

Synterra Ltd.



UNIVERSITY OF THE VIRGIN ISLANDS MASTER PLAN

FINAL REPORT

REVISED

MARCH 31, 2003



UNIVERSITY OF THE VIRGIN ISLANDS MASTER PLAN

TABLE OF CONTENTS

I.	STUDY OVERVIEW	1
II.	MASTER PLAN PRINCIPLES	3
III.	PROCESS OVERVIEW	9
IV.	SAINT THOMAS MASTER PLAN.....	11
V.	SAINT CROIX MASTER PLAN	17
VI.	CONCLUSION	21
VII.	EXHIBITS	
	TOTAL PROJECT COST SUMMARIES BY CAMPUS	
	A. MASTER PLANNING PROCESS	
	B. SPACE UTILIZATION SUMMARY	

I. STUDY OVERVIEW

Since its conception in the early 1960s as the College of the Virgin Islands, UVI has paused periodically in its growth to evaluate its needs, assets and options by developing formal and defacto master plans to accommodate growth, the changing needs of its community and emerging programs. These planning mileposts were not only in response to growth and opportunities but outside forces such as natural disasters during its first forty years. A hallmark of the University of the Virgin Islands has been its ability not only to recover, but to improve its condition following disasters such as Hurricanes Hugo (1989) and Marilyn (1995). As the University entered the new millennium, it recognized a need to study its past and look to its future. This document is the result of this self evaluation and study.

The University Master Plan presented herein is the result of a collaborative effort between the University and its consultants over a period of September 2001 to

January 2003. Drawing heavily on the history of the institution as a leader in higher education in the Caribbean, the intent of the study is to suggest a facilities and asset development strategy for the future. As a land grant institution and an historically black institution of learning, UVI has a recognized role in leading the course of development for the territory and the Caribbean region. It is most appropriate that the University possess a viable physical Master Plan which outlines and integrates the University's strategic objectives into the development of its buildings and grounds and preservation of its assets, while adhering to the mission, vision, and values of the University.

The goal of this Master Plan is defined as follows:

The Master Plan outlines a shared vision of the University's growth, achievable in no less than 10 years, which continues the transformation and maximum utilization of the University's physical assets in support of its strategic mission.

This planning document outlines the process, data gathered, and conclusions reached over the study period. As with any plan, it is a point-in-time evaluation subject to continuous influences and various implementation options. What is most important is that it be used as a guide rather than a directive. Initiatives have been identified which complement the growth of the University, clarify its organization and provide improved access to the community. However, as implementation progresses, the project list must be continuously reevaluated to ensure responsiveness, flexibility and alignment with the University's mission and values and programs.

Exhibit A outlines the process and participants used in assembling the plan. The planning consultant team was a partnership led by ARAMARK ServiceMaster Facility Services (ASFS), which facilitated the historical review of planning episodes, prepared the space utilization study, conducted constituent interviews, proposed planning scenarios and prepared

the costing. Complementing the consultant team was Synterra Ltd., whose expertise in land use and site planning added a necessary dimension to the team. Survey and engineering support was provided by Brian Moseley Inc. to field verify topography, systems installations and to provide base plans for this study.

The consultant team relied heavily on the resources and expertise at the University and worked in close collaboration with the University administration initially led by President Orville Kean, PhD and later by President LaVerne Ragster, Ph.D. Members of the University's cabinet, administration, staff and faculty representatives greatly assisted in providing insight, the review of plans and the development of options.

II. MASTER PLAN PRINCIPLES

A. UNIVERSITY STRATEGIC MISSION

Understanding the mission of the University was critical in establishing the foundations for physical planning. As the University has already undertaken the initiative to update its strategic mission, this was largely a process of exchange and education for the planning team. The following summarizes the primary components of the mission and its opportunities.

Vision:

“The University will be recognized globally as a leading American institution of higher education in the Caribbean dedicated to playing a significant role in facilitating the economic and social transformation of the Virgin Islands to meet the challenges of the 21st Century.”

Mission Components:

- Liberal Arts core with Undergraduate, Graduate and Continuing Education Programs
- Land Grant Institution established to provide higher education services to the Virgin Island’s public
- Integration of teaching, research and public service to facilitate the economic development of the region
- Advancing knowledge through research and public service, particularly in areas that contribute to understanding and resolving issues unique to the Virgin Islands and the Caribbean

Mission Thrusts:

Community Engagement: *“Align the University and its programs more closely with the social and economic needs of the territory.”*

- Establish a “Network of Partnerships”
- Increase collaborative and outreach programs
- Emphasize research program

Sustainable Development: *“Sustain the development and maintenance of programs.”*

- Create revenue-generating activities, e.g. Research Park, consulting services
- Evaluate coursework and client demand
- Improve student experience to increase demand
- Enhance work experience to attract faculty and staff
- Assure highest quality of UVI programs
- Expand the use of technology to improve performance and enhance the learning experience

B. MASTER PLANNING VALUES

The following four values were established as guidelines for the Master Plan and were determined from the Master Plan workshops. These values served as underpinning to subsequent strategies and scenarios that would be developed and will continue to act as benchmarks in evaluating development direction as the plans evolve.

Functional Accessibility

Facilitate access to University services through the efficient grouping of functions, appropriate location, unimpeded circulation, and legibility of its campus.

Campus Image

Develop a consistent campus iconography and facilities that support programs, while enhancing the University's physical appearance.

Asset Enhancement

Enhance value through the appropriate utilization, expansion, improvement and maintenance of existing physical assets and to work to enrich the heritage of the University and its physical environment.

Systems Sustainability

Implement utility and technological improvements, which will provide the University a programmatically appropriate and sustainable operating environment.

C. UNIVERSITY PROGRAMMATIC DIRECTION

Identified areas of University strengths and exposure were outlined within the strategic mission and reinforced through a series of focused interviews. This list serves to highlight the programmatic directions and principal challenges of the University.

Overall Strengths

1. Dedicated board, faculty, staff and management
2. Geography and US territory
3. Designation as HBCU and land-grant institution
4. Fiscal responsibility
5. Demonstrated leadership in the Caribbean

Academic Divisions

- ◆ Math/Science
- ◆ Nursing
- ◆ Business
- ◆ Education
- ◆ Humanities
- ◆ Social Science

Developing Programs

- ◆ Marine and environmental sciences
- ◆ Water resources
- ◆ Non-degree continuing education and outreach
- ◆ Information technology and computer science
- ◆ Community business development

Areas for Enhancement

1. University image and morale
2. Faculty recruitment and retention
3. Maximizing use and operation of facilities
4. Client-centered focused programs
5. IT training and support programs for faculty/staff
6. Response time to clients and restructuring

During the interview process a variety of initiatives or concerns were presented that the Master Plan should in some part address. This section summarizes several of the major points that have been discussed or incorporated within the plan. For ease of reference these comments are separated into University as well as campus concerns or initiatives.

University Wide

- Create Welcome and Information Centers
- Improve Campus Signage
- Improve Access to and through the Campuses
- Maximize the Pedestrian Experience Across the Campuses
- Maximize Classroom and Facilities Use
- Arrange Student Services within Reasonable Precincts
- Increase and Develop Gathering Spaces
- Support Technical Requirements
- Improve Compliance Programs
- Improve Campus Life , Safety and Security
- Increase Campus Parking Facilities and Implement a University Automobile/ Parking Program

St. Thomas

- Creation of a Central Quadrangle at upper Campus
- Create Conference and Teleconference Facilities
- Create Plan for Expanded Housing
- Maximize Usefulness of Recreational Open Spaces
- Continue Consolidation of Administrative Facilities
- Increase Support Space for Technology
- Enhance Water Resource Research Facilities
- Improve Commuter Student Facilities

St. Croix

- Increase Perimeter Security to Campus
- Define Edge of Campus
- Create a Central Campus Green and Gathering Area
- Improve Student Services for Residential and Commuter Student Use
- Increase Office Facilities and Create Standards for Private and Shared Facilities
- Reduce Congestion of Evans Center
- Provide Linkage to Potential Research Park

D. FACILITIES STRATEGY

Out of the workshops, interviews and the review of historical plans and data, initiatives were linked with potential improvements and arrayed against the stated Master Plan values. Many of these initiatives had been identified in the campus plan completed in 2000 and were in the process of being implemented. It was important for the planning team to understand how past directions reinforced the current needs and how they fit into a comprehensive facilities strategy.

Refer again to section II B. for a definition of each of these value statements and how the projects listed apply.

Functional Accessibility

- ◆ Clarify vehicular & pedestrian access through and around campuses with strategic reconfigurations of roadways and pathways.
- ◆ Improve campus legibility through consistent signage, lighting and landscaping standards.
- ◆ Work to improve ADA compliance on campus.
- ◆ Centralize critical student uses and University functions to provide easier access to service.

- ◆ Increase campus parking (by 200%), eliminate congestion and improve safety and service access.

Campus Image

- ◆ Improve the campus experience for user and service provider.
- ◆ Implement projects which respect and enhance the natural beauty of the campus environment.
- ◆ Improve security of campus without significant compromise to community access.
- ◆ Provide facilities that will support the University's responsibility to the charter and the community: support, research and training facilities.
- ◆ Provide facilities which improve the working environment within the University: academic office, commuter student and assembly space.
- ◆ Increase housing options to attract a broader range of students, researchers and faculty and increase their use of the campus.

Asset Preservation and Enhancement

- ◆ Maximize use of existing facilities through conversions and realignments, minimizing capital investment and strengthening the historic fabric of campus.
- ◆ Maximize the usefulness of University assets by recognizing unique character of each campus.
- ◆ Improve utilization of outdoor space through passive and active recreational functions.

System Sustainability

- ◆ Improve mechanical, electrical, plumbing, and life-safety systems to support University programs.
- ◆ Investigate and implement Energy Conservation Measures while seeking alternative sources energy.
- ◆ Support the technological requirements of the University community
- ◆ Utilize environmentally sustainable technologies, where practical.
- ◆ Support ongoing campus facilities operating and maintenance programs.
- ◆ Work towards reducing deferred maintenance backlog in any progressive capital program.
- ◆ Improve resistance of buildings and infrastructure to natural disasters.

III. PLANNING OVERVIEW

A. MASTER PLAN ELEMENTS

Development of the Master Plan involved the collection and analysis of information including quantitative and qualitative elements that are key to the plan's success. Major elements incorporated in this study include:

INPUTS

- 1. Review of the Strategic Mission, Vision and Values**
- 2. Constituent Interviews**
- 3. Land Use Survey**
- 4. Space Utilization Study**
- 5. Existing Capital Plans and Prior Master Plan Studies**

OUTPUTS

- 1. Proposed Master Plan Initiatives**
- 2. Campus Site Plans/Layouts**
- 3. Capital Budgets**

B. PLANNING PROCESS FLOW

The Master Plan can best be described as the result of the collective evaluation of all fundamental elements, as described above. The University and its consultants assembled the Master Plan in the following manner:

- 1. Data Collection** – Understanding the strategic components, overview of mechanical systems, constituent interviews, review of the University's development history and its previous planning studies
- 2. Data Analysis** – Updating the facilities' inventory, development of a space utilization study, comparative utilization / benchmarking, assembly of overall campus plans, programmatic needs summary and University workshop reviews
- 3. Options Development and Recommendations** – Potential project use categories, creation of organizational themes, implementation strategy cost comparisons and discussion of outcomes through workshops
- 4. Reporting and Reconciliation** - Collection and organization of the planning products into a comprehensive report for University use.

In 2000 the University adopted Phase 1 of a Capital Development Program designed to meet the University's needs, while utilize existing assets through renovation and adaptive reuse. Many of the goals and objectives and projects of this earlier program are incorporated in this Master Plan. Financial constraints required UVI to prioritize the identified projects which are now underway. Among the St. Thomas projects previously approved and currently under construction are:

- Harvey Administration and Conference Center
- New Central Campus Dining Pavilion
- CA Building AC and Phase 1 Renovation
- Dormitory Renovation-Phase 1
- Upper Campus Academic Building-Phase 1
- Upper Campus Cooling Loop
- Library Windows and AC Upgrade
- Reichhold Center-Phase 1 Shell Renovation
- Etelman House-Phase 1 Renovation
- Campus Power Upgrade-Distribution and Generator

- Administration Residences
- HAZMAT Storage and Transfer Facilities

IV. ST. THOMAS MASTER PLAN

A. PROPOSED INITIATIVES

Following the review of past plans, current needs and capital program, the following is a series of recommended capital project initiatives for the University. Each project initiative is identified by objectives, then functional elements of the solution and finally the qualitative improvement created. These projects are also tied to an approximate total budget expectation in current dollars.

ADMINISTRATIVE & FACULTY OFFICE IMPROVEMENTS-HARVEY CENTER- UNDERWAY

Objectives

- ◆ Improve general office space – private and shared

Functional Elements

- ◆ Centralize University administrative functions at Harvey

Improvements

- ◆ Facilitate access and improve legibility of administrative functions

Potential Cost \$5.5 Million

PARKING LOT EXPANSION

Objectives

- ◆ Optimize campus parking capacity and efficiency
- ◆ Cluster parking to serve localized destinations

Functional Elements

- ◆ Expand parking lot on west side of upper campus in vicinity of Social Sciences Building
- ◆ Consider alternate parking structure on west side of upper campus in vicinity of Social Sciences Building
- ◆ Add additional parking to west of CA Building
- ◆ Add parking to east end of lower campus playing field

Improvements

- ◆ Provide needed parking spaces to the academic core
- ◆ Preserve existing wooded slope as vegetative buffer while providing needed parking spaces in relative vicinity of the academic core
- ◆ Offer additional assigned parking spaces for the disabled community. Increase security through increased pedestrian flow to centralized parking lots
- ◆ The net gain of spaces across all lot expansion and in consideration of a structure parking facility would be an additional 763 spaces

Potential Cost \$8.4 Million (w/ Structured Lot)

ROADWAY IMPROVEMENTS

Objectives

- ◆ Clarify vehicular circulation patterns and reduce traffic confusion
- ◆ Provide vehicular access to new and existing facilities
- ◆ Establish clear entry points to campus

Functional Elements

- ◆ Establish ring road around Harvey Center
- ◆ Realignment of access roads at Sports & Fitness Center
- ◆ Provide lower campus road link to main entry. Add stoplight at Main Entrance intersection
- ◆ Develop new roadways to new Community Center
- ◆ Reconfigure access road to Marine Science center

Improvements

- ◆ Create self-contained roadway system for lower campus
- ◆ Create clear vehicular entry to lower campus
- ◆ Provide better vehicular and pedestrian connection between upper and lower campuses
- ◆ Provide better connection between east and west sides of upper campus
- ◆ Steer undesirable traffic near Air Control Tower

Potential Cost \$6.7 Million

UTILITY IMPROVEMENTS - UNDERWAY

Objectives

- ◆ Expand power generation system
- ◆ Explore utilization of “green power” sources – wind, solar, etc.
- ◆ Campus lighting improvements

Functional Elements

- ◆ Expand local generator capacity
- ◆ Enhance info tech infrastructure

Improvements

- ◆ Construct improved relationship with local utility company
- ◆ Enhance services and stability to campus facilities

Potential Cost \$2.4 Million

UPPER CAMPUS GREEN

Objectives

- ◆ Provide ceremonial open green space in the heart of campus
- ◆ Promote positive campus image
- ◆ Provide leisure space

Functional Elements

- ◆ Establish landscaped green at center of upper campus
- ◆ Reposition parking to ring road lots
- ◆ Add lighting and furnishings

Improvements

- ◆ Transform upper campus parking lot into landscaped outdoor space for assembly and passive use
- ◆ Improved social presence

Potential Cost \$1.0 Million

CAMPUS SIGNAGE SYSTEM

Objectives:

- ◆ Improve way-finding
- ◆ Improve campus and facilities image

Functional Elements

- ◆ Campus orientation, roadway and facilities signage
- ◆ Welcome kiosks
- ◆ University banner systems

Improvements

- ◆ Increased visibility
- ◆ Improved community image
- ◆ Enhanced security

Potential Cost \$90 Thousand

STUDENT AND ACADEMIC CENTER –NEW BUILDING

Objectives

- ◆ Create new upper campus academic facility to provide improved program and student services

Functional Elements

- ◆ Assembly space
- ◆ Student life services – mailroom, post boxes club space
- ◆ Study space
- ◆ Alternate food services
- ◆ Merchandising

Improvements

- ◆ Enhanced accessibility
- ◆ Greater flexibility for academic assembly

Potential Cost \$6.3 Million

COMMUNITY CENTER-NEW BUILDING

Objectives

- ◆ Create community resource facilities to bring University in closer contact with local community

Functional Elements

- ◆ Position new facility on upper campus adjacent to the Business Conference Center with easy access
- ◆ Include assembly & meeting rooms
- ◆ Possible admissions center
- ◆ Add art gallery and exhibition space
- ◆ Multi-purpose recreation

Improvements

- ◆ Improve greater community university usage
- ◆ Demonstration of leadership

Potential Cost \$4.7 Million

RESEARCH / BUSINESS CENTERS-NEW BUILDING

Objectives

- ◆ Add further facilities for research use and regional business development

Functional Elements

- ◆ Create multipurpose conference facilities adjacent to short term housing
- ◆ Expand research laboratories for Marine Science or Environmental Studies
- ◆ Community business development offices

Improvements

- ◆ Enhanced community role
- ◆ Improved programs and position in the academic community

Potential Cost \$7.2 Million

ACADEMIC SPACE IMPROVEMENTS – UNDERWAY - UNDERWAY

Objectives

- ◆ Create additional academic space through release of administrative offices
- ◆ Create academic research classrooms
- ◆ Additional IT storage/support space
- ◆ Enhance existing assets and maintain current facilities

Functional Elements

- ◆ Reconfigure Library & CA Building

Improvements

- ◆ Improve utilization of existing classroom space

Potential Cost \$2.2 Million

COMMUTER CENTER – NEW BUILDING ADDITION

Objectives

- ◆ Create commuter/day-student assembly and resource center

Functional Elements

- ◆ Provide addition to CA Building with the following functions:
 - Lounge and meeting space
 - Study space
 - Food service & merchandise
 - Internet access

Improvements

- ◆ Provide lower campus assembly center
- ◆ Smaller quick implementation

Potential Cost \$700 Thousand

STUDENT / FACULTY RESIDENCES-NEW BUILDING

Objectives

- ◆ Create multiple types of housing options for the greater UVI community – dormitory suites, apartments, townhouses
- ◆ Enhance existing assets and maintain current facilities

Functional Elements

- ◆ Add housing options between upper campus and Reichold Center
 - Graduate townhouse & apartments
 - Undergraduate suites
- ◆ Add short term housing directly related to a research discipline
- ◆ Add traditional dormitory north of North Hall

- ◆ Provide general dormitory upgrades

Improvements

- ◆ Reinforce housing options on upper campus
- ◆ Provide further connections to underutilized parts of campus

Potential Cost \$6.3 Million

RECREATION & LANDSCAPE IMPROVEMENTS

Objectives

- ◆ Expand and improve recreational facilities for student body
- ◆ Promote positive campus image
- ◆ Promote athletic programs

Functional Elements

- ◆ Realign golf course to reduce holes and improve play
- ◆ Establish new track and or soccer field on golf course
- ◆ Add minimal beach facilities to Brewers bay
- ◆ Improve selective priority pedestrian walkways

Improvements

- ◆ Develop facilities to meet student and community demand for recreation
- ◆ Improve the aesthetic appeal of all facilities with additional plantings

Potential Cost \$1.8 Million

SUPPORT FACILITIES - UNDERWAY

Objectives

- ◆ Provide support facilities, which enhance community life, are reasonably accessible, and programmatically inclusive.

Functional Elements

- ◆ New Dining Center
- ◆ Central Kitchen
- ◆ Day Care Center

Improvements

- ◆ Bring dining services closer to the resident community
- ◆ Create a more efficient food service preparation and operational facilities
- ◆ Provide broader community support and services

Potential Cost \$2.1 Million

B. IMPLEMENTATION STRATEGY

From the initiatives was outlined a sequence of implementation. The implementation strategy was compiled first by recognizing those capital projects already underway then complementing it with work to address current priorities.

ST. THOMAS CAMPUS

PHASE: IMPROVE IMAGE & ACCESSIBILITY (2000-2005)

IA: (IN PROGRESS OR COMPLETED)

- ◆ Create new dining facilities-pavilion
- ◆ Campus signage and image enhancements
- ◆ Centralize University administration-Harvey
- ◆ Infrastructure improvements (expand power generation capacity)
- ◆ Improve classroom facilities & utilization

IB: (TO BE ADDRESSED)

- ◆ Select road/parking improvements
- ◆ Create new community center
- ◆ Convert/expand office facilities

Potential Cost \$19 Million

PHASE II: IMPROVE ACADEMIC, & RESEARCH FACILITIES (2005-2010)

- ◆ Expand training space
- ◆ Create conference & greater research facilities
- ◆ Expand parking (surface lot)
- ◆ Provide greater research housing options

Potential Cost \$19.7 Million

PHASE III: EXPAND STUDENT RESIDENT & SUPPORT FACILITIES (2010-2015)

- ◆ Expand student housing options
- ◆ Recreational student center

Potential Cost \$16.5 Million

V. ST. CROIX MASTER PLAN

A. PROPOSED INITIATIVES

SECURITY & EDGE IMPROVEMENTS

Objectives:

- ◆ Improve the image from public streets & adjacent properties
- ◆ Secure the south and west perimeters

Functional Elements:

- ◆ West perimeter border fencing
- ◆ South perimeter security fencing
- ◆ Add perimeter lighting
- ◆ Provide public roadway image/buffer treatment
- ◆ Improve pedestrian walkways
- ◆ Replace edging vegetation

Improvements:

- ◆ Reduce unauthorized vehicles that short-cut across lawn areas
- ◆ South perimeter is unsecured adjacent to correctional facility

Potential Cost \$900 Thousand

ADMINISTRATIVE & FACULTY OFFICE IMPROVEMENTS

Objectives

- ◆ Improve general office space – private and shared
- ◆ Enhance existing assets and maintain current facilities

Functional Elements

- ◆ Work towards the centralization of University administrative functions

- ◆ Realign spaces within Evans Center

Improvements:

- ◆ Improved utilization

Potential Cost \$650 Thousand

RECREATION IMPROVEMENTS

Objectives

- ◆ Create more options for recreation on campus

Functional Elements

- ◆ Create new play fields for baseball and soccer on SE quadrant of campus
- ◆ Create multi-purpose recreation center:
 - Estimated size 25,000 square feet

Improvements:

- ◆ Create stronger campus community image
- ◆ Improve student life

Potential Cost \$7.5 Million

ACADEMIC SPACE IMPROVEMENTS/ ADDITIONS

Objectives

- ◆ Improve scale and functionality of teaching spaces
- ◆ Enhance existing assets and maintain current facilities

Functional Elements

- Improve utilization of existing classrooms
- Create large teaching/auditorium space
- Increase IT storage & support space
- Add academic space as required to the campus in later phases of plan which will include all necessary support
 - Allowance for two facilities at 20,000 square feet

Potential Cost \$11.9 Million

RESEARCH / BUSINESS CENTERS

Objectives

- ◆ Add or redistribute research/laboratory space across campus
- ◆ Facilitate the development of community base

Functional Elements

- ◆ Add conference and office facilities and research laboratories as required
 - ◆ Allowance for two facilities at 10,000 square feet
- ◆ Community business development offices
- ◆ Technology park (*not funded by University*)

Potential Cost \$6.6 Million

UTILITY IMPROVEMENTS

Objectives

- ◆ Stabilize power and water resources

Functional Elements

- ◆ Improve power generation system
- ◆ Expand potable water system – wells & retention
- ◆ Explore utilization of “green power” sources – wind, solar, etc.
 - ◆ Create pilot projects to explore feasibility

Potential Cost \$1.6 Million

CAMPUS GREEN

Objectives:

- ◆ Create a central feature to expand on current natural area
- ◆ Provide an aesthetic central focal point

Functional Elements:

- ◆ Create central natural green after relocating central parking lot to campus perimeter
- ◆ Interlace with walkways and seating areas

Improvements:

- ◆ Improve utilization of natural area and enhance aesthetic appeal
- ◆ Create central public gathering space
- ◆ Expand capability to study natural systems on campus
- ◆ Improve traffic safety

Potential Cost \$900 Thousand

CAMPUS SIGNAGE SYSTEM

Objectives:

- ◆ Improve way-finding and campus legibility
- ◆ Improve campus and facilities image

Functional Elements

- ◆ Add campus orientation, roadway and facilities signage
- ◆ Create information kiosks
- ◆ Install university banner systems

Improvements

- ◆ Minimize visitor disorientation
- ◆ Reinforce facilities & program identity

Potential Cost \$60 Thousand

PARKING LOT EXPANSION

Objectives:

- ◆ Support current parking demand
- ◆ Allow for redeveloping the central core of the campus into a green area
- ◆ Accommodate future academic expansion

Functional Elements:

- ◆ New parking lots on north, west, east, and south sides of campus to support expanded programs and facilities

Improvements:

- ◆ Students and faculty currently park on grass and landscaped areas
- ◆ A net increase of 386 spaces would be added to the campus
- ◆ Improve campus lighting

Potential Cost \$1.7 Million

ROADWAY IMPROVEMENTS

Objectives:

- ◆ Improve campus image
- ◆ Provide better access to existing and future facilities
- ◆ Create safer internal circulation

Functional Elements:

- ◆ Upgrade to main entry from public road on north side
- ◆ Creation of a main campus perimeter Loop Road
- ◆ Upgrades to interior campus roadways
- ◆ New access roads to new facilities
- ◆ Expand campus lighting

Improvements

- ◆ Create positive/focused image
- ◆ Remove informal roads, paths and unauthorized short-cuts
- ◆ Reduce intensity of vehicular traffic from campus pathways
- ◆ Enhance visibility and security

Potential Cost \$4.1 Million

POTENTIAL STUDENT HOUSING

Objectives

- ◆ As demand for resident housing increases, create additional units and maximize current facilities

Functional Elements

- ◆ Create suite / townhouse units appropriate to intended use group
 - ◆ Allowance for net increase of 90 beds
- ◆ Utilize existing housing precinct to expand and centralize function

Improvements:

- ◆ Bring parking closer to housing

Potential Cost \$4.4 Million

B. IMPLEMENTATION STRATEGY

ST. CROIX CAMPUS

PHASE I: IMPROVE IMAGE & EXPAND RESEARCH FACILITIES (2000-2004)

IA (IN PROGRESS OR COMPLETED)

- ◆ Power distribution
- ◆ Administrative/faculty office improvements (Evans Center)
- ◆ Central parking lot
- ◆ Select classroom renovations

IB: (TO BE ADDRESSED)

- ◆ Select road/parking improvements
- ◆ Campus edge improvements (landscape, fencing, lighting)
- ◆ Campus signage and image enhancements
- ◆ Infrastructure improvements (potable water system, site drainage)
- ◆ Improve classroom facilities & utilization
- ◆ Expand research & training facilities

Potential Cost \$4.3 Million

PHASE II: IMPROVE RESIDENTIAL & COMMUNITY SUPPORT (2005-2010)

- ◆ Create new recreational fields and center
- ◆ Provide conference facilities
- ◆ Further road/parking improvements

Potential Cost \$24.5 Million

PHASE III: IMPROVE ACADEMIC SUPPORT & EXPAND RESIDENTIAL FACILITIES (2010-2015)

- ◆ Centralize University administration
- ◆ Housing options

Potential Cost \$11.4 Million

VI. CONCLUSION

The development and assembly of a Master Plan takes enormous cooperation, input and support from a variety of sources. The planning team would especially like to thank the following contributors to the planning process:

Dr. LaVerne Ragster

Dr. Orville Kean

Mr. Malcolm Kirwin

Dr. Gwen Marie-Moolenaar

Ms. Jennifer Jackson

Dr. John Leipzig

Dr. Henry Smith

Ms. Susan Anderson

Ms. LillieMay Durant

Mr. Peter Abrahams

Mr. Charles Martin

Mr. Patrick O'Donnell

Mr. Jimmy Rodgers

Ms. Nereida Washington

Mr. Roy Watlington

Mr. Vincent Samuels

The Master Plan developed herein has established both the mindset and a foundation for the University to move forward in a consistent and productive manner. These plans will inevitably need adjustment as new initiatives are introduced by the University. This is typical in any long term development program. Periodic internal reviews are warranted to ensure that the University continues to move forward in the most thoughtful, most cost efficient manner that builds upon the foundation of this study.

UNIVERSITY OF THE VIRGIN ISLANDS

2002 Master Plan

Total Project Cost Summary

March 27, 2003



	Project Costs			
	Phase One	Phase Two	Phase Three	Total
Preferred Building Option				
St Thomas Campus				
Admin & Faculty Office Improvements	\$5,478,400	\$0	\$0	\$5,478,400
Parking Lot Expansion	\$312,000	\$6,918,150	\$1,154,075	\$8,384,225
Roadway Improvments	\$1,863,048	\$2,714,400	\$2,144,428	\$6,721,876
Utility Improvements	\$1,650,000	\$350,000	\$350,000	\$2,350,000
Upper Campus Green	\$0	\$945,000	\$0	\$945,000
Campus Signage System	\$45,500	\$45,500	\$0	\$91,000
Student / Academic Center	\$0	\$6,300,000	\$0	\$6,300,000
Community Center	\$4,725,000	\$0	\$0	\$4,725,000
Research / Business Centers	\$0	\$2,257,500	\$4,987,500	\$7,245,000
Academic Space Improvements	\$2,164,600	\$0	\$0	\$2,164,600
Commuter Center	\$661,500	\$0	\$0	\$661,500
Student / Faculty Residences	\$0	\$0	\$6,250,500	\$6,250,500
Recreation & Landscape Improvements	\$0	\$131,250	\$1,625,000	\$1,756,250
Support Facilities	\$2,053,500	\$0	\$0	\$2,053,500
TOTAL	\$18,953,548	\$19,661,800	\$16,511,503	\$55,126,851

- * - Total Cost does not include endowment or operating capital investment
 - Costs are projected in current dollar values. Escalation should be considered as timeline adjustment

UNIVERSITY OF THE VIRGIN ISLANDS

2002 Master Plan

Total Project Cost Summary

March 27, 2003

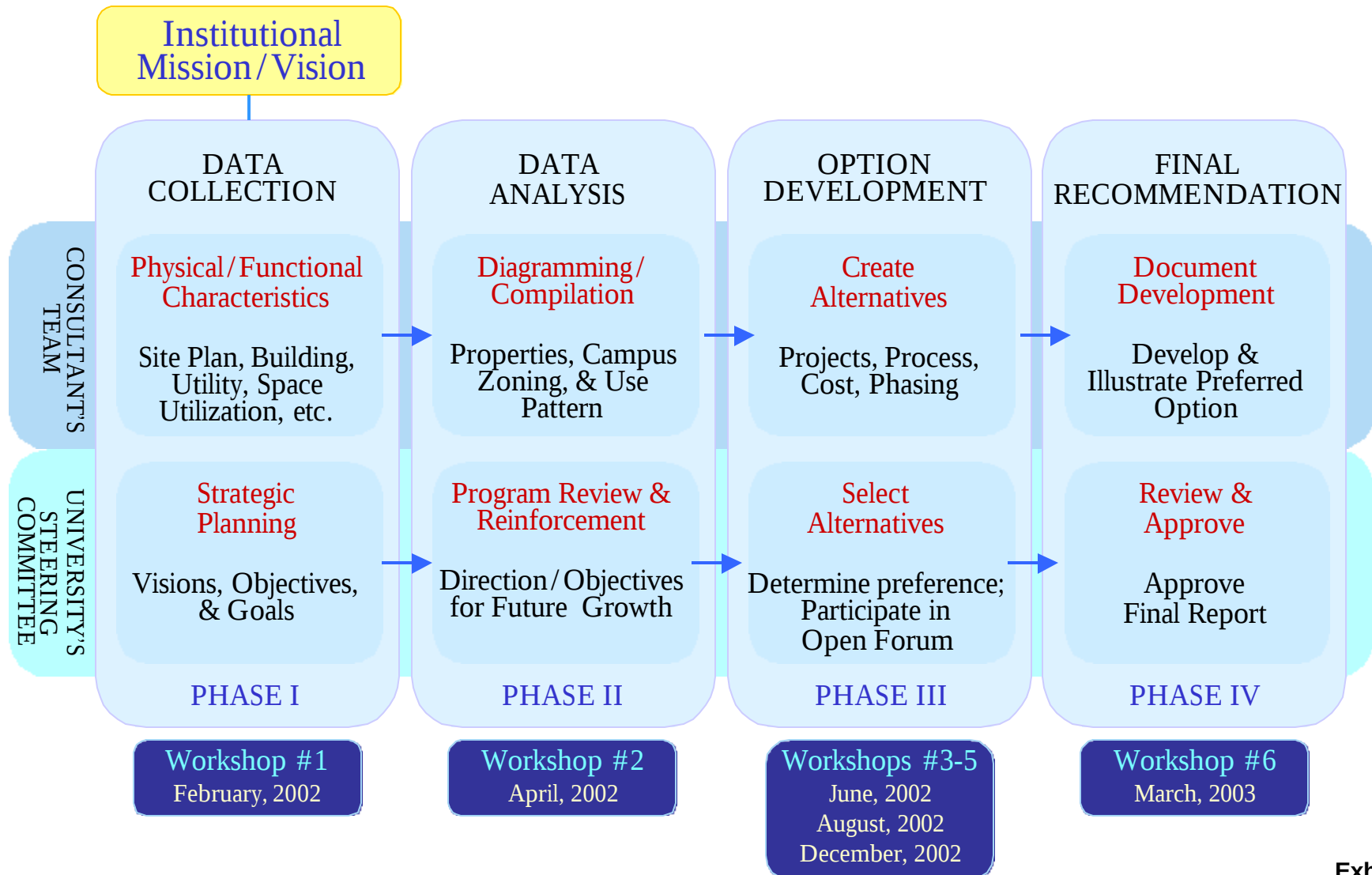


	Project Costs			
	Phase One	Phase Two	Phase Three	Total
Preferred Building Option				
St Croix Campus				
Security & Edge Improvements	\$870,688	\$0	\$0	\$870,688
Admin & Faculty Office Improvements	\$649,600	\$0	\$0	\$649,600
Recreation Improvements	\$0	\$7,450,000	\$0	\$7,450,000
Academic Space Improvements / Additions	\$0	\$6,250,000	\$5,600,000	\$11,850,000
Research / Business Centers	\$0	\$6,600,000	\$0	\$6,600,000
Utility Improvements	\$1,072,500	\$487,500	\$0	\$1,560,000
Campus Green	\$0	\$910,000	\$0	\$910,000
Campus Signage System	\$58,500	\$0	\$0	\$58,500
Parking Lot Expansion	\$299,000	\$721,500	\$698,750	\$1,719,250
Roadway Improvements	\$1,320,475	\$2,111,529	\$699,530	\$4,131,534
Potential Student Housing	\$0	\$0	\$4,387,500	\$4,387,500
TOTAL	\$4,270,763	\$24,530,529	\$11,385,780	\$40,187,072

- * - Total Cost does not include endowment or operating capital investment
- Costs are projected in current dollar values. Escalation should be considered as timeline adjustment



MASTER PLANNING PROCESS



SPACE UTILIZATION SUMMARY

A key aspect of the planning study was the review of existing space use and utilization patterns. In 1999 the University commissioned the Facilities Resource Management Company to undertake a space inventory. Using this database as its foundation, several new facilities were added, including buildings recently reconfigured. The goal of the inventory was to update the profile of use types across the campus as well as determine the efficiencies of scheduled teaching spaces (hours available vs. hours scheduled).

Spaces were inventoried using the HEGIS System (Higher Education General Information Survey) for labeling types of uses in a university environment. The use of this recognized national inventory system provided an opportunity to compare UVI to other higher educational facilities studied by the planning team.

Utilization figures are at best a snapshot of scheduled use in teaching spaces across both campuses. In addition to the space inventory, class scheduling information was obtained from the Registrar's office on both campuses. Schedules primarily from the fall 2001 were entered into the database to determine the level of classroom use by available hours both day and evening.

This information is shown in the attached exhibits.

Several very interesting observations came out of this data:

- The size of both campuses is 509,219 Gross Square Feet (St. Thomas 366,175 and St. Croix 143,044). Once structure and most unassignable areas are removed the resultant net square feet for both campuses equals 396,424 nsf (St. Thomas 287,844 and St. Croix 108,580).
- Classroom area across both campuses indicates opportunity for improvement. Based on the total amount of area on both campuses, there appears to

be average to above average space. Average campus area for classroom facilities is 5% based on ASFS surveys and higher educational averages (note Facilities Manager study 2002). St. Thomas is at 7% while St. Croix exceeds averages with 14%. Given the relatively small area of the University, it is not surprising that the proportions are greater than averages. In addition, given the non-residential/commuter character of St. Croix greater proportions are expected.

- Scheduled use of general purpose teaching spaces (HEGIS 110) shows potential for increased use. Practice tells us that an average use rate of 67% is considered full use, given class transitions and informal use. Use is defined as the amount of scheduled classroom time compared to the amount of hours available. The week was broken into two time periods – Daytime 8:00 AM to 4:00 PM, Evening 4:00 PM to 10:00 PM. Utilization on St. Thomas averages 23%, while St. Croix average is at 27%. It is noted that use increases on both

campuses during the evening, which is consistent with practices at public universities where non-resident use is greatest in the evening. On an individual building basis, the Science/Mathematics building reaches capacity during the day on St. Thomas at 58%, while the Evans Center on St. Croix tops out at 62% during evening use.

- Regarding types of classrooms used on campus, activity on St. Thomas is greatest in the medium sized classrooms (25-39 stations) while on St. Croix larger classes (40+) have the most use.
- Another measure of utilization comparison was not completed in this study. This measure requires a comparison of stations within the classrooms to the actual enrollment of classes. While station counts were identified in each room, the information on actual enrollment remains unknown. The material and database provided in this study will allow the University to complete the comparison as they progress in their scheduling. Utilization targets

typically used in higher education are 60% of the station capacity.

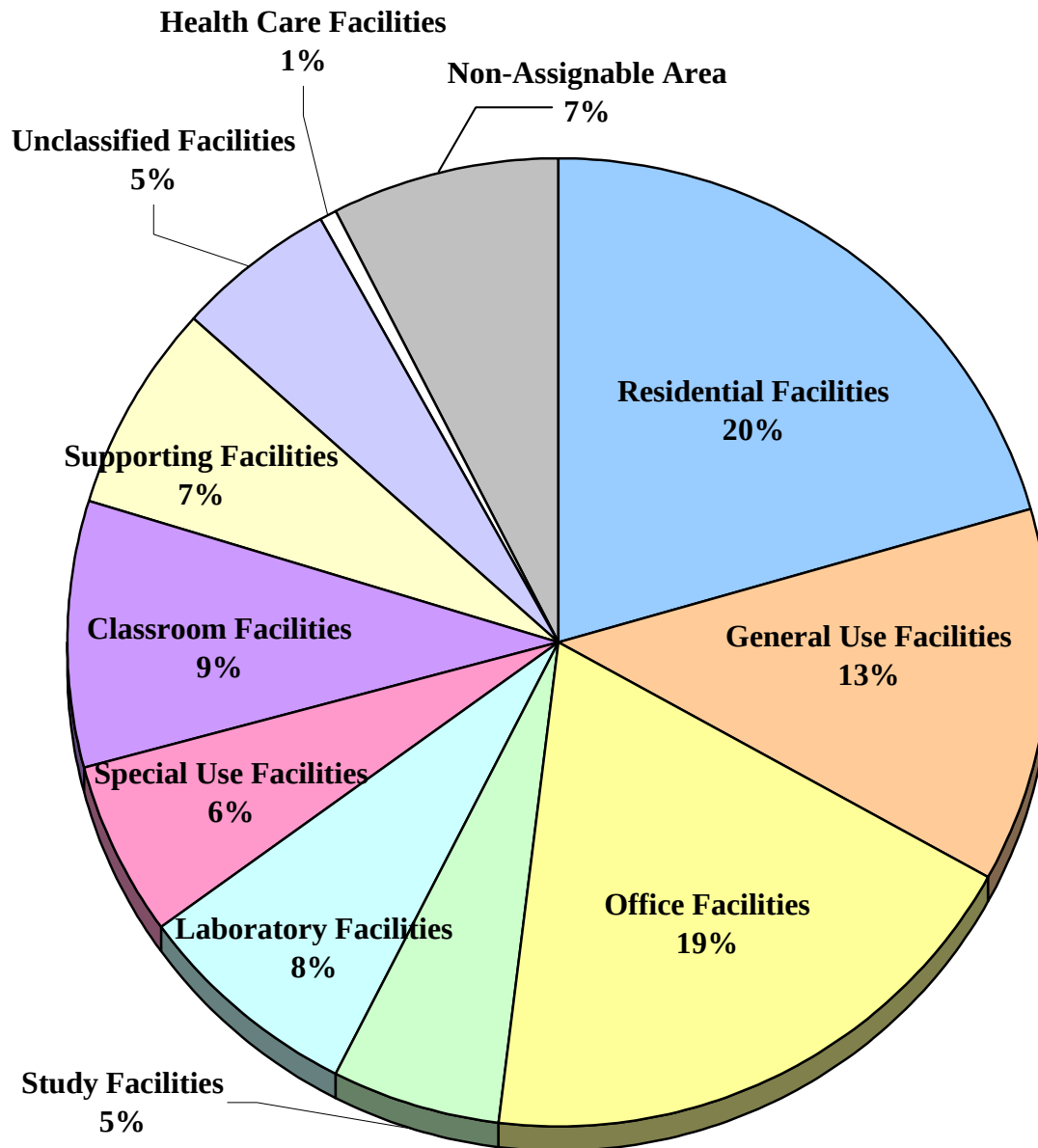
- Special use, supporting and laboratory facilities fall below higher education averages across both campuses. The differential on special use, which includes recreational/athletics, is greatest on St. Croix. Laboratory and research facilities on both campuses are surprising given the research focus of the University.
- Office space is typically the largest proportion of campus space not including residential use. While it can vary widely, it averages at 22%. At UVI office space across both campuses occupies 19%.
- Residential use (20%) as a proportion of campus space falls below many of the residential campuses surveyed by ASFS (36%). This appears consistent with the amount of non-resident commuter use for both campuses. The difference is greatest on St. Croix at 15%. The University will need to continue to examine the role which the residential student, staff or researcher will play in the future.

- In summary there are opportunities to improve space use and complement the resources on campus. These use diagrams and data provided in the study provide a good platform for examining the institution. Databases should continue to be maintained as the plan evolves.

UNIVERSITY OF THE VIRGIN ISLANDS

Space Utilization Study

Campus Net Square Footage - Breakdown by HEGIS Classification



St. Croix and St. Thomas Campuses

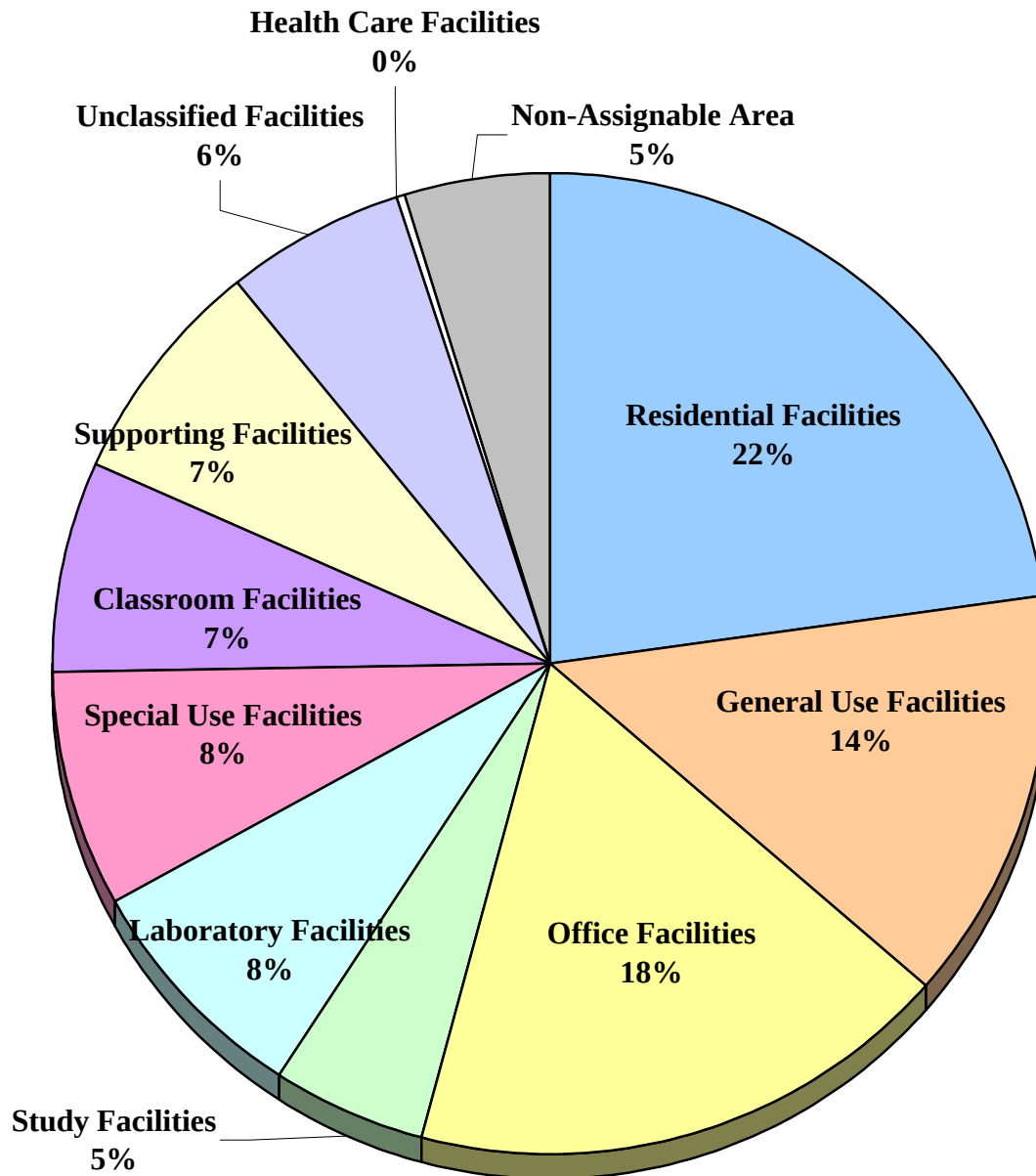
HEGIS Category	NSF	% of Total	ASFS Survey Avg.	Higher Ed. Inst. Avg.*
Residential Facilities (900)	81,265	20%	36%	
Non-Assignable Area (999)	29,237	7%		
General Use Facilities (600)	49,780	13%	11%	8%
Office Facilities (300)	75,143	19%	18%	16%
Study Facilities (400)	21,298	5%	6%	5%
Laboratory Facilities (200)	30,522	8%	9%	16%
Special Use Facilities (500)	23,202	6%	5%	10%
Classroom Facilities (100)	35,334	9%	6%	4%
Supporting Facilities (700)	26,878	7%	5%	10%
Unclassified Facilities (000)	20,860	5%	2%	0%
Health Care Facilities (800)	2,905	1%	1%	3%
Total Net Square Footage	396,424	100%	100%	72%

*Facilities Manager, June 2002; Source excludes housing and non-assignable space, so percentages are pro-rated.

UNIVERSITY OF THE VIRGIN ISLANDS

Space Utilization Study

Campus Net Square Footage - Breakdown by HEGIS Classification



St. Thomas Campus

HEGIS Category	NSF	% of Total	ASFS Survey Avg.	Higher Ed. Inst. Avg.*
Residential Facilities (900)	65,494	23%	36%	
Non-Assignable Area (999)	13,242	5%		
General Use Facilities (600)	39,064	14%	11%	8%
Office Facilities (300)	51,733	18%	18%	16%
Study Facilities (400)	14,299	5%	6%	5%
Laboratory Facilities (200)	22,402	8%	9%	16%
Special Use Facilities (500)	21,984	8%	5%	10%
Classroom Facilities (100)	20,308	7%	6%	4%
Supporting Facilities (700)	21,566	7%	5%	10%
Unclassified Facilities (000)	16,320	6%	2%	0%
Health Care Facilities (800)	1,432	0%	1%	3%
Total Net Square Footage	287,844	100%	100%	73%

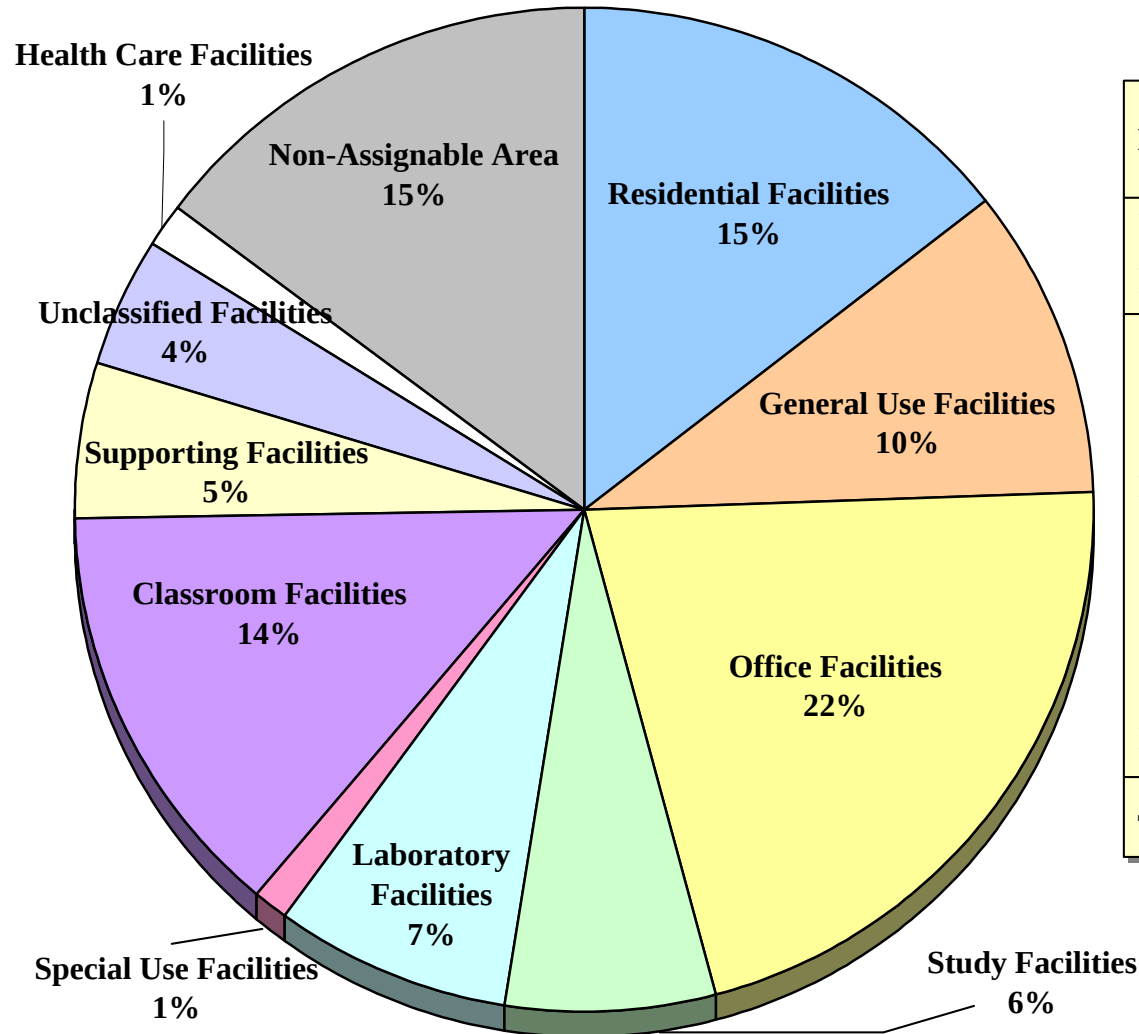
*Facilities Manager, June 2002; Source excludes housing and non-assignable space, so percentages are pro-rated.

UNIVERSITY OF THE VIRGIN ISLANDS

Space Utilization Study

Campus Net Square Footage - Breakdown by HEGIS Classification

St. Croix Campus



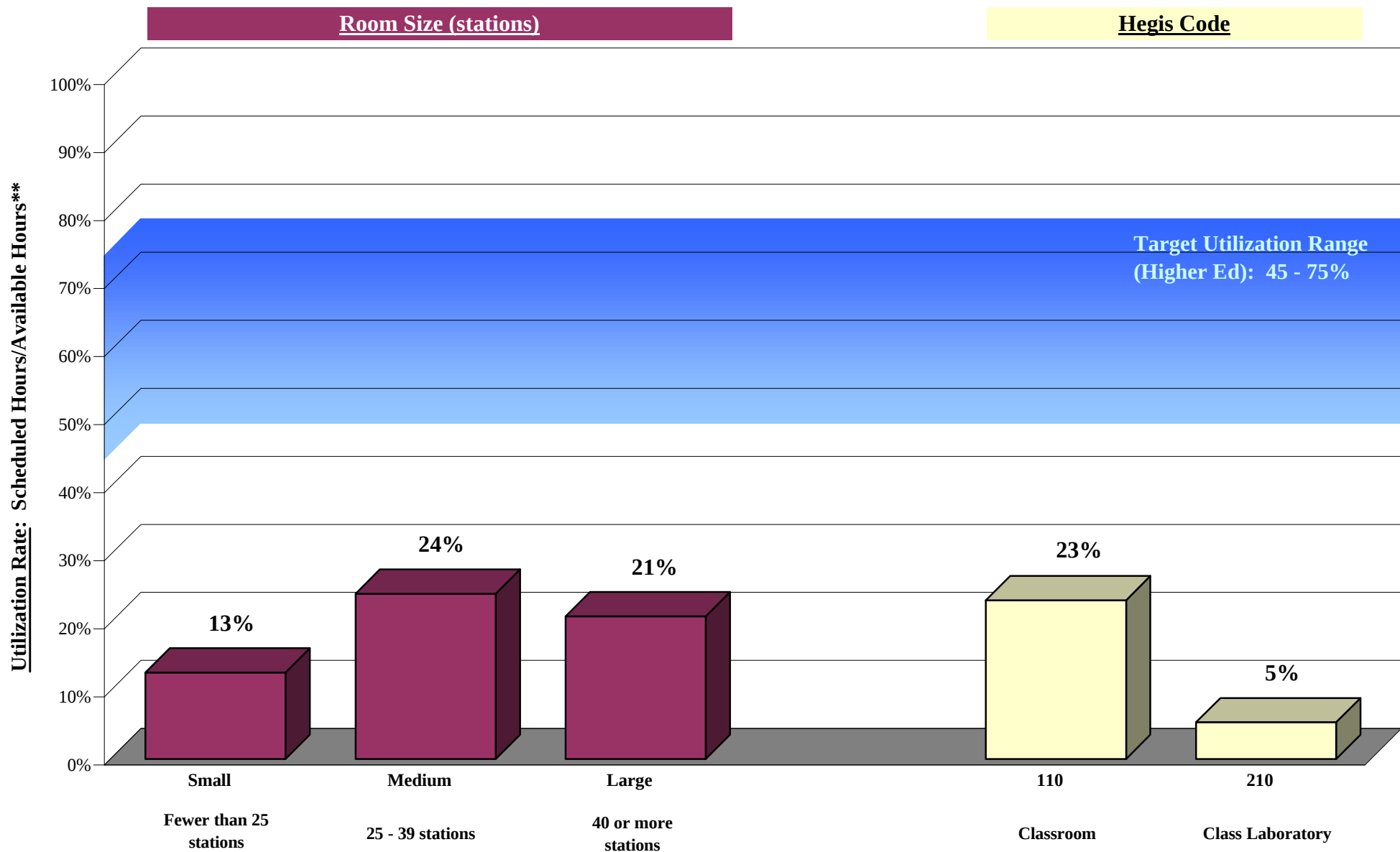
HEGIS Category	NSF	% of Total	ASFS Survey Avg.	Higher Ed. Inst. Avg.*
Residential Facilities (900)	15,771	15%	36%	
Non-Assignable Area (999)	15,995	15%		
General Use Facilities (600)	10,716	10%	11%	8%
Office Facilities (300)	23,410	22%	18%	16%
Study Facilities (400)	6,999	6%	6%	5%
Laboratory Facilities (200)	8,120	7%	9%	16%
Special Use Facilities (500)	1,218	1%	5%	10%
Classroom Facilities (100)	15,026	14%	6%	4%
Supporting Facilities (700)	5,312	5%	5%	10%
Unclassified Facilities (000)	4,540	4%	2%	0%
Health Care Facilities (800)	1,473	1%	1%	3%
Total Net Square Footage	108,580	100%	100%	71%

*Facilities Manager, June 2002; Source excludes housing and non-assignable space, so percentages are pro-rated.

UNIVERSITY OF THE VIRGIN ISLANDS

Space Utilization Study: St. Thomas Campus

Utilization Rates across Campus*



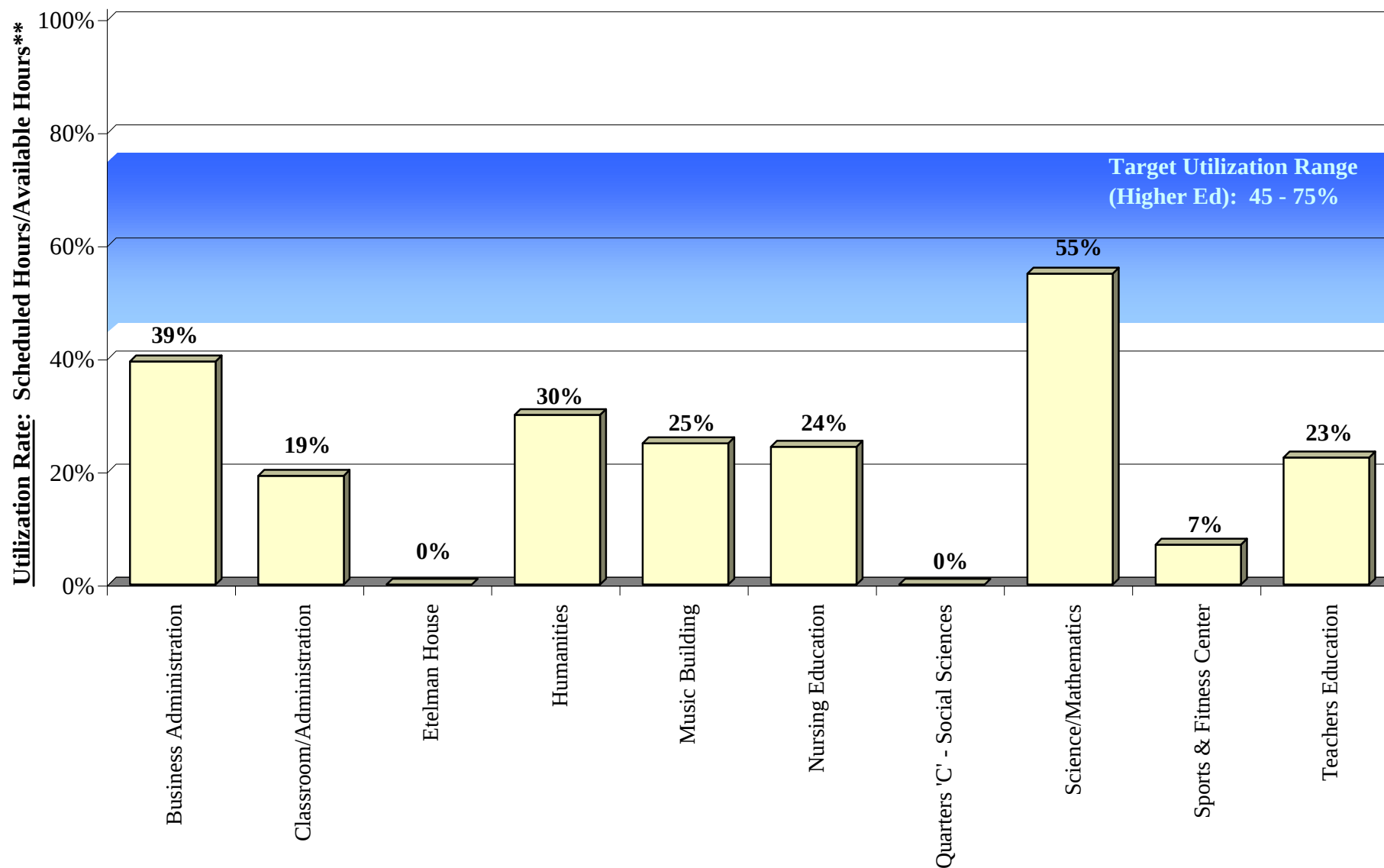
* includes spaces with Hegis codes of 110 or 210 only.

** Available Hours = 40 hours per week for each space (M-F, 8:00 - 4:00).

UNIVERSITY OF THE VIRGIN ISLANDS

Space Utilization Study: St. Thomas Campus

Classroom Utilization Rates across Campus* (Days: 8am-4pm)



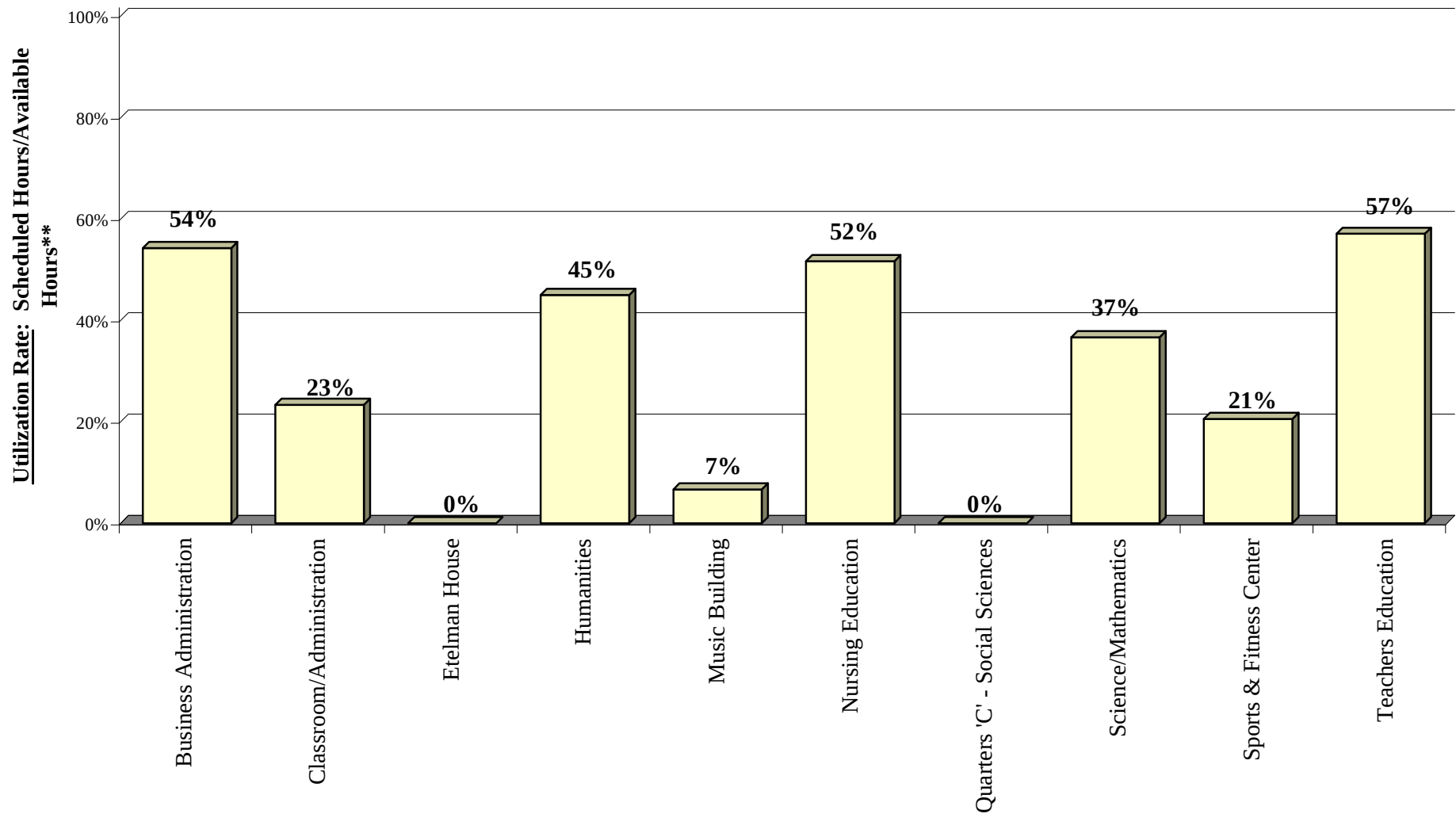
* includes spaces with Hegis codes of 110 only.

** Available Hours = 40 hours per week for each space (M-F, 8:00 - 4:00)

UNIVERSITY OF THE VIRGIN ISLANDS

Space Utilization Study: St. Thomas Campus

Classroom Utilization Rates across Campus* (Evenings: 4pm-10pm)

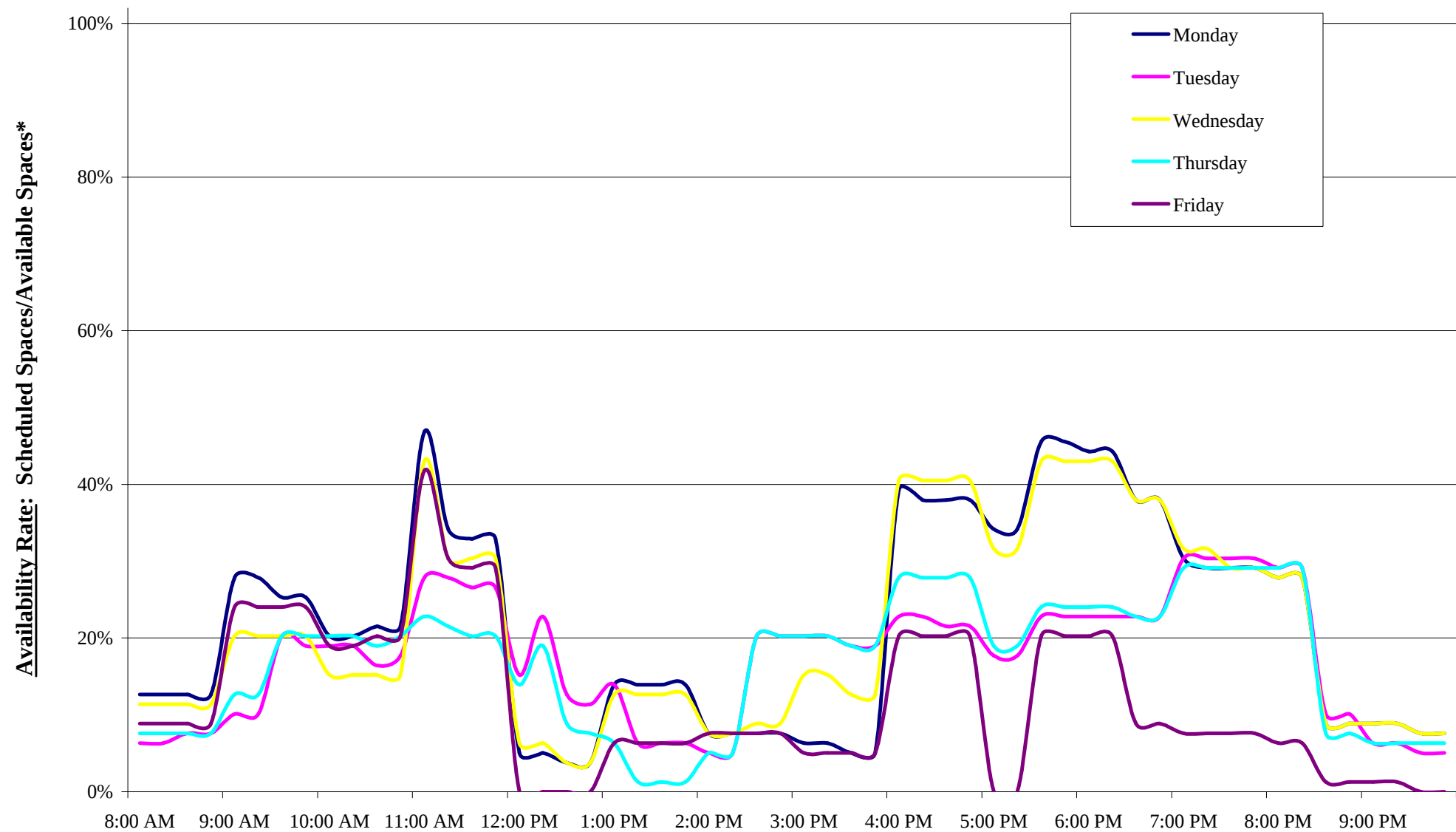


* includes spaces with Hegis codes of 110 only.

** Available Hours = 30 hours per week for each space (M-F, 4:00 - 10:00)

UNIVERSITY OF THE VIRGIN ISLANDS

Space Utilization Study: St. Thomas Campus Classroom/Class Lab Occupancy Rate by Time of Day

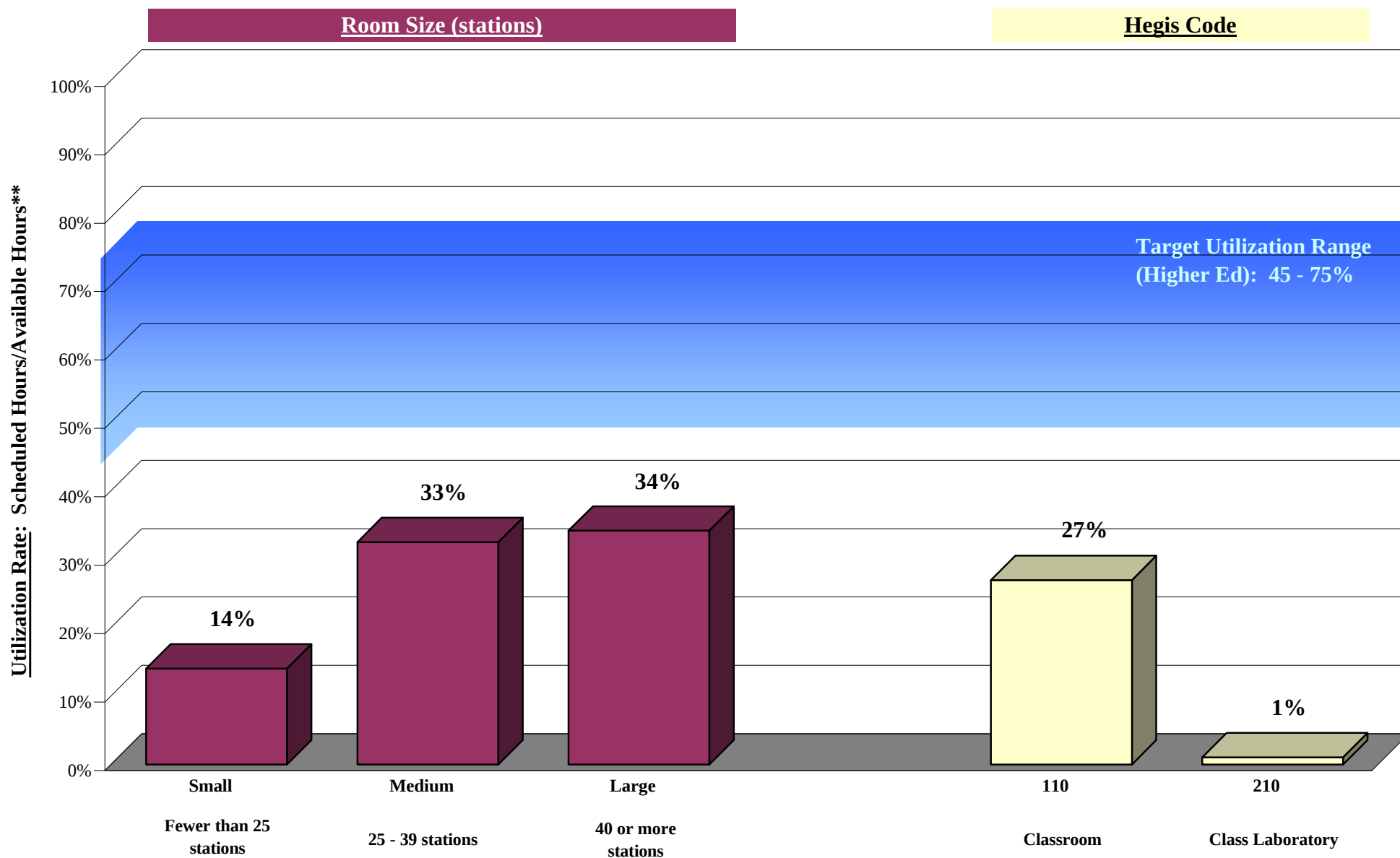


*Available Spaces = all rooms with Hegis codes of 110 or 210.

UNIVERSITY OF THE VIRGIN ISLANDS

Space Utilization Study: St. Croix Campus

Utilization Rates across Campus*



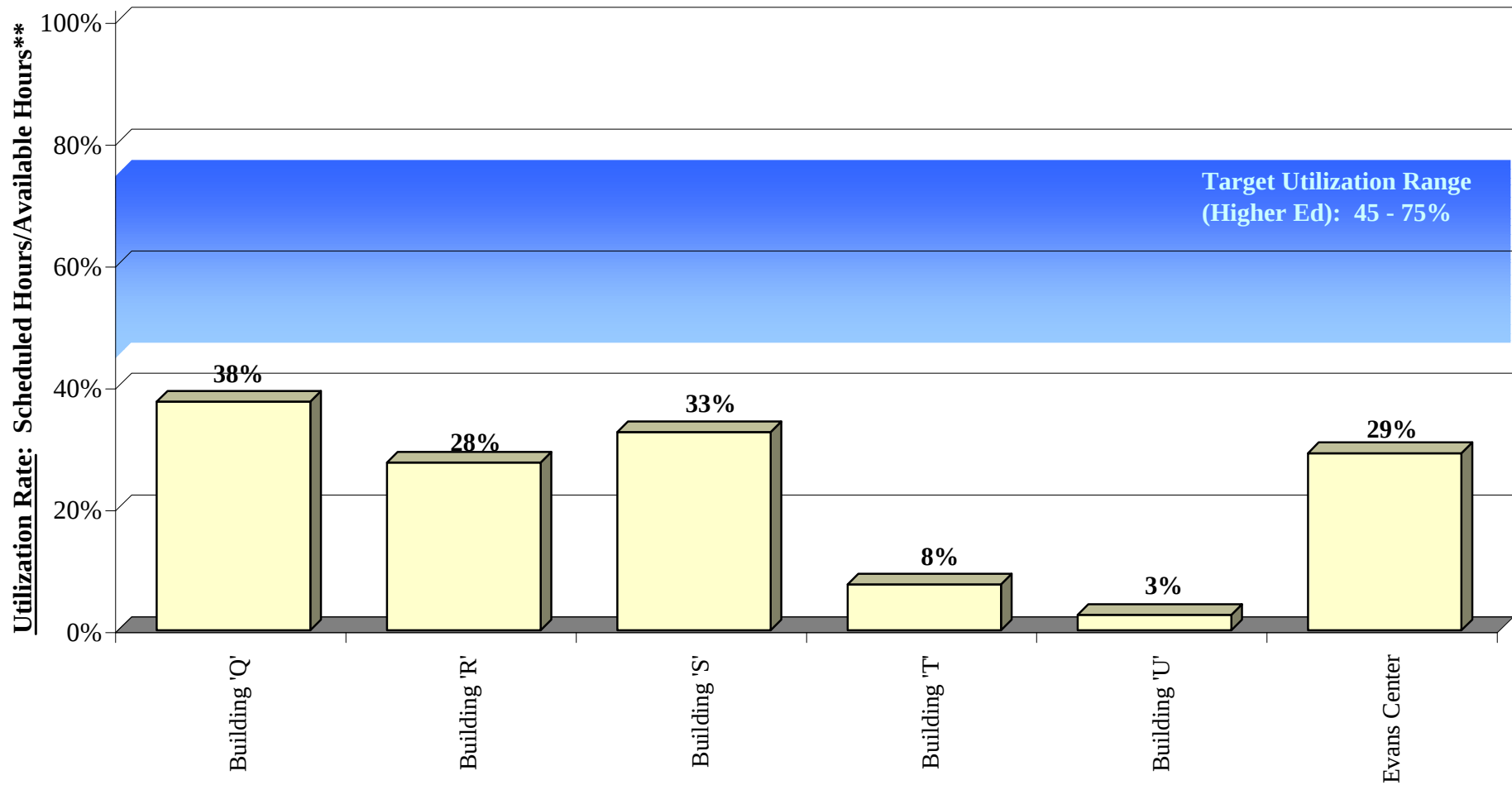
* includes spaces with Hegis codes of 110 or 210 only.

** Available Hours = 40 hours per week for each space (M-F, 8:00 - 4:00).

UNIVERSITY OF THE VIRGIN ISLANDS

Space Utilization Study: St. Croix Campus

Classroom Utilization Rates across Campus* (Days: 8am-4pm)



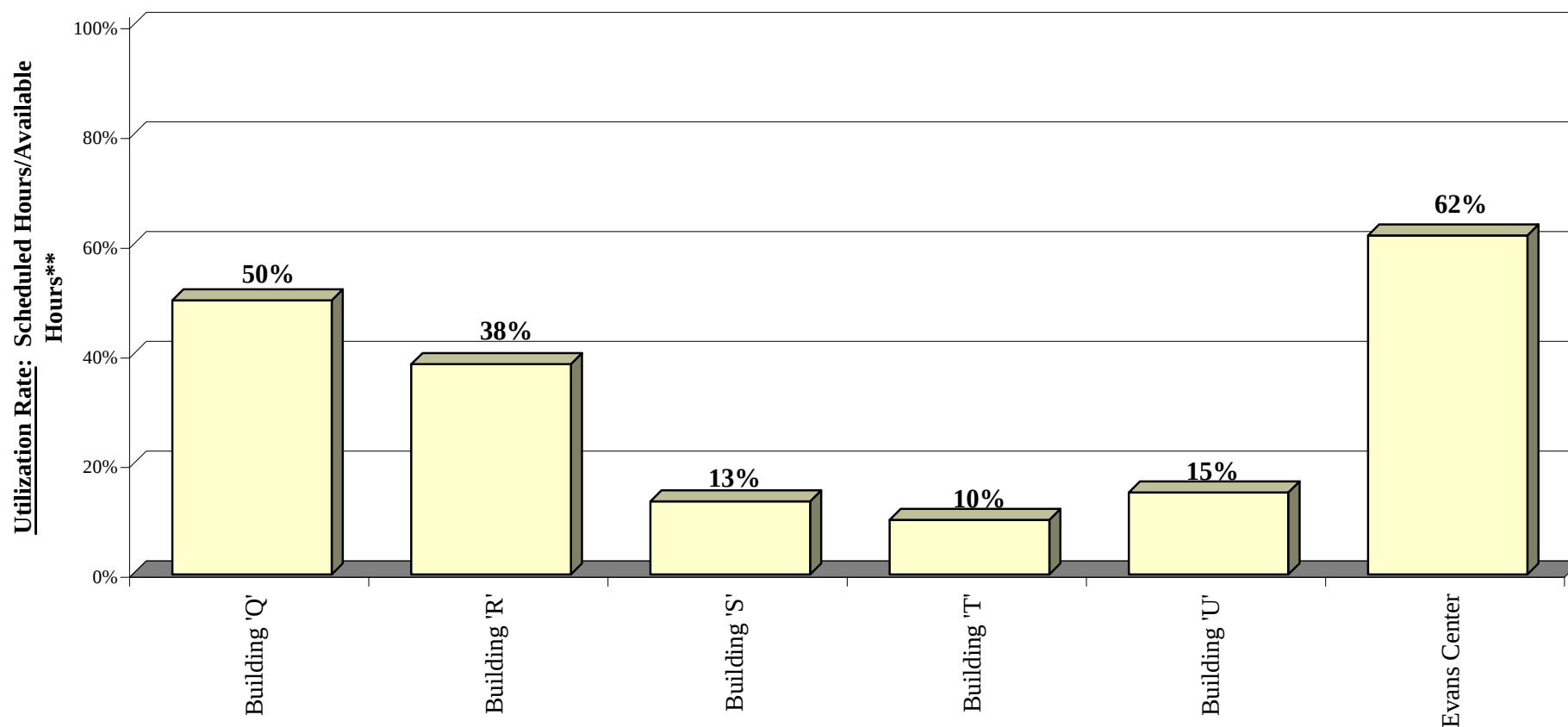
* includes spaces with Hegis codes of 110 only.

** Available Hours = 40 hours per week for each space (M-F, 8:00 - 4:00)

UNIVERSITY OF THE VIRGIN ISLANDS

Space Utilization Study: St. Croix Campus

Classroom Utilization Rates across Campus* (Evenings: 4pm-10pm)



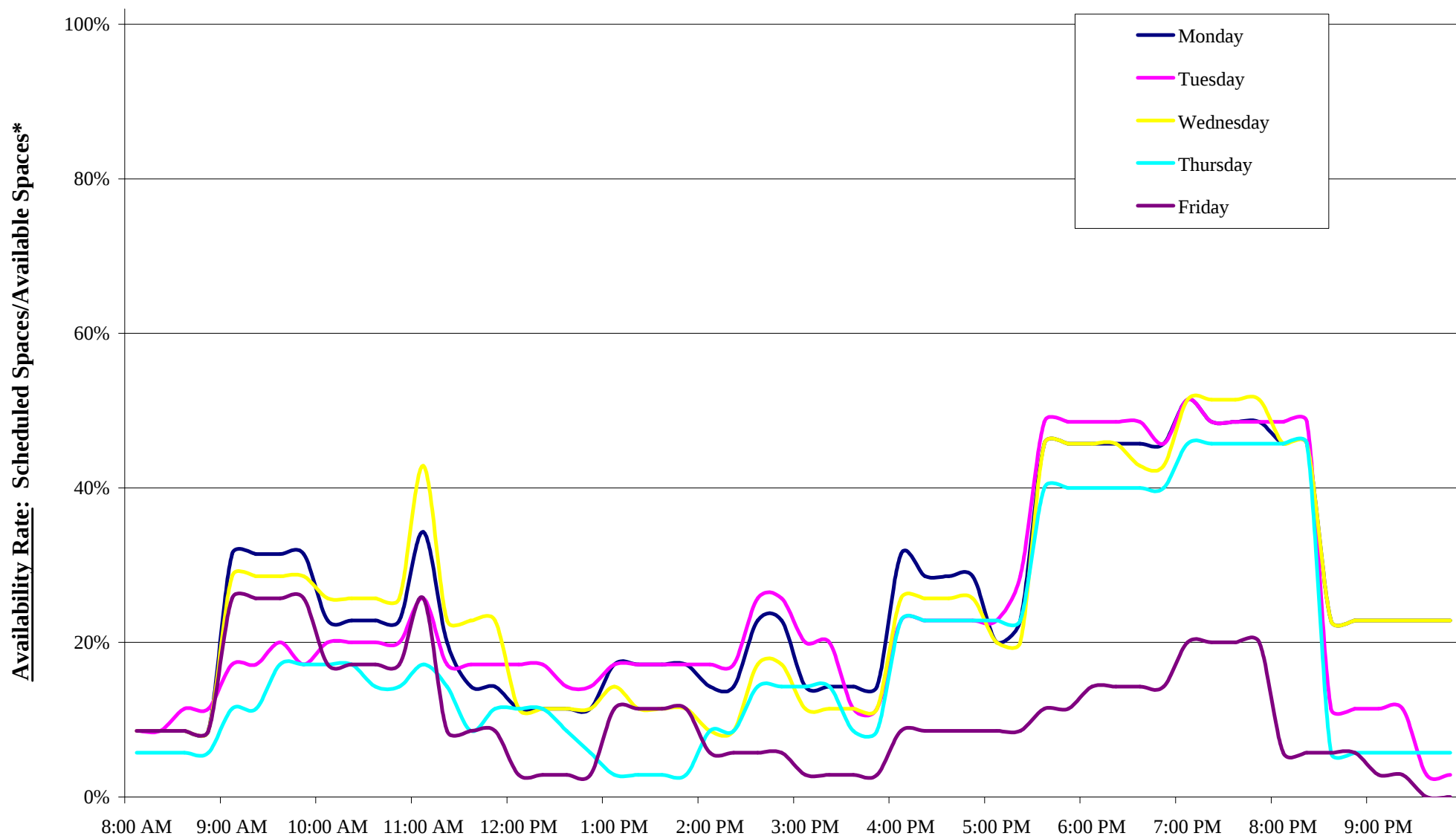
* includes spaces with Hegis codes of 110 only.

** Available Hours = 30 hours per week for each space (M-F, 4:00 - 10:00)

UNIVERSITY OF THE VIRGIN ISLANDS

Space Utilization Study: St. Croix Campus

Classroom/Class Lab Occupancy Rate by Time of Day



*Available Spaces = all rooms with Hegis codes of 110 or 210.

UNIVERSITY OF THE VIRGIN ISLANDS

Space Utilization Study

HEGIS Code Summary

000 Unclassified Facilities

- 050 Inactive Area
- 060 Alteration or Conversion Area
- 070 Unfinished Area

100 Classroom Facilities

- 110 Classroom
- 110A General Classroom
- 110B Teaching Auditorium
- 110D Seminar Room
- 115 Classroom Service
- 115A Classroom Service

200 Laboratory Facilities

- 210 Class Laboratory
- 210A Teaching Laboratory
- 210B Computer Teaching Laboratory
- 210C Music Practice Room
- 215 Class Laboratory Service
- 215A Class Laboratory Service
- 220A Special Class Laboratory
- 225A Special Class Laboratory Service
- 230A Individual Study Laboratory
- 230C Autotutorial Room
- 235A Individual Study Laboratory Service
- 250A Non-Class Laboratory
- 255A Non-Class Laboratory Service

300 Office Facilities

- 310A General Administrative Office
- 310B Faculty Office
- 310C Staff Office
- 310E Support Office
- 310G Other Office
- 315A Office Service
- 315B Office Storage
- 315C Waiting/Interview Room
- 315E Work Room
- 315F Reception Room
- 315G Private Restroom
- 315H Computer Office Service
- 350A Conference Room (Office Related)
- 355A Conference Room Service (Office Related)

400 Study Facilities

- 410A Reading/Study Room
- 420A Library Stacks
- 430A Open Stack Reading Room
- 440A Processing Room
- 455A Study Service

500 Special Use Facilities

- 510 Armory
- 515 Armory Service
- 520A Athletic/Physical Education
- 520B Swimming Pool and Service Area
- 523A Athletic Facilities Spectator Seating
- 525A Athletic/Physical Education Service
- 530A Audio/Visual, Radio, TV
- 530B Photography and Visual Aids
- 535A Audio/Visual, Radio, TV Service
- 535B Photo-Darkroom
- 540 Clinic (Non-Health Professions)
- 545 Clinic Service (Non-Health Professions)
- 550 Demonstration
- 555 Demonstration Service
- 560A Field Building
- 570 Animal Quarters
- 575 Animal Quarters Service
- 580A Greenhouse
- 585A Greenhouse Service
- 590C Telephone Room
- 590E Other Supporting Facilities
- 590F Other Supporting Facilities Service

UNIVERSITY OF THE VIRGIN ISLANDS

Space Utilization Study

HEGIS Code Summary

600 General Use Facilities

610A	Auditorium or Theater
610B	Chapel
615A	Assembly Service
620A	Exhibition or Gallery
625A	Exhibition Service
630A	Food Facilities
635A	Food Facilities Service
650A	Lounge
655A	Lounge Service
660A	Merchandising Facilities
665A	Merchandising Facilities Service
670A	Recreation
670B	Student Activities
675A	Recreation Service
680A	Meeting Room
685A	Meeting Room Service
690A	Locker Room

700 Supporting Facilities

710A	Data Processing/Computer
715A	Data Processing/Computer Service
720A	Shop
720B	Printing Room
725A	Shop Service
730A	Storage
735A	Storage Service
740A	Vehicle Storage Facility
745A	Vehicle Storage Facility Service
750A	Central Food Stores
760A	Central Laundry

800 Health Care Facilities

810A	Patient Bedroom
820A	Patient Bath
830A	Nurse Station
840A	Surgery
850A	Treatment
860A	Service Laboratory
870A	Supplies
880A	Public Waiting
895A	Health Care Service

900 Residential Facilities

910A	Living Quarters for Unmarried Persons
910B	Residence for Single Persons
910C	Sleeping Quarters for Institutional Caretakers
919A	Toilet/Bath
920A	Sleep/Study with Toilet/Bath
935A	Sleep/Study Service
950A	Apartment
955A	Apartment Service
970A	House