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This document is divided into two main sections. The first section is a summary of the Campus Space Assessment process, findings and recommendations. The second section is the Appendix. The Appendix contains all of the detailed information from which the summary was developed.

1. Preface – This chapter gives a brief introduction to this space assessment.

2. Sign-Offs and Acknowledgements – This chapter includes a sign-off sheet and list of key participants.

3. Executive Summary – This chapter includes a summary of the project. An overview of the project process, findings, and recommendations is included.

4. Appendix - This chapter provides a detailed report recording the process and data that contributed to the executive summary. The appendix will be published under separate cover.
The contents of this document are not for regulatory approval, permitting or construction.
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Early in 2012 the University of North Texas (UNT), engaged Facility Programming and Consulting to complete a campus-wide space assessment and to compile their findings into a report whose purpose was to serve as a support document to the upcoming Master Plan update. The design firm of Ayres Saint Gross were hired to lead the update team. The Master Plan update is intended to guide the growth of the UNT campus and support the Four Bold Goals. The existing master plan, “The University of North Texas Denton Campus Master Plan,” was completed by Sasaki Associates, Inc. in 2005.

The Campus Space Assessment began with extensive data gathering which included distributing questionnaires and space spreadsheets, as well as face-to-face interviews. Both non-academic departments and academic departments were included in this space assessment. What follows is a summary analysis derived by examining enrollment trends, space projections and the totality of the gathered data. Included within this document is a discussion of the process, findings and recommendations for future space needs.
Campus Space Assessment

Preface

UNT physical space has not been studied in depth since the 2005 Master Plan was published. The Master Plan space recommendations were from a high level and primarily based on quantitative data. The Master Plan Update, as well as a campus-wide space survey in conjunction with the deployment of new space management software, prompted the call for a full space assessment of the campus.

Although this Campus Space Assessment contributes to the Master Plan update, it is also an important stand-alone document that can be used to understand existing space on campus, as well as how the campus may grow in the future.

This Campus Space Assessment addresses campus space from a qualitative and quantitative perspective. It is based on in-depth data gathering and covers topics ranging from departmental projections for enrollment growth and associated space requests, to space projections and building blocks for the future.
Sign-Offs and Acknowledgements
University of North Texas - Campus Space Assessment

Recommended for Approval:

Warren Burggren
VP for Academic Affairs/Provost
University of North Texas

Helen Bailey
Director, Facilities Management and Construction
University of North Texas

Darlene Callahan
Director, Office of Space Management and Planning
University of North Texas

Geoffrey Gamble
VP for Research and Economic Development
University of North Texas

Andrew Harris
VP for Finance and Administration
University of North Texas

Elizabeth White
VP for Student Affairs
University of North Texas

Approved:

Dr. V. Lane Rawlins
President
University of North Texas

12/13/12
Date

12/10/12
Date

12/12/12
Date

11/13
Date

9 JAN 13
Date

12/13/12
Date
Sign-Offs and Acknowledgements

Acknowledgements
This Campus Space Assessment required the input of many UNT faculty and staff members. Many members of the UNT family participated in a variety of functions throughout the assessment process.

Campus Space Assessment Committee
Helen Bailey    Director, Facilities Management and Construction
Cheryl Benningfield  Space Inventory Manager
Darlene Callahan    Director, Office of Space Management and Planning
Allen Clark        Vice Provost, Academic Resources
Charlie Jackson    Assistant Vice President, Facilities
Troy Johnson       Vice Provost, Enrollment Management

Interview Participants
Lorre Allen        Director Equal Opportunity, Equity & Diversity
Lisa Baronio       Vice President, Advancement
Cheryl Benningfield  Space Inventory Manager
Warren Burggren   Provost
Roy Busby          School of Journalism
Jean Bush          Senior Associate VP for Finance
Steven Cobb        Associate Dean, College of Arts and Sciences
Gloria Cox         Dean, Honors College
Benjamin Dearman  Director, Graduate Admissions/Graduate Student Services
Tom Evenson        Dean, College of Public Affairs and Community Service
Judith Forney     Dean, College of Merchandising, Hospitality & Tourism
Geoff Gamble      Vice President, Research and Economic Development
Finley Graves     Dean, College of Business
Marcy Haag        Associate Dean, College of Public Affairs and Community Service
Andrew Harris    Vice President, Finance & Administration
Deborah Leliant   Vice President, University Relations, Communications and Marketing
Jean Miller       Associate Dean, College of Visual Arts and Design / Toulouse Graduate School
Robert Milnes     Dean, College of Visual Arts and Design
Dena Moore        Director of Operations, University Relations, Communications and Marketing
Jon Nelson        Associate Dean, College of Music
Victor Prybutok    Associate Dean, Toulouse Graduate School
Tom Rufer         Associate Vice President, Auxiliary Services
Sign-Offs and Acknowledgements

Jim Scott    Dean, College of Music
Richard Sinclair   Director, Texas Academy of Mathematics and Science
Dale Tampke   Dean, Undergraduate Studies
Jerry Thomas    Dean, College of Education

Survey Participants
Representatives from most academic and non-academic departments participated in this process.

Special Information Requests
Mary Barton    Director, Institutional Research, Office of Institutional Research & Effectiveness
Nancy Dysinger   IT Coordinator II, Business Service Center
Elizabeth Fisher    Director, Institutional Effectiveness, Office of Institutional Research & Effectiveness
Patrick Pluscht    Director, Center for Learning Enhancement, Assessment, and Redesign
Ruthanne Thomas    Senior Associate Vice President, Research and Economic Development

Consulting Team
Facility Programming and Consulting
Sign-Offs and Acknowledgements

This page is left blank intentionally.
The University of North Texas (UNT) in Denton is the flagship campus for the UNT System. It has seen remarkable growth in past years and has set a goal of reaching an enrollment of 45,000. The University has recently published an updated strategic plan (University of North Texas Strategic Plan 2012-2017) which will serve as a guide to UNT in this endeavor. The strategic plan is divided into four main sections: the Bold Goals, A Promise, A Covenant, and Core Values. The Bold Goals are intended to direct, inspire and measure UNT’s progress over the next five years and beyond. They include:

- Provide the best undergraduate educational experience in Texas
- Provide superior graduate education, scholarship and artistic endeavors and achieve status among the nation’s tier-one research institutions
- Become a national leader among universities in student support, employee relations, operational effectiveness and service to constituencies
- Establish UNT as a nationally recognized, engaged university and regional leader by building and expanding mutually beneficial partnerships and resources

In addition to the Strategic Plan, the University developed and continues to update other documents that provide directives. These documents include an Academic Plan and Master Plan. Both are currently in the process of being reviewed and updated.

In order to support the Master Plan update, Administration decided to commission a Campus Space Assessment in order to closely examine the existing, as well as, future physical space. Physical facilities are essential to support both the strategic and academic plans of the University. They represent the skeleton of the University’s body. Appropriate and sufficient space is essential to support campus functions.

This Campus Space Assessment addresses the Denton campus from a physical space perspective. As the Discovery Park already had a Master Plan developed for its space, this study did not directly include Discovery Park or any other outlying properties when examining space. A recently completed Library Master Plan, as well as the current renovation and expansion of the University Union also negated the need to examine these two facilities. However, discussions of overall enrollment, and calculated space projections did take these spaces into account. For example, the College of Engineering and College of Information, although located at Discovery Park, were included in enrollment data.
Executive Summary

The Campus Space Assessment is intended to be a resource for the Master Plan update and a reference for space discussions as the campus physically grows by renovating and adding space, and relocating departments.

In general terms, this Campus Space Assessment divided the findings into five distinct sections.

- Process and background
- Enrollment and utilization
- College and departmental interviews and space requests
- Calculated space projections
- Building blocks

This executive summary attempts to distill the results of the Campus Space Assessment into one concise commentary. This commentary includes a brief “take away” text that lists highlights of the assessment. Highlights include:

- A findings summary of major topics
- Important issues by division
- A roll-up summary of findings
Campus Space Assessment Findings

This in-depth Campus Space Assessment involved over 185 representatives of UNT. They included a dedicated space assessment committee, as well as participation from deans, division vice presidents, departmental heads, and a variety of other UNT staff and faculty. Their input was carefully considered and incorporated into this document.

Participants completed surveys providing qualitative data and quantitative space information. Department heads, deans, and division vice presidents participated in interviews. The committee and administrative VPs provided input on the assessment findings.

The top five considerations this assessment identified (in no particular order) are as follows:

- There is a significant need for additional class labs. The lack of class labs is interfering with some students’ schedules and may preclude non-majors from enrolling in certain courses.
- Additional research space is needed to attract desired faculty. When hiring research intensive faculty, their equipment, graduate students, and technicians must also appropriately be accommodated. This may include additional office/bullpen space, storage, and maintenance areas, as well as general gathering and lounge spaces.
- The newer and growing colleges require not only additional administrative space, but also space for student gathering, specific class labs, and support areas.
- Additional housing was identified as a major need. Non-academic needs may have been understated in this report due to incomplete feedback during the full course of the project.
- An enrollment study found that UNT is on track to meet enrollment goals. Space requests by UNT units are reasonable and fall within calculated space projections, peer comparisons, and the THECB.
Executive Summary

Enrollment

Enrollment was examined as a check against expectations on enrollment growth. An understanding of enrollment also contributes to the development of space requests and projections by division and by college. The Campus Space Assessment confirms that the University goal of reaching 45,000 students no sooner than 2020 is achievable. Looking at historic enrollment growth and taking into account enrollment projections provided by the colleges, it is feasible to surmise that UNT may reach 45,000 students between the years 2020 and 2021. In order to accommodate these students, sufficient and appropriate facilities must be planned for well in advance.
Executive Summary

Classroom and Class Lab Utilization

Understanding the utilization of classrooms and class labs was an important piece of the Campus Space Assessment. During the Campus Space Assessment process, the academic units were asked to comment on their space needs with the exception of classroom space needs. Academic units did not include classrooms for two reasons. First, because the colleges were not asked to comment on classrooms due to the fact that classrooms are scheduled shared spaces. Secondly, because a classroom use assessment was recently completed by Ad Astra, another consulting group.

The Ad Astra report suggested several operational changes that will result in better classroom utilization. If these changes are incorporated, the need for additional classrooms is negligible. However, the study did not address how pedagogical changes may influence classroom demand. Many of the assessment participants reported they can, and/or would like to, teach to larger section sizes. In that case, as the University grows, additional larger classrooms will be needed.

Class labs were not part of the Ad Astra report. A utilization study conducted as a part of this assessment revealed that class labs are typically highly utilized unless they support highly specialized functions. A significant finding is that currently some students must complete the lecture portion of a course in a different semester than the laboratory portion due to the lack of sufficient class labs to meet needs. The high utilization and fill rates, as well as the fact that some students must take labs and lectures in different semesters, clearly indicate the need for additional class labs.
Executive Summary

Benchmarking

Several peer institutions, both in state and out of state, were benchmarked as part of this study. The average total campus GSF per student headcount of peer institutions (in and out of state) is 231 GSF/Student. However, UNT is 198 GSF/Student. This is a 14% difference and clearly indicates that requests for new facilities are probably warranted if UNT wishes to compete with their peers.

Existing Space

Existing facilities at UNT total 6,971,945 gross square feet with 2,221,206 of Education and General square feet. There are 168 facilities listed in the 2011 inventory. An expansion and renovation of the University Union is underway. This project will add approximately 89,500 GSF of new construction to the Union and completely renovate the remaining existing square feet.


Future building projects that are anticipated include a Science and Technology Building that will add approximately 167,700 GSF / 100,620 ASF of primarily research space, and a new College of Visual Arts and Design facility at approximately 180,000 GSF / 108,000 ASF. Both of these projects are requesting tuition revenue bonds.

As UNT evolves some existing buildings, including portables, will be demolished.

UNT Murchison Performing Arts Center
Education and General (E&G) Space Utilization

Traditionally, UNT has received very high Texas Higher Education Coordinating Board (THECB), Space Usage and Efficiency (SUE) scores. This score is an indication of how well classrooms and class labs are utilized, and includes fill rates. UNT’s SUE scores indicate they do an excellent job in maximizing utilization of classrooms and class labs.

When comparing existing Education and General (E&G) space to THECB predictions, the only category where UNT has a space excess is in the research category. However, THECB bases their research calculation on research dollars, whereas currently many UNT research projects are a result of faculty who are publishing and using their own funds for research. UNT is in the process of becoming an emerging research institution. As UNT reaches this goal and their research expenditures increase, they will no longer have an excess, but rather a deficit, of research space.

The THECB predicts UNT should have 3,262,747 square feet of Education and General space. UNT actually has 2,221,661 square feet of Education and General Space, a 32% space deficit. This deficit is a strong argument for increasing the amount of E&G space on campus through building or acquiring new facilities.
Executive Summary

Interviews and Questionnaires
The Campus Space Assessment conducted numerous interviews and collected hundreds of surveys and quantitative data from UNT personnel. In general, the most common requests were as follows:

- New College of Visual Arts and Design building
- New Science and Technology Building (research labs)
- Additional, larger, classrooms
- Additional class labs (especially to support CAS core classes)
- Additional research labs
- Administrative, student space, and class labs for the newer/expanded programs such as the College of Merchandising, Hospitality & Tourism and the School of Journalism
- Some groups’ space needs are based on accreditation issues, rather than growing enrollment, such as the College of Music requiring larger and better soundproofed practice rooms.
- Space requests by the colleges do not always align with program growth.
- Support spaces for online enrollment growth.

Specific priorities that arose from this process include:

- The School of Journalism is growing quickly and needs more space. It has great potential for private funding of new facilities.
- The College of Merchandising, Hospitality, and Tourism is growing very quickly and needs a significant (relative to the program) amount of new space to function.
- The College of Music needs new facilities. Practice facilities are essential to meet accreditation needs. New facilities will support the image of the College as being a nationally prestigious program.
- A recreation center expansion is needed.
- Additional outdoor recreational sports spaces would greatly benefit the University.
Executive Summary

Space Requests and Projections
Both academic and non-academic departments were asked to complete questionnaires and spreadsheets detailing their current and five year space needs.

Approximately 273,351 GSF of additional space is requested by academic departments to meet their current needs. Non-academic departments request an additional 35,678 GSF to meet their current needs.

In an effort to meet the five year need, academic departments requested an additional 225,264 GSF and non-academic departments 39,457 GSF. These space requests represent a space growth of 38% of Academic Space and 20% of Non-Academic Space from existing space to five year need.

Space requests were validated by both the THECB and the Council of Educational Facility Planners International (CEFPI) space projection models. In addition, space requests would not exceed GSF per student averages of peer institutions.

The table below illustrates current and five year need for academic, non-academic, and classroom spaces. Classrooms are considered academic spaces, however they are not included in the academic space needs category in the table below because they are spaces shared by many departments and colleges.
Executive Summary

Building Blocks

Building blocks represent the projected needs for space, organized into a list of possible projects. They were developed based on the assessment’s findings, and in conjunction with construction projects identified in the Capital Planning Committee and Finance Committee. The top projects from that list are shown on the next page. The list is not ordered. The exceptions are the two projects at the top of the list that are currently requesting TRBs. If granted, these projects will be constructed first.

The list is not ordered because sources of funding vary depending on the type of project (academic, non-academic) naming opportunities, potential donors, etc. Ultimately, projects will be prioritized by the University. However, one project may be constructed before the other as funds become available. The building blocks listed are for the main campus only.

In addition to the new buildings listed on the next page, outdoor recreation facilities such as intramural fields are also needed.
## Executive Summary

### Building Blocks by Category

**Academic Projects - Active TRB Requests:**
- Science and Technology Building (167,700 GSF) *May be located at Discovery Park*
- College of Visual Arts and Design Building (180,000 GSF)

**Additional Academic Projects:**
- General Academic Building - Class Lab Complex & Classrooms (200,000 GSF)
- Research Building at Main Campus
- College of Music Building Including Practice Rooms (81,500 GSF)
- College of Merchandising, Hospitality & Tourism Building (69,000 GSF)
- School of Journalism College/School/Graduate Institute (7,000 GSF)
- College of Education - Counseling and Child Development Complex (11,000 GSF)

**Renovations:**
- Library Expansion

**Student Affairs & Non-Academic Projects:**
- Student Housing 1, 2, 3
- Visitors Center/Global Welcome Center
- Pohl Recreation Center Expansion
- Health & Wellness Center Expansion
- Student Services Building Expansion

**Athletics Projects:**
- Track and Field Facility
- Baseball Stadium
- Indoor Football Facility

**Facilities Projects:**
- Parking Garage Located Near Fouts Field
- Electrical Substation
- Business Services Warehouse

**Not On Main Campus Projects:**
- Discovery Park Academic Building
Executive Summary

Although the list above is not ordered, an attempt was made to organize the top projects roughly by priority based on feedback from the Presidents Capital Projects Council. This will aid the Master Plan Update Team in their work.

**Building Blocks by Priority**

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<td><strong>High Priority</strong></td>
<td>Science and Technology Building</td>
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<td></td>
<td>College of Visual Arts and Design Building</td>
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<tr>
<td></td>
<td>General Academic Building - Class Lab &amp; Classroom Complex</td>
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<td></td>
<td>Research Building at Main Campus</td>
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<tr>
<td></td>
<td>College of Music Building (Includes Practice Rooms)</td>
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<td></td>
<td>Student Housing 1</td>
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<tr>
<td></td>
<td>Visitors Center/Global Welcome Center</td>
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<td></td>
<td>Baseball Stadium</td>
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<td></td>
<td>Discovery Park Academic Building (At Discovery Park)</td>
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<td><strong>Medium Priority</strong></td>
<td>Parking Garage Located Near Fouts Field</td>
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<td></td>
<td>Student Housing 2</td>
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<td>Track and Field Facility</td>
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<td></td>
<td>Electrical Substation</td>
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<td></td>
<td>College of Education Counseling and Child Development Complex</td>
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<td><strong>Long Term Priority</strong></td>
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<td>School of Journalism - College/School/Graduate Institute</td>
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<td></td>
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<td>Student Housing 3</td>
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<td>Student Services Building Expansion</td>
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<td></td>
<td>Library Facility Addition</td>
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<td></td>
<td>Indoor Football Facility</td>
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<td></td>
<td>Business Services Warehouse</td>
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Executive Summary

General Findings by Division

Significant academic findings and space needs are included in the data presented earlier in this chapter. In addition to academic findings, some of the non-academic findings are included below.

Institutional Advancement

In general, Institutional Advancement did not have any major space requests.

The existing office, meeting, and collaboration space is sufficient to meet growth, however, they would like to re-configure some space. Finding appropriate event space on campus is an issue. Their present location relative to the campus core is acceptable, however they would like closer, additional parking.

Computing and Information Technology

This group has been reorganized recently and it was difficult to quantify their space needs for this assessment. In general, much of the computing and information technology group is located at Discovery Park, however, there are staff and spaces within the other academic and non-academic units. These spaces are not significant. This commentary does not include computer labs. This group had no major space requests.

Equity and Diversity

Equity and Diversity reported their primary need for space is customer privacy and staff safety. They prefer a location that is easily accessible to encourage use. These requests suggest additional space that is in a different location than it is now.

President and Ombudsman

These two groups have no major space requests. Like Institutional Advancement, the President’s office would like to have more space for special events.

Student Affairs

There is a need for additional housing on campus. Mainly, this need is in response to the growing number of freshman living on campus. The Health and Wellness facility is well designed to allow growth and the University Union renovation/addition will address some Student Affairs needs. The Recreation Center is maxed out in capacity and visitors perceive that the parking is inconvenient.

The University may reexamine this area and look for ways to improve use of resources at the arena/conference center, and at the Gateway Center and Coliseum.
Executive Summary

University Relations

University Relations has developed a plan to move most of their functions to the University Services Building. The printing plant is already located there. Combining all services in one building will improve productivity and collaboration and free up space on the main campus for academic functions. Consolidation will also meet all of their space needs for at least the next five years. The exception is the need/wish for a dedicated Visitors Center.

Finance and Administration

The main Finance and Administrative administrative offices should remain in close proximity to key University leaders. However, the offices need to be expanded and updated. Most interactions are with the VPs of Academic Affairs and Research.

The Facilities Department, the largest group under the umbrella of Finance and Administration, requested approximately 1,000 square feet of additional space.

Academic Affairs (Including the Colleges)

Academic Affairs reports they feel UNT is falling behind on freshmen support space. There is also a need to grow support space and staff for the administrative offices. Space may be created by the strategic shifting of functions off campus.

The possibility of bringing College of Engineering underclassmen onto the main campus was discussed, however it was not examined in this assessment.

Research - Academic Affairs

There are issues with the existing vivarium which could be deemed serious. These issues directly affect scholarship and funding. A new, larger facility is warranted. Additional research labs are also required.

All Colleges - Academic Affairs

Lack of class lab space creates bottlenecks and limits some courses to majors only. The University may use virtual labs to help alleviate some of the demand. Majors (especially Biology, Chemistry, and Physics) are being limited due to lack of space. Oftentimes, students must take the lab component in a subsequent semester from the lecture due to insufficient class lab space. A new science building with teaching labs would alleviate some of this problem. Another way to approach the need for additional class labs is construct a new science and technology building dedicated to research labs. This would allow for existing research labs in multiple buildings to be re-purposed and converted into teaching labs.
Executive Summary

The University anticipates an increase in Health Science Majors due to market demand. Additional Health Science majors will increase the need for class labs and related support spaces; it is safe to anticipate significant enrollment growths.

A large lecture hall was requested by many of the colleges.

The colleges and schools provided in depth information as to their needs and desires. Pertinent needs are summarized later in appendix four (A4) of this document and roll-ups of interviews, surveys, and quantitative analyses are included in appendix seven (A7).

Common themes from the colleges and school were listed on previous pages, but to summarize, there is a need for additional class labs and research labs. Many expressed an interest in teaching in larger classrooms. There is less need for administrative and support spaces with the exception of new programs and programs that are growing rapidly.

Unmet Needs

Further needs may be created as a result of the demolition of some older buildings and the removal of select portables. Neither of these were analyzed in the report.

Most groups displaced through the University Union renovation and expansion (currently in the design phase) are being relocated to modular buildings. There are no existing plans for eventually relocating them to permanent buildings. At this time, there are two groups that will be displaced that do not have a replacement location identified. These two groups are the Texas State Historical Association and the University Press.
Executive Summary

Conclusion

This document represents the culmination of many months of data collecting, analysis, and discussion. The information gathered will be used in support of the Master Plan update. Major themes that arose during the course of this study were the need for more class and research labs, additional administrative and student support space for growing programs, and additional housing.

In general, space requests by departments were within reason and did not deviate significantly from THECB projections or peer comparisons. Enrollment projections indicate UNT can reach its goal of 45,000 students. A study of classroom and class lab utilization confirmed the need for additional class labs and some larger classrooms.

By combining the principals found in the Strategic, Academic, and Master Plans, the University has the tools it needs to plan for future enrollment growth by identifying academic, space, and experiential needs. This Campus Space Assessment influences the Master Plan update and will serve as a tool for the administration.