Part One:

UNM Master Plan Update 2009

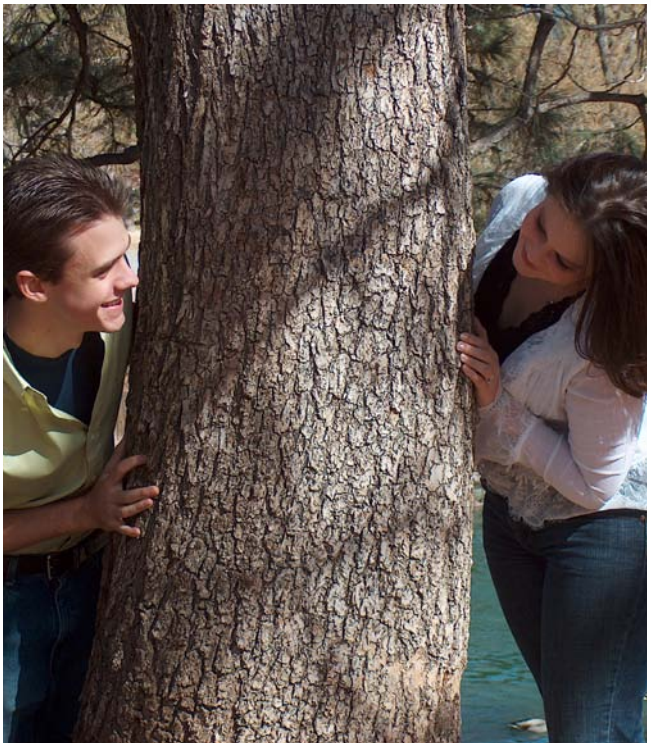
Part Two:

UNM Health Sciences Center Master Plan 2010

Appendices:

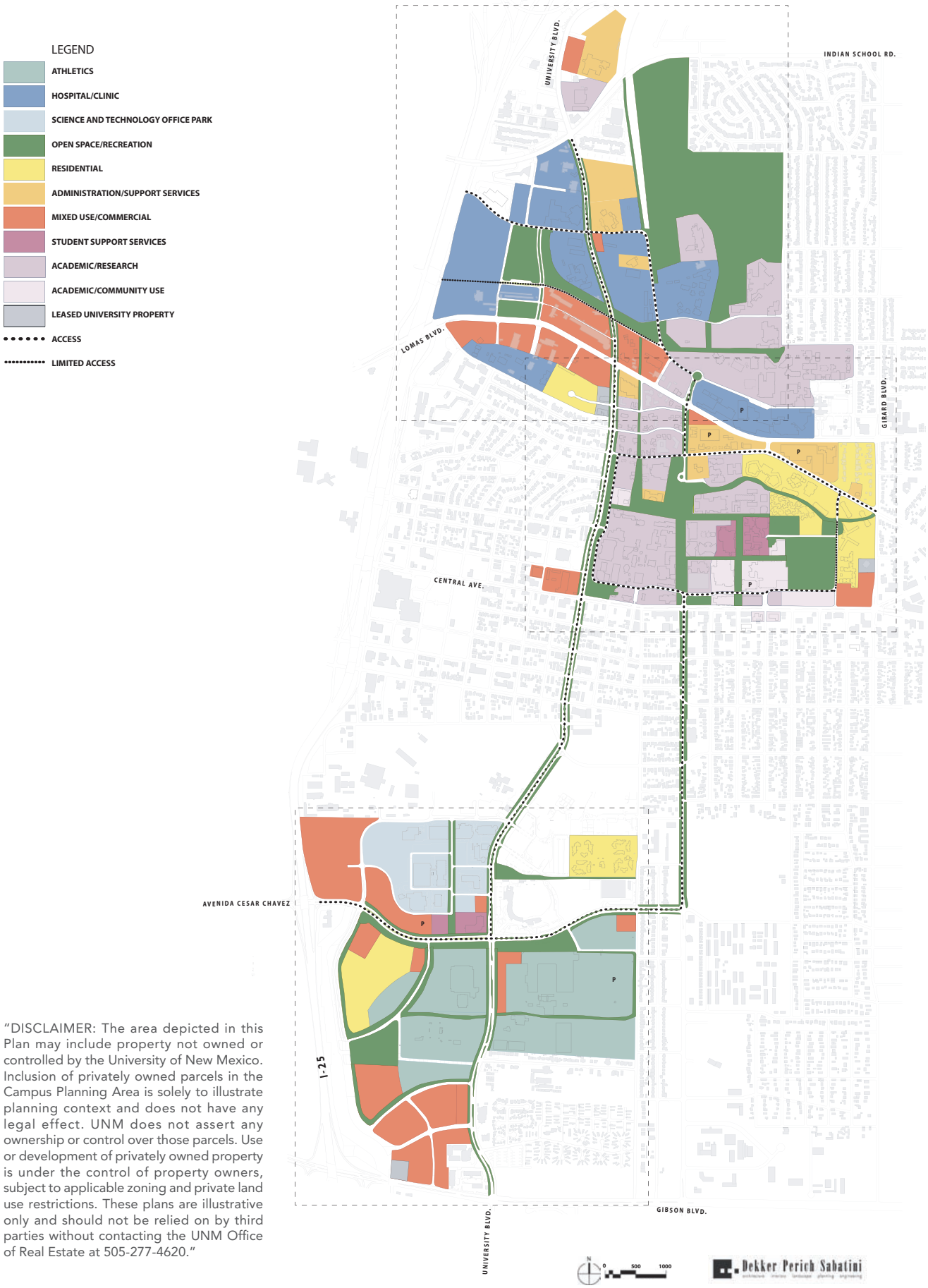
Appendices

Introduction



The 2009 UNM Master Plan Update (2009 MP Update)is the first UNM planning effort to cover the three parts of the flagship University: North, Central, and South Campuses, stretching from Interstate 40 on the north to Gibson Boulevard on the south. While technically an update to the 1996 UNM Campus Development Plan, the 2009 Update is in many ways a new Master Plan that sets a new direction for the school.

It outlines a strategy to unite the three parts of the campus, with specific improvements to circulation, public spaces, and new buildings. The recommendations were vetted with numerous stakeholders and neighbors; the Master Planning team held over 40 meetings to discuss the Master Plan and solicit input. The 2009 Update is the comprehensive document that is the basis for more specific planning efforts.



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live + learn + work + play

Part One:
UNM Master Plan Update 2009

This document updates the 1996 University of New Mexico, Albuquerque Campus Development Plan (1996 Plan).

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Preamble to the Consolidated Master Plan

David J. Schmidly
President, University of New Mexico

I am pleased to present this consolidated Master Plan for the University of New Mexico. Over the course of the past five years, we have completed two Master Plans that, taken together, create a comprehensive planning framework for the campus. The UNM Master Plan Update builds upon our strategic vision for the University and focuses on student success, excellence in academics and research, and healthy communities. It proposes specific measures designed to connect the north, central and south portions of UNM into one cohesive campus. Taken together, this consolidated Master Plan provides all the critical information and concepts needed for Master Planning in one, accessible document. Using the core principles created by the UNM Master Plan Update, the Health Sciences Center Master Plan provides a more detailed vision for this part of the campus, with specific programming and buildings proposed for a ten year period and beyond.

In 2009, when the draft of the Master Plan Update was completed, the Board of Regents requested that I direct the planning team to go back out to the public to ensure that we had addressed the concerns raised by people during the planning process. In the ensuing 18 months, the team has met with a wide range of community groups. The comments from the community groups were posted on line (http://iss.unm.edu/PCD/index.html) and the Master Plan update was revised in the following manner:

Greater collaboration with the City and neighborhood associations. Our campus planners are working with neighborhood associations to have more frequent and open communication. This includes periodic updates at regularly scheduled neighborhood meetings and a more open dialogue about town/gown issues. UNM is also working with the City of Albuquerque and the Mid Region Council of Governments to examine the larger context of the campus, particularly in terms of transportation. We have initiated a more comprehensive transportation study that looks at transportation issues in the area surrounding the UNM neighborhood context. This study has been very helpful in informing decisions about increased transit service, bicycle paths, and putting more housing within walking distance of the campus.

We need to remind ourselves that our efforts to continue toward building a great University is a long view endeavor that requires a commitment to enduring principles and adherence to our vision. This consolidated Master Plan will help to insure that we have the tools to keep that vision in focus.

More consideration for parking. More people commented on this aspect of the draft Master Plan than any other component. The newly constructed Yale Parking Structure has increased available short-term parking on the Central Campus. This supports the Master Plan objective of providing structured parking around the perimeter of the campus, thus helping to reduce the continued proclivity toward parking in the adjacent residential neighborhoods, as well as helping to move forward with the desire to restrict non essential vehicular activity within the center of the campus.

More options for students to live on or near campus. Clearly, a big change during 2009 and 2010 is the construction of new student apartments for upper classmen on the South Campus and design for new dormitories on the Central Campus. This move to increase the number of students living on campus should both add vitality to our core campus and increase the overall student success rate of matriculation. As students live closer to classrooms and study areas, it also serves to reduce the number of vehicles driving to and from campus.

Continued on next page

Preamble to the Consolidated Master Plan continued

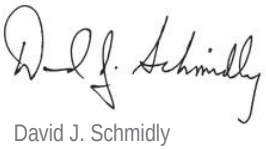
Commitment to Sustainability. With our pledge to reduce UNM – related greenhouse gas emissions, every development plan has to consider the impact on our carbon footprint. As you will see in the appendices to the Master Plan, we have completed the UNM Climate Action Plan.

Reservation of the North Golf Course. We understand the value of this popular facility to both the University and the surrounding neighborhoods. The HSC Master Plan strengthens the University's commitment to preserving this land for open space and recreational uses for the foreseeable future. Attention needs to be given to the environmental, pragmatic and aesthetic maintenance of the "Barren Fairways" area southwest of the golf course.

With an institution of our size and complexity, Master Planning is a continual process. We are moving forward with more detailed studies for the Central Campus, particularly on space utilization, academic prioritization of capital projects, integration and expansion of research on the Central Campus, the next level planning and development guidelines of the "East Campus" near Girard, and the reenergizing of the "Public Realm" (outdoor) components of all three of our campus areas. The advanced level of detail shown in the HSC Master Plan will be moved forward for the Central Campus. On the South Campus, we will fully integrate the Athletic Facilities Plan (AFP) and reinforce our efforts of integrating the AFP into the larger campus context.

Our University faces a major challenge of balancing increased enrollment and declining state funding while continuing to advance our mission as a flagship University; in this context we need a long term vision for how to improve the campus.

We need to remind ourselves that our efforts to continue toward building a great University is a long view endeavor that requires a commitment to enduring principles and adherence to our vision. This consolidated Master Plan will help to insure that we have the tools to keep that vision in focus. It gives us the framework for moving our great University forward, one step at a time; it opens the doors to new possibilities. A Master Plan by itself does not create a great campus, but it is almost impossible to make strides without one. I am extremely proud of this Master Plan and will dedicate our collective resources towards helping make it a reality.



David J. Schmidly
President, University of New Mexico

Executive Letter

Steve Beffort
Vice President, Institutional Support Services

UNM, the State's flagship institution of higher learning, created a Strategic Framework for 2008 and beyond, outlining the University's visions, mission and core values, with strategies and goals that move UNM forward. A multitude of tools are used to realize UNM's strategies and goals; one tool is the Comprehensive Facility Master Plan. This Plan is a compendium of separate planning efforts, one for the Rio Rancho Campus and one that encompasses the North, Central, and South Campuses.

The purpose of Master Planning is to provide a periodic opportunity to look at the big picture of campus development from land use, design consistency, campus growth, condition assessment, and space utilization, to strategic direction validation or correction, "town and gown" relationships, serviceability to mission, etc. Limited available land and constrained financial resources are realities that drive UNM's future physical development and management of the campus's assets. Master Planning proposes a framework to make the most effective use of those resources to reflect, support, and foster successful implementation of UNM's goals. This planning process, along with funding to proceed, was approved by the Regents and the "PLANS" are the product of that process.

Master Plans are, by their nature, a composite of information derived from a wide body of constituent input, including faculty, staff, students, neighborhood associations, business partners, and other interested parties. This input is organized and analyzed by our expert consultants, who then advise UNM on development opportunities and growth strategies based on leadership's vision and goals. The Master Plan document is the framework of these ideas so that the University can consider options in subsequent development of strategic direction. The Master Plan, in and of itself, is not the decision maker.

As future specific projects are considered, in pursuit of the UNM strategic direction, they will be "suspended" on the Master Plan framework for validation of consistency with the Master Plan recommendations. Each future specific project will require University and Regent approval to proceed, as has always been the case – the Master Plan provides no individual approvals to proceed, rather a comprehensive guideline to follow. It provides a common vision for the University but it is incumbent upon the University leadership to use these Master Plans to guide decisions about future projects. Capital project planning, inclusive of new construction, renewal, and infrastructure, is one process among many that implements the Plan and guarantees that the Plan will remain dynamic.

"The purpose of Master Planning is to provide a periodic opportunity to look at the 'big picture' of campus development from land use, design consistency, campus growth, condition assessment, and space utilization..."

Master Plans are based upon a set of assumptions about how the University will grow. In order to remain relevant, these assumptions need to be reviewed and adjusted on a periodic basis. The Facility Master Plan will be updated, at a minimum, every three to five years to reflect and support the Strategic Framework of the University.

Steve Beffort
Vice President, Institutional Support Services

Acknowledgments

David J. Schmidly, University of New Mexico President

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Executive Summary

This document updates the 1996 University of New Mexico, Albuquerque Campus Development Plan (1996 Plan) and defines the direction for campus growth over the next ten years. This update to the Master Plan (2009 Update) builds upon the 1996 Plan to articulate a vision that reflects the University's current challenges and projected growth.

Since 1996, the UNM campus and the surrounding metropolitan area have undergone significant changes. The campus is part of a larger urban fabric that requires close coordination to effectively provide transportation, parking, and other services that impact the overall quality of life, both on-campus and in the surrounding area. For the 2009 Update, the overall goal is to create a "Live, Learn, Work, Play" environment. This means that the Master Plan should provide solutions for transportation, housing, research and learning facilities, while protecting resources and offering more amenities. The challenge, especially for UNM, is to grow in a manner that improves the overall campus environment and also contributes to the quality of the greater community. By including all three campuses in the Master Plan and redefining urban edges around the campus, there are opportunities to sustainably impact the overall quality of life in Albuquerque.

The overall goals of the Master Plan can be summarized in three "big ideas": Synthesize, Connect, and Create.

1. Synthesize sustainability into all major development decisions. UNM's commitment to reduce carbon emissions by 50% by 2030 impacts all development and transportation issues.
2. Connect the three campuses. A major goal of the 2009 Update is to make North, Central, and South Campuses look and function like one, unified campus. This requires a comprehensive transportation plan that links the three areas while minimizing the impact of automobiles on surrounding neighborhoods.
3. Create a campus that continues to reflect UNM's unique cultural and architectural heritage. This means preserving UNM's architecture and landscape while allowing new buildings to articulate a contemporary expression of New Mexico culture. The UNM campus should manifest New Mexico's "brand" of art, culture, and technology.

Process: The 2009 Update is the result of 18 months of work and collaboration with UNM stakeholders, faculty, administration, and students. The Master Plan team had multiple meetings, open houses, and workshops to identify key issues, gather input, and develop Master Plan concepts. Over the course of that time, UNM and its consultants also held over 30 meetings with various neighborhood groups, business owners, and elected officials. A full list of the meetings, along with other Master Plan information, can be viewed on the UNM Master Plan web page: http://frem.unm.edu/PCD/University-planning/master-planning/index.html

From these meetings with neighbors, it is clear that UNM needs a sustained commitment to ongoing communications with the greater community. The 2009 Update proposes a series of measures designed to notify and engage the greater community in UNM's overall development process. These measures include a single point of contact at UNM for questions about UNM projects, a representative neighborhood group that meets monthly to discuss UNM developments, a quarterly open house that invites the public to discuss and give input on proposed projects, a more formal notification process to neighborhood associations, and an interactive website that allows the public to gather current information and submit input on UNM projects. For more details, see Chapters One and Five.

The 2009 Update includes two Master Planning efforts; one is the overall update that encompasses all three campuses. The second component is the Health Science Center (HSC) Master Plan that includes all of the UNM Hospital, clinical, academic, and research functions. This HSC Master Plan, authored by Dekker/Perich/Sabatini, Ellerbe Beckett, and the Innova Group, is incorporated into the overall 2009 Update and will be the basis for more detailed HSC planning anticipated in 2010.

Chapter One

Chapter One introduces the overall context of the Master Plan update. The Albuquerque metropolitan region is expected to add approximately 600,000 new residents by 2035. After several years of flat enrollment, UNM expects to increase from approximately 26,000 students in 2009 to 35,000 students by 2018. This anticipated growth underpins the demand for new facilities, from housing to hospital expansion to new classrooms. Chapter One also reviews the 1996 Campus Development Plan and outlines what is still relevant from that plan.

Chapter Two

Chapter Two outlines principles, goals, objectives, and strategies. The principles are based upon the conceptual framework of the University: Student Success, Systemic Excellence, Healthy Communities, and Economic and Community Development. These four strands prioritize the University's overall mission and help guide the recommendations of this Master Plan Update. This conceptual framework helps prioritize the more specific goals and strategies related to campus development. It also establishes a basis for the overall emphasis on sustainability. With UNM's commitment to a 50% reduction in carbon emissions by 2020, all of the decisions related to building expansion, renovation, and transportation need to contribute to this goal of making the UNM campus more sustainable.

Chapter Three

Chapter Three proposes specific improvements for the North, Central, and South Campuses. These projects are intended to link the three campuses, further the principles established in Chapter Two, and create a complete live/learn/work/play campus.

On the North Campus, the long-term objective is to allow the Health Science Center (HSC) to grow while establishing a better pedestrian/bike/transit network to reduce the impact of parking and automobiles. The Update also proposes strategies to preserve open space; the North Golf Course is left intact with improvements to the perimeter walking/running circuit. Proposed projects for the North Campus include:

- Add a new adult acute care wing of the hospital located near I-25 and Lomas. Build new clinics along University Boulevard.
- Develop a dedicated transit line linking new healthcare facilities west of University Blvd. with existing UNM Hospital (UNMH).
- Add research and academic facilities on the east side of the campus.
- Place emphasis on pedestrian improvements, including the Healing Garden, Tucker Road, and major street crossings.

On the Central Campus, the overall strategy is to increase the number of students living on campus, maximize potential expansion of academic and research space, and reduce the impact of automobiles and parking.

Proposed projects for the Central Campus include:

- Expand the number of student beds by 2,000. Redevelop outdated dormitories and provide a wider range of housing options.
- Develop a student-centered recreation center.
- Increase allowable building heights to five stories.
- Reinforce existing pedestrian malls and strengthen east-west pedestrian routes to better connect the residential side of the campus with the academic area on the west.
- Limit auto access to portions of Redondo Drive and prioritize transit and bike.

On the South Campus, the overall strategy is to connect the existing facilities and establish a unified campus identity. New student housing for upperclassmen proposed south of Avenida de Cesar Chavez (Cesar Chavez) will be coordinated with expansion of athletic training facilities and renovations to the Pit and University Stadium. Proposed projects for the South Campus include:

- Expand and renovate the primary athletic venues: the Pit and University Stadium.
- Develop retail and other commercial uses along Cesar Chavez and University.
- Develop a new housing village west of the Pit for upperclassmen.
- Strengthen the campus character of the Science and Technology Park. Add structured parking and usable open space.
- Develop better pedestrian, bike, and transit connections to the Central and North Campuses.

Chapter Four

Chapter Four details more specific concepts for academic expansion, student life, transportation, information technology (IT), parking, gateways, and open space.

Academic Expansion

- Design new classrooms with flexible seating and capaCity to upgrade IT.

Student Life

- Develop new student housing on all three campuses. Add an honors dorm in either Hokona or Mesa Vista.
- Incorporate themed/specialty housing into overall expansion of student housing, with a consolidated node on Mesa Vista Rd.
- Expand childcare on the North Campus and develop new facilities on the South Campus.

Transit

- Increase transit options between campuses and coordination with other transit providers. Participate in regional transit planning and ongoing transportation studies.
- Identify a transit corridor to connect South Campus with Central and North Campuses.

Parking

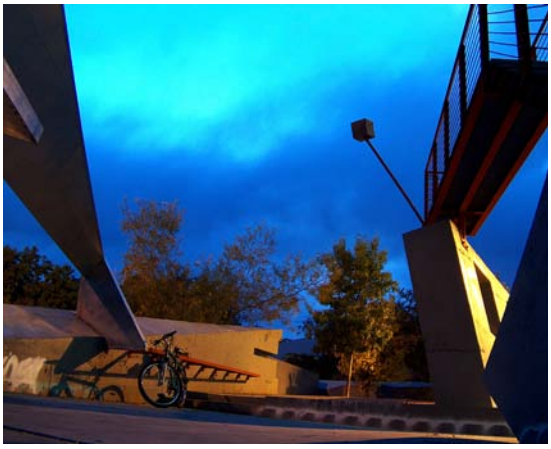
- Central Campus: Cap parking supply, consolidate into parking structures, and increase transit/bike options.
- North Campus: Prioritize parking for hospital and clinic patients.
- South Campus: Coordinate event parking and increase structured parking.
- Develop a new business model for parking operations.

Open Space, Pedestrian, and Bicycle Improvements

- Focus on developing usable open space as major features of the North and South Campuses.
- Enhance the existing perimeter trail around the North Golf Course with more continuous routes and multiple options.
- Establish bike lanes on Redondo Drive, Tucker, and Buena Vista.
- Make east/west pedestrian connections on the Central Campus more visible and direct.
- Rejuvenate the Duck Pond and Smith Plaza with new landscape, lighting, and water features.

Gateways

- Make the gateways to UNM more defined and part of an overall system of wayfinding.



(Photos from the top): Cornell Plaza, Cornell Plaza at Night -DPS

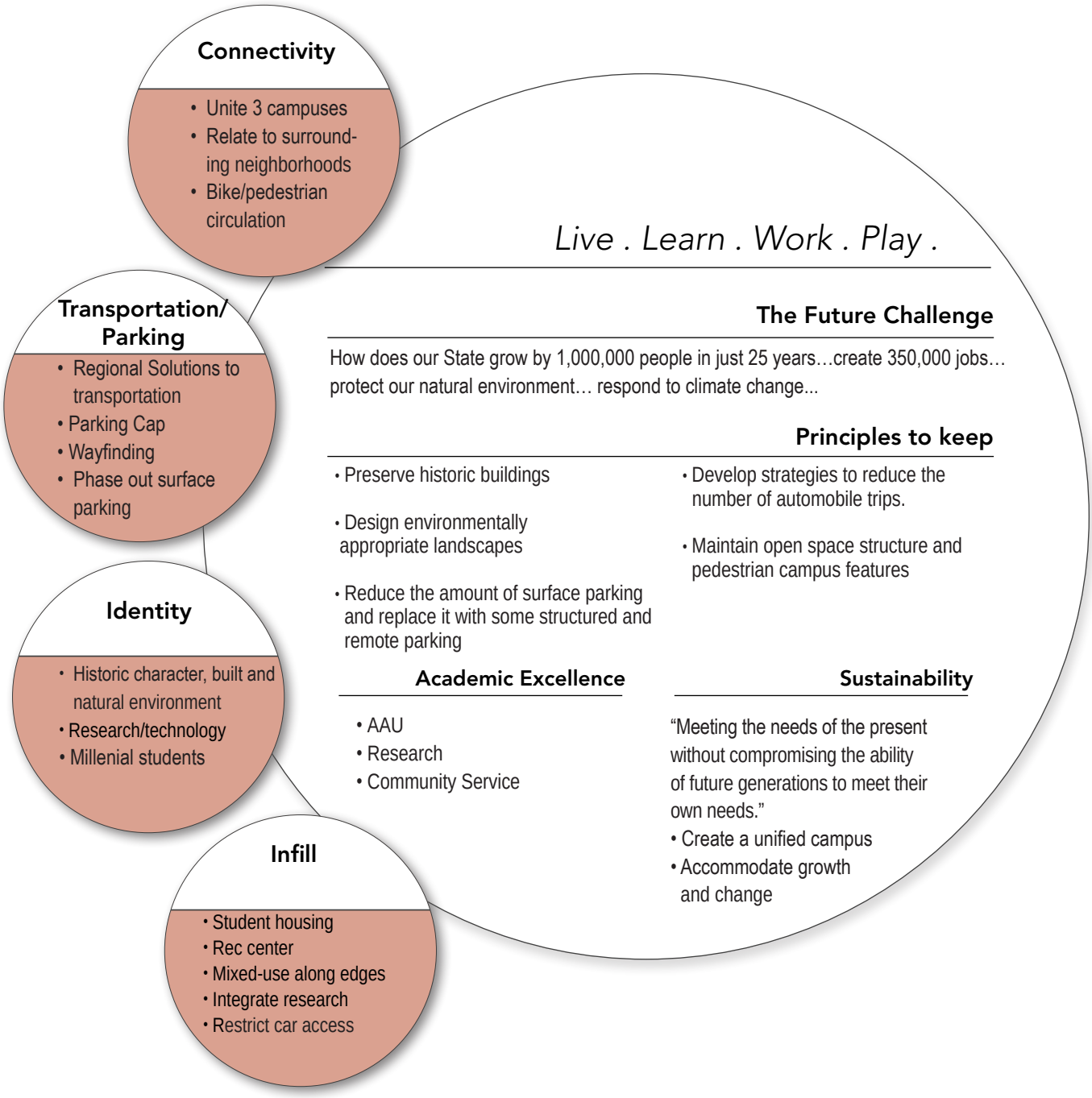
Chapter Five

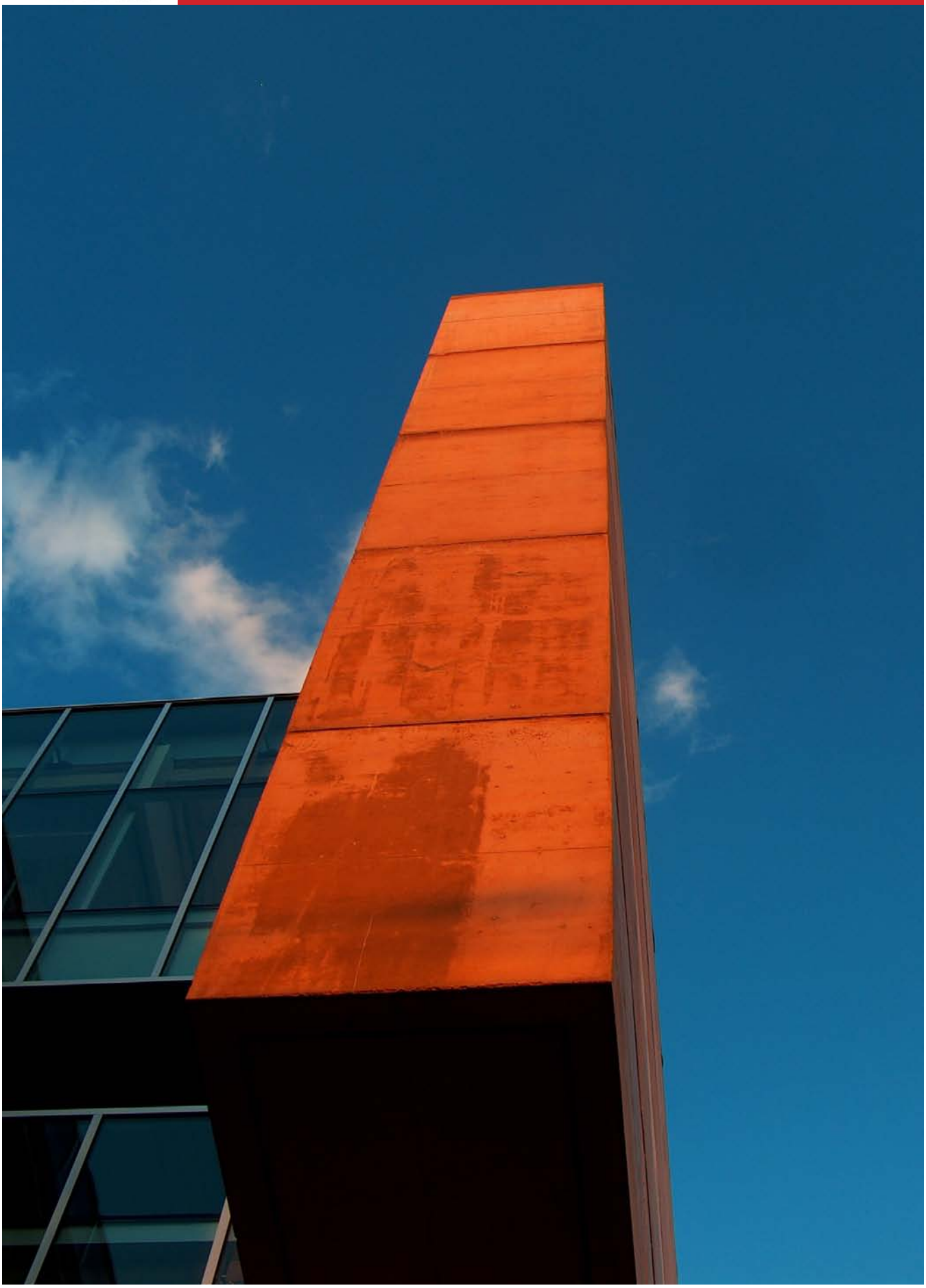
Chapter Five proposes three specific implementation strategies:

- A stronger link between capital projects and the Master Plan
- Better coordination with municipal and other governmental entities to develop transit, bike, and road improvements that serve UNM
- A process for engaging with the greater community.

Big Ideas of the Update

A summary of Master Plan principles and themes





placemaking | synthesize + connect + create

Introduction: The Purpose of this Update

This document updates the 1996 University of New Mexico, Albuquerque Campus Development Plan (1996 Plan). The 1996 Plan proposed how the University of New Mexico campus should grow over a twenty-year time span. It focused on the historic core of the campus and the North Campus, the area north of Lomas Avenue and south of Indian School. The 1996 Plan also had an accompanying document that addressed the Lands West, the area west of University Boulevard and north of Lomas Avenue.

This update to the 1996 Plan builds upon the 1996 Plan to articulate a vision that reflects the University's current conditions and projected growth. While overall enrollment grew slightly from 1996 (approximately 24,000 in 1996 to 26,000 in 2008), enrollment from 2005 to 2008 was essentially unchanged. Declining or static enrollment has serious consequences, such as reduced state funding and higher tuition rates, which could lead to reductions in applications. The 2009 Update proposes various strategies to increase enrollment and improve graduation rates.

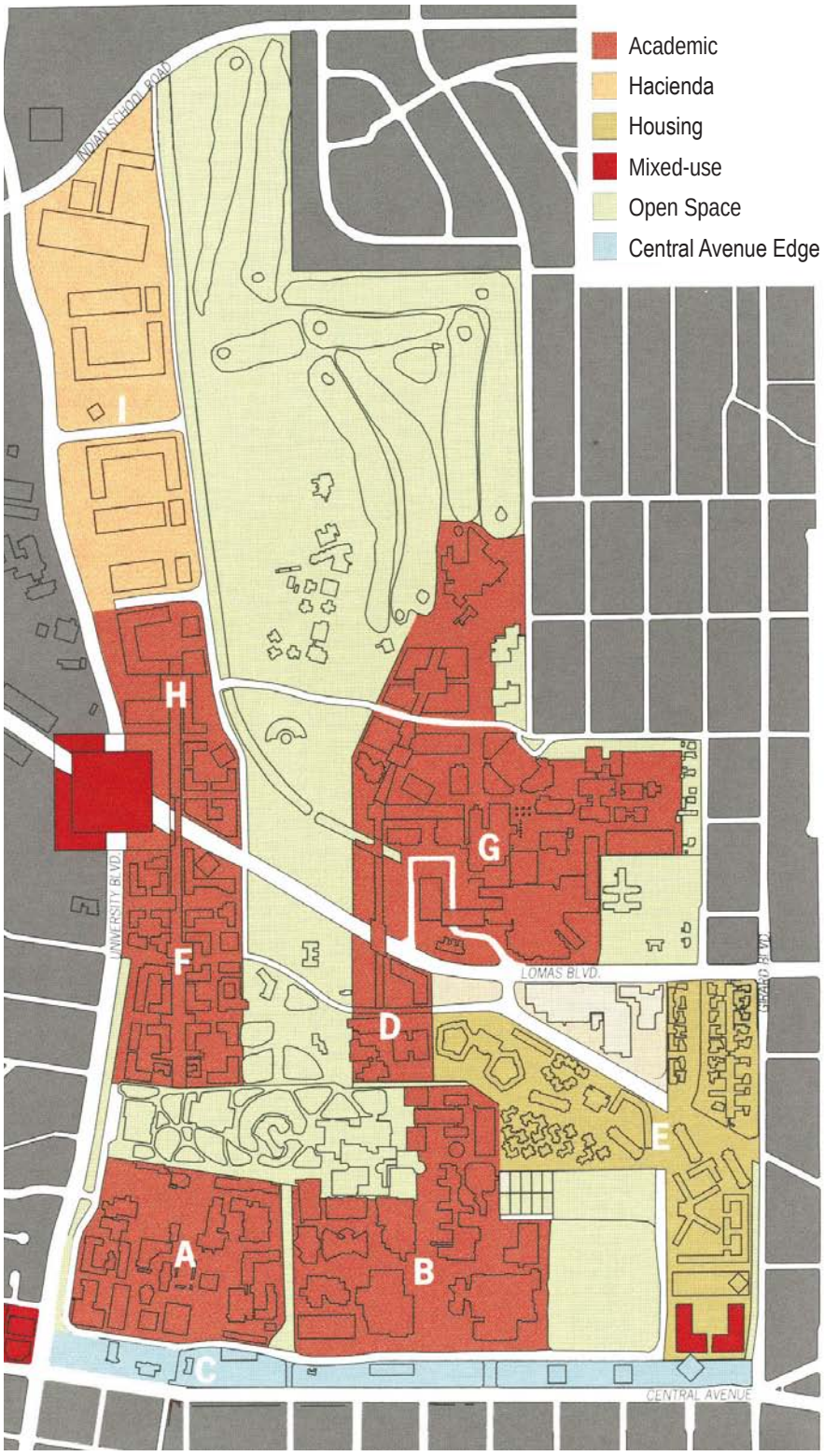
One key addition is that the Update incorporates the South Campus into the overall plan, whereas the 1996 Plan focused exclusively on the Central and North Campuses. The 2009 Update has a ten-year time horizon with the expectation, however, that a full review will be warranted in three to five years. One notable exception is on the Health Science Center Campus: phasing and anticipated development is projected for ten to twenty years. This is due to the complexity of planning for and developing a hospital complex.

Chapter I: Introduction

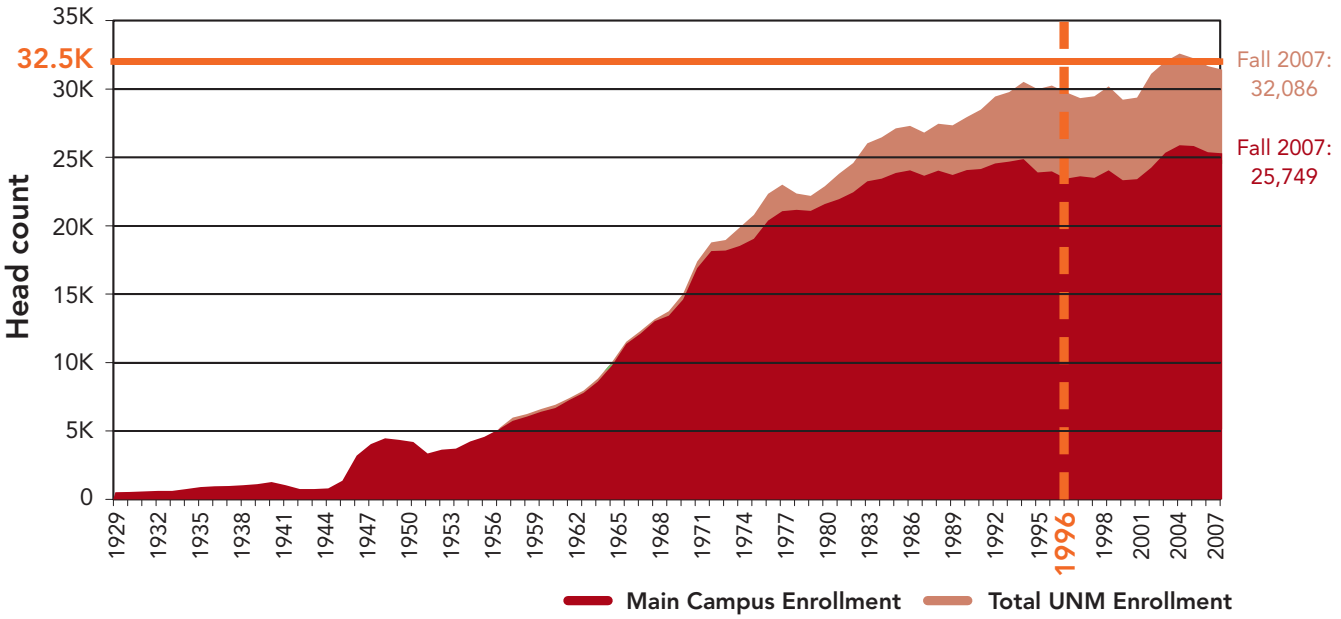
In this Chapter

1996 UNM Master Plan

UNM Master Plan Central-North Planning zones



Historical Enrollment Fall 1929 to Fall 2007



Note: Total UNM enrollment includes Main Campus, Extended University, and all four Branch Campuses.

Sources: Annual Report of the Office of Admissions and Records (1953-54; 1971-72; 1983-94); Official Enrollment Report, Registrar's Office (Fall 1995-1997); Fall 21-day enrollment files maintained by the Registrar's Office (Fall 1998-2007).

The 2009 Update follows the general outline of the 1996 Plan. Each chapter starts with a summary of how the Update differs from the 1996 Plan. The 2009 Update does not incorporate wholesale sections from the 1996 Plan. Rather, it incorporates key concepts and then proposes concepts and strategies that are independent from the 1996 Plan. The 2009 Update strives for brevity and condensed, usable information that helps inform future site-specific decisions.

"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs..."

- The Report of the Brundtland Commission, "Our Common Future," published by Oxford University Press in 1987

Summary of the 1996 Plan

The 1996 Plan is, at its core, a carrying capaCity analysis. On the title page, the caption below the title states the following:

> *"To accommodate an enrollment of thirty-five thousand students."*

The 1996 Plan determined the projected growth of student enrollment, assigned a factor of space per student, and calculated the available land to absorb students. The 1996 Plan took the programming analysis and growth projected in the 1992 UNM Long Range Master Plan and determined the physical implications of accommodating that growth. The 1996 Plan divided the campus into precincts and projected how much new growth could occur in each defined area. While this was useful to demonstrate how much growth could theoretically occur, it did not strongly articulate the priorities for development.

The 1996 Plan articulated goals and objectives that still hold true today. The following is a list of goals that will continue to apply in the 2009 Update:

- Preserve historic buildings
- Design environmentally appropriate landscapes
- Extend the "pedestrian campus" to include North Campus
- Reduce the amount of surface parking and replace it with some structured parking and remote parking
- Develop strategies to reduce the number of automobile trips to and from campus.

These goals are still valid and will be expanded upon in subsequent chapters.

The Campus Since 1996

Since the creation of the 1996 Plan, the University of New Mexico experienced significant growth and change. The rate of construction on the campus was the highest in several decades. New buildings were constructed on all three campuses: North, Central, and South. The University also invested heavily to upgrade its core infrastructure, increase its central plant capaCity, and upgrade its electrical systems.

The larger context of the University also shifted. New Mexico and Albuquerque grew at a rate faster than the nation as a whole. The metropolitan statistical area of Bernalillo, Sandoval, Valencia, and Torrance Counties grew from a combined population of 800,000 people to over 1,000,000. This metropolitan area continues to be the economic engine of the state. New industries like film, solar, and aeronautics shifted the economic equation in a state that traditionally relied on the public sector for job creation. Emerging technologies and bio-medical research spurred more collaboration between the University, New Mexico high-tech firms, and Los Alamos and Sandia National Laboratories. The Rail Runner commuter train started service and in the process, opened new options for both students and faculty commuting and living in the Rio Grande corridor, from Belen to Santa Fe. The pattern of growth in the Albuquerque region evolved, with slower growth in the outer suburbs and some pioneering in-fill projects close to the University. Central Avenue, from downtown to Nob Hill, re-emerged as a primary spine in the City and evolved into a more contemporary and urban street, with higher density residential projects and new commercial uses.

North Campus

On the North Campus, the Health Science Center developed at a faster rate than projected in the 1996 Plan. Not only was this growth much greater than what was projected, but the nature of the growth intensified development along the Lomas corridor and on Lands West, the land north of Lomas Boulevard and west of University Boulevard. Major projects either completed or substantially completed in the past ten years include:

- The University of New Mexico Hospital added almost 500,000 sq. ft of space, most of which is in the Bill and Barbara Richardson Pavilion.
- The Domenici Center for Health Sciences Education building opened in 2006, with Phase II of the building breaking ground in 2008 for a total of 110,000 sq. ft facility.
- The Pete and Nancy Domenici Hall, completed in 2004, added 54,000 sq. ft facility.

On Lands West, UNM development entailed the following:

- The Cancer Research and Treatment Center II (CRTC II), a five-story 206,400 sq. ft facility.
- The Outpatient Services and Imaging Center (OSIS), a 38,000 sq. ft facility.
- While not a UNM facility, the State of New Mexico built the Tri-Services Lab, a 200,000 sq. ft facility.

Domenici Center Phase I -UNM

801 University

UNM Pit -UNM

Cancer Research and Treatment Center Phase II, -UNM

Central Campus

On the Central Campus, many of the projects proposed by the 1996 Plan were built. Some of the projects included:

- George Pearl Hall, the School of Architecture and Planning designed by Antoine Predock, which changed the front door of the campus along Central Avenue.
- The Centennial Engineering building, which was completed in 2008, and anchors the western edge of campus.
- Several buildings underwent complete renovations: notably the Student Union Building and Scholes Hall.
- Dane Smith Hall, which added 104,738 sq. ft of new classroom space.
- The Redondo Village complex of new dorms, which added space for 402 students near the southeast edge of Johnson Field.

South Campus

On the South Campus, new construction enhanced athletic training facilities and augmented the established facilities in the Science and Tech Park. The University of New Mexico Science and Technology Park added relatively little new space since 1996, but there has been a major shift in the type of tenants and uses.

Some of the projects include:

- Athletics added an indoor practice facility.
- A major renovation of the Pit started in 2009.
- UNMH administration retrofitted the old Social Security building for 600 UNMH employees.
- UNM Press constructed a warehouse and office space on the north side of the Science and Technology Park.

New Leadership

In 2007, David Schmidly was selected as the 20th president of the University. From the outset, he has pushed for a change in strategy, vision, and overall goals for UNM. He articulated four key strategic goals: Healthy Communities, Student Success, Systemic Excellence and Economic and Community Development. This strategic framework, detailed in Chapter Two, drives the objectives and goals of this Update to the 1996 Plan.

President Schmidly has also committed UNM to the “American College and University President’s Climate Commitment 2030 Plan”, which pledges to reduce greenhouse gas emissions and attain carbon neutrality by 2030. This commitment impacts virtually every recommendation of the 2009 Update and will require UNM to challenge accepted norms and practices, and propose a new, more sustainable path for the University. Throughout this Master Plan, actions or goals related to sustainability will be designated with an icon .

In their 2008 report “Mountain Megas: America’s Newest Metropolitan Places and a Federal Partnership to Help Them Prosper,” The Brookings Institute identified the Northern New Mexico corridor that includes Albuquerque, Santa Fe, and Los Alamos as one of five Mountain Megas - regions in the West where communities will combine to dominate growth within their respective states and will accommodate the largest concentration of people and economic activities. By 2035, it is estimated that 56% of the state’s estimated three million people will be living within the boundaries of this region. This means that by 2035, the Albuquerque metropolitan area is projected to grow by an additional 600,000 people .

2009 Update Process

The Master Plan Process has included several independent planning and design efforts. Prior to the start of this Master Planning effort, the University, under the leadership of Roger Schluntz conducted a week-long charrette in late 2007 to identify issues and concepts relevant to the upcoming 2009 Update. Charrette participants included University faculty, students, and staff, neighborhood and City respresentatives, and design professionals. This charrette resulted in a compilation of concept images, analysis, and text that formed a basis for the Update. Once the consultant team was selected to work on the Master Plan, the first phase of work involved extensive consultations with the University to further define the issues to be addressed. Recognizing the diverse character and needs of the client, the Master Plan team met with invested stakeholders to solicit input. These meetings included the students, faculty, Deans, Regents, business owners, and neighborhoods adjacent to the campus. The outreach was a directed effort to open new lines of communication. Two open houses at critical junctures provided more input. To further support the Master Planning process and maintain communication, UNM updated its website to provide current information about construction activities, plan updates, and general issues of interest to stakeholders.

(Photos from the top):
George Pearl Hall, Campus Plaza
-DPS





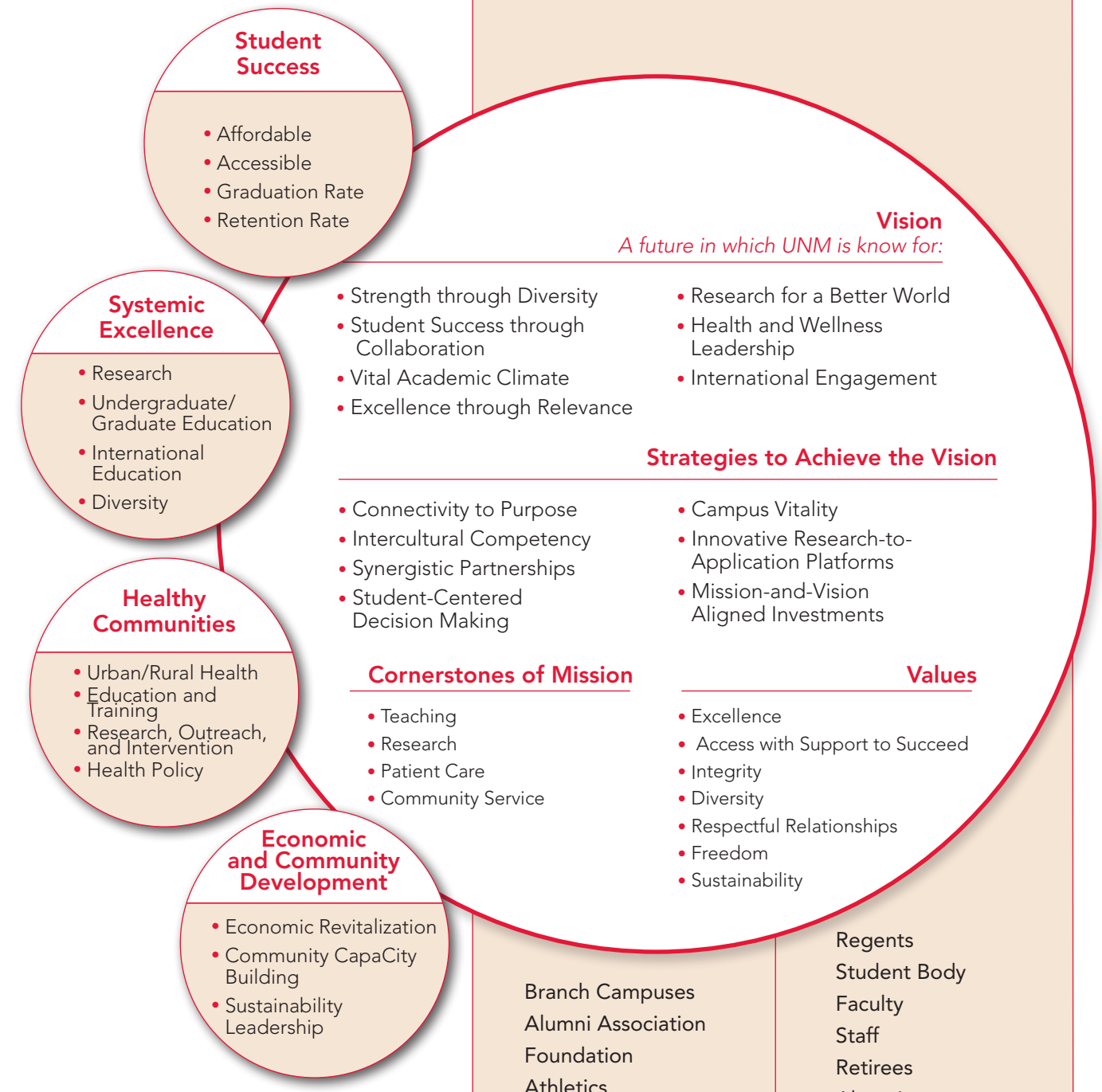
Images from Open House Meetings -DPS

Meetings with Neighborhood Associations and Other UNM Community Constituents

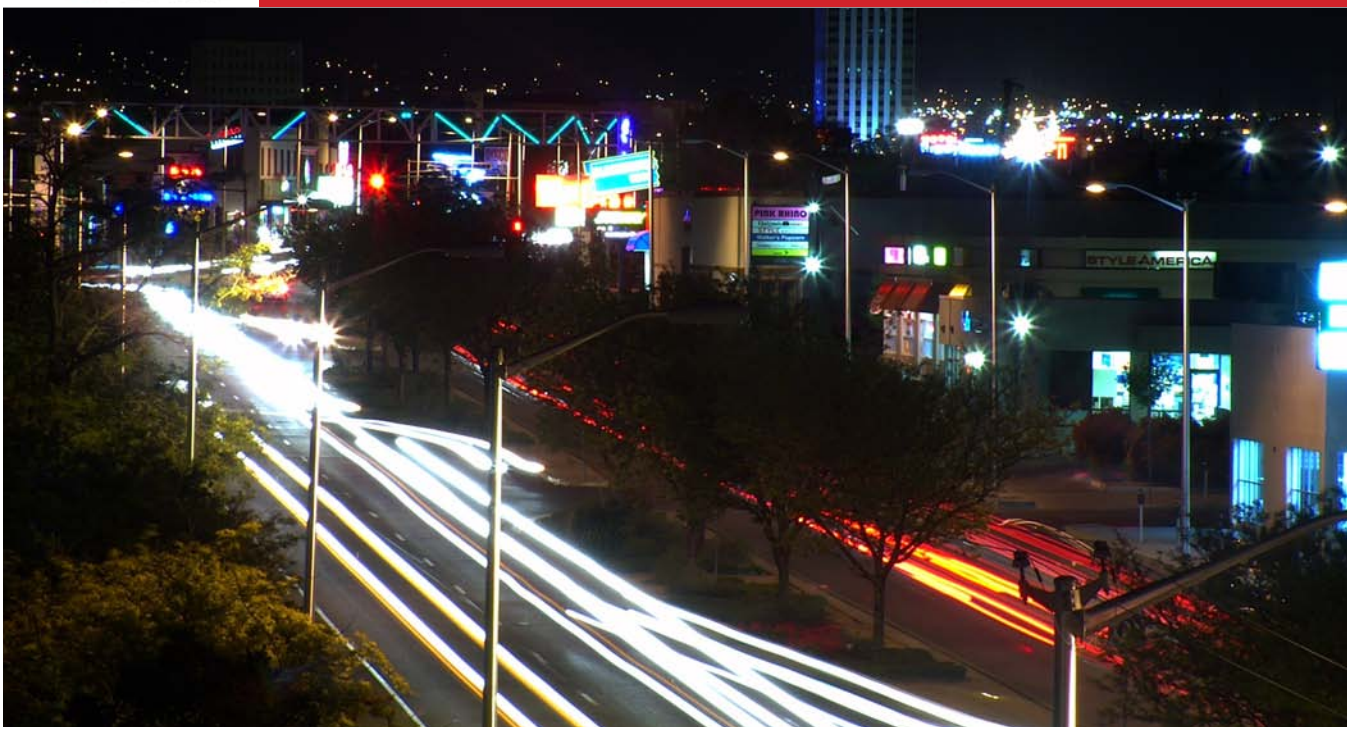
5.21.2009	Santa Barbara/ MartinezTown NA
5.8.2009	Meeting with Whitney Durrell (Spruce Park NA)
5.4.2009	University Heights NA (Canceled by NA)
4.28.2009	Meeting with MartinezTown NA President Chel Marie Hern
4.6.2009	Meeting with Loretta Naranjo(Martineztown resident)
4.8.2009	Greek Community
3.15.2009	North Campus NA +
3.11.2009	Spruce Park NA
2.11.2009	Spruce Park NA
1.27.2009	Greek Community
1.22.2009	North Campus NA
11.18.2008	Summit Park/ North Campus NA
11.16.2008	Campus NA
11.13.2008	UNM Open House
11.6.2008	Victory Hills/ Clayton Heights
10.21.2008	Summit Park
10.6.2008	North Campus NA
10.2.2008	UNM Alumni Board
9.28.2008	North Campus NA
9.25.2008	Nob Hill NA
9.16.2008	North Campus/ Summit Park NA
9.5.2008	Business Community
8.22.2008	Neighborhoods (North Campus, Spruce Park, Federation of University Neighborhoods, Isaac Benton)

Campus Development Advisory Committee Meetings

5.14.2009	CDAC
3.12.2009	CDAC
2.12.2009	CDAC
1.22.2009	CDAC
11.20.2008	CDAC
10.16.2008	CDAC
9.25.2008	CDAC
7.17.2008	CDAC



A Conceptual Framework
Four Strands of Priority that Connect and Activate the University's Mission, Vision, Values and Strategies



placemaking | synthesize + connect + create

Conceptual Framework

The Conceptual Framework provides an opportunity to link the University's strategic goals with Master Plan goals and objectives. Although unconventional in typical Master Plan terminology, the strategic framework is a logical organizing tool for implementation of the Master Plan. Details of the four strategic priorities, including specific goals and objectives, are included on the pages that follow. These goals and objectives are the basis for the overall Master Plan strategies that are depicted in Chapter Four.

Chapter II: Master Plan Principles

In this Chapter

- Strategic Framwork for Update
- Systemic Excellence
- Sustainability
- Healthy Communities
- Economic Development
- Campus Design Principles
- Architecture Principles
- Landscape Principles

Student Success

The intent of this priority is to enhance the overall experience and subsequent success of students, particularly on campus. Many of the methods used to achieve this goal fall under the umbrella of creating a more complete campus that offers better options for students in terms of housing, recreation, and social life. Student success, which may ultimately be judged by graduation rates and overall academic excellence, is multifaceted.

GOAL	**Improve the quality of student life and the student experience at UNM.**
OBJECTIVE	**Increase the number of students living on campus.**
STRATEGY	• Add 1,000 units of additional housing on campus within two years of adoption of the 2009 Update; add an additional 1,000 units by 2015. • Develop new housing for upperclassmen on the South Campus • Develop new family student housing in close proximity to childcare facilities.
OBJECTIVE	**Identify an area for themed (Greek) housing.**
STRATEGY	• Consolidate new themed housing on Mesa Vista and incorporate nodes of themed housing into new dorms on Central Campus
OBJECTIVE	**Develop a new recreation center to attract and retain students.**
STRATEGY	• Locate the new recreation center so that it is accessible to the campus population.
OBJECTIVE	**Restructure delivery of food services to an on-demand, consumer-driven model.**
STRATEGY	• Expand the food service locations throughout the campus, especially in new academic buildings.
OBJECTIVE	**Expand capaCity to deliver the full spectrum of technology and communication tools for students.**
STRATEGY	• Expand Wi-Fi and Internet access on campus, from residence halls to classrooms.
OBJECTIVE	**Increase the square footage in the SUB for student programming and organizations.**
STRATEGY	• Identify space in the SUB that can be used for student organizations.

Association of American Universities (AAU) Membership Standards:

1. The primary purpose of AAU standards should continue to be to provide a forum for the development and implementation of institutional and national policies promoting strong programs of academic research and scholarship and undergraduate, graduate, and professional education.
2. The members of AAU should be universities distinguished by the breadth and quality of their programs of graduate education and research.
3. The members of AAU shall approve appropriate criteria for assessing the breadth and quality of these programs, and shall apply these criteria in making judgments about potential new members of the Association.
4. All members shall be monitored to make sure that their institutional missions, and the fulfillment of those missions, continue to be consonant with the character and purpose of the AAU.
5. There is a presumption that membership in the AAU is continuing. However, in those instances in which there appears to be a significant and sustained disparity between the mission and accomplishments of a member institution and the mission and membership criteria of the AAU, an in-depth review of that institution will be triggered. Discontinuance of membership will be one possible outcome of this in-depth review.

Systemic Excellence

The intent of this priority is to identify and strengthen the academic characteristics unique to the University of New Mexico. This priority impacts virtually every aspect of the University, but in terms of Master Planning, it drives the need for flexible, accessible academic space, attention to quality-of-life issues to attract the best faculty, and development of a stronger University "brand" that leverages the unique qualities of UNM. AAU standards will be used to test systemic excellence. While some of the AAU standards (listed on the bottom of the previous page) apply strictly to academic performance, others have physical implications for campus planning.

Strengthen and enhance facilities that serve the research enterprise, with focus on collaboration, shared resources, and translational research. Enhance working relationships with national labs and other research facilities.	GOAL
Become the first majority minority institution admitted to the AAU.	GOAL
Focus on key metrics – classroom space, research, and quality of life issues - that impact AAU accreditation.	OBJECTIVE
• Improve the quality and quantity of interdisciplinary research space on all three campuses. • Develop an interdisciplinary "Learning Commons" that promotes collaborative learning and informal instructional space. • Develop quality residential units geared to faculty in close proximity to the campus. • Expand childcare facilities to provide more convenient options for faculty, staff, and students.	STRATEGY
Cultivate a larger UNM identity that encompasses all UNM campuses.	GOAL
Develop a common visual language that includes architecture, landscape architecture, and wayfinding to reinforce the University's "brand."	OBJECTIVE
• Institute new signage that is consistent for all campuses. • Adopt design guidelines for development to ensure a consistent level of quality.	STRATEGY
Give students access to a wide array of technology	GOAL
Implement an IT Master Plan.	OBJECTIVE
• Incorporate current technology into classrooms and other learning arenas. • Continue to evaluate interface between technology and subsequent impact on facilities, space planning and student/staff/faculty uses.	STRATEGY
Strengthen and enhance facilities that serve the research enterprise, with a focus on collaboration, shared resources, and translational research.	GOAL
Expand bench-to-bedside research, with a focus on nano-science.	OBJECTIVE
• Create a single facility to house all four branches of the ROTC military science programs.	STRATEGY
Build new research facilities on all campuses - in and among academic facilities.	OBJECTIVE
• Implement IT access to facilities and IT security and safety systems.	STRATEGY

Sustainability

Because of the University's commitment to carbon neutrality by 2030, sustainability considerations need to be integrated into all aspects of University decision-making. The new vision for UNM - a Live, Learn, Work, Play environment - embodies the sustainability mandate. The University has already taken several steps toward prioritizing sustainability as a campus-wide goal. With studies (i.e., Preliminary Report Sustainability Strategy for UNM, September 2007; 2100 Sustainability, June 2008; 5100 Energy Management, October 2008) and commitments (American College and University Presidents Climate Commitment; Association for the Advancement of Sustainability in Higher Education [AASHE]), the University is poised to implement actions that will move campus facilities and operations toward carbon neutrality.

GOAL	**Create measures to increase efficiency and use of renewable resources, and decrease production of waste and hazardous materials.**
OBJECTIVE	**Diversify transportation options in order to minimize fossil fuel consumption.**
STRATEGY	• Use alternative fuels for the University fleet. • Provide alternative forms of transportation and incentives to use them. • Create a pedestrian and bike-friendly campus.
OBJECTIVE	**Promote the health, productivity, and safety of the University community through design and maintenance of the built environment.**
STRATEGY	• Incorporate energy and water efficiency and other sustainability principles into the financing, planning, design, and maintenance of new and refurbished facilities . • Consider life-cycle costs in the project planning and design process. • Place value in facility programming and design that is flexible. Flexibility minimizes costs, waste, and disruptions associated with renovations, and extends the functional life of the building. • Where appropriate, consider historic preservation or adaptive reuse of existing buildings rather than removal or replacement by new buildings.
OBJECTIVE	**Create standards for site development and landscaping that will reduce the use of potable water for irrigation, enhance the health of the living environment and create attractive, comfortable spaces for the University community. Develop a comprehensive Landscape Master Plan.**
OBJECTIVE	**Develop planning tools to enable comparative analysis of sustainability strategies and to support long-term economic, environmental, and socially responsible decision making.**
STRATEGY	• Create a transparent system for setting goals, monitoring, and reporting.
OBJECTIVE	**Support and encourage interdisciplinary research that addresses challenging issues of sustainable development.**
STRATEGY	• Use the University campus as a living laboratory for research, practice, and development of sustainability principles, innovations, and practices. • Partner with communities and businesses to share climate expertise.

Sustainability (continued)

General Goals	GOAL
Reduce carbon emissions associated with vehicles/transportation.	OBJECTIVE
• Reduce the number of UNM vehicles and, where feasible, replace existing cars with electric cars with solar rechargeable batteries. • Provide a carpool service to reduce the overall UNM fleet. • Provide a new bike to all incoming freshmen to encourage a bike-friendly campus, and reduce the amount of cars on campus.	STRATEGY
For new construction, create standards to achieve sustainability goals on campus.	OBJECTIVE
• Create a "scorecard" to document new/old buildings' sustainability performance. • Create a sustainability status report and publish it within the Daily Lobo to document how all buildings (or new buildings) are doing.	STRATEGY
Encourage sustainable lighting on campus.	OBJECTIVE
• Install occupancy sensors. • Assess public areas and consider removal of large banks of lighting. • Consider use of high-performance lighting such as LED lighting wherever possible. • Consider use of solar lighting.	STRATEGY
Reduce the amount of water used on campus.	OBJECTIVE
• Redesign the North Golf Course to reduce water consumption. • Improve irrigation systems on the golf courses. • Install moisture sensors on all irrigation systems. • Connect all cooling tower blow-down discharge piping to the reuse water pipeline.	STRATEGY
Integrate sustainability into all aspects of campus decision-making.	GOAL
Reduce the carbon footprint of the campus by 50% by 2020.	OBJECTIVE
• Reduce automobile access to the Central Campus. • Increase access to transit on all campuses. • Increase the efficiency of new buildings to meet a minimum LEED Silver standard. • Improve the efficiency of UNM-owned vehicles. • Integrate sustainability into daily operations such as waste reduction and recycling. • Make Buena Vista Drive a recognized pedestrian and bicycle route between the South and Central Campuses.	STRATEGY
Make water conservation and water harvesting visible.	OBJECTIVE
• Require all new construction on campus to incorporate water conservation techniques into building and site design.	STRATEGY
Strengthen communication and relationships between the University and the greater community.	GOAL
Establish a formal method for notifying and engaging the community in University planning.	OBJECTIVE
• Hold periodic meetings with surrounding neighborhoods and post current information on website.	STRATEGY

Healthy Communities

This priority ties into the mission of the University and the Health Science Center to serve the medical needs of the greater region and all of New Mexico. The University of New Mexico Hospital is the only Level-one Trauma Center in the entire state. As noted in Chapter One, New Mexico's population is projected to grow by one million people by 2035. In order to promote healthy communities, New Mexico needs to educate and train the next generation of healthcare providers. The University anticipates expanding the hospital and building specialized clinics to serve New Mexico's growing population.

GOAL	**Increase the capaCity of the University of New Mexico Hospital to serve the community.**
OBJECTIVE	**Plan for expansion of UNM Hospital.**
STRATEGY	• Establish lands west of University (Lands West) primarily for UNMHSC -related development.
OBJECTIVE	**Make the North Campus more accessible for visitors and staff.**
STRATEGY	• Improve parking and signage for UNMHSC visitors and patients. • Improve at-grade crossings on Lomas Boulevard to connect North and Central Campuses. •Designate an area for new clinics that are accessible for patients along University Boulevard.
OBJECTIVE	**Increase access to healthcare for students, faculty and staff.**
STRATEGY	• Develop a new LoboCare clinic within walking distance of Central Campus. • Promote wellness programs that reduce overall costs of healthcare. • Update the Student Health and Counseling Center Facility.
GOAL	**Increase the capaCity of the Health Science Center to serve the community.**
OBJECTIVE	**Plan for expansion of Health Science Center programs.**
STRATEGY	• Establish new academic buildings for nursing, pharmacy, and dentistry. • Integrate new research facilities with academic facilities.

Economic and Community Development

The intent of this priority is to recognize the need for the University to work in concert with private entities to not only ensure greater financial returns for the University but to also contribute to the economic development of the Albuquerque and Middle Rio Grande region. Sustainability has become a key factor in economic development. Sustainability, especially in terms of a lower overall carbon footprint and intelligent use of water, will be a driving force for many campus planning objectives.

Increase the University's role as a primary contributor to the economic health of Albuquerque and New Mexico.	GOAL
Reposition the UNM Science and Tech Park to attract more start-up companies that commercialize and highlight UNM research.	OBJECTIVE
Create an Athletic District that becomes a "total destination" experience for athletic events.	OBJECTIVE
Facilitate public/private development at University gateways (Lomas and University, Central and University, Cesar Chavez between I-25 and Buena Vista) to generate additional revenue for UNM.	OBJECTIVE
• Use Master Plan guidelines to ensure that new development adjacent to the campus reinforces the UNM identity.	STRATEGY
Market UNM's cultural resources nationally.	OBJECTIVE
• Establish a new fine arts center that leverages New Mexico's "brand" of art and culture.	STRATEGY
Strengthen communication and relationships between the University and the greater community.	GOAL
Establish a formal method for notifying and engaging the community in University planning.	OBJECTIVE
• Hold periodic meetings with surrounding neighborhoods and post current information on the website. • Establish a notification process for adjacent neighborhoods. • Have one point of contact at the University for all neighborhood issues.	STRATEGIES

(Photos from the left): Student at Master Plan Open House, South Campus Neighborhood Meeting -DPS

The UNM Central Campus is one of New Mexico's favorite places. The pedestrian environment, plazas, landscape, and iconic architecture combine to create an enduring and distinguished campus. Additionally, the surrounding neighborhoods, both commercial and residential, contribute significantly to the success of the campus. The stable nature of the neighborhoods contributes to the overall setting and perception of the UNM campus. Currently, neighbors enjoy the vibrancy of the University while partaking in the intellectual, artistic and athletic opportunities that the University offers. This mutually beneficial relationship should be maintained and strengthened.

One of the major challenges for the next decade of campus development is to connect the three campuses of the University. The campus is in essence three locations with distinct characteristics, benefits, and challenges. What is lacking on all campuses is a complementary mix of uses to activate the campuses and provide campus students, faculty, staff, and visitors places to eat, recreate, and socialize.

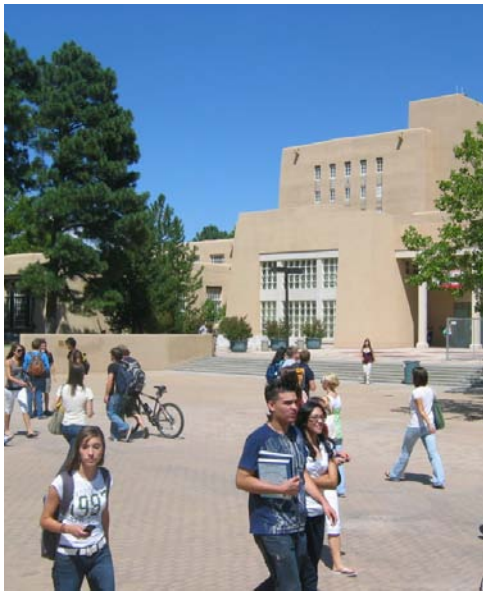
Transportation and parking impact all three campuses. Of the total campus acreage of 769 acres, over half the land is devoted to surface parking. This is one of the biggest challenges in transforming the campus: accommodating traffic, minimizing traffic impacts on surrounding neighborhoods, and making access to the campus convenient while reducing or eliminating surface parking on the core campus areas.

Many of these issues, as well as goals for sustainability and University expansion, can be addressed through deliberate infill strategies. The challenge is to develop new facilities that improve the campus and contribute to the surrounding urban fabric. The campus design principles are intended to establish broad goals for physical development that apply to all campuses and reinforce a University brand, but allow each campus to have its own identity.

"The stylistic themes (Pueblo-Revival or Spanish-Pueblo) originally endorsed by President Tight and further promulgated by John Gaw Meem, John Carl Warnecke and Van Dorn Hooker have been embraced and endorsed as contributing to the unique regional character of UNM Albuquerque and shall be maintained as the basis of the architectural vocabulary during the expansion and intensification of the campus…."

UNM Design Principles and Guidelines for the Development of Main Campus (Draft)





(Photos from the left): Cornell Mall; Health Science Courtyard; Smith Plaza -DPS

Campus Design Principles

Strengthen the University of New Mexico as a sustainable, active campus - Live, Work, Learn, Play.	GOAL
Support a variety of programs (including housing, entertainment, work opportunities, food options, and recreation) that create a well-rounded campus lifestyle.	OBJECTIVE
• Build new on and off-campus student housing, and a new recreation center.	STRATEGIES
Decrease automobile dependency in and around campus.	GOAL
Accommodate alternative forms of transportation.	OBJECTIVE
Integrate University and City transit systems.	OBJECTIVE
• Identify a new business model for parking and transportation services that aligns with the objective of reducing parking demand.	STRATEGY
Encourage new development at the gateways and edges of the University.	GOAL
Develop a strategy of density appropriate to surrounding context.	OBJECTIVE
Encourage higher density in targeted zones, such as along the perimeter of Redondo and Central, to help define and reinforce open space, pedestrian corridors, and landscape.	OBJECTIVE
• Develop "commerce crossroads" (Lomas and University, Cesar Chavez and University) for mixed-use commercial development. • Identify urban edges around South and Central Campus and north of Lomas on University Boulevard that can be developed as mixed-use residential/commercial development.	STRATEGY
Prioritize pedestrian zones, access and connectivity.	GOAL
Prioritize a pedestrian and bicycle network that guides future growth, the placement of buildings, and connects all three campuses.	OBJECTIVE
• Strengthen the east-west pedestrian link from the northeast side of the Central Campus through to University Boulevard on the west. • Improve the pedestrian zone along Lomas, Central, and University corridors. • Establish Buena Vista as a bike route. • Improve at-grade crossings at major intersections. • Clearly define and demarcate bike circulation from pedestrian circulation. • Create more green space with shade areas. • Establish Redondo Drive as a bike route.	STRATEGY
Strengthen the character of the existing malls.	OBJECTIVE
• Re-establish Terrace Mall as a primary north-south pedestrian corridor. • Rename the malls to reflect a more regional identification. • Distinguish mall space from ancillary circulation and residual space. • Cross program malls to activate them during off-peak hours.	STRATEGY
Clarify access to the campus with improved monuments and wayfinding.	OBJECTIVE
• Implement a comprehensive system of wayfinding across all three campuses. • Formalize and coordinate gateways on South, Central, and North Campuses.	STRATEGY

Architecture Principles

One of the University's distinguishing elements is its architecture. As UNM strives for student success, systemic excellence, and healthy communities, its architecture will be a means to distinguish it from other universities. Campus architecture is about more than style; it should create an environment for learning and research and be a model for sustainability. The campus should be distinctive and inviting, activated and contemplative. UNM can achieve its strategic goals by building on its strong architectural identity with functional, flexible, high-performance buildings that are uniquely New Mexican.

On the Central Campus, the Spanish Pueblo Revival character and legacy of the campus is an enduring part due to a regional architectural style developed and implemented by John Gaw Meem. The 1996 Plan stresses the importance of preserving the architectural heritage of the University, and recommends the establishment of standards for new development, but it does not articulate those standards. Each campus now has a loose set of development guidelines, but a cohesive set of guidelines for the University as a whole has not been developed. For instance, the University's Design Review Board (DRB) reviews designs for new development on the Central Campus within the context of the draft UNM Design Principles and Guidelines for Development of the Main Campus. The DRB will continue to have an ongoing voice with a variety of subsequent planning decisions that will shape future development.

The 2009 Update proposes the expansion of architectural expression, using the Spanish Pueblo Revival style as a point of departure. Depending on location, the architectural response can be formative, creating new environments, or reflective, by contributing and complementing the existing fabric. Additionally, campus architecture can bring coherence to the entire campus and create context within the immediate community.

The current stock of campus buildings is varied in style and quality.

The North Campus has a mix of architecture, much of which is driven by healthcare uses. One of the planning and design challenges on the North Campus will be to weave together style and function, with careful attention to scale and density.

The Central Campus provides some of the University's most iconic images, with many well-known and loved Spanish Pueblo Revival style buildings. It also has many small facilities that have outlived their value and relevance. One of the challenges will be to develop new facilities that address current needs and are appropriate to the historic context.

The South Campus is comprised of three distinct and separate uses: research, athletics, and parking. The existing athletic venues work at a different scale of architecture than the research park - a scale that accommodates large sporting events. The varying scale and distinct separation of uses pose challenges to making this area function like a united campus.

(Photos from the left): Hodgin Hall -DPS

Architectural Heritage

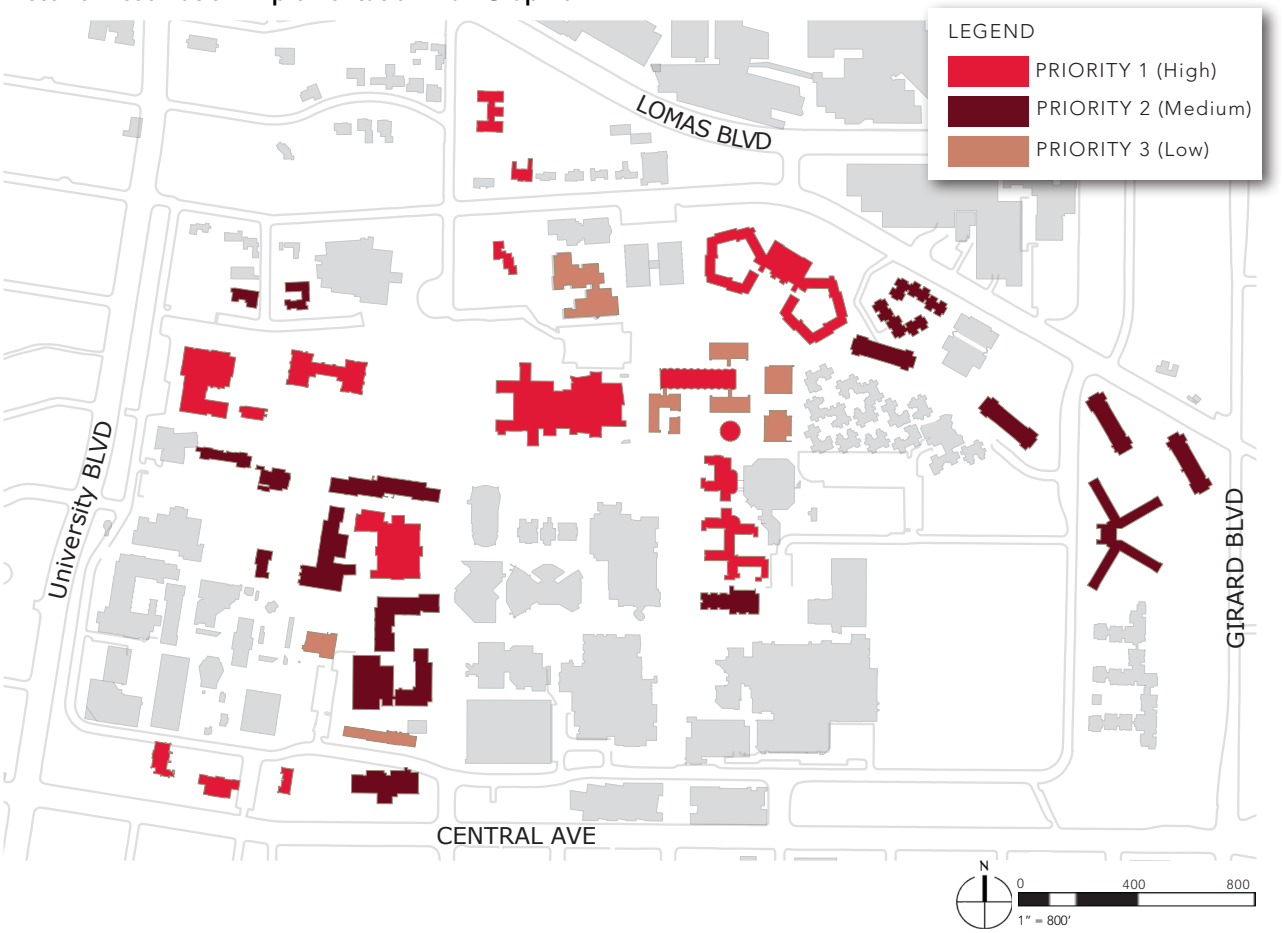
The University of New Mexico will express its architectural identity in a deliberate and coordinated manner.	GOAL
Recognize and maintain critical historic buildings that exemplify the Spanish Pueblo Revival style and define the unique architectural character and history of the campus.	OBJECTIVE
• Formalize a historic preservation program, based on the recommendations of the Getty Heritage Plan, that protects and maintains identified buildings. The program should protect not only historic buildings, but also historic landscape and furnishings.	STRATEGY
Create and enforce cohesive design criteria that allow for interpretation of historical style, and support the development of campus identity.	OBJECTIVE
• Revise and adopt UNM Design Principles and Guidelines., as the governing architectural design document for new development.	STRATEGY

(Photos from the left): Hodgin Hall,; Alumni Chapel; Scholes Hall -DPS

Historic Preservation Implementation Plan: 9/6/07

Source: Getty Heritage Report

Historic Preservation Implementation Plan Graphic



Above are UNM buildings/zones that appear in the UNM Heritage Preservation Plan. For the sake of implementing the Plan, they are listed in the following ranked order:

1. High (historically very important to retain, or already state or federally registered).
2. Medium (has historic features that can be archived, replicated, or recalled; does not preclude removal if there is a compelling need for use of the property on which it sits or the adjacent land).
3. Low (marginally historically relevant).

Physical

GOAL	**Incorporate sustainable standards into all new campus construction.**
OBJECTIVE	**Ensure compliance of new construction with the current green building standards set forth by the State of New Mexico.**
OBJECTIVE	**Use sustainable technologies that best support the teaching environment and process in new classroom and instructional spaces.**
STRATEGY	• Develop campus architectural design standards related to sustainability or adopt nationa standards like LEED to facilitate the development of high-performance facilities.
GOAL	**Ensure that new campus structures are physically responsive in their massing, placement, and connectivity.**
OBJECTIVE	**Where feasible, encourage infill development and strategic density.**
STRATEGY	• Based on emerging precedents like George Pearl Hall, increase building height to five stories and incorporate sub-grade levels where possible. • Increase floor-area-ratios (FAR) and densities along major corridor edges.
OBJECTIVE	**Link all new buildings with the subsequent creation of communal exterior space, thus supporting an existing system of courtyards and pedestrian malls.**
OBJECTIVE	**Strategically consider context for both new construction and building removal.**
OBJECTIVE	**Ensure that new developments contribute to a consistency in campus quality and appearance.**
STRATEGIES	• Remove buildings that either are not able to function at capaCity and efficiency or that do not support the overall campus program and growth. • Integrate and coordinate placement of new structures, and specifically their entrances, lobbies, and public stairs, with campus circulation. • Require that building design addresses the street along major corridors. • Develop comprehensive design guidelines that apply to all three campuses. • Require buildings to have entrances and fenestration that faces the street.

Central Campus Design Guidelines

Source: Design Principles and Guidelines for the Development of the Main Campus

1. Respectful of its heritage and design traditions- culturally meaningful, humane in scale, urbane in character, and harmonious in material and detail.
2. Functionally efficient and logically organized in accommodating a variety of needs and users.
3. Pedestrian oriented, safe, user-friendly and easily accessible to the handicapped.
4. Visually attractive and enjoyable, both day and night.
5. Landscaped sensitively and supportive of specific places and needs.
6. Climatically responsive and environmentally responsible; a model of sustainable principles and best practices.

Programmatic

Promote architectural design that links the program of a building with its contribution to campus function and identity.	GOAL
To contribute to efficiency of student movement, locate major classrooms and meeting areas within one floor of entry grade.	OBJECTIVE
To activate buildings during peak and off-peak hours, cross program building clusters with complimentary activities and amenities.	OBJECTIVE
• De-centralize food service choices, and expand hours and locations.	STRATEGY
Encourage informal gatherings and meetings.	OBJECTIVE
• Create more multidisciplinary classroom buildings with a hierarchy of prominently placed and easily accessed gathering spaces.	STRATEGY
Actively evaluate the impact of distance learning, continuing education, and part-time students on space allocation and building programming.	OBJECTIVE
Minimize landfill impact by prioritizing building rehabilitation and adaptive re-use programs over demolition wherever possible.	OBJECTIVE
• Maintain a facilities assessment study that evaluates not only the physical condition of the building for its original intention, but also for potential reuse.	STRATEGY

(Photos from the left): Union Square, Mesa Vista Courtyard, Zimmerman Courtyard, Lower Courtyard at Dane Smith Hall - DPS

Landscape Architecture Principles

Landscape architecture encompasses the planning design, and management, of the natural and built environments. Landscape architecture principles for planning and design at UNM are based on the history of the campus, the context (environmental, social, and physical), and the strategic goals and visions for the University. Johnson Field, the Duck Pond, and Cornell Mall are all landscape architectural elements that define the image of the University.

In comparison to the 1996 Plan, landscape architecture principles in the 2009 Update place more emphasis on regional expression, sustainability, consistency between campuses, and development of specific open spaces and trails. While the 1996 Plan recommended a transition to a high desert landscape, it concurrently recommended a continuation of the "Campus as Oasis" concept. An oasis is a fertile place of refuge in the desert, and there can be many interpretations about what constitutes a refuge on campus. Lawns will continue to have their place on campus, especially where they can be enjoyed by large numbers of people, but there are other means for creating an oasis in the desert. Landscaped courtyards with fountains and benches, groupings of trees among tall desert grasses, and vine-covered portals - all serve as oases. The 2009 Update suggests a more rigorous approach to creating a water conserving landscape.

Strategic decisions related to site and landscape design can help make the University more sustainable. Strategies like installing native plants, using less potable water for irrigation, increasing tree planting, encouraging bike use, and using renewable, recycled, or local materials, are all sustainable approaches to site planning, design, and development.

The 2009 Update applies consistent standards for sustainability across all three campuses at the University. Consistent application of landscape architecture design standards across all campuses, based on the best aspects of the existing campuses, will ensure a consistent level of quality and image for the University. The 2009 Update recommends reviewing and revising the landscape architecture design standards in the UNM Design Guidelines. UNM should also develop a comprehensive landscape Master Plan for the entire campus.

The identification and protection of major campus public spaces and pedestrian corridors is a critical part of the 2009 Update. The Update focuses on the designation of these facilities, with the understanding that planning and design of these facilities will help establish or reinforce the identity of the campuses; help dictate logical locations for new facilities; create useful, memorable pedestrian-oriented environments; and serve as visual and cultural landmarks. These spaces can become the site of campus activities that turn into traditions, and become an important part of the campus experience. Again, as overall landscape Master Plan would help to further define the campus.

> *"[A] pattern of sheltered open space, defined and modulated by building design, linking to major pedestrian routes and open space areas, will create a richly grained fabric of campus development."*
>
> *-1996 Master Plan, p. 43*



(Photos from the left): Near Duck Pond; Dane Smith Hall; Desert Willow Flower - DPS

Landscape

The campus landscape will reinforce the connection to the indigenous landscapes of Central New Mexico. — GOAL

Complete the transition to the high desert campus landscape outlined in the 1996 Master Plan. — OBJECTIVE

STRATEGY

- Use regionally native and adapted plants that thrive in local conditions to create seasonal interest and human comfort, and to re-establish plant and animal habitat, and facilitate the creation of healthy landscapes by reducing the need for chemical pesticides and herbicides.
- Broaden the campus landscape palette to ensure biodiversity.
- Update and maintain the campus arboretum.

Ensure that major open space is a significant organizing element for each campus. — GOAL

Create social spaces that will serve as campus landmarks and reinforce each campus's separate identity. Also use these spaces to provide visual relief and ensure a hierarchy of open space/park/recreation opportunities on each campus. — OBJECTIVE

STRATEGY

- Include at least one dominant open space in each of the campus plans.
- Respect the boundaries of designated open space when locating buildings.
- Differentiate open space design in order to reinforce the open space hierarchy on campus.
- Deliberately differentiate the various open space types (including, but not limited to, streetscape, courtyard, plaza, paseo, gateway, entrance, edge/boundary, and recreation areas), and pay design attention to composition/pattern, sequence, scale, density, and contrast/unity.
- Create a fine grain of pedestrian spaces by continuing to focus on development of outdoor spaces associated with new buildings.

Incorporate best practices in landscape design and operations to lower the carbon footprint of the University. — GOAL

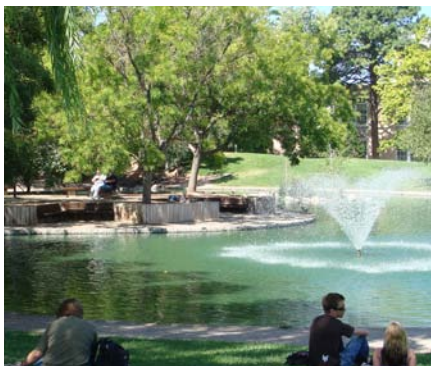
Use less potable water for irrigation. — OBJECTIVE

STRATEGY

- In the design, include passive water harvesting, active water harvesting, non-potable water use for irrigation, and/or a meaningful amount of plants that can be supported on natural levels of precipitation. This will ensure a reduction in the use of potable water for landscape irrigation and reduce the energy required for landscape irrigation materials and operation.

Landscape (continued)

GOAL	**Incorporate best practices in landscape design and operations to lower the carbon footprint of the University.**
OBJECTIVE	Make trees a focus of landscape design. Although the natural landscape of the high desert is not dominated by trees. Trees will need to be a focus of campus landscape design in an effort to counter the environmental impacts of development. Trees absorb carbon dioxide from the air as well as provide natural habitat to plants and animals, preserve biodiversity, protect watersheds, and modify micro climates.
STRATEGY	• Evaluate landscape designs for their use of trees.
OBJECTIVE	Incorporate bikes and bike racks into overall campus circulation.
STRATEGY	• Designate safe and convenient bike routes. • Identify adequate provisions for bike storage.
OBJECTIVE	Incorporate use of recycled, renewable, and local materials. Use campus site development, redevelopment, and renovation projects to integrate local materials, material re-use, and/or use of recycled materials in the design.
STRATEGY	• Evaluate site and landscape designs for re-use and recycling of site and landscape material, and for renewable materials or materials with significant recycled content, which will reduce the amount of pollution created as a result of mining, manufacturing and transportation. • Evaluate site and landscape designs for their meaningful use of local materials for site and landscape development and operations, including mulches, plant materials, and soil amendments, in order to reduce pollution resulting from transportation and benefit the regional economy.


(Photos from the left): Tight Grove; Duck Pond; Dane Smith Hall Courtyard - DPS

Landscape Improvements

Major landscape architectural improvements proposed in the 2009 Update are listed below. Additional details about specific improvements are included in Chapter Four: Master Plan Goals. All campuses include projects that establish or strengthen the open space network associated with new buildings and streets.

North Campus

- Establish an open space network associated with streets and new buildings. This will include streetscape improvements and landscaping, as well as the development of plazas, patios, and other spaces associated with buildings. Currently, there are open spaces associated with buildings, but street right-of-way improvements such as landscaping, furnishings and pedestrian scale lighting have not been addressed.
- Realign and redevelop a multi-use trail along the route of the North Diversion Channel.
  This open space corridor redevelopment will occur with the redesign of the North Diversion Channel that runs through the North Campus east of University Boulevard. Currently, the City of Albuquerque has designated this as a multi-use trail. The intent of the redevelopment is to more efficiently use the available land, provide multi-modal connectivity throughout the campus, improve the appearance and condition of the trail corridor, and provide safe and comfortable recreation opportunities for pedestrians and bicyclists.
- Complete implementation of the Healing Garden corridor, a landscaped East-West pedestrian corridor.
  When completed, the Healing Garden corridor will extend from the existing academic core of the North Campus to the extension of Yale Boulevard. Development should follow the intent of the initial design concept.
- Develop a pedestrian mall in association with the new hospital. This urban park in the center of the North Campus west of University will serve as the primary open space for the facilities in this area and will provide important pedestrian connectivity and scale in an area that will be dominated by large healthcare-related buildings.
- Provide amenities in association with a bridge over University Boulevard.The proposed transit/pedestrian bridge over University will facilitate pedestrian connectivity across the North Campus. The bridge design should include landscaping, generous sidewalks, seating, and lighting. Because of its highly visible location, the bridge will serve as a North Campus identity feature.
- Make improvements at the Lomas/Yale Boulevard intersection to make it more attractive and pedestrian friendly. Coordinated open space design and development at the intersection of Lomas and Yale Boulevards will visually connect the two campuses, and serve as a gateway into the University.
- Make improvements to the existing walking/jogging trail along UNM's North Golf Course. In addition to the new trail facilities already noted, the informal walking/jogging trail on the North Golf Course will need improvement near existing development to ensure a dependable and safe transition to existing pedestrian facilities.

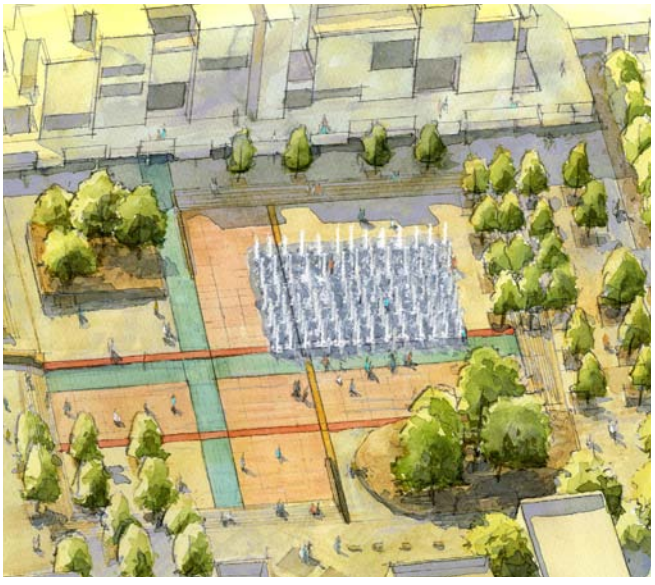


(Photos from the left): Dane Smith Hall Courtyard; North Golf Course; Smith Plaza -DPS

Central Campus

- Establish an open space network associated with streets and new buildings. This will include streetscape improvements and landscaping, as well as the development of plazas, patios, and other spaces associated with buildings. The open space network on the Central Campus is well developed. Continued attention needs to be paid to the quality of spaces associated with infill development, strengthening existing pedestrian corridors, and making all streets attractive and pedestrian-friendly.
- Improve Yale Boulevard south of Lomas Boulevard to create a more gracious and attractive gateway into the campus. In addition to the intersection improvements mentioned earlier, improvements will be made on Yale Boulevard between Lomas Boulevard and the bus turnaround north of the Duck Pond. The intent is to create a gracious, attractive entrance to the Central Campus, and to improve pedestrian and transit facilities between the North and Central Campuses.
- Make renovations/improvements to the Duck Pond.
  The Duck Pond and its surroundings need renovating due to wear and tear, and need updating due to their age. Improvements may include making pond renovations, introducing patterning to the surrounding paths, upgrading materials and furnishings, moving the pump house to a more discreet location, and improving landscaping and irrigation.
- Create a new East-West Paseo.
  This new open space transforms an ad-hoc collection of sidewalks, utility corridors, and landscaping into a pedestrian-oriented corridor that extends from University Boulevard to student housing on Girard Avenue. This paseo will improve internal campus connectivity and the appearance of the campus.
- Improve Smith Plaza
  Smith Plaza is a large, featureless expanse of paving that could be significantly enhanced with rich paving patterns as well as the addition of a pop-jet fountain to physically cool the space on hot days. More specific design concepts for renovation of the Plaza will be explored in the Landscape Master Plan.
- Re-Establish Terrace Mall.
  Terrace Mall can be the primary pedestrian corridor from south of Scholes Hall down to Central Ave. Site and landscape improvements along this mall will improve the quality and consistency of the environment and improve wayfinding in the Southwest portion of the Central Campus.

Duck Pond Rendering - EDAW



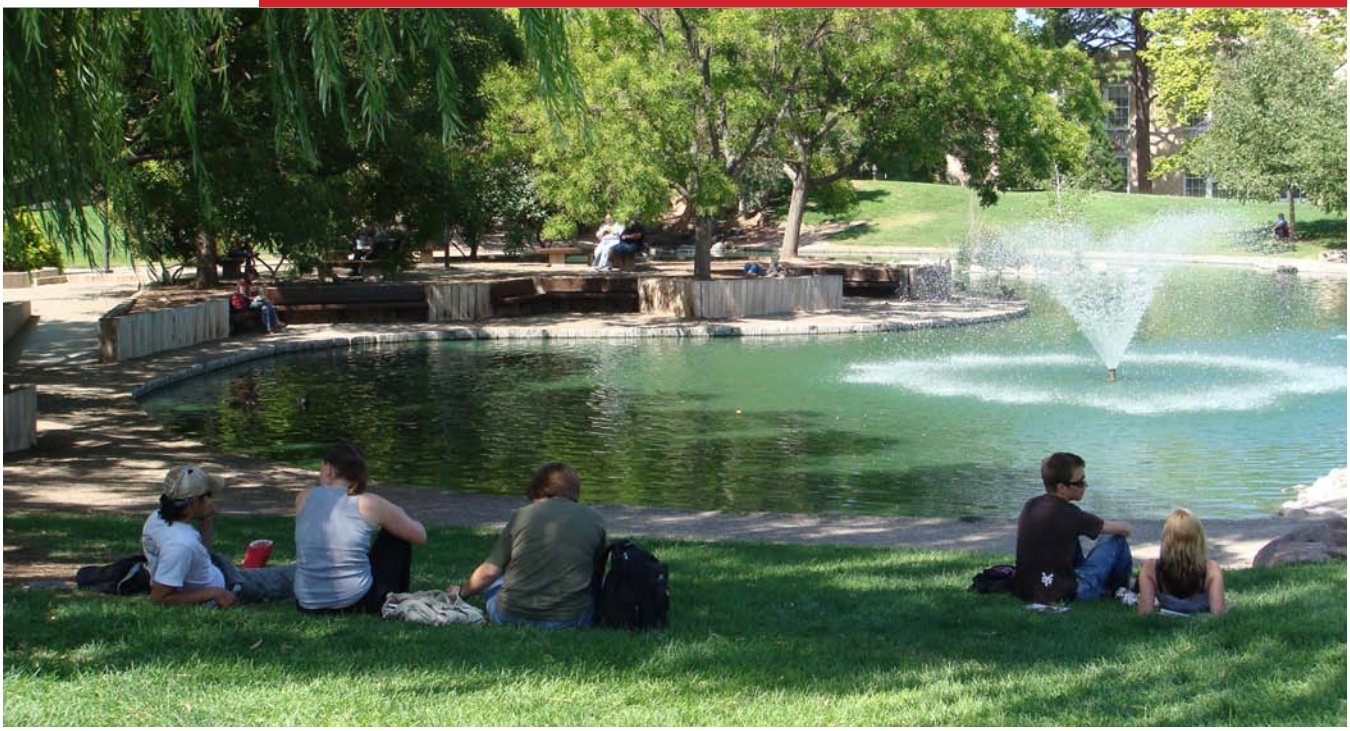
Smith Plaza Rendering - EDAW

South Campus

- Establish an open space network associated with streets and buildings. This will include streetscape improvements and landscaping, as well as the development of paseos, plazas, patios, and other spaces associated with buildings. Currently, there are open spaces associated with buildings, but street right-of-way improvements such as landscaping, furnishing, and pedestrian scale lighting have not been addressed.
- Create a new South Campus gateway park on Cesar Chavez Boulevard east of I-25. This is a landscaped park that will serve as a visual gateway to the South Campus, as well as an attractive and useful open space connected to new South Campus pedestrian facilities like the South Diversion Channel Trail.
- Make improvements to Cesar Chavez and University Boulevard to make them more pedestrian friendly and attractive. Improvements at this intersection and along the roads are intended to create a visual bridge between UNM property north and south of Cesar Chavez Boulevard, and an attractive corridor between UNM property, Central New Mexico Community College (CNM) and Isotopes Park. At the main intersection, improvements are needed to create a more pedestrian-friendly environment that accommodates vehicular circulation while calming traffic and safely and efficiently moving large numbers of people during event days. Streetscape improvements will reinforce pedestrian goals and complement the design and development of adjacent plazas.
- Create a pedestrian plaza along Cesar Chavez Boulevard between the Pit and University Stadium. The intent with this new open space is to provide a high- quality, highly graphic, dynamic venue for game-day activities. The plaza also needs to be attractive, comfortable, and functional for daily campus needs.
- Create a multi-use trail adjacent to the South Diversion Channel. The design of this corridor will include the trail, shaded sitting areas, and extensive landscaping to create a comfortable and engaging recreation area and provide an attractive presentation of the South Campus when seen from I-25. The trail will be designed to extend to a proposed primary multi-use trail on the south side of Gibson Boulevard.
- Create pedestrian trails and corridors among existing facilities and recreation venues to increase connectivity. An extensive network of trails, paths, and sidewalks will be created in association with the newly established South Campus block pattern to facilitate internal and external campus connectivity. These new facilities will include a multi-use trail along the Genievas Arroyo that connects to the South Diversion Channel Trail, formalization of a east-west service/pedestrian corridor that is located south of University Stadium, and expansion and extension of paths and trails in the Science and Technology Park, north of Cesar Chavez Boulevard.

East-West Paseo, Transit Stop and Duck Pond Rendering - EDAW

Illustrative UNM Master Plan



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1996 Plan Comparison

Chapter Three of the 1996 Plan, entitled “Campus Development Plan Concept,” proposed a maximum carrying capaCity for the campus, briefly described nine “precincts” of the campus, and discussed transportation, open space, and campus utility improvements. This Update provides a general overview of the three districts or campuses: North, Central, and South. The 2009 Update also outlines the major changes proposed on each campus. Specific implementation strategies are detailed in Chapter Four.

Chapter III: Land Use Districts

In this Chapter

1996 Campus Development Plan Comparison

The following text below outlines how the 2009 Update departs from Chapter Three of the 1996 Campus Development Plan:

The 2009 Update focuses on optimizing development opportunities on the campuses.

The 1996 Plan estimated that an additional 4.9 million sq. ft of space would be needed to accommodate the expansion from 25,000 students to 35,000 students. While the campus has added approximately four million sf of building, the student population has not grown at a corresponding rate. Yet, a comparative analysis of space benchmarking for peer universities ranked UNM low for assignable square feet per student. (Study for Indiana University Purde, Paulien and Associates - see Chapter Four for more details).

There are many variables in assessing a reliable factor of space per student. Changes in pedagogy, varying demands of space for programs, and large swings between part-time, nontraditional students versus full-time students make assumptions about square feet per student an inexact guess at best. Based on consultations with the Provost and UNM Deans, there is a general consensus that UNM would best be able to service a maximum student population of 30,000 full-time equivalent students.

What is clear from input from students and faculty is that future development should address elements of the campus that do not work well now. This Update provides a framework for decisions about how to optimize the remaining development opportunities.

The 2009 Update uses different assumptions about the density of future growth.

The 1996 Plan proposed increasing the overall floor-area-ratio (FAR) from .85 to 1.0, with an overall ground coverage of 33%. The 2009 Update relies less on average FAR and overall ground coverage as measurements of effective campus development. Particularly for infill sites, the 2009 Update identifies potential development and redevelopment sites, calculates potential building square footage based upon the number of stories (three to five), and estimates building footprint areas that can reasonably fit on each site. This gives a more accurate projection of potential expansion of campus development than general assumptions about FAR and ground coverage.

The 2009 Update anticipates the addition of the UNM West Campus in Rio Rancho and the potential for future expansion at Mesa del Sol.

These two campuses change the equation for future academic expansion and make the issue of “carrying capaCity” less relevant. The North, Central, and South Campuses will continue to remain the primary campuses, but these two other locations will absorb some of the anticipated growth and, in the case of UNM West, will become the primary campus for some UNM students, particularly for undergraduates that live on the west side of Albuquerque and in Rio Rancho.

The 2009 Update proposes one distinct UNM “brand” for all three campuses and better connections between each of the campuses.

The main connecting element proposed in the 1996 Plan was to span Lomas Blvd. with large buildings and a bridge as a means to connect North and Central Campuses. The 2009 Update does not carry forward this bridging concept. It proposes other means for addressing the “divide” between the campuses, such as better transit, bike, and pedestrian connections. It also proposes a more methodical and consistent application of the UNM brand- expressed in signs, buildings, and amenities.

Overall Campus Growth

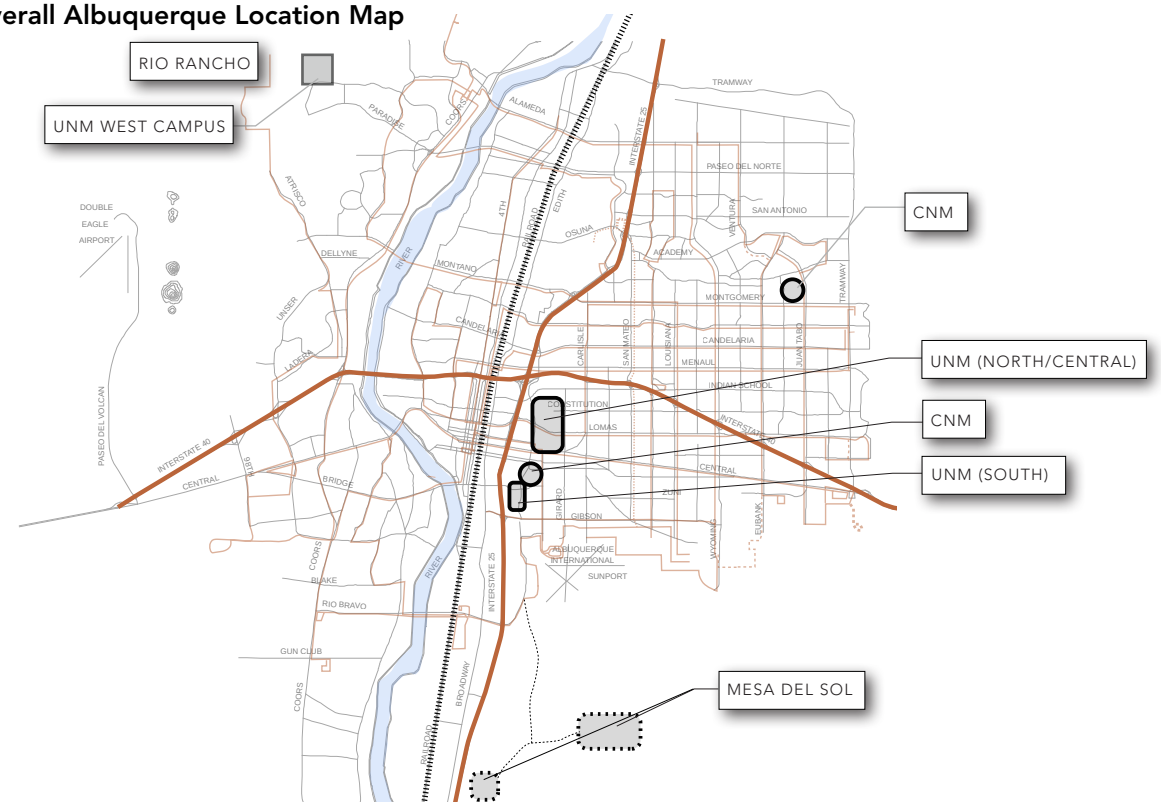
In the past thirteen years, the campus has added almost 4 million sq. ft of building space, growing from 6,885,000 sq. ft in 1996 to the current total of 10,891,703 sf From the numbers in the table below, it is clear that Central Campus still has the highest concentration of buildings and overall square footage. However, North Campus has had a higher rate of growth, and that trend is expected to continue for the next decade. South Campus has the potential for accommodating significant growth, while Mesa del Sol and UNM West at Rio Rancho change the overall dynamic of how to grow the UNM campus. With over 600 acres, these two remote sites present new opportunities for the overall UNM campus. The 2009 Update does not address the growth at these two sites; there is a separate Master Plan for UNM West at Rio Rancho, and for the foreseeable future, the new Digital Film and Media building at Mesa del Sol is the only planned UNM facility for this area. Both these areas, however, offer more opportunities for UNM to expand and offer classes off site from the historic core campuses.

Campus Facilities: 2009

Campus	Acreage	Number of Buildings	Total Square Footage: 2009
Central Campus	211	197	5,828,048
North Campus	269	86	3,583,641
South Campus	289	67	1,420,014
Mesa del Sol	440	1	20,000
UNM West at Rio Rancho	206	1	40,000
Totals	1,415	351	10,891,703

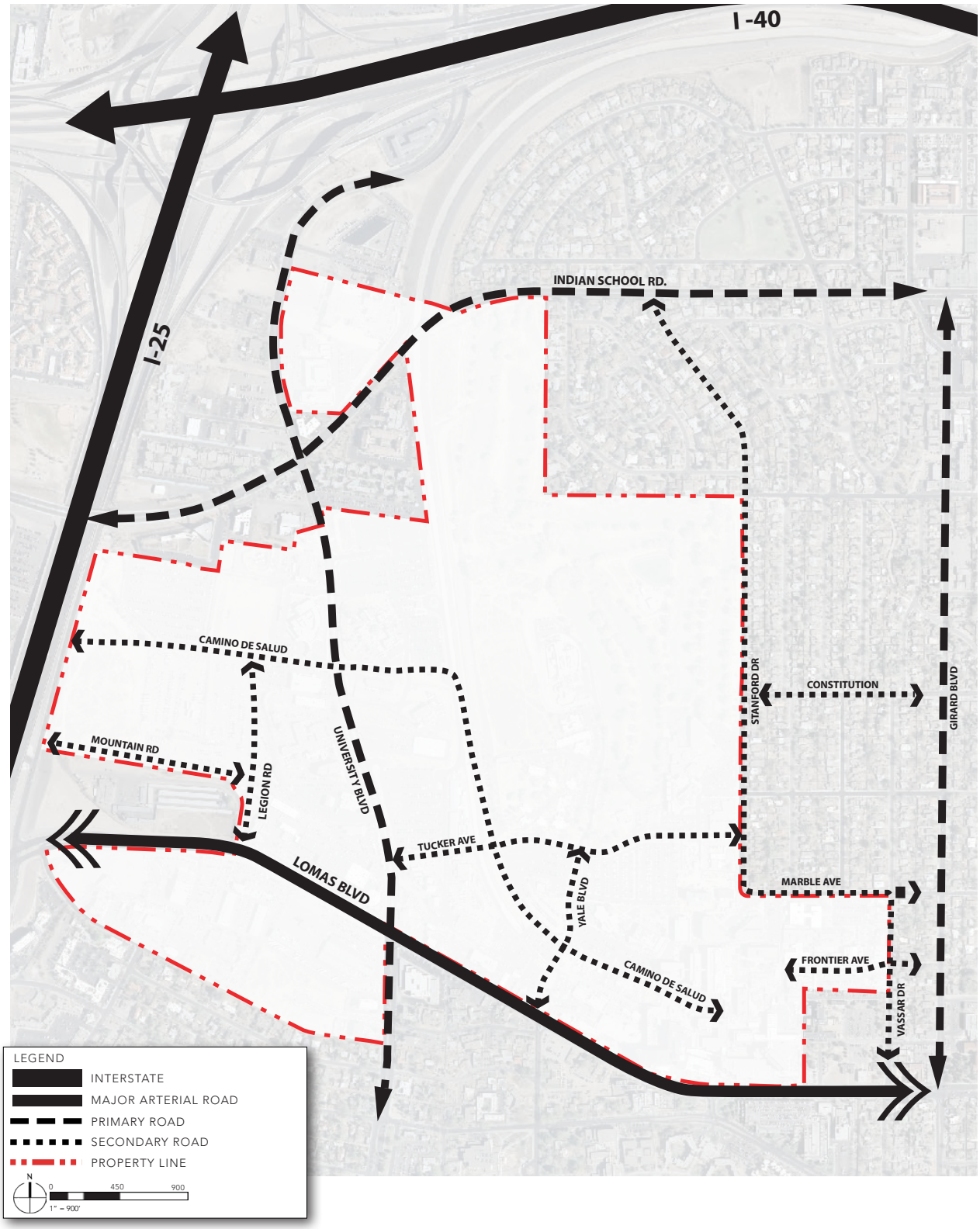
Sources: UNM Planning and Campus Development

Overall Albuquerque Location Map



North Campus Boundary Map

This exhibit shows the existing and proposed property boundary and road network within the North Campus.



North Campus

The North Campus covers approximately 269 acres and is bounded by Indian School and the North Golf Course on the north, Lomas on the south, I-25 on the west, and Stanford, Marble, and Vassar on the east. The North Campus has seven major components: hospitals, clinical, academic, research, administration, support services, and the UNM North Golf Course. The HSC is defined more by function than geographic location; it encompasses hospitals, clinical, academic, research, and administrative functions. There are three academic schools within the HSC: the College of Nursing, the College of Pharmacy, and the School of Medicine. The HSC also includes the clinics that comprise the Medical Arts Complex on the south side of Lomas Boulevard and the emerging complex of clinics and medical facilities north of Lomas and west of University Boulevard. For the purposes of the 2009 Update, the term "North Campus" is used to describe the area north of Lomas Boulevard to Indian School Road, from Girard Boulevard on the east to Interstate 25 on the west. Lands West, the area west of University Boulevard and North of Lomas, is considered part of the overall North Campus.

North Campus - DPS

There are two Master Plans that have guided recent development on the North Campus: the 1996 Barton Myers Plan and the UNM Health Sciences Center Master Plan completed in July 2000 (HSC 2000 Plan). The HSC Strategic Plan, completed in 2008, also helps articulate program goals for HSC. This 2009 Update draws from all of these plans.

The HSC 2000 Plan based future growth patterns on the open space and circulation precepts of the 1996 Plan. Significant components of the HSC 2000 Plan were implemented; they include the Barbara and Bill Richardson Pavilion (BBRP), Outpatient Services and Imaging Center (OSIS), and the new Cancer and Research Treatment Center (CRTC II). This Update departs from the former plans with more of an emphasis on growth on the west side of the North Campus, a more integrated multi-modal road network, and development of usable open space.

HSC is expanding facilities at an average annual growth rate of 8%. In order to continue to serve the academic and medical missions of the HSC, the hospital and associated clinics are expected to continue developing at a rate significantly higher than the overall UNM campus. Studies have shown that by 2018, the Albuquerque metropolitan area will be under capaCity by 800 beds. To begin to satisfy this impending need, UNM is expected to expand by 400 beds. During the planning process, multiple scenarios for future growth were explored. To accommodate the projected program for hospital expansion and clinic growth, it became evident that expansion adjacent to the BBRP would result in an even higher density of growth, requiring a ten to twelve story addition that would dwarf surrounding development. The impact of increased traffic and parking demands would also overwhelm the capaCity of Lomas Boulevard, surrounding streets, and the HSC campus.

A strategic decision was made to develop a new hospital site west of University Boulevard and north of Lomas, in Lands West. This new site would be designated for adult acute care while the existing hospital (the Barbara and Bill Richardson Pavilion) would be designated for women and children care. This decision shaped the overall concept plan for the North Campus. A new hospital site requires an efficient and reliable transportation link between the existing hospital complex and the proposed addition. Expansion of the campus to the west allows clinics to expand into more accessible sites along the University Avenue corridor. Expansion to the west also requires a more comprehensive pedestrian and open space network to improve connectivity within the campus and strengthen connections to adjacent uses.

Apart from UNM Hospital and the clinics, there is also the need to expand academic, research, administrative, and support functions on the North Campus. The 2009 Update proposes a total of approximately 1,000,000 sq. ft of new development to accommodate the projected growth in these areas.

The breakdown of that projected demand is as follows:
- Research: 524,000 sf
- Academic: 400,000 sf
- Administrative: 100,000 sf

While these numbers are broken out by function, new facilities will integrate academic and research spaces to foster collaboration between schools and disciplines.

In addition to the projected demand above, there are three other programs and facilities that are expected to grow or move. The law school has limited options for future expansion; the existing Bernalillo County Health Clinic at the corner of Stanford and Tucker represents a good potential expansion site for the law school. The UNM office of real estate will continue to work with the School of Law to acquire additional office space.

Physics and Astronomy needs updated facilities. The existing building at the corner of Lomas and Yale was identified in the 1996 Plan as needing to be replaced. This Master Plan proposes to move Physics and Astronomy to a new location closer to the academic core of the Central Campus. The observatory, currently located at Tucker and Yale, is proposed to move to a new location on the north edge of the barren fairways.

The childcare facility on the North Campus is an example of a support function that serves not just North Campus but all of UNM. The 2009 Update accommodates the proposed expansion of the existing facility by 50%. (See # 16 on the exhibit on the following page.)

The 2009 Update also responds to neighborhood concerns about the impact of growth on the surrounding residential areas. In meetings with the North Campus Neighborhood Association, the number one concern expressed by residents was the preservation of the 80-acre North Golf Course. This facility is heavily used and valued by both the University and neighborhood residents. For the timeframee of this Master Plan, the North Golf Course will remain as reserve lands for UNM. This means that no development is planned for the golf course.

The 2009 Update recognizes the importance of usable open space on the North Campus. In addition to the UNM Golf Course, the North Campus also has an interconnected series of plazas and courtyards that are a good model for comfortable, usable outdoor space. New development will be required to contribute to this network of formal and informal outdoor spaces. The North Campus Neighborhood Association has also suggested developing an outdoor learning space somewhere on the North Campus. One potential location could be a portion of the barren fairways. An outdoor learning space is proposed to be incorporated into the Observatory site and accompanying celestial garden on the north edge of the barren fairways.

A major focus of both the 1996 Plan and the 2000 HSC Plan was addressing connections between North Campus and Central Campus. Lomas Boulevard persists as a functional and perceived barrier between the North Campus and Central Campus. Redesign of the north side of the intersection has improved the situation, but the two sides of Lomas continue to seem disconnected. The BBRP addition to the hospital has exacerbated the disconnect by effectively moving the front door of the hospital off Lomas. The plaza that fronts onto Lomas near the signalized intersection with Campus Drive acts as an informal smoking area for the hospital and does nothing to connect the hospital to Lomas Boulevard or the larger campus.

Major Proposed Improvements for North Campus

The 2009 Update proposes three broad categories of improvements: road network and circulation, open space and pedestrian/bike circulation, and facilities. The major components are listed below and correspond to numbers on the North Campus Exhibit A (see the preceding page). A summary description of the proposed improvements is as follows:

Proposed Road Network and Circulation Improvements:

1. Extend Camino de Salud west and north to connect to the lands west of University Boulevard. This will require extending the road west and north from Yale along the Albuquerque Metropolitan Flood Control Authority (AMAFCA) Diversion Channel to connect to the existing portion of Camino de Salud on the west side of University. It may include “capping” sections of the Diversion Channel to create more developable land. The intersection of Camino de Salud and University will be a major “node” of activity, creating a gateway to the North Campus. Any extension of Camino de Salud along the Diversion Channel will have to work in tandem with the existing City of Albuquerque multi-use trail.
2. Extend Mountain Road from the I-25 frontage road east to Legion Street. The extension of Mountain Road is a critical factor in the overall development plan for the North Campus. The University is working with the New Mexico Department of Transportation to secure approvals for a new access point on the I-25 frontage road. The road should be designed for

Proposed Road Network and Circulation Improvements:

1. Extend Camino de Salud west and north to connect to the lands west of University Boulevard.
2. Extend Mountain Road from the I-25 frontage road east to Legion.
3. Create efficient and reliable transit between hospitals.
4. Reconfigure Tucker Road to better accommodate bicycles and pedestrians.
5. Make the Camino de Salud access point on the I-25 frontage road a "right-in and right out."
6. Extend Legion north to Camino de Salud.

Open Space and Pedestrian/Bike Circulation:

7. Fully develop the Healing Garden corridor as a major pedestrian corridor.
8. Develop a pedestrian mall at the new hospital.
9. Construct a University Boulevard bridge to facilitate pedestrian and transit connectivity across the North Campus.
10. Improve Lomas/Yale intersection gateway.
11. Strengthen the Multi-use Trail Corridor and Paseo Noreste bike trail.
12. Improve existing walking/jogging trails.

Proposed Facilities Improvements:

13. Relocate the observatory to a site near the John Gaw Meem shelter .
14. Establish a new adult acute care hospital west of University and north of Lomas.
15. Relocate physical plant operations from current location at University and Lomas to new location.
16. Expand childcare facilities in current location.
17. Move adult psychiatric from current location along Marble to a new location.
18. Create a new research and academic district south of Marble St., on the east side of the North Campus.
19. Move physics and astronomy from current location to a new site close to the academic core.

transit, bike, pedestrians, and automobiles. In response to the concerns of the Martineztown neighborhood, the Mountain Road extension would terminate at Legion Street. Only transit, pedestrians, and bikes would be able to continue eastward to connect to Tucker Road.

3. Create efficient and reliable transit between hospitals; a "people mover" to facilitate movement between the existing hospital complex and new developments west of University. Transportation between the existing hospital, clinics, and the proposed hospital west of University needs to be as seamless as possible. For the entire system to work efficiently, one-way travel from the BBRP to the main entrance of the new hospital has to be accomplished in five minutes or less.
4. Reconfigure Tucker Road to better accommodate bicycles and pedestrians. Tucker should become a primary east-west bicycle and pedestrian corridor that ultimately connects to Mountain Road. The right-of-way has sufficient width to create a wide sidewalk and striped bicycle lanes. The current alignment of Tucker east of Yale could be modified to create a better pedestrian zone on the south side of the street. At University Boulevard, a grade-separated intersection that is accessible only to transit, pedestrians, and bikes would make crossing this street safer for non-motorized travel.
5. Make the Camino de Salud access point on the I-25 frontage road a "right-in and right out." Currently, the access point to the frontage road only allows cars to go east. For good circulation around the area, the intersection needs to allow cars to access the frontage road from Camino de Salud.
6. Extend Legion north to Camino de Salud. As part of a comprehensive circulation network, Legion should be a full access intersection with Lomas Boulevard and extend north to connect to Camino de Salud.

Open Space and Pedestrian/Bike Circulation:

7. Fully develop the Healing Garden corridor as a major east-west pedestrian corridor. This is a partially developed pedestrian corridor that runs east-west from the existing academic core of the North Campus to the extension of Yale Boulevard near the proposed parking structure. The continued development of this corridor should follow the initial design concept.
8. Develop a pedestrian mall at the new hospital. This urban park in the center of the North Campus, west of University, will serve as the primary open space for the facilities in this area, and will provide important pedestrian connectivity and scale in an area that will be dominated by large healthcare-related facilities.
09. Construct a University Boulevard bridge to facilitate pedestrian and bicycle connectivity across the North Campus. The bridge will also be designed to accommodate transit traffic between the hospitals and will serve as a North Campus identity feature. The bridge design will be an integral part of new campus development in this area, and will need to provide an accessible route over University Boulevard.
10. Improve the Lomas/Yale intersection: Coordinated open space design, street improvements, and development at the intersection of Lomas and Yale Boulevards will visually connect the two campuses and serve as a gateway into the University.
11. Realign and improve the multi-use trail corridor and bike trail. This open space corridor redevelopment will occur with the coordinated redesign of Camino de Salud, the North Diversion Channel, and the City of Albuquerque's multi-use trail that currently starts at Tucker Avenue. The intent of redevelopment is to provide a direct bike/ped connection to the Central Campus via Buena Vista. Buena Vista can provide a safe alternative to the Yale entry.
12. Improve existing walking trails. In addition to the new trail facilities noted above, the informal walking/jogging trail on UNM's North Golf Course should be enhanced with grading, landscaping, and signage. A new alignment of the trail along the west edge will provide an alternative route back to Tucker Avenue.

Proposed Facilities Improvements:

13. Relocate the observatory and establish a Celestial Garden. The observatory is a popular gathering place for students, faculty, and neighbors, particularly on weekend nights. The Master Plan proposes moving the observatory to the north edge of the barren fairways. This site would be near the historic John Gaw Meem shelter and would be developed as a celestial viewing area and outdoor learning space.
14. Establish a new adult acute care hospital west of University and north of Lomas. The anticipated size is 1,160,000 SF. for the first phase with room to double that size with future expansions. The current location of the hospital near Lomas and Yale is too constrained to accommodate the next cycle of hospital expansion. By establishing a new hospital on the west side of University, UNMH will have adequate capaCity for expansion, circulation, and parking while minimizing the impact on adjacent neighborhoods. The new expansion area will focus on adult acute care, while the current BBRP will shift to care for women and children. The viability of the new site is contingent upon two factors: the extension of Mountain Road from the frontage road, and the creation of a convenient, reliable, and efficient transit link between the existing hospital and the new facility.

15. Relocate physical plant operations from the current location at University and Lomas to new locations , most likely along University north of Indian School.

The existing physical plant operations, covering 9.4 acres at the northeast corner of Lomas and University Boulevards, consists of an automotive shop, the UNM rental fleet, and landscape and maintenance shops.

Every large campus needs a "back of house" operations, maintenance, and storage area. The current location has the advantage of being accessible to both North and Central Campuses. The value of this land, however, suggests that other uses would be better suited to take advantage of what has become a prime location. It is possible that the current operations and maintenance functions could be distributed to more than one new location.

It is anticipated that 10 acres and 100,000 SF of building will be needed to house physical plant operations. There are several areas targeted for relocation of these facilities including the Elks Lodge site on University Boulevard.

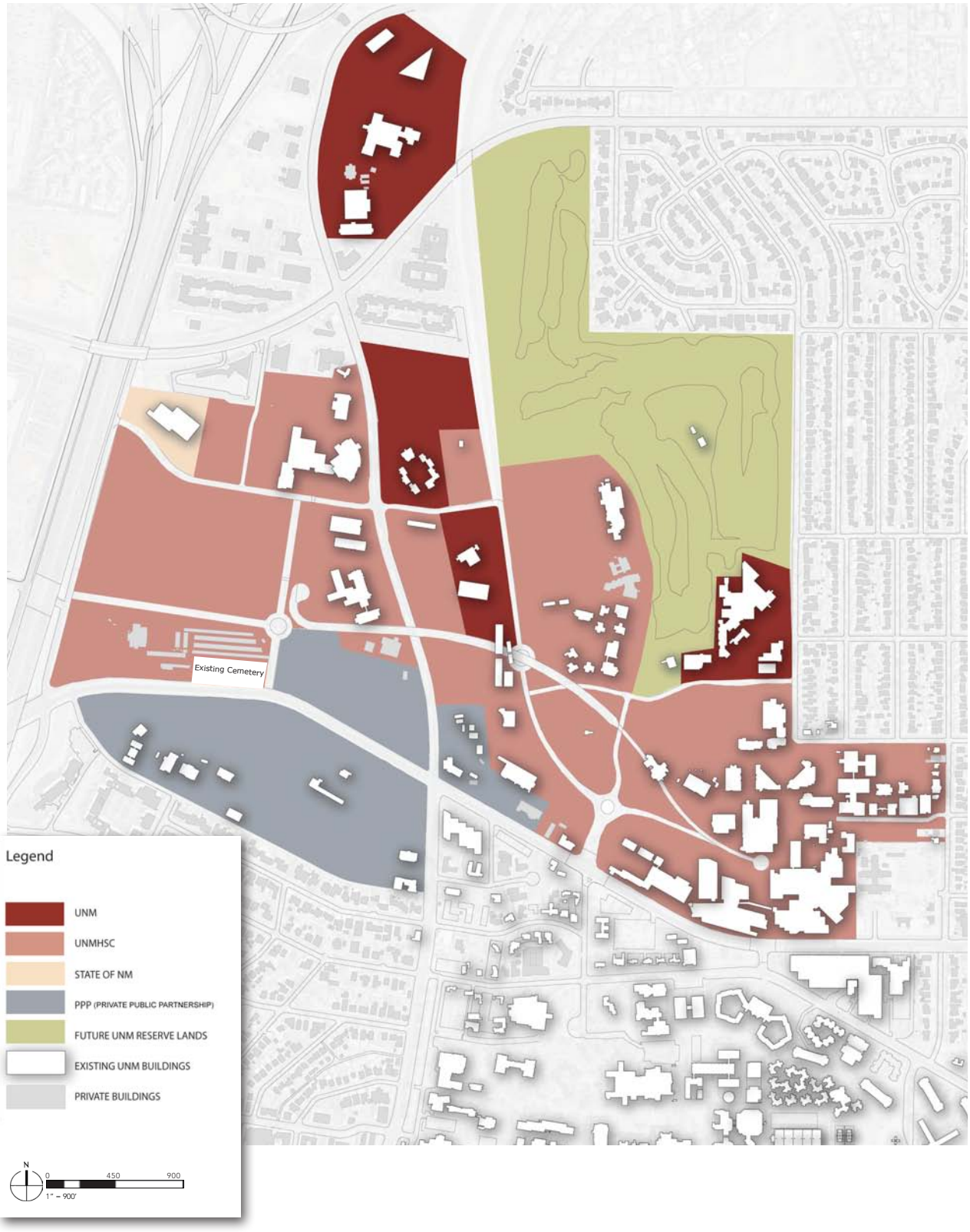
The relocation of these facilities will require a new operational plan for physical plant operations as it relates to the Central, North, and South Campuses. In addition, the shipping and receiving functions also need to be analyzed relative to operational and physical issues should they too be relocated. Cost estimates and timeframees for relocation are needed to determine feasibility. The site selection criteria should include timely access to North, Central, and South Campuses, efficient operations for fueling of vehicles, and sufficient gathering space for employee training and employee breaks.

16. Expand childcare facilities in current location. The current facility, located east of University and north of Camino de Salud, serves the children of UNM faculty, students, and staff. It is not available for UNMH staff. The facility is in high demand and has a waiting list of more than 500 children. The proposed expansion would roughly double the existing facility. This project is funded and expected to break ground in 2010.
17. Move adult psychiatric services from the current location along Marble Street to a new location north of Tucker Avenue. The existing facilities need to be replaced as soon as possible. The exact location of the new facilities requires additional analysis and study. These studies are expected to be completed in 2010.
18. Create a new research and academic district south of Marble Street, on the east side of the North Campus. The eastern edge of North Campus is proposed as a new academic and research node for HSC. Research space will be integrated with flexible teaching and learning space. The research space will be predominately "dry lab" space. Redevelopment of this area hinges on how quickly the current uses, such as adult psychiatric services, can transition to new facilities elsewhere on the North Campus.
19. Move Physics and Astronomy from the current location to a new site close to the academic core. Physics and astronomy need updated facilities. The existing building at the corner of Lomas and Yale was identified in the 1996 Master Plan as needing to be replaced. This Master Plan proposes to move physics and astronomy to a new location closer to the academic core of the Central Campus. The observatory, currently located at Tucker and Yale, is proposed to move to a new location on the north edge of the barren fairways.

Additional item not numbered: Establish a new Information Technologies Center providing secure network testing and virtual and technological services in a collaborative IT office adjacent to KNME's television facility. The IT Center will provide a working environment for students, staff, faculty and researchers to enhance their technology expertise in a secure, supported facility.

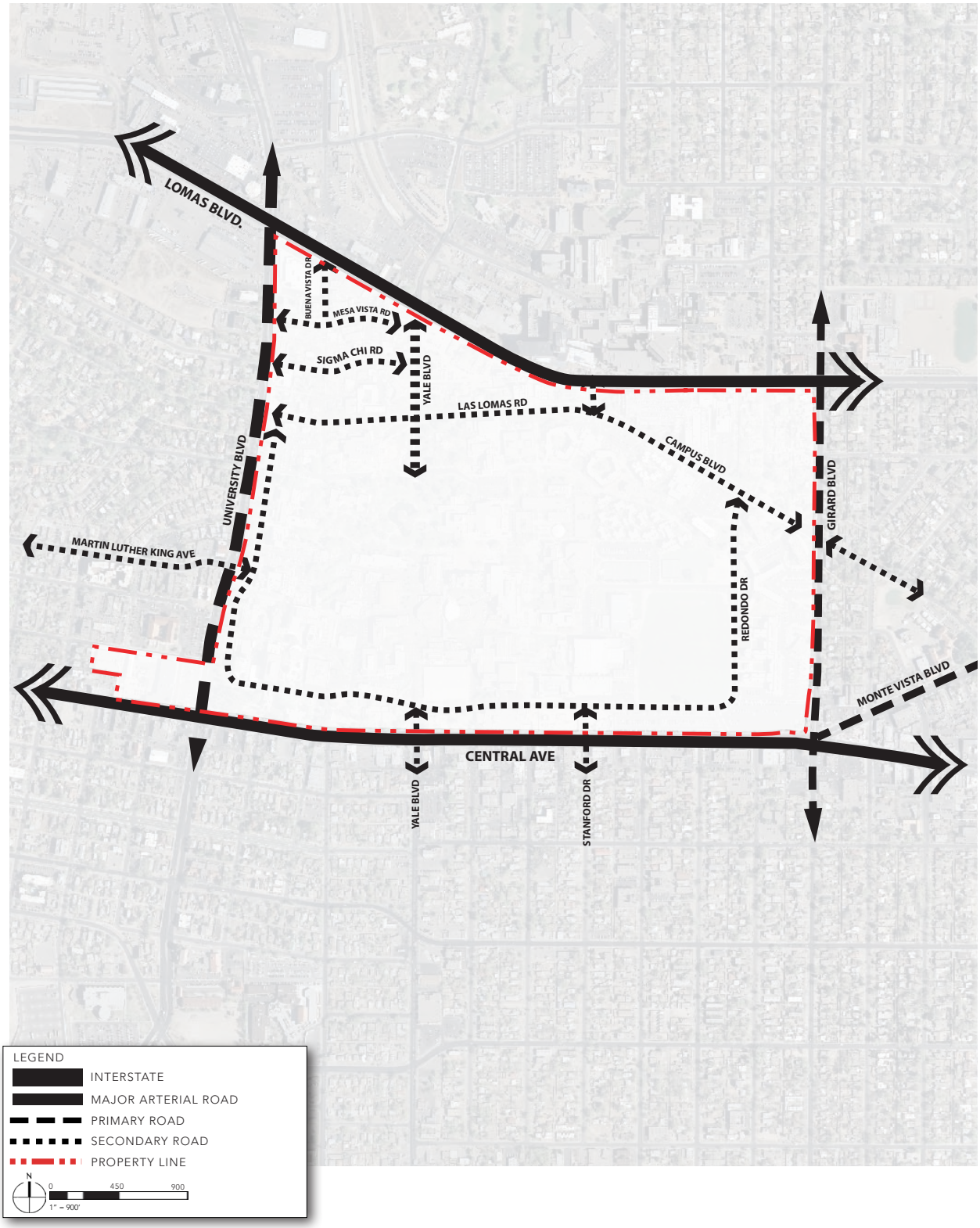
North Campus Future Jurisdiction Diagram

The intent of this exhibit is to depict future land uses to distinguish between UNM and UNMHSC



Central Campus Boundary Map

This exhibit shows the existing and proposed property boundary and road network within the Central Campus.



Central Campus

As the historic core of UNM, the Central Campus is the most established area, with a complex mix of historic, new, old and functionally obsolete buildings. This approximately 211 acre area is bounded by Lomas on the north, Central on the south, University on the west, and Girard on the east. Any new development proposed on the Central Campus has to be carefully integrated into the existing fabric of buildings and circulation corridors. The scale of buildings is smaller than on the North or South Campuses; this both contributes to the character of the campus and presents operational challenges for the University. There are a number of small structures; many of them originally served as residences that have since been adapted for use as offices. These buildings tend to be inefficient and require a disproportional amount of maintenance. As part of the 2009 Update, the team identified buildings that have relatively low historical significance and are in poor condition. These sites present the best opportunities for redevelopment on the campus.

Zimmerman Library - DPS

The 2009 Update departs from the 1996 Plan in its focus on creating a dynamic live-work-learn-play campus environment. Live-work-learn-play refers to the concept of creating multiple land uses and activities all within walking distance of each other to reduce or eliminate the need to drive between activities. By providing more opportunities for students to live, work, and recreate on campus, the University also furthers its goal of establishing a more sustainable campus. Providing more opportunities on campus could also further the goal of increasing student retention and graduation rates.
The 2009 Update departs from the 1996 Plan in overall height and density standards as well. Specifically, the 2009 Update recommends raising height limits to four stories plus a plaza level on the Central Campus. This additional height will allow UNM to maximize infill opportunities for academic expansion and research space. With careful placement of buildings, UNM can also create more defined plazas and open space.

Programmatically the Central Campus will develop about 1,000 more residential beds to encourage more students to live on campus. A new recreation center is proposed as an amenity for all students. To support a healthier and safer campus life, automobile access will become more limited on campus. Parking will be capped, and Redondo will become increasingly dedicated as a transit/bike and pedestrian corridor.

Proposed Road Network and Circulation Improvements:

1. Restrict automobile access on the Central Campus. Restrictions may include, but not be limited to, caps on the number of parking spaces, and limitations on vehicle access to Redondo, which will primarily be used for transit, bicycles, and pedestrians. Changes to Redondo will be made in increments. In the first phase, Redondo between Stanford and Yale will be limited to transit, service vehicles, bicycles, and pedestrians only. This will greatly reduce the conflict between pedestrians and traffic at the Cornell Mall crossing.
2. Establish a “people mover” corridor that connects Central Avenue with Lomas Boulevard. This will be part of a larger transit system that will provide direct connections between all three campuses. It also has the potential to tie into the City of Albuquerque’s streetcar network proposed for Central Avenue, Yale Boulevard, and University Boulevard. Any connection through the campus will be designed to minimize pedestrian conflicts and preserve the overall campus environment.
3. Cap parking on Central Campus and provide accessible short-term parking. Parking currently consumes a disproportionate share of land on the campus. Building multi-story parking structures at the perimeter of the Central Campus will provide accessible short-term parking opportunities, reduce the amount of land used for parking, and free up land for academic, research, residential, and recreational uses.

4. Reconfigure Yale Boulevard to function as a primary gateway to the north side of the Central Campus. Yale Boulevard should have a design that matches its function as the primary gateway to the campus, including bicycle lanes, wider sidewalks, and a planted median. Part of the gateway project will also include relocating Navy ROTC, and renovating and reusing the building as the main UNM Visitor Center. A proposed 800-space parking structure east of Yale on Lomas will focus campus traffic to this gateway. The transit stop at the termination of Yale Boulevard also needs to be configured differently to present a more attractive, user friendly, and open gateway into the campus. Work will need to include relocating the existing pump house for the duck pond.

Open Space and Pedestrian/Bike Circulation:

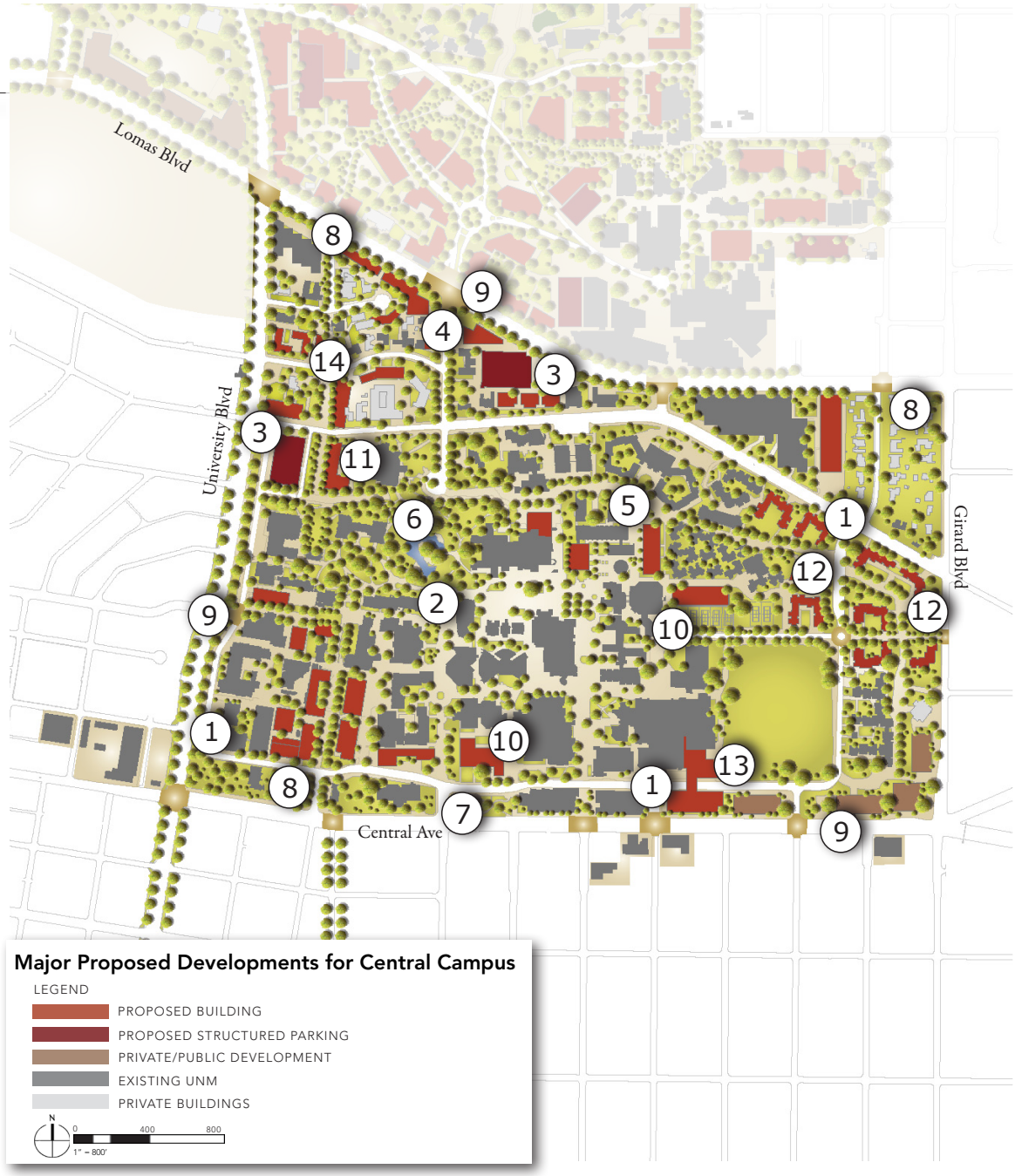
5. Improve the pedestrian/bike paseo between the east residential halls and west University Boulevard by removing parking lots and converting roadways to pedestrian/bike use. Make improvements to existing site paving, lighting, and landscaping. Require new development in the area to address the paseo with building entries, pedestrian-friendly plazas, and patios.
6. Renew the Duck Pond area with new fixtures, pathways, and amenities. Upgrade and modernize site features such as lighting, seating, and retaining walls to make it more attractive and sustainable.
7. Identify clear bicycle paths and lanes on Redondo and Campus Drive. As part of the overall update of Redondo, stripe a designated bicycle lane and remove on-street parking.
8. Improve bicycle and pedestrian entrances at Vassar/Lomas, Terrace/Central, and Lomas/Buena Vista. 8a: At Vassar Street and Lomas Boulevard, create a more defined bicycle/pedestrian crossing with a refuge island in the center of Lomas Boulevard. The wall at Vassar should be designed differently to create a central opening and clear gateway to the University. 8b: At Terrace and Central Avenue, provide a bicycle entry to the campus. Clearly connect the crossing at Central to the proposed designated bike route down Terrace. 8c: At Lomas and Buena Vista, provide a pedestrian/bike connection off of Yale that then leads to a bike/ped. trail on the Buena Vista alignment.

Proposed Facilities Improvements:

Overall Facility Direction: A higher level of development intensity will be encouraged on the Central Campus with the building height limit increase to: four stories plus a plaza level for a total of five stories. This will allow for academic and research expansion in the core campus area.

09. Create a more defined edge along segments of Central Avenue, and Lomas Boulevard. This approach will enable the development of new facilities while also creating a more urban edge to the campus. Historic landscapes such as Tight Grove and Yale Park will remain intact.
10. Prioritize academic expansion on the reservoir site, and various infill sites in the academic core of the Central Campus. Based on the existing footprint and an assumption of five stories, the reservoir site along the Yale Mall has the potential to accommodate over 200,000 SF of development. Some academic programs are in dire need of space, notably the Fine Arts Department. Decisions about what programs will occupy these infill sites will be made as the sites become available.
11. Construct a multi-disciplinary research facility on the Central Campus. A primary goal of the 2009 Update is to re-integrate research into the Central Campus. A facility with research as its primary function should be built on the campus within walking distance of the academic core.
12. Increase housing on the Central Campus to increase the number of undergraduates living on campus. With UNM aggressively pursuing a strategy to make the campus carbon neutral by 2030, more on-campus housing will be critical. Redevelopment opportunities include turning Mesa Vista and Hokona Halls back into student housing.
13. Develop a student-centered recreation center. The concept developed for the project proposes a facility along Central Avenue that would connect to Johnson Gym via an elevated walkway.
14. Redevelop themed student housing along Mesa Vista. Consolidate Greek chapters and create a multi-use facility. Chapter Four has a more detailed description.

Additional item not numbered: Establish distributed IT help desks providing complete data, voice technologies, and equipment assistance located conveniently throughout campus to serve students, staff, and faculty needs.



Proposed Road Network and Circulation Improvements:

1. Restrict automobile access on the Central Campus.
2. Establish a "people mover" corridor that connects Central Avenue with Lomas Boulevard.
3. Cap parking on Central Campus and provide accessible short-term parking.
4. Reconfigure Yale Boulevard to function as a primary gateway to the north side of the Central Campus.

Open Space and Pedestrian/Bike Circulation:

5. Improve the pedestrian/bike paseo between the dorms and west of University Blvd.
6. Renew the Duck Pond area with new fixtures, pathways, and amenities.
7. Identify clear bicycle paths and lanes on Redondo and Campus Drive.
8. Improve bicycle and pedestrian entrances at Vassar/Lomas, Terrace/Central, and Lomas/Buena Vista.

Proposed Facilities Improvements:

9. Create a more defined edge along segments of Central Avenue, and Lomas Boulevard.
10. Prioritize academic expansion on remaining infill sites, such as the reservoir site, in the academic core of the Central Campus.
11. Construct a multi-disciplinary research facility on the Central Campus.
12. Increase housing on the Central Campus to increase the number of undergraduates living on campus.
13. Develop a student-centered recreation center in a location accessible for students.
14. Redevelop themed student housing along Mesa Vista.

South Campus

The approximately 289-acre South Campus is a ten-minute walk from the Central Campus and is bounded by Basehart on the north, Gibson to the south, I-25 on the west, and Buena Vista to the east. It is linked to Central Campus by University and Buena Vista. The South Campus currently has three distinct land uses: athletics, office /research space, and large-scale parking. This plan is a first step in proposing new land uses that would create a more complete campus. The intent is to provide a mixture of uses that will complement the existing uses and create a fun, educational, and stimulating environment for students, faculty, and visitors. The existing concentration of sports venues provides a strong base for developing new uses. The Pit, perhaps the most iconic building on the entire UNM campus, broke ground on a 60 million dollar addition in 2009. The addition will add amenities, including a restaurant and a lounge. University Stadium also has plans for an extensive renovation that would add suites and press boxes. These destination venues in large part define the unique identity of the South Campus.

Lobo Football Stadium- DPS

The 2009 Update departs from the Molzen Corbin Athletics Facility Plan and the UNM Science and Technology Plan in the following ways:

- The 2009 Update proposes a more defined urban edge along Cesar Chavez and new commercial uses near the intersection of University and Cesar Chavez. Cesar Chavez is envisioned as a more urban street with wide sidewalks and development fronting on the street. Commercial development at the southeast intersection of Cesar Chavez and University Blvd. will provide restaurant and retail services for large-scale events associated with the Pit, University Stadium, and Isotopes Park. The new buildings would be carefully sited to enhance the elevations of the Pit and University Stadium.
- On the south side of Cesar Chavez, plans for Phase II of the Science and Technology Park are modified. Instead of extending office uses across Cesar Chavez, a mix of student housing and retail is proposed.
- Another exception to the Molzen Corbin Plan is that the tennis courts proposed southwest of the Pit are not shown on this plan. It is anticipated that these courts could be accommodated in the area that is now platted as Sunshine Terrace.

The 2009 Update builds upon a well-developed fabric of buildings, plazas, and circulation in the Science and Technology Park. The concept plan proposes to infill some of the existing surface parking with buildings that further the Park's mission of research and fostering startup companies. The vacant parcels along Cesar Chavez are still proposed for uses similar to those shown in the approved UNM Science and Technology Development Plan: hotel/office/mixed-use. Circulation is enhanced with an east-west bike connector between Buena Vista and the Science and Tech Park and a longer north-south bike trail paralleling the Diversion Channel.

On the south side of Cesar Chavez, the 2009 Update proposes a mix of retail and office uses that would front Cesar Chavez. A new road would extend south from Cesar Chavez along the Diversion Channel and connect to Gibson on the south. This road, along with a parallel, secondary connection to the east, would create a grid of street blocks that range in size but average 450 feet in length. While the uses for these blocks would be flexible, some major element of housing is recommended.

The buildings proposed along both sides of Cesar Chavez are intended to create a more defined edge along the primary entryway to the South Campus from the west. These proposed changes to the character of Cesar Chavez are also in line with the recommendations of the South Yale Sector Development Plan.

South of Sunshine Terrace, a undeveloped subdivision located south of the Pit, the 2009 Update includes a mix of uses, including interim surface parking to replace the South Lot and previously-approved commercial development along Gibson.

Major Proposed Improvements

The 2009 Update proposes three categories of improvements for the South Campus. The major components are listed below and correspond to the numbers on the South Campus Concept Plan shown on the following page.

Proposed Road Network and Circulation Improvements:

1. Establish a grid block pattern and a network of streets south of Cesar Chavez, between University Boulevard and I-25. The intent of these improvements is to create a framework for mixed-use development that can be implemented over time. This planning approach will diffuse traffic, minimize street widths, and enable the efficient placement of infrastructure.
2. Add signalized intersections at strategic locations along Cesar Chavez and University Boulevards to make internal north-south circulation easier. Providing more opportunities for vehicular and pedestrian crossings will help tie the various South Campus parcels and uses together, slow down traffic on Cesar Chavez, and improve internal campus circulation.

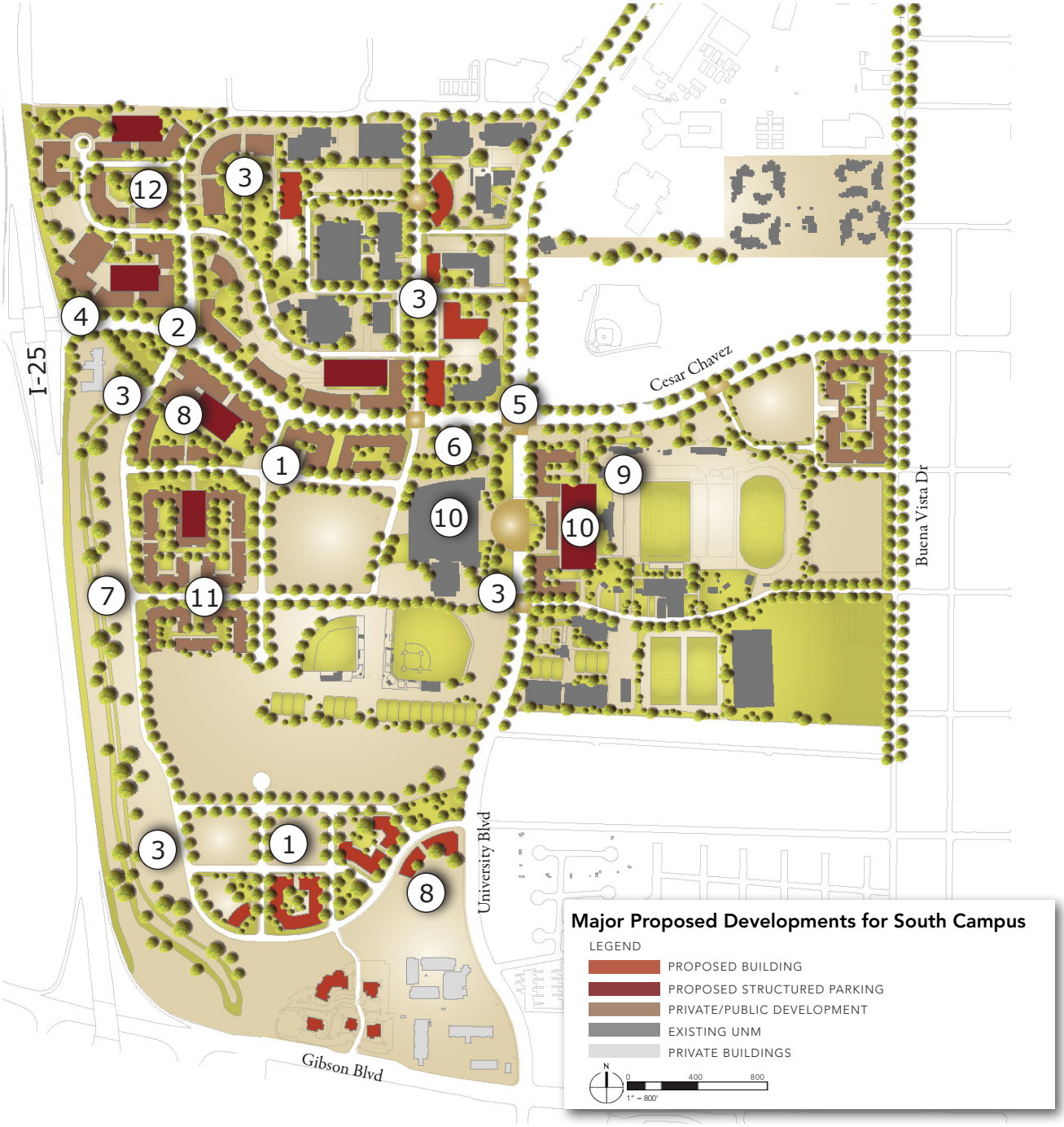
Open Space and Pedestrian/Bike Circulation:

3. Create an open space network that includes urban streetscapes, plazas, and trails. The addition of these amenities will play an important part in creating a unique identity for the South Campus. These facilities will accommodate the large numbers of visitors who come to the South Campus on game days, and will be seen as an amenity to campus residents and those working at the UNM Science and Technology Park. The design of the open space will create a visually engaging and attractive environment and help to create a human scale amenity, which is important given the large-scale nature of the athletic venues.
4. Create a new South Campus Gateway Park on Cesar Chavez Boulevard east of I-25. Due to the proximity to I-25, the west entry to South Campus is the primary gateway and used by large numbers of visitors to access the area. The new gateway should introduce the UNM identity and establish a strong sense of entry into the campus.
5. Improve the intersection at Cesar Chavez and University Boulevards to make it more pedestrian-friendly. At most times, the intersection is dominated by cars and parking. A redesign should makes this an attractive and safe area for pedestrians and bicyclists for everyday use.
6. Create a pedestrian plaza between the Pit and University Stadium, along Cesar Chavez Boulevard. This plaza is intended to create a defined gathering area used primarily before and after large-scale sporting events.
7. Create a multi-use trail along the South Diversion Channel. This new north-south pedestrian and bike corridor will provide much-needed recreation opportunities.

Proposed Facilities Improvements:

08. Diversify the mixture of uses on the South Campus. Develop upperclassmen student housing in the area between the Pit and I-25 and establish retail and mixed-use along Cesar Chavez.
09. Transition to structured parking from surface parking to enable a higher intensity of development. In order to optimize land values, there will need to be a transition to structured parking. Quality pedestrian and bike circulation as well as improved transit options will also reduce the overall demand for parking.
10. Enhance the sporting venues with completion of additions to the Pit and anticipated renovations of University Stadium.
11. Establish housing village west of the Pit. This housing will offer better accommodations for sophomores, juniors, and seniors. Development of housing in this area will also help alleviate housing that is displaced by construction of new dorms on Central Campus.
12. Continue an infill strategy on the Science and Technology Park. The Science and Technology Park needs a comprehensive pedestrian and parking plan to accommodate the influx of new tenants. New infill development in the Park will require careful assessment of parking and available land.

Additional item not numbered: A UNM IT data center scaled to provide services and fiber connectivity for high tech partnerships and UNM research initiatives will be developed on South Campus. (location to be determined)



Proposed Road Network and Circulation Improvements:

1. Establish a grid block pattern and a network of streets south of Cesar Chavez, between University and I-25.
2. Add signalized intersections at strategic locations along Cesar Chavez and University Boulevards to make internal north-south circulation easier.

Open Space and Pedestrian/Bike Circulation:

3. Create an open space network that includes urban streetscapes, plazas, and trails.
4. Create a new South Campus Gateway park on Cesar Chavez Boulevard east of I-25.
5. Improve the intersection at Cesar Chavez and University Boulevards to make it more pedestrian- friendly.
6. Create a pedestrian plaza between the Pit and University Stadium, along Cesar Chavez Boulevard.
7. Create a multi-use trail along the South Diversion Channel.

Proposed Facilities Improvements:

8. Diversify the mixture of uses on the South Campus.
9. Transition to structured parking from surface parking to enable a higher intensity of development.
10. Complete the Pit addition and University Stadium renovation.
11. Establish a housing village west of the Pit.
12. Continue infill strategy in the Science and Technology Park.

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1996 Plan Comparison

The 1996 Plan recognized the need to improve options and amenities for students on campus and identified strategies that remain important in the 2009 Update: reduce car trips, increase and diversify food services, increase on-campus job opportunities, and encourage alternate modes of transportation. The 2009 Update focuses on increasing options for student housing, improving the overall campus environment for students, integrating academics and research, and reinforcing the historic qualities that define UNM. Where Chapter Three focused on proposed changes to each of the three campuses, this chapter addresses strategic goals such as academic expansion, student life, and sustainability - concepts that span all three campuses. Each topic is outlined in a two or four page spread that summarizes the issues and proposes specific implementation strategies.

Chapter IV: Master Plan Concepts

In this Chapter

1996 Campus Development Plan Comparison : 2009 Update departures from the 1996 Plan:

Three Campuses - The 2009 Update focuses on land use **composition and strategic infill as the critical components for** future campus development. This framework encompasses North, Central, and South Campuses.

The 1996 Plan relied heavily on carrying capaCity as the rationale for new planning strategies and improvement projects. While many strategies are similar or the same in the two plans, the 2009 Update focuses on developing complementary land uses, maximizing infill opportunities, and connecting all three campuses with good transportation links.

Sustainability

An intense focus on sustainability differentiates the 2009 Update from the 1996 Plan. The University has made a commitment to achieve carbon neutrality by 2030 and to reduce its carbon footprint by 50% by 2020. If the University is to achieve these goals, all planning, design, and operation decisions will need to be assessed for their impact on sustainability.

Academic Expansion – The 2009 Update focuses on an integrated and inter-disciplinary academic model.

The 1996 Plan focused almost exclusively on land capaCity. Although the 2009 Update identifies areas of growth and potential density, academic expansion should also address the context of campus culture and necessary supporting programs.

Student Life – As supported in the president's strategic framework, the 2009 Update recognizes the relationship and interdependence of student life, culture, and academic success.

Although the 1996 Plan made the opposite assumption that there would be fewer "traditional" students living on campus and that the commuter student population would grow, the proposed support programs and facilities are very much the same. The 1996 Plan promoted expanded food services, increased on-campus job opportunities, and a better public transportation system. The 2009 Update promotes these goals as well as addresses increasing quantity and diversity of housing stock, creating a new recreation facility, and expanding support programs like childcare facilities.

Land Uses

Mixed-Use – The 2009 Update proposes mixed-use development that supports the overall mission of the University.

The 2009 Update advocates for more mixed-use development on campus. Integration of land uses with complementary programming and academic expansion creates an enriching, multi-layered student experience. Placement of commercial uses along arterial streets is a smart approach that is aligned with the requirements of retailers and serves the needs of the University. Introduction of this use onto each campus contributes to the student experience, provides jobs, generates revenue, and reduces vehicle miles traveled. Residential uses are also recommended on every campus; they help to build a campus community, provide a built-in population for campus events, and increase the viability of campus commercial enterprises. The independence and social skills gained by residing in quality student housing are an important part of a dynamic and stimulating campus experience.

Gateways – The 2009 Update recognizes the importance of the University's edges and gateways.

The 1996 Plan treated campus edges with either large-scale buildings that bridge streets or swaths of open space. Physically and financially, these proposals do not fit the current needs of the campus or the neighborhoods.

The 2009 Update proposes strategically locating commercial uses so that they create edges and serve as gateways onto campus. Strategic development along Cesar Chavez, Lomas, and University Boulevards, as well as Central Avenue may contribute to slowing traffic and creating a useful, positive, and dynamic street life - changes that will shift the perception of these corridors from campus and community barriers to assets.

Open Space – The 2009 Update focuses on creating usable open space as organizing features of each campus.

The 2009 Update advocates for a hierarchical approach to open space. Each campus must have at least one major open space element, which will serve as an organizing and orienting feature. Other open space elements, such as plazas, patios, and paseos, will also be required, and the composition, connectivity, and programming of these spaces will be responsive to the variables on each campus. The strength and visibility of the open space network in each campus, and the consistent level of quality will serve as one of the identifiable features of the UNM brand.

Parking – The 2009 Update takes an aggressive stand on parking. With sustainability as a driver, the goal is to minimize or eliminate parking as a driving force to land development.

With more students living on campus, more amenities offered within walking distance, and more efficient transportation choices, the parking policy can evolve to reflect a more sustainable model. A significant reduction in the amount of land dedicated to parking will give the University more flexibility to develop the best composition and densities of land uses for achieving student success and academic excellence.

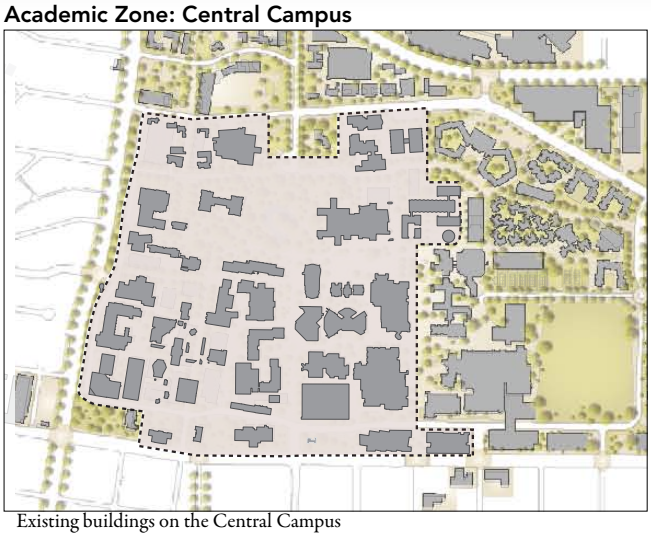
Transit/Connectivity – The 2009 Update is both ambitious and modest in its approach to connectivity. Connectivity is addressed through cooperative solutions to mass transit and real pedestrian connections.

The 1996 Plan addressed connectivity, or campus linkages, through large-scale, symbolic gestures – i.e., a large connecting swath of green uniting the North and Central Campuses, and several large-scale “bridge buildings” as a solution to the Lomas Boulevard “divide.” The 2009 Update addresses all three campuses. It recommends realistic solutions for slowing traffic, activating the edges, and making crossing arterials like Lomas, University, and Cesar Chavez Boulevards easier for pedestrians. The 2009 Update also focuses on a plan to develop a collaborative approach to mass transit to better serve all three campuses and their distinct programs and diverse needs.

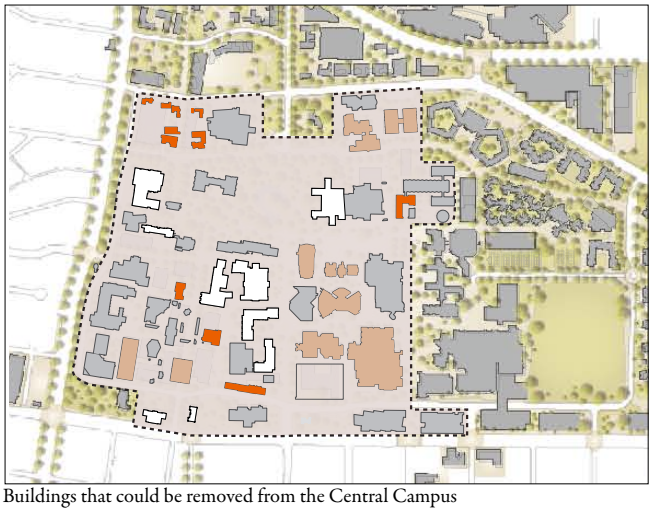
Bicycle Network – The 2009 Update recognizes the importance of a healthy bike system to help reduce vehicular congestion and promote connectivity.

It proposes to increase connections to the City network and make Redondo a primary bikeway for Central Campus.

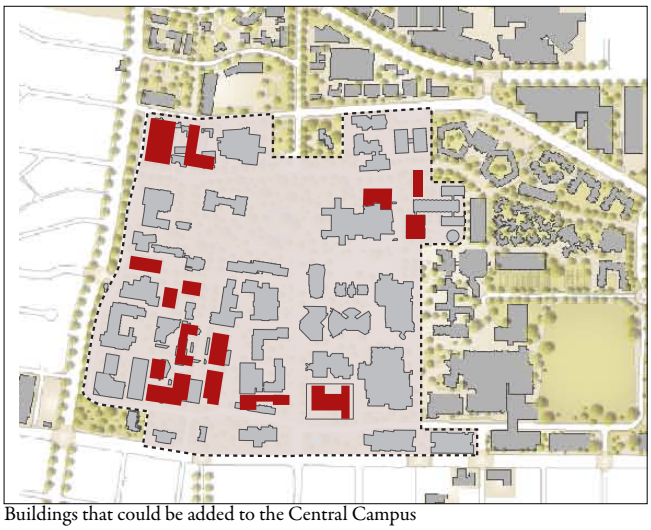
Academic Zone: Central Campus



Existing buildings on the Central Campus



Buildings that could be removed from the Central Campus

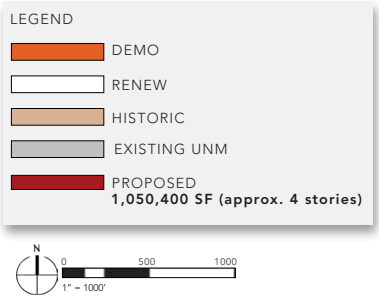


Buildings that could be added to the Central Campus

Analysis of Infill Potential: Central Campus

Overall	
Acres	211 Acres
# of Buildings	197 Buildings
Overall Existing Building Footprints	5,828,048 SF
Academic Core	
# of Buildings	66 Buildings
Academic Building Footprints	3,417,787 SF
Total % Academic Buildings	59%

**NOTE: square footages reflect academic core only.



Academic Expansion

The 1996 Plan included campus capaCity estimates, enrollment projections, and facility location recommendations. In the 2009 Update, the focus is on defining the most appropriate vision for academic life as it relates to student and campus life, and identifying the physical development model that will facilitate the academic vision. Through several meetings with the University deans and other interested parties, a more integrated and interdisciplinary academic model emerged as a goal.

The University of New Mexico is classified as a Carnegie Research/ Doctoral-Extensive University, by the Carnegie Foundation. This is a distinction that recognizes an exceptional level of funded research activity, an extensive array of graduate and professional programs, and a complete compliment of high quality undergraduate programs. UNM is also designated as a Minority Serving Institution and is one of only four Research/Doctoral-Extensive institutions in the country to also be designated as a Hispanic Serving Institution.

Existing conditions create challenges for academic expansion:

- With growing enrollment numbers, there is a need for academic expansion, renovation, and support to better serve current and future needs.
- The available land on the Central Campus (the traditional academic core) is limited. Opportunity for physical growth on the Central Campus exists in higher utilization, renovation, and strategic infill.

Goals of Academic Expansion Include:

Research

UNM has set a goal of increasing research and collaborative/interdisciplinary programs in the next ten years. Research is an integral part of teaching, includes all scholarly activity, and impacts competitive recruitment and retention (faculty and students). This goal is also regionally important and is an acknowledgment of the existing synergy between public institutions like UNM (research departments and the Science and Technology Park) and Sandia and Los Alamos National Laboratories, and private research and technology companies in New Mexico.

Technology

Access to technology needs to remain dynamic, flexible, and strong in all learning environments. Technology is also intimately linked to a new student model – the millennial student – who operates in a seamless fashion with technology and learning. This not only affects the classroom interface but also the information technology infrastructure.

Interdisciplinary Growth

Cross-programming opportunities need to inform the design and construction of new facilities: research and education; academic and residential; small conference rooms and large auditoriums. Although there is not one specific space model that can accommodate all programs, there are templates of space planning that can address interdisciplinary spaces. These models can be evaluated based on program needs, adjacencies, and land availability.

Learning Commons

Many universities are pursuing a new model of academic exchange called "learning commons" - a building or group of spaces designed to provide opportunities for collaboration, informal teaching/ learning, and academic support. Learning commons spaces can be inserted into new classroom facilities and retrofitted into current libraries with varying levels of support. The learning commons approach encourages engagement with information in its various forms, reinforces the value of collaborative inquiry, and creates new opportunities for academic community (students and faculty) interaction. In relation to UNM, a starting point for a learning commons could be several smaller, learning commons, perhaps on each campus – a de-centralized version.

Connectivity

Excellent physical connectivity is a critical part of making the three campuses all feel like they are a part of UNM. Convenient transit, new bike routes, and stronger pedestrian links will enable students and faculty to take advantage of all the services and amenities the University has to offer.

Academic Expansion (continued)

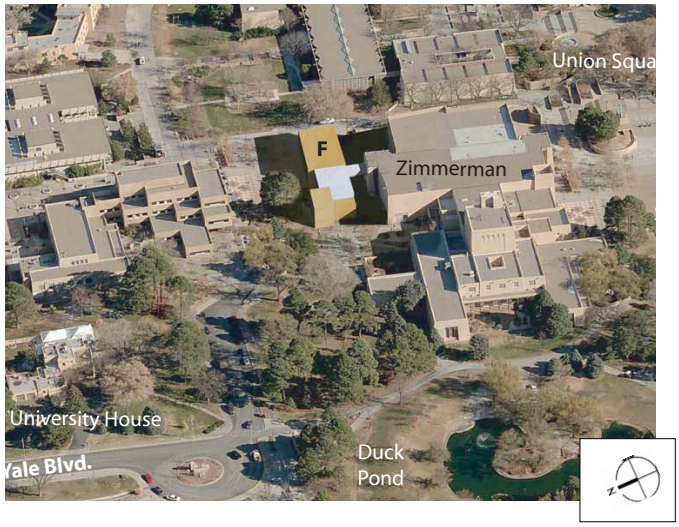
Assignable SF per Student

Reference: A study for Indiana University - Purdue University Indianapolis, done by Paulien and Associates, Inc.

Campus Total	ASF per Student	Student FTE	TOTAL ASF
University of Alabama at Birmingham	360	13,337	4,803,912
University of Utah	261	23,307	6,072,301
University of Illinois at Chicago	242	24,567	5,945,365
University of Louisville	208	17,214	3,578,974
University of South Florida	183	25,178	4,596,435
University of Cincinnati	178	23,110	4,111,855
University of Buffalo	174	24,288	4,230,215
Indiana University Purdue University Indianapolis	136	22,161	3,019,737
Virginia Commonwealth University	126	25,387	3,195,581
University of New Mexico	110	20,257	2,218,573
BENCHMARK AVERAGE	198	21,881	4,177,295

Academic Infill Exhibits

Infill Site D: 100,000 SF @ 3 Stories. This site west of Dane Smith Hall would require closing Buena Vista and possibly moving infrastructure. The site could be part of a larger redevelopment of Lot C to the west.



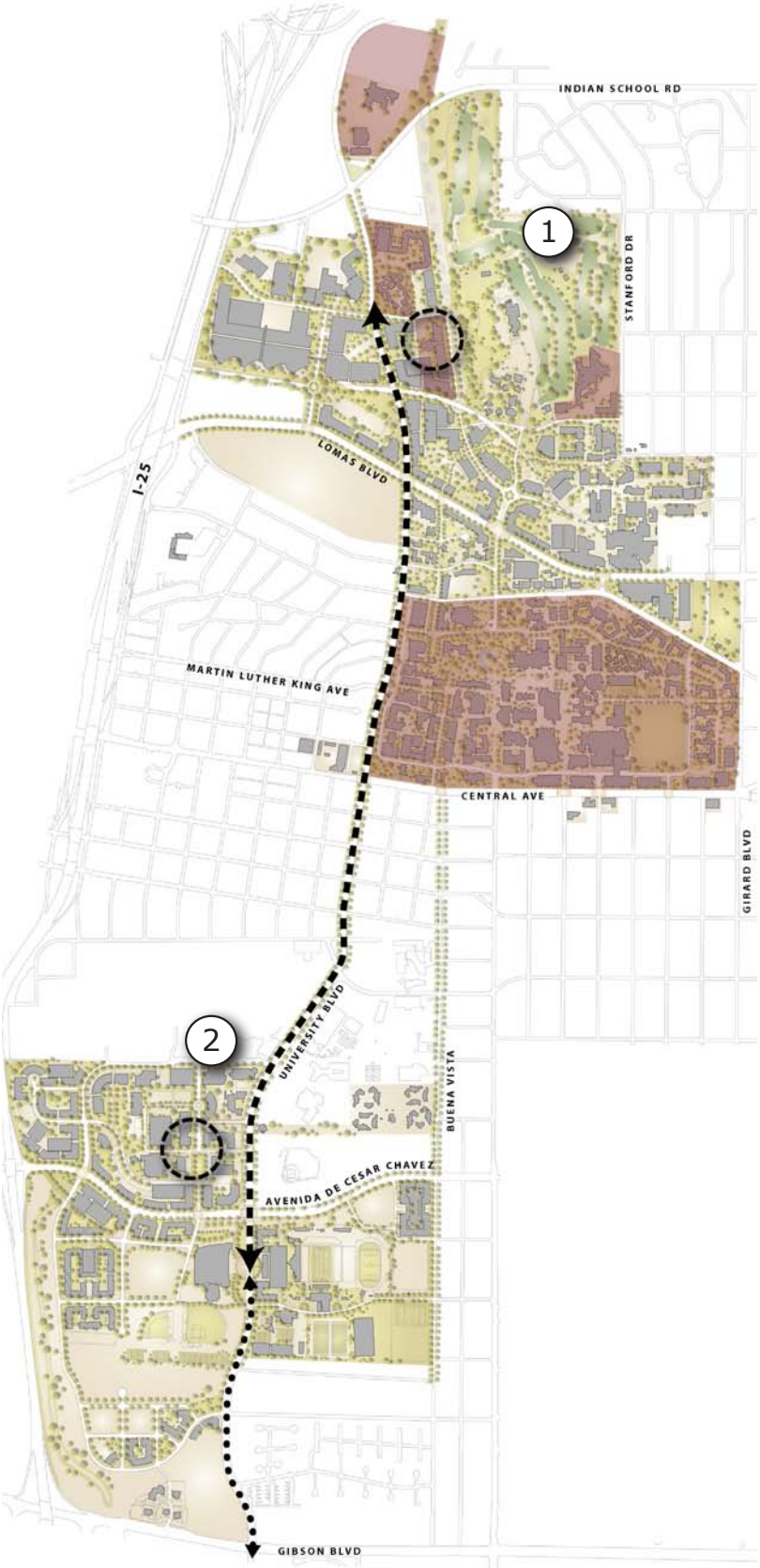
Infill Site F: 30,000 SF @ 3 Stories. This site on the north side of Zimmerman would occupy what is now a portion of the parking lot. This site could be an addition to Zimmerman or a stand-alone facility. One possible use is an archival facility associated with Zimmerman Library.

Academic Infill Exhibits

Infill Site C: 200,000 SF @ 5 stories. This site is the largest remaining parcel of land with development potential on the Central Campus. Currently owned by the City of Albuquerque Water Utility Authority and used as a water reservoir, this one-acre site would provide much needed additional space in the academic core. While it is well positioned to be new Fine Arts Center, decisions on which colleges or programs will be made when the site transitions from its current use and ownership.

Infill Site A: 57,000 SF @ 3 Stories: Currently a parking lot, this site could accommodate a building that would fit in scale with the surrounding context. A pedestrian corridor should be preserved on the north side of the site.

Infill Site B: 37,800 SF @ 3 Stories. With the construction of the Math and Sciences building to the east, this site would essentially be an addition of that building. The site requires further study to ensure that any new development would work with the surrounding context.

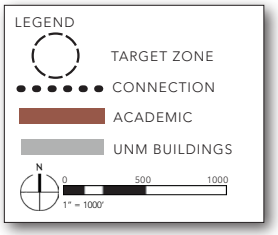


1 **Establish Central Hub**
IT requires a location adjacent to KNME to allow for both programs to benefit from shared and renewed resources as well as a white floor/ data center for co-location in South Campus to support student housing, athletics facilities, UNM programs, and research.

University Blvd adjacent to KNME
Locating the UNM Information Technologies Center adjacent to KNME provides UNM the opportunity to utilize existing cable and transmission infrastructure. The site on University Blvd is visible and accessible for students, faculty, researchers, and both the current and planned facilities.

2 **South Campus Green Data Center**
Developing a sustainable "green" data center scaled to the needs of research, private/public clients, and the state on South Campus supports the UNM Research Park by providing dependable IT services and secure rack space. The South Campus site allows UNM to link our clients and researchers to national research and instructional, secure networks including Lamda Rail, NLR and NMCAC.

Additionally, collaboration with Information Technology Services and UNM's campuses, as a planning and development partner, will allow the University to establish distributed IT help desks. These will provide complete data, voice technologies, and equipment assistance and will be located conveniently throughout campus to serve students, staff, and faculty needs. These one-stop service desks will offer hands-on voice and data equipment, networking, and navigation help where and when our clients need it. Locations in areas such as student housing, administrative offices, research and service hubs, and classroom buildings are required throughout UNM campuses.



IT Plan

The mission of the University of New Mexico is to serve as New Mexico's flagship institution of higher learning through demonstrated and growing excellence in teaching, research, patient care, and community service. Today this mission relies on the delivery, reliability, and technologically innovative services provided by UNM's Information Technologies (IT) operational activities.

IT strategic planning envisions a future in which UNM's dynamic learning communities have limitless access to individualized information, unfettered by technology and distance.

- Students, faculty, and staff flourish in an environment where ideas are spontaneously created and knowledge is shared.
- Economic development is substantially improved by a competitive workforce that effectively accesses and applies information to meet the challenges of a rapidly evolving world.

IT goals, strategies, and tasks have physical implications, as building and infrastructure conditions no longer adequately support current operations. For several years, IT has been growing services and adding capaCity as needed. This growth has been extraordinary. The number of enterprise servers hosted by IT's data center has increased by over 800% in the last six years. In 2002 there were 48 servers supporting enterprise applications; today there are over 400. IT expects to double the number of server installations by collaborating with academic and administrative units to consolidate and virtualized server systems throughout the University.

Today, the IT data center is already maximized, with no reasonable expectation of adding capaCity to uninterrupted power supply (UPS) power, mechanical, and floor space that has been carved out of an existing 62-year-old building.

Temporary cures will no longer meet UNM research and technological demands for secure data white floor space and acceptable IT office and research support spaces.

Existing aging facility conditions create opportunities for collaboration and strengthening information technologies, services and infrastructure. IT facilities strategic planning strives to realize these opportunities to sustain UNM's educational, research, and economic development leadership mission.

"IT, first and foremost, is a service provider to support and collaborate with UNM's communities."

- Chief Information Office -Gil Gonzales

Existing KNME building on the North Campus - DPS

"The overall goal of the Student Life Master Plan is to create an engaging environment supportive of student and community that lie on campus for today and tomorrow while looking at the long term opportunities for increasing recruitment, retention and graduation rates, as well as improvement of diversity, greater community, and academic excellence."

- UNM Student Life Master Plan, 2009

The Millennial Student:

- Born 1982 -2002
- Grew up with the Internet
- 75% of incoming freshmen never shared a room
- Used to instant communication speed is valued more than attention to detail.

Suggestions for Meeting the Needs of the Millennial Student

It is clear that the University must develop strategies for meeting the needs of Millennial students. Providing effective services for them will have implications for academic and curricular programs, communication strategies, technology and parental involvement.

- Develop campus rituals and traditions to build sense of community;
- Explain issues such as academic integrity, intellectual ownership, and cheating;
- Provide clear expectations, detailed instructions, and explicit syllabi;
- Offer mental health counseling and support;
- Provide time management, study skills, and conflict resolution training;
- Plan opportunities for parental involvement;
- Offer career planning that stresses the long term over the short term;
- Provide internship opportunities;
- Provide cutting-edge technology, interactive web services, and an infrastructure for virtual communities; and
- Offer additional technological support for Millennials who are first-generation students.

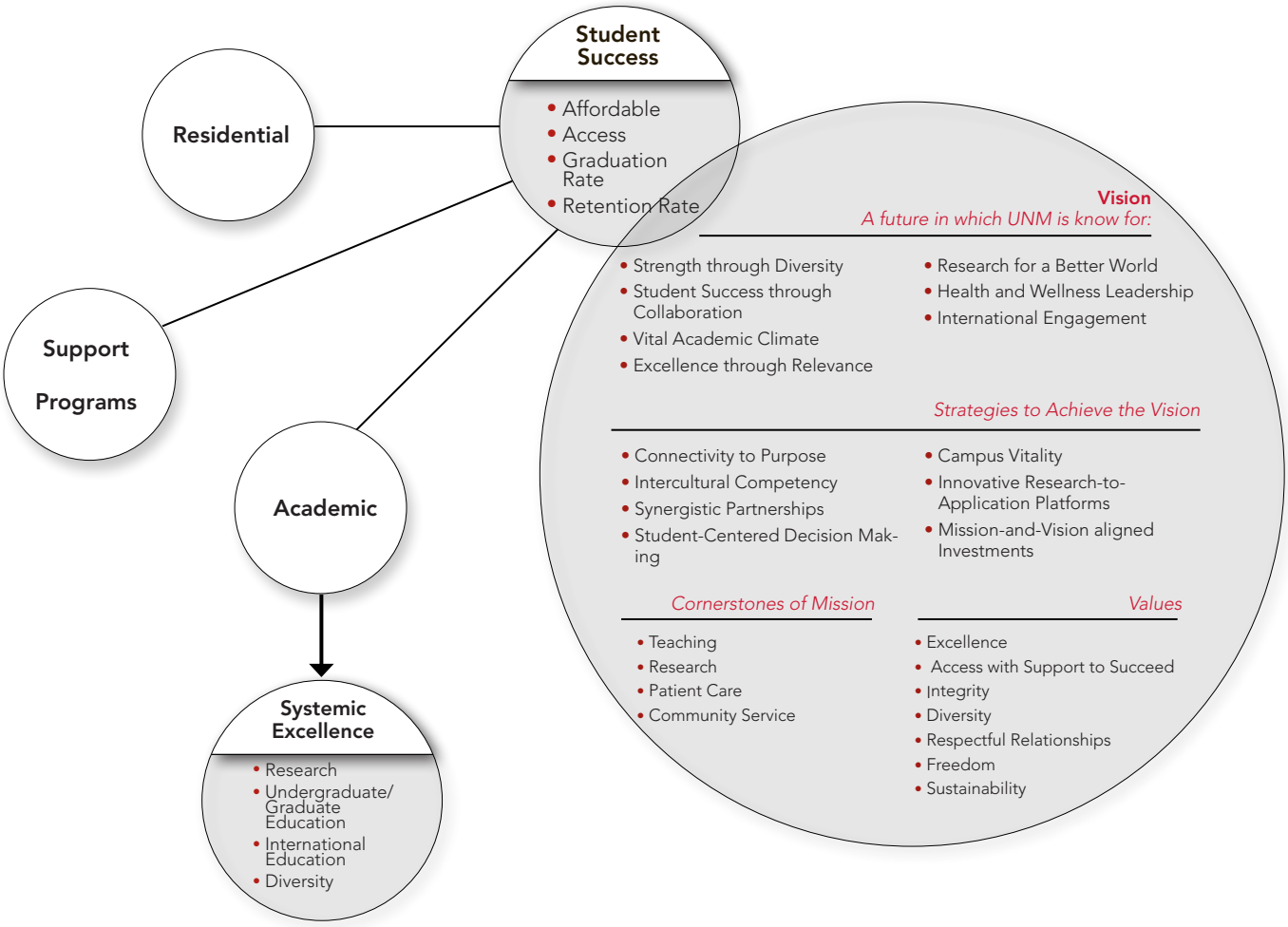
Student Life

Student Life encompasses all the services, activities, and facilities that contribute to the student experience. It includes cross programming of residential zones with activity zones and promotes a mixture of uses. The intent of student life policies is to create an engaging and stimulating campus environment that will ultimately increase student graduation rates and make attending UNM a fun and rewarding experience. Policies are student-centered and focus on campus life.

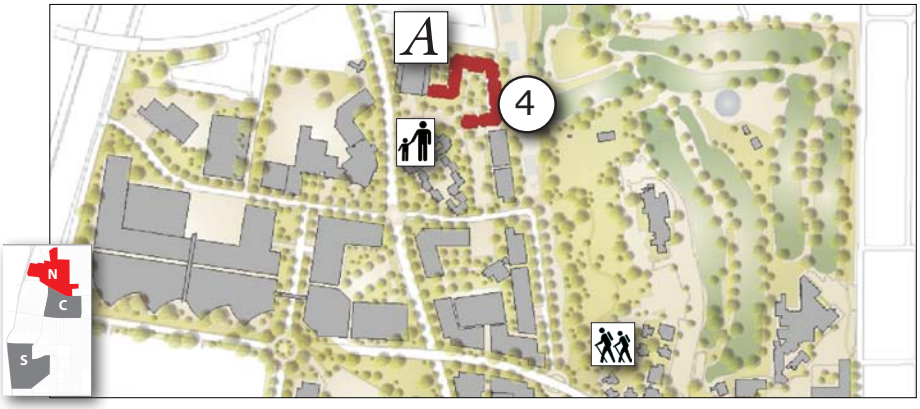
President Schmidly's Strategic Framework, introduced in Chapter Two, provides an organization for student success. In the framework, student success is defined with a range of vital criteria: affordable, accessible, graduation rate, and retention rate. In turn, these criteria are filtered through a broader vision that addresses diversity, campus culture and climate, academics, research, and collaboration. In the same spirit, the student life strategy reaches beyond residential facilities and recognizes the matrix of programs and needs that build a vibrant student life on campus. .

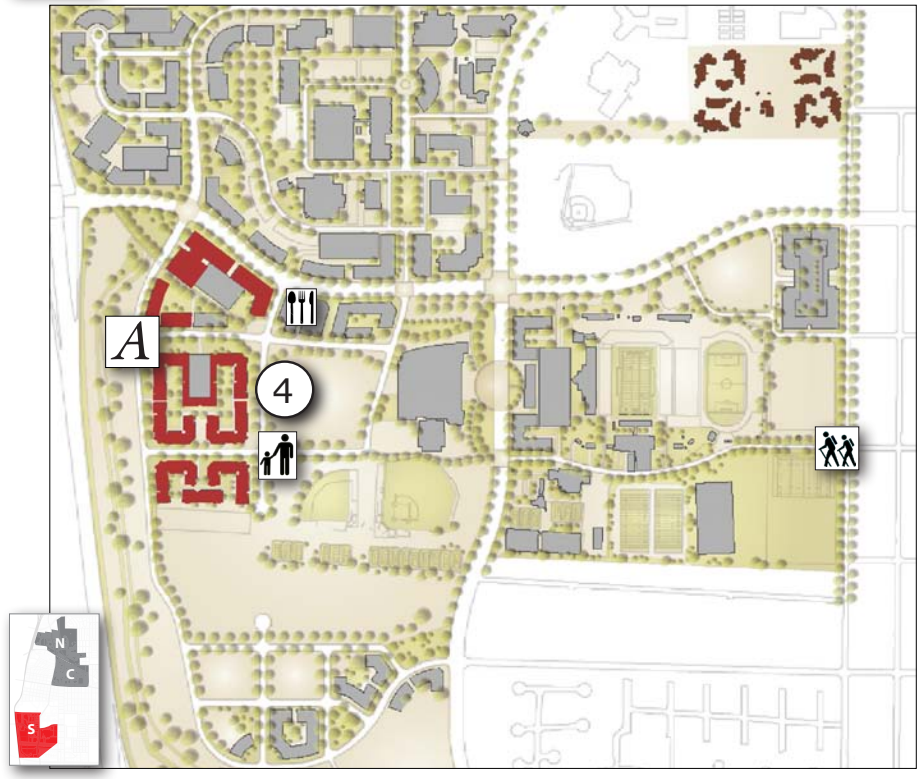
Student Success: A Conceptual Framework

Four Stands of Priority that Connect and Activate the University's Mission, Vision, Values and Strategies



Residential Goals



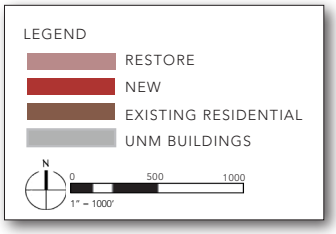


1. **Increase student housing.** Develop 1,000 beds targeted at first and second year undergraduate students. UNM will partner with a private housing developer, American Campus Communities, to build this housing.

2. **Develop new facilities and renovate older facilities.** This will increase the quality and range of housing options available to upperclassmen. A hierarchy of living options provides motivation for students to remain on campus. Improvement in this phase would include developing new facilities as well as improving traditional residential halls at key campus locations and acquiring the remaining half of Hokona and possibly Mesa Vista Halls to return them to residential use.

3. **Develop themed/specialty housing.** This will provide a wider range of housing options to students. Examples might include nontraditional, family, Honors, International, and themed/ Greek students' housing. Plans should also address development of new rooms/ beds, considering location and type of rooms that address specific needs/programs of diverse groups but also allow for flexibility of identity and future growth.

4. **Develop residential villages on the North and South Campuses.** This will be designed for upper classmen, graduate and/or alumni.



Residential

The 2009 Update recommends continuation of an effort already underway - an evaluation of existing housing stock and plans to expand housing options. The intent is to address the situation on all fronts: from restoration, to new facilities, to diversifying the types of housing. Emerging campus housing types that are being built on other campuses make the traditional dorm room obsolete and provide not only an enhanced living environment for students, but also a valuable recruiting tool for the University.

The current residential district exists in a distinct zone along Girard and Campus. Although strengthened by its relationship with Johnson Field, Johnson Center struggles to provide a recreational venue to a broad and varied audience. Additionally, the residential halls lack a range or hierarchy of experience and are poorly supported with food service, academic, and IT interface.

Key Strategies

Student Recreation Center/Johnson Center

The current facility (originally built in 1956 with additions in the late 80's and early 90's) is a compartmentalized facility that does not meet the needs of today's UNM student and is not in accordance with National Intramural-Recreational Services Association (NIRSA) standards. Currently, Johnson Center is shared by the College of Education, Athletics, Special Events, and Recreational Services. Student surveys have been completed asking students what they want in a recreational center. Students want:

- more access and longer open workout hours
- more natural light
- healthier food choices
- better technology and equipment in public areas
- enhancement of the current programs and services offered

A new Recreation Center would help support a healthy life style for students and serve as a valuable recruiting tool. It would also allow Johnson Center to focus on providing classes and serving educational programs.

Residential Connectivity

There is a need to recognize the importance of informal spaces outside of the formal residential facilities as vital to the support of campus life. The Central Campus has a strong foundation of these types of spaces. Further enhancements University-wide may include more plazas and green spaces to create stronger links between housing units; retrofit of existing spaces with appropriate landscape and furnishings; spaces with more planting and less paving; increased east/west pedestrian connectivity, linking the residential area with the academic core; and a variety of large and small scale exterior spaces associated with new development.

Children's Campus for Early Education.

The strategy is to address the day care needs on campus, while creating an aesthetically pleasing environment and maintaining a high level of professionalism. Improvements will include a multi-phase approach for expansion of the current facility and identification of potential new locations for a South Campus facility.

Academic Interface

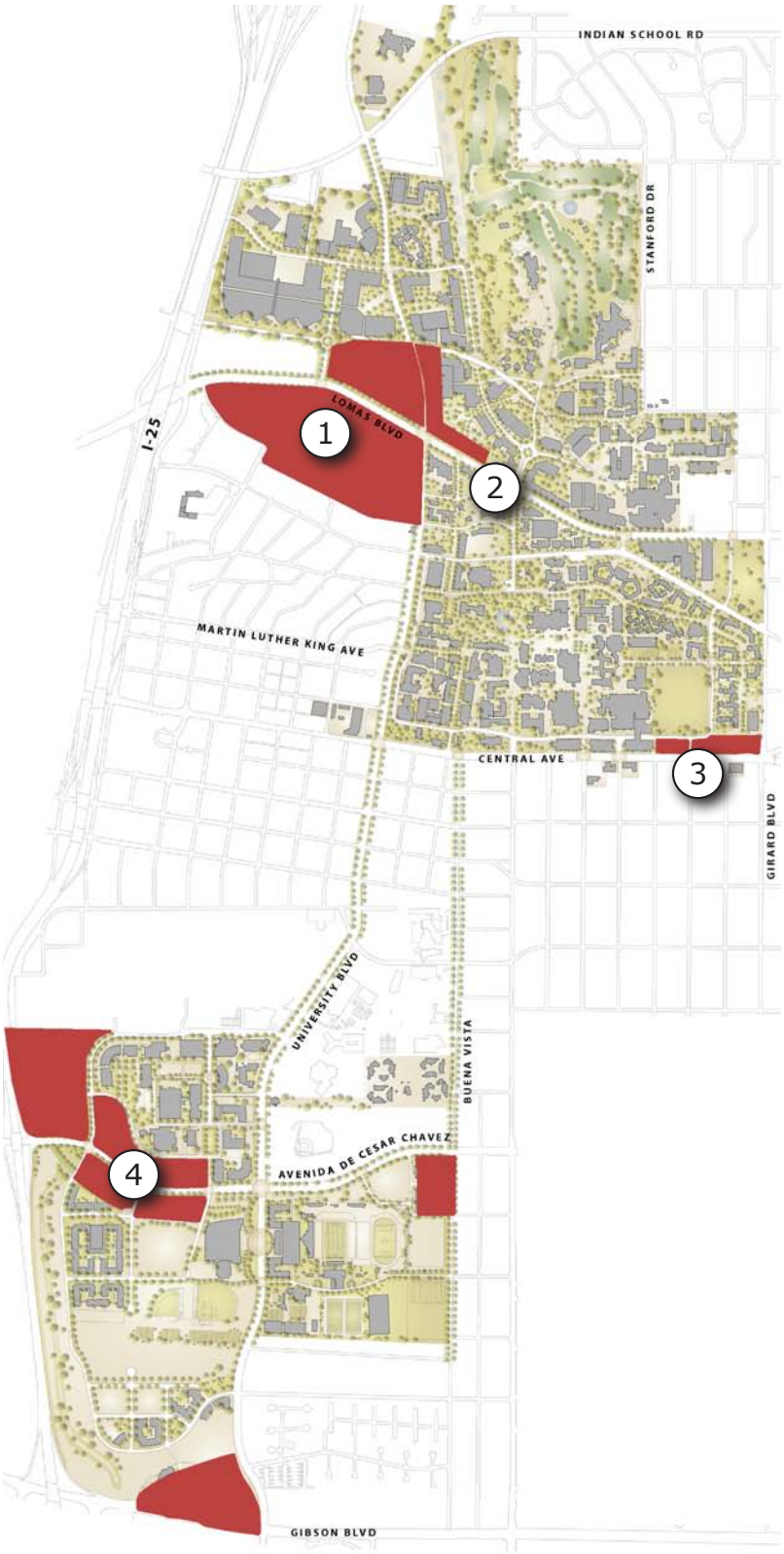
A variety of strategies should be considered to increase integration of academic facilities with other areas of the campus community.

- Integration of academic and residential space by incorporating instructional space into future residential facilities.
- Introduction of smaller scale *learning commons* throughout the academic and residential zones to provide a home base for commuter students during the day, and to encourage dialogue and provide resources among students and faculty.
- Evaluation and enhancement of current technology opportunities and interfaces on campus.

Campus Amenities and Food Service.

The food service model for UNM needs to be re-evaluated against current trends. Potential new models could include a marketplace product similar to Whole Foods, a greater range of choices including organic and ethnic foods, de–centralized food service locations (smaller cafés), communal kitchen areas in new housing, and food/retail venues integrated into new developments on the ground floor.

Commercial Development

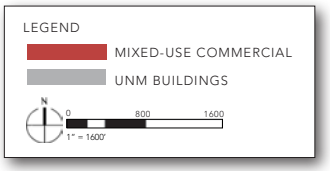


1 **Developing Commercial Lands (north of Lomas and west of University)**
This 25-acre site currently serves as interim parking, with some land still under lease to an auto dealership. Proposed development will be led by a private developer selected by UNM. It is envisioned as a mixed-use zone that will provide a range of retail, office, and housing. The primary objective is to generate revenue for UNM while providing services and land uses that are in line with the University's overall mission. The development will also serve to define the Lomas gateway to UNM.

2 **Lomas Boulevard (east of University and west of Yale)**
Although this stretch is currently populated with fragmented, small commercial development, the redevelopment of this area is critical to the redefinition of Lomas Boulevard. Development will need to support both programmatic and overall campus circulation.

3 **Central Avenue (east of University and west of Girard)**
The main focus of this segment is Central from east of Stanford. New development along Central should provide a comfortable pedestrian zone and multiple access points to Johnson Field. This area also needs to provide centralized parking.

4 **Cesar Chavez (east of I-25 and west of University)**
This street is a prime area to encourage commercial development. Development could both service existing and future growth of the Science and Technology Park and supplement athletic events. A range of development from anchor pieces (hotels near the interstate) to mixed-use would be appropriate. The challenges of this corridor include topography access, and lack of amenities.

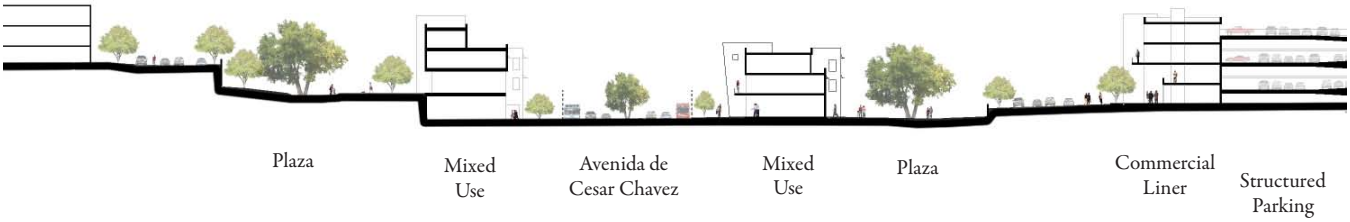


Commercial Development

The 2009 Update proposes that mixed-use and commercial uses become an integral part of each campus. Commercial corridors currently exist adjacent to or within all three of the campuses. In some cases, commercial uses create a campus edge, providing definition along major roads and separating the campus from adjacent neighborhoods (University Boulevard north of Lomas Boulevard and Central Avenue between Girard Avenue and University Boulevard). In other cases commercial zones act as a gateway- (Cesar Chavez Boulevard from I-25 to Buena Vista and Lomas Boulevard from Yale Boulevard to University Boulevard) on the way through or to the campus.

Section

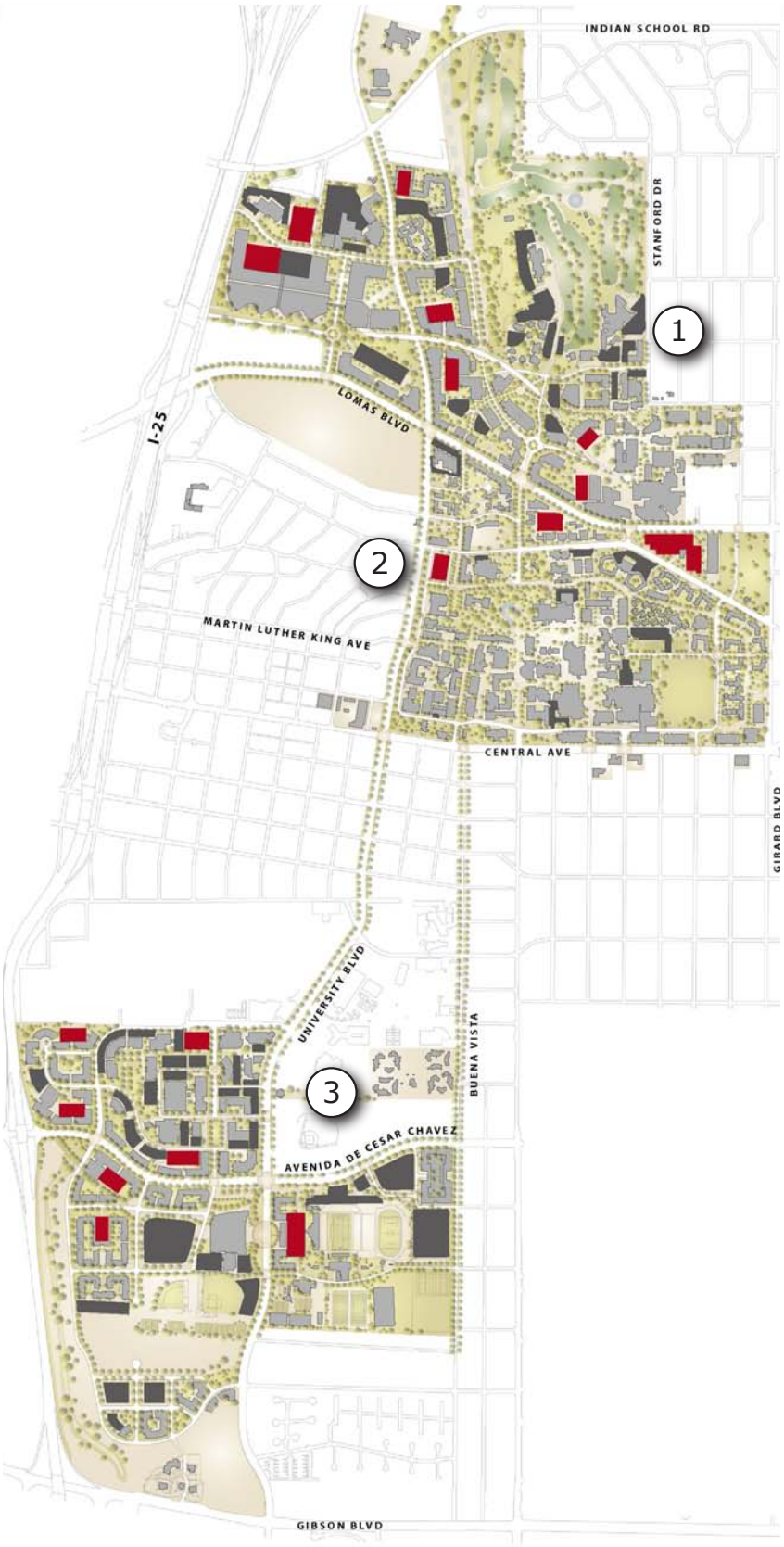
Conceptual cross-section of South Campus. Development through Cesar Chavez Boulevard.



In all cases, increasing the diversity of campus uses, accompanied by complementary programming and integrated academic expansion, creates an enriching, multi-layered student experience. Placement of commercial uses along arterial streets is a smart approach that is aligned with the requirements of retailers and serves the needs of the University. Introduction of this use onto each campus contributes to the student experience, provides jobs, generates revenue, and reduces vehicle miles traveled.

Specific mixed-use development opportunities exist both on and adjacent to campus. Ideally, development will enable availability of a wider range of products and services to the campus and the neighborhoods, and facilities will be designed with the flexibility to respond to changing market and academic conditions. Specific site plans and development standards will be developed on the individual parcels. Parcels that are located off-campus will go through the City of Albuquerque development review process.

Parking Goals



1 North Campus

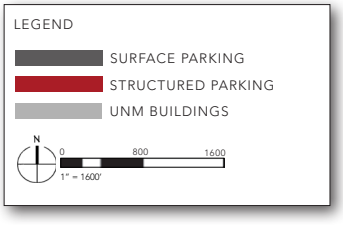
Prioritize access and parking for hospital and clinic patients. Expand the existing parking structure adjacent to the BBRP and make it more user-friendly. Build a new parking structure on Lands West to serve the Cancer Center. For construction of new clinics, require parking structures with "liner" buildings to minimize land allocated to parking. Consolidate existing surface lot parking into parking structures linked to shuttles, pedestrian paths, and bikeways. Minimize the impact of traffic on adjacent neighborhoods by siting parking structures close to main access points to the campus. Provide centralized parking for staff, faculty, and students.

2 Central Campus

Establish a parking cap by consolidating existing surface lot parking into parking structures with wrapper buildings; this will preserve valuable land for new academic buildings and open space. Eventually remove all surface parking with the exception of accessible lots. Remove on-street parking on Redondo to create a bicycle and transit boulevard. Establish a parking cap and lower demand for parking with new on-campus housing and improved transit access.

3 South Campus

Coordinate event parking to maximize use of existing parking. Coordinate with CNM to more effectively manage student parking. Continue to provide remote shuttle service from surface parking lots. Establish a parking permit system for the Science and Technology Park. Provide low-cost or free bicycle services between North, Central, and South Campuses to reduce parking demand and trips between campuses.



Parking

The UNM parking model is outdated. In the current model, acres of surface parking on all three campuses occupy otherwise developable land adjacent to academic, research, residential, and athletic facilities. This approach is not sustainable or financially effective for the University. The new parking policy is to reduce and limit vehicular access to the core campus areas. The land gained by eliminating surface parking on the Central Campus and strategically restricting it on North and South Campuses will allow future academic development. This policy, in conjunction with improved transit and mixed-use infill development, will help lower the University's carbon footprint and promote a healthier, more sustainable, pedestrian-oriented campus.

Table 2- Year 2010 Parking Adequacy

Campus Area	Effective Parking Supply	Total Demand University	Total Demand HSC/Hospital	Total Demand	Surplus/ (Deficit)
Central	4,095	8,840	0	8,840	(4,745)
North	5,989	845	4,585	5,430	559
South	3,935	391	0	391	3,544
Totals	14,019	10,076	4,585	14,661	(642)

Study by: Walker Parking Consultants, UNM

Key Components of the New Parking Policy Include:

1. Parking Cap: Cap the amount of parking on the Central Campus and consolidate the parking on the North and South Campuses to balance with transportation demands.
2. Replacement Fee Policy: Establish a policy where new facility development costs include replacement fees for any lost parking spaces. Fees for lost parking spaces will be applied to costs associated with construction of structured parking.
3. Structured Parking: Develop structured parking in association with new development. Most of the parking will be short term in nature and the structure will be strategically located to serve visitors to multiple facilities.
4. Wayfinding: Coordinate the location, look, and message of directional and informational signage related to parking. The intent is to clearly and simply communicate parking policy and availability.
5. Financial Incentives: Create strong financial incentives for students, faculty, and staff to use remote parking.
6. Incentives for Alternate Forms of Transportation: Create stronger incentives for students, faculty, and staff to use alternative transportation.
7. All new buildings should consider a minimum of one level underground parking to address critical demand for building occupants.
8. UNM should explore the purchase of sites for Park and Ride services along major streets.

Gateway Goals

1. **Lomas and Yale.**
This is a critical entrance to both Central and North Campus. In its current condition, it is dominated by surface parking and open space and often is missed by visitors traveling on Lomas. The solution is a mix of signage, paving treatments, and new buildings that physically define the intersection. The intent is to link, either with a series of monuments or with one large gesture, the axis from the north roundabout to the transit stop near the Duck Pond.

2. **Los Lomas and University.**
This gateway needs to define the western edge of Central Campus. The gateway should acknowledge the neighborhood scale of Spruce Park and also incorporate pedestrian improvements to the University Boulevard crossing.

3. **Central and Girard.**
This gateway needs to anchor the south east corner of campus. Due to the low density of the commercial properties and five-way light that currently define this corner, UNM's identity is lost in the visual mix. The scale of the entry needs to have a strong presence and could even be expressed through a landmark building.

4. **University and Camino de Salud.**
This gateway should project both the northern edge of the UNM campus along with the prominent healthcare-related facilities along University. It should provide both a recognition of arrival at UNM and indications of how to locate healthcare facilities.

5. **Cesar Chavez and University.**
Although dominated by sports venues, the Science and Technology Park and new Student Services building need better signage at this corner. A series of large and coordinated monuments could announce UNM's presence on three of the four corners.

6. **Cesar Chavez and I-25 and Cesar Chavez and Buena Vista.**
Like bookends, Cesar Chavez needs definition on both ends. At I-25, the scale and function are larger and more symbolic. A gateway needs to guide visitors off the freeway and up onto South Campus. At Buena Vista, the gateway gives a smaller edge and coordinates with a formal bike and pedestrian link to Central Campus.

7. **University North of Gibson**.
This southern- most edge of campus is relatively undefined. The exact location of the gateway would need further study to properly place it along University. Like Cesar Chavez and I-25, this gateway also needs to be large scale to not only define this edge of campus, but also to guide visitors north to the core of the South Campus.

LEGEND

PEDESTRIAN/BIKE – APPROPRIATELY SCALED ENTRANCES - INCLUSIVE OF CURB CUTS AND CROSSWAYS AS NEEDED.

RAILRUNNER – A SYSTEM OF WAYFINDING AND FORMALIZED PATH THAT CONNECTS THE RAILRUNNER TO THE CAMPUS

NORESTE BIKE – TRAIL HEAD GATEWAY WAYFINDING INFORMATION THAT TRANSITIONS THE TRAIL TO CAMPUS

WAYFINDING – A SYSTEM WAYFINDING SIGNS THAT EASILY TRANSITION USERS FROM THE OUTSIDE SYSTEMS (City and Interstate signage) TO THE CAMPUS INTERIOR

N
0 800 1600
1" = 1600'

Gateways/Wayfinding

Well-defined gateways provide not only a sense of arrival but also help orient visitors. As UNM grows north and south from the Central Campus and beyond to satellite campuses, this branding and basic wayfinding become essential parts of communicating the identity and establishing the presence of the University.

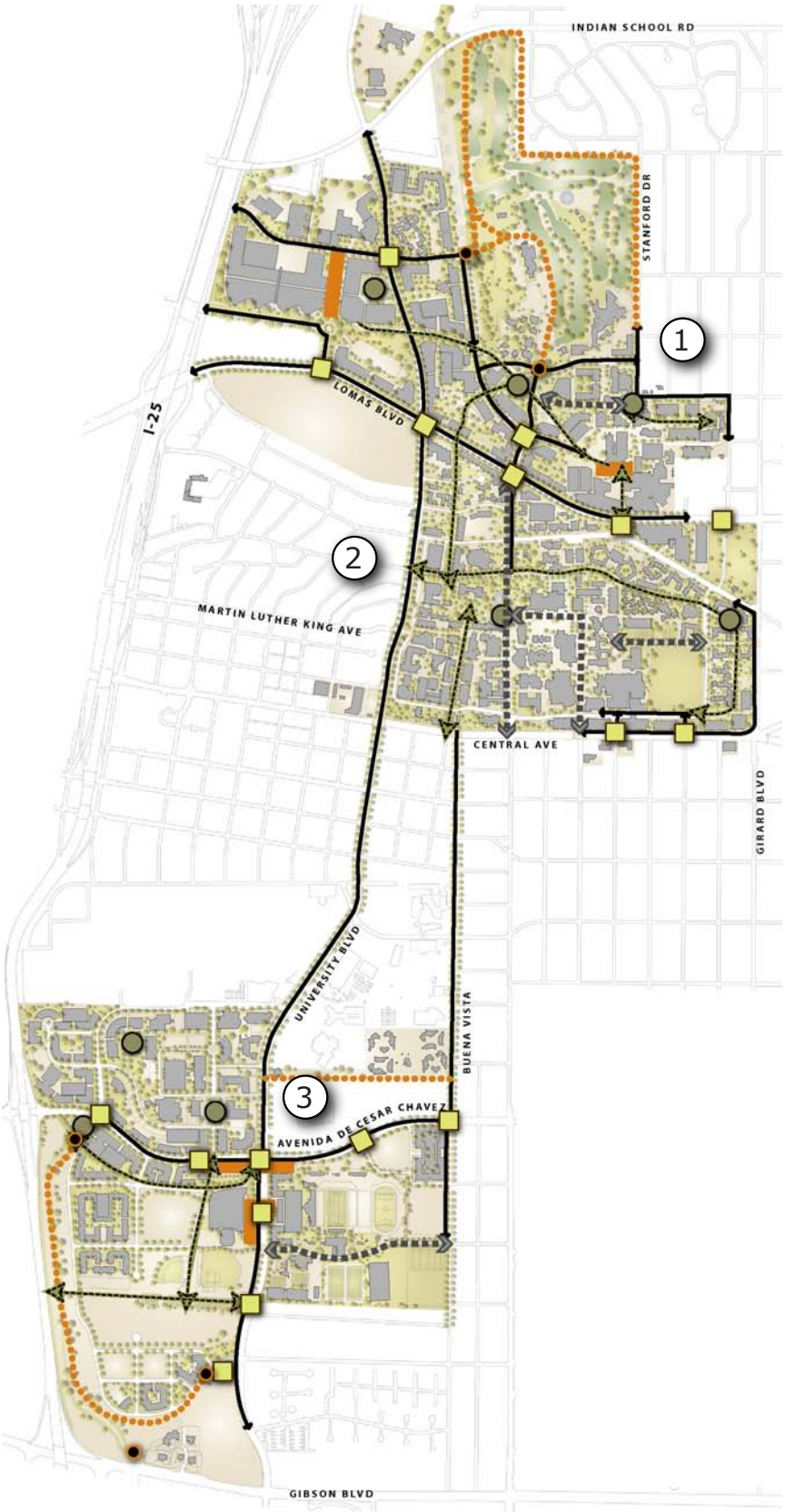
Wayfinding is essential in a modern campus environment, impacting all users of the University. It affects their perception of the physical environment and shapes their attitudes towards the University. Wayfinding is more than exclusively a navigational aid; rather it is a way to market an area's resources, alter negative perceptions, evoke a sense of history and character, and improve the streetscape.

For daily users, a gateway is an entrance point onto campus, a threshold into their environment, where a network of paths and open spaces will lead them to their academic, research, recreation, and employment destinations. For visitors, a gateway establishes the presence of the University, represents an entrance onto campus, and suggests the aesthetic and level of quality that will be found on campus.

The campus will have a hierarchy of gateways. While the 2009 Update illustrates only the major gateways, which are typically large, other gateways may be only for pedestrians or bicyclists and may be smaller in scale. Regardless of size, a consistent vocabulary of design and materials should be used that reflect the character of UNM. At the same time, gateway designs need to have elements of adaptation that allow for site specifiCity while still providing a consistent identity. For example, some of the elements in the gateway designs for South Campus and its premier sport venues may be different from the elements in the gateways that guide people onto the North Campus with its healthcare and health sciences uses. At their most basic levels, all gateways should clearly identify with the University and coordinate with a system of campus signage.

Signs -UNM

Open Space and Pedestrian Goals



Campus-wide Goals

- Develop an overall campus Landscape Master Plan.
- Establish a more defined hierarchy of open space on North and South Campuses.
- Create safe pedestrian crossings along University, Lomas, Central, and Cesar Chavez.

1 North Campus

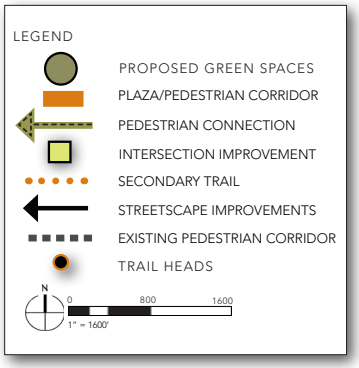
- Construct the Healing Garden.
- Improve the overall pedestrian circulation around the North Golf Course.
- Create a new pedestrian mall on Lands West.

2 Central Campus

- Re-establish Terrace Mall Renovate Smith Plaza and the Duck Pond.
- Strengthen east west pedestrian connections.

3 South Campus

- Make the Science and Tech Park more pedestrian oriented and establish a central green area.
- Establish a multi-use trail along the AMAFCA channel.
- Create an east west pedestrian network south of Cesar Chavez.



Open Space and Pedestrian

The intent of the 2009 Update is to reinforce, improve, and expand the existing open space and pedestrianism model across all three campuses at the University of New Mexico. Taking advantage of New Mexico's mild climate, the Central Campus already has an extensive open space network, with landmarks like the Duck Pond and Johnson Field, and well-articulated pedestrian corridors like the Yale and Cornell Malls. Using the Central Campus as the model, the 2009 Update promotes the development of a comprehensive and hierarchical open space network with a focus on creating great facilities for pedestrians.

Network

The development of an open space network at the University of New Mexico will bring a sense of consistency to the college experience and University brand. The 2009 Update proposes the development of major and minor open spaces in each of the three campuses. These spaces will not be the remnants of space left over after new facilities are built, but the organizing features of developing areas of the campuses. The open spaces will be designed in response to the unique qualities of each campus, and serve as amenities to students, staff, and visitors. Just as the Duck Pond and Johnson Field have developed into landmarks on the Central Campus, new open spaces on the North and South Campuses will become anchors of campus life and the locations for developing campus traditions.

Hierarchy

The open space planning and design principals outlined in the 1996 Plan placed a priority on the development of usable outdoor spaces associated with buildings. This approach expanded the University's open space network and resulted in the development of new outdoor spaces in many different sizes and designs. The hierarchy of open spaces is most evident on the Central Campus, where large open spaces like the Duck Pond and the park in front of Scholes Hall contrast with intimate spaces like the fountain courtyard adjacent to Zimmerman Library and the Cactus Garden. The goal is to improve upon these defined outdoor spaces so that they can function as sites for informal learning, teaching, social networking, entertainment, and celebrations.

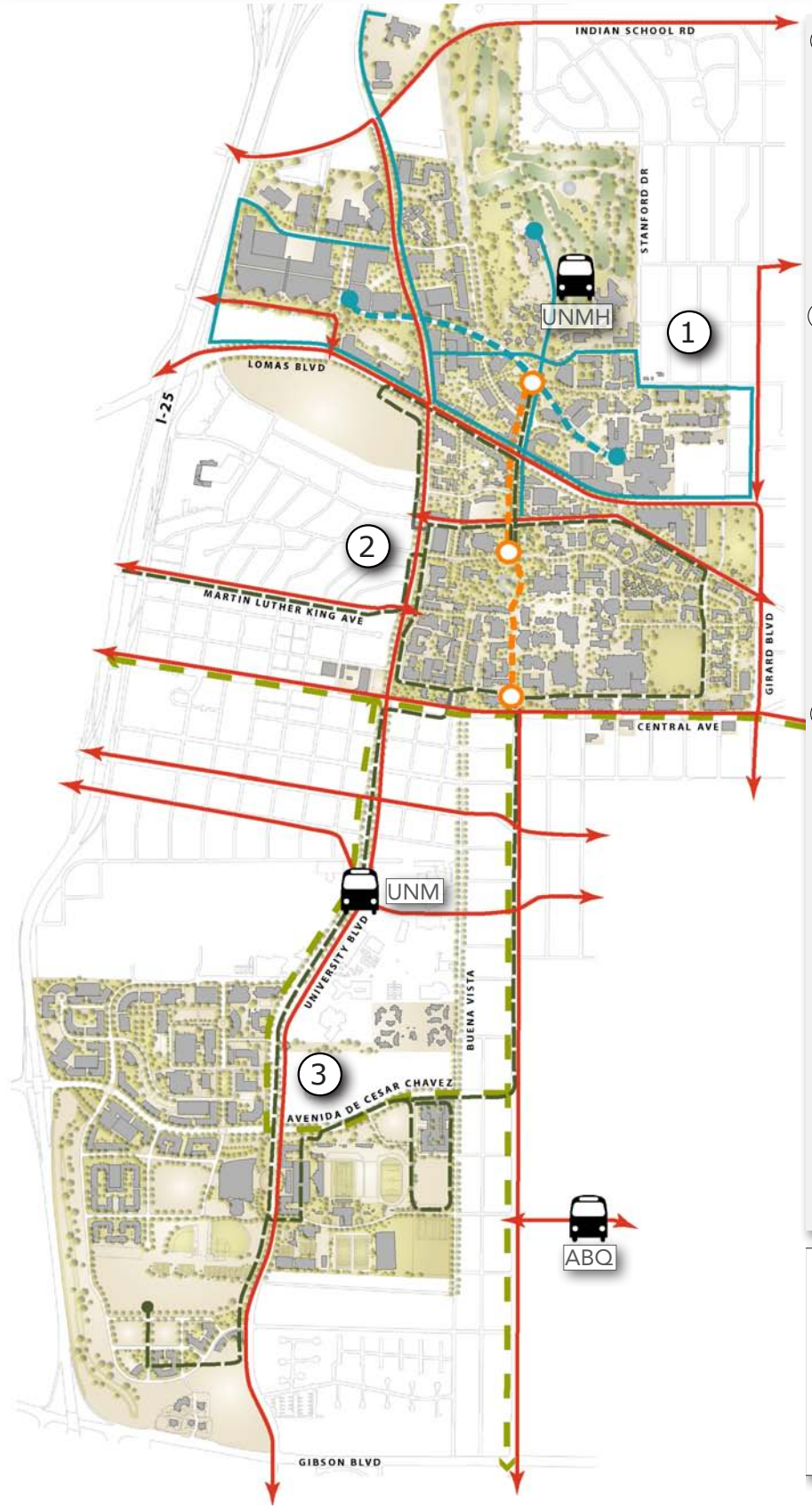
Connections

Strengthening the connections within and between campuses is a goal of the 2009 Update. It will reinforce the identity of the school – not as three separate campuses, but as one University. Multimodal streetscape and intersection improvements will introduce a consistent aesthetic to the roads in and around the University and communicate the importance of transit, pedestrians, and bicyclists in the right-of-way. More bike racks and signed bicycle routes will encourage the safe use of bicycles, and new paths, plazas, and corridors will make biking and walking more comfortable, convenient, and direct.




(Photos from the left): Duck Pond, Tree-lined Sidewalk, Pedestrian Corridor, Plaza -DPS

Transportation Goals



1 North Campus

- Provide quick and efficient transportation between medical buildings. The existing and proposed facilities are spread out over a large area.
- Improve Access: Align roads into a grid system that will improve connectivity, address parking in a comprehensive fashion, and increase shuttle service between campuses.

2 Central Campus

- Improve pedestrian crossings on all major streets: University Blvd, Central Avenue, and Lomas Blvd.
- Increase enrollment without increasing parking.
- Increase pedestrian and bicycle commuting.
- Increase transit utilization.
- Increase car and van pools.
- Improve links between North, Central and South Campus.
- Restrict auto access to the Central Campus.

3 South Campus

- Improve parking coordination.
- Reduce speed on Cesar Chavez and University Blvd.
- Improve links to Central Campus.

Alternative Transportation at UNM

- Zip Car - a national car sharing service that allows members to reserve and rent cars on an as-needed basis. UNM currently have five vehicle places around campus for students, staff, faculty and community members.
- Lobo Bike Program- a bike sharing program that loans bikes randomly to selected University departments. Van Pools- organized carpooling from distant areas of the region.
- Q Bike program - a bike sharing program where bikes could be checked out and returned at kiosks located around the City and the campus.

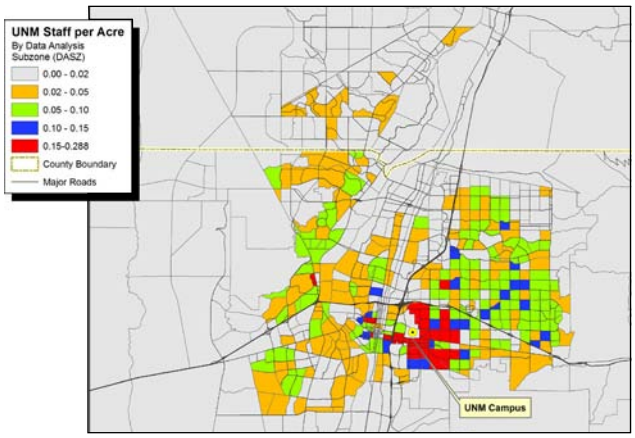
LEGEND
- TRANSIT CORRIDOR
- STREET CAR
- MULTI-MODAL CORRIDOR
- UNM BUS ROUTE
- ABQ BUS ROUTE
- UNM BUILDINGS

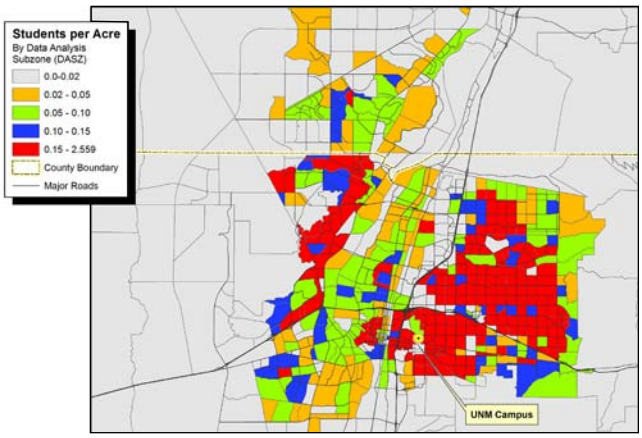
N 0 800 1600 1" ~ 1600'

Transit and Connectivity

The primary goal of the 2009 Update related to transit is to make transit the primary means of accessing the University. The intent is to substantially reduce the need for individual vehicles to enter the main part of the campuses. A secondary goal of the transit plan is to reduce surface parking demand on all campuses. This reduction in surface parking will enhance the campus environment, by enabling the infill development of more dynamic, education-based uses. A well-planned , convenient ,and service-oriented transit network, in conjunction with the bike, parking, open space, and pedestrian strategies, will greatly improve connectivity between and within the campuses. Detailed studies of where students and staff reside, such as the two shown below will help inform decisions about expanded transit options.

Concentration of Staff and Student residences across the City.





Courtesy of: MRCOG

Key Components of the Transit and Connectivity Policy Include:

Shuttles

Vehicular access to the Central Campus will be restricted primarily to the periphery of the Central Campus. Portions of Redondo will be limited to pedestrians, bicyclists, shuttles, and maintenance vehicles. Shuttle bus service is essential to the effective implementation of this pedestrian campus plan, and is instrumental in the connectivity between the three campuses. Shuttle bus service is to be coordinated with other University circulation systems – pedestrian, automobile, and parking – as well as other City circulation systems to make movement around the campus a seamless experience. Frequency and added service, especially on North and South Campus, are challenges for new growth and density.

City Buses

The City of Albuquerque's public transit relationship to the Central Campus remains largely the same as it did in the 1996 Plan. The current transit routes on surrounding arteries, including recently expanded service to accommodate the Rail Runner service to campus, provide good access to the University. The frequency and strategic redundancy of public transit with University shuttles need to be continually fine tuned. Additionally, there needs to be a transit center on North and South Campuses to act as a coordinating point between several transit systems.

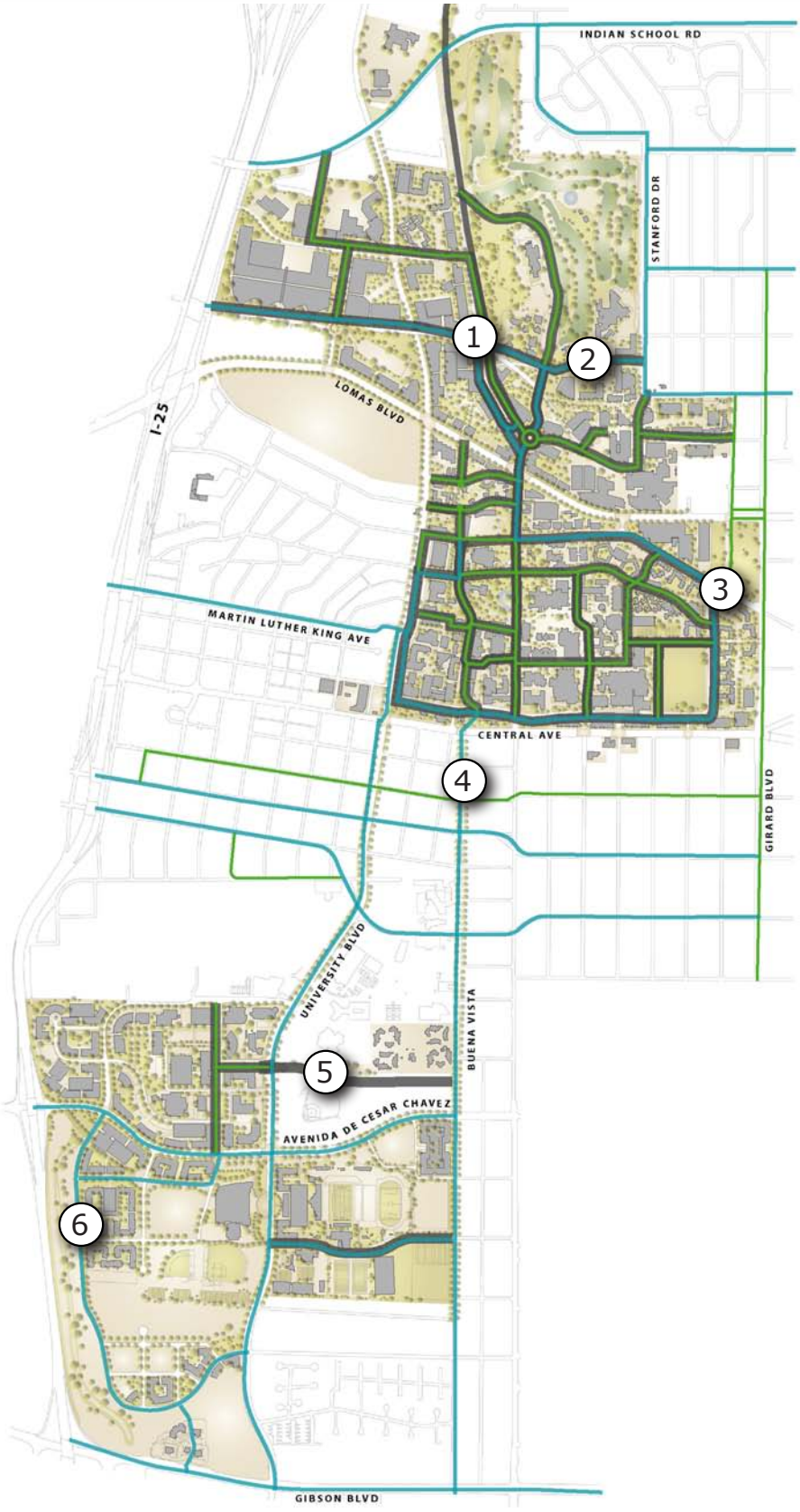
People Mover

The intention of a "people mover" is to dedicate a corridor along the Yale Boulevard for future development. The actual mode of transit is not defined. However, with increasing urban growth around the University, sustainable connectivity will continue to be a demand. There is an opportunity to link not only the three campuses, but to coordinate or connect with City plans that propose electric street cars along Central

Recommendations

- Join MRCOG committees: UNM representative to join Transportation Coordinating Committee and Transportation Program Task Group.
- Participate in NMDOT South I-25 Corridor Study: UNM to participate as a stakeholder.
- Coordinate Internal Transit Operations for administrative and system efficiencies.
- Coordinate with the City of Albuquerque Transit Department to improve public transit access to UNM.
- Participate in Rio Metro Regional Transit District Planning Efforts: UNM to participate as a stakeholder.
- Separate funding for UNM transit from parking fees.

Bike Plan Goals



1. Create a clear route connecting the City Noreste Trail to Lomas and south to Central Campus.
2. Create a bike lane along Tucker and connect across University to Mountain Ave.
3. Designate bike lanes on Redondo and Campus Drive.
4. Establish Buena Vista as a primary bike route between Central and South Campuses.
5. Create a bike trail between Buena Vista and University Boulevard.
6. Plan and construct a bike trail along the Diversion Channel south of Cesar Chavez.

Additionally, support an on-campus bicycle loan program.

LEGEND
- BIKE ROUTE
- BIKE TRAIL
- BIKE LANE
- IMPROVEMENT ZONE
- UNM BUILDINGS

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1" = 1600'

Bicycle Network

Improving bicycle facilities at UNM will reduce the use of cars as the primary means of accessing the campuses. Reducing the use of cars will contribute to a reduction in the University's carbon footprint, and will be a significant part of achieving carbon neutrality by the year 2030. The 2009 Update bicycle circulation plan sets the framework for establishing a campus bicycle circulation network that safely moves people around and between the campuses. The network has been designed in the context of City of Albuquerque bike facilities, with the intent of improving connectivity with the City as well as connectivity between campuses. A supporting document, the Bicycle Master Plan, has more details about policies and implementation.

UC Berkeley and University of Arizona have implemented alternative and integrated solutions to bike parking on campus. Rather than expensive, individual bike lockers, secure, covered, and caged bike parking is co-located with vehicular parking lots and garages. Security is enhanced by proximity to parking attendants and general flow of pedestrian traffic. For a minimal fee, students can apply for an access code that allows access to the bike storage.

Goals from the 2009 UNM Bicycle Master Plan:

1. Reduce vehicular travel by promoting alternative modes including bicycles.
2. Provide secure bicycle parking and storage facilities located close to buildings.
3. Provide conveniently located shower and locker facilities for bicyclists.
4. Provide additional curb cuts and eliminate barriers for bicyclists.
5. Provide separation of bicyclists from vehicles and pedestrians where possible.
6. Promote an on-campus bicycle loan program.
7. Encourage City of Albuquerque bicycle lane and trail improvements connecting to UNM and collaborate with the City.

Implementation Strategies

As stated at the outset of this document, a Master Plan should provide a combination of flexibility and a coherent framework to guide future decisions on campus development. A Master Plan cannot dictate the exact timing or configuration of new buildings; it needs to set a strong direction that is tied to overall strategic goals and clearly articulates the "vision" for the campus. It also needs to be a "working document": one that is used in the process of developing individual campus projects and ties back to larger goals such as sustainability and systemic excellence.

Chapter V: Implementation Strategies

In this Chapter

As stated at the outset of this document, a Master Plan should provide a combination of flexibility and a coherent framework to guide future decisions on campus development. A Master Plan cannot dictate the exact timing or configuration of new buildings; it needs to set a strong direction that is tied to overall strategic goals and clearly articulates the "vision" for the campus. It also needs to be a "working document": one that is used in the process of developing individual campus projects and ties back to larger goals such as sustainability and systemic excellence.

This MP Update proposes three "strands" of implementation that will help guide campus development for the next decade. They are as follows:

1. A list of proposed projects that are linked to the CIP budget. This list will be a working document and will be updated on an annual basis. This will help retain the connection between the overall Master Plan goals and individual projects that incrementally impact the overall development of the campus.
2. Policy-related initiatives designed to strengthen coordination with the City of Albuquerque, Bernalillo County, Mid-Region Council of Governments, Albuquerque Public Schools, and Central New Mexico Community College.
3. A more effective framework for working with the greater community and neighborhood organizations. This also includes improving internal lines of communication with faculty and staff to communicate campus plans.

Projects Linked to the Capital Improvements Plan

The Master Plan proposes a stronger link between the Capital Implementation Plan and the goals of the Master Plan. Currently, there is little connection between overall Master Plan goals and requests for new capital projects. The following list summarizes the projects identified in Chapter Three as priority projects for each campus. This list should be used as a starting point for integration into the UNM Capital Projects. Many of the projects listed will be in the planning/conceptual stage for the foreseeable future. The numbering sequence is not a reflection of any priority.

The Update proposes that each new project on the UNM Capital Planning list provide a written rationale for how the project supports the goals of the Master Plan and that the footprint of the proposed facility is "tested" and overlaid on the overall Master Plan exhibit. This will help identify any conflicts with overall campus circulation, open space, and relationship to existing buildings. The justification for the project can also be used to help communicate to the public how this project furthers the University's overall goals.

North Campus

01. Extend Camino de Salud west and north to connect to the lands west of University.
02. Extend Mountain Road from the I-25 frontage road east to Legion.
03. Create efficient and reliable transit between the existing and proposed hospitals.
04. Reconfigure Tucker Road to better accommodate bicycles and pedestrians.
05. Relocate the observatory to the Barren Fairways and establish a celestial viewing area that can also be an outdoor classroom
06. Fully develop the Healing Garden as a major east-west pedestrian corridor.
07. Develop a pedestrian mall at the new hospital.
08. Construct a University Boulevard bridge to facilitate pedestrian connectivity across the North Campus.
09. Improve the Lomas/Yale intersection; establish a more defined gateway to the North Campus that also facilitates pedestrian and bicycle crossings and connects to the Noreste Bike Trail.
11. Improve existing walking trails around the perimeter of the North Golf Course. Create more defined paths on the west and south side.
12. Establish a new adult acute care hospital west of University and north of Lomas
13. Build a new parking structure and multi-modal center at Yale and Camino de Salud
14. Relocate physical plant operations from current location at University and Lomas; determine space needs and determine best location based on access to campus, adequate size, and collocation of operations.
15. Expand Childcare facilities in current location and establish a new facility on South Campus.
16. Plan for relocation of Adult Psychiatric from current location along Marble to a new location on the North Campus.

Central Campus

1. Reconfigure Yale to act as a primary entrance to Central Campus.
2. Consolidate parking in structures and provide accessible short-term parking.
3. Establish a “people mover” corridor that connects Central Avenue with Lomas Boulevard
4. Transition Redondo Drive to restrict automobile access and prioritize transit and bike circulation.
5. Improve the pedestrian/bike paseo between the dorms and Zimmerman
6. Renew the Duck Pond area and Smith Plaza with new fixtures, lighting, and water features.
7. Improve bicycle and pedestrian entrances at Vassar/Lomas, Terrace/Central, and Lomas/ Buena Vista.

South Campus

1. Renovate University Stadium and add structured parking
2. Develop new commercial nodes along Cesar Chavez and University.
3. Establish a new housing village west of the Pit.
4. Create a new South Campus gateway park near Cesar Chavez Boulevard.
5. Improve the intersection at Cesar Chavez and University Boulevard.
6. Create a multi-use trail along the South Diversion Channel.

Policy Related Initiatives

Many of the proposed projects in this plan require some level of coordination with local agencies and government. UNM can strengthen its relationships with these agencies by taking the following steps:

1. Become more actively involved with the Mid Region Council of Governments; establish formal representation and participate in the Transportation Coordinating Committee (TCC) and other subcommittees.
2. Draft a Memorandum of Understanding with the Albuquerque/ Bernalillo County Water Utility Authority to determine steps necessary to secure the Reservoir site on Central Campus.
3. Work with Bernalillo County to transition the Stanford Health Clinic on the North Campus to the proposed site near Carlisle and Menaul. Also establish a more effective forum for working on Bernalillo County/UNMH funding mechanisms.
4. Work with the City of Albuquerque and Central New Mexico Community College on coordination of transit systems and parking for Isotope Stadium events.

Community Engagement

UNM needs a sustained commitment to ongoing communications with the greater community. The 2009 Update proposes a series of measures designed to notify and engage the greater community in UNM's overall development process.

These measures include:

1. Designate a single point of contact at UNM for questions about UNM projects.
2. Establish a representative neighborhood group that meets monthly to discuss UNM developments.
3. Create an interactive website that allows the public to gather current information and submit input on UNM projects.
4. Develop a more formal notification process to neighborhood associations. For instance, UNM could notify Neighborhood Associations via certified letters to inform them of significant, upcoming projects. UNM will also explore using the City's notification process. It will also survey other universities to assess a range of options.
5. Host a quarterly open house that invites the public to discuss and give input on proposed projects.
6. Hold an annual meeting with neighborhood representatives and the UNM President to discuss community issues and UNM developments.
7. Strengthen the role of the Community Development Advisory Committee. This committee provides monthly updates on capital and planning projects.

Tracking and Assessing the Master Plan Update

The 2009 Update is intended to be a working document; it will require periodic updates and a full revision within five years. In order to be effective, it will also require input from the UNM leadership, faculty, and students. The University Planning Officer has committed to meeting on an annual basis with the Dean of each School to ensure that changes in academic programs and enrollments are reflected in the overall planning and funding cycles. Effective implementation of the MP Update also requires coordination with other University plans. Some of these plans and standards include the following:

- Wayfinding Plan – this plan establishes a comprehensive set of signs and gateways to help orient visitors to the campus. It also provides a first impression of UNM and sets the tone for the overall campus experience.
- Design Guidelines / Design Review Board – as cited in the MP Update, the Design Review Board is responsible for reviewing plans for any new project on the campus. The most current version of the design guidelines are attached in Appendix C.

These guidelines will require some revisions to reflect the most current strategic plans for UNM and increased intensity of development as proposed in this MP Update.

- Facility Standards (energy, IT, etc) – Information Technology anticipates creating a new IT Plan by 2011. The placement and configuration of IT infrastructure has a major impact on the siting and layout of new facilities. Evolving energy standards and a push for more renewable energy will impact every new project on campus.
- Bicycle Master Plan: this plan provides more details on proposed improvements to the bicycle network.
- Lighting Master Plan – this covers lighting standards for exterior lighting on the campus

The MP Update also needs to have a means of assessing progress. This will most likely be in the form of metrics for evaluating adherence to stated strategic goals, e.g., a 50% reduction in greenhouse gas emissions. Metrics for space utilization, done in coordination with UNM's Space Planning and Management, can also help to assess how well new facilities are being used as well as track demand for space in existing buildings.

place making | synthesize + connect + create

Part Two:
UNM Health Science Center Master Plan 2010

This Master Plan aims to meet the future healthcare and academic needs of the State of New Mexico. It is the result of a collaborative effort between the faculty, staff, and leadership of the University of New Mexico Health Sciences Center and the University of New Mexico Hospital. The planning process also included consultation with the surrounding neighborhoods.

Note: The HSC Master Plan was revised in September 2011 to reflect the specific site design of the Adult Acute Care Hospital west of University Boulevard. The proposed location for the hospital fits within the overall master plan framework. Key exhibits are revised to reflect the changes. To avoid confusion with the original document, the new version has "Revised September 2011" in the footer of each page

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Introduction

Completed in 2010, the HSC Master Plan covers the area of campus north of Lomas Boulevard, from Girard Boulevard west to InterState 25. It does not address the UNM Law School, since this is not part of the Health Sciences Center.

This Master Plan builds upon the UNM Master Plan Update and offers a more detailed strategy for future development of the area. Specifically, it includes the following elements:

Detailed programming for clinical, academic, and hospital facilities. The consultant team conducted over 90 interviews and consultations with UNM staff, directors, and faculty to generate accurate projections for space needs on the campus.

Delineation of districts for clinical, academic, and hospital expansion. Includes a new adult acute care hospital that will anchor a new district west of University Boulevard. Also includes a new mixed use district along Lomas Boulevard. and a clinical district along University Boulevard.

More pedestrian-focused circulation. The HSC Master Plan proposes a new east-west greenway with transit service, running underneath University Blvd., and parking focused at the perimeter of the campus. The UNM North Golf Course and its perimeter walking trail are also designated as part of the overall pedestrian experience.

The original document was modified in two significant ways for inclusion in this overall Master Plan.

1. The original layout was done in a landscape format (horizontal page orientation). For the consolidated Master Plan, the format was changed to portrait (vertical page orientation) to be consistent with the layout of the majority of the other documents. The content is still the same as the original document but, because of the new layout, page numbers will be different in the two versions of the document.
2. Supporting documentation for the HSC Master Plan (also known as “Section Two” in the original HSC Master Plan) is not included in this consolidated Master Plan document. This section contains detailed programming, budget, and space inventory data, some of which is considered confidential, thus not appropriate for a document with wide distribution.

Executive Letter

Dr. Paul Roth, M.D., FAAFP, FACEP
Executive Vice President, UNM Health Sciences Center

I am very pleased to present the Master Plan for the UNM Health Sciences Center. This plan reflects HSC's commitment to excellence and to our mission of service to all the people of New Mexico and to the nation as the State's academic medical center.

Over the last ten years, HSC has grown at an average annual rate of six percent. Our campus has expanded to the west in order to meet the growing educational, clinical and research demands of our diverse population. We have successfully opened the new Cancer Center and the Barbara and Bill Richardson Pavilion. The new Domenici Center and auditorium has greatly enhanced our interdisciplinary educational capabilities.

This Master Plan is a product of extensive consultations with faculty, staff, community organizations and our HSC leadership, Deans and Chairs. My direction to the Master Planning team was to provide as many opportunities as possible to all the members of our greater community to comment on the plan and to give us their opinions and suggestions.

The Master Planning team held a series of town hall meetings to allow for an open and frank discussion regarding our planning process and adoption of a Master Plan. They conducted over 50 separate interviews with department heads and staff.

As we move forward I want to assure you that I will continue to insist on involving you in this process and I will continue to want to hear your concerns. Our final plan must reflect our vision to work with community partners to help New Mexico make more progress in health and health equity than any other State by 2020.

A Master Plan provides us with a framework to meet our goals, maintain our commitment to educational and clinical excellence and creates an environment that supports our research mission while taking into account our impact on our local surrounding communities.

Our educational mission is to prepare the next generation of healthcare professionals to provide quality care to our diverse and sometimes under served rural, Native and Hispanic communities. We are striving to create an educational climate conducive to learning and respectful of the cultures of New Mexico.

In addressing healthcare disparities we must build and operate clinics close to our communities, hospitals which respond to our particular needs and train a diverse workforce dedicated to staying in New Mexico. The prime purpose of our BA/MD program is to train physicians who can return to their communities. This program alone increases the size of our School of Medicine by one third. UNMH remains the safety net medical facility to hundreds of thousands of New Mexicans who otherwise would not receive the care they need and deserve.

We stand on the forefront of research into some of the most complex and deadly diseases facing New Mexicans. From cancer to diabetes, obesity and stroke to Hantavirus, we must continue to devote the resources necessary to find cures and treatment regimens to be able to treat and eventually cure these killing diseases.

I am confident that our final Master Plan will further this mission by creating a campus that is accessible, one that encourages interprofessional collaboration between education, clinical and research disciplines.

I encourage all of our staff, faculty, students and community partners to study this plan and share your thoughts with us as we move forward. Help us to transform our campus into a center of academic medical excellence built on the values we cherish for the generations to come which reflects the multicultural diversity and cultural heritages of New Mexico.

Dr. Paul Roth

UNM Hospital Barbara and Bill Richardson Pavilion

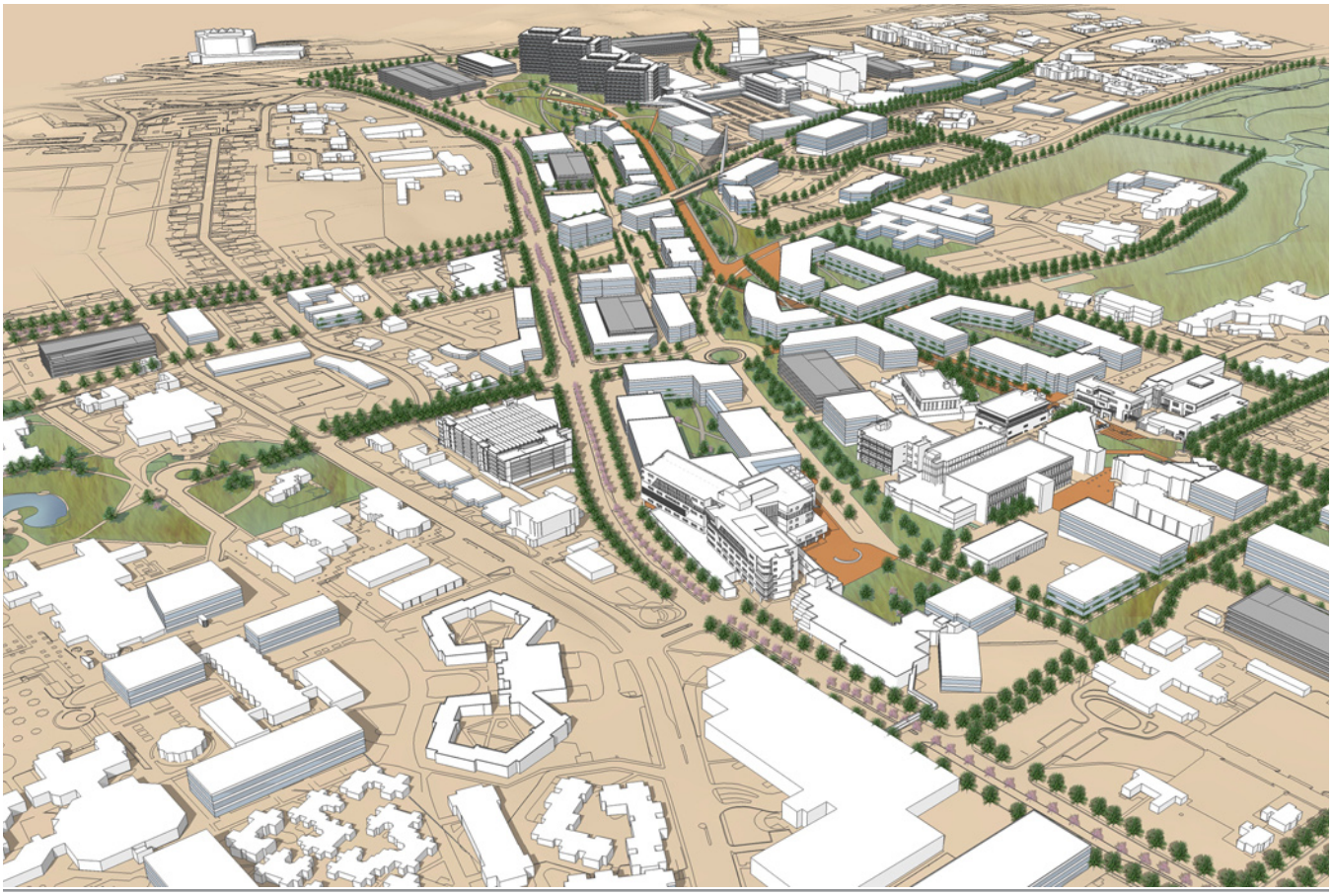
Working Group Participants and Stakeholders

This Master Plan aims to meet the future healthcare and academic needs of the State of New Mexico. It is the result of a collaborative effort between the faculty, staff, and leadership of the University of New Mexico Health Sciences Center and the University of New Mexico Hospital. The planning process also included consultation with the surrounding neighborhoods.

University of New Mexico Regents Health Sciences Committee
Jack L. Fortner, Chair
Carolyn J. Abeita, Vice Chair
Don L. Chalmers

University of New Mexico Health Sciences Center (UNMHSC) Executive Oversight Committee
UNMHSC Faculty and Staff
UNM Hospital Facilities and Support Services
UNM Planning and Campus Development
UNM Physical Plant Department
UNM Parking and Transportation Services
North Campus Neighborhood Association
Santa Barbara/Martineztown Neighborhood
Albuquerque Metropolitan Arroyo Flood Control Authority (AMAFCA)

Design Team
Dekker/Perich/Sabatini
Innova Group
Ellerbe Beckett
AECOM
Brawley and Company
Bohannan Huston, Inc.
Affiliated Engineers Inc.



Executive Summary

This Master Plan creates a long-term vision and development strategy for the University of New Mexico Health Sciences Center (UNMHSC), located north of the Central Campus. It establishes a balance between the development demands of UNMHSC clinical, research and educational missions and the natural environment. It looks to improve patient and student convenience and provide greater efficiency for staff.

Designed around supporting the core mission of UNMHSC to provide all New Mexicans access to the highest quality patient care experience. The Master Plan strives to develop an inclusive, multi-cultural environment focused on health and well being.

This plan accommodates a six percent annual facility growth rate, continuing the current growth pattern of UNMHSC. This calculated percentage will allow the UNMHSC to stay ahead of the State's relative population growth and continue to expand its positive healthcare influence in New Mexico.

Chapter One: Planning Context

The area of study is defined by the UNMHSC Campus, located primarily north of Lomas Boulevard in Albuquerque, New Mexico. One of the most urban areas of the City, the UNMHSC presents numerous challenges regarding transportation, parking, traffic, sustainability, security, amenities, and growth. The context of the adjacent neighborhoods and other parts of the overall UNM campus also contribute to the overall planning framework. The UNMHSC Master Plan 2010 proposes solutions that will have a positive impact on both the UNMHSC Campus and the surrounding urban context.

Chapter Two: Analysis

A thorough analysis of the existing area reveals significant issues, presenting both constraints and opportunities for the Master Plan. Access to all facilities is difficult, especially the clinical areas at and near the existing hospital. Parking is currently provided mostly through surface lots, often inconveniently located for users especially the patient. Fragmented landownership contributes to a lack of functional continuity and connectivity. The fragmented nature of uses makes wayfinding, regardless of transportation mode, difficult. Low density and the absence of developed open space results in a weak sense of place, further contributing to difficulty in wayfinding and image. The limited number of restaurants and retail uses means that most people leave the campus, usually via cars, to get lunch and run errands.

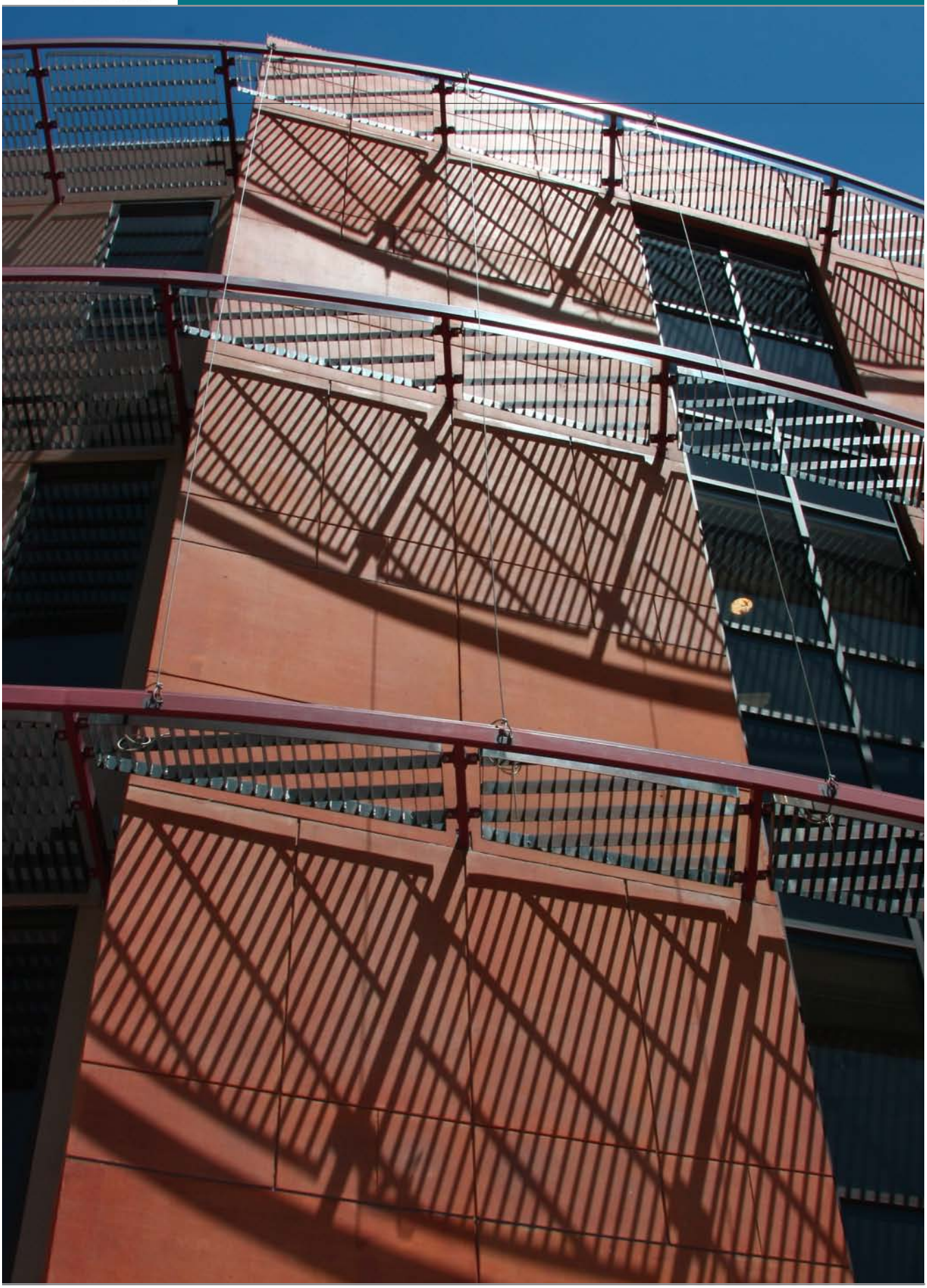
Opportunities for quality future development abound. The lack of housing within walking distance and amenities such as restaurants present development opportunities for these uses. Surface parking lots present the opportunity for building sites that will increase the overall density of the UNMHSC. Lomas and University Boulevards, with the addition of new connecting roads, can create a grid of streets that help improve access and circulation. The addition of strategically placed parking structures at the perimeter and near patient care will result in greater accessibility and convenience for all users.

Executive Summary (continued)

Chapter Three: Campus Plan

A Master Plan must "breathe" through time. The plan proposes several "Big Ideas" that provide the structure for future growth, allowing for interpretation without breaking the underlying structure. The "Big Ideas" include the following:

- **Create development districts defining major uses:** The establishment of districts will allow for necessary functional identity within the UNMHSC setting, promoting smart growth over time without demanding strict adherence to specific building configurations.
- **Education/Research District**: The existing parking lots along Tucker Avenue provide a logical expansion area for educational and research programs. The proposed Sculpture Garden of Healing creates a highly visible spine for new facilities. New buildings will include facilities for the School of Medicine, the College of Nursing and research facilities in close proximity to encourage multi-disciplined collaboration.
- **Clinic District**: Clustering outpatient clinic services along University Boulevard will result in ease of wayfinding and convenience for the patient, the primary visiting user of the UNMHSC. Locating this district along University Boulevard, the major bisecting arterial street, will accomplish the necessity of making campus access easier.
- **Hospital District** : The development of a new Adult Acute Care hospital on Lands West, will create a western anchor for campus, allowing for future growth on the land between it and a re-organized existing UNM Hospital.
- **Mixed-Use District:** A mixed-use commerical area along Lomas Boulevard will support the broad spectrum of the UNMHSC Campus needs; including housing, restaurants, and retail to meet the daily needs of its users. The provision of housing in this district is a key element in the sustainable initiative giving the option to live, work and shop all within the UNMHSC.
- **Create a logical campus development around a framework of open space:** The plan creates a significant open space to connect the established east UNMHSC with proposed new development between University Boulevard and I-25. Anchored by a major park at the west end and a smaller park on the east end, the link is enlivened through the inclusion of a mass transit link, pedestrian and bicycle paths, landscaping and the provision of cafés and amenities. This open space framework also connects to the proposed Sculptural Garden of Healing and the perimeter walkway around the UNM North Golf Course.
- **Utilize Lomas Boulevard, University Boulevard and the I-25 Frontage Road as primary access routes:** Patient-centered care is the hallmark of excellence in the healthcare setting today. A major priority is to provide convenient access to outpatient clinic facilities located along University Boulevard for patients. A parallel goal of this strategy is to redirect service entries and commuting patterns, minimizing the impact on adjacent neighborhoods. By moving service access to the perimeter and placing parking with access from major streets, the Master Plan reduces the potential impact of traffic on adjacent neighborhoods. A new grid of streets is proposed on undeveloped land, providing access to smaller, and more developable parcels.
- **Locate major parking facilities at the perimeter of the UNMHSC:** These facilities will provide ease of access to each major functional district. The introduction of a transit loop with stops located within a three minute walk will minimize the need for intra-site travel by private vehicles.



UNMHSC Cancer Research Center:

UNM Hospital Parking Garage

Process of Input

The Master Planning team conducted two parallel efforts to solicit input. To determine projected space needs, the planning team conducted over 50 interviews with department heads and other UNMHSC staff to inventory current space and project future demands for space. Space needs resulting from those interviews are contained in Section II of the Master Plan.

The planning team also hosted a series of town hall meetings to share Master Plan concepts and solicit feedback from UNMHSC staff, faculty, and students. Held over the course of two months in the Spring of 2010, the meetings were geared towards specific audiences such as the Colleges of Pharmacy and Nursing. Others had a more diverse audience make-up. Following is a summary of comments from those meetings:

- Show a bike connection on Mountain Boulevard connecting to Lands West.
- Address how existing clinics in the Medical Arts district will transition to the UNMHSC Campus.
- Show a location for the Center for Developmental Disabilities somewhere in the vicinity of the Brain and Behavioral Health Institute or near Children's Acute Care Clinic.
- Show proposed locations for amenities – Faculty Club, Multi-Cultural Center, Dependent Care, and small scale commercial (coffee shop, dry cleaner, etc.).
- Parking is a chronic problem, particularly on the east side of the UNMHSC Campus.
- Existing HSC facilities lack amenities – nowhere to go during the lunch hour.
- Walking around the campus is difficult, particularly for physically impaired.
- Keep the North Golf Course and the perimeter walking trail.
- The existing Hospital Main complex has poor circulation.
- The campus needs additional child care and elder care facilities.
- Concerns about separating adult acute care from women and children care – duplication of services.
- Have connections on each floor from the proposed medical office building to the Adult Acute Care Hospital.
- Increase access to daycare/elder care.
- Establish a link from Tri-Core Labs to the UNM Hospital Main Building.
- How do emergency patient services work? Create separate entrance for ambulances off of the I-25 Frontage Road, along with a separate entrance for non-ambulance ER traffic off of Mountain Road.

Stakeholder input is a continual process. As this plan moves from concept to implementation, the UNMHSC will continue to dialogue with faculty, staff, students, and neighbors on progress and proposals for site-specific projects.

University of New Mexico Health Sciences Center Domenici Hall

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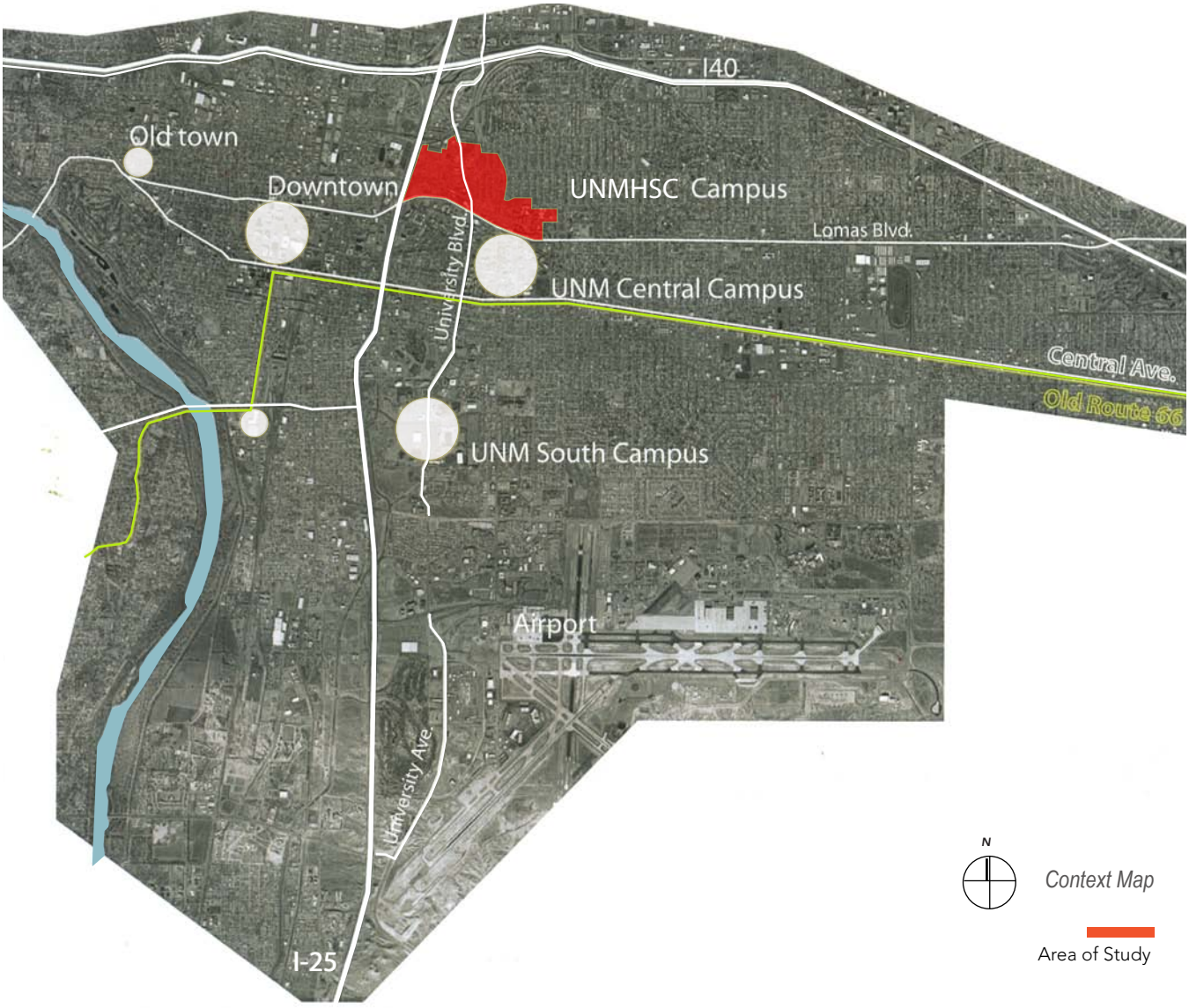
Chapter I: Planning Context

1.1 Area of Study

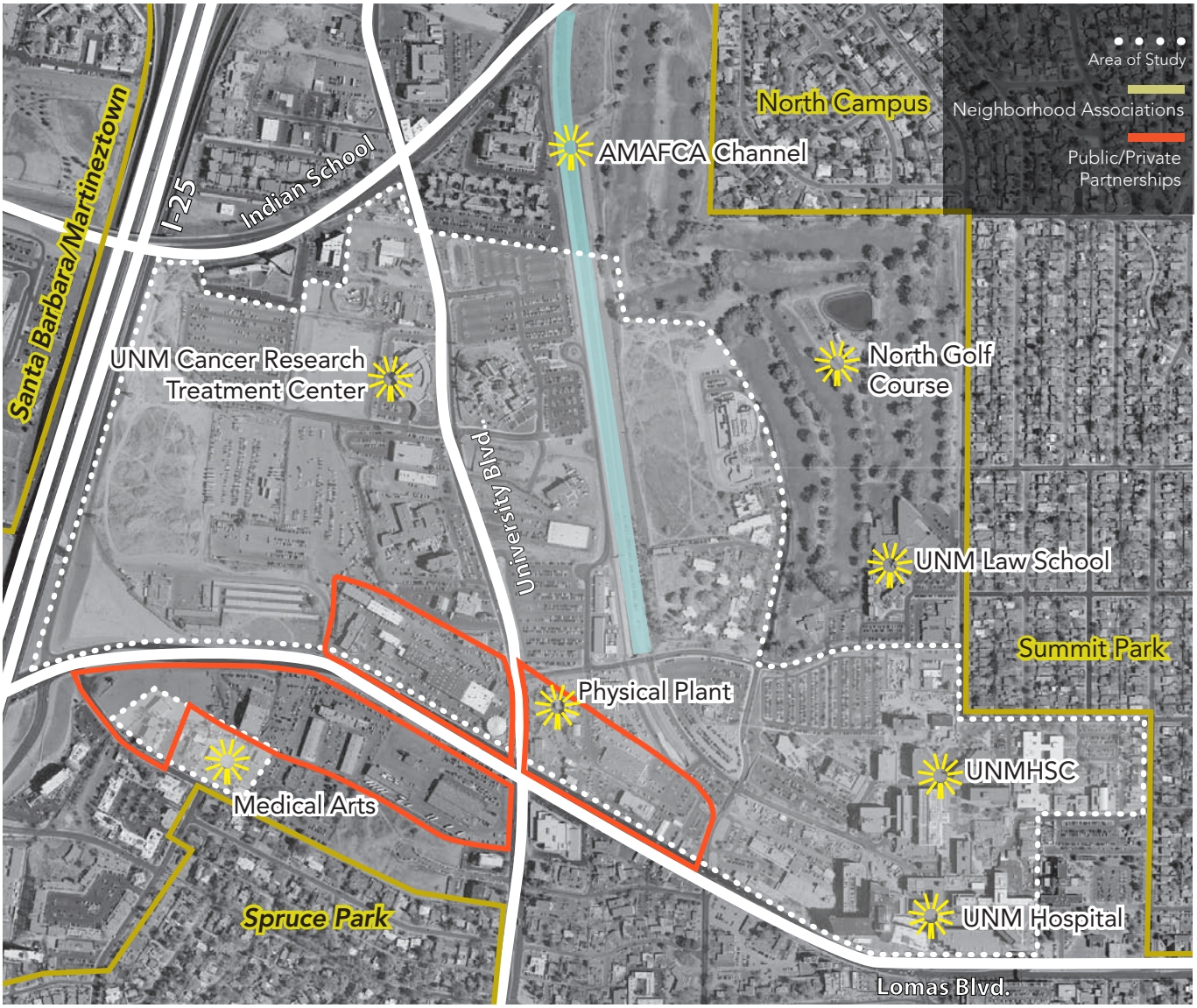
1.1.1 City Context

The University of New Mexico (UNM) Campus is located in the urban heart of New Mexico's largest City, Albuquerque. The University of New Mexico Health Sciences Center (UNMHSC)Campus is located on the north side of the larger context of the UNM Campus.

The UNMHSC Campus is bordered on the west by InterState 25 (I-25), on the east by Girard Boulevard, Lomas Boulevard on the south, and Indian School Avenue on the north, with a small portion of the UNMHSC Campus located within the Medical Arts Complex south of Lomas Boulevard.



Campus Context Diagram



Intersection of Lomas Blvd and University Blvd.

1.1.2 Campus Context

This Master Plan focuses on the University of New Mexico Health Sciences Center (UNMHSC). The UNMHSC has three major components: academic, clinical, and research facilities. Most of these facilities are located north of Lomas Boulevard, between Vassar Avenue on the east and I-25 on the west. As the UNMHSC and greater UNM campuses are intertwined, this area of study also includes lands adjacent that are not part of the UNMHSC Campus proper but contribute to the overall character of the area. Among these related facilities are the following:

- The UNM North Golf Course
- Sandia Foundation land holdings along Lomas Blvd.
- UNM North Campus facilities, including Physical Plant Department, Child care, and parking facilities
- Lands along Lomas Blvd. that are not owned by UNM or Sandia Foundation
- Six buildings that house a variety of UNMHSC programs at the Medical Arts Complex on the south side of Lomas

1.1.3 Neighborhood Context

As depicted, there are four neighborhoods in close proximity to the campus: Santa Barbara/Martineztown to the west, North Campus on the north and east, Summit Park to the east, and Spruce Park on the south. Each of these neighborhoods contributes to the overall integrity of the campus. In turn, both the UNM and the UNMHSC Campuses contribute to the value of homes and overall quality of life for the area.

The UNMHSC Campus is one of the most urbanized areas in the City. UNM Hospital offers the highest level and most specialized pediatric care in the region, is the State's largest academic medical center, and New Mexico's only Level 1 Trauma Center. The Health Science Center is also one of the greatest traffic generators; transportation, access and parking are ongoing challenges to the center and surrounding communities. UNM is committed to working with neighbors to help alleviate these issues. It is also working with the City of Albuquerque and MRCOG to develop better transit options for serving the campus. Given the context of the UNMHSC within a larger urban area, issues like parking and traffic need to be addressed on a regional basis to have a meaningful impact.

1.1.4 Public/Private Development

UNM owns significant pieces of property along Lomas Boulevard. Sandia Foundation, a non profit dedicated to generating revenues for UNM, also owns multiple parcels of land along Lomas Boulevard. It is anticipated that these lands will be developed in a coordinated manner, with input from both Lobo Development and Sandia Foundation. The lands will not be developed by UNM or Sandia Foundation directly, but through a partnership with a private development entity, namely Hunt Development.

The nature and sequence of development on these lands, particularly the lands west of University Boulevard along Lomas Blvd., will have a clear impact on the UNMHSC expansion.

Eastern edge of the UNMHSC Domenici Center bordering the North Campus Neighborhood

1.2 Summary of Contributing Plans

1.2.2 Overall UNM Master Plan Update

In 2009, UNM completed what is essentially a new Master Plan for the overall campus. The 2009 Master Plan Update articulates a vision that addresses the UNMHSC, Central, and South Campuses. The theme of the Master Plan is to create a "Live, Learn, Work, Play" environment. The goals of the Master Plan can be summarized in three "Big Ideas":

- **Synthesize:** Synthesize sustainability into all major development decisions. UNM's commitment to reduce carbon emissions impacts all development and transportation issues
- **Connect:** Connect the three campuses. A major goal of the 2009 Update is to make UNMHSC, Central, and South Campuses look and function like one, unified campus. This requires a comprehensive transportation plan that links the three areas while minimizing the impact of automobiles on surrounding neighborhoods.
- **Create:** Create a campus that continues to reflect UNM's unique cultural and architectural heritage. This means preserving UNM's architecture and landscape while allowing new buildings to articulate a contemporary expression of New Mexico culture. The UNM campus should manifest New Mexico's "brand" of art, culture, and technology.

The specific strategies for each campus are summarized as follows:

- **UNMHSC Campus:** On the UNMHSC Campus, the long-term strategy is to allow the UNMHSC to grow while establishing a better pedestrian/bike/transit network to reduce the impact of parking and automobiles. The Update proposes strategies to preserve open space; the North Golf Course is left intact with improvements to the perimeter walking/running circuit.
- **Central Campus:** On the Central Campus, the strategy is to increase the number of students living on campus, maximize potential expansion of academic and research space, and reduce the impact of automobiles and parking.
- **South Campus:** On the South Campus, the strategy is to connect the existing facilities and establish a unified campus identity. New student housing for upperclassmen proposed south of Avenida de Cesar Chavez will be coordinated with expansion of athletic training facilities and renovations to the Pit and University Stadium.

UNMHSC College of Nursing/College of Pharmacy/Health Sciences Services Building

Illustrative Map, UNM Master Plan, 2009 Update
Dekker/Perich/Sabatini

Former UNMHSC Cancer Research Treatment Center and Plaza

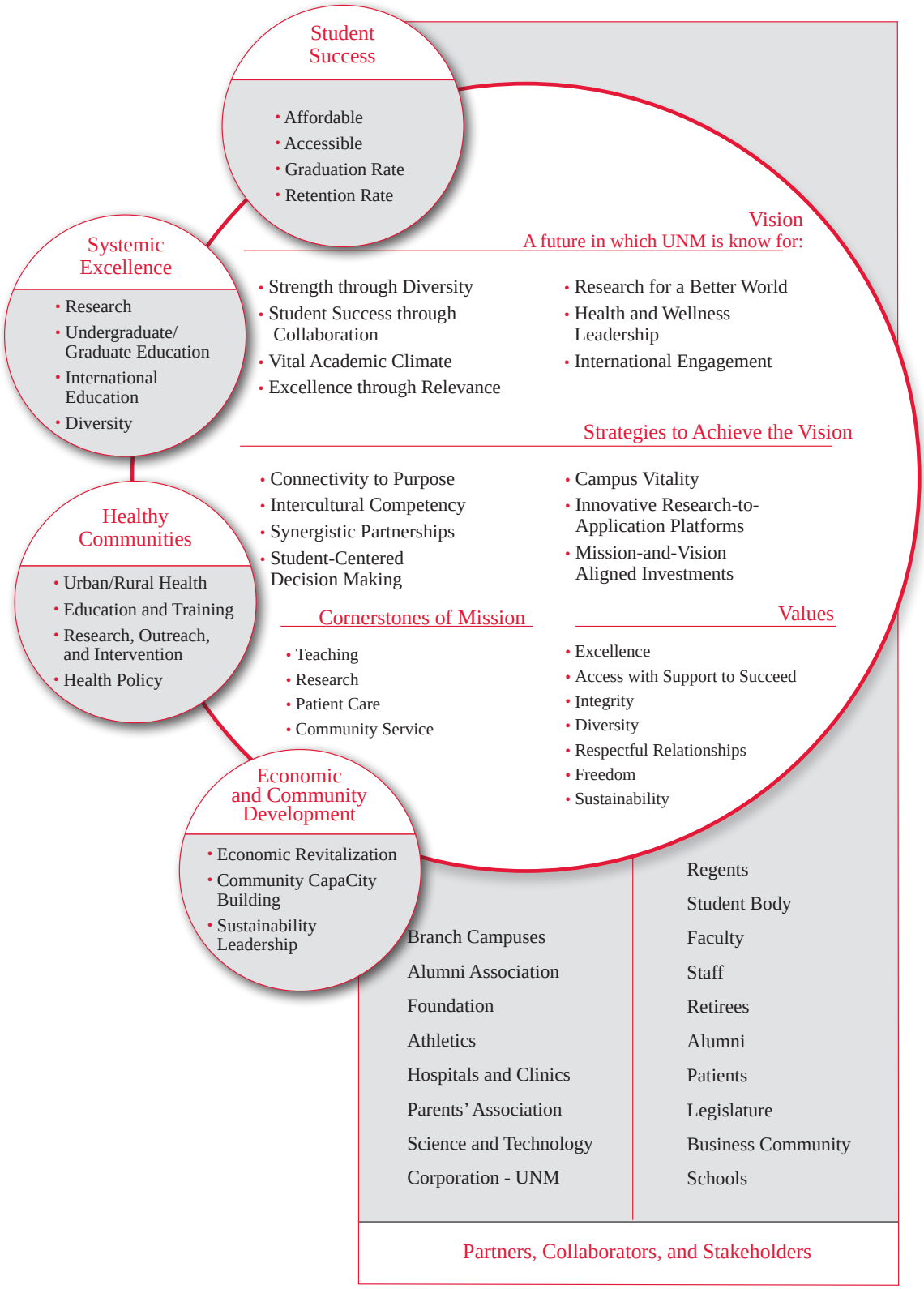
1.2.3 Walker Parking Studies Summary

In the past 10 years, Walker Parking Consultants has conducted a series of studies on UNM parking. The studies inventoried the current supply and demand for parking and proposed a series of alternatives for how to meet parking demand in the future. On the area north of Lomas Boulevard, the 2005 study projected a deficit of approximately 1,800 spaces by 2010 for the UNMHSC Campus, with most of that deficit east of Yale and south of Frontier Avenue. Some of the strategies for addressing the projected deficit included the following:

- UNMHSC should have a higher degree of management over parking structures and implement parking control and revenue systems, discouraging employee and student use
- Dedicate UNM Hospital patient-use for lower levels of the existing facility adjacent to the Barbara and Bill Richardson Pavilion (BBRP)
- Create a reserve-use sticker that would allow all reserve users to access identically marked spaces throughout the UNMHSC Campus. Of the 248 spaces reserved for specific individuals 86 were always unused
- Adopt transit oriented future parking solutions: As the UNMHSC Campus expands, it will become increasingly difficult to provide parking adjacent to the locations that require it
- Push new parking structure development to the perimeter of the campus: Out of the path of campus expansion and relieving vehicular congestion in the interior of the campus

A Conceptual Framework

Four Strands of Priority that Connect and Activate



1.2.4 Overall UNM Strategic Framework

President David Schmidly has articulated an overall strategic framework that seeks to align UNM in its mission, vision, values, and strategies. The strategic framework identifies four major goals to advance UNM as an institution:

- **Student Success:** The nearly 2,000 graduate and undergraduate students enrolled in various programs at the UNMHSC need to be successful for the UNMHSC to fully function. As the UNMHSC seeks to expand enrollment, particularly in the School of Medicine and the Colleges of Nursing and Pharmacy, the success rate of students will have a demonstrable impact on the overall provision of healthcare in New Mexico.
- Systemic Excellence: This goal focuses on advancing research and graduate studies. The UNMHSC generates over $150 million annually in research grants - a significant portion of its budget.
- **Healthy Communities:** The UNMHSC has a demonstrable impact on the health of the entire State. Advancing that impact requires increased access to healthcare, both on the UNMHSC and around New Mexico.
- **Economic and Community Development:** With an annual budget of more than $1 billion, the UNMHSC Campus is an economic engine that is a major contributor to the regional economy.

1.2.5 2030 Climate Commitment

UNM is a signatory to the American College and University Presidents' Climate Commitment. This commitment makes sustainability a driving force in all UNM decisions related to transportation, construction, and ongoing campus operations. In practice, this means an 80% reduction in 2006 levels of greenhouse gas emissions by 2030. UNM has created a "Climate Action Plan" that proposes specific strategies in the following areas for reaching the Climate Commitment goals:

- Transportation: Require a major shift from the predominant use of autos to transit, bicycle, and pedestrian modes of travel – both to access the campus and to circulate internally.
- **New Buildings:** Require much more aggressive conservation measures than currently required by code.
- Existing Buildings: Require retrofits to decrease electrical and heating demands.

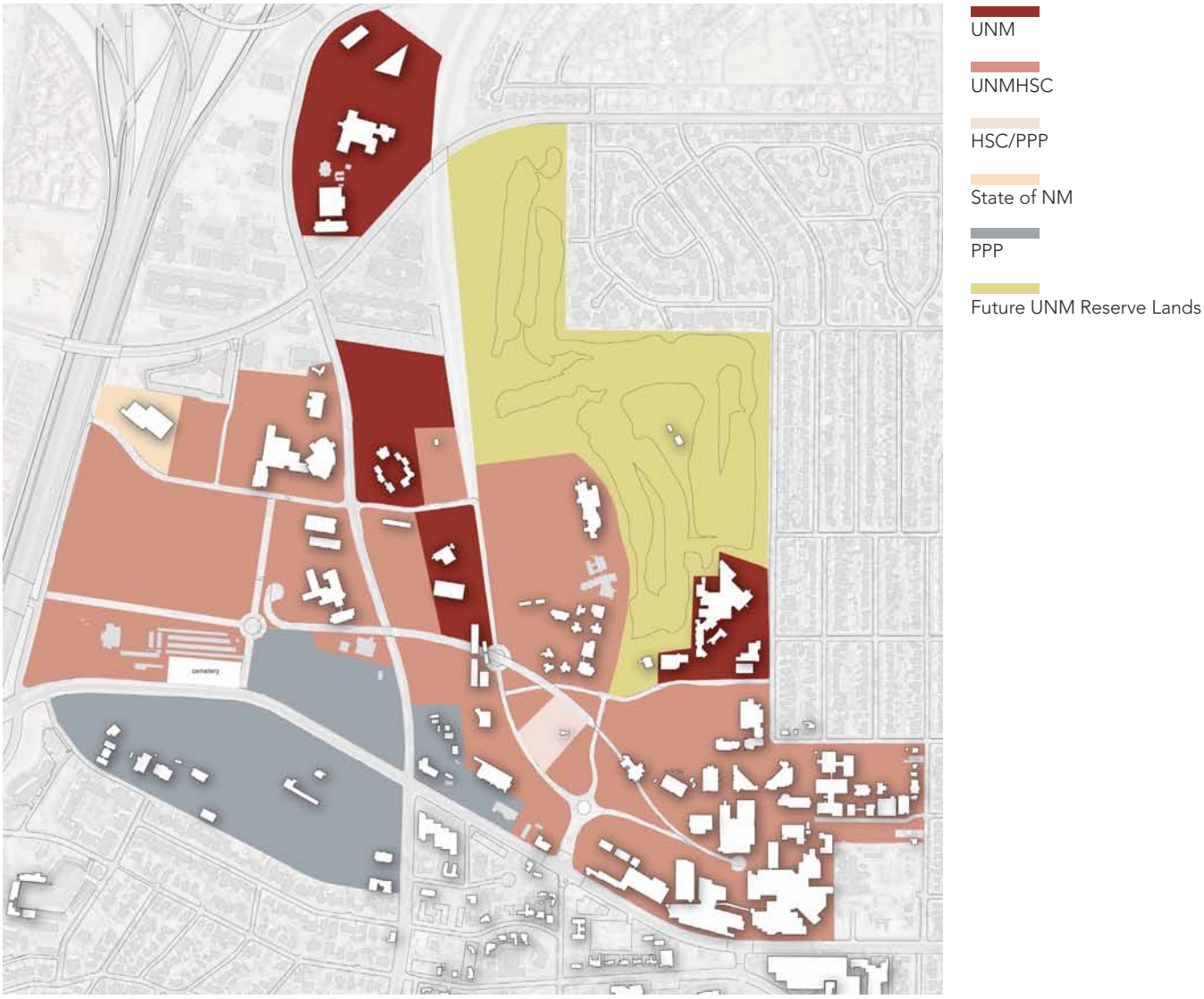
1.2.5 HSC Strategic Plan

In 2008, the UNMHSC completed a strategic planning process that helps establish the basis for the UNMHSC Master Plan. The summary report synthesizes the work and perspectives of three subcommittees: Education, Research and Administration. A separate planning effort was conducted for the hospital and clinics. Four common recommendations and strategies emerged to improve patient care:

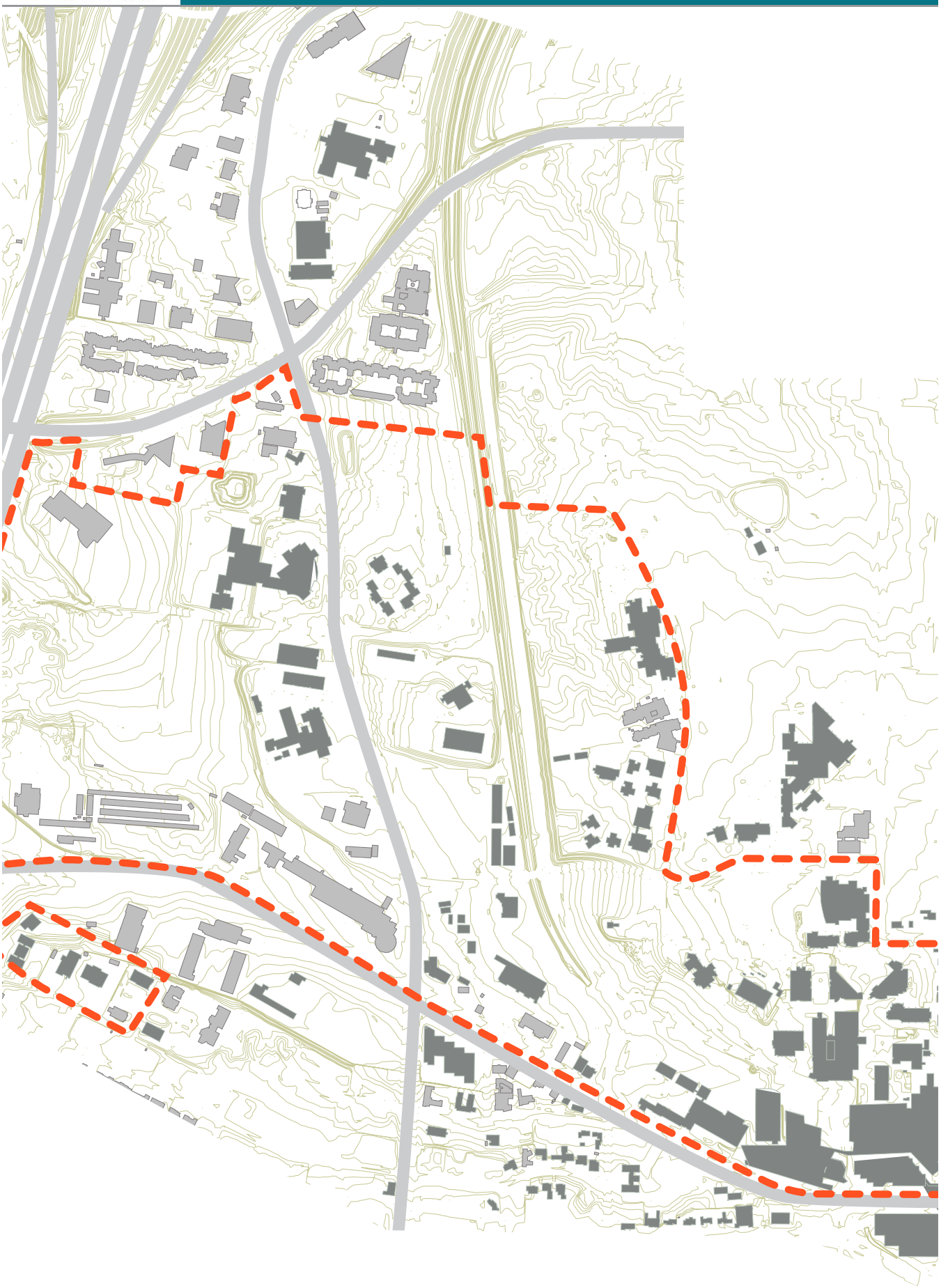
- Create Flexible, adaptable space for a variety of uses: New and renovated buildings should include a range of large and small flexible spaces that encourage interdisciplinary collaboration and support future growth.
- Develop "Life Enhancing" space for the UNMHSC academic community: This is support space. It could be both unstructured community space that encourages informal dialogue as well as support programs like eating venues and personal services, such as postal services and dry cleaning. This collaborative community is seen as a critical element in the retention and recruitment of top researchers, faculty and students.
- Integrate Technology: Over a 10 year horizon, the UNMHSC Campus should have State of the art technology for computing and communicating. It should include simulation space, equipment, and technical assistance for all healthcare programs.
- Improve campus access: Campus access facilities should include a mix of increased parking as well as dedicated "travel ways" for shuttles, bicycles, pedestrians and other people moving modalities. Transportation and access strategies should be aligned and coordinated with central and South Campus. Incorporate wayfinding to help visitors find places on campus.

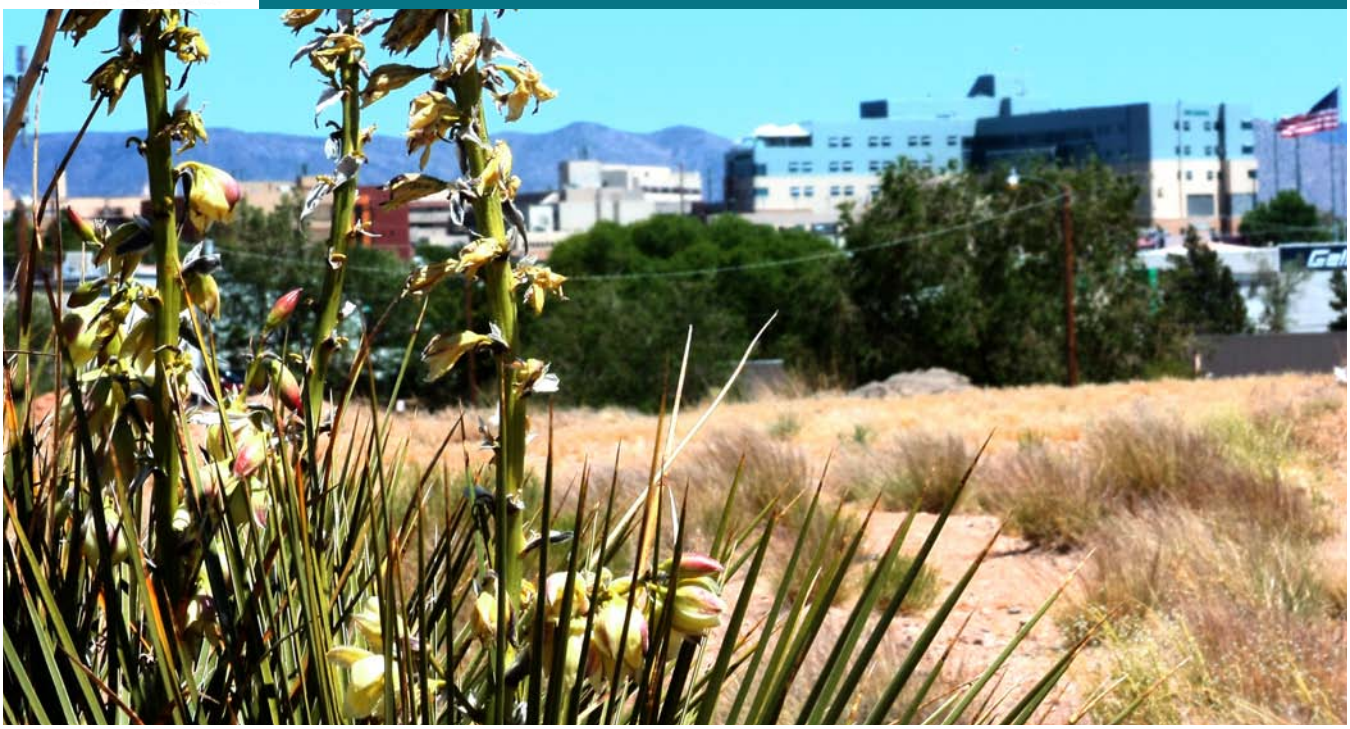
Separate from the strategic process, the UNMHSC and UNM leadership negotiated an overall land agreement (right). This agreement identifies lands that are to be developed by UNMHSC and lands remaining under the control of UNM. It also depicts lands along Lomas Boulevard slated for public/private parntership development.

HSC Campus Future Zoning Diagram



developed in the UNM Master Plan Update, 2009





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Chapter II: Analysis

2.1 Area Analysis

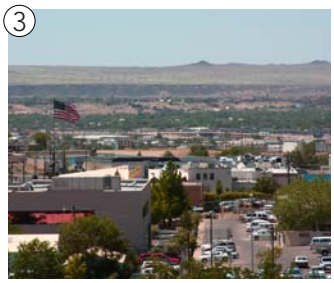
2.1.1 Current Conditions

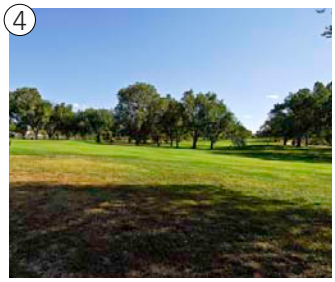
Current site constraints impact campus operations and diminish the experience of visitors, patients, and staff. Among the major constraints are the following:

- Limited convenient patient access
- Lack of a mixture of uses and amenities that make a campus pleasant and sustainable
- Lack of easy access to many facilities, particularly the UNM Hospital.
- Lack of vehicular, transit, and pedestrian connectivity
- Campus fragmentation; multiple landowners within the projected growth area.
- Lack of a campus "feel"; minimal sense of place
- Inefficient use of land; current building density and required surface parking strategy will use all available land within ten years at the current growth rate of six percent per year.

2.1.2 Views and Vistas

Gentle grades across much of the campus provide long vistas to the west and the Sandia Mountains. When not immediately blocked by buildings, most of the site offers views to the Rio Grande Valley, Downtown Albuquerque, the Volcanoes/ Petroglyphs of the West Mesa, and Mount Taylor to the west.



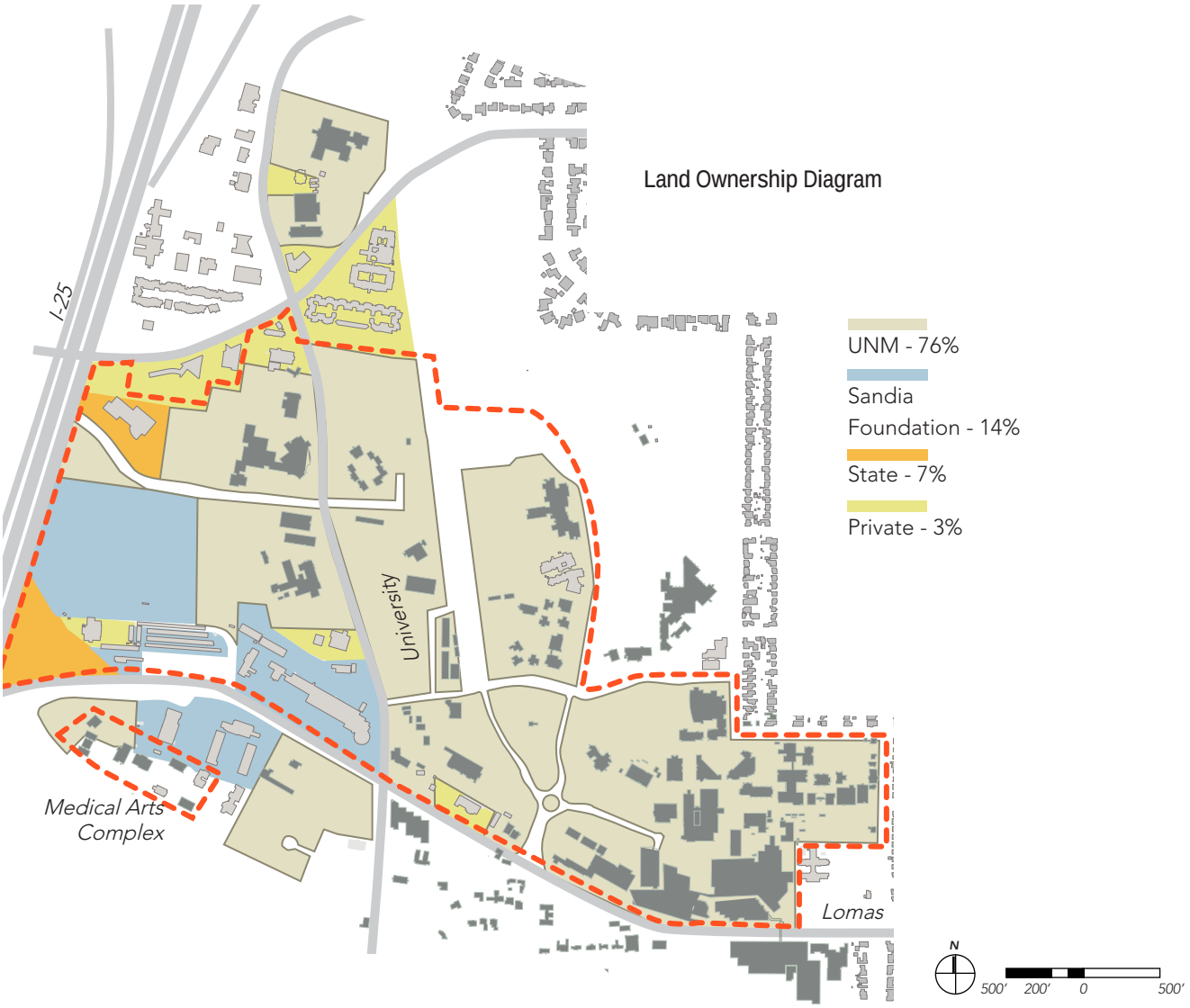


Site Views Key

2.1.3 Land Ownership

UNM controls most of the land within the study area. The Sandia Foundation, established to help generate revenues for UNM, owns two large parcels on Lands West.

- UNM and the Sandia Foundation will work together to develop the lands in a mutually beneficial manner. UNM owns most of the land east of University Boulevard and north of Lomas Boulevard.
- UNM will continue its strategy of acquiring private lands as they become available.



2.1.4 Topography

The UNMHSC Campus exists on a fairly even grade, following the natural alluvial plain that gently drops in elevation from the base of the Sandia/Manzano Mountains (7.5 miles east), down to the Rio Grande (3.5 miles west). This results in a 2.5-3 percent grade from east to west across the site.

The following are specific areas of future development that provide notable and advantageous elevation changes.

Site Section 1

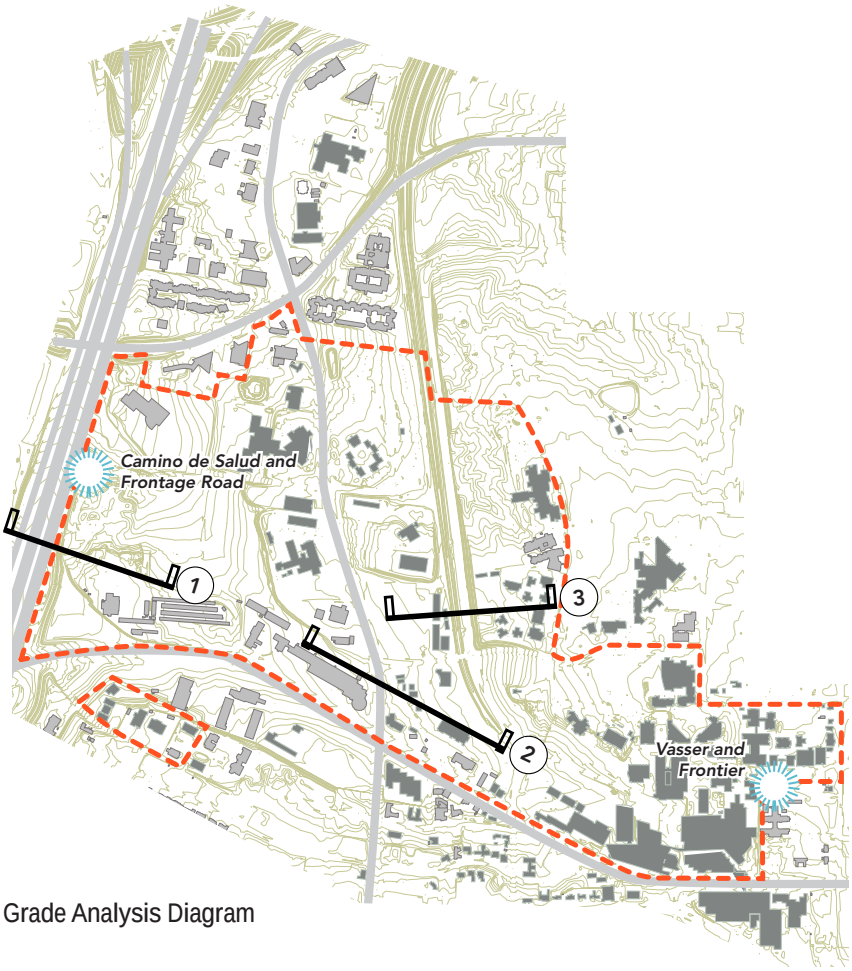
Lands West sits higher than I-25 and 20-40' above the adjacent I-25 Frontage Road. The relatively steep grade can screen service and vehicle activity from the campus. The natural grade change lends itself to cost effective stacked parking solutions, providing on-grade access ramps between structured parking levels.

Site Section 2

University Boulevard is a main north/south arterial through the UNMHSC Campus. In its construction, the land was graded to make larger areas of developable property. This created an even grade condition from UNM Hospital to just southwest of Carrie Tingley Hospital. At that point, a man-made mesa sits 20' above the adjacent Lands West. This mesa could define a pathway into Lands West for pedestrians, bike and transit to pass unimpeded beneath University Boulevard, connecting the east and west sides of the UNMHSC Campus.

Site Section 3

The west side of the current UNM Children's Psychiatric Hospital site sits 30' over the access road along the east side of the AMAFCA Channel. Aligning the AMAFCA channel underneath the access road would allow for greater buildable site area.



Grade Analysis Diagram

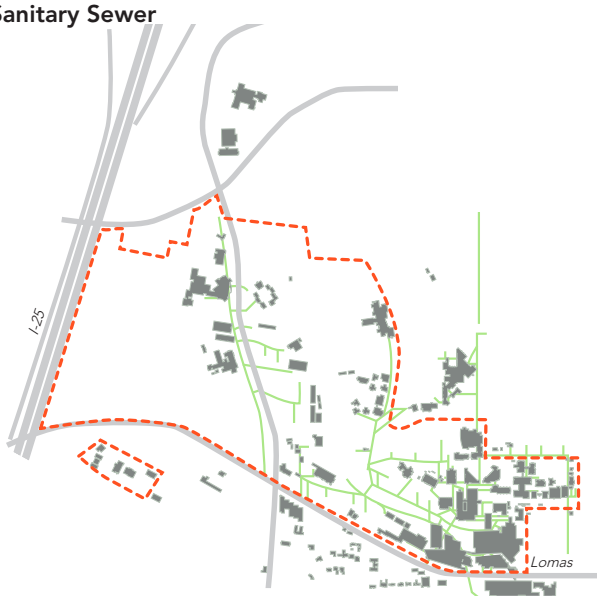
2.1.5 Utility Inventory

2.1.5.1 Infrastructure Overview

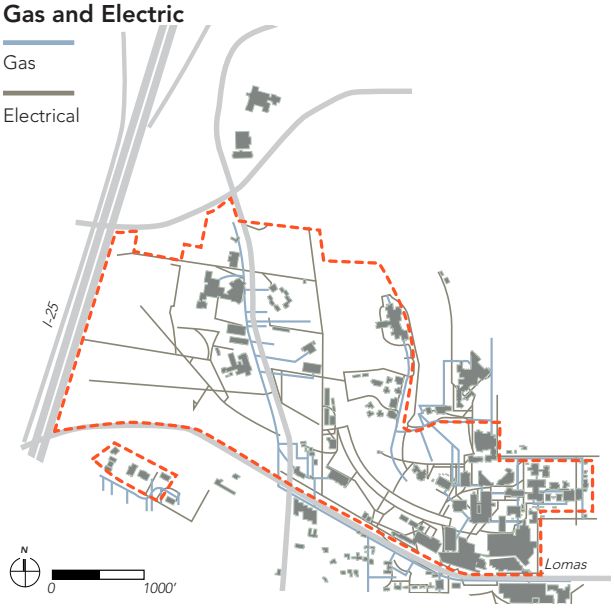
Lobo Energy completed a comprehensive North Campus Master Utilities Plan in 2004. That plan provided for systematic expansion over a period of twenty years, based on construction of new buildings, expected load, and financial expense.

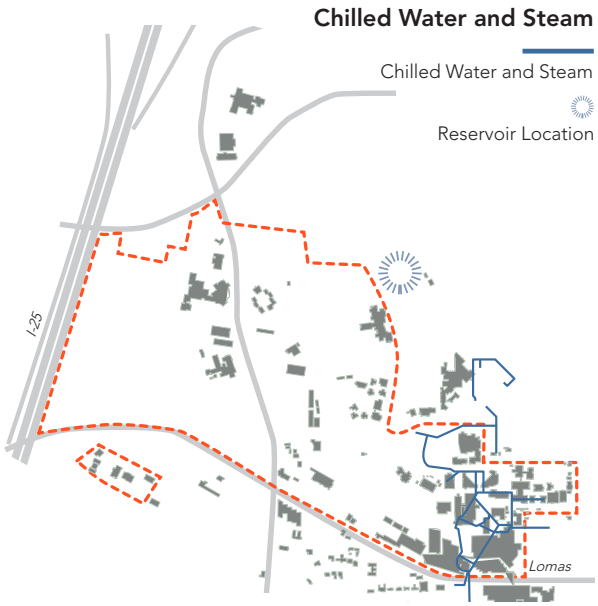
The following diagrams depict the current extent of infrastructure systems. This Master Plan proposes a different and updated set of assumptions about campus growth compared to the 2004 North Campus Master Utilities Plan. Therefore it is necessary to review and update the strategies for utilities expansion.

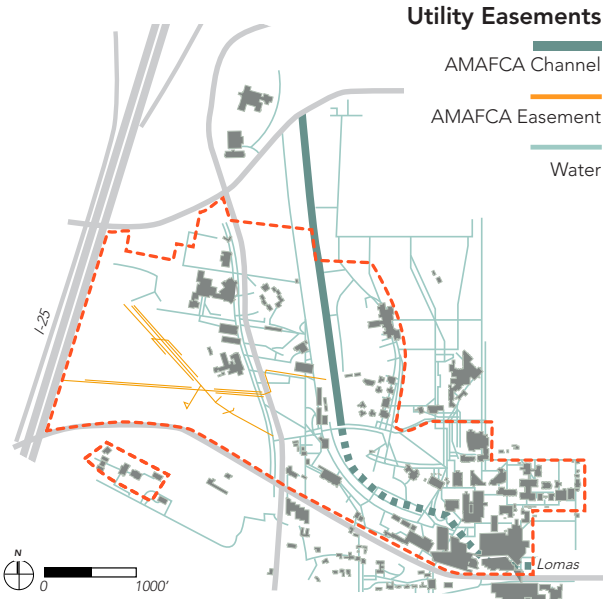
Sanitary Sewer



Gas and Electric







2.1.5.2 Reservoir Location

The growth of the campus will increase the overall demand for water. This increased need for capaCity requires an additional water reservoir. The UNM Physical Plant Department recommends the southeast corner of the Barren Fairways as the location for this facility for the following reasons:

- It will not be an impediment to future developable areas as the Barren Fairways has been designated as “Park Space”.
- Minimal visual impact to the site as the reservoir will be a below-grade structure.
- The site is located on high ground relative to the rest of the campus to provide efficient distribution that minimizes pumped delivery.
- This site is placed in a relatively central location to accommodate service to future buildings.
- It has a direct path connection to the Tucker Road water main.

2.1.5.3 Easements

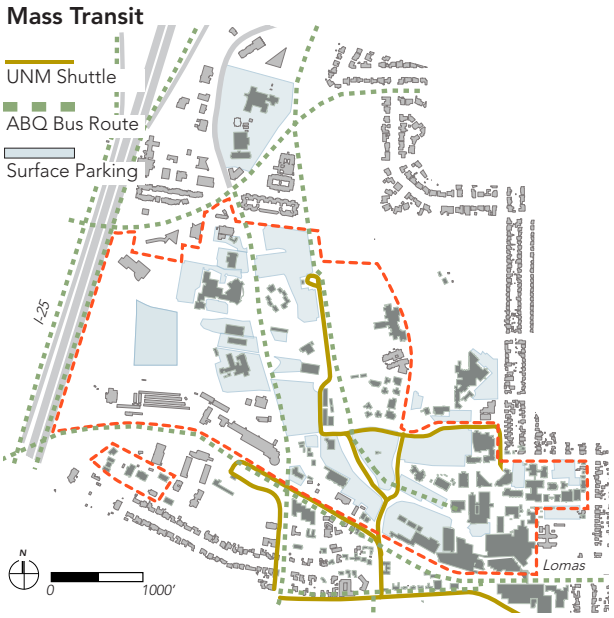
Three easements impact the pattern of future development:

Albuquerque Metropolitan Area Flood Control Authority (AMAFCA)

1. AMAFCA has a 59' wide easement along the proposed extension of Camino de Salud.
2. AMAFCA has a 60' wide easement for a storm water pipe that runs northwest through Lands West. The easement contains a 60” storm water pipe that is sized to accommodate anticipated growth in Lands West. The capaCity of the downstream detention basin (near Vietnam Veteran’s Park), also has sufficient capaCity for projected increase in runoff, with no impact to Martineztown or Santa Barbara neighborhoods.

Albuquerque /Bernalillo County Water Utility Authority (ABCWUA)

1. ABCWUA has a 15' wide easement for a storm drain force main. This line conveys storm water from the Lomas/ Broadway area and deposits it in the AMAFCA channel north of Tucker Road. It runs parallel to the proposed extension of Mountain Boulevard and may require modification, based upon conceptual grading.



2.1.6 Campus Access, Circulation and Parking

2.1.6.1 Parking

The projected increase in new buildings and expansion of campus facilities would typically require a commensurate growth in overall parking quantities. However, the current surface parking strategies of the UNMHSC campus will not accommodate the anticipated future facilities growth. Additionally, new facilities are planned on existing surface parking lots, thereby decreasing the current supply of parking while also creating more demand for parking. UNMHSC needs to meet the most critical demands for parking while also increasing options for people to access the campus by alternative means of travel; this requires a coordinated effort with the City of Albuquerque to address transportation on a regional scale.

2.1.6.2 Transit

Currently there are three separate transit systems that serve the UNMHSC Campus: the UNM Shuttles, UNMH Shuttles and the City of Albuquerque Transit System (ABQ Ride). While there is some coordination between the three systems, there is also redundancy. For instance, all three systems provide service from the Downtown Rail Runner Station to the UNMHSC Campus.

- UNM Shuttles

  The G/Q Lot shuttle serves the surface parking lots north of Lomas Boulevard and the Redondo shuttle circulates along Tucker Avenue, with a stop near the Medical School. These shuttles run to the main stop near the Duck Pond on the Central Campus.

- UNMH Shuttles

  The UNMH shuttles operate separately from the UNM system because of the specialized transportation demands associated with the hospital and clinics. It serves staff that park in lots west of University Boulevard to the hospital at shift start and end times. A consistent complaint from staff centers around time between shuttles and the inconvenience of getting shuttled from remote lots. The UNMH shuttles also act as a paratransit system to move patients on an as-needed basis from the hospital to other clinics and the pharmacy.

- ABQ Ride

  ABQ Ride runs bus routes on city streets adjacent to the UNMHSC campus. All UNM/HSC students, faculty, and staff are offered free passes for the system. The Rapid Ride “Blue Line” is an express route that originates on the west side of Albuquerque with the UNM Hospital as its main destination. There are also a number of local routes that primarily serve the campus.

2.1.6.3 Circulation

Pedestrians: For people on foot, the best means of accessing the UNMHSC Campus comes primarily from neighborhoods to the east and north.

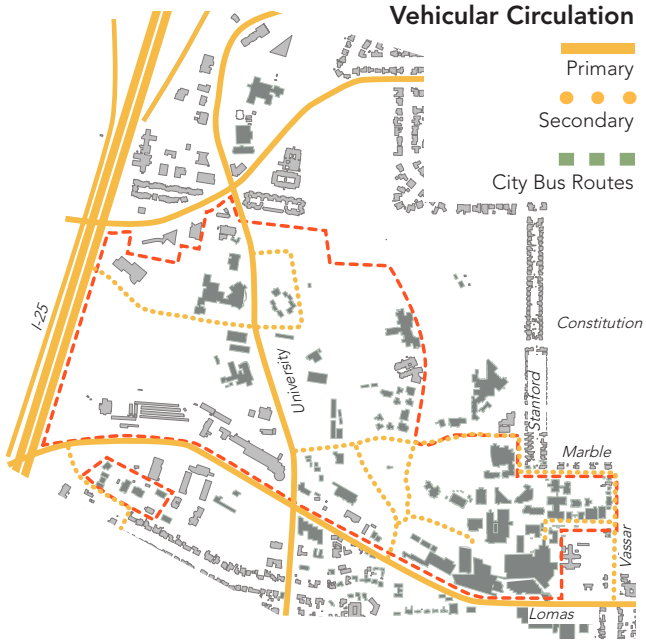
- Lomas Boulevard continues to be a barrier for pedestrian movement between Central Campus and the UNMHSC Campus.
- Vassar Drive has the potential to be a good access point from the east but lacks clear wayfinding to encourage pedestrian access.
- The Sculpture Garden of Healing at the intersection Marble and Stanford Avenues has the potential to be a more formal pedestrian access point.
- Multiple curb cuts and narrow sidewalks on Tucker Road detract from the pedestrian access.

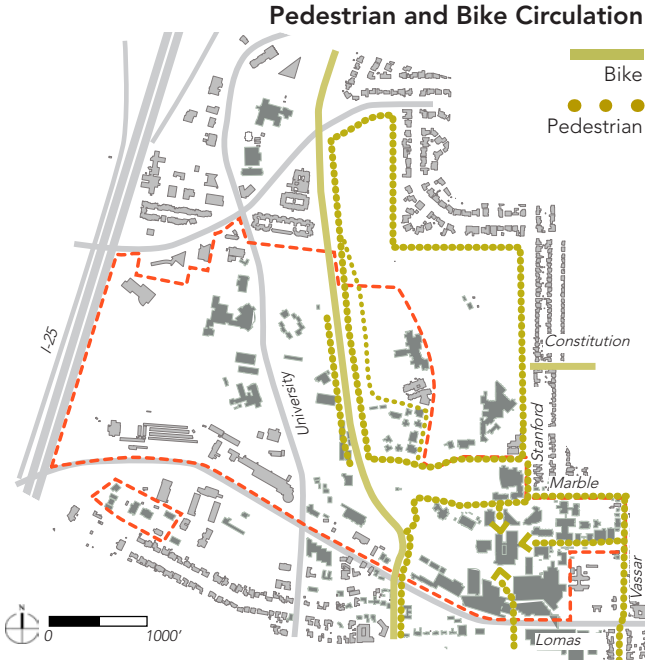
Cyclists: As with pedestrians, the safest and most accessible points of campus entry are from Marble and Stanford Avenues to the east.

- Constitution Avenue has a bike lane that serves cyclists coming from the east and the City of Albuquerque's Paseo Noreste bike trail provides access from the north.
- The bike trail officially ends at Tucker Road and there is not a clearly signed route that connects the bike trail into the campus circulation.
- The roundabout at Yale Boulevard presents challenges for cyclists, particularly those heading south.
- Access from the west is particularly difficult. Lomas Boulevard is not safe for cyclists and Mountain Boulevard does not exist east of I-25.

Drivers: Most people access the campus by car. According to MRCOG 2008 traffic counts, both Lomas and University Boulevards carry 20,000+ cars per day. At peak commuting times, drivers using these streets face significant delays.

- The reconfiguration of the "Big I" changed the way that drivers access the UNM campus, with most using the Lomas or University Boulevards to enter and exit the interstate.
- The I-25 Frontage Road only allows cars to enter Camino de Salud, not exit, forcing the drivers on Lands West to use either Lomas or University Boulevards.
- Neighborhood concerns about drivers using Stanford Avenue to access the campus resulted in the installation of speed bumps: this has reduced the amount of "cut-through " traffic.
- For patients and visitors, accessing the campus can be challenging. The parking structure is difficult to navigate and lacks clear connections to the hospital.





2.2 Building Analysis

2.2.1 Building Vintage

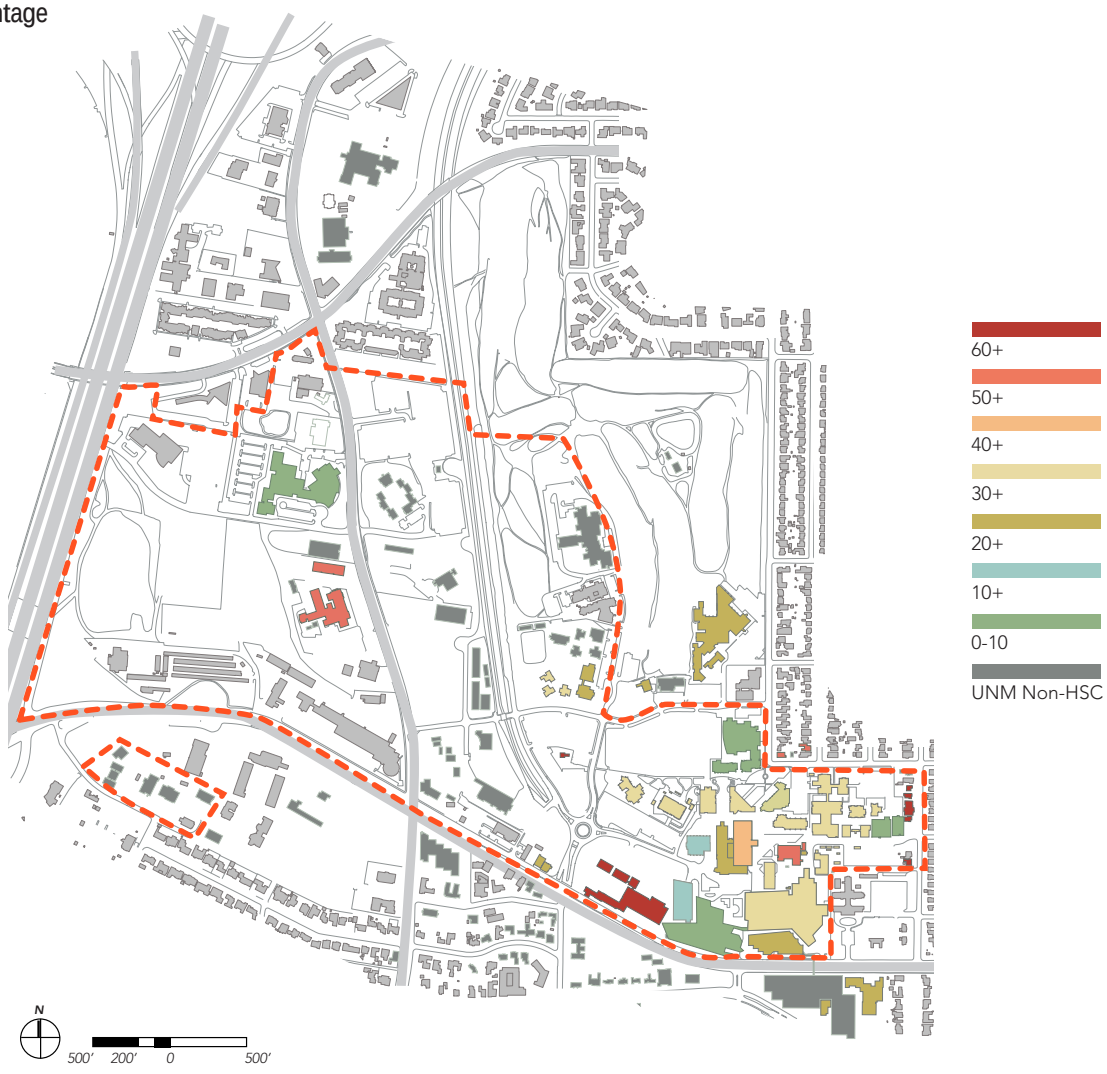
In general, the UNMHSC buildings are newer than those on the UNM Central Campus. A vast majority (85 percent) of the UNMHSC facilities are less than 40 years old and nearly a third of them (29 percent) are less than ten yearsold. However, due to the varied and technical uses of the buildings, the UNMHSC Campus should expect a greater building turnover than the Central Campus.

Of the three million gross square feet (GSF) composing the UNMHSC Campus, the Master Plan looks to retire just over one million GSF within the next 20 years. A great majority of that anticipated retired building area will be a result of the strategic demolition of the current UNM Hospital Main Building.

The following buildings throughout the UNMHSC Campus have been identified for demolition and replacement as they will reach the end of their usable life cycle within the scope of this Master Plan:

- UNMH Main
- UNMH Adult Psychiatric Hospital and related buildings
- UNMH Children's Psychiatric Hospital
- Novitski Hall
- Carrie Tingley Hospital
- Family Care Medicine
- Pharmacy
- Physical Plant Department

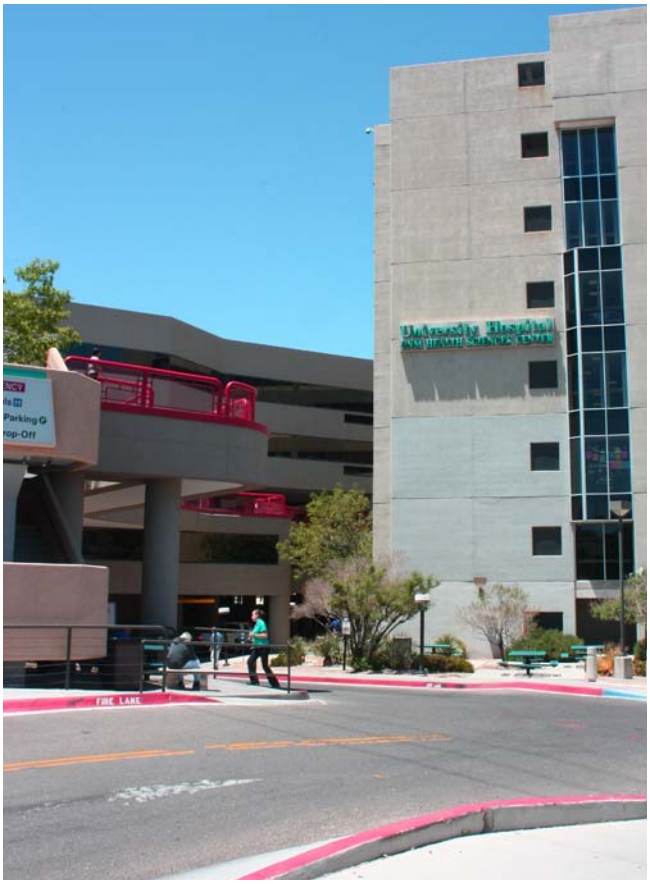
Building Vintage



Assessment of UNMH Hospital Main Building

Most of the UNM Hospital Main Building was built in 1952; making it over 55 years old at the time of this report. Since that time the building has been continually maintained, modified and rehabilitated to remain functional. The Master Plan recommends the eventual complete demolition of the Main Building for the following reasons:

- The UNM Hospital Main Building is a special-use facility with an incompatible structural grid and outdated infrastructure.
- With continued age, the maintenance efforts and costs will increase.
- Core components are at the end of the recommended life cycle.
- Portions are salvageable, but costs of isolating those portions during demolition and adapting them as stand-alone buildings are not feasible compared to new replacement.
- Location in a high density area of the UNMHSC Campus does not allow for logical and/or substantial expansion.
- The building has a congested and inconvenient vehicle service delivery area.



Solid - Void - Sky
Tenants of UNM Campus Architecture:

UNM Hospital Main Building

2.3 Summary of Opportunities and Constraints

Solid - Void - Sky
Tenants of UNM Campus Architecture:

Constraints

- Parking and peak hour traffic congestion constrain access to the campus.
- UNMHSC lacks a coherent wayfinding system, making it difficult for visitors and patients to find specific locations on campus.
- UNMHSC has a number of auxiliary land uses and antiquated facilities that constrain expansion.
- The pressure from adjacent neighborhoods limits the intensity of growth on the east side of the campus.
- Lomas Boulevard currently has a number of uses that do not contribute to the overall quality of the campus context.

Opportunities

- UNM has the consolidated landownership, access, and infrastructure capaCity critical for expansion.
- The I-25 Frontage Road provides the opportunity to create better access to the campus with minimal impact on surrounding neighborhoods.
- Most places on the campus have clear views of the Sandia Mountains and the west escarpment.
- The overall grade change from east to west makes an underpass under University Boulevard feasible.
- Multiple factors create a compelling opportunity for the campus to grow westward, organized by an open space framework to orient buildings and circulation.

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Chapter III: Concept Plan

3.1 Intent Statement

The intent of the UNMHSC Master Plan 2010 is to create a long term vision and development strategy.

In the following chapter, the Master Plan outlines five core planning principles which led to a series of site strategies specific to the UNMHSC Campus.These strategies are the “Big Ideas” that constitute the main drivers for development within the Master Plan.

Building development within the campus will be unified by an open space network that weaves between and connects the multiple uses and districts. There are four identified districts that establish the framework for future growth and help make the campus more cohesive and intuitive to navigate.

This planning process seeks to create a quality campus environment which will attract top healthcare students, researchers and healthcare providers world wide. The end goal of this is to provide the best patient care experience for the people of New Mexico.

UNMHSC Master Plan 2010 Open Space Diagram

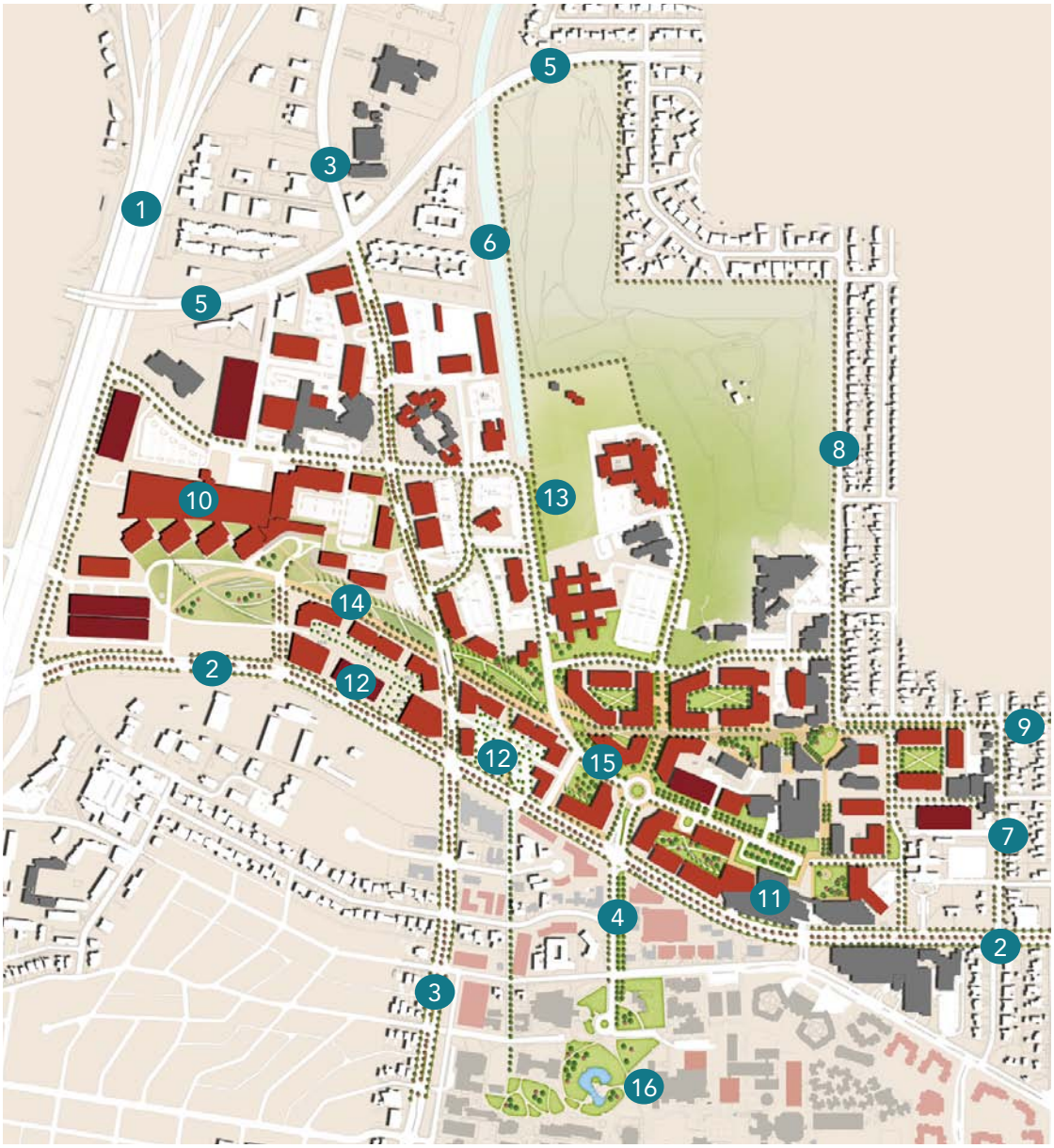
Showing full 20 year build-out

UNMHSC Master Plan 2010 Figure Ground Map

Showing full 20 year build-out

Key

1. I-25 Freeway
2. Lomas Boulvard
3. University Boulevard
4. Yale Boulevard
5. Indian School Road
6. AMAFCA Channel
7. Vassar Drive
8. Stanford Drive
9. Marble Avenue
10. Adult Acute Care Hospital
11. Women's and Children's Hospital
12. Lomas Mixed-Use Corridor
13. Barren Fairways Preserve
14. Linear Park
15. Sculpture Garden of Healing
16. UNM Duck Pond



3.2 Organizing Principles

The UNMHSC Master Plan 2010 Principles build upon the strategic goals to shape physical development on the UNMHSC Campus. A campus is more than a collection of individual buildings; these principles are intended to inform each future project so that each component of growth contributes to the overall character and integrity of the larger campus.

- **Patient Care and Well Being:** Create a campus that embodies health. Great outdoor spaces help people recreate, reflect, and heal. Establish a landscape that contributes to UNM's legacy of great outdoor spaces, including a signature gathering place on par with the Duck Pond. Encourage more active daily patterns by making walking the primary means of getting around the campus.
- **Accessibility:** Make the campus more physically accessible. Develop a transportation network with clear access and circulation. Establish parking facilities at the perimeter of the campus. Connect parking to reliable transit and a comprehensive pedestrian/bicycle network. Establish an intuitive and understandable wayfinding and signage system. Allow for expansion to enable the UNMHSC to continue to make New Mexico a healthier State.
- **Sustainability:** Incorporate sustainability into the overall campus infrastructure, particularly transportation and landscape. Make open space and transit the primary organizing elements of the campus. Reduce carbon and water consumption. Make buildings that are durable, adaptable, and generate the most space on the smallest footprint of land.
- **Logical Growth :**Establish a framework for growth that allows for a logical and efficient expansion of facilities. Delineate parcels of land, with clear direction for building orientation, scale, and parking. Match implementation strategies with overall development goals; use multiple funding sources and programs to build facilities with diverse programs and users.

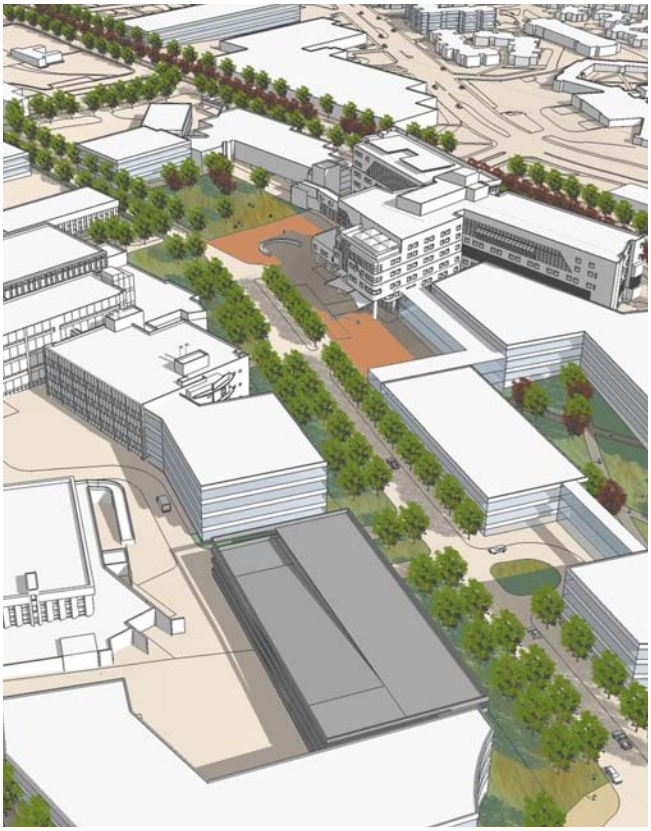
New Hospital and Development Along Linear Park

New HSC Buildings East of University on Linear Park

The following site strategies inform the concept plan and articulate overall design intentions. These are the "Big Ideas" that constitute the main drivers for the overall Master Plan. They range from specific design elements to more conceptual strategies for organizing the campus:

- **Create Logical Site Zoning:** The Master Plan identifies four districts, each with a distinct focus. This will help orient people on the campus and create a predictable pattern of development.
  - -Education and Research District
  - -Clinic District
  - -Hospital District
  - -Mixed-Use District
- **Establish a new Adult Acute Care Hospital on Lands West**: Early in the planning process, a decision was made to establish a new Adult Acute Care Hospital that was sited apart from the existing hospital complex. This decision, more than any other, sets the framework for the overall concept plan and influences the overall circulation and sequence of development.
- **Develop an East/West Linear Park:** A 150' wide corridor will link the existing east side of the campus with expansion to the west. It is proposed to go underneath University Boulevard and terminate in the large park adjacent to the proposed hospital. The overall character of the corridor will be a combination of usable green space combined with more informal, predominantly xeric landscaping.
- **Create Reliable Transit Links:** The east/west Linear Park will include a dedicated transit corridor that will connect the two hospitals. Transit will also be extended along Camino de Salud and to the east of Stanford. The goal is to have transit, rather than cars, become the primary means of getting around campus.
- **Enhance Pedestrian/Bicycle Access:** The plan provides many opportunities for getting around the campus on bicycle or on foot. The east/west linear park will become a primary means of moving across the campus. A bike lane will be added on Tucker and the City bike trail will be shifted to the east side of the AMAFCA Diversion Channel. A bike program will introduce a fleet of bikes to the campus, allowing users to take a bike from one location on campus and leave it at another.

- **Create a Circulation Grid**: Better transportation begins with more options. The plan proposes to increase the number of east/west and north/south connections to create a more connected grid.
- **Park at the Perimeter:** The parking strategy is to keep cars at the perimeter of the campus, thereby reducing congestion associated with cars inside the campus. This strategy will also reduce the impact of vehicles in adjacent neighborhoods. The primary parking structures are accessed off of the I-25 Frontage Road and Lomas Boulevard. Parking will be connected to reliable transit.
- **Make Open Space the organizing element:** Open space will become an organizing framework for growth. Both the extended Sculpture Garden of Healing and the east/west Linear Park will become the "front doors" for buildings. The former Barren Fairways along the southwest edge of the North Golf Course will become the Observatory Park, with the relocated UNM Physics and Astronomy Observatory as the anchor on the north end.
- **Link Land Use and Density:** Different uses call for varying levels of development intensity. The plan proposes a hierarchy of density that matches the proposed uses. For example, the Education and Research District has a lower overall density than the Hospital and Clinical Districts. This strategy will maximize the use of land without negatively impacting the surrounding context.
- **Cultivate Public/Private Partnerships:** A campus needs more than classrooms and labs. The lands along Lomas and, to a lesser degree, along University, will provide the restaurants, retail, and housing amenities that will make the campus more enjoyable and livable. These lands are addressed within this plan but the responsibility for developing them will be under the auspices of UNM Office of Real EState and Lobo Development.



BBRP and Adjacent New Facilities

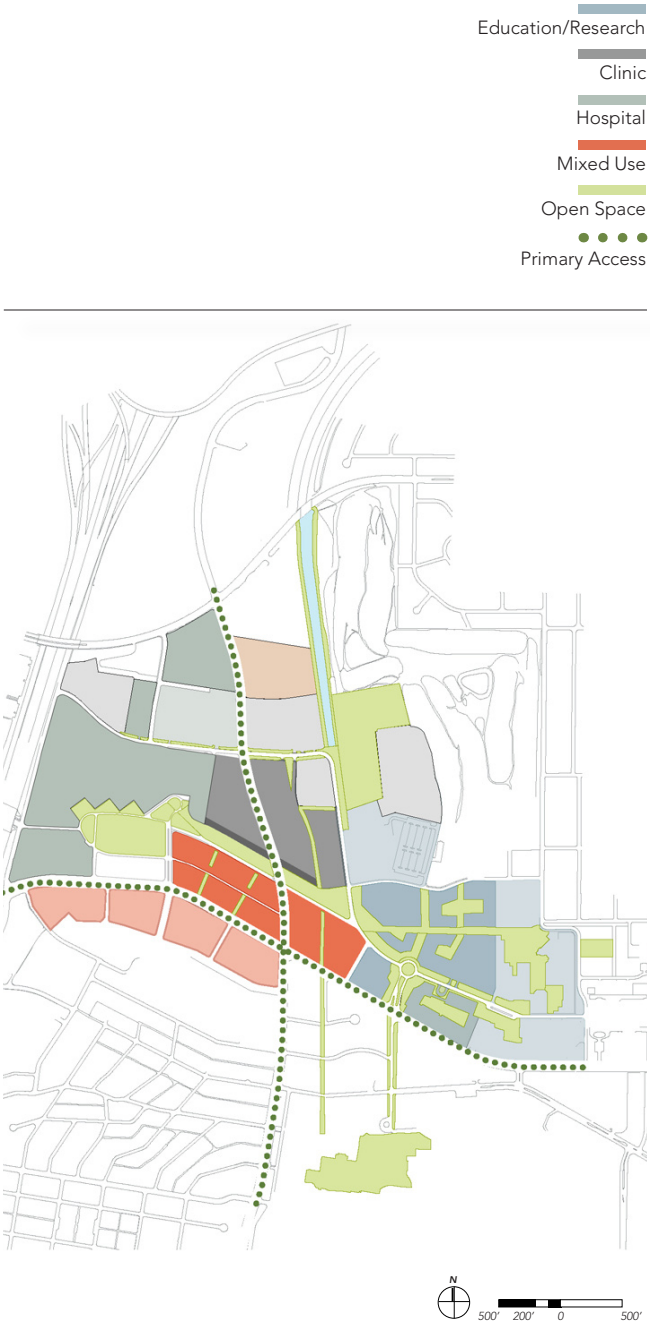
3.3 Land Uses and Density

3.3.1 Land Use

The plan proposes distinctive patient care, medical office, and academic uses that address each other across active "seams" - lively, walkable streets and open spaces. These borders will not be fixed; they are flexible to respond to future market conditions and user requirements. Vehicle-oriented commercial uses will be located on Lomas Boulevard, with residential, office uses and pedestrian oriented cafes closer to the central green spaces.

Creating a dynamic, walkable, attractive campus requires a certain concentration and diversity of uses. It also requires prioritizing the needs of patient convenience and pedestrians over general vehicular traffic. To this end, the concept plan proposes the following:

- Buildings will be mostly three to five stories, with some lower-density mixed-use buildings as part of a balanced product mix.
- Densities will be concentrated toward the center of the campus, with the highest density along the Linear Park and along Lomas Boulevard, where frontage will be reserved for "flexible" mixed-use development.
- The mixture of uses will keep walking distances among the various buildings and districts as short as possible. This is anticipated to result in more pedestrian (as opposed to automotive) activity and therefore more interaction among users.
- Parking access will be primarily along the edges of the campus along Lomas and University Boulevards. The bulk of the incoming traffic from the interState system will be dispersed before it enters the campus, leaving the core less congested.
- Safe and attractive pedestrian and bike corridors will be part of the Linear Park. There will also be pedestrian mid-block connections throughout the site.
- All interior streets will have one vehicular traffic lane in each direction. Wide, tree-lined sidewalks, bike lanes, and minimal building setbacks will enhance the character of the "street room."
- Parallel parking throughout the campus will serve as a buffer between pedestrians and vehicular traffic (practically and psychologically) - enhancing pedestrian safety.



3.3.2 Density

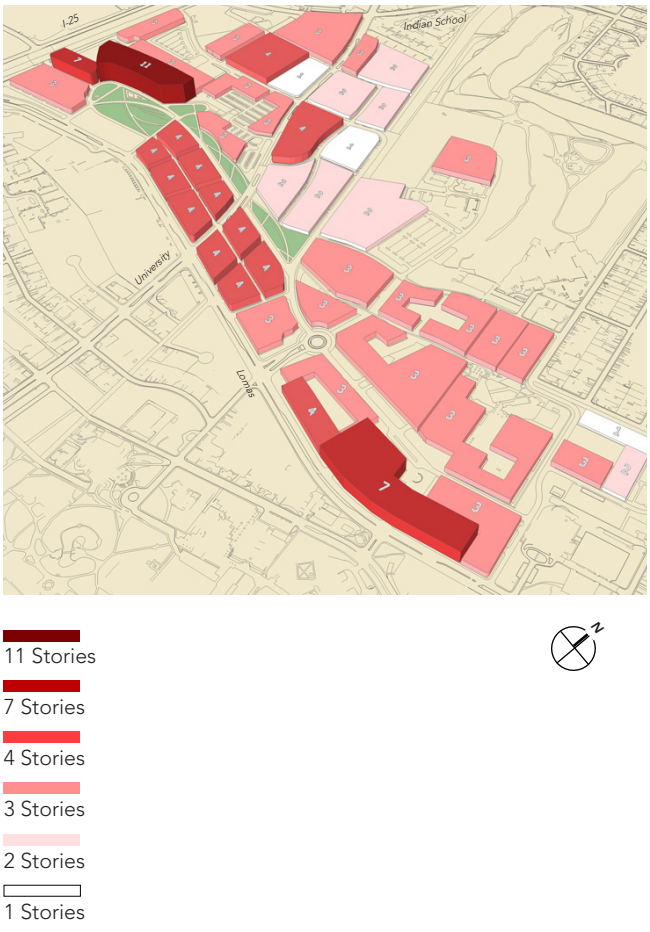
The accompanying diagram (right) depicts the overall number of stories for new and existing buildings on the UNMHSC Campus. In general, the proposed heights decrease near the adjacent neighborhoods, responding to the scale of residential areas. Higher density development along Lomas and University Boulevards is appropriate, given the scale and volume of traffic on these streets. The number of stories for the hospital buildings reflect the projected demand for hospital beds and specialized area requirements. The network of open space is scaled to contrast adjacent buildings and preserve views to the Sandia Mountains and western escarpment.

3.3.3 Proposed Infrastructure Overview

The current infrastructure loops are in large part limited to the existing campus east of University Boulevard. In 2004, the UNM Physical Plant Department developed a master utilities plan for the UNMHSC. This current Master Plan proposes different assumptions about campus growth than that utilities plan. For example, siting the new Adult Acute Care Hospital west of University Boulevard. It is therefore necessary to review and update the strategies for utility expansion and demand. Mechanical/Electrical/Plumbing (MEP) Utilities Design Criteria/Considerations identified by AEI are as follows:

- Total building area of new hospital construction on the UNMHSC Campus is greater than anticipated in 2004.
- With the exception of electric, the District Energy System (DES) does not currently extend west of University Boulevard.
- UNMH MEP utilities/infrastructure should be capable of operation independent of DES.
- A new central utility plant will also allow future interconnection with the DES and provide added redundancy and flexibility.
- Electric service for UNMH facilities should be taken from the DES if load and available capaCity allow it.
- Lobo Energy has an advantageous PNM rate and electric infrastructure that have been extended to the Lands West area based on the 2004 North Campus Utilities Master Plan.
- UNMH is interested in obtaining a second, redundant PNM service
- UNMH Lands West MEP Utilities/Infrastructure should be designed for incremental expansion.
- UNMH Lands West MEP Utilities/Infrastructure should be designed with N+1 redundancy.
- UNM goals for sustainability and carbon neutrality should be considered.

Density Analysis Diagram
SE Aerial



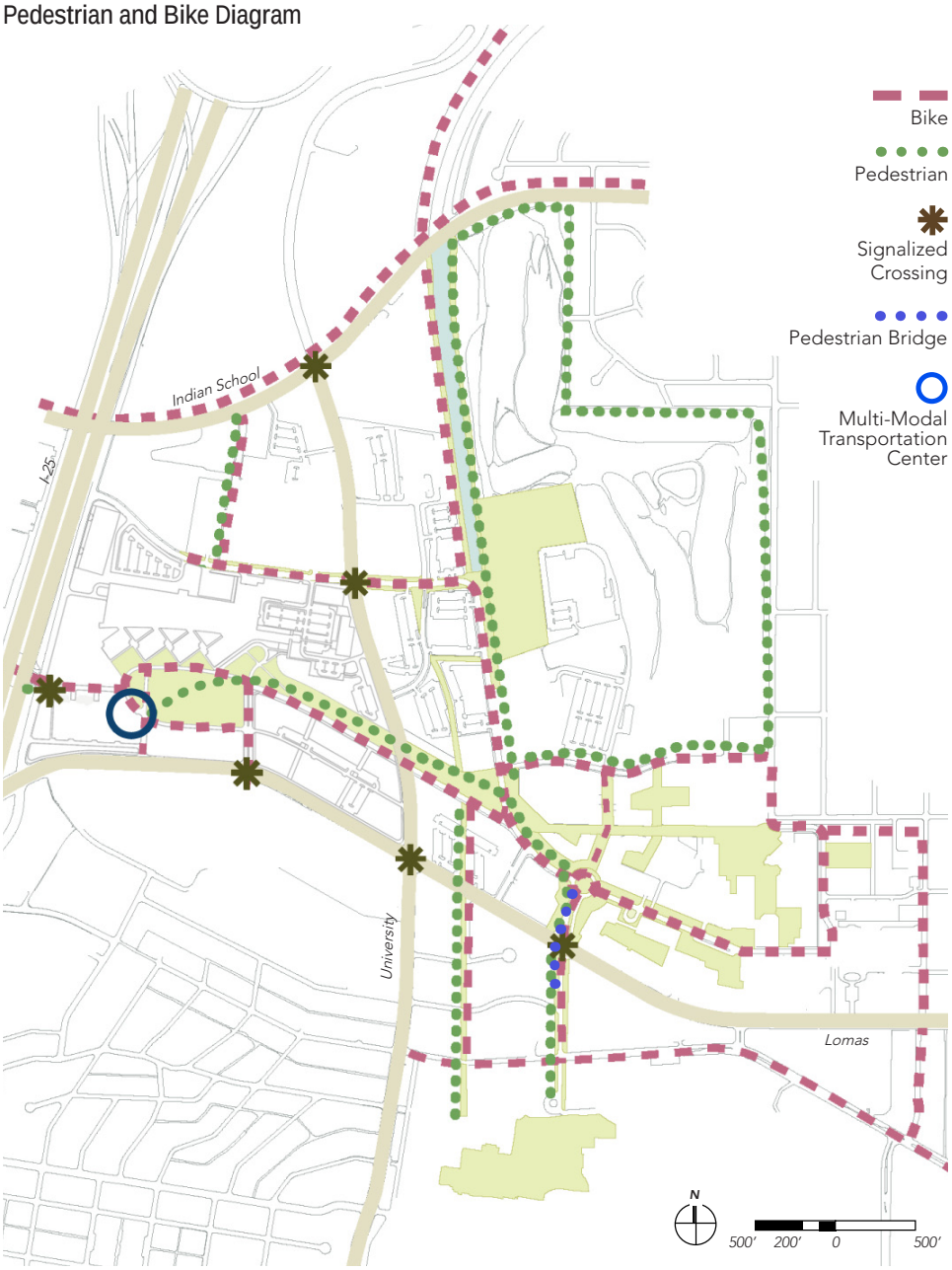
3.4 Circulation, Access and Parking

3.4.1 Pedestrian Network and Open Space

The open space network will be the unifying element which ties together the various uses and districts of the Campus Plan, and connects the new Adult Acute Care Hospital with the existing Women's and Children's Hospital in the east. Landscaped walkways and green streets will reach out from the Central Campus open spaces to the surrounding neighborhoods.

The UNMHSC Campus will be more closely (and safely) linked to the Central Campus for bicyclists and pedestrians by the development of a pedestrian bridge that will span over Lomas Boulevard, running parallel to Yale Boulevard.

Pedestrian and Bike Diagram



3.4.2 Strategic Open Spaces

The creation of new significant open space within each UNM campus is one of the Stated goals of the UNM Master Plan 2009 Update. Land uses are organized around a series of open spaces: a primary Linear Park is the main east/west greenway, connecting all medical, academic, and mixed-use areas with each other, and stretching the entire distance from the new Hospital Site at the western edge to the existing hospital near the eastern boundary of the campus. Hospital Park, the large green space at the new Adult Acute Care Hospital will serve as a centrally located community green.

- As with streets, open spaces act as a seam between varying uses, connecting rather than separating them.
- The coherence of each phase of campus development will be enhanced by the presence of smaller open spaces roughly in its centers. This is particularly important for the first phase.
- Open spaces will also serve as part of an on-site distributed storm water detention system.

Open Space Diagram

Connecting Open Spaces and Pathways

3.4.3 Primary Vehicular Network

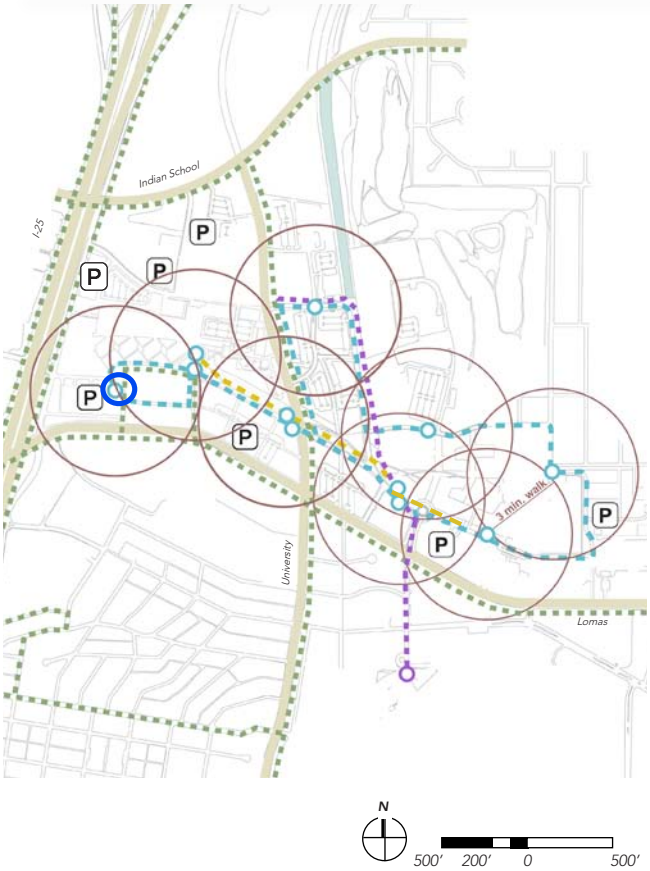
The Master Plan uses the primary perimeter roads (Lomas Boulevard, I-25, Indian School Boulevard) as well as the major interior artery (University Boulevard) to allow drivers to reach major parking areas and distribution points where they can leave their vehicle to navigate the campus. The following strategies define the necessary provisions to decreasing private vehicle load within the campus:

- **Convenient Campus Transit for Faculty, Staff, and Students:** The concept plan will include a robust and convenient UNMHSC transit system that connects the entire campus and ties into the City of Albuquerque Rapid Ride Network.
- **Limit Private Vehicular Traffic:** Vehicular access in the campus core will be transit only, encouraging use of the shuttle and parking structure network.
- **Logically Located Transit Stops:** Locate transit stops so that every facility on campus can be reasonably reached by a three minute walk.
- **Campus Perimeter Parking Structures:** Place parking structures at the perimeter of the campus and create high-visibility transit hubs to limit vehicular traffic within the campus core by faculty, staff, and campus visitors.
- **Patient Parking Priority:** In the spirit of the UNMHSC mission toward the well-being of patients, convenient, "drive-up", surface parking will be prioritized for clinic and hospital patient use.
- **Sustainable Campus Development:** The concept plan encourages mixed-use developments along the Linear Park to provide appealing commercial and housing amenities that decrease the need for vehicular travel for those working and learning on the UNMHSC Campus.

A majority of these strategies will be coordinated and centralized through the creation of a Multi-Modal Center. This hub will serve as the connection point for City of Albuquerque Rapid Ride Network and the UNM Shuttle System. Located at I-25 and Lomas Boulevard, it will provide parking and act as a major distribution point for visitors, faculty, students and patients to access the campus' bus systems, and walking and biking paths. This interception of traffic will relieve congestion in surrounding neighborhoods, the UNM campuses and the UNM Hospital.

Shuttle Route A
Shuttle Route B
Shuttle Stops
Multi-Modal Transportation Center
City of ABQ Bus Route

Shuttle Route Diagram



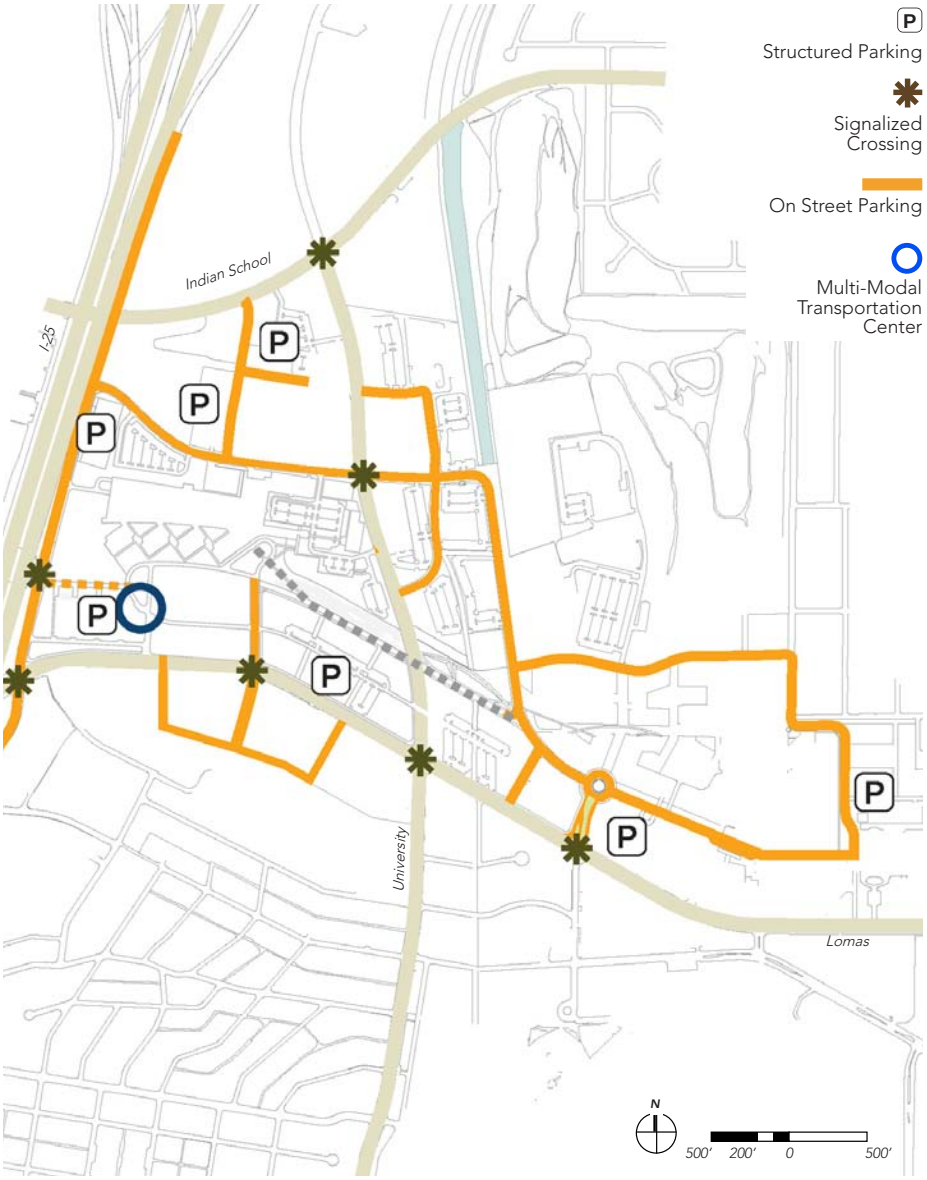
3.4.4 Parking Strategies

The Master Plan recommends increasing the current parking provision, particularly in structured parking.

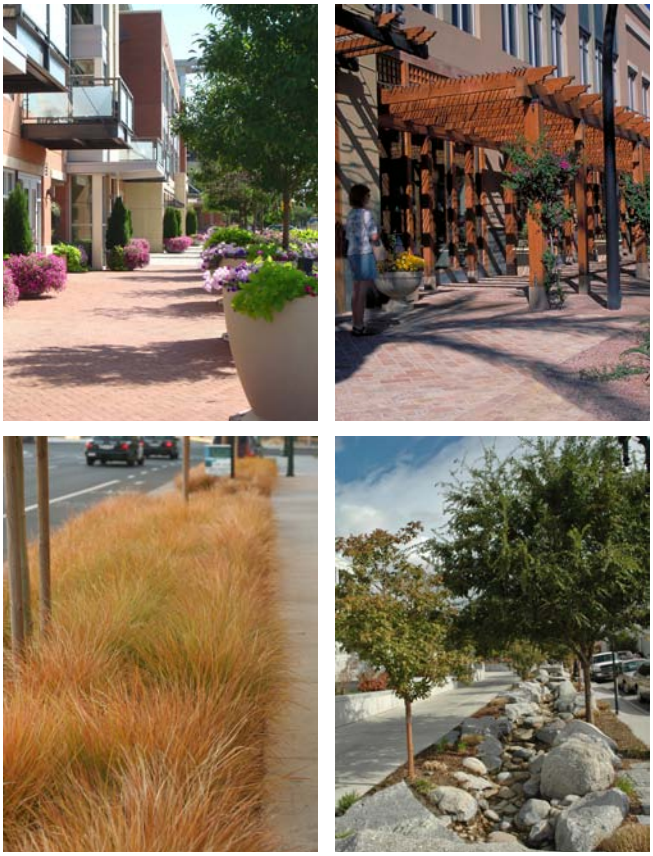
There is a substantial cost difference in surface parking vs. structured parking. To help pay the difference in funding future parking structures, as the UNMHSC builds facilities on existing surface parking lots, it will be required to either replace the parking spaces or pay an agreed-upon fee per space.

There will be an overall increase in campus parking spaces. However, the campus looks to ultimately reduce the relative parking inventory (vehicles per occupiable square foot) by 30 percent over the next 20 years. The strategies listed in the previous page will also be employed as a comprehensive effort to help make the move to an aggresively lower relative parking inventory by offering transportation alternatives to the private vehicle.

Parking Diagram



3.4.5 Street Sections



Urban Edge and Streetscape

Streets Hierarchy and Parking

The street sections shown on the following page prioritize the physical needs of pedestrians first and the needs of automobiles second.

This is accomplished through several specific strategies:

- Vehicle access to the campus will be primarily from Lomas and University Boulevards and the I-25 Frontage Road.
- There will be parking structures located along the edges of the site, and some surface parking areas associated with the clinics off of University Boulevard. The bulk of the incoming traffic from I-25 will be dispersed before it enters the campus core.
- The plan will provide safe and attractive pedestrian and bike corridors as part of the Linear Park, and will provide pedestrian mid-block connections as well.
- Interior streets will have one lane in both directions. Wide, tree-lines sidewalks, bike lanes, and relatively narrow building setbacks will enhance the character of the "street room" – increasing the streets' appeal and usefulness.

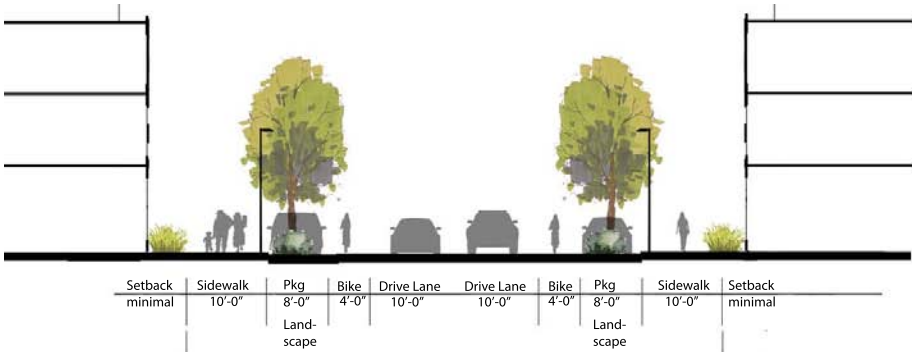
Street Design

The circulation system features three street types – Major Arterials, Local Streets, and a special Linear Park.

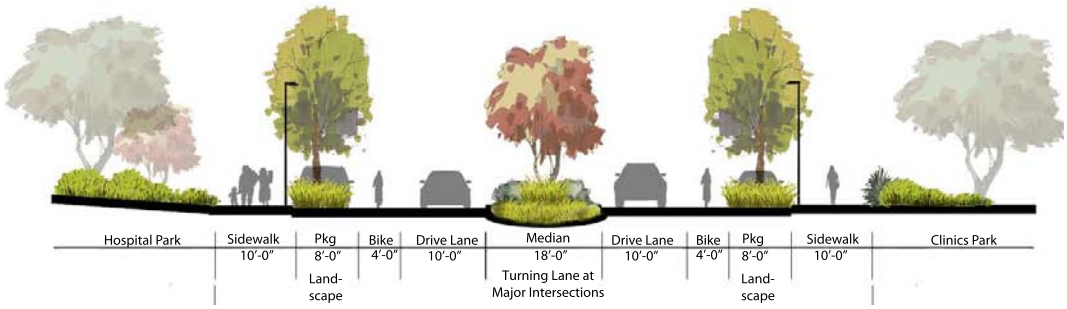
- **Major Arterial**: These streets need to accommodate relatively high volumes of traffic as they are also major connectors within the greater Albuquerque circulation network. University Boulevard bisects the campus, and should be enhanced to characterize a grand boulevard with a generous landscaped median, and left turn lanes at primary/signalized intersections.
- **Local Streets:** Local streets will include Hospital Street, Legion road, all clinic streets and the road in the covered AMAFCA easement. All local streets will be pedestrian-oriented, bike-friendly and designed for slow-moving traffic, with one lane in each direction. Parallel, on-street parking will be provided on both sides of the street. A dedicated bike lane will also be provided on each street, and street trees will be planted in street bulb-outs and next to the curb, in order to shade generous sidewalks and the street. Building setbacks will be generally narrow, and designed to create a strong street edge, and a comfortable, walkable urban environment.

- **Linear Park:** Linear Park will be activated with shuttle stops, parallel parking, a bike path and walkways. University Boulevard bridges over Linear Park. On weekends and special occasions this street may be closed down to vehicular traffic and opened up to street-fairs, roller bladers, skateboarders and other family- and student-oriented outdoor activities.

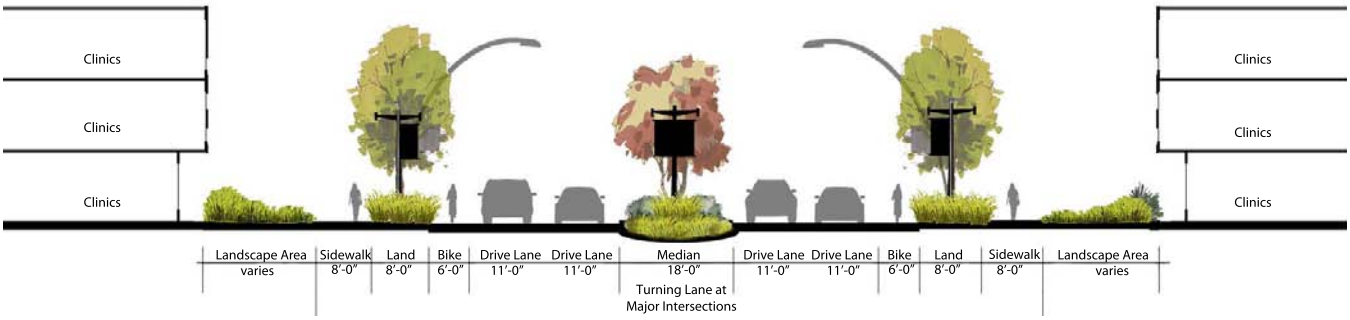
Street Section Diagram



Typical Street Section



Street Section Along Hospital Park



Major Arterial Street Section (University Blvd.)

3.5 Open Space

3.5.1 Linear Park

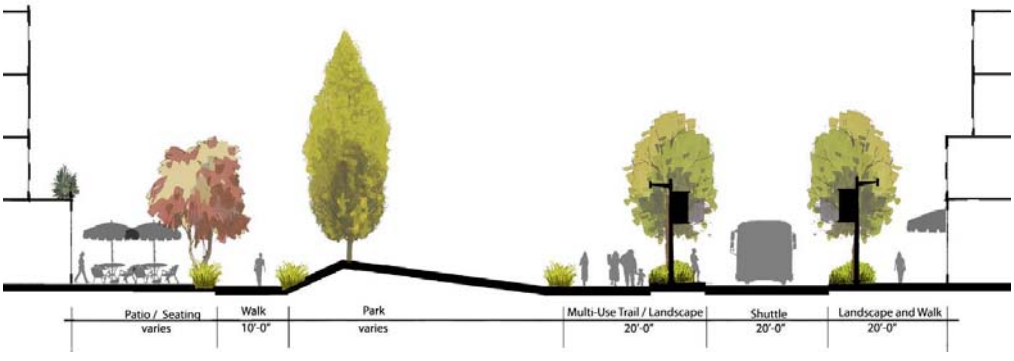
This element will serve as the major link between the two hospital districts. Linear Park will be the green spine that organizes and orients the UNMHSC Campus. This green space will be approximately 150' wide and flow under a short section of University Boulevard as well as over a section of the AMAFCA Channel, creating a barrier-free connection between the existing and new hospital complexes.

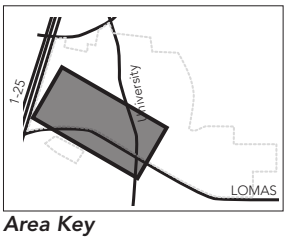
- **Transit:** Linear Park will include a continuous transit/people-mover corridor, alongside a multi-use trail and large expanses of open space.
- **Water**:A temporal stream with a functional stormwater detention and water harvesting capaCity, a regional reference to the area's arroyos, may run parallel to the street.
- **Pedestrian Access:** Pedestrian pathways will weave in-between gently sloping landforms, creating landscaped pockets of open space with a variety of seating and recreation opportunities.
- **Mixed Use:** Clinical, office and mixed-use buildings that front onto Linear Park will provide dynamic interfaces with the green space. Cafes and other public uses on the ground floor will activate the area by providing spaces for the public to interact, eat and view the park.

Acitivated Public Spaces and Pedestrian Shade Structures

Linear Park Open Space Plan

Linear Park Section Diagram





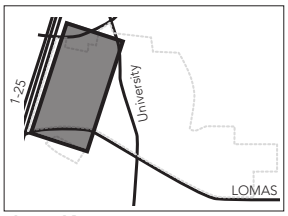
Area Key

University Bridge, Adult Acute Care Hospital and Linear Park

3.5.2 Hospital Park

Located in the center of the west side of campus, Hospital Park will be a 7 acre open space that serves as a forecourt to the new Adult Acute Care Hospital and its 11 story bed towers. Hospital Park will be the largest new open space on the UNMHSC Campus, and will provide a healthy, healing environment for patients, as well as a centrally located community green for medical/office/retail and residential users.

- **Open Space:** Hospital Park will be comprised of large expanses of differentiated open space that facilitate both active and passive recreation.
- **Pathway:** Sidewalks will carve convenient paths through the park and connect internal activity areas, as well as encourage walking in the district. Paths will also be located around the perimeter of the park to serve adjacent users and create convenient connections between buildings.
- **Shade Trees:** Shade is an important aspect of landscape design in the desert, and Hospital Park will have extensive tree plantings along the streets and in the park proper. The trees will provide a scale transition between the park and some of the tall adjacent buildings, will lower temperatures in sitting areas and along streets, and will help differentiate activity areas within the park.
- **Performance**: Included in one of the park activity areas is a performance area. This plaza space will be a venue for impromptu and scheduled entertainment and community events.



Area Key

Hospital Park Open Space Plan

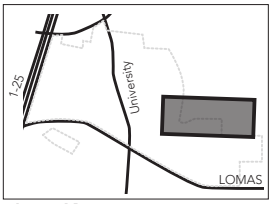
Regionally Appropriate Planting and Land-formed Park

Hospital Park

3.5.3 Sculpture Garden of Healing

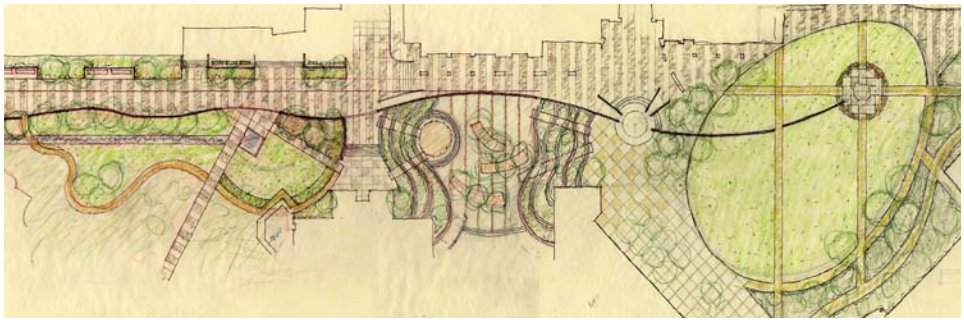
The Phil and Olga Eaton Sculpture Garden of Healing is a linear garden/plaza corridor that runs east/west through the existing academic area on the east side of the campus. Currently, this amenity is only partially constructed, but the concept plan incorporates a complete design, and extends the garden corridor west to the Camino de Salud and the AMAFCA Channel easement. At approximately 60' wide, the completed corridor will be a convenient green connection between new and proposed academic buildings on the UNMHSC Campus.

Phil and Olga Eaton Sculpture Garden of Healing



Area Key

Desert Landscape and Hardscape Pathways



Sculptpture Garden of Healing Plan, Bob Johns, ASLA

Connectivity

The Sculpture Garden of Healing is part of the network of interconnected linear green spaces on the UNMHSC Campus that help knit the UNMHSC Campus to UNM Central Campus and surrounding neighborhoods.

Exterior Spaces

The Sculpture Garden of Healing will be a delicate composition of intimately scaled plazas and green spaces located along a gracious path. The diversity of landscaped spaces will serve the varied and diverse needs of students, faculty, staff and visitors throughout the year.

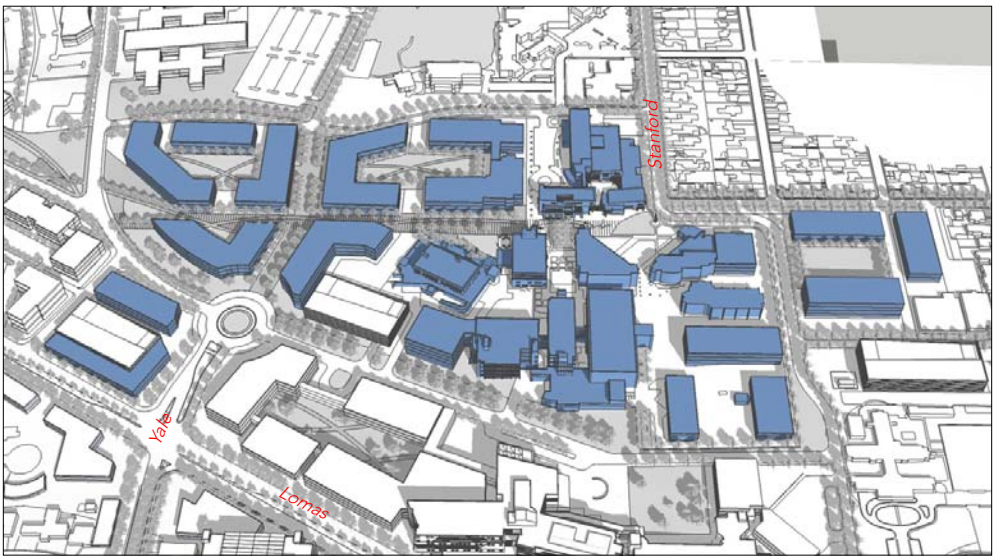
Rendering of the Phil and Olga Eaton Sculpture Garden of Healing looking east

3.6 District Concepts

3.6.1 Education/Research District

East side of the UNMHSC Campus
Vassar Drive to Yale Boulevard
64 acres

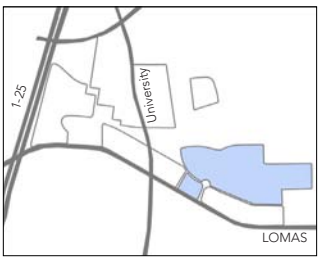
Teaching is at the heart of the UNMHSC mission and the layout of the campus should reflect this priority. The Master Plan proposes to establish "identity" buildings for the School of Medicine and the College of Nursing at the main entrance to the campus, just north of the Yale Roundabout. These facilities will embody the teaching mission of the UNMHSC. The Education/Research District will also include the following:



Research facilities in close proximity to the educational components.

Wet lab research on the north side of the Phil and Olga Eaton Sculpture Garden of Healing, just west of the Domenici Center for Health Sciences Education.

Dry lab and clinical trial space is proposed to be built on the current site of adult psyche along Marble Avenue.



Area Key

Research Facilities and Collaborative Outdoor Space

Reconfigured College of Pharmacy within the existing building, once College of Nursing transitions to a new facility.

A new parking structure on the east end of the district, south of the Research Incubator Building.

Summary of Proposed Development

Academic / Research District	Acre	Density (FAR)	Built-Up Area	Parking
Academic A1-A8	22.6 ac	1.3	1,303,992sf	
Hospital H3	11.1 ac	0.4	203,692sf	
Medical Office	0			
Mixed-Use	0			
Subtotal	*33.8 ac*	1.0	*1,507,683sf*	
Parking Structure P8, P9	1.6 ac		357,500sf	1050
Open Space / Healing Walk, other	10.0 ac			
Circulation, Other	19.0 ac			
Subtotal	*30.6 ac*		*357,500sf*	*1050*
Total District	**64.0 ac**		***1,865,183sf***	**1050**

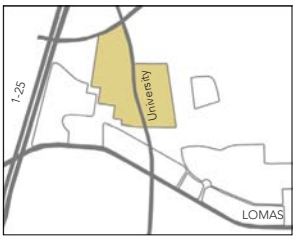
3.6.2 Clinic District

University Boulevard
Indian School Road to the Linear Park
43 acres

The proposed location for the Clinic District reflects the primacy of giving patients the most direct access to healthcare facilities. Patients and visitors will have direct access off of University Boulevard to the clinics, with parking located adjacent to facilities. One major challenge in developing clinics is to create multi-level facilities that combine clinical functions with faculty offices and other ancillary uses. This will maximize the use of the land and also provide a more diverse mixture of uses. The Clinic District will also include small scale retail and restaurants. Among the proposed clinics are the following:

- Eye Clinic
- Orthopedic
- Family Medicine
- Dental

Multi-Story Clinic and Drive-up Access



Area Key

Summary of Proposed Development

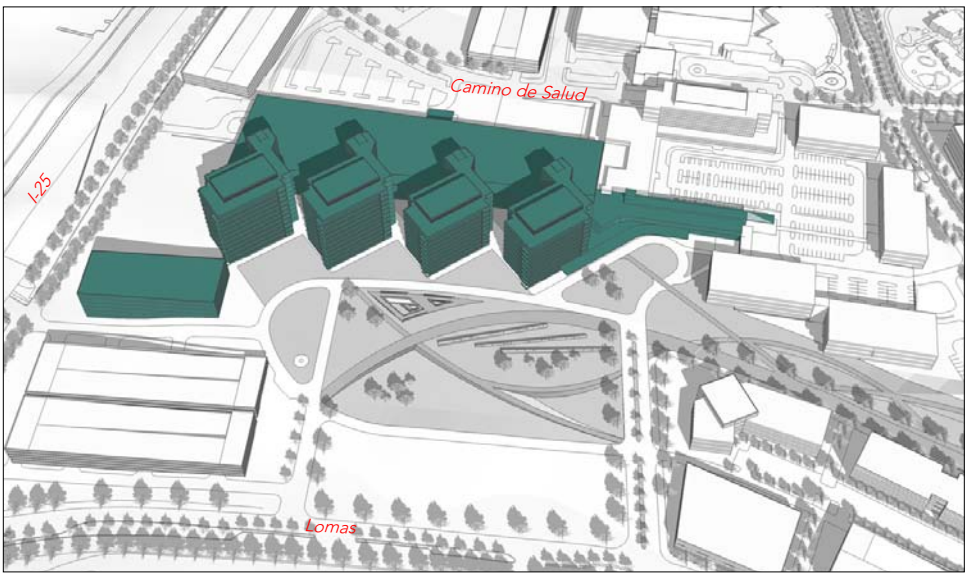
Clinics District	Acre	Density (FAR)	Built-Up Area	Parking
Academic	0			
Hospital	0			
Medical Office M2-M8, M10	23.4 ac	0.7	671,729sf	
Mixed-Use	0		40,000sf	
Subtotal	*23.4 ac*	0.7	*711,729sf*	
Parking Structure P4, P5	0.9 ac		503,500sf	1400
Open Space / Linear Green	9.8 ac			
Circulation, Other	9.0 ac			
Subtotal	*19.7 ac*		*503,500sf*	*1400*
Total District	**43.0 ac**		***1,215,229sf***	**1400**

3.6.3 Hospital District

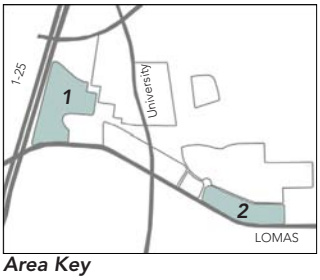
North of Lomas Boulevard
I-25 Frontage Road to the Clinical District
58 acres

The Hospital District will have the most intensive use, a new 10+ story hospital, combined with the largest scale open space: a park that compares in size to Johnson Field on the Central Campus. This positioning is intentional: the park will provide visual contrast and recreational opportunities for the staff, patients, and visitors to the area. The proposed Adult Acute Care Hospital will anchor the west end of the UNMHSC Campus and, combined with the existing Cancer Research Treatment Center and New Mexico Tri-Services Complex, create a cohesive district.

Access will primarily be off of Lomas Boulevard, with service entrances off the frontage road. A medical office building proposed south of the hospital will also serve as a "liner building" on the east end of the parking garage.



1 Adult Acute Care Hospital (West Campus)



Area Key

Hospital Facility and Performance Open Space

Summary of Proposed Development

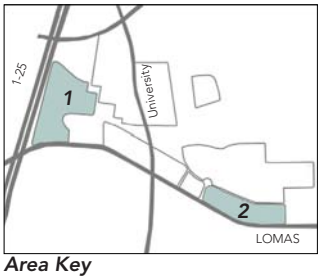
Adult Acute Care Hospital	Acre	Density (FAR)	Built-Up Area	Parking
Academic	0			
Hospital H1, H2	27.0 ac	1.8	2,117,132sf	
Medical Office M1, M9	12.3 ac	0.6	299,458sf	
Mixed-Use Retail / Residential	0			
Subtotal	*39.3 ac*	1.4	*2,416,589sf*	
Parking Structure P1, P2, P3	4.7 ac		1,017,000sf	3800
Open Space / Hospital Park	7.8 ac			
Circulation, Other	6.4 ac			
Subtotal	*18.9 ac*		*1,017,000sf*	*3800*
Total District	**58.0 ac**		***3,433,589sf***	**3800**

Phased Demolition and Replacement of UNM Hospital Main Building

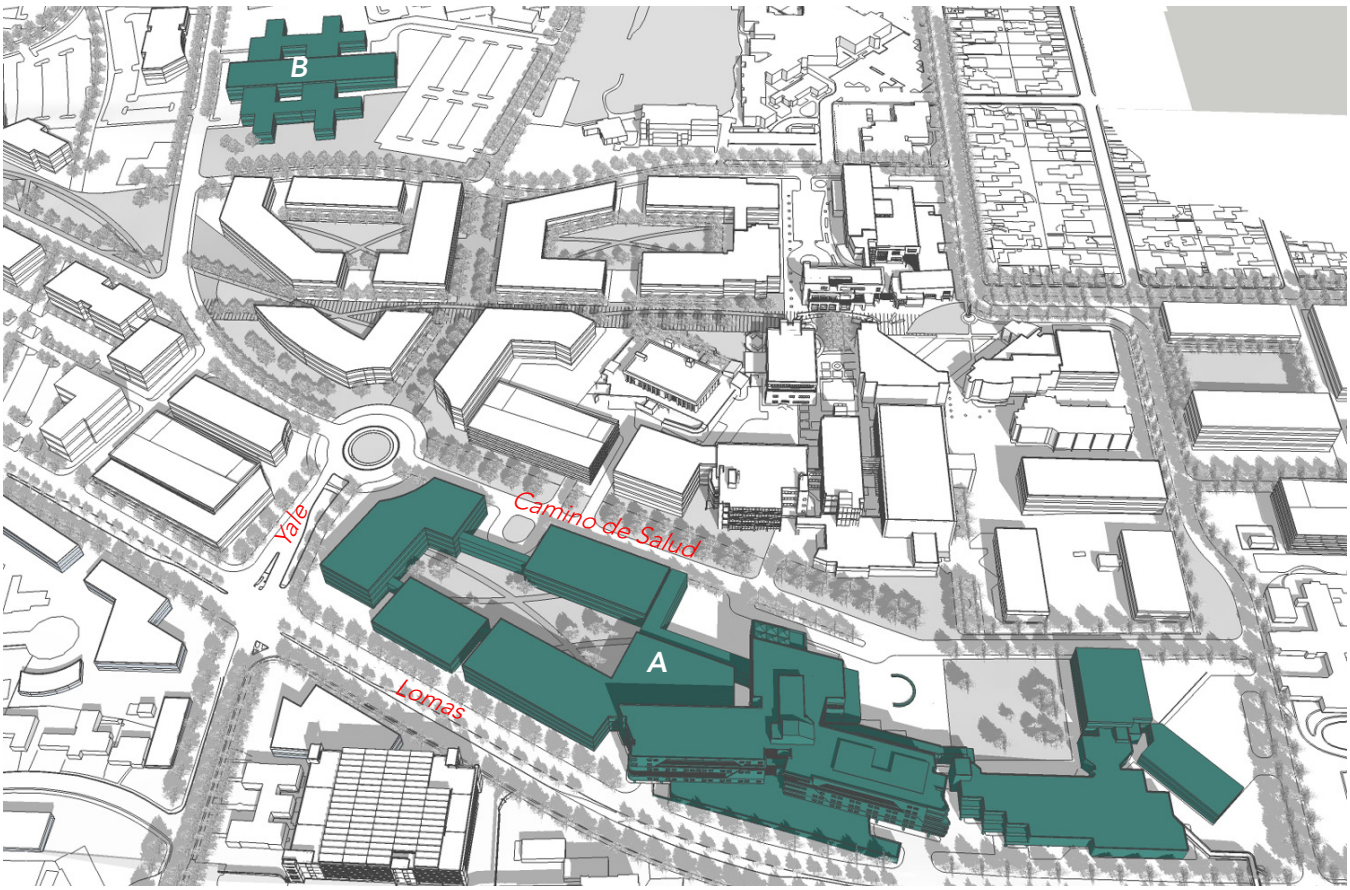
The new Adult Acute Care Hospital on Lands West will relieve the need for space provided by the Main Building. However, it is recognized that the Main Building currently acts as an infrastructure conduit from the Central Utility Plant to other buildings such as the BBRP and the Ambulatory Care Clinic.

As a result, a single stage demolition will not be possible without disrupting these essential services. Therefore a phased demolition in conjunction with central utility replacement must occur.

The Master Plan recommends that the southeast bed tower be removed to make way for a stacked Service Delivery/Central Utility Plant in Phase IV (refer to Section II: Chapter 5 - Phase Implementation Strategy). After new utility infrastructure service lines have been established, the remainder of the main hospital can come down. The intent is to preserve the elevator core which will continue to serve the Ambulatory Care Clinic and the planned north addition.



Area Key

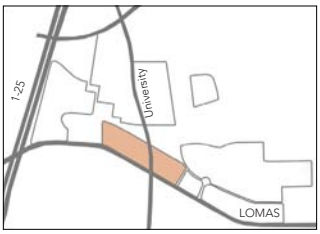


2 Women's and Children's Hospital (A) / Psychiatric Hospital (B) (East Campus)

3.6.4 Mixed-Use District

North Lomas Boulevard Corridor
Yale Boulevard to Legion Road
21 acres

The Mixed-Use District is intended to complement the UNMHSC mission and facilities. The parcel of land on the north side of Lomas extends approximately 400' to the edge of the Linear Park and is designed to accommodate two 200' lots that share a service alley. Uses to the south will front Lomas Boulevard while uses to the north will front on the Linear Park. The Mixed Use District will not be developed directly by the UNMHSC, but will be developed in a public/private partnership, with the goal of contributing to the overall character and functionality of the UNMHSC Campus. Among the potential uses are the following:



Area Key

Vertically Mixed-Use Development Entries and Internal Street Conditions

Housing

New housing within walking distance of the UNMHSC Campus will appeal to staff, faculty, and graduate students

Retail

The lack of retail within walking distance of the UNMHSC Campus has contributed to the traffic congestion around campus. Restaurants and service retail along Lomas will reduce the need for people to drive off of campus.

Office

Large concentrations of medical services like the UNMHSC will generates demand for ancillary services. Offices could be located above ground floor retail or in association with housing to create vertical mix of uses.

Summary of Proposed Development

Mixed-Use District	Acre	Density (FAR)	Built-Up Area	Parking
Academic	0			
Hospital	0			
Medical Office	0			
Mixed-Use MU1-MU9	15.3 ac	0.9	623,176sf	
Subtotal	*15.3 ac*	0.9	*623,176sf*	
Parking Structure P6, P7	2.9 ac		248,000sf	700
Open Space	0			
Circulation, Other	3.0 ac			
Subtotal	*5.9 ac*		*248,000sf*	*700*
Total District	**21.0 ac**		***871,176sf***	**700**