GOALS, OBJECTIVES AND POLICIES
2.1 GOALS AND OBJECTIVES

The planning process depends on statements of goals and objectives to guide decisions on various issues and to evaluate the effectiveness of the plan. Goals are defined as long range purposes while Objectives are a statement of desired ends with reference to stated goals. The outcome of the study process will be expressed as policies - courses of action to achieve objectives.

The following is an outline of goals and objectives edited from the 1994 University of New Mexico Long Range Master Plan which have served as a guide to the current planning process:

A. Future Growth and Development of Albuquerque and New Mexico

GOAL:
University of New Mexico will continue to reflect the needs of Albuquerque and New Mexico as it plans for future growth and development.

OBJECTIVES:
- plan for the anticipated growth in technology-based industry in Albuquerque;
- play a major role in regional health care and keep the health sciences complex very accessible to the public;
- continue the institution’s role as the primary source of post-secondary education and provide access to "public services" that improve the quality of life in the community.

B. Future Role of UNM in the Higher Education System of New Mexico

GOAL:
University of New Mexico will continue its role as the key player in the state’s higher education system.

OBJECTIVES:
- in order to maintain the quality of life on the Albuquerque campus, an ideal institutional enrollment needs to be set. Studies suggest a maximum target student population in the 35,000 range.
C. Functional Organization of the Campus

C.1 Goal:
The Central campus will continue to serve as the academic core of the University.

Objectives:
• the academic core should have a 5 - 8 minute walking radius;
• Physics, Astronomy and Architecture and Planning programs will be relocated on the Central campus;
• administrative support functions should be consolidated in a single Administrative Services facility located on an edge of the Central campus to improve accessibility and efficiency;
• utility capacity and distribution capability should be expanded to support facility growth and should incorporate energy-conserving technologies;
• landscaping should use plant materials and maintenance systems that conserve water resources;
• security and safety are paramount campus issues. People must be made to feel safe on campus.

C.2 Goal:
The Central campus will continue to be a community resource and contribute to the quality of life in the community through its performing and visual arts activities, its museums and public events, and its open spaces.

Objectives:
• community oriented facilities will be located on the periphery of the campus adjacent to the ring road and adequate parking;
• a Visual Arts Center consolidating public services of the University Art Museum, Tamarind Institute and Maxwell Museum should be developed on the "Galles" site at University Boulevard and Central Avenue. Other locations that could be considered for this facility include the corner of Central Avenue and Girard or the north west corner of University and Lomas Boulevards.
C.3 GOAL:
Decrease parking demand on campus.

OBJECTIVES:
• encourage inter-modal and multi-modal forms of transportation to campus: pedestrian, bicycle, transit, rideshare, shuttle;
• coordinate with the city to improve transit service to the campus;
• eliminate permit parking lots inside the ring-road. Restrict interior parking to handicap parking and emergency vehicular access;
• meet short-term parking needs on the Central campus through structured parking;
• provide adequate parking for patrons of Performing Arts events. The water reservoir site could be redeveloped with underground structured parking;
• encourage use of remote surface lots for long-term staff and student parking. Regular shuttle buses will provide access between remote parking and the campus ring road.

C.4 GOAL:
restrict or reduce vehicular traffic on campus.

OBJECTIVES:
• vehicular circulation will be limited to an inner loop drive (ring-road);
• multiple entrances to the ring road will be provided from surrounding major arteries to make it easy to enter and leave the campus area;
• access for short-term visitors needs to be well defined.
C.5 GOAL:
UNM will promote and maintain an on-campus residential experience for students.

OBJECTIVES:
• attract outstanding freshmen students by providing good on-campus single student residence living;
• maintain at least the existing ratio of on-campus housing to enrollment;
• continue development of large group residence facilities in the northeast sector of the Central campus;
• for housing built on the campus perimeter assure that it is linked to the academic core by transportation system;
• redevelop the area north of Campus Drive, bordered by Girard and Lomas, with single student group housing facilities as land leases expire;
• new residences will be apartment-type facilities. Older dormitory residence halls could be converted for academic or administrative uses once new apartment-type residences have been developed.

C.6 GOAL:
Maintain the desirable physical character of the Central campus.

OBJECTIVES:
• maintain the essential elements of the Meem-influenced Pueblo revival style as guidelines for architectural design of new buildings: ascending mass; massive walls and earth colors; covered portals, terraces and enclosed courtyards; human scale; organic footprint;
• maintain and build to current building coverage and heights in new development - average 20% building coverage and average 2.5 stories above ground;
• maintain the tradition of locating related academic divisions in clustered building zones;
• as the academic core expands to the north, maintain and extend the pedestrian malls as open space;
• maintain the Duck Pond area;
• landscape open areas using native plant materials requiring minimum watering and general maintenance.
C.7 Goal:
Functionally link the North and Central campuses.

Objectives:
• basic character of the Central campus will apply to the North campus except that a slightly higher ground coverage (30%) will be allowed. Height of buildings will be a maximum of 7 stories for the University Hospital, 6.5 stories for buildings in the immediate medical center area, and phased down to 2.5 average height as development moves to the campus perimeter;
• pedestrian and vehicular connections between the North campus and the Central campus may be addressed through underpasses and overpasses across Lomas. The transition between the North campus and Central campus should be as "transparent" as possible.

C.8 Goal:
The North campus will be developed to accommodate expanding institutional functions.

Objectives:
• ease of access for patient care services is paramount in planning for Health Sciences Center expansion;
• public access to the Health Sciences Center from neighborhood streets such as Stanford Drive should be discouraged;
• parking structures will be essential to minimize the land area dedicated to parking. Parking should be in close proximity to clinics and hospitals to serve patient care operations;
• growth of the Health Sciences Center will require investment in a major second utility system for the North campus;
• the North Golf Course will be maintained as an open recreational area and not utilized for future building development;
• the Law School should be expanded in its current location without encroaching on the golf course. Planning should promote more interaction between the Law School and the Central campus;
D. Context of UNM Campus and Development in its Environment

**Goal:**
UNM Albuquerque should promote an environment supportive of the adjacent neighborhoods.

**Objectives:**
- University expansion should not encroach on established neighborhoods;
- University boundaries should be firmly defined;
- University edges facing residential neighborhoods should have attractive landscape buffers. Edge buildings facing residential neighborhoods should be set back 30 - 50 feet from property lines, limited to 1.5 stories and place vehicular access and storage in the rear or campus side of the structure;
- Campus entrances will be located to encourage use of major arterials for access / egress;
- UNM will work with the City of Albuquerque and neighborhood organizations to reduce the use of residential streets for vehicular circulation and parking;
- UNM will seek opportunities to strengthen the relationship to surrounding commercial enterprises, particularly on the south side of Central Avenue;
- UNM will seek to acquire all commercial property along Lomas Boulevard between University Boulevard and Girard to convert to University uses.
E. Physical Development Plan Goals and Objectives

Additional and related goals and objectives were defined as part of the initial stages of the planning process for this Campus Development Plan.

E.1 Goal:
Physically and perceptually link the North and Central campuses to create a single academic core (also see C.7 Goals and Objectives)

Objectives:
• maintain the pedestrian orientation of the Central campus and extend this characteristic to the North campus;
• create a consolidated central open space linking North and South campuses;
• create bridging structures which extend existing pedestrian malls at a consistent elevation over Lomas Boulevard;
• establish related uses on both sides of Lomas Boulevard to improve perceived linkage across the Boulevard;
• formalize and phase land acquisition strategies to consolidate UNM ownership of properties generally located east of University Boulevard, south of Indian School Road, west of Stanford Drive and Girard Boulevard, and north of Central Avenue.

E.2 Goal:
Improve the quality of student life and the quality of the student experience at UNM.

Objectives:
• develop strategies to encourage students to stay on campus during the academic day;
• expand and distribute student services, study locations and food service facilities to create many campus activity centers. This should apply equally to the North and Central campuses;
• encourage part-time jobs on campus to reduce trips off campus.
E.3 Goal:
Enable UNM to compete effectively with other organizations for available state, public and private funding resources.

Objectives:
• increase the “collegial” sense of the university and the commitment of alumni to the institution;
• create an easily understood planning document to define and justify long-term development of the campus;
• encourage development of the University as a recognized center of research excellence.

E.4 Goal:
To develop an environmentally sustainable campus.

Objectives:
• landscape with drought tolerant, native southwestern plants;
• use gray water for landscaping where available;
• reduce vehicle trip generation on campus;
• permanently establish a large central open space connecting the North and Central campus;
• develop a systems approach for utility plant improvements, and expand or replace the current utility plants to correspond to future demands;
• use energy efficient building technology wherever possible.
2.2 CAMPUS DEVELOPMENT PLAN POLICIES

Some of the specific policies which grow out of the goals and objectives and the study process include the following:

2.2.1 Historic Preservation
The University of New Mexico Albuquerque campus contains several buildings of historic significance and value. Because of the University president, Dr. William Tight, UNM became one of the first institutions in New Mexico to adopt and promote the adobe style as an important regional architectural style. The campus contains some of the earliest non-residential interpretations of the adobe style. Some buildings also have historic significance because of the architects who designed them. John Gaw Meem, a highly respected New Mexico architect who helped to develop the southwestern adobe style, was retained as campus architect from the early 1930's to the late 1950's and was responsible for 38 campus buildings during the period. Some of the larger buildings, including Zimmerman Library and the Anthropology Building are among his most significant design projects.

It is important that the University recognize the value of its physical heritage and establish a policy of historic preservation for the campus - individual buildings and historic campus contexts.

2.2.2 Maintaining Low Density and Existing Character
In a related policy, the University should establish a standard for new development areas on campus based on the density and existing character of those parts of the Central campus which are generally considered most successful. Standard characteristics should be described in terms of density and building height and massing, as well as through contextual design guidelines.

2.2.3 Large Open Space
One of the dominant characteristics of many successful campuses is a large central open space. Open spaces tie different precincts of the campus together, creating a shared physical context.
While the primary focus of campus academic activity has been on the Central campus, the Duck Pond area has fulfilled that central open space function. As the campus expands and the North campus is integrated with the Central campus, an expanded central open space is needed, linking the two campuses.

### 2.2.4 Landscape

Landscaping, whether in small contained courtyards or in new expanded central open spaces should be designed with concern for the dry New Mexico environment and the lack of water for irrigation. Some historical landscaped environments such as the Duck Pond area and the Golf Course will be maintained as active, watered green spaces. New open spaces will be dry landscapes using native grasses and drought-resistant plant material. It is both an opportunity and an obligation for the University to lead the way in the design of environmentally appropriate landscapes.

### 2.2.5 Extend pedestrian district

The concept of the “pedestrian campus”, established in the Warnecke Plan, should be continued to include the southern portions of the North campus. Direct pedestrian linkages across Lomas Boulevard will serve to create the connection. New student activity centers should be created along the Lomas Boulevard corridor, expanding the perceived center of campus and student life to include areas north of the Central Avenue corridor.

### 2.2.6 Parking

Parking and circulation issues are the source of many larger campus problems, including most of the controversy between the University and the surrounding neighborhoods. The goals and objectives address many of these issues directly, and the Campus Development Plan suggests several strategies to cut down on the rate of automobile trip generation on campus.

Without the benefit of a formal study to define future traffic generation and parking needs, this study assumes a policy that at a minimum, the proportional demand for parking spaces per unit of campus population will not increase over the time frame of the study. Hopefully, if provisions of the Campus Development Plan are followed, the proportional demand for parking will decrease. Even though much of the existing parking on the Central campus and southern part of the North campus will shift from surface lots to structured parking facilities and to less expensive remote parking locations to make land available for new development and for open space improvements, the total number of parking spaces will only increase proportionally to student population growth. The
exception to this rule is in the parking needs of the Health Sciences Center patient care facilities. They generate their own traffic unrelated to student population growth, and provision of parking should be directly related to facility development.

The relocation of parking spaces to remote parking locations will sequentially decrease the availability of parking in the pedestrian realm of the campus. This should serve to encourage transportation alternatives to the single occupancy vehicle.

2.2.7 Housing
Increasing the supply of campus housing is a good strategy to reduce the number of trips generated on-campus, and to improve the quality of the student experience at University of New Mexico - both key goals of this Campus Development Plan.

The University should consider the benefits of a policy increasing the percentage of the student population housed on campus from its current level of approximately 7.5%. The Campus Development Plan illustrates the campus capacity for additional student housing.

2.2.8 Albuquerque public transit development
A key strategy in reducing the number of automobile trips to campus is to increase the number of trips to campus on transit. Achieving this increase will involve a major improvement in the quality of transit service in Albuquerque. 36% of the people using the campus on a daily basis live within 3 miles of the University, 56% live within 5 miles. These are ideal commuting distances for public transit service.

The University should participate and collaborate actively with the City of Albuquerque to improve the quality and frequency of transit service in the University area.