introduction

chapter 1

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Good plans shape good decisions. That’s why good planning helps to make elusive dreams come true.

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The University of Wyoming (UW) created this Long Range Development Plan (LRDP) to be a guiding document for development over the next several decades. The plan includes specific recommendations, but is meant to convey objectives and intent as opposed to being overly prescriptive. The LRDP establishes an approach and framework for the use and redevelopment of existing space and for new development.

UW is a national research university prominent in the fields of environmental and natural resource research and specializing in agriculture, energy, geology and water resources. The University consists of seven colleges: Agriculture and Natural Resources, Arts and Sciences, Business, Education, Engineering and Applied Science, Health Sciences and Law.

Established at the edge of Laramie in 1886, the University has been and remains the pillar of higher education in Wyoming. As a public, land grant institution, UW is the only provider of baccalaureate and graduate education in the State. It offers over 180 programs of study as well as world-class research facilities. It maintains one of the lowest student-to-faculty ratios among four-year schools in the west. The University has special commitments to promote liberal and practical education and support the citizens of Wyoming with education, research and service.
The UW Long Range Development Plan

A long range development plan is a comprehensive policy and land use plan that guides campus growth. For UW, the LRDP identifies the physical development, principles, guidelines and processes needed to support the academic goals of the University. The Plan recommends the best use and design direction of existing and future land holdings, natural resources and funding opportunities. It articulates the campus character and includes a comprehensive, integrated and sustainable framework that serves as a planning level blueprint for capital projects, open space development, transportation and utility infrastructure and land-use programs.

In 2008, UW began creating the LRDP to guide campus growth and development over the next 20 plus years. The LRDP looks beyond today’s constraints, recommending the best long-term direction for the University. The best plan is not always feasible given the current financial, physical or political conditions so it is the role of the University stakeholders, the Board of Trustees and the University administration to steward the plan’s intent and look for opportunities, methods and funds to accomplish the LRDP’s implementation plan.
The LRDP builds on the momentum of the 1991 Master Plan, the Capital Facilities Plan 2002-2007 (Updated 2006), Academic Plan II and University Plan 3. From this foundation, the LRDP provides guidance for design and development for the ultimate build-out of campus.

The LRDP strives to balance a well-defined development framework and campus character flexibility, while acting as an overall guide to implementing specific projects, design and construction, schedules and funding priorities.

FOCUS AREA
The University area included in the LRDP is generally bounded by Grand Avenue to the south; 30th Street to the east; 9th Street to the west; and Harney Street to the north. 15th Street is often thought of as a boundary but is actually on the campus proper, its strength as a barrier creating the boundary effect. The plan’s focus area is primarily accessed from Grand Avenue (U.S. Hwy 30) to the south. Although additional parcels to the west, south and east (including Glenn “Red” Jacoby Golf Course), belong to the UW, the LRDP is primarily focused on the contiguous parts.
of campus west of 30th Street. Development and redevelopment of this area has greater potential to create a more compact, efficient and accessible campus than continuing random development to the east of 15th Street. Land east of 30th Street includes the golf course and undeveloped areas, which are limited by Federal and local development restrictions.

The western campus, west of 15th Street, is characterized by historic buildings in close proximity to one another. The area is relatively built out and has UW’s greatest concentration of academic, administrative and student support facilities. The initial impetus for the current LRDP effort was charting a course for the areas of campus lying east of 15th Street. This large area has a diverse mix of opportunities for redevelopment and new development, but lacks a comprehensive plan to guide investment. While the focus of the current effort is on the area east of 15th Street and on better connecting this area with the historic campus core, the LRDP takes a comprehensive approach to guiding how and where the campus will continue to grow. Through consideration of land use, connectivity and sustainability, the LRDP sets a course for improving the entire campus.
Map 1A **LRDP Focus Area and Boundaries**

The main UW Campus currently extends from 9th Street on the west to 45th Street on the east. The focus of the LRDP is between 9th Street and 30th Street. The northern and southern boundaries are less defined. Thus, the LRDP examined the areas north of Grand Avenue and south of Harney Street.
Map 1A LRDP Focus Area and Boundaries

- Existing Campus Building
- Future Campus Building
- Non-Campus Building
- Parking Lot
- Campus Open Space
- Non-Campus Open Space
- Unused Campus Open Space
- Campus Boundary

Source: University of Wyoming  Revised: November 2008
PLANNING HISTORY
OVERVIEW

The University of Wyoming has a long history of campus-wide planning. The University originally served the sparsely-populated Wyoming Territory and for the first 38 years of its existence, the campus evolved without the benefit of a formal plan. However, as early as 1909, the need for a plan was championed by UW President Charles O. Merica. The first plan, the 1924 University of Wyoming Greater University Development Master Plan, emphasized landscape architecture. The plan eventually led to the improvement of Prexy’s Pasture in 1928. The plan’s influence can be seen in the design of Fraternity Mall, as well as the continued use of native stone throughout campus.

During the 1960s, the University underwent dramatic change when a portion of the post-war facilities were replaced with new structures to accommodate the increase in the student population after WWII. The University completed its second master plan in 1966, in the midst of a time of relatively significant campus expansion. The third and most recent physical plan was adopted in 1991, as the trend toward redevelopment of the historic campus core and expansion into the eastern portions of campus continued.
THE CAMPUS TODAY

The original main campus west of 15th Street still houses the majority of classes and laboratories. Old Main, once containing the entire University, is now home to the University administration. Former dormitories on the west campus have been converted to additional office and classroom space. During the first half of the 20th Century, the University expanded east of 15th Street to include fraternity and sorority rows and dormitories along Grand Avenue, as well as athletic and recreational facilities. A similar expansion of the campus is happening today. Recent and planned changes to the campus include a significant addition to the Coe Library; expansion of the Business Building; construction of the Anthropology building; improvements to Prexy’s Pasture; the Cheney International Center; the Robert & Carol Berry Biodiversity Conservation Center; Wyoming Technology Business Center, Information Technology Center and a new Visual Arts Building.

Purpose and Need

The need for the LRDP is based on the changing conditions of campus since the 1991 planning effort. This includes a need to synthesize a number of current plans and planning efforts, analyze the physical demands and spatial needs of new and existing development and ex-
amine the impact of anticipated growth in student enrollment.

A significant amount of planning has transpired for the UW campus since 1991 in the areas of strategic planning, academic planning and facilities planning. However, none of these plans has attempted to reconcile and unify these various planning efforts. The Long Range Development Plan fulfills this need by providing a framework to tie the various plans and studies together.

New growth requires additional space and infill opportunities that are in short supply on western campus. There is adequate space for development to the east. However, distances between western and eastern portions of campus make it difficult for students to reach their classes within a reasonable walking time. With new development projects occurring throughout campus, there is a need to connect these disparate spaces and improve campus cohesion. New facilities east of 15th Street have been constructed without a larger plan for organization. The need to create a more sustainable campus is another driver of the plan. The design and organization of campus uses and facilities requires efficient use of resources and consideration of the long term social, economic and environmental impacts.
In addition, some of the existing housing supply needs modernization or redevelopment. The existing Summit View apartments were initially constructed as temporary housing. There is demand for new campus housing that offers a variety of living arrangements and options. It should create a living learning environment that reflects the high quality academic environment that exists on-campus. The LRDP will address each of these growth-related issues and needs.

RESEARCH AGENDA
In addition to student enrollment, research funding awards can be used to estimate the amount of space that will be needed to accommodate new research facilities. Currently, research laboratories include nearly 312,000 square feet of campus space. Based upon an increase in research awards from $76 million to $100 million and an allocation of those funds consistent with historical trends, UW will need approximately 83,000 more square feet for research laboratories. An increase in research awards to $120 million based
upon the same assumptions results in a need for approximately 162,000 square feet of space.

EXISTING SPACE AND SPACE UTILIZATION
As the University looks ahead for ways to address its future space needs, there are multiple areas on-campus with redevelopment potential. The LRDP identifies nearly 232 acres as opportunity areas for future development. These opportunity areas have been classified in three categories: University property that is undeveloped; University property that is underutilized or requiring improvements; and non-University property. A macro level space needs analysis of benchmark institutions revealed that generally UW is among the highest in terms of Assignable Square Feet (ASF) per full-
time equivalent student (FTES) and ASF per Faculty/Staff when compared to these institutions. While the overall University has relatively high ASF, some individual colleges and programs do in fact require additional space. The findings noted that even colleges and programs with sufficient space may require renovations and updates to maintain competitiveness with comparable universities. Also, many rooms require reclassification to better reflect their actual use and improve efficiency. A critical aspect to space planning and campus development is the regular review of the use and efficiency of existing building space. With ample existing space, new development in the short term should be earmarked for specialty facilities that cannot be accommodated in any other way.

REDEVELOPMENT OPPORTUNITIES

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Undeveloped Property

The University has several undeveloped parcels west of 30th Street. Together, these total approximately 105 acres (4.6 million square feet). These opportunity areas are all located on-campus, east of 15th Street.

Underutilized Property

Another 80 acres of University-owned property are developed, but underutilized. In this case, underutilized is used broadly to describe existing development that is inefficiently using the land, obsolete and/or too costly to renovate or reuse. These opportunity areas are spread across campus.

Non-University Property

Several other properties have been identified as opportunity areas, even though they are not currently under the University’s ownership. These sites cover approximately 47 acres (2 million square feet) and include parcels north of Grand Avenue and south of Harney Street. Some of these sites may fulfill certain University needs through potential future land acquisition.
Planning Process

The LRDP planning process was based on a coordinated, multi-disciplinary approach that considered previous planning efforts. This process included five phases:

1) Background, Vision and Growth Needs;
2) Development Options;
3) Preferred Development Plan, Technical Details and Analysis;
4) Implementation and Phasing; and
5) Approval Process.
BACKGROUND, VISION AND GROWTH NEEDS

During the first phase, the planning team established a solid baseline of existing conditions, plans and policies. Detailed site analyses were bolstered by document reviews, stakeholder interviews, focus groups and surveys. Campus engagement in the early parts of the first phase focused on establishing facts and feelings about the existing campus and the identification of assets, issues and opportunities. The second half of the first phase was devoted to establishing a vision for the campus and determining the long range growth and development needs of the campus.

DEVELOPMENT OPTIONS

After establishing the vision and needs of the campus, the second phase established planning and design principles to guide the planning process. The stakeholder engagement process continued in this phase, with the goal of developing long range development alternatives and gaining consensus on preferred development alternatives.
TECHNICAL DETAILS AND ANALYSIS
The third phase focused on refining the results of the second phase together with key stakeholders. The goal was to develop a refined preferred development alternative; preliminary design guidelines and focus area concepts; a draft housing plan update; and technical memos containing details on the various technical elements of the LRDP, including campus design and land use, housing, landscape and open space, circulation and parking, infrastructure, wayfinding and sustainability.

IMPLEMENTATION AND PHASING
The process of the fourth phase began with determining prioritization and phasing of the LRDP, as well as coordination with the Capital Plan. The planning team developed an administrative draft LRDP, as well as Design Guidelines and a refined focus area plan. Through coordination with the Advisory and Policy Committees, the administrative draft was further refined into a draft appropriate for stakeholder review, followed by the final LRDP and Design Guidelines.

APPROVAL PROCESS
The final phase focuses on the approval process and adoption of the final plan.
Volume One Organization
Volume One of the LRPD is organized into the following seven chapters:

Chapter 1: Introduction provides an overview of the LRDP definition and purpose, process and organization.

Chapter 2: Academic Mission and Vision describes the academic mission and vision, needs and characteristics that inform other elements of the Plan.

Chapter 3: Planning Foundation summarizes the University’s historical prospective, regional and local context, and physical setting.

Chapter 4: Space Planning and Development Needs identifies existing land use characteristics and use of space and summarizes future land needs.

Chapter 5: Plan Framework presents the concepts that reflect the needs and desires of campus users, and organizes the physical features of campus, establishing a hierarchy to improve campus design.

Chapter 6: Major Campus Design Concepts describes key improvements driving campus development based on the planning and design principles and development framework.

Chapter 7: Plan Implementation identifies clear directives for achieving the Plan’s vision and developing a logical strategy for phasing key improvements.