



# 2

## Master Planning Process

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## 2.1 Purpose and Scope

### THE PURPOSE

The purpose for the campus master plan for The University of Texas at San Antonio (UTSA) is to support the university's strategic vision and a future enrollment of 45,000 along with accompanying faculty and staff. The master plan includes the Main Campus, Park West Campus, and the Downtown Campus. The Institute of Texan Cultures will be addressed in a separate study, given its unique and distinct function.



## 2.1 Purpose and Scope

### SCOPE

The UTSA campus master plan will articulate a roadmap to guide the university's future physical development, investment, and growth to advance academic excellence for the success of our diverse students and to promote the socioeconomic vibrancy of our communities through the provision of access and knowledge development. The plan draws from the university's and community's history and legacy, leverages local assets, and projects a forward-looking framework for UTSA's future.

UTSA is committed to serving the City of San Antonio, advancing local communities, and partnering for economic development.

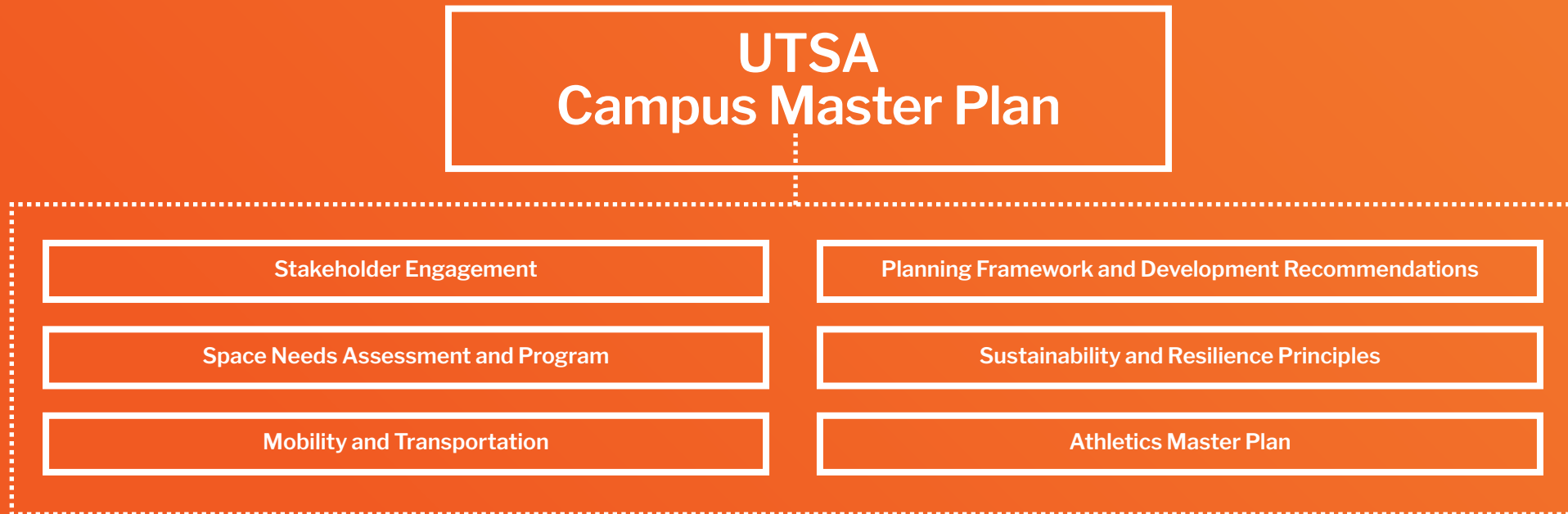
Through the master plan, UTSA is committed to:

- Share facilities with our neighbors
- Promote a welcoming environment for the local community
- Increase and improve open space
- Promote cultural heritage and art
- Provide in-community learning experiences
- Support local businesses and organizations
- Become a leader in sustainability and environmental stewardship

## 2.1 Purpose and Scope

### PLAN COMPONENTS

The following basic components comprise the scope of the UTSA campus master plan:





## 2.2 Planning Process

### Organization

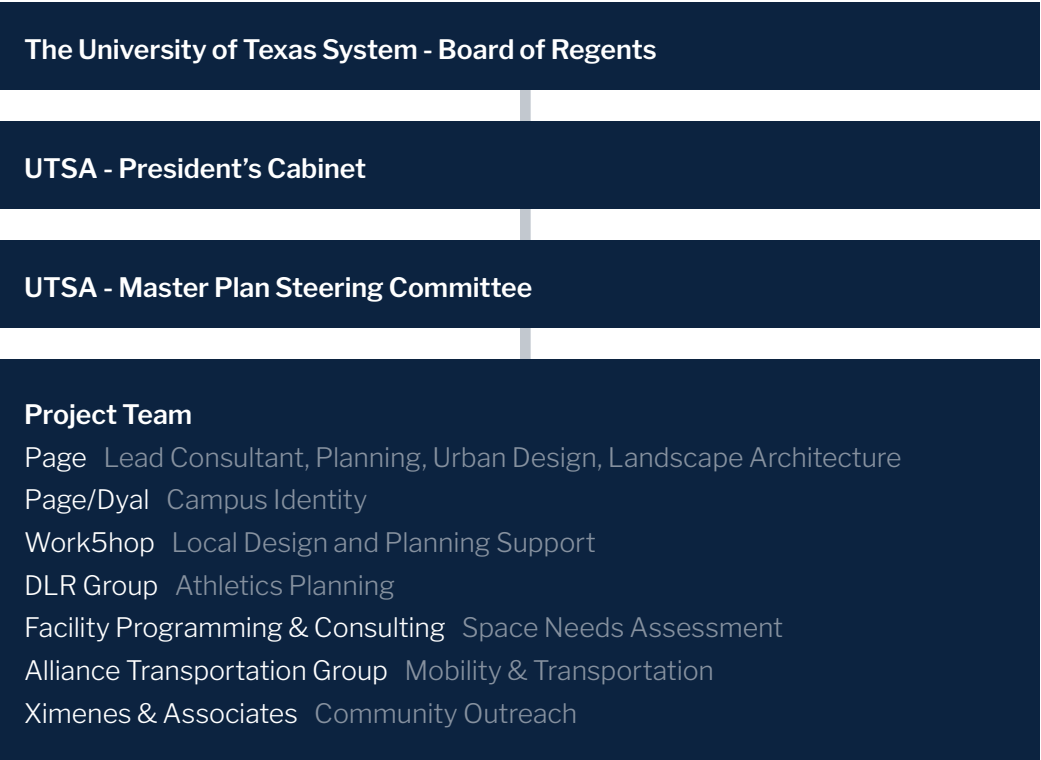
The UTSA campus master planning process was led by the university’s Master Plan Steering Committee and Senior Leadership Team, which provided direction to the consultant team led by Page, a multi-disciplinary planning and design firm. The team also included experts in programming, transportation, community engagement, and athletics planning to support a comprehensive approach. The planning team incorporated multiple rounds of feedback from the campus and San Antonio communities, resulting in a direction toward a preferred framework for each campus.

The Master Plan Steering Committee met five times throughout the planning process and was chaired by Dr. Kimberly Andrews Espy, Provost and Senior Vice President for Academic Affairs.

The committee represented a broad range of stakeholders from across the university, including students, staff, and faculty. As an advisory body, this group provided feedback and recommendations to the President’s Cabinet.

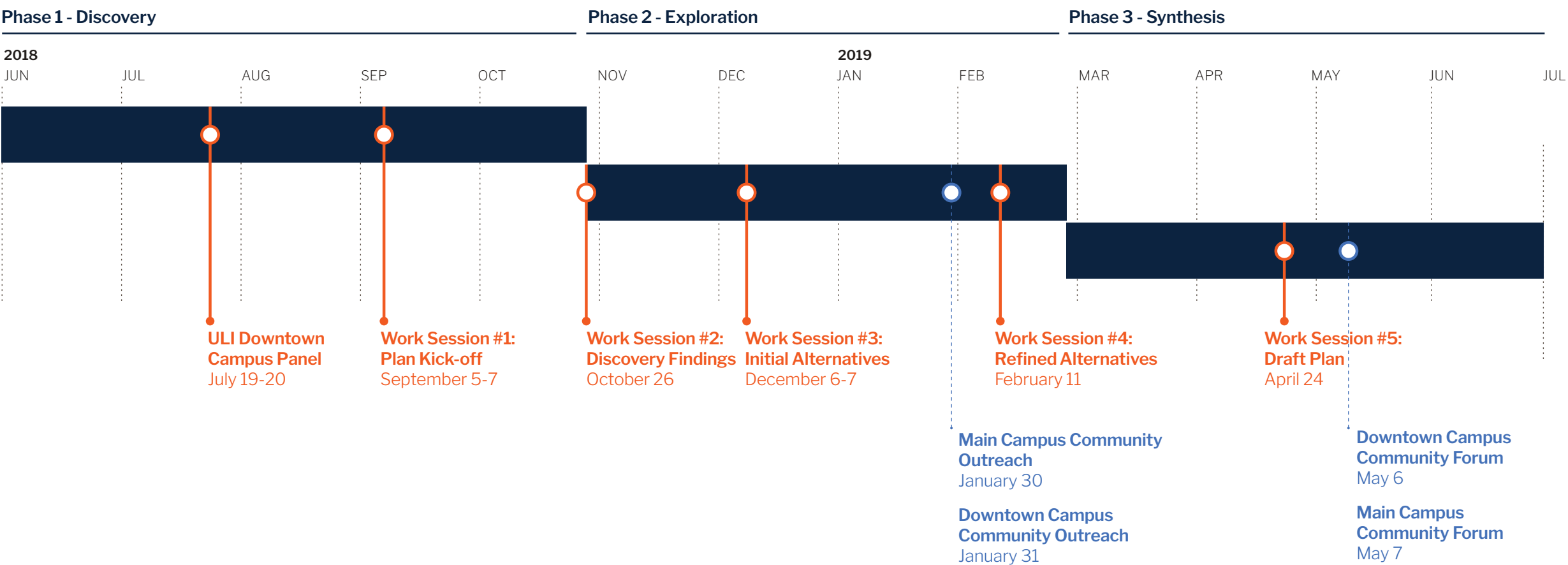
The President’s Cabinet, made up of university academic and administrative leaders, met four times at critical decision-making milestones. This group considered recommendations from the Master Plan Steering Committee and feedback from internal and external stakeholders to provide direction to the planning team.

Master Planning Organization Chart



2.2 Planning Process

Figure 2.1 Project Schedule

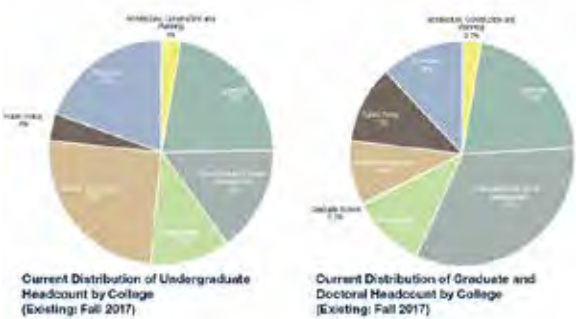


## 2.2 Planning Process

### Phases of Work

The planning process took place over approximately twelve months, from Summer 2018 to Summer 2019, and was divided into three phases of work.

#### Discovery



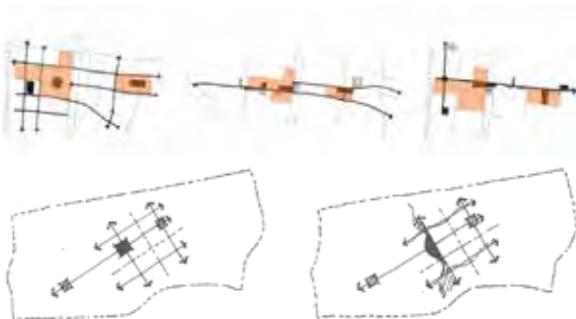
**The Discovery phase included analyzing the programmatic, planning, and design issues that inform the master plan.**

This required kicking off a comprehensive stakeholder engagement strategy, studying past and current planning materials, completing site analyses, and assessing space needs. These tasks culminated in a set of collaboratively authored planning principles.

During the Discovery phase, a master plan for athletics facilities was substantially completed to address short-term planning considerations.

At the end of the Discovery phase, findings were shared with the campus community.

#### Exploration



**The Exploration phase examined options for development at each campus based on the findings from the Discovery phase and guidance from the stakeholder engagement process.**

Two rounds of alternative plan scenarios were evaluated by both the Master Plan Steering Committee and President’s Cabinet, resulting in direction toward a preferred framework for each campus.

#### Synthesis



**The Synthesis phase involved further developing the preferred framework toward draft plan recommendations and finalizing and documenting those recommendations to support the university’s mission, vision, and strategic plan.**

At the conclusion of the Synthesis phase, recommendations were shared with the campus community and the public before refining and documenting the plan in this report.

## 2.3 Stakeholder Engagement

### Internal UTSA Engagement

**The planning for the UTSA campus master plan was informed by an inclusive and interactive stakeholder engagement process involving broad representation and participation from both the campus and wider communities.**

In addition to the work sessions with the Master Plan Steering Committee and President's Cabinet, the planning team actively engaged the campus community throughout the planning process.

The team conducted interviews with twenty-nine staff members from across the university administration and thirteen faculty leaders, including all the college deans. There were also six targeted focus groups with members of the campus community at both campuses to drill down into more specific ideas and concerns. The planning team also met with the Sustainability Council, which includes representatives from across the university, to discuss current and aspirational sustainability initiatives and how the master plan could leverage these to promote more sustainable and resilient campuses.

Four campus forums were held between both the Main Campus and Downtown Campus that were open to the entire campus community. Many students, faculty, and staff attended to learn about the planning process and provide feedback.



Master Plan Steering Committee Meeting on 12.5.2018



Athletics Planning Stakeholder Meeting 7.18.18

## 2.3 Stakeholder Engagement

In the fall of 2018, the planning team launched an interactive online activity called the Discovery Survey to the entire campus community. This tool helped the planning team to understand how students, staff, and faculty experience the campus and what they value in their physical environment.

There were nearly 4,000 responses to the survey, including an over 10% student response rate. These responses were compiled to reveal patterns and themes which provided valuable data to inform the planning process. Appendix E: Discovery Survey Results, reflects the full set of responses to the survey.

**Questions included multiple choice, ranking, and map-based questions. Representative survey questions included:**

- What/where do you consider to be the heart of campus life?
- How do you typically get to campus?
- Do you travel between campuses?
- Are there areas on or near campus you consider to be unsafe?
- What types of campus life spaces would you like to see?
- What types of outdoor spaces would you like to see?

**Themes identified from internal campus stakeholders included the following:**

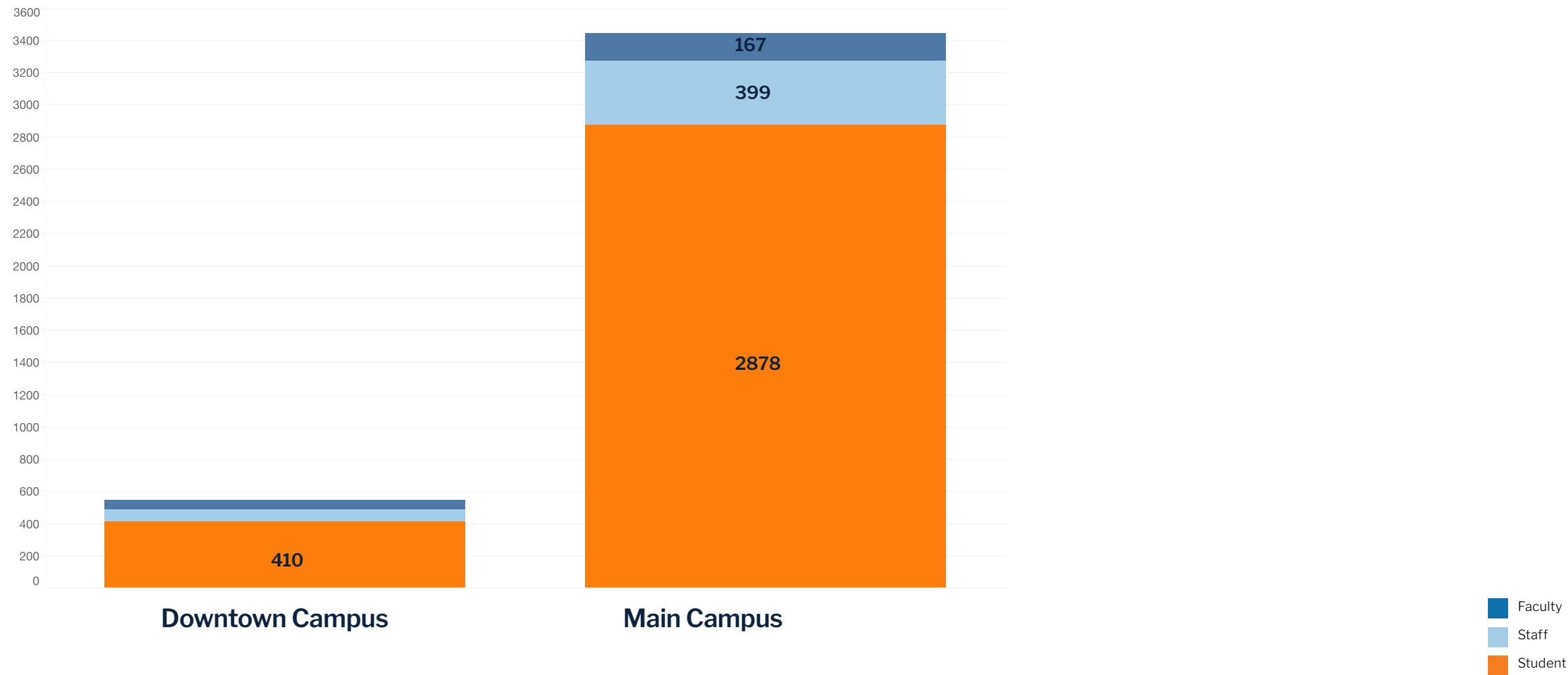
-  • Aspiration to become a top-tier research institution and cultural hub for San Antonio
-  • Need for additional academic and student space
-  • Desire for access to open space in and around the campuses
-  • Need for transportation and circulation improvements and multi-modal opportunities
-  • Desire for mixed-use housing options on and near campus
-  • Need to leverage and expand partnerships with local industry, institutions, and workforce to support the neighborhood community

Figure 2.2 By the Numbers



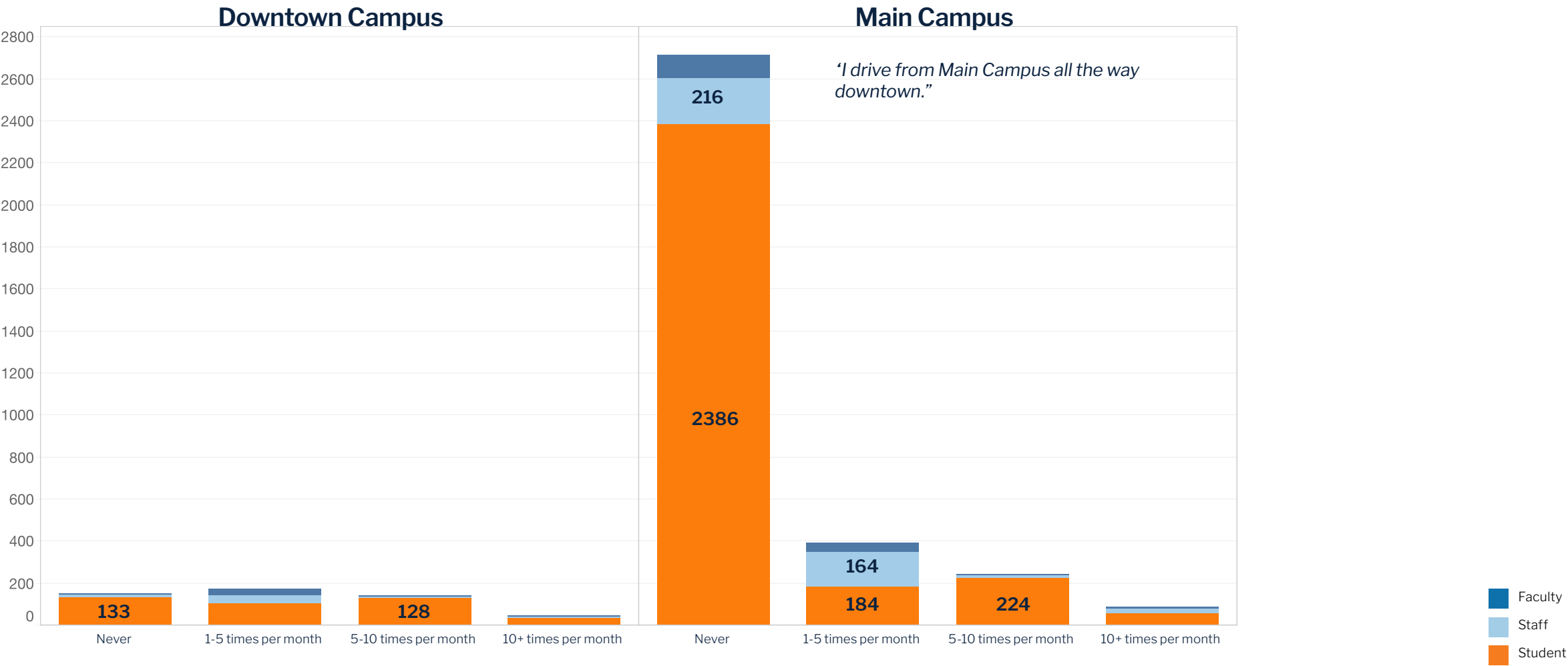
## 2.3 Stakeholder Engagement

Figure 2.3 Responses by Campus



## 2.3 Stakeholder Engagement

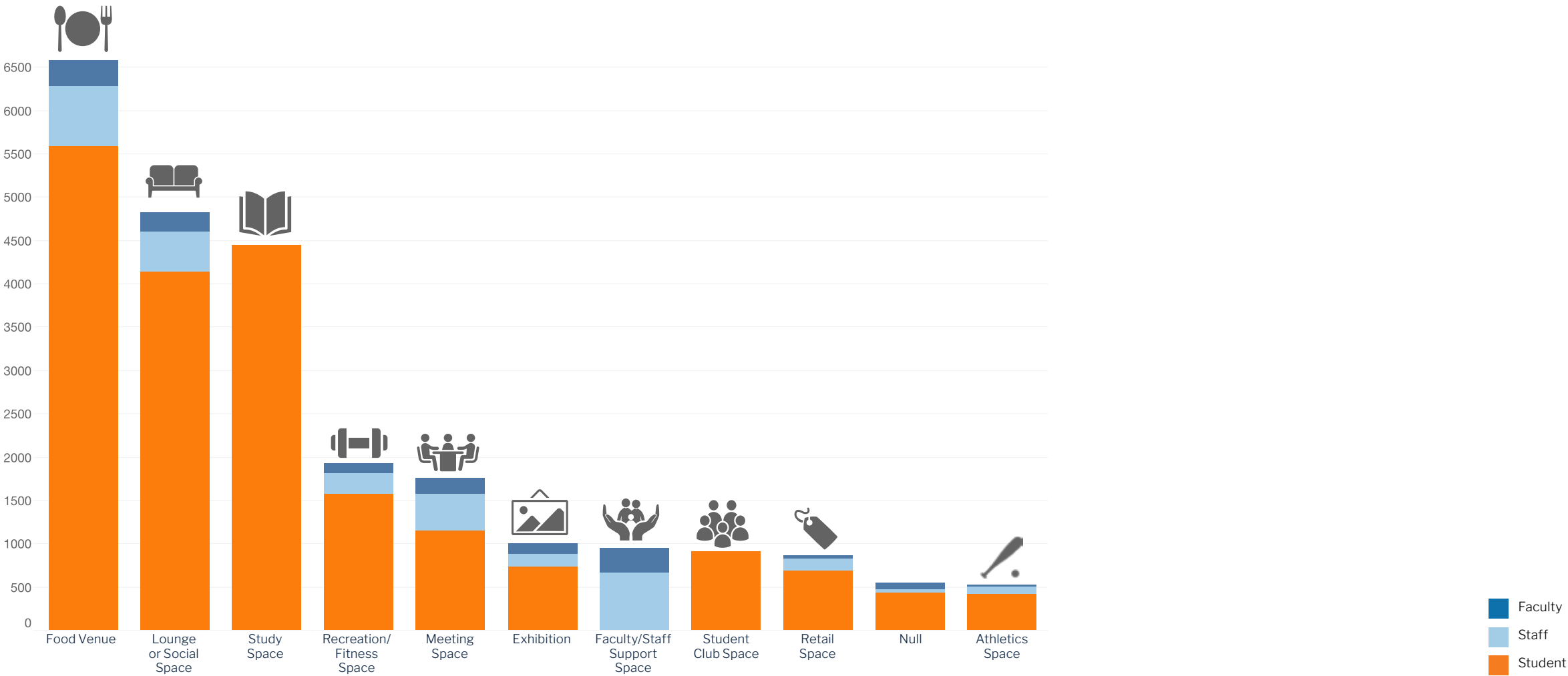
Figure 2.4 How often do you travel between campuses?





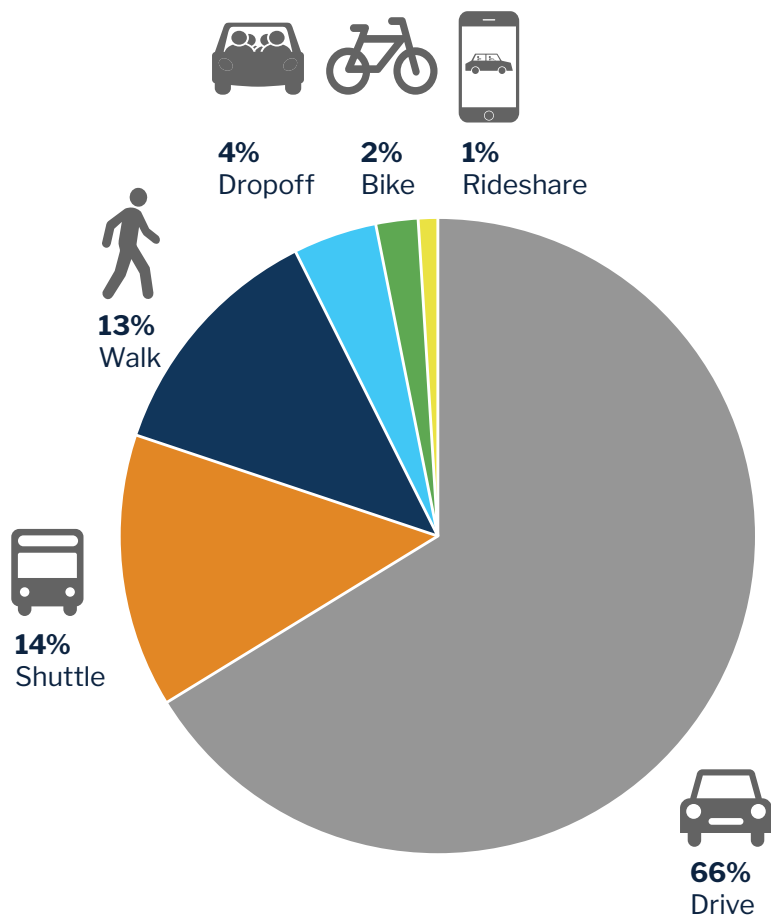
## 2.3 Stakeholder Engagement

Figure 2.5 What types of campus spaces would you like to see?

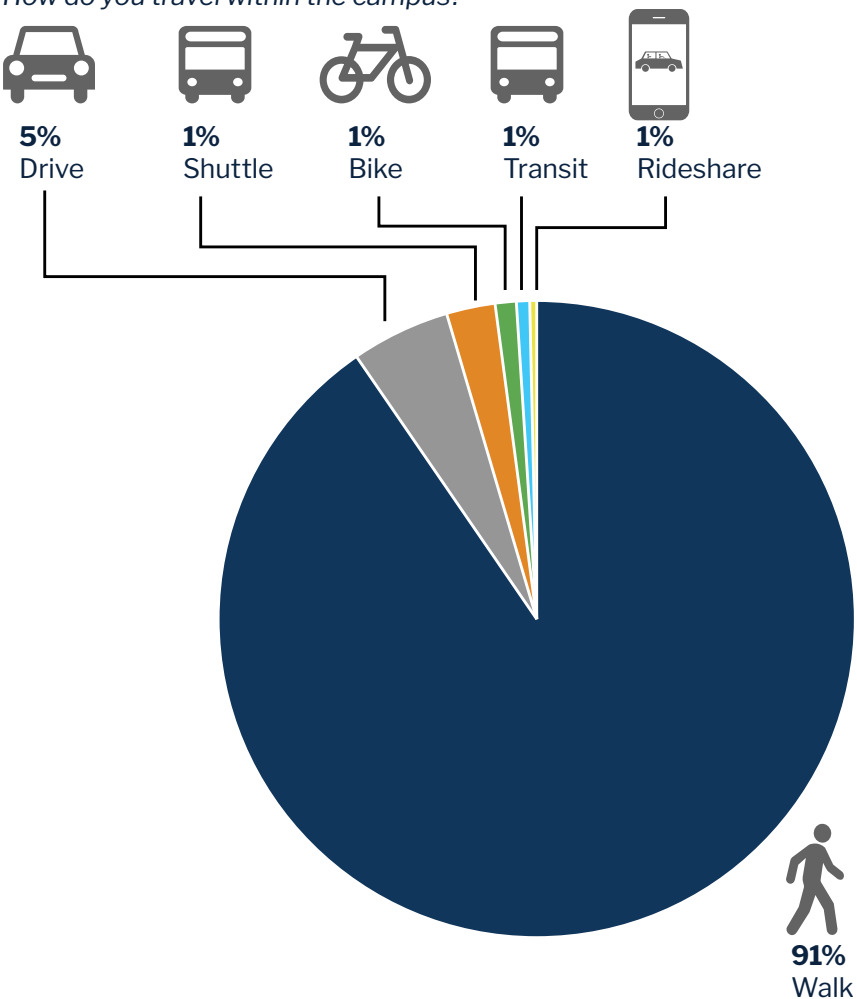


2.3 Stakeholder Engagement

Figure 2.6 How do you get to campus?

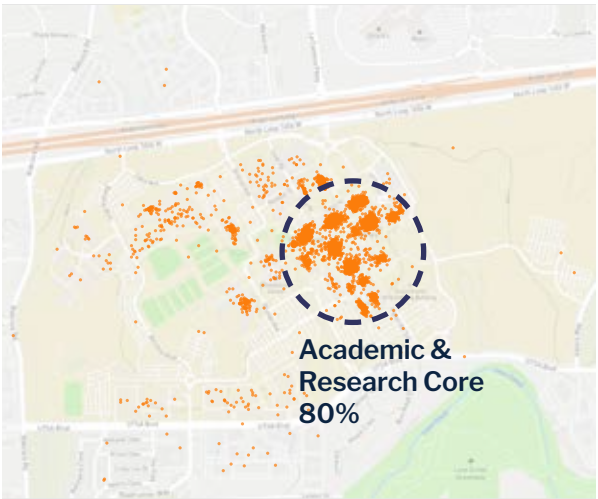


How do you travel within the campus?



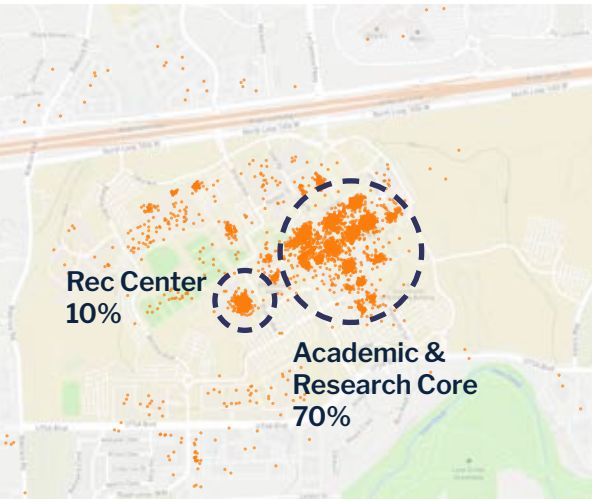
## 2.3 Stakeholder Engagement

Figure 2.7 Where do you study?



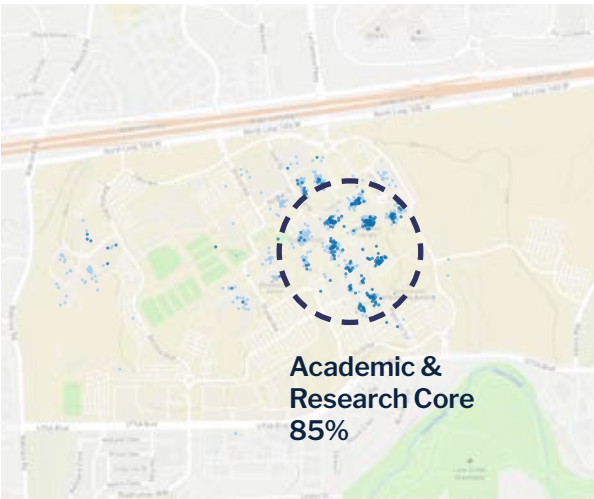
‘JPL Quiet Computing, or anywhere in that building I can have a peaceful moment’

Where do you socialize?

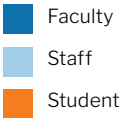


‘I socialize all over campus, but mainly the University Center and the JPL food court’

Where do you collaborate?

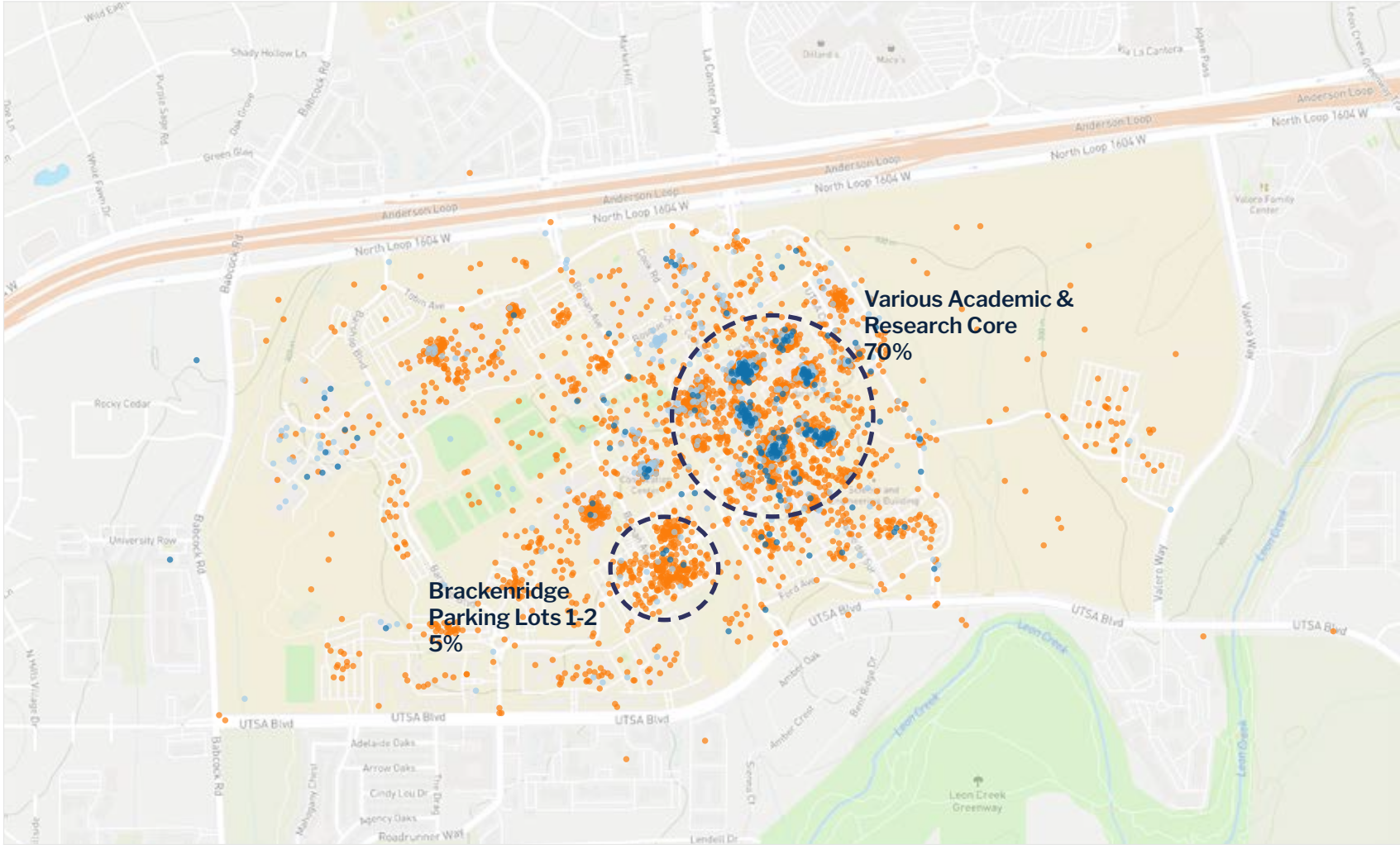


‘Faculty Center is great!’  
‘UC food court area’ ‘JPL at Starbucks’



## 2.3 Stakeholder Engagement

Figure 2.8 Identify spaces that need the most improvement?



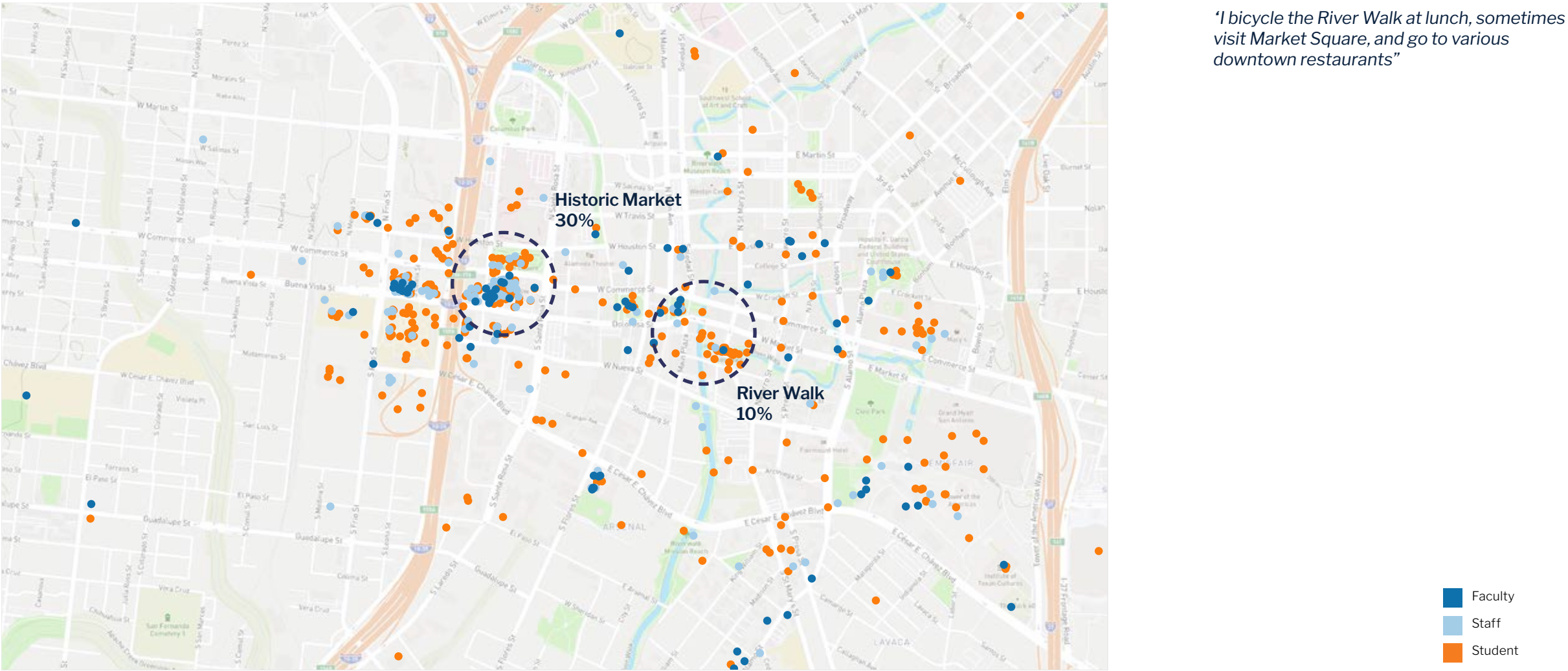
‘All the natural areas, which are being demolished’

‘There aren’t very many enjoyable outdoor spaces on campus’

‘Anywhere there is shade and available spaces to sit’

2.3 Stakeholder Engagement

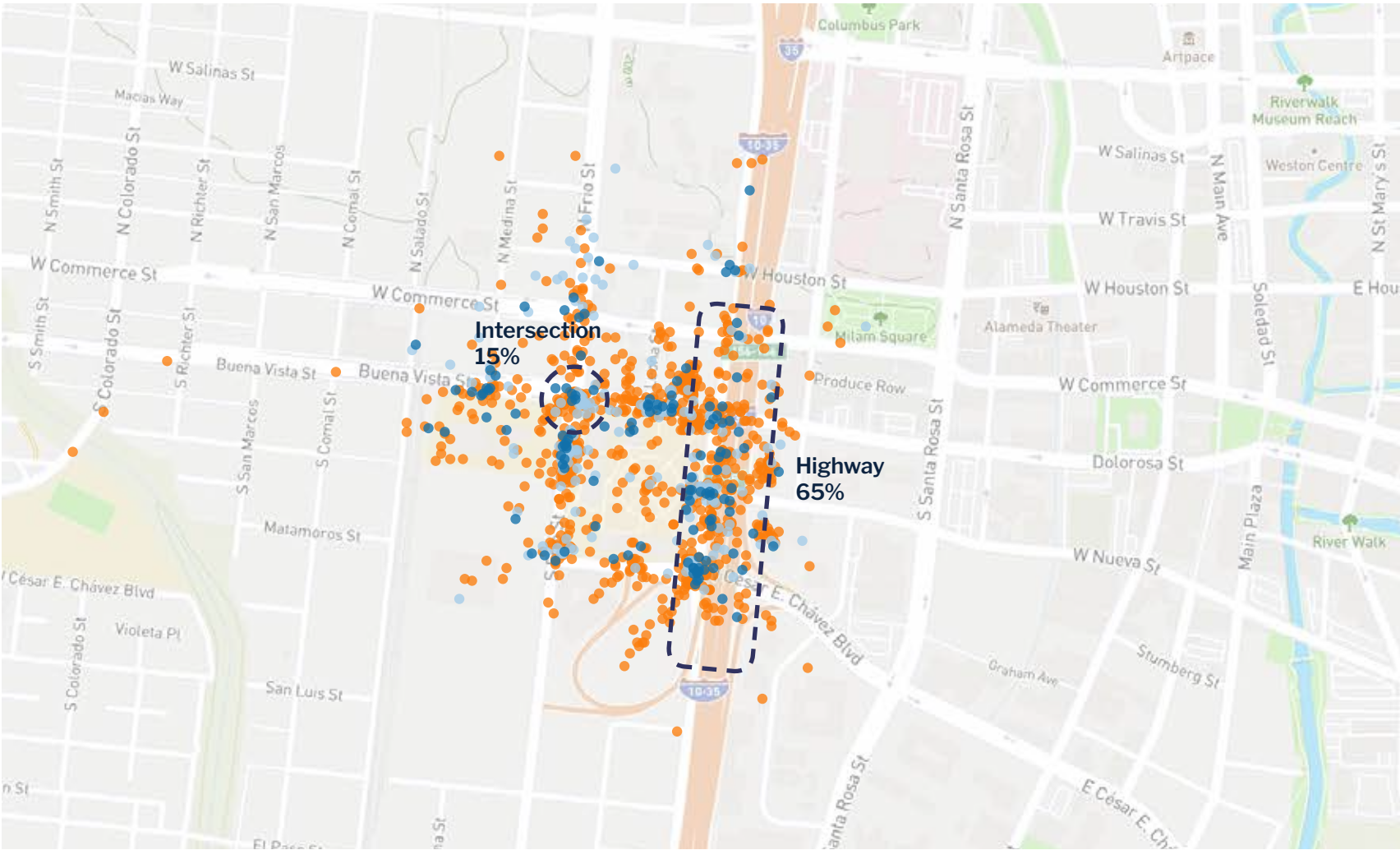
Figure 2.9 Which off-campus destinations do you visit?





## 2.3 Stakeholder Engagement

Figure 2.10 Where do you feel unsafe?



‘Parking lots have poor lighting and limited patrols by campus police. At night, weekends and during’

‘Crosswalks are unsafe. One of my students was hit’

‘Crossing Frio Street is dangerous.’

- Faculty
- Staff
- Student

## 2.3 Stakeholder Engagement

### External Community Engagement

Early in the planning process, UTSA representatives participated in a workshop led by the San Antonio Urban Land Institute chapter on the future of UTSA's Downtown Campus and surrounding areas. Leadership from sixteen local institutions, government agencies, and organizations convened over two days in July of 2018 to discuss the downtown San Antonio and the West Side neighborhood context and opportunities.

The workshop culminated in a visioning exercise, which identified the following guiding principles:



• **Distribute and integrate UTSA to be “of the city,” mixing with other uses horizontally and vertically to align UTSA’s strategy, to the best extent possible, with other institutions to realize synergies and new opportunities**



• **Create “urban labs” for compelling learning and community impact opportunities by collaborating with area institutions and enterprises**



• **Respect the West Side neighborhood culture while inspiring its future**



• **Foster a vibrant economy through new startups and industry partnerships, in turn driving social opportunity and mobility for San Antonians**



• **Practice open, practical, and timely community engagement**



**Follow urban placemaking best practices, specifically:**

- Create an identifiable district
- Embrace diversity
- Enhance connectivity: knit downtown and the Near West Side
- Create a multi-modal environment and vibrant streetscapes
- Develop economically diverse housing
- Deploy security strategies that are innovative and community building
- Model cultural, environmental, and economic sustainability



**Establish an ecosystem that:**

- Generates high-paying jobs in the data sciences, cybersecurity, business, and education sectors.
- Engages students with these sectors through experiential learning opportunities.
- Prepares students to be hired into positions within these sectors.
- Keeps UTSA’s students in San Antonio post-graduation, creating a workforce pipeline for the city.

During the planning process, UTSA held four community forums—two downtown and two near the Main Campus. These sessions were public events open to the entire San Antonio community. These forums included short presentations followed by an open house, which allowed participants to visit stations divided by topic to ask questions and discuss specific elements of the plan in more detail.

The planning team also met with city council representatives from the districts near each campus twice at key points in the process. These meetings were used to discuss the city council’s and their constituents’ priorities and to identify opportunities for creative collaboration and mutually beneficial initiatives.



## 2.3 Stakeholder Engagement



Downtown Press Conference 9.19.2018



Downtown Campus Outreach Session 1.31.2019



ULI Visioning Session 7.20.2018



Main Campus Outreach Session 1.30.2019

### Themes identified from external community stakeholders included the following:

-  Support for UTSA's draft planning principles
-  Concern for demand on downtown parking and desire for more safe and comfortable pedestrian connections downtown and to the West Side neighborhood
-  Desire for local businesses to have preference for contracts such as food service
-  Need for affordable housing options without displacement or disruption to current residents
-  Desire for on-campus open space and amenities accessible to the community
-  Need for more multi-modal transportation options, including a UTSA-managed transit service between campuses
-  Support for collaboration with local cultural institutions for mutually beneficial programming or facilities
-  Concern for quality of life impacts such as traffic, views, privacy, and noise to neighborhoods surrounding the Main Campus
-  Opposition to any continuation of UTSA Boulevard through the College Park neighborhood to Park West

## 2.4 Program Requirements and Methodology

**A space needs assessment was completed to determine the types and amount of space needed to support a population of 45,000 students and the university’s strategic priorities.**

Using information gathered throughout the stakeholder engagement process, existing baseline data, and population projections for students, faculty, and staff provided by UTSA and the Texas Higher Education Coordinating Board (THECB), a growth scenario for the each campus was derived. The team used the “Space Projection Model for Higher Educating Institutions in Texas,” developed by the THECB, to analyze and project the following “education & general” (E&G) space categories:

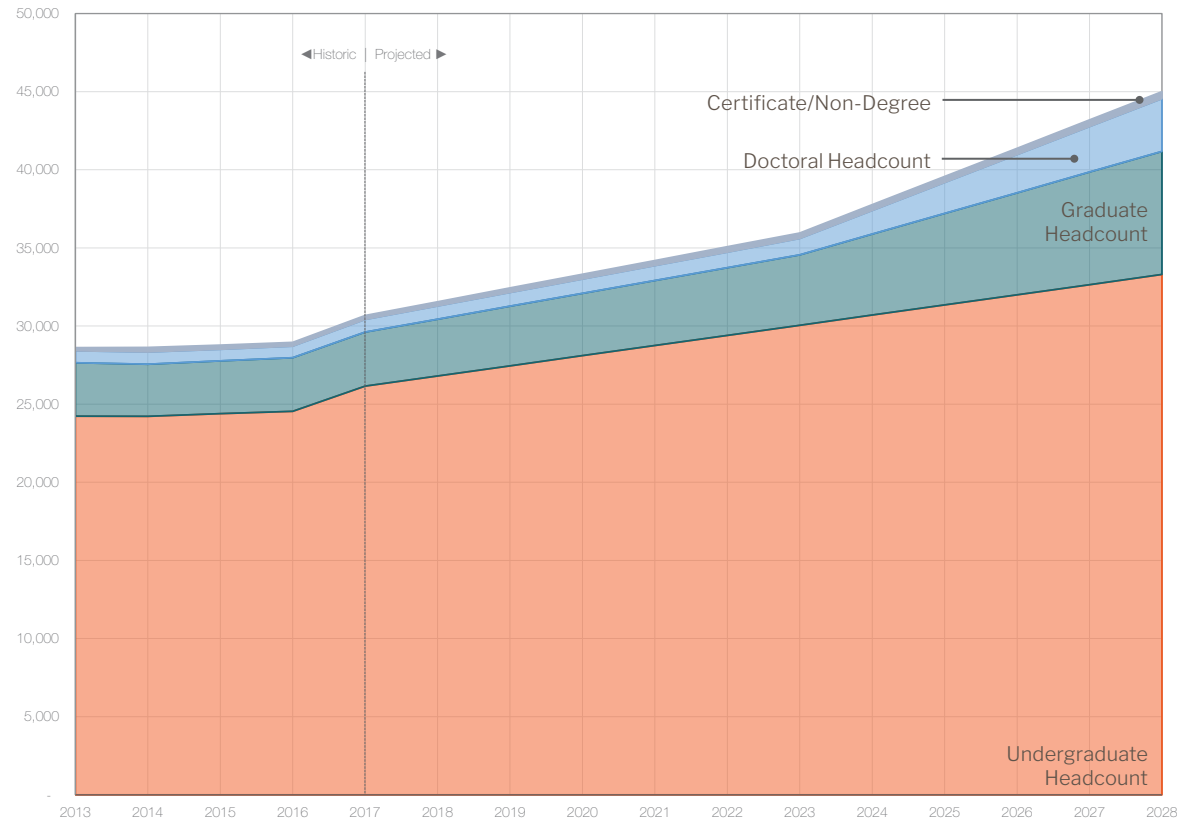
- Instruction
- Research
- Office
- Library
- Support

Auxiliary functions are not predicted by the THECB model and were projected using a different methodology. Auxiliary functions such as food service, child care, lounge, retail, recreation, student meeting, and clinic space were generated using the Council of Educational and Facility Planners International (CEFPI) guidelines. A concurrent study, included in Appendix A: Athletics Master Plan, includes projections for athletics facilities.

More information on the methods, process, and underlying assumptions can be found in Appendix B: Space Needs Assessment.

A summary of existing and projected space needs for each campus can be found in 3.0 Main Campus and 4.0 Downtown Campus, respectively.

Figure 2.11 Overall University Projected Enrollment



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