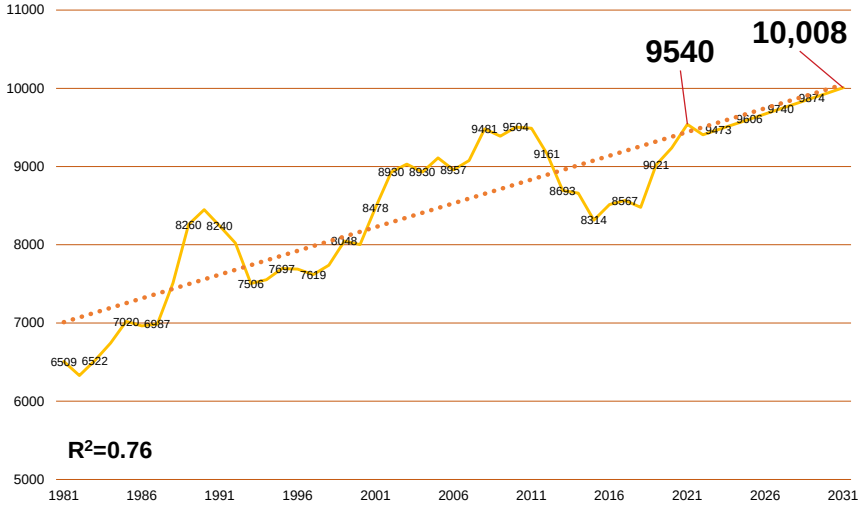
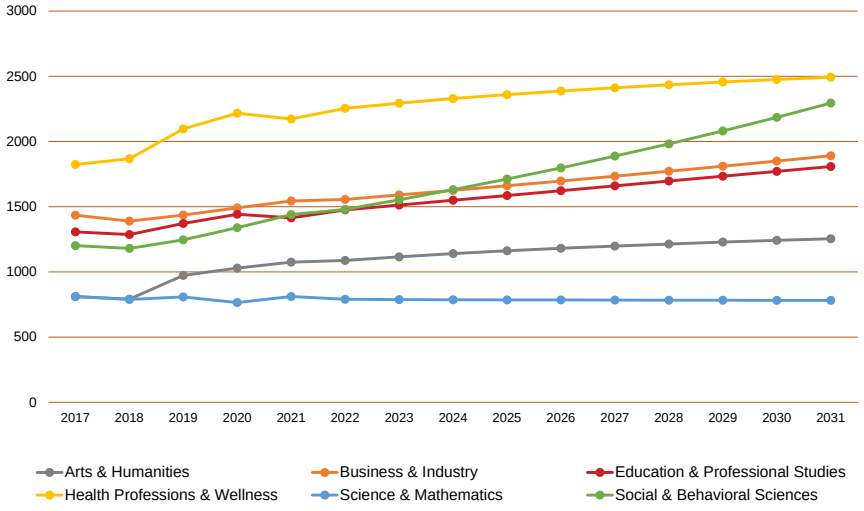
Plan Supplement

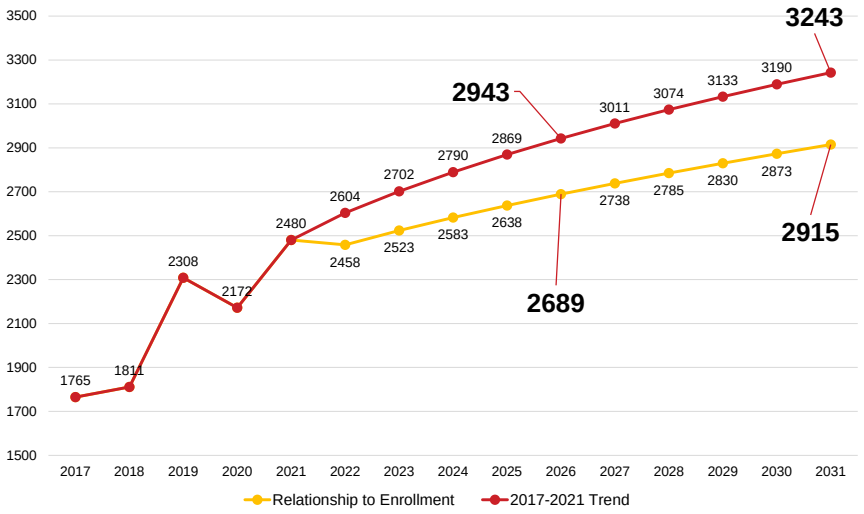
Total Enrollment Forecast



Enrollment Forecast by College



Housing Demand Forecast



The following Plan Supplement material is provided for internal use only.

Growth Projections

To guide plan development, a forecast was prepared to estimate future enrollment by College and on-campus housing demand for first-year and upper-class students. The ten-year overall enrollment forecast, from which academic and housing projections were made, was prepared by Enrollment Management. That forecast indicated a conservative growth rate of about 4.9% resulting in the addition of about 470 more students by 2031. While the University saw an upswing in enrollment growth over the last several years, this followed a significant drop in the early 2010s. The University's enrollment has likewise been turbulent in the preceding 50 years but with a gradual uptick illustrated in the 2031 forecast.

Impressions from Academic Forecast

The accuracy of the forecast of enrollment in each college was limited by the use of enrollment information for only a few years since the colleges were re-organized between the 2016 and 2017 school years. Nonetheless, the forecast did illustrate the relative growth trends among the colleges.

- Growth in Health Professions and Wellness appears to be slowing but with enrollment remaining strong.
- Business and Industry and Education and Professional Studies continue to grow at a modest, yet steady pace.
- Arts and Humanities is experiencing a strong growth rate that will taper over time.
- Enrollment in Science and Mathematics is least predictable but with past numbers indicating minimal change.
- Social and Behavioral Sciences could see the strongest growth rate of all colleges.

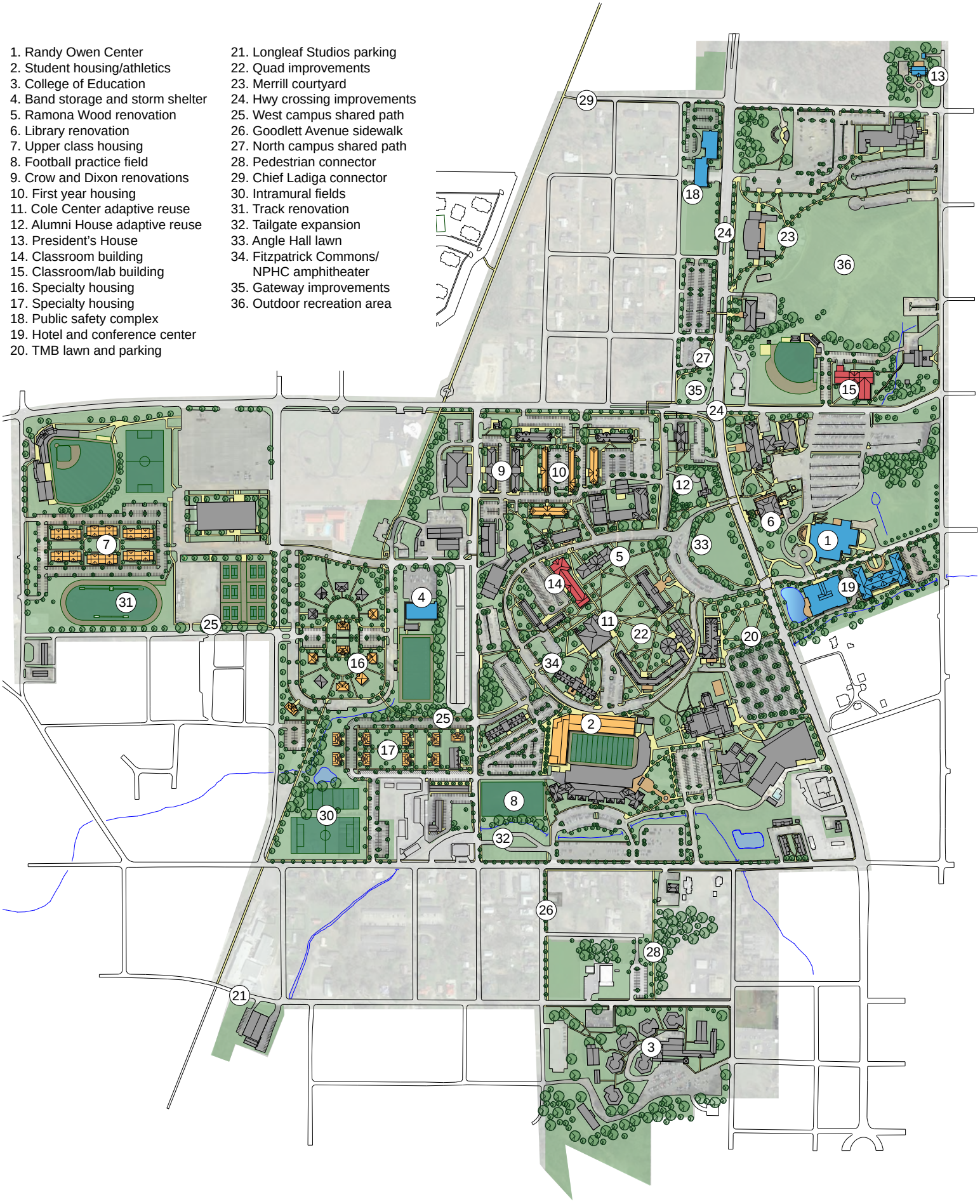
While the Master Plan is not intended to assign future buildings to specific colleges or departments—it primarily identifies appropriate locations, configurations and sizes of buildings, it is clear from the forecast that additional building space may be needed to house the rapidly growing College of Social and Behavioral Sciences. The forecast also shows that the University should be looking at options for the small but quickly growing College of Arts and Humanities in which there is increased interest in-person instruction.

Impressions from the Housing Forecast

A forecast was prepared based on growth in on-campus housing from the past five years as well as projected enrollment. Campus housing demand has grown more quickly in recent years than enrollment, thus projections based on housing demand were higher than that tempered by the more conservative enrollment forecast. Nonetheless, the forecast indicated that the University should focus its next housing investments on first year facilities. This will provide the University flexibility by reassigning "mixed-year" buildings to more upper-class students. Yet, JSU may still need to build additional upper-class housing if demand for on-campus living remains high and the University wishes to let go of its lease at The Pointe in the near future.

- Residential demand will increase to 2915 based on modest enrollment or possibly 3200+/- based on past five-year trend. There are 2582 beds on campus today.
- 540+/- first year beds will be needed by 2031 beyond existing first year residence halls. Some of this will continue to be accommodated in existing mixed-year facilities but would take up bulk of this as flex space.
- Planned 360-bed project will cover most but not all 10-year upper class housing needs but only if The Pointe is retained.
- Building additional first year housing (especially for female students) will reserve more beds in mixed year housing facilities for upper class students. This saves on per-bed construction costs and maintains flexibility.
- There is demand for sorority housing (currently 180 beds reserved at The Pointe).
- Future demand for international student housing should be evaluated further.

1. Randy Owen Center
2. Student housing/athletics
3. College of Education
4. Band storage and storm shelter
5. Ramona Wood renovation
6. Library renovation
7. Upper class housing
8. Football practice field
9. Crow and Dixon renovations
10. First year housing
11. Cole Center adaptive reuse
12. Alumni House adaptive reuse
13. President's House
14. Classroom building
15. Classroom/lab building
16. Specialty housing
17. Specialty housing
18. Public safety complex
19. Hotel and conference center
20. TMB lawn and parking
21. Longleaf Studios parking
22. Quad improvements
23. Merrill courtyard
24. Hwy crossing improvements
25. West campus shared path
26. Goodlett Avenue sidewalk
27. North campus shared path
28. Pedestrian connector
29. Chief Ladiga connector
30. Intramural fields
31. Track renovation
32. Tailgate expansion
33. Angle Hall lawn
34. Fitzpatrick Commons/ NPHC amphitheater
35. Gateway improvements
36. Outdoor recreation area



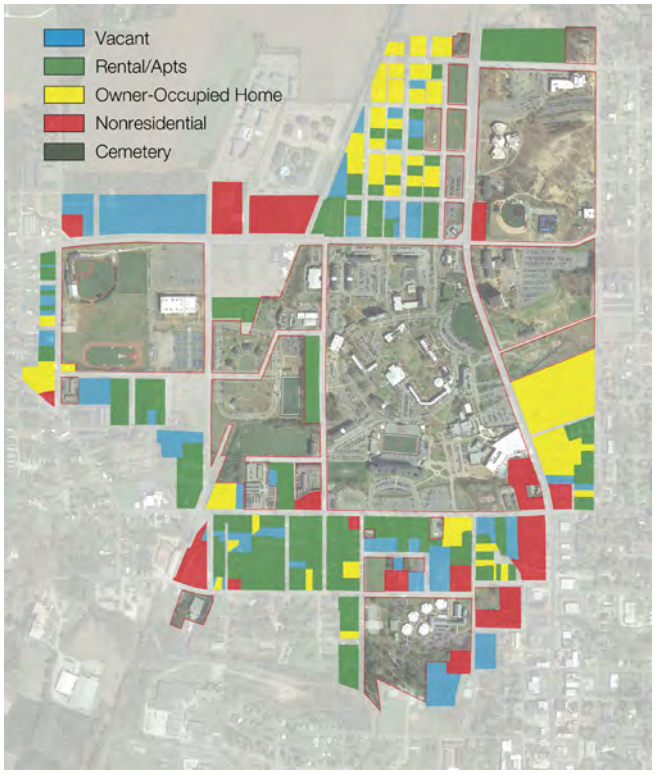
Acquisitions

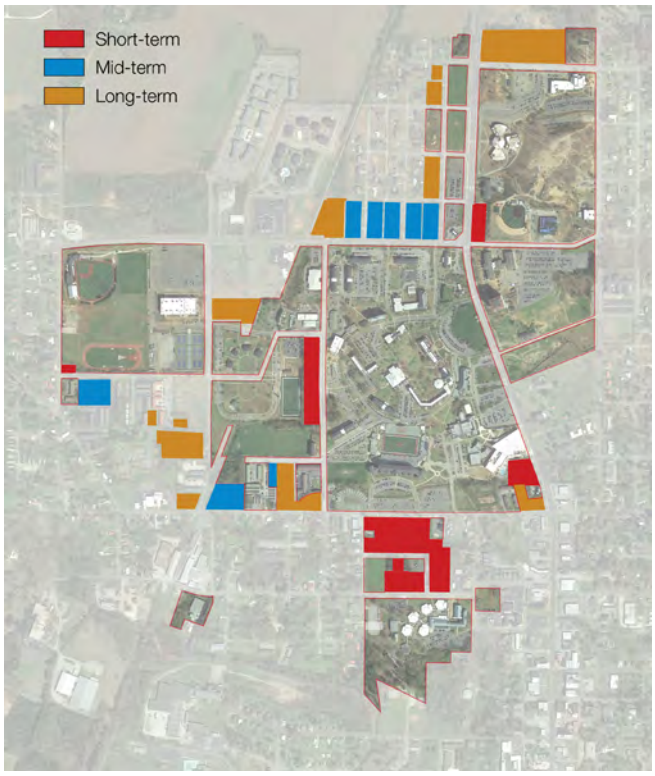
Property acquisition to expand the campus footprint should be approached carefully. While it is important for the University to have land ready when development is needed and to have greater control over its borders, past expansion has spread campus functions out. It should also be noted that the two state highways (under control of the ALDOT) that divide the campus are obstacles to creating a safe, seamless campus. Nonetheless, the University must be proactive in obtaining land to enable efficient growth over time.

In addition to the cost of land purchases, several factors must be considered:

- whether there is a viable and appropriate use for the location; how immediate is the need for the use(s) the property might accommodate
- is the site topographically challenged, located in a floodplain or does it have other constraints that limit how it can be used or how it will be integrated into the campus
- will the site, if developed by the University, create an undue strain for maintenance, utilities, parking, etc.
- whether the property has buildings on it—could they serve an appropriate use, and if so, for how long; what are the costs of renovating or demolishing them
- what impact will the University's expansion have on surrounding areas, particularly single-family neighborhoods

Acquisition analysis indicating ownership and development conditions surrounding the campus





Acquisition priorities

Priorities

Top priorities include properties around the center of campus necessary for proposed projects or that would create obvious opportunities for campus development in the future:

Baptist Campus Ministries. Located on the northeast corner of Pelham Road and Nisbet Road, the building is in a strategic, central location for JSU and could be adaptively reused such as for a new Honors House. Control of the property would also allow the University to improve connections between the portions of the campus to the north and east of the property.

Forney Avenue Apartments. These single-story apartments are in another strategic, central location. It is the only property on Forney Avenue not owned by JSU. Potential uses for redevelopment include close-in campus housing and/or parking.

Wesley Foundation. This 1.6 acre property between the Recreation and Wellness Center and University Development Offices on Pelham Road is another opportunity to create a more continuous border. The two buildings could be adaptively reused for housing visiting faculty, a new home for the Honors program or flex space for interim uses.

Walkability and Pedestrian Safety

The construction of academic buildings east of Pelham Road represented a turning point in the University's development that made walking to classes from the center of campus more difficult. Initially, the expansion of the academic core—including Martin, McGee, Wallace and Brewer Hall—maintained a walkable distance from the original center of the campus and surrounding student housing. The 1972 development of Merrill Hall stretched the academic footprint even further north. However, this only affected a small subset of the student population—business majors; and Merrill is still within a reasonable walking distance of the center of campus.

The opening of Stone Center and location of general education classes there further deepened the campus's walkability issues. This hastened the transition from a largely pedestrian campus to one where both commuter students and those living on campus drive to class. Today, only a small number of students—including those living on-campus—choose to walk to the Stone Center.

Crossing SR-21 and SR-204

Further complicating matters is the widening of the two state highways that traverse the campus, particularly the widening of Pelham Road to five lanes north of SR-204. These changes and the associated redesign of the intersection of 204 and 21 significantly eroded pedestrian infrastructure connecting the northeast quadrant of the campus to its center. In addition, the increased design speed of these roads has made crossing them much more dangerous for pedestrians. Unfortunately, improving these conditions is not under the University's control but that of the ALDOT. Making significant changes to these roadways is less likely due to relatively high traffic counts, of which it should be noted, students driving from class to class are a major contributor to traffic volumes.

Widening SR-21 has created a pedestrian environment that feels inhospitable and unsafe, particularly north of the intersection, due to the lack of a buffer area between travel lanes and the sidewalk (on the east side) and the lack of curbing, which normally provides a physical and psychological barrier between fast moving vehicles and pedestrians on the sidewalk.

While students mostly drive around campus, many students do venture to walk to class along SR-21 and so, improvements must be made to increase their safety. Solutions presented in this plan to resolve pedestrian safety issues, primarily crossing the two state highways, include installation of median refuges at existing mid-block crossings and adjustments to the intersection of 21 and 204, including a smart channel along the southwest quadrant. The safest possible condition would be for students to cross the highway at signalized intersections. Currently however, there is not enough east-west traffic to warrant installation of a traffic light north of the main intersection. Signalized pedestrian crossing signals or speed tables would also substantially improve pedestrian crossing safety, requiring vehicles to stop or slow down, respectively. Unfortunately, these alternatives are unlikely to be supported by the ALDOT on SR-21 or SR-204.

To accommodate installation of a median in the center turn lane at the existing crossing on SR-204, the crossing is proposed to be shifted to the west. This will assure stacking space in the left turn lane approaching the SR-21 intersection. To funnel students to the new crossing location, the walkway on the west side of Harwell Avenue is shown in the plan diverting westward as it approaches SR-204.

Changing the geometry of the right-turn slip lane and installation of a speed table will slow motorists turning southbound from 204 to 21 and alert drivers to the presence of pedestrians within the intersection. It is also recommended that the driveway access into the International House parking lot from SR-204 be closed to help simplify the approach to the intersection and reduce conflict points between motorists and pedestrians.

Grade-separated crossings

Another potential solution is the construction of pedestrian bridges or tunnels. These alternatives were discussed with University representatives during the planning process. Such grade-separated crossings are the highest cost solution and run a considerable risk of under-use. Often, pedestrians will choose to cross at grade rather than use pedestrian bridges if the design of the bridge is perceived as taking more time or effort to use. The greatest use of pedestrian bridges is seen in campus and urban environments where they can be accessed from within the upper floor of a building or parking structure. As the campus grows northward, such a design could be imagined with a parking structure or other building positioned relatively close to the highway's west side and the bridge landing near Brewer Hall or the BCM building—both lawns being considerably above street grade.

Tunnels are most effective when the crossing distance is relatively small. Shorter tunnels have more interior visibility and daylighting that increases users' feeling of safety. Tunnels also work better when grade change from one side to the other is minimal or where the roadway surface is above that of either side. The best option along SR-21 is likely in front of Brewer Hall where grade level on the west side is below the roadway and grade on the east side is close to that of the road. Similarly, just west of the current pedestrian crossing on SR-204, grade level on the south side is below street grade. These locations should be studied in greater detail for feasibility and cost.

Potential location for pedestrian tunnel along SR-204/Nisbet Road

Walkability and Building Programming

To the degree practicable core curriculum classes should be taught in the center of campus. This will help create a more walkable campus, reducing driving between classes and outsized expectations for student parking. Since all students take core classes especially in their formative years on campus, locating them close together and near on-campus housing will reduce student inclinations to drive to class. This might involve some lower level classes being taught in buildings not specific to those programs and should be seen as a strategic exception to academic program consolidation efforts. Focusing more academic activity near the center of campus also creates a more immersive college environment, encouraging students to experience the campus outside of their cars.

Bicycle-Pedestrian Recommendations

The Master Plan identifies several corridors for creating a primary path system to accommodate both pedestrians an bicyclists. The following are recommendations and supporting information to supplement the concepts included in the Master Plan:

West Campus Shared Path. The plan shows a shared path connecting from Salls Hall at Forney Avenue to the Chief Ladiga Trail at Paul Carpenter Village. If the Forney Avenue apartments were acquired and the site redeveloped, this would allow a direct route to connect the center of campus through Paul Carpenter Village to the athletic complex and proposed upper class housing.

In addition, the north side of Carolina Street adjacent to the facilities building should be improved or marked as a shared path. This segment would connect to the wide sidewalk (at the substation) that connects west to Park Place to form a strong bicycle connection from the center of campus.

Bennett Blvd. A sidewalk will be needed on the north side of Bennett Blvd in front of the softball complex if the Wallace Hall site is redeveloped for a new building as proposed in the Master Plan. The area where the sidewalk would be located slopes steeply up from the curbline. This is likely the reason a sidewalk has not been installed in the past. Adding a sidewalk here, including grading and retaining wall installation on the east and west ends of the segment should be done as part of building construction on the Wallace Hall site. If the Baptist Campus Ministries property is acquired, improvements should be made to widen the existing sidewalk and the intersection landing.

Though there is a walkway along Bennett Blvd from the Wallace site to Church Avenue, an off-street path from the Wallace site, following the contours of the land, would provide a more direct connection to Rowe Hall. In planning meetings, a walkway connecting Brewer Hall to Rowe Hall was suggested. However, the hillside immediately north of the softball field and the steep change in grade behind Brewer may preclude this.

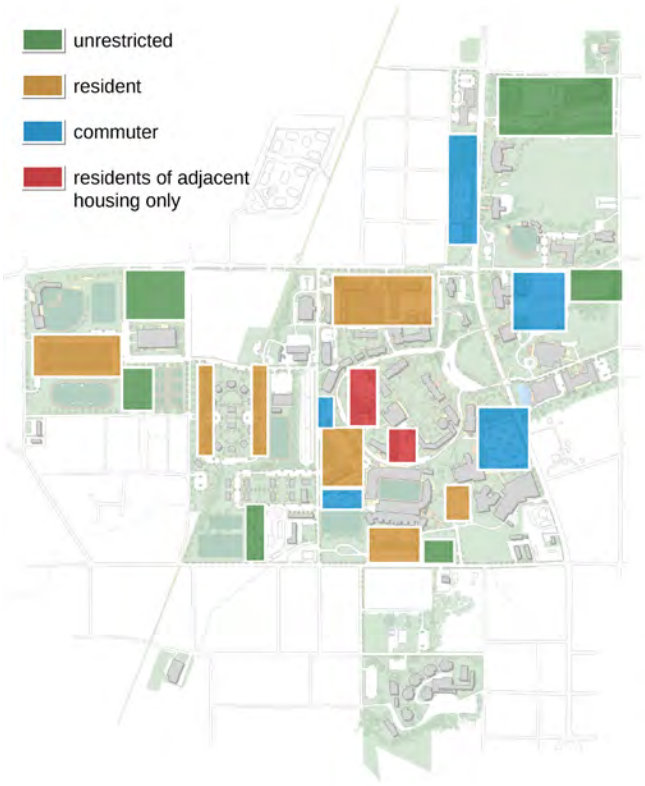
Chief Ladiga-North connection. The Chief Ladiga trail could provide a safe, direct bicycle-pedestrian route from the west side of campus to the north end of campus if a physical connection is made to 11th Street, approximately 120 ft. This would be an appropriate location for an asphalt-surfaced shared path. Sharrows and a sidewalk on the south side of 11th Street would then be used to connect east toward SR-21 and then on to Stone Center.

Parking

As exhibited by responses to the campus plan survey, parking is a major concern of students. Despite the University's efforts to provide parking adjacent to most all campus buildings, the majority of students who indicated concerns about parking perceive there is an inadequate supply. Some students noted that finding parking has been more difficult since the University changed to the current two-zone parking system. While there are plan recommendations that will increase parking in targeted locations, the increased supply of parking will be quickly absorbed in conjunction with planned housing developments.

Parking Zones

It is recommended that the University re-evaluate the two-zone parking system once some early parking improvements have been made, such as the reconfiguration of parking along SR-21 and parking constructed with building projects. Given the high percentage of on-campus students driving between classes, a modified parking management system may be necessary to ensure an adequate supply of parking for commuter students.



The following changes are tentative recommendations that can be tested and adjustments made based on monitoring by UPD:

- designate the Stone/Merrill parking lot for both commuters and residents
- designate the bulk of parking around Trustee Circle for residents
- designate the reconfigured parking lot along SR-21 (between TMB and the rec center) and the parking lot across from Brewer Hall for commuters
- designate a portion of the parking lot behind the library and McGee Science for commuters and another section for both commuters and residents

Future Parking Facilities

In addition to the parking recommendations in the Master Plan, the following strategies would also help to improve parking capacity over the long-term:

- Build a second parking level over the at-grade parking lot immediately north of Curtiss Hall; because of the change in grade, the upper level (for residents) could be accessed from Trustee Circle without construction of a ramp. The lower level (for commuters) would be accessed from Russell Parkway as it is today.
- If the Forney Avenue apartments are acquired, expand the Carolina Street parking lot east toward Forney or build a parking structure in this location.
- If the southwest corner of 11th Street and SR-21 is developed, a large perimeter parking facility should be considered on the north side of 11th Street, a property recommended for future acquisition. Depending on the size of the new parking facility, the existing parking lot between Merrill Hall and Stone Center could be reduced in size to expand opportunities for building development.

Access to Trustee Circle

It is strongly recommended that daytime vehicular access to Trustee Circle be limited to faculty, staff and students living in adjacent residence halls. The purpose of this would be to remove traffic from the interior of campus—much of which is students circling for prime parking spaces—and make the area safer and more enjoyable to walk. This might also enable the University to remove some on-street parking around Trustee Circle as needed to make any desired bicycle, pedestrian and/or landscape improvements.

This can be done through zoning of the parking areas around the circle and/or by installing a card-activated gate system. If a gate was used, it would likely be located at the Harwell intersection and could be automated (remotely monitored by UPD). Drivers not permitted on the circle would be directed to use Harwell as an exit point. The gate would be open in the evenings and on weekends.

There are several streets that tie into Trustee Circle that should be evaluated to determine whether to gate them, convert them to one-way (exiting the circle) or close them off through bollards or more permanent means. On initial observation it appears that:

- Harwell Avenue may be left open as a one-way street heading north; the gate would be placed at this intersection to give drivers an outlet if they are not permitted on the circle
- Nelson Avenue should be closed off at Millican Avenue with the on-street parking spaces beside Ayers Hall left in place (discourages students living in North Residential Village from driving into the center of campus)
- Russell Parkway could be closed off from Trustee Circle and the space combined with the adjoining parking lot to create more parking capacity and the walkway extended across the intersection area
- Street Avenue could be closed off from Trustee Circle and the walkway extended across the intersection area

Master plan concept for closure of Russell Parkway and Street Avenue at Trustee Circle with adjoining parking lot expanded

Such closures can be tested initially, for example, with temporary bollards and walkway improvements made with markings. After testing, the changes can be made permanent with curb, walkway and other associated improvements. Alternatively, permanently-installed removable or remote-controlled bollards can be used rather than curbing to allow access in the evenings and weekends.

Hotel and Conference Center

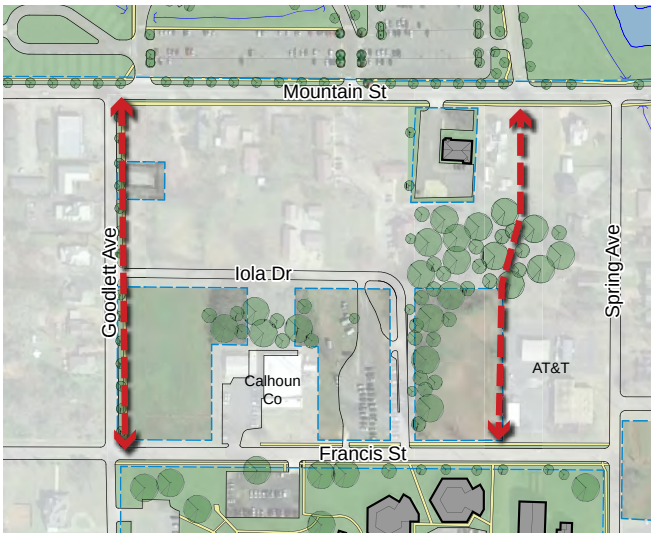
The former site of Alumni House is proposed for development of a hotel and conference center. Several sites were considered for a future hotel and conference center with this site offering the best access and visibility along SR-21. This location also provides proximity to the Randy Owen Center, which enables synergy between the three functions. Other sites considered would require significant land acquistion or did not offer the same location benefits.

In developing this site, stormwater and flooding issues will need to be addressed. The water feature depicted in front of the conference center (see figure below) would serve as a retention pond for stormwater and should be designed attractively given its prominent location.

The University and City of Jacksonville should consider the conversion of Roebuck Waters Street, which divides the ROC site from the hotel and conference center site, into a campus access drive and closing access to Church Avenue. It would then provide access from SR-21 to university facilities only. This would allow the design of the drive to provide a stronger connection between the ROC and the hotel and conference center while also preventing through traffic.

Future Education complex

The future site of the College of Education is one block south of the campus. The University owns undeveloped property in the intervening block along Goodlett Avenue and West Francis Avenue, which could be developed with other university functions to create greater contiguity. Adjoining private properties, a mix of mostly rental housing and vacant lots—could be acquired and combined with University properties to increase development opportunities.



In the short-term the University should enhance pedestrian and visual connectivity to the complex with a shared path along the east side of Goodlett Avenue and attractive landscaping and lighting. This would provide a safer, more visible route for students walking from the center of campus to the Education complex. It was noted in campus planning meetings that some students currently walk through the wooded area behind Roosters. A north-south walkway route in this area is complicated by existing development and ownership. To build a walkway through here will require obtaining property or an easement for the segment between Iola Drive and Mountain Street.

Campus properties between Mountain Street and the Education complex might be developed for housing, recreational space, remote/gameday parking or other support functions.

Northeast Quadrant

The central portions of the campus have fairly strong interrelationships through architecture, building orientation and interconnecting open spaces and pathways. In the northeast quadrant of the campus—north of Bennett Blvd. and east of SR-21—buildings have more tenuous relationships. Each is oriented toward city streets with undefined spaces between them. In future investments in this area, greater attention must be paid to open spaces and pathways to interconnect these buildings. Any future buildings must be sited and positioned to create more cohesion and legible campus open spaces—with relationship to city streets a subordinate matter. Development of university properties on the west side of SR-21 will ultimately help create a stronger visual sense of the campus. Landscaping, signage, lighting, banners and similar details on both sides of SR-21 from 11th Street southward will help make this part of the campus more internally cohesive while also uniting it with the rest of the University.

The large undeveloped hill between Wallace Hall and Stone Center will be difficult to develop with buildings that have strong visual relationships and physical connections with adjacent buildings because of elevation differences. This area is proposed in the Master Plan as a site for outdoor recreation activities. As an alternative, this hilltop would make an appropriate location for development of student apartments whether by the University or a private housing developer.

Streetscape Improvements

Improvements should be made along key streets—Pelham, Nisbet, Mountain, Forney, and Goodlett (connection to Kitty Stone), including trees and other appropriate landscaping, sidewalks, pedestrian-scale ornamental lighting and banners. The extent of improvements will vary by location and relative importance of each street, but all should be of a cohesive University standard design. These types of improvements will help make campus edges more apparent and visually unite all portions of the campus as it develops outward.

During the planning and design of streetscape improvements, existing sidewalks located along the curbline or less than four feet from the curb should be considered for relocation so that there is a buffer of five feet or more from the roadway. When this is not feasible, shrubs and/or bollards are recommended to create desired separation between paths and vehicular traffic. Where shared paths are designated in the plan, these should be constructed as part of streetscape improvement projects and any other narrow sidewalks expanded to the desired width.

Streetscape projects may be funded in part through Transportation Alternatives Program (TAP) grants. Changes along SR-21 and SR-204 must be coordinated with the ALDOT and in accordance with their standards. Likewise, local street improvements should involve coordination with and support from the City of Jacksonville.

Building Renovations

Despite the reinvestment made in buildings following the 2018 tornado, interior updates are needed in some academic buildings to respond to changes in use that have occurred over time and changes in educational pedagogy and technology. Renovations are likewise needed in some dormitory buildings, including overhauling HVAC systems. Crow and Dixon Halls should be prioritized for renovation. The campus survey indicated that the current status of a few academic buildings is also a concern to both students and faculty. Among academic buildings, Ramona Wood Hall is a high priority. Improvements can be done as the College of Education moves and before the building is occupied by another program.

Shared Space

In the process of renovating academic buildings, the University should look for opportunities to create more flexible learning spaces with consistent classroom technology and common areas within these buildings to accommodate informal interaction, group and individual study. Likewise, opportunities should be pursued to add or enhance common areas in reinvestments of existing residential buildings.

Classroom Technology

Improved technology in classrooms is another major concern identified in the campus survey by students and faculty. A campus-wide information technology plan, should be developed to establish priorities for upgrading and providing consistent classroom technology and compatible technology in select study and collaborative spaces.

Prepared by
Jacksonville State University
with the assistance of