

**Vision Plan
Implementation Strategies for the
2009 Academic Plan, 2011 Campus Plan, and
2011 Capital Project Budget Request**

Campus Planning and Real Estate
September 2012

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Universities are extraordinary places. The University of Oregon's campus environment -- its buildings and its outdoor spaces -- contribute to the quality of the learning experiences. The 2009 Academic Plan sets the course for the near-term future of the University. The 2011 *Campus Plan* establishes policy to ensure the quality of the environment and extend it into the future. The 2011 Capital Project Budget Request documents the facilities needs of the campus.

This white paper describes a vision for our future campus. It combines the essence of the *Campus Plan* with the direction set by the 2009 Academic Plan and the facilities needs of the Project Budget Request to create extraordinary places of learning. It takes into account our current needs and the current state of our buildings and open spaces integrating these with the aspirations of the surrounding community.

Intended as a first draft, this document will initiate further discussions about the best ways to proceed. The vision is grand in scope, speaks to the possibilities suggested by the *Campus Plan* and Academic Plan, and campus' facility needs and takes advantage of currently available opportunities to set a course for future actions.

A Vision for Our "Place"

This vision consists of a set of elements stated as broad design and process goals, an illustrative plan predicting the growth and change needed, and a series of themes which establish sets of projects with interrelated and integrated ideas.

The *Campus Plan* states that the campus will be responsive to its needs, adaptable to opportunities, and beautiful to behold. The Academic Plan speaks of the values that make us "Quintessentially Oregon." Among those values is the unique place we find ourselves in as an institution. The university's campus, our place, is best known by its large open spaces, mature landscapes, and the accompanying buildings conceived and executed in the early part of the last century. This resulting ensemble is easily walkable and has influenced the development of the campus over the last several decades during the largest growth the institution has seen in its history. Our place, this built campus, has become our brand and our identity to us and to those outside of our community.

Our current planning process, when fully engaged, has performed remarkably well, simultaneously preserving and extending large open spaces while creating beautiful and functionally progressive buildings. The process was heralded in a recent book on the design and construction industry as "the most sophisticated planning principles and guidelines of any American university campus."

Our vision cannot ignore our moment in history. The University's most recent listing of construction needs includes 45 separate projects estimated in current dollars to cost \$2 billion.

These fall into projects (both new buildings and open spaces and remodels of existing buildings and open spaces) needed to accommodate enrollment growth, support new initiatives, meet the needs of newer use

patterns, address demands of technology, replace worn out components, and in some cases to correct deficiencies in construction. The vision also responds to broader sweeping changes including those related to climate change, water and air quality, and an emphasis within the surrounding community for more sustainable growth, which largely equates to greater densities. Finally, the vision recognizes the underdeveloped nature of properties lying just beyond the boundaries of the campus.

This vision responds to the three goals of the Academic Plan and the policies of the *Campus Plan* and incorporates the growth and change needed in the next decade.

Goals of the Academic Plan	Facilities Implications	Policies of the <i>Campus Plan</i>
1. Sustain AAU excellence on a human scale:	<ul style="list-style-type: none"> • maintain an instructional academic center that allows walking between classes • maintain an attractive campus as a recruiting and retention tool by preserving open spaces • create opportunities for growth and change without unduly compromising our concept of place • provide appropriate opportunities for community consultation on important construction issues 	<ul style="list-style-type: none"> • Open-Space Framework Densities • Open-Space Framework Architectural Styles and Historic Preservation Patterns • Open-Space Framework Densities, Space Use and Organizations • Process and Participation
2. Promote the cultivation of intellectual communities and virtues:	<ul style="list-style-type: none"> • create places and opportunities that enable the sharing of ideas between the typical users of the campus as well as those who are not typically on campus • create opportunities for informal learning beyond the classroom that encourage multi-level learning and cross-discipline participation 	<ul style="list-style-type: none"> • Transportation patterns • Open-Space Framework Patterns, Space Use and Organizations
3. Enroll, retain, and engage a diverse community:	<ul style="list-style-type: none"> • create a residential campus that promotes extended learning and exploration within a nurturing environment 	<ul style="list-style-type: none"> • Open-Space Framework Patterns

Successfully implementing the vision while achieving the goals of the Academic Plan and following the policies of the *Campus Plan* will include the following Vision Elements:

Universal Vision Elements:

Elements to be integrated into each design process:

Our Brand/Design Excellence

We should recognize what makes us unique. In our new projects we should build upon those aspects of buildings and open spaces that define our campus. By hiring the most talented designers we can extend this brand well into the future.



Sustainable Development

We need to go beyond the business-as-usual sustainability and become the leader of our peers. In particular we need to renew our existing buildings to make them meet modern needs and be more efficient in their use of energy. When we build new, we will do so in innovative and sustainable ways. Our defining feature, our landscape, must also be the subject of sustainable practices.



Inclusive and Transparent

We should find ways to appropriately consult within our own communities on matters of importance that affect the campus and its change and growth.



Key Vision Elements:

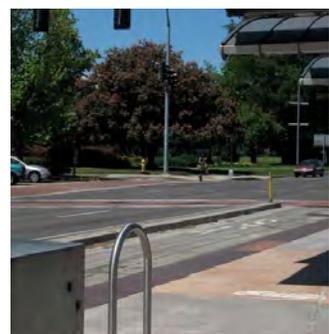
Walkable Campus

Our campus should be a beautiful place to walk. We should grow in ways that makes walking possible and the desired mode of transportation. This strategy must include structured car parking facilities.



Engaged with the community

We should build our edges in ways that welcome interaction with the surrounding community and are supportive of greater community goals for development and urban planning.



Key Vision Elements:

Informal Learning Spaces

Extending learning beyond the classroom is a strategy to achieve the goals of the Academic Plan. Creating learning spaces outside the classroom for small groups promotes a human-scaled education and the ideas of a residential campus. Informal learning spaces should be found throughout the campus in different buildings and in different configurations.



Human-Scaled Growth

The beauty of our campus is brought about by its welcoming qualities. The students, faculty, and staff who walk it daily are comforted by the elegance of the scale of the buildings and the outdoor spaces these buildings define. Emphasis on the use of materials and the transitions between inside and outside make the buildings approachable and pleasant. By intelligently sizing and arranging buildings we can find ways to grow without losing this welcoming feeling. By paying attention to the use of materials and the arrangement of open spaces we can maintain the graceful qualities we now enjoy.



Key Vision Elements:

Outdoor Rooms

Fully developed beautifully scaled outdoor rooms define the unique environment known as the American university campus. On our campus these spaces are the legacy of Ellis Lawrence, the University's first architect and founder of the School of Architecture and Allied Arts. Without our unique, well-developed pedestrian-centric open spaces and mature trees, we are just any other American campus. We need to preserve and extend this system of outdoor rooms as we look to the future.



Themes:

Residential Campus

Enhance and expand the residential nature of the campus...one key to a quality undergraduate experience.

Build, renovate, and expand facilities that extend students' time on campus by creating interesting and varied opportunities for learning in the afternoons, evenings, and weekends. Create an atmosphere in which the campus is home to our students. Make it easier for visitors, including those returning after hours, to access the campus by improving the transportation system and the campus's entrances. Consider adding meeting places.

Projects: (Prioritized and Future projects)

- Renovate and expand the EMU.
- Renovate and expand the Student Recreation Center.
- Add capacity and renovate/modernize residence halls to create capacity for 25% of undergraduates to live on-campus.
- Build parking structures and improve bus service, bike parking, and walking paths.
- Identify and develop gateways to help visitors transition from the community to the campus.
- Create the Student Success Center



Themes:

Edges

At our edges bring the Campus to the City and the City to the Campus.

Integrate campus activities with the surrounding areas by developing a new kind of building that mixes commercial and university uses. This type of development allows us to accommodate uses not needing to be in the academic center. Examples are certain kinds of research that depend on interaction with off-campus users, service operations, some kinds of housing, and spaces to meet with visitors who come from far away. While not representative of the University's core academic image, these developments can project the University's presence to those who pass by the campus.

These projects offer the opportunity to work with private partners to develop properties along our edges (such as Franklin Boulevard) as mixed use which combine housing and research or administrative needs and/or which can facilitate visitors to the campus including a large conference hotel and meeting spaces.

Projects:

- Academic Center Gateway - includes parking, a welcome center, and meeting spaces.
- Ecological Village (Town/Gown East) - includes housing, parking, and other uses such as offices or research.
- Science Gateway - a new science building (replacing Onyx Bridge), a crossing of Franklin Boulevard, and a mixed-use building along the north side of Franklin Boulevard.
- Town/Gown West - redevelopment of the PLC parking lot and possible partnerships with private property owners in the area can result in a mixed use development serving many campus needs.
- UO Administrative Campus - A collection of UO administrative units forming a new entrance to the south on Agate street.
- A&AA - locate new buildings to southern gateway along University Street Axis.



Themes:

Linkages

Complete projects that will enhance the campus's outdoor spaces for the pedestrian and link activity centers, such as professional schools, to each other and the academic center.

Without quality outdoor spaces, the campus will lack an important aspect of its heritage. Campuses were meant to be walked through, and this is particularly true for the UO's campus.

Projects:

- Enhance 13th Ave Axis for pedestrian use.
- Enhance 14th Ave Promenade for pedestrian use.
- Enhance 15th Ave Axis for pedestrian use.
- Enhance University St Axis for pedestrian use.
- Renovate and renew Straub/Earl Classrooms (Onyx St).
- A&AA (University St).
- Renovate and expand the EMU (14th Ave Promenade).
- Renovate and expand the Student Recreation Center (15th Ave Axis).



Themes:

Complete and Renew Academic Center

The majority of the campus's building needs are for undergraduate education in the center of the campus.

Memorial Quadrangle

In the beginning of the 20th century, Ellis Lawrence envisioned and designed the Memorial Quadrangle. Largely completed today, the University's quintessential open space is a mixture of Ellis Lawrence's greatest buildings, some average ones, and some new ones. In this vision, new and old will be melded to create a center for undergraduate learning and research in the heart of the academic campus core. A new entrance will provide an appropriate focal point and facilitate the sharing of knowledge with visitors to the campus.

Women's Memorial Quadrangle

Finish Ellis Lawrence's grand plan for this interior part of campus with a mix of undergraduate learning and research units.

Projects:

- Expansion of Straub/Earl Classrooms.
- Create the Global Studies Building.
- Add to and renovate PLC.
- Build at least one new building along side of the Memorial Quad.
- Renovate and renew Hendricks Hall and build an addition to the north.
- Renovate and renew Susan Campbell Hall and build an addition to the north.
- Renovate and renew Chapman and Condon Halls.
- Build new gateways and welcoming center to accommodate visitors and day-to-day users.
- Add to Fenton Hall.
- Create a new Academic Building with Classrooms and Residence Hall.
- Redevelop Columbia Hall.



Illustrative Vision Plan



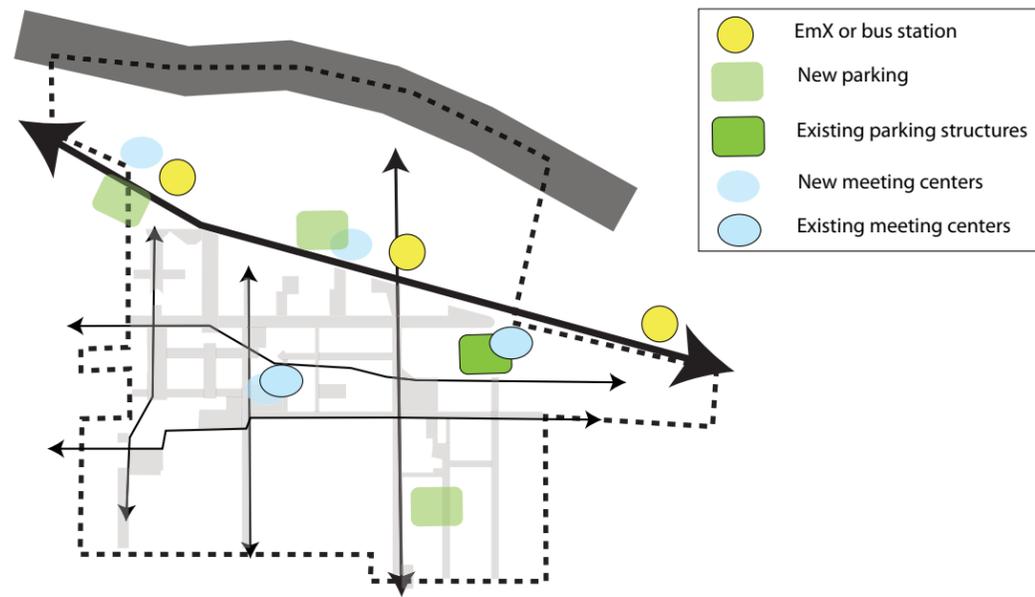
- Appropriate river development
- New facilities compound and building
- Academic center entrance
 - Parking structure (share with NCU)
 - Visitor center
 - Meeting center
- Franklin Multiway Blvd - walkable edges
- Science Library
- Redevelop Columbia Hall
- Open-space improvements - 13th Avenue
- Completion of Memorial Quadrangle, remodel of existing buildings
- Classroom building with academic department. Residence hall above
- Completion of Women's Memorial Quadrangle, remodel of existing buildings
- Human Physiology (Esslinger replacement)
- Music performance hall
- Completion of HEDCO building with parking below
- AAA location
 - Reused Mac Court
 - 3 building complex
 - Parking below
 - University St converted to open space

- Possible research or administration (new + repurposed A&AA)
- New "edge" building
 - bridge to Science Complex
 - retail/parking/meeting center/parking (coupled with private hotel?)
- Replace Onyx Bridge
- Student Success Center
- Expanded and renewed Student Union
- Residence Halls renewal - 3 projects
- "14th avenue" corridor improvements.
- University Village (public/private)
 - Retail/Offices/housing
 - Dept Public Safety
- Apartment style student housing
- Residence Halls
- Apartment style student housing
- Parking structure (offices on ground floor)
- UO Administrative Village

Theme: Residential Campus

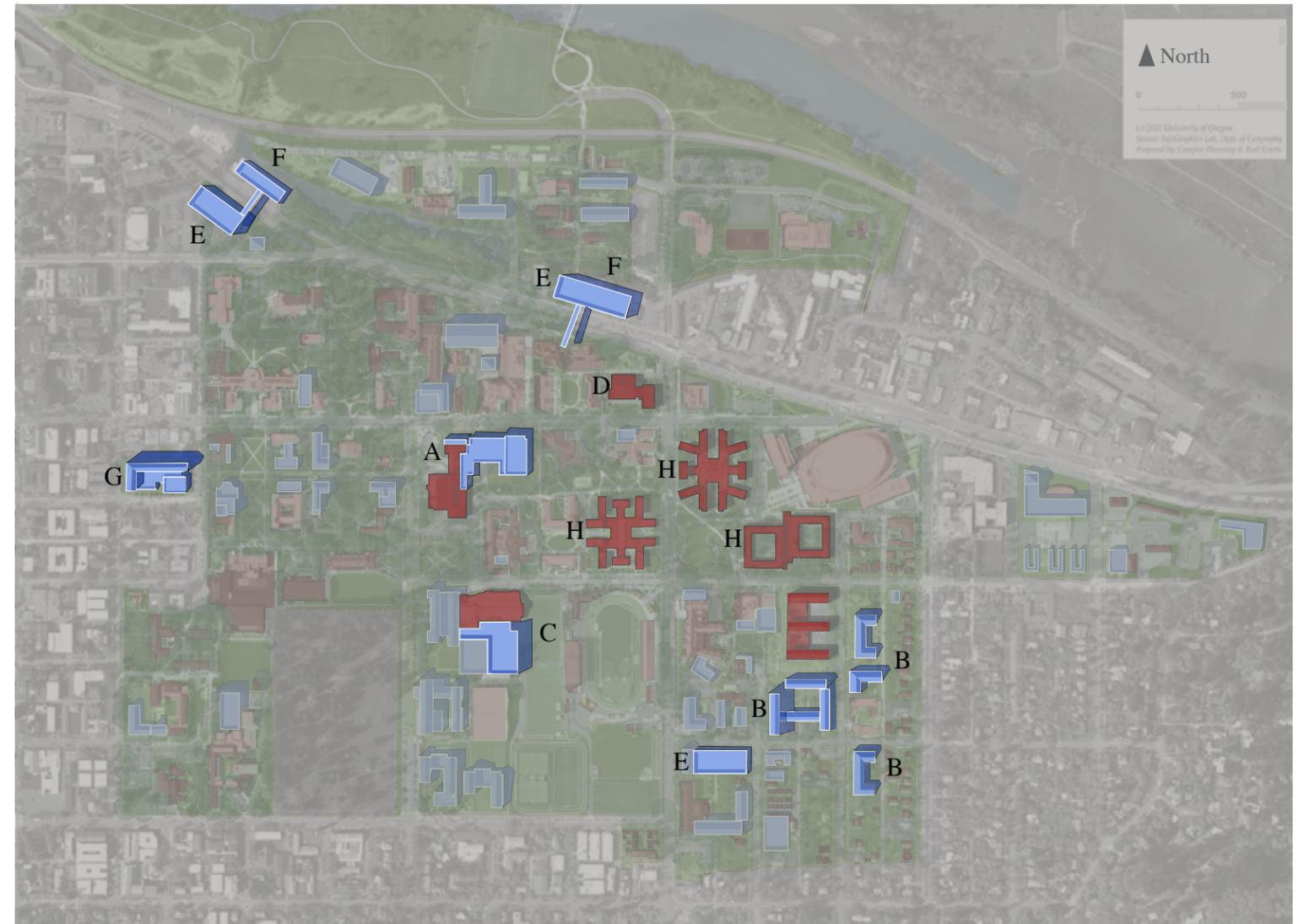
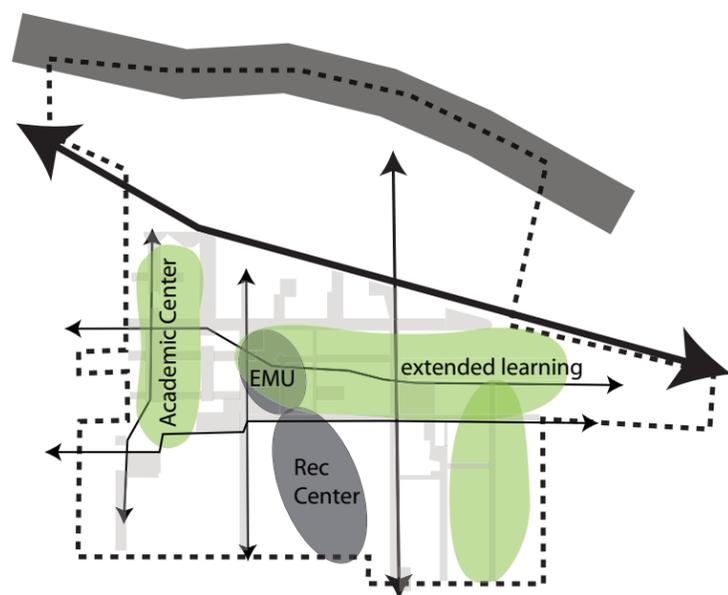
Residential Campus

- Easy parking and transportation at the edge where people become pedestrians



Residential Campus

- Extend learning into afternoons and evenings



Prioritized Projects:

- A. EMU
- B. Residence Halls
- C. REC Center

Vision Elements:

- Walkable campus
- Human-scaled growth
- Informal learning spaces

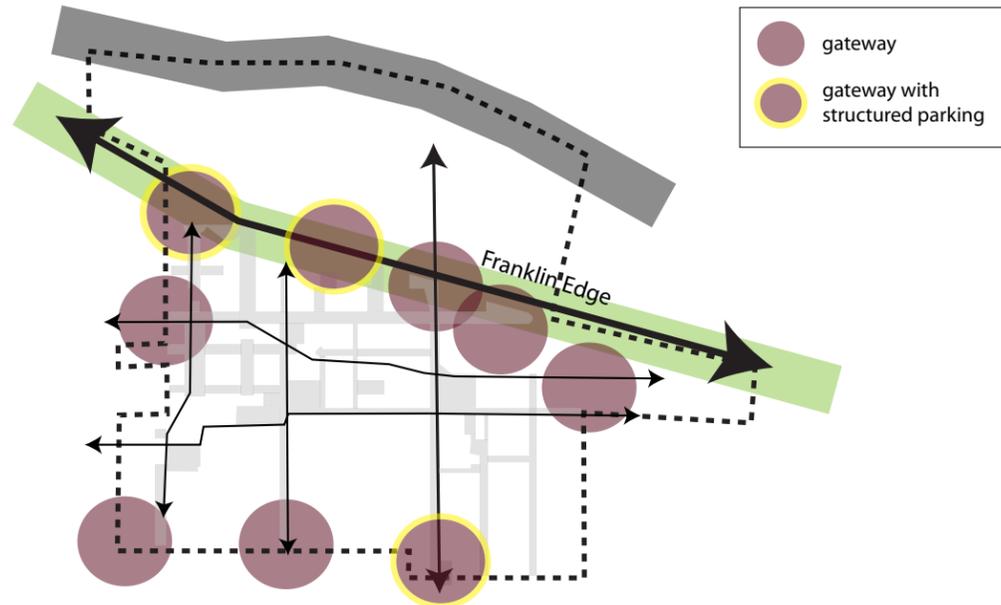
Future Projects:

- D. Student Success Center
- E. Parking Structures
- F. Meeting Centers
- G. Academic Building with Classrooms and Residence Hall
- H. Existing Residence Halls

Theme: Edges

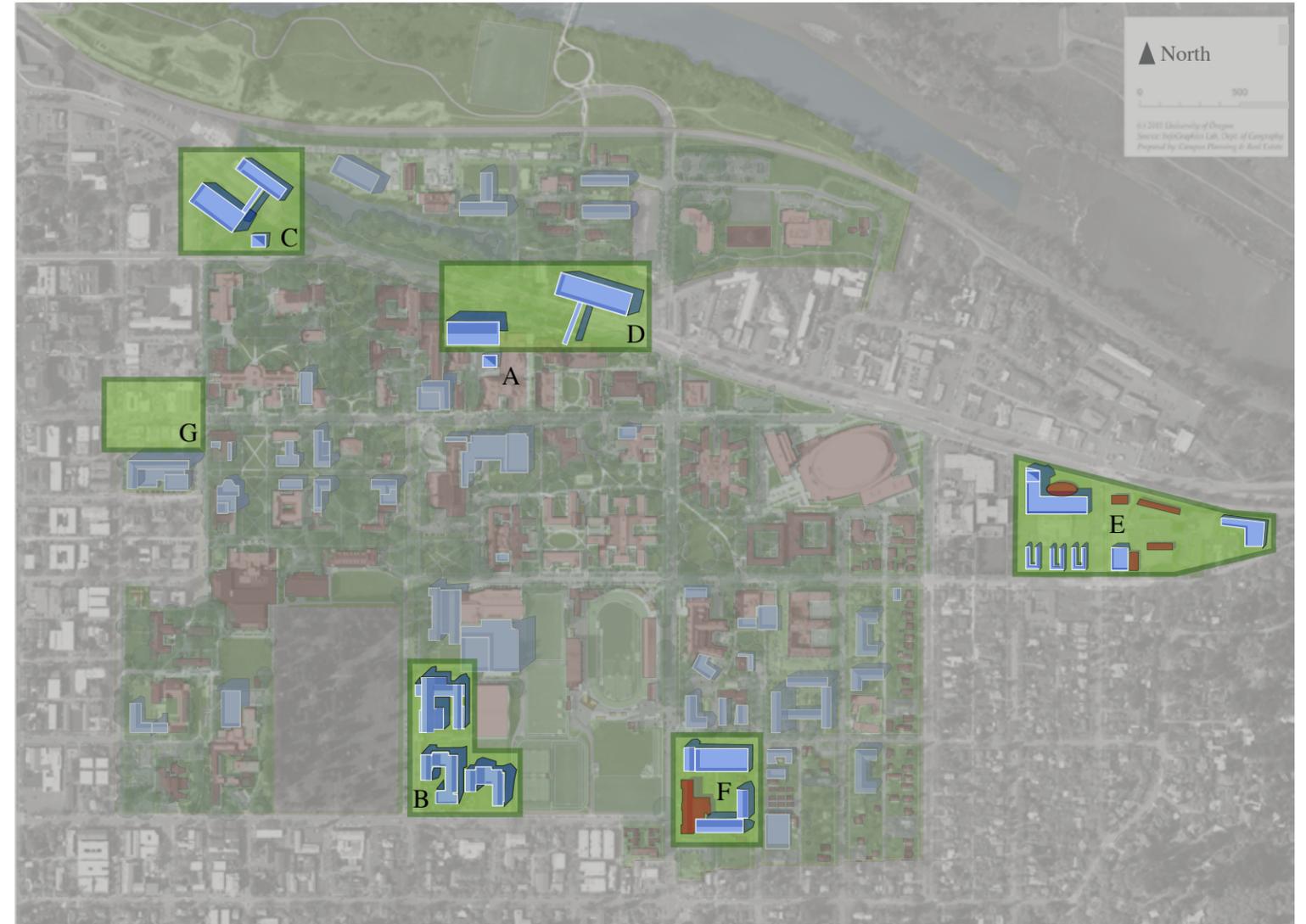
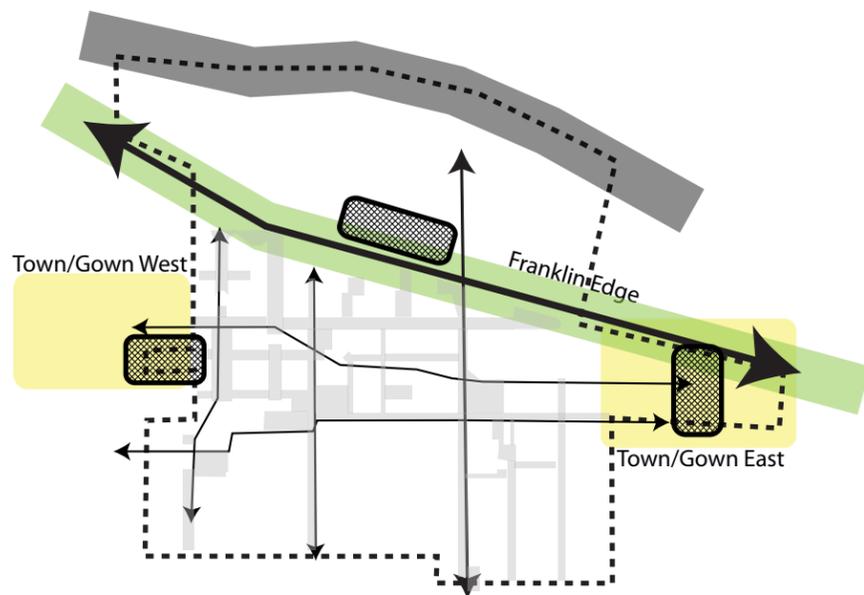
Create gateways to mark transitions to campus

- Gates mark transition from car to pedestrian
- Graceful/appropriate transitions to surrounding development



Edges

- Town/gown nodes
- University-themed retail opportunities
- Public/private mixed use opportunities



Prioritized Projects:

- A. Science Library
- B. Architecture & Allied Arts

Vision Elements:

- Outdoor rooms
- Human-scaled growth
- Engaged with community

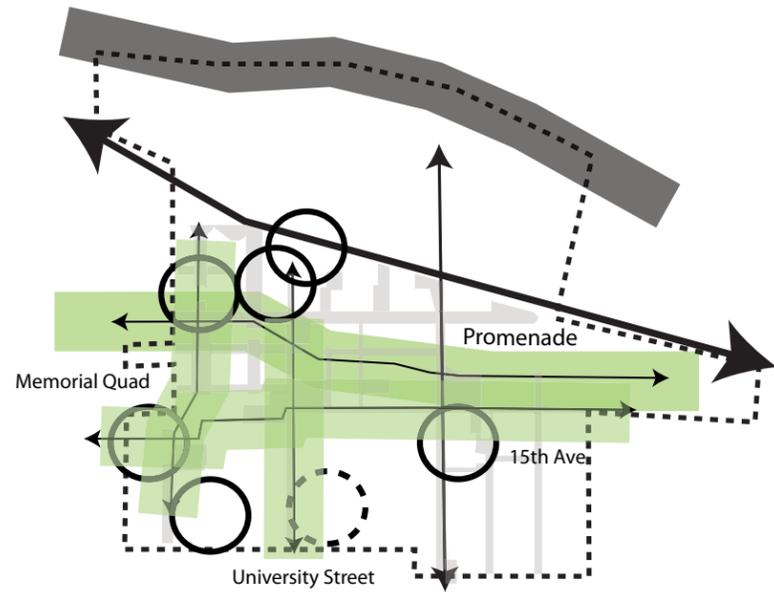
Future Projects:

- C. Academic Center Gateway - Structured Parking, Meeting Center, Welcome Center
- D. Science Gateway - Structured Parking, Meeting Center, Replacement of Onyx Bridge
- E. Town/Gown East: Ecological Village - Public/Private Opportunity
- F. UO Administration Village - Structured Parking, Offices
- G. Town/Gown West - Public/Private Opportunity

Theme: Linkages

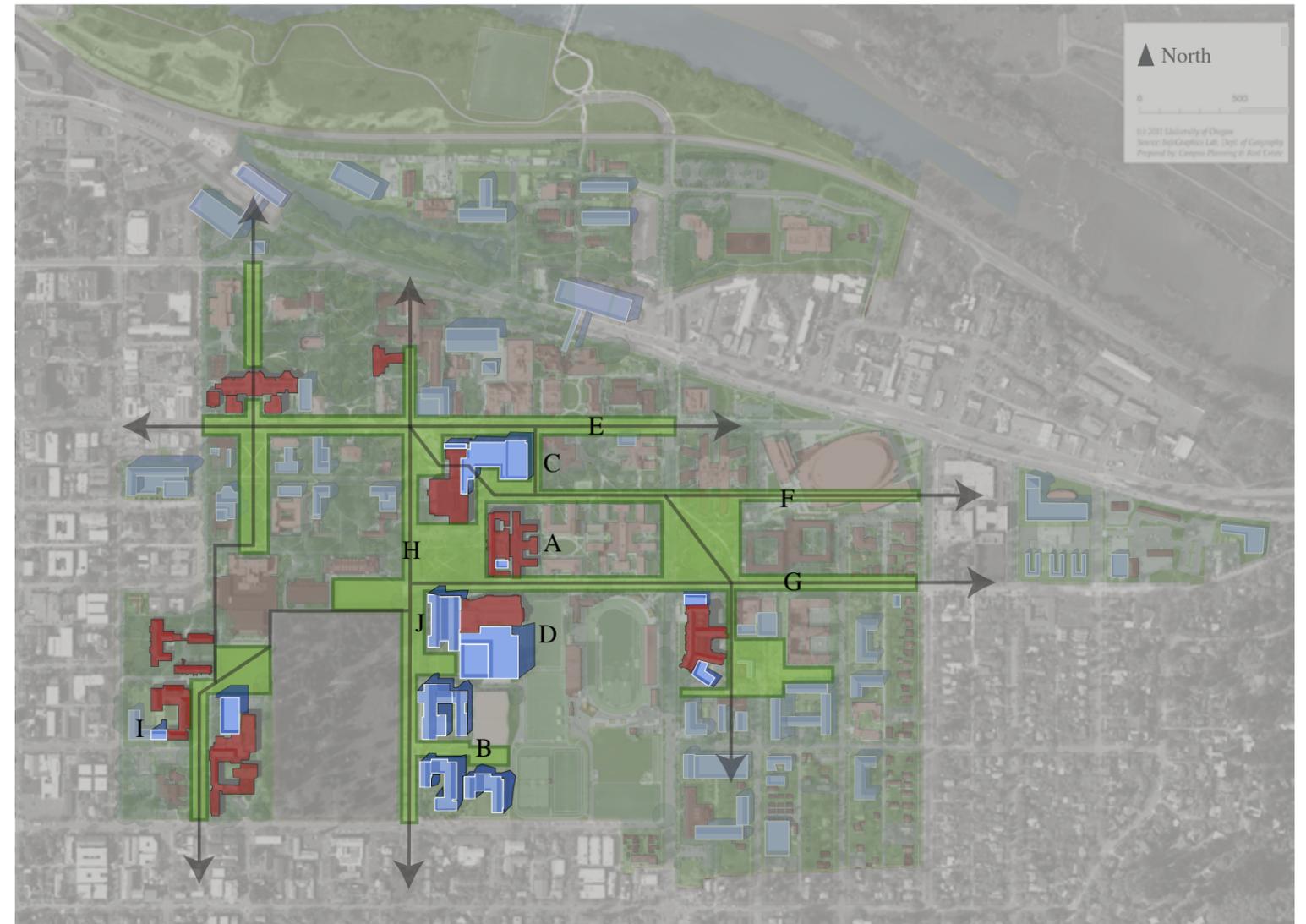
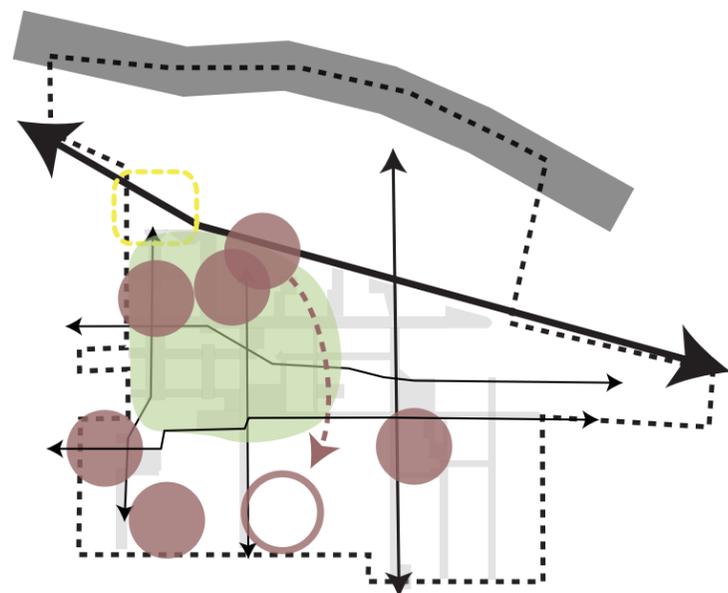
Connecting pathways

- Enhance existing corridors, build new ones



Professional Schools

- Arranged around the academic center of the campus
- A&AA moving to new location
- Create, enhance connecting open spaces & paths



Prioritized Projects:

- A. Straub/Earl Classrooms (Onyx St)
- B. A&AA (University Street)
- C. EMU (Promenade)
- D. REC Center (15th Avenue)

Vision Elements:

- Outdoor Rooms
- Walkable campus
- Engage with Community

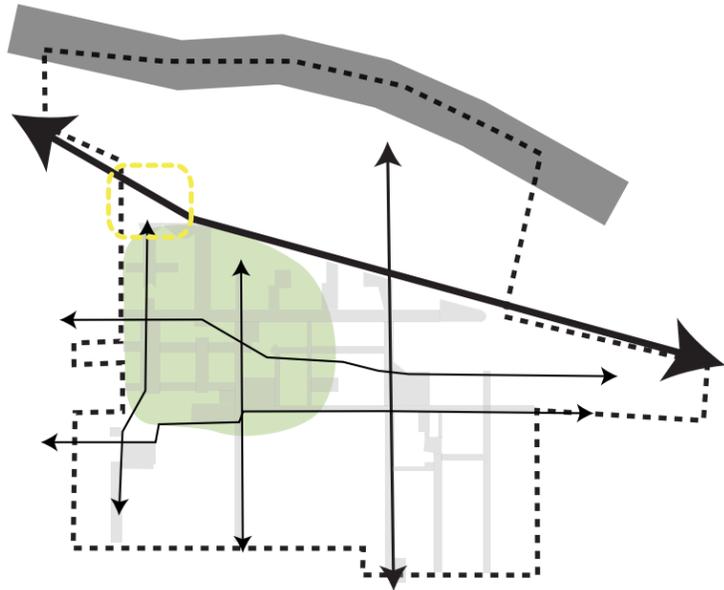
Future Projects:

- E. 13th Avenue Axis
- F. 14th Avenue Promenade
- G. 15th Avenue Axis
- H. University Street Axis
- I. Clinic Addition, HEDCO Building
- J. Esslinger Redevelopment

Theme: Complete and Renew Academic Center

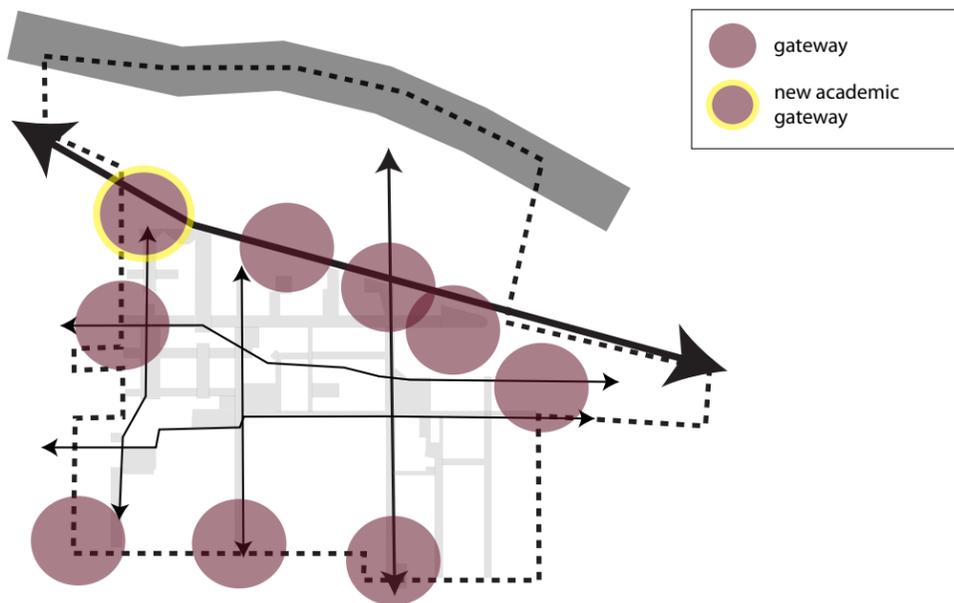
Focus growth at the Center

- Complete the Academic Quads with infill projects
- Renovate historic buildings
- Expand classroom capacity



New Academic Gateway

- Create new academic gateway on Franklin Boulevard
- Includes visitor center, parking structure, and meeting center



Prioritized Projects:

- A. Straub/Earl Classrooms
- B. Chapman Hall - Honors College
- C. Global Studies Building
- D. Condon Hall Seismic Upgrades and Deferred Maintenance

Vision Elements:

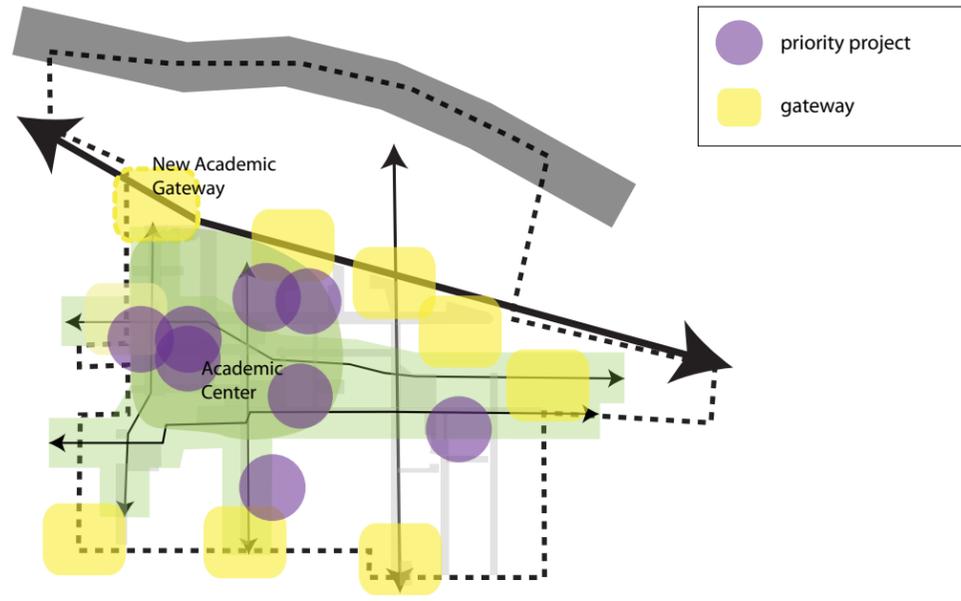
- Outdoor rooms
- Walkable campus
- Engage with community
- Human-scaled growth

Future Projects:

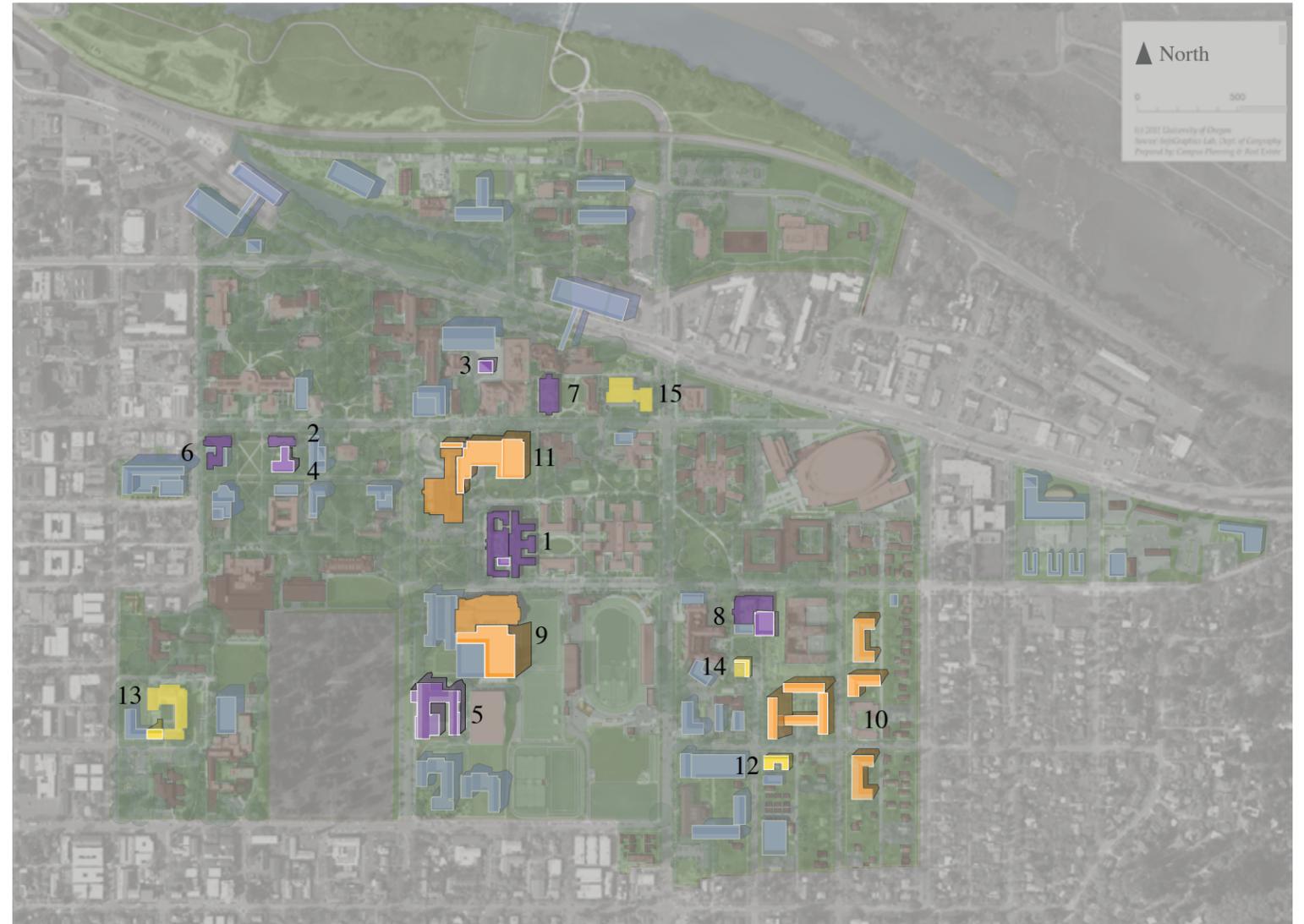
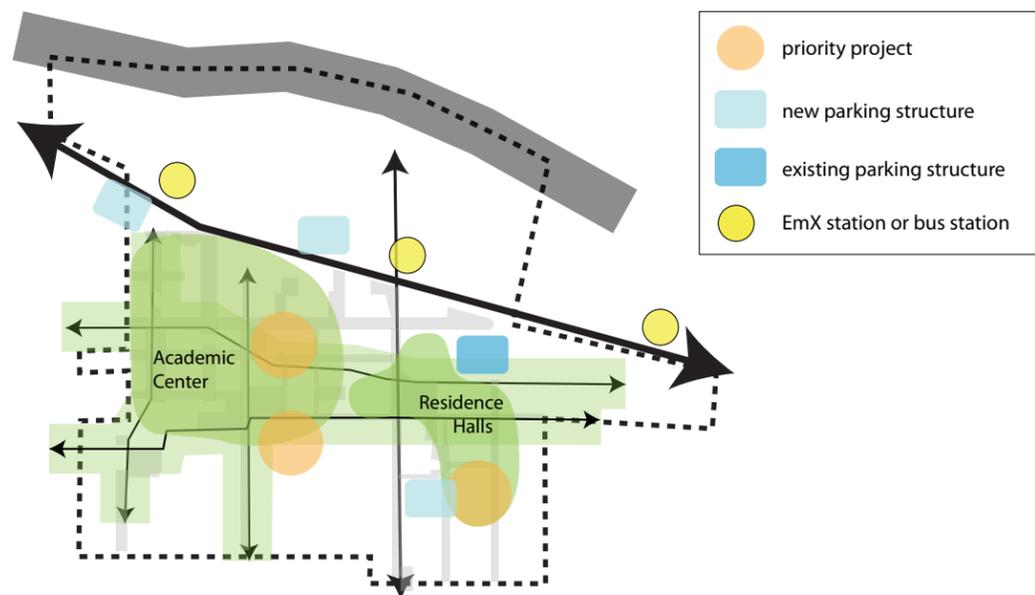
- E. Condon Addition
- F. PLC
- G. Hendricks/Susan Campbell Additions
- H. New Academic Building
- I. Fenton Hall Addition
- J. Academic Building with Classrooms and Residence Hall
- K. Academic Gateway - Visitor Center, Parking Structure, Meeting Center
- L. Columbia Redevelopment

Theme: Priority Projects

Priority Projects Submitted to OUS for State Funding



Fee-Based Priority Projects



Priority Projects Submitted to OUS for State Funding:

1. Straub/Earl Classrooms
2. Chapman Hall Renovation, Seismic Upgrades, Deferred Maintenance
3. Science Library Expansion and Remodel
4. Global Studies Building
5. A&AA - Phase I
6. Condon Hall Seismic Upgrade, Deferred Maintenance
7. Huestis Hall Renovation
8. Museum of Natural and Cultural History

Fee-Based Projects:

9. Student Recreation Center
10. East Campus Residence Halls
11. EMU Expansion and Renovation - Phase I

Fully Privately Funded Projects (Schedules Not Established):

12. Appropriate Dispute Resolution Center
13. Clinic Addition, HEDCO Building
14. Many Nations Longhouse Addition
15. Student Success Center