



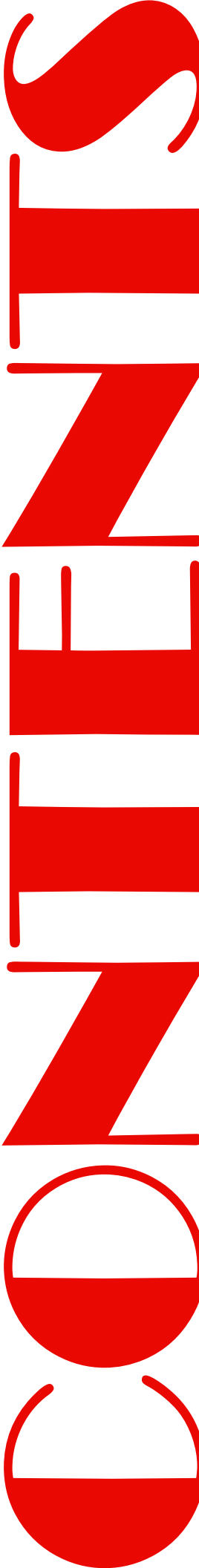
CAMPUS STRATEGIC ALIGNMENT 2024



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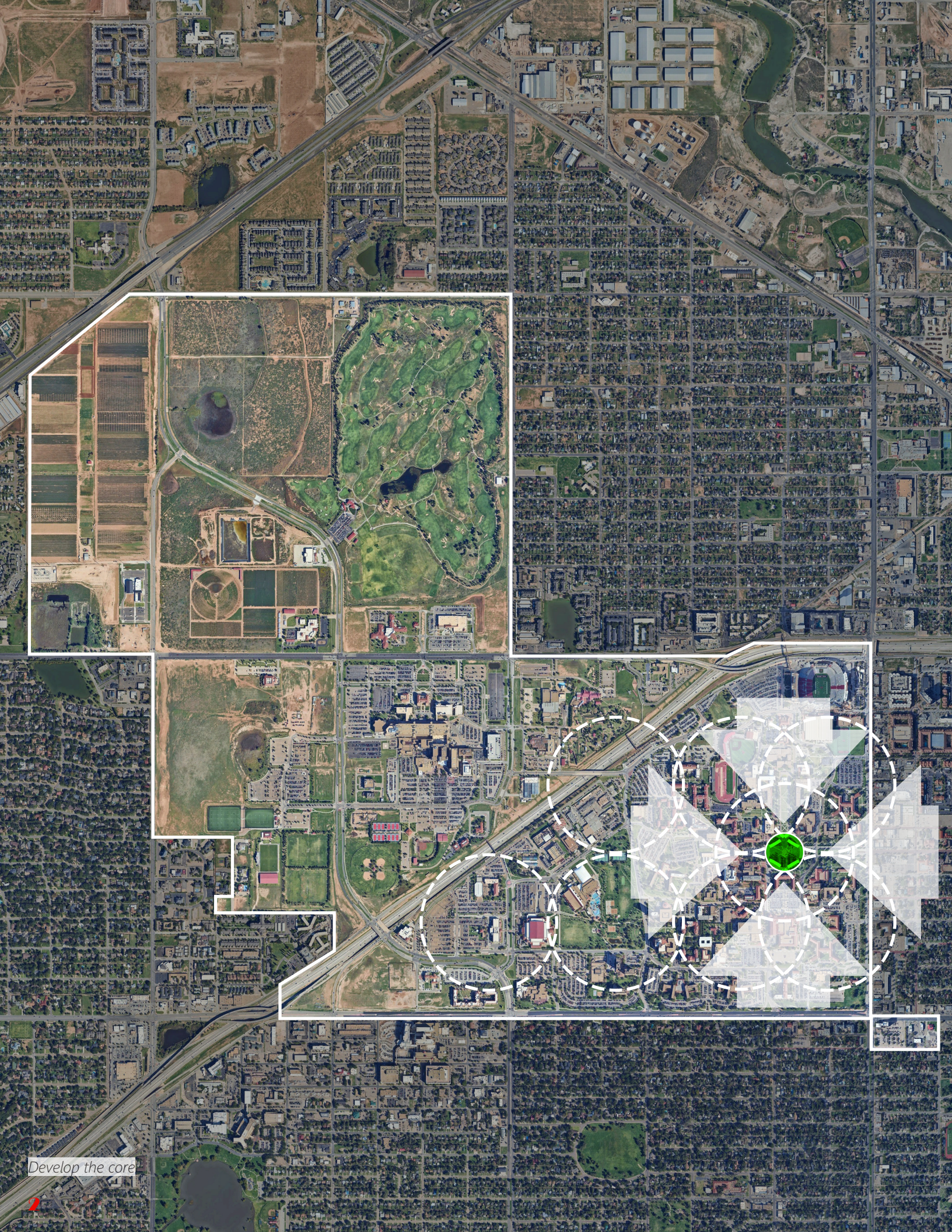


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Executive Summary



Texas Tech's Strategic Alignment seeks to create a data-informed framework to guide decision making for the physical campus and capital investment. The planning work is intentionally holistic in nature, combining academic, student life, research, physical, and financial considerations. It is based on a rigorous analysis of available data, both hard and soft, and includes a long-term vision for campus development; near-term priorities for new campus connections, buildings, open spaces, and renovations; a mobility strategy designed to foster a pedestrian-oriented compact core campus; and a set of principles that can act as evaluative criteria so new ideas can be consistently incorporated within the framework vision.

The key framework driver is Texas Tech's aspiration to join the Association of American Universities. Entry into the AAU is largely determined by levels of research activity. Most AAU universities therefore have compact campus cores that promote opportunities for collaboration and create a vibrant atmosphere that is alluring to best-in-class research faculty and graduate students.

While TTU's campus core has many wonderful characteristics, significant prime real estate is currently allocated to surface parking. This provides a convenience factor for some members of the TTU community, but detrimentally impacts the university's AAU aspirations.

The strategic alignment therefore seeks a long-term strategy that, over time, will move some core campus surface parking to a few parking structures located at convenient entry points. This approach aims to intercept cars before they create vehicle-pedestrian conflicts and support the transformation of the campus core into a more collaborative and pedestrian-friendly environment.

In addition, the plan proposes several street realignments as part of a complementary campus shuttle strategy that introduces a new campus circulator with stops accessible within five minutes from any core campus location, and five-to-seven minute headway times, so that students, faculty, and staff can park once while still being able to conveniently navigate TTU's large campus.



New east-west corridors

The creation of an inviting pedestrian-oriented core campus requires more than new parking and shuttle routes. The original campus plan provides inspiration on how to organize the campus moving forward. Historically, the campus was organized along a strong north-south axis linking the Engineering Key, through the historic circle (originally a square!), to southward expansion. Over the last hundred years, the campus has sprawled westward to the extent where facilities are now located across six different 10-minute walk circles. This westward expansion has taken place without the benefit of a strong organizing idea like the original north-south spine.

We therefore propose five major east-west corridors be formalized to provide pedestrian and shuttle links across campus. These corridors are:

- 18th Street which we propose to extend and connect to University Avenue. 18th will remain open to vehicular traffic but will become a complete street, better able to support pedestrians, shuttles, bicycles, scooters, and other transportation modes.
- A student success corridor connecting University Avenue to the Student Union Building, the Library, and University Recreation.
- An extension of the historic Broadway access into a new Academic Corridor
- A North Corridor that runs from University Avenue, through the Engineering Key, close to the Rawls College of Business
- A reinvention of the Drive of Champions to promote pedestrian safety, shuttle access, the game day experience, and enhanced athletics facilities.

Through the creation of these corridors, the Strategic Alignment significantly increases on-campus green space while also providing needed connections. This new open space framework sets the table for the long-term development of the core campus into four distinct but connected 10-minute-walk neighborhoods, each serving as a destination with its own learning, research, recreation, residential, parking, and dining options.

In total, the plan shows the capacity to add approximately two-and-half million square feet to the core campus without altering its essential nature. In fact, future development is patterned on the density of the Engineering Key, with the only proposed change being to build three-to-four story buildings (rather than the current pattern of two-to-three stories).

In addition, long term, another million square feet of capacity is available, if needed, immediately adjacent to the core, on the west side of Flint Avenue where Physical Plant and Kinesiology are currently located. We emphasize this development potential represents a capacity test and identification of potential building site locations, not a calculation of need, or a statement of specific future building projects.



Student-success corridor

Near term, the Strategic Alignment recommends focusing capital investment in the Student Success Corridor and its neighborhood. While TTU's size means that a strict geographic restriction on capital projects is unworkable (and undesirable), a coordinated near-term investment strategy will lead to synergies and a palpable sense of change that will generate significant enthusiasm and momentum.

The projects targeted for near-term implementation are:

- A new building for the Davis College that will allow for the re-integration within the campus core of the academic components of programs related to Animal and Food Science
- A new "design village" immediately south of the Library that will bring together architecture, landscape architecture, interior design, construction management, and various arts and engineering programs in a new collaborative cluster of facilities
- A major renovation of the Library to include academic support services, additional collaboration and study space, and efficiently manage the collection
- The necessary landscape improvements to formalize the Student Success Corridor
- A reorganization of student support services, currently located in various buildings on or near the Student Success Corridor, to thematically group like functions and thereby improve the student experience. This includes potential program changes for the Student Union Building.
- A reconfiguration of the university's Raider Room general-purpose classrooms to better match teaching and learning requirements, remove access challenges by localizing facilities within ten minutes of one another, and improve space utilization
- An initial parking structure south of the intersection of the Student Success Corridor and University Avenue with the potential for an adjacent satellite recreation facility.

An aerial rendering of a university campus, likely Texas Tech University, showing a proposed development plan. The plan features a large green field in the foreground, surrounded by a series of white, rectangular building footprints. A network of green paths and tree-lined streets connects these buildings. The surrounding area includes existing campus buildings, parking lots, and a city skyline in the distance. The title 'The Second Century' is prominently displayed in the lower right quadrant.

The Second Century

Finally, the Strategic Alignment establishes a series of principles that can be used to evaluate future capital projects unknown at this time, to ensure their consistency with the overarching vision:

Physical directions

- Provide a great student experience
- Focus development inside the loop to create a campus as destination
- Transition to a pedestrian-oriented “park-once” campus

Strategic and operational principles

- Prioritize efficient use of existing space resources
- Ensure investment and donor interest aligns with need
- Support academic and research goals through interdisciplinary buildings and spaces
- Create inclusive environments for students, faculty, staff and external communities

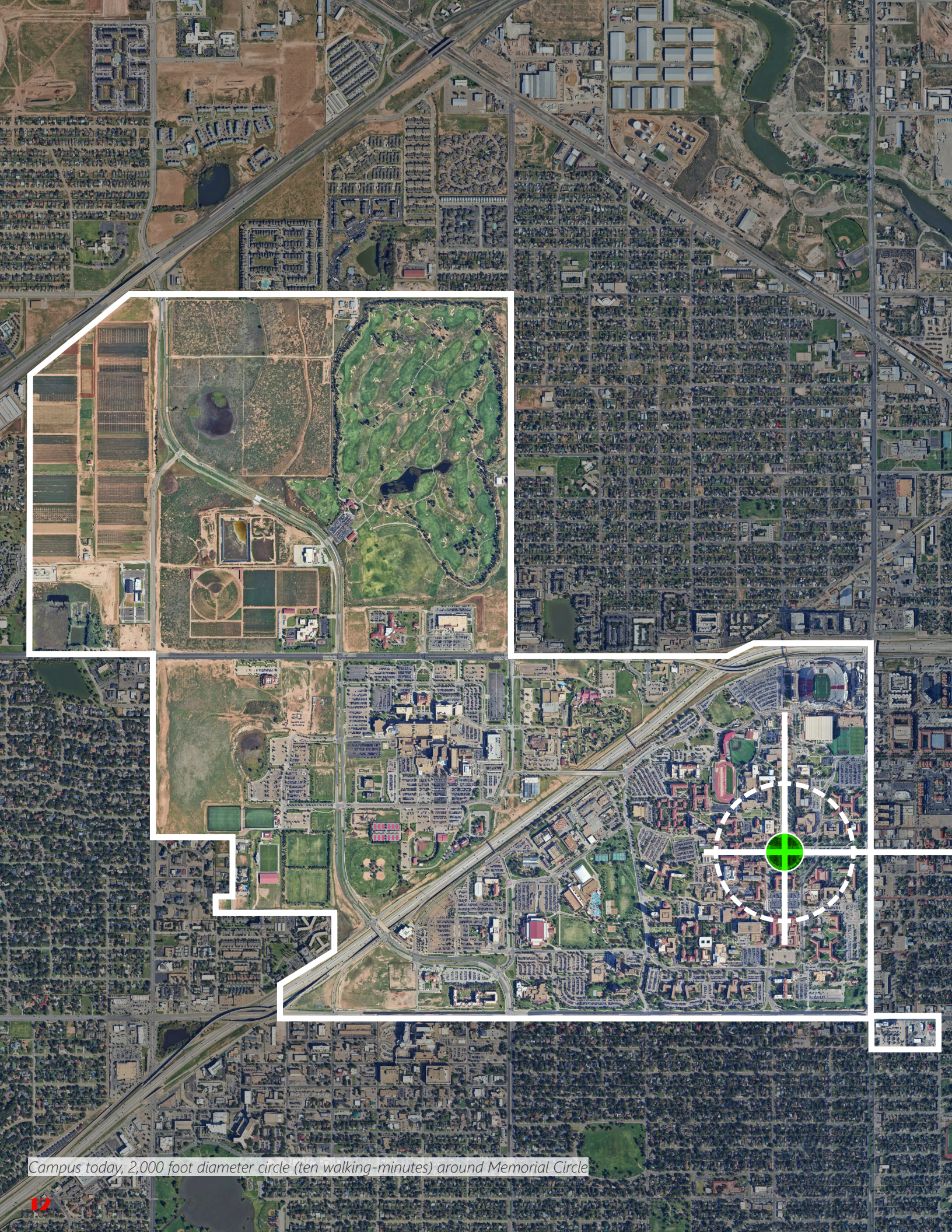
To ensure these principles are honored, they will be included as a checklist (see appendix) in agenda items when bringing future capital projects to the Board of Regents for approval.

The Strategic Alignment has been crafted as a methodology to guide future campus development and align capital investment with the university's AAU aspirations. It establishes both a bold long-term vision and several exciting first steps. With it in hand, Red Raider Nation can be confident that Texas Tech's second century will be as successful as its first.



Chapter 1

Problem Definition



Campus today, 2,000 foot diameter circle (ten walking-minutes) around Memorial Circle

The Strategic Alignment was created over 12-months with significant engagement and contributions from all members of the Texas Tech community.

The primary contributors to the plan were a broadly representative working group drawn from across the campus, and the university's executive leadership team who gave generously of their time.

In addition to these recurring committee meetings, the plan included many other touch points. Our online CoMap exercise included submissions from over 1,700 stakeholders who placed over 18,000 icons on an interactive campus map. Students, faculty, and staff also gave generously of their time in various stakeholder interviews and in multiple town hall sessions. This input was crucial to plan development.

The overall schedule was divided into three phases: analysis, scenarios, and synthesis. The analysis phase focused on gathering as much information as possible, meeting the university's requirement for the Strategic Alignment to be data informed and fact driven. We therefore engaged in a question-seeking mode, drawing on conversations with stakeholders from across the university, undertaking a study of Lubbock and the region, including assessing ecological and climatic conditions, looking at the campus' development history and physical systems, analyzing mobility patterns and needs, investigating university space use, and completing a holistic analysis.

This analysis identified three key questions that potential scenarios needed to address:

- 1. What are the characteristics of an AAU-like university?**
- 2. How do people move around the Lubbock campus?**
- 3. How should campus development be organized in the university's second century?**

The executive summary document you are now reading summarizes the analysis by presenting the motivation behind these three questions. For a more detailed explication of our analysis, please see the accompanying white papers on:

- The planning context, including a summary of our physical analysis, CoMap exercise, and resulting open space strategy
- Use of existing space, which documents our space analysis, research analysis, and collaboration survey
- Campus mobility, which describes the transportation, parking, shuttle, and other relevant explorations conducted by our transportation consultant, Gorove Slade.

We explored potential answers to the issues identified through the analysis during our scenario phase which focused both on big organizing ideas for the campus, and how these ideas could be implemented through near-term priority projects.

Finally, we refined all ideas, incorporating stakeholder feedback, and codified key plan elements in a series of important principles during a synthesis phase.



Question 1:
What are the characteristics of an AAU-like university?

The value of core-campus real estate

The American Association of Universities is a prestigious group whose membership is comprised of comprehensive universities distinguished by the disciplinary breadth and quality of their programs of graduate education and research.

While the undergraduate student experience will always be a crucial part of life at TTU, this increased research emphasis has implications for physical planning. Federally sponsored research activity continues to gravitate toward multi-PI grants that promote an interdisciplinary approach to solving the world's most challenging problems.

Proximity affects collaboration. While it's true that collaborations are relationship-dependent and often occur between people across the world, chance encounters can play an important role. AAU-like institutions organize their campuses to facilitate these "water-cooler moments."

An examination of representative AAU campuses shows the core campus' high real-estate value because of these proximity benefits. The ability to promote collaboration, minimize class-change walking distances, and create vital environments capable of attracting the best and the brightest leads AAU-like institutions to reserve the core campus for academic (and related student life) uses.

Put plainly, AAU-like institutions seek to maximize the value of their campus real estate. By concentrating academic, research, and student life facilities within a compact, walkable core, these universities create vibrant, efficient environments that support learning and collaboration.

As a result, most AAU-like universities limit the land area assigned to surface parking lots in the core campus. While small lots adjacent to buildings can be convenient, this use does not realize the real estate's value. Small interior lots also create significant vehicle traffic as cars circulate, trying to find a space. This traffic then causes vehicle-pedestrian conflicts, harming campus vibrancy. Most AAU-like universities therefore promote a pedestrian-oriented campus core.

You can see the difference between the organization of TTU's campus (with parking lots shown in red) and a range of AAU peers from a variety of contexts (urban, suburban, rural) in the collage on the left.



A destination campus

AAU members are generally renowned for the distinctive allure of their campuses. These universities recognize that a world-class campus can serve as a powerful recruiting tool, attracting top-tier students, faculty, and staff while also fostering pride and a sense of belonging. By combining aesthetic appeal with functional design, AAU campuses become destinations, places where people want to study, work, and visit.

The key characteristic of a destination campus is a sense of energy created by an appropriate mix of uses, including learning, research, recreation, eating, residential, and other activities. Because the amenities people need are readily available, there is little incentive to leave.

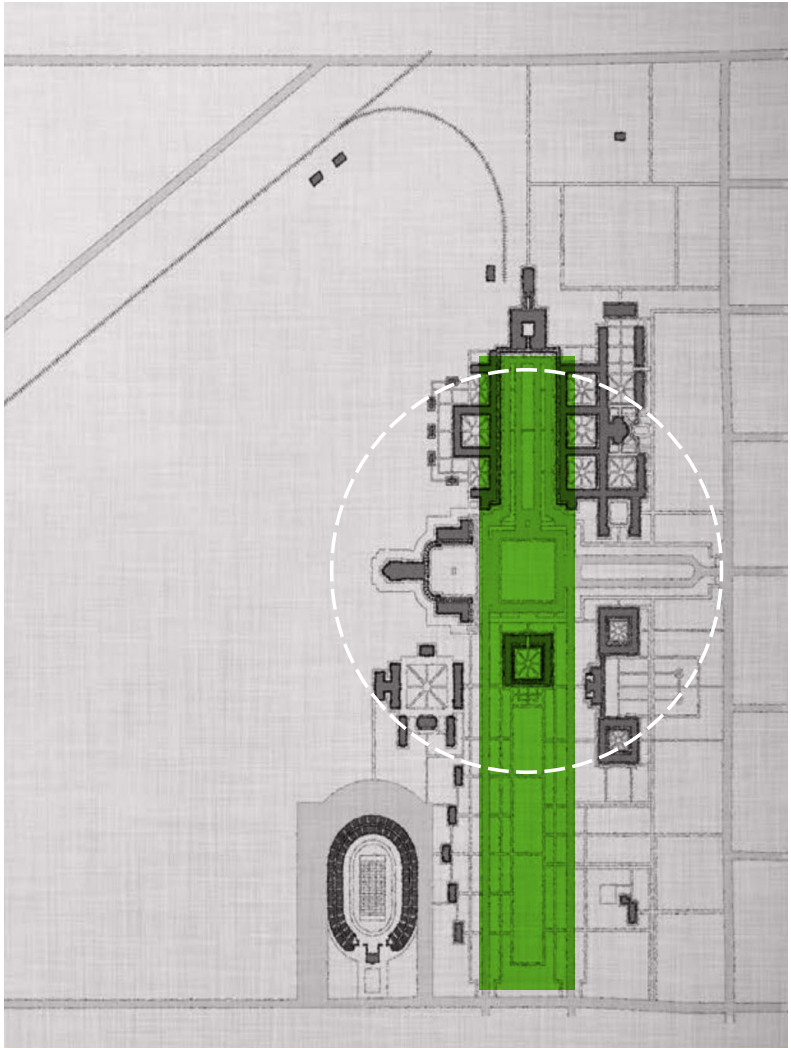
Destination campuses are exciting and vibrant, and are usually aesthetically engaging, with great architecture, functional open spaces, and thoughtful integration of natural and built environments.

They also prioritize accessibility, sustainability, and connectedness. Pathways and plazas encourage movement and interaction, while landmark features provide memorable focal points. By creating spaces that are as inspiring as the academic work they support, AAU-like institutions elevate their ability to compete for the best and brightest talent from around the globe.

Question 2:
How do people move around the Lubbock campus?

The original organizing idea for the campus was a strong north-south axis (which we highlight in green). This axis defined movement patterns and gave clarity to the pedestrian experience. In the original plan, most academic functions were organized within a 10-minute neighborhood around what is now the circle (but was originally a square!).

For the last hundred years, campus expansion has followed a sprawling east-west pattern, resulting in academic activity now being dispersed across six different ten-minute walk circles. Much of this expansion occurred opportunistically, without a clear organizing idea like the original north-south axis. Compare the original campus plan from 1924 and a 2024 satellite image.



1924 Campus plan



2024 Campus satellite image



East-west movement is challenging

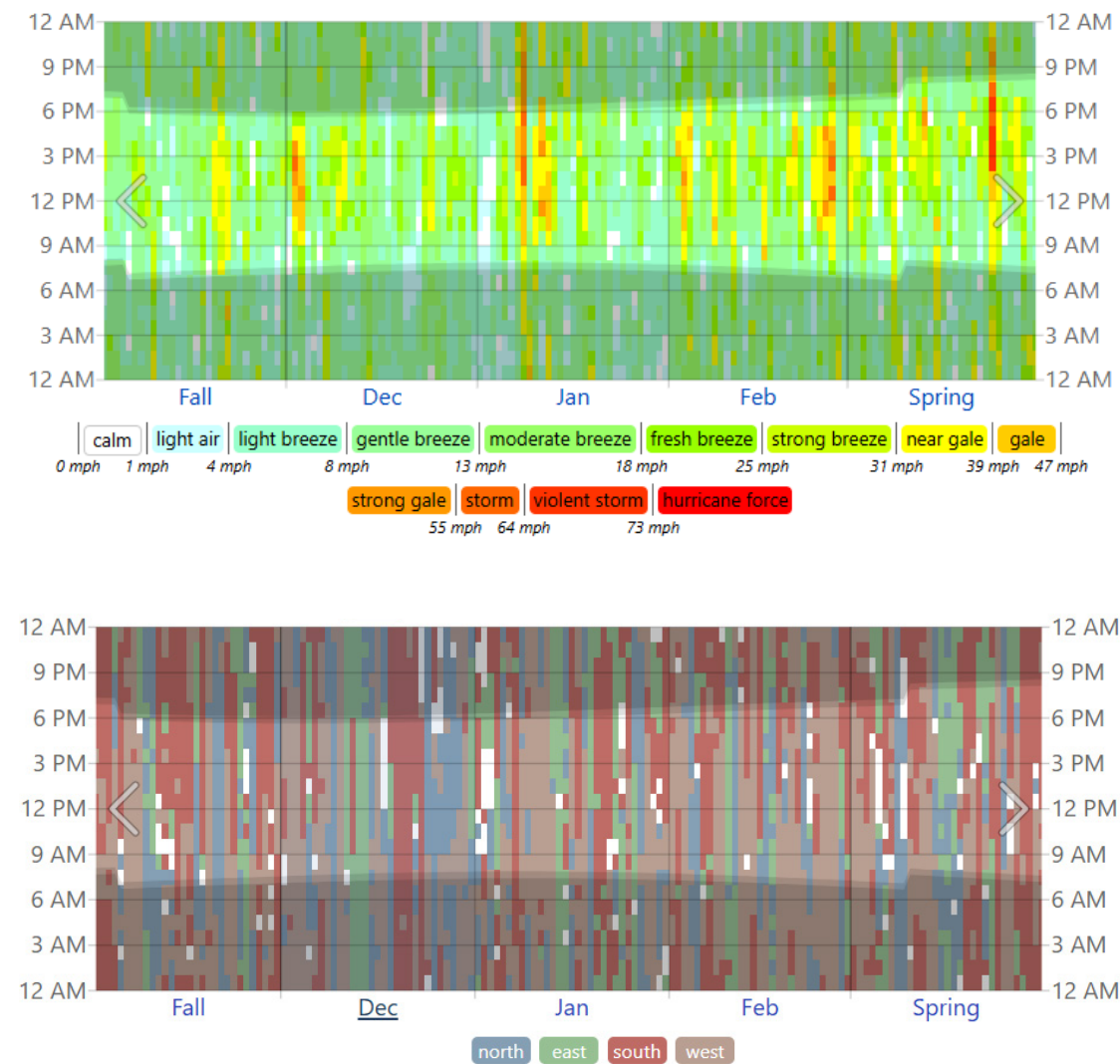
As part of our analysis, we conducted a community mapping exercise, CoMap, to understand how the TTU community sees and interacts with the campus. The map on the top of page 20 provides a summary of mobility patterns across campus by mode. Cars and buses generally follow the loop road around the main campus core, which creates congestion points. Cars seeking parking in the campus core conflict with pedestrian movement patterns. Note the lack of a core campus circulator: anyone using the shuttle has to travel west past the arena, often making the shuttle an inconvenient option.

CoMap also collected data on the sentiments associated with mobility paths. The bottom of page 20 summarizes these positive and negative sentiments. Note the original north-south axis maintains a strong positive sentiment, while negative sentiments tend to cluster on east-west paths across campus, because of the aforementioned vehicle-pedestrian conflicts and lack of organization.

This disorganization notwithstanding, Red Raiders still need to move east-west across campus in order to reach key facilities like Animal and Food Science, Student Recreation Center, United Supermarkets Arena, and Kinesiology labs. This requires pedestrians crossing a four-lane road. We provide a recent photo of one of those crossings. Note the minimal road markings, no lights, and high traffic volumes.



Students crossing Flint Avenue



Lubbock wind speed and direction, winter 2023 - weatherspark.com

Climate

The Llano Estacado presents a distinct set of climatic challenges that influence how pedestrians experience the campus. The region's flat topography, limited water resources, persistent winds, and warm temperatures necessitate thoughtful campus design to ensure a comfortable and safe experience, especially for pedestrians.

Strong and persistent winds, a hallmark of the region, can impact comfort, and occasionally cause safety concerns. The graphs of Lubbock wind speeds and directions on page 22 show consistent strong breezes and occasional hurricane force winds, usually coming from the south/west. Lubbock's hot summers (and cool winters) also impact the pedestrian experience.

Because campus east-west pedestrian movement patterns are poorly structured, people often travel through environments that are not designed to mitigate weather conditions. These include parking lots and "left over" spaces. While most Red Raiders appreciate the value of a pedestrian campus, the lived reality is that, today, cars usually provide a more comfortable option for navigating the campus, despite the challenges of parking.



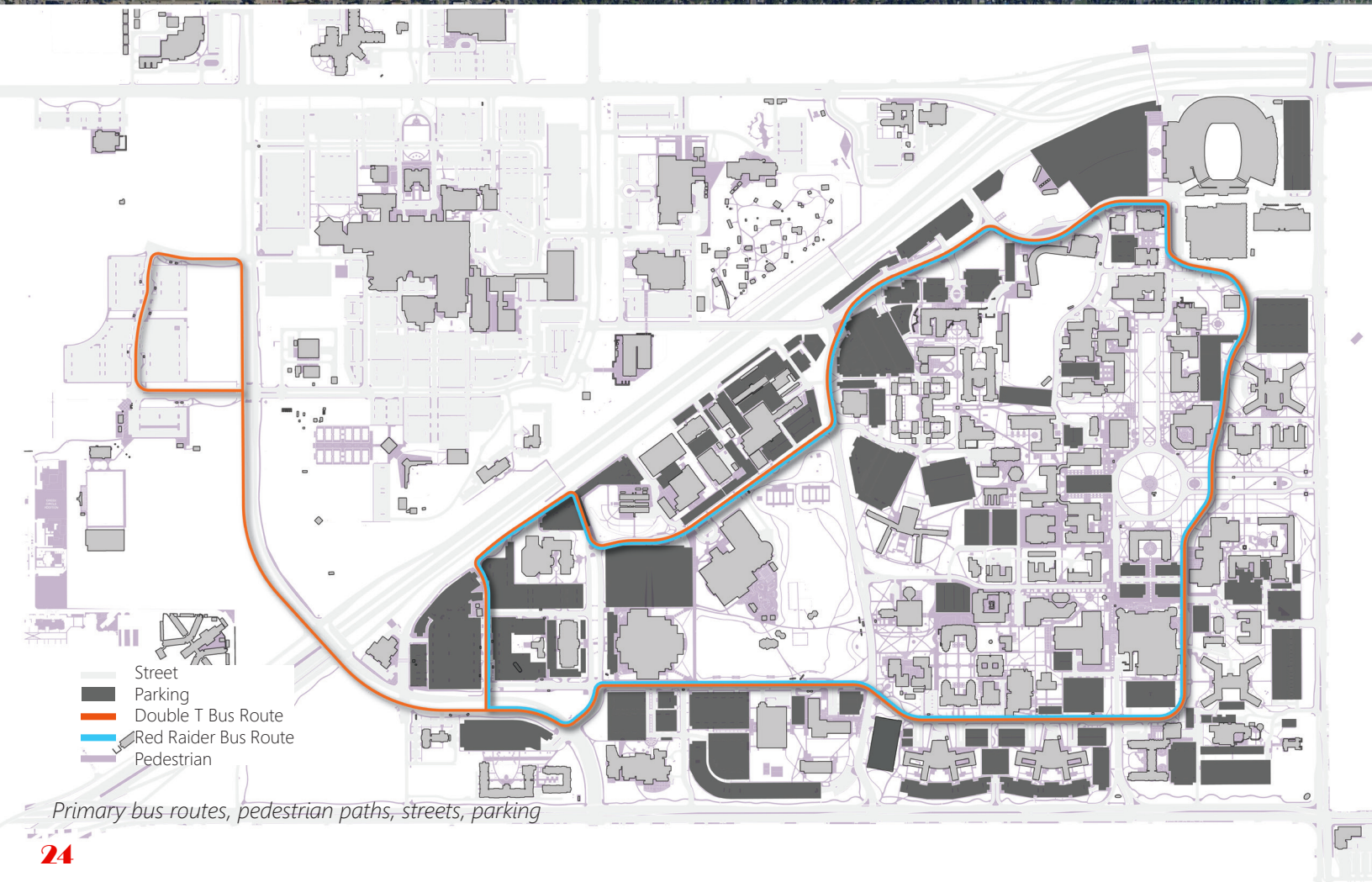
Llano Estacado - TTU's home climate (semi-arid, windy)



Visualizing the scale of the Lubbock Campus

Challenges of scale

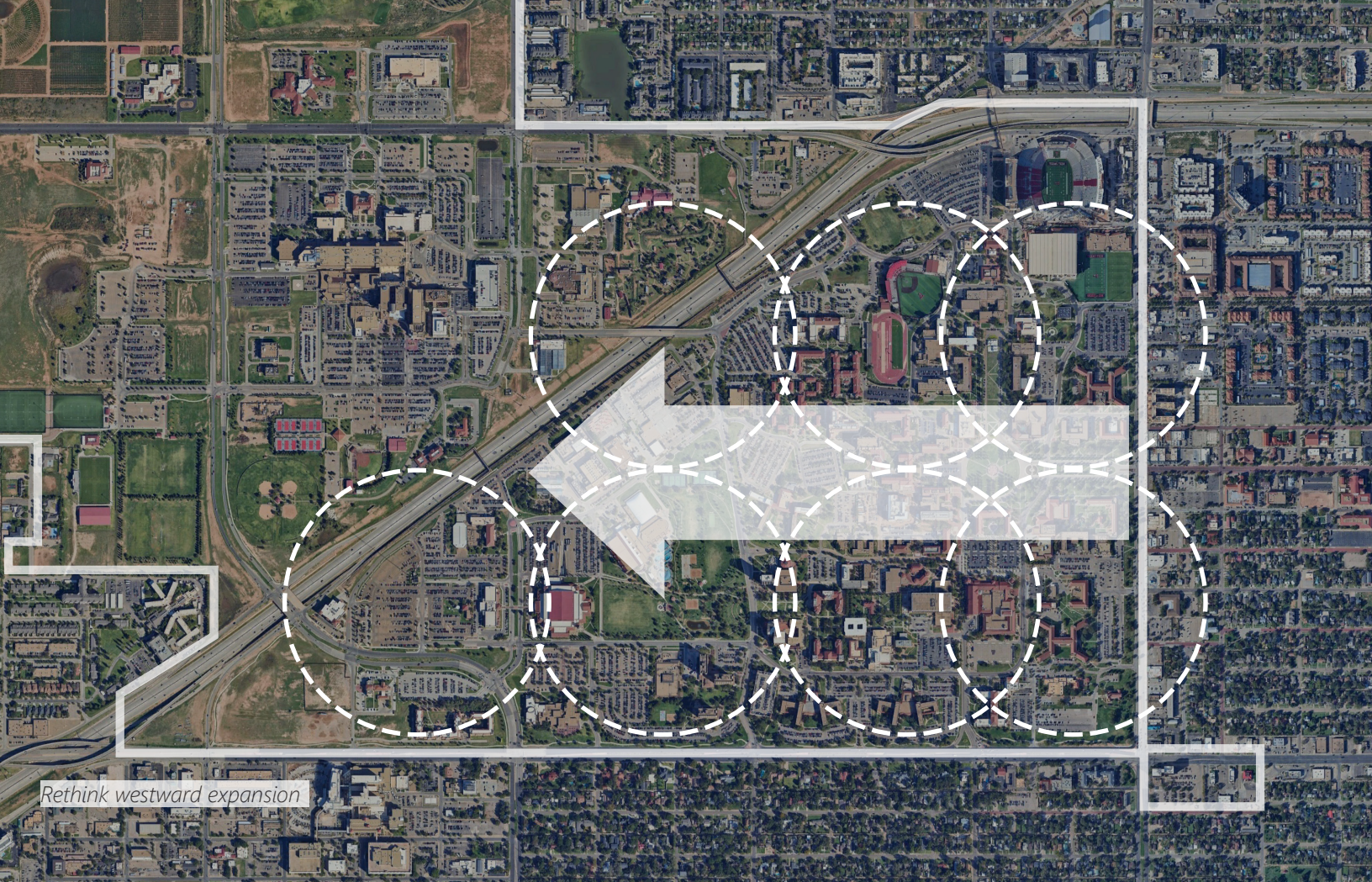
This map highlights the full extent of the current campus. From the corner of 19th and Marsha Sharp Freeway to University Avenue, the campus is 1.5 miles wide end-to-end. Academic facilities are dispersed across the width of the campus, and many buildings have an accompanying surface parking lot. As a result, students may have to contend with impossible transitions when back-to-back classes are scheduled on opposite ends of campus. For example, the average pedestrian could take 30 minutes to walk from the Department of Animal and Food Sciences to Holden Hall.



Primary bus routes, pedestrian paths, streets, parking

Long internal bus loop

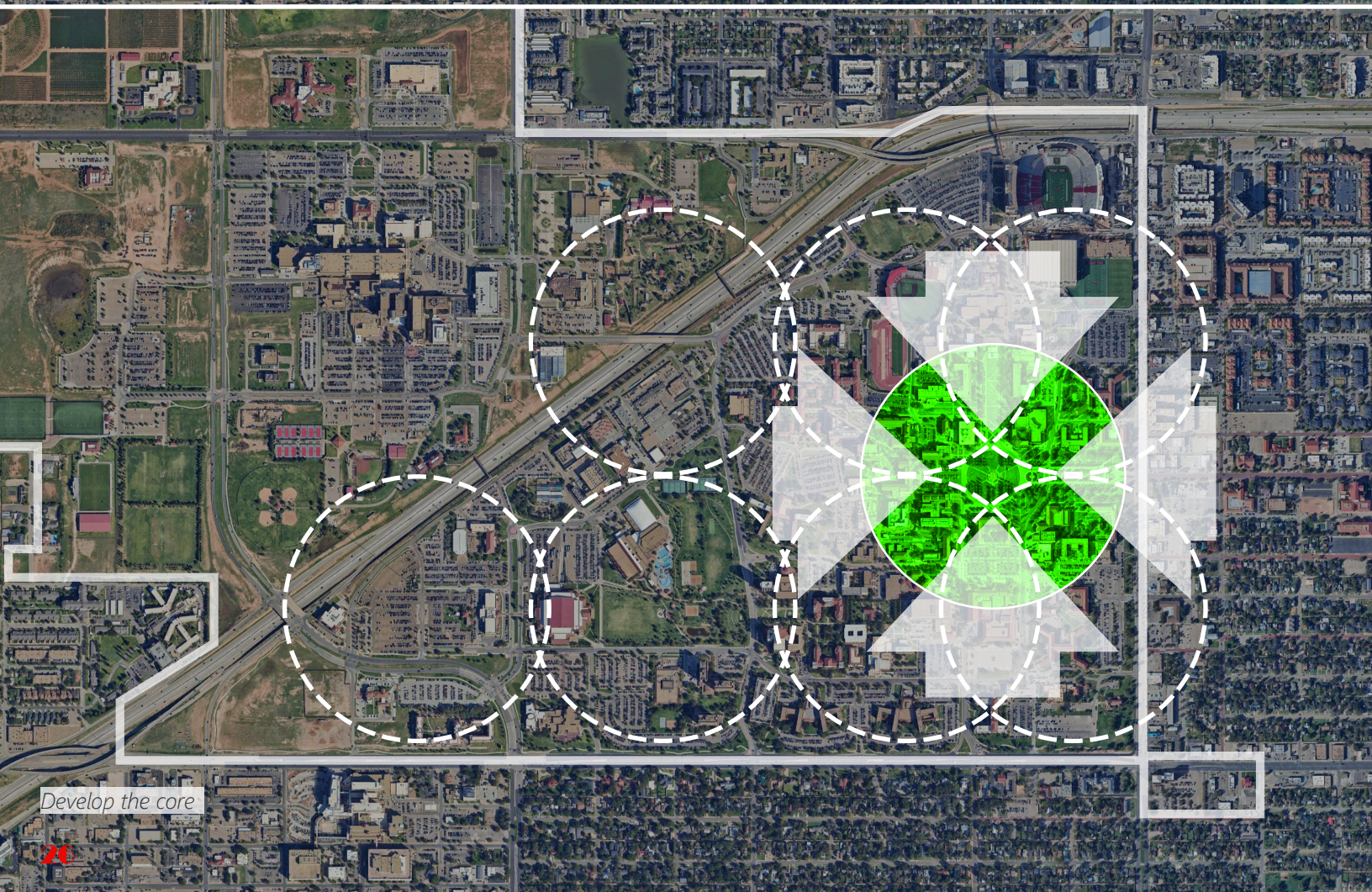
The primary campus circulator has an extended loop that reaches the western extremities of campus including United Supermarkets Arena and the Student Recreation Center. While these western buildings are important campus contributors and require bus service, the absence of a complementary simplified core campus bus loop exacerbates the need for additional car trips and prevents any kind of “park-once” philosophy.



Question 3:
How should the campus develop in its second century?

Advantages of a compact campus

Compact campuses, including large campuses with a compact core, have natural advantages. Academic functions can largely be contained within a 10-minute walk circle to accommodate class changes. Compact campuses create more opportunities for proximity and collaboration. They are naturally more vibrant and more active, and therefore more attractive places to spend time; they take maximum advantage of their real estate value; they reduce the need for extensive infrastructure investments and maintenance, and improve the efficiency of utilities like electricity and steam lines by reducing energy lost over long distances; and they are easier to pedestrianize.



Additional development in the core is feasible

Some campuses are forced to move academic uses outside their core because they exhaust potential developable parcels. This is not the case for TTU. The campus core still offers significant build-out capacity. Our analysis suggests the core campus could likely accommodate approximately 2.5 million additional gross square feet using similar densities to the Engineering Key; i.e. this proposed development would preserve campus character without creating an urban or over-built setting. In addition, there is likely an additional million square feet of capacity immediately adjacent to the campus core. These capacity tests still allow for the introduction of significant additional green space on campus. Note: we do not claim the university will necessarily need this additional square footage in the near- to mid-term; only that if needs arise, they can likely be accommodated within the core. Of course, this estimate does rely on the redevelopment of most of the land currently assigned to service parking lots, so an alternative parking strategy is a necessary component of any redevelopment pathway. The key analytical finding is that the university does not have core-campus land constraints, so it can prevent (and in some cases reverse) further westward expansion.

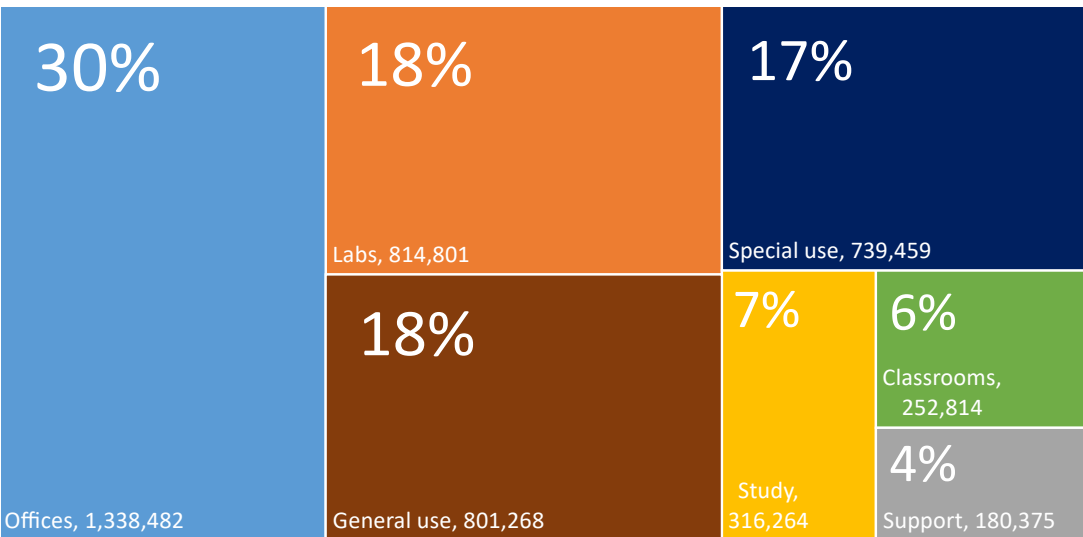


Improve the use of existing buildings

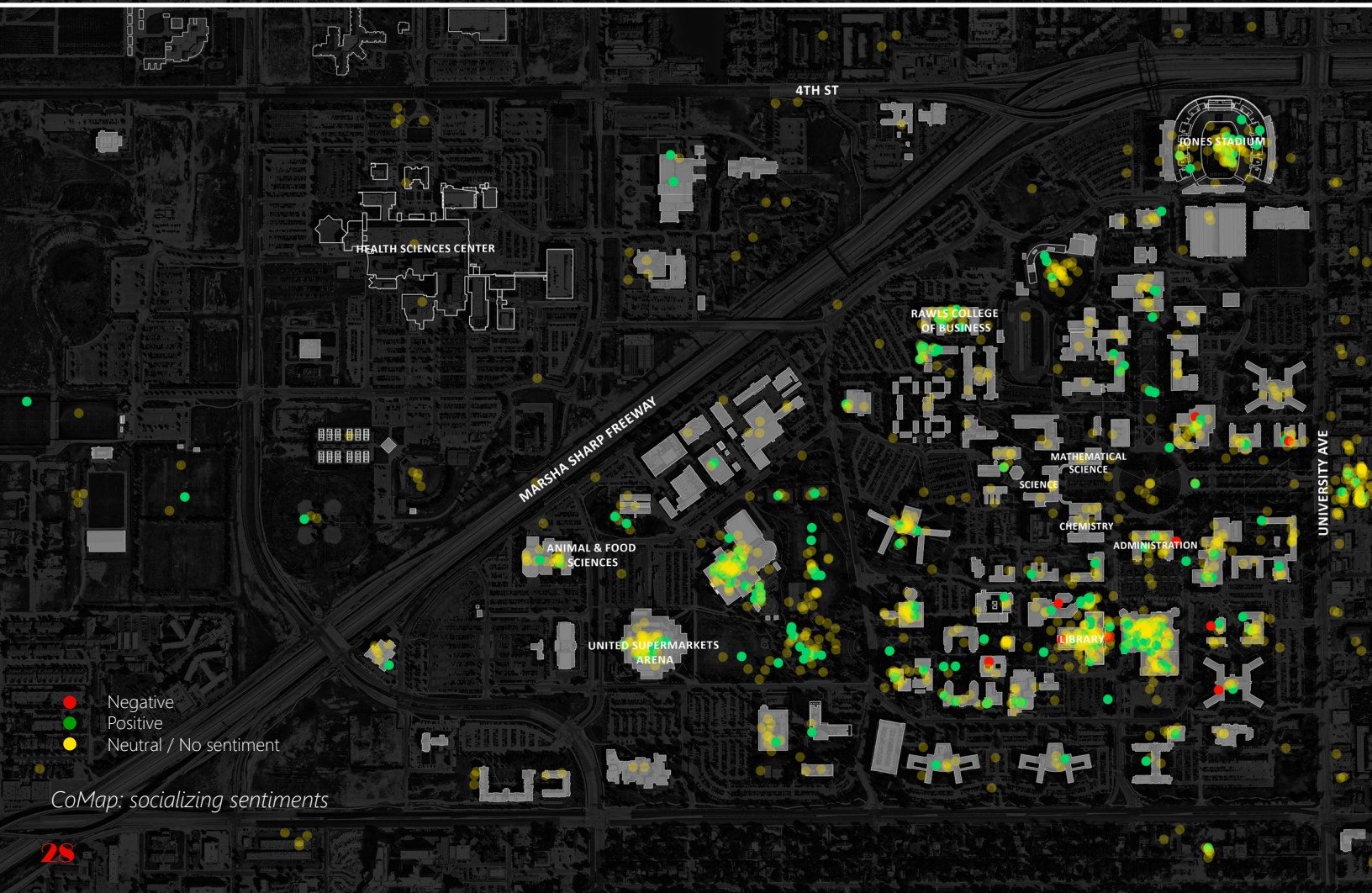
TTU's Lubbock campus has 4.4 million assignable square feet of non-residential space. The treemap summarizes how this space breaks down according to standard classifications published by the National Center for Education Statistics in the Facilities Classification and Inventory Manual. As is typical for most universities, the office category (which includes conference rooms and support spaces) is the largest.

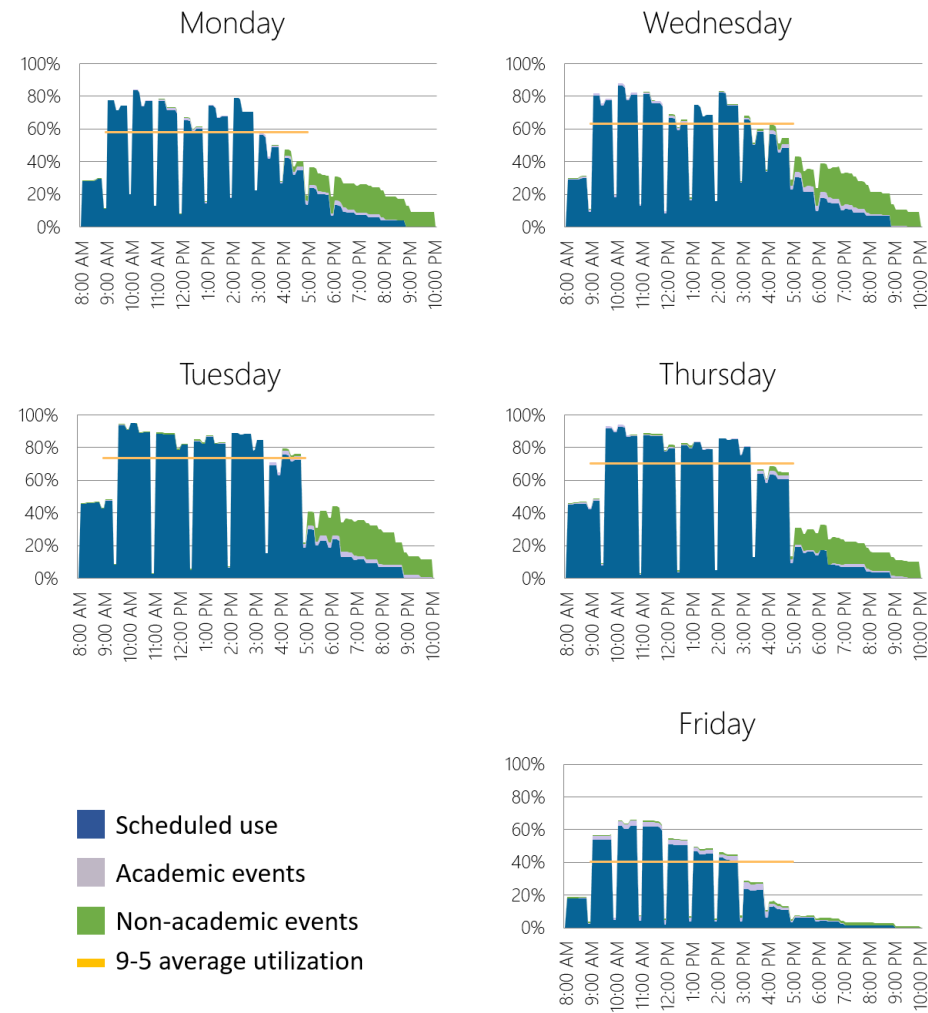
While there is variation among AAU-like universities, TTU's space-type percentages are roughly in line with its aspirational peer group. Office space and classroom space (at 6%) could perhaps be slightly lower—an office percentage in the high twenties and classroom space around 4% are useful rules of thumb. Similarly, given the increased emphasis on research activity, a slightly higher percentage of laboratory space may be appropriate.

Using the space inventory, registrar course schedule, TTU's internal office space model, and sundry ancillary datasets, we make several observations about utilization of classrooms, labs, offices, and residence halls.



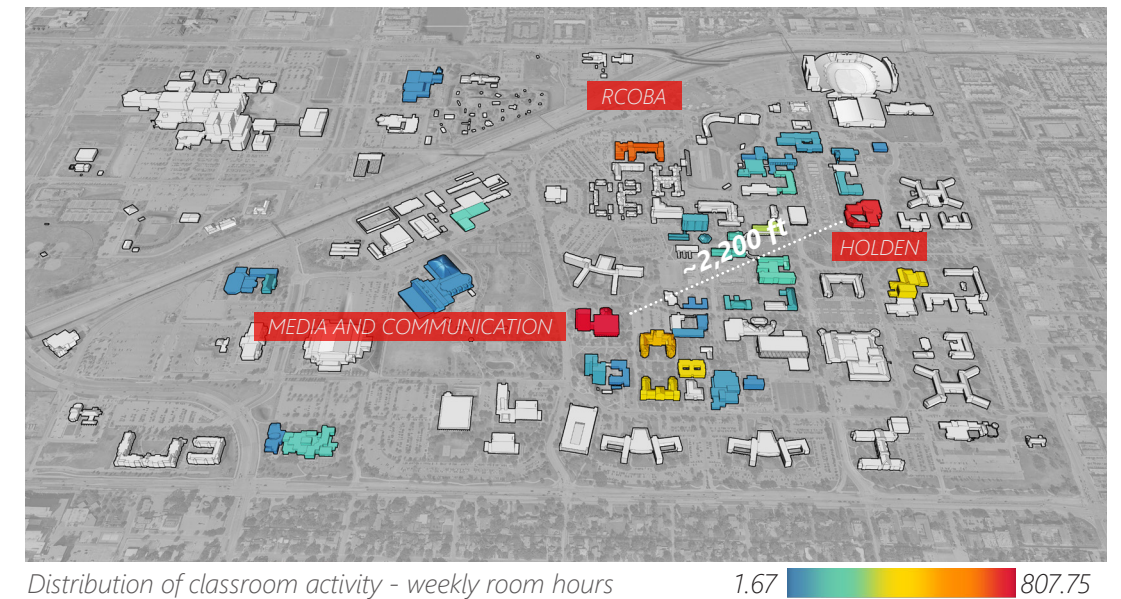
Lubbock campus space inventory

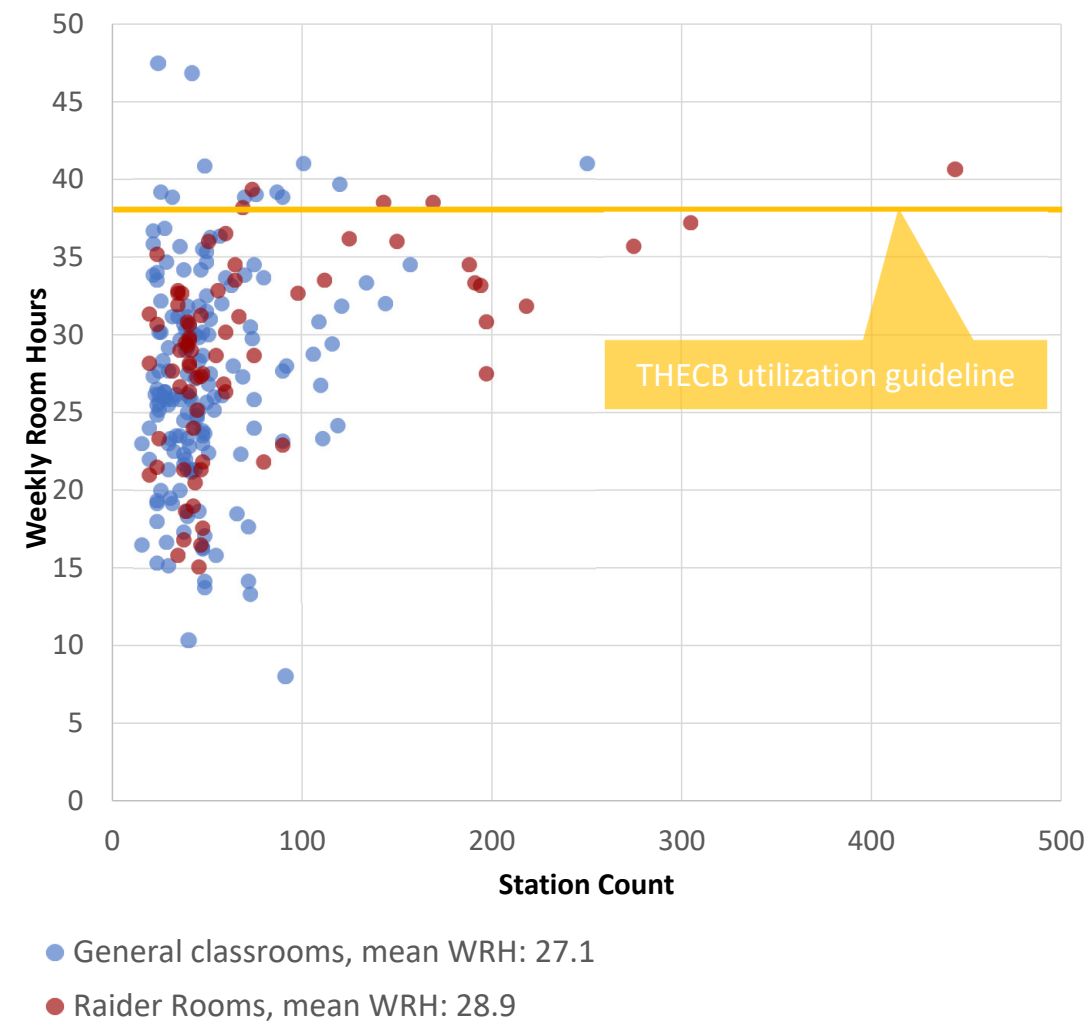




Classroom utilization by day and time

In classrooms, activity is concentrated in Holden and Media and Communication, the two buildings with the largest share of Raider Rooms. These buildings are more than ten minutes apart, significantly impacting students' ability to manage their schedule. While classrooms are in relatively high demand during mid-morning peaks on Tuesday and Thursday, the classroom pool has additional capacity. TTU should therefore consider strategic reductions of classroom space to improve utilization in alignment with THECB guidelines. Use of teaching labs shows similar patterns to classrooms.





TTU's most desired general-purpose classrooms are designated as Raider Rooms. Raider Rooms are strategically distributed classrooms equipped with a standard set of enhanced technology and furniture. These rooms form the backbone of the university's scheduling practices, and their efficient use is essential, both in terms of academic delivery, and in terms of funding, as TTU receives state monies based on its Space Usage Efficiency score.

As part of the strategic alignment, we therefore examined current classroom utilization patterns to identify opportunities to improve utilization and access.

TTU's classroom inventory include both the Raider Rooms and "regular" classrooms. Most rooms have 20 to 50 stations, but there are several large lecture halls across campus as well. There are very few small seminar classrooms with fewer than 20 seats.

The accompanying scatter plot illustrates utilization at the room level. Each dot represents a single classroom, where the horizontal axis is the number of seats in the room, and the vertical axis is the weekly room hours (WRH) the room experienced during the busiest week of the Fall 2023 term. WRH is a common metric for calculating room utilization, and it is equal to the number of hours a room is used in a given week. For example, if a room hosts one section that meets on Monday for three hours and another section that meets Tuesday and Thursday for two hours, then that room generates seven WRH.

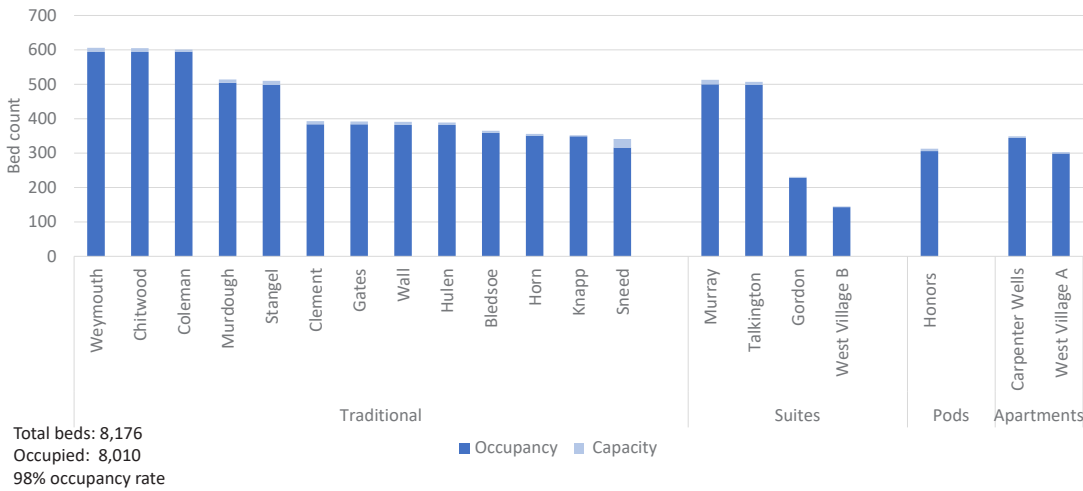
The THECB utilization guideline is 38 weekly room hours. Most TTU classrooms fall well below this threshold, indicating there may be an over-supply of classroom space, particularly in the range of 20 to 100 station rooms. We ran various modeling experiments to test the effects of changes in the classroom inventory and in university scheduling policies on potential classroom utilization rates (please see our space utilization white paper for details). The results suggest TTU could convert 10 classrooms for other uses without disruption to current scheduling practices, and with appropriate policy changes, TTU could potentially take up to 20 classrooms offline.

TTU uses an applied space model specifically for office space to generate an estimate of theoretical office space need. The model multiplies the number of employees in each tier against a pre-determined office space allotment. This calculation suggests the university “needs” 700,000 ASF of office space. However, the campus has a total of one million ASF of office space. Calculations of these kinds should not necessarily be taken at face value, as office locations, the need for flexibility, and the fact that older buildings may have been designed to a different set of standards can provide complicating factors. However, given the size of the university’s office allocation, it may be worth exploring office efficiency opportunities.

Tier	Office Avg ASF	Office Service Avg ASF	Conference Room Avg ASF	FTE
UL Tier	375	61	27	3.0
Tier 1	300	51	25	16.5
Tier 2	240	52	23	62.0
Tier 3	170	35	21	185.5
Tier 4	150	35	21	957.5
Tier 5	120	35	21	3,169.5
Tier 6	60	14	8	1,045.5
Tier 7	40	5	8	623.0
Tier 8	0	4	5	953.8
(no tier)				89.0
Expected space demand	664,105	176,753	110,599	
Available space (all campuses)	1,116,007	210,956	115,669	
Available space (main campus)	1,045,930	183,766	104,821	
% difference	57%	4%	-5%	

Office space model

In Fall 2024, residence halls operated at (functional) capacity. TTU requires all first-year students to live on campus, which takes up the vast majority of the university’s available beds. While the university does not anticipate a significant residential expansion at this time, several residence halls are nearing a period of major renewal, and the university will need to consider the costs and benefits of renovation versus replacement.



Residential utilization by building - Fall 2023

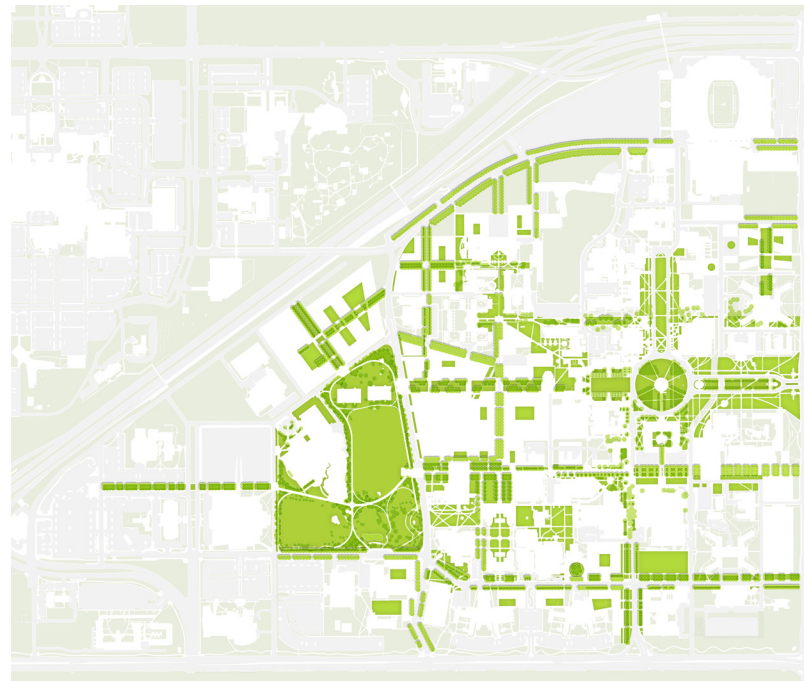


Chapter 2

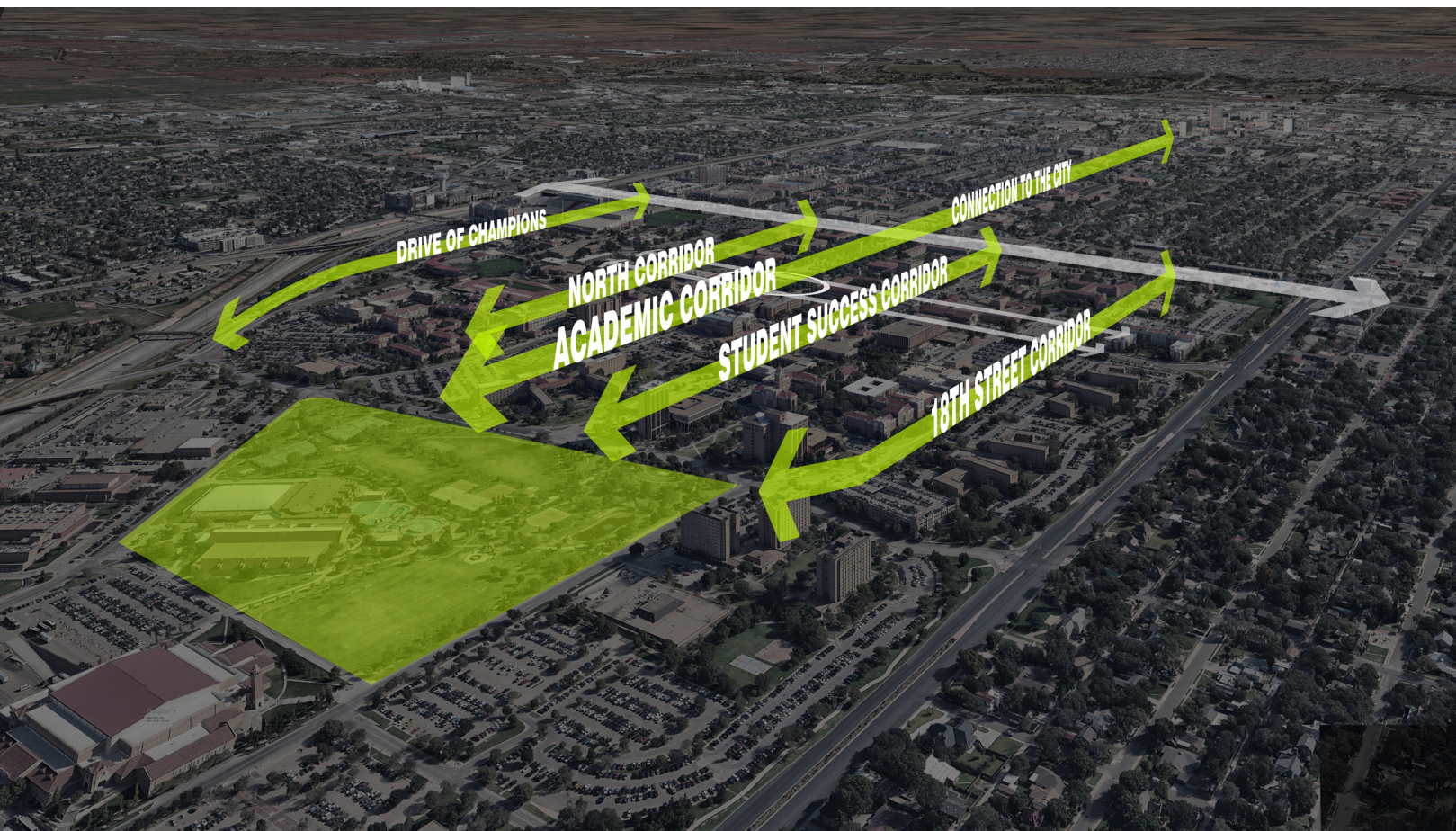
Planning Solutions



Current green space



Future green space



New east-west corridors

Open space framework

An organizing open space framework is crucial to the campus’ future success. It will provide open-space amenities, facilitate movement patterns, define future building sites, and play an oversized role in determining the campus experience by shaping campus character.

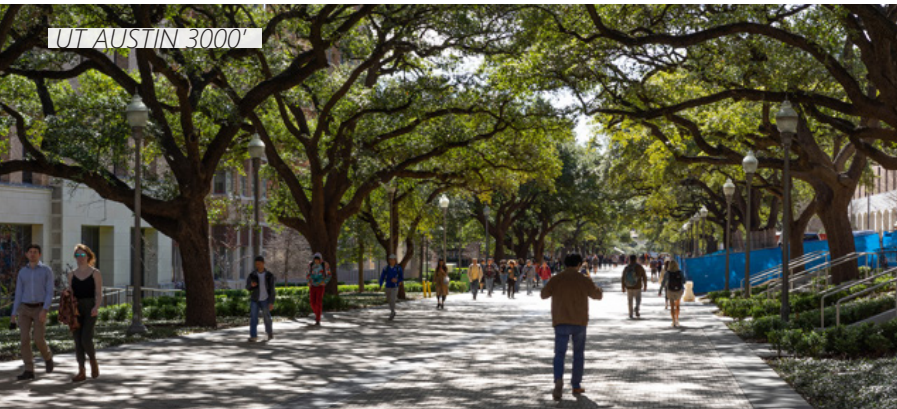
The north-south spine from the Engineering Key has been the campus’ primary organizing feature, promoting strong pedestrian movement patterns and including some of TTU’s most iconic open spaces. Additionally, University Avenue and the historic Broadway axis connecting TTU to downtown Lubbock provide important influences.

What the campus needs now are complementary ideas to structure the east-west experience. We therefore propose the creation (or in some cases formalization) of five east-west corridors:

- Starting in the north at the Drive of Champions, we propose a new alignment that regularizes the street, creates more useable green space for athletics on the southern campus side, improves pedestrian crossings, and better supports campus bus routes.
- Next, we propose a new North Corridor that enhances open spaces and pedestrian connections from Bledsoe/Gordon in the east, across the northern side of Holden, across the Engineering Key, north of Experimental Sciences I and II, and then passing the Carpenter/Wells complex near RCOBA.
- The Academic Corridor continues the historic idea of the Broadway entrance and extends it westward by reclaiming existing surface parking in the western half of the core campus for new open spaces that bisect the historic spine.
- The Student Success Corridor follows the remnants of 15th Street. This corridor is discussed in detail below as it features heavily in the proposed near-term strategy for campus development.
- Finally, we propose extending 18th Street to University Avenue. New trees, open spaces, and pedestrian improvements will change the character of this important southern gateway.



UCSD 3000'



UT AUSTIN 3000'



RICE UNIVERSITY 2000'

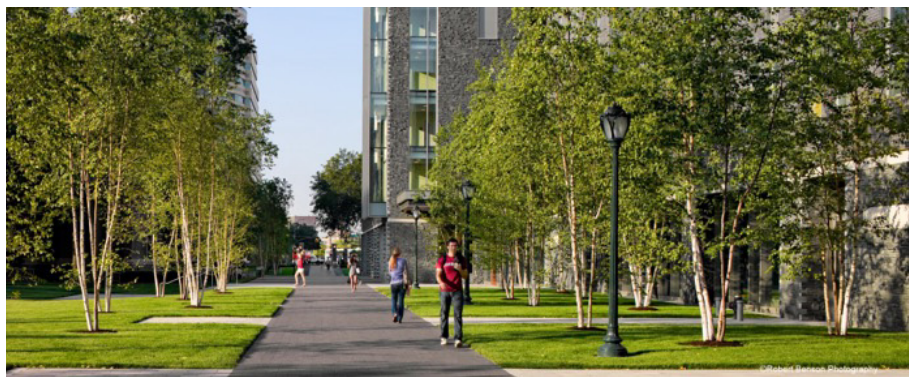


BATES COLLEGE 1000'

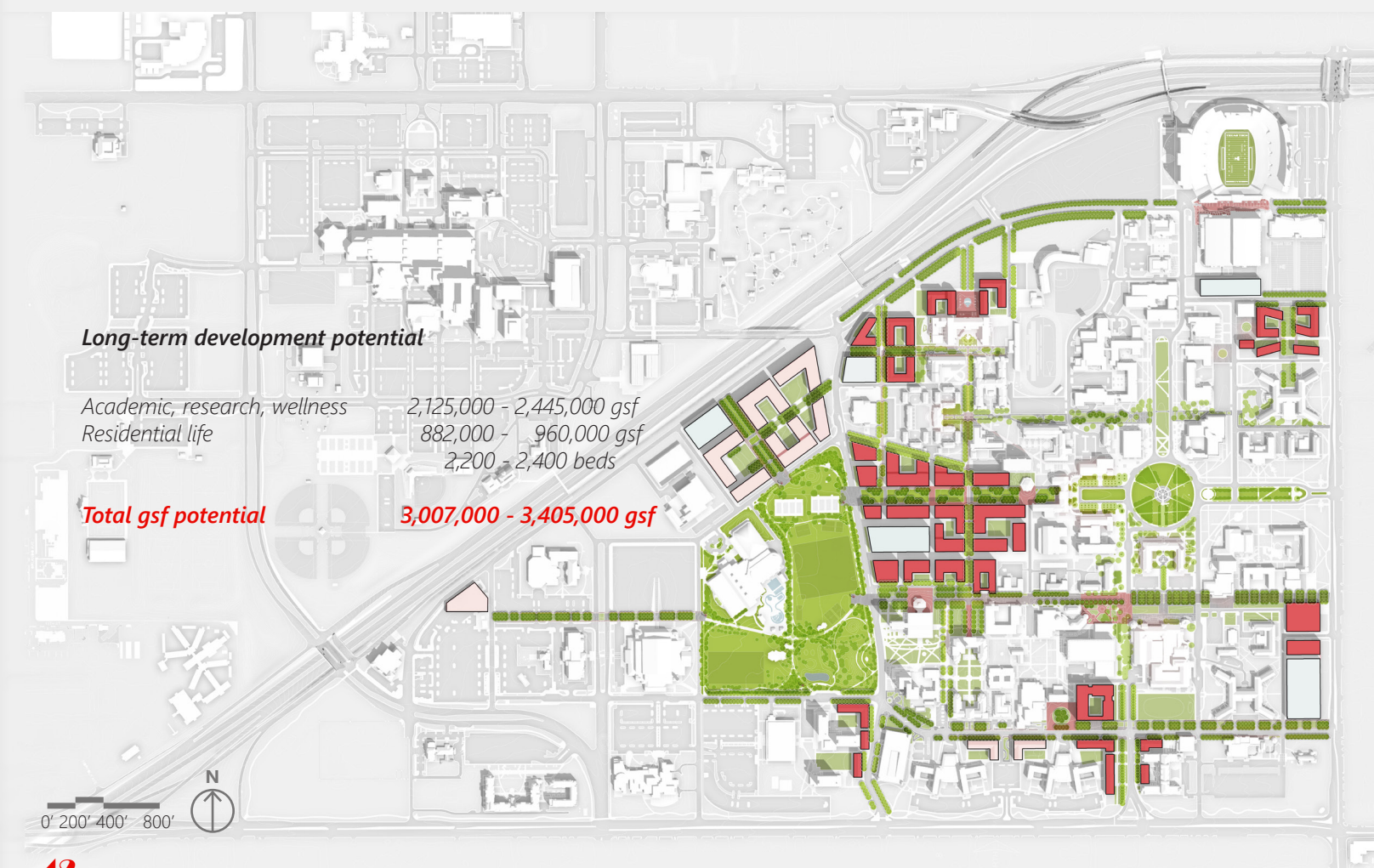
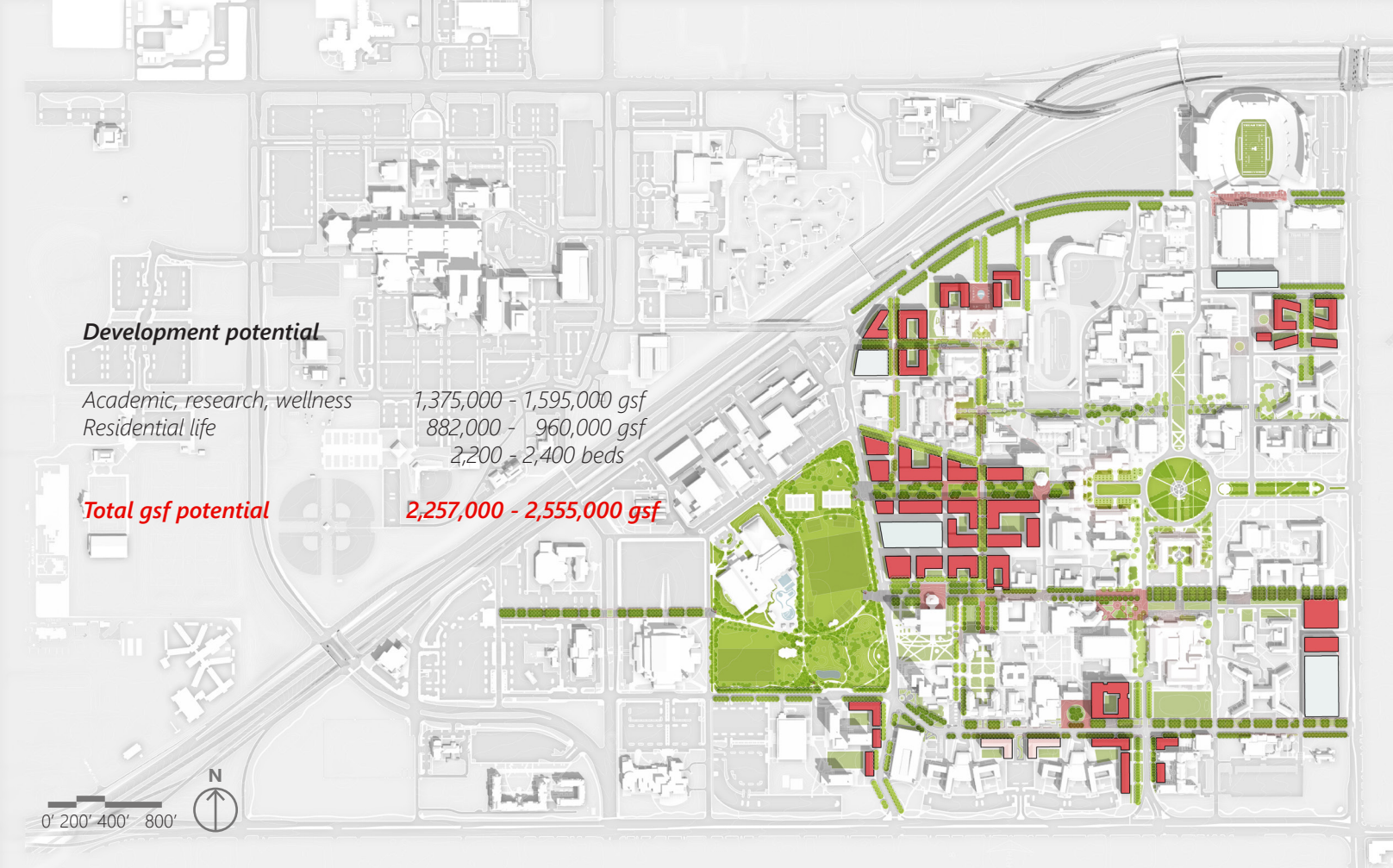


FORDHAM UNIVERSITY 1250'

Precedents of pedestrian corridors



These kinds of corridors are often hallmarks of AAU-like institutions. In fact, the specific distance involved at TTU—3,000'—is a common length on several other campuses. Many of these campuses have turned their corridors into campus icons, providing nexuses of activity, postcard moments, and excitement, while also addressing functional requirements for mobility and infrastructure (many of these avenues also become utility corridors).



Build-out capacity

This strategic alignment provides a toolset to support future decision making around the physical environment for TTU. It is not intended as a prescriptive plan. A key element of the work is therefore an analysis of development capacity in the core campus and the identification of potential future building sites. The work should not be read to say all these buildings will be needed, nor does it suggest a specific timeline for future development.

Here is a map that summarizes the long-term build-out potential for the campus with the proposed open space framework. The east-west corridors serve as prominent organizing features, bringing clarity to the large campus. Existing buildings are shaded, while proposed developments are highlighted for emphasis. We focus development opportunities within the loop road in the core campus to support the university's collaborative academic and research goals.

Note in particular RCOBA played an important role as a potential prototype for campus expansion. We studied in detail how the college could expand in place if needed to serve its goals of acting as a campus convener.

The density illustrated in this vision is modeled on the character of the Engineering Key. Other than recommending three-to-four story buildings (rather than two-to-three), there are no proposed changes to the feel of campus. Instead, the planning work seeks to enhance and protect TTU's beloved nature. In particular, the proposed campus open-space strategy increases green space by 14%.

Under these assumptions, the university can likely accommodate an additional 2.5 million GSF of space within the core campus, with a significant portion of this development capacity located adjacent to the university's current nascent research district, in alignment with its AAU aspirations.

In addition to this core campus capacity, long term, there is additional capacity available in the parcel currently occupied by Facilities and Kinesiology. This parcel can likely accommodate an additional million square feet of development proximate to the campus core.

The key takeaway from the capacity study is that the university can almost certainly accommodate any growth needs within the core campus. Given that core campus development is the approach that best aligns with the university's collaborative academic, research goals, and AAU aspirations, TTU should limit its westward expansion and concentrate future development on the core campus.



PROPOSED DAVIS
COLLEGE BUILDING

RCOBA

PROPOSED INTEGRATED
DESIGN VILLAGE

LIBRARY

SUB

JONES AT&T STADIUM

PROPOSED
WELLNESS/RECREATION

WELCOME
CENTER

PARKING
STRUCTURE

DRIVE OF CHAMPIONS

ACADEMIC CORRIDOR

NORTH CORRIDOR

STUDENT SUCCESS CORRIDOR

16TH STREET CORRIDOR

19TH ST

UNIVERSITY AVE

16TH ST

14TH ST

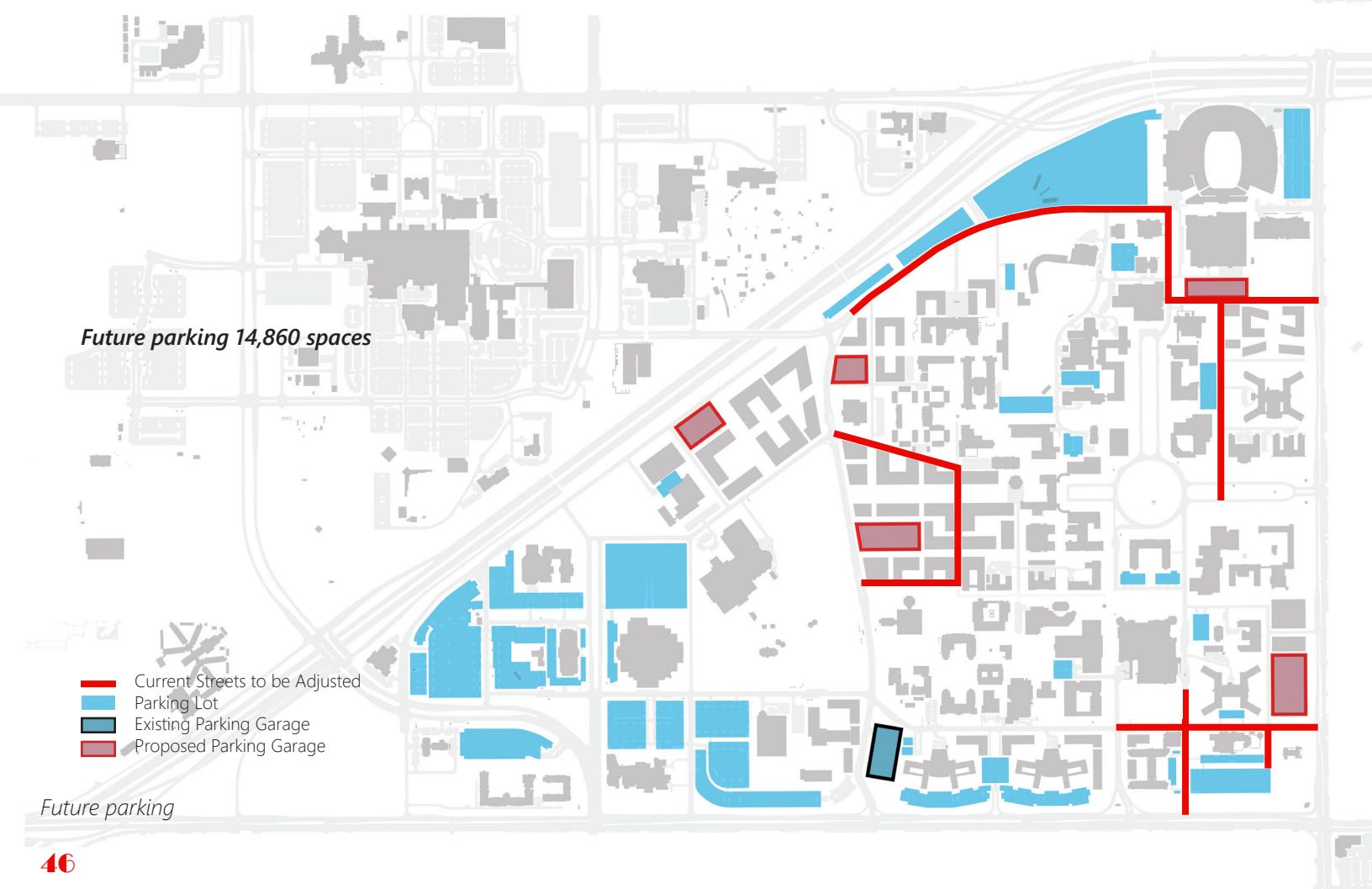
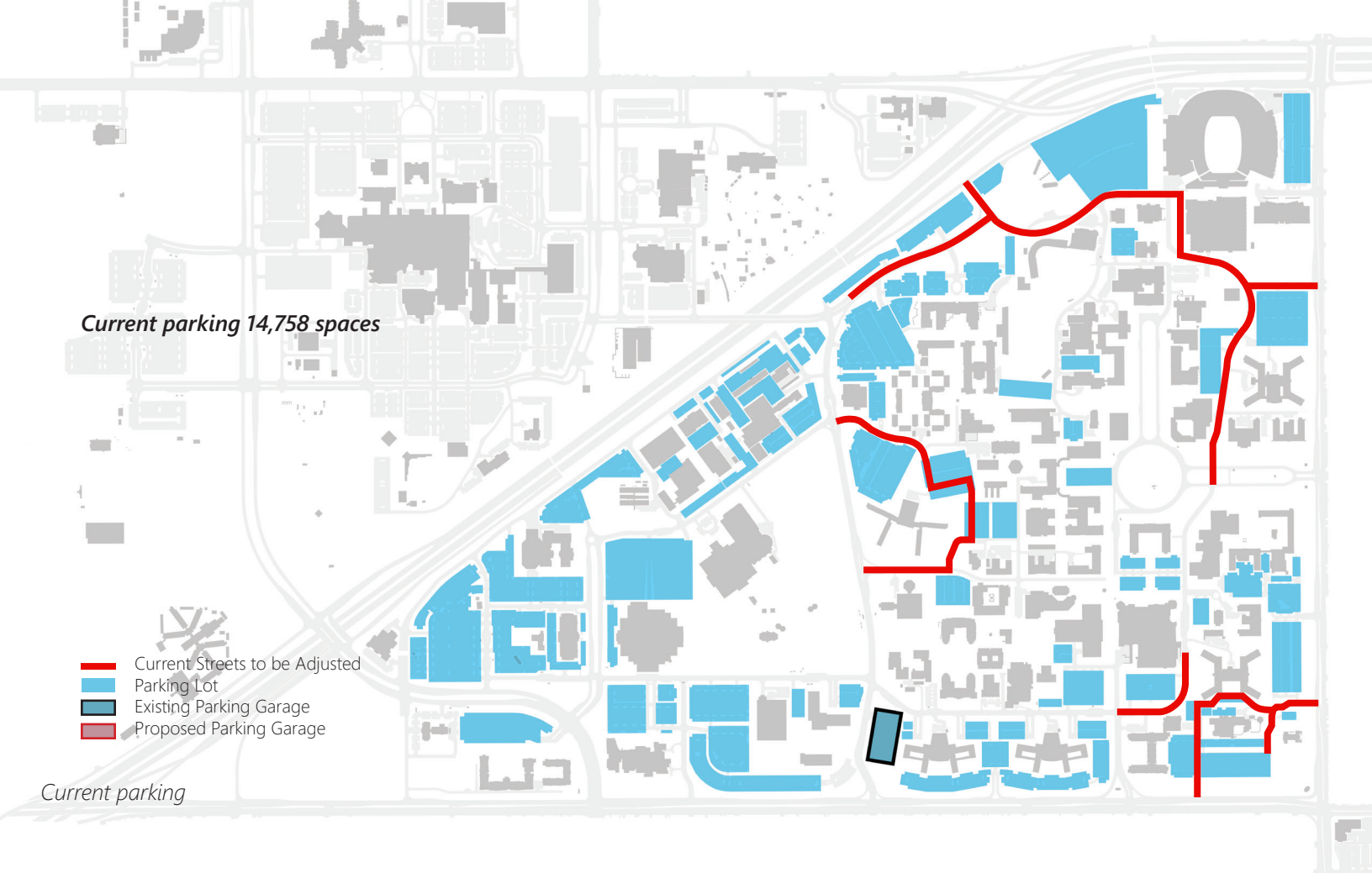
BROADWAY ST

MIAMI ST

UNIVERSITY AVE

8TH ST

6TH ST

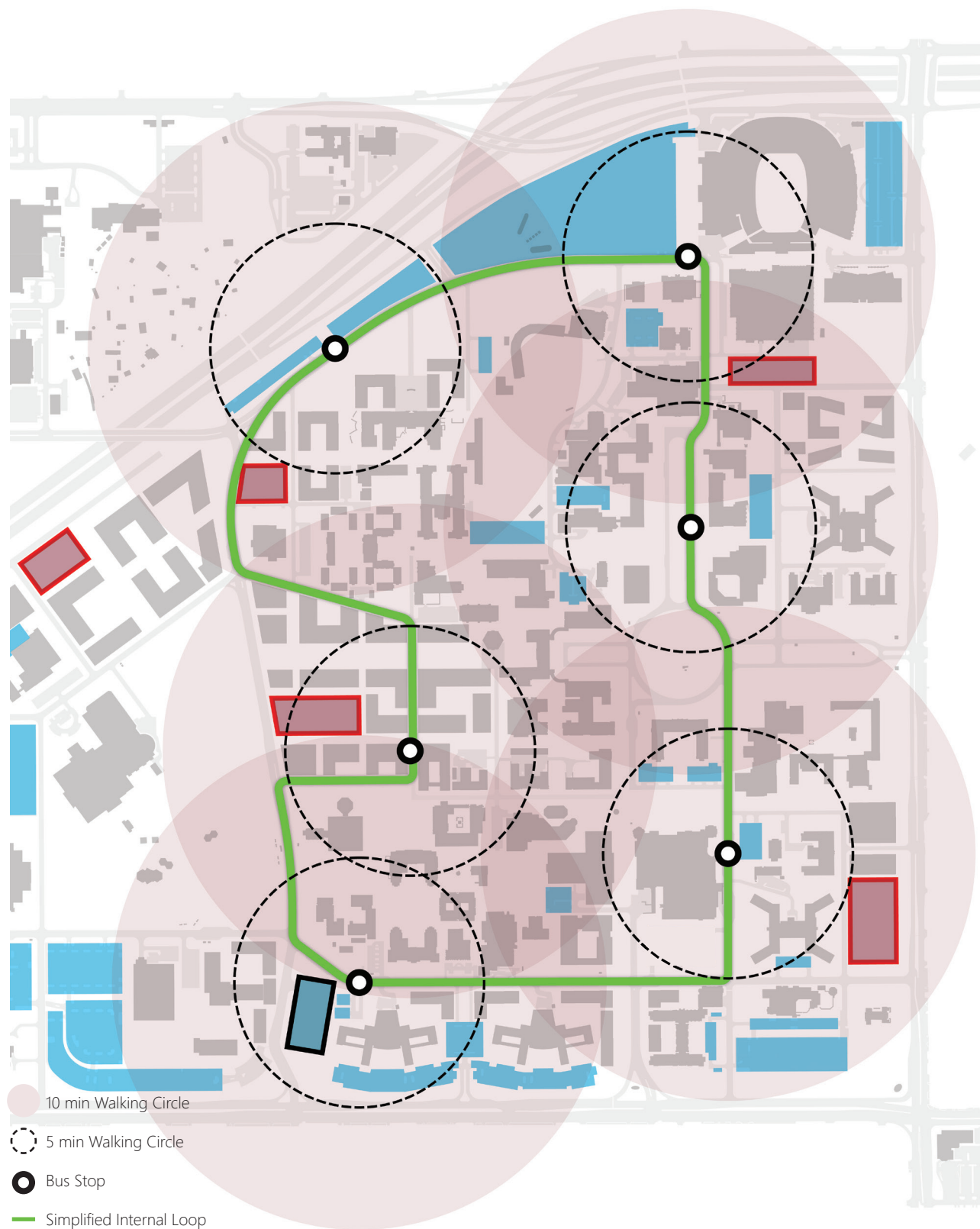


Mobility strategies

Maximizing collaborative opportunities in support of the university's AAU aspirations and creating a vibrant pedestrian-friendly core campus capable of attracting the best and the brightest requires a re-conception of campus mobility. The proposed strategy is necessarily multi-faceted, with the various components working together to transform the campus and align it with its aspirational AAU peers.

Over time, small interior surface parking lots should be replaced with parking structures at major corner entry points so that cars no longer need to penetrate the core campus. The parking garages also provide opportunities for improved parking management. Select surface parking lots remain to service key facilities and provide accessible parking, including the lot which hosts band practice. Note this change to parking will be phased over time, with opportunity to fine-tune the strategy as it progresses.

Parking changes necessitate a simple new core campus shuttle route. The route needs to be highly efficient, organized so that stops can be reached within five minutes from any core campus location, and operated with reliable five-to-seven minute headways. This way, campus constituents can park once, with confidence they can still conveniently move around campus without needing their car.



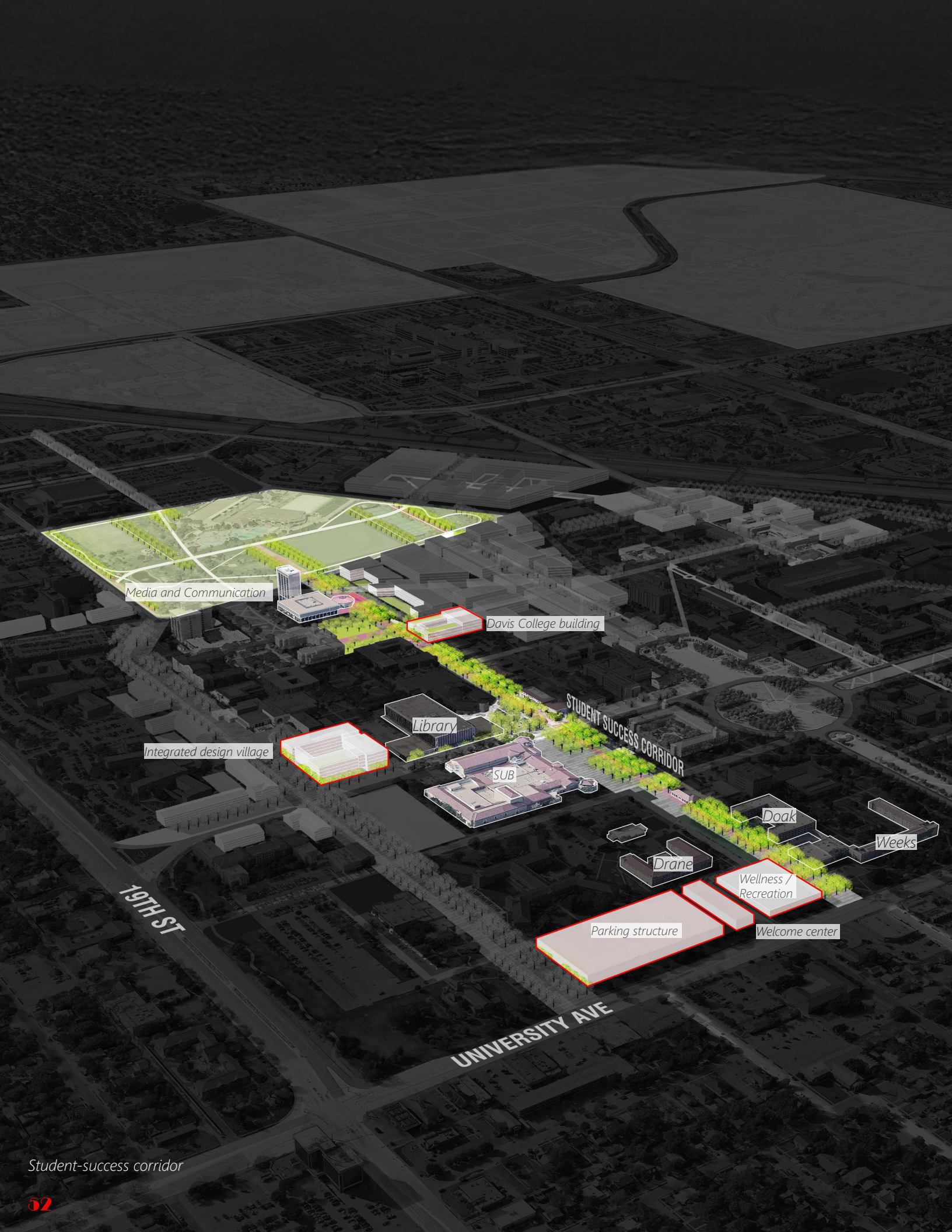
Future mobility

The proposed new core-campus circulator requires a reconfigured internal street network. In general, the strategy is to straighten roads and improve connectivity. Starting in the north, we adjust Drive of Champions to follow a simplified arc. Next, we propose a linear east-west connection to 8th Street across University Avenue which extends to Mechanical Engineering. We propose significant adjustments to Akron Avenue. Rather than a single curved road, we propose two north-south linear connections between Drive of Champions and 8th Street, and 8th Street to Memorial Circle. In the southeast, we propose reconnecting 18th Street with University Avenue and extending the southern portion of Akron Avenue to 19th Street.



Chapter 3

Priority Projects



Student-success corridor

While a university the size of Texas Tech will always have capital projects occurring across its geography, there is a benefit in geographically clustering major projects in the near-term. By concentrating investments, the university can potentially build on existing strengths within a chosen location while also providing transformational evidence of its aspirational intent.

The CoMap exercise revealed a significant focus of activity in the southern portion of campus near the SUB and the Library. This area is also home to a variety of student services and academic programs. This makes the Student Success Corridor a natural candidate for organizing near-term investment.



Student success corridor looking west - proposed

Site improvements

Site improvements will enhance the pedestrian experience along the Student Success corridor. First, compare the views of 15th Street looking west. We propose creating a flush condition to emphasize the primacy of pedestrians in this area, while maintaining necessary dimensions for emergency response vehicles. The southern side of the corridor gets a second row of trees, framing new outdoor seating. More trees on the northern side of the corridor provide extra shade and shelter from the elements. Improved lighting fixtures along the avenue provide safety and ambience at night. The university can also further explore design solutions that incorporate dedicated bicycle and/or scooter lanes to minimize pedestrian conflicts. The proposed new Davis College facility brings additional vitality toward the end of the corridor.



Student success corridor looking west - existing



Academic corridor looking east - proposed

These renderings provide a glimpse into the future Academic Corridor. This spread compares the current view from the parking lot behind the Biology greenhouses (seen at the right of the frame below) looking east. The region transforms into a welcoming, active district with a restored native landscape. Note the renderings are intended only to show massing and opportunities to showcase activities through increased ground-floor porosity. They should not be read as expressing an architectural idea as any future buildings will conform to the campus' Spanish style.



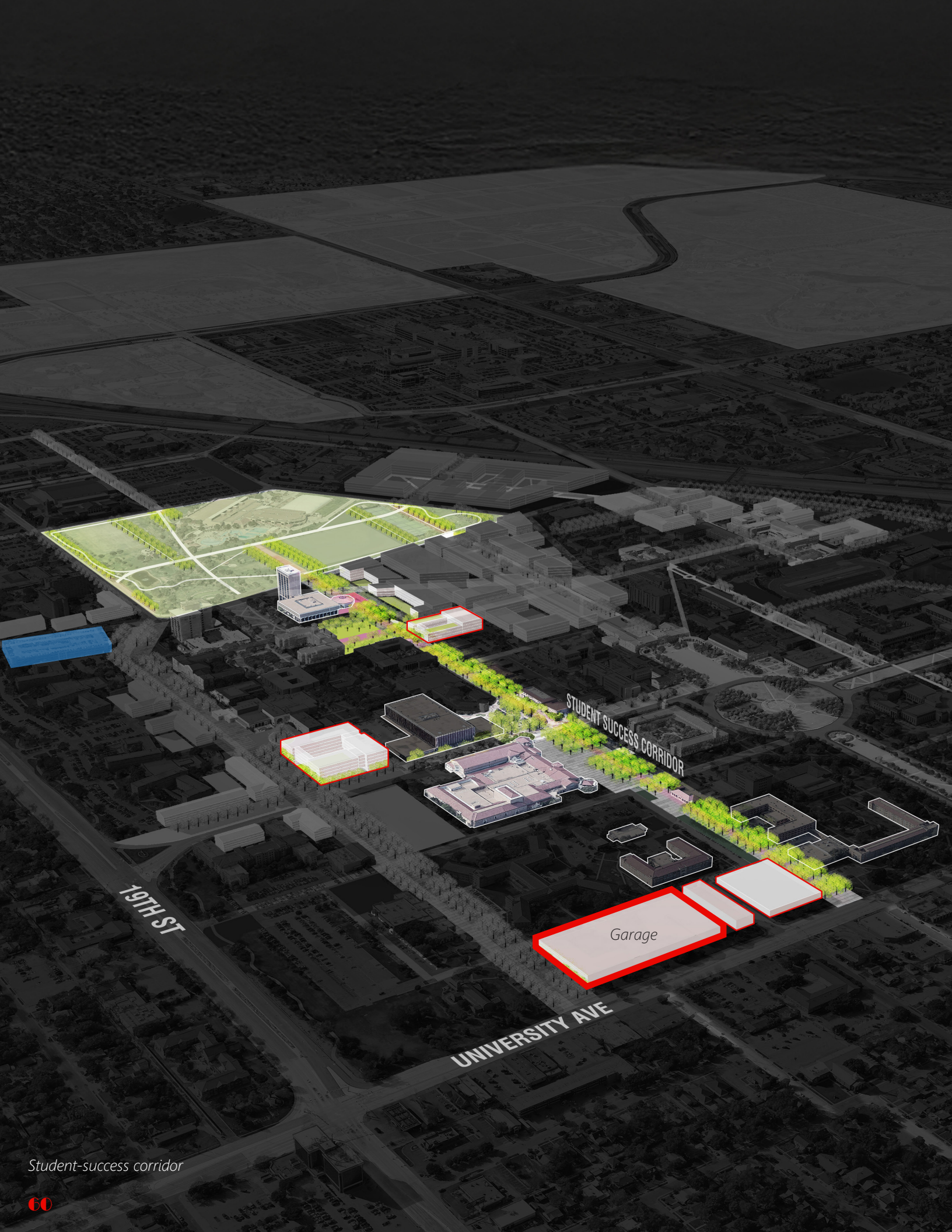
Academic corridor looking east - existing



Recreation

TTU previously engaged Hastings and Chivetta to study recreation needs. Student Recreation Center is the primary recreation facility on campus, and enjoys high utilization and popularity, to the point where it now operates at capacity. The university therefore needs an additional satellite recreation facility.

The new satellite recreation facility should be located at the east end of the Student Success Corridor. At this location, it will enjoy proximity to other student services and form a holistic gateway to campus with great visibility on University Avenue. It is also within a five-minute walk of one of the proposed parking garages.



Garage

The main campus currently has one parking garage, colored blue, in the southwest corner of the core. As discussed above, the proposed long-term strategy requires additional parking structures to replace interior surface lots. Implementation of this strategy should begin with a parking garage in the southeast corner of campus. The proposed garage would have capacity for 1,200-1500 spaces. It could be accompanied by a new Visitor's Center, providing easy access to a vibrant campus zone, and further building on the synergies of the Student Success Corridor.

Academic Enrichment and Support Services

- (academic success)
 - Academic Development and Retention
 - College Readiness
 - Raider Ready programs, TSI, etc. faculty associated
- (advising and coaching)
 - Academic Advising
 - Career Center
 - Pre-health Advising (career advising)
 - University Coaching
- (testing and disability svcs)
 - Academic Testing Services (linked with disability)
 - Student Disability
- (writing/learning ctrs, tutoring)
 - Learning Center / Supplemental Instruction
 - Writing Center (Grad and UG)
- Graduate Student Center
- TrUE (undergrad research)

Student Engagement Services

- (peer mentor programs)
 - FirstGen and Mentor Tech
 - Raider Ready, TSI, etc., peer mentoring components
 - Intercultural Education and Engagement
- (student orgs and activities)
 - Fraternity and sorority life
 - Student activities
 - Student engagement
 - Student government
 - Student Life office, AVPs, business director
 - Parent and Family Relations

Student success services

TTU offers a wide range of student-success related services. These services can be roughly grouped into four areas: academic enrichment and support services, student engagement services, student-facing specialty services, and other services. In alignment with ensuring a great student experience, we explore potential relocations for select services to maximize their accessibility and ability to leverage shared resources.

Student-facing, but specialty areas

- (conduct and legal)
 - Student Conduct
 - Dean of Students office
 - Student legal services
 - Title IX
- (military)
 - Airforce ROTC
 - Military Veterans program
 - Army ROTC (some storage in Media and Communication)
- (RISE and counseling)
 - Counseling
 - RISE (peer health education)
 - Student mental health
- (specialty student programs)
 - Chess
 - Spirit
 - Esports
- Campus Access and Engagement
- TRIO
- Raider Relief
- Red to Black peer fin. literacy

Less-student-facing

- Faculty Teaching Learning and PD Ctr
- Retention Management and Innovation



The top of page 64 provides a high-level visualization of how the service buckets are currently distributed across campus. Academic enrichment and support, colored blue, is mostly along the eastern edge of campus. Student engagement services, colored green, are already located along the student success corridor. Specialty services, colored yellow, are distributed across campus, and other services, colored orange, are in the Library and Drane.

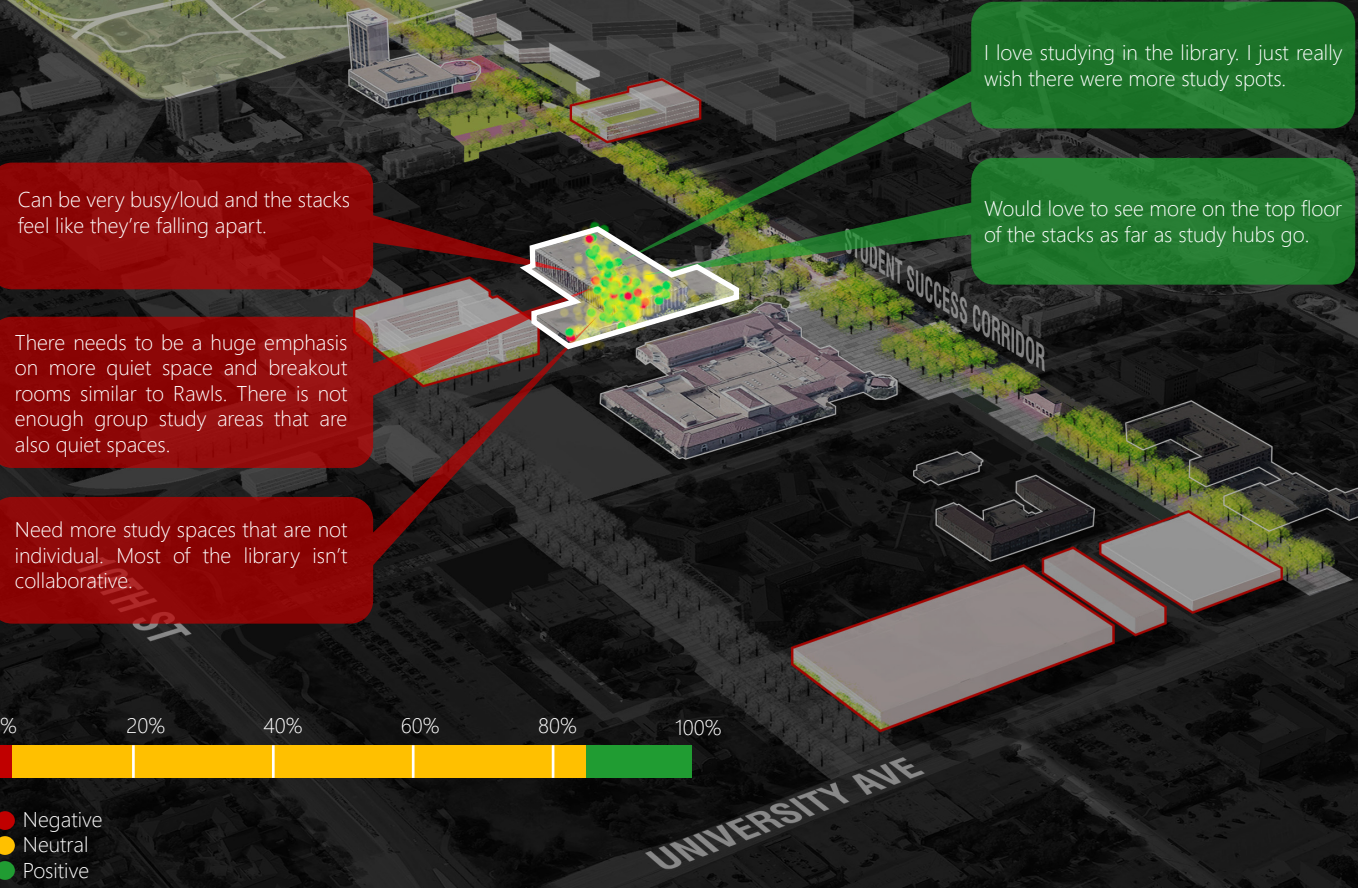
As the diagram indicates, the geographic location of the various services is not driven by their thematic connections. This sometimes can cause confusion for students. It also limits potential synergies between the various groups.

We therefore propose reorganizing student-success services to increase accessibility, maximize opportunities for collaboration and shared resources, and reinforce the identity of the Student Success Corridor. The bottom of page 64 shows our proposed reorganization.

The Library (discussed in more detail below) becomes a hub for academic enrichment and support services. The SUB could potentially host additional student engagement services, specifically peer-mentoring groups and student organizations and activities. RISE and counseling services are already slated to concentrate in Wellness. Conduct and legal services are slated to move into the SUB.

Space in library by floor:

Floor	West side ASF	East side ASF
5	22,000	
4	22,000	
3	22,000	
2	22,000	36,000
1	22,000	36,000
Mezzanine	5,000	
Main Floor	22,000	36,000 (Croslin/Bib Services and TLPDC)
ATLC	22,000	36,000 (Basement)
Grand Total	303,000	

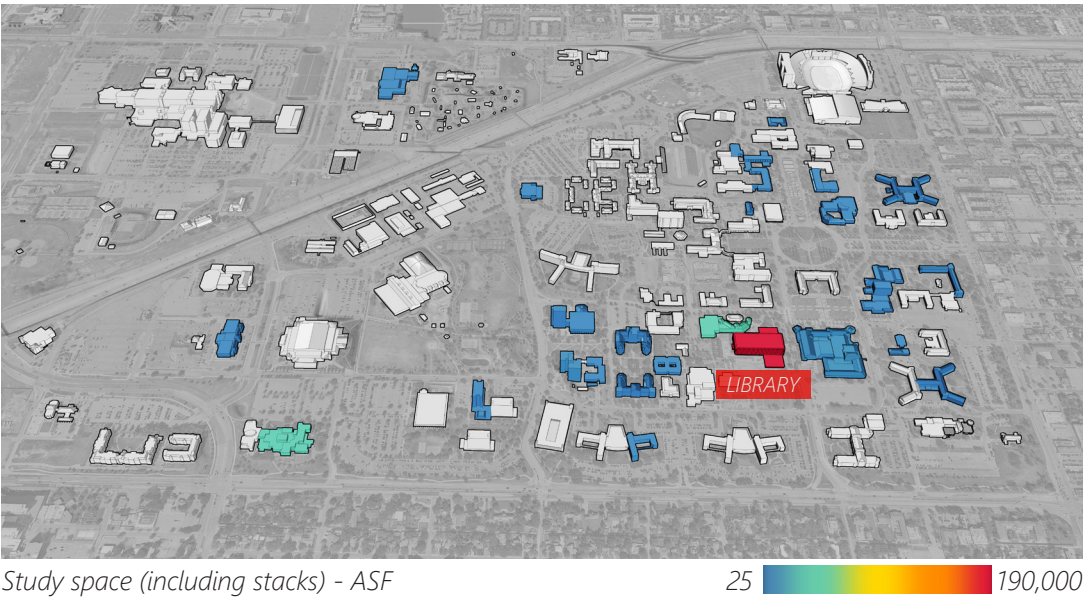


Library

The Library is a hugely important building. It hosts most of the university's study space (see the accompanying map), and it is central to the student experience, as evidenced by the CoMap data on page 66. It is also a building that is approaching its natural renewal cycle and is therefore a prime candidate for an extensive renovation that could increase program opportunities, rationalize layout, and update systems.

Library staff have identified a need for additional study and collaborative space. In addition, as discussed above, we recommend academic enrichment and support services move to a renovated library. While further study is needed, we believe both these uses can be accommodated within the existing footprint (in addition to the collection) through improved organization following a major renovation.

We therefore recommend a holistic review of library functions and follow-on programming and renovation study. This work will be most effective if it also includes a programmatic review of student union functions, exploring possibilities for synergies between the two facilities. A combined study of this nature is a high-value opportunity that should be considered a priority.

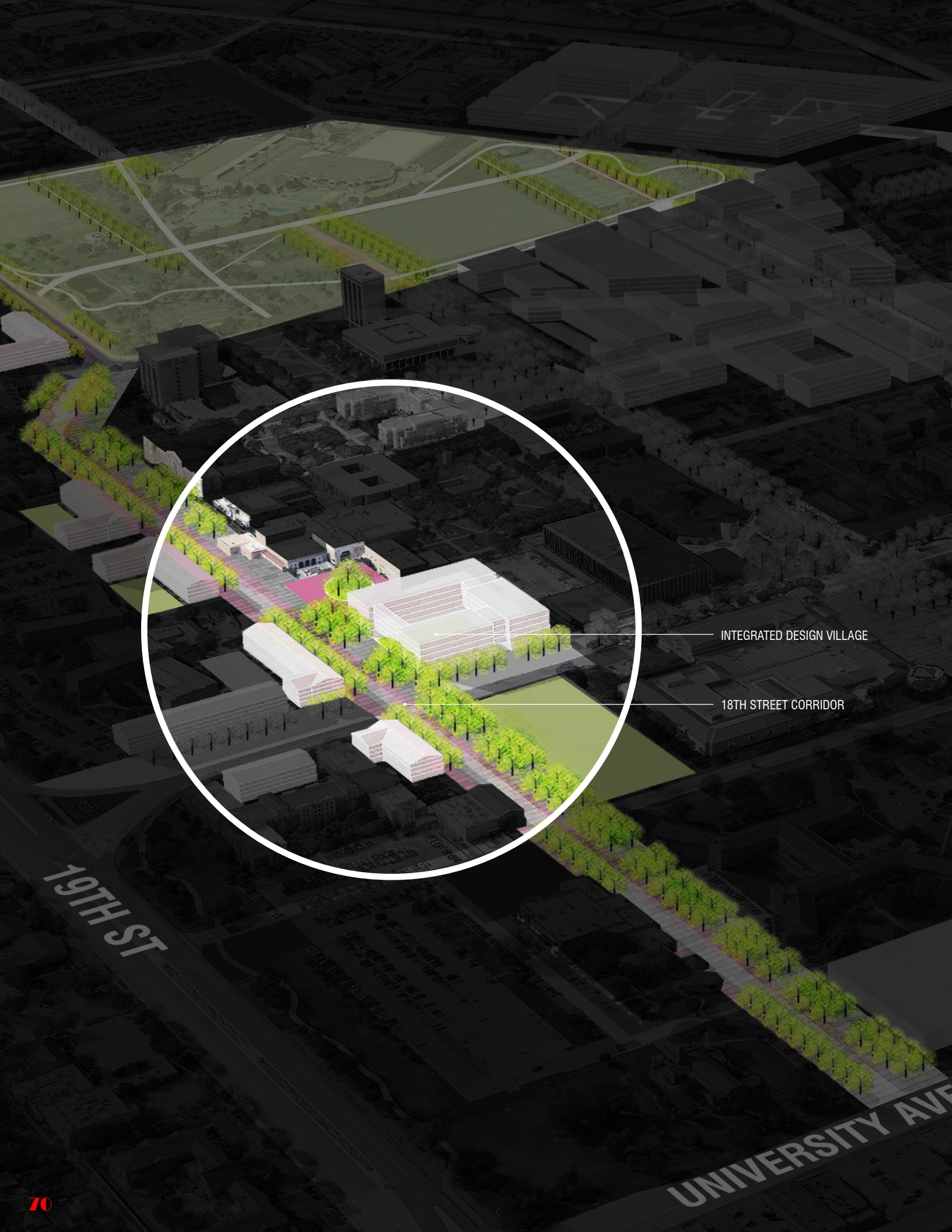




Integrated design village

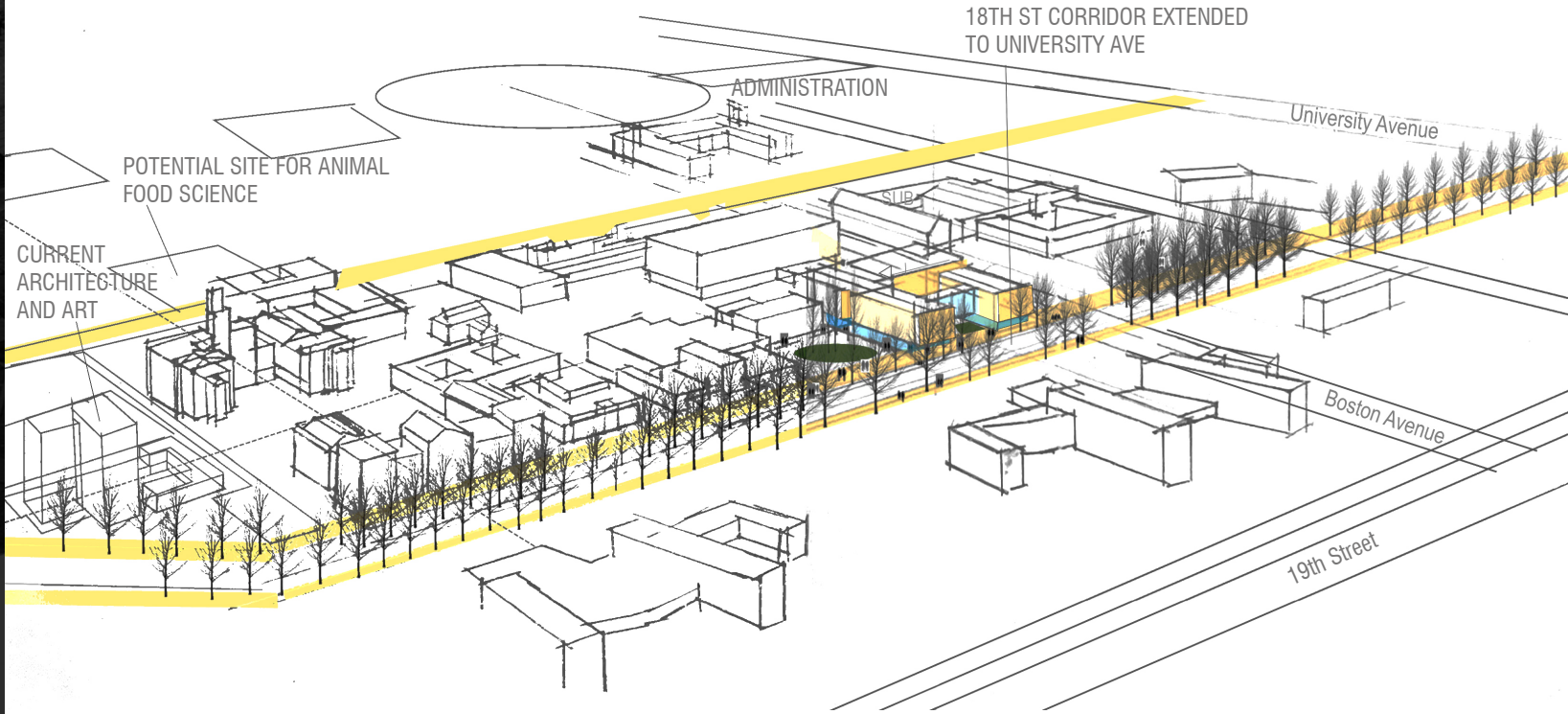
TTU has multiple academic departments covering the design profession, including architecture, interior design, landscape architecture, construction management, business, and various engineering disciplines. These departments are currently located across the campus, without any geographic synergies.

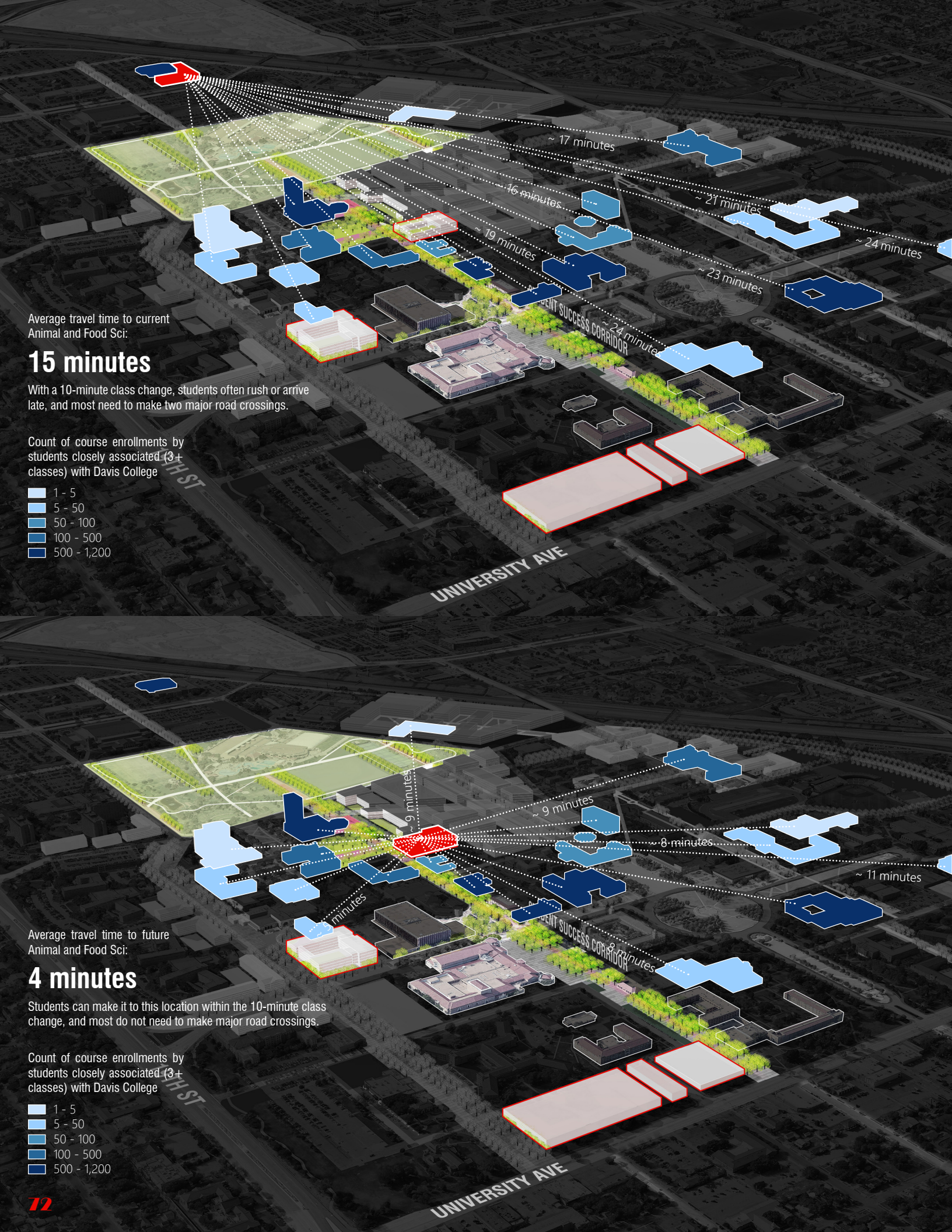
The strategic alignment therefore identifies a site for a new integrated design village where these disciplines can come together, allowing students to learn in a fashion that will mirror their professional practice. The proposed site is on the parking lot immediately south of the library, with good access to both the Student Success Corridor and the 18th Street Corridor. This prominent location at the intersection of 18th and Boston Avenue is a new campus gateway, and the facility will provide a beacon for anyone accessing the campus from the south.



The included sketch of the proposed facility suggests several important design considerations. To the west (left) of the new facility is an arrival courtyard that could be shared with the performing arts. Trees line both sides of 18th Street, providing comfort, shelter, and beauty for pedestrians. The design village could consist of three pavilions, organized in a C-shape to form a south-facing courtyard, with the pavilions organized by program function (studios, offices and administrative space, teaching spaces, etc.), rather than host department, maximizing opportunities for collaboration and sharing.

Vacated spaces within existing college facilities could accommodate planned faculty growth under TUF, ensuring a strategic and efficient use of space across campus. The current Architecture building would be a good location to cluster TTU administrative functions that are currently housed adjacent to the core campus.





Davis College building

We propose to reintegrate the academic functions associated with the Davis College’s Animal and Food Science building back into the core campus, surrounded by other important Davis College buildings to support more collaborative interaction, and most importantly, to resolve the travel time issues that prevent students moving between classes during the 10-minute class change interval.

The map at the top of the page 72 highlights the locations of course enrollments among students that are closely associated with Davis College. The walk time for a student to get between Animal and Food Science and other classes is 15 minutes on average.

We therefore propose a location for a new Davis College building at the intersection of 15th and the new proposed internal access loop road. Both Wildlife and Fisheries and the CASNR Annex will be demolished, and unaccommodated uses absorbed in the new building. The new facility will also house Raider Rooms in support of the student-centric classroom model. This location reduces the average travel time for Davis College students to four minutes. It is a prominent location with high visibility at the intersection of the Student Success Corridor, an important north-south connector from RCOBA, and the new internal vehicular mini-loop. It enjoys proximity to other Davis College departments as well as the science and research facilities to the north and humanities to the south.

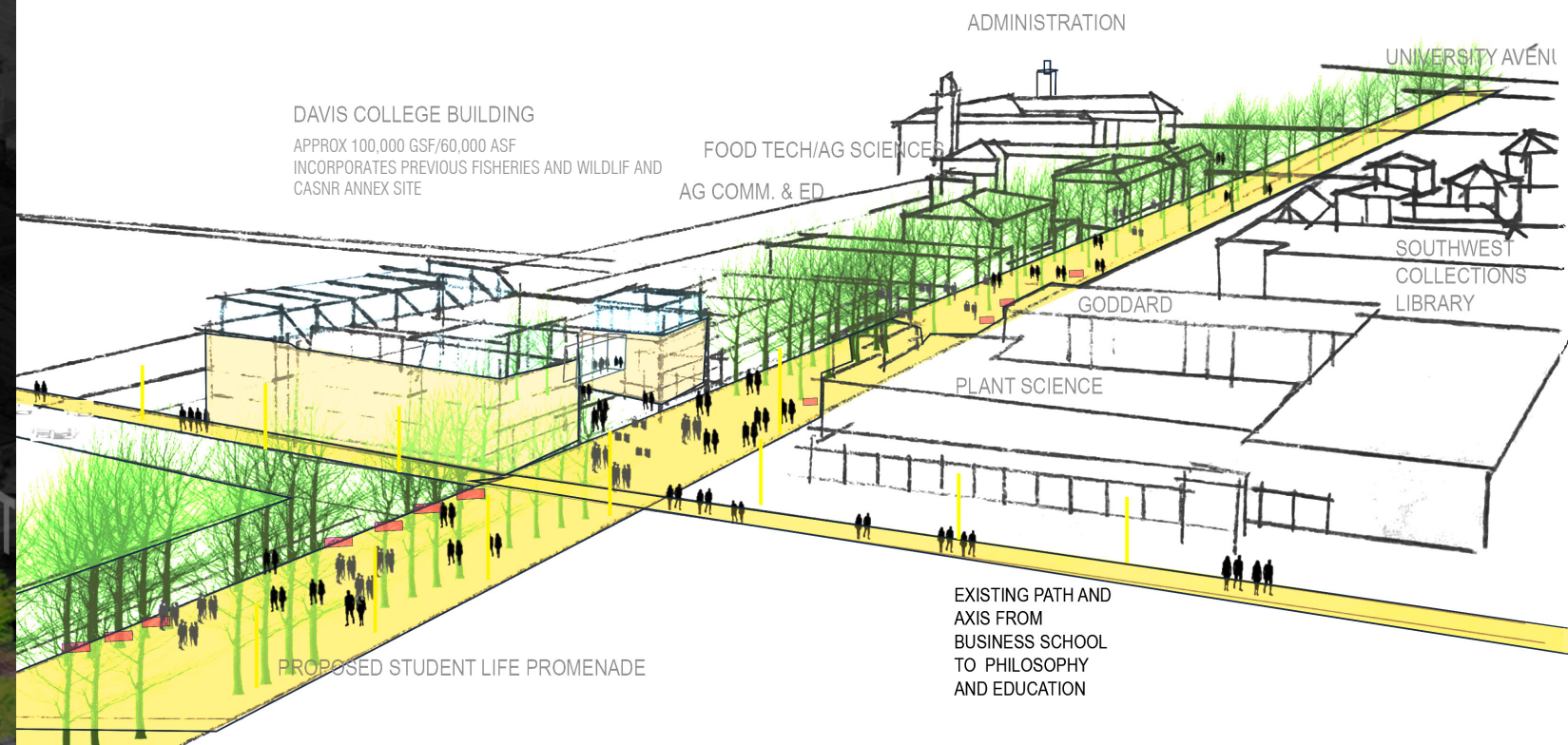


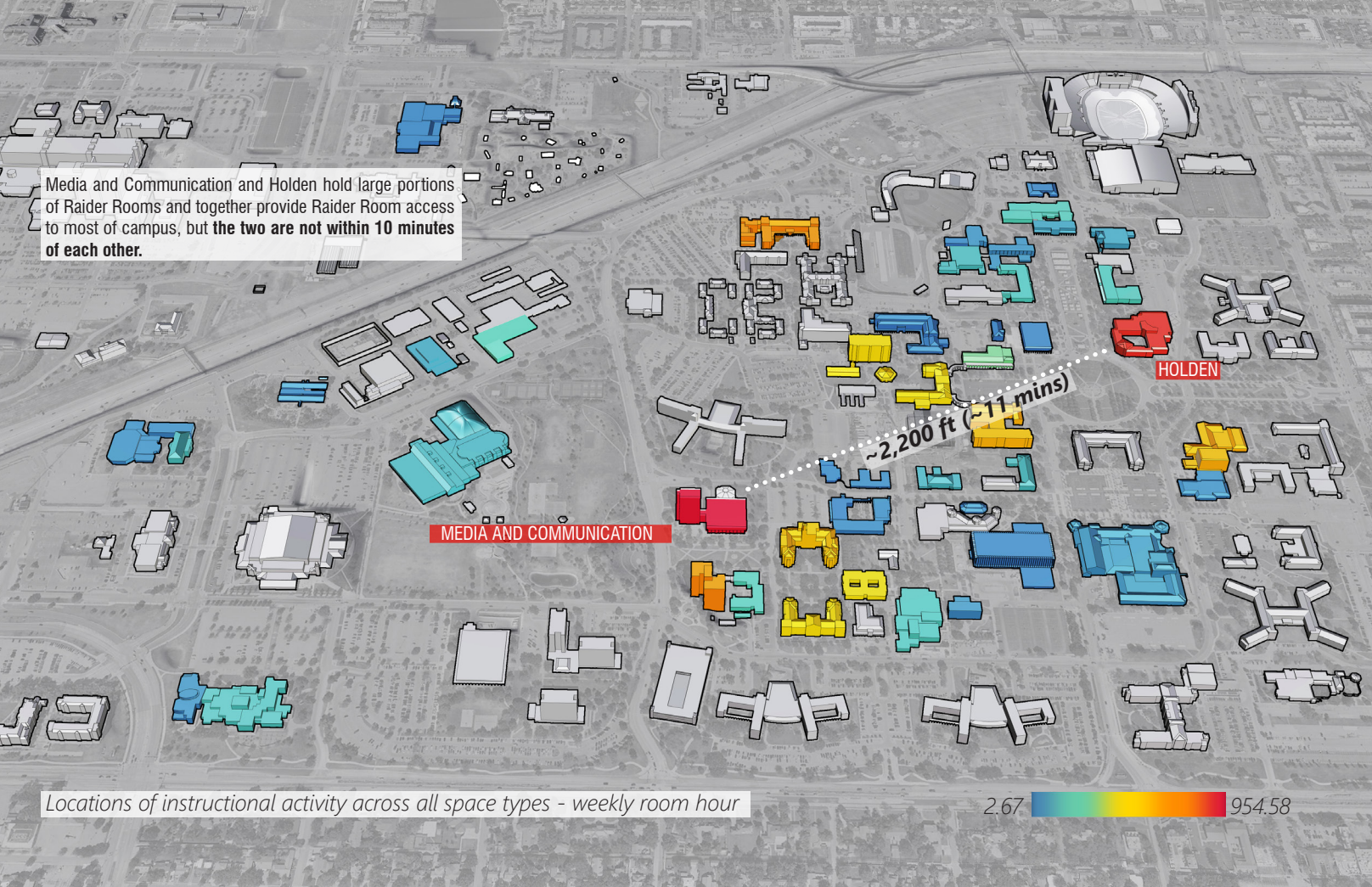
DAVIS COLLEGE BUILDING

STUDENT SUCCESS CORRIDOR

The Meat Lab and Arena continue in their current location. The remaining vacated space in the current Animal and Food Science building could be targeted toward more public facing and industry-focused uses, and it could also potentially host a creamery.

Our sketch of the facility offers several design considerations. The building is shaped around a new south-facing courtyard on the Student Success Corridor to take maximum advantage of climatic conditions. The building also has potential for rooftop greenhouses.





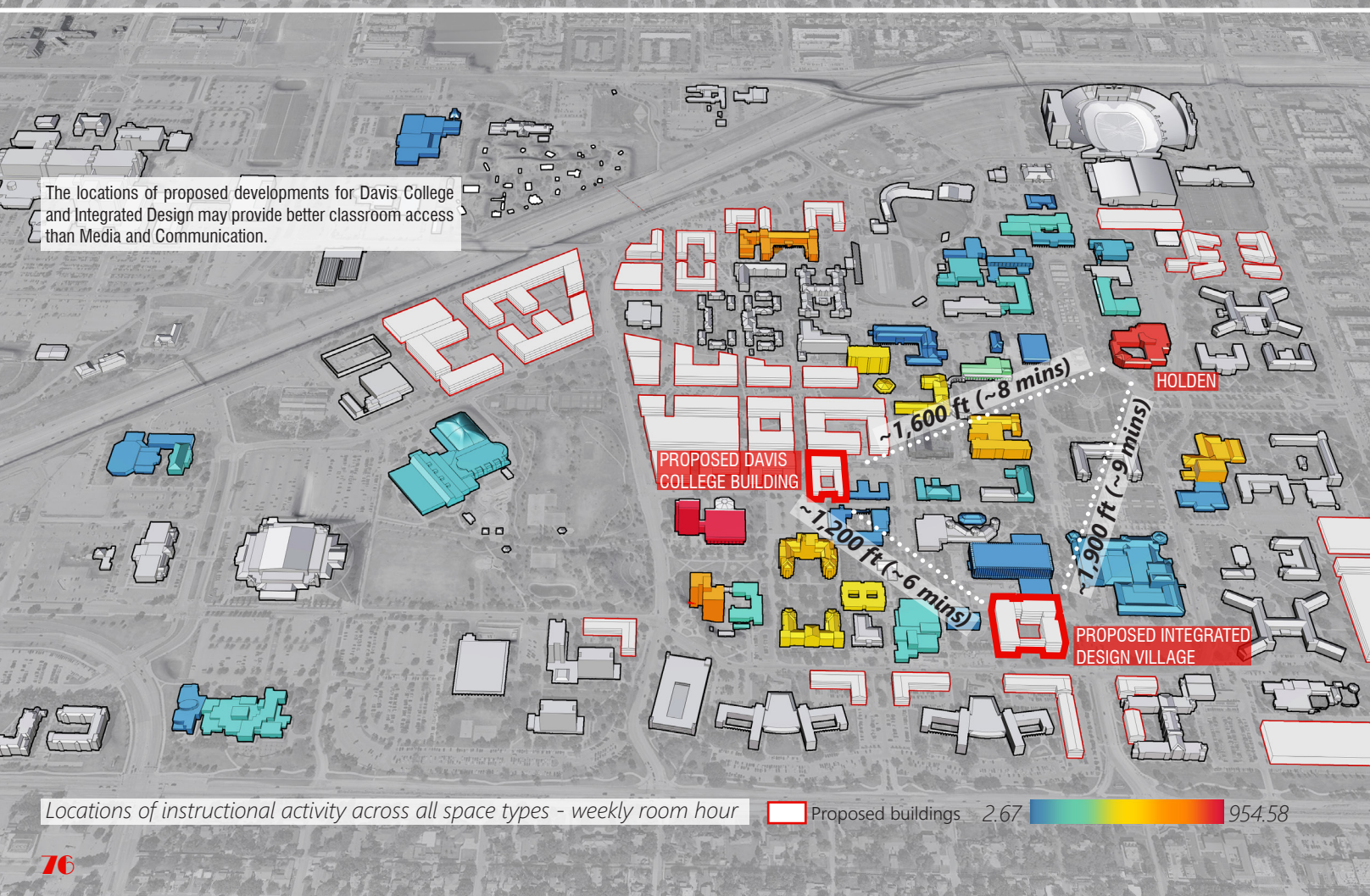
Classrooms

As we have noted, movement across campus, given its size, can be extremely challenging within the allotted 10-minute class change interval. Having the two primary Raider-Room repositories in Media and Communication and Holden makes the problem essentially intractable, as the two buildings are more than ten minutes apart.

The only way to solve the distance challenges associated with Holden and Media and Communication is to rethink the location of the university's Raider Rooms. We therefore recommend a bold solution.

The strategic locations for the proposed new Davis College Building and the Integrated Design Village form a triangle where each building is within 10 minutes of the others. If we incorporate approximately 25,000-30,000 ASF to each location's program, we could then locate the university's Raider Rooms in these three buildings, providing convenient access (within 10-minute walks) for all but the most outlying portions of the academic campus. These rooms would be purpose-built, designed to flexibly adapt to continued pedagogical innovation, and appropriately sized for TTU's needs.

In absolute terms, the proposed solution is likely not the cheapest alternative. But it does likely represent the highest value option, because in-place renovations, particularly for older TTU buildings have proven to be expensive and difficult, often with significant abatement costs, and financially onerous accessibility challenges. These renovations also have physical limits, both in terms of room size, and configuration, with existing column grids and other factors influencing the level of change that can be achieved. The proposed solution avoids these challenges by building exactly the rooms the university needs, while also allowing existing Raider Rooms outside of Holden to be converted for other uses, including centrally managed student collaboration space, while also providing long-term flexibility, should the university eventually need additional classroom space.





Long term - four neighborhoods

Long-term: four neighborhoods

The strategic alignment recommends a near- to mid-term focus on the Student Success Corridor to maximize synergies and create a sense of excitement through visible change. The university's scale, however, suggests a long-term evolution toward four distinct (but connected) 10-minute walk neighborhoods, each with its own amenities.

The proposal to formalize four distinct neighborhoods within Texas Tech University's core campus represents a forward-thinking solution to the challenges of scale and accessibility. These neighborhoods aim to create self-sufficient, vibrant hubs that balance residential, academic, dining, and recreational amenities. By doing so, the university can form a cohesive environment that fosters connectivity, convenience, and community.

Developing this identity requires a deliberate phased approach. We begin by assessing existing amenities in each quadrant and identifying gaps to be filled. Over time, strategic investments in new facilities, renovations, and landscape can help shape each neighborhood's character while reinforcing the overall campus identity.



Chapter 4

Principles

Physical directions:

Provide a great student experience

Focus development inside the loop to create a campus as destination

Transition to a pedestrian-oriented “park-once” campus

Strategic and operational principles:

Prioritize efficient use of existing space

Ensure investment and donor interest aligns with need

Support academic and research goals through interdisciplinary buildings and spaces

Create inclusive environments for students, faculty, staff and external communities

Planning principles are essential tools for ensuring future opportunities align with TTU’s long-term vision and strategic goals. By serving as evaluative criteria, these principles provide a consistent framework for assessing emerging projects and initiatives, enabling decision-makers to prioritize investments that best support the university. This dynamic approach to planning empowers the university to respond to new challenges and opportunities with clarity, consistency, and purpose.

Through a collaborative and iterative process with university stakeholders, the strategic alignment establishes seven planning principles, grouped in two categories.

The first category covers the university’s physical direction. During plan development, we received consistent feedback that Texas Tech’s success is centered on its students feeling like the university is their home. We therefore place the student experience as first priority (and manifest this idea with the Student Success Corridor). The remaining physical principles seek to prevent sprawl by focusing development within the core campus in support of the university’s AAU aspirations. The central idea is to promote collaboration through proximity and create a sense of the campus as a destination by moving toward a vibrant pedestrian-oriented environment. These strategies require a change to a “park-once” philosophy with associated mobility improvements.

The second category focuses on the strategic and operational aspects of campus development. They address the efficient use of resources, alignment of investments with institutional goals, and the creation of interdisciplinary and inclusive spaces that support academic and research excellence.

Together, the two categories provide a holistic framework that balances the physical and strategic dimensions of campus development, aligning Texas Tech University’s physical transformation with its AAU aspirations. To ensure these principles are honored, they will be included as a checklist (see appendix) in agenda items when bringing future capital projects to the Board of Regents for approval.



The Second Century

The Campus Strategic Alignment provides a framework to support decision making around campus development that will ensure the university's second century is as successful as its first.



Appendix

CAMPUS STRATEGIC ALIGNMENT – Guiding Principles

Guiding Principle	Compliant	Noncompliant	Not Applicable	Comments
Provide a great student experience				
Focus development inside the main campus loop to create a campus as a destination				
Transition to a pedestrian-oriented “park-once” campus				
Prioritize efficient use of existing space resources				
Ensure investment and donor interest aligns with need				
Support academic and research goals through interdisciplinary buildings and spaces				
Create inclusive environments for students, faculty, staff and external communities				

