



Campus Master Plan
Summary
2019





The University of North Alabama experience begins with our campus community and the educational setting we create for our students. As a growing and dynamic institution, we continue to seek ways to attract students who seek a quality education through active, engaged learning inside and outside the classroom.

Research, metrics, and 3D puzzle play from our students, faculty, staff, Board of Trustees, and alumni were used to create this updated Campus Master Plan. With UNA's mission and values in mind, the updated plan creates new possibilities for personal growth and inspiration for our students by addressing the value of place in experiential education. Campus facilities need to allow for growth of the curriculum through academic initiatives and an opportunity to increase our retention to better serve our students' academic and residential needs.

The Board of Trustees approved this updated Campus Master Plan at its summer meeting in June 2019. The Plan outlines UNA's bold commitment to student success by delivering an approach to campus development that is reflective of our beautiful location, the nature of experiential learning, and the need to invest in our infrastructure to deliver our brand promise.

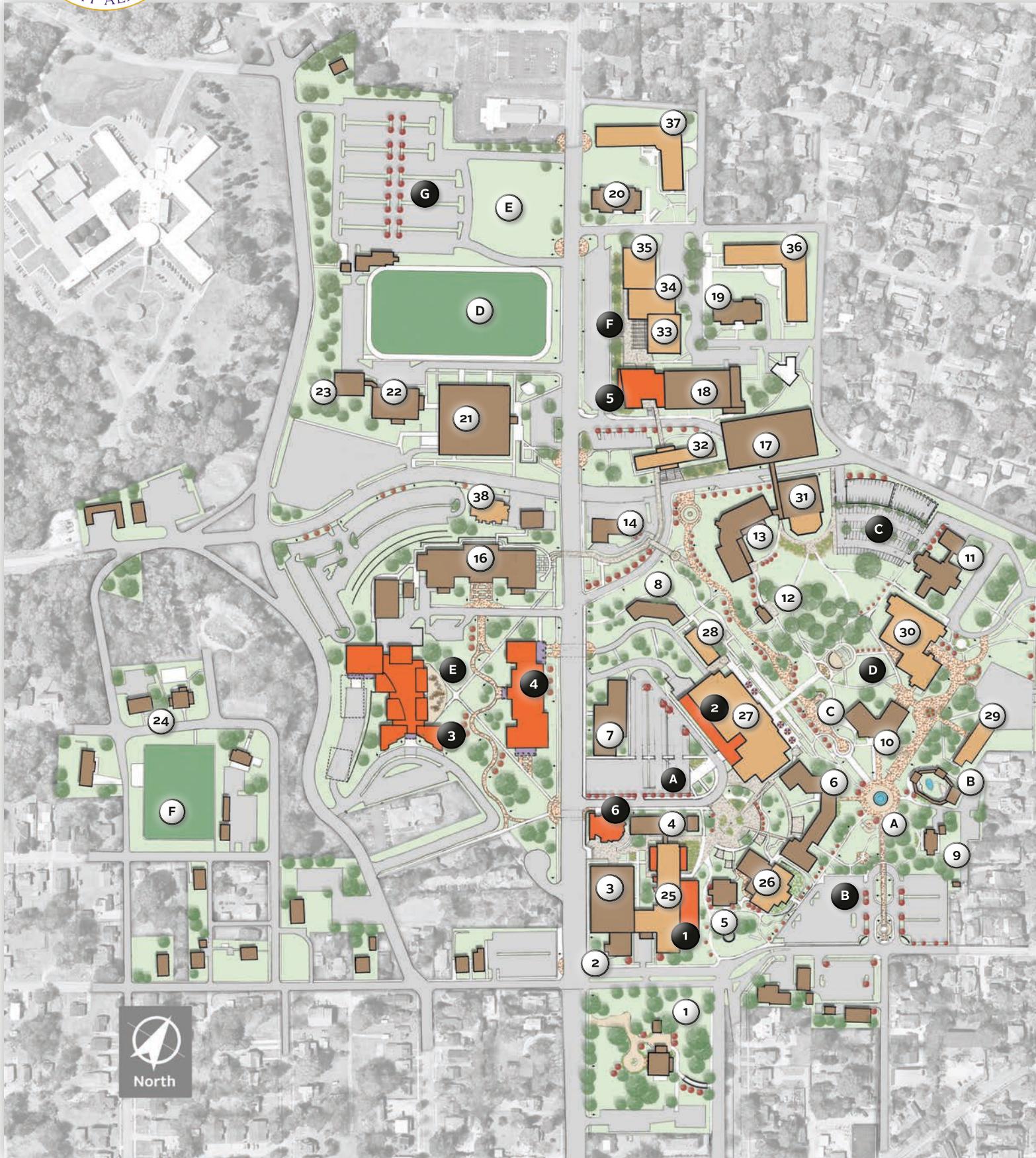
The campus community will work to ensure that the University of North Alabama stays relevant for all of those students who need, deserve, and benefit from the highly personalized education offered here. I am confident that this 2019 Campus Master Plan will set the scene for our future growth and development and that it will help to clearly define a path to success for our current and future students.

Sincerely,

A handwritten signature in black ink that reads "Ken Kitts". The signature is written in a cursive, flowing style.

Kenneth D. Kitts, Ph.D.
President





CAMPUS MASTER PLAN



1 Existing Buildings

1. Coby Hall
2. George S. Lindsey Theatre
3. Norton Auditorium
4. Art Building and Gallery
5. Rogers Hall
6. Keller Hall/Raburn Wing
7. Communications Building
8. Powers Hall
9. President's Home
10. Bibb Graves Hall
11. Wesleyan Hall and Annex
12. Stone Lodge
13. Laura M. Harrison Hall
14. Steam Plant
15. Appleby East and West Residence Halls
16. Mitchell Burford Science and Technology Building
17. Parking Deck
18. Student Recreation Center
19. Covington Hall
20. Hawthorne Hall
21. Flowers Hall
22. Hal Seif Field House
23. Athletics Weight Room
24. Greek Housing
25. Music Building

26 Renovated Buildings

26. Wendell W. Gunn Commons
27. Guillot University Center
28. Lafayette Hall
29. Willingham Hall
30. Collier Library
31. Stevens Hall
32. LaGrange Hall
33. Rivers Hall
34. Mane Market
35. Rice Hall
36. Olive Hall
37. Mattielou Hall
38. Bennett Infirmary

1 New Buildings

1. Music addition
2. Guillot University Center addition
3. Kilby School
4. Math/Engineering Technology
5. Student Recreation Center addition
6. Future recital hall/black box

A Existing Site

- A Laura M. Harrison Plaza and Fountain
- B Lion Habitat
- C Shelby Way
- D Football/soccer practice field
- E Band field
- F Recreation field
- G Tennis courts

A New Site Work

- A Commons - GUC parking and connection
- B Guest parking
- C Circular Drive parking
- D Amphitheater seating and greenspace
- E STEEM courtyard and playground
- F Mane Market dining arcade
- G Remote parking

Guidance for the Campus Master Plan

Elements of Success

Authentically live out our strategic plan.

- *Across the University: Shared UNA identity, innovative and student centered-academics, integrated technology, diversity and inclusion.*
- *Across programs: Experiential learning opportunities, research, community engagement.*
- *Within programs: Prominent, recognized academic programs, competitive teams.*

Control what we own, use what we have

- *Address facilities that are capping potential enrollment growth.*
- *Make best use of existing capacity across the University.*
- *Strategically allocate existing space made available as a consequence of new capital assets.*

Create coherence and character

- *Highlight UNA - Florence connections.*
- *Create physical expressions of institutional identity.*
- *Create connectivity and convergence, indoors and outdoors.*

The University of North Alabama Campus Master Plan describes our efforts to create an intentional and compelling experience for our students. As a thriving institution in a unique cultural and historic area, we embrace the notion that a sustainable future lies nearby, in what has been called “adjacent possibilities.” Our strategic goals focus us on exploration, connection, collaboration, and cultivation of opportunities that surround us. That mindscape and landscape includes our people, our programs, our spaces, and, equally important, our place. Who we can be is inseparable from where we are.

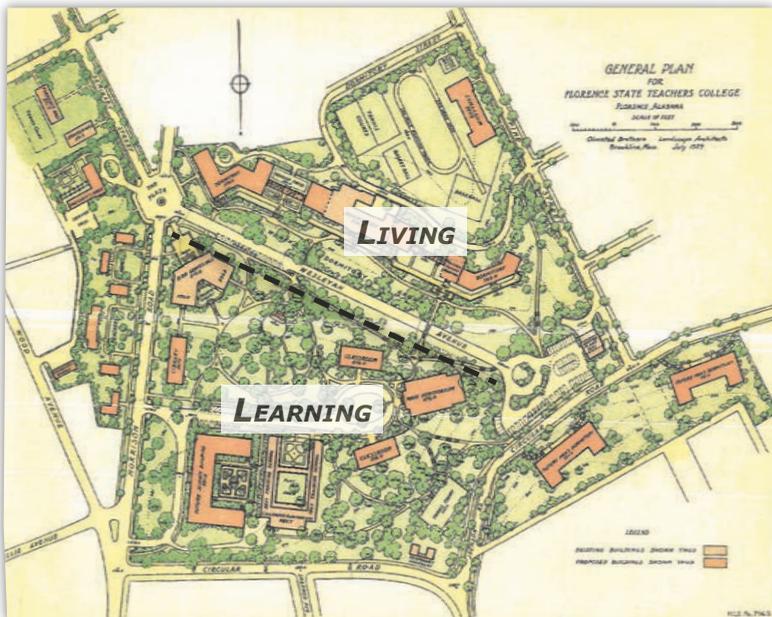
Themes and Observations

The 20th and 21st century story of our University and the City of Florence ranges from the industry and power of the Tennessee Valley Authority to a deep lineage of recording artists and studios. UNA began as a teachers college with the distinction of a campus plan developed by the landscape

STRATEGIC PLAN 2019-24, THEMES AND GOALS

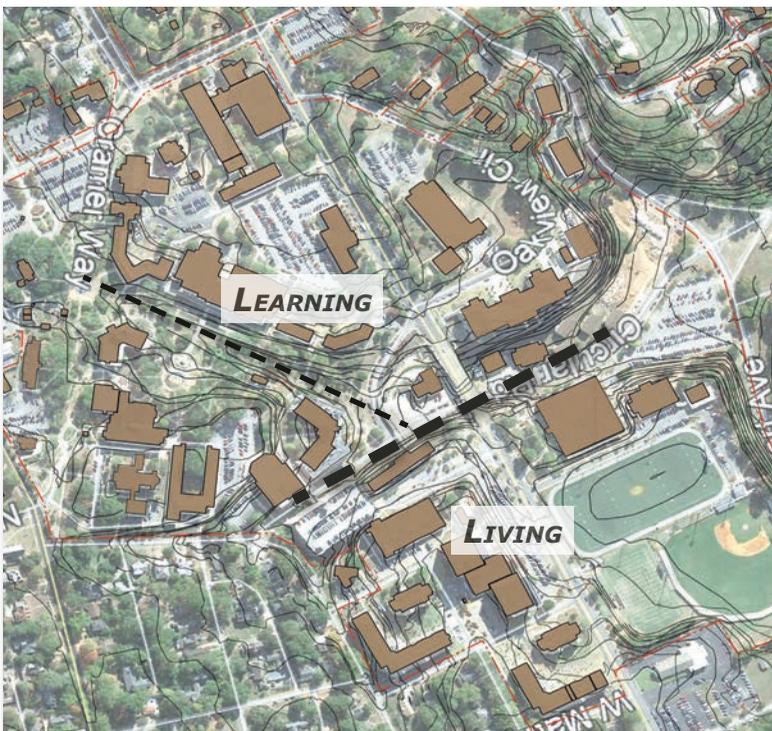
<p>THEME ONE: TRANSFORMATIONAL STUDENT EXPERIENCE</p>	<ul style="list-style-type: none"> • INCREASE EXPERIENTIAL LEARNING OPPORTUNITIES FOR STUDENTS (E.G. INTERNSHIPS, EDUCATION ABROAD, STUDY AWAY, PRECEPTORSHIPS, AND SIMULATIONS). • EXPAND RESEARCH OPPORTUNITIES FOR UNDERGRADUATE AND GRADUATE STUDENTS. • CREATE CURRICULAR AND CO-CURRICULAR PROGRAMS TO ENGAGE STUDENTS OUTSIDE THE CLASSROOM AND BEYOND THE FIRST ACADEMIC YEAR.
<p>THEME TWO: ACADEMIC EXCELLENCE AND INNOVATION</p>	<ul style="list-style-type: none"> • PROMOTE AND SUPPORT AN INNOVATIVE, STUDENT-CENTERED ACADEMIC EXPERIENCE AT ALL LEVELS AND IN ALL MODALITIES. • INCREASE TECHNOLOGY INTEGRATION TO IMPROVE AND ENHANCE STUDENT LEARNING. • MAINTAIN A HIGH-QUALITY, STUDENT-FOCUSED, PERSONALIZED INSTRUCTIONAL AND LEARNING ENVIRONMENT AS THE UNIVERSITY GROWS, EVOLVES, AND DIVERSIFIES ITS ACADEMIC OFFERINGS.
<p>THEME THREE: DIVERSITY AND INCLUSION</p>	<ul style="list-style-type: none"> • EMBRACE A BROAD DEFINITION OF DIVERSITY THAT FOSTERS A CULTURE OF RESPECT FOR ALL. • INCREASE DIVERSITY AMONG STUDENTS, FACULTY, AND STAFF USING STRATEGIC RECRUITMENT AND RETENTION INITIATIVES. • DEVELOP AND IMPLEMENT A CO-CURRICULAR PROGRAM FOCUSED ON DIVERSITY AND INCLUSION. • ESTABLISH AND SUPPORT A CENTER FOR SOCIAL INCLUSION TO SERVE AS A CAMPUS AND COMMUNITY HUB FOR DIVERSITY AND INCLUSION.
<p>THEME FOUR: FINANCIAL SUSTAINABILITY</p>	<ul style="list-style-type: none"> • DIVERSIFY AND PURSUE PUBLIC AND PRIVATE FUNDING STRATEGIES TO SUPPORT THE UNIVERSITY AND ITS STUDENTS. • INVEST IN STRATEGIC CAPITAL AND DEFERRED MAINTENANCE PROJECTS TO BETTER SUPPORT THE STUDENT EXPERIENCE. • MAXIMIZE RESOURCE EFFICIENCY TO ENSURE THE FUTURE GROWTH AND EXPANSION OF THE UNIVERSITY'S MISSION.
<p>THEME FIVE: INSTITUTIONAL IDENTITY</p>	<ul style="list-style-type: none"> • PURSUE A COHESIVE AND SHARED INSTITUTIONAL IDENTITY FOCUSED ON STUDENT LEARNING AND ENGAGEMENT—LOCALLY, REGIONALLY, AND GLOBALLY • DEVELOP PROMINENT ACADEMIC PROGRAMS WITH NATIONAL AND INTERNATIONAL RECOGNITION AT THE GRADUATE AND UNDERGRADUATE LEVELS, IN ALL MODALITIES. • CRAFT AND IMPLEMENT A COMPREHENSIVE MARKETING STRATEGY WITH APPROPRIATE RESOURCES.





Above: The Olmsted Brothers firm's plan for Florence State Teachers College, 1929, functionally created two campus neighborhoods bisected by a central park.

Below: Currently, two major zones exist, but the residential neighborhood across Circular Road feels separated from the rest of campus.



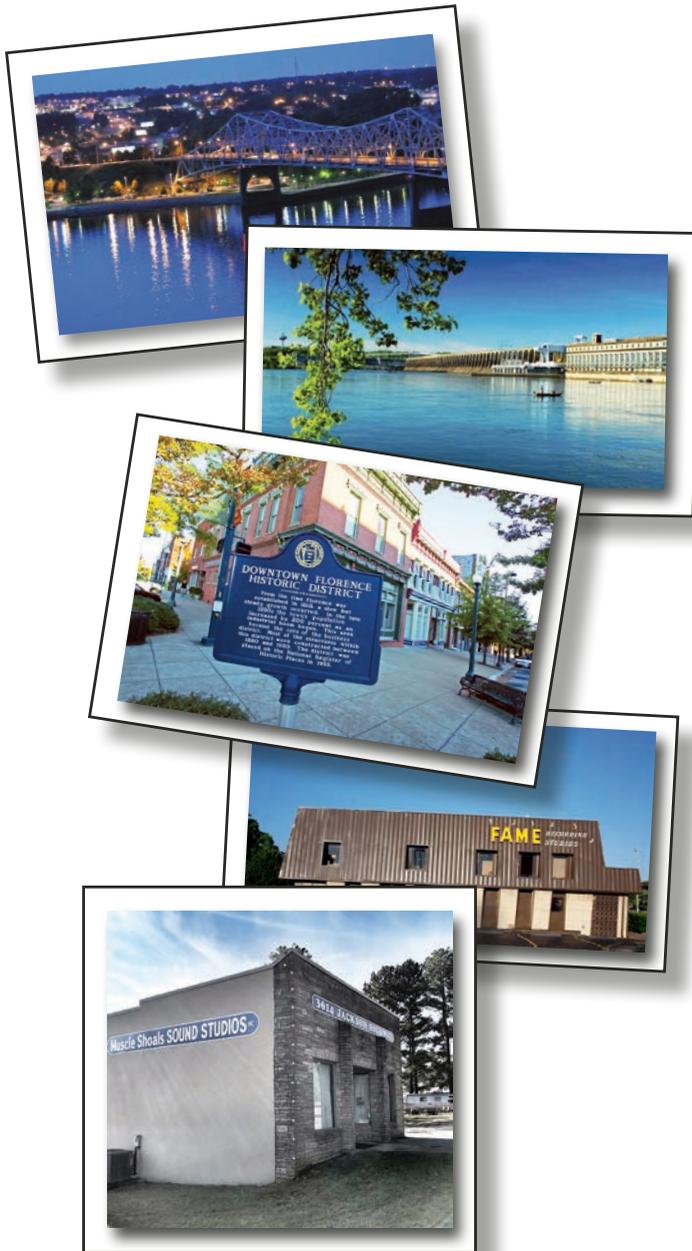
architecture firm owned by the sons of Frederick Law Olmsted, designer of New York City's Central Park. (Few other campus master plans could include references to Olmsted, W.C. Handy, the Rolling Stones, and The Civil Wars.)

Their plan was a distinctive beginning, but it is now 90 years old and today's University has inherited new challenges: **accessibility** is lacking inside and between buildings and event venues, our growth has meant the **loss of numerous outdoor intersection and gathering spaces** that were key to the original plan, and **parking** was, in 1929, an amusing afterthought. Their plan separated student living and learning neighborhoods with a park, amphitheater, and multiple road crossings as critical links. The current location of the residential experience has affected **the impact of that "central park"**—it is now primarily a pedestrian corridor—and **a key "threshold" in the transition from living to learning is the currently vacated LaGrange Residence Hall.**

In addition, several key buildings have been repurposed for academic use: Keller and Willingham Hall were "dormitories," Communications was a gymnasium, and the Math Building was the Teacher College training school. This means that many of our academic buildings were not originally designed for instruction, let alone for contemporary learning experiences and the creation of academic communities. While we take pride in our adaptability, the new science building and the nursing building currently under construction have created a clear **contrast between adaptation and purposeful design**—and they have heightened expectations.

Growth has also highlighted the need for a clearer, shared, and coherent vision of who we wish to be. We will pursue an institutional identity as a strong regional and Division-I athletics institution. This, in turn, will be based on competitive (both in selection and in quality) programs and teams that are student-focused and attractive beyond the campus boundaries and the immediate area. But we will also acknowledge that strong programs can result in inefficient space use and we will **ensure that existing space resources are meeting University goals.**

A focus on strong programs can also leave some students at risk, especially those who are undeclared, have not gained entry into desired programs, or fail to make or start on an athletic team. UNA will **nurture institutional involvement,**



Florence and the Shoals: Scenic, energetic, historic, and entrepreneurial.

attachment, and identity along with building affinity with “academic homes“ as core components of invested learning so critical to student success.

Laying a foundation for these efforts, our planning process has helped us identify some **strategic relocations** and options for addressing our most **critical capital and programmatic needs: engineering technology, math, music, lab school, and residence hall renovations.** These are included in this campus master plan, but, most important, the University of North Alabama Campus Master Plan ensures **intentionality and cohesiveness in these plans and “stitches together” an experience for all students** across all programs.

Finally, UNA should be clearly identifiable as a **university neighborhood** within Florence’s “city of neighborhoods” concept. That includes:

- identifying boundaries and points of arrival;
- cultivating long views that invite folks to campus, help them find their way, and build strong memories;
- highlighting iconic places like the lion habitat, fountain, and Shelby Way.

As good neighbors, we will continue to collaborate for efficiency around common needs like green spaces and beltways, parking, circulation, and housing. We will also continue to develop **University-city program and co-branding opportunities** that benefit our students and community members and excite prospective temporary or permanent residents: entrepreneurship, entertainment, hospitality, music, culinary arts, and small business development. These efforts are consistent with the economic development strategy of the City of Florence.

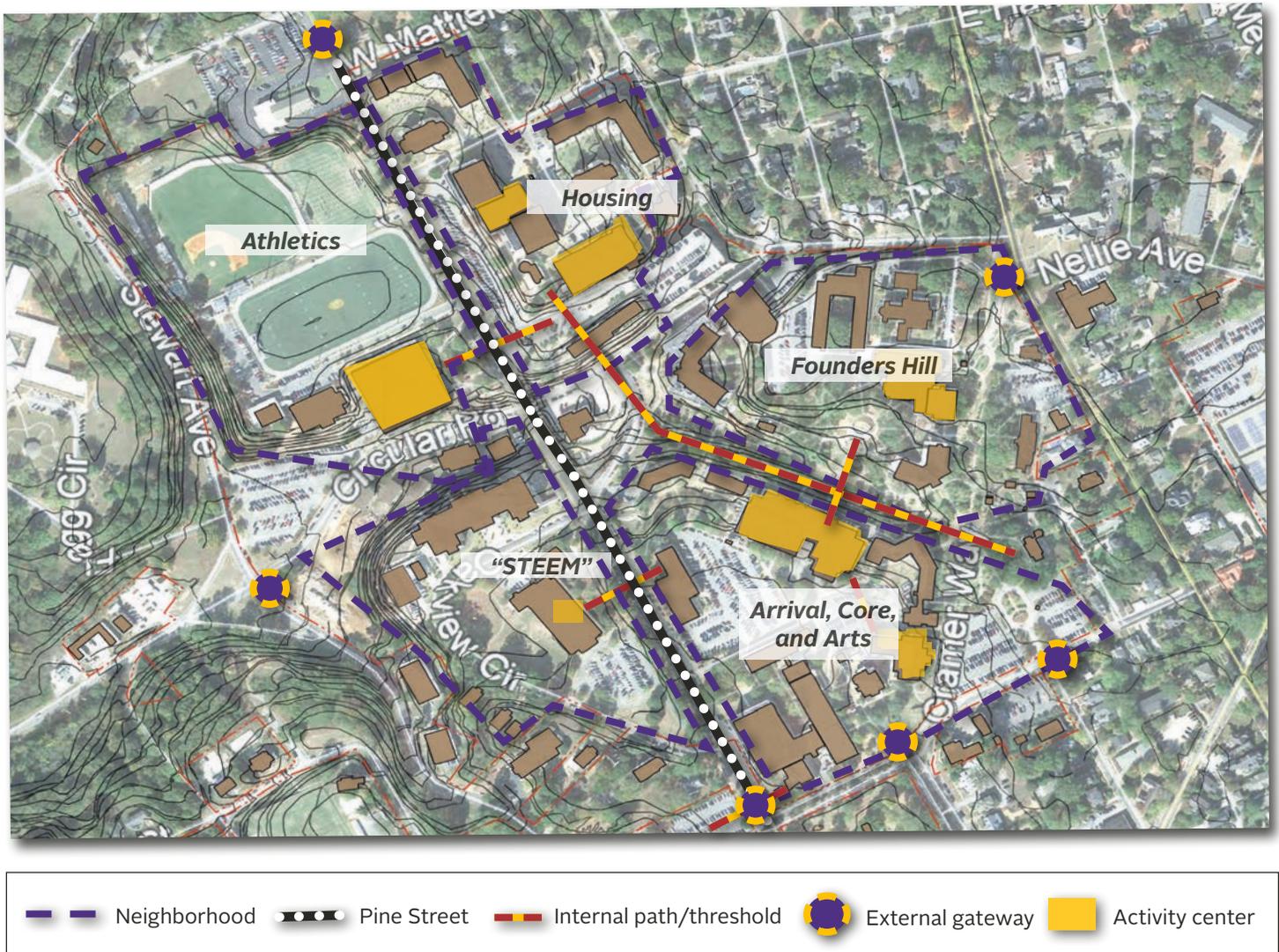


Campus Master Plan Concept

The principle aim of our campus master plan is to shape an intentional student experience and foster success by building on existing strengths—strong programs and a beautiful campus—while creating “flow”, pause, and institutional identity at multiple levels.

- Classes, bands, ensembles, and teams;
- Shared first-year experiences, residence life, and student organizations;
- Dining, gathering, seamless services, cross-disciplinary programs, and shared approaches to learning;
- Events, competitions, performances, exhibits, regional and local partnerships.

Our enrollment and campus growth require a new physical response to achieve that aim. Our strategy is to build a coherent university through **five linked neighborhoods** (see below). Those neighborhoods are connected to one another through pathways, long views, and thresholds—carefully considered points of entry. Each neighborhood has a general intent or “reason to be there” and possesses **features that draw students, encourage them to linger, and create engagement around academic or community-building activities known to promote student success**. Among those features, we will accentuate collaborative, active, cross-discipline, or experimental learning environments to create a **campus-wide learning environment**. And each neighborhood will include **outdoor gathering spaces** that both reflect the activity indoors and the diverse interests of our campus community.



UNA Neighborhoods: Arrival, Core Activity, Arts



Intent and Features

- Create an easily navigable and memorable arrival and welcome that supports the desired narrative about the UNA experience.
- Provide for seamless transactions for all students through an efficient one-stop and student services center.
- Link our two student activity centers and revitalize the Guillot University Center with a new entry and more student opportunity and event space.
- Improve the quantity and quality of space for music in a manner that increases visibility of and access to all the arts.

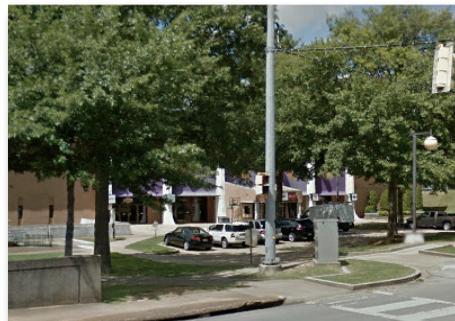
We will maintain the **view of Rogers Hall from Court Street** as the principle arrival point at UNA. That includes ensuring that trees and shrubs are trimmed and our entry feature sign is visible from the intersection at East Irvine. We will work with the City to add navigational signs to guest parking to the east and events to the west.

Campus community members and guests arriving on Pine Street will encounter a more clearly defined University thru-way, including light poles, banners, gateways, and crossings designed to calm traffic and improve both safety and UNA identity.

Future work on **guest parking** will reconfigure the existing lot to create separate entry and exit lanes separated by a boulevard that directs the view toward iconic Laura M. Harrison Plaza. Parking spaces east of Wendell W. Gunn University Commons will be reserved for admissions guests.

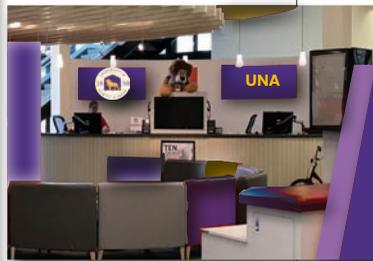
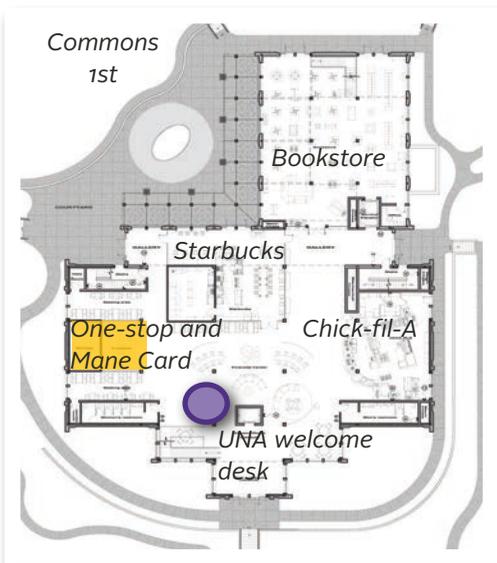


The view north at Court and East Irvine Streets should be “framed” and preserved as the key arrival moment.

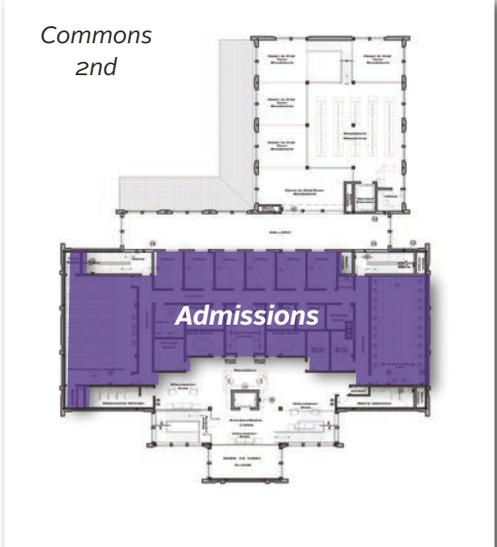


Pine Street is now the major vehicular corridor through the UNA campus. Left to right: New gateways at West Irvine and Mattielou would mark the borders of the University neighborhood; visible and distinctive colored and textured crosswalks and large landing areas would replace curb cuts and painted crossings; distinct light poles and UNA banners would delineate the campus, and landscaping/pruning would make campus buildings more noticeable.

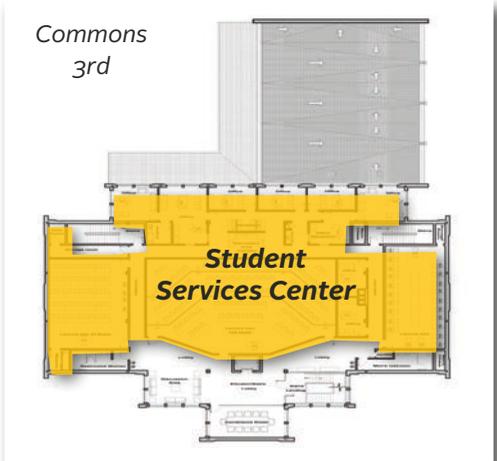




Welcome center



Admissions guest center



Kiosk-concierge-help desk



Service center concept

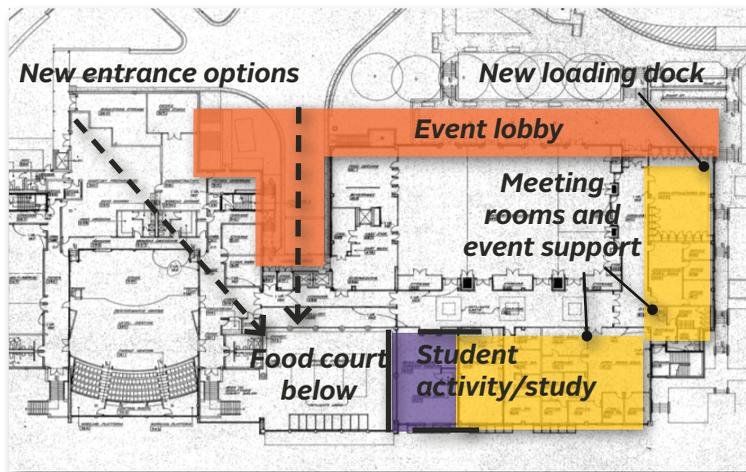
The **Admissions functions** currently located in Coby Hall will be relocated to the Wendell W. Gunn Commons. This move will situate the prospective student visit in a prominent, visible student activity center closer to the core of the campus. The success of this relocation depends on a number of near- and long-term collateral actions:

1. Adding navigational signs along East Irvine at Court and Seminary and guest parking as already noted.
2. Reviewing the existing wheelchair access to determine if a more direct route is possible.
3. Relocating the banking operation from the first floor of the Commons to the GUC.
4. Re-branding the interior and the existing banking desk and rotating that desk to face the front doors and serve as a University Welcome Center.
5. Allocating the entire second floor for admissions functions, requiring a total of about 5,500 assignable square feet for an “admissions guest center” comprising reception area, small and large family room meeting rooms, a media presentation room seating 75, and admissions counselors’ offices and for support spaces including, student worker spaces, a call center, and a work/materials assembly space.

The Commons will also be the home of a new **one-stop student services center**, with a first-floor kiosk—concierge—help desk intended to resolve the majority of student questions about financial aid, billing, registration, records, and related matters. They will share an area with the Mane Card.

Remaining student services functions will all be located on the third floor. Students will first encounter a shared area with three service desks: the bursar’s window, registrar, and financial aid. Assistance is provided at those desks, with more complex issues resolved “back-of-house.” The purpose of this co-location is to eliminate students’ bouncing between two locations, reduce frustration, and promote the capacity to work together across service areas to resolve student issues quickly.

Throughout the Commons, environmental graphics will illustrate the student experience at UNA and highlight successful graduates.



Reallocation of space and new entrances on the second floor of Guillot University Center are aimed at creating visible student activity.



Guillot University Center from Founders Hill neighborhood (above) and to left from above Pine Street (below).

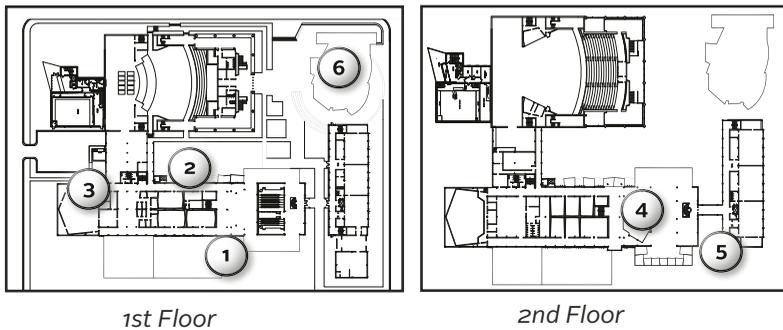


One of the highest priorities among all constituent groups during our planning process was creating **noteworthy campus gathering spots**, both those that are purposeful and those that are more “mindful” or reflective and restorative. In particular, there was a clear desire to revitalize the Guillot University Center. Highlighted by the Student Engagement area, food court, and game room, the GUC is otherwise a banquet hall and office complex poorly linked by uninviting entrances from the west, rather dreary corridors, and blocked views.

We will take a combination of steps, including internal reallocation of space, renovation, and site work to create traffic and student involvement.

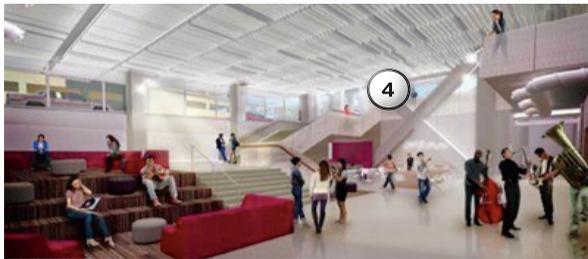
1. All Student Affairs division offices on the second floor will be relocated to Lafayette Hall next door. A landscaped arcade (reminiscent of the original campus plan in that location) and new northeast doors will connect the two buildings. Within Lafayette, critical student-facing functions like career development will be located closest to the GUC.
2. Those vacated offices will be repurposed as much-needed meeting rooms and support space for events in the banquet halls.
3. The Loft meeting room will become student activity, organization, and/or study space. This room overlooks the food court and Shelby Way entrance below and will be part of reconceiving the building as an activity center.
4. Existing walls on the west side balcony overlooking the food court will be removed to create a strong vertical connection between floors.
5. Two options will be explored for creating a new entry from the west side, both of which are intended to create a better link to the Commons and a reconfigured parking area on that side of the GUC. The new location for the banking operation depends to some extent on the option selected since access from the parking lot on the west is desirable.
 - The first option adds a lobby and entrance that replaces the loading dock, which is relocated to the northwest corner of the building. Entry to the GUC leads to views of Shelby Way, the amphitheater, and the food court.
 - The second replaces the existing entrance at the mail room loading dock with a more prominent and inviting entrance and provides diagonal access to the food court balcony.





1st Floor

2nd Floor



Conceptual floor plans and renderings for the renovation and expansion of the Music Building. Views from above the existing parking area west of Guillot University Center.



6. The existing mail boxes will be removed and the print/copy center will be relocated there.
7. New furniture in the food court will provide greater variety in seating and employ UNA colors to create more institutional spirit, something planning participants also longed for.
8. The patio facing Shelby Way will become a more inviting gathering area with umbrellas and new seating arrangements; the facade and entrance on that side will have a new look that reflects the re-invigorated interior.

Two independent inquiries have affirmed that our enormously successful **music program** is woefully short of quality instructional space. The number of majors, minors, and band members has exceeded the capacity of the existing Music Building. Moreover, the design of that building and the adjoining Art Building—all rooms are entered directly from the exterior on both floors—precludes creating common, shared, or “third spaces” where students and faculty interact outside classrooms or studios. In short, these buildings limit students’ creating academic homes or communities in one of our largest programs.

As shown above left, additions (about 25,000 gsf) would create sufficient spaces for (1.) instrumental, band, or choral practice and (2.) individual and small ensemble practice rooms. Those would replace inadequate and badly situated spaces (3.) currently located in the center of the building, affording the opportunity to create internal circulation and student-faculty interaction spaces. Similarly, relocating classrooms in the art wing would create (4.) a two-story space for student gathering and for impromptu performances and exhibits highlighting the intersection of music, art, and theater. This would also allow 5.) reconfiguring faculty offices for better access(and engagement with those third spaces.

A plaza and art garden on the exterior reflect the arts inside. We intend for this corner of West Irvine and Pine to become an attraction for residents of Florence, an extension of the downtown area mere blocks away, and the site for both scheduled and serendipitous fine and performing arts activities.

A future addition to this arts neighborhood could include (6.) a recital hall/black box performance venue that would complement the George S. Lindsey Theatre and allow existing spaces to more effectively be used as theater support for the Norton Auditorium .

UNA Neighborhoods: Founders Hill



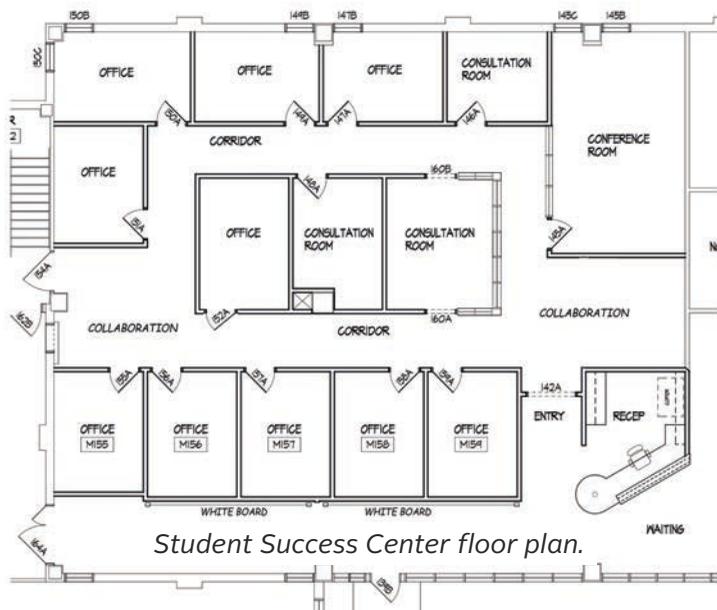
Intent and Features

- Ensure that all students experience contemporary core learning environments.
- Create a visible student success center and home for the Center for Social Inclusion in the Library.
- Convert the Stevens Hall lecture auditorium to an active and collaborative learning space.
- Relocate faculty offices from Willingham to make third spaces” for students and faculty in remaining programs.
- Develop a pedestrian corridor from Stevens Hall to the Memorial Amphitheater and Collier Library.
- Improve the look and functionality of seating at the Amphitheater.

In many regards, the “Founders Hill” neighborhood becomes an exemplar for contemporary pedagogy and learning spaces that we wish all UNA students to experience. That began with our efforts to refresh and refurbish the Collier Library. As a result, the Library has become much more inviting and has provided us the foundation for the next step: creating a **contemporary student success center** in a location that draws students and encourages them to linger.

Relocated from the Gunn Commons to the mezzanine level of Collier, the center is a visible and attractive home for advising, writing, tutoring, math, and the first-year experience (see floor plan and character images, left and below.) The center is embedded in a place that allows staff to observe learning strategies and study skills.

The student success center will also be the inaugural home of the new **Center for Social Inclusion**. That Center is perceived as a hub for diverse UNA communities and as an example of building student success through integrated academic, support, and co-curricular programs around the diverse experiences our students bring to UNA.





The second academic transformation on Founders Hill is our reconfiguring the **Stevens Hall lecture auditorium** into one or two active learning classrooms. These spaces are designed to promote the application of design thinking: inspiration, ideation, and implementation. Multiple project team spaces for eight students are furnished with tables, chairs, whiteboards, and monitors tied to a central instructor's station. The tiered room allows for visibility, observation, access, and mentoring fostering immediate feedback.

Willingham Hall is one of the original Teachers College dorms and is exclusively faculty offices for programs in the humanities. The building's structure results in small rooms and narrow corridors, layouts that don't support study and engagement spaces promoting student success. Our intention is to relocate some faculty offices to spaces that will be vacated as part of this campus master plan, including Stevens and Bibb Graves Halls. Remaining offices can be redesigned, within structural limitations, to shape a better academic experience within the programs that remain in the building.



The outdated lecture auditorium in Stevens Hall is under-used and inefficient space. It can be transformed into a project based learning environment, illustrated above..

The **Math Building**, the original Kilby Lab School, has exceeded its useful life and requires extensive maintenance to remain in use. Ideally, a new academic building housing math and engineering technology programs can be constructed in the STEEM neighborhood. Until that happens, we are presuming the need to relocate the Math program temporarily to Stevens Hall after the Nursing program occupies its new facility.

New seating tiers create a better audience experience and flexibility for the Memorial Amphitheater.

Because the Math Building houses several heavily used classrooms, the success of our efforts hinges on effective assignment of classrooms across campus. That is, we will need to use **centralized scheduling** to optimize our use of instructional space.



Demolishing the Math Building will allow us to resolve one of the major pedestrian-vehicle conflict zones on our campus. We will relocate the parking lot southeast of Stevens Hall to the Math site along Circular Road and create a **new pedestrian-friendly green space and new pathways**. That will include building grassy tiers for seating at the Amphitheater, a landmark threshold between two neighborhoods. This work will also create a new standard for sidewalks, which will be fewer and wider, aiming for no less than 6 feet wide to allow easy passing and conversation while walking.

UNA Neighborhoods: STEEM



Intent and Features

- Fully develop the parcel within Oakview Circle and adjoining campus property.
- Increase UNA's visibility and presence on the west side of Pine Street.
- Demonstrate ongoing commitment to the lab school concept with a new building.
- Create an outdoor space that is engaging for all the age groups that are the focus of this neighborhood.

UNA needs to **optimize the use of developable land**. Noteworthy here is the relatively inefficient use of the property within Oakview Circle on the west side of Pine Street. The new science building clearly anchors that neighborhood as does the presence of the Kilby School. We will also need to find homes for our programs in engineering technology and math. This combination suggests a neighborhood theme related to science, technology, engineering, education, and math (STEEM).

Like the original lab school, now the Math Building, the current Kilby School is outdated, not ADA compliant, too small, and poorly configured for today's educational approaches. The school will be demolished and a **new lab school** constructed farther west. To ensure sufficient space, the counseling center and Delta Chi houses will be removed. (Counseling services have been relocated to Rice Hall.)

Relocating the school creates space for a **new academic building** along Pine Street, occupying approximately the same footprint as the science building. This new building would include learning spaces specific to the programs within but available to all UNA students. Examples include a virtual reality innovation visualization lab, which could also draw students from the Communications program across Pine Street.

Those three structures create a **neighborhood courtyard**, which will include wide pathways, plazas, and green spaces. The signature element of this courtyard is a thematic playground. The equipment in the playground (see images left) might include musical instruments, outdoor chalkboards, pulleys, levers, screws, inclined planes, and models of the solar system. Our intent is four-fold: to illustrate the intersection between math, science, engineering, and the arts; to attract school children to science, technology, and music; to encourage interaction between Kilby and UNA students; and to create a destination inviting to Florence families.



Increasing both UNA's presence and brand on Pine Street is an important part of creating a University neighborhood. View above is at the George S. Lindsey Theatre.

New York Hall of Science playground, right.



Landscape Structures' Rhapsody Hero outdoor musical instruments, below.



UNA Neighborhoods: Student Housing



UNA residence life experience plan concept and character images.



Intent and Features

- Implement the priority recommendations of the residence life experience plan.
- Connect the housing neighborhood to the core of campus.
- Improve the function and visibility of the Student Recreation Center.

Facing a number of decisions about student housing facilities and anticipating a campus master plan, UNA conducted a residence life experience plan in 2018. Our goal was to develop the appropriate programmatic vision for the living and learning experience of our residential students and, then, to assess existing residential facilities for their effective support and enhancement of this program.

Major elements of UNA’s residence life program include:

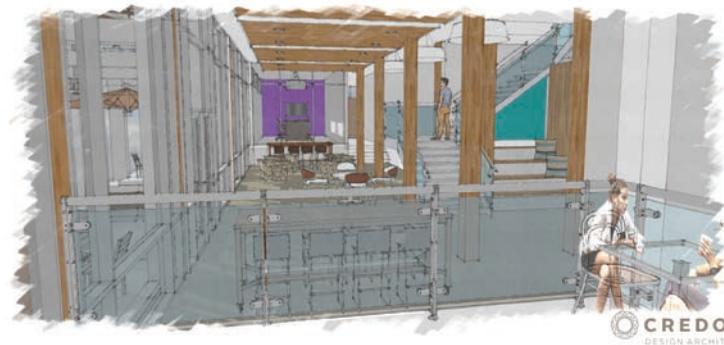
1. a recognized need to educate and support students, especially iGen students, into independence through a sequenced, developmental living experience;
2. a desire to use the residential experience to create cross-, multi-, or interdisciplinary learning opportunities;
3. prioritized spaces that integrate communities around a common experience (community kitchens, makerspaces, lab/learning spaces);
4. a recognized need for housing options scaled to affinity groups (Greek village, interest groups);
5. a need to ensure that housing assignments and policies reinforce the campus-wide focus on diversity and inclusion.

Three short-term phases of facilities work help us achieve these goals. The first is **renovation of LaGrange Hall** yielding 210 beds of multi-generational housing, including honors and academic program communities. In addition, a pass-through lobby will be designed to provide a threshold from Shelby Way to the residential communities to create a better path and visual connection between the two neighborhoods.

The second project would entail **minor modifications to Mattielou and Olive Halls**—furniture, finishes, and equipment—to create more learner-focused spaces and to invite second-year students to reside there. This is not intended to impact total capacity in either building. Programmatically, UNA will also consider a second year experience and residence requirement that will define the most appropriate community spaces.



Renovation of LaGrange Residence Hall includes a pass-through lobby that will provide a threshold from Shelby Way to the residential neighborhood.



The southwest corner of the Student Recreation Center viewed from Pine Street (top left) and examples of more inviting and visible facades.

The third project is the **total renovation of Rice and Rivers Halls** (279 beds and 375 beds, respectively) for first- and second-year students. Community building components might include music practice rooms, recording studios, a theater, e-sports, and gaming areas. The kitchen and Mane Market will be renovated and a trellised outdoor dining arcade added to the west side of the Market. Recently, the student counseling office has been relocated to the bottom floor of Rice Hall from an inaccessible location on Oakview Circle.

Members of fraternities and sororities constitute 14% of all undergraduates. Their numbers are larger than any of our academic majors and all our athletic teams and interest is growing. Their housing experience currently ranges from no dedicated housing to houses owned by the chapter on property the chapter also owns. Our plan for **developing Greek life** includes an immediate phase of offering floors of existing residence halls for chapter members to live together. In the future, we will acquire land and expand the existing village at the Cypress-Larimore-Locust site currently occupied by four chapter houses.

The pass-through lobby in LaGrange is the first of two measures to improve the sense of connection across Circular Road. The second is modifying and expanding the **southwest corner of the Student Recreation Center** to create more visibility for activities inside and to create a new entrance. That visibility is intended to provide visual relief from what is now a large brick wall, bring the residential neighborhood closer to LaGrange and the campus core, and make the SRC more inviting from the west and Pine Street, especially at night when the new facade creates a beacon of activity. Ideally, this work entails an expansion that becomes a second pass-through. This scope would require relocating UNA's observatory, which functions poorly now because of urban light pollution.

As elsewhere on Pine Street, the pedestrian crossing between housing and Flowers Hall will be upgraded to include larger landing spots, light poles and banners, landscaping to maximize visibility, and textured and colored crosswalks.



UNA Neighborhoods: Athletics



Intent and Features

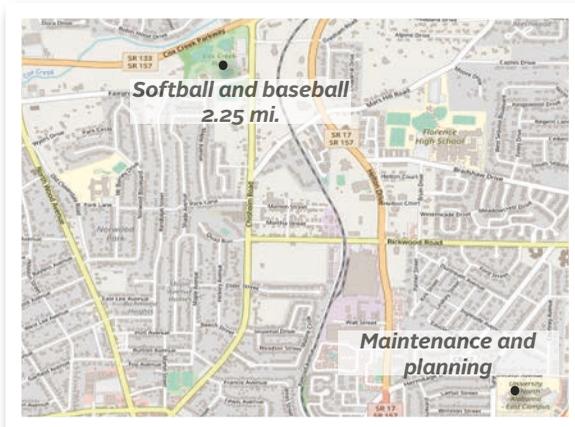
- Further develop the field sports complex at Cox Creek Parkway.
- Expand space for the Kinesiology program.

When funding is available, we will **move the baseball field to Cox Creek Parkway**, adjacent the UNA softball field already there. This creates more frequent use of that field complex and frees up flat, developable land on campus. We have not yet determined the long-term use of the current baseball field site. For the immediate future, we will create a surface parking lot with approximately 340 spaces and evaluate how to assign parking to reduce traffic and the number and size of lots in the middle of campus. Pushing parking lots to the perimeter where possible is a common principle in campus planning.

We have leased a portion of a medical arts building at East Tuscaloosa and North Seminary as a new site for our **campus health services**. This building was designed for health care and is a significant improvement over Bennett Infirmary. Approximately five blocks from the amphitheater, it balances proximity and off-campus privacy.

The location of Bennett creates the opportunity to add space to our Kinesiology Program, housed in Flowers Hall just across Circular Way. Bennett will be renovated into a new **human performance laboratory**.

UNA in the City of Florence



Intent and Features

- Create an identifiable University neighborhood that is distinct and well-defined while feeling open and inviting.
- Seek opportunities for off-campus sites that make sense programmatically and financially.
- Emphasize opportunities that foster regional development and place identity.

We believe that clearly defined campus boundaries promote a sense of belonging, pride in place, and can help create memories associated with arriving and departing. Regrettably, boundaries have also become a necessary way to enhance vigilance - assurance in knowing who is and is not supposed to be on campus. Gates, walls, and fences are not suited for UNA. Our boundaries will be delineated by signs, lighting, landscaping, architectural style, and a general campus feel and character.

Our boundaries are and will remain permeable with a desired flow to and from the City of Florence and our region. Because we are embedded in Florence, we have sought and will continue to seek opportunities to **locate programs and services in town** as appropriate. Those are indicated on the map to the left.

First and foremost, they should create a total experience for students that is difficult or too costly to create on campus. "Away spaces" like the Mane Room and the Connie D. McKinney Center become a valuable part of the total UNA learning environment. They can also prevent unwanted delays and duplication when the city affords more immediate, ready-made options that contribute to our nimbleness, resilience, and sustainability as an institution.

Second, these spaces should provide opportunities for city residents, enterprises, and leaders. Like other colleges and universities, we think small business development, incubator, or innovation centers ought to be visible to and embedded among those they are targeting. These partnerships and collaborative endeavors can also be "co-branded" as experiments in economic, community, and cultural development.

Third, in some cases expediency, flexibility, cost effectiveness, and efficiency can lead to use of off-campus space for operations like maintenance, shared use of sports facilities, parks, trails, and greenways, parking, and housing. Likewise, UNA athletic competitions, performances, exhibits, and other events provide opportunities for the city without duplicating efforts or expense.



Conceptual Renderings: Views from Pine Street



Above: University district entry at Pine and West Irvine - Norton Auditorium to right.



Right and below: Arts neighborhood outdoor commons - Norton Auditorium right foreground.



Conceptual Renderings: GUC/Commons



Guillot University Center-Gunn Commons-Arts plaza and pathways, viewed from GUC with Gunn Commons to left.

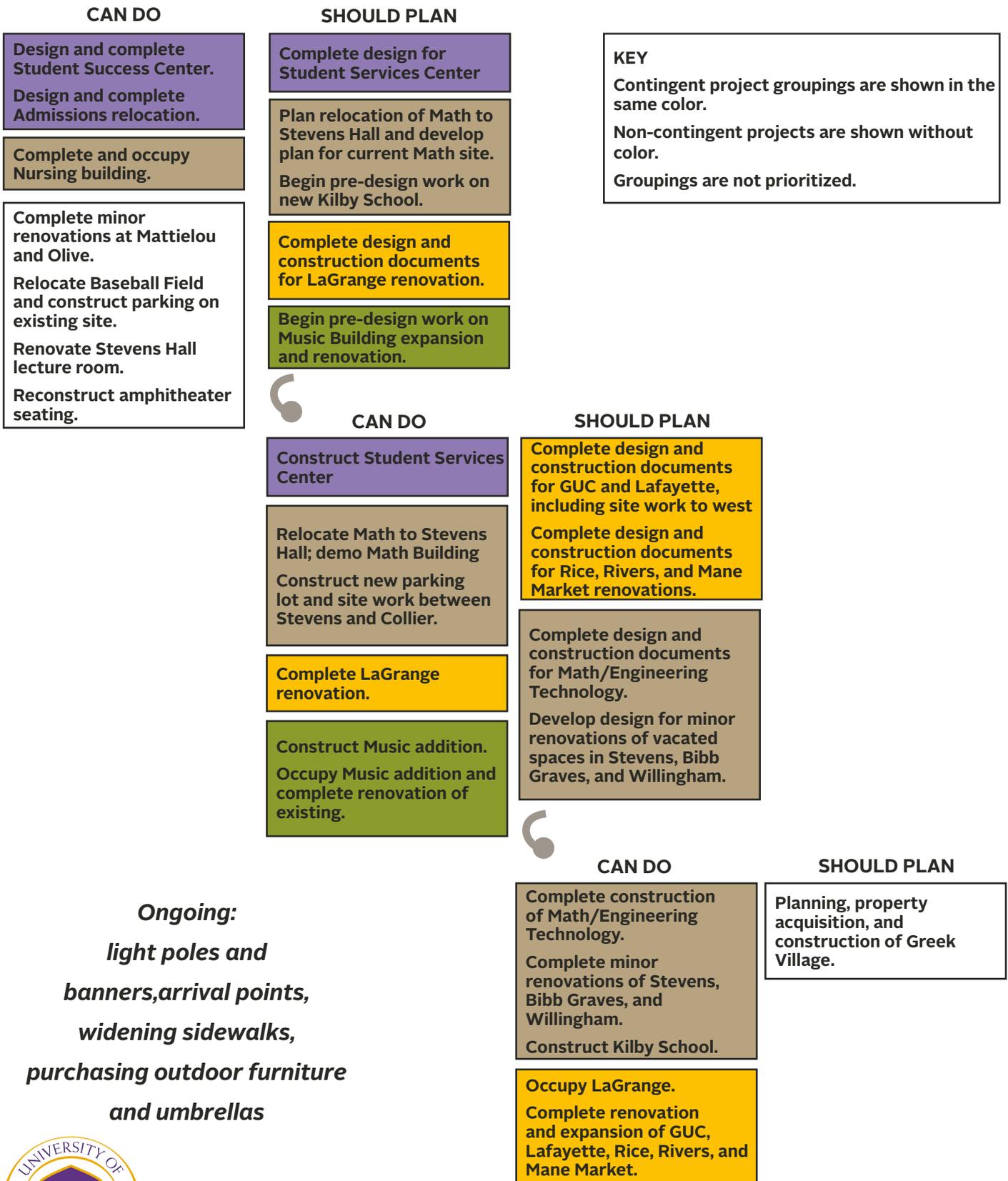


Conceptual Renderings: GUC - Amphitheater



Overhead view from Memorial Amphitheater (top). Guillot University Center facade and patio(bottom).

Planning Level Sequencing and Cost Estimates



Ongoing:
light poles and banners, arrival points, widening sidewalks, purchasing outdoor furniture and umbrellas



	PROJECT	PROJECT SCOPE AND COST BASIS	ESTIMATE 2019 \$
CONTINGENT PROJECT GROUPINGS	Student Success Center	Renovation: Repurpose existing work area on library mezzanine (4,600 gross square feet (gsf) x \$150-\$200)	\$.7 M - \$1 M
	Admissions	Renovation: Second floor, Wendell W. Gunn Commons (9,000 gsf x \$150 - \$200)	\$1.3 M - \$1.8 M
	Student Services Center	Renovation: Second floor, Wendell W. Gunn Commons (6,800 gsf x \$150 - \$200)	\$1 M - \$1.4 M
	LaGrange Hall	Renovation: Total renovation 210 beds plus pass-through lobby \$45,000 - \$51,600 per bed	\$9.6 M - \$11 M
	Lafayette Hall	Renovation: Offices and meeting spaces for Student Affairs 12,000 gsf x \$100 - \$150 plus contingency for 3-stop elevator	\$1.3 M - \$2 M
	Guillot University Commons	New: Add lobby, new entrance, relocate loading dock (14,000 gsf x \$175 - \$350)	\$2.5 M - \$5 M
		Renovation: Entry and 3rd floor circulation (6,300 gsf x \$100 - \$150)	\$.6 M - \$1 M
		Parking and Commons connection (approx. 50,000 sf x \$38 +)	\$1.5 M - \$2 M
	Rivers Hall	Renovation: Total renovation 375 beds \$43,000 - \$48,000 per bed	\$16 M - \$18 M
	Rice Hall	Renovation: Total renovation 279 beds \$44,000 - \$49,000 per bed	\$12 M - \$13 M
	Mane Market and Kitchen	Renovate: Update equipment, fixtures, finishes, furniture; add outdoor seating (15,000 assignable square feet x \$220 - \$250)	\$3.3 M - \$3.7 M
	Old Kilby School	Demolition (26,000 gsf x \$7 - \$10)	\$.2 M - \$.3 M
	New Kilby School	New: Single story, classrooms, cafeteria, gym, music, multi-purpose commons (43,000 gsf x \$200 - \$300)	\$8.6 M - \$13 M
	Math/Engineering Technology	New: Approx. 20,000 assignable square feet at 65% efficiency (31,000 gsf x \$300 - \$450)	\$9.2 M - \$14 M
	Willingham Hall	Renovation: Create third spaces and resource rooms for programs, 33% of total gsf (5,500 gsf x \$100 - \$150)	\$.5 M - \$.8 M
Math Building	Demolition (21,000 gsf x \$7 - \$10)	\$.2 M - \$.3 M	
Site work from Stevens Hall to Amphitheater seating	New: Green space, pathways, and grass tiered seating approx. 95,000 total sf x 1/3 impacted (31,350 sf x \$38)	\$1 M - \$1.1 M	
Parking lot at Math site	New: Approx. 100 - 125 surface spaces x \$3,200	\$.3 M - \$.4 M	
NON-CONTINGENT PROJECTS	Music Building	New: Add large group, small group, and individual practice rooms (25,000 gsf x \$375 - \$500)	\$9.4 M - \$12.5 M
		Renovation: Reconfigure interior spaces, enclose exterior walkways and entrances (30,000 gsf x \$300 - \$350)	\$.9 M - \$1.1 M
	Stevens Hall Lecture Room	Renovation: Alter tiers and create team project spaces (5,000 sf x \$150 - \$250)	\$.75 M - \$1.3 M
	Mattielou and Olive Hall	Renovation: Minor renovation includes finishes, furniture, and equipment	\$.3 M - \$.4 M
	Greek Village	New: 10 buildings, 16 beds each \$45,000 - \$55,000 per bed	\$7.2 M - \$8.8 M
Parking lot at baseball site	New: Approx. 320-350 surface spaces x \$3,200	\$1 M - \$1.1 M	
TOTAL			\$97.5 M - \$125 M

Notes on Cost Estimating

Costs estimates for campus master planning projects must be considered with great caution for a number of reasons: the depth of understanding of the project scope, materials, site conditions, etc.; the lack of certainty about actual construction dates and timelines; changes in cost and availability of materials and labor, campus needs, building codes, and other factors over time.

Regional variations are also a factor; estimates have been based on local knowledge and experiences wherever possible.

Site work is estimated at an overall cost of \$38 per square foot based on previous projects. Surface parking lots are estimated at \$3,200 per space.

Residence hall construction can be estimated on a per room or a square foot basis. Cost estimates for UNA use a cost range per bed based on recent Credo projects.

Renovation costs depend on the scope of work. Total renovation refers to new windows, doors, HVAC, electrical and plumbing, along with fixtures, finishes, and furniture. Elevators are estimated at about \$50,000 per stop.

Construction cost estimates are based on the different levels of complexity typical in higher education facilities: requirements for design specialists, specialty trades, extensive utility requirements, etc. The ranges used here are shown below. These estimates **do not include** new site development, hazardous materials cleanup, or fixtures, furnishings, and equipment.

LEVEL OF COMPLEXITY	PROJECT TYPE	LOW ESTIMATE	HIGH ESTIMATE
HIGH	Science Performance Visual arts Dining Natatorium	\$375	\$575
MID	Library Learning commons Maker space Academic Recreation Athletic	\$250	\$500
Low	Office Residence hall Meeting/conference	\$175	\$350



