



**METROPOLITAN STATE COLLEGE OF DENVER  
NEIGHBORHOOD MASTER PLAN**

**December 2008**



**CONTENTS**

Vision	1
Metro State Profile	3
Strategic Context	4
Neighborhood Goals & Aspirations	5
Physical Context	7
Neighborhood Master Plan	9
Phasing	17
Program and Backfill Concepts	21
Acknowledgements	25

**VISION**

Metropolitan State College of Denver is uniquely positioned within the competitive higher education market to provide a dynamic and needed education for Colorado citizens. Catering to a broad range of both traditional and non-traditional college students, Metro State reflects the diversity of the Denver metropolitan area in its students and curriculum. The Vision for the school expressed by President, Dr. Stephen M. Jordan, captures this connection to context and urban mission, in combination with a dedication to providing an affordable, high-quality, undergraduate experience to the people of Denver and beyond. Metropolitan State College of Denver aspires to be the Premiere Urban Land Grant institution in the United States.

Metro State shares the Auraria Higher Education Center (AHEC) campus with two other institutions, the University of Colorado Denver, and the Community College of Denver. In 2007 the Administrators of AHEC completed a Master Plan for the entire campus that generated a vision for how each of the institutions would develop on the campus in the future. A “neighborhood” area at the corner of Auraria Parkway and Seventh Street was identified for Metropolitan State College identity and specialized programs. This neighborhood was envisioned as an area on campus where Metro State could establish a unique presence apart from the joint AHEC facilities. This neighborhood plan outlines how the realization in the Metro State neighborhood will create capacity to support the unique and diverse elements of the Metro State academic profile, and express its Urban Land Grant institutional vision.



Figure 1: Metropolitan State College of Denver Illustrative Neighborhood Master Plan

**METRO STATE PROFILE**

The Auraria Higher Education Center was created by the Colorado State Legislature in the early 1970s to provide an academic environment in the context of Downtown Denver. Initially imagined to support a student population of 15,000 across three separate institutions, the success of the AHEC model is revealed in a growing campus population that today is approaching 40,000 students. The largest of the three institutions, and one of the largest 4-year public institutions in the country, Metropolitan State College of Denver accounts for over fifty percent of the campus population serving over 21,500 students.

With success has come a critical challenge, however: the ability of AHEC and each of its resident institutions to keep pace with growing space demands on the campus. Studies have shown that there currently exists a shortfall of nearly 1,000,000 square feet to adequately serve the population. In addition, the historic model of shared facilities across the campus has at times impeded the ability of the individual institutions to provide space for programs or services unique to their specific needs.

The approval of the 2007 AHEC Master Plan has ushered in a new era for the Auraria campus and Metro State. While the core of the campus will continue to serve the entire population in the sharing of academic, cultural and student life space, “neighborhoods” have been set aside for each of the institutions to meet the demands specific to their mission and operations. Besides physical space, these neighborhoods will also afford the opportunity to instill a sense of institutional identity within the context of the larger campus – identity that is important in the recruiting and retention of students, faculty and staff.

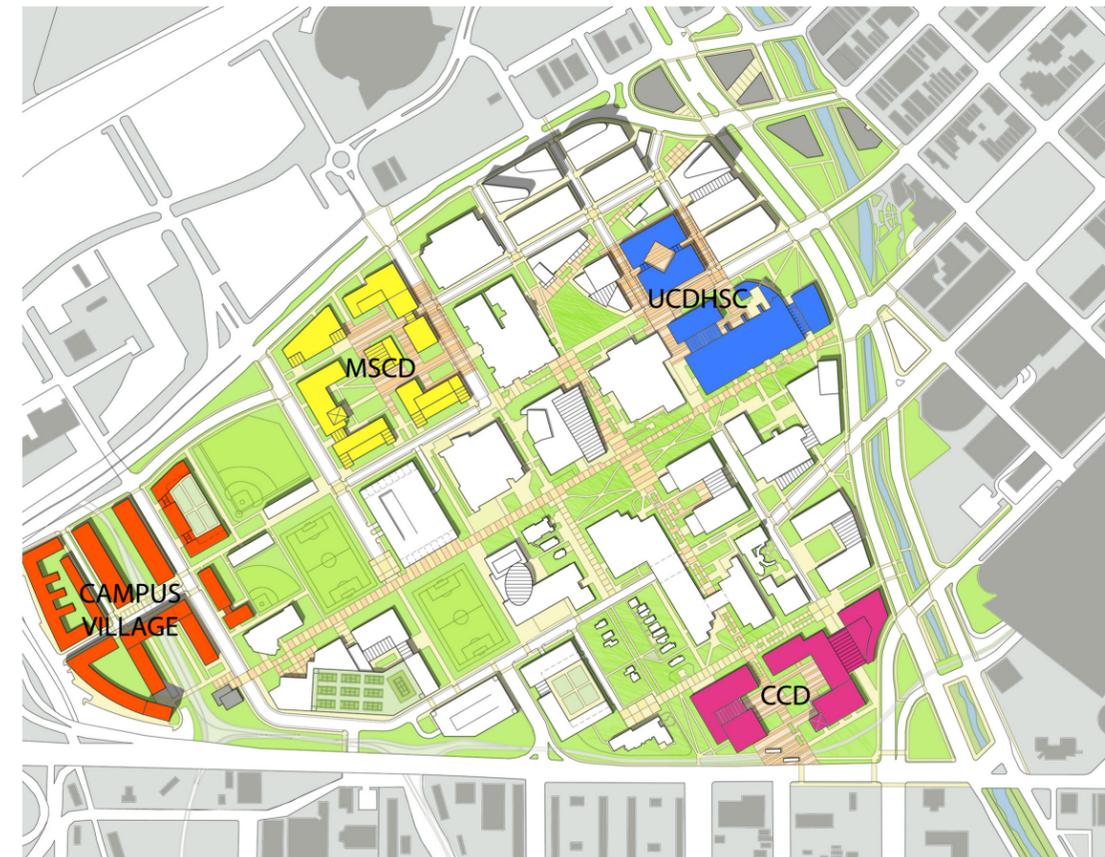


Figure 2: Institutional Neighborhood Plan, from the 2007 AHEC Master Plan

**STRATEGIC CONTEXT**

The key to the success of any physical master plan is its relationship to the strategic plans of the institution. In order to conceptualize the physical form of future development, a thorough understanding of the strategic goals and initiatives that are core to the institutional mission is important – because it is these goals and initiatives that are elemental to the success of the College. The physical form of neighborhood development can help to instill the College’s values in the daily lives of those it strives to serve.

The context of the campus within the urban Downtown Denver environment is important to the mission of the College. Striving to be the preeminent Urban Land Grant Institution in the country, the campus’s downtown location helps to serve four goals that are of primary importance to the College:

*Goal 1: Prepare students for success in their education, career and life*

*Goal 2: Provide a high-quality educational experience*

*Goal 3: Engage, collaborate and work with the community*

*Goal 4: Embrace and promote diversity*

The intent of the neighborhood master plan is to provide a physical construct that allows the College to achieve these goals. In support of the goals and the College’s vision to be the premier Urban Land Grant Institution in the country, several strategic initiatives are currently being pursued by the College:

***Hispanic Serving Institution (HSI) Initiative***

In April 2007, Metro State launched the goal of becoming a Hispanic Serving Institution (HSI), increasing its Latino student enrollment from its current 13 percent to 25 percent. In achieving this goal, Metro will become the first HSI in the state, and further the mission of the Urban Land Grant Institution. With the second-largest undergraduate student population in Colorado and the highest number of students of color, Metro State already enrolls a quarter of the state’s baccalaureate-seeking Latino students. If enrollment of Latinos continues to grow at its current rate, the College will achieve HSI status within the next decade.

***Student Success Initiatives***

Important to the attraction, retention, and success of Metro State students, a number of College initiatives are intended to provide consistent support to students from their first day on campus to graduation. Included in these initiatives are the 1<sup>st</sup> Year Experience program, Student Academic Success, and Metro State’s Learning Communities. These programs are intended to provide transitional support to students entering college for the first time and consistent academic support to students throughout their Metro State experience.

**NEIGHBORHOOD GOALS & ASPIRATIONS**

The physical plan for the development of the neighborhood is based on a number of goals and aspirations that were defined in interviews with a broad range of Metro State and campus constituents at the outset of the planning process. These goals serve as the framework around which decisions related to the physical environment of the neighborhood will be made – ensuring that the all future development of buildings and open space support the aspirations of the College.

***Premier Urban Land Grant Institution Vision***

In the early 1800s traditional Land Grant Colleges were developed in each state to be intellectual powerhouses and supporters of the agricultural economy and key contributors to the development of our society. The vision for our “Urban Land Grant College” is to prepare students for the challenges of working in an urban setting and specifically on working relationships between Denver and surrounding seven county area, using the knowledge and expertise and commitment of Metro State faculty and staff to support the greater Denver metropolitan and surrounding community and assist in dealing with urban issues.

The Urban Center for Civic and Community Engagement Task Force and Metro State’s Urban Center will be a symbol and catalyst for living out our “Urban Land Grant College” mission. Engagement supported and enabled by the Center may take many forms, but all efforts will address some of the significant social, economic, health, and educational challenges faced by our Denver metropolitan and surrounding community and fulfill our college’s public-responsibility mission.

The Center with support will continue to engage the wider Metro State community in collaborative relationships that will: 1) create opportunities for excellence in teaching, research and service; b) emphasize access and alternative modes of course, curriculum and service delivery; 3) develop co-curricular opportunities to involve students outside of classes; and 4) contribute to the greater good of the Denver metropolitan and surrounding area.

***Promote visibility of uniquely Metro State programs and services***

The development of the Metro State neighborhood should provide opportunities to enhance the visibility and identity of those programs that are unique among the institutions on campus, whether those opportunities occur within the neighborhood or at other points on campus.

***Express a Metro State Identity & Sense of Place***

The physical planning and development of the neighborhood provide an opportunity to express Metro’s unique identity on the campus and provide a sense of a home for the Metro State community. The historic development on campus has tended toward buildings, signage and open spaces that – while consistent in the context of the larger campus – have not allowed the individual academic institutions to express themselves in physical form. The notion of the neighborhood gives Metro State the ability to establish an identity through the organization of programs and services, the materials used in the buildings and outdoor spaces, and the provision of signage and other features that express Metro State’s presence within the larger campus context.

**PHYSICAL CONTEXT**

**Activated indoor/ outdoor spaces**

While the provision of functional space is of primary concern to the College, the physical development of the neighborhood must aspire to provide and inspire active uses in both the indoor and outdoor environments. A goal of the neighborhood is to provide a sense of place for the Metro State community, and the organization of interior and exterior spaces to provide comfortable environments for a range of active and passive uses is important to the sensory perception of the user.

**Employ sustainable practices**

Identified as a principle of the AHEC Master Plan, the pursuit of sustainability initiatives is an important aspect of this plan. Metro State has an opportunity and responsibility to be a local leader in the practice of sustainability through the development of its neighborhood, which can serve as a regional laboratory for these initiatives.

Sustainability in the context of the development of the neighborhood can mean a number of things. Designing and developing indoor and outdoor spaces with and respect of and response to the local climatic and environmental conditions in one aspect of sustainability. The selection of building materials and systems that reduce negative impacts on the earth either through their production or operation is another. Indeed, the sense of sustainable practices is an evolving one – and the College should aspire to be a leader in the employment of sensible sustainability as its neighborhood develops over time.

**Accommodate short-term Metro State development priorities**

Understanding that the College cannot develop its neighborhood in its entirety immediately, the plan strives to identify and prioritize opportunities

that maximize the success of the mission of the institution.

Elemental to the success of Metro State is the success of the Metro State student. The first priority of the College is the maximization of the attraction, retention, and academic success of its students. The 1<sup>st</sup> Year Experience and Student Academic Success initiatives, intended to assist the first year student in the acclimation to college life and to provide consistent academic support to all students during their time at Metro State, are immediate priorities for the College.

Another short-term priority for the College is the consolidation of administration and student service functions. This consolidation would hold a number of benefits for the College, not the least of which would be to allow spaces currently used for these functions at the campus academic core to be made available for the consolidation of academic programs.

**Plan for future/ long-range Metro State development**

While the plan cannot identify specific future uses given the ever-changing face of higher learning, the neighborhood plan can organize a framework that anticipates future development. The visibility of flagship programs, appropriate representation from each of Metro State's schools to enable innovative synergies between programs and schools, and the support of civic outreach & collaboration are some of the long-range opportunities that should be considered for future campus development.

The Metro State neighborhood is comprised of approximately seven acres at a location that will serve to provide the College with a clear presence and identity within the urban context while also relating to important cultural and activity centers on the campus.

Bounded by Auraria Parkway on the north, the neighborhood has excellent visibility to commuters entering and leaving the central business district as well as the opportunity for views to the neighborhood from Interstate 25. The proximity to the Pepsi Center provides a chance to identify the College to the thousands of people attending events throughout the year.

Seventh Street, the only street that traverses the campus - connecting Auraria Parkway and Colfax Avenue - is the western edge to the neighborhood. An important vehicular connection to the majority of parking on campus, 7th Street also provides a prominent opportunity for identifying Metro State within the larger campus context.

The southern boundary of the neighborhood is defined by the extension of Larimer Street through the campus. The AHEC Master Plan, along with the 2007 Downtown Denver Area Plan, identifies the Larimer Street corridor through the campus as an important multi-modal link from the relocated Auraria West light rail station to Downtown. The relationship of the neighborhood to this corridor is yet another opportunity to provide visibility to the College and its programs in front of a captive daily audience.

At the eastern edge of the neighborhood, 9th Street is an important symbolic entrance to the campus. The connection of 9th Street to the historic Tivoli building provides an opportunity to create a neighborhood edge that blends with the history of the Auraria neighborhood and its transition to a premier campus of higher learning.



Figure 3: The Metro State Neighborhood, represented by the buildings in white, in the context of the AHEC Master Plan

The relationship of the neighborhood to the larger Auraria campus - both as realized today and in plans for the future - provides both great opportunity and great responsibility to the College. With two major campus cultural and activity centers as neighbors (the King Center for the Performing Arts and the Tivoli Center), the College is able to capitalize on the importance of these facilities to the campus and community of visitors they attract. The frontage of the neighborhood on Auraria Parkway allows the College to reach out to the civic and business communities in a physical sense, representing not just the students and faculty of Metro State but the campus as a whole.

**Current Metro State Centers of Operations**

Today, Metro State’s operations – both with regard to academic departments and student support and administration functions – are divided among a number of campus buildings.

Central Classroom serves as the primary Metro State administrative and support building, housing much of those services centered around student administration (Admissions, Bursar, Financial Aid, Registrar) and academic support (academic advising, Student Academic Success). Also located in the Central Classroom are the offices of the President and Provost, along with a number of academic departments within the School of Letters Arts and Sciences. West Classroom is the current home for the Schools of Business and Professional Studies. And the Administration Building houses the offices of Administration and Finance, Information Technology, Institutional Advancement, and Athletics). Additional programs, departments, and offices are located in various other buildings across the campus.



Figure 4: Neighborhood Urban Design Framework

**Urban Design Framework**

The Urban Design Framework organizes the spatial elements that comprise the Metro State neighborhood; buildings, open space, landscape, and circulation. The structure established for the neighborhood is informed by the larger goals and aspirations of the institution, and allows for flexibility over time for development of facilities to meet the evolving needs of the College. The neighborhood is organized into five development parcels. The five buildings suggested in the plan, one associated with each development parcel, reflect a balanced space allocation for reasonable development phasing. This allows the College to proceed with smaller or larger programmatic units as needed. No single building/parcel represents more than 22 percent of the total capacity of the neighborhood, with the largest development unit being the first building proposed. Successive development may consist of phased buildings as feasible and necessary. The final massing of the neighborhood structures should conform to the parcel framework illustrated in this plan, and respect the definition of building edges as suggested by the plan.

The first building program and location establishes an initial center of gravity for Metropolitan State College neighborhood on the AHEC campus. It is sited at the northeast corner of the neighborhood to relate to the important campus gateway at Ninth Street and establish a visual presence for Metro State along the campus edge at Auraria Parkway. The architecture and massing of the building responds to the campus context by connecting back to important pedestrian corridors and Tivoli Center at the southeast corner of the neighborhood site.

The first building also begins to frame the open space that will become the central quadrangle for

the Metro State site. This core public space will become the fundamental organizing element for the Metropolitan State College neighborhood. The central quad relates to all the buildings within the neighborhood, tying them together to establish a strong sense of place for the College. This unifying presence creates a fluid indoor-outdoor “living room” environment that programmatically and visually links the circulation and gathering spaces within the buildings, to the larger framework of circulation and gathering spaces within the neighborhood. As the neighborhood develops, subsequent building projects will establish the urban edges of the neighborhood along Auraria Parkway and Seventh Street, and further define the internal open space in a deliberate way.

Connective spaces between the buildings will form gateways into the neighborhood, linking pedestrians to the central quad and facilitating circulation within and through the neighborhood. Small courtyard and plaza spaces formed by buildings within the development parcels and/or associated with individual building entries should tie to these connective spaces, and/or the central quad, to integrate into the larger patterns of neighborhood connectivity.

Significant gateway spaces at the neighborhood edges relate to important shared AHEC facilities and larger AHEC campus circulation corridors. These include:

- The Tivoli Student Center,
- King Center for the Performing Arts
- The Larimer pedestrian corridor,
- The Seventh Street vehicular corridor,
- The Auraria Parkway vehicular corridor.

A unique landmark structure will highlight the important gateway at the southeast corner of the neighborhood. The program for this building should reflect its prominent location and important visibility and outreach context.

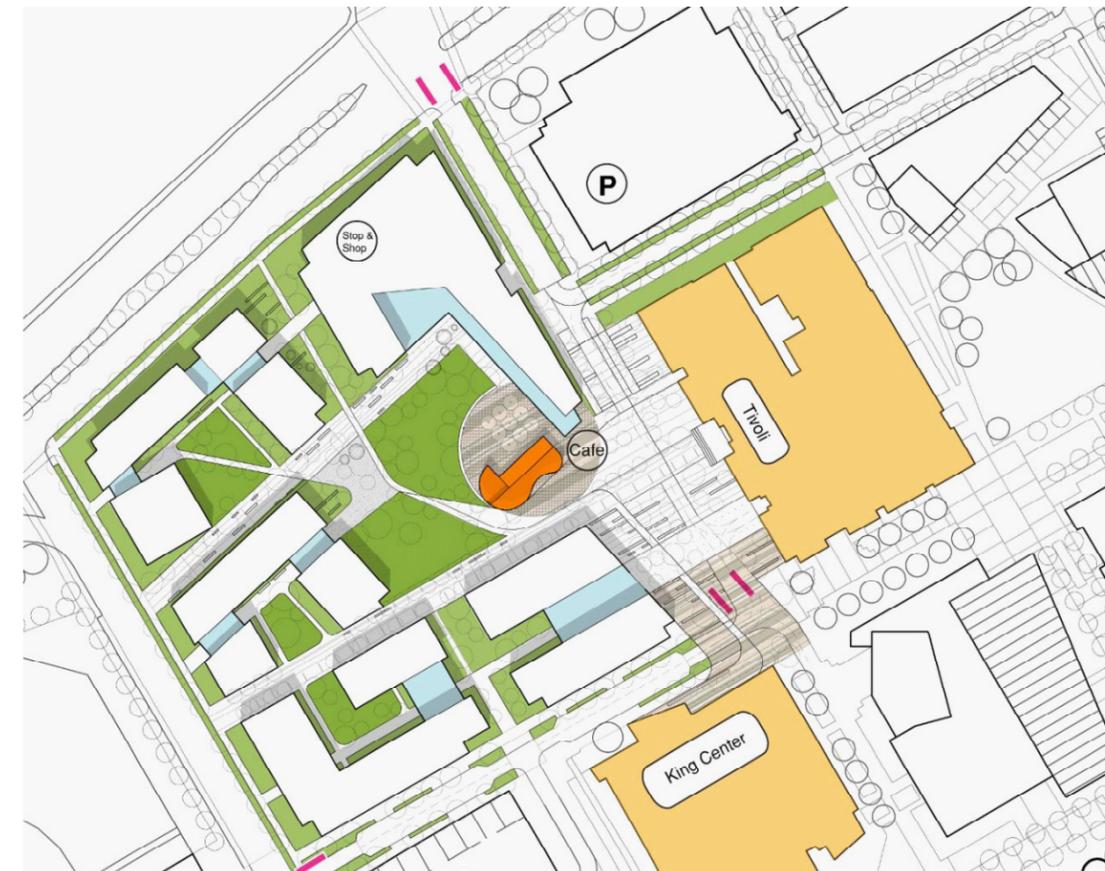


Figure 5: Neighborhood Land Use Framework

**Land Use Framework**

The overall building capacity expressed in the Metro State Neighborhood Plan is approximately 740,000 gsf. This will allow Metropolitan State College to greatly increase its overall functional capacity, while creating a “Metro-place” for students, faculty, and staff on the AHEC campus. To encourage the creation of a distinct sense of place the ground floor uses each building within the neighborhood should facilitate congregating, and the sharing of ideas across Metro State departments and user groups. These social spaces include informal meeting and instruction areas, student and faculty support functions, and group study and project spaces. Transparency to the outside helps integrate indoor and outdoor areas to provide cohesive character and programmatic potential for expanding the academic environment.

The complete program for the Metro State neighborhood will evolve over time, but will likely be largely academic uses. The first phases of neighborhood development, including the first building, focus on the enhancement of student services and support, and the consolidation of senior administration space. These uses are seen as the most efficient means to initiate a Metro identity within the neighborhood, and are sited to achieve visibility and accessibility.

Successive program development in the neighborhood will likely include departmental, and specialized instructional space, and collaborative space to accommodate exemplar programs and support uniquely Metro State initiatives. Some of this space will likely provide shared instructional capacity for the AHEC campus. Specialized facilities and currently less visible elements related to high-profile academic programs from each of the

Metro State schools should be situated within the neighborhood to increase their visibility. Again, the visual permeability of the buildings and programmatic representation of the structures will accentuate the physical representation of Metro State's academic strengths.

Overall the land use expression of the Metropolitan State College neighborhood should be an integrated environment of deliberate indoor and outdoor spaces that seamlessly interact to illustrate the unique and exceptional academic and social mission of the College.

**Landscape Framework**

The central quadrangle of the Metro State neighborhood creates a primary organizing component and a strong sense of place for the neighborhood and the institution. This core open space is defined and activated by the buildings around it. It provides space for informal day-to-day interactions between students, faculty, and staff in addition to accommodating larger Metro State gatherings and events. Plaza areas associated with neighborhood gateways, building entries, and connective spaces serve to inter-connect neighborhood buildings, and tie the neighborhood as a whole to the surrounding campus. These plaza areas support flexible programmatic use of the outdoor space, and provide setting for gateway elements, art installations, and way-finding signage. Plaza areas, circulation corridors, and smaller building lawns and courtyards are shaded and sheltered from wind wherever possible by landscape and building placement, to create desirable microclimate and facilitate use. Street tree plantings are also used along neighborhood/campus edges to accent urban edges and create a more pedestrian scale streetscape.



Figure 6: Neighborhood Landscape Framework



**Circulation Plan**

The Metro State neighborhood must integrate with the surrounding campus context to facilitate accessibility to the full range of AHEC facility resources.

The first experience of the Metro State Neighborhood is presented at its primary entry points. These gateways address visitors from both within and without the AHEC campus. The primary gateways relating to the on-campus population accessing the neighborhood occur along the northeast edge of the neighborhood. A primary gateway at the eastern corner of the Metro State neighborhood relates directly to two important public facilities, the Tivoli Student Center and King Center for the Performing Arts. Also at this corner a heavily trafficked campus pedestrian route along the Larimer corridor connects to the Metro State neighborhood from the campus core areas to the north and east. Visitors to the AHEC campus accessing the TAPS Garage at the northern corner of the site will also enter the Metro State neighborhood along the northeast edge. Lastly, pedestrian traffic passing between the mixed-use campus district and Denver LODO area to the north, and student housing and parking, transit connections, and future campus development to the south, will enter and exit the Metro State neighborhood via gateways at the eastern corner and along the northeast edge of the site. Secondary gateways to access the neighborhood are found along the southern and western edges of the neighborhood.

The gateways that provide access the neighborhood tie to internal circulation routes that provide pedestrian access through the site and connect to primary building entries. Primary building entry points are located to relate to visual and pedestrian

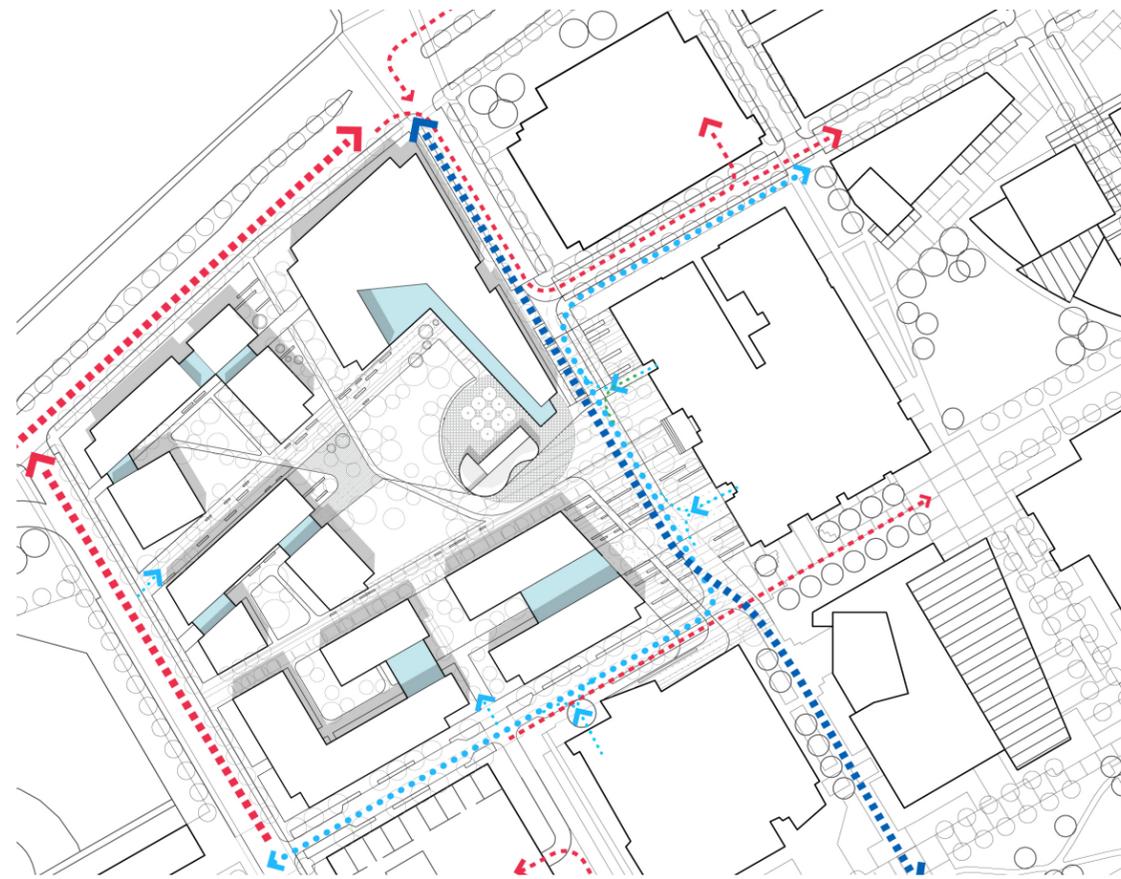


Figure 7: Neighborhood Vehicular Circulation Plan

- Vehicular Circulation**
- - - - - Service Access
  - - - - - Parking Access
  - - - - - Emergency Access



Figure 8: Neighborhood Pedestrian Circulation Plan

- Pedestrian Circulation**
- - - - - Major Pedestrian Access
  - - - - - Minor Pedestrian Access
  - - - - - Sheltered Routes

corridors. Secondary building access points facilitate movement between neighborhood facilities, and provide for sheltered circulation routes through the Metro State neighborhood.

Vehicular access and building service access is provided from existing vehicular circulation routes around the periphery of the neighborhood. Limited vehicular access allowing for service and emergency uses is maintained along the eastern edges of the neighborhood. Along the southeastern edge of the neighborhood, building service areas should be coordinated with existing loading dock locations and vehicular circulation patterns which serve the King Center, PTC parking garage. In the long-term, service for neighborhood developments will also need to coordinate with any future development that may happen on the PTC garage site. Service areas for buildings that front along Auraria Parkway and Seventh Street should be handled in a coordinated fashion to group access points and leverage screening and mitigation efforts to minimize their visual impact. As primarily academic buildings, minimal service requirements can be handled via smaller campus vehicles. Heavier program specific service requirements beyond this should be considered early in the building design phases to minimize their visual consequence.

The Metro State neighborhood is unique from the other institutional neighborhoods on the AHEC campus in that its location, as designated in the AHEC Master Plan, does not include any existing buildings that would possibly be displaced. However, it is estimated that the full development of the Metro State site will displace 22 percent of the total parking supply for the Auraria Campus, including the possible long-term displacement of the PTC garage. Future opportunities for the AHEC

campus to replace this supply and accommodate future parking needs may involve perpetuating all or part of the PTC garage site for continued use as a parking facility, and potentially exploring the joint development of structured parking in conjunction with AHEC campus neighbors. Metro State should work with AHEC Administrators to explore strategies for the phased replacement of displaced parking as the neighborhood develops.



Figure 9: A conceptual view of the neighborhood at build-out, looking across the site from the above the intersection of Auraria Parkway and 7th Street.



Figure 10: A conceptual view of the neighborhood at build-out, looking across the site from the above the intersection of Larimer Street and 9th Street.

**PHASING**

**Phase 1 – First Building**

The first phase of neighborhood development has been defined by a parallel effort to this master plan, resulting in a Program Plan for the First Neighborhood Building for Metro State College of Denver. The project (described in detail in the Program Plan document under separate cover) is intended to accommodate the current and future needs of many of the administrative departments of Metro State.

These departments are grouped under the President of Metro State, and further under the Vice Presidents of Academic Affairs, Student Services, Administration and Finance, Institutional Advancement, and Information Technology. While some departments will be relocated into the first neighborhood building, others will be relocated into backfill space, while still others will remain in their current location.

The project involves the construction of a new four story building of approximately 142,000 square feet. The first neighborhood building will be located in a site currently bounded by the Tivoli Student Union building and the Tivoli/Auraria Parking Garage to the northeast, Auraria Parkway to the northwest, Seventh Street to the southwest, the Parking and Transportation Center to the south, and the King Center to the southeast. This site allows for an immediate expression of Metro State's identity at perhaps the neighborhood's most visible location, while also relating the first phase of neighborhood development to the Tivoli.



Figure 11: Conceptual illustration of Phase 1 of neighborhood development.

**Phases 2 & 3 – Successive Buildings**

Beyond the first building program, successive projects within the Metro State neighborhood should be developed to most effectively highlight those academic departments and initiatives that exemplify the Urban Land Grant Mission of the College. The capacity expressed in the second and third phases of development within the Neighborhood is approximately 424,000 GSF of building. This includes the northwest, western, and eastern development parcels, as well as the landmark building proposed just south of the first building. Development in the neighborhood should be prioritized to proactively serve specific programmatic goals, rather than meeting “surge space” or over-flow needs. As programmatic elements are relocated from elsewhere on campus, their space needs should be assessed based on the most current existing space use, enrollment, and justifiable growth projection information available. This process should also consider the relationship to those departments with which they are most closely associated or co-located.

As part of the programming and design of new facilities within the neighborhood, the capacity and potential back-fill options for space vacated elsewhere on campus should be documented for the consideration of the College. Potential concepts for backfill identified through this neighborhood planning process, should be reexamined and adjusted to respond to program development required at the time each project is initiated. The second and third phase of neighborhood development will vacate between 200,000 and 210,000 assignable square feet of space elsewhere on campus<sup>1</sup>.

<sup>1</sup> This assumes approximately 65% assignable space use efficiency in their existing facilities.

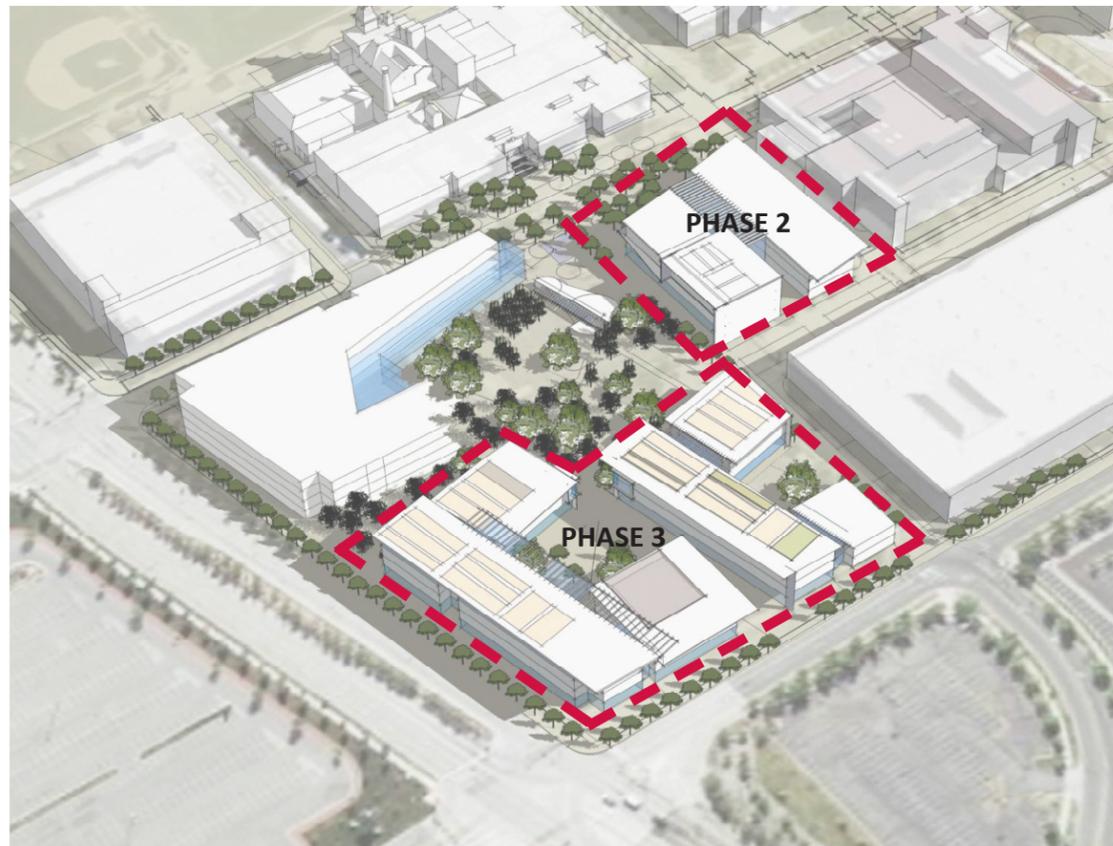


Figure 12: Conceptual illustration of future phases of neighborhood development, with the PTC in current form.



Figure 13: Conceptual illustration of the neighborhood at full build-out.

The second and third phases of development within the neighborhood will substantially complete the development of the outdoor environment. This includes the definition of central quad, and formulation of the connective spaces and circulation corridors within the neighborhood. As each building is developed an adequate proportion of each project budget should be dedicated to developing neighborhood open space.

**Full Build Out**

The final phase of development within the neighborhood is the only phase which impacts an existing AHEC structure. The PTC Garage represents a significant portion of the campus-wide parking resources. The AHEC Campus Master Plan, completed in 2007, indicated that the garage would eventually be truncated to allow the Larimer Street pedestrian corridor to be continued from the PE/Events Center drop off, through to Seventh Street. This vacates the southwest corner of the Metro State neighborhood for development. The final building parcel within the Metro State neighborhood represents 156,000 GSF, approximately 21 percent of the total capacity expressed in the neighborhood plan. The serviceable duration and long-term maintenance of the PTC Garage, in conjunction with the continued need and ability to replace the parking capacity it provides, will determine if and when this structure will be able to be adapted or replaced.

## PROGRAM AND BACKFILL CONCEPTS

### Process and Methodology

To provide a framework for the Metro State neighborhood master plan and first building program plan, the planning process estimated Metro State's current and future space needs and explored options for backfill of space vacated by program elements that could potentially be located in the first building developed in the neighborhood. The recommendations contained herein are intended to provide guidelines for the backfilling of space and an initial conceptual program strategy for the first building to be used by the programmers for that building, rather than a final overall backfilling strategy or building program.

Program spaces shared with UCD and CCD as part of AHEC-managed space, such as general purpose classrooms and laboratories, recreation, and student life facilities, were not included in the space needs analysis.

The programming and planning process included numerous stakeholder interviews and review and discussion of findings and recommendations with the Metro State neighborhood master-planning committee and senior administration.

### *Inventory existing space*

Working with Metro State and AHEC staff, the team updated the existing space inventory. In addition, we linked the floor plans with the space database, so that space moves and alternatives could be tracked both numerically and graphically. The space-use database prepared for this planning effort will be useful in evaluating alternative backfilling strategies in the future.

### *Determine existing space deficits*

Space deficits were determined based on interviews with key stakeholders, and assessment of space needs based on international space standards (CEFPI) for each type of space. The space needs analysis generally confirmed the significant deficits identified through the stakeholder interview process. The departments with the highest identified space needs are the history, philosophy, political science, sociology and teacher education departments.

### *Estimate future space needs*

In addition to accounting for existing space deficits, a reasonable projection of future space needs was factored into total departmental space needs before evaluating options for space moves. Future space needs were based on the growth rates of the last six years. During this period, enrollment at the School of Business remained stable; the School of Letters, Arts, and Sciences grew at four to five percent; and the School of Professional Studies grew between 4.5 and 6.5 percent. Administration, support, and office-space growth projections were based on employment projections provided by the College.

**New Building and Backfill Priorities**

Working with the Metro State Neighborhood Master-Plan Committee and the administration, the following priorities were established for the first building to be located in the new neighborhood and for the backfill of vacated space.

**New Neighborhood Building Priorities**

- Core Program focused on student service and student support
- Consolidate space for the executive leadership
- Accommodate flagship elements such as decision theater
- Support general education programs such as First-Year Experience
- Create a new Metro State identity in the new neighborhood through location of signature programs

**Backfill Priorities**

- Focus academic department space in the Central classroom building
- Address identified space deficits and projected growth needs
- Consolidate divided departments dispersed among multiple buildings
- Co-locate interrelated programs to achieve desired adjacencies

**Backfill Strategy**

Three alternative backfill strategies were tested to help identify the potential program for the first building and to test the advantages of different backfill strategies in achieving space use goals and priorities. The preferred strategy maximized the opportunity to meet existing and future departmental space needs, consolidated departments dispersed among multiple buildings, and achieve desired adjacencies between departments. The preferred strategy is outlined below.

- Consolidate LAS departments to Central Classroom
  - *Co-locate Criminal Justice, Anthropology, Sociology, & Behavioral Science*
  - *Co-locate Political Science & Philosophy*
  - *Consolidate Journalism Program*
- Consolidate Music, Art, and Theater to King Center
- Co-locate Health Professions and Nursing to East Campus
- Vacate trailer space

The dean of the School of Business has expressed a desire to move all six School of the School of Business departments into one location. The School of Business accounts for about 19,000 assignable square feet (asf) with about 12,500 asf in the West Classroom building and 6,500 in the Central Classroom building. Although not part of the original study of space backfill alternatives, options to explore in the future for the consolidation of

the School of Business could include a move to the vacated space in the Administration building or consolidation in the West Classroom building if enough non-business program space can be identified to relocate from West.

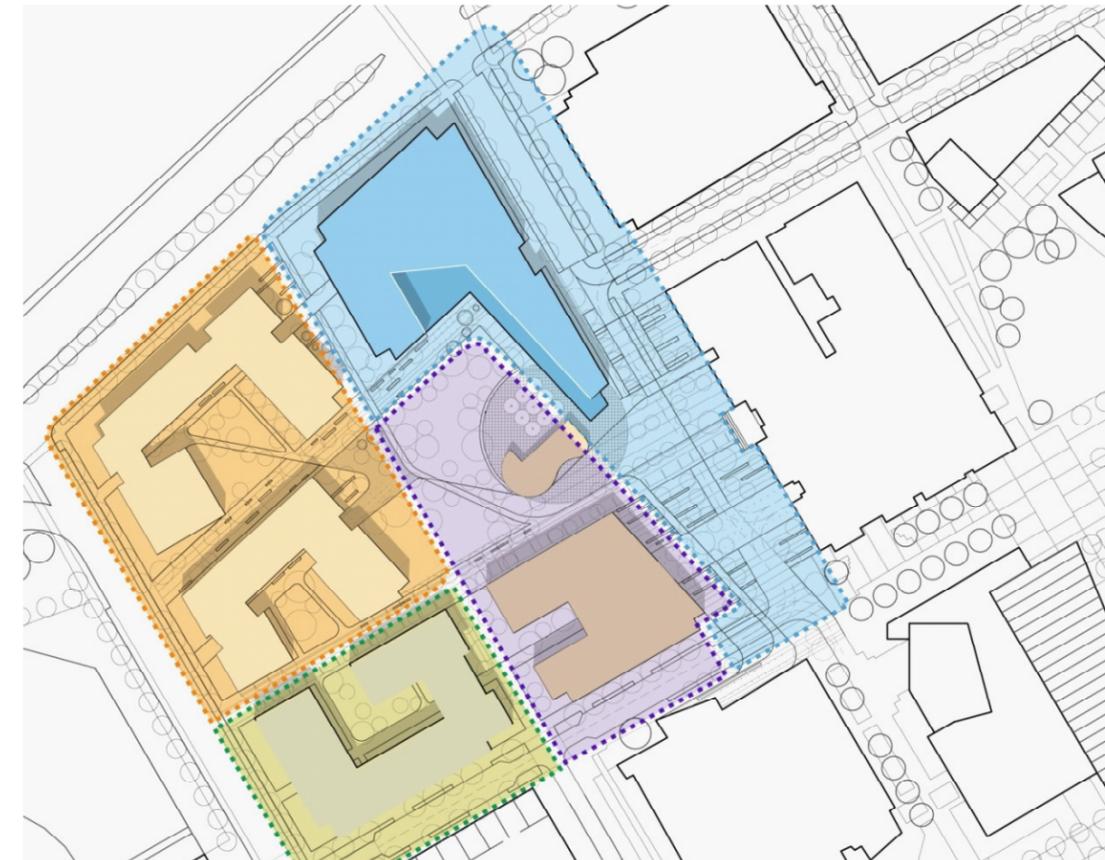


Figure 14: Projected neighborhood development phasing

**Phasing of the Project**

- 1st Phase
- 2nd Phase
- 3rd Phase
- 4th Phase

**Mid-Term and Long-Term Neighborhood Development Strategy**

Working with the Metro State Neighborhood Master Plan Committee and senior administration broad strategies were identified for future buildings developed in the neighborhood.

**Mid-term programs identified for the neighborhood**

- Institutional advancement and alumni center
- Aerospace and aeronautics
- Expanded Faculty Development Center, Web Instructional Technology Center, Faculty Commons

**Long-term programs identified for the neighborhood**

- New School of Education with an educational resource center
- New Business School
- Co-locate LAS departments providing subject curricula with the School of Education
- Specialized laboratory space, including labs for Allied Health and Nursing, Engineering Technology, and Industrial Design
- Co-locate elements of Computer Information Management, Computer Science, and the "Genius Bar" help desk model

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