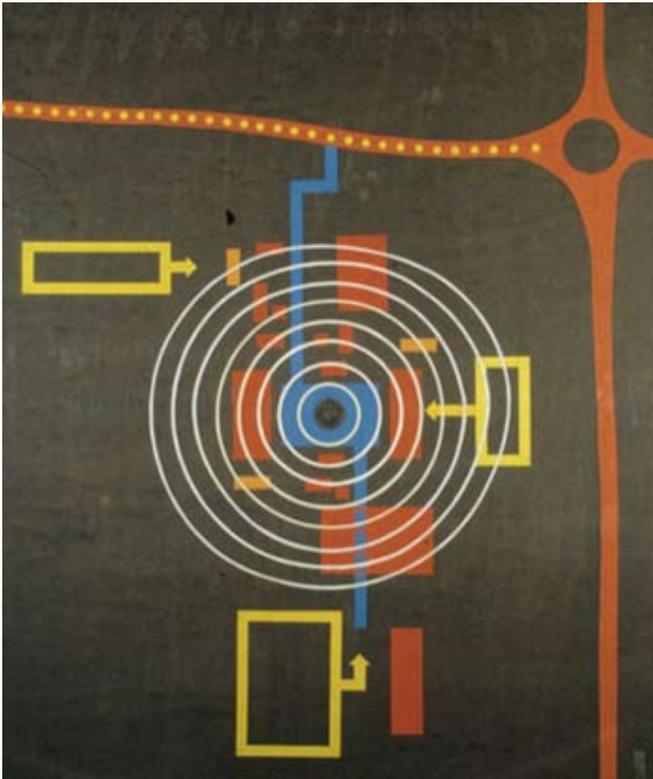


# Introduction



Walter Netsch's East Side Master Plan concept diagram

*“We are moving forward with the preparation of a new master plan for the physical development of our campus. This plan will build upon our 2010 Strategic Thinking work and our Campus and College Strategic Plans. The goal of the master planning process will be to identify opportunities for improving our campus and ensuring it will support future development.”*

– R. Michael Tanner, Provost and Vice Chancellor for Academic Affairs

*“The UIC Campus of the Future will be a public destination that integrates the learning environment for scholarship with the urban vitality of a global Chicago. Students, faculty, staff, alumni, collaborators, visitors, neighbors, donors, friends and potential development partners and other stakeholders will experience a vibrant campus – featuring sustainable buildings and landscapes – that engages the learner, satisfies the curious, inspires the creative and attracts the passerby.”*

– UIC Advisory Committee Master Plan Vision Statement

# PURPOSE

The purpose of the Master Plan at the University of Illinois at Chicago is to translate UIC’s strategic goals and objectives into a compelling and achievable built vision for the UIC campus. The campus should be a clear statement of the institution’s self-image. For clarity herein, we refer to the institution of the University of Illinois at Chicago as UIC and the entirety of the built environment as the campus.

The Consultant team, led by Booth Hansen and Hargreaves Associates, has been engaged to assist UIC to produce documents that provide a framework for organizing work across many UIC departments and offices. This Master Plan will have three distinct phases and will have a twenty to twenty-five year horizon.

The objectives of the Master Plan are to:

- Foster a creative physical plan that supports UIC’s Mission;
- Create a framework that guides short term decision-making towards a long term vision. The framework will be flexible to be responsive to variable economic realities;
- Capitalize on the new synergy of leadership, current and recent strategic planning efforts, and maturation of the original campus plans; and
- Raise aspirations.

The UIC Master Plan Vision Statement (indicated in lower left column) was developed by the Master Plan Advisory Committee and provides the aspirational vision for the future of the campus.

## Phase 1 Report

The purpose of the Phase 1 is to:

- Develop a concise list of Master Plan Goals;
- Conduct a comprehensive inventory of pertinent physical information through a review of existing documents and a reconnaissance of the campus;
- Gather a comprehensive inventory of strategic issues through workshops and interviews;
- Process and analyze physical and strategic information;
- Consolidate inventory and analysis into a legible useful report.

This Report is the written and graphic conclusion of Phase 1 of the Master Plan. It has been reviewed by participating Executive, Advisory and Core Committee.

# PROCESS

In a broader context, the Master Plan process started several years ago when UIC embarked on a comprehensive planning process in preparation for the physical campus master plan. The UIC efforts have been documented in several fundamental documents including *UIC Strategic Plan (2006)*, *UIC Capital Strategy Update 2008-2012*, and the *UIC 2010 Strategic Thinking*.

The *UIC 2010 Strategic Thinking* document sets the stage and provides focus for the more specific strategic planning that is crucial to the effective development of a university. This strategic thinking by the institution is the first step toward institutional evaluation, change, and growth. Described below is how this visioning developed and will be useful for the physical master planning process:

*“Over the course of two years, the campus community engaged in a thinking process in order to formulate a coherent set of shared values and priorities and to provide a complex and evolving institution with a point of reference for its myriad initiatives. The process involved a broad spectrum of individuals representing virtually every aspect of the campus. Thus the resultant document serves as a valid departure for productive decision-making that serves the best interests of UIC as a whole.*

*‘Vision for UIC’ identifies the physical environment as a “critical issue” and acknowledges that it plays a major role in defining the institution. The document supports the notion that the physical setting has implications for the social activities and relationships that take place here, and that the identity of the institution is strongly connected to it.*

*The core institutional values are identified as “access” and “excellence,” each of which have implications for the built environment. Indeed, their physical manifestation is clearly expected. In addition, innovative design, environmental sustainability and technological astuteness are clearly articulated priorities.*

*“... the campus must be renewed to the “highest standards of design excellence,” with attention to universal access and sustainable design. UIC can and should be a part of the architectural imperative that is Chicago.”*

This is a description of the *2010 Strategic Thinking* process by the UIC Office of Campus Learning Environments (UIC Learning Space Design Guidelines- January 2009, [www.uic.edu/depts/oaa/ocle/resources/designguidelines.htm](http://www.uic.edu/depts/oaa/ocle/resources/designguidelines.htm)) outlines some of the values held by the University that are important for developing a physical master plan. Additional

work done by various campus groups, including the Master Plan Advisory Committee with its vision statement and goals, have been fundamental to guiding the physical planning process and development.

The development of a master plan for the University of Illinois at Chicago campus will incorporate analyses of existing conditions and project future conditions to develop concept alternatives that will be the Master Plan 2010. The goals of the Master Plan are to assist the University to strategically integrate physical needs of academic plans and programs with the ongoing development of physical campus spaces. The Plan will foster and enhance the physical identity of the campus environs while providing strategies to help overcome any current physical plan deficiencies. This plan will have a twenty to twenty-five year horizon.

## Phase 1 - Understanding the Campus Context

Phase 1 began with a base information review of UIC documents, photographic and observational data collection to acquire physical information. Concurrently, the Advisory Committee and the Consultant team met with many constituents to understand strategic issues. The process of understanding both physical and strategic issues led to the development of many diagrams, found herein, of the campus.

A series of Campus Evolution diagrams is critical to the understanding of the current built environment. The Major Issues diagrams summarize physical and strategic analysis in three framing issues that we see as ways to make some connection between all the many issues heard on campus. The Opportunities section identifies major opportunities and is the framework from which the next Phase can proceed. The Appendix contains more detailed analysis and data developed by UIC.

## Phase 2 - OPTIONS Alternates & Preferred Plan

Phase 2 will focus on the efficient development of several alternative concepts to test the conditions necessary to create a framework for long-term campus development. This stage will be used to test the approaches and to anticipate the impacts of future campus development alternatives on a conceptual comparative level. Physical diagrams for a maximum of three (3) different strategic plan options will develop very early on in the process. Out of the plan

# GOALS

alternatives, a Preferred Plan will emerge as the basis for the Master Plan development in Phase 3.

## Phase 3: FINAL PLAN –Master Plan Development

From preliminary evaluation, and institutional approval, we proceed with one concept. Within the refinement of the preferred concept, component alternates will be evaluated before yielding THE preferred concept plan for final development and presentation. The Plan will develop with embedded options and then will define the land use, circulation, uses distribution (academic, administrative, athletic, parking, residential, common, etc.), building density/massing/coverage, open space & landscape plans, and development framework for both short- and long-term program elements. The Master Plan will consist of a series of interrelated plan components, each addressing a particular set of decisions, growth, and accommodations.

### Experience of Place

- Support the institutional identity through physical improvements to the architecture, site development, signage, lighting and color.
- Encourage growth as an urban destination for “interdisciplinary, inter-institutional and cross-cultural sites of discovery.” New facilities will continue to encourage the development of visible centers of activity as set forth by the East Side precedent of mixed-use, interdisciplinary facilities.
- Identify sites for future buildings and land use.
- Identify opportunities for improving collegiate open space.
- Make the campus more visible, and thereby legible.

### Urban Setting - “City as Campus, Campus as City”

- Develop towards a twenty-four hour campus.
- Support potential additional UIC-related housing.
- Encourage compatible, mixed-use educational, civic and commercial development.

### Connections

- Create usable connections between the East and West Sides of campus.
- Create usable connections to the City of Chicago.
- Encourage interdisciplinary informal learning areas.
- Integrate a distinctive “urban campus” with the city.
- Enhance the urban campus by strengthening circulation of pedestrians, bicycles and vehicular traffic.

### Edges & Boundaries

- Evaluate the multitude of different neighborhood boundaries.
- Define gateways, edges, permeability & connections.

### Environment

- Maximize sustainable environmental practices that are visible and evident through the improvement of air quality and through the conservation of land, energy and water.



East Side



West Side

# MASTER PLAN TEAM

## Executive Committee

|                     |   |                       |  |
|---------------------|---|-----------------------|--|
| Michael Tanner      | Provost and Vice Chancellor for Academic Affairs, Chair | Larry Tobacman        | Sr Assoc Dean for Research, College of Medicine          |
| Lon Kaufman         | Vice Provost for Planning and Programs                  | Patrick Robinson      | Executive Associate Dean, College of Nursing             |
| Frank Goldberg      | Vice Provost for Resource Planning and Management       | James Bono            | Associate Dean for Business Affairs, College of Pharmacy |
| Barbara Henley      | Vice Chancellor for Student Affairs                     | William Beck          | Assoc Dean for Research, College of Pharmacy             |
| Penelepe Hunt       | Vice Chancellor for Development                         | Sylvia Furner         | Interim Dean, School of Public Health                    |
| Mark Rosati         | Assoc.Chancellor for Public Affairs                     | Martin Jaffe          | Director of Urban Planning & Policy Program              |
| Larry Danziger      | Int. Vice Chancellor for Research                       | Eileen Tanner         | Special Assistant to Campus Relations                    |
| Warren Chapman      | Vice Chancellor for External Affairs                    | Randolph Alexander    | Sr Director of Development                               |
| Mark Donovan        | Vice Chancellor for Administrative Services             | Mary Lelik            | Dir of Institutional Research                            |
| Cynthia Klein-Banai | Associate Chancellor for Sustainability                 | John DeNardo          | CEO, Health Care Systems                                 |
| Heather Haberaecker | Exec Assistant Vice President for Business & Finance    | Cornelia Anne Maloney | Dir. of Continuing Education & Summer Session Programs   |
| James Foerster      | Assoc. Vice Chancellor for Facility & Space Planning    | Kevin Tynan           | Executive Director for Marketing Communications          |
| Joe Vitosky         | Assistant Vice President, University Administration     | J. Malcolm Smith      | Assistant Dean of Students                               |

## Advisory Committee

|                                   |  |                    |   |
|-----------------------------------|--|--------------------|---|
| Lon Kaufman                       | Vice Provost for Planning and Programs, Co-Chair           | Zachariah Wiedeman | Student, College of Business Administration |
| Mark Donovan                      | Vice Chancellor for Administrative Services, Co-Chair      | Vrushank Shah      | Student, College of Engineering             |
| Frank Goldberg and Barbara Henley | Vice Provost for Resource Planning Management              | Elias Pittos       | UIC Student Trustee                         |
| Barbara Henley                    | Vice Chancellor for Student Affairs                        |                    |   |
| Robert Somol                      | Director of Architecture                                   |                    |   |
| John Hiltcher                     | Assistant Director, Capital Programs                       |                    |   |
| David Taeyaerts                   | Director, Campus Learning Environment                      |                    |   |
| June Wencel-Drake                 | Executive Associate Dean, Applied Health Sciences          |                    |   |
| James Pierce                      | Exec Dir for Acad Admin, College of Business Admin.        |                    |   |
| Bruce Graham                      | Dean, College of Dentistry                                 |                    |   |
| Celina Sima                       | Assoc. Dean for Acad Affrs, College of Education           |                    |   |
| Sohail Murad                      | Head, Dept of Chemical Engineering, College of Engineering |                    |   |
| Amy Levant                        | Associate Dean for Admin, Graduate College                 |                    |   |
| Jacob Mueller                     | Dir. of Operations, Honors College                         |                    |   |
| Dennis McCauley                   | Assoc Dean for Admin, Jane Addams College of Social Work   |                    |   |
| Steve Jones                       | Associate Dean, College of Liberal Arts & Sciences         |                    |   |
| Jay Lambrecht                     | Assoc. University Librarian                                |                    |   |

## Advisory Committee Mtgs w/other Committees/Groups

- Academic Professional Advisory Committee
- Admissions Recruitment Team
- Alumni Focus Group
- Alumni Relations Council
- Chancellor's Committee on the Status of Asian Americans
- Chancellor's Committee on the Status of Blacks
- Chancellor's Committee on the Status of Lesbian, Gay, Bi-sexual, & Transgender Issues
- Chancellor's Committee on the Status of Latinos
- Chancellor's Committee on the Status of Persons with Disabilities
- Chancellor's Committee on the Status of Women
- College of Cycling
- Committee of Assistant and Associate Deans
- Diversity Strategic Thinking and Planning Committee
- East & West Side Space Management Committee
- UIC Senate & UIC Senate Executive Committee
- Senate Subcommittee on Buildings & Grounds
- Faculty Senate Support Services Committee
- Graduate Student Health Professions Council
- Hull House Museum Director
- LAS Executive Officers

**Core Planning Team**

|                           |   |
|---------------------------|---|
| James Foerster (co-chair) | Assoc. Vice Chancellor for Facility & Space Planning    |
| Kevin Duff (co-chair)     | Manager of Planning & Design, University Admin.         |
| Lon Kaufman               | Vice Provost for Planning and Programs                  |
| Mark Donovan              | Vice Chancellor for Administrative Services             |
| Jeff Barrie               | Director of Utilities                                   |
| Fred Beuttler             | Associate University Historian                          |
| Bill Burton               | News Bureau Director, Public Affairs                    |
| Ellen Hamilton            | Director, Real Estate                                   |
| William Hawes             | Alumni Association                                      |
| John Hiltcher             | Assistant Director, Capital Programs                    |
| Charles Hoch              | Faculty Senate Representative                           |
| Randy Kangas              | Assistant Vice President for Planning & Budgeting       |
| Michael Landek            | Associate Vice Chancellor for Student Affairs           |
| David Loffing             | Medical Campus Representative                           |
| Mary Maryland             | Alumni Association                                      |
| Arlene Norsym             | Vice President & Associate Chancellor, Alumni Relations |
| Elias Pittos              | UIC Student Trustee                                     |
| John Richardson           | Chief, UIC Police                                       |
| Brenda Russell            | Executive Associate Vice Chancellor for Research        |
| James Schmidt             | Director of Athletics                                   |
| Robert Somol              | Director of Architecture                                |
| Caroline Theus Swinney    | Director of Community Relations                         |
| David Taeyaerts           | Director, Campus Learning Environment                   |
| William Walden            | Special Assist. to the Provost for Diversity            |
| Curt Winkle               | Professor, Urban Planning and Policy Programs           |

**Advisory Committee Mtgs w/other Committees/Groups (Cont.)**

Provost Working Group Recruitment Staff/Admissions Office  
 Research Advisory Council  
 Small Classroom Buildings Advisory Committee  
 Strategic Facilities Planning Group  
 Student Athletic Advisory Committee  
 Undergraduate Student Council

**Steering Committee**

|                |   |
|----------------|---|
| James Foerster | Associate Vice Chancellor for Facility & Space Planning |
| Kevin Duff     | Manager of Planning and Design, University Admin        |

**Facility and Space Planning Staff**

|                 |                                     |
|-----------------|-------------------------------------|
| Jerry Lockwood  | Assistant Director                  |
| Fernando Howell | Campus Facility Planning Specialist |

**Consultant Team**

|                       |                                   |
|-----------------------|-----------------------------------|
| Booth Hansen          | Architecture & Planning           |
| Hargreaves Associates | Landscape Architecture & Planning |
| KLOA                  | Traffic Consulting                |
| Words & Pictures      | Graphic Design                    |
| U.S. Equities         | Real Estate Development           |

**Consultant Team Mtgs w/other Committees/Groups**

Sustainability Committee  
 Design Review Committee  
 Discover UIC  
 Deans  
 University Historian  
 Transportation Subcommittee

