

# Preface

## Purpose of the Campus Master Plan

The University of Colorado Boulder aspires to be one of the nation's leading public research universities. The strategic plan for the university, Flagship 2030, says

The University of Colorado Boulder will become a leading model of the “new flagship university” of the 21st century—by redefining learning and discovery in a global context and setting new standards in education, research, scholarship, and creative work that will benefit Colorado and the world.

Flagship 2030 set high goals for the institution over the next 20 years. The strategic plan, created with the participation of numerous people from within and without the university developed a vision for educating a new generation of citizens and leaders and for fostering the spirit of discovery through research.

This vision aligns well with the mission of the university as established by state statute.

The Boulder campus of the University of Colorado shall be a comprehensive graduate research university with selective admissions standards. The Boulder campus of the University of Colorado shall offer a comprehensive array of undergraduate, masters, and doctoral degree programs...

(Colorado Revised Statutes 23-20-101.1(a))

This document, the University of Colorado Boulder Campus Master Plan, sets forth the guiding principles by which facilities will be developed in support of the vision and mission established by these strategic objectives. The plan takes into account a number of changes impacting the campus, many of which are due to the growing population of the state of Colorado; an expanding research endeavor; changing learning and information methods; increasing expectations of students, their parents, and the community at large; the globalization of industry and education; environmental awareness of the fragileness of our planet; and the financial realities of a state that has been mired in two and a half years of recession.

This plan builds on the long tradition of master planning that occurs about once a decade. Each plan has set forth a vision of the future of the campus 20, 30, or even 50 years in the future and then taken actionable steps toward implementing that vision over the 10-year planning period. This plan follows that tradition, building upon the work of planners and visionaries from past plans, and sets new directions that will advance the institution toward the mid-point of the century.

The Campus Master Plan is a land use plan to guide decisions, not a fixed plan that could unduly limit opportunities and creativity. It is descriptive of ways to

best achieve the vision outlined in the strategic plans of the institution—not prescriptive in mandating only one solution. This approach is more useful and flexible. For specific areas, more detailed planning may be required or has been developed to provide more detail.

The Campus Master Plan is divided into six sections whose purpose is to:

- I. Identify institutional goals that are pertinent to campus planning, with projections for enrollment, research, and employment.
- II. Provide a history and analysis of the institution as it stands today.
- III. Establish the sustainability objectives needed to meet the challenges of a changing environment.
- IV. Analyze the facilities needs, within major land use categories.
- V. Set forth the comprehensive framework plan for buildings, outdoor areas, environmental management, transportation, sustainability, and utility infrastructure.
- VI. Establish an implementation plan and process that addresses capital improvements planning and describes the university's relationship with the community.

This plan covers the period from 2010 through 2020. Much of the information in the background section has been developed over the past year, with 2009 being the basis of most of the statistical information. The future projections are based on the 10-year period with a look out toward the 20-year horizon. The 10-year plan period is easier to define, since many of the projects that will occur in the first five years are being planned or discussed and need will drive much of the second five years. Beyond 10 years, facilities needs become more influenced by changing technology, societal changes, and new financial realities.

The needs for such a large institution are great. Throughout the development of this Campus Master Plan, demonstrable needs were presented to interviewers from every aspect of the institution. This, after the greatest building period since the 1960s, has yielded a deficit in space nearly as great as at the beginning of the planning period. Clearly, the campus cannot build all of the space desired or needed.

## Preparation Process To Date

The Board of Regents of the University of Colorado adopted the Flagship 2030 Strategic Plan in November of 2007. The Flagship 2030 Strategic Plan identified some big ideas about capital resources, space planning and capital planning, infrastructure, East Campus land use, and many more. The strategic plan was a nice segue to begin work on the new Campus Master Plan. The last plan was adopted in 2001, and the 10-year



planning period expires in 2011. In the summer of 2009, preliminary research was conducted to gain an idea of which areas warranted focus. Interviews were held with various administrators, deans, and directors to get an idea of policy and political issues that would need to be carefully analyzed in the upcoming master plan. From this effort, campus planners identified eight areas that task forces were charged with analyzing.

Two of the task forces were area focused:

- North of Boulder Creek
- East Campus Vision

Five were internal campus areas:

- Transportation
- Sustainability
- Living/Learning Environments
- Recreation, Open Space, and Athletics
- Academic Needs and Space Utilization

One was external:

- Community Partnerships

Task Force membership included students, faculty, staff, and community members. The groups met bi-weekly beginning in October and into January. Final reports were presented at a “Big Picture Meeting” in February. After the Task Force reports were collected and reviewed, the planning staff hosted a master plan update for both the Chancellor’s Executive Committee and the Boulder City Council on February 24, 2010. This meeting was very successful and further improved the collaborative relationship between the university and the city during this process.

The Task Force reports solidified the need for further analysis in a few areas. Consultants were hired to provide additional feedback on:

- Space Needs Analysis (Paulien and Associates)
- Transportation (LSC with Alta Design)

In addition to these areas, North of Boulder Creek was identified as an area in need of more focus. Internal and external focus groups were established to further investigate the area. After general recommendations and concerns were collected from these groups, the area north of Boulder Creek went through the following process:

- Design charette with stakeholders from the university and the city – March 16, 2010
- Urban Land Use (ULI) Panel – May 19, 2010

The university wanted to include city and county partners, as well as regional partners, throughout the entire process. A sustainability round table consisting of city managers from surrounding regions, including Broomfield, Erie, and Lafayette, were invited to the university to discuss best sustainability practices, regional goals, and possible areas of collaboration. The planning staff also

made an additional update to the Chancellor’s Executive Committee and Boulder City Council on December 13, 2010, and an update to the City Planning Board on January 27, 2011.

During the entire process, regular updates were made to internal university boards, commissions, and groups. Those included were:

- Board of Regents
- Design Review Board
- Boulder Campus Planning Commission
- Deans Council
- Staff Council
- Boulder Faculty Assembly
- CU Student Government Executive Board
- Research Institutes Directors
- Vice Chancellors
- Facilities Management Supervisors

Beginning in the winter of 2010, in-house planning staff utilized consultant reports, task force reports, and input from various groups to write the Master Plan. An initial draft was presented to the public, both internal and external, at a town hall meeting on March 16, 2011. This meeting kicked off a 30-day public review period to solicit comments from all interested parties.

The public review period also saw another round of visits to the boards, committees, and councils that had participated during the development of the plan. In April, May, and June all the boards listed above were given presentations along with other groups such as the CU Environmental Board, the CU Recreation Board, the BCPC, and the Design Review Board and culminating in a presentation to the Regents Capital Subcommittee on June 8, 2011. In all, more than 400 people provided input to the master planning process through the comment period.

The time invested, comments, and input from the campus and city communities have been integral to the success of this plan.

# Acknowledgements

Development of such a large and comprehensive campus master plan has required the time and effort of many, many people, some of whom have been listed in the previous section with the discussion of the preparation process. The contributions of those people are gratefully acknowledged and appreciated. It is difficult to list all the people who have provided assistance, guidance, and support throughout this process; however, some contributions are noteworthy of special thanks.

The establishment of the vision for this Campus Master Plan came largely from the efforts of more than 120 participants in the Master Plan Task Force. Many thanks are due to the chairs: Ceal Barry, Athletics, Chair of Recreation, Open Space, and Athletics; Scot Douglass, Faculty, Chair of Living/Learning Environments; Bill Emery, Faculty, Chair of Transportation; Alfred Flores, Housing & Dining Services, Chair of North of Boulder Creek; Keith Maskus, Associate Dean of Arts and Sciences, Chair of Academic Needs and Space Utilization; Moe Tabrizi, Facilities Management, Chair of Sustainability; Jim White, Director INSTAAR, Chair of East Campus Vision; and Rich Wobbekind, Faculty, Chair of Community Partnerships. In many cases, these people had to take time from their normal workloads to develop, synthesize, and document the thoughts of their committees. This was done so well that much of their work was able to be incorporated directly into the vision sections of this document.

On-campus individuals who prepared or reviewed initial drafts of the material included in the Master Plan include: Jonathan Akins, Facilities Management Civil Engineering; Mansour Alipour-fard, Facilities Management Life & Fire Safety; Bryan Birosak, Director of Utility Services; William Bowman, INSTAAR Mountain Research Station Faculty; David Cook, Parking & Transportation Services; Kristen Epley, Sustainability Program Assistant; Tom Goodhew, Campus Planner; Stephanie Grainger, Parking & Transportation Services; William Kaempfer, Associate Vice Provost; Cheryl Kent, Director of Recreation Services; Kambiz Khalili, Executive Director of Housing & Dining Services; Paul M. Leef, Director of Planning, Design, and Construction and Campus Architect; Larry Levine, Associate Vice Chancellor and Chief Information Officer; Linh-Thong Lo, Capital Projects Analysis; Lou McClelland, Office of Planning, Budget, and Analysis; Tom McGann, Athletics Director of Game Day Services; Dave Newport, CU Environmental Center; Wayne Northcutt, Campus Planner; Richelle Reilly, Campus Landscape Architect; Stein Sture, Vice Chancellor for Research and Dean of the Graduate School; Robin Suitts, Capital Program Administrator; Moe Tabrizi, Director of Sustainability; Ed von Bleichert, Facilities Management Environmental Services; Derrick Watson, Director Environmental Health & Safety; and Melissa Yates, Parking & Transportation Services. Their efforts in shaping the text of the document are largely

responsible for the translation of the vision into an implementable master plan.

Documenting the plan is massive effort in and of itself. The written text was formatted, edited, and reviewed by William Arndt, Facilities Planning; Linda Besen, text editing, University Communications; Barbara Diehl, layout design, University Communications; and Trish McCusker, project management, University Communications. The web page design was developed by Jon Leslie and Will Kubie, University Communications. Graphics developed in support of the plan were produced by Ryan MacLaren and David Jacobs in Planning Design and Construction.

Frank Bruno, Vice Chancellor for Administration, and Paul Leef, Director of Planning Design and Construction and Campus Architect, provided invaluable support navigating through the political aspects of the process, providing guidance and occasionally course corrections when needed. Members of the University of Colorado Design Review Board, Candy Roberts, John Prosser, Jerry Seracuse, Lois Brink and Victor Olgyay, provided professional peer review of some of the concepts presented in this plan.

And finally, a special note of thanks is due to two people: Megan Rose and Robin Suitts. Megan Rose, Facilities Management Communications Specialist, provided logistical support throughout the planning process. She was instrumental in developing this Master Plan by setting up hundreds of meetings, coordinating schedules of all the participants, documenting the meeting minutes, coordinating with production teams, bulldogging section writers, managing the comment process, and formatting the electronic and printed versions of this plan. Her efforts shouldered a big burden and allowed the planners to plan. Robin Suitts collected and documented much of the institutional research used in the development of this plan, prepared the summary materials used to brief the boards and committees that reviewed sections at various points in the process, and provided counsel on political considerations to which I am grateful.

To these people and all the others who attended meetings or workshops and contributed to this plan, I extend my heartfelt thanks. The master planning process has been very successful, developing cooperative relationships within the university and with the Boulder community at large. It has been professionally rewarding to me to participate in this master planning process and to develop the relationships that will ensure the success of the plan moving forward.

Philip A. Simpson, AIA

Assistant Director for Facilities Planning

Master Plan Coordinator

July 2011

