The Campus Development Plan 2010-2020 of Polytechnic University of Puerto Rico stems from the planning process which resulted in the Institutional Strategic Plan 2010-2015. It updates the previous Campus Development Plan 2005 and provides short, medium, and long term strategies for the continued development of the university's physical facilities in relation to its established mission, objectives, and goals. The university's three campuses will be covered in the development plan. This includes the main campus in San Juan, the Branch Campuses in Miami, Florida and Orlando, Florida.
A. San Juan — Main Campus

The University is located in an urban locale in the metropolitan area of San Juan. It covers approximately ten acres in downtown Hato Rey, the financial center of Puerto Rico. It is currently composed of six buildings, utilized for academic, administrative, athletic, and parking purposes. These buildings and associated grounds comprise the so-called "campus core", around which all academic activities revolve.

Academic Organization of the Campus

The distribution of the current campus is the result of a Master Plan of Institutional Facilities Development which was created in 1992, with the purpose of expanding the available physical facilities and to make more efficient use of space in the existing property.

Prior to the establishment of the Master Plan, the university consisted of three structures, namely the main administrative building, the pavilion building, and an old wooden structure (the "H" building) that housed a number of engineering laboratories. The first phase of the Master Plan included the construction of four new building facilities. These were the Engineering Laboratory building that replaced the old "H" building, a Library building, a Multi-Purpose building, and a new 600-car parking garage. It also contemplated the gradual purchase of adjacent property lots to expand the reach of the core campus. The second phase included adding two floors to the student parking building, and a vertical (two new stories) and horizontal expansion to the Pavilion building. This second and last phase to the original Master Plan was completed in 2002.

Campus Components

The San Juan campus is located in downtown Hato Rey, in the financial district of the city of San Juan. The total land space is approximately 10 acres in size, and comprises almost a full city block in length and width. The University campus is divided into three principal areas: the Arboretum, the Academic Campus, and the Service Area or Vehicular Campus.

The Arboretum is a greenbelt of approximately 150 feet in width and a city block in length along the western boundary of the property that acts as a buffer zone to the heavy traffic along Ponce de Leon Avenue. This green area is a peaceful setting for passive and contemplative campus activity.
The Academic Campus located in the center of the property includes all of the existing structures, lined up around a central quadrangle Plaza, which connects all the academic and administrative buildings. The multi-purpose building on the north end of the Plaza is accentuated by a Carillon Tower.

The Service Area or Vehicular Campus is situated to the east of the Academic Campus and provides the required parking facilities with surface parking and a multi-story parking tower, together with the Office of Grounds and Buildings and other utility areas.

**Buildings and Grounds**

1. **Administrative Building** — The University's main administrative building is the old "Clinica Julia", a landmark structure which is a beautiful example of early twentieth century Spanish architecture restored by the university to its original condition. Most of the administrative offices and related student services are located in this building, with several classrooms located in the third floor.

2. **Engineering Laboratory Building** — Most academic departments of the School of Engineering are located in this four story building, with a large number of laboratories, faculty offices and classrooms. The Civil and Environmental Engineering departments are located mainly in the first floor. The second floor houses the Industrial Engineering department and L-203 amphitheatre, while the Electrical and Computer Engineering facilities are located in the third floor. The Mechanical Engineering department is located in the fourth floor. Faculty offices and Research facilities are interspaced throughout the rest of the building.

3. **Multi-Purpose Building** — A wide variety of services are housed in this building. In the first floor there is an amphitheatre with seating capacity for 392 people, the Security Office, an indoor sports court that can be used for a number of different activities, and a cafeteria. The mezzanine houses the University Gym, the Student Center, and the Honors Program Office. Faculty and administrative offices of the Deanship of Arts and Sciences are housed in the second floor, across from the main entrance to the School of Architecture. The academic and administrative facilities of the School of Architecture are located in the second and third floors, and the rest of the building is enhanced by a beautiful Carillon bell tower overlooking the Central Quadrangle Plaza.

4. **Central Quadrangle Plaza** — All buildings connect to this central Plaza, which has been named the
"Plaza del Quinto Centenario", to remember the 500th anniversary of the Discovery of the New World. The Plaza is anchored in its center with a marvelous sculpture commissioned to a renowned local artist, that commemorates the discovery of the New World and the three ethnic cultures that were subsequently merged (Indian, African and European). It serves as the central hub of the university grounds, where students and faculty alike congregate as part of an intertwined campus community.

5. **Library Building** - a three-story, state of the art library is located in this building. It houses administrative offices, a circulation department, a magazine and periodicals area, a reference section, a technical services section, a 24 hour study area, a copy room, a museum, and an exhibition area. The third floor includes the Office of Distance Education, an Information Technology Training Center, several group meeting rooms and a convention center.

6. **Pavilion Building** -- The Pavilion building is one of the two original structures which remain from the original "Julia Clinic". It was initially a two-story building used exclusively for student classrooms. In 2002, as part of the second phase of the Master Plan, the building was greatly expanded by adding two additional floors and additional surrounding space. It now contains the School of Management, the Geomatic Sciences Department, and the Puerto Rico Institute of Robotics (PRIOR) laboratories and offices. It also includes Physics, Biology, and Chemistry laboratories, the Center for Scientific Research and Development, the Environmental Compliance Office, faculty offices, and a number of classrooms.

7. **Parking Building** — A six-story parking garage is located in the east side of campus. It has approximately 1000 parking spaces and is surrounded by additional surface parking on all sides, and a main access street on its west side. A pedestrian walkway connects to the Pavilion building on the second floor. The Office of Grounds and Buildings is located in a wooden structure on the south-east side of the parking structure.

**PUPR's Location within the City**

The University is located in the heart of the financial district of the city of San Juan, in the so called "Golden Mile" within the Hato Rey area. The name has been given because of the large concentration of banking centers, business support services, accounting and law firms, and corporate offices that make this real estate area the hub of commercial activity in the island. Polytechnic University also interacts with residential communities that are adjacent to the campus on its east and south side.
North: The University is aligned on the north side by Alhambra Street, an access street a block away and parallel to Franklin D. Roosevelt Avenue, one of the two main arteries that cross Hato Rey from east to west. Beyond Roosevelt Avenue on the north lies the strip of commercial buildings of the financial district or “Golden Mile”. Alongside Alhambra Street is the main entrance to the University and student parking garage.

West: To the west, the university has a full city block in length bordering Ponce de Leon Avenue, a one-way major artery that flows north from Rio Piedras through Hato Rey towards the old city of San Juan.

South: One of the main entrances to the Floral Park residential community, Jose Marti Street, defines the southern edge of the campus. Toward this street flows all the vehicular exits from the campus.

East: The east side of the campus is aligned by Padre Rufo Street, a small access street inside the Floral Park residential community. The University has been buying properties on the campus side of this street for many years. Some of these properties have been maintained, and are currently being used for several campus services, such as the Student Medical Services, the visiting faculty dormitories, and a future child daycare center.

Immediate Needs

As part of the planning process outlined in the Institutional Strategic Plan 2010-2015, several initiatives have been identified that require the use of additional physical space beyond what is currently available. Some of these initiatives are as follows:

- The School of Architecture is planning the establishment of an Interior Design bachelors program, which requires additional space for student design workshops and offices. The new program has not been submitted to the state accrediting agency due to lack of available space.

- The School of Engineering needs additional space for the installation of new laboratories and faculty offices associated with the new undergraduate and graduate programs in Mechanical Engineering, Computer Science, Computer Engineering, and Electrical Engineering. Space is also needed to expand activities in Research and Development in these and other science and engineering fields.
• The Graduate School needs additional space for the installation of high technology classrooms and faculty offices. A bigger area where all the Graduate School classes and services can be offered and consolidated would greatly improve the quality of student services and allow for easier and more convenient access for our adult, graduate student population.

• The University has also been considering the implementation of additional engineering programs in fields which are needed in the industry. Some examples are in the fields of Bioengineering, Nuclear Engineering, and Computer Safety Engineering. Some of these projects have not been initiated due to the lack of space requirements.

• The university campus needs more exposure and access from the west side, where it borders the Ponce de Leon Avenue, a major vehicular artery in the metropolitan area.

• Parking for Faculty, Administration and Students is nearing a critical stage; more available parking space will soon be needed.

The University has always been very creative in its use of available physical facilities to accomplish its mission and goals. As part of its original Master Plan for Facilities Development, several construction projects have been undertaken throughout the last several years to develop the existing facilities. However, to meet the needs for the activities mentioned above, a number of present and future alternatives have been presented to expand the current amount of physical space.

**Recommendations**

To meet the University's future plans and strategies, acquisition of additional physical space inside or outside of the main core campus will be required. The following is a list of possible alternatives that have been identified inside of the existing core campus to provide more efficient use of the available land area. Other alternatives which include the acquisition and sale of space outside of our existing campus walls are also described.

**MULTIPURPOSE BUILDING EXPANSION**

A strip of surface parking of approximately 60 feet in width separates the north end of the Multi-
Purpose Building and the Alhambra side street. This project includes the expansion of the building towards the north side and a reorganization of the interior space for a more efficient use. Depending on the desired variation, this project could add between 20,000 to 25,000 additional square feet in office, classroom and workshop space for the Architecture School and the Deanship of Arts and Sciences. As of the year 2010, this expansion is in the Design and Permits stage and has an approximate cost of Eight Million Dollars (8,000,000).

CONSTRUCTION OF DROP-OFF ENTRANCE

To the west side of the campus lies the Arboretum which is almost a full city block in length and acts as a buffer zone between Ponce de Leon Avenue and the campus buildings. The new entrance would allow vehicles to enter a driveway to drop-off and pick-up students and employees and give the university a new frontage with the university name and logo facing the busy Ponce De Leon Avenue. As of the year 2010, this project is in the Design and Permits stage and has an approximate cost of Five Hundred Thousand Dollars (500,000).
LABORATORY BUILDING EXPANSION

This alternative contemplates expanding the existing Laboratory Building to the east leaving a tunnel for student vehicles to exit the campus. This could accommodate substantial growth for the Science and Engineering programs in terms of administrative space, laboratories, classrooms, and required research facilities. As of the year 2010, this expansion is in a conceptualization stage which includes a gross area of 39,000 square feet and has an estimated cost of Eight Million Dollars ($8,000,000).

STUDENT PARKING BUILDING EXPANSION

The student multi-story parking area is located on the east side of the campus, bordering Padre Rufo Street. To the south side of the multi-story parking is a space of land that can be used to expand the building sideways towards the south bordering the Laboratory Building Expansion area on its north side. The existing vehicular entrance, exit and access ramps and pedestrian stairs of the building would serve the expanded area, hereby reducing the construction costs of the expansion. The expanded building would provide approximately 334 additional parking spaces, for a total of 1300 spaces and would include a pedestrian walkway to the third floor of the expanded Laboratories Building through the North side of it. As of the year 2010, this expansion is in the conceptualization stage and has an estimated cost of Three Million Dollars ($3,000,000).
GRADUATE SCHOOL BUILDING EXPANSION

The Graduate School is located across from Alhambra Street on the north side of the Main Campus in a separate two story commercial building that it shares with the Continuing Education and Professional Advancement (CEPA) Office. This building has a rooftop area on the second floor that can serve as an expansion area for the Graduate School. This 1,500 square feet surface area can be enclosed to house up to three additional classrooms, and internal stairway, and a study break room. As of the year 2010, this expansion is in the conceptualization stage and has an estimated cost of Four Hundred Thousand Dollars ($400,000).

CONSTRUCTION OF FACULTY PARKING BUILDING

The faculty and administration surface parking area is located on the northwest corner of the campus, on the intersection of Ponce de Leon Avenue and Alhambra Street. This land area could be suitable for the construction of a multi-story parking garage. Commercial rentable space could be built on the surface floor, with access to both streets. Rental income could help repay the construction cost, while providing retail services to our students and the surrounding community. This building could also house the university convention center, which is currently located in the Library Building, hereby freeing up space for library expansion areas. As of the year 2010, this construction is at an idea stage and no conceptualization nor has a cost estimate study been developed.

ACQUISITION OF ADJACENT LOT "ANTIGUA CLINICA FERNANDEZ GARCIA"

Across from Ponce de Leon Avenue on the west side of the campus is the lot of land that used to house the "Clinica Fernandez Garcia" facility. Until the early 1990's this facility was used by the Puerto Rico Department of Health as a diagnostic and treatment center for drug addiction patients. It is a 2.5 acre (10,000 sq.mt.) plot of land strategically located between Ponce de Leon Avenue and Munoz Rivera Avenue, and is diagonally located from the “Tren Urbano” Station. The university has been trying to find a way to acquire this remarkable piece of land for many years. Due to bureaucratic and legal constraints the government has not yet disposed of this property, while it lies in a high cost area of real estate. There are no indications that the government is willing and able to dispose of it any time soon. In addition, we do not know if the government will want to receive top market value for this very desirable lot, thereby limiting greatly our ability to purchase. It always remains as a possibility for future expansion, but PUPR cannot count on this for its immediate needs. As of the year 2010, the estimated value of the lot is Seventeen Million Dollars ($17,000,000).
ACQUISITION OF ADJACENT BUILDING “TORRE SEVILLA”

Across from Alhambra Street on the northeast side of the campus is the “Torre Sevilla” Building. This 10 story building was built during the early 2000’s as a commercial office facility with 140,000 gross square feet area and 140 parking spaces. The building is privately owned and currently houses a governmental agency as a single tenant. The university has expressed interest on acquiring the building as an investment venture and for a possible future expansion of the university. As of the year 2010, the estimated value of the building is Fifteen Million Dollars ($15,000,000).

ACQUISITION OF ADJACENT LOT “ANTIGUO JUNIOR PEREZ AUTO”-GOVERNMENT PARCEL B2-07A

Across from Alhambra Street on the northwest side of the campus is the lot of land that used to house the “Junior Perez Auto Dealership” facility. Until the early 2000's this land was used as an automobile dealership lot. It is a 3,083 square meter plot of land strategically located between the university and the financial “Golden Mile” district, and is diagonally located from the “Tren Urbano” Station. The
land is owned by the Department of Transportation and Public Works governmental agency. This lot is in the similar situation as the “Antigua Clinica Fernandez Garcia” lot where the government has not issued a formal intent on disposing of it. The University owns a commercial two story building adjacent to this lot that makes the university the only private immediate neighbor. The University’s administration believes that this adjacent building could give it a foothold on acquiring the lot to complete a full city block frontage to the intersection of Ponce De Leon Avenue and Franklin Delano Roosevelt Avenue. The University administration believes that the “Antiguo Junior Perez Auto” lot is a good alternative to the “Antigua Clinica Fernandez Garcia” lot because of its lower estimated value, accessibility for students where they would not have to walk across a major avenue to access it, and better exposure to a major vehicular intersection. As of the year 2010, the estimated value of the lot is 5 Million Dollars ($5,000,000).

SALE OF REMOTE LOT

The university owns a 3,800 square meter lot at the end of Jose Marti Street, three block east of the university and within the Floral Park community. A fourteen (14) story residential building was designed and has been issued all required permits for construction. This 91,000 square feet building was designed to house 90 combined one and two bedroom apartment units to be offered for sale to
university students and/or their parents for dormitory purposes with the amenities to fulfill a student needs during college education years. The university is offering the property, all its architectural design work, and permits for sale to private investors in order to raise capital for the Main Campus expansion projects. This property was appraised at One Million Eight Hundred Forty Five Thousand Dollars ($1,845,000) with all the design and permitting documents. The estimated investment to develop the lot is Ten Million Dollars ($10,000,000).

**ADDITIONAL LOCATIONS IN PUERTO RICO**

Another alternative considers the establishment of additional campus facilities throughout the island, a model that other private university systems in Puerto Rico have replicated with considerable success. Several models have been contemplated regarding this possibility. For instance the establishment of the associate degree program in a separate facility, or the relocation of university departments and offices. Other alternatives envision the establishment of "feeder", or satellite campuses for our incoming freshmen and sophomore students in strategic locations throughout the island.

All of these alternatives are designed to free up valuable space, while maintaining perhaps our upper level undergraduate engineering laboratory and research facilities, School of Architecture, School of Business Administration and administrative offices in our main San Juan Campus.
B. Miami Branch Campus

The Miami Branch Campus opened in November 2002, under the name of Polytechnic University of the Americas (PUA). The facilities are located in a multi-story rental office building at 8180 NW 36th Street, Miami, Florida, 33166. The Doral area, west of the Miami International Airport was initially selected as a strategic, and relatively convenient location for our target student population.

The university facilities comprise a total of 4,952 square feet, in about a third to a quarter of an office floor. The office complex was converted into five (5) offices, a library, six (6) classrooms, and a technology center. In addition, the university owns a 1,900 square foot apartment in the Greater Miami area to house university personnel when visiting this campus. This property is intended to save housing expenses related to administering this campus.

The university is interested in acquiring a facility to house all its operations in a university owned property. This property might be within the Doral area. This acquisition is in the property identification and evaluation stage as of the year 2010. Future strategies regarding the Miami location will define the direction that the University will undertake regarding the possible expansion, consolidation, or relocation of these academic facilities.
C. Greater Orlando Area (Central Florida) Branch Campus

In early 2004 the University acquired a 4.5 acre parcel of land at 4800 Howard Branch Road in Winter Park, Florida to establish its new Central Florida Branch Campus. A wide variety of academic programs are to be offered in this location that will require greater amounts of physical space. Programs in Civil, Electrical, and Computer Engineering, as well as graduate and undergraduate programs in business and management require more square footage for the establishment of large laboratories and computer centers.

The site that has been selected and purchased includes six building structures that were previously owned and operated by a private religious school. Therefore, rezoning of the property was not required saving the University considerable time, effort, and related costs. Its location in Winter Park is easily accessible for both Orange and Seminole County residents. Several local high schools are within close proximity. Considering that the PUPR programs in Central Florida are full four-year programs, its proximity to these large high schools is to our advantage.
The perimeter of the property is enclosed by a six-foot concrete wall, and is easily accessible through a decorative iron gate facing Howell Branch Road. The property has many large trees and a small soccer field, basketball court, and playground/recreational areas surrounding the six buildings. There is ample parking space available for students, staff and faculty. An adjacent duplex house with direct access to the campus was acquired to house administrative and academic personnel when visiting this location.

There is a total of 17,700 square feet of classroom and office space throughout the six existing buildings. This facility, purchased and refurbished at a cost of approximately $2 million, is at a critical stage where it will need expansion area for classroom, office and laboratory space.

The university is in the design and permitting stage of a 38,000 square feet Multi Use Building to meet its immediate needs in the Central Florida Branch Campus. A master plan has been developed with the intent to build four (4) additional buildings when the need arises and enrollment increases. The Multi Use Building is Phase 1 of the Master Plan and the estimated cost is Six Million Dollars ($6,000,000).
In Summary

For the University to grow to its fullest potential it must be guided by sound strategic planning which responds to its intended mission. The physical facilities represent an important and critical component of the university's development strategy. Those plans that succeed must provide flexibility and accommodate changes in society, the environment, and within the institutions themselves.

Over the next ten years PUPR will be in need of additional space to fulfill its goals and objectives as stated in the Institutional Strategic Plan. The Campus Development Plan provides proper guidance and a realistic set of alternatives geared towards the attainment of these objectives.

Following is a timetable and general information of the presented recommendations:
<table>
<thead>
<tr>
<th>No.</th>
<th>Recommended Project</th>
<th>Campus</th>
<th>Need</th>
<th>Est. Const.</th>
<th>Size</th>
<th>Approximate Cost</th>
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<tr>
<td>1</td>
<td>MultiPurpose Building Expansion</td>
<td>Main</td>
<td>Short</td>
<td>2010-2012</td>
<td>20-25,000</td>
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<td>Construction of Drop-off Entrance</td>
<td>Main</td>
<td>Short</td>
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<td>Construction of Faculty Parking Building</td>
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<td>Acquisition of Adjacent Lot &quot;Antigua Clinica F. Garcia&quot;</td>
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