



WEST TEXAS A&M UNIVERSITY CAMPUS MASTER PLAN

DECEMBER 2018



FROM THE PRESIDENT:

This Campus Master Plan was created at a unique point in time for West Texas A&M University. As WT approaches its 125th anniversary in 2035, the university has been engaged in a generational strategic planning effort called **WT 125** that seeks to imagine what this institution might look like at that point in the future, and determine the ideas and strategies to achieve it. **WT 125** seeks to create a university that is distinctive, student focused, and tailored toward the Texas Panhandle.

Over the course of the 2017-2018 academic year, we simultaneously engaged in a physical master plan for the campus. This process ran in tandem with the generational planning process, allowing the physical planning effort to closely support **WT 125** by creating the physical environment that can foster its principles. Several key precepts guided this process and created the vision for the master plan:

Our campus must be distinctive, and tied to the Panhandle region. The master plan is responsive to the geography, values, and beliefs of the people of the Panhandle. The campus master plan bolsters the attractiveness of campus, expresses our distinctiveness, and captures a unique sense of place and landscape that echoes the identity of our region.

Our campus is an extension of Canyon, and Canyon is an extension of our campus. The master planning process has involved numerous local stakeholders who represent our civic and business community, and we have generated ideas together forged partnerships to undertake projects that will sustain our quality of life and create economic value to the benefit of all.

Our campus should be a place that provides the opportunity for reverence. The master plan we have produced is respectful of our history and traditions. It plans for the preservation and improvement of great campus spaces, and for the renovation of historic facilities that capture our personal and collective history and culture. It creates a place with which our students and alumni form emotional and spiritual bonds, and will return to this place with a sense of reverence for these moments.

Our campus should be emblematic of Texas. Our place in the state of Texas and in the Panhandle anchors us with cultural and geographic distinctiveness, but that alone does not define WT. We are Texans, and the openness, entrepreneurship, self-assurance, toughness, and tenacity that come with carrying this banner also define our physical campus.

The university is changing. Major projects are afoot. The new football stadium will transform our campus and Canyon on fall weekends, the new Agricultural Sciences complex has been completed, and new Texas A&M TVMDL & VERO facilities are being designed next door. Together, these facilities form an emerging Agricultural Sciences District.

In addition to these buildings, we are hoping to be moving forward with other major street and landscape projects along Russell Long Boulevard, 26th Street, and several others, which will stitch the campus together like a seam, and help our campus embody these precepts. We think that these moves, along with others you will find in this master plan, will help the WT campus embody the distinctiveness and values of our university.



Dr. Walter V. Wendler, President



ACKNOWLEDGEMENTS

STEERING COMMITTEE

Dr. Walter V. Wendler, President and CEO
Dr. Wade L. Shaffer, Provost and Vice President for Academic Affairs
Mr. Randy Rikel, Vice President for Business and Finance
Mr. Michael J. Knox, Vice President for Student Affairs
Mr. Michael McBroom, Athletic Director
Mr. Stan Pena, Director of Facilities and Construction

ADVISORY COMMITTEE

Angela Allen, Chief Diversity & Inclusion Officer
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Jared Miller, City Manager - City of Amarillo
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Tracee Post, Chief of Staff & Assistant VP of Strategic Planning
Joe Bill Sherrod, Interim Vice President for Institutional Advancement
Dr. Angela Spaulding, VP for Research and Compliance & Dean of Graduate Studies
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EXECUTIVE SUMMARY 1

1/ EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Introduction

Leading with a vision, the *West Texas A&M University Campus Master Plan* charts the future. It guides new investment and shapes physical change. West Texas A&M University (“WTAMU” or “the university”) is proactively planning for its future. Within the context of a rapidly transforming higher education climate, this master plan equips the university with solutions to some of its most vexing challenges: renovating old facilities, improving transportation circulation, advancing research, and growing enrollment. This master plan helps WTAMU retain and advance its regional competitiveness. It guides the university towards a more resilient future.

While this plan strikes a new course for the university, it is also influenced by the 2010 master plan and additions to the campus since that time. For instance, the previous master plan did not yet imagine a football stadium on campus nor an Agricultural Sciences Complex being built. Both are now happening. This master plan responds to the latest additions to campus while also exploring new ideas, yet it is also adaptable and allows the university to respond to change.

All of the university’s current land holdings are included in this plan: Main Campus, Nance Ranch, and Horse Center in Canyon, Texas, as well as the Amarillo Center and Enterprise Center in Amarillo, Texas.

Finally, resilience is addressed. The identification of acute shocks and chronic stressors WTAMU faces led to the formation of stakeholder groups and solutions for action to address a range of issues, including natural disasters and industry change.

Why Plan?

Creating a campus master plan is an endeavor that attempts to guide growth and prioritize enhancements on campus. It is a visionary and strategic document that offers five important opportunities:

- Think big and explore new ideas
- Improve efficiencies and ensure that proper infrastructure is in place
- Create a ‘sense of place’ and weave connections back to the community
- Identify needs, develop cost-effective solutions, and prioritize investment
- Align with the strategic goals of the institution

The Big Picture

The central tenet of this plan is to weave together people and places to maximize the WTAMU experience and pursuit of excellence. It projects future enrollment, identifies space needs required to help WTAMU advance, and recommends capital improvements. It identifies transportation and utility infrastructure improvements and the creation of new public outdoor spaces.

In the future, Russell Long Boulevard will become a “seam” that connects north and south campus.

This plan is guided by five key themes: identity, connectivity, vitality, stewardship, and context. All of the recommendations in this plan address the key themes. Improving the visual identity of the campus edge along 23rd Street and imagining a new Learning Commons facility at the heart of campus are just two of many examples.

This plan works towards three different milestones:

- **Toward 2035**, which depicts the planning and design vision for the future of the campus through the year 2035
- **Beyond 2035**, which illustrates the long-range capacity on land owned by the university
- **The Next 10 Years**, which prioritizes ten projects the university seeks to implement by the year 2028



Old Main (circa 1920s)



Old Main in 2018



Proposed Pedestrianization



MASTER PLAN PRECEPTS

Our campus must be distinctive and tied to the Panhandle Region.

Our campus should be a place that provides the opportunity for reverence.

Our campus is an extension of Canyon, and Canyon is an extension of our campus.

Our campus should be emblematic of Texas.

1/ EXECUTIVE SUMMARY

Alignment with *WT 125*

The university is at a critical moment in its history as it embarks on creating both a campus master plan and a forward-looking 'generational plan' called *WT 125: From the Panhandle to the World*, which is a long range strategic plan to help position the university for success through the year 2035 (the university's 125th anniversary). Undertaking *WT 125* is no small task—it involves substantial stakeholder input from across the university, community, and beyond.

This master plan is integrated with the *WT 125* planning effort and is, in many ways, a complementary piece of the larger vision emerging to improve the future of WT. Both *WT125* and this master plan set goals toward 2035.

Excerpts from *WT 125* that impact the goals and recommendations in this master plan include:

- Invert the pyramid
- Evolve into a Regional Research University
- Pervasive commitment to student achievement
- Be responsive to change
- Informed risk-taking, entrepreneurial spirit
- Welcoming, aesthetically compelling facilities
- Distinctiveness created on a foundation of quality



“WTAMU will be more distinctive in the future than it is today. That distinctiveness will be created on a foundation of quality that is widely recognized and measured by world standards.”

The following planning principles in *WT 125* influence this master plan:

- Servant Leadership – Inverted Hierarchies
- Learner-Centered University
- Core Programs, Distinctive Competencies
- Deep Interdependence
- Quality as the Cornerstone
- Serving Texas
- Participatory Decision Making
- Flexible Organizations
- Risk-Friendly Environments
- Facilities
- People First
- The Future

Finally, *WT 125* is informed by data and a thorough assessment of peers including comparative peers, aspirational peers, and geographic peers. This master plan looks toward several of WT's peers to identify recent physical improvements and enrollment growth.



WTAMU ceremonial ground breaking (circa 1920s)



WTAMU continues to build. Agricultural Science Complex under construction in 2017.



1/ EXECUTIVE SUMMARY

MASTER PLAN ENGAGEMENT

The master plan process, which ran the length of the 2017/2018 Academic Year, thoroughly and authentically engaged multiple stakeholders in a diverse range of strategies. From online surveys to ice cream socials and presentations to Student Government, the master plan had multiple touchpoints with students. Student

input shaped goals around active outdoor space, improved student life facilities, and more places for group study.

Several committees provided feedback at five different touchpoints during the process. Seven user groups provided input on space needs, facility issues, enrollment strategies, and economic

development goals. An Advisory Committee of 24 people comprised of university faculty, staff, administration, and students as well as civic leadership from Canyon and Amarillo, provided feedback on master plan ideas. The Steering Committee, comprised of the President's executive administration, made final decisions and approvals.

476 STUDENT SURVEY RESPONSES

57 PEOPLE ON **8** USER GROUPS...

3 COMMUNITY TOWN HALL MEETINGS

293 FACULTY AND STAFF SURVEY RESPONSES

6 STEERING COMMITTEE MEMBERS

- President Wender
- Mr. Randy Rikel
- Dr. Mike Knox
- Dr. Wade Shaffer
- Mr. Michael McBroom
- Mr. Stan Pena

- Academics & Research
- Athletics
- Civic & Community
- Data & Research
- Police, Fire & Safety
- Student Life
- Transportation & Mobility
- Utilities & Facilities

INFLUENTIAL GENERATIONAL PLANNING EFFORT



24 MEMBER ADVISORY COMMITTEE

20 MEMBER RESILIENCY TASK FORCE

75+ ATTENDEES



Students providing input at the Ice Cream Social in October 2017.



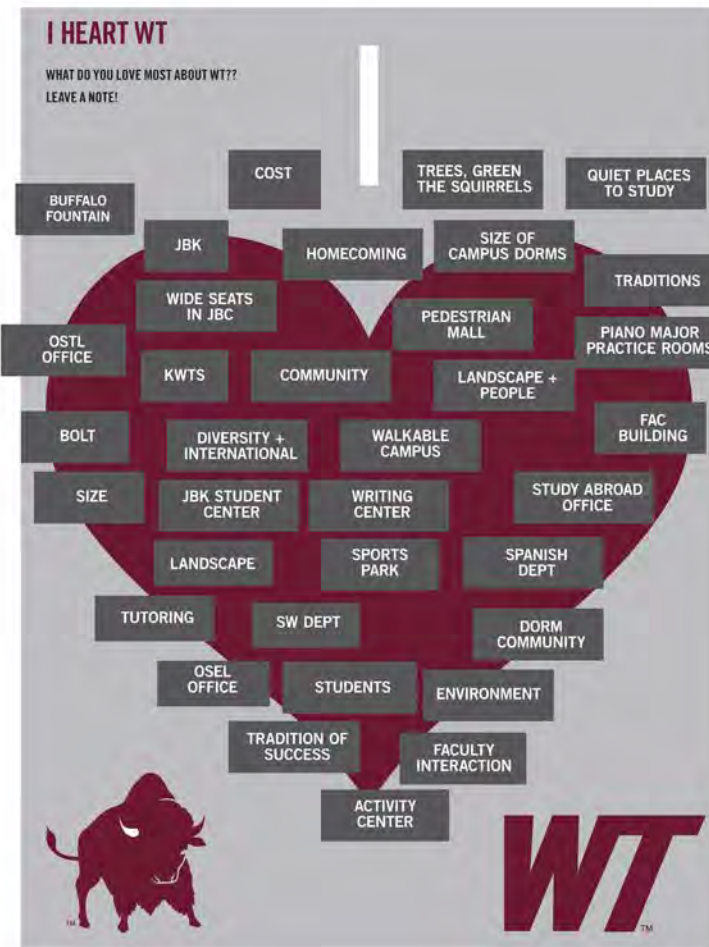
The "Big Room" presentation during the Development Phase of the master plan process. The audience included the Advisory Committee and members from the User Groups.



One of three campus resiliency workshops.

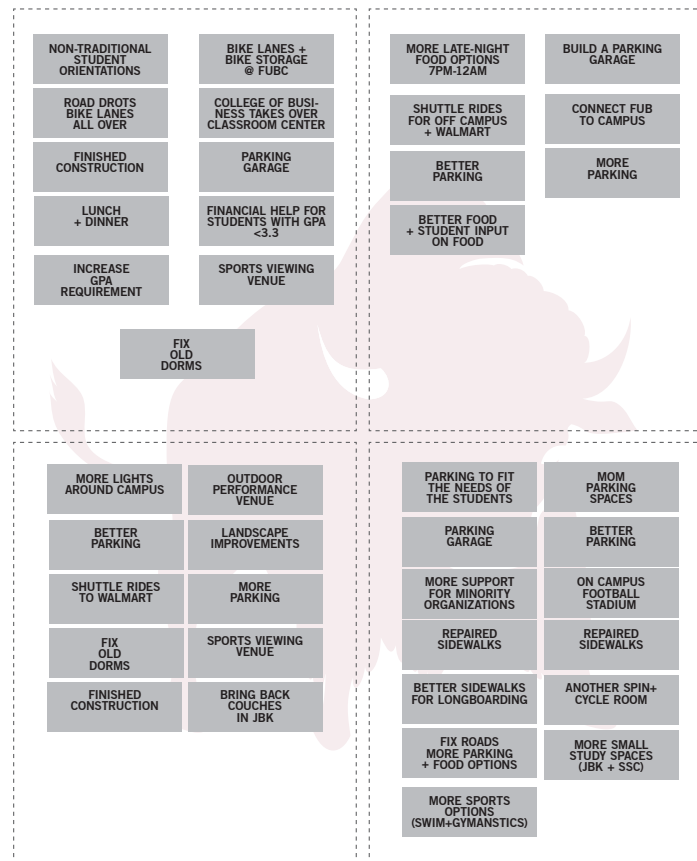
STUDENT INPUT

At the Student Input Ice Cream Social in October 2017, students provided input on a range of topics including campus diversity and parking. One input activity (below, left) asked students what they love about their university. This informed the master plan process to understand what is special/important.

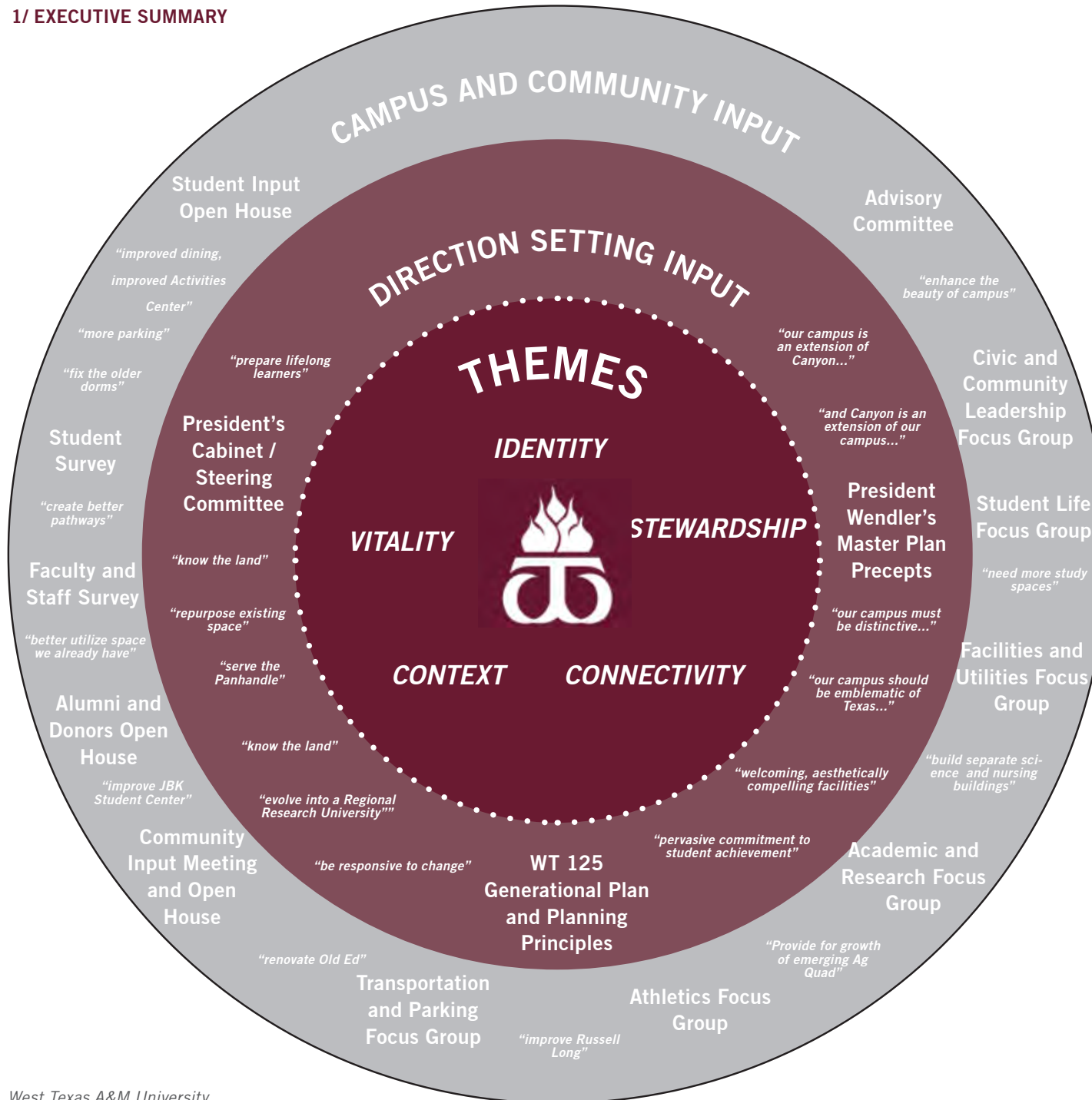


VISION FOR THE FUTURE

"IN THE FUTURE, MY CAMPUS WILL HAVE..."



PERKINS+WILL



MASTER PLAN THEMES

This master plan is guided by five core themes, which were derived from campus and community input, as well as input from the Steering Committee/President’s Cabinet.

Why select themes? Themes express overarching, important ideas. They establish the essence of the master plan, and they are simple concepts to understand. Finally, they provide a ‘litmus test’ for all ideas/recommendations/solutions in the master plan and all goals in this plan support multiple (if not all) themes.

Connectivity: Improve physical connections to campus, within campus, and around campus for all types of mobility. Also, improve human-to-human connections in terms of social and intellectual interaction.

Identity: Establish a recognizable “sense of place” rooted in tradition, reflective of the WTAMU brand, and showcasing the role the university plays in the region.

Stewardship: Utilizing resources efficiently, maximizing investment, being transparent with decision-making.

Vitality: Generate the “buzz” factor of a campus full of life with layers of vibrant student, faculty, staff, and visitor experiences year round.

Context: Embrace and connect with the Panhandle, including its people, culture, economy, history, and landscapes that make it an extraordinary place.

GOALS

Guiding this master plan are the following goals, which were influenced by input gathered from faculty, staff, students, and administrators.

**Promote academic excellence**

Why does the university exist? Ultimately, the search for knowledge, wisdom, and intellectual advancement begins with academics. Improving student success, faculty teaching and research are at the heart of the university.

**Create welcoming, visually pleasing facilities**

Improving the image and condition of existing and future facilities on campus will create a more welcoming and attractive campus for students, prospective students and their families, faculty, staff, and other visitors.

**Celebrate and improve the campus core**

Creating a more vibrant and beautiful campus core area involves expanding pedestrian-only areas, expanding native planting areas and softscape, and renovating historic buildings.

**Foster growth in regionally significant research**

What does a "Regional Research University" look and act like? As WTAMU grows its research process, the master plan must enable future growth of specialized facilities to support this mission.

**Improve transportation and mobility options**

Mobility to and around campus for students, faculty, staff, and visitors is crucial. By expanding choice (including multiple modes of transit) and improving streets and sidewalks, a safe, efficient transportation system can be created.

**Support the student life experience**

For WTAMU to evolve as a learner-centered institution, it must support the student life experience by continuing to improve residential living, expanding recreation amenities, and adding program areas.

**Make a more resilient campus**

Resiliency means thinking about a holistic university, prepared to address future acute shocks like natural disasters or long-term stressors like industry collapse or aquifer depletion. It is more than sustainability.

**Embrace and improve the landscape**

Improving outdoor open space has aesthetic and environmental benefits. Adopting a water use reduction strategy, especially for irrigation can help WTAMU lower water use. Using native plants and reducing impervious (hard) surfaces will improve the landscape and aid resiliency.

**Improve the visitor experience**

What is the campus tour experience like for a prospective student? What is the visitor experience like for people attending a performance? Improving the visitor experience involves both parking and wayfinding solutions.

**Promote heritage and celebrate traditions**

WTAMU has an excellent heritage and established traditions already in place. These themes can be expanded and improved by renovating historic buildings, creating vibrant public spaces for special events, and fully capitalizing on the on-campus football stadium.

1/ EXECUTIVE SUMMARY

PROJECTS UNDERWAY



Football Stadium

At the time of publication WTAMU was in progress with the design of a new football stadium on the north side of Russell Long Boulevard. This construction project will be transformational for the campus, creating new traditions and bringing the campus to life on autumn weekends. The university recently finalized the sale of Kimbrough Memorial Stadium two miles north of campus.



Agricultural Sciences Complex

As a result of the last round of Tuition Revenue Bond approvals by the Texas Legislature in 2015, WTAMU was able to finance the construction of an Agricultural Sciences Complex which will contain roughly 153,000 square feet of new classrooms, laboratory, and office space, new meats lab, large arena with spectator facilities and a large animal pavilion. The facilities are located at the northeast corner of Russell Long Boulevard and WTAMU Drive.



VERO & TVMDL

Adjacent to the Agricultural Sciences Complex, the Texas A&M University System has just announced two facilities that will be constructed on the WTAMU campus: An approximately 20,000 GSF Texas A&M Veterinary Medical Diagnostic Laboratory (TVMDL) facility and an 80,000 GSF Texas A&M Veterinary Education, Research & Outreach (VERO) Center. Both facilities were in the early stages of design at the time of publication.



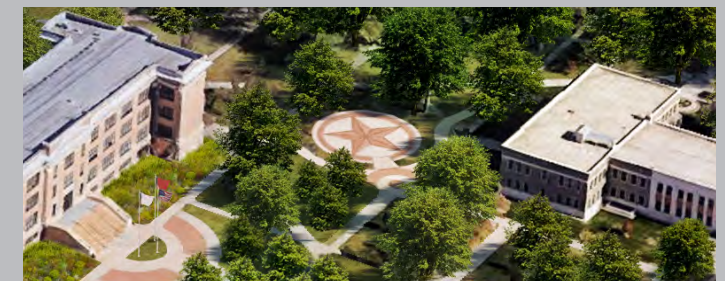
Amarillo Center

WTAMU is in renovating that will create new flexible classroom, office, and conference space to support WTAMU's mission in downtown Amarillo. Phase II of the project includes the renovation of the basement, first, and third floors, while leaving the second floor as shell space for Phase III build-out.



Jarrett Hall

WTAMU is renovating the Jarrett Hall residential life building. Once completed, this facility will house up to 408 students. Residents will enjoy air conditioned rooms, semi-private bathrooms, and a fully renovated building commons.



Veterans Memorial Plaza

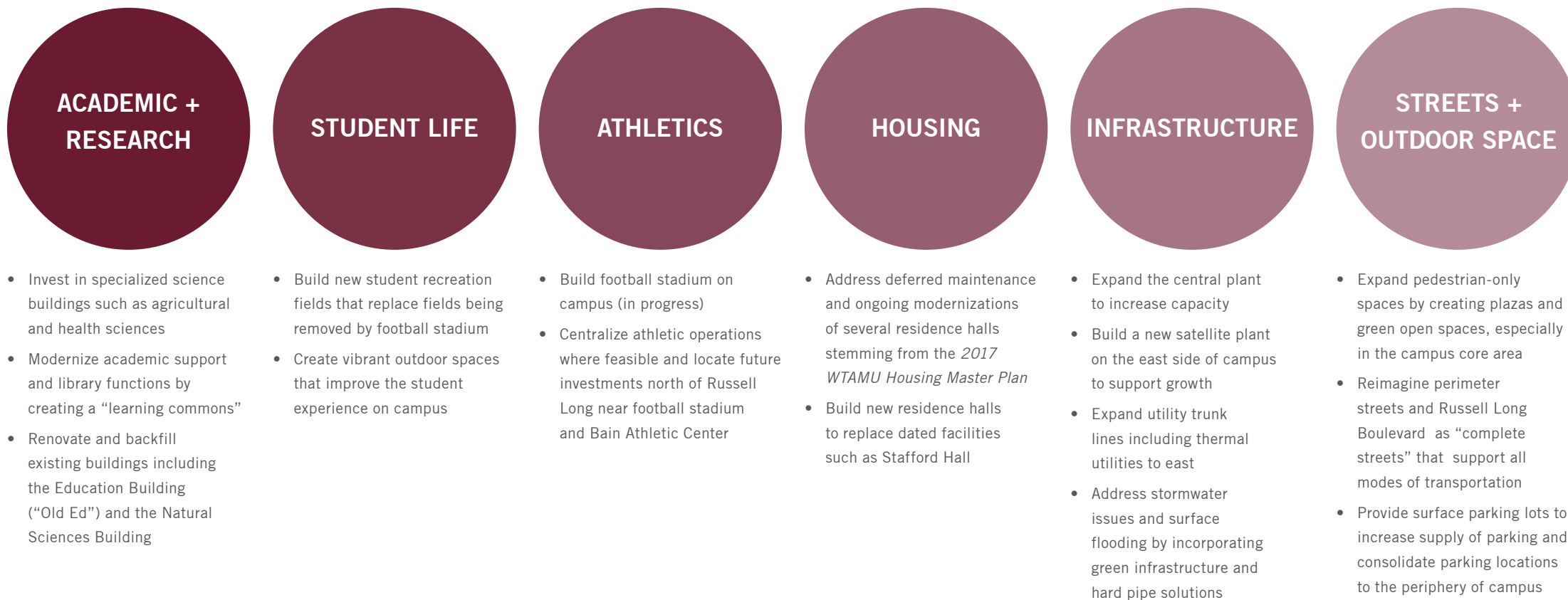
A Veterans Memorial Plaza between Old Main and the recently renovated Engineering Building has just been completed. This builds on a tradition of honoring those who have served our country as the university has done by renaming many interior campus streets after fallen WTAMU veterans.

SPACE NEEDS

Over the next ten years, the university projects to add approximately 2,600 students while continuing to advance on its academic and research mission. A range of different spaces are needed to support these goals. Some of the space needs can be accommodated by renovating existing spaces while other space needs will require new construction.

In the Toward 2035 planning milestone, approximately a 30% net increase in total gross square feet is planned. This increases the total facility area for WTAMU from 2.8 million gross square feet to 3.65 million gross square feet (this includes all university-owned facilities for all campuses).

The space needs were derived from meetings with master plan user groups and Steering Committee.



EXISTING CAMPUS

- 1 Stafford Hall
- 2 "The Box"
- 3 Old Student Union Building (SUB)
- 4 Mary Moody Northen Hall
- 5 Sybil B. Harrington Fine Arts Complex
- 6 Classroom Center
- 7 JBK Student Center
- 8 Old Education
- 9 Panhandle-Plains Historical Museum
- 10 Conner Hall
- 11 Guenther Hall
- 12 Buffalo Courts Alumni Center
- 13 Computer Center
- 14 Killgore Research Center
- 15 Old Main
- 16 Engineering & Computer Science
- 17 Natural Sciences Building
- 18 Joseph A. Hill Memorial Chapel
- 19 Cousins Hall
- 20 Cornette Library
- 21 Central Plant
- 22 Buff Hall
- 23 East Dining Hall "The Caf"
- 24 Alumni Banquet Hall
- 25 Shirley Hall
- 26 Centennial Hall
- 27 Cross Hall
- 28 Jones Hall
- 29 Founders Hall
- 30 Virgil Henson Activities Center

- 31 UPD Substation
- 32 Palo Duro Research
- 33 First United Bank Center (FUB)
- 34 Physical Plant, Purchasing
- 35 Bivins Nursing Learning Center
- 36 Meats Lab
- 37 Jarrett Hall
- 38 Bain Athletic Center
- 39 Greenhouses
- 40 Football Stadium (in progress)
- 41 Agricultural Sciences Complex (in progress)
- 42 Buffalo Sports Park
- 43 President's House
- 44 Agriculture Education
- 45 Equine Center
- 46 McCaslin Hall (private owner, WTAMU land)



TOWARD 2035 MASTER PLAN

MASTER PLAN PROJECTS

- 1 Academic / Research Building
- 2 Academic / Research Building
- 3 "The Box" Renovation
- 4 Academic / Research Building
- 5 Old Education Renovation
- 6 Panhandle-Plains Historical Museum Renovation
- 7 Bain Athletic Expansion
- 8 Student Housing
- 9 Central Plant Expansion
- 10 Learning Commons
- 11 Physical Plant / Central Supply / Purchasing
- 12 Student Housing
- 13 UPD Relocation & Expansion
- 14 Central Plant #2
- 15 Texas A&M University VERO (Vet Med)
- 16 Texas A&M Veterinary Medical Diagnostic Laboratory
- 17 Future Academic / Research
- 18 Intramural Field Expansion



FUTURE CAMPUS CORE

New academic/research facilities will flank "The Box," which will be renovated. The Education Building ("Old Ed") will be brought back to life for academic use.

A new Learning Commons will be located at the heart of the campus and provide academic resource support to students while connecting directly to Cornette Library.

University Drive and 26th Street will be transformed into pedestrian-only plazas. This will enhance the connectivity across campus and improve campus aesthetics.

New and expanded green open spaces will be created to the south of Old Main. This will form a "Historic Quadrangle" anchoring the campus.





MAIN CAMPUS IN 2035

A new Agricultural Sciences District will emerge on the east end of campus anchored by the new Agricultural Science Complex

A new football stadium will anchor the north end of campus.

Russell Long Boulevard will be transformed into a "complete street" supporting vehicular, pedestrian, and bicycle circulation with improved crosswalks and intersections.

A "Great Lawn" will welcome visitors to campus. This outdoor space will transform and beautify the campus edge while providing a dramatic setting for new academic/research buildings.

Renovations will re-invigorate older facilities including Education Hall ("Old Ed"), the Fieldhouse ("the Box"), and the Panhandle Plains History Museum (PPHM). Backfill of parts of the Natural Sciences Building and Old Main are also part of the plan.

1/ EXECUTIVE SUMMARY

BUILDING DESIGN, SCALE, AND CONTEXT

A university campus is a unique setting which presents the opportunity, and indeed responsibility, to compose a place that is different from what surrounds it. As a public institution, the WTAMU campus should be open and welcoming, representative of the highest values of our society, and befitting of the learning, research, and inquiry that is undertaken within its boundaries.

With that in mind, the campus master plan endeavors to create buildings and spaces with timeless design and lasting value that honor the mission and purpose of West Texas A&M University. The master plan is focused on the human experience, and seeks to create places of reverence, inspiration, and camaraderie that support the well being of students, faculty, staff, and visitors.

Each new building or renovation should not only be designed to serve the functions within its envelope, but should contribute meaningfully to the campus as a whole. Buildings on a campus give form to important public spaces, frame views, and serve as landmarks.

Building design has not been strictly prescribed in this document, but buildings should strive to respect and address the campus context with a sensitivity to scale, placement, form, proportion, pattern, and materials within its immediate surroundings and the campus as a whole. It is less important whether the building is traditional or modern in its architecture, but much more critical that it address these aforementioned elements thoughtfully and cohesively.

A building should frame open space. This is the most important role of a building within a campus environment. Alignment, orientation, massing, and distance between structures are major elements which combine to frame and thus create campus open spaces. Great care should be taken when considering the relative proportions of buildings in relationship to the spaces they define to create senses of enclosure, openness, rhythm, procession, ceremony and reverence.

A building should contribute to its environment. In contrast to conventional development which lines our city streets, a campus building often has multiple “front” façades that face onto different public spaces or streets. People approach from and interact with all sides of a building, and as such it must address each of these frontages and contribute positively to its adjacent spaces, while thoughtfully accommodating loading and utility areas.

A building should be sensitive to its context. As the campus seeks to be a cohesive fabric of buildings and spaces, each building plays a role in creating this fabric. Care should be taken in siting each building such that its position, scale, and proportion, are in keeping with what surrounds it. This does not mean that a building must mimic what is existing, or never exceed a neighbors height, but rather respond to it contextually, improving on or augmenting the existing fabric.

A building should have a clear hierarchy. Building composition should clearly indicate main entry and the most public portions of the building have defined elements that break up its mass to indicate base, middle and top and lend proportion to the building.

A building should use high quality materials. As buildings evolve over time, one thing that should remain constant is the use of high quality building materials that withstand the test of time, evoke a sense of permanence, and remain resilient over the life-span of the building.







ASSESSMENT 2



SYBIL B. HARRINGTON FINE ARTS

CAMPUS LOCATIONS

West Texas A&M University has three separate locations - Canyon, Amarillo, and Nance Ranch. The bulk of this document will focus on the Main Campus in Canyon. With the Amarillo Center renovation and relocation underway, and one floor shelled out for future growth, there was little to plan for that location at this point. Programs and space should be monitored for future needs as this building becomes occupied.

Canyon

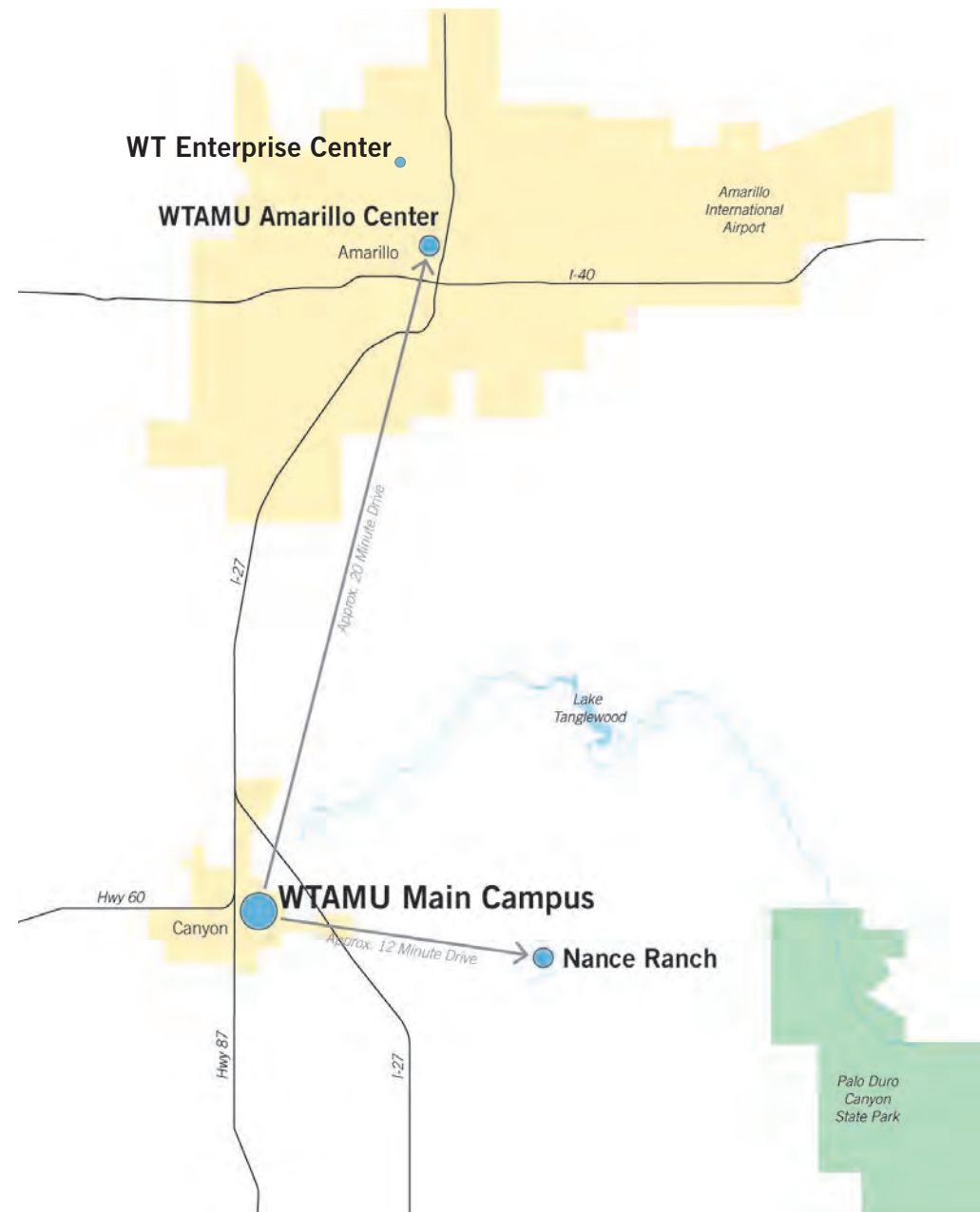
The Main Campus in Canyon, as might be expected, houses the majority of academic and student life functions of the university. The main campus includes not only the core built-out area of the campus but the adjacent Horse Center, Agriculture Education, Buffalo Habitat, and Buffalo Sports Park.

Amarillo

The Amarillo Center, currently housed in the Chase Tower in Downtown Amarillo, provides upper level and graduate coursework. The university is underway with a renovation project that will give WTAMU a permanent presence in downtown Amarillo. Located in northwest Amarillo, the WT Enterprise Center provides space for business incubation, fostering small business start-ups.

Nance Ranch

Finally, 11 miles east of the Main Campus is the roughly 2,400 acre Nance Ranch where the university maintains several teaching and research facilities including a wind energy research facility and feedlot research facilities.



2/ ASSESSMENT

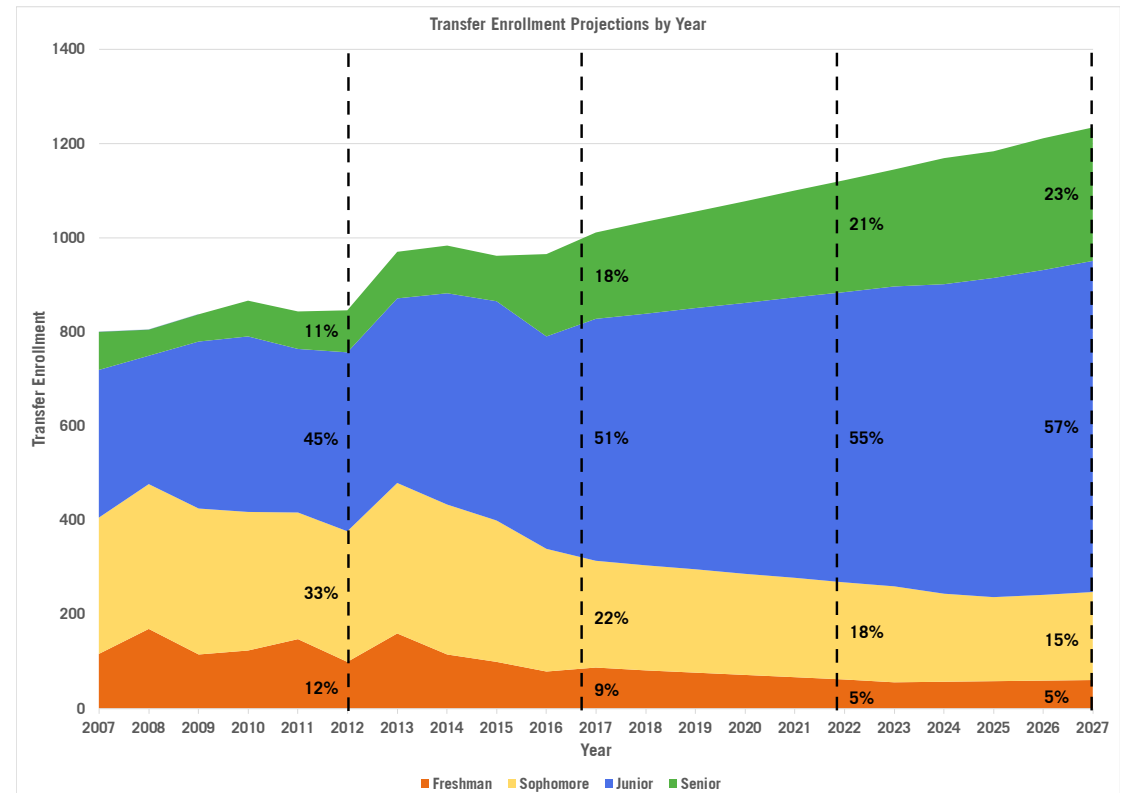
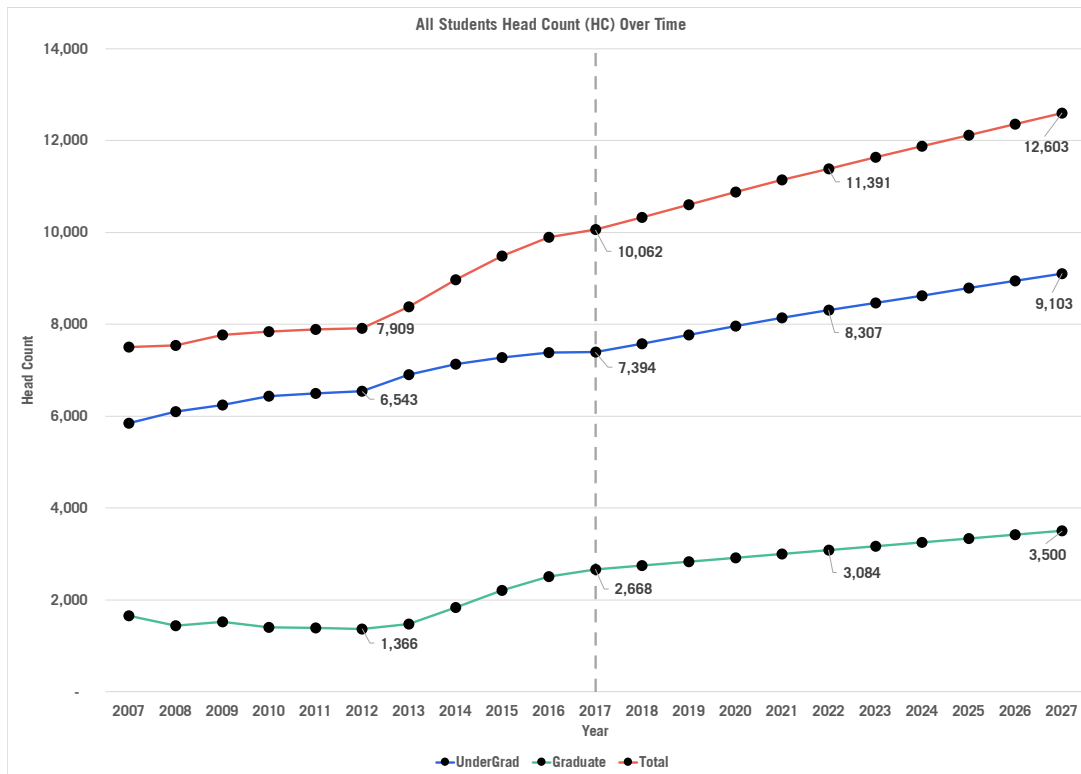
ENROLLMENT GROWTH

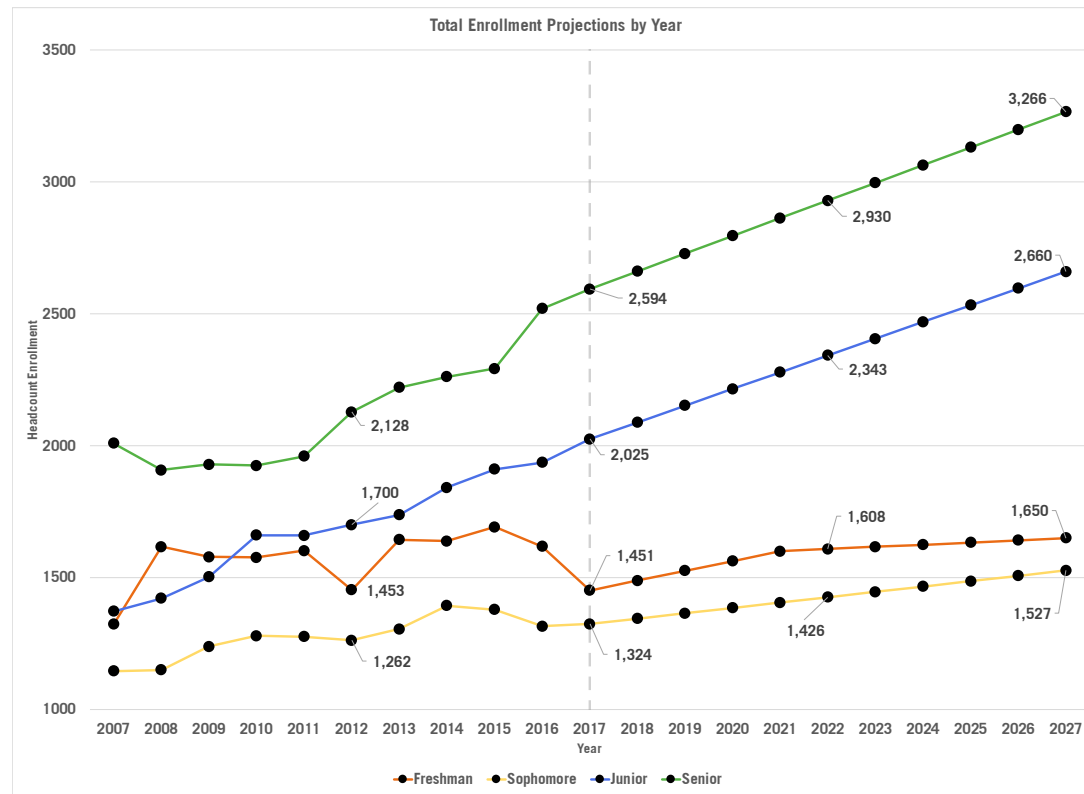
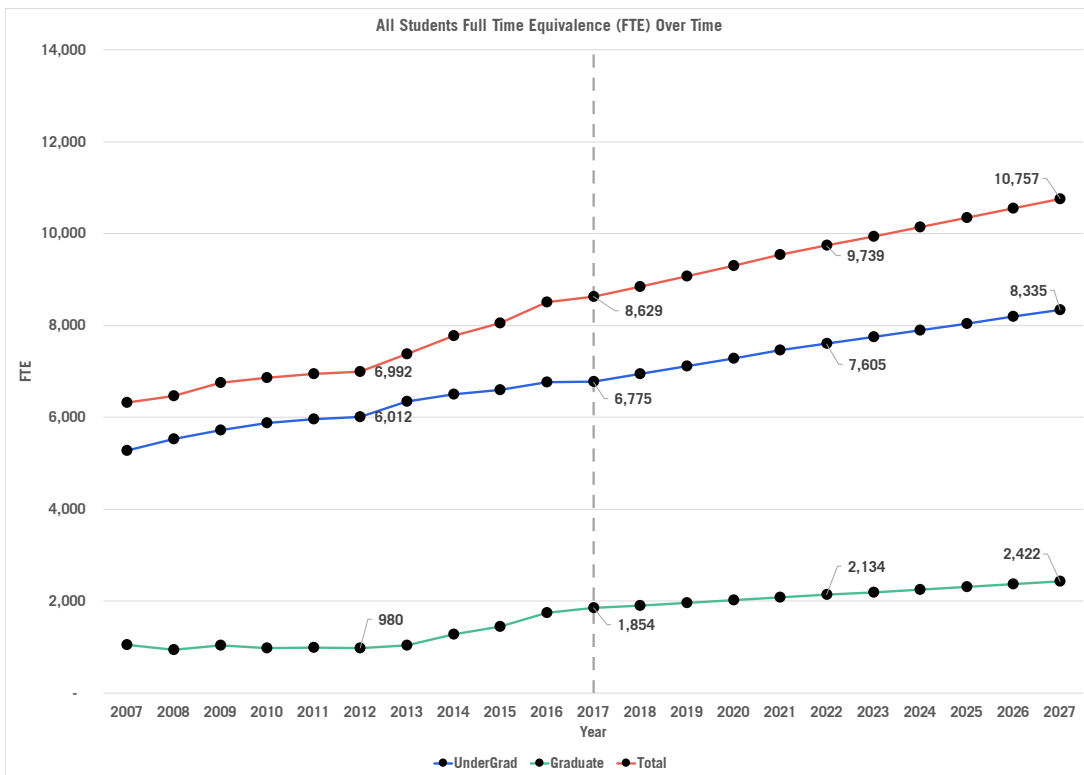
Over the next ten years, the university projects to add approximately 2,600 students. This will be accomplished through several strategies:

- Increase retention from 66% to 75% per year (while keeping incoming Freshman class flat)
- Boost attraction of upper-level undergraduate transfer students
- Grow market attraction in the DFW region
- Attract students from neighboring states including Oklahoma, Colorado and New Mexico
- Affordable cost of attendance appeals to all 48 contiguous states

Other outputs of the enrollment projection include:

- Freshman class will rebound from 1,451 students in Fall of 2017 to 1,600 by the Fall of 2021 and then increase only slightly to 1,650 in ten years.
- By 2027, 80% of new transfers will be upper level undergraduates. In the Fall 2017 semester, 69% of new transfers are upper level undergraduate. The focus on transfer students relies upon partnerships with other local education partners.
- Graduate student enrollment will increase from 2,668 students in Fall 2017 to 3,500 by Fall 2027. A net increase of nearly 900 students over ten years. Most of this growth could still be the result of the online MBA program or other online programs, but the university is also adding graduate and doctoral programs.



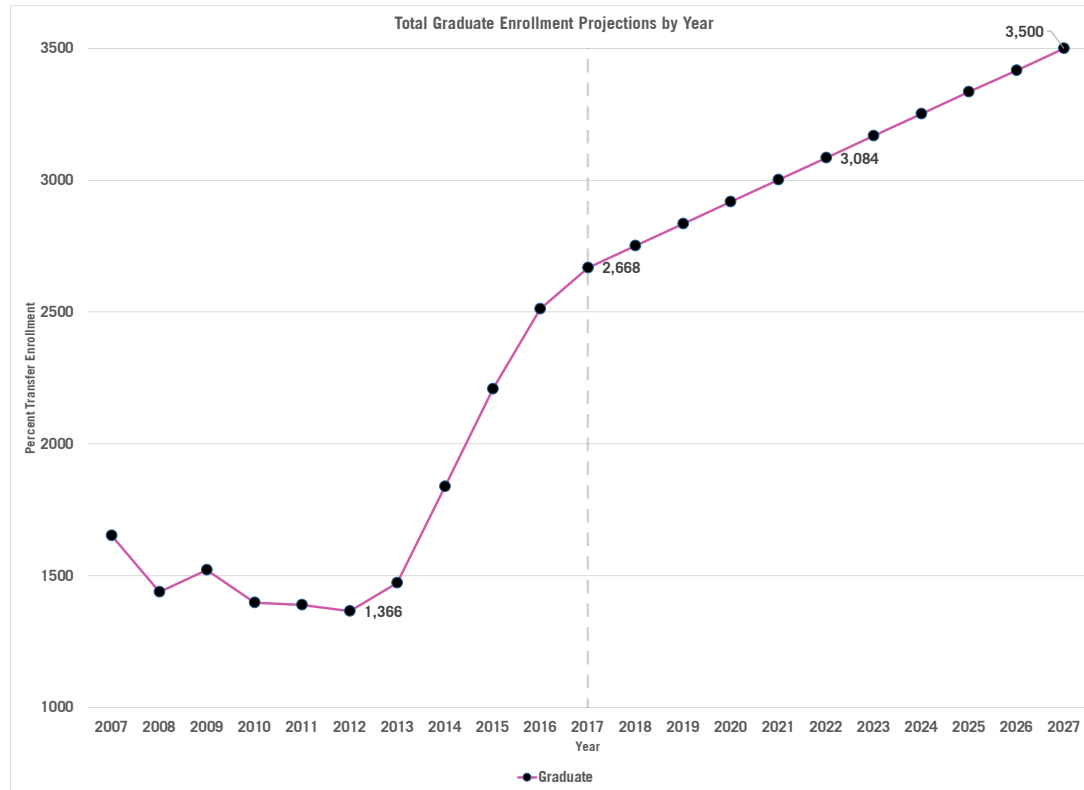


2/ ASSESSMENT

GROWTH OF GRADUATE EDUCATION

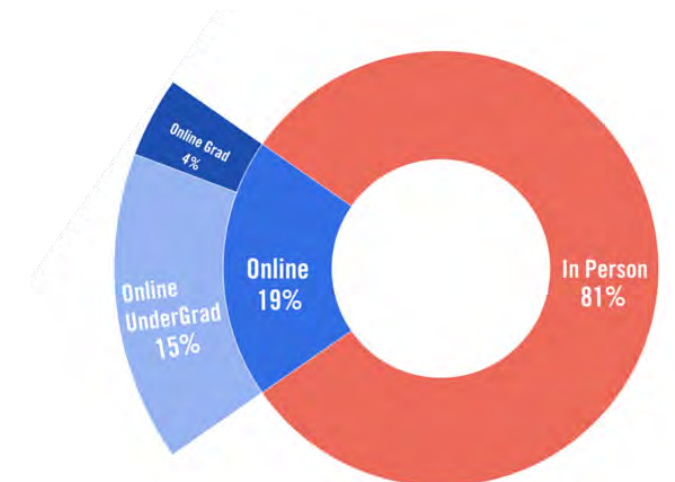
The university is seeking to grow graduate education as it aims to emerge and grow its presence as a “Regional Research University” (as stated in *WT 125*). Specific Colleges that recently added graduate programs or plan to start new programs include the College of Business, which has one of the most successful online MBA programs in the country, the College of Education and Social Sciences, which is working to launch a Doctoral program in Educational Leadership (EdD) and Social Work, and the School of Engineering, Computer Science and Mathematics.

As WTAMU evolves into a “Regional Research University,” additional graduate programs will need to be created and existing ones will need to grow. The growth in online graduate education is a strong point at WTAMU, especially given cost considerations. This online growth will be balanced with in person experiences that contextualize the educational experience and serve the distinct needs of the Panhandle Region.

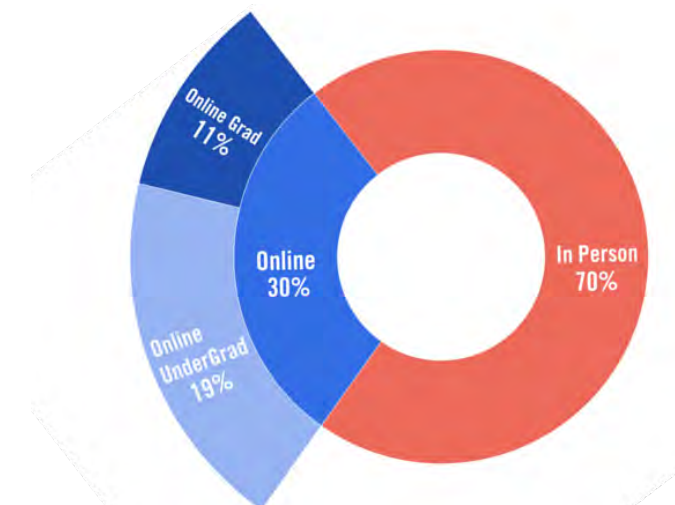


IMPACT OF ONLINE COURSES

The rise of online courses is a significant trend across higher education may not displace in-person pedagogies in a way once prognosticated earlier this decade. At WTAMU, online learning is embraced yet balanced. A rise of 11% over five years in total student credit hours online is significant especially given the rise of online graduate education.



Student Credit Hours Taught Online in 2012.

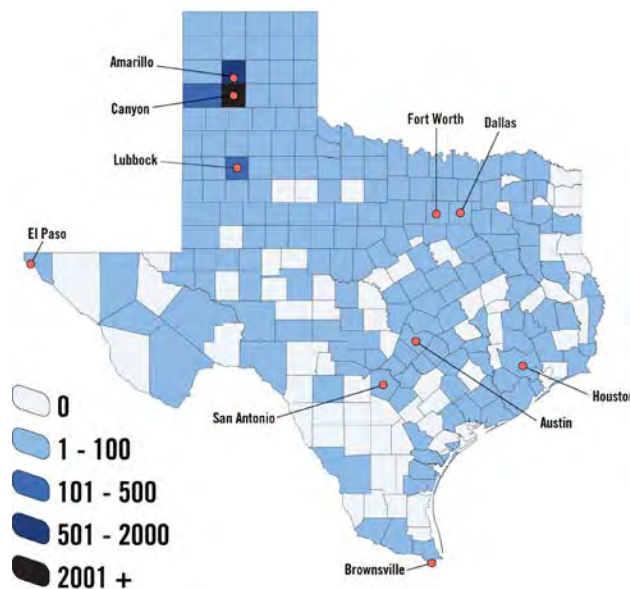


Student Credit Hours Taught Online in 2017

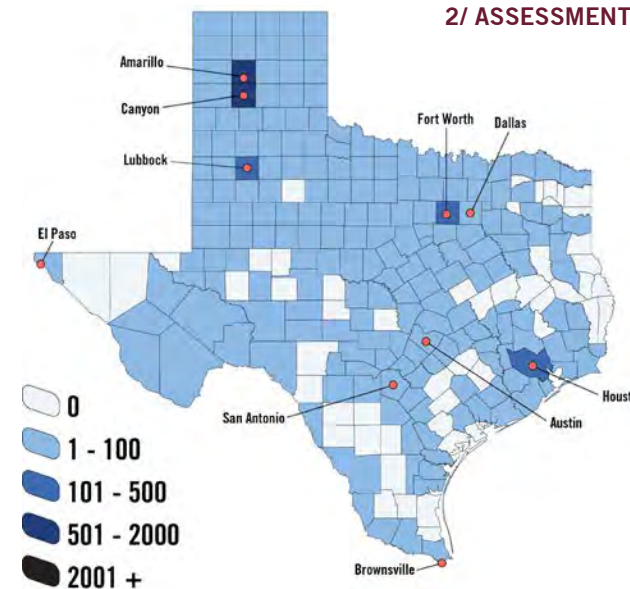
WHERE ARE STUDENTS COMING FROM?

The geographic locations of students attending WTAMU is changing from the state of Texas and across the nation. Since 2008, WTAMU draws the attention of a higher number of students across the state especially from the Dallas-Fort Worth Metro Area and Houston Metro Area. Overall, a wider proportion of counties are represented. However, the 26 county Panhandle area is still the overwhelming focus area for WTAMU with Potter County (Amarillo) and Randall County (Canyon) being the most represented.

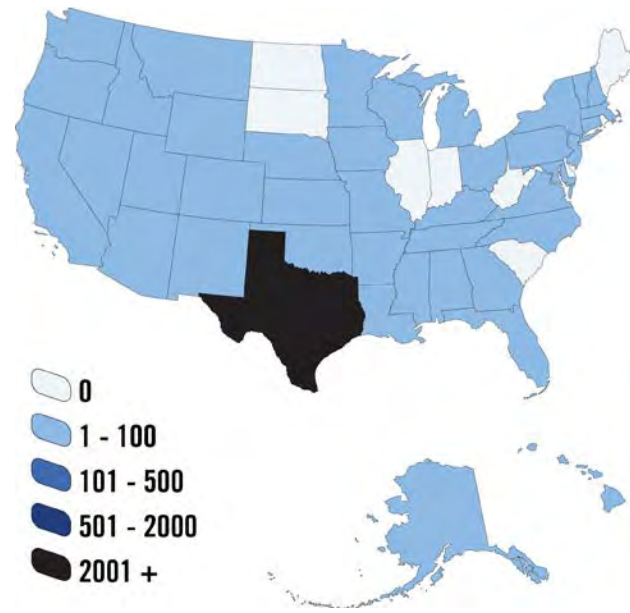
Looking nationally, the increase in out-of-state enrollment is largely from neighboring New Mexico and Colorado as well as California. The graduate online Masters in Business Administration (MBA) program is a very popular program attracting cost-sensitive students from nearly every state in the nation.



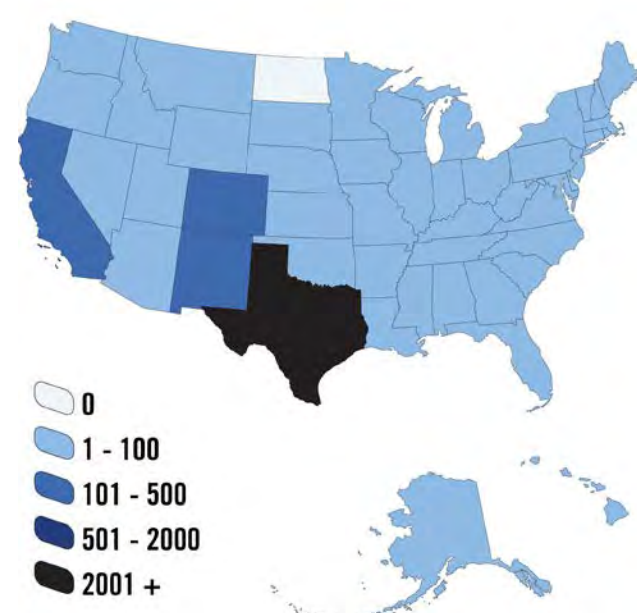
2008 Texas Student Population by County.



2017 Texas Student Population by County. This shows a higher number of counties represented and an increased number of students from the Dallas-Fort Worth Area and Houston Area.



2008 Student Population by State.



2017 Student Population by State. This map shows an increase in students from neighboring states.

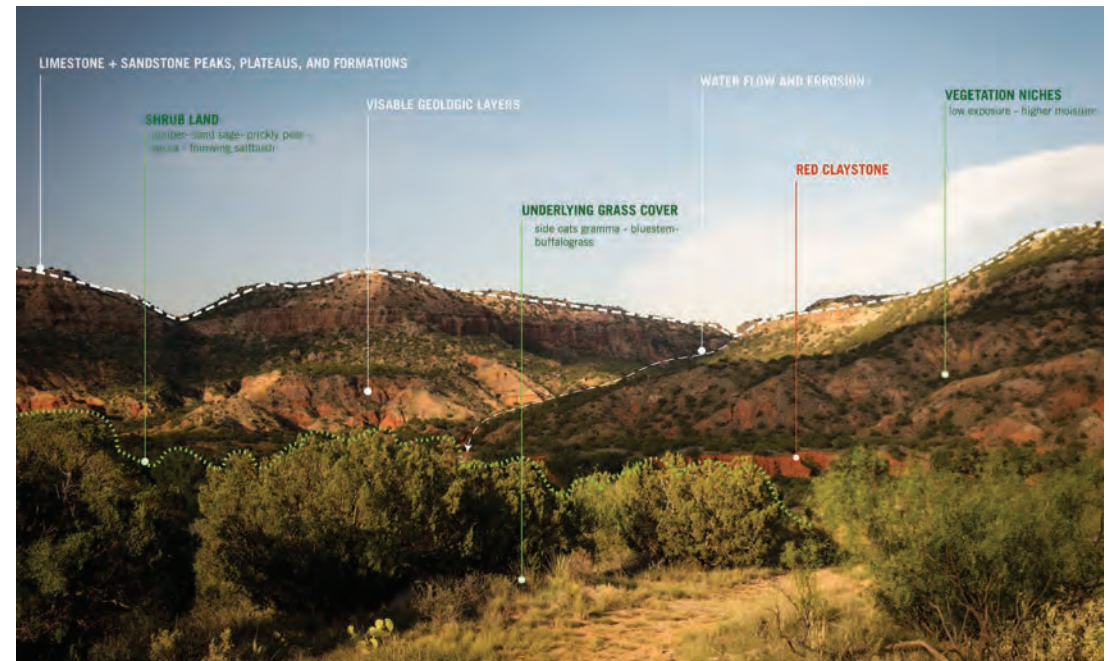
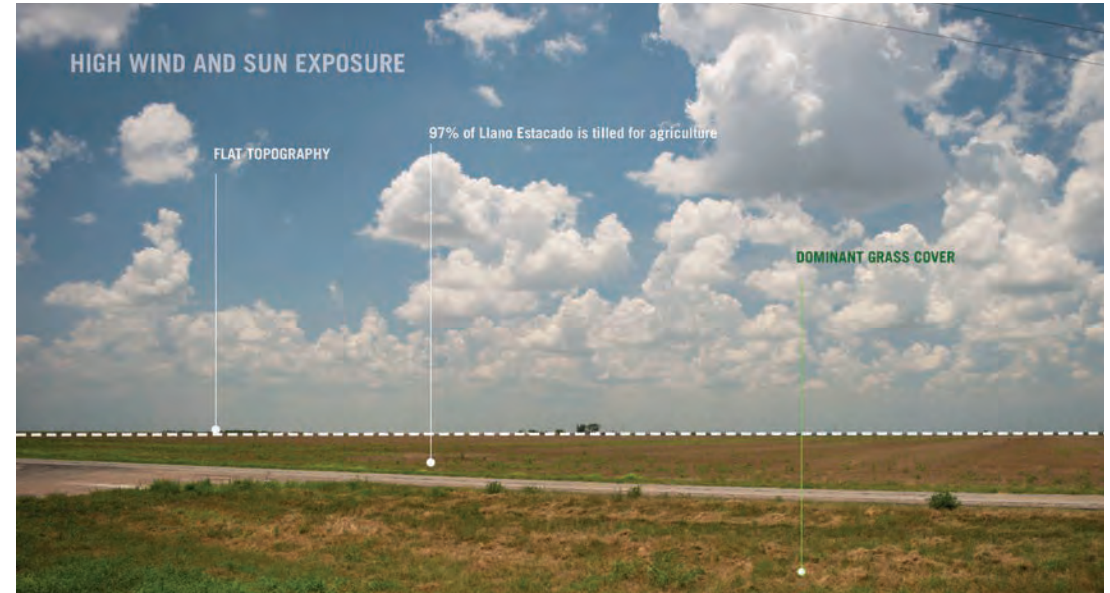
2/ ASSESSMENT

LANDSCAPE CHARACTER

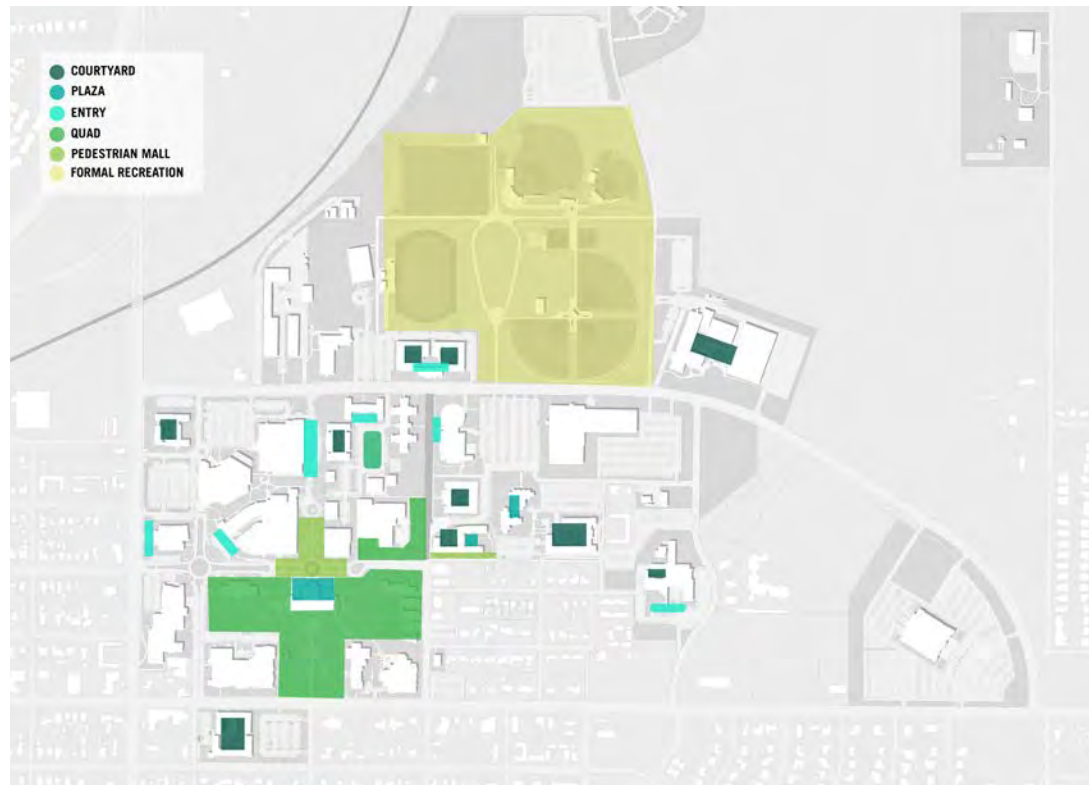
West Texas A&M is situated in a unique landscape context, at the convergence of two very distinct regions.

The Llano Estacado region of the Texas Panhandle is characterized by flat grasslands, big skies, and long, wide-open vistas. The landscape is dominated by agriculture, ranching, and energy production: both renewable and fossil-fuel oriented. At the edge of the high plains the land gives way to the Southern Tablelands where the geologic history of the area is on display in the brightly colored strata of exposed rock. There are several aquifers that serve the arid region, including the massive Ogallala Aquifer, which has seen major depletion related to agriculture, extraction, and urban development.

These landscapes have served as inspiration since the early days of the university when Georgia O'Keeffe taught and painted here, and have served as inspiration for the landscape proposals contained in this master plan.



LANDSCAPE ANALYSIS



Landscape Zones

The campus can be subdivided into a handful of different landscape types. The most imageable of these is the formal quad with manicured turf and mature tree canopy that dominates the core of the campus. The Buffalo Sports Park north of Russell Long Boulevard is a large swath of recreational area comprised of synthetic turf, which was, at the time of installation, the largest of its kind. The rest of campus is dotted with building plazas, interior courtyards (particularly within residential buildings) as well as pedestrian malls and other less well-defined areas of turf or planting.

With the extensive landscape area devoted to turfgrass in an arid environment, the university must consume a large amount of water to maintain this landscape. While efforts have been made to implement water reclamation systems and the university has contracted with a third party to identify and implement water and energy reductions on campus, new landscape projects should seek to employ native and drought-tolerant species with lower inputs to make its water consumption more sustainable.

Campus Trees

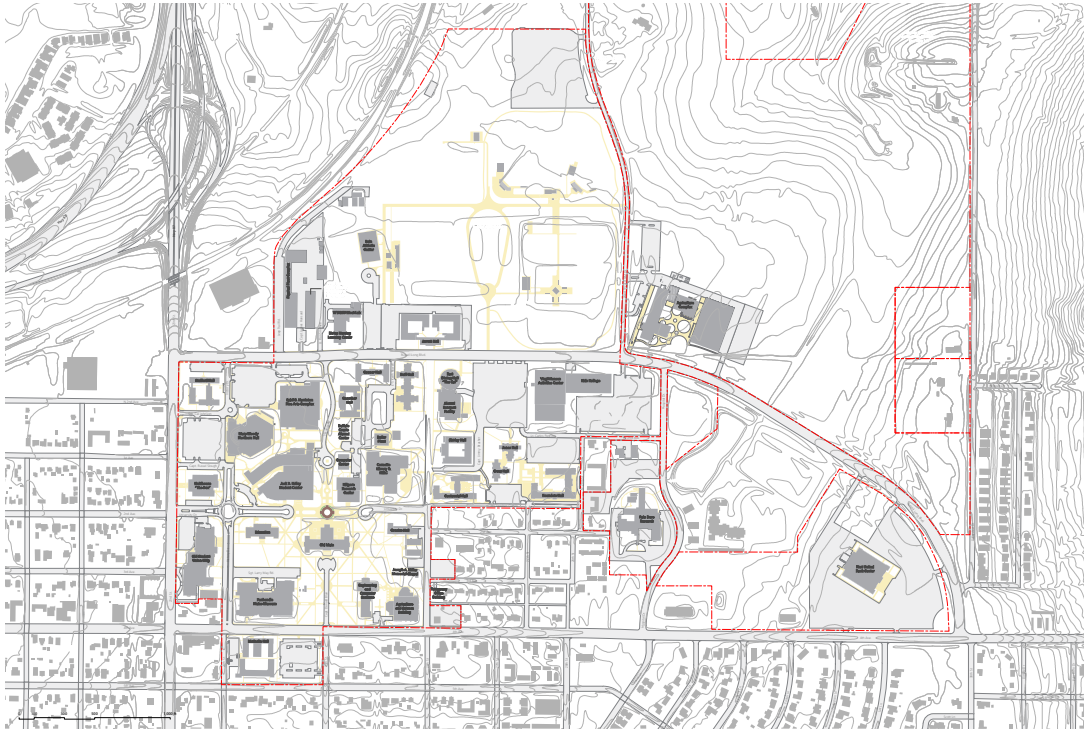
In contrast to the grasslands of the surrounding high plains, the WTAMU campus is an oasis of green, with expansive lawns and a large, mature tree canopy in many portions of campus.

The campus maintains a CAD-based tree inventory which lists the species and DBH (diameter at breast height) of the trees planted on campus.

The campus tree canopy coverage is 15.2%, comprised of 28% evergreen, 69% deciduous, and 3% unknown.

Species	Count	% of Canopy
Locust	105	22.6
Juiper	74	15.9
Elm	48	10.3
Bradford Pear	37	8.0
Red Cedar	34	7.3
Oak	28	6.0
Crab Apple	25	5.4
Boxwood	18	3.9
Lace Bark Elm	18	3.9
Red Oak	16	3.4
Honey Locust	15	3.2
Mullberry	9	1.9
White Oak	7	1.5
Pecan	6	1.3
Pine	4	0.9
Purple Leaf Plum	3	0.6
Lilac	2	0.4
Live Oak	2	0.4
Siberian Elm	2	0.4
Unkown	12	2.6
TOTAL	453	

2/ ASSESSMENT



Topography

Mirroring the high plains region, the topography on the Main Campus is predominantly flat, sloping gradually away toward the north/northeast. Along with its relatively compact form, this helps create the conditions for a bicycle and pedestrian friendly campus. This topography also influences drainage, as seen in the photo at right, which flows northeast across currently undeveloped WTAMU property.



The flat topography of the campus core changes as in the area of the Agricultural Sciences Complex, and slopes away toward the northeast. Pictured above is a drainage easement in that area to where much of the campus drains.

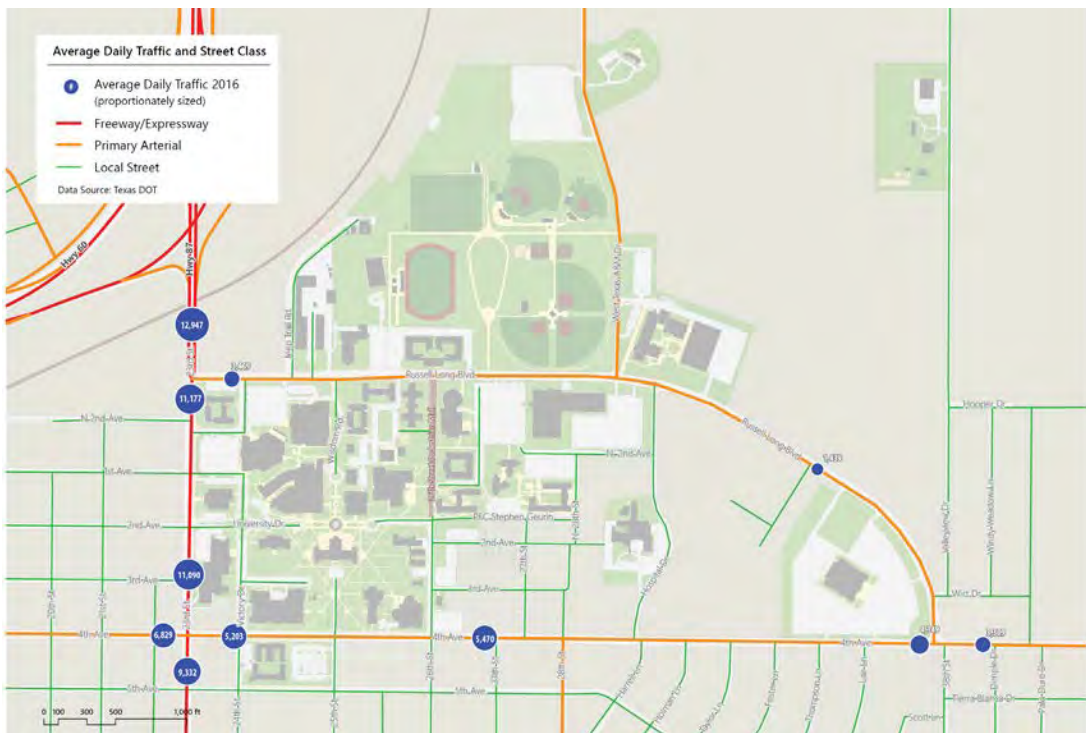
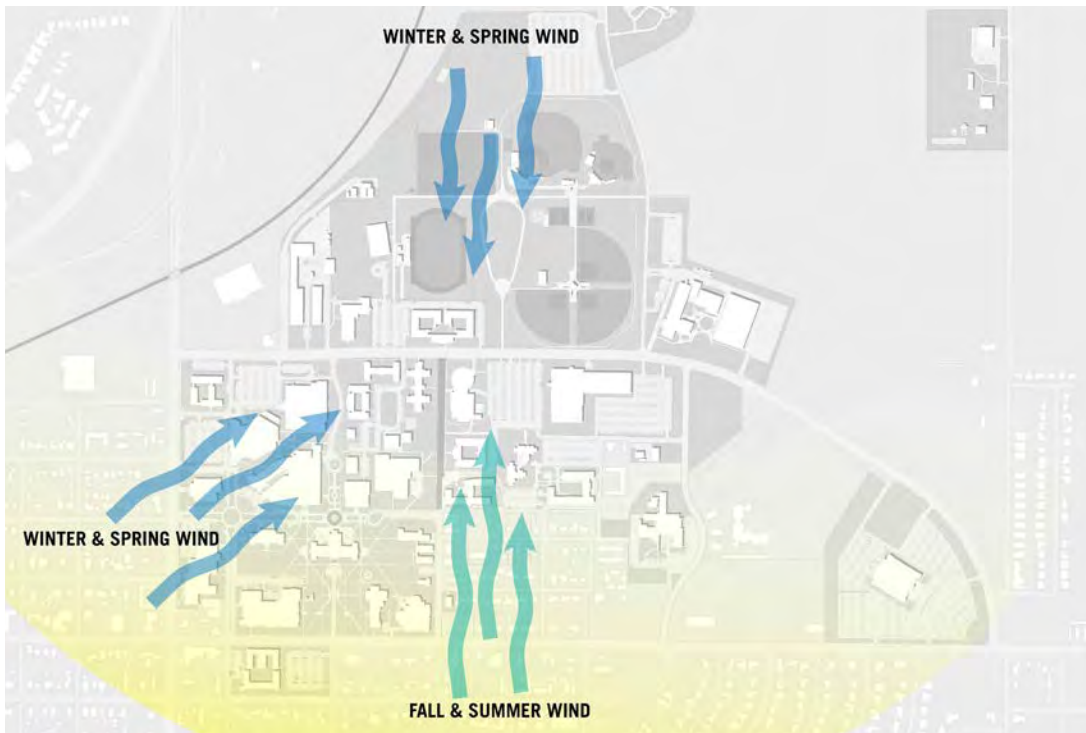


Flooding / Drainage

While no portion of the campus lies within a FEMA designated floodplain, due to the limited topography, the campus experiences drainage issues and localized ponding. Problem areas include Russell Long Boulevard in front of Jarrett Hall and at the southeast corner of the Sybil B. Harrington Performing Arts Center. The university recently commissioned a comprehensive drainage study which has informed the campus master plan recommendations.



Drainage area between Classroom Center and Sybil B. Harrington. Limited topography in parts of campus have required drainage solutions to alleviate localized ponding.



Climatic Factors

Canyon experiences many climatic extremes: hot summers, cold winters, extended periods of drought, snowfall and high winds. Tree canopy, building orientation, architectural screening, windbreaks, vegetation, and materials selection must all respond to these factors.



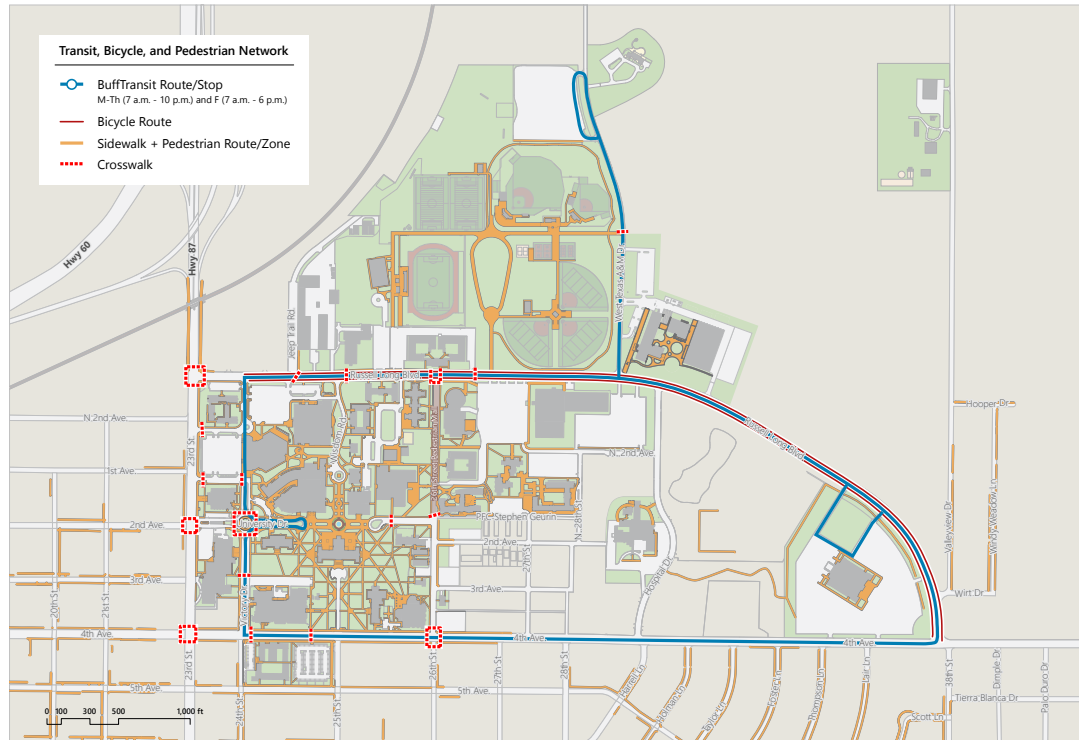
Canyon experiences many weather extremes. (Above: The Chapel after a winter storm).

Campus Streets

Based on traffic counts from Texas Department of Transportation (TxDOT), average daily traffic (ADT) is relatively low on the corridors surrounding WT. ADT on Russell Long Boulevard is very low, at less than 3,500 vehicles per day. The low volumes present opportunity to reconfigure the right-of-way of these corridors to enhance access for all modes, without impacting vehicle travel.

2/ ASSESSMENT

CAMPUS MOBILITY ANALYSIS



Sidewalks in parts of campus terminate unexpectedly or are missing entirely.

Pedestrian Infrastructure

The quality of the existing pedestrian network varies widely across the campus. The historic core of the campus contains a strong network of geometrically formal diagonals and the beginnings of a pedestrianized core. The "T" Intersection of Wisdom Road and University Drive north of Old Main was closed to traffic and redesigned into a pedestrian plaza and fountain about 10 years ago. Building on this,

temporary gates and bollards have recently been installed at 26th to exclude vehicular traffic.

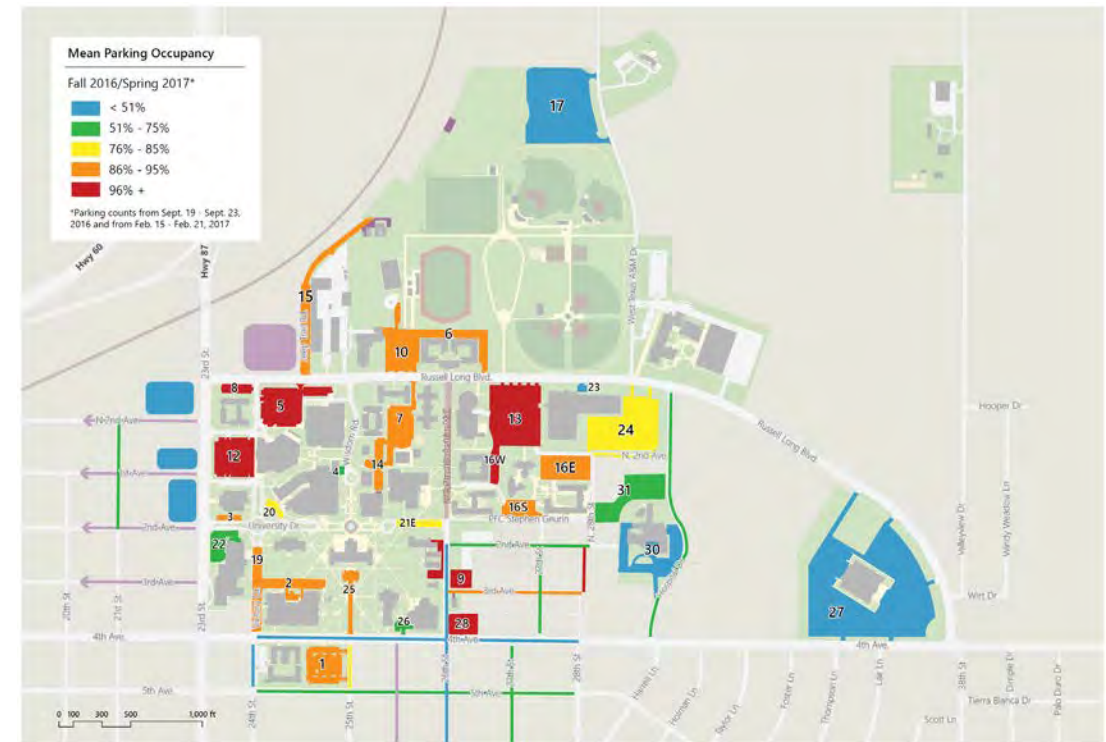
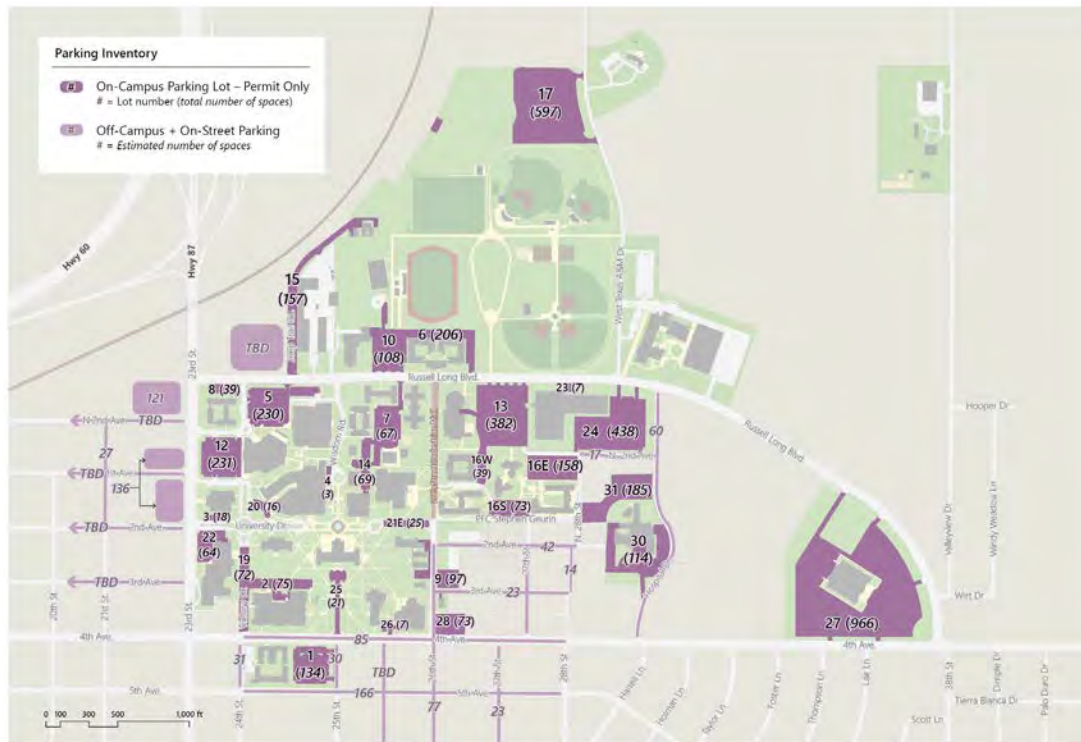
Further out from the campus core the sidewalk network loses its integrity. Sidewalks disappear at the further edges of campus, are in disrepair, are inadequately sized or not ADA accessible in places.

Bicycle Infrastructure

There are existing bicycle lanes on either side of Russell Long Boulevard along its entire length. With a flat and compact campus, bicycling could be made more safe and comfortable by creating the proper infrastructure. Additionally, adequate bicycle racks in appropriate locations near building entrances can also further facilitate cycling.

Shuttle

The University operates shuttles that circulate around the perimeter of campus along the blue route shown in the mobility diagram. Shuttles stop at the First United Bank Center parking lot, as well as on 4th Ave, in front of the JBK Student Center, and in two locations on Russell Long Boulevard. Many existing shuttle stops lack formal shelters or adequate wayfinding and information. Improving shuttle operations, along with other management strategies could help the university achieve more balance across its closed-in and remote parking lots.



Parking Provision

The parking system was identified early in the process by WTAMU stakeholders as a top issue for the master plan to address. There are approximately 4,700 parking spaces on campus. This overall provision is adequate to serve the campus, however distance, safety, and lack of connectivity reduce desirability and convenience of some of the existing parking lots.

Aside from certain faculty spots, permits are a hunting license, meaning it is a “first come, first serve” management approach. While easy

to administer, this leads drivers to search for the few available nearby spots and creates the perception of limited parking availability. Elimination of these smaller lots can reduce this behavior and improve the experience of the campus core and redirect parking into more efficient consolidated lots.

As the football stadium gets built, the university intends not to build dedicated parking facilities, but to distribute game day parking throughout existing campus lots.

Parking Utilization

Based on the last three semesters of data, the overall peak occupancy level was 79%. There is very high demand in the campus “core” – often 90% of spaces occupied. By contrast, many of the remote facilities are underutilized. Average demand in Zone #17 (First United Bank Center) and #27 (Buffalo Sports Park) is between 20-40%.

The current “hunting license” permit and pricing structure provides limited flexibility for innovative management. Utilization could be more evenly distributed with a structure that creates a tiered system, limits availability of permits based on proximity of residence halls to campus, class standing or other approaches.

WTAMU AMARILLO CENTER

West Texas A&M University is making major progress toward a permanent academic presence in downtown Amarillo. Currently housed in the Chase Tower in downtown Amarillo, the WTAMU Amarillo Center provides upper level undergraduate and graduate coursework at its current lease space including programs in Counseling, Education, & Social Work.

With the donation of the Commerce Building at 8th Avenue and South Tyler Street from the Amarillo Economic Development Corporation and the City of Amarillo, WTAMU will increase its ability to offer higher education opportunities within an easier geographic reach of more Amarillo residents and employees.

The renovation of the Commerce Building will create new flexible classroom, office, and conference space to support WTAMU's mission in Amarillo. Phase II of the project includes the renovation of the basement, first, and third floors, while leaving the second floor as shell space for Phase III build-out.

The university also owns the city block located to the southwest of the Commerce Building across the intersection of S. Harrison St. and SW 8th Ave. This parcel is an existing parking lot and will continue to be used as one when the Amarillo Center opens.



The Commerce Building will be renovated in two phases, with shell space on floor two for future build-out.



Amarillo Center Site Diagram



Rendering of Amarillo Center renovation facing northeast (Building Image: Lavin Architects).

WT ENTERPRISE CENTER - AMARILLO



The WT Enterprise Center, located just northwest of downtown Amarillo, exists to assist local entrepreneurs in building and expanding their businesses across the Texas Panhandle. The recently expanded facility offers:

- 25 offices, including 4 office pods
- Co-working space with shared office amenities
- Production facilities with easy-access, dock-high delivery, warehouse space, wet-production and manufacturing space
- The Culinary Coop which also boasts the region's only shared-use commercial kitchen

In addition to the facilities, the Enterprise Center connects startups to companies, funding opportunities, business coaching as well as marketing, financing, HR and legal experts who can help advise and guide these businesses in their incubation phase.

NANCE RANCH

Located roughly 8 miles east of the main campus, the WTAMU Nance Ranch is a 2,400 acre property dedicated to teaching, research and service. Donated to the university in 1971, Nance Ranch serves as a teaching center providing land, livestock, crops, facilities, personnel, and other resources to faculty and students to further knowledge and experience in livestock, cropland, range, and wildlife management and in related agricultural, biological, and environmental sciences.

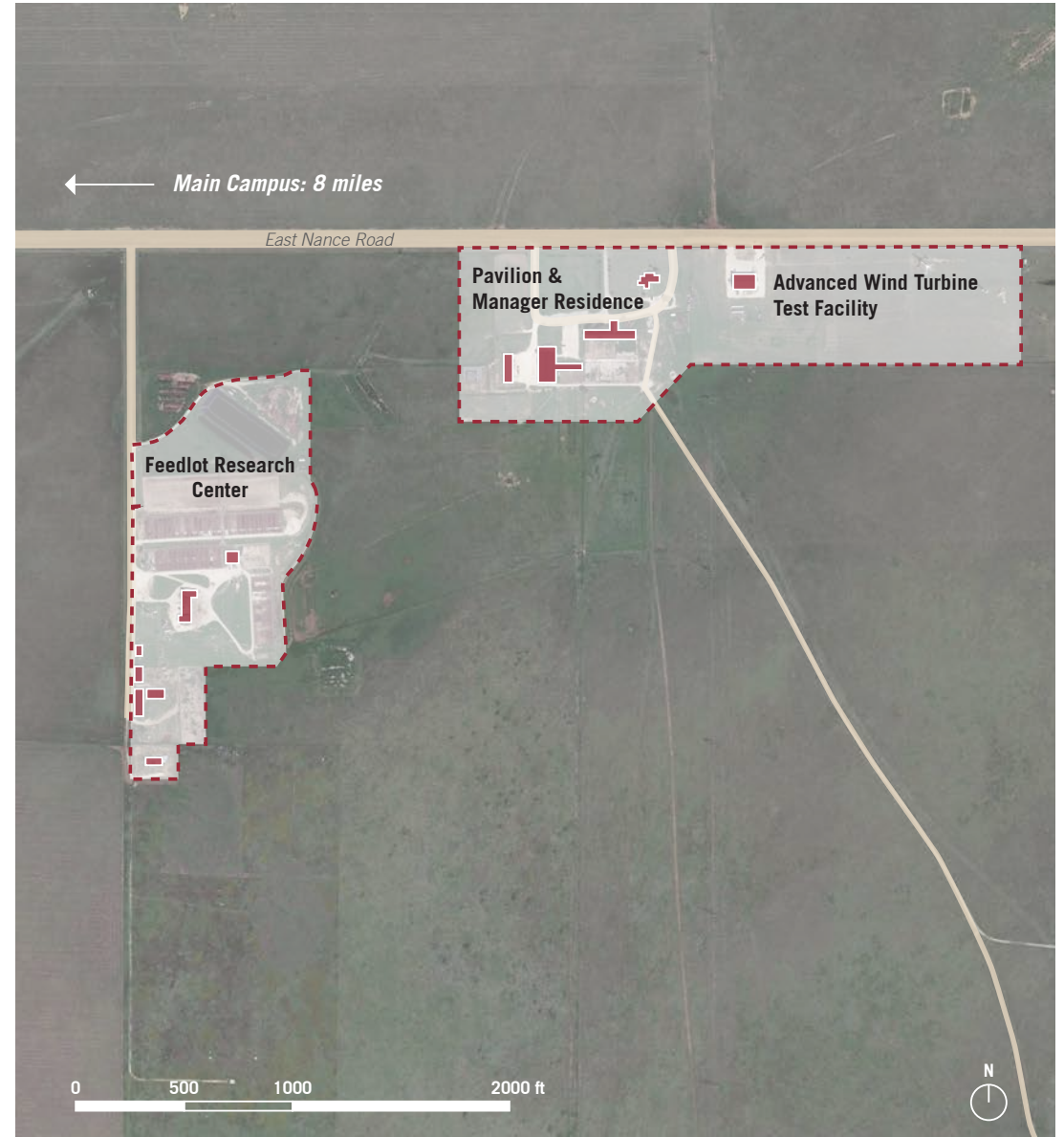
The mission of the West Texas A&M University Nance Ranch is to “create and sustain high plains livestock, range, and crop agroecosystems and associated enterprises in order to identify, demonstrate, and improve management practices for the betterment of WT’s teaching program, the research community, and the people and industries of our multi-state service region.”

This mission has been expanded upon in recent years, with the addition of the UL Wind Energy Research facilities, including a major new installation of a turbine which, at the time of publication, was the tallest in North America. As WTAMU ventures into renewable energy research, Nance Ranch can provide a major asset for the expansion of these industry partnerships.

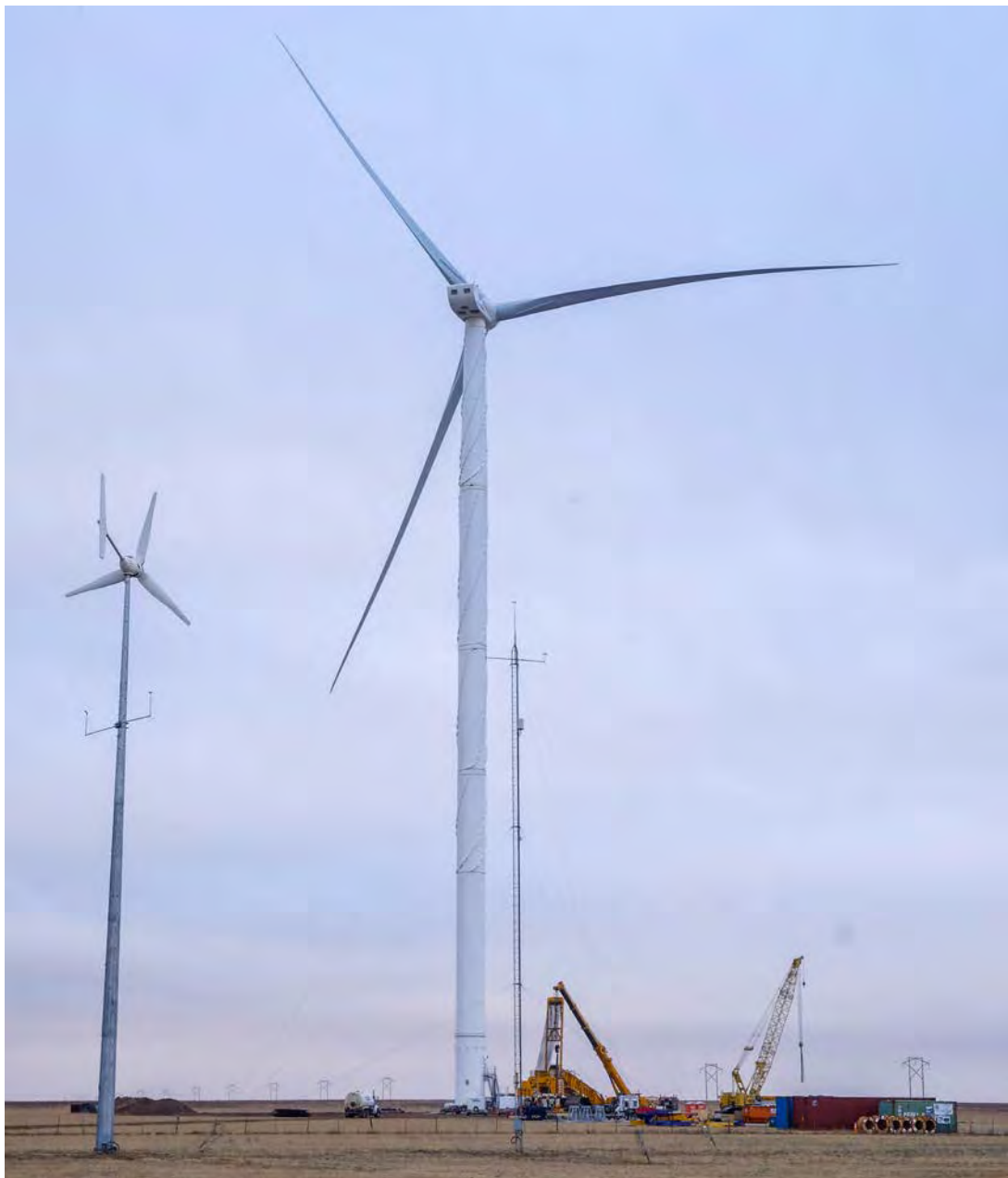


House East of Canyon, Texas -
Nance Ranch 1925

Nance Ranch Homestead, 1925



Nance Ranch Site Diagram (developed area only)



Wind Energy Research at Nance Ranch



Wind Energy Research at Nance Ranch



WTAMU Research Feedlot



**TOWARD
2035 3**

TOWARD 2035

As West Texas A&M University looks toward its 125th Anniversary in 2035 and imagines what it might be in that year, this master plan attempts to provide the foundation for the physical manifestation of that vision. This master plan seeks to capture a vision for how WTAMU can grow into the university it hopes to be, and provides a framework for achieving that vision.





CAMPUS DESIGN FRAMEWORK

There are many individual projects identified in the master plan recommendations. Each one of them has its own objectives (a new building to fulfill a specific space need for the university, for example), but fundamentally each should contribute to a larger campus framework strategy. The design for the WTAMU Campus Master Plan is based on a few simple ideas.

1. Create Russell Long Boulevard as a Campus Seam

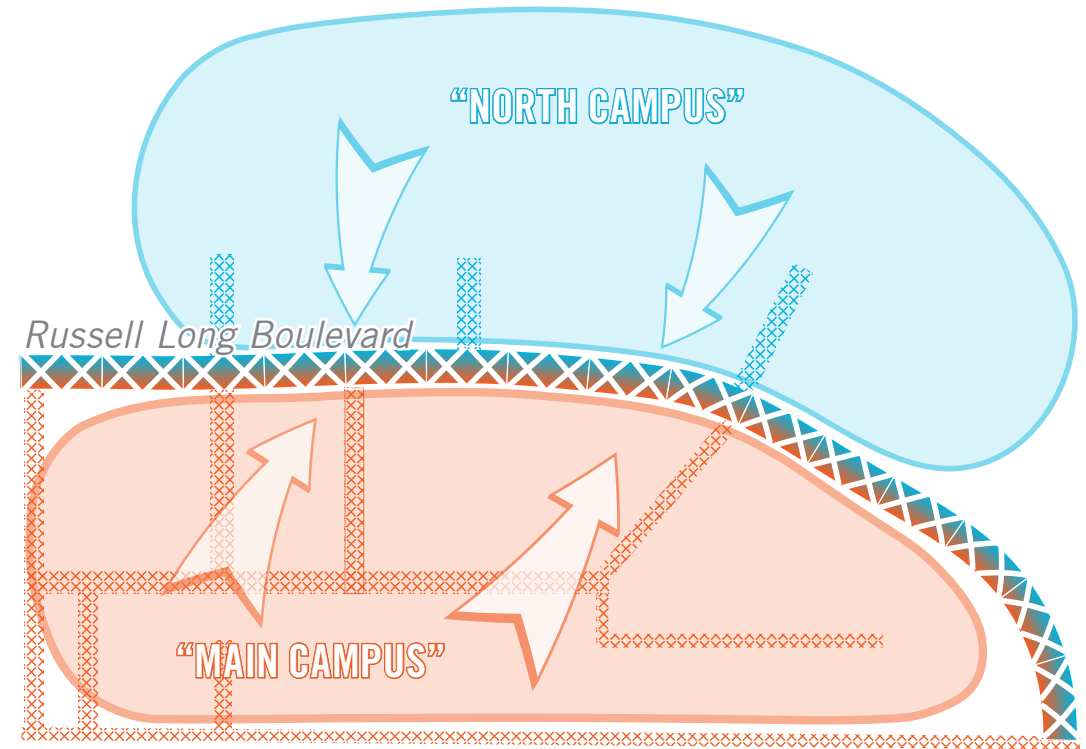
With the new facilities north of the campus core, Russell Long is the seam that will stitch these areas together. This street has been reimagined as a complete street that enhances walkability, bicycle comfort, and vehicular safety along its entire length.

2. Connect and integrate the Campus Core to North Campus

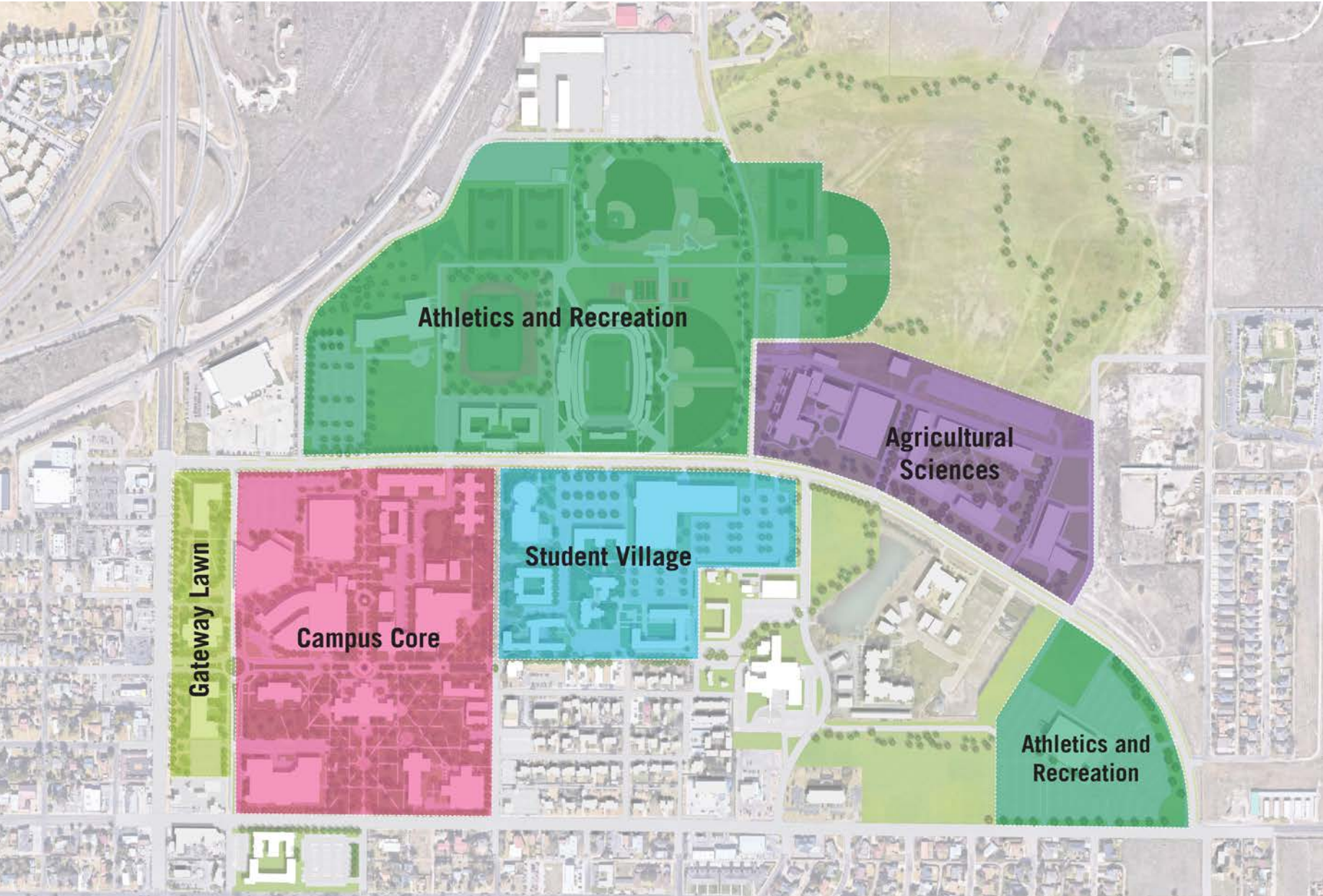
With new projects under construction and in design in the northern portion of campus, it is imperative to create a meaningful connection to this area from the campus core. The major projects underway which include the Football Stadium, Agriculture Sciences Complex, and Texas A&M University TVMDL/VERO facilities must be thoughtfully integrated into the existing campus south of Russell Long.

3. Pedestrianize the Campus Core

The WTAMU campus core is the hub of activity for the university, and has great architectural and natural assets that make it a truly memorable and desirable place. The design framework redoubles efforts to make the core of the campus a truly human-oriented pedestrian environment through closing unnecessary vehicular streets, landscape interventions, and reorganizing interior parking lots.



Master Plan Design Framework Diagram



The campus can be roughly divided into a handful of districts or zones that describe and create existing and future clusters of uses across the campus. These zones are fluid and can overlap in many places, even within particular buildings. The diagram is not meant to place strict guidelines on what types of uses may go where, but rather to provide a broad look at activity clusters which guide the recommendations set out in this chapter.

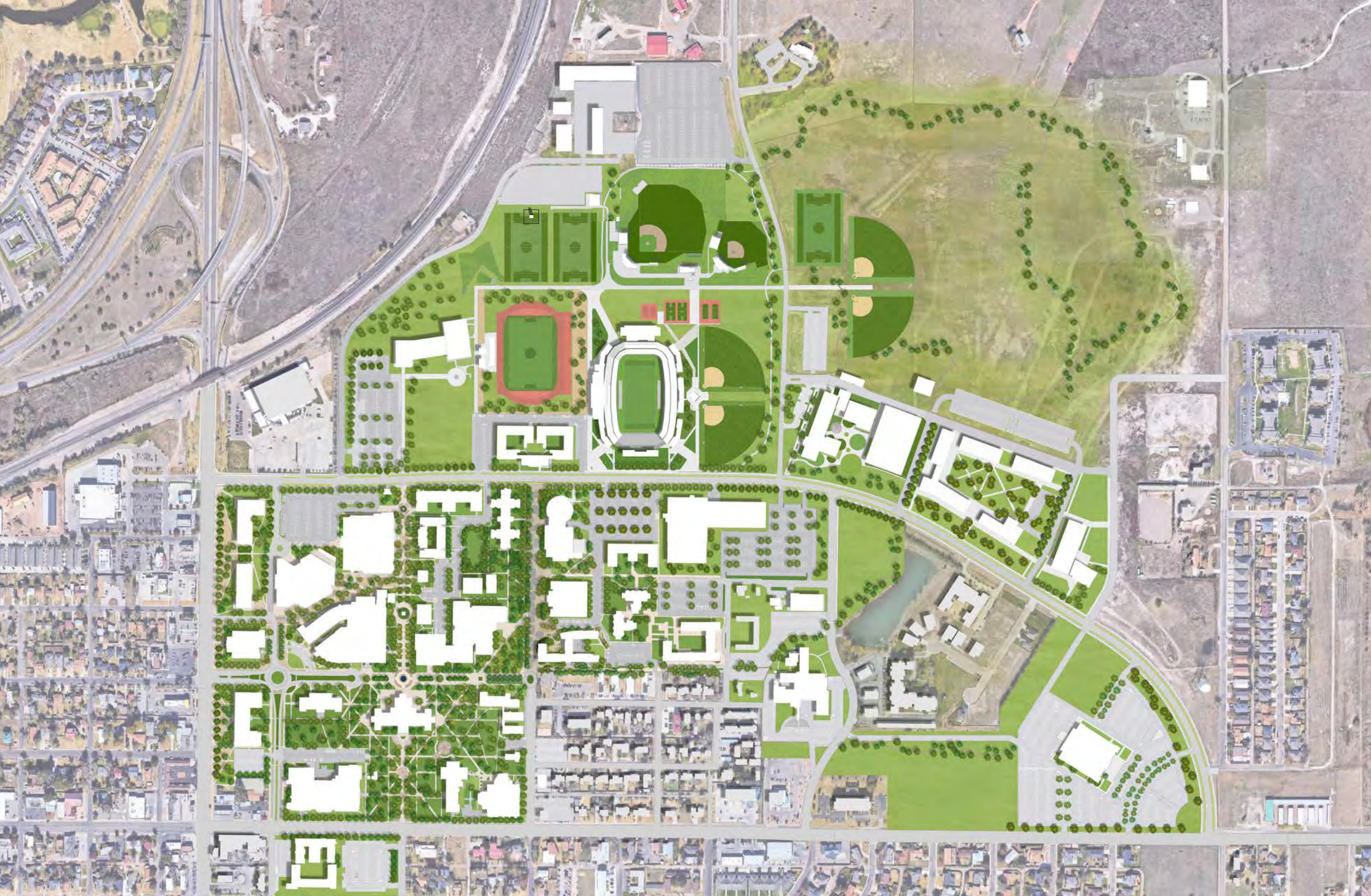
MASTER PLAN RECOMMENDATIONS

The “Toward 2035” master plan identifies many projects: new academic buildings, student life facilities, major street and landscape transformations. However, it cannot predict all possible needs, unknown opportunities, and unforeseen obstacles. New projects may arise, while others may take a backseat.

Since we cannot predict the future, this section of the document proceeds to outline the projects that comprise the broad, big-picture vision. “Toward 2035” provides a comprehensive look at the identified projects within a comprehensive and thematic approach.

Section 4: “The Next Ten Years” outlines projects that were identified by the steering committee as more immediate needs or likely first-movers that would facilitate the execution of another project. Some of these projects are already gaining momentum at the publication of this document, while others will need substantial further work in planning, programming, and securing funding.

Finally, Section 5: “Beyond 2035” shows a potential future build-out of the campus beyond the planning horizon. It is impossible to predict how many of the identified projects will be executed or in what order, and what other unidentified needs may arise. When the last WTAMU campus master plan was completed in 2009, none of the facilities planned and underway north of Russell Long had been included. Things change, and the long-term build out is included to show a potential development framework that could facilitate unanticipated projects in a manner that attempts to avoid ad hoc and shortsighted decisions that negatively impact campus development.



3/ TOWARD 2035

DEMOLITIONS

The following facilities are planned for demolition. A brief explanation is provided here; further information on individual facility condition can be found in Appendix C:

D1 - Old Student Union Building - This building currently contains the University Police Department headquarters, some athletics practice spaces, and student life offices for several programs. The facility is in poor condition, creates an unsightly image for the university on the campus edge, and is not a good candidate for renovation.

D2 - Killgore Research Center - This facility houses a handful of dry and wet research laboratories as well as the Honors Lounge and Graduate Student Commons. The building was retrofitted for science labs, and the spaces need significant modernization and improvements. Further, sitting in the heart of campus, the site could be better put to use for a more public, student-oriented function.

D3 & D4 - Stafford Hall & Conner Hall - Both of these residence halls were identified in the MGT Housing Study as candidates for demolition. Further analysis by Alpha Facilities Solutions within this master plan also recommends their replacement.

D5 - Bivins Nursing Learning Center & Meats Lab - The Nursing facilities in this building which include simulation labs are functioning but the building is well into its useful life. A new Health Sciences Building is a high priority for the university, and when funds can be secured Bivins will be replaced. The new Meats Lab will open as a part of the Agricultural Sciences Complex in the fall of 2018

D6 - Physical Plant / Central Supply / Purchasing - Many facilities here need replacement and will be relocated north of the intramural fields and future football stadium. The current site will be converted to parking.

D7 - UPD Substation - The building will be demolished to make way for a new UPD Central Station at the same location.

SIGNIFICANT RENOVATIONS

The following facilities have been identified as candidates for significant renovations. Each of these facilities has important historic, cultural, or architectural heritage that lends character to the campus and helps create the institutional identity of WTAMU. Each of these projects is covered more fully later in this chapter.

R1 - Old Education Hall - Located in the heart of campus, Old Education has been mothballed since 1987. The second oldest building on campus, it currently serves as a makeshift storage building. In order to renovate this building for an Academic Classroom / Office building, major overhauls will need to be done on the buildings structural and MEP systems, as well as complete cosmetic renovation and/or restoration.

R2 - The Box - Located on 23rd Street, the Box is a treasured gymnasium, used both as a practice and competition space and athletics offices. Though athletics will eventually move its offices into an expanded Bain Athletic Center, it is intended to be renovated to continue use as a practice and competition gymnasium, as well as potential visitor center purposes.

R3 - Panhandle-Plains Historical Museum - The largest history museum in the state of Texas, the Panhandle-Plains Historical Museum has had numerous expansions and renovations to the original 1932 building. A large amount of work on the building's systems is necessary to maintain this uniquely important cultural building and the regional history it preserves.

DEFERRED MAINTENANCE

The following student housing facilities have been identified for renovations involving deferred maintenance. Each of these individual residence halls has its own issues which have been identified within the MGT Housing Study, but generally include common area improvements, bathroom renovations, ADA accessibility upgrades, etc.

R4 - Cousins Hall

R5 - Shirley Hall

R6 - Jones Hall

R7 - Cross Hall

R8 - Guenther Hall







RENOVATE / REPURPOSE

The following buildings will have opportunity for partial renovations or repurposing once certain programs are relocated to new facilities. These include:

R9 - Natural Sciences Building - As some of these classrooms and laboratories are moved to the new Agricultural Sciences Complex, there will be opportunity to renovate existing spaces within the building.

R10 - Old Main - There are a number of existing classrooms and offices in Old Main, particularly within the Education and Nursing programs. As new Academic facilities come on line that may house some of these programs, some existing spaces may be available for repurposing and renovation in Old Main. Individual classrooms within this building have already been renovated for special purposes, such as early childhood education. This may be a good opportunity to continue to develop specialty uses.



- R1 - Old Education Hall
 - R2 - The Box
 - R3 - Panhandle-Plains Historical Museum
 - R4 - Cousins Hall
 - R5 - Shirley Hall
 - R6 - Jones Hall
 - R7 - Cross Hall
 - R8 - Guenther Hall
 - R9 - Natural Sciences Building Backfill
 - R10 - Old Main Backfill
 - D1 - Old Student Union Building
 - D2 - Killgore Research Center
 - D3 - Stafford Hall
 - D4 - Conner Hall
 - D5 - Bivins Nursing Learning Center & Meats Lab
 - D6 - Physical Plant / Central Supply / Purchasing
 - D7 - UPD Substation
-
-  = Existing University Building
 -  = Existing Non-University Building
 -  = Renovate / Repurpose
 -  = Deferred Maintenance
 -  = Significant Renovation
 -  = Demolition

TOWARD 2035: MASTER PLAN PROJECTS

The 3D model on the following page shows the full complement of building and landscape projects identified in the campus master plan. This view is intended to be a simplified look and serve as a summary snapshot of projects. New buildings are shown in pink, while existing WTAMU buildings to be retained are shown in white (refer to previous page for descriptions of planned renovations). Locations of landscape projects are indicated here as well; they are more fully defined and described in the following section.



- N1 - Bain Athletic Expansion
- N2 - Physical Plant
- N3 - Print Shop and Warehouse
- N4 - Transit Shelter (RL)
- N5 - University Police Department Relocation
- N6 - Satellite Plant
- N7 - Health Sciences (23rd)
- N8 - Academic/Research
- N9 - Student Learning Commons
- N10 - Academic/Research
- N11 - Student Housing (Rec Lot)
- N12 - Student Housing (Conner Site)
- N13 - Central Plant Expansion
- N14 - TAMU VERO & TVMDL Facilities.

- L1 - Relocate JBK Loading Dock
- L2 - 26th Street Pedestrian Mall
- L3 - Wisdom Rd. / Tower Pedestrianization
- L4 - University Drive Pedestrianization
- L5 - Sgt. Cal Johnson Closure / Pedestrianization
- L6 - Victory Drive Road Diet
- L7 - Capt. Donald Blair (Main Bldg) Closure
- L8 - Residential Parking "Island" integration
- L9 - Roadway to FUB
- L10 - Ag Quad Roadways (connect to Valleyview)
- L11 - Jeep Trail Extension
- L12 - Russell Long Boulevard
- L13 - 4th Street Improvements
- L14 - 23rd Street Improvements
- L15 - Buffalo Alley

= Existing Univ. Building
 = New Construction

LANDSCAPE FABRIC

- 1 Russell Long Boulevard Redesign
- 2 Great Lawn / 23rd Street Improvements
- 3 Victory Drive Improvements
- 4 Historic Quad (Capt. Donald Blair) Pedestrianization
- 5 Wisdom Road Pedestrianization & JBK Loading Dock
- 6 University Drive Pedestrianization
- 7 26th Street Pedestrian Mall
- 8 Buffalo Alley
- 9 4th Ave Improvements



LANDSCAPE FABRIC

The “Landscape Fabric” for this master plan is intended to weave together a number of different landscape types, from great formal lawns, to flexible pedestrian malls, from intimate courtyards to multi-use trails. Variety of space type along with contextual design will create an open space network on campus that allows for all

manner of activities, including outdoor class meetings, pep rallies and parades, throwing a frisbee, or simply walking to and from class. The network of these spaces is represented in the Landscape Fabric diagram on the opposite page, with each project described further in the section that follows.

GREAT LAWN



RESIDENTIAL LAWN



EVENT GATEWAY



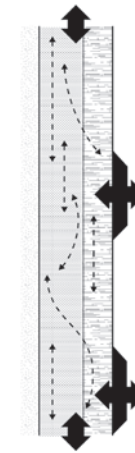
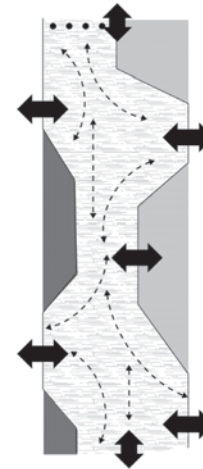
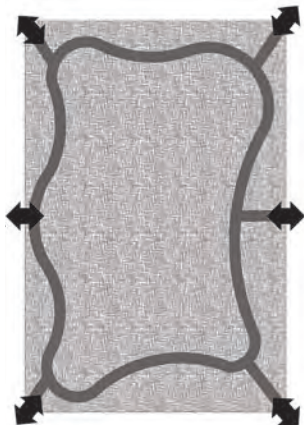
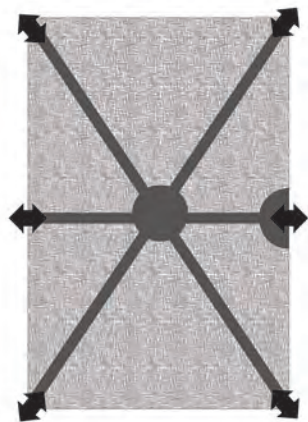
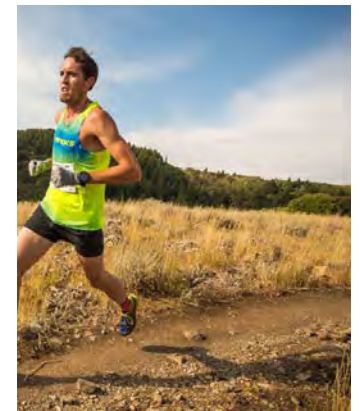
PEDESTRIAN MALL



SHARED STREET



TRAIL



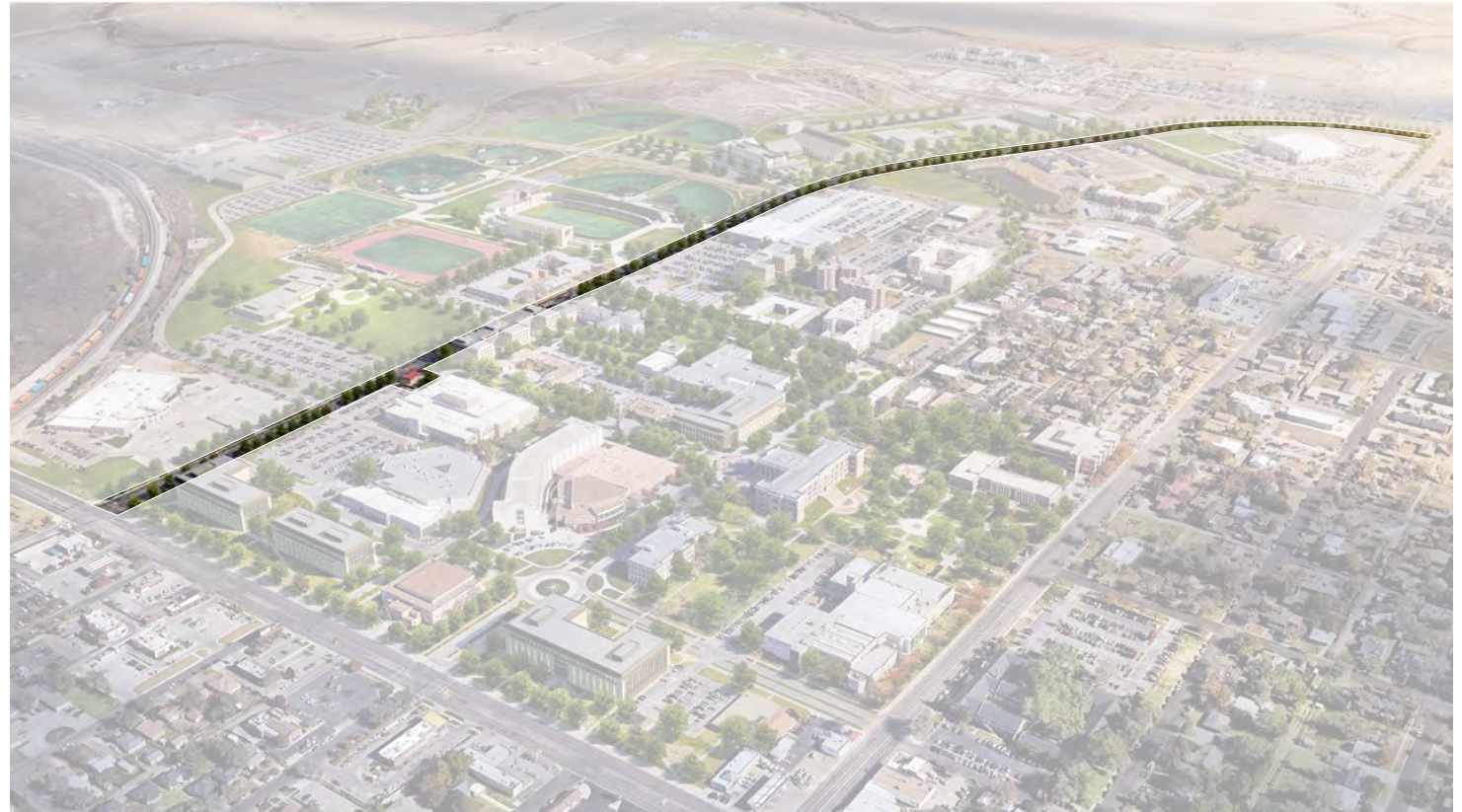
RUSSELL LONG BOULEVARD CAMPUS STREET REDESIGN

Russell Long Boulevard is a Texas Department of Transportation (TxDOT) right of way that traverses the WTAMU campus from its northwest to southeast corners. The street itself has two lanes of traffic in either direction, along with recently striped bicycle lanes on both sides. Where sidewalks exist on the western section, they are relatively narrow, and sometimes missing or in need of repair.

This project will take the existing right of way (four lanes of traffic and two bike lanes) and transform it into a campus street with one vehicular lane in each direction, a center turn lane/median, protected bicycle lanes and ample sidewalks. As a current TxDOT right of way, the project will require transfer of ownership to the City of Canyon and a strong partnership in making the desired improvements.

The approximate length of the street to be improved is 6,000 linear feet. The photos and diagrams on these pages show representative images, and a proposed typical section for the future Russell Long Boulevard. Of course, the street section will need to be modified slightly along its length to accommodate different site conditions, and more detailed design and engineering must be done before this project can be implemented. The university and the City should consider re-striping the street in its future configuration or installing temporary barriers to make immediate improvements and test out the function of the street before making this major investment.

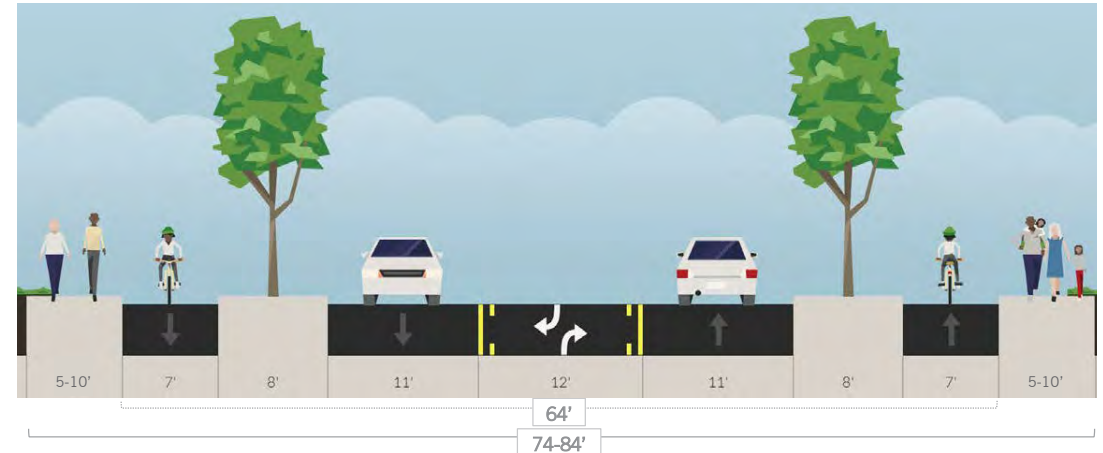
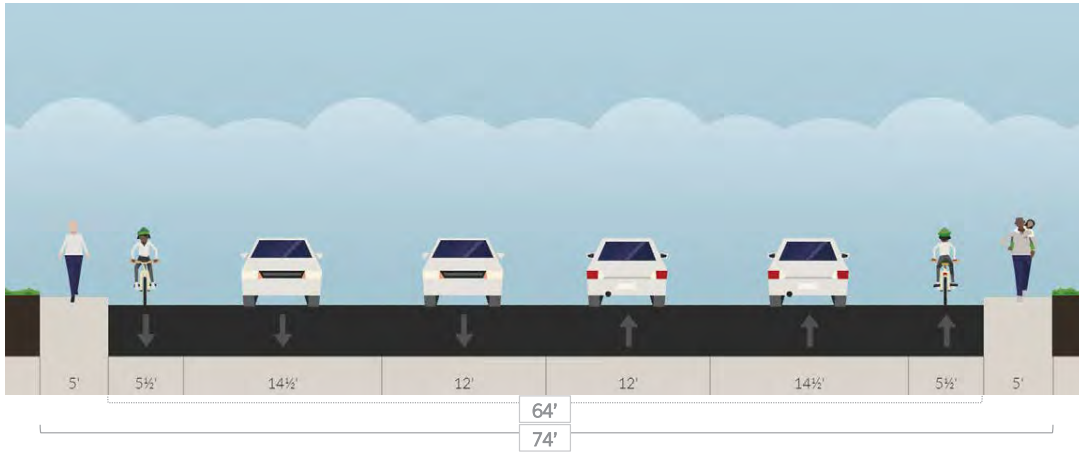
As a component of the improvements to Russell Long and campus mobility overall, the master plan calls for a multimodal hub at the intersection of Russell Long and Wisdom Road. This hub would provide wayfinding and signage for how to get around campus, shelter for students waiting for a shuttle, covered bike parking, and protection from the elements.



Existing Russell Long Boulevard facing east near Stafford Hall



Existing Russell Long Boulevard facing northwest near Ag Sciences Complex



Above is the existing section of Russell Long Boulevard facing east near 26th Street. The street width makes it difficult for pedestrians to cross safely, sidewalks are too narrow, and while bicycle lanes have been added, they are relatively narrow and lack protection from traffic. The roadway has been sized like a highway, and this significant road width creates an environment where drivers are tempted to speed. The speed limit of 45 mph on the eastern portion is far too high for a university campus and should be reduced immediately. Because of the roadway configuration, vehicles often change lanes quickly to avoid other vehicles making left or right turns, creating dangerous situations for all road users.

The above section shows the proposed configuration of Russell Long Boulevard facing east near 26th Street. Commodious sidewalks have been provided on both sides. Dedicated bike lanes are protected from vehicular movement by ample planted buffers with area for trees to create a more comfortable and pleasant street. The vehicular lanes have been reduced to one in each direction, with the addition of a center turn lane, dramatically reducing the width a pedestrian must cross to create a safer and more rational street for all users.



Portland, OR



Arlington, VA

The images at left demonstrate the installation of protected bike lanes. The use of striping, paint, “knock-down” posts, signage, and planters can allow the bike lane to be installed at minimal first cost. Once the ultimate design and engineering is complete and funding has been secured the street can be installed with its full complement of permanent features.



Existing transit shelters for the shuttle need to be enhanced to improve user comfort and wayfinding and increase ridership.

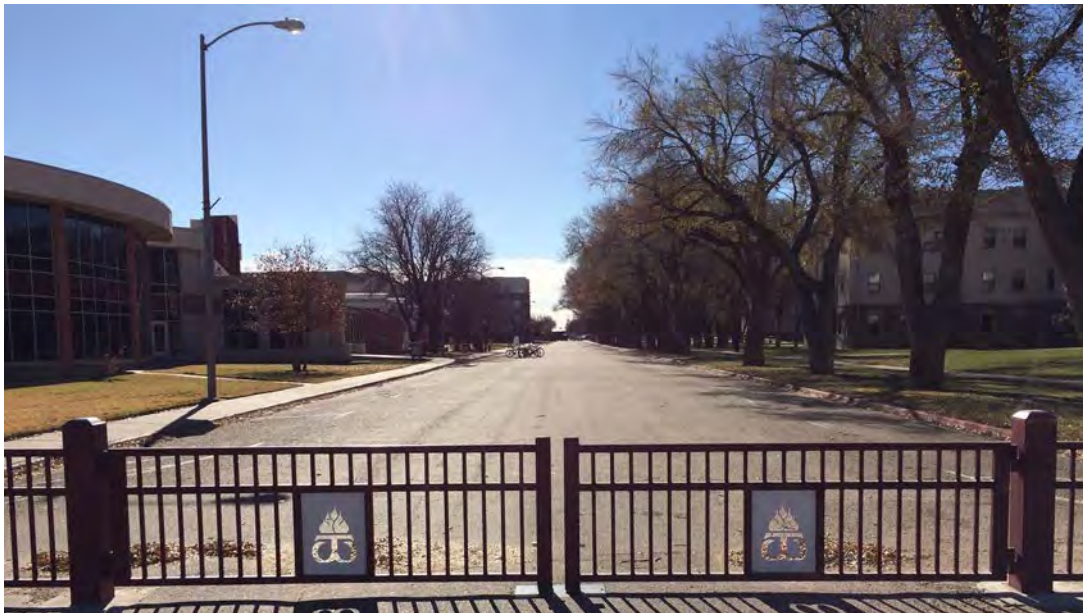
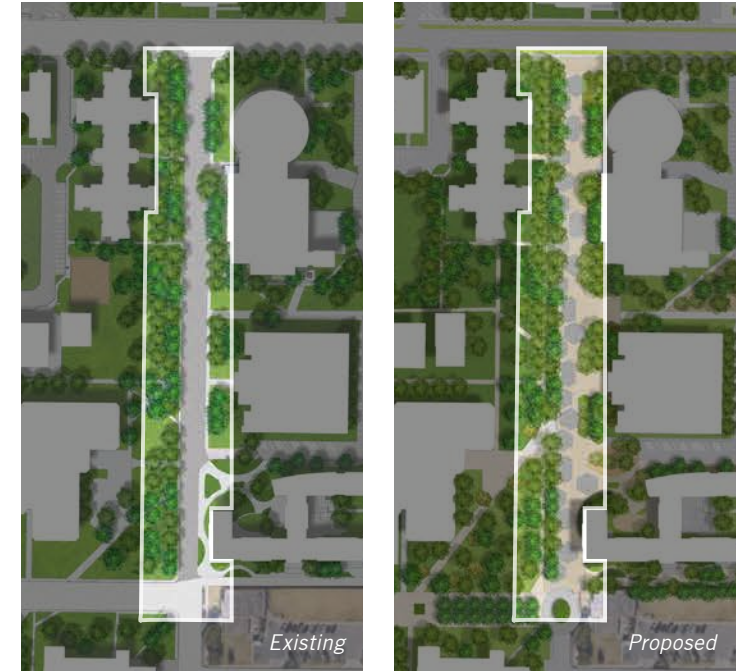
26TH STREET PEDESTRIAN MALL

This project reimagines and redesigns 26th Street as a vibrant pedestrian mall with major improvements to landscape, paving, and adjacent spaces. As an existing vehicular street that has already been closed to traffic with temporary barriers between Russell Long Boulevard and University Drive, the opportunity for this transformation is evident in the improvement made by the removal of vehicles from the roadway.

With major centers of student activity along these two blocks including the library, cafeteria, and several residence halls, this mall will serve as a daily gathering space and connection point. As the new football stadium comes on-line, the pedestrian mall will also become a major event space on football game days, and provide space for tailgating and parades during these events.

Because of its dual role, the mall is intended to be a flexible space for daily use as well as special events. Care has been taken to create more intimate spaces near buildings, places of informal seating integrated into planters, while also sizing it adequately for pop-up tents and parades during a game day celebration.

Existing mature trees, particularly the double allee along the west side have been preserved, while missing sidewalk sections have been indicated in this area. The estimated size of this project is 103,500 sq. ft.



Existing 26th Street looking south from Russell Long.



Proposed 26th Street Mall on a typical day.



Proposed 26th Street Mall during football game day tailgate and parade.

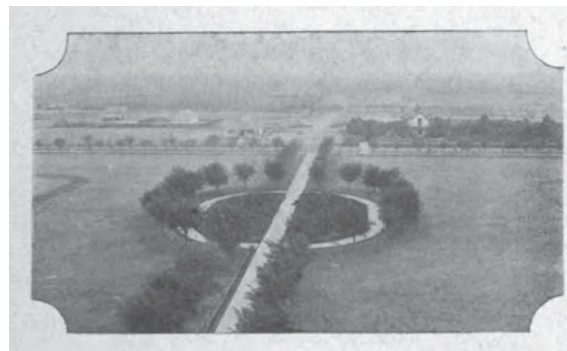
HISTORIC QUAD PEDESTRIANIZATION

The existing formal entry drive up to Old Main from 4th Avenue along Captain Donald Blair is primarily a ceremonial entrance; it serves only a handful of parking spaces and does not connect to any other campus street. With such limited use, maintaining this as a vehicular street does not provide the best use of the space, prioritizing a small number of parking spots over creating a people-oriented campus core.

This project would eliminate the roadway and replace it with a formal walkway and landscaping, beautifying this area and making a more pedestrian friendly campus. Removing vehicles from this portion of the campus would actually be, in a sense, a historic restoration to the original design of the lawn in front of Old Main, as evidenced in the historic photos below. The design maintains the formal geometry of the existing historic quad, replacing the parking with paving and plantings while the central circle where diagonals converge might be inlaid with the university seal or other emblem.

If desired, this conversion could keep vehicular access possible for fire access, maintenance vehicles, and special events. The estimated size of this project is approximately 63,000 sq. ft.

Below left: Original walkway to Old Main from the south, ca. 1925. Below right: Walkway from Old Main toward 4th Ave, with double lined allee of trees in a formal geometry, ca. 1925. Images courtesy of Texas State Historical Society.



Historic Quad south of Old Main



Existing entry drive to Old Main.



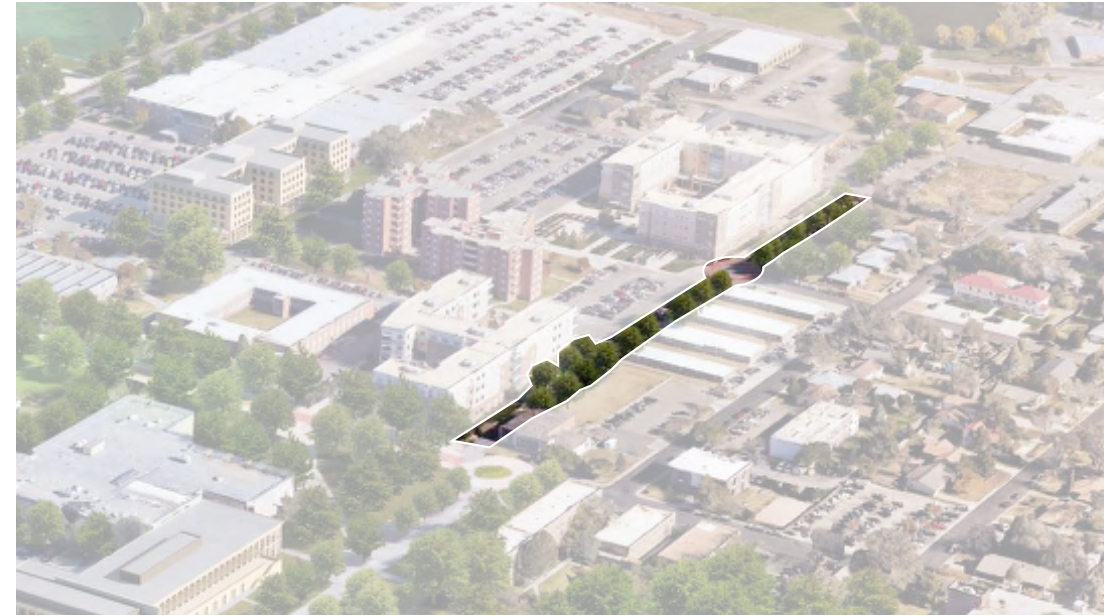
BUFFALO ALLEY

Starting at the intersection of University Drive and 26th Street, an existing alleyway runs eastward several blocks until it terminates at 28th Street. The alleyway has been improved along the south side of Centennial Hall, but east of there it quickly degrades; the paving surface is in very poor condition, the alley is lined by dumpsters, and overhead power and communication lines clutter the area. Despite its poor condition and unpleasant environment, the alley is a heavily used east-west pedestrian connection for students.

This project would transform the existing alley by creating a “shared street” focused around pedestrians and cyclists. Plantings would be introduced to create a more comfortable experience, and dumpsters would be relocated. These

improvements would help bridge the gap between the campus core, and existing and planned facilities on the east side of campus such as the First United Bank Center (FUB), Palo Duro Research Center, Agricultural Sciences Complex, and several commuter parking lots.

The alleyway is owned by the City of Canyon, and design will have to be coordinated with Public Works and other existing utilities in this right of way. The estimated size of the project is approximately 620 linear feet.



Proposed “Buffalo Alley”



Existing alleyway looking west near 27th



Existing alleyway / fire lane looking east near 27th



Existing alleyway looking west near 28th



Proposed "Buffalo Alley"

GREAT LAWN

The existing “front door” to West Texas A&M University along 23rd Street is in need of a refresh. With both Stafford Hall and the Old Student Union Building slated for demolition in the near term, and the planned renovation of The Box, this provides a major opportunity to re-imagine this front door image and create a more inviting public space.

Because 23rd Street carries significant traffic, this area is not always the most pleasant place to be. This strategy would create a landscaped area with buildings intended to be set back 100-120' from the curb, minimizing this negative impact. Far from manicured turfgrass, this area would be planted with native, adapted, xeric,

and drought-tolerant species to create a different landscape typology than is found in the historic quad and seek to create a more sustainable landscape that minimizes water use and chemical inputs.

Along with the landscape element, a more generous sidewalk or shared-use path is imagined along this side of 23rd (described in more detail in Appendix A: Mobility and Transportation).

Portions of this project would be implemented at different times when various building projects are undertaken.



Proposed “Great Lawn”



Existing view of 23rd Street



Aerial view of 23rd from facing south from Russell Long



23rd Street looking north near the Old SUB

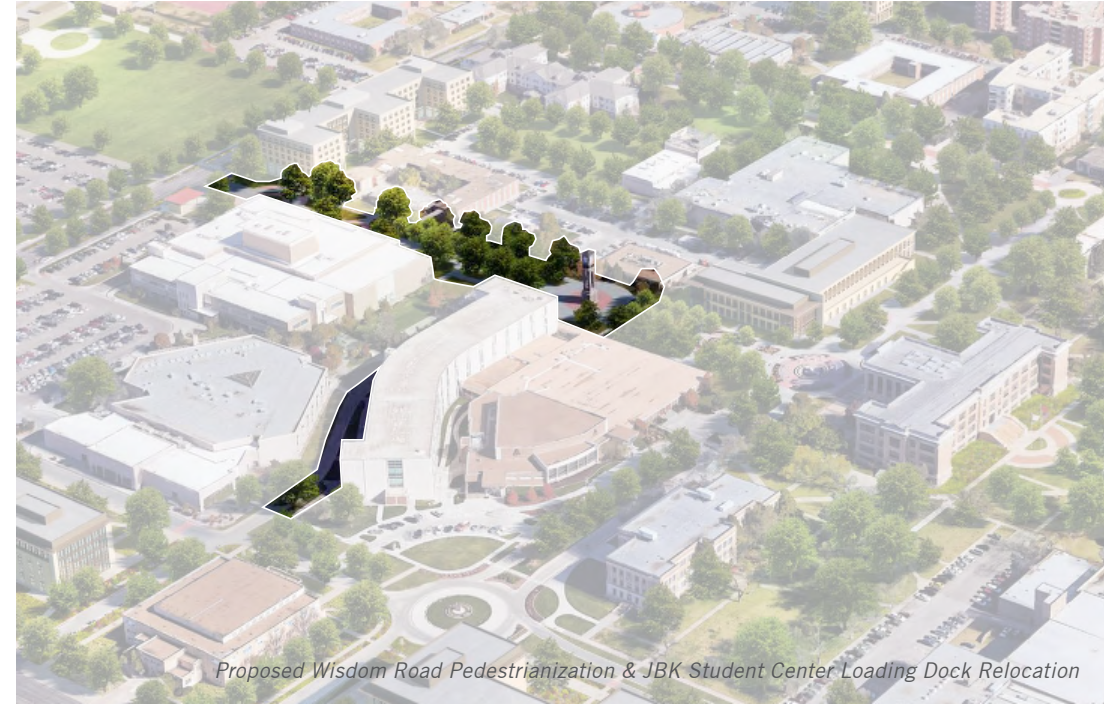


The “Great Lawn” is intended not as traditional turfgrass and tree canopy found on the historic quad, but as a vibrant mix of native and drought-tolerant grasses, forbs, succulents, and tree species that are emblematic of the region and provide color and variation throughout the changing seasons.

WISDOM ROAD PEDESTRIANIZATION & JBK STUDENT CENTER LOADING DOCK RELOCATION

This project would pedestrianize the portion of Wisdom Road between the clock tower to Russell Long Boulevard, completing the formal north-south axis which runs through Old Main. The existing curvilinear roadway would be converted to a more formal geometric pattern to match the pedestrian area immediately south of the clocktower. The existing Wisdom Road north of the clocktower functions primarily as a service drive and fire lane, and aside from the JBK Student Center loading dock, does not provide any essential access that could not be achieved through other means. Fire access and other special purpose access could be maintained in the proposed redesign.

As a part of this project, the JBK Student Center loading dock would be relocated from its existing location adjacent to the clocktower to a below grade dock on the north side of the Classroom Center that would enter and exit to the west on Victory Drive. The existing loading dock was not built to accommodate the existing food service and bookstore uses in the JBK Student Center, and the dumpsters, pallets, and used grease storage tanks give a negative impression to campus users, particularly first time visitors who come to this area to begin their tour at Buff Courts Alumni Center. A new loading dock would better serve the facility while fixing a messy problem on a key public space for the campus. The estimated size of the mall is 84,500 sq. ft., while the loading dock is roughly 24,000 sq. ft.



Clocktower surrounded flanked by JBK Student Center loading dock refuse



JBK Student Center loading dock and dumpsters, Wisdom Road beyond



Wisdom Road facing south from Russell Long Boulevard



Wisdom Road Pedestrianization (JBK Loading Dock - not pictured)



Existing Pedestrian Mall facing north from Buffalo Fountain



Existing



Proposed



The proposed JBK Student Center loading dock would enter at Victory Drive sloping down to a below grade entrance following the northern edge of the Classroom Center (right)

4TH AVENUE IMPROVEMENTS

4th Avenue forms the southern boundary of the WTAMU campus, and shapes some of the most enduring images of the university around the historic quad. Also known as State Highway 48, the road is a TxDOT right of way, changing from 2 lanes to 4 as it comes into town and becomes 4th Avenue, passes by campus, connecting to downtown and terminating just beyond.

The street in its current configuration is wider than necessary, making it difficult for pedestrians to cross and tempting drivers to speed. Sidewalks are often narrow, in poor condition, or nonexistent as one moves east.

Because WTAMU does not own all the property along this street, nor the roadway itself, improvements will have to be made in partnership with TxDOT and the City of Canyon. These would include continuous and more generous sidewalks along the campus edge, addition of bicycle lanes on both sides of the street (and connecting to downtown Canyon). This would require narrowing vehicle travel lanes somewhat, but would still allow for necessary traffic flow in this area. Tree planting along WTAMU portions (as well as private parcels) will also contribute to pedestrian comfort along this route.



4th Avenue Roadway Improvements

VICTORY DRIVE ROADWAY IMPROVEMENTS

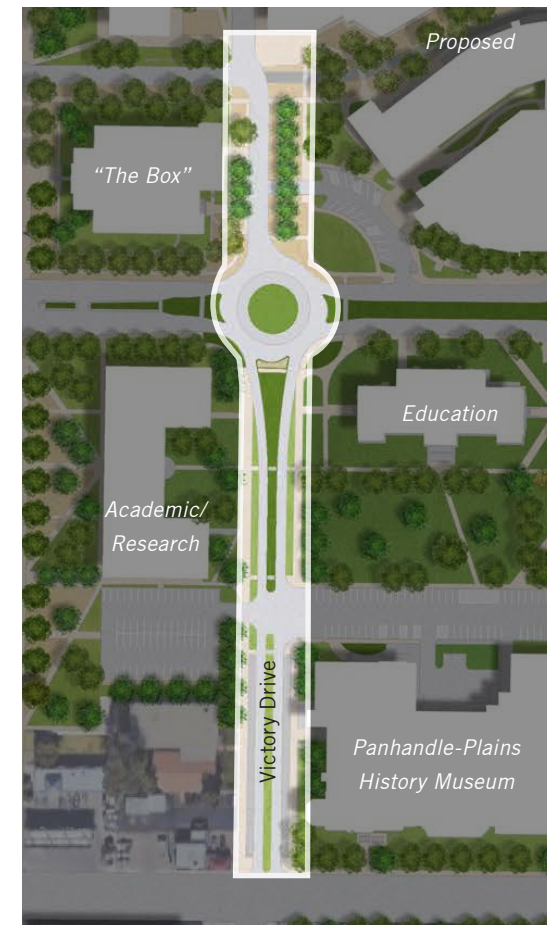
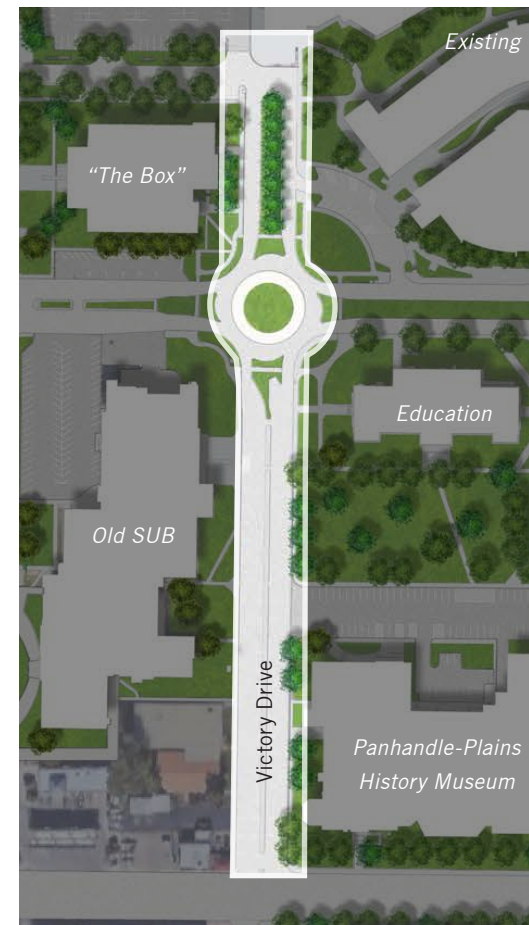
On Victory Drive south of the roundabout, there is a wide right of way with several rows of on-street parallel parking, along with dumpsters in the roadway. This project adds a planted median down the street as well as areas for planting on both sides of the street, with the potential for a limited amount of on-street parallel parking if needed. North of the roundabout, the road to the east of the median would be abandoned, and northbound traffic would be diverted to the west in a two-way configuration, which would allow for a more logical intersection configuration to the north. The estimated size of this project is 18,500 sq. ft.



Victory Drive roadway improvements.



Victory Drive looking north from 4th Avenue. Three rows of parallel parking with dumpsters in the center median do not present a pleasing entry to the university.

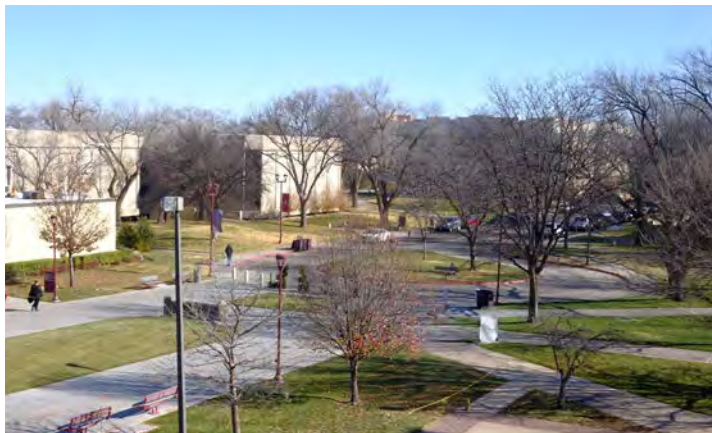
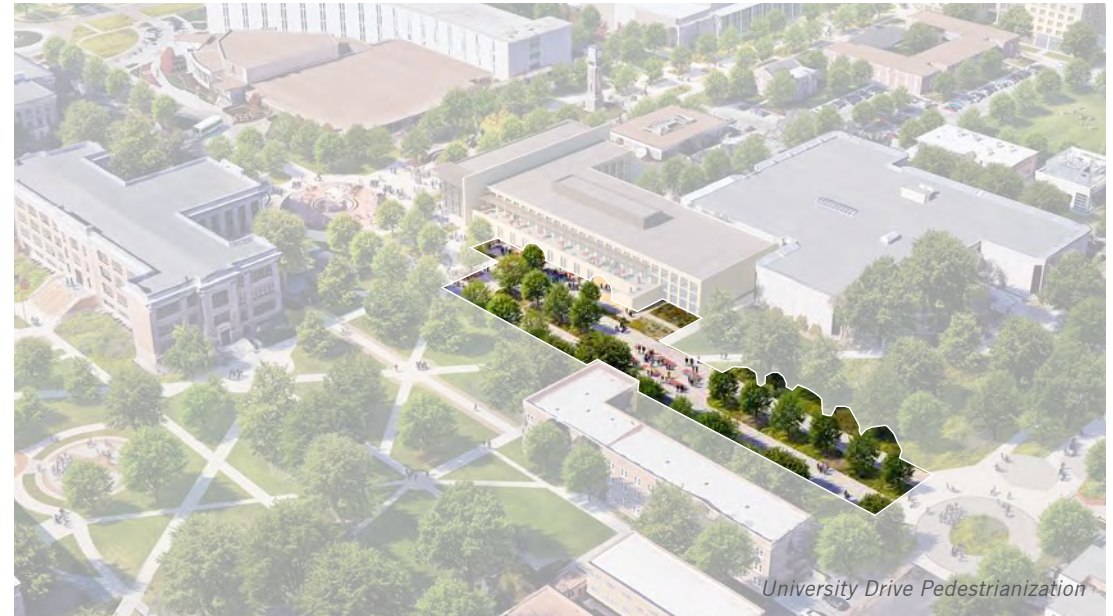


UNIVERSITY DRIVE PEDESTRIANIZATION

This project will close the eastern portion of University Drive to traffic, including the turnaround east of the buffalo statue and fountain. The current drive is redundant and not ultimately provides only a handful of parking spaces and allows vehicles to drive into the very heart of campus while bringing drop-offs only marginally closer to their destination. The western portion in front of JBK where the shuttle drop-off is located would be maintained.

With the planned Learning Commons building along this east-west route, it is even more essential to convert this roadway to a people-oriented public space. The building is intended to interact with and respond to the public spaces it fronts, enlivening this pedestrian mall at the heart of campus. The new space could be part of a game day processional from the Buffalo Fountain, moving up 26th Street Mall, across Russell Long and into the stadium.

Paving and landscape improvements could be designed to allow emergency service or special purpose vehicular access into this space, and would further integrate this into a significantly improved pedestrian core for the campus. The estimated size of this project is 51,000 sq. ft.



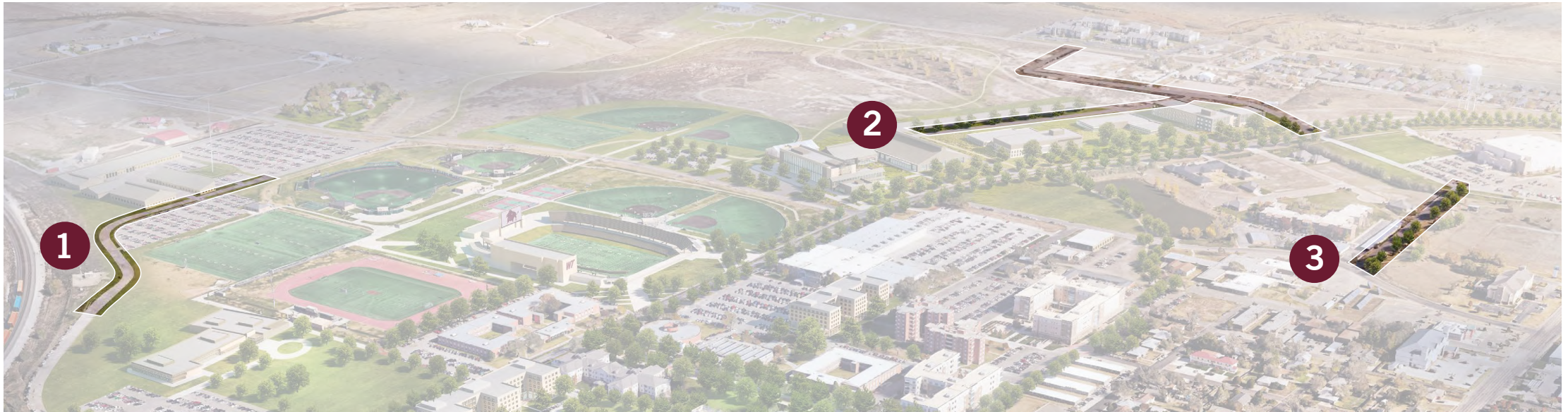
East University Drive roundabout from Old Main balcony



University Drive looking west



CAMPUS ROADWAY EXTENSIONS



The master plan calls for a number of additional/extended roadways to improve connectivity and access across the campus. These extensions include:

1. Jeep Trail Road

This road will be extended from its current terminus north of the Bain Athletic Center to the existing Lot 27 (Buffalo Sports Park). Doing so will be necessary to access the new Physical Plant / Central Supply / Purchasing complex north of Buffalo Sports Park, and will provide additional access to remote parking. The road will function primarily as a service drive and parking access, but will provide another key circulator during football game days.

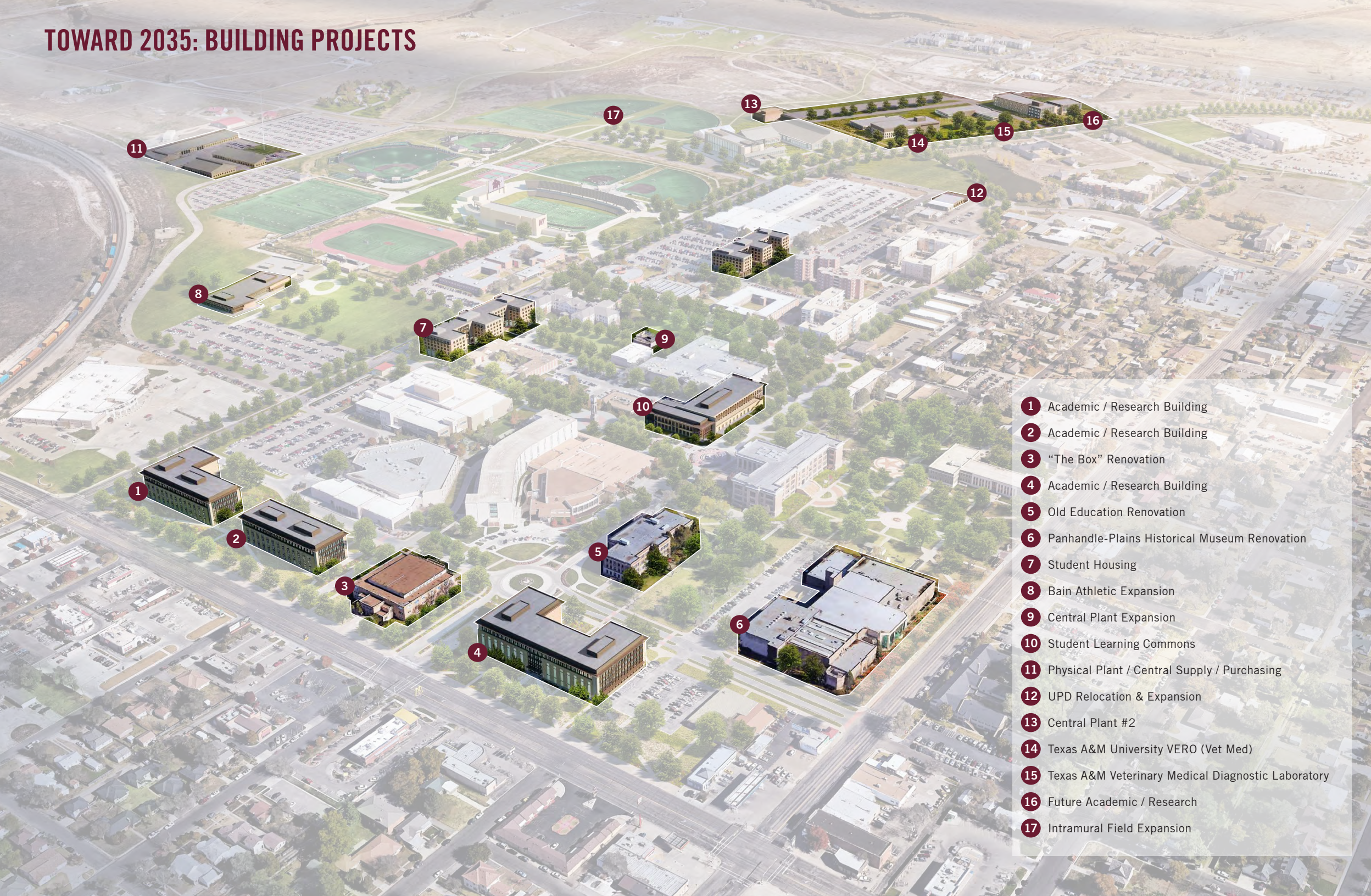
2. Ag Science Complex Connections

Additional roadways will be needed in the Ag Science Complex to provide access to new facilities and parking. The roadway to the north of the Ag Science Complex under construction is intended to extend further east and connect to a roadway that extends from a new 4-way intersection with the northern driveway to the First United Bank Center. With new private student housing being constructed along Valleyview Road to the east, creating a roadway connection to this area could provide better bicycle, pedestrian, and potential shuttle connectivity for students living close to the campus.

3. Roadway to FUB Center

WTAMU currently does not have a proper connection to the First United Bank Center from the campus core. Sidewalks are nonexistent along Russell Long Boulevard and 4th Ave, though there is an existing gravel trail between Hospital Drive and the FUB Center parking lot. This roadway would be located in the area of the existing trail, and improve pedestrian, bicycle, and vehicular connection east-west across campus. This could improve utilization of the existing FUB lot, and make it much easier and pleasant for people to traverse campus for events at the FUB Center.

TOWARD 2035: BUILDING PROJECTS



- 1 Academic / Research Building
- 2 Academic / Research Building
- 3 "The Box" Renovation
- 4 Academic / Research Building
- 5 Old Education Renovation
- 6 Panhandle-Plains Historical Museum Renovation
- 7 Student Housing
- 8 Bain Athletic Expansion
- 9 Central Plant Expansion
- 10 Student Learning Commons
- 11 Physical Plant / Central Supply / Purchasing
- 12 UPD Relocation & Expansion
- 13 Central Plant #2
- 14 Texas A&M University VERO (Vet Med)
- 15 Texas A&M Veterinary Medical Diagnostic Laboratory
- 16 Future Academic / Research
- 17 Intramural Field Expansion

OLD EDUCATION RENOVATION

Located in the heart of campus, Old Education has been mothballed since 1987. The second oldest building on campus, it currently serves as a makeshift storage building. In order to renovate this building for an Academic Classroom / Office building, major overhauls will need to be done on the building's structural and MEP systems, as well as complete cosmetic renovation and/or restoration.

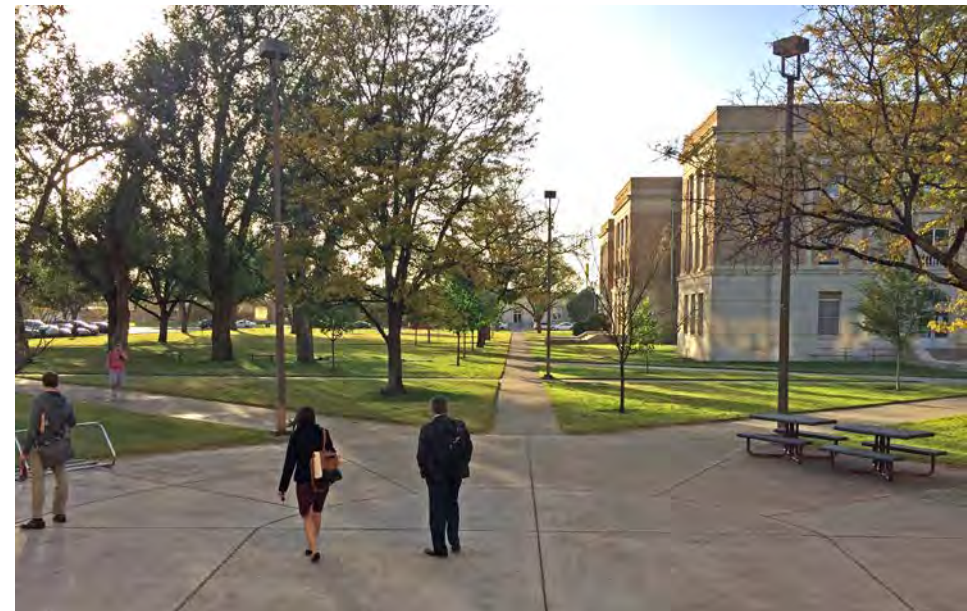
The building contributes nicely to the historic character of the campus, but having been mothballed for decades, it contributes only in terms of its architectural character, and adds little to the vitality or purpose of the university. This project would fully renovate the building for general classroom and office uses and bring it back online as a beloved building for the university. The estimated size of the renovation is 59,000 gsf.



Old Education Renovation



Existing mothballed Old Education



Facing west on pedestrian axis in front of Old Education from west end of Old Main

HEALTH SCIENCES & RESEARCH BUILDING

This project would create a new academic and research building to consolidate, expand, and modernize spaces for the College of Nursing and Health Science, while incorporating wet and dry laboratory spaces to replace and expand what is currently in Killgore Research Center. Both the Bivins Nursing Learning Center and Killgore Research Center are intended for demolition; this facility would replace and expand those and other related programs. While the exact space need for these uses is not yet precisely known, the building footprints here are flexible and are sized between 70,000 to 90,000 gsf.

Two options for site are under consideration. Option A would create a prominent gateway for the university on the existing Stafford Hall site, while Option B would frame the historic quad and provide good adjacencies to the existing academic core of the campus on the Old SUB site. Both options would depend on the ability of the university to demolish the existing building and provide space for existing users elsewhere on campus.



Proposed Health Sciences & Research Building



Site options for the facility along 23rd Street on existing Stafford Hall (A) and Old Sub Site (B)

STUDENT LEARNING COMMONS

This building project creates a student-centered learning and support services space in the heart of campus. The building is envisioned as an integrated addition to the Cornette Library, providing space for student success functions, small group study and collaboration, multicultural center, honors college, graduate student spaces, and other related uses. Decanting some of the more academic functions from the JBK Student Center for example, will help create needed space for more student life functions, while focusing the academic-oriented programs at this new facility.

The Student Learning Commons would integrate with pedestrian malls on the south and east sides, creating a porous and inviting building that interacts with and activates the important public spaces adjacent to it. Multiple entrances, ample glazing, and exterior seating areas integral to the building will help it become a beacon of student and academic life. Loading will be maintained to the rear of the building where the Cornette Library is also accessed.

The building is intended to be constructed on the site of the Killgore Research Center, which will need to be demolished to make way for the Student Learning Commons. The demolition of this one story building will allow the campus core to add more density and become a strongly student-oriented space.

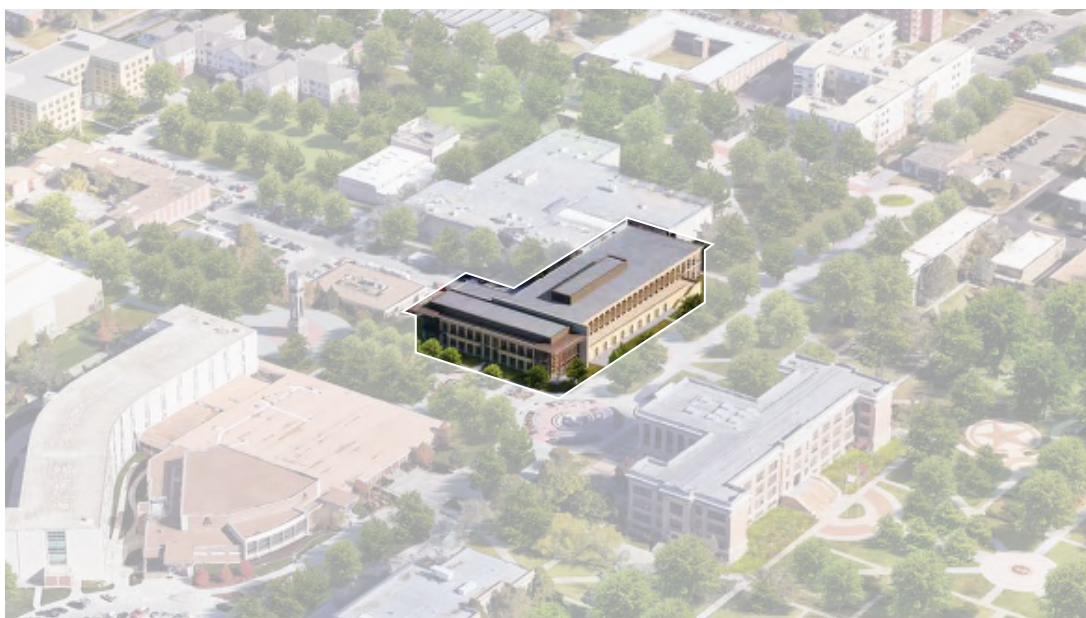
The Student Learning Commons is estimated to be between 45,000 and 60,000 gsf.



The Student Learning Commons would integrate with the existing Cornette Library



Proposed Student Learning Commons



Proposed Student Learning Commons

BAIN ATHLETIC EXPANSION

Expanding Bain Athletic Facility to the west and north would create additional athletic training facilities, replacing some space that would be lost in the demolition of the Old SUB, including golf and baseball spaces) and offices for Athletics Department staff.

The building would create a new front door for athletics on axis with the clock tower and Old Main to the south. A large parking lot between the facility and Russell Long Boulevard would be created when existing Physical Plant and Bivins Nursing Learning Center are demolished. The estimated size of the expansion is 25,500 sq. ft.

Along with the expansion to Bain, a new commuter parking lot would be created once the Physical Plant / Central Supply / Purchasing complex is relocated. This parking lot would add approximately 425 spaces immediately north of the campus core. The large parking facility would receive landscape treatments to minimize its negative impact on aesthetics and control stormwater.



Proposed Health Bain Athletic Expansion



Existing Bain Athletic Center at southwest corner near the weight room

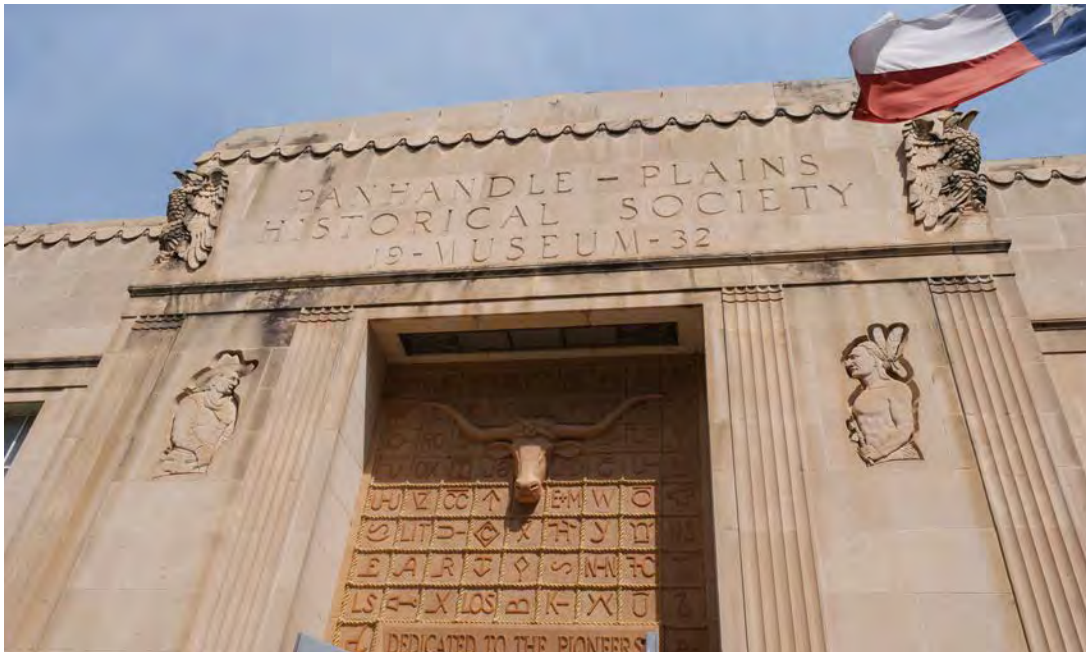
PANHANDLE-PLAINS HISTORICAL MUSEUM RENOVATION

The Panhandle-Plains Historical Museum is a critically important cultural building for the region and preserves an important legacy for the entire state of Texas and the nation. The museum is comprised of multiple buildings which were added on or conjoined over time to make one single facility. The original 1932 building has a unique art deco style with ornate branded inlays that appear as hieroglyphs on the building's facade.

The building is in major need of renovations to MEP systems, fire safety and egress, along with many interior finishes, windows, doors, roofing, etc. as identified in the Facility Condition Assessment (a summary of which can be found in Appendix C, full report provided separately to the university).



Panhandle-Plains Historical Museum Renovation



Existing Panhandle-Plains Historical Museum entry detail



The original 1932 Panhandle-Plains Historical Museum building

NEW / EXPANDED UNIVERSITY POLICE DEPARTMENT

The University Police Department is currently housed in the Old SUB, which is slated for demolition, as well as in a separate substation on the east side of campus near Hospital Drive. This project creates a consolidated UPD station by expanding or replacing the substation at its current location, and would make for safer entry and exit than their current location on 23rd. This facility would also house WTAMU Fire and Safety functions with a shared emergency command center and University Parking Services. The estimated size of this facility is 21,000 sq. ft. and will include:

- UPD offices
- A modernized central command center located below grade in a hardened facility
- Visitor / Waiting area
- Officer Support Spaces (e.g. muster, locker rooms, armory, etc.)
- Secured parking for UPD vehicles, trailers, etc.



Proposed New / Expanded UPD

PHYSICAL PLANT, CENTRAL SUPPLY & PURCHASING RELOCATION

Demolish and build new Physical Plant, Central Supply, and Purchasing complex to the north of intramural fields. Access would be needed via an extension of Jeep Trail Road. This would include additional university warehouse storage. Estimated size: 40,000 gsf.



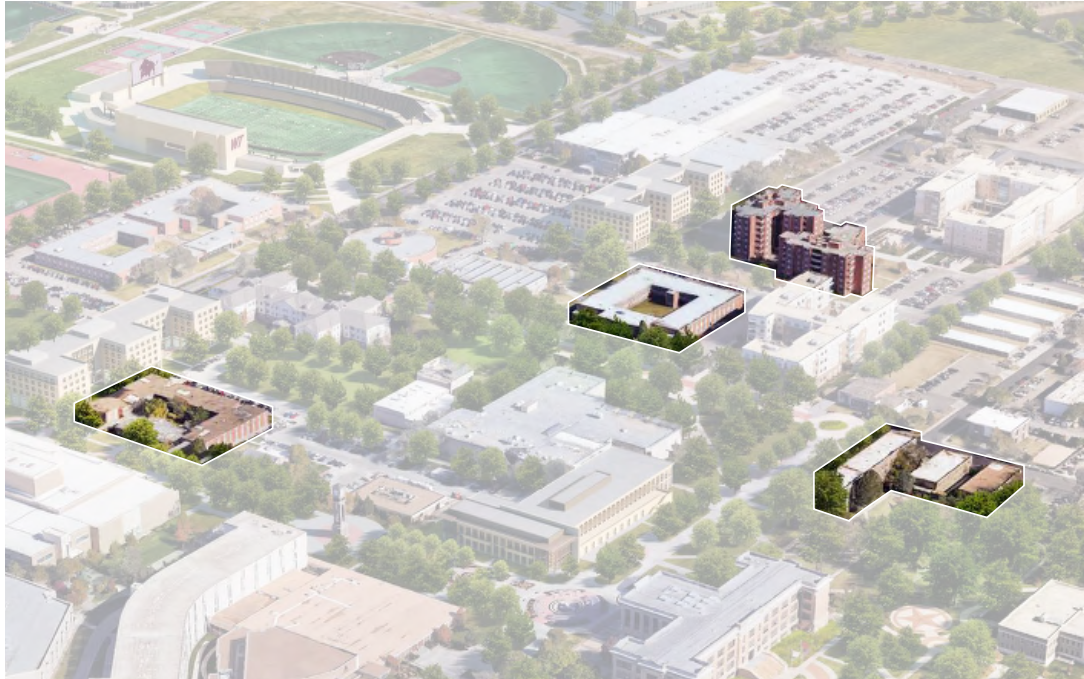
Proposed Physical Plant, Central Supply, and Purchasing Complex



Existing Physical Plant, Central Supply, and Purchasing Complex Facilities

HOUSING RENOVATIONS

There are numerous existing residence halls in need of upgrades as identified in the recently completed housing study (completed in 2017 called the “Housing Master Plan”). These buildings include Jones, Cross, Shirley, Guenther, and Cousins. Each of these buildings has its own set of needs, which include deferred maintenance, accessibility issues, and bathroom remodels and common space renovations. The overall estimated size of the renovations is 245,000 sq. ft.



Proposed Housing Renovations



Jones Hall



Shirley Hall



Cousins Hall

NEW STUDENT HOUSING

The university will likely need to add one new residence hall within the next 10 years. Two potential locations have been identified for future student housing: one on the existing site of Connor Hall and the other north of Jones and Cross in the parking lot of the Activities Center. Both locations would be in good proximity to existing housing and dining (the former would require demolition of Connor, while the latter would require construction into the existing Activities Center parking lot which would be reconfigured in the process). The estimated size of one of these facilities would be ~140,000 sq. ft. (450 beds).



Proposed New Housing

NEW ACADEMIC / RESEARCH BUILDING

Another potential location for a new Academic / Research building would be along 23rd to the north of The Box. This building would house general academic and research programs yet to be determined. Construction of a building on this site would help continue the Great Lawn to create a strong presence for the university along 23rd, and would also allow for the closure of Sgt. Cal Johnson between this site and the one to the north. The construction would replace an existing parking lot with 231 spaces, with the building's estimated size at 80,000 sq. ft.



Proposed Academic / Research Building

“THE BOX” RENOVATION

“The Box” currently houses women’s volleyball games and serves as a practice gymnasium, and hosts outside athletic events for regional high school teams. The building has great cultural and sentimental value to the university, and contributes to the historic character of the campus core.

While the facility has a vintage charm, it is in need of significant modernization and revitalization. Building mechanical, electrical, and plumbing (MEP) systems, along with major finishes and openings all need significant investment or replacement. A more detailed breakdown of facility needs can be found in the Facilities Condition Assessment.

At an estimated size of 34,600 sq. ft., the renovation would allow The Box to continue to host women’s volleyball and could potentially include additional functions such as a visitor center.



Proposed Box renovation



The Box under construction



Original Facade facing 23rd Street

AGRICULTURAL SCIENCES DISTRICT

The Texas A&M University System has recently announced and begun design on two veterinary facilities on the WTAMU Campus; the Texas A&M Veterinary Medical Diagnostic Laboratory (TVMDL) and a Veterinary Education Research and Outreach (VERO) building.

With sites for these facilities planned to the east of the presently-under-construction WTAMU Agricultural Sciences Complex along Russell Long Boulevard, this portion of campus is emerging as an “Agricultural Sciences District.”

Although these two facilities are not WTAMU buildings, they relate strongly to the adjacent programs in the Agricultural Sciences Complex, and should be planned as a coherent district with a campus feel. Although it is early in the design stage, these projects are expected to contribute to a walkable district with public spaces framed by buildings to create a campus environment.

A second Central Plant is planned in this area to support future growth of the district. Future buildings could include either TAMUS or WTAMU facilities, but would be best suited toward Agricultural Sciences and Veterinary Medicine related programs.



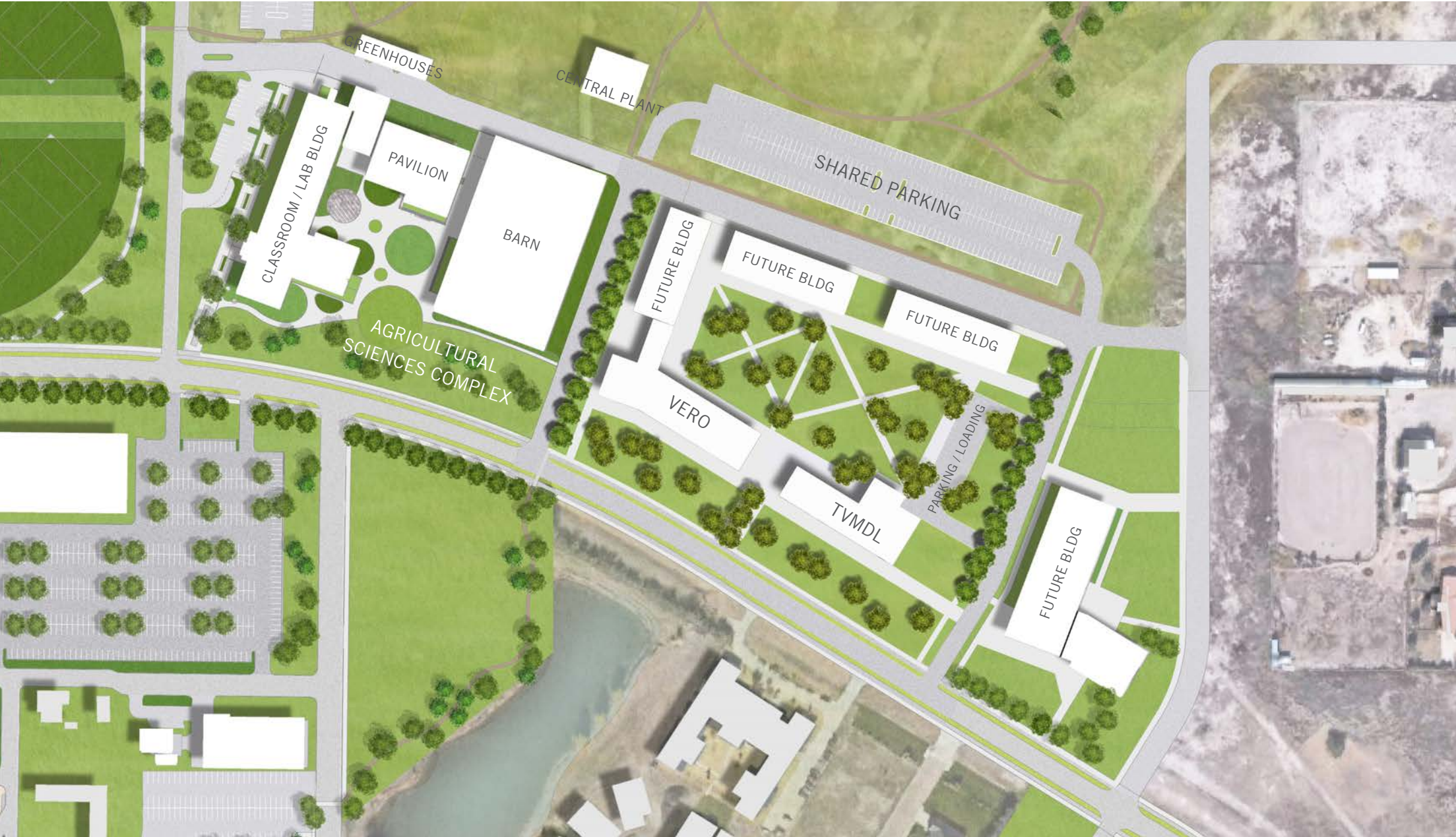
Emerging Agricultural Sciences District



WTAMU Agricultural Sciences Complex under construction on Russell Long Boulevard.



WTAMU Agricultural Sciences Complex under construction on Russell Long Boulevard.



Agricultural Sciences District

PLANNING FOR RESILIENCE

Throughout the master planning process, resilience was a key focus of discourse, a driver of design thinking and recommendations. Resilience can be thought of as the ability for a community to recover, regenerate, and rebuild in the face of acute shocks or chronic stressors. In the context of the WTAMU master plan, it is important to consider the role of the university in acknowledging, planning for, and communicating these risks within the university and wider community in which it is situated. In service of this

goal, a “Resilience User Group” was formed with broad representation across the university to engage with the issue as it applies to WTAMU, as well as the local and regional geographies within which the university sits. This task force convened for three highly interactive working sessions during the on-site workshops, each of which are described in the following pages.



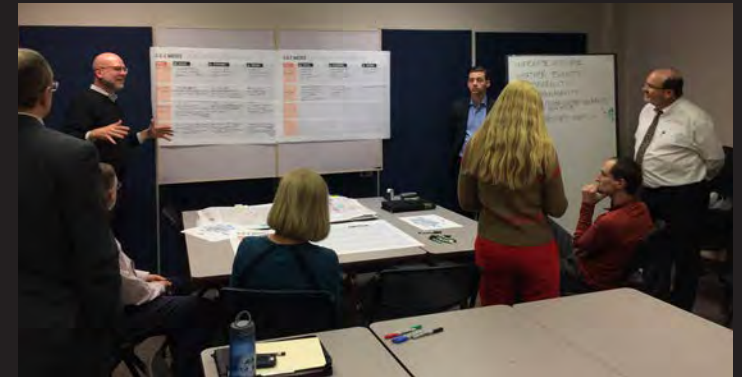
WORKSESSION 01

01 / What are the environmental, social and economic conditions in your location?



WORKSESSION 02

02 / What are your vulnerabilities as a result of these projections?



WORKSESSION 03

03 / How does your design solution address these vulnerabilities?

#WECANTUNKNOWTHIS

Raising our own awareness of the risks faced in our communities empowers us and gives us the responsibility to act to reduce the potential impacts of these risks, and be proactive in planning a resilient campus, community, and region.

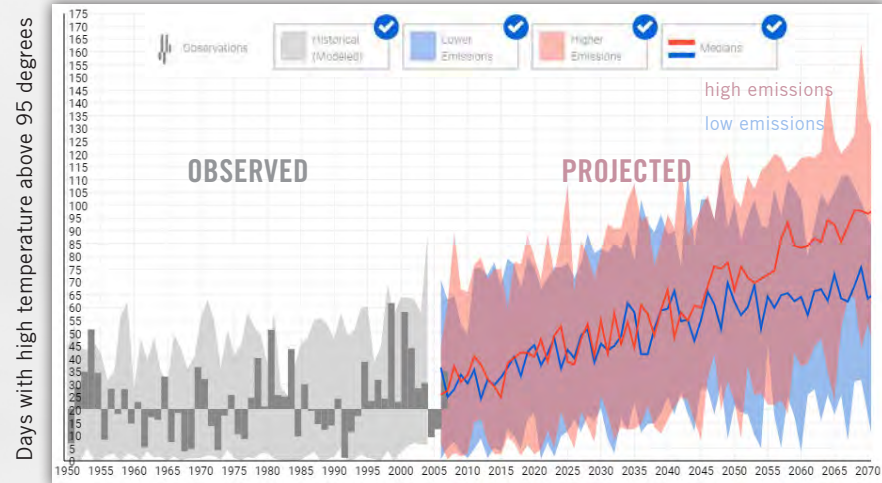
RESILIENCE TASK FORCE

Susan Allen
Shawn Burns
Christian Cox-Leisinger
Bryan Glenn
Jack Hildebrand
Mike Knox
Arne Van Mourik
Lindsey O'Neal
Stan Pena
LuAnn Rickwartz
Randy Rikel
Misty Rueda
Jonathan Shaffer
Wade Shaffer
Jeff Sulik
Rob Thompson
James Webb
Arn Womble
Zack Workman

01 / What are the environmental, social and economic conditions in your location?

The Resilience User Group looked at climate projections as well as social and economic data to aid in identifying potential risks. These graphics capture just a small snapshot of many factors that were assessed during the process.

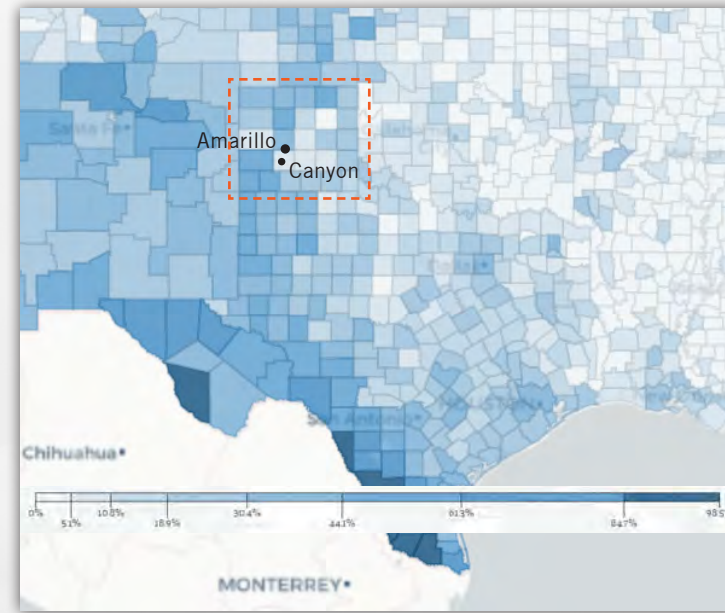
U.S. CLIMATE RESILIENCE TOOLKIT - CANYON, TX PROJECTIONS



DAYS OVER 95 DEGREES FAHRENHEIT

Historic: ~20-30 days
 2030: 40-45 days
 2050: 55-60 days

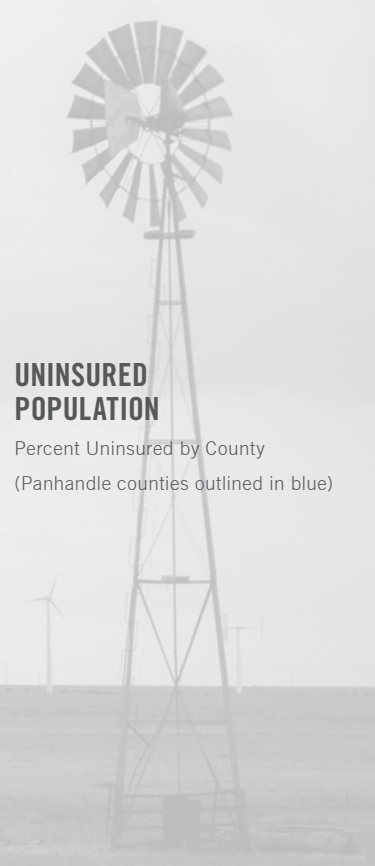
NOAA - <https://toolkit.climate.gov/climate-explorer2>



NON-ENGLISH SPEAKERS

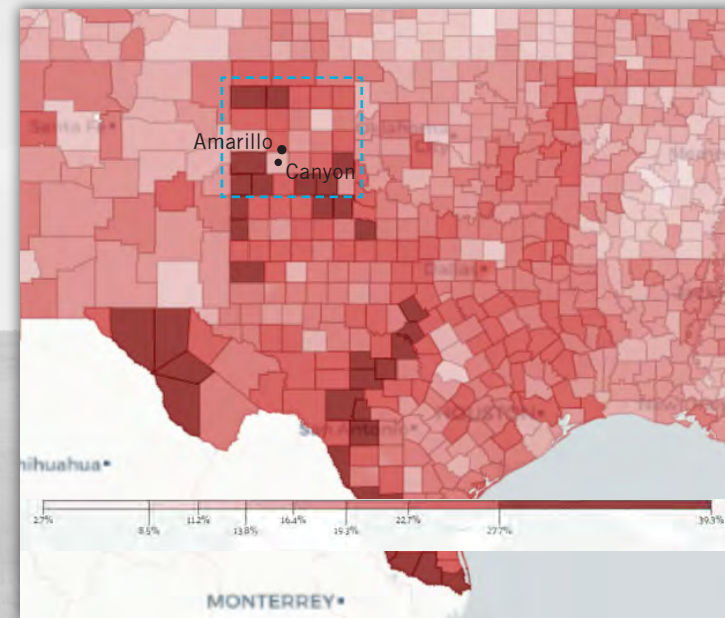
Percent Non-English speakers by County (Panhandle counties outlined in orange)

US Census ACS 5-year estimates, DATA USA



UNINSURED POPULATION

Percent Uninsured by County (Panhandle counties outlined in blue)



DECREASING RAINFALL

Projected change in monthly Precipitation for month of July by 2060 (Panhandle counties outlined in blue)

US Census ACS 5-year estimates, DATA USA



NOAA - <https://toolkit.climate.gov/climate-explorer2>

02 / What are your vulnerabilities as a result of these projections?

SESSION TWO - SOCIAL, ENVIRONMENTAL, & ECONOMIC VULNERABILITIES

When assessing the data and work products created by the task force from the first session, it became evident that a handful of related topics appeared to be clustering toward the high-consequence, high-likelihood quadrant of the Shocks and Stressors Matrix. It appeared logical to take these vulnerabilities and organize them into “risk clusters” to dive deeper into these groupings, as opposed to selecting only individual items for further study. These risk “clusters” included infrastructure, transportation & mobility, severe weather events, & affordability along with two more individual items – industry collapse and online education. With the task force working in small teams, these risks were broken down into the potential social, economic, and environmental consequences posed by each risk or risk cluster.



02 / What are your vulnerabilities as a result of these projections?

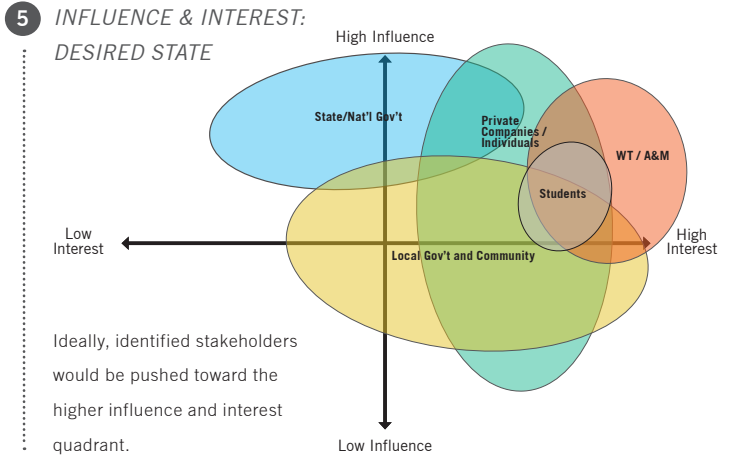
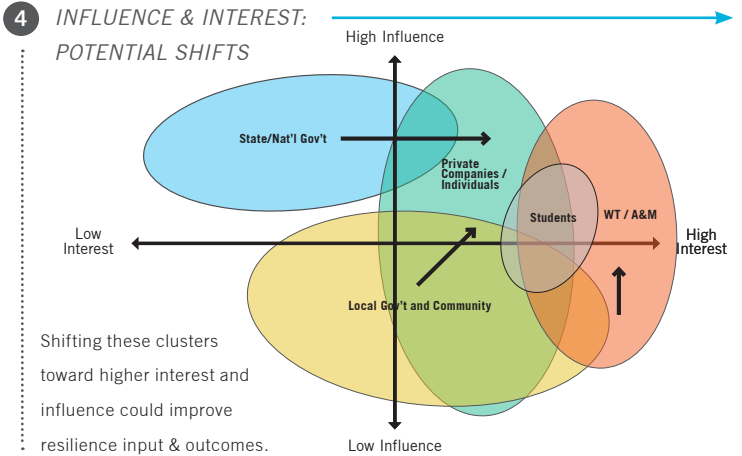
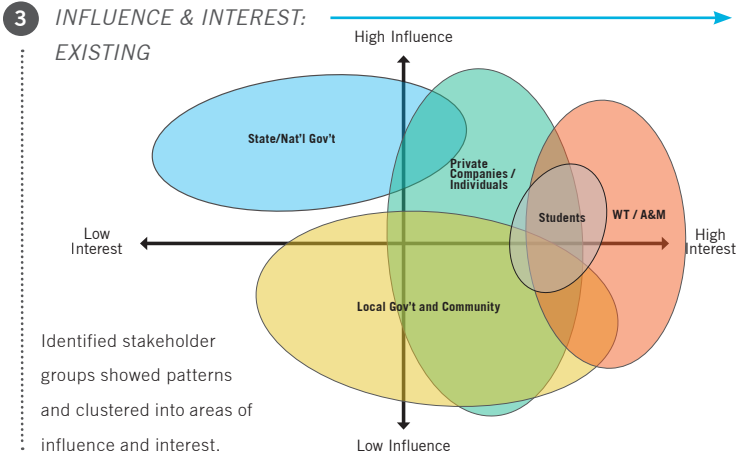
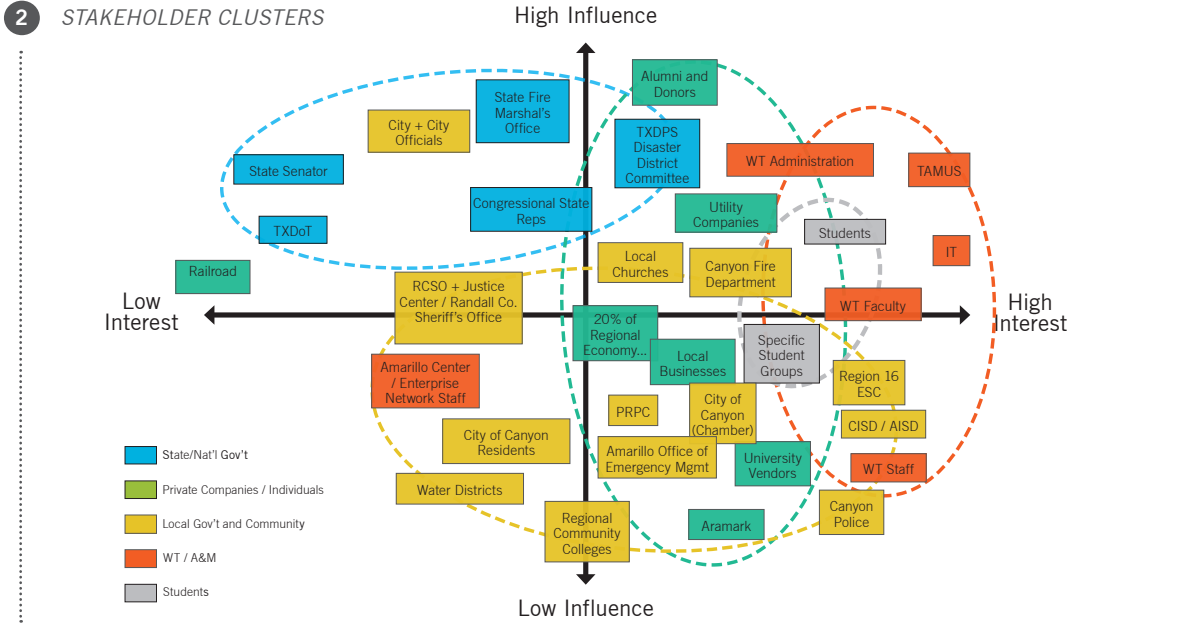
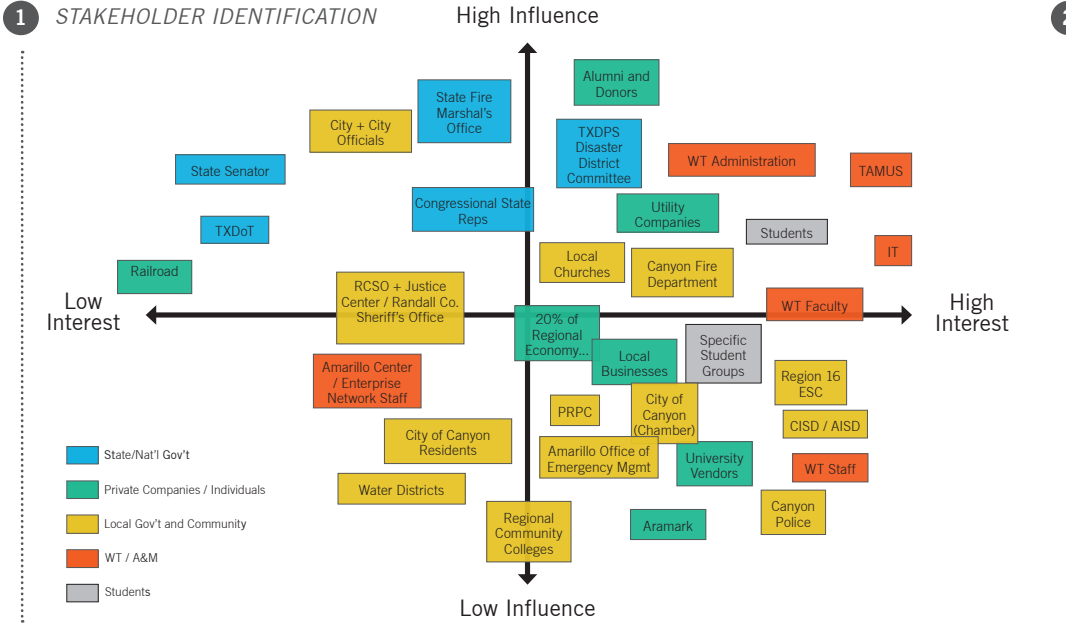
S.E.E. MATRIX (SOCIAL, ECONOMIC, ENVIRONMENTAL)

Risks	Social	Economic	Environmental
Infrastructure / Deferred Maintenance	Inequality (Housing)	Increasing Costs	Inefficiency
	Confidence (Employees)	Reactive vs. Proactive	Over-consumption
	Appearance (Visitors, etc.)	No \$ / (where to fund)	Loss (building use)
Severe Weather (Storm)	Attitudes (psychological)	Cost of Clean-up (\$\$)	Life Safety
	Access to Facilities	Continuity of operations	Ecosystem Damage
	Loss of history, culture, etc.	Claim costs (Reimbursement?)	Working Conditions
		Prior conditions (abatement etc.)	
Transportation / Mobility	Vehicle costs / maintenance	Limit on \$\$ for students (shopping, etc.)	Limited geographic location
	Limited / no public transit	Attracting students / employees	Rural challenges
	Individual debt (w/ lack of transit)	Student debt	Challenges to understanding mass transit
	Limiting to international students		
	Hindering diversity		
Disease Outbreak / Industry Collapse	Family struggles	Beef Capital (\$) disease control	Safety from disease
	Impact to local spending	Impact on other local industry	Destruction and removal of cattle
	Farm & Ranch industry (recovery?)	Impact on enrollment and donations	
	Relocation to other states		
Affordability	Unskilled workforce	Higher working student rate	Urban blight
	Emotional strain	Impacts on retention	Lack of recycling
	Public perception	Ability to attract industry	
	2yr-4yr sticker shock	Potential impact on enrollment	
Online Education	20% undergraduate online	Loss of revenue	Obsolete tech equipment / no recycling
	70% graduate online	Loss of funding (formula)	Telecommuting
	National status / rankings	Cyber attack	
	Potential faculty job loss	Investments	
	Cultural acceptance		
	Human connection / interaction		

This "S.E.E. Matrix" at left is a product of an interactive sticky-note session that asked task force members to identify potential social, economic, and environmental impacts based around each risk cluster. Some of this input is difficult to translate or wholly draw out in a short phrase that can be captured in a table like this. The greatest value of this exercise is in the conversation that arises around each impact, and the potential solutions that can be drawn from this conversation.

SESSION THREE - STAKEHOLDER ID & PROJECT BENEFITS

Finally, in session three, the task force identified existing and potential future stakeholders that would be important to the continued resilience dialogue, and situated them on a matrix from low-to-high influence and low-to-high interest to inform future engagement strategies for internal and external groups. Building a resilient campus and community will require engaging, educating and empowering many disparate groups to continue dialogue and implement strategies.



TRANSPORTATION/ MOBILITY



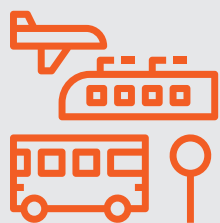
Many shocks and stressors identified centered on transportation and mobility. Canyon and Amarillo have both been designed around the automobile. As evidenced by the survey data collected, most WTAMU students (>50%), as well as faculty and staff (~85%) drive alone to campus. While a significant portion of students live close and do walk to campus, transportation options are limited and alternative modes can be unsafe due to lack of appropriate infrastructure and signaling.

A number of key impacts were raised among the resiliency task force when discussing this risk cluster. Being as remote and auto-dependent as the region is, a fuel supply disruption or major fuel price shock could create a number of cascading consequences for the university, including students, faculty, and staff not being able to get to campus. This could also cause food supply disruptions.

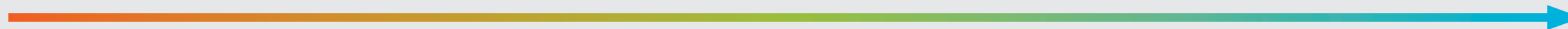
Users also identified a number of potential impacts auto dependency could have when viewed as a chronic stressor. With students who are struggling to afford the cost of attendance, the additional cost of vehicle ownership could prevent them from enrolling, graduating on time, or create additional student debt. The lack of transportation options was also seen as a potential hindrance to diversity on campus, and could particularly be a hurdle for international students.

Master Plan Response

The master plan responded to this risk cluster in a number of important ways. Major emphasis was placed on pedestrianizing the campus core and creating complete streets that prioritize bicycle and pedestrian access. Conversations were raised with the City of Canyon and TxDOT to expand improvements beyond the edges of campus to promote other modes of transportation. These would explore the expansion of shuttle service to downtown and student neighborhoods in Canyon, and potentially to Amarillo in the future. The scale, climate, and topography of the WTAMU campus and Canyon give it amazing potential to be a pedestrian and bicycle utopia that makes daily use of a personal automobile unnecessary for many.



ISSUE	IMPACT	STAKEHOLDERS	RESPONSE
TRANSPORTATION/ MOBILITY	Limited Public Transit + Transit Fluency	Elected Officials	Pedestrianizing the Campus Core.
Limited Transportation Options	Vehicle Ownership Costs + Student Debt	City of Canyon	“Complete Streets” to Promote Pedestrian and Bicycle Options.
Roadway Infrastructure	Hindering To Diversity / International Students	WTAMU Students	Expand Shuttle System and “Transit Hub” to Promote Other Modes of Transit.
Fuel Supply Disruption	Single Mode Dependency / Gas Shocks / Access To Campus	WTAMU Faculty + Staff TxDOT	



03 / How does the design solution address these vulnerabilities?



ISSUE	IMPACT	STAKEHOLDERS	RESPONSE
SEVERE WEATHER / CLIMATE EXTREMES	Personal Safety Access to Facilities	WTAMU Faculty / Staff WTAMU Students	Shelter in Place in New Facilities Emergency Management Facility
Tornado / Extreme Wind	Loss of History & Culture	Canyon Fire Department & Police	Infrastructure Upgrades / Reliability
Extreme Heat / Drought	Continuity of Operations	TXDPS Disaster District Committee	Drought Tolerant Plantings
Snow / Blizzard	Costs of Clean-up & Insurance Claims	Amarillo Office of Emergency Management.	Climate Appropriate Tree Plantings
Freezing / Ice Storm	Damage to Ecosystem	Panhandle Regional Planning Commission	for Windbreaks and Shading

SEVERE WEATHER / CLIMATE EXTREMES



The Panhandle region is a place of extremes. Extreme winds, snow and ice events, extreme heat events and prolonged drought are not uncommon, and can be expected to increase in frequency and extremity as the climate continues to change. Historic climate data bears this out, showing extreme heat in the summer and freezing temperatures in the winter. Major environmental and economic disaster has visited this region in the recent past, as Panhandle counties were devastated by drought, wind erosion, and dust storms during the Dust Bowl of the 1930s. During the course of the campus master plan, Canyon, Texas went for over

five months with little to no rainfall, met or exceeded record high temperatures for multiple days in April and May, and saw winds of 60+ mph.

Knowing that these events are possible, and even likely to occur in the future, can empower the WTAMU community to plan for these inevitabilities and implement strategies that create resilience for the campus. While this risk cluster is diverse in its issues, we can take extreme heat / drought as an example. There were many impacts identified that could have cascading consequences for the university. Immediate impacts on the campus could include stressing or death of trees, landscape / ecosystem deterioration, increased need for water consumption, or water restrictions that could create social stresses. On a more regional scale or a more sustained drought, the agriculture industry could

see major losses, which could in turn impact university revenues and the ability of students to afford the cost of attendance, and the regional ecosystem could be impacted by erosion and desertification, and the already depleted Ogallala Aquifer could be further drawn down.

Master Plan Response

The master plan responds by recommending installing drought tolerant plantings in new landscape areas (and replacing water hungry landscapes in other areas), and increasing tree plantings to create windbreaks and shading where appropriate. Other resilience recommendations related to severe weather events include the creation of “shelter in place” in all new campus facilities, the creation of a hardened Emergency Management Center within the new University Police Department Facility, and critical upgrades to infrastructure to maintain service during an extreme event.

INFRASTRUCTURE



Another major cluster of shocks and stressors centered on the category of infrastructure. While this is undoubtedly a broad group of issues that cover different systems from energy to water to roadways, there are unifying threads that run through each individual component system.

Working with the user group, many issues were raised that highlighted the importance of this risk cluster. Specific systems

within this category were highlighted as areas of concern, including chilled water, stormwater, and roadways infrastructure chief among them. Aside from the individual system considerations, a number of broad themes and questions tied this cluster together. Is the infrastructure reliable on a day-to-day basis and when put under stress? Does our infrastructure inspire confidence and a sense of security among the campus community? Do these systems help us reduce environmental impacts or do they lock us into further patterns of environmental degradation? Are they planned in a manner that supports appropriate growth of the campus and reduces lifecycle costs for the university?

Master Plan Response

In order to build a more resilient campus, the master plan makes many recommendations related to infrastructure systems; roadways are redesigned to support a more resilient and diverse transportation system, utility loops are recommended for expansion and upgrade to create more robust and reliable service and plan for future growth, and sustainable / low-impact landscape design is recommended to limit water consumption and handle rain events in a more natural “green infrastructure” system. The University has also just begun a comprehensive energy and water audit that will make WTAMU more resilient by reducing the environmental, economic, and social costs placed on the institution by overconsumption.



ISSUE

IMPACT

STAKEHOLDERS

RESPONSE

INFRASTRUCTURE

Stormwater Infrastructure

Inequality in Housing

WTAMU Faculty / Staff

Energy and Water Use Audit

Chilled Water Infrastructure

Employee Confidence

WTAMU Students

Sustainable / Low-impact
Landscape Design

Roadway Infrastructure

Rising Costs / Deferred Maintenance

Local / Regional Water
Districts

Campus Utility Upgrades & Central
Plant Expansions

Infrastructure not sized for growth

Energy Inefficiency and Loss

Utility Companies

Roadway Redesign

Aging Infrastructure / Infrastructure Failure

Overconsumption





**THE NEXT
TEN YEARS 4**

10-YEAR CAMPUS MASTER PLAN

Looking at all of the projects included within the “Toward 2035” Campus Master Plan, the Steering Committee worked to arrive at a prioritized list of projects to undertake within the next ten years. This prioritization exercise considered a range of criteria for inclusion in this list. Some projects are essential landscape projects to tie the campus together, others are driven by a specific academic need, while others are critical spaces that need to be provided once a building is demolished. Each of these projects is described in the previous section, but will be briefly mentioned here in context of their priority implementation.

1. Russell Long Boulevard Redesign

Transforming Russell Long Boulevard into a campus street is top priority for the university as many new projects emerge on the north side of this street. Discussions with TxDOT and the City of Canyon are already underway, and early implementation of re-striping should be considered before ultimate design, engineering, and funding is solidified.

2. 26th Street Pedestrian Mall

Already closed to vehicular traffic, the reinvention of 26th Street as a pedestrian mall and event space will transform this part of campus for everyday and special event uses. This project can proceed to design without hesitation.

3. Health Sciences & Research Building

This facility is a major priority for the university. In order to implement the building on the identified sites, either Stafford Hall or the Old SUB must first be demolished. Legislative funding appropriation (TRB) is likely necessary before this project can move forward.

4. Housing Renovations

The needs for these renovations have been identified and can begin on a rolling basis to maintain necessary housing supply.

5. Bain Athletic Expansion

The Bain Athletic Center is intended to expand west and north of its current footprint. Depending on ultimate site plan, a portion of the Physical Plant Complex might be affected. Athletic facilities in the Old SUB slated for demolition will be provided here.

6. Old Education Renovation

Old Ed is another high priority academic building. As with the Health Sciences & Research Building, legislative funding may be necessary unless other partnership opportunities can be identified.

7. UPD Relocation / Expansion

The existing UPD facilities in the Old SUB are outdated and set to be demolished, making this project a high priority. Facilities must be constructed before the SUB can be demolished.

8. Wisdom Road Pedestrianization / JBK Student Center Loading Dock

This combined project depends on first relocating the JBK Student Center loading dock in order to undertake the landscape project and closure of Wisdom Road.

9. Student Learning Commons

Because this facility will be located on the site of Killgore Research, laboratory spaces within the existing building must be reprovided in other locations, likely in a combined Health Sciences & Research Building.

10. Physical Plant / Central Supply / Purchasing

The relocation of these facilities to north of the intramural fields will benefit from an extension of Jeep Trail Road. This will allow for an improved image along Russell Long Boulevard as the redesigned street is implemented.

- 1 Russell Long Boulevard
- 2 26th Street Pedestrian Mall
- 3 Health Sciences & Research Building
- 4 Housing Renovations
- 5 Bain Athletic Expansion
- 6 Old Education Renovation
- 7 UPD Relocation / Expansion
- 8 Wisdom Rd. Pedestrianization / JBK Student Center Loading Dock
- 9 Student Learning Commons
- 10 Physical Plant / Central Supply / Purchasing

10-YEAR MASTER PLAN



4/ THE NEXT TEN YEARS

Development Schedule

The table at right gives further detail to the size and nature of each project identified within the 10-year plan. The projects are coded by landscape, new construction, or renovation, and listed out by building footprint size, number of floors and total square footage or linear footage depending on project type.

	KEY	FACILITY NAME	FOOTPRINT	FLOORS	AREA		
	Key	Project	Footprint	Floors	GSF	NSF	Reno SF / LF
1	L12	Russell Long Blvd	TBD	N/A	N/A	N/A	6,000
	N4	New - Transit Shelter (RL)	1,230	1	1,230	1,230	
2	L2	26th Street Pedestrian Mall	103,500	N/A	103,500	N/A	
3	N7	New - Health Sciences A (23rd)	23,200	3	69,600	43,152	
4	R4	Cousins Renovation	15,629	3	46,888	29,176	13,575
	R5	Shirley Renovation	20,983	2	41,965	29,020	29,020
	R6	Cross Renovation	8,100	7	56,700	34,020	12,605
	R7	Jones Renovation	8,288	8	66,300	39,780	11,239
	R8	Guenther Renovation	16,650	2	33,300	22,002	9,437
5	N1	New - Bain Athletic Expansion	25,468	1	25,468	15,790	
6	R1	Education Renovation	19,915	3	59,744	37,041	59,744
7	N5	New - UPD Expansion	21,315	1	21,315	13,322	
8	L1	Relocate JBK Loading Dock	24,000	N/A	24,000	N/A	
	L3	Wisdom Rd. / Tower Pedestrianization	84,500	N/A	84,500	N/A	
9	N9	New - Learning Commons	31,627	2	63,254	39,217	
10	N2	New - Physical Plant	40,346	1	40,346	25,015	
	N3	New - Print Shop and Warehouse	13,898	1	13,898	10,707	
*	N14	New - TVMDL	20,650	1	20,650	12,803	
*	N15	New - Vet Med Building	32,400	3	80,000	49,600	



N3

N2

N15

N14

N5

N1

R6

R7

R5

L2

R8

N4

R4

N9

L12

L3

L1

N7a

R1

N7b



**BEYOND
2035 5**

LONG RANGE CAPACITY

Beyond 2035, what might the future of the Main Campus look like? Where is there an opportunity for additional new buildings and how best can the university use its existing land?

The following Long Range Capacity drawing depicts three additional areas worth of investment. This drawing is a flexible framework that shows one scenario for the distribution of buildings and open space that tie back to the existing campus, strengthen connections, and forecast long-term growth.

Let this capacity study inform future long range decision making when it comes to capital investment, especially infrastructure improvements. This capacity study can be revisited every five years to update and reflect future needs.

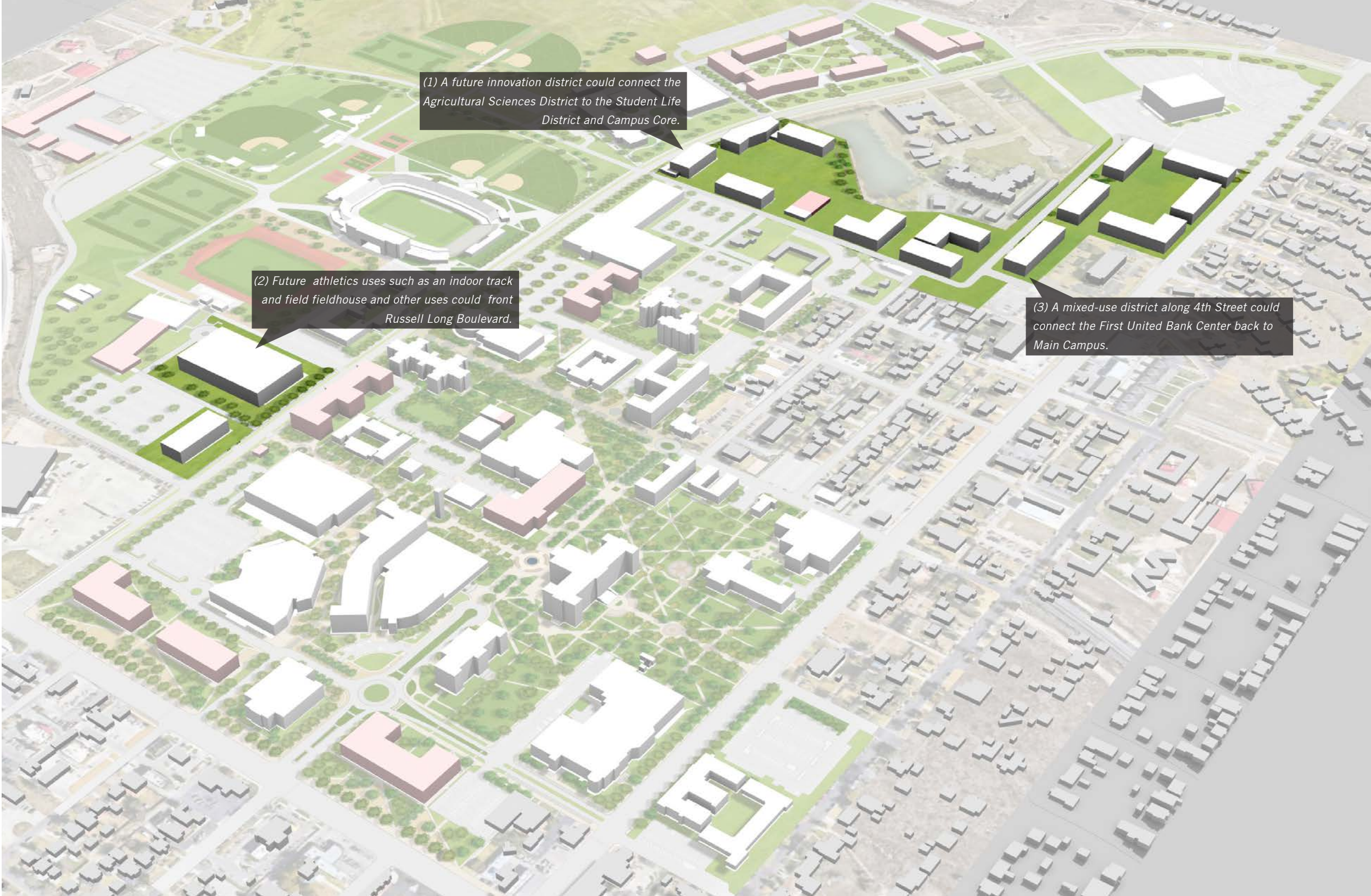
The three growth areas are:

1. Innovation District - this area visualizes the replacement of the existing Palo Duro Research Building (a one-story, former hospital, being used as a research building), and the future expansion of academic and research buildings. This area connects the Agricultural Sciences District to the Student Life District and Campus Core. Importantly, Hospital Drive is realigned and straightened so that it intersects Russell Long Boulevard and WTAMU Drive at a four-way intersection. This opens up more optimized land areas for future provision of buildings and open space.

2. Gateway along Russell Long Boulevard - this area could include future athletic uses such as an indoor track and field house or any other type of university facility as long as the building fronts Russell Long Boulevard and has a gateway presence along the street. This location is optimal for athletics, academic, student life or auxiliary uses.

3. Entertainment District along 4th Street - building off of existing and recent future investments of hotel along 4th Street, this area could incorporate a mix of uses including hospitality, entertainment, commercial office, research, or a range of housing (could include housing for graduate students, faculty/staff, or even senior living as a University-Based Retirement Community).

When necessary at a future date, further detail could be added to these three distinct areas including building size and function, parking, and open space/landscape strategies. However, in general, all of the buildings should be a minimum of three stories (except the fieldhouse, which is an extra tall single story).



(1) A future innovation district could connect the Agricultural Sciences District to the Student Life District and Campus Core.

(2) Future athletics uses such as an indoor track and field fieldhouse and other uses could front Russell Long Boulevard.

(3) A mixed-use district along 4th Street could connect the First United Bank Center back to Main Campus.

