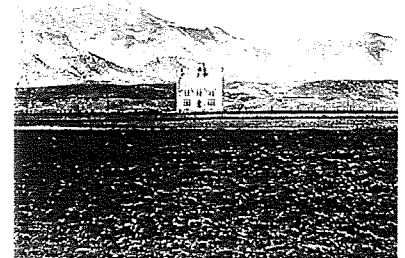


I Executive Summary

Prepared by the Executive Campus Master Plan Committee

The Colorado College Campus Plan embodies our highest priorities as a liberal arts college, a symbolic representation of what we stand for intellectually. The campus planning process was undertaken to create a long-term vision for Colorado College. The Conceptual Plan for the Year 2025 strengthens the overall unity of the campus and the harmony of buildings with each other within the larger campus context. It achieves organization and strength by giving central attention to the key features that distinguish Colorado College. Among these are our curricular format, interdisciplinary study, cooperative learning, extensive athletic and fitness programs, a salubrious but semi-arid climate, an urban location, close-in residential facilities, spectacular vistas to the vast Colorado landscape combined with the urbanity of our campus setting within the city, and historic architectural resources of considerable importance.



View of Cutler Hall under the Rocky Mountains (photo c. 1880).

- **We are committed to teaching, learning, and discovery** The Plan emphasizes the creation and renovation of academic buildings to enhance the intellectual community and reinforce the educational opportunities of the Block Plan while anticipating the technological challenges of the future.
- **We are committed to the education of the whole person** The Plan emphasizes living/learning options that provide greater integration in students' lives. We will create more theme houses, suites, and apartment-style residences to provide increasing independence as students progress through their college careers.
- **We believe that students learn through involvement in activities outside the classroom** The Plan emphasizes new spaces for student organizations, social activities, and fraternities and sororities.
- **We believe that vigorous exercise complements intellectual growth** The Plan emphasizes expansion of athletic spaces and new playing fields for an increasingly active community.
- **We believe that we must be environmentally responsible** The Plan emphasizes "green" buildings that use resources wisely. We also intend to reduce the intrusion of automobiles on our campus by calming traffic on Cascade and Nevada Avenues, closing several streets, encouraging non-automobile commuting, and moving most parking to remote areas.
- **We believe that we must be a good neighbor in Colorado Springs** The Plan emphasizes sensitivity to the residential character of our surroundings, cooperation with the city, preservation of historic buildings, and service to the community through a new performing arts facility on our south boundary.
- **We believe that Colorado College has a unique setting at the base of Pikes Peak** The Plan emphasizes the aesthetic potential of our campus. We seek to create a series of formal and informal quadrangles throughout the campus, a landscaping plan that

uses native plantings where possible, and an orientation toward the beauty of the Rocky Mountains. A beautiful campus—both aesthetically and functionally—is key to recruiting and retaining students.

The Conceptual Plan presents a vision for the year 2025 and beyond. However, given its comprehensiveness (and related cost), we have divided the vision into ten-year increments: Phase 1—1995 to 2005; Phase 2—2006 to 2015; and Phase 3—2016 to 2025 and beyond. While the objectives and solutions below summarize the thirty-year plan, it focuses on Phase 1—which totals \$60.7 million for new construction and renovation (\$40.4 million from a major fundraising campaign, \$15.1 million in new debt for the academic village, and \$5.2 million from other sources). The plan will be tested in a campaign feasibility study in 1996.

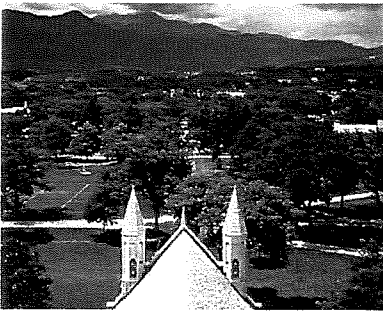
Objectives and Solutions

An important goal in the campus planning process is to establish a design framework ensuring that proportion, scale, and placement of structures are at once aesthetically pleasing and functional. The Plan provides a cohesive and unified campus identity: a blueprint for our long-term future development. This plan complements an earlier building conditions report prepared by Physical Plant. Colorado College is now prepared to move forward in an organized and informed manner to upgrade existing facilities and create new facilities that will serve us well in the twenty-first century.

The plan recognizes the need for the highest quality design at Colorado College. A standing committee for design and construction is proposed to guide the development of the College and to promote the general principles and specific solutions of the plan.

The proposed plan addresses first the academic programs and, particularly, the special circumstances of study on this campus under the Block Plan. The adoption of the Block Plan in 1970, after most of our academic facilities were constructed, triggered a new approach to space use at Colorado College. The Block Plan encourages new approaches to teaching and learning; all classes are small and typically convene for several hours a day. Many block courses have dedicated rooms that are available to the assigned class for twenty-four hours a day. Some professors, particularly those who use special equipment (art studios, psychology labs), use the same room each block. Many rooms, however, are part of a space pool and are allocated each block to meet class needs. There are important implications to this circumstance: we have a high need for instructional space because classrooms are not normally shared by multiple courses as they typically are under a semester system, and many of our existing spaces have never been fully converted for the pedagogical opportunities of the Block Plan.

For various other reasons (e.g., several classrooms have been converted to computer or other laboratories), we have a shortage of classroom space. Many of our classrooms are not technically advanced (e.g., lights cannot be adequately dimmed for audiovisual



**View across the Main Quadrangle
looking west from the top of
Shove Chapel, 1995.**

Executive Summary

displays, computer access is limited), they lack storage space for instructional materials, and are not located adjacent to departmental offices.

Colorado College helps students prepare for leadership in a rapidly changing world through interdisciplinary study. Thus, our curriculum is constantly evolving, with a cooperative relationship among departments and extra-departmental programs. Academic departments need a physical environment that supports team-teaching and learning with an interdisciplinary emphasis and one that encourages collegiality within and among departments. Design flexibility to accommodate changes is critical. We live in an age of information; in fact, we are experiencing an information explosion. Given the rapid pace of technology, our responsibility is less that of training in particular computing skills and more that of developing the ability to analyze and interpret the abundance of information available, distinguishing the essential from the trivial. Our plan incorporates major upgrading of classrooms, offices, computing laboratories, and residence halls to incorporate a technology revolution. In other words, we intend to create "smart" buildings.

The Block Plan provides a unique opportunity to invite distinguished scholars and teachers to supplement and enhance our educational offerings. These scholars need office space that enables them to collaborate with Colorado College faculty and students. In addition, we have run out of space for our own special senior-status faculty and emeriti.

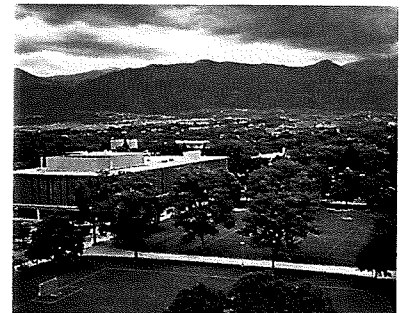
Phase 1: Academic Facilities

The Phase 1 academic solutions redesign existing academic spaces (Armstrong, Palmer, and Packard) and create new spaces (a "north" academic building and a performing arts center). Phase 1 includes \$36.3 million for academic programming.

To summarize:

Renovation of Armstrong Hall (\$4.5 million) provides 8,000 additional square feet of space by enclosing the overhang on the first floor. The renovation provides classrooms and seminar rooms more suited to the Block Plan, reconfigures "clustered" departmental space to encourage collegiality and community, and includes a major overhaul of the building's infrastructure (e.g., heating, air conditioning, acoustics, and windows). The humanities (English, Foreign Languages, Classics, Philosophy, Religion, and Drama) will continue to be housed in Armstrong along with several administrative departments. We may move the Business Office (including Human Resources—which is currently located in Cossitt) to Spencer Center and the Whitney Electric Plant, both on south campus. This move will improve administrative efficiency by consolidating some administrative services and, at the same time, help link the south campus with the main campus.

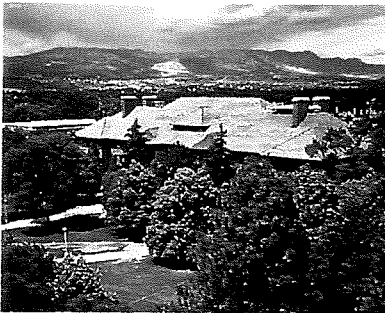
The cost of the first phase of construction of a performing arts center (the "south" academic building) is estimated at \$20 million. The center will provide the campus and



View across the Main Quadrangle looking southwest to Armstrong Hall from the top of Shove Chapel, 1995.

community with a new, state-of-the-art 500-seat performance facility and parking for 150 cars. It will eventually house the Drama and Dance departments. The center will be prominently sited as a gateway building to the campus. We have about fifteen to twenty Drama and Dance majors, but more than 300 students take Drama or Dance classes. About 200 students participate in Dance Workshop productions during the year, and 190 students do the same in Theater Workshop. We produce five mainstage productions a year, Dance Workshop produces three concerts, and Theater Workshop produces four plays. A performance center is an essential tool to recruit and retain students.

The cost of a new "north" academic building sited to the north of Palmer Hall, west of Palmer North Quadrangle, is estimated at \$5.5 million and is to be constructed in two phases. It will initially provide 24,000 square feet of space to house Geology and Psychology. This will free up much needed classroom, lab, and office space in Palmer (see renovation below). Over time, the Plan calls for expanding the "north" academic building to create a place for new kinds of teaching and to provide a place for students to become more effective learners.



View across the Main Quadrangle looking northwest to Palmer Hall from the top of Shove Chapel, 1995.

A minor renovation of Palmer Hall is estimated at \$1.0 million. With the relocation of Geology and Psychology to the "north" academic building, Palmer will finally provide adequate space for History, Political Science, Math, Sociology, Economics, and Business. Upgraded classrooms, seminar rooms, computer labs, video viewing rooms, offices, and lounge space are included. No major infrastructure upgrades are anticipated.

Expansion of Packard Hall is estimated at \$4.6 million. The Plan adds 26,000 square feet of classroom and studio space; much of the new space is below grade. Current art studios are inadequate and are located in the basement of Spencer Center. We have been short on classroom and studio space because the Fine Arts Center discontinued College use of its studio and shop facilities several years ago.

Phase 1: Student Life Facilities

Because Colorado College is a residential campus, an opportunity exists for greater integration of the academic program with student and residential life. Currently, two-thirds of our students live on campus. Colorado College places a priority on the kinds of support programs that exist within a residence hall system. Therefore, we have adopted a target of having seventy-five to eighty percent of our students live on campus. Higher residency will provide the following advantages: there will be more student leaders on campus, faculty will find members of their classes more readily available to them for out-of-class activities and study, and role modeling from upper-class students to new students will be enhanced.

The Campus Plan retains the flexibility within this system to allow those students who would not benefit from a residential experience to move into the community and experience an independent living arrangement off-campus. While the three large

Executive Summary

residence halls remain the core of our program, the addition of independent living options for students completes the range of choices available to students and responds to students' increasing preference for small, apartment-style housing. The Plan maximizes the students' residential life experience by allowing them to move through our program from first-year housing in a large coeducational residence hall environment to campus apartments and finally to independent living off-campus.

The Plan includes demolishing the three fraternity houses north of Palmer Hall and building seven residence halls for about fifty students each (350 beds) to replace existing, inadequate space (150 beds) and to accommodate a higher residency requirement (250 beds). These new halls will be constructed in an area identified as "the Academic Village" adjacent to Wood Avenue and along the "Western Ridge." The Village tangibly connects academic and student life; it retains theme and language houses, incorporates some housing for faculty, and where appropriate, places classrooms, seminar rooms, and computing labs in residence halls. Historic houses and informal recreational space are retained. The Village also houses a variety of non-residential spaces including a major food service facility (food-court style) and multi-purpose congregation space for larger social functions. It is anticipated that its \$15.1 million cost will be covered by issuing bonds supported by room and board revenues. We need to determine the impact on room and board rates but it is anticipated that the additional rooms plus a modest increase will generate sufficient funds to cover the debt service.

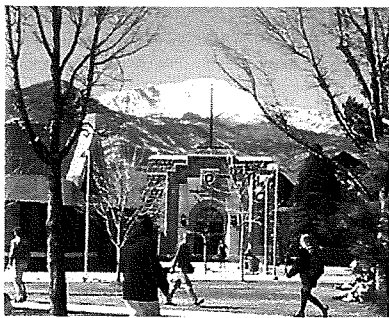
Increasingly, student organizations need additional space. For example, there is a need for informal gathering space (e.g. coffee house), space for large concerts and guest speakers, reception space, and rehearsal and performance space for student productions. The Plan accommodates these needs in the Academic Village and various places on the main campus (e.g., Armstrong Theater, Armstrong 32, Taylor Hall). The Plan creates a student organization quadrangle on the east campus with lodges for fraternities and sororities and other activities. The estimated cost of constructing or relocating seven small houses is \$2.2 million.

Phase 1: Athletic Facilities

More athletic facilities and fields are needed for an active campus community. We are a land-locked, urban campus with less acreage than meets our needs. Students, faculty, and staff are increasingly more interested in sport and fitness. The rise in demand, along with the issue of gender equity, places an enormous demand on our facilities, particularly our playing fields. After considering the purchase of various nearby but still too remote areas for potential fields, our solution calls for building a new intercollegiate field north of Stewart Field (estimated cost \$0.5 million); this requires negotiating a land-use agreement with the city and replacing the two tennis courts located on this site. We will also build two new recreational and intramural fields on the east campus (estimated at \$0.7 million). These latter fields, intended primarily for intramural use, will be designed for potential expansion for intercollegiate play if necessary. Phase 1 includes renovation of Schlessman Pool (\$1.2 million), which expands the pool to a standard eight-lane



Aerial view of the campus looking east (photo c. 1990).



View across the Main Quadrangle to Cossitt Hall under Pikes Peak, 1995.

facility for swimming competition. Informal recreational space will occur in the Palmer North Quadrangle, on land adjacent to the residence halls, and at other locations on campus. Future development includes acquiring land north of Uintah Street for playing fields, construction of a Recreation Center (gymnasium, weight room, aerobics areas, racket and handball courts) on the east campus, and, eventually, construction of a new ice rink (with parking) south of campus.

The Plan includes an assessment of environmental issues, landscaping, energy use, traffic control, and parking. In addition to landscape changes on the main quadrangle, landscaping will be incorporated into individual renovation and construction projects; Phase 1 includes \$0.7 million for this purpose.

We will work with the City of Colorado Springs to close Yampa and San Rafael Streets, and to create a pedestrian mall on Cache La Poudre.

Immediate parking needs are addressed within each phase, but we must do a longer range study to determine how the number of cars on campus can be reduced. Currently, more than twenty percent of our land is dedicated to cars; about half of this is surface parking. Surface parking will be reduced by establishing policies to limit the number of cars on campus and by providing remote parking.

Traffic concerns need to be considered more extensively and in consultation with the City. Colorado College is severely impacted by three major roads: Uintah, Cascade, and Nevada. The community has grown dramatically and traffic is now excessive during rush hours. Models run by the local government predict that traffic counts will increase significantly over the next twenty years unless steps are taken now to curtail rising traffic. Arterial designations are inappropriate where they impact the campus. The Plan includes many traffic calming measures.

Next Steps

Now, we must build acceptance of the Plan and begin testing its marketability in our campaign feasibility study. We will also begin to work more actively with the City of Colorado Springs and adjacent neighborhoods to ensure their support. City approval of this development plan will allow us to proceed with our individual projects. This review process requires public input on many specific projects. We have worked closely to integrate other City development plans into our process (e.g., Downtown Action Plan, Pikes Peak Greenway, Weber/Wahsatch Historical District, and North End Historic District). We have had three meetings with the surrounding community including the downtown business community; input has been generally positive, although some neighbors are concerned about the impact of landscaping, traffic, and parking proposals.

Executive Summary

Conclusion

We have an opportunity to shape the physical environment of Colorado College consistent with our mission as a liberal arts college. It has been an exciting exercise to envision the campus for the year 2025; it will be even more exciting to begin to implement this plan. In the years ahead, we have the potential to see our commitment to the education of the whole person become translated into buildings, playing fields, and landscapes of beauty, functionality, and excellence.

**Letter from Charles Rose,
Thompson and Rose Architects**

November 17, 1995

President Kathryn Mohrman
Office of the President
The Colorado College
14 East Cache La Poudre Street
Colorado Springs, Colorado 80903

Dear President Mohrman:

We are pleased to submit to you and the Colorado College Community this final report, *Recapturing the Commons, The Colorado Campus Master Plan: A Vision Through the Year 2025*.

We first visited Colorado College in the spring of 1994 and were struck by the beauty and potential of your campus. A closer examination revealed the architectural significance of many buildings, including the unique collection of historic residences. In our critique of the grounds, Thompson and Rose Architects recognized a unique opportunity to participate in a project that would create a campus with a compelling and distinct identity.

Through the careful recovery of landscape spaces, the establishment of appropriate relationships between landscape and architecture, and the inclusion of new landscape forms and residential settings, we believe that we offer a Plan that recognizes and reveres the history of successful building at Colorado College while creating dramatic yet sound opportunities for future projects on campus.

After 1950, the College endured episodes of planning which failed to address historical precedents for the campus, resulting in unsuccessful architectural solutions. Our Plan attempts to remedy this situation through the gradual recovery of extraordinary views to Pikes Peak, the creation of enduring, timeless architecture, and, ultimately, a powerful sense of place at this Colorado juncture of prairie and mountain. For this vision to be realized, it is imperative that the proposed Design Committee embrace the principles of our plan and carry the ideas forward into the future. It is our hope that the future of the built environment at Colorado College will include the efforts of many talented American architects and landscape architects.

We have enjoyed our work at Colorado College and commend the enormous effort of the Master Plan Committee. This report was realized through numerous iterations, collaborative reviews and revisions. It represents the untiring dedication of the Committee and campus constituents as they worked with members of our professional team. We

Thompson and Rose Architects
1000 17th Street, Suite 1000
Boulder, Colorado 80502
303.440.1000
www.thompsonandrose.com

look forward to the gradual unfolding of the overall design and the enhancement of academic, social and residential experiences for the future community of Colorado College.

We extend our best wishes for the development of the College.

Sincerely,

Charles Rose, A.I.A.
Thompson and Rose Architects