CAMPUS MASTER PLAN
2012

a flexible planning vision for our sustainable learning community
Acknowledgements

CAMPUS MASTER PLAN STEERING COMMITTEE

John Aber  Provost, VP Academic Affairs
Dick Cannon  VP Finance & Administration
Megan Davis  Chief of Staff, President's Office
Mark Rubinstein  VP Student & Academic Affairs
Peter Weiler  VP Advancement and President of the UNH Foundation
Ken Fuld  Deans Representative
Jon Wraith  Deans Representative
Gay Nardone  Faculty Senate Representative 2010-2011
William Berndtson  Faculty Senate Representative 2011-2012
Paul Chamberlin  AVP Energy & Campus Development
Todd Selig  Town Administrator for Town of Durham

CAMPUS MASTER PLAN TEAM

Architerra Inc., Boston, Massachusetts
JBA Inc., Fort Collins, Colorado
UNH Campus Planning, Durham, NH

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Introduction

The University of New Hampshire is a quintessential New England campus - set in a small college town amidst a forested and agrarian landscape. It is an attractive walking campus environment that feels like a small liberal arts college yet accommodates the diverse range of daily needs of 15,000-18,000 people at a public research university. This widely admired campus is the result of decades of thoughtful planning focused on balancing tradition with innovation, resourcefulness with investment, and open lands with development. This heritage of stewardship is built upon the University’s core value and vision of sustainability and guides the Campus Master Plan.

The University has undertaken a series of multiyear master planning efforts for the Durham campus. The first was in 1992-1994. An update occurred in 2002-2004 and now another update in 2012-2013. Each plan has built upon the accomplishments and successes of the previous decade with adjustments to acknowledge changes in enrollments and demographics, campus priorities, and realignments to new initiatives and new realities.

Many aspects of the 2004 Plan continue to apply and therefore the 2012 Campus Master Plan is done as a supplement, focusing on key elements and ideas that have changed over the past ten years.

This Plan positions the University of New Hampshire as a model sustainable learning community which offers our students a distinguished living and learning environment and provides our state a dynamic resource for growth. The Plan serves as a blueprint for our institution’s evolution that reflects best practices and proactive, strategic, principled decisions.
Introduction

1994 Plan

2004 Plan
The Campus Plan is now framed in five over-arching goals:

1. Align with the 2010 University Strategic Plan
2. Prosper in an era of ever more limited resources
3. Respond to uncertain campus needs through 2032
4. Enhance the character of the University and its relationship to the Town of Durham
5. Reaffirm and strengthen UNH’s long-standing commitment to sustainability

In October 2011, a Campus Master Plan Update Team consisting of UNH staff and the consulting firms Archterra and JBA, began a twelve month process of dialog and outreach to the community. Two Planning Committees and over 50 constituent groups participated in multiple meetings to address their space and land use needs. The process involved the broader UNH community through web, email, and social media, as well as more traditional open forums held on campus and in the Town, from November 2011 through October 2012, attracting hundreds of participants. The Campus Plan team used digital imagery, dynamic spreadsheets and other tools to help the community visualize the campus of the future.

This inclusionary approach helped shape the 2012 Master Plan Update in numerous ways, reinforcing the importance of the University’s agricultural lands, supporting the location of a new Center for the Arts in proximity to the downtown, and affirming UNH’s commitment to environmental issues, all of which integrate through the University’s commitment to remain a nationally recognized leader in sustainability. Clear community feedback regarding the idea of locating commercial development on open lands evoked University response and commitments in early summer 2012. The Community was offered final review in the fall, at which time the Master Plan Committees endorsed forwarding the document to President Huddleston.

Our Plan reflects the aspirations and concerns of a community passionately committed to sustaining UNH as a major research university with the look and feel of a small New England college – values which exemplify educational excellence, fiscal prudence, and physical resourcefulness.
Goals
of the 2012 Campus Master Plan Update
1 - Align with the University's 2010 Strategic Plan

The 2010 Strategic Plan calls for certain brick and mortar initiatives. All of these are highlighted in the 2012 Campus Master Plan's illustrative plans and recommended priority projects. These facility initiatives include:

- Phased construction for a new Center for the Arts
- Hamilton Smith Hall renovations and expansion
- McConnell Hall repurposed for Psychology (animal facilities in Rudman), Sociology and Justice Studies
- Campus Recreation expansion
- Stadium expansion
- Academic Commons – proposed in Dimond Library
- University Club

The Strategic Plan emphasizes “interdisciplinarity” for the future of teaching and research. The Campus Plan accommodates the space needs for the envisioned interdisciplinary schools. Additionally, it recommends a new Center for the Arts that includes a variety of performance and teaching spaces which can be used broadly for interdisciplinary purposes. Further, it proposes academic program space relocations that create adjacencies that will help foster interdisciplinary activities.

The Strategic Plan calls for UNH to be “agile and responsive with a spirit of enterprise.” The Campus Plan advances this goal with recommendations to renovate and repurpose existing buildings, consolidate programs, and demolish underperforming buildings. Additionally, the Plan identifies zones for potential public-private ventures where mutually beneficial development which leverages private resources could occur.

The Strategic Plan urging the University to redefine scholarly practices and re-conceptualize academic time so as to promote more effective teaching and research. The Campus Plan supports this effort with the development of the University's first digital space needs model. This extensive spreadsheet-based tool uses core campus data that are already annually compiled, and numerous space utilization variables which strongly influence the type and quantity of space needed on campus, enabling more strategic space programming at the macro level. One possible scenario supported by this tool is that the need for the largest lecture halls will decline over time, but that more mid-sized group work instructional spaces will be needed.
The Strategic Plan strives to leverage research.

The Plan calls for flexible/adaptable research space to continually improve research capabilities and activities, and recommends that core support facilities serve multiple colleges and the breadth of UNH research activity. The Plan also recommends regular evaluations of the utilization of research space to assure faculty that there is a reliable mechanism to both relinquish and regain research space as necessary. Further, the Plan identifies opportunities for public-private commercial research developments, both downtown and on University lands.

The Strategic Plan highlights the important goal of internationalizing UNH.

The Campus Plan advances this goal by accommodating the space needs of the Navitas International Student Transfer program and the ESL (English as a Second Language) classes. It also identifies the need for on campus graduate and family housing essential for international students.
Since the 2004 Campus Master Plan was published, the reality of higher education has changed dramatically. Limited fiscal resources have grown even tighter, particularly for public institutions and the cost of higher education/debt burden on graduates emerged as a topic of national concern. Traditional college-aged students, seventeen through twenty-one years of age, are diminishing in numbers. Meanwhile, globalization has engendered a growing market for U.S higher education among international students. Instructional technology promises ever more impressive capabilities allowing online “universities” to compete with the traditional residential campuses for students.

UNH enjoys the enviable position of being well positioned to address these trends. Always fiscally conservative, the campus has long operated with limited state support. It has consistently drawn students extensively from beyond the borders of the state and is in the midst of seeing significantly more international students. The University has strong credit ratings, and well managed debt. Nevertheless, to remain strong, UNH must determine how to prosper in an era of even more limited resources. In 2011 the New Hampshire State Legislature slashed UNH’s operating appropriation by 48%, resulting in a significant funding gap and causing many to be concerned about possible tuition increases and/or forced program reductions.

The 2012 Campus Master Plan responds by suggesting, to a greater extent than in previous master plans, that priority projects should be focused on the renovation and repurposing of existing buildings, with very limited new construction. It further recommends selective demolition of outmoded buildings in anticipation of reduced space needs in some areas to unburden the UNH operating budget.

Additionally, this Plan suggests that future growth might not require added space. The shift of credit hours from the fall semester to the summer semester and more online credit hours are opportunities for growth without additional facilities.

This would result in greater utilization of existing student life and instructional space on campus. Growth might be achieved through fuller scheduled use of existing facilities – more hours in the day, more days in the week. This can occur with improvements to existing instructional space, and changes to scheduling policies and standards.

The changing role of the central library offers another opportunity for better space utilization. Space utilization will shift with less need for central book storage and increased needs for group study and academic support services within the library, typically referred to as an Academic Commons.
3 - Respond to Uncertain Campus Needs Through 2032

Similar to previous master planning goals, the 2012 Campus Master Plan was charged with forecasting campus needs over twenty years, through 2032. A fundamental variable in planning for future space is predicting enrollment trends, which is always challenging. This is even more difficult today as changes in the proportion of out-of-state students, non-traditional college age students, and international students fluctuate. Given demographic and globalization trends, student enrollment may increase in some categories and decline in others. Academic technology may cause significant changes in educational facilities and staff roles. Space standards, already impacted by such trends as interactive hands-on instruction, apartment style suite living, and open office environments, will continue to change, expanding some space needs while contracting others.

For this reason, this Plan does not postulate a single tabular program and instead embraces scenario planning – Level, Min, Max – offering commentary about how UNH might best evolve over time given any of these scenarios. This planning approach is appropriate for the unpredictable factors facing every institution of higher education today. The table in Appendix 1 shows the range of demographics considered in this Plan and ratios for housing and parking. The variables for instruction, research, and offices are extensive and are described in a separate Space Model Report.

The Level Scenario assumes that there is no pressure on facilities from either enrollment growth or expanded faculty and staff counts. In this scenario, redistribution of existing space and addressing currently unmet space needs is the focus. Priority projects are aimed at resizing classrooms for experiential learning and discussion-based instruction, strategic investments renovating outdated facilities, improving adjacencies of programs, and increasing space for the Arts, Campus Recreation, and Navitas.

The Max Scenario results in significant pressure on facilities due to continued enrollment growth, expansion of research, and decompression of “built-up” residence halls. In this scenario, expansion in academic hours by one hour per day, from 40 to 45 hours per week, and demolition of possible surplus space are recommended before any growth in facilities. It is anticipated that larger summer term enrollments will also be necessary to avoid facilities expansion for teaching and student life.

The Min Scenario results in diminished pressure on facilities resulting from a 10% decrease in enrollment due to demographic trends – the lull in traditional college age students, unforeseen international events, and a greater use of online/distance learning. In this scenario, strategic downsizing is recommended through several possibilities – demolishing possible surplus buildings, reducing office space standards, reapportioning space to achieve parity among the colleges, and sharing more space between programs and departments.
The 10 minute walking circle of the core campus is fundamental to all aspects of the Campus Master Plan. Reinforcing and enhancing the pedestrian experience, providing for the essential adjacencies of academic and student life, making it convenient to bike, use transit, or park your car on the edges of the walking campus rather than driving to the core, and ensuring that it is all attractive to prospective students and visitors – are all part of the equation.

The character of the edges of University lands vary dramatically from the very active precinct that links the campus with the downtown to the very open forest and farmlands to the west that are in proximity to the primary regional highway, Route 4. This western edge serves as an important gateway to the entire campus and the town, as the route that visitors are directed to use for move-in, sports events, admissions, and commencement. This gateway sequence begins with agricultural lands on the north side of the road and service and governmental buildings along the south side. It gradually changes to sports fields, parking, then to campus buildings, and finally to downtown Durham.

The Campus Plan recommends this existing pattern continue with the forested and agricultural open lands remaining for teaching, research, ecosystem services, and aesthetic value for the foreseeable future. To the extent possible change and development would occur in areas previously developed. This could include expansion of the new roundabout at Main Street and NH Route 155A, commercial research-related facilities, and some forms of mixed use development in specifically designated zones.

The eastern edge, linking the campus to the downtown, would be strengthened with a new Center for the Arts adjacent to Lot C, a new roundabout at the intersection of Main St, Pettee Brook Lane, and Quad Way, and the relocated fire station on a portion of Lot B. Public-private development of downtown
parcels in proximity to campus is strongly encouraged to enhance the relationship between the downtown and the campus with more retail, office, hotel, and non-undergraduate residences.

Over the past decade, through an expansion of on campus housing, a successful transit system, and other transportation demand management strategies, the University has reduced parking demand, and now has a surplus of parking capacity (albeit off core campus). Future parking needs, as might arise in growth scenarios, should be accommodated on the periphery of, the pedestrian oriented campus core. This Plan reaffirms the 2004 Campus Master Plan recommendation of integrated parking structures at Lot A and Lot B sites coordinated with planned enhancements of the network of streets with full accommodation for transit and bicycles.

This Plan confirms and applies the design parameters that were delineated in the 2004 Campus Master Plan and in the University’s Planning, Design, and Construction Guidelines, and which are grounded on a set of sustainable design strategies. It is essential that any modifications and additions to the built portions of campus follow these Guidelines to ensure a cohesiveness and coherence of the campus setting that is so attractive and memorable.

The Campus Master Plan reaffirms the University’s commitment to strengthen its physical relationships with the Town of Durham. Over the past decade a number of initiatives along the Main Street corridor, and Garrison Avenue have been partnerships between the Town and the University. Collaborative public-private ventures in the downtown are in discussion and it is anticipated that these efforts will continue and possibly broaden to include potential public-private development on specifically designated zones of University lands.

The land use plan to the right illustrates the areas of University land that are currently developed and preferred for future development of various types. The dotted lines indicate the zones where public-private ventures would likely occur. Lands that are not indicated in yellow would continue in their current use as open land, forest, and agricultural activities.
5 - Reaffirm and Strengthen
UNH’s Long-Standing
Commitment to Sustainability

The University has a heritage of advancing sustainable principles - from our history of frugality and conservation to our Sustainability Institute, established in 1997, as the first endowed sustainability program in the United States. Sustainability is a core value of the University of New Hampshire. It shapes our culture, informs our behavior, and is a guiding principle in campus development. This Campus Master Plan Update demonstrates sustainability in action.

This plan incorporates a holistic view of sustainability as “making decisions today that benefit our quality of life without compromising the long-term health of biodiversity, climate, food, communities and citizens.” For UNH, sustainability goes far beyond “green” and extends across and beyond disciplines that include everything from the food we eat to the culture in which we live. By integrating this authentic view of sustainability into the heart of our curriculum, development plans and operations, the institution encourages personal, local and national examples of genuine leadership in the field of sustainability.

UNH has demonstrated leadership in many signature projects such as the EcoLine™ which delivers landfill gas to campus for cogeneration of low emission heat and electricity to our alternative fuel vehicle fleet called EcoCat which powered by CNG and biodiesel. The University’s Planning, Design, and Construction Guidelines require all new buildings and major renovations be equivalent to LEED Silver standards or better.

This Plan recommends that future development use best practices to identify and preserve ecosystem services, to address water quality, to access alternative forms of transportation, and to respect the cultural heritage of the campus. The 2004 Landscape Master Plan continues to provide an excellent framework for doing this, and needs to be further implemented.

**Strengthening the Ecosystem Management of the Campus**

The campus itself boasts a remarkable array of natural resources constituting a New England setting of exceptional character and beauty and providing rich grounds for teaching and research. These resources include College Woods, the Ravine, College Brook, Pettee Brook, and the Oyster River. The Campus Master Plan recommends continued collaborative efforts to preserve and enhance these resources through the leadership of the UNH Ecosystem Task Force, whose initial efforts are aimed at land use, ecosystem health, biodiversity and development, watershed protection, and waste minimization and management. The overarching goal of these efforts is to protect campus ecosystem services and expand the university’s stewardship of campus lands and natural resources.

College Woods and the Ravine are the most visible symbols of university environmental stewardship. Over the past decade, many at UNH have strengthened the University’s commitment to protecting and preserving College Woods and its role in education and research. A similar focus is now needed for renewal of the College Brook Ravine, as has been delineated in previous plans, and which was last significantly improved in the 1980’s but has seen diminished vegetative water and aesthetic quality over the past three decades. This plan encourages efforts to remove windfalls, clear overgrowth, weed invasive species, and introduce benches and educational signage.
Addressing Climate Change

UNH is committed to being a climate protection campus, and as such signed the American College and University Presidents’ Climate Commitment in 2007. Under this commitment, the University will cut its greenhouse gas emissions 50% by 2020 and 80% by 2050 en route to carbon neutrality.

Apart from EcoLine™, one of the most remarkable UNH achievements of the past decade has been its transportation and parking demand management program. The success of that program is a system composed of: a network of streets and pathways that encourage walking and biking; a robust local and regional transit system; and a concentration of high quality campus housing within a 10 minute walk or shuttle ride of core campus. As a result of this program, parking demand has fallen despite the increase in the campus population. Less vehicular traffic means a reduced carbon footprint and an improved quality of life in the Durham-UNH community. To strengthen this program, the 2012 Plan recommends continued transit system operation and full development of the planned network of streets and pathways, including the extension of South Drive and the North Drive underpass.

Sustainability is about strengthening resilience and adaptive capacity. The Campus Master Plan recognizes that change is happening faster than ever before. Certain trends – the emerging revolution in instructional technology, shifting demographics, new economic realities, and accelerating climate change – may significantly affect campus facilities needs in the future. For this reason, the Plan recommends not one planning scenario, but three, to help UNH respond to the dynamics that are likely to occur over the next twenty years.
Fostering Renewal

Sustainability demands not mere survival but also renewal. The Campus Master Plan recommends facility improvements which are crucial for UNH’s future success. Most “Priority Projects” are renovations, making optimal use of existing buildings and including important infrastructure improvements. Demolishing “Possible Surplus” buildings is suggested for potential operating cost and deferred maintenance savings. “Additional Identified Needs” are current needs that are not a first priority, but must be addressed in the next 10-20 years. “Future Placeholders” identify locations for building opportunities and/or needs that may grow more important as time goes on.

In regenerating its facilities, UNH should continue to balance tradition with innovation, resourcefulness with investment, and open lands with development. This approach has made it a peer without equal among public universities in New England. The Campus Master Plan envisions the physical changes to sustain this reputation.

Preserving our agricultural heritage

UNH has a strong commitment to advancing sustainable food systems from farm to fork to health and nutrition outcomes. Examples of the university’s sustainable food system leadership include new College of Life Sciences and Agriculture faculty in the area of sustainable agriculture and ecosystems, the first organic dairy research farm in the country at a land grant university, a new major in Sustainable Agriculture and Food Systems, a Sustainable Food System Task Force, and a nationally unique dual major in Eco Gastronomy, which combines courses in agriculture, nutrition and hospitality management.

Under this 2012 Campus Plan, UNH has reaffirmed the institution’s commitment to agricultural and environmental teaching and research, and the conservation of open lands. Changes to campus agricultural fields would be limited to those that sustain, and when possible enhance, the educational, agricultural and aesthetic value of the land. Having agricultural teaching and research facilities, farmlands and woodlands near campus so that all faculty, staff, and students can access them easily is important.

Celebrating our cultural heritage

This Plan continues to foster a strong sense of place, balancing tradition and preservation of cultural heritage with development and innovation that meet the needs of future generations of students and faculty. The UNH Campus Aesthetic Guidelines will continue to guide the development of public art on campus. The University will continue, where feasible, to preserve our architectural and tangible cultural heritage as part of development and renovation projects. A forthcoming task force focused on culture and sustainability can help guide such University decision-making, including engaging students and faculty in providing information on the location and value of cultural artifacts found on campus.
Section One: Illustrative Plan
Previous Campus Master Plans have had a single Illustrative Plan showing the full build out of the campus looking at growth going out twenty years and even beyond. This Update reflects the current uncertainty in the demographics, fiscal realities, and changes related to technology in higher education. To be most useful in this current situation this Campus Master Plan identifies four illustrations:

- **Priority Projects** that need to occur in any scenario;
- **Additional Identified Needs** that are very real but not as critical;
- **Future Placeholders** for opportunities that are not seen as a current need but may arise;
- **Possible Surplus** that are the least sustainable of our current building inventory.

These four Illustrative Plans identify specific building projects, mostly renovations, but some relocations, a few new facilities, and potential demolitions. They provide a guide that can be used if there is growth, if there is contraction, or if things remain stable.
Priority Projects

These 12 building projects address immediate campus needs to improve space utilization and address major space deficiencies, deferred maintenance, ADA, and building code issues. While these are not numbered by priority, Hamilton Smith Hall and Campus Recreation expansion are seen as the most urgent needs. The four site and infrastructure projects address issues that have been on previous Campus Master Plan lists, but now the water treatment plant replacement is growing more urgent, the South Drive extension and Pettee Brook Lane Roundabout are at the top of the list for potential transportation grants or other partnerships, and the College Brook Ravine, which is in the heart of the campus, is degrading more rapidly every year.
Academic and Outreach Projects
1. Hamilton Smith Hall – Renovate and Expand
2. McConnell Hall – Repurpose
3. Conant Hall – Repurpose
4. Nesmith Hall – Renovate and Accommodate Navitas (up to 20 classrooms needed)
5. Huddleston Hall – Repurpose and ADA Upgrades
6. Dimond Library – Selective Space Repurposing
7. New England Center – Consolidate Advancement and Repurpose Elliott Alumni Center
8. Center for the Arts – Phase 1
9. Stadium/Field House/Training - Expand

Student Life Projects
10. Campus Recreation – Expand
11. Hetzel Hall – Renovate
12. Dining – Expand

Site and Infrastructure Projects
13. South Drive – Extend to Main Street with Utilities
14. Water Treatment Plant – Replacement
15. Ravine Renewal
16. Pettee Brook Lane & Main Street Roundabout

Priority Projects

Legend
- Existing - Renovate
- New - Identified Needs
- Existing to Remain
- Existing Town Buildings
- Existing to be Renovated
- New Programmed Buildings
- New Building with Conceptual Programming
- Future Building Sites, unprogrammed
- Buildings to be Demolished
Additional Identified Needs

While these projects are not the highest priority for the University, they each address a serious need or building issue that must be addressed at some point in the not too distant future. It is possible that grant funding opportunities, space constraints, building code issues, ADA, or major building system failures will require us to address some of these more urgently.
Illustrative Plan

University of New Hampshire - 2012 Campus Master Plan

Academic and Outreach Projects
17. Field House – Renovate
18. PCAC – Renovate
19. Horton Hall – Renovate
20. Morrill Hall – Renovate
22. CDSC – Replacement

Student Life Projects
23. Stoke Hall – Renovate
24. Brook Way New Residential – Replace or Expand
25. Health Services – Renovate and Expand for appropriate fit to needs
26. Graduate and Family Housing – Replacement and Childcare expansion

Site and Infrastructure Projects
28. Quad Way – Extend to McDaniel Drive and eliminate Mitchell Way
29. Conant Courtyard and DeMeritt Way – Improvements
30. 6 Leavitt Lane – Replace

Additional Identified Needs

LEGEND
- Existing - Renovate
- New - Identified Needs

Existing to Remain
Existing Town Buildings
Existing to be Renovated
New Programmed Buildings
New Building with Conceptual Programming
Future Building Sites, unprogrammed
Buildings to be Demolished
Priority Projects
Identified Needs Projects
Future Projects

Existing, Renovated
New, Programmed
New, Conceptualized
New, Placeholder

Existing - No Change
Existing - Renovate
New - Identified Needs
New - Placeholder
Even in these uncertain times, it is essential for a Campus Master Plan to identify those projects and sites that would accommodate a need that is not known or is noted now as a potential future issue. For example, these placeholders provide a guide if a research grant becomes available to provide a building for an emerging form of research; if in ten years we see a need for more on campus housing; or if the University wants to pursue a specific form of a public-private venture on its own land.
Future Placeholders

Academic and Outreach Projects
31. Gregg Hall – Expand
32. Parsons Hall – Expand
33. Center for the Arts – Additional Phase(s)
34. PCAC Replacement
35. Academic Building at Ritzman
36. Academic Building South of Morse
37. Academic Building West of Morse
38. Academic Building at Service Building
39. COLSA Multi-Trophic Agriculture
40. Elliott Center Expansion

Student Life Projects
41. SERC – Expand up to four buildings
42. Philbrook Hall – Expand
43. Gables - Expand & adjust equestrian trail

Site and Infrastructure Projects
44. North Drive – Extend under RR to Strafford
45. Academic Way – Pedestrianize
46. College Road – Pedestrianize
47. New Service Road – shifts vehicles from College Rd and Academic Way
48. Route 155A Roundabout
49. Fire Station – Relocate
50. UNH Police Station – Relocate

Zones for Public Private Venture
51. Research Park and Relocate Farm Services, Greenhouses, and Putnam Hall
52. Lot A Development and Structured Parking
53. Depot Road Development
54. Athletics Development
55. Leavitt Center Development
56. Leawood Orchard Development
Possible Surplus

These 11 buildings total about 165,000 square feet. While these represent the campus buildings that are near or even past their useful life, the programs and activities occurring in them will need to find new homes or replacement facilities. If the University needs to contract into less space, these buildings represent the most likely candidates in different use categories (instructional, research, administrative, residential, and support). Even if contraction is not required, it would be beneficial to demolish some of these buildings in the next few years and provide replacement space that is more functional and cost effective to operate and maintain.
Possible Surplus

A. Service Building
B. Kendall
C. Hewitt Annex
D. 11 Brook Way
E. Wolff House
F. Elizabeth DeMeritt House
G. Mini Dorms
H. Zais Hall
I. Ritzman
J. 6 Leavitt Lane (Central Receiving)
K. 9 Leavitt Lane (Carpenter Shop)
The UNH Flexible Planning Vision: A compiled illustrative plan of the 2012 Campus Master Plan
Section Two: Program Accommodation
There are two aspects in this Campus Master Plan Update that provide for the space needs of the campus. The first is a macro view of space needs that is addressed with scenario planning using the digital Space Planning Model. This was developed as part of this Update effort in collaboration with representatives of all campus space “owners” and some key users. The second is a micro view that looks at opportunities to reorganize some of our core campus academic space that result from the business school vacating McConnell Hall.

To assure facilities continually support the academic, administrative and student life programs, space utilization and space needs are very influential aspects of the master planning process. Space planning drives the needs of the university’s physical environment.

**Space Modeling**

In lieu of developing a traditional, stagnant, space analysis for the Campus Master Plan, the University of New Hampshire’s Durham campus created a space planning model. This allows the campus to better plan for and react to ever-changing needs of its programs. Space modeling becomes a process that not only meets the needs of the Campus Master Plan, but will also be used for space planning and management purposes from this point forward. Following is a summary of the use and findings of the Model. A more detailed report is available as a standalone document – The Space Model Report.
The Model is a tool for the campus to continually evaluate its space needs at a macro-scale level. It is built upon thousands of variables used to determine the amount of assignable area programs required to operate effectively. While these variables can be adjusted and tuned with great precision, the intent of the model is for macro planning only, and not for specific buildings or departments. These variables make the model very flexible, allowing a wide range of what-if scenarios. Levels of enrollment, types of housing, types of instruction, utilization rates of instructional space, level of research activity, and the types of work spaces are just some of the most significant variables. The strength of the model is in comparing projected space needs to the existing space by various categories of space and assignment of space.

The Space Planning Process – Creating the Model

Although the space model is multivariate, it depends on input and interpretation of a select set of existing assigned space realities, policies, operating methodologies and growth assumptions. Institutional Research, Human Resources, and the Facilities space database provide official information concerning space, enrollment projections and program changes. These data are imputed by established Campus space use policy and determine programmatic space needs. The planning team worked with over 200 people across numerous departments and programs to gather programmatic information relative to operating strategies and academic and research methodologies. To varying degrees College/School Input provided department specific space planning variables to help align space guidelines with how programs actually operate. This approach produces program driven results, in lieu of using national standards or old planning criteria that are often not a good fit. The space requirements generated by the model are then compared to the existing space to identify the space needs for the Master Plan Update.

How the Model Works – The Planning Variables

The space model is driven by the number of people, and the amount of space people need for various functions and activities. People include students, faculty, staff, and visitors, both existing and projected. Projections are based upon the academic planning assumptions, the UNH Strategic Plan and Department program input. Other planning variables include architectural space guidelines specific to programs at the University. In some areas, traditional higher education space standards may be appropriate but the norm typically does not support specific campus methods of operation. This model starts from those standards, but allows the campus to develop and tailor its own guidelines for each discipline.
Space Considerations – What is the model telling us?

People Inventory

Using University provided data for the fall of 2011, the model is based on the following demographics detailed to the College/School and departmental level so that each can have its own set of planning variables and be studied separately if required:

- Undergraduate degree seeking headcount: 12,350
- Graduate degree seeking headcount: 2,250
- Faculty – full and part time: 1,150
- Staff – full and part time: 2,500
- Student Employees: 2,700
- Lecture and Lab Credit hours: 202,000
- Other Credit Hours (online/no physical space): 11,700

Building Inventory

The University of New Hampshire has approximately 150 buildings on its main campus. Buildings range from simple storage buildings of under 2,000 sf to complex research, academic, and student support facilities of over 200,000 sf. One of the largest buildings is Kingsbury Hall which is approximately 216,000 gross sf (everything), 186,000 net sf (gross minus walls and structure), and 117,000 assignable sf (net minus corridors, stairs, restrooms, mechanical rooms – this results in the space assigned to departments and colleges).
**Space Inventory**

The University of New Hampshire’s 180 buildings make up 5,673,000 gross sf, 4,903,000 net sf and 3,467,000 assignable sf in Fall 2011. Residential is the largest single segment, making up 32% of the total, and classrooms are the smallest segment, only 5%.

**Space Requirements**

Based on today’s demography and operating practices, the campus space is overall in balance, but there are significant deficits and surpluses in various space types, as indicated in the table to the right. The shortcomings are primarily in general use, special use, and residential space. The General Use space issues are driven by a shortage of Campus Recreation space, dining areas, and common spaces associated with the Memorial Union Building. The residential pressures are reflected in the current situation of extensive “built-up” residence halls that put beds in buildings beyond their design capacity.

<table>
<thead>
<tr>
<th>Space Type</th>
<th>Existing Space</th>
<th>Current Program Need</th>
<th>Surplus / (Deficit)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>%</td>
<td>SF</td>
<td>%</td>
</tr>
<tr>
<td>Classrooms</td>
<td>5%</td>
<td>186,065</td>
<td>5%</td>
</tr>
<tr>
<td>Laboratories</td>
<td>13%</td>
<td>451,111</td>
<td>11%</td>
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<tr>
<td>Office</td>
<td>18%</td>
<td>624,082</td>
<td>16%</td>
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<tr>
<td>Study</td>
<td>6%</td>
<td>207,123</td>
<td>5%</td>
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<tr>
<td>Special Use</td>
<td>10%</td>
<td>336,156</td>
<td>11%</td>
</tr>
<tr>
<td>General Use</td>
<td>9%</td>
<td>316,940</td>
<td>12%</td>
</tr>
<tr>
<td>Support/Svc</td>
<td>6%</td>
<td>224,786</td>
<td>6%</td>
</tr>
<tr>
<td>Health</td>
<td>0.2%</td>
<td>6,632</td>
<td>0.2%</td>
</tr>
<tr>
<td>Residential</td>
<td>32%</td>
<td>1,114,408</td>
<td>34%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,467,303</strong></td>
<td><strong>3,452,880</strong></td>
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</table>
Classroom space is adequate based on current classroom policies and operational protocols. This is because the model assumes slightly higher room utilization efficiency than currently exists. This means the scheduling system, timing of course offerings, and aligning class sizes with rooms of similar size can satisfy current perceived classroom space needs, if the classroom inventory is “right sized”. By adjusting the proportion of 60-120 seat classrooms, the pressure on large lecture halls can be relieved because these are frequently used for undersized classes.

Instructional laboratory space is more than adequate overall. However, there are some introductory instructional labs that are used beyond traditional utilization standards, which allow for students to return during unscheduled times and do follow up work, and there are higher level dedicated labs that have very low utilization, but are difficult to combine or share. Research lab space shows a 10% surplus for the current level of research activity measured in the number of lab workers provided by each college. While some labs are well utilized and there are wide ranging expectations that research activity will increase, this plan concludes that there are significant opportunities to increase the utilization of research labs across campus.

Overall office space is adequate but needs to be addressed if there is any growth. Within COLA, CHHS, and UNH IT there are currently deficits shown in the model. In various organizations there are existing rooms that are oversized compared to the standards in the model. These can only be adjusted as major renovations are made or buildings are demolished. Other anomalies relate to how spaces are classified in the existing space inventory and do not affect master planning building considerations.
Next Steps

Scenario Planning

Long range planning scenarios identify the facility impacts and costs associated with three general directions: Level, Max, and Min. There are various ways to identify each of these and different ways of looking at each can be easily done. This modeling helps campus leadership understand how it can potentially operate its facilities most effectively for different levels of enrollment, shifting credit hours to summer time, changes in space utilization, or other circumstances.

Other Uses

The space planning model will be used for numerous purposes throughout the year. In addition to identifying the space issues for the Master Plan, the model can help with accreditation reports, overall improved space management, budgeting processes, grant requests, and many other facilities related planning and capital considerations. Campus-wide data that is the foundation of the model includes fall semester student and employment data and the existing space inventory.

Continuous Improvement

In addition to the existing data updates, Campus Planning will be working with each RC unit, as well as Institutional Research and Human Resources, on an annual basis to review and update the programmatic planning variables in the model. This assures the model aligns with program requirements and operating strategies.
There are a range of departmental space needs and improvements in space adjacencies that are possible with a series of moves within existing campus buildings. These moves can begin when the new Paul College building is completed and McConnell Hall is vacated. Some of these moves are sequential others can happen as needed.

**Hamilton Smith Hall** – As the University’s highest priority for State Capital funding, this building would continue to be home to English and Philosophy, but also Classics and Humanities, as well as serving as the largest classroom building on campus.

**McConnell Hall** – If State funding is appropriated in July 2013 for the full renovation of Hamilton Smith Hall, the occupants and classrooms would move temporarily to McConnell Hall in the summer of 2013 for the duration of the construction. Once Hamilton Smith is completed, or if its funding is postponed, McConnell would become the home for Psychology (consolidated from Conant, Nesmith, and Brook Way), Sociology from Horton and Justice Studies from Huddleston. McConnell will continue to have a number of classrooms.

**Nesmith Hall** – While some current functions may remain, the building would become the primary home for Navitas and ESL instructional space as these two programs grow over the next few years.

**Horton Hall** – Space vacated by Sociology would be used to bring Anthropology, Geography, and Women’s Studies into the building as well as to provide more space for Communications, History, and Political Science.

**Huddleston Hall** – Space vacated by Anthropology, Geography, Justice Studies, Humanities, and Women’s Studies would be used to make Huddleston Hall a social science and health research center, augmenting the activities of the Carsey Institute with the Institute on Disability, the Family Research Center, and the Institute for Health Policy and Practice.

**Diamon Library** – Repurposing of selected portions of the library would accommodate several Academic Commons activities, including: The Writing Center, Math Lab, Science Resource Center, IT Academic Technology, Center for Teaching Excellence, and the Discovery Program, as well as providing more individual and group study spaces.

**New England Center** – Renovation to the 1968 portion of the building would allow for the consolidation of all of the Advancement offices and activities with the large dining room becoming the living room for alumni, and a wide range of the University’s special events.

**Elliott Alumni Center** – This building can be easily repurposed to house support and outreach programs that need to be proximate to campus, but not in the core campus. Sponsored Programs and the Marine Program offices are two potential candidates, along with others.
Center for the Arts – The first phase would include performance and practice space for Music so that they would no longer need to rely on Johnson Theatre and the Bratton Recital Room in PCAC. It would also include a “white box” theater for Theatre and Dance and limited residential space for student and visiting artists. It is possible that the first phase would also include space for the Museum of Art so that they could vacate PCAC.

Paul Creative Arts Center – Space vacated by Music and the Museum of Art would be repurposed for Art department studios and common spaces for displaying student projects.

Service Building – Space vacated by Sponsored Programs would accommodate occupants from Nesmith Hall to allow for increased Navitas instructional space.

Conant Hall – Space vacated by Psychology would be repurposed for the highest need and best fit among several academic program options at this time. Our current approach would be to relocate some of the occupants of Hood House to Conant.

University Club – Several options have been considered for this important campus function that was identified in the University’s Strategic Plan in 2010. The expectation is that it would be located within the academic core of campus in space that can accommodate 80-100 people for daytime meals and evening events. This would need to be carefully coordinated with the other space moves described above.
A major initiative of the 2004 Campus Master Plan was to increase the amount of on campus undergraduate housing, and since then over 1,100 beds have been added with a goal of housing at least 60% on campus. With enrollment increases, current design capacity of 6,800 beds provides campus housing for approximately 55% of full time undergraduate students. UNH squeezes an additional 300-500 students in each fall with “built-up” units. This suggests that a limited amount of additional housing could be beneficial so as to continue to house the same number of students. However, over the foreseeable future there is significant uncertainty about demand for any additional on campus housing, and the possibility that demographics could result in somewhat smaller enrollments. It is also undesirable to increase housing fees, which would be necessary in order to build more housing. Lastly, private developers are in the process of constructing over 1,200 beds within a mile of campus. These factors lead to a very cautious approach to adding undergraduate beds on campus over the next decade. At the same time there are significant renovations needed to some of the existing housing stock with Hetzel Hall as the highest priority and Stoke Hall next. It is also possible that replacement beds would be needed when the new Center for the Arts is built (removing 115 beds from the Lower Quad). The recommended site for this replacement housing is along Brook Way in proximity to the Stillings dining hall. While that is the near term approach, the 2012 Plan identifies a number of placeholder locations for additional undergraduate housing if there comes a point in time when it is needed.
Section Three:
Master Planning Studies
Six areas of focus were identified by the University and given particular attention during this update: a Center for the Arts, Graduate Housing, McConnell Hall repurposing, the Outdoor Pool, Transportation and Parking, and Public-Private Ventures. These Master Planning Studies look at specific initiatives and range in scale from extensive explorations to test-fits for particular programs.

The ‘Center for the Arts: Sites and Conceptual Design’ study was executed with the oversight of a CFA Working Group and with the inclusion of user input collected in several user meetings. Extensive programming and massing studies informed the final recommendation illustrated in this Chapter.

Other studies, such as Graduate Housing, Outdoor Pool, and Public-Private Ventures, were made to provide either an exploration of general siting strategies, programmatic and space sequencing, or a conceptual framework to guide future development potential. The results of all the studies were presented to the Steering Committee and the Campus Master Planning Committee over the past year and are documented here.

The Paul Center for the Creative Arts (PCAC) was built in the 1960s. Its popular 770-seat Johnson Theater and Art Museum remain important visitor destinations, while its classrooms, studios, recital hall, and faculty offices continue to make the PCAC a vital hub for artistic endeavors at UNH. However, the existing facility is undersized for current programs and outmoded relative to building systems. More importantly, it lacks a music concert hall, visibility from Main Street, and proximate parking.

An improved Center for the Arts was identified as a pressing need in the 2004 Master Plan and continues to be a priority space need. The 2012 update focused on a study to determine the best way to accommodate this need – whether through a phased renovation and expansion of the existing Paul Center for Creative Arts, as recommended in the 2004 Master Plan, or through new construction on a more advantageous site, as recommended in the 1992 Master Plan.

The study started with goal setting by the Committee for the Arts. This produced ten major goals which are diagrammed here. The most important goal...
was the “Wow Factor” for the arts at UNH. Other goals included “Parking Access” and “Interdisciplinarity.” The latter crystallized into a suggestion for a dozen student artists-in-residence (a variation of a themed house), with dorm rooms located in close proximity to art studios and music practice rooms.

Details of the space needs, sites considered, and illustrations of the phased development were carefully explored and presented in numerous forums.

The final conceptual Center for the Arts program totals 170,000 net square feet or 235,000 gross square feet, of which Phase 1 is 42,000 net square feet or 65,000 gross square feet. This program was both detailed quantitatively and represented graphically, as reproduced here.
Phased new construction is recommended to overcome many of the disadvantages inherent in the existing PCAC site – to significantly improve visibility and to gain ample convenient parking. A dozen different site possibilities were analyzed, each with strengths and weaknesses. After much deliberation and consideration, the recommended site is adjacent to Lot C in the vicinity of the existing Lower Quad housing. In this location, the new Center for the Arts would be visible from downtown, but also be proximate to the core campus academic buildings. It would serve as a “bridge to the Town,” attracting patrons and catalyzing desirable downtown development, including restaurant, retail, and hotel uses. The location is also adjacent to other major public venues at the Memorial Union, Holloway Commons, and Huddleston Hall, creating a public events district on campus. It would also have ample parking within a five-minute walking radius, including Lot B, Lot C, and public parking downtown.

A phased development is the most realistic funding scenario and this means that some arts activities would remain in the PCAC for an extended period of time, placing an emphasis on pedestrian connections between the two buildings. Walking times between the PCAC and two primary site options (Lot B and...
Lot C) were carefully analyzed. Walking time between PCAC and Lot C was found to be 3 minutes 50 seconds -- just 30 seconds longer than the walking time to Lot B. Improvements to the Ravine pathways, which can shorten the perceived distance, are recommended as part of Phase 1.

In Phase 1 the Department of Music would benefit from a new 350 seat concert hall, a recital hall, and rehearsal rooms; existing faculty offices which are used for private music lessons would remain in the existing PCAC. The Art Museum is expected to be relocated, in whole or in part, to Phase 1. The Department of Theater would have a new white box (high tech) theater. The Department of Art would have access to shared classrooms and studio space. Dance would remain in New Hampshire Hall, with dance performances continuing to be held in Johnson Theater, and 3D Art (Sculpture) would remain in the Service Building.

Over the long term the Campus Plan envisions three expansion options for the Center for the Arts. Depending upon the preferences and priorities at that future time it could extend across the Lower Quad to Academic Way, expand onto Lot C toward the downtown, or extend toward Mill Road (this would require a property acquisition).
Graduate and Family Housing

A 2010 study determined the need for campus housing to accommodate 280 to 350 graduate students, post-docs, visiting scholars, and faculty, 200-250 single graduate students, 40-50 married/partnered with no children, 15-20 students with families, and 15-20 post-docs/scholars/faculty. Currently, the university has about 17 studios, 441 bedroom units, 292 bedroom units, and 180 single rooms for graduate and family housing. While the locations are convenient, the condition and quality of this housing is unsatisfactory.

In response to these issues, this plan update process examined a total of 20 potential sites for these types of housing. One of the locations studied for family housing was Leawood Orchards, as recommended by the 2004 Campus Master Plan. This option was rejected as too distant from campus, relying on shuttle buses even though graduate students live and work on campus during extended periods when the buses do not operate. Options also
included graduate apartments for singles within mixed use development near downtown, family units on a site south of the Oyster River, sites west of the railroad tracks, and numerous locations on the periphery of the academic core campus.

After much deliberation by various constituent groups, the site of the Woodside undergraduate apartments is recommended to be converted over time to a new mix of new graduate and family housing units when the existing buildings are no longer necessary for undergraduate housing. The Woodside site is ideal because it is reasonably close to the core campus and downtown while providing a somewhat separated setting that is appropriate for couples and families. Over the short term a set of approximately 30 family units could be built without impacting any of the existing undergraduate apartment buildings. Child care facilities are currently located at the Woodside site and it is envisioned that these could be expanded or additional facilities could be created to address the long standing aspiration for more on campus child care.

Two other options are suggested for graduate students who are single or married/partnered with no children. One is a phased replacement of Babcock Hall and the other is the reuse of Adams Tower East (the older portion of the New England Center Hotel) which could be readily adapted for a group of 8 single rooms per floor for a total of 56 rooms with private baths, sharing a common living space and kitchenette.
The existing outdoor pool beside Snively arena was constructed in 1938 as a WPA project and has been a cherished Durham community summertime destination ever since. The University has diligently maintained the pool as it reaches the end of its practical and mechanical life – especially in light of changing environmental, health and water quality regulations. For the past decade the University and the Town have discussed the challenges of operating the outdoor pool and its future, given the growing likelihood that it will require major renovations soon.

Maintenance costs are increasing annually as are the frequency of incidents that require the pool to be closed for periods of time for health and safety reasons. The circulation systems are located under the pool, making it difficult to address deficiencies. The depth of the water in the deep end and the darkness of the water at certain locations make it difficult for lifeguards to view the pool bottom clearly throughout the day. The pool also doesn’t meet current accessibility standards. With all of this in mind the University faces difficult decisions about the long-term viability of the pool and funding the anticipated costs of major renovations or replacement in balance with competing demands for expansions of the adjacent UNH recreational facility.

Detailed planning and study, beyond the scope of this document, is needed to fully assess the challenges and options before the University and Town. Given that numerous members of the Durham community expressed great concern that the pool might not be retained in its current configuration, the University has committed to establish a working group of campus and Town representatives to participate in evaluation of future options for the pool. This effort will need to take into account that the site may be considered as one of several options for a much needed and supported recommendation for expansion of Campus Recreation facilities. Although other site options for recreation facility expansion are possible, the university believes it is mutually beneficial for long term plans for the outdoor pool and the Campus Recreation expansion to be addressed concurrently.
McConnell Hall was built in 1967 and has a reinforced concrete structure consisting of a two-way slab and dropped beams. The floor plan is ideally suited to large classrooms and adaptable for smaller classrooms and offices which exist in some areas. The top floor is designed and used for offices. Cladding is pre-cast concrete panels forming deep window embrasures. Windows are single-glazing. Building systems will need to be upgraded if and when the building undergoes major renovation.

McConnell Reuse

Fourth Floor

Second Floor

Concept Design for adaptive reuse of McConnell Hall for the Department of Psychology
The planning team identified recently renovated McConnell spaces which have the potential to be used “as is” without further upgrades. These were deemed “keeper spaces.” Space requirements for the Department of Psychology, including growth, were then tested within the existing building. Space studies showed that the Department of Psychology program fits well within McConnell, excluding animal-related facilities which are expected to be accommodated by centralized campus animal facilities in Rudman Hall. It is recommended that Psychology, Sociology, Justice Studies, and general purpose classrooms be included in the repurposing of McConnell. To the extent the building lacks space for any of its designated programs, McConnell can be expanded to the north and east.
This Plan update affirms the central precept of UNH’s walking campus and proposes measured improvements in the network of streets and pathways and continued coordinated management of the transit system and parking inventories. Transportation recommendations are reinforced with Priority Projects that include the extension of South Drive from Main Street to McDaniel and a new Main St/Pettee Brook Lane/Quad Way roundabout downtown. Transitioning College Road (from Main Street to Morse Hall) into a major pedestrian corridor is also recommended.

In the 2004 Master Plan, the University envisioned adding no more than 600 net new parking spaces over a twenty year horizon to accommodate projected campus growth. This was accompanied by a conceptual land use decision that up to two parking structures might be utilized to accommodate that demand and the expected removal of approximately 900 interstitial parking spaces in the pedestrian core of campus. Despite the increase in the campus population over the past eight years, UNH has been successful in implementing transportation and parking demand management programs which have resulted in reduced parking demand. This reduced demand, in conjunction with the addition of approximately 400 net spaces since 2004, has resulted in a supply of approximately 6,800 surface parking spaces with weekday demand for 6,450. This is evident in approximately 350 unused weekday spaces at the West Edge lot. Although demand for parking is dynamic and affected by the chosen future enrollment scenario, the projected sustainable target ratio of parking spaces to headcount (students, faculty and staff) is set at 35%.
Attempts to develop necessary funding strategies for the parking structures have proven challenging given the fee increases necessary to pay for construction and operations. Given this reality, and using the level campus enrollment scenario, the need for parking structures is now significantly diminished from what was envisioned in the 2004 Campus Master Plan, and would only be necessary if more than 400 spaces are removed from the current campus inventory; if growth occurs as part of a PPV development in the vicinity of Lot A; or to accommodate core campus facility changes. In the long-term event that structured parking becomes necessary, this Plan reaffirms that structures could be developed on Lot A and/or Lot B.

Parking supply, ratios and projections are documented in the Campus Snapshot – Appendix 1 and also considered in the Center for the Arts site evaluation.
It is likely that there will be only limited funding for campus construction projects for some time. It is therefore contemplated that public-private ventures (PPV) may play a role in the future development of the University. A PPV is any undertaking for which there are blended contributions for mutual benefit. Examples might include:

- A downtown development on privately owned land, using private financing, public incentives, and a University commitment to a long-term lease. This might describe a mixed use project on the so-called “Bank Site” planned along Main Street that includes the UNH Inter-Operability Laboratory (IOL).

- An entrepreneurial research park developed on UNH land using private financing, public incentives, and long-term lease commitments by UNH and private tenants. This might describe a development on University land near Lot A.

- An office park development using private financing, public incentives, and long-term lease commitments by UNH and private tenants. This might describe a Leavitt Center redevelopment.

Suggested Design Guidelines for Public-Private Development on University Lands
Any public-private partnerships would be linked to UNH’s mission and values, phased with market demand, compliant with existing zoning and developed in collaboration with the Town of Durham. Language to this effect was drafted and circulated as part of the 2012 Master Plan Update process. The zones of campus lands preferred for potential public-private ventures include: the Leavitt Center and West Edge parking lot; the area known as Leawood Orchard on NH 155A, an area north of Main Street and east of North Drive (including Lot A, which would need State approval for this type of development because of a deed restriction) and an area south of Main Street adjacent to the football stadium. Non-campus land on Depot Road north of the train station is owned by the Town and could also be developed as some form of a public-private venture, in partnership with the Town. None of this precludes the possibility of research parks or office parks being developed on other private properties and serving similar interests.

Main Street Adjacent to Campus Stadium
Potential public-private ventures that benefit from proximity to the core campus and/or sports venues could be developed in this zone. Development of this type on Lot A would require state approval because of deed restrictions.

Leavitt Center/West Edge Parking:
Potential public-private partnership use linked to UNH mission and values and developed in collaboration with Durham. For all commercial public-private ventures on University land, Durham zoning would apply.
Beyond Town zoning regulations, University established design guidelines and use restrictions are essential to ensure that public-private ventures fit the environmental and aesthetic values of the University and its mission. Planning principles would include locating parking behind the buildings to screen the view of cars from Main Street, incorporating plentiful trees and rainwater infiltration systems into parking lots, and providing generous front yard setbacks from Main Street. Design guidelines would need to be developed that take into account building setback, massing, preferred materials, and suggested fenestration.

**Equine Facilities**

The equine facilities would remain in their current location, rather than be displaced by other land uses, as had been contemplated in the previous Campus Master Plan.

**North of Main/West of Mast/South of O’Kane:**

Changes in this area would sustain and when possible enhance the educational, agricultural and aesthetic value of the land.
Epilogue
Comparison with the 2004 Master Plan
Epilogue: Comparison with 2004 Master Plan

Many of the goals of the 2004 Master Plan are still pertinent for this Campus Master Plan Update. The five goals of the 2004 Plan still ring true:

1. Meet the needs of the academic mission.
2. Blend the living and learning environments.
3. Improve campus access and mobility.
4. Balance the needs of the built and natural environments.
5. Enhance the character of the University and its relationship with the greater community.

The needs of the academic mission will be met by renovating and expanding existing academic buildings, many of which are 50+ years old and still in need of major repairs, as identified in 2004. Unmet space needs will be addressed with additions to existing buildings and strategic re-organization as might enable shared resources. The one exception is a brand new Center for the Arts. The 2012 Update demonstrates that this facility requires a more visible and accessible location close to downtown, not only for visitors, but also the stature of the arts at UNH and the region.

The living and learning environments will be blended by providing on campus housing for a majority of the undergraduates and roughly 10-15% of graduate students. Over the past decade, undergraduate housing has increased by 20%, and yet with increased enrollments the goal of accommodating 60% on campus is not met. Going forward there is no current or foreseeable expansion of on campus housing for undergraduates, although this master plan update provides placeholder locations should expansion be determined necessary in the future. Graduate housing, on the other hand, continues to be sub-standard in both Babcock and Forest Park, and there is a desire to create more and better graduate and family housing if funding mechanisms can be identified.

Campus access and mobility will be improved by continuing the parking and transportation demand management strategies adopted by the University, realizing the extension of South Drive (near the athletic fields), and providing for a network of streets and pathways with perimeter parking. Interstitial parking areas and through traffic should continue to be removed from the campus core. Pedestrian/vehicular conflicts need to be further reduced, and deteriorating existing pathways and streets need to be repaired. This Plan shows no immediate need for expanded or structured parking given the current inventory surplus.

The needs of the natural environment will be met by retaining and maintaining the agricultural fields and native woodlands of the extended campus, revitalizing the Ravine and College Brook, and implementing a campus tree plan. The needs of the built environment will be met by continued development of the core campus and lands along Main Street. Balancing both needs is very consistent with the 2004 Master Plan. This Plan leaves larger tracts of agricultural and forested lands in their current use than the 2004 Plan, by not relocating
the equine activities, and removing potential development from a large portion of the Leawood Orchard woodlands. It continues the 2004 Plan’s recommendation to allow only limited future development along the buffer at the eastern edge of the College Woods Natural Area, and maintain existing buffers in other locations.

One of the most important goals of the Campus Master Plan Update is to enhance the physical character of the University and to strengthen its connection with the greater community. This Plan, like the 2004 Plan advocates improving the gateways from both the east and west, but in addition it sites a new Center for the Arts to serve as a “bridge to the Town.” It also reinforces the 2004 Master Plan vision to preserve three distinct, yet interrelated, images: those of the quintessential New England campus, the vibrant small town, and the native landscape composed of woods and fields. Maintaining the University of New Hampshire as a beautiful, welcoming, walking campus to students, faculty, staff, and visitors is fundamental.
Appendix 1:
Campus Snapshot 2013-2032
### Campus Snapshot 2012-2032

#### Campus Population

<table>
<thead>
<tr>
<th></th>
<th>Actual Fall 2002</th>
<th>2004 Plan Projection by Fall 2022</th>
<th>Actual Fall 2011</th>
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<td>Graduate Students</td>
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#### Housing

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<tr>
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<th>Undergraduate Actual R+30 Occupancy</th>
<th>Family/Graduate Housing</th>
<th>Subtotal On-Campus Occupancy</th>
<th>Off-Campus Undergrad Persons</th>
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#### Parking

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<th></th>
<th>Total Parking Space Count (excl motorcycles)</th>
<th>Total Parking Permit Count (all permits)</th>
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<td>7,695</td>
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<tr>
<td></td>
<td>(1,040)</td>
<td>(855)</td>
</tr>
<tr>
<td></td>
<td>7,044</td>
<td>9,405</td>
</tr>
<tr>
<td></td>
<td>240</td>
<td>855</td>
</tr>
</tbody>
</table>

#### RATIOS

<table>
<thead>
<tr>
<th></th>
<th>Flat Scenario</th>
<th>Min Scenario</th>
<th>Max Scenario</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Undergrads Living on Campus (Design Capacity)</td>
<td>50%</td>
<td>60%</td>
<td>49%</td>
</tr>
<tr>
<td>% Undergrads Living on Campus (Actual R=30)</td>
<td>54%</td>
<td>60%</td>
<td>58%</td>
</tr>
<tr>
<td>Parking Space : Headcount Ratio</td>
<td>0.39</td>
<td>0.39</td>
<td>0.37</td>
</tr>
<tr>
<td>Parking Permits: Headcount Ratio</td>
<td>0.56</td>
<td>-</td>
<td>0.47</td>
</tr>
<tr>
<td>Parking Spaces: Parking Permits Ratio</td>
<td>0.71</td>
<td>-</td>
<td>0.80</td>
</tr>
</tbody>
</table>

Source for Student Headcounts: USNH Factbook Table II.9
Source for Employee Headcounts: USNH Factbook Table III.1 (Fall 2002 used a different system)
Source for Bedcounts: UNH Housing Office
Source for Parking Counts: UNH Transportation Services

This illustration represents a 'no new beds' approach that holds parking ratios constant across three planning scenarios.
Appendix 2:
Priority Projects and Implementation Table
## Appendix 2: Priority Projects and Implementation Table

### University of New Hampshire

**2012 Campus Master Plan**

**Project Priorities and Implementation**

<table>
<thead>
<tr>
<th>Program Uses</th>
<th>Demolition Notes</th>
<th>Renovation</th>
<th>Cost</th>
<th>New Construction</th>
<th>Cost</th>
<th>Demolition</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Existing GSF</td>
<td>Cost/SQFT</td>
<td>Footprint Area</td>
<td>Total GSF</td>
<td>Cost/SQFT</td>
<td>Total Project Cost</td>
</tr>
<tr>
<td><strong>Academic and Outreach Projects</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Hamilton Smith Hall</td>
<td>English/ESL, Philosophy, Classics, Humanities Program</td>
<td>35,000</td>
<td>375</td>
<td>10,000</td>
<td>4</td>
<td>40,000</td>
<td>450</td>
</tr>
<tr>
<td>2. McConnell Hall</td>
<td>Psychology, Sociology, Justice Studies, Family Science</td>
<td>60,000</td>
<td>125</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Conant Hall</td>
<td>Ronald, Daniel Center, Center for International Ed, Fellowships, OISS (this is 1 option, evaluating others)</td>
<td>26,000</td>
<td>375</td>
<td>3,800</td>
<td>4</td>
<td>15,200</td>
<td>450</td>
</tr>
<tr>
<td>4. Northeast Hall</td>
<td>Sustainability, CrossFit, HEX, COSSA</td>
<td>52,000</td>
<td>375</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Huddleston Hall</td>
<td>Casey Institute, Survey Center, Justice Works, FMP, SCS, porters of Family Research</td>
<td>40,000</td>
<td>375</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Dimond Library - Selective repurposing</td>
<td>Science Resource Center, Info Writing Center, OIAC, Academic Services, Teaching Excellence, Discovery Program, Math Lab on 3rd Floor</td>
<td>50,000</td>
<td>150</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>7. New England Center</td>
<td>Repurpose Elliott Alumni Ctr</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>8. Center for the Arts - Phase 1 (demo Engelhardt)</td>
<td>Music, Theater and Dance, Art and Art History, Museum of Art</td>
<td>30,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>9. Stadium/Field House/Training - Expand</td>
<td>Athletics</td>
<td>25,000</td>
<td>60</td>
<td>25,000</td>
<td>3</td>
<td>75,000</td>
<td>300</td>
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<tr>
<td>10. Field House expansion</td>
<td>Athletics training and offices</td>
<td>7,000</td>
<td>2</td>
<td>14,000</td>
<td>350</td>
<td>$</td>
<td>4,900,000</td>
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<tr>
<td><strong>Student Life Projects</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>11. Nightmare Alley - Tackle Box</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>12. Field House - Expand (Holloway Commons and Stillings)</td>
<td>Student dining expansion</td>
<td>10,000</td>
<td>300</td>
<td>11,000</td>
<td>1</td>
<td>11,000</td>
<td>450</td>
</tr>
<tr>
<td>13. South Drive - Extend to Main St with Utilities</td>
<td>Trans/d public way to reduce traffic on Main St and College Rd</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. Water Treatment Plant</td>
<td>Replacement and expansion of water plant</td>
<td>10,000</td>
<td>2</td>
<td>20,000</td>
<td>700</td>
<td>$</td>
<td>14,000,000</td>
</tr>
<tr>
<td>15. Mr. Fix-It Renovation</td>
<td>Campus community</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16. Pettibone Road - Roundabout Roundabout</td>
<td>Improved campus gateway and transit flow</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>ADDITIONAL IDENTIFIED NEEDS</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>17. Field House</td>
<td>Athletics</td>
<td>200,000</td>
<td>150</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18. PCAC - Renovate</td>
<td>Music, Art &amp; Art History, Theater &amp; Dance</td>
<td>58,000</td>
<td>350</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19. Horizon Hall - Renovate</td>
<td>Anthropology, History, Communications, Political Science, Anthropology, Women’s Studies</td>
<td>57,000</td>
<td>200</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>20. Morris Hall - Renovate</td>
<td>Education</td>
<td>26,000</td>
<td>375</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>21. Flow Physics Facility</td>
<td>Wind turbine research enclosure</td>
<td>18,000</td>
<td>1</td>
<td>18,000</td>
<td>200</td>
<td></td>
<td></td>
</tr>
<tr>
<td>22. CDSC - Replacement</td>
<td></td>
<td>14,000</td>
<td>1</td>
<td>14,000</td>
<td>400</td>
<td>9,500</td>
<td>5</td>
</tr>
<tr>
<td>23. Field House - Renovate</td>
<td>Housing</td>
<td>130,000</td>
<td>200</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24. Brookway New Residential - Replace and Expand</td>
<td>17 Brookway Demo</td>
<td>12,000</td>
<td>4</td>
<td>48,000</td>
<td>350</td>
<td>10,000</td>
<td>5</td>
</tr>
<tr>
<td>25. Health Services - Renovate and Expand</td>
<td>Employee and Student health services</td>
<td>21,000</td>
<td>250</td>
<td>4,500</td>
<td>2</td>
<td>9,000</td>
<td>400</td>
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<tr>
<td>26. Graduate and Family Housing - Replacement</td>
<td>replacement Forest Park and Bailey</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>27. Adams Tower East - Repurpose for Graduate Housing</td>
<td>94 Single graduate student rooms, private baths</td>
<td>26,000</td>
<td>200</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28. Quad Way - Extend to McKean Dr and Eliminate Mitchell Way</td>
<td>Campus community</td>
<td>0.5</td>
<td>mile</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>29. Conant Courtyard - Improvement</td>
<td>Campus community</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30. 6 and 9 Leavitt Lane - Replacement</td>
<td>Buildings have outlived their useful life and need replacement</td>
<td>18,000</td>
<td>2</td>
<td>36,000</td>
<td>250</td>
<td>35,300</td>
<td>5</td>
</tr>
</tbody>
</table>
### 2012 Campus Master Plan

#### Project Priorities and Implementation

**Program Uses**

<table>
<thead>
<tr>
<th>Demolition Notes</th>
<th>Renovation</th>
<th>New Construction</th>
<th>Demolition</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cost/ SQFT</td>
<td>Stories</td>
<td>Total Cost</td>
</tr>
<tr>
<td></td>
<td>Existing GSF</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total Project Cost</td>
<td></td>
<td></td>
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</table>

**FUTURE PLACEHOLDERS**

#### Academic and Outreach Projects

<table>
<thead>
<tr>
<th>#</th>
<th>Program Uses</th>
<th>Cost/ SQFT</th>
<th>Stories</th>
<th>Total GSF</th>
<th>Cost/ SQFT</th>
</tr>
</thead>
<tbody>
<tr>
<td>31</td>
<td>Gregg Hall - Expand COLSA or CFPS research</td>
<td>8,000</td>
<td>4</td>
<td>32,000</td>
<td>500</td>
</tr>
<tr>
<td>32</td>
<td>Parsons Hall - Expand Chemistry teaching labs</td>
<td>8,000</td>
<td>2</td>
<td>16,000</td>
<td>500</td>
</tr>
<tr>
<td>33</td>
<td>Center for the Arts - Additional Phase(s) Mass, Art &amp; Art History, Theater &amp; Dance Hunter and Gibbs Demo option shown</td>
<td>18,000</td>
<td>4</td>
<td>72,000</td>
<td>500</td>
</tr>
<tr>
<td>34</td>
<td>Academic Building at PCAC New Academic Building PCAC Demo</td>
<td>28,000</td>
<td>3</td>
<td>84,000</td>
<td>500</td>
</tr>
<tr>
<td>35</td>
<td>Academic Building at Kitzman New Academic Building Kitzman Demo</td>
<td>14,000</td>
<td>4</td>
<td>56,000</td>
<td>500</td>
</tr>
<tr>
<td>36</td>
<td>Academic Building South of Morse New Academic Building</td>
<td>18,000</td>
<td>4</td>
<td>72,000</td>
<td>500</td>
</tr>
<tr>
<td>37</td>
<td>Academic Building West of Morse New Academic Building</td>
<td>18,000</td>
<td>4</td>
<td>72,000</td>
<td>500</td>
</tr>
<tr>
<td>38</td>
<td>Academic Building at Service Building New Academic Building Service Building Demo</td>
<td>14,000</td>
<td>4</td>
<td>56,000</td>
<td>500</td>
</tr>
<tr>
<td>39</td>
<td>COLSA Multi-Tropic Agriculture COLSA agricultural academic support building</td>
<td>5,600</td>
<td>1</td>
<td>5,600</td>
<td>250</td>
</tr>
<tr>
<td>40</td>
<td>Eliot Center Expansion Sponsored Programs, Marine Programs</td>
<td>7,500</td>
<td>2</td>
<td>15,000</td>
<td>350</td>
</tr>
</tbody>
</table>

**Student Life Projects**

<table>
<thead>
<tr>
<th>#</th>
<th>Program Uses</th>
<th>Cost/ SQFT</th>
<th>Stories</th>
<th>Total GSF</th>
<th>Cost/ SQFT</th>
</tr>
</thead>
<tbody>
<tr>
<td>41</td>
<td>SERC - Expand up to four buildings Undergraduate housing - approx 220 beds per building Forest Park and Mini Dorms Demo</td>
<td>57,400</td>
<td>4</td>
<td>229,600</td>
<td>350</td>
</tr>
<tr>
<td>42</td>
<td>Alden Hall - Expand Expanded dining capacity to accommodate housing expansion in the vicinity</td>
<td>19,000</td>
<td>2</td>
<td>38,000</td>
<td>450</td>
</tr>
<tr>
<td>43</td>
<td>Gables - expand up to two buildings Undergraduate apartments - approx 200 beds per bldg</td>
<td>25,000</td>
<td>4</td>
<td>100,000</td>
<td>350</td>
</tr>
</tbody>
</table>

**Site and Infrastructure Improvements**

<table>
<thead>
<tr>
<th>#</th>
<th>Program Uses</th>
<th>Cost/ SQFT</th>
<th>Stories</th>
<th>Total GSF</th>
<th>Cost/ SQFT</th>
</tr>
</thead>
<tbody>
<tr>
<td>44</td>
<td>North Drive Underpass Extend under Rb to Strafford Ave</td>
<td>60,000</td>
<td>4</td>
<td>240,000</td>
<td>350</td>
</tr>
<tr>
<td>45</td>
<td>Academic Way - Pedestrianize Campus community improvement in campus core</td>
<td>40,000</td>
<td>4</td>
<td>160,000</td>
<td>350</td>
</tr>
<tr>
<td>46</td>
<td>College Road - Pedestrianize Remove public whee access, create &quot;College Walk&quot;</td>
<td>10,000</td>
<td>4</td>
<td>40,000</td>
<td>350</td>
</tr>
<tr>
<td>47</td>
<td>New Service Road Shifts vehicle from College Rd and Academic Way</td>
<td>10,000</td>
<td>4</td>
<td>40,000</td>
<td>350</td>
</tr>
<tr>
<td>48</td>
<td>Route 15/5A Roundabout Potential need to address traffic related to FPOs</td>
<td>10,000</td>
<td>4</td>
<td>40,000</td>
<td>350</td>
</tr>
<tr>
<td>49</td>
<td>Fire Station - Relocate Relocation necessary for College Rd closure above</td>
<td>15,000</td>
<td>2</td>
<td>30,000</td>
<td>350</td>
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<tr>
<td>50</td>
<td>Police Station - Relocate Alcove/ Western House Forms</td>
<td>9,500</td>
<td>2</td>
<td>19,000</td>
<td>350</td>
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</table>

**PPV Projects**

<table>
<thead>
<tr>
<th>#</th>
<th>Program Uses</th>
<th>Cost/ SQFT</th>
<th>Stories</th>
<th>Total GSF</th>
<th>Cost/ SQFT</th>
</tr>
</thead>
<tbody>
<tr>
<td>51</td>
<td>Research Park and Relocate Farm Services and Greenhouses Requires Putnam Hall and Greenhouse Demo</td>
<td>60,000</td>
<td>4</td>
<td>240,000</td>
<td>350</td>
</tr>
<tr>
<td>52</td>
<td>Lot A Development and Structured Parking Requires replacement of parking displaced</td>
<td>34,000</td>
<td>3</td>
<td>102,000</td>
<td>350</td>
</tr>
<tr>
<td>53</td>
<td>Structured Parking - Existing lot that is currently open to view</td>
<td>21,000</td>
<td>2</td>
<td>42,000</td>
<td>350</td>
</tr>
<tr>
<td>54</td>
<td>Athletics Development Requires replacement of displaced sports venues</td>
<td>16,000</td>
<td>3</td>
<td>48,000</td>
<td>350</td>
</tr>
<tr>
<td>55</td>
<td>Leavitt Center Development No anticipated replacement of displaced parking</td>
<td>28,800</td>
<td>3</td>
<td>86,400</td>
<td>250</td>
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<tr>
<td>56</td>
<td>Leawood Orchard Development Existing Leawood Orchard Dam Demo</td>
<td>15,000</td>
<td>3</td>
<td>45,000</td>
<td>250</td>
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**POSSIBLE SURPLUS**

<table>
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<tr>
<th>#</th>
<th>Program Uses</th>
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<th>Stories</th>
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<th>Cost/ SQFT</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Service Building</td>
<td>50,000</td>
<td>(See 48)</td>
<td></td>
<td></td>
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<tr>
<td>B</td>
<td>Kendall</td>
<td>40,000</td>
<td>40,000</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>Hewitt Annex</td>
<td>10,000</td>
<td>10,000</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>T1 Brookway</td>
<td>10,000</td>
<td>10,000</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>E</td>
<td>WIST House</td>
<td>3,000</td>
<td>3,000</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>Elizabeth DeMent House</td>
<td>6,436</td>
<td>6,436</td>
<td>(See 48)</td>
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<tr>
<td>G</td>
<td>Mini Dorms</td>
<td>14,920</td>
<td>14,920</td>
<td>(See 48)</td>
<td></td>
</tr>
<tr>
<td>H</td>
<td>Clo Hall</td>
<td>10,500</td>
<td>10,500</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>Zitzman</td>
<td>9,000</td>
<td>9,000</td>
<td>(See 48)</td>
<td></td>
</tr>
<tr>
<td>J</td>
<td>6 Leavitt Lane (Central Receiving)</td>
<td>19,750</td>
<td>19,750</td>
<td>(See 48)</td>
<td></td>
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<tr>
<td>K</td>
<td>9 Leavitt Lane (Carpenter Shop)</td>
<td>4,800</td>
<td>4,800</td>
<td>(See 48)</td>
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</table>

Inclusive Demo SubTotal Excluding Demo Above

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<tr>
<th>#</th>
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<th>Cost/ SQFT</th>
<th>Stories</th>
<th>Total GSF</th>
<th>Cost/ SQFT</th>
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<td>196,306</td>
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<td>60,500</td>
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