The attached document is the resulting summary report titled “Texas Christian University – Final 2017 Facilities Master Plan.”

The 2017 Facilities Master Plan is a concept document used to identify the unique opportunities and challenges of the physical campus and how they might be leveraged to advance the university’s strategic plan. At its heart, it is a road map for the future of a campus, and becomes a crucial tool in confirming that short-term projects are working in conjunction with long-term plans and goals. A campus master plan should be viewed as an integral document intended to help guide decisions about campus development and capital expenditures. However, it is not intended to serve as a fixed ‘construction document.’ Future identified building footprints, pedestrian corridors, and other improvements to the physical campus are intended to convey a broader concept to advance an appropriate sense of place, campus functionality, and scale.

The 2017 Facilities Master Plan was completed in December 2017, with the understanding that future planning efforts would further explore relevant topics in greater detail as identified and prioritized by TCU.

Persisting with a regular update schedule is an essential component of campus master planning. TCU will celebrate its sesquicentennial in 2023, and continues to plan for future success in its mission to educate individuals to think and act as ethical leaders and responsible citizens in the global community. Ongoing and collaborative planning processes will contribute to the achievement of this mission, and it will be important that TCU complete relevant updates and revisions to its master plan on a routine basis. Future planning efforts will build upon the successes of the 2017 Facilities Master Plan and may focus on the following specific topics:

- Sustained resiliency (e.g., lasting effects from the COVID-19 pandemic on the physical campus),
- Emerging technologies/motilities and integration into the TCU experience through current and future infrastructural improvements,
- Strengthening of the TCU architectural aesthetic,
- Enhancements to the outdoor environment,
- Development and codification of the TCU Design Guidelines, thereby ensuring longevity of the TCU architectural aesthetic,
- Space management,
- Governance structures, policies, and guidelines.

For additional information on TCU’s planning efforts and initiatives, please contact Jason Soileau, Assistant Vice Chancellor for Planning, Design, and Construction at j.soileau@tcu.edu.

The TCU 2017 FACILITIES MASTER PLAN

TCU continues to strengthen its reputation as an emerging leader within higher education, and has experienced many exciting and transformative occurrences since the completion of the 2017 Facilities Master Plan that are likely to impact the guiding vision of the physical campus for the foreseeable future. Some of these significant occurrences include:

- A change in academic leadership to include a new Provost (Dr. Teresa Abi-Nader Dalbagni) and new deans across many of TCU’s stellar colleges and programs.
- Launching of the inaugural Class of the TCU and UNT Health Science at Dallas.
- Completion of ongoing major construction such as the Spencer Hays Hall supporting the Neeley School of Business, Richards Hall and Arnold Hall housing facilities, and several significant site improvement projects to include TCU Music Center featuring the Van Cliburn Concert Hall supporting the College of Fine Arts, East Side expansion at the Amon G. Carter Stadium, the Harrison administration building, Richards Hall and Arnold Hall housing facilities, and several significant site improvement projects to include the Belo Family North Pedestrian Mall and the Intellectual Commons Phase 1.
- Design has been advanced to convert Sadler Hall into a major academic facility that will house several academic units, provide 17 additional flexible classrooms, and various academic support spaces.
- The COVID-19 global pandemic created many fiscal and logistical challenges for the TCU community, and higher education in general.

By aligning with emerging trends in higher education, TCU will contribute to the achievement of this mission, and it will be important that TCU undertake a comprehensive update to its master plan on a routine basis.

The 2017 Facilities Master Plan was completed in December 2017, with the understanding that future planning efforts would further explore relevant topics in greater detail as identified and prioritized by TCU.
December 19, 2017

The 2017 Facilities Master Plan is a unique opportunity to shape the future of Texas Christian University. As the University evolves to meet future challenges, new facilities will be added and existing facilities will be modified. The Facilities Master Plan provides direction in facility planning to ensure future buildings honor the rich campus heritage yet remain adaptable to the evolution of the University’s Strategic Plan. The principles focus on linking new facilities with existing context through connected outdoor spaces and expand on key initiatives for academics, student life, administration, and athletics. The plan builds on the historical presence of the campus along South University Drive and the successful development of the Campus Commons anchored by the Brown Lupton University Union. The planning is not prescriptive; but it is deliberate and calibrated to provide a unified campus environment.

This plan is the vanguard for future development of the built environment at Texas Christian University. It is intended to guide development in a manner that enhances the mission, vision and value of the University. Texas Christian University is a special place and this plan preserves and expands this legacy into the future.

R. Nowell Donovan
Provost and Vice Chancellor for Academic Affairs

Kathy Cavins-Tull
Vice Chancellor for Student Affairs

Todd Waldvogel
Associate Vice Chancellor for Facilities & Campus Planning

LETTER TO THE COMMUNITY
OUR MISSION
TO EDUCATE INDIVIDUALS TO THINK AND ACT AS ETHICAL LEADERS AND RESPONSIBLE CITIZENS IN THE GLOBAL COMMUNITY.

OUR VISION
TO BE A WORLD-CLASS, VALUES CENTERED UNIVERSITY.

OUR CORE VALUES
TCU VALUES ACADEMIC ACHIEVEMENT, PERSONAL FREEDOM AND INTEGRITY, THE DIGNITY AND RESPECT OF THE INDIVIDUAL, AND A HERITAGE OF INCLUSIVENESS, TOLERANCE AND SERVICE.

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EXECUTIVE SUMMARY

TCU’s history is rich and evolving. The campus depicts physical and emotional ties, and those links expand to the neighboring communities. Embraced by the city of Fort Worth, the campus environment makes a positive mark in north Texas. Development over the past 20 years has increased student, faculty and community interactions – and this momentum will continue. The University must continue creating new spaces and places that impact and stimulate the imagination. The intent of this Facilities Master Plan offers Texas Christian University, its campus and surrounding neighborhoods structure for campus planning and transformation. It is intended to be an evolving plan. Its execution and interpretations must be adaptable for success. It is a living document that should be periodically revisited.

The 2017 Facilities Master Plan process was led by a diverse committee of university leaders appointed by the Chancellor. The committee’s efforts involved extensive engagement with on- and off-campus constituents. Detailed discussions with program leadership were supplemented by focused work sessions with campus and community partners.

The 2017 Facilities Master Plan recommendations are purposefully not prescriptive, but they are deliberate and calibrated. The Plan contemplates potential solutions to challenges articulated by the Chancellor’s committee and community. Texas Christian University’s current Strategic Plan, known as the Vision in Action: Academy of Tomorrow, helped define where TCU has been and continues to guide development until the development of a new Strategic Plan. While TCU is a component of the greater Fort Worth community, it is important to note that some aspects of this plan are presumptuous and may include non-faculty-owned parcels of land not currently owned by the university; however, these minor discrepancies will be accommodated through the natural evolution of the campus transformation.

The proposed master plan depicts TCU’s land capacity, development principles and finite amounts of current and available land surrounding the campus. As the university considers the potential capacity of the real estate – which essentially could support doubling the built space on campus – incremental and sequential steps need to be planned to ensure best and highest use of real estate.

Closing most of the campus roads east of University Drive would consolidate private property and increase the development area to allow for greater and more flexible growth. Structured parking garages contribute to more efficient land use and new gateways define campus edges at the east and south. This approach adds approximately 14 to 16 acres of land to the campus while enhancing walkability. Development of open parcels is intentional and takes place with consideration of the principles rooted in the fabric of the existing campus.

The 2017 Facilities Master Plan is designed to address the places, spaces and systems of functional areas supporting programs of the university. Accordingly, the proposed land consolidation silos academic learning facilities...
to expand in support of a larger student base and accommodate associated faculty growth should future Strategic Plans so dictate. Likewise, based on potential future plans, the campus can support the residential university experience through campus life and housing facilities accommodating 90 to 100% of undergraduate students on campus.

Texas Christian University is notably bisected by South University Drive. Today the area east of University drive supports mostly academic programs. The main pedestrian corridor is referred to as the Intellectual Commons and is anchored by the renovated Mary Couts Burnett Library on South University Drive. Immediate expansion opportunities exist with the Neeley School of Business (Spencer Hays Hall), as the anchor to a potential new expanded academic commons to the east. Controlled access from the east at Lowden Street will enhance the open space and pedestrian scale experience similar to that created by the Campus Commons on the west side of campus. An expansion east could establish a robust and active campus edge along South Berry Street to include a student residential village and a formal campus entry from West Berry Street. Further development goals for the east campus include creating a new north/south building alignment, anchored at the north by a Creative Crossroads defined by the new performance hall and fine arts building, and at the south by an expanded science precinct.

Development of the campus west of South University Drive is relatively more modest but still impactful as it focuses on the repurposing and realignment of programs to create better experience and operational efficiencies. The planning contemplates expansion of the Brown-Lupton University Union at its north end, made possible by a modest expansion and repurposing of the Rickel Academic Wing to collocate health, wellness and recreation. Larger development is focused on the expansion of the west campus core south to Berry Street to create a new, more vibrant student and east of the Mary Wright Admission Center. This expansion will accommodate a structured parking garage serving the central campus, consolidated administrative, academic and campus life support services. The campus west of Stadium Drive, dominated by recreation and athletic spaces, includes expansion opportunities for football and baseball with a new sport and recreation support building. Linking Worth Hills to the campus with purposeful pedestrian experiences and walking paths would expand and connect the surrounding Fort Worth community.

The 2017 Facilities Master Plan is intended to support Vision in Action: The Academy of Tomorrow and evolve in response to future strategic plans by way of a framework of principles that guide a flexible but calibrated pace of sustainable development.

"WHERE AN UNPREDICTABLE FUTURE IS INEVITABLE, THIS PLAN ASPIRES TO WHAT IS POSSIBLE AT TEXAS CHRISTIAN UNIVERSITY."
PURPOSE
PURPOSE

The purpose of the 2017 Facilities Master Plan for Texas Christian University is to create a long-term flexible framework for the physical development of the campus that is aligned with the ongoing strategic planning initiative Vision in Action. This strategic plan, instrumental to the development of the residential university campus seen today, is rooted in the belief that the best preparation for its graduates lies in the “rigorous - but person centered - residential university experience that has long been the heart and soul of a Horned Frog education.” The facilities masterplan is intended to be a tool that allows the University leadership to analyze, assess and guide the impact of opportunities, initiatives, and programs when making future decisions regarding the shape of its physical environment.

VISION IN ACTION

Vision in Action became the guide and standard by which the facilities master plan was developed and success was measured. Recommendations are focused on how to achieve goals that support the aspirations of the strategic plan through the physical development of the campus. The goals are summarized as follows:

1. ACADEMIC PROFILE & REPUTATION

Academic Profile and Reputation with targeted minimums for admission; a strengthened teacher/scholar model and a better than 14:1 target student to faculty ratio.

2. SIZE & BALANCE

Size and Balance with a target enrollment of 10,000 with a 50:50 male-to-female balance and dynamic commitment to a diverse student body. Division I intercollegiate athletics will adhere absolutely to the letter and spirit of NCAA rules and recruit student-athletes that match those values with 60 female slots added to the varsity rosters.

3. OPTIMAL CAMPUS ENVIRONMENT

Optimal Campus Environment addresses campus facilities to support more efficient use of classroom space, additional faculty office space and flexible interdisciplinary space. The creation of a residential campus that furthers the goal to house all undergraduates on campus is part of the continued emphasis on student facilities to ensure a vibrant campus experience.

4. BUILD FACILITIES FOR KEY ACADEMIC INITIATIVES

Build Facilities For Key Academic Initiatives focus on the creation of a new Intellectual Commons anchored by a redesigned and repurposed Mary Couts Burnett Library and the expansion of the Neeley School of Business.

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CAMPUS GROWTH & HISTORY

The campus is rooted in history and rich in context. It has been a Fort Worth landmark for over a century and has developed into an academic resource with notable faculty and elevated student demographics. Its continued success rests in expansion connected to its past.

Since 1997, the campus has seen tremendous student growth. This growth has been partnered with facility expansions turning parking lots into productive academic space and campus-life facilities. Significant additions to the campus include the King Family Commons and Worth Hills residential halls, the Brown-Lupton University Union and the Campus Commons; and a major expansion to the Mary Couts Burnett Library at the newly developed Intellectual Commons.
PLANNING PRINCIPLES
PLANNING PRINCIPLES: GUIDING PRINCIPLES OF THE 2017 FACILITIES MASTER PLAN

The 2017 Facilities Master Plan is grounded in principles that will allow for flexible response to the functional needs of programs as they evolve in response to the strategic initiatives of the university. Recommendations address what is known today and establish a dynamic framework that can respond to unforeseen developments.

The following Guiding Principles set the framework for decisions regarding campus development:

1. BUILDING FORM AND PLACEMENT
2. LAND USE
3. MOVEMENT
4. OPEN SPACE
1. BUILDING FORM AND PLACEMENT

Formal, prescriptive building placement on and around TCU has been evident since its 1910 establishment in Fort Worth. Centered on South University Drive, with an east-west axis, buildings within these boundaries have a distinctive scale and approachability that creates a common context throughout the campus. Additionally, building heights are consistent creating an inviting pedestrian-scaled campus.

2. LAND USE

The historical campus and land development pattern created a campus character, and has been used to maintain and reinforce a unified programmatic placement and scale of buildings. The land use pattern, in concert with unified and scaled building massing, architectural traditions and campus character, drive rational plan configurations that define open space edges. The land and the location of buildings are established with comfortable walking distances and with similarly grouped campus functions in mind.

3. MOVEMENT

The campus environment is enhanced by a pedestrian scale and complimented by improving safe vehicular movement throughout campus. Pedestrian pathways that today are concentrated within the campus core will be expanded to reflect the campus scale and character at the campus edges.

4. OPEN SPACE

Open spaces respond to and reinforce future land use and development patterns. Open spaces foster social intersections and create opportunities for small group teaching and collaboration. The informal gathering places and spaces for students, faculty, staff and visitors encourage learning and promote programmatic campus synergies. Properly proportioned spaces for these environments are deliberately created by thoughtful building placement.
THE PLAN
THE PLAN

The 2017 Facilities Master Plan solves short-term foreseeable facility challenges while establishing a long term flexible framework for future campus development.

The master plan depicts land development based on four principles - land use, building placement, open space and movement - that stem from the existing fabric of the campus. Land use and building placement is informed by the historical campus development pattern, which is expanded and refined for current and growing programs. Land use maintains and improves upon the current scale and campus character while guiding development of underutilized land. Open space relationships future land use and development patterns through defined campus commons, quadrangles, athletic fields, surface parking lots and natural green spaces. Unified and scaled building masses, established architectural traditions and campus character, land use and the configuration of buildings with simple plan arrangements all define edges of open space. Lastly, comfortable pedestrian pathways operate from unique circulation for services and rooms promote a clear pedestrian and vehicular circulation pattern across the campus.

The principles serve to guide development of a unified campus environment that is particularly evident in the development of the academic core to the east and the definition of the campus edges along West Berry Street from Stadium Drive to McCart Avenue. The proposed development of the south campus edge along West Berry Street extends the campus fabric and provides the first impression for campus visitors. In addition, consolidated campus gateways define the campus edge and reinforce the campus image through consistent design features at new and improved campus entry’s.

A comprehensive and unified vision for campus facilities is depicted in the following five functional areas that support campus programs. The development indicated in each area is not meant to be prescriptive, but rather depicts a range of possibilities where land consolidation is possible and structured parking contributes to more efficient land use. The Facilities Master Plan development is intended to support the unique character of TCU, with buildings of similar scale and character clustered together to enhance or create functional zones. These grouped buildings establish open spaces and encourage pedestrian movement with areas for thoughtful repose and recreational activities.

Ultimately, the planning demonstrates the capacity for physical growth that will be able to accommodate future programmatic or functional development of the university. Rooted in the strategic plan Vision in Action: Academy of Tomorrow, these facilities are designed to impact student growth and development, support the connective culture of the campus community, enhance teaching and learning, and encourage the social growth of students.
Planning efforts support increased prominence in academic reputation, with facilities to support growing academic programs, evolving pedagogy and infrastructure for teaching and learning. Expanded faculty offices as well as improvements to classrooms to accommodate evolving pedagogies and new technology will continue in support of academic programs. Increased instructional space will be enabled through consolidation and efficiency in campus life and administrative space across campus.

Additional efficiency and program delivery is planned through collocation of academic and campus support services. Three significant projects that will continue to elevate the academic reputation of TCU include the expanded Neeley School of Business that anchors the Intellectual Commons at the east and will establish the edge of a future east campus commons; a new school of music and performance hall, east of an open commons adjacent to Moody South; and expansion of the facilities to support the sciences immediately south of Tucker Technology Center.
The planning efforts to support campus life focus on facilities supporting out-of-classroom growth. These include residential facilities to support on-campus housing for most of TCU students, consolidated student support services adjacent to complimentary academic support services, and improved and expanded recreation facilities and fields. New housing on East Campus would be supported by appropriate dining and recreation facilities necessary to complement housing programs.

Significant facilities supporting campus life include the creation of an integrative wellness center—relocating the Brown-Lupton Health Center, Counseling and Mental Health Center, Health Center Pharmacy, Alcohol and Drug Education, and associated wellness programs.

An expanded and reconfigured University Recreation Center will provide a single campus facility to promote preventative health education to students, faculty and staff. An addition to the Brown-Lupton University Union will allow expansion of dining facilities, allow for growth of student organization and activity space and provide abundant unstructured student lounge space.
ATHLETICS

Facility improvements emphasize the continued success witnessed in the athletic program since TCU’s entry into the Big XII conference. In particular, football and baseball programs demand improved facilities that will enhance the experience of athletes and spectators. This need will be met by the east side expansion of Amon G. Carter Stadium and new locker rooms, upgrades to the environment graphics, Club Box expansion and a new entry gate at Lupton Stadium. Growth and addition of programs supporting women’s sports create a need for facilities that support the balance of Title IX initiatives on the campus. Major development efforts include the new entrance to the Lupton/Stadium and Lowdon Track & Field Complex, new locker room and training facilities at the Lowdon Track & Field Complex, and consideration of the indoor aquatic facilities of the University Recreation Center.
Facilities development for campus administrative programs is focused on improving synergies within and among administrative departments that over time have been strained by space needs and dispersed across the campus. Consolidated proximity of administrative departments will provide operational efficiencies and increased collaboration between staff. The notable element of development in this program area is the consolidation of the executive leadership in a new administration building on the south campus core, a key element in the extension of the campus fabric south towards West Berry Street.

ADMINISTRATIVE FACILITIES
PARKING

As the critical mass of surface parking is developed, structured parking garages contribute to more efficient land use. These structured parking facilities on the east and west campuses are located within reasonable distance of new gateway entrances that define campus edges at the east and south.
SUMMARY: GROWTH

The Facilities Master Plan solves short-term foreseeable facility challenges while establishing a long-term flexible framework for future campus development. The four principles of land use, building placement, open space development, pedestrian and vehicle movement guide the development of the new master plan, and especially the expansion of the east campus. As the population of the campus grows, increased density of the campus enhances the character of open spaces. More efficient use of existing land combined with street closures allows for a hierarchy of open spaces and new buildings create clear visual axis’s. The proposed Facilities Master Plan depicts TCU’s land capacity, development principles and is designed to address the places, spaces and systems supporting programs of the university. Land consolidation and increasing development area is achieved by closing most east campus roads to allow for greater and more flexible growth. This approach adds approximately 16 acres of land to the campus. Accordingly, the proposed land consolidation allows facilities to expand in support of a potentially larger student base and accommodate associated faculty growth. Structured parking garages contribute to more efficient land use and new gateway entrances define campus edges at the east and south. Development of open parcels is intentional and takes place with consideration of the principles rooted in the fabric of the existing campus.

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<th>TOTAL FUTURE</th>
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The following precinct plans highlight the immediate campus development opportunities of the 2017 Facilities Master Plan. These developments enhance programs in the short-term and in the long-term begin to define the functional growth of the campus.
The development of the East Campus is focused on an expansion of the academic core along the central east-west campus axis anchored by Sadler Hall west of South University Drive. The development is made possible through improved land use and consolidation of parcels through road closures, allowing the campus fabric to extend east of the campus edge. Consolidated land allows for more flexible development of future facilities while maintaining the current campus' pattern and character. A new academic quadrangle east of and on axis with the expanded Neeley School of Business defines the new eastern edge of the campus. The open space of the new academic commons is linked visually to a new campus entry on South Berry Street at Merida Avenue and at this new campus edge the topography provides an opportunity for a significant landscape feature along a view axis that crosses a naturally elevated promontory.

A salient development feature of this precinct is the definition of the campus edge along West Berry Street. Its southern edge is the first impression for campus visitors, and with walkable paths to and from the campus core extends the campus community and creates development opportunities. Residence Halls on the south would be supported by appropriate campus dining and recreation facilities necessary to complement housing programs.
A new north-south axis is introduced, anchored by the expanded College of Fine Arts at the north and an expansion of the academic science facilities at West Berry Street. The use of familiar open space, circulation, and building character forms a strong connection to the campus core and links to the Tucker Technology Center and adjacent science facilities, creating a robust sciences precinct.
The development of the precinct south of Bellaire Drive North and east of the Mary Wright Admission Center is anchored by a new administration building that will house executive leadership offices, supporting staff and complementary programs. The development will expand the campus core south to West Berry Street and include a new vehicular entry and parking facility to support visitors and the core campus. Road and pathway reconfigurations in the open space north of the Mary Wright Admission Center allow for a stronger connection from campus core and to Worth Hills.

The south core is also defined by the development of facilities to support campus life. A consolidated campus wellness center is envisioned to promote health education of students, faculty and staff complemented by an expanded University Recreation Center. Facilities that support Academic and Campus Life Programs are also planned for the precinct east of the Mary Wright Admission Center. Walking distance to the proposed structured parking garage will provide improved access for career counselors and recruiters. These projects ultimately enable the expansion of the Brown-Lupton University Union to support expanded student programming and dining.
WORTH HILLS

Development of Worth Hills is focused on improvements to open space through defined and enhanced pedestrian and recreation pathways, interspersed with gathering areas that link facilities and programmatic functions. A new outdoor amphitheater, aligned with a focused water feature, is envisioned as a venue for campus life events.
ACKNOWLEDGEMENTS

We are grateful to the University’s faculty, students, and staff who contributed to this study. Your passion is clear and your ideas thoughtful.

CHANCELLORS COMMITTEE FACILITIES MASTER PLAN COMMITTEE

Mr. Craig Allen, Director of Housing and Residence Life
Ms. Karen M. Baker, Vice Chancellor for Human Resources
Dr. Kathy Carson-Bull, Vice Chancellor for Student Affairs
Mr. Christopher M. Del Conte, Director of Intercollegiate Athletics
Dr. B. Nowell Donovan, Provost and Vice Chancellor for Academic Affairs
Dr. Phil Hirtz, Dean, College of Science and Engineering
Ms. Remona Hughes, Associate Provost of Educational Technology and Faculty Development
Dr. John Kessler, Dean, Mary Couts Burnett Library
Mr. Harold Leeman, Director, Facility Planning and Construction
Mr. Bryan C. Lucas, Chief Technology Officer
Ms. Steve McElrath, Chief of Police
Dr. Lee Manning, Associate Provost for Academic Support
Dr. Harry Parker, Chair of Theatre
Ms. Mary Martin Patton, Dean, College of Education
Ms. Nancy Peterson, Associate Vice Chancellor and Chief of Staff
Dr. Ian Quevedo, Chair of Faculty Senate, Instructor, Religion
Dr. Michael D. Rasel, Executive Director for Student Affairs Administration, Director of Belk
Ms. Maddie Reddick, Student ’16
Ms. Tracy Selin-Jones, Vice Chancellor for Marketing and Communication
Mr. Riker Thompson, Student ’17
*Mr. Todd S. Waldvogel, Associate Vice Chancellor for Facilities
Ms. Evelyn M. Williams, Manager of Business Analysis

* Denotes Committee Chair
INFRASTRUCTURE
APPENDIX