Samford University
Campus Plan
2015-2035 • Executive Report • December 6, 2016
PLAN PURPOSE
Samford University, located in Homewood, Alabama is a highly-ranked Christian university in the Baptist tradition. The Homewood campus was established in 1957 when Howard College (as the institution was then known) moved from its previous campus in the East Lake district of Birmingham. The original campus plan developed by a collaboration of Charles F. Davis and the Olmsted firm with all buildings designed in a very attractive, cohesive Georgian Colonial style in a magnificent landscape setting, has served the institution well as it has grown from several hundred students in Howard College to over 5,400 students today in two colleges and eight schools. In 2014, Samford acquired the adjacent 26-acre campus of the Southern Progress Corporation with several Modern style buildings on a naturally landscaped campus. Following renovations of two of those buildings, the University’s College of Health Sciences relocated to the complex for the opening of the Fall 2016 semester. Another significant recent addition to the campus is Cooney Hall, the new home of the Brock School of Business, completed for the opening of the Fall 2015 semester. These two initiatives have resulted in significant vacated space on Samford’s central campus. An equally important step taken in this period was the development of a strategic plan - Planting Trees - that articulates the University’s goals and the initiatives required to meet the demands of a challenging future. To optimize the impact of these major accomplishments both physical and philosophical, the University engaged a team of consultants to partner with in preparing its new campus master plan. The new plan analyzes the university’s existing situation and Samford’s vision of its future to create a thoughtful, thoroughly justified plan for re-using the vacant space and providing for continued growth to a projected 7,500 students in the coming 10 to 20 years.

PLAN GOALS
As “place-based”, tuition-dependent universities have responded to the multiple challenges of an altered economic environment following the Great Recession, the rapid enhancement of the capabilities and attractiveness of electronic delivery of higher education courses, and the increasing expectations of prospective students and their families, a prime directive has emerged. To thrive, institutions must ensure that maximum funding is allocated to improving the quality of program offerings, the effectiveness of instruction and support services in enhancing student success and the deepening of the student experience. Critical to this approach is rigorous, creative management that seeks cost savings through efficiency, reduced energy usage and related measures that free resources for strategic investments.

At the outset of Samford’s planning effort, recognizing these dynamics, the University articulated the following goals:

"This campus master planning effort should improve the efficiency of existing schools, allow for growth of new programs, improve campus connectivity, promote academic excellence, enhance student life, provide engaging student options, support athletic activities, and address current and ongoing maintenance of all University facilities and infrastructure. The plan must preserve and enhance the campus aesthetic, a strong and unique characteristic of the Samford experience. While achieving the foregoing, the campus plan likewise should address needs in a long-term, fiscally appropriate and responsible way and align with Samford’s strategic plan. (Request for Proposal for Campus Master Planning Services, 8 June 2015)"

Through the early stages of the planning and the input received in 152 meetings and 22 forums involving over a thousand participants representing a wide range of Samford constituencies, several of these goals have been confirmed and other themes have emerged.

Key leading goals are:
+ Provide a superior teaching and learning environment
+ Improve the space utilization, space management, and effectiveness of existing schools and programs
+ Focus on enhanced student success
+ Align with Samford’s strategic plan

Other important goals include:
+ Allow for growth of new and existing programs
+ Improve campus connectivity
+ Develop Strategic Space Utilization Model
+ Enhance student life
+ Support athletic and recreational activities
+ Address current and ongoing maintenance
+ Preserve and enhance the campus aesthetic
+ Address needs in a long-term, fiscally appropriate, responsible way
PLAN DRIVERS

In addition to these overarching goals, there are several projections and programmatic initiatives that drive details on the type or scale of facilities needed. The major drivers are listed below:

- Grow enrollment from 5,400 to 7,500
- Grow enrollment in existing and new academic programs
- Enhance institutional distinctiveness and attractiveness
- Emphasize interdisciplinary collaboration
- Create Digital Studies center, improve media center, provide dedicated graduate student space, etc.
- Reduce deferred maintenance backlog
- Create more supportive enhanced departmental adjacencies and central location for Howard College of Arts and Sciences
- Emphasize experiential and active learning approaches
- Increase, modernize and extend the variety of University housing
- Improve campus life facilities with more space designed to meet the needs of students from informal gathering to dedicated space for student organizations and recreation
- Utilize classrooms and all University facilities more efficiently
- Focus on active stewardship, organizational efficiency and effectiveness
- Create a more sustainable campus
- Improve campus parking and transportation systems
- Implement improved wayfinding across Samford's expanded campus
- Prioritize what will make Samford measurably better

PLAN PROCESS

In the summer of 2015 Samford University issued a request for proposals seeking the development of a comprehensive campus master plan. The envisioned plan would include the following components and serve as a guiding working document and roadmap for the development of Samford's campus over the next two decades.

- Land Use Plan
- Architectural Design Guidelines and Historic Preservation
- Landscape and Circulation Plan
- Traffic, Transportation, and Parking Plan
- Campus Accessibility and Safety Plan
- Sustainability Guidelines
- Community Integration Plan
- Space Analysis
- Facilities and Infrastructure
- Capital Planning
- Building/Facility Assessment

Samford received five bids that an internal selection committee reviewed, inviting three of the respondents to campus for discussion and presentation. The Operations and Planning Committee of the Board of Trustees interviewed the three firms and ultimately, a multi-disciplinary team led by Dober Lidsky Mathey, Inc. was selected with partners Davis Architects, Skipper Consulting, Rodger Motiska Design, Hansen Design, LBYD, Newcomb & Boyd, Whitaker & Rawson, Hays Cheatwood Consulting, Bahar Armaghani, RIB U.S. Cost.

In Fall 2015 the project began in earnest with information gathering and an essential listening phase whereby a substantial body of information was collected, facility assessments conducted, and input gathering meetings with the broadest feasible range of campus constituents occurred. Concurrently, the Academic Deans met regularly, guided by the Provost, to discuss an Academic Plan for Samford, review current programming, and discuss Samford's unique academic opportunities for the future. To create a high-quality facility inventory for use in the space analysis, the planning team updated the floor plans for 22 of the core academic, student life, athletic and administrative buildings. These highly legible floorplans and the detailed space inventory created provides an important set of planning tools for on-going use by the University.

In winter and spring 2016 additional consultants, as identified in the original proposal, began their efforts individually focused on campus design, parking and transportation, sustainability, wayfinding, central plant, and landscaping. A thorough analysis of the data, input, and listening sessions was then developed into findings and themes. In February 2016, numerous campus forums were offered for employees, students, community leaders, neighbors and trustees to gather their reaction, input and ideas on the findings and themes.

Meetings continued throughout the spring to share and shape this information, refine it, and ensure the plan captured the essence and spirit of Samford's needs and opportunities.

In April 2016, the first conceptual and basic elements of the plan begin to take
shape and campus forums were again offered for employees, students, community leaders, and neighbors to gather their input on the conceptual ideas. The Board of Trustees was also briefed accordingly.

In Summer 2016 work began on the technical aspects of the plan to include an enrollment and housing projections, detailed space utilization and needs projection study, deferred maintenance review, space reallocation planning, project sequencing and preliminary cost estimates. Consultant recommendations were studied in the areas of parking and transportation, sustainability, wayfinding, and landscaping. From these recommendations, some early stage improvements were made for parking and transportation and others folded into the Campus Infrastructure Improvement Plan which commenced in Fall 2016.

In Fall of 2016 refinement and technical analysis continued and the preferred version of Samford's Campus Master Plan began to take shape in alignment with the University's Strategic Plan and emerging academic priorities. Then, in November 2016 the proposed plan was presented in eight campus forums for employees, students, neighbors and community leaders.

This 18-month process produced the following deliverables and findings.

**PLAN DELIVERABLES**

**Land Use Plan**
The Land Use component of the Campus Master Plan reviewed current land uses, changes anticipated in the future, and potential development constraints and opportunities. This process included identification of campus acreage appropriate for new buildings, and demolition/rebuild components and the changes to land use resulting from these possibilities.

**Architectural Design Guidelines and Historic Preservation**
Samford's current architectural design and historic nature should be rigorously maintained in order to preserve the beauty, brand, and image of the campus. These guidelines were reviewed for appropriate updates and all recommendations adhere to these standards. The modernist architecture of the newly acquired College of Health Sciences facilities should also be preserved as a stylistic counterpoint to complement the central campus aesthetic. Integrating devices and techniques will be used as the new acreage is more strongly linked to the historic campus.

**Landscape and Circulation Plan**
The Landscape and Circulation Plan, led by Hansen Design focuses on enhancing the beauty and tranquility of the campus through natural aesthetic, topography, native planting, pedestrian circulation, and creation of contemplative and sacred spaces.

**Traffic, Transportation, and Parking Plan**
The Traffic, Transportation, and Parking Plan was led by Skipper Consulting and included a review of traffic patterns, parking lot and deck capacities and zone review, shuttle routes, and road conditions. This work was overseen by a university parking and transportation committee. This part of the plan was reviewed and refined with implementation initiated in Fall 2016.

**Campus Accessibility and Safety Plan**
The Campus Accessibility and Safety components of the campus master plan includes a wayfinding study, led by Rodger Motiska Design that integrates Samford's new branding guidelines and enhances walkability, sense of place, and utilitarian directional and navigational requirements. As a part of this component special attention was placed on ADA enhancements as buildings are renovated or constructed. Lighting and other safety components are included in the 2016 Campus Infrastructure Improvement Plan and Safety reviews and plans currently underway.

**Sustainability Guidelines**
Dr. Bahar Armaghani served as the sustainability consultant for the campus master plan process. She worked closely with Samford's Sustainability Office and internal working committee to review potential energy savings and conservation of natural resources. Her recommendations were closely aligned with the work of Johnson Controls Inc., and integrated into the 2016 Comprehensive Infrastructure Improvement Plan that commenced in Fall 2016.

**Community Integration Plan**
Samford University values its strong community relationships and places special emphasis on being a benevolent community leader, good neighbor, and trusted partner. The process of development of the campus master plan emphasized
transparency and included meetings with city officials and numerous forums for community leaders and neighbors. The plan considers the surrounding community in all aspects.

Space Analysis
An extensive space utilization and space needs study was conducted as part of the comprehensive campus master plan. This thorough process included meeting with campus constituencies to understand their current and future programs and needs, enrollment and staffing projections, and a square footage breakdown of the entire campus by unit, function, and utilization, along with room-by-room analysis of the campus’ core buildings. This process led to key findings of the report including the need for more efficient use of existing space.

Facilities and Infrastructure
Newcomb & Boyd served as consultants to assess the central plant and Whitaker & Rawson served as Mechanical and Plumbing Engineers and Hays Cheatwood provided advice on Electrical needs to guide the overall infrastructure recommendations for utility, and energy upgrades. Improvements are noted in the Plan with implementation initiated by the 2016 Campus Infrastructure Improvement Plan, launched in fall 2016.

Capital Planning
The campus master plan includes suggested phasing and cost estimates for each of the recommended projects. Project prioritization is based on strategic goals, programmatic needs, facility conditions and logical construction sequencing. The timing and staging of the projects will depend on funding and resources.

Building/Facility Assessment
The scope of development of the campus master plan included conducting a facility assessment of each building including deferred maintenance components. Detailed digital maps and other documents were produced to assist in ongoing facility assessment and improvement.

PLAN FINDINGS
During the study phases of the planning process the planning team analyzed the existing campus, buildings and programs to identify strengths to build on, weaknesses and gaps to address, distinctive elements to preserve and enhance, and opportunities to seize in developing the plan. These major study findings are outlined below:

Programs & Projects
At the heart of any Campus Master Plan worthy of the name is the vision for academic programming. This plan builds upon the conversations and academic planning process conducted by the Provost and Deans in Fall 2015 and through the 2016 calendar year. The plan also builds upon the data from the Fall 2014 Classroom Needs Survey which collected information on class size, scheduling, instructional technology, teaching techniques, classroom configuration, and ideas for superior teaching and learning environments. The survey with 233 faculty respondents highlighted the importance of classroom technology and the ability to rearrange furniture for various modes of classroom interaction were most important in choosing an effective classroom. Further, faculty overwhelmingly indicated a willingness to teach in a classroom removed from their office if they “believed it offered a better environment for learning”. (74.25% strongly agree / agree vs. 10.71% strongly disagree / disagree).

Academic
+ Provide excellent facilities for all schools & programs
+ Provide improved accommodation/adjacencies for Howard College including co-location in central campus with access to superior teaching, learning, and collaborative environments
+ Enhance the Student Success Center
+ Develop interdisciplinary Digital Studies Center and expanded media center
+ Create a superior teaching and learning environment supporting active learning approaches
+ Provide student breakout and informal study/collaboration space in all academic and department buildings

Student Services and Administrative
+ Improved space for Admissions, student services and administrative functions
+ Expand Bookstore and enhance Post Office services such as the post office redesign and services enhancement planned for early 2017

Student Life
+ Expand into renovated University Center Annex - student organizations and office space
+ Transform University Center Hub area into student commons
+ Renovate Seibert/Bashinsky as campus recreation/wellness and student support services center
+ Create west campus dining options
+ Expand east campus dining options
+ Enhance safety & security systems as a part of the on-going overall
safety and security plans

Athletics
+ Renovate and expand Seibert Stadium
+ Student Housing
+ Provide additional freshman housing on Central campus
+ Renovate existing residence halls; increase social space
+ Develop new apartment-style options for upperclassmen

Buildings & Space
After careful and extensive analysis of Samford’s space allocation, and space utilization and management practices, a key finding of this study is that Samford University currently has sufficient space inventory to accommodate its existing programs and planned growth without the addition of new academic facilities (apart from the College of Health Sciences’ long-term growth). However, adopting best practices in space utilization and space management are essential to achieving the greatest potential of Samford’s current building inventory. For instance, Samford’s current classroom utilization averages 18 hours per week and instructional labs and studios average 14 hours per week (4.5 and 2.5 hours per week respectively below recommended initial targets). Superior teaching and learning spaces, enhanced student success, and progress in teaching space utilization can be achieved through interdisciplinary use and more effective space management. Additional findings follow.

Vacated Space
+ New facilities for Brock School and CHS create incredible opportunity to reimagine space assignment
+ Much of vacated space requires upgrade - leverage for efficiency, effectiveness, recruitment & retention

Traditional Inventory
+ Dated building interiors - e.g., DBH, Brooks, Reid Chapman Burns, Buchanan, UC
+ Buildings largely segregated by type - academic, student life, admin, etc.
+ Most buildings mixed use within each type
+ Space locked into small, dispersed blocks
+ Encourages territorial mentality
+ Inefficient & inflexible

Traditional Utilization
+ Traditional inventory produces traditional utilization
+ Classrooms average <18 hours per week, though CHS is averaging >24 hours per week Fall ‘16
+ Instructional labs average <14 hours per week

Sufficient Space
+ With few key exceptions, SU has sufficient space available on campus for reutilization to meet growth assuming a more active space management approach yielding increased utilization rates

Solid & Serviceable

Deferred Maintenance
+ Significant deferred maintenance across the inventory
+ Major effort to reduce deferred maintenance backlog through 2016
+ Campus Infrastructure Improvement Plan ($31M in improvements 2016-2018)
+ Plan to invest another $30M in renovations and associated deferred maintenance through 2022

Campus & Environ
Campus & Environ findings and recommendations were derived through the University’s longstanding relationship and partnership with Davis Architects and enhanced by advice from:
+ Skipper Consulting, focused on parking and transportation
+ Dr. Bahar Armaghani and Johnson Controls Inc, on sustainability
+ Newcomb & Boyd focused on central plant,
+ Hansen Design studied landscaping and athletic fields
+ Rodger Motiska Design analyzed wayfinding.
Each of these partners conducted extensive reviews and assessments and assisted in making the following recommendations and observations:

Campus Acreage
+ Sufficient for anticipated growth
+ Consider strategic acquisitions in alignment with Samford’s mission and strategic plan

Campus Image
+ Admirably strong and consistent
+ Major contributor to Samford’s brand
+ Essential to preserve and enhance
+ Key Challenge - Integration of East Campus

Campus Circulation and Parking
+ Need to extend road system to integrate East Campus including a new road connector between Beeson Woods and east campus and a foot bridge connecting these two areas.
+ Road system needs continuous investment such as the repaving of the western portion of Montague Drive in the summer of 2016
+ Generous parking provision is a strategic asset that was further enhanced as a first step in the summer of 2016 by adding a total of 600 new spaces to the campus supply on east campus and at west gate
+ Build on major advances made through the implementation of fixed shuttle routes beginning tin the all of 2016

Campus Wayfinding
+ Improve/brand off-campus directional signs on Lakeshore and consider extending further to the approaches from every direction
+ Modernize and streamline on-campus signage in collaboration with Samford’s Branding Project
The recommendations that follow have been developed to address the needs in a strategic and logical manner.

**Campus Infrastructure**
- Implement 2016 Campus Infrastructure Improvement Plan to enhance campus ethos through lighting, energy efficiencies such as windows, HVAC and metasystems upgrades, mechanical upgrades, chilled water plant modernization, central plant upgrades, and electrical upgrades
- Increase efficiency while modernizing

**Campus Sustainability**
- Implement 2016 Campus Infrastructure Improvement Plan which creates efficiency in energy and water use through infrastructure improvements defined above and through domestic water conservation, building envelope enhancement, and piping insulation
- Identify storm water management enhancements
- Continue efforts to reduce automobile usage
- Educate students and employees in sustainable practices

**Campus Environments**
- Campus setting is very positive
- Maintain safe and secure environment through continued implementation of safety and security practices and plans, enhanced training and awareness, facilities assessments, and infrastructure improvements such as those in the Campus Infrastructure Improvement Plan
- Work to preserve and enhance Samford's beautiful sense of place through landscaping, creation of "sacred and thoughtful spaces" and the natural beauty of campus
- Continue engaged planning & communication

These findings indicate that Samford must work to renew its historic core of facilities to ensure that its facilities match the high quality of its programs and reputation. No programs - academic, student life, residential, recreational, or support - can be put at risk due to deficiencies in the performance and perception of the campus, its buildings and infrastructure.

The recommendations that follow have been developed to address the needs in a strategic and logical manner.

**PLAN RECOMMENDATIONS**
The plan’s recommendations were refined over several months through a series of work sessions with the University’s planning committee as well as input from campus-wide forum interactions over the course of several months. Please see the Campus Plan Overview diagram in the Appendix. The plan incorporates over 35 major projects, but the ones most critical to Samford’s success in the coming 10 years, grouped by project type, are:

**Academic and Related**
- Renovation of the three key buildings vacated by the Brock School of Business and College of Health Science (CHS) moves - Center for the Healing Arts, Dwight Beeson Hall (DBH) and Ingalls Hall.
- Creation of a centralized, future-facing classroom resource by converting DBH and Brooks Hall into active learning classroom facilities. The mix of spaces in these buildings would include a range of classroom sizes and types, and spaces for breakout sessions and student study/collaboration. This conversion transform the capabilities of the classroom pool, it will also support enhanced student success, greater efficiency in classroom utilization and greater flexibility in facility operations.
- Comprehensive renovation of one of the University’s most iconic building complexes - Reid Chapel flanked by Chapman and Burns Halls - at the east end of the Quad to accommodate space for a consolidated Howard College of Arts and Sciences, the Dean’s office and departmental space - office, instructional lab and faculty-student collaboration space.
- Develop a contemporary Student Success Center in Davis Library from space freed by compressing the footprint of the print collection
- Provide an enhanced experience for prospective students and families by renovating Ingalls Hall to accommodate an Admissions and Financial Aid center as well as other administrative, student service and Howard College departments.
- Reconfiguration of space for the sciences as they evolve in their intertwined roles of: mentoring majors in the three core disciplines - Biology and Environmental Sciences, Chemistry and Physics - providing basic science instruction to non-majors, and supporting the strengthening of interdisciplinary programs such as Neuroscience and Digital Studies.

**Student Life**
- Transformation of Selbert and Bashinsky Halls into a true, 21st century Recreation, Wellness and Student Support Services Center.
- Selected high-impact renovations to the University Center to increase space for student organizations and activities, University Bookstore, and student gathering space.
- In alignment with Residential Life philosophy, construct significant new Central Campus student housing to accommodate all freshman as enrollment grows. This in turn provides more upperclassmen housing in Beeson Woods and West Campus rooms now occupied by freshman.
- Ongoing upgrades to existing student housing focusing on Beeson Woods, Vail and Smith Halls and West Campus.
- Provide new University-affiliated housing options through acquisition -
by construction, purchase and partnership - of apartment-style housing developments proximate to campus.
+ In the final phase of the plan, the potential for a dramatic re-design of the Beeson Woods residential precinct that would replace aging housing stock with a new, more dense and durable development that would house up to 900 students with a major increase in parking capacity to help the University keep pace with enrollment growth.
+ Enhancements to campus safety and security systems, as previously mentioned.

**Campus Infrastructure and Sustainability**
+ Seek campus development solutions that incorporate sustainable principles and techniques to preserve the environment and reduce energy costs such as work already commenced in the 2016 Campus Improvement Infrastructure Plan.
+ Build on the early progress made through the recent introduction of the campus shuttle by expanding parking resources (primarily in parking structures located at the campus perimeter to conserve open space and a walking campus) as needed to meet growth in all University populations and continuously adjusting the shuttle system to meet the needs of shifting populations and activity patterns.
+ Upgrade and extend campus signage systems to promote safe and convenient wayfinding while reinforcing and enhancing Samford’s strong campus image.
+ Commit to reducing the backlog of deferred maintenance in all campus buildings through the renovations mentioned above as well as increased budgetary support for routine repair and replacement programs that will elevate the functionality, efficiency and effectiveness of the physical plant for all.

**Supporting Future Campus Growth**
+ Ensure future decision-makers have good options to support the potential growth of the University beyond 7,500 students. Identify promising land acquisition opportunities, and cultivate partnerships that will allow Samford to grow and fully realize its mission and vision.
+ Continue to assess the potential of the Homewood High School property adjacent the University’s intramural fields south of Lakeshore Drive.
+ Anticipate growth of CHS and the proper timing of renovating and utilizing Building 3 and the parking deck leased to Time, Inc. on east campus.

Again, the list above is a summary of critical projects. All projects proposed in the plan will be addressed in detail in the comprehensive report.

**PLAN IMPLEMENTATION AND COSTS**

It is expected and recommended that the priority projects will be implemented over the coming decade. While it is not likely that all projects now contemplated will be completed in that timeframe, after ten years we strongly recommend an update of the campus plan to reflect the progress made and the ongoing evolution of the University’s programs, goals and vision in that time span.

By synthesizing issues of building condition, strategic priority and logical project sequencing, the campus plan agenda of projects has been slotted into four phases. While Phase 1 is already underway, the duration of the phases will depend heavily on the availability of funds and the pace of the University’s recently-announced capital campaign, *Forever Samford*.

Cost estimates have been developed at the project level in a collaboration between Davis Architects, the consultant team and the University’s Facilities and F&A staff. These will be detailed in the Comprehensive Report.
PHASE 1
Phase 1 is estimated to require $55 to $80 million dollars to implement depending on detailed project scope definition.

- Healing Arts / OBB: Modest renovation for JMC, Advancement and Rotunda Club, expand Media Center and Education
- Student Success Center: Relocate and enhance Student Success Center to Davis Library
- Burns Chapman: Major renovation to accommodate Spiritual Life, A&S department space.
- Propst: Renovations to expand Anatomy suite and provide higher capacity teaching spaces.
- Russell: Accommodates relocation of Math / CS & Geography
- Freshman Housing: 200 Beds
- Buchanan: Significant upgrade for Arts; addresses deferred maintenance

PHASE 2
Phase 2 is estimated to require $50 to $70 million dollars to implement depending on detailed project scope definition.

- DBH: Renovate as active learning classroom building
- UC: Renovations to support student orgs, activities and services, Bookstore, Dining
- Brooks: Renovate as active learning classroom building
- Samford: Minor renovation to accommodate right-sizing and relocations
- West Gate Deck: New structure to supplement parking supply and serve LSW
- Ongoing Reinvestment: Improvements to multiple buildings, on-campus housing
**PHASE 3**
Phase 3 is estimated to require $50 to $70 million dollars to implement depending on detailed project scope definition.

**PHASE 4**
Phase 4 is dependent on need as understood in the “out-years” of plan implementation. These projects may be significantly reconceived and may well be represented in a campus plan update recommended to be undertaken as most of the projects in Phases 1 to 3 are completed. The question mark on the Homewood High School building indicates Samford’s ongoing monitoring of the availability of this property and the need for an assessment of its potential value to the University.
Independent Projects (depicted above)
+ Seibert/Bashinsky - Renovate as high-quality, contemporary campus recreation/wellness center competitive with those at peer institutions. This is a high-priority project to enhance campus life and attractiveness to potential recruits.
+ Stadium - Grandstand expansion, improvements to press box, events, dining, concessions, restrooms
+ LSW - Continue concert hall renovations, ADA upgrades
+ West Village - Construction of previously approved Building 4.
+ North Parking Garage Expansion - An extension to the west added when needed to meet demands of enrollment growth.
+ South of Lakeshore Improvements - Parking for 300-400 spaces, potential apartment housing up to 400 beds, campus recreation fields and facilities, pedestrian bridge connecting to West and Central Campus.

The independent projects are those that can be executed whenever funds are raised for them. The first five listed are estimated to require $60 to $70 million. The scope and scale of the potential South of Lakeshore projects require further definition in response to developing needs.

Additional Projects
+ Existing Housing maintenance and program upgrades
+ Divinity, OBB, Robinson & Law Library maintenance and program upgrades
+ Landscape improvements and upgrades
+ Campus road system upgrades
+ Campus utility systems upgrades
+ Wayfinding and signage improvements
+ Sustainability opportunities
+ Land acquisition possibilities

This group of projects will be implemented as part of the University’s enhanced maintenance and upgrade program.

CONCLUSION
The plan summarized here will propel Samford on its trajectory to enhance its standing among the finest institutions of higher education in the country. The investments described will assist current and future generations of Samford students, faculty and staff in creating “a community of learning and faith like no other”.

The required deliverables, and further details of the plan process, analyses and recommendations are addressed the Comprehensive Report and its appendixes.
Appendix