

MASTER PLAN INTRODUCTION

UNIVERSITY OF ARIZONA – SIERRA VISTA

**COLLEGE OF APPLIED SCIENCE
& TECHNOLOGY (CAST)**

AYERS SAINT GROSS INTRODUCTION / MARCH 18, 2022



Agenda

- Team
- Process
- Strategic Plan
- Campus Analysis
- Next Steps

Meeting Objectives

- Introduction, Start Master Planning Process for CAST
- Introductions of Team, Work Group Structure
- Overview of Planning Process
- Review of CAST Strategic Plan
- Aligning Campus Resources to Objectives
- Review High Level Input on Physical Characteristics of CAST and Folklore
- Assess and Discuss Next Steps, Meeting Plans

TEAM



Who is in the room?



Steering Committee



Gary Packard

CAST Dean and
Senior Administrator
for Sierra Vista
Campus



Linda Denno

CAST Associate Dean
Academics and
Faculty Affairs



Nicol Rae

CAST Associate Dean
Applied Research
and Development



Eric Mapp

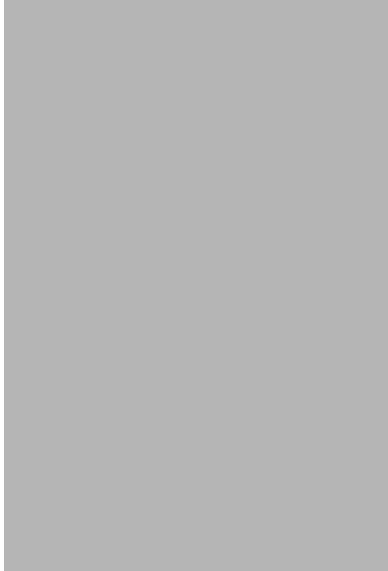
Department Head
Applied Science



Paul Wagner

Department Head
Applied Technology

Steering Committee



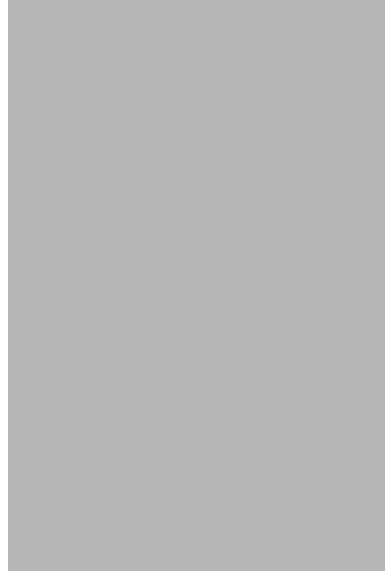
Jason Denno

Director Cyber and
Applied Research
Center



Chuck Smith

Business Director



Melody Dugie

HR Director



Brian Bates

IT Director



Brittany Gordon

Assistant Director of
Academic Advising

Steering Committee



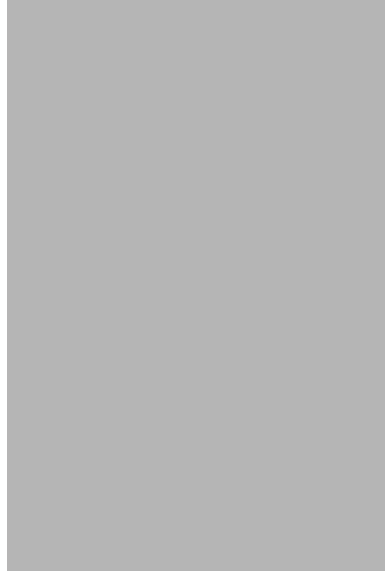
Romi Wittman

Program Director,
CAST Organizational
Leadership +
Regional Commerce



Drew Lutz

Construction Project
Manager III,
Renovation Services



Michael Boardman

Board President USF



Danielle Hallahan

Project Management
Assistant II



Tracy Prudhomme

Operations Manager,
CIO Dept.

Steering Committee



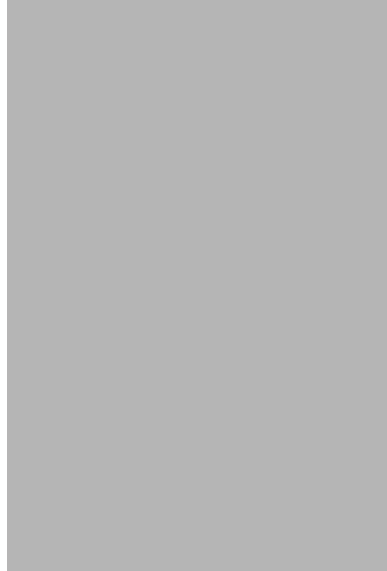
Carol Lehman

Administrative
Assistant



Ariella Valencia

Administrative
Assistant



Chris Kopach

Look up title

Meet the UA – Planning, Design & Construction Team



Peter Dourlein

Associate Vice
President, University
Architect



Ed Galda

Planning Manager



Mark Novak

University Landscape
Architect

Meet the Ayers Saint Gross Team

Planning Consultant for the CAST Masterplan Project



Jack Black
Principal-in-Charge
& Engagement



Ray Byrd
Campus Planner
& Engagement



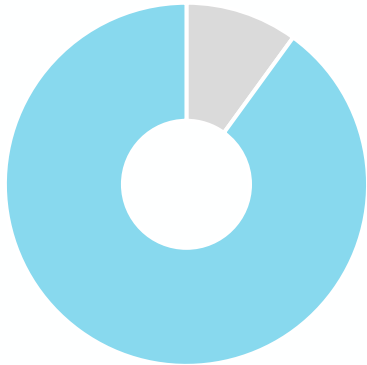
**Ashwin
Dharmadhikari**
Campus Planner
& Engagement

Inclusive, flexible, and creative engagement expertise.

Ayers Saint Gross

FIRM OVERVIEW

Focus



***100%** or our work
is for mission
driven clients
(90% higher education)*

Philosophy

*We engage people
and places to
create designs
that enrich our
world.*

By the Numbers

1912

Founded

180

Professional Staff

250+

College and University Clients

250+

Design Awards

Higher Education Expertise

SELECT CLIENT LIST

University of Arizona
Arizona State University
Boise State University
California State University, Channel Islands
Carnegie Mellon University
Case Western Reserve University
College of Charleston
University of Chicago
University of Colorado, Colorado Springs
Dallas Community College
University of Delaware
DePauw University
Duke University
Eckerd College
Emory University
George Mason University
George Washington University
University of Georgia
Harvard Medical School
Harvard University, Allston Campus
Hawaii Pacific University
Johns Hopkins University
Kansas State University
University of Kentucky
Lafayette College
Loyola University
University of Maryland
University of Massachusetts, Amherst
University of New Hampshire

University of New Mexico, Rio Rancho
University of North Carolina at Chapel Hill
University of North Carolina at Charlotte
University of North Florida
University of North Texas
University of North Texas Health Science Center
University of Notre Dame
Northern Arizona University
Old Dominion University
University of Rhode Island
University of Richmond
University of Rochester
Rutgers, State University of New Jersey
University of Scranton
Smithsonian Institution
University of Southern California
SUNY Brockport
Swarthmore College
Tarrant County College
University of Texas at Austin
University of Texas at El Paso
Texas A&M University
Texas State University, San Marcos
Towson University
University of Virginia
Virginia Commonwealth University
Wake Forest University
Washington University in St. Louis
University of Wisconsin



An Interdisciplinary Approach

IN-HOUSE DISCIPLINES & RESOURCES

Planning



Architecture



Graphic Design



Sustainability



Landscape Architecture



Space Analytics



Interiors



Engagement



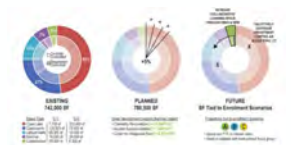
University of Arizona: History of Collaboration

AYERS SAINT GROSS



2003 MP

Present →



CAMPUS CARRYING CAPACITY ANALYSIS

	2003	2009	2015
Net Area	1,400,000 sq ft	1,400,000 sq ft	1,400,000 sq ft
Net Area Available	1,200,000 sq ft	1,200,000 sq ft	1,200,000 sq ft
Available Capacity	1,200,000 sq ft	1,200,000 sq ft	1,200,000 sq ft

LEGEND:
■ Existing Footprint
■ Potential Future Development
■ Existing Open Space

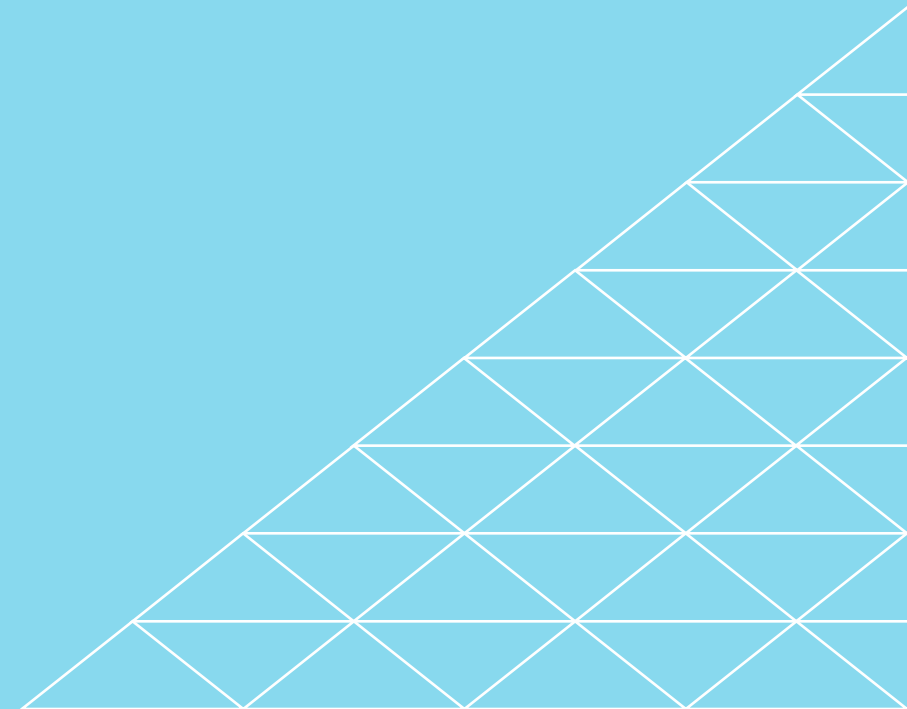


MASTER PLAN ENROLLMENT PROFILES

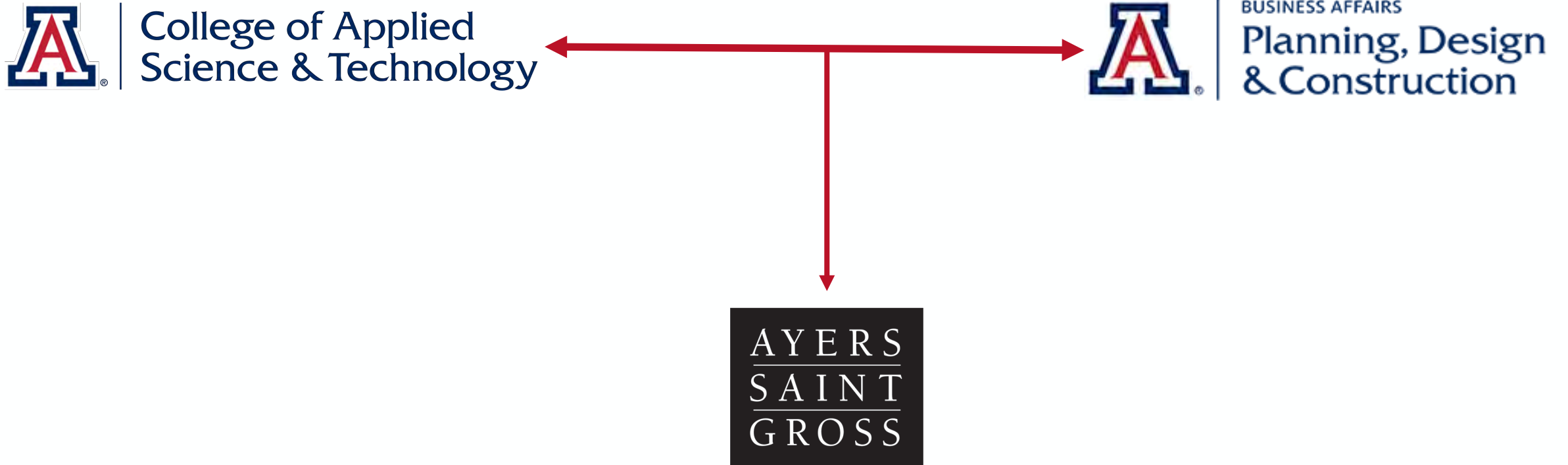
EXISTING	Enrollment Profile	Graduate Enrollment	Undergraduate Enrollment	Total Enrollment	What This Means?
EXISTING PROFILE (FALL 2018)		8,894	35,825	44,719	
A SMALL ENROLLMENT GROWTH	Strategic growth program, limited expansion, no new programs, no new buildings, no new space	9,500 - 10,500	36,500 - 38,500	46,000 - 49,000	Strategic program growth (new & existing)
B ENROLLMENT STABLE	Strategic growth program, limited expansion, no new programs, no new buildings, no new space	9,500 - 9,500	34,000 - 36,500	43,500 - 46,000	Enrollment shifts will take place to align with priorities, but net count will remain stable
C SMALL ENROLLMENT DECREASE	Strategic growth program, limited expansion, no new programs, no new buildings, no new space	8,000 - 8,000	31,000 - 34,500	39,000 - 42,500	Overall enrollment figures return to ~2010 levels, but graduate FTE (growth as a % of total)



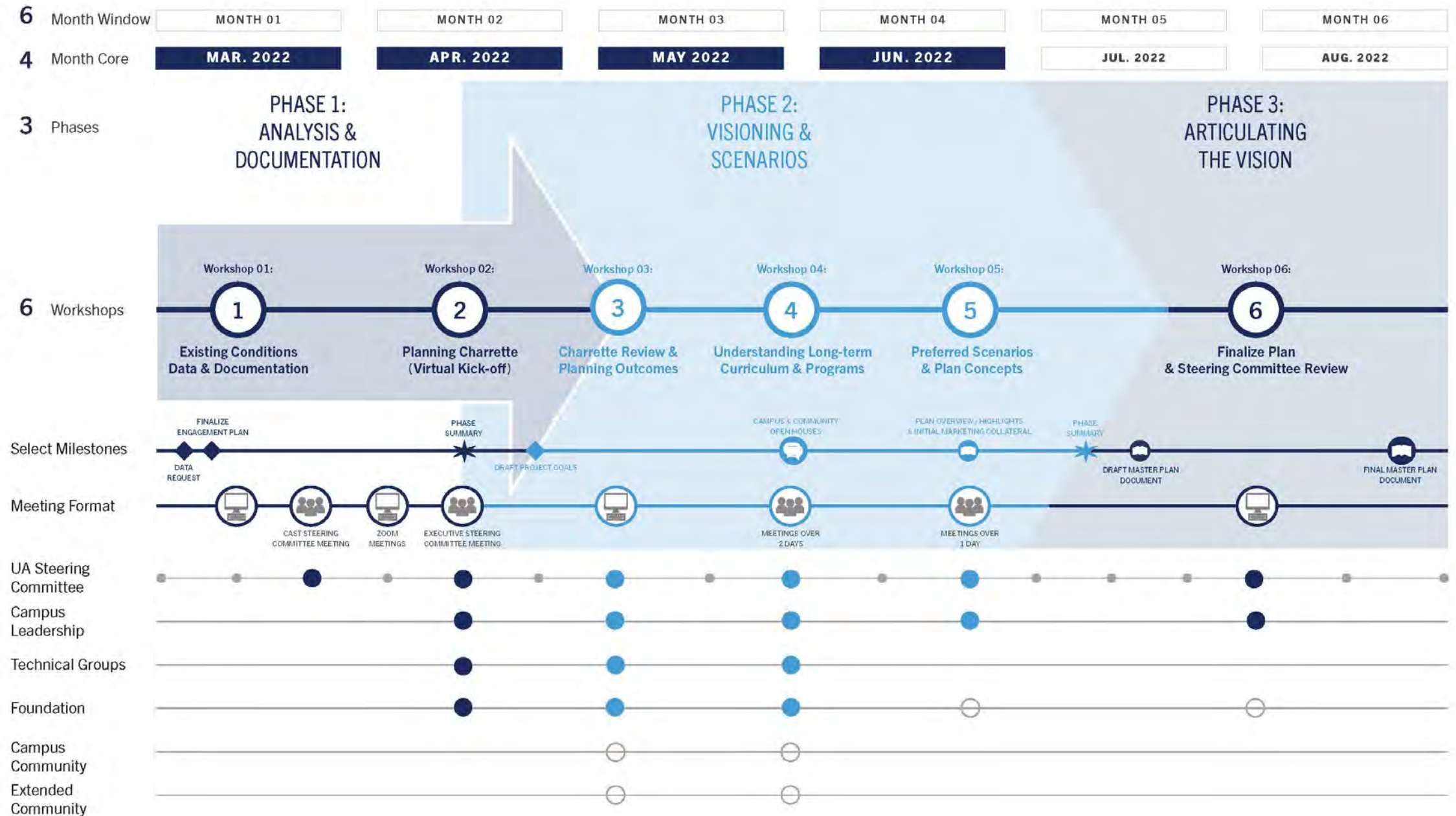
PROCESS



Process Protocols



Proposed Process Schedule



What is a Master Plan?

PURPOSE



PEOPLE



PLACE



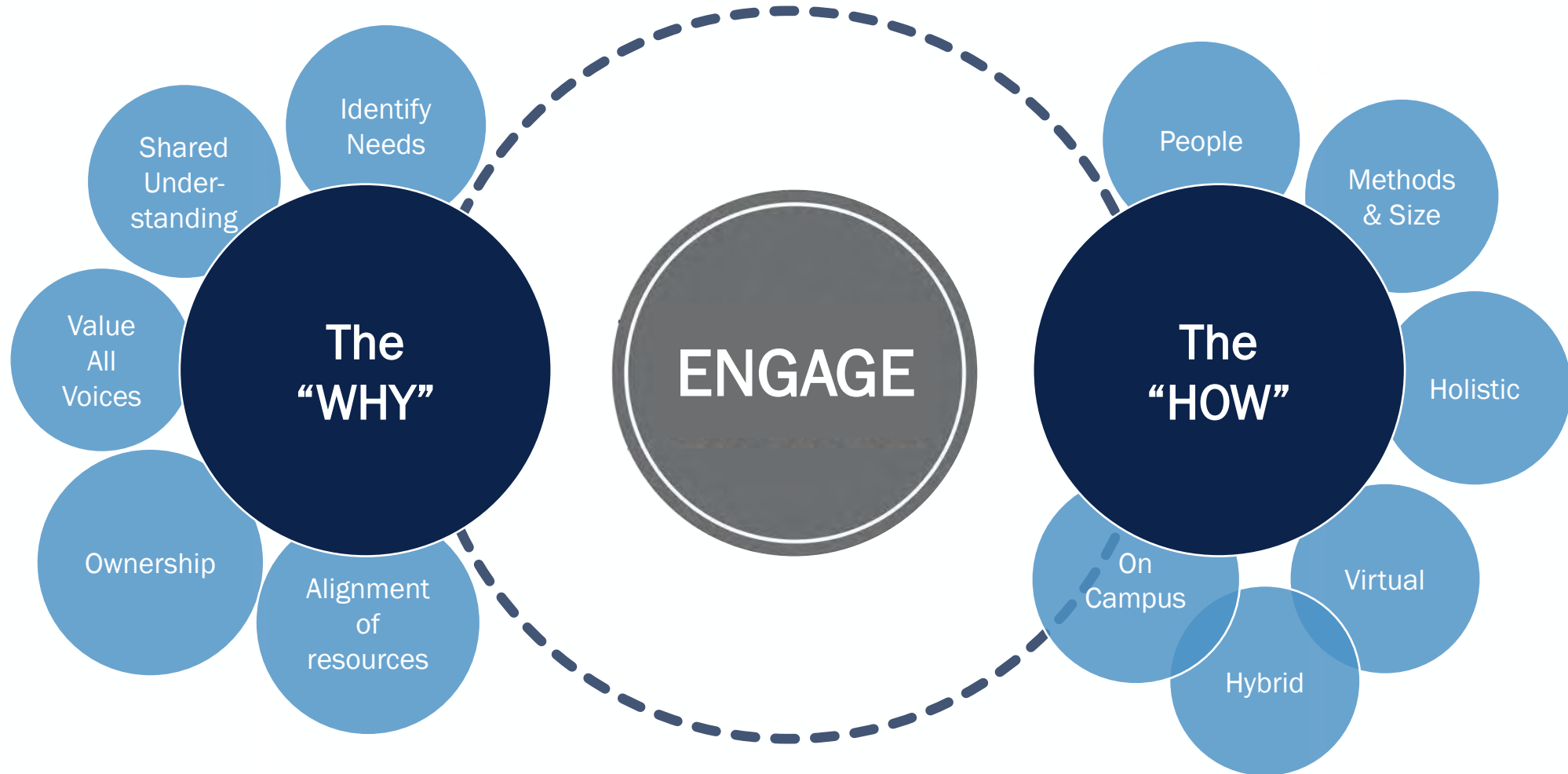
Why are Master Plans Important?



- Translates purpose, mission, and values into a built form
- Pairs visionary goals with practical implementation
- Acts as a roadmap for future development
- An ongoing/evolutionary process
- **Crafts a shared vision that identifies the physical spaces to support the future of the campus/university**
- **Alignment of Academic and Research Initiatives with Physical Resources**

Engagement: A Deliberate Process

ALIGNING COMMUNITY, VISION, & OUTCOMES



Engagement

BUILDING A FOUNDATION FOR SUCCESS



Virtual Engagement

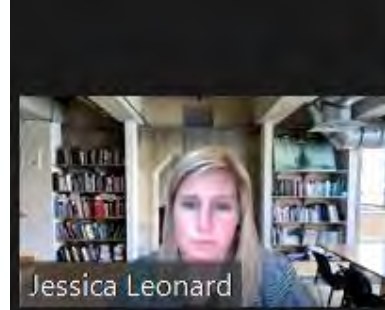


Let's Discuss

Which streets and intersections do you think should be the highest priority for transformation?

Use the annotate tool to mark the key areas.

Write your ideas in the chat to share with the group.



From Viviana Grieco to Everyone:
And, without successful faculty and staff, it would be quite impossible to support student success

From Troy Lillebo - UMKC to Everyone:
Amen!

From Kimiko Gilmore to Everyone:
This may be a candidate for PIAC funding with KCMO

From Viviana Grieco to Everyone:
Pre-Covid, there were so many car accidents on Rockhill Road. It's scary

From Troy Lillebo - UMKC to Everyone:
Gorgeous

From Viviana Grieco to Everyone:
The same concept should be applied to Rockhill Road. Crossing over that road is a challenge

From Caroline Moriarty to Everyone:
Or taking advantage of Whole Foods' one hour parking if they only have one class

From Bill Haverly to Everyone:
Gateways need to be welcoming, not imposing.

From Troy Lillebo - UMKC to Everyone:
Agreed. not as big a fan of the wall. Something more permeable and welcoming

Question 2

From Viviana Grieco to Everyone:
No walls. please. They are too loaded these days

Engagement Sustains Implementation

MORE THAN JUST MEETINGS

1. HOW DO YOU PREFER TO STUDY / COLLABORATE?

For each topic below, place one (1) dot in the box that best describes you or the location on the scale that represents your preference.

STUDY / COLLABORATION LOCATION:

ON-CAMPUS INDOOR PUBLIC SPACE (cafeteria space with background noise)

ON-CAMPUS INDOOR PUBLIC SPACE (quiet area, ex. library)

OFF-CAMPUS PUBLIC SPACE (ex. coffee shop)

INDOOR ENCLOSED STUDY ROOM

OUTDOOR SPACE

AT HOME / RESIDENCE HALL

STUDY / COLLABORATION ENVIRONMENT:

OPEN SEMI-OPEN SEMI-ENCLOSED ENCLOSED

SENSE OF ENCLOSURE

PLACE DOTS HERE

PLACE DOTS HERE

PLACE DOTS HERE

STUDY GROUP SIZE:

INDIVIDUAL SMALL GROUP (2-3 people) MEDIUM GROUP (4-6 people) LARGE GROUP (7+ people)

STUDY GROUP SIZE

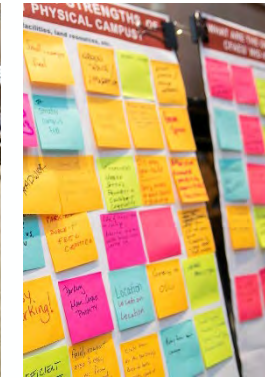
PLACE DOTS HERE

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PLACE DOTS HERE

Participant Examples:

- Freshman Student (Visiting Gorilla)
- Professor Williams (Visiting Gorilla)



Visit the Engagement Website!

TAKE THE SURVEY!

<https://www.sustain.ucla.edu/plan/>

Take the Survey! Tell your friends!



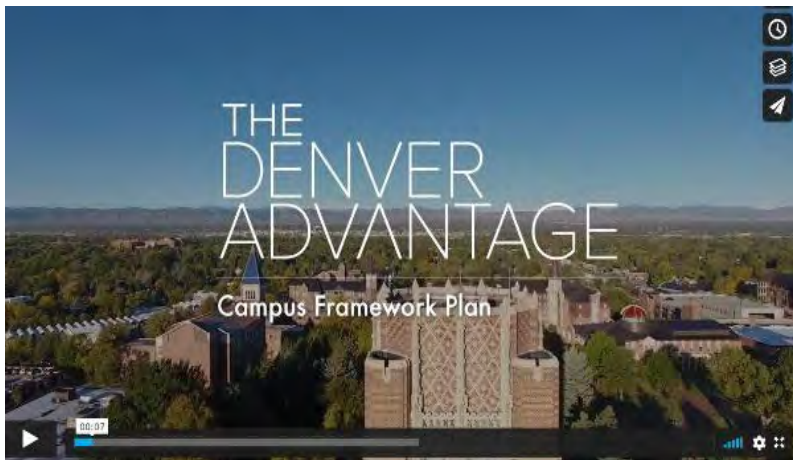
Host is sharing poll results

1. What should be the top three priorities of the master plan related to mission critical space? (Honor System - pick three only) (Multiple choice)

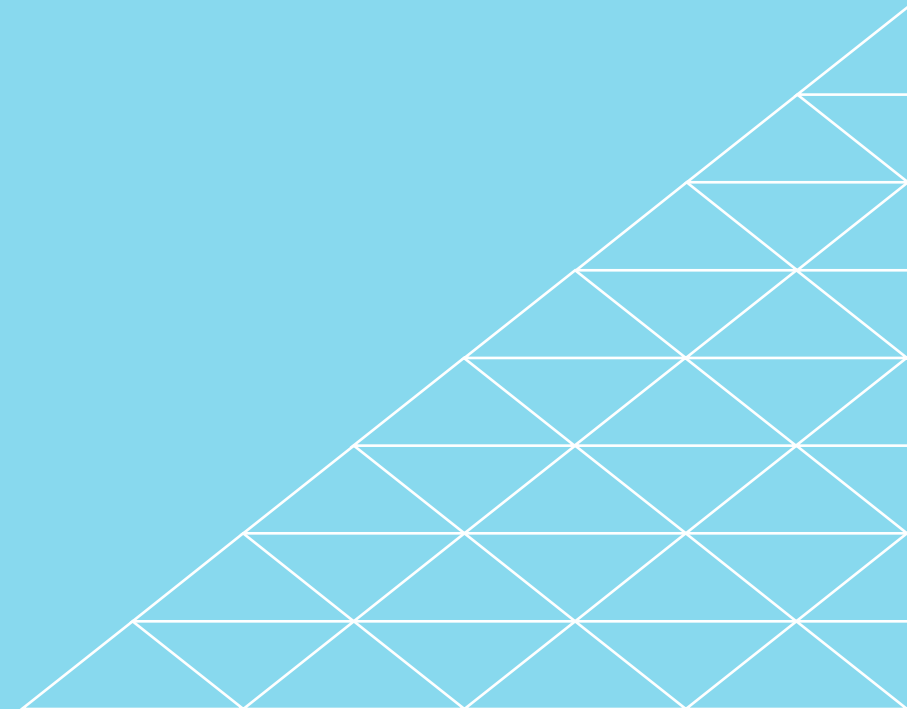
Dedicated OneMUSC/PE spaces	32%
Faculty collaboration space	36%
Improved ambulatory functions	50%
Improved quality of research space	36%
Large classrooms/light type of classrooms	43%
New comprehensive cancer center	25%
Office space close to the hospital	25%

Document and Communicate

CLEAR MESSAGING TO SHARE THE VISION – TAILORED TO YOUR NEEDS



STRATEGIC PLAN



Dr. Packard's Vision for the Campus

CAST's Five Year Plan: 2021 - 2026



PAST



PRESENT



FUTURE

- Mission, Vision, & Values
- Our Flywheel
- Annual Review and Process
- Alignment to UArizona's Strategic Pillars

"...rooted in the best traditions of the past, taught in the context of the present, and continually reexamined in the light of the future needs."

- Lt Gen James E. Briggs, U.S. Air Force Academy's 2nd Superintendent.

Values, Vision, & Mission

VALUES

UArizona Values: Integrity, Compassion, Exploration, Adaptation, Inclusion, Determination

CAST Values: Respect for Human Dignity, Teamwork, Ethical Digital Citizenry, Applied Education For the Work Force, Applied Student-Powered Research, Community Impact

VISION

The Nation's leader in accessible, 21st Century applied science and technology education & research for post-traditional transfer students who will lead our future

MISSION

Work at the convergence of social science and technology to deliver rigorous, 4th Industrial Revolution applied education & research to our region and our world



THE UNIVERSITY OF ARIZONA

College of Applied
Science & Technology

Programs

University of Arizona College of Applied Science & Technology

Unique Programs:

- Government & Public Service
- Administration of Justice
- Bachelors of Applied Science:
 - Early Childhood Education
 - Human Services
 - Applied Computing
 - Intelligence & Information Operations
 - Cyber Operations
 - Org. Leadership & Regional Commerce
- Shared Programs:
 - Family Studies & Human Development
 - Psychology
 - Computer Science & Pre-Computer Science

Undergraduate Certificates:

- Cybersecurity
- Cyber Operations
- Digital Forensics (New 2022)
- Cyber Defense (New 2022)
- Security Computing (New 2022)
- Information Warfare (New 2022)
- Organizational Leadership (New 2022)

Projections shared with ASG:

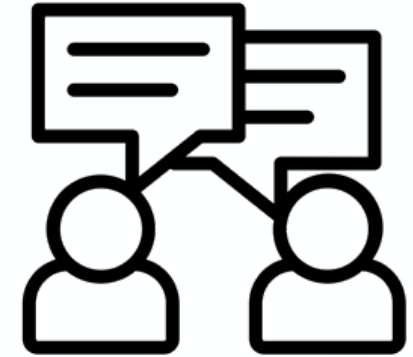
10-15%

30-50%

- Some program sunsetting / additions
- Average Projected Annual Program Growth through 2024
- Org. Leadership & Regional Commerce Projected annual growth through 2024

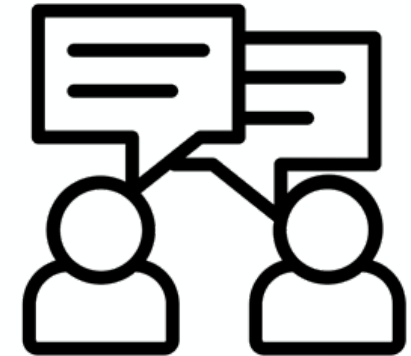
“Community Relevance with National Impact”

- What does this mean for CAST?



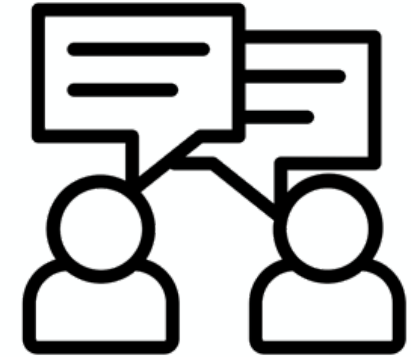
**Discussion
Point**

- Which programs are successfully delivered on campus today?
- Which programs need unique delivery or other resources?



**Discussion
Point**

- Can we develop enrollment profiles for each program?
- How do we support instruction & applied research on campus?
- How do we better support faculty and staff on campus? And online?



Discussion Point

Academic & Programmatic Partners

University of Arizona College of Applied Science & Technology

Sierra Vista:

- Arizona Folklore Preserve (AFP)
- Fort Huachuca Education Center
- City of Sierra Vista

Regional & Online:

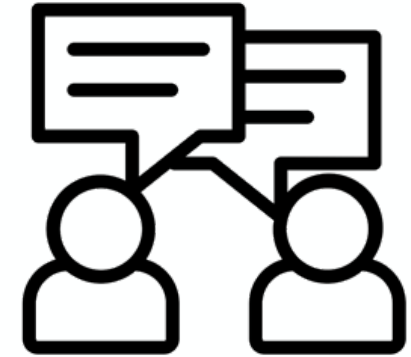
- Pima Community College East
- Douglas, Nogales, Yuma, Chandler
- Arizona Online
- Near You Network (Student Services)

Programmatic Links - Pathways / Relationships:

- UA Main Campus & UA Global Campus
- Cochise Community College
- Buena & other AZ High Schools
- Corporate Education Partners



- How can we work with these educational partners to achieve better success?
- How does CAST support these different programs?
- What resources are required for physical and online delivery?



Discussion Point

Achieving the Objectives in the Strategic Plan

One of the biggest, and most common, strategic mistakes lies in failing to aggressively and persistently make the most of victories.

Collins, Jim. *Turning the Flywheel (Good to Great)* (p. 6). Harper Business. Kindle Edition.

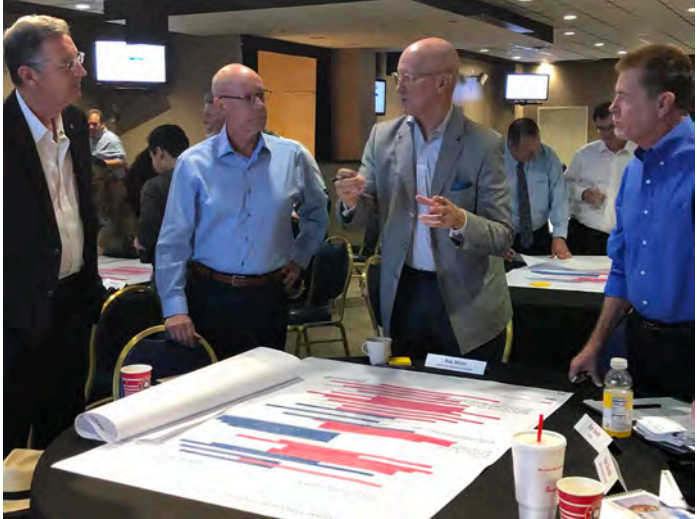
Desired End State

Develop intellectually fertile ground to infuse the workforce with future thinkers delivering cutting edge breakthroughs in technological, socio-cultural, and training domains.

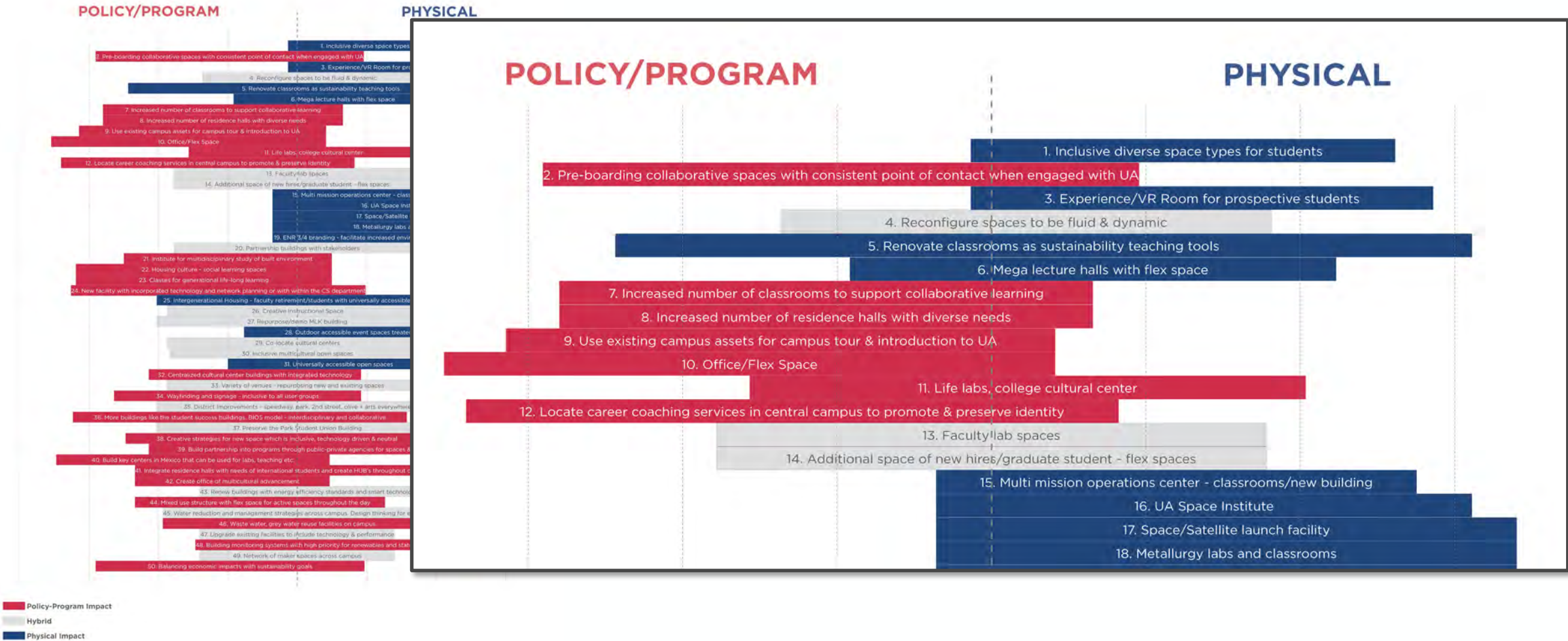


Translating Objectives to Direction

Exercise at UA Main Campus






Translating Objectives to Direction



Achieving the Objectives

RECRUIT AND HIRE DIVERSE FACULTY AND STAFF WHO ARE PASSIONATE ABOUT OUR VALUES

	PROGRAM	PHYSICAL	PROTOCOL
<ul style="list-style-type: none"> Hire Faculty and Staff to keep up with growth and diversify <ul style="list-style-type: none"> Increase full time faculty by 50% over first two years, then grow at the pace of student growth in years 3 -5 Hire staff & administrators to keep up with growth Increase Tenure Track Faculty to 25% -30% of permanent faculty lines 			
<ul style="list-style-type: none"> Publish College Promotion, Evaluation, Mentoring, & Onboarding Policy 			
<ul style="list-style-type: none"> Publish College hiring policy and fund hiring outreach to increase diversity and qualifications of applicants in hiring pools 			
<ul style="list-style-type: none"> Complete a position review to ensure equity and alignment to mission 			
<ul style="list-style-type: none"> Pursue at least two Strategic Priorities Faculty Initiative (SPFI) hires 			

Achieving the Objectives

BUILD WORLD CLASS INFRASTRUCTURE AND EFFECTIVE ORGANIZATIONAL STRUCTURE

	PROGRAM	PHYSICAL	PROTOCOL
<ul style="list-style-type: none"> Coordinate with the University CFO to establish a distinct accounting line to track legislative allocation to support activity at the Sierra Vista Branch Campus 	○		○
<ul style="list-style-type: none"> Publish Campus Master Plan in coordination with main campus, University South Foundation, Cochise CC, & the City of Sierra Vista 	○	○	○
<ul style="list-style-type: none"> Review and initiate College org structure for the future 	○		○
<ul style="list-style-type: none"> Move facilities management back to the SV Campus 	○	○	○
<ul style="list-style-type: none"> Renovate Groth Hall by summer of 2023 to align with 30th Anniversary 	○	○	○
<ul style="list-style-type: none"> Complete construction of new applied research building 	○	○	○
<ul style="list-style-type: none"> Renovate Arizona Folklore Preserve to include Digital Humanities 	○	○	○
<ul style="list-style-type: none"> Refresh technology infrastructure to keep pace with CAST's innovative online teaching and Virtual Learning Environment 	○	○	○
<ul style="list-style-type: none"> Reinvigorate community and regional partnerships 	○	○	

Achieving the Objectives

MENTOR, RETAIN AND MOTIVATE FACULTY WHO DELIVER WORLD CLASS, 4TH IR EDUCATION AND UNDERGRAD RESEARCH

	PROGRAM	PHYSICAL	PROTOCOL
• Elevate the work of the DEI Committee to continuously improve our inclusive culture benefiting a diverse faculty and student population	○		○
• Complete and implement college mentoring program	○		○
• Prepare college on-boarding program for upcoming hiring surge	○	○	○
• Update and fund faculty awards process	○	○	○
• Pursue Endowment for CAST's first named professor	○	○	○
• Hire Associate Dean for Applied Research & Development			○

Achieving the Objectives

RECRUIT, ADVISE AND INSPIRE DIVERSE, POST-TRADITIONAL TRANSFER STUDENTS TO IMPACT OUR REGION AND THE WORLD

	PROGRAM	PHYSICAL	PROTOCOL
• Complete MOA with Vice Provost for ODCE			
• Reach 5,000 students (certificates, minors, BAS, PSM) by the end of the five-year plan			
• In-person advisor/recruitment specialist in Sierra Vista, Pima East, Chandler, and Yuma			
• Building on the success of the BashaHigh School/Chandler-Gilbert CC/CAST pipeline in Cyber Ops, pursue similar partnerships in Cyber and other programs throughout AZ			
• Further our partnerships with DoD Community Colleges and Education			
• Grow partnerships with Federal & regional LE agencies			
• Expand student awards and scholarships to increase accessibility			
• Grow partnership with Global Direct & pursue educational partnerships with Mexico			

Achieving the Objectives

DEVELOP & DELIVER RIGOROUS AND RELEVANT EDUCATION AND RESEARCH THEN ASSESS OUR PROGRESS THROUGH REGULAR PROGRAM REVIEW

	PROGRAM	PHYSICAL	PROTOCOL
• Launch 6 –9 Professional Science Masters Degrees over 5 years <ul style="list-style-type: none">• Start with an educational technology focused degree in Fall of 2022• Built with stackable Masters Certificates			
• Establish innovation guidelines and encourage sustainable creativity			
• Establish & fund College professional development process			
• Develop a student-centric (undergrad & grad) applied research portfolio designed to support best practices in education while impacting a 21stcentury world			
• Solidify our national reputation as a leader in rigorous online & hybrid transfer education for the 21stCentury workforce			

Summary

Achieving the Objectives

RECRUIT AND HIRE DIVERSE FACULTY AND STAFF WHO ARE PASSIONATE ABOUT OUR VALUES

	PROGRAM	PHYSICAL	PROTOCOL
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Achieving the Objectives

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Achieving the Objectives

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	PROGRAM	PHYSICAL	PROTOCOL
<ul style="list-style-type: none"> Elevate the work of the DEI Committee to continuously improve our inclusive culture benefiting a diverse faculty and student population Complete and implement college mentoring program Prepare college on-boarding program for upcoming hiring surge Update and fund faculty awards process Pursue Endowment for CAST's first named professor Hire Associate Dean for Applied Research & Development 			

Achieving the Objectives

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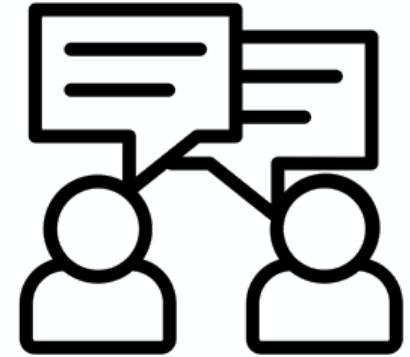
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Achieving the Objectives

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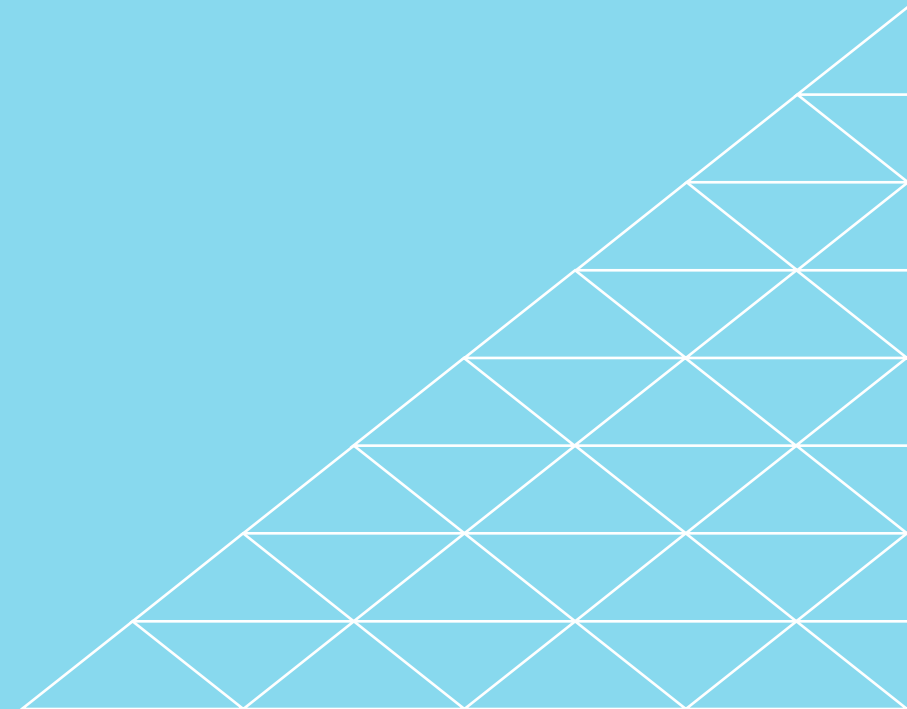
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- How do we align these physical needs into the existing or future facilities?



**Discussion
Point**

CAMPUS ANALYSIS



CAST Community (Spring 2022)

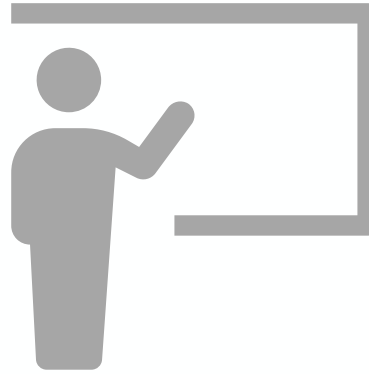
University of Arizona College of Applied Science & Technology



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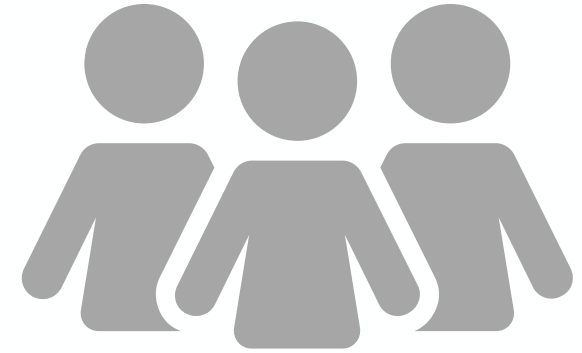
Students

24% increase Spring
2021 to Spring 2022



92

Faculty



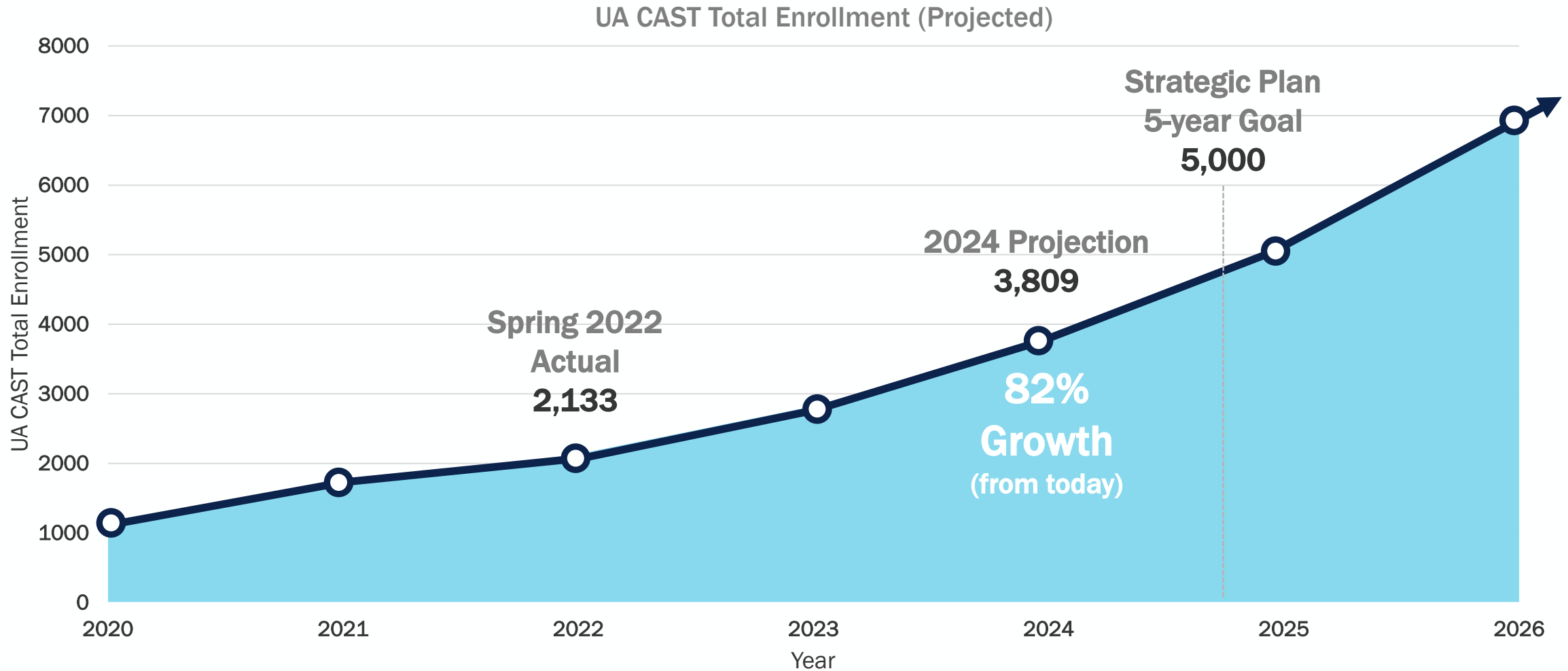
48

Staff

5 – Administrators
8 – Student Workers
35 – Staff

Forecasted Growth

University of Arizona College of Applied Science & Technology



Sierra Vista

Regional Context

**FORT
HUACHUCA**

**HUACHUCA MOUNTAIN
RANGE**

**70 MILES TO
TUCSON**

HWY 90

**UA
CAST**

Accessed by
Charleston Rd.,
Colombo Ave., or
Campus Dr.

Fry Blvd.

**SIERRA
VISTA**

HWY 92

HWY 90

7th St.

Buffalo Soldier Trail

**FOLK
LORE**

**12.5 MILES TO
US-MEXICO
BORDER**



Folklore Center

District Context

**RAMSEY
CANYON
PRESERVE**

**NATURE
CONSERVANCY**
Hamburg Trail #122

**CANYON
INN**

E Ramsey Canyon Rd

**FOLK
LORE**

**CANYON
CABINS**

E Folklore Trail



Local Context

- Access
- Wayfinding
- Community
- Identity
- Branding



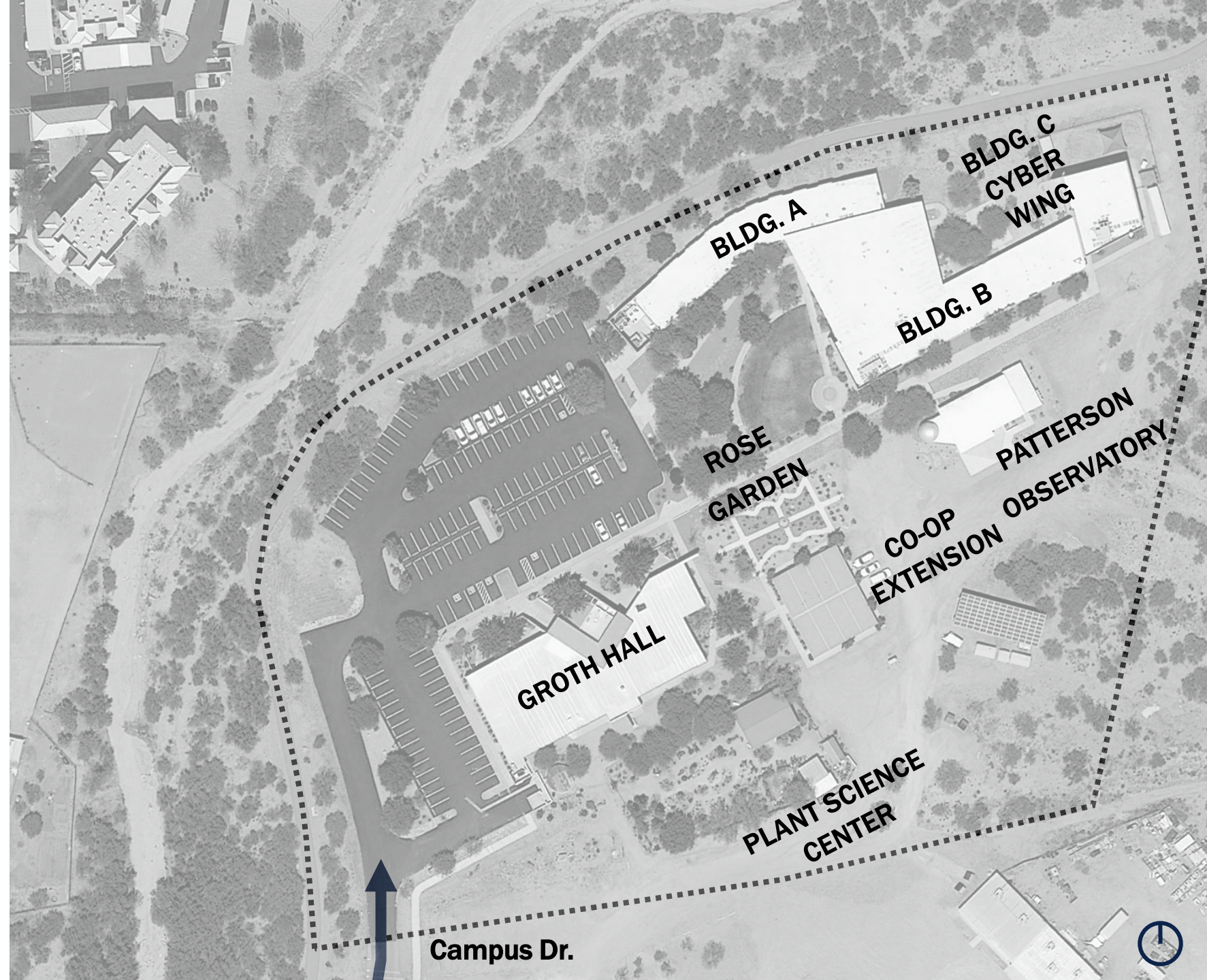
UA CAST CAMPUS

Campus Site*: ~8.25 Acres

Facilities*: ~40,000 NSF

- Access
- Campus
- Framework
- Elements
- Service

*Note: Values vary by source



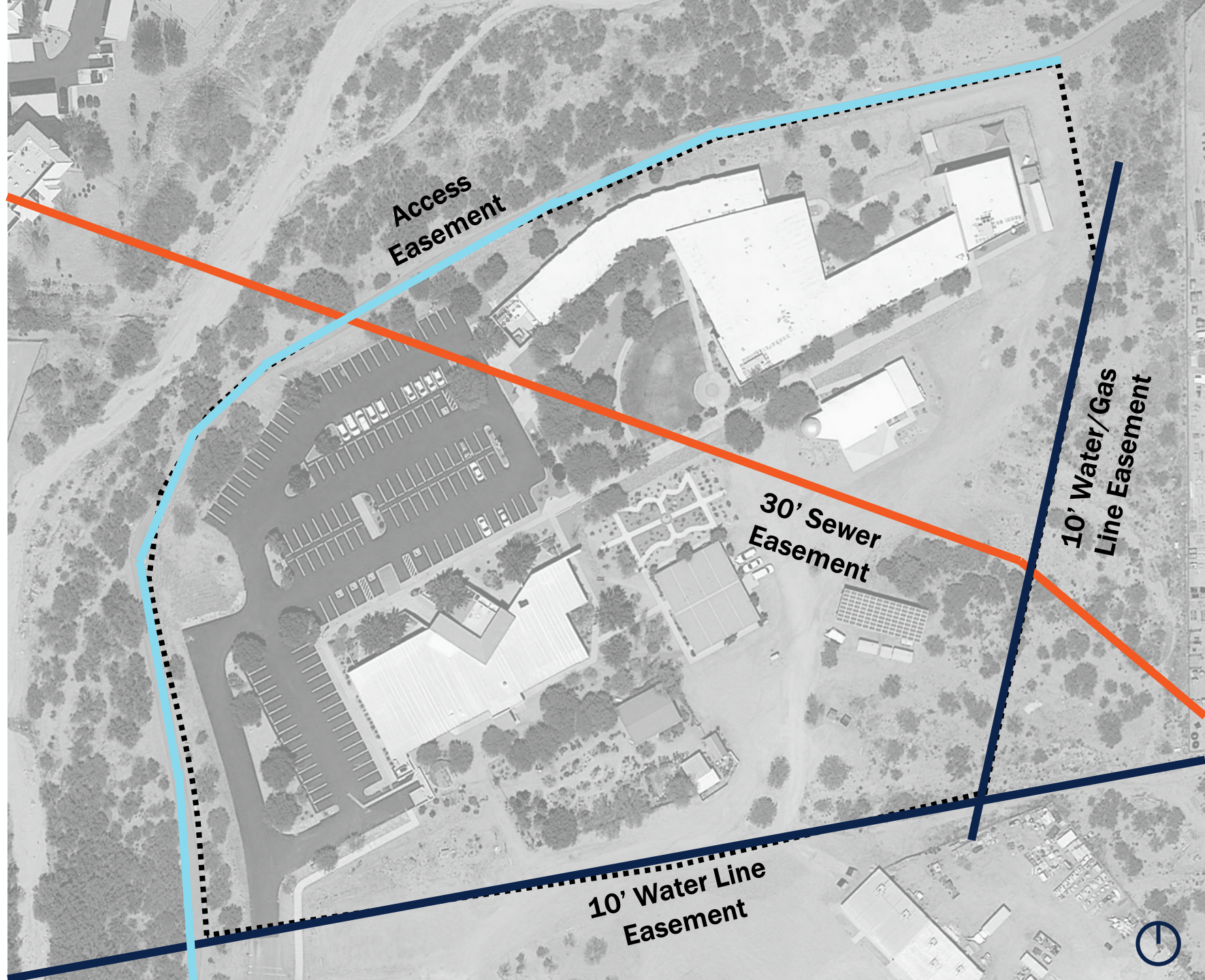
UA CAST EASEMENTS

Campus Site*: ~8.25 Acres

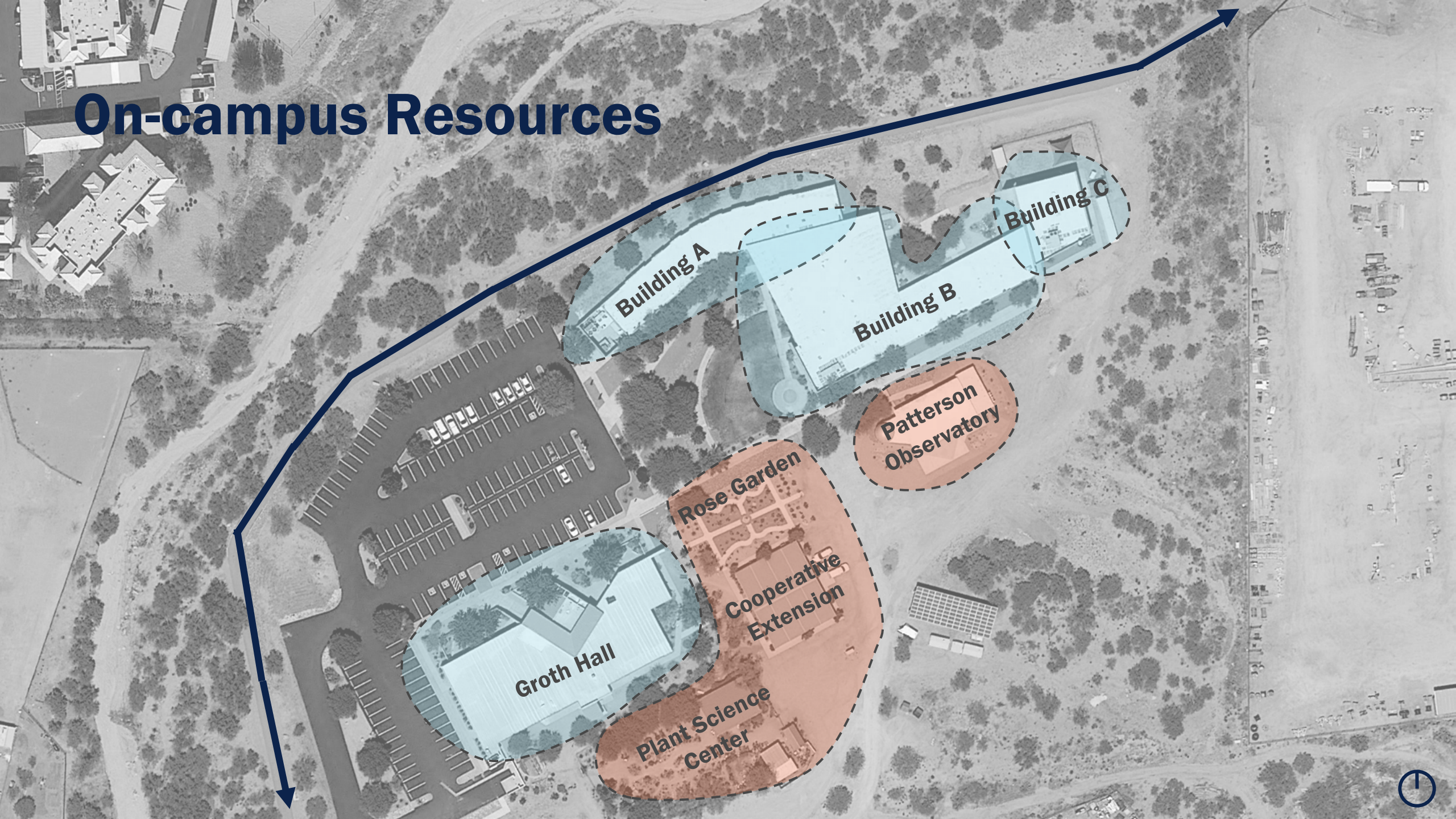
Facilities*: ~40,000 NSF

- 30' Sewer Easement
- 10' Water Line Easement
- 10' Water / Gas Line
- Access Easement

*Note: Values vary by source



On-campus Resources



Building A

Building B

Building C

Groth Hall

Rose Garden

Cooperative Extension

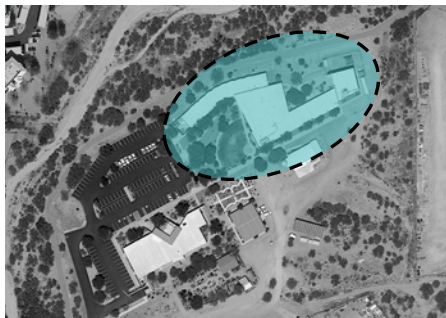
Plant Science Center

Patterson Observatory



Site

- First buildings opened in 1995
- Adjacent to Cochise College
- Includes Patterson observatory
- Room to grow



Groth Hall

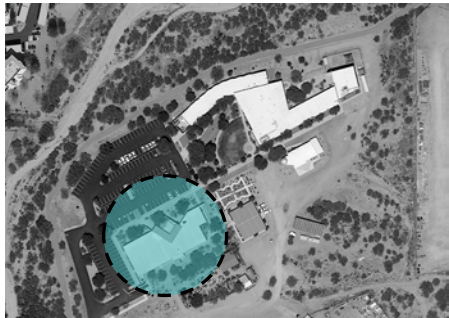
- 11,926 NSF
- 55 rooms
- Office space and classrooms
- Adjacent to Rose Garden and Plant Science Center



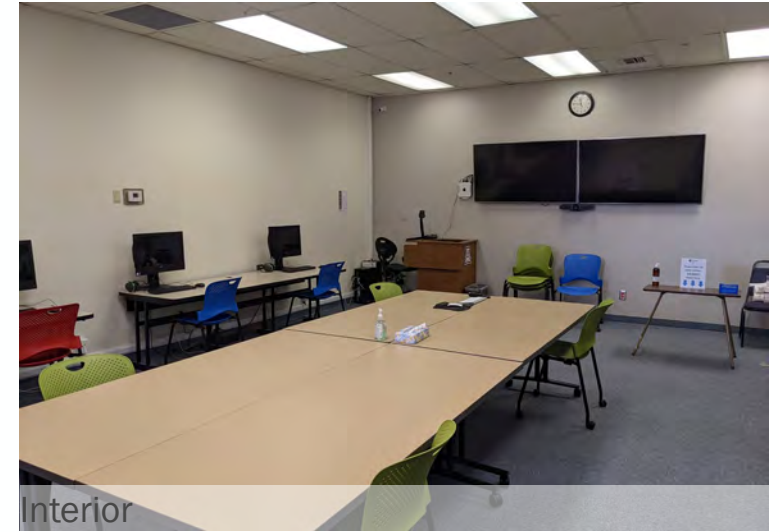
Entrance from parking lot



Interior



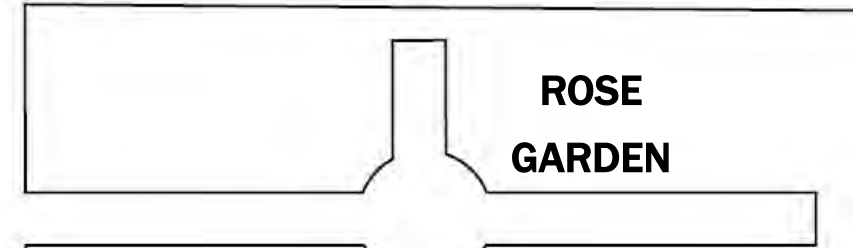
Alternate entrance



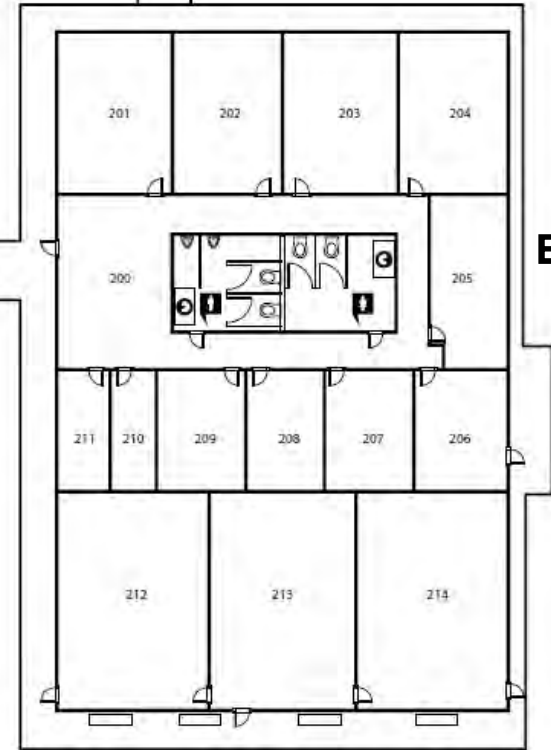
Interior

UA CAST CAMPUS

11,926 NSF



3,541 NSF



Patterson Observatory

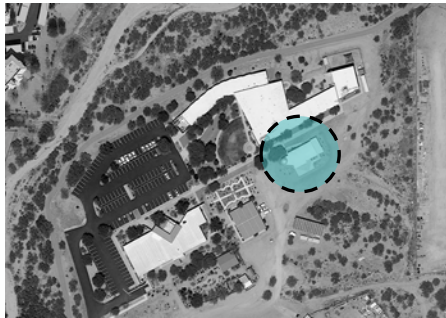
- Part of the University South Foundation
- Opened in 2004
- Public observation nights held once a month



Entrance behind Bldg B



Interior



Interior



Interior

BUILDING A

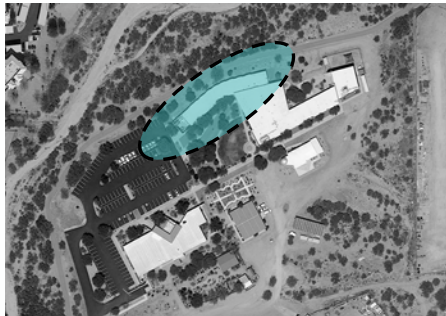
- Northernmost building on the property
- Linear, curved form follows road + informed by the Wash
- Connected to Buildings B and C
- Includes office space and classrooms



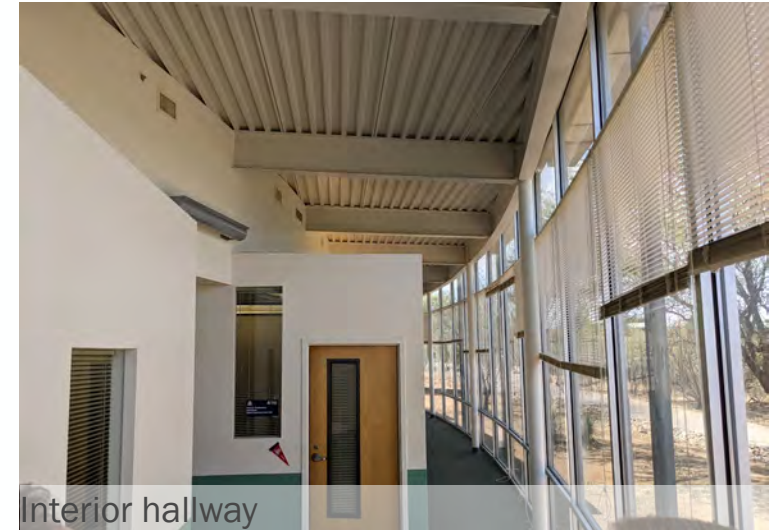
Exterior



Covered walkway



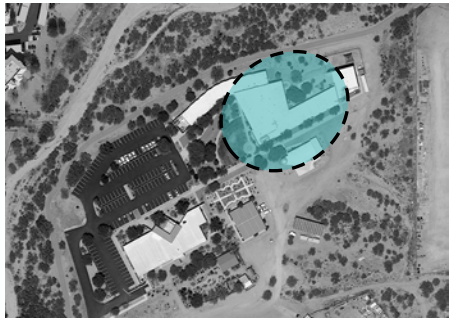
Learning Resource Center



Interior hallway

BUILDING B

- Largest of the 3 connected buildings
- Classroom spaces and study spaces
- Building form creates unique courtyard space
- Adjacent to the Observatory



Interior



Classroom space



Courtyard space



Study space

BUILDING C

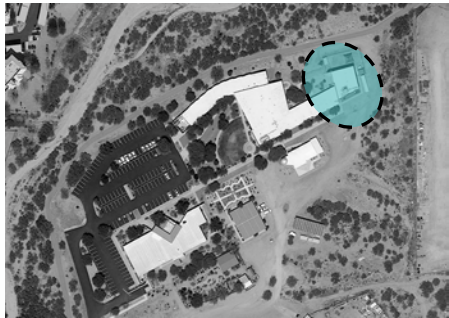
- Smallest of the 3 buildings
- Located in northeastern section of the property
- Designed by HDR in 2001
- Includes multi-purpose and student rooms



Help desk



Exterior detail



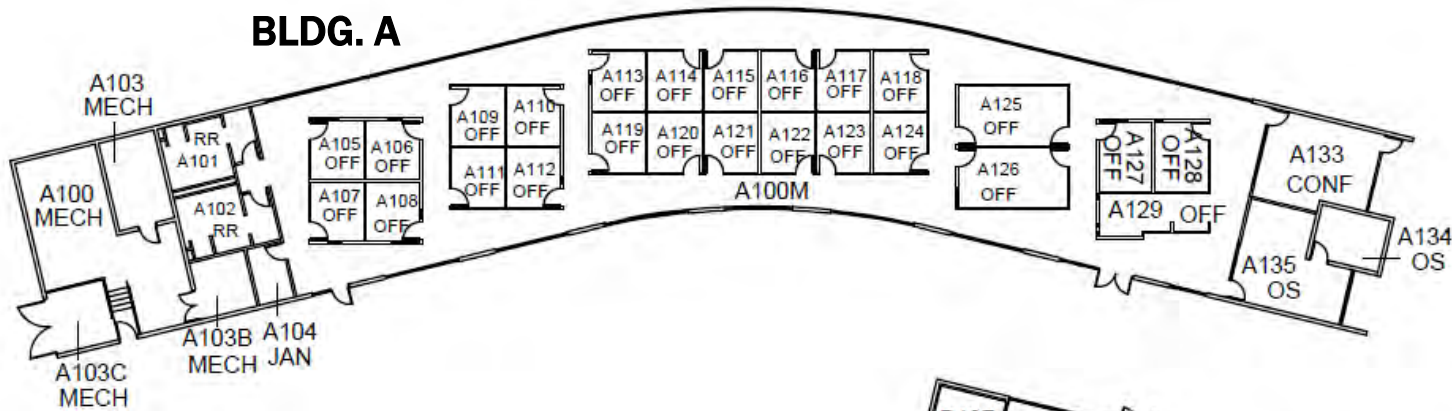
Courtyard space from inside



Student space

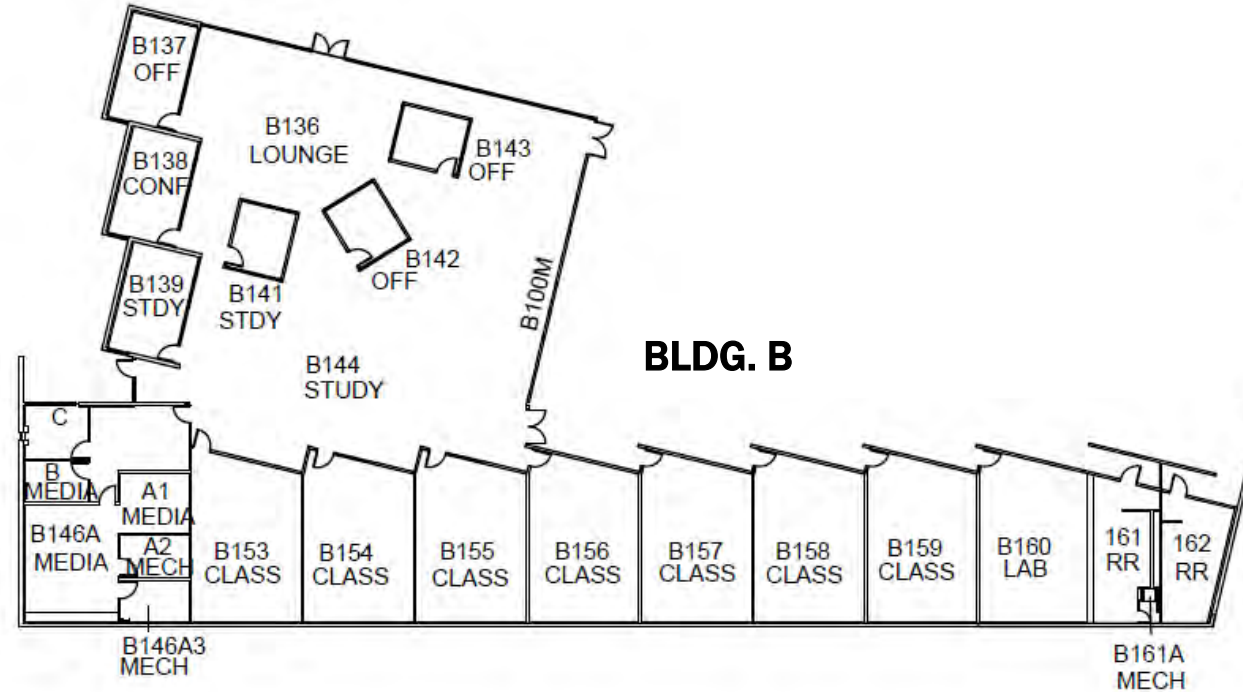
UA CAST CAMPUS

BLDG. A

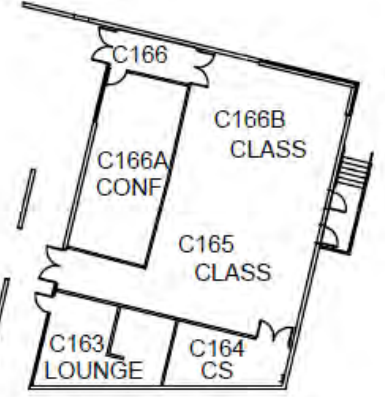


20,934 NSF

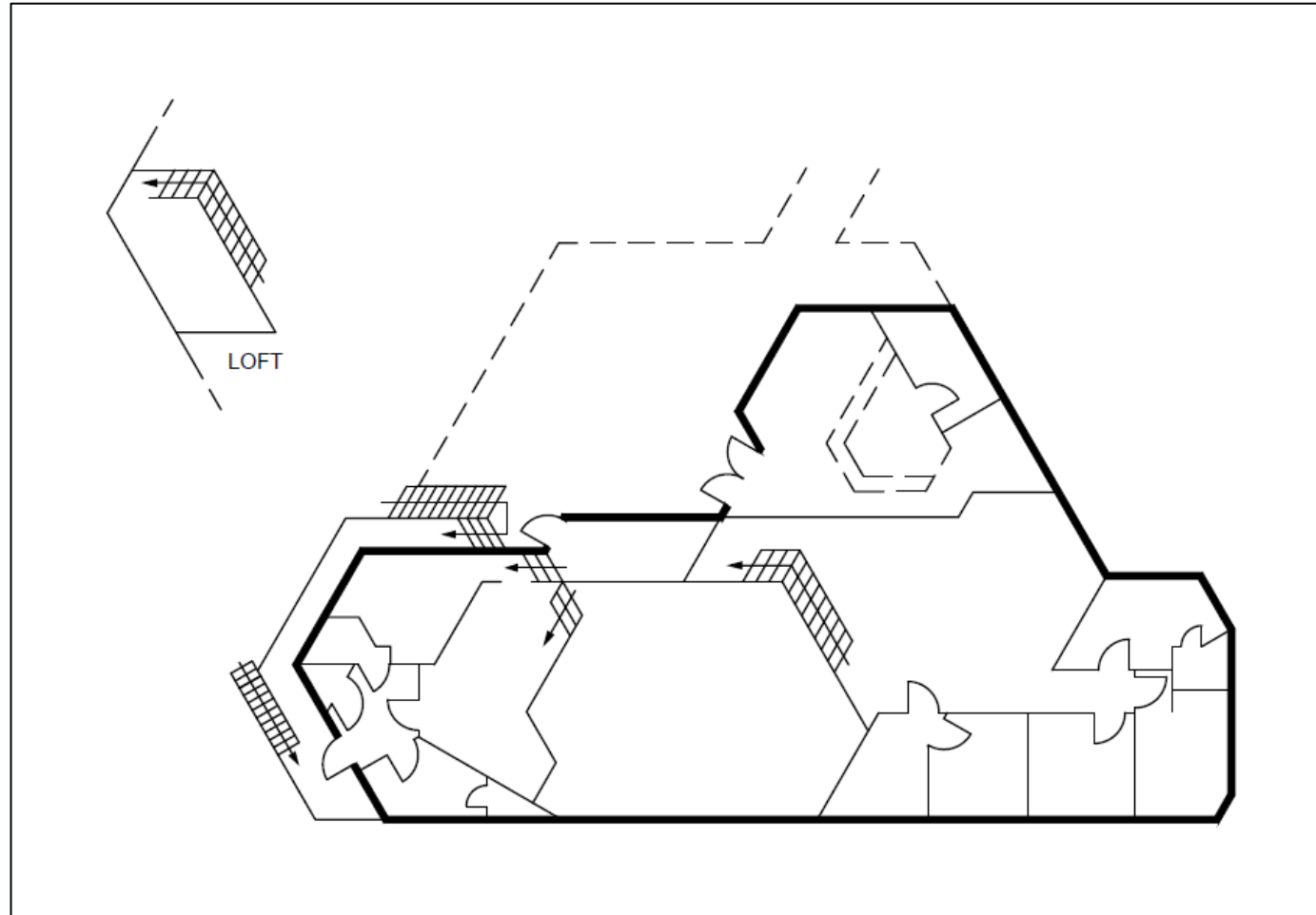
BLDG. B



**BLDG. C
CYBER
WING**



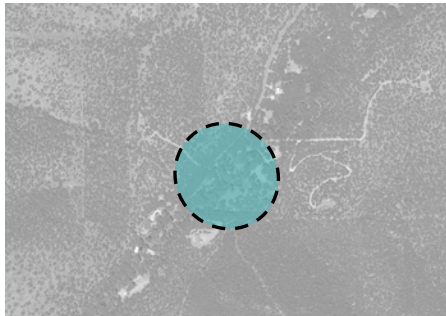
Folklore Center



4,312 NSF

Folklore Museum

- Founded in 1996
- Property on 15 acres
- Partnership w/ UA begins in 2000
- Located close to Ramsey Nature Conservancy



**AYERS SAINT GROSS:
UA SIERRA VISTA
STRENGTHS/OPPORTUNITIES ANALYSIS
(Kick-Off Workshop)**



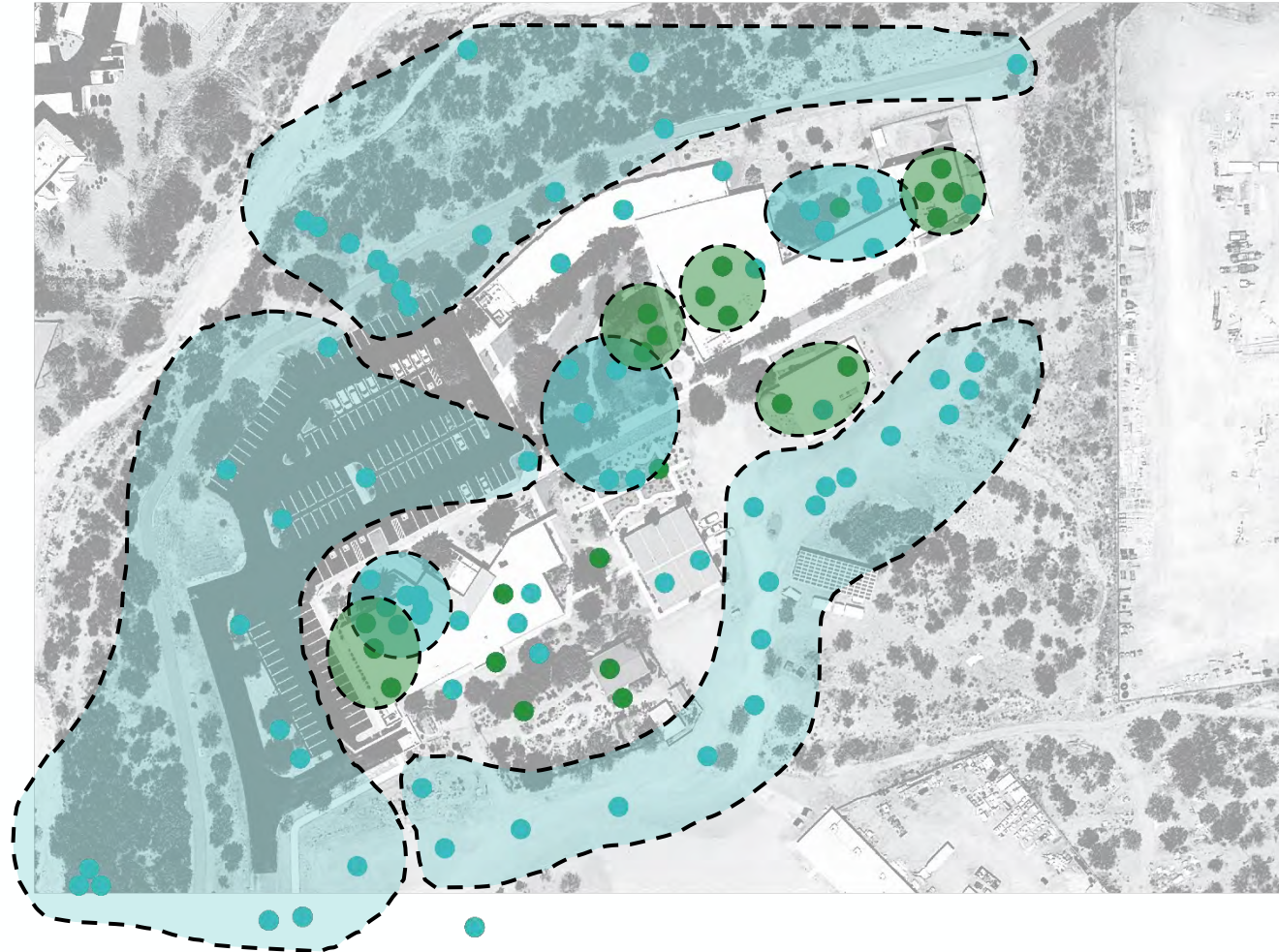
Kick-Off Workshop – Strengths/Opportunities

UA Sierra Vista

● 23

● 75

98



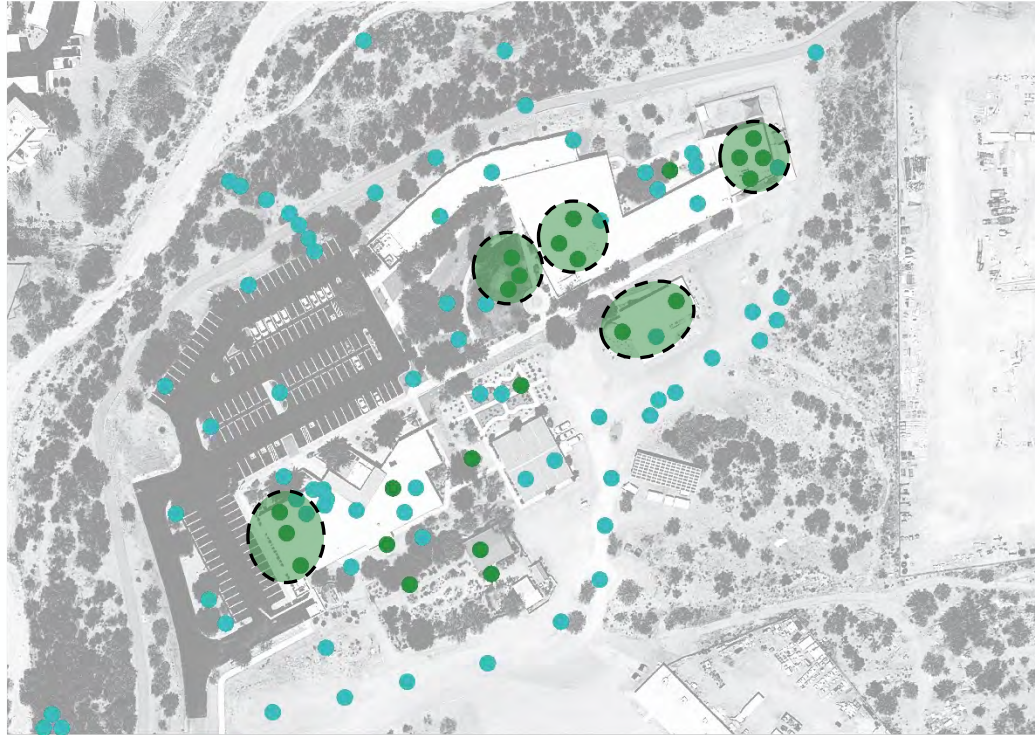
Overall Themes:

- Campus access
- Campus edges & boundaries
- Connections between buildings
- Green space network
- Campus service & utilities planning
- Parking
- Building conditions
- Functional alignment


Physical Campus Feedback

UA Sierra Vista

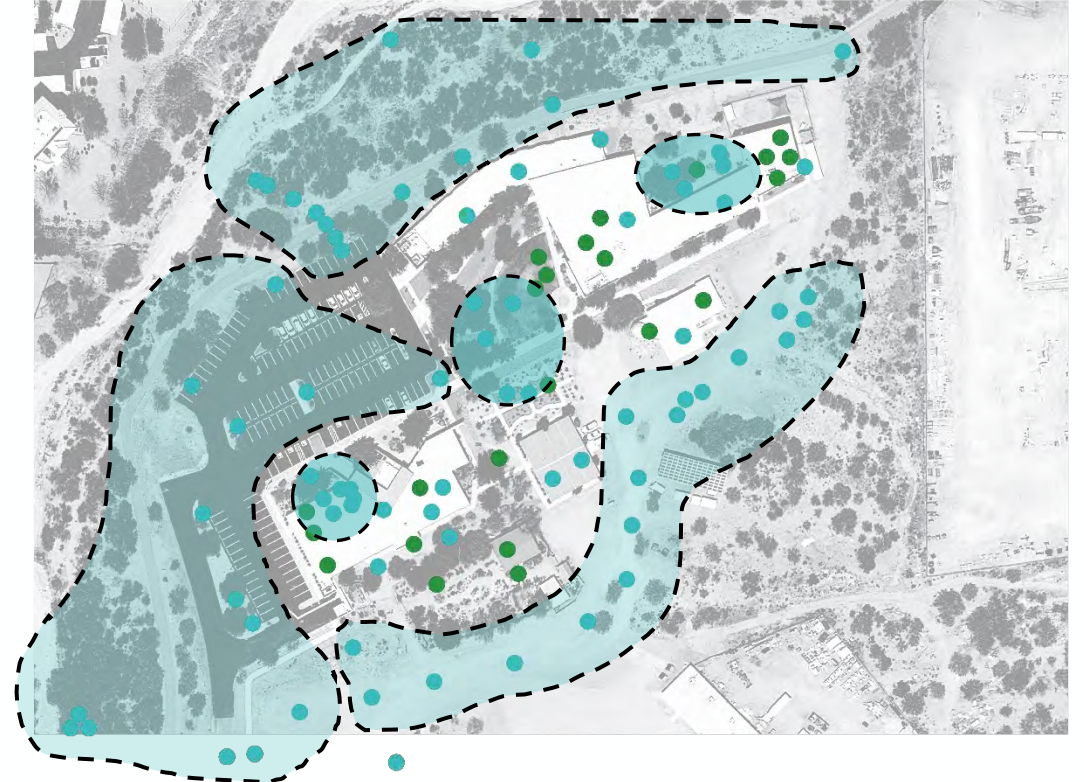
STRENGTHS




- Underutilized building capacity
- Excellent outdoor space opportunities
- Flexible programming opportunities
- Strong site character

 Successful places on campus

OPPORTUNITIES



- Unplanned land resources
- Opportunity for greater density and interconnections
- Very unique physical campus character

 Places with unrealized potential

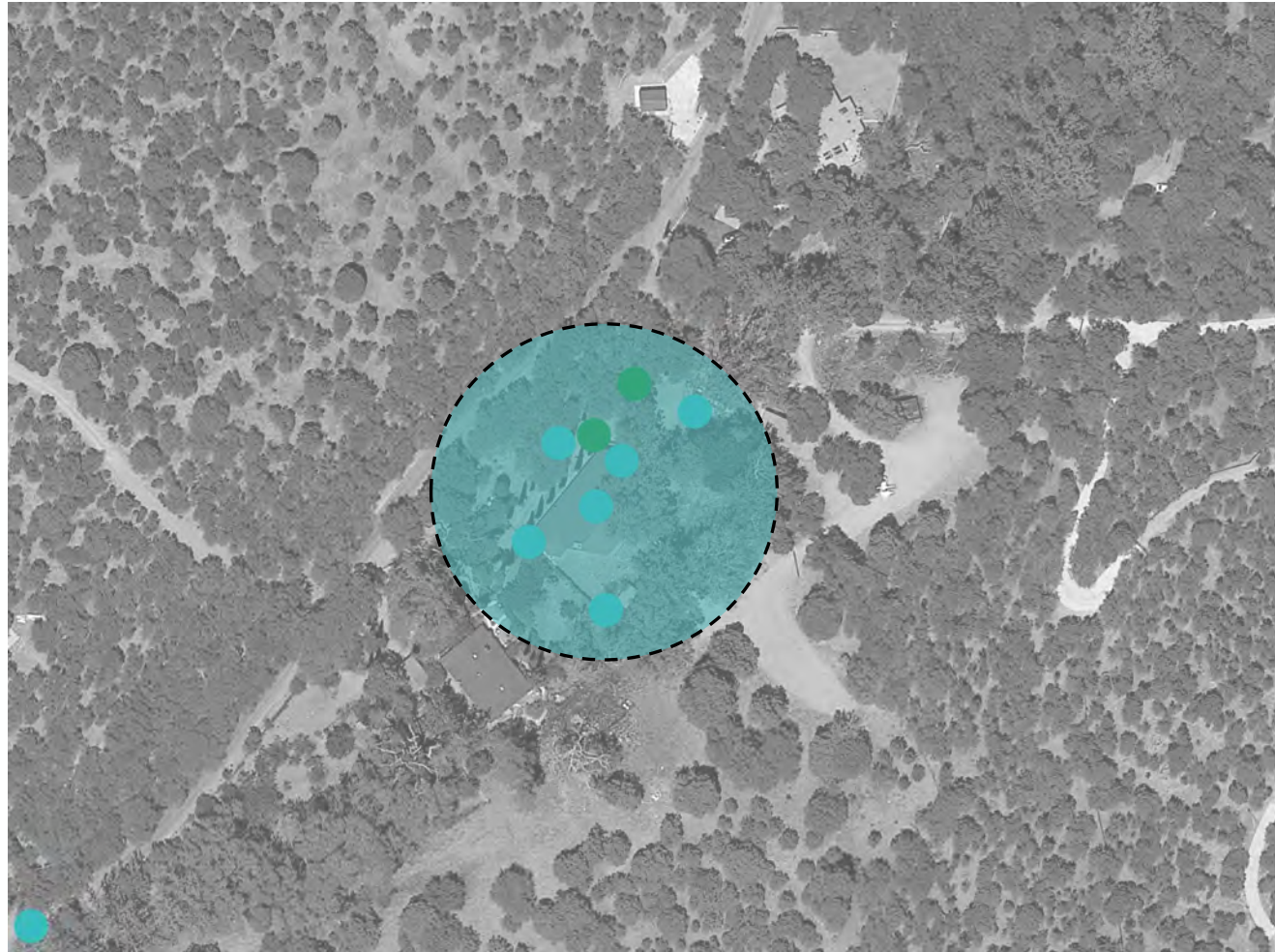
Kick-Off Workshop – Strengths/Weakness Feedback

UA Sierra Vista / Folklore Museum

● 3

● 9

12



Overall Themes:

- Access
- Building condition
- Programming
- Community vs Academic
- Building management
- Building access & site navigation

Next Steps

- Individual focus group sessions – Week of March 28
- Consolidate information for a group review – Mid-April
- Technical assessment of the campus – Ongoing
- Provide progress update to Master Plan Executive Steering Committee - April 22

THANK YOU!

