



SR | SUL ROSS
THE FRONTIER UNIVERSITY of Texas

A member of The Texas State University System

2021-2031 CAMPUS MASTER PLAN

PRESIDENT'S LETTER



Sul Ross State University is about opportunity. Each campus initiative is designed to maximize the potential of each of our students and give them the tools they need to succeed in today's global economy. Providing a modern, state of the art and comfortable campus is a crucial part of our efforts.

The vision set forth in the Sul Ross State University Master Plan is based on and incorporates many things - from my own experiences and ideas as a student; to suggestions from current students, faculty, and staff; to insights from and the expertise of our consultants. The plan sets lofty goals and dreams big — but our students are worth it.

Sul Ross students deserve as much access to a quality education as students in any other part of the state or nation. This Master Plan showcases the opportunities Sul Ross can offer in order to solidify its standing as one of the best small colleges and universities in Texas. It lays the foundations for future growth and invests in improving the “college experience” for all of our Lobos.

The proposed Master Plan also recognizes and takes advantage of the unique terrain available in our service territory. It ties many of our proposed improvements to unique activities available in the local area. For example, building a climbing wall to teach students the fundamentals of rock climbing should be a no-brainer in the rocky terrain of the Trans-Pecos and Big Bend regions.

Student experience is at the core of proposed Master Plan, which is focused on truly making Sul Ross a student-centered university. The plan contains ambitious and outside-the-box proposals for improved amenities to help our students enjoy learning in the Chihuahuan Desert, one of the greatest living laboratories anywhere. From an improved and updated library facility to more modern residence halls, each idea contained herein is geared to attracting and retaining students.

The administration, faculty, staff, student body and the communities we serve have all had a voice in preparing this plan. Each page herein has been prepared with the intent of growing Sul Ross into the university it can and should be. Sul Ross has long been thought a diamond in the rough. It is time to put a little polish on this university we all love.

By investing in our facilities, Sul Ross will continue to both serve and produce exceptional individuals. And, it will continue to be the home of exceptional opportunity.

Your humble servant,

Pete P. Gallego
President

ACKNOWLEDGMENTS

The planning team would like to thank the many individuals who contributed to the development of the 2021-2031 Sul Ross State University Campus Master Plan. We are particularly grateful to the President, Master Plan Steering Committee, executive staff, deans, students, faculty, staff, Board of Regents and System Administration who provided valuable insight and feedback about the future of the Sul Ross State University campuses.

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EXECUTIVE SUMMARY

VISION & MISSION

WHO WE ARE

Sul Ross State University is a public, comprehensive, Master's degree granting, multi-campus university, providing on-site and distance education in the Big Bend and US-Mexico border regions of Texas.

VISION

Sul Ross State University seeks to be a national and international leader in achieving excellence among universities in the areas of education, research, social mobility, service, affordability, and shared governance.

MISSION

Rooted in the distinctive surroundings and history of the Big Bend and the US-Mexico border regions of Texas, Sul Ross State University provides accessible, comprehensive, and life changing education through high quality teaching, research, cultural awareness, creativity, and service.



VALUES

- Excellence
- Ethics and Integrity
- Diversity and Inclusiveness
- Growth and Exploration
- Leadership and Service
- Personal Connection
- Effective Communication



MASTER PLAN GUIDING PRINCIPLES

ENHANCE OUTDOOR OPPORTUNITIES



Create outdoor gathering spaces that can host a variety of activities, events and academic opportunities.

EXPERIENCE THE NATURAL BEAUTY



Capitalize on natural and physical view corridors.

IMPROVE THE STUDENT EXPERIENCE



Provide adequate classroom, lab and office space that is technologically functional.

EMBRACE THE COMMUNITY



Build on a sense of community between Sul Ross State University and the communities in which it is located.

STRATEGIC, RESPECTFUL GROWTH



Encourage growth and development of Sul Ross State University campuses to positively impact the user's experience, campus accessibility and the natural environment.

EMPHASIZE PEDESTRIAN EXPERIENCE



Continue to enhance the pedestrian experience of the campus.

CAMPUS MASTER PLAN OVERVIEW

Sul Ross State University (SRSU) is a public university in Alpine, Texas, governed by the Board of Regents of The Texas State University System. The main campus serves the 19-county Big Bend region. SRSU also has branch campuses, once branded as Rio Grande College, located in Del Rio, Uvalde and Eagle Pass.

The institution was founded in 1917 as Sul Ross Normal College. In 1920, 77 students studied education and liberal arts subjects that led to teaching certificates and junior college diplomas. In 1969, SRSU was made a university. Over SRSU's 100-year history, the University has promoted scientific research in biology, geology and range animal science.

The University's three campuses in Del Rio, Uvalde and Eagle Pass, offer upper-level and graduate coursework. Sul Ross works in partnership with Southwest Texas Junior College for the first two years. Students may transfer to SRSU at any of the three locations to complete their Bachelor's Degrees and continue into Master's Level work.

The 2021-2031 Campus Master Plan is an update to the 2011 Campus Master Plan. The Campus Master Plan focuses on enhancing the student experience while also proposing specific recommendations for the University and associated areas and properties.

The opportunity for SRSU's continued success will be through initiatives to

increase enrollment, such as new and expanded programs, and through various projects and campus master plan recommendations in this document.

The main campus recommendations seek to improve pedestrian connections and accessibility. Due to the campus' topography, campus user accessibility is essential and addressed through a phased project approach recommended in the previous campus master plan—the rework of some pedestrian paths and the circle drive drop-off help reduce accessibility limitations.

While main campus recommendations in the 2021-2031 Campus Master Plan do not highlight academic facility improvements, with the exception of the new black box theater and the renovation of the art building, they focus on facility improvements that enhance the overall student experience.

The Range Animal Sciences (RAS) area introduces several improvements to the rodeo complex that will assist in the continued success and growth of the rodeo program. Recommendations to the RAS area include an expansion of the rodeo arena, the addition of rodeo barns and additional parking areas to accommodate daily use and larger annual rodeo events.

Athletics facilities receive much-needed attention through sports field improvements and new locker rooms for SRSU athletics programs and visitors. The Gallego Center

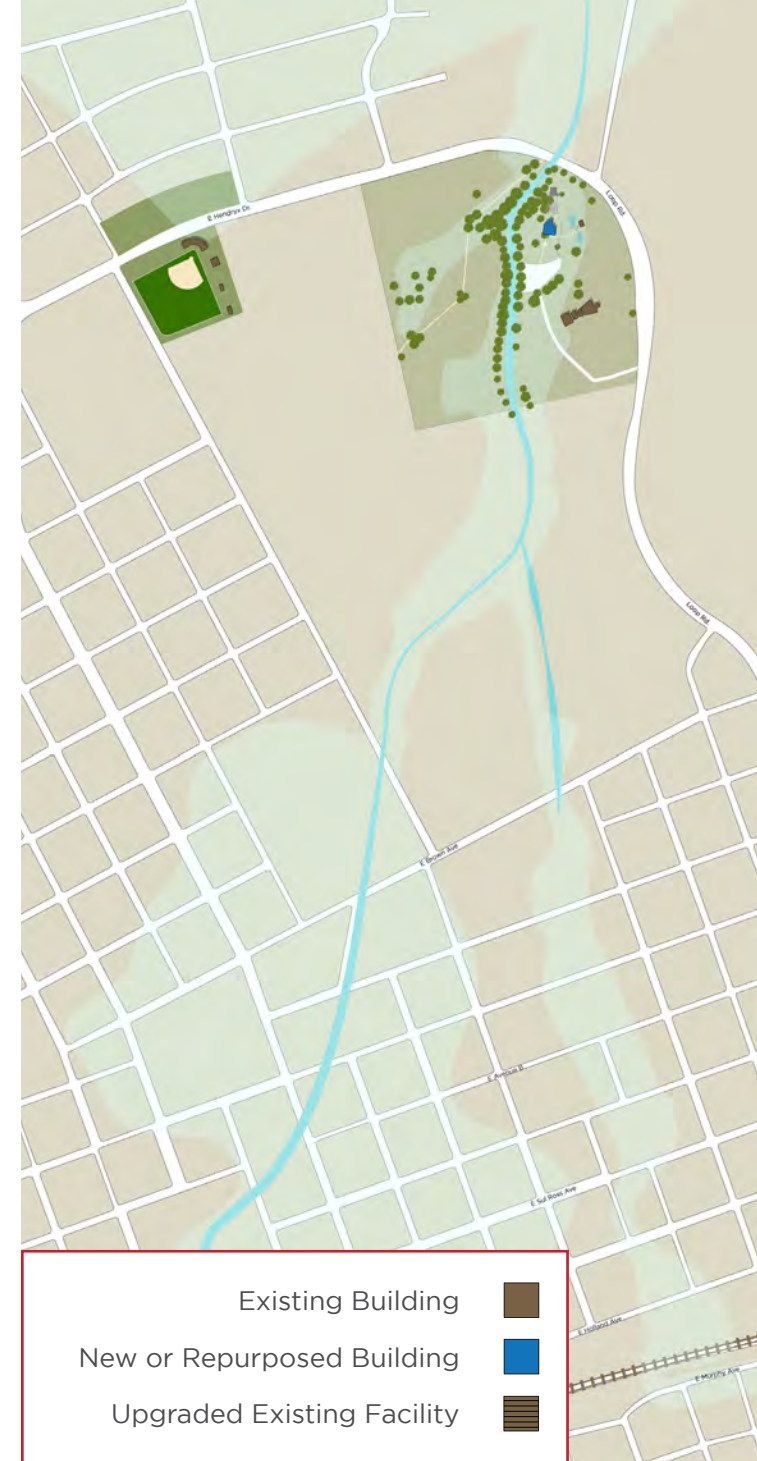


Figure 1. Sul Ross State University Campus Master Plan





Figure 2. *Illustration of Range Animal Sciences Complex*

expansion will provide adequate space for a new weight room and locker rooms, helping to increase exposure to SRSU athletics and amenities.

The Campus Master Plan embraces guiding principles by developing the Highway 67/ Highway 90 area and providing amenities that can be utilized by campus users and visitors, as well as the greater community. Kokernot Lodge improvements were

recommended through previous efforts and are documented in this plan.

Lastly, the Campus Master Plan addresses the Rio Grande campus locations, which were not a part of the 2011 Campus Master Plan update. A new facility is recommended for the Rio Grande campus locations. The facility will boost the exposure of SRSU and provide a facility for SRSU to expand as operations in the region increase.

The vision for SRSU's Alpine and Rio Grande campus locations gives bold direction through the 2021-2031 Campus Master Plan. This living document informs and guides University leadership and stakeholders as SRSU continues its success as The Frontier University of Texas.



INTRODUCTION

MASTER PLANNING PURPOSE & PROCESS

SCOPE OF THE MASTER PLAN

The SRSU Campus Master Plan provides the overarching vision and framework for future campus development, growth and improvements. In order to support the University's goals and provide an enhanced experience for students, faculty and staff, the campuses are evaluated in terms of enrollment, usage, open spaces and infrastructure. The Campus Master Plan includes campus-wide and project-specific recommendations to expand and improve educational and experiential offerings in both the near- and long-term. Physical analysis is restricted to the Alpine Campus, while enrollment, usage and recommendations also include the SRSU Rio Grande College campuses.

The Campus Master Plan is not intended to be constraining or prescriptive. The plan and its graphics do not represent building or site designs. Rather, they illustrate recommended uses and locations of buildings and pedestrian gathering areas. The intent within this plan is to allow flexibility and imagination while ensuring consistent, sustainable and quality implementation. The Campus Master Plan is intended to serve as the baseline to guide project designers while allowing and encouraging creativity. However, the Campus Master Plan should not be interpreted so loosely as to permit entirely different initiatives and conceptual

directions. The goal is to achieve a balance between the Campus Master Plan and mutual decisions that must be reached throughout each project's development process. The skillful use of this Master Plan by college planners, designers and facility managers will result in functional, memorable and sustainable SRSU campuses.

Just as this plan is an update and expansion of the 2011 Campus Master Plan, this plan should be a living document, periodically re-examined and updated as campus challenges evolve.



PROCESS

The development of the Campus Master Plan was conducted in four phases:

- 1. **Mobilization and Discovery** | The planning team collected information and initial input from stakeholders. This included visits to all four SRSU campuses.
- 2. **Analysis and Schematic** | The existing conditions were analyzed and evaluated for opportunities and constraints for future growth and development. A schematic master plan was created.
- 3. **Review and Recommendations** | Recommendations and a revised master plan were made to assist University leadership with future decision making.
- 4. **Final SRSU Campus Master Plan** | The planning team prepared the final Campus Master Plan document using the information from previous phases.



COLLABORATION & INPUT

Several types of review and participation were involved in the planning process. The input gathered came from a combination of web-based outreach methods, a Master Plan Steering Committee (MPSC), stakeholder interviews, and separate faculty and staff surveys. Highlights of engagement results are illustrated in Figure 3.

MASTER PLAN COMMITTEE

Led by Pete Gallego, the MPSC committee met with the consultant team several times to discuss existing conditions, draft recommendations and the Campus Master Plan, and to give guidance to the planning process.

FACULTY SURVEY

A 13-question online survey was utilized to collect feedback from SRSU faculty and staff. The survey consisted of questions regarding specific faculty needs for each department as well as the campus overall. The survey was completed by 105 faculty and staff members.

STUDENT SURVEY

A 10-question online survey was utilized to collect feedback from SRSU student body. The survey included questions regarding on-campus facilities and amenities, parking, connectivity, and walkability. The survey was completed by 103 students.

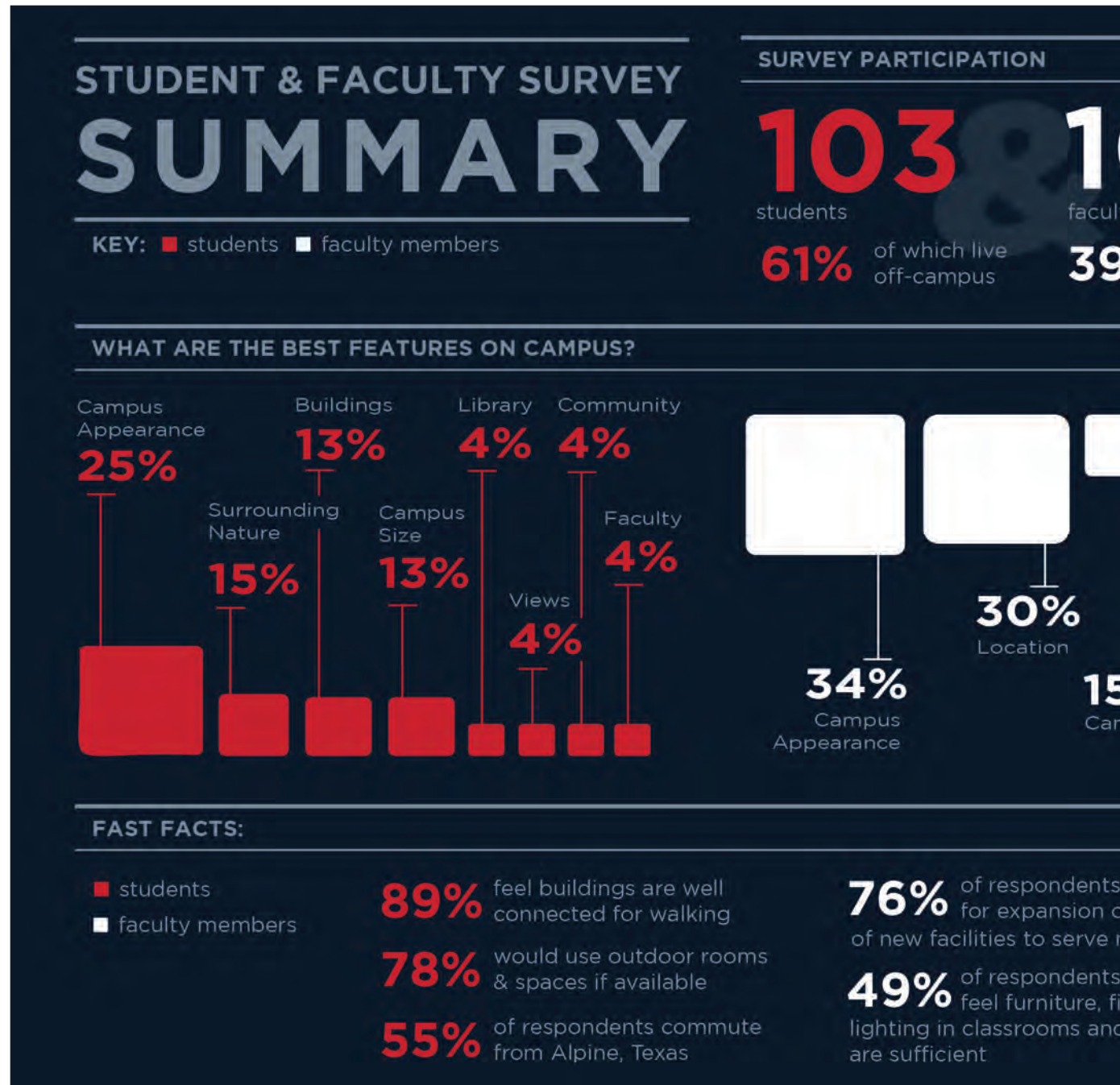


Figure 3. Survey Summary

05

ty members
separate
departments



call for
or building
needs

do not
xtures, &
d labs

WHAT FEATURES NEED THE MOST ATTENTION?

■ faculty members ■ students



KEY THEME [QUANTITY v. QUALITY]

The spaces themselves are more than sufficient for the volume of students and community members. However, the utilization is lacking and the quality of the spaces is insufficient."

FACULTY SURVEY OPPORTUNITIES FOR INTERDEPARTMENTAL COLLABORATION:

<p>Co-taught courses</p>	<p>Shared lab space</p>	<p>Interdisciplinary work space</p>
<p>Collaboration with sister campuses</p>	<p>One Stop Shop <i>Combine multiple services and departments</i></p>	<p>Outdoor Education Center</p>

STUDENT SURVEY WHAT WOULD ENCOURAGE YOU TO SPEND MORE TIME ON CAMPUS?

<p>Community Spaces</p>	<p>Events</p>	<p>Outdoor Seating</p>
<p>Study Spaces</p>	<p>Movie Nights</p>	<p>Recreation Areas</p>

STAKEHOLDER INTERVIEW

SUMMARY

KEY THEMES FROM STAKEHOLDER INTERVIEWS

MAJOR CONCERNS



Lighting

- interior fixtures
- exterior visibility



Maintenance

- building interiors
- flooding & leaks
- lack of custodial closets



Teleconference & Smart Classrooms

- dated rooms
- mobile furniture
- room shortage



Operational Hours

- extended dining & library hours



Accessibility & ADA

- residence halls without elevators
- parking shortage



Technology

- need IT building
- move to cloud
- university-issued computers

KEY THEMES FROM STAKEHOLDER INTERVIEWS

OPPORTUNITIES



Outdoor Event Space

- multiuse & weather resistant space



Concentrations for Different Campuses

- e.g., Del Rio College of Business



Lounging Spaces

- dedicated space to study and relax
- indoor & outdoor communal spaces



Wayfinding & Navigation

- aerial maps
- list of building uses



Residents Halls

- more housing
- maintain & upgrade
- kitchen facilities



Collaborate & Consolidate Uses

- daytime building usage
- concentrate services

STAKEHOLDER INTERVIEWS

Over the course of 17 focus group meetings, the consultant team met with a variety of stakeholders from staff and leadership, the community, members of student services and support offices, and several academic programs. The meetings were used to gather input on SRSU's strengths, weaknesses, opportunities and visions in open, candid conversations. Highlights of engagement results are illustrated in Figure 4.

WEB-BASED OUTREACH

As the primary web presence for the planning process, a plan website provided information regarding the phases of the project, hosted both surveys, and included a platform for direct submission of feedback.

Figure 4. Stakeholder Interview Summary

RIO GRANDE COLLEGE

In the 1960s, SRSU took advantage of a legal provision that granted resident status to off-campus educational programs. The legal provision allowed the University to provide accredited coursework at off-campus extension centers and to charge tuition. In the fall of 1973, the SRSU Uvalde Study Center (a name that covered all localities) opened its doors with an offering of 22 courses: 12 in Education, five in Business Administration, three in Animal Science and one class each in English and Sociology.

With the receipt of nearly \$35 million in the early 1990s, the Center broke ground for new campuses in Del Rio, Eagle Pass and Uvalde. By the mid-1990s, enrollment was at 1,000-students, credit hours were more than 8,000 per semester and the institution received a new name: Rio Grande College (RGC). In 2008, the last of the three new RGC campus complexes was opened, a 30,000-square-foot facility in Uvalde that, like the other RGC locations, neighbors the Southwest Texas Junior College campus.

RIO GRANDE COLLEGE VISIT

Before the official Campus Master Plan kickoff, held January 27-29, 2020, the planning team visited all three RGC campuses in Del Rio, Uvalde and Eagle Pass. The planning team met with campus leadership from each location to discuss existing conditions and future needs. The visit also included a walking tour of each campus site and associated facilities. All information collected from the RGC campus visits was critical for the planning team to propose a new standalone RGC facility located at one of the three campuses.

The following are key takeaways and observations from the RGC campus visits:

- Only junior- and senior-level courses are offered, but there is a desire to be a four-year institution
- Students travel between the three RGC locations to take various classes
- A large auditorium is necessary for campus events such as graduation
- Decrease in enrollment at RGC campuses may be due to limited customer service for students
- There are a number of branding and marketing opportunities to increase awareness about the University
- The RGC campuses serve students from the thirteen counties surrounding the locations
- The RGC campuses provide educational and training opportunities for workers from Piedras Negras (across the Texas-Mexico border from Eagle Pass)
- There are needs for technology improvements







DEMOGRAPHICS & ENROLLMENT

DEMOGRAPHICS

To fully understand current and future demographics, the planning team used historic and projected demographic data available from ESRI, a global supplier of geographic information system (GIS) software and demographic data, to analyze population growth over the next 10 years for all SRSU campus locations, including Alpine, Del Rio, Eagle Pass and Uvalde. The findings are illustrated in Figure 5 on the adjacent page. Population growth data is superimposed over mile radii distances of 10, 15 and 20 miles. The four maps on the next several pages indicate mile radii distances and typical drive-times to each Sul Ross campus. The information retrieved from these maps can better help the University understand the demographic composition of the population which SRSU serves.

Note that the average drive-time is not calculated for a specific time-of-day (e.g., rush hour), but rather an indicator of typical drive-time as an average across all days and times of the week, in general conditions. ESRI was utilized for this study and models the movement of cars and other similar small automobiles, such as pickup trucks, and finds solutions that optimize travel time. Travel obeys one-way roads, avoids illegal turns and follows other rules that are specific to vehicles. Students residing

near major highways and thoroughfares are typically able to travel greater distances in less time than those living in more rural, remote or suburban areas, due to greater and easier freeway access and higher speed limits versus slower trafficked areas on limited access roads, residential roads and/or roads with many traffic lights which prevent the free flow of traffic.

The Alpine Campus is located near three counties: Brewster, Jeff Davis and Presidio (see Figure 6). The findings indicate that only Brewster County will experience a population growth of less than or equal to 0.5% over the next 10 years, while Jeff Davis and Presidio Counties are likely to have a 0% increase in population growth for ages 18 to 64.

The Del Rio Campus is located near two counties and within 5 miles of the Mexican border (see Figure 7). Valverde County is expected to experience a population growth of less than or equal to 0.5%, while Kinney County is expected to remain at a constant population over the next 10 years.

The Eagle Pass Campus, located a few miles north of Mexico in Maverick County, shows the most promising demographic data. Maverick County is expected to experience

a 0.5% to 1% increase in population growth over the next 10 years. Furthermore, the campus is located near two other counties (Zavala and Dimmit) which are also expected to see an increase in population by less than or equal to 0.5% (see Figure 8).

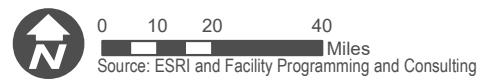
Lastly, Uvalde County, home to the Uvalde Campus, is expected to experience a population growth of less than or equal to 0.5%. Zavala County is located within a 10- to 20-mile radii distance from the Uvalde Campus, and is also expecting a similar increase in population (see Figure 9). Although it is located just outside of the 20-mile radii distance, Medina County is directly east of Uvalde County and it is expected to see a larger increase in population of 0.5% to 1%.

The maps on the next several pages illustrate the findings noted above.

Figure 5. Population Growth Ages 18-64 for Sul Ross and Satellite Locations (2020-2030)



Legend



Mile Radii Distances

- 10 Miles
- 15 Miles
- 20 Miles

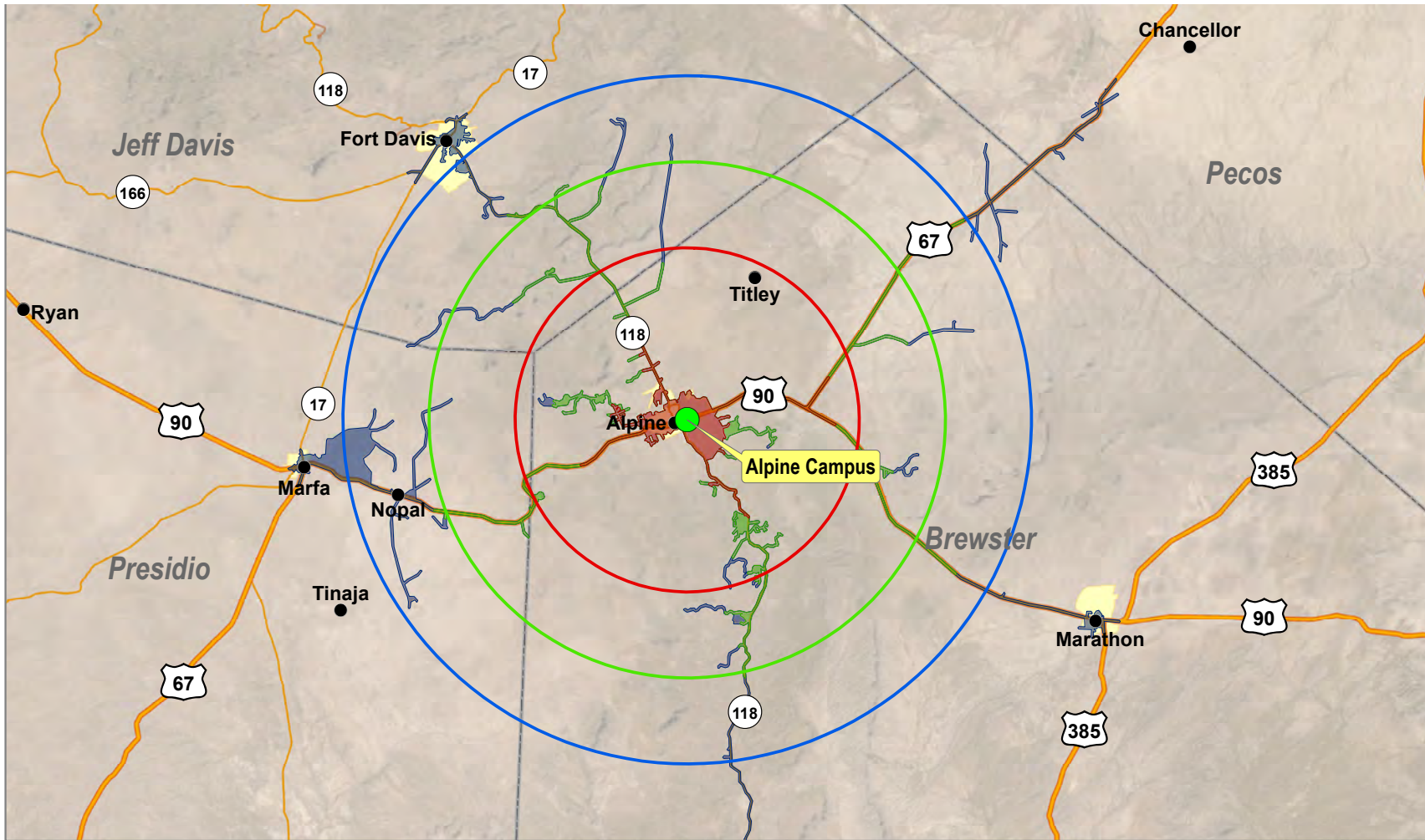
Population Growth Age 18-64

- | | |
|---|---|
| ≤ 0.00% | ≤ 1.00% |
| ≤ 0.50% | > 1.01% |

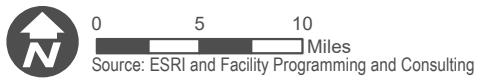


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Figure 6. Mile Radii Distances + Typical Drive-Times to Alpine Campus



Legend



Mile Radii Distances

- 10 Miles
- 15 Miles
- 20 Miles

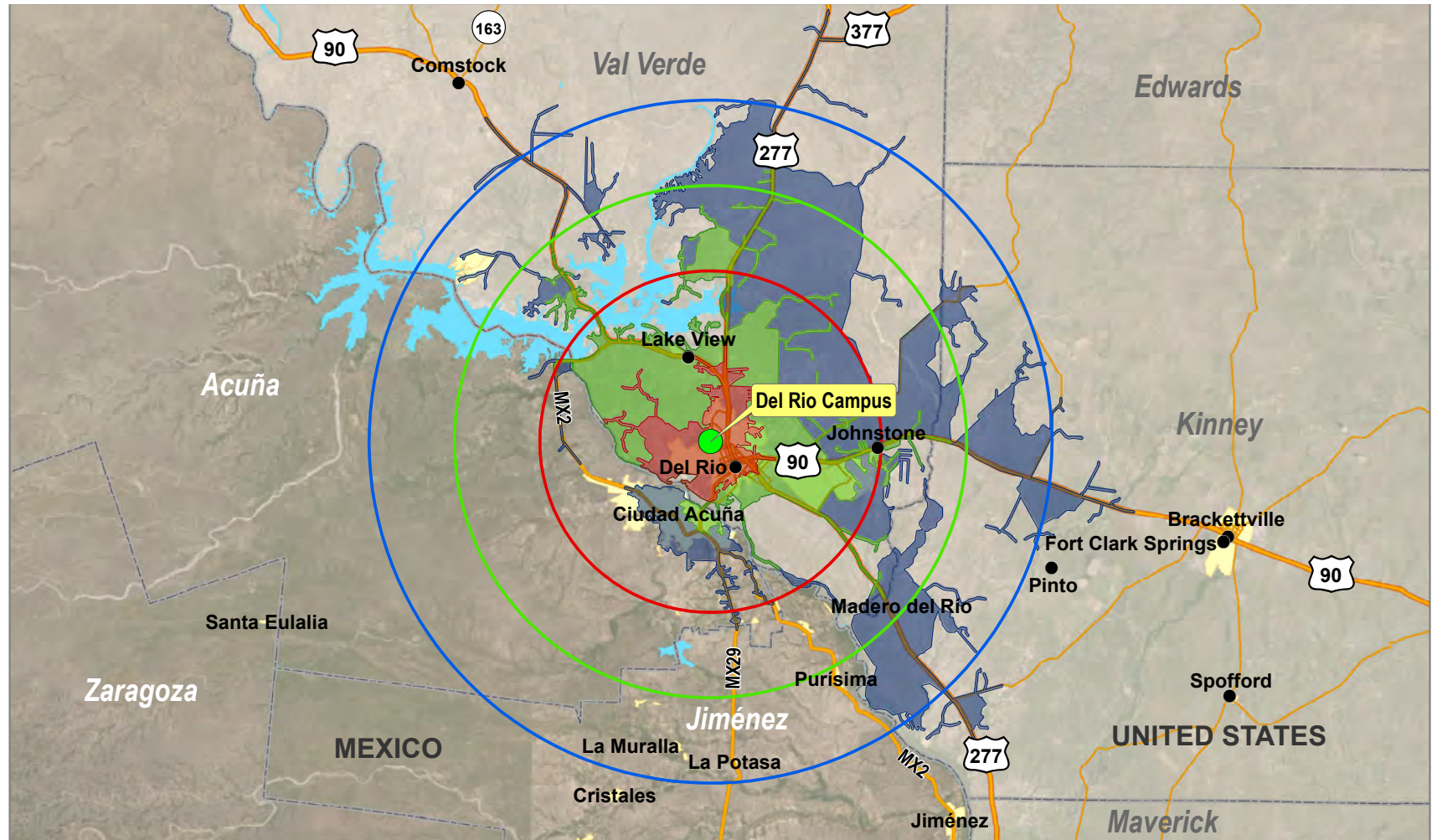
Drive-Times to Campus

- 10 Minutes
- 20 Minutes
- 30 Minutes



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Figure 7. Mile Radii Distances + Typical Drive-Times to Del Rio Campus



Legend



0 5 10 Miles

Source: ESRI and Facility Programming and Consulting

Mile Radii Distances

- 10 Miles
- 15 Miles
- 20 Miles

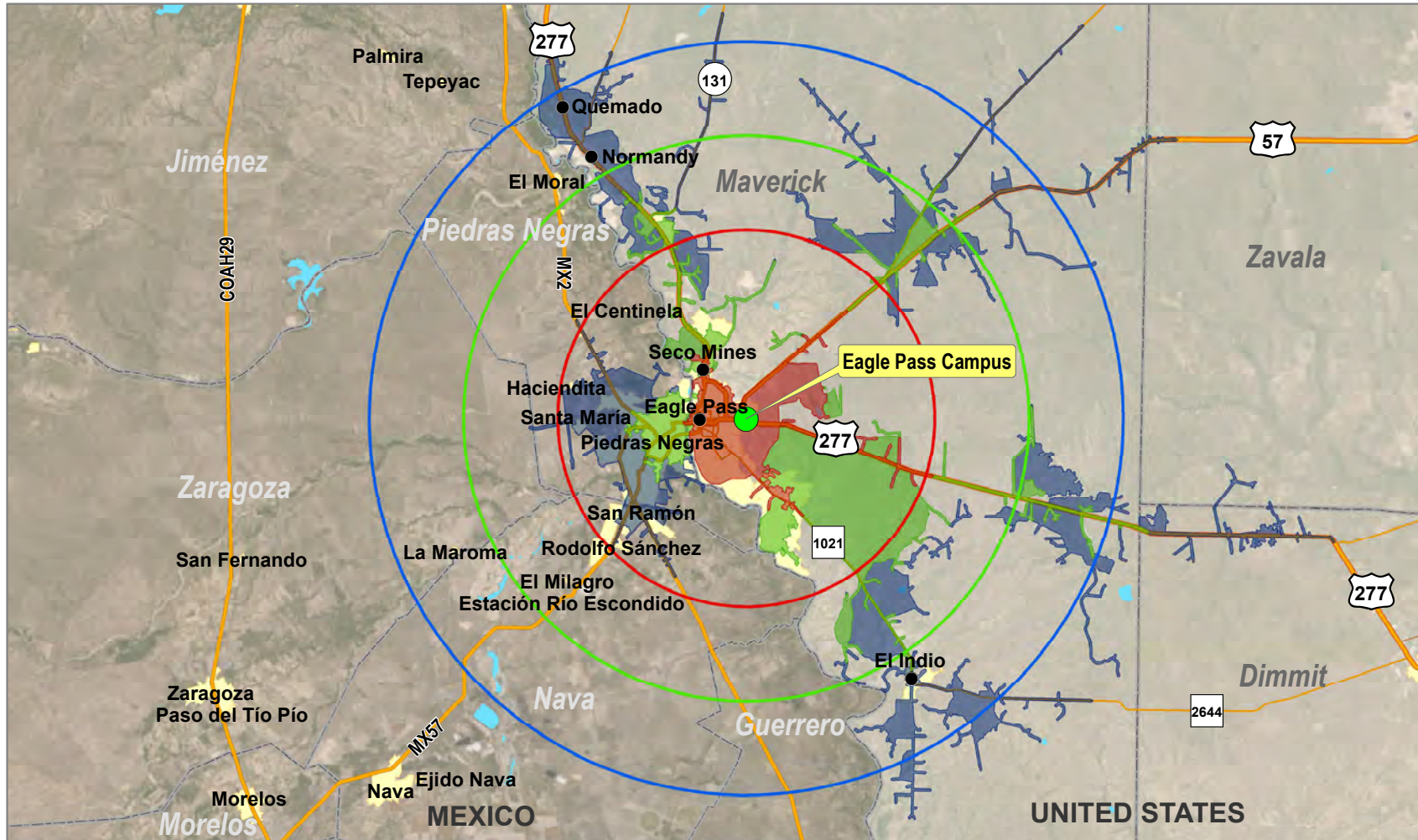
Drive-Times to Campus

- 10 Minutes
- 20 Minutes
- 30 Minutes



Information shown hereon is a graphical representation only and based upon available information. Facility Programming and Consulting cannot be responsible for consequences resulting from error or omission in the information and graphical representations made hereon.

Figure 8. Mile Radii Distances + Typical Drive-Times to Eagle Pass Campus



Legend



Mile Radii Distances

- 10 Miles
- 15 Miles
- 20 Miles

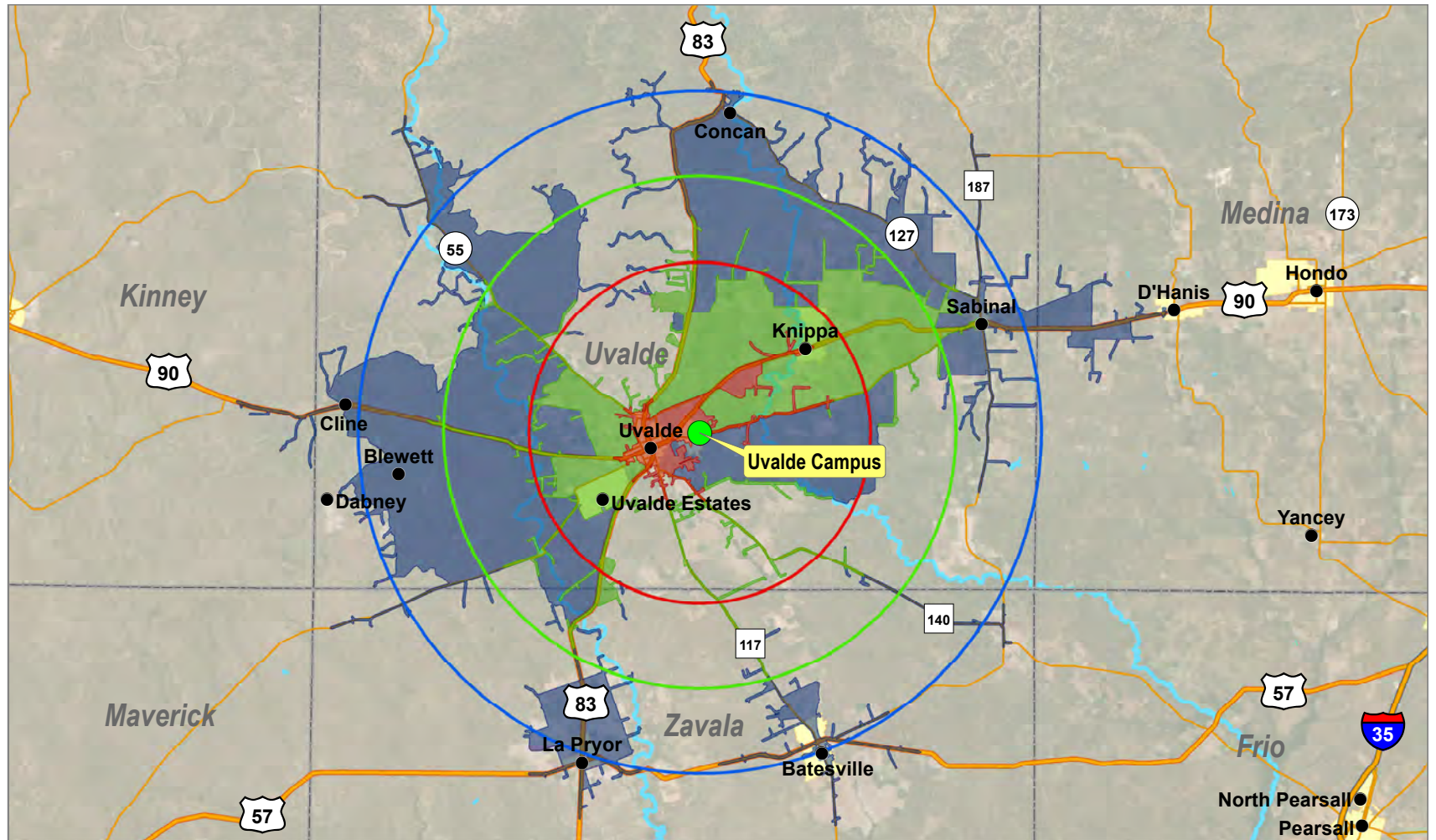
Drive-Times to Campus

- 10 Minutes
- 20 Minutes
- 30 Minutes



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Figure 9. Mile Radii Distances + Typical Drive-Times to Uvalde Campus



Legend



Mile Radii Distances

- 10 Miles
- 15 Miles
- 20 Miles

Drive-Times to Campus

- 10 Minutes
- 20 Minutes
- 30 Minutes



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MARKET ANALYSIS

Market analyses for Bexar County, El Paso County and Midland County were retrieved to better understand the demographic composition of the market which Sul Ross is further targeting. The data analyzed was collected from ESRI and reflects current (2020) findings and future (2030) forecasting. Each of these counties was selected due to a couple of key factors.

1. The three counties have a drivable proximity to the primary SRSU campus in Alpine. Bexar County, in particular, is also accessible to the three satellite campuses.
2. The three counties have a population density that provides SRSU an opportunity for a diverse potential student pool to recruit from.

Due to the specialized nature of the Alpine Campus and the curriculum offerings these three counties provide, the most potential for future student growth is beyond the traditional organic growth from the local regions.

Bexar County is located approximately 100 miles east of the Uvalde Campus, 150 miles east of Eagle Pass and Del Rio, and approximately 350 miles east of the Alpine Campus. In 2020, 62% of the overall population of Bexar County was within the ages of 18 to 64. The county is expected to see a 1.2% population growth for the same demographic (18 to 64) and a 1.4% increase in its overall population by 2030. This leads to an overall population of 2,300,800 and a total population age 18 to 64 of 1,399,300 (see Figure 10).

El Paso County is the westernmost county in Texas, located over 200 miles west of the Alpine Campus, over 420 miles northwest of Del Rio and nearly 500 miles west of Eagle Pass and Uvalde. The overall population for El Paso County consisted of 60.7% between the ages of 18 and 64. The county is expected to experience a 0.7% population growth for the same age demographic, and a 0.8% overall population increase by 2030. This leads to an overall population of 955,600 and a total population age 18 to 64 of 573,200 (see Figure 11).

Midland County is located approximately 180 miles northeast of the Alpine Campus and 250 to 300 miles north of Del Rio, Uvalde and Eagle Pass. Midland County's current population ages 18 to 64 comprises 60.2% of the total population. The county is expected to experience a 1.4% population growth for the same age demographic, and a 1.8% overall population increase by 2030. This leads to an overall population of 207,900 and a total population age 18 to 64 of 120,600 (see Figure 12).

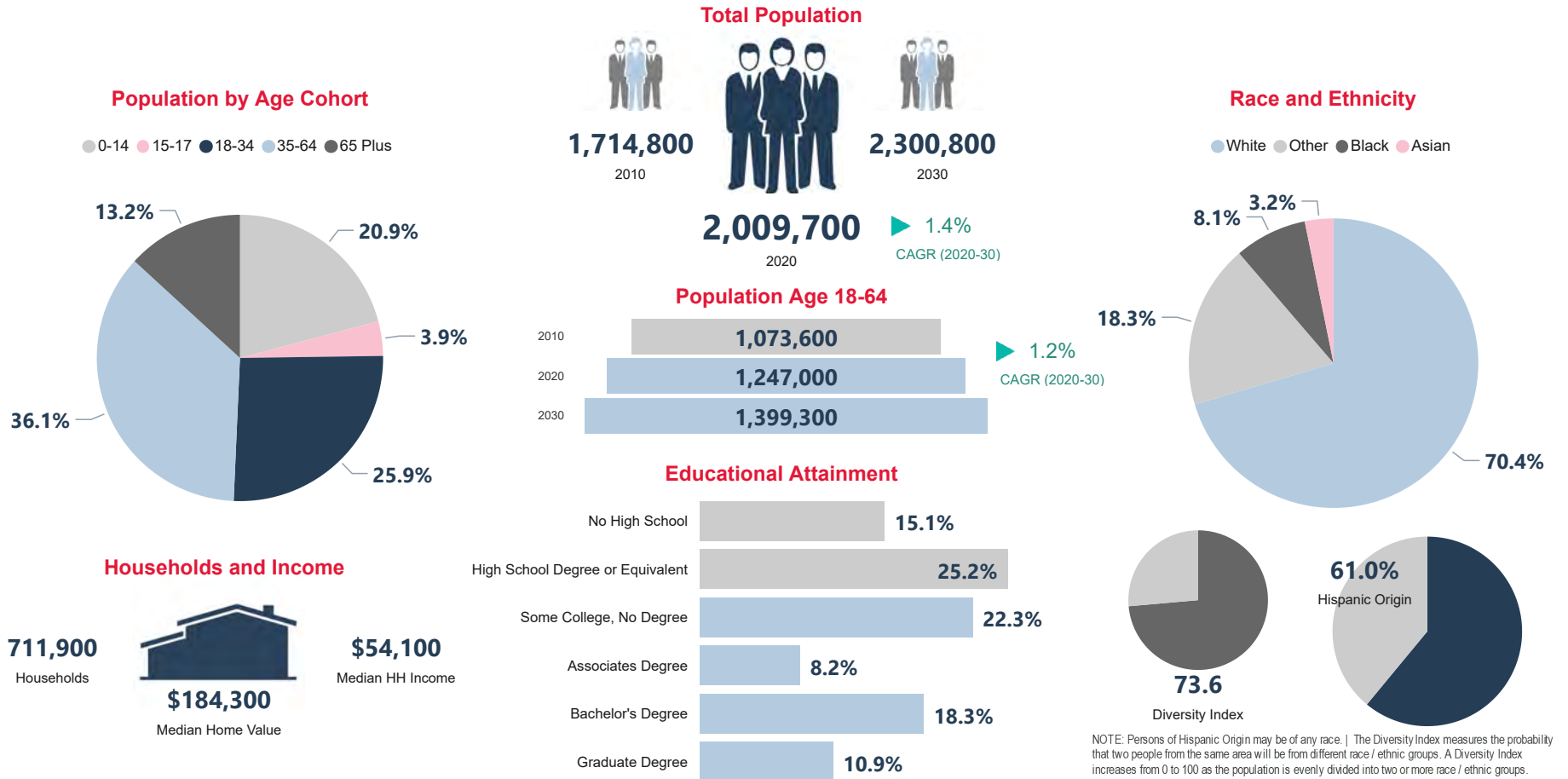
Figure 10. 2020 Market Summary: Bexar County, Texas



2020 Market Summary

Bexar County, TX, 2020

SOURCE: ESRI, 2020



Source: ESRI, 2020

Figure 11. 2020 Market Summary: El Paso County, Texas

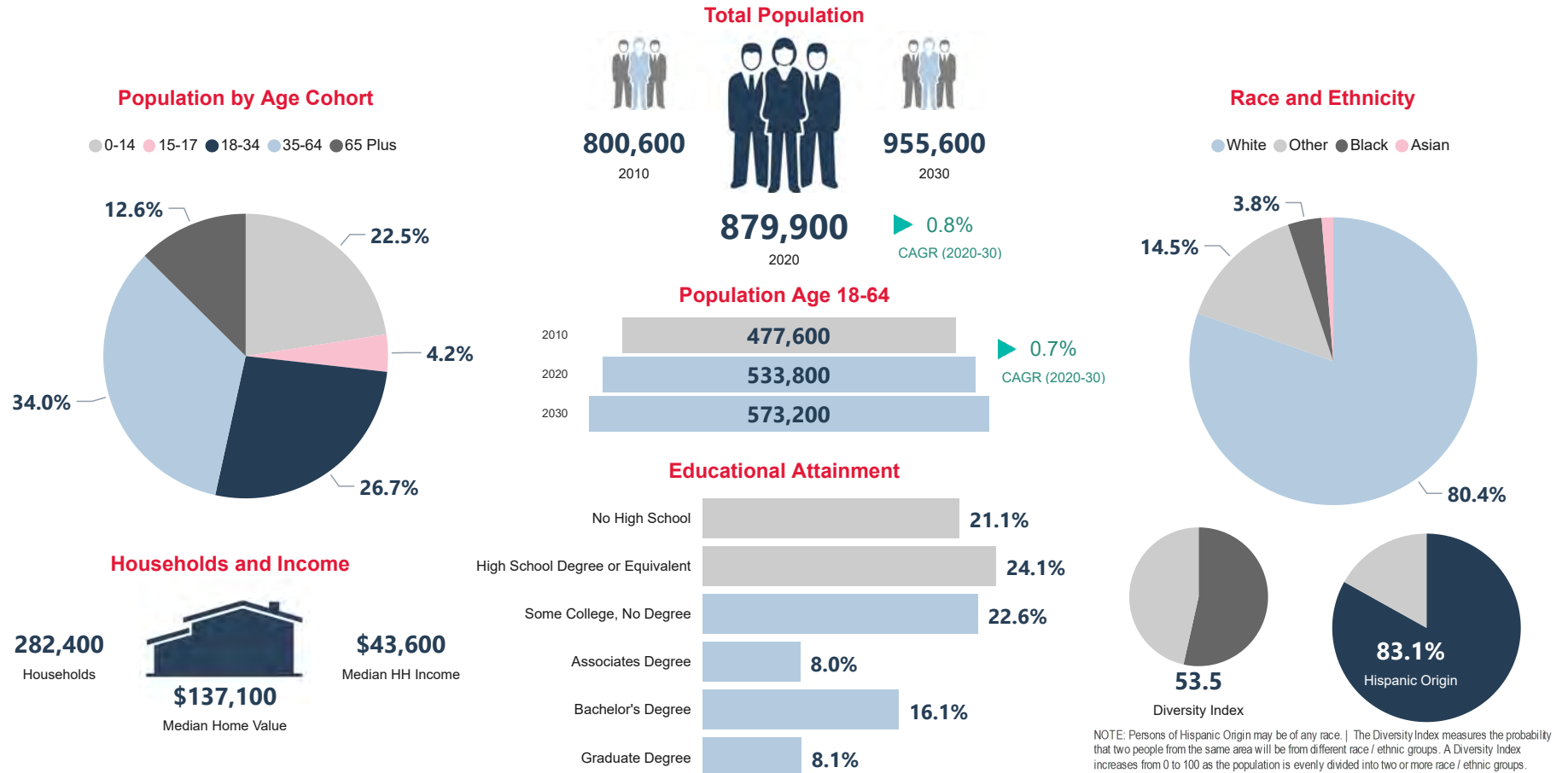


2020 Market Summary

El Paso County, TX, 2020

SOURCE: ESRI, 2020

| Page 1 of 2



Source: ESRI, 2020

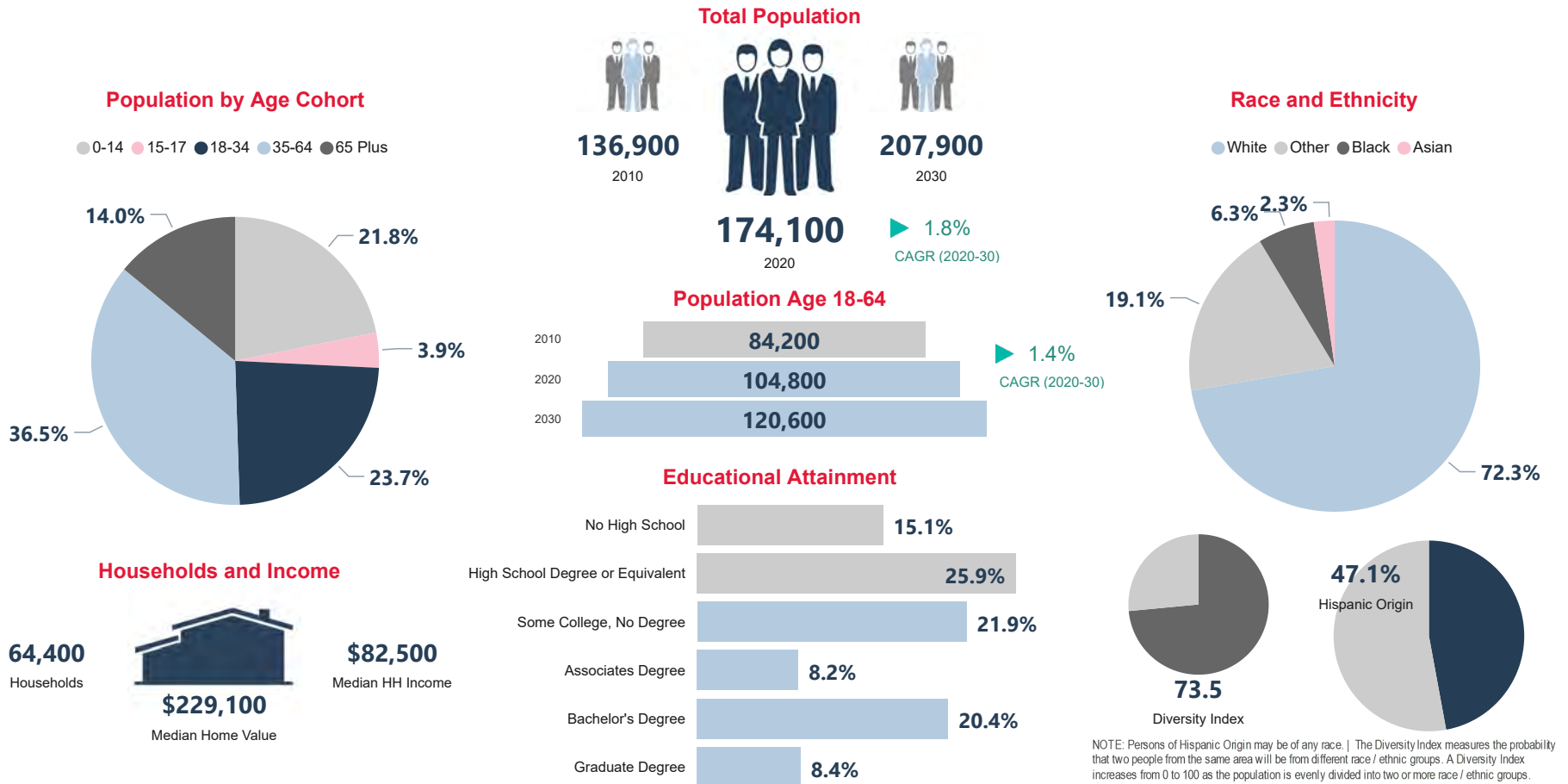
Figure 12. 2020 Market Summary: Midland County, Texas



2020 Market Summary

Midland County, TX, 2020

SOURCE: ESRI, 2020



Source: ESRI, 2020

ENROLLMENT PROJECTIONS

OVERVIEW

The data and charts which follow provide historic and projected enrollment data for each campus including Alpine, Del Rio, Eagle Pass and Uvalde. The historic enrollment, provided by SRSU, was captured and retrieved from a 10-year window of 2009 to 2019. The projected enrollment was created utilizing demographic and market data available to establish an educated projection of enrollment for the next 10 years, 2020 to 2030.

A series of three charts are shown for each campus.

The first chart depicts the total headcount and the projected annual growth rate based on various scenarios. The average of all scenarios, illustrated as a red line, was utilized to quantify the total enrollment increase.

The second chart illustrates the historic and projected enrollment data for all learning modes, including on-campus, online and hybrid. An obvious trend across all campuses is the decrease in exclusively on-campus students, while online and hybrid students have varying trends depending on the campus.

The last chart illustrates the historic and projected enrollment for undergraduate, graduate and post baccalaureate degree students on each campus. It is worth noting for all campuses that undergraduate degree students are the largest population and all campuses are projected to have an increase in undergraduate students. This is especially true at the Del Rio Campus, where the average undergraduate enrollment in 2019 was recorded at 212, but is projected to be 285 by the end of 2030.

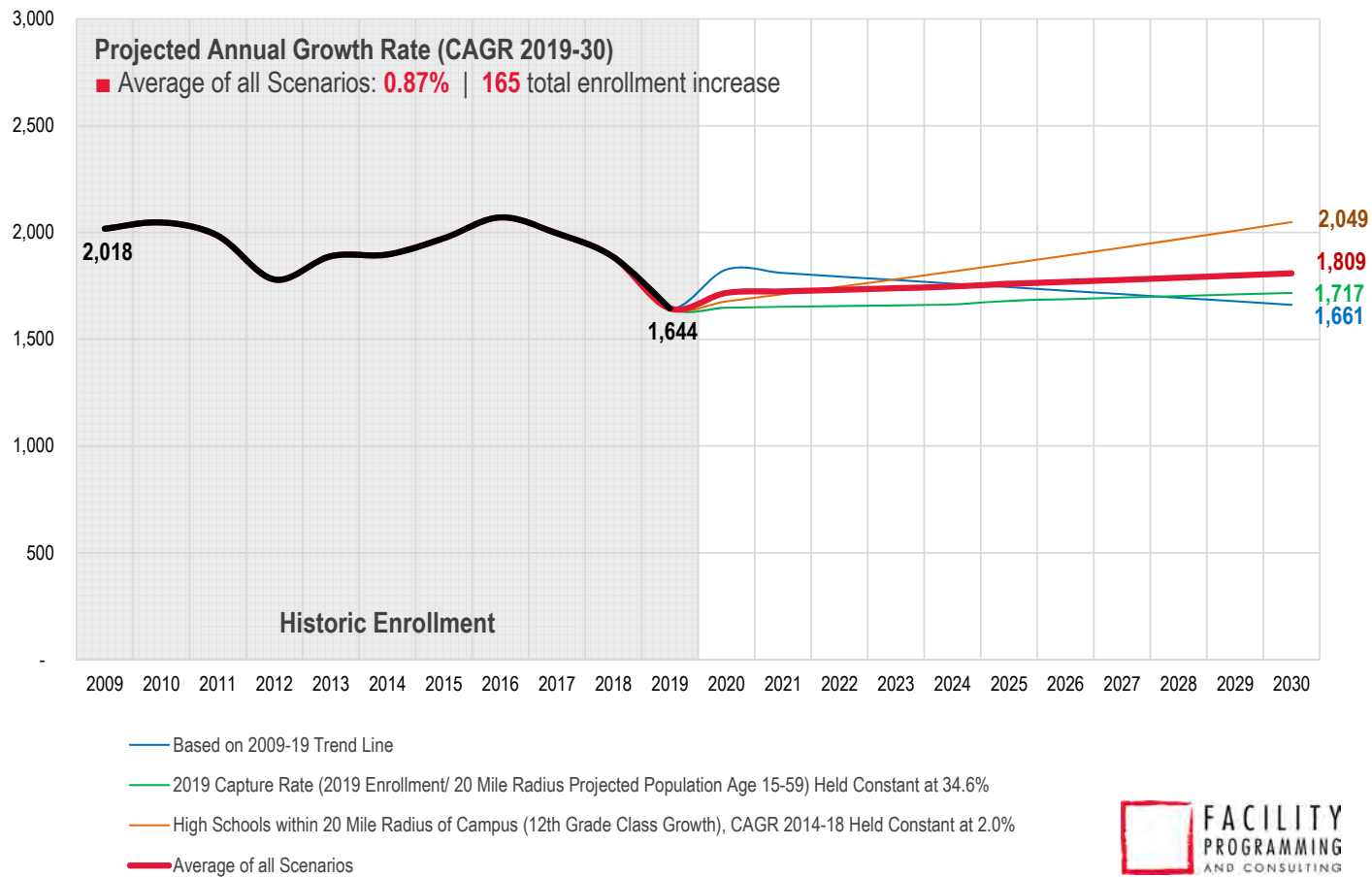
Finally, the findings gathered from the data collected allow us to make educated assumptions about campus enrollment and capacities. We can assume the campus enrollment is currently supported by the quantity of instructional spaces available on the Alpine Campus. Additionally, the current capacity of instructional spaces is adequate to allow the campus to add an additional 1,000 students.

TOTAL HEADCOUNT: ALPINE CAMPUS

The projected enrollment for the Alpine Campus, based on its total headcount data from 2009 to 2019, shows an average annual growth rate of 0.87%. The campus is expected to have an increase of 165 students in its total enrollment by 2030.

Note that the average of all scenarios is represented by the red line in the chart below. The red line, or planning line, is a compilation of all components in the chart, and is utilized as the planning line for the University moving forward.

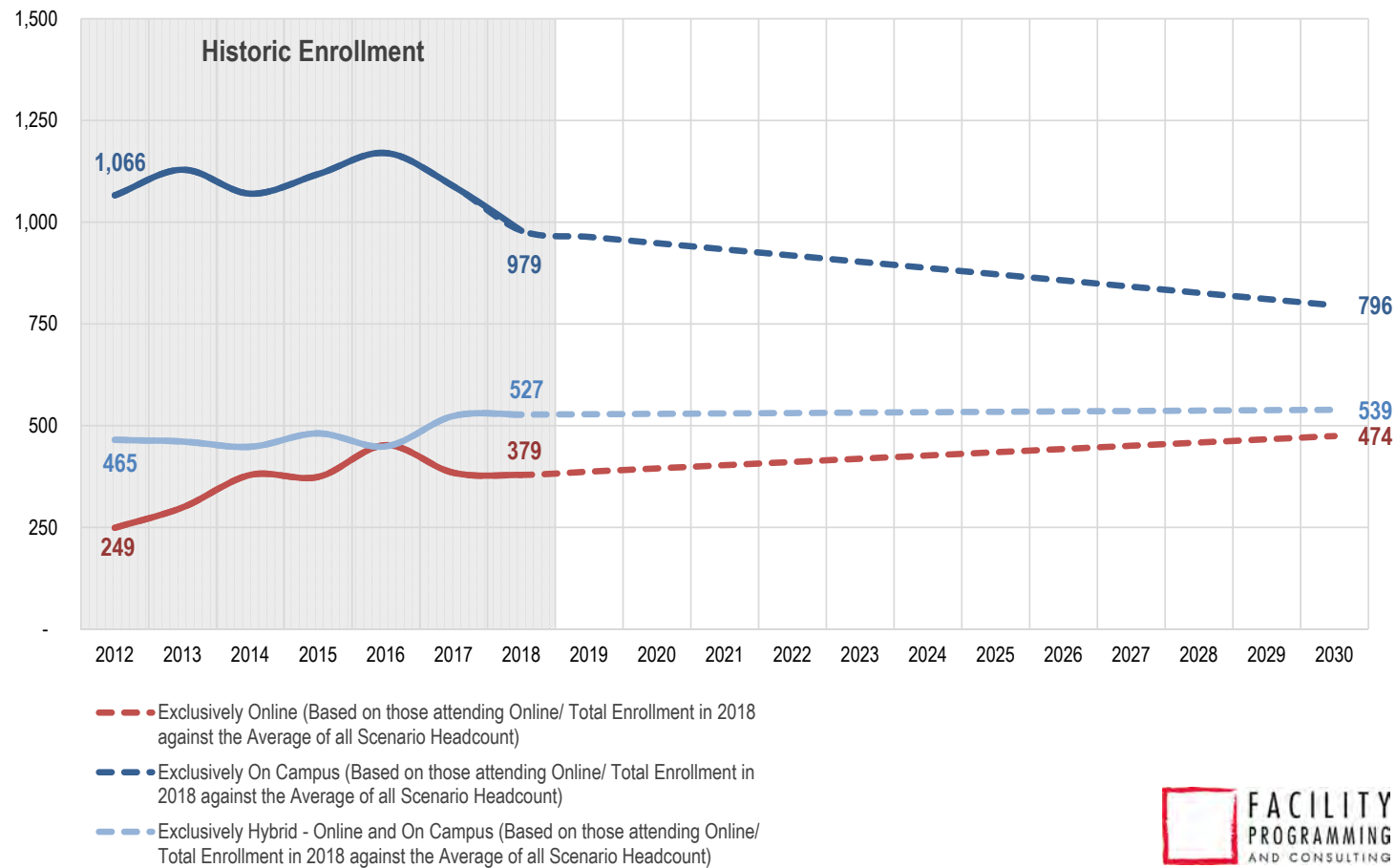
Figure 13. *Alpine Campus Enrollment Projection*



LEARNING MODES: ALPINE CAMPUS

In 2019, most students enrolled at the Alpine Campus were exclusively on-campus students. However, the future and projected enrollment shows a steady decline of on-campus students, a slight increase in hybrid students, and a significant increase in exclusively online students.

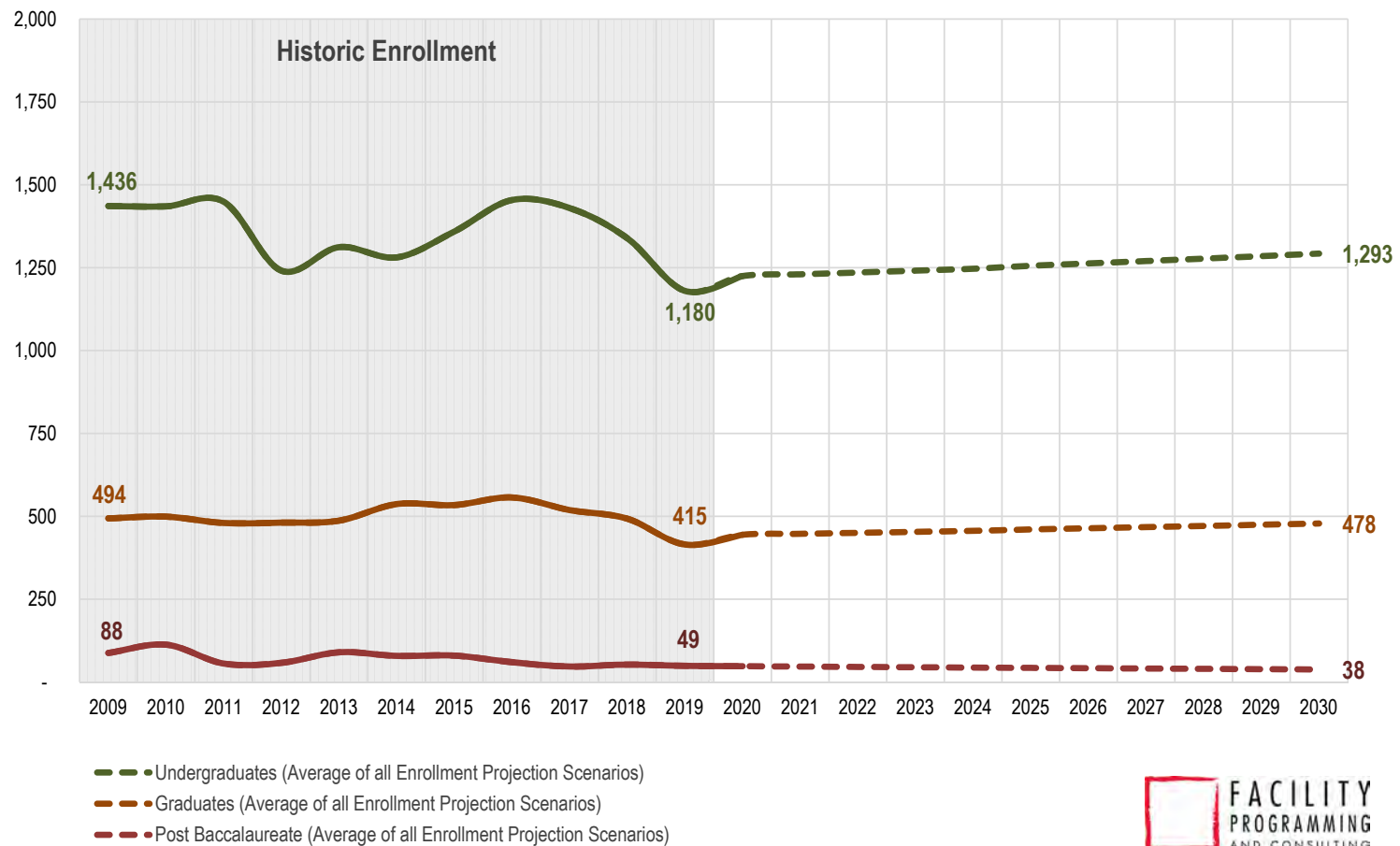
Figure 14. *Alpine Campus Learning Modes*



UNDERGRADUATE, GRADUATE, & POST BACCALAUREATE: ALPINE CAMPUS

The Alpine Campus shows an increase in both undergraduate and graduate students, while post baccalaureate student population steadily decreases. The Alpine Campus has significantly more undergraduate students than it does graduate or post baccalaureate students.

Figure 15. *Alpine Campus Student Types*

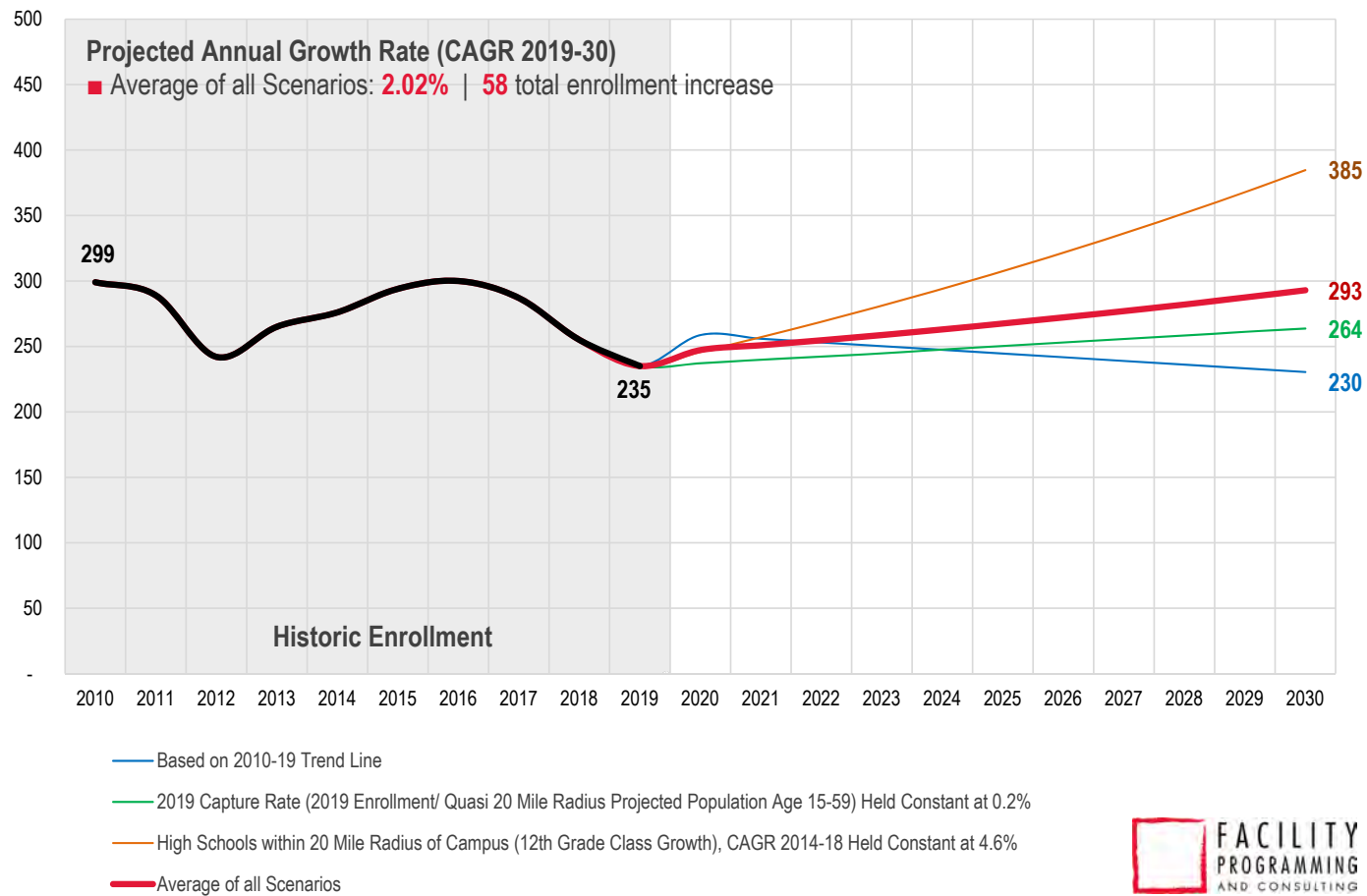


TOTAL HEADCOUNT: DEL RIO CAMPUS

The projected enrollment for the Del Rio Campus, based on its total headcount data from 2009 to 2019, shows an average annual growth rate of 2.02%. The campus is expected to have an increase of 58 students in its total enrollment by 2030.

Note that the average of all scenarios is represented by the red line in the chart below. The red line, or planning line, is a compilation of all components in the chart, and is utilized as the planning line for the University moving forward.

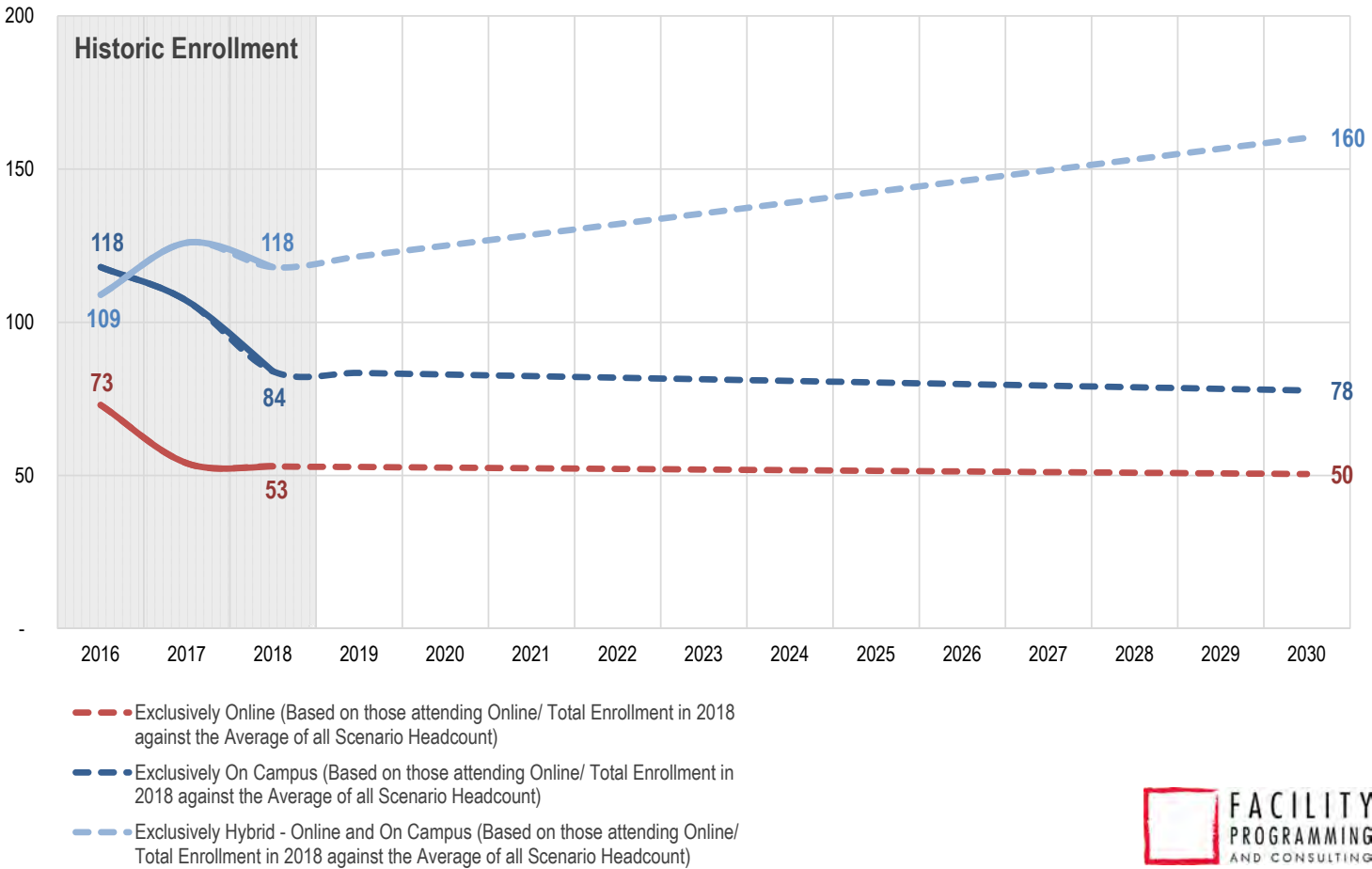
Figure 16. *Del Rio Campus Enrollment Projection*



LEARNING MODES: DEL RIO CAMPUS

In 2019, the Del Rio Campus had more hybrid students than it did on-campus students. The trend continues as the campus is expecting a dramatic increase in hybrid students over the next 10 years. Both the quantity of on-campus and online students slightly decrease throughout the 10-year period of 2020 to 2030.

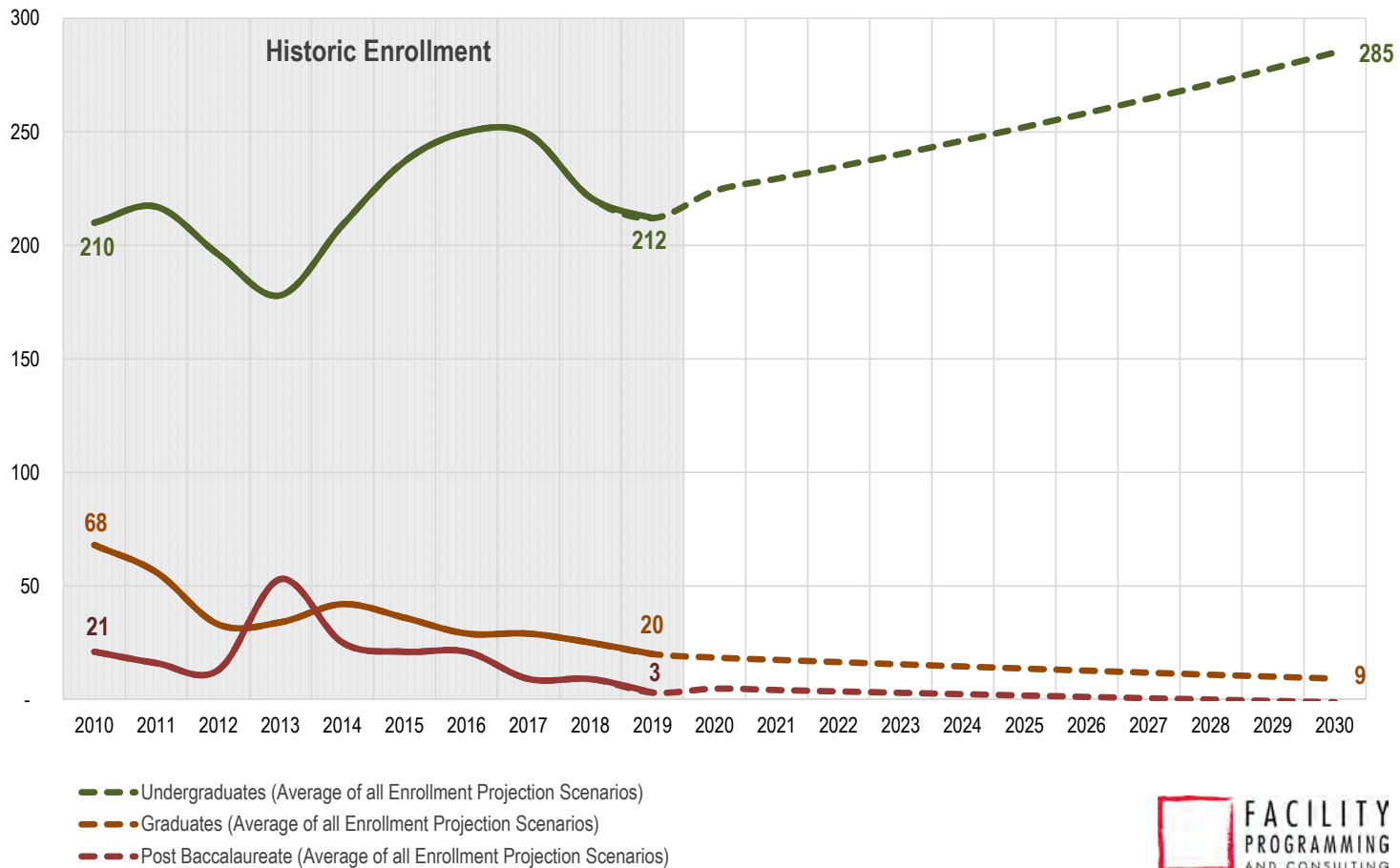
Figure 17. Del Rio Campus Learning Modes



UNDERGRADUATE, GRADUATE, & POST BACCALAUREATE: DEL RIO CAMPUS

The number of undergraduate students at the Del Rio Campus is expected to significantly increase throughout the 10-year period starting in 2020. The number of graduate and post baccalaureate students is expected to decrease steadily. Currently, most of Del Rio Campus students are undergraduates, with a minimal number of them pursuing graduate and post baccalaureate degrees.

Figure 18. *Del Rio Campus Student Types*

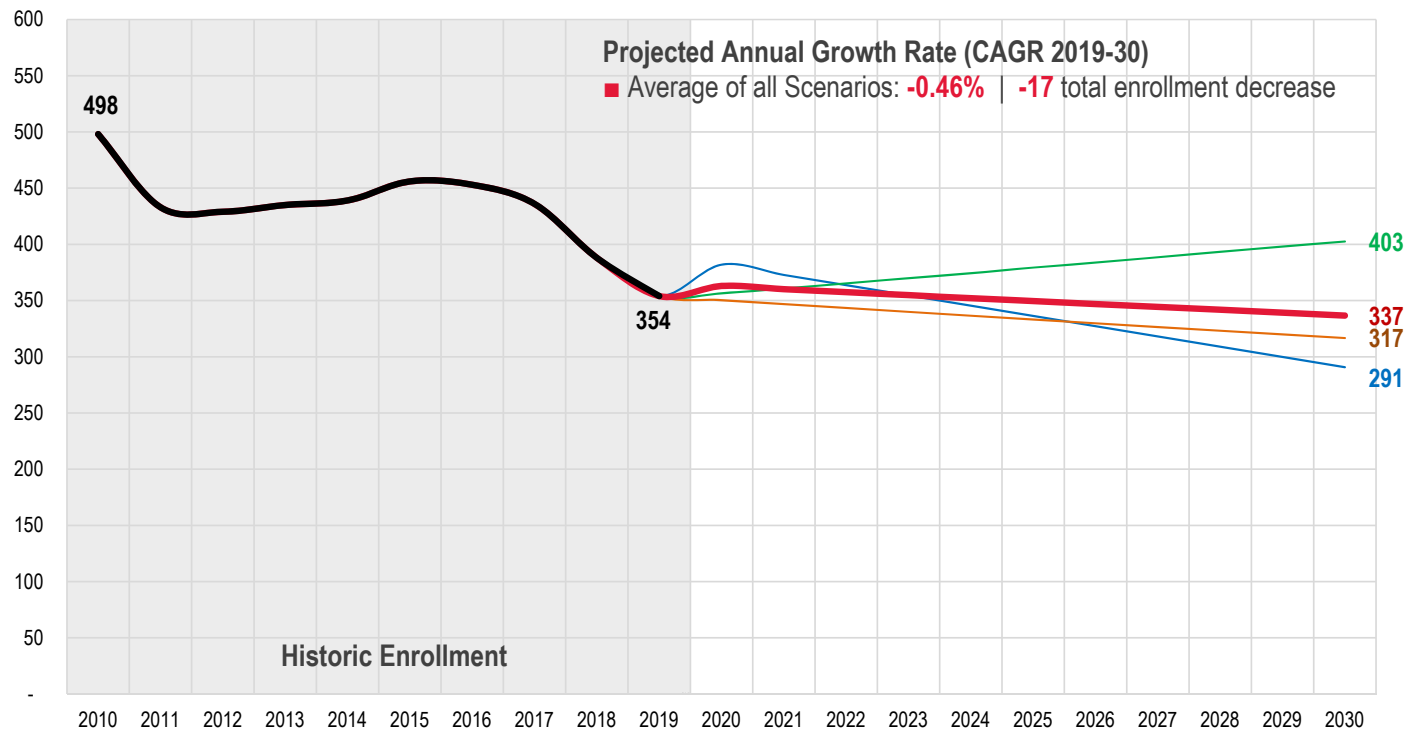


TOTAL HEADCOUNT: EAGLE PASS CAMPUS

The projected enrollment for the Eagle Pass Campus, based on its total headcount data from 2009 to 2019, shows an average annual growth rate of -0.46%. The campus is expected to have a decrease of 17 in total enrollment by 2030.

Note that the average of all scenarios is represented by the red line in the chart below. The red line, or planning line, is a compilation of all components in the chart, and is utilized as the planning line for the University moving forward.

Figure 19. Eagle Pass Campus Enrollment Projection



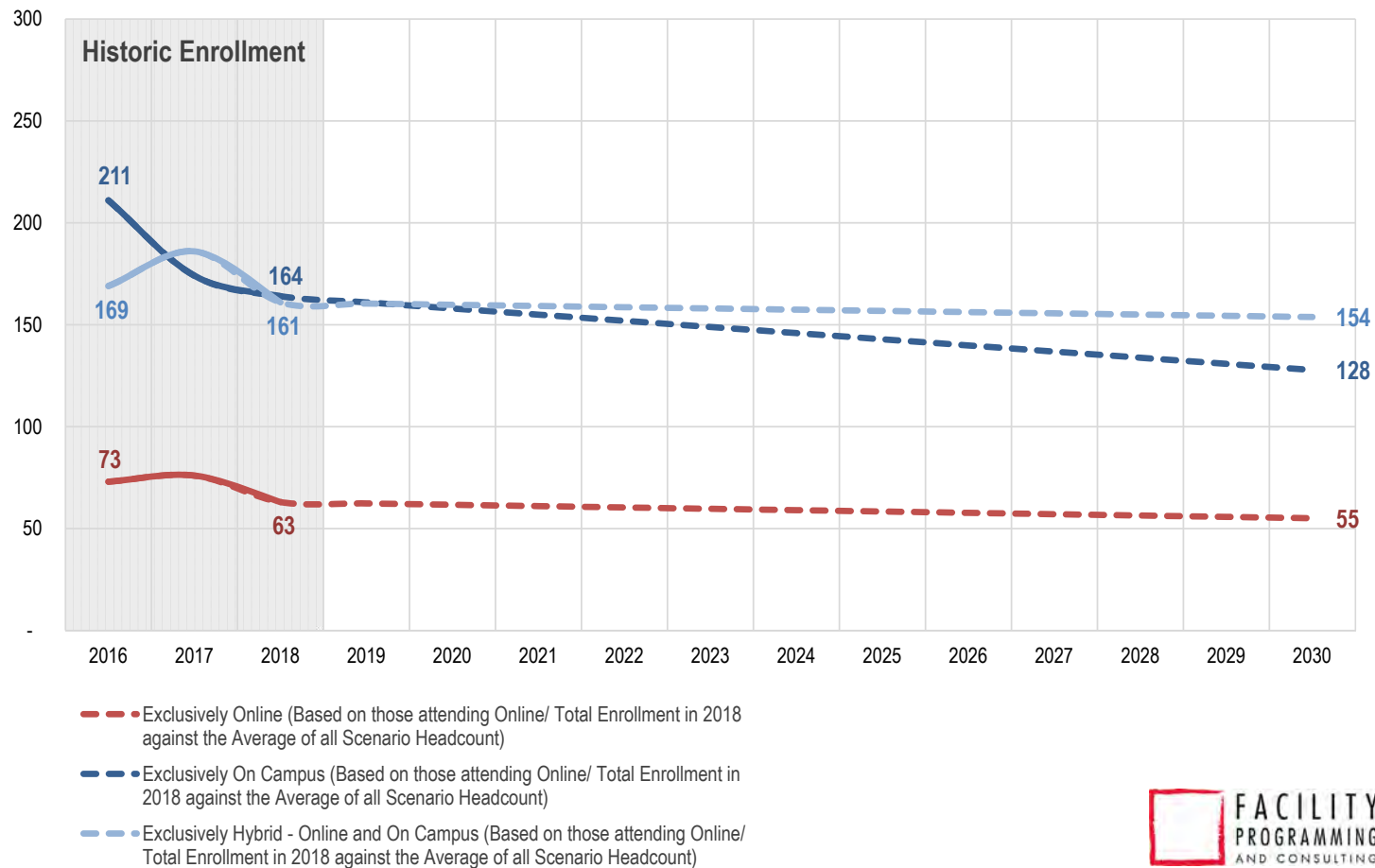
- Based on 2010-19 Trend Line
- 2019 Capture Rate (2019 Enrollment/ Quasi 20 Mile Radius Projected Population Age 15-59) Held Constant at 0.2%
- High Schools within 20 Mile Radius of Campus (12th Grade Class Growth), CAGR 2014-18 Held Constant at -1.0%
- Average of all Scenarios



LEARNING MODES: EAGLE PASS CAMPUS

In 2019, the Eagle Pass Campus had approximately an equal number of on-campus students and hybrid students. On-campus student enrollment is projected to decrease steadily, while hybrid student enrollment is projected to increase slightly by 2030. Online student enrollment is at its lowest in 2019 compared to the past three years and is expected to continue decreasing in the next 10 years.

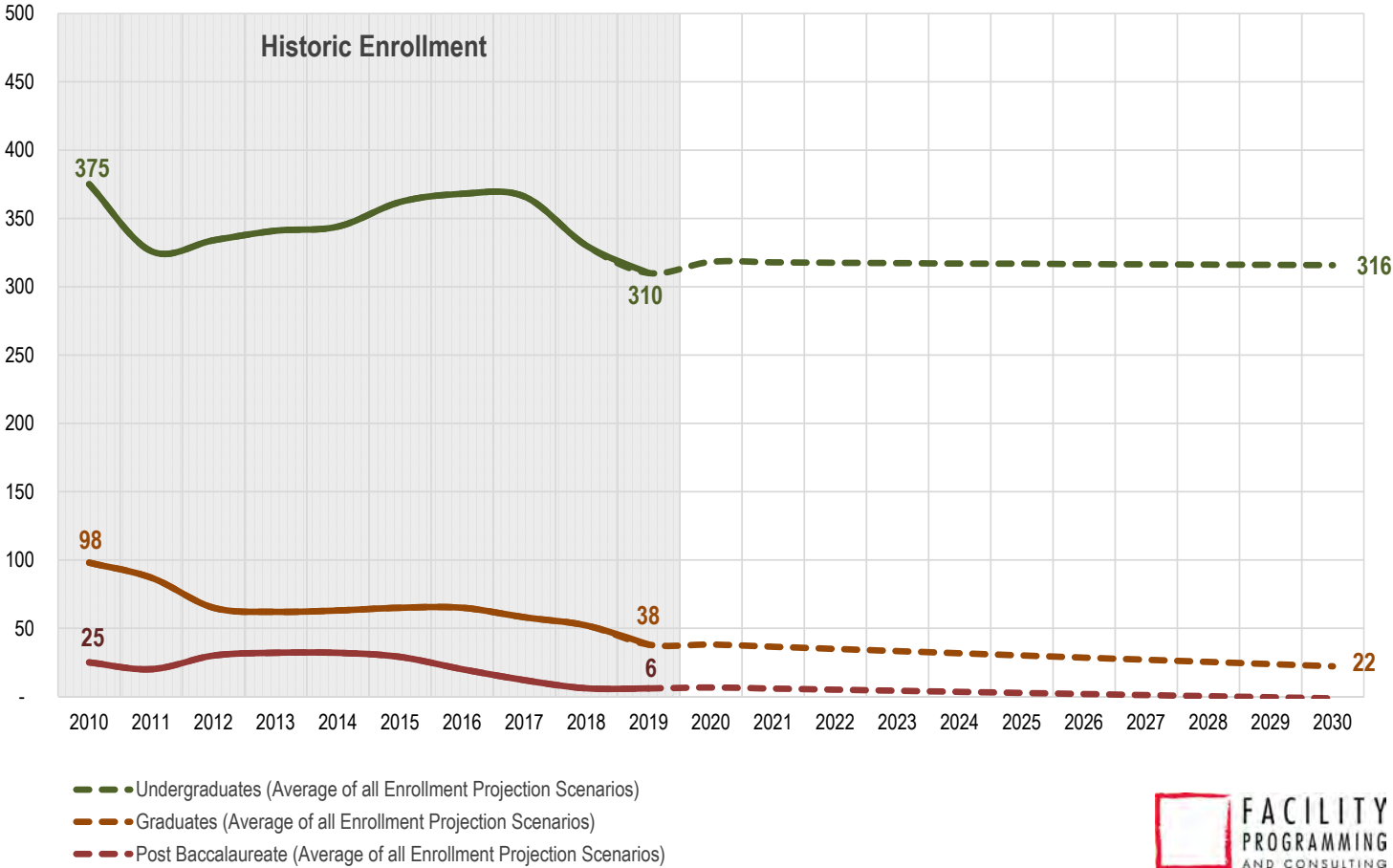
Figure 20. *Eagle Pass Campus Learning Modes*



UNDERGRADUATE, GRADUATE, & POST BACCALAUREATE: EAGLE PASS CAMPUS

The number of undergraduate students at the Eagle Pass Campus is expected to increase very slightly throughout the 10-year period starting in 2020. However, both graduate and post baccalaureate student enrollment is projected to decrease in the next 10 years. Historically in the last 10 years, the campus has had a significantly larger volume of undergraduate students compared to graduate or post baccalaureate students.

Figure 21. Eagle Pass Campus Student Types

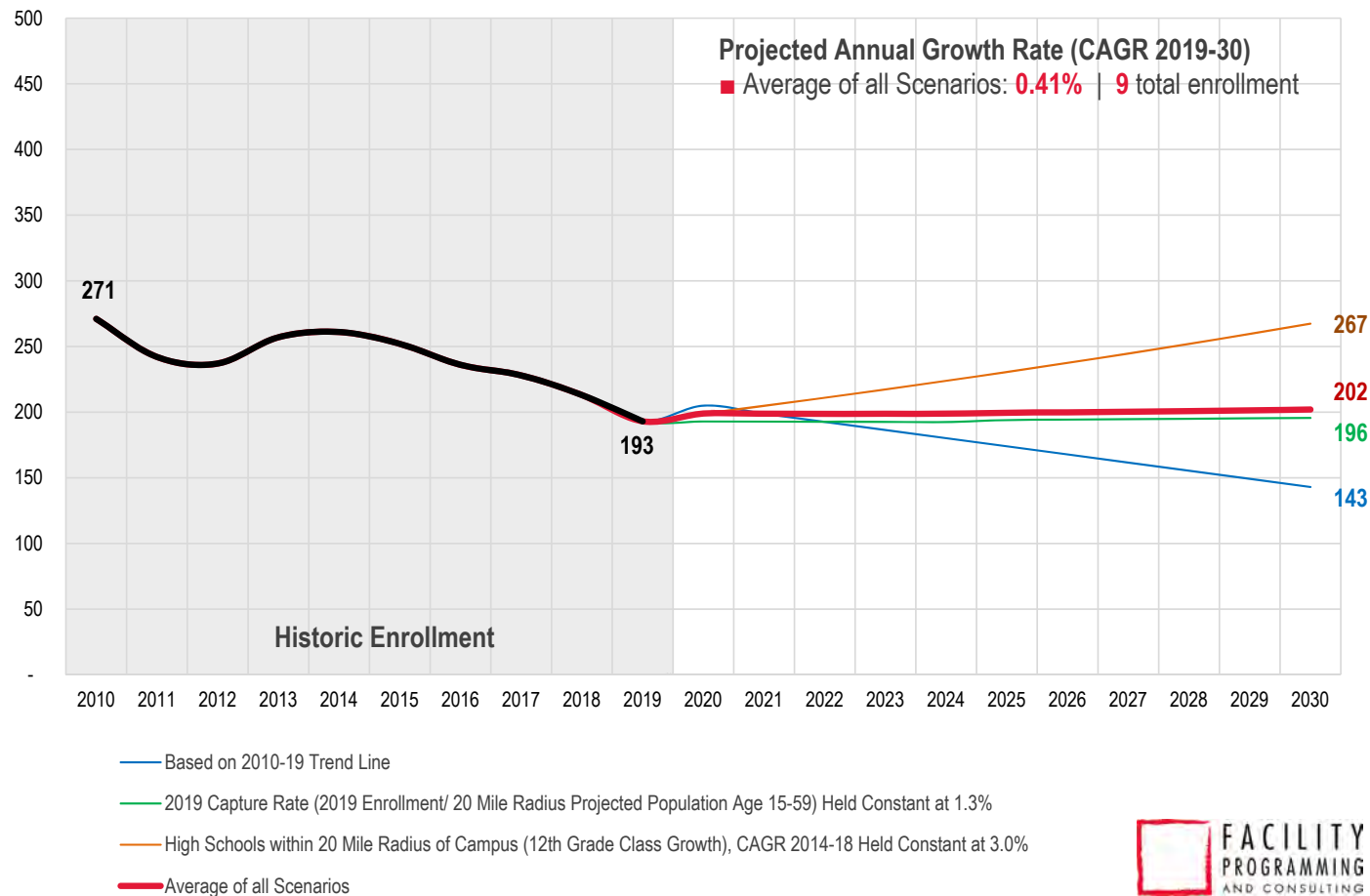


TOTAL HEADCOUNT: UVALDE CAMPUS

The projected enrollment for the Uvalde Campus, based on its total headcount data from 2009 to 2019, shows an average annual growth rate of 0.41%. The campus is expected to have an increase of nine students in total enrollment by 2030.

Note that the average of all scenarios is represented by the red line in the chart below. The red line, or planning line, is a compilation of all components in the chart, and is utilized as the planning line for the University moving forward.

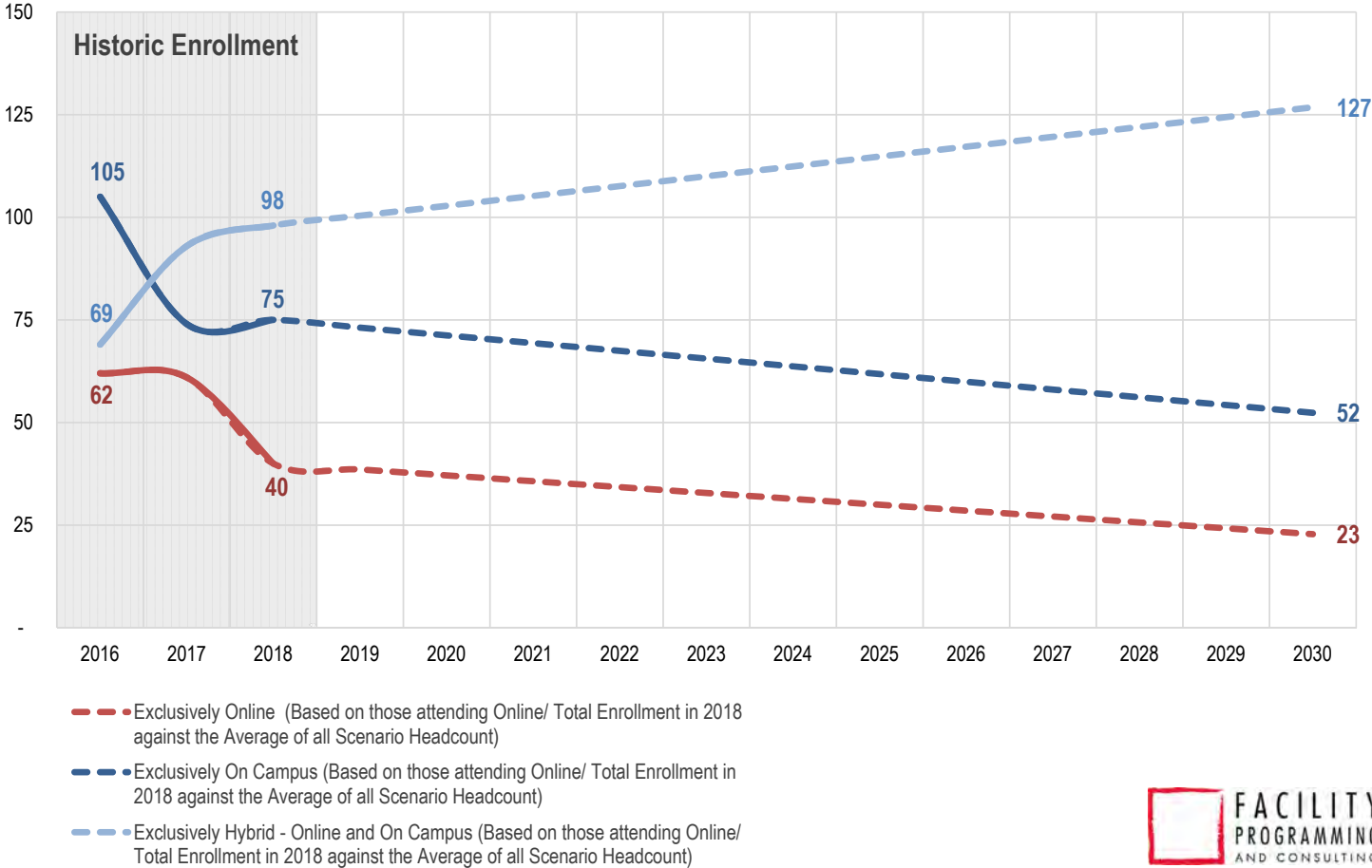
Figure 22. Uvalde Campus Enrollment Projection



LEARNING MODES: UVALDE CAMPUS

In 2019, hybrid students were the largest student population on the Uvalde Campus. Hybrid student enrollment is projected to increase dramatically during the next 10 years. However, on-campus and online student enrollment is expected to decrease steadily.

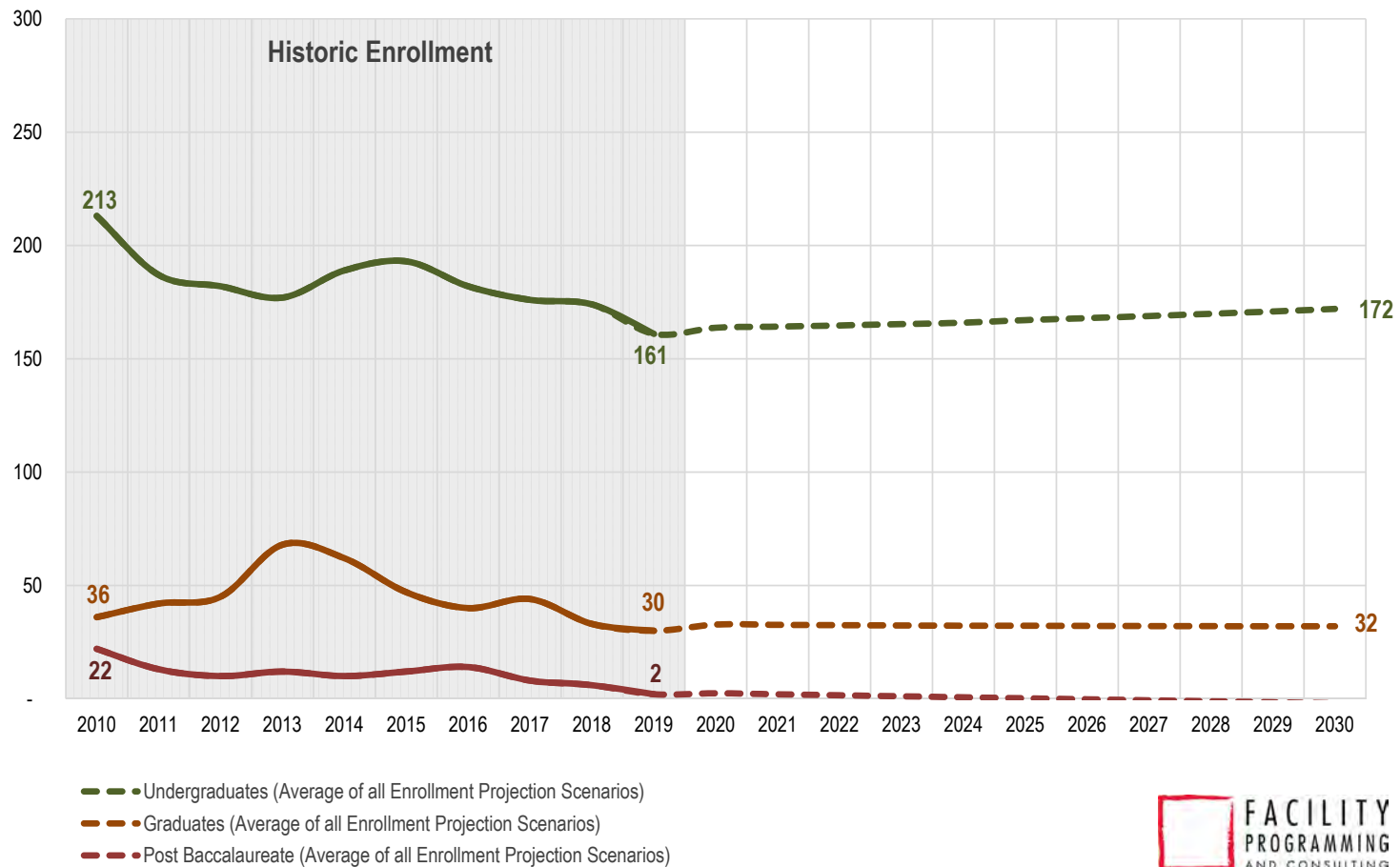
Figure 23. Uvalde Campus Learning Modes



UNDERGRADUATE, GRADUATE, & POST BACCALAUREATE: UVALDE CAMPUS

Currently, the Uvalde Campus serves mostly undergraduate students, with a small portion of its student enrollment being graduate and post baccalaureate students. Undergraduate student enrollment is projected to increase slightly over the next 10 years. However, graduate and post baccalaureate student enrollment is projected to slightly decrease or minimally increase to reach a very small number of enrollment in 2030.

Figure 24. *Uvalde Campus Student Types*



CONCLUSIONS

OVERVIEW

Over the last ten years, enrollment growth at SRSU has been decreasing, averaging a -2% rate of change in annual growth between 2009 and 2019. However, it is anticipated that enrollment will start trending up on most campuses between 2019 and 2030, increasing approximately 0.87% at the Alpine Campus, 2.02% at the Del Rio Campus, and 0.41% at the Uvalde Campus. However, the Eagle Pass Campus data indicates a slight yearly decrease of -0.46%. As the University continues to grow in the next 10 to 20 years, the enrollment at most locations is projected to move closer to the University's goal of enrolling an additional 1,000 students.

PLANNING ASSUMPTIONS

Sul Ross University desires to grow its current total enrollment by an additional 1,000 students across all locations. The current capacity of instructional space provided at each of the campuses can support this vision. The additional enrollment growth will account for all learning modes, including on-campus, online and hybrid students. The data collected indicates enrollment for exclusively hybrid students will increase between 2019 and 2030 across most campuses, while exclusively on-campus and online student enrollment trends downward within the same decade. The trend of an increase in online learning should be included in overall campus technology and infrastructure needs.



PROGRAM GROWTH CONSIDERATIONS

UNDERGRADUATE PROGRAMS

Analysis of the enrollment by program for undergraduate departments in each College was not conducted as part of this process. However, program growth and facility needs to accommodate the desired growth was discussed during focus groups and user meetings. The following represent program growth and initiatives raised during discussions with Sul Ross Leadership:

Agriculture

- The college-wide Agriculture programs are comprised of around 430 students, which accounts for nearly a quarter of the University's enrollment. Program offerings are often located at the RAS Complex. Graduate students spend 90% of their time at this facility while undergraduates spend around 50% of their time there. The Agriculture programs are research intensive and are generally growing beyond the current facility capacity.
- There are discussions of a project to create and construct a Borderland Research Institute Welcome Center in partnership with an outside entity. Further development of this concept should be identified within the University Master Plan and be considered a viable project.
- Programs have a need to be able to board and support students' animals on campus, especially horses utilized for the rodeo. There is a need for additional designated parking areas to support trucks and trailers.

Natural Resource Sciences

- Natural Resource Sciences currently utilizes spaces within the Warnock Science Building. The College offers a variety of graduate and undergraduate programs. The department has noted that there is a need for additional classroom and office space. The current faculty count is the largest limiting factor for the graduate program growth. However, the graduate online program has seen incremental growth. Programs are anticipated to experience growth with the implementation of some initiatives currently being developed to bring students from Mexico to the Alpine campus.



Industrial Technology

- The Industrial Technology (IT) Building on campus has historically been more vocational in nature. Faculty have been tasked with rethinking the programs and creating curriculum to better integrate these programs into four-year fields of study. Faculty is currently working to create a new Construction Management Program and a new Supply Chain Program. Adapting and/or replacing the aging IT Building would be a necessary requisite for supportive courses such as welding. Depending on the course, a majority of the classroom instruction could be delivered through online courses.
- The IT Building is prone to flooding due to its natural surroundings. The facility is currently shared with Fine Arts. Requirements for an approximate 35,000 gross square foot (GSF) building as a replacement for the IT Building was discussed.

Arts and Sciences

- The College of Arts and Sciences has been focused on growing their Fine Arts and Performance Arts Programs as well as starting a new Nursing program. An off-campus facility was purchased with the intention of being the initial site for the new Nursing Program. The facility has (at the time of this document) not been renovated and further study should be provided to determine if the building would be appropriate for the new program. There was also discussion regarding the new Nursing Program to overlap at the satellite campuses. The ability to have online instruction for like programs between campuses would be required. It was noted that the University is working to become one single entity. Over a timespan of multiple years the University will be working towards providing one program outlined from the Alpine Campus that is implemented at the satellite campuses rather than several individual programs.

Education and Professional Studies

- The College of Education and Professional Studies anticipates that most programs will increase in enrollment online. The MBA Program offered online is experiencing strong growth. The college is working on having successful in-school instruction while growing online programs.
- A significant portion of the Kinesiology Program enrollment is through student athletes. The college is preparing to advance a Master of Science eight-week program and a Sports Administration degree to better meet the current demand.

RGC Campuses

- The satellite campuses require additional laboratory spaces, with the exception of the Del Rio Campus. There is a strong demand for additional Biology offerings in these locations. Overall the satellite locations have adequate tutoring and student space and have requested that Career Services has a presence on each campus.
- Currently the satellite campuses provide Junior and Senior level courses, they have identified a loss of many college students to the local community colleges. It was noted that programs at these campuses should have more offerings in emerging industries in their local and surrounding areas.
- A location has not yet been determined for the construction of a new standalone campus facility, but it has been determined that it will be located at one of the three existing satellite communities in Del Rio, Eagle Pass, or Uvalde.

Athletics

- Overall, 37% of the students at Sul Ross are student athletes involved in one of the 12 athletic sports programs. The Athletic Department has several overarching needs including locker room facilities, office spaces, designated film viewing spaces and general maintenance of the facilities. The University has expanded beyond the capabilities of the Gallego Center.



- The softball and soccer field areas are in need of a variety of upgrades. Locker room space is needed for softball and soccer athletes. The athletes currently change in their cars or dorm rooms before driving to the athletic fields. These programs currently have no dedicated space and there is a feeling of lack of ownership among the players.
- Other needed upgrades include designated parking areas (including ADA compliant spaces), sidewalks, restrooms and bleachers at the soccer field.

CAMPUS GROWTH

The library has requested “safe” student space. There is a need in the library to have working security cameras and more allocated student space, indoors and outside. The tutoring center is well utilized. Technology remains a challenge due to major electrical issues in the current facility.

Student housing is provided on campus with a two-year live on campus requirement for students under the age of 21. The University offers a variety of housing options including family housing. Current housing capacity is 719 with 521 beds currently occupied. Several of the residence halls are aged and could use cosmetic updating.

The campus has a large population of student athletes, there is an identified need for student recreation and intramural space. The campus also maintains a swimming pool which is the only indoor pool in the community. The facility has a backlog of maintenance and needs a defined direction for the future.

The University would like to have a place to hold events. A location that could seat around 300 persons is desired. Outdoor space is currently not planned for utilization due to the weather being unpredictable. Any outdoor space should be covered.

A need has been noted that an interactive map of the Student Services offices would be of great assistance to incoming and returning students. A frequent student complaint is that Financial Aid, Enrollment, Bursar, etc. are not collocated in a single location.





EXISTING CONDITIONS & ANALYSIS

REGIONAL CONTEXT

SRSU is located in far west Texas and in the Middle Rio Grande Region. The main campus is located in Alpine, Texas and is situated in the Davis Mountains. SRSU's Rio Grande College (RGC) includes three additional campuses in Del Rio, Uvalde and Eagle Pass.

ALPINE REGIONAL CONTEXT

Alpine is home to approximately 8,800 people. It is located within Brewster County, 220 miles southeast of El Paso and 165 miles southwest of Midland. The region is characterized by the rugged beauty of mountains and vast open spaces. Nearby attractions include Marfa, an arts and culture destination, and Texas' biggest national park, Big Bend.

DEL RIO, EAGLE PASS, UVALDE REGIONAL CONTEXT

The RGC campuses serve 13 counties, or a 26,000-square mile area in southwest Texas. With two campuses along the Texas-Mexico border, the RGC also educates many international students. The closest major city to the RGC campuses is San Antonio, which is 85 miles east of Uvalde.



Awe-inspiring Alpine landscape

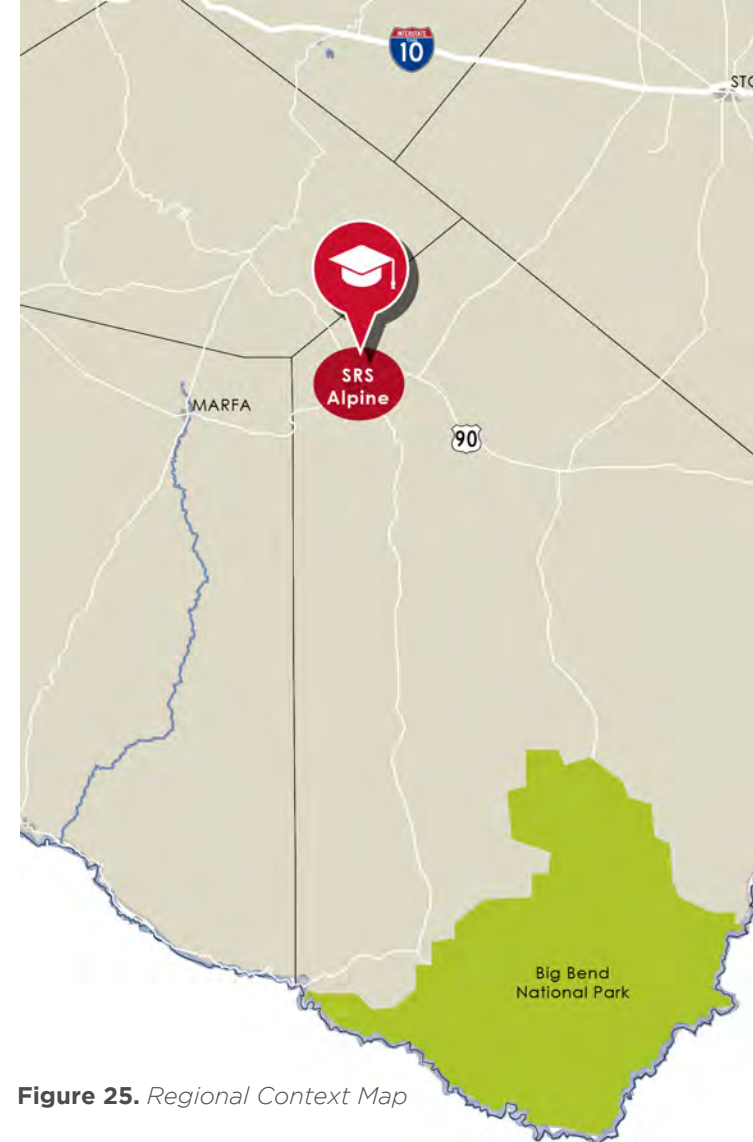
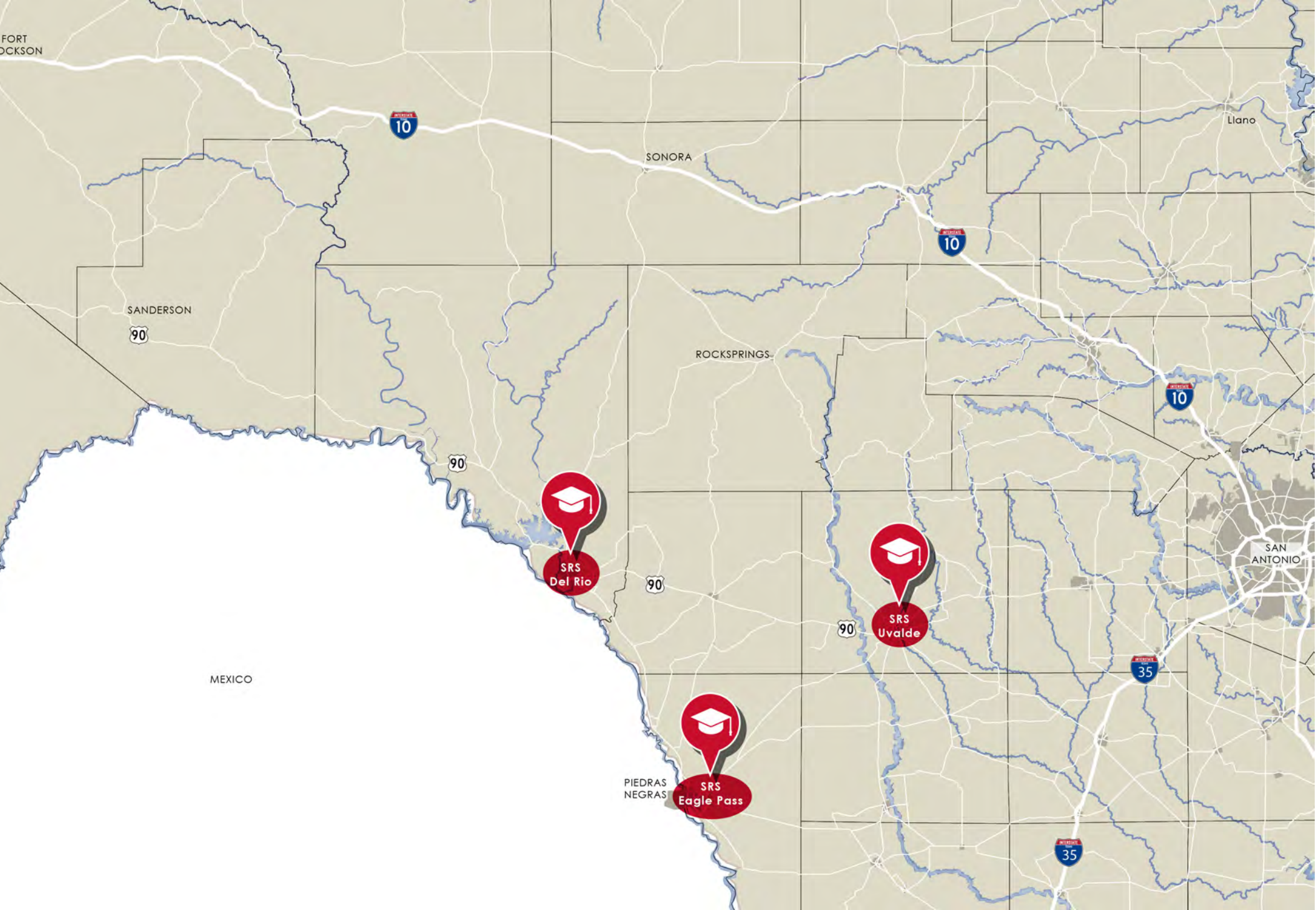


Figure 25. *Regional Context Map*



ALPINE CAMPUS CONFIGURATION

The SRSU Alpine Campus is comprised of 647 total acres. The 93-acre main campus is located at the intersection of U.S. Highway 67/Highway 90 and State Highway 223. Main campus is comprised of the mountain landscape, academic and administrative spaces, and student housing buildings. The iconic Sul Ross desk is located at the top the mountain creating the dramatic northeast edge of the campus.

SRSU athletics are based out of multiple locations. The Lobo Soccer Field, Lobo Softball Field, Jackson Football Field and track are located south of Highway 67/ Highway 90. Baseball is based out of Kokernot Field, two miles northwest of main campus. Basketball, volleyball and tennis facilities are in and adjacent to the Gallego Center on main campus.

SRSU owns some undeveloped acreage on the south side of Highway 67/Highway 90. This area was previously used for married student housing, but has been vacant for many years.

The Animal Science Program is housed out of the RAS Center located 1.5 miles east of main campus. This is also the location of SRSU's rodeo facilities.

The University owns hundreds of acres of open space on the north side of Highway 67/Highway 90 between the RAS complex and the main campus.

Lastly, the University operates the Kokernot Lodge, a 35-acre property with an outdoor theater, lodge and creek frontage. This facility can be rented for various uses and the property provides additional recreational areas for students and faculty.



Traditional signing of the Sul Ross desk by students

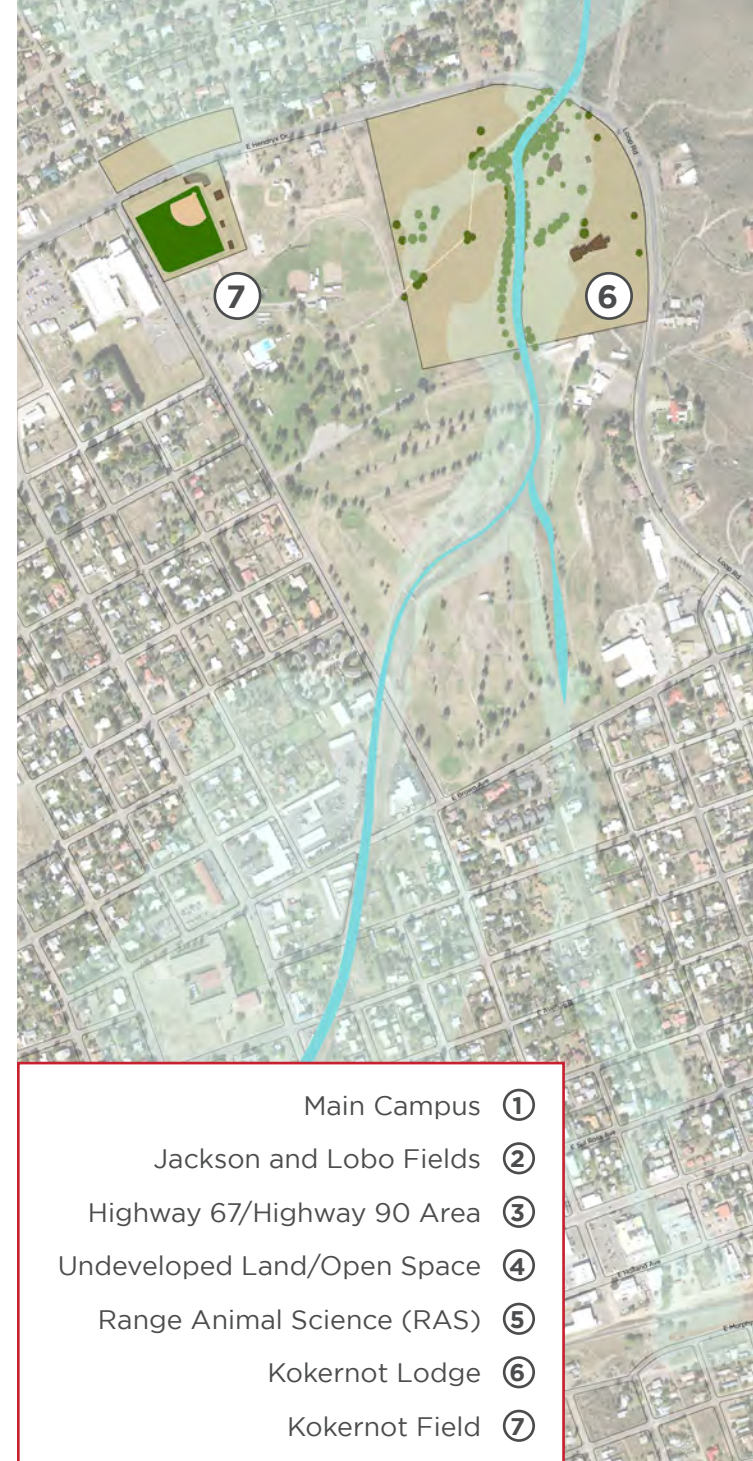


Figure 26. *Alpine Configuration Map*



EXISTING ALPINE CAMPUS LAYOUT

CAMPUS AESTHETIC

Nestled at the foothills of the Davis Mountains is the SRSU Alpine Campus. The campus's natural beauty and clean aesthetic create a memorable first impression for students and families.

The building aesthetic is characterized by brick, masonry and glass facades. The center of the campus is relatively lush in comparison to a desert landscape. Mature trees provide a shady break while students walk to class or enjoy their break outdoors. The consistent campus aesthetic contributes to the campus appearance that was ranked by students and faculty as the best feature on campus.



Sul Ross architectural character

CAMPUS LAYOUT

The functions on main campus are connected through a strong pedestrian network. The RAS Center, Jackson Field, Kokernot Lodge and Kokernot Field are separated from the campus core by highways and roads, and are currently primarily accessed by vehicle from the main campus.



Kokernot Amphitheater

LEGEND

- President's Home **1**
- Wildenthal Memorial Library **2**
- Morgan University Center **3**
- Briscoe Administration Building **4**
- Morelock Academic Building **5**
- Academic and Computer Resource Building **6**
- Lawrence Hall **7**
- Museum of the Big Bend **8**
- Francois Fine Arts Building **9**
- Warnock Science Building **10**
- Ferguson Hall **11**
- Fletcher Hall **12**
- Mountainside Hall **13**
- Industrial Technology Building/Art Annex **14**
- Physical Plant **15**
- Central Heating and Cooling Plant **16**
- Lobo Village Housing Complex **17**
- Residential Living Office **18**
- Swimming Pool **19**
- Graves-Pierce Hall **20**
- Graves-Pierce Complex **21**
- Pete P. Gallego Center **22**
- Cottages **23**
- Tennis Courts **24**
- Ticket Booth **25**
- Jackson Field Food North **26**
- Jackson Field Food South **27**
- South Grandstands **28**
- Jackson Field **29**
- North Grandstands **30**
- Field House (Visitors) **31**
- West P.E. and Intramural Field/Track **32**
- Physical Education Storage **33**
- Softball Field **34**
- East P.E. **35**
- Ranch Foreman's Residence **36**
- Embryo Transfer Lab **37**
- Feed Barn **38**
- Hay Barn **39**
- Feed Lot **40**
- Equine Science Center **41**
- Rodeo Arena **42**
- Horse Science Facility **43**
- Animal Husbandry Barn **44**
- Range Animal Science Center **45**
- Biology Greenhouse **46**
- University Storage **47**



Figure 27. Alpine Existing Conditions

BUILDING FUNCTIONALITY

The main campus includes academic, administrative, student housing and student services. Academic and student services are concentrated on the west side of campus and residential is on the east. These areas are connected by an outdoor amphitheater which was developed in recent years.

Main campus athletics are focused around the Gallego Center on the east side of campus. All other athletics are situated off of the main campus. Maintenance functions are located on the north side of campus, at the base of the mountain. The RAS complex includes academic buildings, stables and arenas.

A few things to note about the Alpine Campus:

- Building functions are grouped well with the exception of Industrial Technology (14) and Mountainside Hall (13).
- Mountainside Hall (13) is an old dormitory that is now vacant.
- Museum of the Big Bend (8) is a unique facility focused on collecting, preserving, exhibiting and interpreting materials that relate to the history and culture of the Big Bend region of Texas and Mexico.



Exhibit at the Museum of the Big Bend



Academic core surrounding the mall on main campus



Main campus residence halls



- Academic and Student Services ■
- Housing ■
- Recreation and Athletics ■
- Services and Maintenance ■
- City Property ■

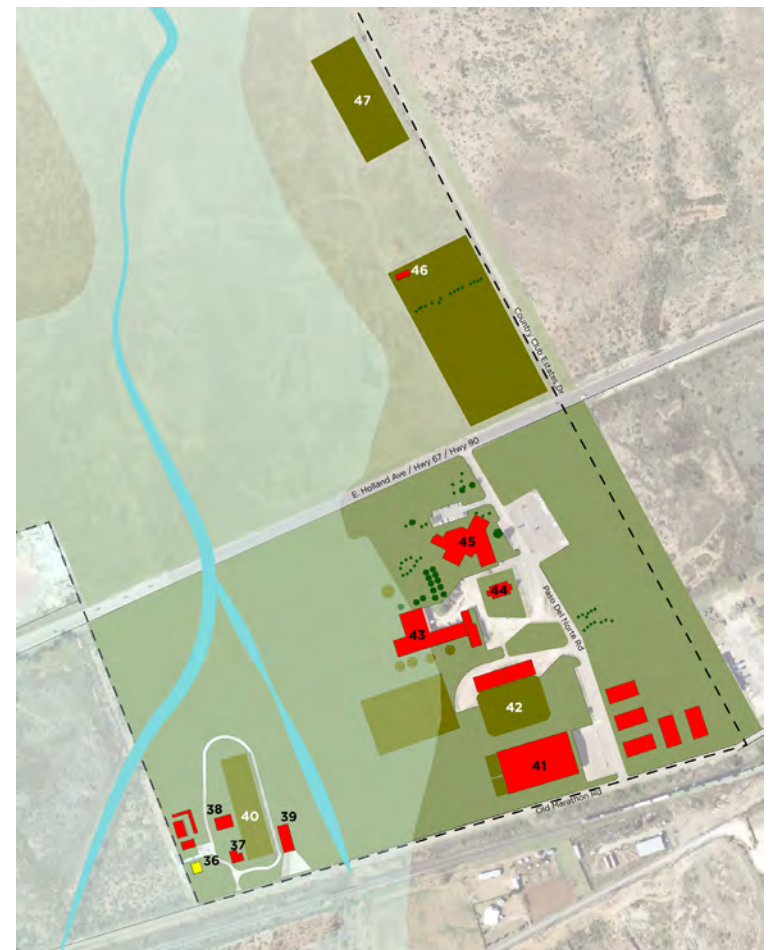


Figure 28. Building Functionality

ENTRIES, EDGES & VIEW CORRIDORS

The SRSU campus is surrounded by a variety of land uses. Commercial development is primarily located south of the campus along Highway 67/Highway 90. Residential neighborhoods are primarily located west of campus.

Red brick entry signage is located at every vehicular entrance to campus. Highway 67/Highway 90 is a primary access point for people traveling to and through Alpine. This corridor provides a prominent first view of

the campus for visitors and passersby. Other view corridors along streets terminating at the campus provide a first glimpse of the campus and may have potential for enhancement.



SRSU signage at primary entrance along Highway 67/Highway 90



Numbered entrance signs



- Entry Signage ★
- Town and Campus Edges ■
- View Corridors ←

Figure 29. Entries, Edges & View Corridors

ACCESS & CIRCULATION

VEHICULAR

Primary vehicular access to the main campus is off Highway 67/Highway 90 and Harrison Street. Student and faculty parking is located on the perimeter of the campus, with the campus core dedicated to pedestrian use.

PEDESTRIAN

Pedestrian circulation is comprised of primary, secondary and tertiary circulation routes. Primarily circulation includes a campus spine through the academic core and routes between the residences and academic areas. Sidewalks are typically five- to six-feet wide. This narrow width can be limiting during class changes and is also not wide enough to comfortably host pedestrians and cyclists. As SRSU implements campus upgrades, it may be appropriate to widen sidewalks in high traffic areas.

Overall, the main campus is a highly walkable campus, given the accessibility challenges caused by the highly sloping site.



Main campus pedestrian circulation



Stairs and ramp near student residences

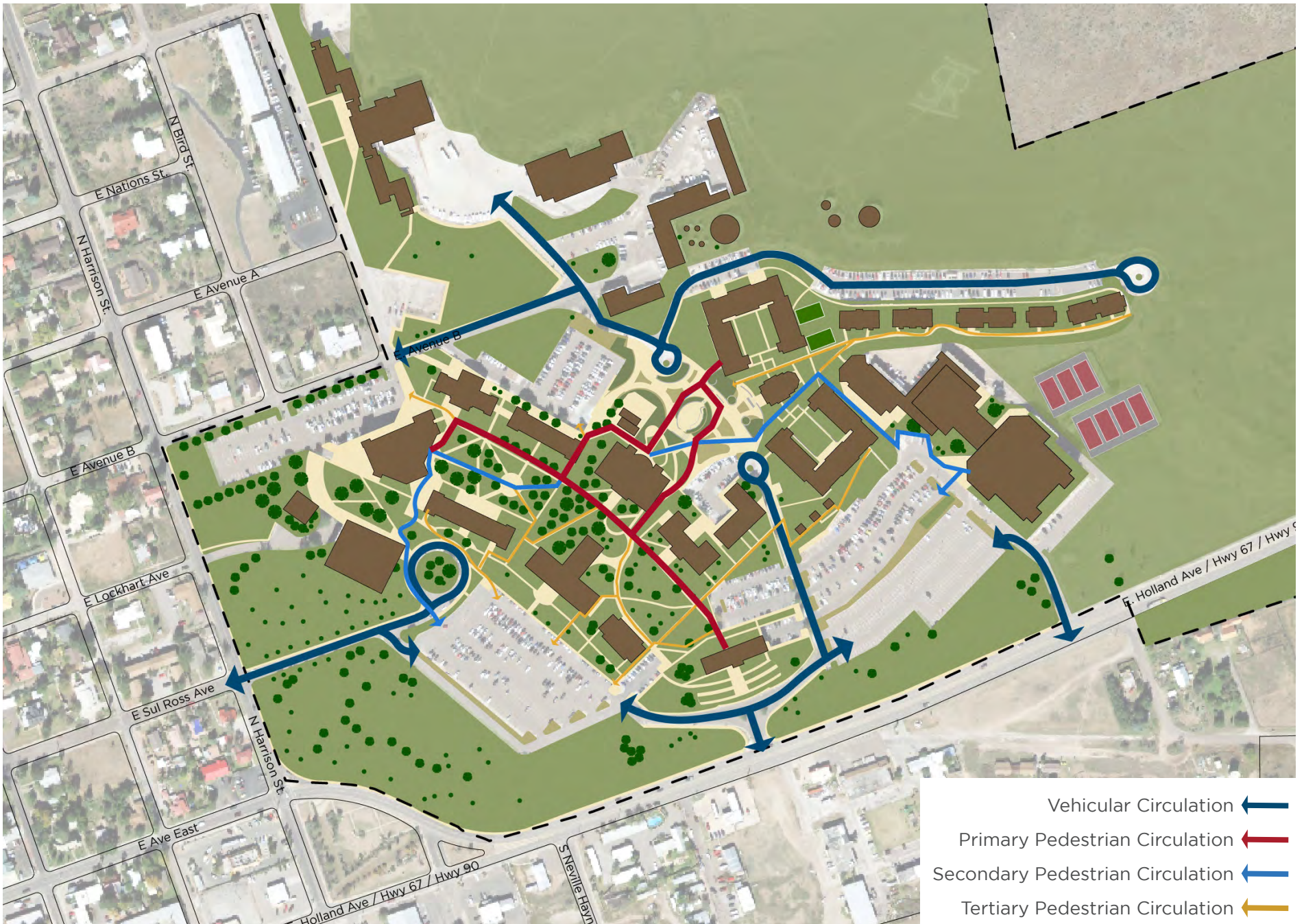






Figure 30. Access & Circulation

- Vehicular Circulation 
- Primary Pedestrian Circulation 
- Secondary Pedestrian Circulation 
- Tertiary Pedestrian Circulation 

WALKING & PARKING

PARKING

There is ample parking on the main campus and parking should continue to be sufficient as enrollment goals are met. The two largest parking lots are along the southern edge of the main campus and are conveniently located within brief walking distance of nearby academic buildings.

Parking near the athletic fields and the RAS Center is currently insufficient. Athletics parking is needed on a regular basis, while the greatest parking need at the RAS complex is during the rodeo. The annual rodeo draws hundreds of contestants and

viewers. There will be a need for additional overflow parking as this event continues to grow. Additional formal parking may also be needed as the RAS enrollment increases.

Existing parking lots on all campuses have minimal landscaping which is providing negligible amounts of shade.

WALKING

While there are complaints that parking is insufficient, the majority of campus is within a 1/4-mile walking radius of parking lots and other destinations (see inner

dashed circle on Figure 31). On average, a 1/4-mile walk takes approximately five minutes and is comfortable for most users. Access from the campus core to Jackson Field is approximately 1/2 mile and the RAS Center is approximately 1-1/2 miles from main campus. Providing an off-street trail connection between main campus and the RAS complex can help to encourage greater use of non-vehicular transportation between the two areas.

In order to improve user comfort, additional shade and protection from the elements can be added along pedestrian routes.



Large student and faculty parking area



Figure 31. Walking & Parking

OPEN SPACE

The main campus is notably green, considering its desert setting. Faculty and students voted that the campus's appearance was one of the best features. The shadiest part of campus is in the mall within the academic core. This green space is also frequently used for outdoor events. As users move beyond the academic core, there are many less shade trees and/or structures. Notably, the new outdoor amphitheater is largely lacking in shade in most sitting areas. On average, Alpine has almost 250 sunny days per year. Providing additional outdoor shaded spaces can help to encourage greater use of the campus's beautiful natural setting.

The Lobo Fountain is situated within the mall. The three-face lobo sculpture on top

of the fountain was created by an Industrial Arts student in the 1980s. Unfortunately, the fountain often has maintenance issues. In order to minimize maintenance requirements, the fountain basin has recently been used as a planting area.

One continual challenge on the main campus is accessibility. The campus's location at the foot of the mountain means there are many areas with steep slopes. As campus improvements are made, it will be crucial to continue to consider accessibility for all users and ensure that all routes are given equal treatment with shade and comfort improvements.



Lobo Fountain



Mexican Independence Day celebration on the mall



Campus landscaping near the amphitheater



Figure 32. Open Space

UTILITY INFRASTRUCTURE

ELECTRICAL

SRSU main campus electric utility is provided by American Electric Power (AEP). The electric utility enters the main campus from 12.47kV overhead electrical lines located at the alleyway west of campus between East Lockhart Avenue and East Avenue B as two underground feeder loops. AEP owns and maintains the feeders and transformers on campus. SRSU is metered and takes ownership of the electrical system at the secondary of each transformer. Any major construction on campus will need to be coordinated with AEP infrastructure.

Electrical systems for several buildings have had aged switchgear and distribution panelboards replaced recently. However, there are buildings that still have low voltage panels at or beyond their expected end of life. The distribution switchboard at Fletcher Hall is of special concern as it has exceeded its expected life and maintenance parts are no longer available. The aged electrical distribution equipment can be expected to continue to serve the building loads but require a careful watch for signs of faults.

Generally, each campus building's electrical demand has remained steady or slightly decreased over the last 15 years. Fletcher Hall, the Museum and the Lobo Villages are the buildings that have had slightly increased electrical demand.

LIGHTING

The Alpine campus' location imposes a unique condition on the campus lighting system. The proximity to McDonald Observatory means that the University and the City of Alpine have a vested interest in maintaining the region's International Dark-Sky Association [IDA] recognition. The predominant considerations for encouraging the IDA dark skies initiative is three-fold; lowest possible correlated color temperature (CCT) preferably less than 3,000K, lowest light level necessary for the purpose, and controls to reduce or shut off lighting when not serving a purpose. The City of Alpine is currently working to update its lighting ordinance. Upgrades to the campus lighting will have to comply with the resultant lighting ordinance.

The majority of luminaires on campus are below 3,000K, though the more recently added buildings are more likely to have luminaires with light sources above 3,000K. The existing luminaires on campus span a large variety of fixtures styles and lamp types. The extent of the variety of fixtures and lamp types will make ongoing maintenance difficult. The combination of the sequential additions to the exterior lighting and the aged fixtures/light sources makes for inconsistent lighting on campus at night. The effect is an incoherent lighting on campus that draws negative attention by pedestrians to the darker corners of campus.

MECHANICAL

Chilled Water System: The SRSU main campus central plant serves 12 academic buildings totaling 613,897 square feet. The central plant contains three 600 ton York centrifugal water-cooled chillers. Only one chiller was operating at the time of this report. Even though most of the central chilled water plant was renovated in the year 2000, equipment reliability for these systems have reduced considerably over the years.

Local Boilers: The natural gas fired boilers have been removed from the physical plant, as recommended in the previous Campus Master Plan. Steam is now generated by local natural gas fired boilers in multiple buildings throughout the campus. Parts of the original steam system have been abandoned, but much of the system has been repurposed for distribution.

Local Chillers: The Museum of Big Bend and Turner RAS Center each have their own dedicated air-cooled chillers to provide chilled water to the building air handling units.

Hydronic Air Handling Systems: Campus buildings served by the underground thermal utility loop are provided with hydronic air handling systems to maintain indoor comfort. Several of the systems are well past their useful life, are unreliable in operation and require considerable maintenance.

Reference the Appendix for further detail and recommendations for the electrical, lighting and mechanical systems.



Figure 33. Utility Infrastructure

POOL ASSESSMENT

A Facility Condition Assessment was conducted for the indoor pool on the Alpine Campus. The assessment report was based on staff interviews, visual observations, and a review of supplementary drawings and/or specifications. The pool and pool equipment were evaluated based on current regulatory requirements and current industry standards.

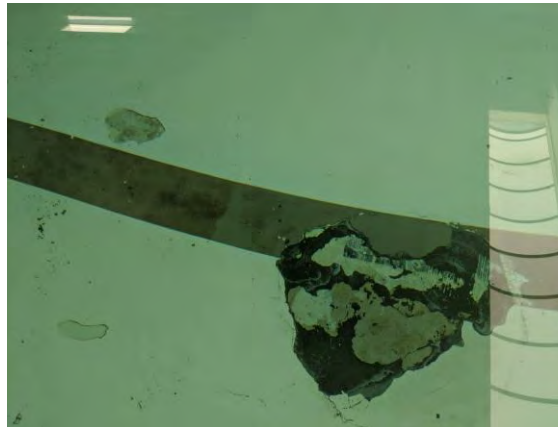
Summary of findings:

- The pool will need immediate improvements to be brought into compliance with code.
- The pool and equipment have calcification and corrosion issues.
- There is delamination of plaster and waterproofing in several areas.
- There are accessibility issues.
- In total, nearly \$800,000 of pool repairs and improvements are currently projected.
- In general, pool replacement (rather than renovation) is recommended if the pool isn't meeting the University and community's needs.

Reference the Appendix for the complete Facility Condition Assessment.



Overview of the pool



View of plaster delamination



View of general corrosion

TECHNOLOGY

A Technology Plan and Programming document was developed through a campus visit and interview with the Technology staff. The plan sought to leverage campus utility strategies and infrastructure, which can improve the experience of students, faculty, administrators and practitioners. The technology design included telecommunications, security and audiovisual systems infrastructure related to the Campus Master Plan.

Summary of findings:

- Current campus communications service is provided by Texas Lone Star Network (TLSN).
- Campus distribution originates at Briscoe Administration Building, where the main communication feed from TLSN via BBT enters the campus into the lower level server room.
- Cat 3 and Cat 5 cabling have been deemed obsolete, and Cat 5E cabling will soon follow.
- Spaces used for distance education feature Lifesize video conferencing systems, which work with the major video conferencing software solutions such as Microsoft Teams, Skype, Slack and Polycom.



Main server room

- There is a desire for increased campus video surveillance in general and increased coverage at specific points of interest.

Reference the Appendix for the complete Technology Assessment and Recommendations.



Computer lab

DEVELOPMENT OPPORTUNITIES & CONSTRAINTS

OPPORTUNITIES

Considering the previous analysis and input received from the stakeholders, students, faculty and staff, there are a variety of areas that provide opportunities for future development and/or improvement. These include:

- An expansion of the Museum of the Big Bend that is in progress.
- Potential for new functions or facilities at Mountainside, Industrial Technology, the Library, Gallego Center, near the Physical Plant, near the pool and at the RAS Center.

- Opportunities to improve athletic facilities and the rodeo area to enhance user experience and better accommodate events.
- Opportunity to improve student amenities in the mall and the amphitheater.
- Potential to activate the campus's edge with a walking trail. With appropriate safety measures, this could connect to SRSU land on the south side of the highway as well as potential trails near the RAS complex.
- Opportunity to develop the land along the south side of Highway 67/Highway 90 and create a lively entrance to Alpine.

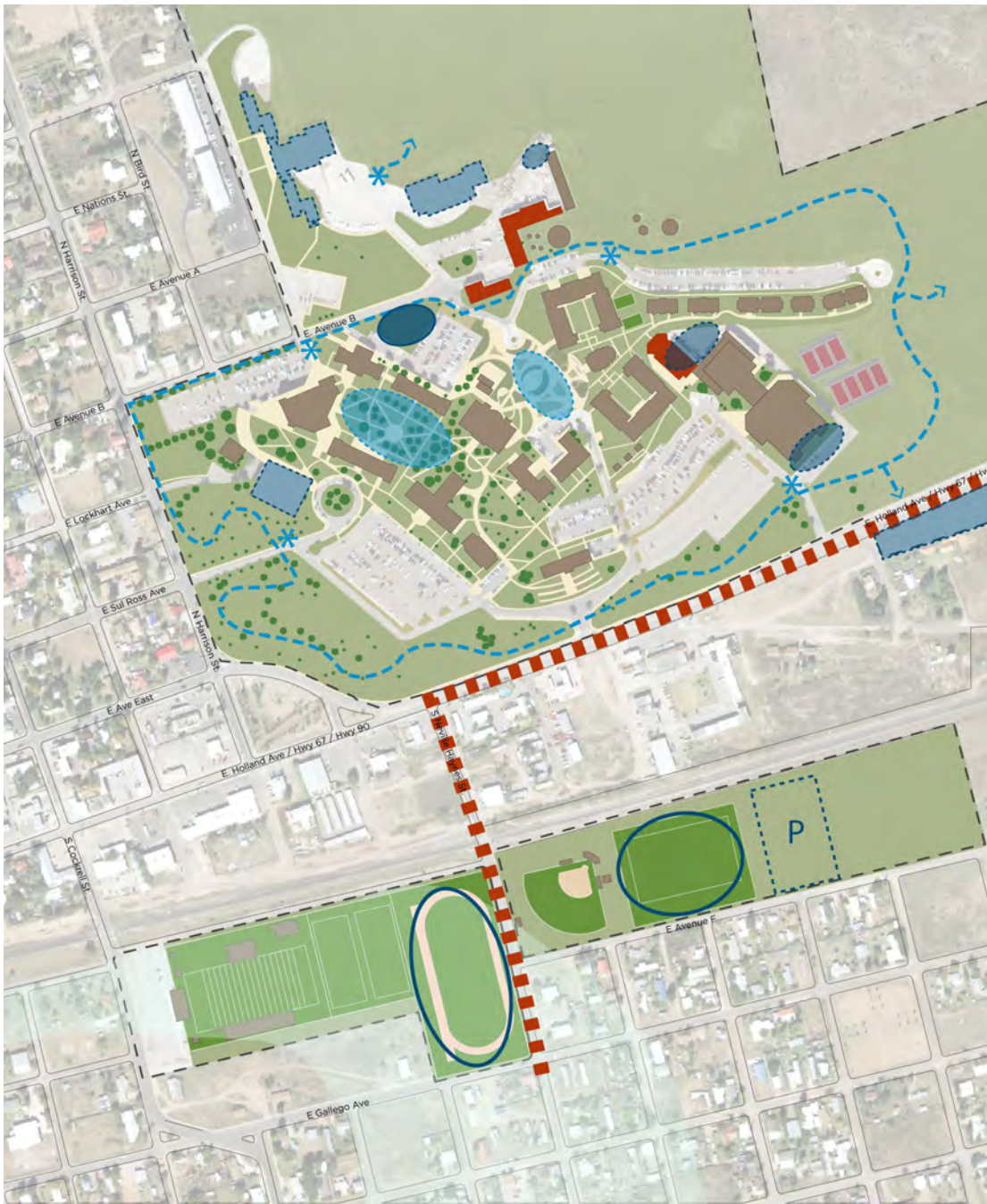
CONSTRAINTS

There are also some constraints to consider during project design. Constraints include:

- Certain buildings are in need of significant updates to operate safely.
- The decentralized nature of the Alpine Campus creates pedestrian/vehicular conflicts along Highway 67/Highway 90 and along Neville Haynes Street (between the track and softball field).



Potential trail connection from Main Campus to the RAS complex



- Pre-planned New Uses ■
- Opportunity for New Building Function/Facilities ■
- Opportunity to Improve Facility □
- Opportunity for Improved Student Amenities ■
- Opportunity for Walking/Biking Trails —
- Potential Trail Access Point ✱
- Opportunity for Additional Parking P
- Facility Needs Significant Updates ■
- Potential Pedestrian/Vehicle Conflict - -

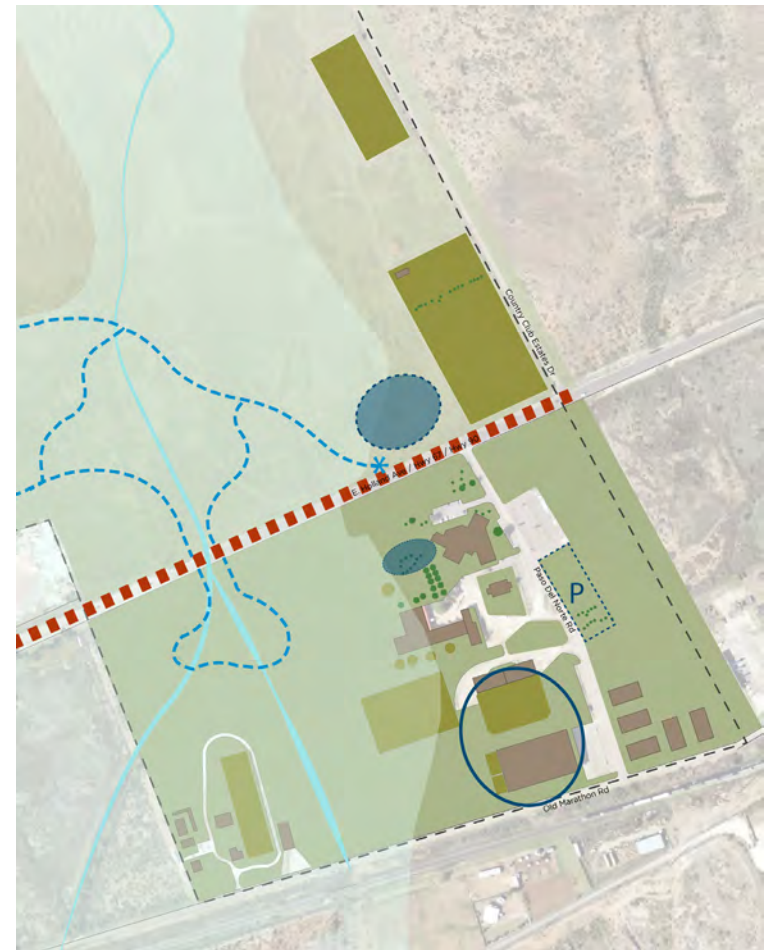


Figure 34. Development Opportunities & Constraints





SPACE UTILIZATION

SPACE UTILIZATION

Institutions can understand their campus building utilization by completing a number of internal analyses to measure the efficiency of use for any given instructional space. This analysis can identify classroom and/or class lab capacity to allow the University to know how much additional enrollment growth can be accommodated; spaces which may be available for swing space or re-purposed for a “higher and better” use; and to identify spaces which may require further evaluation to understand the reasons behind the lack of utilization (e.g., older instructional technology, room configuration not suitable for newer teaching paradigms, etc.).

Two metrics to consider when measuring the University’s building utilization include:

- **Average Weekly Classroom or Class Lab Utilization** – The measurement of the average hours per week a classroom or class lab is scheduled and utilized for instruction within a typical week (research is not included as those hours of use are not scheduled).
- **Classroom or Class Lab Percent Fill** – Calculated as the average enrollment for each individual classroom and class lab, over all scheduled sections/courses for a typical week, versus the available number of seats, or capacity, of the space.

Used in conjunction, these metrics provide SRSU with an overall picture of how scheduled instructional spaces are currently being utilized on the campus. The method provides a quick view of which spaces are being under- or over-utilized in terms of scheduling and/or capacity. This results in identifying which spaces may be available to handle additional scheduling either by increasing capacity of courses which were indicated to have multiple empty seats within a section or by increasing the scheduled hours of room use per week to more closely align with the target.

When looking at individual classroom and class lab utilization, it is important to compare the overall hours per week obtained and the fill rate/capacity of those sections with the recommended minimum targets, provided by the Texas Higher Education Coordinating Board (THECB), for optimal utilization. The THECB recommends:

- Classroom: 38 hours per week (average) at 65% fill (minimum)
- Class Lab: 25 hours per week (average) at 77% fill (minimum)

The building utilization analysis included in this section provides a high level analysis of the overall utilization of classrooms and labs at SRSU in the Fall 2019 semester. Additional room-by-room data for each building is included in the Appendix of this document.

To calculate both the overall building utilization as a whole, as well as that of the individual classrooms and class labs, the two metrics previously discussed are applied using the following formula:

$$\frac{\text{Average Enrollment}}{\text{Station Capacity}} \times \frac{\text{Average Hours Utilized per Week}}{\text{THECB Target Hours}}$$

Overall preliminary analysis indicates the campus has an adequate amount of teaching space to accommodate the near-term potential enrollment growth. The current quantity of instructional space is also sufficient to meet the Alpine Campus target enrollment of 1,809 students. The data also suggests the University has the capacity, in the short-term, to continue, without significant impact to daily operations, if a space were to be taken off-line to allow for upgrades to technology and/or furniture, or to temporarily support relocated functions as part of any proposed building demolition(s) and construction recommended in the master plan.

GUIDE TO INFORMATION PROVIDED IN UTILIZATION CHARTS

- **Total No. Classrooms/Class Labs** = Total number of available/scheduled rooms (by type) in the building during the Fall 2019 semester.
- **Classroom/Class Lab Fill** = Average enrollment of all class labs in the building divided by total room station capacity. THECB target for classrooms is 65%; lab fill is 77%.
- **Average Hours Utilized per Week** = Total number of hours, on average, that all rooms in the building are utilized/scheduled during a typical class week. THECB weekly target hours for classroom utilization is 38 hours; class lab utilization is 25 hours.
- **Difference from THECB Target** = THECB weekly target hours for room utilization minus the average hours utilized per week for all rooms within the building. Rooms exceeding the target are indicated with a bar to the right; class labs below are indicated with a bar to the left.
- **Overall Building/Room Utilization** = Calculated as the product of average enrollment of all class labs and the average hours utilized per week divided by the product of the total building room station capacity and THECB weekly target hours.



CLASSROOM UTILIZATION

The overall classroom utilization by building on campus during the Fall 2019 semester averaged 16.1%, indicating that there is some room for improvement. Of the 48 available classrooms, the average weekly utilization was approximately 17.2 hours per week with an average room fill rate of 35.6%.

The Academic and Computer Resource Center, which provides three classrooms, had the highest overall building utilization among the campus buildings, with an overall utilization rate of 20.9%. The higher overall utilization was a result of the classroom fill averaging nearly 38%, slightly higher than the average for all campus buildings, and the average weekly scheduled hours reaching 21.3, approximately four hours above the campus average. However, an additional 16.7 hours would be required to meet the THECB target of 38 average classrooms hours per week. Overall, the least utilized building was the Fine Arts Building. The building provides two classrooms, with an average room fill rate of 13.1% and 14 average weekly hours, both metrics fall below the THECB target. The second and third least overall utilized classrooms were found in the Warnock Science Building (13.0%) and Graves-Pierce Complex (14.4%), respectively. Both buildings average a lower utilization primarily due to their classroom fill rate being well below the THECB fill target of 65%.

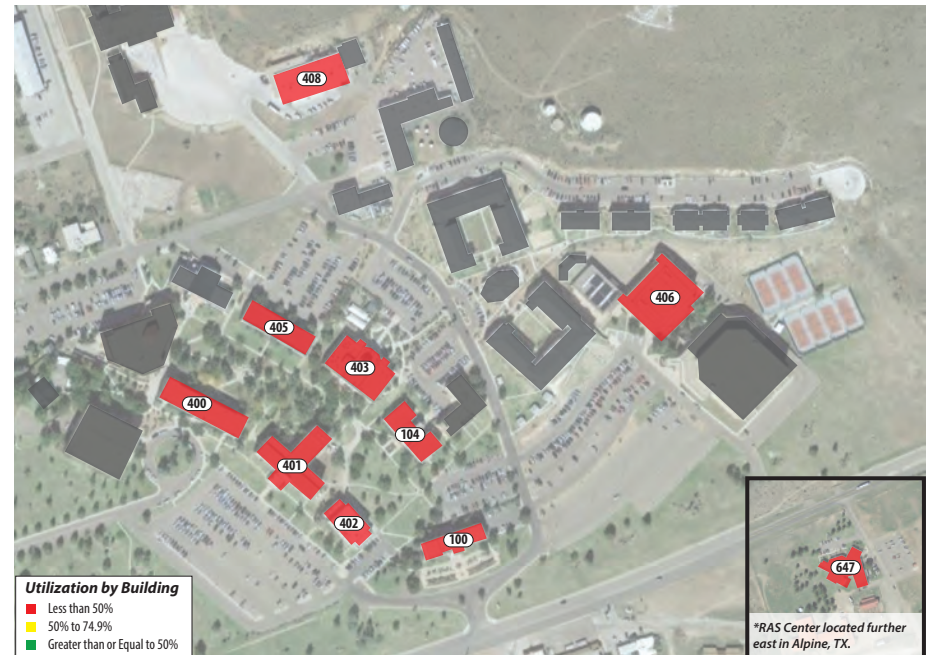


Figure 35. Fall 2019 Sul Ross Overall Classroom Building Utilization. Note that the Zuzu Verk Memorial Amphitheater does not appear on the map above. The new outdoor theater is located northeast of Building 403, the Warnock Science Building.

Figure 36. Alpine Campus Overall Classroom Utilization by Building: Fall 2019

Sul Ross University, 2019F

Room Fill: Less than THECB Target Greater than or Equal to THECB Target THECB Classroom Fill Target Rate

65%

 Building Utilization: Less than or Equal to 50% Between 50% to 75% Greater than Equal to 75% THECB Target Hours

38

Building	Rooms	Room Fill	Average Hours/Week	Difference from Target	Overall Building Utilization (Function of Room Fill and Hourly Usage)
402	ACADEMIC/COMPUTER RESOURCE CNTR	3	37.3%	21.3 (16.7)	20.9%
400	BRISCOE ADMINISTRATION BUILDING	4	40.5%	16.0 (22.0)	17.1%
412	CERAMICS/SCULPTURE BLDG				
702	EQUINE FACILITY				
647	EVERETT E TURNER RAS CENTER	7	40.6%	14.1 (23.9)	15.1%
104	FERGUSON HALL	4	33.3%	18.3 (19.8)	16.0%
405	FINE ARTS BUILDING	2	13.1%	9.0 (29.0)	3.1%
406	GRAVES-PIERCE COMPLEX	4	46.5%	11.8 (26.3)	14.4%
649	HORSE SCIENCE BARN				
408	INDUSTRIAL TECHNOLOGY BUILDING	1	26.9%	21.0 (17.0)	14.9%
100	LAWRENCE HALL	5	30.4%	21.2 (16.8)	17.0%
401	MORELOCK ACADEMIC BUILDING	12	36.9%	19.7 (18.3)	19.1%
676	MOTION CAPTURE LAB				
403	WARNOCK SCIENCE BUILDING	6	30.6%	16.2 (21.8)	13.0%
TOTAL	48	35.6%	17.2	(20.8)	16.1%

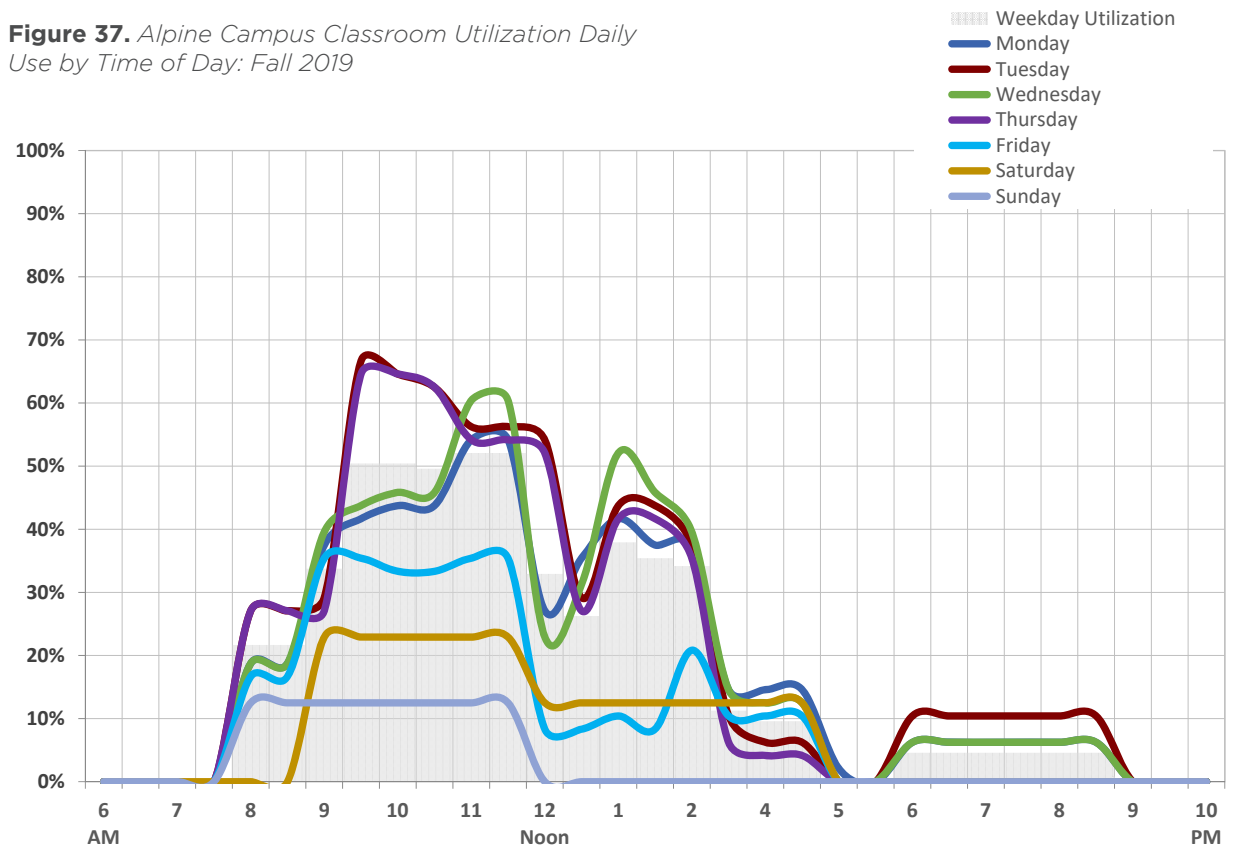
Peak classroom demand during the Fall 2019 semester was Monday through Thursday, primarily between the hours of 9:00 a.m. and 2:00 p.m. with a drop around noon. Classroom usage on Mondays and Wednesdays peaked at 11:00 a.m., just before dipping to around 25% during the lunch hour, and rebounded to about 45% at 1:30 p.m. Peak classroom usage on Tuesdays and Thursdays reached nearly 70% at 9:30 a.m., while the afternoon and evening demand hours were similar to Monday and Wednesday. Classrooms were utilized the least on Sunday afternoons and Friday, Saturday and Sunday evenings, when no courses were scheduled. The chart to the right indicates there is capacity to accommodate additional enrollment growth and course sections within the existing classroom inventory without an investment in additional space, simply by increasing the hours per week classrooms are scheduled (e.g., on Fridays, in the late afternoons and/or evenings during the week).

Figure 38 and Figure 39 presented on the following pages identify the four classrooms with the lowest utilization rates and the four classrooms with the highest utilization rates during the Fall 2019 semester. The graphics also provide a visual representation of gaps during the day when the classrooms were not scheduled for course instruction. Because the overall utilization is a ratio of classroom fill and average scheduled hours per week, it is possible for the classroom to be scheduled well, but the seats filled below the minimum target and vice versa.

While further analysis is required to understand the reason some of these classrooms were underutilized in the Fall 2019 semester, in the instances where class fill is low but average weekly hours are nearing the target, it does suggest that a “right sizing” of these campus classrooms may be necessary to better accommodate the optimal class section

size at SRSU. Consideration may also be given to removing significantly underutilized classrooms from the inventory and re-purposing these spaces for a higher and better function. Additional room-by-room data for each building is included in the Appendix of this document.

Figure 37. *Alpine Campus Classroom Utilization Daily Use by Time of Day: Fall 2019*



LEAST UTILIZED CLASSROOMS BY BUILDING

In order of increasing utilization rates:

- Morelock Academic Building (401) Room 204 (0.9%)
- Morelock Academic Building (401) Room 208 (1.3%)
- Turner RAS Center (647) Room 124 (1.8%)
- Warnock Science Building (403) Room 223 (3.0%)

Figure 38. Alpine Campus Overall Least Utilized Classrooms by Building: Fall 2019

Building/ Classroom Usage by Time of Day

401 204

Sul Ross University, 2019F

Building/ Room	Day	Time of Day														HPD										
		6 AM	7	8	9	10	11	12 NOON	1	2	3	4	5	6	7		8	9	10	11 PM						
Room Statistics Room Fill: 17.9% Average Hours Per Week: 2.0 Room Utilization: 0.9%	M	Monday																							-	
	T	Tuesday																								-
	W	Wednesday																								2.00
	R	Thursday																								-
	F	Friday																								-
	S	Saturday																								-
	U	Sunday																								-

NOTE: The Average Hours Per Week May or May Not Equal Hours Per Day (HPD) Due to Rounding

Building/ Classroom Usage by Time of Day

401 208

Sul Ross University, 2019F

Building/ Room	Day	Time of Day														HPD										
		6 AM	7	8	9	10	11	12 NOON	1	2	3	4	5	6	7		8	9	10	11 PM						
Room Statistics Room Fill: 16.0% Average Hours Per Week: 3.0 Room Utilization: 1.3%	M	Monday																							-	
	T	Tuesday																								1.00
	W	Wednesday																								-
	R	Thursday																								1.00
	F	Friday																								-
	S	Saturday																								-
	U	Sunday																								-

NOTE: The Average Hours Per Week May or May Not Equal Hours Per Day (HPD) Due to Rounding

Building/ Classroom Usage by Time of Day

647 124

Sul Ross University, 2019F

Building/ Room	Day	Time of Day														HPD										
		6 AM	7	8	9	10	11	12 NOON	1	2	3	4	5	6	7		8	9	10	11 PM						
Room Statistics Room Fill: 33.3% Average Hours Per Week: 2.0 Room Utilization: 1.8%	M	Monday																							-	
	T	Tuesday																								-
	W	Wednesday																								2.00
	R	Thursday																								-
	F	Friday																								-
	S	Saturday																								-
	U	Sunday																								-

NOTE: The Average Hours Per Week May or May Not Equal Hours Per Day (HPD) Due to Rounding

Building/ Classroom Usage by Time of Day

403 223

Sul Ross University, 2019F

Building/ Room	Day	Time of Day														HPD										
		6 AM	7	8	9	10	11	12 NOON	1	2	3	4	5	6	7		8	9	10	11 PM						
Room Statistics Room Fill: 19.2% Average Hours Per Week: 6.0 Room Utilization: 3.0%	M	Monday																							-	
	T	Tuesday																								3.00
	W	Wednesday																								-
	R	Thursday																								3.00
	F	Friday																								-
	S	Saturday																								-
	U	Sunday																								-

NOTE: The Average Hours Per Week May or May Not Equal Hours Per Day (HPD) Due to Rounding

Figure 39. *Alpine Campus Overall Most Utilized Classrooms by Building: Fall 2019*

Building/ Classroom Usage by Time of Day

401 308		Sul Ross University, 2019F																			
Building/ Room	Day	6 AM	7	8	9	10	11	12 NOON	1	2	3	4	5	6	7	8	9	10	11 PM	HPD	
Room Statistics Room Fill: 54.7% Average Hours Per Week: 54.0 Room Utilization: 77.8%	M Monday																			3.00	
	T Tuesday																				5.00
	W Wednesday																				3.00
	R Thursday																				5.00
	F Friday																				-
	S Saturday																				-
	U Sunday																				-
NOTE: The Average Hours Per Week May or May Not Equal Hours Per Day (HPD) Due to Rounding																					

Building/ Classroom Usage by Time of Day

402 205		Sul Ross University, 2019F																			
Building/ Room	Day	6 AM	7	8	9	10	11	12 NOON	1	2	3	4	5	6	7	8	9	10	11 PM	HPD	
Room Statistics Room Fill: 80.7% Average Hours Per Week: 18.0 Room Utilization: 38.2%	M Monday																			2.00	
	T Tuesday																				5.00
	W Wednesday																				2.00
	R Thursday																				5.00
	F Friday																				-
	S Saturday																				-
	U Sunday																				-
NOTE: The Average Hours Per Week May or May Not Equal Hours Per Day (HPD) Due to Rounding																					

Building/ Classroom Usage by Time of Day

401 200		Sul Ross University, 2019F																			
Building/ Room	Day	6 AM	7	8	9	10	11	12 NOON	1	2	3	4	5	6	7	8	9	10	11 PM	HPD	
Room Statistics Room Fill: 62.5% Average Hours Per Week: 22.0 Room Utilization: 36.2%	M Monday																			2.00	
	T Tuesday																				4.00
	W Wednesday																				3.00
	R Thursday																				4.00
	F Friday																				-
	S Saturday																				-
	U Sunday																				-
NOTE: The Average Hours Per Week May or May Not Equal Hours Per Day (HPD) Due to Rounding																					

Building/ Classroom Usage by Time of Day

401 205		Sul Ross University, 2019F																			
Building/ Room	Day	6 AM	7	8	9	10	11	12 NOON	1	2	3	4	5	6	7	8	9	10	11 PM	HPD	
Room Statistics Room Fill: 45.2% Average Hours Per Week: 30.0 Room Utilization: 35.7%	M Monday																			2.00	
	T Tuesday																				8.00
	W Wednesday																				2.00
	R Thursday																				5.00
	F Friday																				-
	S Saturday																				-
	U Sunday																				-
NOTE: The Average Hours Per Week May or May Not Equal Hours Per Day (HPD) Due to Rounding																					

MOST UTILIZED CLASSROOMS BY BUILDING

In order of decreasing utilization rates:

- Morelock Academic Building (401) Room 308 (77.8%)
- Academic & Computer Resource Center (402) Room 205 (38.2%)
- Morelock Academic Building (401) Room 200 (36.2%)
- Morelock Academic Building (401) Room 205 (35.7%)

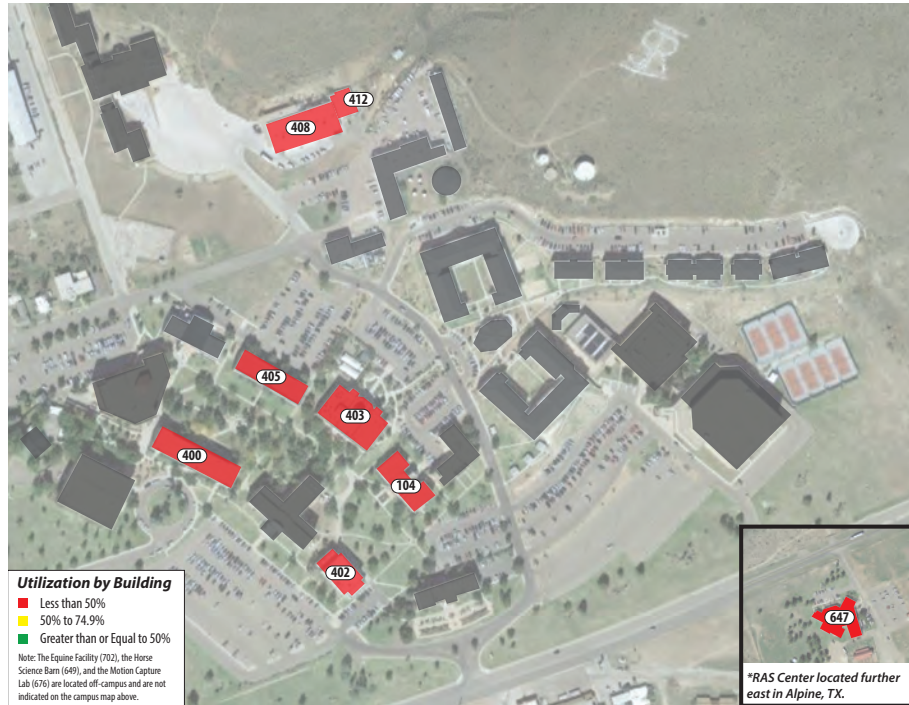


Figure 40. Fall 2019 Sul Ross Overall Class Lab Building Utilization. Note that the Zuzu Verk Memorial Amphitheater does not appear on the map above. The new outdoor theater is located northeast of Building 403, the Warnock Science Building.

CLASS LAB UTILIZATION

Similar to the overall classroom utilization, the overall class lab utilization by building on campus during the Fall 2019 semester showed room for improvement, averaging only 9.6%. Of the 36 available class labs, the average weekly utilization across campus was approximately eight hours per week with an average fill rate of 30.1%. For the Fall 2019 semester, the Briscoe Administration Building (21.4%) had the highest overall class lab utilization on the campus, followed by the Warnock Science Building (16.0%). The Briscoe Administration Building and the Ceramics/Sculpture Building both had the highest overall class lab average hours per week at 19.5, only 5.5 hours below the THECB target of 25 hours.

Both the Equine Facility and the Horse Science Barn experienced 0% utilization rates. This was likely a result of these labs being scheduled for specific purposes or for dedicated specialized needs and not scheduled course sections. Although the Ceramics/Sculpture Building has one of the highest average scheduled hours per week (19.5), it has a very low utilization rate (12.6%) and a room fill of 16.2%, which is well below the THECB class lab fill target of 77%. Overall, the campus class lab average scheduled hours per week is only eight hours while the THECB target is 25 hours. This indicates the campus is not lacking in its quantity of class labs, but does not fully schedule and fill its labs.

Figure 41. Alpine Campus Overall Class Lab Utilization by Building: Fall 2019

Sul Ross University, 2019F

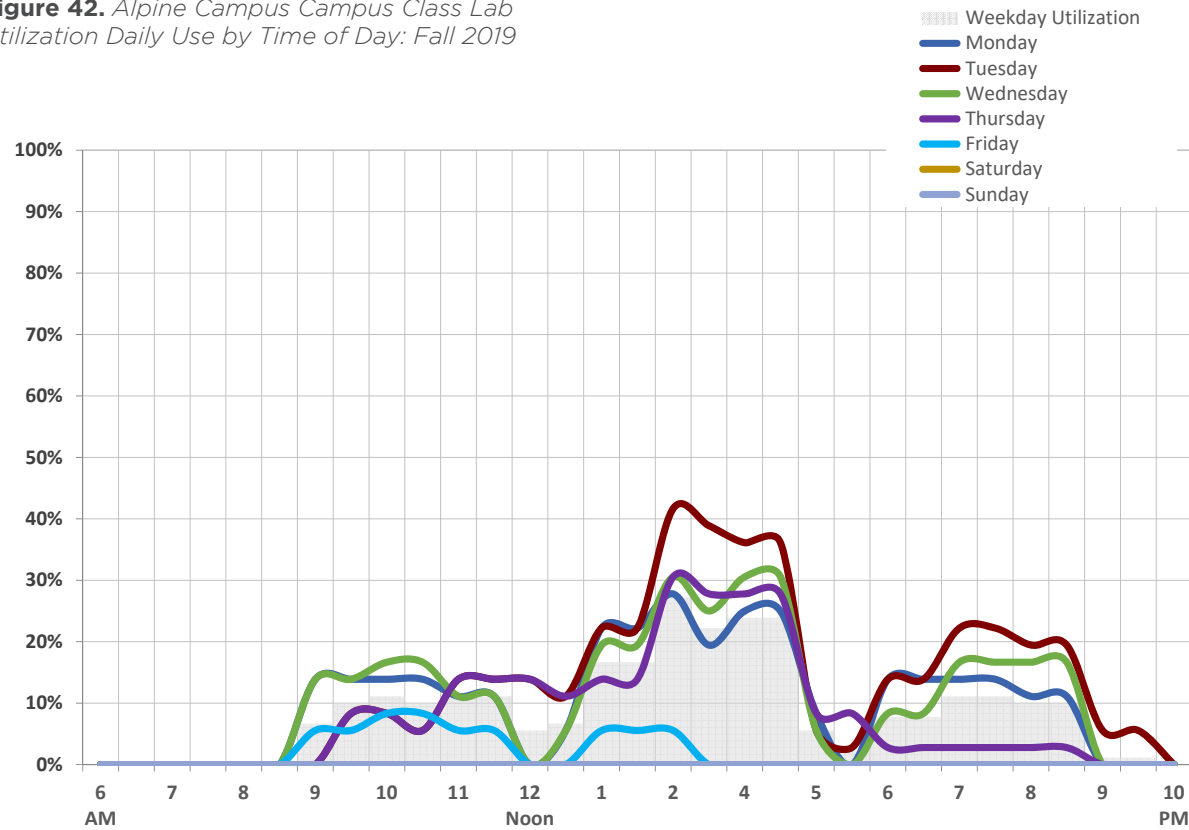
Room Fill: Less than THECB Target Greater than or Equal to THECB Target

Building Utilization: Less than 50% Between 50% to 75% Greater than Equal to 75%

THECB Class Lab Fill Target Rate	77%
THECB Target Hours	25

Building	Rooms	Room Fill	Average Hours/ Week	Difference from Target	Overall Building Utilization (Function of Room Fill and Hourly Usage)
402	ACADEMIC/COMPUTER RESOURCE CNTR	2 26.6%	4.5	(20.5)	4.8%
400	BRISCOE ADMINISTRATION BUILDING	2 27.4%	19.5	(5.5)	21.4%
412	CERAMICS/SCULPTURE BLDG	2 16.2%	19.5	(5.5)	12.6%
702	EQUINE FACILITY	1 0.0%	-	(25.0)	0.0%
647	EVERETT E TURNER RAS CENTER	4 30.0%	3.8	(21.3)	4.5%
104	FERGUSON HALL	2 0.0%	-	(25.0)	0.0%
405	FINE ARTS BUILDING	4 21.9%	16.5	(8.5)	14.5%
406	GRAVES-PIERCE COMPLEX				
649	HORSE SCIENCE BARN	1 0.0%	-	(25.0)	0.0%
408	INDUSTRIAL TECHNOLOGY BUILDING	6 17.0%	3.0	(22.0)	2.0%
100	LAWRENCE HALL				
401	MORELOCK ACADEMIC BUILDING				
676	MOTION CAPTURE LAB	1 48.0%	3.0	(22.0)	5.8%
403	WARNOCK SCIENCE BUILDING	11 44.5%	9.0	(16.0)	16.0%
TOTAL	36	30.1%	8.0	(17.0)	9.6%

Figure 42. *Alpine Campus Campus Class Lab Utilization Daily Use by Time of Day: Fall 2019*



Unlike classrooms, class lab demand peaks during the afternoon on Monday through Thursday, with Friday peaking in the morning. The peak commences around 1:00 p.m. (25%), hitting the highest at 2:00 p.m. on Tuesdays (43%), before it decreases steadily to finally reach 0-8% around 5:30 p.m. However, demand rises again in the evening hours on Mondays, Tuesdays and Wednesdays, reaching an evening peak of 25%. The evening peak starts around 6:00 p.m. and ends around 9:00 p.m. Fridays show low demand, with its peak taking place between the hours of 9:00 a.m. and 11:30 a.m. (10%). No demand was recorded on Friday evenings, Saturdays or Sundays.

Figure 43 and Figure 44 presented on the following pages identify the four class labs with the lowest utilization rates, and the four class labs with the highest utilization rates during the Fall 2019 semester. The graphics visually represent the gaps during the day when each of the labs were potentially available for scheduled use. However, it does not capture open lab time during which the lab may have been in use, but not officially scheduled for course instruction. Because the overall utilization is a ratio of class lab fill and average scheduled hours per week, it is possible for the class lab to be highly scheduled, but the seats filled below minimum state target and vice versa. Additional room-by-room data for each building is included in the Appendix of this document.

Figure 43. *Alpine Campus Overall Least Utilized Class Labs by Building: Fall 2019*

Building/ Class Lab Usage by Time of Day

408 105		Sul Ross University, 2019F																		
Building/ Room	Day	6 AM	7	8	9	10	11	12 NOON	1	2	3	4	5	6	7	8	9	10	11 PM	HPD
Room Statistics Room Fill: 5.4% Average Hours Per Week: 3.0 Room Utilization: 0.6%	M Monday																			-
	T Tuesday																			3.00
	W Wednesday																			-
	R Thursday																			-
	F Friday																			-
	S Saturday																			-
	U Sunday																			-

NOTE: The Average Hours Per Week May or May Not Equal Hours Per Day (HPD) Due to Rounding

Building/ Class Lab Usage by Time of Day

408 109		Sul Ross University, 2019F																		
Building/ Room	Day	6 AM	7	8	9	10	11	12 NOON	1	2	3	4	5	6	7	8	9	10	11 PM	HPD
Room Statistics Room Fill: 16.0% Average Hours Per Week: 3.0 Room Utilization: 1.9%	M Monday																			-
	T Tuesday																			3.00
	W Wednesday																			-
	R Thursday																			-
	F Friday																			-
	S Saturday																			-
	U Sunday																			-

NOTE: The Average Hours Per Week May or May Not Equal Hours Per Day (HPD) Due to Rounding

Building/ Class Lab Usage by Time of Day

403 204		Sul Ross University, 2019F																		
Building/ Room	Day	6 AM	7	8	9	10	11	12 NOON	1	2	3	4	5	6	7	8	9	10	11 PM	HPD
Room Statistics Room Fill: 12.5% Average Hours Per Week: 4.0 Room Utilization: 2.0%	M Monday																			2.00
	T Tuesday																			-
	W Wednesday																			2.00
	R Thursday																			-
	F Friday																			-
	S Saturday																			-
	U Sunday																			-

NOTE: The Average Hours Per Week May or May Not Equal Hours Per Day (HPD) Due to Rounding

Building/ Class Lab Usage by Time of Day

408 102		Sul Ross University, 2019F																		
Building/ Room	Day	6 AM	7	8	9	10	11	12 NOON	1	2	3	4	5	6	7	8	9	10	11 PM	HPD
Room Statistics Room Fill: 20.0% Average Hours Per Week: 6.0 Room Utilization: 4.8%	M Monday																			-
	T Tuesday																			3.00
	W Wednesday																			-
	R Thursday																			3.00
	F Friday																			-
	S Saturday																			-
	U Sunday																			-

NOTE: The Average Hours Per Week May or May Not Equal Hours Per Day (HPD) Due to Rounding

LEAST UTILIZED CLASS LABS BY BUILDING

In order of increasing utilization rates:

- Industrial Technology Building (408) Room 105 (0.6%)
- Industrial Technology Building (408) Room 109 (1.9%)
- Warnock Science Building (403) Room 204 (2.0%)
- Industrial Technology Building (408) Room 102 (4.8%)

MOST UTILIZED CLASS LABS BY BUILDING

In order of decreasing utilization rates:

- Fine Arts Building (405) Room 201 (52.8%)
- Warnock Science Building (403) Room 307 (47.1%)
- Briscoe Administration Building (400) Room 302 (28.0%)
- Warnock Science Building (403) Room 109 (27.7%)

Figure 44. *Alpine Campus Overall Most Utilized Class Labs by Building: Fall 2019*

Building/ Class Lab Usage by Time of Day

405 201

Sul Ross University, 2019F

Building/ Room	Day	Time of Day														HPD					
		6 AM	7	8	9	10	11	12 NOON	1	2	3	4	5	6	7		8	9	10	11 PM	
405 201	M Monday																				3.00
	T Tuesday																				6.00
	W Wednesday																				3.00
	R Thursday																				6.00
	F Friday																				-
	S Saturday																				-
	U Sunday																				-
Room Statistics																					
Room Fill: 73.3%																					
Average Hours Per Week: 18.0																					
Room Utilization: 52.8%																					

NOTE: The Average Hours Per Week May or May Not Equal Hours Per Day (HPD) Due to Rounding

Building/ Class Lab Usage by Time of Day

403 307

Sul Ross University, 2019F

Building/ Room	Day	Time of Day														HPD					
		6 AM	7	8	9	10	11	12 NOON	1	2	3	4	5	6	7		8	9	10	11 PM	
403 307	M Monday																				6.00
	T Tuesday																				6.00
	W Wednesday																				3.00
	R Thursday																				-
	F Friday																				-
	S Saturday																				-
	U Sunday																				-
Room Statistics																					
Room Fill: 62.0%																					
Average Hours Per Week: 19.0																					
Room Utilization: 47.1%																					

NOTE: The Average Hours Per Week May or May Not Equal Hours Per Day (HPD) Due to Rounding

Building/ Class Lab Usage by Time of Day

400 302

Sul Ross University, 2019F

Building/ Room	Day	Time of Day														HPD					
		6 AM	7	8	9	10	11	12 NOON	1	2	3	4	5	6	7		8	9	10	11 PM	
400 302	M Monday																				3.00
	T Tuesday																				9.00
	W Wednesday																				3.00
	R Thursday																				9.00
	F Friday																				-
	S Saturday																				-
	U Sunday																				-
Room Statistics																					
Room Fill: 23.3%																					
Average Hours Per Week: 30.0																					
Room Utilization: 28.0%																					

NOTE: The Average Hours Per Week May or May Not Equal Hours Per Day (HPD) Due to Rounding

Building/ Class Lab Usage by Time of Day

403 109

Sul Ross University, 2019F

Building/ Room	Day	Time of Day														HPD					
		6 AM	7	8	9	10	11	12 NOON	1	2	3	4	5	6	7		8	9	10	11 PM	
403 109	M Monday																				2.00
	T Tuesday																				6.00
	W Wednesday																				2.00
	R Thursday																				-
	F Friday																				-
	S Saturday																				-
	U Sunday																				-
Room Statistics																					
Room Fill: 69.2%																					
Average Hours Per Week: 10.0																					
Room Utilization: 27.7%																					

NOTE: The Average Hours Per Week May or May Not Equal Hours Per Day (HPD) Due to Rounding

CLASSROOM UTILIZATION (SATELLITE CAMPUSES)

Overall classroom utilization by building on the satellite campuses during the Fall 2019 semester indicates minimal utilization across all three campuses, including Del Rio, Eagle Pass and Uvalde. Of the 37 available classrooms, the average weekly utilization was approximately 11.5 hours per week with an average fill rate of 29.2% across the three campuses. Overall building utilization rates for each campus were also minimal at 2.8% in Del Rio, 31.9% in Eagle Pass and 2.9% in Uvalde.

The Administration Building located on the Eagle Pass Campus had the highest overall building utilization among all three

of the campus buildings with a utilization rate of 27.5%. The higher overall utilization was a result of the classroom fill rate averaging 38.8% and a weekly utilization of 27 hours per week, only 11 less than the THECB target of 38 hours. Considering the THECB classroom fill target is 65%, the data indicates all classrooms, on average, across the campuses can support additional students in each scheduled section.

The three campuses have multiple buildings containing classrooms. However, the data collected for some classrooms showed no scheduled courses. The buildings which reported no data for the average weekly

utilization, including the Administration Building and Faculty Building at Del Rio, and the Administration Building and Faculty Building at Uvalde, all show 0% classroom fill rate, as well as 0% overall building utilization. These spaces should be reviewed for intended use and removed from the building inventory as scheduled classrooms if they are used for non-section events or courses.

Figure 45. Overall Classroom Utilization by Building (for all Rio Grande College campus locations): Fall 2019

Sul Ross University - Del Rio, Eagle Pass, and Uvalde Campus Locations, 2019F

Room Fill: ■ Less than THECB Target ■ Greater than or Equal to THECB Target

Building Utilization: ■ Less than or Equal to 50% ■ Between 50% to 75% ■ Greater than Equal to 75%

THECB Classroom Fill Target Rate	65%
THECB Target Hours	38

Building	Rooms	Room Fill	Average Hours/	Difference from Target	Overall Building Utilization (Function of Room Fill and Hourly Usage)
15 DR RGC ADMIN BLDG	1	0.0%	-	(38.0)	0.0%
23 DR RGC CLASSROOM BLDG	9	27.0%	14.4	(23.6)	10.3%
21 DR RGC FACULTY BLDG	1	0.0%	-	(38.0)	0.0%
22 DR RGC TECHNOLOGY BLDG	1	11.1%	3.0	(35.0)	0.9%
20 EP RGC EAGLE PASS II	10	41.1%	4.0	(34.0)	4.3%
14 EP RGC SRSU ADMIN BLDG	4	38.8%	27.0	(11.0)	27.5%
27 UV RGC ADMIN BLDG	1	0.0%	-	(38.0)	0.0%
26 UV RGC CLASSROOM BLDG	9	20.9%	16.0	(22.0)	8.8%
25 UV RGC FACULTY BLDG	1	0.0%	-	(38.0)	0.0%
TOTAL	37	29.2%	11.5	(26.5)	8.8%

DEL RIO CAMPUS CLASSROOM UTILIZATION

Peak classroom demand at the Del Rio Campus during the Fall 2019 semester was Monday through Thursday, primarily between the late afternoon and evening hours of 4:30 p.m. to 9:00 p.m. Classroom demand was the highest on Wednesday evenings, holding steady at approximately 50%. Lower demand is experienced during the morning and early afternoon on Monday through Thursday, with the peak demand occurring around 10:00 a.m. (18%) and 2:00 p.m. (25%). Wednesdays again show to have the steadiest demand, at around 18% from 9:30 a.m. until 2:00 p.m. Fridays, Saturdays and Sundays have 0% daily utilization.

Figure 46. Del Rio Campus Classroom Utilization Daily Use by Time of Day: Fall 2019

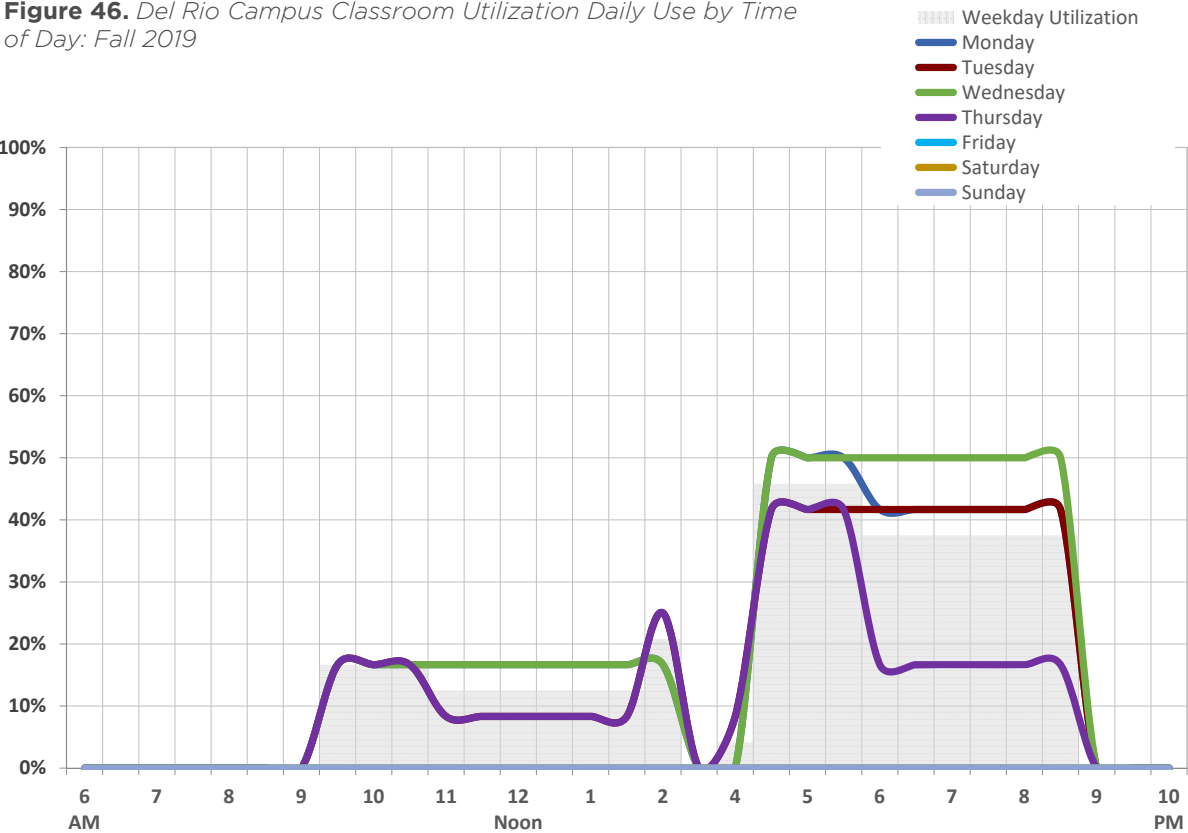
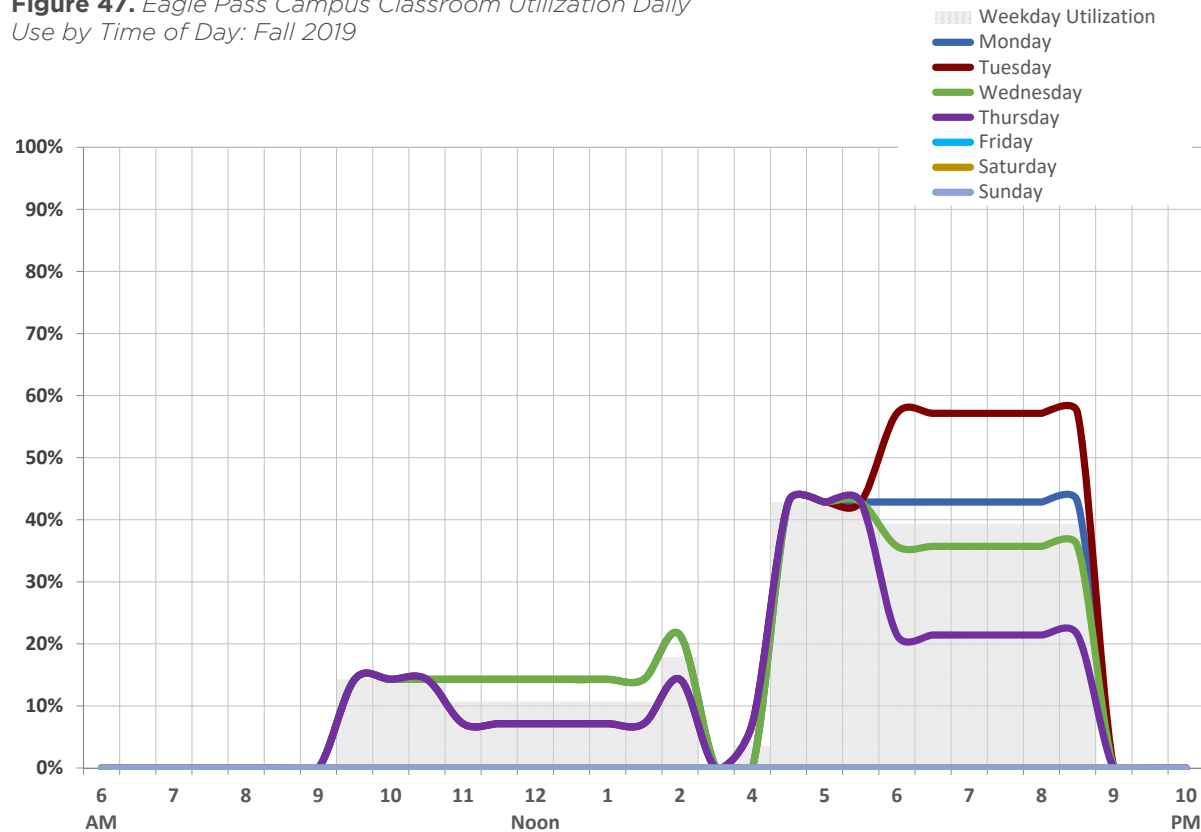


Figure 47. *Eagle Pass Campus Classroom Utilization Daily Use by Time of Day: Fall 2019*



EAGLE PASS CAMPUS CLASSROOM UTILIZATION

Peak classroom demand at the Eagle Pass Campus during the Fall 2019 semester was similar to Del Rio in that the evening hours showed higher demand than the mornings or early afternoons. The highest demand was seen on Tuesdays (nearly 60%) between the hours of 6:00 p.m. to 9:00 p.m. Unlike Tuesday, classroom demand on Wednesday and Thursday peaks around 4:00 p.m. (43%) and decreases after 5:30 p.m. Mondays' classroom demand holds steady from 4:00 p.m. until just before 9:00 p.m. (43%). Similar to Del Rio's classroom demand, Eagle Pass also shows some classroom demand during the morning and early afternoon hours, peaking at around 2:00 p.m. The Eagle Pass Campus indicates no use on Friday, Saturday or Sunday.

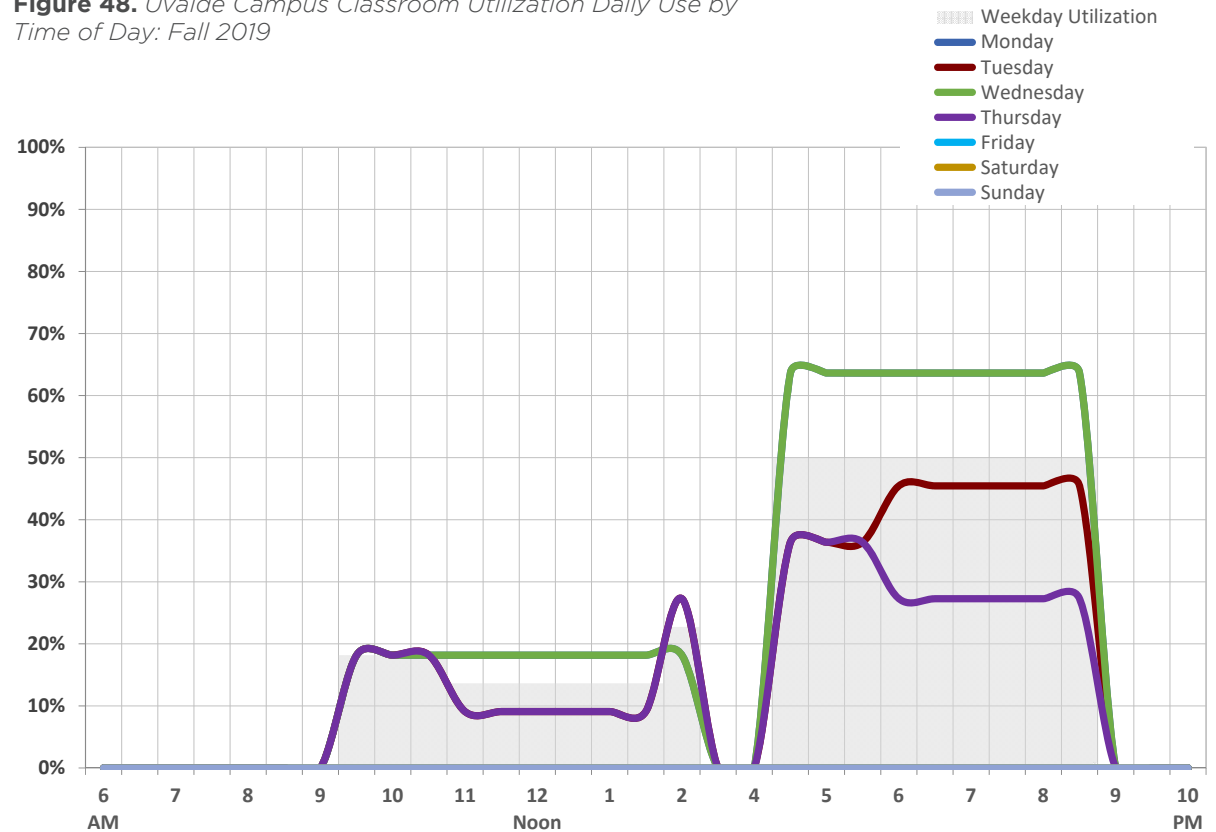
UVALDE CAMPUS CLASSROOM UTILIZATION

The Uvalde Campus also indicated the highest classroom demand during the late afternoon and evening hours of 4:00 p.m. to 9:00 p.m. Monday through Thursday. Both Monday and Wednesday experience steady demand of approximately 19% from 9:30 a.m. until 2:00 p.m. Classroom demand on Tuesday and Thursday is not as steady, but ranges from 10% to nearly 30% during the same morning and early afternoon hours. The highest demand occurs on Monday and Wednesday, reaching a high of nearly 65%. The classrooms have 0% utilization on Fridays, Saturdays and Sundays.

MOST AND LEAST UTILIZED CLASSROOMS ON SATELLITE CAMPUSES

Figure 49 and Figure 50 presented on the following pages identify the four classrooms with the lowest utilization rates and the four classrooms with the highest utilization rates during the Fall 2019 semester across the three campuses. The graphics also provide a visual representation of gaps during the day when the classroom was not scheduled for course instruction. Because the overall utilization is a ratio of classroom fill and average scheduled hours per week, it is possible for the classroom to be scheduled well, but the seats filled below the minimum state target and vice versa.

Figure 48. Uvalde Campus Classroom Utilization Daily Use by Time of Day: Fall 2019



While further analysis is required to understand the reason why these classrooms were underutilized in the Fall 2019 semester, in the instances where class fill is low but average weekly hours are nearing the target, it does suggest that “right sizing” of the campus classrooms may be necessary to better accommodate the optimal class section size. Consideration may also be given to removing significantly underutilized classrooms from the inventory and re-purposing the space for a higher and better function. Additional room-by-room data for each building is included in the Appendix of this document.

LEAST UTILIZED CLASSROOMS BY BUILDING

In order of increasing utilization rates:

- Eagle Pass Campus, Eagle Pass II (20) Room D110 (0.3%)
- Del Rio Campus, Technology Building (22) Room 303 (0.9%)
- Eagle Pass Campus, Eagle Pass II (20) Room D116 (1.6%)
- Uvalde Campus, Classroom Building (26) Room B108 (1.8%)

Figure 49. Overall Least Utilized Classrooms by Building (for all Rio Grande College campus locations): Fall 2019

Building/ Classroom Usage by Time of Day

20 D110

Sul Ross University - Del Rio, Eagle Pass, and Uvalde Campus Locations, 2019F

Building/ Room	Day	Time of Day														HPD						
		6 AM	7	8	9	10	11	12 NOON	1	2	3	4	5	6	7		8	9	10	11 PM		
20 D110	M Monday																				-	
	T Tuesday																					3.00
	W Wednesday																					-
	R Thursday																					-
	F Friday																					-
	S Saturday																					-
	U Sunday																					-
Room Statistics																						
Room Fill: 3.3%																						
Average Hours Per Week: 3.0																						
Room Utilization: 0.3%																						

NOTE: The Average Hours Per Week May or May Not Equal Hours Per Day (HPD) Due to Rounding

Building/ Classroom Usage by Time of Day

22 303

Sul Ross University - Del Rio, Eagle Pass, and Uvalde Campus Locations, 2019F

Building/ Room	Day	Time of Day														HPD						
		6 AM	7	8	9	10	11	12 NOON	1	2	3	4	5	6	7		8	9	10	11 PM		
22 303	M Monday																					1.00
	T Tuesday																					-
	W Wednesday																					1.00
	R Thursday																					-
	F Friday																					-
	S Saturday																					-
	U Sunday																					-
Room Statistics																						
Room Fill: 11.1%																						
Average Hours Per Week: 3.0																						
Room Utilization: 0.9%																						

NOTE: The Average Hours Per Week May or May Not Equal Hours Per Day (HPD) Due to Rounding

Building/ Classroom Usage by Time of Day

20 D116

Sul Ross University - Del Rio, Eagle Pass, and Uvalde Campus Locations, 2019F

Building/ Room	Day	Time of Day														HPD						
		6 AM	7	8	9	10	11	12 NOON	1	2	3	4	5	6	7		8	9	10	11 PM		
20 D116	M Monday																					-
	T Tuesday																					3.00
	W Wednesday																					-
	R Thursday																					-
	F Friday																					-
	S Saturday																					-
	U Sunday																					-
Room Statistics																						
Room Fill: 20.0%																						
Average Hours Per Week: 3.0																						
Room Utilization: 1.6%																						

NOTE: The Average Hours Per Week May or May Not Equal Hours Per Day (HPD) Due to Rounding

Building/ Classroom Usage by Time of Day

26 B108

Sul Ross University - Del Rio, Eagle Pass, and Uvalde Campus Locations, 2019F

Building/ Room	Day	Time of Day														HPD						
		6 AM	7	8	9	10	11	12 NOON	1	2	3	4	5	6	7		8	9	10	11 PM		
26 B108	M Monday																					3.00
	T Tuesday																					-
	W Wednesday																					3.00
	R Thursday																					-
	F Friday																					-
	S Saturday																					-
	U Sunday																					-
Room Statistics																						
Room Fill: 11.7%																						
Average Hours Per Week: 6.0																						
Room Utilization: 1.8%																						

NOTE: The Average Hours Per Week May or May Not Equal Hours Per Day (HPD) Due to Rounding

**Figure 50. Overall Most Utilized Classrooms by Building (for all Rio Grande College campus locations):
Fall 2019**

Building/ Classroom Usage by Time of Day

14 B113
Sul Ross University - Del Rio, Eagle Pass, and Uvalde Campus Locations, 2019F

Building/ Room	Day	Time of Day												HPD							
		6 AM	7	8	9	10	11	12 NOON	1	2	3	4	5		6	7	8	9	10	11 PM	
Room Statistics Room Fill: 34.3% Average Hours Per Week: 39.0 Room Utilization: 35.2%	M	Monday																		9.00	
	T	Tuesday																			9.00
	W	Wednesday																			9.00
	R	Thursday																			6.00
	F	Friday																			-
	S	Saturday																			-
	U	Sunday																			-

NOTE: The Average Hours Per Week May or May Not Equal Hours Per Day (HPD) Due to Rounding

Building/ Classroom Usage by Time of Day

23 107
Sul Ross University - Del Rio, Eagle Pass, and Uvalde Campus Locations, 2019F

Building/ Room	Day	Time of Day												HPD							
		6 AM	7	8	9	10	11	12 NOON	1	2	3	4	5		6	7	8	9	10	11 PM	
Room Statistics Room Fill: 39.1% Average Hours Per Week: 33.0 Room Utilization: 33.9%	M	Monday																		9.00	
	T	Tuesday																			7.00
	W	Wednesday																			9.00
	R	Thursday																			4.00
	F	Friday																			-
	S	Saturday																			-
	U	Sunday																			-

NOTE: The Average Hours Per Week May or May Not Equal Hours Per Day (HPD) Due to Rounding

Building/ Classroom Usage by Time of Day

14 B112
Sul Ross University - Del Rio, Eagle Pass, and Uvalde Campus Locations, 2019F

Building/ Room	Day	Time of Day												HPD							
		6 AM	7	8	9	10	11	12 NOON	1	2	3	4	5		6	7	8	9	10	11 PM	
Room Statistics Room Fill: 32.6% Average Hours Per Week: 33.0 Room Utilization: 28.3%	M	Monday																		9.00	
	T	Tuesday																			7.00
	W	Wednesday																			9.00
	R	Thursday																			4.00
	F	Friday																			-
	S	Saturday																			-
	U	Sunday																			-

NOTE: The Average Hours Per Week May or May Not Equal Hours Per Day (HPD) Due to Rounding

Building/ Classroom Usage by Time of Day

14 B111
Sul Ross University - Del Rio, Eagle Pass, and Uvalde Campus Locations, 2019F

Building/ Room	Day	Time of Day												HPD							
		6 AM	7	8	9	10	11	12 NOON	1	2	3	4	5		6	7	8	9	10	11 PM	
Room Statistics Room Fill: 52.1% Average Hours Per Week: 18.0 Room Utilization: 24.7%	M	Monday																		6.00	
	T	Tuesday																			1.00
	W	Wednesday																			6.00
	R	Thursday																			4.00
	F	Friday																			-
	S	Saturday																			-
	U	Sunday																			-

NOTE: The Average Hours Per Week May or May Not Equal Hours Per Day (HPD) Due to Rounding

MOST UTILIZED CLASSROOMS BY BUILDING

In order of decreasing utilization rates:

- Eagle Pass Campus, Administration Building (14) Room B113 (35.2%)
- Del Rio Campus, Classroom Building (23) Room 107 (33.9%)
- Eagle Pass Campus, Administration Building (14) Room B112 (28.3%)
- Eagle Pass Campus, Administration Building (14) Room B111 (24.7%)

CLASS LAB UTILIZATION (SATELLITE CAMPUSES)

Similar to the overall classroom utilization by building, the overall class lab utilization on the satellite campuses during the Fall 2019 semester indicated low utilization across all three campuses, including Del Rio, Eagle Pass and Uvalde. Of the five available class labs, only one showed a utilization rate greater than 0%. The class lab in which scheduled courses are taking place is located within the Classroom Building on the Del Rio Campus. The remainder of the class labs which were not scheduled during the Fall 2019 semester are located within the

Technology Building on the Del Rio Campus and the Classroom Building on the Uvalde Campus.

Within the Classroom Building located on the Del Rio Campus, one of the two class labs had scheduled courses. The average overall utilization rate for both class labs was 5.8%. This is the result of both the room fill and the average scheduled hours per week being low. The fill rate for both rooms averaged 29.2%, which is significantly lower than the THECB class lab fill target rate of

77%. Similarly, the actual average hours per week are 20 hours lower than the THECB target of 25 hours per week.

Figure 51. Overall Class Lab Utilization by Building (for all Rio Grande College campus locations): Fall 2019

Sul Ross University - Del Rio, Eagle Pass, and Uvalde Campus Locations, 2019F

Room Fill: ■ Less than THECB Target ■ Greater than or Equal to THECB Target	THECB Class Lab Fill Target Rate	77%
Building Utilization: ■ Less than 50% ■ Between 50% to 75% ■ Greater than Equal to 75%	THECB Target Hours	25

Building	Rooms	Room Fill	Average Hours/	Difference from Target	Overall Building Utilization (Function of Room Fill and Hourly Usage)
15 DR RGC ADMIN BLDG					
23 DR RGC CLASSROOM BLDG	2	29.2% ■ ■	5.0	(20.0)	5.8% ■
21 DR RGC FACULTY BLDG					
22 DR RGC TECHNOLOGY BLDG	2	0.0% ■	-	(25.0)	0.0% ■
20 EP RGC EAGLE PASS II					
14 EP RGC SRSU ADMIN BLDG					
27 UV RGC ADMIN BLDG					
26 UV RGC CLASSROOM BLDG	1	0.0% ■	-	(25.0)	0.0% ■
25 UV RGC FACULTY BLDG					
TOTAL	5	29.2% ■ ■	2.0	(23.0)	2.3% ■

Because only the Classroom Building at Del Rio Campus had a class lab scheduled, the chart on the right shows the utilization of Room #112. It is apparent that apart from Tuesdays and Thursdays, the remainder of the days do not have any courses scheduled. The peak demand on Tuesdays and Thursdays is steady from approximately 4:00 p.m. until 8:30 p.m. at 25%.

Figure 53. Del Rio Campus Class Lab Utilization Daily Use by Time of Day: Fall 2019.

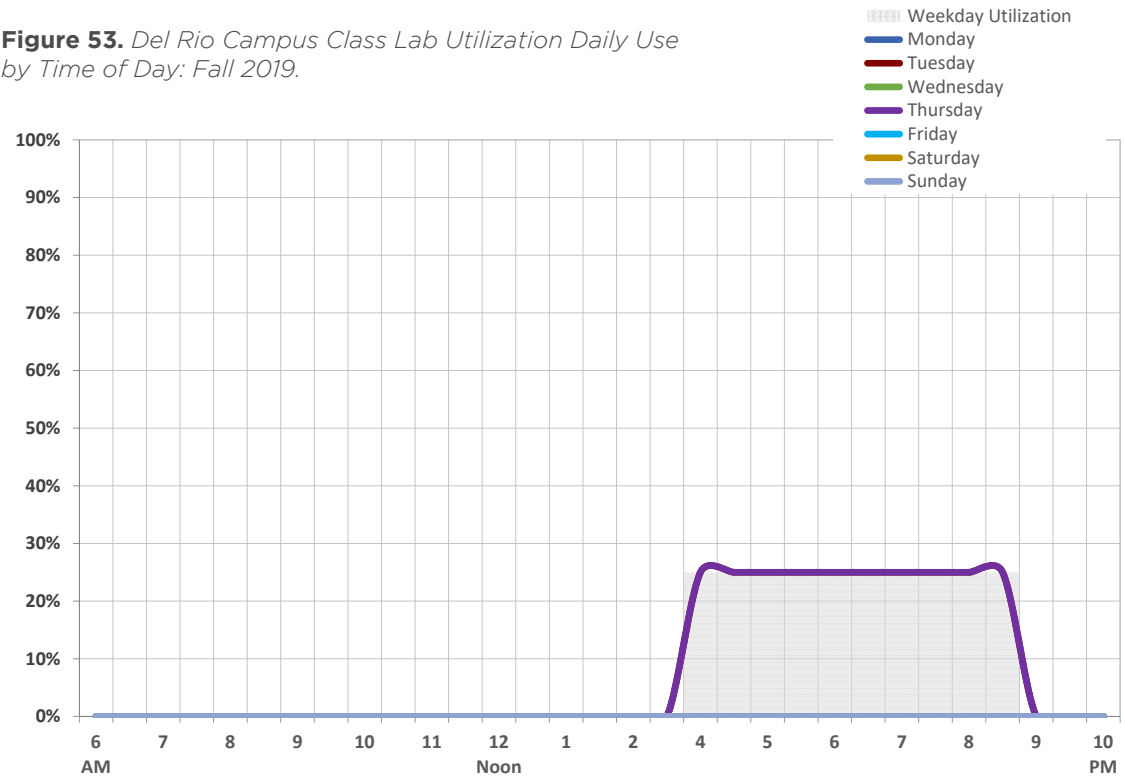


Figure 52. Del Rio Campus Class Lab Utilization by Time of Day: Fall 2019

Note: Utilization for Tuesday is identical to that of Thursdays and is captured under the Thursday line. In the same way, all remaining days are captured under the Sunday line.

Building/ Class Lab Usage by Time of Day

23 112

Sul Ross University - Del Rio, Eagle Pass, and Uvalde Campus Locations, 2019F

Building/ Room	Day	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	HPD	
		AM						NOON											PM		
23 112	M Monday																			-	
	T Tuesday																				5.00
Room Statistics	W Wednesday																				-
	R Thursday																				5.00
Room Fill: 29.2%	F Friday																				-
Average Hours Per Week: 10.0	S Saturday																				-
Room Utilization: 11.7%	U Sunday																				-

NOTE: The Average Hours Per Week May or May Not Equal Hours Per Day (HPD) Due to Rounding

SUMMARY OF FINDINGS BASED ON COLLECTED DATA

- Projects on the Alpine Campus should focus on providing enhanced student support and upgraded, state-of-the-art instructional spaces.
- Instructional spaces should strive to provide 21st century learning environments.
- Upgrades and campus renovations should include creating interactive learning spaces with enhanced technology and components for distance/remote learning. As the University continues to provide an increased number of online and hybrid courses, the infrastructure to support them is crucial.
- New buildings should support collaborations with local, state and private entities. Collaborations should encourage student and community interactions and provide a range of inclusive activities.
- New campus buildings should provide on-site services to support on-boarding, administration, instructional spaces and student learning support spaces.
- Recommend developing a University-owned standalone “campus in a box” at one of the three existing satellite locations: Del Rio, Eagle Pass or Uvalde. The recommended standalone campus shall allow one of the current leased facilities to be removed from the campus inventory.





RECOMMENDATIONS & PHASING

INTRODUCTION

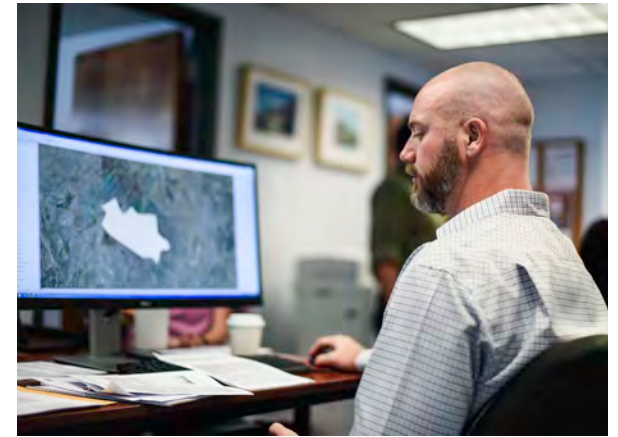
Development of the Campus Master Plan was based on a series of guiding principles that reflect SRSU's vision for the future.



ENHANCE OUTDOOR OPPORTUNITIES



EXPERIENCE THE NATURAL BEAUTY



IMPROVE THE STUDENT EXPERIENCE



EMBRACE THE COMMUNITY



STRATEGIC, RESPECTFUL GROWTH



EMPHASIZE PEDESTRIAN EXPERIENCE



CAMPUS MASTER PLAN

As previously mentioned, SRSU has 647 acres in Alpine, Texas, 93 acres of which comprise the main campus. Situated in the Davis Mountains, the main campus overlooks the center of the City of Alpine. The University also has a 468-acre working ranch that serves its animal science programs, parts of which are not a part of the Campus Master Plan.

SRSU's three additional campuses in Del Rio, Uvalde and Eagle Pass offer upper-level and graduate coursework. Sul Ross works in partnership with Southwest Texas Junior College for the first two years. Students may transfer to SRSU at any of the three locations to complete their Bachelor's Degrees and continue into Master's level work.

The 2021-2031 Campus Master Plan is an update to the 2011 Campus Master Plan. The Campus Master Plan focuses on enhancing the student experience while also making recommendations for the University and associated areas and properties.

The main campus recommendations seek to improve pedestrian connections and accessibility. While main campus recommendations do not highlight any academic facility improvements, except for the new black box theater and arts building, they focus on facility improvements that enhance the overall student experience.

The Range Animal Sciences (RAS) area introduces several improvements to the

rodeo complex that will continue to assist in the continued success of the rodeo program. RAS area recommendations feature an expansion of the RAS academic spaces and the rodeo arena, the addition of rodeo barns, and additional parking areas to accommodate daily use as well as the hosting of annual rodeo events.

Athletics receives much-needed attention through sports facility improvements and new locker rooms for SRSU athletes and visitors.

The Campus Master Plan embraces the guiding principles through the development of the Highway 67/Highway 90 area by providing amenities that can be utilized by the community, campus visitors and campus users. Kokernot Lodge improvements were recommended through previous efforts and are documented in this plan.

Lastly, the Campus Master Plan addresses the Rio Grande College campus locations, which were not a part of the 2011 Campus Master Plan update.

Cost estimates have been developed for several projects. The remaining cost estimates will need to be created in the future once additional project details and funding are determined.

As projects are planned for implementation, campus leadership should determine whether the list of projects fits within the correct phasing time frame.

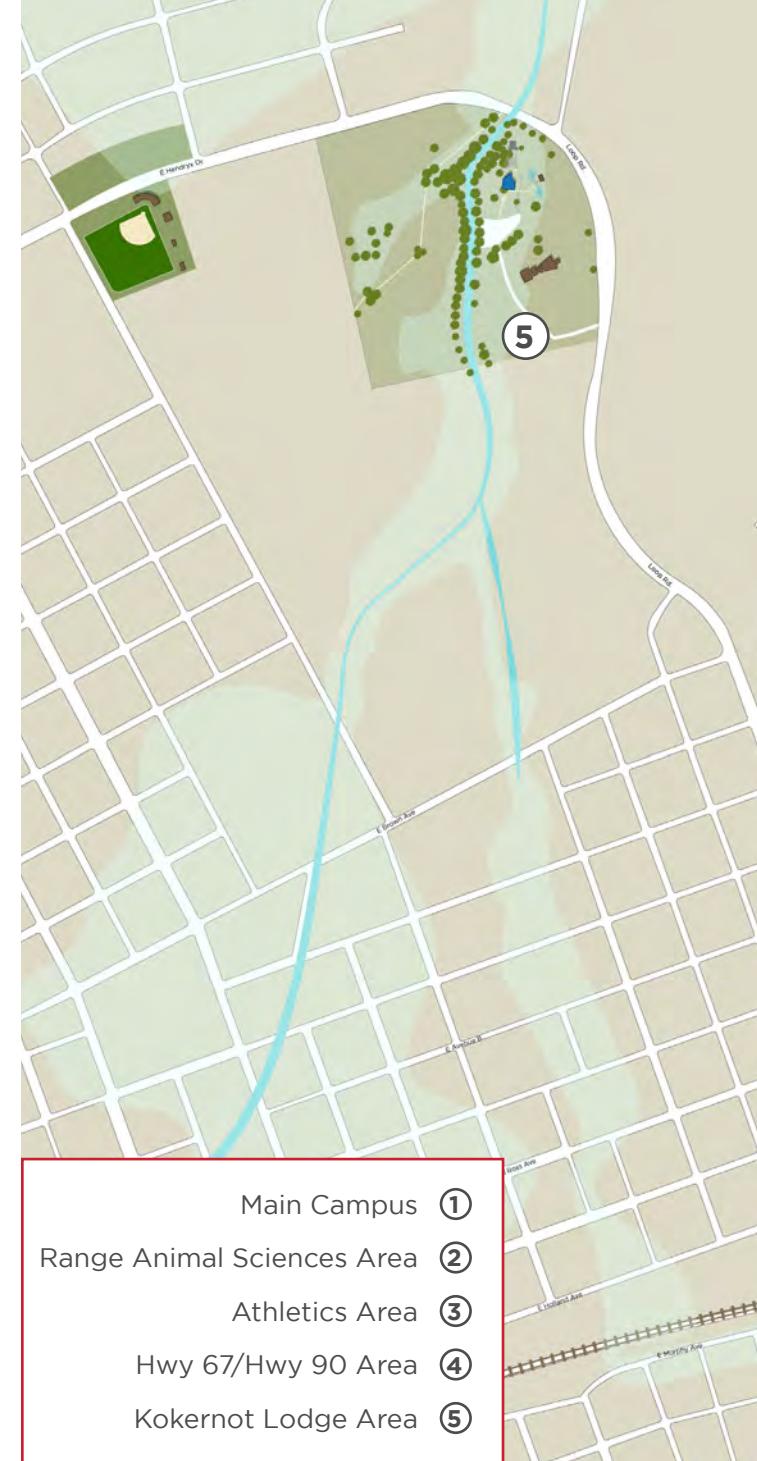


Figure 54. SRSU Campus Master Plan





1 Figure 55. Main Campus Projects

MAIN CAMPUS PROJECTS

- A. Library Expansion
- B. Black Box Theater
- C. University Center Renovation
- D. Museum of the Big Bend Expansion
- E. Mountainside Development
- F. Observatory Relocation
- G. Arts Building
- H. Bus Barn

- I. Central Heating and Cooling Plant Renovation
- J. Campus Cottages
- K. Swimming Pool Complex
- L. Graves-Pierce Complex Renovation
- M. Gallego Center Expansion
- N. Greening Existing Parking Lots
- O. Additional Campus Landscaping

- P. Shaded Outdoor Seating
- Q. Main Campus Loop Trail
- R. Reconfigure Drop Off





A. Library Expansion

The Bryan Wildenthal Memorial Library was originally designed to allow for an additional level. A library expansion is recommended to include a rooftop patio with an indoor/outdoor gathering space and a commercial-grade kitchen. This project should incorporate elevators and stairs to provide access to the rooftop. This expansion creates space to entertain alumni, donors, guests and parents. It could help

with recruiting and possibly become an occasional “after hours” hangout for student and staff activities. Before design activities, SRSU should complete an engineering study to confirm the structural capacity and any other engineering requirements.

Cost Estimate: \$10,420,500

**Total construction cost based on 2021 values*



B. Black Box Theater

The theater program has the potential to grow enrollment. With that enrollment growth, there will be a need to increase the program's resources. To accommodate the program's development, a one-story, 2,900 gross square foot black box theater is recommended to expand to the Morelock Academic Building. The black box theater should have the spatial flexibility that allows for various practice and performance configurations. Stage construction could provide hands-on learning opportunities for students.

Cost Estimate: \$1,723,600

**Total construction cost based on 2021 values*



C. University Center Renovation

The University Center is a gathering space for students, faculty and staff and provides dining for the campus. The University is seeking opportunities for additional food options, and a renovation of the University Center would provide the space for the expansion. The renovation would include a portion of both the first and second floor and expand indoor and outdoor seating opportunities. Retrofitting the rear wall will allow for convenient movement between the indoor and outdoor spaces.



Renderings of the Museum of the Big Bend Expansion by Page Sutherland Page, Inc.



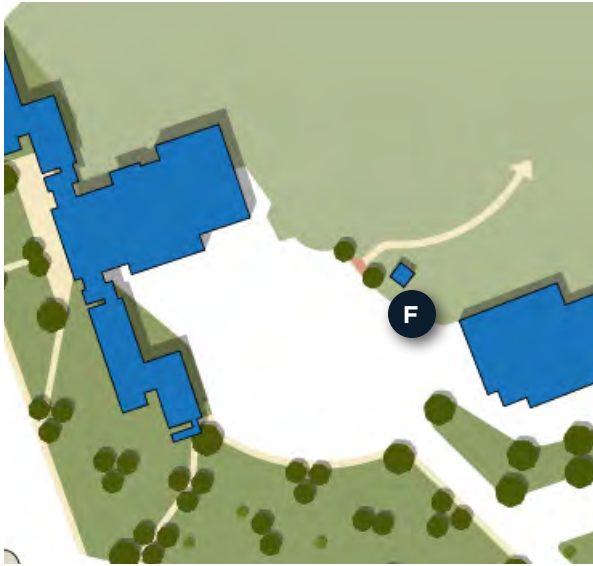
D. Museum of the Big Bend Expansion

At approximately 12,100 gross square feet, a museum expansion will be connected to the existing museum through a new entry lobby and glass-enclosed connecting corridor. The expansion will feature indoor and outdoor event spaces for up to 300 people. Permanent and temporary exhibit spaces will allow views into the area during after-hour events. The expansion will provide offices, storage and support space that will showcase artwork from SRSU faculty, staff and students. The design of the museum expansion will allow for important view corridors of both the large and small bluffs, twin peaks and the hill.



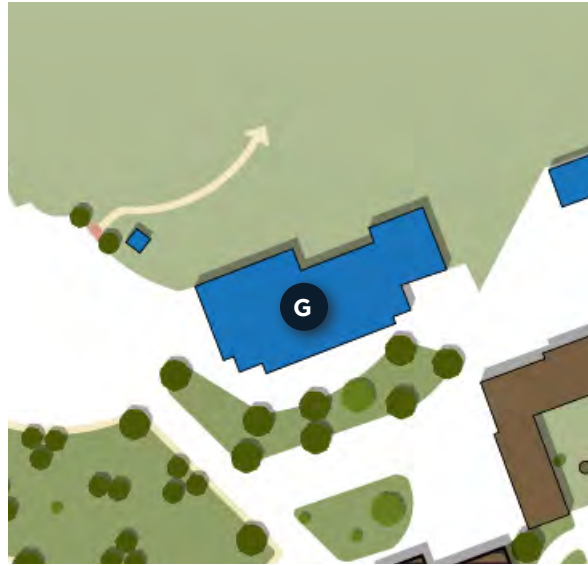
E. Mountainside Development

As enrollment and the University’s needs grow, Mountainside provides a potential future development opportunity. A 2019 report evaluated the potential use as a hotel/conference center and culinary/hospitality education complex, but other likely facility uses may also be possible. When the Mountainside facility redevelops, a reconfiguration of associated parking should be completed.



F. Observatory Relocation

The existing SRSU telescope should be restored to promote improved usage and enjoyment of the West Texas starry skies. Consider relocating the facility to a more prominent location near the new trailhead near Mountainside. This facility could encourage campus visitation by the community and create donation opportunities. Upon relocation, the existing observatory should be demolished.



G. Arts Building

Industrial Technology and Arts programs currently share the Industrial Technology Building and Art Annex. In order to allow for program growth and facilities that better meet the needs of both programs, the existing Industrial Technology Building and Art Annex will be renovated to accommodate the Arts Program once the new Industrial Technology Building (see Project S on page 113) is constructed. The renovated facility should incorporate offices; teaching spaces; and facilities for drawing, painting, ceramics, sculpture and photography. The facility's renovation should include drainage improvements to protect equipment, such as electrical kilns, from water draining from the mountain. Cost estimates for the renovation should be developed once a program for the Arts Building is complete.



H. Bus Barn

The University owns multiple large charter buses that need proper storage. A one-story, 3,000 gross square foot metal building should be constructed to allow for storage and maintenance of the University buses. Design consideration should also include garage space or cover for heavy equipment (e.g., backhoe, mowers, forklift).

Cost Estimate: \$1,123,300

**Total construction cost based on 2021 values*



I. Central Heating and Cooling Plant Renovation

In the 2011 Campus Master Plan, a central plant renovation was recommended to reduce overall energy consumption of the plant and increase system reliability. The central plant renovation project should reduce overall energy consumption of the plant and increase system reliability. This project is still recommended and includes:

- Demolition of existing constant flow primary chilled water pumps and condenser water pumps.
- Demolition of existing pneumatic controls.
- Modification of existing central plant piping to incorporate plate and frame heat exchanger which will provide free cooling during mild temperature days of the year.

- Installation of new high efficiency chilled water and condenser water pumps with variable frequency drives.
- Installation of variable frequency drives for existing cooling tower fans.
- Modification of existing direct digital control system to include central plant and new HVAC equipment.

Reference the Appendix for additional mechanical and electric recommendations.

Cost Estimate: \$1,192,000

**Total construction cost based on 2021 values*



J. Campus Cottages

The University cottages once served as housing units for students living on campus and have historical significance. To allow for future usage, the cottages should be restored as office spaces. The spaces can be rented to foundations, non-profits, student organizations and state representatives, to name a few. The restoration and utilization of the cottages make their historical significance even more important.



K. Swimming Pool Complex

The existing 13,350 gross square foot pool building, which requires significant upgrades, is recommended to be demolished to develop a new swimming pool complex. The new swimming pool complex, a one-story, 16,800 gross square foot building, would feature a new 18-meter by 25-meter swimming pool, offices and locker rooms. Outdoor seating with landscaping for pool users and nearby student residences would be developed adjacent to an optional outdoor pool (75 feet by 50 feet) for recreational use (shown as a dashed line). If an outdoor pool is not feasible, shaded outdoor seating should expand in the area.

Cost Estimate: \$13,218,400 - \$14,205,900
**Total construction cost based on 2021 values*



L. Graves-Pierce Complex Renovation

The old Graves-Pierce dorms have remained unused for some time. In order to create additional space for the pool complex, the northwest and northeast corridors will be demolished and the exterior refinished, as needed. It is recommended that the southwest corridor be renovated to create additional office space.

Cost Estimate: \$5,283,900
**Total construction cost based on 2021 values*

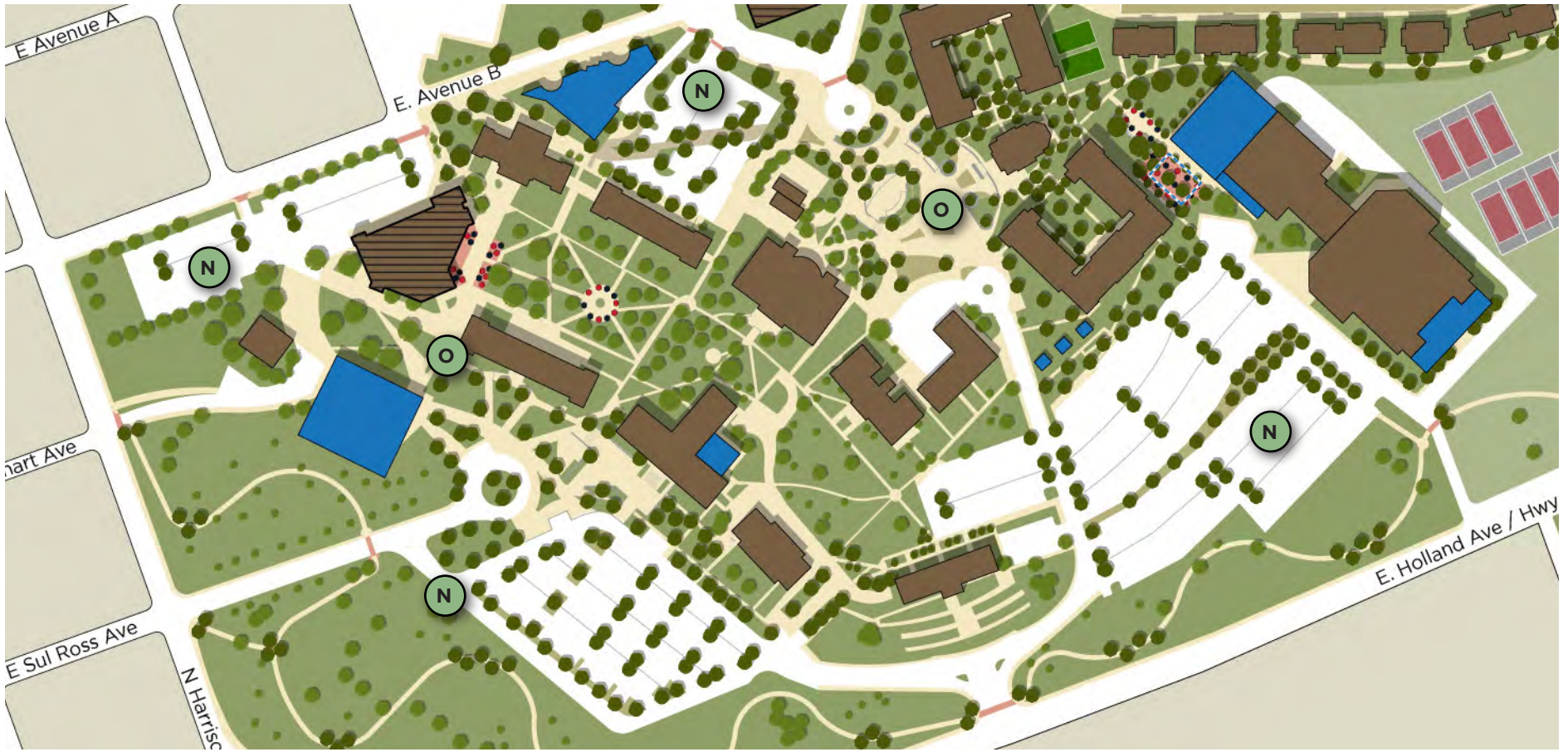


M. Gallego Center Expansion

In general, SRSU athletics programs need additional space, mainly in the form of locker rooms and weight rooms. A 7,800 gross square foot expansion of the Gallego Center would allow for a new weight room and two additional locker rooms. The expanded locker rooms would allow for the capacity to host larger tournaments for various sports. The expansion removes the parking on the southeast side of the building and converts it to a two-way drive aisle providing access to the loading dock and small parking areas on the building's northeast side.

The expansion may also include an indoor climbing wall and a second-floor expansion (not included in the expansion's gross square footage of 7,800 gross square feet) to create a VIP lounge and rooftop patio.

Cost Estimate: \$3,946,400
**Total construction cost based on 2021 values*
***Cost does not include climbing wall or second floor expansion*



N. Greening Existing Parking Lots

Overall, SRSU is a beautifully landscaped and green campus, with native species highlighted in some parts of the campus. Primary parking areas should include additional landscaping, and where possible incorporate native trees to provide shade. The same green treatment used in the primary parking areas should also exist in other parking lots on campus to increase visual continuity. Landscaping and green enhancements in parking areas also reduce the heat island effect in concrete and paved areas.

O. Additional Campus Landscaping

It is recommended that SRSU continue to supplement existing landscaping with additional native species. Shade trees are recommended in outdoor gathering areas. Planting native species could be an area for cost savings and provides consistency with other areas of campus.



P. Shaded Outdoor Gathering Spaces

New shaded outdoor spaces will allow students and faculty to enjoy and experience the natural beauty of the campus. Outdoor gathering spaces should be located near existing points of interest to create expanded opportunities for the campus community. New outdoor seating areas are located in the following areas:

- Outside of the Morgan University Center
- Around the Lobo Fountain
- Swimming Pool Complex (see project K)

In addition to formalized outdoor seating areas, it is recommended that groupings of one or two picnic tables be sited throughout the central green space on campus to encourage greater use of the area.



Q. Main Campus Loop Trail

The proposed main campus loop trail is approximately one-and-a-half miles, with landscaping and appropriate seating in various locations along the path. Shade trees and lighting should be located along the trail extension to increase user comfort and safety. The trail provides informal access to the mountain and formal access and connections to the Hwy 67/Hwy 90 pedestrian bridge and park and fitness area.

This trail should connect to the University hike and bike trail near the Range Animal Science (RAS) area after construction, which would provide an excellent amenity for students and the community. The students, faculty and community can enjoy using the trail for fitness and experience the campus's natural areas.

Cost Estimate: \$1,871,100
**Total construction cost based on 2021 values*



R. Reconfigure Drop Off

Prior to the campus master plan, a reconfiguration of the drop off was proposed through a separate study and design. The redesign reduces the vehicular footprint and reclaims pedestrian space adjacent to the Briscoe Administration Building and the library. The reclaimed pedestrian space helps improve the overall campus user's experience.

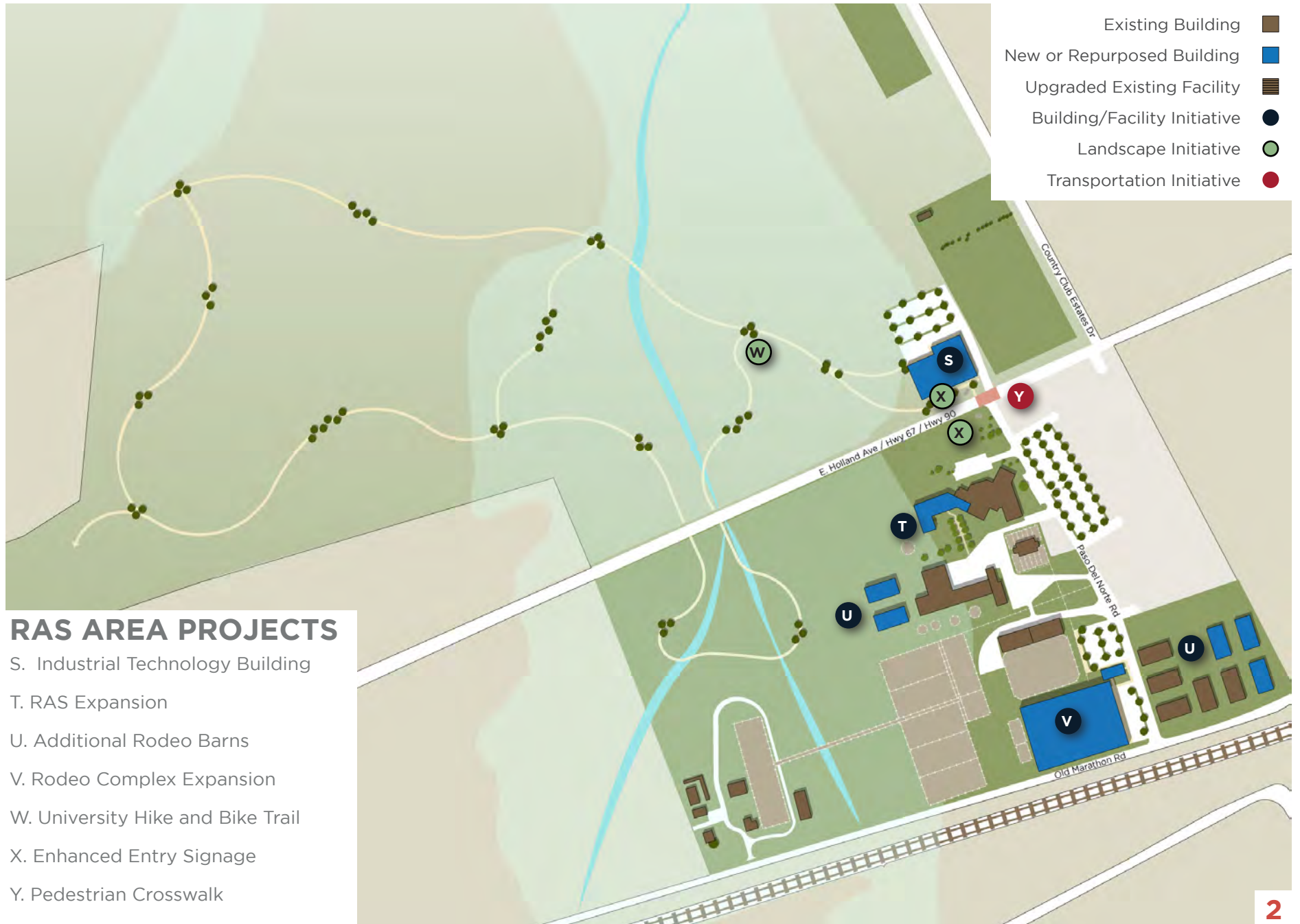


Figure 56. RAS Area Projects



S. Industrial Technology Building

The Industrial Technology Program has experienced recent interest and growth. To accommodate the program’s expansion, a one-story, 35,000 gross square foot facility should be planned. Offices, teaching and collaboration spaces, and facilities for welding, metalworking, woodworking, machining and automotive maintenance should be a part of the space program. A flat outdoor space adjacent to the facility should be preserved for student use and projects. The parking lot located behind the new facility would have a dual purpose to serve faculty and students as well as visitors of the hike and bike trailhead. The existing Industrial Technology programs would be shifted from the facility on main campus to this new facility.

Cost Estimate: \$16,155,200
**Total construction cost based on 2021 values*

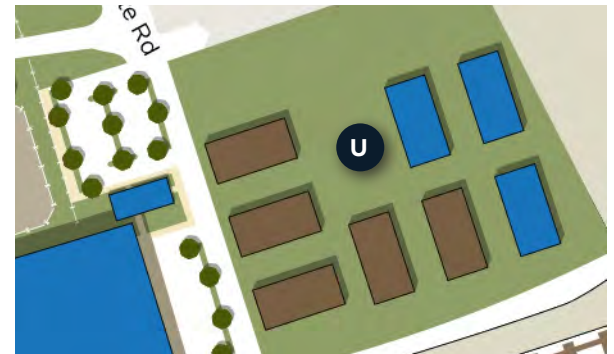


T. RAS Expansion

A one-story, 14,000 gross square feet expansion is recommended at the Turner RAS facility. The expansion would accommodate dry and prep labs and sample storage. The facility could also incorporate a Borderlands Research Institute Welcome Center.

A new outdoor classroom provides classroom space for the outdoor-focused Range and Animal Science programs. A grouping of small picnic tables should provide a more informal gathering and lunch space for RAS students and faculty. All other new landscaping should be wildscaping, with a great diversity of native plant materials and a focus on those plants that attract birds, insects and other wildlife to the site.

Cost Estimate: \$8,177,900
**Total construction cost based on 2021 values*



U. Additional Rodeo Barns

Five additional stall barns, know as mare motels, are proposed along Old Marathon Road and adjacent to the Horse Science Facility. The additional barns would provide space as the Rodeo Program continues to grow. The existing barns were purchased and assembled by Lonestar Barns in Amarillo. It is suggested to utilize this supplier for the additional barns for consistency and familiarity with the University’s rodeo needs.

Cost Estimate: \$71,200 each
**Cost with assembly based on 2021 values*

V. Rodeo Complex Expansion

Rodeo at Sul Ross is a budgeted sport funded by the University through student activity fees and fundraisers within the Rodeo Club. The Rodeo Program is a force to be reckoned with and has won a total of eight national titles, placed in the top 10 at the College National Finals Rodeo 33 times and has had six all-around cowboys and cowgirls.

Due to Sul Ross rodeo's popularity and hosting the NIRA rodeo every fall semester, the existing rodeo complex should be expanded. The new structure would be 85,000 gross square feet, with a higher roof to allow for expanded spectator seating. Its design should incorporate protection from sun and wind on the southwest side of the facility. Additionally, the rodeo complex expansion would include a 3,000 gross square foot structure for ticketing, concessions, offices and restrooms. Additional animal pens and alleys connecting to the rodeo barns should be constructed.

During rodeo events, parking is limited. It is recommended to reconfigure parking and develop an additional parking area on the east side of Paso Del Norte Road. Overflow rodeo parking should be maintained with multiple entries and exit points along Paso Del Norte Road and US Highway 90. As overflow parking needs to expand with the Rodeo Program's growth, SRSU may consider approaching nearby landowners about leasing or purchasing land for trailer parking. RV and trailer parking is also provided in a new lot adjacent to the Holiday Inn Express (see project DD).

The University should engage a specialized rodeo consultant to identify project specifications and costs.





Figure 57. *Illustration of Range Animal Sciences Complex*





W. University Hike and Bike Trail

The proposed University hike and bike trail is approximately two miles and should eventually connect to the main campus loop trail (see project Q) to provide additional recreational benefits and transportation alternatives for students. Near-term trail parking would be along the north side of Highway 67/Highway 90. Once the Industrial Technology Building is constructed, its associated parking lot would serve as long-term parking for the hike and bike trail.

Cost Estimate: \$1,316,400

**Total construction cost based on 2021 values*

X. Enhanced Entry Signage

The existing RAS monument signage is relatively understated and can be overlooked by vehicles passing by. It is recommended that the existing signage be replaced with a more prominent monument sign with enhanced landscaping. The monument signage would be located at both the RAS and the new Industrial Technology Building. Since visitors of the main campus must pass the RAS first, the new monument signage would create an eastern gateway into SRSU and the Alpine community.

Y. Pedestrian Crosswalk

Roadway crossing improvements are proposed as an enhanced crosswalk to provide pedestrian safety and help decrease pedestrian/vehicular conflicts at Highway 67/Highway 90. When the University hike and bike trail or the new Industrial Technology Building is constructed, the pedestrian crosswalk should be installed. The enhanced crosswalk can be colored or use special paving for visibility. A pedestrian-activated blinking signal could help to create a safe pedestrian crossing.

Figure 58. Athletics Area Projects



ATHLETICS AREA PROJECTS

Z. Improved Track & Field Facilities

AA. Soccer & Baseball Complex Enhancements

- Existing Building
- New or Repurposed Building
- Upgraded Existing Facility
- Building/Facility Initiative
- Landscape Initiative
- Transportation Initiative

Z. Improved Track and Field Facilities

Several improvements are recommended to upgrade the existing track and field facilities. The track should be resurfaced to meet current collegiate standards. Upgrades also include new covered bleachers and flexible open space to allow for team gatherings, tents, etc. The installation of informal concession space with utility hookups would enable vendors to set up during events.

Cost Estimate: \$1,004,200

**Total construction cost based on 2021 values*

AA. Soccer & Baseball Complex Enhancements

Enhancements at the soccer and baseball complex will feature two new facilities. A one-story, 5,500 gross square foot building with locker rooms will accommodate men and women's soccer and softball, storage and laundry facilities. The other building is a one-story, 5,500 gross square foot building with two locker rooms for visiting teams and additional storage.

The softball and soccer fields should be converted to turf fields. Covered seating

should be placed at both softball and soccer fields. All new proposed facilities should be ADA accessible. A new parking lot with shade trees should also be constructed.

Cost Estimate: \$9,779,300

**Total construction cost based on 2021 values*

Figure 59. Highway 67/Highway 90 Area Projects



HWY 67/HWY 90 AREA PROJECTS

BB. Hwy 67/Hwy 90 Park

CC. Hwy 67/Hwy 90 Pedestrian Bridge

DD. Satellite Rodeo RV Parking

BB. Highway 67/Highway 90 Park

A strip of currently unprogrammed SRSU property on the south side of Highway 67/Highway 90 provides an opportunity for a recreational area to benefit SRSU users as well as the Alpine community. This property, which was previously used for married student housing will now be converted to a small park. The park will provide amenities such as community gardens with a water connection, an outdoor fitness space, small loop trail, two picnic pavilions and a restroom facility. The park will be connected to the main campus via a pedestrian bridge.

Cost Estimate: \$1,228,700

**Total construction cost based on 2021 values*

CC. Highway 67/Highway 90 Pedestrian Bridge

The Highway 67/Highway 90 pedestrian bridge will help connect the Highway 67/Highway 90 Park (Project BB) to the main campus. The pedestrian bridge should have an elevator for ADA accessibility. Like pedestrian bridges on other university and college campuses, the bridge provides branding opportunities on the overpass for SRSU.

Cost Estimate: \$1,097,700

**Total construction cost based on 2021 values*

DD. Satellite Rodeo RV Parking

Parking is limited when SRSU hosts the NIRA rodeo every fall semester. Developing satellite rodeo RV parking would help to alleviate parking limitations at the rodeo complex expansion. The gravel parking area would provide RV hookups for multiple-day use. The satellite RV parking can also be a source of revenue for SRSU if RV spots are rented.

Cost Estimate: \$2,176,700

**Total construction cost based on 2021 values*

Figure 60. Kokernot Lodge Area Projects

5



KOKERNOT LODGE AREA PROJECTS

EE. Kokernot Lodge Campus Enhancements

- Existing Building
- New or Repurposed Building
- Upgraded Existing Facility
- Building/Facility Initiative
- Landscape Initiative
- Transportation Initiative

EE. Kokernot Lodge Campus Enhancements

In the 1930s, Sul Ross President Horace W. Morelock approached Mrs. Ida Kokernot and H.L. Kokernot about donating some property to the school that would be accessible to the students and faculty as a picnic-playground area. After some consideration, Mrs. Kokernot agreed to secure a deed to 35 acres near the school, including some springs.

The Vandergriff Group Architects were hired to develop improvements for the historic Kokernot Lodge and Amphitheater. The Kokernot Lodge campus is to be enhanced for use by the Fine Arts Department and cultural enrichment of the community. Improvements include restoring the historic

seating area, reestablishing the stage with the rear wall to reduce sound disruptions from the road, and restoring the lodge to have a small meeting room, dining facility and commercial-grade kitchen.

SRSU should continue pursuing opportunities to add water to the creek that runs through the property and the old Burgess' Water Hole and enhance the grounds with renovated barbecue pits, walking trails and restored native landscaping along the creek.

The University should revisit the opinion of probable costs prepared by Riddle and Goodnight, Inc. a year before improvements are made.



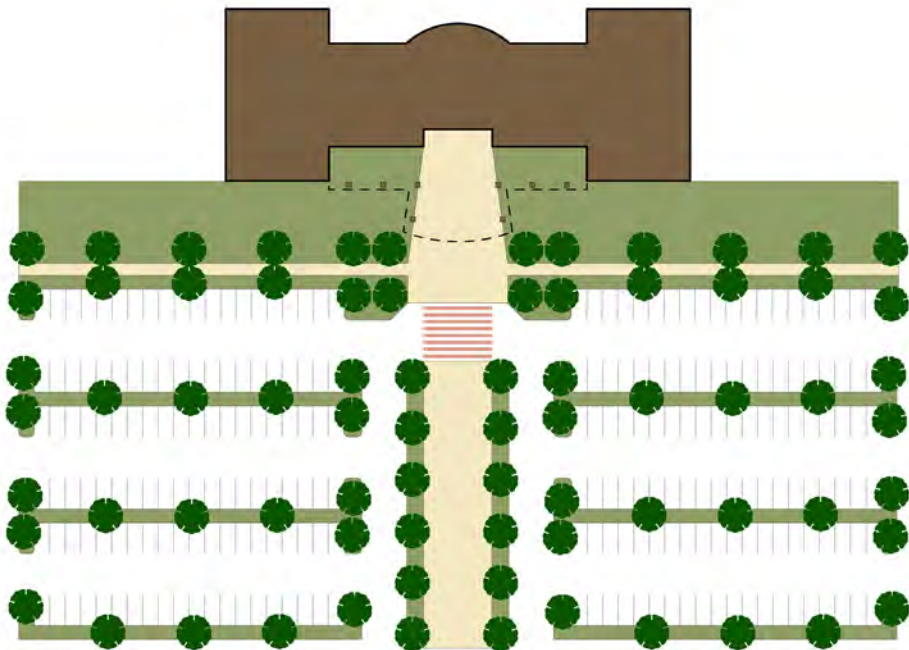
FF. SRSU Rio Grande College Facility

SRSU Rio Grande College locations in Del Rio, Eagle Pass and Uvalde share facilities with Southwest Texas Junior College. However, there is a desire for SRSU to operate a facility to accommodate students from all three Rio Grande area locations. The new standalone, two-story, 43,300 gross square foot facility would be located in either Del Rio, Eagle Pass or Uvalde.

The facility would include on-site services to support on-boarding, administration, instructional spaces and student learning spaces. Because of the distance between the Rio Grande locations and the main campus in Alpine, the new facility would be thoroughly equipped for distance learning. The facility has an associated parking area for faculty, staff and students.

Cost Estimate: \$19,323,700

**Total construction cost based on 2021 values*



SUSTAINABILITY

SRSU is at an opportune time in their history to undertake the process of developing a sustainability path for the future. Sustainability and the “greening” of our choices have become impeded in all of our daily lives, and are generally accepted as our permanent new way of thinking. Regardless of one’s personal environmental position, there appears to be consensus on the benefits of energy efficiency, waste reduction and reduced consumption of our natural resources.

The following recommendations should be considered in order to formalize this commitment and establish a clear process and commitment for the future:

- Create a University “Sustainability Office” and director. Most major institutions eventually mature this position to a standalone department, but initially could become part of another current position.
- Develop a University-wide sustainability Vision, Mission and Environmental Policy.
- Develop a Sustainability Master Plan. A good plan creates a framework for the University to take actions to achieve the vision and goals of campus sustainability. This plan should establish specific measurable goals and metrics. Many institutions will focus on fewer broad range goals, while others will develop a dozen area-specific initiatives

that become the core components of the Sustainability Master Plan. A few of the areas that SRSU may consider for their plan include:

- Energy efficiency
- Alternative energy practices and sources such as solar and wind turbines
- Management of greenhouse gas emissions
- Sustainable land use
- Water resources including greywater systems
- Waste management
- Purchase of sustainable services and goods
- Sustainable food and dining practices
- Green building practices

The final plan should be widely published and used as a part of the key decision making process the University follows. The master plan should be updated on a regular basis.

- Prepare and publish a sustainability report to document the results and progress being made on the Sustainability Master Plan. This report should be published on a regular predetermined basis.

- Consider organizing a student-run sustainability service project.
- Support sustainability based education and research across the university.

As SRSU looks for ways to advance their current sustainability goals and practices, there are many fine examples of how various institutions are meeting the challenge. No two institutions are the same, thus the final plan and recommendations must consider unique factors such as the context of its location, institution size and age, teaching/research focus, and public/private relationships.

CAPITAL PLANNING

There are various ongoing funding assistance programs available that Sul Ross should investigate when planning for sustainable-driven projects. These programs are always changing and vary at the local, state, and national level. Below are a few of the many programs that SRSU might consider on future projects:

LOCAL UTILITY BASED FUNDING:

- American Electric Power's (AEP) SMART SourceSM Solar PV Program: The SMART SourceSM Program offers financial incentives for the installation of eligible distributed solar energy generating equipment by companies registered with the program on the premises of customers served by AEP. This program is provided by the utilities as part of their commitment to reduce energy consumption, energy demand and carbon emission. Maximum financial incentive reserved per commercial customer in the year 2020 was \$73,590 for non-residential customers in the AEP Texas - North division. More information can be found at <http://www.txreincentives.com/apv/>
- AEP's Commercial Standard Offer Program: AEP's Commercial Standard Offer Program pays incentives to service providers who install energy efficiency measures in non-residential facilities that are located within AEP's Texas service territories. More information can be found at <https://aeptexas.com/#/commercial/west-standard-offer>

STATE ENERGY CONSERVATION OFFICE (SECO) GRANTS AND LOANS:

- LoanSTAR Program: LoanSTAR (Saving Taxes and Resources) Program provides finances for energy-related cost-reduction retrofits for state, public school district, public college or public university, and public hospital facilities. Low interest rate loans are provided to assist those institutions in financing their energy-related cost-reduction efforts. The program's revolving loan mechanism allows applicants to repay loans through the stream of energy cost savings realized from the projects. Maximum award per applicant is \$8,000,000. More information can be found at <https://comptroller.texas.gov/programs/seco/funding/loanstar/>

PHASING STRATEGY

The implementation of campus master plans are based on funding, student enrollment, campus leadership and the economy. Phasing strategies are subject to change based on the timing of funding, and the campus vision. The following outline short-, mid-, and long-term improvements to achieve SRSU’s vision during the next ten plus years, and currently only includes the building and facility projects.

Short-term initiatives are essential because they set the stage for how the Campus Master Plan is carried out. Mid-term initiatives focus on projects that enhance the student experience such as the University Center renovations and Gallego Center expansion. Long-term initiatives often change and are typically revisited during a campus master plan update due to the time frame of implementation.

SHORT-TERM INITIATIVES

	PROJECT NAME
D	Museum of the Big Bend Expansion
I	Central Heating and Cooling Plant Renovation
FF	SRSU Rio Grande College Facility
AA	Soccer & Baseball Complex Enhancements
Z	Improved Track and Field Facilities
V	Rodeo Complex Expansion
U	Additional Rodeo Barns

MID-TERM INITIATIVES

	PROJECT NAME
J	Campus Cottages
S	Industrial Technology Building
H	Bus Barn
G	Arts Building
A	Library Expansion
L	Graves-Pierce Complex Renovation
K	Swimming Pool Complex
C	University Center Renovation
M	Gallego Center Expansion

LONG-TERM INITIATIVES

	PROJECT NAME
B	Black Box Theater
T	RAS Expansion
EE	Kokernot Lodge Campus Enhancements
E	Mountainside Development
F	Observatory Relocation



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