STEPHEN F. AUSTIN STATE UNIVERSITY

CAMPUS MASTER PLAN

2025

PRESIDENT'S LETTER

Neal Weaver, PhD
President
Stephen F. Austin State University

For over a century, Stephen F. Austin State University has stood as a symbol of opportunity, resilience, and pride for East Texas. From our founding in 1923 to our recent chapter as a proud member of the University of Texas System, SFA has remained true to its mission of transforming lives through education while serving as an anchor for the region we proudly call home.

This Campus Master Plan builds on that legacy with bold vision and purposeful design. It serves as both a roadmap and a commitment to honor our history while courageously shaping the future. This plan charts a path forward that reflects the same determination and spirit that have defined SFA for over 100 years.

Developed over months of discussion, collaboration, and feedback from students, faculty, staff, and alumni, this plan reflects the collective voice of the Lumberjack community. Working closely with Freese and Nichols, we have created a shared vision that balances the preservation of our natural beauty and historic character with the innovation and flexibility needed for a modern university.

Our focus is clear: to create a campus that inspires discovery, fosters connection, and empowers every student to succeed. We are reimagining spaces that strengthen community, celebrate creativity, and reflect the beauty of our region. More than a blueprint for facilities, this plan is a commitment to lead, serve, and elevate the region we were built to support, reaffirming our belief that a prosperous East Texas cannot exist without a thriving SFA.

As we look ahead, let us remember that with the Lumberjack spirit within us and the strength of the University of Texas System behind us, we are poised to begin a bold new chapter. Together, we will shape a campus and a future worthy of the next century of SFA excellence.

Axe 'em!

Neal Weaver, PhD
President

ACKNOWLEDGMENTS

The planning team would like to thank the many individuals who contributed to the development of the 2025 Stephen F. Austin State University Campus Master Plan. We are particularly grateful to the Master Plan Committee, the President, executive staff, deans, students, faculty and staff who provided valuable insight and feedback about the future of the Stephen F. Austin State University campus.

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STEPHEN F. AUSTIN
STATE UNIVERSITY
THE UNIVERSITY OF TEXAS SYSTEM
NACOGDOCHES, TEXAS

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STEPHEN F. AUSTIN
SFA
STATE UNIVERSITY

EXECUTIVE SUMMARY

MISSION & STRATEGIC ALIGNMENT

OUR MISSION

Stephen F. Austin State University (SFA or University) is a comprehensive institution dedicated to excellence in teaching, research, scholarship, creative work and service. Through the personal attention of our faculty and staff, we engage our students in a learner-centered environment and offer opportunities to prepare for the challenges of living in the global community.

STRATEGIC INITIATIVES

SFA leadership documents its 10-year vision through the adoption of the University's Strategic Plan, a visioning document that identifies initiatives, strategies and pathways for success related to all aspects of the University's operations, including student life, academia and faculty support. The 2026-2036 Second Century Strategic Plan's five initiatives include:

1. Student Experience
2. Academic Programs
3. Research and Creative Activities
4. Innovation
5. Workplace Culture

Student Experience

Ensure students have the opportunity for a transformative, student-centered experience that provides comprehensive support and an affordable education, and supplies a vibrant, engaging campus life — empowering every student to thrive personally and professionally before and after graduation. Strategies to accomplish this initiative include:

- Enhance Student Recruitment and Enrollment
- Improve Financial Literacy and Aid
- Strengthen Student Support and Retention
- Enrich Campus Life and Social Engagement

Academic Programs

Refine academic programming to develop graduates who are versatile, creative thinkers with a broad range of skills — ready to thrive in a rapidly changing job market with the ability to solve complex, real-world problems Strategies to accomplish this initiative include:

- Invest Strategically in High-Growth Academic Programs
- Elevate Career Readiness through Real-World Experiences
- Foster Cross-Program Innovation for Versatile Learning

Research and Creative Activities

Establish SFA as a nationally recognized hub for interdisciplinary research, scholarship, and creative excellence through strategic investment in infrastructure, partnerships, graduate education, and community engagement Strategies to accomplish this initiative include:

- Promote a Culture of Student Research and Creative Achievement
- Enhance Research Infrastructure and Faculty Support
- Cultivate Interdisciplinary Centers of Excellence
- Amplify Research Visibility and Community Impact

Innovation

Establish SFA as the regional hub for innovation that cultivates opportunities for students to meet the emerging needs of the future, allowing SFA to become the premier hands-on, experiential and service learning university that addresses the unique needs of our local and regional communities. Strategies to accomplish this initiative include:

- Partner with Business and Industry for Student Experiential and Service Learning Opportunities
- Establish SFA as a Central Hub to Address Critical Needs of East Texas
- Leverage the Economic Population Growth within the Texas Triangle

Workplace Culture

Foster an empowering environment that attracts and retains exceptional faculty and staff by championing professional growth and meaningful recognition. Strategies to accomplish this initiative include:

- Improve Employee Recognition
- Enhance Opportunities for Professional Growth
- Recommit to Clear, Consistent, Transparent Communication and Institutional Shared Governance

CAMPUS MASTER PLAN GUIDING PRINCIPLES

This Campus Master Plan (Master Plan or Plan) and the proposed recommendations were shaped by a set of core principles that reflect substantial input received throughout the process, align with the aforementioned Strategic Plan, and embody SFA's aspirations for the future.

Strengthen Campus Identity and Improve User Experience

- Enhance key gateways, entrances and the arrival experience to campus.
- Provide new and renovated administrative, learning, athletic and recreation facilities to improve users' experiences at SFA.
- Implement building, infrastructure and transportation enhancements to improve the overall functionality of SFA.

Promote Strategic Growth and Academic Excellence

- Focus capital improvements on new and older facilities while aligning with institutional strategic goals.
- Improve and expand student residential facilities to accommodate the University's growth projections and improve the day-to-day resident student experience.
- Coordinate a space strategy across departments to enhance collaboration and student success.

Support Safe, Accessible and Connected Campus Mobility

- Expand and maintain walkways with adequate lighting, signage and shade.
- Improve pedestrian safety by restricting vehicular traffic in pedestrian-heavy academic and student residence areas.
- Ensure ADA compliance for all new construction and retrofit older facilities and pedestrian paths.

Advance Athletic and Recreation Excellence through Design

- Position athletic and recreation spaces as central to campus culture by enhancing visibility, fostering school spirit, and connecting them physically and programmatically to academic and residential areas.
- Create facilities that meet the needs of competitive athletics, recreation and wellness by incorporating adaptable spaces, sport-specific amenities and future-ready infrastructure.

Deliver Quality through Modern Improvements

- Upgrade aging facilities with modern systems and materials.
- Design updates to support flexible use, accessibility and current student expectations.
- Use data to drive strategic goals and investments.

Connect Campus Life with the Surrounding Natural Environment

- Create inviting outdoor areas that encourage learning, recreation and community interaction with the natural landscape.
- Highlight the natural environment in campus tours, marketing and orientation to distinguish SFA's setting as a unique asset.
- Host student events and service projects in the arboretum and gardens to encourage broader student involvement and appreciation.

CAMPUS MASTER PLAN OVERVIEW

SFA, the newest member of the University of Texas System, is entering a period of record growth and transformation. The Plan provides a comprehensive, multi-year framework to guide this evolution, addressing existing needs while envisioning new opportunities for strategic development.

Grounded in extensive collaboration with University leadership, faculty, staff, students and community stakeholders, the Plan aligns with SFA's mission, educational goals and strategic priorities. It is informed by a detailed assessment of existing conditions, opportunities and constraints, and projects future academic, residential and infrastructure needs to support the University's continued growth and success.

The planning process identified several key themes that shape the vision for SFA's physical environment. This Executive Summary and accompanying document present an overview of the planning process and its key recommendations. Individual chapters provide in-depth analyses and proposals for each campus area, while the Implementation chapter outlines high-level phasing strategies and target time frames to guide future development and investment decisions.

The full Campus Master Plan and recommended building and facility, transportation, and landscape initiatives are shown on Map 1. Due to the campus's size and layout, the north and south sides of campus are described separately in the following sections, with enlarged maps for each.

Figure 1. Campus Core Landscapes Illustration

Figure 2. Student Housing A Illustration

BUILDING & FACILITY INITIATIVES

Academic

- A Science Building
- B Long-Term Building Site
- C McKibben Building Renovation
- D Boynton Music Expansion
- E Art Building
- F Facilities Services & Operations + Academic Building
- G Agriculture Building Renovation
- H Long-Term Military Science & Aviation Sciences Expansion
- I Greenhouses
- J Social Work Building Renovation

Athletic/Recreation

- K Tennis Venue
- L South Operations Venue
- M Baseball Venue
- N Softball Venue
- O Norton HPE Renovation & Addition
- P Shelton Renovation & Addition
- Q Student Recreation Center Renovation & Addition
- R Recreation Support - Field Services Bldg.
- S Loop Trail & Challenge Course
- T Recreation Fields - Intramural & Competitive Sports
- U Johnson Coliseum Renovation & Addition
- V Fieldhouse Building
- W Football Stadium
- X Soccer Stadium
- Y Indoor Practice
- Z Track & Field + Practice

Student Experience

- AA Auditorium/Welcome Center
- BB R.W. Steen Library Renovation
- CC Student Housing A
- DD Student Housing B
- EE Student Housing C
- FF Student Housing D

Garages

- GG Garage A
- HH Garage B
- II Garage C + University Police Facility

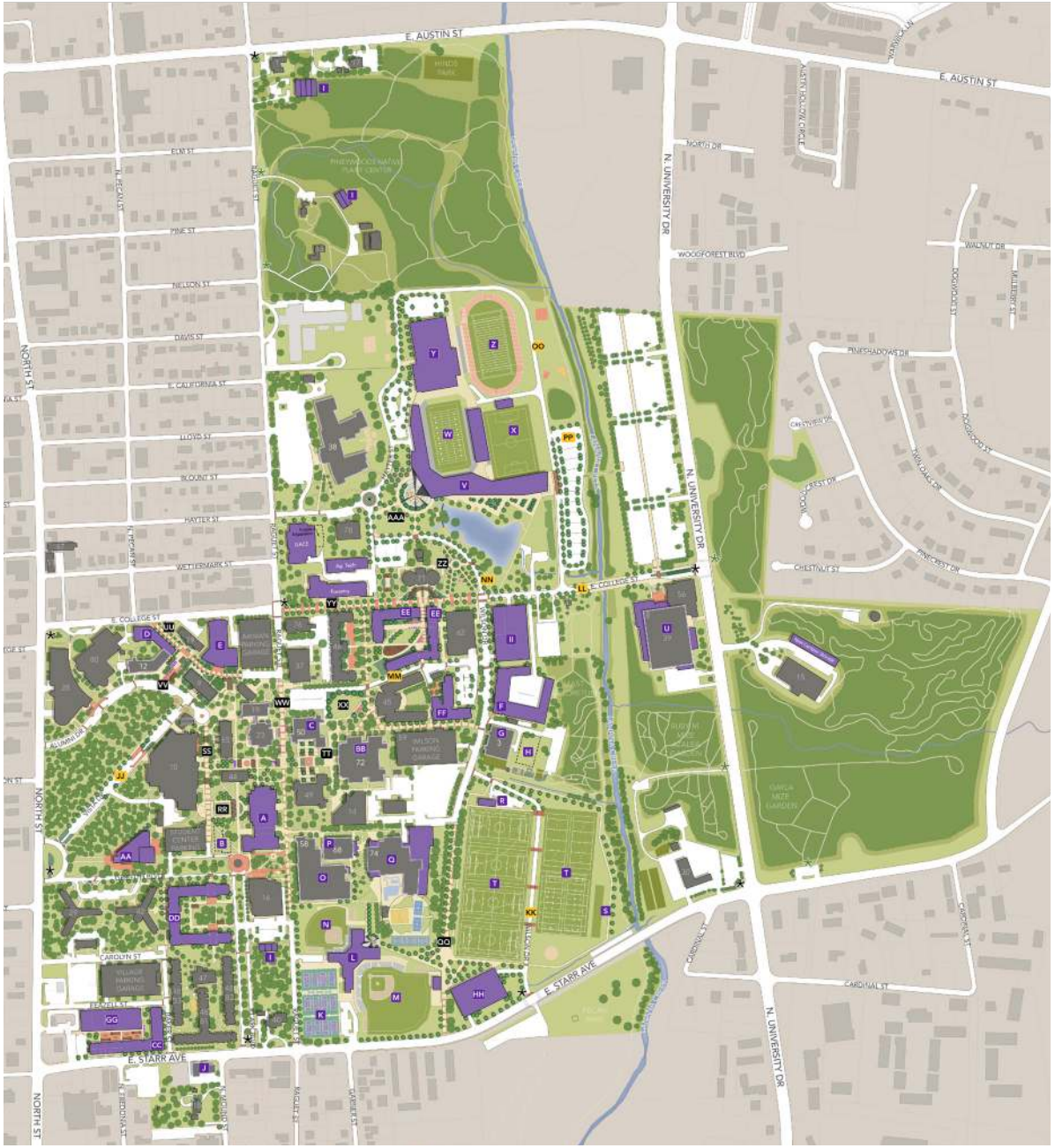
TRANSPORTATION INITIATIVES

(areas not included in other facility initiatives)

- JJ Vista Drive & Alumni Drive Street Modifications
- KK Wilson Drive Realignment
- LL E. College Street Modifications
- MM McKibben/Library Access Road
- NN North Wilson Drive Extension
- OO Stadium Loop Drive
- PP East Stadium Parking

LANDSCAPE INITIATIVES

- QQ Wilson Mall
- RR Central Quad
- SS Student Center Mall Enhancements
- TT Central Mall Area
- UU Aikman Mall
- VV Austin Plaza
- WW Raguet Mall Extension
- XX Steen Open Space
- YY College Mall
- ZZ Steen Hall Courtyards
- AAA Lumberjack Quad & Stadium Plaza
- ★★ Gateway Signage



Map 1. Campus Master Plan

See enlarged map on the following pages

Scale: N.T.S. N

The north side of the campus represents a significant focus of transformation within the Plan. This area integrates new academic, research, athletic and infrastructure improvements to create a modern and connected northern gateway that reflects SFA's growing prominence within the University of Texas System.

At the heart of the north campus vision is the redevelopment of the intercollegiate athletics complex, anchored by a new Fieldhouse, which will serve as the central hub for athletic operations, academic support and student-athlete performance. Adjacent facilities, including the Football Stadium, Soccer Venue, Track and Field Complex, and Indoor Practice Facility, are designed to provide year-round, high-performance environments that strengthen both competitive athletics and community engagement. The Johnson Coliseum Renovation and Addition further enhances spectator experience and accessibility, while coordinated landscape and plaza improvements near the Fieldhouse and Coliseum unify the area's character and create a welcoming entry experience for visitors and fans.

Key transportation initiatives improve access and circulation across the north side. The E. College Street Modifications (from Wilson Drive to University Drive) will enhance pedestrian safety and connectivity through widened sidewalks, new street trees and landscaped medians at University Drive. The College Mall from Wilson Drive to Raguet Street removes all but authorized and emergency vehicles from this area, greatly improved pedestrian safety and connectivity between the north and south sides of the campus. The new Stadium Loop Road will realign circulation around the athletic facilities, providing improved traffic flow, a roundabout with a gateway feature at Hayter Street, and stronger connections between venues and parking areas. Together, these improvements establish a more efficient and pedestrian-friendly mobility network.

The Greenhouses, to be reconstructed in three locations on campus (two in the north), will expand research capacity for agricultural and environmental sciences while integrating sustainable technologies and improved access for academic programs. These facilities, paired with nearby open spaces and the Pineywoods Native Plant Center, reinforce SFA's identity as a campus deeply connected to its natural setting.

Collectively, the initiatives on the north side of campus elevate SFA's academic, athletic and environmental assets, creating a dynamic and cohesive environment.

Figure 3. North Athletics Area Illustration

Map 2. Campus Master Plan - North

Scale: N.T.S. N

The south side of the campus is envisioned as a vibrant, student-focused area that enhances academic excellence, student life and campus connectivity. The south campus plan emphasizes academic expansion, residential growth, recreation and mobility improvements that collectively strengthen the University's core identity and daily experience.

The relocation of the School of Nursing from the DeWitt Campus to the Main Campus establishes an integrated health professions and human sciences corridor, allowing students to engage fully in the energy and resources of the broader University environment. This move consolidates health-related programs, fosters interdisciplinary collaboration, and provides modern teaching laboratories, simulation spaces and classrooms to prepare the next generation of healthcare professionals.

The Science Building anchors a revitalized academic core and connects directly to the new Central Quad, an open green space for events and outdoor learning. Surrounding this area, the Art Building, Boynton Music Expansion, and McKibben Building Renovation enhance academic diversity and support the creative and performing arts. Pedestrian-oriented improvements—such as the Aikman Mall, Austin Plaza, Student Center Mall, Raguet Mall and College Mall—create shaded, seamless connections between academic, residential and student-life areas.

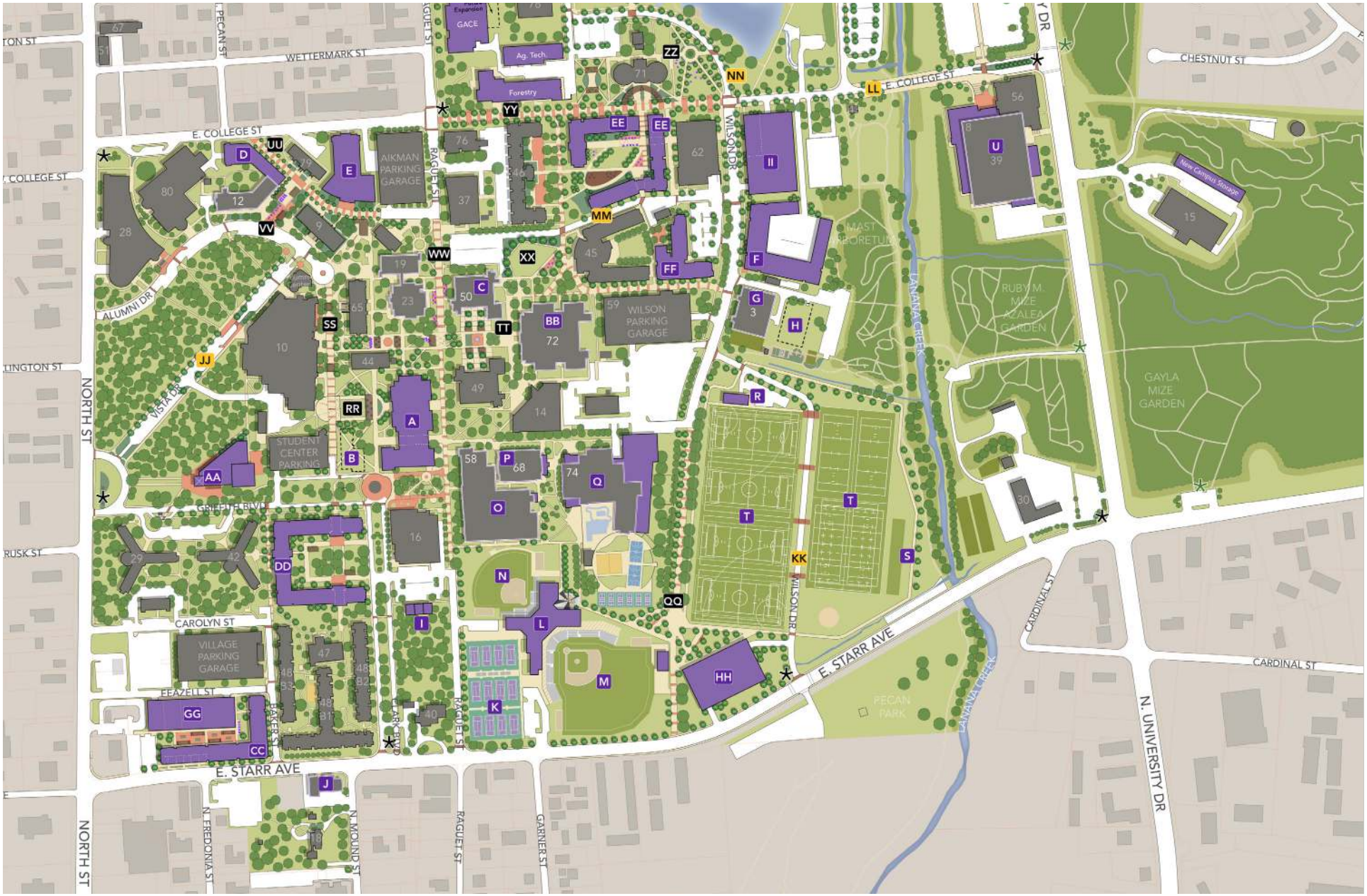
Transportation initiatives further strengthen connectivity and safety. The Wilson Drive Realignment improves traffic flow and pedestrian access with enhanced crosswalks, landscaping and a new signalized intersection at Starr Avenue. The Griffith Boulevard and Vista Drive/Alumni Drive improvements reduce vehicular lanes, expand sidewalks and add planting areas to create a safer, more pedestrian-friendly environment and a stronger arrival experience from North Street.

Residential life expands through Student Housing A, B, C and D, introducing more than 2,400 new beds centered around landscaped courtyards and shared gathering spaces. Supported by new parking garages and pedestrian malls, these facilities promote walkability, cohesion and readiness for future enrollment growth.

Recreation and wellness facilities remain defining features of the south campus. The South Operations Building, Baseball and Softball Venues, Tennis Complex, and Student Recreation Center Renovation and Addition form a dynamic athletics and recreation hub. The HPE Complex Renovation modernizes shared academic and recreation spaces, while Wilson Mall and the Loop Trail and Challenge Course provide new opportunities for outdoor activity and community engagement.

Together, these initiatives create a connected, active and inclusive south campus that celebrates SFA's mission, supports student success, and strengthens its identity as a leading institution within the University of Texas System.

Figure 4. Campus Aerial Illustration - Looking Northeast



Map 3. Campus Master Plan - South

Scale: N.T.S. N


AXE 'EM,
JACKS!

INTRODUCTION

CAMPUS MASTER PLAN SCOPE

The Campus Master Plan charts the vision, framework and roadmap for future campus development, growth and physical improvements. To support the University's goals and provide enhanced experiences for students, faculty and staff, SFA's campus is evaluated in terms of how efficiently existing buildings are being used, open space quality and frequency, infrastructure and student enrollment.

The Plan includes both campus-wide and project-specific recommendations to improve educational and experiential offerings in both the near- and long-term. The Plan is not intended to be constraining and prescriptive, and its graphics do not represent specific site or building designs. Rather, they illustrate the uses and locations of buildings, facilities, pedestrian gathering areas and landscape features recommended to fulfill the Plan's guiding principles and objectives.

The Plan is intended to allow flexibility and imagination as its recommendations are realized, while ensuring the University's decisions are consistent, sustainable and informed. The Plan is intended to serve as the baseline to guide project designers while permitting and encouraging creativity throughout the development process. However, the Plan should not be interpreted so loosely as to permit entirely different initiatives or conceptual directions. The goal is to achieve a balance between this Plan and the mutual decisions that must be reached throughout each project's development process. The use of this Master Plan by the University and its partners will result in a functional, memorable and sustainable campus. This Plan should be considered a living document, periodically re-examined and updated as the University's opportunities, challenges and strategic initiatives evolve.

PLANNING PROCESS

Development of the Master Plan took place in four main work phases:

COLLECT/STUDY
Nov. ‘24 - Jan. ‘25

During this phase, the consultant team initiated the project with a Master Plan Committee meeting and a campus tour of SFA. Information gathering through stakeholder meetings, initial engagement efforts and facility assessments was used to establish the direction of the Master Plan and campus vision.

ANALYZE
Jan. ‘25 - May ‘25

This work phase included an analysis of the University’s existing conditions, demographics, enrollment and space utilization. This information was used to develop multiple concept plans and begin work on various components of the Master Plan, including technology, athletics, utilities and landscape recommendations.

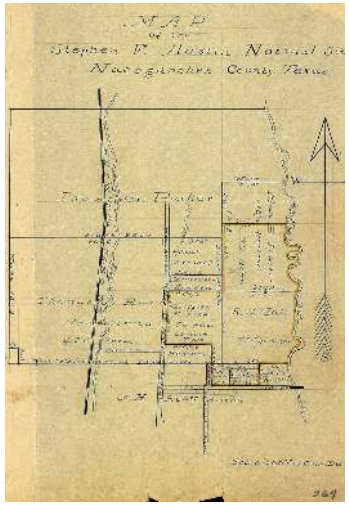
REVIEW
May ‘25 - Sept. ‘25

Throughout this phase, the consultant team developed the Master Plan’s draft recommendations and illustrative plan based on the findings and analyses from previous work phases. The Master Plan Committee was asked to review the draft content for feasibility and alignment with the University’s long-term goals and strategic initiatives. The draft recommendations and illustrative plan were also presented to the greater campus community in a Campus Plan Open House.

REFINE
Sept. ‘25 - Dec. ‘25

Lastly, the Master Plan was refined based on feedback from the Master Plan Committee and presented for approval and adoption.

OUR HISTORY



1917

SFA was chartered by the Texas Legislature. Nacogdoches was selected as its location, and the appropriations bill for funding was signed.

1923

SFA Athletics launched, with Coach Bob Shelton serving as the director. Later deemed the "father of SFA Athletics," Shelton led the first football team to a win over Sam Houston Normal Institute in Huntsville.

1939

Gibbs Hall, the first women's residence hall on campus, opened its doors. Gibbs Hall was named after SFA's first art teacher, Eleanor H. Gibbs.

1944

SFA's Experimental Forest was established by an official act of Congress. Measuring more than 2,500 acres, this land is still used for recreation, forestry and wildlife management research and is the only one of its kind in Texas.

1955

Building construction boomed, starting with the Boynton Library (now called the Boynton Building) and the first of three "Units" located at the corner of East College and Raguet Streets. This streak of construction continued into the 1960s, with the Griffith Fine Arts Building, College Center and North and South Halls going up.

Source: Stephen F. Austin State University

1969

SFA became an independent university following a bill signed by Governor Preston Smith. Later the same year, the legislature approved a separate Board of Regents for SFA, transitioning the University out of the Texas State System. Following the move, SFA changed its name to Stephen F. Austin State University.

1986

Stephen F. Austin statue unveiled to commemorate the state's sesquicentennial celebration. Due to a dramatic stance and flowing water, this iconic statue was affectionately nicknamed "Surfin' Steve."

2010

DeWitt School of Nursing Complex opened north of the Main Campus, named for Richard and Lucille DeWitt, who donated the land after it served as a distribution center for Kentucky Fried Chicken.

2019

SFA beat Duke at home on November 26, 2019. Duke University, ranked No. 1 in the nation, had not lost at home to a non-conference opponent in 150 games. In 2021, the Naymola Basketball Performance Center was completed along with cosmetic changes to the Johnson Coliseum.

2023

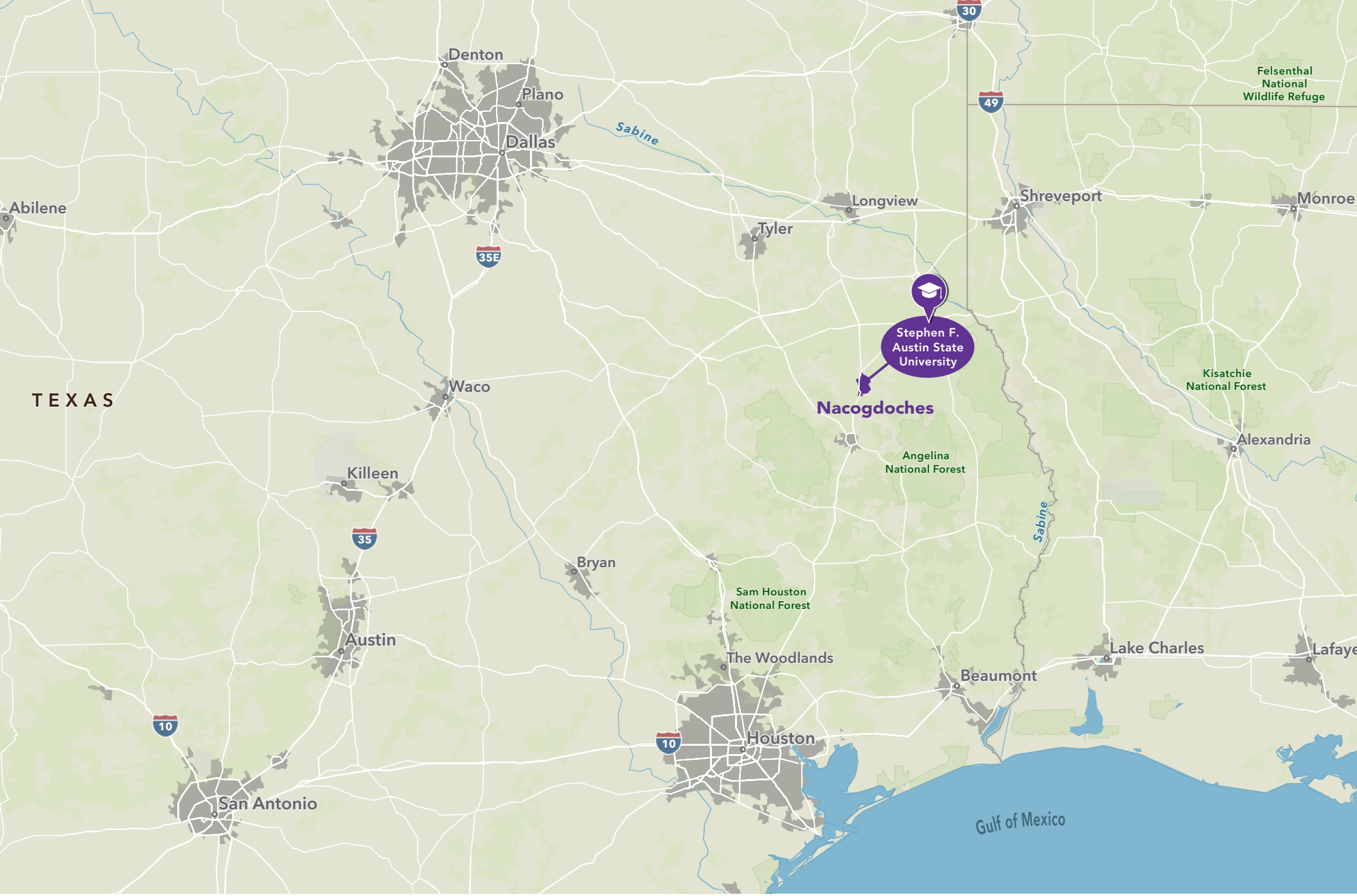
SFA officially joined the University of Texas (UT) System after legislation unanimously passed through both chambers of the Texas Legislature in April and Texas Governor Greg Abbott signed the bill into law in May.

REGIONAL CONTEXT

SFA is located in the City of Nacogdoches, Texas (City), a community of approximately 32,000 residents within the Piney Woods region of East Texas. The City serves as the county seat of Nacogdoches County.

Nacogdoches is situated along U.S. Highways 59 and 259, which offer regional connectivity and will eventually be part of the future Interstate 69 corridor, enhancing access to larger urban centers. Nacogdoches is approximately 140 miles northeast of Houston and 170 miles southeast of Dallas. Its location makes it a regional hub for education, tourism and healthcare in East Texas.

The majority of SFA's operations are located near the center of the City. The Main Campus is located approximately one mile north of Downtown Nacogdoches, granting access to community amenities and outdoor recreation opportunities to faculty, staff and the student body.



Map 4. Regional Context Map

Scale: N.T.S. N

CATCHMENT AREA

Demographic analysis is essential for accurately projecting a university's future enrollment scenarios. By defining the catchment area, a university can project enrollment changes and analyze the market and business potential for individual degree programs. The catchment area is the geographic region from which the majority of currently enrolled students originate, in this case 80%. Unless significant institutional changes are made, it is difficult for a university to increase enrollment beyond what the local demographic can support.

The planning team used Fall 2024 enrollment and home residence data from SFA's Office of Strategic Analytics and Institutional Research to define the catchment area. Combined with additional data from ESRI, a global provider of geographic and demographic data, historical and 5-year projections were established. Building upon these projections, the team used a simple trend analysis to extend the forecast by 10 additional years. This resulted in a comprehensive 15-year outlook. Unless noted otherwise, demographic data and catchment maps reflect on-campus and hybrid Fall 2024 students. This review excludes online-only and off-campus enrollees.

Figure 5 shows the density of SFA student residency for Fall 2024. This heat-density map groups students' home addresses by ZIP code. The ZIP codes with the greatest density are located within the major metropolitan areas of the state or within a 45-mile radius of the University. Students within a 45-mile radius make up approximately 24% of the enrollment. The remaining 76% of students are spread across 1,180 other ZIP codes, within and outside the state.

Figure 6 illustrates the catchment area, delineated by its ZIP code boundaries. Since the region covers such a large area, it is further divided into primary (60%) and secondary (20%) areas. This allows for a more informative analysis of the market and business summaries on the following pages.

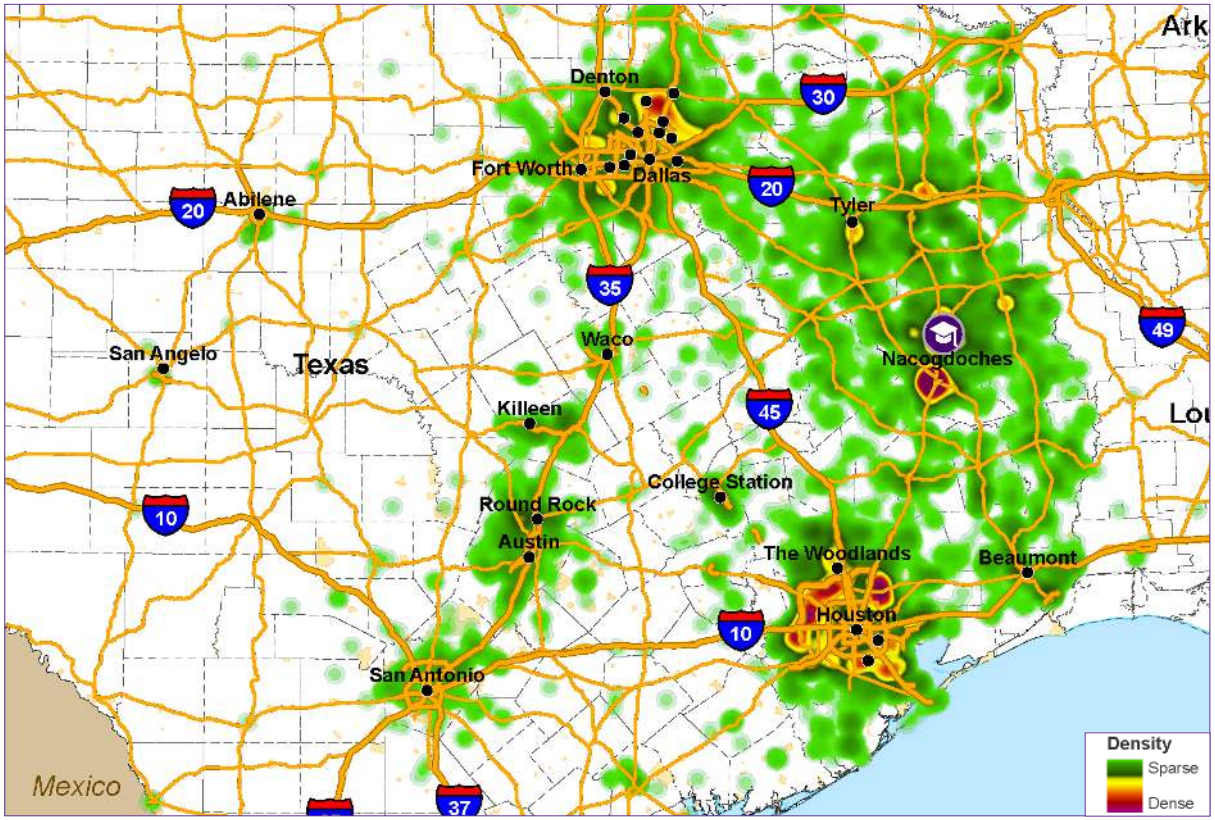


Figure 5. Student Residence Density: Face-to-Face and Hybrid Only, Fall 2024

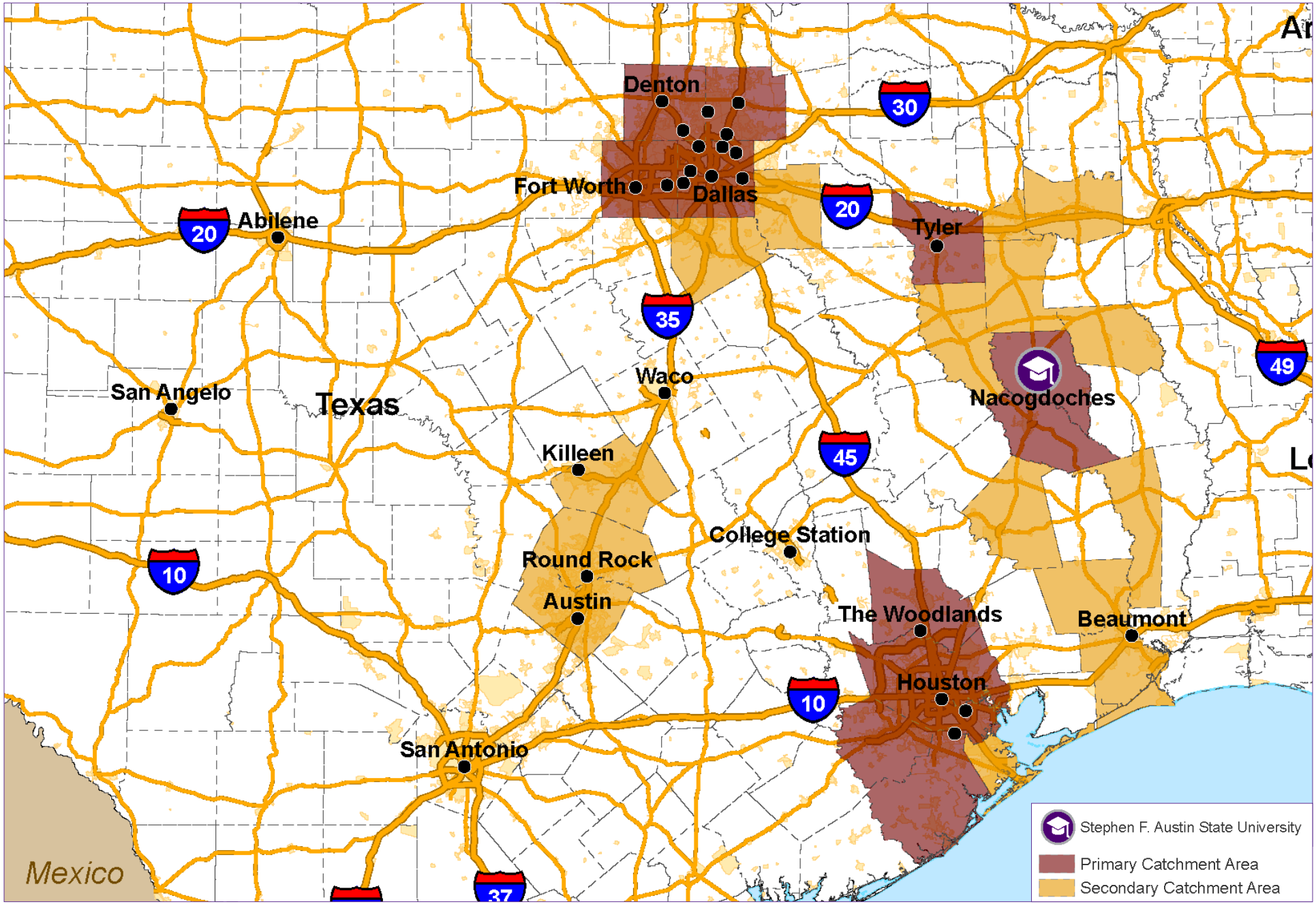


Figure 6. SFA Demographic Catchment Areas

MARKET SUMMARY

The market summary outlines the current demographic composition of the population residing within the primary catchment area. Figure 7 illustrates this data. The annual median household income is $83,443. This is higher than the state median of $77,200 and the national median of $79,100. The median home value is $341,829, about 13.8% above the state median of $297,800 and 4% below the national median of $355,600.

In terms of educational attainment, 48.8% of the catchment population have graduated from high school and received an advanced degree. This is roughly 10.6% higher than the state average of 44.1%.

Identifying the age distribution is critical to understanding future enrollment potential. About 24.7% of the catchment population is within the 18-34 age cohort. Using data provided by ESRI, the design team forecasted this cohort to have a compound annual growth rate (CAGR) of 1.04% over the next 10 years. This percentage is considered the catchment area rate. It serves as one scenario used to project future campus enrollment numbers. Figure 8, on the adjacent page, illustrates the ZIP codes where individuals ages 18-34 are most concentrated throughout the entire state. Fortunately, the University's catchment area aligns with these regions, which have the highest density of 18-34 year olds. Verifying this alignment helps reinforce the accuracy of enrollment projections.

Another scenario to consider when understanding enrollment potential is the capture rate. This refers to the percentage of people ages 18 to 34 residing in the surrounding counties (Angelina, Nacogdoches and Shelby) who are enrolled at the campus. Growth rates across ZIP codes within the catchment area average 0.99%.

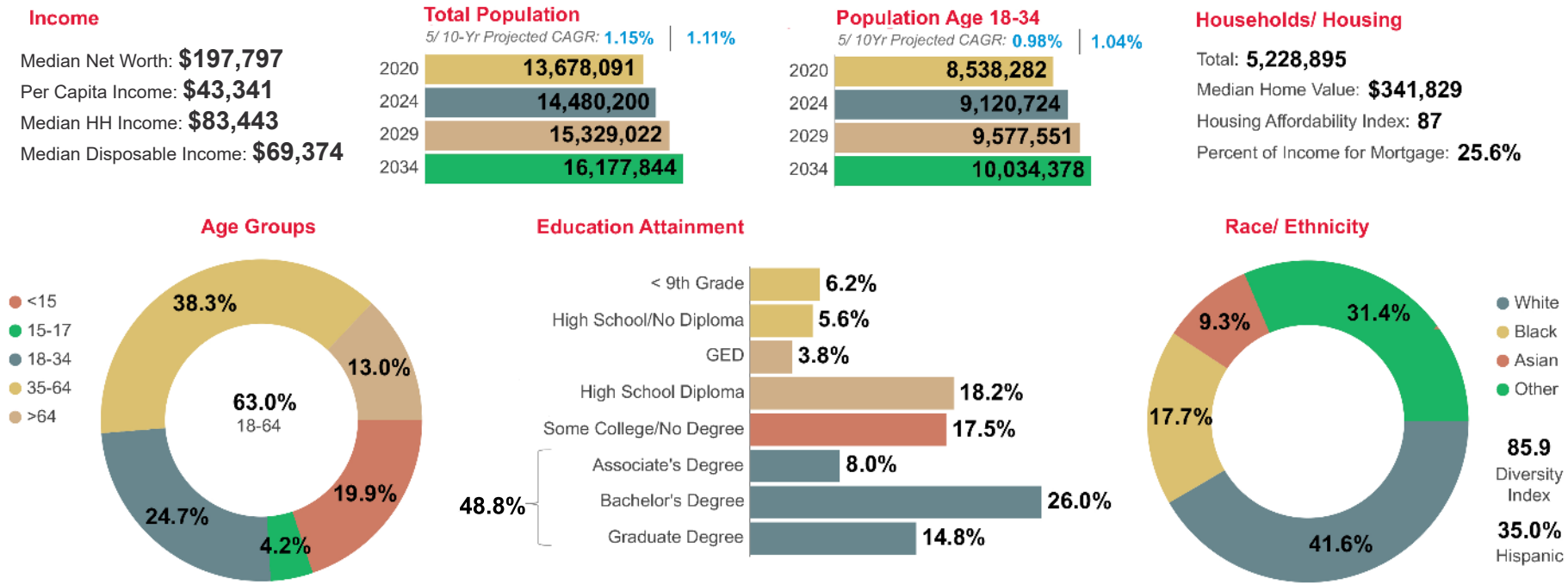


Figure 7. Primary Catchment Area Market Summary Data, Fall 2024 (Source: ESRI, 2024)

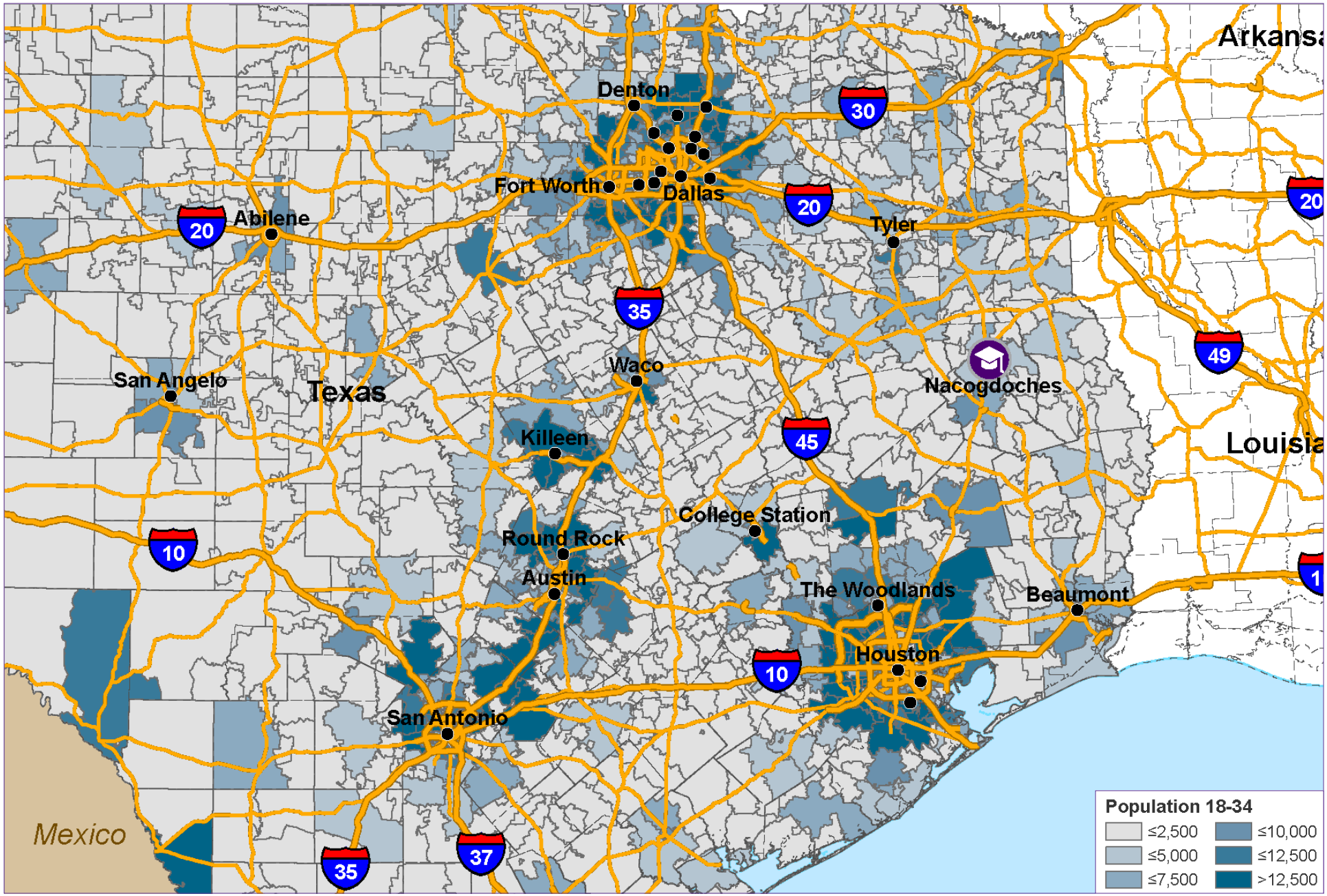


Figure 8. 2034 Population Age 18-34 by ZIP Code (Source: ESRI, 2024)

BUSINESS SUMMARY

The following pages summarize the current business makeup of the population residing within the primary catchment area, as reported in 2024.

Figure 9 illustrates the business sectors that employ workers. The sectors are defined by the North American Industrial Classification System (NAICS). An estimated 541,827 businesses are located within the market area, employing approximately 6,093,509 workers. The sectors were divided at 86.8% service-providing industries and 13.2% goods-producing industries. The healthcare sector employs the largest number of people, accounting for 14.1% of the workforce. The catchment area has an average unemployment rate of 3.9%.

In Figure 10, the occupational categories are based on the work performed and the education or skills required, as defined by the U.S. Bureau of Labor Statistics' Standard Occupational Classification (SOC). White-collar positions account for 64.3% of the employed workforce, blue-collar positions account for 21.2%, and service positions, a mix of both types, account for 14.4% of the total. Regarding occupational categories in these sectors, 23.1% of workers are in office, administration or management positions. Life/social sciences, as well as farm, fish and forestry roles, account for 1.2% of the workforce.

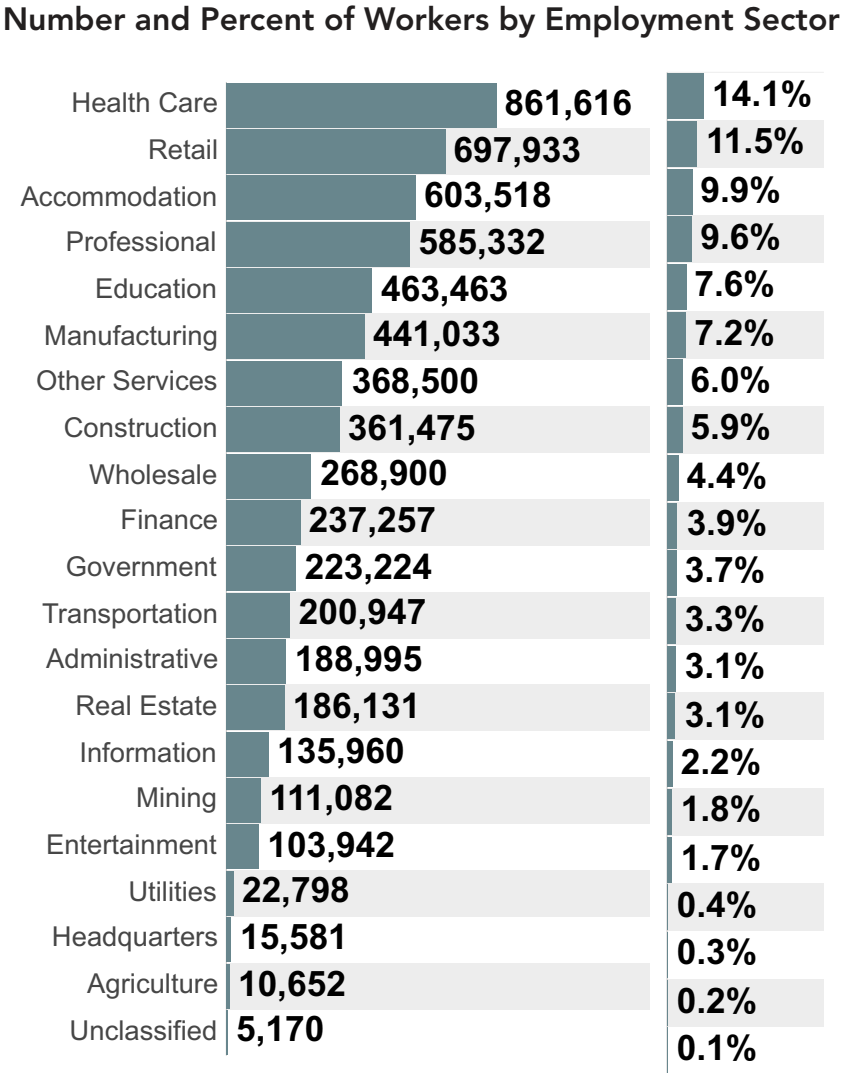
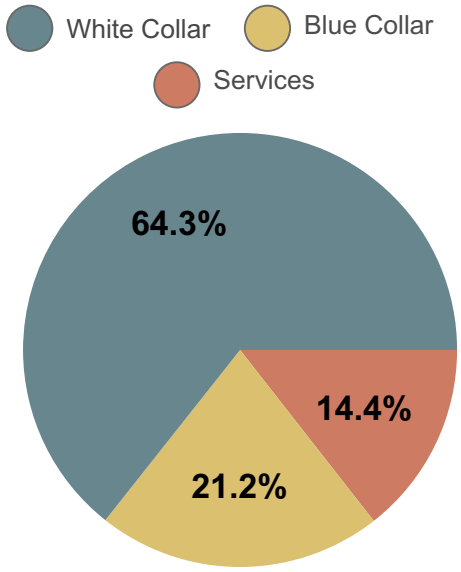


Figure 9. Primary Catchment Area Business Summary: Employment (Source: ESRI, 2024)

An estimated **7,436,890** workers of the age 16 and older are located within the Market Area.



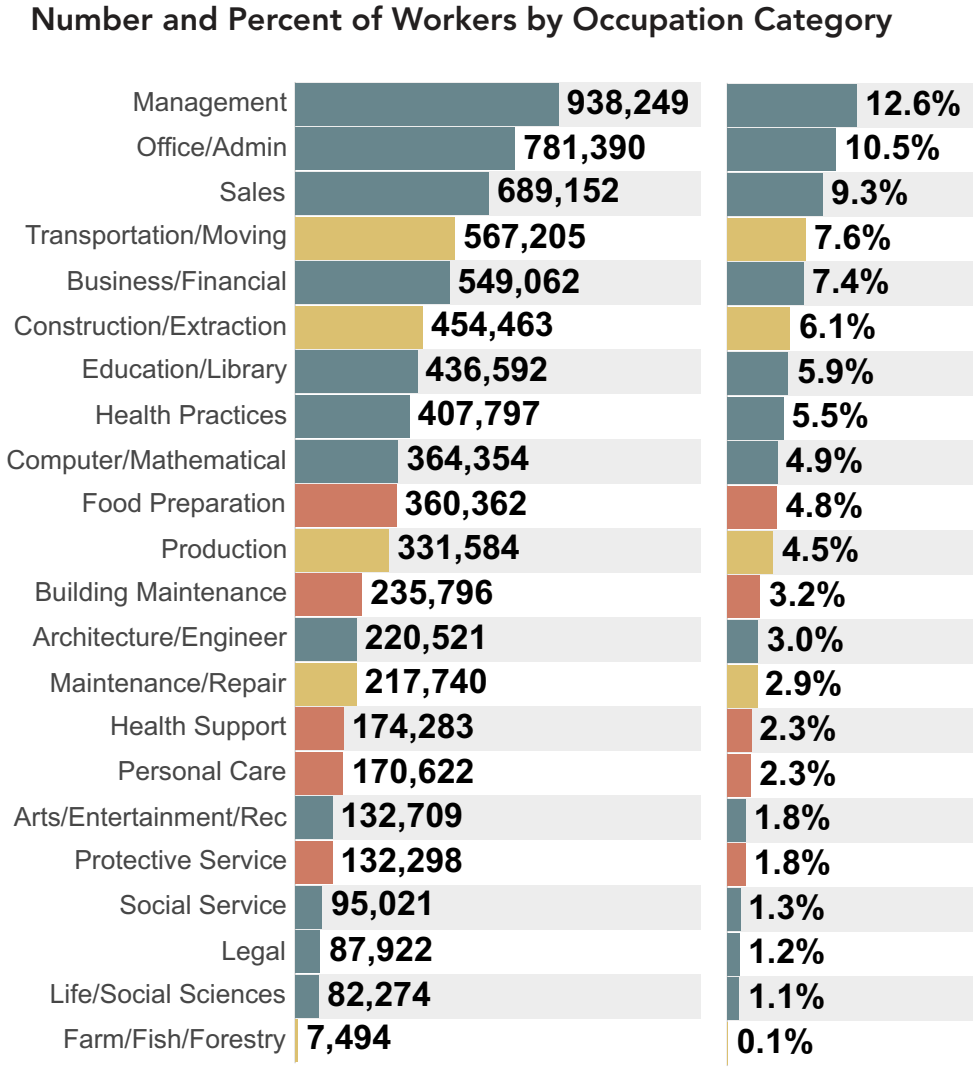


Figure 10. Primary Catchment Area Business Summary: Occupational Employment (Source: ESRI, 2024)

STUDENT OVERVIEW

Fall 2024 SFA enrollment comprises multiple degree categories across six academic colleges: Business, Education, Fine Arts, Forestry and Agriculture, Liberal and Applied Arts, and Science and Mathematics. The undergraduate student population was the largest category, comprising approximately 89.3% of the total student body. Graduate programs had the second-highest concentration of students with nearly 9.86% of the overall enrollment, while the remaining 0.84% were enrolled in doctoral programs.

Within the six colleges, the largest percentage of undergraduate population was in the College of Liberal and Applied Arts (24.4%), followed closely by the College of Science and Mathematics (22.5%). At the graduate and doctoral levels, the College of Education was the largest, with approximately 45.9% of total students enrolled. Only three of the six colleges (Education, Forestry and Agriculture, and Liberal and Applied Arts) offered doctoral degrees in the Fall 2024 semester.

Since 2020, the number of students attending classes in person no longer makes up the majority of student enrollment. Between 2019 and 2024, the number of face-to-face students decreased at a compounded annual rate of 9.9%. The number of blended, or hybrid, students (those attending at least one class on campus in combination with online courses) has steadily increased by approximately 2.7%. Those enrolled 100% online have grown by approximately 2.1%.

The adjacent chart illustrates the possible change in college enrollment composition by learning mode. This projection assumes distributions increase or decrease at similar rates between 2025 and 2039, as averaged over the previous five years (Fall 2019 to Fall 2024). Overall enrollment at SFA is expected to keep growing. However, the 100% on-campus student population is projected to decline by 1.3% per year. Hybrid and online-only students are projected to maintain their current growth rates.

This graphic represents the potential impact on campus if the trend of the past five years were to continue. It does not take into account any institutional or college directives, plans or strategies regarding the approach to online and hybrid learning modes. Regardless, it is essential to comprehend these shifts in teaching methods and the adjustments they necessitate in instructional settings. For this analysis, students who are enrolled in dual credit or exclusively off-campus are excluded, as their impact on college facilities and space needs is negligible.

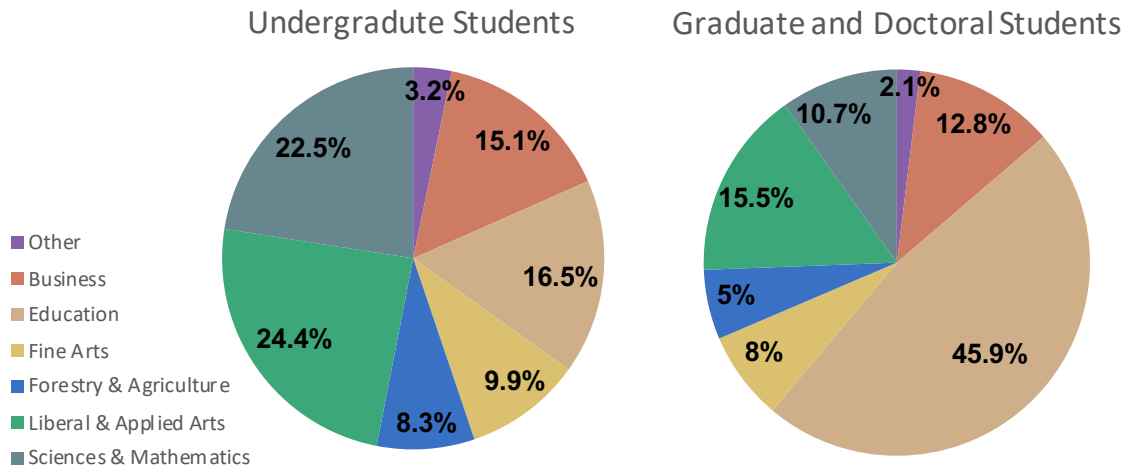
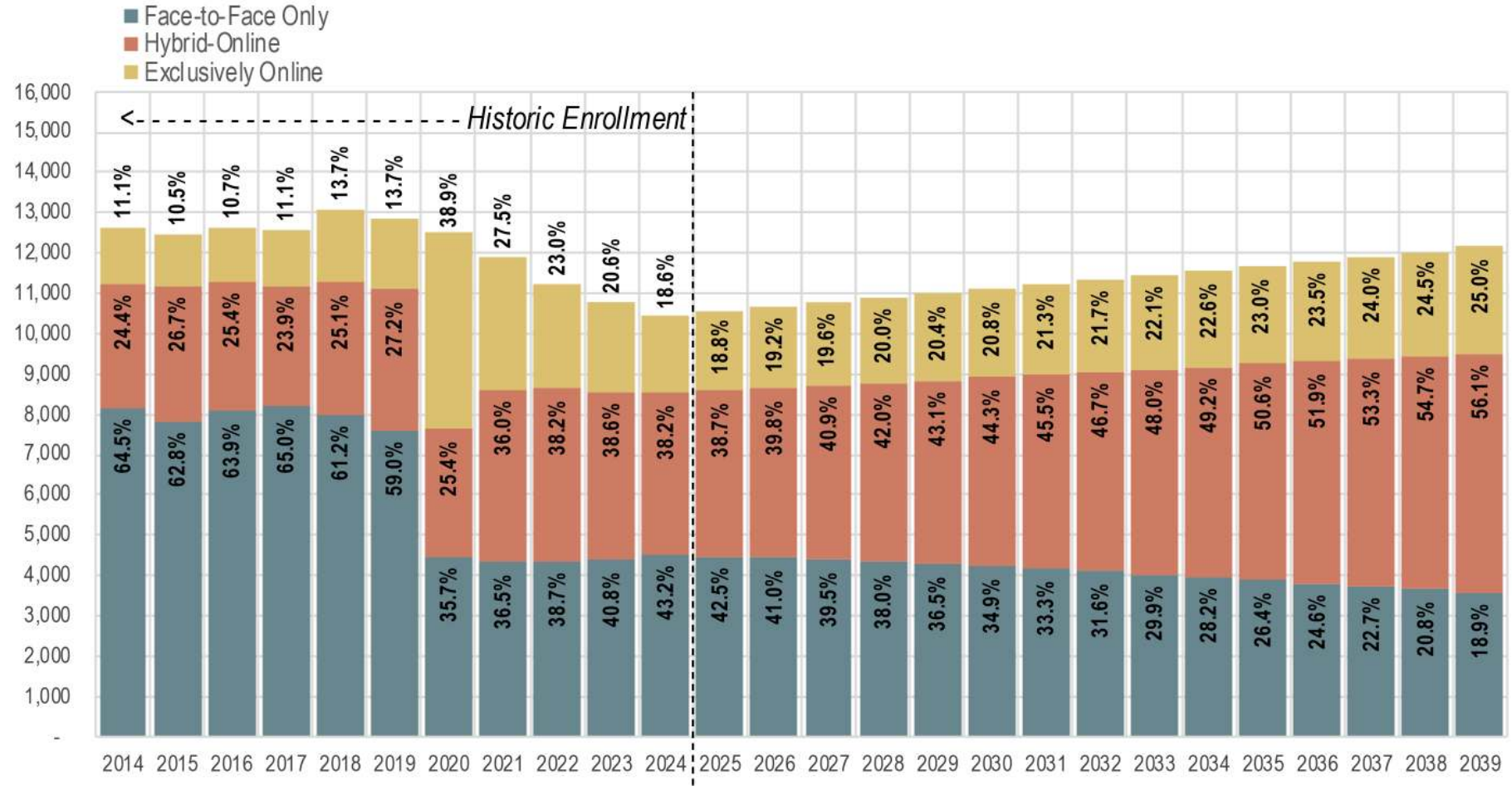


Figure 11. Students by Academic College and Degree Level, Fall 2024



- Projected Enrollment for Hybrid-Online Assumes the Annual Change of Students from 2019-24 is Held Constant at 2.7% CAGR through 2039.
- Projected Enrollment for Exclusively Online Assumes the Annual Change of Students (2014-19) is Held Constant at 2.0% CAGR through 2039.
- Face-to-Face Only Instruction is the difference between the Average of All Enrollment Projection Scenario's Total Enrollment and Projected Hybrid-Online and Exclusively Online Students.
- Projected Enrollment Total is based on a UT Factor which Assumes an Annual Projected Growth Rate of 1.0% (CAGR).

Figure 12. Total Enrollment and Share by Learning Mode, Fall 2024

DEMOGRAPHIC PROJECTIONS

Prior to 2020, SFA's enrollment had remained stable at around 12,500 students. Over the last five years, SFA has experienced an overall decline. There was a nearly 4% reduction in the CAGR between 2019 and 2024. However, it is anticipated that this drop to approximately 10,472 students in 2024 is partly due to the impact of the COVID-19 pandemic on enrollment. Future numbers could maintain a similar percentage of growth as the years prior, without any substantial measures taken.

Figure 13 illustrates several growth scenarios developed to project SFA's enrollment changes over the next 15 years. Each scenario includes dual credit and online-only growth. When using the average of all demographic scenarios, enrollment at SFA is projected to grow marginally. SFA could increase total enrollment by approximately 1.2%, or 127 students, over the next 15 years. This would raise enrollment to about 10,599 students by Fall 2039. Within the total enrollment, the degree levels are expected to change at different rates. Undergraduate enrollment is projected to increase by 2.4%. Graduate enrollment is projected to decline by 8.5%. Doctoral enrollment is projected to increase by 15% over the next 15 years.

These projected growth rates are based solely on demographic scenarios. They do not include efforts already in motion to help enrollment numbers increase beyond the current trend.

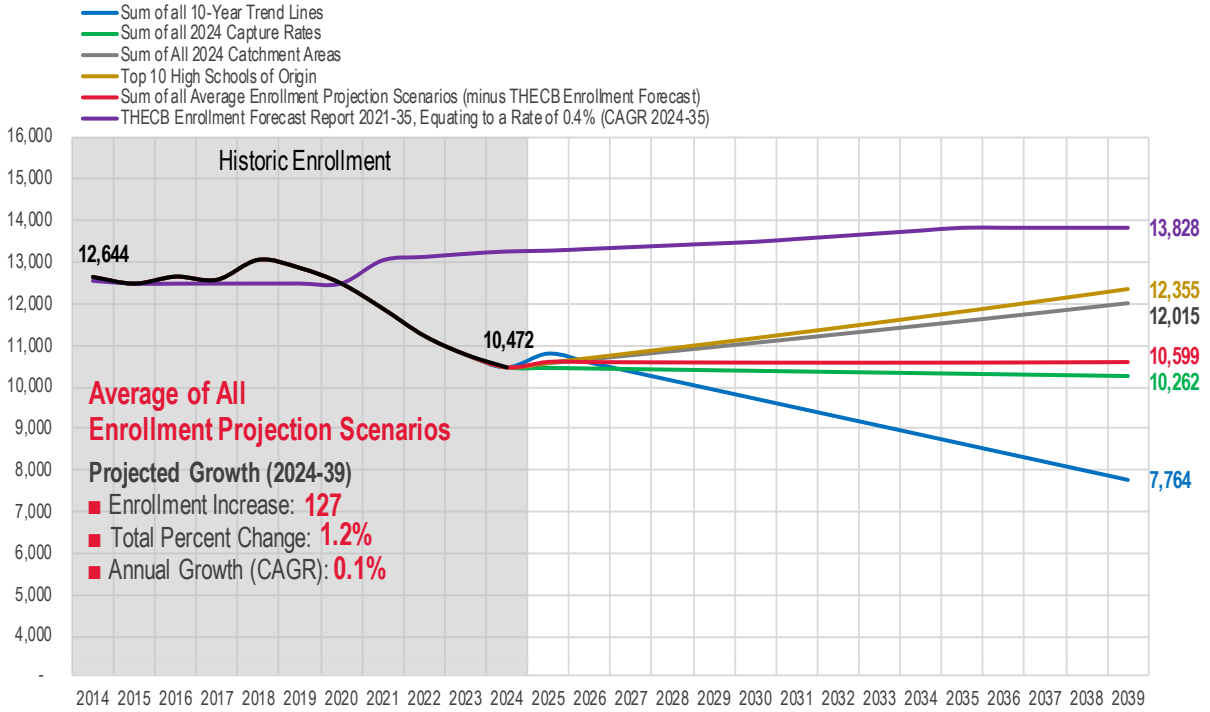


Figure 13. Total Combined Enrollment Projections - 2024 Demographic Baseline

GROWTH STRATEGY

In 2023, SFA became part of the UT System. This affiliation is likely to significantly enhance the University's future growth. It expands SFA's enrollment pool, boosts funding for capital projects and elevates the University's reputation through increased research initiatives. Projects such as the new Forestry and Agriculture building and the Center for Entrepreneurship are underway, and the new dining center is complete. These additions further enhance SFA's appeal to prospective students.

While these resources position SFA for robust expansion, the full impact on total enrollment growth remains uncertain until more time has passed since affiliation. Nonetheless, a 3.5% CAGR, based on similar UT System campuses, serves as a reasonable base projection.

Included in this UT System base projection, SFA became a Coordinated Admission Program (CAP) participating school in the fall of 2025. The CAP program allows students admitted to the UT Austin campus to spend their freshman year on another campus, with the option to transfer to UT Austin in their second year. Combined with demographic

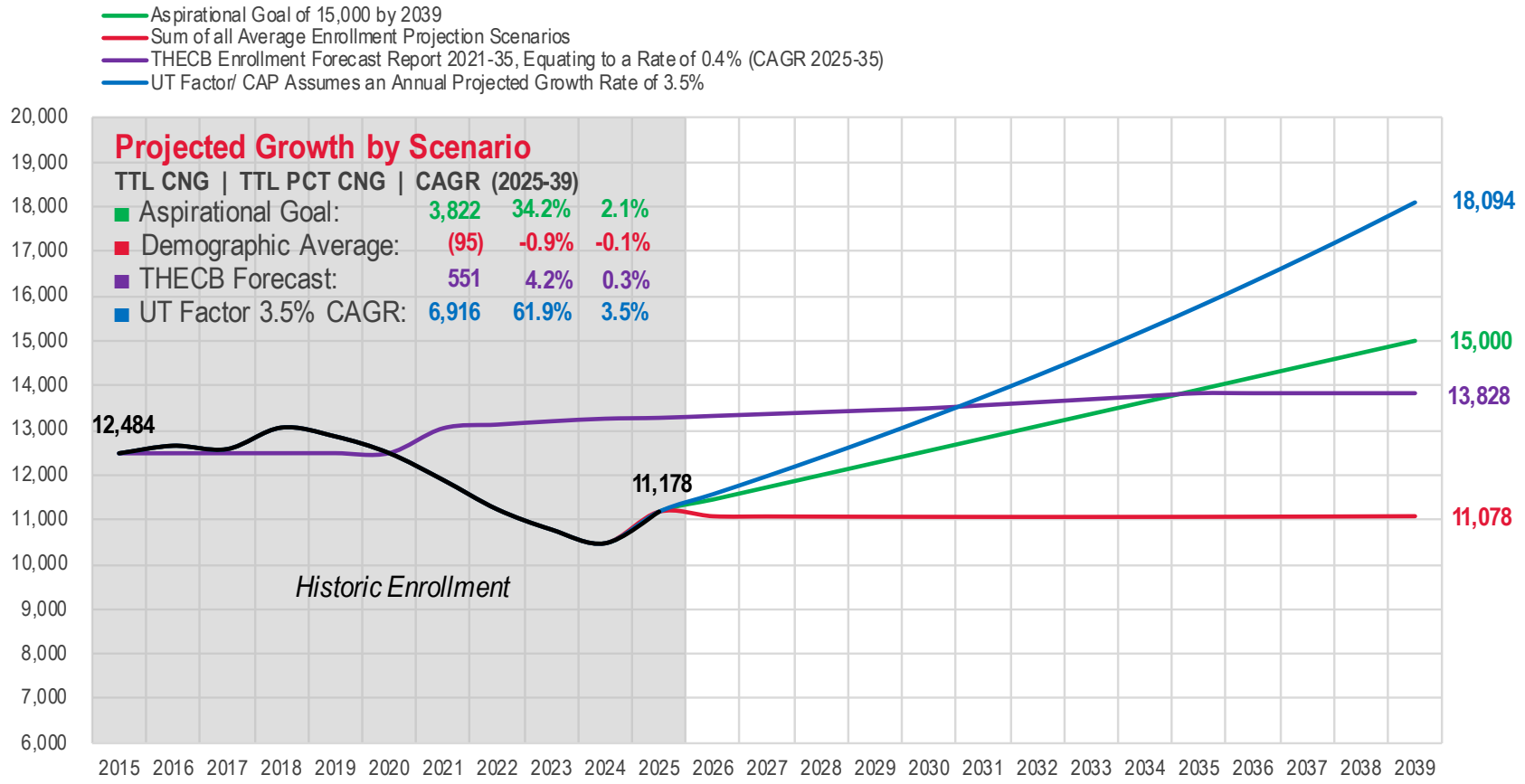


Figure 14. Total Combined Enrollment Projections

growth and campus initiatives, this 3.5% puts the total base enrollment projection at 18,094 students within 15 years.

In the fall of 2025, SFA's total enrollment grew to 11,178 students. This equates to a 6.7% increase from the previous year and indicates the recent campus efforts are creating a strong forward momentum. However, this high percentage is likely not sustainable year after year, as various campus projects will take time to flow through development and implementation. The 3.5% projected CAGR is expected to mitigate those peaks and valleys.

Through this master planning process, the executive leadership of SFA has identified a goal to grow total enrollment to 15,000 students within the next 15 years. The various projection scenarios discussed support the probability of attaining this target.

The recommendations outlined in this Master Plan are designed to accommodate a total target enrollment of 15,000 students. This includes on-campus, hybrid, online-only and off-campus students.

COLLABORATION & INPUT

A series of stakeholder engagement opportunities were hosted throughout the planning process, ranging from in-person interviews to virtual interactive activities. This section summarizes the stakeholder outreach efforts made throughout the process. For a detailed list of findings and responses, see Appendix A. The following engagement opportunities were provided for the faculty, staff and student body:

- In-person stakeholder interviews with student body representatives, department heads and University administrators.
- Individual surveys for faculty and staff members and the student body, disseminated virtually via the University's website and QR code postings.
- An interactive mapping activity shared with all stakeholders, which allowed for open commentary on three independent University properties: the Main Campus, the Center for Applied Research and Rural Innovation (CARRI) and the DeWitt School of Nursing.
- In-person interactive boards posted at the Baker Pattillo Student Center and R. W. Steen Library, soliciting feedback on stakeholders' campus vision and opinions on student life and academics.
- An in-person Campus Master Plan Open House with informational boards and comment card opportunities.

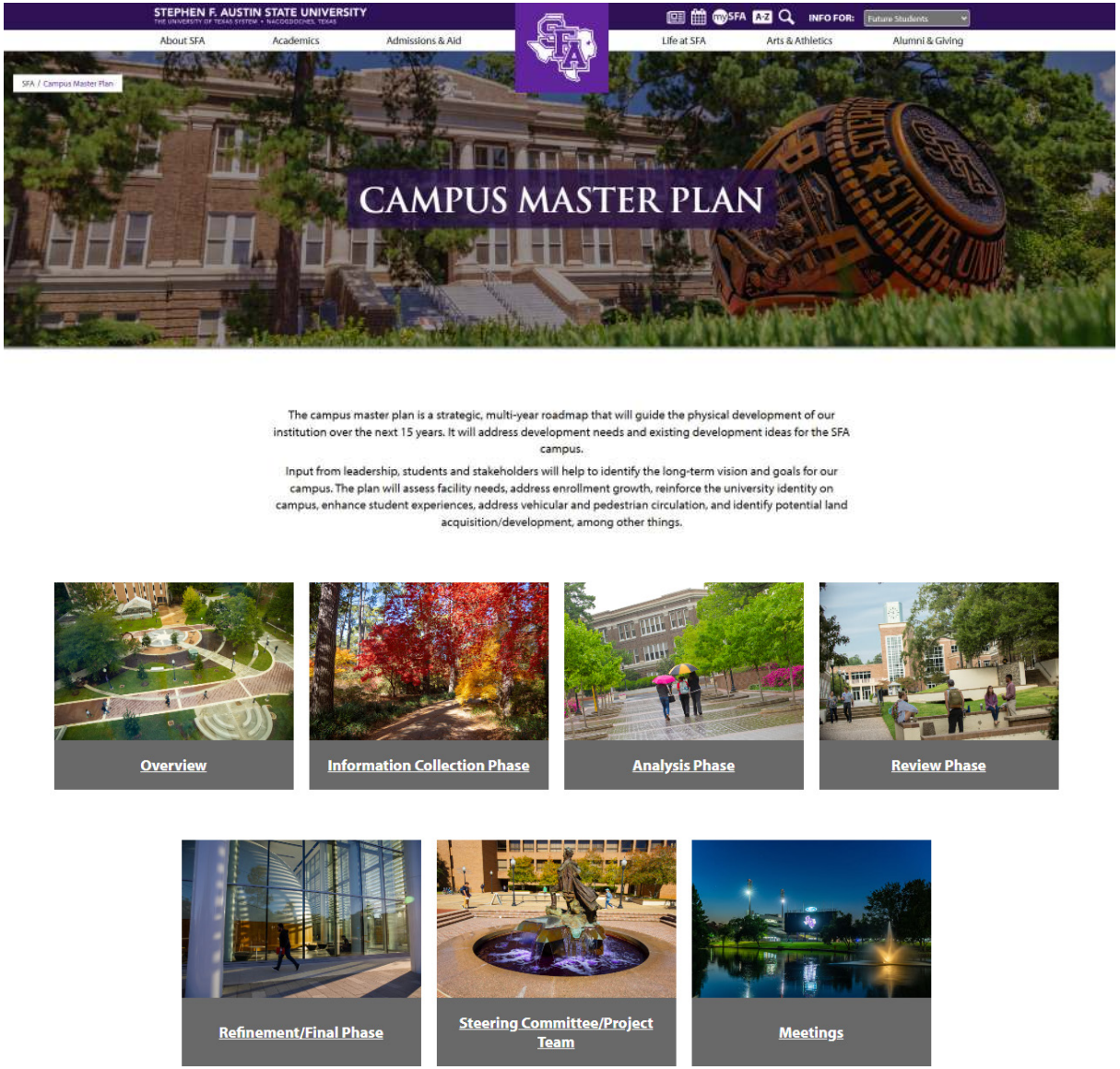


Figure 15. Campus Master Plan Website

STAKEHOLDER INTERVIEWS

Date: Dec. 4 - 6, 2024

Location: Baker Pattillo Student Center

Audience: SFA (President, Vice Presidents, Deans, Faculty, Staff), Student Government Association (President), City of Nacogdoches, Texas, Freese and Nichols, Inc. (Prime Consultant), Facility Programming and Consulting (Subconsultant) and RDG Planning & Design, Inc. (Subconsultant)

Overview: The consulting team spent four days at SFA, leading a series of meetings with stakeholder groups across campus to identify space needs and the overall campus vision. The team also kicked off the athletics and recreation portions of the Plan with facility tours and a series of focused stakeholder listening sessions. The City of Nacogdoches was also involved in aligning goals with the City's vision and long-range planning objectives. Meeting sessions ranged from 45 minutes to 1.5 hours at the Baker Pattillo Student Center.

FACULTY & STAFF SURVEY

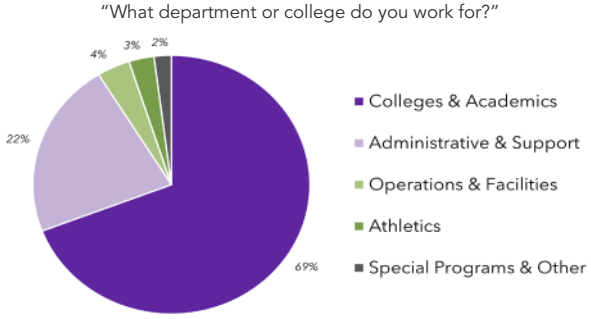
Date: Open Dec. 2024 - Feb. 2025

Location: Virtual

Audience: Faculty and staff members working across the University

Overview: Faculty and staff were asked questions regarding their specific place of work (e.g., department, physical location) and how strongly they agreed or disagreed with various statements related to the campus condition, signage, parking and the pedestrian experience. Overall, the survey captured approximately 9,040 unique responses from 395 respondents.

Figure 16. Faculty & Staff Survey Question



STUDENT SURVEY

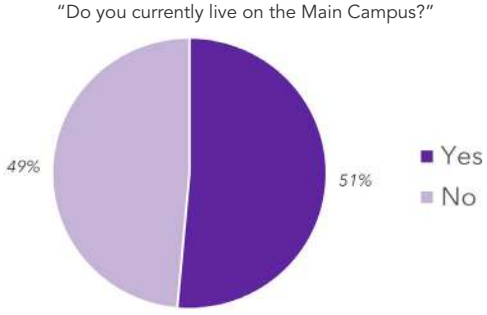
Date: Open Dec. 2024 - Feb. 2025

Location: Virtual

Audience: Students attending the University in person, online or in a hybrid format

Overview: Students were asked questions regarding their housing status and how strongly they agreed or disagreed with various statements related to life in Nacogdoches, the campus condition, student housing, parking, the pedestrian experience and student life. Respondents were also surveyed for their opinions on the DeWitt School of Nursing campus. Overall, the survey captured approximately 3,090 unique responses from 315 respondents.

Figure 17. Student Survey Question



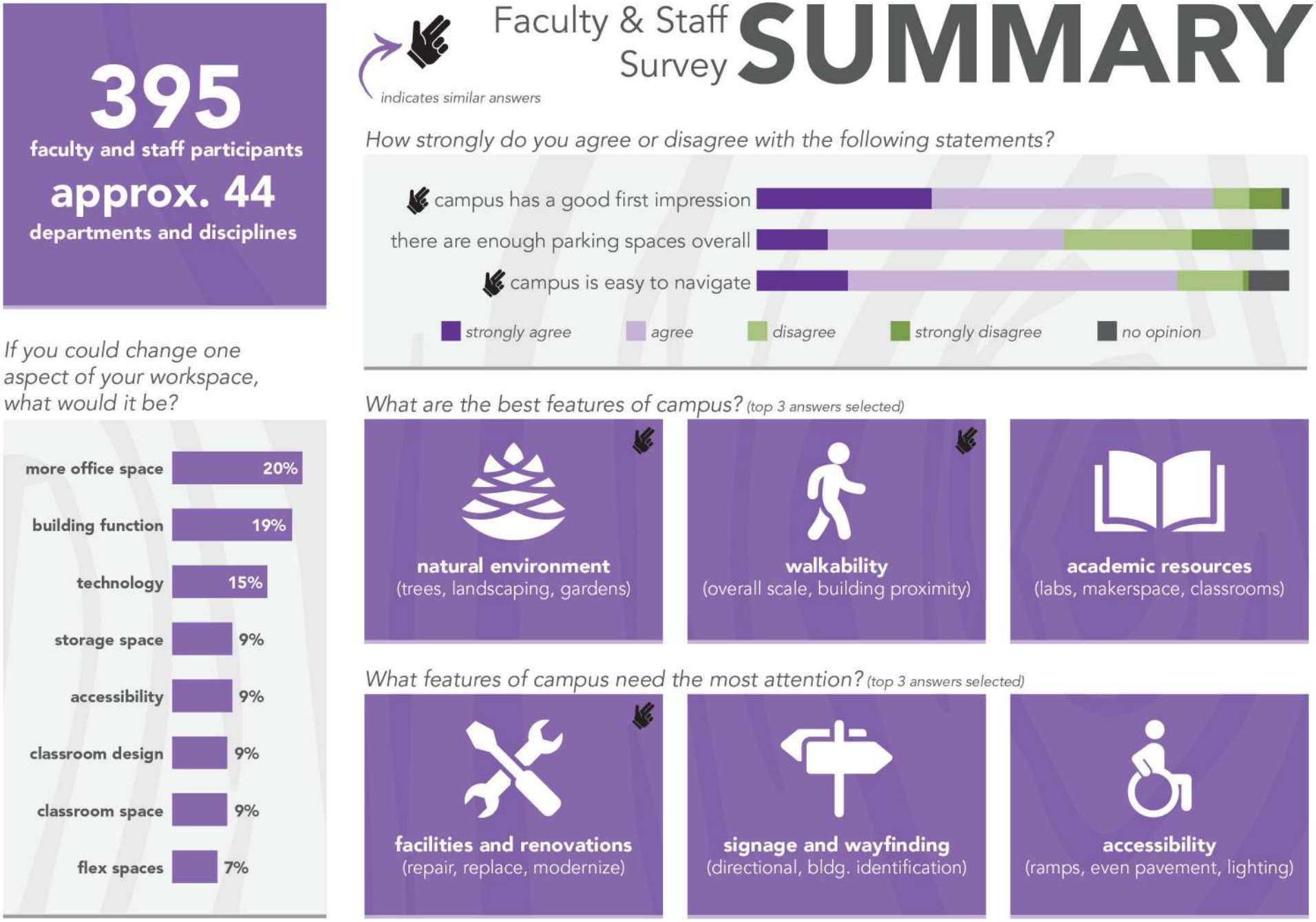
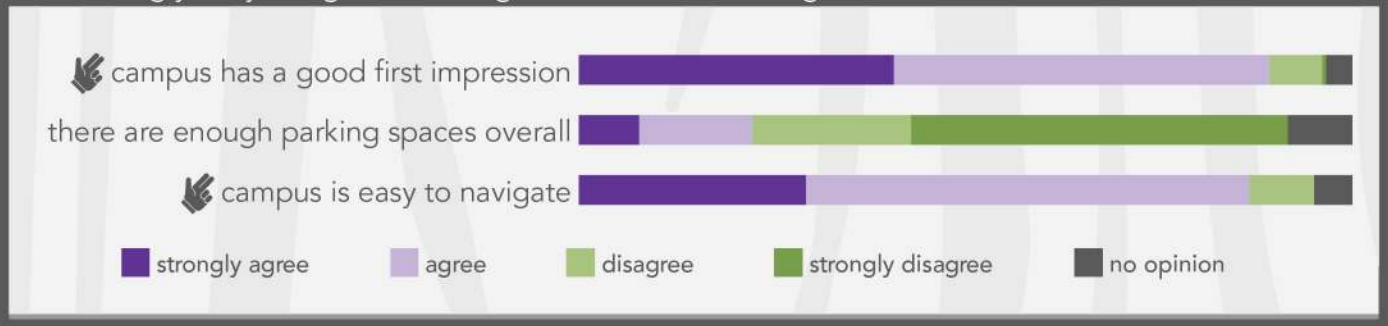


Figure 18. Faculty & Staff Survey Summary

Student Survey SUMMARY

indicates similar answers

How strongly do you agree or disagree with the following statements?



315
student participants

approx. 51%
living on campus

What are the best features of campus? (top 3 answers selected)

natural environment
(gardens, flowers, arboretums)

walkability
(comfortable, close, car-free)

modern facilities
(STEM, Rusche, Student Center)

What features of campus need the most attention? (top 3 answers selected)

parking
(signage, amount, proximity)

facilities and renovations
(repair, cosmetic, safety)

student housing
(outdated, dysfunctional)

What would encourage you to spend more free time on campus?

~24%
social and cultural events
(STEM, Rusche, Student Center)

~15%
recreation and sports
(facilities, informal opportunities)

~14%
food and dining options
(late-night, food trucks, lounges)

Figure 19. Student Survey Summary

INTERACTIVE BOARDS

Date: Boards available Dec. 2024 - Feb. 2025

Location: R.W. Steen Library and Baker Pattillo Student Center

Audience: Students, staff and faculty

Overview: A series of interactive boards was posted at the R.W. Steen Library and Baker Pattillo Student Center to gather passive, in-person feedback from interested passersby. Each location was provided with a set of boards: one asking for input on the overall campus vision, and one asking respondents what they love and would change about academics and student life at the University.

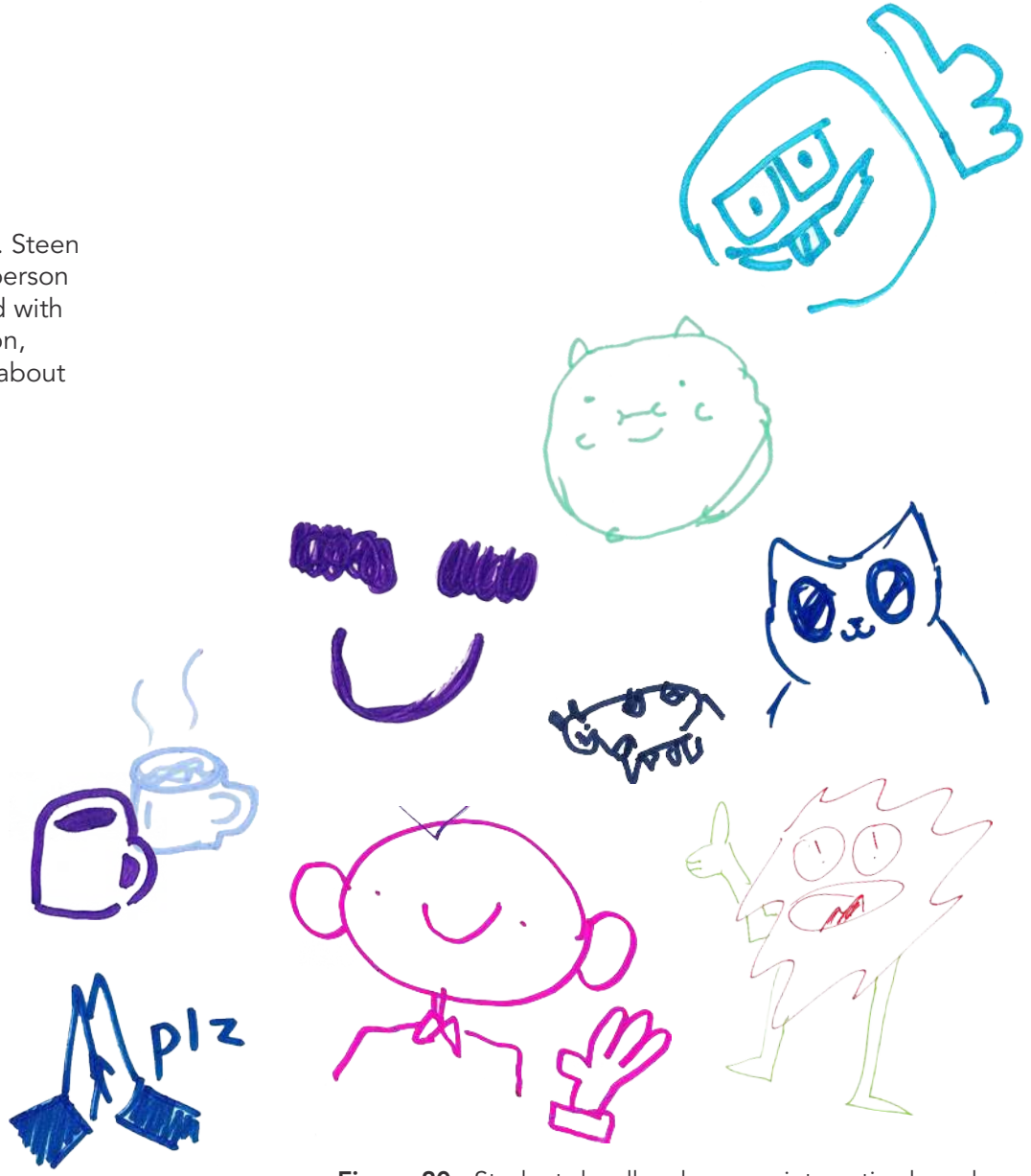


Figure 20. Student doodles drawn on interactive boards

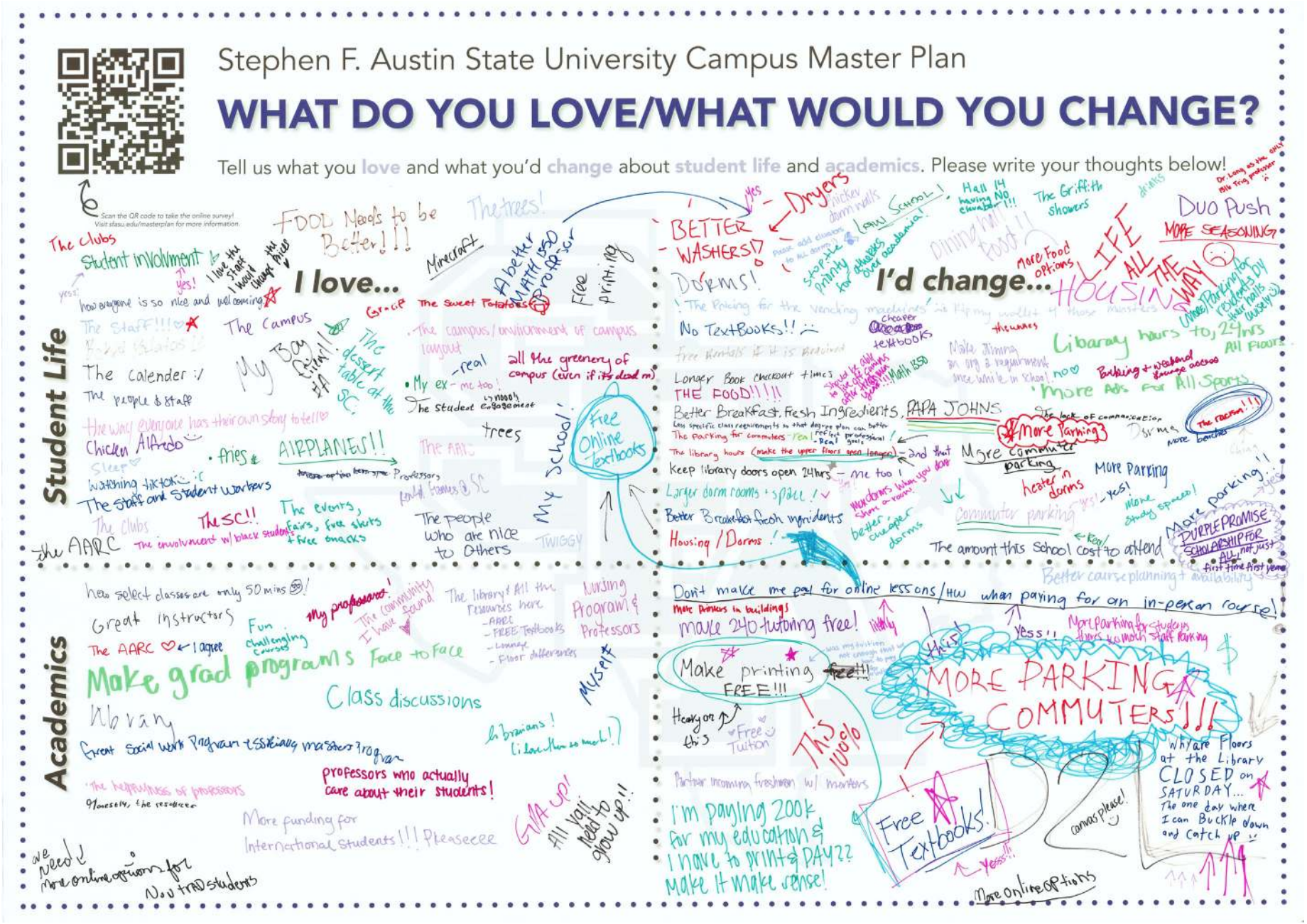


Figure 21. "What do you love/what would you change?" Interactive board scans

INTERACTIVE MAP

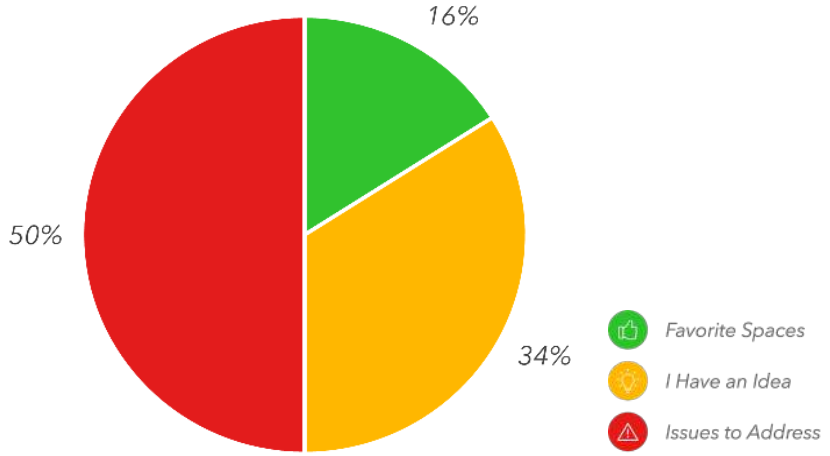
Date: Dec. 2024 - Feb. 2025

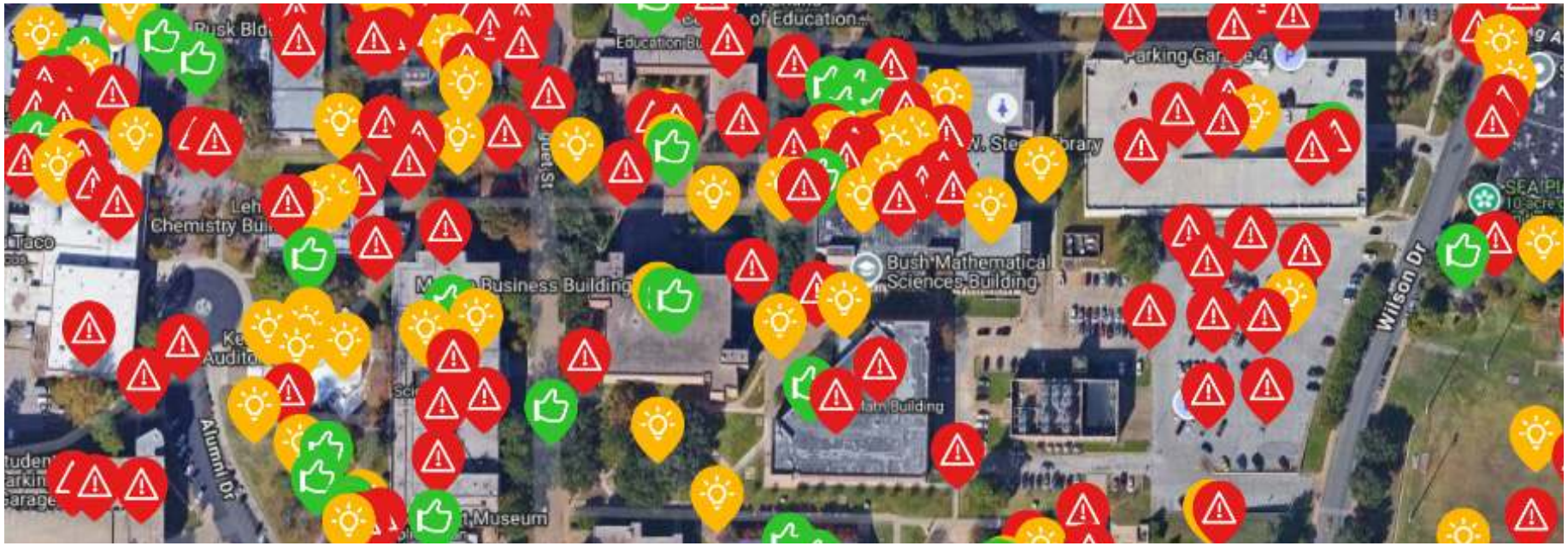
Location: Virtual

Audience: Students, staff and faculty

Overview: The University published and hosted an online interactive map to gather site-specific feedback from interested students, staff and faculty. Respondents were asked to drop pins identifying their favorite spaces, places where they have ideas or suggestions and areas where they have issues they'd like addressed.

Figure 22. Map Response Composition





CAMPUS MASTER PLAN OPEN HOUSE

Date: Sept. 9, 2025

Location: Baker Pattillo Student Center

Audience: Students, staff and faculty

Overview: The University hosted an all-day Campus Master Plan Open House to present the draft recommendations and progress of the Plan to interested faculty, staff and students. Located at the Baker Pattillo Student Center, the University posted a series of 25 informational boards, including illustrative renderings and Master Plan data, for a come-and-go viewing window of 10:00 a.m. to 5:00 p.m. The very well attended event concluded with a structured presentation regarding the Plan's status and preliminary recommendations.


ED & GWEN COLE
STEM BUILDING

EXISTING CONDITIONS & ANALYSIS

LANDHOLDINGS

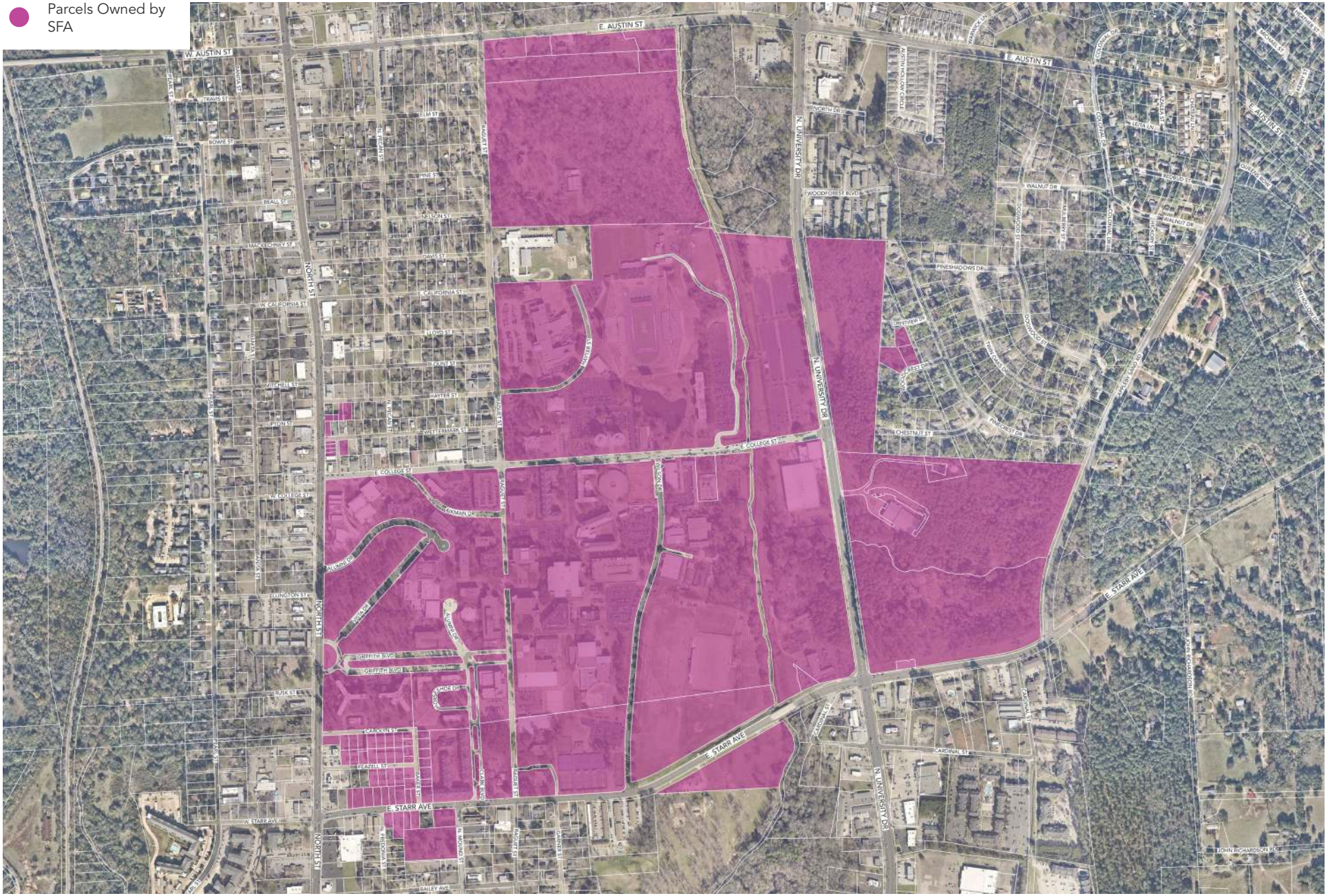
The SFA main campus covers 421 acres, featuring 36 academic buildings, nine residence halls and 68 acres of scenic trails that weave through six gardens. The majority of the campus is bordered by E. Austin Street to the north, N. University Drive to the east, E. Starr Avenue to the south and North Street (US 59 Business) to the west. There are a few parcels located outside of this core campus area.

In addition, the Arthur Temple College of Forestry and Agriculture's Walter C. Todd Agricultural Center is 726 acres. The College also manages more than 3,400 acres, including the SFA Experimental Forest.

Gayla Mize Garden Labyrinth

Culinary Cafe

Homer Bryce Stadium



Map 5. Landholdings

Scale: N.T.S. N

EXISTING LAYOUT

The campus reflects the region's woodlands with its scenic landscape, walking trails, gardens and mature trees. The campus is relatively compact with most academic buildings, student housing and recreational facilities within easy reach of each other. Facilities like the Cole STEM Building, Baker Pattillo Student Center and Steen Library are clustered near the center of campus. The campus is linked via tree-lined walks and two pedestrian malls. While the core of campus from E. College Street to Starr Avenue is relatively pedestrian friendly, there are a few key points of pedestrian/vehicular conflict as the campus extends beyond this area.

Baker Pattillo Student Center

Lumberjack Landing Residence Hall

Statue of Stephen F. Austin in front of Steen Library

1 Advancement Annex
2 Agricultural Mechanics Shop
3 Agriculture Building
4 Agriculture Greenhouse
5 Art Building
6 Art Studio
7 Art Studio Annex
8 Athletics Ticket Office
9 Austin Building
10 Baker Pattillo Student Center
11 Biology Greenhouse
12 Boynton Building
13 Brundrett Conservation Education Building
14 Bush Mathematical Sciences Building
15 Central Stores and Receiving, Housing Operations
16 Cole STEM Building
17 Construction Management
18 Culinary Cafe
19 Dugas Liberal Arts North
20 Eatery on East
21 Education Annex
22 Environmental Health, Safety and Risk Management
23 Ferguson Building
24 Fieldhouse
25 Forestry Building
26 Forestry Greenhouse
27 Forestry Laboratories
28 Griffith Fine Arts Building
29 Griffith Hall
30 Grounds and Transportation
31 Hall 10
32 Hall 14
33 Hall 20
34 Homer Bryce Stadium
35 Human Sciences Building North
36 Human Sciences Building South
37 Human Services Building
38 Janice A. Pattillo Early Childhood Research Center
39 Johnson Coliseum
40 Juanita Curry Boynton House/President's House

41 Kennedy Auditorium
42 Kerr Hall
43 Kingham Children's Garden
44 Lehmann Chemistry Building
45 Lumberjack Landing
46 Lumberjack Lodge
47 Lumberjack Village Community Building
48 Lumberjack Village (Buildings 1, 2, 3 and 4)
49 McGee Business Building
50 McKibben Education Building
51 McKinney Fine Arts Annex
52 Military Science Building
53 Miller Science Building
54 Murphy Wellness Center
55 Music Prep House
56 Naymola Basketball Performance Center
57 North Hall
58 Norton HPE Complex
59 Parking Services
60 Pearman Alumni Center
61 Physical Plant
62 Pineywoods Dining Hall
63 The Plantery
64 Press Box
65 Rusk Building
66 Schlief Tennis Complex
67 SFA Theatre Scene Shop
68 Shelton Gym
69 Social Work Building
70 South Hall
71 Steen Hall
72 Steen Library
73 Stone Fort Museum
74 Student Recreation Center
75 Ticket Booth
76 Tucker Building/Health and Wellness Hub
77 University Police Department
78 Wildlife Habitat and Silviculture Laboratory
79 Wisely Hall
80 Wright Music Building

Map 6. Existing Layout

Scale: N.T.S. N

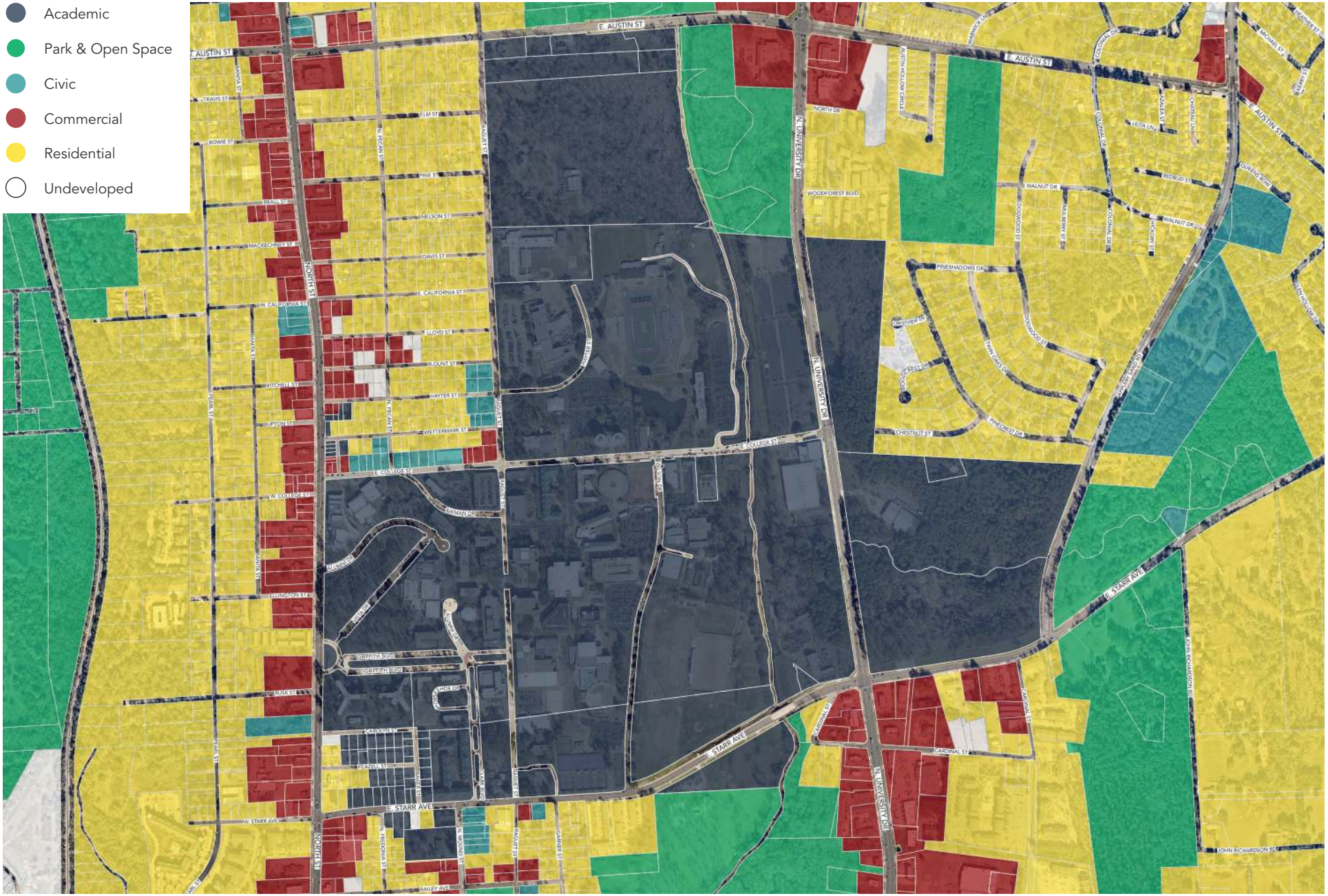
CAMPUS & SURROUNDING LAND USES

SFA sits at the center of Nacogdoches, surrounded by a mix of residential, commercial, recreational and institutional uses. The campus is bordered by established neighborhoods featuring single-family and multi-family housing, as well as major thoroughfares such as North Street and University Drive. These corridors are lined with restaurants and shops. The surrounding parks, gardens and open spaces provide access to outdoor recreation. While Downtown Nacogdoches is approximately one mile south of campus, there is no comfortable pedestrian route to get there.

E. College Street Land Uses

Commercial Uses along North Street

Hayter Street Residential Neighborhood



Map 7. Campus & Surrounding Land Uses

Scale: N.T.S.

BUILDING FUNCTIONALITY

The campus features a range of buildings designed to support student, academic, administrative, athletic and residential functions.

The majority of academic, administrative and university services are concentrated in the center of campus. The Griffith Fine Arts Building and Wright Music Building are two exceptions that extend academic functions to the west along E. College Street.

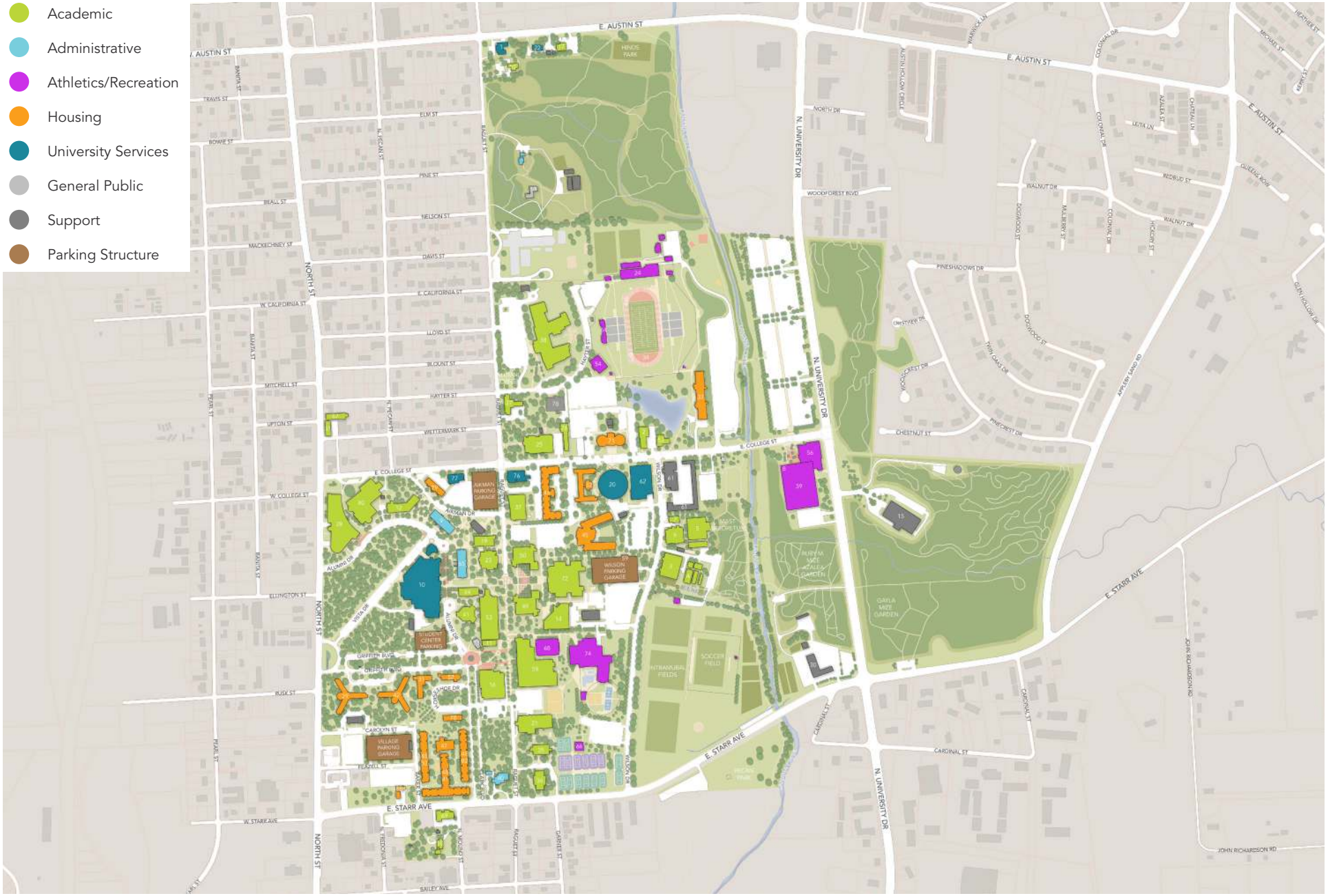
Residence halls are primarily located in the southwestern portion of campus and along E. College Street, where each cluster provides access to academic and university services.

Athletics and recreation facilities occupy the eastern portion of campus including major destinations in Homer Bryce Stadium and Johnson Coliseum. The Student Recreation Center, Schlief Tennis Complex and intramural fields form a recreational corridor along Wilson Drive.

Baker Pattillo Student Center

Naymola Basketball Performance Center

Cole STEM Building



Map 8. Building Functionality

Scale: N.T.S.

VEHICULAR ACCESS & CIRCULATION

North Street (US 59 Business) is the main arterial road running north-south along the western edge of campus. It serves as the primary route for visitors, providing access to the University's main entrance.

The vehicular entrance along North Street can be confusing for first-time visitors with multiple, non-connecting one-way segments leading in different directions. Vista Drive/Alumni Drive are one-way roads that provide access to the north central part of campus. First-time visitors are sometimes confused by the circulation pattern and accidentally travel the wrong way on this corridor. Griffith Boulevard is a one-way couplet providing access to the Student Center Parking Garage and the south central part of campus. Vista Drive and both segments of Griffith Boulevard intersect the circular entrance at North Street.

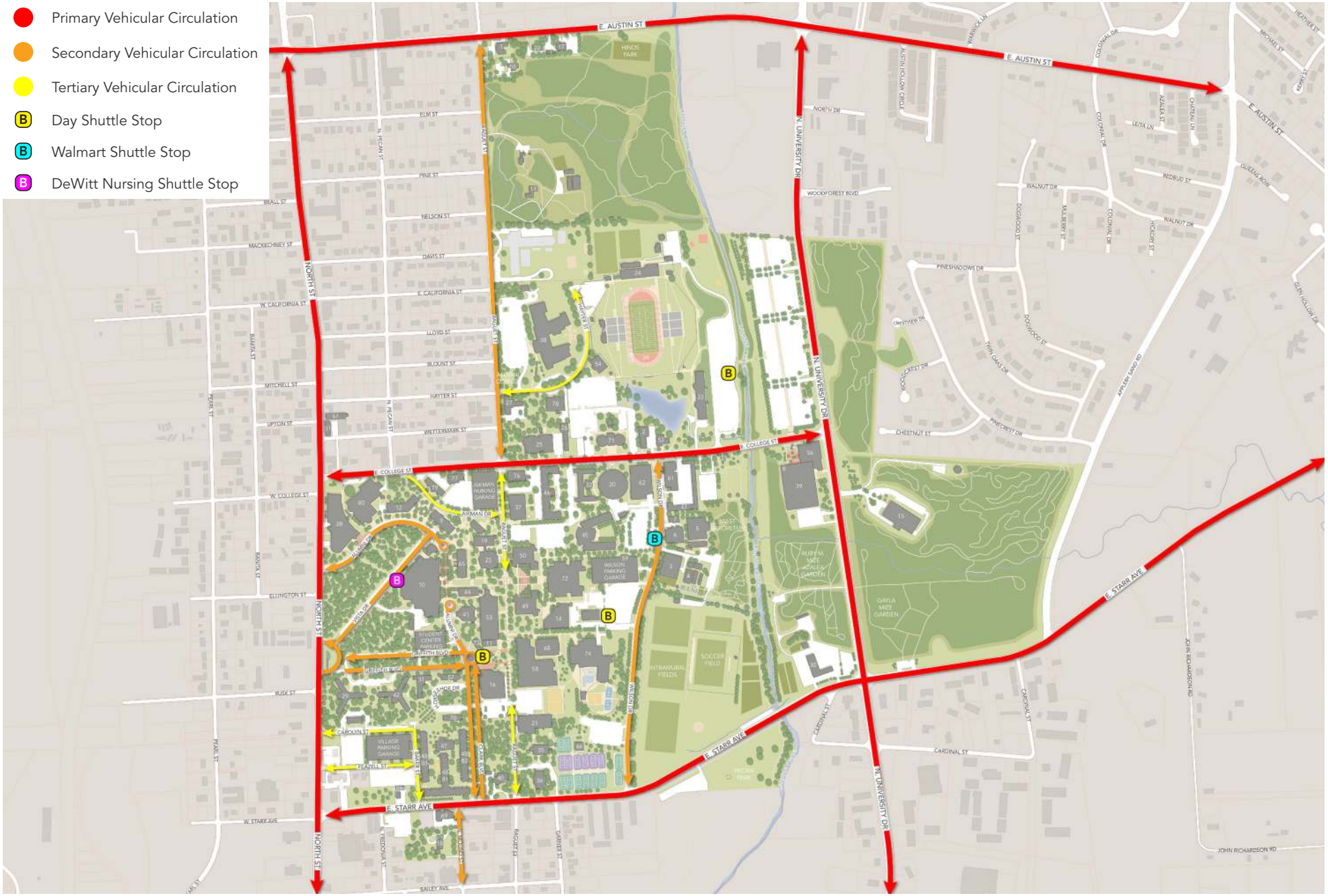
E. College Street runs east-west through campus and connects North Street to University Drive. It provides access to residence halls, parking lots and athletic facilities. Vehicles tend to move quickly through this corridor with substantial pedestrian activity, creating a hazardous condition.

Starr Avenue runs along the south edge of campus. Students often cross the street at unsignalized locations to access uses to the south. Most notably, Wilson Drive intersects Starr Avenue at an unsignalized location on a curve, toward the bottom of a hill. This is a significant safety hazard for pedestrians crossing to access the parking area to the south.

View east along E. College Street from Raguet Street

Looking west at Intersection of Wilson Drive and Starr Avenue

View of Vista Drive and both legs of Griffith Boulevard from the North Street Entrance



Map 9. Vehicular Access & Circulation

Scale: N.T.S.

PEDESTRIAN CIRCULATION

Pedestrian circulation is organized around a hierarchy of primary and secondary routes. The primary pedestrian network extends through the campus core, where most academic and administrative buildings are located. The Raguet Street Mall functions as a major north-south pedestrian spine, while an intersecting east-west mall connects the Steen Library to the Baker Pattillo Student Center. Together they form a central axis of campus circulation.

A portion of E. College Street, between Raguet Street and Wilson Drive, is a heavily used pedestrian corridor, experiencing periods of congestion and conflicts between pedestrians and vehicles. Additional primary pedestrian routes link key destinations such as the residence halls and the Student Recreation Center.

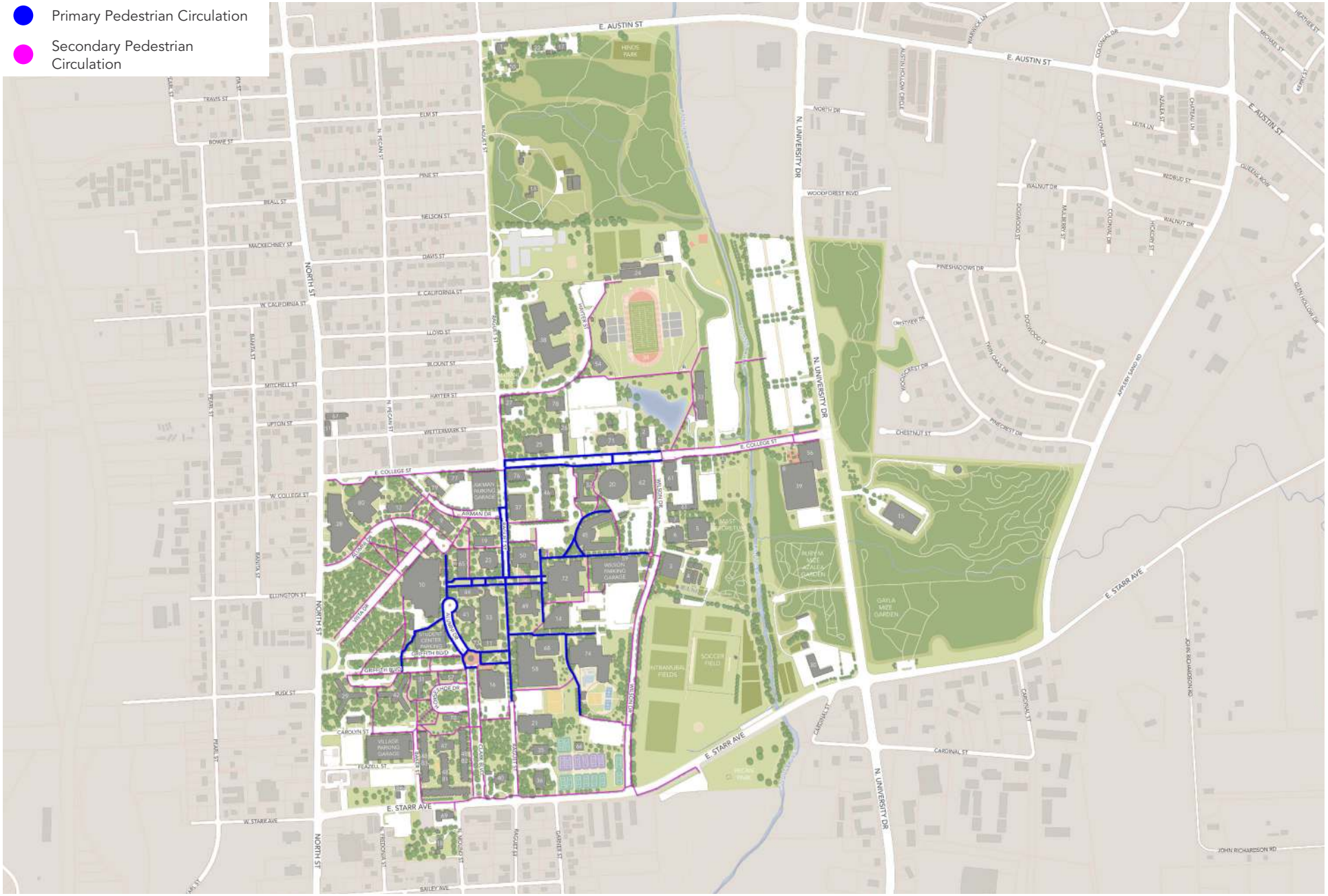
Secondary pedestrian routes extend toward the outer edges of campus, reaching many of the athletic facilities on the north side and additional student housing to the south.

The pedestrian environment is one of SFA's defining characteristics and plays a vital role in the overall functionality and identity of the campus. Maintaining these corridors will include improving pavement conditions, enhancing accessibility and providing additional shade through tree canopy cover. Expanding the pedestrian malls throughout campus would extend the welcoming pedestrian experience beyond the core of campus.

Raguet Street Mall

Walks through Sesquicentennial Plaza

Student Center Mall



Map 10. Pedestrian Circulation

Scale: N.T.S. N

PARKING

Parking on the SFA campus is managed by Parking Services, under Facilities Services and Campus Operations, and includes an inventory of over 8,000 spaces across 58 facilities. While most of this supply is found in surface lots or on-street spaces, four parking garages provide 2,518 spaces (30.7% of the total parking supply).

The largest allocation of parking inventory is assigned to commuters, with 2,708 total spaces, about 33% of the total parking supply. 1,168 of these spaces are in the Coliseum – North lot, also known as the Commuter Lot, which is the largest surface parking lot on campus. Residents have 2,556 allocated spaces throughout the campus, approximately 31%, concentrated mostly in parking garages. As shown in Map 11, most of the campus is within a ¼-mile radius (approximately 5-minute walk) of parking garages, indicating that most on-campus destinations are within walking distance from the existing garages.

The parking supply on campus is supplemented by a shuttle service that takes students to various locations on and off campus. Three-stop, five-minute routes allow students to circulate through campus without parking directly next to their destination. Two off-campus routes go to the Dewitt School of Nursing and Walmart. Shuttle routes are planned in conjunction with the Student Government Association. Ridership has generally been low, with some users noting that the routes change frequently, making it difficult to rely on the shuttles for their daily commutes.

SUPPLY/DEMAND

The existing parking supply and demand on campus were evaluated based on a review of existing utilization data, Institute of Transportation Engineers (ITE) parking generation rates, and the Nacogdoches Code of Ordinances. Supply was determined by counting the existing inventory of spaces in each surface lot, dedicated on-street parking area and garage. Demand was calculated using weekday peak-hour enrollment figures and student residential parking policy to capture the highest demand periods. Because this method reflects peak weekday demand based on academic enrollment, the increase in athletic parking demand during special events was not included in the calculations.

The analysis calculates that there is currently a deficit in parking supply based on the existing weekday peak hour demand. Additionally, changes to the campus layout and future improvements may put further strain on the existing parking supply if no changes to the current quantity and arrangement of parking are made. A more balanced and efficient approach to managing parking inventory is needed to meet this increase in demand.

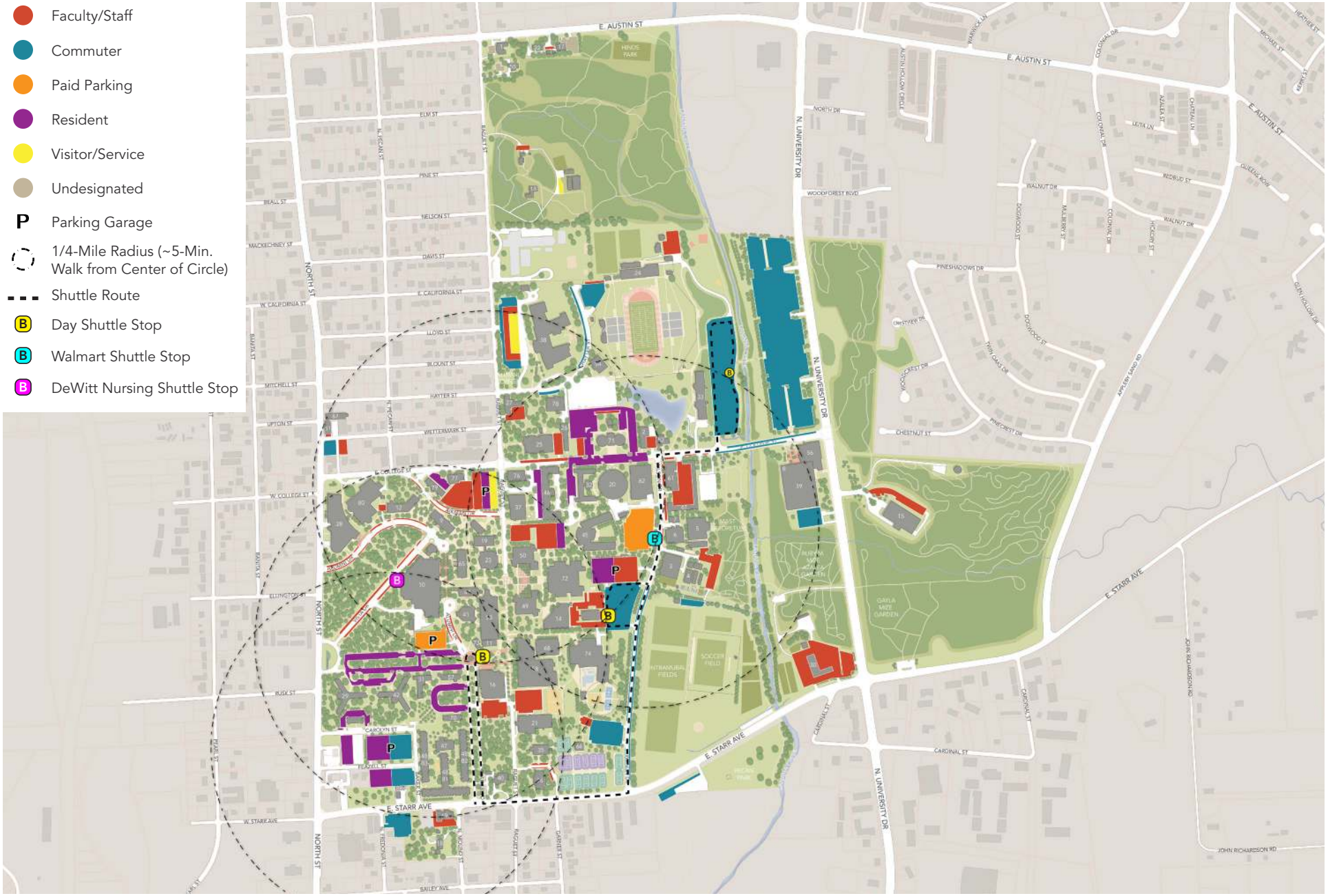
Rather than expanding surface parking in central areas, a comprehensive strategy that manages both parking supply and demand, while advancing a more walkable, connected, and sustainable campus environment should be considered.

Figure 23. Summary of Existing Parking Spaces

Type of Parking	Quantity	
Faculty/Staff	1,901	23%
Resident	2,556	31%
Commuter	2,708	33%
Visitor	43	1%
Other	1,007	12%
Total	**8,215**	**100%**

Village Parking Garage

Commuter Lot



Map 11. Parking

LANDSCAPE & OPEN SPACE

The landscape and open space of the campus reflects the native woodland character of the Piney Woods region and provides both visual continuity and ecological value throughout the campus.

At the primary entrance along North Street, "The Vista" is a large open space defined by dense stands of mature trees, which create a memorable first impression and establish the natural tone of the campus environment. Across the campus, open lawns, shaded courtyards and shaded pedestrian corridors weave between academic buildings, residence halls and athletic facilities.

To the north and east, the landscape transitions to recreation and athletic fields as well as research centers and gardens. The Mast Arboretum, Ruby M. Mize Azalea Garden and the Piney Woods Native Plant Center strengthen SFA's connection to its regional ecology by providing spaces for research, education and community interaction.

The Vista

Ruby M. Mize Azalea Garden

Intramural Fields

Map 12. Landscape & Open Space

Scale: N.T.S.

NATURAL FEATURES

The SFA campus lies within a watershed that drains toward Lanana Creek, which forms a defining natural feature through the eastern edge of campus. A substantial portion of the campus is situated within the 100-year floodplain, limiting these areas to less intensive forms of development. These low-lying areas, including the intramural playing fields, are known to experience flooding during major storm events, underscoring the importance of flood management and resiliency planning.

While the banks of Lanana Creek are characterized by slopes exceeding 10%, the majority of the campus terrain remains relatively flat or gently sloped. Other areas with notable topographic changes include the western slope along Wilson Drive, the Pineywoods Native Plant Center and Homer Bryce Stadium.

LANANA CREEK WATER QUALITY [1]

As SFA continues to evolve as a leading member of the UT System, the stewardship of its natural assets—particularly the Lanana Creek watershed (also referred to as La Nana Bayou) —remains central to the campus's environmental and community identity. The watershed, which flows directly through University property, is a defining landscape element that connects the campus to the broader Nacogdoches watershed. Recent studies by the Texas Water Resources Institute, Angelina & Neches River Authority, and TCEQ have identified elevated E. coli concentrations and nutrient levels in Lanana Creek, indicating ongoing water quality challenges linked to urban stormwater runoff.

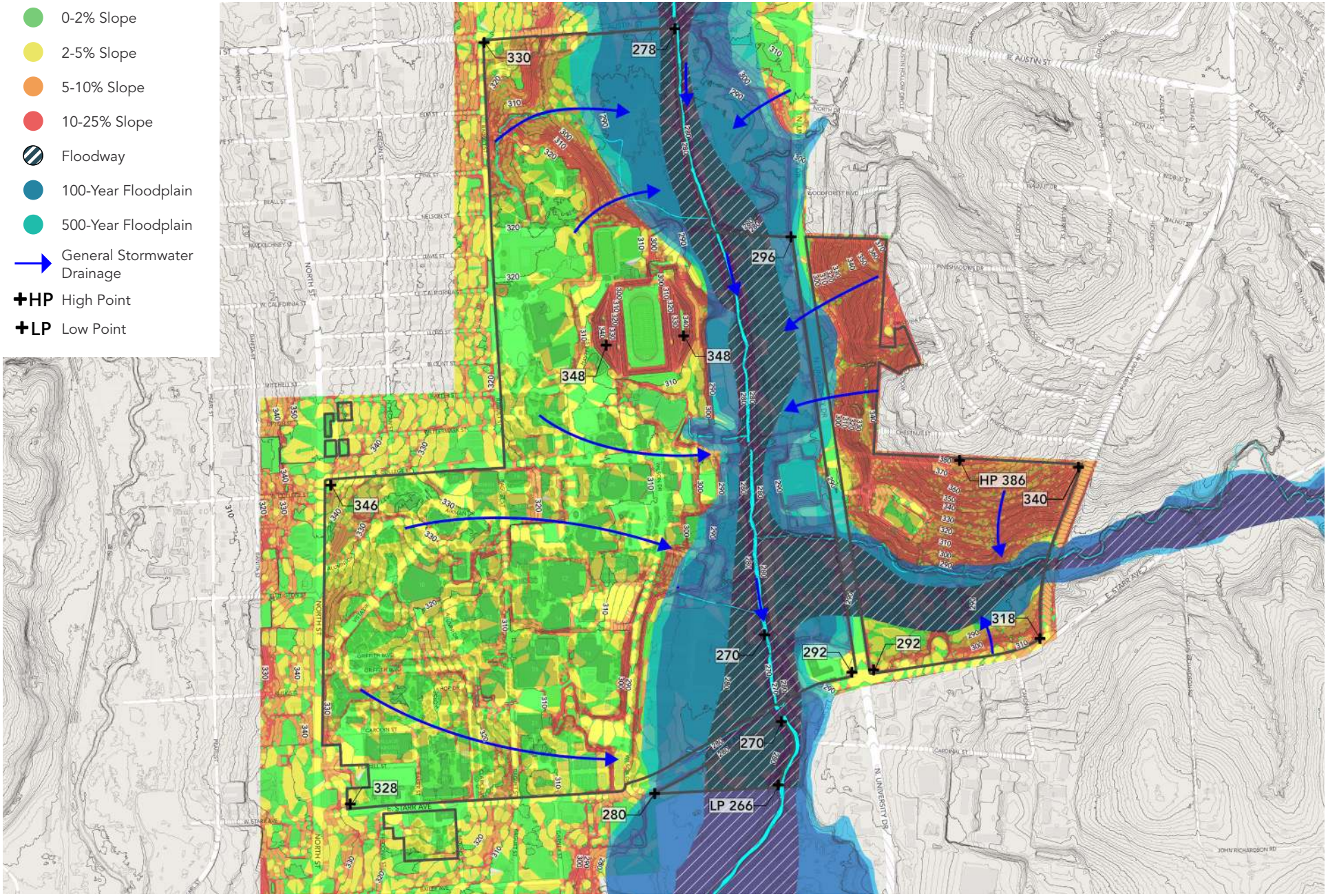
Much of this runoff originates from the impervious surfaces of the urbanized watershed, where rainfall rapidly conveys pollutants such as sediment, organic matter and bacteria into the creek. The predominance of soils which have slow infiltration and high runoff potential further amplifies these conditions. Together, these factors underscore the importance of integrating sustainable stormwater practices into the campus landscape to protect water quality and enhance ecological resilience.

Slopes at Schlief Tennis Complex

Intramural Fields in the Floodplain

Lanana Creek Following a Rain Event

1 For additional information, please refer to the 2023 La Nana Bayou Watershed Protection Plan: https://twri.tamu.edu/wp-content/uploads/2024/04/tr-547.pdf



Map 13. Natural Features

Scale: N.T.S. N

SIGNAGE & WAYFINDING

The campus features various gateway monuments and wayfinding elements that provide orientation and visual identity. Gateway monuments mark primary entrances along E. College Street, North Street and Starr Avenue.

Throughout the campus, vehicular and pedestrian directional signage guide visitors to major destinations such as academic buildings, residence halls, parking areas and athletic facilities. These wayfinding elements are designed with the University's visual standards, typically incorporating the school's colors and logo. However, a refresh of wayfinding signage is warranted as many signs are fading and present a less favorable campus image.

SFA Roundabout Monument

Wayfinding/Informational Signage

North Street Monument Sign

Map 14. Signage & Wayfinding

Scale: N.T.S.

UTILITIES

The Utility Master Plan encompasses the electrical, mechanical, water, sanitary sewer and storm water systems across the campus. Existing conditions for each utility system are summarized below. See Appendix E for detailed system descriptions, data and mapping.

ELECTRICAL

The campus electrical network comprises three circuits: red, green and blue. The red circuit on the southeast handles heavy loads like HVAC and major facilities, the green is centrally located with about 24.9% usage, and the blue is the largest and serves the north and west with 60.9% usage despite wiring chokepoints. Additionally, roughly 90% of the powerlines are underground, while the overhead lines—often sharing infrastructure with Oncor—are prone to natural hazards. SFA owns and maintains three transformers at the Oncor Substation located on E. College Street.

MECHANICAL

The campus has several plants supplying chilled and hot water, all facing aging issues and capacity constraints:

- Plant #1: Mix of new and dated equipment; aging pipes need replacement, cooling towers need upgrades, and energy-saving measures could be improved.
- Plant #2: The largest plant recently upgraded with new chillers, but some older cooling towers require replacement and expansion options are being considered.
- ECRC Plant: Operates with one new and one old chiller with limited redundancy; additional chiller, cooling tower and boiler updates are needed.
- Village Plant: Contains outdated equipment and should eventually be integrated into modernized systems.
- ART/AG Plant: Undergoing partial updates with two new chillers and decommissioning of old systems.
- BPSC Plant: Requires significant upgrades including new chillers, towers and boiler renovations.
- Human Science Area: Its self-contained system has been abandoned and will be removed.
- Griffith-Kerr Plant: New cooling tower and piping – all in good condition.

Plant #1

Map 15. Electrical and Mechanical Utilities

WATER

The campus is surrounded and intersected by multiple City water lines with no upcoming capital improvement projects. Boundary water lines include an 8”-12” main along E. Starr Avenue, a 12” main along N. University Drive, a 6” main along North Street, and 12” mains along both E. College Street and Raguet Street. A separate 12” line with a reported 20’ easement, used exclusively for fire protection and not metered, runs from Ruby M. Mize Azalea Garden through the Intramural Fields to Griffith Boulevard, then continues along Baker and Feazell Streets to join the main system. Pipe materials vary (ductile iron, cast iron, PVC) with limited sections of asbestos concrete pipe at E. Starr Avenue and N. University Drive that are not directly connected to the campus.

The private campus system features both looped mains and dead-end runs with several master meters connecting it to the City of Nacogdoches’ public network. Irrigation lines and lines servicing the power plants are sub-metered along the private system.

SANITARY SEWER

The campus uses both private and public sewer lines ranging from 3” to 36”. Key collectors include:

- 8” line: Runs along Raguet and E. College Streets to the City line at North Street; serves Childhood Research Center, University Police, Wisely Hall, Boynton, Wright Music and Griffith Fine Arts.
- 15” line (north of Intramural Fields): Ties into a 24” City line; serves Student Recreation Center, Steen Library, Bush Mathematical Sciences, Shelton Gym, Norton HPE, McGee Business, McKibben Education, Lumberjack Lodge, Human Services, Tucker and Forestry facilities.
- 15” line (along Lanana Creek): Serves the Stadium complex, Hall 20, Steen Hall, Mechanics Shop, Military Science, Hall 16, Physical Plant, Art Studio/Additions and Agriculture buildings.

Additionally, the Coliseum connects directly to the City’s 24” line, with all other buildings ultimately discharging into it.

Two major sanitary sewer improvement projects are planned: replacing the failing 12” collector line behind Raguet Elementary School and upgrading the 24” concrete line along Lanana Creek. Additionally, the 8” line on Raguet Street has known inflow and infiltration (I/I) issues. A flow test is recommended to assess its impact and potential capacity concerns.

STORM SEWER

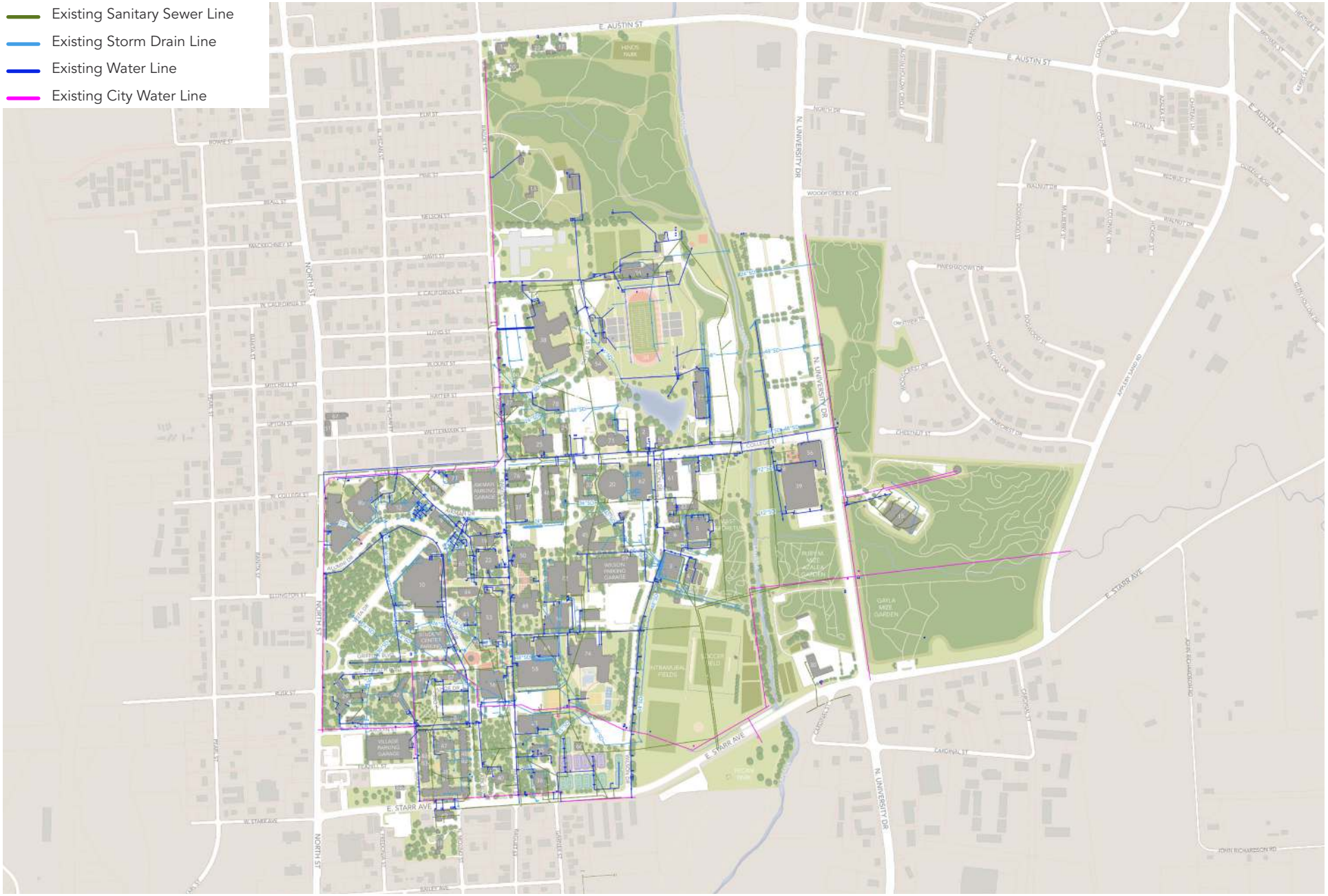
The campus relies on a gravity-fed drainage network composed of curb inlets, catch basins, and a series of pipes ranging from 3 to 60 inches in diameter that convey stormwater eastward toward Lanana Creek.

The Ag Pond collects water from north of E. College Street (along with runoff from nearby residential lots) and diverts overflow via a spillway into a concrete channel, which discharges into Lanana Creek. This direct conveyance system, and the absence of underground detention or treatment facilities, allows direct runoff to reach the Creek unfiltered, carrying sediment, nutrients and other pollutants that can affect water quality and the long-term ecological health of the stream corridor.

Additionally, parts of the campus lie within a FEMA-designated floodplain (see Map 13 for floodplain)—including the Agricultural Building, School of Art and especially the William R. Johnson Coliseum, whose lower floor elevation and aging flood-control measures leave it particularly vulnerable to flooding and in need of repair.

Image Source: Google Maps

Ag Pond Overflow to Lanana Creek



Map 16. Water, Sanitary and Storm Utilities

Scale: N.T.S.

ATHLETICS FACILITIES & ASSETS

SFA's athletics footprint includes, but is not limited to, the following. See Appendix C for more information about each.

- Homer Bryce Stadium and Fieldhouse (football and track)
- Sports Medicine & Academic Center
- Jimmy W. Murphy Wellness Center
- William R. Johnson Coliseum (basketball)
- Loddie Naymola Basketball Performance Center
- Robert H. Shelton Gymnasium (volleyball) (shared with other uses)
- Lucille Norton Health & Physical Education (HPE) Complex (shared with other uses)
- Jaycees Field (baseball) - located off campus
- SFA Softball Field - located off campus
- SFA Soccer Field
- Schlief Tennis Complex

Recent facility investments (e.g., Loddie Naymola Center in 2021, track and field and turf upgrades, video boards) illustrate an institutional emphasis on improving athlete facilities and the fan experience.

SFA Athletics currently operates with aging and dispersed facilities. The fieldhouse is not adequately supporting the north campus teams. The soccer venue is in a floodplain. Baseball and softball are located off-campus. This creates gaps in training, technology, nutrition, accessibility, spectator engagement, revenue and student-athlete success. A unified, modernized athletic infrastructure is needed to improve athletic performance, elevate the fan experience, and strengthen long-term financial sustainability.

The University's athletic teams, known as the Lumberjacks (men) and Ladyjacks (women), compete in NCAA Division I as members of various conferences, competing in the Southland Conference as of the 2024 season.

ATHLETICS PROGRAMS

Men's Sports Programs

- Football
- Basketball
- Baseball
- Track and Field
- Cross Country
- Golf

Women's Sports Programs

- Basketball
- Beach Volleyball
- Bowling
- Softball
- Soccer
- Track and Field
- Cross Country
- Tennis
- Golf
- Volleyball

Coed/Mixed Programs

- Cheerleading
- Dance

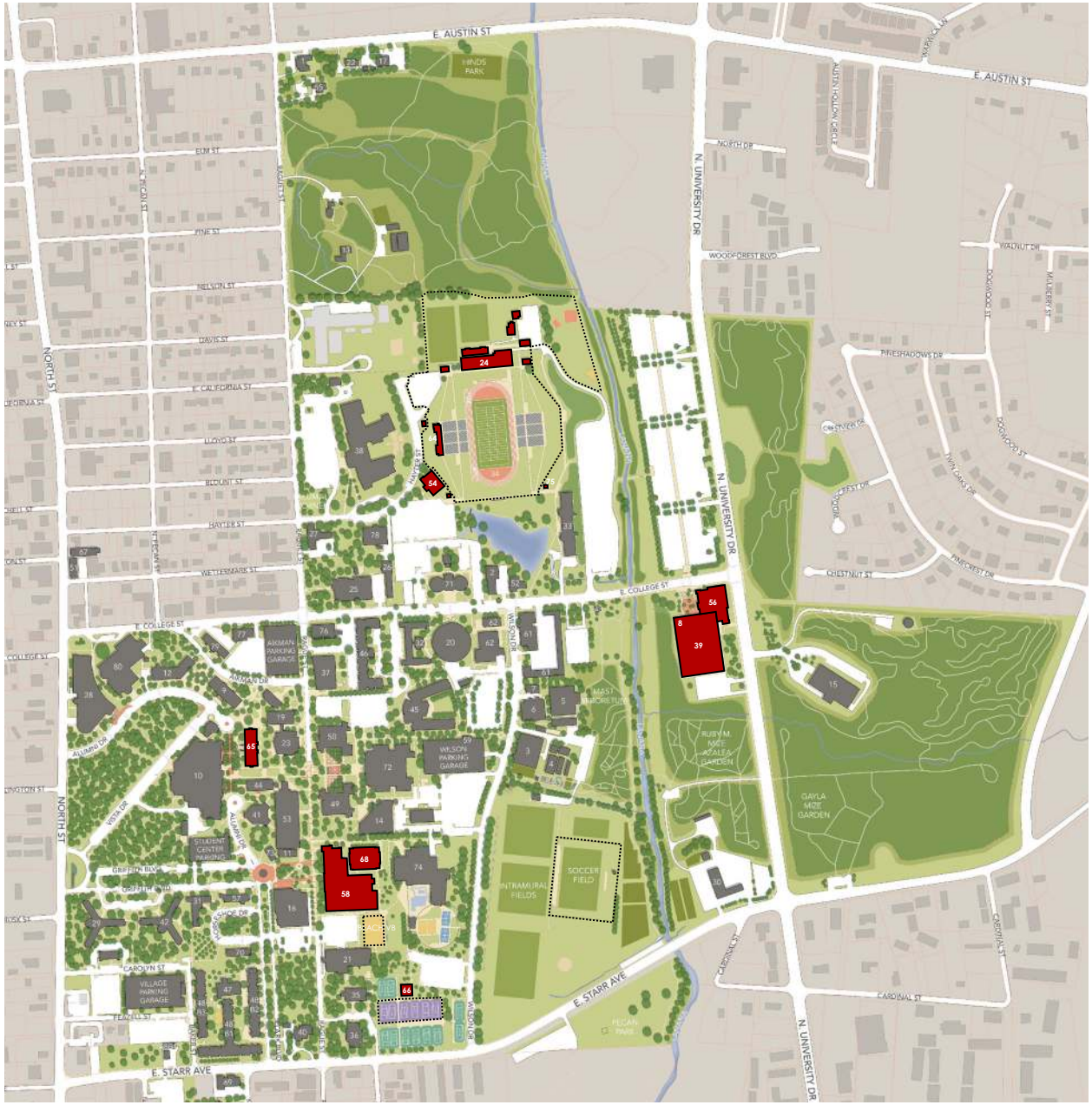
ATHLETICS ROSTER COUNT

ACADEMIC YEAR 2024-25

	PARTICIPATION	
SPORT	**Men**	**Women**
Baseball	55	N/A
Basketball	15	11
Beach VB	N/A	23
Bowling	N/A	11
Football	137	N/A
Golf	12	8
Soccer	N/A	27
Softball	N/A	26
Tennis	N/A	8
Track-CC	16	11
Track-Indoor	55	45
Track-Outdoor	55	45
Volleyball	N/A	16
TOTALS	**345**	**231**

Figure 24. Athletics Roster Count 2024-2025

1 Advancement Annex
2 Agricultural Mechanics Shop
3 Agriculture Building
4 Agriculture Greenhouse
5 Art Building
6 Art Studio
7 Art Studio Annex
8 Athletics Ticket Office
9 Austin Building
10 Baker Pattillo Student Center
11 Biology Greenhouse
12 Boynton Building
13 Brundrett Conservation Education Building
14 Bush Mathematical Sciences Building
15 Central Stores and Receiving, Housing Operations
16 Cole STEM Building
17 Construction Management
18 Culinary Cafe
19 Dugas Liberal Arts North
20 Eatery on East
21 Education Annex
22 Environmental Health, Safety and Risk Management
23 Ferguson Building
24 Fieldhouse
25 Forestry Building
26 Forestry Greenhouse
27 Forestry Laboratories
28 Griffith Fine Arts Building
29 Griffith Hall
30 Grounds and Transportation
31 Hall 10
32 Hall 14
33 Hall 20
34 Homer Bryce Stadium
35 Human Sciences Building North
36 Human Sciences Building South
37 Human Services Building
38 Janice A. Pattillo Early Childhood Research Center
39 Johnson Coliseum
40 Juanita Curry Boynton House/President's House



41 Kennedy Auditorium
42 Kerr Hall
43 Kingham Children's Garden
44 Lehmann Chemistry Building
45 Lumberjack Landing
46 Lumberjack Lodge
47 Lumberjack Village Community Building
48 Lumberjack Village (Buildings 1, 2, 3 and 4)
49 McGee Business Building
50 McKibben Education Building
51 McKinney Fine Arts Annex
52 Military Science Building
53 Miller Science Building
54 Murphy Wellness Center
55 Music Prep House
56 Naymola Basketball Performance Center
57 North Hall
58 Norton HPE Complex
59 Parking Services
60 Pearman Alumni Center
61 Physical Plant
62 Pineywoods Dining Hall
63 The Plantery
64 Press Box
65 Rusk Building
66 Schlief Tennis Complex
67 SFA Theatre Scene Shop
68 Shelton Gym
69 Social Work Building
70 South Hall
71 Steen Hall
72 Steen Library
73 Stone Fort Museum
74 Student Recreation Center
75 Ticket Booth
76 Tucker Building/Health and Wellness Hub
77 University Police Department
78 Wildlife Habitat and Silviculture Laboratory
79 Wisely Hall
80 Wright Music Building

Map 17. Existing Intercollegiate Athletics Facilities Map (facilities outlined and marked in red)

RECREATION FACILITIES & ASSETS

SFA's Campus Recreation program serves as a vital component of student life and community engagement, providing comprehensive recreational, fitness and wellness opportunities for the University community and broader East Texas region. The facilities are designed to support the University's mission of student development while promoting lifelong wellness habits and community connections, serving multiple constituencies including traditional students, non-traditional students, faculty, staff and community members.

Key recreational facilities include the following (see Appendix D for more information about each):

- The Student Recreation Center (SRC) which opened in 2007 as the flagship facility and features extensive fitness areas, multi-purpose courts, a natatorium, climbing wall facilities, fitness studios, sand volleyball courts and outdoor challenge course elements.
- The Campus Intramural and Recreation Fields provide outdoor spaces for intramural sports leagues and club sport activities.
- The SFA Outdoor Pursuits Program, housed in the SRC, offers equipment rental and adventure programming.
- The SFA Challenge Course provides team-building and leadership development opportunities.
- The Lucille Norton HPE Complex includes recreation space, group studios and indoor pool facility that can be used for recreational purposes when available.
- The Robert H. Shelton Gymnasium accommodates intramural basketball and volleyball during off-season hours.

The Campus Recreation program operates under the philosophy of developing a culture of "Lumberjack wellness" through facilities and inclusive experiences across four primary areas: adventure programming, fitness and wellness, recreational sports, and community engagement. This comprehensive approach ensures that recreational programming meets diverse interests, skill levels and schedules while maintaining high standards for safety, accessibility and educational value.

The facilities integrate indoor and outdoor recreational opportunities, taking advantage of the natural East Texas environment and the University's location in the Piney Woods region while providing modern amenities that operate year-round. These facilities represent significant investments in student life infrastructure, community partnerships and regional recreational programming that extend SFA's impact beyond traditional academic boundaries, serving as gathering places for the campus community while functioning as venues for regional events, youth programming and community wellness initiatives.

Campus Recreation has a great facility in the SRC. There are other facilities like HPE and the Challenge Course that are aging, undersized or in need of modernization. Renovation and strategic upgrades are needed to ensure a cohesive, accessible future for recreation and wellness.

BY THE NUMBERS

FACILITY USAGE

- Total: 450,000 Users
- Unique: 5,000 Users
- Memberships: 435 Users (generate $400K through memberships)

ORGANIZATION CHART

- Director: 1
- Associate: 1
- Assistant: 2
- Coordinator: 5
- Graduate Assistants: 4
- Part-Time: 80-100
- Custodial: 4
- Maintenance: 1
- Grounds: 1

1 Advancement Annex
2 Agricultural Mechanics Shop
3 Agriculture Building
4 Agriculture Greenhouse
5 Art Building
6 Art Studio
7 Art Studio Annex
8 Athletics Ticket Office
9 Austin Building
10 Baker Pattillo Student Center
11 Biology Greenhouse
12 Boynton Building
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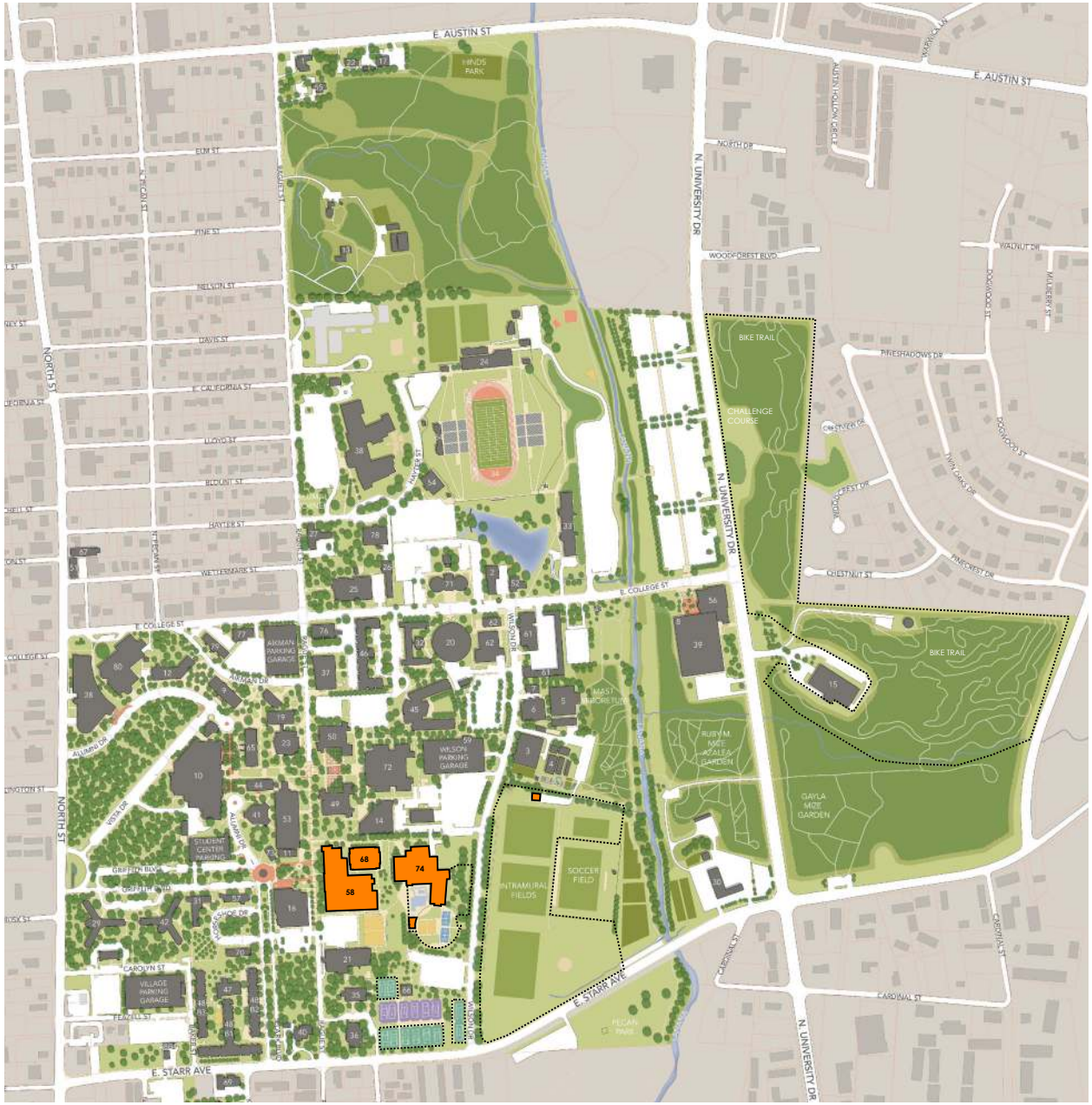

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73 Stone Fort Museum
74 Student Recreation Center
75 Ticket Booth
76 Tucker Building/Health and Wellness Hub
77 University Police Department
78 Wildlife Habitat and Silviculture Laboratory
79 Wisely Hall
80 Wright Music Building

Map 18. Existing Recreation Facilities Map (facilities outlined and marked in orange)

DEVELOPMENT OPPORTUNITIES

Based on the previous analysis and input received from stakeholders, students, faculty and staff, there are key opportunities and challenges to consider at the SFA campus.

KEY OPPORTUNITIES

- A number of buildings and uses are targeted for demolition and relocation. These locations create opportunities for new academic facilities, open space and parking structures. Building renovations provide opportunities for improved student, faculty and administrative spaces.
- There are opportunities to capitalize on the ecological identity of the campus by expanding the open space and pedestrian networks. This could include improved outdoor spaces near the Student Center, Steen Library and along E. College Street, among other areas.
- Streetscape modifications and/or potential closures along E. College Street, Aikman Drive and Wilson Drive could better support pedestrian activity, significantly improve pedestrian comfort and safety, and enhance the campus aesthetics.

Vista Drive View Corridor

E. College Street Sidewalk near the Coliseum

The New Pineywoods Dining Hall

Map 19. Development Opportunities

Scale: N.T.S. N

DEVELOPMENT CHALLENGES

KEY CHALLENGES

- A large portion of the campus's east side lies within the Lanana Creek floodplain, limiting development potential and requiring careful consideration of flood resilience. Additionally, areas of steep slope, especially near the creek and Wilson Drive, can complicate expansion and increase maintenance demands.
- The mix of vehicular, pedestrian and service traffic, particularly along E. College Street, Aikman Drive and other internal roads, creates congestion and pedestrian safety issues that may intensify as the campus grows.
- While the western boundary along North Street presents a strong campus identity, highlighted by a prominent gateway monument and consistent streetscape elements such as pole banners, the northern, eastern and southern edges lack comparable branding and design treatments. This inconsistency diminishes the campus's visual presence and sense of arrival along these perimeter areas.
- The University faces a unique set of challenges in addressing stormwater management within an established campus environment. As development intensifies and impervious surfaces expand, managing the first flush of rainfall, the initial 1.5 inches that carries the highest pollutant load, will become increasingly critical. Existing storm drainage infrastructure was designed primarily for flood control, not for water quality improvement, and offers limited capacity for natural infiltration or biological treatment.
- Topography and space constraints within developed areas present additional difficulties for implementing large-scale stormwater retrofits. Sustaining long-term maintenance, ensuring interdepartmental coordination and balancing infrastructure needs with environmental objectives are essential considerations in advancing a comprehensive water quality strategy for the University in the future.

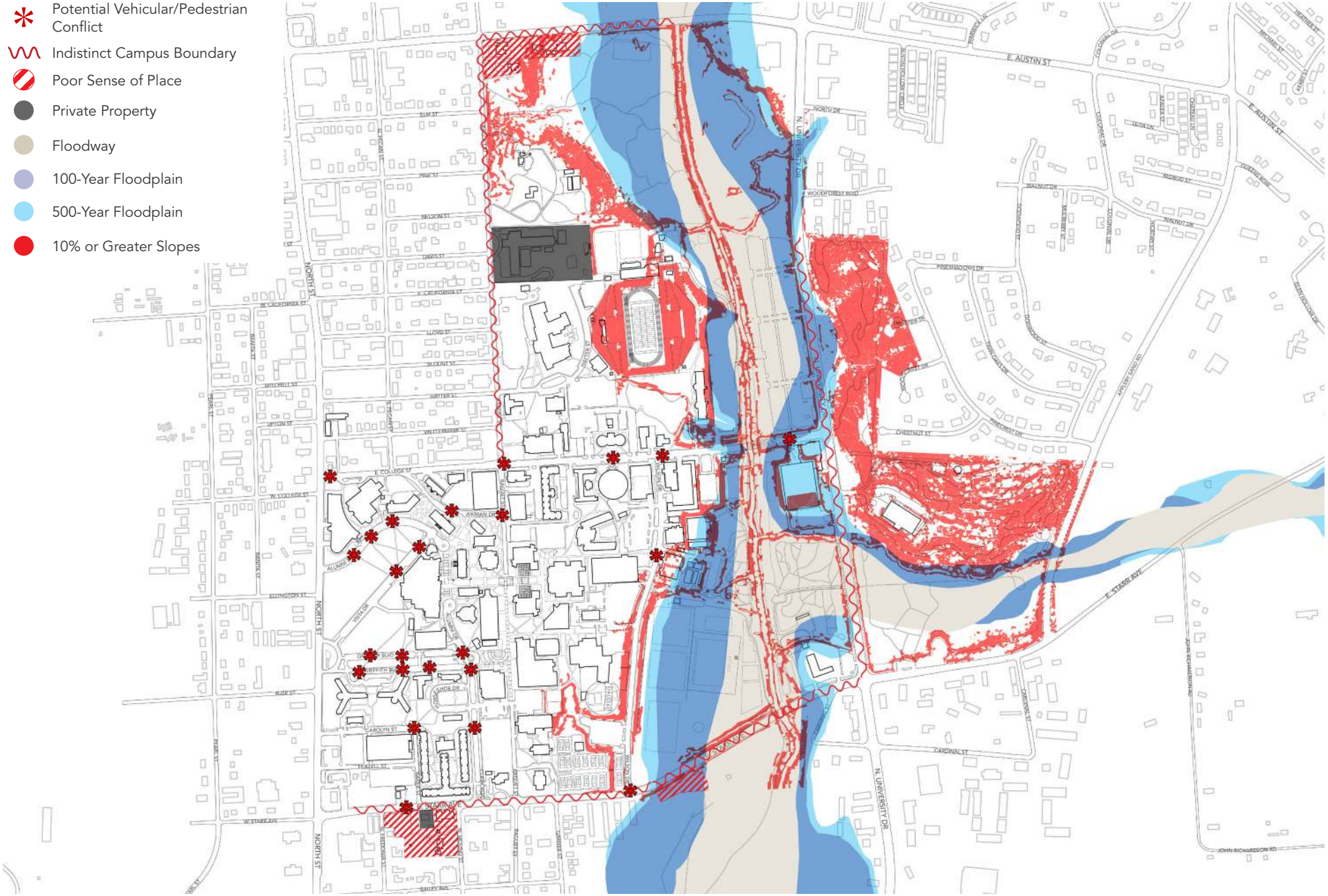
Sloped Areas throughout Campus

Indistinct Boundary along E. Austin Street

Image Source: Google Maps

Lanana Creek environmental impacts and water quality

Water Runoff - Stadium Parking Lot into Lanana Creek



Map 20. Development Challenges

Scale: N.T.S. N

FACILITIES & SPACE UTILIZATION

BUILDING UTILIZATION

Space utilization scores help to evaluate how efficiently instructional spaces are scheduled and occupied. This score is calculated by considering both the proportion of seats filled during course times and the number of hours each space is scheduled per week. Scores can be applied to an individual space, averaged for an overall building score, or the scores of differing space types can be weighed together for an entire campus. Utilization score review can help determine the capacity for change in an existing building inventory. It identifies spaces that have potential as swing space, can be repurposed or require further review due to low usage. Common factors of underutilization may include outdated instructional technology, inadequate room sizing or configurations that are unsuitable for current teaching paradigms.

This analysis uses Fall 2024 course data provided by the SFA Office of Strategic Analytics and Institutional Research. It covers general classrooms and class laboratories, which are coded by the Texas Higher Education Coordinating Board (THECB) under the 100 and 200 series. Research labs are not included in this review. Classrooms and class labs are evaluated separately because they have different targets for effective use. The data in the following sections explains these different components in more detail. However, because academic buildings often contain both types of instructional space, a weighted approach factors the quantities of each type to help evaluate the overall building space efficiency. The classroom, class lab and weighted utilization percentages for the SFA campus are provided in Figure 25 below. On the following page, Map 21 illustrates the weighted utilization across campus by color. Buildings without instructional spaces in the Fall 2024 semester are colored gray and were excluded from this investigation.

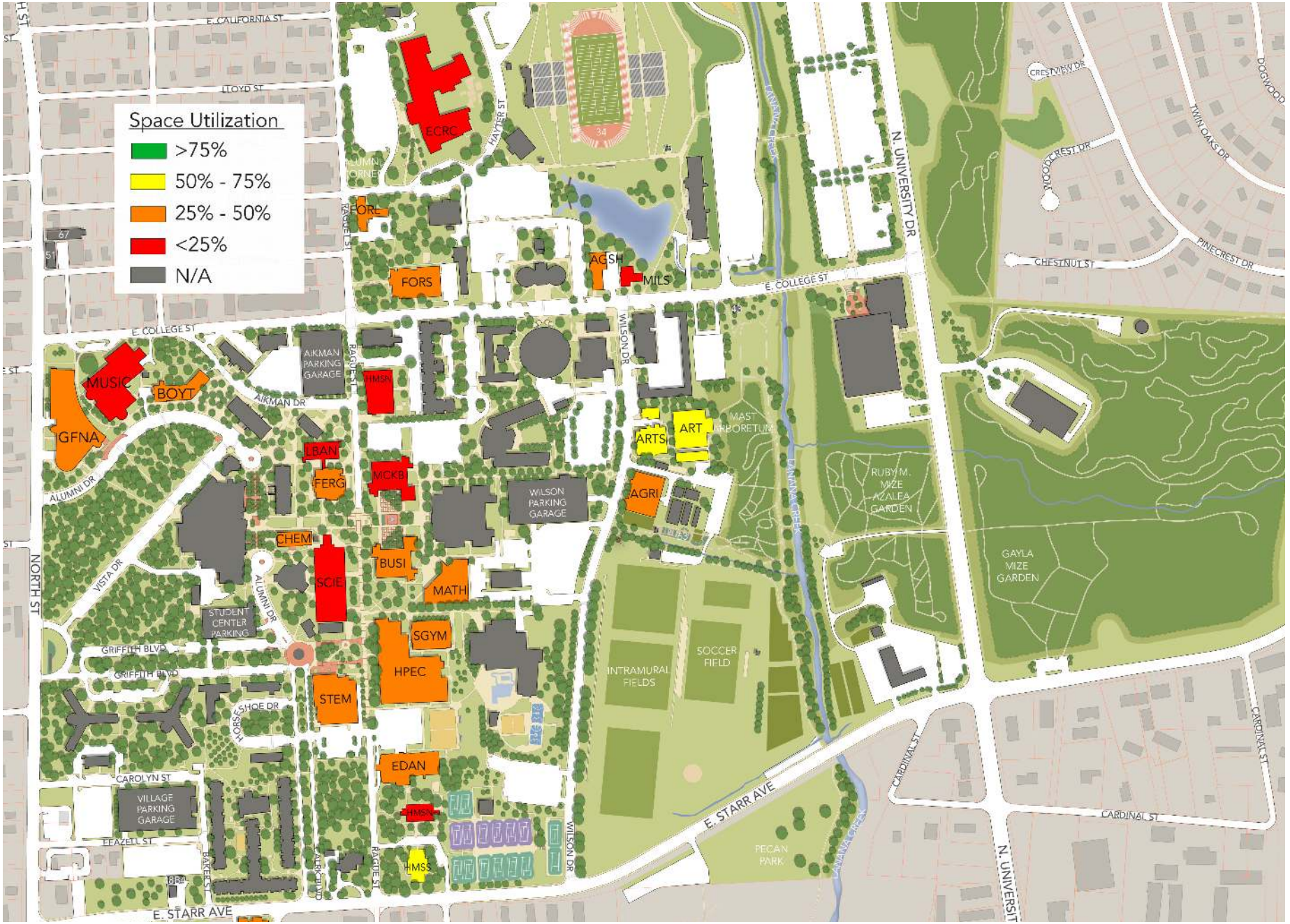
This evaluation indicates that no buildings on campus currently meet the THECB target utilization of 75%. The buildings with the highest utilization are the Art Studios (ARTS), at 57.5%, followed closely by the Human Sciences Building South (HMSS), at 57.4%. These buildings are home to the School of Art and Interior Design programs, which both contain high enrollment numbers and specialized instructional spaces. The Military Science Building (MILS) and the Dugas Liberal Arts North (LBAN) are the least used, at 12.2% and 13.0%, respectively.

The initial deduction from these scores shows that the existing space inventory has considerable capacity to support increases in student enrollment without requiring investment in additional buildings.

Building Abbr.	Overall Classroom Utilization	Overall Class Lab Utilization	Weighted Building Utilization
HMSS	-	57.4	57.4
ARTS	-	57.5	57.5
ART	66.0	52.7	56.7
CHEM	58.7	44.6	49.3
FERG	33.3	76.2	43.7
FORS	28.7	56.1	40.9
AGRI	25.2	41.6	38.9
MATH	37.4	47.4	38.0
FORL	-	37.2	37.2
GFNA	32.1	37.6	36.4
SGYM	-	36.2	36.2
HPEC	36.5	31.4	35.7
AGSH	-	34.6	34.6

Building Abbr.	Overall Classroom Utilization	Overall Class Lab Utilization	Weighted Building Utilization
BUSI	30.4	32.9	31.2
STEM	17.8	32.0	29.3
BOYT	25.1	34.2	29.0
CMGT	4.6	52.9	28.8
EDAN	15.4	30.6	27.6
MCKB	23.4	25.0	23.6
ECRC	23.8	18.7	23.1
SCIE	11.9	27.3	21.7
MUSIC	24.6	18.5	20.0
HMSN	18.4	-	18.4
HSTC	17.3	-	17.3
LBAN	13.0	-	13.0
MILS	10.6	13.7	12.2

Figure 25. SFA Overall Classroom, Class Lab and Weighted Building Utilization Percentages, Fall 2024



Map 21. Main Campus - Weighted Overall Building Utilization

Scale: N.T.S. N

GENERAL CLASSROOM

The 75% THECB target for general classroom utilization specifies a minimum average of 65% seat occupancy and at least 38 hours per week of scheduled use.

Figure 26 illustrates that overall classroom utilization at SFA during the Fall 2024 semester was low, averaging only 26.9% across campus. The average classroom fill was 54.2%, with five buildings exceeding the target. There are multiple factors that could be contributing to fill rates below target; however, this is unlikely to be a concern with increasing enrollment numbers. It is not recommended to investigate further at this time.

Courses were scheduled for only 18.8 hours per week, 19.2 hours below the target of 38. This low usage indicates that many spaces remain empty during much of the day. Usage like this suggests that a surplus of general classrooms may be the cause of the low utilization scores. Correlating the course capacities with the inventory of 113 available classrooms confirms that the University has a surplus of classrooms sized for a maximum of 32 students. Figure 27, on the following page, shows that only nine sections were scheduled at this section capacity, but 37 rooms were available for use. Unfortunately, these spaces are too small to help with the shortage of rooms sized for 73 to 90 students. This data suggests that renovating to combine adjacent lower-capacity classrooms into larger room sizes, where feasible, could help balance demand and increase overall campus utilization as enrollment increases.

This Master Plan identifies several buildings that are nearing the end of their functional life.

Total Rooms = Total number of available / scheduled classrooms
Total Hours = Total number of hours all available / scheduled classrooms in a building were in use / reserved for instruction
Average Hours per Week = Total number of hours, on average, all rooms in the building are utilized / scheduled during a typical class week.
Overall Utilization = Percent of Average Hours Utilized per Week to THECB Weekly Target Hours.

Classroom Fill: < Fill Target; ≥ Fill Target
Weekly Hours: < Hour Target; ≥ Hour Target
Overall Utilization: ≤ 50%; < 75%; ≥ 75%

Building		Total Rooms	Total Enrollment	Total Capacity	Total Hours	Classroom Fill (Average Enrollment/ Station Capacity)	Average Hours Per Week (HPW)	Difference from Target <38.0 Hours | ≥38.0 Hours	Overall Utilization (Function of Room Fill and HPW)
TOTAL		**113**	**2,948**	**5,442**	**2,129**	**54.2%**	**18.8**	**(19.2)**	**26.9%**
TARGET						**65.0%**	**38.0**	**-**	**75.0%**
AGRI	AGRICULTURE	1	46	93	19	49.5%	19.3	(18.7)	25.2%
ART	ART	3	75	104	104	72.5%	34.6	(3.4)	66.0%
BOYT	PAUL L. BOYNTON	4	88	140	61	62.6%	15.2	(22.8)	25.1%
BUSI	R. E. MCGEE BUSINESS	11	309	555	228	55.7%	20.8	(17.2)	30.4%
CHEM	ROBERT AND KATHY LEHMANN CHEMISTRY BUILDING	1	51	65	28	78.7%	28.3	(9.7)	58.7%
CMGT	514 E. AUSTIN	1	18	26	3	69.2%	2.5	(35.5)	4.6%
ECRC	EARLY CHILDHOOD RESEARCH CENTER	6	117	225	105	51.8%	17.4	(20.6)	23.8%
EDAN	COLLEGE OF EDUCATION ANNEX	1	20	60	18	33.3%	17.5	(20.5)	15.4%
FERG	T. E. FERGUSON LIBERAL ARTS	22	546	815	416	67.0%	18.9	(19.1)	33.3%
FORS	FORESTRY BUILDING	5	141	274	106	51.5%	21.2	(16.8)	28.7%
GFNA	L. E. GRIFFITH FINE ARTS	3	55	97	65	56.6%	21.6	(16.4)	32.1%
HMSN	HUMAN SCIENCES BUILDING	2	42	84	28	50.4%	13.9	(24.1)	18.4%
HPEC	LUCILLE NORTON HPE COMPLEX	5	112	174	108	64.4%	21.5	(16.5)	36.5%
HSTC	HUMAN SERVICES	6	87	186	85	46.7%	14.1	(23.9)	17.3%
LBAN	VERA DUGAS LIBERAL ARTS NORTH	2	151	332	22	45.6%	10.8	(27.2)	13.0%
MATH	ROY E. & LINDA BUSH MATHEMATICAL SCIENCES	15	374	613	349	61.1%	23.3	(14.7)	37.4%
MCKB	ROBERT T MCKIBBEN EDUCATION	8	164	306	138	53.7%	17.2	(20.8)	24.3%
MILS	MILITARY SCIENCE	1	11	20	8	53.8%	7.5	(30.5)	10.6%
MUSC	TOM & PEGGY WRIGHT MUSIC	2	40	90	42	44.1%	21.2	(16.8)	24.6%
SCIE	E. L. MILLER SCIENCE	8	385	923	87	41.7%	10.9	(27.1)	11.9%
STEM	ED AND GWEN COLE STEM BUILDING	3	75	168	45	44.8%	15.1	(22.9)	17.8%
SWRK	SCHOOL OF SOCIAL WORK	3	40	92	66	44.0%	22.1	(15.9)	25.6%

Figure 26. SFA Overall Classroom Usage: Total Enrollment, Capacity, and Hours by Building, Fall 2024

Several of these buildings have underutilized general classrooms. Upon demolition, the remaining campus buildings can accommodate all displaced courses without the need for replacements.

The Art Building (ART) had the highest utilization at 66%. Scheduled courses achieved a 72.5% fill rate, exceeding the THECB target. This building also led in weekly scheduled hours, averaging 34.6 hours per week. The house at 514 E. Austin (CMGT) had the lowest utilization. This building is dedicated to the Construction Management program; its single classroom was well-occupied but used only 2.5 hours per week due to lab-based coursework in other spaces. Relocating this course to a general academic building would improve campus utilization and enable the repurposing of the space.

Figure 28 illustrates the average daily course scheduling across campus. Mondays through Thursdays, classrooms experience a peak utilization reaching 80% between 9:00 a.m. and noon. On Fridays, the utilization drops to around 54% at the peak times. Classroom usage drops to 10% after 5:00 p.m. on Mondays through Thursdays, and after 1:00 p.m. on Fridays. There was only 1% utilization on Saturdays, and no courses were scheduled on Sundays in the Fall 2024 semester.

This data reinforces that there is sufficient capacity to support enrollment growth within the current classroom inventory. This can be achieved by increasing the weekly scheduling into afternoons or evenings, particularly on Fridays.

Classroom Demand Analysis: Maximum Section Sizes

Stephen F. Austin State University, Fall 2024

Section Size Assumes a 90% Occupancy Rate

Supply (Surplus) | Demand (Deficit)

Maximum Room Size	Total Required Room Hours	Section Size	Available Rooms	Required Rooms	Demand (Deficit)	Supply/ Demand	Supply (Surplus)
16	13	1 - 14	1	1		0	
24	65	15 - 22	8	2		6	||||||
32	307	23 - 29	37	9		28	||||||||||||||||||||||||||
40	772	30 - 36	24	21		3	|||
50	339	37 - 45	15	9		6	||||||
60	252	46 - 54	11	7		4	||||
80	187	55 - 72	5	5		0	
100	87	73 - 90	2	3		-1	
150	54	91 - 135	5	2		3	|||
200	55	136 - 180	5	2		3	|||
250	0	181 - 225	0	0		0	
			113	**61**		**52**	

Figure 27. Classroom Demand Analysis: Maximum Section Sizes, Fall 2024

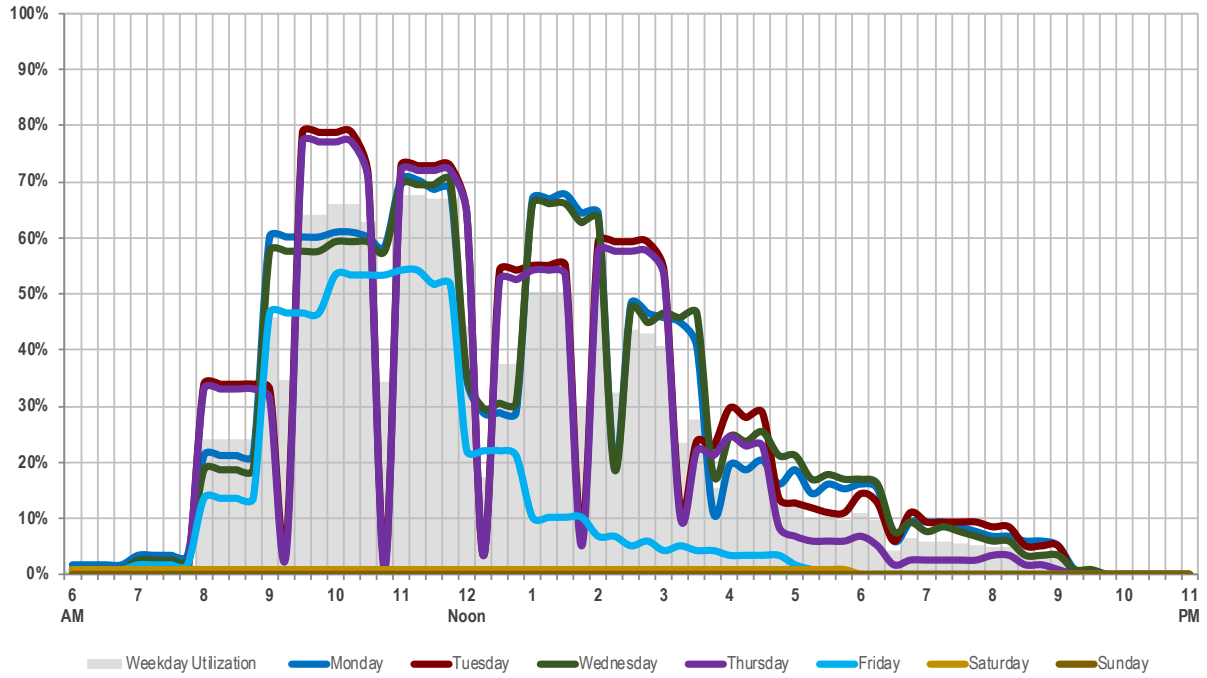


Figure 28. Overall Campus Classroom Daily Usage, Fall 2024

CLASS LABORATORY

The 75% THECB target for class laboratory utilization specifies a minimum average of 77% seat occupancy and at least 25 hours per week of scheduled use.

Due to the specialized requirements of each class lab, many lab courses can only be scheduled in specific rooms on campus and require additional downtime between courses for lab setup. The lower target for scheduled hours reflects these limitations on utilization. In comparison, a larger seat occupancy is required to fill more of the labs when they are scheduled. Figure 29, below, illustrates that the overall class lab utilization at SFA during the Fall 2024 semester was low, averaging 35.5% across campus. The average seat fill was 55.9% and courses were scheduled for 15.9 hours per week.

The Ferguson Liberal Arts building (FERG) had the highest overall utilization among the buildings with class labs available. The utilization score was at 72.6%. The seat fill was at 73.6% and the labs were scheduled, on average, approximately 24.7 hours per week, only 0.3 hours below the target of 25.0 hours per week. This is the ideal balance of spaces and courses scheduled. A slight increase in the number of students in each class would put this building above the utilization target.

The least utilized building was the Military Science (MILS) building. The single lab in that building has a capacity of 30 students, but only seven students were enrolled. This drastically hurts the utilization score. If enrollment is unlikely to increase, the University could consider removing the course or relocating it to a smaller classroom in another building.

Total Rooms = Total number of available / scheduled classrooms
Total Hours = Total number of hours all available / scheduled classrooms in a building were in use / reserved for instruction
Average Hours per Week = Total number of hours, on average, all rooms in the building are utilized / scheduled during a typical class week.
Overall Utilization=Percent of Average Hours Utilized per Week to THECB Weekly Target Hours.

Class Lab Fill: < Fill Target; ≥ Fill Target
Weekly Hours: < Hour Target; ≥ Hour Target
Overall Utilization: ≤ 50%; < 75%; ≥ 75%

Building		Total Rooms	Total Enrollment	Total Capacity	Total Hours	Class Lab Fill (Average Enrollment/ Station Capacity)	Average Hours Per Week (HPW)	Difference from Target <25.0 Hours I ≥25.0 Hours	Overall Utilization (Function of Room Fill and HPW)
TOTAL		**101**	**1,791**	**3,204**	**1,603**	**55.9%**	**15.9**		**35.5%**
TARGET						**77.0%**	**25.0**	**-**	**75.0%**
AGRI	AGRICULTURE	5	94	156	86	60.6%	17.2	(7.8)	41.6%
AGSH	AGRICULTURE MECHANICS SHOP	1	17	25	13	67.4%	12.8	(12.2)	34.6%
ART	ART	7	89	129	133	69.1%	19.0	(6.0)	52.7%
ARTS	ART STUDIO	2	29	38	37	77.0%	18.7	(6.3)	57.5%
BOYT	PAUL L. BOYNTON	3	56	77	35	73.3%	11.7	(13.3)	34.2%
BUSI	R. E. MCGEE BUSINESS	5	109	206	78	53.1%	15.5	(9.5)	32.9%
CHEM	ROBERT AND KATHY LEHMANN CHEMISTRY BUILDING	8	123	168	122	73.2%	15.2	(9.8)	44.6%
CMGT	514 E. AUSTIN	1	14	24	23	56.7%	23.3	(1.7)	52.9%
ECRC	EARLY CHILDHOOD RESEARCH CENTER	1	18	38	10	46.7%	10.0	(15.0)	18.7%
EDAN	COLLEGE OF EDUCATION ANNEX	4	81	126	48	64.0%	11.9	(13.1)	30.6%
FERG	T. E. FERGUSON LIBERAL ARTS	7	143	194	173	73.6%	24.7	(0.3)	72.6%
FORL	FORESTRY LABORATORIES	1	16	35	21	44.8%	20.8	(4.3)	37.2%
FORS	FORESTRY BUILDING	4	70	106	85	65.6%	21.4	(3.6)	56.1%
GFNA	L. E. GRIFFITH FINE ARTS	11	150	214	148	69.9%	13.4	(11.6)	37.6%
HMSS	HUMAN SCIENCES SOUTH	3	78	104	57	75.0%	19.1	(5.9)	57.4%
HPEC	LUCILLE NORTON HPE COMPLEX	1	12	25	16	49.6%	15.8	(9.2)	31.4%
MATH	ROY E. & LINDA BUSH MATHEMATICAL SCIENCES	1	18	32	21	56.0%	21.2	(3.8)	47.4%
MCKB	ROBERT T MCKIBBEN EDUCATION	1	15	30	13	50.0%	12.5	(12.5)	25.0%
MILS	MILITARY SCIENCE	1	7	30	15	22.9%	15.0	(10.0)	13.7%
MUSC	TOM & PEGGY WRIGHT MUSIC	6	131	568	120	23.1%	20.0	(5.0)	18.5%
SCIE	E. L. MILLER SCIENCE	14	266	461	166	57.7%	11.8	(13.2)	27.3%
SGYM	SHELTON GYM	1	20	35	16	57.1%	15.8	(9.2)	36.2%
STEM	ED AND GWEN COLE STEM BUILDING	13	236	383	169	61.6%	13.0	(12.0)	32.0%

Figure 29. SFA Overall Class Lab Usage: Total Enrollment, Capacity, and Hours by Building, Fall 2024

If the class labs were scheduled at the optimum 25 hours per week, this would translate into approximately 5 hours of utilization per day, Monday through Friday. Based on the quantity of 106 class labs at SFA, this totals 530 target hours of utilization per day. On average, class labs were scheduled approximately 354 hours, or 66.8%, of the target daily hours. While this is a moderate level of usage, it does indicate there is room for improvement in utilization through additional scheduling.

According to available data, class labs follow a similar time-of-day utilization as the general classrooms. Class labs were generally observed at peak utilization on Monday through Thursday, primarily between 9:30 a.m. and 3:00 p.m. Less than classrooms, the peak utilization was around 60%, but was more consistent into the afternoon. Lab utilization on Fridays peaked at 25% between 10:00 a.m. and noon, then steadily declined. Saturdays reached a 2% utilization rate, and no courses were scheduled on Sundays during the Fall 2024 semester.

Similar to the classroom analysis, this indicates that there is capacity to accommodate additional enrollment growth within the existing class lab inventory, without investment, simply by increasing the number of hours per week labs are scheduled.

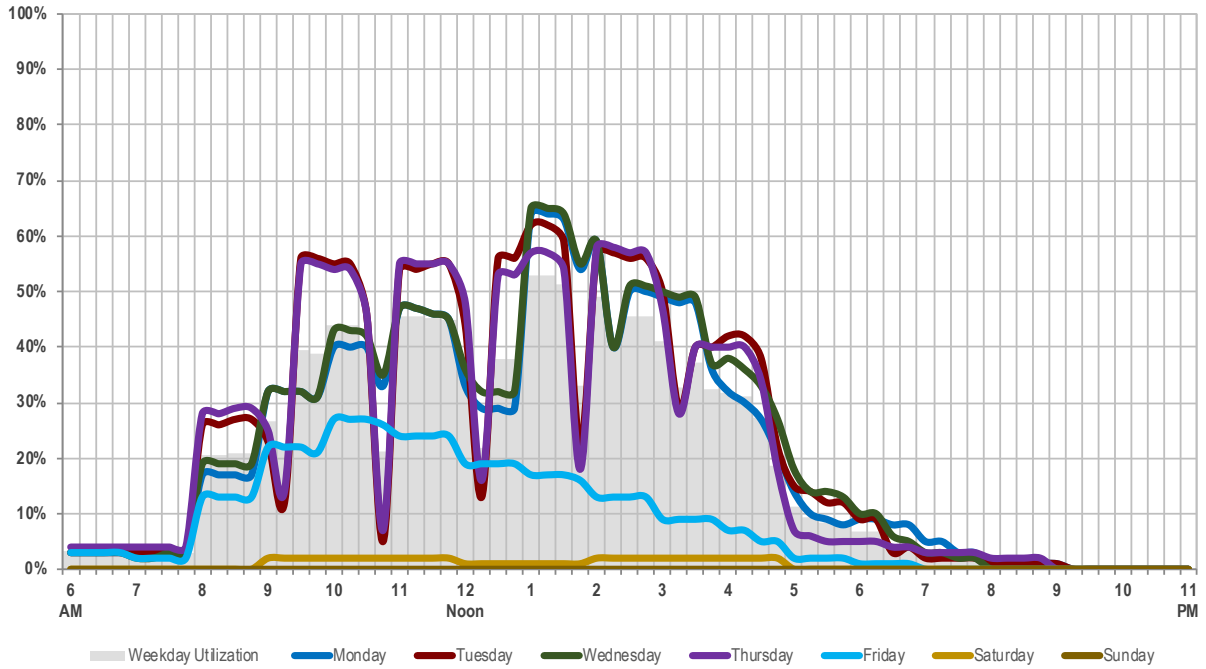


Figure 30. Overall Campus Class Lab Daily Usage, Fall 2024

CAMPUS ANALYSIS

Overall utilization of instructional space, including both general classrooms and class labs, was found to be below the state target in the Fall 2024 semester at SFA. While individual classrooms or class labs within a building may have been utilized at or above the target utilization rate, the average building scores indicate a surplus of instructional spaces to accommodate enrollment growth.

In the short term, the demolition of classroom buildings at the end of their functional life will help to improve the overall utilization score and right-size the classroom inventory. In the long term, renovations of existing space will be necessary over the next 15 years to meet the instructional demands of a 15,000 total student enrollment.

The data also suggests SFA can act on Master Plan recommendations without significant daily disruption. The SFA Campus Space Utilization Strategy Update recommends renovations and relocations of educational and administrative departments (see Appendix I). These actions may enhance campus functionality and support future collaborations. When spaces are offline for renovation, demolition or temporary relocation, the current inventory has enough surplus to allow course schedules to continue as planned.

Additional room-by-room utilization data is included in Appendix B.

FACILITY ASSESSMENTS

As part of the campus master planning effort, an Architectural Facility Condition Assessment was conducted on 15 buildings. The assessment scored facilities based on the following building systems:

- Site (paving, building entry/exit access)
- Envelope (roof, windows, doors and frames, exterior)
- Interiors (floor finishes, wall finish, ceiling, door, accessibility)
- Mechanical, Electrical, Plumbing (at a high level)
- Structural (at a high level)

Based on this assessment, each facility received an overall rating.

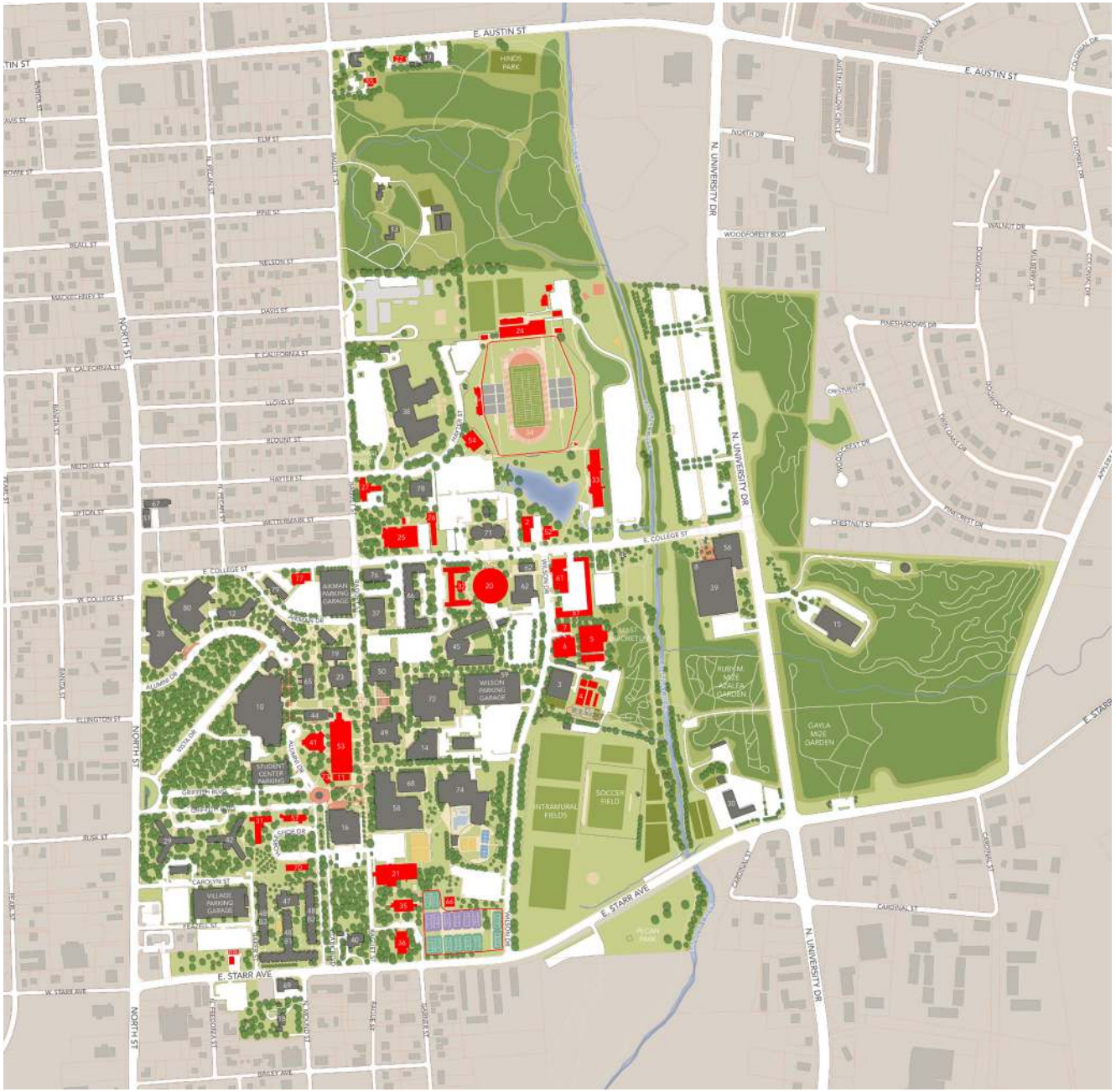
- Facilities with scores >3 are in decent shape
- Facilities with scores >2.5 and <3 need some work
- Facilities with scores <2.5 need extensive work and could be considered for replacement

The figure below summarizes the rating for each assessed building. This information provided valuable data to allow SFA to determine which buildings warrant continued investment versus those to consider for demolition. See Appendix H for the full Architectural Facility Condition Assessment findings.

Considering the Assessment findings and the goals for new and expanded facilities on campus, a number of structures and facilities are targeted for demolition. The uses in these facilities will be shifted into existing and/or new buildings and facilities. The Old Stone Fort Museum will be relocated off-campus. These demolitions create space for additional facilities that can better meet the needs of the University, students and faculty.

Figure 31. Architectural Facility Condition Assessment Summary

1 Advancement Annex
2 Agricultural Mechanics Shop
3 Agriculture Building
4 Agriculture Greenhouse
5 Art Building
6 Art Studio
7 Art Studio Annex
8 Athletics Ticket Office
9 Austin Building
10 Baker Pattillo Student Center
11 Biology Greenhouse
12 Boynton Building
13 Brundrett Conservation Education Building
14 Bush Mathematical Sciences Building
15 Central Stores and Receiving, Housing Operations
16 Cole STEM Building
17 Construction Management
18 Culinary Cafe
19 Dugas Liberal Arts North
20 Eatery on East
21 Education Annex
22 Environmental Health, Safety and Risk Management
23 Ferguson Building
24 Fieldhouse
25 Forestry Building
26 Forestry Greenhouse
27 Forestry Laboratories
28 Griffith Fine Arts Building
29 Griffith Hall
30 Grounds and Transportation
31 Hall 10
32 Hall 14
33 Hall 20
34 Homer Bryce Stadium
35 Human Sciences Building North
36 Human Sciences Building South
37 Human Services Building
38 Janice A. Pattillo Early Childhood Research Center
39 Johnson Coliseum
40 Juanita Curry Boynton House/President's House



41 Kennedy Auditorium
42 Kerr Hall
43 Kingham Children's Garden
44 Lehmann Chemistry Building
45 Lumberjack Landing
46 Lumberjack Lodge
47 Lumberjack Village Community Building
48 Lumberjack Village (Buildings 1, 2, 3 and 4)
49 McGee Business Building
50 McKibben Education Building
51 McKinney Fine Arts Annex
52 Military Science Building
53 Miller Science Building
54 Murphy Wellness Center
55 Music Prep House
56 Naymola Basketball Performance Center
57 North Hall
58 Norton HPE Complex
59 Parking Services
60 Pearman Alumni Center
61 Physical Plant
62 Pineywoods Dining Hall
63 The Plantery
64 Press Box
65 Rusk Building
66 Schlief Tennis Complex
67 SFA Theatre Scene Shop
68 Shelton Gym
69 Social Work Building
70 South Hall
71 Steen Hall
72 Steen Library
73 Stone Fort Museum (to be relocated off site)
74 Student Recreation Center
75 Ticket Booth
76 Tucker Building/Health and Wellness Hub
77 University Police Department
78 Wildlife Habitat and Silviculture Laboratory
79 Wisely Hall
80 Wright Music Building

Map 22. Master Plan Demolitions (or Off-Site Relocation)

Scale: N.T.S. N

CAMPUS MASTER PLAN BUILDING BLOCKS

Based on discussions with SFA leadership, enrollment projections and associated space needs, and targeted demolitions, several new buildings, facilities and major renovations were identified as Master Plan "building blocks."

Academic & Student Experience Buildings	Gross Square Feet (GSF)
Science Building	160,000
Auditorium / Welcome Center	32,500
Facilities Services & Operations + Academic Building	105,000
Art Building	113,500
Music Addition/Renovation to Boynton	28,500
Greenhouse Locations	Up to 30,000 total
Two Residence Halls (Base Enrollment of 12,158)*	473,000 total
Two Residence Halls (Target Enrollment of 15,000)*	395,000 total

**Based on goal of housing for 40% of total enrollment (from Campus Budgetary Guidance Study by Kirksey in May 2022)*

Renovations
McKibben Building
Agriculture Building
Austin Building**
Rusk Building**
Human Services**
Bush Mathematical Sciences**
ECRC**
Steen Library
Social Work Building
Ferguson Building
Dugas Liberal Arts North

*** Potential minor renovations as departments/ groups shift locations based on the Campus Space Utilization Strategy Update. See Appendix I for more information about these projects.*

Athletics & Recreation Projects	Approx. Gross Square Feet (GSF)
South Operations Building	87,360
Baseball Venue	35,500***
Softball Venue	28,900***
Tennis Venue	6,350***
Rec. Natural and Synthetic Turf Fields	534,200 total
Norton HPE Renovation & Addition	134,600
Shelton Renovation & Addition	41,000
Student Recreation Center Renovation & Addition	113,000
Recreation Support - Field Services Building	4,000
Johnson Coliseum Renovation & Addition	114,700
North Fieldhouse	190,000
Football Stadium	122,700***
Indoor Practice Facility	95,300
Soccer Venue	25,700***
Track & Field + Practice	22,900***

**** Interior and/or exterior facility space (excluding fields/courts unless specified)*


LUMBERJACKS
STEPHEN F. AUSTIN STATE UNIVERSITY

RECOMMENDATIONS

RECOMMENDATIONS

GUIDING PRINCIPLES

This Master Plan and the proposed recommendations were shaped by a set of core principles that embody SFA's aspirations for the future. These principles are summarized below and were described in more detail in the Executive Summary.

- Strengthen Campus Identity and Improve User Experience
- Promote Strategic Growth and Academic Excellence
- Support Safe, Accessible and Connected Campus Mobility
- Advance Athletic and Recreation Excellence through Design
- Deliver Quality through Modern Improvements
- Connect Campus Life with the Surrounding Natural Environment

CAMPUS MASTER PLAN OVERVIEW

SFA, the newest member of the University of Texas System, is entering a period of record growth and transformation. The Plan provides a comprehensive, multi-year framework to guide this evolution, addressing existing needs while envisioning new opportunities for strategic development.

Grounded in extensive collaboration with University leadership, faculty, staff, students and community stakeholders, the Plan aligns with SFA's mission, educational goals and strategic priorities. It is informed by a detailed assessment of existing conditions, opportunities and constraints, and projects future academic, residential and infrastructure needs to support the University's continued growth and success.

The full Campus Master Plan and recommended building and facility, transportation, and landscape initiatives are shown on Map 23. Due to the campus's size and layout, the north and south sides of campus are described separately in the following sections, with enlarged maps for each.

BUILDING & FACILITY INITIATIVES

Academic

- A Science Building
- B Long-Term Building Site
- C McKibben Building Renovation
- D Boynton Music Expansion
- E Art Building
- F Facilities Services & Operations + Academic Building
- G Agriculture Building Renovation
- H Long-Term Military Science & Aviation Sciences Expansion
- I Greenhouses
- J Social Work Building Renovation

Athletic/Recreation

- K Tennis Venue
- L South Operations Venue
- M Baseball Venue
- N Softball Venue
- O Norton HPE Renovation & Addition
- P Shelton Renovation & Addition
- Q Student Recreation Center Renovation & Addition
- R Recreation Support - Field Services Bldg.
- S Loop Trail & Challenge Course
- T Recreation Fields - Intramural & Competitive Sports
- U Johnson Coliseum Renovation & Addition
- V Fieldhouse Building
- W Football Stadium
- X Soccer Stadium
- Y Indoor Practice
- Z Track & Field + Practice

Student Experience

- AA Auditorium/Welcome Center
- BB R.W. Steen Library Renovation
- CC Student Housing A
- DD Student Housing B
- EE Student Housing C
- FF Student Housing D

Garages

- GG Garage A
- HH Garage B
- II Garage C + University Police Facility

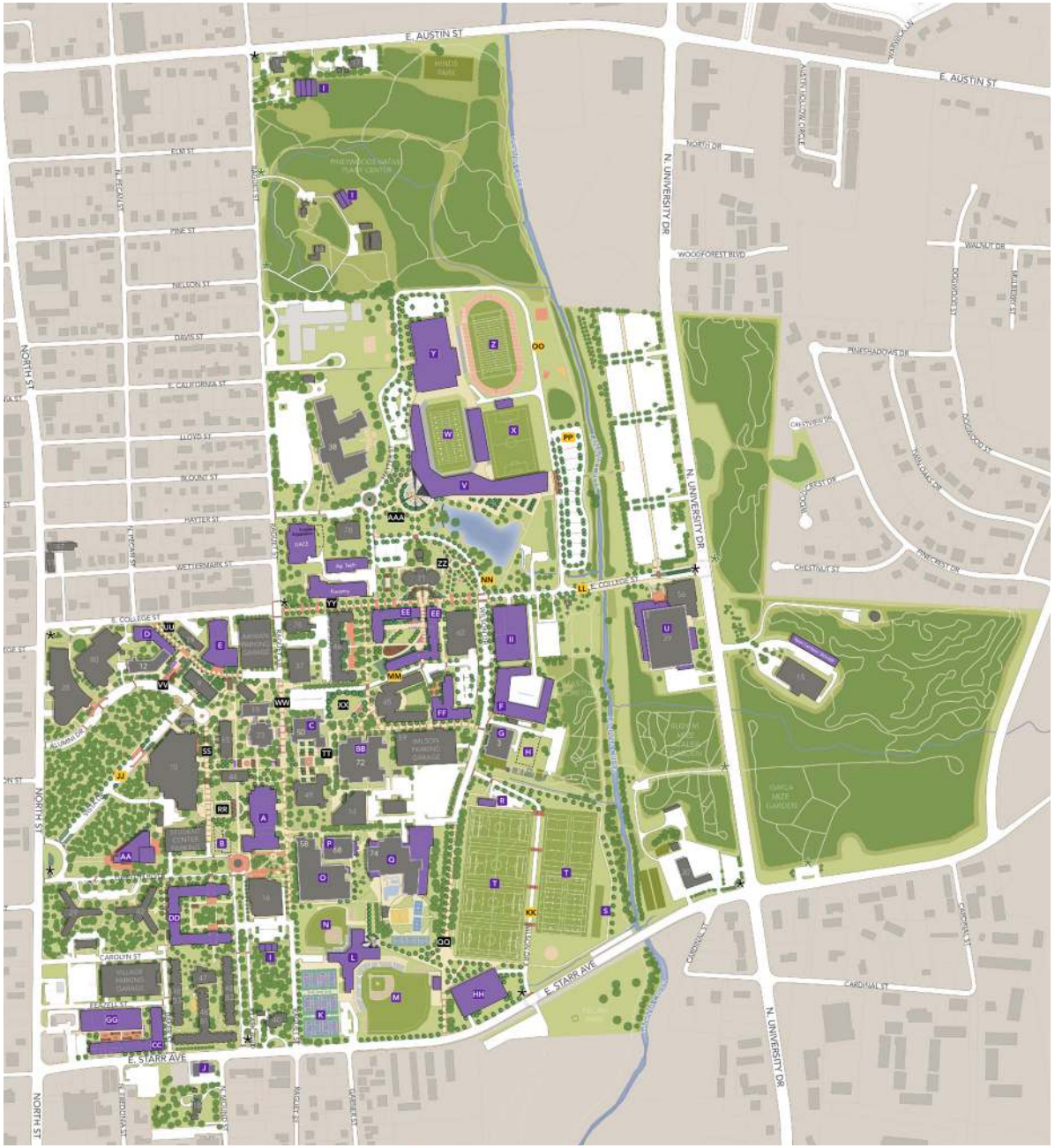
TRANSPORTATION INITIATIVES

(areas not included in other facility initiatives)

- JJ Vista Drive & Alumni Drive Street Modifications
- KK Wilson Drive Realignment
- LL E. College Street Modifications
- MM McKibben/Library Access Road
- NN North Wilson Drive Extension
- OO Stadium Loop Drive
- PP East Stadium Parking

LANDSCAPE INITIATIVES

- QQ Wilson Mall
- RR Central Quad
- SS Student Center Mall Enhancements
- TT Central Mall Area
- UU Aikman Mall
- VV Austin Plaza
- WW Raguet Mall Extension
- XX Steen Open Space
- YY College Mall
- ZZ Steen Hall Courtyards
- AAA Lumberjack Quad & Stadium Plaza
- ★★ Gateway Signage



Map 23. Campus Master Plan

See enlarged map on the following pages

Scale: N.T.S. N

The north side of the campus represents a significant focus of transformation within the Plan. This area integrates new academic, research, athletic and infrastructure improvements to create a modern and connected northern gateway that reflects SFA's growing prominence within the University of Texas System.

At the heart of the north campus vision is the redevelopment of the intercollegiate athletics complex, anchored by a new Fieldhouse, which will serve as the central hub for athletic operations, academic support and student-athlete performance. Adjacent facilities, including the Football Stadium, Soccer Venue, Track and Field Complex, and Indoor Practice Facility, are designed to provide year-round, high-performance environments that strengthen both competitive athletics and community engagement. The Johnson Coliseum Renovation and Addition further enhances spectator experience and accessibility, while coordinated landscape and plaza improvements near the Fieldhouse and Coliseum unify the area's character and create a welcoming entry experience for visitors and fans.

Key transportation initiatives improve access and circulation across the north side. The E. College Street Modifications (from Wilson Drive to University Drive) will enhance pedestrian safety and connectivity through widened sidewalks, new street trees and landscaped medians at University Drive. The College Mall from Wilson Drive to Raguet Street removes all but authorized and emergency vehicles from this area, greatly improved pedestrian safety and connectivity between the north and south sides of the campus. The new Stadium Loop Road will realign circulation around the athletic facilities, providing improved traffic flow, a roundabout with a gateway feature at Hayter Street, and stronger connections between venues and parking areas. Together, these improvements establish a more efficient and pedestrian-friendly mobility network.

The Greenhouses, to be reconstructed in three locations on campus (two in the north), will expand research capacity for agricultural and environmental sciences while integrating sustainable technologies and improved access for academic programs. These facilities, paired with nearby open spaces and the Pineywoods Native Plant Center, reinforce SFA's identity as a campus deeply connected to its natural setting.

Collectively, the initiatives on the north side of campus elevate SFA's academic, athletic and environmental assets, creating a dynamic and cohesive environment.

Map 24. Campus Master Plan - North

Scale: N.T.S. N

The south side of the campus is envisioned as a vibrant, student-focused area that enhances academic excellence, student life and campus connectivity. The south campus plan emphasizes academic expansion, residential growth, recreation and mobility improvements that collectively strengthen the University's core identity and daily experience.

The relocation of the School of Nursing from the DeWitt Campus to the Main Campus establishes an integrated health professions and human sciences corridor, allowing students to engage fully in the energy and resources of the broader University environment. This move consolidates health-related programs, fosters interdisciplinary collaboration, and provides modern teaching laboratories, simulation spaces and classrooms to prepare the next generation of healthcare professionals.

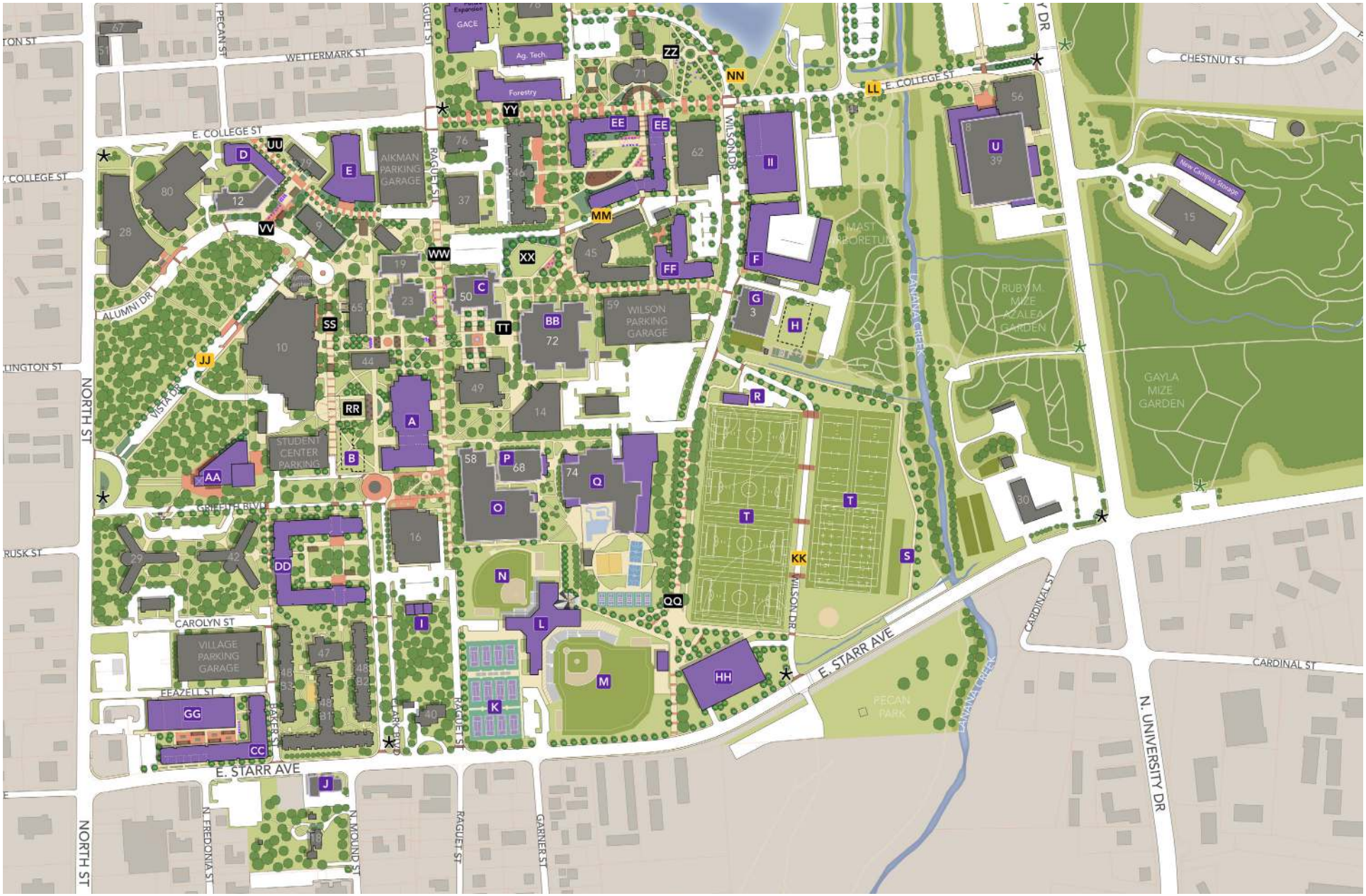
The Science Building anchors a revitalized academic core and connects directly to the new Central Quad, an open green space for events and outdoor learning. Surrounding this area, the Art Building, Boynton Music Expansion, and McKibben Building Renovation enhance academic diversity and support the creative and performing arts. Pedestrian-oriented improvements—such as the Aikman Mall, Austin Plaza, Student Center Mall, Raguet Mall and College Mall—create shaded, seamless connections between academic, residential and student-life areas.

Transportation initiatives further strengthen connectivity and safety. The Wilson Drive Realignment improves traffic flow and pedestrian access with enhanced crosswalks, landscaping and a new signalized intersection at Starr Avenue. The Griffith Boulevard and Vista Drive/Alumni Drive improvements reduce vehicular lanes, expand sidewalks and add planting areas to create a safer, more pedestrian-friendly environment and a stronger arrival experience from North Street.

Residential life expands through Student Housing A, B, C and D, introducing more than 2,400 new beds centered around landscaped courtyards and shared gathering spaces. Supported by new parking garages and pedestrian malls, these facilities promote walkability, cohesion and readiness for future enrollment growth.

Recreation and wellness facilities remain defining features of the south campus. The South Operations Building, Baseball and Softball Venues, Tennis Complex, and Student Recreation Center Renovation and Addition form a dynamic athletics and recreation hub. The HPE Complex Renovation modernizes shared academic and recreation spaces, while Wilson Mall and the Loop Trail and Challenge Course provide new opportunities for outdoor activity and community engagement.

Together, these initiatives create a connected, active and inclusive south campus that celebrates SFA's mission, supports student success, and strengthens its identity as a leading institution within the University of Texas System.



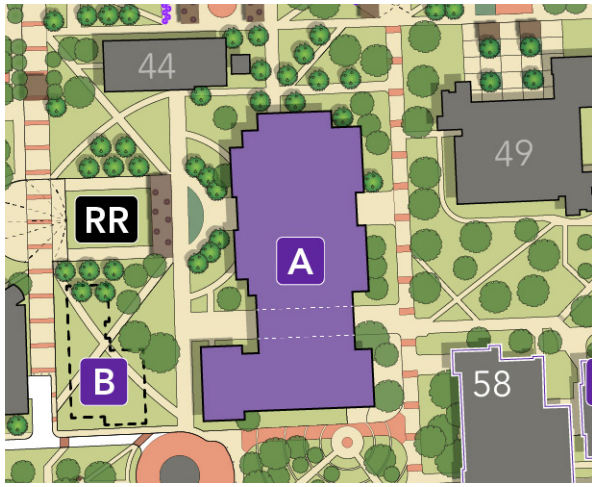
Map 25. Campus Master Plan - South

Scale: N.T.S.

BUILDING AND FACILITY INITIATIVES

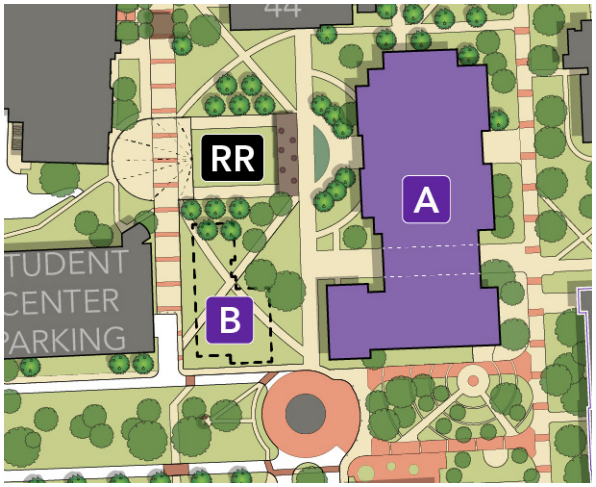
Projects are not listed in a prioritized order, but rather generally from the south to the north within each category, as seen on the plan.

ACADEMIC



A Science Building

A new, 160,000 GSF Science Building will replace the existing Miller Science Building as a three-story academic building with ground floor east-west pedestrian cut-through and a western entry garden adjacent to the Central Quad. The building includes classrooms, labs and offices. Additional square footage will be included for overall growth, a permanent home for the Department of Earth Sciences and Geologic Resources core repository, Department of Chemistry and Biochemistry faculty offices, and a new instrumentation lab for donated equipment. Consideration should be given on the site to the phasing of construction for demolition of existing structures and the relationship with the existing Chemistry Building that will remain.

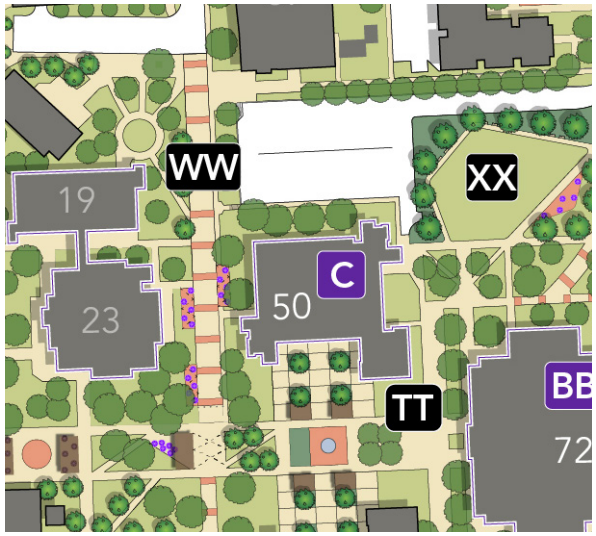


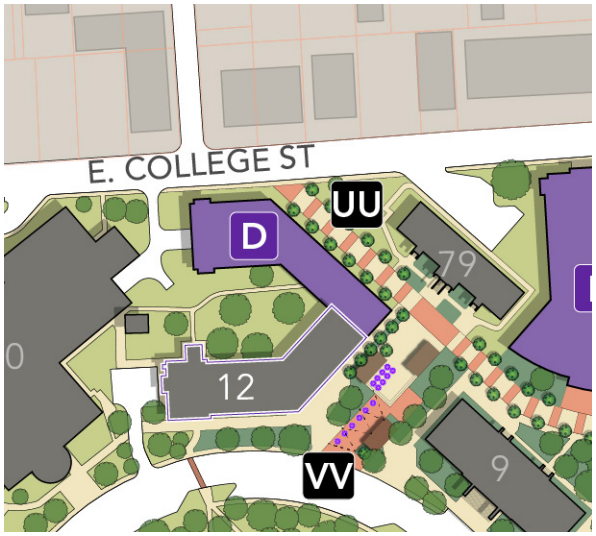
B Long-Term Building Site

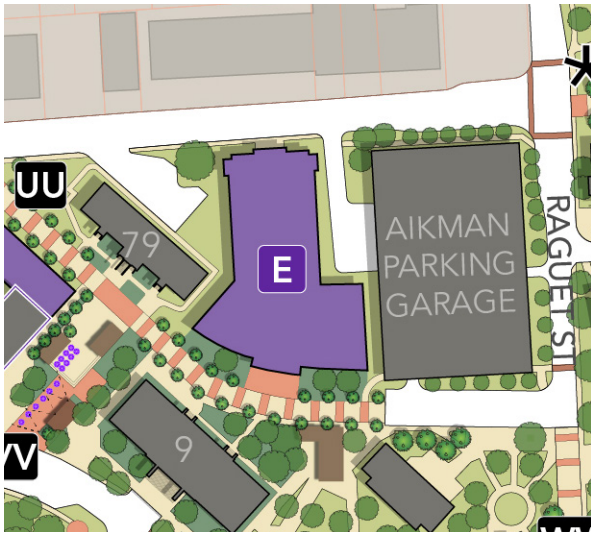
A dashed line shown west of the Science Building delineates a location designated for a future building. This building would have a 11,600 GSF footprint and could be built at three-to-five stories, depending on the space needs at the time. This location is intended to preserve emergency access and an event drop off east/northeast of the Student Center Parking Garage. The building would also preserve views north from the roundabout to the Central Quad and Chemistry Building. While the ultimate use of this future building is not predetermined, based on the nearby uses, it could be an appropriate location for future expansion for the College of Sciences and Mathematics future programs.

Figure 32. Campus Aerial Illustration - Looking Northeast


Art Building
Student Housing C
Recreation Fields
Student Center
Mall Enhancements
Science Building
Central Quad
Softball Venue
Student Housing B







C McKibben Building Renovation

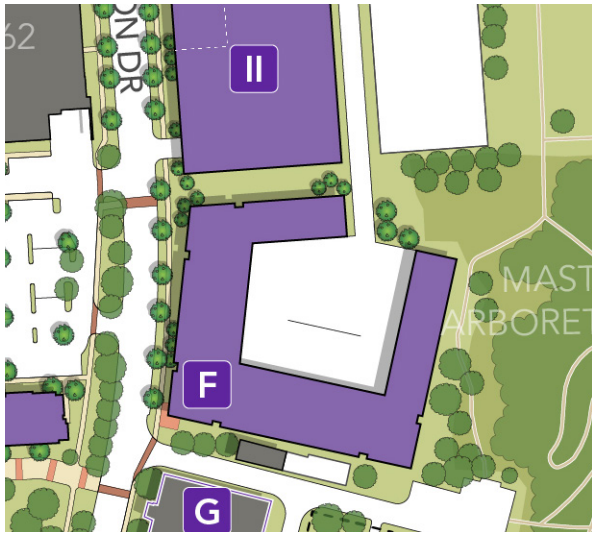
This Plan recommends the relocation of the DeWitt School of Nursing to Main Campus. The McKibben Building has been identified as the new on-campus home for this facility. The building will need a full renovation. The Department of Psychology will remain in the building and will be joined by the Office of Disability Services. This project will include renovation work to address the academic space requirements and cosmetic upgrades to the entire building. The renovation should consider any congested, outdated or unused spaces, as well as a building lobby with clear wayfinding. Any building systems upgrades will need to be evaluated at the time of the project. See Appendix I for further information about this project.

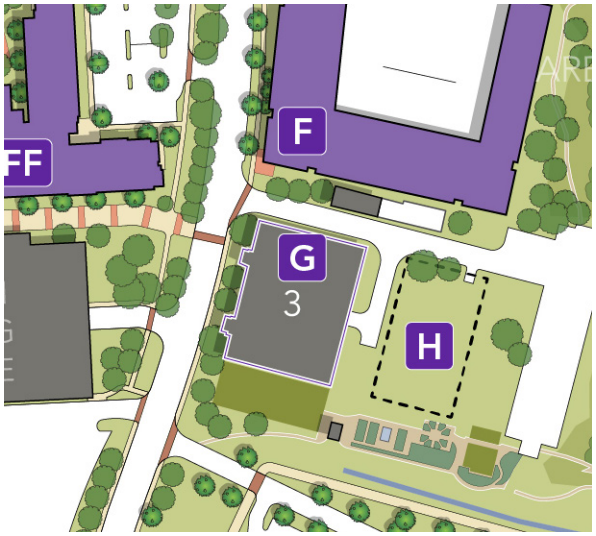
D Boynton Music Expansion

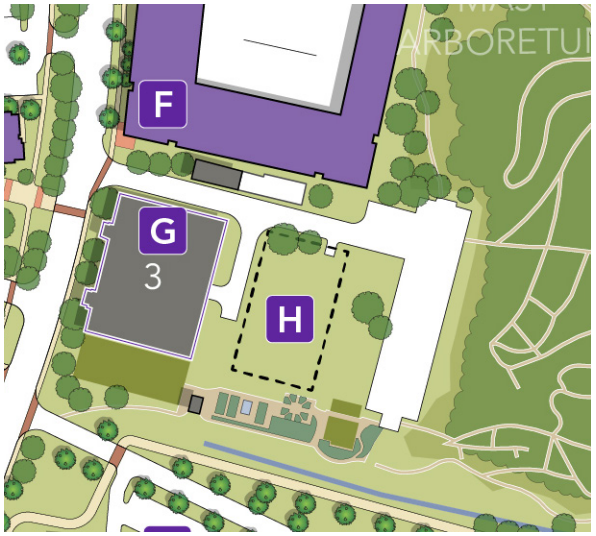
A renovation and two-story, 28,500 GSF expansion on the Boynton Building will allow the Department of Music to consolidate back to one sector of the campus. This addition will house new medium and large rehearsal spaces. Faculty offices, classrooms, private studios and recording spaces, can be added as an interior renovation of Boynton. A new animation computer lab within the renovation can be shared between the School of Art and the Department of Music. Mass Communication spaces will remain and promote additional collaboration between colleges. A loading dock will be added at the west end of the addition. See Appendix I for further information about this project.

E Art Building

The existing art buildings are undersized for today's enrollment numbers and do not have capacity for future growth. There is also a lack of proper wayfinding, student gathering and gallery spaces within the current facilities. A new three-story, 113,500 GSF Art Building is proposed on the west side of campus to consolidate and improve overall synergies between programs within the College of Fine Arts and to create an arts sector in the overall campus planning. This building will have a prominent location along the new Aikman Mall and include a brick entry plaza on the south side of the building. Vehicle access on the west side of the adjacent Aikman Parking Garage will be maintained. (See Figure 42 on page 128 for an illustration of this building.)







F Facilities Services & Operations + Academic Building

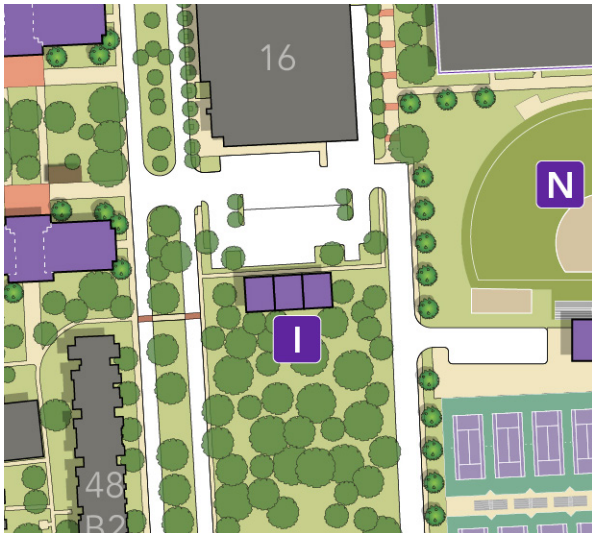
The existing Physical Plant, Purchasing and Central Stores buildings are targeted for demolition and will be replaced by a new combined facilities and academic building. Facilities Services will have improved office, shop and storage spaces and will now include the Environmental Health, Safety and Risk Management group. The Construction Management, Interior Design and future Facilities Management academic programs will be co-located in this new building. This two-story, 105,000 GSF building fronting on Wilson Drive should shield both the service vehicle parking and outdoor workshops from the campus view. Vehicles will access this building from a driveway off E. College Street.

G Agriculture Building Renovation

The Agriculture Building is being vacated as the agricultural program is moved to the new Forestry and Agriculture Building currently under construction. The Department of Military Science and the Aviation Sciences program from the College of Education will backfill this building. The 20,000 SF ground level of the building will need to be renovated and the 20,000 SF unoccupied basement will need to be finished-out to support the growth for both programs. The existing agricultural greenhouses and support buildings will be removed to provide covered outdoor space for Military Science and allow space for a future expansion to the building. See Appendix I for further information about this project.

H Long-Term Military Science & Aviation Sciences Expansion

As previously mentioned, a site has been designated east of the existing Agriculture Building for the long-term expansion of the Military Science and Aviation Sciences program areas. The timing for this expansion is unknown, but the land should be preserved for this future use.

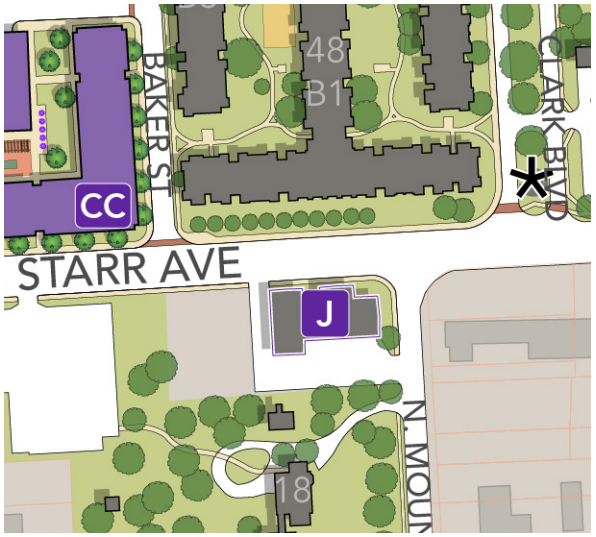


I Greenhouses

The current locations of the Forestry Greenhouse, Agriculture Greenhouse and Biology Greenhouse are targeted for other uses as part of this Plan. As such, three new locations are proposed for these greenhouses:

- Near the location of the current Music Prep House
- In the Pineywoods Native Plant Center
- Adjacent to the parking area south of the Cole STEM Building

The final size, exact location, and determination of which department each greenhouse serves is still in discussion, but ideally, new greenhouses would include space allotted for growth, demonstration and research, and provide flexibility as departmental needs fluctuate over time.

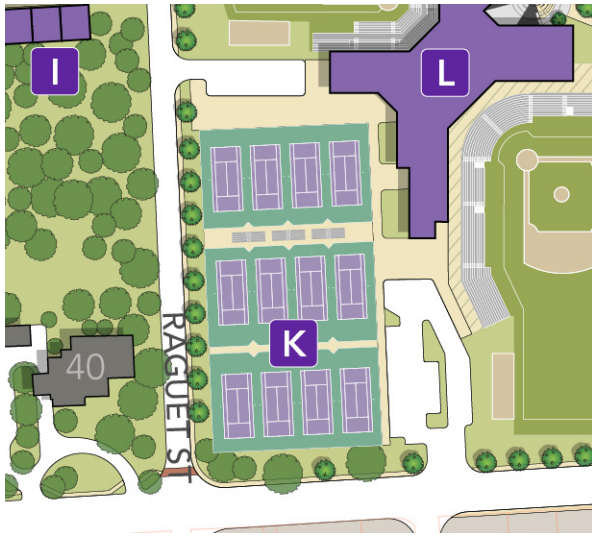


J Social Work Building Renovation

The Hospitality Administration, Dietetics and Nutritional Sciences, and Food and Nutrition academic programs will be relocated to the existing 15,000 GSF Social Work Building. The facility will undergo a comprehensive renovation to accommodate the academic, administrative, and instructional needs of these programs. Planned improvements could include the creation of new faculty and staff offices, flexible classroom and learning spaces, and demonstration kitchens to support hands-on teaching.

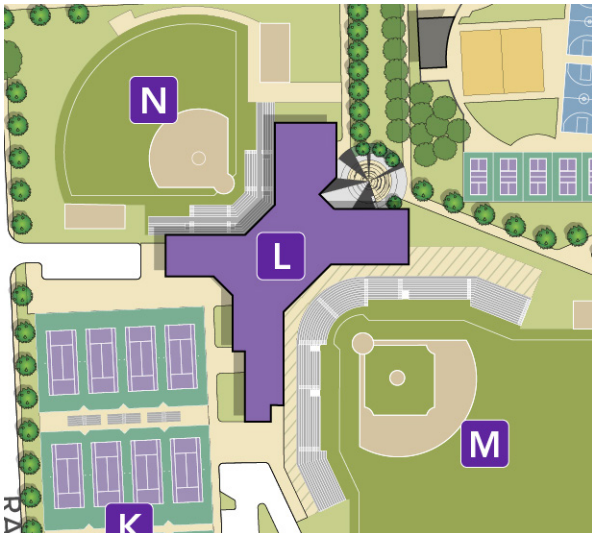
ATHLETIC/RECREATION

See Appendices C (Athletics) and D (Recreation) for more information about the projects in this section.



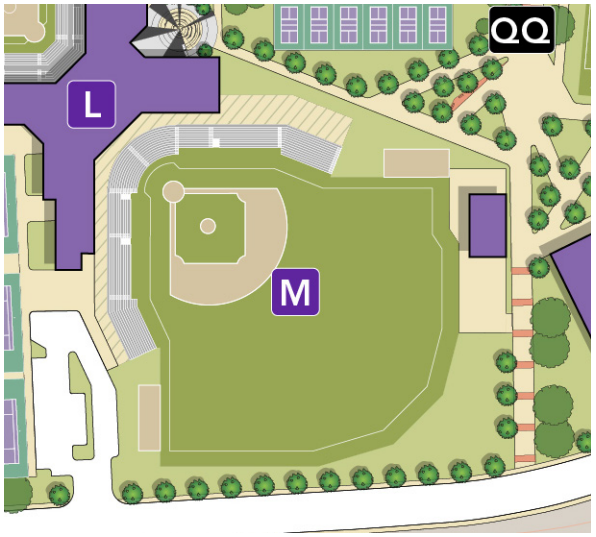
K Tennis Venue

The 6,350 GSF tennis complex will be relocated to the west of the existing courts and feature 12 lighted courts, a central scoreboard, lighting and seating for 205 spectators, along with accessible seating areas to support larger tournaments. The courts will function with the South Operations Building to provide an opportunity to expand and modernize team locker rooms and student-athlete spaces, creating a cohesive and high-performance environment that better supports athletes and competition needs. Spectator amenities and team support functions will be integrated within the facility, establishing a unified and efficient hub for both athletes and visitors during practice and competitions. This project also includes adjacent sidewalks and street trees.



L South Operations Building

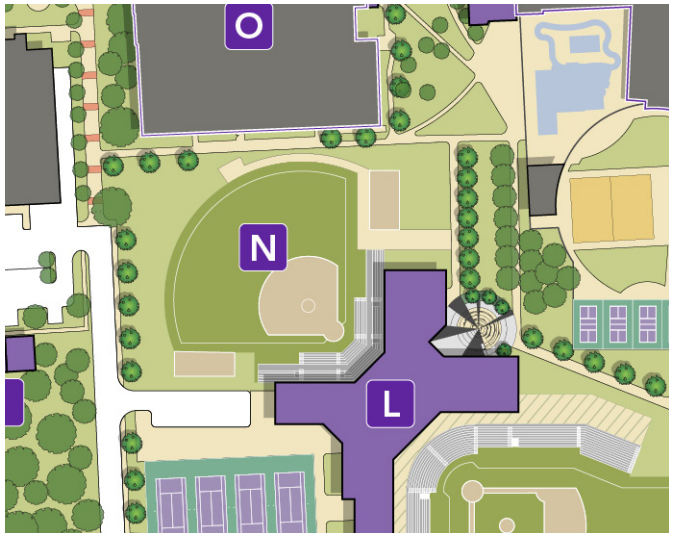
The three-story, 87,360 GSF satellite hub consolidates baseball, softball and tennis operations into a centralized facility. The South Operations Building includes team and visiting locker rooms, lounges, offices, meeting areas and satellite training, and strength and conditioning spaces, along with venue support amenities such as club/suite areas, concessions and restrooms. The design accounts for foul ball territories and adjacent circulation, creating a functional, safe and engaging environment for athletes and spectators. A plaza with enhanced paving and green space connects the north entrance of the complex to the core of campus.



M Baseball Venue

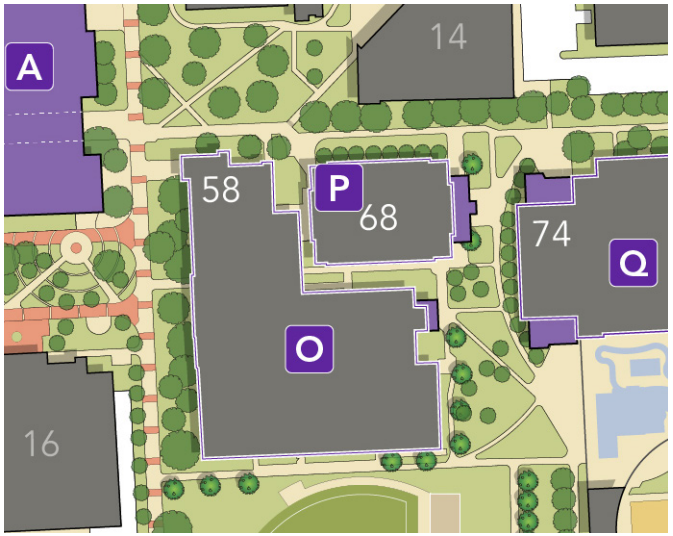
This venue provides a dedicated, on-campus home for baseball. The facility features a combined approximately 35,500 GSF of interior and exterior space and a 130,000 SF field with a synthetic turf infield, natural grass outfield, two bullpens, backstop netting on four poles, field fencing and padding, foul poles, eight sports lighting poles, a scoreboard, sound/PA system, and a 90'x40' batter's eye. Interior batting cages with storage and supporting facilities, including dugouts, hitting and pitching areas, enhanced athlete performance and operations function out of the South Operations Building. Spectator amenities include 2,285 seats. Additional team and spectator support spaces and premium seating are also provided.

Figure 33. South Athletics and Recreation Area Illustration



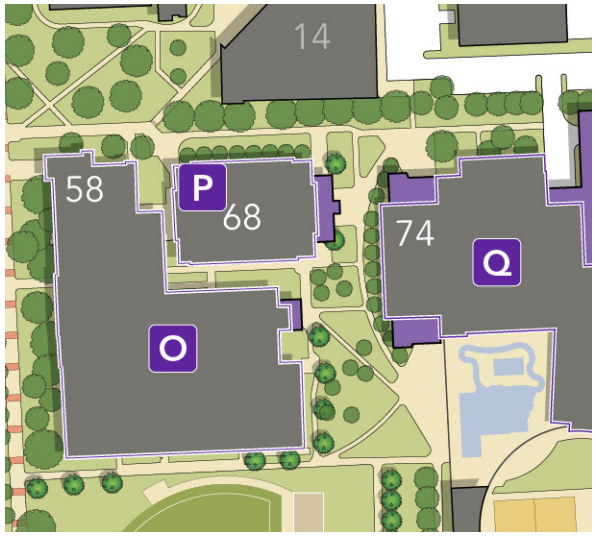
N Softball Venue

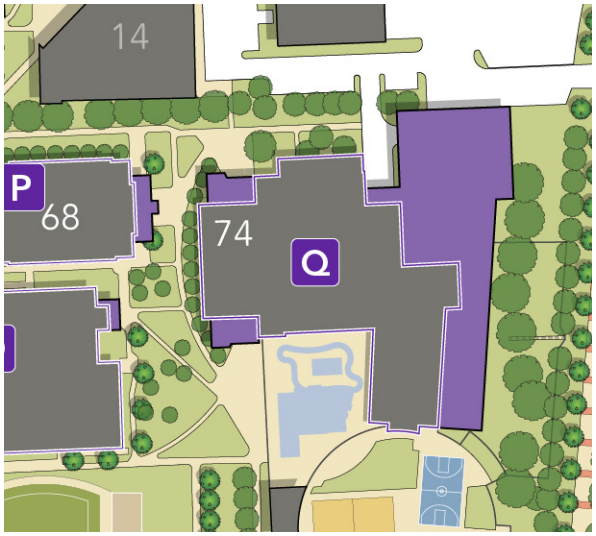
At approximately 28,900 GSF of interior and exterior space, this venue provides an on-campus home for softball. It features a 46,000 SF field with a synthetic turf infield, two bullpens, field fencing and padding, foul poles, six sports lighting poles, a scoreboard, and sound/PA system. Interior batting cages are included and shared with visiting teams inside the South Operations Building. The venue offers 1,370 spectator seats, with additional amenities such as entry plazas, concessions and restrooms. Additional team and spectator support spaces and premium seating are housed in the facility as well.



O Norton HPE Complex Renovation & Addition

The proposed HPE facility renovation includes a new east entry near the existing staircase, improving access and circulation. Recreation upgrades feature an enhanced fitness center with a powerlifting zone, expanded group and yoga studios, a new spin studio, multipurpose studios, and renovated locker rooms for men and women. Athletics improvements include new locker rooms for visiting athletes and coaches who are competing in Shelton and on the south athletics field/courts. Academic upgrades include the relocated and upgraded Human Performance Lab. The gym and pool will also be upgraded to address acoustical issues, and gym spaces will be upgraded to better support the cheer and dance programs, ensuring the facility serves the entire campus more effectively.





P Shelton Renovation & Addition

This renovation and addition to the Shelton Gym will create a dedicated home for the volleyball program. It preserves the facility's legacy while introducing modern functionality through a new entry, elevator and improved spectator circulation. Key upgrades include renovated locker rooms for players and coaches, a team lounge, film room, expanded storage, and an enhanced athletic training area with ADA upgrades. Updated seating, lighting, graphics, and audiovisual systems elevate the arena experience, while a second-floor suite with concessions and an elevator ensures universal accessibility.

Q Student Recreation Center Renovation & Addition

This project expands the facility from 79,000 to approximately 113,000 GSF. The outdoor aquatics area will be renovated. A new wellness suite will provide a space for holistic wellness, massage, rest and recovery. Recreation upgrades include adding six outdoor pickleball courts and an indoor Multi-Activity Court (MAC) for flexible indoor programming. Weights and functional fitness areas are expanded, a climbing social space created with dedicated bouldering, outdoor fitness facilities are enhanced, and jogging track extended, creating a more versatile, user-focused environment.

R Recreation Support - Field Services Building

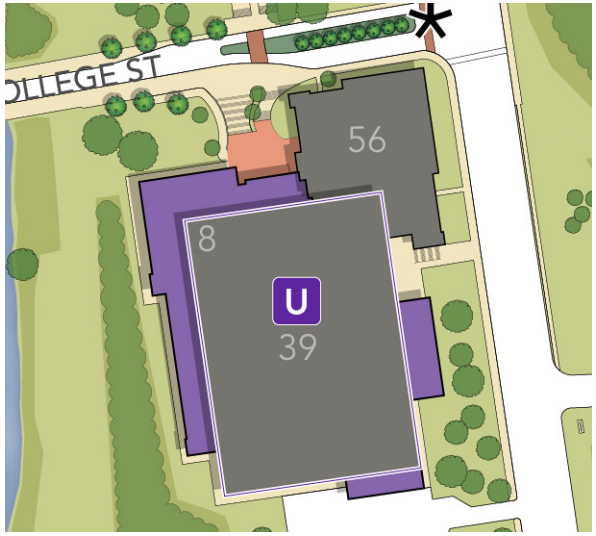
This 4,000 GSF building will provide concessions, public restrooms, expanded storage and parking for the adjacent upgraded field complex. Storage with divisible cages will give a home to soccer, softball and rugby equipment. Space for an ice machine, water stations, mowers and a fenced outdoor equipment area is provided. With participation averaging 650 weekly users and over 7,700 from sports clubs recently, there is a clear need for enhanced site circulation and amenities that will support both students and spectators, ensuring a functional and accessible recreation environment. This facility will also support the annual bonfire events.

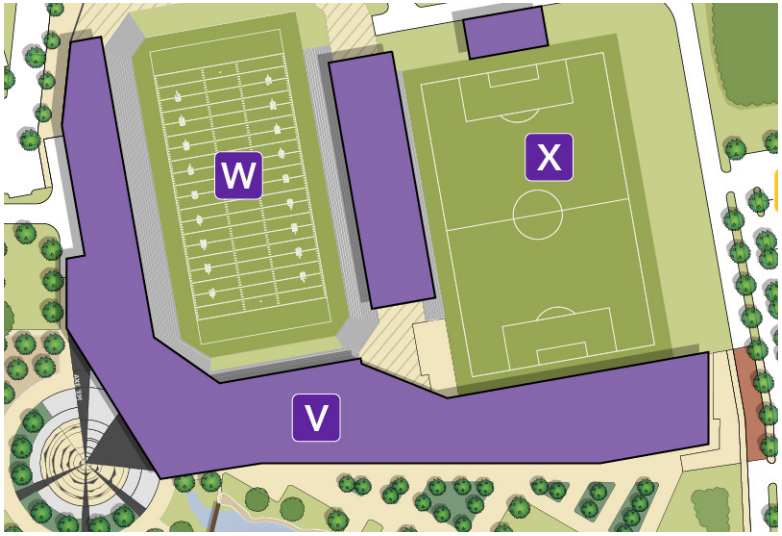
S Loop Trail and Challenge Course

This 0.65-mile, 12-foot-wide, asphalt trail loops around the Recreation Fields and provides access to a Challenge Course with a program footprint of 15,000 SF. The Loop Trail will be used by the entire Nacogdoches community while the Challenge Course will focus on student organizations, academic programs and professional groups. The Challenge Course features potential items like low-ropes courses at ground level and high-ropes elements, including a 30-foot elevated rope course, crate stacking and a climbing wall for more physically challenging activities.

T Recreation Fields - Intramural & Competitive Sports

The current fields do not meet the needs for Campus Recreation, with limitations in field size, quantity, usage hours, field type and flooding. To increase usability within the floodplain, 318,200 SF of synthetic turf for soccer, softball and flag football on the west side of a relocated Wilson Drive will be raised and fenced, providing a flexible and durable surface that remains playable during and after inclement weather. An additional 216,000 SF of natural grass will accommodate rugby and flag football to the east. Field lighting and scoreboards are also added. These upgrades will improve field availability, enhance playability and support a wider range of Student Life and recreational activities.





U Johnson Coliseum Renovation & Addition

A combined 114,700 GSF of renovation and addition to the Johnson Coliseum, focuses on arena and seating bowl upgrades, including new entries, clubs, suites, box seating, drink rails, concessions, merchandise, restrooms, guest services and ADA improvements. An upgraded entry plaza and ADA-compliant ramp on the north side of the building improve accessibility and the arrival experience. Additional improvements include golf, cheer and dance locker rooms, satellite athletic training, game management and offices, audiovisual and media support, and additional spectator amenities including grab-and-go stations, restrooms, kitchen and merchandise store.

V Fieldhouse Building

The proposed four-story, 190,000 GSF Fieldhouse Building will serve as a centralized hub for student-athletes, coaches and staff, integrating athletic, academic and administrative functions. Athletic and performance spaces include sports medicine and therapy suites with exam, hydrotherapy, recovery and rehab zones; a sports performance center with weight, cardio and agility areas; and a training table with nutrition offices and fueling stations. Football, soccer, and track and field have dedicated locker rooms, lounges, team offices and meeting rooms, while administrative and academic support includes offices, collaboration spaces and a Hall of Fame highlighting program excellence. The facility features direct connections to the Football Stadium and Soccer Venue integration, with adjacent plazas and Ag Pond views, and landscaped outdoor spaces to foster interaction between programs and shared operations.

Figure 34. North Athletics Area Illustration


Indoor Practice
Track & Field + Practice
Soccer Stadium
Football Stadium
Lumberjack Quad & Stadium Plaza
Fieldhouse
SFASU
LUMBERJACKS

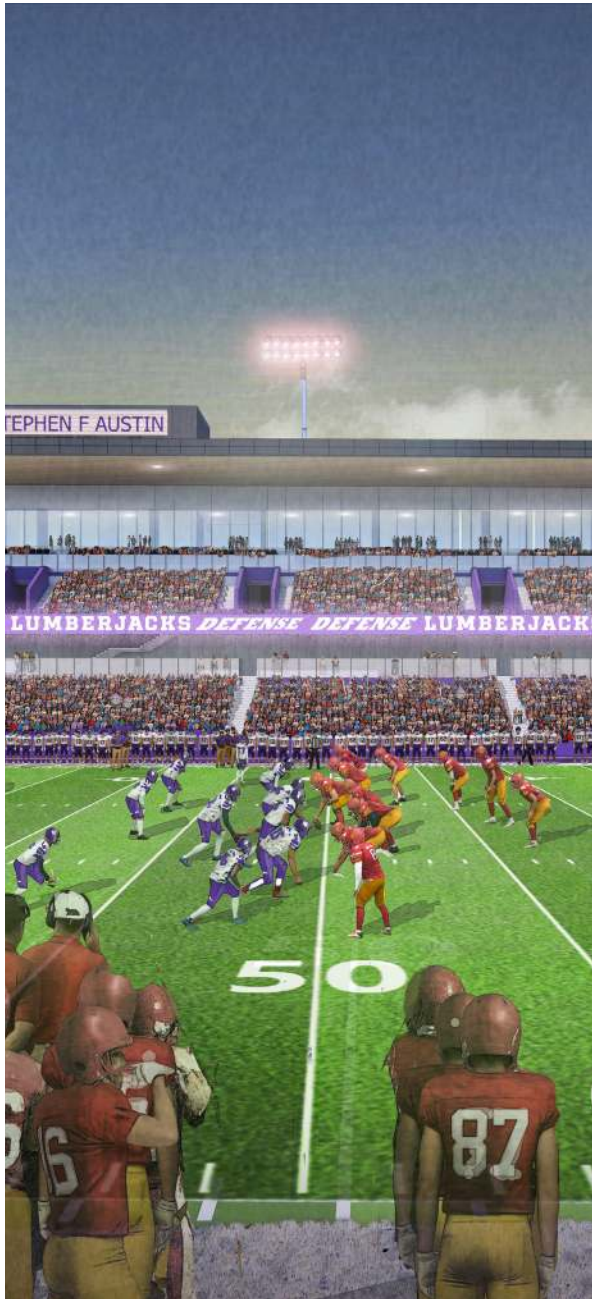
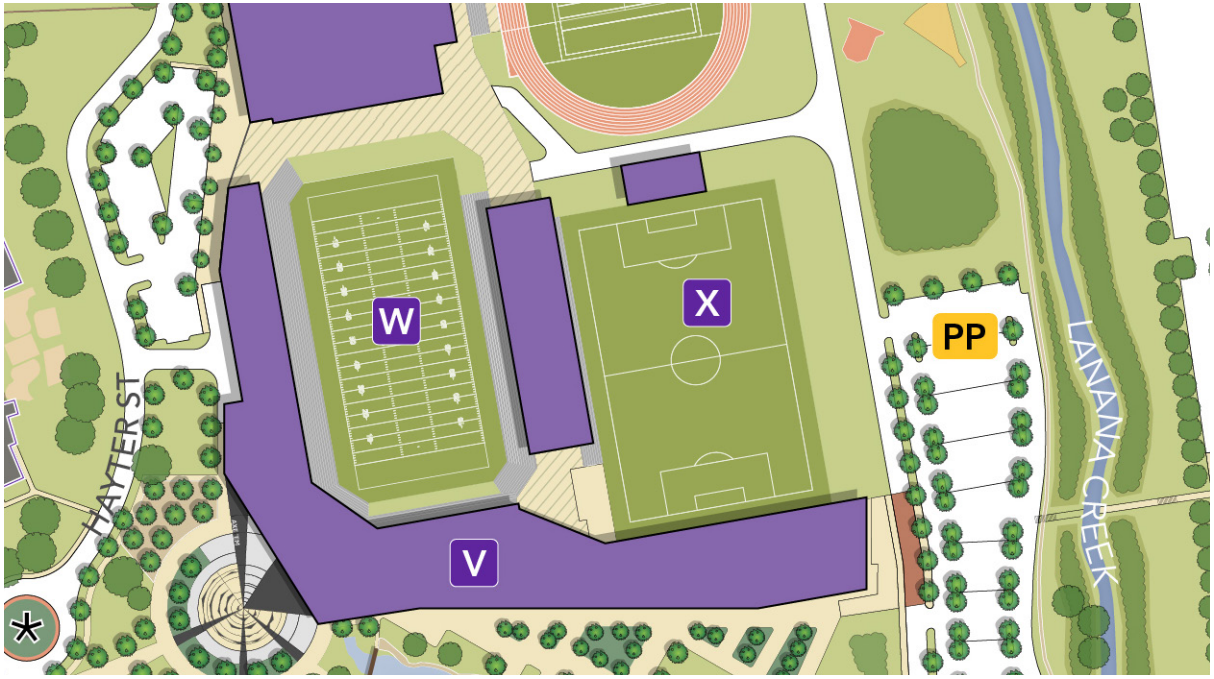


Figure 35. Football Stadium Illustration

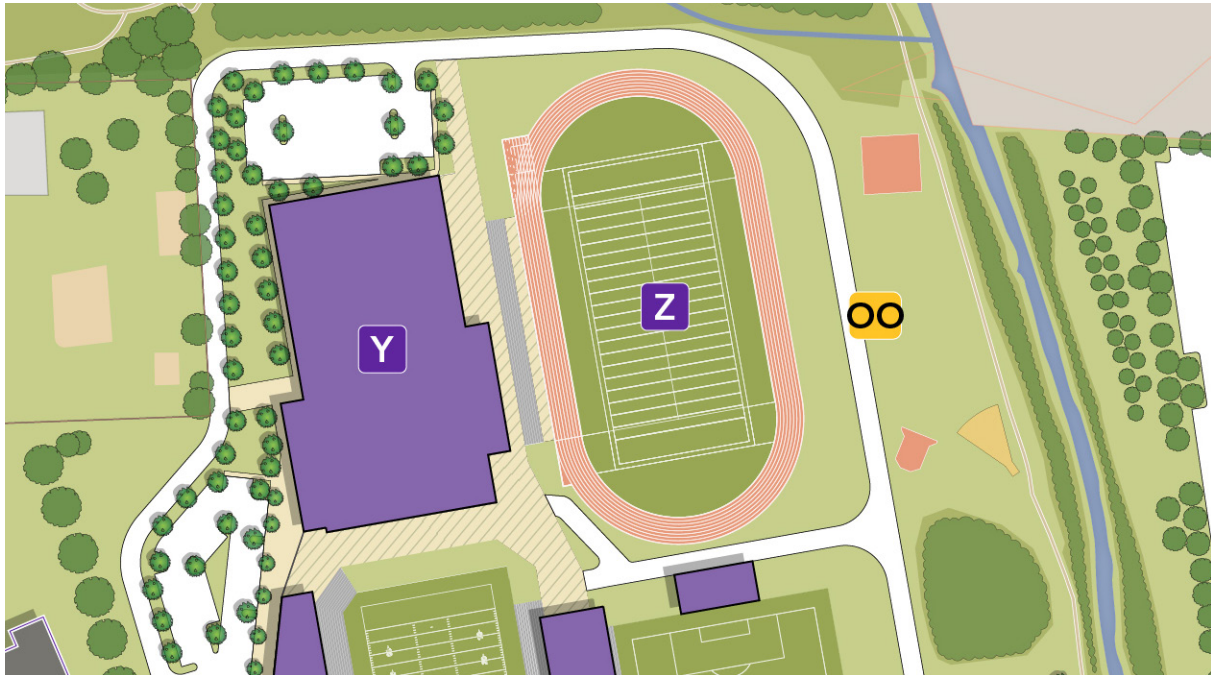


W Football Stadium

The stadium encompasses approximately 122,700 GSF of interior and exterior space plus a 76,000 SF synthetic turf field with six sports lighting poles, a scoreboard, ribbon boards and remote filming cameras. The stadium includes a 10,440-seat U-shaped bowl in a mid-load configuration with flexible hillside seating and optimized sightlines and acoustics, alongside club, suite and loge box seating for premium spectator experiences. Multiple entry plazas, concessions, restrooms and ADA-accessible facilities ensure comfort and efficient circulation. Direct connectivity to the adjacent Fieldhouse supports seamless team access to locker rooms and training facilities. This project includes a parking lot to the west with ADA and VIP spaces.

X Soccer Venue

At approximately 25,700 GSF of exterior space, this venue provides a dedicated home for soccer, featuring a full 106,000 SF competition/practice field, six light poles, a scoreboard, sound system and press box. Seating includes a 1,400-seat bowl and club/suite areas. Support amenities shared with the Football Stadium include restrooms, a merchandise store and visitor locker rooms located on the north side of the field. Soccer operations, including team locker rooms, meeting spaces and other support functions, are housed in the adjacent Fieldhouse Building, ensuring efficient access.



Y Indoor Practice

The approximately 95,300 GSF, two-story facility provides a year-round, all-weather training environment. Designed as a shared, flexible campus resource, it features a full-size NCAA football turf field with a 80’ clear height for punting, long passing and vertical drills, along with safety runoffs and multi-sport end zones. Integrated netting and divider systems enable simultaneous use by multiple teams, with training and cardio zones positioned along the field edges for quick access during sessions. The second level includes a press box for observation and coordination, while support spaces such as restrooms, satellite training, and storage areas enhance functionality. This project also includes a parking lot to the north for authorized SFA users.

Z Track & Field + Practice

The approximately 22,900 GSF facility features a full 400-meter, eight-lane track and dedicated areas for field events. Two long jump and triple jump runways with pits and one high jump area are provided, while pole vault has two runways and boxes. Throwing events are supported with three shot put rings, two hammer/discus cages and a javelin runway with landing area. The facility also includes sports lighting, a scoreboard, a sound/PA system and a central field of approximately 155,000 SF. Track and Field operations, including locker rooms, lounges and support spaces are accommodated within the Fieldhouse Building or Indoor Practice facility.

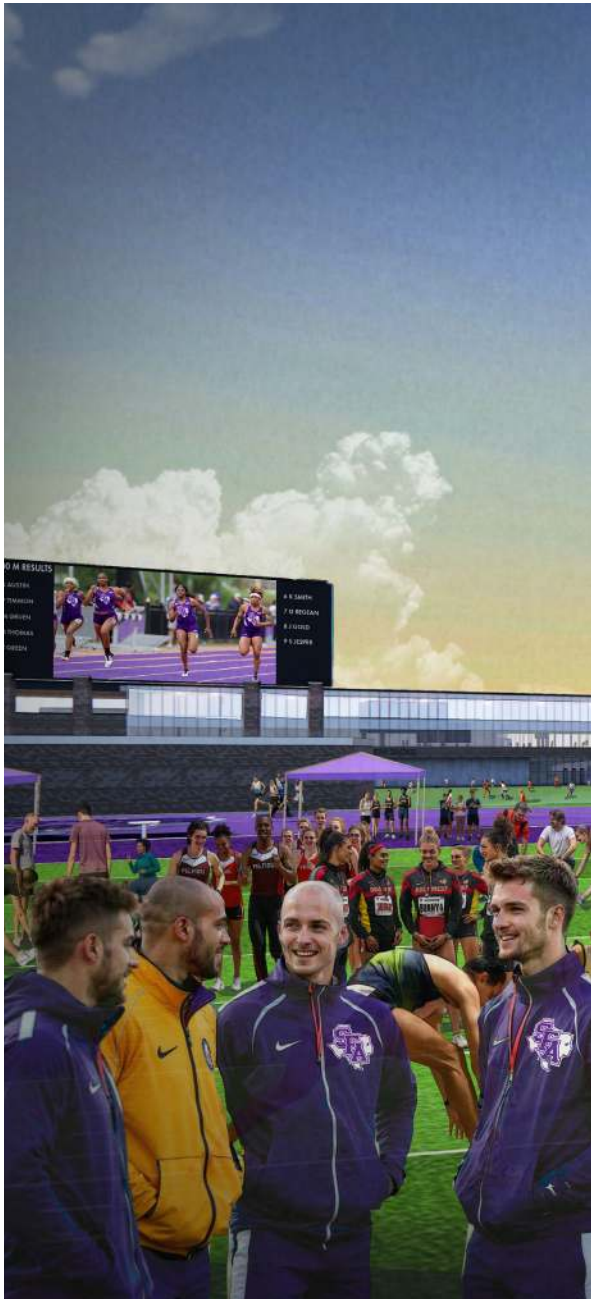
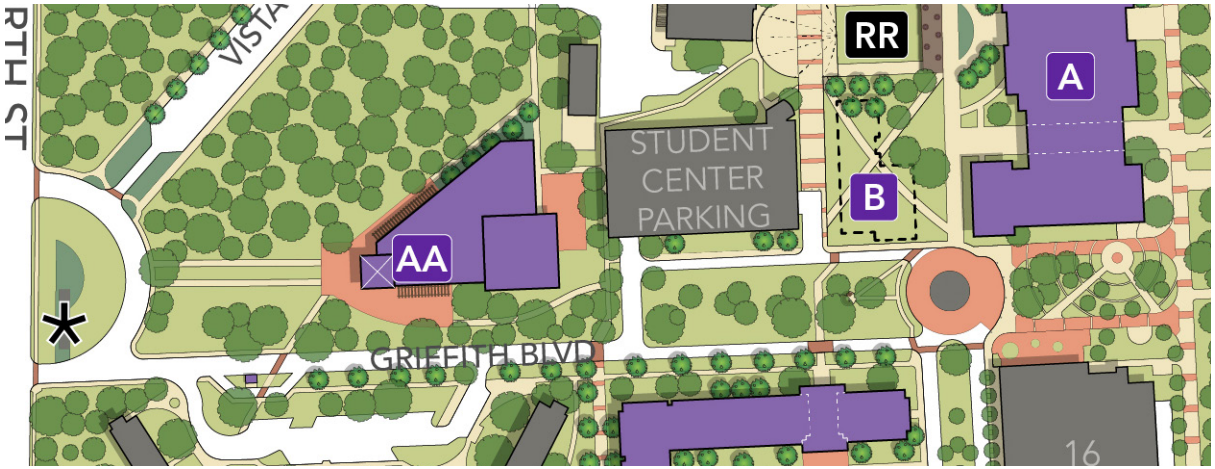
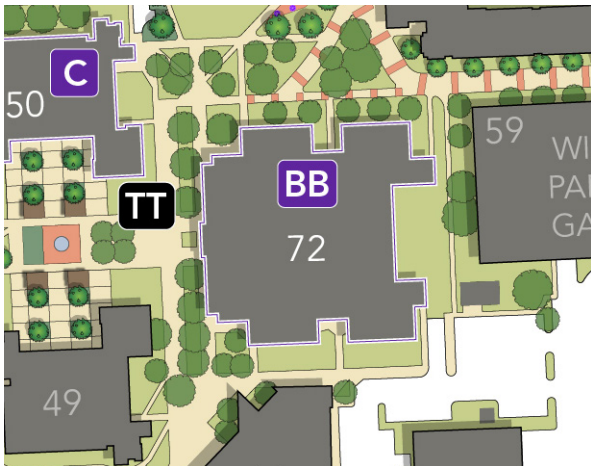


Figure 36. Track & Field + Practice Illustration





AA Auditorium/Welcome Center

The new SFA Auditorium/Welcome Center will serve as an identifiable front door to the University and provide spaces for social interaction of various campus users and prospective students. This building will house exhibit spaces to celebrate SFA history, meeting spaces as the home base for Jackwalkers leading campus tours, a spirit shop, and an 1,800-seat auditorium. This two-story, 32,500 GSF building creates a prominent building form seen from the campus entrance and provides space for a balcony inside the auditorium. The auditorium's primary function will be as a concert space for the Department of Music, with appropriate acoustical characteristics. There may also be potential for some of these functions to be housed in the Student Center.

Outdoor gathering areas with seating, enhanced plantings and paving are located on the northwest, south and east sides of the building.

Notably, this project also includes modifications to Griffith Boulevard. The north leg of the road will be closed from the west entrance of the Student Center Parking Garage to the circular campus entrance at North Street and the south leg of the road will become two-way for this same extent. Griffith Boulevard will be one-way in each direction from the west garage entrance to the central roundabout near the STEM building. On-street parking will be removed for the entire length of Griffith Boulevard and the guard booth and car pull-through are shifted south of the road. These road modifications improve pedestrian safety, help clarify vehicular entry circulation near North Street, allow preservation of as many trees as possible, and minimize disruption of utilities located in the Griffith Boulevard median.

BB R. W. Steen Library Renovation

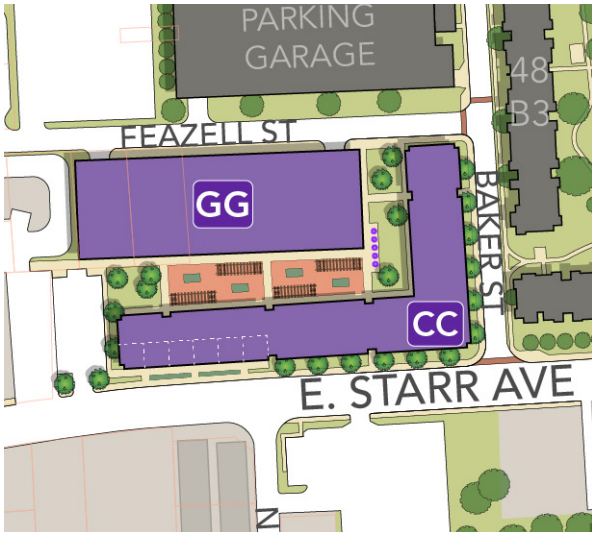
It is recommended that the uses in the library be shuffled between floors for better use of space. The existing library building will require a fire suppression system installed before any additional renovation work can begin. The subsequent renovation and shuffling of uses should meet the study needs of today's students and create a modern, technologically advanced space that students want to enjoy, both socially and academically. The building lobby should be open and inviting, and should consider additional food vendor space and/or seating areas that open to exterior seating.

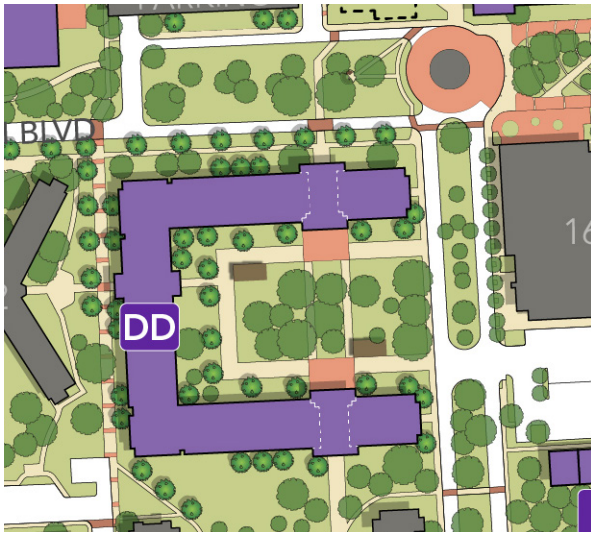
See Appendix I for further information about this project.

Figure 37. Auditorium/Welcome Center Illustration

Figure 38. Student Housing A Illustration

SFA has identified multiple residence halls that are at or nearing the end of their usable life. The removal of these five buildings will result in a loss of 1,000 beds available for student residence. To restore the University to its current capacity, and provide enough beds for 40% of the target enrollment of 15,000 students, there will need to be approximately 2,410 beds added to reach a total of 6,000 beds on campus. A further housing study will need to be conducted to determine bed types and the associated final bed count and building size for each project.



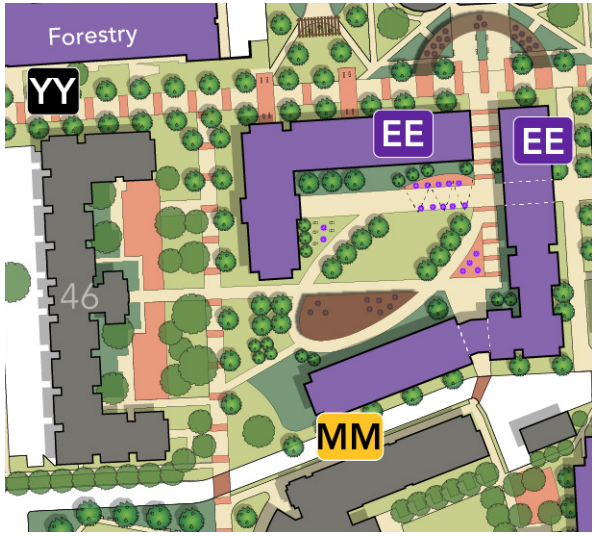


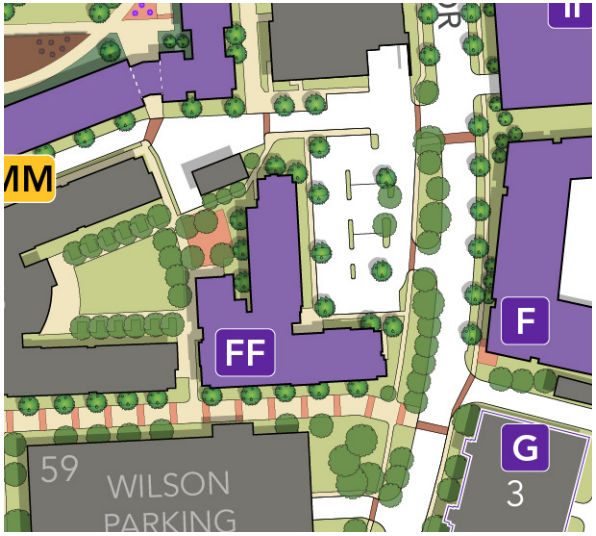
CC Student Housing A

This five-story student residence in the southwest corner of campus will include approximately 530 beds and communal gathering areas. A central courtyard includes shade structures, tables with umbrellas, brick pavers and a flexible green space for socializing. This project includes approximately 5,400 SF of ground floor retail space in the southwest corner of the building, adjacent to a new, small surface parking lot for business patrons. This retail space is intended to accommodate uses that support both students and the greater community.

DD Student Housing B

This five-story student residence is located north of Lumberjack Village and includes approximately 780 beds and communal spaces. A central courtyard with shaded seating, walking paths and landscaping preserves the trees within the current "horseshoe" area. A north-south ground floor pedestrian cut-through provides direct access toward the Student Center to the north. This project also includes a new mall to the west of the building with brick paver bands and shade trees. This mall provides an enhanced experience for those walking/biking to and from garages and residences at the south end of campus.





EE Student Housing C

Student Housing C includes two, five-story buildings totaling approximately 775 beds and communal spaces. The eastern building includes an east-west ground floor pedestrian cut-through to the Dining Hall and a north-south ground floor pedestrian cut-through to Lumberjack Landing. A central courtyard including a large pavilion, hammock area, flexible lawn space, string lighting and shaded seating is open to all students. The existing driveway and parking area between this project and Lumberjack Lodge to the west will be converted to a courtyard space adjacent to the building and a north-south mall with brick paver bands providing safe, enhanced non-vehicular connectivity between the center of campus and E. College Street. See Appendix G for more information about the courtyard.

FF Student Housing D

This previously designed four-story student residence will include approximately 335 beds. A small courtyard space on the west side of the building provides an outdoor gathering area. A wide east-west mall south of the building provides enhanced pedestrian connectivity as well as fire access to this building and Lumberjack Landing.

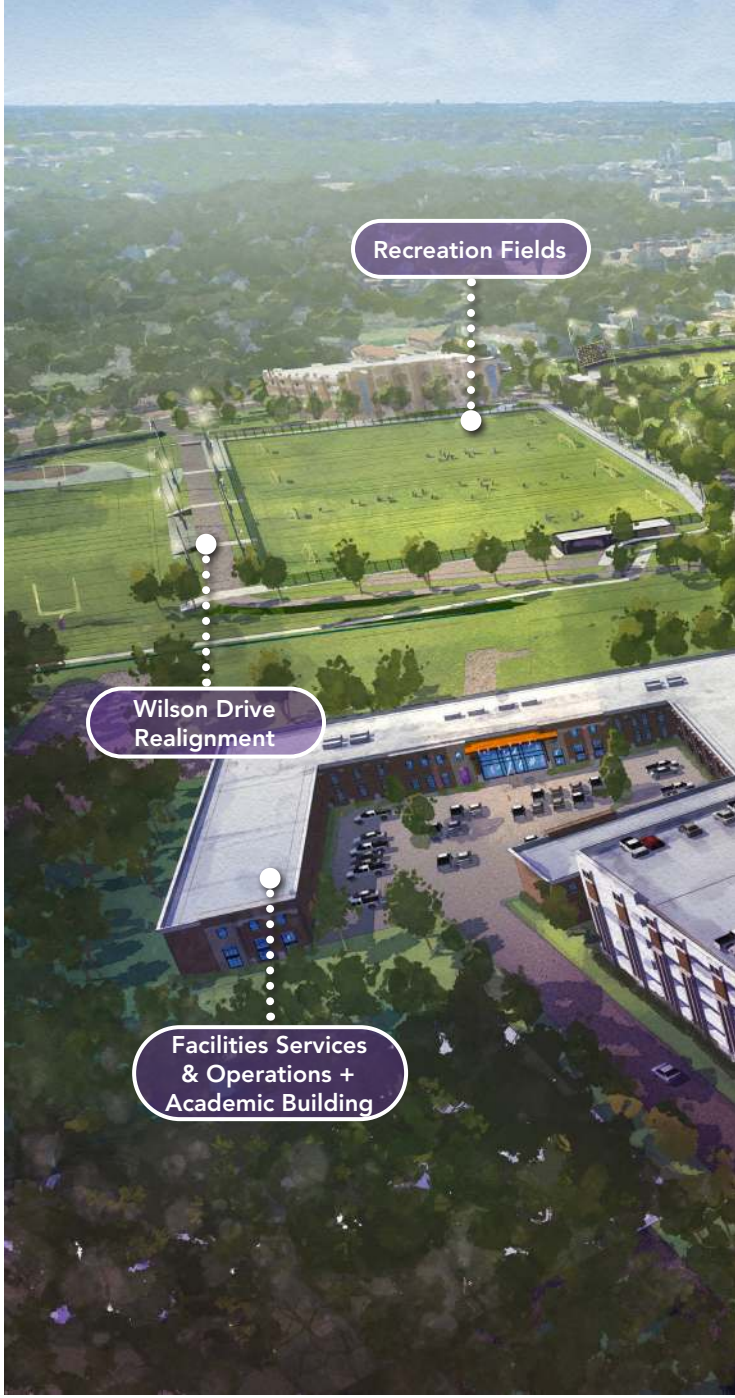
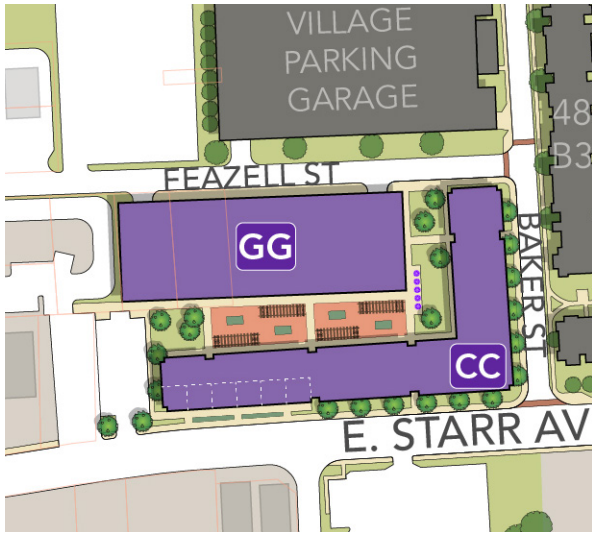
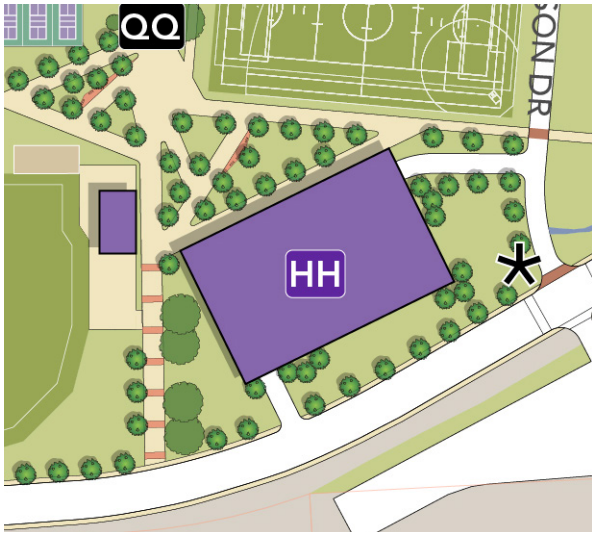


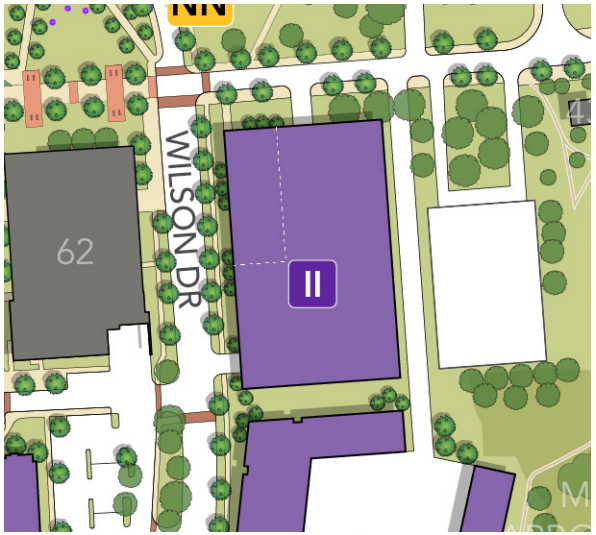
Figure 39. Campus Aerial Illustration - Looking Southwest


Steen Open Space
Student Housing D
College Mall
Student Housing C
Steen Hall Courtyards
Garage C + University Police Facility
E. College Street Modifications
North Wilson Drive Extension

GARAGES







GG Garage A

This garage is situated in the southwest corner of campus. With five levels of parking (four stories, plus rooftop parking), this garage accommodates approximately 700-715 parking spaces. The garage includes two, two-way vehicular access points on the north side of the garage.

HH Garage B

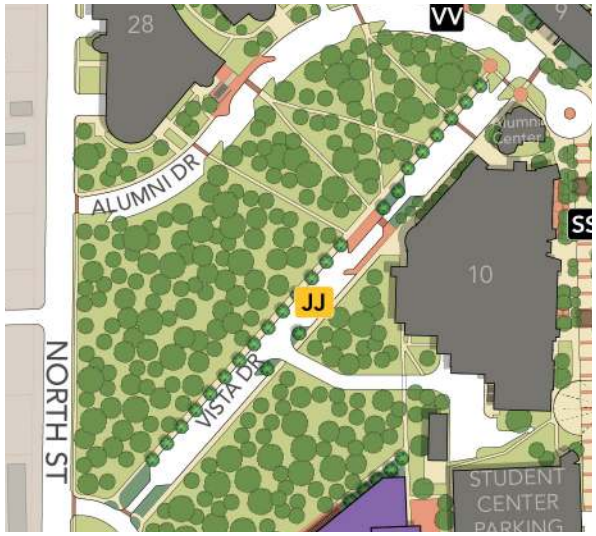
Garage B is located toward the southeast corner of campus, adjacent to the new Baseball Venue and Recreation Fields. With four floors and rooftop parking, it accommodates approximately 860 vehicles. The south entry/egress will be right-in/right-out to prevent vehicles from turning left onto E. Starr Avenue and creating a safety hazard. The eastern entry/egress is a standard two-way access point. This garage will support both daily and game-day parking needs. If needed, exterior utility hookups could be added to support the nearby bonfire area.

II Garage C + University Police Facility

Garage C sits at the corner of E. College Street and Wilson Drive. It will include four stories and rooftop parking totaling approximately 915 spaces to support both game-day and daily parking needs. The northwest corner of the ground floor will also include the new home for the University Police. This 10,500 GSF facility will include offices, dispatch desks, a small fitness room, lockers and a conference room which will also serve as the emergency operations center for emergency management.

TRANSPORTATION INITIATIVES

Projects are not listed in a prioritized order, but rather generally from the south to the north as seen on the plan.



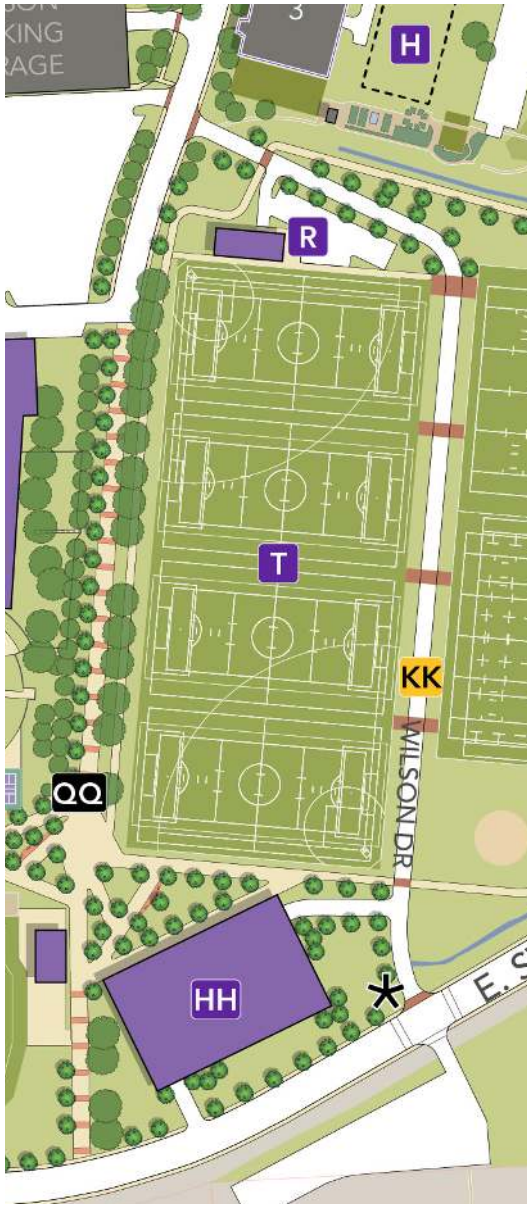
JJ Vista Drive & Alumni Drive Street Modifications

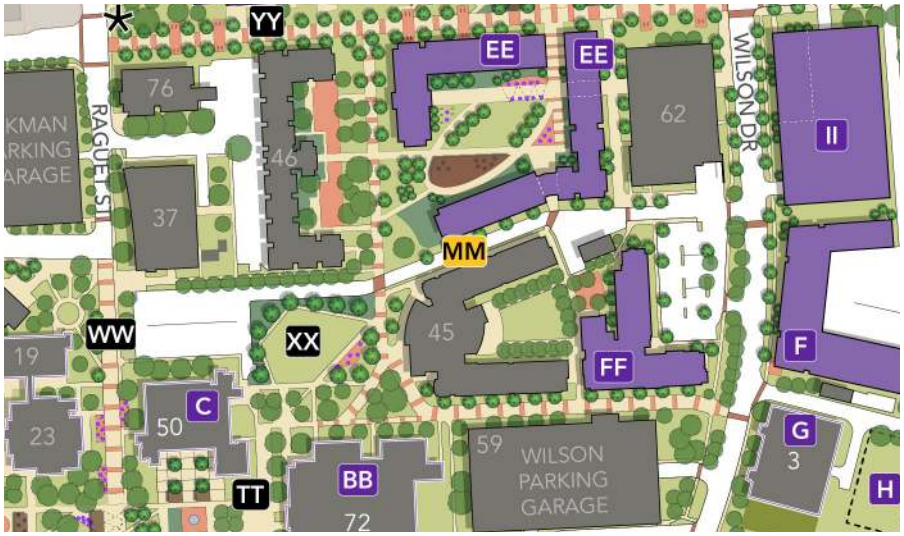
Vista and Alumni Drive are currently two-lane, one-way streets circulating vehicles from the circular North Street entrance to an exit further north along North Street. This project reduces both roads to one lane, preserving the one-way traffic flow. The curbline and angled street parking will shifted accordingly, freeing space for wider sidewalks and landscape areas behind the new curb. The curbline will be further modified at the exit to prohibit vehicles from turning left on North Street, which currently causes traffic issues. This project, and the Griffith Boulevard modifications previously described with the Auditorium/Welcome Center project, aim to improve vehicular circulation at the North Street entrance and enhance pedestrian safety and comfort along these roadways.

Figure 40. North Street Entrance Illustration

KK Wilson Drive Realignment

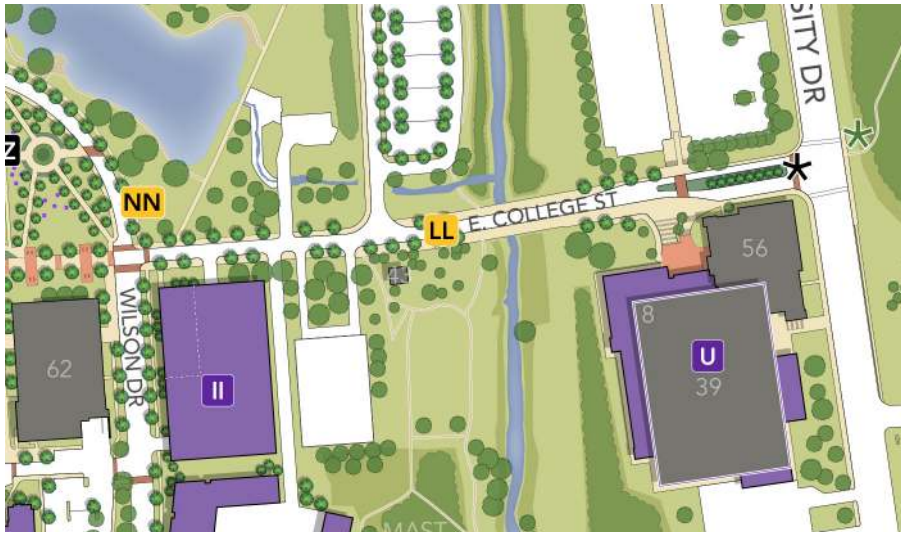
Wilson Drive currently intersects E. Starr Avenue at an unsignalized intersection on a curve, toward the bottom of a hill. Pedestrians regularly cross E. Starr Avenue on foot at this dangerous location and it is a significant safety hazard. This project realigns Wilson Drive to the east starting near the Wilson Parking Garage. The road will now intersect E. Starr Avenue at a signalized intersection aligned with the entry to the parking lot across the street and will be equipped with pedestrian crosswalks. This new road alignment will also include elevation modifications to bring the area west of the road out of the floodplain. This may entail a retaining wall along the east side of the road. Elevating this land above the floodplain will alleviate issues of intramural play following rain events.

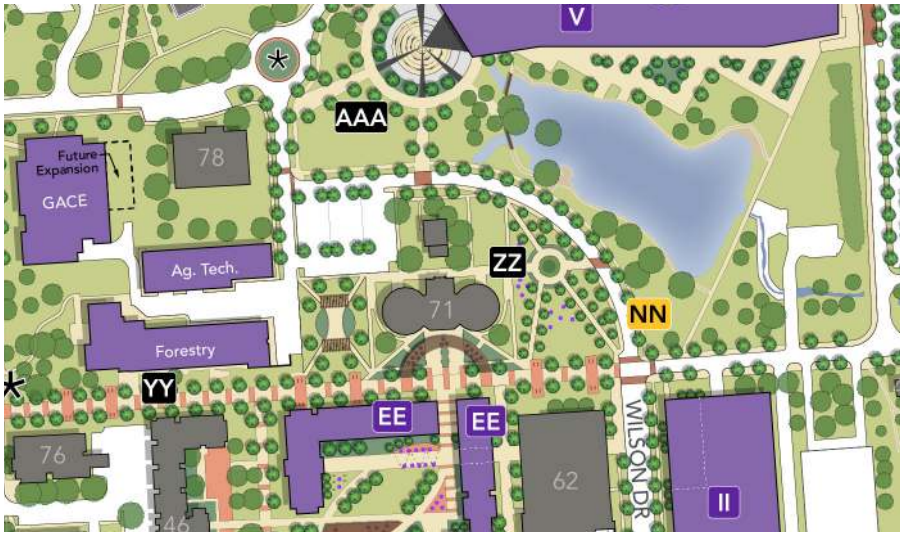




LL McKibben/Library Access Road

As part of the Student Housing C project, the driveway from E. College Street to the parking lot adjacent to the Library and McKibben will be closed. This project creates a new vehicular access road from Wilson Drive to the McKibben/Library parking area. The existing eastern parking area is being converted to a green space as part of the Steen Open Space project (XX). The western parking area will be modified by relocating the dumpster storage area to be closer to the northeast corner of McKibben, removing the small unpaved area that currently bisects the two existing parking lots and restriping the lot to a more efficient parking configuration.





MM E. College Street Modifications

The eastern end of E. College Street, between Wilson Drive and University Drive is proposed to be modified. Street parking will be removed (some already has been), sidewalks will be widened and street trees will be added, where possible. The wider sidewalks will provide a safer, more comfortable pedestrian experience between the core of campus and Garage C and the Coliseum and large parking lots on the north side of the street. A new landscape median toward the east end of the street provides a pedestrian refuge area and space for enhanced planting and gateway signage near the intersection with University Drive. Enhanced crosswalks will be added at each defined pedestrian crossing to enhance visibility of the areas.

NN North Wilson Drive Extension

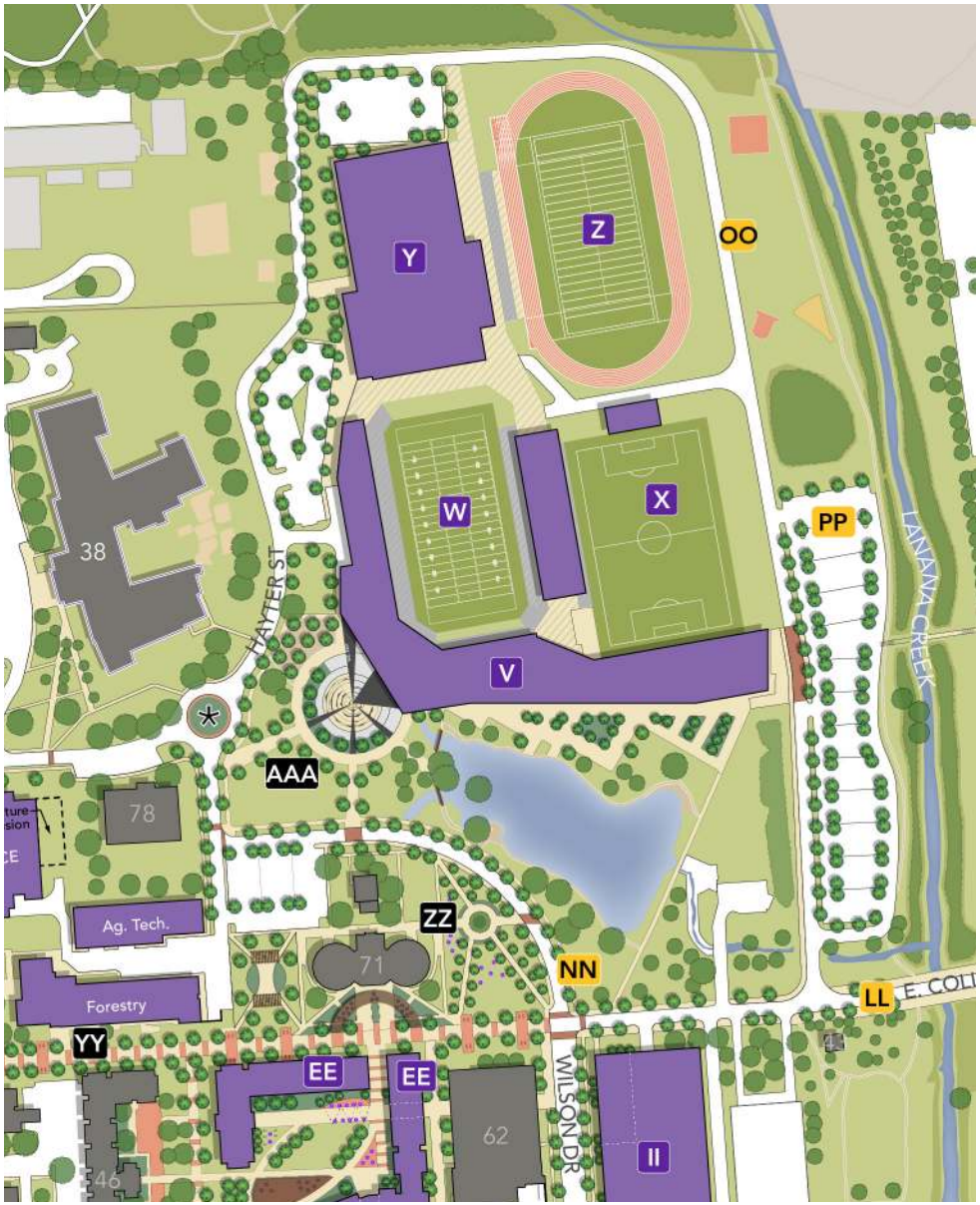
E. College Street will be closed to vehicles (with the exception of emergency/authorized use) between Raguet Street and Wilson Drive to address pedestrian/vehicular conflicts that occur throughout this area (see project YY). While the goal is to minimize cut-through traffic in this area, some drivers will still need to get from Wilson Drive to the west side of the campus. This North Wilson Drive extension will provide that route. The road will run north behind Steen Hall and ultimately to a roundabout east of the Fieldhouse. This road will be equipped with traffic calming measures such as speed tables and street trees to reduce vehicle speeds. This project includes sidewalks along both sides of the road as well as restriping and adding landscape islands to the existing parking lot west of Steen Hall that is to remain.

OO Stadium Loop Road

Existing vehicular access to the stadium area includes roads on the east and west sides of the facility, but no through circulation. The Stadium Loop Road will bring vehicles from E. College Street to north of the athletic complex, west along Hayter Street and ultimately intersect with Raguet Street. While some of this road will take advantage of the existing alignments on the east and west side, much of this project will include realigning vehicular access. The road will provide access to the athletic complex for deliveries and authorized access, as well as access to parking lots on east, north and west of the complex. Care should be taken with the alignment at the north end to avoid negative impacts to the waterways and sensitive landscapes to the north.

PP East Stadium Parking

This is primarily an existing parking area. This project restripes and reconfigures the parking area to separate vehicular traffic within the lot from the parallel Stadium Loop Road. The existing access at the north end of the lot is closed, and three new access points are added along the eastern edge of the lot. To the extent possible, landscape islands should be added throughout the lot to reduce the heat island effect created by such a large paved area. There may be opportunities to incorporate green infrastructure such as rain gardens and/or vegetated filter strips within and along the edge of the lot.

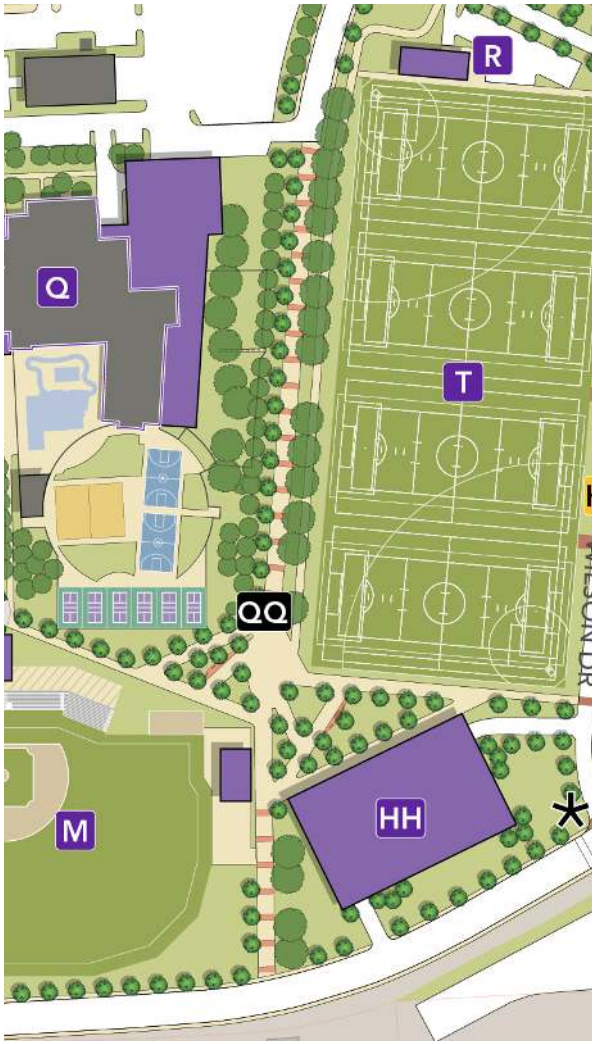


LANDSCAPE INITIATIVES

Projects are not listed in a prioritized order, but rather generally from the south to the north as seen on the plan.

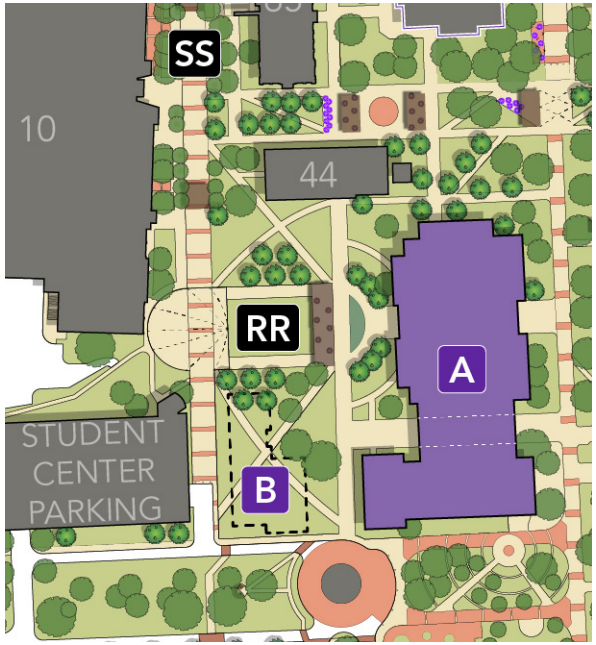
At SFA, the landscape framework is more than a backdrop; it shapes academic identity, community spirit and student success. A range of space types creates a campus that is functional, memorable and true to SFA's values of openness, connection and growth. The landscape initiatives described in this section are part of a greater landscape strategy developed during the planning process. The strategy, included in the Landscape Character Guidelines in Appendix G, includes a hierarchy of landscape typologies including:

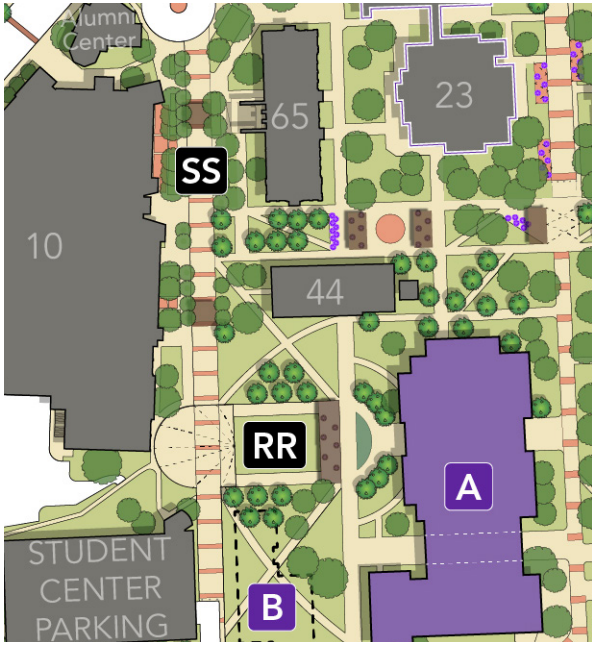
- **Open Spaces:** The University's great "living rooms," these large landscapes host milestone events like orientation and commencement, while also serving as fields for play, relaxation and cultural gatherings, anchoring campus life in nature and community.
- **Quads:** At the academic core, quads connect daily pedestrian life. Flexible and active, they support everything from study on the lawn to art installations, helping define SFA's academic identity.
- **Malls:** Tree-shaded promenades that function as primary arteries, malls emphasize walkability, safety and connection. They are places where daily movement intersects with conversation and campus life.
- **Plazas:** Lively outdoor rooms near student hubs, plazas provide shade, seating, and space for clubs, conversations or people-watching, energizing campus culture.
- **Courtyards:** Intimate spaces nestled between buildings, courtyards support study, small groups and quiet reflection, extending learning and relationships beyond the classroom.



QQ Wilson Mall

When Wilson Drive is rerouted to the east (project KK), the existing Wilson Drive right-of-way will be converted into a mall with removable bollards at each end. The mall will include brick paver bands, street trees for additional shade and bench seating adjacent to the Recreation Fields. The mall will be designed to maintain fire access in both width and weight rating for paving materials. This project also includes a central plaza between Garage B, the Baseball Venue and the Recreation Fields. The plaza will include additional seating opportunities, enhanced plantings, ample space to accommodate game-day foot traffic, and walkways providing access to the South Operations Building and Loop Trail around the Recreation Fields.





Central Quad

The Central Quad serves as the heart of campus life as an iconic green space framed by the historic core of SFA. Its central location makes it both a symbolic and functional anchor, balancing the preservation of tradition with the needs of a modern, student-centered campus space. This quad includes open lawns for everyday student activity as well as larger special gatherings. Pedestrian pathways weave through the Central Quad, providing direct, intuitive movement between the Student Center Parking Garage and the academic core to the east. A pavilion provides a central focus point for gathering and a variety of furnishings throughout the quad encourage group interaction, study and relaxation under shade.

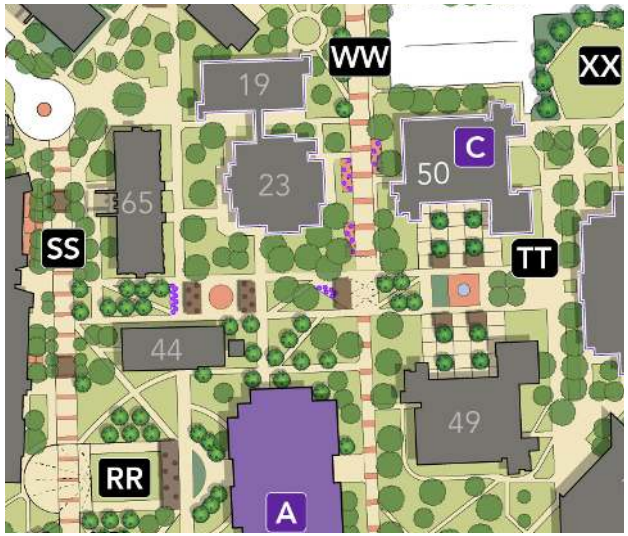
See Appendix G for more details about this project.

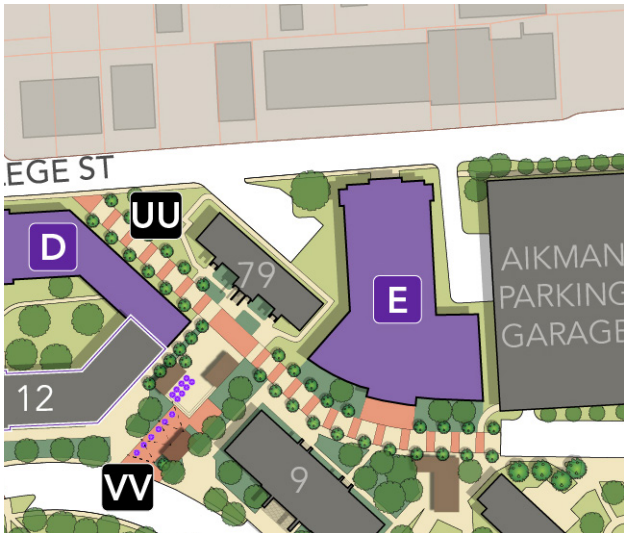
Student Center Mall Enhancements

The Student Center Mall exists, in part, today. This project extends the mall south from near the southern entry of the Student Center to the eastern entrance of the Student Center Parking Garage. At this point it narrows to a sidewalk extending to Griffith Boulevard. Removable bollards will be located at both ends of the mall. A semicircular drop-off/ turnaround with overhead festoon lighting serves multiple purposes. It can function as a drop-off for authorized uses, when needed, accommodate food trucks, or provide space for special events. The paving along the mall will be updated to reflect the red brick paver bands designated as the new standard (see Appendix G), and shade structures with sufficient height to allow fire truck access will be added at two points along the mall.

Figure 41. Campus Core Landscapes Illustration


Science Building
Central Quad
Student Housing B
Student Center
Mall Enhancements





TT Central Mall Area

The Central Mall is a defining pedestrian spine in the core of campus, anchored by the iconic Stephen F. Austin fountain on the east and extending westward toward the Student Center. This project reimagines this area as a series of distinct spaces that together create a dynamic and memorable sequence of experiences. The existing fountain remains a centerpiece and will be framed by two improved courtyards enhanced by canopy trees, small shade structures, and outdoor furniture for formal and informal use. The area intersecting the Raguet Mall will include festoon lighting, seating nooks and a shade structure with seating. Moving toward the Student Center, additional improvements include additional shade structures and trees, seating areas and rain gardens.

See Appendix G for more details about this project.

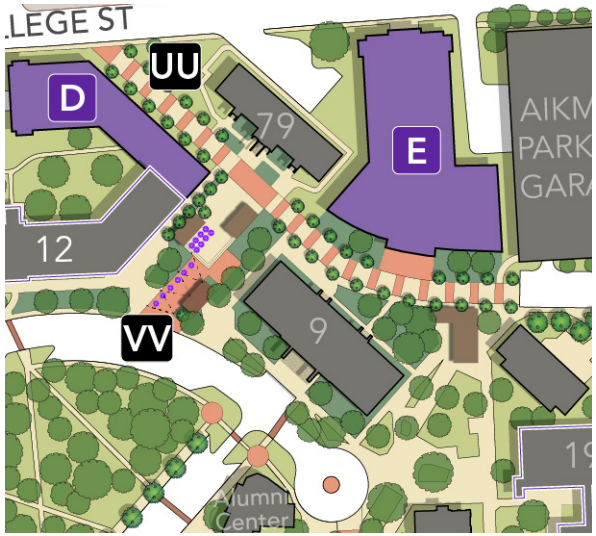
UU Aikman Mall

Aikman Drive is currently a one-way road with on-street angled parking on both sides. There is limited visibility due to the curved alignment of the road and it creates a safety hazard as people cross between the Aikman Parking Garage and the core of campus to the south. To address this safety concern and create a node for safe, pedestrian activity, the Aikman Mall closes Aikman Drive to vehicles (with the exception of emergency/authorized users) from E. College Street to the southern access point of the Aikman Parking Garage. The mall will include enhanced paving, shade trees, pedestrian lighting, and enhanced landscaping. Removable bollards will be located at both ends of the mall.

See Appendix G for more details about this project.

Figure 42. Aikman Mall and Art Building Illustration


Art Building
Aikman Mall

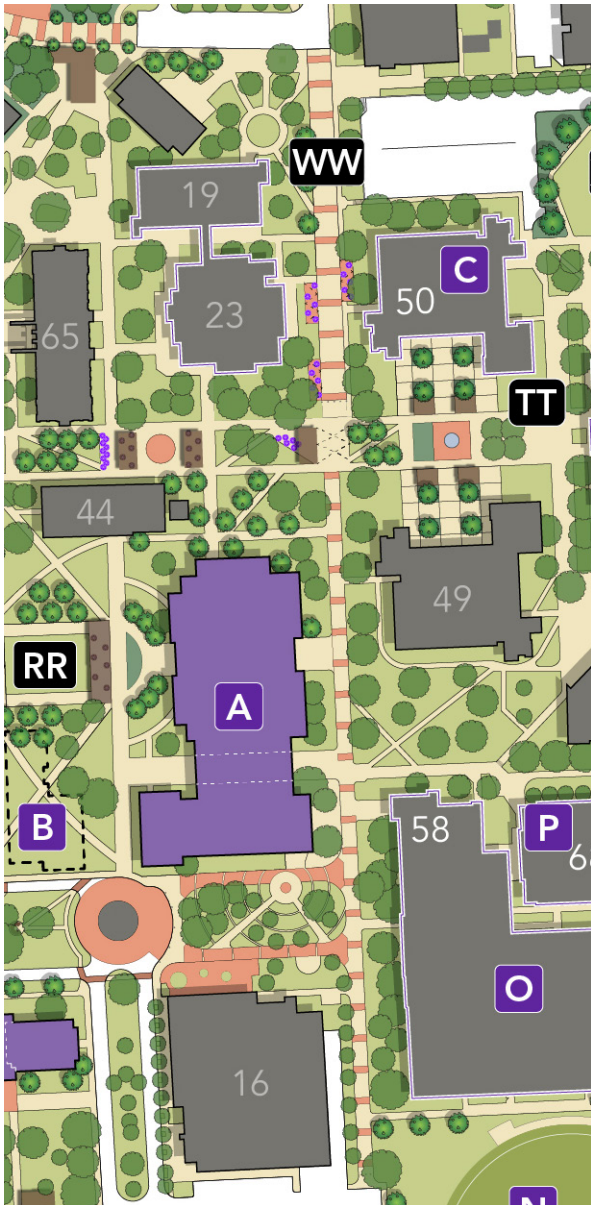


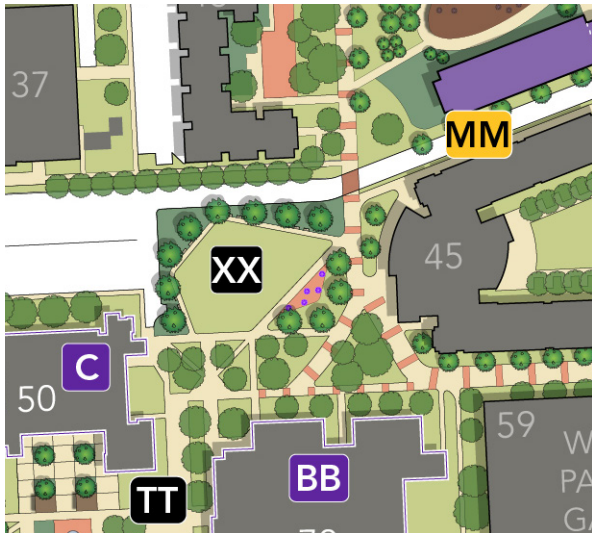
VV Austin Plaza

The Austin Plaza is located between the Austin and Boynton Buildings in the arts area of campus. Designed as both an arrival point and an outdoor living room, the Plaza consists of multiple shade structures that accommodate different uses, such as outdoor gathering, studying or small events. The center of the space is terraced, and accessible ramps are located adjacent to the building edges. The use of both mounted and movable furniture creates flexibility in everyday uses. Festoon lighting adds warmth and visibility during evening hours. This project also includes an additional shade structure west of the Austin Building, adjacent to the Aikman Mall. See Appendix G for more details about this project.

WW Raguet Mall Extension

The Raguet Mall exists, in part, today. It currently extends from just south of the STEM Building to just south of the McKibben Building. Raguet Street is designated as authorized access only between McKibben and Aikman Drive. While this area can be heavily used by pedestrians since there are no vehicles most of the time, it still looks and feels like a road. The Raguet Mall Extension project extends the Mall, including enhanced paving and plantings to Aikman Drive. Removable bollards at both ends of the mall restrict vehicular access to emergency and authorized vehicles. The pavement will be updated to include red brick paver bands for the full length of the Mall. New brick paver seating areas with benches are located adjacent to the north leg of the Mall.

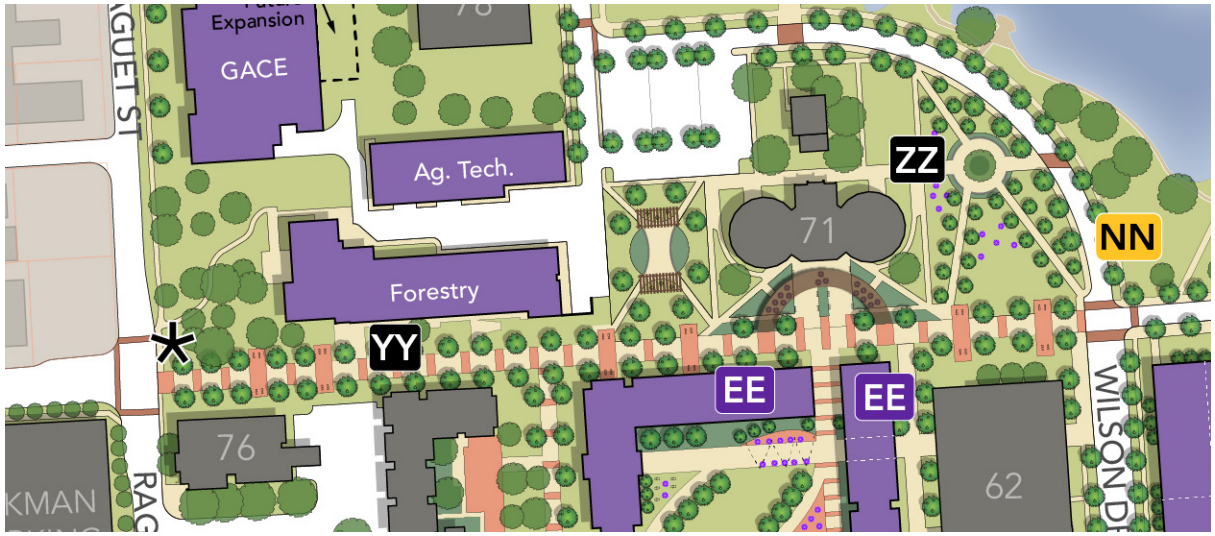




XX Steen Open Space

While the area near the Library includes paved pedestrian spaces and the Raguet Mall, there is a relatively small amount of green space in the center of campus. The Steen Open Space is a new, largely flexible green space located north of the Library. It includes a central lawn with perimeter sidewalk for daily use and special events, enhanced plantings with shade trees and seating areas around the edges, and a wide concrete sidewalk with brick paver bands along the east edge of space to provide a more comfortable pedestrian experience in a primary circulation area. This project replaces an existing parking lot. If additional parking is desired to be maintained, it is recommended to preserve at least the east half of this proposed space as green space to minimize pedestrian/vehicular conflicts that occur today as people cut through the parking lot as a shortcut to their destination.

Figure 43. Campus Aerial Illustration - Looking Southwest (Excerpt)



YY College Mall

The stretch of E. College Street between Raguet Street and Wilson Drive has possibly the most issues with pedestrian/vehicular conflicts on campus. This project closes the street to all vehicles except emergency and authorized users. This area will be converted into a mall with paver banding, seating nooks shaded by trees, pedestrian lighting and enhanced landscaping. Converting this to a bicycle and pedestrian friendly area will greatly improve the connectivity between the uses on either side of E. College Street and will create a non-vehicular mobility spine within this heavily residential area.

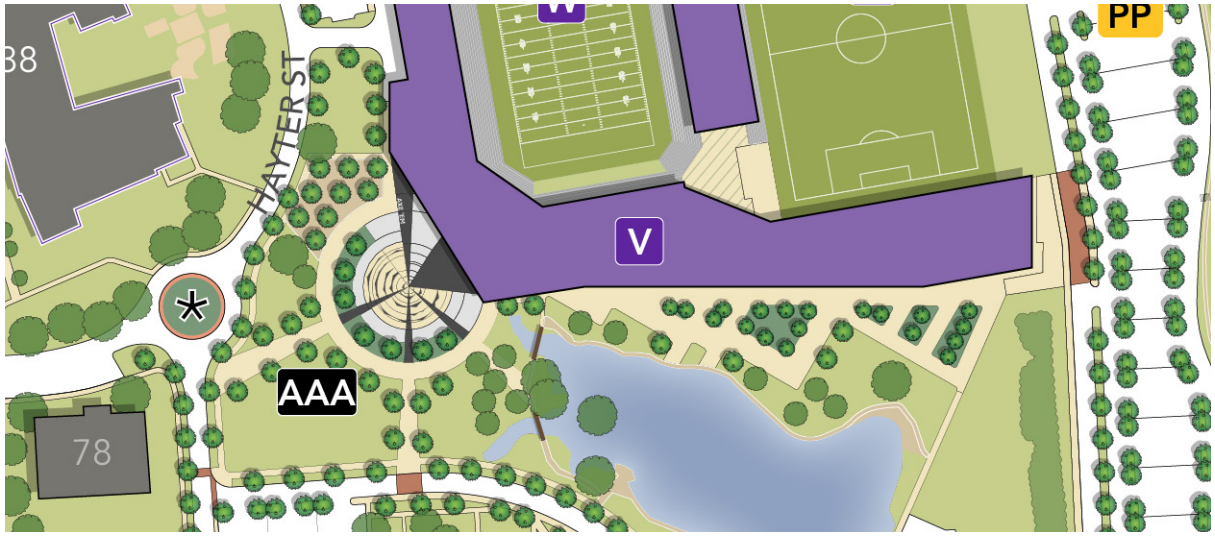
See Appendix G for more details about this project.

ZZ Steen Hall Courtyards

Steen Hall is currently surrounded by parking areas. This project reimagines two of the three parking lots as courtyard spaces with shade structures, tables with umbrellas, shade trees and open green spaces for flexible use. As this project removes a decent amount of parking, it should be implemented until sufficient replacement spaces are built nearby.

Figure 44. College Mall Illustration


Student Housing C
College Mall



AAA Lumberjack Quad & Stadium Plaza

This project includes the Lumberjack Quad with flexible green space for tailgating, events and general daily use. Wide sidewalks with shade trees provide ample pedestrian access through the space. The Quad sits adjacent to the entry plaza for the stadium complex. The plaza features decorative pavement in a pattern reminiscent of tree rings with enhanced plantings and ornamental trees as the outer perimeter "ring." A shaded picnic area with decomposed granite paving, picnic tables and a grove of trees provides an informal gathering area just north of the plaza. This combination of open lawn area, varied seating and gathering areas, enhanced plantings, picnic spaces and the plaza creates a unique and memorable entry experience that can be used on game day and for daily recreation.

A paved plaza also extends along the south side of the Fieldhouse and provides additional tailgating opportunities, views to the adjacent Ag Pond and through a north-facing breezeway into the stadium complex.

Gateway Signage

Denoted by asterisks on the plan

A cohesive signage system reinforces campus branding, reduces visual clutter and ensures that visitors, students and staff can easily locate campus entrances/edges, buildings, destinations and amenities. Entry monument signs, wayfinding signage, and trail markers all work together to establish a strong sense of identity for SFA, improve first impressions, and support safe and intuitive movement throughout the campus.

As part of the Landscape Guidelines development, signage and wayfinding standards have been developed. The design for existing primary (e.g., North Street entry sign) and secondary (e.g., Clark Boulevard) monument signs remains unchanged, with additional secondary monument signs recommended in locations around campus. A new standard for pedestrian wayfinding, pedestrian gateways, and garden and trail entry signs are included in the Guidelines.

See Appendix G for more details about signage recommendations.

Figure 45. Stadium Plaza Illustration

CAMPUS MOBILITY

Parking inventory is a key component of the overall campus mobility system, but it represents only one element of the larger network of transportation options. While providing an adequate parking supply is essential to accommodate students, faculty, staff and visitors who commute to or reside on campus, a balanced, multi-modal approach that supports walking, bicycling, transit use and other sustainable forms of transportation is needed.

The quality and safety of pedestrian and bicycle environments directly influence how people choose to move to and through campus. When comfortable, well-lit and clearly defined non-vehicular routes are available, people are willing to walk or bike greater distances between their origins and their destinations. This shift allows parking to be strategically located at the campus periphery, freeing up central areas for academic, recreational and social spaces that contribute to the overall vision of a safe, accessible and connected campus.

The Master Plan envisions a network of malls, which are large, car-free zones designed to promote safety and walkability on campus. These spaces accommodate walking, biking and other forms of non-vehicular transportation, creating an environment that encourages interaction and movement without vehicular conflict. Supporting infrastructure such as bike racks, shaded walkways, seating areas and enhanced crosswalks further improves this pedestrian-friendly environment and reduces reliance on parking adjacent to buildings.

Analysis of the proposed parking strategy shows that most campus destinations are within a ¼-mile walk (approximately 5-minutes) of planned parking areas, including garages, providing convenient access while maintaining the integrity of pedestrian core areas. Concentrating the bulk of parking supply in garages toward the edge of campus not only improves operational efficiency of the roadway system by concentrating vehicular traffic in areas where there is less conflict with pedestrians, but also minimizes the visual and spatial impact of surface lots. This approach repurposes existing surface lots for academic buildings, open spaces and social gathering areas, reinforcing a vibrant and cohesive campus identity.

Additionally, the campus shuttle system plays a vital role in supporting this mobility strategy. Frequent, reliable shuttle service allows users to park farther from their destinations without sacrificing convenience, thus bridging the distance between satellite parking facilities and key campus nodes. Together, the shuttle system, active transportation infrastructure and reconfigured parking inventory form an integrated system that enhances accessibility, sustainability and overall campus mobility.

Map 26. Campus Mobility

Scale: N.T.S.

PARKING RECOMMENDATIONS

Parking recommendations are based on an analysis of existing parking conditions, as discussed in the Existing Conditions & Analysis chapter, and key issues identified through input from stakeholders within the University. These recommendations focus on managing parking demand as the primary strategy, with other recommendations focusing on related policies to increase supply or perform further analysis to address issues.

MANAGING PARKING DEMAND

Reducing parking demand is the most effective long-term strategy for creating a campus that is resilient, welcoming and pleasant to spend time on. Some strategies to manage demand include:

- **Restrict Freshman Parking.** Limiting the amount of parking available to students, especially first-year students, could significantly reduce the number of vehicles stored on campus and require students to think about whether a personal vehicle is needed rather than default to bringing one because they can.
- **Implement a Resident Permit Application / Request-Based Allocation.** Currently, all students who live on campus are allowed to purchase a parking permit. As enrollment continues to grow, strain on the parking supply will continue to grow. Implementing a request-based or application system for resident parking permits ensures that only those with the greatest need are allocated on-campus spaces.
- **Expand Short-Term Paid Parking.** SFA uses ParkMobile to operate its short-term paid parking spots in the Student Center Parking Garage and Lot 21. This system provides convenient parking options for users who are willing to pay a premium for proximity or flexibility beyond their permitted parking areas. By strategically offering these spaces in high-demand locations, the University can maintain access for those who truly need it while gradually reducing the overall supply of permanent parking in central campus areas. It also serves as a reliable revenue source with easier enforcement and lower maintenance requirements than traditional parking meters.
- **Enhance Non-Vehicular Travel Connections and Options.** A balanced mobility approach is central to reducing the need for proximate parking. The campus should continue to expand pedestrian and bicycle connections both within the campus boundary and to surrounding neighborhoods. Infrastructure such as well-lit sidewalks and shared-use paths, bicycle racks, and improved wayfinding enhances safety and convenience. This increases the distance and time that people are willing to walk or bike from their origin to their destination.

OTHER PARKING RECOMMENDATIONS

While managing demand is a priority, strategic increases in parking supply will be prudent to accommodate future growth and maintain accessibility.

- **Additional Parking Garage Capacity.** The Plan recommends constructing additional parking structures at the campus periphery, maximizing the use of limited land while preserving the campus core for academic and social spaces. An additional off-campus garage could be considered in the future if sustained demand calls for it. Integrating garage locations with shuttle stops and bike share, and prioritizing shuttle movement over private vehicles, will further enhance connectivity between parking areas and key campus destinations.
- **Expand and Promote Shuttle Services.** The campus shuttle system remains a vital component of the overall mobility framework, enabling people to park farther from their destinations without sacrificing convenience. Expanding and promoting this service will increase its role in managing parking demand, especially as parking is relocated to satellite areas of campus. The shuttle should operate on high-frequency routes that serve major garages, academic buildings and residential areas, ensuring reliable and convenient access throughout the day. After routes are established, they should not be modified, unless truly necessary, to establish consistency and reliability of the shuttle system among

users. Clear, consistent signage with information about the shuttle, routes and times should be provided at each stop and available on a dedicated website or app.

- **Create a Campus Transportation and Parking Plan.** To guide implementation, the University should develop a Comprehensive Transportation and Parking Plan that aligns and prioritizes goals for all aspects of mobility on campus, including parking management with pedestrian, bicycle and transit improvements. This plan would provide a more detailed evaluation of inventory and utilization, permit assignment and tracking, and include comprehensive public and stakeholder engagement to support efficient management of parking and transportation resources.
- **Conduct Peer Institution Benchmarking.** Benchmarking against peer institutions of similar size can provide insight into effective policies, permitting and pricing strategies, and incentive programs that SFA may not currently be utilizing, among many other areas to learn and grow the parking and transportation services for continuous improvement.
- **Consider Technological Advancements as Funding Allows.** Potential improvements include a modern data collection system to accurately monitor shuttle ridership and inform service adjustments, exploring the use of License Plate Recognition (LPR) technology for more efficient and consistent permitting and parking enforcement, upgrading communication systems to provide a dedicated radio network for shuttle drivers in place of personal cell phones, and developing a mobile app that delivers real-time updates on parking availability, shuttle route changes, road or parking closures, and service alerts.
- **Increase Enforcement Staff for Events.** Staff members who issue citations and monitor parking compliance are often asked to perform other duties on days when there are large events, leading to a decrease in enforcement capacity on these days. Creating a plan for hiring day-of staff to supplement parking enforcement staff on these days is pivotal to changing the environment.

NEXT STEPS

To begin implementing the recommendations outlined in this section, immediate actions should focus on initiatives that require minimal investment but offer a visible impact. These include refining parking permit policies, particularly for freshmen and resident students, expanding shuttle routes, and expanding short-term paid parking through ParkMobile. Simultaneously, the University should begin regular data collection to better understand existing parking use, shuttle ridership and mode share. This data will continue to inform future decisions about garage expansion, shuttle routing and enforcement staffing.

In the mid-term, a detailed Campus Transportation and Parking Plan should be developed, building on this Master Plan's findings. This document should include a phased implementation schedule, preliminary cost estimates and funding strategies for near-term, mid-term, and long-term improvements.

ARCHITECTURAL GUIDELINES

The SFA campus is currently made up of a collection of buildings of various styles from many different time periods. The notable buildings on the Main Campus were built over many years and reflect both the needs of the moment and the traditions of architecture that were compatible with the context of the main campus at the time.

In initiating the design process for any new building or open space, each design team should begin with a thorough look at the campus context and history. This first step should include an analysis of the site, including its history, pedestrian and vehicular traffic, infrastructure, orientation with campus boundaries to the City of Nacogdoches, service, views and vistas, topography, vegetation, constraints, massing and architectural character. Signature buildings, including athletics facilities, should reflect a stylistic relationship to the University's legacy buildings and the exterior materials palette should be compatible as follows:

- Dark brown and brown-black brick blends are desirable.
- Stone or cast stone selected as a detail shall complement the brick selection.
- Standard paint color codes are on file at the Physical Plant Department for most exterior materials.
- Building height should be limited to five floors or 75 feet.
- Monolithic, modern, contemporary and/or futuristic buildings are not appropriate for the SFA campus.

Mass Timber is acceptable in limited cases where appropriate in both application and cost. Wood species should be representative of species local to the East Texas region.

Residence halls should reflect a stylistic relationship to Lumberjack Landing and Lumberjack Crossing.

Parking structures should be constructed of exposed precast concrete with brick accents and detailing as exemplified by the Aikman Garage.

Austin Building

Cole STEM Building

Rendering of Arthur Temple College of Forestry & Agriculture Building (Under Construction as of December 2025)

GREEN INFRASTRUCTURE RECOMMENDATIONS

Building on the findings of the La Nana Bayou (Lanana Creek) Watershed Protection Plan (2023)[1], this Plan recommends further evaluation of a campus-wide strategy for managing and improving stormwater quality before it enters Lanana Creek. The approach should integrate best management practices (BMPs) into the campus landscape to filter, slow and biologically treat runoff from the first 1.5 inches of rainfall—the portion most heavily loaded with sediment, bacteria and nutrients. Together, these measures can advance SFA's commitment to sustainability, environmental education and the preservation of one of its defining natural resources: the Lanana Creek corridor. The following strategies should be further evaluated and incorporated to the extent possible.

- **Rain Gardens and Bioretention Systems:** Rain gardens and bioretention cells should be incorporated throughout the campus at key runoff collection points such as parking lot edges, pedestrian corridors and courtyard low points. These systems use engineered soil media and native vegetation to filter stormwater and remove sediment, nutrients and bacteria before the water infiltrates into the ground. Beyond their environmental benefits, these features enhance the visual and ecological character of the campus by providing pollinator habitat and year-round landscape interest. Their placement within prominent pedestrian areas will also reinforce SFA's visible commitment to sustainable design and watershed stewardship.
- **Vegetated Bioswales and Green Corridors:** Bioswales—shallow, vegetated channels designed to slow and filter stormwater—can be used to retrofit existing drainage alignments and road edges across campus. These systems reduce flow velocity, encourage infiltration and capture suspended pollutants while linking open spaces into a cohesive green infrastructure network. Planting with native grasses and sedges will stabilize soils, support biodiversity and visually tie the campus landscape to the larger Piney Woods ecoregion. When integrated along pedestrian routes or between facilities, these green corridors will transform utilitarian drainageways into functional and educational landscape assets.
- **Permeable Pavements and Porous Surfaces:** Replacing traditional impervious surfaces with permeable pavements in select campus areas (e.g., overflow parking lots, service drives, pedestrian plazas) can significantly reduce surface runoff. Permeable materials allow rainfall to infiltrate through paving joints or porous substrates, filtering contaminants and reducing the burden on the existing stormwater system. These systems are particularly effective in high-visibility areas where they can demonstrate sustainable infrastructure in action. When paired with subsurface storage layers, they also provide valuable detention capacity, helping to moderate flow rates to Lanana Creek.
- **Constructed Wetlands and Detention Features:** Low-lying open spaces across campus, including the existing Ag Pond area and natural depressions near athletic fields, provide opportunities for constructed wetlands or stormwater detention basins. These features retain runoff during heavy rainfall, allowing sediment to settle and biological processes to remove nutrients and bacteria before discharge. Over time, they mature into thriving ecosystems that enhance biodiversity and create dynamic learning environments for environmental science, forestry and biology students. With thoughtful placement and design, constructed wetlands can also contribute to the campus's aesthetic character and expand outdoor teaching and research space.
- **Smart Irrigation and Nutrient Management:** To reduce nutrient-rich runoff from managed landscapes, the University should expand soil testing programs, adopt slow-release fertilizers and calibrate irrigation systems using smart controllers and rain

1 For additional information, please refer to the 2023 La Nana Bayou Watershed Protection Plan: https://twri.tamu.edu/wp-content/uploads/2024/04/tr-547.pdf

sensors. These improvements will minimize excess watering and fertilizer use, preventing nitrogen and phosphorus from being washed into storm drains. Integrating these practices into campus maintenance protocols strengthens both operational efficiency and environmental performance. In collaboration with Facilities Services, SFA can establish demonstration zones to showcase best practices and share data on water savings and runoff reduction.

- **Pet Waste and Urban Wildlife Management:** Bacterial loading from domestic animals and resident waterfowl remains a notable contributor to water quality degradation. Installing additional pet waste stations along campus trails, open spaces and near housing areas will provide convenient disposal options and reduce pollutants entering storm drains. Educational signage and outreach campaigns can further encourage responsible behavior by pet owners and discourage feeding of waterfowl near ponds and creeks. Over time, these small interventions have measurable cumulative benefits, particularly in high-traffic recreational zones adjacent to Lanana Creek.
- **Monitoring, Research and Education:** A long-term monitoring and education program will position SFA as a living laboratory for watershed innovation. Installing water quality monitoring stations on campus can provide real-time data on runoff quality and BMP performance, supporting both adaptive management and academic research. By integrating these efforts into the environmental science, forestry and engineering curricula, SFA can create interdisciplinary learning opportunities that link theory to application. Public-facing interpretation, through signage, dashboards and class-based demonstrations, will communicate the University's leadership in sustainable watershed management to students, visitors, and the broader community.
- **Integration with the Campus Master Plan Vision:** Collectively, these strategies extend the sustainability goals of the Master Plan by transforming the Lanana Creek corridor and its tributary systems into a living framework for ecological performance, education and design excellence. By embedding green infrastructure within the campus fabric, SFA can strengthen the relationship between built and natural environments, support regional biodiversity, and enhance the student experience through visible, functional sustainability. This integrated approach to stormwater and landscape design would not only improve the health of Lanana Creek but also position the University as a model for environmentally responsible campus planning within the UT System and beyond.

Rain Garden in a Parking Area

Permeable Paving

Enhanced Retention Pond

Rain Garden adjacent to Street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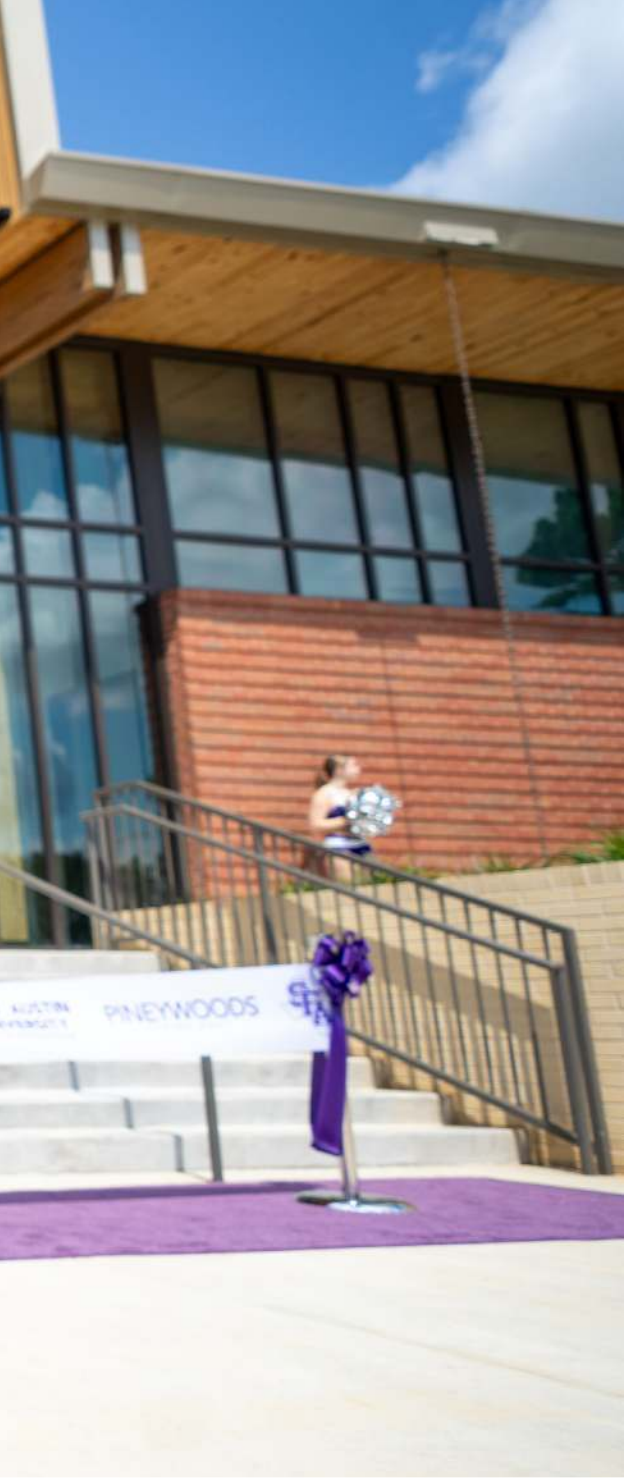

IMPLEMENTATION

PHASING & IMPLEMENTATION CONSIDERATIONS

Phasing and implementation are critical when following a plan involving capital improvement projects. Appropriately phased and implemented plans help realize the master plan vision. While phasing may be subject to change due to the timing of funding or a change in priorities, implementation can continue with a well-thought-out strategy.

As SFA moves forward with implementing the plan, building and facility recommendations can be prioritized into short-term, mid-term and long-term phases. Flexibility should be exercised and there are a few things to consider during planning and decision-making regarding capital improvements.

SWING SPACE

Before any facility demolition, renovation or departmental consolidation, SFA should identify and prepare appropriate swing space, temporary facilities used during construction, to maintain operational continuity and minimize disruption. Effective swing space planning ensures that people, equipment and technology are accounted for in advance, reducing project delays and unplanned expenses.

Key priorities include maintaining continuity of instruction and research, ensuring operational efficiency through coordinated moves, and designing flexible spaces that can be reused for future projects. For example, renovations of the McKibben Building, Boynton Music Building and other academic cores will require temporary accommodation for displaced programs (See Appendix I for the overall campus space strategy).

Swing space may include underutilized campus buildings, phased renovation zones, modular facilities or off-campus leased space for administrative functions. Incorporating swing space planning early in the phasing process will be essential to maintaining SFA's academic and operational stability throughout the execution of the Master Plan.

ENROLLMENT GROWTH

There has been an enrollment increase in Fall 2025, with the expectation of increases in Fall 2026 as well. Enrollment growth strongly indicates how current and potential students view an institution. Enrollment growth should be closely monitored to verify sufficient space is available to accommodate growth and demonstrate the campus is not overbuilt, which could result from mismanagement of resources. Before renovating or constructing new projects, University leaders should base their project implementation decision on being able to utilize new facilities positively. Enrollment increases and decreases should be reviewed each semester to help provide historical data that is helpful in the decision-making process.

FUNDING

In a survey conducted by the Association of American Colleges and Universities, financial constraints are at the top of the list as one of the most significant challenges facing higher education institutions. A project's funding should be determined before initiating major capital improvement projects. The prioritization of building initiatives should be based on budget and the efficiency of its use. Current economic and market conditions should be a significant factor in major capital investments. Due to recent rapid shifts in inflation, the labor market and supply chain shortages, it is recommended that SFA update project cost estimates prior to proceeding with implementation or seeking funding.

DEFERRED MAINTENANCE

Managing deferred maintenance is important and critical to the long-term success of any institution, and it is important for everyone within an organization to understand the long-term impact this list can have. While there will be a need for new facilities and capital improvement projects, deferred maintenance must also be addressed so that the University can function efficiently. Unaddressed capital needs have a direct impact on the ability of leaders to recruit students or attract star faculty critical to research excellence. While SFA addresses its deferred maintenance of facilities and infrastructure, it must also balance the need and cost of new and renovated facilities and how both are integrated into the institution's vision.

CAMPUS PLAN UPDATES

Given the bold and ambitious nature of the SFA Campus Master Plan, regular updates are essential so the Plan remains relevant, achievable and aligned with the University's evolving goals. As academic programs expand, technologies advance and community needs shift, the physical campus must continue to adapt and respond.

Periodic reviews will allow SFA to evaluate progress, reassess priorities, and incorporate emerging opportunities or funding realities. More frequent annual reviews are recommended in the near term, given recent enrollment growth and the pace of ongoing capital projects, to verify that implementation remains responsive to current conditions.

By treating the Campus Master Plan as a dynamic and living document, SFA can remain agile in addressing challenges, seizing new opportunities and maintaining the momentum of its bold transformation strategy.

CONCLUSION

The SFA Campus Master Plan represents an important step toward ensuring the University's continued growth, innovation and long-term success. This Plan provides a strategic framework to guide decisions related to the physical development of SFA and its facilities across all campus locations. While comprehensive in its scope, the Master Plan is intended to be a living document, one that adapts over time as academic priorities, enrollment trends and community needs evolve.

The vision, recommendations and implementation strategies outlined in this Plan should be reviewed and refined regularly, ensuring that SFA remains aligned with its mission and positioned for future opportunities. Ongoing collaboration among University leadership, faculty, staff, students and community stakeholders will be essential to realizing the Plan's goals and sustaining its momentum.

Ultimately, the Campus Master Plan establishes a clear road map for SFA's future, one that celebrates its distinctive character, supports student success and strengthens its role as a vibrant, engaged member of the UT System and the East Texas community. While the path forward will evolve, this Plan provides the foundation and direction needed to guide SFA confidently toward its next century of achievement.


THE BIG DIP


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