

POLICY 1



PROCESS AND PARTICIPATION

POLICY 1: PROCESS AND PARTICIPATION



Policy

The structured and effective manner in which the university's planning process functions stems from the principles described in *The Oregon Experiment*. The cornerstone of the process is the principle of participation, which is an extension of an established tradition in Oregon generally and at the University of Oregon in particular.

Three of the other principles also are especially relevant to "Process and Participation" and ensure responsiveness to the needs of the institution:

ORGANIC ORDER – The whole emerges gradually from separate actions, and the welding of these actions into a cohesive whole comes not from a predetermined map, but from the application of a process.

COORDINATION – The institution has interests that must be accounted for, and coordination of separate development activities is essential if they are to result in a cohesive campus.

DIAGNOSIS – Periodic analysis, or diagnosis, of the present state of the campus is required in order to provide a general context to direct continuous repair and improvement.

To implement these principles from *The Oregon Experiment*, the university shall follow the planning process policy refinements for all construction projects and campus planning activities.

Policy Refinements

All construction projects and campus planning activities shall follow the processes described in this section:

- Construction Projects – page 12
- Land-use Applications and Subject Plans – page 19
- Amendments to the Plan - page 19
- Academic Planning Coordination - page 20
- Coordination with the Surrounding Community – page 21
- Area and Site Diagnoses – page 21
- Periodic Plan Review – page 21

The university's physical environment—its buildings and open spaces—is intended to support the university's mission. All processes that are part of this Plan, including adoption, amendment, refinement, and amplification of patterns and policies, acknowledge this relationship.

The university's planning process is the heart of this Plan. It is designed to ensure that

- meaningful opportunities exist for participation in the planning and design process,
- decisions are based upon a policy framework that preserves and enhances the essence of the campus as described in this Plan, and
- planning decisions are coordinated and based upon overall institutional objectives.

For additional details about the planning process beyond what is below, refer to the *University Planning Office Procedure Guide* (2000).

Construction Projects

The following steps shall apply to all capital construction, capital improvement, and capital repair projects covered by the Plan.

This section covers five distinct types of construction projects (summarized in the flow chart on page 14):

1. Minor Alterations and Proposals to Demolish or Move a Structure – section A.
2. Additions/Major Alterations – section B.
3. New Stand-alone Buildings – section B.
4. Privately Controlled On-campus Construction Projects – section C.
5. Off-campus Construction Projects on UO-owned Land – section C.

Note: For repair, remodel, maintenance, and interior projects, refer to the role of Facilities Services (page 13). For conceptual plans and feasibility studies, see related note on page 13.

Several entities, each with specific roles and responsibilities, are involved in planning for these types of construction projects.

Project Sponsor: This is typically a dean or department head but always the primary administrator of the unit (or designee) responsible for the project.

University Planning Office: Once a project is fully funded (or at the direction of the vice president responsible for the project if less than full funding is in hand), the University Planning Office director will determine applicability to the Plan and will clarify the appropriate planning process based on the size, location (for example, on or off campus), and funding source of the proposed project.

Campus Planning Committee: The Campus Planning Committee is responsible for implementing the principle of coordination first identified in *The Oregon Experiment*. It is responsible for establishing procedures for the review of construction projects, plan amendments, and other planning actions covered in this chapter. The Campus Planning Committee chair appoints user groups. (See description of user group on page 13.)

The Campus Planning Committee is a large group of faculty, staff, and students representing a broad spectrum of the campus community. It is responsible for ensuring that all projects are consistent with the larger campus setting as defined in this Plan. Designs for construction projects and Subject Plans are considered refinements of policies and must be consistent with them. As a general rule the Campus Planning Committee is responsible for reviewing proposed changes to campus landscapes, exterior building designs, and interior designs of major public spaces for projects that have full funding in place. It is not responsible for formally reviewing and approving conceptual designs of projects not yet funded, feasibility studies, interior designs (except as noted), decorations, or furnishings.

In accordance with the implementing legislation of the Campus Planning Committee, the committee is charged with advising the president on issues related to the development of the campus. Accordingly all actions by the committee will be in the form of recommendations to the president. When proposals and plans are approved by the president, they become part of the Plan, even though they are contained in separate documents.

With the exception of minor projects and demolition or removal of a structure, the committee usually will meet with the project's sponsor at least two times in the process—once to review the process and the site for the project prior to the selection of architectural consultants and once to review the project's design. Additional meetings may be necessary. The project sponsor will work with the University Planning Office director to determine the appropriate time for Campus Planning Committee review(s).

Meeting notification procedures described in the following sections are intended to allow interested parties an opportunity to review and comment on proposed projects. These provisions are not intended to restrict the delivery of notice to other individuals by other means. Additional notice and opportunity for public comment often are employed. For larger projects, this usually includes campus-wide public comment sessions prior to Campus Planning Committee review.

The record of the Campus Planning Committee meeting at which a recommendation is formulated shall include findings in support of the committee's recommendation. A Campus Planning Committee recommendation to the president may be appealed in the same manner described for appealing the adoption or amendment of a policy. (See "Amendments to the Plan" on page 19.)

A Campus Planning Committee recommendation to the president may be appealed by a member of the committee, by the University/Community Liaison Committee (U/CLC) in a manner as provided by the U/CLC bylaws, by a member organization of the U/CLC, or by a recognized neighborhood organization affected by the recommendation. (See "Coordination with the Surrounding Community" on page 21 for information about the U/CLC.)

The appeal must be filed with the vice president for administration within twelve days of the mailing of the recommendation and must state specifically how the Campus Planning Committee failed to properly evaluate the proposed project or make a decision consistent with the Plan. The vice president for finance and administration shall establish a date and time for a hearing on the issue, conduct the hearing, and develop findings as a basis for ruling on the appeal. The vice president may delegate these responsibilities.

User Groups: A user group serves as the client representative throughout a project's design process. Its members are appointed by the chair of the Campus Planning Committee, and it is made up of faculty, staff, and students who use (or will use) the facility, as well as representatives from neighboring buildings, one of the professional design schools (landscape architecture, architecture, or interior architecture), and the Campus Planning Committee. A user group also may include community members and neighborhood representatives. This broad base of representation ensures that the resulting design meets the specific program needs and fits into the larger campus setting as described in this Plan.

The user group is responsible for developing

a project description. It then works with the University Planning Office to select an architect, landscape architect, or other suitable professional designer and to forward its recommendation to the president. Members of the Campus Planning Committee are invited to join the process of identification, evaluation, and selection of these professionals. The user group works directly with the consultant(s) to prepare a schematic design for Campus Planning Committee review.

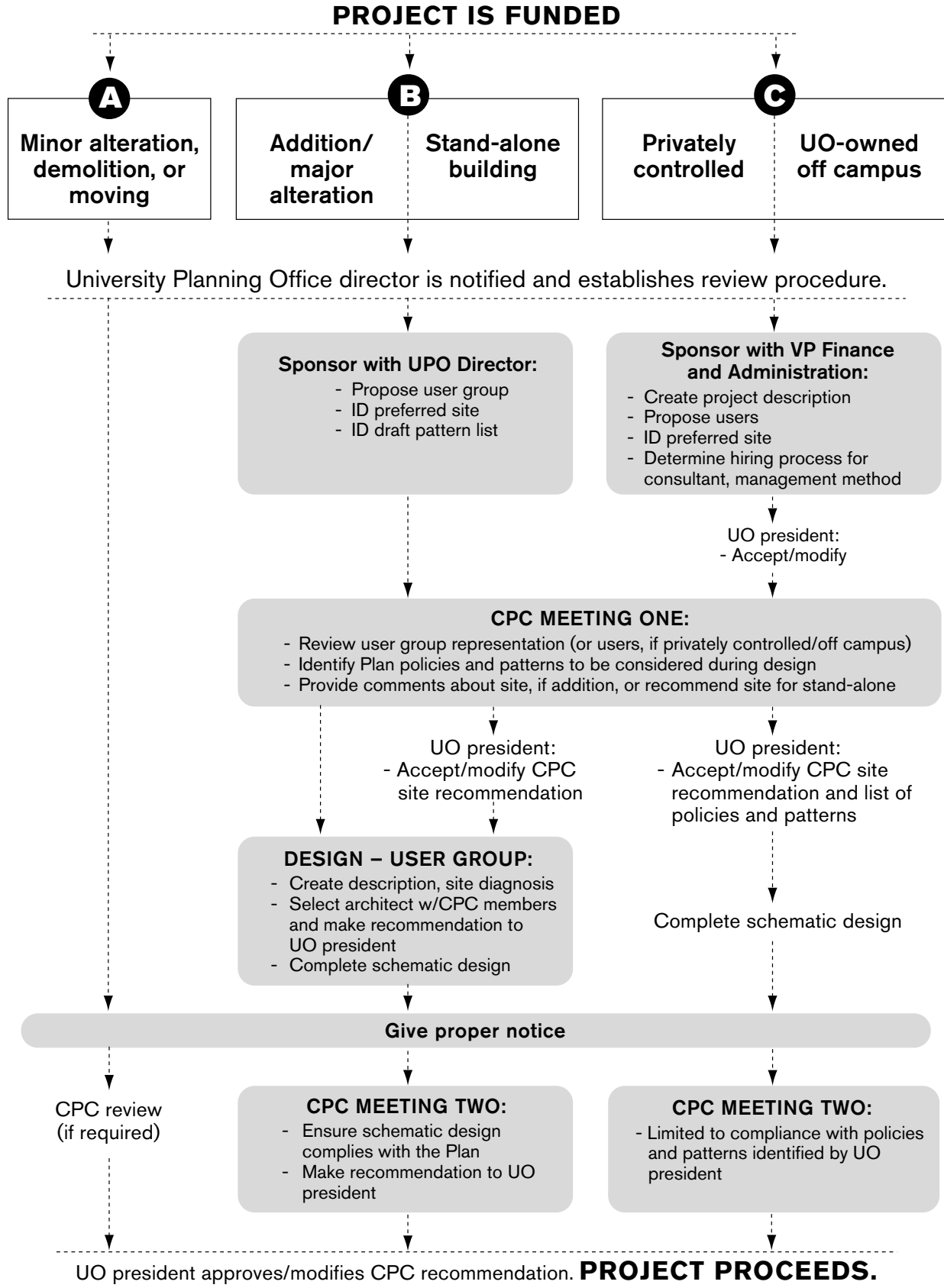
A note about Conceptual Plans and Feasibility Studies: User groups are not and should not be bound by feasibility studies or conceptual plans. Many projects begin with a conceptual design phase, which, as its title suggests, is conceptual in nature. This phase describes construction or program needs so that funding can be identified. Such studies usually are conducted without broad campus-wide input (although most include broad input from the expected project users) and do not address campus-wide issues such as those enumerated within this Plan.

Facilities Services: The Facilities Services department coordinates all building and landscape repair and maintenance projects, as well as interior projects. All such projects must meet applicable Plan policies and patterns whether or not they are subject to Campus Planning Committee review. A determination of applicable Plan policies and patterns shall be made for each project.

For example, interior remodel projects must address policy refinements related to space use (policy 4), replacing displaced uses (policy 5), maintenance (policy 6), historic preservation (policy 7), universal access (policy 8), and sustainable development (policy 10). Patterns addressing building interiors include, among others, Operable Windows, Flexibility and Longevity, and Classroom Distribution.

Landscape maintenance projects must address requirements related to plant materials and landscape features (policy 2), historic preservation (policy 7), and sustainable development (policy 10). Applicable patterns include, among others, Campus Trees, Outdoor Classroom, and Shielded Parking and Service Areas.

Construction Projects Planning Process Flow Chart



A Minor Alterations and Proposals to Demolish or Move a Structure

The following steps shall apply to funded minor alterations and proposals to demolish or move a structure (including East Campus Area houses and outbuildings) within the Approved Campus Boundaries. Determination of which projects are considered minor is the responsibility of the University Planning Office director, who may consult with the Campus Planning Committee chair. Minor alterations include any noticeable yet minor modifications to building exteriors, outdoor spaces, or interior spaces with significant public exposure. Examples include minor landscape improvements, building awnings, signage, and minor additions such as porches. Minor projects do not include standard repair and maintenance projects or minor changes that are not visible to the general public.⁴

STEP 1. University Planning Director

Each proposal shall be referred to the University Planning Office director for analysis of the proposal's consistency with the provisions of the Plan and determination of the process to be followed.

STEP 2. Campus Planning Committee

Meeting One

Process and Site Verification

Not applicable.

STEP 3. Design

The design process shall be determined by the University Planning Office director in consultation with the project sponsor and others as appropriate. User groups typically are not assembled for minor projects. This step is not applicable to proposals to demolish or move a structure.

STEP 4. Campus Planning Committee

Meeting Two

Review, Notification, and Recommendation

The Campus Planning Committee shall review all minor projects for conformance with the Plan. This includes proposals to demolish or move a structure, with one exception noted below. Following its

review, the committee will make a recommendation to the president. (For a complete description of the Campus Planning Committee, see page 12.)

Exception: Proposals to move or demolish East Campus houses within the PL Public Land zoned area (with or without the EC East Campus zoning overlay) are not subject to Campus Planning Committee review. Committee review is required for proposals to demolish or move houses within the R-1 Low Density residential zoned areas (for example, along Villard Street between 15th and 19th Avenues).

Meeting Notification: All minor projects subject to Campus Planning Committee review shall follow the same notification procedures required for additions/major alterations. (Refer to section B, step 4, page 17.)

⁴ Repair, remodel, maintenance, and interior projects, whether or not they are subject to Campus Planning Committee review, must be coordinated through Facilities Services (see page 13) and meet applicable Plan policies and patterns. The Classroom Committee, in consultation with Facilities Services, has primary responsibility for the design of general-pool classrooms. See "Policy 4: Space Use and Organization" on page 35).

B Additions/Major Alterations and New Stand-alone Buildings

The following steps shall apply to funded additions/major alterations and proposals to construct stand-alone buildings within the Approved Campus Boundaries. Major alterations include modifications to outdoor spaces or modifications to interior on-campus spaces with significant public exposure.

STEP 1. University Planning Director

Each proposal shall be referred to the University Planning Office director for analysis of the proposal's consistency with the provisions of the Plan and determination of the process to be followed.

User Group

Projects that involve major additions, new construction, or significant modifications to outdoor spaces or interior spaces with significant public exposure are guided by a user group. The project sponsor shall work with the University Planning Office director to create a draft pattern list (refer to "Policy 11: Patterns" on page 51) and identify user group members. Members will be appointed by the CPC Chair. (For a complete description of user groups, see page 13.)

Preferred Site

For stand-alone buildings, the project sponsor may work with the University Planning Office director to select a preferred site for review by the Campus Planning Committee. If no preferred site is identified, the committee shall establish a site-selection process.

STEP 2. Campus Planning Committee

Meeting One

Process and Site Verification

Key Policies and Patterns

During this first meeting, the Campus Planning Committee, with the guidance of University Planning Office staff, will identify key policies, patterns, and other appropriate campus design issues from the Plan for user group consideration during project design. An important aspect of this meeting is identification of potential opportunities to address campus-wide needs within the subject

area or opportunities to cooperate with other nearby development efforts. The committee also will review user group representation and provide comments to the user group chair as appropriate.

The committee may identify other appropriate issues to be considered and will review issues related to the siting of the building or the addition.

Site Selection and Site Specific Policies and Patterns

(a) Additions to Existing Buildings

Key patterns and policies that apply to the site will be identified.

(b) Stand-alone Buildings

The committee will review the preferred site (if there is one identified) and make a site recommendation for a stand-alone building. During its review the committee will identify the key patterns, policies, and other site-related campus design issues that should be addressed as the project proceeds. The committee may appoint a separate group to work with University Planning Office staff, sponsor, user group members, committee members and other professional consultants as needed to review possible sites and recommend a preferred site to the Campus Planning Committee. The Campus Planning Committee will forward its site recommendation to the president.

STEP 3. Design

User Group

The user group serves as the client representative throughout the design process. The user group works with Planning Office staff to create a project description and with staff and members of the CPC to hire design consultants. The user group works directly with the consultant(s) to prepare a schematic design for Campus Planning Committee review.

A site diagnosis shall occur prior to completion of a schematic design. (Refer to "Area and Site Diagnosis" on page 21 for more information.)

STEP 4. Campus Planning Committee

Meeting Two

Review, Notification, and Recommendation

The Campus Planning Committee will review all additions, major alterations, and new stand-alone buildings for conformance with the Plan. Following its review, the committee will make a recommendation to the president.

Subsequent changes to the design are subject to committee review.

Meeting Notification: Notice of all Campus Planning Committee review sessions will be given to members of the campus community who are most directly affected by the proposed development.⁵ Notice will be provided in the same way and at the same time to the Eugene planning director and to the designated representative of each affected neighborhood organization abutting the campus.

Additional notification requirements have been established for

- (a) construction proposals in the East Campus area as described in the *2003 Development Policy for the East Campus Area*, and
- (b) construction proposals that require land-use applications (for example, site reviews, conditional uses, zone changes, or traffic-impact analyses) as described in “Land-use Applications” (page 19).

These provisions are not intended to restrict the delivery of notice to other individuals by other means. Additional notice and opportunity for public comment often are employed. For larger projects, this usually includes campus-wide public comment sessions prior to Campus Planning Committee review.

⁵ Members of the campus community most directly affected by the proposed project typically include the project sponsor and/or department head, the project user group chair, building managers of the project building and neighboring buildings, a Facilities Services Campus and Grounds representative, the Department of Public Safety transportation coordinator, an ASUO representative, project planner, and any other individual who requests information. Each of these representatives is responsible for notifying additional faculty, staff, and students as he or she sees fit.

C Privately Controlled On-campus Construction Projects and Off-campus Construction Projects on UO-owned Land

The following steps shall apply to privately controlled on-campus projects administered by the University of Oregon Foundation or other non-university entities and to off-campus projects on university-owned land.

STEP 1. University Planning Director

All capital construction proposals shall be referred to the University Planning Office director for a determination of the process to be followed.

The project sponsor will work with the vice president for finance and administration and the University Planning Office director to develop the following:

- (a) a written description of the project,
- (b) the method for managing the project and the degree of involvement of the University Planning Office,
- (c) a list of users to work with the selected design consultant,⁶
- (d) the method for selecting the design consultant, and
- (e) a preferred site for the project.

The vice president for finance and administration will forward this information to the president, who will accept, modify, or reject it, establish a schedule for review, and forward the materials to the University Planning Office director for appropriate action.

STEP 2. Campus Planning Committee Meeting One

Process and Site Verification

The University Planning Office director will determine whether the project is subject to Campus Planning Committee review and recommendation. This step is not applicable to minor off-campus projects.

When Campus Planning Committee review is required, the committee will meet with the project sponsor within the time frame established by the president and take the

following actions:

- (a) review and comment on the list of proposed users and the design consultant selection process,
- (b) recommend policies, patterns, and other appropriate campus design issues either from the Plan or in general to be considered during the project's design, and
- (c) if the project is on campus, make a siting recommendation or establish a sub-group of committee members and others identified by the sponsor for the purpose of returning a site recommendation to the committee for its review and recommendation to the president.

After receiving the committee's comments and recommendations, the president will establish the users, the design consultant selection process, the policies, patterns, and other appropriate campus design issues either from the Plan or in general to be considered during the project's design. In the case of an on-campus project, the president also will make a final determination on the project's site.

STEP 3. Design

The selection of the designers and the design will proceed according to the approved process that was established during step 2.

STEP 4. Campus Planning Committee Meeting Two

Review, Notification, and Recommendation

When Campus Planning Committee review is required, the committee will review the design of the project (most likely at the completion of the schematic design phase) within a time frame established by the president for compliance with the policies, patterns, and other appropriate campus design issues, as well as additional issues identified by the president. (See step 2 above.) Following its review, the committee will make a recommendation to the president.

Meeting Notification: Notice of all Campus Planning Committee review sessions will be given as required for additions/major alterations. (Refer to section B, step 4, page 17.)

⁶ In keeping with established policies for the involvement of users in the design of projects, each privately controlled or off-campus project will include input from the expected users of the building. The intensity and frequency of this input may vary by project, but it is especially important that users have an active, meaningful role in the design of projects that house UO programs on off-campus, university-owned land. Such projects are different from on-campus projects, in which a user group is appointed by the Campus Planning Committee chair and includes users and other interested or affected parties.

Land-use Applications and Subject Plans

All land-use applications (such as site reviews,⁷ conditional uses, traffic-impact analyses, and zone changes submitted to the City of Eugene) and all Subject Plans (for example, policies or standards regarding campus lighting, the designation of historic buildings, or regions of campus) shall be reviewed in the manner described below.

STEP 1. University Planning Director

All land-use applications and Subject Plans shall be referred to the University Planning Office director for analysis of consistency with the provisions of the Plan and for a determination of the process to be followed.

STEP 2. Campus Planning Committee Meeting One Process

Although a user group is not applicable, an advisory group, focus groups, or Campus Planning Committee subcommittee may be established as determined necessary by the University Planning Office director and Campus Planning Committee.

STEP 3. Design

Not applicable.

STEP 4. Campus Planning Committee Meeting Two

Review, Notification, and Recommendation

Land-use applications and Subject Plans shall be reviewed by the Campus Planning Committee in public sessions.

Notification

All land-use applications and Subject Plans shall follow the same notification procedures required for additions/major alterations (section B, step 4 above, page 17).

In addition, notice of the intent to apply to the city for a site review, conditional use permit, zone change, or traffic-impact analysis shall be given to the adjacent designated neighborhood representatives at least thirty days prior to the date the application is filed with the city.

To the maximum extent possible, neighborhood concerns shall be addressed in the university's application to the city. Discussions with the neighborhood shall continue through the period during which the application is being processed by the city to the extent that they appear necessary to resolve outstanding issues.

The intent of this procedure is to allow for maximum participation of the neighborhood in the review of such proposals and to attempt to reach agreement with the neighborhood prior to city review. The University Planning Office shall make every reasonable effort to arrange for a meeting or series of meetings between appropriate university officials and officially designated neighborhood representatives to discuss any such proposal and to resolve concerns that may be expressed.

Amendments to the Plan

The review of amendments to or adoption of the Plan shall occur as described below. Amendments may result from a specific adjustment or as part of periodic plan review. (See "Periodic Plan Review" on page 21.)

STEP 1. University Planning Director

The University Planning Office director shall coordinate the review and approval process for all proposed amendments.

STEP 2. Campus Planning Committee Meeting One

Process and Site Verification

Although a user group is not applicable, an advisory group, focus groups, or Campus Planning Committee subcommittee may be established (for example, to provide input during a periodic review process) as determined necessary by the University Planning Office director and Campus Planning Committee.

STEP 3. Design

Not applicable.

⁷ Site review is required for specified parcels of land. In addition, when a proposed institutional use is located within 300 feet of property zoned residential and such use will generate the need for a traffic-impact analysis according to city code, the review process for development will involve site-review procedures as required by the city.

STEP 4. Campus Planning Committee Meeting Two

Review, Notification and Recommendation
Plan amendments shall be by action of the university president upon recommendation by the Campus Planning Committee. Before formulating a recommendation to the president, the committee shall hold a public hearing.

Notification

Notice of the Campus Planning Committee public hearing shall be given to members of the campus community who are most directly affected by the proposed amendment.

In addition, at least thirty days prior to the date of the hearing, notice will be provided in writing and by regular mail to the director of the Eugene Planning department and to a designated representative of each recognized neighborhood organization that abuts the campus. Notice of the hearing also shall be given by publication in the *Oregon Daily Emerald* at least ten days prior to the date of the hearing. Other means of providing notice of these hearings shall be employed to the maximum extent feasible.

The university will endeavor to provide opportunities for an exchange of information about proposals, separate from the required public hearings, as resources allow. These informational sessions will be held and publicized at times and places in a manner that will encourage maximum participation by the campus community and university neighbors.

Academic Planning Coordination

The principle of diagnosis is embodied in the academic planning coordination, diagnosis, and periodic plan-review requirements as described below.

At the conclusion of an academic program planning cycle, the office of the provost and affected program units shall notify the Campus Planning Committee of possible Plan modifications that appear to be necessary or warranted in order to more appropriately support the academic program. The committee

may, upon its own motion or upon request of the provost, institute the process of amending the Plan.

The following studies will be prepared to enhance coordination between academic and physical campus planning endeavors:

(a) Capital Construction Budget Proposal

Each biennium, as part of the preparation of the university's capital construction budget proposal, project proposals received from academic units and prioritized by the administration will be referred by the president to the Campus Planning Committee for review and comment about the relevant plan policies and patterns to determine if

- (1) sufficient land exists, in aggregate, to accommodate the prioritized first-biennium capital construction projects,
- (2) each capital building project proposed for funding in the first biennium has siting opportunities that are consistent with the Plan, and
- (3) any of the prioritized capital construction projects would require plan amendments, and if so, to provide comments.

(b) Biennial Capacity Plan (BCP)

As a means for examining the campus's capacity and the ongoing effectiveness of the Plan, the University Planning Office shall prepare a *Biennial Capacity Plan* for review by the Campus Planning Committee. The *Biennial Capacity Plan* will contain the following information:

- (1) a program-specific site or alternative sites for each project proposed for first-biennium funding (identification of these siting opportunities does not preclude development of the project on another site that is consistent with the Plan should more detailed design studies indicate the desirability of a different location),
- (2) identification of sufficient siting opportunities to accommodate proposed developments for projects either proposed for funding in

- subsequent biennia or identified as needed by a sponsoring unit, and
- (3) a calculation of the speculative maximum build-out of the campus including all identified projects from (1) and (2) above and also including buildings representing the maximum density as listed in the plan for the campus. (See “Policy 3. Densities,” page 31.)

Upon reviewing the *Biennial Capacity Plan*, the Campus Planning Committee shall determine that

- (1) sites meeting the requirements of the Plan are identified for the first-biennium projects, or, revisions are identified if they are needed, and
- (2) in the aggregate, sufficient siting opportunities exist for the remaining identified capital projects.

If capacity is needed or appropriately located sites are not available, the Campus Planning Committee shall consider amendments to the Plan.

Coordination with the Surrounding Community

The Plan recognizes that some university construction policies and activities affect adjacent neighborhoods and the community as a whole. It also recognizes that institutional requirements should be coordinated with established policies and plans adopted by the larger community.

- (a) The university adopts by reference applicable community planning documents (listed in Appendix K) as they pertain to the University of Oregon and to adjacent lands as they now exist or may be amended hereafter.
- (b) The University/Community Liaison Committee is comprised of representatives from the university, the city, and various local organizations and institutions representing people who live and

work in the university area.⁸ Its primary function is to provide a forum for participants to share information about development priorities and activities. The university will continue university representation on the U/CLC.

- (c) Regular contact among the leadership of state and local governments and campus area neighborhood organizations provides an additional opportunity for monitoring development activities.
- (d) Specific notification requirements for construction projects, land-use applications, and plan amendments are described earlier in this chapter.

Area and Site Diagnosis Studies

- (a) Areas of the campus shall be studied periodically for their health. These diagnostic studies shall enumerate shortcomings and assets contained within the study area.

These studies allow for the identification of areas needing repair. This in turn opens possibilities for site repair as part of future construction projects in the area. In this way individual projects contribute to the improvement of the campus as a whole. Area diagnosis studies are available at the University Planning Office for use when initiating a construction project.

- (b) A site diagnosis in appropriate scope and detail shall precede the development of schematic designs for any project.

Periodic Plan Review

The Plan provides for regular and routine adjustments to reflect shifts in program requirements, enrollment levels and characteristics, and similar particulars. These continuous adjustments should occur as a result of the Plan’s provisions for

- (a) regularizing the connection between the

⁸ The University/Community Liaison Committee membership consists of representatives from the adjacent neighborhood associations, University of Oregon, Northwest Christian College, Sacred Heart Medical Center, the University Area Small Business Association, and the Eugene Planning Commission.

- university's academic programs and physical planning processes,
- (b) preparing a *Biennial Capacity Plan* based on the capital construction budgeting process,
 - (c) recognizing site and schematic plans for individual projects as refinements of this Plan, and
 - (d) relying on the preparation and adoption of Subject Plans to articulate the Plan's more general policies.

Regardless of the flexibility built into this document, it is entirely possible that circumstances will change in ways and to an extent that would invalidate the basic assumptions and development objectives upon which the Plan is based. (Refer to Appendix C.) It will be important to regularly undertake periodic review of these fundamentals and to modify the planning policies as warranted.

Changes of this sort are more likely to result from shifts in attitudes, perceptions, programs, and directives from outside the institution than from changing directions within the university. In order to be in a better position to predict and understand the consequences of these external pressures, the Plan provides for sustained involvement of the larger community in the campus planning process. This involvement also should be viewed as a vehicle within which the university can serve as a responsible, proactive agent.