

PROCESS 3



A wide-range of campus constituents guided the development of the 2017 Facilities Master Plan. During the eight-month process, individuals participated as members of one of four standing committees, attended open houses and focus group sessions or provided information to the project team. This section of the Facilities Master Plan will outline the overall process used to create the plan.



3.1 PLANNING PHASES

The planning process included four sequential phases – Discovery, Analysis, Planning, and Documentation. This rigorous process identified pressing campus and urban issues, analyzed facility assets and conducted campus-wide qualitative and quantitative analyses.

- During the **Discovery** phase, the project team visited the campus, conducted interviews with key stakeholders, and met with the four CU Denver committees tasked with assisting the plan's development. Through these efforts the team became familiar with CU Denver, established planning objectives, investigated campus conditions and patterns, obtained related planning documents, and identified key issues for the plan.
- During the **Analysis** phase of the project, the project team met with the plan's committees to evaluate the information gathered in the previous Discovery Phase. Through these efforts, the team completed a space analysis and utilization study, established student enrollment targets, conducted a spatial analysis, and distributed a student life survey. The information generated during this phase was used to identify the opportunities and constraints to guide the campus' growth.
- The project team met with the plan's committees in the **Planning** phase to develop and refine a set of "alternative future scenarios" to guide the campus' change and growth.

- Finally, inspired by these scenarios, the project team and the committees drafted a consensus Facilities Master Plan during the **Documentation** phase. The resulting plan presents this integrated vision and includes project sequencing and a capital plan.



3.2 COMMITTEE STRUCTURE

EXECUTIVE COMMITTEE

The Executive Committee included the chancellor, provost, vice chancellors and other leaders. This committee oversaw development of the entire Campus Master Plan and was responsible for overall project direction and approval. It also provided administrative guidance, coordination of internal and external input, and final planning recommendations. (See Section 8.0 Acknowledgments for a full list of Executive Committee members.)

ADVISORY COMMITTEE

The Advisory Committee was established to advise the Executive Committee on overall planning direction and to review iterative proposals originating from the Steering Committee. This group consisted of associate vice chancellors, deans, various department directors, faculty, Student Government Association representatives and representatives from the Auraria Higher Education Center (AHEC).

The broad representation of this committee allowed it to provide perspectives on the plan's recommendations from many points of view, including those from outside the university. This deliberate mixing of expertise provided critical insight during the Facilities Master Plan development. (See Section 8.0 Acknowledgments for a full list of Advisory Committee members.)

STEERING COMMITTEE

The Steering Committee was established to assess, synthesize and confirm strategies from the Planning Oversight Committee. This committee consisted of representatives from Housing, Student Affairs, the Auraria Library, the Student Wellness Center and the AHEC Planning Office. This group provided the initial review of documents and planning data, brainstormed a wide range of opportunities and potential solutions, and provided valuable input into the Facilities Master Plan process. (See Section 8.0 Acknowledgments for a full list of Steering Committee members.)

PLANNING OVERSIGHT COMMITTEE

The Office of Institutional Planning (OIP) led the Planning Oversight Committee that was charged with data gathering, meeting coordination and overall project management. This committee regularly engaged the Finance Department, Facilities Management Department, the Office of Information Technology (OIT), and the Office of Institutional Research and Effectiveness (OIRE) for guidance and to respond to requests for information. (See Section 8.0 Acknowledgments for a full list of Planning Oversight Committee members.)

Further, this committee coordinated efforts to solicit targeted input from students, faculty, staff and subject matter experts on topics such as public-private partnership (P3) development, finance and advancement, housing and student life, and parking and transportation. Finally, committee members engaged and met with representatives from the University of Colorado Design Review Board (DRB), the Downtown Denver Partnership (DDP), and Denver Arts and Venues.

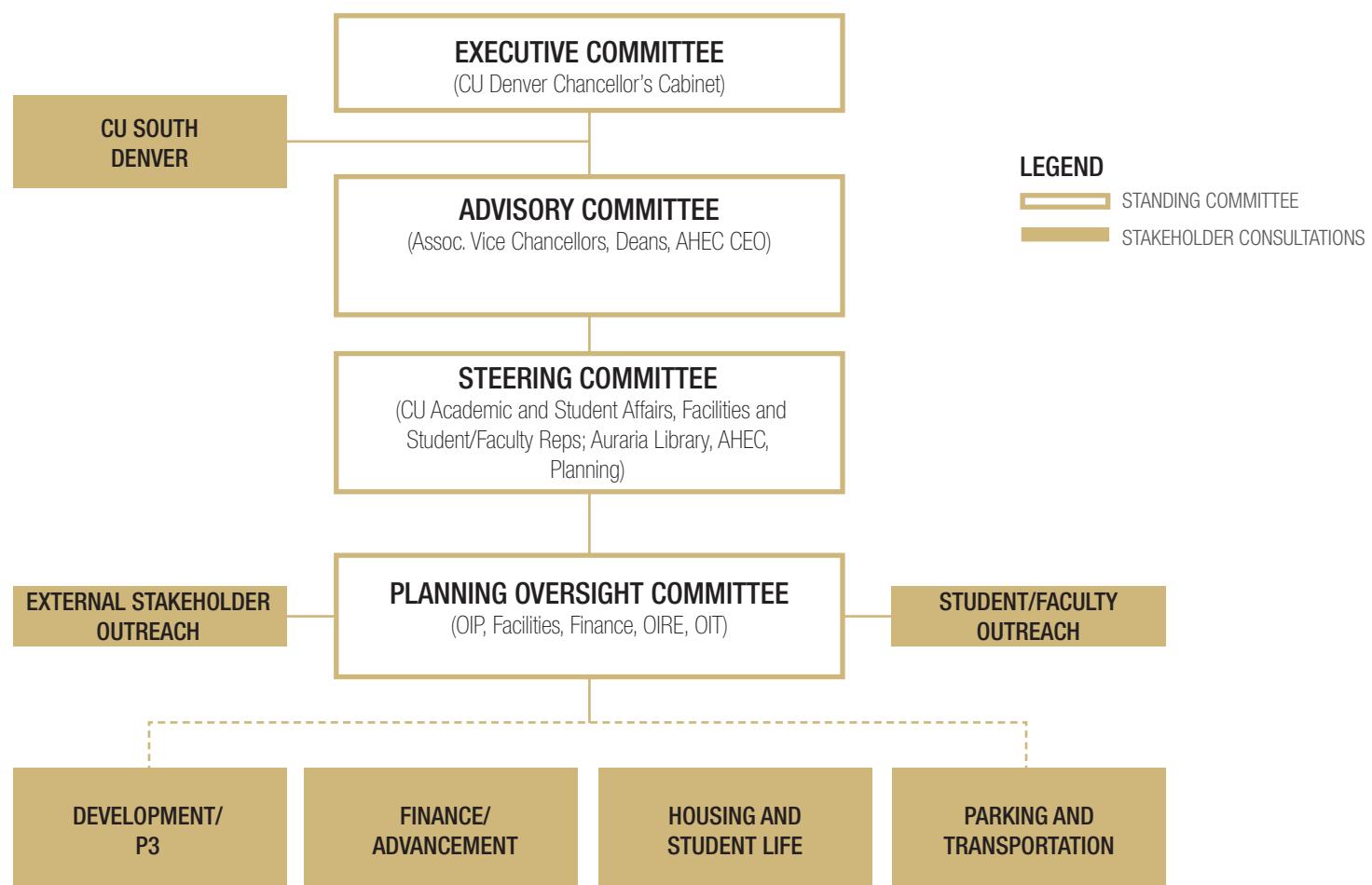


Figure 3-1: Decision-Making Structure

3.3 CAMPUS AND CIVIC ENGAGEMENT

The master planning process was consensus-based throughout all four phases of its development. This effort included interviews with campus and civic leaders. Faculty, staff and students participated in workshops, open houses and presentations to confirm campus analysis assumptions and provide input on future opportunities and next steps.

The Facilities Master Plan aligns with the 2017 Auraria Campus Master Plan Update, which was being developed simultaneously with the CU Denver plan. Because of this collaborative process, the 2017 Facilities Master Plan has the support of the CU Denver community of students, faculty, administration and staff, and the support of AHEC and the Auraria Campus partner institutions.



3.4 PLAN ADOPTION



In addition to the committee meetings, the project team and CU Denver presented the plan to various agencies as part of the adoption process.

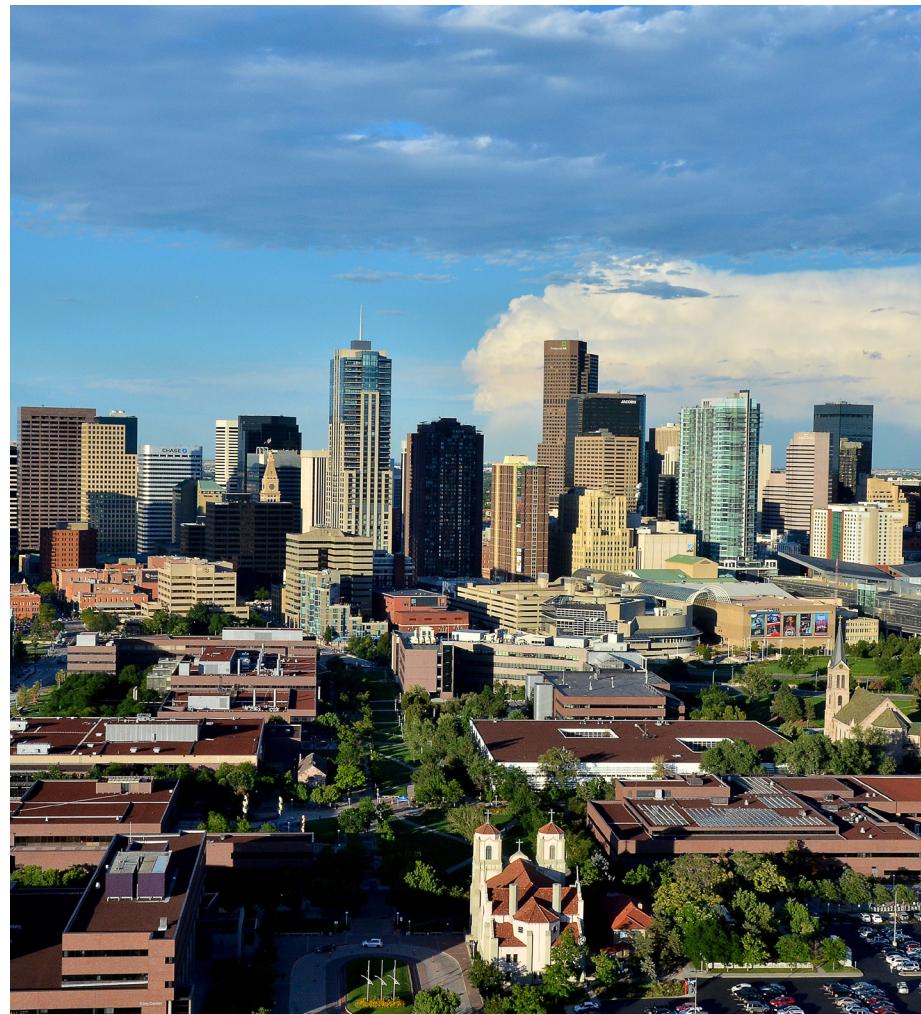
The University of Colorado Design Review Board (DRB) is the second-oldest established academic and higher education review board in the United States. Its mission is to review and advise parties charged with the design and development of proposed capital planning and development projects at all campus properties under the control of the CU Board of Regents.

The team presented the plan to the DRB three times. The initial project presentation occurred on December 8, 2016, and the DRB provided the team a list of general planning issues to address. The team presented its initial development scenarios for review and comment at the second meeting on March 10, 2017. The final plan was presented on May 11, 2017, to refine several aspects and to ensure the DRB provided its expertise to shape the plan's final development recommendations.

As a partner institution on the Auraria Campus, the team presented the plan to the Auraria Board of Directors (ABOD) on two occasions – March 22, and May 24, 2017. The plan was approved by the ABOD on June 28, 2017.

The plan will be presented to the University of Colorado Board of Regents Finance Committee for approval on October 25, 2017. The plan will then be presented to the full University of Colorado Board of Regents at its November 2017 meeting.

3.5 AMENDMENT CRITERIA



This plan may be amended at any time to address academic or strategic changes at CU Denver. Examples of issues that may require a plan amendment include:

- Sudden economic shifts that affect project financing and phasing;
- The adoption of new strategic goals and plans for the university;
- Adjustment to CU Denver Neighborhood boundaries;
- Updates to the Auraria Campus Master Plan; or,
- Enrollment growth exceeds the targets of this plan.

Any amended plan will need to be approved by the BOR Finance Committee and BOR as a new Facilities Master Plan. Both AHEC and CU Denver have been preparing master plan updates every five years to keep pace with the rapid growth in downtown Denver.

3.6 PROJECT TIMELINE

In the fall of 2016, CU Denver commissioned SmithGroupJJR to develop a Facilities Master Plan. The project kick-off meeting occurred on October 31, 2016. Over the course of the process, the project team visited CU Denver seven times. During each of those visits, the project team and the CU Denver Office of Institutional Planning team led committee meetings and hosted public forums and open houses. Some of the visits also included meetings with civic, institutional and community leaders. A project timeline is provided in Figure 3-2.

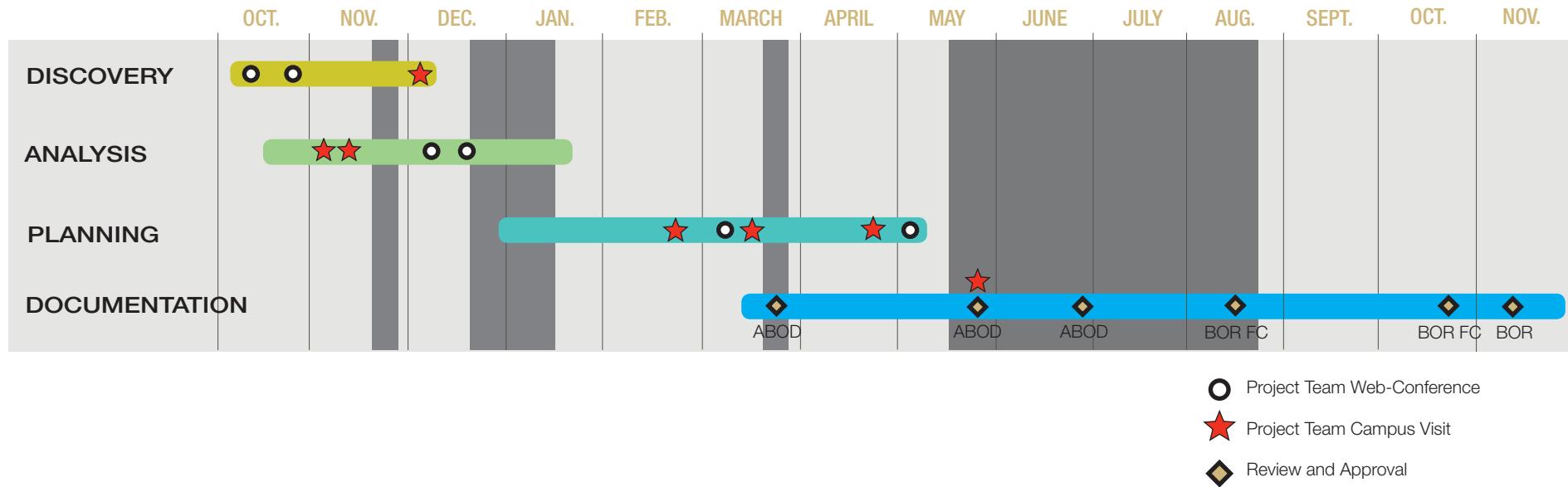


Figure 3-2: Project Schedule

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