4 Campus Master Plan Goals

Campus Master Plan Goals provide a language for outlining the vision of the campus and are necessary to achieve the campus’ academic mission. The following Campus Master Plan Goals for Raymond Walters College are grouped by themes or principles that have been informed by the observations noted in Part 2—Environmental Context and Part 3—Existing Conditions. Many of the following Master Plan Goals include supporting statements, expressed as “Objectives”, to help ensure the goals of success.

Master Plan Goals also help structure the prioritization of capital and maintenance investment project recommendations described in Part 6 – Project Priorities.

4.1 Campus Population Growth & Capacity

Balance enrollment growth with the academic goals and standards of the campus; and with the ability of available land, systems, and capital resources to support growth.

Objective

Balance enrollment growth with the ability of the campus to provide and adequately house and support the complete array of operations and services necessary for students to fulfill their academic degree requirements. Services include but are not limited to teaching and related academic services; faculty and staff and supporting functions; the necessary complement of campus services including food and other retail in service to students; campus parking; and campus infrastructure.

Objective

Plan campus growth within a carrying capacity that is reasonable for the campus. Carrying capacity is loosely defined as a test of the quantity of space, parking, infrastructure, and access that the campus can realistically support given the campus’ academic mission, operations, and location characteristics. It also assumes the application of the Master Plan Goals, and the Project Planning and Design Guidelines portions of this plan. To help inform future academic and campus resource planning, the Long Range Development Framework and 10 Year Plan, a test of a carrying capacity is summarized in the table on page 4-2. The test was derived using the projected space and parking quantities described in sections 4.2.3.b and 4.6.2.b, using a ratio of space to FTE students, faculty and staff that are applicable to the current campus type. This ratio is subject to change as enrollments, campus mission, and the campus’ physical and location characteristics are evaluated over time.
# Campus Carrying Capacity - Ratio Summary

<table>
<thead>
<tr>
<th>Plan Location &amp; Campus Use</th>
<th>Existing / Current Space</th>
<th>Potential Changes to Space</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td># Rooms</td>
<td># Floors Above</td>
<td># Floors Below</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>---------</td>
<td>----------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Existing / Current Space</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>The Annex</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Science &amp; Allied Health</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mounts Hall</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mounts Auditorium</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perry Center</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance Garage</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sub-Total, Existing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Potential Changes to Space</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Campus Core</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>West Academic Bld</td>
<td>85' x 125'</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Great Hall (Mounts Aud Replacement)</td>
<td>120' x 125'</td>
<td>3</td>
<td>0.5</td>
</tr>
<tr>
<td>Mounts Auditorium</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Assembly &amp; Exhibit</td>
<td>120' x 125'</td>
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<td>1</td>
</tr>
<tr>
<td>South Quad</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>West Academic Bld (4 &amp; 3 Stories)</td>
<td>85' x 125'</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Southwest Academic Building</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>West Campus / Academic Service Bld</td>
<td>85' x 125'</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>North Woodland Preserve</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vet Tech Addition</td>
<td>85' x 125'</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Professional Development Bld</td>
<td>85' x 125'</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Arts &amp; Letters Bld (Perry Replacement)</td>
<td>85' x 125'</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Domestic Phase</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Arts &amp; Letters Bld</td>
<td>85' x 125'</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>North Ridge</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Campus Operations &amp; Maintenance</td>
<td>85' x 125'</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Domestic Maintenance Garage</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance Garage Replacement</td>
<td>85' x 125'</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Facility Management &amp; Maintenance</td>
<td>85' x 125'</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Campus Supply</td>
<td>85' x 125'</td>
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<td>0</td>
</tr>
<tr>
<td>Campus Utility Plant (pumping station)</td>
<td>85' x 125'</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Sub-Total, Changes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Assumptions:**

1. The building locations and general use descriptions correspond to those described in the [Campus Master Plan Book](#). Building footprint sizes and number of floors correspond to the guidelines and principles for those described in the [Project Planning & Design Guidelines](#). Sections of the Master Plan. All square footage is calculated with the Space Needs projections; however, the Project Planning and Implementation section addresses this.
2. Parking needs are calculated at a 65% AADT (Average Annual Daily Traffic) efficiency ratio except for Maintenance, Facility Shops, and Utility Plant that are calculated at 80% efficiency.
3. Parking spaces are calculated at a 1:1 ratio of student to faculty and staff. Source: CFP.
4. Parking garage space needs are calculated for above-grade parking structures, at 355 gsf (gross square feet) per parking space for only the deficit of spaces needed. Source of garage GSF per parking space is Eden Ave. Garage data (680,000 gsf near 3,000 car, & 2,400 Spaces).
5. The student, faculty, and staff FIT population is calculated on the assumption that the campus's mission will not be dramatically different from what it is today. The FIT population is expressed as the number of persons that will significantly be impacted.

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January 22, 2010
4.2 Campus Buildings & Space

Provide the space required to serve the primary academic mission of RWC – i.e., the teaching and learning of students in credit courses/programs and the community service goals of the campus – within the carrying capacity and resource limits of the campus.

A. Use of Existing Space: Accommodate credit-hour enrollments and growing or new programs that meet the academic goals of the campus through a more intensive use of existing campus space within standards that are reasonable for the campus.

Objective
Align space use terminology and calculations with state and national standards described further in the Space Needs Assessment component of the Appendix and that are included in the Project Planning and Design guidelines chapter.

Objective
Utilize existing space, particularly classrooms and teaching labs, more closely within reasonable standards expressed in the Project Planning and Design guidelines. Considerations, where feasible, include increased use Monday through Friday 8-9 am and noon to 1 pm room, and on weekends.

Objective
Prioritize the assignment of existing or new campus space by the campus’ most mission-critical activities and by the land use goals of this Master Plan. An example of some of the highest priority uses particularly include the following, which are reflected in 4.4 Campus Land Use goals:

- Credit-hour activity and classrooms
- The assignment of ground floor spaces in campus buildings to heavy-use functions
- Centralizing the location of campus student service functions
- Maintaining and supporting the method of centrally-assigning and dispersing the location of faculty offices.
- Locating campus facility, grounds, maintenance, and other operational service functions to the perimeter of campus.

B. Condition of Existing Space: Improve the physical condition and functional performance of existing buildings that are the most critical to support the academic mission of the campus.

Objective
Remove existing space that is both no longer feasible to maintain, that is functionally obsolete, that presents health and safety risks to the campus and general public, and that does not provide or support the educational or community service needs of the campus.
Objective
Renovate and renew the oldest campus buildings that are also the most strategically-critical to the institution’s mission.

Objective
Maintain and support the most mission-critical functions of those users impacted by building and infrastructure renewal projects.

Objective
Establish a renewal fund for plant replacements and strategic renewals.

C. New Space: Construct new space to accommodate enrollment growth, the needs of faculty and staff, and the necessary institutional services in order to fulfill student achievement and to maintain and advance academic program quality.

Objective
Align space use terminology and calculations with state and national standards described further in the Space Needs Assessment in the Appendix and that are included in the Project Planning and Design Guidelines.

Objective
Utilize existing space, particularly classrooms and teaching labs, more closely within reasonable standards expressed in the Project Planning and Design guidelines. Considerations, where feasible, include increased use Monday through Friday 8-9 am and noon to 1 pm room, and on weekends.

Objective
Any new space will be designed to align with the projected needs in Part 3, the locations identified in the M20 and M10 Plans, and with the space allocation standards that are outlined in the Project Planning and Design Guidelines section of this Master Plan.

4.3 Campus Infrastructure & Technology

Provide the technology and infrastructure to serve the primary academic mission of RWC – i.e., the teaching and learning of students in credit courses / programs and the community service goals of the campus – within the carrying capacity and resource limits of the campus.

A. Maintain existing capacity, provide the necessary new infrastructure capacity and systems to support enrollment-driven needs, and meet the requirements of today’s energy and systems standards and the goals of campus sustainability initiatives as they are further developed.

Objective
Existing physical plant and any new improvements must meet state-mandated requirements for energy conservation, particularly those required to be met by 2014. Strategies for this include plans necessary to offset fuel price increases.
Objective
Develop and implement improvement programs to sustain campus IT and infrastructure.

Objective
Develop and implement repair, improvement, and replacement plans and strategies for the oldest systems that support mission-critical campus operations; and coordinate the implementation of these strategies with the campus’ long-term investment, space, and academic needs. The evaluation and introduction of new or expanded systems and technologies should also be similarly coordinated as infrastructure is re-developed.

Objective
Develop and ensure an adequate redundancy plan for the most mission-critical systems of the campus. These include but are not limited to systems that support teaching and learning functions, faculty and student services, campus-wide IT and networks, and program-specific needs to be determined.

Objective
Plan for and ensure connectivity among campus functions and to the Uptown campus.

B. Identify the condition, capacity, and limitations of current campus Utility, IT, Life Safety, and other systems; and delineate systems-specific requirements to support future campus needs, to meet institutional and other regulatory requirements, and to anticipate fuel and other resource limitations. Coordinate these evaluations and recommendations with pertinent elements of the University of Cincinnati system.

C. Design future projects to minimize energy and water consumption and wastewater production, to meet Campus Sustainability guidelines, and that support the other goals of this Master Plan including those that respect the natural features of the campus and that can be part of the campus experience.

4.4 Campus Land Use

Develop the campus to efficiently utilize the existing land that is available; locating buildings and uses that are suited to and that support each other and the ability of the land to accommodate them, and in a manner that enhances the unique features of the landscape and that foster the intellectual and collaborative endeavors of the college in pursuit of its goals.

A. Retain and reinforce the contiguity of the core academic enterprise—particularly mission critical credit hour academic programs, academic support programs and student service functions— in order to encourage interaction and exchange between students, faculty and staff.
Objective
Prioritize space in the campus core for assignment to mission-critical credit-hour general education programs, and for assignment to academic support and student service functions. For example, locate support services / amenities such as bookstore, food service and other amenities in a central location that are accessible and provides an attractive destination for students and staff, perhaps incorporating outdoor plaza space.

Objective
Accommodate new and growing academic programs by first using existing university-owned buildings more intensively. Consider, for example, expanding teaching times.

Objective
Accommodate new and growing academic programs by considering – where feasible - additions to existing campus buildings within the core, using the space distribution guidelines described in this document.

Objective
Prioritize land immediately adjacent to the core for other programs that require proximity but that can be located further from the core.

B. Ensure an appropriate distribution of space on campus, matching the type of space to the campus function best-suited to the use of each campus district or zone.

Objective
Prioritize the assignment of space at the Annex for programs that do not require the services of the larger campus operation or that can function self-sustaining without the need for the larger campus.

Objective
Prioritize the land along the Community Interface to campus uses that are less central to the campus’ academic mission, but that are crucial to maintaining access to the college’s mission.

Objective
The Campus Core should be preserved as a pedestrian environment while the North Loop Road, South Loop Road, and Vehicle-to-Pedestrian Interfaces will be preserved for vehicular access, parking, campus support services, and cultural or recreational functions.

Objective
Prioritize land and space outside the Campus Core for assignment to programs that are not as central to the campus’ credit-hour mission but that engage the students, faculty, and staff in teaching, student advancement and matriculation, and the quality of the college experience.

Objective
The North Woodland and South Woodland areas of campus will be protected as natural preserves with the possibility of development limited to supporting the
Campus Districts

Legend
- Academic
- Community Interface
- Vehicular and Pedestrian Transition
- Preservation Area

North Woodland Preserve
Campus Core
South Academic Quad
South Woodland
educational needs of the campus, and for use as a system of developed trails for both the campus and the community.

Objective

The Wooded Glen possesses features that are reminiscent of the campus’ earliest beginnings as farmland and provides opportunities for campus and community interaction. This area should be prioritized for use by campus and community cultural activities. Existing farm buildings that are both appropriate and feasibly serviceable to support these uses shall be protected and maintained.

4.5 Land & Space Acquisition

Accommodate future growth in both campus space and parking through more intensive use of existing university-owned land.

4.6 Access to Campus

Provide access to and throughout campus to achieve the goals of the academic plan, to more fully utilize the campus, and to support the full engagement in the life of the campus.

A. Vehicular, Transit, Pedestrian, and Bicycle Access to Campus: Ensure that existing campus entries and exits continue to adequately support the volume of traffic and the types of transportation necessary and within the limits of campus capacity.

Objective

Monitor and evaluate campus access points and routes to determine if current and future traffic volumes can be handled adequately and safely as the campus grows.

Objective

Vehicular circulation routes should be simple and provide easy maneuverability to access parking, drop off, and service areas. Circulation routes should minimize vehicular and pedestrian conflicts.

Objective

Vehicular access within the campus core should be minimized, yet service access to buildings should be accommodated in an efficient manner, preferably to-the-door.

B. Campus Parking: Ensure an adequate supply of parking to meet the academic mission of the campus; and locate and configure spaces to ease student schedules and needs, to minimize conflicts between vehicles and pedestrians, and to support other goals of this Master Plan including those pertaining to both land use and space.
Objective

Ensure that strategies for providing campus parking are coordinated with those strategies for providing space and services to students and faculty and for maintaining safe access to campus. In addition, the development of additional parking should be coordinated with future parking demand that is associated with enrollment projections, and with available transportation modes and volumes; and should be developed in conjunction with feasible strategies for financing any new parking construction.

Objective

Reduce demand for parking through incentives for alternative travel modes. Work with area transit providers and community leadership to identify adequate transportation improvement opportunities, and to improve services to campus.

Objective

Prioritize the assignment of the closest campus parking spaces in the following order: To visitors, those with disabilities, students, and visiting faculty. Parking spaces for those with disabilities should continue to be located as close to each building as practicable to ease movement into campus.

Objective

Replace and consolidate existing campus parking that is displaced by campus projects and priorities.

Objective

Provide new parking to align with the quantities and needs identified in Part 3, with the allocation standards in the Project Planning and Design Guidelines, and with the locations shown in the M20 and M10 plans.

C. Ensure that campus signage and wayfinding are geared first to the campus visitor, that they are clear and designed to reduce both ambiguity and congestion, are kept up-to-date, and are coordinated with campus branding strategies.

D. Ensure that campus pathways are safe, adequately distributed for pedestrians and for those with disabilities, and that enhance and feature the best qualities of the campus environment and provide opportunities to connect the campus to the neighboring community.

Objective

Provide a variety of pathways to and from campus that will equitably distribute pathways in a manner that supports and respects the character of the specific qualities of the district or zone of campus.

Objective

Provide and support access to the campus for the residents of Blue Ash. This includes pathways along Plainfield Road, and from within the South Woodland Preserve.
E. Provide and ensure support for extended weekday and weekend access to
campus buildings and faculty and staff offices, to classrooms and to classroom
scheduling, to central campus information systems, and other “everyday”
campus systems.

Objective
Provide access and entry to campus buildings and spaces while mitigating the
risks to campus and building occupant security. The priority for installing
systems such as card readers should be placed on all buildings that house
student services, teaching and instruction, and faculty offices.

Objective
Provide access and entry to campus information technology that supports the
use and utilization of campus buildings and spaces; that support student
services, and faculty course and teaching preparation; that allows non-logon
access of the campus web and wireless technologies; and that integrates
campus IT architecture with the needs of the students, the faculty, and with
the larger systems at the University of Cincinnati. Priority should be placed on
such systems as an integrated classroom and teaching lab scheduling system,
improved campus web access, email integrated with the University of
Cincinnati system, and integration of cell phone technology objective.

4.7 Campus Character and Image, and the Experience of the
Campus

Improve, maintain and enhance the first-impressions and character of the
campus for the student, faculty, staff, and visitor experience.

A. Clarify and enhance the arrival hierarchies and sequences to campus:

- Clarify principle access points to campus parking areas. Visual connections into
  the campus core from strategic points on campus such as the Plainfield Road entry
  sequence / procession and from buildings that front onto the campus core should
  be created or enhanced.

- Provide enhanced language along the Plainfield Road frontage so as to improve
  the introduction to campus as one approaches from northbound and southbound
  Plainfield Road.

- Distinguish between a campus “main” entry from “secondary” entries.

- Types of parking should be clarified by their hierarchy of location on campus:
  Vehicles along outer-most lots and garages, visitor parking closest to principle
  campus administrative and student service functions, service vehicle parking
  closest to building service docks, bicycle pathways and parking identified
  separately from pedestrian paths and zones and near building entries.

- Clarify transit drop-off zones.

- The campus entry sequence should be more celebratory with UC branded
  elements such as floral installations and or additional trees along the entry drive /
  island and use of other techniques.
• Directional and campus wayfinding should be located at principle decision-making nodes, and should clarify principle campus operations from a new visitor’s perspective.

B. Clarify and enhance the transition from the car or transit, to being a pedestrian on campus.

• Pedestrian connectivity and pathways from parking lots to the campus core and throughout the campus should be logical, safe and attractive.
• Access from parking lots and garages to campus buildings.

C. Clarify, sustain, and enhance the hierarchy of how one progresses within the campus, and highlight principle campus destinations, or “anchors” and “landmarks” from all other campus functions.

Objective
Enhance the role that landscape elements and campus architecture have in creating, sustaining, and enhancing campus character.

Objective
Provide branded and appropriately designed and located (based on its context) signage throughout campus including gateway, directional, banners, wayfinding and other signs.

D. Promote and expand opportunities to engage students, faculty, and staff in the day-to-day experience of the campus culture and environment by taking advantage of the opportunity that Places of Interaction, Linkages between Buildings, and the Assignment of Ground Floor spaces in campus buildings and clear Main Building Entries can provide to activate the campus.

Objective
Places of interaction will be created at key nodes of activity.

Objective
New buildings should be situated / placed, their physical characteristics and architectural style and articulation contribute to a critical mass of functions on the site that they occupy, allow for the shaping and activation of exterior spaces, and sustain the image and character of the campus. All design guidelines and programs for new buildings will follow the guidelines in the Planning and Project Design Guidelines chapter of this Master Plan.

Objective
Main building entries should be clearly demarcated and celebrated so that they contribute to the function of the building on the site, and are clearly identifiable by their mass, lighting, and other site and architectural characteristics.
E. Take advantage of the natural extension of activity that Open Spaces, Places for Formal and Informal Recreation, and the role of the landscape both natural and man-made can provide:

**Objective**

Preserve the principle Campus Lawn, create additional smaller formal open spaces to emphasize principle and important campus landmarks and central campus functions, and create new informal open spaces to support outdoor programming at places of Interaction.

**Objective**

Preserve the existing outdoor fields for both campus and community use and look for ways to incorporate future places for formal and informal recreation in the development of the campus.

F. Respect, preserve, and reinforce the best of the campus’ natural and suburban character, particularly those that are both unique and of high-value to the campus.

**Objective**

The North Woodland and South Woodland areas of campus possess natural woods and riparian features that are both unique to the campus in their current natural state, are necessary to the natural mitigation of stormwater, and are difficult to develop for buildings but that offer significant educational, recreational, and community potential. This is not to say, however, that these areas are not to be used for the campus or community, and these are discussed in the Land Use section of this chapter.

**Objective**

Several areas of campus possess natural features that provide a buffer to the community, that enhance the pedestrian’s experience of the campus, or that are more remote from the center of campus but that possess features of the campus’ early history. Areas such as the Community Interface, Wooded Glen, and north and south access roads – while used by the campus – should be preserved for those opportunities that enhance these characteristics. These are discussed in the Land Use section of this chapter.

**Objective**

Implement an ongoing program of investment to enhance and to preserve the woodland and riparian features of the campus and to support the investments made in landscaping.

G. Ensure that each new project and maintenance program not only respects but enhances its campus and suburban context, and contributes positively to the image and experience of UC Raymond Walters as a whole.

**Objective**

The Project Planning and Design Guidelines in this Master Plan have been created for this purpose, and will be used for all projects.
H. Respect and reinforce branding opportunities in a manner that are tailored to their specific context and function, that are consistent with the academic goals of this Master Plan, and that are sensitive to the suburban context of the campus.

4.8 Campus Sustainability

Practice environmental stewardship and sustainability in campus maintenance and new capital investment by planning every new project as an example of resource conservation and environmental stewardship.

A number of the goals within this section are also repeated in the Strategic Investment or in other sections of this chapter because they are considered integral to achieving an effective strategy for a sustainable campus.

Objective

Incorporate sustainable design principles into capital and maintenance investment decisions.

Objective

Base capital investment decisions on life cycle cost, including the cost of known future expenditures.

Objective

Design new projects to minimize carbon emissions, energy and water consumption, and waste-water production

Objective

Develop and incorporate a storm water management plan so that new projects will minimize the impact to the existing storm water management systems downstream and will enhance the campus’ ability to benefit from the retained water flow.

Objective

Develop a campus standard for sustainable design that is specific to the campus and facility inventory and that responds to and incorporates the recommendations of UC’s Presidents Advisory Council on Environmental Sustainability (PACES). Unless specified otherwise, new campus buildings will be designed to a standard equivalent to LEED’s current certification for a “Silver” designation. New laboratory buildings must also meet this standard and those of LABS 21 environmental performance criteria. All new buildings must be designed to allow the institution to reduce its energy consumption by 20% by 2014 and the criteria of HB 251, and must aid in reducing the institution’s expenditures for fuel.
4.9 Strategic Investment

Plan every new capital and maintenance project to represent the optimal investment of land and capital in the future of the campus.

A number of the following policies are also repeated in the Campus Sustainability or other sections of the Master Plan Goals because they are considered integral to achieving an effective strategy for strategic investment.

Objective

Develop an investment plan to support the renewal of strategic campus facilities and infrastructure, to support a land management and maintenance plan for those areas of campus to be preserved, and to sustain and enhancing mission critical infrastructure systems and systems redundancies.

Objective

Consider a range of alternative solutions in capital investment decisions. Generally, the set of options should include retrofit, renovation, adaptive reuse, replacement, relocation, and – if relevant – noncapital solutions such as reorganization. Options should also consider alternative models for project delivery, and sustainable design features.

Objective

The decision to build a new campus building must also consider the cost to build and operate the requisite number of parking spaces.

Objective

Utilize funds wherever possible to improve or construct University-Owned property in support of the goals of this Master Plan rather than to improve non-University owned property.

Objective

Base capital investment decisions on life cycle cost, including the cost of known future expenditures.

4.10 Master Plan Implementation

Assure a coordinated phasing of future campus development and improvements in order to accomplish the goals of this Master Plan, and to ensure the optimal use of available land and capital resources.

Objective

The development and implementation of all projects should directly correspond to and further the goals of this Master Plan – including those pertaining to land use, campus zone/districts, and building locations - and the plan framework described in Part 5 - Campus Development Framework and Plan.
Objective
Coordinate renovation strategies to minimize disruption where feasible to current building occupants.

Objective
Projects and the implementation of them must include all requisite, supporting, and impacted campus functions, utilities, and buildings and spaces as part of the concept development and evaluation of the project.

Objective
Relocate and or maintain occupants and campus operations that are affected by renovations.

Objective
Implementation strategies, and the manner in which they are executed, must ensure continuity of the Master Plan.

Objective
All capital and maintenance projects and must follow Part 8 - Project Implementation and Logistics of this Master Plan.