

# 2022 CAMPUS MASTER PLAN RESTART

(2020 CAMPUS MASTER PLAN)

SYSTEMS COMMITTEE



AYERS SAINT GROSS  
NOVEMBER 8, 2022

# Agenda

- Team Introductions
- Process Overview
- Methodology
- Space
- Systems
- Big Takeaways
- Summary



# Who is in the Room?





# PROCESS OVERVIEW

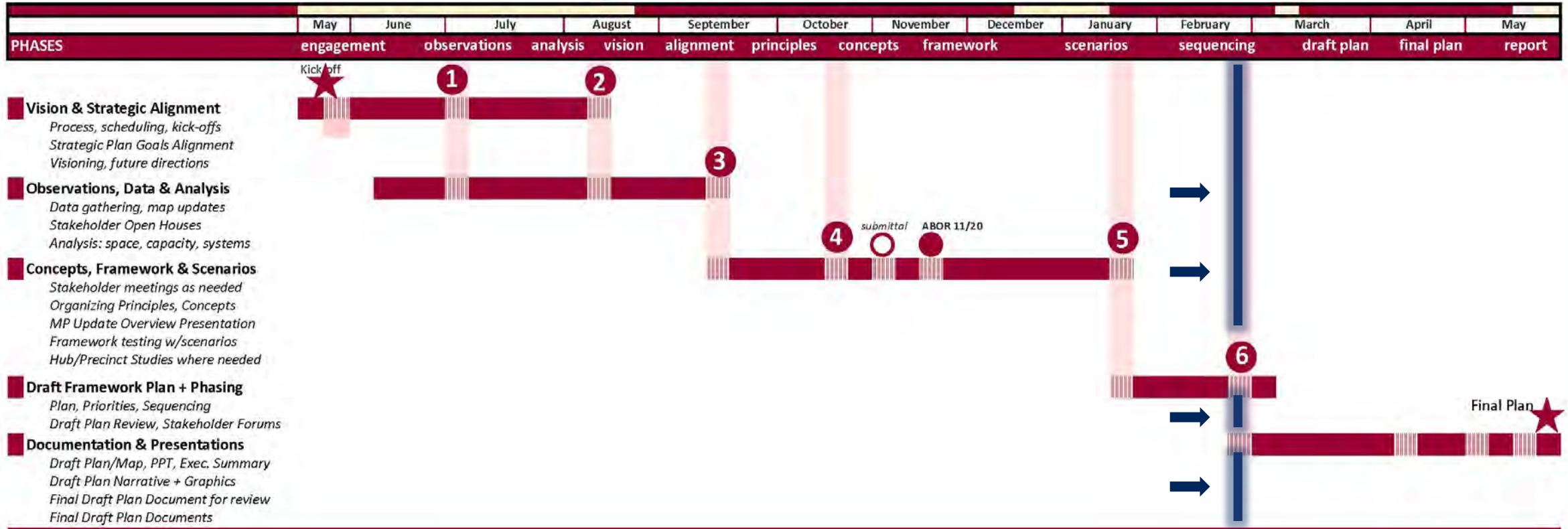
# (previous) 2020 Campus Master Plan Schedule

WHERE WE LEFT OFF...

March 2020

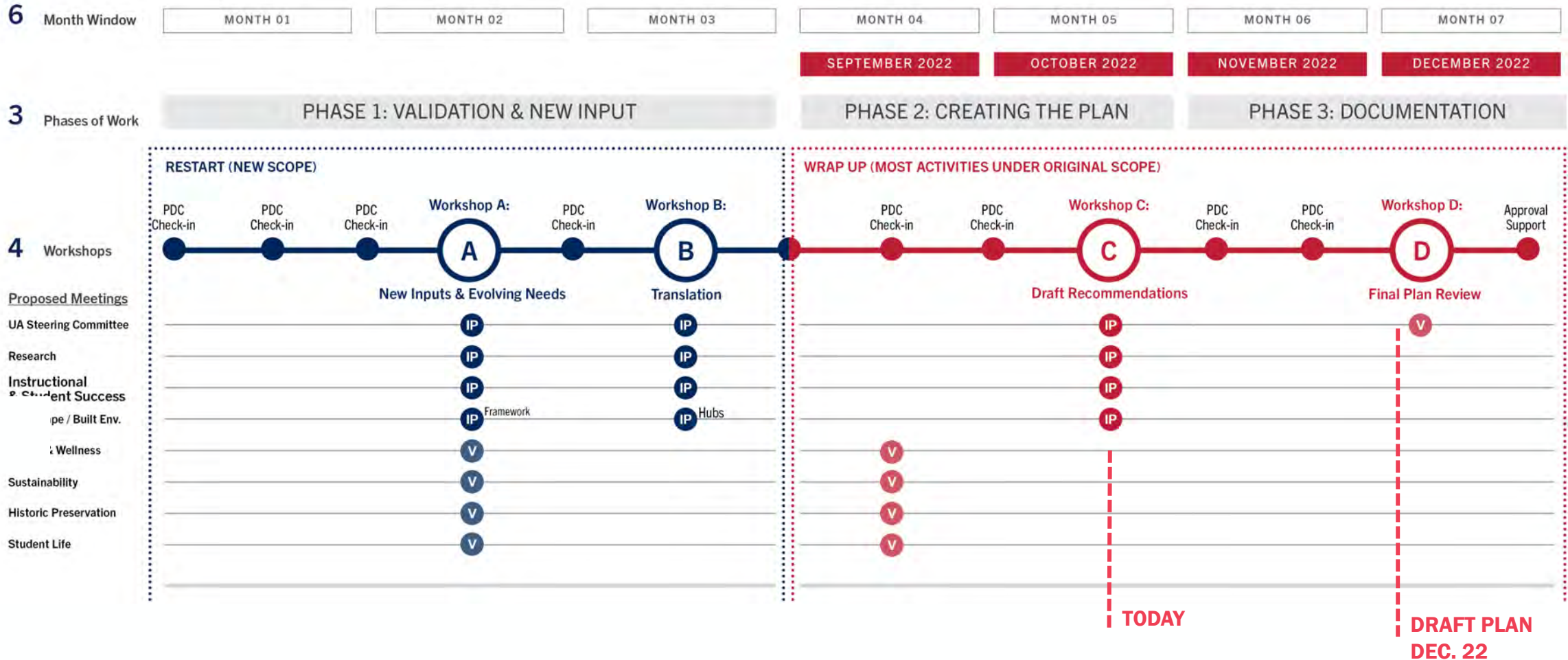


workshops w/committees, mtgs, focus groups, etc.



- Vision & Strategic Alignment**  
Process, scheduling, kick-offs  
Strategic Plan Goals Alignment  
Visioning, future directions
- Observations, Data & Analysis**  
Data gathering, map updates  
Stakeholder Open Houses  
Analysis: space, capacity, systems
- Concepts, Framework & Scenarios**  
Stakeholder meetings as needed  
Organizing Principles, Concepts  
MP Update Overview Presentation  
Framework testing w/scenarios  
Hub/Precinct Studies where needed
- Draft Framework Plan + Phasing**  
Plan, Priorities, Sequencing  
Draft Plan Review, Stakeholder Forums
- Documentation & Presentations**  
Draft Plan/Map, PPT, Exec. Summary  
Draft Plan Narrative + Graphics  
Final Draft Plan Document for review  
Final Draft Plan Documents

# Master Plan Schedule



# 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 focuses on the dynamics of the campus and beyond as primary venues for conversations to resolve elements of discussion (planning, travel, advice, and concerns) and gain engagement provided the planning team with opportunities to establish and prioritize of the institutional mission and enterprise priorities.

## STUDENT SUCCESS

### FOCUS GROUP DISCUSSION NOTES

- The physical layout of the campus is a key element in student success. The effort focuses on the dynamics of the campus and beyond as primary venues for conversations to resolve elements of discussion (planning, travel, advice, and concerns) and gain engagement provided the planning team with opportunities to establish and prioritize of the institutional mission and enterprise priorities.

### STRATEGIC PLAN EXTRACTS

- Focus on student success, including retention, graduation, and employment.
- Develop a strategic plan for the future of the University.

### POTENTIAL RECOMMENDATIONS

- Consider the impact of the physical layout on student success.
- Develop a strategic plan for the future of the University.

## WHO DID WE ENGAGE?

LEADERSHIP GROUPS	PHYSICAL IMPACT FOCUS GROUPS	POLICY IMPACT FOCUS GROUPS
<ul style="list-style-type: none"> <li>University Leadership</li> <li>Faculty Leadership</li> <li>Student Leadership</li> </ul>	<ul style="list-style-type: none"> <li>Armed Forces &amp; Veterans</li> <li>Business</li> <li>Child Care &amp; Family Services</li> <li>City of Tucson</li> <li>Community &amp; Regional</li> <li>Education</li> <li>Healthcare</li> <li>Industry</li> <li>Non-Profit</li> <li>Other</li> </ul>	<ul style="list-style-type: none"> <li>Academic</li> <li>Administrative</li> <li>Student</li> <li>Faculty</li> <li>Staff</li> <li>Trustees</li> </ul>

## HOW DID WE ENGAGE?

35 Engagement Meetings	1 Campus-wide Open House	3 Neighborhood Meetings (Open House & Report Back)
5 Webinars	4,000+ Views	450+ Views
78 Hours of Community Engagement	210 Comments	17 Comments
5 Meetings	400 Comments	80+ Comments
	100+ Views on Social Media	

## 1,308 Total Participants

## KEY TAKEAWAYS

### CAMPUS-WIDE ENGAGEMENT

- Participants were diverse in age, gender, and ethnicity.
- Participants were primarily students, faculty, and staff.
- Participants were primarily from the Tucson area.
- Participants were primarily from the University of Arizona.

### COMMUNITY ENGAGEMENT

- Participants were diverse in age, gender, and ethnicity.
- Participants were primarily from the Tucson area.
- Participants were primarily from the University of Arizona.

### LEADERSHIP ENGAGEMENT

- Participants were diverse in age, gender, and ethnicity.
- Participants were primarily from the Tucson area.
- Participants were primarily from the University of Arizona.

## BRANDING & IDENTITY

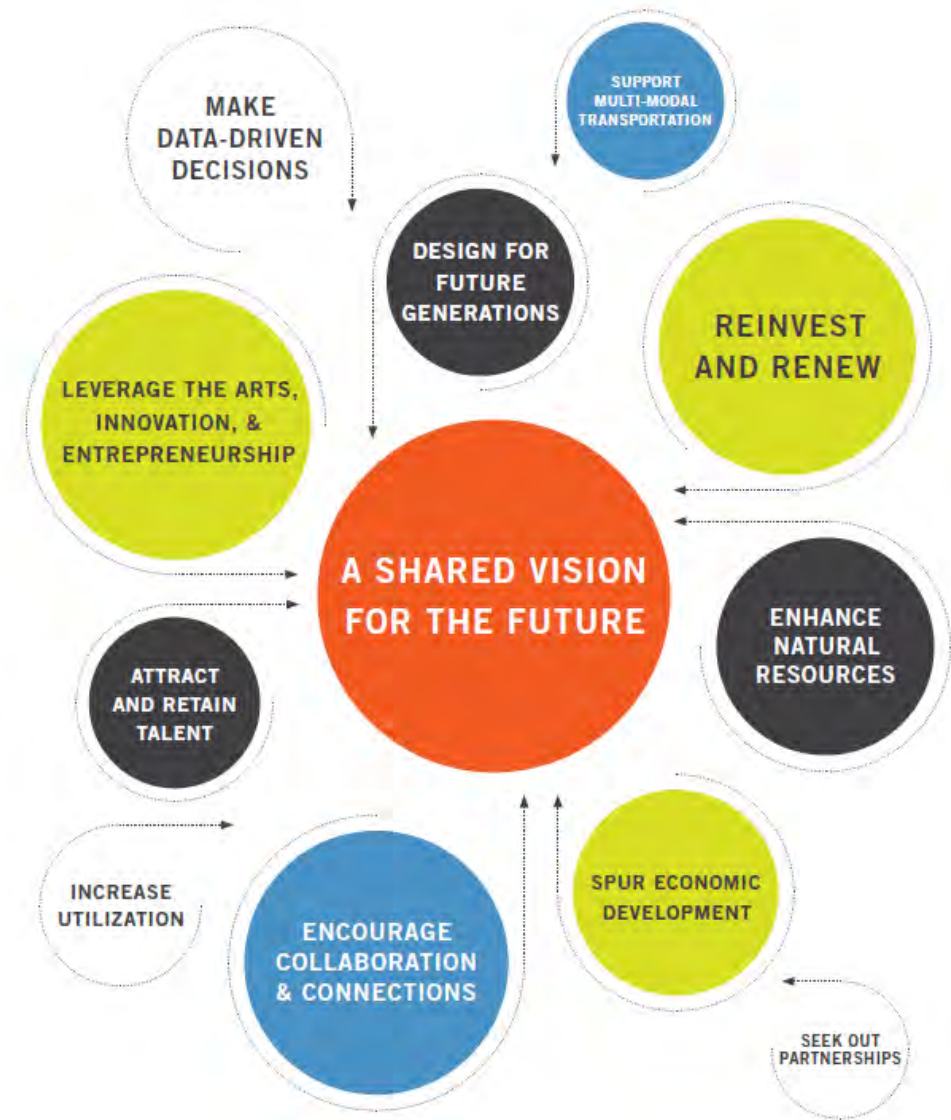
### BRANDING & IDENTITY

As part of the design effort to improve the physical layout and identity of the campus, the design team focused on branding and identity. This effort includes the development of a brand identity, including a logo, color palette, and typography. The design team also focused on the physical layout of the campus, including the design of walkways, courtyards, and outdoor spaces.



# What is a Master Plan?

- A **critical analysis** of the **physical resources** of the campus and how they perform separately and in conjunction.
- An opportunity for **broad engagement** and participation on the use and needs of the campus.
- A device to assess the **long-term capacity of systems** and resources of campus comprehensively.
- A shared resource or reference to **create alignment and common perspectives** across many different user groups and programs.
- A method to **convey the long-term direction** and intentions of the university to its community and neighbors.



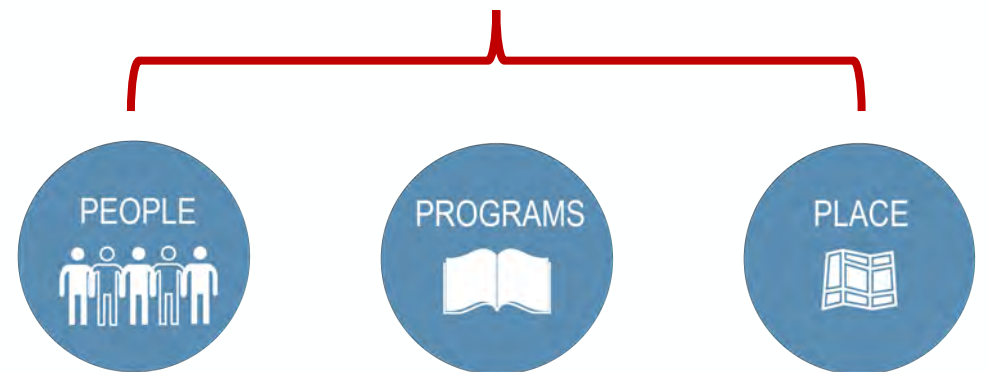


# Why a Master Plan?

- **Align physical assets** with mid- and long-term needs.
- **Improve the campus quality and experience** for all users.
- **Support programmatic alignment** and synergies.
- **Forecast infrastructure** needs to align with new facilities.
- **Balance sources of input and viewpoints** in the use and maintenance of the campus.
- Respond to **emerging and changing needs** and challenges.



## Master Plan





# METHODOLOGY

# Engagement-to-date

26

Engagement Meetings

- 4 Workshops
- 18 Focus Groups  
(part of 1 or more meetings)
- 4 Meetings  
(Steering Committee/  
Operations Committee)

1

Campus-wide Open House

- 4,000+ Dots  
(1 Dot=1 comment)
- 200+ Participants
- 400 Cookies
- 360+ Web Site Comments

3

Neighborhood Meetings  
(Open Houses & Report-back)

- 450+ Dots  
(1 Dot=1 comment)
- 10 Neighborhood Associations
- 40+ Neighbors



1,128

Total Participants

# Engagement & Input



Operations & Steering Committees



Topical Focus Groups



Engagement Activities



# Master Plan Framework

Key areas for campus wide improvements

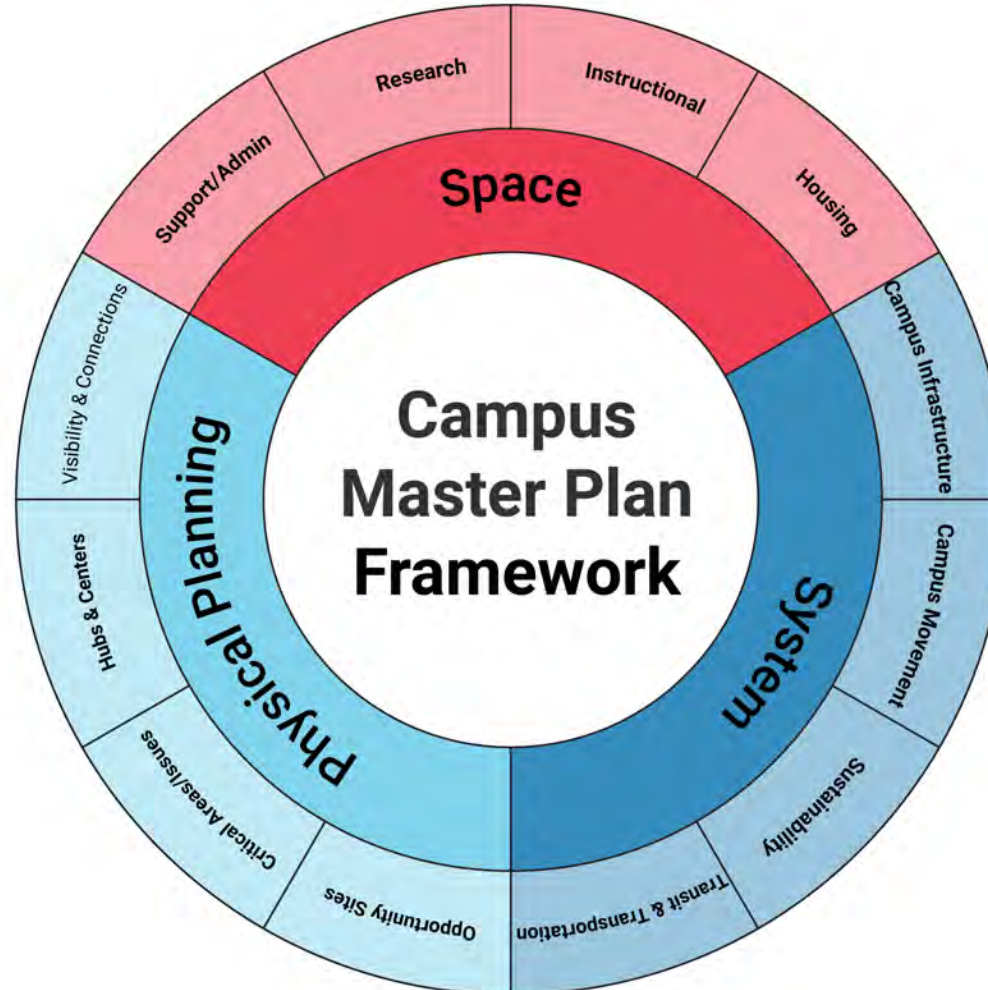
STRATEGIC PLAN  
ALIGNMENT

① SPACE

② SYSTEMS

③ PHYSICAL  
PLANNING

INTEGRATED WITH ALL 3  
SUPPORTING  
TOPICS



# Master Plan Framework

Key areas for campus wide improvements

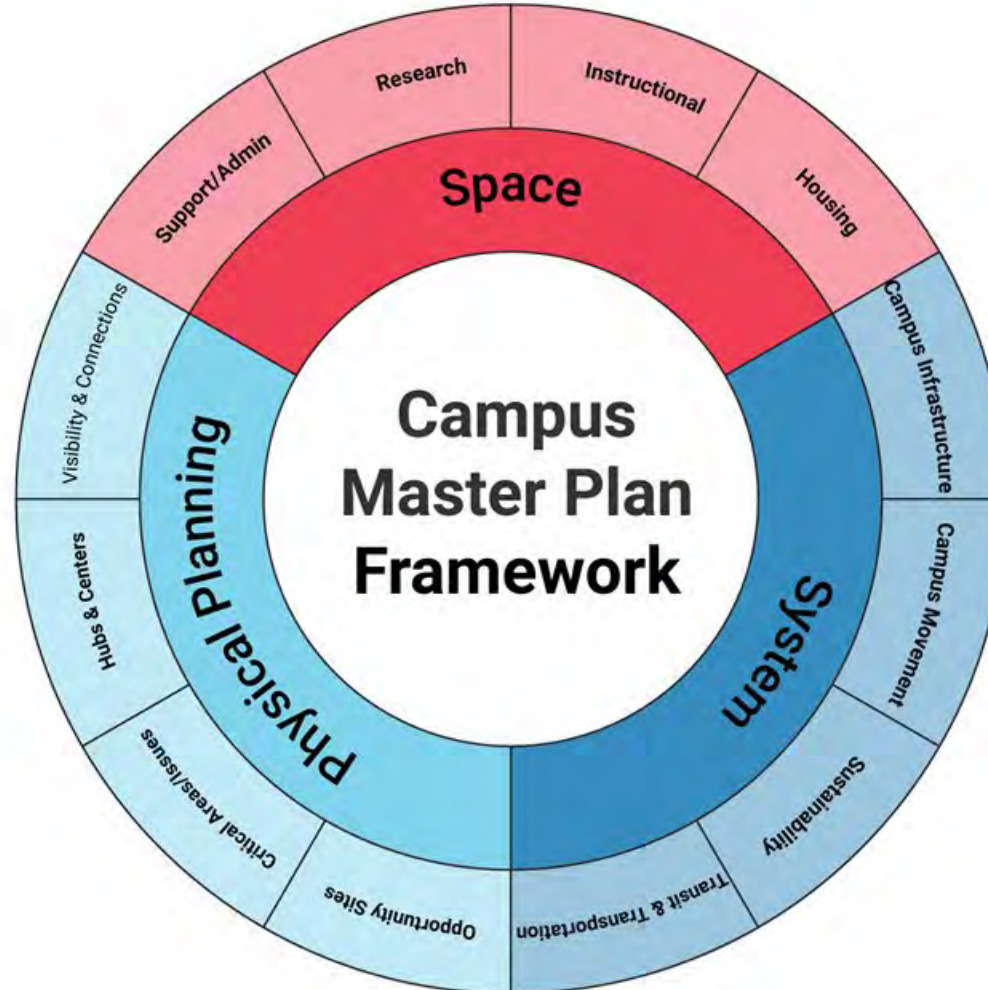
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Key Analytical Drivers:

- Enrollment
- Research & Innovation Resources
- Campus Quality and Functionality

Additional Drivers

- Building Capacity and Conditions
- Academic and Program growth

# Enrollment Trends

Fall 2022 – Total Enrollment

University of  
Arizona Total  
**51,134**  
Enrolled Students  
(41,906.00 FTE)

## Undergraduate Students

40,407      33,723.67      13.21  
Headcount    FTE                  Average SCH

## Graduate Students

10,727              8,182.33              10.34  
Headcount          FTE                      Average SCH

## Total Enrollment by Campus

Main	39,606
Arizona Online	8,132
Arizona International	1,644
Phoenix	766
Distance	652
Southern Arizona	214
Global Direct	120

## Trends | Total Enrollment

College (Primary Major)  
All

Campus  
All

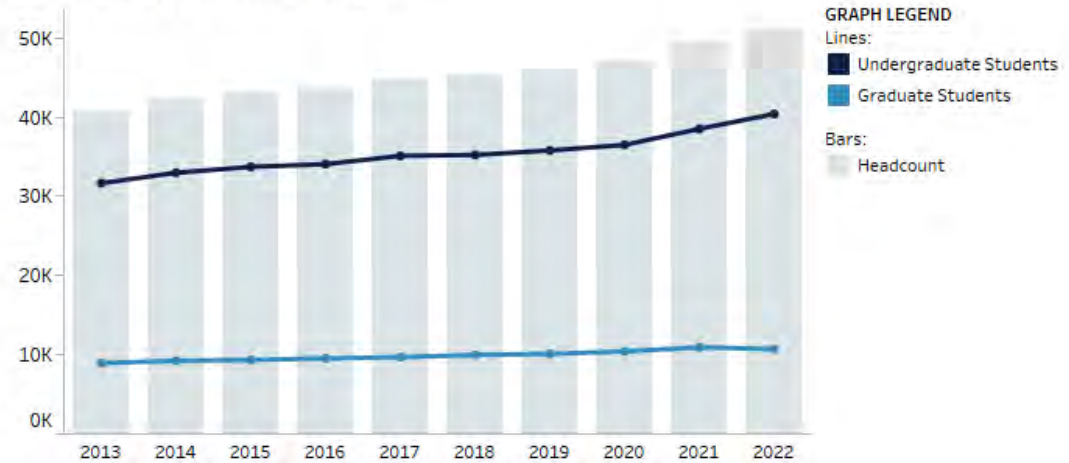
Residency  
All

IPEDS Race / Ethnicity\*  
All

Sex  
All

Full-Time/Part-Time  
All

## University of Arizona Total Fall Enrollment by Academic Career



Academic Career	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Undergraduate Students	31,670	32,987	33,732	34,072	35,123	35,233	38,501	36,503	38,528	40,407
Graduate Students	8,951	9,249	9,356	9,553	9,708	9,984	10,117	10,429	10,943	10,727
Grand Total	40,621	42,236	43,088	43,625	44,831	45,217	48,618	46,932	49,471	51,134



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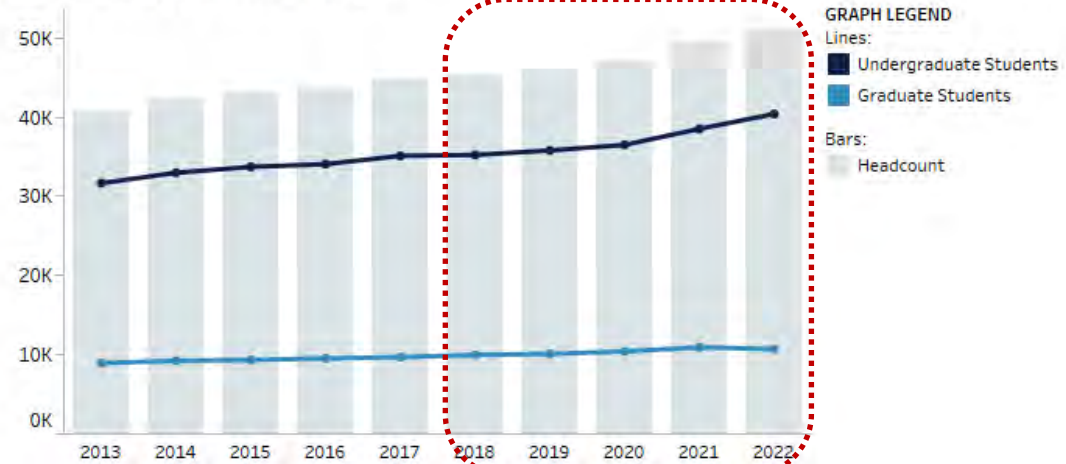
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 IPEDS Race / Ethnicity\* All    Sex All    Full-Time/Part-Time All

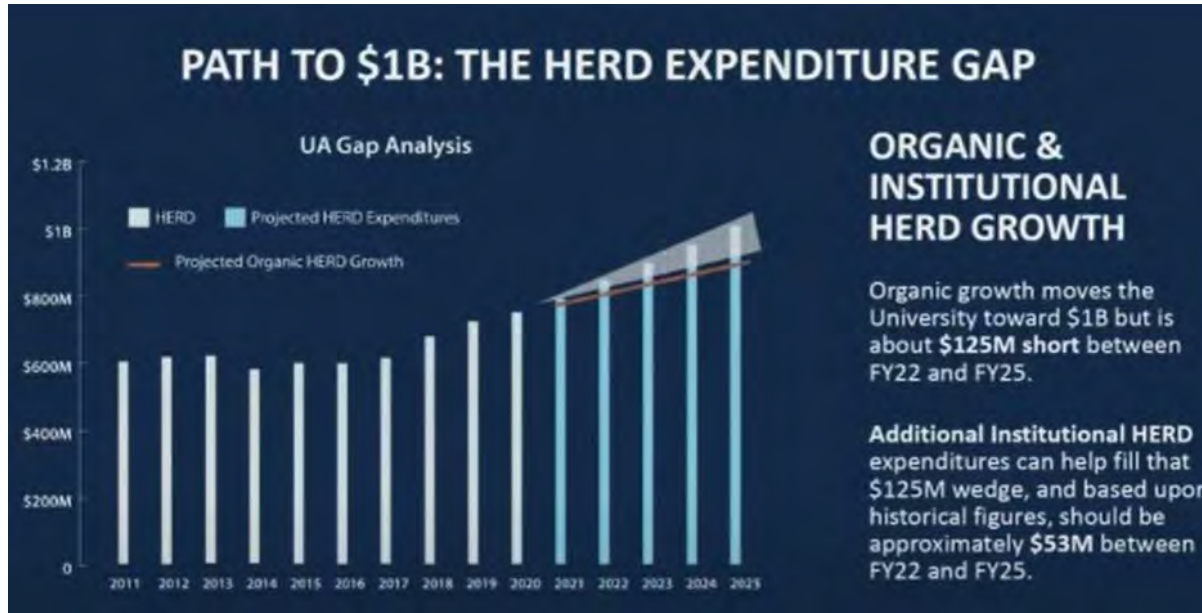
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# Research & Innovation Profiles

Master Planning to keep up with the University of Arizona Goals



## PATH TO \$1B: THE HERD EXPENDITURE GAP

THE OTHER COLLEGES NEED TO COLLECTIVELY INCREASE RESEARCH PRODUCTIVITY BY AT LEAST \$40M/YEAR OVER CURRENT RESEARCH IMPACT TO REACH THE GOAL.

**HEALTH SCIENCES**

- Grow to \$412.9M Annual HERD by FY25
- Increase of \$120M/year over current research impact (and add another \$80M to get to the Blue Ridge top 25)

**COLLEGE OF ENGINEERING**

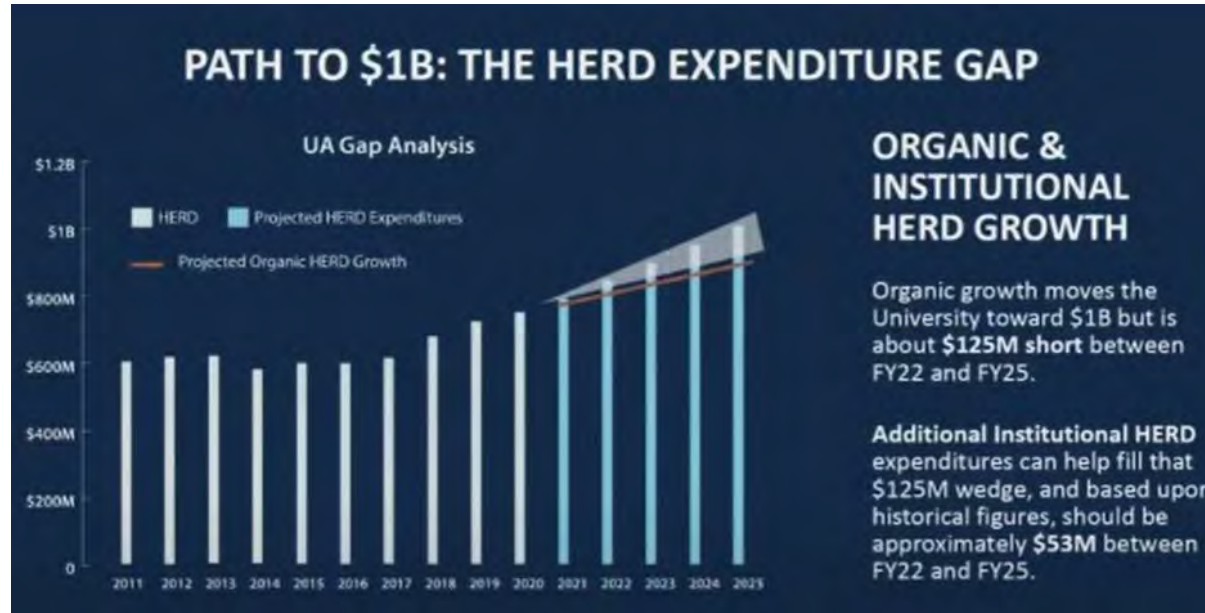
- Grow by roughly \$40M Annual HERD by FY26
- Increase of \$20M/year over current research impact
- 50 new T/TE faculty by FY26

**COLLEGE OF APPLIED SCIENCE & TECHNOLOGY**

- Grow to \$20M Annual HERD by FY25
- Increase of \$19.5M/year over current research impact
- At least six new faculty

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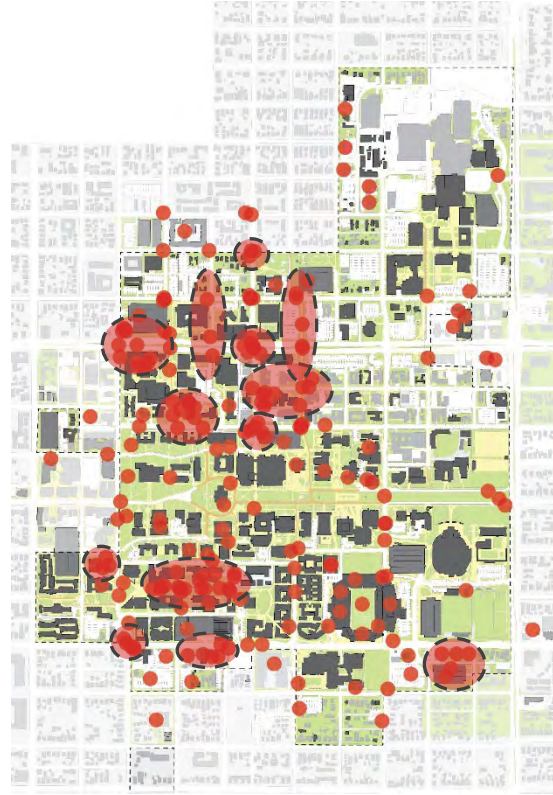
***Increase R&D Expenditures to \$1B***


Investing in Key Research Areas:


- Health Sciences,
- College of Engineering,
- College of Applied Science & Technology


# Campus Quality & Functionality


SWOT Analysis



 Successful places on campus

 Places for improvement

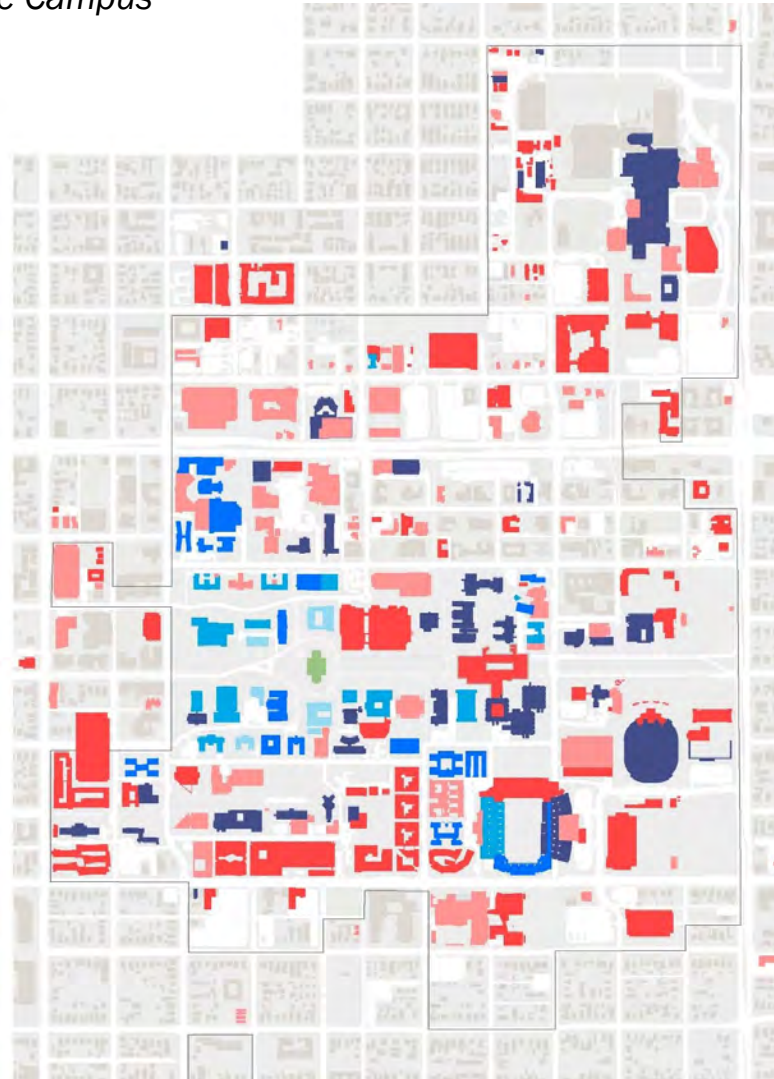
 Places with unrealized potential

 Places that need to be addressed

# Building Conditions & Capacity

Existing Facilities Conditions Index of the Campus

50+ years  
**~ 45 %**  
of total buildings



## FACILITY CODE INDEX MAP

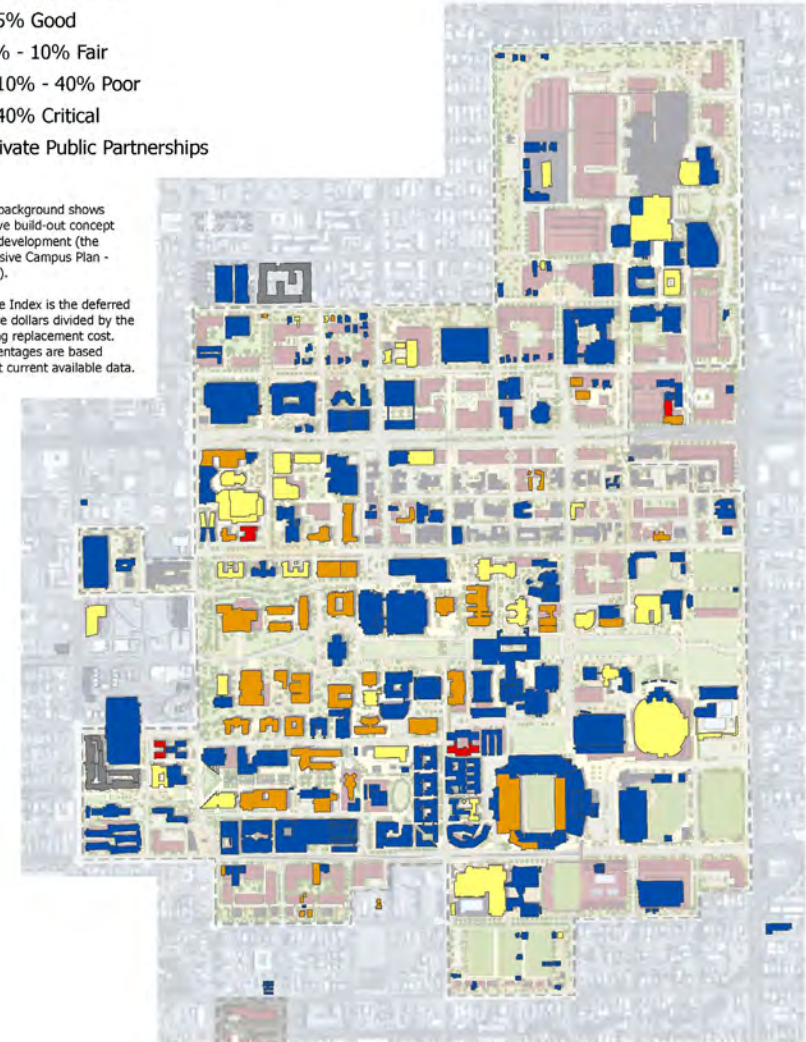
The University of Arizona August 2022

### Facility Code Index

- <5% Good
- 5% - 10% Fair
- >10% - 40% Poor
- >40% Critical
- Private Public Partnerships

Note: Map background shows an illustrative build-out concept of campus development (the Comprehensive Campus Plan - ABOR 2009).

Facility Code Index is the deferred maintenance dollars divided by the total building replacement cost. These percentages are based on the most current available data.



An aerial photograph of a city, likely Los Angeles, with a dense urban landscape and mountains in the background. The image is overlaid with a dark blue filter. The word "ANALYSIS" is written in large, white, bold, sans-serif capital letters in the center of the image.

# ANALYSIS

An aerial photograph of a city, likely Los Angeles, with a dense urban landscape and mountains in the background. The entire image is overlaid with a semi-transparent red filter. The word "SPACE" is centered in the middle of the image in a bold, white, sans-serif font.

**SPACE**

**Space**



# Space



**Instructional**

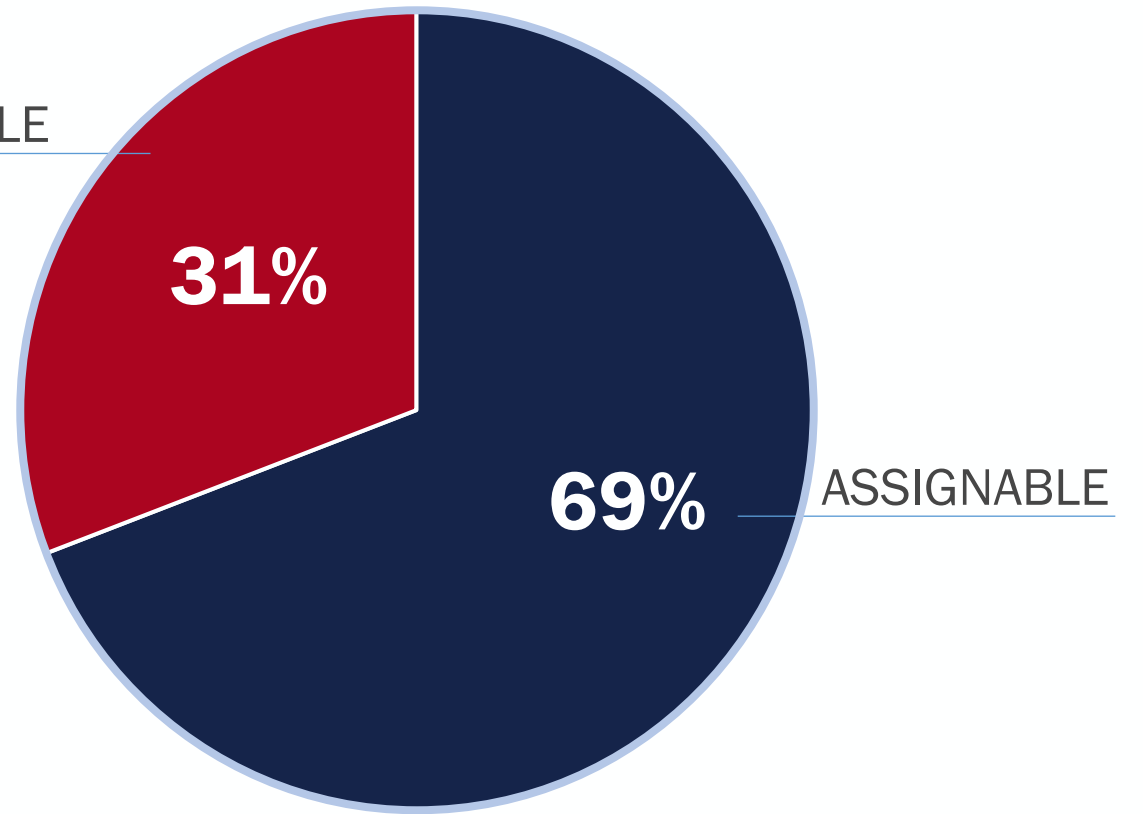
**Research & Innovation**

**Housing**

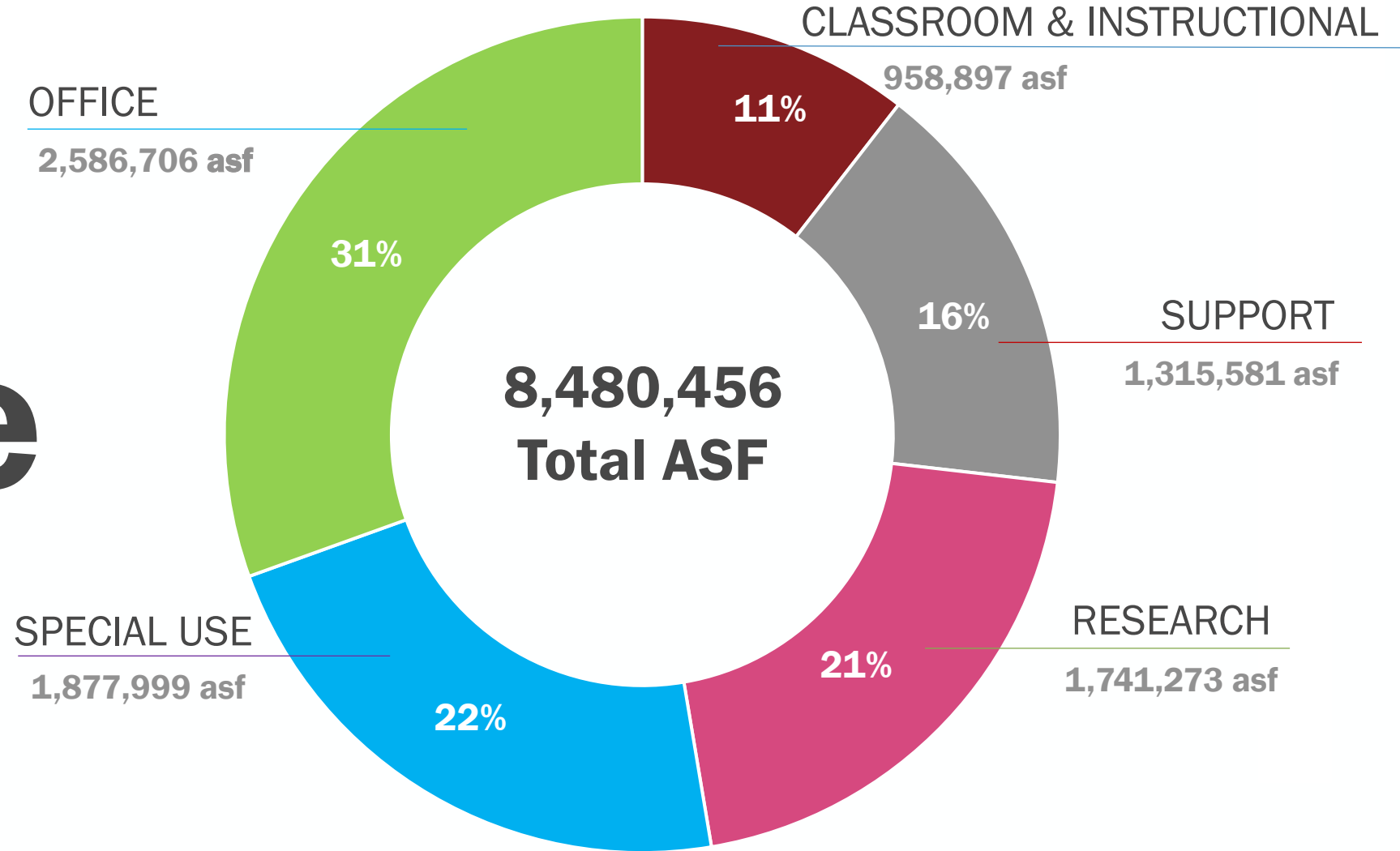
**Support/Admin**

# Space

NON-ASSIGNABLE



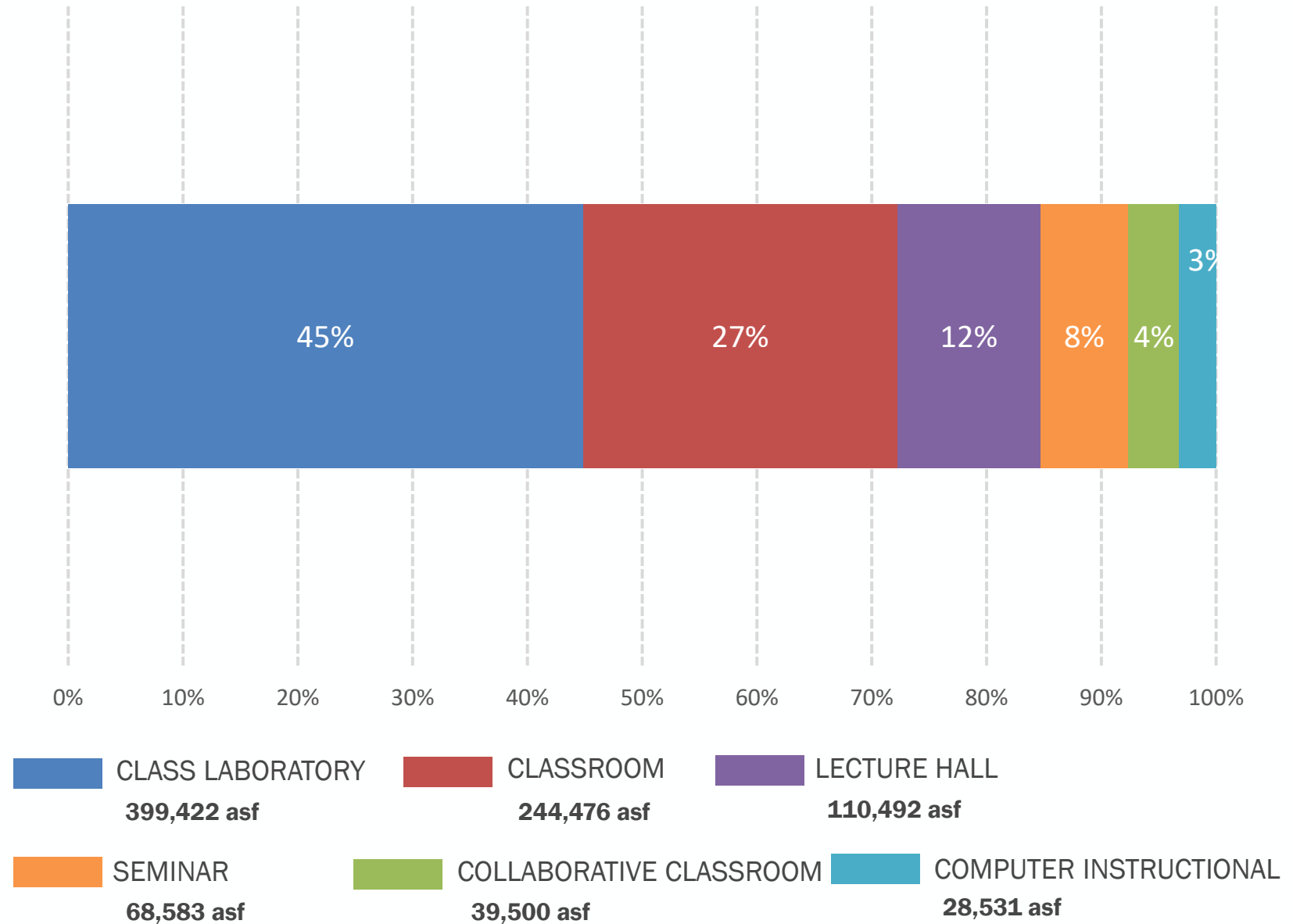
# Space



• Data from 2022

• \*Data excludes Housing & Banner Health

# Instructional Space

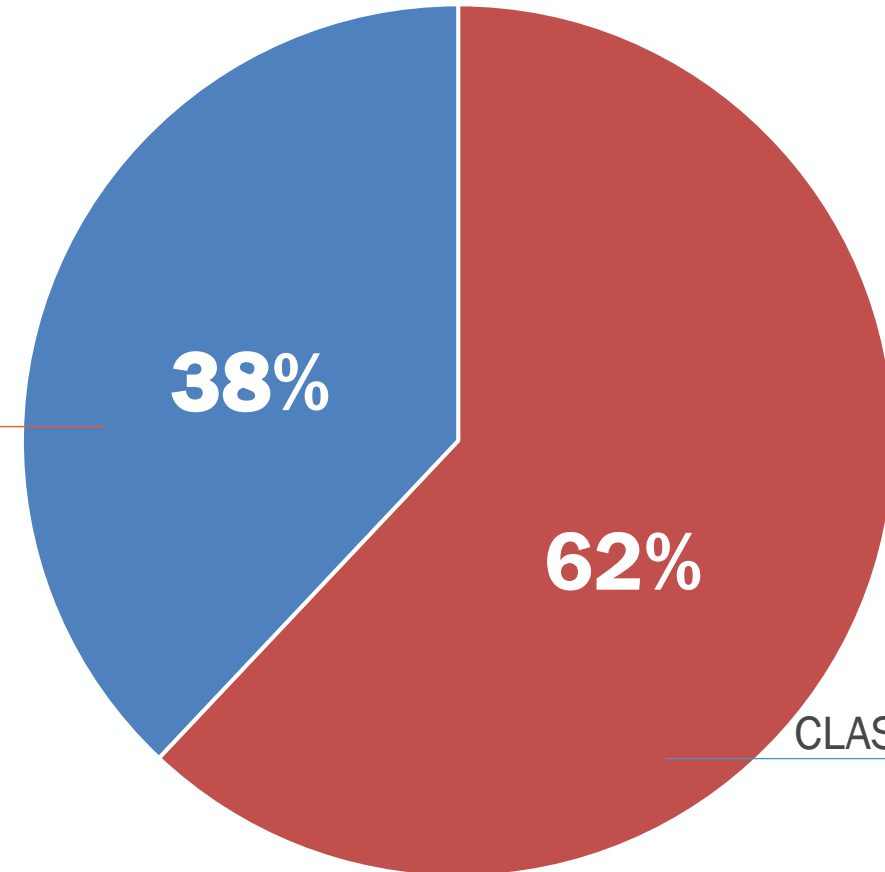


• Data from 2022

• \*Data excludes Housing & Banner Health

# Instructional Space

CLASSROOM  
244,476 asf

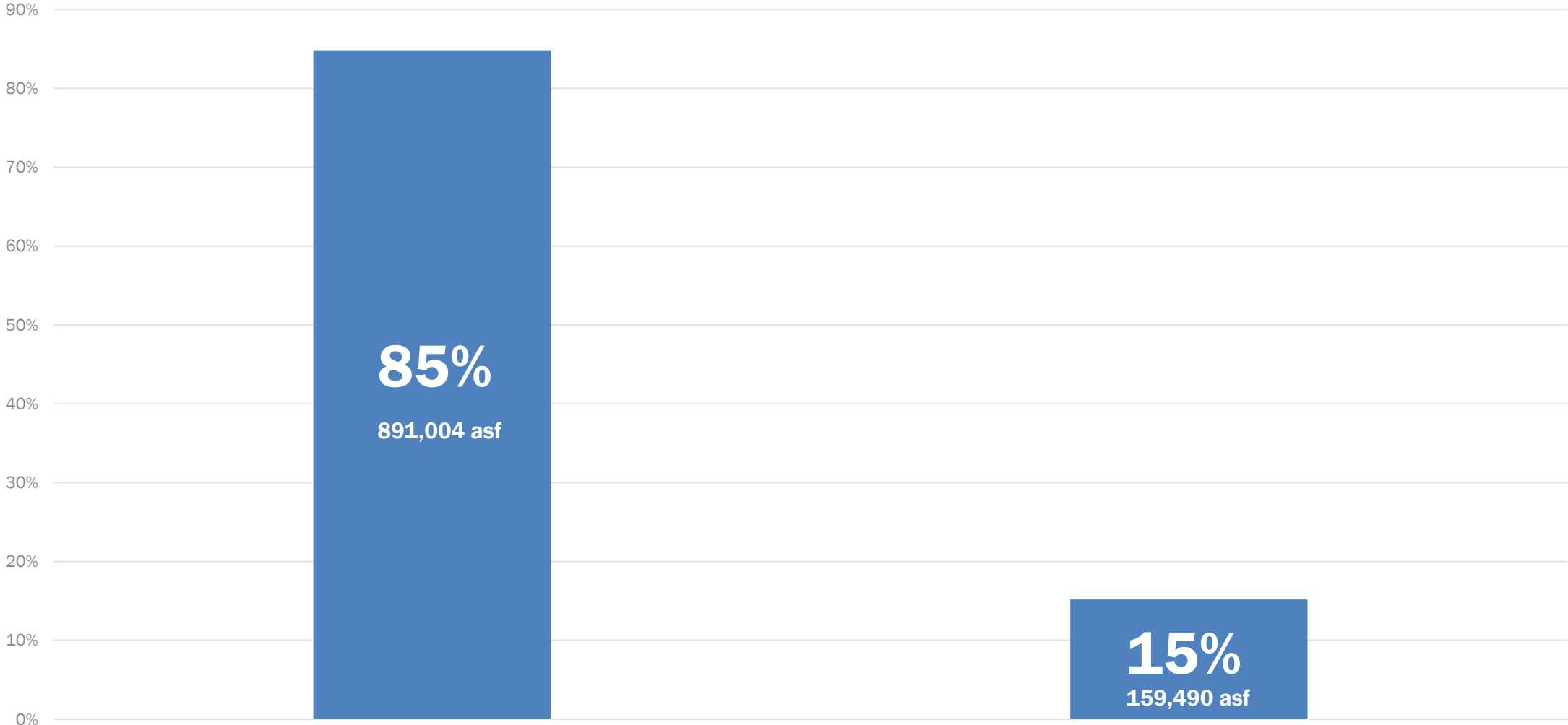


CLASS LABORATORY  
399,422 asf

• Data from 2022

• \*Data excludes Housing & Banner Health

# Instructional Space Distribution



Total Instructional Space

Total Collaborative Space

• Data from 2022

• \*Data excludes Housing & Banner Health



# **INSTRUCTIONAL SPACE**

## **Campus Analysis**

# Instructional Space vs Enrollment Trends

*Instructional Space – Campus Analysis*

From **2010-2015**  
Total Enrollment  
Increased from

**38,767**

to

**43,088**

**11%** increase 

Classroom Space Increased by

**20,606 GSF**

**9%** increase 

Class Lab Space Increased by

**34,318 GSF**

**9%** increase 



# Instructional Space vs Enrollment Trends

*Instructional Space – Campus Analysis*

From **2016-2022**  
Total Enrollment  
Increased from

**43,088**

to

**51,134**

**18.6%** increase 

Classroom Space Increased by

**22,124 GSF**

**9%** increase



Class Lab Space Increased by

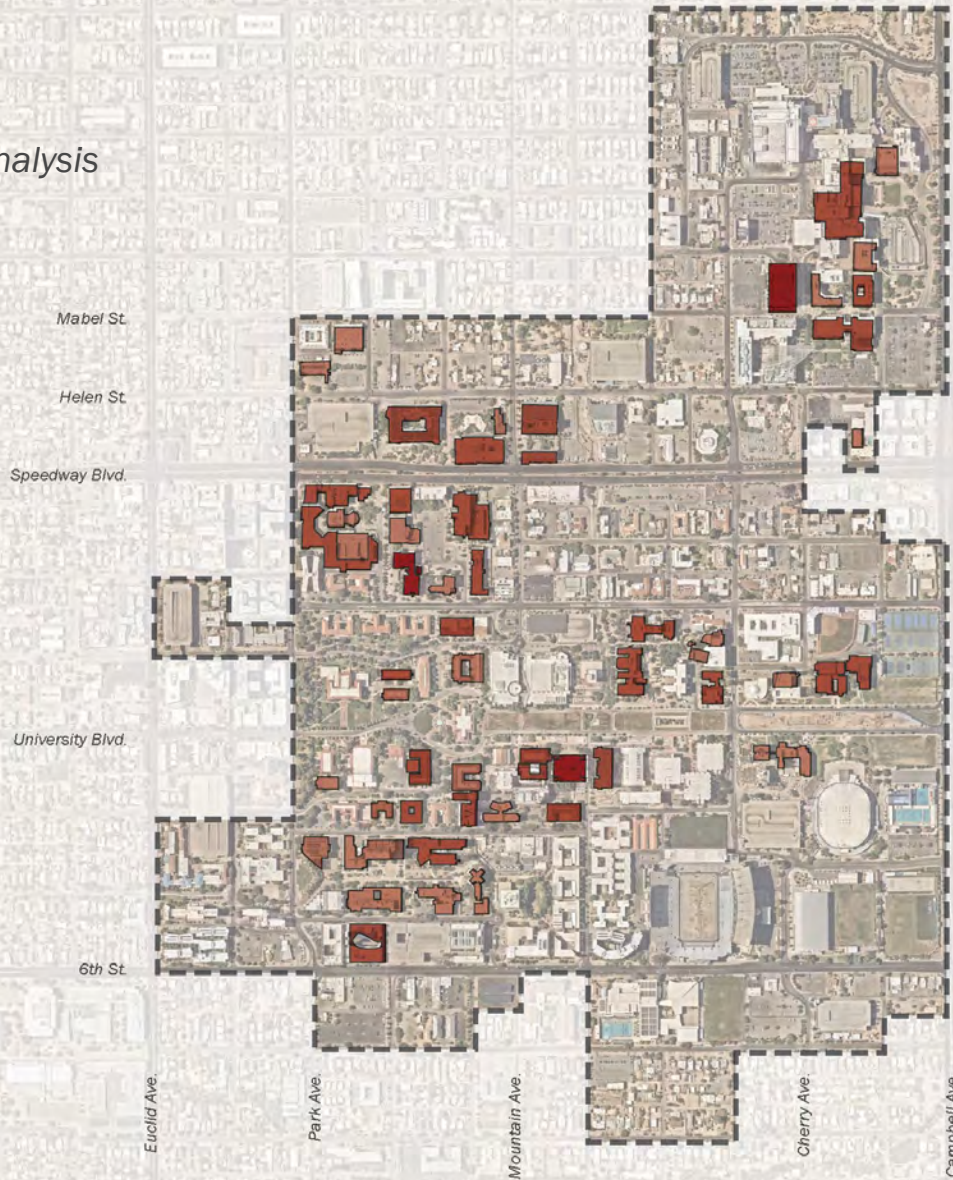
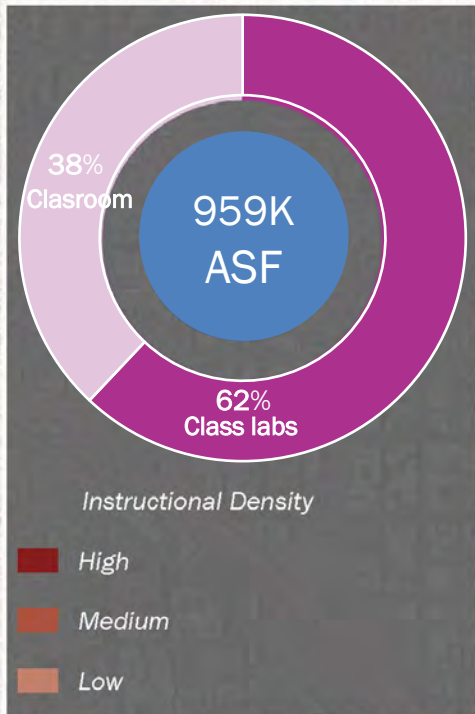
**34,318 GSF**

**9%** increase



# Density

## Instructional Space – Campus Analysis

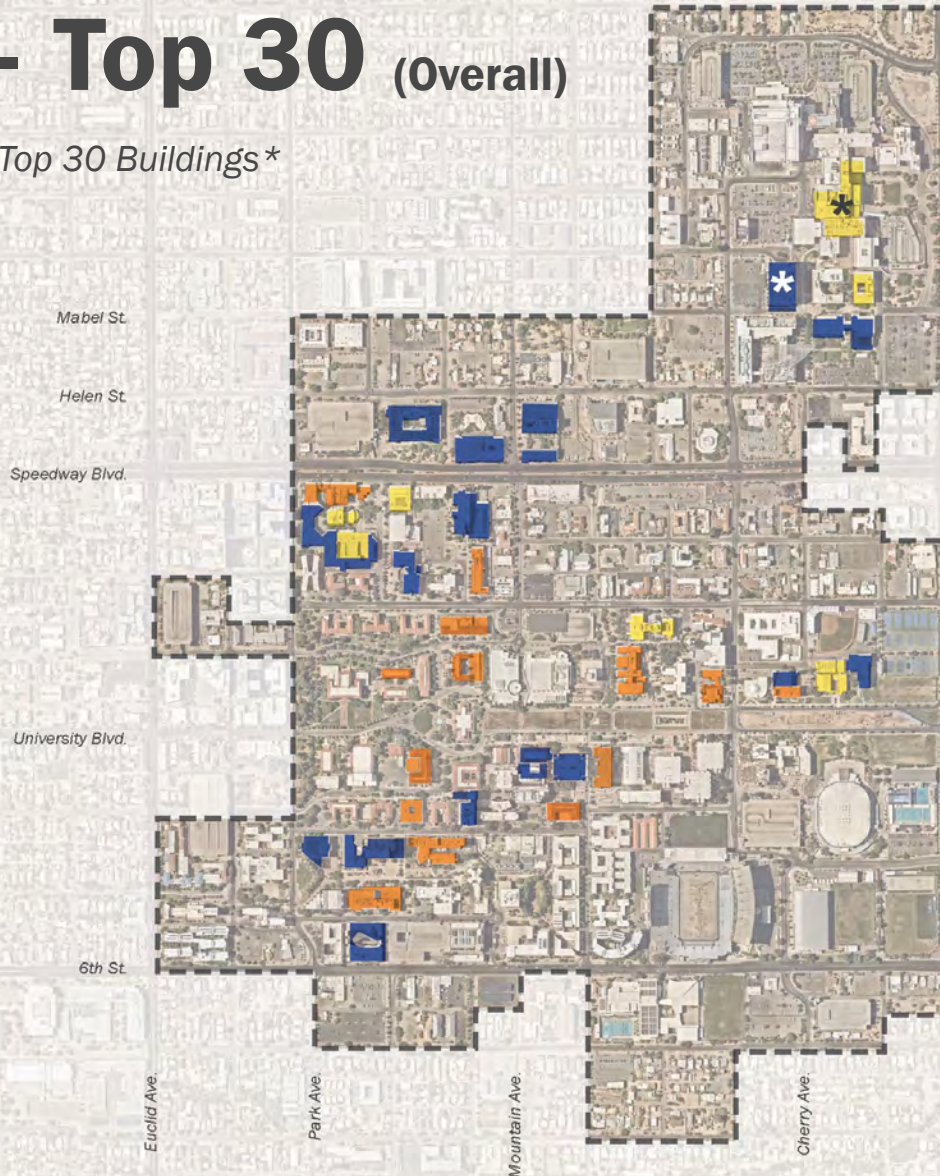
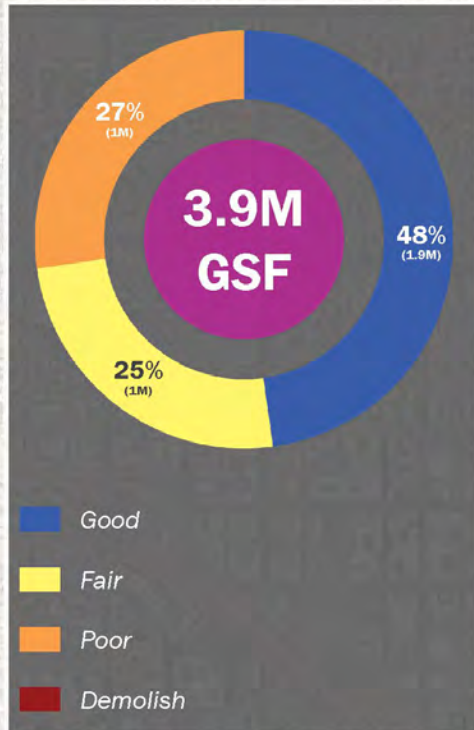


# Condition – Top 30 (Overall)

Instructional Space, Highlighted Top 30 Buildings \*

\* Banner Health is shown graphically but not included in calculations

Building Condition



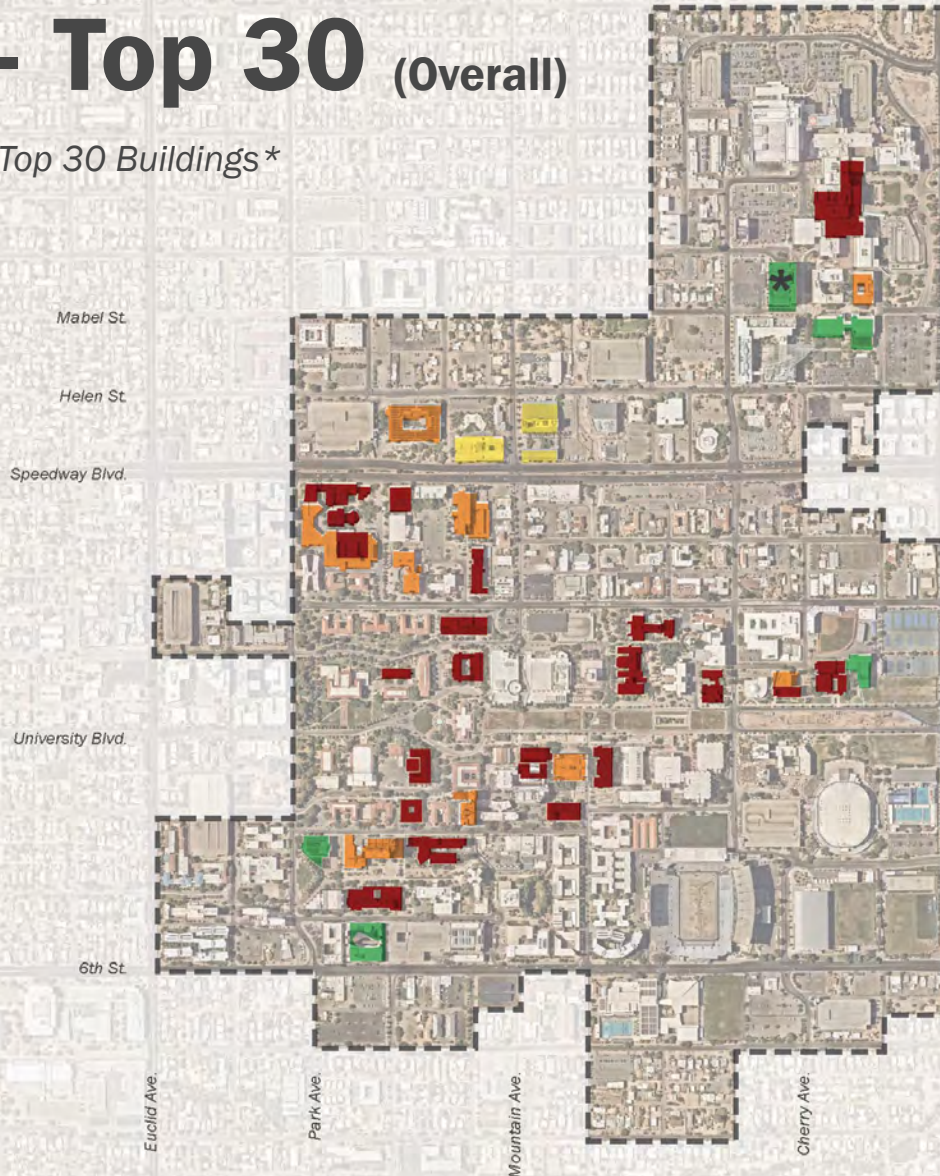
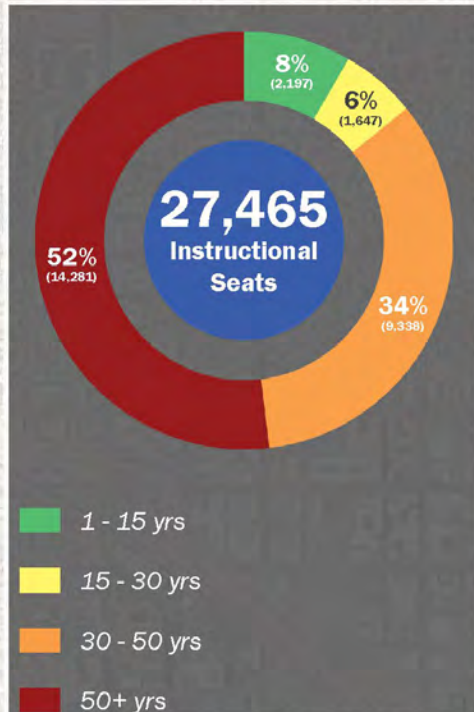
\*Room Inventory Data from 2019  
FCI Data from 2022 – top 30 Instructional buildings by GSF



# Condition – Top 30 (Overall)

Instructional Space, Highlighted Top 30 Buildings \*

Age and % Total Seats



## Analysis:

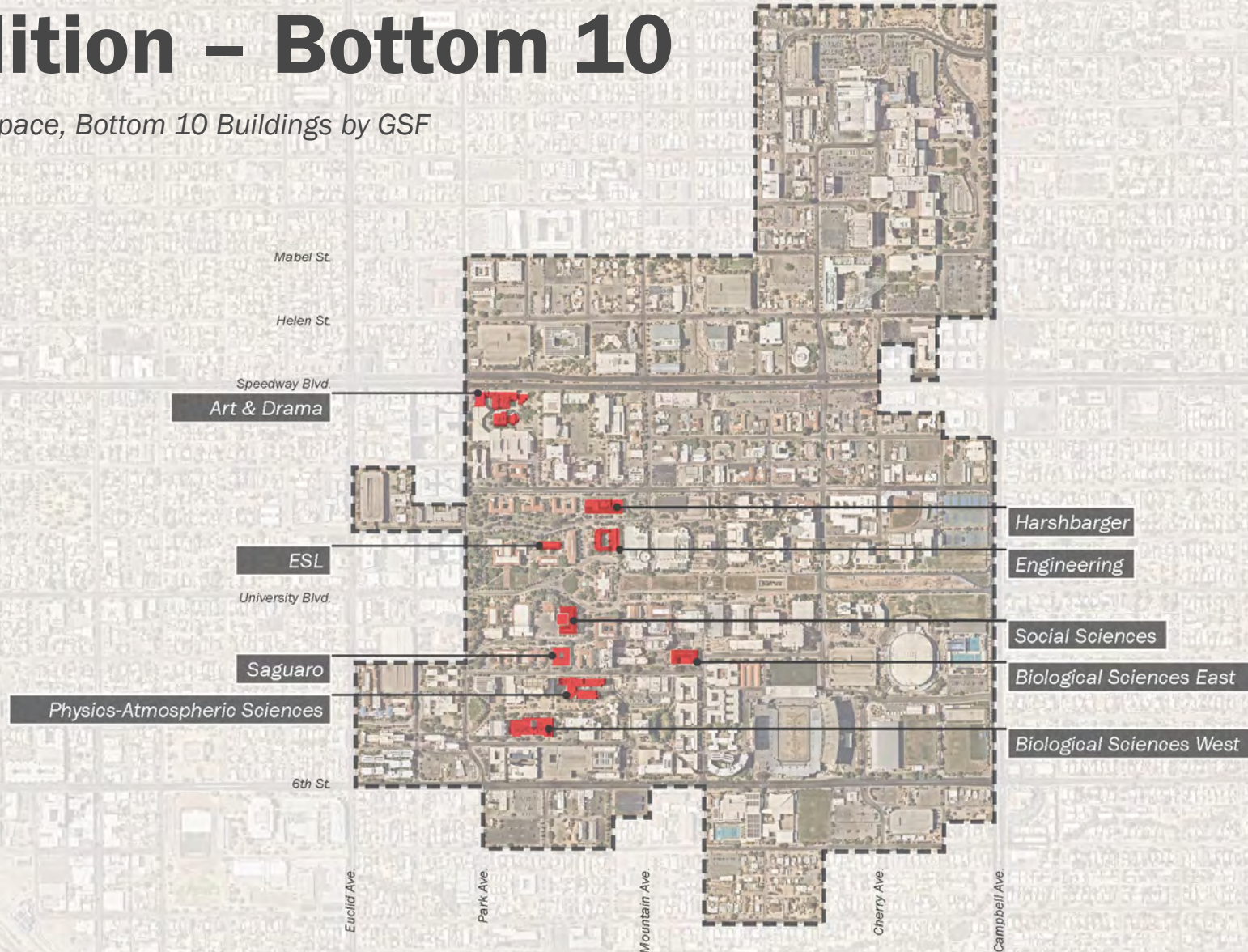
- Over 50% of the seats are in the aging assets
- Some of those assets are undergoing redevelopment and improvement and some are forecast for near-term improvement
- There is a gap that requires capital planning & programming to address the aging issues

\*Health Sciences Innovation Building is shown graphically but not included in calculations



# Condition – Bottom 10

*Instructional Space, Bottom 10 Buildings by GSF*



# Instructional Space

## **Academic Delivery Planning**

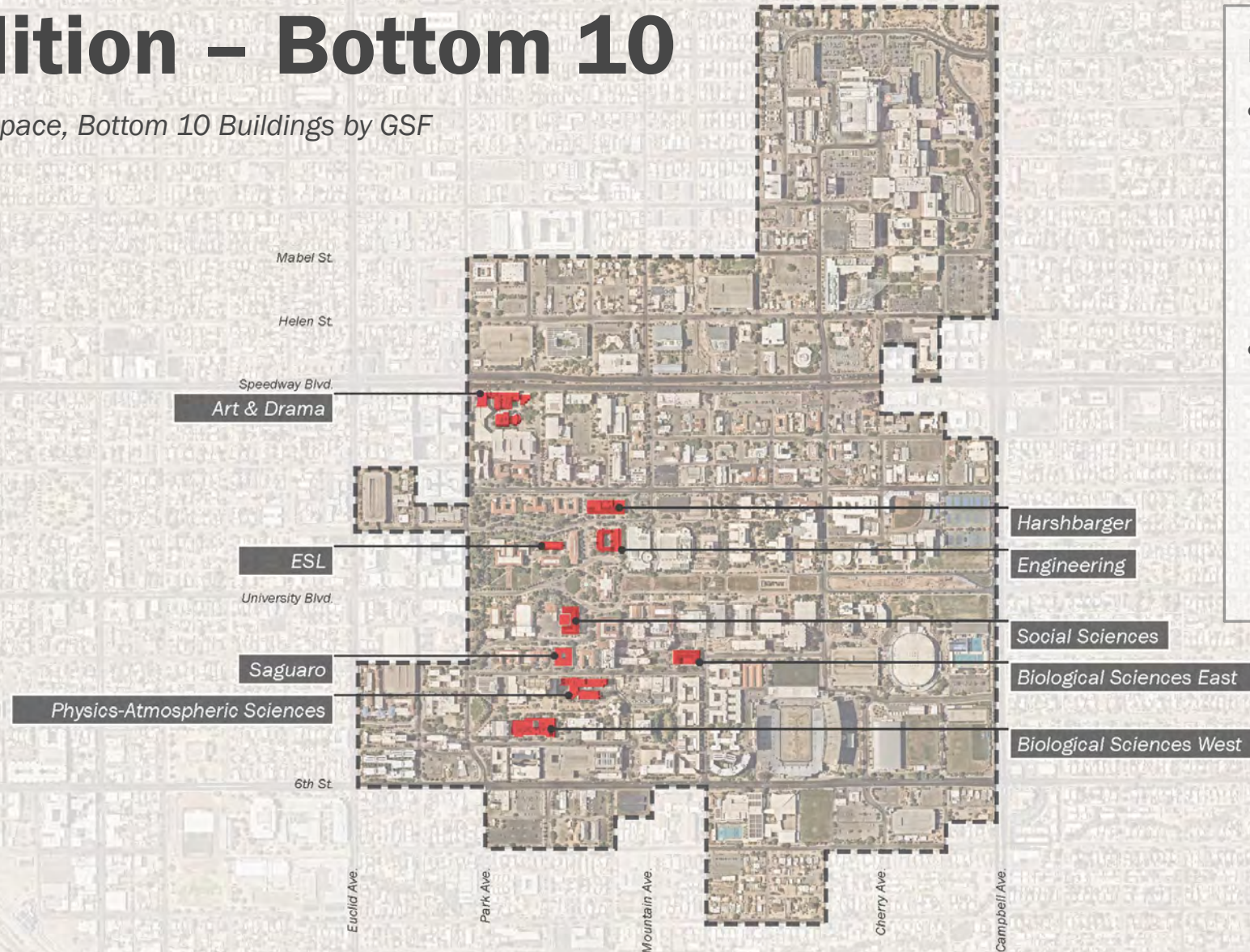
Maintain alignment among the key factors of the enrollment profile, evolving delivery modes as well as general instructional and program specific lab needs.

## **Instructional Capital Plan**

Address the potential gap between the reinvented resources and new resources of the past decade. Developing capital plan to address aging buildings as well as advancing instructional resources in those buildings.

# Condition – Bottom 10

Instructional Space, Bottom 10 Buildings by GSF



**Recommendation:**

- *Develop a capital and asset improvement plan addressing the classroom/ instructional resources.*
- *What can be renovated at what pace in a cost and sf/year model to support growth, what might be needed, and describe a new range.*

# Projects

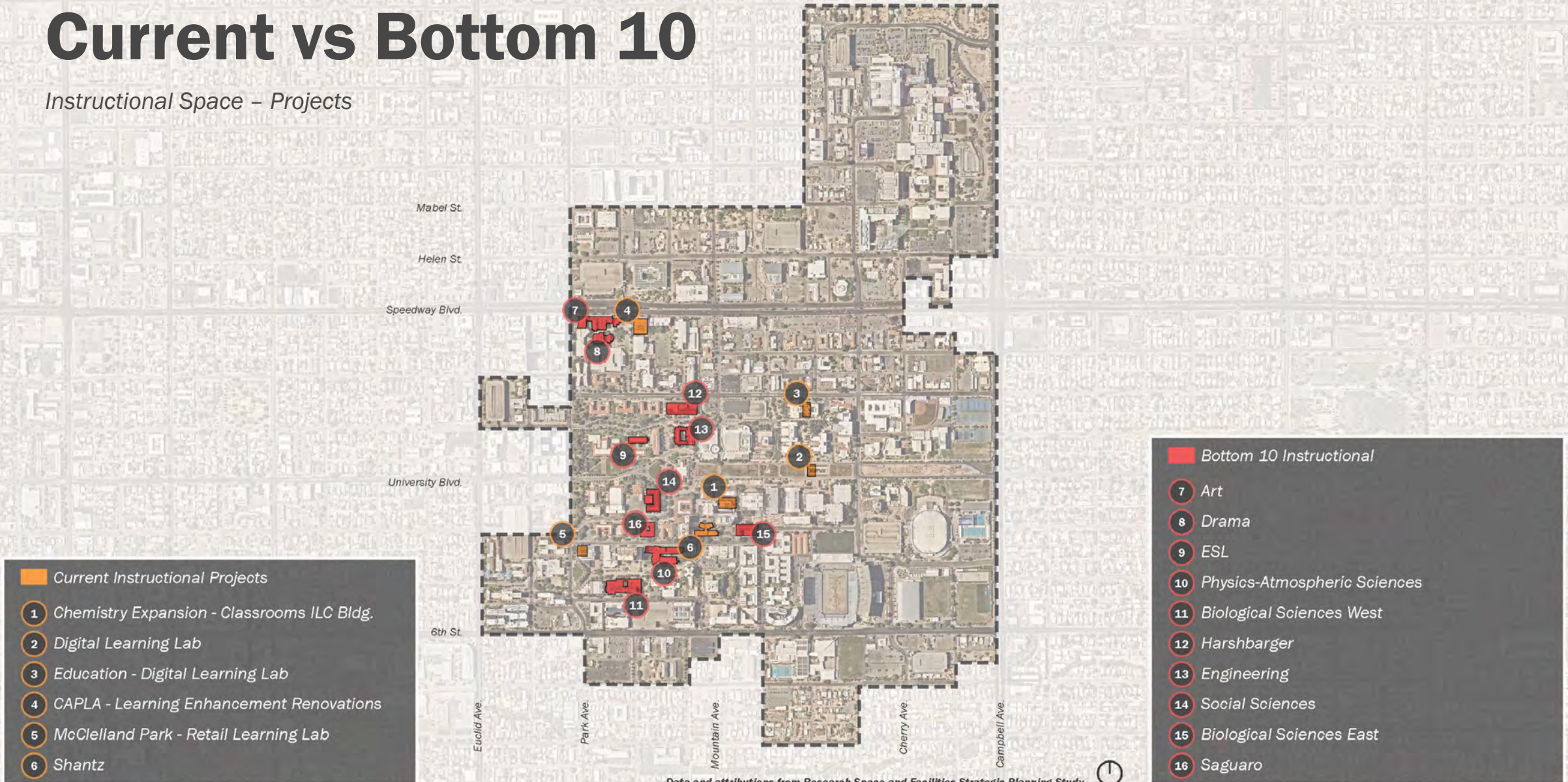
Instructional Space – Current & Proposed





# Current vs Bottom 10

## Instructional Space – Projects



Data and attributions from Research Space and Facilities Strategic Planning Study



# Instructional Space – Draft Recommendations

1. **Migration to active learning environments**, increased AV/IT needs, FF&E, more space per student, and a curriculum emphasis on the on-campus, in-person experience, put pressure on the **quality of the environments**.
2. Significant amounts of instructional space and seats are in buildings defined as “at risk” from FCI; an **analysis of both building condition and functional adequacy** is advised to determine the exact conditions and define longer term improvement or replacement needs.
3. Develop a **correlation between instructional spaces and likely enrollment profiles** to create a long-term space requirement profile. Also develop some higher and lower points to help with impacts like online (-) or class lab reqs.(+)
  - I. Note the significant growth of online students and distance delivery in the past 5 years.
  - II. Note: that number is being improved by the following projects (name them) leaving xyx sf – to be analyzed or renovated or replaced.
4. **Develop a capital and asset improvement plan** addressing classroom/ instructional resources: what can be renovated and at what pace in a cost and sf /year model to support growth, what might be needed, and describe a new range.
5. Develop an **analysis of key academic programs** that are likely to have stronger growth than the median. Will these have classroom or class lab impacts?
6. Develop some **masterplan opinions about classroom locations** – likely supporting hubs.



**RESEARCH &  
INNOVATION SPACE**

# Research Space vs Enrollment Trends

*Research & Innovation Space*

From **2010-2015** Total  
Research Expenditures  
remained at

**\$600M**

to

**\$604.5**

**<0.5%** increase 

Research Space Increased by

**102,234 ASF**

**6%** increase 

# Research Space vs Enrollment Trends

*Research & Innovation Space*

From **2016-2022** Total  
Research Expenditures  
increased from

**\$604.5M**

to

**\$791 M**

**30.8%** increase 

Research Space Increased by

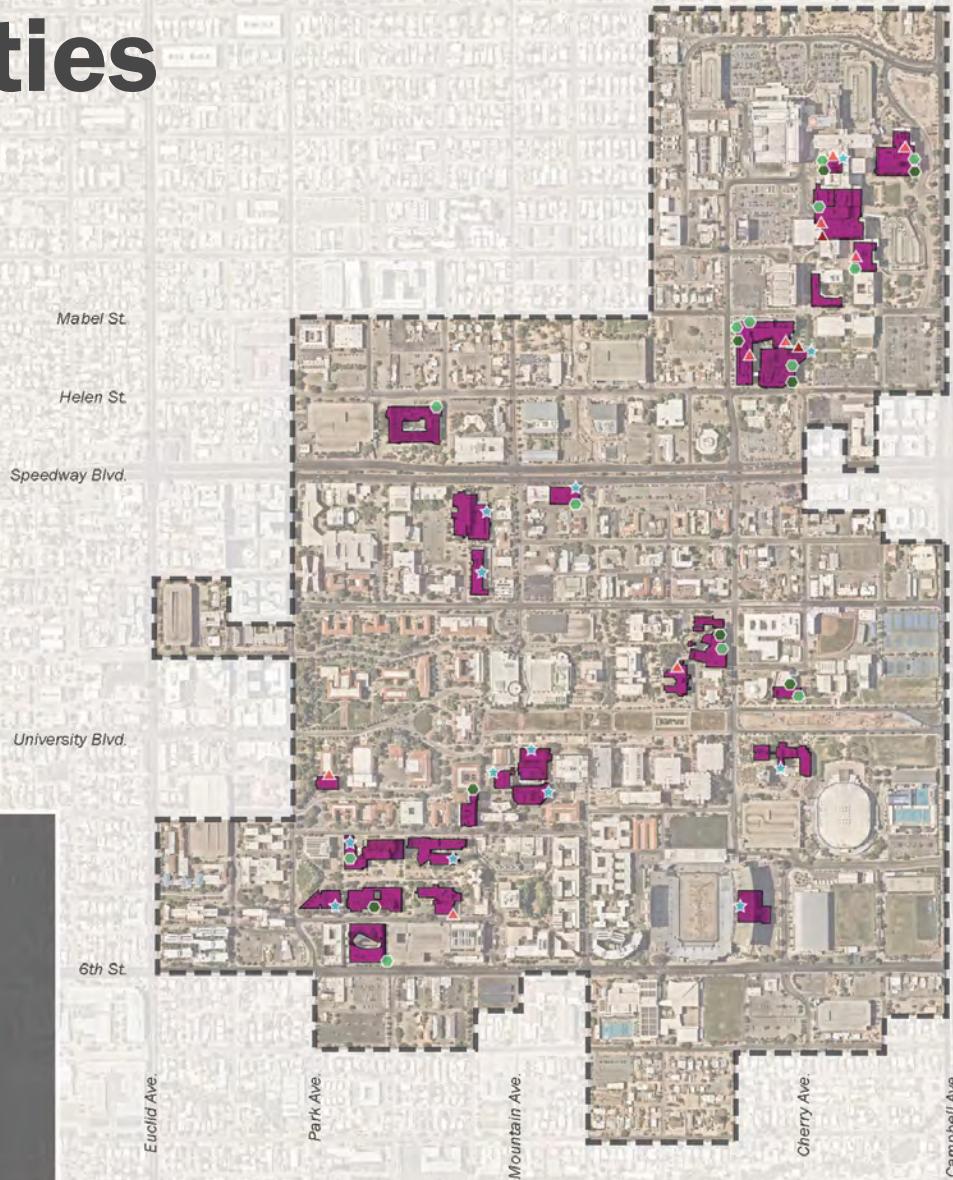
**87,852\* ASF**

*\*Excludes Grand Challenges & ARB*

**5%** increase 

# Core Facilities

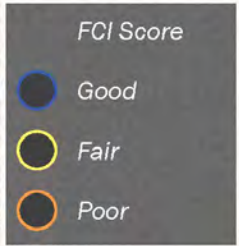
Research & Innovation Space



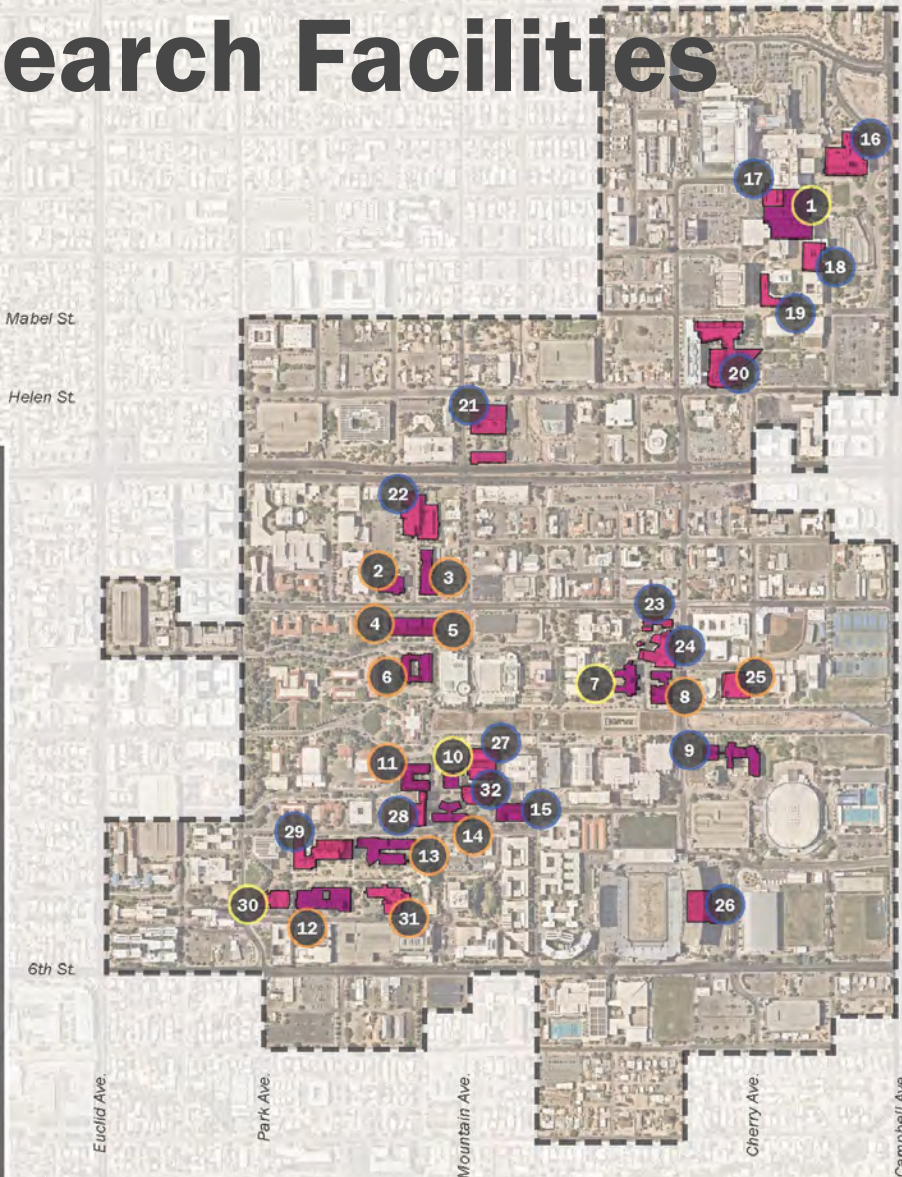
- ★ Special Environments
- Lab Environments
  - ⬡ Analytical - Data
  - ⬡ Analytical - Optical Imaging
  - ⬡ Analytical - Instruments
- Animal Facilities
  - ▲ Analytical - Instruments
  - ▲ Analytical - Vivarium

# Primary Research Facilities

Research & Innovation Space



- Primary Buildings
- 1 Arizona Health Sciences Center Basic Sciences\*
- 2 Speech + Hearing Sciences
- 3 Civil Engineering
- 4 John W. Harshbarger Bldg.\*
- 5 Mines + Metallurgy\*
- 6 Engineering
- 7 Psychology
- 8 Charles P. Sonett Space Sciences Bldg.
- 9 Meinel Optical Sciences
- 10 Carl S. Marvel Laboratories of Chemistry
- 11 Forbes\*
- 12 Biological Sciences West\*
- 13 Physics - Atmospheric Sciences
- 14 Shantz
- 15 Biological Sciences East\*



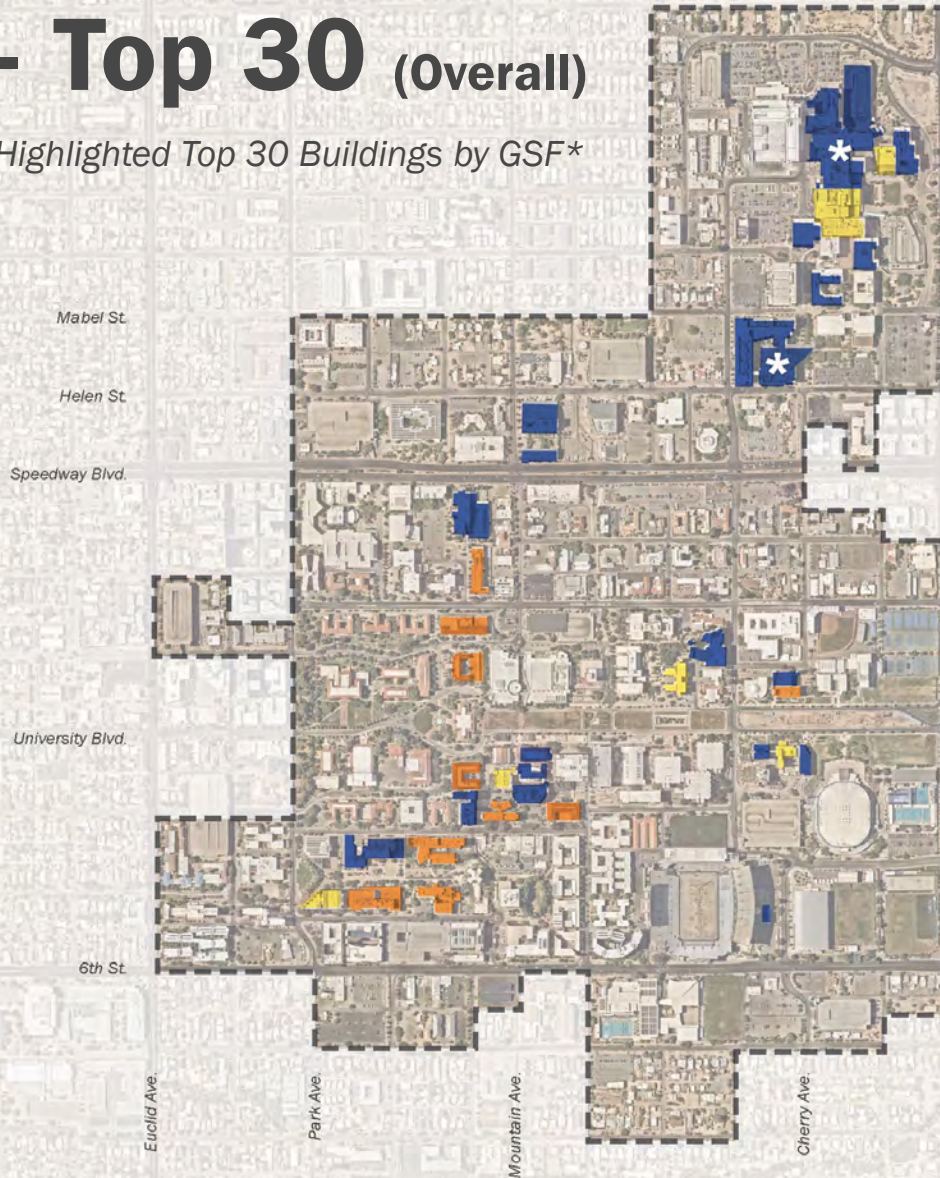
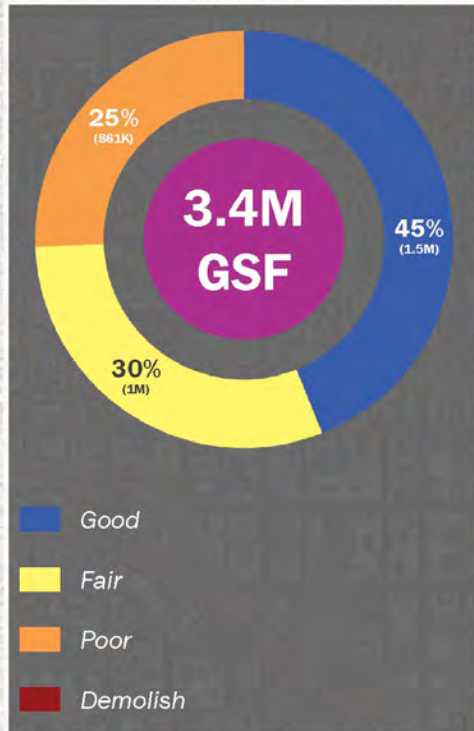
- Secondary Buildings
- 16 Sydney E. Salmon Bldg. + Leon Levy Cancer Ctr.
- 17 Steel Children's Research Center
- 18 Life Sciences North
- 19 Skaggs Pharmaceutical Sciences Center
- 20 Medical Research + Keating Bioresearch Bldg.
- 21 Aerospace and Mechanical Engineering
- 22 Electrical and Computer Engineering
- 23 Steward Observatory Annex
- 24 Steward Observatory
- 25 Gerard P. Kupier Space Sciences + Addition
- 26 Richard F. Caris Mirror Lab
- 27 Chemistry
- 28 Marley
- 29 Gould-Simpson
- 30 Life Sciences South
- 31 Animal and Comparative Biomedical Sciences
- 32 Chemical Sciences Bldg.

# Condition – Top 30 (Overall)

Research & Innovation Space – Highlighted Top 30 Buildings by GSF\*

\* Banner Health is shown graphically but not included in calculations

Building Condition



\*FCI Data from 2022, Room Inventory Data from 2019



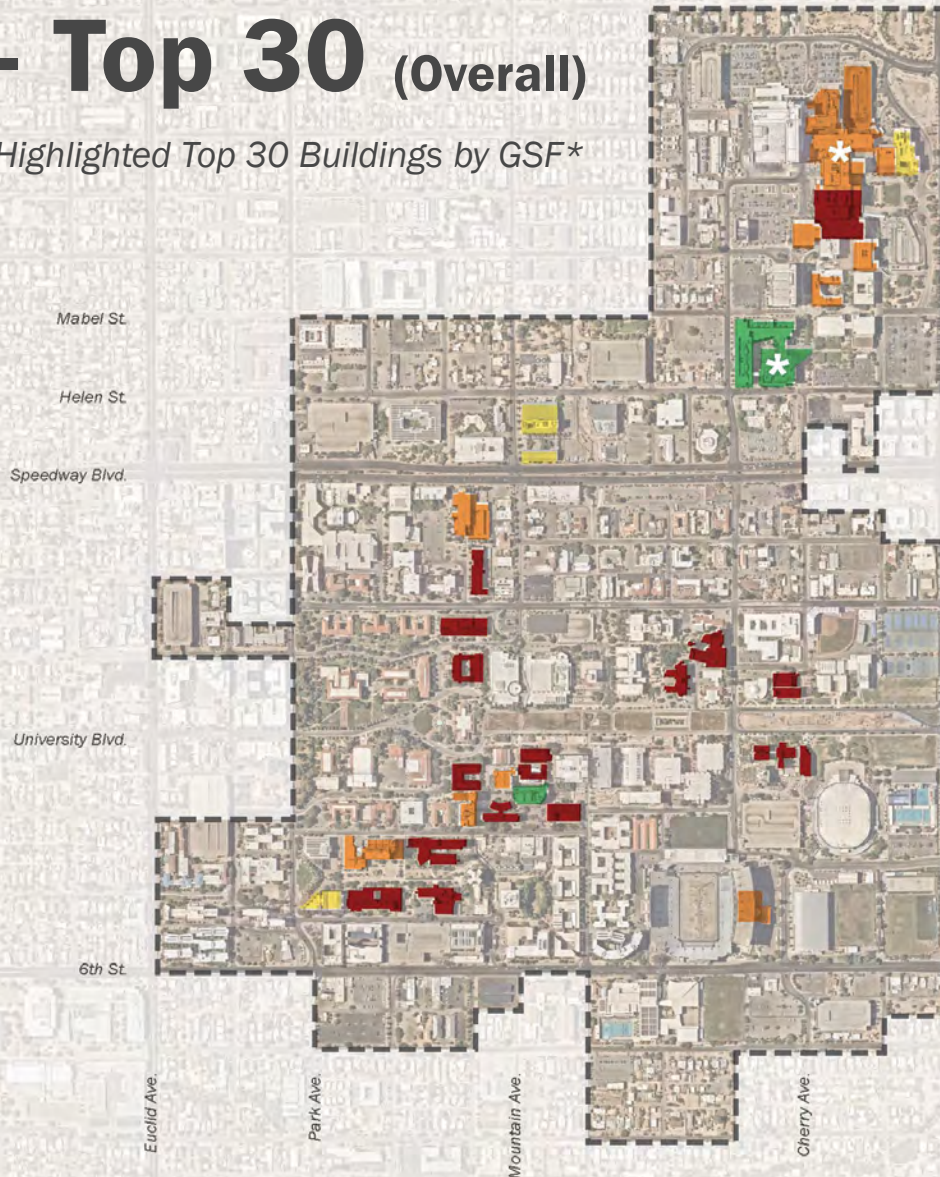
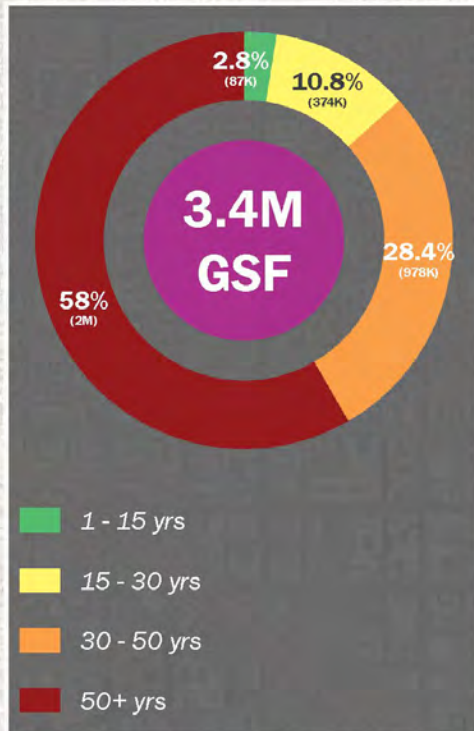


# Condition – Top 30 (Overall)

Research & Innovation Space – Highlighted Top 30 Buildings by GSF\*

\* Banner Health is shown graphically but not included in calculations

Building Age

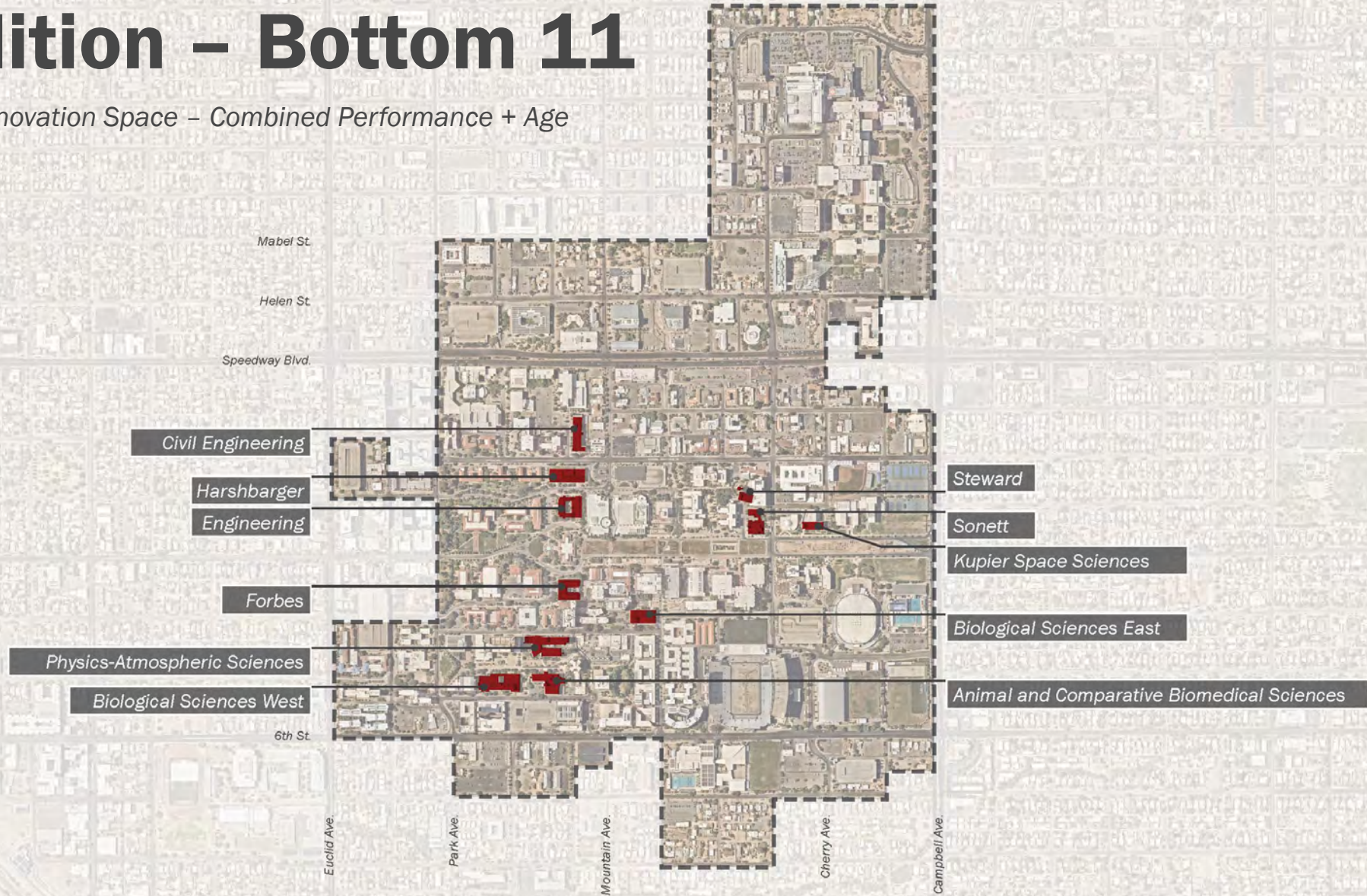


\*Room Inventory Data from 2019



# Condition – Bottom 11

Research & Innovation Space – Combined Performance + Age



# Research & Innovation

## **Detailed Research Program & Space Plan**

Develop and maintain alignment of research profiles with space typologies and phenotype.

## **Capital Planning for Research-oriented Assets not recently reinvented**

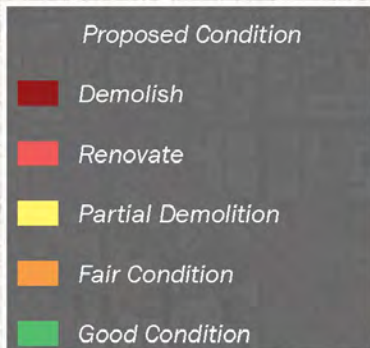
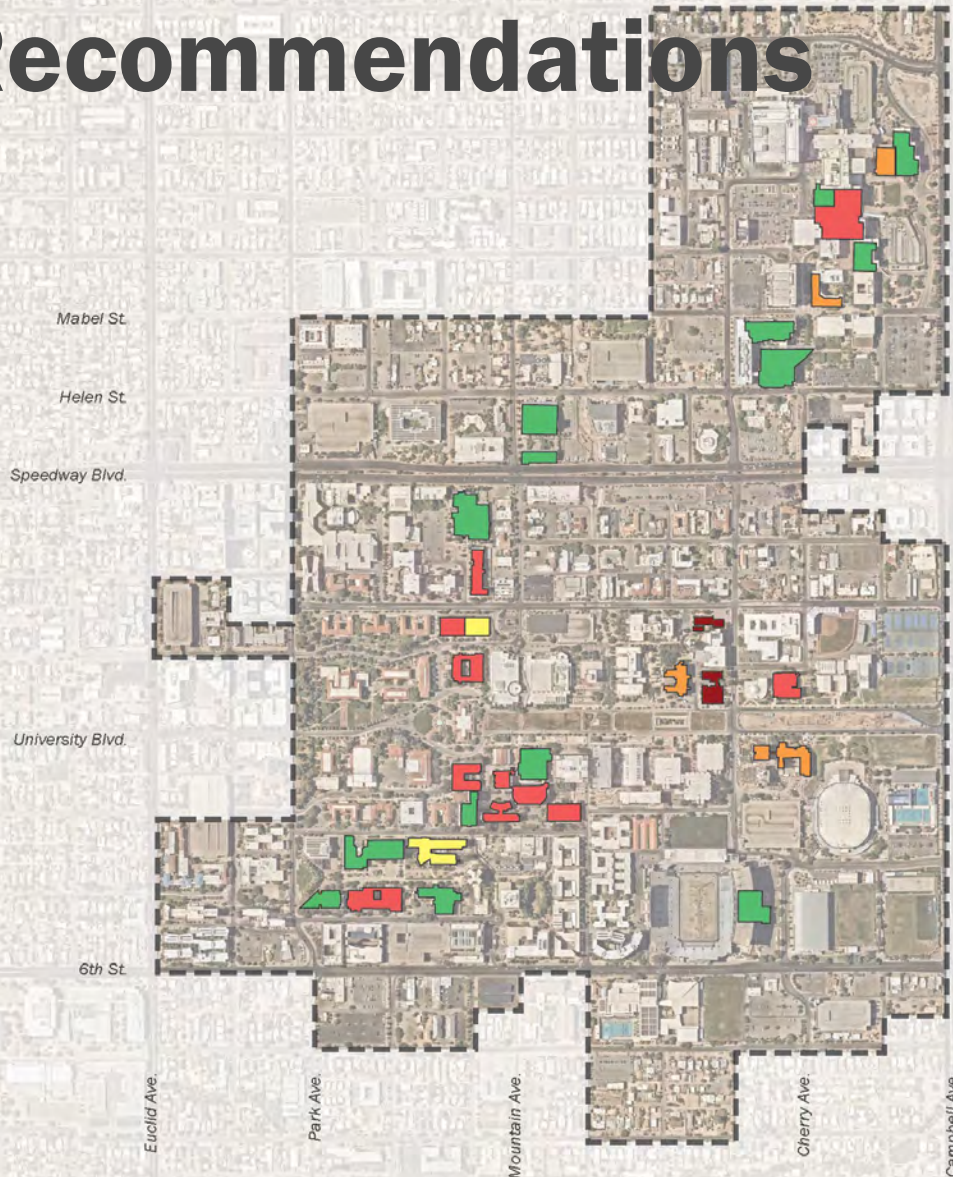
Address the aging and obsolescence gap – focus on 10 key buildings and sites.

## **Position Research Resources to make them visible**

Elevate the presence and visibility of research and innovation resources on campus through high visibility positioning.

# CO Study Recommendations

Research & Innovation Space  
(for reference)



COMPARISON OF OUR 28 BUILDINGS VS CO ARCHITECTS PRIMARY 16 + SECONDARY 18  
DRAFT 9-22-22

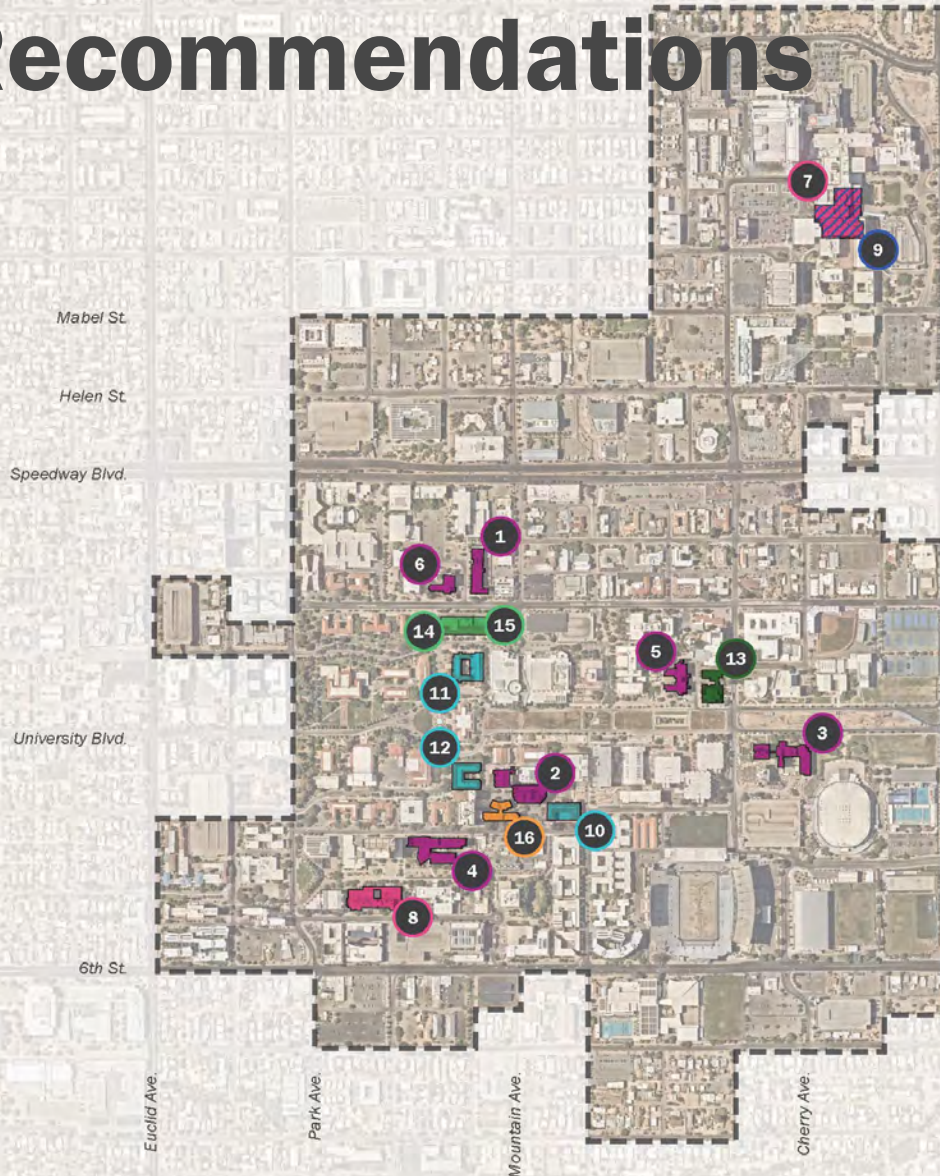
	UA "28"	CONDITION	CO PRIMARY 16
1	AHSC Basic Sciences/Clinical -	POOR - RENOATE	AHSC Basic Sciences/Clinical Sciences
2	Bio Sciences East-	POOR-RENOATE for non-lab?	Bio Science East
3	Bio Sciences West-	POOR - RENOATE	Bio Science West
4	Civil Engineering-	POOR-RENOATE/REPLACE?	Civil Engineering
5	Engineering-	POOR-RENOATE (historic)	Engineering
6	Forbes-	POOR-RENOATE (historic)	Forbes
7	Harshbarger-	POOR-RENOATE	Harshbarger
8	Marvel Labs-	POOR-RENOATE	Marvel Labs
9	Meinel-	FAIR	Meinel
10	Mines & Metallurgy-	POOR-TOTAL GUT OR DEMO	Mines & Metallurgy
11	Physics & Atmospheric Sci-PAS-	POOR-RENOATE/PARTIAL DEMO?	Physics & Atmospheric Sciences - PAS
12	Psychology-	FAIR	Psychology
13	Shantz-	POOR - WILL BE RENOVATED	Shantz
14	Sonnett (NOT ON UA LIST)	DEMO/REPLACE	Sonnett
15			Speech
			CO SECONDARY 18
16	AME-	GOOD	AME
17	Animal Sciences (90)-	GOOD? RECENT RENOVATION	Animal Sciences (90)
18	Chemical Sciences-	POOR - RENOATE	Chemical Sciences
19	Chemistry-	GOOD	Chemistry
20	Electrical & Computer Eng. ECE-	GOOD	Electrical & Computer Eng. ECE
21	Kuiper Space Sciences-	POOR-RENOATE	Kuiper Space Sciences
22	Gould-Simpson-	GOOD	Gould-Simpson
23	Cancer Center-	FAIR	Cancer Center
24	Life Science North-	GOOD	Life Science North
25	Life Science South-	GOOD	Life Science South
26	Keating Building-	GOOD	Keating Building
27	Marley-	GOOD	Marley
28	MRB-	GOOD	MRB
29	Mirror Lab-	GOOD	Mirror Lab
30	Steele Children's Research -	GOOD	Steele Children's Research Center
31	Skaggs Pharmacy-	FAIR	Skaggs Pharmacy
32	Steward Obs. Annex (bldg. 64)-	POOR-EVENTUAL DEMO	Steward Observatory (bldg. 65)
33	Sydney Salmon Building-	GOOD	Sydney Salmon Building
34	BSRL-	GOOD	
35	Tree Ring Archives-	GOOD	
36	Saguaro Hall-	FAIR - RENOATE? (Potential)	



# CO Study Recommendations

Research & Innovation Space  
(for reference)

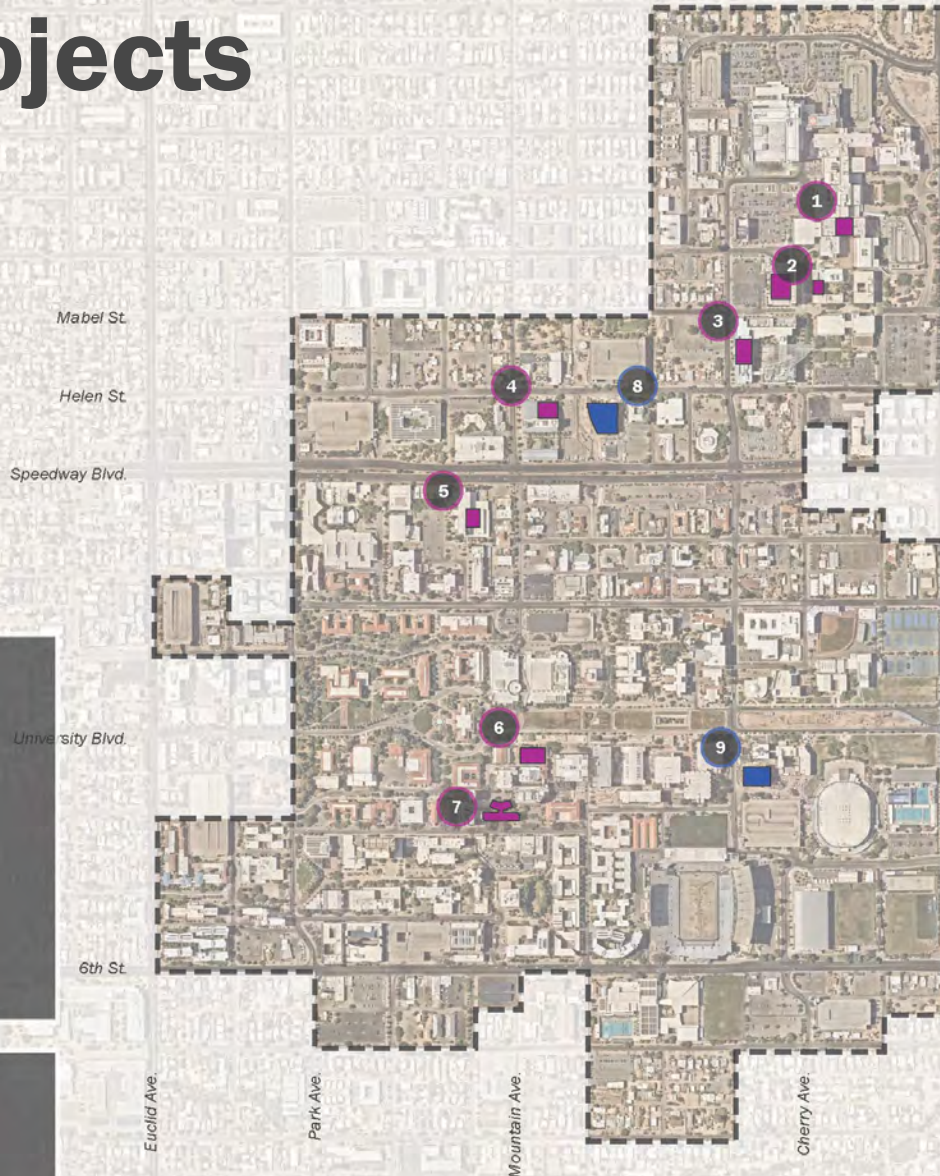
- Steady State
- Workhorse Wet
- Maximize Wet
- Re-imagine Dry
- Value of the Site
- Unique
- Potential Surge



- Buildings
- 1 Civil Engineering
  - 2 Marvel
  - 3 Meinel
  - 4 Physics-Atmospheric Sciences
  - 5 Psychology
  - 6 Speech
  - 7 Arizona Health Sciences Center (Basic Sciences)
  - 8 Biological Sciences West
  - 9 Arizona Health Sciences Center (Clinical Sciences)
  - 10 Biological Sciences East
  - 11 Engineering
  - 12 Forbes
  - 13 Sonett
  - 14 Harshbarger
  - 15 Mines and Metallurgy
  - 16 Shantz

# Current Projects

## Research & Innovation Space



- Renovation of Existing Space
- 1 UAHS Sleep Research Center
- 2 Pharmacy Lab Renovations
- 3 BSRL Basement
- 4 AME Wind Tunnel Complex
- 5 ECE Micro Nano Lab
- 6 Chemistry Renovations
- 7 Shantz Building Renovation

- New Construction
- 8 Applied Research Building
- 9 Grand Challenges Building



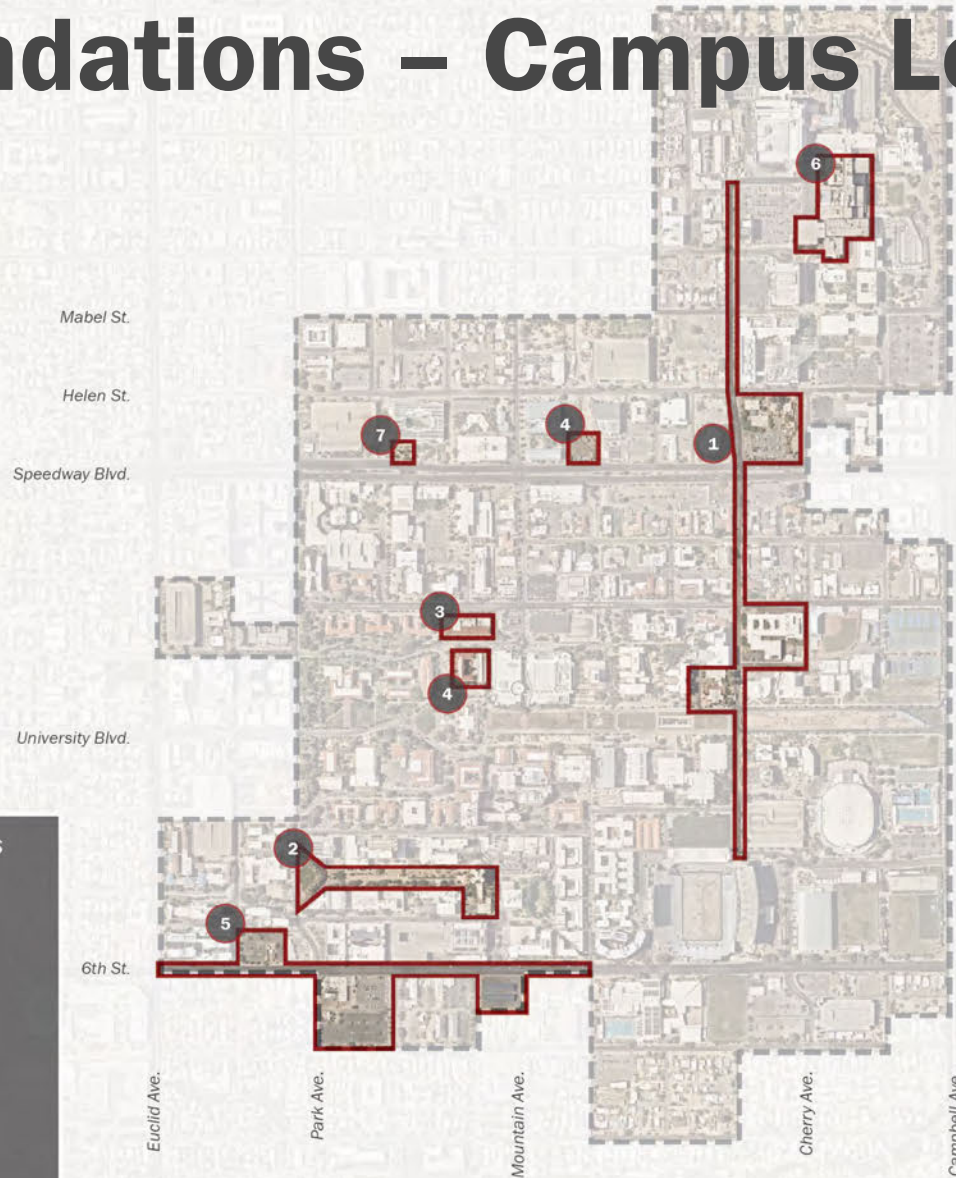
# Research & Innovation Recommendations









*Draft*

1. Focus on the **Top “10” Buildings** for transformational capacity vs. critical site benefits.
2. **Develop a linear replacement of space** per year as a reference. Develop a plan for capital and projects in the gap.
3. **Develop key sites** for future research buildings – including various types of research alliances.
4. **Develop program profiles for Bridges** or other UA resources.
5. **Develop long-term space typology profiles** – create a balancing matrix of research typologies for current profiles and future needs.
6. Determine **future programs** that might have new research needs.
7. Look for **innovation opportunities** in creative space that might support experimentation and open access.
8. Determine the **impacts of research space growth to Gen-Ed** programs.
9. **Key campus anchors for future research** hubs in the following areas:
  - I. *Cherry Avenue* – potential Research & Innovation Corridor (space & astronomy - redevelopment of Sonnet as hub)
  - II. *Sciences Concourse* – replacement of Math & landscape improvements
  - III. *Engineering* – Re-imagine Harshbarger, Mines and Engineering for long-term
  - IV. *Sites along 6<sup>th</sup> Street* – potential infill for future development
  - V. *Health Sciences* – AHSC renovation

# Recommendations – Campus Locations

Research & Innovation Space



-  Research and Innovation Recommendations
-  1 Cherry Ave. - Potential Innovation Corridor
-  2 Sciences Concourse - Math Replacement
-  3 Harshbarger - Reimagine for the long-term
-  4 Engineering - Reimagine for long-term
-  5 6th St. - Potential Infill
-  6 Health Sciences - AHSC Renovation
-  7 Arts District - Potential Innovation Partnership

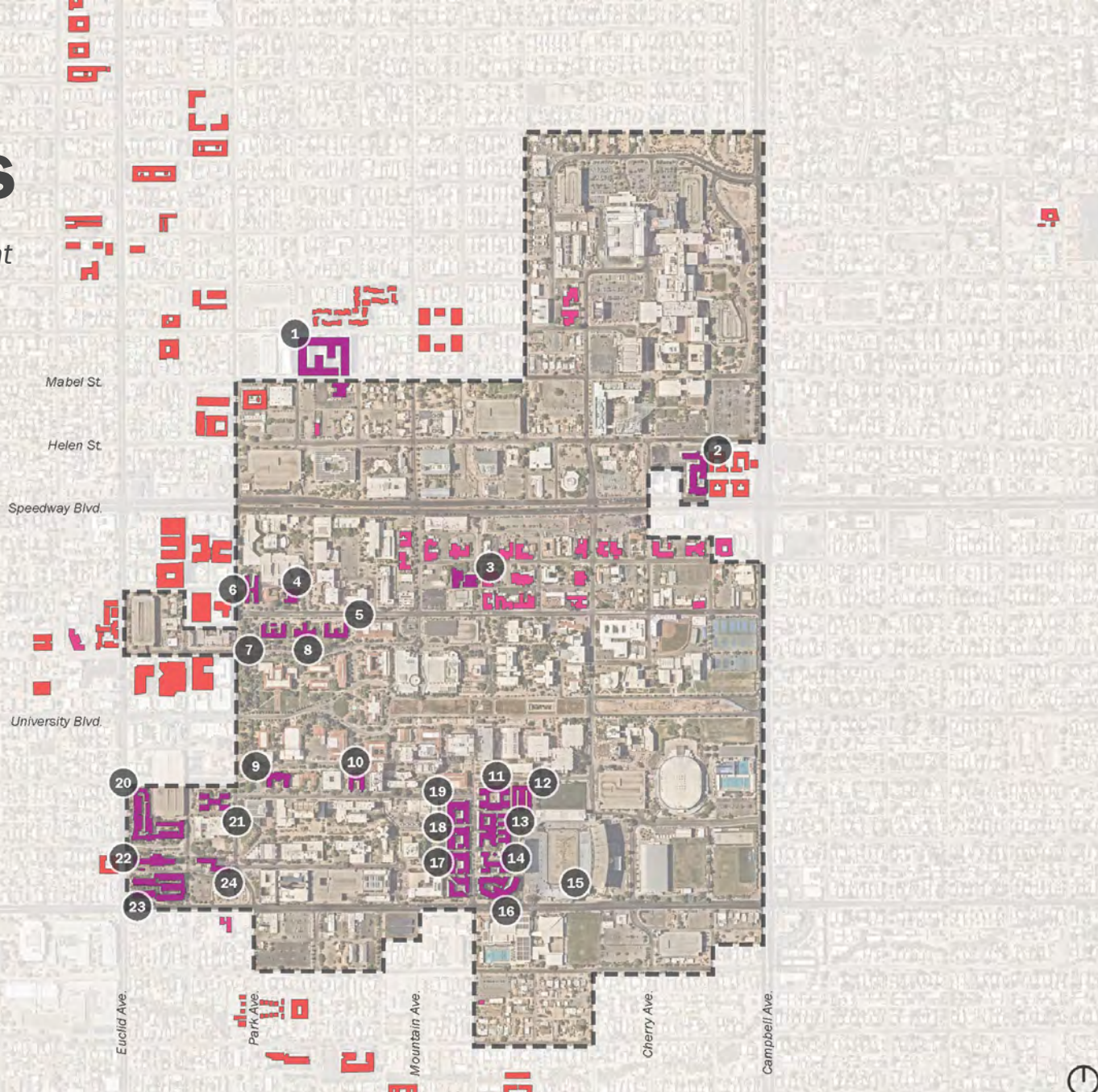




# STUDENT HOUSING

# On-Campus

Student Housing – with Bedcount

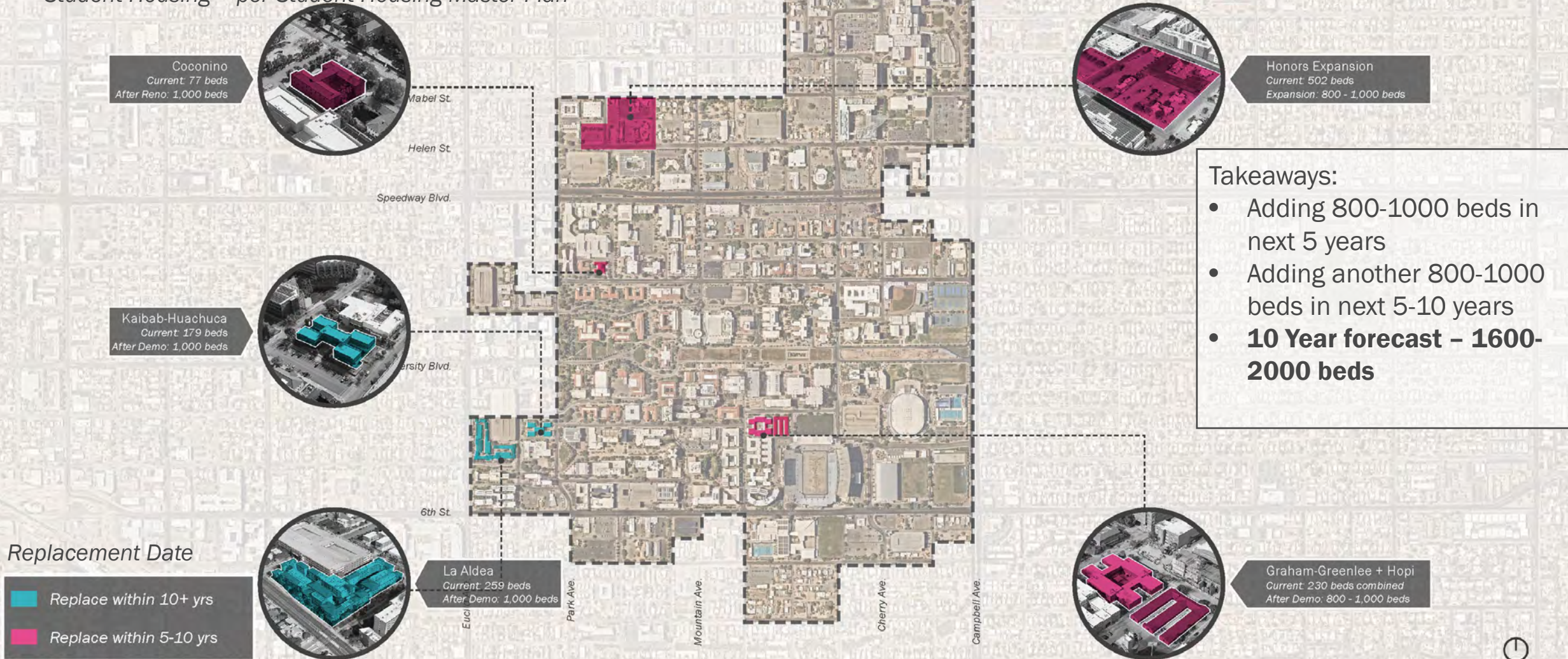


- Off Campus Housing
- On Campus Housing (4,172 beds)
- Greek Housing

#	Name	Bed Count
1	Honors Village	502
2	Babcock	123
3	Pima	74
4	Coconino	77
5	Yuma	94
6	Manzanita-Mohave	192
7	Gila	96
8	Maricopa	65
9	Cochise	89
10	Yavapai	87
11	Graham-Greenlee	170
12	Hopi	60
13	Colonia de la Paz	263
14	Apache Santa Cruz	182
15	Navajo-Pinal	81
16	Likins	190
17	Villa del Puente	156
18	Posada San Pedro	124
19	Pueblo de la Cienega	124
20	La Aldea	259
21	Kaibab-Huachuca	179
22	Coronado	402
23	Arbol de la Vida	375
24	Arizona-Sonora	208

# Demolition or Renovation

Student Housing – per Student Housing Master Plan



An aerial photograph of a university campus, likely the University of Arizona, showing numerous brick buildings, courtyards, and palm trees. In the background, a range of mountains is visible under a cloudy sky. The entire image is overlaid with a semi-transparent red filter. The word "SYSTEMS" is centered in the middle of the image in a large, white, bold, sans-serif font.

# SYSTEMS

**Systems**

# Systems



**Transit**

**On-Campus Mobility**

**Campus Infrastructure**

**Sustainability**

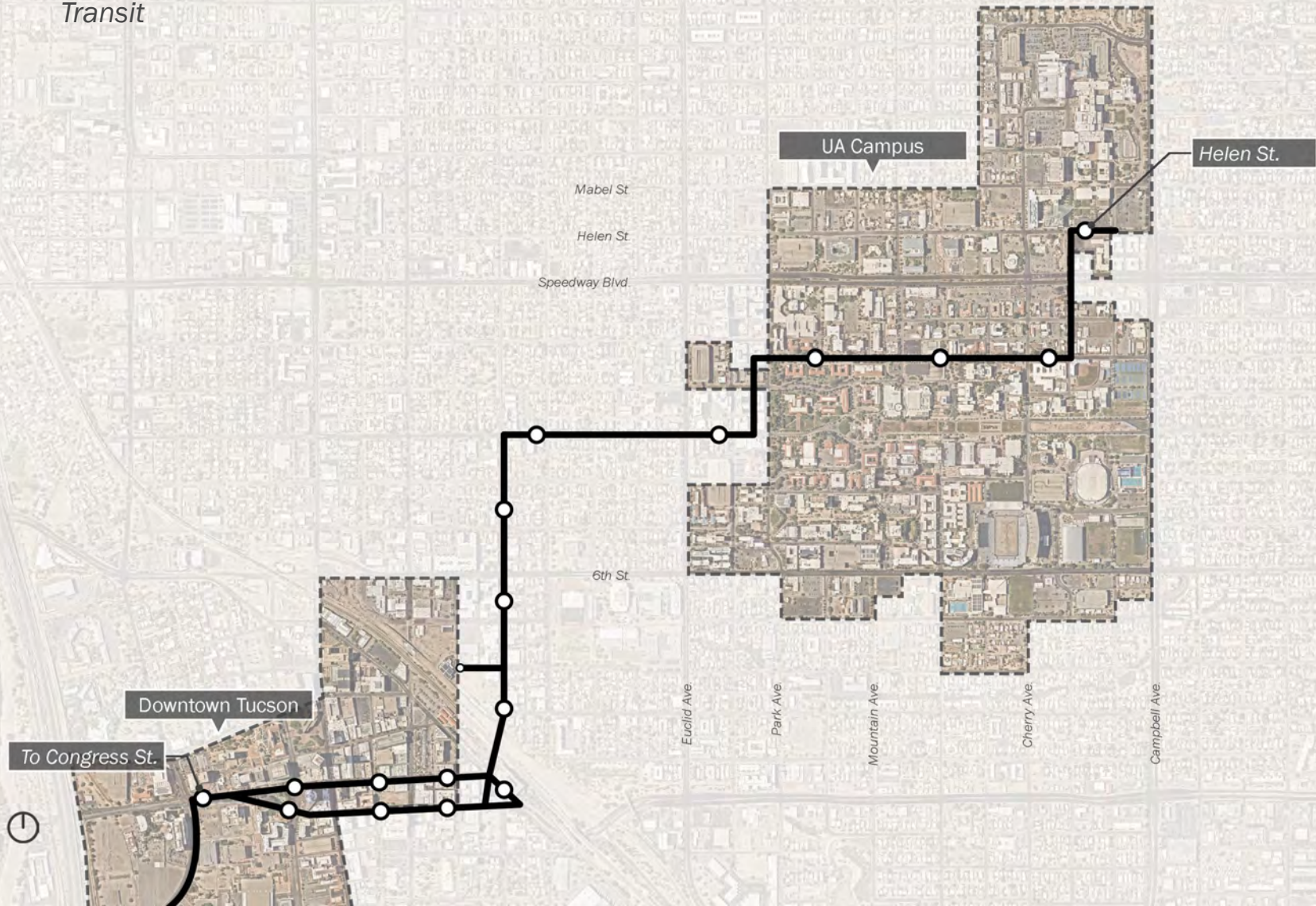
An aerial photograph of a city, likely Los Angeles, with a dense urban landscape and mountains in the background. The image is overlaid with a dark blue filter. The word "TRANSIT" is written in large, white, bold, sans-serif capital letters in the center of the image.

# TRANSIT

# Streetcar Route

Transit

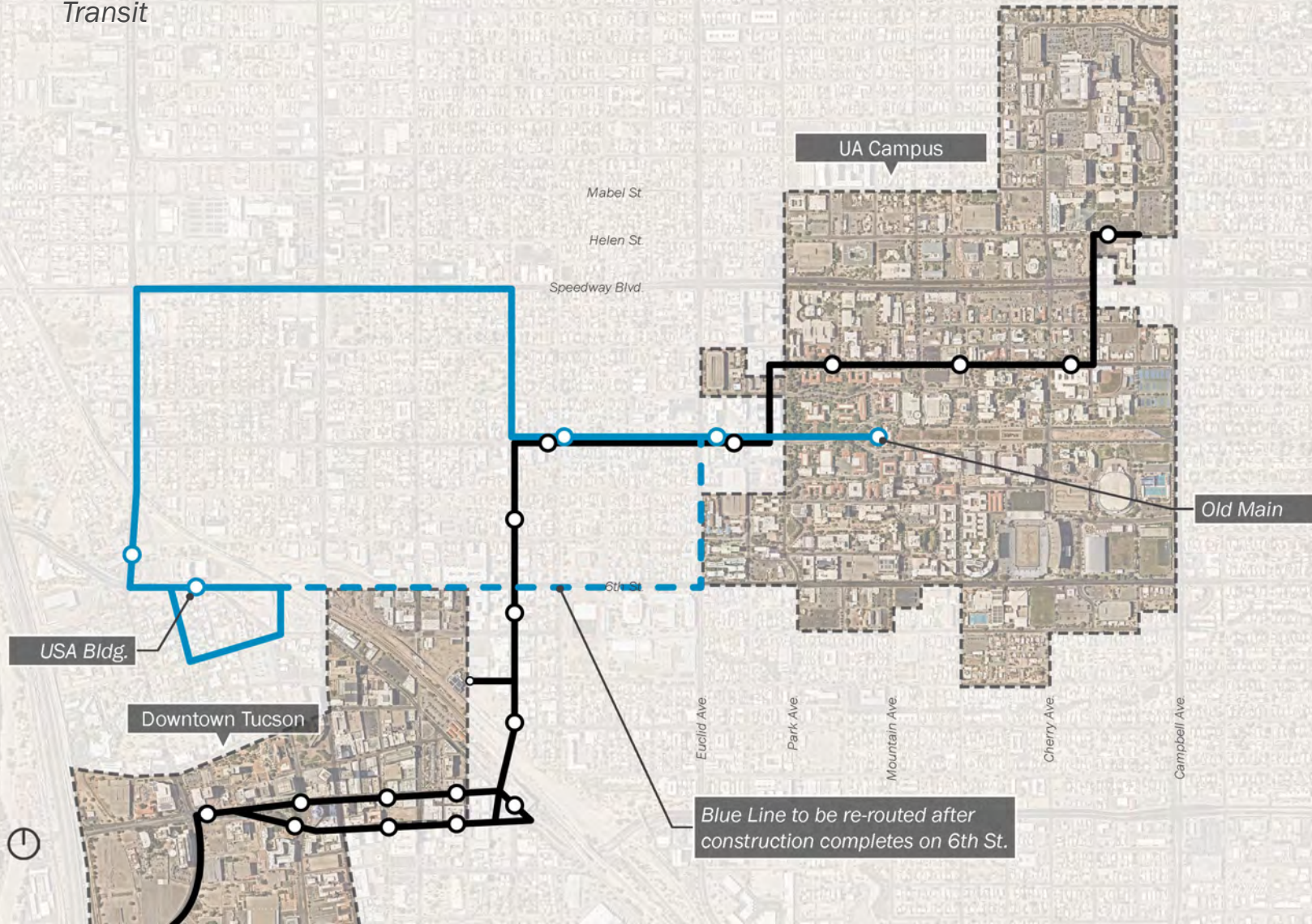
**Streetcar Route:**  
Connecting the campus to the downtown.





# Blue Route

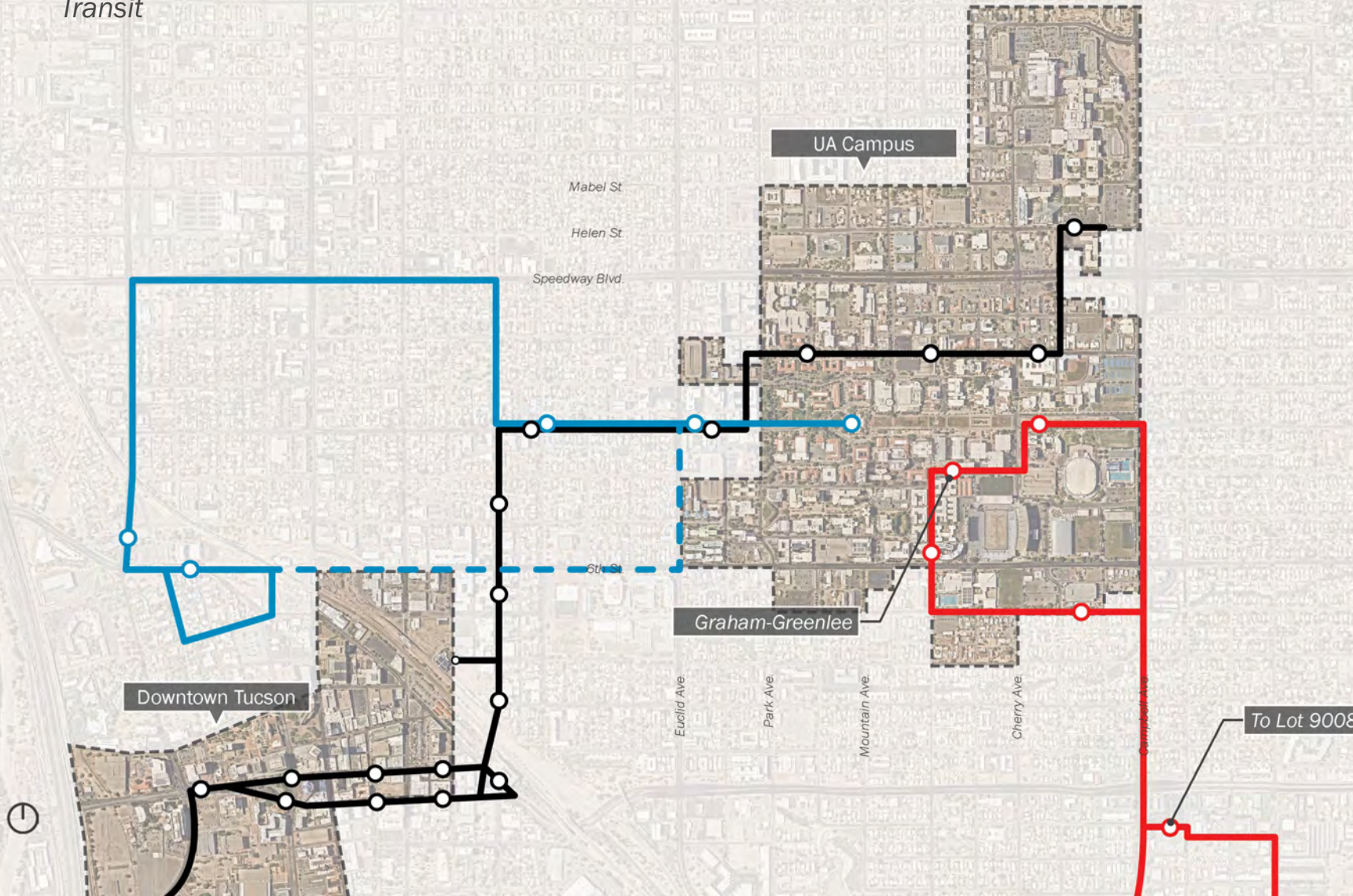
Transit



**Blue Route:**  
Connecting the campus to the USA building.  
Currently being re-routed due to construction on E 6<sup>th</sup> Street.  
Can potentially connect to the Amtrak station.

# Red Route

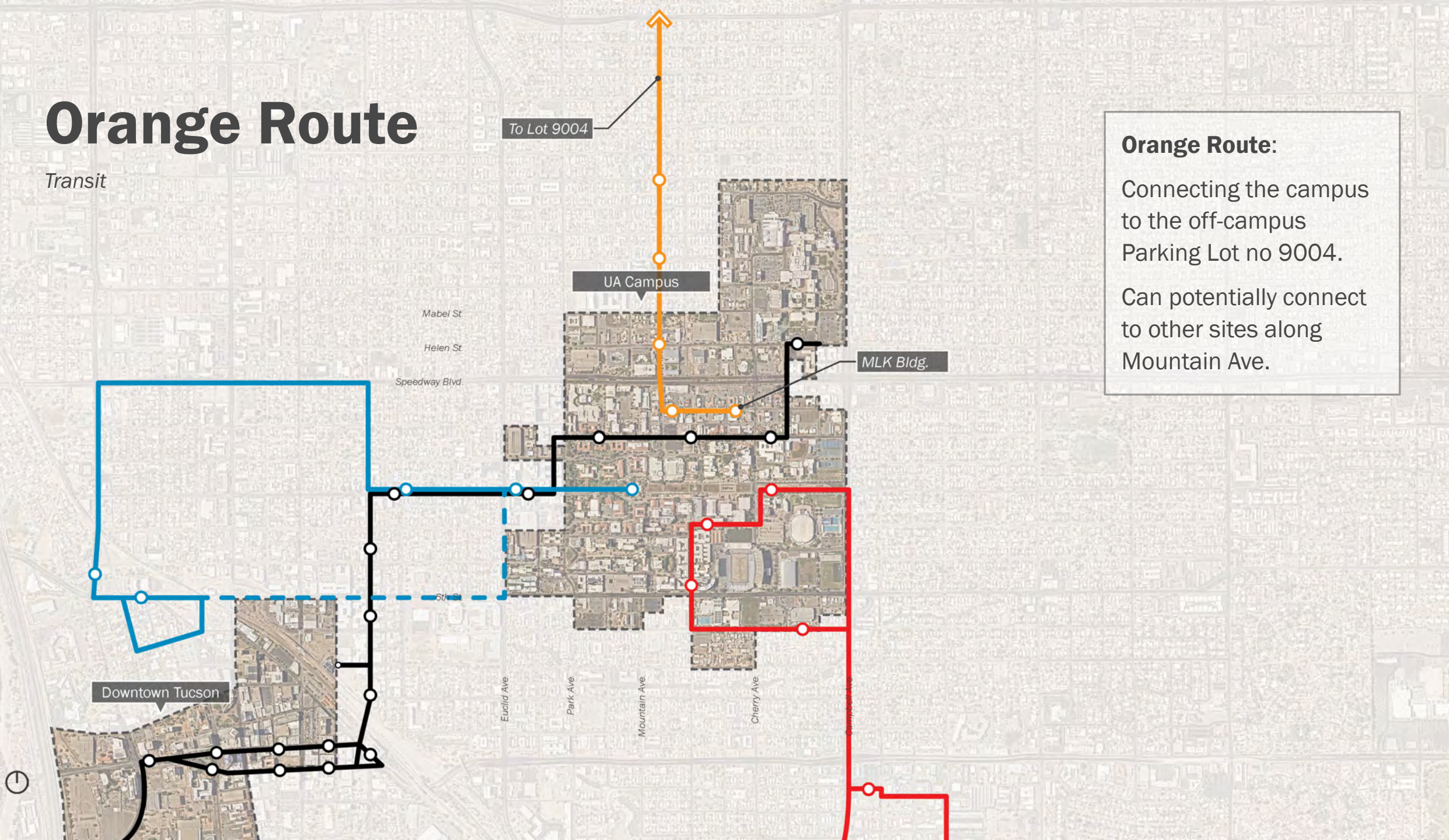
Transit



**Red Route:**  
Connecting the campus to the off-campus Parking Lot no 9008.  
Can potentially connect to other sites along Campbell Ave.

# Orange Route

Transit



To Lot 9004

UA Campus

MLK Bldg.

Downtown Tucson

## Orange Route:

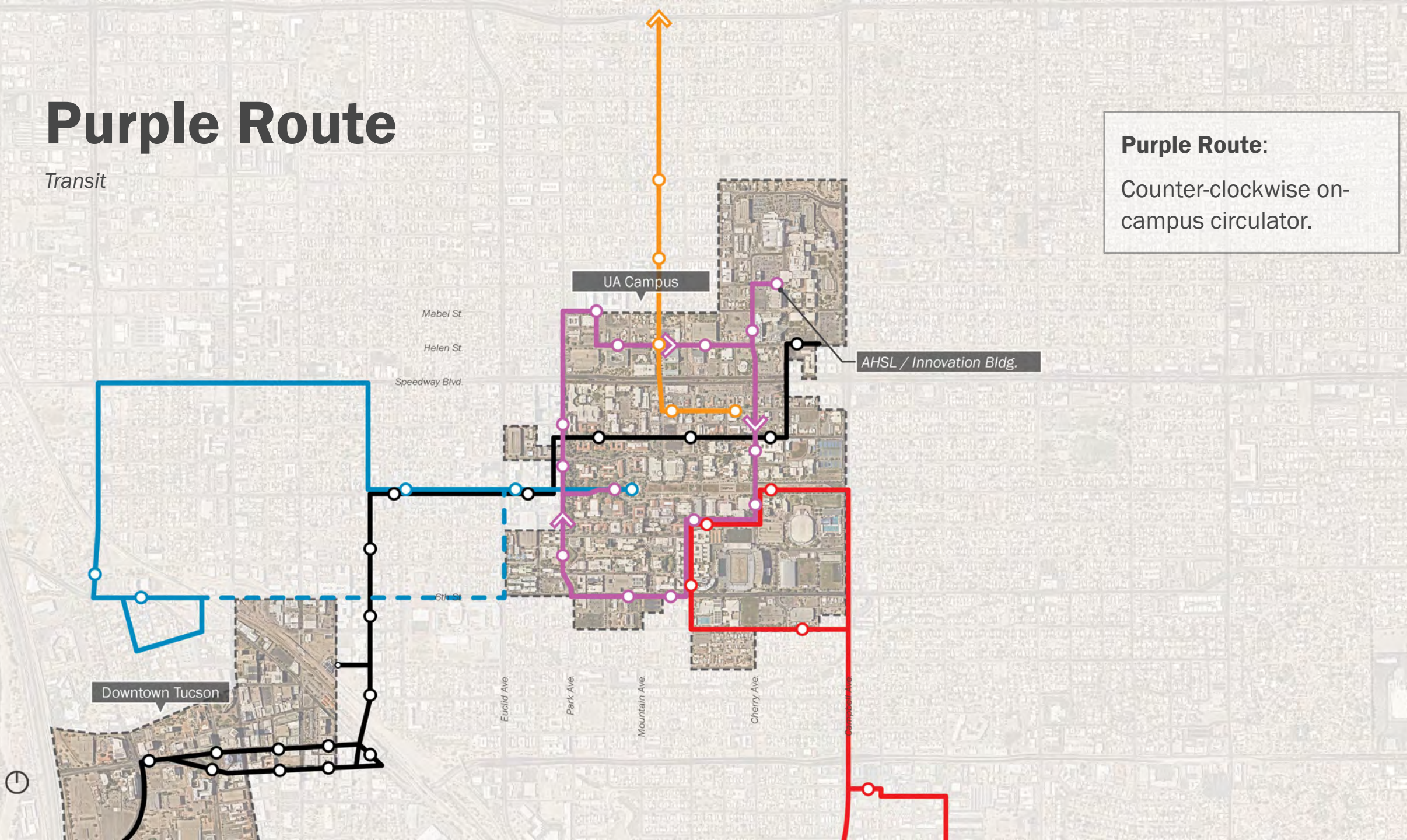
Connecting the campus to the off-campus Parking Lot no 9004.

Can potentially connect to other sites along Mountain Ave.

# Purple Route

Transit

**Purple Route:**  
Counter-clockwise on-campus circulator.

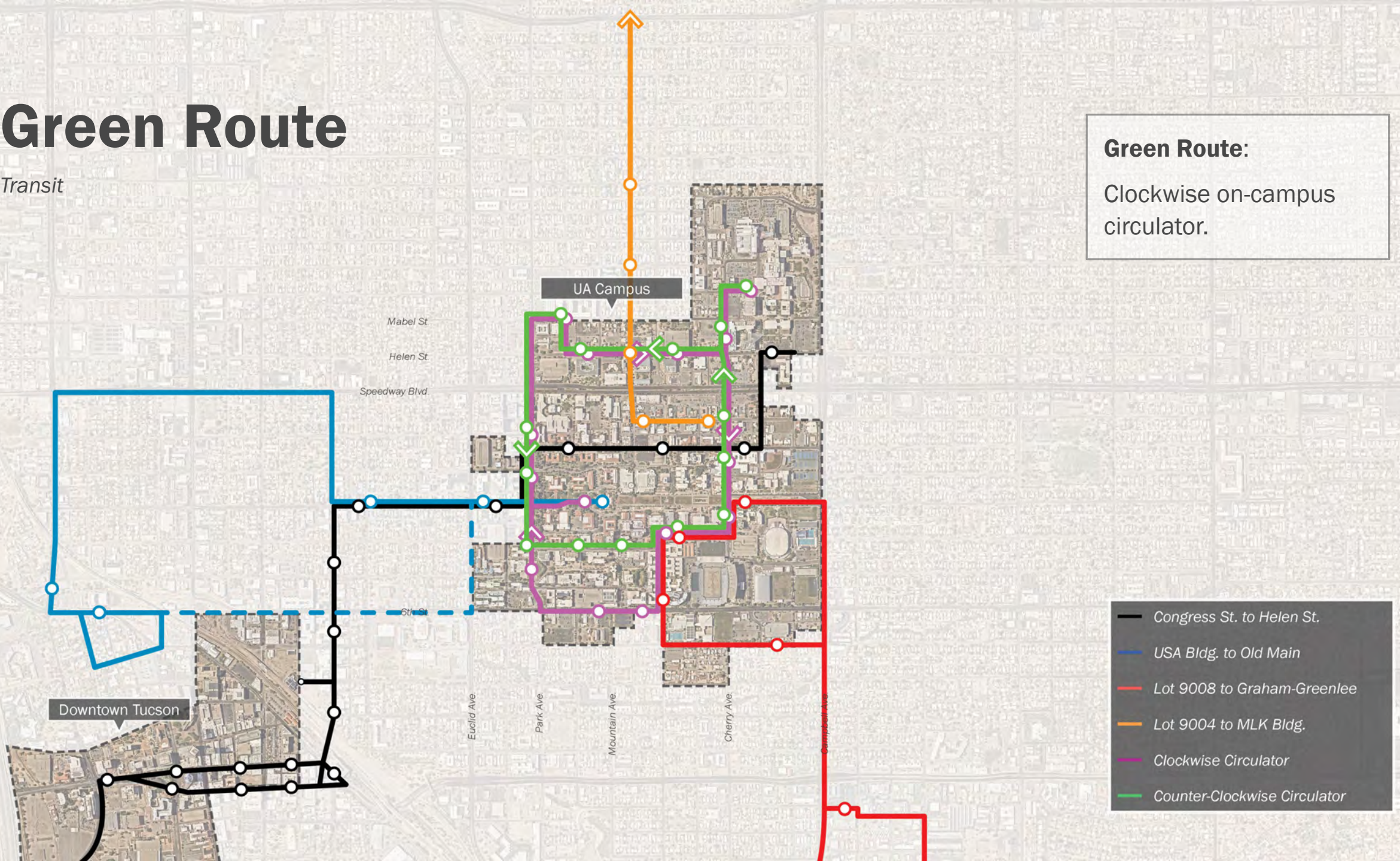


# Green Route

Transit

## Green Route:

Clockwise on-campus circulator.

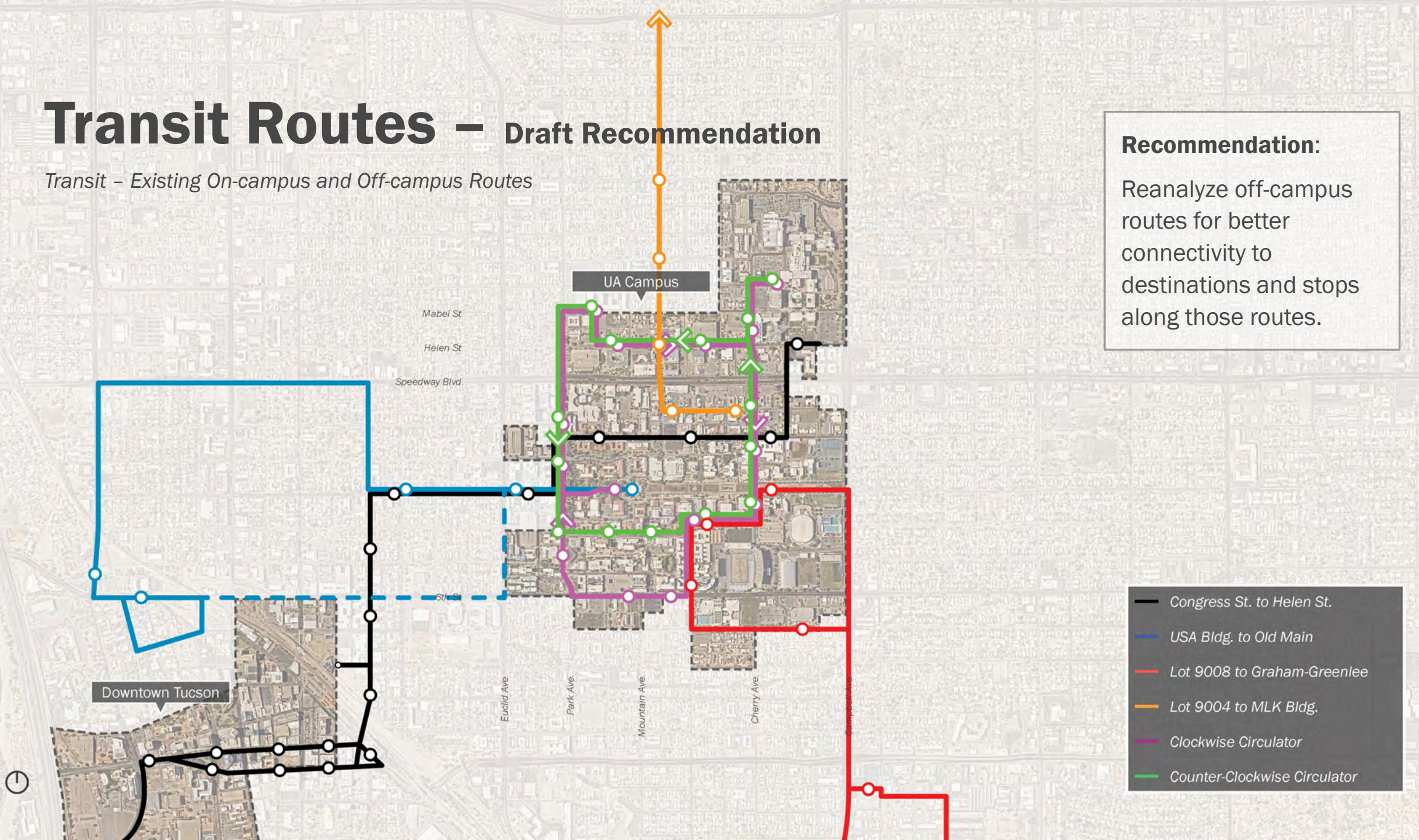


# Transit Routes – Draft Recommendation

Transit – Existing On-campus and Off-campus Routes

## Recommendation:

Reanalyze off-campus routes for better connectivity to destinations and stops along those routes.

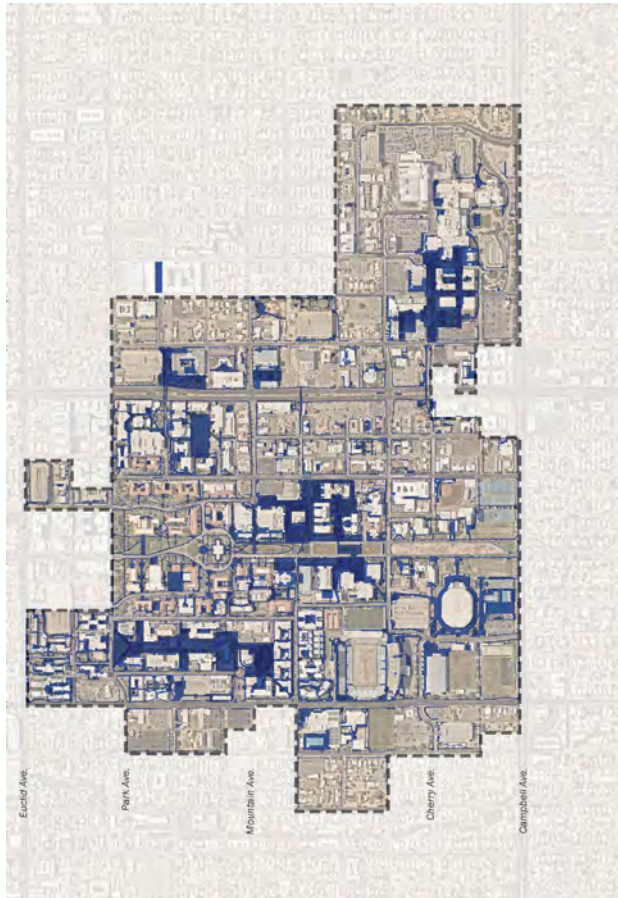




# **ON-CAMPUS MOBILITY**

# Campus Mobility

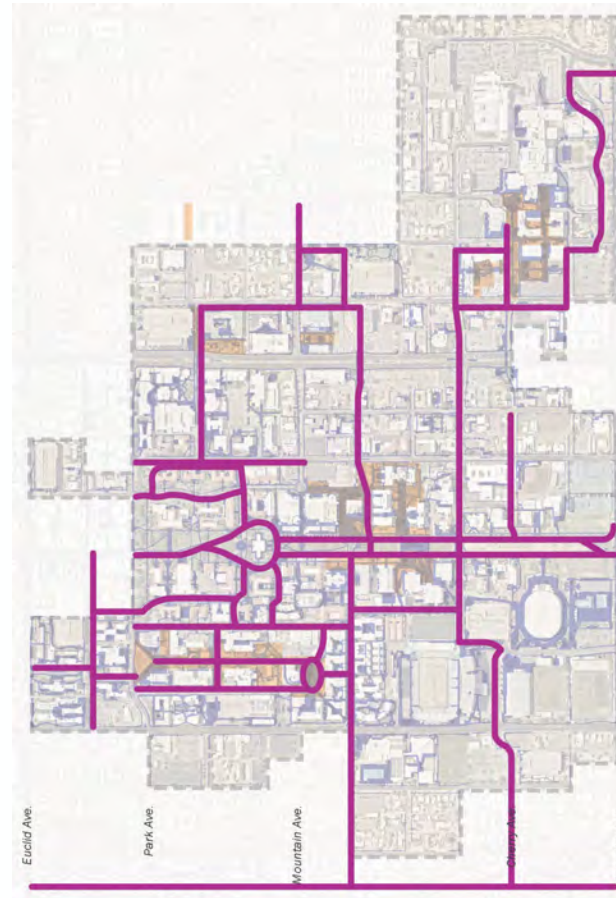
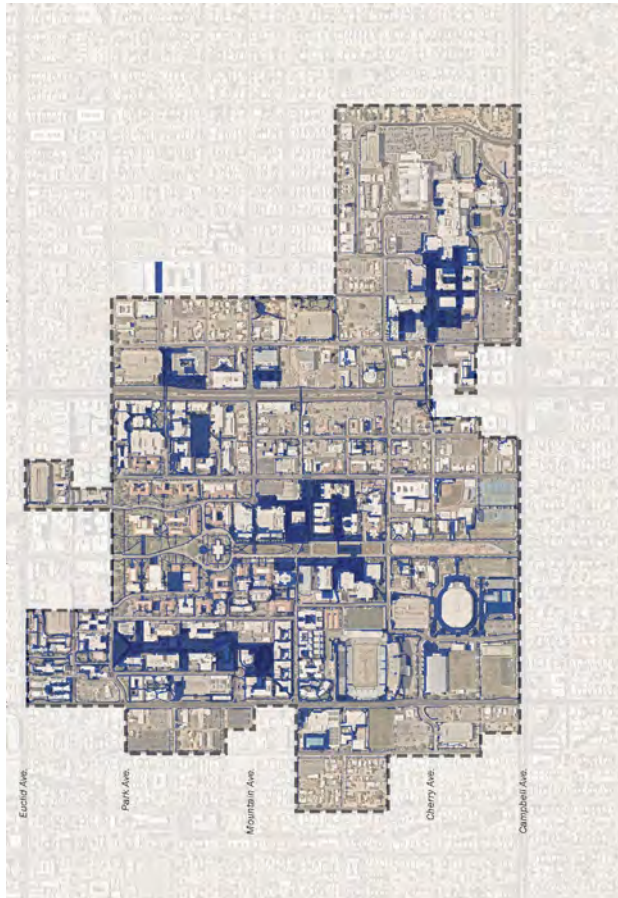
*Pedestrian Network*





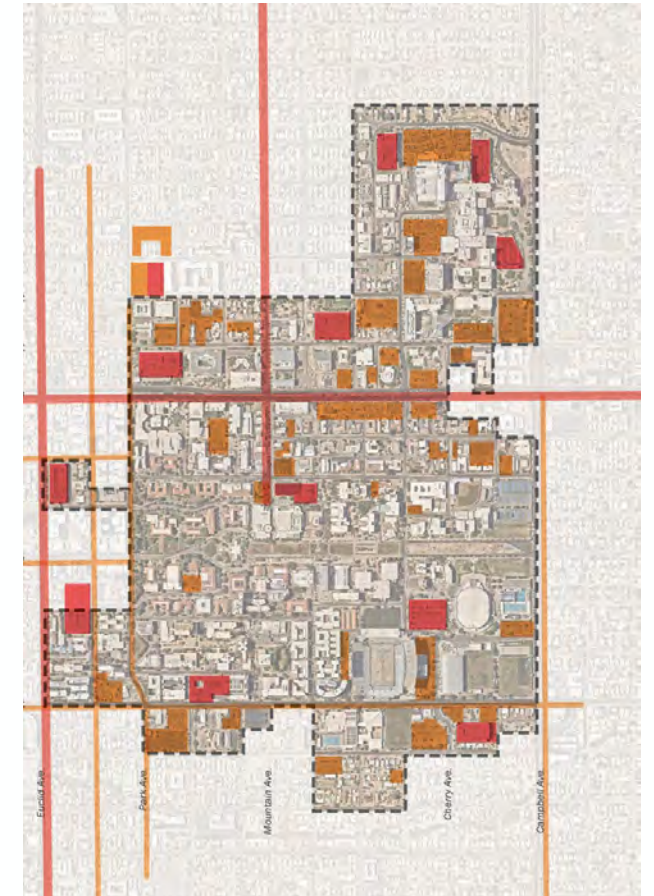
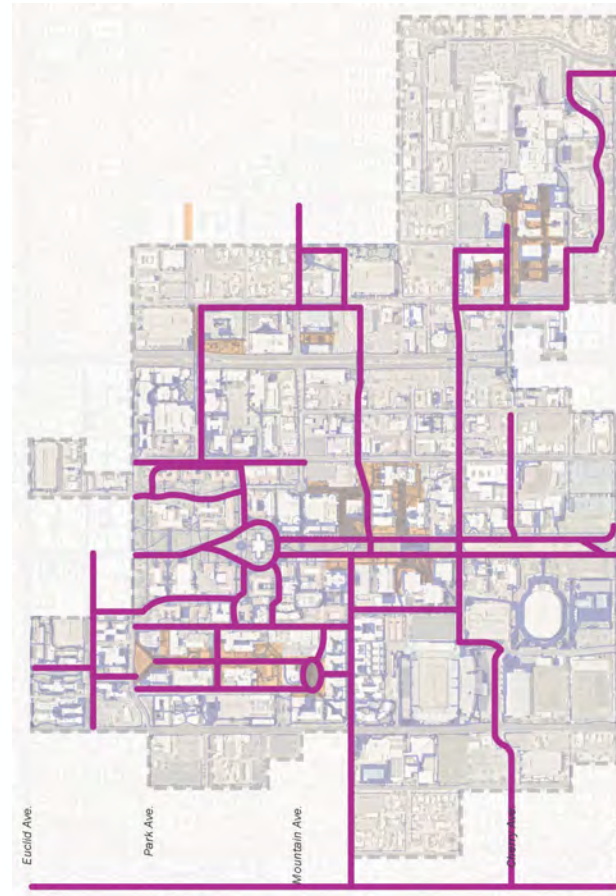
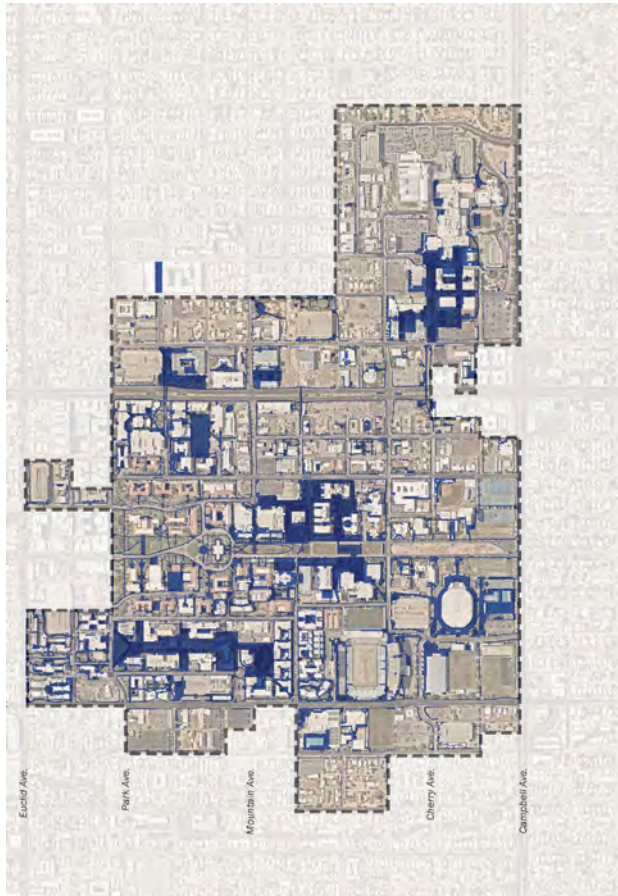
# Campus Mobility

## *Bicycle Network*



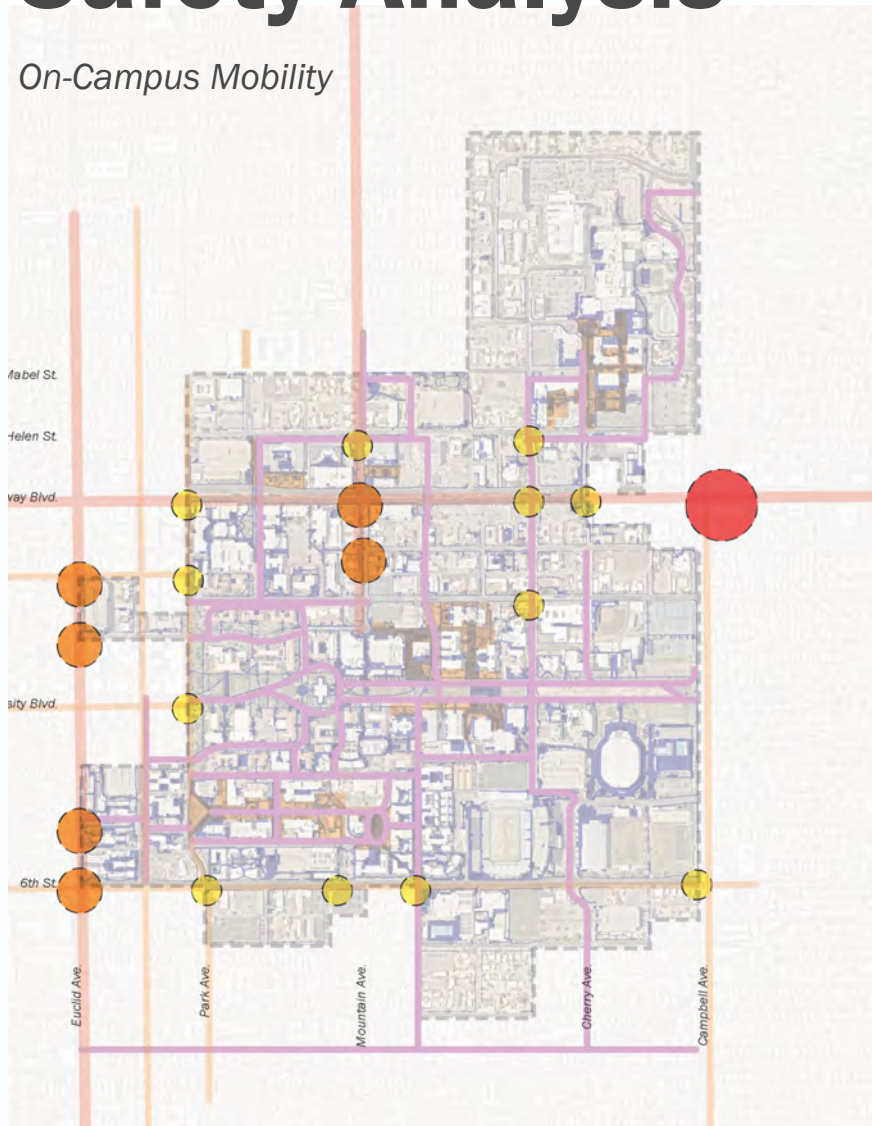
# Campus Mobility

## *Vehicular Network*

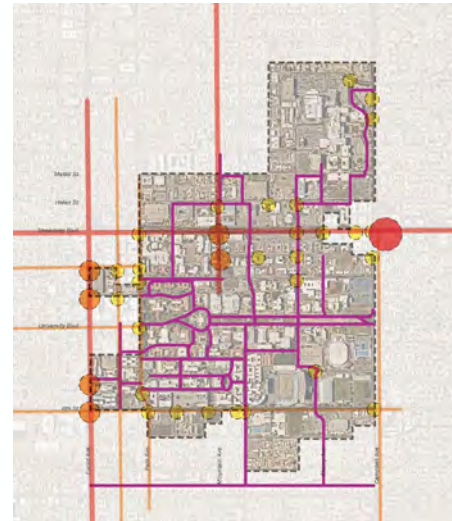


# Safety Analysis

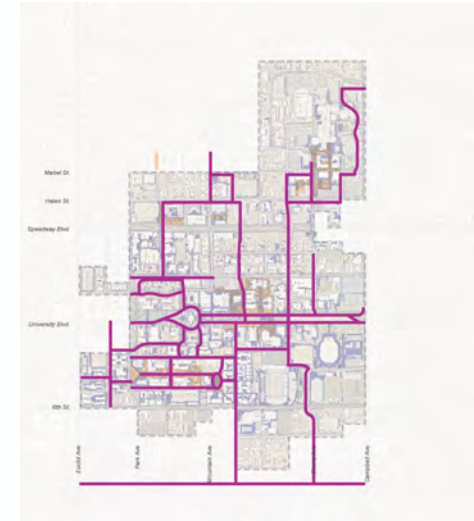
*On-Campus Mobility*



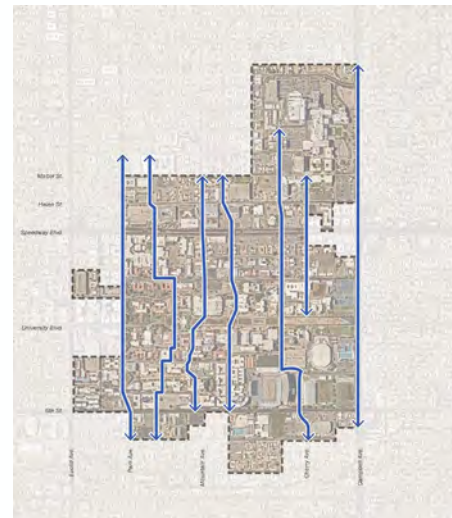
*Issues Diagram*



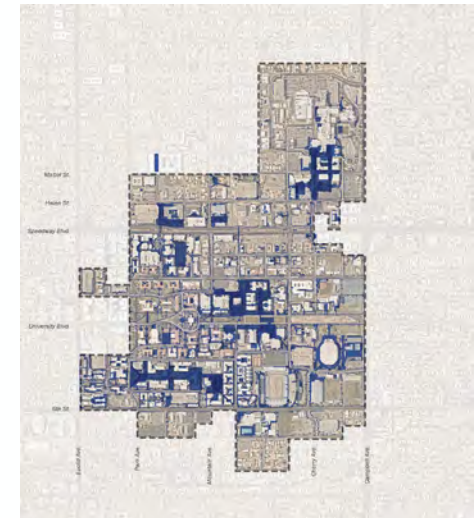
*Intersections*



*Bicycle Connections*



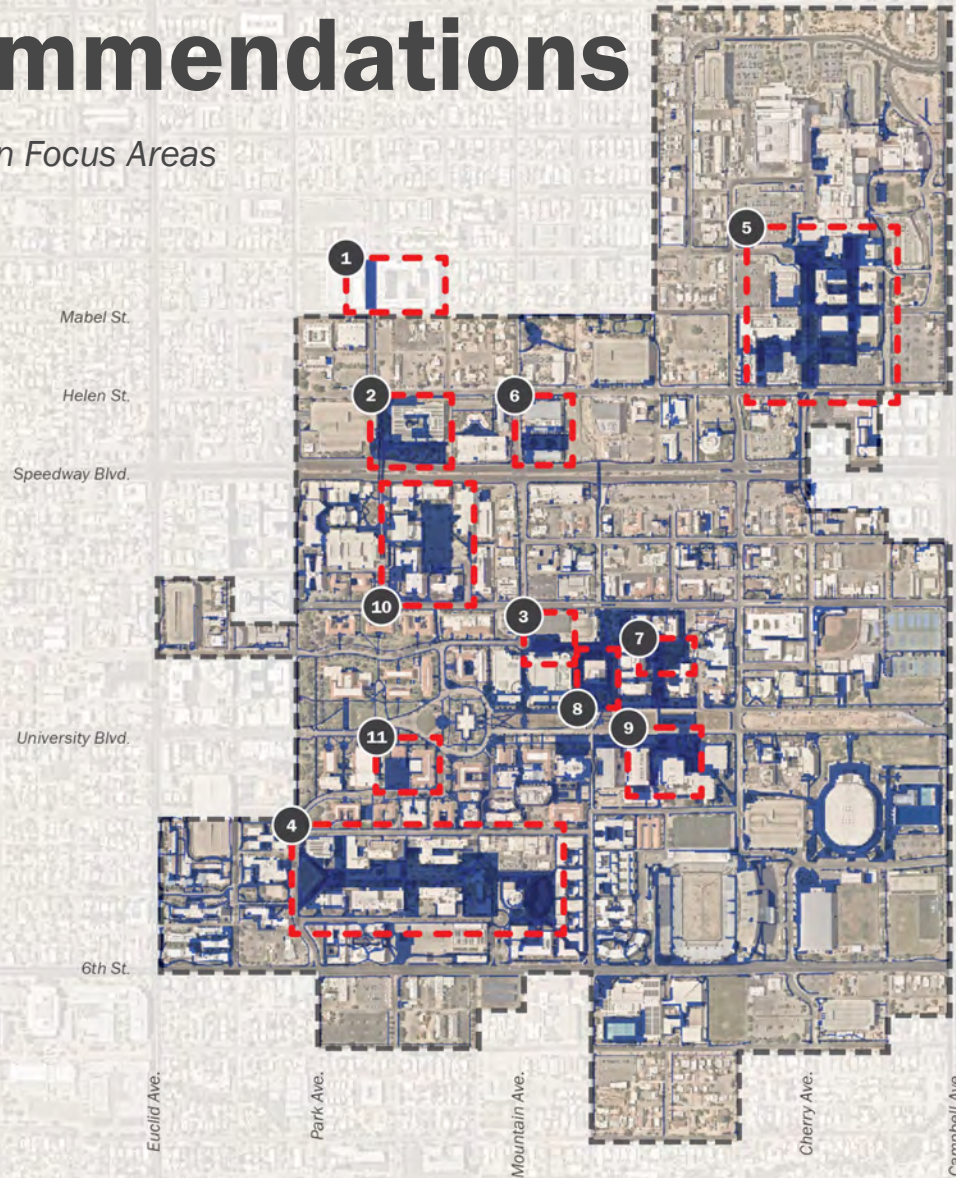
*N-S Connections*















*Pedestrian Connections*

# Draft Recommendations

On-Campus Mobility – Pedestrian Focus Areas



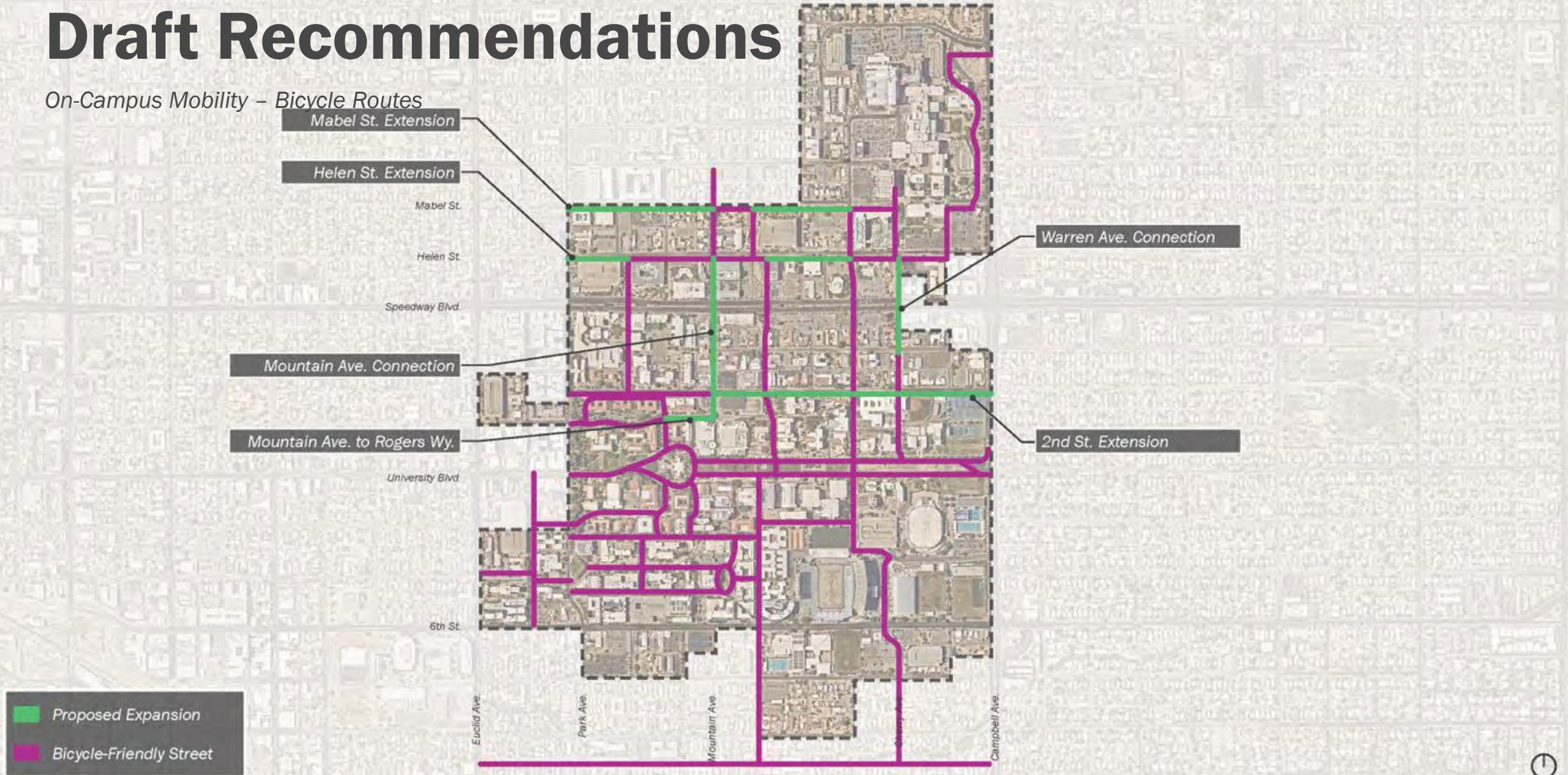
 Pedestrian Network

- Significant Open Spaces
-  Honors Village Plaza
  -  McClelland Plaza
  -  James and Perry Rogers Plaza
  -  Science Concourse
  -  AHSC Academic Quad
  -  AME Courtyard
  -  Education Plaza
  -  Alumni Plaza
  -  Library Plaza
  -  CAPLA Courtyard
  -  Centennial Courtyard



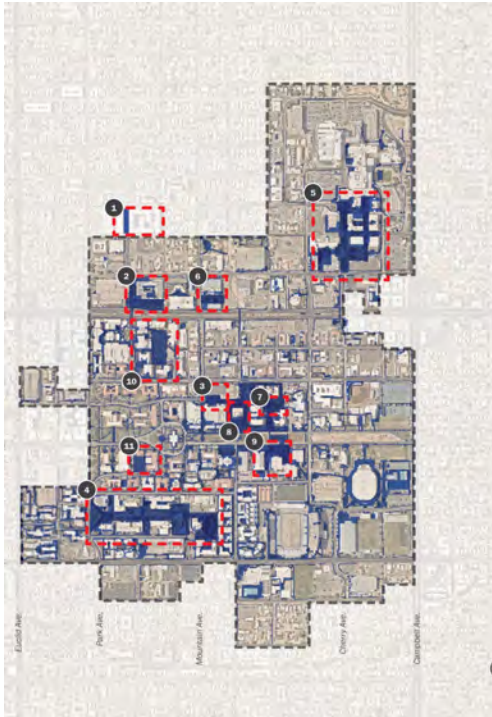
# Draft Recommendations

## On-Campus Mobility – Bicycle Routes

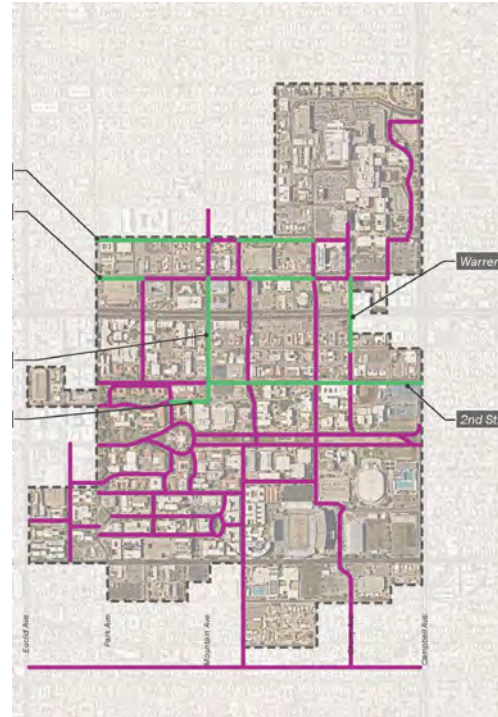


# Campus Mobility

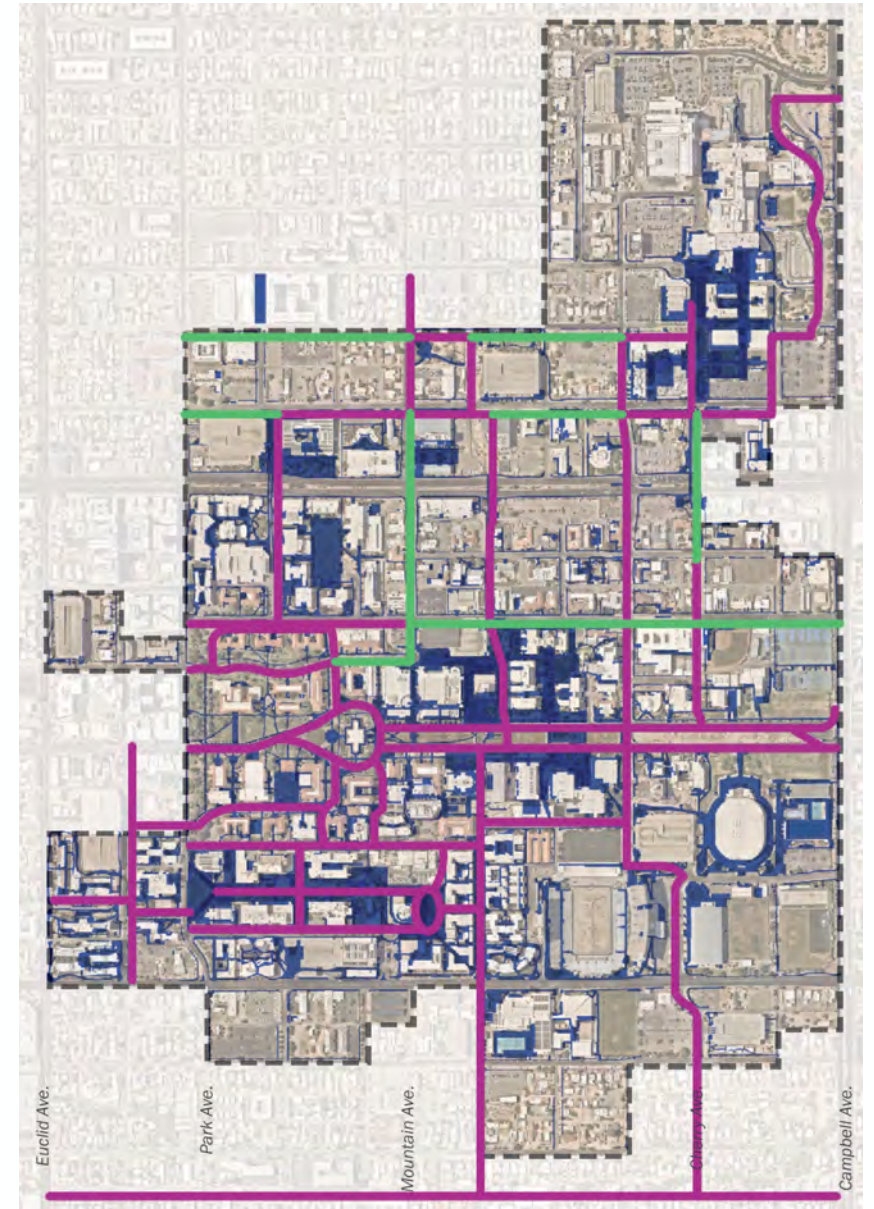
*Draft Proposal*



*Proposed Pedestrian Focus Areas*



*Proposed Bicycle Routes*



*Proposed Pedestrian + Bicycle Network*

# On-Campus Mobility – Recommendations

1. **Prioritize** traffic calming and traffic management for **pedestrians** along high incident streets.
2. **Improve intersections along campus edges**, notably Speedway Blvd. and Mountain Ave., Euclid Ave. and West Campus, and along Park Ave.
3. **Enhance existing connections** through branding and signage, particularly along Highland Street, Mountain Ave, Speedway Blvd and Euclid Ave. to improve the character of campus edges.
4. **Improve key north-south corridors** for enhanced service and delivery. I.e. Cherry Ave., Mountain Ave.
5. Consider impacts of on-campus enrollment and online enrollment to **determine long-term parking adequacy**.
6. **Expand the bicycle network** to create a robust bicycle network on-campus and off-campus



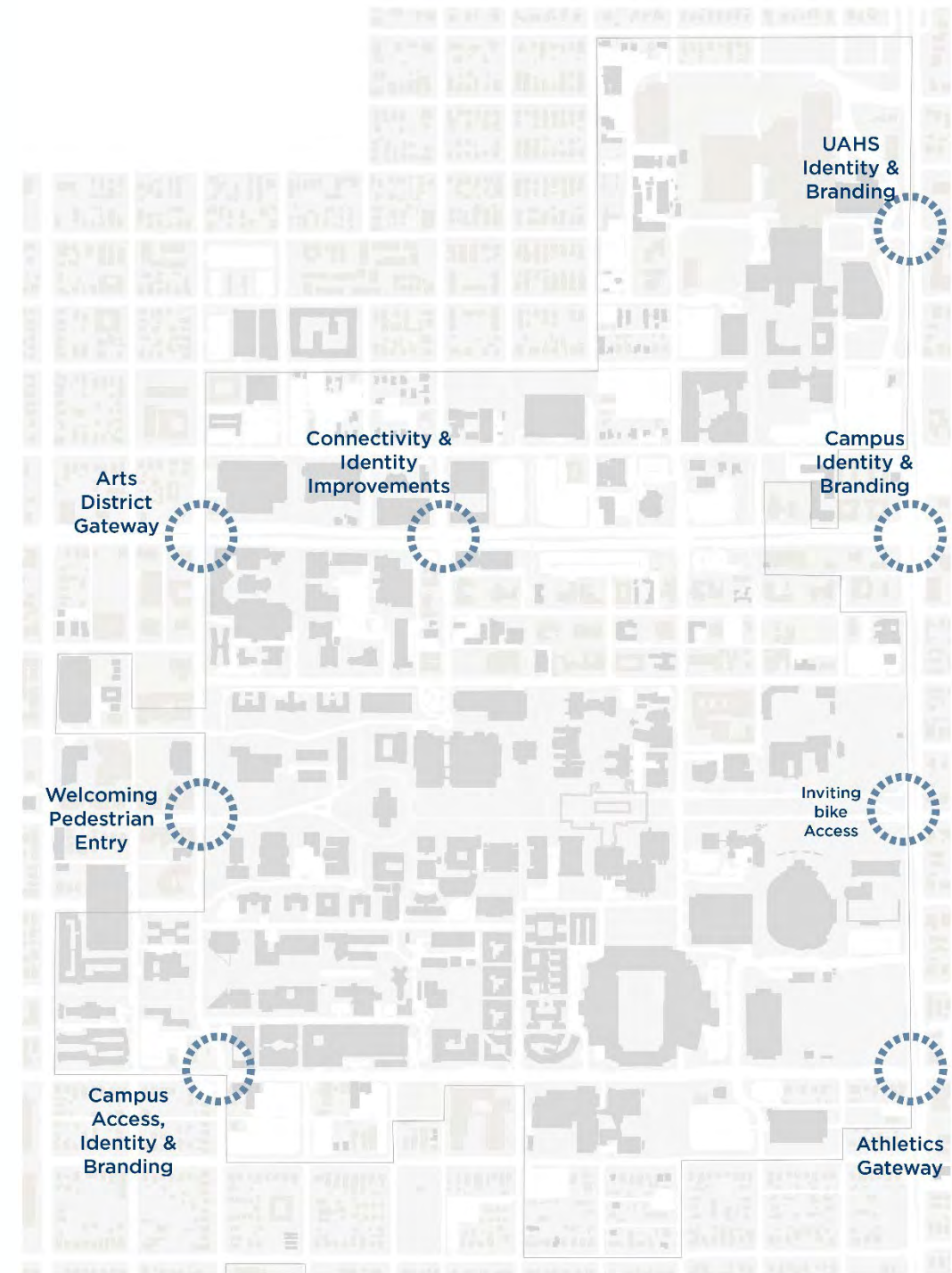
# CAMPUS INFRASTRUCTURE



# Campus Gateways

## Campus Infrastructure

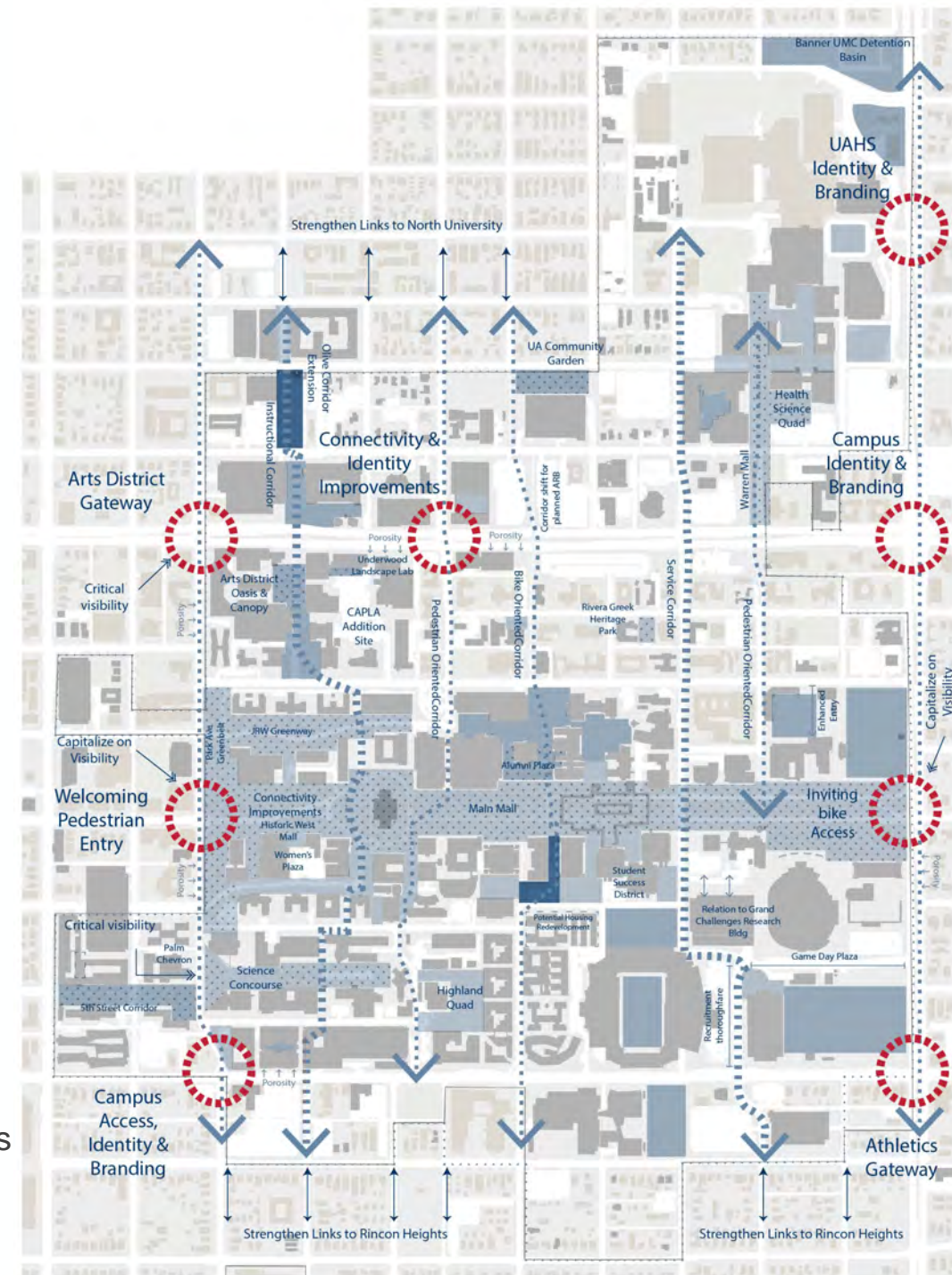
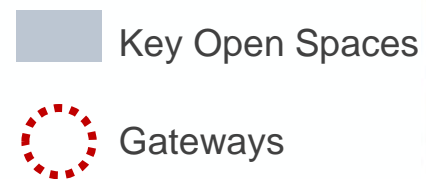
- **6<sup>th</sup> Street**
  - 6<sup>th</sup> Street & Park Ave
  - 6<sup>th</sup> Street & Campbell Ave
- **University Blvd**
  - University Blvd & Park Ave
  - University Blvd & Campbell Ave
- **Speedway Blvd**
  - Speedway Blvd & Park Ave
  - Speedway Blvd & Mountain Ave
  - Speedway Blvd & Campbell Ave
- **Adams St & Campbell Ave**



# Key Campus Open Spaces

## Campus Infrastructure

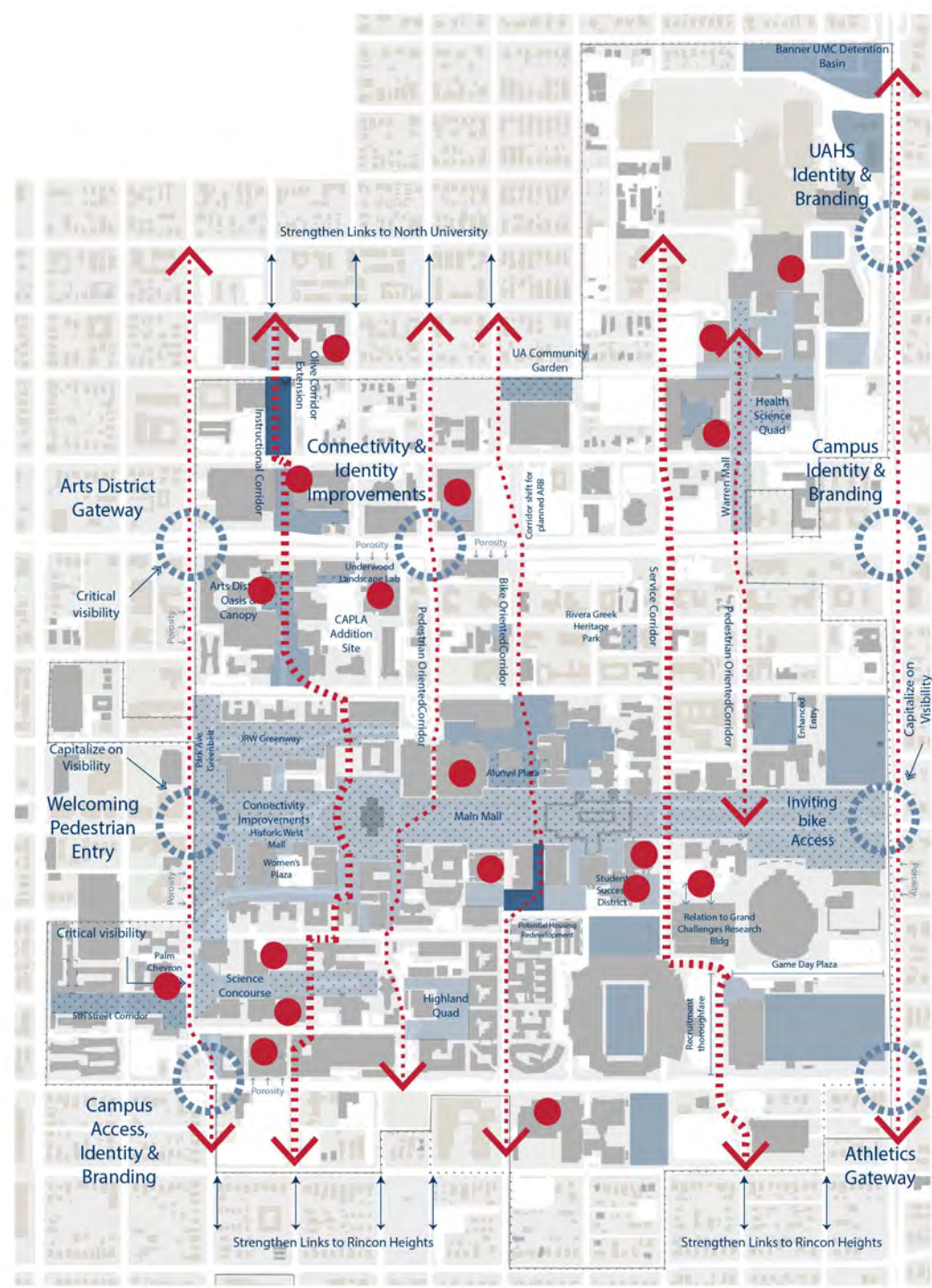
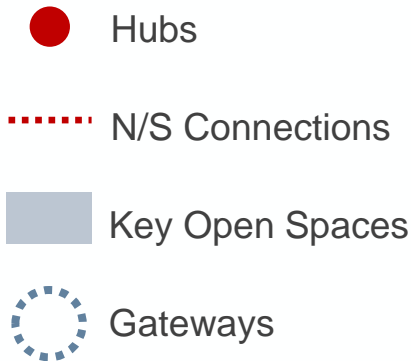
- Historic West Mall
- Science Concourse
- Arts District Quad
- Warren Mall
- Park Avenue Green Belt
- Highland Quad



# Key Campus Connections

Campus Infrastructure

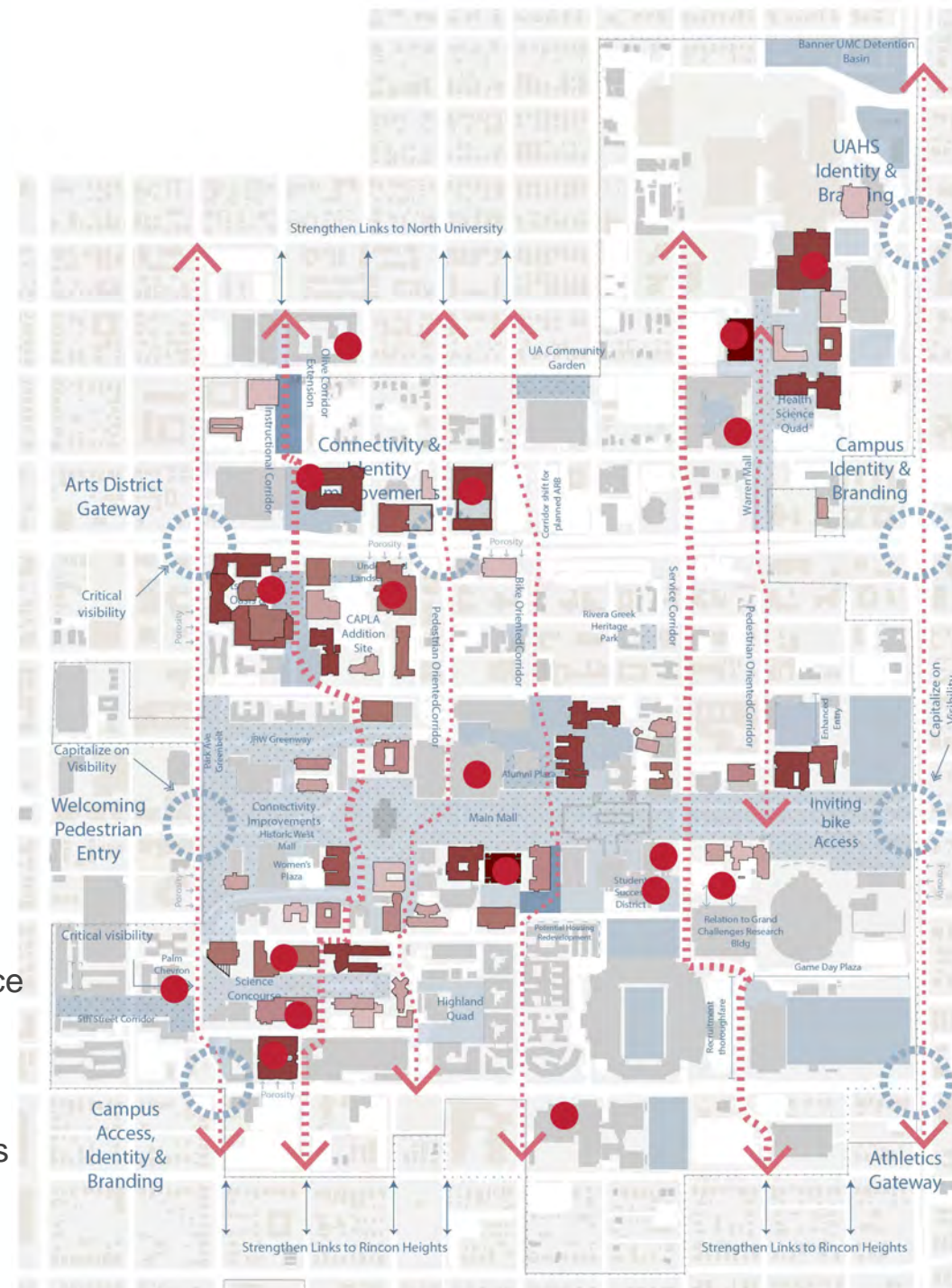
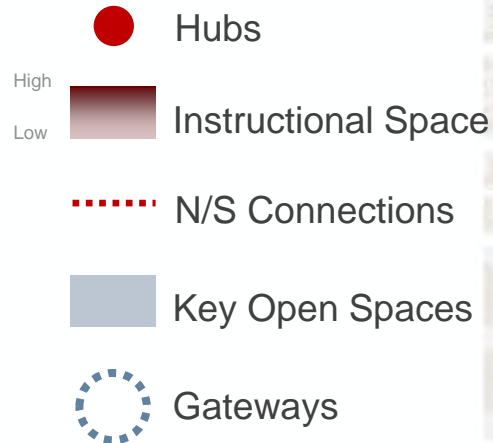
- Olive Road
- Park Ave
- Mountain Ave
- Highland Ave
- Cherry Ave
- Warren Ave
- Campbell Ave



# Instructional Space Overlay

Campus Infrastructure

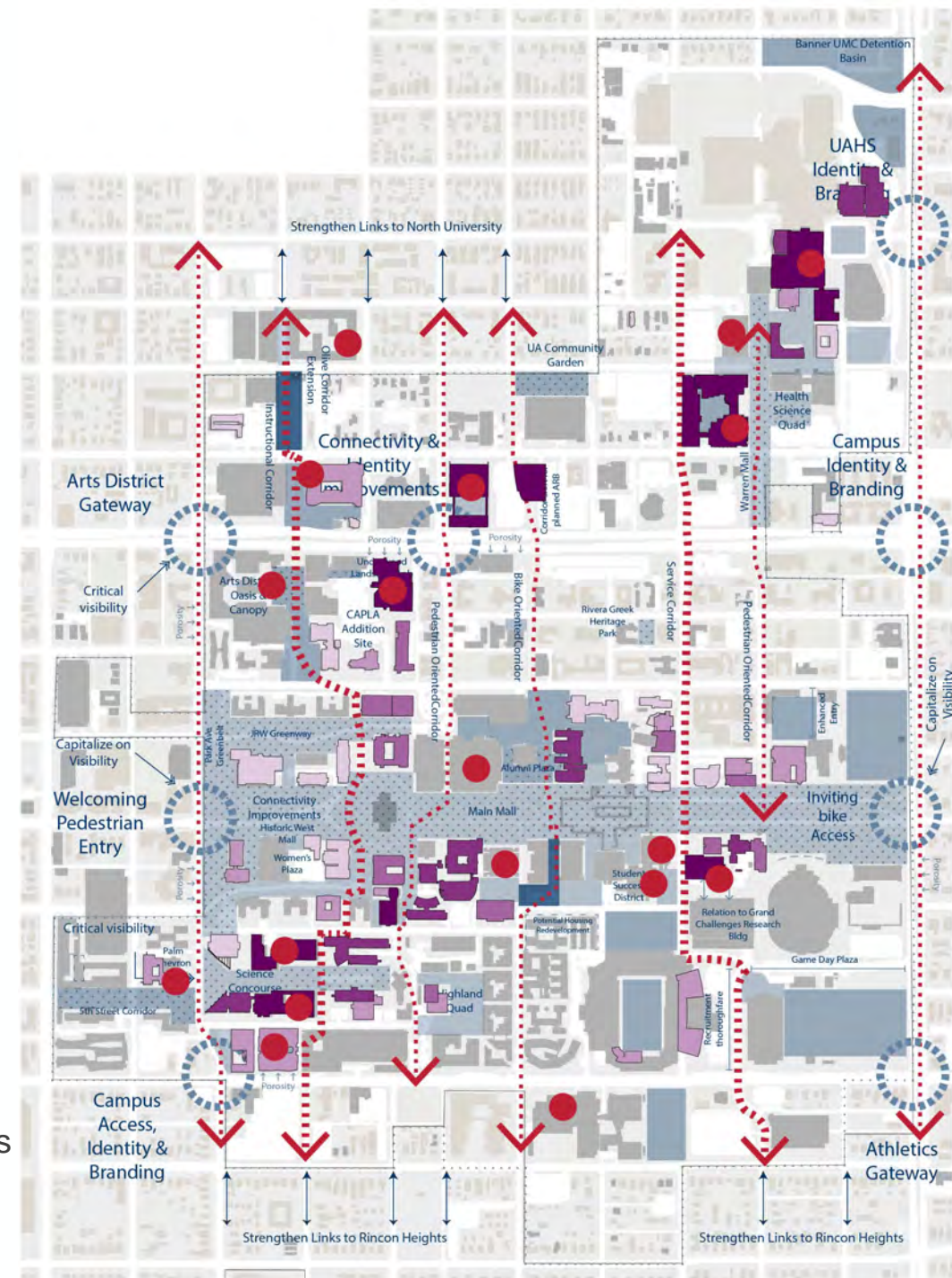
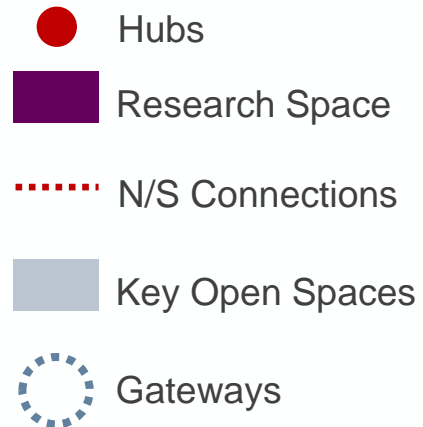
- **HSIB**
- **Henry Koffler Building**
- **ENR 2**
- **Arts District Buildings**
- **Richard Harvill Building**
- **Old Chem Renovation**



# Research Space Overlay

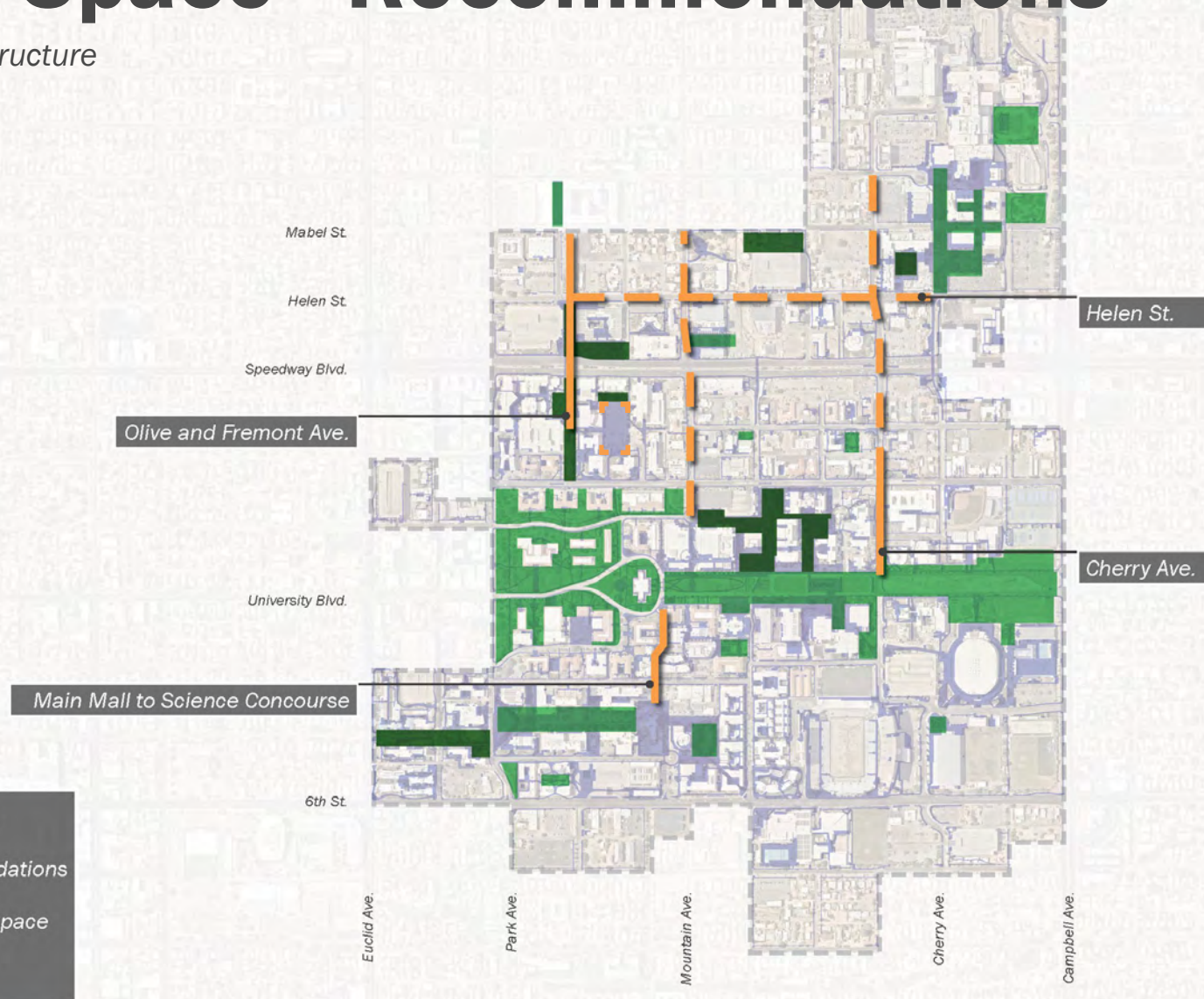
Campus Infrastructure

- UAHS Research Facilities
- BIO5
- Gould-Simpson
- Bio-Sciences West
- Marley Building
- UA Engineering Building



# Open Space - Recommendations

Campus Infrastructure



# Campus Infrastructure Recommendations

## Campus Gateways

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- **Enhance the existing gateways** with additional branding and signage opportunities focused on 6<sup>th</sup> street & Speedway Blvd.
- **Improve pedestrian resources** such as widened sidewalks, corrected ramp slopes, pavement markers for safe crossings
- **Improve signal efficiency** for pedestrian and bicycle movement.
- **Improve campus threshold experience** through improving the gateways with better shade, integrated materiality and street furniture.

## Campus Open Spaces

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- **Increase and enhance sustainability standards for the open spaces** through native and regenerative species, increased permeable pavement and low impervious cover.
- **Actively monitor the energy and operations** for maintenance.
- **Create flexible and adaptable outdoor environments** with various typologies and formats.
- **Create functional exterior learning and teaching resources** throughout campus.
- **Continue to increase shade and climate mitigation** across the campus

## Campus Connections

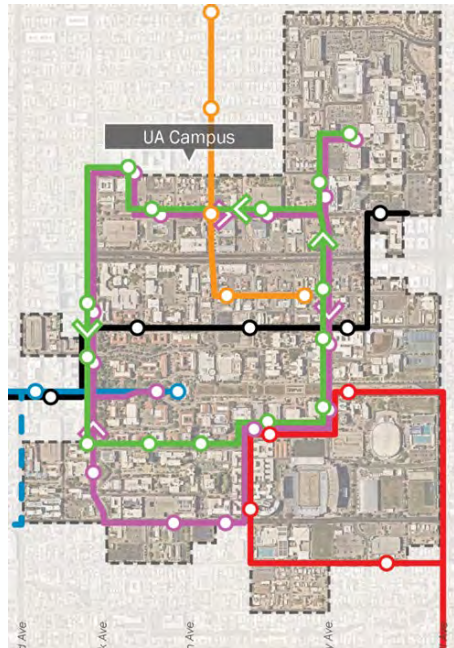
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- Improve, enhance, and build the character of the **North-South connections** on campus.
- **Create activators** along the connections to support outdoor learning and teaching environments.
- **Better sort and define service** access along the connectors and campus infrastructure.
- Increase the scale of **campus connections** to support growing on-campus population.

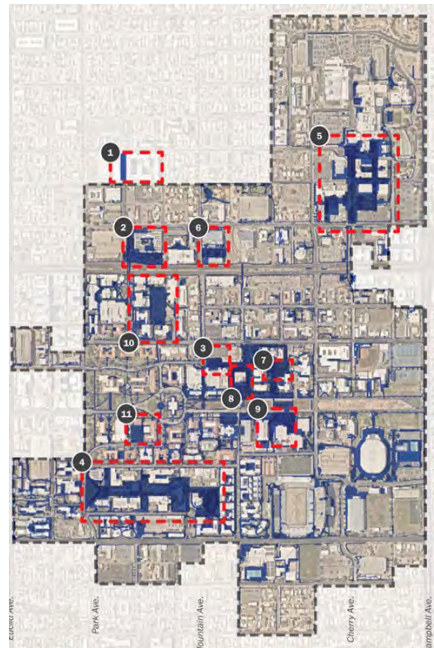
# Campus Infrastructure Recommendations

Draft Recommendations

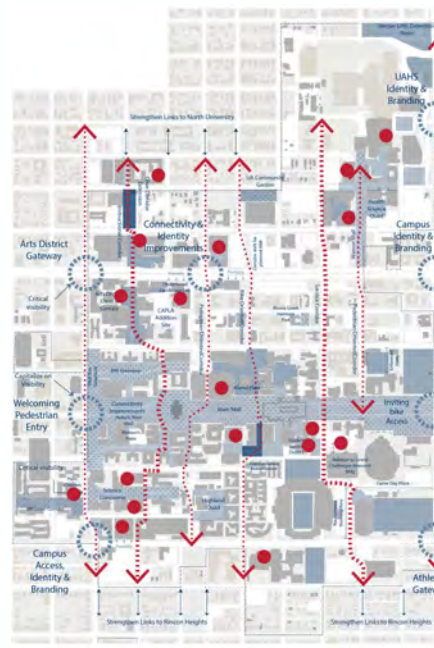
## Transit



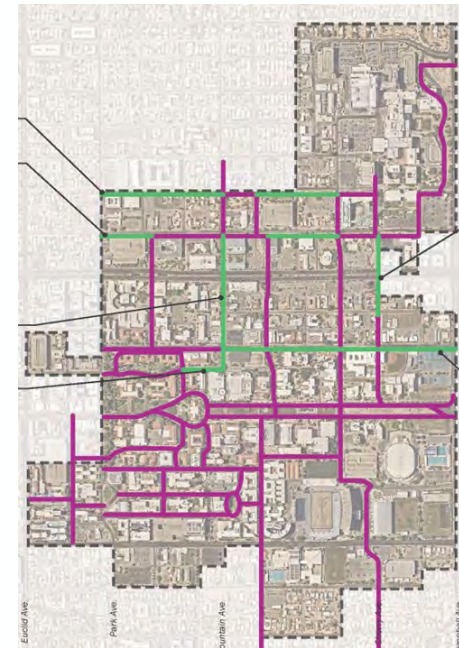
## Pedestrian Network



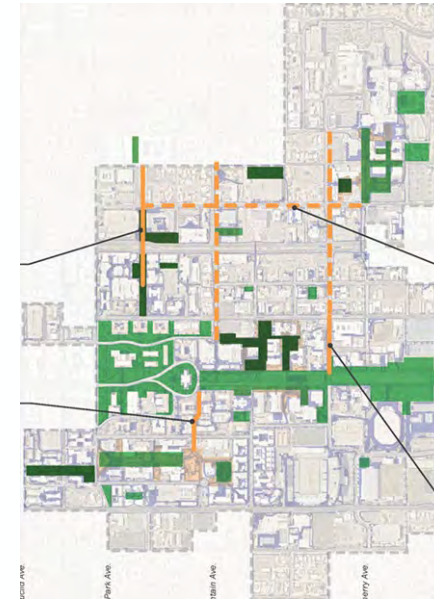
## North-South Connectors



## Bicycle Network



## Open Space Network







# SUSTAINABILITY

# Existing Initiatives

*Sustainability – In-process*

- Integration of Sustainability into the University Strategic Plan
- AASHE STARS Reporting
- University Climate Change Coalition (UC3)
- Large-Scale Renewable Energy Agreement
- ENR2 Rooftop Agrivoltaic Project
- Sustainability/Climate Action Plan
- Tucson 2030 District
- Student Engagement
- UArizona Community Garden
- Utility Modification Revolving Fund
- Sustainability Map

# Strategic Plan Integration

Sustainability – In-process

- **Pillar II – Initiative 2.2(A)**

*“We are setting out to be a top ten ranked environmental university in the world. To achieve this goal we must not only excel in research on the natural and built environment but also lead in teaching, public service/community impact (i.e., land grant), and creating a sustainable campus,”*

- **Pillar V – Initiatives 5.4(A)**

*“aims to advance quantifiable environmental performance and practical climate change mitigation strategies in all campus operations, while simultaneously leveraging collaborative outreach across campus and within the Tucson community.”*

- **Pillar V – Initiatives 5.4(B)**

*“aims to integrate sustainability values and best practices into the daily activities and responsibilities of all University faculty, staff and students, while also developing and strengthening community relationships, in order to create collaborative, practical, place-based solutions to local environmental challenges.”*

The screenshot displays the 'Strategic Plan' page for The University of Arizona, specifically focusing on Pillar 5: Institutional Excellence. The page is structured as follows:

- Header:** 'Pillar 5' and 'Institutional Excellence: Ensuring UA lives its values and innovative culture'.
- Introduction:** 'Ensuring UA lives its values and innovative culture to enable an efficient, high performing academic and administrative enterprise. UA will be a dynamic educational and research institution that operates as a best in class place to learn, research, and work'.
- Navigation:** A dark blue bar at the top contains 'CONTEXT', 'GOALS', and 'INITIATIVES'. The 'INITIATIVES' tab is currently selected.
- Initiatives List:**
  - 1 The Values-Driven University:** An inclusive, innovative, high performing, execution-oriented academic and administrative organization that wins with the right culture.
  - 2 Service Excellence:** “Power the UA Academic Mandate” of student and research success through institutional excellence.
  - 3 Perpetual excellence:** Continuous review and improvement of strategic plan and broader university enterprise.
  - 4 Sustainable UA:** Elevate UA as a distinguished university leader in sustainability.
  - 5 Long range planning:** Creating financial tools and campus master plan to guide long-range planning efforts.

The left sidebar of the website shows a navigation menu with the following items: Introduction, Pillars, The Wildcat Journey (with sub-item Initiatives), Grand Challenges (with sub-item Initiatives), The Arizona Advantage (with sub-item Initiatives), UA Global (with sub-item Initiatives), and Institutional Excellence (with sub-item Initiatives). The 'Institutional Excellence' item is highlighted in red.

# Online Campus Map

Sustainability – In-process

The screenshot displays a web-based interface for a campus sustainability map. At the top left, the 'Sustainability Map' logo is visible. The top right features a navigation bar with tabs for 'LAYERS:', 'PROGRAMS', 'PROJECTS', 'FEATURES', 'PEOPLE', 'EVENTS', and 'NEWS', along with a search icon and a menu icon. On the left side, a 'SELECT THEMES' sidebar lists eight categories, each with a toggle switch: WATER, ENERGY, BUILT ENVIRONMENT, CAMPUS LIFE, FOOD, NATURAL ENVIRONMENT, TRANSPORTATION, and WASTE REDUCTION. Below these are 'CLEAR ALL' and 'SELECT ALL' buttons. The main map area shows a grid of streets with various colored icons (water drops, energy bolts, buildings, people, food, and trash) clustered in the central-eastern part of the campus. The map also shows several parks including Pasqua Park, Mansfield Park, Francisco Elias Esquer Park, Estevan Park, De Anza Park, Catalina Park, Oury Park, El Presidio Sunset Park, and Ironhorse Park. Street names like E Waverly St, E Linden St, E Lee St, E 1st St, E 2nd St, E 3rd St, E 4th St, and E 5th St are visible. A vertical toolbar on the left of the map includes icons for map navigation and zooming.

# Housing & Res Life Programs Report

Sustainability – In-process

## WASTE DIVERSION EFFORTS

### DODGE THE DUMPSTER

Dodge the Dumpster is an annual waste diversion program held during resident Move-Out in the spring. In 2018, Housing collaborated with the UA Campus Pantry and Salvation Army to collect unwanted food, toiletries, cleaning supplies, electronics, appliances, bedding, and more. Collected items were reused and diverted from the landfill.

794 pounds of food to the UA Campus Pantry

4,320 pounds of food/toiletries/cleaning supplies to the Salvation Army

101,000 pounds of general donations to the Salvation Army

106,114

TOTAL POUNDS OF DIVERTED MATERIALS

5

## GREEN SPENDING

Housing makes efforts to purchase sustainable supplies in all units and areas when possible. The following information includes a total green spend, or the percentage of overall expenditures that were spent on materials with sustainable attributes.

### OFFICE SUPPLIES

- ◆ 31% total green spend on office supplies\*
- ◆ 12% recycled spend
- ◆ 19% other eco attributes/eco-labels

\*data for Office Depot purchases only

### CUSTODIAL SUPPLIES

- ◆ 74% total green spend on custodial supplies  
About \$162,000 worth of green supplies
- ◆ 12% green spend on plastic liners  
About \$40,000 worth of green supplies
- ◆ 40% green spend on chemicals  
About \$18,000 worth of green supplies
- ◆ 96% green spend on hand soap  
About \$30,000 worth of green supplies
- ◆ 100% green spend on paper products  
About \$110,000 worth of green supplies



## WATER & ELECTRICITY CONSERVATION EFFORTS

### BATTLE OF THE UTILITIES

Battle of the Utilities is a utility reduction competition between the dorms. Students are encouraged to conserve as much water and electricity they can month over month. Housing Sustainability then calculates percent change between the months and awards three dorms as conservation leaders. Students can also choose to participate by signing an online pledge to reduce. The results from this year's competition netted a savings of:

98,997 kWh of electricity (down 9%)

- ◆ Enough electricity to stream Netflix constantly for 200 years
- ◆ Enough electricity to power 8 homes for an entire year!

494,390 gallons of water (down 11.5%)

- ◆ Enough water to fill 3,744,492 bottles
- ◆ If lined up, all bottles end-to-end would span 472.8 miles!

947 students signed the pledge to reduce

- ◆ Two dorms had 26% of their total population, the highest amount, sign the pledge to reduce: Villa Del Puente and the Cochise/Yavapai complex.

### WINNING 2018 DORMS

- ◆ BABCOCK
- ◆ ARIZONA-SONORA
- ◆ NAVAJO-PINAL

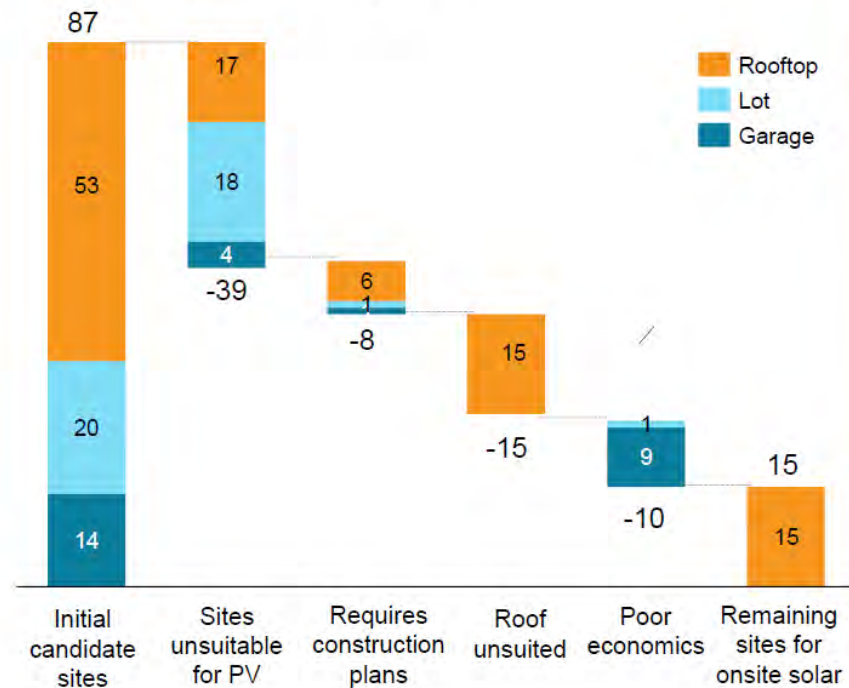
9

# Renewable Strategy On-Campus

Sustainability – In-process

## Optimizing a Renewable Energy Strategy for UA – Onsite Solar Solution

### Results of onsite analysis



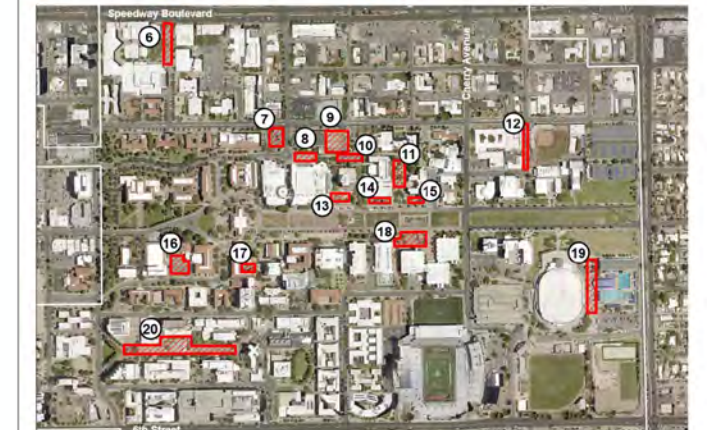
Source: UA data, CFR analysis

- > Remaining 15 sites create **~1.3 MW opportunity** (~2,300 annual MWh)
  - 0.6 MW Main Meter, 0.7 MW AHSC
  - Recent economics filter was updated with refreshed market pricing data, **eliminating garages/lots (3.1 MW)**
  - 2 of 15 sites are future sites; 1 of 15 is currently pursuing solar
  - Does not include Biosphere 2, UA Motor Pool, UA Warehouse, or ground-mount opportunities (*would require additional information from UA*)
- > Remaining sites range in **levelized savings from ~\$2.50 to \$6.00 / MWh**
  - Main Meter opportunities have better economics given usage profile
  - Expected total NPV of \$0.1 to \$0.4M
- > Small incremental onsite solar should not negatively impact TEP tariff
- > Sites with unsuited roofs could be added back in with accelerated roof replacement; sites removed for poor economics could be added back in for strategic reasons

### Potential Open Solar Sites (1/2)



### Potential Open Solar Sites (2/2)



# Sustainability – Recommendations

*Subject to the Sustainability and Climate Action Master Plan*

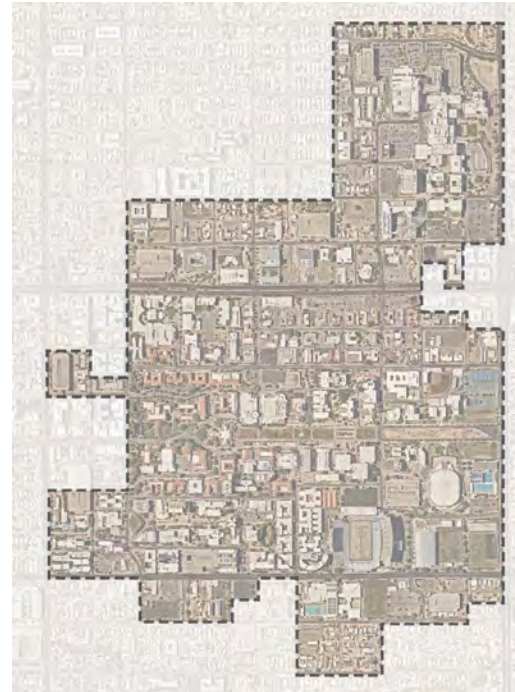
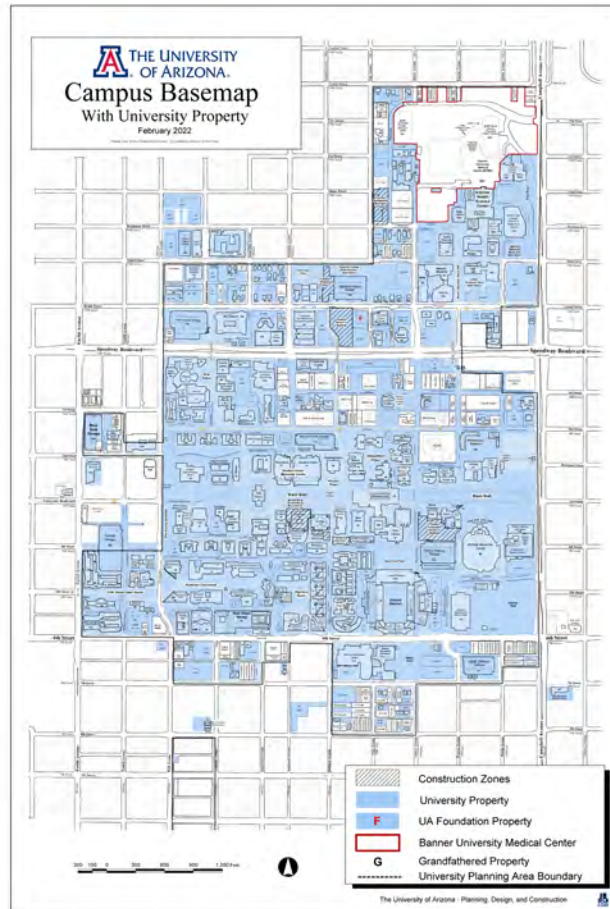
1. Continue to **track measurable goals** for the various initiatives to work towards the vision outlined in the strategic plan.
2. The **holistic vision including performance and policy protocols** will occur through the ongoing sustainability master plan.
3. **Recognize our work** with partners and technical resources in the community to enhance efficiencies on and off campus.
4. Continue to **create awareness and specific, targeted educational opportunities** through engagement with surrounding communities.
5. **Create promotional and educational opportunities** to communicate accomplishments and advancements.



# **BIG TAKEAWAYS**



# Campus Property vs Planning Boundary





# OPPORTUNITY AREAS

# Opportunity Areas

## Fremont and Olive Corridor

- Critical section to continue to enhance connections for all modalities and especially reinforce connections to the Streetcar.

## Mountain Ave. Corridor

- Potential future Eller expansion as a hub for both the College as well as Campus.
- Streetscape and intersection improvements to enhance movement across Speedway Blvd.

## Math and Sciences

- Potential important and high-profile site embedded in a dense district of science facilities and on-campus student housing.

## Cherry and Speedway

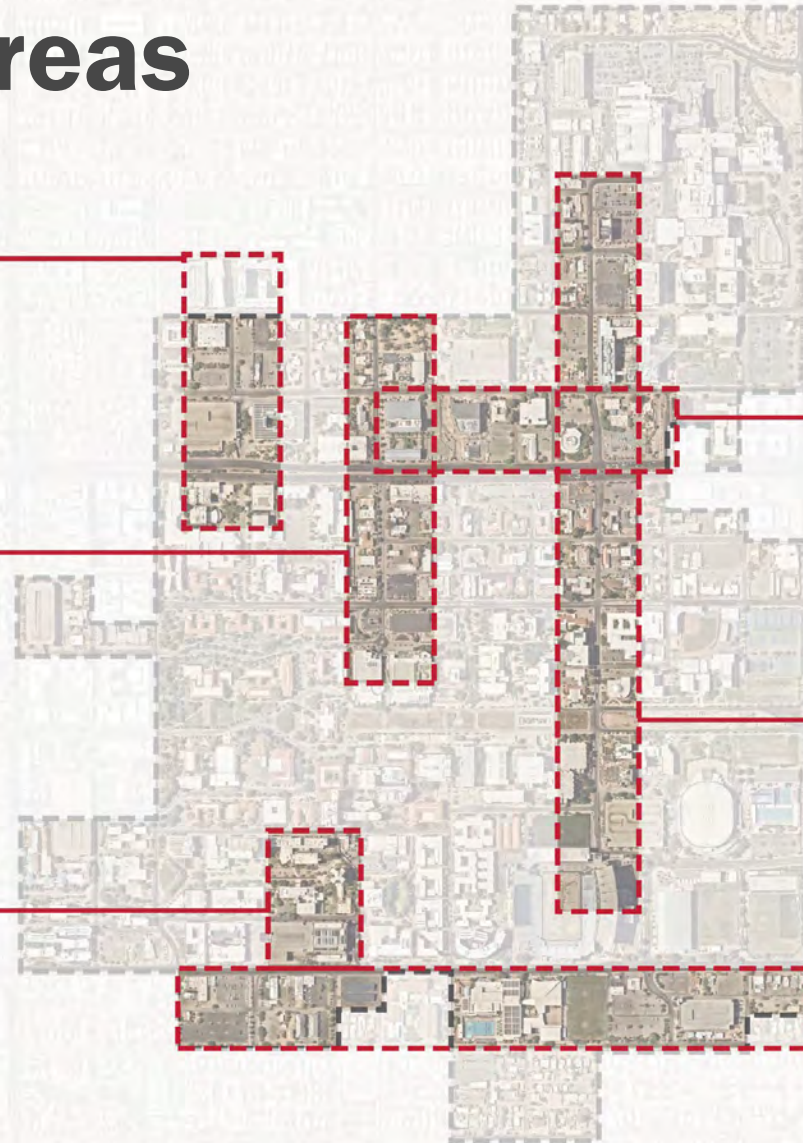
- Potential sites for expansion of Engineering and STEM programs.
- Potential identified site for STEAM with performing arts center.

## Cherry Corridor

- Potential hub for Research and Innovation with identified key sites for redevelopment along the corridor.

## 6th St. Corridor

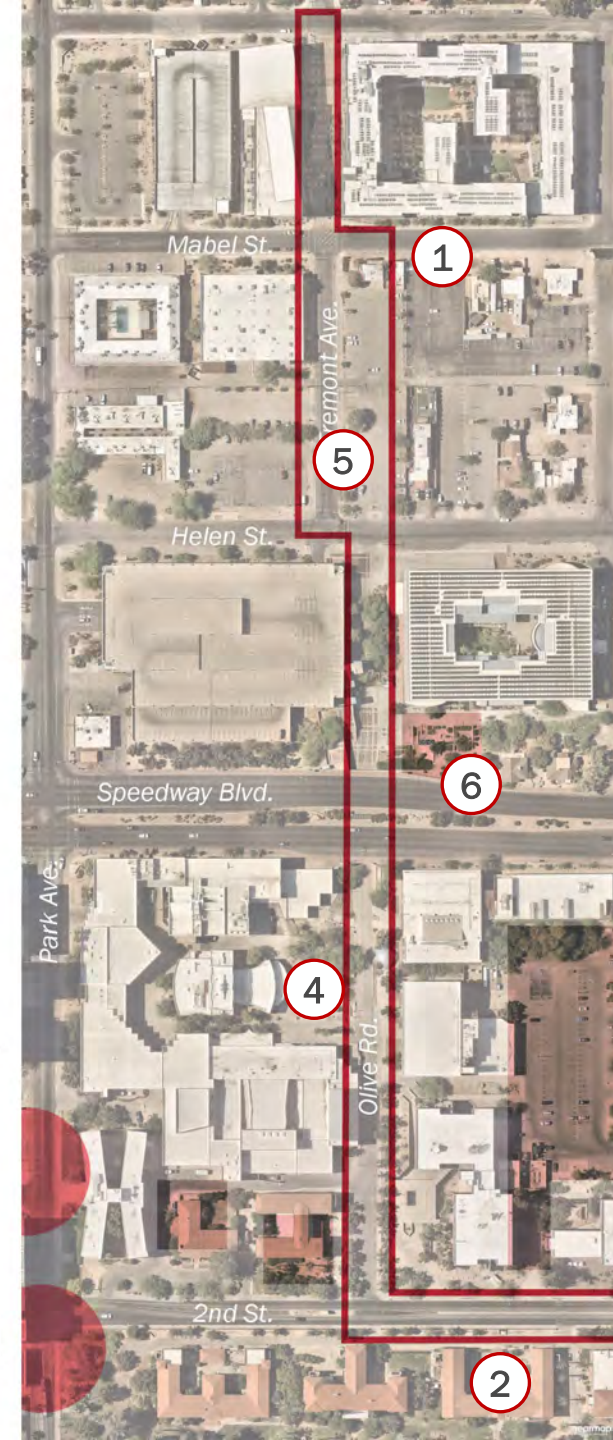
- Potential long-term sites provide the opportunity to create significant edge condition resources extending campus capacity.



# Olive and Fremont (Honors to Harvill)

## Opportunity Areas

- 1 From Honors this is a key threshold to campus and has become a corridor of signature programs including Business, Arts and CAPLA and Creative Photography and anchored by Harvill.
- 2 Harvill as a high use cross scheduled facility it is a major hub of activity and intersectionality.
- 3 This is a critical section to continue to enhance connections for all modalities and especially reinforce connections to the Streetcar.
- 4 Build on the Arts Master Plan to create active streetscapes with larger scale civic spaces integrated into future building designs.
- 5 Build/create stronger connection to Honors above Helen and consider long term residential or other programs likely to emerge in this area.
- 6 Use the future Eller expansion as a hub for both the College as well as Campus.



# Cherry Avenue

## Opportunity Areas

- 1 For Research, Innovation, and long-term capacity.
- 2 Over the past two decades significant development south of Health Sciences has established a complete hub for Research and Innovation and other signature programs such as Poetry.
- 3 The completion of Grand Challenges will establish a new anchor to the south in the center of the Campus near the Mall with Athletics' large venues as part of the backdrop.
- 4 The corridor connecting these two key areas is a mid to long term area of deep opportunity and program synergy.
- 5 Several key land areas are underdeveloped and provide long term highly accessible sites.
- 6 This area already supports multiple signature programs which may need larger facilities over time.
- 7 The position on campus allows for industry and community partnership in and effective and brand strong area.



# Mountain Avenue

## Opportunity Areas

- 1 Mountain above the north side of campus is major point of access for off campus students, faculty and staff onto Campus and often to parking. Similarly on campus users from Mabel to 2<sup>nd</sup>, add many more on campus users who are accessing the core of campus as well as east to west connections.
- 2 The resulting movement patterns and physical systems need some consideration.
- 3 The current configuration, street scape, traffic light and ped crossing require re scaling and likely simplifying. Bike, Ped and vehicle traffic overlaps and the scale of the space allotments needs to be analyzed. Likely emphasizing pedestrian and bicycle traffic.
- 4 Studies, proposals and recent construction North of Speedway have helped organize the threshold to campus but south of Speedway does not seem to complete supporting the patterns and scale of users.
- 5 Longer term planning or new projects in the area should help simplify or reroute future patterns into the pedestrian focused areas of campus.



# 6<sup>th</sup> Street

## Opportunity Areas

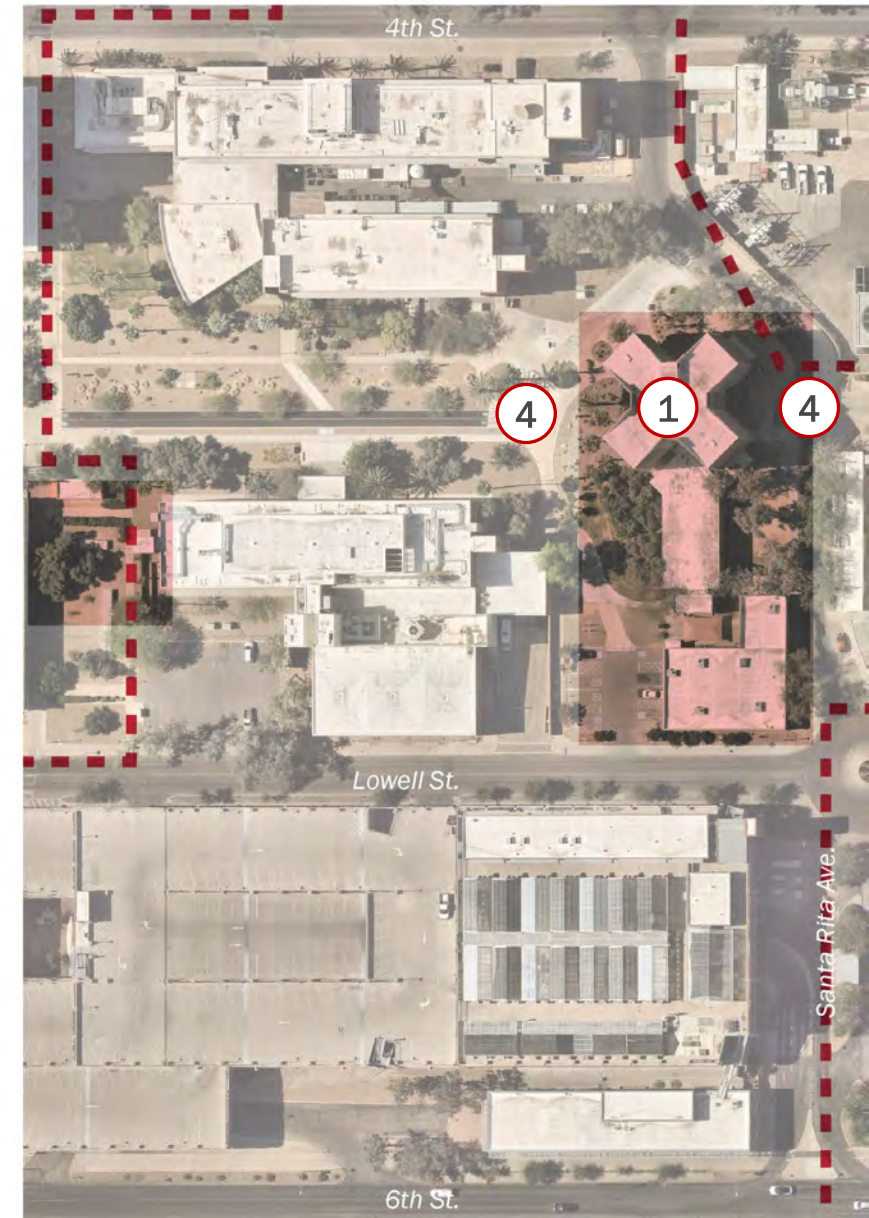
- 1 Identifying campus capacity and program expansions sites.
- 2 Much like ENR, these future sites and resulting buildings could function in comprehensive and diverse ways.
- 3 Long-term, these sites provide the opportunity to create significant edge condition resources extending campus capacity.
- 4 The potential program options are open ended and can be seen as flexible or adaptive buildings supporting a spectrum of technical, research or instructional resources.
- 5 Their location on campus also supports partnership and other community engaged opportunities. These sites provide easy access and high visibility.



# Science & Math

## Opportunity Areas

- 1 Signature Site and Program
- 2 This is an important and high-profile site embedded in a dense district of science facilities and on campus student housing.
- 3 The site is suitable for high profile programs as it anchors the Science Mall and is surrounded by signature programs and facilities.
- 4 The site offers a 360-degree access, and a thoughtful site plan could optimize the yield more effectively than the current tower.
- 5 It can support academic as well as research programs and could be an effective campus hub site.

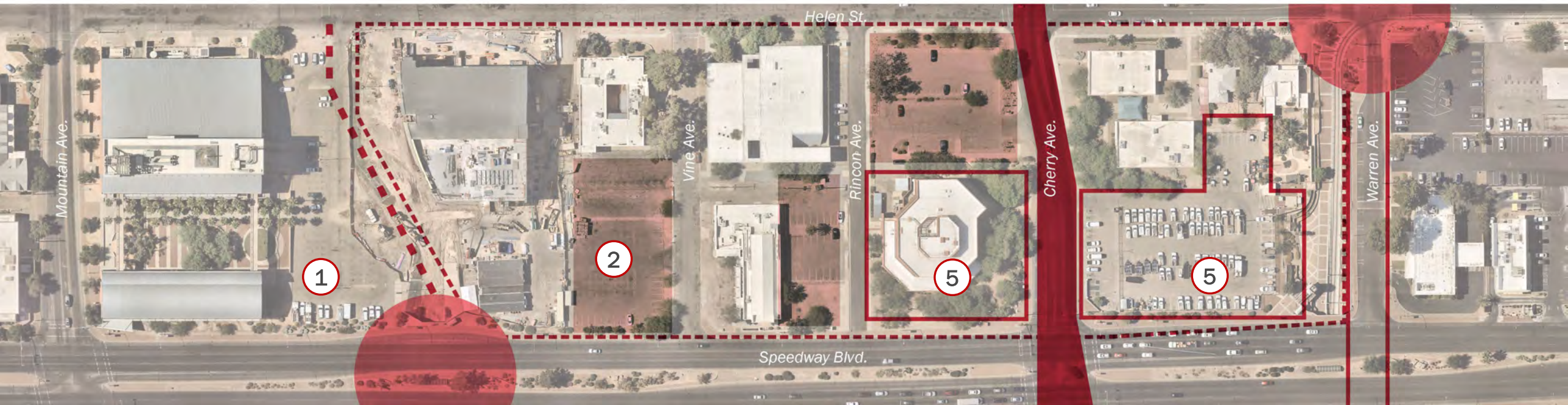




# Engineering at Cherry and North of Speedway

## Opportunity Areas

- 1 This is an important site to optimize programmatically.
- 2 As engineering grows and facilities needs diversify, this site is well positioned to support the College holistically.
- 3 The site can also support other allied programs and become an interdisciplinary hub.
- 4 As a hub with high level of visibility and campus connectivity, this site could support maker spaces student resources, food and other campus amenities.
- 5 Improving the University's presence along Speedway is another benefit.
- 6 This site better realized can create greater density and leveraging the in-place infrastructure.



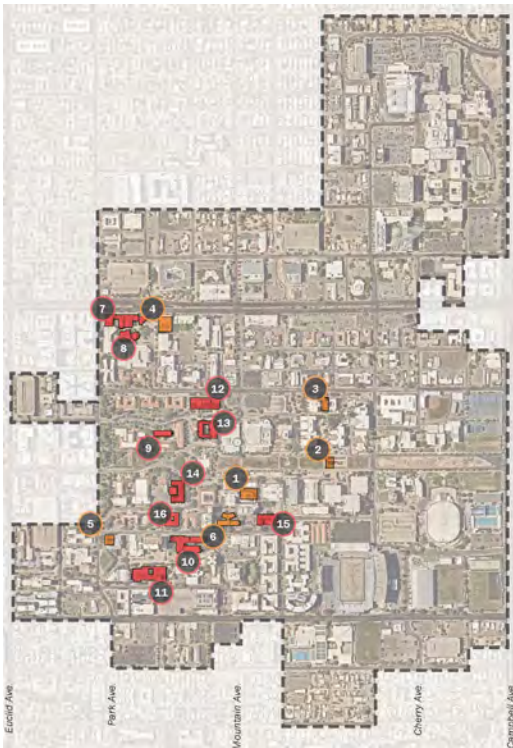


# SUMMARY

# Space

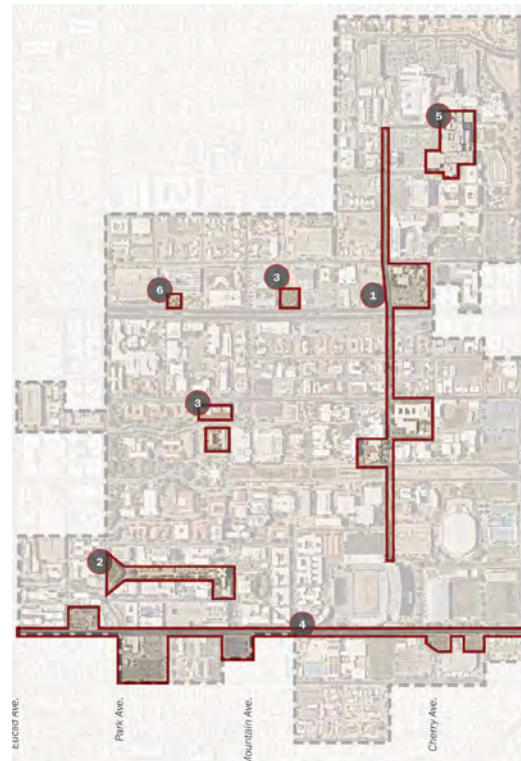
## Prioritizing & Sequencing

### Instructional



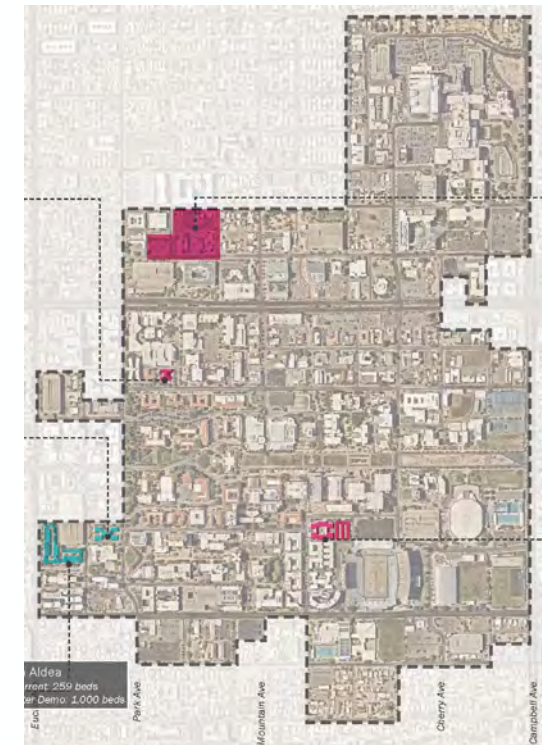
- Correlation between instructional spaces and likely enrollment profiles to determine space typology needs.
- Defining key campus anchors or nodes for instructional hubs.
- Improvement or replacement of key assets for evolving requirements..

### Research & Innovation



- Campus anchors for future research projects and hubs.
- Potential sites for future research buildings – including various types of research alliances.

### Housing

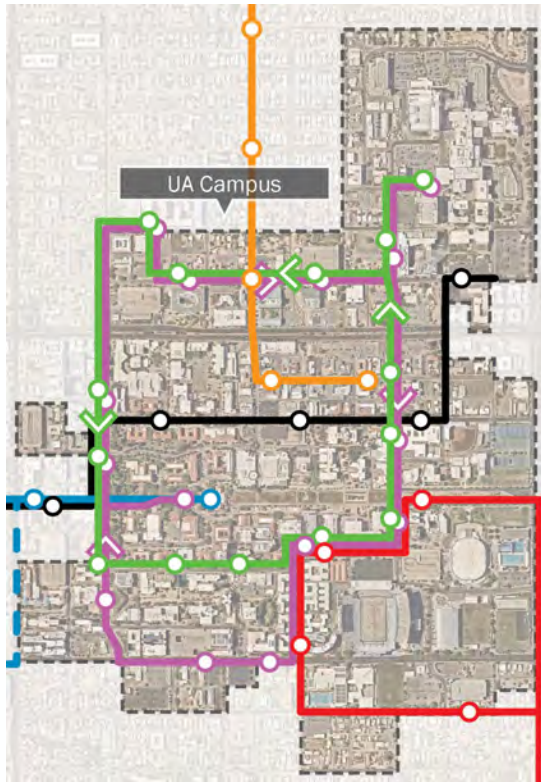


- Adding 800-100 beds in next 5 years
- Adding another 800-100 beds in next 5-10 years
- **10 Year forecast – 1600-2000 beds**

# Systems

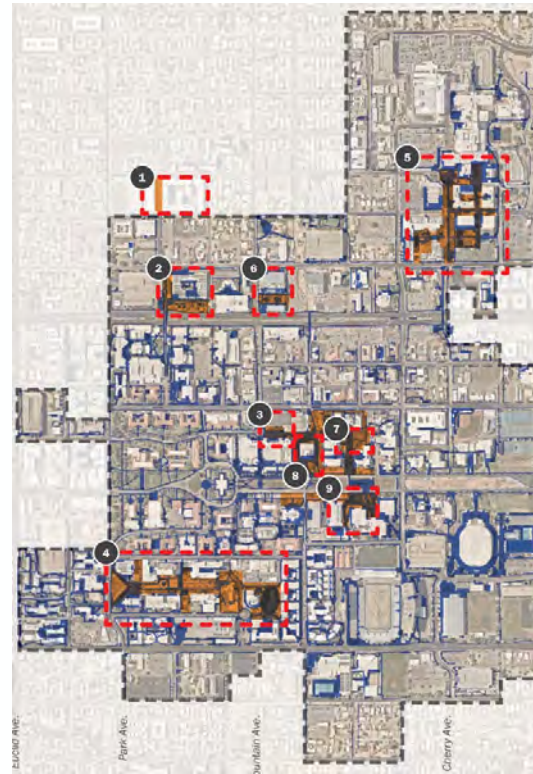
Prioritizing & Sequencing

## Transit



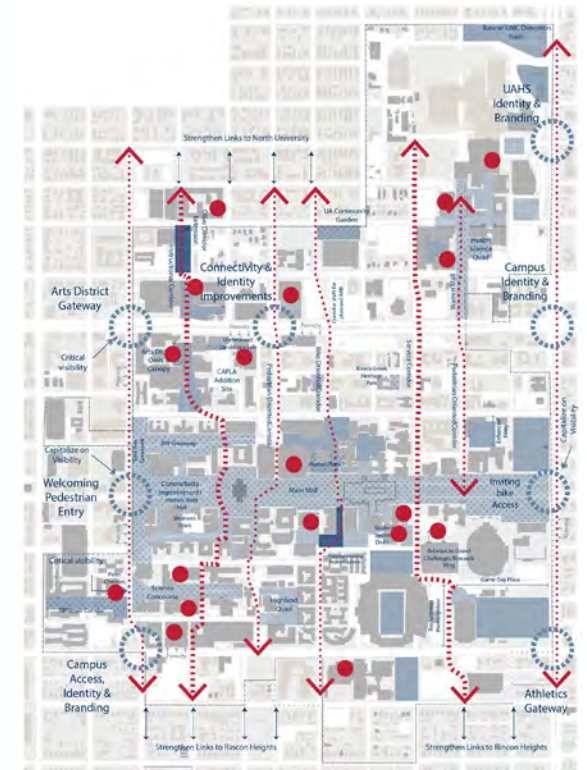
- Reanalyze off-campus routes for better connectivity to destinations and stops along those routes.

## Campus Mobility



- Traffic calming mechanisms along high incident streets.
- Intersection safety improvements along campus edges.
- Improved campus safety within the internal campus streets.

## Campus Infrastructure



- Enhance campus gateways with branding and identity.
- Increase opportunities for active outdoor use of space in various formats.
- Improve the character of the North-South pedestrian and bicycle corridors.

# Big Takeaways

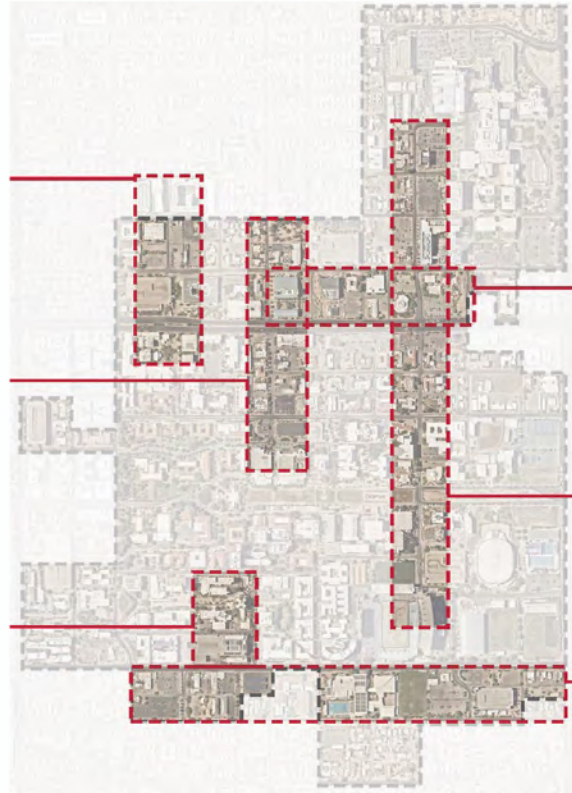
*Prioritizing & Sequencing*

## Campus Open Space



- Create overlapping campus zones with functional hubs across the campus.

## Opportunity Areas



- Key opportunity areas for campus development along with key issues that need to be addressed within the areas.

# Composite Summary Recommendations

*Prioritizing & Sequencing*

## Space

Instructional



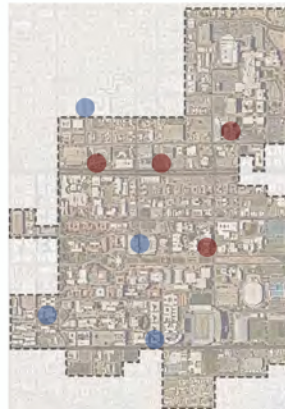
Research & Innovation



Housing

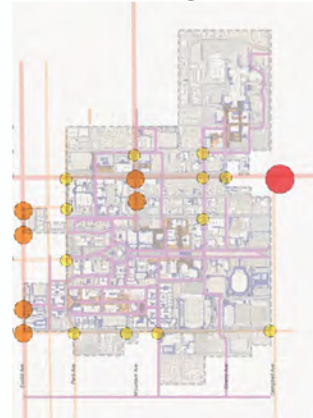


Admin/Support



## Systems

Transit & Transportation  
Mobility



Campus Infrastructure



Green Space Network

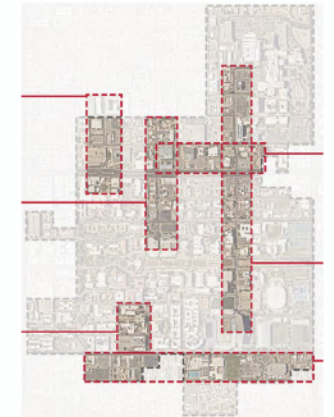


Sustainability



## Physical Planning

Opportunity Sites



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.

**THANK YOU!**