



ARKANSAS TECH UNIVERSITY CAMPUS MASTER PLAN

March, 2018



PERKINS+WILL



FROM THE PRESIDENT:

Through the input of hundreds of individuals representing Arkansas Tech University students, faculty, staff, alumni, friends and community members, we have developed a proactive campus master plan inspired by and aligned with the strategic plan for the university.

Student success was at the core of the master planning effort. Through a collaborative and inclusive process, we worked together to identify the factors of student experience, educational facilities, and campus identity that can be enhanced by providing an optimal learning and living environment for the 21st century university.

We must be efficient in our planning to ensure key building, grounds and infrastructure projects are being considered comprehensively rather than independently. As a result, we will be better positioned to make sure every dollar invested in the future of Arkansas Tech aligns with the mission, vision and strategic plan to ensure the success of its students.

Major projects identified in the first phase of the master plan include a combined student union/recreation facility, a new STEM building, a performing and visual arts center, new campus entrance, significant landscaping and making the core of the Russellville campus more pedestrian friendly. New academic and student life facilities at the Ozark campus are also integral to the plan.

As the implementation phase of this effort moves forward, Arkansas Tech University will be prepared to recruit, retain and graduate students who will improve their personal socioeconomic status and contribute to the economic development of our state.

A campus master plan is about much more than new and renovated buildings. It is about people. It is about opportunity. It is about being bold enough to imagine the best version of our future and working together to achieve it. I am pleased to report that with the creation of this campus master plan, Arkansas Tech University has taken an important step in that direction.

Dr. Robin E. Bowen, President

ACKNOWLEDGEMENTS

STEERING COMMITTEE

Dr. Robin Bowen, President
Mr. Bruce Sikes, Chancellor, Ozark Campus
Dr. Jeff Mott, Chief of Staff
Dr. Mohamed Abdelrahman, VP for Academic Affairs
Ms. Bernadette Hinkle, VP for Administration & Finance
Mrs. Amy Pennington, Interim VP for Student Services
Mr. Mike Hutchison, VP for Advancement
Mr. Thomas Pennington, Associate VP & Counsel to the President
Mr. Steve Mullins, Athletic Director
Dr. Keegan Nichols, VP for Student Services

TASK FORCE GROUPS

FACILITY NEEDS

Alison Ahlert
Sandy Cheffer
Fred Clayton
Pat Edmunds
Mary Gunter
Bernadette Hinkle
Mike Hutchison
Brian Lasey
Blair Miller
Steve Mullins
Mike Murders
Keegan Nichols
Amy Pennington
Jeff Robertson
Galen Rounsaville
Matthew Smith
Eric Voth
Doug Walton
Jeff Woods

SAFETY & SECURITY

Lindelle Fraser
Becky Gray
Josh McMillian
Mark Pyburn
Galen Rounsaville
Wilson Short
Jayson Simmons
David Spicer
Heath Whorton

CAMPUS COMMUNITY & HERITAGE

Cass Capen-Housley
Kelly Davis
Tom DeBlack
Megan Edmonds
Debra Fithen
Aubrey Holt
Sean Huss
Terry Johnson
Amanda Johnson
Jayne Jones
Camille Jordan
Rick Massengale
Seth McCammon
Justin Smith
Kevin Solomon
Courtney Standridge

SUSTAINABLE CAMPUS

Neal Barlow
Sandy Cheffer
Erin Clair
Fred Clayton
Robert Condey
Tommy Fields
Jordy Flippo
Jasdeep Grewal
Maggie Hand
Katie Hardy
Kyle Howley
Brian Lasey
Jeff Robertson
James Stobaugh
Doug Walton

TECHNOLOGY INFRASTRUCTURE

Carol Adkison
David Condley
Brent Etzel
Jessica Holloway
Brian Lasey
Steve Milligan
Clay Moore
Hanna Norton
Matt Pipkins
Emily Schlaf
Niki Schwartz
Bruce Sikes
Paul Smith
Doug Walton
Wyatt Watson
Tammy Weaver
Ken Wester

TRANSPORTATION & MOBILITY

Kristy Bayer
Jon Clements
Tammy Dougan
Richard Harris
Aaron Hogan
Alyssa Kool
Brian Lasey
Josh McMillian
Keegan Nichols
Yasu Onodera
Amy Pennington
Tom Pennington
Doug Walton
Richard Wineland

CONSULTANT TEAM

POLK STANLEY WILCOX

PERKINS+WILL

NELSON NYGAARD

MGT CONSULTING GROUP

THE SEXTANT GROUP

SUNLAND GROUP

PETTIT & PETTIT





CONTENTS

EXECUTIVE SUMMARY

ASSESSMENT

- Campus Locations
- Enrollment Projections
- Academic Space Needs
- Campus Physical Analysis

RECOMMENDATIONS

- Design Principles
- Priority Projects
- Incremental Projects
- Long Term Projects
- Revenue and Strategic Moves
- Phasing Strategies
- Funding Considerations

APPENDIX

- 1: Workshop Summaries
- 2: Survey Results
- 3: Space Utilization
- 4: Housing Facility Needs
- 5: Transportation, Mobility, and Parking Needs
- 6: Technology Infrastructure Assessment
- 7: Utilities Summary
- 8: Cost Estimates

EXECUTIVE SUMMARY

1

EXECUTIVE SUMMARY

INTRODUCTION

Arkansas Tech University embarked on an exciting new chapter in its history with the adoption of its strategic plan in 2016. The master planning process was started shortly after the completion of the strategic plan and was influenced significantly by that and other recent planning efforts. The intention of this campus master plan was clear: to take stock of the institution and chart a path forward. The outcome is a visionary 20-year master plan with phased priorities in the near term and a catalogue of long term potential projects that form a strong framework but also allow for flexible implementation based on predicted enrollment.

At the outset of the master plan, the strategic direction identified the need to change perspective from a 'make do' to a 'can do' attitude. Piecemeal renovation has left many facilities in need of ever increasing maintenance (as identified in the extensive Facility Condition Assessment). As a result, the focus for the master plan was to prioritize near term needs that directly align with the academic mission, and mission support (which is critical to recruitment and retention), while identifying opportunities for longer term facilities that leave the university in a state of financial, facility, and environmental health.

The master planning process was informed by a robust Facility Condition Assessment, but also by an investigation into enrollment projections, academic program needs, classroom schedule utilization, and student housing analysis. Other university needs were identified through online survey of students and staff, five immersive campus workshops, community input sessions, and a donor presentation. In all, over 80 meetings were held and five days of facility walk-throughs were conducted as a part of the Facility Condition Assessment.







DESIGN PRINCIPLES

The master plan is based on a set of design principles developed through interactive sessions with the 65 advisory group members that form the structure of the campus master plan. They also form the basis upon which future planning efforts, programming, and building design should be evaluated to ensure that the intentions of the master plan are met and that each project performs to the maximum extent the mission of the university. The design principles are summarized as:

CONNECTIVITY + GATEWAYS

- REDISTRIBUTE: New Gateway and improved gateways.
- DEFRAGMENT: Principal routes to improve pedestrian, bike, and skate movement.
- PROMOTE: Transit hub and flexible mobility alternatives

COLLABORATION + ACTIVE SPACES

- ALIGN: Use/focus zones clustering activity types
- ACTIVATE: Building projects with entrances and activation of adjacent spaces.
- APPEARANCE: Potential for campus edge improvements.

RESILIENCY + SUSTAINABILITY

- PROTECT: Targeted storm water improvement management zone and threat avoidance.
- ORGANIZE: Identified Evacuation Route and alternative Vehicle Evacuation Routes.
- NETWORK: Contribute to upgrading Utility, Mechanical, Electrical, and Plumbing Systems.

1/ EXECUTIVE SUMMARY

TECH PLAZA



The Master Plan creates a new Student Union and Recreation facility, closing a street to traffic and creating a new public space that serves as a hub of student life.

MASTER PLAN RECOMMENDATIONS

Projects identified in the campus master plan are arranged under four types of recommendations:

- Priority Projects - immediate and current efforts by the university to implement projects of near term need for the institution.
- Incremental Projects – smaller scale projects which can be achieved through donor investment or summer campus grounds investments.
- Long Term Projects – aspirational projects identified to align campus facilities with academic mission and retention targets.
- Recommendations for strategic or revenue generating projects – tactical projects for revenue generation or partnerships to secure long term financial resiliency of the campus.

Priorities are specific to ATU and have been developed based on a knowledge of the campus needs, current and potential enrollment, and financial conditions. The master plan acknowledges that prioritization is not the same as implementation. A priority may still take several years to achieve if the funding required is substantial. The prioritization identified by the master plan, therefore, relates to the order of efforts of the institution to make the project a reality. The Priority Projects are further grouped into the following three categories to aid with identification of potential funding source: Life Safety + Facilities, Advancing Academic Mission, and Mission Support.

ACADEMIC QUAD

New Academic Facilities fill out a transformed Academic Quad, anchored by the Library to the north, new STEM buildings along the northwest, and replacements of Dean Hall and McEver Halls on either side.

LIFE SAFETY + FACILITIES

- Roush and Stroupe Demolition
- McEver Short Term Maintenance (fume hoods)
- O Street and Campus Entrance
- Panic Device Network
- Emergency Phone Network
- Building Card Access

ADVANCING ACADEMIC MISSION

- Brown Academic Utilization
- STEM 1 (includes Engineering labs, Agriculture labs, and Skilled Trades labs)
- Performing and Visual Arts Center
- Purchase/lease additional farm land

MISSION SUPPORT

- Student Union + Rec Combined
- New Housing El Paso (P3)
- Police Facility on El Paso
- New Housing (Roush Site)
- Ozark Conference Annex
- Ozark Demolish Workshop Building

RUSSELLVILLE CAMPUS

The plans on this page show the existing Russellville campus compared to the long-term plan. The highest priority projects are called out under separate heading and are included within the full complement of long-term campus master plan.



Existing Russellville Campus



MASTER PLAN PROJECTS

PRIORITY PROJECTS

- 1 STEM 1
- 2 New Housing (Roush Site)
- 3 Student Union + Rec (Combined Facility)
- 4 Brown Hall (Academic Utilization)
- 5 Performing & Visual Arts Center
- 6 El Paso Street Housing
- 7 Police Facility

LONG TERM PROJECTS

- 8 Corley Hall Renovation
- 9 New Housing (Jones Site)
- 10 STEM 2
- 11 McEver Academic Building Replacement
- 12 Tucker Coliseum HVAC Upgrade
- 13 Dean Hall Replacement
- 14 Gateway Administration Building
- 15 Caraway Renovation (Offices)
- 16 Hull Building HVAC Upgrades
- 17 Soccer, Track & Field, Intramural Fields
- 18 El Paso Street Mixed-use District



OZARK CAMPUS EXISTING

- 1. Technology & Academic Support
- 2. Collegiate Center
- 3. Allied Health
- 4. Industrial Control Systems
- 5. Air Conditioning & Refrigeration
- 6. Student Union
- 7. Student Services & Conference Center
- 8. West Annex
- 9. Maintenance Facility
- 10. Maintenance Facility
- 11. Health Sciences & Wellness





OZARK CAMPUS

PRIORITY PROJECTS*

- 1 Demolition of Workshop, Controls, HVAC buildings
- 2 Ozark Administration Expansion
- 3 Library/ Cafe Expansion
- 4 Ozark Conference Annex / Academic Building

LONG TERM PROJECTS*

- 5 Academic Building 1
- 6 Academic Building 2
- 7 Helberg Lane Improvements
- 8 Future Academic Building



**Numbers indicate map locations only and do not denote order of project completion.*



MASTER PLAN ENGAGEMENT

The master plan looks to strengthen the connection between the campus in Russellville, the Ozark campus, and the Lake Point Conference Center into “one university” that provides a full range of academic and training opportunities spanning high school to doctoral degrees, on-line courses and career development. The plan builds on Arkansas Tech’s role in serving the growing need for STEM education and other technical skills in the region.

Bernadette Hinkle, Vice President for Administration and Finance, and Dr. Mohamed Abdelrahman, Vice President for Academic Affairs, served as campus master plan co-chairs. The campus leadership worked closely and collaboratively with the consultant firms of Polk Stanley Wilcox architects of Little Rock and Perkins+Will campus planners of Austin, Texas as well as their team specializing in transportation, technology infrastructure, students housing, finance, civil and MEP engineering.

Students, faculty, staff, alumni and members of the surrounding communities have actively participated through open forums and six task force groups to focus on specific issues of interest to the university.

TASK FORCE GROUPS

Six task force groups were created to provide topic-based input into the master planning process:

- 1. Facility Needs:** This task force dealt with prioritizing needs for new buildings and outdoor facilities, recommendations for repair and renovation of existing buildings, core infrastructure needs (sewers, HVAC, electricity, boilers, etc.), and recommendations on space utilization and allocation standards/policies.
- 2. Transportation & Mobility:** This task force addressed issues such as entrances, sidewalks, circulation, bike lanes, walking trails, perimeter and interior parking, and shuttle services.
- 3. Technology Infrastructure:** This task force discussed IT infrastructure, instructional delivery, software support, emerging technology for energy efficiency and cost savings.
- 4. Sustainable Campus:** This task force addressed energy and conservation, campus environment, building and campus design, materials management, and green space preservation.
- 5. Campus Community & Heritage:** This task force explored issues related to campus culture and character, the future development of the El Paso Corridor, integration of adjacent businesses/property, and preservation of historically significant sites or landmarks.
- 6. Safety and Security:** This task force addressed emergency preparedness, emergency response communications, business continuity, IT disaster recovery, coordination with external agencies, and health and safety technologies and policies.

CONCLUSIONS

Arkansas Tech is directly confronting the issues of a medium sized campus in the changing demands of 21st century learning, competing space requirements, debt, and fluctuating enrollment projections. The master plan is a critical tool that moves from strategic planning to on the ground actions that secure the future success of the institution. This collective vision will ‘put the tech back in Tech’ and has gone a long way to aligning all participants under the “ATU: One University” banner of the Strategic Plan.

ASSESSMENT

2



ASSESSMENT

In order to inform the master plan, a comprehensive analysis of each campus location was undertaken to serve as the basis of decision making throughout the campus master plan. These analyses form the foundation for assessing needs, understanding strengths and weaknesses at each location, and identifying opportunities for improvement.

This section of the document focuses primarily on the physical elements of this analysis, though a broad range of areas were analyzed, including the following major areas:

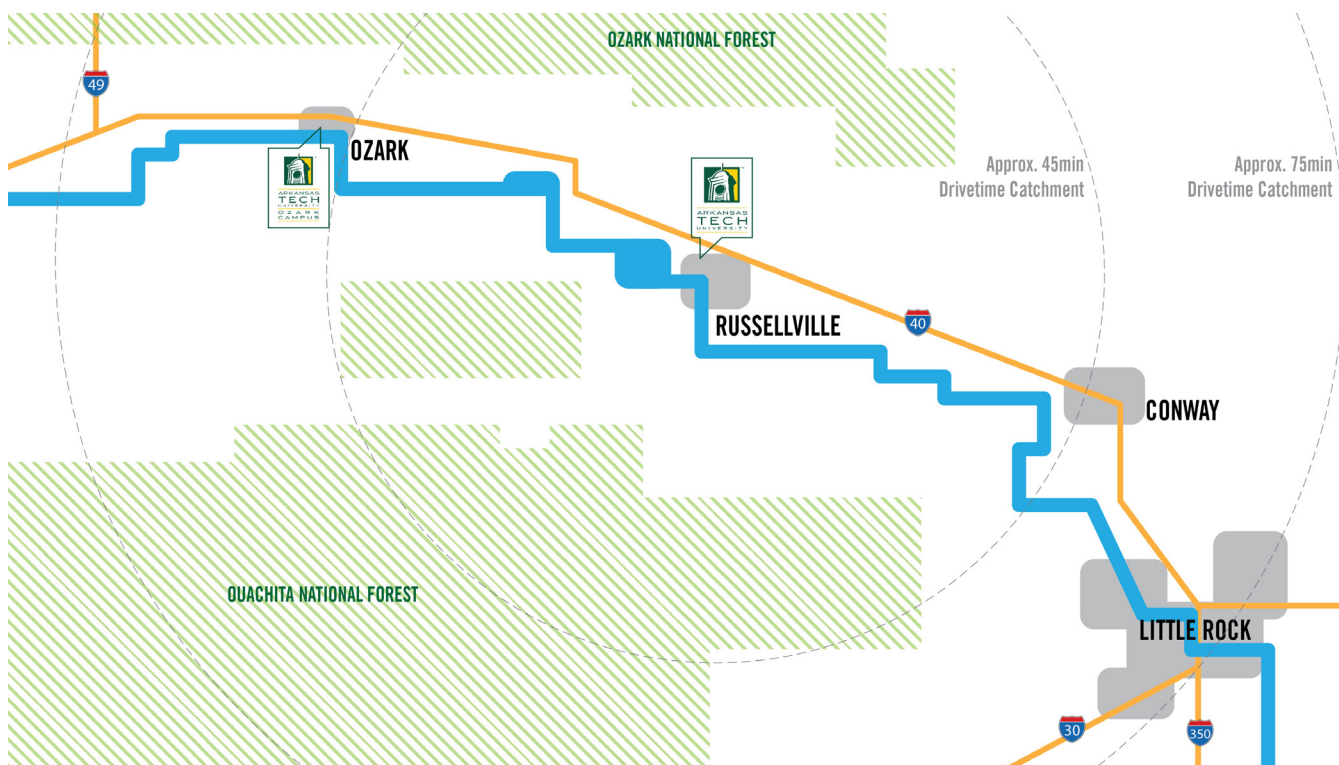
- Enrollment Projections
- Space Needs
- Facility Condition Assessment
- Campus Physical Conditions

Further detail on these elements can be found in the appendices along with further information regarding:

- Student Housing Analysis
- User Feedback (Task Force Groups, Survey Results, Workshop Summaries)
- Transportation, Mobility and Parking
- Information Technology Assessment
- Utilities Assessment

CAMPUS LOCATIONS

Arkansas Tech has two campus locations within the river valley region of Arkansas: Russellville and Ozark. It also has property at the Lake Point Conference Center on Lake Dardanelle, about 6 miles northwest of the main campus. Also within Russellville the university operates the Arkansas Tech Career Center on the site of Russellville High School.



Regional context and campus locations

ENROLLMENT PROJECTIONS

Based on historic inputs and new strategic objectives, enrollment projections were created to help set targets for future growth. Projections factored in existing capture rates--the percent of in-state students matriculating into the university--and overall historic growth. High school concurrent students were excluded from the projections.

Most importantly, the university is putting forth a concerted effort to increase the retention of first-time, full-time freshmen. This objective results in higher enrollments over time as freshmen cohorts advance through their academic progression.

Through increased retention, the university will surpass 10,000 students* by 2024.

**(Excludes high school concurrent students who take classes outside of campus)*

Enrollment Models

1

BASELINE

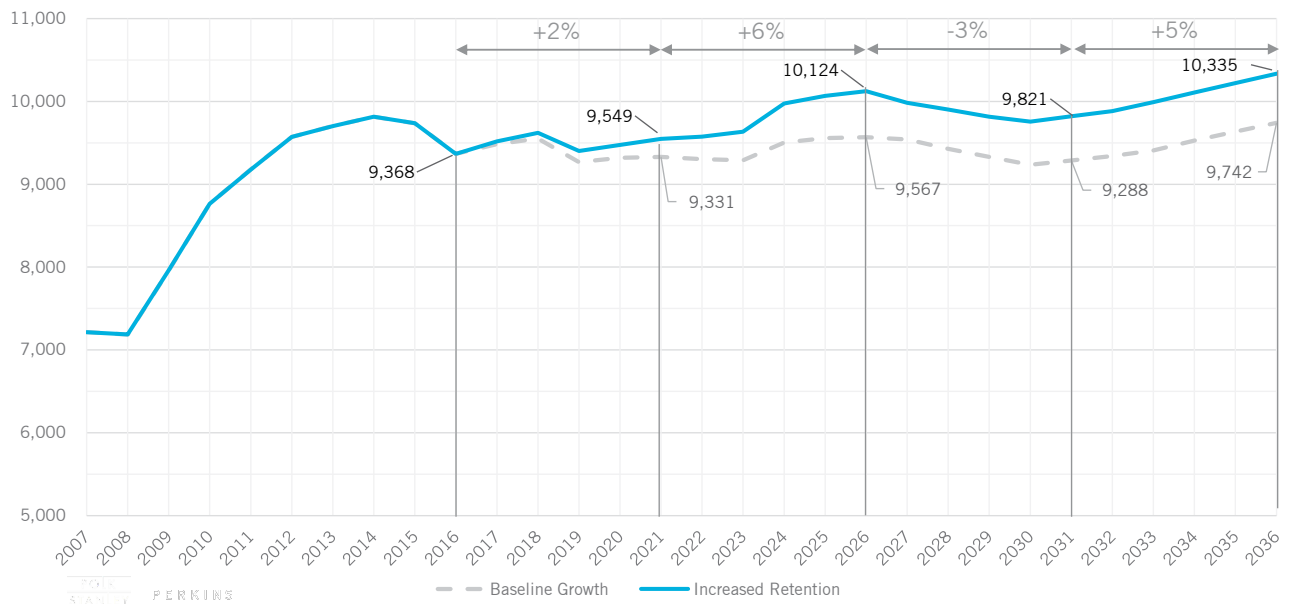
The baseline projection model includes historic growth evaluation combined with future pipeline projections for the state of Arkansas based on data from the Western Interstate Commission for Higher Education. This model assumes the historic capture rate of high school students for ATU over a 10-year historic average and maintains all current rates of capture and retention. Entering freshmen enrollment grows by 0.9% per year (based on anticipated state high school graduates growth), retention rates stay constant, graduate student growth increases along historic projection.

2

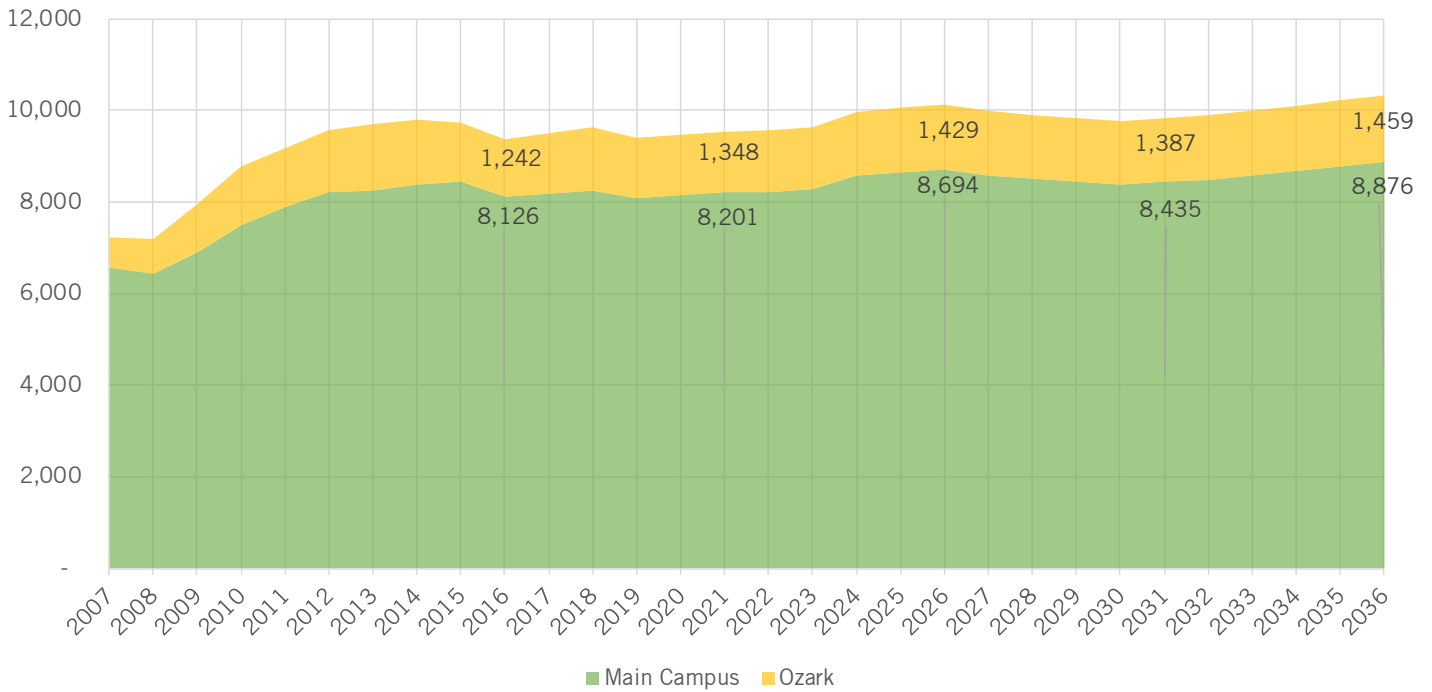
RETENTION

The retention projection model includes increasing the retention rate for first-time, full-time freshmen cohort (1,565 headcount for Fall 2016 semester). The annual retention rate for this cohort increases by an increment of 1.5% per year through 2021, 1% from 2022 through 2026, and then levels off. The net increase in retention rate for this cohort is 12.5% (1.5% for 5 years, 1% for 5 years).

Increased Retention Scenario - Headcount Enrollment, Non HS

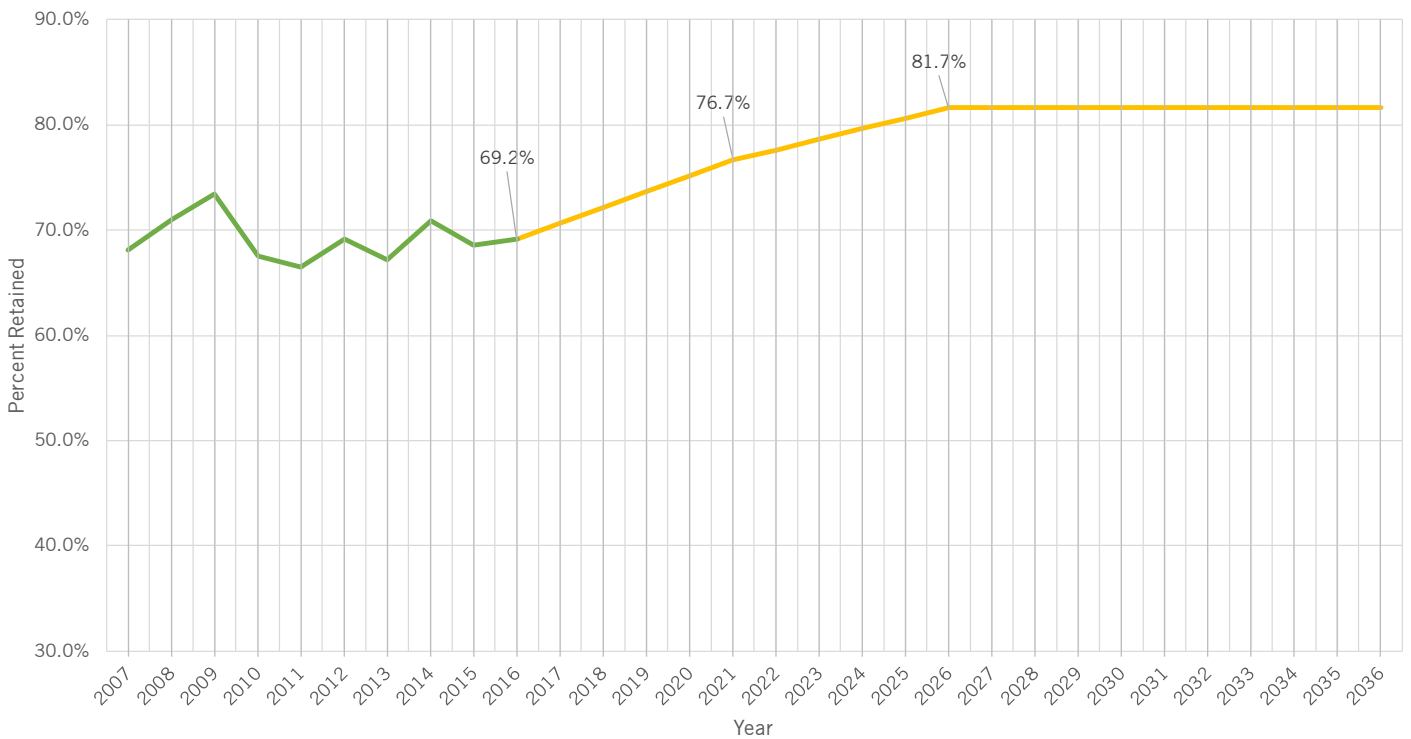


Historic + Projected Headcount Non-High School Enrollment Ozark and Main Campuses



The projections above assume the Retention Enrollment Model, which projects 10,335 headcount enrollment by 2036.

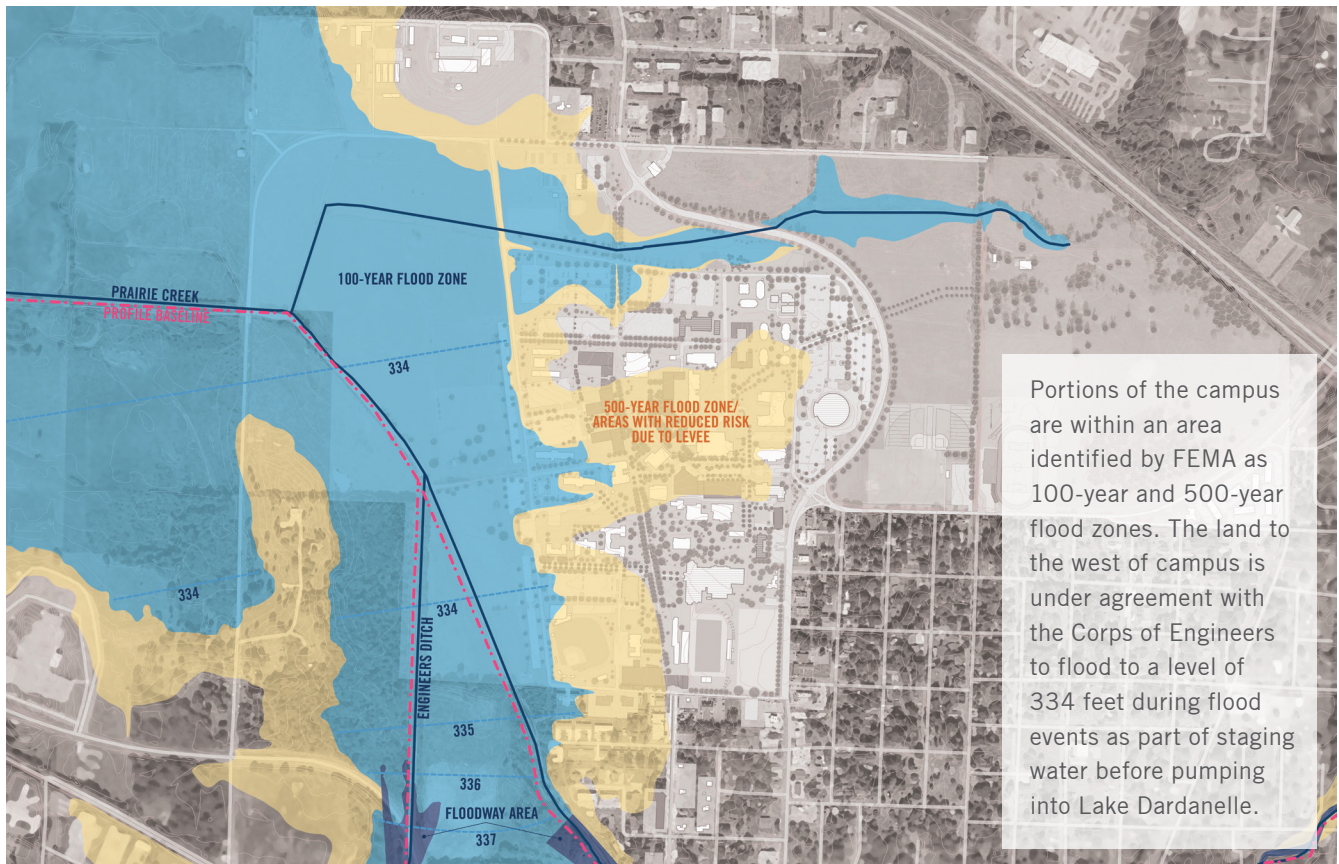
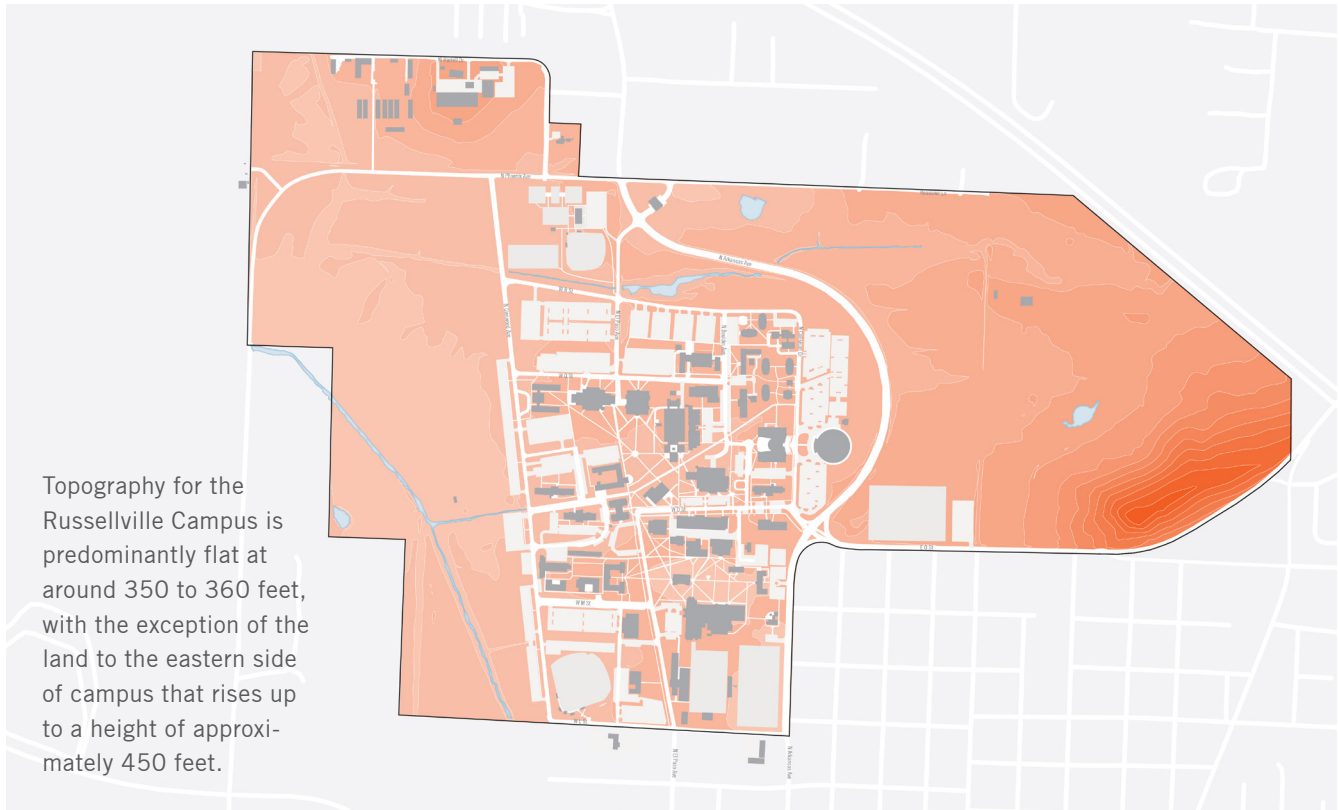
Full-Time, First-Time Freshman Retention



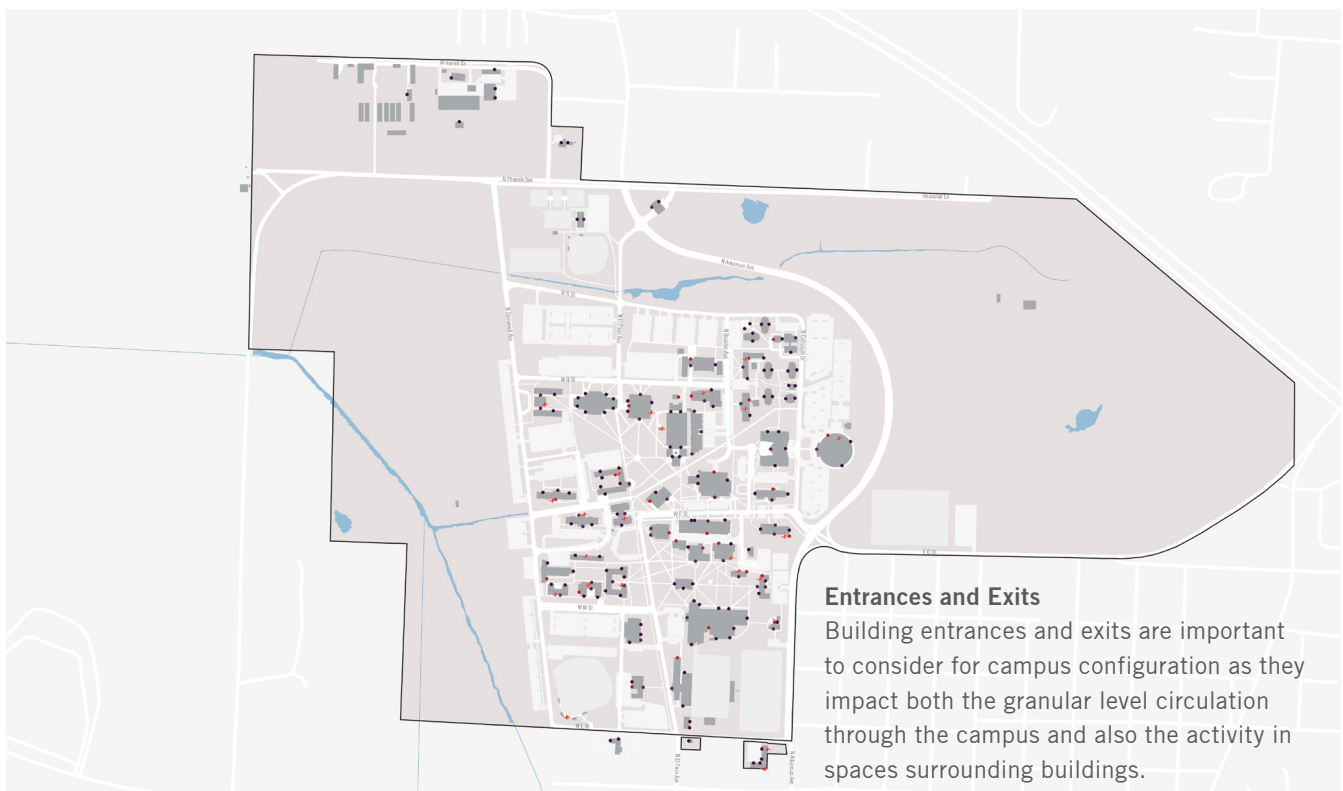
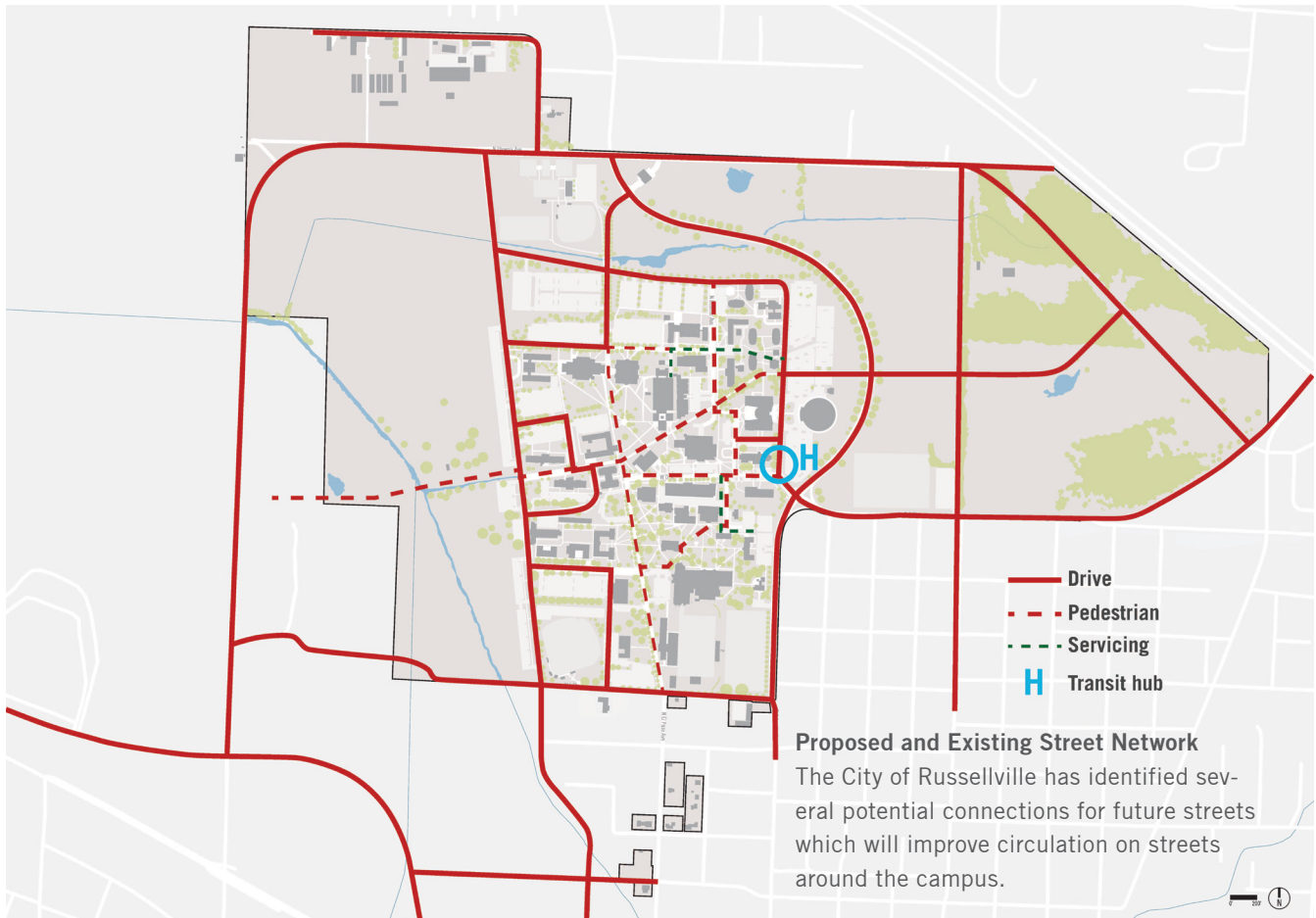
2/ ASSESSMENT

CAMPUS PHYSICAL ANALYSIS

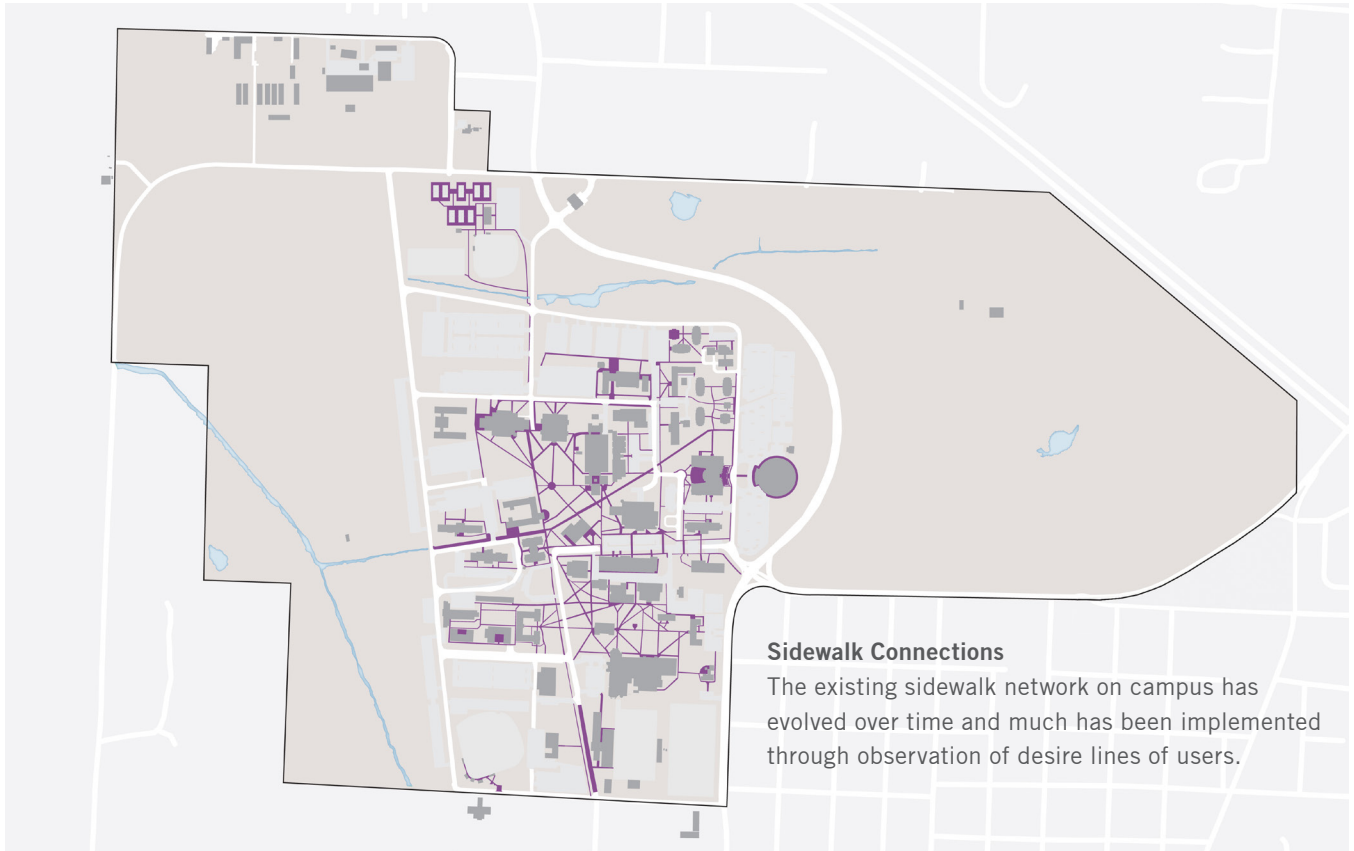
Russellville



CAMPUS MOBILITY ANALYSIS

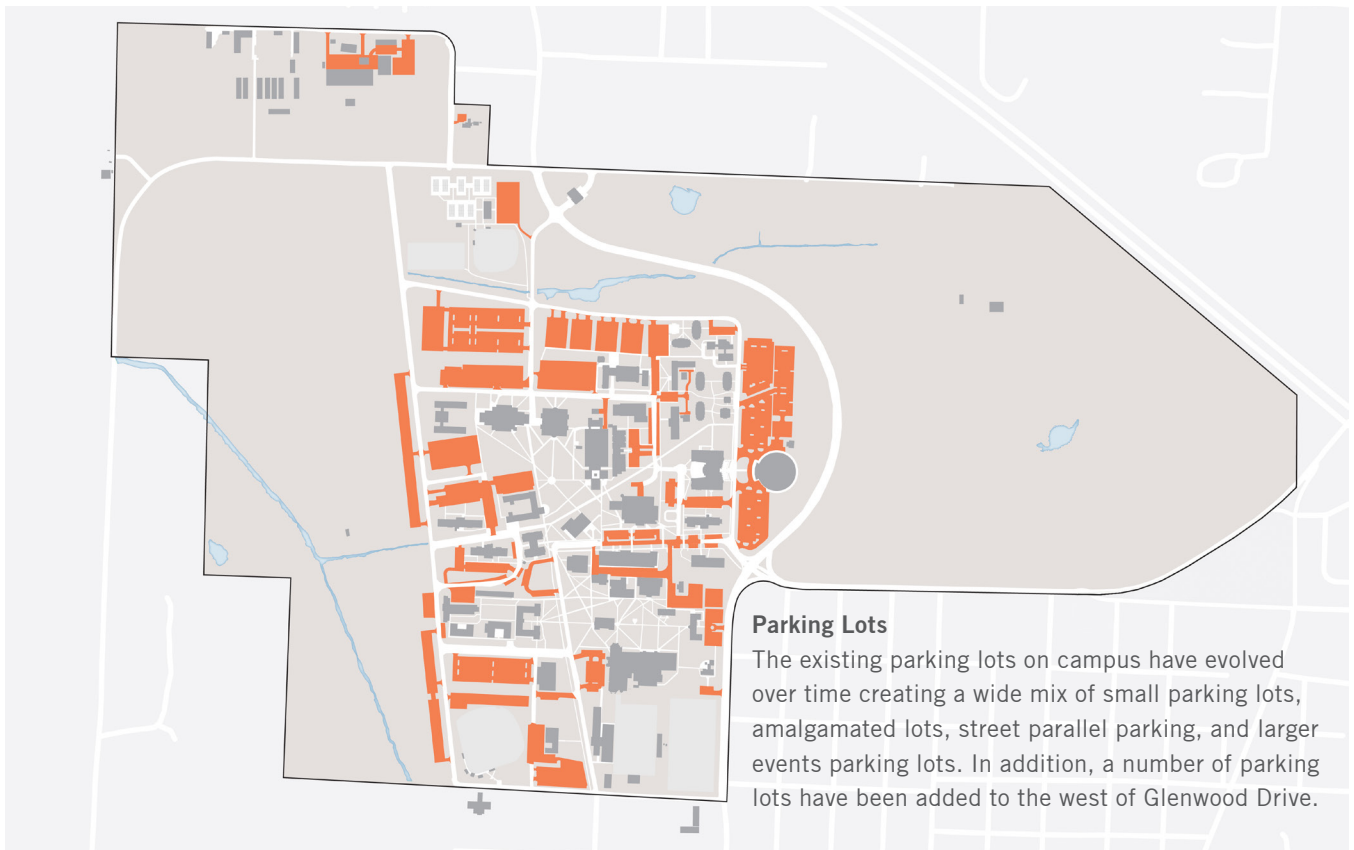


2/ ASSESSMENT
CAMPUS ANALYSIS



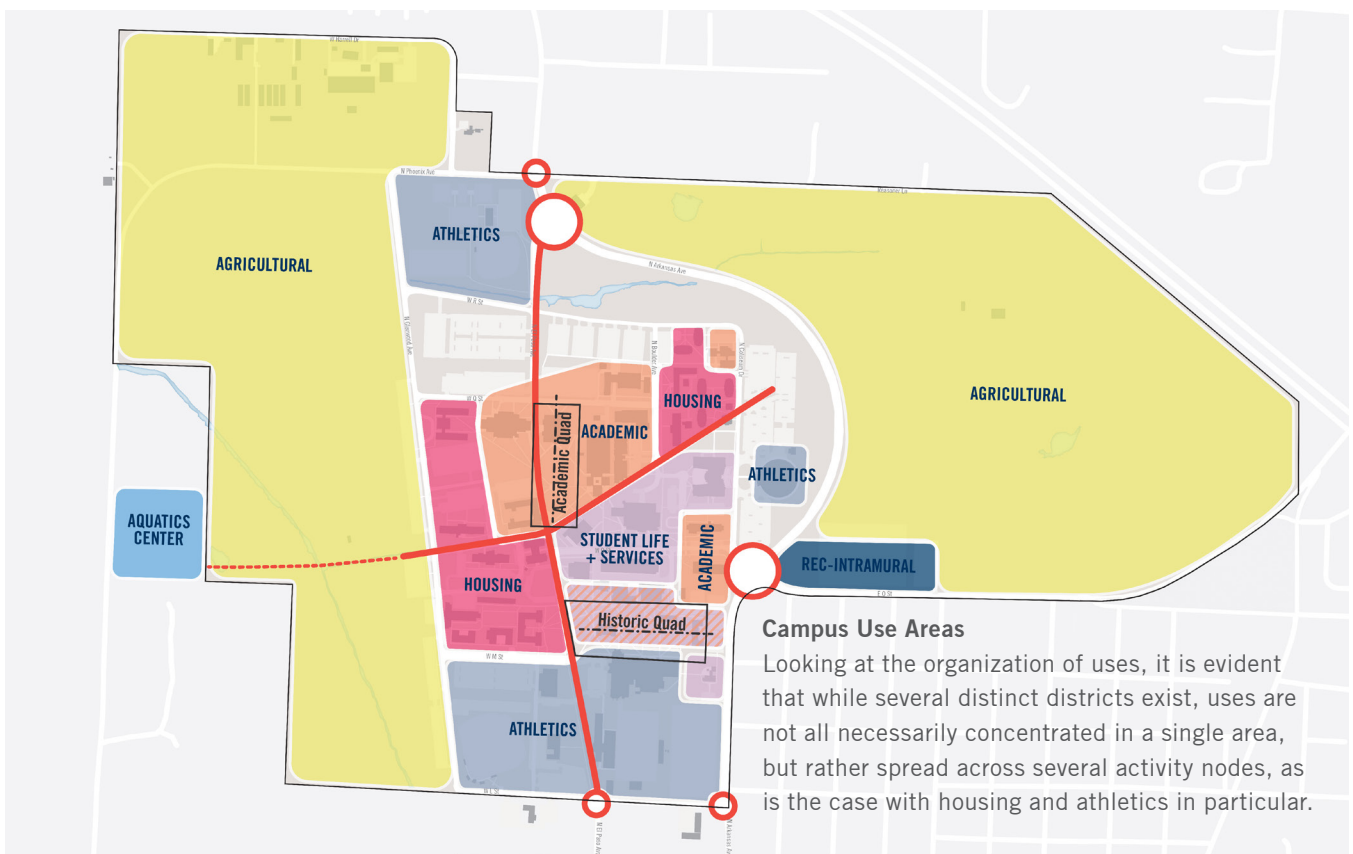
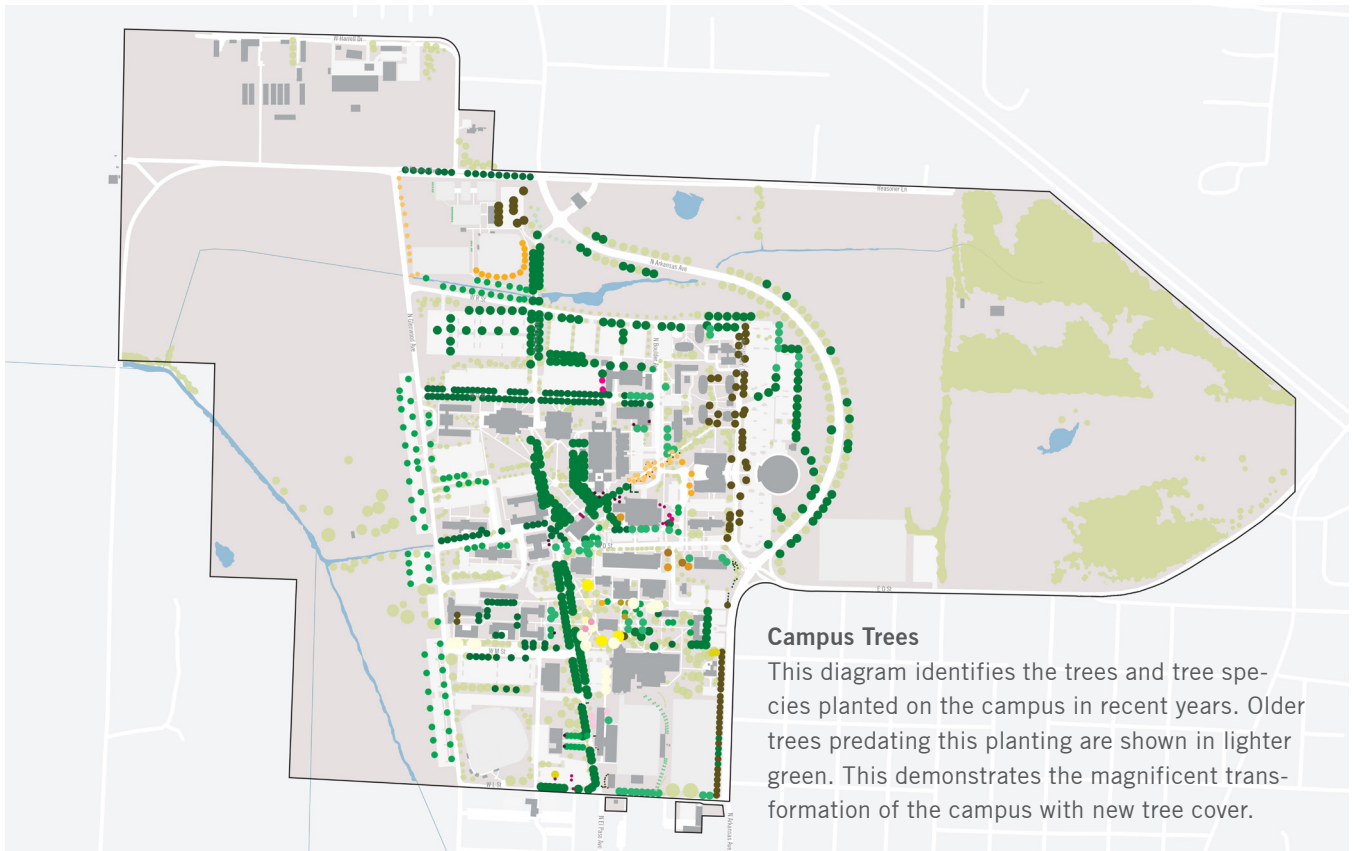
Sidewalk Connections

The existing sidewalk network on campus has evolved over time and much has been implemented through observation of desire lines of users.



Parking Lots

The existing parking lots on campus have evolved over time creating a wide mix of small parking lots, amalgamated lots, street parallel parking, and larger events parking lots. In addition, a number of parking lots have been added to the west of Glenwood Drive.



2/ ASSESSMENT

OZARK CAMPUS PHYSICAL ANALYSIS

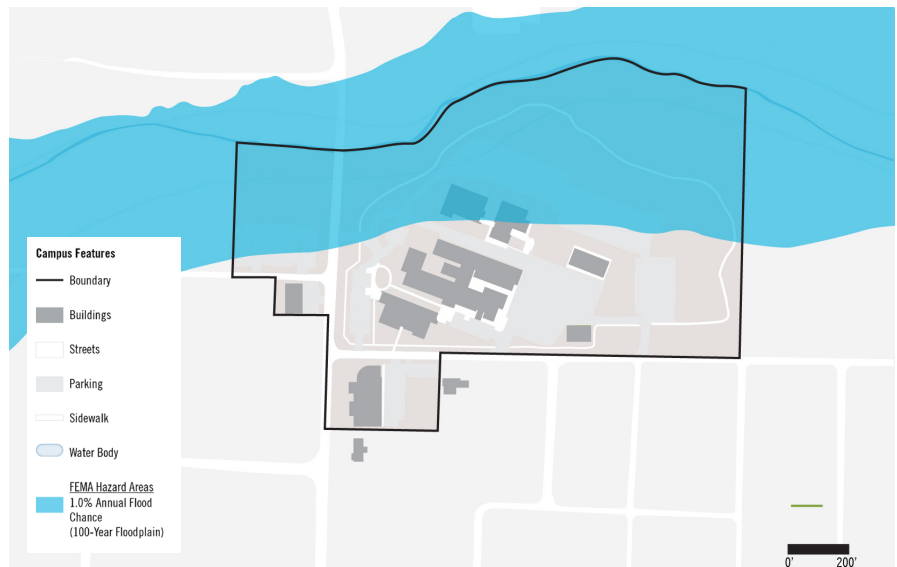
Landscape

The site is mostly open lawn, bounded by a line of trees on the east and a wooded creek bed to the north. Limited tree planting exists in proximity to buildings, presenting opportunity for future landscape improvements.



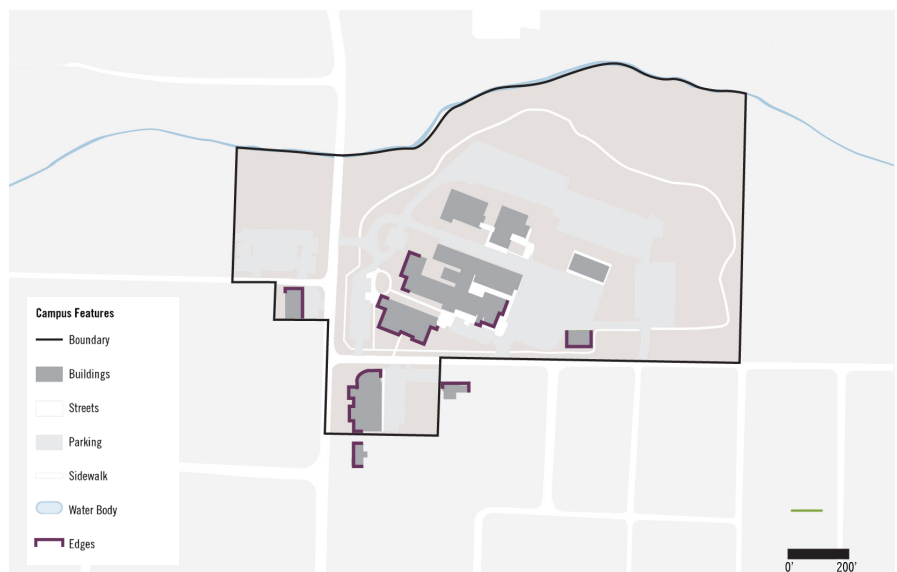
Flood Zone

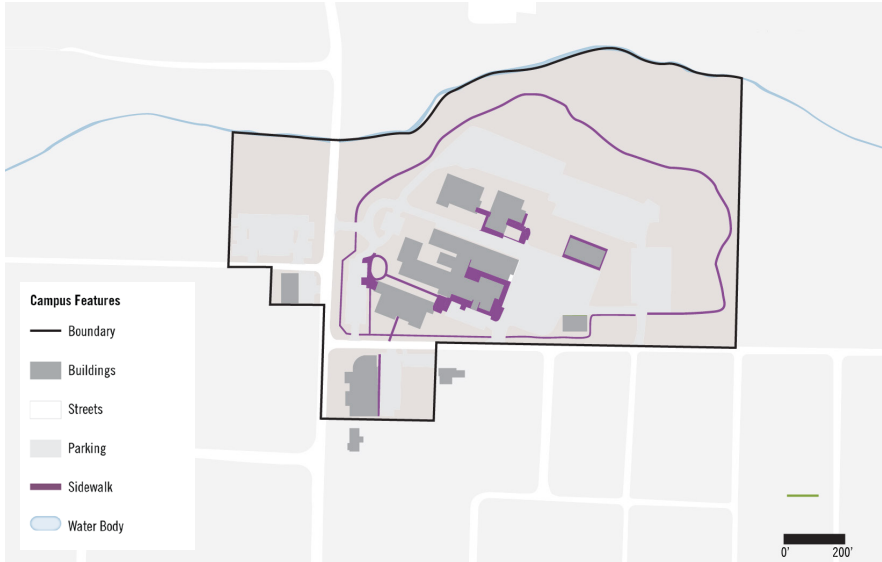
Much of the northern portion of the site lies within the FEMA 100-year floodplain (Zone AE) and regulatory floodway. Two existing buildings fall within this zone.



Frontages

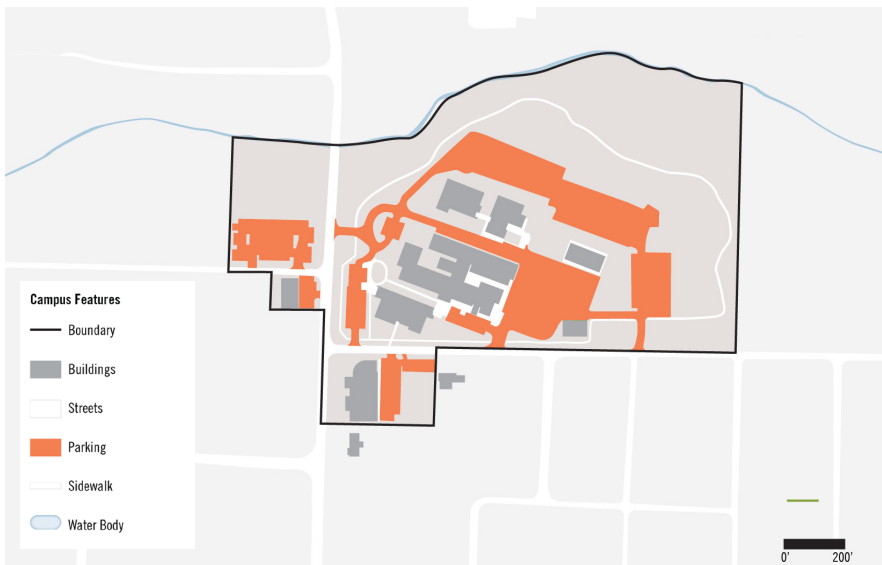
Building frontages provide an important relationship with the street and present the image of the university to the public. The diagram shows where the most visible building frontages are on the existing campus; future buildings should consider these existing and potential new frontages as opportunities to create a positive image and street relationship.





Sidewalks

The existing pedestrian environment takes a backseat to vehicle circulation in many respects. While effort has been made to design some spaces with pedestrians in mind, including a walking trail around the perimeter of the site, further improvements are necessary to create a safe and comfortable campus focused around people rather than vehicles.



Parking

The parking on campus is wrapped around facilities, with both interior spaces and larger exterior lots, presenting some issues with circulation and bifurcation of campus spaces. Future development should look to organize parking such that it does not conflict with pedestrian circulation or have negative impacts on campus spaces.



Full Campus

The full complement of the campus is shown in the illustrative plan adjacent. There is great opportunity to improve the campus with building infill projects, pedestrian spaces, and landscape improvements that can enhance the overall experience, image, and identity of the Ozark Campus.

2/ ASSESSMENT

FACILITY CONDITION ASSESSMENT SUMMARY

In support of the Campus Master Plan for Arkansas Tech University, this Facilities Conditions Assessment (FCA) represents a comprehensive, multi-campus investigation of every existing campus building. The FCA considers each building's condition in relation to its existing function/suitability, its architectural value, and the state of its mechanical/electrical systems.

The purpose of the evaluation is to fundamentally prioritize the "value" of each building in order to accurately inform future campus improvements proposed by the Master Plan. As the Master Plan considers various concepts and solutions that involve possible renovations, re-purposing or demolition of existing facilities, the significance of each concept will be weighed against the current (and potential) value of the impacted facilities. Through this process, the validity and practicality of the Master Plan's proposed concepts are filtered and informed by the existing infrastructure and context. In other words, the Master Plan is validated by appropriately responding to the existing campus as documented in this report.

The process involved a partnership between the design team, campus administration, construction management and facilities management by way of individual, dedicated, on-site visits to each building. These investigations involved photo documentation, system evaluation, visual assessment, existing/historical documentation and drawings, and prior and/or state required facility audits.

The outcome of the FCA is contained within the report, and is summarized in a macro perspective by way of a campus-wide summary for each scoring criteria, presented in a

color-coded "heat map" that provides a quick, visual assessment on a campus-wide scale. Furthermore, individual reports for each building are provided, organized in the numerical order identified in the published/online Campus Map.

Buildings are scored in 3 major categories on a scale of 1-10:

- **Function / Suitability:** Assessment of how well the building serves its current function / use.
- **Architecture:** Building integrity and soundness, high-level code compliance assessment
- **Systems:** Age, condition and efficiency of Mechanical, Electrical and Plumbing Systems

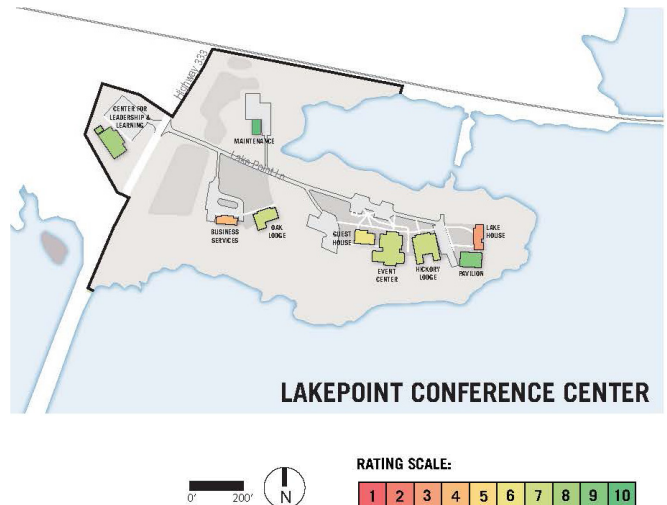
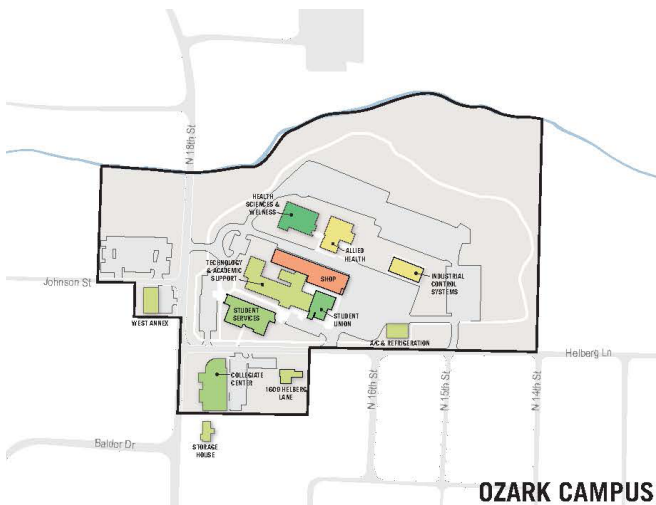
FUNCTION / SUITABILITY

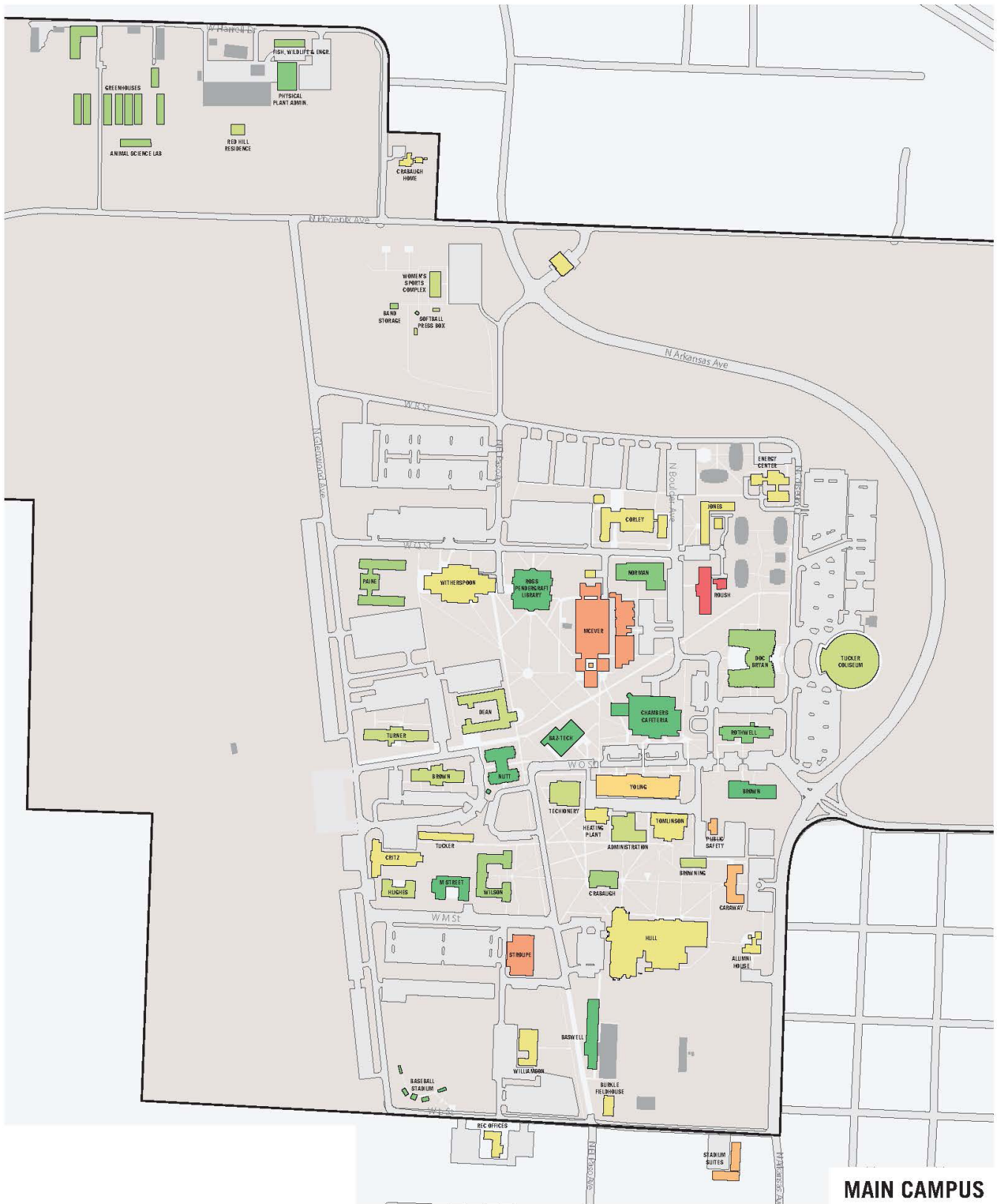
(How well the building serves its current function / use)

Main campus buildings rating most poorly in serving their current function include Roush Residence Hall, Stroupe Building and McEver Hall. Other low rating buildings include Young, Caraway, Public Safety, and Stadium Suites.

The Ozark Campus overall scored well in this category, with only the Shop Complex scoring very poorly. Lower scoring buildings include Industrial Control Systems and Allied Health.

Lakepoint Conference Center also scored relatively well overall, with only the Lake House and Business Services scoring poorly.





2/ ASSESSMENT

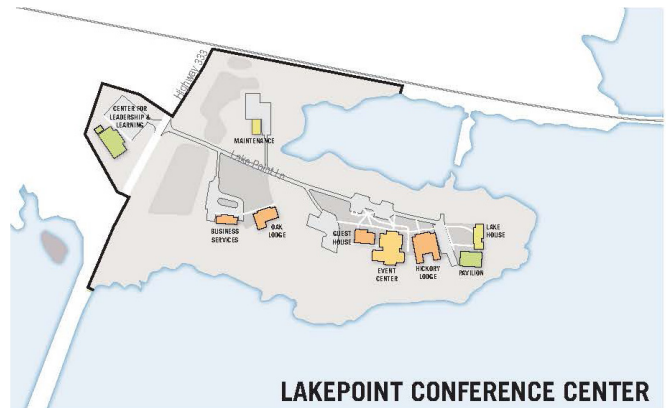
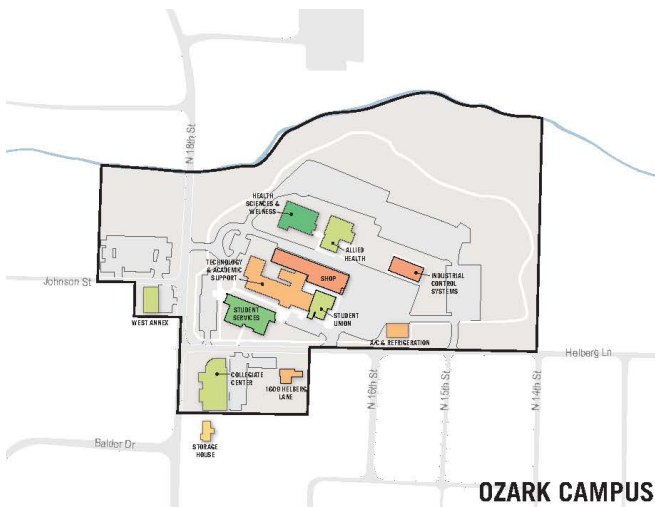
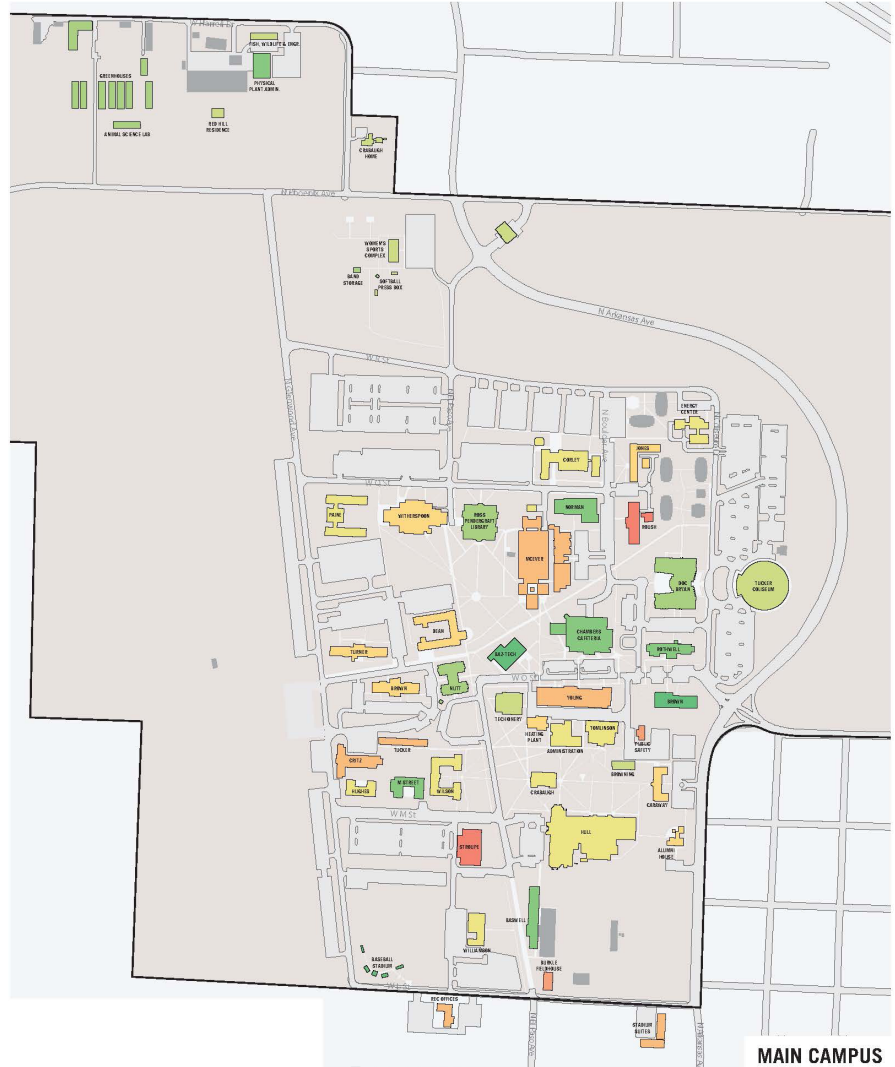
ARCHITECTURE

(Building integrity and soundness, high-level code compliance assessment)

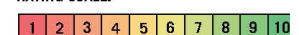
Main campus buildings that rated most poorly in function/suitability often also scored low in architectural condition. Roush Residence Hall and Stroupe Building were the most poorly rated, with McEver, Young, Public Safety, Critz Residence Hall and Tucker Residence Hall also trending toward red.

The buildings on Ozark Campus receiving the lowest architectural score were the Shop Complex and Industrial Control Systems. A/C & Refrigeration and Technology & Academic Support also scored quite low. Allied Health, however, scored well architecturally despite its low function/suitability score.

Lakepoint Conference Center generally scored low architecturally, as all of these buildings are aging residential-style construction.



RATING SCALE:





MAIN CAMPUS

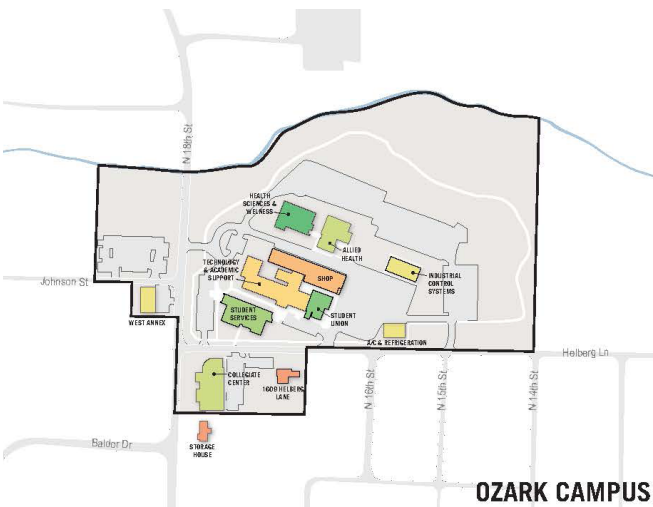
SYSTEMS

(Age, condition and efficiency of Mechanical, Electrical and Plumbing Systems)

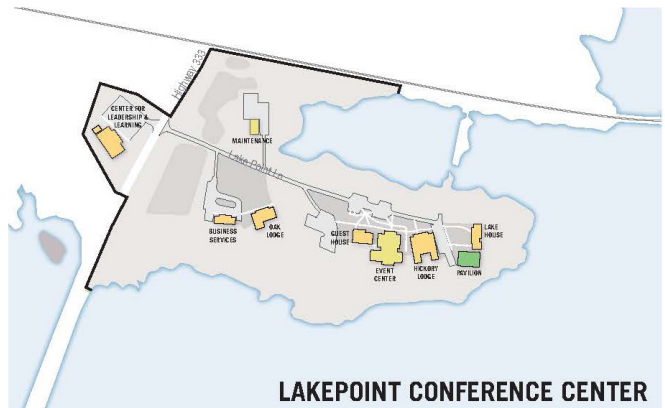
Roush Residence Hall and Stroupe Building again topped the list of most poorly rated buildings in the Systems category on the Main Campus. Jones Residence Hall, Young, the Alumni House and the Power Plant were also identified as low in this area.

The Ozark Campus Shop Complex was second only to storage facilities in systems deficiencies, with Technology & Academic Support following closely behind.

Lakepoint Conference Center again generally scored low overall in this category, as all of these buildings are residential-style construction with relatively low-quality, aging systems.



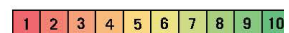
OZARK CAMPUS



LAKEPOINT CONFERENCE CENTER



RATING SCALE:



RECOMMENDATIONS

3



RECOMMENDATIONS

DESIGN PRINCIPLES

The design principles are the foundation for the master plan, and were developed through interactive sessions with the 65 advisory group members. They form the basis upon which future planning efforts, programming, and building design should be evaluated to ensure that the intentions of the master plan are met and that each project performs to the maximum extent the mission of the university.

COLLABORATION + ACTIVATION OF SPACES

ALIGN

Use/focus zones clustering activity types. From disparate locations of academic mixed in with housing this principle seeks to consolidate uses in logical clusters improving adjacencies and efficiency of use.

ACTIVATE

Building projects with entrances and activation of adjacent spaces. New buildings and comprehensive renovations should create main building entrances onto quad and plaza spaces.

APPEARANCE

Potential for campus edge improvements. Development on the campus edge should contribute to enhancing the image of the university and a welcoming interface with the surrounding neighborhood.

SUSTAINABILITY + RESILIENCY

PROTECT

Targeted storm water improvement management zone and threat avoidance. Incorporate strategic and incremental storm water management techniques with all projects building towards a more resilient campus.

ORGANIZE

Identified Evacuation Route and alternative Vehicle Evacuation Routes. Create pedestrian connections through campus designed specifically to be accessible during 100 year flood events and including all ADA requirements.

NETWORK

Contribute to Utility and MEP Systems. Incrementally contribute to a system of appropriate utility networks for energy efficiency and cost saving.

GATEWAYS + MOVEMENT

REDISTRIBUTE

New gateway and improved existing gateways. Unburden O and Arkansas intersection by strategically creating a new entrance and managing wayfinding to other entrances and campus exits.

DEFRAGMENT

Principal routes to improve pedestrian, bike, and skate movement. Create a connected network of safe, accessible pedestrian connections through campus with bike and skateboard provision.

PROMOTE

Transit hub and flexible mobility alternatives. Encourage future inclusion of mobility alternatives from rideshare pick up points, to mini-shuttles, and evaluation of currently unknown mobility options.

3/ RECOMMENDATIONS

CAMPUS DESIGN FRAMEWORKS

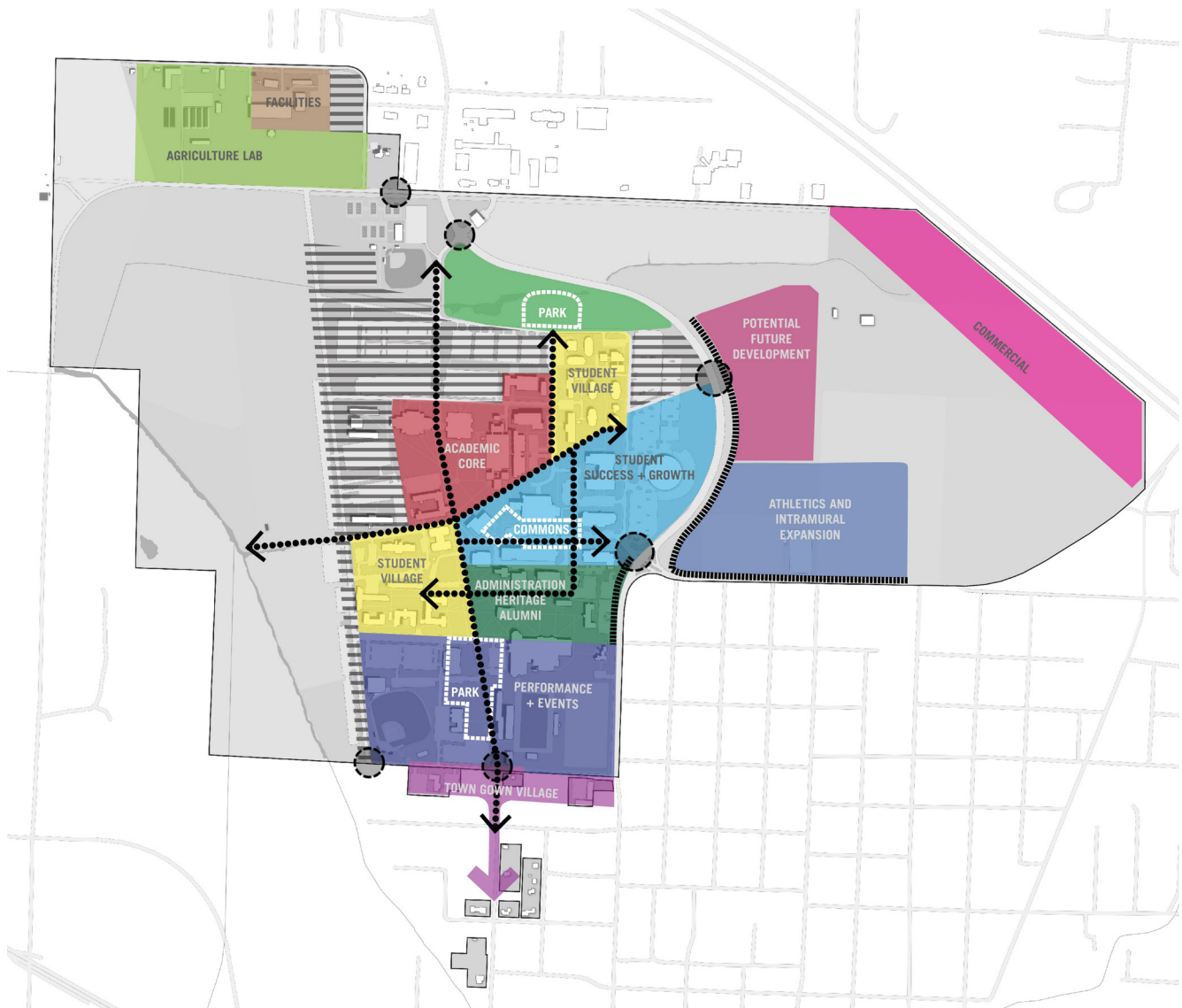
Building upon the design principles, the diagrams on these pages set out a long range framework for the development of each campus and incorporate the ideas of the design principles into a single diagram.

These diagrams can be used to coordinate big picture thinking for the campus and its future development. When considering all future guiding projects for the campus it is recommended that this diagram is consulted to evaluate whether the proposed location, use and design is in broad conformity with the intentions set out here. This will ensure in broad terms that the project aligns with the master plan

before more detailed project evaluation is undertaken using design principles individually.

Russellville Campus

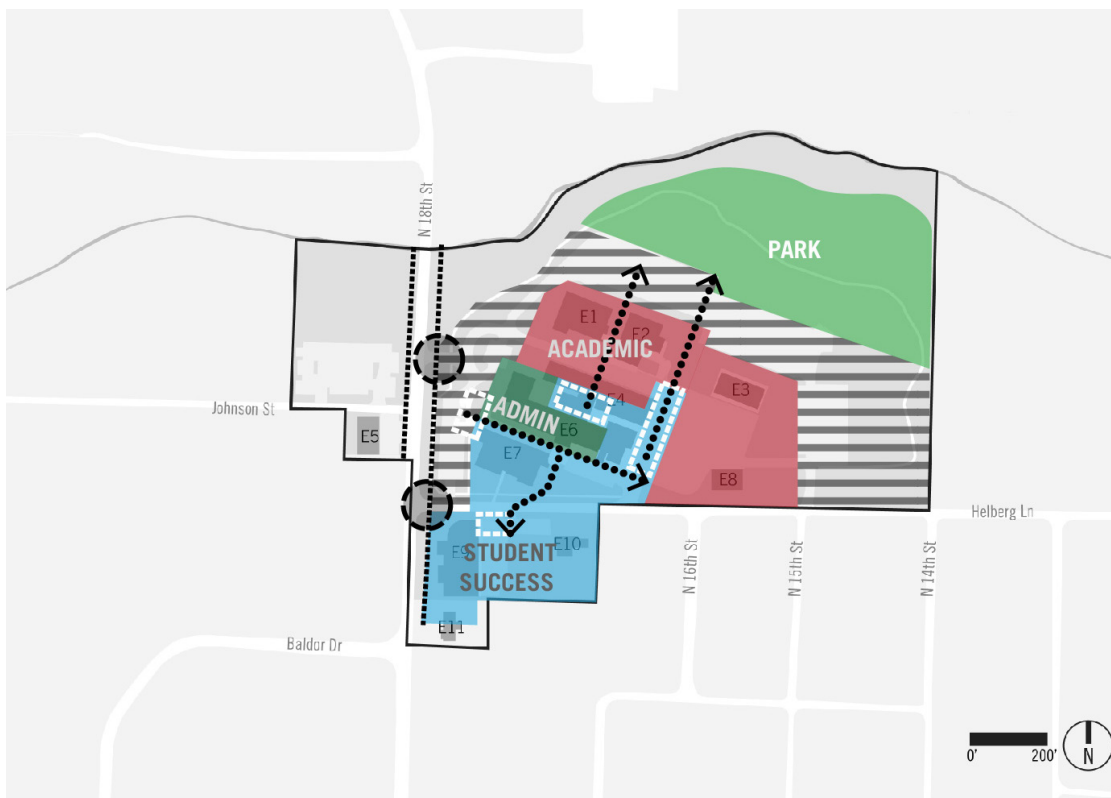
The design framework establishes a number of distinct areas targeted for different uses. These include an Academic Core, Student Success & Growth, Performance & Events, Student Villages, within existing campus core, as well as potential areas for future expansion beyond the developed area. The dotted lines represent major pedestrian circulation routes through campus, while dashed circles represent campus gateways.



Russellville Campus Framework Diagram

Ozark Campus

The Ozark Campus framework also establishes distinct areas where different uses are targeted, albeit on a much smaller scale. These are organized around Academic, Administrative, and Student Success functions, and help structure the future growth of campus by clustering these uses. As in the Russellville Framework Diagram, the dotted lines represent major pedestrian circulation routes through campus, while dashed circles represent campus gateways.



Ozark Campus Framework Diagram

3/ RECOMMENDATIONS

MASTER PLAN RECOMMENDATIONS

The following sections provide an overview of all projects identified in the Master Plan. Because of the number of projects identified, prioritization in implementation is critical. This section attempts to help direct these priorities, identify incremental projects that can make significant improvements, and develop strategies to generate revenue and partnerships that will benefit the university in the long term.

The projects are categorized under four types of recommendations, each of which has its own section within this chapter:

Priority Projects

Near term priorities by the university to implement major capital improvement projects.

Incremental Projects

Smaller scale projects that can be achieved on an interim basis or between academic semesters such as minor renovations and site improvements.

Long Term Projects

Aspirational projects identified to align campus facilities with institutional mission and growth targets.

Revenue / Strategic Moves

Projects that utilize innovative funding sources and partnership strategies.

Project Categorization

Project recommendations are organized into three categories based on the core purpose of the project: Life Safety and Facilities, Advancing Academic Mission, and Mission Support.

LIFE SAFETY AND FACILITIES

Projects in this category address infrastructure, accessibility, and utilities. For example, universal access (including ADA compliance), fiber optic cables, and deferred maintenance are included.

ADVANCING ACADEMIC MISSION

Projects in this category improve the educational experience with the goal of supporting learning. From reaching classrooms to research labs to faculty offices, this category includes both renovation and new construction projects that directly impact and support learning.

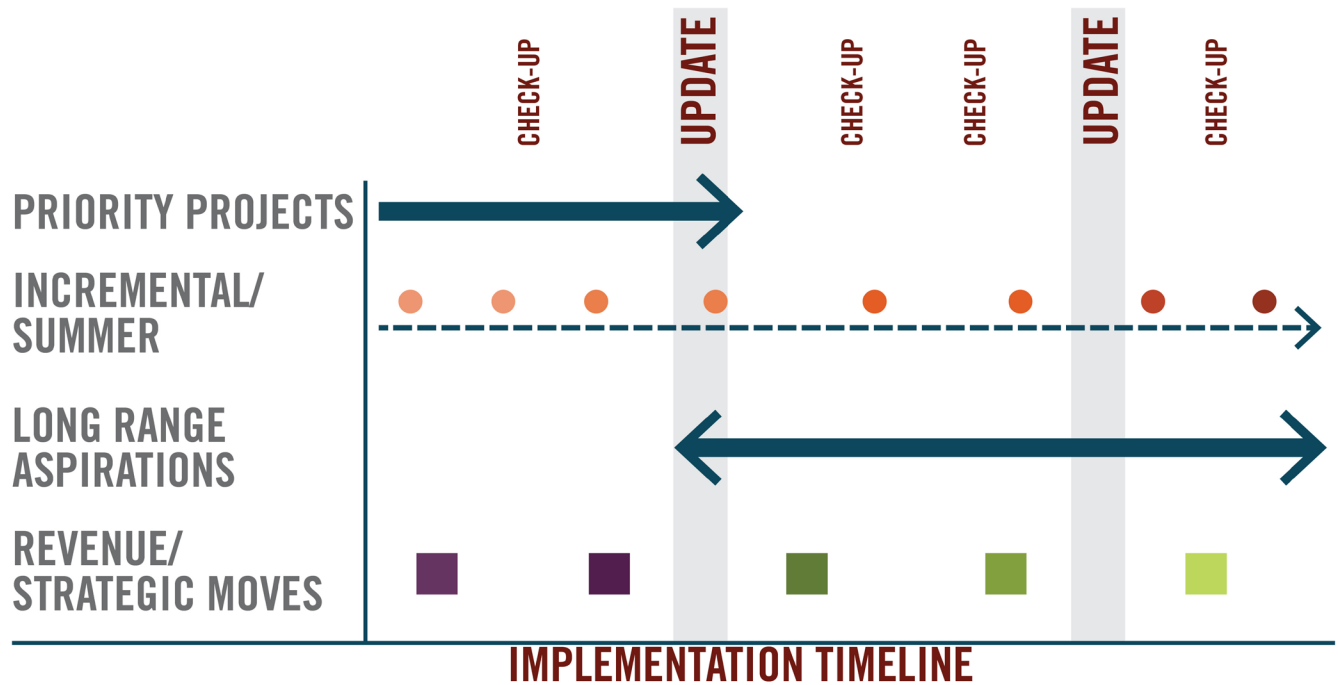
MISSION SUPPORT

Projects in this category improve the educational experience with the goal of supporting learning. From reaching classrooms to research labs to faculty offices, this category includes both renovation and new construction projects that directly impact and support learning.

Implementation Approach

The implementation timeline provides an overview of the approach intended under these project categories. Priority projects should be accomplished first, with aspirational projects coming along after those. Incremental / summer projects as well as Strategic/Revenue focused can be

accomplished piece by piece, and do not necessarily depend on other priorities. The master plan should be periodically assessed and thoroughly updated to ensure continued alignment of priorities and university needs.



3/ RECOMMENDATIONS

P PRIORITY PROJECTS

The following is a summary of the priority projects identified and agreed by the steering committee and reviewed with the advisory group, and campus community in the final workshop of the master plan.

LIFE SAFETY + FACILITIES
Roush and Stroupe Demolition
McEver Short Term Maintenance
O Street and Campus Entrance
Panic Device Network
Emergency Phone Network
Building Card Access

ADVANCING ACADEMIC MISSION
Brown Hall Academic Utilization
STEM 1 Building
Performing & Visual Arts Center
Purchase/Lease Additional Farm Land

MISSION SUPPORT
New Student Union and Recreation Center Building
New Housing on El Paso
New Police Facility on El Paso
New Student Housing on Roush Hall site (demolish Roush Hall)
New Ozark Conference Annex
Demolish Ozark Workshop Building

I INCREMENTAL PROJECTS

The following is a summary of projects identified in this master plan that could be implemented in smaller increments of time (for example, during the summer months). As such, these projects are smaller in scope and size.

LIFE SAFETY + FACILITIES
Comprehensive Signage Refresh
VOIP Complete, Standardize Room Controls, BYOD, Wireless Access
Redundant Feed to Russellville
Complete Fiber Ring
Alternative Alert Method
Building Card Access

ADVANCING ACADEMIC MISSION
Ozark Campus Admin, Library, Cafe Expansion
Energy Center Renovation

MISSION SUPPORT
Intramural Field Expansion
Heritage Quad Landscape
Hull Lawn and Ozark Helberg Lane and Landscape Improvements
New Student Housing on Roush Hall site (demolish Roush Hall)
Boulder Avenue Pedestrian Priority
El Paso Street Pedestrianization
Library Pedestrian Prioritization

L LONG TERM PROJECTS

The following is a summary of the long term projects identified and agreed by the steering committee and reviewed with the advisory group, and campus community in the final workshop of the master plan.

LIFE SAFETY + FACILITIES
Ozark Redundant Internet
Upgrade Building Backbones
Upgrade to ARE-On Specifications

ADVANCING ACADEMIC MISSION
Refurbish McEver Hall (Temporary Classroom Swing Space)
Demolish Witherspoon Hall
Renovate Corley Hall
New STEM 2 Building at Witherspoon Site
New Ozark Academic Building 1
Tucker Coliseum and Hull Hall HVAC Upgrade
New Academic/Research Building at Dean Hall Site (demolish Dean Hall)
New Academic Building at McEver Hall Site (demolish McEver Hall)
New Ozark Academic Building 2

MISSION SUPPORT
New Administration Building at Gateway Site
Demolish Stadium Suites
Demolish Critz Hall
Demolish Tucker Hall
New Student Housing at Jones Hall Site (demolish Jones Hall)
New Greek Housing
Renovate Caraway Hall to Offices
Build Soccer Field, Track and Field Facilities

R REVENUE / STRATEGIC MOVES

Projects that utilize innovative funding sources and partnership strategies. Included in this category are the following projects:

- Energy Generation and Savings (including renewable energy, utility loops, and control upgrades)
- Property Sales (including South Hall and East Gate)
- Real Estate Transactions (including the acquisition of additional farm land and leasing real estate along the Interstate 40 frontage)
- Public-Private-Partnerships (including the repositioning of the Lake Point Center)

3/ RECOMMENDATIONS

P PRIORITY PROJECTS*

- 1 STEM 1
- 2 New Housing (Roush Site)
- 3 Student Union + Rec (Combined Facility)
- 4 Brown Hall (Academic Utilization)
- 5 Performing & Visual Arts Center
- 6 El Paso Street Housing
- 7 Police Facility

**Numbers indicate map locations only and do not denote order of project completion.*





1

2

3

4

5

6

7

Phenix Ave

Reasoner Ln

N Arkansas Ave

W E St

Marketwood Ave

N Boulder Ave

N University Dr

W M St

E O St

W L St

N Arkansas Ave

N Arkansas Ave

3/ RECOMMENDATIONS

P

LIFE SAFETY + FACILITIES

These projects are identified as immediate needs for the campus to address. The master plan took the opportunity to include these as they have been discussed and identified as part of the long term strategies in a proactive approach to the campus rather than a reactionary response to user concerns.

STROUPE DEMOLITION

Once the Multi-Sport building opens adjacent to the Baseball field, the Stroupe Building will no longer be needed. At this time the existing Stroupe Building should be demolished for safety reasons and the site remediated back to open space on campus. This move activates the area around the baseball field to a greater extent on non-game days and should be considered as part of a greater recognition of the south of campus as an events location which draws visitors from Russellville and beyond on to campus.



Stroupe Building

MCEVER MAINTENANCE

The replacement of fume hoods in the McEver building is a need which has been identified through multiple sources in the master plan workshop, user feedback, facility condition assessment, and Performance Services evaluation. Replacement of these hoods is a near term priority set within the long term strategy that the master plan has identified for creating high quality STEM academic facilities on campus.



Existing McEver Classroom Lab

ELECTRONIC SECURITY MEASURES

As with all campuses across the country the safety of students, faculty, and staff is paramount. This project seeks to complete the building level security of Arkansas Tech through the completion of building card access, emergency phone network, and panic device network. This effort was commenced prior to the master plan but will need to be continued through the priority projects of the master plan and coordinated with the implementation of all future projects to ensure a comprehensive network of safety infrastructure is established on campus.

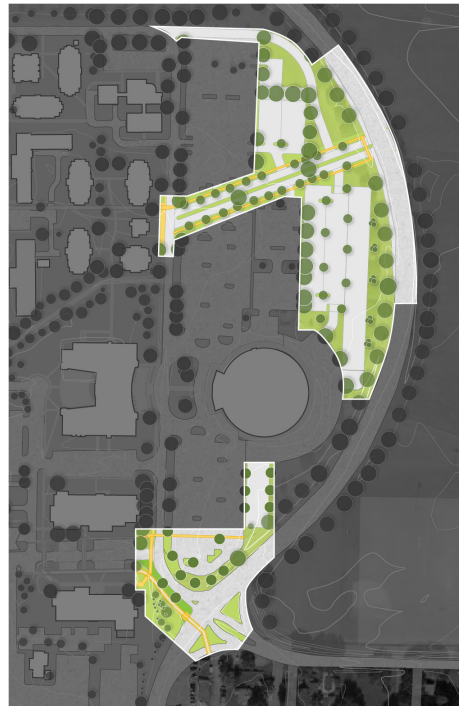
Future projects should evaluate where they can contribute to completing this network and where efficiencies may be achieved.



Outdoor Emergency Security Beacon

O STREET CAMPUS ENTRANCE

The intersection at O-Street and Arkansas creates a safety concern and is challenging for pedestrians. This project would enhance pedestrian safety by limiting vehicle circulation into the campus at the existing entrance and redirecting vehicles into a new entrance north along Arkansas that allows direct access to commuter parking. By doing so, this project also sets the table for future transformation of vehicle dominated areas into new malls, plazas, and landscaped areas, making for a much more people-centered campus environment. Parking reconfiguration as part of the new entrance to campus could yield approximately 200 spaces.



Proposed entrances circulation to campus

P ADVANCING ACADEMIC MISSION

STEM 1

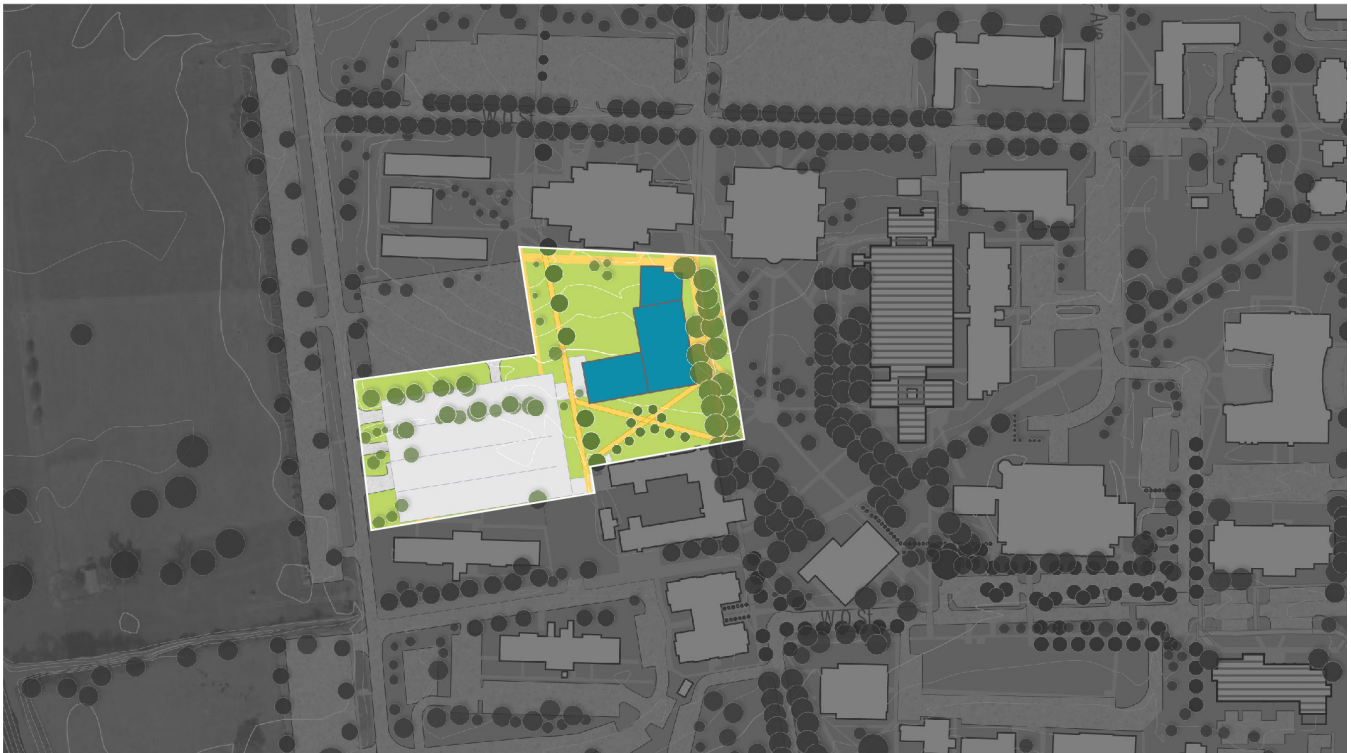
Expanding Science, Technology, Engineering, Mathematics capabilities with a new building featuring updated labs and teaching spaces will ‘put the Tech back in Tech’ and allow for phased expansion to provide further health science activities.

The McEver labs are planned to have fume hood replacement. They will continue as labs until STEM 1 is built which will provide replacement science labs. This will allow the labs to be repurposed as classroom space prior to bringing Witherspoon offline.

STEM, as an acronym is Science, Technology, Engineering, Math – these are broadly speaking the functions of the building but the final detail of spaces will be determined through a programming exercise. For the master plan, we know the McEver original building is 49,013 GSF and Corley

is 45,950 GSF. The Skilled Trades Labs were allocated within a building of 75,000 GSF that also had some office and classroom space. These building size allocations have not been programmed and therefore they are based on assumptions and peer facilities.

The STEM 1 building as shown is 91,000 GSF. This would provide the lab functions from McEver, Corley, Agriculture, and Skilled Trades. A detailed program for the building would be needed to confirm space allocation within this building, but for big picture purposes we are in the right range for accommodating these needs. If the programming of the STEM 1 building identifies a greater space requirement then the site has capacity to increase its footprint (easily up to 120,000 GSF) without sacrificing the logic, massing, and design principles.



Proposed STEM 1 Site



Proposed STEM 1 Facility



Proposed STEM 1 Facility at right on Academic Quad

3/ RECOMMENDATIONS

PERFORMING & VISUAL ARTS CENTER

Creating a performing and visual arts center and hospitality events gateway to campus at ATU's border with the revitalizing El Paso Street corridor, will help to anchor a spirit of community interaction and activity at the southern end of campus and drive more investment along El Paso Street between campus and downtown Russellville.

The Performing & Visual Arts Center is identified as a high need through the campus analysis and user group interviews. The current auditorium and performance practice spaces in Witherspoon are of aging condition and impact education and experience. In addition, the Performing & Visual Arts Center has the potential to be a vibrant connection with the community, which is not being achieved through the current condition and location of Witherspoon on campus.

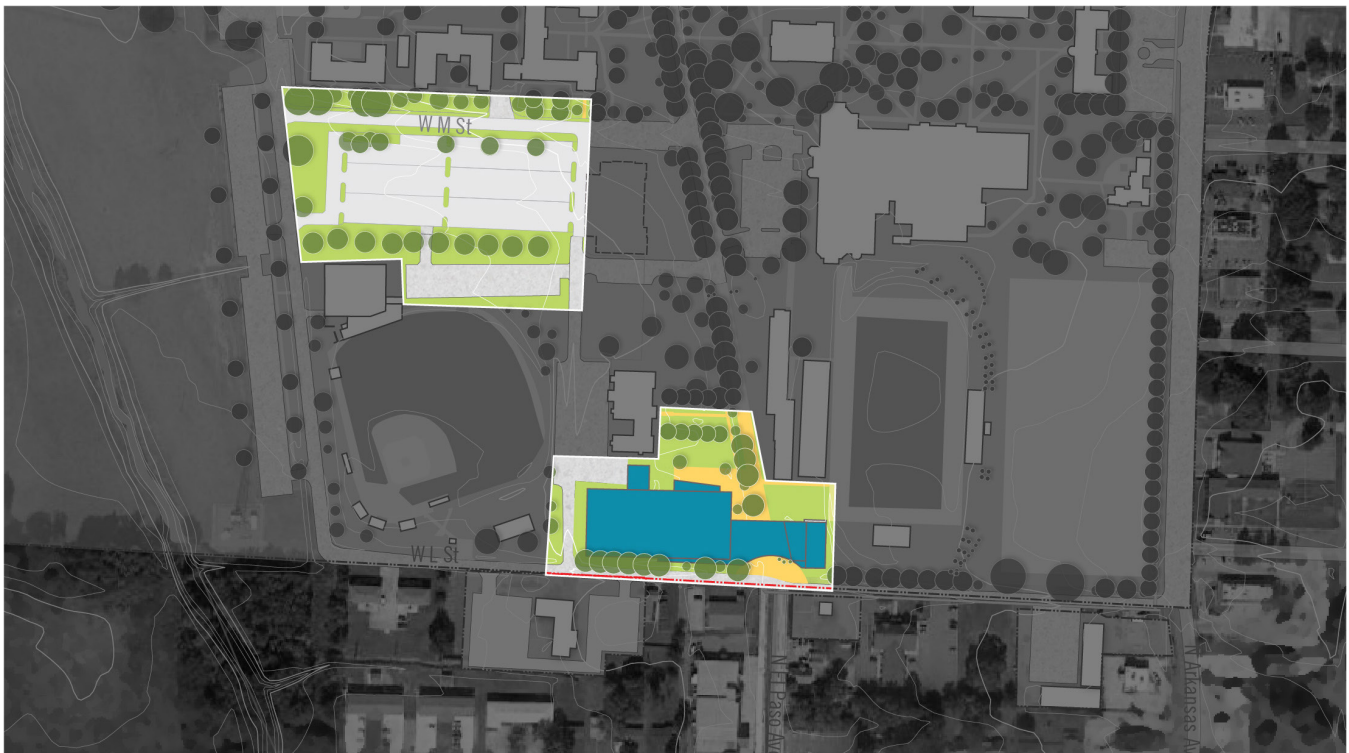
The proposed Performing & Visual Arts Center is identified as approximately 77,000 square feet at a key gateway location at the interface with the El Paso District. The center would be intended to house a modern auditorium space with seating for approximately 2,000 guests as well as galleries for art collections and performance practice spaces. This

building would not accommodate general academic classroom space.

The facade of the building at ground floor level should be designed to visually put on display the activity within the building, and the portal gateway location should be used to provide a clear wayfinding landmark for the community as well as an opportunity to communicate dates and times of events and performances to all those who enter the campus via this pedestrian entrance.

The Performing & Visual Arts Center in this location should aim to support both the activities of the Arts and Hospitality program as well as future commercial activities on El Paso Street adjacent to campus.

Parking for the Performing & Visual Arts Center will be to the rear of Williamson for small events and will be in a consolidated parking lot configuration north of the baseball field for large events. This area will be designated as the event parking location for members of the community with management of student parking to accommodate this.



Proposed Performing & Visual Arts Center site and adjacent parking



Proposed Performing & Visual Arts Facility

3/ RECOMMENDATIONS

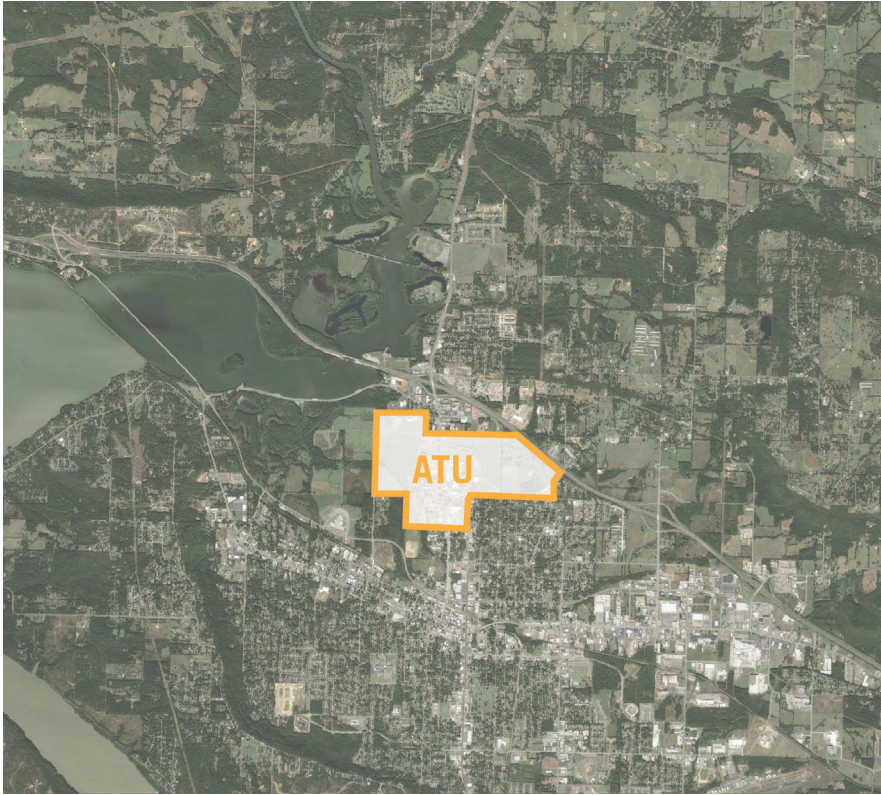
BROWN ACADEMIC UTILIZATION

In order to provide the best possible educational experience for students there is a opportunity to maximize the utilization of the newest building for academic teaching purposes. The Brown Building fourth floor is proposed to be reconfigured to provide additional general teaching space. This move is part of the long range strategy identified in the master plan to reduce the over burden of academic classroom use of older buildings such as Witherspoon to provide better teaching environments and to allow these older 'work-horse' buildings to be removed and replaced in the medium to long term. This project therefore facilitates the long term consolidation of academic functions around the academic quad.

This renovation is proposed for the near term with next steps to identify the potential space available through renovation.



Brown Building



PURCHASE/LEASE OF FARMLAND

As part of Arkansas Tech’s continued mission to support relevant academic and practical training expertise, a need has been identified to provide additional farm land. After a detailed discussion of the constraints and limitations of the current agriculture land, including the impacts of flooding and transporting animals, the opportunity was identified to include a search for additional farm space, preferably close to the Russellville campus.

Identification, purchase or lease of suitable additional farm land will be pursued.

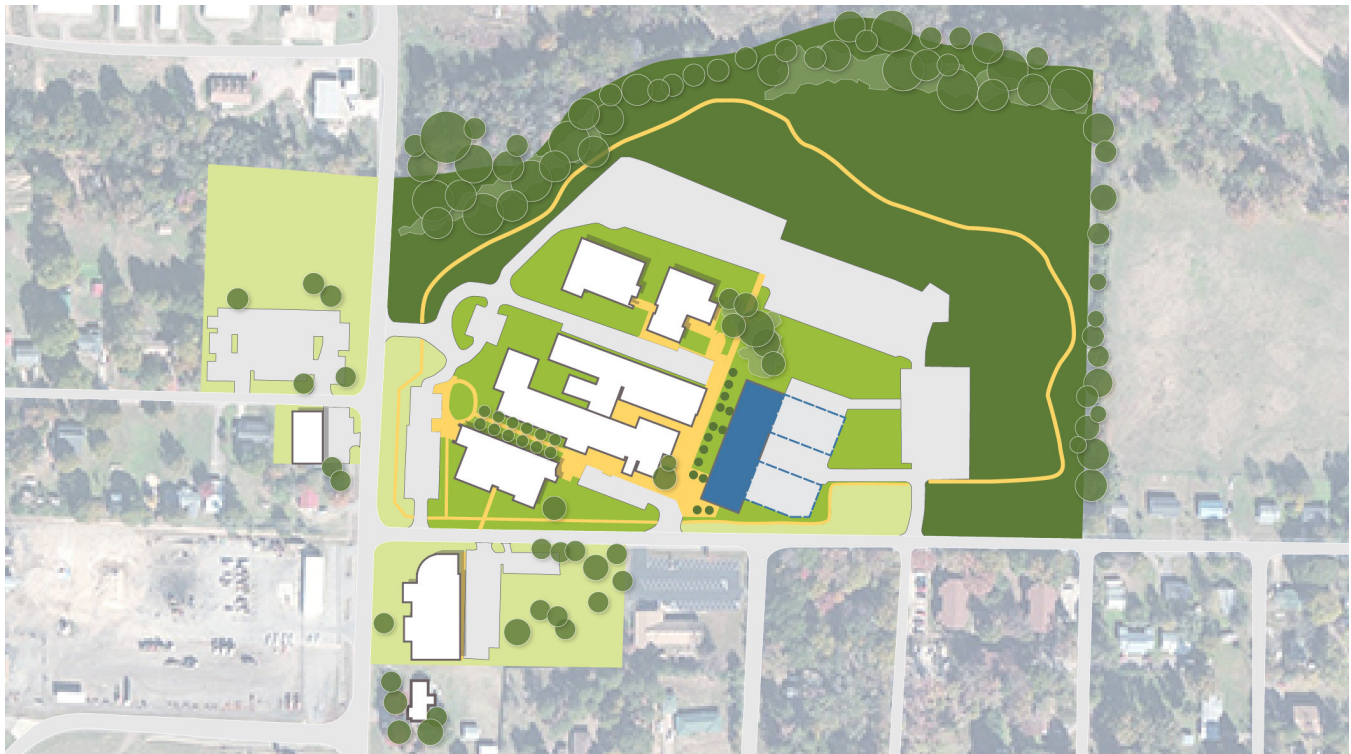
3/ RECOMMENDATIONS

OZARK ACADEMIC/CONFERENCE FACILITY

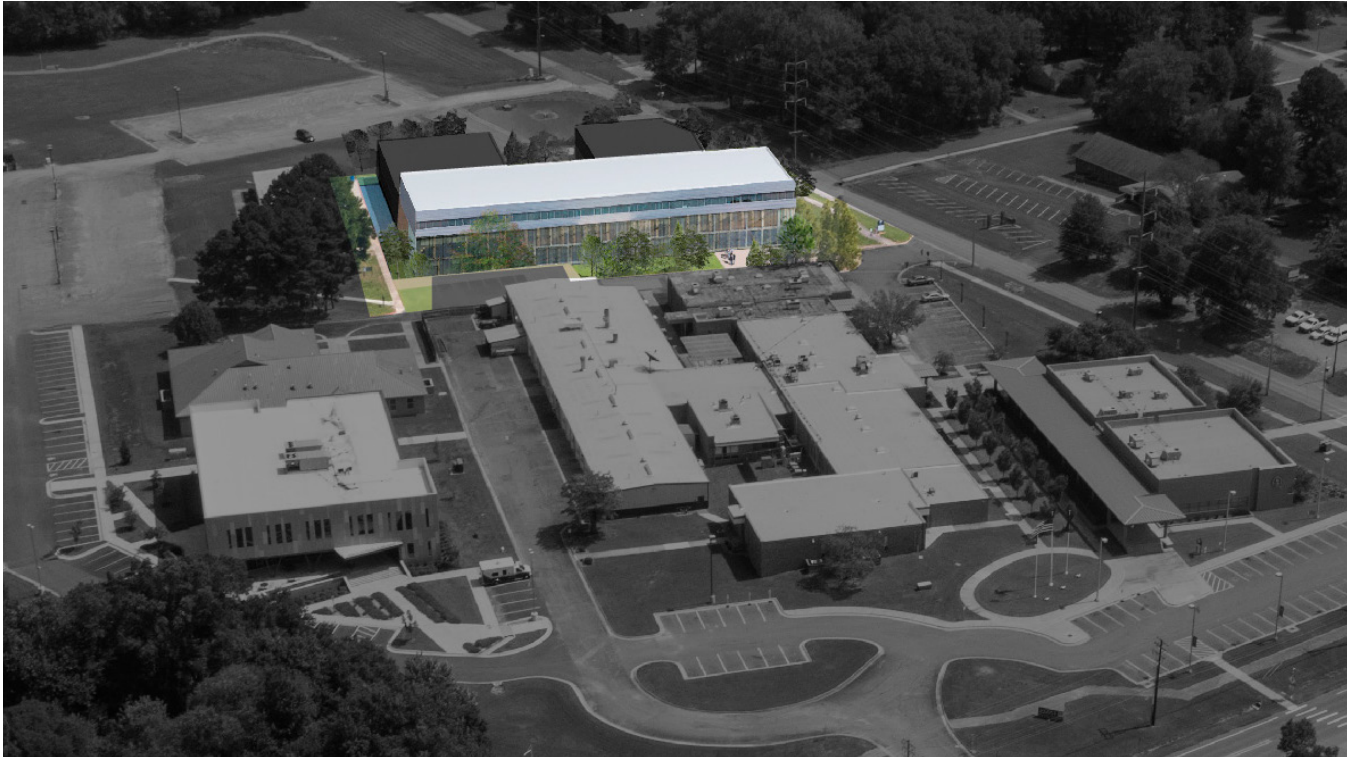
This priority project identifies the opportunity to create a new technical skills building at the Ozark campus as a first phase of replacing older buildings in the core of the campus with purpose-built facilities. The building utilizes a location on campus which is currently used as parking as an opportunity site for a new academic building that also includes flexible meeting room and conference space. The intention is that this site is treated flexibly in its design as it should be able to accommodate a mix of uses from the specialized labs for skilled trades courses to general teaching space. The footprint identified is a U shape that places the main academic functions towards the core of the campus and allows two wings which could be single story high bay design

to accommodate the specialty lab requirements. The benefit of this configuration is to allow the trade functions of the building such as automotive repair to be located on the edge of the campus with easy access from the street and parking and reducing their impact on the pedestrian core of the campus.

This project, therefore, has the opportunity to improve the alignment of uses on campus in locations that are appropriate to their access requirements and also improve the appearance of the campus overall working towards creating a more cohesive campus character.



Ozark Campus Academic / Conference Facility



Aerial Rendering showing Ozark Campus Academic / Conference Facility

P MISSION SUPPORT

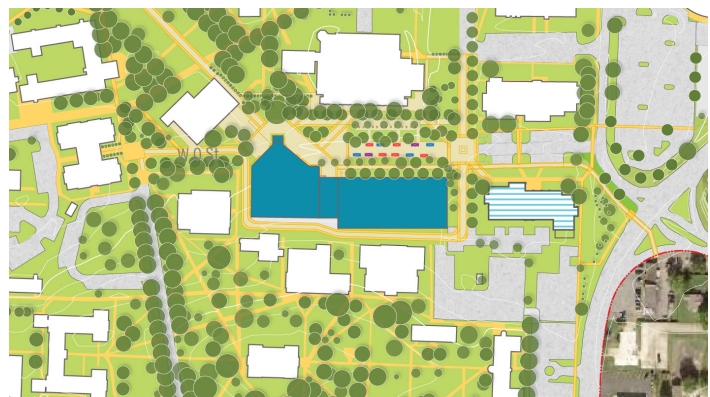
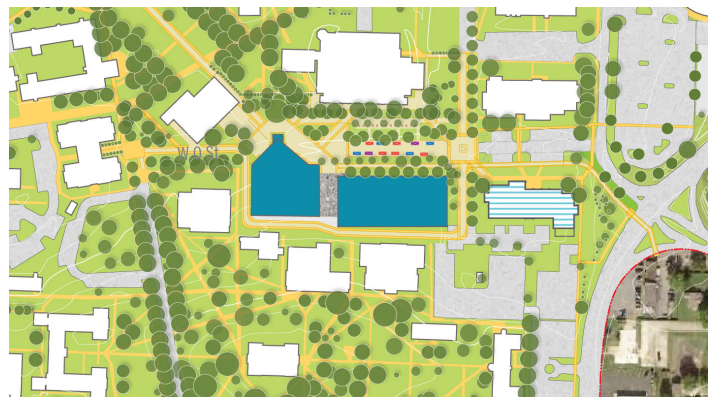
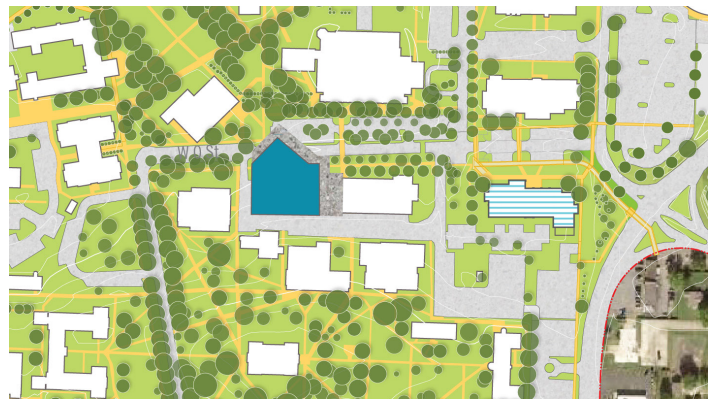
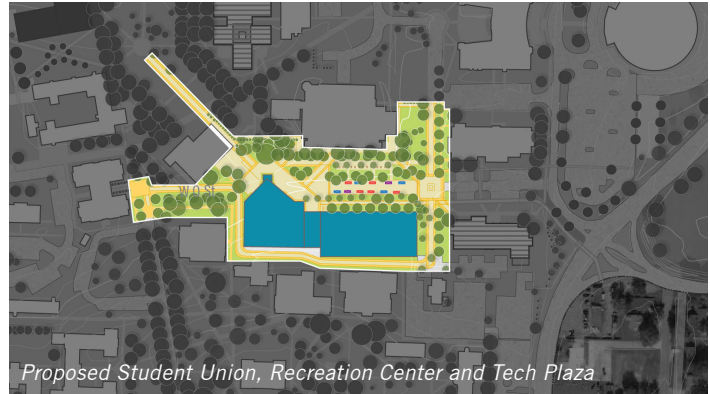
TECH PLAZA WITH COMBINED STUDENT UNION AND RECREATION CENTER

This project will create a combined student union and recreation center, transforming the heart of campus into a hub of student life. The building itself will provide much needed student life spaces, while the exterior plaza will become an important public space on the campus.

The need for a student union and recreational facilities on campus was identified by nearly every user group on campus. Meeting this need is a critical component of allowing the university to compete for recruitment of new students moving forward and for improving student life experience for existing and future students. Existing student life functions including food service and dining options are provided in the campus core, but the key functions like ballroom, event space, bookstore and mail room are in the Young Building which is nearing the end of its useful life in terms of building systems. In addition, the Young building is an inefficient single story structure in a key location on campus.

The proposed combined facility will allow all of the student life needs to be met in a cost effective way and in a prime location in the center of campus. The project includes the opportunity to completely rethink the center of campus from a current street for circulation and parking into a student commons for activities, student displays, and social life.

The master plan design principles identify that this building should align student life functions in the center of campus, and it should activate the space outside of the building providing permeable connections through the building both north south and east west. It should also seek to reinforce the redistribution of circulation and campus gateways, while defragmenting the ADA accessible network through the design of Tech Plaza.





Existing view into campus from the east at O-Street entrance.



Proposed view into campus from the east showing new Tech Plaza commons adjacent to the Student Union and Rec Center.



View from north of Academic Quad toward Student Union and Recreation Center

3/ RECOMMENDATIONS

EL PASO MIXED USE DISTRICT

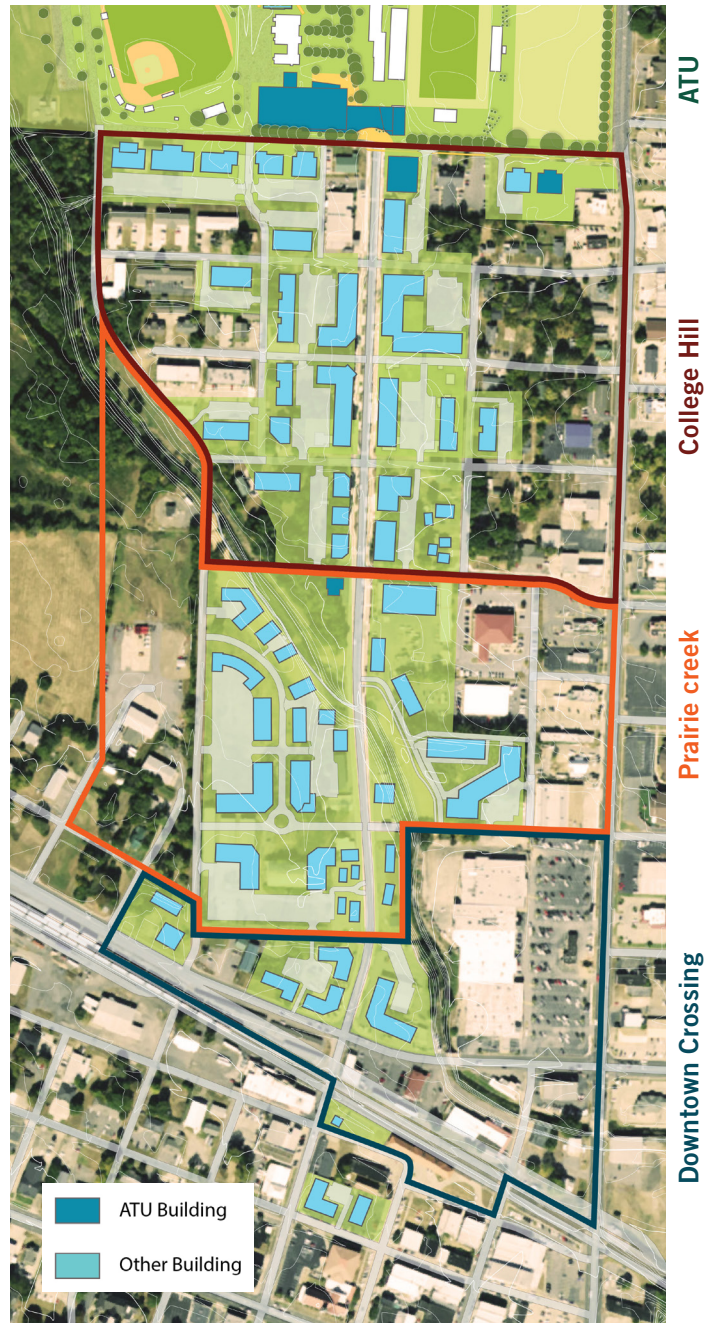
Miller Boskus Lack Architects were employed by the university to create a concept for the future of the El Paso District south of the Russellville campus. The master plan used market analysis work completed outside of this master plan process to identify if there was potential in the local market to support residential and mixed use development adjacent to the university. The area is envisioned as a 'Town/Gown' opportunity which provides amenities and vitality for students, faculty, and staff in close proximity to the university.

It is also considered that this master plan will regenerate an area with potential in Russellville and will strengthen the walking and cycling connections to downtown, which will further strengthen the economic development of the city as a whole. This initiative will potentially contribute to the improved appearance of the campus when approaching from the south, encourage greater walking and cycling to campus, redistribute flows of students, and promote access to amenities via a wider range of mobility options than private car.

Miller Boskus Lack's team also spearheaded city zoning regulations to help create and highlight three distinct areas connecting campus to downtown: College Hill, Prairie Creek, and Downtown Crossing. Named for their locations, these areas will incorporate city zoning improvements as future property owners move to the El Paso district.

The campus master plan reviewed and incorporated the earlier work in this district and identified the potential for projects from the master plan to be located within the El Paso District to promote its regeneration. After discussion of various academic functions and support uses, it was determined that the most beneficial and complementary development for this district would be graduate and upper-classman housing in a mixed use configuration. This type of development would offer the greatest potential for public private partnership in its delivery and would meet an identified need in improving the university's housing offerings in close proximity to the campus.

The University does own several properties within the El Paso District; however, it is not the university's intention to buy and develop this area in its entirety. The illustration of the El Paso District on this page is conceptual and does not specify exact locations for housing developments or other buildings, as this will be reliant on detailed housing market and property ownership negotiations.



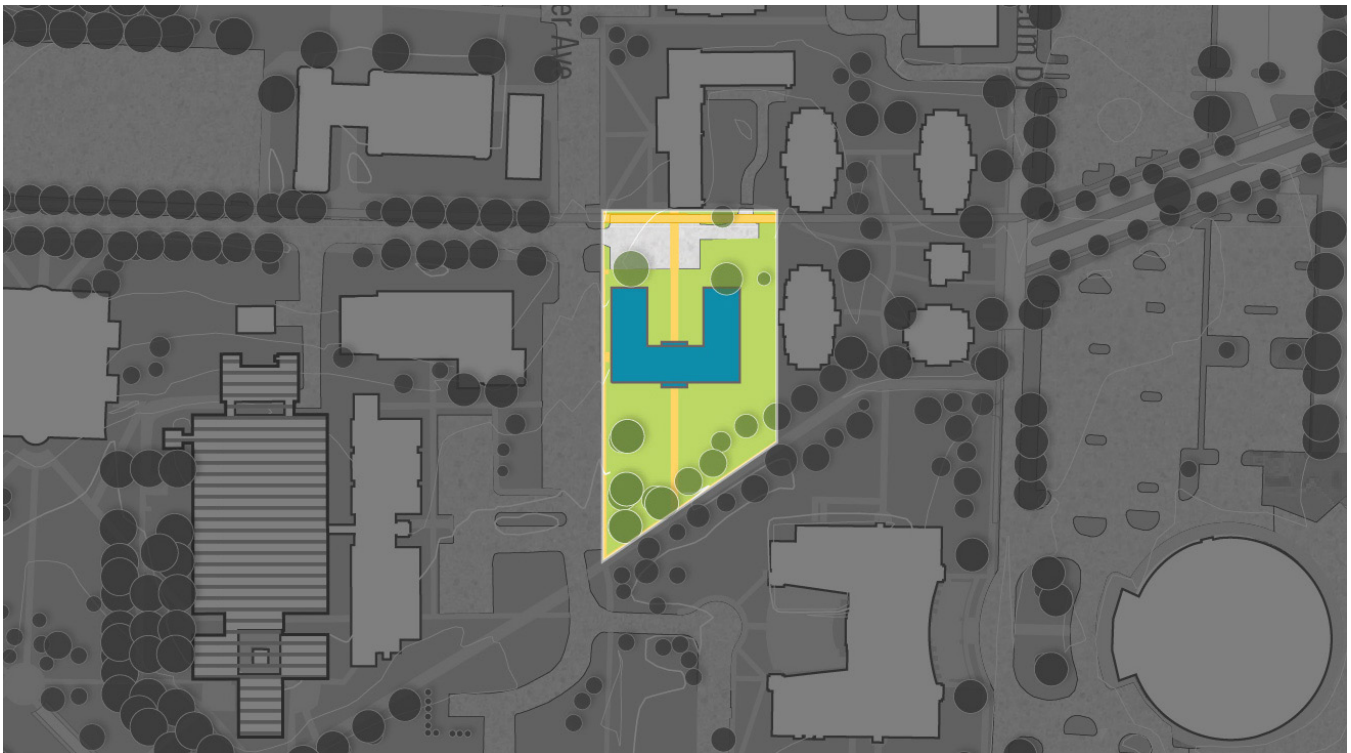
El-Paso Mixed Use District

ROUSH SITE STUDENT HOUSING

To complement the existing housing provision on the campus the master plan identified through its detailed housing need analysis the requirement for a new student dorm in the northern side of the campus. This new facility would be located on the site of Roush Hall which is closed and demolished.

This new student dorm aligns with the consolidation of student halls in a 'student village' configuration on the north eastern side of the campus. It provides the opportunity to include landscape and site work that contribute to the creation of an accessible evacuation route from the western side of the campus to the new intersection on Arkansas Avenue to the east. It also allows for the inclusion of upgraded utilities in this part of the campus or for utilities to be connected as part of a campus wide utility loop.

The project identifies approximately 250 beds to meet the near term housing need set out in the housing assessment. This allows for other older student halls to be taken off line improving the overall student experience on campus.



New Student Housing on Existing Roush Hall Site

3/ RECOMMENDATIONS

I INCREMENTAL PROJECTS*

- 1 Hull Lawn
- 2 Pedestrianization of El Paso
- 3 Heritage Quad Improvements
- 4 Boulder Avenue Pedestrianization
- 5 Creek Park
- 6 Intramural Sports Expansion

**Numbers indicate map locations only and do not denote order of project completion.*





5

4

6

2

3

1

INCREMENTAL PROJECTS

These are shorter term, lower cost projects which, although not the highest priority, are projects that can have a tangible difference. These may not have the same type of dependencies or phasing considerations as larger capital projects, or may be able to be achieved over a summer using operational budget if funding is available outside of general maintenance needs.

- Comprehensive Signage Refresh (including Lake Point and highway signage)
- Ozark Admin, Library, café expansion
- Intramural Expansion
- El Paso Pedestrian Improvements (includes parking and Wi-Fi, and benches);
- Hull Lawn (includes parking and Wi-Fi);
- Boulder Ave (includes parking and Wi-Fi);
- Library Pedestrian Improvements;
- Heritage Quad landscape improvements [including parking re-assignments found in appendix]
- Creek Park (includes Wi-Fi)
- Complete redundant feed to Russellville
- Ozark Campus Helberg Lane and Landscape Improvements (includes parking and Wi-Fi)
- Innovation Center Partnership Downtown



Ozark Campus Fair

RECOMMENDATIONS FOR INCREMENTAL IT PROJECTS

The master plan IT analysis identified a number of projects which are necessary for implementation to ensure that the campus stays up to date with its technology provision.

- Complete the campus fiber ring. If done in conjunction with other projects, could add \$15-20k per segment.
- Upgrade bldg. backbones approx. \$30k per building for fiber upgrade from MM to SM, \$10K per building for an up graded aggregation switch, would require upgrade of core device in data center \$150K plus \$150K for redundant device.
- Add more card access and cameras. \$2,000 per camera (would need to do #8 below) and \$2,000 per card access location.
- Add emergency phones. \$3-5K per indoor phone, outdoor covered fairly well but if need supplement based on creating gathering spaces \$15-20K per stanchion mount.
- Finish the transition to VoIP. \$2 million
- Every classroom should have Helpdesk/Security Access. Could be achieved through VoIP soft phone client which could add to licensing costs about \$100 each. If they wanted VoIP handsets for this, \$300-600 depending on phone model.
- Provide Wireless in all academic buildings. Can use cost of \$1.70 per building square foot
- Library Antenna upgrade as part of AWIN

As this field is ever changing and demands are increasing on a near daily basis this list may not represent the entire spectrum of projects moving forward and as such is one area of the master plan that will need to be reviewed with great scrutiny on an annual basis. Further details on the requirements for the Technology Infrastructure Task Force in taking this forward are included in the Implementation section.

SIGNAGE AND WAYFINDING

Frequently identified in the master planning workshop sessions was the effects of signage and wayfinding on visitor experience and practical use of the campus. It was noted that several building have the same or similar names which adds confusion for new students and potential issues in an emergency situation when notifying emergency services.

As a recommended summer project that would assist with campus organization, distribution of access on to campus, and improvements to accessibility, the university should invest in a comprehensive signage and wayfinding strategy that covers all of its major campus locations.

This would serve to bring the Lake Point conference center within the branding of the university and would align the signage branding of the Ozark campus with the main campus. It is recommended that this branding exercise is conscious of the frequently rolling need to update signage for university campuses and therefore devises a hierarchy of signage locations correctly funding signage based on the relative importance and also uses a simple but effective signage system that can be continued in the medium to long term.

3/ RECOMMENDATIONS

OZARK ADMINISTRATION, LIBRARY + CAFE EXPANSION

Following the improvements to the Ozark campus through the removal of the existing Shop Building, there is opportunity for a relatively small scale improvement project that would expand the existing cafe and library in the Technology and Academic Support building. This could provide more dining and learning commons space in a location that would allow an indoor outdoor connection between the cafe and a new courtyard.

In addition, renovation to the front of the TAS building could provide upgraded administration office space and allow the opportunity to create a new facade to the building to make it more welcoming and align its character with the newer buildings on the campus.

Combined with this building expansion, the central space between the TAS Building and the Health and Wellness Building could be landscaped to serve as a new Quad in the medium term.



Ozark Campus plan illustrating Administration, Library, and Cafe expansion, along with new outdoor seating and landscape quad between the TAS and Health and Wellness Buildings.



Ozark Campus aerial highlighting the removal of the Shop Building.



Ozark Campus aerial illustrating Administration, Library, and Cafe expansion, along with new outdoor seating and landscape quad between the TAS and Health and Wellness Buildings.

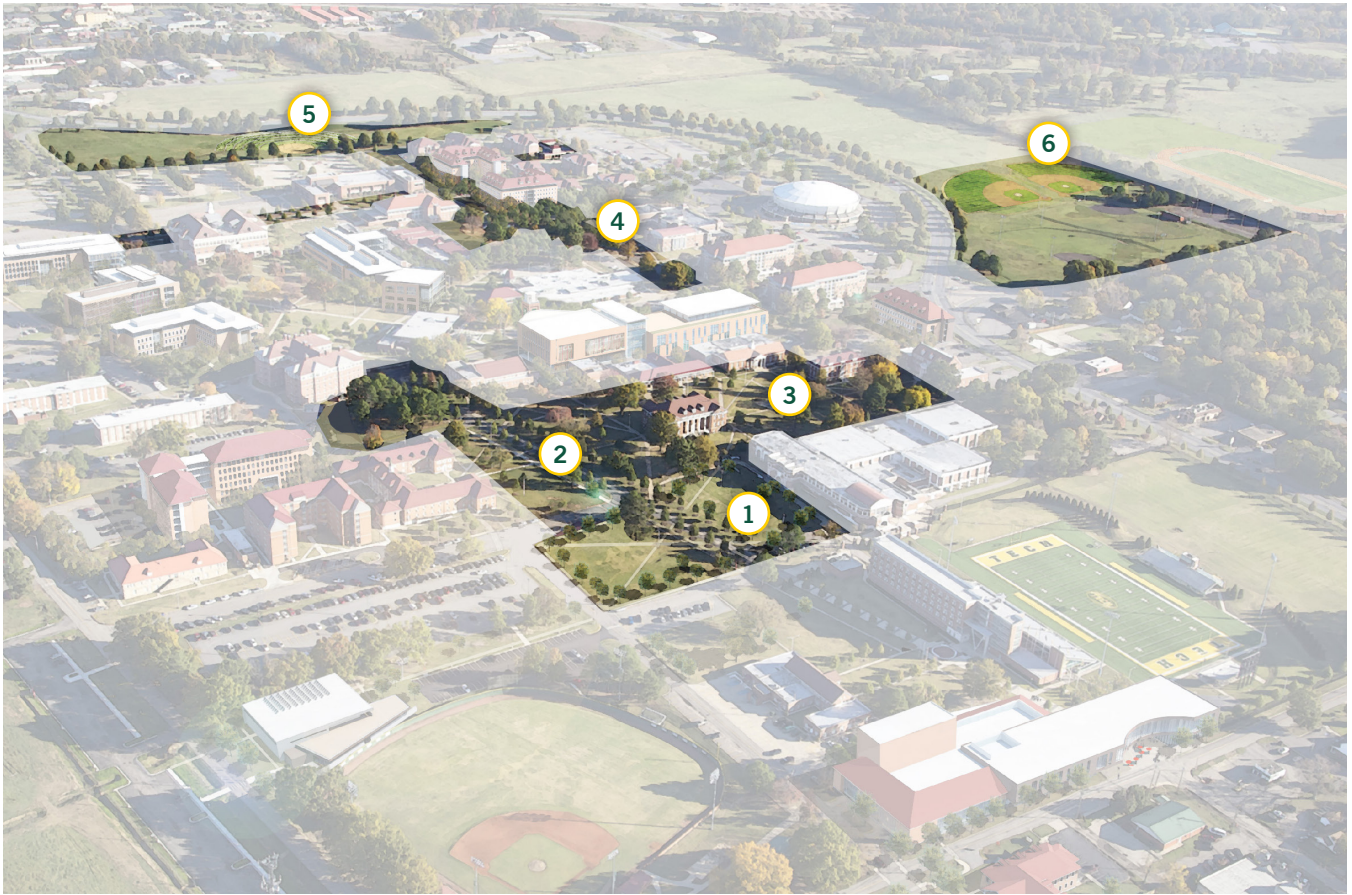
3/ RECOMMENDATIONS

CAMPUS CHARACTER AND LANDSCAPE

A wide range of landscape improvements have been identified as incremental projects. The majority of these landscape improvements take advantage of transforming smaller areas of parking into usable outside space that aids pedestrian and bike circulation as well as student, faculty, and staff safety through the removal of pedestrian and vehicle conflict points within the campus core.

These projects include:

1. The replacement of the Hull Parking area with a new lawn to expand the party on the plaza area and support picnic-tailgating activities near the stadium. This project removes all parking to the east of the south section of El Paso Street removing several locations of pedestrian vehicle conflict around Hull and the Stroupe Building.
2. The introduction of the new Student Union and Recreation Center and the closing of the Hull Parking lot allow the complete pedestrianization of El Paso Street. This would be a major new pedestrian transformation in the center of campus.
3. Coupled to this and connecting east-west landscape improvements to refresh the Quad around Crabaugh Hall as a heritage quad tied to the most valuable heritage preservation efforts of the campus. This connection should also include ADA accessibility improvements through the quad improving connection from El Paso Street to the east.
4. To the north of O street similar pedestrianization of Boulder Avenue would improve pedestrian safety and ADA accessibility for the campus. This can connect to the already closed West Q Street north of the Library.
5. The Boulder Avenue project would terminate at the green space on the northern edge of the existing campus parking. This area is rarely used by the students despite its proximity to halls of residence. Through the student engagement sessions this area was identified as having the potential for a new park with amphitheater and incorporation of landscape design features which assist in managing storm water flow along the north of campus.
6. The east side of campus, following provision of alternative agricultural land, would be able to support growth in the Intramural sports facilities. This project would directly expand the existing facilities and building on improved pedestrian access to and along O Street.



Incremental Campus Character and Landscape Projects

LONG TERM PROJECTS

All needs identified through campus master planning process were validated with the various steering committee members and advisory group. These longer term aspirations set the long range vision of the plan for the 20-year planning horizon.

LONG TERM PROJECTS*

- 1 Corley Hall Renovation
- 2 New Housing (Jones Site)
- 3 STEM 2
- 4 McEver Academic Building Replacement
- 5 Tucker Coliseum HVAC Upgrade
- 6 Dean Hall Replacement
- 7 Gateway Administration Building
- 8 Caraway Renovation (Offices)
- 9 Hull Building HVAC Upgrades
- 10 Soccer, Track & Field, Intramural Fields
- 11 El Paso Street Mixed-use District

**Numbers indicate map locations only and do not denote order of project completion.*





1

2

3

4

6

6

10

7

8

9

11

ACADEMIC FACILITIES

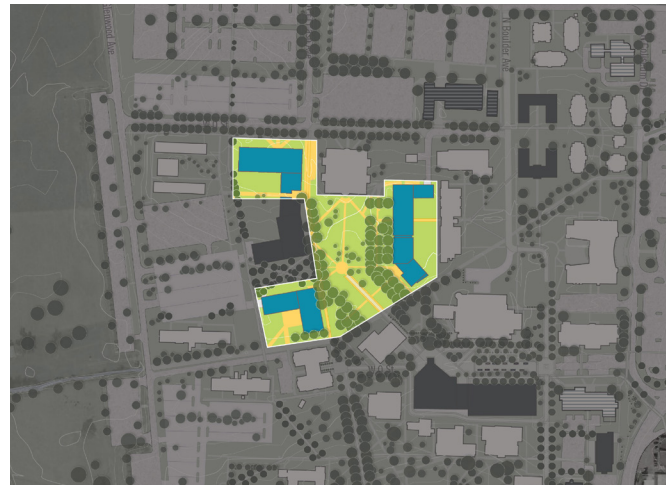
In the spirit of the long range lens through which the master planning steering committee viewed future stewardship of the campus, these projects represent placeholders for providing new academic space on campus that replaces buildings identified through the facility condition assessment as potentially reaching the end of their life in the next 20 years.

To support the long term mission of the university, additional locations for academic growth have been identified. They comprise:

1. STEM 2 - located on the current site of the Witherspoon Building this would further support growth in STEM programs, but could focus more directly on Health Professions providing new space for nursing programs currently in Dean Hall.
2. Long term replacement of the single floor McEver building maximizing the potential for core academic spaces around the Hindsman Quad
3. Replacement of Dean Hall - this building is aging and although has received upgrades through the years, is a single story building that could be replaced with a modern teaching facility.

As with the long term renovation projects, the exact programmatic needs of these projects will need to be evaluated using updated enrollment projections and space needs identified at the time of project implementation.

The long term academic moves for the campus seek to first update the existing academic space. The refurbishment projects will need to facilitate the closure of the Witherspoon building by providing replacement academic

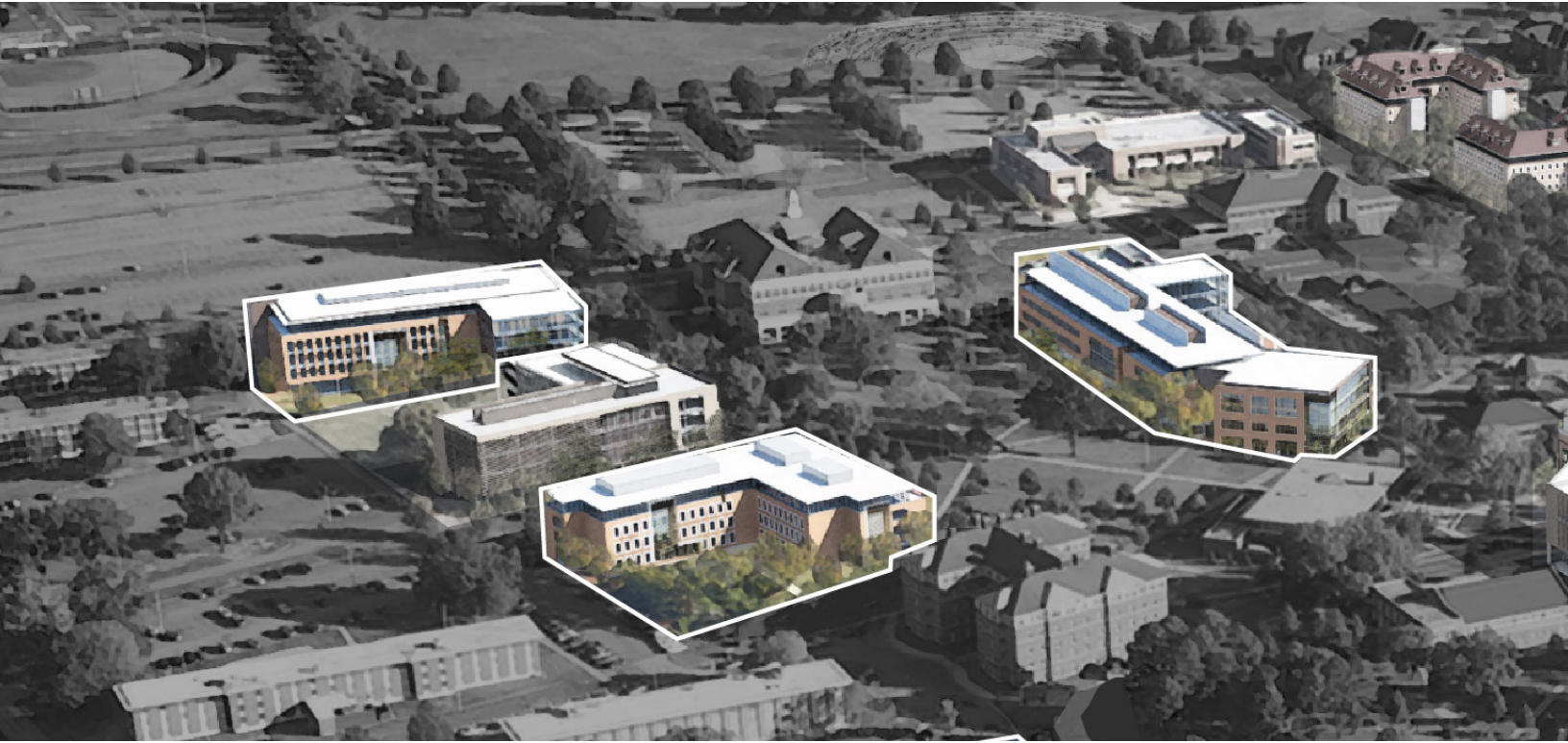


Long Term Academic Facilities

classroom space. The performing arts functions of the Witherspoon building will be replaced in the new Performing & Visual Arts Center, however the academic classroom space could find an interim placement in McEver once the labs are no longer required when the new STEM facility comes online.

In addition, the STEM facility allows for engineering uses in the Corley Building to be located in the new facility and the Corley spaces to be refurbished to accommodate an expansion of the data center and growth of digital arts and emergency management and other departments from the Energy Center building on the north east corner of the campus.

The exact need and type of these refurbishment projects will be informed by ongoing space scheduling and room utilization improvements currently being made on the main campus.



Long Term Academic Facilities



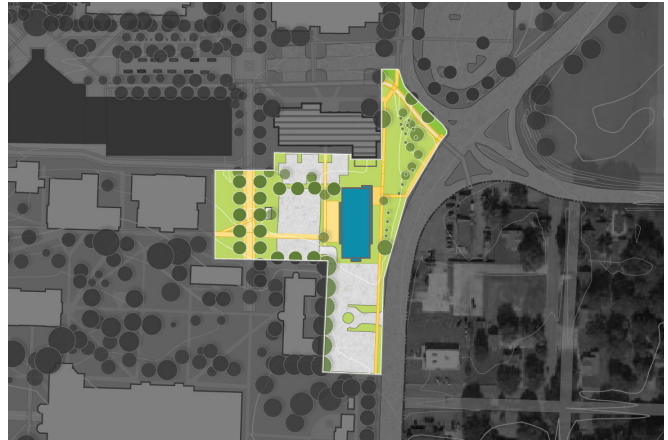
Looking south along the future Academic Quad

3/ RECOMMENDATIONS

ADMINISTRATION BUILDING

The administration functions of the university have been accommodated in some of the oldest buildings on campus. These buildings, while adding significantly to the character of the campus, pose various constraints in functionality and accessibility. In the long term for the campus the master plan identified the need to create a new dedicated administration building which would provide essential office space for the executive leadership. Not only would this provide space more befitting the functions of the senior leadership in a location at the gateway to the campus, but it would also allow for the reduction in intensity of use of the historic buildings on campus and greater sensitivity paid to their restoration and heritage protection.

This new building would allow the alignment of uses within the Administrative Core of the campus and would also directly contribute to the appearance of the face of the university from Arkansas Avenue. Restricted access parking could be provided to the rear of the building for staff and visitor parking could be provided to the south of the building in the existing lot for Caraway Hall.



Future Administration building south of O-Street entrance



Future Administration building south of O-Street entrance

HOUSING

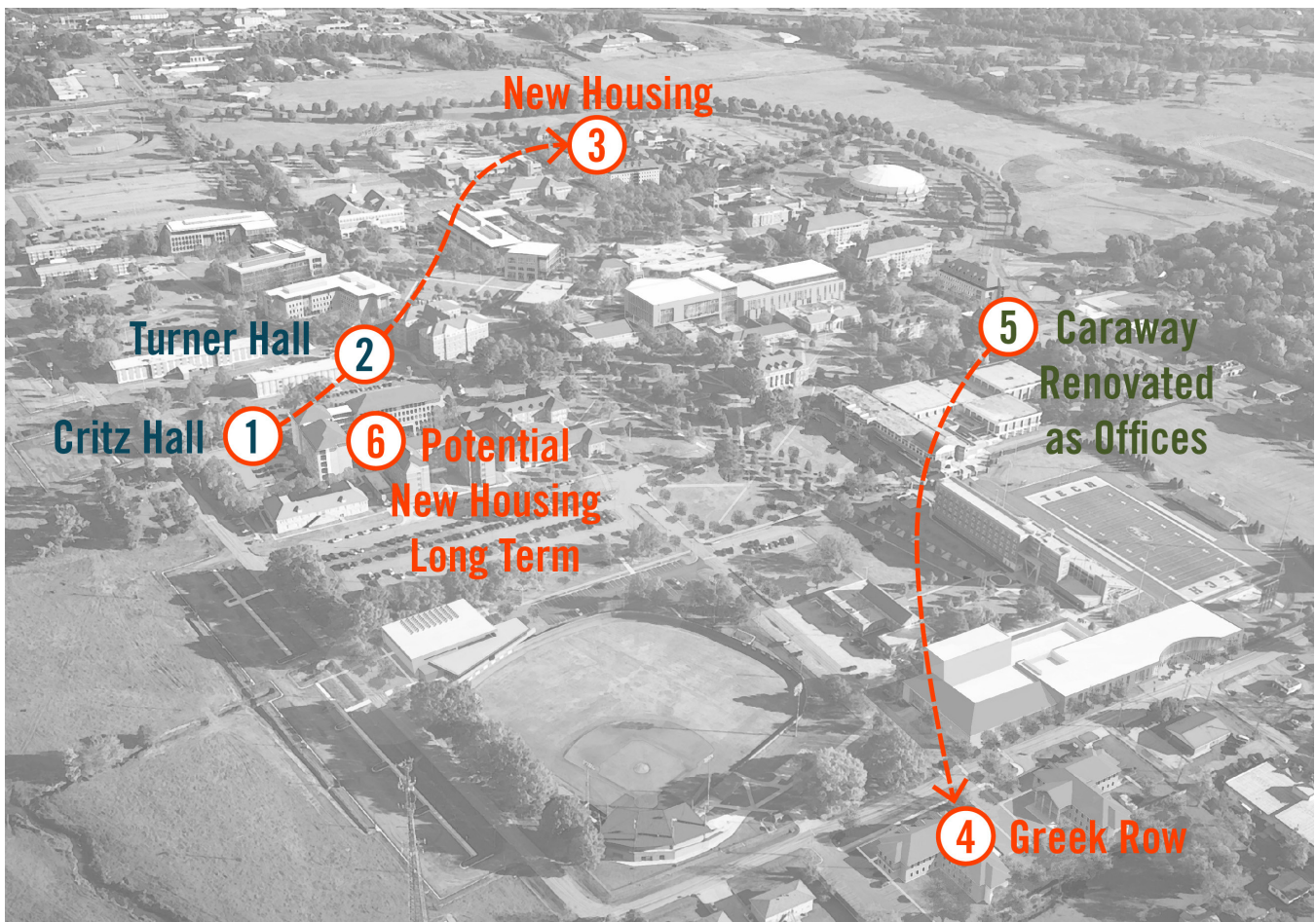
LONG TERM HOUSING STRATEGY

The long term strategy for housing provision can be described in a number of strategic moves that will all need to be monitored alongside enrollment numbers and rental costs for students.

The first step follows from the construction of new housing in the Priority Projects on the site of the existing Roush Hall. This allows two under-performing halls of residence to be demolished, Critz and Turner Hall. These halls may be able to be demolished sooner depending on exact housing need once the new hall opens, however, if there is an uptick in demand then a second new hall of residence is planned on the site of Jones Hall. This will easily accommodate the housing need in the medium term.

Greek housing was also identified as potentially moving from the historic Caraway building in the medium term. Recent investments in refurbishment of this building have meant that this is not an urgent issue. However, campus sororities expressed an interest in new purpose building housing on L Street, which could create a potential long term source of financing through which such a project could be explored. This would allow the Caraway building to be repurposed as offices for alumni and other community functions as deemed appropriate by the university.

Finally the master plan has identified a site to be held for future housing in the South Student Village. This is only likely to come forward at the end of the 20 year master plan period depending on the university's approach to leasing housing within developments in the nearby area.



Potential Long Term Housing Demolitions, Renovations, and New Construction



ATHLETICS

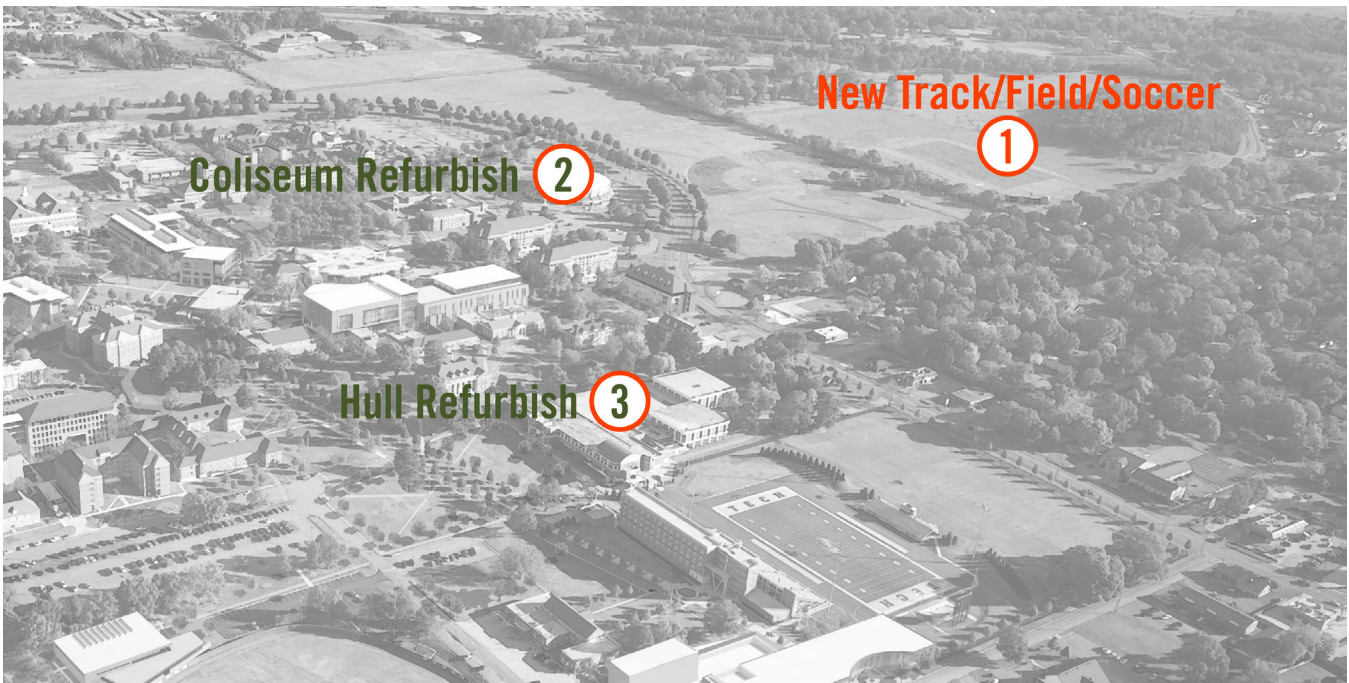
The master plan incorporates several long term aspirations for enhancements to both the existing athletics offerings at the university but also growth into new programs.

To the east of the campus and adjacent to the existing intramural fields, the master plan identifies the opportunity to provide a soccer/track facility that would add both of these programs to the Athletic Department. A combined track with central soccer field would fit in an approximate north-south alignment adjacent to O Street, making it easily accessible from the campus with high visibility for many of the students who use O Street to get to campus each day. The land in this location is predominantly flat, but does start to gently rise to the east. Taking this into account the track and soccer field could benefit from a natural amphitheater feel on the east side with some grading of the slope. Field events could be located to the north of the track, while bleachers, storage, and any supporting facilities such as changing facilities could be located on the west side following more detailed programming of space needs at the time of implementation.

This shift to the east side of campus for athletic and improved intramural activities could also potentially support other sports such as cross country running with new meet facilities incorporated within the track and soccer facility and a training route that takes advantage of the topography and natural tree clusters on the east side of campus.

Two needs identified through the Performance Services review of building systems highlighted the opportunity for energy efficiency upgrades to the existing HVAC equipment in both the Tucker Coliseum and the Hull Building.

Specifically in relation to the Hull Building, any refurbishment of the building should be based on an updated review of the building once the Student Recreation center assumes much of the burden from this facility. An upgrade to building systems allows for a wider review of its program requirements.



Long Term Athletics Improvements



Long Term Athletics Improvements

3/ RECOMMENDATIONS

OZARK CAMPUS

At the Ozark campus the master plan identified several locations where future academic buildings could be placed to strengthen the campus character. These long term facilities do not have specific intended uses or programs at this point, but each would bring new classroom space and the potential for specialty labs to the campus.

The buildings and their associated spaces do much to improve the overall campus feel, replacing interior drives and parking with a network of pedestrian pathways and small public gathering spaces. Buildings maintain a modest scale of 2-3 stories, but are clustered tightly to enhance sense of comfort and connectedness.



Existing Ozark Campus

PRIORITY PROJECTS* (COVERED IN EARLIER SECTION)

- 1 Demolition of Workshop, Controls, HVAC buildings
- 2 Ozark Administration Expansion
- 3 Library/ Cafe Expansion
- 4 Ozark Conference Annex / Academic Building

LONG TERM PROJECTS*

- 5 Academic Building 1
- 6 Academic Building 2
- 7 Helberg Lane Improvements
- 8 Future Academic Building

**Numbers indicate map locations only and do not denote order of project completion.*



Ozark Campus Near Term Projects and Long Term Aspirations

REVENUE/STRATEGIC MOVES

REAL ESTATE TRANSACTIONS/I-40 FRONTAGE

Even beyond the long term aspirations of the master plan the university has recognized the shift available to them through the acquisition or lease of additional farm land near the Russellville campus in a way which allows them to make beneficial use of land in close proximity to the existing center of gravity of the campus.

This strategic planning will continue to be defined through the course of future master plan updates and iterations, but at this early stage identifies that there are a number of opportunities open to the university created by the new intersection on Arkansas Avenue and a new road connection planned by the City of Russellville from Reasoner Lane. These opportunities include, but are not limited to:

1. Lease of land with I-40 frontage to commercial interests maximizing revenue from land which is currently serving little function for the campus. This land, although partly used for cattle grazing, is not a preferred location given the reduction in productivity from tree clusters in this area.
2. Reserve land for potential future growth of the campus to the east of Arkansas. Whether this become research related activities, future academic buildings, or growth in student housing this location should be safeguarded for the potential long term needs of the university paying particular attention to the frontage to Arkansas Avenue. Proposals in



this location which potentially detract from the long term aspiration or the future appearance of this highly prominent face of the campus should be reviewed with a high degree of scrutiny against the design principles and overall campus framework plans.

3. Connecting together with a bigger picture of storm water management an extension to Creek Park on the east side of Arkansas should include management of the flow of water from the east of the campus. This will be particularly critical if this area is likely to be subject to future increases in impermeable surface as a result of new development.



South Hall



East Gate Apartments

PROPERTY SALES

Through the identification within the housing analysis component of the master plan the opportunity to sell under-performing student housing properties was identified. These properties, although providing bed spaces, do not meet the quality or type of housing sought by the university for its students. These opportunities include:

- South Hall
- East Gate Apartments

Sale of these properties, as with any market transactions, should be timed strategically to maximize profit for the university.

PUBLIC-PRIVATE PARTNERSHIPS

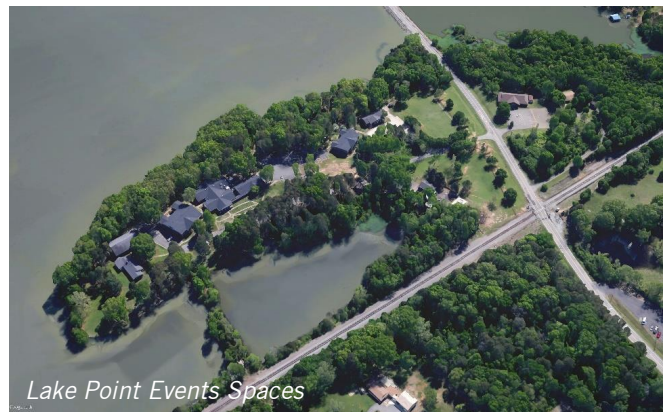
Beyond the Russellville campus and the Ozark campus the university also has several locations within the region that allow for strategic positioning and growth of the Arkansas Tech brand.

The newest of these is the opportunity to partner with the City of Russellville in the creation of an Innovation Center near downtown Russellville. This project would provide a location for entrepreneurial members of the community and the university (students, faculty, or staff) to bring their ideas and receive guidance and training in a multitude of activities related to business start up. This project would also potentially become a hub for conversations about innovative solutions to real world problems in Arkansas and beyond.

The second strategic location has been owned by Arkansas Tech for a number of years, but as a separate brand. The Lake Point conference center has catering and events facilities, as well as lodgings and conference venues. In the near term this location provides a beneficial flexible solution to both student housing and office swing space if this is required to implement the Priority Projects. In the medium to long term, this location should be proposed for potential partnership with a hospitality company to renovate facilities and program events. The university should be clear to keep the ownership of the land with lease of the facilities. A partnership solution would also seek to allow some continued recognition of the university brand within the programming and marketing of the facility.



Potential Innovation Center @ the old Fire Station



Lake Point Events Spaces

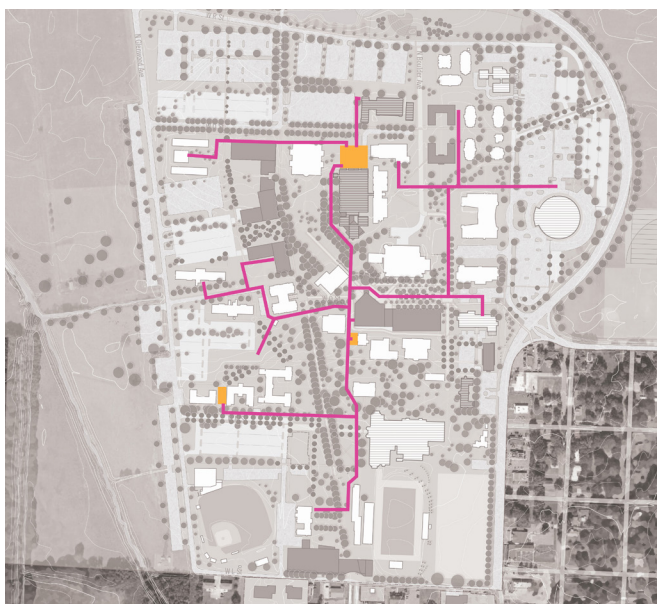


Diagram of potential future utility loop and plant locations.

ENERGY AND UTILITY PROJECTS

The Performance Services review of the campus energy efficiency and cost identified the potential for several upgrade projects which would have short pay-back potential due to cost savings. These projects include:

- Chilled Water Loop
- Renewable Energy Generation
- Campus Lighting Retrofit
- Controls Optimization

A utility loop could be implemented in sections building on two existing plan locations. There is capacity in south location to provide plant for new student union building. The north location could be expanded in the future to form the main plant on campus. These projects were considered in light of the Priority Projects in the master plan to further allow for efficiencies in implementation.

3/ RECOMMENDATIONS

FUNDING SOURCE MATRIX

The matrix on this page identifies the potential ways the university could establish funding streams for the priority projects identified in the master plan. This level of strategic thinking in relation to long term needs for the various campus locations allows for a degree of proactive funding generation that is not possible when projects are approached on an as needed basis.



Primary Funding Source



Alternative Funding Source

PROJECT		POTENTIAL FUNDING
Reference	Building	Legislative Higher Education Funding
P1	Roush and Stroupe Demolition and site remediation	
P2	McEver Short Term Maintenance (fume hoods)	
P3	O street and Campus Entrance	●
P4	Brown Academic Utilization	
P5	STEM 1 (includes Engineering, Agriculture, and Skilled Trades labs)	●
P6	Performing & Visual Arts Center	●
P7	Purchase/lease additional farm land	
P8	Student Union + Rec Combined	
P9	New Housing El Paso (P3)	
P10	Police Facility on El Paso	
P11	New Housing (Roush Site)	
P12	Ozark Conference Annex	
P13	Ozark Demolish Workshop Building	
Other Projects of Note		
	Greek Life Housing	

3/ RECOMMENDATIONS

FUNDING SOURCE(S)							
State and/or Local Funding Partnership	Surplus Revenue (housing, bookstore, and dining)	Operating Budget	Student Service Fees (Potential Referendum)	Housing Revenue	Donor Funding	Grant Funding	Public/Private Partnership (P3)
	●	●					
		●			●	●	
●		●			●		
		●			●		
					●	●	
		●			●	●	
	●	●	●		●		●
	●	●		●	●		●
	●	●		●	●		●
		●			●	●	
		●					
	●	●		●	●		●

3/ RECOMMENDATIONS

RECOMMENDATIONS FOR FURTHER STUDY FOR TASK FORCE GROUPS

TRANSPORTATION AND MOBILITY

Parking Projects and Monitoring:

Locations have been identified for additional parking efficiency and expansion to accommodate parking need. These projects have not been specifically identified within the prioritization, as parking is a function of the campus operation not a priority related to the university mission. It is our recommendation that parking is monitored and then provided based on campus need at the time of project implementation.

Transportation strategies overview:

- Simplify the parking experience: Better management practices
- Create prominent multi modal transportation options
- Focus on safety: Ensure the campus core is primarily for walking
- Connect to Russellville: Designate new gateways
- Practical shared solutions: Maintain essential access for ADA, emergency, and service vehicles

Basic Design Toolkit for Walkable Campuses:

- Maximum travel lane widths (10' -- or 11' if transit/trucks expected)
- Curb extension at crosswalk
- High-visibility, international standard crosswalks
- Demarcation of pedestrian paths and zones from bikeways
- Raised "Table" Crosswalk
- High-Intensity Activated Crosswalk Beacon (HAWK) (aka Pedestrian Hybrid Beacon)

Basic Design Toolkit for Bike-Friendly Campuses:

- Advanced stop line and bike box at intersection
- Permanent location bike racks on pad and with shade/rain cover
- Dedicated cycle rack

Simplified Parking Zones

1. Commuter and Residential Village North
2. Visitor & Faculty/Staff
3. Residential & event parking (weekend relocation)
4. Residential Village South
5. Optional Remote Parking
6. Optional Intramural and Athletics

Better Parking Management Practices

Simpler permit zones structure

- Retain intent of current residential, commuter & staff permit "zones" (minimizes impact of changes & preserves good user-based management tool)
- Eliminate core multi-permit "search and hunt" parking that causes traffic & pedestrian conflicts to new expanded peripheral parking zones where road capacity is greatest (allows new pedestrian environments to be built; expansions should be built only if occupancy exceeds 90% in zone)
- Match zones to new campus functional districts, reducing need for complex lot lettering (increases clarity & simplicity)

Improve staff & faculty experience

- Create new staff permit parking zones near administration and academic cores (most proximate parking is now clearly for F/S)

Improve commuter parking experience

- Expand supply with less paving in two clear zones directly connected to regional roadway system (keeps in/out traffic to existing & new gateways, away from core & pedestrian flows)
- Create superior, safe and shaded walking routes into campus (new spines)

Better accommodate visitors

- Create new gateway visitor lot (creates better prospective student experience)
- Convert spaces near performance center to visitor parking with time-limits, which also will allow permit holders on shorter stays (shares different transient parking demand peaks efficiently; i.e. one midday class, afternoon sports practice, and evening arts performance in the same spaces)
- Consolidate lots to increase supply while reducing paved area
- Remove redundant driveways from lots added over time

FACILITIES TASK FORCE

- Create comprehensive facilities inventory for the university for every room on each campus organized by the Federal Inventory Classifications Manual (FICM).
- Space Utilization Study – Need phrasing of this study and recommendation for policy recommendations moving forward. Specifics to cover analysis of classroom space need to inform swing space requirements for closing Witherspoon, and McEver. The strategy is sound but the details of class scheduling would be assisted by greater understanding of utilization.

- Basic information required to create project brief for RFP: campus size; site plans; master plan.
- Recommendation for RFLOI for Lake Point and Land to East Campus (I-40)

CAMPUS COMMUNITY & HERITAGE TASK FORCE

This task force should complete a comprehensive signage inventory.

Russellville Campus Wayfinding & Signage:

- Small sign at Campus Recreation Fields
- Sign at Rock House (game design lab)
- Sign at Online Learning Center on North El Paso
- Sign at Campus Recreation Office (just south of baseball field)
- Sign at Facilities Management parking lot
- Public Safety still has one of the old school ones out in front of its building
- Three brick signs at the “main” entrances – poor condition, possible need of replacement.

Directional signage at:

- Billboards: There is one on I-30 as you approach the river bridge from North Little Rock, and there is one on 67/167 near Little Rock Air Force Base.
- Highway Department signs on I-40 directing people to both campuses
- Highway Department sign (maybe signs) near Main/Arkansas intersection directing to Russellville campus

Lake Point

- We recently trimmed trees around a sign on Highway 64 that directs travelers to Lake Point. That sign was installed by the highway department and is similar to those pointing out services at the next exit on the interstate.
- Lake Point entrance signage
- Building signage for each building (x6)

Ozark Campus Signage

- Campus entrance signage monument

Directional signage at:

- I-40 exit 35, exit 37
- Hwy 64 directional sign in Ozark
- Chaffee Crossing off site location (in Fort Smith/Barling, AR)
- Booneville Training Site

- Clarksville Adult Education
- ATCC

Campus Traditions

- Strengthening the ‘Traditions Program.’ Program for undergraduates [“ambassador”] to earn a medallion at graduation. Complete traditions and record them in photos will result in stronger alumni relations. Senior students should be encouraged to work as interns for resume buildings and better operation of the campus. - Comment from Dave Middleton
- Work with the campus heritage groups to establish campus procession route for game days, identify locations for parades on campus and other diversity / inclusionary practices appropriate to campus life.

RESILIENCY, SUSTAINABILITY, SAFETY + SECURITY

Ongoing Engagement

- Use resiliency workshop technique for identifying groups to discuss the campus master plan with and review their motivations for opportunities for funding and interests in project benefits.
- Create annual report card which identifies key metrics for analysis of the progress of the master plan. Master plan update at 5 years after adoption.

Policy Changes

- Emergency Light Policy Changes - Emergency light in between Nutt and Dean on the sidewalk, because when walking there the nearest emergency light is in the far parking lots behind Turner Hall or on the other side of McEver. If anyone was ever to get in any situation (which that spot seems like it would be a spot where someone could easily pop out behind the lights and chase you), they would have to run a long way to even get to the next emergency light to get help. I just think it would make the women on campus feel safer at night when they have to get from place to place.
- Codify the requirements for shelter in place for any new building projects and options for retrofitting existing buildings where opportunities arise.

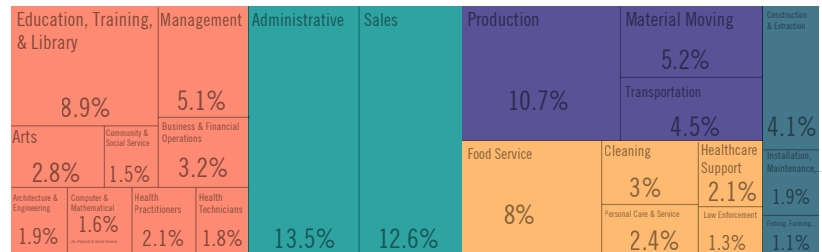
RESILIENCY PLANNING

The process of resiliency workshops integrated into the master planning process formed a distinctive and critical component of the idea generation, evaluations, and buy-in for moving forward with a resiliency based approach to campus projects. The following pages provide a brief overview of the process and outcomes of these efforts.

What are the social, environmental, and economic projections in your project location?

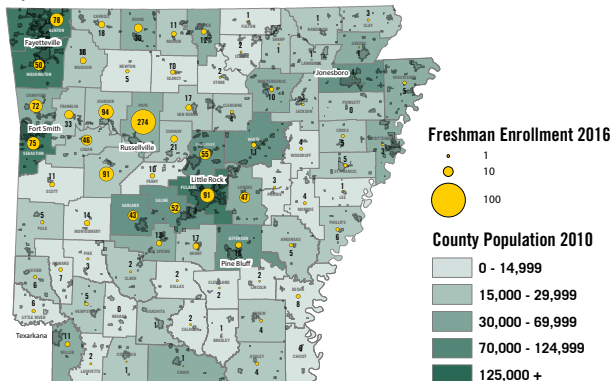
The resiliency identification process formed by the Rockefeller Foundation has been adapted by Perkins + Will to create a three workshop sequence arranged around university planning needs. The process begins with a need to identify and understand the projected changes in economic development, demographics, and climate for the project region and site location.

ECONOMIC DEVELOPMENT

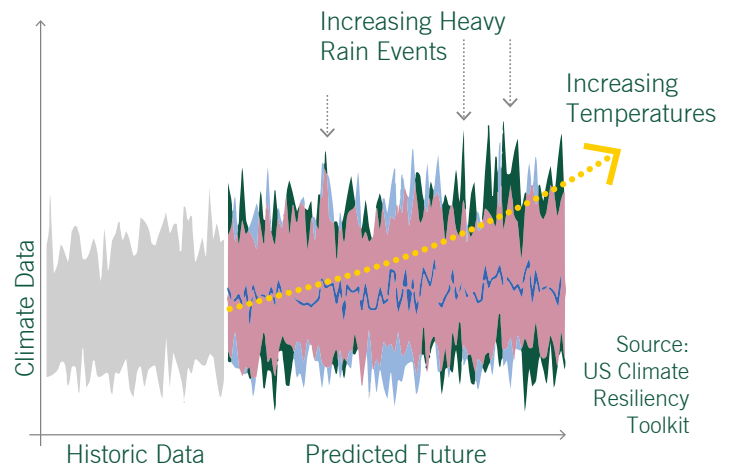


<https://datausa.io/profile/geo/russellville-ar/>

POPULATION DEMOGRAPHICS



CLIMATE PREDICTIONS

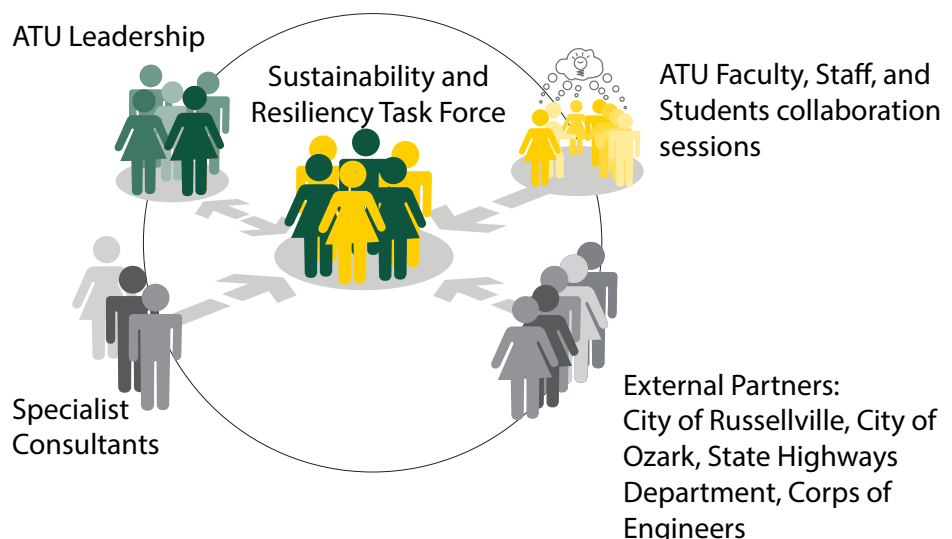


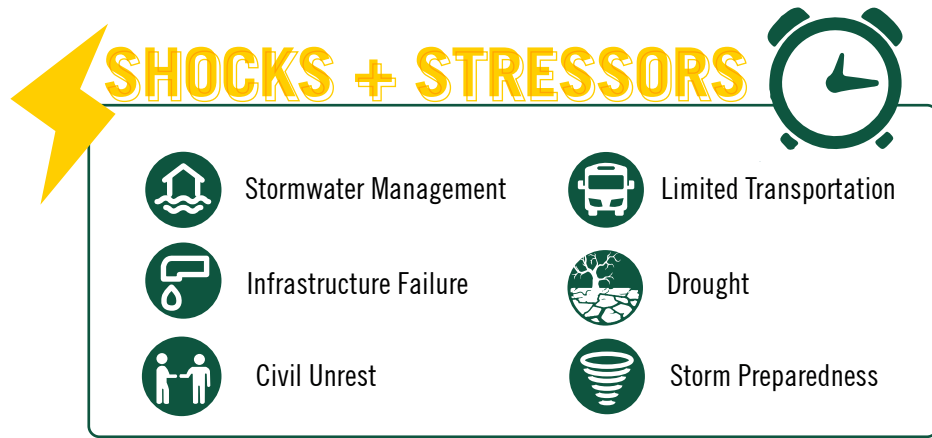
DIVERSE STAKEHOLDER GROUPS

The Sustainability + Resiliency Task Force's role is to coordinate with identified stakeholders and to provide input into future projects to consider their potential contribution to resiliency on campus.

The Sustainability + Resiliency Task Force is comprised of:

- Emergency management staff
- Environmental design students
- Campus police
- Information technology staff
- Sustainability student groups



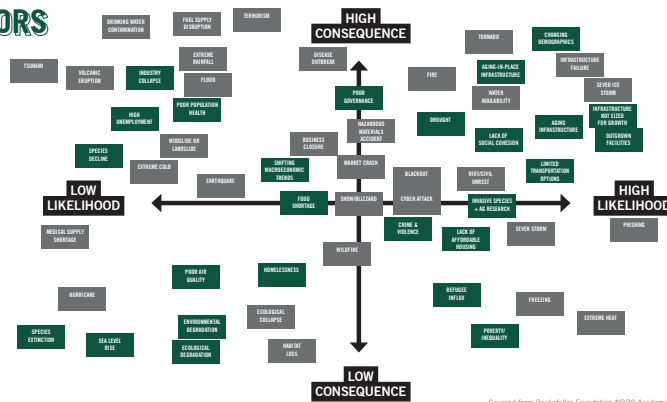


Six shock and stressor groups were identified as potentially being most critical to the ATU campus locations.

1. SHOCKS AND STRESSORS

What are the known shocks and stressors affecting the university?

The shocks and stressors game is an open and challenging forum for all of the stakeholders to think through all of the potential issues which might impact the campus.



Sourced from Rockefeller Foundation NDRC Academics

2. S.E.E. MATRIX

What are its vulnerabilities as a result of the social, environmental, and economic projections?

The S.E.E. matrix groups shocks and stressors and takes the most likely and highest consequence issues into a deeper level of analysis. Outcomes should identify tangible relationships to design solutions within the master plan.

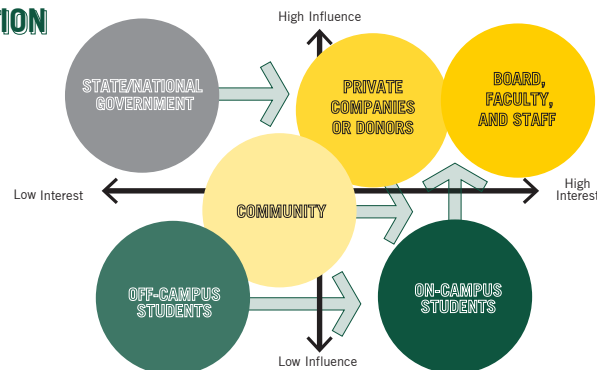
RISKS	SOCIAL	ECONOMIC	ENVIRO
Storm Water Management	Perception vs reality; Vulnerable living spaces; Insurance claims	Cost of implementation; Cost of clean-up; Parking impacts	Water quality; Erosion; Habitat disruption;
Limited Transportation	Education/culture; mobility choices; Way-finding	Affordability; lack of alternatives/choices; cost of infrastructure	Affordability; lack of alternatives/choices; cost of infrastructure
Infrastructure Failure	Loss of well-loved spaces; impacts, morale, recruitment, brand	Old infrastructure is costly to maintain; economic cost of off-line facilities	Contamination from hazardous materials; Not energy efficient

3. STAKEHOLDER IDENTIFICATION

Who is involved and how are they impacted?

User groups with a potential interest or influence on the master plan projects are identified and methods of increasing engagement proposed.

The third workshop also identifies gaps in the engagement workshops where additional stakeholders could be included, such as donors, or state entities.



Sourced from Rockefeller Foundation NDRC Academics

DESIGN PRINCIPLES

How does your design solution address site vulnerabilities?

Design principles to guide the long term campus master plan included three interconnected areas that form an overall framework for the campus. Sustainability + resiliency was divided into three key areas that combine to embed resiliency in the master plan.

COLLABORATION & ACTIVATION OF SPACES

SUSTAINABILITY & RESILIENCY

GATEWAYS & MOVEMENT

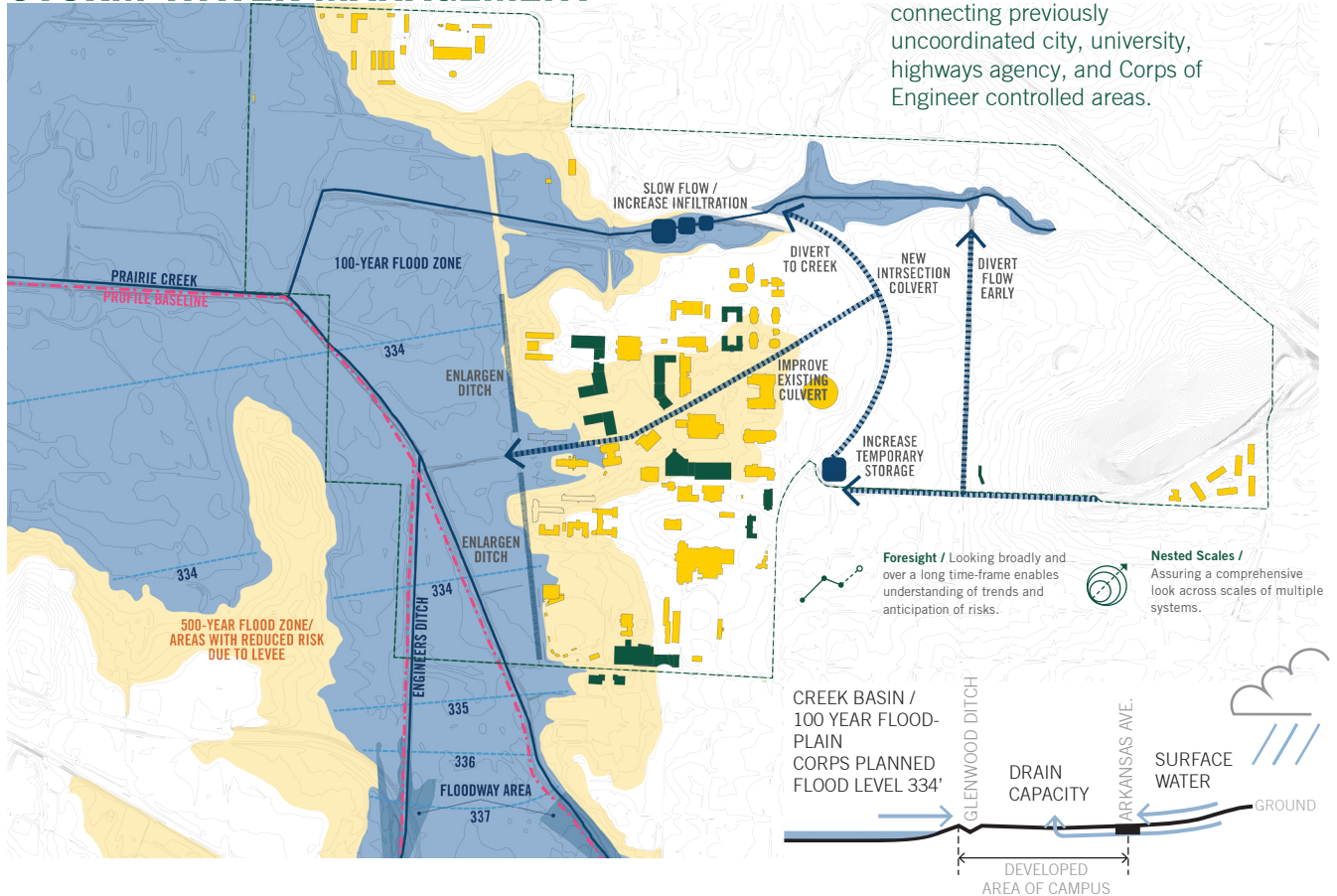
PROTECT | Storm Water Management

ORGANIZE | Accessible Routes

NETWORK | Utilities and Systems

STORM WATER MANAGEMENT

Strategic review of water systems connecting previously uncoordinated city, university, highways agency, and Corps of Engineer controlled areas.



ACCESSIBLE ROUTES

Adding ADA accessible routes to complete a campus network combining with strategic evacuation routes and ingress and egress locations.

PEDESTRIAN CAMPUS CORE

EXPAND ADA PATH NETWORK

PLANNED ADA + FLOOD PROTECTED EVACUATION ROUTES

BIOSWALE PREVENTS PATH FLOODING

PUT ADA ACCESS AS A PRIORITY

Diversity / Designing
Systems with many different components rather than with few components.

Self-Organization / Expediting the recovery process and affecting change by taking the initiative to coordinate with community members.

UTILITIES + SYSTEMS

Using planned utility systems upgrades to align storm water and access improvement projects with installation of a chilled water loop and plant upgrades.

EXPANDED CENTRAL PLANT

PLANNED CHILLED WATER LOOP

TIE IN SECONDARY PLANT LOCATIONS

PROPOSED STUDENT UNION + REC CENTER

Sections of infrastructure should also be completed as part of any major building projects.

Redundancy / Allowing some components to compensate for the loss or failure of others within a system provides insurance.

Adaptive Capacity / Acknowledging that systems are based on a web of connections and interdependencies can facilitate the resilient management actions.

POLK
STANLEY
WILCOX
ARCHITECTS

PERKINS+WILL

