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Appendix: Traffic Data
Master Planning Team

**Weber State University - Steering Committee**
Paul Thompson, President
Allen Simkins, Vice President of Administrative Services
Norm Tarbox, Vice President of Administrative Services
Craige Hall, Associate Vice President for Administrative Services
Don Gardner, Chief Information Officer
David Eisler, Provost
Ann Millner, Vice President of University Relations
Anand Dyal-Chand, Vice President of Student Affairs
Marie Kotter, Faculty Senate Representative
Michael G. Perez, Assistant Vice President for Facilities Management
Gloria Perez-Jensen, Professional Staff Advisory Committee Rep.
Jeff G. Martinez, Classified Staff Advisory Committee Representative
Steve Starks, WSUSA President 2001-2002
Brody Barnes, WSUSA President 2002-2003
Addy Hall, Ambassador

**State of Utah - DFCM**
Blake Court, Lead Program Director

**Gould Evans Associates**
Glen LeRoy, Principal/Lead Facilitator
Becky Hawkins, Principal/Planner
Kurt McGrew, Senior Associate/Planner
Ryan Hales, Fehr & Peers Associates, Transportation Consultants
OVERVIEW

Weber State University is a four-year institution of higher education located in Ogden, Utah. Its focus is providing undergraduate and selected masters programs of the highest quality. WSU offers over 200 separate degrees/programs -- the largest and most comprehensive undergraduate program in the State of Utah. The University has a student body of 17,000 drawn predominantly from the Wasatch Front, but also including students from 50 states and 34 foreign countries. WSU takes pride in its student-centered environment for learning and believes that quality undergraduate education is founded upon close associations between faculty and students.

Weber State University is a comprehensive university providing lifelong learning opportunities for a diverse spectrum of students both on and off the main campus, capitalizing extensively on partnerships with private companies and public agencies in the region. Its 48 buildings on 426 acres (Main Campus/DEC/University Housing) house abundant classrooms and laboratories, excellent student computing facilities, outstanding performing arts auditoriums, a spacious library, and a well-equipped health and fitness center. In addition to its Ogden campus, WSU offers courses throughout the state and Intermountain West. An area of continued growth is WSU-Davis, which provides instruction to students at its Layton campus and in Davis County high schools.

Through nearly 50 departments and programs in seven colleges, Weber State University offers undergraduate education in the arts, humanities, and natural and social sciences, plus applied technology and professional programs in the allied health professions, business, criminal justice, education, applied sciences, and technology. Masters degrees are available in accounting, business administration, education, and criminal justice. The First-Year Experience program helps new students adjust to the university community. An active Honors program challenges the best of students, while a variety of support services aids those with particular needs. A wide range of co-curricular activities complements academic studies, including student government, intramural and intercollegiate athletics, and award-winning performing arts groups.
The Weber Stake Board of Education of the Church of Jesus Christ of Latter-day Saints founded Weber State University in Ogden, Utah, as Weber Stake Academy on January 7, 1889. The 1933 Utah Legislature established Weber College as a state junior college and placed it under the control of the Utah State Board of Education. Following World War II, the college outgrew its downtown campus and moved to the present 426-acre site, dramatically perched on the mountainside overlooking Ogden and the Great Salt Lake.

In 1959, the Legislature authorized the addition of upper division courses, leading to award of the first baccalaureate degrees by Weber State College in 1964. In 1969, they created the Utah System of Higher Education, comprising nine public institutions of higher learning, including Weber State College. A State Board of Regents governs the system, and each institution has its own Board of Trustees. The governor appoints members of both boards.

In 1990 the state legislature renamed the institution Weber State University, effective New Year's Day 1991, appropriately symbolizing its role as Utah's premier public, undergraduate university.
RECOMMENDED MASTER PLAN

PLANNING PROCESS

METHODOLOGY

Gould Evans facilitated a series of workshops or "charrettes", on campus and involving a broad range of participants from the university community. Three charrette sessions and a campus-wide public meeting were held. Participants ranged from a steering committee composed of representatives appointed by the university president, but individual and focus group meetings were also held with a broad spectrum of the campus community to gain additional input. An initial "brainstorming" process capitalized on the multiple talents and ideas from all master planning team members.

Campus issues, priorities, and goals were established through a variety of interactive, participatory techniques. These exercises allowed all participants in the process to openly share information, discuss differences, and come to a general consensus on the recommended master plan direction. In addition, the university provided Gould Evans a series of reports, i.e. ISES Facility Condition Analysis Report for several buildings, Stadium Master Plan, Union Master Plan, Housing Studies, Fault Studies, etc. providing critical background information to the team.

Meetings took place over a three-month period. The first charrette was held on February 12 and 13, 2002 at Weber State University. The purpose of this two-day charrette was to brainstorm issues and priorities, as well as establish goals. A number of key issues were defined and discussed at length. The second day focused on presenting the findings from the various focus group discussions and reviewing the common issues and priorities developed. Each participant was asked to share his or her vision for the future of the campus. The visions were collected and analyzed as part of the alternative development phase.

The Master Plan Steering Committee met again on March 11 and 12, 2002. The intent of the two-day session was to develop a preferred direction from the alternatives presented. In the first day, Gould Evans presented the Steering Committee with four distinct alternatives that were based on the key issues and priorities developed in the previous charrette. Strengths and weaknesses were discussed and preferences were established to assist in developing an agreement on a single master planning direction. During this charrette session, Gould Evans also met with the Board of Trustees to gain their insights regarding the future of campus development.
After the second charrette, several additional meetings took place including a presentation to the Alumni Group, a presentation/discussion with the National Advisory Committee, a discussion with Facilities Management, Pineview Water Systems and a meeting with the Ogden City Planner.

The third and final charrette was held on April 16, 2002. The intent of this session was to refine and affirm the preferred direction established in the second charrette and to discuss project priorities. Gould Evans also presented recommendations for modified/enhanced design guidelines.

On April 29th, a Town Hall meeting was held to present the draft recommended master plan and provide the campus community an opportunity to comment and provide input.

On June 26th, a review meeting was conducted to review the final draft master plan report.
Campus Issues and Priorities

Through the charrette process and focus group meetings, a number of key planning issues emerged. Through a series of exercises, several issues were regarded as higher priorities. These issues became critical in the development of master planning goals. Prioritized issues are grouped into five broad categories and are described below. Categories include parking and circulation, pedestrian movement, the creation of campus hubs, property acquisition, and existing building conditions.

Parking and Circulation

There are significant problems entering and exiting campus from Harrison and other streets, particularly at the 4100 South intersection. There is not ample room for 'queuing' and an inadequate roadway capacity for both ingress/egress, with egress notably more difficult for the campus around the noon hour. Charrette participants also cited problems with both the Dixon Drive intersection, as well as the Edvalson intersection. While the campus shuttle system is very successful, there is a need to study the shuttle route/system, which was initially started with two used school buses more than a decade ago.

Parking is also perceived as a problem on campus with both students and faculty sharing concerns about cost and quantity. As a commuter campus, a typical student may come to and from the university several times throughout the day. There is a desire to park as close as possible to the campus destination. Yet, parking near the campus core is not always abundant, particularly during peak hours. The University is considering the purchase of the adjacent IHC property to the west, across Harrison. There was some discussion on the availability of using this property for additional parking. Several participants expressed concern about transporting students safely from the IHC property. There was also some interest in purchasing adjacent homes and incorporating on-campus parking in these locations, rather than at the more remote IHC site.
Several master plan participants felt it was important to look at the parking issue in a broad and forward-looking manner. They suggested that future parking should be ample, but must also be sensitive to preserving and maintaining 'green space' on campus -- with a balance between the two.

It is desirable to have better Utah Transit Authority connections to Weber State. There are several transit drop off areas, accessed primarily by both north and south incoming students. The University desires to have additional ones located on the southside of campus. Additionally, the University would like to provide a campus connection to the new intermodal HUB located downtown.

**Pedestrian Movement**

Weber State University is a commuter campus that is situated on a hillside. Both of these factors lend to its development as a pedestrian-oriented campus. Participants in the planning process debated the relative merits of commuter and pedestrian campuses. They concluded that Weber State should focus its efforts on becoming more pedestrian-friendly.

The participants felt there is a strong need for additional sidewalks and lighting on roadways, in parking lots, and along pedestrian spines throughout the campus. Dixon Drive was cited as a potentially hazardous road for pedestrians.

Accommodating people with disabilities was cited as a key issue. Some stairways on campus are regarded as too narrow. Icing on this hillside site is also a concern, both on stairs and along pedestrian walkways. The campus has made tremendous progress to accommodate the needs of the mobility disabled, but natural slope conditions continue to present challenges.

Dixon Drive was expressed as a concern for pedestrians as were many other areas on campus. Crumbling sidewalks, narrow walks, ice, etc. contribute to the concern over pedestrian safety. It should be noted that there is a sidewalk repair and replacement program currently underway.

Outdoor amenities, such as benches, receptacles, shaded sitting areas, and smoking areas are regarded as poor. There is a strong need to develop outdoor gathering places (or hubs) that draw students together. There is also a need to develop better pathways to connect the Dee Events Center and the new housing development to the south with the main campus.
Currently, according to the master plan participants, the pedestrian spine system does not work as well as it should. To operate more effectively, it should better connect major activity centers.

All participants identified the best current example of a hub as the Stewart Bell Tower Plaza. Located at the heart of the campus, it is surrounded by the Stewart library, Shepherd Student Union, and Buildings 2 and 3. The area is paved primarily with concrete. Students sit on steps or walls without benches, trees, or shade. It is generally agreed that this is an appropriate location, but amenities to promote human activity need to be incorporated.

Several other locations were discussed as potential secondary hubs:

- The sidewalk system that connects A2 parking to the Science Complex. Sidewalk system needs to be enhanced in this location.

- East of the Wattis Business and South of the McKay Education Buildings. Currently, few pedestrian amenities exist to promote this location as a campus hub.

- East of the Social Science Building. Many students gather currently at this location. A more sensitive and pedestrian-oriented design can enhance this hub.

There is a perceived need to create a 'sense of place' on campus that is maintained during the winter months, particularly when the temperature is 30-40 degrees Fahrenheit. The mountain setting is desirable and students want to utilize the outdoor environment,
There is also a strong impetus to create an indoor gathering space that has a strong connection to the outdoors. The south side of the Shepher Student Union promotes this, and it could help support a major hub at that location. Many improvements have been made recently to the Shepher Student Union that have increased pedestrian traffic substantially. The Shepher Student Union master plan addresses the desire to enclose the breezeway in order to create an indoor hub that attracts and keeps students in the building. There is an opportunity to relocate functions and unify student organizations to assist in the development of this hub.

While the Stewart Library is located at center campus, its main entrance is visually unwelcoming to pedestrians. To gain access from the Stewart Bell Tower Plaza, one must climb steep stairs. There is vertical separation between the major indoor activities and the acknowledged outdoor hub.

The Collett building has been vacated. A technology, teaching and learning center will be developed in this location that will provide 24-hour support for students, faculty and staff. The renovation of this facility, if its entrances are addressed appropriately, can contribute to the development of a more pedestrian-oriented campus environment.

Property Acquisition and Campus Expansion
There is a great deal of discussion from some members of the community to purchase the IHC property to the west for campus expansion. It is the only large parcel of land available in close proximity to the campus. At this point, there have been no decisions on how to use the land, only that it is a critical purchase to better assure future flexibility for University growth. In the short term, land may be used to help alleviate parking demands created by enrollment growth.

Concerning the long-term disposition of the property, there have been discussions about corporate ‘partnerships’ and the creation of multi-use facilities that support the academic mission and public services roles of the university.

As a condition of acquisition, IHC will demolish all buildings on the property, with the exception of the parking garage and the Lawrence Dee Wing, east medical office building. They will keep and utilize the Dee Wing and 4 acres of adjacent parking to the east. This will leave the parking garage and 20 acres of land for the University.

The Avondet property is located near the Dee Events Center. It is owned by the University and, when no longer needed by the current resident, it will revert to the University. There are 10 acres in this property. Due to seismic constraints, this site is proposed for open space or low intensive uses.

There is also a continued need to provide a buffer between campus and residential neighbors. As housing becomes available at the edge of the campus, the University will continue to purchase them on an individual basis.
EXISTING BUILDINGS

Last year, University buildings were the subject of an ISES Building Analysis commissioned by the State of Utah, Division of Facilities Construction and Management. As a result of this analysis, several buildings were recommended for demolition or renovation. These recommendations became part of the charrette process discussions. As master plan implementation occurs, more detailed analysis and policy discussions must occur with a campus sub-committee formed to recommend the future disposition of these buildings. ISES Building recommendations included:

Buildings Considered for Demolition

- Buildings 1-4
- Existing Residence Halls - 4 buildings

Building Considered for Demolition or Major Renovation

- Campus Services
Buildings Suitable for Major Renovation

- Collett Building
- Swenson Building
- Shepherd Student Union

Building Considered for Moderate Renovation

- Stewart Library
Master planning goals were derived from an evaluation of the key issues and priorities as determined during the initial charrette and accompanying interviews. They are described as follows:

**Integrative Planning**

The development of a college campus represents an historical continuum. The Weber State recommended master plan must integrate previous and current planning efforts, as well as current and proposed construction and renovation efforts. Additionally, a master plan is comprehensive in scope. Decisions and concepts about one planning element, thus, should be consistent with decisions concerning related elements.

**Accommodating Growth**

The recommended master plan should consider realistic projections for campus growth concerning the anticipated number of students, the amount of property needed, and the facilities required to accommodate those needs. The IHC property and other potential land acquisitions should be woven into planning strategies, as well as the ongoing development of residence halls.

**Conceptual Direction**

The recommended master plan should give clear conceptual directions for where and how to develop. A master plan should present the University and its constituents with concepts for campus circulation and connections, the location of campus hubs, building location and massing, the creation of entrance “gateways,” and other relevant features.

**Systems-oriented**

A university campus is composed of a series of overlapping systems. The Weber State recommended master plan should consider the influences of automobile, transit, and pedestrian movement systems, infrastructure systems, an open space network, and a wayfinding/signage system.

**Political Sensitivity**

The recommended master plan should address the concerns of a number of significant constituencies. Interested parties include a variety of campus groups and organizations, the steering committee, the broader community, faculty, staff and students. For many of the campus groups, the plan must recognize the ongoing dialogue that has taken place regarding campus planning and building issues, along with the perception of promises made.

**Funding**

Implementation of the recommended master plan will involve funding from public and/or private sources. Thus, the recommended master plan should be developed in a manner that is easily understood, both in content and graphic form, to assist in funding and in fund raising efforts.
Alternative scenarios were prepared for review and discussion with the master plan steering committee. The role of alternatives was not to merely select a single scenario as a direction, but rather to review their assets, liabilities, and ramifications. In analyzing each alternative, members of the steering committee suggested ways that the best assets of a scenario could be woven into a single, preferred direction. For purposes of identification during the discussion, each alternative was identified by a name that described its essential characteristic.

The primary determinants that differentiated scenarios were: the nature of the campus loop road, the amount of property acquisition required, the compact or extended nature of campus facilities, the location of proposed uses, and the relationship and connections between the north and south campuses.

Common attributes for the alternatives were the Weber State University owned Avondet property and the presumed acquisition of the IHC property, as well as a more defined series of pedestrian connections. These included the designation of the Stewart Bell Tower Plaza as the primary campus hub. Also, each scenario included a potential route for the campus shuttle.

**INCREMENTALISM**

The concept of incrementalism can be best described as a series of expedient decisions, each made for a valid reason, but not in conformance with an overall master plan. While each decision is internally consistent, the end result of compounded decisions may not be optimal. The current process of decision making at Weber State University can be generally described as incremental in nature.
In an incremental approach, a completed loop road is implied, much as it is now. Under current conditions, the loop road virtually disappears into a parking lot on the western side of the stadium. It is possible to circumnavigate the campus, but the path is neither clear nor dedicated. It is not conceived under a fully incremental approach that funding for a complete and dedicated loop road would be a campus priority.

Basic uses in this alternative would remain in their existing locations, including existing playfields, housing locations, and parking areas. If buildings were slated for demolition, their replacement facilities would consist of the highest priority functions determined by the University, regardless of their location or proximity to complementary uses. Future building zones would be selected, based on available vacant land or the projected removal of buildings slated for demolition.

As the campus open space and pedestrian network has been identified as a priority, pedestrian spines, plazas, and hubs would be enhanced. This network would, however, be concentrated along the current internal pedestrian zones in the heart of the campus.

Finally, the University would continue to acquire property along its periphery as buffer zones. In most cases, these properties would be used as small, residential conversion annex buildings or removed in favor of small peripheral parking lots.

**Key Assets**
- Easy to implement / It is the current trend
- Incremental and easily understood for each project
- Lower initial cost in most cases

**Key Liabilities**
- Campus image & wayfinding are only minimally enhanced
- Auto/pedestrian conflict still exists along perimeter loop road
- Political question regarding land acquisition at the campus periphery
- Does not represent long-range thinking
**Compact Campus within the Loop**

The "Compact Campus" concept suggests the maintenance and enhancement of the existing loop road and construction of new buildings within that loop. This alternative would ultimately lead to the creation of a more compact and pedestrian-oriented campus. Within this scenario, a dedicated loop road would be completed either west of the stadium or linked with Skyline Drive, east of the stadium.

The pedestrian network would be extended to the south, serving a new and more intense, mixed-use student-housing enclave. The intent of this alternative would be to place more residence halls near the heart of the campus, creating a 24-hour-a-day campus atmosphere. Since much of this new development would occur on the southwestern athletic field, new replacement fields would be provided on the site of the main campus's current campus housing.

New buildings would be placed on either current vacant sites or through the replacement of buildings slated for demolition.

**Key Assets**
A more "walkable" campus  
A mixed-use, more active environment  
Greater density and the conservation of land assets  
A dedicated, completed loop road  
A larger, more contiguous athletic field complex

**Key Liabilities**
The difficulty in meeting parking demands in a compact campus  
Athletic field uses across the loop road create safety concerns  
No land acquisition proposed, creating a land-locked campus
This scenario builds on the concept that Weber State University consists not of one campus, but rather has two non-contiguous campuses. The northern campus is the home of the academic programs, administration, student services, and a portion of the athletic programs, while the south campus houses the activities at the Dee Events Center, a significant parking facility, and a major student housing presence.

Currently, there is a great separation between the two campuses. This concept, therefore, suggests that this separation be lessened. To facilitate this goal, the two campuses would be strongly linked with pedestrian, bicycle, and transit connections. The residential facilities on the main campus would be demolished in favor of a consolidated playfield complex, and all residential buildings would be relocated to the south campus. This would create a “critical mass” of residential tenants that would support a variety of services and contributing to the creation of a student-based “neighborhood.”

On the north campus, the loop road would be completed with a stronger connection to the west of the stadium. Internal pedestrian connections would be enhanced, and more parking would be located along the perimeter loop to serve commuter-based students. If the IHC site were purchased, it would become a third campus component, the west campus. It would be programmed with consistent functions that complement, while not competing with the north and south campuses. It would also be served by extended pedestrian, bicycle, and shuttle connections.
**Key Assets**
Removal of housing makes room for campus expansion
Expands parking on the north campus
Creates a significant student residential "neighborhood"

**Key Liabilities**
Student residences are more than one mile from the north campus
Pedestrian paths through existing neighborhoods may create political problems
Significant pedestrian/automobile conflicts at the stadium
Disruption and relocation

**ENLARGE THE LOOP**

This alternative assumes that the Weber State campus is landlocked and, thus, a larger campus needs to be developed. The acquisition of additional property and the creation of a wider loop road would facilitate this concept. This would accommodate all new development and parking within the loop, resulting in an atmosphere of greater safety and convenience.

In this scenario, the loop road would be extended to the north and south through property acquisition and consolidation, and it is extended to the east of the stadium onto Skyline Drive. This concept also anticipates the vacation of the 4100 campus entrance, creating a dominant campus "gateway" in conjunction with the IHC campus.
With a larger loop road, playfields would be consolidated, student housing would be extended, and new and ample parking would occur within the loop road's outer limits. Pedestrian spines would be extended to the loop road, linking all new buildings and parking facilities to the heart of the campus.

With an extension of the campus perimeter to the north, a closer linkage to the regional transit system may be achieved. The regional transit system would also interface with the campus shuttle to deliver commuters more easily throughout the campus.

**Key Assets**
Enlarged campus provides expansion capabilities
Provides additional parking areas
Minimizes pedestrian/vehicular conflicts
Strong pedestrian linkage between North/South Campuses

**Key Liabilities**
High cost of property acquisition
Cost of an expanded loop road system
Difficult loop road topography to the east
Campus size and topography tests the limits of “walkability”
Participants in the process valued the role of long-range planning and the ability to establish a "road map" for future campus development. They also recognized, however, that many decisions are dependent upon factors that are not fully under the control of the University. Many choices, thus, must be made incrementally.

The master plan steering committee, and others, who reviewed the process, came to several conclusions that profoundly influenced the direction of the recommended master plan. Comments can be categorized as follows:

**The Loop Road**

It is desirable to extend the loop road to Skyline Drive, if technically feasible, in order to complete a connected and well-defined perimeter roadway. It is recognized that steep slopes exist that make this connection somewhat problematic. A loop road location in the existing parking lot to the west of the stadium is not desirable. It is preferred; however, that the remainder of the loop road exists in roughly its current configuration because of cost considerations. There is the potential for Skyline Drive to become a major city roadway at some time in the future. Close coordination with the City of Ogden must be maintained in the development of the eastern loop road.

**Property Acquisition**

A massive expansion of land area as contemplated in the "Expanded Loop Alternative" is not warranted. It is recognized, however, that the acquisition of the IHC site is a high priority. It is also understood that additional buffer housing sites may be acquired, as they become available. Finally, it is acknowledged that additional property may need to be acquired to achieve other important planning goals.

**Student Housing**

Student housing should occur in two locations. The south campus should be developed for upper level and married student housing. Housing for freshmen students should be constructed on the site of the existing main campus housing. Safe methods for pedestrians to cross the loop road should be explored.

**Playfields and Green Space**

The Avondet property was acknowledged as a good potential site for open space development. Maintaining the primary playfields on the south end of the main campus was also considered to be important. Green space should be provided and visually enhanced at all main campus entrances, particularly along Harrison and at Linquist Plaza.
MULTIPLE SITE CAMPUS

It is acknowledged that the University has multiple sub-campuses. Currently, they consist of a north and south campus, but the purchase of the IHC site has the potential to create a third campus. It is important for each campus to maintain its own unique identity, but it is equally important for all sub-campuses to be effectively linked. It is advisable to utilize great care and political sensitivity if Taylor Street is developed as a formal connection between the north and south campuses. It was recommended that a connection along the canal right-of-way, owned by the Bureau of Reclamation, between campuses also be studied.

PARKING AND TRAFFIC MANAGEMENT

Campus parking is perceived by many as inadequate and poorly located. There are several locations where structured parking may be possible, because it fits well with the natural topography of the site. Structured parking is seen as a way of promoting campus density, while maintaining green space. Future feasibility studies will need to be undertaken, because structured parking is significantly more costly that surface parking.

Traffic management systems should be employed to effectively direct automobiles onto and around the campus. Traffic calming devices, such as speed bumps, stop signs, and other applications should be used where feasible to mitigate pedestrian and vehicular conflicts.

CAMPUS INFRASTRUCTURE

When new buildings are developed on campus, the campus central plant capacity, chilled water and steam, will be inadequate to meet the need. The infrastructure to support new and emerging technologies may also be insufficient, particularly in the creation of redundancies that can preserve the security of technology systems.
Wayfinding

Parking is regarded as easy to locate on campus. Signage for pedestrians and buildings, however, is regarded as poor. A wayfinding system is needed to remedy these deficiencies and to help create a more pedestrian-friendly campus environment.

A wayfinding system should assist in orienting people as they approach the campus by automobile, as pedestrians, or on bicycle or transit. Different types and sizes of signage should be designed for each of these situations. For example, automobile orientation begins at the "gateways" at the edges of the campus and leads drivers onto the campus and into parking lots. As drivers leave their cars and become pedestrians, the system ultimately directs them to parking "portals" as described in this plan. Bicyclists and pedestrians should receive similar orientation cues along sidewalk and trail entrance points, but at a scale that is suited to their slower mode of transportation. A similar pedestrian scaled pedestrian signage system should be located at major transit stops.

Once within the pedestrian network on campus, a series of directional signs, campus location maps, and kiosks should be provided for pedestrians. Larger scale building signage should be provided high on the building for long distance viewing. Smaller signage for pedestrians should be located at building entrances.
The recommended master plan direction for the Weber State campus was formulated as a result of input from the steering committee, focus group participants, and general campus and public participants. It is not the result of selecting one of the proposed alternatives, but rather it represents a compilation of the best or most acceptable concepts from all alternatives.

The recommended plan recognizes the existence of two strong sub-campuses, and potentially a third if the IHC site is acquired. This plan will require the strengthening of both transit and pedestrian/bicycle connections. The plan also suggests numerous enhancements to the entrance sequence onto the campus, movement around campus, gathering places or "hubs" on campus, and a proposed system for wayfinding. Finally, specific sites are suggested for development or redevelopment, and recommendations are made regarding potential uses for many of these sites.

A Three Site Campus

The recommended master plan proposes that Weber State University adopt a three-campus approach to future development. Brief descriptions of the master planning issues for each campus are provided below. A more detailed series of proposals follows this introduction.
The Main Campus houses academic and administrative functions, a portion of student residential life and student service facilities, and a portion the intercollegiate athletics venues. The Main Campus is relatively land-locked. Steep slopes bound it to the east, neighborhoods to the north and south, and Harrison to the west. Few vacant sites exist for new buildings, therefore, future expansion will often occur as a result of existing structure demolition or the renovation/adaptive re-use of existing buildings.

Of paramount importance to the Main Campus is the completion of the perimeter loop roadway. Its development will involve both financial and construction challenges, due to the steep topography to the east. Parking adequacy also presents a significant challenge. Although parking is adequate for the entire campus, much of the available parking inventory is located on the South Campus, at the Dee Events Center. This presents proximity problems for a campus that is predominantly commuter-oriented.

There is abundant green space, a picturesque pond, and several playfields on the Main Campus. The preservation of these spaces and the "green campus" character is considered to be important for the future of the campus. A pleasant pedestrian network also exists on the Main Campus, but the Campus is regarded as having relatively poor signage and wayfinding systems.

It is recommended that the Main Campus continue as the center of academic life, administration, and freshmen student living. Additionally, the Main Campus will continue to house the Alumni Center, and other public access functions.

The South Campus houses the Dee Events Center and Ice Sheet, a major parking area, and new student housing. There is also an existing "gateway" entrance from Harrison onto the South Campus currently referred to on campus as the "Marquee".
The new housing area is more than a mile from the heart of the Main Campus, and the North and South Campuses are not currently well linked for pedestrians and bicycles.

Key planning questions for this campus involve its ultimate functions, the creation of a "sense of place" for this student residential neighborhood, and the development of systems to effectively link the South Campus to the Main Campus.

The South Campus will continue to be the setting for major assemblies at the Dee Events Center and the Ice Sheet. In addition, it is proposed that housing for all upper division and married students should be located on the South Campus. The Avondet site is not well suited for building construction, due to seismic concerns. It is proposed that this site be developed as an athletic practice and intramural facility.

The West Campus (proposed) site is currently controlled by Intermountain Health Care, but the acquisition of this property is under consideration. If purchased, IHC will demolish all but one office building and the site parking structure, and intends to retain the office building and approximately 4 acres of parking. This would leave Weber State with approximately twenty acres of land west of Harrison.

Master planning issues for the potential West Campus site involve the linkage between it and the Main Campus, as well as finding the most appropriate long term uses for the site. Interim uses may also be proposed until a longer-term disposition can occur.
In the future, this site is best suited for uses that are associated with outreach to the broader community. Functions such as a business technology center, an applied research center, facilities that house University and corporate partnership programs, or a continuing education facility are considered appropriate. Interim uses may include overflow parking for special events, temporary open or recreational space, or land banking for future growth.

**Circulation and Parking**

Although residential life is a growing trend, Weber State will remain predominantly as a commuter campus. A contemporary university campus, however, cannot rely solely on the automobile for all transportation needs. Weber State should continue to develop and expand on a multi-modal transportation strategy. This strategy should employ automobile and parking access, transit, and pedestrian facilities.

**Roadways**

**Completion of the Loop Road**

The completion of a full perimeter loop road on the Main Campus is considered a high priority. Its completion will allow high quality access to all points on campus. Currently, the roadway is complete along the northern, western, and most of the southern edges of the Main Campus. It dissipates into a parking lot to the west of the stadium.

The preferred alignment is a connection to Skyline Drive, east of the stadium. In order to accomplish this connection, a significant topographical change must be negotiated. The adjacent diagram illustrates several preliminary alternative alignments that have been examined. More detailed engineering studies will be required, and roadway slope variances may need to be sought.

**A New Main Entrance**

Currently, there are four entrances onto the Main Campus from Harrison. The 4100 South entrance, a signalized intersection, has the heaviest traffic volume on Harrison. It is also the subject of significant congestion and complaints. The potential acquisition of the IHC property and the creation of a West Campus will require the realignment of entrances. This will allow direct, signalized access to be achieved across Harrison between the Main Campus and the West Campus.
It is proposed, therefore, that the 4100 South intersection be closed to traffic from Harrison. This will allow for the consolidation of Main Campus access points from four entrances to three entrances on Harrison. The major campus entrance gateway along Harrison should then be located to a realigned and signalized entrance at the south side of the IHC site. A secondary realigned entrance should be developed at the northern edge of the IHC site. The northern Main Campus entrance at Edvalson and Harrison should remain at its existing location.

The development of a new main entrance will address several issues. A current problem at 4100 South exists because of the complexity of the intersection and inadequate stacking space for automobiles turning onto Harrison from campus. The proposed realignment represents a simpler movement pattern, and it has a greater stacking capacity. The proposed new entrance will also deliver motorists closer to the center of the Main Campus rather than at the periphery. This will facilitate a more equal distribution of traffic onto the loop road. Finally, the new entrance represents a more aesthetic approach onto the campus. It places motorists with a panoramic view of the hillside campus, as well as a commanding vantage point to the Lindquist Plaza.

Traffic Calming
Traffic calming devices should be utilized whenever automobile and pedestrian conflicts exist. Clearly marked and signed pedestrian crosswalks represent a basic form of traffic calming. An important location for this treatment is linkage between the housing and academic districts on the Main Campus, across 4100 South. Whenever feasible, the curb line should be extended into the roadway parking lane at the crosswalk to decrease the conflict distance.

Another form of traffic calming is the roundabout. A roundabout is a circular roadway that accommodates free flow movement at intersections. A roundabout is proposed at the Edvalson entrance to the loop road from Harrison. A roundabout not only has a calming effect on traffic, but it can also be a significant aesthetic enhancement to the campus entry sequence.

Other traffic calming devices can be effective at the interface of the campus with its surrounding neighborhoods. Either extended curb lines or speed bumps may be utilized. A specific request has been made for traffic calming treatment between the Main and South Campuses along Taylor Street.

West Campus Traffic
If the IHC site is acquired, it is proposed that major access points be placed at both the north and south edges of the site along Harrison. Internal cross streets will need to be constructed to accommodate movement across the site and allow motorists to gain access to the signalized intersection. Finally, the internal street system on the West Campus should be connected to the surrounding city street system.
Parking

The parking lots on the Main Campus, with few exceptions, are not extensive in area. Typically, parking areas are relatively compact and are frequently bounded by green space or playfields. The only deviation from this pattern is on the east side of the campus, near the stadium. Both the South and the potential West Campuses, however, currently rely on large-scale parking lots.

Maintaining green space has a high priority at Weber State. It must be balanced with the need for adequate parking on the Main Campus. The adjacent map depicts a campus parking count by zones. Although university campuses have no regulatory parking standards, a goal has been established at Weber State of four parking spaces per one thousand gross square feet of building area. The eastern side of the campus is the closest to achieving this ratio, while the northwest and southwest zones fall well short of this goal. Overall, the Ogden campus achieves this goal if the South Campus parking areas are included in the campus-wide ratio. The use of this campus-wide ratio requires a concept of remote parking and an effective shuttle bus system.

At some future point, it may be advantageous for Weber State to examine the development of structured parking on the Main Campus. The recommended master plan indicates several candidate sites for consideration. In these instances, topography will allow for the construction of relatively efficient parking structures with at-grade access on multiple levels. The development of a structured parking system will necessitate the need for an evaluation of the campus parking fee system.
Also, an expanded parking lot is suggested near the Edvalson entrance and the proposed roundabout. This lot will provide much needed additional parking near a major campus entrance. It will be located on the site of an existing playfield. It is important that an adequate green buffer space be incorporated into the roundabout and parking lot design concept.

THE PEDESTRIAN ENVIRONMENT

Combined Trails

Three “combined” trail segments are proposed as a part of the recommended master plan. The term, combined trails, refers to their joint use by both pedestrians and bicycles. The first trail segment would be contained within the Main Campus. It is proposed to run adjacent to, and inside of the Main Campus loop road. The trail should be buffered from the loop road by a continuous, green median strip.

Two other proposed trail segments would connect the Main and South Campuses. One would run along Taylor Avenue, incorporating bicycle, pedestrian, and traffic calming features. The design of this trail should be undertaken in close cooperation with neighborhood representatives and Ogden City as Taylor Avenue is a city street. Another trail segment would run within the canal right-of-way that connects the two campuses. Additional studies will be required to ascertain the feasibility of this trail segment.

Pedestrian Hubs

Pedestrian Hubs are outdoor gathering spaces or plazas. They typically occur near building entrances or campus activity centers. The recommended master plan proposes six hub locations, one primary hub and five secondary hubs.

The Primary Hub

The Stewart Bell Tower Plaza is proposed as the primary campus hub. It is the location of the most significant campus landmark, the Stewart Bell Tower, as well as being directly adjacent to both the Shepherd Student Union and the Stewart Library, two main activity centers. The recommended master plan proposes enhancements to the hub environment in the form of improved paving, landscaping/shade trees, lighting, and street furniture. Most important, however, is the recommendation to improve the pedestrian relationship between the outdoor plaza and the interior spaces of both the Shepherd Student Union and Stewart Library. It is anticipated that these improvements would take place during the normal course of building renovation. As Buildings 1, 2, 3, and 4 are replaced in the future, the new building or buildings should also be designed to enhance the approach to and activities on the Stewart Bell Tower Plaza.
Secondary Hubs

A series of secondary hubs are also proposed. Like the primary hub, they are considered important gathering places at or near specialized activity centers. Secondary hub locations are:

![Lindquist Plaza]

![Freshman Housing]

![South Campus Housing]

![Northwest Quadrant of Campus]

![Near Science Lab]

Transit

Weber State is currently served by an internal shuttle system and a regional bus transit system, with bus stops on 4100 South. The shuttle operates in a loop configuration linking the Dee Events Center with the Main Campus. The regional bus system has several dedicated bus stops on Dixon Drive. The campus shuttle route was originally designed for a smaller campus population. With the potential completion of a loop road, the possible closure of the 4100 entrance, the pending acquisition of the IHC site, the possibility of new academic buildings and student housing development, and the creation of a new series of hubs, the shuttle system route may require updating.
**NEW BUILDING SITES**

A total of six potential new building sites have been identified in this master plan. Four sites currently have no buildings, while the other two would require the demolition of existing structures. The new building sites are:

**Buildings 1, 2, 3 and 4**

The demolition of Buildings 1-4, the somewhat antiquated first buildings on campus, would present the opportunity for significant new development. This parcel may remain as a single building site or may be divided into two sites. In either event, the pedestrian connection between the parking lot to the north and the Stewart Bell Tower Plaza would be an important consideration in a new building design. The building(s) slated for this site should be academic or general classroom in nature.

**South of Science Lab Building**

A vacant site exists to the south of the existing science building. The existing campus chilled water plant, and associated piping, exists at this location requiring the need for careful site development.
Skyline Drive

A vacant site exists adjacent to the Facilities Management Building, just east of Skyline Drive. This site is located in a service area of the campus, therefore, a service-oriented use is recommended.

Main Campus Housing

Over time, it is anticipated that all Main Campus housing will be demolished. It is anticipated, therefore, that a systematic program of state-of-the-art freshmen housing replacement will be undertaken on this site.

South Campus Housing

A new 476 unit housing development is nearing completion on the South Campus, south of the Dee Events Center. The recommended master plan encourages the continuation of housing development for upper division and married students on the remainder of this site.
IHC Site
With the successful acquisition of the IHC site, an additional twenty acres of property will become available for University use. Because suitable pedestrian connections across Harrison are not likely, the site is not well suited for general academic or administrative purposes. It is recommended that this site, the West Campus, be utilized for the development of a campus devoted to business partnership programs, a center for non-credit or continuing education, an applied research facility, and/or a business technology center.

WAYFINDING SYSTEM

The proposed campus wayfinding program consists of a hierarchical system of markers and signs. The intent of this system would be to help orient visitors to the campus, as well as enhance the visual image of Weber State University.

Campus "gateways" are significant structures, possibly constructed of masonry that provide a landmark at key automotive entrance points. Signage is typically University name identification, although in some instances, it may include features such as a message board. Parking portals should also be a structural element, possibly a smaller version of the "gateway." Lighting should be incorporated into this structure, so that it can be easily seen at night. The signage message for a portal is also University name identification. Automobile directional signs should be scaled to be viewed by drivers traveling at the automobile speed limit. Lettering should be adequately sized and should have a significant contrast with the signage background.

Pedestrian directional signs are relatively small, since they are viewed at close range and at slow speeds. They can be simple, such as a small pole mounted sign, or more elaborate, such as a small structure or artistic/sculptural element. Pedestrian kiosks are structural elements and should be located at key pedestrian entrance points or at major pedestrian "crossroads." Kiosks should always contain a campus location map and directory, but may also include a message or display area as well.
Building signs should be provided at two levels. High building signage should have relatively large lettering that can easily be seen from a distance on campus. The message should simply convey the name of the building.

**Entrance Gateways**

Entrance gateways are structures that welcome visitors at key entrance points into the campus. A total of five gateways are proposed in this master plan. A dual gateway would serve as the primary entrance to both the Main Campus and the West Campus from Harrison. At Evaldson, a gateway marker is suggested in conjunction with the proposed roundabout. On Skyline Drive, two gateways are proposed one each at the north and south ends of the loop road. Finally, a gateway currently exists at the Harrison entrance to the Dee Events Center.

**Parking Portals**

Parking portals serve to orient the visitor, helping make the transition from the automobile parking lot to the internal campus pedestrian system. Portals are structures, located at the edge of parking area at the point of interface with the walkway system. Portals should be well lighted to facilitate wayfinding at night. Portal locations should also be sites for bicycle parking.

**Directional Kiosks**

Directional kiosks may be structures or signage systems. Kiosks may serve as campus bulletin boards, but they must always contain directional maps for the campus. Some kiosks may also incorporate emergency phone systems.

**Building Signage**

A consistent building signage system should be developed to assist with visitor orientation on campus. This system should be consistent in size, color, and graphic format. Signs should be located in close proximity to building entrances.
Design Guidelines have been created to provide an objective basis for future decisions regarding site and building development. Their intent is to encourage visual “harmony” on the Weber State University campus. Harmony, however, should not be construed as uniformity. Although the guidelines make suggestions for specific design actions and concepts, future architects and designers should express a degree of creativity and individuality that reflects the nature of the project and the desires of its campus constituencies.

The Weber State University campus has developed over a number of years, and it continues to develop. It is important, therefore, not to adopt a single rigid design theme for future construction or building renovations. Each building should express its unique function.

These guidelines should, however, establish the basis for future decisions regarding campus character, and they should be adopted as a formal part of the project review process.

Site Design Guidelines

Sidewalks/Trails

Internal Campus Sidewalks
All internal campus sidewalks should be constructed of poured in place concrete and may contain areas of inlaid brick for special emphasis. Concrete paving should be scored to both control cracking, as well as break down the scale of paving visually. Inlaid brick pavers should be set on a concrete sub-base and match the dominant brick color of the campus.

Trails
Trails are designated as the pathways that parallel the loop roadway system or link the north and south campuses. They may be constructed of poured in place scored concrete, a bituminous paving surface or decomposed granite. All trails should have the capability of accommodating both pedestrians and bicycle traffic. They must also conform to the federal AASHTO standards for trails.
Bicycle Access at Parking Gateways
The recommended master plan proposes a series of "parking gateways" at key pedestrian entrance points on campus. Each of the points should also accommodate bicycle access and parking. Because of topographical and sidewalk width constraints, it is not advisable to allow bicycles on all pedestrian paths on campus. Bicycle parking, either racks or lockers, should be provided at each parking area gateway. Their design should complement the design standard for campus street furniture in both materials and color.

Street Furniture
Consistent throughout campus street furniture generally refers to benches, trash receptacles, lighting fixtures, information kiosks, outdoor vending facilities (such as newspaper vending devices), and other fixtures or furnishings that enhance the pedestrian environment. Adopted street furniture standards should be consistently applied throughout the campus. Consistency can be achieved by the use of furniture prototypes, consistent materials, a selected color palate, compatible scale, and common installation applications.

Durable construction
Street furniture should be selected that is durable. Durability can be defined as utilizing materials that are less susceptible to damage due to harsh weather conditions or vandalism. Durable furniture can also be easily repaired when damaged.

Street Furniture Locations
Street furniture should be appropriately located along pedestrian sidewalks and trails. Along internal campus sidewalks, gathering places (hubs) are appropriate locations for street furniture clusters. These clusters may contain several benches configured to facilitate small group interaction. Areas with shade trees are particularly appropriate locations for seating areas. Street furniture should not be located directly on pedestrian areas that must be cleared of snow or ice during winter months.
Lighting

Pedestrian Lighting
General campus sidewalk lighting should be consistent in design and scaled for pedestrians. Lighting standards (or poles) should be metal, and lighting sources should be energy efficient, utilizing a common bulb type. Relamping should be easily achieved, and luminaires should be resistant to vandalism. Lighting fixtures should not be located directly on pedestrian areas that must be cleared of snow or ice during winter months.

Wash Building Facades with Light
"Washing" building facades with light can be an effective method for achieving ambient illumination, as well as identifying key pedestrian paths and buildings. If implemented throughout the campus, lighted facades can assist pedestrians with wayfinding and can enhance the campus image, particularly from Harrison.

Highlight Building Entrances with Lighting
Lighting at building entrances should be brighter than average ambient lighting intensity outdoors. Enhanced entrance lighting can occur at the exterior of the building entrance, project outward from the building’s interior, or a combination of both.

Ambient Plaza/Hub Lighting
Ambient lighting at major pedestrian plazas or hubs should be of greater intensity than general ambient lighting along pedestrian paths. Pedestrian scale lighting may be enhanced by the lighting of building facades and entrances, the lighting of trees, the lighting of sculpture, and/or by providing additional general illumination.

Baffled Parking Lot Lighting
It is appropriate to light large parking areas with taller fixtures, placed to provide general illumination. Parking lot fixtures should be located to minimize disruption during snow removal. Lighting sources in parking lots should be baffled to preclude visibility of the lighting source from adjacent residential neighborhoods and/or major arterial streets.
Landscape

General Indigenous Vegetation
Indigenous or regional landscape materials should be utilized whenever possible on campus. Their use will minimize the consumption of scarce water resources, be more easily maintained, grow in a heartier manner, and typically be less costly to install.

Seasonal Color in Selected Areas
In special locations, such as hubs or entrance "gateways," the use of plantings that provide seasonal color is recommended. These plantings are more difficult to maintain, thus, their usage should be restricted to the most important or high profile campus locations. Seasonal color may be appropriate in planting beds or in raised planter areas.

Xeriscape Alternatives
Xeriscape is a systematic concept for saving water in landscape areas. In xeriscape, native turf, indigenous vegetation, effective irrigation, and the use of natural soil amendments and mulches contribute to lower water consumption. Xeriscape is certainly appropriate for more natural, mountainside environments on campus, but the concept may also be utilized more generally as an alternative to the current campus landscape concept.

Roadways and Parking

Define Roadways to the Curb Edge
Currently, several roadways on campus have an ill-defined edge. At times, the roadway edge has a full curb, while in other instances, it is bordered by gravel, parking spaces, or broken-up pieces of asphalt. In future campus development, a concrete curb should define all roadway edges.

Parking
Even in large parking lots, measures should be taken that break down the apparent scale of the parking field, as well as assist in wayfinding. Additionally, pedestrian routes from parking areas to the heart of the campus and campus pedestrian portals should be clearly noted by the use of painted striping or changes in paving materials.
Wayfinding
A wayfinding system for Weber State should consist of several related elements. Markers at the edge of the campus should contribute to a sense of entry. Typically these markers will be matching brick masonry structures with appropriate signage. Parking portals serve as a "beacon," or a transition point, between parking lots and the internal campus pedestrian spines. They should also be constructed of brick masonry and incorporate pedestrian signage and lighting to aid in wayfinding at night. Directional kiosks should be located along primary pedestrian routes. These elements may be simple or elaborate, but should always incorporate a campus wayfinding map. Finally, a pedestrian-oriented building signage system should be adopted that is consistent throughout campus. Signage should be readily visible to pedestrians approaching building entrances.

Building Design Guidelines

Building Materials

Matching brick base material
All future campus buildings should be designed with an exterior façade that is greater than 50% brick masonry. The brick should match the color and dimensional characteristics of the existing dominant brick used on campus buildings. Glass curtain wall buildings are not appropriate at Weber State.

Accent Building Materials
Concrete, stone, or steel may be used as an accent to the dominant brick façade. These materials may be structural or decorative in nature. Materials such as stucco, EFIS, or standard gray concrete masonry units are not appropriate for campus buildings.

Fenestration

"Punched" Openings as a General Condition
As a general façade condition for future buildings, windows should be "punched" openings. A punched opening can be described as an opening that is surrounded by masonry on all sides. For either structural and/or decorative purposes, lintels may be used above window openings. Large picture windows or horizontal strip windows are not appropriate for campus buildings.
Larger Expanses of Glass at Entrances or Special Features
Larger expanses of glass, such as "storefront" windows and doors may be appropriate at building entrances or, at ground level, fronting on a major pedestrian spine or hub. Larger expanses of glass may also be appropriate to accentuate special building features where public views are desirable. Major glass areas are regarded as the exception, not the rule.

Recognition of Solar Orientation
In recognition of the goal of building energy conservation, appropriately sized and configured glass openings that reflect solar orientation are appropriate.

Building Entrances and Massing

Entrances Facing Main Pedestrian Routes
Primary building entrances should always directly front onto main pedestrian routes, plazas, or hubs. Currently, this is not always the case at Weber State. A significant grade change from the pedestrian walkway or plaza to the building entrance is not recommended.

Articulate façade to express function
It is appropriate for building facades on campus to reflect their internal functions. This may be reflected through changes in building massing or in methods of detailing.
Implementation

Funding for campus projects can come from a variety of sources, depending on the project. The Utah Legislature typically funds academic buildings. Currently, central plant buildings and classroom buildings are reasonable legislative priorities. Philanthropic donations and "business partnerships" can be used on a wide range of projects, including academic buildings, performing arts centers, student unions, business communications centers, and a variety other uses. Donors quite often target high profile, public uses for philanthropy. Bonds can be issued for a number of revenue generating uses, such as student unions or parking facilities. Student fees can also be assessed to retire bond indebtedness. Privatization has become an important approach for student housing on many college campuses. Basic sidewalk improvements and other basic capital improvements may be funded through state capital improvement or maintenance funds. Projects in this category are typically small scale.

The Utah State Legislature has a recent tradition of approving relatively larger funding requests, often in the $20 million price range. As such, Weber State University should pursue a well-orchestrated strategy for achieving funding from a variety of sources, including a larger request from the state for an academic building, philanthropic sources for high profile projects or business partnerships, bonding and/or privatization for revenue generating projects, and improvement funds for smaller or maintenance-oriented projects.

The following list represents key projects as identified through the master planning process. They are listed in three categories, Building Priorities, Unprioritized Building Projects and Site Improvement Priorities. An order of magnitude cost has also been included for each project to assist in basic budgeting discussions.
### Building Priorities - as of July 1, 2002

<table>
<thead>
<tr>
<th>Project</th>
<th>Estimated Cost</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collett Building Renovation</td>
<td>$3 million</td>
<td>technology emphasis</td>
</tr>
<tr>
<td>Swenson Gym Renovation</td>
<td>$7.5 million</td>
<td></td>
</tr>
<tr>
<td>Lindquist Alumni Center Expansion</td>
<td>$3.5 million</td>
<td>includes back-up IS and offices</td>
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### Unprioritized Building Projects - as of July 1, 2002

<table>
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<tr>
<th>Project</th>
<th>Estimated Cost</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Plant (new)</td>
<td>$6.6 million</td>
<td>prerequisite for any new building</td>
</tr>
<tr>
<td>Classroom Building (new)</td>
<td>$20 million</td>
<td>includes potential for science facilities</td>
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<tr>
<td>Campus Services Building (new)</td>
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<tr>
<td>Information Booth</td>
<td>$80,000</td>
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<tr>
<td>Stewart Library Entrance</td>
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<tr>
<td>Public Services (relocate)</td>
<td>$300,000</td>
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<tr>
<td>Student Housing (new)</td>
<td>$9 million</td>
<td>on Main Campus</td>
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<tr>
<td>Shepherd Union Building Renovation</td>
<td>$12-24 million</td>
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</table>

### Unprioritized Site Improvements

<table>
<thead>
<tr>
<th>Project</th>
<th>Estimated Cost</th>
<th>Comments</th>
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</thead>
<tbody>
<tr>
<td>Campus Gateways (New)</td>
<td>$1 million</td>
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</tr>
<tr>
<td>Green Space</td>
<td>cost not yet determined</td>
<td></td>
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<tr>
<td>Land Acquisition</td>
<td>cost not yet determined</td>
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</tr>
<tr>
<td>Loop Road Completion</td>
<td>cost not yet determined</td>
<td></td>
</tr>
<tr>
<td>Pedestrian Sidewalks/Trails</td>
<td>cost not yet determined</td>
<td></td>
</tr>
<tr>
<td>Practice/Playfield (New)</td>
<td>$1 million</td>
<td></td>
</tr>
<tr>
<td>Renovate Stewart Bell Tower Plaza</td>
<td>$250,000</td>
<td></td>
</tr>
</tbody>
</table>

Note: All costs tabulated above were derived directly from either the ISES Facilities Condition Analysis reports or the RS means building construction data for higher education facilities.