Master Plan 2020-2030 Update
Master Plan 2020-2030

Goals:

- Support the 2018-2023 Strategic Plan *Embracing the Tradition and Envisioning the Future* with appropriate physical plant and infrastructure resources.
- Plan for key building footprint components, both new construction and renovation/renewal/repurpose, on-campus or off-campus, incorporating multiple delivery methods, as required to support identified academic and student programs.
- Provide long-range residential housing plan.
- Plan for enhanced transportation and parking systems.
- Plan for forward-looking campus infrastructure systems.
- Enable connectivity with the City of Radford and greater Southwest Virginia.
Master Plan 2020-2030

Themes:
• Consistent Aesthetic Campus Brand - materials, colors, style, density and open space
• Efficiency/Effectiveness/Collaboration of Building Spaces
• Anticipate and Enable Growth
• Accessibility
• Sustainability
• Safety
Master Plan Committee

EXECUTIVE STEERING COMMITTEE
• President’s Office
• President’s Cabinet

MASTER PLANNING COMMITTEE
• Mike Biscotte - Chair
• Ashley Schumaker - Administrative Liaison
• Academics - Kenna Colley
• Student Affairs - Jamie Penven
• Advancement - Tom Lillard
• Enrollment Management - Mildred Johnson
• DoIT - Danny Kemp
• University Relations - Nickola Dudley
• Finance and Administration - Michael Gawrys, Jorge Coartney, James Perkins, Scott Shaffer
• Athletics - Robert Lineburg
• RU Foundation - John Cox
• Faculty Senate - Jake Fox
• AP Staff Senate - Sandra Bond
• Classified Staff Senate - Karen Montgomery
• Student Senate - Julianna Stanley
• At-Large - Rick Roth, David Sallee
Timeline

- Kickoff Meeting - President’s Charge to Committee: April 2018
- Data Collection/Discovery - Planning Committee: Nine months
  - Document Preparation Team - Assemble Baseline Information
  - Initial Planning Committee Meeting - Process and Deliverables
  - Breakout Sessions - Charrettes/One-On-Ones
  - Campus Open Forums - Gather Input
  - Review Meetings - Validation of Breakouts
  - Summary Planning Committee Meeting - Document Results
- Review Meeting with Executive Steering Committee: February 2019
- Analysis and Options - Planning Committee: Three months
- Review Meeting with Executive Steering Committee: April 2019
- Prepare Draft Master Plan - Planning Committee: Four months
- Review Meeting with Executive Steering Committee: August 2019
- Prepare Prefinal Master Plan - Planning Committee: Three months
- Prefinal approval by Executive Steering Committee: November 2019
- Present Master Plan to BOV for Approval: December 2019
Master Plan 2020-2030

Basic Elements of any Master Plan:

• Identify existing Enterprise Assets

• Identify and analyze future Enterprise Needs

• Recommend Enterprise Additions/Improvements to meet needs
Background Information and Existing University Assets
Previous Master Plan - 2008

10 years out the plan

New Construction:
- Kyle Hall
- CHBS
- CFTS
- SRWC
- SORC
- Hitting Facility
- Softball Stadium

Renovations:
- Whitt Hall
- Muse Hall
- Pocahontas
- Boiling, Draper Halls

2008
Campus LEED Map

LEED Gold
LEED Silver
Campus Buildings (pre-LEED)
Campus Transport Map
Radford City Comprehensive Plan Maps
### Campus Distribution of Space

<table>
<thead>
<tr>
<th>Category</th>
<th>NASF</th>
<th>% Total NASF</th>
<th>Number of Buildings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academics</td>
<td>652,000</td>
<td>37%</td>
<td>17</td>
</tr>
<tr>
<td>Administration</td>
<td>118,600</td>
<td>7%</td>
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<td>Physical Plant</td>
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<td>Athletics</td>
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<td>7</td>
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<td>Student Services</td>
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<td><strong>Total</strong></td>
<td>1,741,950</td>
<td>100%</td>
<td>59</td>
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</table>
Campus SF by Decade

- 1910 TO 1939
- 1940 TO 1949
- 1950 TO 1959
- 1960 TO 1969
- 1970 TO 1979
- 1980 TO 1989
- 1990 TO 1999
- 2000 TO 2009
- 2010 TO 2017
Initial Findings and Identified University Needs
2018-2023 Strategic Plan Overall Impacts

• Specific goals incorporated into each sub-committee deliberation
• Overarching goal to grow student body 3% annually through 2023 generates traditional on-campus headcount of 10,500+/-
  ➢ Based on current space utilization and programs, the present campus building inventory can generally serve the needs - limited requirements to grow basic campus academic footprint over the 10-year Master Plan window
  ➢ Concentration on renovations and repurposing
  ➢ Specific added footprint needs to be reviewed as identified
• Provide expanded and varied academic delivery methods and tools for classes
Master Plan 2020-2030

Summary of Initial Discussions

• Include both on-campus and off-campus - RUC Roanoke campus, RHEC, SWVHEC, RU Corporate Park and Selu
• Investigate current space usage efficiency/utilization
• Review residences for multi-use (living-learning, non-traditional, new off-campus space, etc.)
• Better connect central campus to athletics/recreation campus
• Improve front door/campus perimeter and overall campus wayfinding
• Improve transportation and parking programs
• Incorporate/connect to City of Radford
Master Plan 2020-2030

Campus Forums Feedback Themes

- Campus descriptions - compact, home-like, red, green space, scenic, traditional, beautiful
- Improve parking/transportation - commuters, visitors, transit routes
- Improve front door and campus perimeter
- Provide/improve meeting/gathering/event spaces
- Connection to New River - rafting, adjacent trails, biking and recreation
- Work with City to improve retail/dining/etc. offerings
Space Planning Study Information

Summary

- **Classrooms** - Inventory is strained during peak hours. Adjusting classroom capacity mix and scheduling practices may help alleviate the strain.

- **Class Laboratories** – None of the disciplines meet the study’s or SCHEV’s average utilization targets. Consider analyzing lab space needs in more depth and verify that labs are classified correctly.

- **Office Space** - Existing inventory should be sufficient. Consider standardizing office size when programming new space or reconfiguring existing space.

- **Overall** - NASF per Student FTE (124) is lower than expected for an institution similar to Radford (135-145).
### Main Campus

**Scheduled Classroom Use by Day and Time - Fall 2017**

(Darker colors indicate a large percentage of rooms are scheduled.)

<table>
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<tr>
<th>Time</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
<th>Average</th>
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<td>36%</td>
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<td>47 Rooms</td>
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<td>85%</td>
<td>91%</td>
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<td>63 Rooms</td>
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</tr>
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<tr>
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<td>14 Rooms</td>
<td>20 Rooms</td>
<td>9 Rooms</td>
<td>0 Rooms</td>
<td>11 Rooms</td>
</tr>
</tbody>
</table>

*The average is calculated on Monday through Friday use.*

**Total classrooms = 91**
### Space Planning Study Information

**Fall 2018 Class Schedule**

Approximately 1350 total classes

<table>
<thead>
<tr>
<th>Time</th>
<th>Classes</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>MWF</td>
<td>500</td>
<td>36%</td>
</tr>
<tr>
<td>MWF-night</td>
<td>90</td>
<td>7%</td>
</tr>
<tr>
<td>TR</td>
<td>430</td>
<td>32%</td>
</tr>
<tr>
<td>TR-night</td>
<td>110</td>
<td>8%</td>
</tr>
<tr>
<td>“Off-grid”</td>
<td>220</td>
<td>17%</td>
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</table>

150 of 220 “Off-grid” classes scheduled by five programs
Parking Study Information

Overall Observations
• Parking and transportation system is well organized and efficiently operated.
• Based on peer comparisons, parking count survey and total permits, there are adequate total parking spaces available (71% filled and 29% available at time of survey).
• Spaces are unevenly distributed, with respect to both location and type of permit.
• Condition and capacities of existing parking lots are in good condition overall.
• Transit buses run regularly to all campus and parking locations.

Items for Further Discussion and Analysis
• Create new lots at perimeter of main campus.
• Consider shorter circulator transit route that only serves campus perimeter, and one that only serves campus perimeter and remote lots.
• Consider redistribution of class times to spread out parking.
• Rework central campus lots to remove dead-ends.
Strategic Plan Impacts

- Central Tutoring Space - completed with Harvey Knowledge Center in McConnell
- Create Center for Career and Talent Development - completed in Russell Hall
- Create on-campus space for Military Resource Center - completed in Russell Hall
- Create Student Venture Lab - completed in Kyle Hall
- Create Information Security Studies and Geohazards Research Centers - included in Reed-Curie renovated space in Spring 2020
- Create Center For Interprofessional Education and Practice - included in CAIC building program
Academics Sub-Committee

Sub-Committee Outcomes

• Execute current plan for Center for Adaptive Innovation and Creativity capital project
• Continue to develop capital project for renovations/repurposing for McConnell Library
• Continued growth for WCHHS - Regional partnerships in Health Sciences at RUC, RHEC, others
• Continued growth for ACSAT - Cyber/IT and “Tech Talent Pipeline”
• Continued support for growth of IMPACT
• Continuing changes to academic delivery methods, schedules and tools
• General education reform - REAL may introduce space changes/program revisions
Sub-Committee Outcomes

• Based on the current residence hall inventory and proposed growth, **existing on-campus residence hall capacity appears adequate** over the 10-year Master Plan window

• Norwood and Tyler identified as highest priority residence halls for renovations

• Muse Hall identified as next priority - Banquet Room early project, rest in phases, new façade/aesthetic

• Seek ways to integrate academics in residence halls - living-learning spaces, advising offices, faculty offices and classrooms

• Renovate new off-campus housing to consistent standard
Student Activities and Services Sub-Committee

Sub-Committee Outcomes

• Provide plenty of study/collaborative spaces all over campus

• Explore opportunities for the New River - RU Outdoors, recreation and event spaces

• Explore opportunities to offer thematic/Greek housing

• Work with City to improve off-campus retail/dining/other options
Draft Recommendations
Master Plan 2020-2030
Target Areas of Emphasis

1. Construct
2. Renovate
3. Repurpose
4. Evaluate and Upfit
5. Enhance
6. Create
Target Areas of Emphasis

1. Construct
   • CAIC - Highest Priority
   • Hurlburt addition
   • Administrative Services addition
   • Welcome Center
   • Public safety building
   • Athletics ticketing/concessions building
Target Areas of Emphasis

2. Renovate
   • McConnell Library
   • Tyler/Norwood/Muse Halls
   • Dedmon Center Arena
Target Areas of Emphasis

3. Repurpose
Programmatic expansion through selective repurposing of areas within Davis, Cook, Walker, Peters, Kyle and Young Halls to support:

- WCHHS growth
- CEHD programs
- Tech Talent Pipeline
- Student Venture Lab
- Tourism Lab
Target Areas of Emphasis

4. Evaluate and Upfit

- Classrooms and labs - scheduling, efficiency, delivery methods, REAL General Education
- Student study and collaboration spaces
- Event and meeting spaces
Target Areas of Emphasis

5. Enhance

• Sustainability
• Utilities
• Transit
• Campus perimeter
• Greenspaces
• Branding and identity
Target Areas of Emphasis

6. Create

- Greenway/riverway
- Roanoke campus - RUC/RHEC
- Public-private/retail
- Other opportunities as identified
Overall Land Use Map

Master Plan

New Building
Full Renovation
Partial Renovation
Central Campus
Athletics/Rec Campus
Public-Private Zones

RADFORD UNIVERSITY
CAIC

Master Plan

RADFORD UNIVERSITY
Parking Map

New/Improved Parking Lot
University Drive Bridge Upgrade

Master Plan
Master Plan 2020-2030

Detailed Timeline for Completion:

• BOV presentation - overall themes  
  September 26-27
• Present to campus stakeholders  
  October
• Draft narrative to Committee  
  October 15
• Committee narrative review meeting  
  October 18
• Post draft narrative to campus  
  October 21
• Draft narrative to BOV  
  October 21
• Comments due from campus and BOV  
  November 6
• Final Committee review meeting  
  November 8
• Final Executive Committee review meeting  
  mid-November
• Final draft narrative to BOV  
  November 25
• Present Final Master Plan to BOV for approval  
  December 5-6
Master Plan 2020-2030

Questions/Comments