

May 11, 2016

MEMORANDUM

TO: State Board of Regents  
FROM: David L. Buhler  
SUBJECT: Snow College – Campus Master Plan Approval

Issue

Snow College requests the review and approval of a new campus master plan for both the Ephraim and Richfield campuses.

Background

Regent policy R710, *Capital Facilities* requires that Regents review and approve institutional campus master plans on a biennial basis. The previous master plan for Snow College was created in 2002 with adjustments last formally approved by the Regents on November 15, 2013.

Snow College hired VCBO Architecture to create a new comprehensive master plan for both the Ephraim and Richfield campuses. An extract of the 100 page master plan summarizing the key elements of the April 26, 2016 draft document is attached along with a letter from the University. An electronic copy of the entire draft document is available upon request of the Commissioner's office or the College.

Representatives from the College will be present at the meeting to present this agenda item and to respond to questions from the Board.

Commissioner's Recommendation

The Commissioner recommends the Board approve the updates to the Snow College Campus Master Plan.

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David L. Buhler  
Commissioner of Higher Education

DLB/KLH/RPA  
Attachments



# SNOW COLLEGE

OFFICE OF FINANCE AND ADMINISTRATIVE SERVICES

May 3, 2016

Commissioner David L. Buhler  
Board of Regents Building, Two Gateway  
60 South 400 West  
Salt Lake City, UT 84101-1284

Commissioner Buhler:

Snow College has just completed a comprehensive Campus Master Plan and had contracted with VCBO Architecture to assist with the project. The College would like to present to the Regents a brief overview of the recently completed Campus Master Plan during the Board of Regents meeting on May 20<sup>th</sup>, 2016 held at Snow College.

The recently completed Campus Master Plan is a comprehensive plan covering both the Ephraim and Richfield campuses. No such plan has been created in the past which includes both campuses. This plan includes potential future building sites for educational buildings, additional student housing, an event center, parking locations, athletic facility upgrades, wayfinding, as well as architectural design guides.

We look forward to making this presentation to the Board of Regents.

Thank you,



Jake Dettinger

V.P. Finance & Administrative Services





**S** | **SNOW COLLEGE**  
M A S T E R P L A N  
April 25, 2016



“SNOW HAS GROWN FROM THAT ONE-ROOM SCHOOLHOUSE TO CENTRAL UTAH’S LARGEST INSTITUTION OF LEARNING, SERVING 6 COUNTIES AND SERVING MORE THAN 5,000 STUDENTS ANNUALLY”

— snow.edu



## MASTER PLAN BACKGROUND

VCBO Architecture was hired by the State of Utah Division of Facilities Construction and Management on behalf of Snow College to provide a cohesive master plan for the College. A previous master plan, created in 2002, which looked at future development on the Ephraim campus, has become outdated and does not holistically address the needs for Snow College. Additionally, a formal master plan has not been created for the Richfield campus.

This plan addresses the vision for Snow College as an institution that serves students from two primary campuses and meets the higher education needs for a six-county service area in Central Utah. This plan provides an assessment of current facilities, identifies short term needs, and provides a long-term vision for both the Richfield and Ephraim campuses. Additionally, this master plan provides guidance on opportunities to connect with the broader community, future infrastructure improvements on and near each campus, as well as parking and access considerations for both now and into the future. Design guidelines for future building and landscape improvements are also provided.

### Master Plan Approach

The approach to this plan is to create a flexible, opportunity-based road map for the future of Snow College. The backbone of the plan is a broad vision for the College and specific design guidelines that, in tandem, will promote cohesive and effective growth for each campus and contribute to the high-quality residential campus that Snow College is known for.

Short-term needs have been identified and strategies assessed to meet these needs on both campuses. This assessment process has resulted in options rather than a final recommendation to allow the College flexibility in growth. The plan identifies considerations associated with the short-term needs and provides options to address these more immediate needs.

Campus growth opportunities are identified for both campuses to align with the vision set forth in the next section. However, these opportunities have not been prioritized, nor have specific users or uses been identified for each facility. Rather, a set of considerations for each facility has been provided to encourage appropriate



growth across campus in a manner that meets the future needs of the College. This approach allows for Snow College to grow as needed into the future and still work toward a cohesive vision that aligns with the current campus configuration and enhances student and campus community experiences.

Considerations associated with a growth opportunity may include:

- Physical access and visibility
- Adjacency to similar facilities or services
- Reach of the campus community served by the project
- Parking needs
- Associated infrastructure improvements
- Community engagement opportunities

Design guidelines are also an integral component of this plan. The design guidelines create a cohesive palette and define expectations for both the architectural and campus outdoor space design to ensure that, as new improvements occur, they are appropriate for the campus and enhance the Snow College experience. Considerations have also been given to maintainability, efficiency, and operational effectiveness across both campuses. These considerations are reflected in the Design Guideline section of the campus master plan.

## WHAT MAKES SNOW COLLEGE GREAT

At the outset of the planning process, we asked faculty, students, and staff to tell us what makes Snow College great. This exercise helped define the key characteristics of the College that need to be maintained and enhanced as growth occurs. It also provided valuable insight into the individual experiences on both the Ephraim and Richfield campuses, and helped the planning team and steering committee understand that the two campuses share core values and a vision for success. Some of the common elements that contribute to the success of the College are:

- Affordable, quality education
- Low student-faculty ratio
- High quality faculty and staff
- Well-maintained buildings and grounds
- Strong college leadership
- Engaged students
- Private college "feel"
- High student success rates

Affordable education  
w/ great teachers

What I like about  
Richfield

- Smaller class sizes
- Classrooms close together
- COULD USE MORE CLASSES

What I like  
about Ephraim

- Huge Library (more study options)
- Activity Center
- Has more class options

Affordable tuition  
"Small-town" feel  
one on one w/ teachers  
Great programs & how they are run.  
campus is pretty  
Snow is good all the way around! 😊

Architectural heritage.  
It makes the College unique and feel "expansive" yet historic is affordable.

The interactions you have with teachers.

Small Class Sizes!  
I ♥ the helpful Teachers



## MASTER PLAN VISION

### Align with the strategic plan

"Snow College, through an inclusive process of discussion and decision-making with faculty, staff, and students, has defined three Core Themes, reflecting its Mission, has established an overarching goal and a set of assessable objectives for each Core Theme. The three Core Themes have been approved by the Board of Trustees and serve to guide the College's decision-making, strategic initiatives and actions, and continuous improvement endeavors for the academic year 2011-12 and forward.

#### Core Theme 1: Tradition of Excellence

Goal: Snow College honors its history and advances its rich traditions of learning by providing a vibrant learning environment that empowers students to achieve their educational goals.

#### Core Theme 2: Culture of Innovation

Goal: Through initiatives that create and sustain a college-wide culture of innovation, Snow College encourages and supports innovation by developing dynamic teaching, learning, and engagement experiences for students, faculty, and staff, as well as for the larger College community.

#### Core Theme 3: Atmosphere of Engagement

Goal: Snow College creates learning and service opportunities, locally and globally, to engage students, faculty, staff and surrounding communities." Snow College Strategic Plan, approved November 2013.

This master plan can promote the themes and goals of the strategic plan by focusing on five key areas:

- Create effective learning environments
- Enhance creativity and innovation
- Focus on student-centered experiences
- Connect with and enrich the surrounding community
- Promote environmental stewardship

### Preserve affordable access to high-quality education for Snow College students

Snow College provides a great education to a variety of students from traditional students just out of high school to non-traditional students and community members seeking additional educational opportunities. This breadth of opportunity should be maintained into the future. The range of classes, from general education to technology education and specialty programs, provides an opportunity for each student to find a program that meets their individual needs at an affordable and accessible cost.

### Provide a strong residential-campus experience for Snow College students

Both the Ephraim and Richfield campuses offer a high-quality learning experience in a small, walkable community.

The Ephraim campus has a variety of residence halls that allow students to live on-campus in an affordable and convenient location. Additionally, the Ephraim community has grown with students and housing in mind. The campus sits within the

residential area of Ephraim, with numerous rental housing opportunities within a mile from campus. This variety of living options within walking distance promotes a strong residential campus experience. Students can stay on campus for activities, use the provided amenities such as fitness centers and study areas, and easily return to campus throughout the day as needed for classes and events.

The Richfield campus also sits at the edge of a residential area of town, but the community has not developed in the same manner around the College. This has led to a lack of available student housing and in-turn contributes to a more commuter-oriented student population. As both Richfield and Snow College grow, providing more on and near-to-campus housing opportunities for students will enhance Richfield as a college town and encourage more on-campus activities and additional student engagement. It will also broaden the range of students that attend Snow College, and help grow enrollment on the Richfield campus.

### Enhance the quality of Snow College

Snow College has a strong reputation as a high-quality community college where students excel. The historic scale and quality of construction as well as the quality landscape on each of the Snow College campuses contribute to this quality. As growth occurs, it should enhance and build upon this foundation.

### Provide for appropriate growth for the campus and community

As student enrollment grows and development occurs on both the Ephraim and Richfield campuses, the scale, quality and character of the buildings and improvements should reflect both the scale of the surrounding development and the vision for growth for the College and respective community.

### Strengthen the image of Snow College

All new development and improvements have the opportunity to strengthen the image and perception of Snow College both through their contribution to the physical campus, but also through a creating a positive impression for both the campus community and broader community.

### Engage with the broader community

Snow College is the primary economic engine for Ephraim, Utah, and a major contributor to the Richfield community. It is important that the College continue to strengthen relationships with the community through positive impacts on the built environment at campus and into the community. Snow College should also consider opportunities to engage with other municipalities in the six-county service region. Specific projects that can benefit both the community-at-large and the College should be given due consideration and priority if the project is financially feasible and contributes to the overall vision set forth in this plan.



## MASTER PLAN PRIORITIES

Through the master planning process, a number of priorities have emerged for both the two campuses. These priorities are generally unique to each area as the Ephraim and the Richfield campuses are at two different points in their development.

Additionally, it is important to recognize that the two campuses complement one another and together, will allow Snow College to meet growing educational and student enrollment needs. Richfield has ample site area to accommodate future campus growth, enhancing its position as a leader in technology education and general education programs within Central Utah. Ephraim will continue to provide the excellent general education and liberal arts education within Central Utah that it is known for.

### Ephraim Campus

The mature Ephraim campus has been developed over more than a century, and has become an icon for higher education in Central Utah. There are a number of opportunities for growth as well as improvements, including:

**Maintain and enhance the quality and character of campus.**

As growth occurs on campus, the scale, quality and character of both the buildings and the landscape should be maintained and enhanced.

**Grow the main campus to provide additional student service space and core academic space.**

Programs across campus are growing. Additional flexible learning space and faculty offices are needed to accommodate this growth. The Greenwood Student Center is also at capacity. Additional growth on the core campus should occur to accommodate these integral campus functions and needs.

**Enhance the connection between the main campus and the current Business Building.**

The Business Building is currently located on Main Street in downtown Ephraim, and is a 1-2 block walk from the main campus. The building orientation toward Main Street and the lack of clearly defined Snow College buildings between the main campus and the Business Building result in a perception of distance and disconnection between these areas. As development occurs, bridging this distance with integral campus uses and new buildings will help engage the Business Building and strengthen the overall campus experience. It will also enhance the College within the community.

**Provide additional student housing.**

The current campus housing is at-capacity, and new housing should be provided as it becomes financially feasible. As this housing develops, there should be a focus on living learning communities and married-student housing. As the student housing grows, additional food service will also be needed. A new cafeteria central to the student housing should be provided.

**Provide a venue for large campus and community events.**

An event center for 4,200 people that can be used for competition athletic events, graduation and large student events should be provided. Adequate parking for a venue of this type should also be provided within a 10-minute or half-mile walk from the venue.



### Provide improved student recreation and student-athlete training and support spaces.

Additional recreation opportunities such as an enhanced cardio and weight training area for the campus and broader community should be provided in or near the Student Activity Center. Additional sport and event space, as provided in the event venue, would also allow the competition gymnasiums in the Activity Center to become available for academic and community-based programs.

Improvements to athletic venues and student athlete spaces include replacing the student athlete weight training, locker, and treatment spaces with new, appropriately sized facilities. New coach offices and sport medicine spaces should also be provided.

The football field should be replaced with a new synthetic turf field, new lighting provided around the field, and the track should be replaced.

A new soccer field should be provided to support a competitive soccer team at the Sports Complex, north of the core campus. The rodeo facilities may also be improved to better serve the rodeo team.

### Provide a student wellness center.

A new student wellness center that offers a variety of services and includes a medical clinic, counseling center and title IX offices should be provided. This facility should be near to and readily accessed from campus, while providing a discreet entry for students, faculty, and staff. The facility should be quiet, private, and welcoming to encourage the campus community to seek the services offered within.

### Encourage alternative transportation to campus.

Discussions around parking on campus led to a discovery of a culture of driving at the Ephraim Campus. There is free and readily-accessible parking around the periphery of campus which enables the community to drive, often very short distances, to park at the College each day. As the campus population grows and new development occurs, parking will become less readily available, and even congested. A number of strategies to disincentivize short-distance driving were discussed through the workshop process. Key strategies may include defining campus parking lots and requiring parking permits, providing convenient and secure bicycle parking throughout campus, and incentivizing walking through positive recognition and campus campaigns.

### Explore opportunities for west campus.

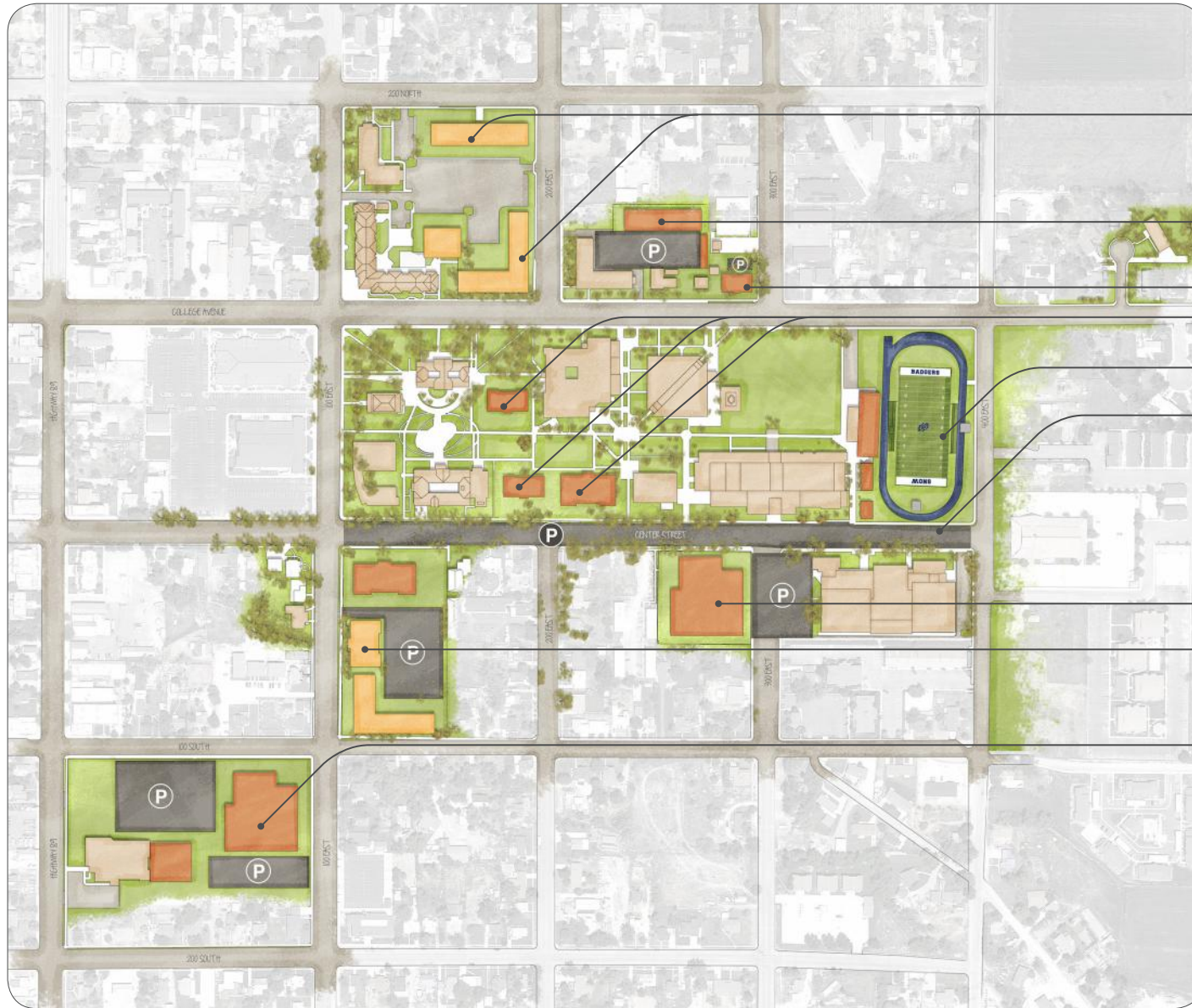
West campus is perceived as being disconnected from the main campus based on the location, four blocks to the west, as well as the change in community character between the main campus and west campus. Over the last number of years, the only programs that have been located on west campus have been relatively self-contained programs that do not require the students to travel to and from the main campus. Technology programs, self-contained programs and campus support have all used the area successfully. As Snow College grows, west campus should continue to serve the college through these uses; additionally, it should be considered as an opportunity for business and incubator space. Priority should be given to companies that can provide flexible student employment opportunities.

If west campus is no longer serving the College, or is no longer needed, Snow College should consider selling the facilities, and relocating the west campus programs closer to the core campus.

# Ephraim Campus Opportunities

## legend

- existing building
- future housing opportunity
- future building opportunity
- P future parking opportunity



- future housing
- campus service expansion
- wellness center
- core campus expansion
- athletic venue improvements
- linear parking lot
- potential event venue location
- academic and housing to enhance the connection to the business building
- potential event venue location

## Richfield Campus

The Richfield Campus has historically been a career and technical education focused center. Since the Sevier Valley Applied Technology Center merged with Snow College, the campus has grown to provide additional general education offerings and grow the technical programs on the campus.

The Richfield campus also has the luxury of available land. The campus consists of nearly 81 acres and currently contains three primary buildings, three portable classrooms, a State of Utah operated data center, and a campus facilities building.

The priorities for the Richfield campus are as follows:

### Maintain and enhance the quality and character of campus.

As the campus grows, it should be developed to maintain and enhance the quality of Snow College. The campus should maintain an academic and student service core with adjacent recreational and athletic opportunities, as well as student housing within a walkable distance.

### Grow enrollment.

There is capacity for growth within the existing facilities. Specifically, there are ten additional classrooms that will become available for use by the College in the Sevier Valley Center in January of 2017. Between these additional learning spaces and some capacity for growth in the Washburn Building, student enrollment can grow, and nearly double within the current academic facilities.

### Expand academic programs into the classroom wing of the Sevier Valley Center.

As mentioned above, ten classrooms and a number of offices will become available for use by Snow College in January 2017. Through the master planning process, it has become clear that the test center should be located in this facility. The CIS program may also be relocated to the Sevier Valley Center. All other classrooms should be shared and scheduled as general use classrooms. More specific configurations are provided in the short-term improvements section for the Richfield campus.

Once these classrooms are available, the portable classrooms west of the Administration Building should be removed from campus. The Small Business Development Center should be relocated to either another building on-campus or to a space within downtown Richfield. The location of this facility is flexible, but should have convenient access for community members and high-quality facilities.

### Provide student housing.

Richfield enrollment is currently limited to those who live within driving distance of campus as there is currently no student housing. Additionally, Richfield has limited rental opportunities within the city. This has contributed to the commuter-campus culture, and has resulted in slow enrollment growth. The lack of available rental housing in and near Richfield has also impacted faculty and staff recruitment for the College. Additional housing, specifically, student housing, will enable students to move to Richfield and have a residential campus experience.

### Provide food service on-campus.

The only current food venues on campus are vending machines in the Washburn Building and convenience-style options for sale in the campus bookstore. A small food service area should be provided on campus. It should be centrally located to provide an opportunity for socializing and collaborating outside of the learning environment.

### Create a student center.

A unique need that arose from the discussions with stakeholders on the Richfield campus was the need for a student center. This facility would be similar to a student union with food service, student study and collaboration spaces, the Badger Den for recreation opportunities, and the library. Career services should also be located in this area. This collocation of student services would again encourage students, faculty, and staff to interact outside the classroom. It would also provide a place for students to stay on campus and engage outside of class hours, heightening the student experience.



**Improve access to campus.**

The Richfield campus is located on the west side of Richfield, adjacent to I-70, but is not readily accessible or visible from either downtown Richfield or I-70. Signage to heighten awareness of the College from I-70 and wayfinding to the campus from key points in the community should be provided.

Specific signage for the Sevier Valley Center should also be provided to guide visitors along optimal routes to access parking and the center for events. Signage at shared parking area in the vicinity should also be provided for ease of access and parking.

**Provide student fitness space on-campus.**

The campus does not currently have any fitness areas available for the campus community. A small cardio space, a weight room, and a room for yoga, dance or group fitness should be provided on campus. Associated locker and changing rooms should also be provided.

**Provide for event access and parking.**

The Sevier Valley Center hosts a variety of events throughout the year. It is important that there is effective signage to guide visitors from I-70 and downtown to the campus and Sevier Valley Center. Adequate parking for events should also be provided on and near campus to accommodate the crowds of up to 4,200 people for large events.

**legend**

- existing building
- future building opportunity
- future building opportunity
- P future parking opportunity

Richfield



- additional event parking
- future academic and student service facility growth
- recreation / athletic center
- athletic and recreation fields
- student housing
- additional campus and event parking