A Master Planning Primer
What you always wanted to know.....in a short amount of time.

- What is a master plan?
- Why is it important?
- What is the basic MP process.
- What are the key elements of this Master Plan Update?
- How do I get my project on the 5 year Capital Outlay list?
- Planning?
- Deliverables
Master Plan: what it is and what it isn’t

- UNM’s Master Plan Update is a framework for the physical development of the campus.
- It is a roadmap or guide but does not make decisions about any project.
  - Projects must go through a process of development, using this to guide location, justifications, adjacencies, footprint, access, parking…
- It is based upon President Schmidly’s Goals and Strategies.
- The MP has a 10-20 year planning horizon.
- To read the full document, go to: http://iss.unm.edu/PCD/university-planning/master-planning/index.html
MISSION

The Mission of the University of New Mexico is to serve as New Mexico’s flagship institution of higher learning through demonstrated and growing **excellence in teaching, research, patient care, and community engagement.**
The task.....

Update the 1996 UNM Master Plan

- Create a unified campus...connectivity
- Accommodate growth and change...
- 10-20 year planning horizon...
- Capital improvement strategy...
- Roadmap for implementation...
UNM at a Glance:

• 2008 Campus enrollment: 25,820
• FTE Students: 20,582
• Total Employees: UNM/HSC/UNMH 14,289
• Student Employees: Main 3,913 HSC 894
• Approximately 10.8 million square feet of building space for UNM/HSC/UNMH
• 13,261 parking spaces
• 769 acres total: North, Main and South campuses
• CNM 12,000 students/1,000 faculty/staff
Principles to Keep

• Preserve historic buildings

• Design environmentally appropriate landscapes

• Reduce the amount of surface parking and replace it with some structured and remote parking

• Develop strategies to reduce the number of automobile trips.

• Maintain open space structure and pedestrian campus features
What are the Drivers of the MP Update?

- AAU eligibility as the first minority/majority University in the U.S.
- AAUCP Climate Change Initiative...
- UNM to be Carbon Neutral by 2030
- Transportation...Global Warming...VMT
- Rio Rancho...CNM 2+2...Mesa del Sol
- Growth of UNMH and HSC...
- In-fill...Densification...Modernization
- Connectivity...
What’s happening that will impact the UNM MP Update?

- Regional Growth
- Climate Change
- Urban Form
- Sustainability
- Constrained Resources
Regional Growth

U.S. passed the **300 million** mark in 9/06

U.S. population growth is about **3 million per year**

There will be **400 million** Americans in 2043

420 million by mid-century

Mega Mountain Regions

Source: Brookings Institute
Millenials/Generation Y 1982–2000

Student Voice: Profile of Today’s College Student, July 10, 2009

- 60% own a desktop computer (41% nat’l)
- 74% own a laptop computer (83% nat’l)
- 29% participate in online social networks 5x/wk (55% nat’l)
- 25% use campus and work computers (10% nat’l)
- 89% have internet access where they live (97% nat’l)
The iGeneration
1990-present
The Internet Generation
The Big “I”

Changed access patterns to UNM & UNMH

Frontage roads…
Lomas Access…
Traffic….
Regional Mass Transit...

It’s the rail thing...

Bernalillo/Valencia/Sandoval/Santa Fe
1,634,000 population by 2035
UNM has changed...

Spent over $1.1 billion on capital projects in the past 7 years
Main Campus
Engineering, Architecture, Anthropology
Redondo Housing, SUB Addition/Remodel
Popejoy, Mitchell Hall, Dane Smith

North Campus
Health Education Center, Richardson Pavilion,
Domenici Hall, Cancer Center, UNMH
Renovations and additions

South Campus
Football Stadium Additions, Pit Renovations,
Track expansion,
Baseball Field Improvements
Student Success Center
7 Year History of Total Capital Funding

- State funded over $300 million in capital projects since 2002
- UNM successfully leveraged funding
- Rising construction costs challenge funding model
- Must increase density of academic campus due to lack of available land = larger buildings
- Larger buildings = more efficiency but also more cost

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<tr>
<th>7 year History of Total Capital Funding 2002-2009</th>
<th>Total Project Cost</th>
<th>Institutional / Local Revenue Funds</th>
<th>State Funds</th>
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<td>Funding Percentage</td>
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Even though we’ve invested $1.1B on our campus, the work completed only represents a fraction of the need on our campus.

The HED’s 3DI Facility Condition Assessment confirmed this fact.
Complex Urban In-Fill Development

A city within a city of 50,000 + people...

Traffic Impacts
Parking encroachment into adjacent neighborhoods
Congestion
Infrastructure issues
Noise/Pollution
Development of Vacant Land
Low Density/Historic Neighborhoods adjacent to intense activity centers
Community Input & Involvement...

- Questionnaires
- UNM Student Surveys
- Town Hall at the SUB
- Outreach to other Public entities...
- MRCOG, COA, DOT
- Dean’s Council
- Key Staff
- Athletics, HSC, UNMH, UNM Administration
- Briefings of Community Leaders
- Neighborhood Meetings
- Weekly meetings...
What we heard from our neighbors…

- No apparent process for public & neighborhood input regarding project development AND the verification of need
- Concern that the University will develop the North Golf Course and the “Barren Fairway”
- Concern that development in Landswest will negatively affect Mountain Road
- Concern about traffic and parking in neighborhoods (South Campus during events)
- Want more concrete evidence of sustainability
- UNM commitment to alternative transportation
- Concern that parking garages will just create more traffic and cut through traffic
Town Hall input…Students

- Want quick, easy, secure and safe access to the Campuses by bicycle
- Concern about Sustainability
- Importance of On-campus student life
- Need for recreation facilities
- Concern for location and price of parking
- Need for improved east-west pedestrian connections o Central Campus
- Want better food service and amenities
What we heard from the Administration…

• Housing is critical to student retention and success…

• Buildings get funded; infrastructure is an afterthought…and is usually under funded

• UNM needs to provide a campus environment that attracts the best students and faculty…

• There needs to be a site selection process for new buildings that is consistent with the master plan…

• Obsolete and functionally inadequate buildings need to be replaced…

• There needs to be surge space that accommodates space needs during reconstruction…

• We need to maximize the utilization of the space we have…

• Parking…Parking…Parking…
What we heard from the Deans...

- General dissatisfaction with facility conditions – lack of space and facility upgrades
- Dean of Fine Arts: lack of consolidated academic space
- Concern about lack of academic and research space on Central Campus
- Concern about lack of support space for current and future growth
- Anderson School: lack of convenient parking and identifiable gateways
- High density archival facility needed for Zimmerman
- Research space on Main Campus…attracting top notch faculty...
- Learning Commons: integrated and collaborative learning spaces

The need for robust technology
In the classroom…Expectation of technology integrated into classrooms and pedagogy; flexible classroom space with wireless connections, ample outlets
What we heard from HSC...
- Need for the expansion of research related facilities
- Need for a coordinated Master Plan for the development of the North Campus
- The connection to the Main Campus is weak and needs to be improved

What we heard from UNMH...
- Provide an additional 400 beds by 2018 to meet demand for medical services for the State of New Mexico,
- Need easy access to public transportation and potentially by the Railrunner
- Need for parking. Parking is a serious concern, the need for expanded parking facilities is critical
- Provide fast and easy connection to Landswest and UNMH/HSC
- Provide a centralized area for Outpatient Clinics that can easily be accessed by the public
What we heard from the Staff…

• Focus still on cars...encourage more biking, use of mass transit...need safe bike storage
• Not enough parking...cannot run errands without losing prime parking spot
• Eliminate traffic circles, coordinate shuttle services
• Need motorcycle parking in SW main campus
• Fine Arts needs space...Databank is more than office space... Child care should be reflected on south campus...Student Health facility obsolete, too small now.........with enrollments
• Students deserve a recreation center
• Locate student rec center on Johnson Field so won’t take away parking
• Housing on south campus does not make sense
• Need fitness center at HSC
• Need bullet on impacts of built environment on health. HIA could be used as planning tool
• Need plan for stormwater management
• Never heard of opportunities for engagement
• Campus not very handicap friendly
Overall goals of the MP Update

• Reduce the use of the SOV…partner with other Public entities to enhance bicycle and transit connections…

• Increase the capacity of the Health Sciences Center to serve the needs of our growing state…

• Integrate sustainability into all aspects of the campus

• Maintain unique character and sense of place that is UNM…

• Increase UNM’s role as a primary contributor to the economic health of New Mexico as a top tier University Research Institution
A Conceptual Framework

Four Strands of Priority that Connect, Align, & Activate the University’s Mission, Vision, Values, and Strategies

**Student Success**
- Affordability
- Access
- Graduation Rate
- Retention Rate

**Systemic Excellence**
- Research
- Undergraduate/Graduate Education
- International Education
- Diversity

**Healthy Communities**
- Urban/Rural Health
- Education & Training
- Research, Outreach & Intervention
- Health Policy

**Economic & Community Development**
- Economic Revitalization
- Community Capacity Building
- Sustainability Leadership

**Vision**
A future in which UNM is known for:
- Strength through Diversity
- Student Success through Collaboration
- Vital Academic Climate
- Excellence through Relevance
- Research for a Better World
- Health and Wellness Leadership
- International Engagement

**Cornerstones of Mission**
- Teaching
- Research
- Patient Care
- Community Service

**Values**
- Excellence
- Access with Support to Succeed
- Integrity
- Diversity
- Respectful Relationships
- Freedom
- Sustainability

**Strategies to Achieve the Vision**
- Connectivity to Purpose
- Intercultural Competency
- Synergistic Partnerships
- Student-Centered Decision Making
- Campus Vitality
- Innovative Research-to-Application Platforms
- Mission- and Vision-aligned Investments

THE UNIVERSITY of NEW MEXICO
Enrollment Trends

67% of incoming Freshman are from Santa Fe, Bernalillo, Sandoval & Valencia Counties

88% of incoming Freshman are from New Mexico

+ 600,000 Projected Metro area population increase 2010-2035
Strategies...

- 24/7...live...work...learn...play...
- Connectivity...north...south...central...
- In-fill campus development...Main Campus
- Facility replacement and renewal...
- Traffic, transit and transportation...regional approach (UNM/HSC/UNMH/CNM/OA/MRCOG)
- Commercial development for additional revenues...
North Campus
3.58 Million sf
269 Acres

Central Campus
5.1 Million sf
211 Acres
2200 housing units
3800 core parking spaces

South Campus
1.4 Million sf
289 Acres
9500 parking spaces

Connectivity
Modern Streetcar

- U. of Arizona
- U. of Cincinnati
- Ohio State U.
- U. of Buffalo
- Portland State U.

Connecting to Community plans and resources
Pedestrian & Open Space Corridors
UNM President Schmidly

“While we meet the needs of the present, we must always be mindful about not compromising the well-being of future generations.”

Sustainability is one of the university’s core values

- Design/built to a minimum of LEED Silver Standards and 50% energy goals
- Green Screen for Buildings
- UNM pledges campuses’ greenhouse gas emissions will become carbon neutral.
- Member Association for the Advancement of Sustainability in Higher Education
- UNM’s sustainability grade increased to a “B” this year from a “C” in last year’s report.
- UNM Cuts Energy Usage 14.2%
- Cost Avoided Utility Spending by $2.9 Million
- Carbon Emission Reductions Equal to 2,440 Cars
The Challenge…
Evolving from a Commuter Campus to a Sustainable “Urban” Campus…

Applying the 4 D’s of “Travel Behavior” to the UNM MP Update…

• **Density**… as compactness increases…car travel decreases…

• **Diversity**… mixed land use pattern is correlated with increased walking and reduced car travel…

• **Design**… creating/maintaining a quality pedestrian environment

• **Destination**… UNM/UNMH/HSC & CNM is already the largest regional generator of VMT/SOV trips…integrating UNM/CNM transportation planning with RTD…
Locate Garages on the periphery
UNM cannot solve regional transportation issues alone...

Outreach to MRCOG, DOT and COA

Transit strategies for accessing UNM/UNMH/CNM area...
Consensus...

Main Campus

Unique sense of place…and architecture
Quality of open spaces
Response to Concerns from stakeholders (students, deans, faculty, staff, administration, neighborhoods, business community)

• No development on north golf course
• Emphasized improved bicycle circulation and amenities
• Created transit connections between all campus’s
• Proposed a comprehensive approach to parking demand, capped parking on Central Campus, preserve land through parking structure.
• Focused on transition UNM from commuter campus to 24/7 campus to reduce traffic and enhance graduation rates
• Moved the center of intensity of healthcare development to the west – away from residential development
• Focused on student housing that improves Campus Life
IT in Master Plan Update

- In 1996, ¼ page devoted to description of technology
  - Bld 256 had NEC switch with 20,000 lines

- In 2009, MP recognized extraordinary growth in IT
  - Enterprise servers hosted by Information Technology Services (IT) data center increased by over 800% in the last six years.
  - In 2002 there were 48 servers supporting enterprise applications; today there are over 400.

- Now, recognized need for improved facilities
  - Located in aging, obsolete building, maxed out on space, with inadequate infrastructure

- Identified the need to plan differently, strategically

- Added IT capital projects to Capital Outlay Plan
  - Relocation of staff, white floor space
  - Distribute service centers
  - Infrastructure
Maximize use of existing space

Improve what we have

Prepare for the future through use of technology to support learning

Coordinate IT infrastructure with utility infrastructure planning

Tie campus development with strategic vision
IT Design Considerations

Involve IT earlier in planning process
- Infrastructure
- Intra-building
- Program

Collaborate with faculty, IT on Learning Environment supporting pedagogy
- Develop LE Guidelines
- Initiate broad approach to IT support at HED level

Establish Standards Committee
- Develop process for “standards” review, approval for compliance
- Develop mitigation strategies

Outline Pre-design process
- Connect strategic directions to MP to department needs to capital plan
- Include IT strategic plan in MP
Thank You

Q&A