

Sam Houston

STATE UNIVERSITY
A Member of The Texas State University System



2008 Campus Master Plan

executive summary



A measure of a life is its service.
—Sam Houston

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PRESIDENT'S LETTER



1

Dear Friends:

Sam Houston State University, like the great man for which it is named, has continually evolved to meet new and exciting challenges. Over the past decade, the citizens of Texas have asked us to educate more students than ever before. To ensure academic excellence in the future, we have paused to assess the physical requirements of our campus and define a road map for how to move forward.

We see the 2008 Campus Master Plan as a living, flexible document that will allow us to make prudent decisions about how best to develop the Huntsville campus in the years to come. This document represents a ten-month planning process, which has included the input of students, faculty, staff, administrators, and community representatives. It is truly our collective plan for Sam Houston State University.

I invite you to use this document to help protect what is sacred, provide what is needed, and dream about the future. We are all stewards of the academic traditions of Sam Houston State University. Now is the time for us to move this campus, this place, and this Grand Old University into the future.

Sincerely,

A handwritten signature in black ink, reading "Jim Gaertner". The signature is written in a cursive, flowing style.

Dr. Jim Gaertner

INSTITUTIONAL PROFILE

Founded in 1879 as Sam Houston Normal Institute, Sam Houston State University (SHSU) is one of eight institutions within The Texas State University System. There are four campuses administered by SHSU: the main Huntsville campus, The Woodlands University Center, the Gibbs Ranch agriculture campus, and the University Camp. Of the nearly 17,000 students currently enrolled at SHSU, all but about 1,000 attend the Huntsville campus, for which this master plan was developed.

Academically, the university is organized into five colleges: Arts and Sciences; Business Administration; Criminal Justice; Education; and Humanities and Social Sciences. While the student population is predominantly undergraduate (about 88 percent), the university offers 52 master's and 5 doctoral programs. All of the post-graduate programs are offered in the College of Education, College of Humanities and Social Sciences, or College of Criminal Justice, which are centers of excellence for the university. The university prides itself on its intimate class size and student experience, highlighted by an exemplary student:faculty ratio of just 20:1.

The Huntsville campus has existed since 1851, when Austin Hall was built to serve Austin College. The iconic Greek Revival structure is considered SHSU's signature building and is believed to be the oldest university building west of the Mississippi River. Today, the campus is roughly 272 acres and is comprised of more than 100 buildings that are strategically located on the highest point between Houston and Dallas.



University Mission

Sam Houston State University is a multicultural institution whose mission is to provide excellence by continually improving quality education, scholarship, and service to its students and to appropriate regional, state, national, and international constituencies.

University Goals

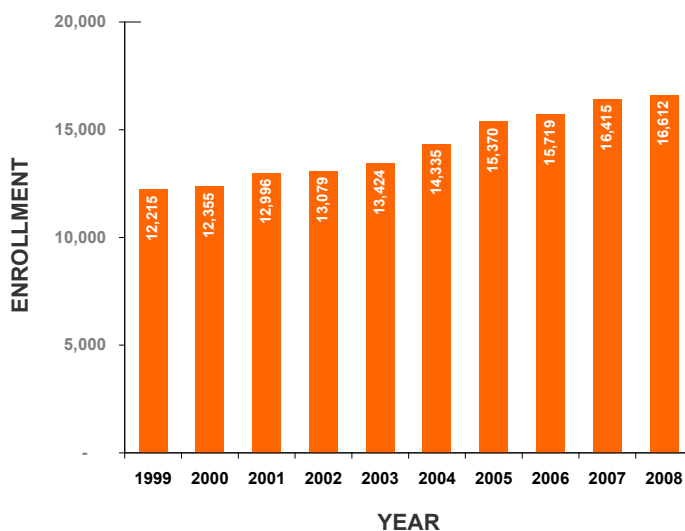
- Promote students' intellectual, social, ethical, and leadership growth.
- Recruit and retain qualified, dedicated faculty and support staff.
- Recruit and retain qualified, motivated students.
- Provide the necessary library and other facilities to support quality instruction, research, and public service.
- Provide an educational environment that encourages systematic inquiry and research.
- Promote and support diversity and provide for equitable opportunities for minorities.
- Offer a wide range of academic studies in preprofessional, baccalaureate, master's, and doctoral programs.
- Collaborate with other universities, institutions, and constituencies.
- Provide instructional research and public service through distance learning and technology.

WHY A MASTER PLAN

Over the past decade, SHSU has averaged 3.25 percent growth per year. As one of the fastest growing universities in Texas, there has been a tremendous challenge to continually meet the needs of this burgeoning student population. The campus has had extensive pressures placed upon it, from over-programmed recreation fields to a deficiency of research and teaching laboratories. If the intimate learning experience for which SHSU is known is to continue, the university has to expand and diversify the quantity and quality of the academic environment.

When the last master plan was completed in 2000, the campus was just beginning to see the growth that has defined the last decade. Enrollment estimates were exceeded in a fraction of the expected time frame. As a result, the campus has already outgrown the plan that was supposed to last until 2010.

This new master plan is guided by the patterns of the past and demographic realities of the future. As the forecast for student enrollment continues to rise, the university is poised to begin a major building initiative. This effort is intended to both rectify past spatial shortcomings and accommodate facility needs for a larger future student body. The 2008 plan defines a new trajectory for growth that is realistic and visionary. It is important to reiterate that this master plan is not suggesting growth; rather, it is designed to provide flexible guidance should the university and its leadership desire growth.



Total SHSU enrollment from 1998-2007 has averaged 3.25 percent growth per year.



Planning Challenges

- The student population has grown at an unprecedented rate over the past 10 years.
- The campus has become landlocked in an increasingly urban context, making expansion complicated.
- Academic building development has not kept up with student population growth, creating an immediate need for certain space types.
- Surface parking lots are the primary developable areas on the campus, making additional parking structures a necessity.
- Several of the obvious expansion zones are occupied by small, inefficient buildings.

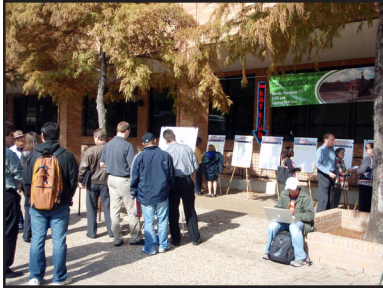
What a master plan is...

A master plan is a forward-thinking planning document that is a tool for developing the physical elements of the campus in the future.

What a master plan does...

- Provides a flexible framework for campus growth.
- Establishes priorities for capital improvements.
- Creates synergistic adjacencies between on- and off-campus uses.
- Sets guidelines for incremental improvements to make long-term change.
- Helps to define and enhance the spirit of place.

PLANNING PROCESS



To reach out to the entire university community, the planning team:

- Gathered over 450 comments on the existing campus during three open houses.
- Held two additional open houses to obtain feedback.
- Interviewed department representatives from each college.
- Maintained a web site and e-mail address open to everyone.

A sound process may be the most important part of any master planning exercise. SHSU developed an inclusive, consensus-oriented committee structure to provide continuity and campus-wide representation. The planning process included faculty, students, staff, administrators, regents, and community leaders. Each of these participants guided decision-making from beginning to end, providing valuable counsel to the planning team and gaining “ownership” of the major ideas and core concepts.

This ten-month planning process was divided into four major phases: Discovery, Alternatives, Refinement, and Documentation. The Discovery phase included data collection, interviews and meetings, physical analysis of existing conditions, and programmatic projections for all elements of the campus. The Alternatives phase tested possible futures. This phase explored three divergent approaches to developing and organizing the campus. The Refinement phase combined the best alternatives into a preliminary and then final plan. This portion of the process allowed users to test and refine the specific recommendations of the plan. Finally, the Documentation phase included the creation of the final illustrative graphics and the packaging of this document.

The diagram on the facing page illustrates the two aspects of the process: first, how often each committee or group provided input, and second, the progression of products from Discovery to Documentation over ten months.

Master Plan Committee Structure

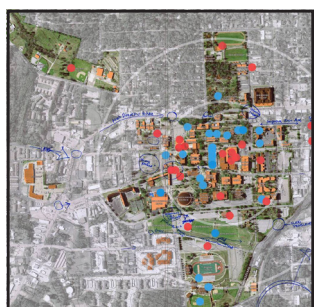
- EC** *Executive Committee:*
President, Vice Presidents, and Select Regents
- AC** *University Advisory Committee:*
College Deans and Department Heads
- CC** *Community Advisory Committee:*
City and County Officials, Including the Mayor
- FG** *Focus Groups:*
Eight Groups of University Experts Including Academics, Student Affairs, Space Needs, Residence Life, Athletics, Infrastructure, Safety & Mobility, Finance & Operations, and Partnering & Outreach
- OH** *Open Houses:*
Forums Open to Everyone

DISCOVERY

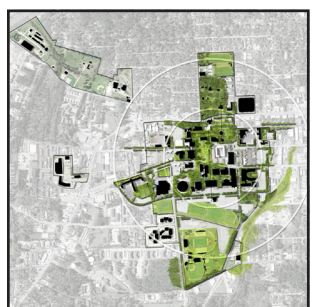
ALTERNATIVES

REFINEMENT

DOCUMENTATION



Interviews & Observations



Programming & Analysis



A



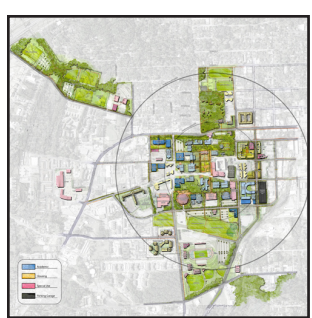
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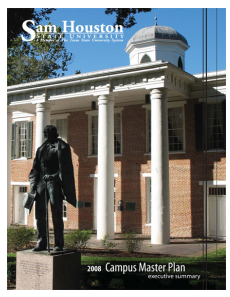
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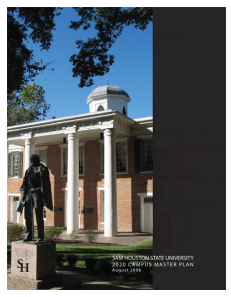
Preliminary Plan



Draft Plan



Executive Summary



Master Plan Report

October 2007

November 2007

December 2007

January 2008

February 2008

March 2008

April 2008

May 2008

June 2008

July 2008

August 2008

session # 1

EC

session # 2

EC AC CC FG OH

session # 3

EC AC

session # 4

EC AC CC FG OH

session # 5

EC AC

session # 6

EC AC CC FG OH

session # 7

EC

THE 2008 CAMPUS

The SHSU campus is located in Huntsville, Texas, less than 1 mile from the historic downtown Walker County Courthouse Square. The campus contains approximately 3.5 million gross square feet (gsf) of buildings and includes land holdings adjacent to Interstate 45 (I-45). The current enrollment is nearly 17,000 students, with 20 percent of the student body living on campus.

At its core, the university is organized around a series of beautiful open spaces and lively academic buildings. The historic quadrangle and Sam Houston Plaza frame the campus center, defining the character and charm of the institution. As a foundation, these open spaces set a precedent that can be extended into newer and underdeveloped portions of campus.

To understand and ultimately establish the parameters of campus development, the planning team performed a rigorous analysis to identify the strengths and weaknesses of the existing campus fabric. The systems that were analyzed included: campus and community land use; buildings and facilities; vehicular circulation; parking; pedestrian movement; open space; infrastructure; and stormwater. One of the more important outcomes of the analysis was the identification of long-term building demolition candidates. Each facility was scrutinized by planners, architects, and mechanical engineers using three criteria:

1. Highest and Best Use (Land Use and Density)
2. Building Condition and Quality (Mechanical and Structural)
3. Long-Term University Need

Based on these criteria, several buildings have been identified as long-term demolition candidates. Using these envelopes as potential development opportunities will allow the campus to mature into a more compact, walkable, and coherent academic environment. The following buildings are under consideration for demolition over the life of the plan:

Academic/Auxiliary Buildings

- A1 Lowman Student Center
- A2 Smith-Kirkley Hall
- A3 Academic Building III
- A4 Recital Hall
- A5 Art Complex
- A6 Thomason Building
- A7 Career Services
- A8 Residence Life Offices
- A9 Roy Adams House
- A10 Forensic Psychology Building
- A11 West Plant
- A12 I-45 Agriculture Complex

Residential Buildings

- R1 White Hall
- R2 Four West Houses
- R3 Lawrence House
- R4 Mitchell House
- R5 Parkhill House
- R6 Barrett House
- R7 Allen House
- R8 Vick House
- R9 Spivey House
- R10 Randel House
- R11 King Hall
- R12 Sorority Hill





AVENUE O

RECREATION

10-Minute Walking Radius

19TH STREET

17TH STREET

16TH STREET

AVENUE M

22ND STREET

MUSEUM CAMPUS

R2

5-Minute Walking Radius

SAM HOUSTON AVENUE

SAM HOUSTON AVENUE

UNIVERSITY AVENUE

21ST STREET

AVENUE J

AVENUE J

AVENUE I

AVENUE I

COLISEUM

BOBBY K. MARKS DRIVE

RECREATION

MONTGOMERY ROAD

BOWERS BOULEVARD

ATHLETIC CAMPUS

BEARKAT BOULEVARD

SYCAMORE AVENUE



Major findings of the benchmarking and programming study:

- The plan should accommodate an additional 1.1 million gsf of academic buildings and 0.5 million gsf of residential buildings.
- Lab space is by far the most deficient space type on the campus.
- New parking facilities will most likely be structured due to the land needed for surface parking.
- The additional recreation land needed is difficult to locate within the main campus.

Making predictions about growth over the long term at any institution is a difficult task, but a necessary one. A master plan must be flexible, but also grounded in reality. For the planning year 2020, it was determined through historical growth and estimates by SHSU that the enrollment over the next 12 years will average 2 percent per year. This will increase the university enrollment from nearly 17,000 students in 2008 to over 21,000 students by 2020.

Flexibility, related to programming, means developing an adaptable planning model for future growth. Each programmatic category—academics, residential, parking, and recreation—was analyzed based on benchmarking, national standards, interviews, current level of service, projected growth, and finally, future need. The method used for defining each element is described in more detail below.

The future program outlined the need to accommodate up to an additional 1.1 million new academic gsf, .5 million residential gsf, 15 acres of surface parking, and 10 acres of recreation fields. The following descriptions explain how each major program element was developed.

- *Academic and Auxiliary* includes eight sub-categories including: classroom, laboratory, office, library, athletics, special, general, and service. Each space category was benchmarked against six state peer institutions and a national study of similar institutions performed by the Society for College and University Planning (SCUP). Additionally, the overall needs were compared to the Texas Higher Education Coordinating Board's space need projections and confirmed through departmental interviews.
- *Residential* is based on a university defined goal of 20 percent on-campus housing. Each bed assumes an average of 400 gsf to estimate a total need in the future, which is consistent with the most recent residential buildings on campus.
- *Parking* requirements are estimated by the overall percentage of spaces per person currently provided, multiplied by the projected 2020 population.
- *Recreation and Athletics* field estimates were developed by the Department of Recreational Sports and are based on National Recreation and Park Association standards. Athletics was determined to not have any major field needs.

Summary of Future Needs



Academic and Auxiliary

Additional 1,150,000 gsf of classroom, office, laboratory, library, special, and general space



Residential

Additional 440,000 gsf of residential buildings yielding 731 new beds



Parking

Additional 15 acres of surface parking or 3 parking structures



Recreation and Athletics

Additional 10 acres of intramural recreation fields



Through the many iterations and refinements of the master plan, 13 goals and associated objectives surfaced as most important to the SHSU community. Each of these goals is represented spatially in the Campus Master Plan graphic. As a document, these goals represent the intent and spirit of the plan. Before diverging from the master plan, modifications should be tested against the goals to make sure that they are commensurate with the larger vision for the campus in the future.

1. Plan for academic excellence.

Allow for flexibility in all aspects of the plan.

Consolidate primary academic uses within a 5-minute walking radius of the campus center.

Group similar academic functions to create learning neighborhoods.

2. Strengthen and expand the academic core.

Use strategic infill to densify the core and create a compact learning environment.

Link the academic core to a new south academic quad.

3. Create unique and diverse residential districts.

Strengthen the north residential district and create a new south residential district.

Provide dining commons and informal recreation in each district.

Develop smaller housing types in areas that transition into the community.

4. Strengthen the university image through signature buildings.

Emphasize buildings that are shared by the university and by the community.

Allow the student center to be the centerpiece of the campus.

5. Develop buildings that meet the needs of tomorrow as well as today.

Apply lessons of scale and character from the historic core of campus.

Design buildings to allow for departmental growth in the future.

Implement sustainable strategies based on life-cycle benefit.

6. Provide sustainable and efficient infrastructure.

Centralize utilities for efficiency.

Create a loop system for thermal utilities.

Allow for the system to expand beyond 2020.

7. Create a clear and integrated street network.

Develop Bowers Boulevard as the ceremonial entrance into the campus.

Create a connected street grid north and south of the campus.

Create streets that accommodate street trees, walks, bicycle lanes, and transit where appropriate.

Maintain service corridors through the campus core.

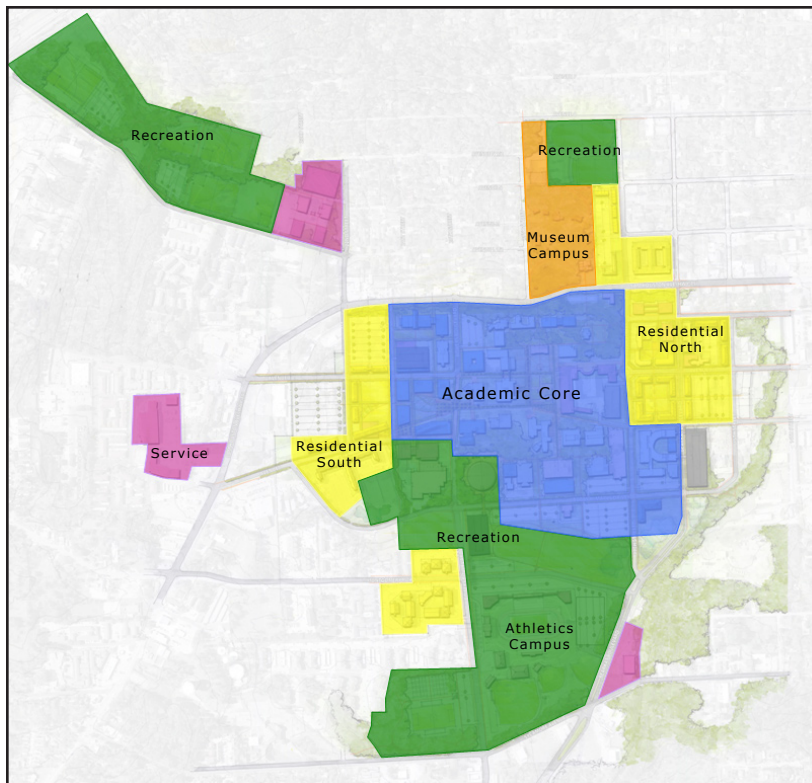
8. Enrich the pedestrian environment.

Consider accessibility in all aspects of the campus.

Connect major destinations with linear pedestrian malls.

Create safe sidewalks along all campus streets with safe mid-block crossings.

Create a trail system to connect the campus to the University Golf Course.



Campus Land Use

- 9. Balance parking needs with land availability.**
 Provide adequate quantity, distribution, and variation of parking.
 Build new parking lots or structures only when necessary.
 Create mixed-use parking structures to maximize land use.
 Implement multimodal and incentive strategies to offset parking needs.
- 10. Maintain and extend a unique campus landscape.**
 Create a hierarchy of quads, plazas, and open spaces.
 Develop a new south academic quad that will be as significant as the main academic quad.
 Integrate learning environments into the campus landscape.
 Create a green edge to the campus along Sam Houston Avenue.
- 11. Increase and diversify recreational opportunities.**
 Provide expanded recreational opportunities at the recreation center.
 Convert the property near I-45 to a recreation field complex.
 Provide informal recreational opportunities near housing districts.
- 12. Manage stormwater as a campus asset.**
 Manage stormwater detention regionally where necessary.
 Manage water quality as close to the source as possible.
 Minimize impervious surfaces.
 Integrate stormwater into the campus open space fabric.
- 13. Embrace the surrounding community.**
 Enhance University Avenue as the pedestrian link to downtown.
 Create safe pedestrian and bicycle connections to adjacent neighborhoods.
 Promote positive private development along University and Sam Houston Avenues.



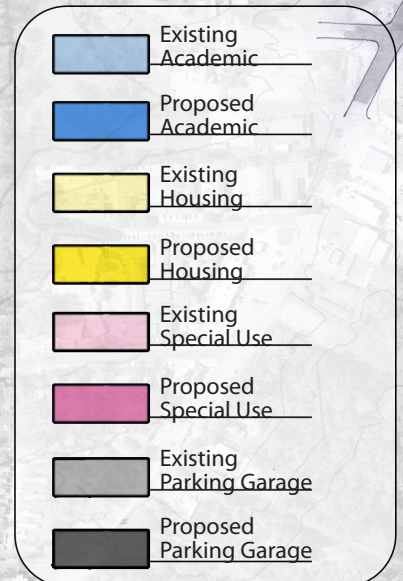
CAMPUS MASTER PLAN

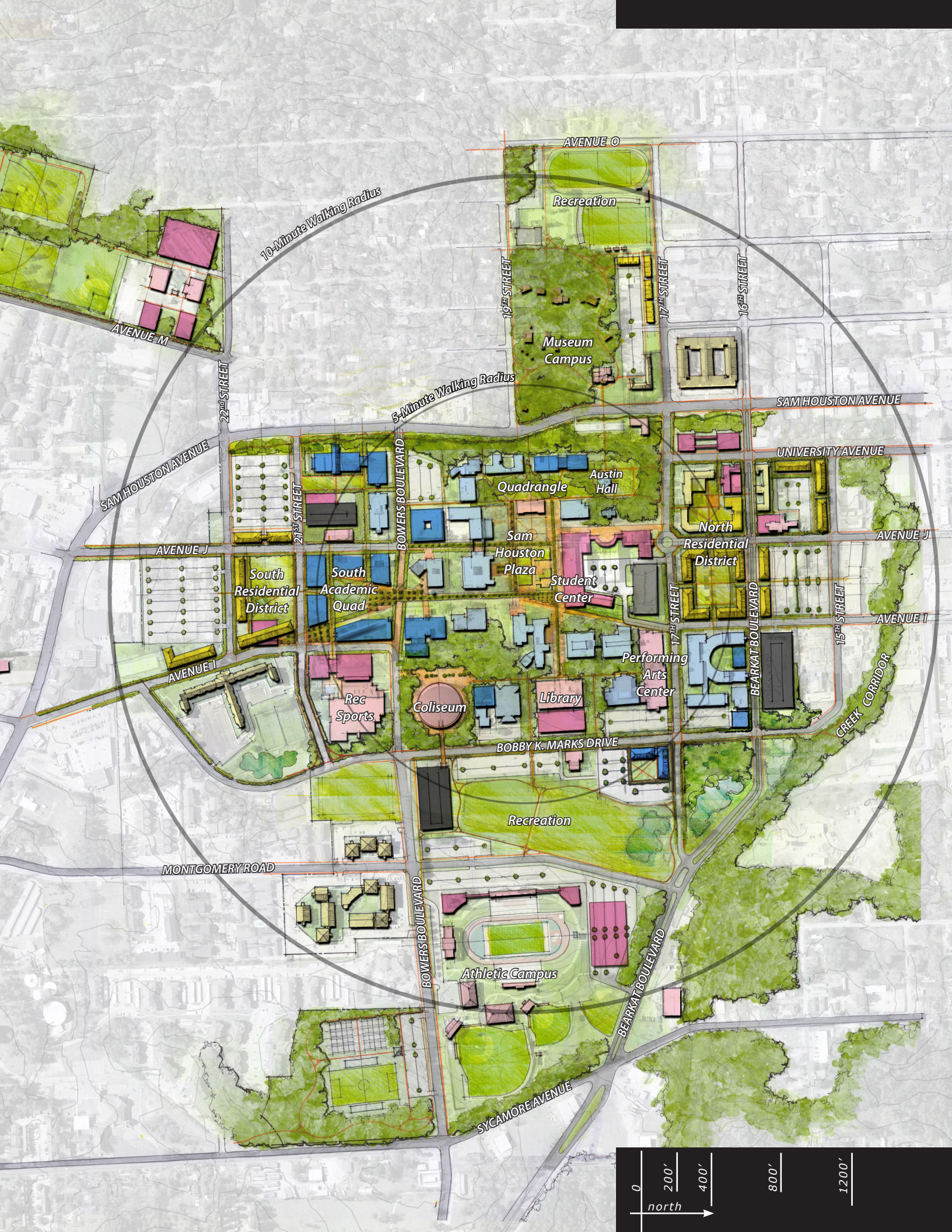
The Campus Master Plan graphic is the physical representation of the goals and objectives of the 2008 Campus Master Plan. It sets a broad framework or road map for SHSU to develop in the future and is intended to be flexible enough to accommodate any growth that could occur by the year 2020. How quickly the university will actually grow into the plan will depend on future expansion and funding.

Beyond the opportunities in the plan, the campus could expand farther to the north and south to meet natural edges such as the creek corridor to the north and Sam Houston Avenue to the south.

Major recommendations illustrated in the plan include:

- Strategically infilling the academic core.
- Linking the academic core to a new south academic quad.
- Creating distinctive residential districts centered on intimate quads.
- Offering commons facilities in the north, center, and south areas of campus.
- Developing the I-45 property as a recreation center when agriculture fully relocates to Gibbs Ranch.
- Phasing into a new student center.
- Developing two additional stand-alone parking structures.
- Expanding the Newton Gresham Library and Recreational Sports.





MASTER PLAN ILLUSTRATION

Welcome to the SHSU Huntsville campus of the future. This illustration shows a vision for how the campus could look 12 to 20 years from today.

Shown in the foreground is the planned south academic quad linked to Sam Houston Plaza. In the distance is the proposed student center that is planned to be built on the site of the current Lowman Student Center.

Proposed buildings are depicted with white roofs.





Student Center

*College of Humanities
and Social Sciences*

*Newton
Gresham
Library*

*Recreational
Sports*

key map

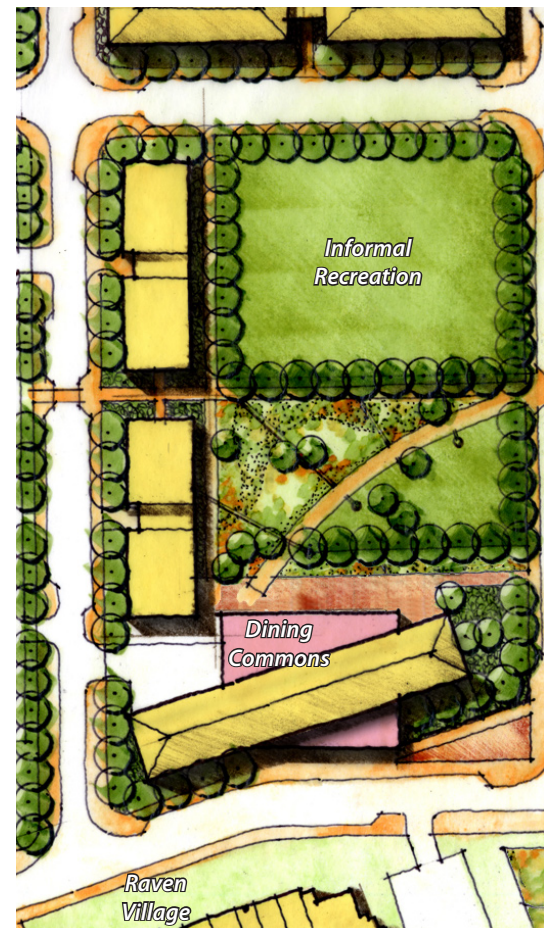
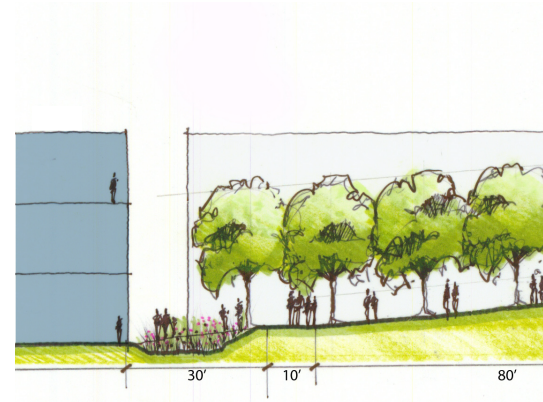


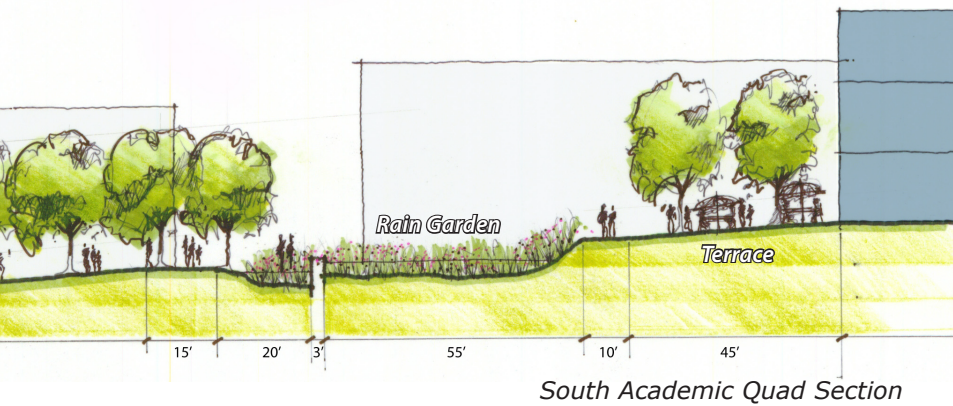
SOUTH ACADEMIC QUAD

Through the planning process there were several precinct plans developed to illustrate how the overall plan could be developed at a more detailed scale. The south academic quad precinct plan highlights how the campus could develop when pedestrian circulation, vehicular circulation, building massing, stormwater, and open space are considered at a site level.

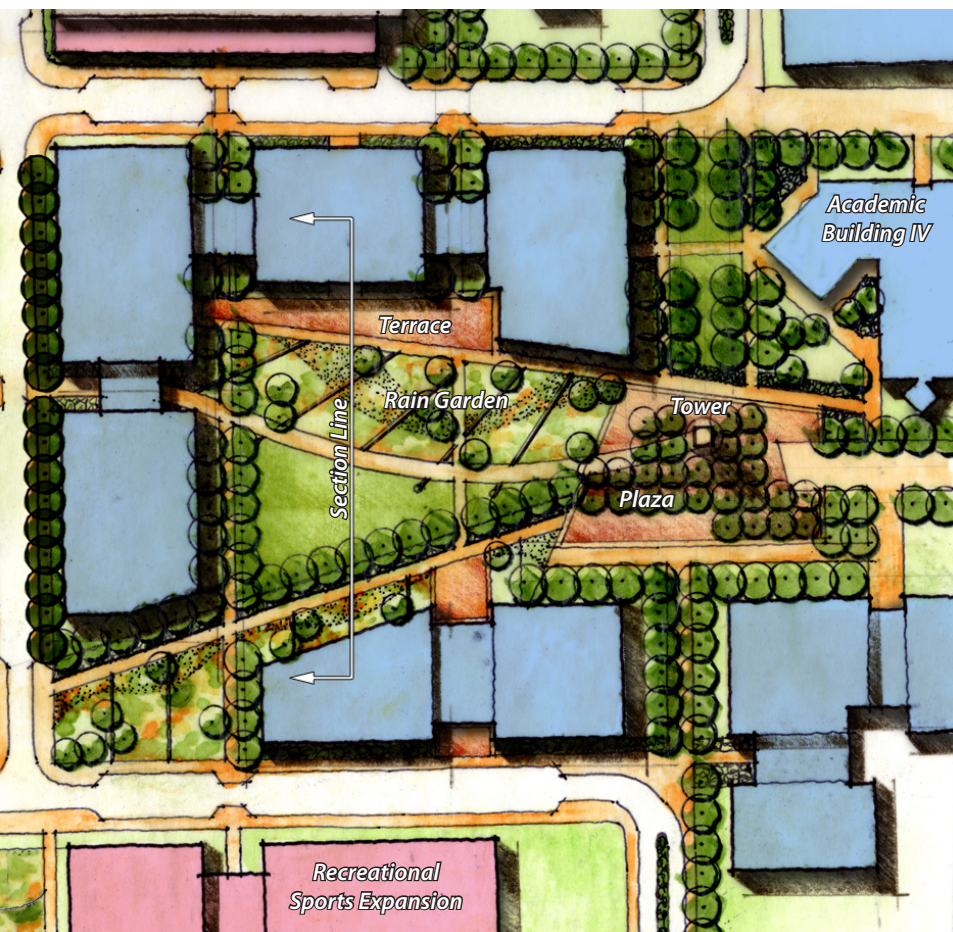
The south academic quad is the most significant growth area of the master plan. When finished, the district will be the third major academic quad on the campus along with Sam Houston Plaza and the historic quadrangle. Academic uses in the district are expected to focus on the sciences to create a science-oriented academic neighborhood.

Further to the south, the south academic quad will connect to the future south residential neighborhood, which will complement the existing Raven Village. The district will include open space for informal recreation and a new south dining commons. The commons will serve as the neighborhood center for the students who will call the district home.





South Academic Quad Section



South Academic Quad Precinct Plan



key map



ACKNOWLEDGMENTS

In addition to the committee members listed on this page, the planning team would like to express their gratitude to the hundreds of faculty, students, and staff who participated in focus groups, attended open houses, or sent feedback via the web site. This plan is a testament to the pride and ownership that everyone at SHSU has in their campus.

Master Plan Executive Committee

Dr. James F. Gaertner	<i>University President</i>
Dr. Heather Crowson	<i>Vice President for Enrollment Management</i>
Mr. John E. Dudley	<i>Regent, Texas State University System</i>
Mr. Frank R. Holmes	<i>Vice President for University Advancement</i>
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Dr. David E. Payne	<i>Vice President for Academic Affairs</i>
Ms. Trisha S. Pollard	<i>Regent, Texas State University System</i>

Master Plan Advisory Committee

Mr. Walter H. Bennett, Jr.	<i>President, SHSU Alumni Association</i>
Dr. Genevieve H. Brown	<i>Dean, College of Education</i>
Dr. John M. De Castro	<i>Dean, College of Humanities and Social Sciences</i>
Mr. Dennis A. Culak	<i>Director, Public Safety Services</i>
Mr. Douglas J. Greening	<i>Director, Physical Plant</i>
Dr. Jaimie L. Hebert	<i>Dean, College of Arts and Sciences</i>
Ms. Ann H. Holder	<i>Director, Newton Gresham Library</i>
Dr. Keith Jenkins	<i>Associate Vice President for Student Affairs</i>
Ms. Kristi S. Kreier	<i>Staff Council Chair</i>
Mr. Frank Krystyniak	<i>Director, Public Relations</i>
Dr. Dean Lewis	<i>Dean, College of Business Administration</i>
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Ms. JoEllen Tipton	<i>Director, Residence Life</i>
Dr. Vincent J. Webb	<i>Dean, College of Criminal Justice</i>
Mr. Christopher Whitaker	<i>President, Student Government Association</i>
Mr. Bobby Williams	<i>Director, Athletics</i>

Community Advisory Committee

Mr. Kevin Evans	<i>Huntsville City Manager</i>
Ms. Dee Everett	<i>President & CEO, Huntsville Chamber of Commerce</i>
Dr. Richard Montgomery	<i>Superintendent, Huntsville Independent School District</i>
Judge Danny Pierce	<i>Walker County Judge</i>
Mr. Steve Stacy	<i>Director, City of Huntsville Public Works</i>
Honorable J. Turner	<i>Mayor, City of Huntsville</i>

Planning Team

SHSU

Mr. Douglas Greening	<i>Director, Physical Plant</i>
Mr. John McCroskey	<i>Associate Director, Physical Plant</i>
Ms. Debra Kleppelid	<i>Administrative Secretary, Physical Plant</i>

JJR, LLC

Mr. Doug Kozma	<i>Lead Planner</i>
Mr. Cory Gallo	<i>Project Manager</i>
Mr. Tim Rorvig	<i>Campus Planner</i>
Mr. Steve Buck	<i>Project Support</i>
Ms. Diane Wilson-Kutcher	<i>Report Editor</i>

WHR Architects

Ms. Marie Hoke	<i>Architect</i>
----------------	------------------

E&C Engineering

Ms. Heather Camden	<i>Engineer</i>
--------------------	-----------------

Anderson Illustration Associates

Mr. Jim Anderson	<i>Illustrator</i>
------------------	--------------------



JJR, LLC
110 Miller Avenue
Ann Arbor, MI 48104
P | 734.662.4457
F | 734.662.0779
www.jjr-us.com

