Ayers Saint Gross

FOCUS

80%
of our work is for Higher Education; 20% for campus edge environments

INTERDISCIPLINARY

170
Employees in 7 States

• Architecture
• Planning
• Interiors
• Landscape Architecture
• Graphic Design
• Space Analytics

EXPERIENCE

250+
Master Plan Projects

• Duke University
• Harvard University and Medical School
• University of Illinois at Chicago
• Johns Hopkins University and Medical Campus
• Kansas City Art Institute
• Medical University of South Carolina
• Ohio State University
• University of Maryland, Baltimore
• University of Missouri – St Louis
• University of North Carolina, Chapel Hill
• University of Pittsburgh
• University of Southern California
• Virginia Commonwealth University
• Washington University in St. Louis

Team

HOUSING AND DINING

Brailsford & Dunlavey

PLANNING

E+P
Eastley + Partners, LLC

LOCAL ARCHITECT + RESOURCE

ODIMO
Master Plan Purpose:
Align the Physical Campus with the Mission and Vision of UMKC

Master Plan Charge:
Establish planning principles and a framework that will guide future renewal, development, and enhancement of the campus environment.
# UMKC Master Plan 2021 Components

## Campus Framework
- Buildings (renovations, repurposing, additions, new construction, demolition, divestment)
- Open Space
- Transportation
- Connectivity
- Campus edge
- Prioritization and implementation

## Space Assessment
- Existing space
- Utilization
- Alignment of needs with projections

## Housing and Dining
- Market demand
- Unit type
- Financial feasibility
- P3 options
- Dining and Student Life components
Schedule and Process

**Campus Assessment**

**NOV - DEC**
- Workshop 1
  - **Purpose:**
    - Campus Tours
    - Existing Conditions Assessment
  - **Engagement:**
    - Executive Council
    - Working Group
    - Stakeholder Meetings and Listening Sessions
    - Housing Survey

**JAN**
- Workshop 2
  - **Purpose:**
    - Assessment Findings
    - Planning Goals and Principles
  - **Engagement:**
    - Executive Council
    - Working Group
    - Space Needs Assessment Committee
    - Housing Task Force
    - Thematic Groups
    - Campus-wide Survey

**FEB**
- Workshop 3
  - **Purpose:**
    - Concept Plans
    - Space Needs Findings
    - Design Scenarios
  - **Engagement:**
    - Executive Council
    - Working Group
    - Space Needs Assessment Committee
    - Housing Task Force

**MAR**
- Workshop 4
  - **Purpose:**
    - Refined Design Scenarios
    - Initial Prioritization and Financial Feasibility
  - **Engagement:**
    - Executive Council
    - Working Group
    - Space Needs Assessment Committee
    - Housing Task Force
    - Stakeholder groups and campus community

**APR**
- Workshop 5
  - **Purpose:**
    - Draft Plan
    - Prioritization and Financial Feasibility
  - **Engagement:**
    - Executive Council
    - Working Group

**MAY**
- Workshop 6
  - **Purpose:**
    - Final Plan Review
  - **Engagement:**
    - Executive Council
    - Working Group
    - Space Needs Assessment Committee
    - Housing Task Force
    - Stakeholder groups and campus community

**JUN-JUL**
- Final Deliverable
  - **Purpose:**
    - Board of Curators Meeting, June 24 + 25
    - Final Report documentation
  - **Engagement:**
    - Executive Council
    - Working Group
    - Stakeholder groups and campus community

**Recommendations**

- **Schedule and Process**
Meetings and Listening Sessions to Date

**Academic Units + Administrative Units**
- Deans Council
- School of Law
- Honors College
- College of Medicine
- School of Nursing and Health Studies
- School of Computing and Engineering
- School of Biological and Chemical Sciences
- Conservatory
- Research + School of Graduate Studies
- School of Pharmacy
- School of Dentistry
- Libraries
- Bloch School of Management
- School of Education Dean
- College of Arts & Sciences
- Joint Meeting with Health Sciences Deans
- UMKC Executive Council
- ERCE + UMKC Foundation
- Human Resources
- Finance and Administration
- Athletics
- UMKC Innovation Center
- Chief Information Officer
- Strategic Marketing and Communications
- Diversity and Inclusion

**Student Affairs + Student Success + Faculty Affairs + Curriculum**
- Provost & Academic Strategy Team
- Residential Life and Dining
- Swinney Recreation Center
- Student Affairs Directors
- Meeting
- Student Success + Enrollment Management
- Faculty Development

**External Stakeholders**
- Neighborhood Advisory Council
- UMKC Trustees
- Transportation

**Upcoming**
- Neighborhood Groups
- Trustee Student Housing Task Force
- Innovation
- KC Delegation State Legislators
- City Planning
- RUNC
- KC Workforce
- Neighboring Institutions
- Rockhurst, Stowers, MRI Global, Russell Stovers, Brookside 51, Central Methodist, T/M Board, Catholic Diocese
- UMKC Health Sciences District Partners
- Diversity Councils
- General Constituent Session
- Diastole Chairs + Staff Liaisons
- Alumni Governing Board
- Foundation Board
Campus-wide Survey Participation, by type:

1,450 total respondents

How long have you been at UMKC?

- 10+ Years
- 6 – 10 Years
- 3 – 5 Years
- 1 – 2 Years
- < 1 Year

- Freshman: 87 / 6%
- Sophomore: 81 / 6%
- Junior: 156 / 11%
- Senior: 124 / 8%
- Graduate / Professional: 242 / 17%
- Faculty: 289 / 20%
- Staff / Administrator: 471 / 32%
**Students Housing Survey Participation**

**Total Respondents:** 1,038

**Survey response was generally representative of the campus population.**

**Demographics:**

<table>
<thead>
<tr>
<th>Age</th>
<th>Survey Respondents</th>
<th>Campus Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>21 or under</td>
<td>38%</td>
<td>37%</td>
</tr>
<tr>
<td>22 - 24 years</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>25 - 29 years</td>
<td>17%</td>
<td></td>
</tr>
<tr>
<td>30 - 39 years</td>
<td>13%</td>
<td></td>
</tr>
<tr>
<td>40 - 49 years</td>
<td>13%</td>
<td></td>
</tr>
<tr>
<td>50 - 59 years</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>60 or over</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Over 24 years</td>
<td>39%</td>
<td></td>
</tr>
</tbody>
</table>

*Survey response was generally representative of the campus population.*
Campus Assessment Overview

Inputs

- UMKC Mission and Vision
- UMKC Strategic Plan Pillars
- UMKC Forward
- Stakeholder Listening Sessions
- Campus Survey
- Physical Observations
- Previous Studies
- Data
- Experience with Similar Institutions

Assessment

- Strengths
- Challenges
- Opportunities

Planning Principles

Interconnected, mission-driven goals that help guide the physical master planning process
What We Are Hearing

**Great**
- New buildings reflect support for modern research and instruction
- Have outreach programs, but need more space
- Mix of old and new architectural styles
- Connection to community opportunities to leverage partnerships

**Not So Great**
- Lack of collaboration space
- Facilities do not reflect stature of programs
- Availability of large classrooms
- Inconsistent space quality between buildings
- Availability and variety of dining options
- UMKC identity is missing
- Seems like a commuter campus
- Connectivity between buildings needs improvement

**Outdoor Environment**
- Connectivity to Kansas City
- The abundance of open / green spaces in an urban setting
- Streetcar extension
- Lack of campus “heart”
- Lack of development along Troost
- Topography
- Wayfinding

**Indoor Environment**
- Connectivity to community
- Opportunities to leverage partnerships
- New buildings reflect support for modern research and instruction
Emergent Themes

1. UMKC Identity: Welcoming, Accessible, and Diverse Campus
2. Student Learning, Success, and Experience
3. Real Estate, Facilities, Space and Funding
4. Impactful Community Engagement
Emergent Themes

1. UMKC Identity: Welcoming, Accessible, and Diverse Campus
2. Student Learning, Success, and Experience
3. Real Estate, Facilities, Space and Funding
4. Impactful Community Engagement
UMKC Identity: Welcoming, Accessible, and Diverse Campus; Impactful Community Engagement

Strengths

**Public, Urban, Research Institution**

**Kansas City’s University**

**Diverse Campus Community**

**Medical and health services to metro area**

**60+ community affiliate groups**
Challenge:
First Impressions and Pedestrian Experience

Key
- Campus Building
- Campus Parcel
- Campus Arrival Point
- Institutional Presence
- Defined Campus / Town Edge
- Ill-defined Campus Zone
- Major Campus Street Edge
- Major Pedestrian Entrance
- Mixed Use Corridor
- Admissions
- Parking
- Problematic Street Crossing
Challenge:
First Impressions & Pedestrian Experience

You only get one chance to make a first impression

Confusing intersection for first time visitors
Challenge: First Impressions & Pedestrian Experience

51st and Troost

Back of Facilities Building

“Greeted” by Parking

Minimal Signage

Ill-defined campus zone

Looking north to Atterbury Center

Landscape serves as a green barrier

Stone barrier

Volker
Challenge:
First Impressions and Pedestrian Experience

Key
- Campus Building
- Campus Parcel
- Campus Arrival Point
- Institutional Presence
- Defined Campus / Town Edge
- Ill-defined Campus Zone
- Major Campus Street Edge
- Major Pedestrian Entrance
- Mixed Use Corridor
- Parking
- Problematic Street Crossing
Challenge: 
First Impressions & Pedestrian Experience

Hard to tell new housing is UMKC
Buildings in the background
Vacant land

Small (off brand) signage
Health Sciences
High speed crossing

School of Dentistry blank facade
Challenge: First Impressions & Pedestrian Experience

Holmes Street – looking north
- Unsafe pedestrian crossing
- No streetscape elements

Charlotte Street – looking north
- Wide street
- Lacking vegetation
- Likely development site faces HSB loading dock
- No relief from the street
Theme 1: UMKC Identity: Welcoming, Accessible, and Diverse Campus

Opportunities

- Establish gateways and improve signage
- Leverage the streetcar
- Establish a heart for both campuses
- Create consistent identity
- Showcase signature spaces
Theme 4: Impactful Community Engagement

Opportunities

Places for the campus and Kansas City community to come together
Emergent Themes

1. UMKC Identity: Welcoming, Accessible, and Diverse Campus
2. Student Learning, Success, and Experience
3. Real Estate, Facilities, Space and Funding
4. Impactful Community Engagement
Theme 2: Student Learning, Success, and Experience

Strengths

- Comprehensive Curriculum
- Access to Faculty
- Access to city life and culture
- Recent Investments
Challenge: Distribution of Instructional + Student Space

- Good distribution of instructional space
- Large concentration on the west side of campus where there are less amenities and east-west connectivity challenges
- Limited study and collaboration space outside of the library and dining areas
- Dining hall is not proximate to residence halls
Challenge: Distribution of Instructional + Student Space

- Location of instructional space in each building reinforces siloed approach
- Limited study and collaboration space outside of the library
- Limited food and dining options on campus
Theme 2: Student Learning, Success, and Experience

Challenges // Limited Collaboration, Study, and Amenity Space
Rate the quality / availability of the non-classroom spaces:

- **Individual study or work spaces**
  - Students: 55% (Almost always), 26% (Usually), 13% (Difficult), 13% (NA / CJ)
  - Faculty: 28% (Almost always), 39% (Usually), 19% (Difficult), 14% (NA / CJ)
  - Staff / Administrator: 28% (Almost always), 23% (Usually), 19% (Difficult), 26% (NA / CJ)

- **Group study or collaboration spaces**
  - Students: 42% (Almost always), 23% (Usually), 18% (Difficult), 6% (NA / CJ)
  - Faculty: 25% (Almost always), 34% (Usually), 7% (Difficult), 9% (NA / CJ)
  - Staff / Administrator: 25% (Almost always), 34% (Usually), 7% (Difficult), 9% (NA / CJ)

- **Indoor social spaces**
  - Students: 46% (Almost always), 7% (Usually), 17% (Difficult), 7% (NA / CJ)
  - Faculty: 30% (Almost always), 34% (Usually), 9% (Difficult), 9% (NA / CJ)
  - Staff / Administrator: 30% (Almost always), 34% (Usually), 9% (Difficult), 9% (NA / CJ)

- **Outdoor social spaces**
  - Students: 33% (Almost always), 15% (Usually), 14% (Difficult), 14% (NA / CJ)
  - Faculty: 37% (Almost always), 21% (Usually), 16% (Difficult), 14% (NA / CJ)
  - Staff / Administrator: 37% (Almost always), 21% (Usually), 16% (Difficult), 14% (NA / CJ)
Rate the quality of the campus resource spaces:

**Students**

- Academic Support (Maker Space, Writing Labs, Tutoring)
  - Excellent: 47%
  - Good: 29%
  - Average: 22%
  - Below Average: 4%

- Recreation Spaces (Rec Center, Rec Fields, Etc.)
  - Excellent: 48%
  - Good: 16%
  - Average: 7%
  - Below Average: 9%

- Student Health / Wellness (Health Center, Counseling)
  - Excellent: 47%
  - Good: 24%
  - Average: 23%
  - Below Average: 6%

**Faculty**

- Academic Support (Maker Space, Writing Labs, Tutoring)
  - Excellent: 39%
  - Good: 35%
  - Average: 19%
  - Below Average: 7%

- Recreation Spaces (Rec Center, Rec Fields, Etc.)
  - Excellent: 37%
  - Good: 35%
  - Average: 28%
  - Below Average: 6%

- Student Health / Wellness (Health Center, Counseling)
  - Excellent: 40%
  - Good: 28%
  - Average: 19%
  - Below Average: 5%

**Staff / Administrator**

- Academic Support (Maker Space, Writing Labs, Tutoring)
  - Excellent: 44%
  - Good: 24%
  - Average: 19%
  - Below Average: 8%

- Recreation Spaces (Rec Center, Rec Fields, Etc.)
  - Excellent: 37%
  - Good: 32%
  - Average: 17%
  - Below Average: 3%

- Student Health / Wellness (Health Center, Counseling)
  - Excellent: 38%
  - Good: 35%
  - Average: 35%
  - Below Average: 7%
### On-Campus Housing Satisfaction

**FALL 2020 SURVEY RESULTS FOR ON CAMPUS STUDENTS**

- Despite low capture rates, on-campus students are generally satisfied with their housing offerings.

- **Overall condition (87%)**
  - Johnson Hall – 86%
  - Oak St Hall – 89%
  - Hospital Hill – 83%

- Students are least satisfied with cost of housing and proximity to campus dining.

<table>
<thead>
<tr>
<th>Category</th>
<th>Very Satisfactory</th>
<th>Satisfactory</th>
<th>Unsatisfactory</th>
<th>Very Unsatisfactory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location of housing</td>
<td>45%</td>
<td>48%</td>
<td>6%</td>
<td>1%</td>
</tr>
<tr>
<td>Safety and Security within the residential building</td>
<td>46%</td>
<td>47%</td>
<td>7%</td>
<td>1%</td>
</tr>
<tr>
<td>Proximity and availability of parking</td>
<td>33%</td>
<td>51%</td>
<td>9%</td>
<td>7%</td>
</tr>
<tr>
<td>Building cleanliness and maintenance</td>
<td>25%</td>
<td>58%</td>
<td>11%</td>
<td>6%</td>
</tr>
<tr>
<td>Lounge and social spaces within the building</td>
<td>17%</td>
<td>57%</td>
<td>21%</td>
<td>5%</td>
</tr>
<tr>
<td>Study spaces within the building</td>
<td>21%</td>
<td>52%</td>
<td>22%</td>
<td>5%</td>
</tr>
<tr>
<td>Proximity to campus dining</td>
<td>17%</td>
<td>49%</td>
<td>25%</td>
<td>10%</td>
</tr>
<tr>
<td>Cost of housing</td>
<td>5%</td>
<td>32%</td>
<td>39%</td>
<td>23%</td>
</tr>
</tbody>
</table>
On-Campus Dining

How would you rate the on-campus dining experience?

What is lacking in the existing dining spaces or offerings?
Theme 2: Student Learning, Success, and Experience

Opportunities: Wellness Hub
Opportunities:

Where on the Volker Campus could be a good location for additional dining facilities?
Opportunities:

Where on the Health Sciences Campus could be a good location for additional dining facilities?
Emergent Themes

1. UMKC Identity: Welcoming, Accessible, and Diverse Campus
2. Student Learning, Success, and Experience
3. Real Estate, Facilities, Space and Funding
4. Impactful Community Engagement
Theme 3: Real Estate, Facilities, Space and Funding

**Strengths**

- **Mix of historic and new buildings**
- **Proximity to institutional partners**
- **Site capacity for new facilities and additions**
- **Existing programmatic synergies**
Challenge: Facility Condition

The Facility Condition Needs Index (FCNI) is a measure of the recommended repair costs divided by the estimated building replacement cost. Buildings with an FCNI greater than .50 should be considered for replacement.

Facility Condition Needs Index (FCNI) Key

- <.1
- .1-.2
- .3-.4
- .5-.6
- .7-.8
- .9+

Volker
2,225,458 SF

UMKC Total
2,994,148 SF

Health Sciences
768,690 SF

25% of UMKC facilities have an FCNI greater than .50
Theme 3: Real Estate, Facilities, Space and Funding

Challenge: Inconsistent Quality of Space - Instruction

Classrooms (Lecture Halls, Seminar Rooms, Etc.)
- Students: Excellent 27%, Good 45%, Average 20%, Below Average 8%
- Faculty: 20%, 45%, 27%, 7%

Teaching Labs (Science/Computer Labs. Studios, Etc.)
- Students: Excellent 25%, Good 43%, Average 25%, Below Average 10%
- Faculty: 33%, 30%, 27%, 10%
- Staff / Administrator: 36%, 36%, 11%, 17%

Singular Focus
Outdated furniture
Collaborative Environment
Access to Technology
Fixed Seating
Theme 3: Real Estate, Facilities, Space and Funding

Challenge: Inconsistent Quality of Space - Research
Volker Campus

Which building / indoor space is your favorite?

Which building / indoor space needs the most investment?

Which outdoor space needs the most investment?
Health Sciences Campus

Which building / indoor space is your favorite?

Which building / indoor space needs the most investment?

Which outdoor space needs the most investment?
Theme 3: Real Estate, Facilities, Space and Funding

Opportunities: Renovation and Renewal of Existing Facilities

Incremental investments to improve the quality of space and technology
Theme 3: Real Estate, Facilities, Space and Funding

Opportunities: Potential Redevelopment Areas

Volker Health Sciences
**Draft Planning Principles**

Five planning principles have emerged from a large cross-section of stakeholder engagement sessions to create a vision for UMKC’s campus that will support its students, faculty, staff, alumni and the larger Kansas City community.

<table>
<thead>
<tr>
<th>Principle</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Student Success</strong></td>
<td>Promote professional and social mobility for all learners</td>
</tr>
<tr>
<td><strong>Resiliency and Stewardship</strong></td>
<td>Ensure stewardship of UMKC’s mission, facilities and campus community</td>
</tr>
<tr>
<td><strong>Identity and Connectivity</strong></td>
<td>Celebrate the UMKC’s unique identity and role as an anchor institution in Kansas City</td>
</tr>
<tr>
<td><strong>Physical Environment</strong></td>
<td>Elevate the quality and condition of buildings, landscape and streetscape</td>
</tr>
<tr>
<td><strong>Impactful Engagement</strong></td>
<td>Advance engagement for the benefit of the community and the university</td>
</tr>
</tbody>
</table>
Design Scenario
Drivers

- Creating gateways
- Rethinking the streets
- Reinvesting in existing assets
- Activating open spaces
- Reinforcing interdisciplinary and interprofessional interactions and collaboration
## Next Steps

<table>
<thead>
<tr>
<th>Date</th>
<th>Workshop</th>
<th>Purpose</th>
<th>Engagement</th>
</tr>
</thead>
</table>
| NOV - DEC  | Workshop 1 |  **Campus Assessment**  |  • Campus Tours  
• Existing Conditions Assessment |
| JAN        | Workshop 2 |  **JAN** |  • Executive Council  
• Working Group  
• Stakeholder Meetings and Listening Sessions  
• Housing Survey |
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• Space Needs Assessment Committee  
• Housing Task Force  
• Thematic Groups  
• Campus-wide Survey |
| MAR        | Workshop 4 |  **MAR** |  • Executive Council  
• Working Group  
• Space Needs Assessment Committee  
• Housing Task Force |
| APR        | Workshop 5 |  **APR** |  • Executive Council  
• Working Group  
• Space Needs Assessment Committee  
• Housing Task Force  
• Stakeholder groups and campus community |
| MAY        | Workshop 6 |  **MAY** |  • Executive Council  
• Working Group  
• Space Needs Assessment Committee  
• Housing Task Force  
• Stakeholder groups and campus community |
| JUN-JUL    | Final Deliverable |  **JUN-JUL** |  • Board of Curators Meeting, June 24 + 25  
• Final Report documentation |

### Purpose:
- **Campus Assessment**:
  - Assessment Findings  
  - Planning Goals and Principles
- **Concept Development**:
  - Concept Plans  
  - Space Needs Findings  
  - Design Scenarios
- **Recommendations**:
  - Refined Design Scenarios  
  - Initial Prioritization and Financial Feasibility
  - Draft Plan  
  - Prioritization and Financial Feasibility
  - Final Plan Review

### Engagement:
- **Executive Council**  
- **Working Group**  
- **Stakeholder Meetings and Listening Sessions**  
- **Housing Survey**  
- **Space Needs Assessment Committee**  
- **Housing Task Force**  
- **Thematic Groups**  
- **Campus-wide Survey**  
- **Stakeholder groups and campus community**
Master Plan 2021

FOR MORE INFORMATION:
https://www.umkc.edu/chancellor/initiatives/master-plan.html