

TOPIC: MASTER PLAN REVIEW – UNIVERSITY OF COLORADO AT COLORADO SPRINGS

PREPARED BY: TONYA GOMEZ

I. SUMMARY

Every ten years, institutions are required to update and revise their Facilities Master Plans. The Master Plan is a snapshot of the campus's current facility use and capacity, as well as an outline and strategy for facility use and layout in the future. Specifically, it outlines: institutional goals, campus settings, build-out capacity, academic, housing and student life needs, and implementation plans. The Master Plan process is intensive, involved, and often takes multiple years to complete.

The Commission is required by C.R.S. §23-1-106(3) to review and approve master planning and program planning for all capital construction projects of institutions of higher education. The policy and process for the creation and review of a Facilities Master Plan is reflected in the Colorado Commission on Higher Education's Policies: Section III, Part D. Governing Boards must approve the plans, after which, they are submitted to the Colorado Commission on Higher Education (CCHE) for review and approval.

The Board of Regents approved the Master Plan for the University of Colorado at Colorado Springs (UCCS) in September 2012. The plan was submitted for CCHE review in October 2012. The CCHE Capital Assets Sub-Committee reviewed the Plan in November 2012 and Department of Higher Education staff took a tour of the UCCS campus on November 20, 2012.

II. BACKGROUND

The last full Master Plan for the University of Colorado at Colorado Springs (UCCS) encompassed the time period from 2000-2010. This Facilities Master Plan outlined development based on the existing land and space use conditions of the campus, the academic strategic plan at the time and various opportunities and constraints of the campus. It was submitted to DHE in the spring of 2000 and was approved by the CCHE in November 2000.

As an amendment to the 2000-2010 Master Plan, UCCS submitted a Facilities Strategic Plan Update in 2007 to coincide with an updated academic strategic plan for the university, the *Seven Year Growth Plan, Fiscal Year 2006 to Fiscal Year 2012*. It outlined a different development strategy than the one submitted with the 2000 Plan, but it utilized the same growth, land and space assessments. The amendment was approved by the CCHE in May 2007.

The 2012 Master Plan provides comprehensive guidelines for the future physical development of the campus. The university's *Strategic Plan for 2020* was used as a framework and campus community participated throughout the planning process. The Master Planning Team and the larger Master Plan

Committee - consisting of planning professionals, neighbors, faculty and staff - facilitated and advised the overall process. From July 2011 to November 2011, focus groups convened around a variety of topics. Students, faculty, staff, university leadership, neighbors, and city officials gave their input. Starting in September 2011, five Public Forum sessions were held to generate a more extensive discussion about the campus' future. Two of the Public Forum sessions were Open House Workshops, which allowed the campus community to comment on planning principles, campus organization, and initial sketches before the plan was finalized.

III. STAFF ANALYSIS

Mission

The mission of UCCS is defined as “a comprehensive baccalaureate and specialized graduate research university with selective admission standards. The Colorado Springs campus shall offer liberal arts and sciences, business engineering, health sciences, and teach preparation undergraduate degree programs, and a selected number of master’s and doctoral degree programs” (C.R.S. §23-20-101(1)(c)).

Vision

The UCCS Strategic Plan 2012-2020 set forth the vision of: “UCCS, a premier comprehensive undergraduate and specialized graduate research university, provides students with academically rigorous and life-enriching experiences in a vibrant university community. We advance knowledge, integrate student learning with the spirit of discovery, and broaden access to higher education for the benefit of southern Colorado, the state, nation and world.”

Goals and Initiatives

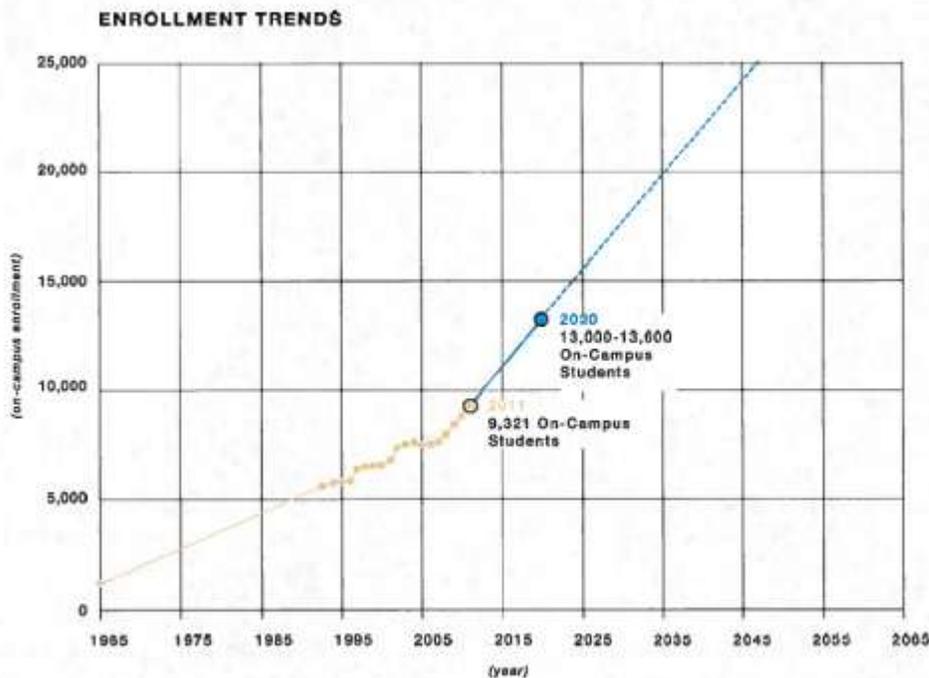
Through the process described in the “Background” section, some basic goals for the 2012 Master Plan were determined. These were to:

- Accommodate enrollment growth within a development framework that unifies the campus;
- Evaluate the responsible capacity of North Campus at full build-out and create a plan that respects that capacity in a sustainable manner;
- Integrate university development on the North Campus with adjacent development on North Nevada Avenue within the Urban Renewal Zone; and
- Develop an implementation plan that aligns with goals set by the university’s Strategic Plan for 2020.

With the above goals in mind, the 2012 Master Plan follows the narrative and strategy set forth in the 2007 amendment by continuing to place emphasis on sustainable development practices and the preservation of the natural environment encompassing the campus. In keeping with the 2007 amendment, the 2012 Master Plan submission is guided by the principles described below.

- Respect Natural Features
 - Respect views, topography & natural resources as educational opportunities
 - Building siting & massing designed to maintain and frame important views
 - Respect and enhance natural storm water flows with drainage corridors
 - Preserve large stands of native vegetation and reintroduce native species
- Reinforce Vibrant Campus Anchors
 - Create a successful community through a mix of uses within walking distance in North Campus
 - University development will complement commercial development to create a college town district
 - Partner with the City of Colorado Springs to enhance University's presence in the city's cultural life
- Connect Campus Destinations
 - Enhance connections between new facilities and Core Campus
 - Highlight transit spine throughout campus to include pedestrians, biking and motorized transit

Enrollment



The Plan's principle basis for determining the facility and space needs is student enrollment based on assumptions and goals in the Strategic Plan for 2020. The projection takes into account past enrollment growth, Colorado population increases, and the increase in people choosing to pursue higher education. The chart above from the Master Plan demonstrates anticipated future enrollment

trends. In the fall of 2011, there were 9,321 on-campus students. Using the assumptions from the Strategic Plan, the Master Plan assumes that student head count will increase from the fall 2011 level by 3.5% each year for ten years, resulting in a total headcount of over 13,000 students in 2020. The Strategic Plan also sets forth an overall goal of over 20,000 students at full campus build-out.

The chart below illustrates how the University's anticipated enrollment trends translate to space needs. Current Gross Square Feet (GSF) in academic and student life facilities (excluding residence halls) on campus is 1,403,454. Using state space utilization guidelines, the campus is short 434,819 GSF. With the forecasted enrollment of over 13,000 students in 2020 a corresponding 850,000 additional Gross Square Feet (GSF) in new academic and student life facilities (not including residence halls) will be needed. By full build-out, or about 25,000 students, almost 3 million additional GSF are necessary. The planning document further allocates detailed space needs by assignable square feet and space type including: offices, academic classrooms, research labs, and student life spaces.

Total GSF by Phase	New GSF	Cumulative Total
2011 Existing Space / 9,321 Students	1,403,454	1,403,454
2020 Ten-Year Plan / 13,000 Students	855,226	2,258,680
15,000 Students	25,415	2,284,095
20,000 Students	1,092,465	3,376,560
Full Build-out / 25,000 Students	983,810	4,360,370
Total GSF	4,360,370	N/A

Housing

Increased on-campus housing plays a predominate role in the Master Plan. Presently, the university's residence halls accommodate 900 students, or 9.6 percent of the student population. UCCS's residence halls are popular and students often cite the high quality of residence life as a reason they chose to attend the university. Also, there are currently waiting lists for on-campus housing.

The Strategic Plan calls for an increase in students living on-campus to over 18 percent by 2020. This translates to an additional 1,500 beds, for a total of 2,400 students in on-campus housing. The expansion of Summit Village on the Core Campus that is already underway is helping UCCS move towards its housing goal, along with the remodel of existing housing. These two efforts will lead to a total of 21 new beds. At full build-out, the Master Plan also outlines additional residence villages on the East campus (900 beds), in Alpine Village on the North Campus (925 beds), and a mixed use academic village, which will include residence halls, in the Mesa on the North Campus.

Parking

UCCS has a large number of commuters and parking has been a challenge in recent years.

Additionally, the Open House Workshop demonstrated the campus community's desire for additional on-campus parking. The current ratio of parking spaces per enrolled student is 0.36. The Master Plan proposes that the university strive for a ratio of .40 parking spaces per enrolled student by 2020.

The Plan uses a mix of structured and surface parking for a total of over 8,000 parking spaces at full build-out. Two new parking garages are proposed for the Core Campus, freeing up the existing surface lots for additional academic development, while on the East Campus, two structured parking garages are proposed. On the North Campus, a new parking garage will replace the surface lot in Alpine Village, with an option to construct a turf field on the top level. Existing surface lots will continue to serve the proposed Health and Wellness Village and athletics complex.

Core Campus

The Core Campus is currently nearing build-out with the design of two new residence halls at Summit Village. Replacing the existing surface parking lots with parking garages will, however, free some space for additional academic development. In addition, the Master Plan proposes Athletics relocating to the North Campus, creating space for additional student union and conferencing space. Finally, a faculty office and administrative building is planned along Austin Bluffs Parkway, as well as a new academic or administrative building at the Meadow Lane entrance.

East Campus

Currently, East Campus feels disconnected from the Core Campus. This issue will be addressed by building a new residential village and academic district to connect the rest of the campus with University Hall, and extending the pedestrian spine through the district. A dining facility is proposed near the new residential village, which will accommodate 900 beds. The new academic village will include over half a million gross feet of academic and administrative facilities.

North Campus

The majority new development is proposed for the North Campus. At full build-out, the North Campus will include facilities for athletics, visual and performing arts, and academic health sciences that will be open to the public and draw the campus and Colorado Springs communities together. In addition, the pedestrian and transit spine will be extended to connect the three campus areas together. The projected projects below are divided into districts and are listed in order from the south to the north of campus.

Alpine Village

The surface parking lot north of the Student Recreation Center will be replaced by a structured parking facility, possibly with a turf field on top. In place of the surface lot, the recreation center could be expanded to create one large, central facility, as opposed to building a new recreation center elsewhere on campus. An additional residential building and dining hall would be added to Alpine

Village for a total of 925 beds.

Mesa

A mix of residence halls, research facilities, and academic buildings will make up an academic village on the Mesa to create a living-and-learning environment. A central quad made up of an open outdoor gathering space for passive recreation is proposed for the village, while storm water management facilities and native landscape planting will offer educational opportunities on the site's unique landscape and hydrologic processes. Finally, the trail system will be expanded in this area to allow the campus community to engage with the landscape.

Health and Wellness Village

The Health and Wellness Village is an opportunity for the university to create community partnerships and open itself to the city of Colorado Springs. The first phase will be the Lane Center, consisting of a 54,000 GSF building for clinic, research, and office space. This project will be in conjunction with a variety of community organizations. Academic health sciences facilities are proposed for an area on North Nevada Avenue that could be used for a dental school, nursing school, pharmacy school, and additional research, clinical, or office space. Two existing surface parking lots will continue to serve the area.

Visual and Performing Arts Center

Like the Health and Wellness Village, the Visual and Performing Arts Center is planned to be used by both the university and the greater Colorado Springs community. The Center itself will include performance venues, practice rooms, classrooms, offices, studio, and gallery space. It has not been decided whether or not the Center should be one building or two separate visual arts and performing arts buildings. A central green between the Visual & Performing Arts Center and the Health & Wellness Village will act as a gateway to campus along North Nevada Avenue, allowing the neighboring community and campus community to interact.

Athletics

Athletics is currently housed on the Core Campus in the Student Union building. The Plan proposes moving them to the North Campus in a 4,000 seat arena. In addition to serving UCCS's athletics events, the arena will host public events including US Olympic Committee events and concerts. An outdoor stadium will be constructed to host track and field and soccer events. The area would also include an additional athletic field, a softball field and a baseball field for shared use. While not planned in the near future, sites are set aside for a potential natatorium and indoor sports field house.

Sustainability

As part of the University of Colorado's guiding principles, the university seeks to "be conscientious of the university's human, physical, financial, information, and natural resources" (Regent Policy 1.B: University of Colorado Legal Origins, Guiding Principles, Principles of Ethical Behavior. Revised 6/24/2010). In addition, one of the twelve goals of UCCS's *2020 Strategic Plan* is to "provide inspired sustainability leadership and education, and direct the responsible, informed

application of social, environmental, and economic sustainability measures in all university activities.”

UCCS’s Master Plan seeks to balance sustainability with increasing levels of enrollment in a variety of ways. These include:

Social Sustainability – The University supports social sustainability by accommodating enrollment growth to continue to give all Coloradans access to higher education, encouraging community engagement, and establishing a network of communal indoor and outdoor spaces. This is illustrated in the desire to ensure the North Campus’s proposed Athletic Areas and Arena, Visual and Performing Arts Center, and Health and Wellness Village are all accessible and available to the community at-large.

Economic Sustainability – Through planning for shared facilities and partnership models that offer additional funding opportunities, the Master Plan supports economic sustainability. An example of this is the plan to partner with Peak Vista Community Health Centers, the Gerontology Center, Trauma, Health and Hazard Center, and Psychology Clinical Research to build and occupy the Lane Center, the first phase of the Health and Wellness Village.

Environmental Sustainability – Guided by the Climate Action Plan, submitted in June 2010, the Master Plan supports the university’s environmental sustainability efforts, including a 20 percent reduction in greenhouse gas emissions by 2020. These efforts are supported in the areas of smart growth, transportation, high performance buildings, and landscape.

- *Smart Growth* – As the university grows, the plan proposes reducing space needs by increasing the utilization of classrooms and integrating online teaching models into the curriculum. In addition, by clustering facilities together along a pedestrian spine, which will connect the sub-campuses, the disturbance of native landscape can be minimized and transportation efficiencies can be maximized. Due to these proposals, the plan allows for the setting aside of a significant amount of undisturbed native landscape.
- *Transportation* – Student and faculty commuting consists of 28 percent of the university’s greenhouse gas emissions. The Master Plan allows for the continued support of the increased use of alternative transportation by improving the connection from the bus stops on North Nevada Avenue to the Core Campus, increasing bicycle lanes and trails connecting to the existing bicycle facilities, and establishing a pedestrian and transit spine throughout campus and restricting daily traffic along a significant portion of its route to reduce the vehicle miles traveled between campus destinations.
- *Buildings* – The plan also provides opportunities to reduce the 63 percent of emissions that come from the operations of buildings. First, it specifies that all new buildings must meet LEED gold standards and also emphasizes energy efficiency retrofits in renovations. It also supports optimal solar orientation, on-site energy creation, minimizing construction waste, and reducing water demand.
- *Landscape* – The plan uses a variety of landscaping techniques to provide on-site storm water management and reduce erosion to maintain the natural hydrology of the North Campus. In

addition, it proposes preserving the native landscape wherever possible and the using native plantings in developed areas.

IV. STAFF RECOMMENDATION

The Commission gives full and unconditional approval to the Master Plan for the University of Colorado at Colorado Springs.

****Pending responses to subcommittee questions****

V. STATORY AUTHORITY

C.R.S. §23-1-106(3)