



Creighton
UNIVERSITY

Campus Master Plan
2003

**Creighton University Master Plan
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Letter from the President

These are exciting times for Creighton University and Omaha! The University is preparing to celebrate its 125th year of providing a quality, values-based education and Omaha is in the midst of significant downtown and riverfront construction and redevelopment. Creighton has participated in and contributed to this momentum by developing plans to expand the campus eastward toward the new convention center/arena and riverfront redevelopment.

This campus Master Plan represents a significant step in the process to more closely coordinate planning for the development of the campus, including the eastward expansion, with the strategic and financial planning processes of the University. The overall goal was to develop a campus Master Plan that is consistent with Creighton's strategic direction, creative yet practical, and ambitious yet achievable. The Master Plan represents the current view of how the campus should develop over the next ten to fifteen years but, like strategic and financial planning, also recognizes the need for periodic updating to reflect new opportunities and conditions.

Another important aspect of this Master Plan is the creation of overall concepts and design guidelines that help ensure consistent application over time. The principles-based nature of the plan is designed to make sure that it has the flexibility to deal with changing development scenarios into the future while retaining the important overarching concepts.

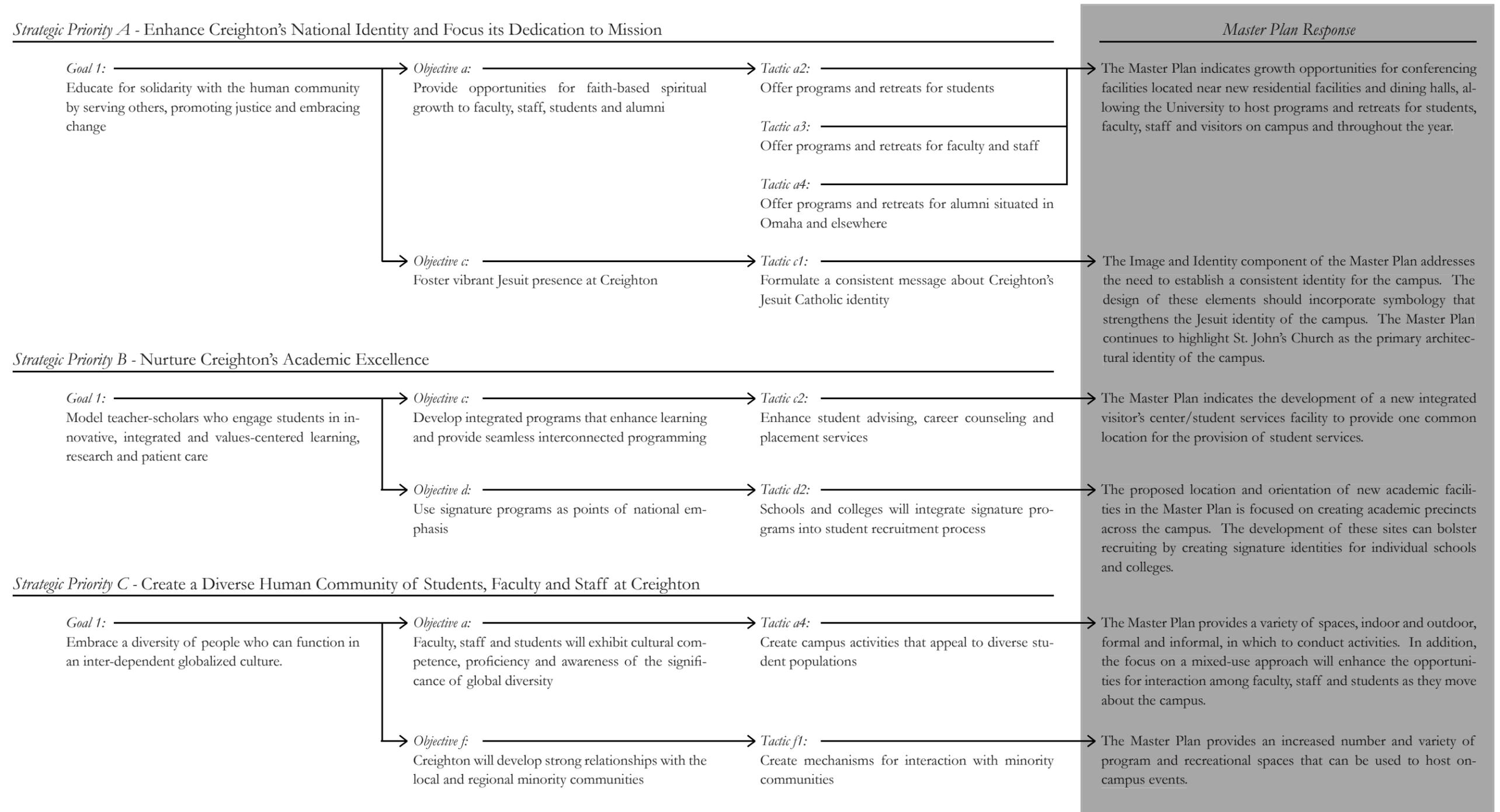
The Master Plan has a phasing component that depicts the likely progression from current state to the long-term vision. The phasing component takes into consideration many factors, including important strategic needs and practical considerations like current conditions, property availability and funding availability.

Significant construction projects now under way will provide momentum to the Master Plan and help set the standard for future campus development. The completion of the Hixson-Lied Science Building and the start of significant renovations to the Rigge and Criss science buildings strengthen the academic focus of the central campus. Construction of the first phase of junior/senior student housing sets the stage for development of an urban student village in the east precinct. The soccer field and stadium project ushers in the concept of a sports complex on the new eastern border of the campus.

This new Creighton University Master Plan provides a framework for the development of a larger, more attractive and functional campus that supports the University's strategic initiatives and complements development occurring in Omaha's downtown, riverfront and surrounding neighborhoods.

Master Plan Link to the Strategic Plan

An integral aspect of the Master Plan is its connection to the University's Strategic Plan, completed in the Spring of 2003. The following chart describes the connection of the Master Plan to the Strategic Plan, outlining the critical coordination of the two Plans to create a viable future vision for the campus.



Strategic Priority D - Provide a Dynamic Environment for Creighton Students

Master Plan Response

East Campus planning recommends a multi-use academic village, with new residential, academic, recreational, open space and student center components. Also primary to the East Campus planning is the continuation of the California Street pedestrian mall and the development of the Webster Street pedestrian mall as primary service malls. At the writing of this document, the first phase of housing on the East Campus is under development.

The campus Master Plan is on schedule for completion in August 2003.

This section of the Master Plan document specifically links the Plan with established strategic planning priorities. The Master Plan also includes a phasing component that can assist with the linkage to strategic planning and budgeting.

The Sports Complex has been developed to concentrate facilities for inter- and intra-University athletics and recreation. The Sports Promenade development of the Sports Complex is intended to assist in making this precinct a regional destination. Additional open spaces have been identified in the Master Plan that will enhance opportunities for social and recreational use.

The Master Plan recommends the development of a campus loop road. A key strategy for this loop road is the integration of a campus shuttle - or series of shuttles - connecting academic, residential, core activity, medical and parking facilities across the campus.

The Campus Safety section of the Master Plan addresses components of the Plan that deal with aspects of safety and security on the campus. Campus design guidelines further develop standards related to campus edges and exterior lighting. The Master Plan also proposes a prominent location for Public Safety in the proposed East Campus parking structure.

The Campus Technology section of the Master Plan identifies the location of key technology trunk corridors, distribution corridors and hubs to ensure the necessary provision of technology services to campus facilities as development occurs.

Goal 1:
Provide services, programs and environments that support student learning

Objective a:
Create a residential living-learning environment that affords opportunities for enhanced social experience

Tactic a2:
Build student neighborhoods with residence halls/townhouses, service malls, recreation facilities and green spaces that allow students to congregate and socialize

Objective b:
Utilize the campus Master Plan to guide campus development

Tactic b1:
Complete and periodically update the campus Master Plan

Tactic b2:
Link the campus Master Plan to strategic planning and budgeting

Objective c:
Create segue opportunities for transfer and off-campus students

Tactic c1:
Provide integrated social and recreational activities for weekday and extended weekend use

Objective d:
Link campus opportunities to opportunities in downtown Omaha

Tactic d1:
Evaluate need for all-inclusive campus shuttle system, including linkage with public transportation

Objective e:
Provide for a safe and secure campus environment

Tactic e1:
Develop campus infrastructure with lighting, pathways, security systems, cameras and "blue lights" and maintain sufficient Public Safety staffing

Goal 2:
Maintain a technologically competitive student environment

Objective a:
Encourage faculty to use technology to facilitate student learning

Tactic a2:
Optimize space and staff technology resources

Tactic a3:
Continue to enhance technology-rich classroom environments

Strategic Priority E - Ensure Overall Financial Stability for Creighton University and its Schools and Colleges

Goal 1:
Build sufficient resources to maintain quality academic programs and grow the Creighton community

Objective b:
Build the University endowment for financial aid, program support and facility maintenance

Goal 2:
Ensure that financial resources are deployed consistent with institutional priorities

Objective a:
Link budgeting to strategic and academic planning

Tactic a1:
Develop multi-year operating and capital budgets

Tactic a2:
Establish a process for linking operating and capital budget decisions to planning priorities

Master Plan Response

Deferred maintenance for existing facilities and its relationship to campus development has been considered in the Master Plan in determining the likely phasing of future campus development.

The Phasing Plan section of the Master Plan can be used as a tool to identify the timing of capital projects and interdependencies of components.

This section of the Master Plan is designed to assist in linking strategic priorities to the Master Plan and, in turn, to corresponding capital projects.

Summary of Existing Conditions

Creighton University is in a unique situation in that it has acquired substantial property adjacent to its existing urban boundaries. Even more unique is the fact that this acquisition has coincided with one of the most significant building infrastructure booms the City of Omaha has experienced. Opportunities abound for the University to plan for future development, following the lead of adjacent and nearby civic and private development momentum to create a vital network of activity across the campus and beyond.

Boundaries

With adjacent development momentum and the subsequent decline of available properties at the campus perimeter it is important to outline the anticipated future campus boundaries. The prescription of boundaries is helpful on two levels: they assist the University in making future decisions related to property acquisition, and they give neighboring communities and civic leaders an indication of the growth – and restraint – that the University expects to follow in the coming years.

Given the above, the Master Plan has outlined physical boundaries for the future of the campus. These boundaries generally consist of Cuming Street to the north, Cass Street to the south, 17th Street to the east, and 32nd Street to the west. There are several notable exceptions to these boundaries, including: the North Freeway; property owned by Roberts Dairy (west of the North Freeway, between Cuming and Burt Streets); property owned by Omaha Public Schools (west of 30th Street, between Cuming and Burt Streets); all properties owned by Boys Town (south of the Creighton University Medical Center); and all properties one-half block north of Cass Street, from 30th to 32nd Streets. Additionally, the University may deem it necessary to retain existing properties outside of these boundaries, including the practice field east of the Kellom Knolls apartment complex and property owned north of Cuming Street.

While the Master Plan outlines boundaries for the campus, the University may find it appropriate to maintain or acquire additional properties outside of the campus limits. Off-campus properties may be used to house University functions that do not require on-campus locations or provide flexible space for the University during inevitable displacement of programs during construction. Although these properties may not be located within specified campus boundaries, they may be useful - and, perhaps, necessary - components in the realization of the campus Master Plan.

Within these prescribed boundaries, it is anticipated that Creighton University can accommodate future growth in a pattern of development that is aimed at improving the pedestrian experience of the campus. The importance of the pedestrian experience is critical to the image and success that a University hopes to achieve. The ground plane of the campus – or the impression that occurs outside of the classroom – is often the element of the University experience most responsible for creating the memories that students, faculty, staff and visitors take from the place. By understanding this phenomenon and planning and designing appropriately scaled buildings, open spaces, and circulation routes, the University may increase enrollment and retention while improving the overall image of the campus.

Off-Campus Development Activity

The existing and planned redevelopment of properties adjacent to or near the campus may also provide the University with an opportunity to strengthen its identity within Omaha, while improving connections between the campus and regional destinations. The following are some of these redevelopment projects:

Cuming Street Realignment: The City of Omaha has completed the first step in the realignment of the Cuming Street corridor, enabling it to become a primary visitors' approach to the City. This realignment, which introduces two-way traffic to Cuming Street and ties the road into Abbott Drive, will impact the University by creating a new “front door” to the campus. The changes to Cuming Street provide the University with a unique opportunity to create a new impression for campus visitors; it is expected to be a catalyst for the eventual redevelopment of properties immediately north of the Creighton campus.

The Omaha Convention Center / Arena: The redevelopment of land due east of the Creighton campus for the new City of Omaha convention center and arena will significantly improve the property. Historically used for industrial purposes, this Creighton neighbor will now consistently draw people from throughout Nebraska, Iowa, and beyond. The arena also will host Creighton men's home basketball games. The redevelopment of this land is expected to encourage the redevelopment of many neighboring parcels, potentially enlivening northeast Omaha with retail, entertainment, office and residential uses similar to those found in the Old Market District.

Missouri River Pedestrian Bridge, ASARCO Park, Gallup Organization Campus: These development and riverfront improvement projects east of the University are expected to bring people from around the region and beyond to the Omaha riverfront. Again, the improvement of these historically industrial properties is expected to boost the activity and safety of the neighborhood north and east of the campus. Additionally, the Missouri River pedestrian bridge – aligned with Webster Street – will improve pedestrian connections between the campus and regional recreation opportunities.

Downtown Development Projects: Several development projects in downtown Omaha will help to close the gap between Creighton University and the active core of the Central Business District. These projects include the First National tower, First National Technology Center and Child Development Center, new Union Pacific headquarters, Zorinsky Federal Building,, and new Performing Arts Center.

Central High School / Joslyn Art Museum Expansion and Redevelopment: The expansion and redevelopment of Central High School and Joslyn Art Museum will affect University property south of I-480 primarily through the construction of a new football stadium directly west of Creighton's Kenefick Hall. This regulation-sized football field and stadium will draw additional traffic to the area for high school sporting events.

Master Plan Goals and Assumptions

The Master Plan establishes non-prioritized goals to guide the development of the plan and to test planning strategies and scenarios. These goals, outlined below, are intended to ensure that the Master Plan supports the University's mission while creating a visionary and pragmatic framework for future campus development.

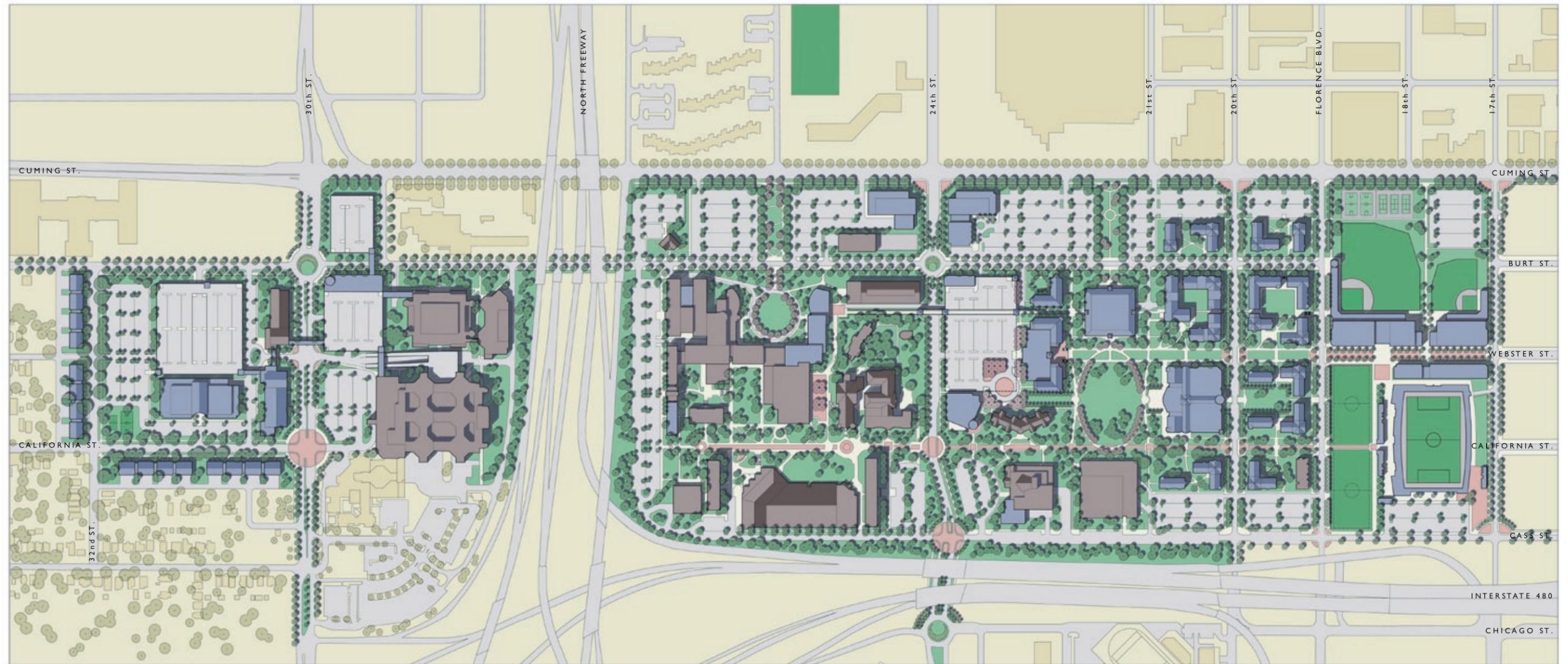
Master Plan Goals

1. Expand the campus as appropriate to accommodate Creighton's mission and needs;
2. Provide a living-learning environment that affords students the opportunity for enhanced social experience, spiritual growth and service;
3. Acknowledge and respond to the research and basic service needs of the medical school;
4. Beautify the campus and increase green space;
5. Create a compact, walkable campus where academic and living environments are central;
6. Create a residential focused campus integrated into the urban environment;
7. Establish building densities that accommodate future physical growth while preserving valuable campus open space;
8. Provide new and renovated buildings that foster a creative learning and comfortable working environment;
9. Enhance existing athletic and recreation facilities, create additional athletic and recreation facilities, and increase outdoor recreational space;
10. Create a unified image for the campus, including defined entry points and boundaries;
11. Enhance parking facilities to improve access to campus;
12. Improve pedestrian and vehicular connections across the campus, streets and highways;
13. Improve the physical accessibility of the campus;
14. Preserve historically significant buildings and landscape features;
15. Create an inviting impression to the community while remaining safe and secure for campus users;
16. Develop the campus in dialogue with the University's neighbors;
17. Maintain and expand community partnerships and collaborative programs;
18. Seek appropriate retail and residential development near the campus;
19. Build upon downtown and midtown Omaha development opportunities;
20. Establish design guidelines for future buildings and open spaces;
21. Acknowledge deferred maintenance and recommend future actions.
22. Consider the viability of off-campus leased spaces;
23. Update the campus Master Plan consistent with University strategic initiatives;

Master Plan Assumptions

In addition to the goals above, several assumptions have combined to guide the development of the Master Plan. These assumptions – current as of the date of the Master Plan - are culled from the University's strategic plan and anticipated development opportunities and decisions.

1. The future University enrollment is anticipated to be 7,000 students, which equates with the addition of approximately 700 - 800 undergraduates to the enrollment.
2. A more pedestrian-oriented connection between the medical center and central campus is of primary importance to the University.
3. The University has an immediate need for 250 upperclass beds, which are expected to be developed on the east campus. In the near-to-mid term, these residential facilities may expand to 1,000 beds.
4. The University will need to construct parking on the medical campus in the very near term to account for the existing shortage of spaces and expected increase in activity.
5. The University will need to construct parking on the main campus in the very near term to relieve existing shortages of convenient parking, to accommodate increased student enrollment and to replace the 180 on-street parking spaces lost in the reconfiguration of Cuming Street.
6. In order to maximize development and partnering opportunities on campus, the baseball and softball complex are likely to join the soccer complex on the east campus after the artificial turf has run its life cycle (+/- 12 years).



Creighton University Illustrative Master Plan

Master Plan Framework

The Master Plan for Creighton University is designed to guide the future development of the campus by recommending patterns of building and infrastructure development and open space improvements that are consistent with the mission of the University. The development of this Master Plan, guided by the goals and assumptions provided in the process, has proceeded through a series of constituent interviews, alternative planning scenarios, and meetings with campus Master Planning committees to arrive at the preferred scheme. This scheme, hereby referred to as the Master Plan, represents an approach to campus development that is both visionary and pragmatic. The Master Plan is guided by a long-range vision for the campus and will require updating in 2008, or as conditions dictate, to remain current. This combination of qualities leads to a Master Plan that meets the goals of the process while providing University administrators a solid framework for future decision-making that is based on sound economic thinking.

The most important aspect of any campus Master Plan is its ability to be implemented by both current and future University administrations. As such, it is necessary that the Master Plan outline in sufficient detail the basic components of the Plan in order to fully justify its legitimacy to all future users. The following breakdown of key Master Plan components is designed to outline those basic elements of the Plan that are principal means in shaping the future of the campus.

For ease of discussion, the campus has been divided into four precincts: *the West Campus, which includes all land within the Master Plan boundary west of the North Freeway; the Central Campus, bounded by Cuming Street, Cass Street, Wareham Parkway, and 24th Street; the East Campus, bounded by Cuming Street, Cass Street, 24th Street, and Florence Boulevard; and the Sports Complex, bounded by Cuming Street, Cass Street, Florence Boulevard, and 17th Street.*

Land Use Plan

The land use plan for a college or university campus groups specific campus uses into functional land use designations. The purpose of a land use plan is to generalize the idea of “land uses” to form a framework, by which future campus planning and development decisions may be made, that is both straight-forward and flexible. The grouping of specific campus entities into general land uses gives the University the flexibility to strategically locate specific uses in defined categorical zones without necessarily declaring a “home” for any specific activity. Such an approach gives the University maneuverability in case anticipated facilities are not realized or unforeseen uses come to light.

There are alternatives to the approach of defining campus land use designations, depending on the effectiveness of the plan for the University’s specific needs. While typical designations such as housing and academics form the basis of a land use plan, specific uses within these general categories may be of greater importance in terms of physical location than others. Those uses that may drive future development based on locational priorities are consolidated into a general category: core activity centers.

Core Activity Centers

Core activity centers consist of those uses on the campus that house high levels of activity by the range of campus users. These areas optimize relationships to academic facilities, administration, student services and on-campus residences, producing a level of activity that is nearly 24-hour. Core activity centers may be thought of as the “heart” of campus activity and/or history, serving undergraduate and graduate students, faculty, staff and visitors. The following uses may be considered core activity areas:

- Spiritual / Religious Center (*St. John’s Church*)
- Central Library (*Reinert/ Alumni Memorial Library*)
- Student Center (*Skutt Student Center*)
- Recreation Center (*Kiewit Fitness Center*)
- Dining Facilities

Aside from the more specific core activity center designation, the following are typical general land use categories under which the majority of specific campus entities may fall:

Academics

Academic facilities are those that contribute to the teaching and learning mission of the University. They include classroom facilities, research and laboratory facilities, professional schools and libraries.

Administration / Student Services

Administration and student services uses are those that house University administration and support space, conferencing and general meeting space, and student services such as admissions, registration, financial aid and student health.

Athletics and Recreation

Athletics and recreation facilities are those that support inter-collegiate athletics facilities, intramural recreation programs, and wellness and fitness centers. Uses in this category include sports arenas and facilities (including related support functions: i.e., laundry, locker facilities, coaches offices, etc.), programmed recreational open space and recreation centers.

Facilities and Support

Facilities and support uses are those that serve staff and functions dedicated to the maintenance, upkeep and functionality of the campus. These uses include physical plant, facilities department, grounds maintenance, parking services, facilities planning and development, mail services, etc.

Medical

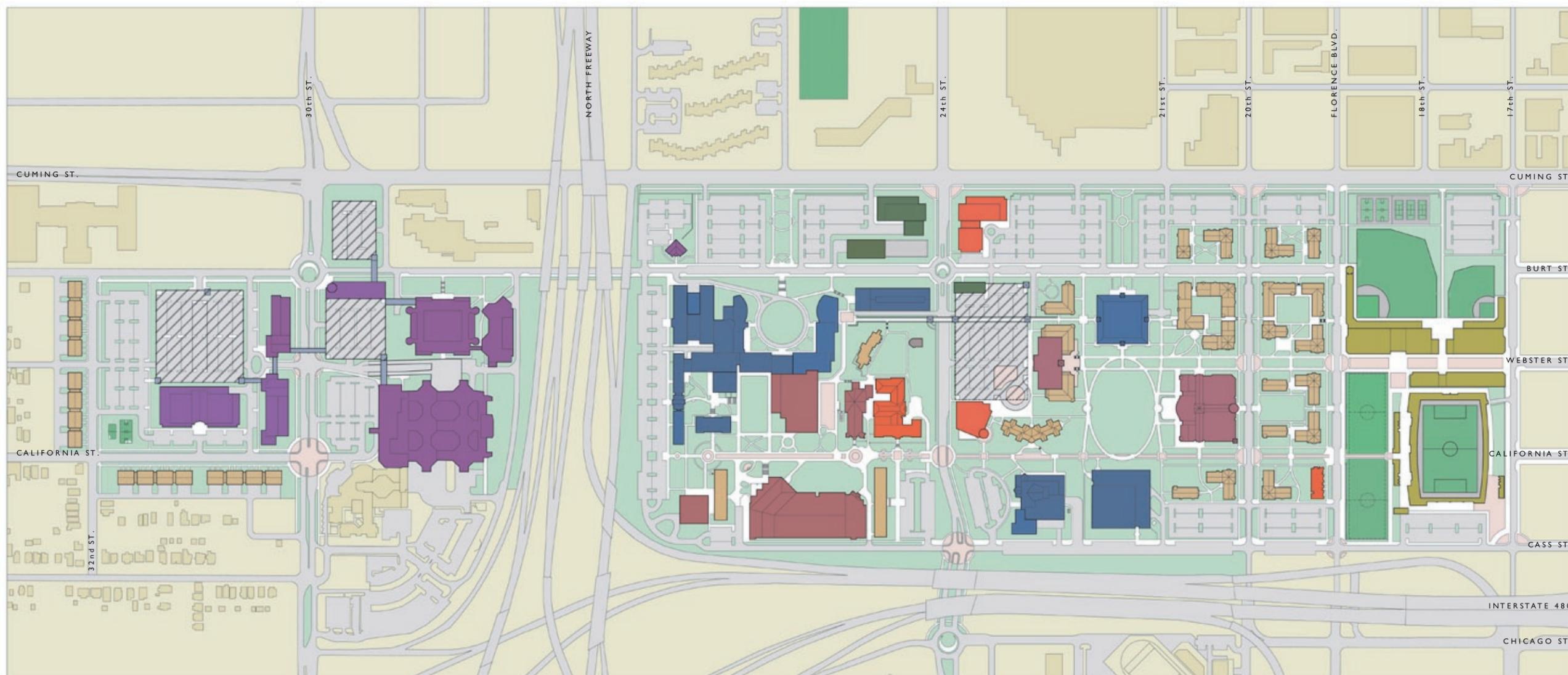
Medical facilities include those that support the mission of medical education and practice. They include hospital facilities, outpatient and clinical services, and medical-specific educational facilities.

Parking

Parking as a land use represents primary surface and structured parking. Parking as a land use designation may not include small or building-specific visitor parking facilities or service parking.

Residential

Residential facilities include those uses that cater specifically to the on-campus resident. These facilities include residence and dining halls.



Creighton University Master Plan - Land Use Plan

LEGEND

	Core Activity Center		Facilities/Plant		Residential
	Administration/ Student Services		Medical		Structured Parking
	Academics		Recreation/Athletics		

The basic structure of the Land Use Plan is aimed at creating zones of activity so that locations across the campus are functional throughout the day. To create this diversity of activity it is necessary to spread uses throughout campus precincts (i.e., locating core activity centers, residential facilities, and academic functions in each), thus creating a type of village atmosphere across the grounds. Defined by this structure, the following land uses are applied to the Creighton University precincts:

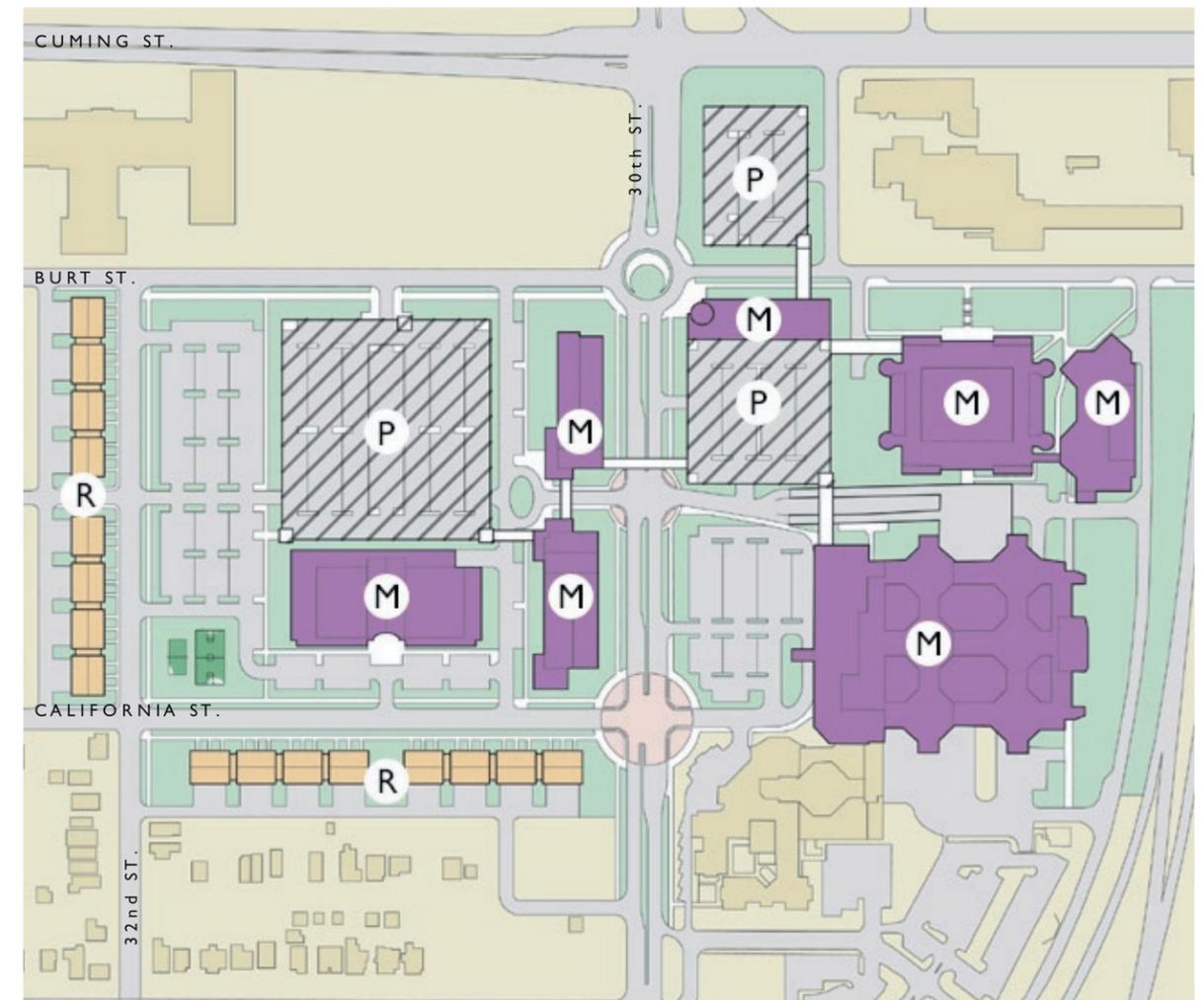
West Campus

The west campus primarily serves the health sciences portion of the University mission and, as such, the majority of its land is dedicated to medical functions. The nature of health sciences schools is to combine the educational and experiential functions of medical practice to ensure that students, faculty and practitioners are able to share knowledge, facilities and technology. This method of delivery means that teaching, research and practice are spread throughout the medical facilities and across the precinct.

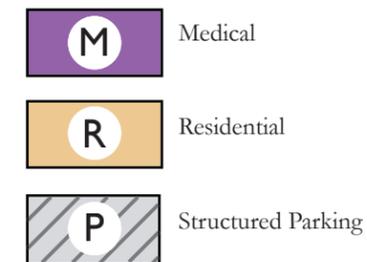
Medical: It is anticipated that facilities for the teaching, research and delivery of medicine will require significant expansion in the coming years. The land use plan accommodates a significant growth in medical facilities to ensure that the University is able to keep pace with future medical needs.

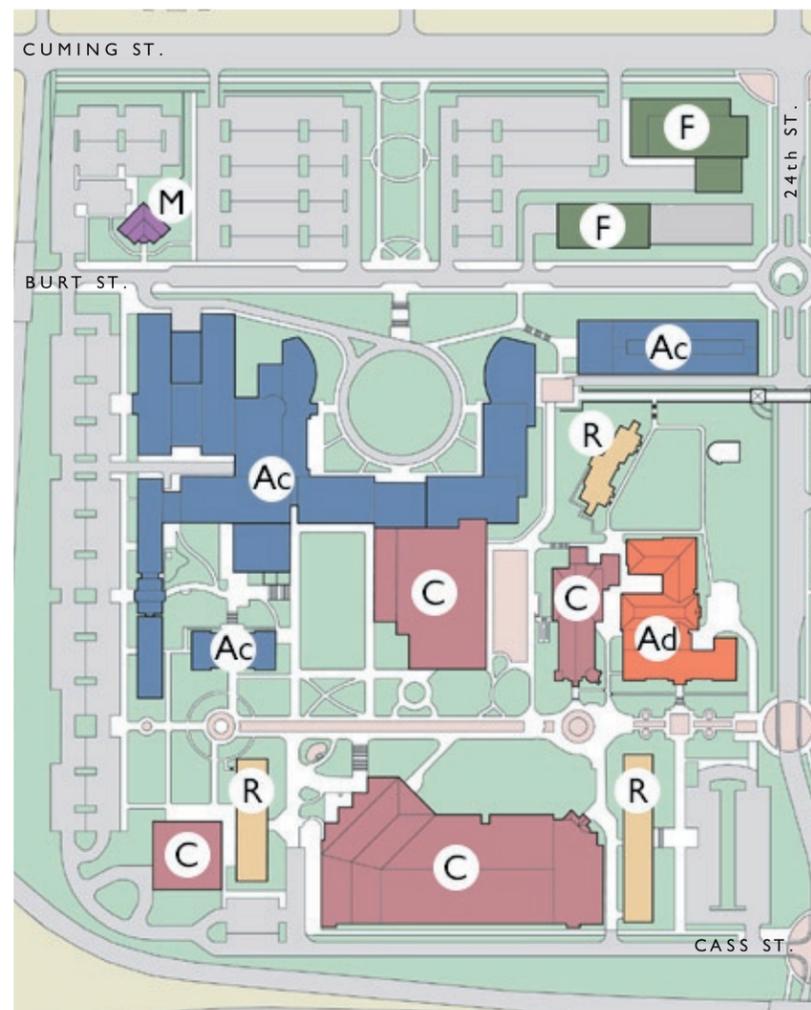
Structured Parking: While the need for parking is a common concern on university campuses, it is especially critical where medicine is taught and practiced. Parking for medical facilities must support not only the students, faculty and staff of the University; it must also consider the high parking turnover of patients and visiting practitioners. The Land Use Plan proposes two additional parking structures on the west campus (along with an expansion of the existing structure at 30th and Burt Streets) that are meant to meet the high parking demand of this campus precinct.

Residential: Given the adjacency of the west campus to the Gifford Park neighborhood, it is advisable for the University to provide a buffer between this established residential neighborhood and the growth and expansion of medical facilities. The residential component of the Land Use Plan is meant to serve as that buffer while providing on- or near-campus housing opportunities for graduate, professional and married students and, potentially, faculty and staff. The Land Use Plan indicates approximately 400 total beds on the West Campus.



Land Use Plan - West Precinct





Land Use Plan - Central Precinct

	Core Activity Center		Facilities/Plant
	Administration/ Student Services		Medical
	Academics		Residential

Central Campus

Historically, the central campus has functioned in much the same way as the framework for the Land Use Plan – a mix of uses combining environments of living and learning. While the Land Use Plan calls for such a mix of uses to continue, it recognizes that the central precinct will become the geographical core of an expanded University campus. The importance of this core to the image of Creighton University and the delivery of education is inherent in the Land Use Plan.

Core Activity Centers: The Jesuit tradition of education is apparent in the central precinct, with the presence of two of the most distinctive and important campus buildings: the spiritual center (St. John’s Church) and the central library (Reinert/Alumni Memorial Library). These facilities, along with the Skutt Student Center and Kiewit Fitness Center, form the core of activity on the campus at present. The Land Use Plan indicates these facilities will continue their presence and importance to the life of the campus.

Academics: The expansion of the academic use in the central precinct is a response to the qualities of the existing Creighton campus and the eastern Nebraska climate. The adjacency of growth areas to existing academic facilities in the Land Use Plan serves two primary goals: to allow research facilities in the precinct to function under one roof, decreasing the need for additional building service areas and stack space, and to group teaching and learning facilities in a fairly compact area, minimizing walking distances between classes during the often-harsh Omaha winters.

Residential: Although reduced, the residential function of this portion of campus remains a vital component of the Land Use Plan. Student housing in Kiewit Hall and Swanson Hall remains in the Land Use Plan, while the Ignatius House is expected to continue functioning as a Jesuit residential facility. The Land Use Plan indicates approximately 780 total student beds on the Central Campus.

Administration: The Administration Building, with its prominent location and historic importance to the University, continues to be shown under a primarily administrative use in the Land Use Plan.

Facilities / Plant: In order to combine the elements of facilities and plant services, the Land Use Plan recommends the relocation of the facilities staff and services to the southwest corner of Cuming and 24th Streets. This location, while offering campus convenience to facilities personnel and plant services, also serves as a visual screen to the stacks and transformers of the adjacent campus utility provision centers. Additional activities, such as the central mail handling facility, are expected to be located at this position.

Medical: It is anticipated that the Center for Health Policy and Ethics will continue to function in its current location.

East Campus

With the anticipated growth of the campus to the east, this precinct holds the greatest opportunity to create an atmosphere of activity and diversity for Creighton University. Capitalizing on existing residential and academic uses, the Land Use Plan aims to create a precinct that is functional and active not only 24 hours a day, but also 365 days a year.

Core Activity Centers: In order to spread activity across the campus, it is important to create core activity centers located at the places where a high level of activity is desired and are geared toward the users who are likely to engage the place. The core activity centers illustrated in the Land Use Plan call for the location of facilities to serve new campus residence halls and to serve as the “hearth” of activity between academic and residential land uses. These facilities may contain dining, conference, recreation, wellness and other service components among their building programs.

Academics: The academic facilities illustrated in the Land Use Plan are designed to continue the practice of locating academic programs on the east campus that are self-standing or have few constraints based on necessary adjacencies, similar to the existing Lied Center and Ahmanson Law School. The expanded academic facilities also contribute to the village concept of campus development through their adjacencies to residential, core activity, and open space components of the Master Plan.

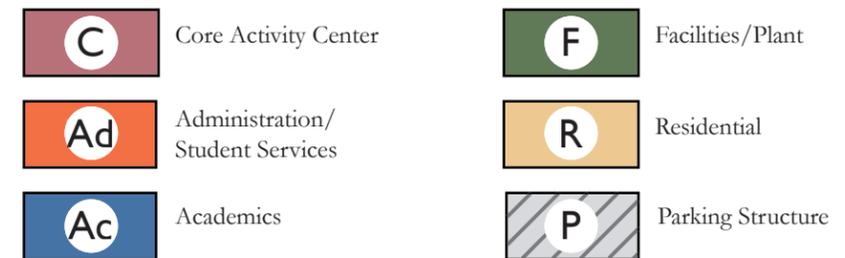
Residential: In order to accommodate the University’s need for additional on-campus housing for the range of students by class standing, the east campus precinct contains a significant amount of land dedicated to residential facilities. The housing concept shown in the Master Plan ranges from suite-style residence halls for undergraduate students to townhouse- and rowhouse-style facilities for upperclassmen, graduate and professional students. The mixing of students of different class standing and age within the precinct is deliberate in that an essential component of the village concept of campus development is the sharing of experiences among all campus users. Much of this housing is expected to be leased year-round, contributing activity to the campus outside of the academic calendar. Total student housing shown on the east campus equals approximately 1,825 beds.

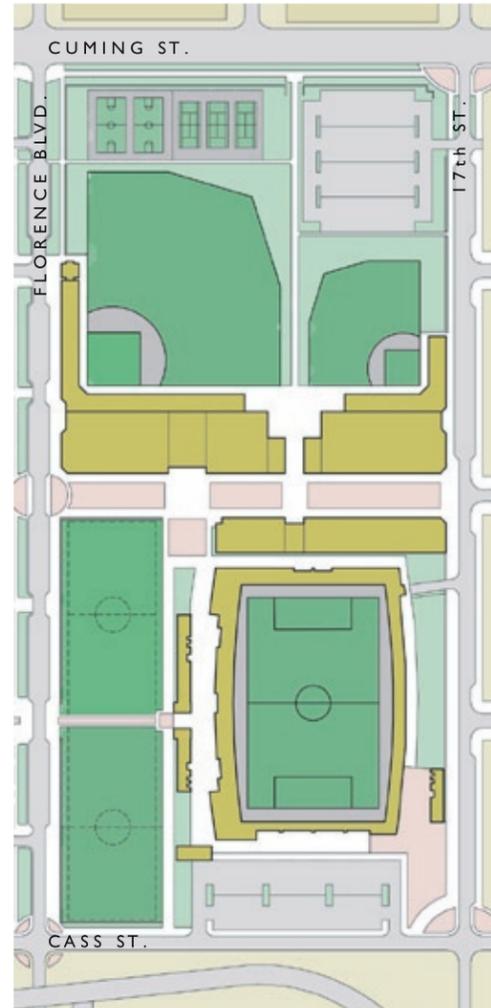
Administration / Student Services: A need exists on campus for a combined student services facility to consolidate those University departments that cater to the administrative aspects of the student’s education. This facility, housing among others the bursar, registrar, financial aid and admissions, belongs in a central location that is accessible to campus visitors and students alike. Additional administration space is included in the Land Use Plan to accommodate expanded administrative needs and to house functions that are currently located in off-campus, leased facilities (such as student health) that would better serve the campus community if located on University grounds.

Structured Parking: In the near future, the value of land for the development of University facilities and open space will necessitate the consolidation of some parking into structured lots. The location and size of the parking structure in this precinct is designed to serve primary destinations on the core and east campus, accommodating both visitor traffic and parking for campus users. Also included as part of the parking structure is a building whose use is intended for the parking services and campus safety staff of the University.



Land Use Plan - East Precinct





Land Use Plan - Sports Complex

Recreation/Athletics

Sports Complex

The construction of the soccer stadium at the eastern edge of campus, coupled with the University’s desire to acquire the land between Cuming, Cass, 17th Street and Florence Boulevard, gives the University a unique opportunity to create an athletics and recreation complex on this land. This combination of facilities geared toward inter- and intra-University athletics allows the University to free up valuable land in the center of campus for future development while creating a buffer to the campus from unknown off-campus development scenarios. In fact, the concept of the Sports Complex may promote attractive off-campus redevelopment by creating a destination for campus, local and regional visits.

Athletics and Recreation: The soccer stadium is the preliminary step in creating a combined athletics and recreation district on the campus. This facility and planned adjacent buildings are expected to house athletics offices, locker rooms, laundry facilities, club sports facilities, drop-in activities, and concessions in addition to sports fields and stadium seating. In the future, the Land Use Plan indicates the relocation of the baseball and softball fields and fieldhouse component of the Old Gymnasium in order to capitalize on the economy of shared support facilities. In addition to the continued co-use of the baseball/softball complex, new recreation fields are also indicated on the Land Use Plan for the use of intramural activities and informal recreation.

Academics: In addition to facilities geared toward athletics and recreation, the Land Use Plan recommends the inclusion of academic uses, such as classrooms, graduate offices and coaches’ offices, within the Sports Complex. Doing so may allow certain programs to take advantage of athletic facilities while again creating a mix of land uses across the campus.

Alternative Development: Although not specifically shown in the plan, it is suggested that the University investigate alternative development within the Sports Promenade to help activate the precinct. Such uses may include concession areas, ticketing booths and campus retail uses, including campus bookstore, athletics-related apparel stores and food and drink establishments. This mix of uses is aimed at creating a vital precinct, focusing much of its alternative development, athletics and recreation activity on the Webster Street corridor. The importance of Webster Street to the Sports Complex cannot be understated, since it is seen as the pedestrian and active heart of the district and is hereby referred to as the Sports Promenade.

Circulation and Parking Plan

The manner in which people circulate around, within, and through a campus has a great impact on the way the place is experienced and remembered. The location of streets, sidewalks, service and emergency drives and other circulation routes creates the foundation of the user's impression of the campus and the manner in which a person chooses to move about its environs. The Master Plan acknowledges the importance of the circulation routes and describes a framework that simplifies campus pedestrian and vehicular circulation while improving the safety of campus users.

Pedestrian Circulation

Pedestrian movement across a campus should be considered the primary means of its navigation. The importance of a clear pedestrian circulation system begins with the movement of students, faculty, staff, visitors and patients between buildings throughout the day. Its importance extends to the need to distinguish core destination areas of campus to visitors and to provide a safe and protected mode of movement to all who step foot on University grounds.

The Master Plan, following the lead of current campus pedestrian patterns, lays a framework for the pedestrian circulation system that is clear and hierarchical. While development densities and styles vary across the campus, the pedestrian circulation system tends toward a grid based on the historical city block development of the city of Omaha. This grid provides a clear and comprehensible pedestrian framework, allowing a hierarchy of paths to develop upon anticipated axes. This hierarchy is broken down into primary, secondary and tertiary pathways.

Primary Pathways: Using the Skinner Mall on California Street as a framework, the primary pathways across the campus are those designed to carry the highest volume of pedestrian traffic. These circulation routes connect zones of high activity along axial routes. Primary pathways are designed to be clear to both campus visitors and regular users, and may incorporate special materials, wayfinding, signage and consistent landscaping and/or lighting to accentuate their importance. Primary pathways should be designed as “super sidewalks,” since they need to accommodate both high volumes of pedestrian traffic as well as service and emergency vehicle access.

The Master Plan indicates three primary pedestrian pathways: California Street, Webster Street and Burt Street. These corridors combined connect the entire campus east-to-west, as well as providing clear access to and from adjacent and regional pedestrian systems.

Secondary Pathways: The next level of the pedestrian hierarchy, secondary pathways, is intended to provide options to the pedestrian in the navigation of the campus. While the primary pathways serve as the east-west framework for the campus on rigid axes, secondary pathways are used to access buildings, parking and open space. Secondary pathways may carry high levels of activity, but they are intended to provide places for students and faculty to stop and talk between campus buildings. The intersections of primary and secondary pathways also create nodes of activity for campus users. Like primary pathways, “super sidewalks” should be used where secondary pathways must provide service and emergency vehicle access.

The Master Plan provides secondary pathways in primarily north-south corridors, connecting the primary pathways along with buildings, parking, and open space.

Tertiary Pathways: Tertiary pathways are those that are intended for typically low volumes of pedestrian traffic. They often follow paths not associated with the primary and secondary pedestrian grid. These paths may provide incidental access to places of low activity or follow paths of least resistance dictated by pedestrian movement.

Bicycles and Recreation: The Cuming Street corridor is intended to serve as a regional jogging and recreation trail connection through the campus. It is anticipated that this trail, adjacent to a hard-surface walkway along Cuming Street, would connect to regional trail systems beyond the University. The planned location along Cuming Street serves to keep regional bicycle and recreation traffic out of the pedestrian core of the campus while allowing easy access to the system to all campus users.

Pedestrian Safety: The safety and protection of pedestrians across the campus is of primary concern to the University, especially where conflicts with vehicles are concerned. The Master Plan has indicated areas of potential pedestrian / vehicular conflict and addressed them in the following ways:

24th Street – Bisecting the campus, this regional arterial road brings substantial non-University traffic through the heart of the campus. Along with this traffic come concerns related to pedestrian safety. The Master Plan recommends two improvements to key crossing points to protect pedestrian movement:

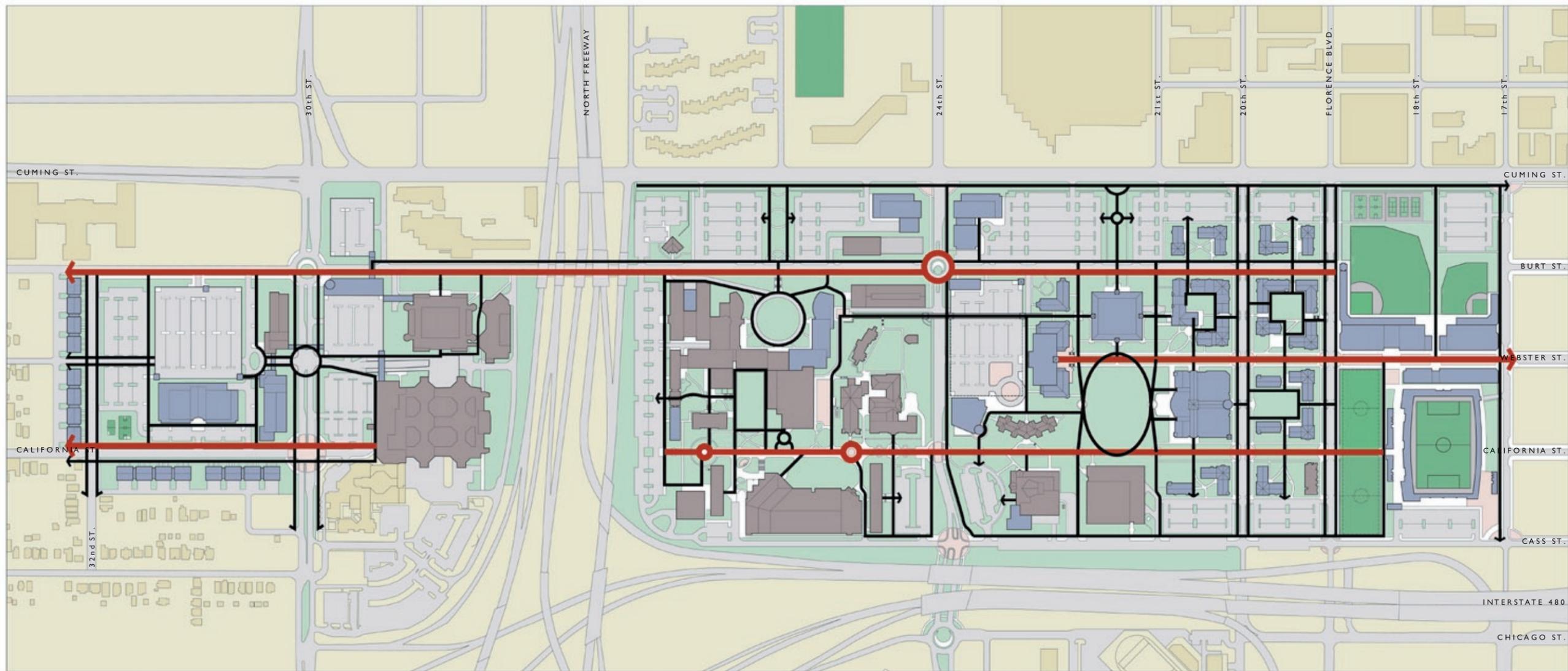
At the intersection of 24th and California Streets, the introduction of special materials to the roadway is recommended. The use of special materials, such as the pavers used throughout the California Street Mall, alerts the driver that they've reached a special place and should slow down. Other steps also may be taken to reduce vehicle speed, including raising the intersection to serve as an enlarged “speed bump.”

The Master Plan also recommends the construction of a pedestrian bridge over 24th Street, connecting the proposed parking structure with the service drive due south of the Old Gymnasium. This pedestrian bridge, while serving as a safe haven for pedestrians, would also contribute to the identity of the University, would provide an improved connection to St. John's Church, and help spur the revitalization of ConAgra Plaza as a viable gathering place.

In the long term, it is further recommended that the University pursue the opportunity to depress 24th Street at California Street. Doing so would provide a grade-separated crossing for pedestrians, allowing California Street and the Skinner Mall to span over 24th Street. The value in undertaking this task would be marked not only by a dramatically improved pedestrian environment, but would also strengthen the image of the campus.

Burt Street and 30th Street at the Medical Center –In order to offer a safe crossing of Burt Street and 30th Street to medical center facilities, raised pedestrian overpasses are recommended to connect proposed structured parking and medical facilities.

Pedestrian crossings of campus roads – Where pedestrian pathways cross campus roads that provide on-street parking, the Master Plan recommends bottlenecking the street to improve pedestrian safety. Bottlenecking, or bringing the curb-line of the street to the limits of traffic lanes, serves to decrease the distance of a pedestrian crossing while also improving the pedestrian view to on-coming traffic.



Creighton University Master Plan - Pedestrian Circulation

LEGEND

Primary Pathways

Secondary Pathways

Vehicular Circulation

As visitors approach the campus, users arrive at the campus, and outside traffic skirts or traverses the campus, there are important concerns about the overall environment. Appropriately planned vehicular traffic systems minimize the congestion of campus roads and pedestrian zones, reducing conflicts between pedestrians and vehicles. Further, the design of traffic corridors also can help in reducing the use of vehicles across or through the campus where inappropriate.

The framework of the Master Plan is based in part on the strategic planning of vehicular routes around, within, and through the campus. The changes to these routes, as described below, are directed at creating a more pedestrian-friendly and less vehicle-dependant campus.

Cuming Street: With its connection to Abbott Drive, the Cuming Street corridor has become one of the new primary routes into downtown Omaha by visiting traffic. The importance of this street to the success of the new Convention Center / Arena and other expected development in northeast Omaha is expected to bring additional traffic past the University, creating a new “front door” experience for the campus. Additionally, the change to two-way traffic on Cuming Street will affect the image of the University, as the campus will be experienced from a new, eastbound approach. No improvements are suggested in the Master Plan to the basic configuration of Cuming Street, although it is important that the University maintain contact with the City regarding future changes to the street, especially where treatment of the campus perimeter (i.e., landscape, lighting, signage, monumentation, etc.) is considered.

It is suggested that the University continue to pursue further changes to Cuming Street with the City of Omaha and Nebraska Department of Roads. These include continuing the reconfiguration of the street to two-way traffic from 27th Street to 30th Street, as well as the construction of a new southbound on-ramp to the North Freeway from Cuming Street. This new on-ramp is particularly necessary as a means of ensuring the safety of pedestrian movement along Burt Street between the west and central campus precincts.

24th Street: As a key regional north-south vehicular route, 24th Street holds unique opportunities to enhance the image of the University. As a bisector of the campus, however, 24th Street also holds the biggest traffic danger to pedestrian safety on campus. The Master Plan deals with these issues by attempting at first to calm traffic while strengthening the visual experience of driving through the campus.

The primary safety concern related to the pedestrian crossing of 24th Street has to do with the width of the road and the speed of its traffic. The Master Plan addresses this problem by recommending the installation of traffic-calming measures through the campus grounds, including the introduction of traffic circles at Burt and Cass Streets. While addressing issues of safety, these improvements also help to soften and beautify what is currently a stark campus vista.

30th Street: Like 24th Street, issues of pedestrian safety exist along 30th Street through the west campus as well. Similar improvements are recommended in the Master Plan, including the continued use of the 30th Street median and the introduction of a traffic circle at Burt Street. The Master Plan also indicates a narrowing of the street - without eliminating traffic lanes in either direction - to reduce the current width of the crossing.

The Loop Road System: A successful way of dealing with on-campus traffic is to incorporate a loop road system into the vehicular circulation framework. The benefit of a loop road system lies in its ability to distribute traffic to desired destinations, simplifying the navigation of the campus for both visitors and regular users.

The Master Plan recommends establishing a campus loop road for Creighton University through modifications to existing roadways. The framework of this system begins with Cass Street and Burt Street as east-west, two-way corridors through the campus. As indicated in the Master Plan, these roads serve the majority of campus parking facilities and are located to the perimeter of the pedestrian core of the campus.

In the east and central precincts, the loop system is completed with Wareham Parkway to the west and the Florence Boulevard/20th Street one-way couple to the east. Again, traffic-calming efforts are recommended along each of these roads to discourage high vehicle speeds. These efforts include the narrowing of Burt Street, Florence Boulevard and 20th Street to two-lane roads, and the introduction or continued provision of on-street parking along each corridor. On the west campus, the loop system begins again with the Burt Street corridor and continues along 32nd, California, and 30th Streets.

An added benefit of the loop road is that it provides a clear route for the introduction of a one-way, cross-campus shuttle. The location of the loop road equally serves the academic, medical, residential and core activity centers of the

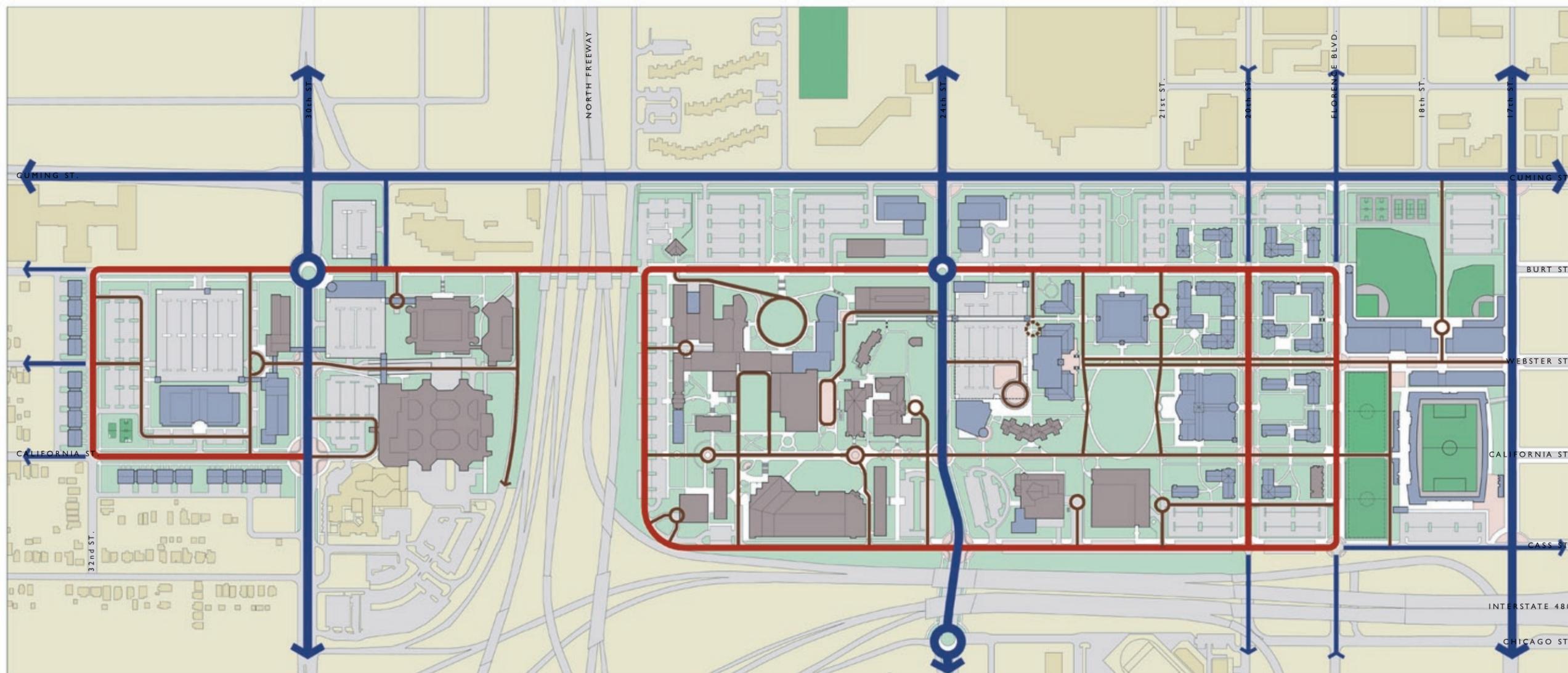
campus while providing convenient access to all campus parking facilities. The use of the loop road for a shuttle route would limit the need for cross-campus vehicular trips, further improving the pedestrian environment.

Street Vacations: With the improvements outlined above, it is possible to reduce the amount of road infrastructure through the campus to alleviate traffic and congestion within its pedestrian core. Closures include Webster Street (from 21st Street to Florence Boulevard), California Street (from 21st Street to Florence Boulevard), 18th Street (from Cuming to Cass), and 22nd and 23rd Streets (from Cuming to Burt) and 21st Street (from Cuming to California). On the west campus, the Master Plan recommends the closure of Webster Street from 30th to 32nd Street.

Service and Emergency Vehicle Routes: Servicing of buildings and grounds is a necessary but often overlooked component of the campus circulation network. While it is desirable to limit the space used by service vehicles, it is a fact that nearly every corner of a University campus requires some level of access for maintenance and emergency vehicle access. If dealt with in a thoughtful manner, however, the intrusion of service corridors on the campus environment may be minimized.

Most campus buildings require service docks for the delivery of supplies and temporary storage of building refuse. In order to reduce the visual impact of these areas across the campus, it is recommended that adjacent buildings share common service facilities. By locating service docks at common locations between buildings, the University may separate the servicing areas from pedestrian zones and important campus site lines, leaving more space open for the development of an appropriate campus pedestrian environment.

Emergency and maintenance vehicle routes throughout the campus should be designed to first meet the needs of the pedestrian. These routes, as indicated in the Master Plan, typically coincide with corridors of high pedestrian volume. By doing so, the University may develop the appropriate infrastructure for emergency and maintenance equipment that remains in appropriate scale with the volumes of foot traffic associated with class changes and campus tours.



Creighton University Master Plan - Vehicular Circulation

LEGEND

-  City and Regional Streets
-  Campus Loop Road
-  Service/Emergency Vehicle Drives

Parking

The provision of adequate and convenient parking is a critical issue on any University campus. While it is desirable to protect the interior of campus from the intrusion of the automobile, it is also necessary to offer parking options to the wide variety of campus users that are convenient to key campus destinations. As such, the dispersal of parking throughout campus is a critical component of this Master Plan.

In the Master Plan, two basic criteria guide the location of parking facilities across the campus: adjacency to the proposed campus loop road and proximity to important campus destinations. As previously discussed, the purpose of the loop road system is to distribute vehicular traffic to campus destinations while reducing traffic in pedestrian areas. The location of parking adjacent to the loop road accommodates parking for campus users while pushing the majority of parking to the campus edge. Large surface parking lots and structures are located to serve areas of high population density, while smaller, visitor-specific lots are sited near key campus destinations. This concept of parking the edges – while still within convenient walking distance to primary destinations – frees the interior of campus from traffic congestion, creating a more lively pedestrian experience throughout.

The Master Plan indicates a number of parking structures throughout the campus. Because land is a finite resource, the economies of land use will likely direct the University to pursue structured parking in the future. While more expensive to build than surface parking, structured parking accommodates a higher number of vehicles per square foot of land while preserving valuable property for the development of University facilities and open space. Structured parking also may provide an additional revenue stream to the University. Additionally, by structuring parking, the University may accommodate more vehicles near core destination areas, serving a higher percentage of campus users in convenient locations.

Guided by this philosophy, parking structures are recommended at three new locations: at the southeast corner of Burt and 24th Streets, to support facilities on the central and east campus precincts; at the current location of the dental school parking lot (30th and Cuming), to support the medical facilities immediately south of Burt Street, and south of Burt Street, between 30th and 32nd Streets, to support all facilities on the west campus. Additionally, the Master Plan indicates the vertical expansion of the existing Medical Center parking structure to add two decks of parking to the facility. This expansion is currently under consideration by the Medical Center. If not pursued, other alternatives to increase parking should be identified.

Open Space Plan

The range of open space types found on college and university campuses extends from large, open fields to intimate enclaves. The importance of variation in landscape and open space design lies in the manner in which students, faculty, staff and visitors are able to participate within the campus landscape. Different activities call for different treatments in size, landscaping and furnishing space. More importantly, campus open spaces and their relationship to the built environment and natural features assist in the creation of memories of the experience of the place – memories that inspire recollection, return visits to campus, and the support of University alumni.

The importance of open space to the campus environment is inherent in the Master Plan. While the Plan cannot indicate specific locations for each of the open space types listed below – the scale of planning is simply too large – it can outline significant gestures that are geared toward improving the outdoor environment of the University. The open space typology and recommendations of the Master Plan include the following:

Active Recreation

The purpose of Active Recreation space is to provide the student body with the opportunity for both organized and informal outdoor athletic and recreation activity. Typically, active recreation fields are sized to accommodate at least one standard-dimension soccer field. Depending on the needs of athletic departments, these fields also may require temporary or permanent seating areas and storage facilities. On most campuses, active recreation areas are located toward the perimeter of the campus and are limited to a few large parcels.

New facilities for active recreation are located on the Open Space Plan within the Sports Promenade precinct of the campus. The Plan indicates a consolidation of recreation facilities in this precinct to include fields for both University athletics and intramural recreation, as well as courts for basketball and tennis.

Passive Spaces

Passive spaces are those that encourage serenity, reflection and quiet study through the use of landscaping, water, art, etc. These areas tend to be framed by buildings and/or mature landscape, and range in size depending on the adjacent land uses, maturity of the landscape, and built environment. Walkways that run through passive spaces tend to be narrow and may be constructed of higher-quality materials such as brick pavers or stone. These spaces are typically screened from the noise of active areas and adjacent streets, and may

be designed to accentuate views of landmarks, buildings, or landscape features. Passive spaces may be located throughout the campus, but tend toward areas of academic use or those of historic significance. Given the extent of landscape and quality of materials used, these spaces are often limited to a few locations throughout campus.

The primary passive space indicated in the Open Space Plan continues to occur in the Jesuit Garden.

Large Gathering Areas

Large gathering areas are often the defining structure of a campus and its most visible landscape features. Quadrangles and vast sweeping lawns are examples of such areas that were historically developed to give shape to their perimeters, to accentuate landforms, and to provide large spaces for student gatherings. These areas tend to be framed by buildings, perimeter roads or significant natural features and are located in the most active areas of campus. The landscape of large gathering areas tends to be regular and formal at the perimeter with little to no additional landscaping to the interior of the space. High-volume pedestrian corridors are typically located to the perimeter of large gathering spaces, while walkways of varying capacity may transverse these areas. Public art, fountains, seating areas and other features also may be included in the landscape design.

One of the most noticeable efforts in the development of additional open space across the campus in the Master Plan is the introduction of a large gathering area in the center of the east campus precinct. This open space meets an important outdoor programmatic need of the campus that does not currently exist. In addition to this space, the Master Plan also indicates the development of a large gathering area adjacent to the new science facility on the central campus.

Small Gathering Areas

While large gathering areas are meant to accommodate crowds on a grand scale (such as graduation and convocation ceremonies, outdoor concerts and lectures, etc.), small gathering areas serve a more intimate audience. These spaces, which may be used for picnics, class meetings, cultural presentations, etc., are typically located in quiet areas framed by buildings – often off of a main quadrangle. The landscape of small gathering spaces tends to be rich in planting at the edges, leaving the interior of the space open for ease of flexibility. Low-traffic pedestrian walkways are likely to traverse these spaces, while high-volume

corridors are typically located within sight but out of range of noise disruption. Small gathering areas tend to be located in areas that support academic, cultural, and administrative functions.

Small gathering areas accommodated in the Master Plan include the expanded open space created by the recommended removal of the Hitchcock building as well as the forelawn to the Skutt Student Center and Kiewit Fitness Center.

Symbolic Spaces

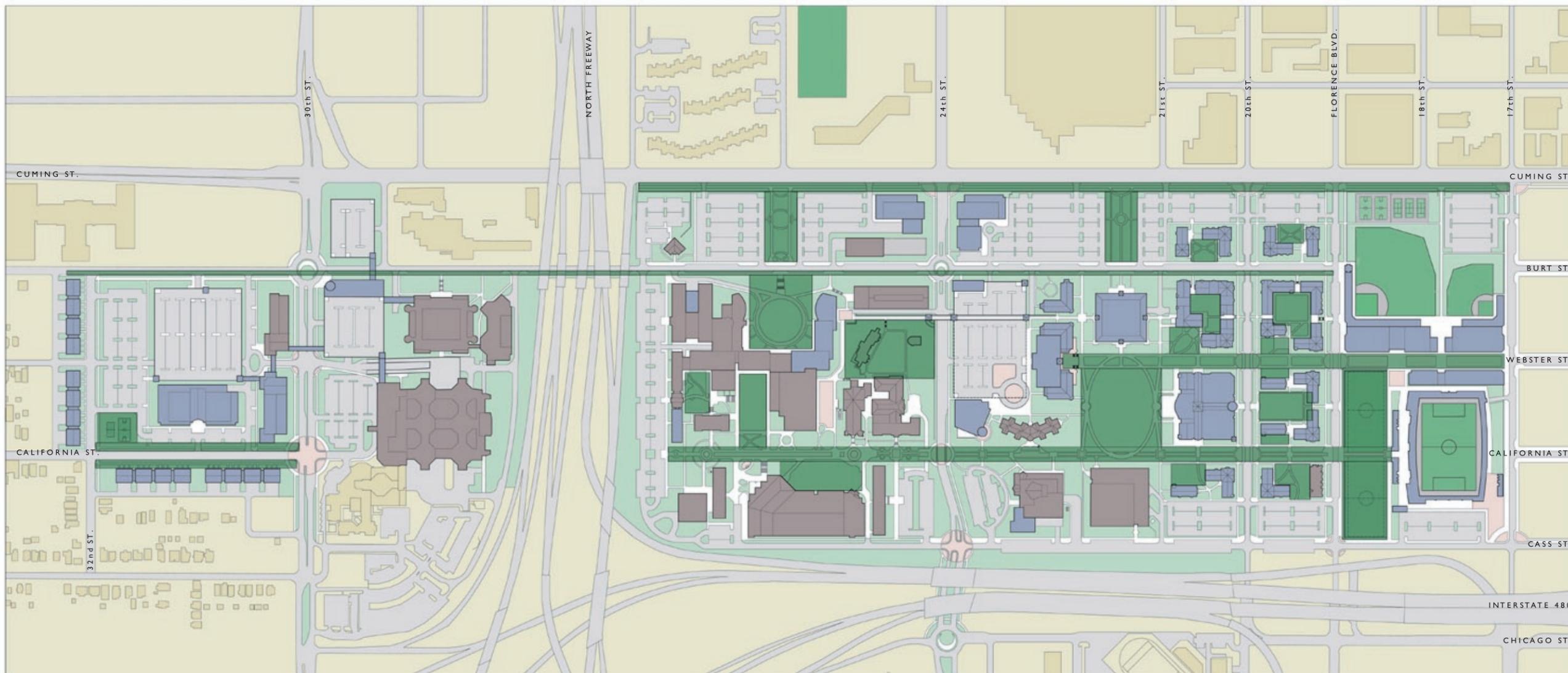
Most memorable college campuses are defined by a significant symbol or icon, whether through architecture, landscape, or exterior spaces. Symbolic outdoor spaces embody the physical identity of the university through the transition of built space to landscape, using high-quality building and hardscape materials and hearty plant species. The quality of a space as symbol cannot be forced and is arrived at only through time and a consistently high level of care.

The California Street Mall and its extension to the east remains the most recognizable symbolic space for the campus. In addition to the Mall, symbolic spaces are also indicated on the east and central precincts as entry greens into the campus from Cuming Street. The symbolic nature of these spaces comes from their association with important current or future campus landmarks.

Spaces Shaped by Buildings

As previously described, large gathering spaces are often the defining structure of a campus. At their perimeter, however, it is necessary to build to a high level of density to accommodate the interior space needs of the university. In these instances, it is important to develop interstitial outdoor spaces that are framed by the built environment to complement the building interiors. These spaces vary in size and level of landscape treatment and are located throughout a campus. The manner in which a campus is developed (i.e., as a “buildings in a park” setting or as formal quadrangles) defines the level to which spaces framed by buildings are found throughout its environs.

These spaces occur in several locations across the campus in the Master Plan. The most notable of these locations are the courtyards indicated within the upperclass housing on the east precinct.



Creighton University Master Plan - Open Space Plan

LEGEND

 Major Outdoor Spaces

Building Forecourts

A college's body of student and faculty is social by nature. All outdoor spaces encourage some level of social interaction, from large gatherings to one-on-one conversation. During class changes, however, these spaces may not be the most convenient for interaction since they are separated from the areas in which people are moving to and from building entrances. The development of building forecourts as outdoor areas is important to the development of relationships in the academic setting, allowing a transition from exterior to interior space. Building forecourts are most often located at the main entrance to a facility and adjacent to high-traffic pedestrian corridors. The forecourts may include seating areas, hardscaped plazas, perimeter landscaping, art and water features, and are sized to accommodate the volume of traffic experienced at class change.

Building forecourts are expected to be included in all future development, related in scale to the activity and use of associated facilities.

Formal Entry Forecourt

As opposed to building forecourts, which should be located at the majority of campus buildings, formal entry forecourts are typically reserved for major campus destination buildings as defined by architecture or use. Libraries, lecture halls, and historic buildings often signify the heart of a campus, and it is at these locations that formal entry courts are typically found. These spaces are larger than other building forecourts and are designed to complement adjacent architecture with the highest-quality materials. Formal entry forecourts tend to be hardscaped plazas highlighted by, but not overwhelmed by, landscape features.

The forecourt to the Hixson-Lied Science Building is an example of a formal entry court on the campus today. Formal entry courts should be sparingly used in the future, related to new and future important campus facilities.

Discovered Spaces

The process of learning and discovery is inherent on college campuses, and landscape features are not excluded. While first impressions may be based on symbolic spaces or vast quadrangles, memories are often made on the discovered spaces – places off the beaten path that instill comfort, serenity, and peace. The importance of the discovered space is different to each individual and, as such, these places may vary greatly throughout the campus. However, they typically share a common theme of high-quality material, site furnishing and richness in

landscape. Discovered spaces do not require a significant amount of land – even a comfortable bench near a flowering hedgerow may qualify – and thus may be located throughout campus.

The Stuppy Greenhouse and benches overlooking the Missouri River in the Jesuit Garden are examples of existing discovered spaces on the campus. The University should strive to strategically locate discovered elements across the campus, both now and into the future.

Walkway as Place

Campus walkways are not just thoroughfares for transporting people from place to place; they should also be considered an integral part of the campus built and outdoor environment. It is on walkways that students cross paths with faculty and visitors cross paths with administrators, and where students seek shelter and safety between buildings. Walkways that are treated as a place are comfortable settings for walking, for sitting, and for conversation. These walkways tend to be complemented by a dense canopy of trees overhead, regular location of benches, tables, and other site accessories, and consistent campus lighting. Walkways as place also help people navigate the campus, with axes on significant building entrances, clear building signage, and campus maps located enroute.

As described in the pedestrian circulation system discussion, each of the pathways designated primary or secondary should have some level of design that contributes to the place making of the path. These include, but are not limited to, the California and Webster Street malls as well as the walkways surrounding the large open space on the east precinct.

Drop-off Space

Drop-off areas should not be considered simply a matter of vehicular circulation. They are, in fact, a first impression of the University for many people, and are used by both the vehicle and the pedestrian. Through the treatment of drop-offs, the University may instill an order and clarity to vehicular routes while enhancing the quality of the landscape and pedestrian environment. Where drop-offs become more than simply automobile routes, pavers and stone, concrete bands, bollards, and special landscape treatments may be used to enhance or replace curb and gutter and other typically mundane roadway treatments. The treatment of the drop-off as space is especially important in areas at which visitors are entering campus buildings, since this may directly affect their first impression.

Drop-offs are recommended at various locations across the campus and their design should be treated appropriately related to their level of use and importance to the image of the University.

Outdoor Dining

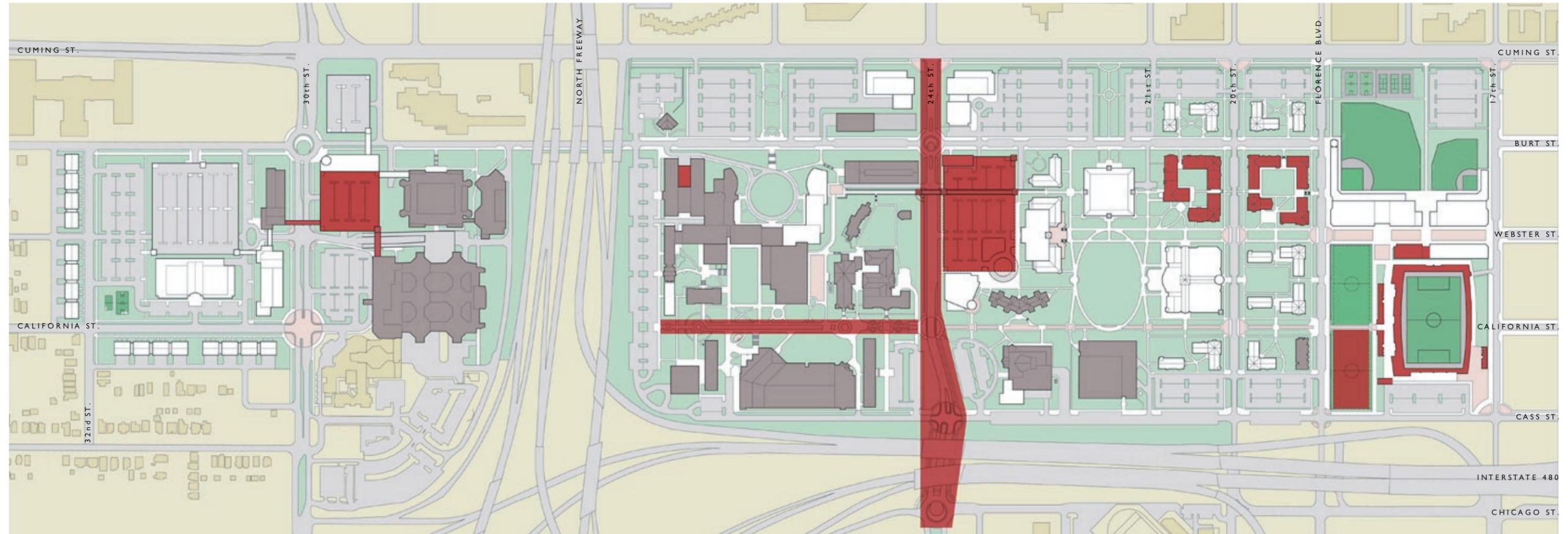
Areas designated for outdoor dining are assets to the campus environment, encouraging interaction, study, and comparatively lengthy stays. Outdoor dining areas are typically located adjacent to indoor dining facilities and along high-traffic pedestrian corridors. Landscape treatments and umbrellas are used to provide shade to those using the space. Dining areas may range in size from small patios with just a few tables to dining hall-scaled terraces with dozens of tables. These areas also may be planned to accommodate large, campus-wide gatherings by removing the tables to provide a vast open area free from obstacles.

Where possible, it is recommended that the University incorporate outdoor dining facilities in conjunction with dining halls and core activity centers, particularly in conjunction with the proposed new core activity center on the east campus.

Phasing Plan

In order to further implement the Master Plan, a phasing component has been developed. By anticipating the needs of the campus over a series of planning time frames, the Phasing Plan clarifies priorities for development while illustrating that the outlay of capital does not have to occur all at once. This level of realism also assists in illustrating the Master Plan's economic feasibility.

The Phasing Plan anticipates the development of the Master Plan over three basic timeframes: 0 to 5 years, 6 to 11 years, and 12 years and beyond. The information depicted in each diagram indicates anticipated needs of the University based on estimates of population growth, deferred maintenance, and new programmatic elements. While the Phasing Plan is based on the best estimation of administration and campus planners and should not be considered literal, it is a helpful tool in illustrating how the University may achieve the essence of the Master Plan.



Phase One – 0 to 5 Years

The first phase of campus development includes several items of the Master Plan that are currently in various stages of planning and development, supplemented by anticipated needs for additional facilities in the near term. The phasing recommendations are predicated on resource availability and program needs. Phase one development includes the following:

Soccer Stadium: Currently in the process of design, the soccer stadium and associated support facilities are expected to be completed during phase one of the Master Plan. This development also includes the introduction of two recreation fields due west of the stadium.

East Campus Housing: The first two phases of upperclass housing are expected to be completed during phase one, with the introduction of approximately 500 - 600 beds on the east campus. Additionally, the first phase of undergraduate housing and associated dining facility are likely to occur during this phase.

Medical Facility: Given constraints of existing space and the need for new program space on the medical campus, it is anticipated that a new medical facility may be included toward the end of the first phase of campus development.

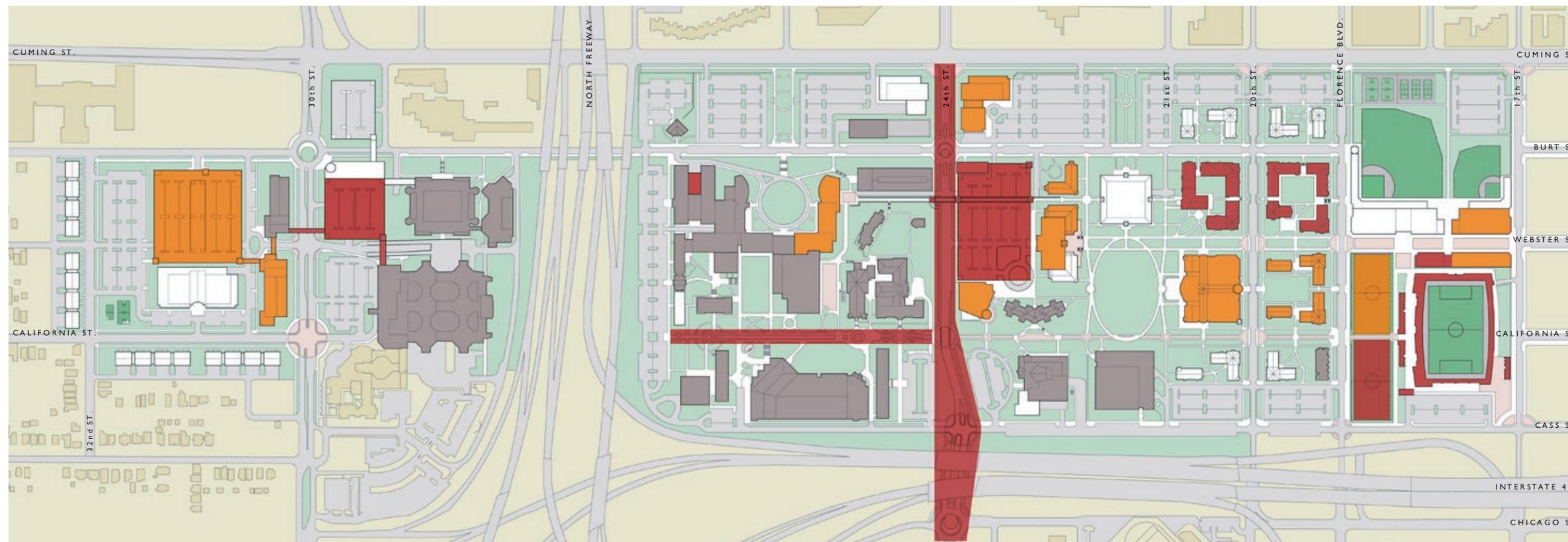
East Campus Parking Structure: The development of this parking structure toward the end of phase one will increase convenient on-campus parking while freeing up land currently used for surface parking to future development. Also included in the development of the parking structure is the pedestrian bridge spanning 24th Street.

Additional Academic Program Space: The anticipated need for additional program and research space is accommodated in phase one with the infill of the Criss Complex service corridor at the north of the buildings.

Infrastructure Improvements: Landscaping and traffic safety improvements to 24th Street and pedestrian improvements to the Skinner Mall on California Street are expected to be completed during the first phase of Master Plan development.

LEGEND

 Phase One Development



Phase Two – 6 to 11 Years

Phase two of campus development anticipates the University reaching its goals related to the growth of the campus population, as well as the probable need for updated education and medical facilities across the campus. Phase two development includes:

Additional Medical Center Development: The medical center and its facilities are likely to continue requiring additional space in phase two of campus development. Also included in this phase is the construction of a large parking structure on the medical campus to serve its population. The parking structure will need to occur concurrent with, or in advance of, new medical facilities.

Continued Development of the Sports Promenade: Phase two likely will see additional development of athletics facilities associated with the soccer stadium.

Additional East Campus Housing: The anticipated total need of 1,000+ beds for upperclassmen on campus will continue to be fulfilled with an additional 300 beds shown in phase two. The second phase of undergraduate residence halls east of the parking structure is also shown in this phase. In order to support the needs of the students living on the east campus, the core activity center adjacent to new residential facilities is also included in phase two.

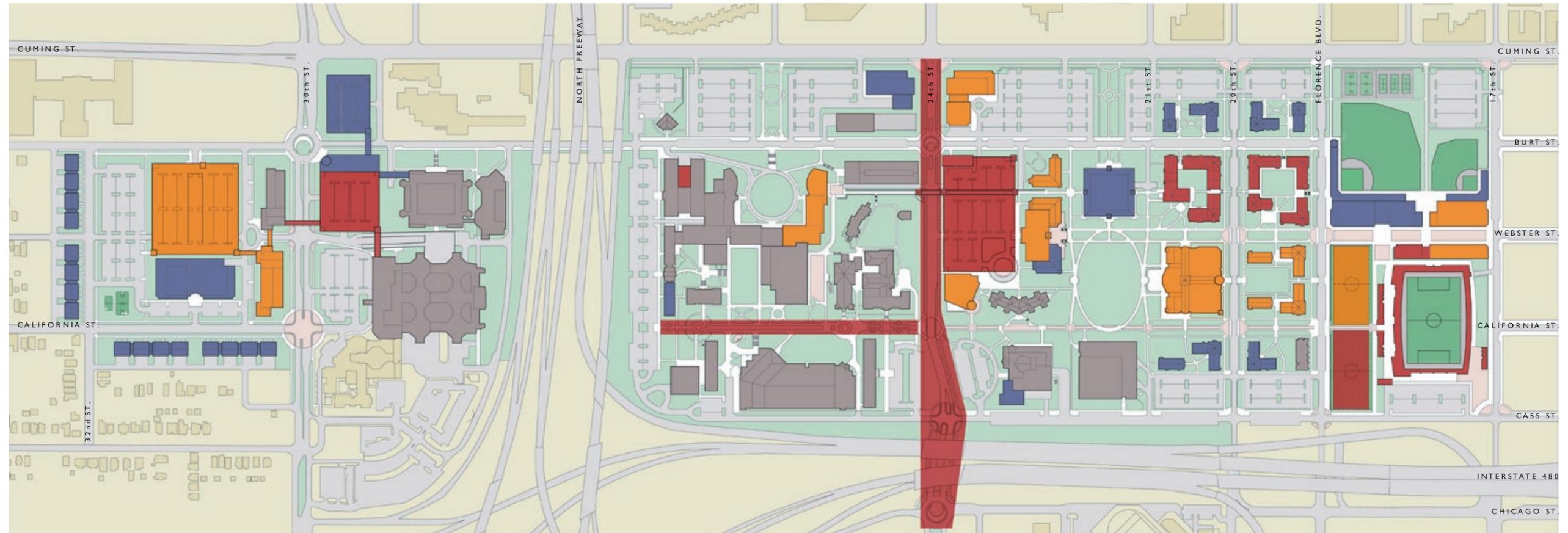
Visitor's Center / Student Services Building: To consolidate student services for the University and to provide a central destination for campus visitors, this facility – located just south the east campus parking structure – is included in phase two. Should funding become available, however, this facility may be constructed in phase one.

Additional Academic Program Space: To meet the demands of growth in campus population, it is anticipated that additional academic space will be developed during phase two.

Administration: With the continued development of student housing on the east campus in phase two, it will be necessary to find a new home for displaced activities, including mail and other services. As such, the new administration building is indicated in this phase, which would temporarily or permanently house these uses.

LEGEND

- Phase One Development
- Phase Two Development



Phase Three –12 Years and Beyond

The completion of the Master Plan is based on one major occurrence that is not anticipated until the final phase of development: the relocation of the baseball and softball fields to the Sports Promenade. This assumption is based on the life of the existing artificial turf, which is expected to last an additional 10 to 12 years. The relocation of these facilities at this time will allow the remainder of the east precinct development to occur over time, including the completion of east precinct housing, additional academic facilities development, and the introduction of the large gathering area and core activity center at the heart of the precinct.

Final phase development of the medical campus includes the construction of additional medical facilities and parking, as well as the introduction of graduate, professional and married student housing on the west campus. The completion of development on the east precinct and Sports Promenade also will allow the University to realize the vision of the central campus.

LEGEND

- Phase One Development
- Phase Two Development
- Phase Three Development

Landscape Plan

With the range of architectural styles that exists at Creighton University, it is important to provide continuity across the grounds through the continued development of the campus landscape. While the informal, park-like quality of the existing campus is one of its defining attributes, it will be important to add elements of formality and consistency as the campus grows to assist in wayfinding and place making.

The basis of the Landscape Plan remains focused on the informal treatment that exists on campus today. While the majority of the campus is expected to follow this concept, certain elements are added to introduce special landscape features across the campus and to stress the importance of campus streets and pathways. These elements are outlined as follows:

Special Landscape Features

While the informal nature of the Creighton University landscape is a signature of the campus identity, it is important to create special landscape features at key locations that announce the importance of a place or add formality to the campus. The Jesuit Garden, with its hilltop location, rich landscape and installations of art and sculpture, serves as the campus' primary special landscape feature today. The Landscape Plan indicates several additional special features that are aimed at creating interest in the landscape, adding distinctive and memorable elements to the campus experience.

The Oval

The campus today lacks a large, signature outdoor space usable for a range of formal and informal activities. As a defining element of the campus Master Plan, "the Oval" has been developed to provide such a space. Located at the core of the east campus precinct, "the Oval" is the centerpiece of the east campus village.

The landscape treatment of "the Oval" is centered on the creation of a broad open lawn with incidental informal tree clusters, designed to accommodate large-capacity events, informal recreation and passive use. The perimeter of the space is designed to carry pedestrian traffic along tree-lined secondary pathways, feeding into the primary pathways and plazas associated with adjacent buildings. It is envisioned that this space may be used for convocation ceremonies and other special events while serving the outdoor space needs of the University throughout the year.

The Amphitheatre

With the transition of the core campus to primarily academic and core activity uses, it is important to provide a signature open space that is both visible from the campus perimeter and in scale with the built environment. The creation of "the Amphitheatre" in the Master Plan designates an outdoor space intended to lend formality to the important academic core of the campus.

The location of "the Amphitheatre" is designed to provide high-visibility to the space and to encourage its use throughout the day. The space is intentionally located and scaled to encourage person-to-person contacts and the interaction of the outdoor space with adjacent academic facilities. A formal perimeter treatment of flowering trees adds a special element to the landscape, opening to Burt Street and the broad campus entry green to the north. The topography is such that an amphitheatre, usable for formal and informal events, outdoor academic lectures and passive gathering by students, faculty and staff, may be built into the space.

Campus Entry Greens

The Cuming Street approach to the campus is important to the impression that visitors take from the University. To alleviate the impact of perimeter surface parking on the image of the University, campus entry greens are integrated into the Landscape Plan. These entry greens, located between Cuming Street and Burt Street, are envisioned as tree-lined lawns with formal walkways and landscape features, transitioning from the formality of the Cuming Street landscape to views on axis with important campus buildings and open space and away from perimeter surface parking.



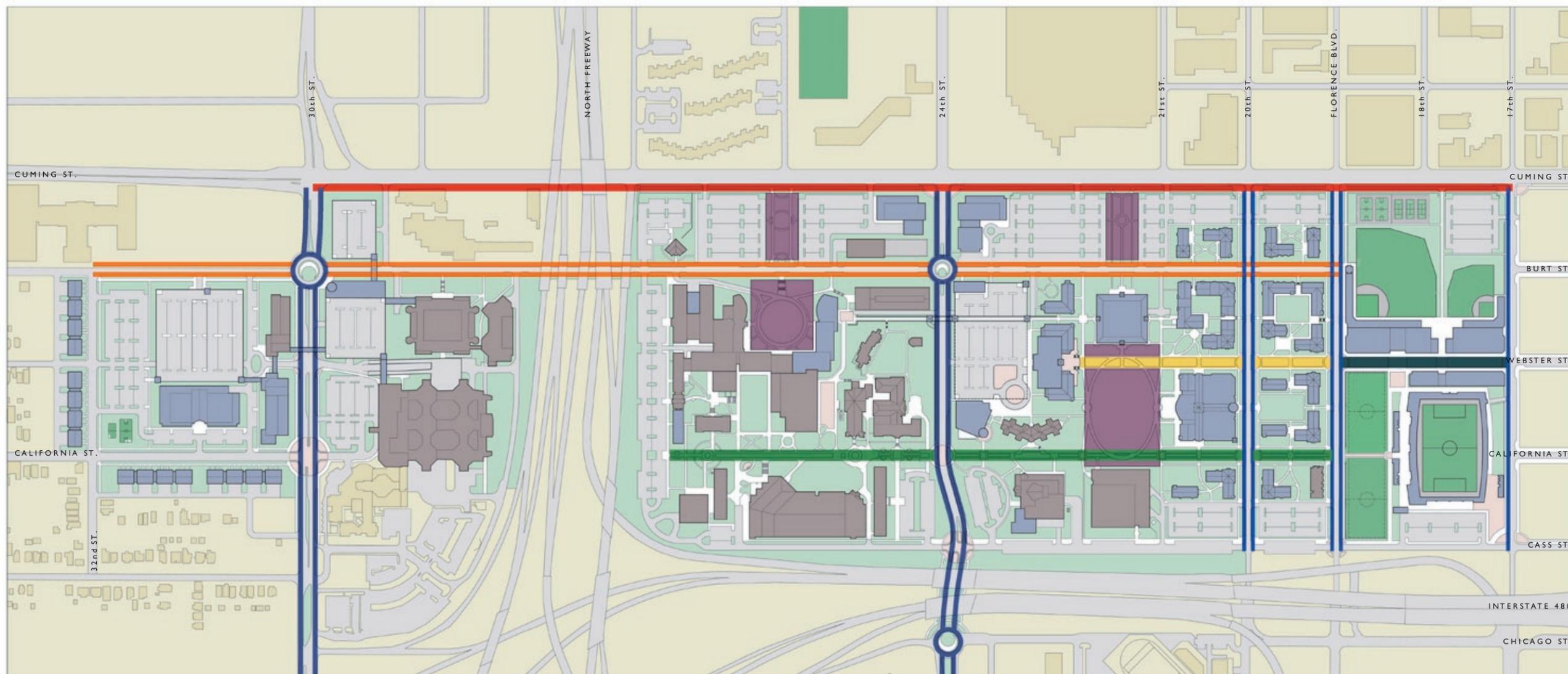
The Oval



The Amphitheatre



Campus Entry Greens



Creighton University Master Plan - Landscape Plan

LEGEND

- | | | | | | |
|---|-------------------------------|---|--------------------------|---|-------------------------------------|
|  | Special Landscape Features |  | Formal Campus Boulevard |  | Informal Primary Pedestrian Pathway |
|  | Formal Entry Corridor |  | Informal Pedestrian Mall | | |
|  | Formal Interior Campus Street |  | Sports Promenade | | |

Streetscapes

The landscape treatment of campus streets and pedestrian pathways in a consistent manner assists in wayfinding across the campus while improving the overall image of the University. The Landscape Plan proposes different levels of design for streets and pathways based on their use and importance to the navigation of the campus. These levels are defined as follows:

Cuming Street – Formal Entry Corridor

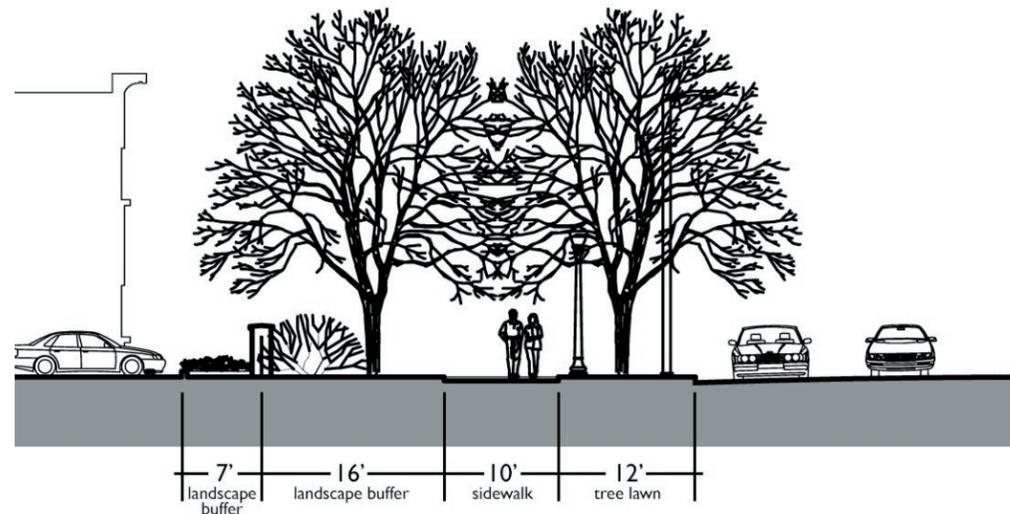
As the primary approach for visitor traffic to the campus and its most visible edge, the landscape treatment along Cuming Street should distinguish the University from adjacent development. The Cuming Street landscape should be a visible indication of the University’s presence, assisting in wayfinding for campus visitors and serving as a symbolic edge and gateway to the grounds.

The streetscape plan for Cuming Street begins with a broad setback from the street. This setback allows for the design of an organic edge – with a generous lawn and clusters of shrubs – to provide a buffer to parking and buildings located along Cuming Street. A double-row of large street trees is indicated in the landscape plan to formalize the approach to the campus. A wide sidewalk and bikeway are also shown within the Cuming streetscape.

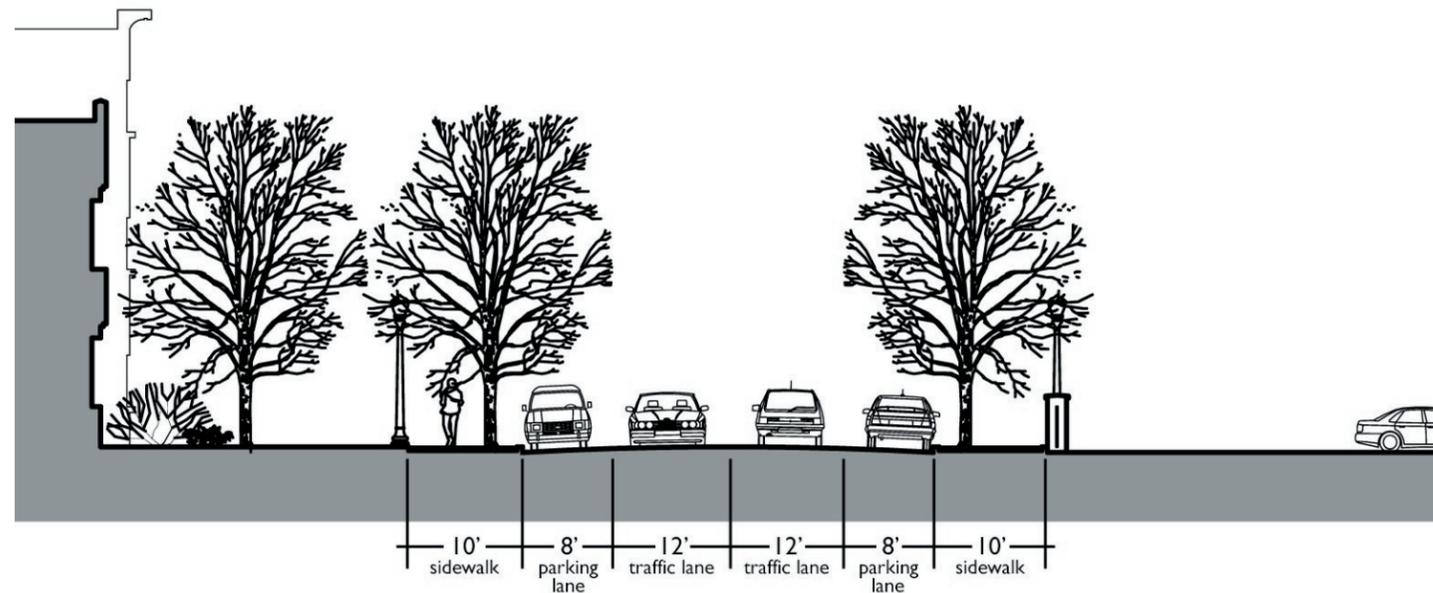
Burt Street – Formal Interior Campus Street

With the introduction of two-way traffic to Cuming Street, the importance of Burt Street for regional traffic is diminished. This allows for the road to be used primarily for University traffic as the backbone of a campus loop road serving parking and destination facilities. The landscape treatment of this street is designed to provide continuity across the length of the campus while transitioning from the more formal treatment of Cuming Street to the informal core of the campus.

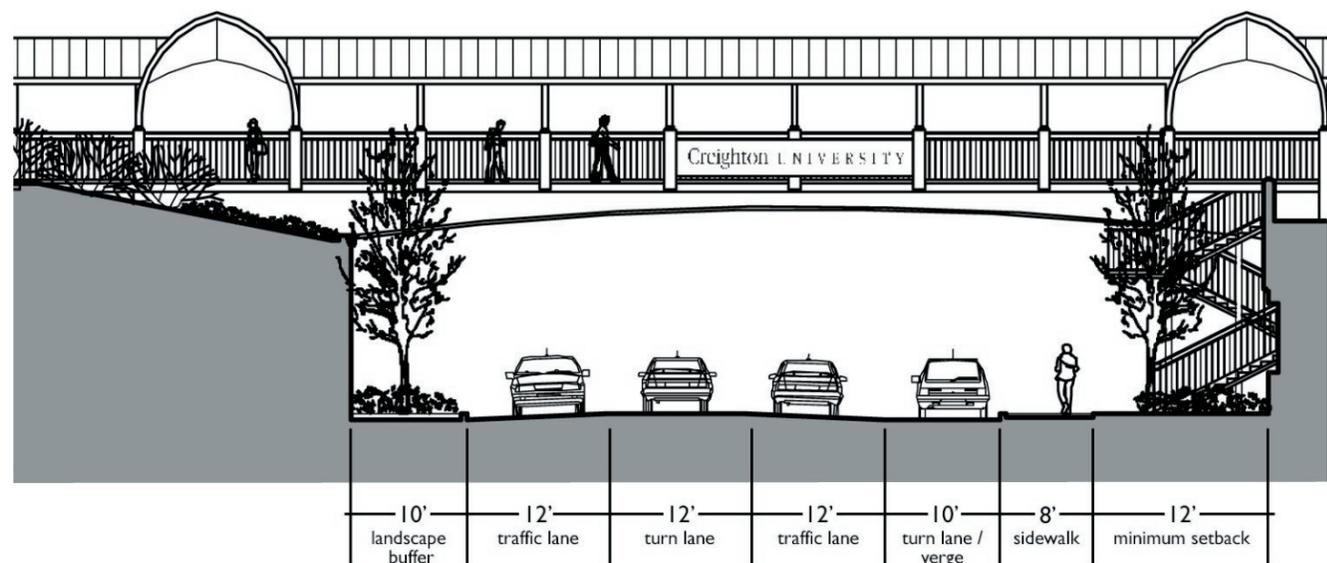
With the anticipated future narrowing of Burt Street to two traffic lanes, the Landscape Plan accommodates a wide sidewalk on the south side of Burt Street. This allows high volumes of pedestrian and recreational traffic to move along the street, accessing shuttle stops, parking lots, campus buildings, and regional recreation corridors. Beyond this walkway to the south, the Master Plan indicates a variable building edge, allowing signature facilities to sit beyond broad green spaces while other buildings approach the street. A single row of trees to the north of Burt Street mimics the treatment of Cuming Street, while a double, triangulated row of trees to the south of Burt maintains a consistent experience along the length of the street and transitions to the informal campus core.



Cuming Street Formal Entry Corridor - Typical Street Section (facing west)



Burt Street Formal Interior Campus Street - Typical Street Section (facing west)

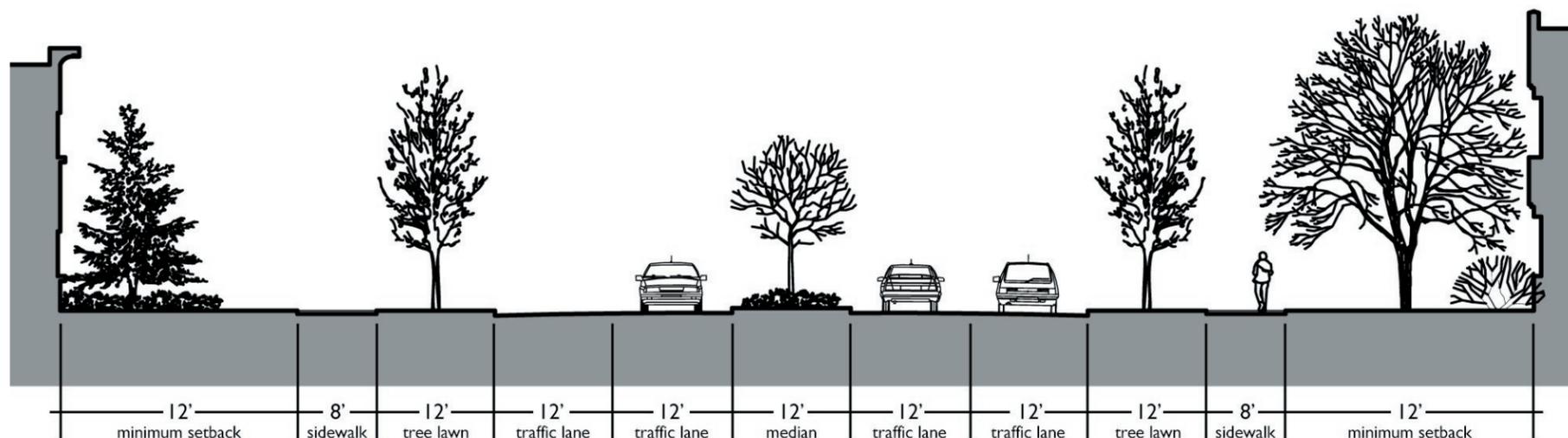


24th Street Formal Campus Boulevard - Typical Street Section (facing north)

24th Street, 30th Street – Formal Campus Boulevard

Where major regional traffic corridors bisect the campus, it is important to treat the landscape in a way that alerts the driver to the presence of the University while creating a safe environment for the pedestrian. The Landscape Plan recommends the creation of boulevards along 24th Street and 30th Street through the campus to achieve pedestrian safety and to strengthen the image of the University.

The boulevard landscape is an effective way to treat high-traffic vehicular corridors that is both visually pleasing and pedestrian-friendly. The formal treatment indicated in the Landscape Plan, with a regular cadence of boulevard trees, announces the campus to through traffic while defining points of entry for University visitors. The traffic circles located along 24th Street and 30th Street serve to slow traffic while providing additional landscape interest and gateway opportunities at key intersections across the campus. Further, the existing landscaped median at 30th Street continues to be shown, with enhancements suggested to improve the streetscape.



30th Street Formal Campus Boulevard - Typical Street Section (facing north)

20th Street, Florence Boulevard, 17th Street – Interior Campus Street

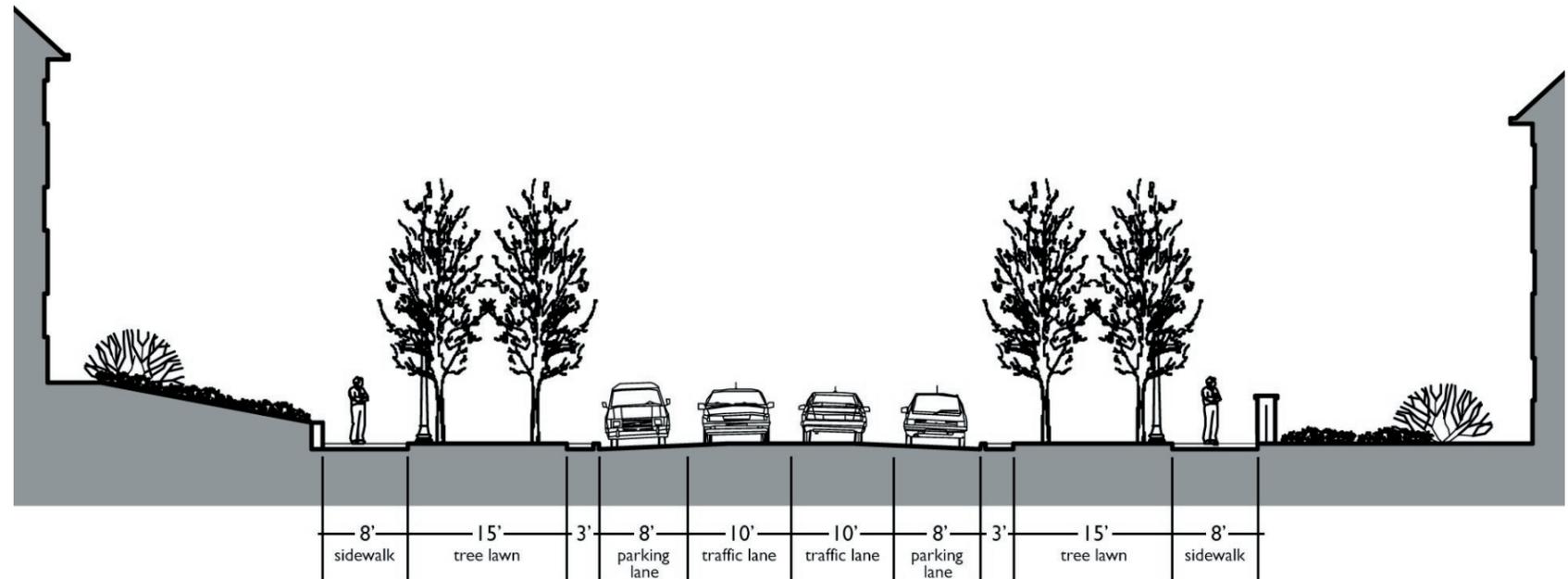
The treatment of the landscape along 17th Street, Florence Boulevard and 20th Street is intended to create a buffer to the primarily residential east campus from through traffic while creating identity for the campus and slowing traffic. Although these streets provide vehicular access to and from downtown Omaha, the Landscape Plan treats them as campus streets. By doing so, the University may calm traffic while providing efficient campus navigation as part of the proposed loop peripheral roads.

Like Burt Street, the Master Plan calls for the future narrowing of both 20th Street and Florence Boulevard to two traffic lanes with on-street parking. This reduction in the right-of-way allows for the provision of a wide, tree-lined sidewalk on both sides of either street to allow for ease in pedestrian navigation across the campus. Where new residential buildings are indicated in the Master Plan, a setback is provided in the landscape plan to create a buffer from living quarters to the public streets. Within this setback, an informal landscape is suggested to transition from the street into the campus. Where Florence Boulevard and 17th Street meet the Sports Complex, buildings and other athletics and recreation facilities approach the street, creating a lively, urban street setting.

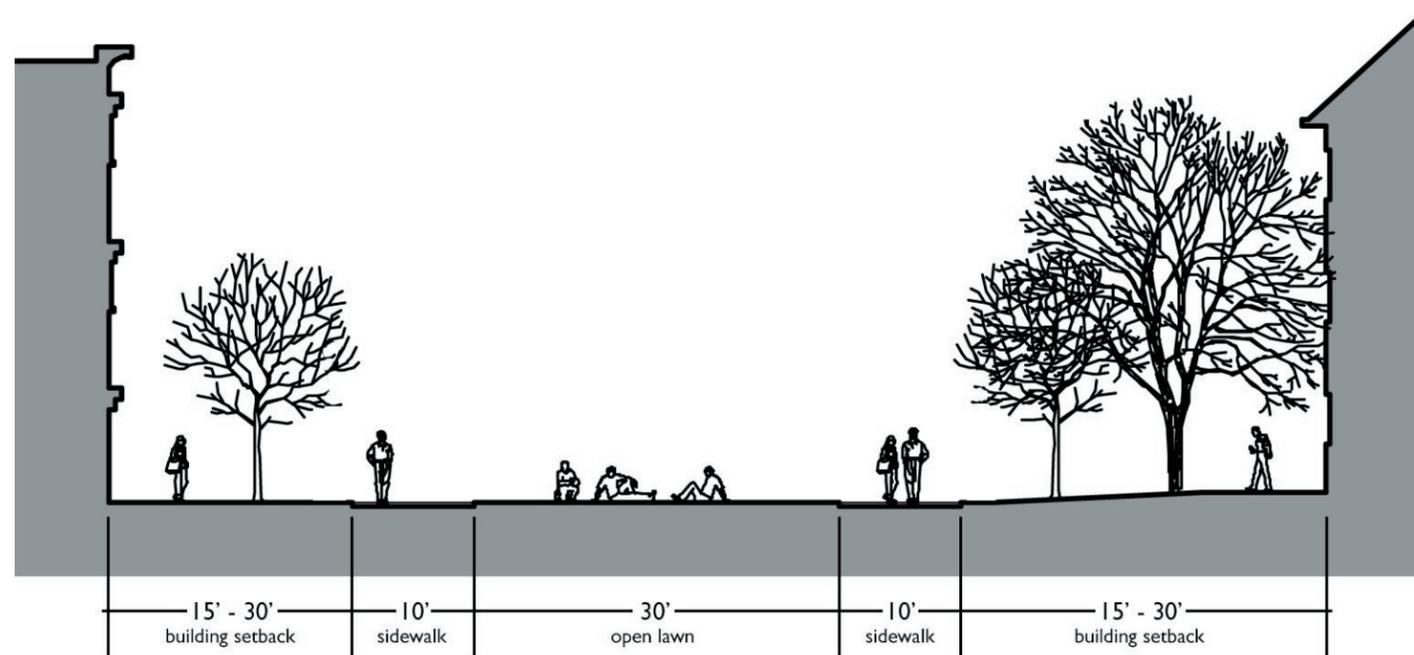
Webster Street – Informal Pedestrian Mall

The creation of a new primary pedestrian pathway along Webster Street is a key element of the Master Plan. This pathway, connecting campus facilities and open space east of 24th Street, is envisioned as an active pedestrian corridor distinguished in design from its complements along California Street and Burt Street.

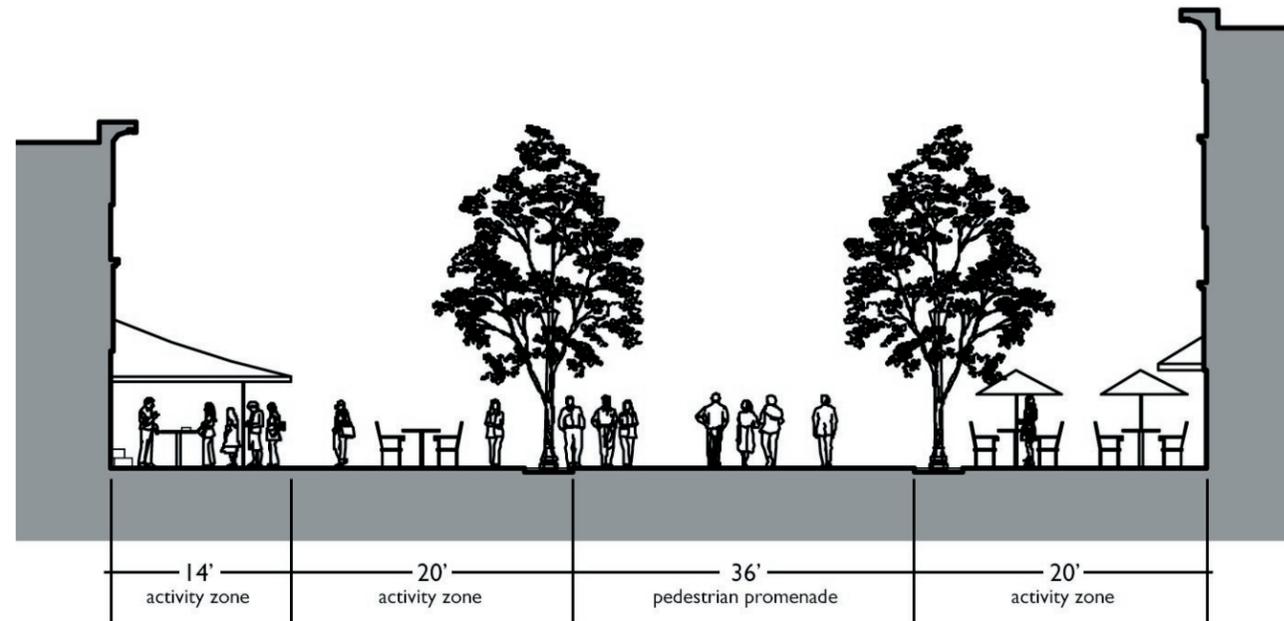
Because Webster Street connects residential facilities as well as key future core activity centers, open space and academic facilities in the Master Plan, it is envisioned as the most active of the three primary pedestrian pathways. The Landscape Plan accommodates outdoor active and passive recreation with a broad lawn (located between the existing Webster Street curb lines) while carrying east-west pedestrian and service vehicle traffic in wide sidewalks adjacent to the lawn on both sides. The landscape treatment of the perimeter of the pedestrian mall varies from informal planting to hardscaped and formal entry plazas at key locations, creating a range of both active zones and casual open space along the route.



20th Street Interior Campus Street - Typical Street Section (facing north)



Webster Street Informal Pedestrian Mall - Typical Street Section (facing west)



Webster Street Sports Promenade - Typical Street Section (facing west)

Webster Street – Sports Promenade

While the treatment of Webster Street west of Florence Boulevard is aimed at providing ample space for students to lounge and recreate, the Sports Promenade concentrates on creating an active plaza associated with inter- and intra-university athletics, recreation and, potentially, non-University related athletic events. This portion of Webster Street, between Florence Boulevard and 17th Streets, also defines the edge of the campus as it transitions to expected future redevelopment east of the University.

The Sports Promenade is envisioned as a hardscaped plaza zoned for different activities across its width. The urban nature of the streetscape is defined by the preservation of build-to lines along the length of the Promenade, creating a built urban framework similar to that of the Old Market in downtown Omaha. Transitioning from the building edges to the central pedestrian “street” are activity zones reserved for concessions, outdoor dining, and other game-day or special event activities. The plaza nature of the Promenade precludes the use of mass plantings along its course, relying instead on architectural elements, hardscape details and activity areas to add interest.

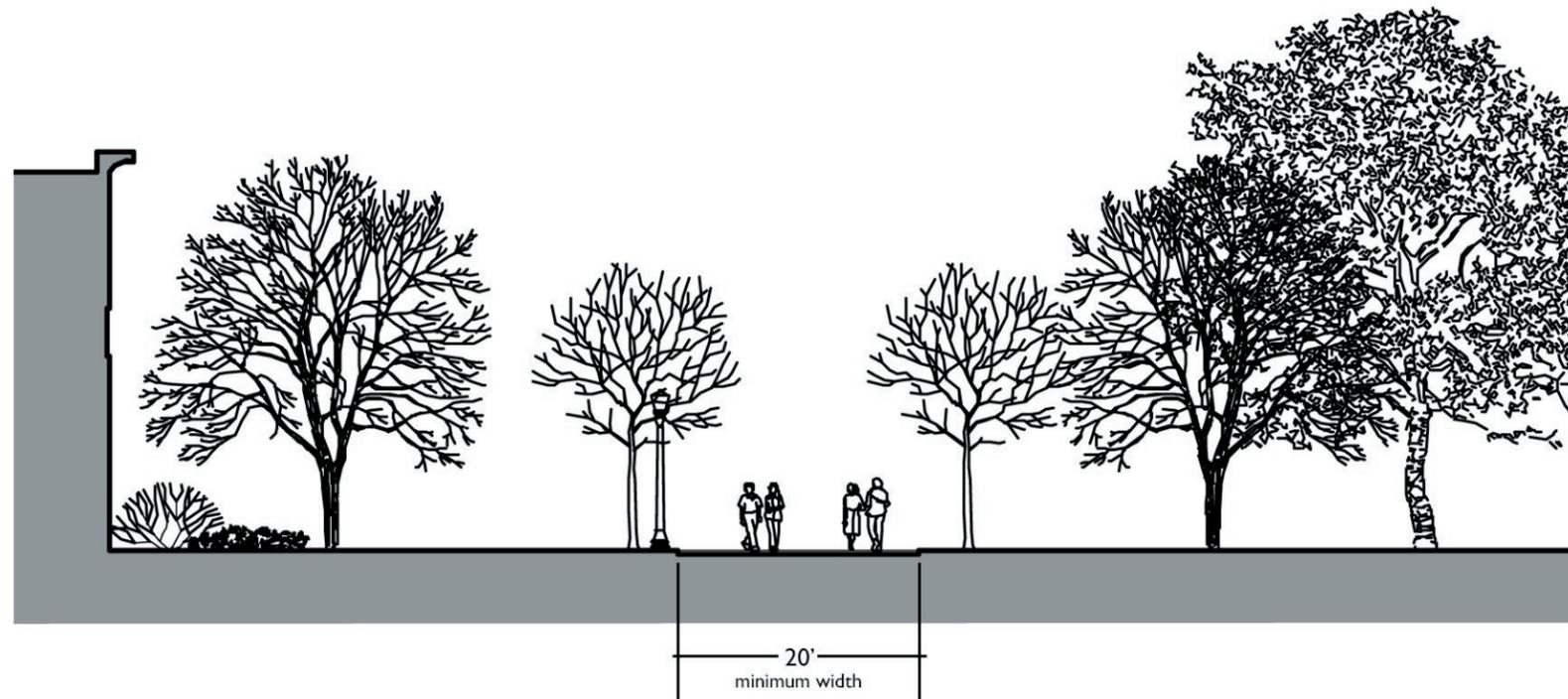
California Street – Informal Primary Pedestrian Pathway

The landscape treatment of California Street is intended to continue the informal pattern that exists today while creating formalized nodes at significant locations. The history of California Street is important to the University, and efforts should be made to preserve that history while providing comfortable and safe pedestrian access across the campus.

The Landscape Plan indicates the extension of the pedestrian mall along California Street east to the soccer stadium. The intention of the Plan is to continue the informal landscape treatment of the walkway perimeter while creating formalized nodes at important campus locations including building entrances, street crossings, and the east and west limits of the pathway.

West Campus Streets

The landscape treatment of streets on the west campus not covered in the previous sections, including 32nd Street and California Street, is aimed at transitioning from the campus to the neighborhood in a subtle manner. The preservation of existing street trees is suggested along these streets, along with the continued use of building setbacks similar to those in the adjacent neighborhood. Informal plantings, detached sidewalks, and residential-scaled landscape elements are appropriate for this campus transition zone.



California Street Informal Pedestrian Pathway - Typical Street Section (facing west)

Campus Identity and Signage

A positive campus image can affect everything from the first impression of prospective students to neighborhood relations. Signage and identity elements influence the perception of the University by presenting to both those within and outside the campus a unified image of the institution. From a comprehensive signage program to increasing the visibility of iconographic Creighton University buildings, the campus can be reinforced as a truly unique place within the community.

Identity Elements

The accentuation of identifiable campus elements creates important first and lasting impressions of a University experience. Postcard views, campus perimeter treatments and memorable open spaces create perspective of the campus not only for students, faculty and alumni, but also for the national and international audience. Elements of the campus identity treatment considered in the Master Plan include the following:

Campus Gateway and Perimeter Treatment

In building identity, a cohesive and definable district should be established to create a favorable impression of the campus edge. Campus visitors and regional traffic should be able to recognize the boundaries of the campus and navigate easily to destination points. The Master Plan outlines a unique streetscape system, including campus-standard lighting, generous sidewalks, decorative fences scaled to the landscape and distinct planting. This attractive edge treatment serves to define the campus perimeter while screening less attractive areas from view.

As part of the perimeter treatment outlined in the Master Plan, primary vehicular gateways are created at important entries to invite visitors and the community into the campus. These gateways include the intersections of Cuming with 17th Street, 20th Street and 24th Street and Cass Street with 17th Street, Florence Boulevard and 24th Street. Additional primary vehicular gateways are located along 30th Street, at the intersections with Burt Street and California Street. A high level of design should be applied to these gateways, including entry monuments, campus signage and rich planting and hardscape treatment.

Campus Open Space

The perception of the campus as a true living and learning community emphasizes the need for a variety of open spaces. Open spaces on campus should range in size, quality and character. Recreational fields, open greens, paved plazas and intimate gardens compose the mosaic of spaces used and desired on a campus. Currently, the Skinner Mall is the primary open space on campus, with the Jesuit Garden and Skutt Student Center forelawn acting as secondary spaces. In planning for more and varied open spaces, a more positive image and experience of the campus is developed in the Master Plan.

Iconography

The physical campus represents the institution's history and tradition. As symbols of that campus, unique and stately buildings help to create the identity. While Creighton University does not have a common architectural style across its campus, it is not without striking and distinctive structures. By enhancing views to these structures and planning for strategic locations for future icons, the University may maintain its unique character while continuing to build identity as the campus develops.

Signage

In conjunction with other identity elements, a comprehensive signage program reinforces the campus as a distinct place. The purpose of directional, informational and identifying signage is to create a unified and consistent image of the campus while making navigation straightforward and manageable. In a signage program, quality can be assured through standards in sign construction, materials, graphic layout and color. These signs form a cohesive signage 'family,' always reinforcing the recognizable signage identity of the Creighton campus. Efforts have already begun to create a signage program for the medical campus with directional and building signage, and this effort should be widened to include the entire campus. Elements within the exterior signage program include:

Campus Entries and Gateways

Campus entries and gateways announce primary access points and edges of the campus, helping to guide visitors and create a strong first impression. Incorporated into the gateways are sign walls and substantial landscape integrated with the campus perimeter treatment.

Directional Signs

Directional signs clearly provide essential information at key locations across campus. Visitors should be able to easily find their way to St. Johns Church, Admissions, sports facilities and core activity centers.

Campus Directories and Locator Maps

Campus directories and locator maps facilitate wayfinding for pedestrians on campus. These elements are to be located at gateways, core activity centers and visitor parking areas.

Informational Signs

Informational signs, including parking lot and building identification, need to be clear and easily read. Building identification includes freestanding signs, building plaques and exterior lettering. Important information, such as department and administrative offices, also may be included.

Regulatory Signs

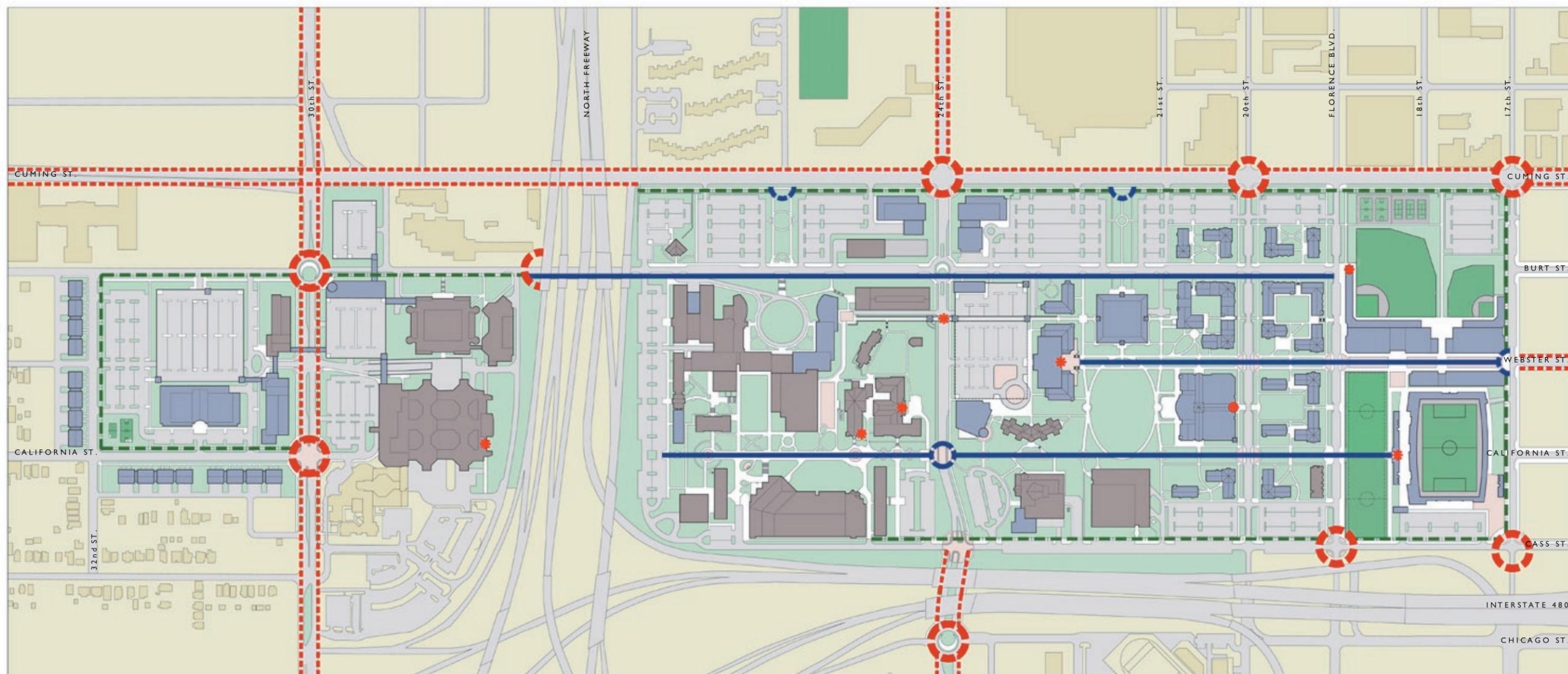
Regulatory signs contribute to traffic and pedestrian safety as well as imparting important parking regulations. Using a consistent signage program contributes to the clarity of information and eliminates confusion created by using varied sign types for similar information.

Approach and Off-Campus Signage

Approach and off-campus signage assists the visitor in locating the campus and various activity centers. Advance notice of campus entrances on adjacent highways and arterial roads helps traffic navigate to destinations. Major approach roads, such as 24th, 30th, Burt and Webster from the east, may incorporate campus standard lighting and banners in their streetscapes. Directional signs in the style of the campus signage program can be used in central and north Omaha as well to guide visitors to the Creighton University campus.

Building Signage

The signage of campus buildings is important to campus wayfinding and is to be clear and consistent across the campus. Building signage should effectively announce facilities at entrances while remaining at an appropriate scale to the architecture and the pedestrian environment of the campus.



Creighton University Master Plan - Campus Identity and Signage

LEGEND

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|---|----------------------------|---|----------------------------|---|---------------------------------|
|  | Primary Campus Gateways |  | Campus Perimeter Condition |  | Primary Pedestrian Identity |
|  | Primary Pedestrian Gateway |  | Campus Approach Condition |  | Landmark Architectural Features |

Prototypical Identity and Signage Family

The prototypical identity and signage family suggested by the Master Plan is designed to further bolster the image of the University to campus visitors and users, as well as regional traffic passing through or by the campus. The elements in this family should be used at appropriate levels to announce the campus and its important features and destinations in an efficient and effective manner. As such, these elements should be located as follows:

Campus Gateway Monuments and Campus Boundary Markers

Primary campus gateways are the most visible entrances to the campus and should be marked to announce the campus to visitors and passing traffic. Campus gateway monuments, as the largest and most expressive element of the identity and signage family, should be located at the two or three most important primary gateways as defined by the University. Campus boundary markers should be used at the remainder of primary campus gateways to effectively identify the campus. Campus boundary markers may also be used at primary pedestrian gateways and along the campus perimeter to demark the boundaries and entries to the campus.

Directional Signage

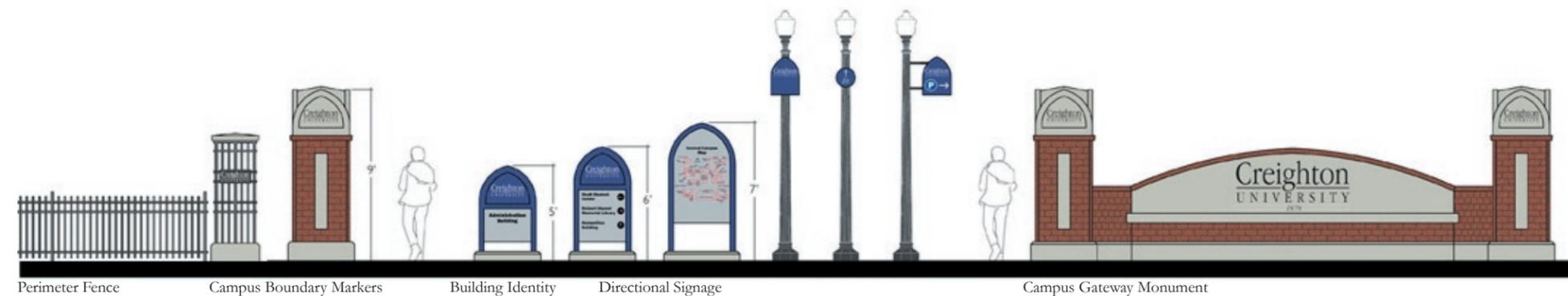
Directional signage is used to guide visitors to the campus, destination buildings and parking facilities and to assist pedestrians in the navigation of the campus. Directional signage includes identification of building locations, campus directories and locator maps and approach and off-campus signage. It is important to locate this type of signage across the campus, including along important vehicular and pedestrian corridors, at major parking facilities and at visitor entrances to the campus.

Building Identity

In order to provide clarity to campus users, all buildings and built facilities should be identified with individual building signage. Such signage should be located along primary or secondary pedestrian pathways at major building entrances.

Perimeter Fence

The fence proposed by the Master Plan at key perimeter locations is designed to mark the boundary of the campus along regional city streets and improve the image of the University without creating a barrier to neighboring uses. This fence may vary in height as needed, but should always maintain a consistent spacing of pickets and standards where used. The incorporation of campus boundary markers within the perimeter fence line will provide interest and richness to campus boundaries.



Campus Safety

The perception of safety across the campus to its users is a critical component of the attraction and retention of students, faculty and staff to the institution. As such, the University must take measures to ensure that every individual on the campus feels safe and secure when on the grounds.

The Master Plan addresses campus safety in several different ways. The safety of the pedestrian on the campus core, free of conflict with the automobile, is a fundamental principle of the Master Plan. The perception of the safety of campus users related to development and activities adjacent to the campus is also addressed in a number of ways. The overall sense of security across the campus is addressed throughout the Master Plan.

Pedestrian safety is accommodated in a number of ways. Where possible, campus roadways are narrowed or eliminated to reduce the width and number of street crossings throughout the campus. On-street parking, with bottlenecks at intersections, is included to increase vehicular and pedestrian visibility along campus streets. Traffic calming measures, including landscaped medians and traffic circles, are prescribed to reduce the speed of vehicular traffic through the campus. Further, a number of raised pedestrian connections are included in the Master Plan, ensuring safe passage across busy streets by elevating the pedestrian above the flow of traffic. Parking facilities are primarily located to the perimeter of the campus to ensure that the pedestrian environment of the core is preserved.

The perception of safety and security across the campus is addressed in thoughtful measures in the Master Plan. Perimeter decorative fence treatments, while driven by the need to improve identity, also serve to create controlled points of access to the campus. The use of campus standard light fixtures to define the boundaries of the campus assists in the protection of the perimeter, while the location of lighting interior to the campus serves to illuminate walkway adjacencies rather than the walkways themselves, limiting dark hiding places to improve the sense of campus security. Campus Security offices are also moved to a facility incorporated into the east campus parking structure, centralizing these services while maintaining a watchful eye over campus parking facilities.

Domestic Security

Efforts are to be made across campus to ensure that students, faculty, staff and visitors maintain a high level of protection from threats to domestic security. While safety is always a primary concern on a campus, it is also necessary to provide elements of protection that are not overt. The perception of safety across any college or university campus is based not only on the physical protection of the campus and its users, but also on the ability to protect in an understated manner so as to minimize the perception of threat.

To minimize threat from domestic security issues, the use of bollards, card-operated gateways, security cameras and other methods is suggested to limit vehicular access to key campus locations including major academic, athletic, and core activity facilities. Domestic security legislation is to be understood and followed in order to comply with national guidelines.

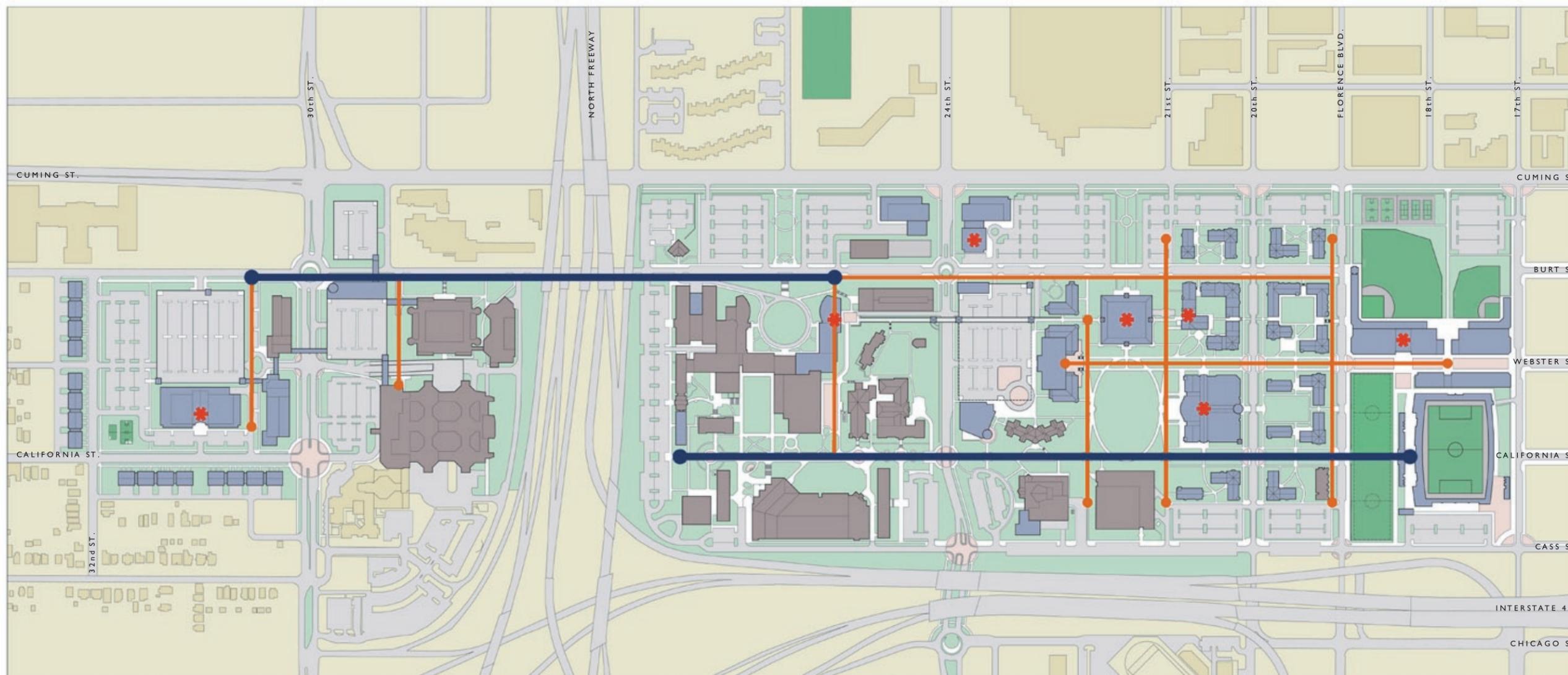
Campus Technology

The provision of adequate support and infrastructure for technology across the campus is of great importance for the future of the University. With advances in technology continuing at a rapid pace, there is no question that the importance of technology to college and university campuses will continue to grow. The Master Plan outlines a strategy for the provision of technology campus-wide, insuring that current and future development is cognizant of the issues and ramifications of its technology needs.

Campus technology, which includes cell phone through wireless uses and the gamut between, services all buildings across campus. The value of uninterrupted trunk infrastructure for the provision of technology across the campus cannot be understated. Trunk infrastructure allows for the co-location of services along a common corridor, simplifying the coordination of services across the campus. Due to its ease of access and replaceable paving materials, the Master Plan calls for trunk infrastructure to occur primarily along California Street through the length of the east campus. This trunk location should be built to a capacity that serves all anticipated future development of the east campus, anticipating future technological advances where possible. An additional trunk corridor may be necessary along Burt Street to provide adequate service to the west campus.

In addition to the trunk infrastructure, technology hubs are required in campus buildings to service zones of the campus. These hubs should be located primarily in large, multi-use facilities where generous room can be found to accommodate their space needs. The phasing of new development should take into account the desired location of these hubs where possible to insure that provision of technology to new and future locations is occurring in a sensible location. The Master Plan indicates new technology hubs at locations central to future campus development, in locations that serve multiple functions where possible.

Technology service to hubs and campus buildings should be concentrated within service corridors as outlined in the Vehicular Circulation section of the Master Plan. Because it is anticipated that future development will not impact these corridors, there is a level of assurance that the technology corridors will be maintained as dedicated infrastructure lines well into the future.



Creighton University Master Plan - Campus Technology

LEGEND

- Technology Trunk Corridors
- Technology Distribution Corridors
- Technology Hubs

ADA Compliance

The Americans with Disabilities Act (ADA) is designed to ensure that individuals with disabilities have equal access to state and federal buildings nationwide. College and university campuses should strive to be an example to all in the assurance that those with disabilities are treated equally and fairly in all aspects of travel about the campus.

While buildings and site design have certain regulations to follow to be ADA compliant, there are aspects of the existing campus that need upgrades to further assist in the navigability of the campus. The current Skinner Mall, with its mortar-set brick paving and steep slope, can be a treacherous traverse for anyone. Access to some campus facilities and open spaces require improvement to allow full and convenient use to the disabled.

The Master Plan considers ADA compliance in the location of new facilities and campus walkways. Raised walkways are provided over busy campus streets in locations that allow for the minimal use of stair towers, relying instead on gentle slopes and elevators to take campus users to destination facilities. The Design Guidelines recommend methods of walkway paving that minimize the impact of heaving on the pathway to create navigable and safe pedestrian corridors. Vehicular access is provided to campus buildings where necessary in the form of drop-off and/or handicap parking, and the distances from parking lots to campus destination facilities are minimized to provide convenient access to high-traffic uses.

Future campus development plans should continually evaluate the accessibility of all students, faculty, staff and visitors to ensure that all campus users are afforded equal opportunities to use all Creighton University facilities – both indoor and outdoor.

Deferred Maintenance

Accounting for the deferred maintenance of University facilities is critical to the successful development of the Master Plan over time. When planning for growth and expansion, the University must also factor in the continuing cost of maintaining existing facilities across the campus. While the suggested phasing outlined in the Master Plan takes into account the deferred maintenance of existing campus facilities, it will be necessary to continue to track maintenance needs and to incorporate the estimated costs of deferred maintenance into capitol planning and budgeting.

Due to a building boom that occurred in the 1970s and early 1980s, universities across the country face a daunting task related to the continued maintenance of campus buildings and infrastructure. Due to a lack of maintenance, many of the components of these facilities have reached or gone beyond their useful life cycles. In order for facilities to maintain their existing function, building systems require continual maintenance, upgrade and repair. Deferred maintenance may be defined as:

Maintenance work that is deferred to a future budget cycle, or postponed until funds are available. The failure to perform needed repair, maintenance, and renewal by normal maintenance management creates deferred maintenance. The under-budgeting of regular maintenance accrues into a number of familiar needs. An example might be the deterioration of a roofing system which allows water to damage not only the interior spaces but degrades the structural systems of the building.

Deferred maintenance should not be confused with the renovation or replacement of a structure. Typically, a building renovation or new structure is undertaken because of a significant programmatic change, major new codes, or when the entire facility and most of its components have exceeded their useful lives.

During the preparation of the Master Plan, each of Creighton University’s on-campus buildings were assessed relative to deferred maintenance. Interviews were conducted with campus maintenance personnel to gather general thoughts on the different components for each building. Those systems reviewed include:

Roof	Elevator
Exterior Building Skin	Fire Alarm
Exterior Windows	Fire Sprinkler System
Entrances	Communications
Mechanical/HVAC	ADA
Electrical	General Interior Spaces

The findings of this assessment assisted in the development of the Master Plan by providing realistic assumptions based on existing and expected future maintenance needs. This assessment, however, offers only a snapshot in time and will require regular updates in order to provide the University with realistic expectations regarding existing facilities and the effects of their life-cycle costs on planning and budgeting.

Off-Campus Leased Space

While outreach activities will continue to require the University to maintain some level of leased space in off-campus buildings, the Master Plan recommends that those activities that support the Creighton campus community be located on campus in the future. With the planned expansion of the campus to the east, the University may accommodate on campus those activities – such as Student Health – that currently reside in leased space outside of University boundaries. The relocation of these services within the boundaries of the campus will help serve the needs of the students, faculty and staff while potentially offering a cost savings to the University over time that would not be realized through the extension of building leases.

Although campus services currently located off-campus should be relocated as noted above, some University activities require the continued leasing of space in outlying areas. As long as the west Omaha Creighton University campus and medical clinics scattered throughout the region continue to operate, it may not make economic sense for the University to build facilities specifically for these uses. Where such a need for leased space is present, however, the University should negotiate with the landlord to incorporate a level of Creighton-standard materials on-site. Such standards may include the use of Creighton University signage, lighting and site accessories. The use of these campus standards at outlying facilities will help to strengthen the image of those facilities consistent with the main Creighton University campus.

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