

Arkansas State University Campus Master Plan

2024 UPDATE





TABLE OF CONTENTS

SECTION 01	
Introduction	3
Introduction to the 2024 Campus Master Plan Update	4
Campus Master Plan Update Process	5
Campus Additions Since 2013	6
Summary of Major Plan Recommendations	7
SECTION 02	
Plan Drivers	9
Anticipating Growth and Change	10
Academic and Administrative Space Analysis	12
Classroom and Teaching Laboratory Utilization Analysis	14
Space Need Guidelines by Space Category	18
Housing Demand Analysis	21
Opportunities Plan	26
SECTION 03	
Recommendations	27
Introduction	28
Campus Master Plan Recommendations: Near Term	29
Campus Master Plan Recommendations: Long Term	36
Acknowledgments	43
APPENDICES	
Residence Hall Facility Condition Summaries	
Student Housing Analysis and Recommendations	
Dining Operations Analysis and Recommendations	



01

Introduction

Introduction to the 2024 Campus Master Plan Update

Arkansas State University prepared a comprehensive campus master plan between 2011 and 2013 that was based on extensive campus outreach, comprehensive facilities analysis, and a robust review of opportunities. That campus master plan served A-State and its campus well. Its solid vision, framework, goals and principles, and implementation strategy guided campus decision-making regarding facility investments. The most prominent new facilities that A-State constructed under the guidance of the 2013 campus master plan are the Humanities and Social Sciences Building, two student residence halls, and a hotel and conference center.

A-State has new project opportunities and space needs that require an update of the campus master plan. For example, A-State intends to establish Arkansas's first public veterinary medical school. University leadership has concerns about the financial sustainability of on-campus housing and dining programs. In order to guide future investments, A-State needs to analyze the state of on-campus housing facilities. Specifically, A-State seeks meal plan suggestions that will facilitate student flexibility while providing the university with a greater financial return.

The campus master plan vision, framework, goals and principles, and design guidelines from the 2013 campus master plan remain valid. This 2024 Campus Master Plan Update builds on the 2013 campus master plan and extends its vision into the future. This update enables A-State to move forward thoughtfully and confidently with new projects and opportunities within a renewed campus facilities plan framework. This administrative plan update is a standalone appendix to the 2013 campus master plan document.



Campus Master Plan Update Process

A steering committee, consisting of the President's Cabinet, spearheaded the planning effort. A-State hired a team led by SmithGroup to update and expand the analyses and recommendations. The steering committee met four times during 2023.

The major updated and expanded analyses were:

- Interviews with 16 current deans and administrative leaders
- Updated academic space utilization and future space needs
- Preparation of current facility condition assessment for all residence halls
- Extensive financial modeling of on-campus housing investment scenarios
- Extensive financial modeling of student dining meal plans



Campus Additions Since 2013

Since the 2013 campus master plan, A-State has significantly expanded its facilities on the Jonesboro campus. The university owns and operates the following facilities:

- 1 Judd Hill Farmers' Market, opened in 2023
- 2 Windgate Center for Three-Dimensional Arts, opened in 2021, 20,544 GSF
- 3 Welcome Center, opened in 2018, 4,167 GSF
- 4 Centennial Bank Athletics Operation Center, opened in 2018, 71,002 GSF
- 5 Farm USDA Shop Building, opened in 2016, 3,500 GSF
- 6 Childhood Development and Research Center (daycare), opened in 2015, 15,882 GSF
- 7 Humanities and Social Sciences Building, opened in 2015, 137,200 GSF
- 8 Soccer and Tennis Facility, opened in 2015, 4,047 GSF
- 9 Student Activity Center, opened in 2015, 77,975 GSF
- 10 Five Sorority Houses, opened in 2013, total 40,255 GSF

In addition, A-State has development partnerships for the following facilities:

- 11 Pack Place Apartments, two buildings, opened in 2016, 79,260 GSF each
- 12 The Circle Apartments, four buildings, opened in 2017, 32,527 GSF each
- 13 Hotel and Conference Center, opened in 2020. Embassy Suites has 203 suites. Red Wolf Convention Center, 40,000 GSF



LEGEND

Building

New Construction

Under Development

Renovation

2013 Existing Road

New Road since 2013

Road Closure

2013 Existing Gateway

New Gateway since 2013

Arkansas State University Campus Master Plan

6



SUMMARY OF MAJOR PLAN RECOMMENDATIONS: NEAR TERM

The first five years of the campus master plan update accommodates the space needs for the Colleges of Engineering and Veterinary Medicine, improves the student experience in on-campus housing, and improves open space connections. Near Term Recommendations consist of new construction, renovation, and removal, as well as improvement to open spaces and circulation.

- 1 Windgate Art and Innovation Center
- 2 Veterinary Medicine Building
- 3 Athletics Practice Fields
- 4 Highway 351 Connector, Aggie Road Roundabout
- 5 Residence Hall Renovations
- 6 Visual Gateways
- 7 Administration Annex Removal
- 8 Education and Leadership Studies Building Removal
- 9 International Programs Building Removal
- 10 The Village Apartments Removal
- 11 New Open Space at Aggie and Dean
- 12 Campus Commons to Unity Park Extension
- 13 Equine Barn Renovation

LEGEND

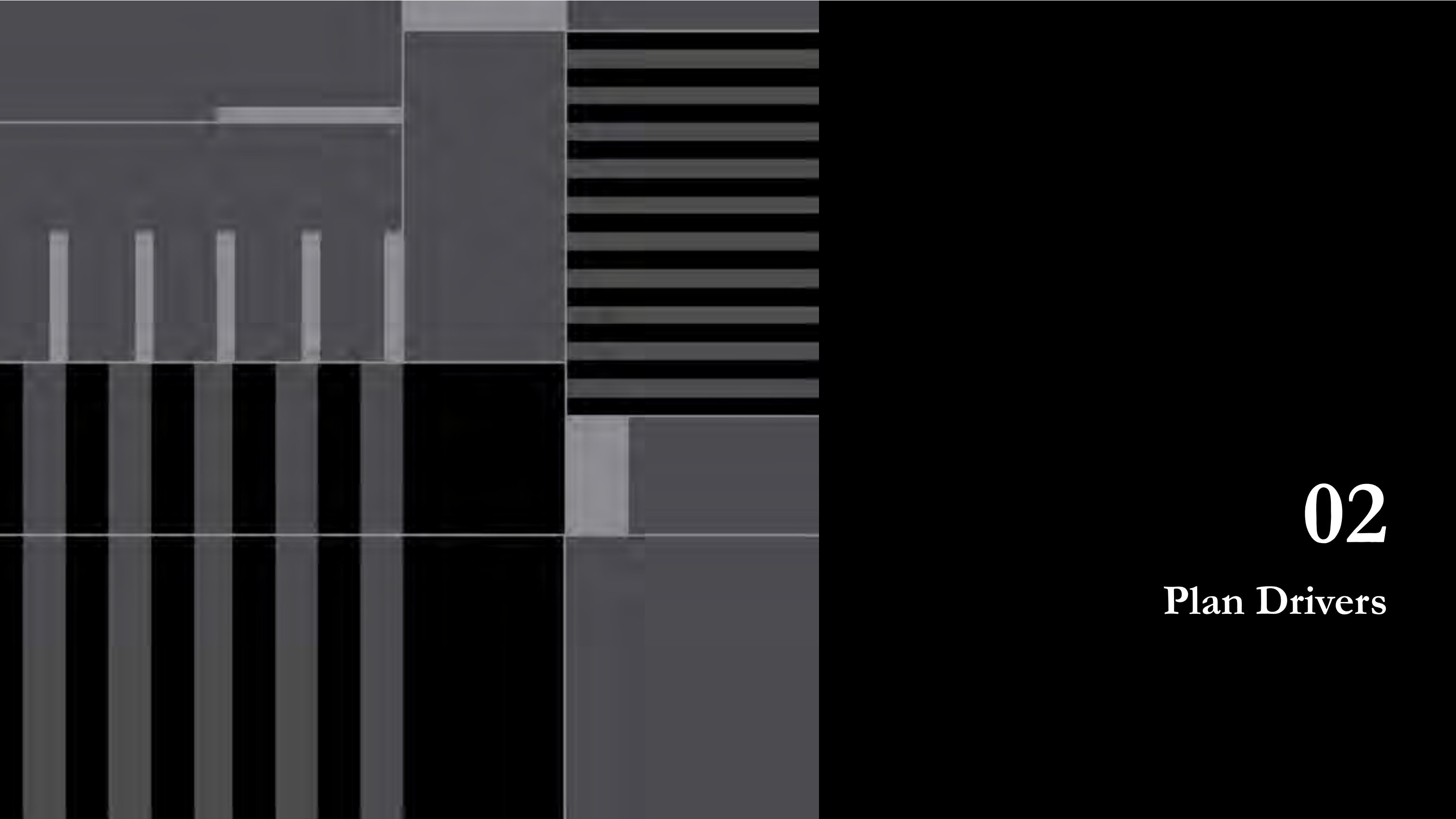
- Proposed New Building
- Key Pedestrian Intersection
- Visual Gateway
- Pedestrian Corridor
- Proposed Road
- Open Space Enhancement



SUMMARY OF MAJOR PLAN RECOMMENDATIONS: LONG TERM

The near term projects set the structure for the Long Term Recommendations. The long term projects create new patterns of academic buildings and open spaces and remake and intensify the campus between University Loop East and Red Wolf Boulevard. Long Term Recommendations consist of new construction and continued renovations, and improvement to open spaces and circulation. As university enrollment and on-campus activity increase, A-State should consider these longer term opportunities.

- 1 Academic/Research Buildings on the Southeast Mall
- 2 Southeast Redevelopment Opportunity
- 3 Athletics and Conference Village Redevelopment Opportunity
- 4 New Neil Griffin College of Business Building
- 5 Southeast Parking Structure
- 6 Southeast Mall
- 7 Pedestrian Corridor from Campus Core to the Athletics and Conference Village



02

Plan Drivers

Anticipating Growth and Change

Arkansas State University has experienced several changes since the completion of the 2013 campus master plan: a decline in enrollment, construction of several buildings, identification of buildings for demolition, and planned establishment of a College of Veterinary Medicine.

The campus master plan update anticipates future changes based on student enrollment projections, planned new colleges and academic program changes, anticipated levels of research activity, and anticipated levels of students living on campus. The space analysis assumes that student enrollment and campus personnel will remain constant.

CONCERNS AND DREAMS

The campus master plan update must address both the concerns and dreams of campus users and visitors. To understand how well existing campus facilities are meeting current needs, the planning team interviewed 16 university academic and administrative leaders. These limited interviews build on and update the extensive outreach from the 2013 planning process. Participants were invited to discuss their concerns regarding the physical campus and how physical improvements could further the university’s academic goals.

Many issues resurfaced frequently throughout the stakeholder interviews. This summary will provide a more comprehensive view of the current needs of the campus, and will help to inform the development of the campus master plan update. It will also help to ensure that the needs of the interviewed stakeholders are taken into consideration when making decisions about the future direction of the campus.

	FALL 2022	TARGET
Enrollment	7,687	7,687
Undergraduate Students	6,642	6,642
Graduate Students	1,045	1,045
Personnel	2,661	2,661
Faculty	616	616
Staff	2,045*	2,045*

*Includes 597 student workers

COLLEGE OF VETERINARY MEDICINE

- The College of Veterinary Medicine will open in Fall 2026. Accreditation bodies expect some level of new facility dedicated to its use. As a new college, there should be a new facility with a Veterinary Medicine identity.
- The Veterinary Medicine program is a four-year program. The first three years will be on the Jonesboro campus, with students participating in lectures and labs. The final year will be a distributive model; student are assigned to off-campus medical centers for clinical experience.
- A-State has no plan to build a tertiary Veterinary Medicine hospital.

SUFFICIENCY OF INSTRUCTIONAL SPACE

- The amount of space on campus is adequate, especially since there are fewer people on campus than before.
- The University Farm is where College of Agriculture students do the majority of their work. There is a sufficient amount of space at the farm. However, the quality of most facilities is poor. They are dated and past their useful lives.
- Low utilization of existing space is an opportunity. A-State does not have the time to wait to finance and build a building – it should better use existing space.
- The university needs more spaces that promote innovation and collaboration, where students from different disciplines can come together outside of their silos to address difficult interdisciplinary problems.

- What buildings are not needed and can be taken offline?
A-State has added buildings for 20 years while enrollment has declined.

RESEARCH

- A-State is an R2 institution with a focus on teaching, not research.
- A-State should change the way it allocates research space. Space for research, creative, and scholarly activity should be assigned to those who meet university criteria for funding, undergraduate research experience, etc.

STUDENT LIFE

- The goal of first-year housing is community building to strengthen retention.
- Arkansas Hall, Kays Hall, and University Hall provide a less than average living experience for residents, but residents appreciate their lower price point.
- The intramural fields are disconnected, and students must drive there. Most intramural sports have lots of spectators when the games are at the Recreation Center, but not at the intramural fields. A better connection across the railroad tracks is needed.

CIRCULATION

- The campus is spread out, making walking difficult.
- Circulation is difficult – multiple roads go to the center of campus but do not connect. Circulation is frustrating for visitors and community residents.

OTHER

- The College of Osteopathic Medicine functions independently – even the white coat ceremony is done separately from A-State graduations. New York Institute of Technology (NYIT) students come from other places and do not interact with A-State students. NYIT students are serious and hard working – they have already had their undergraduate experience.
- The campus should be active year-round and welcoming for the entire community.
- After the pandemic, both students and university leaders desired in-person, face-to-face education. Faculty and students have been accustomed to the flexibility of some online instruction. Students who are more mature are more successful with the online format.
- The Windgate Foundation has substantial resources and has financially supported arts education with large capital investments at A-State as well as University of Arkansas, University of Arkansas at Little Rock, University of Arkansas-Fort Smith, and University of Central Arkansas. With so many other universities receiving Windgate Foundation capital funds, arts will not be a differentiator for A-State. Rather, combining programs with arts, like the intersection of engineering and the arts, could be a differentiator.



Academic and Administrative Space Analysis

Establishing a realistic understanding of the future need for academic and administrative spaces is an essential component of campus planning. The primary goals of a space assessment in the context of campus planning are to:

- Identify current and future space requirements
- Optimize space utilization and functionality
- Support informed decision-making

By aligning the physical infrastructure with the institution's strategic goals, a well-planned campus will support a thriving educational community.

The academic and administrative space analysis was established through a rigorous planning process. The planning team:

- Gathered facilities, enrollment, course, and staffing data for the Fall 2022 term, and used this data to establish a snapshot of campus activities in 2022.
- Prepared preliminary space utilization analyses for regularly scheduled classrooms and teaching laboratories.
- Toured academic and administrative facilities to understand current facility use.
- Conducted virtual meetings with university representatives to understand how current space serves the campus and the spatial impact of proposed program changes.
- Established space guidelines for the various space categories based on typical metrics for campuses like Arkansas State University with similar academic missions and through discussion with campus representatives.
- Prepared two space needs analyses: (1) using Fall 2022 actual data and (2) incorporating scheduled and potential building demolitions in a Target Year analysis.
- Reviewed the space need analysis assumptions and conclusions with the steering committee and university leaders and made appropriate adjustments.



EXISTING AND ANTICIPATED FUTURE SPACE

In Fall 2022 the campus had a total of 2,430,483 Assignable Square Feet (ASF) in the 16 space categories included in the study.

For the Target Year analysis, the campus is projected to have approximately 2,423,024 ASF, a reduction of 7,459 ASF. This will be accomplished through the addition of two planned buildings, the recent demolition of two buildings, and the potential demolition of three buildings.

- New Construction: approximate total 58,250 ASF
 - Windgate Art & Innovation (23,250 ASF)
 - Veterinary Medicine (approximately 35,000 ASF)
- Recent Demolition: total 35,013 ASF
 - Fine Arts Annex: 10,279 ASF
 - Health, Physical Education & Sport (pool): 24,734 ASF
- Potential Demolition (included in analysis): 30,696 ASF
 - Education & Leadership Studies (16,683 ASF)
 - International Studies (11,873 ASF)
 - Administration Annex (2,140 ASF)

SPACE NEED ASSESSMENT

There was a 428,084 ASF surplus of space in Fall 2022. This surplus was across all space categories, with the greatest surplus quantities in Office Space and Classrooms.

Incorporating the facility additions and demolitions listed above, the overall surplus is essentially unchanged in the Target Year analysis.

SPACE CATEGORY	2022 7,687 STUDENTS				TARGET YEAR 7,687 STUDENTS			
	EXISTING ASF	GUIDELINE ASF	SURPLUS/ (DEFICIT)	PERCENT SURPLUS/ (DEFICIT)	PROJECTED EXISTING ASF	GUIDELINE ASF	SURPLUS/ (DEFICIT)	PERCENT SURPLUS/ (DEFICIT)
Academic Space								
Classrooms	144,613	76,024	68,589	47%	144,258	76,024	68,234	47%
Teaching Laboratories	100,653	69,830	30,823	31%	115,903	69,830	46,073	40%
Open Laboratories	46,031	38,435	7,596	17%	36,549	38,435	(1,886)	(5%)
Research Laboratories	83,741	54,510	29,231	35%	83,741	54,510	29,231	35%
Veterinary Medicine	0	0	0	0%	35,000	35,000	0	0%
Academic Space Subtotal	375,038	238,799	136,239	36%	415,451	273,799	141,652	34%
Academic Support Space								
Office Space	409,171	265,010	144,161	35%	395,322	265,010	130,312	33%
Library & Collab. Learning Space	106,486	101,498	4,988	5%	108,716	101,498	7,218	7%
Assembly & Exhibit	104,916	43,572	61,344	58%	106,756	43,572	63,184	59%
Other Department Space	68,501	46,122	22,379	33%	68,501	46,122	22,379	33%
Acad. Support Space Subtotal	689,074	456,202	232,872	34%	679,295	456,202	223,093	33%
Other								
Residence Life	680,110	680,110	0	0%	680,110	680,110	0	0%
Outside Organizations	86,859	86,859	0	0%	86,859	86,859	0	0%
Student Center	116,813	92,244	24,569	21%	116,813	92,244	24,569	21%
Recreation & Athletics	358,154	358,154	0	0%	335,223	335,223	0	0%
Health Care Facilities	8,105	7,687	418	5%	8,105	7,687	418	5%
Physical Plant	103,497	82,344	21,153	20%	98,614	62,601	36,013	37%
Inactive/Conversion Space	12,833	0	12,833	100%	2,554	0	2,554	100%
Other Subtotal	1,366,371	1,307,398	58,973	4%	1,328,278	1,264,724	63,554	5%
CAMPUS TOTAL	2,430,483	2,002,399	428,084	18%	2,423,024	1,994,725	428,299	18%

Classroom and Teaching Laboratory Utilization Analysis

In order to establish space need guidelines for classrooms and teaching laboratories, the planning team evaluated the utilization of scheduled teaching spaces as of Fall 2022.

CLASSROOM UTILIZATION

There were 163 scheduled classrooms on the Jonesboro campus in the Fall 2022 term. Classroom utilization is a function of the number of scheduled courses, class time duration, and course enrollment compared to the number of student stations in the room.

CLASSROOM USE BY DAY AND TIME

Classrooms were most heavily scheduled Monday through Thursday from 9:00am to 1:00pm. Of the 163 general purpose classrooms, the greatest number in use at one time was 116, or 71%, at 9:00am on Tuesday.

Time of Day	Monday		Tuesday		Wednesday		Thursday		Friday		Average	
	Rooms in Use	% In Use	Rooms in Use	% In Use	Rooms in Use	% In Use	Rooms in Use	% In Use	Rooms in Use	% In Use	Rooms in Use	% In Use
8:00 AM	43	26%	49	30%	41	25%	48	29%	24	15%	41	25%
9:00 AM	98	60%	116	71%	95	58%	109	67%	58	36%	95	58%
10:00 AM	101	62%	114	70%	101	62%	104	64%	61	37%	96	59%
11:00 AM	93	57%	90	55%	96	59%	85	52%	58	36%	84	52%
12:00 PM	51	31%	99	61%	53	33%	95	58%	27	17%	65	40%
1:00 PM	74	45%	78	48%	72	44%	71	44%	41	25%	67	41%
2:00 PM	75	46%	73	45%	74	45%	61	37%	22	13%	61	37%
3:00 PM	46	28%	70	43%	50	31%	61	37%	6	4%	47	29%
4:00 PM	22	13%	29	18%	23	14%	21	13%	1	1%	19	12%
5:00 PM	18	11%	23	14%	15	9%	15	9%	1	1%	14	9%
6:00 PM	18	11%	23	14%	13	8%	16	10%	1	1%	14	9%
7:00 PM	12	7%	16	10%	11	7%	9	6%	1	1%	10	6%

Total classrooms = 163
Darker shading indicates higher utilization.

CLASSROOM UTILIZATION BY BUILDING

In Fall 2022, the average weekly hours a classroom was scheduled was 17.1, with 53% of the seats filled. A benchmark for institutions similar to A-State would be 32 to 35 weekly room hours with 70% seat fill, on average. The average student station size of 23.3 ASF is close to the benchmark 25 ASF, which is typical for good educational environments.

Building Name and ID		No. of Rooms	Average Room Size	Average ASF per Station	Average Section Size	Weekly Seat Hours	Average Weekly Room Hours	Weekly Student Contact Hours	Seat Fill Rate
Agriculture Building	002	7	938	21.1	21	11.3	20.4	3,499	39%
Computer Science/Mathematics Building	014	11	748	21.8	17	13.3	24.3	5,028	56%
Dean B. Ellis Library	038	12	893	21.2	12	5.1	12.1	2,567	54%
Delta Center For Economic Development	065	4	1,632	25.8	31	12.8	25.5	3,243	50%
Donald W. Reynolds Center For Health	063	5	1,253	24.3	27	8.0	15.5	2,055	53%
Education And Leadership Studies	011	1	1,355	84.7	33	18.4	9.0	294	204%
Education/Communications Building	006	17	619	21.7	16	14.0	21.6	6,782	60%
Eugene W. Smith Hall	004	7	872	25.7	18	8.5	13.8	2,034	52%
Fine Arts Center	007	5	759	21.8	12	5.9	13.2	1,034	53%
Fowler Center	052	5	842	58.5	10	4.4	4.2	318	59%
Health, Physical Education & Sport	013	9	894	20.8	20	5.1	8.6	1,971	58%
Honors Living-learning Classroom	563	2	819	39.0	9	4.0	5.0	166	69%
Humanities And Social Sciences Building	067	38	857	25.5	19	10.2	18.3	13,044	49%
Laboratory Sciences Center, East Wing	008	7	1,042	16.5	28	10.1	18.3	4,491	46%
Laboratory Sciences Center, West Wing	102	5	1,136	23.9	26	16.6	30.3	3,944	55%
Neil Griffin College Of Business Building	003	16	770	22.1	19	8.2	13.3	4,584	58%
Nursing & Health Professions Building	010	12	777	22.3	17	9.9	18.4	4,126	52%
Total No. of Rooms = 163		AVERAGE	866	23.3	19	9.8	17.1		53%
Total No. of Stations = 6050		Total ASF	141,155					59,180	

TEACHING LABORATORY UTILIZATION

There were 81 scheduled teaching laboratories on the Jonesboro campus in the Fall 2022 term. Teaching laboratory utilization is a function of the number of scheduled courses, class time duration, and course enrollment compared to the number of student stations in the room.

TEACHING LABORATORY USE BY DAY AND TIME

Of the 81 teaching laboratories on campus, the greatest number in use at one time was 33, or 41%, at noon on Thursday.

Time of Day	Monday		Tuesday		Wednesday		Thursday		Friday		Average	
	Rooms in Use	% In Use	Rooms in Use	% In Use	Rooms in Use	% In Use	Rooms in Use	% In Use	Rooms in Use	% In Use	Rooms in Use	% In Use
8:00 AM	9	11%	16	20%	11	14%	17	21%	11	14%	13	16%
9:00 AM	19	23%	26	32%	21	26%	27	33%	19	23%	22	28%
10:00 AM	25	31%	24	30%	26	32%	25	31%	18	22%	24	29%
11:00 AM	26	32%	23	28%	24	30%	24	30%	15	19%	22	28%
12:00 PM	27	33%	30	37%	27	33%	33	41%	10	12%	25	31%
1:00 PM	27	33%	24	30%	25	31%	27	33%	8	10%	22	27%
2:00 PM	27	33%	29	36%	25	31%	30	37%	7	9%	24	29%
3:00 PM	25	31%	32	40%	24	30%	31	38%	4	5%	23	29%
4:00 PM	16	20%	18	22%	19	23%	21	26%	3	4%	15	19%
5:00 PM	5	6%	7	9%	3	4%	3	4%	0	0%	4	4%
6:00 PM	6	7%	4	5%	1	1%	3	4%	1	1%	3	4%
7:00 PM	4	5%	2	2%	0	0%	2	2%	0	0%	2	2%

Total laboratories: 81
Maximum scheduled use = 41% at noon on Thursday

TEACHING LABORATORY UTILIZATION BY BUILDING

The campus-wide laboratory utilization was 11.4 hours per week, with 58% of the student stations occupied. A benchmark for institutions similar to A-State would be 24 to 28 weekly rooms hours with 80% seat fill, on average. Average station size is dependent on the academic discipline.

Building Name and ID		No. of Rooms	Average Room Size	Average ASF per Station	Average Section Size	Weekly Seat Hours	Average Weekly Room Hours	Seat Fill Rate
Agriculture Building	002	8	770	62.8	10	9.2	8.9	43%
Dean B. Ellis Library	038	4	757	25.2	21	18.4	26.1	71%
Donald W. Reynolds Center For Health	063	5	1,125	72.1	10	6.0	7.0	79%
Education/Communications Building	006	5	994	42.1	10	8.6	18.5	45%
Eugene W. Smith Hall	004	6	831	40.2	12	2.8	4.7	58%
Fine Arts Center	007	8	1,201	39.0	11	13.5	18.2	64%
Fowler Center	052	2	1,797	179.7	8	7.6	9.5	19%
Health, Physical Education & Sport	013	3	1,088	54.4	10	1.5	2.0	66%
Humanities And Social Sciences Building	067	2	985	54.7	7	1.4	4.5	13%
Laboratory Sciences Center, East Wing	008	13	1,132	50.1	9	6.6	7.3	54%
Laboratory Sciences Center, West Wing	102	14	1,099	40.4	15	9.0	12.3	63%
Neil Griffin College Of Business Building	003	2	1,189	27.6	28	16.5	26.5	62%
Nursing & Health Professions Building	010	5	1,135	52.1	11	4.9	10.3	51%
Windgate Center For Three-dimension	108	4	1,692	105.7	6	6.2	9.2	67%
Total No. of Rooms = 81		AVERAGE	1,088	48.1	12	8.9	11.4	58%
Total No. of Stations = 1,834		Total ASF	88,130					

Space Need Guidelines by Space Category

SmithGroup developed and applied space guidelines to provide an understanding of the Fall 2022 campus space need and the target space need in the following space categories:

Academic Spaces

- Classrooms
- Laboratories (Teaching, Open, Research)
- Veterinary Medicine

Academic Support Spaces

- Office Space
- Library & Collaborative Learning Space
- Assembly & Exhibit
- Other Department Space

Other Spaces

- Residence Life
- Student Center
- Recreation & Athletics
- Health Care Facilities
- Physical Plant

ACADEMIC SPACES

CLASSROOMS

Classrooms are defined as any room primarily used for scheduled instruction requiring no special equipment. The rooms are generally referred to as "general purpose" classrooms, seminar rooms, or lecture halls. Classroom space need was determined by a formula that combines expected utilization of 30 weekly room hours with 65% of the seats filled and 25 ASF per student station. Note that the weekly room hours and seat fill expectations are below the benchmark for universities similar to A-State but are significantly above the 17.1 average weekly room hours and average 53% seat fill experienced in Fall 2022.

TEACHING LABORATORIES

Teaching laboratories are defined as rooms used primarily for regularly scheduled classes that require special purpose equipment to serve the needs of a particular discipline for group instruction, participation, observation, experimentation, or practice. Space requirements are calculated using a formula that is similar to that used to determine classroom space with the exception that the ASF per student station varies by discipline.

The space needs analysis assumes a utilization expectation of 20 weekly rooms hours and 75% student station occupancy. Note that the weekly room hours and seat fill expectations are below the benchmark for institutions similar to A-State but are significantly above the average 11.4 weekly room hours and average 58% seat fill experienced in Fall 2022. The analysis assumed teaching laboratory and support space per student station specific to the teaching laboratory discipline.

TEACHING LABORATORY ASF PER STUDENT GUIDELINES

Agriculture	80 ASF
Art	80 ASF
Biological Sciences	65 ASF
Business & Management	40 ASF
Chemistry	75 ASF
Communications	50 ASF
Computer & Information Science	60 ASF
Computer-Based Laboratory	40 ASF
Dance	150 ASF
Education	40 ASF
Engineering	120 ASF
Exercise Physiology and Kinesiology	80 ASF
Food Science & Technology	80 ASF
Industrial & Management Engineering	120 ASF
Mathematics	30 ASF
Music	60 ASF
Nursing	65 ASF
Political Science	40 ASF
Psychology	50 ASF

OPEN LABORATORIES

Open laboratories are rooms available for unscheduled or informally scheduled instruction and student use in a particular discipline. Types of rooms in this category typically include computer laboratories with specialized software, language laboratories, nursing and other health care education laboratories, music practice rooms, maker space, and tutorial and testing facilities. The guideline for open laboratories varies by campus. Based upon SmithGroup experience, the guideline for A-State was established at 5 ASF per student.

RESEARCH LABORATORIES

At regional institutions like A-State, all faculty are expected to participate in funded or unfunded research and scholarly activity. The planning team established an appropriate amount of research laboratory space by applying a factor per faculty member. This establishes an overall quantity of space to be allocated by the university as appropriate for individual faculty research, scholarly, and creative endeavors.

VETERINARY MEDICINE

A-State has completed programming and initial design of a building for the College of Veterinary Medicine with approximately 35,000 ASF. This was used as the guideline.

ACADEMIC SUPPORT SPACES

OFFICE SPACE

The guideline for office space is based on an allocation per employee type for private offices and workstations plus additional space amounts for conference space, workrooms, and office storage. The individual allocation varies from 30 ASF to 300 ASF. The conference, workroom, and storage allocations vary from 10 ASF to 100 ASF.

LIBRARY & COLLABORATIVE LEARNING SPACE

This category recognizes that the tradition of all campus study space being located in the library has been superseded by distributed informal learning and collaborative study space across campus.

The contemporary academic library is best defined as a blend of the traditions of the past integrated with digital media. Space such as stack areas, individual study space, group study rooms, staff offices, and processing or technical areas comprise the library.

Collaborative learning space is informal study space located outside of the library. It is typically adjacent to scheduled teaching space to facilitate group and individual study prior to class and as a place to continue class discussions outside of the classroom. As a relatively new space type, analysis is ongoing with respect to the ideal quantity.

The guideline for this category includes a factor for the library collection, study space, and service space. The space factors for A-State include 0.08 ASF each for the 584,163 volume equivalent items in the collection, a study space allocation for 25% of the undergraduate population and 15% of the graduate student population, and a 5% service space factor.

ASSEMBLY & EXHIBIT

The planning team applied a Council of Educational Facilities Planners International guideline to A-State. This guideline establishes a core of 27,450 ASF and an additional 6 ASF per student over 5,000 for institutions with active fine arts and music programs.

OTHER DEPARTMENT SPACE

Other department space consists of spaces not included in the space categories above, such as media production, instructional clinics, demonstration space, field buildings, non-assigned meeting rooms, and animal facilities. The guideline of 6 ASF per student is based on SmithGroup experience with similar institutions to A-State’s type and enrollment.

OTHER SPACES

RESIDENCE LIFE

The housing demand analysis concluded that the existing quantity of residence life space is sufficient to meet current and future on-campus residential demand. See the next section for detailed analysis.

OUTSIDE ORGANIZATIONS

The existing space allocated to the Child Development & Research Center was used as the guideline.

STUDENT CENTER

Examples of the various functions that are typically found in the student center space category include food service, bookstore, lounge, meeting space, student government, and student organization space. An allocation of 12 ASF per student is recommended by the Association of College Unions International for campuses with robust on-campus housing.

RECREATION & ATHLETICS

In pursuit of a goal to become an athletic leader in its conference, A-State has made significant investments in its athletics facilities. As such, the campus has significantly more athletics space than other campuses its size. The quantity of existing athletics and recreation space was used as the guideline.

HEALTH CARE FACILITIES

A space factor of 1 ASF per student headcount was applied to establish the space requirement for student health care facilities.

PHYSICAL PLANT

Plant operations space typically includes shops, central storage, and central services, but can also include other space types assigned to the physical plant. The factors considered when determining the appropriate guideline include purchasing practices that affect warehousing needs, storage space adjustments due to climate, extent of grounds maintenance, and the types of facilities being maintained. A typical range is 4% to 5% of the campus ASF being maintained. A factor of 5% was used for A-State.

INACTIVE/CONVERSION SPACE

Inactive/Conversion Space is space that has been taken offline by the university due to renovations in progress, non-applicability for academic or support functions, etc. There is not a guideline for this space type.



Housing Demand Analysis

A detailed understanding of the current on-campus housing facilities and a clear investment strategy were essential components of the campus master plan update. The primary goals of the housing demand analysis are to:

- Assess how current housing facilities meet expectations and desires of students,
- Prepare an investment strategy for on-campus facilities that is financially sustainable, and
- Support informed decision making in the greater campus master plan update.

The student housing facilities recommendations were established through a rigorous planning process. The planning team:

- Reviewed existing facilities and operations,
- Conducted strategic visioning with key university stakeholders,
- Reviewed student demographics,
- Conducted focus groups with students living on- and off-campus,
- Review the off-campus student housing market, and
- Prepared detailed financial modeling.

EXISTING CONDITIONS

A-State offers 12 residential communities on campus. These communities provide unit types ranging from semi-suites to full apartments with kitchens. It is worth noting that even the older residence halls including Arkansas Hall, University Hall, and Kays Hall offer semi-suite units. The campus does not have any traditional housing stock (community-style with large common bathrooms).

From the programmatic perspective, A-State provides living learning environments for the Honors College, Neil Griffin College of Business, ROTC, and STEM. Sorority housing is offered in the Greek Village. The Circle accommodates graduate students, faculty/staff, and the students of New York Institute of Technology College of Osteopathic Medicine (NYITCOM).

The Village, an apartment-style community, provides housing to students as well as faculty and staff. The Village apartments were designed to meet the needs of non-traditional students. The unfurnished apartments are available in one-, two-, and three-bedroom configurations.

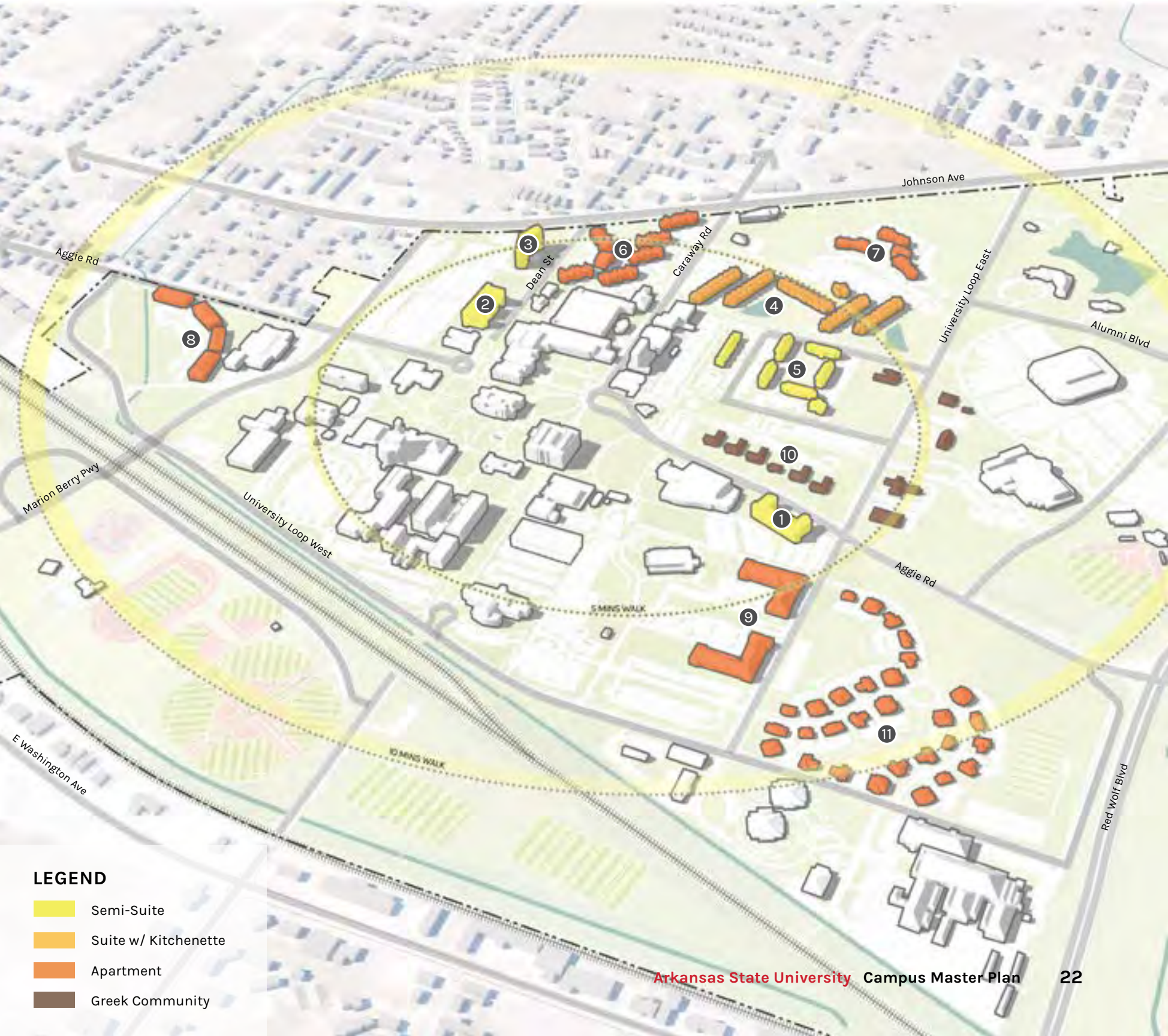
Two apartment communities, The Circle and Pack Place, are structured as long-term public-private partnerships (P3's).

In Spring 2023, the total maximum design capacity of the housing system was approximately 3,730 beds. With some buildings such as Arkansas Hall and Kays Hall offering a large number of double rooms as singles, the "as used" Spring 2023 capacity was approximately 3,300 beds.



The chart below summarizes A-State’s housing system capacity:

	Residential Community	Unit Type	Maximum Design Capacity (Beds)	"As Used" Capacity (Beds)
①	Arkansas Hall	Semi-Suite	374	187
②	University Hall	Semi-Suite	300	273
③	Kays Hall	Semi-Suite	488	383
④	North Park Quads	Suite w/ Kitchenette	840	836
⑤	Living Learning Communities Buildings 1-6	Semi-Suite	425	346
⑥	Collegiate Park	Apartment	302	302
⑦	Red Wolf Den	Apartment	187	187
⑧	The Circle	Apartment	178	178
⑨	Pack Place	Apartment	342	342
⑩	Sorority Greek Village	Greek Community	105	105
⑪	The Village	Apartment	191	160
	TOTAL		3,732	3,299



HOUSING FACILITY CONDITION UPDATE

To inform the Housing Demand Analysis, the planning team updated the facility condition assessment for all on-campus housing facilities. The planning team, consisting of architects and engineers, toured the facilities, interviewed housing facilities staff and conducted non-invasive investigations (where necessary). The assessments were conducted in 2023.

The planning team concluded:

- In general, campus housing is in good or fair condition.
- Nearly all facilities have great foundations and great structural integrity.
- Living Learning Communities, North Park Quads, The Village, and Red Wolf Den have roof asphalt shingles that are displaced or missing.
- Kays Hall has cracks in the brick veneer.
- Collegiate Park exterior stair supports have questionable structural integrity, exterior walls are deteriorated, and roof shingles are near the end of life expectancy.

Collegiate Park, University Hall, Arkansas Hall, and The Village were ranked as the poorest facility condition index, and thus they were the focus of the Housing Analysis scenarios.



HOUSING PROGRAM SIZING

In order to develop long-term sizing recommendations for the on-campus housing program, the planning team analyzed two variables:

- Enrollment Projections by Class: The planning team utilized maximum projected enrollment for each class provided by A-State.
- Historical Capture Rates by Class: The planning team calculated minimum, average, and maximum capture rates for the Fall 2018 to Fall 2022 period, excluding Fall 2020 due to the COVID-19 pandemic.

For sizing purposes, the planning team applied average capture rates to the enrollment projections to arrive at the recommended number of beds by class. The total recommended program size is approximately 3,200 beds. The table below depicts the planning team’s calculations.

HOUSING SYSTEM SIZING CALCULATIONS

	HISTORICAL CAPTURE RATES			ENROLLMENT	PROJECTED FUTURE DEMAND		
	MINIMUM	AVERAGE	MAXIMUM	MAXIMUM	MINIMUM	AVERAGE	MAXIMUM
Freshmen	50%	60%	64%	1,919	961	1,145	1,227
Sophomores	25%	44%	60%	1,772	437	780	1,062
Juniors	18%	28%	33%	1,830	338	521	606
Seniors	21%	24%	29%	2,488	511	604	715
Graduate	2%	3%	6%	4,914	90	166	282
Total					2,336	3,215	3,893

HOUSING SCENARIOS

The planning team explored a wide range of housing investment strategies with Student Life and university leadership. The scenarios considered:

- Take existing facilities with high deferred maintenance offline, including Arkansas Hall, University Hall, and Collegiate Park.
- Reinvest in existing facilities, both through smaller summer projects and extensive renovation projects that would take the facility offline for a year.
- Consider different mixes of singles and doubles in Kays Hall.
- Build new 300-bed suite-style residence hall (single-occupancy bedrooms).
- Continue to operate The Village without reinvestment and gradually shut down or reinvest.

For each scenario, the planning team prepared detailed phasing plans outlining where swing space would be available while buildings are offline for renovations. In addition, each scenario was accompanied by a preliminary pro forma that tracked phasing and related cash flow including new debt service resulting from renovation and new construction projects.

Through the review of the scenarios, Student Life and university leadership were able to further narrow the viable options and clarified the critical decision points:

- Importance of suite-style units (Arkansas Hall, University Hall, Kays Hall) to the freshman experience: Student Life leadership believe that suite-style layout helps build community and, therefore, is appropriate for lower-division students, in particular first-time freshmen.
- Popularity of single-occupancy bedrooms among freshmen: Single bedrooms, offered to freshmen during lower occupancy periods, gained popularity. Student Life now views single-occupancy bedrooms for freshmen an integral part of the housing program.
- Popularity of apartment-style units among upper-division students: Apartment-style units continue to be very popular among upper-division students who desire on-campus housing. Student Life considers in-unit kitchens and single-occupancy bedrooms key to retaining students in on-campus housing.
- Ability to manage occupancy by prioritizing students over workforce: If student demand increases in the future, Student Life is willing to prioritize student housing over workforce housing in The Village.
- Difficulty in obtaining debt financing for larger renovations and new construction: At this time, the funding for any housing capital projects, renovations or new construction would be very difficult to obtain, making it impossible to consider large-scale investments.

OPTIMAL APPROACH

As the optimal approach, Student Life and university leadership selected the maintenance of the existing housing system.

- Maintain the current housing system (buildings, bed counts, and unit configurations).
- Invest in smaller renovation projects during summer breaks.
- Take The Village offline at the end of its useful life (no reinvestment). A-State should address life/safety issues, but otherwise incrementally remove each building when deferred maintenance costs exceed the value of each building.
- Utilize system-wide cash flow, reserves, and other available sources to finance renovation projects.

ADDITIONAL RECOMMENDATIONS

The planning team recommends the following action items be undertaken as part of this approach to student housing:

- Address deferred maintenance issues, especially those related to life/safety and accessibility as defined in the updated facility condition reports.
- Improve community spaces such as social lounges and study areas within the residential communities to enhance the student experience.
- Invest in projects that would improve the energy efficiency of the residential facilities therefore lowering the operating costs and enhancing the cash flow.
- Monitor the cost of housing at relevant off-campus complexes and higher education peers to be able to adjust the on-campus rates accordingly.
- Reconsider larger projects (such as building a new suite-style residence hall) when resources become available in the future.

Opportunities Plan

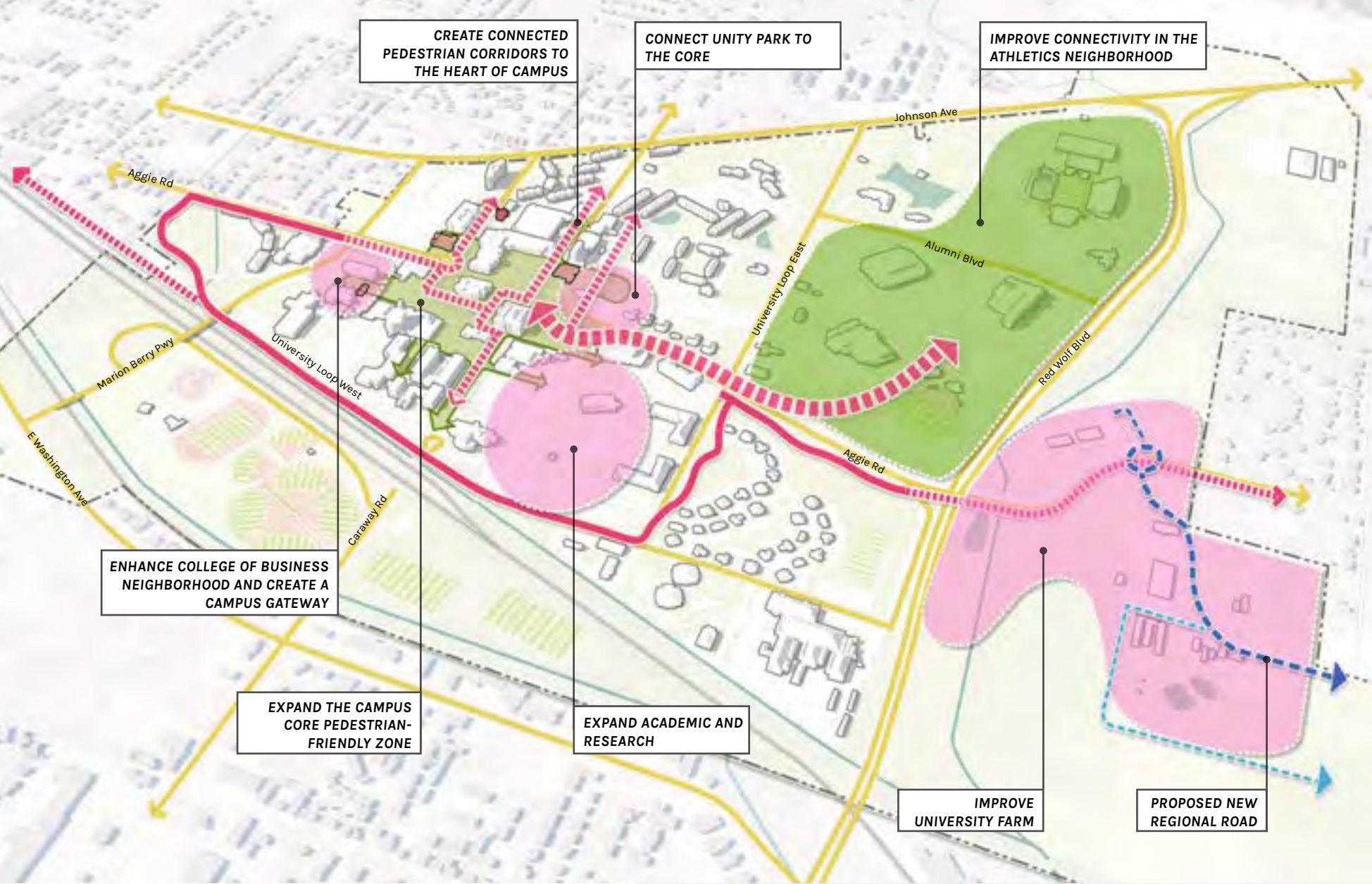
The Opportunities Plan serves as a graphic summary of opportunities for change. The diagram presents a preliminary evaluation of strategic opportunities to create a better overall campus environment. The Opportunities Plan suggests areas for increased density, improved pedestrian circulation, edge enhancement, and expanded open space networks.

The core area shaded in lighter green indicate where the campus is pedestrian-friendly, where campus users can move safely with few interactions with vehicles. The dashed pink lines heading north indicate where roads should be modified to expand the pedestrian-friendly core to student housing destinations.

The medium green athletics and mixed-use area is a location for long-term redevelopment, introducing additional retail, office, medical, hotel, and residential uses that will bring the Jonesboro community onto campus for not only athletic events but make the campus a daily destination. Better connectivity within the neighborhood and better links to the campus core are needed.

There will be changes to University Farm as a newly widened regional road will connect Aggie Road with the airport area through the farm. The farm will gain more visibility within the region, but will also need to contend with through traffic.

Three pink circles adjacent to the academic core are prime opportunities for change in the near and long terms. Removal of the Administration Annex and redevelopment of the Neil Griffin College of Business is an opportunity to create a new visual gateway on the west end of campus. Removal of the International Programs Building enables the redevelopment of the area around the Welcome Center to extend the campus core to the Living Learning Communities. The greatest opportunity for



academic and research growth is in the south campus district, where structured parking will allow infill development that will link Laboratory Sciences, Arkansas Biosciences Institute, Pack Place, and the Windgate Center for Three-Dimensional Arts in a pedestrian-focused connected neighborhood.

LEGEND

- | | | | |
|--|---------------------------------|--|----------------------|
| | Scheduled Removal Candidate | | Existing Road |
| | Potential Removal Candidate | | Potential Major Road |
| | Existing Pedestrian Connection | | Potential Farm Road |
| | Potential Pedestrian Connection | | |



03

Recommendations

Introduction

The intent of the campus master plan update is to present a vision for the campus that reinforces the university's goals and objectives as it repositions itself for the future. The campus master plan update translates the mission and guiding principles into an illustrative framework to aid A-State's future decision-making process.

The campus master plan update represents an ambitious yet realistic future vision for the campus. The fundamental function of the campus master plan update is to suggest a principle-driven framework for managing future opportunities. The plan represents both near- and long-term opportunities for continued growth and development. Specifically, the campus master plan update proposes the placement of new features such as long-term buildings, roadways, pedestrian corridors, open spaces, and parking with a thorough understanding of their relationship to the existing campus composition.

This section describes the master plan recommendations. The Near Term Recommendations describe projects anticipated in the next five years. Many near-term projects are enabling projects and set the structure for the Long Term Recommendations. For each recommended project, the campus master plan update describes the project's purpose, intent, additional design guidelines that are specific to the project.





- ① Windgate Art and Innovation Center
- ② Veterinary Medicine Building
- ③ Athletics Practice Fields
- ④ Highway 351 Connector, Aggie Road Roundabout
- ⑤ Residence Hall Renovations
- ⑥ Visual Gateways
- ⑦ Administration Annex Removal
- ⑧ Education and Leadership Studies Building Removal
- ⑨ International Programs Building Removal
- ⑩ The Village Apartments Removal
- ⑪ New Open Space at Aggie and Dean
- ⑫ Campus Commons to Unity Park Extension
- ⑬ Equine Barn Renovation

Campus Master Plan Recommendations: Near Term

The first five years of the campus master plan accommodates the space needs for the Colleges of Engineering and Veterinary Medicine, improves the student experience in on-campus housing, and improves open space connections. The Near Term Recommendations consist of new construction, renovation, and removal, as well as improvements to open spaces and circulation.

LEGEND

- Proposed New Building
- Key Pedestrian Intersection
- Visual Gateway
- Pedestrian Corridor
- Proposed Road
- Open Space Enhancement

NEW CONSTRUCTION

WINDGATE ART AND INNOVATION CENTER

The 38,887 GSF building will house spaces to support learning and creative activities for the Department of Art + Design and the College of Engineering and Computer Science. Construction of the \$22 million building will commence in 2024 and is expected to be finished sometime in 2027.

The building is sited immediately south of the Fine Arts Center and has a critical role in defining the near- and long-term organization of the south academic and research area. The new building should front South Caraway Mall, joining with Agriculture, Laboratory Sciences East, Humanities and Social Science, Fine Arts Center, the Arkansas Biosciences Institute to define this traditional collegiate open space. The west frontage should align with the west fronts of the Fine Arts Center and the Arkansas Biosciences Institute, and it should be open with clear entry points and significant transparency on the first floor.

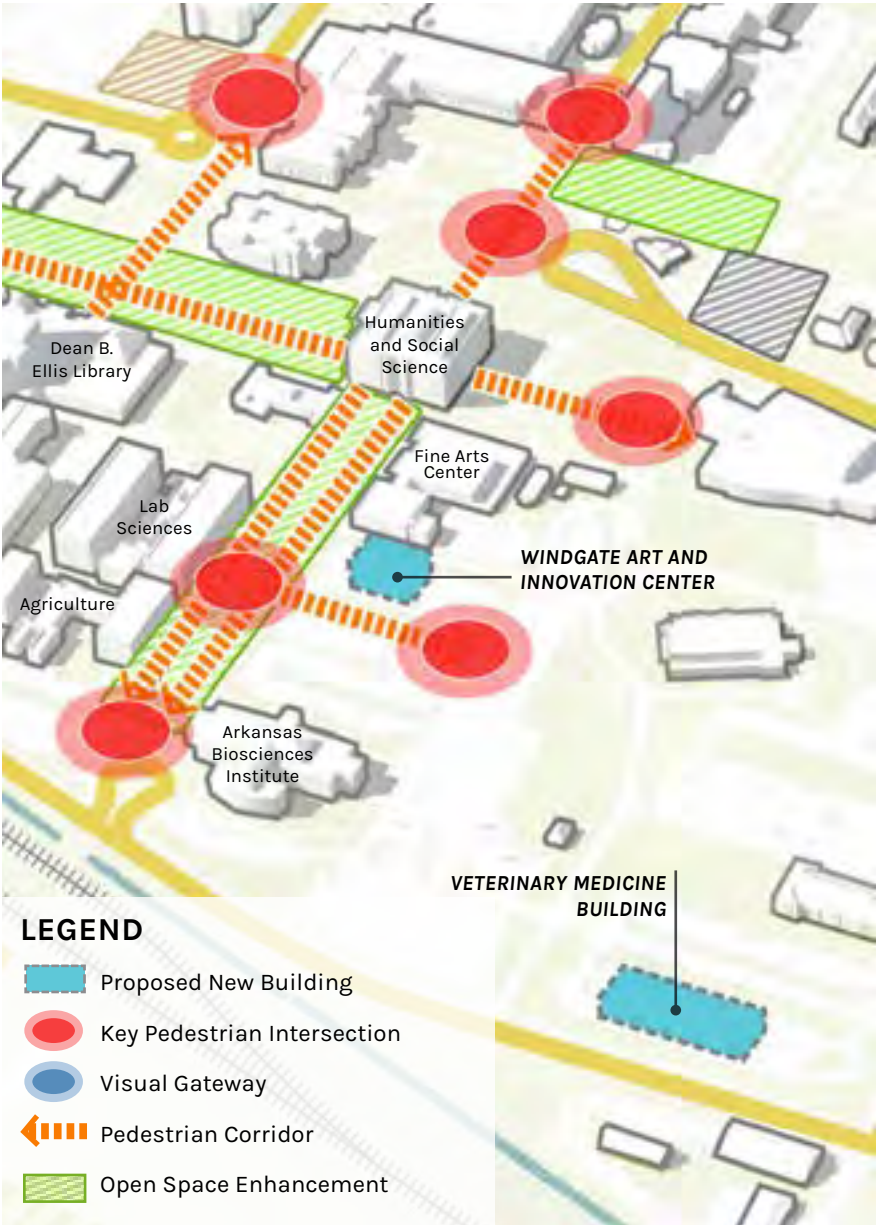
The south front of the Windgate Art and Innovation Center is just as important since it will set the location and character of a proposed new east/west pedestrian mall that will emerge in the long term. The south facade should also have clear entry points and significant transparency on the first floor. To encourage pedestrian circulation around the building at this future corner, the site design should include areas for students to gather and vegetation that provides comfortable shade.

VETERINARY MEDICINE BUILDING

A-State plans to create Arkansas’s first public College of Veterinary Medicine. With the college, Arkansans will be able to get their veterinary medicine education at home while attracting out-of-state students. As with medical school graduates, there is a strong correlation between where a veterinary medicine graduate receives their education and training and where they establish their practice.

A-State has completed programming and initial design of a building for the College of Veterinary Medicine with approximately 35,000 ASF. A-State intends to construct the new building on the main campus to promote the college and provide an identity. The building program should include dean and other college leadership offices, academic and administrative support services tailored to serve the college’s students, and any instructional facilities that are unique to the college.

A-State has sited the building in the existing parking lot south of Pack Place Building 2. The building will be in the southeast quadrant, with some proximity to the shared resources and related programs in the Agriculture, Laboratory Sciences complex and Arkansas Biosciences Institute.



ATHLETIC FIELDS NORTH OF STUDENT ACTIVITY CENTER

A-State seeks to construct new outdoor athletic fields. The new fields will be near the support facilities in the Student Activity Center like locker and training rooms. At the prominent corner of Red Wolf Boulevard and East Johnson Avenue, the new fields will show activity and campus life to those driving through the regionally important intersection (when in use). The athletic fields are relocated from just north of Alumni Boulevard, which allows for redevelopment of those fields in the long-term plan.

HIGHWAY 351 CONNECTOR, AGGIE ROAD ROUNDABOUT AT FARMERS MARKET

Red Wolf Boulevard connects to Highway 351 via a curvy and residential section of Aggie Road. Arkansas Department of Transportation seeks to provide a more direct connection between the Jonesboro Municipal Airport and Red Wolf Boulevard. The new road connector will largely use Hereford Drive and Longhorn Drive rights-of-way as the new road passes through the farm. The project includes a new roundabout at Aggie Road at the entrance to the Farmers Market.

The roundabout will make the Farmers Market and its expansion more visible and accessible. As the road connector is designed and access to the road is managed, A-State should consider intra-farm circulation as the use of Hereford Drive will change.



REPURPOSING AND RENOVATIONS

COLLABORATION SPACES

Space needs analysis and interviews with academic leaders uncovered both a need and an opportunity. In contemporary instruction, significant learning occurs outside of the classroom. Coordination meetings for group projects and follow-up conversations between faculty and student occur in collaboration spaces in academic buildings. Many of A-State's academic buildings were constructed to be highly efficient, which means that many lack informal gathering spaces in near proximity to classrooms. The Reynolds Center for Health Sciences and the Humanities and Social Sciences Building were designed with informal collaboration spaces, which are effective and popular with students regardless of their major and college.

The space needs analysis indicated that with more efficient course scheduling that many classrooms can be considered surplus and can be repurposed. In those academic buildings without sufficient informal collaboration spaces, A-State should redevelop surplus classrooms into informal collaboration spaces, such as has been done in Laboratory Sciences East. The most successful collaboration spaces are those that are in prominent locations within the building and are near classrooms and teaching laboratories.

RESIDENCE HALL RENOVATIONS

A-State should continue to renovate both the rooms and the common areas within the residence halls. The campus

master plan's deep dive into the condition and programming of the residence halls indicated that significant renovations are needed to keep halls functioning well for many years and to meet the expectations of students. Traditional halls like University, Kays, and Arkansas should be renovated, as well as Collegiate Park, Northpark Quads, Red Wolf Den, and the Living Learning Communities.

EXPAND WELCOME CENTER PARKING

Several renovations are proposed around the Welcome Center to enhance the first-time visitor experience and improve circulation. A-State should construct a larger parking lot to accommodate more visitor parking. The current Welcome Center entry sign on Aggie Road is easy to miss. Those that miss the parking lot entry must loop around the campus to find their way back to the Welcome Center, as the circle does not allow access back to the parking lot. The entry sign should be made larger for easier recognition by first-time visitors.

VISUAL GATEWAYS

Major regional roadways pass through the campus, and gateways along these major roads should announce the university identity. Drivers who know they are passing through a university campus may be more alert for pedestrians and cyclists. The gateway at Red Wolf Boulevard and Aggie Road may be improved, and new gateway signage and landscaping should be installed at Red Wolf Boulevard and East Johnson Avenue, and at Marion Berry Parkway where the historic quadrangle terminates at the Neil Griffin College of Business Building.

REMOVAL CANDIDATES

ADMINISTRATION ANNEX

The one-story, 3,238 GSF Administrative Annex was constructed in 1970. The relocation of existing administrative offices and the demolition of the building will create an essential and rare opportunity – the expansion of the historic pedestrian mall so that it encompasses the Neil Griffin College of Business Building and the Delta Center for Economic Development. The Finance and Administration offices (2,100 ASF) should move into underutilized and reconfigured space in the nearby Administration Building or Neil Griffin College of Business. The building is currently the AT&T demarcation point and is also the location of the ITS fiber hub. A-State should relocate this infrastructure into the first floor of the A-State Museum.

EDUCATION AND LEADERSHIP STUDIES

The approximately 28,000 GSF building should be removed. The building, constructed in 1954, is categorized within the campus's poorest condition quintile per the building condition assessment. The building site is across a plaza from the Reng Student Union and immediately south of University Hall. A-State should relocate International Student Services offices into reconfigured space in the Reng Student Union or vacant space in the Dean B. Ellis Library to increase its visibility. The Sociology & Criminology offices should move to underutilized and reconfigured space in the Education/Communications Building. A-State should redevelop the site as open space.

INTERNATIONAL PROGRAMS BUILDING

Built in 1954, the approximately 26,000 GSF building should be removed. The building is within the campus’s poorest condition quintile in the building condition assessment. A-State should move the International Programs department to the Reng Student Union to increase the program’s visibility.

The siting of four adjacent buildings – Reynolds Center for Health Sciences, Smith Hall, Nursing & Health Professions Building, and the International Programs Building – creates a physical barrier for those walking among the northeast residence halls and the Reng Student Union, and the academic core. Since it is difficult to penetrate this wall of structures, pedestrians must funnel down Caraway Road, which creates conflicts with vehicles. The removal of the International Programs Building will shorten this barrier and provide a more direct walking path between the Reng Student Union and the northeast athletics and recreation complex.

THE VILLAGE APARTMENTS

The 29 buildings, ranging in size from 3,383 GSF to 11,455 GSF, have a significant amount of deferred maintenance. They rank below average in the updated facility condition assessment, and the construction level is below that expected for long-term university buildings.

The campus master plan recommends that A-State continue to address life/safety concerns in the buildings, but do not make major repairs. When it is appropriate because of declining facility systems and a lack of demand, each Village building should be removed. When determining occupancy, students should take precedence over university staff.



CAMPUS OPEN SPACE

CAMPUS COMMONS TO UNITY PARK EXTENSION

The open space east of the Reng Student Union currently operates as the campus’s "front yard" – the place where planned and unscheduled student activities spill outside and where informal recreation and hanging out happen. In contrast to the more formal, academic-focused, and conservative historic mall and the smaller plaza on the west side of the Reng Student Union, the Campus Commons is where students will hang out just to be seen. The open space should be defined by the building edges of the Reng Student Union, Wilson Hall, Humanities and Social Sciences Building, Red WOLF Center, the westernmost Greek house, and the Nursing and Health Professions Building.

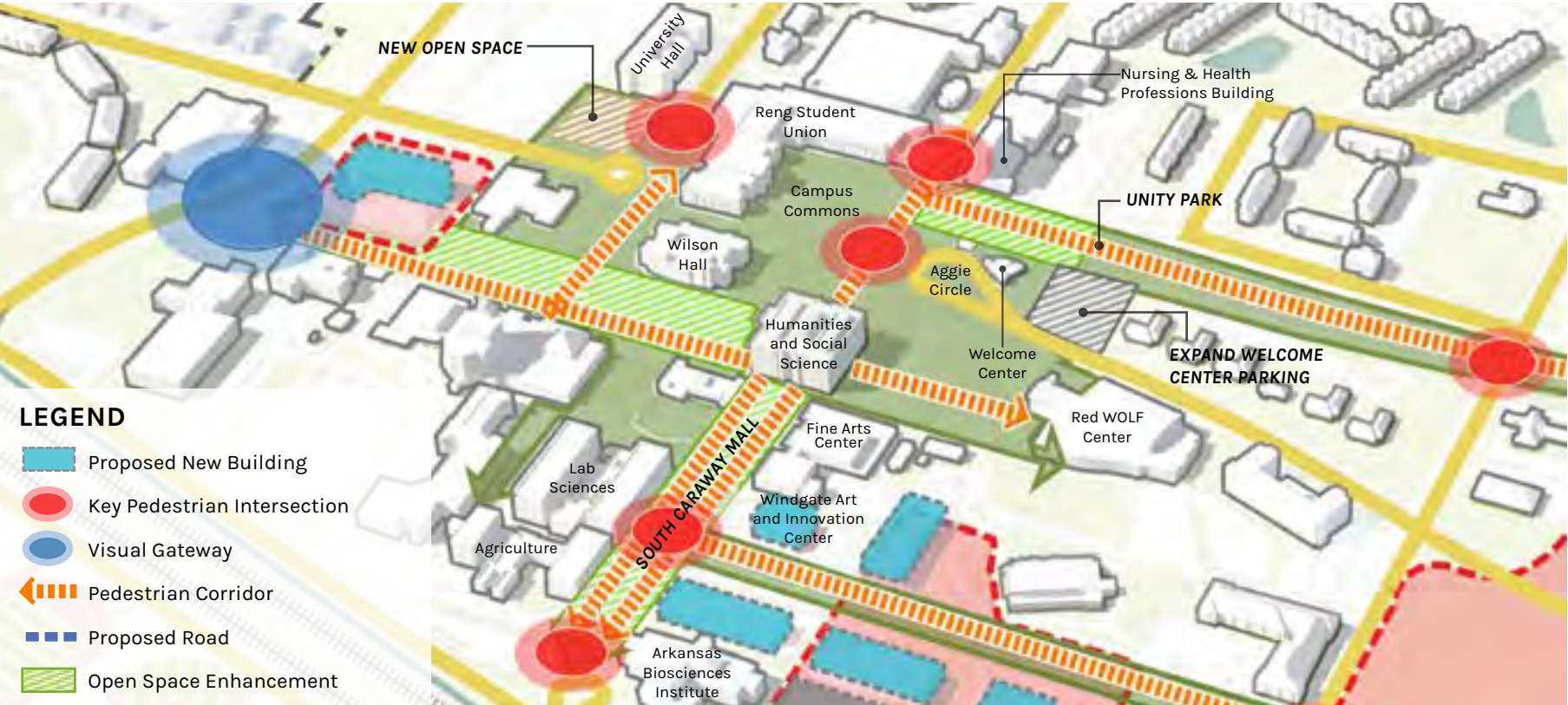
The Campus Commons has many spaces in one. It is the existing hardscaped plaza at the east door of the Reng Student Union, the formal Unity Park, and the more natural and canopied area north and east of the Humanities and Social Sciences Building. The Welcome Center and its parking sit within the Campus Commons, with Aggie Road and North Caraway passing through it. Since all larger-scale recreational spaces are south of campus and effectively must be driven to, the Campus Commons is the de facto informal recreational space for both on-campus residents and commuter students.

After the current programs in the International Programs Building are relocated and the building is removed, the site should be redesigned and redeveloped as open space. The

Campus Commons lawn should extend east through the International Programs site and through the south end of parking lot N-7 to connect the Reng Student Union with Unity Park. The open space will provide residents of the Living Learning Communities and North Park Quads more direct access to the Reng Student Union.

NEW OPEN SPACE AT AGGIE AND DEAN

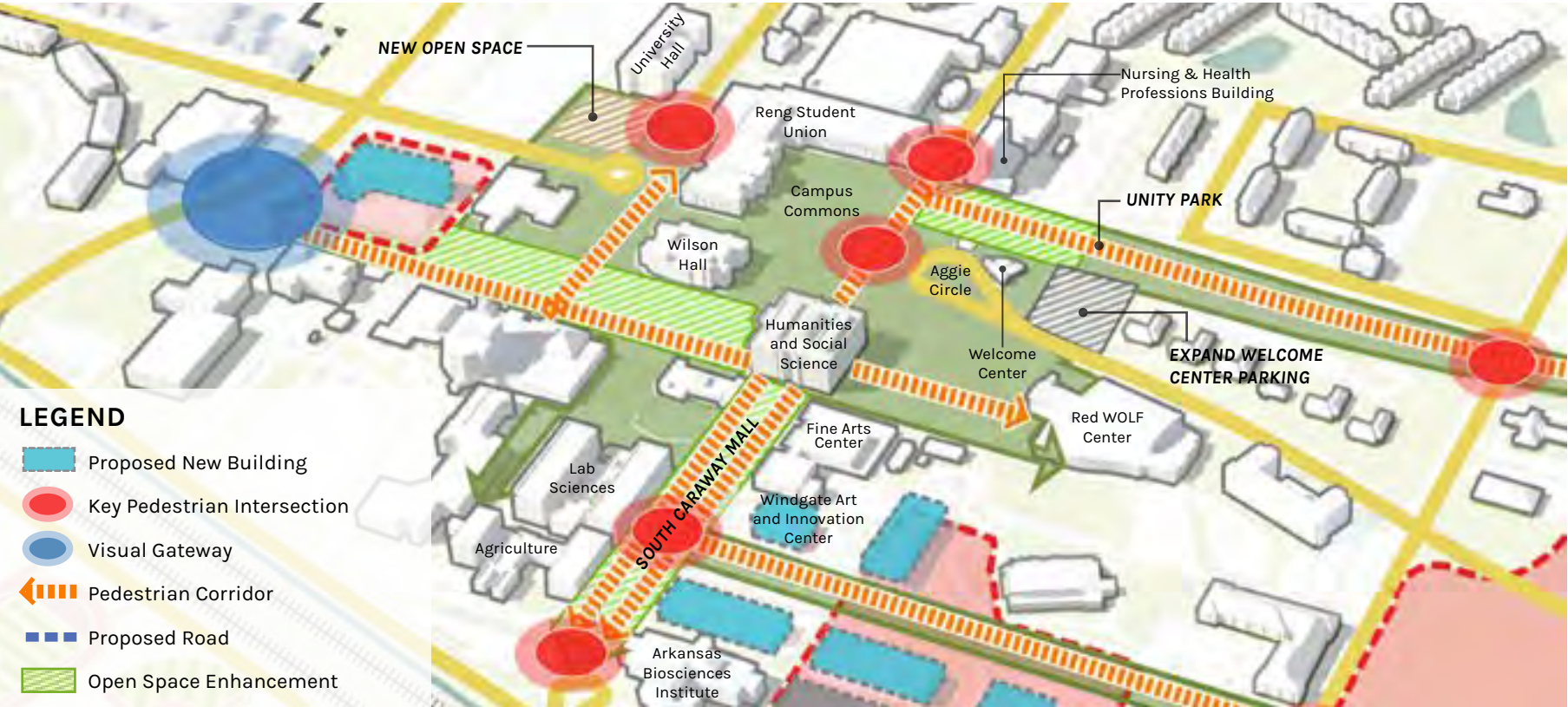
After current programs in the Educational and Leadership Studies are relocated to nearby facilities, and the building is removed, the site should be redeveloped as open space.



SOUTH CARAWAY MALL DEFINITION

The existing South Caraway Mall is a result of the conversion of the former Caraway Road right-of-way into an open space. The South Caraway Mall has been very effective at creating a new open space character for the south section of campus. The campus master plan update does not propose any changes to the South Caraway Mall. Rather, it seeks to better define it. The east edge of the mall is poorly defined by surface parking lots between the Arkansas Biosciences Institute and the Fine Arts Center. The Windgate Art and Innovation Center, a future academic/research building, and the Southeast Mall will complete the definition of the eastern edge.

The existing design of South Caraway Mall should be followed when establishing new portions of the mall. This includes replicating the approach to seating, landscaping, and decorative pavement.





Campus Master Plan Recommendations: Long Term

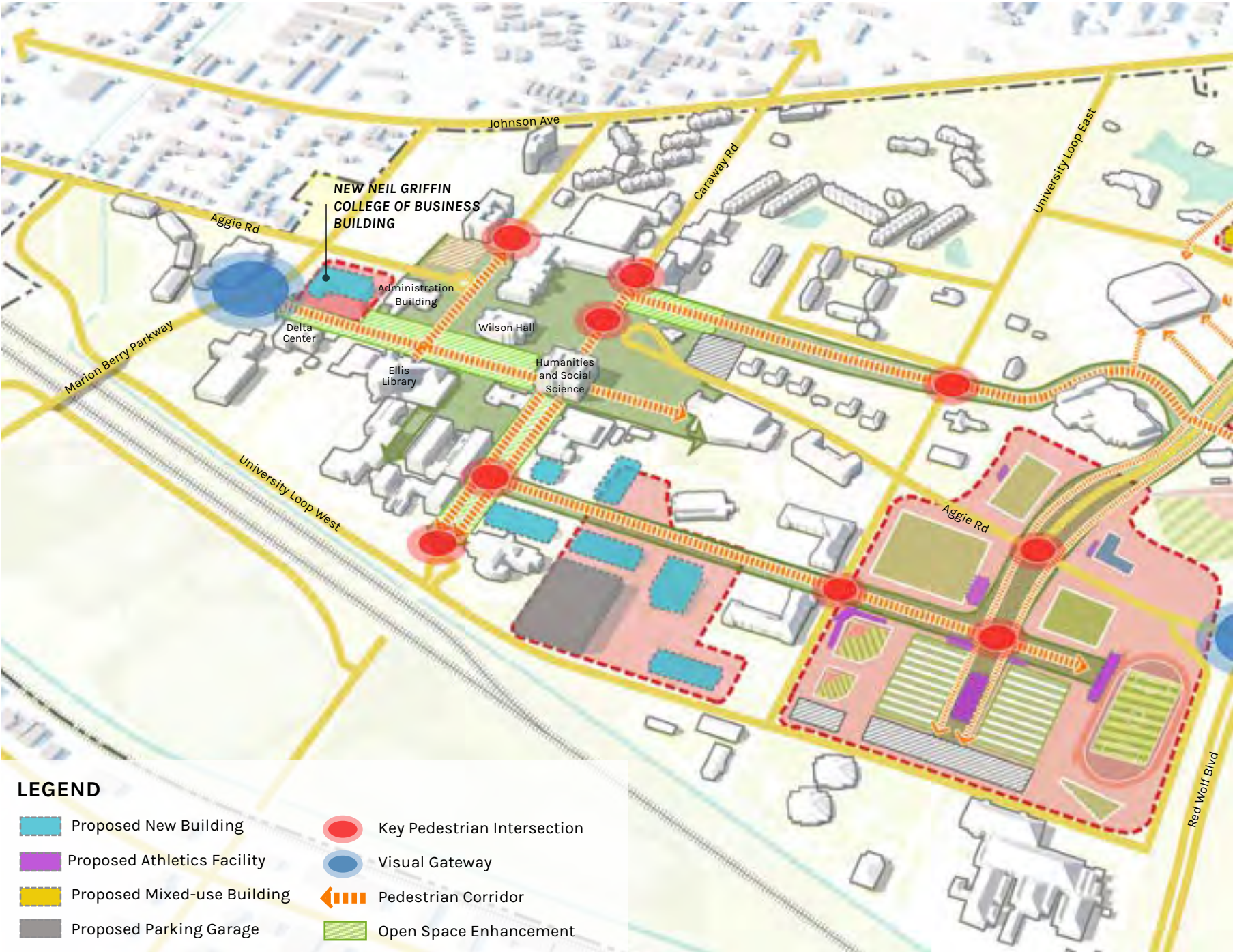
The near term projects set the structure for the Long Term Recommendations. The long term projects create new patterns of academic buildings and open spaces and remake and intensify the campus between University Loop East and Red Wolf Boulevard. The Long Term Recommendations consist of new construction and continued renovations, and improvements to open spaces and circulation. As university enrollment and on-campus activity increase, A-State should consider these longer term opportunities.

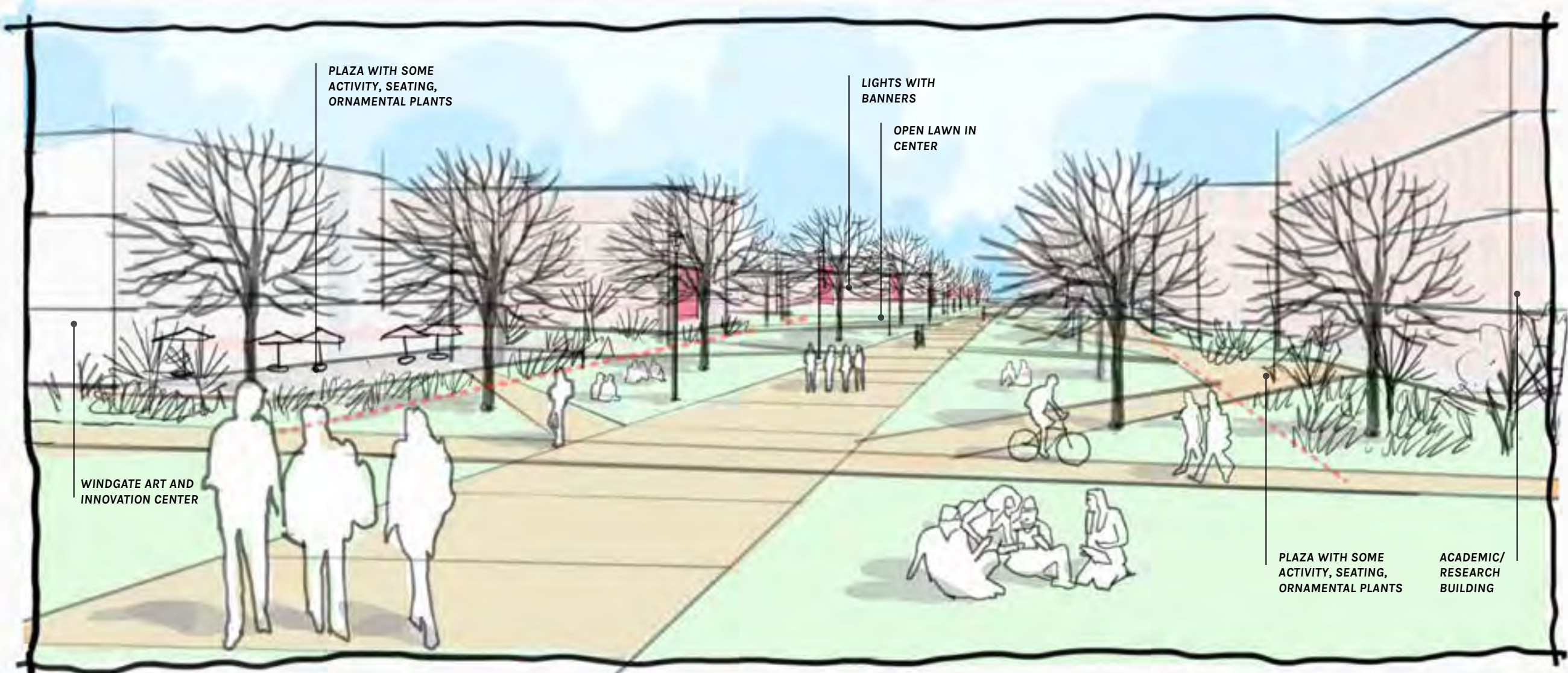
NEW NEIL GRIFFIN COLLEGE OF BUSINESS BUILDING

Constructed in 1939, the Neil Griffin College of Business Building needs remodeling or removal. In the interim term, the existing building could be modestly remodeled to provide the unique instructional spaces and laboratories for the college. In the longer term, the building should be removed.

The new building could be constructed just north of the existing business building. To better define and extend the historic mall, the south front of the new building on this alternative site should align with the southern facades of Wilson Hall and the Administration Building. With the new business building on this second site, the Marion Berry Parkway gateway experience would be an open view up the historic mall to the terminating Humanities and Social Sciences Building.

A second opportunity site is the west end of the historic mall, after the near-term removal of the Administrative Annex. An advantage of this site is the east facade of the new building would terminate the view of the historic mall from the Humanities and Social Sciences Building, and its western facade would serve as a building gateway for those entering campus from Marion Berry Parkway.





ACADEMIC/RESEARCH BUILDINGS ON THE SOUTHEAST MALL

The campus master plan update reserves multiple sites for future academic and research needs that will be identified after the planning horizon. In the near term, the Windgate Art and Innovation Center sets up a new east/west pedestrian mall. The new southeast mall will connect to the Windgate Center for Three-Dimensional Arts and pass through the Pack Place residential buildings. Fronting the mall are multiple opportunity

sites for academic, research, residential, or other university buildings.

The future southeast academic buildings will expand the academic core into the southeast campus precinct, now occupied by surface parking lots. New buildings should face and define the southeast mall.

The architectural character of the future buildings should embody a contemporary campus aesthetic derived from the contextual precedent established by Laboratory Sciences East,

the Windgate Art and Innovation Center, and the Windgate Center for Three-Dimensional Arts. Building upon A-State's blend of mid and late 20th century modern structures, new designs should promote a progressive aesthetic inspired by the programs and functions to be accommodated by the new structures. Configurations for all structures should actively engage the new academic quadrangle they define and be organized such that activity and transparency are focused on the new campus space.

SOUTHEAST PARKING STRUCTURE

The campus master plan update envisions a transformation of the southeast corner of campus from surface parking to an active and attractive university precinct with academics, research, housing, and open space. In the early phases, relocated surface parking can occur on the sites of the removed Village Apartments sites and future academic building sites. When the recommended academic and research structures are constructed, a parking deck will become necessary to provide parking for additional uses and replace surface parking. The parking deck should be constructed only when surface parking lots are required for building sites and only when local parking demand requires it.

The site east of the Arkansas Biosciences Institute should be reserved for a south parking deck. Views of the Arkansas Biosciences Institute from University Loop South should be considered during the deck siting. The future deck will be within the viewshed of those traveling north on Caraway Road south of campus.

The adjacency to the Arkansas Biosciences Institute means that architectural design is important. The design of above-grade parking decks should consider the following:

- **Ground Level Interest:** Where parking decks and pedestrian walkways adjoin, the parking deck should have landscape features and architectural detail, materials, and textures that establish a comfortable and well-proportioned human scale.

- **Exterior Facades:** The exterior walls of parking decks should be finished with materials like adjacent campus buildings. Exterior elevations should contain horizontal rather than angled design elements (e.g., ramps or sloping floors should be located away from the visible perimeter of the structure). The scale of the large structure should be visually broken down by sensitive articulation of horizontal and vertical elements and variations in massing, openings, and materials that are well proportioned and have a human scale.
- **Security:** Elevators and stairs should be located on the perimeter of the structure to provide natural surveillance from exterior public areas. The stairs, elevator shaft, and cab should have glass facing the exterior public areas. Floor plans should be open to improve sight lines, eliminate hiding places, and enhance visibility from the surrounding areas.

SOUTHEAST MALL

Surface parking lots and small apartment buildings dominate the southeast portion of campus. The area features little open space. The recommended southeast mall will provide a logical structure to organize redevelopment in this area and will extend the pedestrian-focused character of the academic core into this area.

The character of the mall will change from its western start at the existing South Caraway Mall. It will initially pass through academic and research buildings and should have the character and program of an academic mall. As it extends east, it will go through the Pack Place residence halls, which currently lacks sufficient open space for passive recreation. As it intersects with University Loop East, the southeast mall becomes an organizing and circulation spine for the proposed athletics and recreation district.

Important nodes along the southeast mall will include:

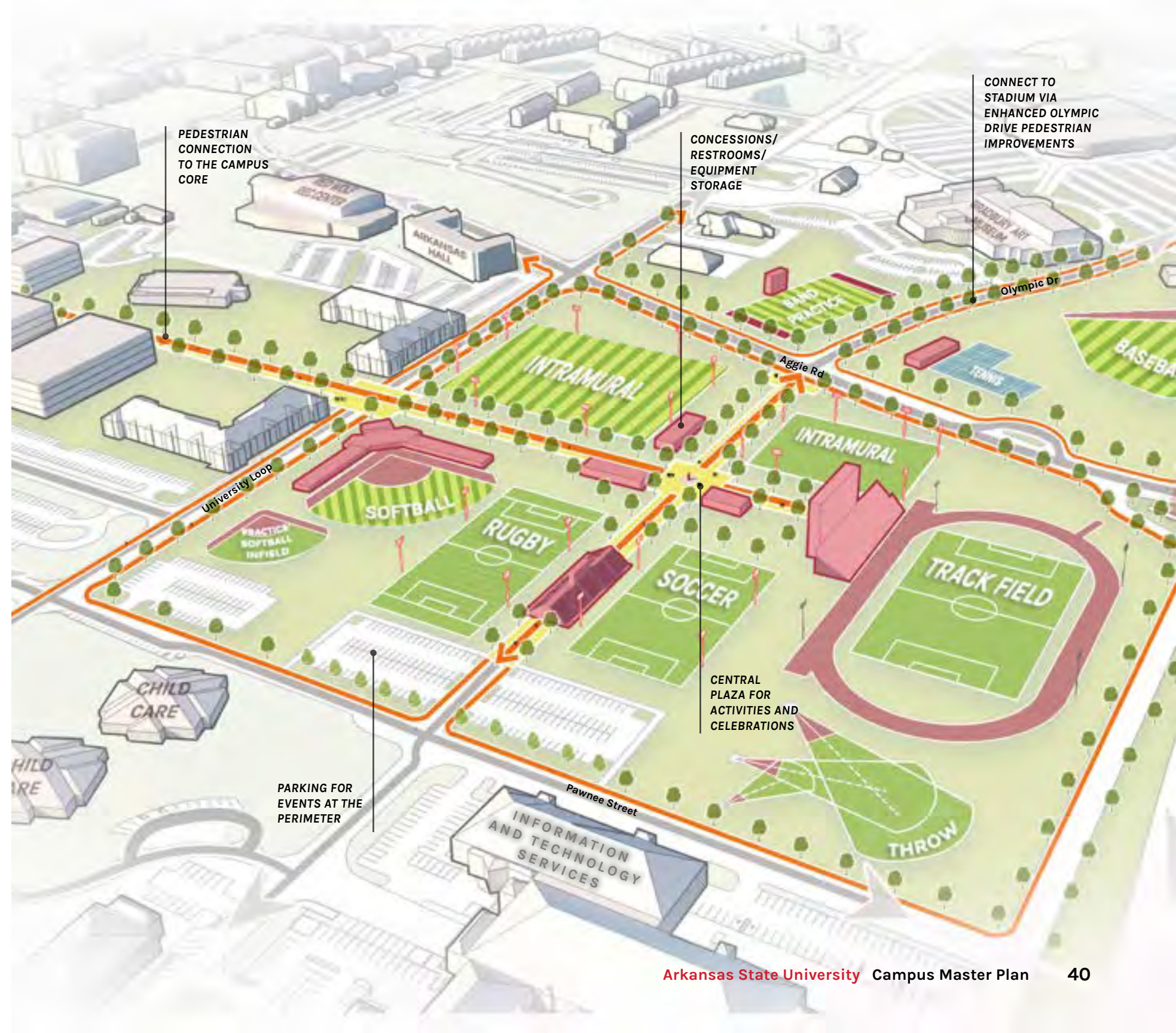
- Where the mall crosses University Loop at Pack Place, where a visible and safe pedestrian crossing is necessary.
- Where the mall crosses the pedestrian-only southern extension of Olympic Drive in the core of the athletics and recreation district.
- The east end of the southeast mall where a substantial athletic facility structure should visually terminate the end of the mall.

SOUTHEAST REDEVELOPMENT OPPORTUNITY: ATHLETICS AND RECREATION DISTRICT

The new Southeast Mall will pass through the Pack Place buildings, cross University Loop East, and enter the quadrant of campus now occupied by The Villages Apartments. After or during the time when The Village Apartments are incrementally removed, this approximately 25-acre portion of campus will be available for redevelopment. The site has prominent visibility from Red Wolf Boulevard and access from Aggie Road, University Loop East, and Pawnee Street.

A-State should redevelop the site to meet the needs of the university or its partners. One opportunity is to create a unified athletics and recreation district. Many athletic and recreational facilities are cut off from the central campus by the double active rail lines. Students who wish to participate in intramural competitions or athletes who compete must drive over the Marion Berry bridge and loop under the bridge to access tennis, soccer, track and field, rugby, and intramural fields.

A-State could incrementally relocate these facilities from south of the rail lines to the southeast redevelopment site. The lights and playfields would be visible from Red Wolf Boulevard and indicate an active campus life to the community. The relocated athletic facilities could share amenities with the baseball field and arena now north of Aggie Road. As indicated in the conceptual diagram, the band practice field could be relocated to the area south of the Fowler Center for easier access to instrument storage. With athletics and recreation fields flanking Aggie Road, the entry experience for those entering campus from Red Wolf Boulevard is significantly improved.

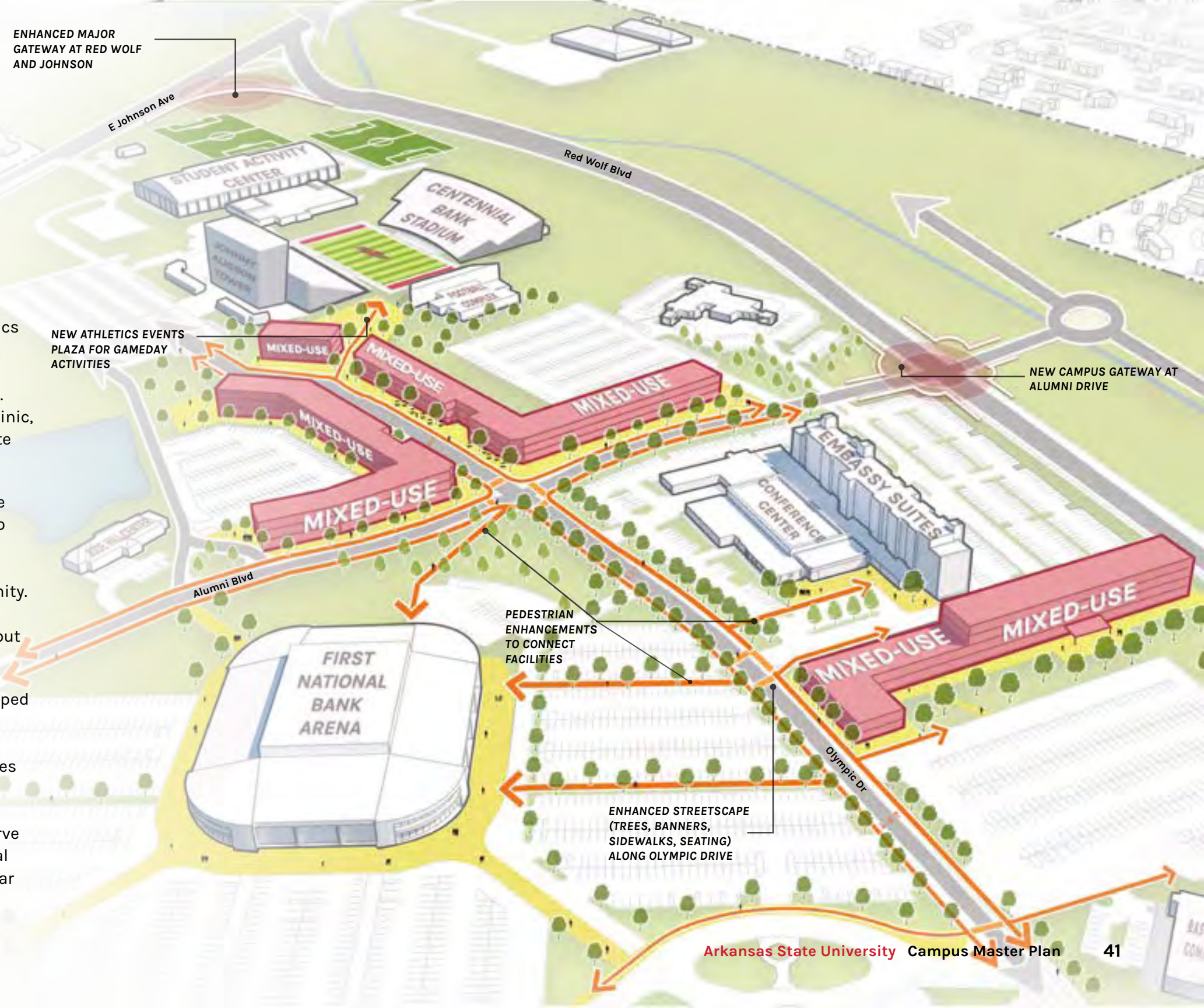


ATHLETICS AND CONFERENCE VILLAGE OPPORTUNITY: MIXED-USE VILLAGE

When football practice fields are relocated from Alumni Boulevard at Olympic Drive to north of the Student Activity Center, the opportunities to redevelop and densify the athletics and conference village will further expand. The area between University Loop and Red Wolf Boulevard north of Aggie Road is largely automobile-focused with large surface parking lots. These lots now separate the arena, the stadium, the health clinic, and the conference center/hotel so that they each are discrete uses and driving destinations.

A-State should redevelop the surface parking lots to meet the needs of the university and its partners. One opportunity is to build on the success of the Embassy Suites and conference center to create a thriving pedestrian-friendly mixed-use village, in partnership with the private development community. The intent of the mixed-use village is to make the Jonesboro campus a destination for the region not only on game days, but throughout the year.

The surface parking lots along Olympic Drive can be redeveloped to mixed-use developments that could consist of retail, restaurants, residential, and offices. On game days at First National Bank Arena and Centennial Bank Stadium, these uses would serve those attending the game or event, improving and extending their on-campus experience. At times without athletics events, the mixed-use developments would also serve conference attendees, hotel guests, students and the regional Jonesboro community. In an area dominated by busy vehicular roads, the walkable retail district will be a place to meet and socialize.

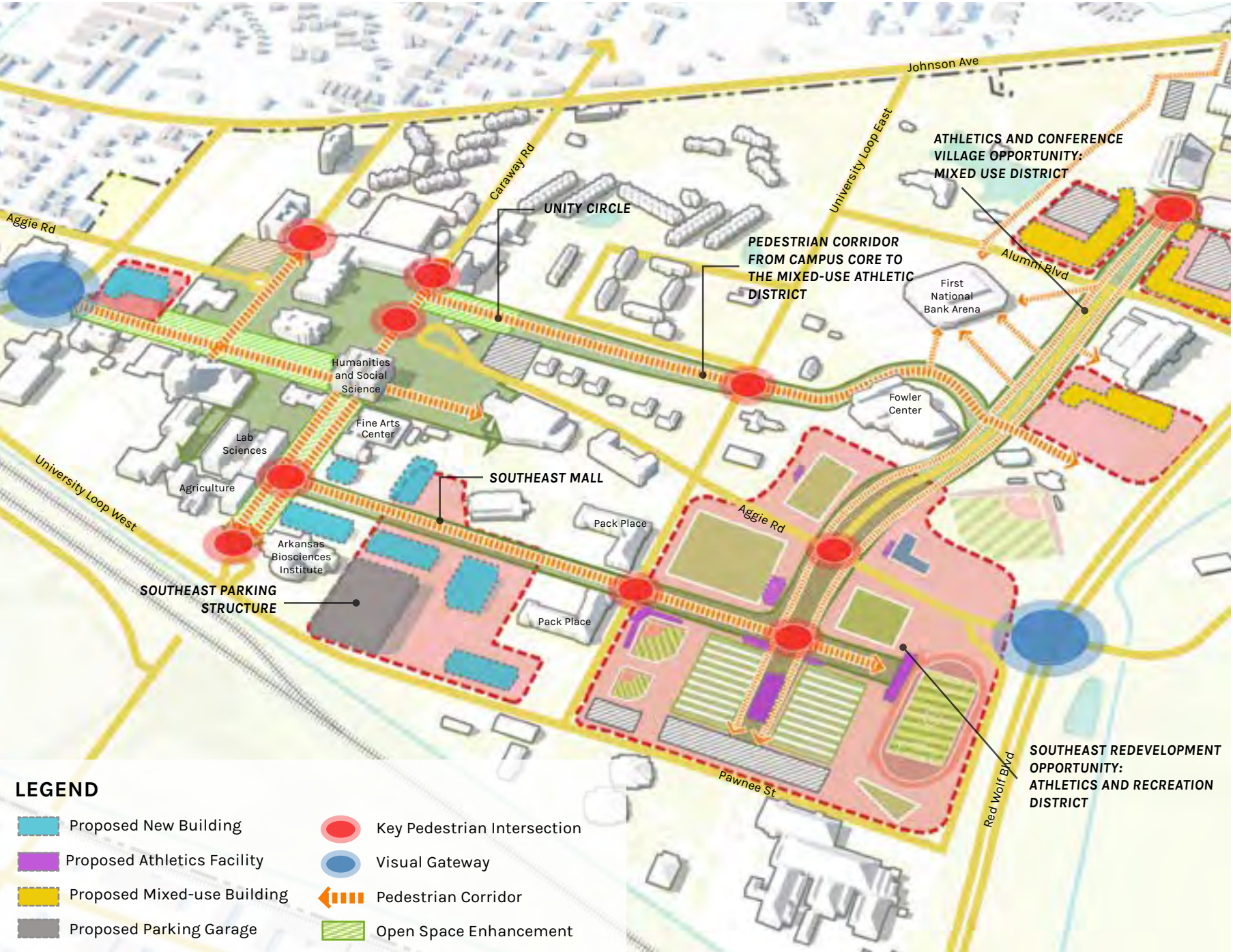


PEDESTRIAN CORRIDOR FROM CAMPUS CORE TO THE MIXED-USE ATHLETIC DISTRICT

To connect to the mixed-use district redevelopment area on the northeast corner of the campus, a new pedestrian corridor is proposed to promote an accessible and pleasant connection from the campus core to the mixed-use district, spreading the campus activity east of University Loop East on non-game days.

The pedestrian corridor will be an extension of the connection established between the Campus Commons and Unity Park proposed in the near-term plan. The pedestrian corridor should follow the existing sidewalk north of the sorority housing. The pedestrian crossing at University Loop East should be prominent and safe.

East of University Loop East, the pedestrian path should route through existing fraternity houses on the north side of the Fowler Center to the front drop-off area of the Fowler Center and Bradbury Art Museum. The proposed pedestrian path connects several significant campus cultural assets. The pedestrian path should connect to Olympic Drive at the south end of the mixed-use district. The pedestrian corridor should be designed with seating, lighting, banners, and landscaping to promote pedestrian use, and should also be accessible by multiple modes including bikes and scooters.



Acknowledgments

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