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To Our University of Kansas Community:

*Bold Aspirations*, our 2012-2017 strategic plan, charts a transformation of the University of Kansas across every aspect of our institution. In January, 2013, the university community embarked on a year-long journey to create an updated campus master plan and to put our bold aspirations into physical form. The Lawrence and Overland Park campuses and surrounding communities have engaged in an open and transparent process including open forums, focus groups, and more than 150 consultations.

In the 150-year history of KU, this is the fifth comprehensive master plan. Like its predecessors, this plan lays out future growth for the Lawrence and Edwards campuses. In addition, this plan has been designed to be a living document, one that will be revisited in the coming years to be adjusted as part of an ongoing process.

The plan is also our most comprehensive, including extensive analysis, space and classroom utilization, historic patterns and resources, land use, program accommodation, sustainability, and coordination with the local community.

I want to thank the members of the university team who have worked on crafting the plan, the members of the steering committee and executive committee who guided its development, and our partners with the architecture and planning firm Hanbury Evans Wright Vlattas + Company.

Our master plan aligns with our values, our principles, and our goals for the future. It sets forth an ideal for a modern research university that can advance our mission of educating leaders, building healthy communities, and making discoveries that will change the world.

Best regards,

Bernadette Gray-Little
Chancellor
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THE PLANNING GRAPHICS, DIAGRAMS, AND RENDERINGS CONTAINED IN THIS DOCUMENT WERE CREATED BY MEMBERS OF THE PLANNING TEAM.
INTRODUCTION

The University of Kansas opened its doors in September 1866 on the Mount Oread ridge, overlooking the early settlement of the city of Lawrence on the Kaw River. Both the political conflicts of the Civil War/Bleeding Kansas era and the westward pioneer migration along the Oregon Trail created an unusual context for the founding of a new university. A bold vision to educate and serve the citizens of Kansas prompted the first campus master plan. A series of plans have followed and produced one of the most beautiful collegiate environments in the nation.

Today KU is a major public research and teaching institution of 28,000 students and more than 5,000 faculty and staff members on five campuses:

• The Lawrence campus, which includes Main Campus and West Campus, as well as a few outlying buildings and parcels of land.
• The Edwards campus in Overland Park.
• The Medical Center campus in Kansas City.
• The Wichita campus, housing branch locations for the School of Medicine and School of Pharmacy.
• The Salina campus, housing branch operations for the School of Medicine.

While the size and complexity of the institution has changed dramatically over the last 150 years, the mission has remained true to its origins. According to the university website, “Its diverse elements are united by their mission to educate leaders, build healthy communities, and make discoveries that change the world.” (www.ku.edu)

The 2014-2024 Campus Master Plan is a direct result of KU’s strategic plan Bold Aspirations and its intention to be recognized as a top-tier public international research university.

This master plan develops short- and long-term strategies for growth and transformation. It provides a physical plan to reinforce the university’s mission and goals so the campus can grow in a way that contributes to the quality, character, and identity of the university.

The concepts, program, and framework represented in this plan are an intentional synthesis of a complex set of interrelated ideas to physically embody the goals of the KU strategic plan. The campus master plan provides a roadmap for future growth, while allowing flexibility in its implementation.

The plan honors the historic and cultural context of the university. It reinforces existing campus centers and extends the civic realm to accommodate new facilities, while creating important new campus spaces. The plan strengthens the physical relationship with the university’s host communities by enhancing campus gateways and connections to outreach programs.

The 2014-2024 Campus Master Plan is truly KU’s vision, balancing all physical elements in harmony with the strategic plan, and at the same time, having the ability to adjust to the inevitable future change in our environment and the world.

CURRENT CONDITIONS IN HIGHER EDUCATION AND KANSAS

This master plan was developed during a time of economic uncertainty and increased competition among institutions of higher learning. According to the National Center for Education Statistics, postsecondary enrollment increased more than 33 percent from 2000 to 2010, while the total amount of student loans increased 250 percent over the same period. More people pursue higher education than ever before. They come from a wider array of ages, lifestyles, and ethnicities, and have greater need for a sound return on the economic investment their degree represents.

Within the state of Kansas, the Kansas Board of Regents’ Foresight 2020 Strategic Agenda gives direction and impetus to development among the state’s postsecondary institutions. Key goals are:

• Increase higher educational attainment by state residents, targeting a 60 percent graduation rate, and boosting retention by 10 percent by the year 2020.
• Improve alignment between new graduates’ skills and the needs of state business and industry, particularly in STEM (Science, Technology, Engineering, Mathematics) fields.
• Ensure excellence among state universities by boosting performance, and pursuing federal and private funding

This master plan is built upon both the university’s strategic plan and the Foresight 2020 goals. Therefore, as the state’s flagship institution, the University of Kansas plays an important role in realizing these expectations.
Our vision for KU is multifold: We will raise our excellence in undergraduate and graduate education and by so doing train the leaders and innovators of the future. Our scholarly endeavors will lead to deep new insights, scientific advances, and medical cures. Collaboratively, with our external partners, we will harness the fruits of our labor to enhance the prosperity and well-being of communities in Kansas and beyond. By realizing this vision, the University of Kansas will truly be recognized among the top tier of public international research universities. (Bold Aspirations, pg. 8)

KU maintains a strong tradition of service to the citizens of Kansas by providing an exceptional education for undergraduate and graduate students, and by training future physicians, pharmacists, and other professionals. The creation of Bold Aspirations was led by Provost Jeffrey Vitter, in collaboration with co-chair and Distinguished Professor Mabel Rice, and a cross-section of the KU community. It was designed to help ensure that the university’s practices meet the needs and challenges faced by 21st-century students. It is a guide for the next five years that will lead to the transformation of the university.

Six key goals were formulated to achieve KU’s vision:

1. We will strengthen recruitment, teaching, and mentoring to prepare undergraduate students for lifelong learning, leadership, and success.
2. We will prepare doctoral students as innovators and leaders who are ready to meet the demands of the academy and our global society.
3. We will enhance research broadly with special emphasis upon areas of present and emerging strength in order to push the boundaries of knowledge and to benefit society.
4. We will engage local, state, national, and global communities as partners in scholarly activities that have direct public impact.
5. We will recruit, value, develop, and retain an excellent and diverse faculty and staff.
6. We will responsibly steward our fiscal and physical resources and energize supporters to expand the resource base.
The strategic plan identifies high expectations and priorities. It will guide the university’s decision making from creation of a new general education curriculum to engaging more faculty members in scholarly pursuits and research. Key points of the plan are related to campus planning and development:

- The strategic plan will shape the university’s budget priorities.
- Development of infrastructure and resources will require the university to be a good steward of fiscal and physical resources.
- The university will do “more with less” administratively and operationally to better invest in core academic priorities.
- The university will establish a process to coordinate and prioritize building projects, including formation of a university-wide Capital Projects Council.

- The university will develop a campus master plan for buildings, infrastructure, and sustainability. The plan will evaluate and address the projected life spans and maintenance of existing buildings, needs for new and renovated research space, classroom requirements, networking infrastructure, transportation systems, and environmental sustainability.
- The university will build a computational and technology infrastructure for future teaching, research, and administration needs, maximizing value through efficiencies, standardization, and centralization.
- The university must analyze and improve its sustainability practices to meet the strategic initiative theme *Sustaining the Planet, Powering the World.*

The strategic plan identifies high expectations and priorities. It will guide the university’s decisions on all aspects of our mission, from creation of a new general education curriculum to engaging more faculty members in scholarly pursuits and research.
INTRODUCTION

The campus master plan process focused on the goals and key points of Bold Aspirations through extensive, open, and transparent on-campus and community dialogue.

The planning process commenced in November 2012 and was guided by Executive and Steering committees. Partnering with Design & Construction Management and Capital Planning & Space Management, more than 150 meetings were held with key stakeholders: administration, faculty, students, staff, alumni, community groups, and representatives from the City of Lawrence. These collaborative workshops included interviews, focus groups, and small group charrettes. Open forums, both on and off campus, invited discussion on important campus planning themes such as: sustainability, student success, land use, transportation, accessibility, landscape and open space, cultural and outreach facilities, learning modalities, and town and campus relations.

Program needs were carefully considered relative to the strategic mission, synergistic program adjacencies, and land use opportunities. The planning process endeavored to emphasize KU’s distinctive physical characteristics and to grow the cultural qualities of the university in new areas of development.

A four-stage process was implemented to study, analyze, design, and integrate campus needs and aspirations: Data Collection, Analysis, Preferred Concept Refinement, and Integration & Documentation. Throughout the process, the Executive Committee guided the direction of the campus master plan’s recommendations.
Multiple meetings with deans, department heads, and other campus leaders, as well as focus groups and open forums, established an understanding of existing campus conditions, assets, issues, desired growth, and need for change. The data was interpreted and presented to the university for review. Critical to this phase was the Space Needs Analysis, which identified current and future space deficits based upon KU’s space allocation guidelines. The rich history of planning provided a foundation for understanding campus legacies, while the university’s strategic plan directed the vision for the future.

Issues and opportunities identified in the data collection process were analyzed in light of the goals of Bold Aspirations, producing multiple plan “Drivers.” Analysis of the campus and urban context identified areas for development necessary to accommodate growth, emerging opportunities, and development of underutilized areas. Planning concepts were developed through collaborative involvement with campus constituent groups, open forums, and working groups.

The preferred concept was developed and refined to maximize utility, promote synergistic adjacencies, and respond to campus and urban context. This phase also defined the qualities important for placement of buildings and the significance of grounds. The civic open space network of streetscapes, exterior spaces and paths, viewsheds, edges, activity nodes, and special features was reinforced.

During this phase, the refined concept and physical plan were integrated with the natural and man-made systems that support the campuses and their communities. Circulation and parking, infrastructure, open space and landscape systems, and sustainable features were analyzed as overlays on each of these campus systems. The resulting recommendations offer flexibility to allow for unforeseen circumstances and fortuitous opportunities.
MASTER PLAN GOALS & PRINCIPLES

Planning goals and principles were developed as physical planning themes directly influenced by Bold Aspirations. New campus building and open space projects should use these goals and principles as touchstones during the design process to ensure alignment with KU’s strategic vision.

The planning principles are:

» Enable the implementation of Bold Aspirations, the strategic plan.
» Develop a ‘living master plan’ through an open and transparent process that creates strong ownership, remains dynamic and flexible, and accommodates future growth and renewal.
» Utilize the campuses as “living laboratories,” demonstrating best practices in physical development and learning space design.
» Develop a proactive approach to the planning and investment in infrastructure that is sustainable, demonstrating stewardship of fiscal, environmental, and physical resources, while limiting greenhouse gas emissions.
» Develop strategies that integrate the Main and West campuses and the Edwards campus to more fully realize a unified university.
» Respect and enhance the historic core on the ridge and its landscape, preserving and extending the KU student experience.
» Maintain the residential qualities of the Lawrence campus to enhance recruitment and retention.
» Create an inclusive university by designing safe and accessible campuses, embracing accessibility for all new buildings.
» Reinforce the pedestrian experience, while fully developing a multimodal transportation system, providing access to the campus and community.
» Accomplish the goals of the master plan in an entrepreneurial and fiscally responsible manner, with appropriate stewardship of all resources.
» Provide opportunities for successful integration of research and engaged scholarship initiatives across all campuses.
**THE STRATEGIC MOMENT**

As *Bold Aspirations* transforms the academic vision of KU, the 2014-2024 *Campus Master Plan* provides a flexible framework for the physical transformation in support of these strategic goals.

As a result, this plan recommends a new way of thinking about the Lawrence campus, a shift in concept from “Main Campus” and “West Campus” to a united Lawrence campus. Planners have developed strategies for this united campus by creating concepts for three districts, identified in subsequent chapters as the North, Central, and West Districts. The rationale for this new way of thinking resulted from the deep analysis of current conditions and future opportunities.

The existing core of campus is nearly built to capacity. Building density and extreme topographic conditions constrain growth along Jayhawk Boulevard as well as area to the south. Available land for infill projects is extremely limited. Urban systems, such as circulation, parking, and service capabilities are functional, but reaching maximum capacity. Given space needs for growing academic programs and research facilities, a shift to new ground is needed for academic uses.

The development of land between the core of campus and West Campus can help solve the need for new academic space. It can also promote the strategic goals for new active learning pedagogies and multi-disciplinary scholarship, while unifying the campus into a singular whole, bridging both physical and academic realms to activate excellence and innovation.

The rich tapestry of natural beauty, history, and tradition on KU’s Lawrence campus provides the backdrop for an exciting future. The campus master plan recognizes these assets and attempts to “export” their unique spirit of place in developing campus zones.

Ultimately, the campus master plan will promote enhanced living/learning environments for both the Lawrence and Edwards campuses. These environments will be engaging, collaborative, and innovative. They will preserve the heritage of the distinctive place that is the University of Kansas and support the mission to lift students and society by educating leaders, building healthy communities, and making discoveries that will change the world.

The framework of this document reflects the 2014-2024 *Campus Master Plan* process:

- Chapter 1 documents the information and data collected to understand the context of KU’s current time and place.
- Chapter 2 describes the planning Drivers and options for growth that emanated from campus and program analysis, in light of the KU strategic plan.
- Chapter 3 illustrates preferred concepts and recommendations for both the Lawrence and Edwards campuses derived from stakeholder input and the Drivers’ effect on physical opportunities.
- Chapter 4 integrates functional campus systems into the overall development framework to provide strategies for implementation of plan Concepts.
The University of Kansas strategic plan *Bold Aspirations 2012-2017* provided the framework to guide the planning process for the 2014-2024 *Campus Master Plan*. This diagram illustrates how planning Drivers and Concepts reinforce strategic plan goals, which will be explained in detail in the following chapters.

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**A LIVING PLAN 2014 - 2024 CAMPUS MASTER PLAN**