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MISSION STATEMENT

Bloomington is the flagship residential, doctoral-extensive campus of Indiana University. Its mission is to create, disseminate, preserve, and apply knowledge. It does so through its commitments to cutting-edge research, scholarship, arts, and creative activity; to challenging and inspired undergraduate, graduate, professional, and life-long education; to culturally diverse and international educational programs and communities; to first-rate library and museum collections; to economic development in the state and region; and to meaningful experiences outside the classroom. The Bloomington campus is committed to full diversity, academic freedom, and meeting the changing educational and research needs of the state, the nation, and the world.

By action of the Bloomington Faculty Council, April 19, 2005. Approved by the Board of Trustees, November 4, 2005.



Auditorium and Fine Arts Plaza

INTRODUCTION TO THE PLAN

This is the beginning of an exciting new era for Indiana University Bloomington (IUB). As the University reflects upon almost two centuries of existence, IUB prepares to address contemporary challenges through the development of a physical Campus Master Plan. Collectively, these new challenges include:

- Creating and updating facilities to meet changing learning needs, to sustain a consistent enrollment.
- Developing facilities to support research.
- Renovating and repurposing existing buildings and historic resources.
- Enhancing student life on campus.
- Encouraging greater social engagement through the use of community space.
- Encouraging connectivity to the larger community.
- Maintaining the University's competitiveness as one of the nation's pre-eminent universities in the 21st century.

In February 2008, Indiana University (IU) embarked on a 12-month process to create an

integrated Campus Master Plan. The planning initiative addressed:

- Space needs and University development.
- Building and facilities growth to support learning and research.
- Improvement of the quality of the learning and living environment.
- Contribution to the life sciences economy of the state.
- Expansion of transportation systems.
- Development to meet infrastructure needs.
- Sustainable strategies for campus growth and enhancement.

The Campus Master Plan for IUB is the result of this intensive planning effort. Recognizing that the quality of the physical environment has a tremendous influence on the image of the institution, the Campus Master Plan serves as a foundation for shaping the campus fabric in support of its academic mission and vision.

At its very essence, the Campus Master Plan is an assemblage of powerful ideas. These ideas establish the philosophical framework and

principles for coordinating physical change on the campus. The Campus Master Plan provides guidelines to maintain the inherent beauty and unique characteristics of the campus while, at the same time, identifying opportunities for congruous and harmonious expansion.

New partnerships, collaboration, and innovative thinking will be needed to reach the aspirations of the Campus Master Plan and create a campus environment that continues to provide an outstanding, learning-centered educational community.

INTENT OF THE CAMPUS MASTER PLAN

The intent of the Campus Master Plan is to create a vision for the future of the IUB campus that reinforces its unique environment and supports the mission of the larger University community.

A master plan is a composite document of principles, goals, objectives, ideas, and recommendations, and the graphic maps that support and illustrate these concepts. A master

plan is not solely one component or another, but must be taken together as one document. In this way, it can be used as a long-range tool that can adapt and flexibly respond to future changes.

Over time, IUB has grown incrementally and somewhat organically, largely due to the vision of its past presidents and University leaders. While there have been earlier illustrative master plans and development frameworks, IU has not previously undertaken such a comprehensive master plan for its flagship Bloomington campus.

This Campus Master Plan is the first document to collectively record recommendations for all campus systems, including: future space and program needs; building renovation and new construction; residence life and amenities; athletics and recreational sports; campus landscape and natural features; transportation and parking; infrastructure; and sustainability measures.

In preparing the Campus Master Plan, the planning team reviewed and incorporated many

recently completed studies and district plans, including the following:

2001 Indiana University Bloomington Campus Planning Framework: Analysis

2006 Indiana University Athletic Facilities Development Update

Indiana University Memorial Union Preliminary Planning (2006)

Indiana University Housing Master Plan Update (2007)

2007 Indiana University Recreational Sports Facility Master Plan

Campus Sustainability Report (2008)

During the planning process, the team considered the separate recommendations of each district plan or study in the context of the overall campus, in order to balance competing demands for space or land resources with the larger goals of the University.

The Campus Master Plan for IUB is envisioned as a long-range planning tool addressing the physical, social, intellectual, and sustainability

challenges the University will face in the 21st century. It has been crafted to address both a programmatic 10-year planning horizon for academic demand, and a longer 20-year build-out horizon, recognizing that the pace of construction on campuses fluctuates depending on need and the availability and source of funding.



Sample Gates

GOALS AND OBJECTIVES

The University embarked on the Campus Master Plan with two overarching goals that formed the planning foundation and guided the program and physical development of the plan. These two goals represent the academic aspirations of the University and the unique attributes of its Bloomington campus, linking the institution's physical environment to its educational values.

1. Support Academic Excellence

Driven by the provost, University leadership, and the Bloomington Space Task Force, the Campus Master Plan is a tool for advancing the overall academic mission of the institution by creating a physical environment to support that mission. Discussion during the planning phases centered not only on the quantitative need for space, particularly for research, but also on the qualitative need for flexibility and increased interaction. The University expressed its desire to move away from older models of departmental and academic silos in favor of physical models that emphasize the learning experience and support connectivity and communication

among faculty, staff, and students. This goal is supported by a series of objectives intended to:

- Integrate places for learning and campus life.
- Reflect contemporary learning styles.
- Accommodate change and flexibility.
- Establish a framework for sustainable facility growth.
- Enhance interdisciplinary learning.
- Create a stimulating campus setting.

2. Enhance Campus Character and Quality

The iconic image of the historic core of the Bloomington campus is formed by quality architectural design combined with a mature native landscape. However, moving away from the core, the campus loses this coherency. In response to the desire to enhance the character and beauty of the Bloomington campus, the University leadership developed this second goal to guide the Campus Master Plan. This goal is further defined by its series of objectives intended to:

- Reinforce an appropriate balance of buildings and landscape.

- Apply lessons of scale and character to incomplete campus areas.
- Maintain a high quality memorable landscape.
- Enhance convenience through a diversity of use.
- Develop walkable and quality pedestrian experiences.
- Reinforce a sense of community.
- Protect and celebrate campus history.

MASTER PLAN PROCESS

The Campus Master Plan is the University's plan. Although the consultant team has contributed their technical expertise, the University's participants have passionately guided its development. The Campus Master Plan reflects the institution's vision, priorities, culture, and future needs.

The Indiana University Board of Trustees commissioned SmithGroup and JJR to develop a master plan for the Bloomington campus. Work began in February 2008 and was completed in spring 2009. The planning process was divided into five major tasks: Discovery, Analysis, Alternatives, Refinement, and Documentation.

The planning process included faculty, students, staff, administrators, trustees, and community leaders. Input has been solicited at major decision points throughout the planning process, through regular committee meetings, workshops, focus group sessions, technical meetings, one-on-one interviews, and digital information exchange. As a result, the Campus

Master Plan offers a widely representative planning perspective.

Several important committees were tasked with directing, advising, and supporting the Campus Master Plan.

Executive Committee

The Executive Committee oversaw the development of the Campus Master Plan.

The committee provided final direction to the planning team as well as administrative guidance, coordination of internal and external input, and final planning recommendations.

Michael A. McRobbie, President

J. Terry Clapacs, Vice President and Chief Administrative Officer

Paul Sullivan, Deputy Vice President for Administration

Robert Meadows, Assistant Vice President Facilities & University Architect

Master Plan Working Group

The Master Plan Working Group guided the iterative development of the Campus Master Plan. Members of the group included the University Architects Office as well as academic, auxiliary enterprise, and administrative representatives. This committee provided valuable project support, facilitated consensus building, and furnished current data relevant to the planning effort during its development.

Master Plan Steering Committee

The Master Plan Steering Committee was established to shape the evolution of the Campus Master Plan. Members of the committee included Space Needs Task Force subcommittee chairs and University deans. This committee provided valuable input and greatly facilitated consensus building during the plan's development.

The Space Needs Task Force provided counsel to the planning team regarding six specific topics:

- Faculty Life
- Student Life

- Health, Wellness, and Intercollegiate Athletics
- Libraries, Museums, and Performance Space
- Campus Support, Administration, and Infrastructure
- Classrooms and Teaching Laboratories

Members of the Space Needs Task Force subcommittees represented important University-wide perspectives and highlighted cross-departmental and cross-college perspectives. This deliberate mixing of expertise provided critical user input during the plan's development. Robert Meadows and Amanda Ciccarelli, Executive Assistant to the Provost, served as ex-officio members on all subcommittees.

Campus/Community Leadership and Outreach

The ideas and opportunities documented by the Campus Master Plan reflect the combined efforts of institutional and community representatives working collaboratively with the consultant team. Engagement with the following individuals and groups was a critical component of the planning process:

Michael A. McRobbie, President
 J. Terry Clapacs, Vice President and Chief Administrative Officer
 Paul Sullivan, Deputy Vice President for Administration
 Robert Meadows, Assistant Vice President Facilities & University Architect
 Karen Hanson, Provost
 Indiana University Board of Trustees
 Indiana University Foundation Board of Directors
 Roger Thompson, Vice Provost for Enrollment Management
 University Deans
 Various Department Chairs
 Student VOICE Group
 Athletic Director and Staff
 Director of Residential Programs and Services and Staff
 Indiana Memorial Union Director and Staff
 Recreational Sports
 Auxiliary Services
 Sustainability Committee
 University Architects Office
 Physical Plant and Engineering Staff
 Campus Support Staff

Open Campus Forums
 Bloomington Planning Officials and City Council
 Indiana Minority & Women's Business Enterprises
 Bloomington Community Groups

A full listing of all committee members, groups, and individuals involved in the plan can be found in the Acknowledgements at the end of this report.



Community Participation



Master Plan Working Group