

2022 CAMPUS MASTER PLAN RESTART (2020 CAMPUS MASTER PLAN)

RESEARCH AND INNOVATION



AYERS SAINT GROSS
JUNE 02, 2022

Agenda

- Introductions
- Overview of 2020 Master Plan
- Restart Parameters
- Process and Topics for Next Session

Detailed Agenda Provided Separately

An aerial photograph of a university campus, likely the University of Arizona, showing numerous red-brick buildings, green spaces, and palm trees. In the background, a range of mountains is visible under a clear sky. The entire image is overlaid with a semi-transparent dark blue filter.

Introductions

Who is in the Room?





Overview of 2020 Campus Master Plan

Workshop Recap



Workshop Recap



Workshop Recap



Executive Summary Draft



ENGAGEMENT AND PARTICIPATION

Carefully orchestrated, consistent engagement and interaction with diverse stakeholders is an essential activity throughout the planning process. This effort provided detail and dynamics of the campus and became a primary vehicle for conversations to create moments of discourse capturing input, advice, and concerns. In turn, engagement provided the planning team with opportunities for education and distillation of the institutional mission and enterprise priorities.

Campus Community Relationship Committee (CCRC) engagement for input and feedback on issues in and around the campus community.

STUDENT SUCCESS

FOCUS GROUP DISCUSSION NOTES

- The physical layout of older buildings is not conducive to student success, and many services are clustered in multiple locations more than a mile apart. University needs to consider opportunities to co-locate services that were not possible in the Student Success Center (i.e. Academic Advising including BURSAR & Financial Aid, etc.)
- Need to develop content-based system for tracking student success resource usage.
- Need better physical and digital connections of courses and resources.
- Need to better define what "course" responsibility or "course" responsibility.
- Need to do better providing resources for students experiencing trauma.
- Need to better incorporate group spaces (lecture rooms, project rooms, etc.) into projects - particularly as a part of universal design standards/guidelines.
- Multicultural center identified in Strategic Plan is a challenging topic - Master Plan cannot address but can advocate that University take steps to discuss correct solution.

STRATEGIC PLAN EXTRACTS

- New programming for First Year, Transfer, Graduate, and International students.
- Strengthen teaching, learning, and mentorship.
- Advance research, advising, and achievement.
- Build First Year Foundation.
- Intentionally connect to research and foster American advancement.
- Center for Creative Strategies & Innovation Ecosystem.
- Global Education & Global Care & Multilingual Webinars.

POTENTIAL RECOMMENDATIONS

- Develop strategy to better serve student academic services (BURSAR, Financial Aid, etc.) in closer proximity and potentially in more central location (multiple potential locations).
- Define general attributes and typologies for innovation and collaboration spaces and consider parameters for requirements in reinvention projects.
- Recommend that the institution consider policy and technology solutions to better track student use of resources.
- Consider identifying policy for the inclusion of group spaces in future projects as appropriate.
- Consider the creation of "student success" living spaces near the center of campus.
- Identify potential locations for physical student success resources identified in the Strategic Plan.
- Identify recommended or target of SUI space for the university to benchmark as a goal.

WHO DID WE ENGAGE?

LEADERSHIP GROUPS

- Steering Committee
- Operations Committee
- Senior Leadership Team

PHYSICAL IMPACT FOCUS GROUPS

- Arts
- Campus Branding & Gateway
- Off-Campus Facilities Planning
- Campus Life
- Campus Health & Wellness
- Campus Access & Transportation
- Accessibility
- Campus Infrastructure
- Space Planning
- Campus Sustainability
- Campus Landscape
- Athletics
- Recreation

POLICY IMPACT FOCUS GROUPS

- Academics
- Research
- CBASIP
- UK Strategic Plan Leadership

OTHER WORKING GROUPS

- Planning & Transportation
- Historic Preservation
- Campus Community Relationship Committee

HOW DID WE ENGAGE?

| | | |
|-------------------------------|---------------------------|---|
| 35 Engagement Meetings | 1 Campus-wide Open House | 3 Neighborhood Meetings (Open Houses & Report back) |
| 5 Workshops | 6,000+ Days of Engagement | 450+ Days of Engagement |
| 18 Focus Groups (open to all) | 210 Participants | 30 Neighborhood Associates |
| 5 Meetings (Special Interest) | 400 Cookies | 40+ Laugh-ins |
| | 100+ Sign-In Comments | |

1,308 Total Participants

BRANDING & IDENTITY

BRANDING & IDENTITY

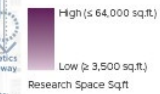
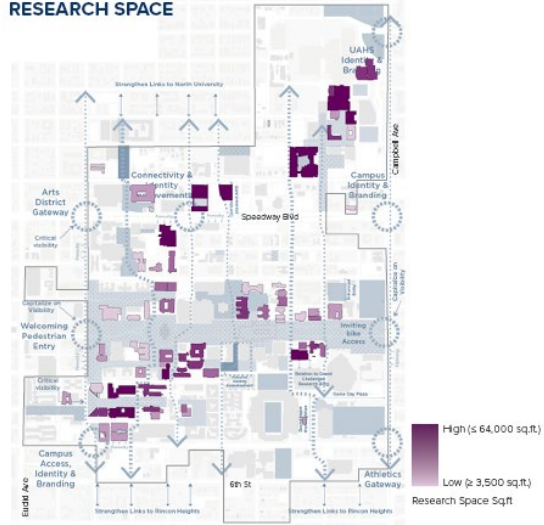
As a part of the ongoing efforts to improve the physical branding and identity of the campus, there was an initiative to have a coordinated, comprehensive network of campus approaches, boundaries, and gateways. These will greatly ease way and provide access routes to major campus destinations. The three major components to the effort include:

- Approaches and Boundaries - identified a number of gateway access points into campus for signage.
- Approaches and Boundaries - provided the approaches and report to identify potential improvements in the edges.
- Plaza and Boundaries - identify specific projects with a coordinated effort with the City of Tucson that will enhance the experience of the campus entry experience.

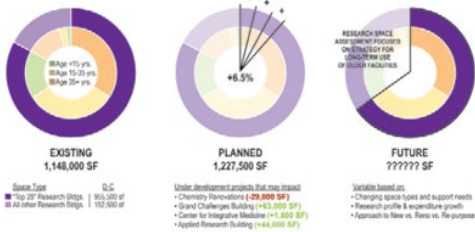
These concepts were identified prior to the master planning process and would need to be revisited after the process requires.

Frameworks

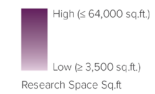
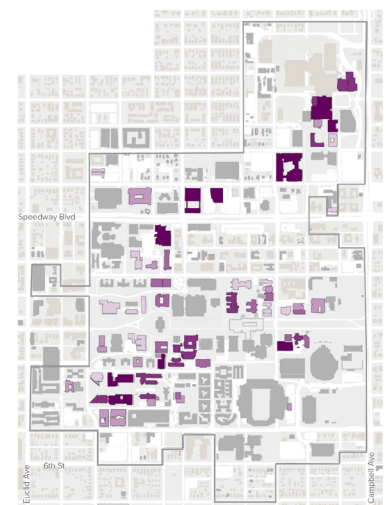
RESEARCH SPACE



▲ RESEARCH SPACE ASSETS ON CAMPUS



RESEARCH SPACE ASSETS

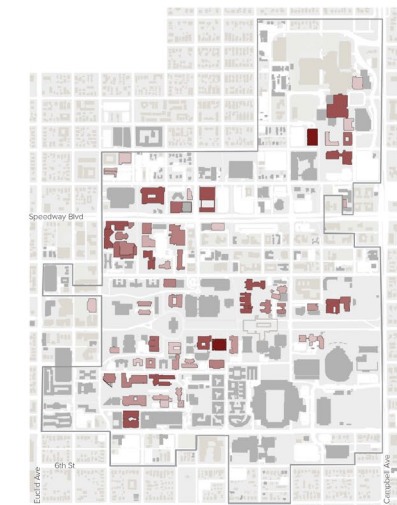


▲ RESEARCH SPACE ASSETS ON CAMPUS

RESEARCH SPACE

- Space distribution
 - The research space has highly concentrated pockets across campus like the UAHS, Engineering, Science concourse buildings in the southwest of the campus.
- Projected needs
 - There is an anticipated growth in expenditures and faculty, but not a specific target.
 - Interdisciplinary is a good goal for all future UAArizona buildings including research – Grand Challenges is seen as a potential showcase.
 - Hub locations, either new or existing buildings, or in the greenspace framework, will need to be determined.
 - A matrix of elements or functional resources that support the character of the area will need to be developed within the hub.
 - Hubs should be used to support shared core resources when possible.
 - Hubs should create places for interdisciplinary and trans-disciplinary intersections.

INSTRUCTIONAL SPACE ASSETS



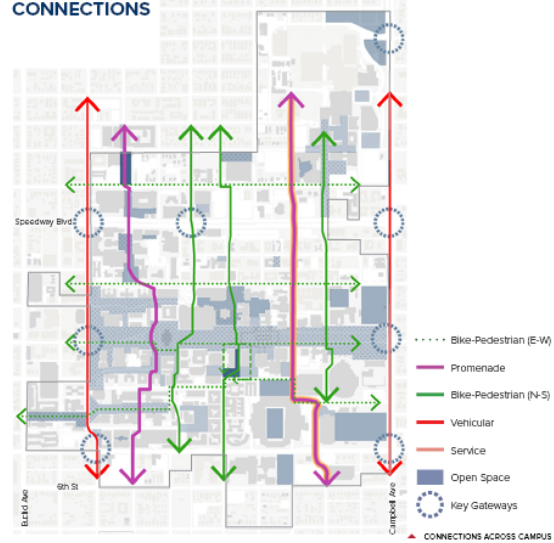
▲ INSTRUCTIONAL SPACE ASSETS ON CAMPUS

INSTRUCTIONAL SPACE

- Space distribution
 - The instructional space is fairly well-distributed with some concentrated areas across campus.
 - There are hubs in the arts district, science concourse, chemistry building, and the UAHS campus.
- Quality of space and projected needs
 - The existing space types are mostly traditional style classrooms with a few seminar halls and lecture halls.
 - There is a need for collaborative classrooms with flexibility across the entire campus.
- Ongoing efforts
 - UAArizona should plan for 25-27 NASF/FTE in new building renovations.

Frameworks

CONNECTIONS



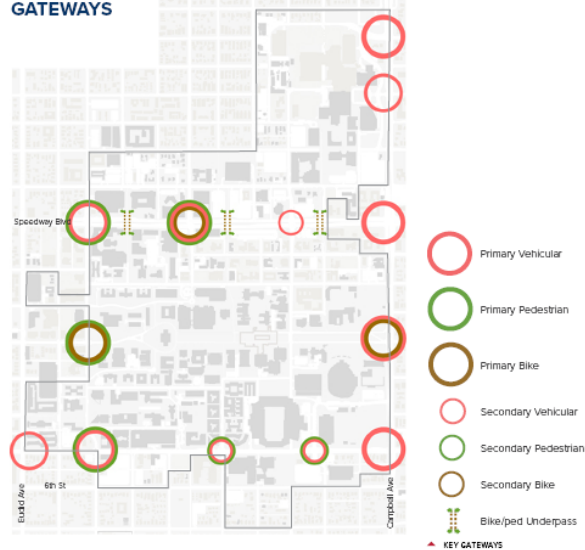
CONNECTIONS

One of the most heavily discussed topics during all the workshops were the North-South Connectors. These have evolved from distribution of instructional and research space and the patterns of movement of students, faculty, and staff across the campus. They are broadly categorized into three categories:

- Promenade - major connectors that are high capacity in volume, especially during peak hour.
 - Olive Road; Cherry Avenue
- Ped/Bike - dedicated connectors for ped/bike movement and don't allow vehicular movement.
 - Park Avenue; Mountain Avenue; Highland Avenue; Warren Avenue; Campbell Avenue
- Service - connectors used for internal servicing purposes between the north and south of campus.
 - Cherry Avenue

Diagonal Connectors: A slight modification on the discussion for the North-South Connectors mentioned above is the diagonal connectors. These are not formally defined but key discussions have been held to address the major routes traveled across campus along diagonal routes. A key example of this was the connection between the science concourse and the UAHS areas.

GATEWAYS

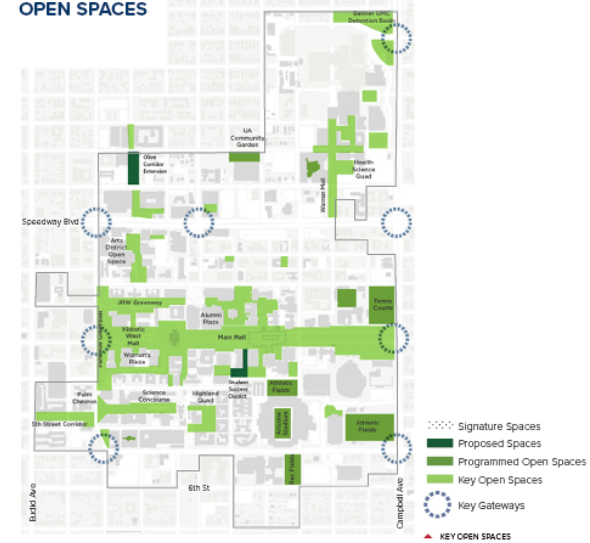


GATEWAYS

Gateways are categorized in two broad categories based on their volume and modes of transportation. Based on the volume, they are classified into primary and secondary gateways, while based on the modes of transportation they are categorized into vehicular, bicycle, and pedestrian gateways. The two overlap to result in the eight most used gateways for the campus as indicated in the image above. The list of primary and secondary gateways is below:

- | | |
|----------------------------------|--|
| • Primary Gateways | • Secondary Gateways |
| - 6th Street & Park Ave | - 6th Street & Highland Ave |
| - 6th Street & Campbell Ave | - 6th Street & National Championship Drive |
| - University Blvd & Campbell Ave | - Speedway Blvd & Olive Rd |
| - Speedway Blvd & Park Ave | - Speedway Blvd & Highland Ave |
| - Speedway Blvd & Mountain Ave | - Speedway Blvd & Warren Ave |
| - Speedway Blvd & Campbell Ave | |
| - Adams Street & Campbell Ave | |
| - Park Ave & University Blvd | |

OPEN SPACES



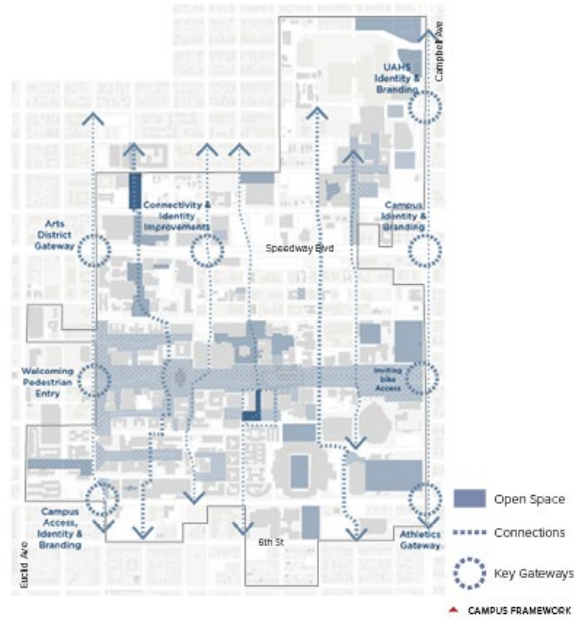
OPEN SPACES

UArizona's campus is an interwoven environment of buildings, shaded walks, courtyards, and dramatic open spaces. The campus is envisioned as a system of these elements and each device supports and contributes to the whole. Over the development of the campus, many successful open spaces and walks have been created. As the campus continues to evolve and support greater usage, new opportunities arise to transform exterior spaces for the greater benefit to the campus and its users.

The open spaces are classified into two categories based on the use: Open Use and Programmed Open Spaces. Additionally, there are two categories treated as overlays: Proposed Open Space and Signature Open Spaces.

- Open Use Spaces - open spaces that do not have an assigned use or function and are used flexibly.
- Programmed Open Spaces - open spaces that have a specific assigned use.
- Proposed Spaces - Spaces that are designated as future open spaces.
- Signature Open Spaces - open spaces that are an integral part of the campus history and identity.

CAMPUS FRAMEWORK



CAMPUS FRAMEWORK

One of the key aspects of the Master Plan is the Campus Framework. Although there are a number of factors that contribute to the campus environment, four key aspects are identified that help define the campus framework:

- Gateways
- Open Spaces
- Connections
- Planning Projects

Frameworks

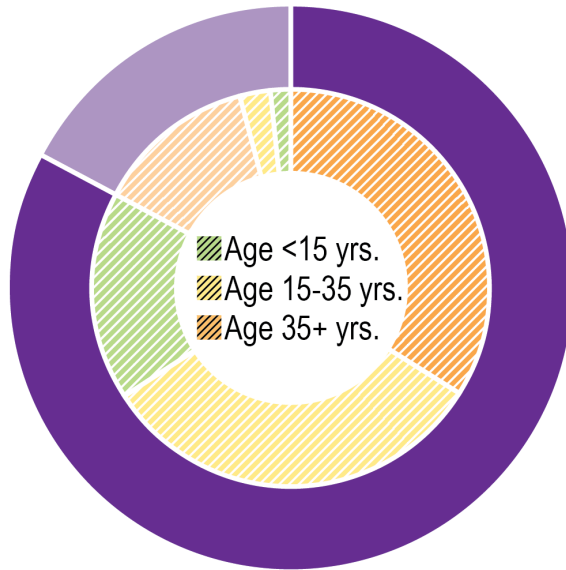
COMPOSITE CAMPUS FRAMEWORK

Multiple factors contribute to the campus environment. Four key aspects are identified that help define the campus framework:

- Gateways
- Open Spaces
- Connections / Circulation
- Planning Projects (current and proposed)
- Transit

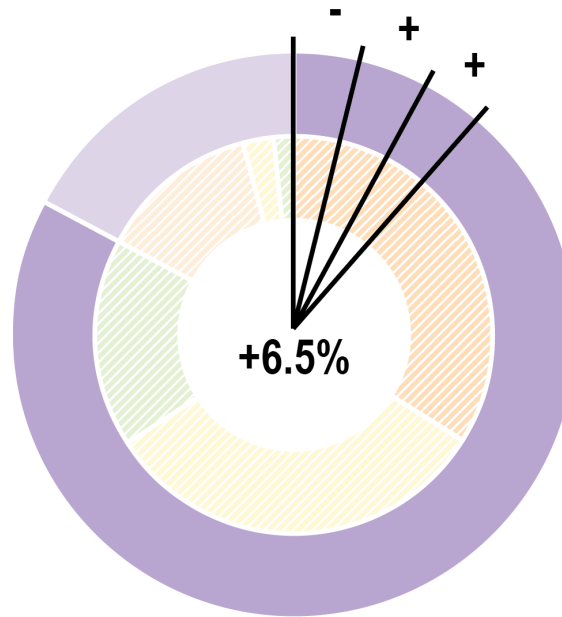
Research Space

WHERE WE LEFT OFF...



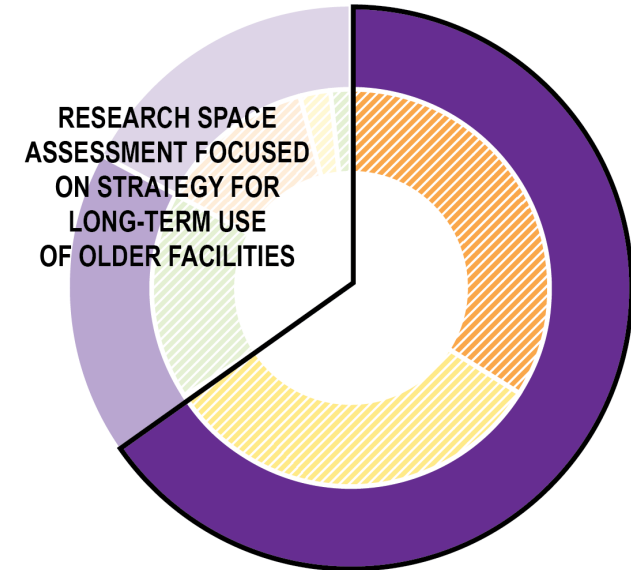
EXISTING
1,148,000 SF

| Space Type | D-C |
|---------------------------|------------|
| "Top 28" Research Bldgs. | 955,500 sf |
| All other Research Bldgs. | 192,500 sf |



PLANNED
1,227,500 SF

- Under development projects that may impact
- Chemistry Renovations **(-29,000 SF)**
 - Grand Challenges Building **(+63,000 SF)**
 - Center for Integrative Medicine **(+1,500 SF)**
 - Applied Research Building **(+44,000 SF)**



FUTURE
?????? SF

- Variable based on:
- Changing space types and support needs
 - Research profile & expenditure growth
 - Approach to New vs. Reno vs. Re-purpose

Research Space

WHERE WE LEFT OFF...



WORKSHOP 04 - FOCUS GROUP NOTES

- UA through master plan needs to be able to answer “3 Flags”
- (+) • If we get a \$100m program with 150 new faculty, where do we put it? New building? Lease space / at Bridges? What are our options?
- (+) • Innovation space in every building - takes many different forms
- (+) • If ARB + Grand Challenges are successful and create demand/yearning for more similar space, how do we do that?
- (+)(-) • Computational research space/facilities are critical to UA's future
 - Physical infrastructure (server) spaces & cloud spaces - different, both needed
- (+) • Specialty facilities/research also in future
- (o) • UA's model will not be a standardized “1 PI + 6 GA” type model
- (-) • 120 SF offices for PI's is too big - old school thinking
- (o) • UA hopes to focus on larger awards in the future
- (o) • Currently experiencing significant research expenditure growth
 - Growth programs/opportunities identified in strat plan plus others not included
- (-) • Would like greater centralized control of space - reclaim as renovations take place
- (+)(-) • Shared core model, innovation space, collaboration space, mixed-use buildings

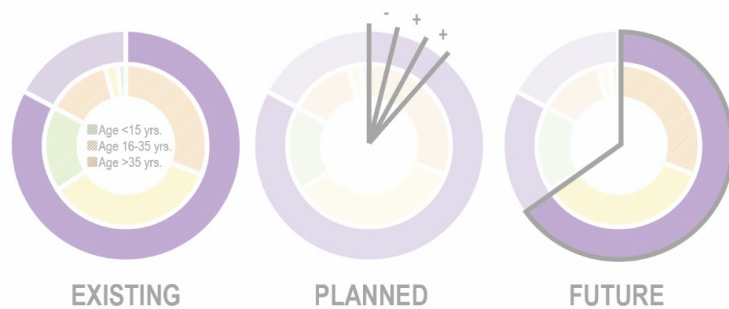
STRATEGIC PLAN ALIGNMENT - EXTRACTS

- (+) • Grand Challenges & the 4IR - space, earth, health, intelligent systems, data/computing
- (+) • Research enablers - graduate stipends, admin support, centers, collaboration redefined
- (+) • Graduate student experience

LEGEND: (+) Increases space or need (o) Neutral or undetermined (-) Decreases space or need

Research Space

WHERE WE LEFT OFF...



WORKSHOP 04 - FOCUS GROUP NOTES

- UA needs to be able to answer "3 Flags"
 - If we get a \$100m program with 150 new faculty, where do we put it?
New building? Lease space / at Bridges?
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STRATEGIC PLAN ALIGNMENT - EXTRACTS

- Grand Challenges & the 4IR - space, earth, health, intelligent systems, data/computing
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POTENTIAL RECOMMENDATIONS

- Provide clear options to address the 3 flags
- Recommend deep-dive study into research space focused on "top 28" to better understand what spaces are viable for renovation, which need to be repurposed to other uses, and when do we build new space
- Define potential attributes and typologies for innovation and collaboration spaces and consider parameters for requirements in new/reno projects
- Define basic parameters for the integration of research space into the broader campus framework
- Identify potential locations for physical research components identified in the Strategic Plan (those not being located in Grand Challenges)
- All research building projects (new or reno.) include some instructional space
- Others TBD

Key Takeaways and Topics

RESEARCH AND INNOVATION

Space Needs

- General guiding proportion of future space for research and innovation
- Consider new models of use – shared through flex
- Parameters for Access and “Presence”
- Determine position on campus for next key projects and resources

Typologies

- Balance the spectrum of uses near term and long term
- Determine typologies of research and innovation spaces for specific uses and emerging needs
- Consider flexible and adaptable typologies when possible
- Consider the “Practice of Research”

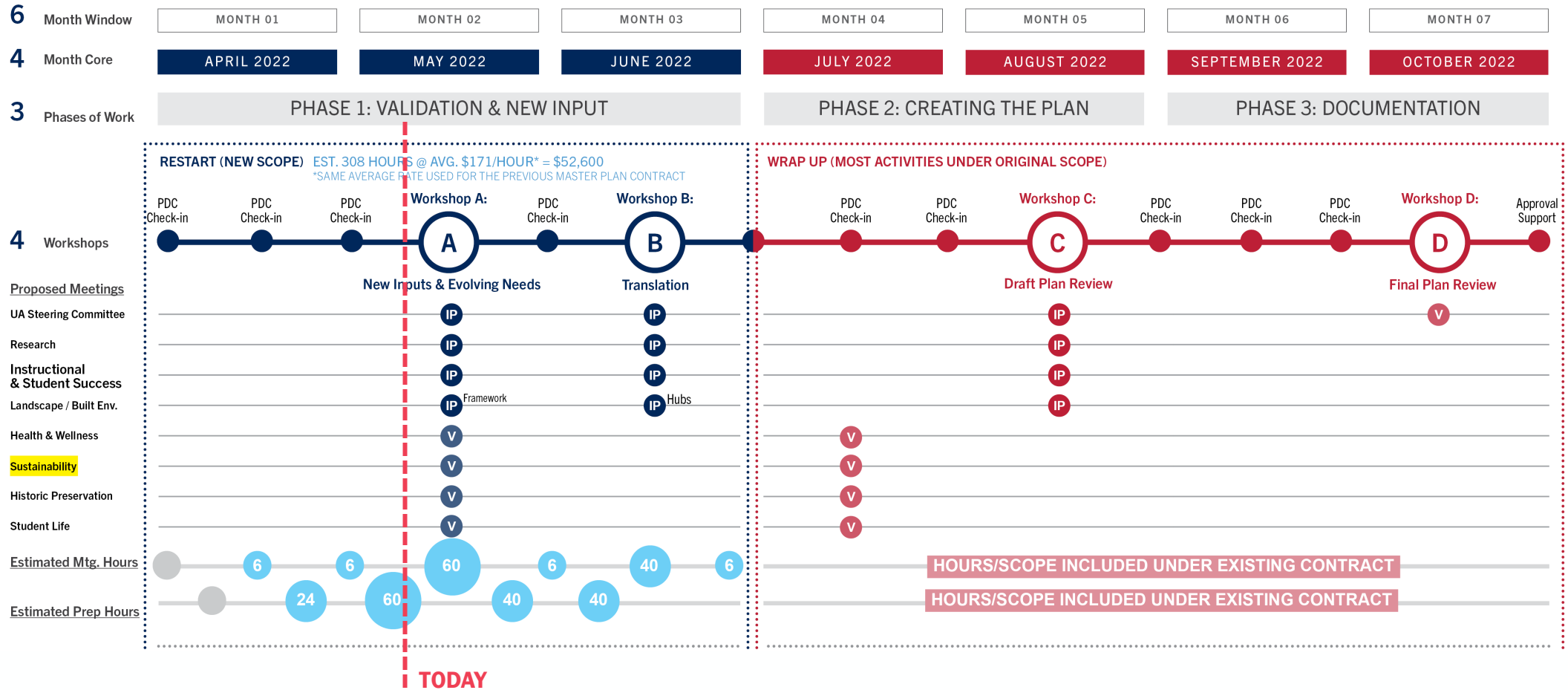
Attributes

- Consider location, visibility and access
- Open Hub models for students
- Shared Core models for researchers
- Expand the presence of the activity
- Can we develop “Brand”



Restart Parameters

(proposed) Restart Schedule



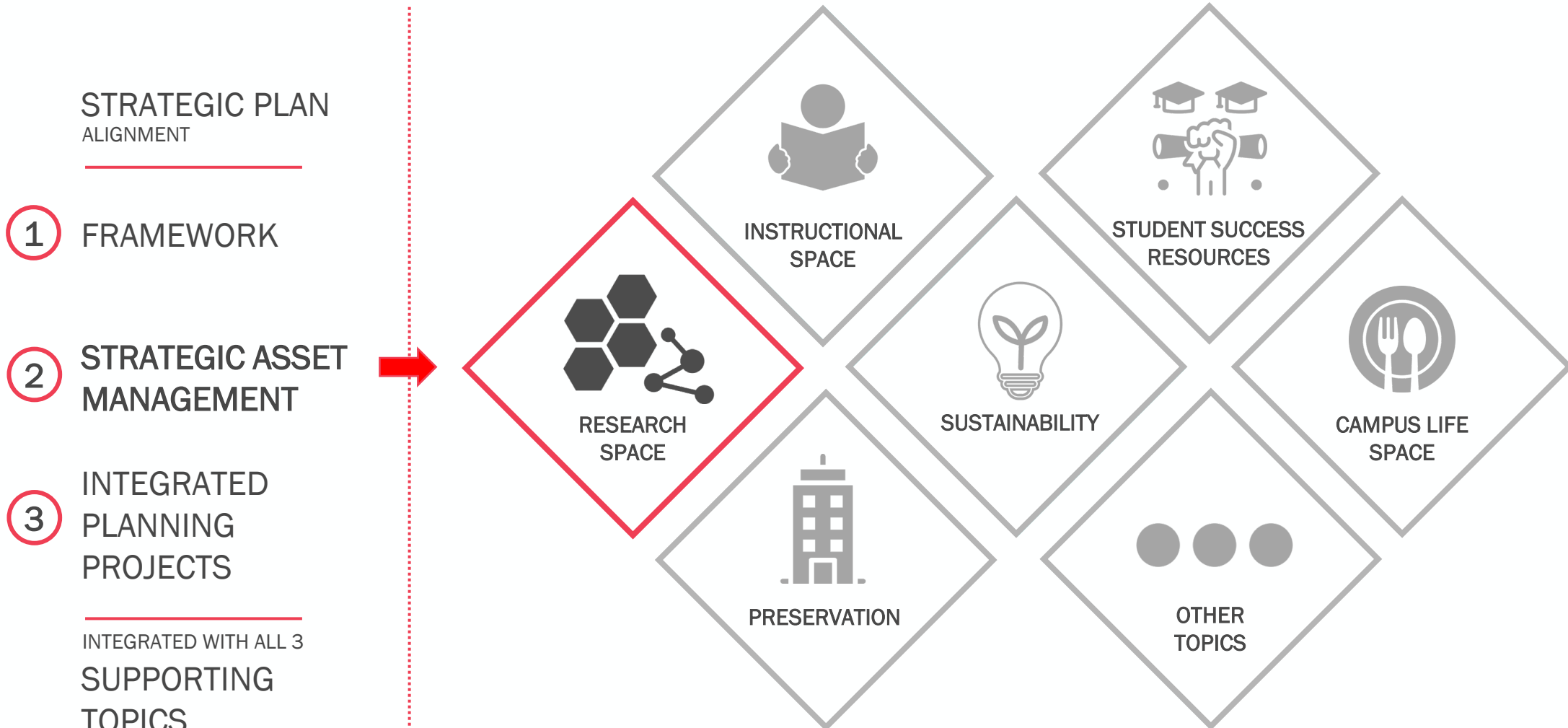
Restart Considerations

PDC overview



Master Plan Structure: Strategic Assets

MASTER PLAN ORGANIZATION



Summary of Previous Steering Committee Meeting

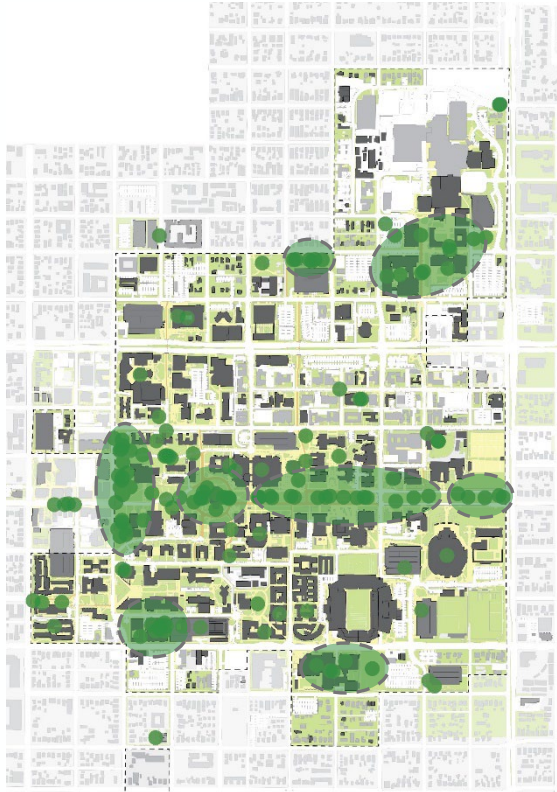
(MAY 11, 2022)

Major Topics for Re-analysis and Confirmation within the Restart Phase:

- SWOT
- Enrollment
- Boundaries
- Gateways
- Circulation
- Transit
- Innovation
- Wayfinding
- Sustainability

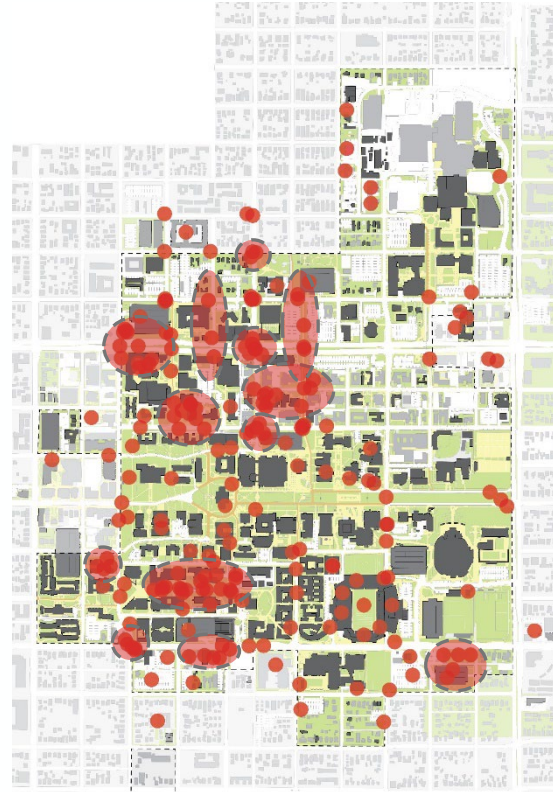


Steering Committee Suggestions – SWOT



Strengths

- West Gate – gateway and entry
- Old Main
- Research Facilities - ENR2/HSIB
- Main Mall
- Rec Center
- Community Garden



Weaknesses

- Gateway and Intersections along Speedway Blvd. & 6th St.
- North-South Connectivity
- Density & Infill along Speedway Blvd. & 6th St.
- Southwest Campus Quad



Opportunities

- Underutilized Parking Lots
- Gateways and Housing
- Land Use Synergies along Speedway Blvd. & 6th St.
- Open Space Improvements in Southwest Campus
- Southern Edge Land Uses



Threats

- Older Buildings on Campus
- Intersections and Bike/Pedestrian Pathways
- East Speedway Gateway
- Arizona Stadium – deferred maintenance

**Topic:
Strengths,
Weaknesses,
Opportunities,
and Threats
(SWOT)**

*SWOT needs to be
reassessed*

Steering Committee

SPECIFIC COMMENTS

- Threats: there are challenges of work and sustainability
- Threats: totally unacceptable level of danger for pedestrians
- Threats: column feels “tepid” compared to other categories
- Post-pandemic the world has changed, opportunity to focus on *things mentioned by Liesl*:
 - Sustainability
 - Circulation
 - Food deserts
 - Maintenance deferrals

Topic: Enrollment

*Future enrollment
profiles and impact on
space and utilization*

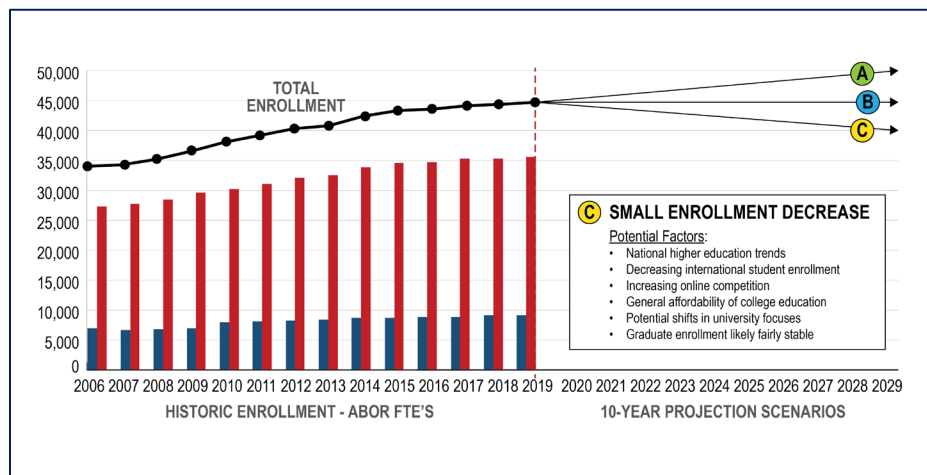
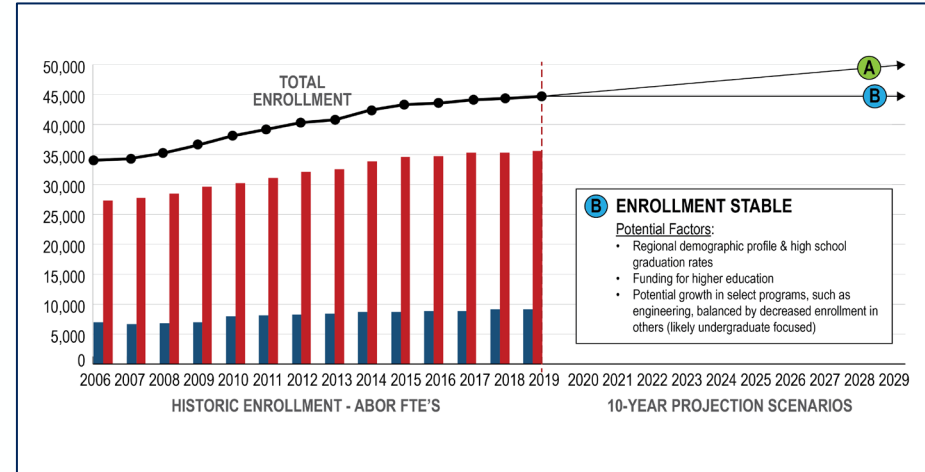
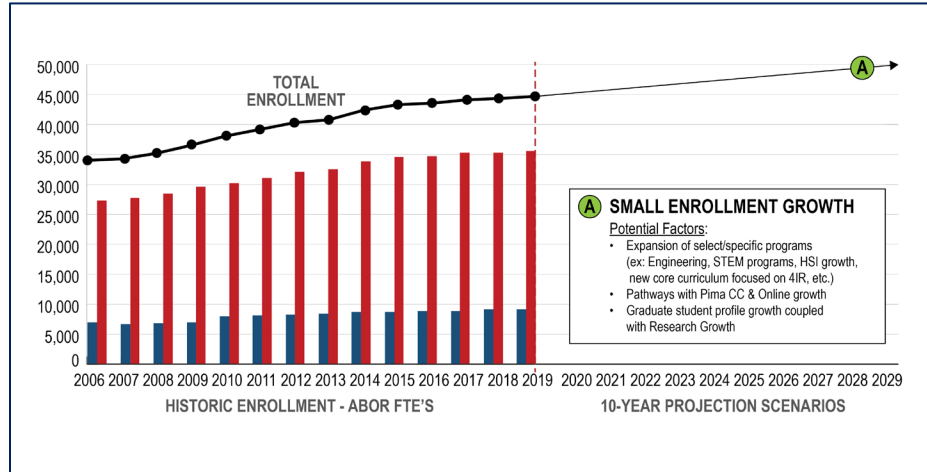
Steering Committee

SPECIFIC COMMENTS

- Analytics have captured the number of students on campus for the past 2 years
 - Based on Wi-Fi connections
 - This data will be informative
 - Already know how many people are coming to campus each day
- Physical vs online demographics, subsequent use patterns
- Decouple grad and undergrad growth patterns because they will be different
- Long-term graduate profiles to support Tier 1 research goals

Steering Committee Topic: Enrollment

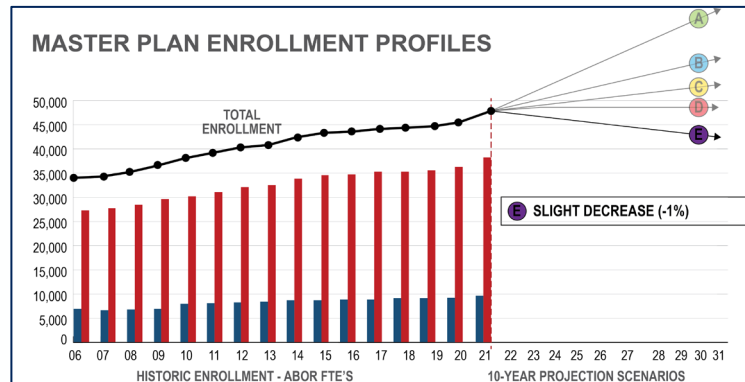
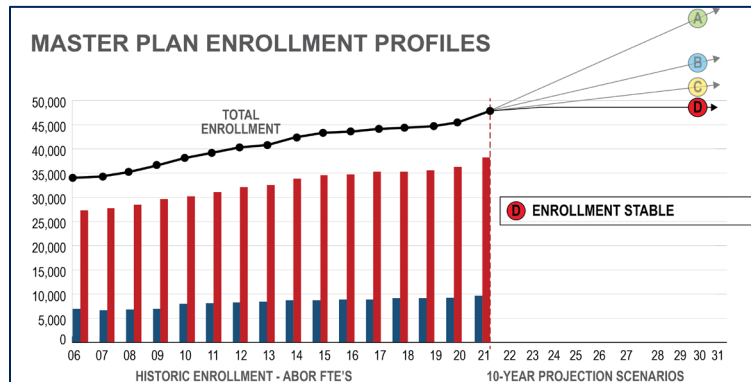
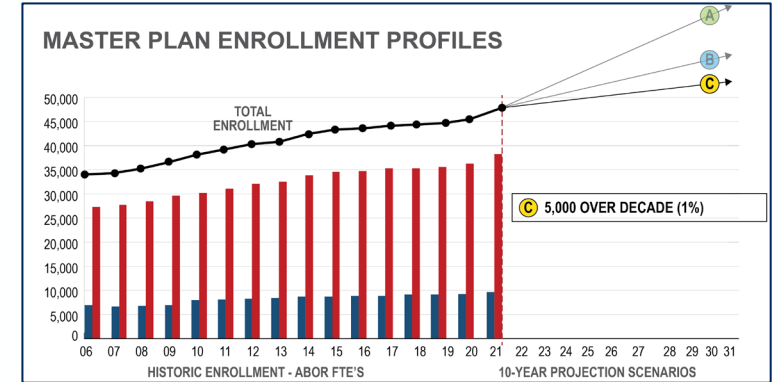
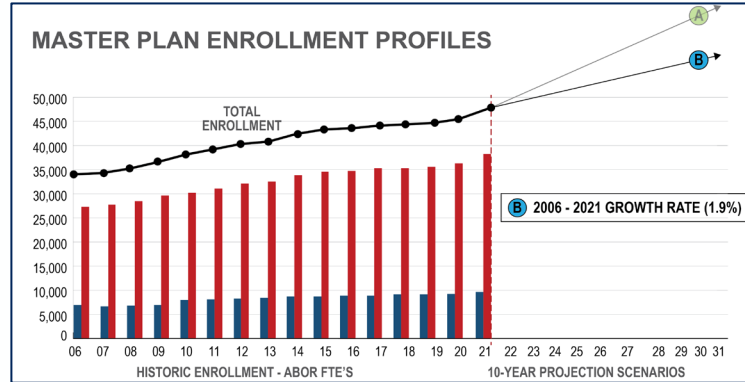
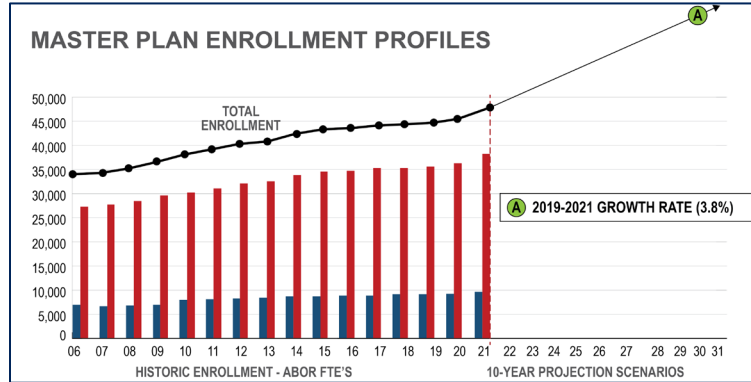
PREVIOUS ENROLLMENT PROJECTIONS (2019)



| | Enrollment Profile | Graduate Enrollment | Undergraduate Enrollment | Total Enrollment | What This Means? |
|---|---|---------------------|--------------------------|------------------|---|
| EXISTING (FALL 2019 ABOR FTE) | EXISTING PROFILE (FALL 2019) | 9,094 | 35,620 | 44,714 | |
| 10-YEAR PROJECTION SCENARIOS (2020-2030) | A SMALL ENROLLMENT GROWTH Potential Factors: | 9,500 - 10,500 | 36,500 - 39,500 | 46,000 - 50,000 | Strategic program growth (new & existing) |
| | B ENROLLMENT STABLE Potential Factors: | 8,500 - 9,500 | 34,500 - 36,500 | 43,000 - 46,000 | Enrollment shifts will take place to align with priorities, but net count will remain fairly stable |
| | C SMALL ENROLLMENT DECREASE Potential Factors: | 8,000 - 9,000 | 31,500 - 34,500 | 39,000 - 43,000 | Overall enrollment figures return to ~2010 levels, but graduate FTE grows as a % of total |

Steering Committee Topic: Enrollment

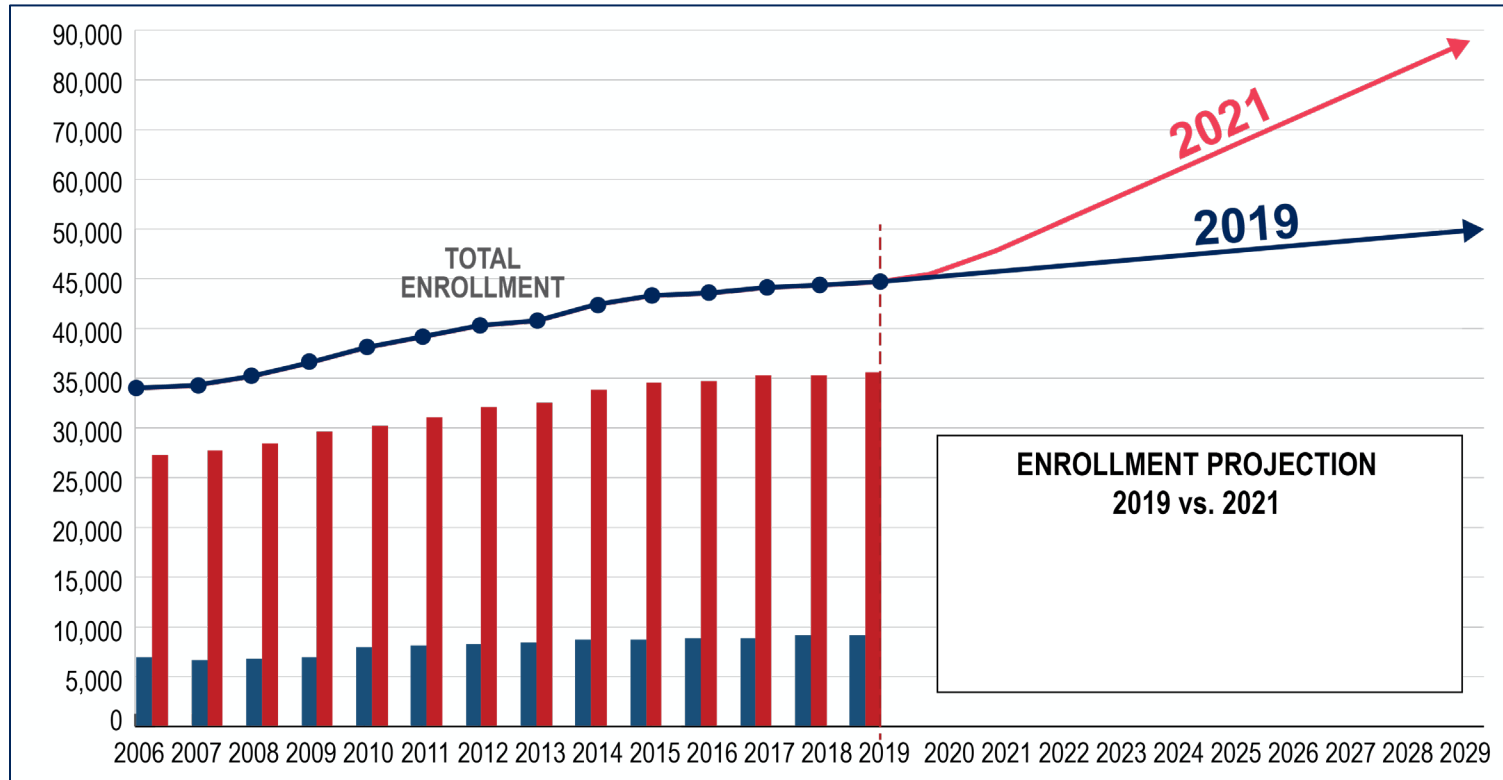
UPDATED ENROLLMENT PROJECTIONS (2021)



| Enrollment Profile | | Graduate Enrollment | Undergraduate Enrollment | Total Enrollment | What This Means? |
|--|------------------------------------|---------------------|--------------------------|------------------|------------------|
| EXISTING (FALL 2021 ABOR FTE) | EXISTING PROFILE (FALL 2021) | 10,943 | 38,528 | 49,471 | |
| 10-YEAR PROJECTION SCENARIOS (2022-2031) | A 2019 - 2021 GROWTH RATE % | 14,740 - 15,881 | 51,919 - 55,938 | 66,666 - 71,828 | ??? |
| | B 2006 - 2021 GROWTH RATE % | 12,716 - 13,203 | 44,786 - 46,503 | 57,506 - 59,711 | ??? |
| | C 1% OVER DECADE | 11,845 - 12,082 | 41,716 - 42,554 | 53,565 - 54,641 | ??? |
| | D ENROLLMENT STABLE | 10,943 - 11,162 | 38,528 - 39,302 | 49,471 - 50,464 | ??? |
| | E SLIGHT DECREASE | 10,093 - 9,892 | 35,547 - 34,839 | 45,646 - 44,737 | ??? |

Steering Committee Topic: Enrollment

2019 VS. 2021 PROJECTIONS (PROJECTION A 2019 VS. PROJECTION A 2021)



2021

| EXISTING (FALL 2021 ABOR FTE) | Enrollment Profile | Graduate Enrollment | Undergraduate Enrollment | Total Enrollment |
|-------------------------------|------------------------------|---------------------|--------------------------|------------------|
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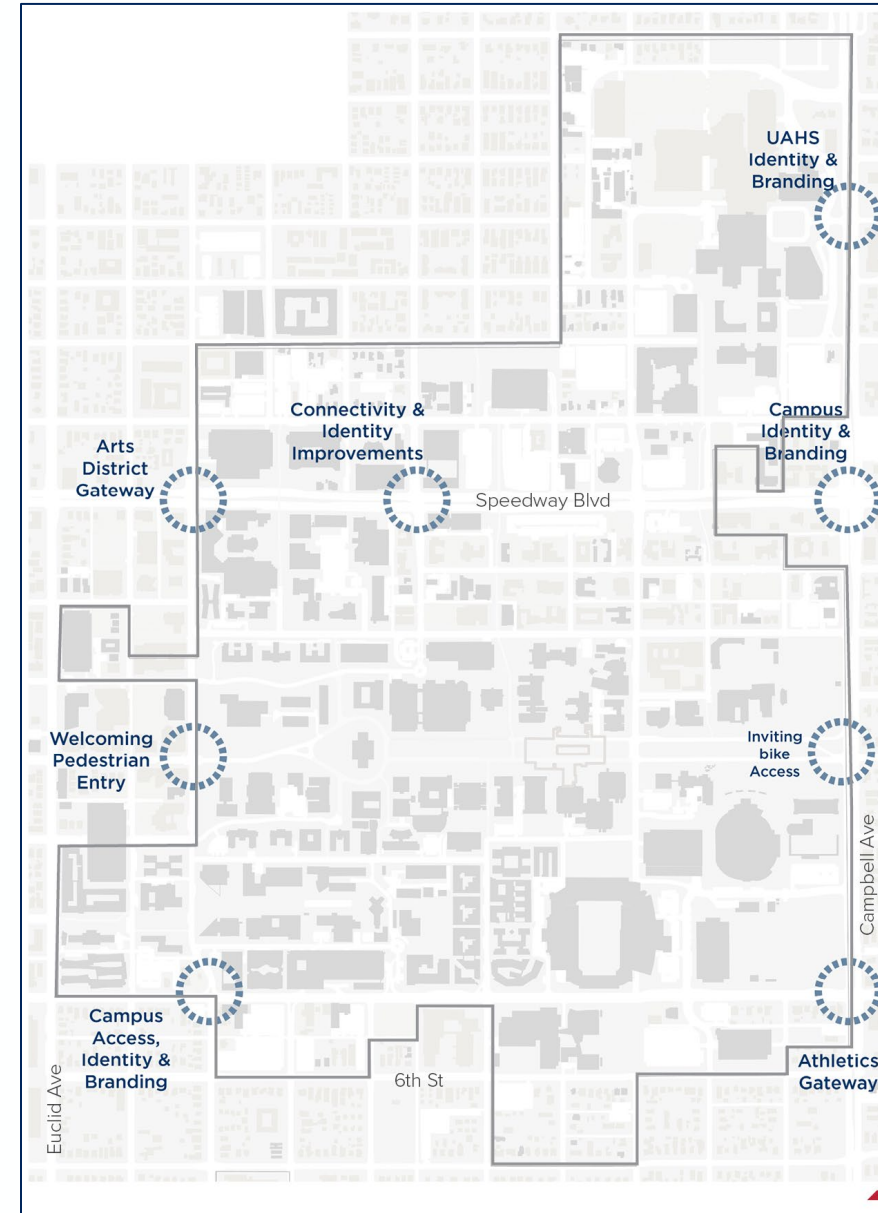
2019

| EXISTING (FALL 2019 ABOR FTE) | Enrollment Profile | Graduate Enrollment | Undergraduate Enrollment | Total Enrollment |
|-------------------------------|--|---------------------|--------------------------|------------------|
| | EXISTING PROFILE (FALL 2019) | 9,094 | 35,620 | 44,714 |
| A | SMALL ENROLLMENT GROWTH Potential Factors: • Expansion of select/specific programs (ex: STEM programs, HSI/border, etc.) • Pathways with Pima CC & Online growth • Graduate student profile growth coupled with Research Growth | 9,500 - 10,500 | 36,500 - 39,500 | 46,000 - 50,000 |

Topic: Gateways

Previous analysis of key gateway existing conditions focused on:

- 6th Street & Park Avenue
- 6th Street & Campbell Ave
- University Blvd & Park Ave
- University Blvd & Campbell Ave
- Speedway Blvd & Park Ave
- Speedway Blvd & Mountain Ave
- Speedway Blvd & Campbell Ave



Topic: Circulation

Rationalization of how to handle circulation, the connectivity of the plan

Steering Committee

SPECIFIC COMMENTS

- How do we move people on bikes, on foot, on golf cart, on car, other EVs?
- Create a more comprehensive framework for different modes of transportation
- Separate meeting or workshop for transportation
- Alignment with Sustainability and Planning
- Assess parking location and capacities

Topic: Circulation

- ⋯ Bike / Pedestrian (E-W)
- Bike / Pedestrian (N-S)
- Promenade
- Vehicular
- Parking



Topic: Transit

*Master Plan framework
needs to revisit transit
and pedestrian interface*

Steering Committee

SPECIFIC COMMENTS

- Give definition to open space and transit patterns
- We live in a desert, want to deal with heat islands – surface parking?
- We must figure out how to migrate outdoor spaces to handle increased pressure, hotter climate
- Integrate transit with public systems
- Think about scales of transit from public to transit
 - Are technical studies necessary for this?

Topic: Transit

— Sunlink Streetcar

• On-campus Routes

— Purple Line

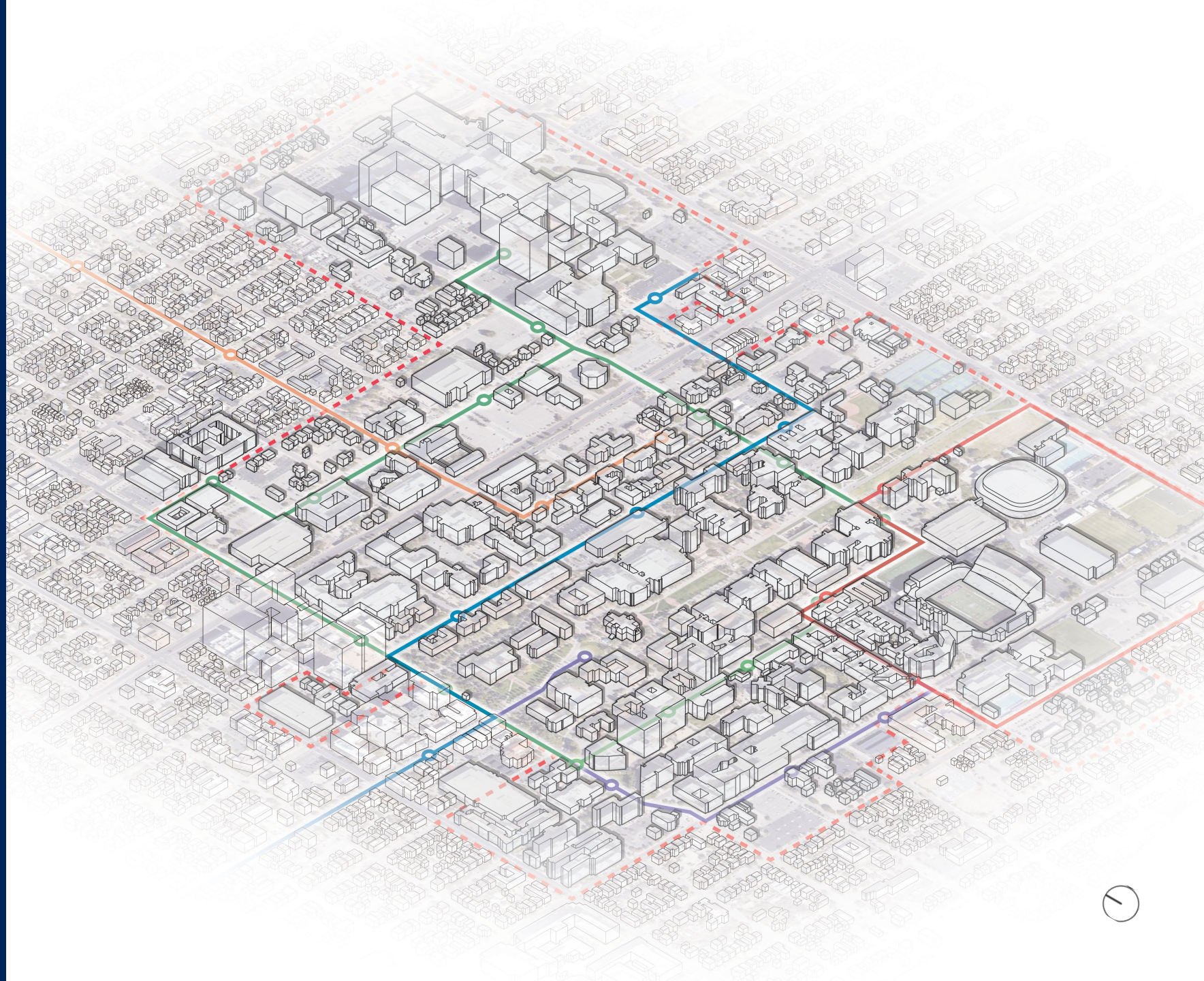
— Green Line

• Off-campus Routes

— Red Line

— Orange Line

• Policy and protocols?



Topic: Innovation

Innovation spaces need to be included in some way or another in every building.

Steering Committee

SPECIFIC COMMENTS

- Need overt and continuous attention to innovation spaces
- Innovation spaces need to be included in some way or another in every building
- Space typologies, attributes, and characteristics
- Discipline-specific resources
- Discovery space

Topic: Innovation

Innovation spaces need to be included in one way or another in every building.



Topic: Wayfinding

Review other options including website, mobile apps, and on-campus information.

Steering Committee

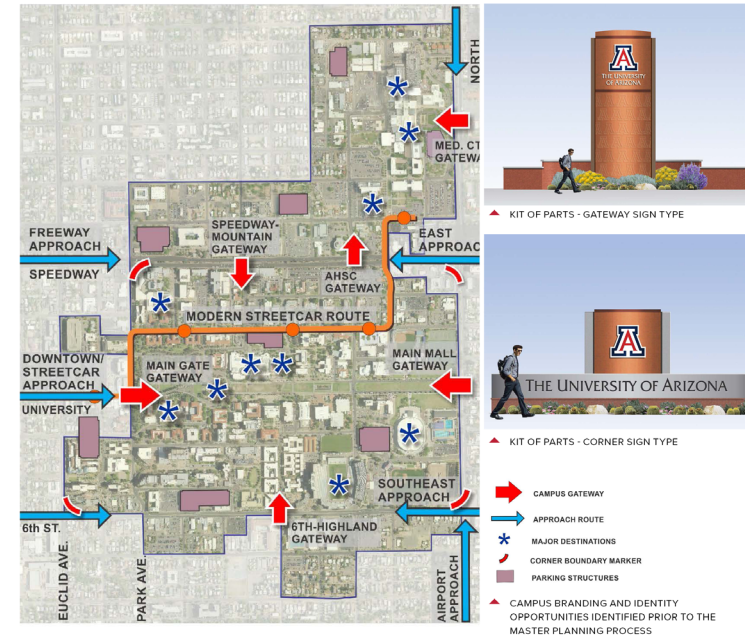
SPECIFIC COMMENTS

- How will wayfinding integrate with the master plan?
- Review branding, identity, and edge condition studies
- Review other options including website, mobile apps, and on-campus information
- Need to advance GIS models
- Showcasing sustainability and campus as a learning lab

Topic: Wayfinding

Review other options including website, mobile apps, and on-campus information.

BRANDING & IDENTITY



BRANDING & IDENTITY

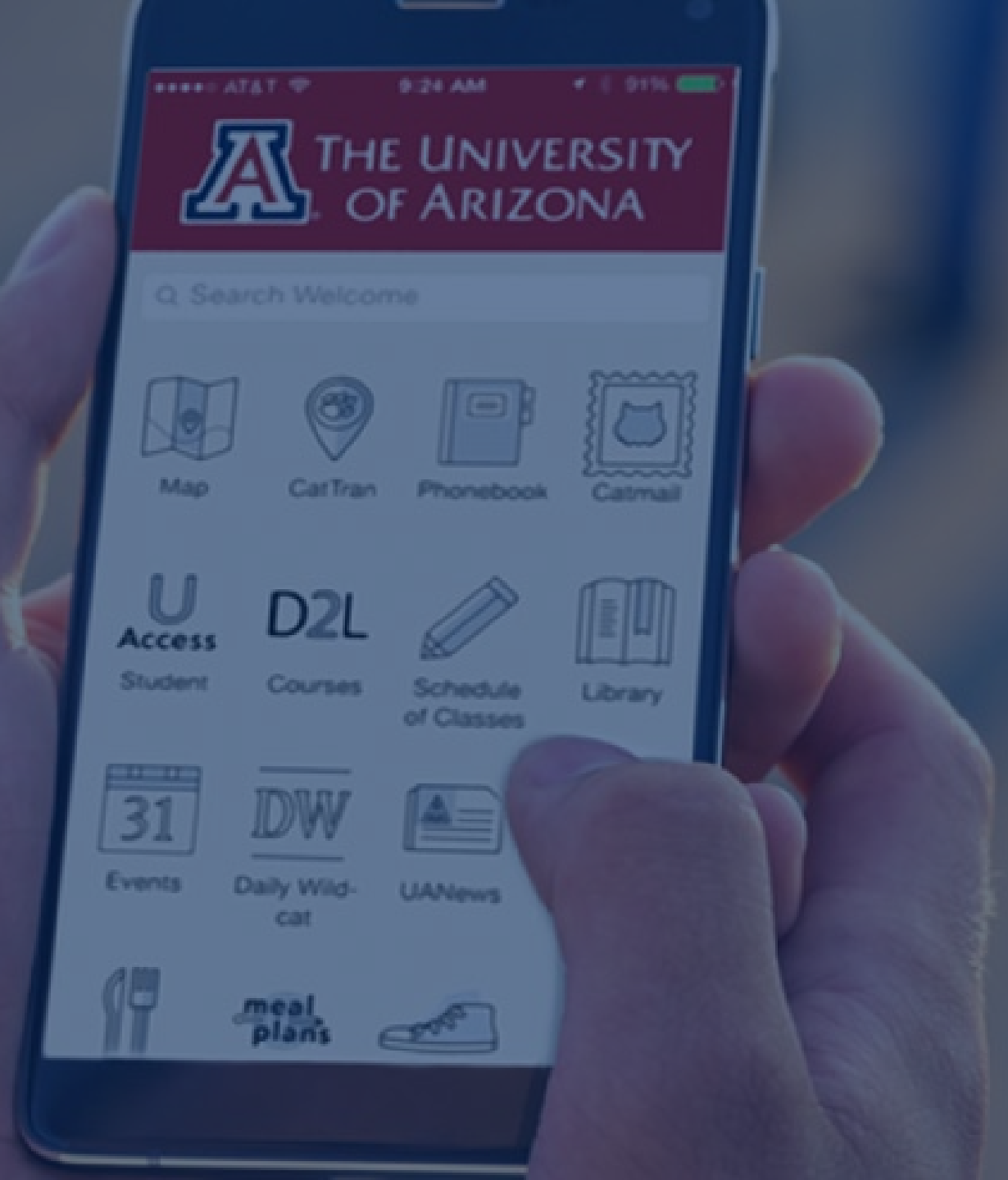
As a part of the ongoing efforts to improve the physical branding and identity of the campus, there was an initiative to have a coordinated, comprehensive network of campus approaches, boundaries, and gateways. These will provide clear, easy and attractive access routes to major campus destinations. The three major components to the effort include:

- UArizona Gateways - identified a number of gateway access points into campus for signage.
- Approaches and Boundaries - prioritized the approaches and helped to identify potential improvements in the edges.
- Planned Improvements - identified specific projects with a coordinated effort with the City of Tucson that will enhance the experience of the campus entry sequences.

These concepts were identified prior to the master planning process and would need to be revisited after the process resumes.

Topic: Wayfinding

Review other options including website, mobile apps, and on-campus information.



Topic: Sustainability

*Master Plan framework
needs to revisit
circulation and
pedestrian interface*

Steering Committee

SPECIFIC COMMENTS

- Sustainability and climate action working group that will put out RFP this summer
- Give definition to open space: circulation, identify where the “oases” are
- We live in a desert, want to deal with heat islands and open space character
- Pandemic marked a pivot to more sustainable approach
- Elevate landscapes further: outside spaces more important than inside, a reflection of climate
- We must figure out how to migrate outdoor spaces to handle increased pressure, hotter climate
- Showcase sustainability and campus as a learning lab
- Other input...

Topic: Sustainability

- Bike Paths
- Sidewalks
- Landscaped Spaces
- Programmed Spaces
- Key Spaces

- Stormwater retention
- “Oases” / micro-climates
- Building performance
- Cultural connections



Discussion Point

- Do you see the campus differently over the past 2 years?
- Do we have new programs or initiatives that impact the master plan?



Discussion Point

- Any general thoughts about how the campus functions today?
- What impacts and changes have occurred regarding providing work and services?



An aerial photograph of a university campus, likely the University of Arizona, showing numerous red-brick buildings, green spaces, and palm trees. In the background, a range of mountains is visible under a clear sky. The entire image is overlaid with a semi-transparent dark blue filter.

Process and Topics for Next Session

Your Last Input

January – March 2020

RESEARCH SPACE

What other parameters or recommendations should the 2020 Campus Master Plan consider or make related to Research Space?

UNIVERSITY OF ARIZONA: 2020 CAMPUS MASTER PLAN

RESEARCH SPACE

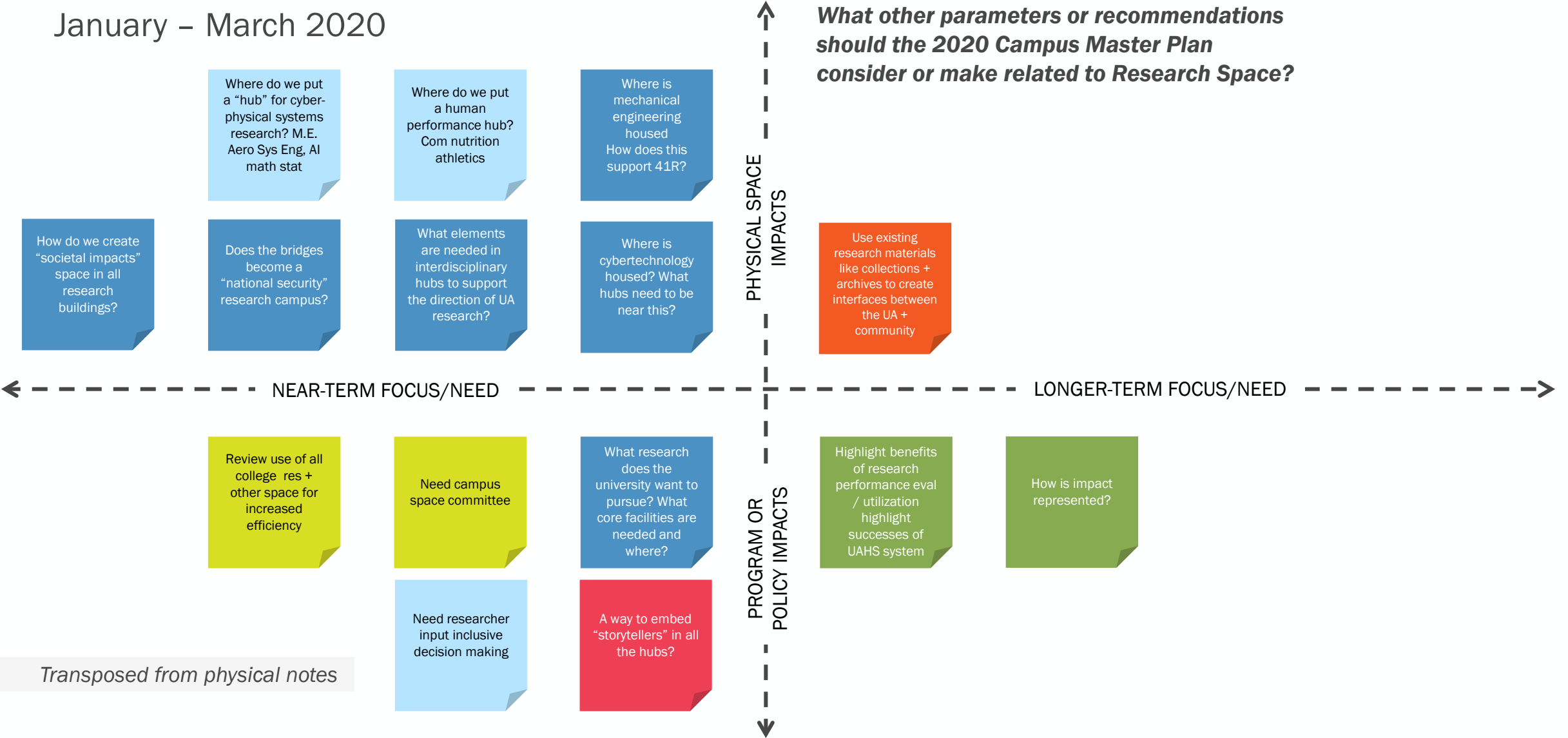
Draft Parameters & Recommendations: Do you agree? Advise any wording changes? Additional/specific details?

1. Provide clear options to address the 3 flags
2. Recommend deep-dive study into research space focused on "top 28" to better understand what spaces are viable for renovation, which need to be re-purposed to other uses, and when do we build new space
3. Define potential attributes and typologies for innovation and collaboration spaces and consider parameters for requirements in new/reno projects
4. Define basic parameters for the integration of research space into the broader campus framework
5. Identify potential locations for physical research components identified in the Strategic Plan (those not being located in Grand Challenges)
6. All research building projects (new or reno.) include some instructional space

UNIVERSITY OF ARIZONA: 2020 CAMPUS MASTER PLAN

Your Last Input

January – March 2020



Transposed from physical notes

Your Last Input

KEY TAKEAWAYS

Key takeaways:

- Space planning questions + concerns
- Location/connection between specific spaces
- Impact of research

Key takeaways:

- Need more input from other user groups / committees
- Space planning- what and where

↑
PHYSICAL SPACE IMPACTS
PROGRAM OR POLICY IMPACTS
↓

What other parameters or recommendations should the 2020 Campus Master Plan consider or make related to Research Space?

Key takeaways:

- Ways to organize research (existing + new)

Key takeaways:

- Overall impact of research

← NEAR-TERM FOCUS/NEED LONGER-TERM FOCUS/NEED →


Transposed from physical notes

Transposed from physical notes

Your Last Input

January – March 2020

- Provide clear options to address the 3 flags
- Recommend deep-dive study into research space focused on “top 28” to better understand what spaces are viable for renovation, which need to be re-purposed to other uses, when do we build new space
- Define potential attributes and typologies for innovation and collaboration spaces and consider parameters for requirements in new / renovation projects
- Define basic parameters for the integration of research space into the broader campus framework



Connections and
adjacencies to desired
collaborators and
partners

Your Last Input

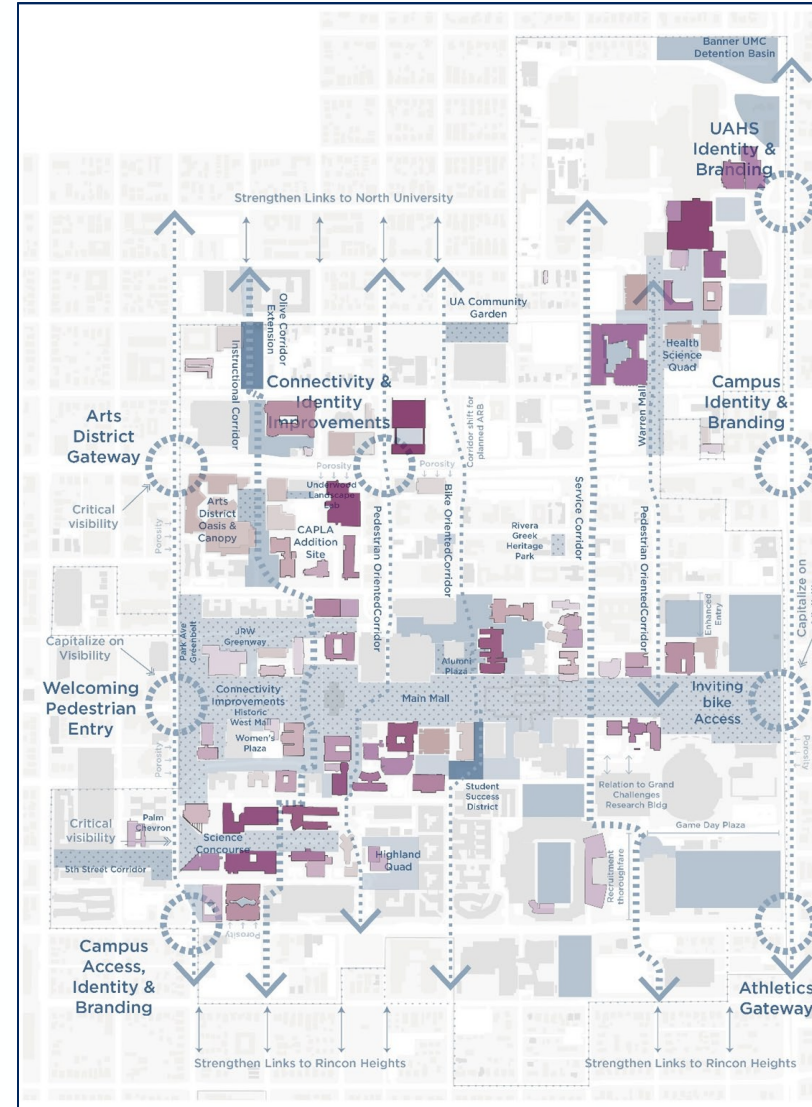
January – March 2020

- Identify potential locations for physical research components identified in the Strategic Plan (those not being located in Grand Challenges)
- All research building projects (new or renovation) include some instructional space and potentially accessible innovation space

Consider sustainability
+ inst. spaces not fully
utilized / efficiency of
use for our needs

Site Plan Hubs

- *6th Street*
 - *6th Street & Park Ave*
 - *6th Street & Campbell Ave*
- *University Blvd*
 - *University Blvd & Park Ave*
 - *University Blvd & Campbell Ave*
- *Speedway Blvd*
 - *Speedway Blvd & Park Ave*
 - *Speedway Blvd & Mountain Ave*
 - *Speedway Blvd & Campbell Ave*
- *Adams St & Campbell Ave*

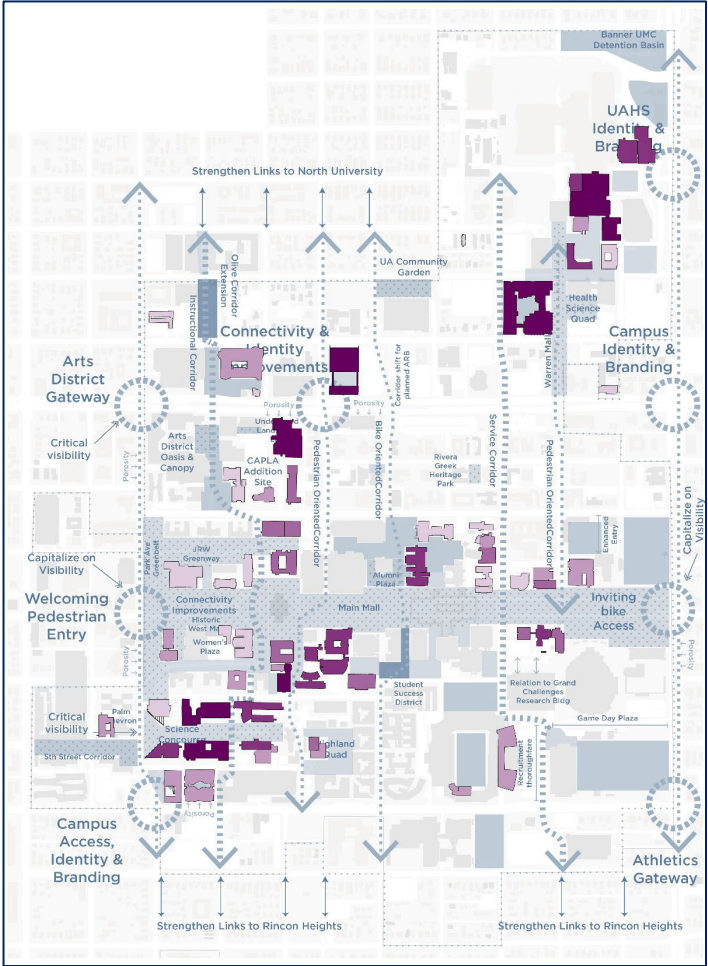
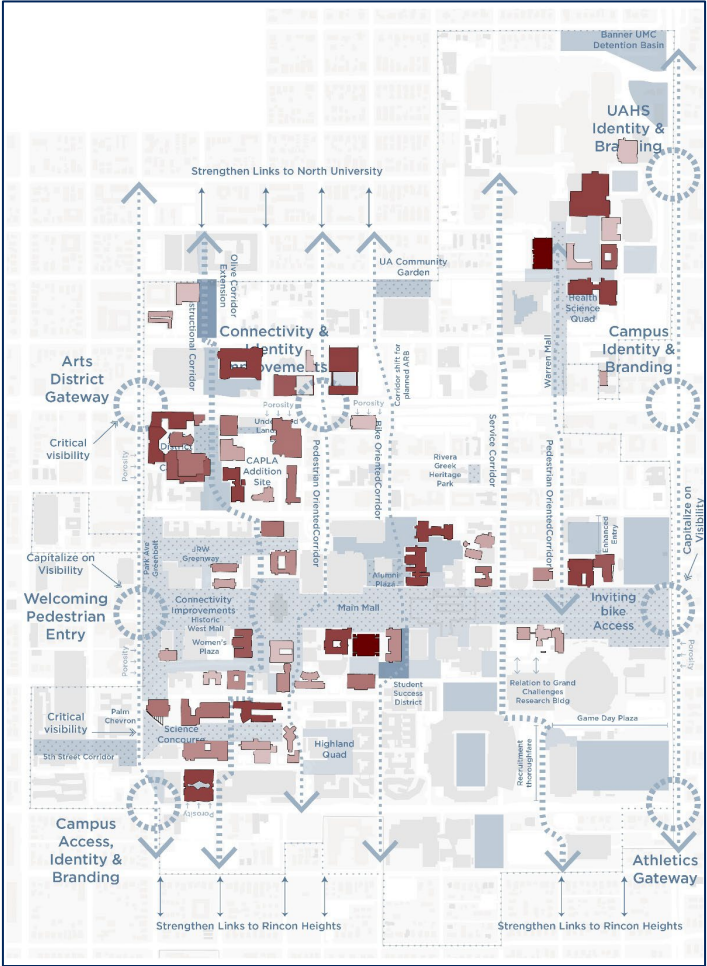
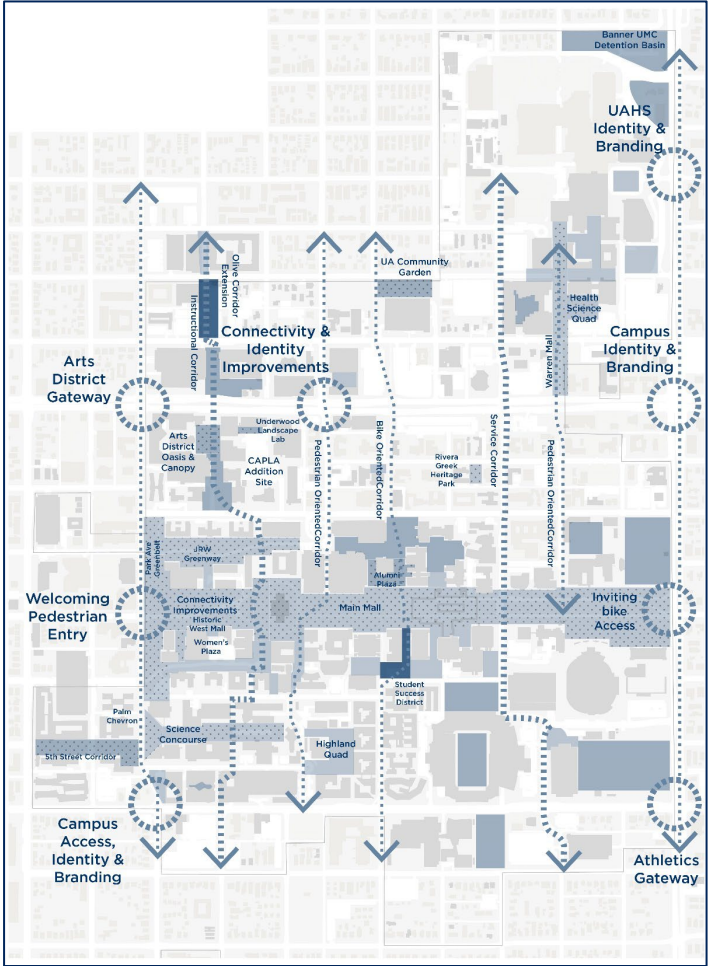


Site Plan Hubs

Gateways and Open Spaces

Instructional Hubs

Research Hubs



Workshop Exercise

How does the University showcase and communicate its research mission today?

| Previously Answered... | Agree | No Opinion | Disagree |
|---|--------------|-------------------|-----------------|
| We market ourselves as a research institution, but often don't dive into the next level of that message. | | | |
| People know we have a lot of research space and do innovative things, but specifics often aren't communicated and live in small silos. | | | |
| We are multifaceted: multiple major successes in recent years including health research, physical sciences, and environments, but that is not well communicated internally or externally. | | | |
| We have four main pillars: Science, Space, Environment, and Health. | | | |
| Our presence in newspapers, websites, published work, and in the community through engagement and partnerships communicates our research mission. | | | |

Workshop Exercise

*How can the University
better share its research
success?*

| Previously Answered... | Agree | No Opinion | Disagree |
|---|--------------|-------------------|-----------------|
| It is rare for UA experts to be called on by media/TV. We need to forge relationships to change this so that UA's brand is prominent on the national stage. | | | |
| Have display space in buildings that display our work – make them interactive! | | | |
| Continued support for signature programs and signature buildings. | | | |
| Peer-to-peer collaboration (intra-campus and with other institutions). | | | |
| Tap into undergraduate research opportunities so that they are experiencing what we do, and then take it into the world when they graduate as informed champions. | | | |

Workshop Exercise

*How does sustainability
interconnect with
research at the
University?*

| Previously Answered... | Agree | No Opinion | Disagree |
|---|-------|------------|----------|
| Through sustainable facilities, but we need to be careful about what this means (i.e.: “net zero” goal established for CIM) and set achievable goals. | | | |
| Sustainability is multiple lenses – triple bottom line – economic, environmental, cultural, and social. | | | |
| Re-purpose buildings as appropriate – let this be a sustainable value/ethic for UA. | | | |

Workshop Exercise

*Where do
interdisciplinary
buildings and research
hubs fit within research?*

| Previously Answered... | Agree | No Opinion | Disagree |
|---|-------|------------|----------|
| Interdisciplinary is a good goal for all future buildings. | | | |
| All new research buildings should be flexible and adaptable space and infrastructure. | | | |
| Master Plan needs to identify where Research HUBs should be located. | | | |
| Define what goes on campus, and what goes off. | | | |
| Collaboration and innovation space key – create moments for interaction and BIG picture thinking between different groups and programs. | | | |

Workshop Exercise

*How does the Strategic
Plan intersect with
research at the
University?*

| Previously Answered... | Agree | No Opinion | Disagree |
|--|-------|------------|----------|
| Re-emphasis that it focuses on building on existing rather than new. | | | |
| UA needs a research institution that maps future aspirations and opportunities so that we are pro-active, rather than current model which is “reactive to Washington.” | | | |
| Need facilities that help us tell our story. | | | |
| Stories and outreach around the 4IR important. | | | |

Workshop Exercise

Where do projections fit with research at the University?

What else?

| Previously Answered... | Agree | No Opinion | Disagree |
|--|--------------|-------------------|-----------------|
| Collectively, if all of our assets/departments performed equal to their peers, then UA would be above \$1 billion in research today. | | | |
| Anticipate continued growth in expenditures and faculty, but don't have a specific target – lots of opportunity. | | | |

Next Steps: Your Input...

- Determine the next meeting and what format it will be in
- What other information is useful to you from other groups?



Next Steps

RESEARCH AND INNOVATION

Program

- Update the Campus Plan with recent completed projects and any proposed projects
- Update space utilization and operational perspectives
- Capture long-term view on space

Physical Planning

- Use Research and Innovation as a catalyst to activate the campus
- Synchronize types of uses with broader campus activities to create hubs

Data

- Determine critical paths for academic programs with allied research resources
- Develop **space** needs profile that synchronizes with campus holistically
- Determine how current research resources are impacted by facility condition or historic preservation goals



Thank You!