



**FACILITIES MASTER PLAN
AMENDMENT**

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SOU's Land Acknowledgment

We acknowledge that Southern Oregon University is located within the ancestral homelands of the **Shasta, Takelma, and Latgawa** peoples who lived here since time immemorial. These Tribes were displaced during rapid Euro-American colonization, the Gold Rush, and armed conflict between 1851 and 1856. In the 1850s, discovery of gold and settlement brought thousands of Euro-Americans to their lands, leading to warfare, epidemics, starvation, and villages being burned. In 1853 the first of several treaties were signed, confederating these Tribes and others together – who would then be referred to as the Rogue River Tribe. These treaties ceded most of their homelands to the United States, and in return they were guaranteed a permanent homeland reserved for them. At the end of the Rogue River Wars in 1856, these Tribes and many other Tribes from western Oregon were removed to the Siletz Reservation and the Grand Ronde Reservation. Today, the [Confederated Tribes of Grand Ronde Community of Oregon](#) and the [Confederated Tribes of Siletz Indians](#) are living descendants of the Takelma, Shasta, and Latgawa peoples of this area. We encourage YOU to learn about the land you reside on, and to join us in advocating for the inherent sovereignty of Indigenous people.



Chapter 1—Introduction

Substantial changes have occurred in higher education since the adoption of the Southern Oregon University Master Plan in 2010. In 2013, the Oregon University System and the Chancellor’s Office were eliminated by the Oregon Legislature and each university became self-governed with an independent board of trustees. The state also created a Higher Education Coordinating Commission. These changes substantially altered the funding model for higher education in Oregon as well as the model for capital construction for Oregon’s Technical and Regional Universities (TRUs).

This 2025-35 Southern Oregon University Campus Facilities Master Plan (2025-35 Master Plan) is an update from the 2010-2020 SOU Master Plan and is prepared as a guide for campus facility development that is likely to occur during this cycle. This Facilities Master Plan seeks to embrace the current economic realities faced by SOU. With the State of Oregon’s support of public universities and the reality that student tuition cannot continue to climb, this plan also addresses SOU’s desire to create non-traditional revenue and cost containment methods for the long-term stability of SOU as well as put in place opportunities for SOU to build its reserve to face difficult times as we recently did during the pandemic.

SOU has intentionally not undergone extensive Visioning and Imagining exercises, as was done leading into the 2010-2020 Plan. This 2025-2035 Master Plan is designed to update changes from the 2010 plan that have occurred on campus as well as identify those projects which the University believes will occur in this cycle. Some Future Development areas are identified for desired projects which are, as yet, undefined and unfunded. The eventual design and use of these Future Development areas and potential projects, will likely require additional discussions and better development of the campus needs that each will address. It is anticipated that in the future, prior to the next iteration of a campus Facilities Master Plan, SOU will engage stakeholders and the community again, in a new strategic Visioning process. This 2025-35 Master Plan is broken down into sections that address the main facilities elements of the SOU campus, each with a map (See, Appendix A) identifying existing and future facilities:

- Capital Improvements generally;
- Academic Facilities;
- Housing Facilities;
- Athletic Facilities and
- Sustainability Infrastructure.

Who We Are

Southern Oregon University is a regionally-engaged learning community committed to being the educational provider of choice for learners throughout their lives.



WE INSPIRE curiosity and creativity, compel critical thinking, foster discovery, and cultivate bold ideas and actions.

WE ACHIEVE student success, professional preparation, and civic engagement through service excellence, evolving technologies, and innovative curriculum.

WE FOSTER access, equity, inclusion and diversity in thought and practice.

WE PREPARE our learners to be responsible, engaged citizens in our democracy.

WE PROMOTE economic vitality, sustainability, cultural enrichment, and social well-being in our region, the state, the nation, and the world.

Purpose of the Master Plan

The 2025 Master Plan serves several purposes. It is a guide to facility development, it anticipates student and faculty needs, and it creates certainty of process and understanding between SOU and the City of Ashland. This Master Plan supports the evolving academic and professional development needs of students by identifying facilities such as the Creative Industries Project and The Farm; it anticipates housing needs for the future such as the redevelopment of the Cascade future development area; and it fosters our culture and values by engaging tribal communities, celebrating and supporting our thriving Athletics programs, and embracing sustainability and renewable resources.

The Project Team conducted interviews with many stakeholders including Athletics staff; the SOU Native Nations Liaison; Sustainability Director; Facilities Management; University Housing staff; the Deans of Arts and Communication including Center for the Arts; Education, Leadership, Health, and Humanities; Social Sciences; Science and Business; Honors College; and the Dean of Undergraduate Studies and the University Library.

Outreach

The Project Team held two comment forums, both on-campus events, that were held on October 3, 2024 and October 10, 2024 to present the basic elements of this 2025-35 Master Plan. The goal of these sessions was to communicate the known projects for the next ten years, facilities challenges facing the University and the potential disposal of some University-owned property. During these forums participants could ask questions and concerns. SOU stakeholders and the surrounding community were invited by email and flyers. Based on stakeholder and community feedback, the Project Team included additional future development projects to the Master Plan and clarified the labeling and presentation of several items.

In addition to these forums, SOU created a website in order to make it easy for any interested party to submit comments to the Project Team. Examples of this successful outreach include the addition of more family housing for students on the map as well as refined places for public art.



The Project Team has also worked with Associated Students of Southern Oregon University (ASSOU) Leadership to discuss changes in the 2025-35 Master Plan.

Internal Comment Example

“The Hawk could improve the consistency and quality of offerings. The dorms could have maintenance promptly repair broken laundry machines. The dorm HVAC could be better explained to students and adjustments supported. The fire alarms could be monitored and false alarms fined to improve sleep quality for students.”

External Comment Example

“It would be helpful to have more than a map to look at and guess the intention. Could some text be added to the website to explain the maps? Is student population increasing? Decreasing? What majors are seeing greater/less interest? Providing some context around the uni’s patterns and goals would help us provide better feedback.”

City of Ashland Goals

Statewide planning Rules (OAR 660-30) direct State institutions such as SOU to coordinate with local jurisdictions on campus facilities. This recognizes the unique longevity, growth, and renovation needs for University facilities and the unique role of a university campus within any city. The City of Ashland has created a zoning designation for the SOU campus properties (Southern Oregon University District) that governs the use and development of this area. The specific provisions of that use and development, contained in this Master Plan, are intended to govern how the campus grows and functions. Once adopted by the City of Ashland, the provisions in [Chapter 7] of this Master Plan become the primary governing rules for SO -zoned property, including the future zoning of some property should it be transferred out of University System ownership.

In addition to the use and development provisions, the City works in partnership with SOU to create effective transportation systems, infrastructure and services. Together, both SOU and the City work together to benefit the surrounding businesses and community as a whole.

SOU’s direct academic programs involve over 5,000 individuals and create a large positive economic impact. Our graduates provide a workforce multiplier for the region and we offer many other campus outreach programs.

Contributing to Ashland and the Rogue Valley

Youth Programs/Summer Camps

SOU hosts and provides programming for more than 5,000 youth through our Youth Programs and Summer Camps, which include summer youth classes, the Black Youth Summer Institute, Konaway Nika Tillicum for Native American/Indigenous students, Summer ACADEMY, and Academia Latina.

Oregon Center for the Arts at SOU

The OCA at SOU educates students, artist-practitioners, and scholars in a learning environment that cultivates SOU's values of creativity, collaboration, discovery and diversity. Cumulatively, among music, theater, special events, concerts and others events, more than 16,000 members of the community stepped onto SOU for a cultural connection, including:

- 10,500 theater goers
- 1,300 musical concert series attendees
- 3,800 chamber music concert attendees

SOU Community Preschool

The Community Preschool at SOU provides a play-based environment for community members where experiential learning is encouraged. Its play-based curriculum bridges theory into practice and is guided by professional staff through careful observation and planning based on children's strength, interests and needs.

Employer for the Community

SOU employs nearly 750 faculty, classified and unclassified staff and administrators, making it one of the largest employers in Jackson County.

Hannon Library

The 122,830 square foot Hannon Library offers access to an ever-growing number of resources for instructional, research, and general information needs. The collections complement the educational programs of SOU and include materials in a variety of formats. Students and community members have access to 340,000 print volumes and 115,000 e-books, 296,000 government publications, and 1,689 periodical, serial, and newspaper subscriptions.

Jefferson Public Radio

JPR is a regional public radio broadcasting network serving over a million potential listeners in a 60,000 square-mile area in Southern Oregon and Northern California. JRP is owned by SOU and is headquartered on the Ashland Campus.

Schneider Museum of Art

The Schneider Museum of Art is a vital force in the intellectual life of Southern Oregon University that promotes an understanding of the visual arts within a liberal arts education. SMA serves both an academic and community audience and builds a challenging environment that engages with the visual arts through exhibitions and programs supporting interdisciplinary study, research and discourse. The museum is open year-round and The museum's permanent collection is primarily focused on works on paper from the twentieth century and beyond, and includes artists Mark Tobey, David Siqueiros, Jack McLarty, George Inness, and Alexander Calder. Other works in the collection: lithographs by William Hogarth, Pre-Columbian ceramics from Costa Rica, Native American baskets, and woven artifacts from New Guinea.

SOU Food Pantry

The SOU Food Pantry ensures that SOU students have food and other basic necessities to alleviate the effects of hunger and poverty, easing the burden on the greater Ashland community.

The Osher Lifelong Learning Institute (OLLI)

OLLI at SOU is a member-driven educational community of more than 1700 adults, primarily aged 50 and older who live in the Ashland area. OLLI brings its participants into connection with courses, activities, events and excursions each year during SOU's fall, winter and spring terms.

History

Southern Oregon University began as Ashland Academy in 1872, and went through several changes prior to being an official state normal school in 1887. The school was closed due to lack of funding in 1890-95 but reopened in 1899. In 1904, the school became a full state school but funding was again eliminated in 1909, leading to the facility being closed. Finally, in 1926 the school was reestablished in its current location.



The initial school facility was Churchill Hall, followed by Britt Hall in 1936 and Susanne Homes 1947 (original section). In 1939 three state normal schools were designated Colleges of Education by the state.

Naming Heritage

In 1956, the Southern Oregon College of Education became Southern Oregon College, and in 1975 the name changed to Southern Oregon State College. The current moniker of Southern Oregon University was adopted in 1997. Throughout that time, while the name had changed,

the mission of serving the educational needs of our students and helping make Ashland a vibrant community remained steadfast.

Bright Future

This 2025-35 Master Plan looks to a bright future honoring this legacy and charting a course to serve the students of a new era. Each section of this Master Plan addresses elements of campus and charts a path forward: Educational/Academic Facilities, Housing, Athletics, Sustainability, Future Development Areas, and Zoning and Development Standards.

A Master Plan is by its nature a forward-looking document but it is also an opportunity to reflect on the 2010-2020 Master Plan and identifies certain elements (completed, continuing, and discontinued), which will inform decisions for this next period of time. Each section of this Master Plan identifies some significant changes that have occurred in the past fifteen years such as upgrades to Churchill Hall and the Performing Arts / JPR Building, the creation of the Lithia Motors Pavilion and creation of Raider Village (Shasta Hall and McLoughlin Hall).

Changes Since 2010 Master Plan

Some projects identified in the 2010-2020 Master Plan have not been pursued and are now considered to be non-viable. These include the Arboretum, Faculty Housing facilities, and the stand-alone Jefferson Public Radio facility. Other priorities from that previous Master Plan have provided significant benefits to the SOU community, such as the pedestrian crossing upgrades along Siskiyou Blvd. and the SOU Solar Initiative. Solar power generation has continued through this past decade and is a significant part of SOU's ongoing success (see Sustainability, Chapter 5).



Some larger ideas discussed in the past, such as creating a special overlay zoning district with the City of Ashland, tentatively titled the "University District," or the construction of Faculty Housing, are no longer included. This idea of an overlay zoning district was discussed in the

Spotlight: Improved Safety

In 2012, as part of the North Campus Village ("NCV") residence halls project, SOU commissioned a traffic engineering study to analyze the vehicle and pedestrian traffic flow along and across Siskiyou Blvd and Ashland Street within the SOU campus boundaries. The consultants recommended installation of a new diagonal crosswalk at the major Siskiyou-Indiana-Wightman intersection as well as the installation of pedestrian-activated flashing crossing signals at other select locations along Siskiyou Blvd and Ashland St.

As part of the NCV construction project, SOU upgraded the traffic signals and installed the diagonal crosswalk at Siskiyou-Indiana-Wightman. As recommended by the traffic study, SOU also installed pedestrian-activated flashing crossing signals at Siskiyou Blvd & University Ave, Siskiyou Blvd & Garfield St, Siskiyou Blvd & Bridge St, Ashland St & Stadium St, and Siskiyou Blvd & Frances Lane.

Since the signalization and crosswalk improvements, pedestrian safety along Siskiyou has improved dramatically, with only 17 incidents down from 47 Motor Vehicle/Pedestrian incidents (as reported by Ashland Police Department) over this 12-year period.

2000 Master Plan and again is referenced in the 2010-2020 Master Plan. The potential benefits of providing for a pattern of development and redevelopment of property near or adjacent to the University is something that the University looks forward to discussing in the future, but is beyond the scope of a Facilities Master Plan.

By its nature, the creation of a University District zoning overlay will impact not only the University but our neighbors, so a larger process of engagement is critical and should be done through the leadership of the City. In 2018 the City did create the Transit Triangle District, which encompassed some of the area

bordering the University. Current discussions with the City indicated that this Transit Triangle District may evolve into a Climate Friendly Area, consistent with the state-wide Climate Friendly and Equitable Community Rules adopted by the State of Oregon. Faculty Housing was an approved element of the 2010-20 Master Plan but funding and design never occurred and has been removed. Related issues such as identifying the appropriate land use zone for property transferred by the University to a private party is addressed as part of the process of legislative adoption for this Master Plan by the City (“Zoning if Transferred” Map, Appendix A.)

Transportation System

Since the 2010-20 Master Plan the University has seen a significant reduction in enrollment, a significant increase in on-line or hybrid learning and a corresponding reduction in transportation impacts and needs. In recent years there has been a reduction in requested parking passes and no new parking facilities created. It is possible to get a discount for having a carpooling parking pass and the SOU community can get RVTD passes (free for faculty, staff, and discounted for students). RVTD reports increases in SOU pass usage. In light of current needs, no new or altered vehicle system elements (parking, roads or access points) are proposed to be changed.

Consistent with our goals of sustainability and multi-modal transportation, SOU continues to encourage bicycle use. There are 13 covered bike parking locations on campus providing 260 spots. Understanding that the primary use of bicycles by the SOU community and that the center of campus is encouraged to be ‘walkable’, these bike shelters are located primarily around the perimeter of the academic campus and at residence halls. The most recent residence halls (Shasta and McLoughlin) have included bike hangers in each room to provide this option to student bike owners. This is a recognition of security preferences and value of today’s bike. We will continue to review the needs of bike users and update our policies (currently evaluating how to address e-bikes in regard to safety and security) to reflect changing usage and equipment. This will also include working to add secure bike parking to the new Creative Industries project on the west side of campus that would be open to the public for visitors to that side of campus, including for theater or concert events.

Pedestrian connectivity and safety continue to be a focus for SOU (See Spotlight on Pedestrian Safety Crossing Siskiyou.) Facilities staff continue to work tirelessly to maintain the quality of pathways throughout campus as those are impacted by weather, landscaping and ordinary wear and tear. One significant project outlined in this Master Plan is within the Athletics core of campus - an improved pedestrian way from Raider Village to the new Softball Complex. This will connect the elements of the campus sporting facilities to the main residence and dining hub providing a comfortable and well signed spine through the north end of campus.

SOU prides itself in being a walk friendly and bike friendly campus and will continue to build on existing programs and initiatives through the length of this Master Plan.

Chapter 2—Academic Facilities

Where We Have Been

The 2010-20 Facilities Master Plan identified several SOU buildings in need of upgrades & re-investment. Churchill, Britt, Central, McNeal, Science, Theater Arts, and Cascade were identified on that list. SOU has been able to address all of these buildings since 2010 and has also made significant improvements to Taylor Hall. A Map of Academic Facilities and supporting buildings is attached as Appendix A and a full list of facilities and information about each is set forth in Appendix B.



Significant Changes to SOU Buildings Since 2010

Academic Buildings	Reno Dates	Work Scope	Notes
Churchill Hall	2011	Seismic upgrade and complete systems replacement (HVAC, plumbing, electrical), new fire & life safety systems, ADA upgrades, new windows, new interior finishes throughout	
Britt Hall	2019-24 (4 phases)	Seismic upgrade and complete systems replacement (HVAC, plumbing, electrical), new fire & life safety systems, ADA upgrades, new roof, new interior finishes throughout	
Central Hall	2022-current	Seismic upgrade and complete systems replacement (HVAC, plumbing, electrical), new fire & life safety systems, ADA upgrades, new interior finishes, new roof, exterior refurbish	Upper floor TI buildout scheduled for 2025
McNeal	2017-18	Building replaced by the new Lithia Motors Pavilion and Student Recreation Center	
Science Building	2015-16	Seismic upgrade and complete systems replacement (HVAC, plumbing, electrical), new fire & life safety systems, ADA upgrades, new windows, new roof, exterior waterproofing, all new interior finishes and equipment	
Theater Arts (Oregon Center for the Arts)	2017-18	Interior renovations to the existing building. Building additions to add new program spaces and faculty offices. New interior finishes	A new wing was added to the existing building for new JPR studios & offices.
Taylor Hall	2013 & 2022	Replacement of all windows, new exterior finishes, renovation of public restrooms, ADA upgrades, upgrades to lobbies & corridors, Anthropology dept. renovation	
North Campus Village (New Res Halls)	2011-12	Two all-new residence halls (Shasta & McLoughlin-700 beds) and a new Dining/Kitchen facility (Hawk Dining) were constructed on the north campus	Replacement of Cascade was envisioned in the 2010 MP
Cascade Complex	2024	Abatement & hazardous materials removal in progress. Complete demolition to be completed in 2025	Replacement of the Cascade complex was anticipated in the 2010 MP



Where We Are Going

This Master Plan anticipates significant work (beyond maintenance and repair) to several existing buildings in this 2025-35 cycle:

Academic Buildings	Anticipated dates	Work Scope	Notes
Music (Creative Industries)	2025-27	Complete renovation of the existing building and an approx. 10,000 sq. ft. addition for a new teaching theater, new ADA restrooms & support spaces	
Education-Psychology	2025-27	Exterior rehabilitation (new windows & doors, skylights, exterior waterproofing, interior renovations	No change in building footprint anticipated
Digital Media Center (DMC)	2027-28	Interior renovations and an approx. 4,000 sq. ft. addition	
Susanne Homes	Future Dev TBD	Partial demolition of the west wing, complete renovation of original building.	
The Farm Administration Building	Future Dev TBD	Demolition of old the farmhouse (155 Walker Ave). Construction of a new multi-purpose building for food prep, education, and administration	

SPOTLIGHT: The Farm at SOU

Located at the far north end of the SOU campus, adjacent to the ScienceWorks Hands-on Museum, The Farm at SOU is a center for sustainability. The student-led organic farm produces healthy, sustainably harvested food for the SOU community. It is a hub for education, student and faculty research and community outreach to Ashland and the entire Rogue Valley. Our projects are inspiring a generation of ecologically-committed leaders who promote a vision of living and working sustainably in community and on the land. The Farm at SOU is and was conceived as a learning laboratory where students from all disciplines can dream big. Student research and projects on this site have already included work on K-12 curriculum to teach watershed restoration, research on solar technologies in agricultural landscapes, the role of visual art in environmental activism, and research on soil water retention. The Farm hosts Farm to School programs through a collaboration with Rogue Valley Farm to School.

As shown on the Academic Facilities Map in Appendix A, The Farm has significant investment and anticipated development.

Pending projects include the new farmhouse (2,200 sq. ft), classrooms, exhibition space, offices, restrooms, a pollinator garden, and a commercial kitchen.

These improvements have been designed and will be incorporated around the existing Thalden Pavilion. Together with the Ashland School District and ScienceWorks, SOU commissioned plans for the phases of improving The Farm which are incorporated into this Master Plan and attached as Appendix A.

The Farm currently employs up to 12 students at one time. The Farm is critical to two SOU degrees as well as a Certificate in Environmental Horticulture and Horticultural Business. In addition to restoration ecology, hydrology, soil science, and agroecology, the following courses are taught exclusively at The Farm:

- Sustainable Food Systems: The Land
- Sustainable Food Systems: The Harvest
- Sustainable Food Systems: The Planting
- Propagation, Integrated Pest Management
- Irrigation Management
- Greenhouse Management

Creative Industries

The Creative Industries represent a dynamic economic and occupational subsector that encompasses a broad spectrum of activities focused on culture, entertainment, arts, and information. This project will transform the existing Music Building into a state-of-the-art collaborative learning environment, equipping students with professional-grade facilities and tools to thrive in the Creative Industries economy.

The renovation will include a seismic upgrade, full replacement of mechanical, electrical, and plumbing systems, new life-safety systems (fire alarms and sprinklers), substantial ADA accessibility improvements, and energy efficiency enhancements. A key component of the project is a 10,000-square-foot expansion, featuring a new teaching studio and support facilities to enhance hands-on learning opportunities.

This upgraded facility will enable students to integrate creativity and innovation into their educational experiences and career pathways. SOU's Creative Industries curriculum emphasizes STEM competencies while prioritizing creative production and storytelling. Students will be

prepared for diverse careers across music, performing arts, film and video, digital media, design, software development, television, radio, video gaming, eSports, virtual and augmented reality, product design, fashion, architecture, advertising, strategic communication, publishing, journalism, and more.

The skills cultivated within this program are not only essential for success in creative fields but also applicable across numerous economic sectors, highlighting the versatility and adaptability of creative development and production. This project is a critical step in preparing students to lead and innovate in the fast-evolving Creative Industries landscape.

Education-Psychology Building Renovation

Education-Psychology Building is a 47,000 sq. ft. 3-story academic building that was constructed in 1973. The facility is home to the Education and Psychology departments and houses numerous classrooms, faculty offices and the community pre-school. The facility is substantially unchanged since it was constructed 52 years ago.

SOU will rehabilitate the Ed-Psych “exterior envelope” over the next 2-3 years. Work scope will include new roofing, replacing the existing skylights, replacing exterior doors and windows, re-sealing patio decks and stair landings, and re-pointing and re-sealing the exterior brick veneer.

The building footprint will remain unchanged. The building appearance will be substantially unchanged after this envelope rehabilitation project is completed

Digital Media Center

SOU’s current Digital Media Center (DMC) is a vital hub for Creative Industries development and media literacy education in Southern Oregon. The DMC boasts unparalleled production resources in the region, including a sound recording booth, an equipment check-out facility, and a 1,000-square-foot multi-cam studio equipped with an LED lighting grid and green screen. These facilities have established the DMC as a key partner for local news organizations, K-12 media educators, and Southern Oregon Public Broadcasting Service (SOPBS).

As part of the Creative Industries Project, many current DMC functions will be merged into the new facility. Once the Creative Industries space is online, the existing DMC building will be repurposed for other academic and athletic uses, maximizing the value of SOU’s infrastructure.



Susanne Homes Building

Susanne Homes, constructed in two phases (1947 and 1958), is another example of SOU's evolving campus needs. Originally designed as a dormitory to foster independent student living, its decades-old infrastructure—including obsolete and failing plumbing systems, steam heating, single-pane windows, community restrooms, and undersized electrical service—can no longer support student housing. Since 2018, the building has been partially occupied by the Honors College and SOU Service Center.

A high-level architectural review suggests that the 1958 addition should be demolished, while the original 1947 wing has potential for renovation into academic space. Although design and funding for a renovation have not yet begun, the deteriorating infrastructure necessitates future planning.

SOU's ability to fund academic structures largely relies on State bonding approved by the Oregon Legislature for maintenance, repairs, new construction, demolition, and substantial remodels. With significant deferred maintenance across campus, SOU has strategically allocated available funds to prioritize safe and effective learning environments. While the rising costs of renovation reflect the evolving nature of higher education and increasingly complex building operations, SOU remains committed to addressing these challenges.

Beyond maintenance, SOU has embraced innovation to meet the needs of modern students, offering flexible modalities such as online synchronous and asynchronous classes. These advancements require significant investment in physical spaces and technology to support delivery. Despite these shifts, SOU upholds the value of in-person instruction and human interaction, ensuring that the majority of courses continue to foster direct engagement in well-maintained and technologically advanced learning spaces.





Chapter 3—Athletics

Student-athletes play a substantial role in the fabric of SOU. With over 450 student-athletes, our athletic programs are key to SOU’s recruitment and retention of students. Our student-athletes maintain higher-than-average grade point averages and tend to be some of our most involved students in both on- and off-campus activities.

SOU has a vision to provide student-athletes, alumni, donors, and fans with competitive facilities and outstanding game-day experiences.

A significant part of making this vision a reality was replacing McNeal Pavilion with the current Lithia Motors Pavilion and renovating Raider Stadium. These were key initiatives of the 2010 Master Plan which have been achieved.

Where We Have Been

The aging McNeal Pavilion was SOU’s marquee athletics facility for nearly sixty years and was replaced with a state-of-the-art three-story building. The \$22 million secured by SOU in 2012, however, was based on renovating, not replacing, the pavilion. When architects and engineers determined that a full replacement was necessary for safety reasons, the state allocation was simply not enough to construct a new facility and house all necessary programs. SOU’s national championship football program, among others, like track and field, was without a locker room in the current plan. The “finished” 100,000 square-foot Lithia Motors Pavilion was not large enough to accommodate all the needs of a growing athletic program for men and women competing in thirteen sports (now nineteen), as well as academic offices and classrooms. To mitigate space issues, SOU simultaneously renovated Raider Stadium. This ensured that SOU



could remain competitive in the recruitment of student-athletes and compliant with federally mandated Title IX requirements for gender equity.

The new Lithia Motors Pavilion is now providing both competition space and locker room space for men's and women's indoor sports (basketball, volleyball, and wrestling), men's and women's soccer, office space for athletic administration, as well as other academic programs. The building also continues to house the Bob Riehm Arena offering 1,400 seats for spectators attending SOU basketball, volleyball, and wrestling competitions. There are also four classrooms for students enrolled in the Outdoor Adventure Leadership Program and Health and Physical Education.

The Raider Stadium renovation project ensured that outdoor sports (in particular football and track and field/cross country) had coach offices, locker rooms for the men's and women's teams, meeting and conference areas, a training room, and a weightlifting area for all programs. Improvements have extended beyond the Stadium to Wightman Street, where three dilapidated tennis courts have been converted into sand volleyball courts used by our new Beach Volleyball team. The continued rehabilitation of this area may include upgrades to make the remaining space multi-functional for other similar sports such as Pickleball.





Where We Are Going

As shown on the Athletic Facilities Map, our facilities will continue to be centered around the Lithia Motors Pavilion. The vision for the SOU Athletics District includes a new pedestrian mall that flows seamlessly between Raider Village, the Lithia Motors Pavilion, and Raider Stadium and it will extend to connect to the Softball Complex. This proposed pedestrian walkway and plaza space will use pavers and other natural materials to unite the Athletics District and direct the SOU community to athletic events.

Proposed Improvements during this Master Plan include a Softball Complex (Spotlight below), a small expansion to the Lithia Motors Pavilion, a Practice Building, and upgraded facilities for concessions and food trucks.

This Master Plan anticipates the continued growth and success of our Athletics programs. We have identified areas that will serve this growth and where future development will take place.

SOU does anticipate the use of Future Development Areas shown on the Athletics Map, to be developed under the Design and Development Guidelines and will be in furtherance of our educational Mission. The full design, programming, and funding of such areas are as-yet undetermined. One example of a need that may be addressed with such future development is that our current roster of 110 wrestlers, between our men's and women's teams, would benefit from a potential new facility (labeled as Future Development), located between the Lithia Motors Pavilion and the Beach Volleyball courts. Similarly, we appreciate and embrace the passionate Raider fans who attend events at Raider Stadium and want to make this an amazing experience for attendees. This is why the development of a tailgating area has been identified for Future Development, but because there is no current design, timing, or funding for the project, it has been designated for Future Development.

SOU also anticipates needed upgrades for Raider Stadium. This facility was built in the 1980s and needs additional renovations. An assessment of every aspect—from bleachers to bathrooms to the press box—will be undertaken to move forward with making this facility the center of a quality game-time or graduation experience.

The Athletics District is an exciting hub of student life and community engagement with SOU. Investments in these facilities will continue to pay off, creating academic opportunities and top-notch venues for our student-athletes.



SPOTLIGHT: Softball Complex

Since the reintroduction of softball as an intercollegiate sport and the field conversion from baseball to softball, the SOU softball program has won several Conference Championships and three National Titles (2019, 2021 and 2023). The SOU softball program is one of the most popular sports with fans, SOU alumni, and community members.

Historically an underutilized baseball field, this portion of the Athletics District was revived in 2001 and the outfield and dirt infield were modified to softball field dimensions. The distance from the dugouts to the playing field remains at baseball field distances.

There is a seating capacity of 500 in the existing bleachers. The bleachers and press box have not been changed or upgraded since being installed or slightly improved in 2001 for the softball field conversion. The previous concession stand building has been converted to the team's locker room.

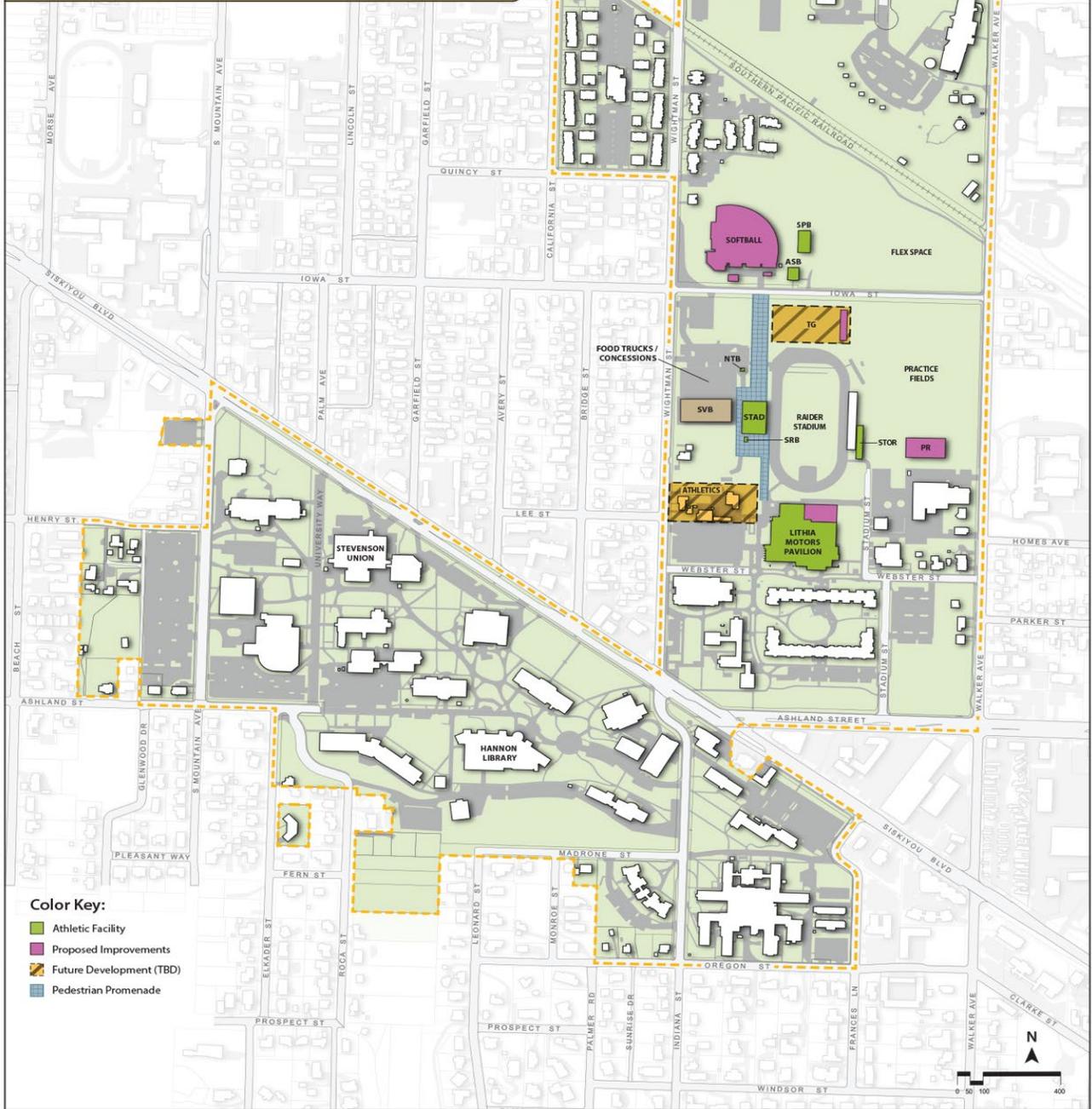
The City-approved plans for the new Softball Complex include new ADA facilities, increased seating capacity, a new entry plaza connecting the Softball Complex to Raider Village, new dugouts, concession facilities, a press box, and a renovated field to NCAA standards, including appropriate lighting and a scoreboard.



SOU Campus: Athletic Facilities



To comment on SOU's 2025 Master Plan Amendment, please scan the QR Code.





Chapter 4—Housing

While SOU continues to modernize its curriculum and offer modalities like online learning, we strongly believe there is tremendous value to having in-person learning. We offer a variety of housing types and styles on campus including family housing. If SOU did not offer on-campus housing, there be further strain on local market rate housing which already has extremely low vacancy rates and, due to Ashland’s limited public transportation, may price some students out of having a collegiate in-person learning experience.

Our campus housing provides a socially rich and academically supported experience. Living on campus gives the advantage of being closer to classes and participating in SOU activities. Living on campus leads to making more friends, having better success in any course of study, and creating a tremendous sense of community.

In addition to creating a strong experience, living on campus reduces the impacts created by commuting to SOU and also helps to alleviate some of the demand on housing surrounding campus. As shown on Housing Facilities Map in Appendix A, we currently have 962 unrestricted beds available for housing in residence halls and 178 seasonally available beds in Greensprings. SOU also has 166 apartments at SAFH ranging from studios to four bedroom units, as shown on the Housing Map.

Where We Have Been

The on-campus residence hall experience has changed significantly over the years. The modern housing experience reflects more privacy, independence, and better amenities than units built decades ago. Aging facilities such as Cascade and Greensprings have come with a host of issues. Cascade was approved for demolition as part of the last Master Plan and will be completed in 2025. Greensprings continues to suffer infrastructure challenges as a result of its age and initial design. One of the most significant developments during the past fifteen years was the creation of Raider Village and construction of Shasta and McLoughlin Halls. These additions have been critical to providing housing that meets the current expectations and needs of our students.

McLoughlin Hall

SOU broke ground on Raider Village in April 2012 and officially opened in fall of 2013. McLoughlin Hall is part of Raider Village and features a suite design with both single and double rooms available. It's primarily a community for returning and transfer students but is open to all students. McLoughlin Hall is also home to the Multicultural Community on the second floor. The purpose of this Multicultural Themed Housing Community is to provide a space for students of different cultures and backgrounds to live, study, and intentionally engage with and explore their unique histories.



Shasta Hall

Shasta Hall is part of Raider Village and features a semi-suite design with both single and double rooms available. This is primarily a first-year community, but open to all students. Shasta Hall is also home to The Garden



(LGBTQIA+) Community on the 2nd floor. The purpose of The Garden (LGBTQIA+) Themed Housing community is to provide a safe space for LGBTQIA+ students and allies to live, study, and engage together.

Greensprings

The Greensprings complex is currently used for seasonal housing because of the deferred maintenance challenges impacting these facilities. The failure of critical infrastructure in the 1960s structures has limited its current use. The physical limitations include a lack of air-conditioning, no ADA-compliant amenities, and outdated electrical and plumbing systems. The layout of units, ceiling height, and outdated resident common areas are also sub-optimal and not what current students desire. We believe that prior to 2035 we may no longer be able to house students at any time of year due to the failing facilities which include heating for the building.



We recognize that this facility is located at the heart of campus and could meet many future needs if funding became available. Various options are being explored, including keeping the existing concrete structures and creating new interior spaces and infrastructure. A critical first step will be understanding the seismic condition of the current buildings and suitability for renovation. With such substantial work pending and no current plans beyond the current use, the rehabilitation of Greensprings is included as part of this 2025-35 Master Plan.

Where We Are Going

Student Apartments and Family Housing

Student Apartments & Family Housing serves members of the SOU community who would benefit from this living situation. This is also an area that we heard addressed many times during our listening sessions with the community and SOU stakeholders. As a result of these conversations, a Future Development Area for expanding the Student Apartment and Family Housing has been added to the Housing Map. It is designated as Future Development because

SPOTLIGHT: Cascade Future Development Area

As part of the 2010-20 Master Plan, the Cascade Complex was identified as having significant limitations and in need of massive renovation if it were to continue to serve as a residence hall. The scope of deficiencies and cost of even minimal upgrades made it unsustainable to continue its historic use. SOU discontinued use of Cascade as a residence hall in 2012. The building was used as flex space to support numerous capital renovations to other buildings on campus.

Aspen, Baker, and Cedar also functioned as SOU Conference space until the heating hot water infrastructure failed in late 2023. As part of the approval process for Shasta and McLoughlin Halls, Cascade was identified for demolition, with those facilities as replacements. The assessments and process for demolition are underway and this area is identified for future development. Funding for demolition was allocated to SOU in 2022, through the American Rescue Plan Act (ARPA) and will be completed in 2025. With the completion of the demolition of the old Cascade facility comes the opportunity to create something innovative and special. The options for the future of this area are vast, and discussed under the Future Development section of this Master Plan.

there is no current design or funding for this project. But it has clearly been identified as a need, being the type of housing most in demand with an extensive waiting list for available units. These units provide a flexible and economical option for members of the SOU community and particularly older students and those with families.

University District Lot

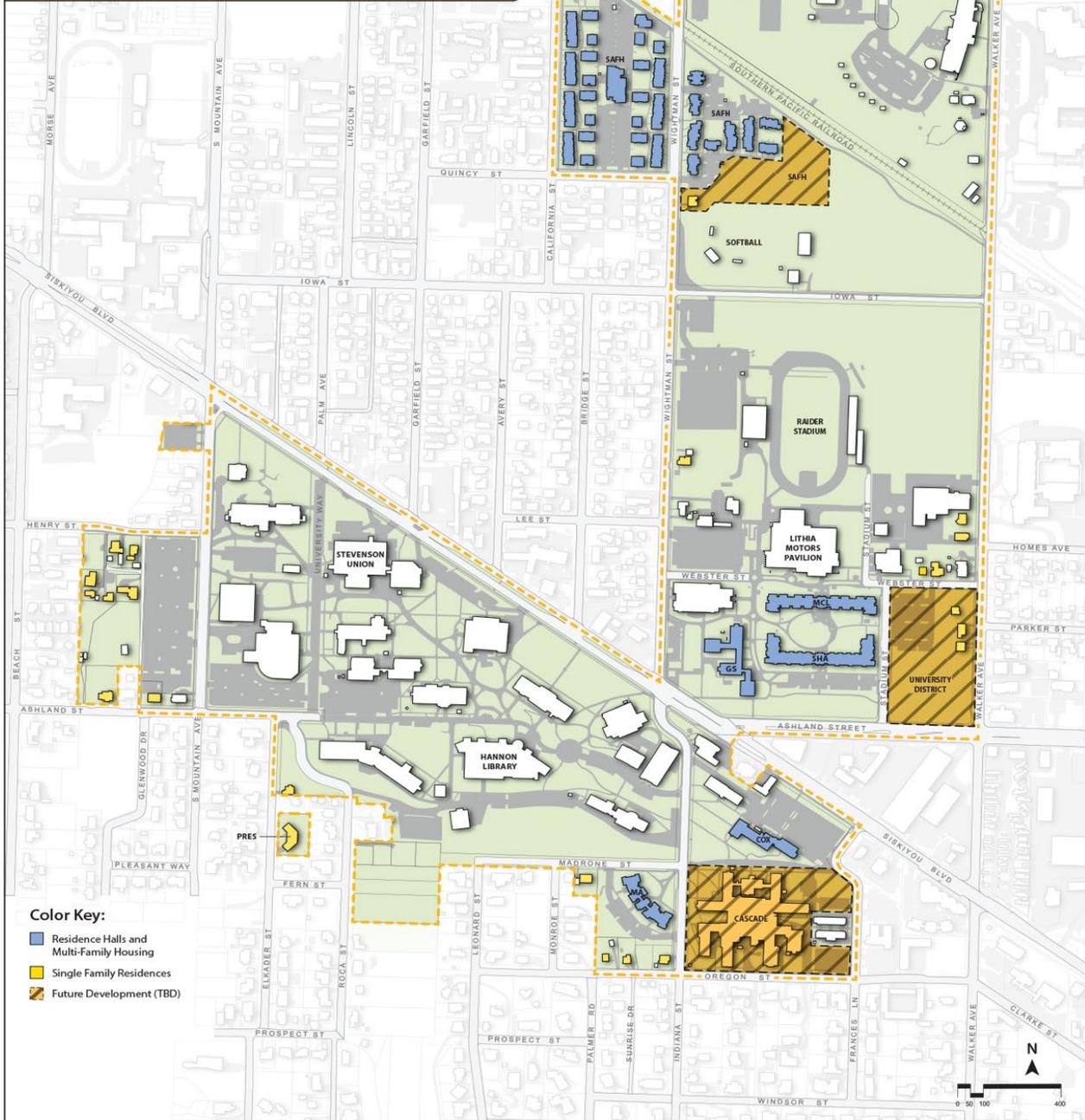
We also expect that the University District Future Development project will include housing facilities. The development of this important gateway to the SOU campus is too undefined in scope, design, or funding to discuss in detail. At some time in the future, should this project advance, we expect

that there will be more opportunities to discuss the design and uses of this area. While being the most undefined of all potential projects identified in this Master Plan, we could see a housing component at this site should SOU grow to the extent that this project is likely.

SOU Campus: Housing Facilities



To comment on SOU's 2025 Master Plan Amendment, please scan the QR Code.



Color Key:

- Residence Halls and Multi-Family Housing
- Single Family Residences
- Future Development (TBD)

Building Key:

HOUSING

- COX Cox Residence Hall
- GS Greensprings Residence Hall
- MCL McLoughlin Residence Hall
- MA Madrone Residence Hall
- PRES President's Residence
- SAFH Student Apartments and Family Housing
- SHA Shasta Residence Hall

HOUSING TYPE	QUANTITY	NOTES
Residence Halls		
Total Beds Available	962	Unrestricted
Greensprings Beds Available	178	Seasonal (4 Months)
Student Apartments and Family Housing		
Studios	8	
One Bedroom	5	
Two Bedroom	97	
Three Bedroom	52	
Four Bedroom	4	
Single Family Residences		
Total Houses	23	13 Rented



Chapter 5—Future Development Areas

Generally

As shown on the Capital Improvements Map, there are areas that SOU anticipates will be developed for certain uses in the future. At this time, because there is no specific design nor funding, these projects are identified as “Future Development.” The University anticipates more discussion as the design of projects in these areas evolves, but it would be the intent of the University to develop projects within the approved Development and Design Guidelines contained in this 2025-35 Master Plan. These designated parts of campus are identified on both the Capital Improvements Map as well as the Maps for each type of use anticipated (Housing, Athletics, etc.)

Housing- Future Development

Faculty housing is no longer anticipated to be a project undertaken by the University. Land identified as potential faculty housing in the 2010-20 Master Plan is now targeted for rezoning and potential sale. While this is no longer a part of the Master Plan, the idea of housing for members of the SOU community, of all ages, continues to be an integral part of SOU’s mission.

Student Apartments and Family Housing (SAFH)

One of the key comments during the open forums on this Master Plan (from student leadership) was an identification that the most in-demand housing for students is Family Housing, which is available at the complex of apartment housing located at the north-west extension of SOU. It is an excellent resource for a member of the SOU community, making higher education possible while having a working spouse and children. Identified on the Housing Map as SAFH – Student Apartments and Family Housing – this area imagines an expansion of the existing SAFH development. The University has identified this as an area that could meet this need and would be compatible with the adjacent new Softball Complex.

Cascade Housing Complex

Surrounding the Campbell Center (where the Osher Lifelong Learning Institute (OLLI) program is housed), the Cascade project is one of the most exciting projects on the horizon at SOU. It is identified as a Future Development because the design and funding models are just now beginning to be developed. The Cascade building was identified in the 2010-20 Master Plan as



an aging facility, where demolition was a likely outcome for this resource and it is currently in the process of being demolished. The removal of this old facility will make way for a new housing facility and creates an opportunity for a new campus dynamic.

Retirement today looks very different than it did just decades ago. As people transition from full-time careers, today's active and engaged retirees are looking for dynamic places to live, learn, and play. Across the nation, communities and campuses are embracing a cohort of older people who want to be part of a college environment. A new facility on the Cascade site could provide a living environment where everyone is involved in not just OLLI courses, but other campus academic courses, concerts, art installations, and athletic events. The educational opportunities for a new residence are limitless. Similar in many ways to the newest student housing (McLoughlin and Shasta residence halls), SOU envisions that this project would be a public/private partnership. It has the potential to generate revenue and welcome a whole new demographic of SOU students and community members. It is easy to imagine a facility that is not just for living but incorporates educational spaces where students are engaged with and learning from older students and residents. Residents are anticipated to be part of the SOU community, just as students living in Shasta Hall or student and their families living in SAFH apartments are today.



The University expects that development partners would work within the Design and Development Guidelines within this Master Plan and with the City of Ashland. Determining the viability, programming, and design for this facility is a top priority for the University.

Academic Facilities- Future Development

Native Nations Gathering Space, Native Gardens, Learning Garden

Southern Oregon University, in this 2025-2035 Master Plan, identifies several spaces on campus to honor and respect the history and land stewardship of the Indigenous people who lived here since time immemorial.

We know that our community benefits from the sharing and fostering of the deep cultural traditions and teachings made available to us by Indigenous communities. As a University, we actively look for ways to continuously develop this connection and recognition. The 2025-35 Master Plan is just one way in which we illustrate this commitment. In partnership with Native students, Native community members and our Native Nations Liaison, the University has identified three Future Development Areas to intentionally create space: The Learning Garden, the Native Garden, and the Native Nations Gathering Space.

The Learning Garden is proposed to be located in the heart of the Educational and Academic core of campus while the Native Garden is proposed to be located near The Farm at SOU. Both of these projects will foster Indigenous Traditional Ecological Knowledge (ITEK), implementing and promoting biodiversity, soil health, and ecosystem resiliency. Each area will feature hands-on learning and engagement through workshops, demonstrations, and cultural events.

The Native Nations Gathering Space is designated for a location within the North Campus Zone, which contains most of the residential and recreational elements of campus. While there are no current plans for specific development within this envelope, this space is envisioned to enhance the partnership and collaboration between the SOU community and the local Indigenous communities.



Athletics- Future Development

Field House

Between the Lithia Motors Pavilion and Raider Stadium, Athletics has identified an area for a future facility. The popularity of certain programs with student athletes justifies considering where growth for indoor programming might occur. There is currently no design nor funding for this project.



Tailgate area

Fantastic game day experiences are an important way for Ashland and all Raider fans to come to campus and be part of SOU. Located between Raider Stadium and the new Softball Complex, this area is identified for creating a place for game day experiences. Temporary food carts and concessions are existing uses and are will be connected by a new pedestrian mall, but this specific area is reserved for a more dynamic experiential area expanding and enhancing these offerings.

Mixed Use / Other – Future Development

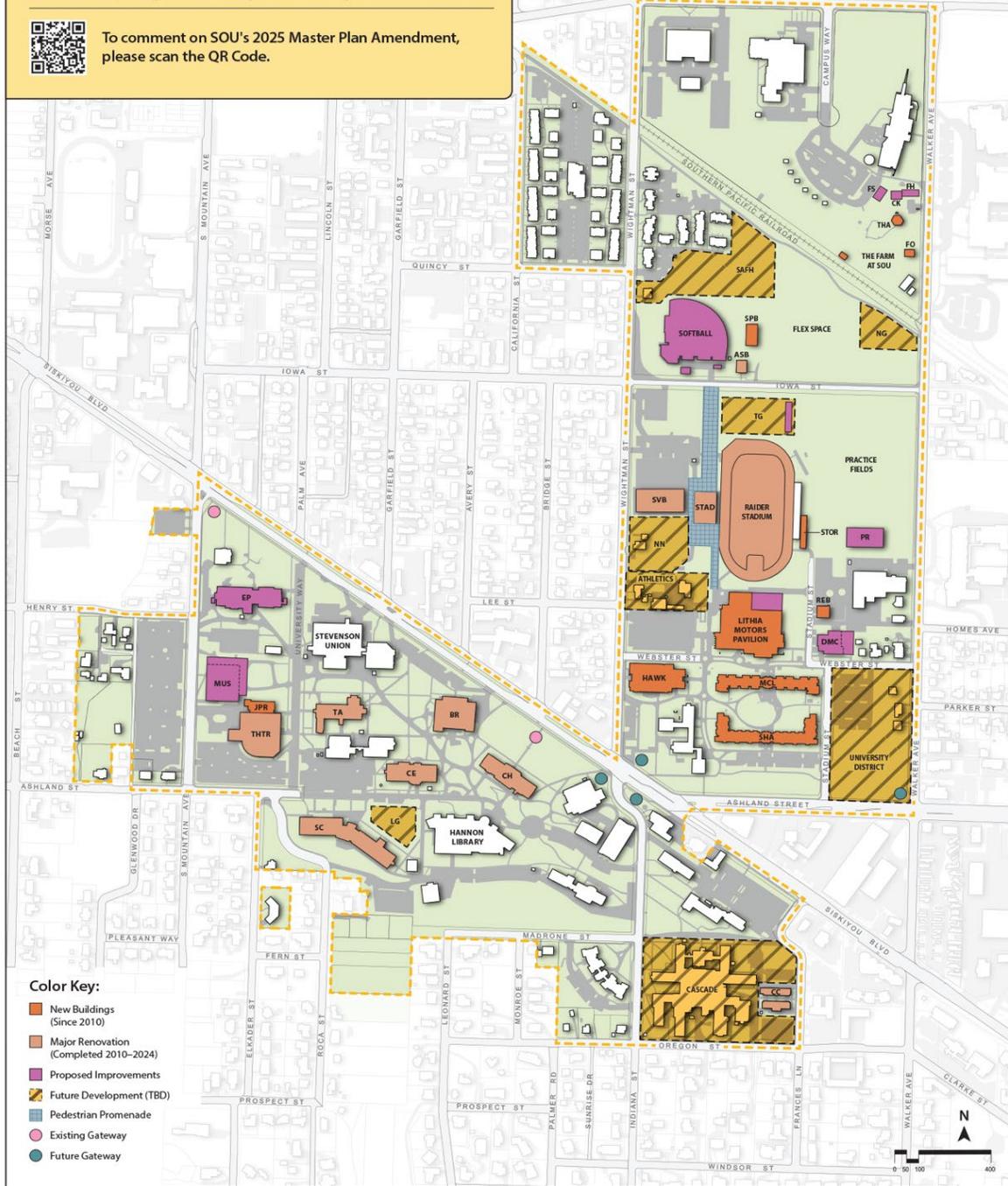
University District Property

After the potential new Cascade project, the University District Property is the most dynamic and far-reaching. This property is truly a blank slate on the edge of campus. Located at the corner of Walker Avenue and Ashland Street, this area, when developed, will become a significant gateway and signature feature of the SOU community. It is easy to imagine a project here embracing campus needs for housing, support services, academic space, or other retail opportunities that would transition from adjacent commercial uses to campus residence halls. With the widest range of potential, SOU believes it should have the widest range of development options and standards. The City has indicated that new zoning standards related to responsible infill and density may be appropriate here – if Ashland is to preserve its current boundaries, creative infill will be required, which the City has chosen to pursue in many elements of its Development Code. As such, the Design and Development standards in this Master Plan have specific provisions addressing flexibility in the development of this University District property.

SOU Campus: Capital Improvements



To comment on SOU's 2025 Master Plan Amendment, please scan the QR Code.



- Color Key:**
- New Buildings (Since 2010)
 - Major Renovation (Completed 2010–2024)
 - Proposed Improvements
 - Future Development (TBD)
 - Pedestrian Promenade
 - Existing Gateway
 - Future Gateway

Building Key:

<p>ASB Athletics Services Building</p> <p>BR Britt Hall</p> <p>CC Campbell Center (OLLI)</p> <p>CE Central Hall</p> <p>CH Churchill Hall</p> <p>CK Commercial Kitchen / Processing</p> <p>DMC Digital Media Center</p> <p>EP Education / Psychology</p> <p>FH New Farmhouse</p> <p>FO Farm Operations</p> <p>FS Farm Storage</p>	<p>HAWK Hawk Dining</p> <p>JPR Jefferson Public Radio</p> <p>LG Learning Garden</p> <p>MCL McLoughlin Residence Hall</p> <p>MUS Music Building / Creative Industries</p> <p>NG Native Garden / Greenhouse</p> <p>NN Native Nations Gathering Space</p> <p>PR Practice Building</p> <p>REB Recreation Equipment Building</p> <p>SAFH Student Apartments and Family Housing</p> <p>SC Science Building</p>	<p>SHA Shasta Residence Hall</p> <p>SPB Softball Practice Building</p> <p>STAD Stadium Facility</p> <p>STOR Stadium Storage Facility</p> <p>SVB Sand Volleyball</p> <p>TA Taylor Hal</p> <p>THA Thalden Pavilion</p> <p>THTR Theatre (Oregon Center for the Arts)</p>
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Chapter 6—Sustainability

SOU has an extensive history of environmental initiatives and sustainability practices. Climate and Sustainability have only become more important to our communities and to our world over the past fifteen years since the last Master Plan was approved. As part of the 2010 Master Plan, SOU outlined certain goals relating to achieving carbon net zero, developing a strong economy, ensuring sustainable use of natural resources, and preserving those resources. As discussed in that 2010 Master Plan, SOU adopted its own Climate Action Plan and related goals. See <https://sustainability.sou.edu/climate-action/>. SOU is a GOLD-rated university under the Sustainability Tracking Assessment & Rating System (STARS), a program run by the Association for the Advancement of Sustainability in Higher Education.

In 2019 Southern Oregon University received the national “Excellence and Innovation Award” from the American Association of State Colleges and Universities for developing “a comprehensive and impactful sustainability program by collaborating across operations, academics, and engagement.” This outstanding partnership continues as Southern Oregon University uses our land, buildings, and infrastructure as a living laboratory for hands-on learning in multiple disciplines including: hydrology, land use planning, restoration, sustainability management, climate and energy, project management, and art installation. Campus projects are intimately connected to the curriculum. Our students leave SOU knowing they can make a difference in the world, because they already have made a difference using the SOU campus as their lab.



In addition to the positive environmental impacts, SOU is also hoping our sustainability measures and goals will help to mitigate future costs. Our solar generation and energy efficiency goals, for example, will allow us to stabilize future costs and mitigate our need to raise fees to meet the continuously rising energy costs.

Where We Have Been

Transportation

SOU currently has 16 vehicle charging ports (8 double stations) on campus. These charging stations are located both at residential buildings and adjacent to workplace buildings. There are plans to continue to expand the number of electric vehicle charging ports on campus.

Recycling Program and Center

A recycling program with an on-campus recycling center for glass, plastics, paper, cardboard, and cans was founded by students in 2011 as part of a capstone project focused on diverting waste from landfill. This is supported by indoor and outdoor central collection points. Minimizing waste production and supporting reuse is our priority. Having a recycling center on campus helps ensure that the highest quality materials for recycling leave the campus. We also recycle a number of other materials and products including ink toner and cartridges, batteries, lamps, lightbulbs, electronic appliances and equipment, books, plants, oil, furniture, wood, scrap metal, marker pens, regular pens, and spray cans.



Energy Efficiency

SOU's proactive approach includes upgrading to energy-efficient lighting, boilers, and HVAC systems and installing new meters to better track energy consumption.

SOU upgraded the mechanical equipment at the Central Plant Building on campus in 2019. Boilers 1 and 2 were replaced with high-efficiency Hurst boilers with high-efficiency Riello Burners. Boilers 3 and 4 had the burners replaced with the same high-efficiency Riello Burners. A new Riello control system was installed to operate the boilers more efficiently. A new water softener system was installed to help reduce chemical usage. The existing 800-ton and 500-ton centrifugal chillers were replaced with two 800-ton, higher-efficiency centrifugal chillers. The roof-mounted, three-cell cooling tower was replaced with a larger-capacity, high-efficiency, two-cell cooling tower. One of the two existing condenser water pumps was replaced with a larger-capacity pump.

The operation of the HVAC system for each campus building on the University's direct digital control (DDC) system is scheduled based on the building occupancy information. When a building is not occupied, the temperature controls go into "unoccupied" status, with a lower setback temperature during the heating season and a higher setback temperature during the cooling season. HVAC systems are also upgraded during renovation projects across campus.

LED lighting became the SOU campus standard in 2016 and all new construction and renovation projects since 2016 have incorporated LED lighting. Projects with lighting retrofits throughout the building include the Theatre Building, The Lithia Motors/SRC, Britt Hall, and the Recycling Center. Other renovation projects with partial LED retrofits include the Music Building, Taylor Hall, the Science Building, the Osher Lifelong Learning Institute, and Raider Stadium. SOU has been gradually replacing exterior campus lighting with LED fixtures and more than half of the campus has been retrofitted with LED since 2016.

Solar

For a small public university, solar is a strong story for SOU. Ideally located in the Rogue Valley, the focus on solar energy dates back to 2000. The analysis of potential solar energy production was a significant goal of the 2010-20 Master Plan.

SOU currently has ten solar arrays on campus, totaling 696 kW of solar capacity, plus an array at the Higher Education Center in Medford and a pole-mounted array installed last year by a



nonprofit on land leased from SOU. SOU's first solar array was installed on its Library in 2000. This 6kw solar array has 24 solar panels. In January 2019, SOU expanded and added an additional 55.65 kW of solar to the site, increasing the system's capacity to 62.37 kW.

In 2013, students allocated \$85,000 from the student Green Fund to install a 32 kW solar array on the Stevenson Union.

In 2014, McLoughlin Hall and Shasta Hall both had solar panels added to their roof spaces.

McLoughlin Hall has a 73.7kW solar photovoltaic (PV) system and solar thermal panels. Shasta Hall incorporates an 82.5 kW.

In October 2018, the Student Recreation Center/Lithia Motors Pavilion added a 63 kW solar PV system to its facilities. The solar array contributes to the SRC/Lithia Motors Pavilion's LEED Gold Certification as one of its many green building features.

Designed with solar energy in mind, SOU's Recreation Storage Building boasts a south-facing roof with an optimal tilt to maximize the region's solar resource. The building showcases a 24.14 kW system. This was SOU's first net zero building, generating more electricity than it uses. Two more solar arrays came online in 2021, The Farm Storage with a 15,48 kW array and the Stadium Storage building with a 49.68kW array. Both net zero buildings mark a total of 3 net zero buildings on campus. In June 2024, SOU installed a 241 kW solar array in addition to the existing one on Lithia' Motors Pavilion, making it the largest solar array in the City of Ashland.

Clean renewable energy is supported by numerous programs such as Oregon's Clean Energy Targets greenhouse gas emission reduction targets as well as City of Ashland Climate and Energy Action Plan. Solar Arrays are an ideal form of clean energy in the Rogue Valley with the abundance of sunlight and SOU has taken the initiative of working to become the first publicly funded university to generate on campus 100% of its electrical usage. Solar Array locations are identified on the Photovoltaic Array Map (see Appendix A) and design standards are included in the Zoning and Design Guidelines chapter of this Master Plan.

Stormwater, Fire Resiliency, and Biodiversity

SOU has a long history of pursuing and achieving distinction relating to our efforts in managing landscaping and biodiversity. We continue to earn recognition as a Tree Campus USA—an honor we've held since 2014—and SOU was the first Bee Campus USA in 2014.



Our landscape planning relies heavily on ecological design practices, incorporating regionally-adapted, native, and drought-tolerant plant species. Our ongoing lawn conversion projects aim to increase plant biodiversity, continue to attract a greater number of bird and pollinator species as well as transition to a more drought-tolerant campus in recognition of the changing climate.

In 2019, a student project, funded by the Student Green Fund, led to the creation of a self-sustaining bioswale in parking lot 36, effectively managing stormwater and significantly reducing contaminants in

local waterways. Additionally, it serves as a practical model for eco-friendly water management, enhancing the campus's landscape and providing educational opportunities in environmental

science. There is also a stormwater drainage project at parking lot 4. Together these projects show our ability to innovate, educate and be environmentally conscious all at the same time.

Our projects capture stormwater and incorporate drought-tolerant, native plant species. Our irrigation development projects serve the long-term goal of reducing our irrigation water use through data-driven and sensor-based technologies. Low-volume/high-efficiency sprinklers, weather-based control systems, and lawn-replacement projects all contribute to operate with the least possible impact to our local watershed.



Where we are going

Sustainability is more than just a design feature or construction element at SOU; it is part of the culture. We continue to set goals that illustrate this commitment and pave the way for our future, both environmentally and as a cost-containment measure. Some of these key goals are set forth below.

Transportation system goals

- Achieve a 100% electric campus fleet
- Expand the number of electric vehicle charging stations on campus
- Improve commuter transport-related greenhouse gas

Recycling Program and Center goals

- Enhance waste reduction and recycling on campus to minimize landfill waste
- Foster awareness and participation in waste reduction and SOU's recycling programs

Energy Efficiency Goals

- Achieve 100% daytime electricity use through renewable electricity generation on campus by 2035
- Improve energy efficiency by 25% within 10 years (base year 2022)
- Reduce Scope 1 and Scope 2 emissions by 50% by 2033 (base year 2022)

Solar Energy Goals

SOU has the goal to generate 100% of its daytime electricity use on campus by solar and be the first public university to do so. It is aiming to have this in place by 2035. See Appendix A for the location of existing and proposed arrays. The future development as outlined in this Master Plan will not only address energy efficiency but will create shading of parking areas and improve water conservation.

Stormwater, Fire Resiliency, and Biodiversity Goals



- SOU’s landscape and biodiversity is managed in a way that helps prepare for the changing climate, including transitioning to more drought-tolerant areas as well as ensuring fire resilience.
- To continue to enhance pollinator areas and maintain our certification for Bee Campus USA
- To explore rainwater capture and use, specifically as part of any new solar canopy system.
- To continue to care for the trees on campus and maintain certification for Tree Campus USA.
- SOU will continue to pursue its Climate Action Plan published 2010 and updated in

2021/2022 <https://sustainability.sou.edu/climate-action/>. The City of Ashland’s Climate and Energy Action Plan, published in 2017, includes an assessment of Ashland’s changing climate. We anticipate that during this 2025-2035 Master Plan, efforts towards climate change resiliency will only intensify.

Sustainability lies at the heart of our vision for the future of this campus, driving environmental stewardship, social responsibility, and economic resilience. By integrating innovative green infrastructure, fostering inclusive and equitable community engagement, and optimizing resource efficiency, we aim to create a campus that not only reduces its ecological footprint but also enriches the lives of its students, faculty, staff and surrounding community. Southern



Oregon University (SOU) has long embraced sustainability as a core principle, weaving it into every aspect of campus operations, academics, and community engagement. The achievements outlined in this Master Plan reflect SOU's commitment to environmental stewardship, innovation, and leadership in addressing the challenges of our changing climate. From energy efficiency and solar power expansion to sustainable landscaping, waste reduction, and the transformative learning experiences provided by The Farm, SOU has established itself as a pioneer in sustainable higher education.

Through strategic investments in sustainable practices, we are preparing for a future that balances growth with environmental integrity, enhances social well-being, and promotes long-term financial stability. This master plan commits to leading by example, cultivating a culture of sustainability that extends beyond our campus borders and inspires change at local, national, and global levels.



Looking forward, this Master Plan builds on that legacy with ambitious yet attainable goals to enhance energy efficiency, achieve carbon net zero, expand renewable energy use, and foster a campus culture centered on resilience, ecological responsibility, and social equity. At the heart of these efforts is a commitment to social justice—ensuring that sustainability initiatives empower all members of our campus and surrounding community, reduce environmental disparities, and promote inclusivity. By aligning our actions with the principles of equity, SOU aims to create solutions that serve the most vulnerable populations, address systemic inequities, and amplify the voices of historically marginalized groups.

Whether through curriculum that equips students to tackle social and environmental challenges, partnerships with local organizations, or a focus on community resilience, SOU prioritizes a holistic approach to sustainability. These efforts underscore our belief that environmental justice and social justice are inextricably linked, and that a truly sustainable future is one where all people thrive.

Together, we can ensure that this campus thrives as a model for sustainable development—a place where innovation, creativity and education fuel a more equitable and resilient world. This Master Plan embodies SOU's enduring commitment to shaping a more sustainable, equitable, and just world.

SOU Campus: Photovoltaic (PV) Arrays



To comment on SOU's 2025 Master Plan Amendment, please scan the QR Code.



Chapter 7—Zoning and Design Guidelines

The design guidelines for development under this Facilities Master Plan update are intended to serve several goals:

- Provide for buildings at a density appropriate both to a significant university and to the scale of the Ashland community;
- Ensure that the scale and articulation of buildings enhance the ‘sense of place’ of the campus and support walking within the campus environment;
- Provide direction and certainty to the future development within the SO Zone;
- Express the permanence and long-term role of the University in the community.

Application of Master Plan Development Standards

The design guidelines in this Master Plan apply within the SO zone and have been adopted by Ordinance. These guidelines apply to projects and uses related to the educational function of the University and those accessory uses such as Athletic facilities, Housing facilities, Offices, Classrooms and a variety of other facilities described and anticipated in this Master Plan. Development of the SOU campus shall comply with the provisions of the Southern Oregon University District Overlay in the Ashland Municipal Code (AMC) 18.3.6.

Zoning

Property owned by the University is currently zoned SO and the uses and development of this property are addressed in AMC 18.3.6. In the past, property that is transferred from University ownership into private ownership has been required to go through the often challenging process of legislatively amending the zoning designation for that specific lot and the related land use maps of the City. SO zoning uses and standards, as addressed in City Code and in this Master Plan, are not appropriate once property is transferred to private ownership. To address this future contingency, SOU is seeking to rezone certain property as part of this Master Plan. These lots will obtain a new residential zone designation but still be subject to the SO District overlay and standards until such a time as the property is no longer owned by the University.

The University has identified properties that are under-utilized (listed on the Zoning if Transferred Map), which could conceivably be transferred in the next ten years. Adoption of this 2025-35 Master Plan by the City is a Type IV, legislative approval process, so it is the process necessary to address the potential zoning of property that may be transferred to private parties. Rezoning these lots will provide certainty of future zoning and allow the City

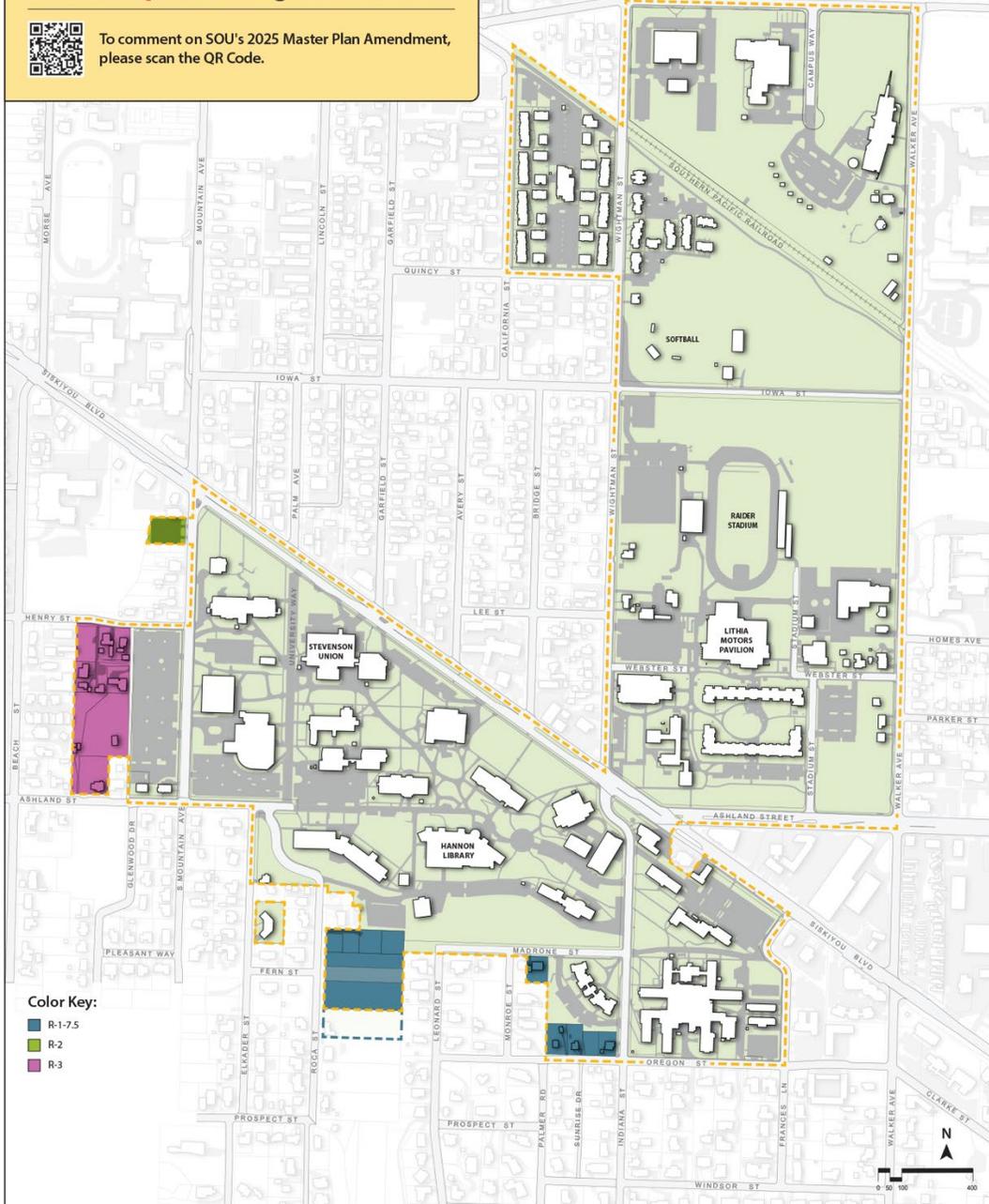
the opportunity to evaluate appropriate zoning of all parcels at one time, rather than lot by lot. This process is also an opportunity to address one lot which is currently zoned SO but has already been transferred from the University to a private party on Roca Street (668n Roca St.) and who are joining in the application for review of this Master Plan solely for the purposes of the proposed change in zoning from SO to R 1.75, consistent with other similarly situated lots adjacent to it.

The zoning of properties identified on the Zoning If Transferred Map will, upon completion of a transfer of any designated lot from the University / State of Oregon to a private party, will no longer be subject to the SO District overlay. (which by its terms applies only to University owned property.)

SOU Campus: Zoning If Transferred



To comment on SOU's 2025 Master Plan Amendment, please scan the QR Code.



ZONING IF TRANSFERRED: R-1-7.5

LOCATION	MAP	TAX LOT
Roca St.	39 1E 15BB	1500
*	*	1501
*	*	1502
*	*	1503
*	*	1600
*	*	6800
*	Fern St R.O.W.	
Madrone St.	39 1E 15BB	9200
Oregon St.	39 1E 15BA	1200
*	*	1201
*	*	1700
*	*	1701

ZONE CHANGE PENDING: R-1-7.5

LOCATION	MAP	TAX LOT
668 Roca St.	39 1E 15BB	6900

ZONING IF TRANSFERRED: R-2

LOCATION	MAP	TAX LOT
Parking Lot 34	39 1E 09DD	400
*	*	500

ZONING IF TRANSFERRED: R-3

LOCATION	MAP	TAX LOT
Henry St.	39 1E 09DD	5300
*	*	5500
*	*	5600
*	*	5700
*	*	5800
*	*	5801
*	*	6000
*	*	6100
*	*	6198
*	*	6199
*	*	6200



Site Design Review

Projects as outlined in this 2025-35 Master Plan are anticipated to follow the standards of this Chapter. The City of Ashland has various levels of land use site plan review. For projects expressed in this Master Plan, within the areas identified on the applicable Maps, and within the design parameters of this Chapter and Master Plan, the following review process levels apply:

For projects 15,000 SF or less - Type I review

For projects greater than 15,000 - Type II review

Project Design Standards

Development density within a university campus is a complex issue, with advantages and disadvantages at both ends of the spectrum.

All new construction and major renovations by the University will strive to meet a minimum of Silver LEED standards. For projects serving the University built and operated by private partner, the University will encourage the builder to meet the LEED Silver standards.

Several factors specific to SOU support campus development at medium densities:

- SOU is relatively land-locked, and both the cost of land and the fact that the campus is surrounded by established neighborhoods limit the potential for expansion of the campus. Any future growth of campus will likely need to be accommodated within this limited land area.
- The nature of academic programs warrants durable construction at a scale that is cost effective and supports individual academic programs under one roof.
- Creating a cohesive campus community that is dense enough to support short walking distances – and ultimately improved transit – requires a density higher than low residential densities.

However, the University also recognizes that the land is located within a community with existing neighborhoods and that its developments ought to be of a compatible scale with those neighboring uses. This is recognized by the SO Zoning provisions calling for Type II or CUP approval processes for projects with potentially significant impacts to surrounding properties.

Building Massing and Orientation

Thoughtful orientation of buildings supports several important development goals. Orientation of entries to the pedestrian circulation system increases the walkable nature of the campus. A generally east-west orientation can help support energy efficiency in building design. And the treatment of building scale – how it is articulated and expressed – can help larger institutional

buildings be compatible with nearby residential uses. To accomplish the goals described above, the following guidelines apply to new campus construction and major renovations under this Master Plan.

Maximum Building Height

New construction will be limited to four story construction, except as specifically noted in this 2025-35 Master Plan document. Specific height in feet will be dependent on specific construction types.

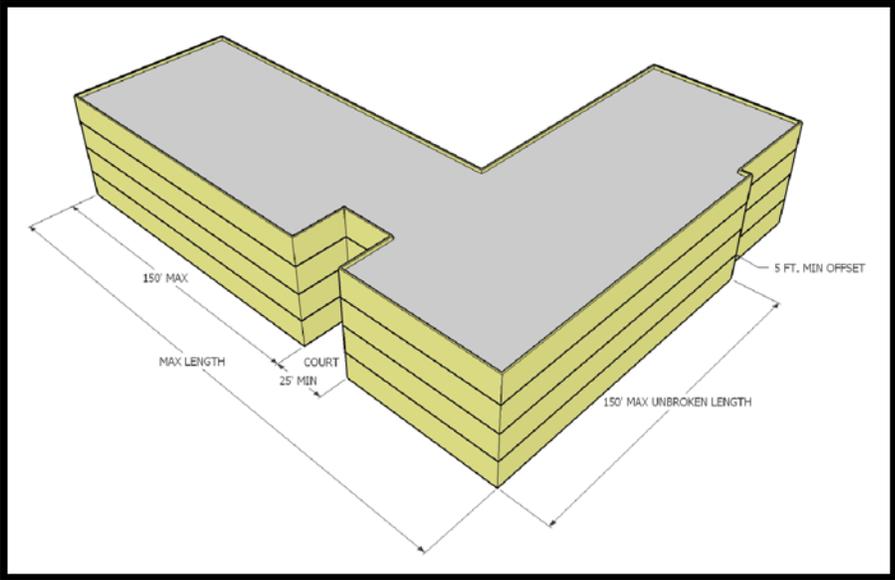
In areas adjacent to existing residential neighborhoods, building height will typically be lower in order to make an appropriate transition to the surrounding context. However, in order to create a campus that is compact, walkable, and more supportive of transit, single story buildings are strongly discouraged in all campus areas.

Maximum Building Size

In order to avoid potentially monotonous conditions, individual buildings shall be limited in overall length and footprint [i.e. ground area covered] as follows [See Figure 16]:

- 300’ maximum length for academic buildings
- 250’ maximum length for residential buildings
- 45,000 SF maximum footprint for buildings with retail uses open to the public
- No SF maximum footprint for academic or residential buildings

Figure 16: Building Length and Articulation Guidelines



Building Articulation

For any building longer than 200 feet, the plan shall include design elements to prevent unbroken wall lengths greater than 150 feet. These elements shall be an offset or 'jog' in the plan or a significant recessed entry or court of at least 25' in width.

Building Entries

Buildings that face a major street shall have a significant entry facing the street. Buildings facing the main campus open space shall have a major pedestrian entry facing that open space. Where a building faces both a significant street and the main campus open spaces, entries shall be provided to both. Entries shall be strongly articulated and clearly understandable as entries.

Development Along Siskiyou Boulevard

Any development or redevelopment along the south side of Siskiyou Boulevard shall seek to reinforce a strong relationship between the campus and the boulevard, through an appropriate combination of the following strategies:

- Development of a strongly articulated façade and pedestrian entries facing Siskiyou Boulevard.
- Minimization of service functions on the Siskiyou Boulevard face of the building, and enhanced screening of these functions where they exist.
- Improved, consistent and significant signage acknowledging that visitors have entered the campus.

Building Orientation

Wherever consistent with other design goals, such as street orientation, align buildings with the longer dimension in the east-west configuration, to improve potential for building design to capture energy savings related to passive solar management.

Setbacks

Where campus development occurs across a street from off-campus private housing, buildings shall be set back from the public right-of-way by at least 15 feet, to provide a buffering landscape.

Where campus development is across from commercial development and includes ground-floor non-residential uses, buildings shall be allowed and encouraged to be sited at the back of

the public right-of-way, to encourage a pedestrian-oriented urban streetscape pattern but also balanced with the historical pattern of campus development and building placement.

Materials and Character

Materials and construction systems shall be selected for long-term durability, and shall be generally consistent with existing campus buildings. While there is not a clear established palette of materials for campus buildings, preference should be given to materials similar to the more significant buildings on campus – such as Churchill Hall and Hannon Library – including red brick, concrete, and stucco. Scale, materials, and massing should be used to create an appropriate transition from the campus to adjacent neighborhoods. Rooftop mechanical equipment will be screened from street view.

Lighting

Integrate architectural lighting as cohesive elements of building designs in order to contribute to the atmosphere of the built environment and enhance safety. Exterior lighting will promote safe pedestrian environments along roadways, at intersections, and in public spaces.

Signage on Campus

SOU requires an effective system of visual communication that projects a uniform institutional identity, while at the same time integrating well with the present and future campus environment.

Good signage provides a harmonious and aesthetically pleasing arrangement in the following three areas of design:

1. **Communication:** What signs say, to whom, and for what purpose; how they say it; where the signs are located and how well signs communicate.
2. **Graphic Design:** How typography, maps, diagrams, iconic and coded symbols, and colors are used to organize information and emphasize messages to help create an overall visual identity.
3. **Sign Design:** How signs are fabricated and installed, their size and shape, how they are maintained and integrated within the campus physical environment and how they work within the City of Ashland.

All SOU signage shall be requested, designed and installed by Facilities Services to ensure all sign standards are followed. The SOU Sign Plan contained within this Master Plan governs the signs placed on property within the SO District overlay. All signs and sign structures shall comply with the standards identified in this Master Plan. When consistent with this Master Plan,

signage may be installed; any sign not within the size, display, or location standards in this Master Plan must have prior approval of the City of Ashland.

Signs that already exist upon adoption of the sign plan will continue to be approved signs. If an existing sign is replaced, then the sign plan policies apply. All signs shall be installed in a manner that does not damage existing buildings or structures or alter character defining features of buildings or structures. Additional care should be taken with the installation of signs on historic structures. Permanent signs required by building code shall be installed consistent with applicable regulations, standards, and guidelines. Signage along ODOT jurisdiction roadways will comply with any applicable standards and process prior to installation.

All other sign requests not included in this document must be submitted to SOU Facility Services for review and approval prior to installation. Any signs that exceed size limits or specific location standards shall be submitted to the City of Ashland for review and approval by the City.

Maximum Sign Sizes

Building Identification: 10 square feet.

Scoreboards: Any replacement of existing scoreboards may be the size of the current scoreboards at the Raider Stadium scoreboard and as approved for the Softball Complex.

Reader / Information boards: 9'-9" maximum height as described in this Master Plan. Display features, if visible from ODOT jurisdiction/roadway, shall comply with all applicable ODOT standards and shall go through any applicable ODOT approval process prior to installation.

Panel Boards; (3 feet square)

Sandwich Boards; (3 feet square)

Directional Signs; (ODOT Standards)

You are Here; (5 feet square unless otherwise placed in approved locations.)

Sign Area Calculations

Sign area shall include the entire area within a single perimeter composed of squares or rectangles.

When signs are constructed of individual elements, the area of all sign elements, which together convey a single, complete message, shall be considered as a single sign. The sign area is determined by calculating the area enclosed by the smallest single rectangle that will enclose the outside dimensions of the background panel or surface. The sign area is also determined by



calculating the area enclosed by the smallest single rectangle that will enclose the outside dimensions of the sign display.

SOU Banner Plan

The SOU Banner Plan, as established by the SOU Facilities department, identifies the parameters for artwork, message, and placement to guarantee that banners are used for SOU-appropriate information and represent the University with an overall institutional message. Any banners visible from an ODOT Right-of-Way must also comply with the applicable ODOT regulations.

As temporary signage, banners meeting the SOU Banner Plan may, upon prior approval by Facilities, be installed for an established limited period of time. The University uses outdoor lamp post banners to create a sense of place and as a method of celebrating SOU achievements and the University's strategic mission. Nothing in this chapter permits the use of the public Right-of-Way facilities for signage without prior approval of the City.

Sign Graphic Standards

The graphic standards for SOU signage will provide uniformity throughout campus. Message design, nomenclature, and application will be standardized according to this Master Plan (see SOU Graphic Identity Guidelines). Message legibility is considered from the perspective of a variety of users: visitors, university community, vendors and service visitors, people with vision impairment and people with mobility impairment, and other users. SOU may revise and change the graphic design, logo, and messaging within any sign provided that specifications on size, display or location in this Master Plan are still met.

SOU Graphic Identity Guidelines:

SOU Signage Design Standards

- SOU logo (horizontal configuration) must appear in white field at top of sign.
- Main purpose of sign appears in white on burgundy field separated from white field by black band. Color field CMYK formula is 12 cyan, 95 magenta, 59 yellow, 54 black.
- Typeface (font) required for SOU signage is Futura, which is available in multiple weights for flexible applications.
- Wayfinding arrows must appear exactly as shown above, and may be rotated in increments of 45 degrees to indicate direction.
- Lowest edge of any pole mounted sign must be at least 24" above ground level. Top of sign maximum 60" above ground level.
- SOU Marketing and Facilities Management Planning must be consulted prior to the creation of any new signage. Every effort will be made to address special circumstances or concerns.

Monument / Gateway Signs

At the gateways to campus, the primary entry and directional signs should be consistent in scale and materials. The base or backdrop for these monument signs should be constructed of durable materials and selected for compatibility with existing campus architecture. The preferred composition shall include steel, natural stone, concrete, or masonry, sited to blend with the natural topography. Earthen berms may be used to blend the sign base into the natural grade where adjacent slopes warrant their use. The entry portals to the campus are an important part of the wayfinding experience and appropriate design of these gateways should enhance the sense of arrival for SOU visitors. There are five (5) identified gateways, two existing and three potential future gateways, as identified on the Master Plan Educational Facilities Map.

Smart Kiosks

SOU may place electronic smart kiosks internally and externally facing which will have the ability to change a digital screen for purposes like, way finding, campus information, campus events, security, and emergency purposes. The smart kiosks will be similar in design but not limited to the design and size of the kiosk.

Kiosks for gateway entry, direction or informational signs within campus will be the Smart City Kiosk (Smart City Kiosk with 55" Display and Speakers from Peerless-AV. 84.1 x 35.4 x 9.9" / 2137 x 899 x 252 mm) or similar.



Sign Locations

Signs will be placed in standard locations where they can easily be found. Wherever possible, signs will be placed together in a unified system to avoid clutter to the landscape. Site signage will be located so as not to become an obstacle or to conflict with exit signs or pedestrian traffic.

Signs will be placed to allow safe pedestrian clearance, vertically and laterally. Sandwich boards shall not be placed on the sidewalk along Siskiyou Blvd. **No sign shall be placed within the public Right-of-Way (including sidewalks) or within the areas adjacent to intersections defined by the City of Ashland as a "Clear Vision Triangle."**

Site location should avoid conflict with door openings or vehicular operations. Signs will be located wherever possible in the “natural line of vision.” Consideration of those with limited head mobility and reduced peripheral vision will be given. Interior signage will be placed where it can easily be found, with consideration for tactile signs where possible.

Certain permitted signage, such as scoreboards or electronic reader boards, shall be allowed only in areas identified in this 2025-35 Master Plan. Any signage that is not in compliance with this Master Plan shall be approved by the City of Ashland through the normal process for obtaining a sign permit.

Sign Requests

Requests for signs can be made through the SOU Marketing Department.

Food Trucks

The perpetual operation of food trucks and seating may occur within the designated area for food trucks in this Master Plan (See, Maps). Temporary operation of food trucks and seating or the operation of a food truck and accessory seating lasting no more than 72 hours (including set-up and take-down) are permitted in the SO zone. Food truck vendors shall obtain a business license, register for, and pay applicable food and beverage tax, and receive any requisite inspections from the Building and Fire Departments and the Jackson County Environmental Public Health Department.

Tree Preservation and Removal

Climate change in the Rogue Valley has applied extreme stress to many of SOU’s legacy trees, including campus Douglas Fir, Ponderosa Pine, Sequoia, Ash & Oak species. Drought, prolonged excessive heat, the flat-headed fir borer, the emerald ash borer and the pine beetle have put unprecedented strain on SOU’s tree population. Despite our best efforts and practices, some of SOU’s trees do fall ill and die or become so unsafe that they must be removed. The decision to remove a tree is not taken lightly. SOU adheres to the following principles when deciding the fate of a tree:

- Identify the affliction;
- Contract with a licensed arborist to confirm diagnosis and recommend a care plan;
- Implement an appropriate care plan to be performed by SOU landscapers or a licensed arborist. Appropriate personnel will be decided on a case-by case basis jointly between the SOU Landscape Supervisor and contracted arborist;
- Selectively prune & remove dead or dying branches to boost afflicted tree’s survival chances;

- If a tree has died, it shall be removed as quickly as possible by SOU landscapers or a licensed arborist. Appropriate personnel will be decided on a case-by-case basis jointly between the SOU Landscape Supervisor and contracted arborist;
- SOU will replant a minimum of (1) tree for each tree that is removed.

Healthy trees shall be maintained wherever possible but can be removed if:

- The tree is unavoidably within the footprint of a remodeled or newly constructed building;
- The tree is causing significant damage to a building or infrastructure that cannot be economically remediated, other than through tree removal;
- The tree is deemed unsafe by a licensed arborist.

SOU shall have a certified arborist on staff or have a contract arborist (two year minimum agreement) who will maintain a comprehensive list of all significant trees as defined by Ashland Municipal Code 18.6.1.030, and who will document the reason for the removal of any such tree. The arborist shall maintain all supporting documentation demonstrating the need for removal.

The staff or contract arborist will deliver to the City an annual report (similar to what is provided at the time of this Master Plan by the City Parks Department) and documentation to the City. SOU will remove significant trees only upon consultation with licensed arborist (either on staff or contract). SOU will maintain records of any significant tree removal and arborists consultation and recommendations. The annual report will summarize significant tree removals on campus. Locations shall be marked on a campus map and an accompanying spreadsheet shall detail: location, species, cause of death (if applicable), reason for removal, actions taken for replacement.

Parking Lot Trees

The 2010 SOU Campus Master Plan established that: “Parking areas shall be shaded by deciduous trees, buffered from adjacent non-residential uses and screened from non-residential uses” and that new parking areas comply with City standards for parking lot shading and landscaping.

With SOU’s commitment to becoming the 1st publicly funded university to generate enough solar power to completely offset our daytime electrical consumption (estimated at 7.2GW), SOU will be installing parking lot canopies with solar arrays. This is consistent with the recently adopted Climate Initiatives adopted by the State and being implemented at the City level. Pursuing this Sustainability goal requires a change in SOU’s practices to prepare our parking lots

to be solar canopy ready. Parking lot design moving forward will prioritize maximum solar exposure to the South and limit tree plantings in traditional planter wells that used to be distributed throughout a parking lot. New parking facilities will comply with State and City standards for the number, location and maintenance of trees within parking areas and / or the creation of solar arrays.



Solar Arrays

Solar Arrays are supported by the Oregon Climate Initiative. SOU has taken the initiative of becoming the first publicly funded university to completely offset its electrical usage with solar power generation. Solar Array locations are identified on the Photovoltaic (PV) Array Map below (and in Appendix A) and equipment as described generally herein may be installed as rooftop or parking lot canopies. It is anticipated that while the technology of solar energy capture may evolve even through the duration of this Master Plan, SOU may continue to install similar equipment in these locations. Further, solar is anticipated to be an option on any new facilities, new development, or new parking areas on campus and is hereby approved to be installed in those locations consistent with the standards of this Master Plan.



Arrays within the areas identified on the Photovoltaic (PV) Map and meeting the following standards are permitted:

- painted steel canopies
- max length: approx. 120 ft
- max width: approx. 45 ft.
- max height: approx. 25 ft.

Demolition or Relocation of Buildings

As an enduring university institution, SOU has continually adapted to the needs of the community and its students. The combination of perpetual ownership and public benefit mission has

required an evolution of facilities, including the demolition and replacement of buildings. A university campus of this size is substantially different from the development and ownership of other individually owned lots within the City. As such, the provisions of Demolition and Relocation Standards of AMC 15.04 will generally not apply to redevelopment within the SO District overlay, except it is required to salvage or recycle construction and demolition debris. Prior to Demolition of facilities, SOU shall submit a plan for the salvage or recycling of construction and demolition debris to the City of Ashland Demolition Review Committee for conformance with City standards, which will reasonably approve or modify this Plan in accordance with those standards.

Art Installations

SOU believes that art in public places promotes visually diverse and culturally rich environments that enhance public spaces and contribute to the lives of Ashland’s residents and



visitors. Selection of art for permanent installation on Campus will be made by a SOU Arts Selection Committee. The installation of permanent artwork on Campus shall follow the guidelines of Art in Public Places legislation.

Temporary installations of artwork are an important part of the University culture and contribute to an environment of innovation and growth. Temporary installations of art shall be located in designated areas established in this Master Plan (see Academic Facilities Map) pursuant to approval by the SOU Arts Section Committee.

Water Resource Protection Zones

Nothing in this Master Plan exempts property within the SO District from the standards of AMC 18.3 as it implements State policy, providing that SOU may work with the City and state and federal agencies such as DSL or the Army Corps. to identify applicable Water Resources.

Future Development Areas – Special Standards

This 2025-35 Master Plan contemplates several distinct areas of Future Development, as shown on the Capital Improvements Map: The University District lot, the Cascade Housing Facility redevelopment, expanded Family Housing, a Native Nations Facility and Gardens, as well as a new Athletics Field House and Tailgating area. Unlike other designated projects which have a fixed scope, purpose, and funding – the University anticipates these general projects to happen in the area shown but does not currently have project designs. As discussed in more detail in

the chapter on Future Development, these projects will either be built to the standards of this Chapter or pursuant to a Conditional Use Permit, pursuant to City Code.

University District Lot – Corner of Walker St. and Ashland St.

The University and the City share common goals of in-fill, increased density, and efficient development where possible. The City has promoted higher density and innovative development in many ways such as with its Transit Triangle district and its Cottage Cluster ordinance. The University anticipates that the University District Lot and privately owned property surrounding will create a focal hub of living and working in Ashland, centrally located between the historic downtown and larger commercial / employment areas to the south of town (such as the Croman area). Building height is limited to the height of the tallest existing building in Ashland. While these standards differ from surrounding current development, the option of vertical development could contribute to this node of Ashland. Parking needs, if any will be evaluated on a campus-wide basis.

Cascade Housing

For the Cascade Future Development Area. While not intended to substantially alter the nature of the surrounding neighborhood the density may be higher than the density of the prior Cascade Complex which was approximately 194,000 square feet of student housing. A maximum of five stories including residential living, educational instruction space and mixed-use is allowed including; the establishment of common areas, classrooms, medical offices, daycare, support uses (e.g. haircare, nailcare), and retirement living and/or medical facilities which may or may not be required to be licensed by the State of Oregon. Parking needs, if any will be evaluated on a campus-wide basis. Alternatively, the design of a new facility could have a lower architectural profile creating an expansive footprint.

Student Apartment and Family Housing

The existing demand for units with the existing Student Apartment and Family Housing area is very high. The University and the City share a common value in addressing the housing crisis facing all members of the Ashland community. Adequate housing stock is a national, state and local issue but it is acute to Ashland because of the livability here and the demands of both the University and the tourism industry. The City has promoted higher density and innovative housing development. Expansion of the SAFH units, as shown on the Housing Map may be a maximum of four-story housing units. Residential living and mixed-use is allowed including; the establishment of common areas, classrooms, daycare, and support uses (e.g. laundry, university services, and counseling). Maximum parking standards for this intensity of residential use shall be followed for this project.

Native Nations

The Native Nations Future Development Area reflects a desire to create a meeting and programming space for Native Nations activities for the campus and to liaise with the community at large. The University envisions a remodel of the existing single-family residential home or a new facility to accommodate the meeting and programming needs. A maximum of a three-story building may be considered that would meet with the character of the surrounding university athletic property and the multi-family housing that is being built near it. Parking needs, if any will be evaluated on a campus-wide basis.

Learning Garden

For the Learning Garden area identified in Attachment A, Map 2, Capital Improvements, LG the University desires to create an educational space and gathering space for projects will foster Indigenous Traditional Ecological Knowledge (ITEK), implementing and promoting biodiversity, soil health, and ecosystem resiliency. This area will feature hands-on learning and engagement through workshops, demonstrations, and cultural events. The university envisions a new facility to accommodate the meeting and programming needs. A maximum of three-story building may be installed with both indoor and outdoor spaces and meet with the architecture of the academic buildings surrounding it. No minimum or maximum parking on-site shall be required.

Native Garden & Greenhouse

For the Native Garden & Greenhouse area identified in Attachment A, Map 2, Capital Improvements, NG, the University desires to create an educational gardening space with a greenhouse to jumpstart a vision for Indigenous Traditional Ecological Knowledge (ITEK), implementing and promoting biodiversity, soil health, and ecosystem resiliency. This area is currently raw land that is planted and has water and electricity. The university envisions a new facility to accommodate the meeting and programming needs. A greenhouse will be installed and outdoor gardens will be planted. The university may install adjacent parking. No minimum or maximum parking on-site shall be required.

Conclusion

Like all development codes, these Design Guidelines will provide specific standards and direction to the University and its stakeholders. Renovation, development and wayfinding will all be improved by having this understanding with the City. While Master Plans cannot capture

all the future changes that may occur on a dynamic campus, it will provide the base standards for a new decade of success and positive growth.





2025 Facilities Master Plan Amendment Acknowledgments

We would like to acknowledge the following individuals and groups for their help in compiling this plan.

CONSULTANTS

Alan Harper, Land Use Consultant
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SOU CABINET

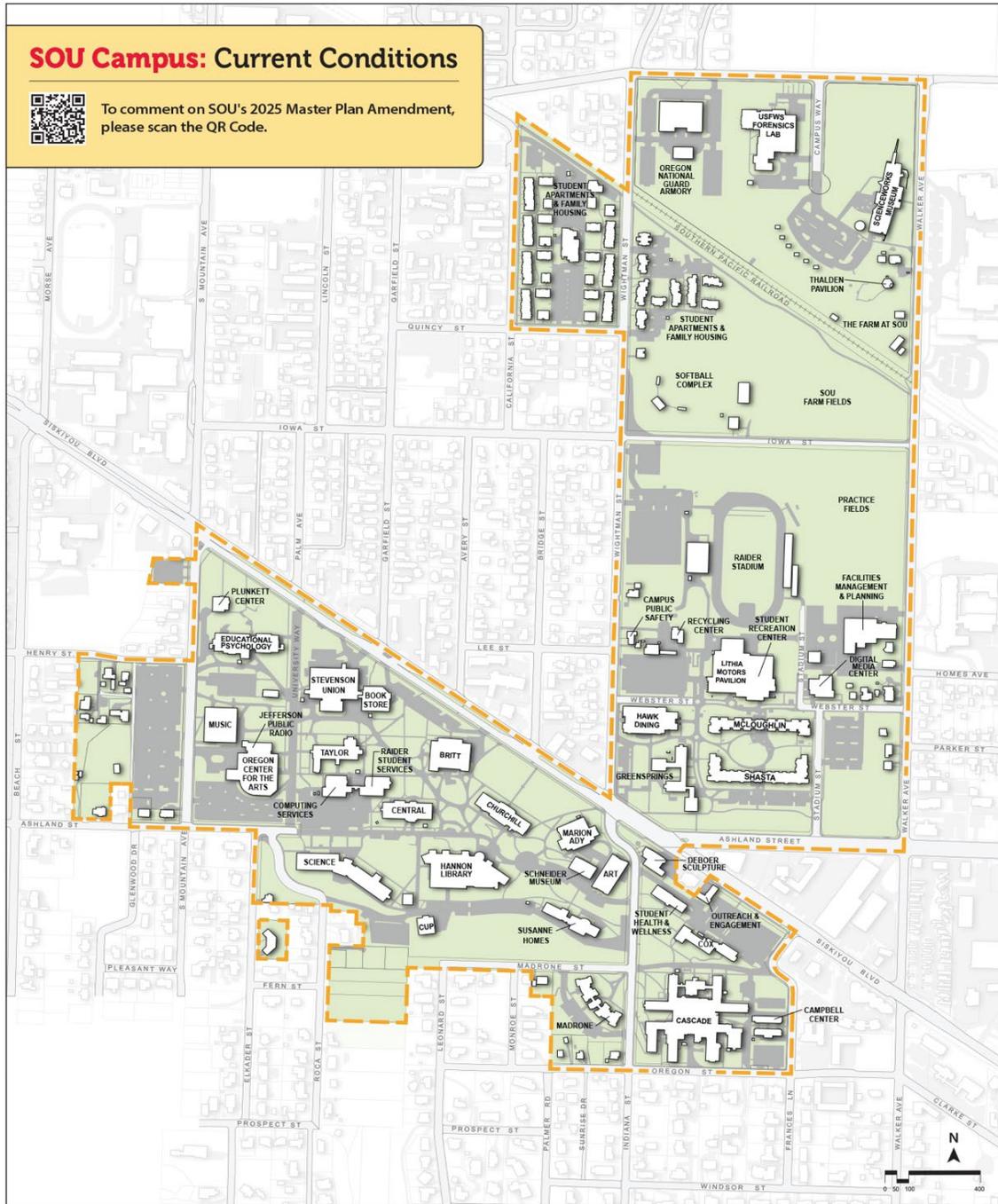
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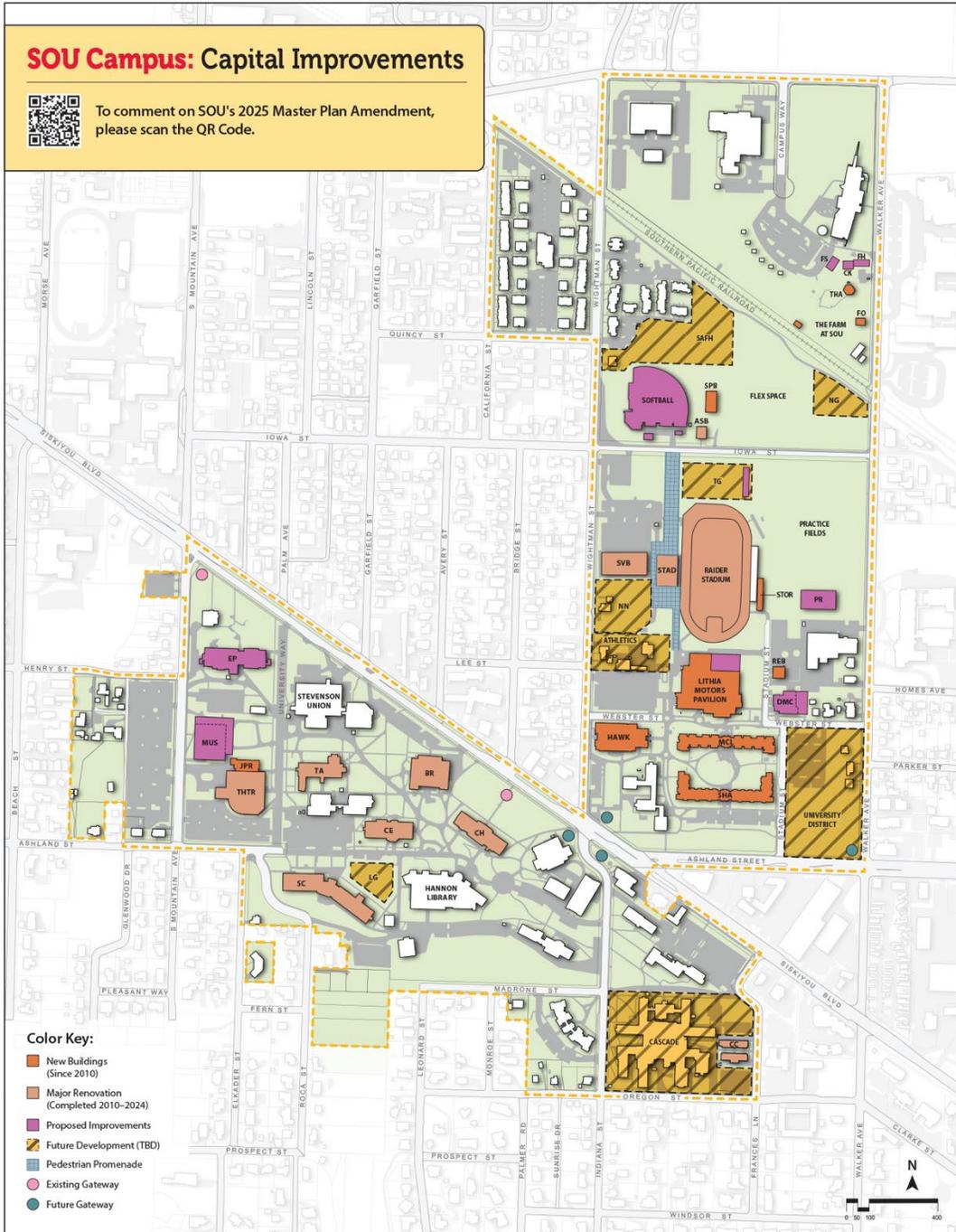
Faculty & Staff
Associated Students of Southern Oregon University (ASSOU)
Tiana Gilliland, President ASSOU
Dr. Vince Smith, Dean School of Science & Business
Beccs Walker, Director of Sustainability
Kenwani'cahee Kravitz, Native Nations Liaison
Patricia Syquia, Attorney for the office of General Counsel

Appendix A — Maps

1) Current Conditions



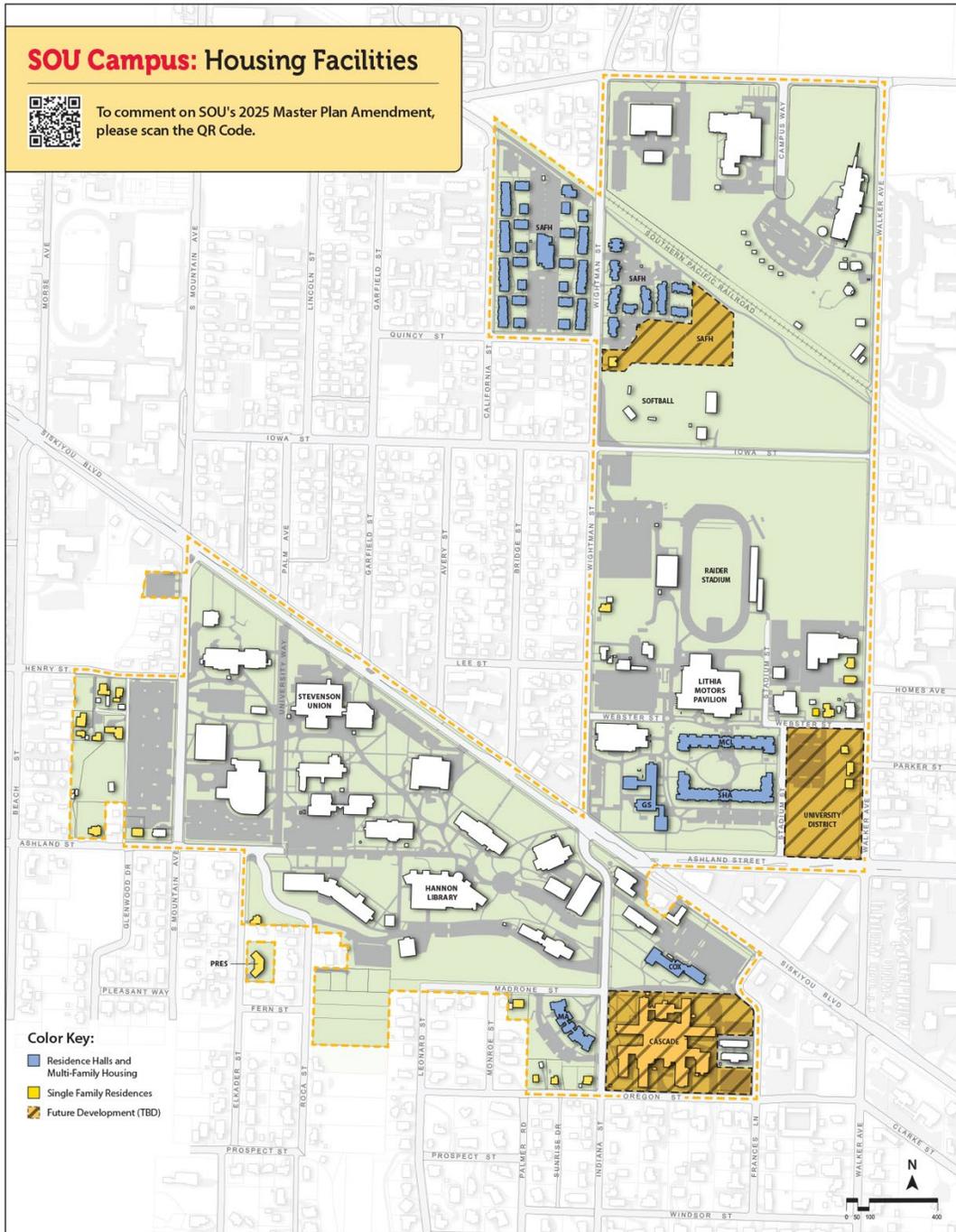
2) Capital Improvements



3) Academic Facilities



4) Housing Facilities



Building Key:

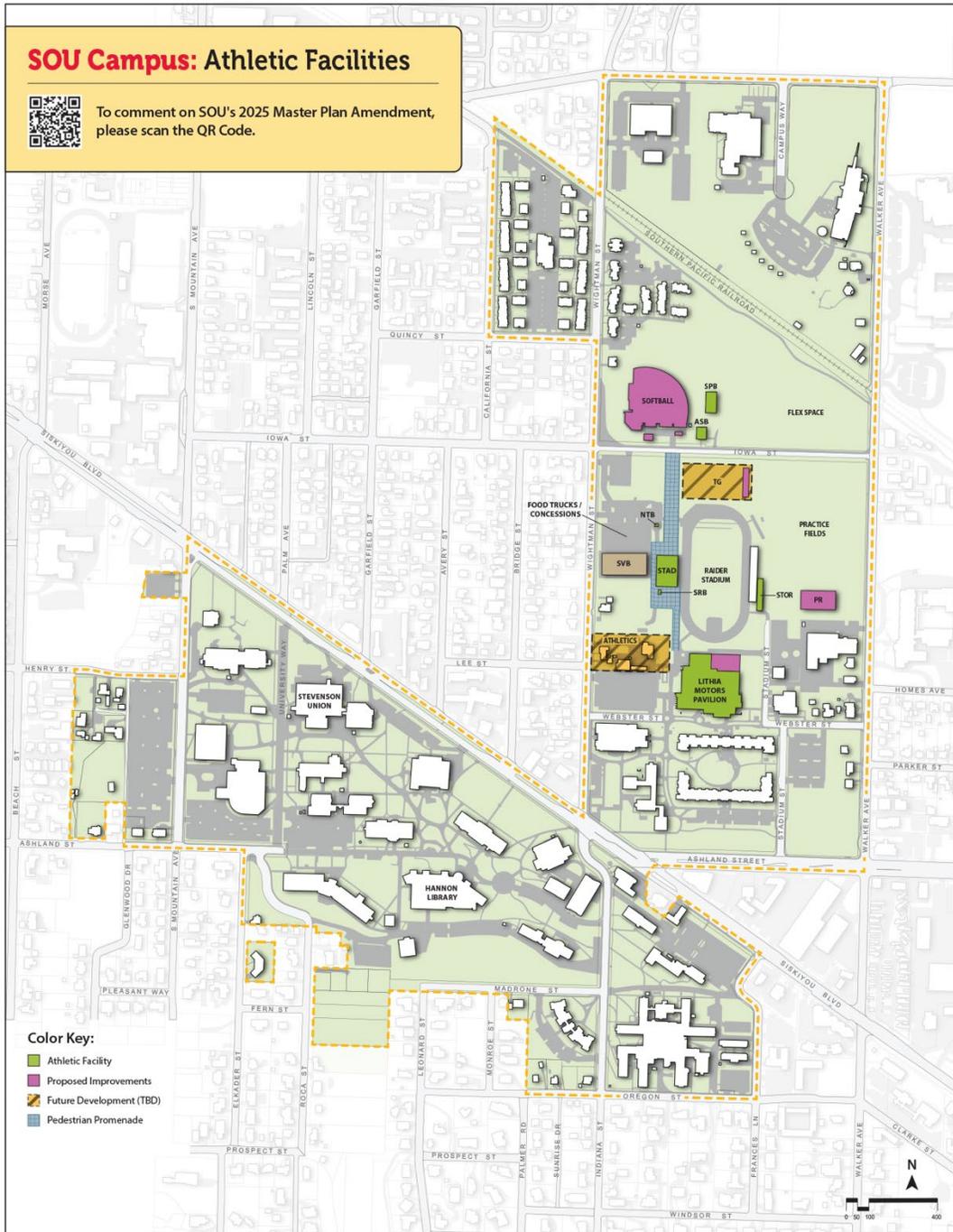
HOUSING

COX	Cox Residence Hall
GS	Greensprings Residence Hall
MCL	McLoughlin Residence Hall
MA	Madrone Residence Hall
PRES	President's Residence
SAFH	Student Apartments and Family Housing
SHA	Shasta Residence Hall

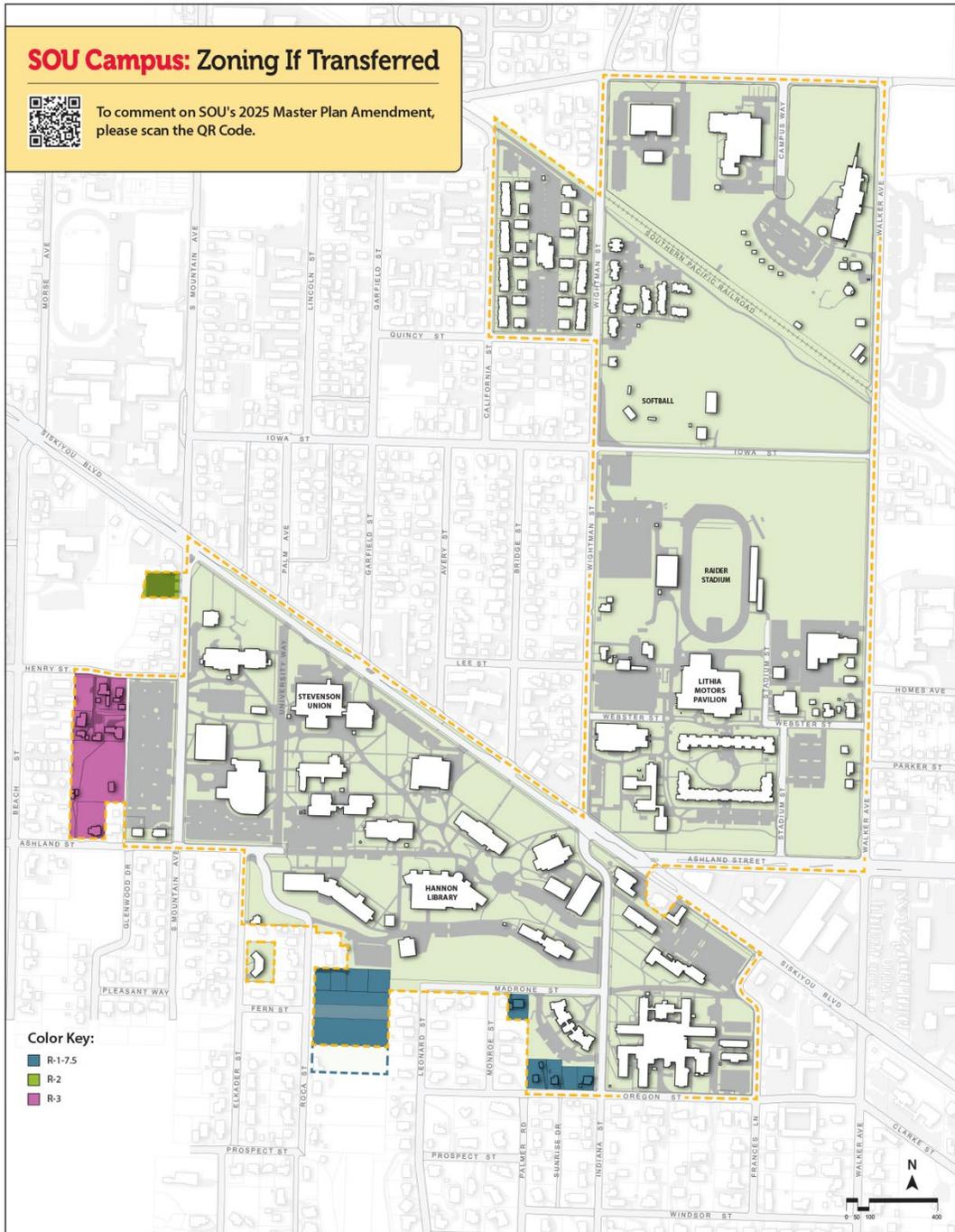
HOUSING TYPE	QUANTITY	NOTES
Residence Halls		
Total Beds Available	962	Unrestricted
Greensprings Beds Available	178	Seasonal (4 Months)
Student Apartments and Family Housing		
Studios	8	
One Bedroom	5	
Two Bedroom	97	
Three Bedroom	52	
Four Bedroom	4	
Single Family Residences		
Total Houses	23	13 Rented



5) Athletic Facilities



6) Zoning if Transferred



ZONING IF TRANSFERRED: R-1-7.5

LOCATION	MAP	TAX LOT
Roca St.	39 1E 15BB	1500
"	"	1501
"	"	1502
"	"	1503
"	"	1600
"	"	6800
"	"	Fern St R.O.W.
Madrone St.	39 1E 15BB	9200
Oregon St.	39 1E 15BA	1200
"	"	1201
"	"	1700
"	"	1701

ZONE CHANGE PENDING: R-1-7.5

LOCATION	MAP	TAX LOT
668 Roca St.	39 1E 15BB	6900

ZONING IF TRANSFERRED: R-2

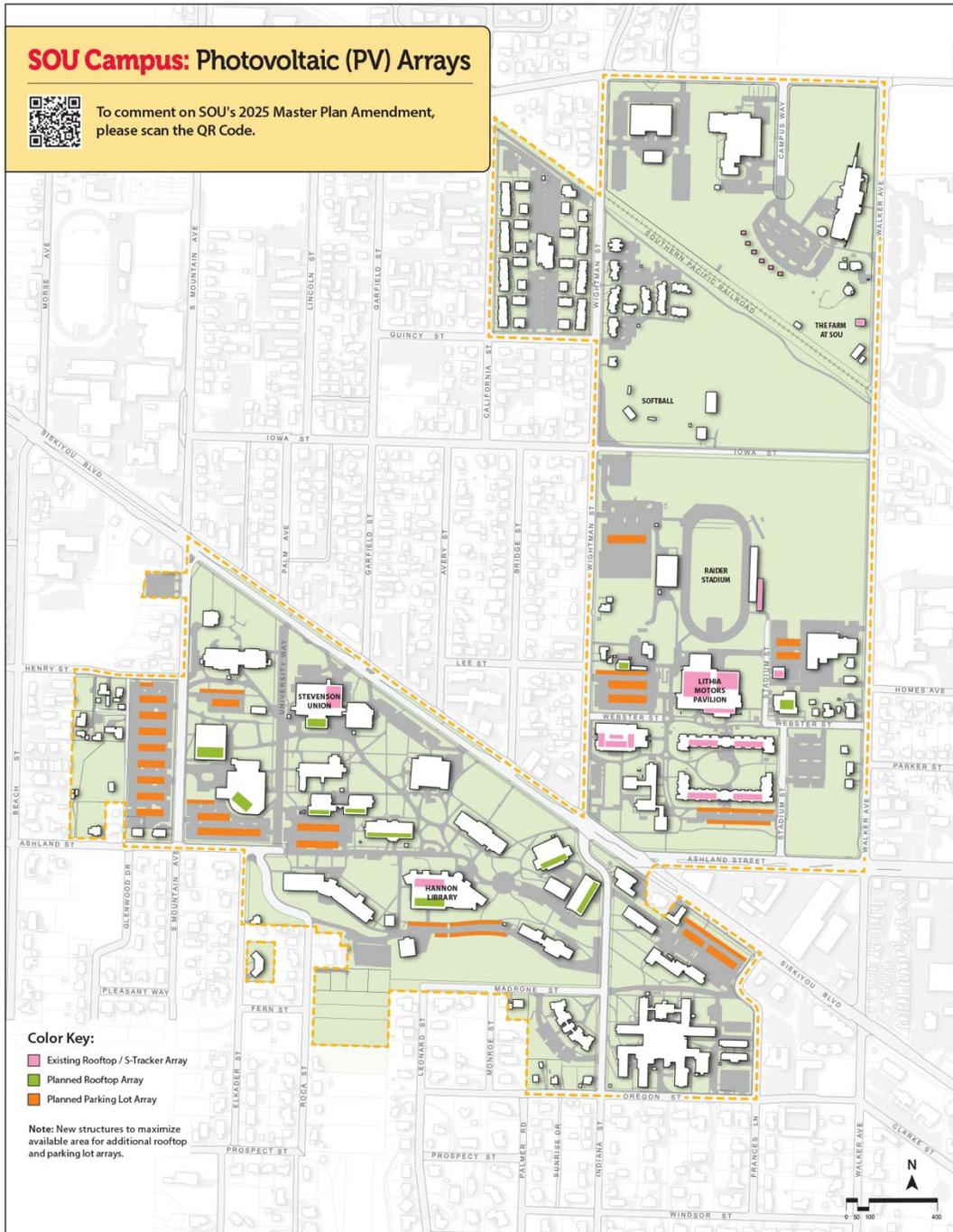
LOCATION	MAP	TAX LOT
Parking Lot 34	39 1E 09DD	400
"	"	500

ZONING IF TRANSFERRED: R-3

LOCATION	MAP	TAX LOT
Henry St.	39 1E 09DD	5300
"	"	5500
"	"	5600
"	"	5700
"	"	5800
"	"	5801
"	"	6000
"	"	6100
"	"	6198
"	"	6199
"	"	6200



7) Photovoltaic EV Arrays





Appendix B — Campus Facilities Details

Education & General (E & G) Buildings

Institution	Building ID	Building Name	Primary Building Use	Building GSF	% E & G	Year Built	Last Renovation	Master Plan Notes
SOU	B0035	ART BUILDING	Classrooms, Offices, Studios	19,254	100	2000		HVAC Upgrades scheduled 2025
SOU	B0128	ART EAST (DEBOR SCULPTURE)	Offices, Studios, Shops	6,870	100	1961	1997	
SOU	B0002	BRITT HALL	Classrooms, Offices	49,969	100	1936	2022-2024	Complete Building Renovation
SOU	B0182	CAMPBELL CENTER (OLLI)	Classrooms, Offices	5,311	100	1967	2019	
SOU	B0153	CAMPUS PUBLIC SAFETY	Offices, Storage	2,241	100	1958		Building in Poor Condition, Possible redevelopment of Site
SOU	B0012	CASCADE COMPLEX	Residence Halls	194,467	100	1964	1992(kitch-Din)	Complex to be demolished in 2025
SOU	B0013	CENTRAL HALL	Classrooms, Offices	56,544	100	1950	2022-2025	Complete Renewal to be completed 2025
SOU	B0018	CENTRAL HEAT PLANT	Utilities	9,918	100	1957	2019	
SOU	B0001	CHURCHILL HALL	Classrooms, Offices	36,098	100	1926	2011	Complete Building Renovation in 2012
SOU	B0006	COMPUTING SERVICES	Classrooms, Offices	32,770	100	1990		
SOU	B0056	DIGITAL MEDIA CENTER (DMC)	Classrooms, Offices	8,385	100	2003		Renovation & Small Addition planned for this MP cycle
SOU	B0020	EDUCATION/ PSYCHOLOGY	Classrooms, Offices	47,266	100	1973		Major Renovation planned in this MP cycle
SOU	B0191	EXTENDED CAMPUS PROGRAMS	Offices	2,384	100	1958		Building in Poor Condition, Possible redevelopment of Site
SOU	B0191	FACILITIES MANAGEMENT & PLANNING	Shops, Offices, Storage	34,375	100	1994		
SOU	B0222	FARM AT SOU - ADMIN BUILDING	Offices	1,612	100	1939		possible replacement in this MP cycle
SOU	B0222	FARM AT SOU - OPERATIONS BUILDING	Maintenance, Produce coolers	640	100	2019		
SOU	B0019	HANNON LIBRARY	Stacks, Classrooms, Offices	127,210	100	1967	2003	
SOU	B0060	HAZARDOUS WASTE STORAGE BUILDING	Storage	220	100	2007		
SOU	B0025	IRRIGATION FILTER BUILDING	Utilities	100	100	1970		
SOU	B0037	JEFFERSON PUBLIC RADIO (JPR)	Offices & Studios	6,468	100	2018		
SOU	various	JPR-REMOTE TRANSMITTER SITES	Utilities	2,356	100	various		
SOU	B0015(LITHIA), B0036(SRC)	LITHIA PAVILION-STUDENT REC CENTER	Gyms, Classrooms, Offices	94,021	100	2018		
SOU	B0009	MARION ADY	Classrooms, Offices, Studios	36,431	100	1958	2000	HVAC upgrades Planned for 2025
SOU	B0059	MEDFORD HIGHER EDUCATION CENTER	Classrooms, Offices, Labs	68,510	0.5	2008		
SOU	B0220	MODULAR OFFICE BUILDING	Offices	1,792	100	2011		

continues . . .

Institution	Building ID	Building Name	Primary Building Use	Building GSF	% E & G	Year Built	Last Renovation	Master Plan Notes
SOU	B0154	MOTOR POOL SHOP	Vehicle Maintenance	2,420	100	1958		Possible redevelopment of site in this MP cycle
SOU	B0027	MUSIC BUILDING	Recital Hall, Classrooms, Offices	45,461	100	1970		Major Renovation-addition planned for this MP cycle
SOU	B0221	HAWK DINING	Food Service, Dining Hall	24,324	10	2012		
SOU	B0179	PLUNKETT CENTER	Offices	6,378	50	1890	1985	
SOU	B0016	PRESIDENTS RESIDENCE (610 ELKADER)	Residence	5,285	30	1950		
SOU	B033B	RECREATION EQUIPMENT BUILDING	Storage	3,391	1	2019		
SOU	B0155	RECYCLING CENTER	Trash Sorting & Recycling	960	1	1958	2019	
SOU	B0029	SCHNEIDER ART MUSEUM	Galleries, Offices	6,035	1	1985		Possible expansion or replacement in this MP cycle
SOU	B0010	SCIENCE BUILDING	Classrooms, Offices, Labs	80,998	1	1958	2016	
SOU	B0031	SOURS LIFE SCIENCES GREENHOUSE	Greenhouse	2,162	1	1980	2018	
SOU	B0033AB	STADIUM STORAGE FACILITY	Storage	1,920	33	2021		
SOU	B0014	STUDENT HEALTH & WELLNESS CENTER	Offices, Counseling, Clinical	11,016	100	1964		
SOU	B0005	SUSANNE HOMES HALL	Classrooms, Offices	39,163	100	1947		Possible renovation/adaptive reuse in this MP cycle
SOU	B0004	TAYLOR HALL	Classrooms, Offices	45,867	100	1965	2020	
SOU	B0028	THEATRE (OREGON CENTER FOR THE ARTS)	Performance, Shops, Offices	51,346	100	1981	2018	
SOU	B0118	521 SOUTH MOUNTAIN	Tutoring, Offices	2,436	100	1950		former rental house
				1,164,466				
Auxiliaries								
	B6852	STEVENSON UNION	Mtg rooms, food service, offices	95,600	0	1972		Possible renovation in this MP cycle
	B6837	STADIUM FACILITY	Weight rm, locker rms, offices, seating	26,173	0	1983		
	B1917	ATHLETICS SERVICES BUILDING	Softball team room. Toilet rooms	1,380	0	1985		
		SOFTBALL PRACTICE BUILDING	Batting cages, storage	3,391	0	2014		
	B1916	NORTH TICKET BOOTH	Ticket sales	98	0	1983		
				126,642				
Residence Halls								
	B6858	COX HALL	Conference housing	43,826	0	1958		
	B6826	GREENSPRINGS	Residence Halls	84,799	0	1968		

continues . . .

Institution	Building ID	Building Name	Primary Building Use	Building GSF	% E & G	Year Built	Last Renovation	Master Plan Notes
	B6820	Family Housing Unit #11	Apartments	3,640	0	1990		
	B4677	Family Housing Unit #14	Apartments	3,640	0	1990		
	B1915	Family Housing Unit #17	Apartments	3,640	0	1990		
	B1919	FH Maintenance Bldg	Shop + Storage	2,020	0	1990		
	B6684	FH Community Bldg	mtg rooms, daycare, laundry, Offices	8,501	0	1990	Addition/remodel 2004	
				170,719				
Houses (rentals & vacant)								
	B1507	1555 Webster St	house	1,630	0			SOU acquired 1966
	B2011	381 Walker Ave	house	1,124	0			SOU acquired 1970
	B2192	1049 Ashland St	house	2,200	0	1900		
	B1887	1066-1066 1/2 Henry St	house + converted garage	1,428	0			SOU acquired 1973
	B1920	1038 Henry St	house	1,529	0			SOU acquired 1979
	B2279	393 Walker Ave	house	1,144	0			SOU acquired 1970
	B1881	1077 Ashland St	house	2,200	0	1940		
	B2010	1060 Henry St	house	1,396	0	1935		
	B2278	1551 Webster St	house	765	0			SOU acquired 1969
	B1884	380 Wightman St	house	3,128	0			SOU acquired 1979
	B1888	1040 Henry St	house	633	0	1950		
	B1889	1058 Henry St	house	754	0	1950		
	B1882	697 Indiana St	house	2,180	0			SOU acquired 1969
	B1933	580 Elkader	house	1,056	0	1961		
	B1883	164 Wightman St	house	798	0	1950		
	B1892	435 Walker Ave	house	850	0			SOU acquired 1966
	B2283	455 Walker Ave	house	2,710	0			SOU acquired 1966
	B1513	1352 Madrone St	house	1,333	0			SOU acquired 1973
	B1922	421 Walker Ave	house	1,732	0			SOU acquired 1966
		1349 Oregon St	house	667	0	1948		
		1383 Oregon St	house	2,296	0			SOU acquired 1964
	B1923	1056 Henry St	house	1,396	0	1890		
	B1891	467 Walker Ave	house	2,224	0			SOU acquired 1966
				35,173				
	Summary	Square Footage						
	E&G Buildings	1,164,466						
	Auxiliaries	126,642						
	Residence Halls	363,380						
	Family Housing Complex	170,719						
	Houses	35,173						
	SOU total(gsf)	1,860,380						

END

Appendix C — The Farm Design and Site Plan Documents



ALL RIGHTS RESERVED. NO PART OF THIS PUBLICATION MAY BE REPRODUCED OR TRANSMITTED IN ANY FORM OR BY ANY MEANS, ELECTRONIC OR MECHANICAL, WITHOUT PERMISSION IN WRITING FROM THE ARCHITECT.



PHASE 1 IMAGERY



KRIBBS ARCHITECTURAL LLC
 1111 S. 10TH AVE.
 SUITE 100
 ASTORIA, OR 97103

CONTRACT:

SOUTHERN OREGON UNIVERSITY
 100 W. Main Ave.
 ASTORIA, OR 97103

Revisions	Date

Title: L 6
 Date: 10/20/2020
 Client: SOU
 Project: MACE
 Scale: 1/8" = 1'-0"

SCHEMATIC DESIGN

Drawing Title: MACE
 Drawing No.: L 6



PHASE 2 IMAGERY



KRIBBS ARCHITECTURAL LLC
 1111 S. 10TH AVE.
 SUITE 100
 ASTORIA, OR 97103

CONTRACT:

SOUTHERN OREGON UNIVERSITY
 100 W. Main Ave.
 ASTORIA, OR 97103

Revisions	Date

Title: L 7
 Date: 10/20/2020
 Client: SOU
 Project: MACE
 Scale: 1/8" = 1'-0"

SCHEMATIC DESIGN

Drawing Title: MACE
 Drawing No.: L 7

ORDINANCE NO. 3267

**AN ORDINANCE AMENDING THE CITY OF ASHLAND
COMPREHENSIVE PLAN TO ADOPT AND INCORPORATE THE
SOUTHERN OREGON UNIVERSITY 2025 FACILITIES MASTER PLAN
AMENDMENT AS A SUPPORTING DOCUMENT TO THE CITY OF
ASHLAND COMPREHENSIVE PLAN.**

(SOU 2025 Facilities Master Plan Amendment: Planning Action #PA-L-2025-00016)

Annotated to show deletions and additions to the Ashland Municipal Code sections being modified. Deletions are **~~bold lined through~~**, and additions are **bold underlined**.

WHEREAS, Oregon’s Statewide Planning Goal 2 “Land Use Planning”, Chapter 197 of the Oregon Revised Statutes and Chapter 660, Division 30 of the Oregon Administrative Rules require that the planning activities of universities, as state agencies, be coordinated with local Comprehensive Plans and Land Use Ordinances; and

WHEREAS, the City of Ashland and Southern Oregon University recognize that coordinated master planning is mutually beneficial; and

WHEREAS, Southern Oregon University has prepared master plans for adoption by the City of Ashland since 1990 to guide the strategic development of the university within the broader context of the city and ensure that the University’s land use actions are consistent with local regulations and statewide land use planning goals; and

WHEREAS, Ashland Municipal Code (AMC) 18.5.9.020.B permits legislative amendments to meet changes in circumstances and conditions; the City Council finds it is necessary to adopt the Southern Oregon University 2025 Facilities Master Plan Amendment as a roadmap to guide the strategic development of the public university’s facilities and land use over the next decade, and to adopt new Zoning and Comprehensive Plan Maps and associated land use regulations to align with the Southern Oregon University 2025 Facilities Master Plan Amendment.

WHEREAS, Article 2, Section 1 of the Ashland City Charter provides: The City shall have all powers which the constitutions, statutes, and common law of the United States and of this State expressly or impliedly grant or allow municipalities; as fully as though this Charter specifically enumerated each of those powers, as well as all powers not inconsistent with the foregoing; and, in addition thereto, shall possess all powers hereinafter specifically granted. All the authority thereof shall have perpetual succession.

WHEREAS, the above referenced grant of power has been interpreted as affording all legislative powers home rule constitutional provisions reserved to Oregon Cities. City of Beaverton v. International Ass’n of Firefighters, Local 1660, Beaverton Shop 20 Or. App. 293; 531 P 2d no, 734 (1975); and

WHEREAS, the City of Ashland Planning Commission considered the amendment of the City of Ashland’s Comprehensive Plan to adopt and incorporate the Southern Oregon University 2025 Facilities Master Plan Amendment as a supporting document; to amend the Zoning Map and Comprehensive Plan Map; and to amend the Ashland Municipal Code and Land Use Ordinances to align with the Southern Oregon University 2025 Facilities Master Plan Amendment at a duly advertised public hearing on June 24, 2025, following deliberations, recommended approval of the amendments; and

WHEREAS, the City Council of the City of Ashland conducted a duly advertised public hearing on the above-referenced amendments on July 15, 2025; and

WHEREAS, the City Council of the City of Ashland, following the close of the public hearing and record, deliberated and conducted first and second readings approving adoption of this Ordinance in accordance with Article 10 of the Ashland City Charter; and

WHEREAS, the City Council of the City of Ashland has determined that in order to protect and benefit the health, safety and welfare of existing and future residents of the City, it is necessary to amend the Ashland Municipal Code and Land Use Ordinance in manner proposed, that an adequate factual base exists for the amendments, the amendments are consistent with the comprehensive plan, that the proposed zoning map and land use code amendments are consistent with City of Ashland approval criteria for land use ordinance and zoning map amendments as set forth in AMC 18.5.9.020.B and are consistent with the City of Ashland Comprehensive Plan, with other City policies, and with the Oregon Statewide Planning Goals and OAR 660-030-0070, and that such amendments are fully supported by the record of this proceeding.

THE PEOPLE OF THE CITY OF ASHLAND DO ORDAIN AS FOLLOWS:

SECTION 1. The above recitations are true and correct and are incorporated herein by this reference.

SECTION 2. The City of Ashland Comprehensive Plan, Chapter II, [INTRODUCTION AND DEFINITIONS 2.04.15] is hereby amended to read as follows:

SOUTHERN OREGON UNIVERSITY (2.04.15)
These areas are designated to provide for the unique needs of Southern Oregon University (SOU). It is applied to areas that are located within the mutually approved SOU boundary and under University ownership. It is implemented by the Land Use Ordinance, but the actual rezoning of the property cannot occur until it is actually owned or controlled by the University. The SOU 2025 Facilities Master Plan Amendment is incorporated into the City of Ashland Comprehensive Plan in the Comprehensive Plan Appendix.

SECTION 3. The City of Ashland Comprehensive Plan, Chapter II, [INTRODUCTION AND DEFINITIONS 2.04.15] is hereby supported with the adoption and incorporation into the Comprehensive Plan Appendix of the document entitled “*Southern Oregon University 2025*”

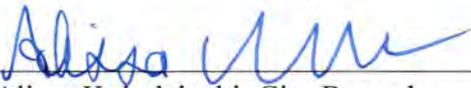
Facilities Master Plan Amendment" attached hereto as **Exhibit A**, as said plan is amended with conditions by the Planning Commission and City Council attached hereto as **Exhibit B**, said exhibits being attached hereto and incorporated herein by this reference.

SECTION 4. Severability. The sections, subsections, paragraphs and clauses of this ordinance are severable. The invalidity of one section, subsection, paragraph, or clause shall not affect the validity of the remaining sections, subsections, paragraphs and clauses.

SECTION 5. Codification. Provisions of this Ordinance shall be incorporated in the City Code and the word "ordinance" may be changed to "code", "article", "section", or another word, and the sections of this Ordinance may be renumbered, or re-lettered, provided however that any Whereas clauses and boilerplate provisions, and text descriptions of amendments (i.e., Section 2) need not be codified and the City Recorder is authorized to correct any cross-references and any typographical errors.

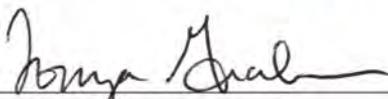
The foregoing ordinance was first reading by title only in accordance with Article X, Section 2(C) of the City Charter on the 7 day of October, 2025, and duly PASSED and ADOPTED this 4 day of November, 2025.

ATTEST:



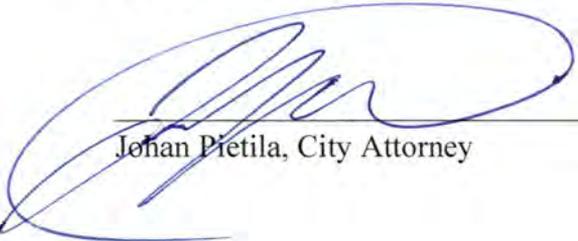
Alissa Kolodzinski, City Recorder

SIGNED and APPROVED this 7 day of November, 2025.



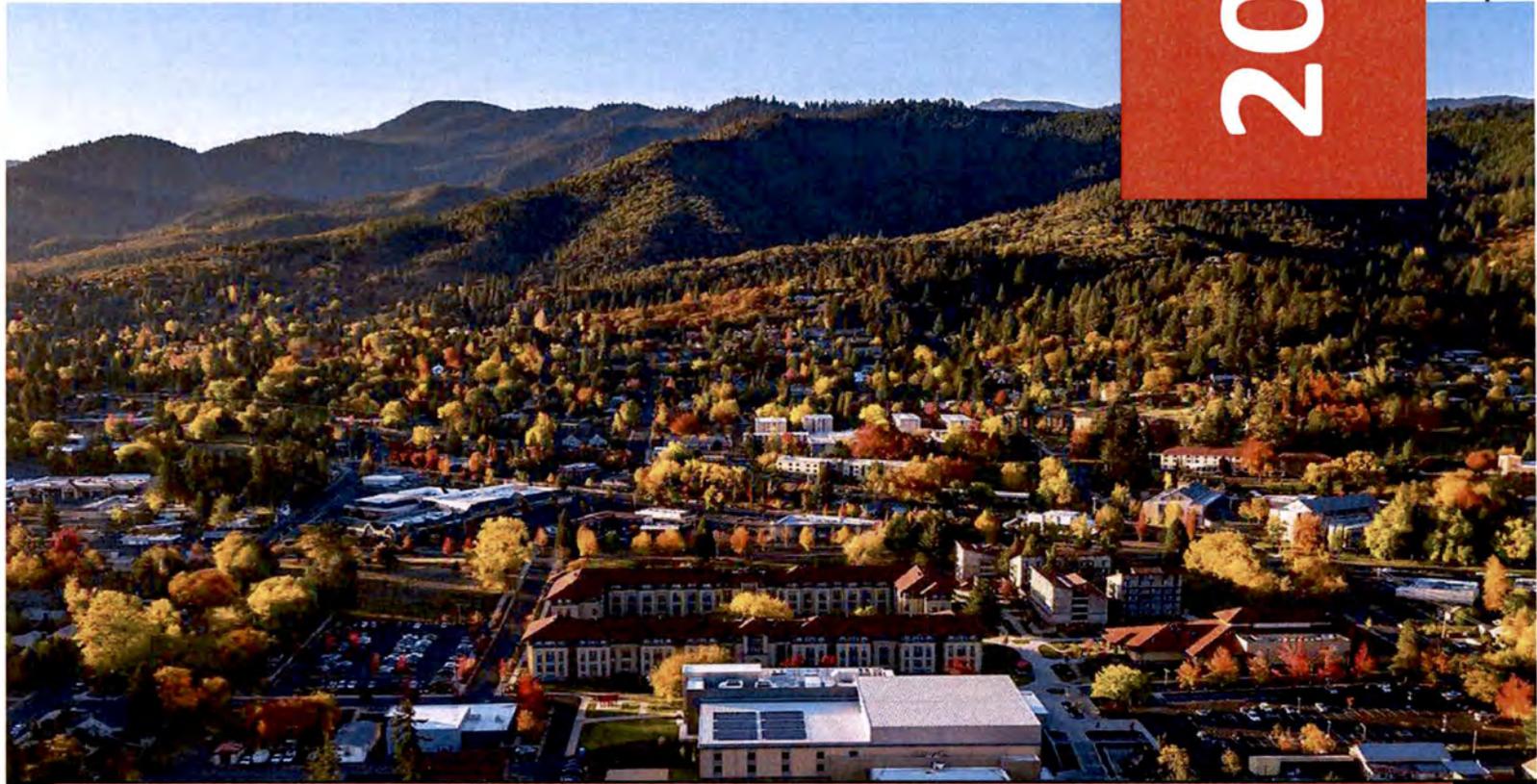
Tonya Graham, Mayor

Reviewed as to form:



Johan Pietila, City Attorney

2025



FACILITIES MASTER PLAN AMENDMENT

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SOU's Land Acknowledgment

We acknowledge that Southern Oregon University is located within the ancestral homelands of the **Shasta, Takelma, and Latgawa** peoples who lived here since time immemorial. These Tribes were displaced during rapid Euro-American colonization, the Gold Rush, and armed conflict between 1851 and 1856. In the 1850s, discovery of gold and settlement brought thousands of Euro-Americans to their lands, leading to warfare, epidemics, starvation, and villages being burned. In 1853 the first of several treaties were signed, confederating these Tribes and others together – who would then be referred to as the Rogue River Tribe. These treaties ceded most of their homelands to the United States, and in return they were guaranteed a permanent homeland reserved for them. At the end of the Rogue River Wars in 1856, these Tribes and many other Tribes from western Oregon were removed to the Siletz Reservation and the Grand Ronde Reservation. Today, the [Confederated Tribes of Grand Ronde Community of Oregon](#) and the [Confederated Tribes of Siletz Indians](#) are living descendants of the Takelma, Shasta, and Latgawa peoples of this area. We encourage YOU to learn about the land you reside on, and to join us in advocating for the inherent sovereignty of Indigenous people.



Chapter 1—Introduction

Substantial changes have occurred in higher education since the adoption of the Southern Oregon University Master Plan in 2010. In 2013, the Oregon University System and the Chancellor’s Office were eliminated by the Oregon Legislature and each university became self-governed with an independent board of trustees. The state also created a Higher Education Coordinating Commission. These changes substantially altered the funding model for higher education in Oregon as well as the model for capital construction for Oregon’s Technical and Regional Universities (TRUs).

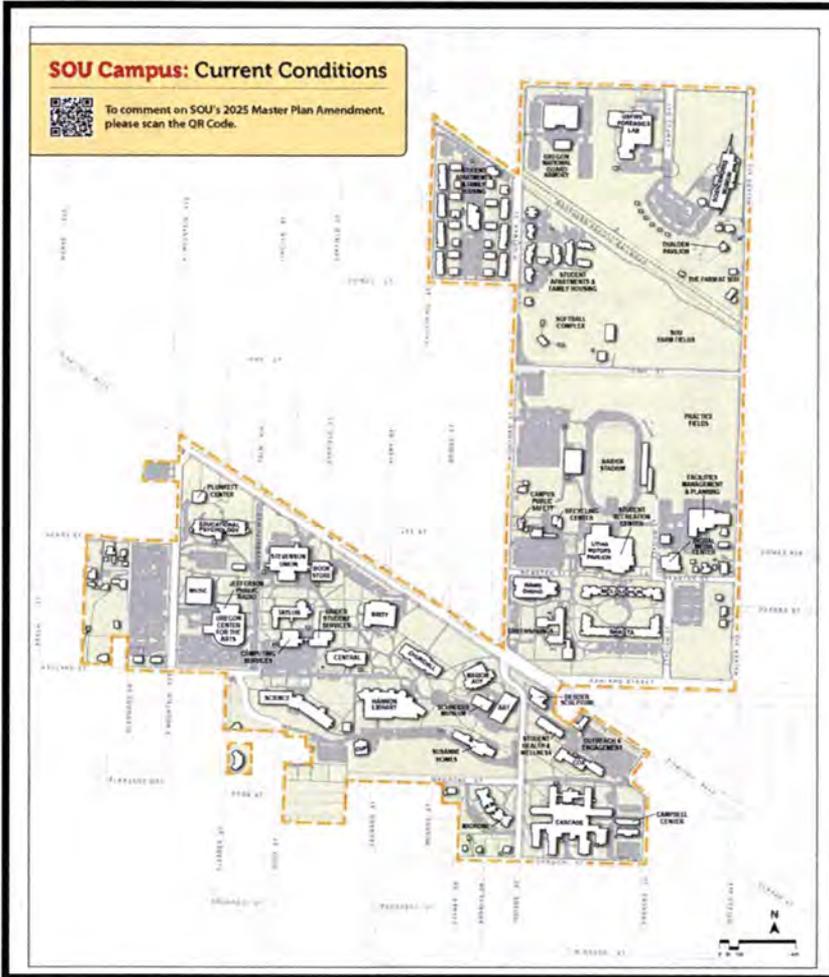
This 2025-35 Southern Oregon University Campus Facilities Master Plan (2025-35 Master Plan) is an update from the 2010-2020 SOU Master Plan and is prepared as a guide for campus facility development that is likely to occur during this cycle. This Facilities Master Plan seeks to embrace the current economic realities faced by SOU. With the State of Oregon’s support of public universities and the reality that student tuition cannot continue to climb, this plan also addresses SOU’s desire to create non-traditional revenue and cost containment methods for the long-term stability of SOU as well as put in place opportunities for SOU to build its reserve to face difficult times as we recently did during the pandemic.

SOU has intentionally not undergone extensive Visioning and Imagining exercises, as was done leading into the 2010-2020 Plan. This 2025-2035 Master Plan is designed to update changes from the 2010 plan that have occurred on campus as well as identify those projects which the University believes will occur in this cycle. Some Future Development areas are identified for desired projects which are, as yet, undefined and unfunded. The eventual design and use of these Future Development areas and potential projects, will likely require additional discussions and better development of the campus needs that each will address. It is anticipated that in the future, prior to the next iteration of a campus Facilities Master Plan, SOU will engage stakeholders and the community again, in a new strategic Visioning process. This 2025-35 Master Plan is broken down into sections that address the main facilities elements of the SOU campus, each with a map (See, Appendix A) identifying existing and future facilities:

- Capital Improvements generally;
- Academic Facilities;
- Housing Facilities;
- Athletic Facilities and
- Sustainability Infrastructure.

Understanding the 2025-35 Facilities Master Plan Maps

The maps are integral parts of this Master Plan. They both aide in the understanding of the future development of campus facilities and also help identify what is known about each project. To capture where we are going in the next decade, it is at times important to understand where we are today. Below is the map of the existing SOU campus:



Additionally, this Master Plan addresses some zoning and development code issues (See Appendix A, Map 6, Zoning if Transferred) which will help SOU and the City work together in the upcoming ten years.

This plan has been created by a Project Team tasked with identifying the facility needs that fit the goals and clear objectives of the University over this next ten-year period. This Facilities Master Plan supersedes the previous 2010-2020 Plan. In many ways, this 2025-35 Master Plan reflects where the University knows it is headed, while also anticipating the unknown demands on our campus, and provides the flexibility to respond to opportunities during this next ten-year period.

Who We Are

Southern Oregon University is a regionally-engaged learning community committed to being the educational provider of choice for learners throughout their lives.



WE INSPIRE curiosity and creativity, compel critical thinking, foster discovery, and cultivate bold ideas and actions.

WE ACHIEVE student success, professional preparation, and civic engagement through service excellence, evolving technologies, and innovative curriculum.

WE FOSTER access, equity, inclusion and diversity in thought and practice.

WE PREPARE our learners to be responsible, engaged citizens in our democracy.

WE PROMOTE economic vitality, sustainability, cultural enrichment, and social well-being in our region, the state, the nation, and the world.

Purpose of the Master Plan

The 2025 Master Plan serves several purposes. It is a guide to facility development, it anticipates student and faculty needs, and it creates certainty of process and understanding between SOU and the City of Ashland. This Master Plan supports the evolving academic and professional development needs of students by identifying facilities such as the Creative Industries Project and The Farm; it anticipates housing needs for the future such as the redevelopment of the Cascade future development area; and it fosters our culture and values by engaging tribal communities, celebrating and supporting our thriving Athletics programs, and embracing sustainability and renewable resources.

The Project Team conducted interviews with many stakeholders including Athletics staff; the SOU Native Nations Liaison; Sustainability Director; Facilities Management; University Housing staff; the Deans of Arts and Communication including Center for the Arts; Education, Leadership, Health, and Humanities; Social Sciences; Science and Business; Honors College; and the Dean of Undergraduate Studies and the University Library.

Outreach

The Project Team held two comment forums, both on-campus events, that were held on October 3, 2024 and October 10, 2024 to present the basic elements of this 2025-35 Master Plan. The goal of these sessions was to communicate the known projects for the next ten years, facilities challenges facing the University and the potential disposal of some University-owned property. During these forums participants could ask questions and concerns. SOU stakeholders and the surrounding community were invited by email and flyers. Based on stakeholder and community feedback, the Project Team included additional future development projects to the Master Plan and clarified the labeling and presentation of several items.

In addition to these forums, SOU created a website in order to make it easy for any interested party to submit comments to the Project Team. Examples of this successful outreach include the addition of more family housing for students on the map as well as refined places for public art.





The Project Team has also worked with Associated Students of Southern Oregon University (ASSOU) Leadership to discuss changes in the 2025-35 Master Plan.

Internal Comment Example

“The Hawk could improve the consistency and quality of offerings. The dorms could have maintenance promptly repair broken laundry machines. The dorm HVAC could be better explained to students and adjustments supported. The fire alarms could be monitored and false alarms fined to improve sleep quality for students.”

External Comment Example

“It would be helpful to have more than a map to look at and guess the intention. Could some text be added to the website to explain the maps? Is student population increasing? Decreasing? What majors are seeing greater/less interest? Providing some context around the uni’s patterns and goals would help us provide better feedback.”

City of Ashland Goals

Statewide planning Rules (OAR 660-30) direct State institutions such as SOU to coordinate with local jurisdictions on campus facilities. This recognizes the unique longevity, growth, and renovation needs for University facilities and the unique role of a university campus within any city. The City of Ashland has created a zoning designation for the SOU campus properties (Southern Oregon University District) that governs the use and development of this area. The specific provisions of that use and development, contained in this Master Plan, are intended to govern how the campus grows and functions. Once adopted by the City of Ashland, the provisions in [Chapter 7] of this Master Plan become the primary governing rules for SO -zoned property, including the future zoning of some property should it be transferred out of University System ownership.

In addition to the use and development provisions, the City works in partnership with SOU to create effective transportation systems, infrastructure and services. Together, both SOU and the City work together to benefit the surrounding businesses and community as a whole.

SOU’s direct academic programs involve over 5,000 individuals and create a large positive economic impact. Our graduates provide a workforce multiplier for the region and we offer many other campus outreach programs.

Contributing to Ashland and the Rogue Valley

Youth Programs/Summer Camps

SOU hosts and provides programming for more than 5,000 youth through our Youth Programs and Summer Camps, which include summer youth classes, the Black Youth Summer Institute, Konaway Nika Tillicum for Native American/Indigenous students, Summer ACADEMY, and Academia Latina.

Oregon Center for the Arts at SOU

The OCA at SOU educates students, artist-practitioners, and scholars in a learning environment that cultivates SOU's values of creativity, collaboration, discovery and diversity. Cumulatively, among music, theater, special events, concerts and others events, more than 16,000 members of the community stepped onto SOU for a cultural connection, including:

- 10,500 theater goers
- 1,300 musical concert series attendees
- 3,800 chamber music concert attendees

SOU Community Preschool

The Community Preschool at SOU provides a play-based environment for community members where experiential learning is encouraged. Its play-based curriculum bridges theory into practice and is guided by professional staff through careful observation and planning based on children's strength, interests and needs.

Employer for the Community

SOU employs nearly 750 faculty, classified and unclassified staff and administrators, making it one of the largest employers in Jackson County.

Hannon Library

The 122,830 square foot Hannon Library offers access to an ever-growing number of resources for instructional, research, and general information needs. The collections complement the educational programs of SOU and include materials in a variety of formats. Students and community members have access to 340,000 print volumes and 115,000 e-books, 296,000 government publications, and 1,689 periodical, serial, and newspaper subscriptions.

Jefferson Public Radio

JPR is a regional public radio broadcasting network serving over a million potential listeners in a 60,000 square-mile area in Southern Oregon and Northern California. JRP is owned by SOU and is headquartered on the Ashland Campus.

Schneider Museum of Art

The Schneider Museum of Art is a vital force in the intellectual life of Southern Oregon University that promotes an understanding of the visual arts within a liberal arts education. SMA serves both an academic and community audience and builds a challenging environment that engages with the visual arts through exhibitions and programs supporting interdisciplinary study, research and discourse. The museum is open year-round and The museum's permanent collection is primarily focused on works on paper from the twentieth century and beyond, and includes artists Mark Tobey, David Siqueiros, Jack McLarty, George Inness, and Alexander Calder. Other works in the collection: lithographs by William Hogarth, Pre-Columbian ceramics from Costa Rica, Native American baskets, and woven artifacts from New Guinea.

SOU Food Pantry

The SOU Food Pantry ensures that SOU students have food and other basic necessities to alleviate the effects of hunger and poverty, easing the burden on the greater Ashland community.

The Osher Lifelong Learning Institute (OLLI)

OLLI at SOU is a member-driven educational community of more than 1700 adults, primarily aged 50 and older who live in the Ashland area. OLLI brings its participants into connection with courses, activities, events and excursions each year during SOU's fall, winter and spring terms.

History

Southern Oregon University began as Ashland Academy in 1872, and went through several changes prior to being an official state normal school in 1887. The school was closed due to lack of funding in 1890-95 but reopened in 1899. In 1904, the school became a full state school but funding was again eliminated in 1909, leading to the facility being closed. Finally, in 1926 the school was reestablished in its current location.



The initial school facility was Churchill Hall, followed by Britt Hall in 1936 and Susanne Homes 1947 (original section). In 1939 three state normal schools were designated Colleges of Education by the state.

Naming Heritage

In 1956, the Southern Oregon College of Education became Southern Oregon College, and in 1975 the name changed to Southern Oregon State College. The current moniker of Southern Oregon University was adopted in 1997. Throughout that time, while the name had changed,

the mission of serving the educational needs of our students and helping make Ashland a vibrant community remained steadfast.

Bright Future

This 2025-35 Master Plan looks to a bright future honoring this legacy and charting a course to serve the students of a new era. Each section of this Master Plan addresses elements of campus and charts a path forward: Educational/Academic Facilities, Housing, Athletics, Sustainability, Future Development Areas, and Zoning and Development Standards.

A Master Plan is by its nature a forward-looking document but it is also an opportunity to reflect on the 2010-2020 Master Plan and identifies certain elements (completed, continuing, and discontinued), which will inform decisions for this next period of time. Each section of this Master Plan identifies some significant changes that have occurred in the past fifteen years such as upgrades to Churchill Hall and the Performing Arts / JPR Building, the creation of the Lithia Motors Pavilion and creation of Raider Village (Shasta Hall and McLoughlin Hall).

Changes Since 2010 Master Plan

Some projects identified in the 2010-2020 Master Plan have not been pursued and are now considered to be non-viable. These include the Arboretum, Faculty Housing facilities, and the stand-alone Jefferson Public Radio facility. Other priorities from that previous Master Plan have provided significant benefits to the SOU community, such as the pedestrian crossing upgrades along Siskiyou Blvd. and the SOU Solar Initiative. Solar power generation has continued through this past decade and is a significant part of SOU's ongoing success (see Sustainability, Chapter 5).



Some larger ideas discussed in the past, such as creating a special overlay zoning district with the City of Ashland, tentatively titled the "University District," or the construction of Faculty Housing, are no longer included. This idea of an overlay zoning district was discussed in the

Spotlight: Improved Safety

In 2012, as part of the North Campus Village ("NCV") residence halls project, SOU commissioned a traffic engineering study to analyze the vehicle and pedestrian traffic flow along and across Siskiyou Blvd and Ashland Street within the SOU campus boundaries. The consultants recommended installation of a new diagonal crosswalk at the major Siskiyou-Indiana-Wightman intersection as well as the installation of pedestrian-activated flashing crossing signals at other select locations along Siskiyou Blvd and Ashland St.

As part of the NCV construction project, SOU upgraded the traffic signals and installed the diagonal crosswalk at Siskiyou-Indiana-Wightman. As recommended by the traffic study, SOU also installed pedestrian-activated flashing crossing signals at Siskiyou Blvd & University Ave, Siskiyou Blvd & Garfield St, Siskiyou Blvd & Bridge St, Ashland St & Stadium St, and Siskiyou Blvd & Frances Lane.

Since the signalization and crosswalk improvements, pedestrian safety along Siskiyou has improved dramatically, with only 17 incidents down from 47 Motor Vehicle/Pedestrian incidents (as reported by Ashland Police Department) over this 12-year period.

2000 Master Plan and again is referenced in the 2010-2020 Master Plan. The potential benefits of providing for a pattern of development and redevelopment of property near or adjacent to the University is something that the University looks forward to discussing in the future, but is beyond the scope of a Facilities Master Plan.

By its nature, the creation of a University District zoning overlay will impact not only the University but our neighbors, so a larger process of engagement is critical and should be done through the leadership of the City. In 2018 the City did create the Transit Triangle District, which encompassed some of the area



bordering the University. Current discussions with the City indicated that this Transit Triangle District may evolve into a Climate Friendly Area, consistent with the state-wide Climate Friendly and Equitable Community Rules adopted by the State of Oregon. Faculty Housing was an approved element of the 2010-20 Master Plan but funding and design never occurred and has been removed. Related issues such as identifying the appropriate land use zone for property transferred by the University to a private party is addressed as part of the process of legislative adoption for this Master Plan by the City (“Zoning if Transferred” Map, Appendix A.)

Transportation System

Since the 2010-20 Master Plan the University has seen a significant reduction in enrollment, a significant increase in on-line or hybrid learning and a corresponding reduction in transportation impacts and needs. In recent years there has been a reduction in requested parking passes and no new parking facilities created. It is possible to get a discount for having a carpooling parking pass and the SOU community can get RVTD passes (free for faculty, staff, and discounted for students). RVTD reports increases in SOU pass usage. In light of current needs, no new or altered vehicle system elements (parking, roads or access points) are proposed to be changed.

Consistent with our goals of sustainability and multi-modal transportation, SOU continues to encourage bicycle use. There are 13 covered bike parking locations on campus providing 260 spots. Understanding that the primary use of bicycles by the SOU community and that the center of campus is encouraged to be ‘walkable’, these bike shelters are located primarily around the perimeter of the academic campus and at residence halls. The most recent residence halls (Shasta and McLoughlin) have included bike hangers in each room to provide this option to student bike owners. This is a recognition of security preferences and value of today’s bike. We will continue to review the needs of bike users and update our policies (currently evaluating how to address e-bikes in regard to safety and security) to reflect changing usage and equipment. This will also include working to add secure bike parking to the new Creative Industries project on the west side of campus that would be open to the public for visitors to that side of campus, including for theater or concert events.

Pedestrian connectivity and safety continue to be a focus for SOU (See Spotlight on Pedestrian Safety Crossing Siskiyou.) Facilities staff continue to work tirelessly to maintain the quality of pathways throughout campus as those are impacted by weather, landscaping and ordinary wear and tear. One significant project outlined in this Master Plan is within the Athletics core of campus - an improved pedestrian way from Raider Village to the new Softball Complex. This will connect the elements of the campus sporting facilities to the main residence and dining hub providing a comfortable and well signed spine through the north end of campus.

SOU prides itself in being a walk friendly and bike friendly campus and will continue to build on existing programs and initiatives through the length of this Master Plan.

Chapter 2—Academic Facilities

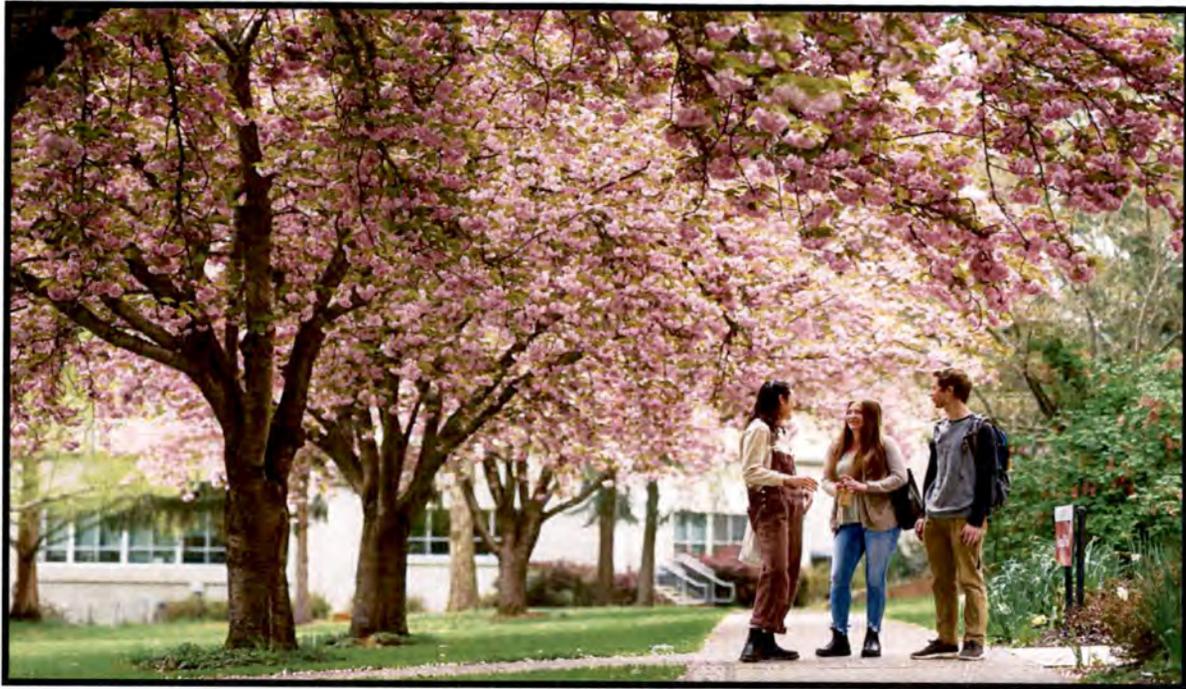
Where We Have Been

The 2010-20 Facilities Master Plan identified several SOU buildings in need of upgrades & re-investment. Churchill, Britt, Central, McNeal, Science, Theater Arts, and Cascade were identified on that list. SOU has been able to address all of these buildings since 2010 and has also made significant improvements to Taylor Hall. A Map of Academic Facilities and supporting buildings is attached as Appendix A and a full list of facilities and information about each is set forth in Appendix B.



Significant Changes to SOU Buildings Since 2010

Academic Buildings	Reno Dates	Work Scope	Notes
Churchill Hall	2011	Seismic upgrade and complete systems replacement (HVAC, plumbing, electrical), new fire & life safety systems, ADA upgrades, new windows, new interior finishes throughout	
Britt Hall	2019-24 (4 phases)	Seismic upgrade and complete systems replacement (HVAC, plumbing, electrical), new fire & life safety systems, ADA upgrades, new roof, new interior finishes throughout	
Central Hall	2022-current	Seismic upgrade and complete systems replacement (HVAC, plumbing, electrical), new fire & life safety systems, ADA upgrades, new interior finishes, new roof, exterior refurbish	Upper floor TI buildout scheduled for 2025
McNeal	2017-18	Building replaced by the new Lithia Motors Pavilion and Student Recreation Center	
Science Building	2015-16	Seismic upgrade and complete systems replacement (HVAC, plumbing, electrical), new fire & life safety systems, ADA upgrades, new windows, new roof, exterior waterproofing, all new interior finishes and equipment	
Theater Arts (Oregon Center for the Arts)	2017-18	Interior renovations to the existing building. Building additions to add new program spaces and faculty offices. New interior finishes	A new wing was added to the existing building for new JPR studios & offices.
Taylor Hall	2013 & 2022	Replacement of all windows, new exterior finishes, renovation of public restrooms, ADA upgrades, upgrades to lobbies & corridors, Anthropology dept. renovation	
North Campus Village (New Res Halls)	2011-12	Two all-new residence halls (Shasta & McLoughlin-700 beds) and a new Dining/Kitchen facility (Hawk Dining) were constructed on the north campus	Replacement of Cascade was envisioned in the 2010 MP
Cascade Complex	2024	Abatement & hazardous materials removal in progress. Complete demolition to be completed in 2025	Replacement of the Cascade complex was anticipated in the 2010 MP



Where We Are Going

This Master Plan anticipates significant work (beyond maintenance and repair) to several existing buildings in this 2025-35 cycle:

Academic Buildings	Anticipated dates	Work Scope	Notes
Music (Creative Industries)	2025-27	Complete renovation of the existing building and an approx. 10,000 sq. ft. addition for a new teaching theater, new ADA restrooms & support spaces	
Education-Psychology	2025-27	Exterior rehabilitation (new windows & doors, skylights, exterior waterproofing, interior renovations)	No change in building footprint anticipated
Digital Media Center (DMC)	2027-28	Interior renovations and an approx. 4,000 sq. ft. addition	
Susanne Homes	Future Dev TBD	Partial demolition of the west wing, complete renovation of original building.	
The Farm Administration Building	Future Dev TBD	Demolition of old the farmhouse (155 Walker Ave). Construction of a new multi-purpose building for food prep, education, and administration	

SPOTLIGHT: The Farm at SOU

Located at the far north end of the SOU campus, adjacent to the ScienceWorks Hands-on Museum, The Farm at SOU is a center for sustainability. The student-led organic farm produces healthy, sustainably harvested food for the SOU community. It is a hub for education, student and faculty research and community outreach to Ashland and the entire Rogue Valley. Our projects are inspiring a generation of ecologically-committed leaders who promote a vision of living and working sustainably in community and on the land. The Farm at SOU is and was conceived as a learning laboratory where students from all disciplines can dream big. Student research and projects on this site have already included work on K-12 curriculum to teach watershed restoration, research on solar technologies in agricultural landscapes, the role of visual art in environmental activism, and research on soil water retention. The Farm hosts Farm to School programs through a collaboration with Rogue Valley Farm to School.

As shown on the Academic Facilities Map in Appendix A, The Farm has significant investment and anticipated development.

Pending projects include the new farmhouse (2,200 sq. ft), classrooms, exhibition space, offices, restrooms, a pollinator garden, and a commercial kitchen.

These improvements have been designed and will be incorporated around the existing Thalden Pavilion. Together with the Ashland School District and ScienceWorks, SOU commissioned plans for the phases of improving The Farm which are incorporated into this Master Plan and attached as Appendix A.

The Farm currently employs up to 12 students at one time. The Farm is critical to two SOU degrees as well as a Certificate in Environmental Horticulture and Horticultural Business. In addition to restoration ecology, hydrology, soil science, and agroecology, the following courses are taught exclusively at The Farm:

- Sustainable Food Systems: The Land
- Sustainable Food Systems: The Harvest
- Sustainable Food Systems: The Planting
- Propagation, Integrated Pest Management
- Irrigation Management
- Greenhouse Management

Creative Industries

The Creative Industries represent a dynamic economic and occupational subsector that encompasses a broad spectrum of activities focused on culture, entertainment, arts, and information. This project will transform the existing Music Building into a state-of-the-art collaborative learning environment, equipping students with professional-grade facilities and tools to thrive in the Creative Industries economy.

The renovation will include a seismic upgrade, full replacement of mechanical, electrical, and plumbing systems, new life-safety systems (fire alarms and sprinklers), substantial ADA accessibility improvements, and energy efficiency enhancements. A key component of the project is a 10,000-square-foot expansion, featuring a new teaching studio and support facilities to enhance hands-on learning opportunities.

This upgraded facility will enable students to integrate creativity and innovation into their educational experiences and career pathways. SOU's Creative Industries curriculum emphasizes STEM competencies while prioritizing creative production and storytelling. Students will be

prepared for diverse careers across music, performing arts, film and video, digital media, design, software development, television, radio, video gaming, eSports, virtual and augmented reality, product design, fashion, architecture, advertising, strategic communication, publishing, journalism, and more.

The skills cultivated within this program are not only essential for success in creative fields but also applicable across numerous economic sectors, highlighting the versatility and adaptability of creative development and production. This project is a critical step in preparing students to lead and innovate in the fast-evolving Creative Industries landscape.

Education-Psychology Building Renovation

Education-Psychology Building is a 47,000 sq. ft. 3-story academic building that was constructed in 1973. The facility is home to the Education and Psychology departments and houses numerous classrooms, faculty offices and the community pre-school. The facility is substantially unchanged since it was constructed 52 years ago.

SOU will rehabilitate the Ed-Psych “exterior envelope” over the next 2-3 years. Work scope will include new roofing, replacing the existing skylights, replacing exterior doors and windows, re-sealing patio decks and stair landings, and re-pointing and re-sealing the exterior brick veneer.

The building footprint will remain unchanged. The building appearance will be substantially unchanged after this envelope rehabilitation project is completed

Digital Media Center

SOU’s current Digital Media Center (DMC) is a vital hub for Creative Industries development and media literacy education in Southern Oregon. The DMC boasts unparalleled production resources in the region, including a sound recording booth, an equipment check-out facility, and a 1,000-square-foot multi-cam studio equipped with an LED lighting grid and green screen. These facilities have established the DMC as a key partner for local news organizations, K-12 media educators, and Southern Oregon Public Broadcasting Service (SOPBS).

As part of the Creative Industries Project, many current DMC functions will be merged into the new facility. Once the Creative Industries space is online, the existing DMC building will be repurposed for other academic and athletic uses, maximizing the value of SOU’s infrastructure.



Susanne Homes Building

Susanne Homes, constructed in two phases (1947 and 1958), is another example of SOU's evolving campus needs. Originally designed as a dormitory to foster independent student living, its decades-old infrastructure—including obsolete and failing plumbing systems, steam heating, single-pane windows, community restrooms, and undersized electrical service—can no longer support student housing. Since 2018, the building has been partially occupied by the Honors College and SOU Service Center.

A high-level architectural review suggests that the 1958 addition should be demolished, while the original 1947 wing has potential for renovation into academic space. Although design and funding for a renovation have not yet begun, the deteriorating infrastructure necessitates future planning.

SOU's ability to fund academic structures largely relies on State bonding approved by the Oregon Legislature for maintenance, repairs, new construction, demolition, and substantial remodels. With significant deferred maintenance across campus, SOU has strategically allocated available funds to prioritize safe and effective learning environments. While the rising costs of renovation reflect the evolving nature of higher education and increasingly complex building operations, SOU remains committed to addressing these challenges.

Beyond maintenance, SOU has embraced innovation to meet the needs of modern students, offering flexible modalities such as online synchronous and asynchronous classes. These advancements require significant investment in physical spaces and technology to support delivery. Despite these shifts, SOU upholds the value of in-person instruction and human interaction, ensuring that the majority of courses continue to foster direct engagement in well-maintained and technologically advanced learning spaces.





Chapter 3—Athletics

Student-athletes play a substantial role in the fabric of SOU. With over 450 student-athletes, our athletic programs are key to SOU's recruitment and retention of students. Our student-athletes maintain higher-than-average grade point averages and tend to be some of our most involved students in both on- and off-campus activities.

SOU has a vision to provide student-athletes, alumni, donors, and fans with competitive facilities and outstanding game-day experiences.

A significant part of making this vision a reality was replacing McNeal Pavilion with the current Lithia Motors Pavilion and renovating Raider Stadium. These were key initiatives of the 2010 Master Plan which have been achieved.

Where We Have Been

The aging McNeal Pavilion was SOU's marquee athletics facility for nearly sixty years and was replaced with a state-of-the-art three-story building. The \$22 million secured by SOU in 2012, however, was based on renovating, not replacing, the pavilion. When architects and engineers determined that a full replacement was necessary for safety reasons, the state allocation was simply not enough to construct a new facility and house all necessary programs. SOU's national championship football program, among others, like track and field, was without a locker room in the current plan. The "finished" 100,000 square-foot Lithia Motors Pavilion was not large enough to accommodate all the needs of a growing athletic program for men and women competing in thirteen sports (now nineteen), as well as academic offices and classrooms. To mitigate space issues, SOU simultaneously renovated Raider Stadium. This ensured that SOU



could remain competitive in the recruitment of student-athletes and compliant with federally mandated Title IX requirements for gender equity.

The new Lithia Motors Pavilion is now providing both competition space and locker room space for men's and women's indoor sports (basketball, volleyball, and wrestling), men's and women's soccer, office space for athletic administration, as well as other academic programs. The building also continues to house the Bob Riehm Arena offering 1,400 seats for spectators attending SOU basketball, volleyball, and wrestling competitions. There are also four classrooms for students enrolled in the Outdoor Adventure Leadership Program and Health and Physical Education.

The Raider Stadium renovation project ensured that outdoor sports (in particular football and track and field/cross country) had coach offices, locker rooms for the men's and women's teams, meeting and conference areas, a training room, and a weightlifting area for all programs. Improvements have extended beyond the Stadium to Wightman Street, where three dilapidated tennis courts have been converted into sand volleyball courts used by our new Beach Volleyball team. The continued rehabilitation of this area may include upgrades to make the remaining space multi-functional for other similar sports such as Pickleball.





Where We Are Going

As shown on the Athletic Facilities Map, our facilities will continue to be centered around the Lithia Motors Pavilion. The vision for the SOU Athletics District includes a new pedestrian mall that flows seamlessly between Raider Village, the Lithia Motors Pavilion, and Raider Stadium and it will extend to connect to the Softball Complex. This proposed pedestrian walkway and plaza space will use pavers and other natural materials to unite the Athletics District and direct the SOU community to athletic events.

Proposed Improvements during this Master Plan include a Softball Complex (Spotlight below), a small expansion to the Lithia Motors Pavilion, a Practice Building, and upgraded facilities for concessions and food trucks.

This Master Plan anticipates the continued growth and success of our Athletics programs. We have identified areas that will serve this growth and where future development will take place.

SOU does anticipate the use of Future Development Areas shown on the Athletics Map, to be developed under the Design and Development Guidelines and will be in furtherance of our educational Mission. The full design, programming, and funding of such areas are as-yet undetermined. One example of a need that may be addressed with such future development is that our current roster of 110 wrestlers, between our men's and women's teams, would benefit from a potential new facility (labeled as Future Development), located between the Lithia Motors Pavilion and the Beach Volleyball courts. Similarly, we appreciate and embrace the passionate Raider fans who attend events at Raider Stadium and want to make this an amazing experience for attendees. This is why the development of a tailgating area has been identified for Future Development, but because there is no current design, timing, or funding for the project, it has been designated for Future Development.

SOU also anticipates needed upgrades for Raider Stadium. This facility was built in the 1980s and needs additional renovations. An assessment of every aspect—from bleachers to bathrooms to the press box—will be undertaken to move forward with making this facility the center of a quality game-time or graduation experience.

The Athletics District is an exciting hub of student life and community engagement with SOU. Investments in these facilities will continue to pay off, creating academic opportunities and top-notch venues for our student-athletes.



SPOTLIGHT: Softball Complex

Since the reintroduction of softball as an intercollegiate sport and the field conversion from baseball to softball, the SOU softball program has won several Conference Championships and three National Titles (2019, 2021 and 2023). The SOU softball program is one of the most popular sports with fans, SOU alumni, and community members.

Historically an underutilized baseball field, this portion of the Athletics District was revived in 2001 and the outfield and dirt infield were modified to softball field dimensions. The distance from the dugouts to the playing field remains at baseball field distances.

There is a seating capacity of 500 in the existing bleachers. The bleachers and press box have not been changed or upgraded since being installed or slightly improved in 2001 for the softball field conversion. The previous concession stand building has been converted to the team's locker room.

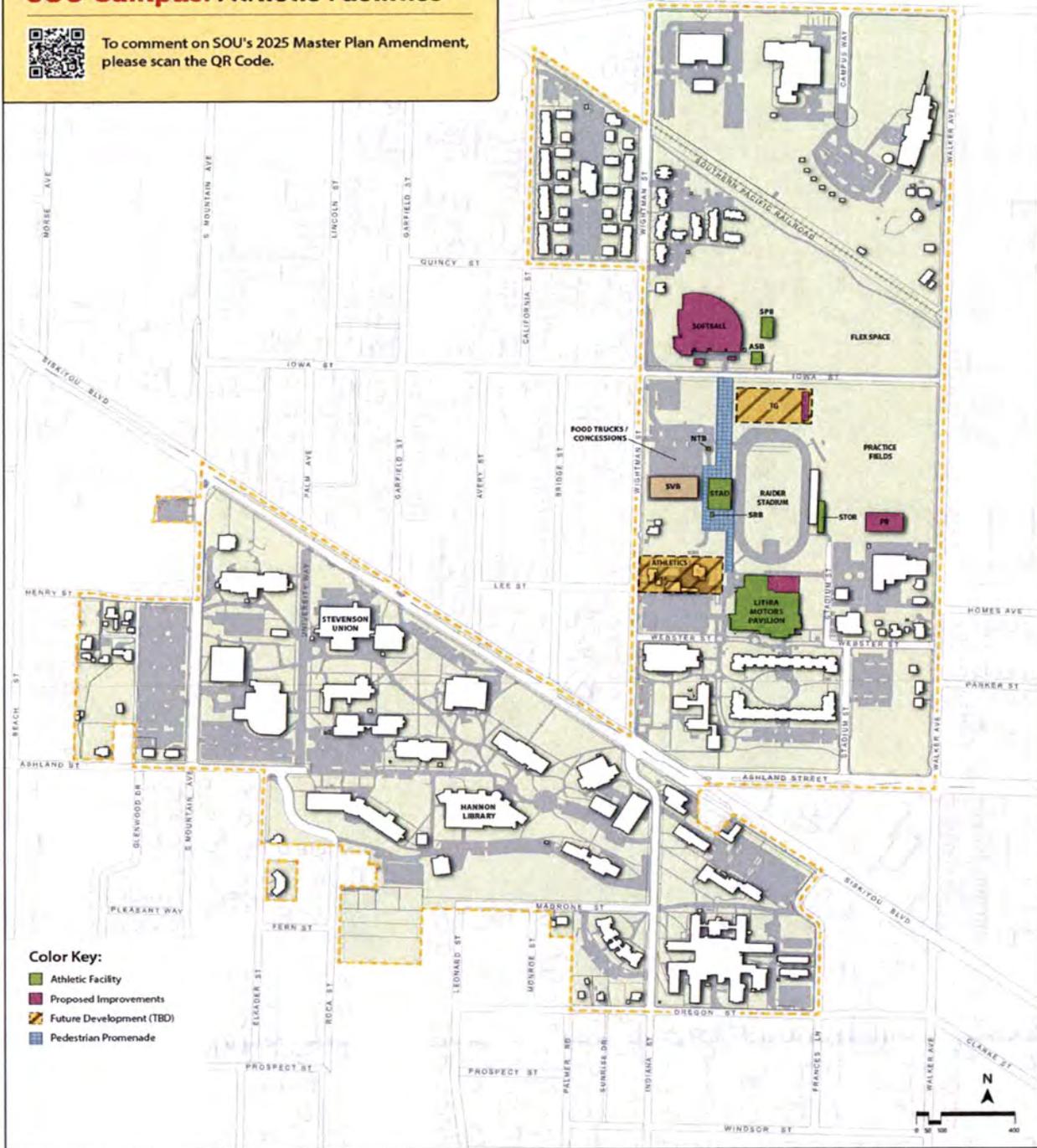
The City-approved plans for the new Softball Complex include new ADA facilities, increased seating capacity, a new entry plaza connecting the Softball Complex to Raider Village, new dugouts, concession facilities, a press box, and a renovated field to NCAA standards, including appropriate lighting and a scoreboard.



SOU Campus: Athletic Facilities



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Chapter 4—Housing

While SOU continues to modernize its curriculum and offer modalities like online learning, we strongly believe there is tremendous value to having in-person learning. We offer a variety of housing types and styles on campus including family housing. If SOU did not offer on-campus housing, there be further strain on local market rate housing which already has extremely low vacancy rates and, due to Ashland’s limited public transportation, may price some students out of having a collegiate in-person learning experience.

Our campus housing provides a socially rich and academically supported experience. Living on campus gives the advantage of being closer to classes and participating in SOU activities. Living on campus leads to making more friends, having better success in any course of study, and creating a tremendous sense of community.

In addition to creating a strong experience, living on campus reduces the impacts created by commuting to SOU and also helps to alleviate some of the demand on housing surrounding campus. As shown on Housing Facilities Map in Appendix A, we currently have 962 unrestricted beds available for housing in residence halls and 178 seasonally available beds in Greensprings. SOU also has 166 apartments at SAFH ranging from studios to four bedroom units, as shown on the Housing Map.

Where We Have Been

The on-campus residence hall experience has changed significantly over the years. The modern housing experience reflects more privacy, independence, and better amenities than units built decades ago. Aging facilities such as Cascade and Greensprings have come with a host of issues. Cascade was approved for demolition as part of the last Master Plan and will be completed in 2025. Greensprings continues to suffer infrastructure challenges as a result of its age and initial design. One of the most significant developments during the past fifteen years was the creation of Raider Village and construction of Shasta and McLoughlin Halls. These additions have been critical to providing housing that meets the current expectations and needs of our students.

McLoughlin Hall

SOU broke ground on Raider Village in April 2012 and officially opened in fall of 2013.

McLoughlin Hall is part of Raider Village and features a suite design with both single and double rooms available. It's

primarily a community for returning and transfer students but is open to all students. McLoughlin Hall is also home to the Multicultural Community on the second floor. The



purpose of this Multicultural Themed Housing Community is to provide a space for students of different cultures and backgrounds to live, study, and intentionally engage with and explore their unique histories.

Shasta Hall

Shasta Hall is part of Raider Village and features a semi-suite design with both single and double rooms available. This is primarily a first-year community, but open to all students. Shasta Hall is also home to The Garden



(LGBTQIA+) Community on the 2nd floor. The purpose of The Garden (LGBTQIA+) Themed Housing community is to provide a safe space for LGBTQIA+ students and allies to live, study, and engage together.

Greensprings

The Greensprings complex is currently used for seasonal housing because of the deferred maintenance challenges impacting these facilities. The failure of critical infrastructure in the 1960s structures has limited its current use. The physical limitations include a lack of air-conditioning, no ADA-compliant amenities, and outdated electrical and plumbing systems. The layout of units, ceiling height, and outdated resident common areas are also sub-optimal and not what current students desire. We believe that prior to 2035 we may no longer be able to house students at any time of year due to the failing facilities which include heating for the building.



We recognize that this facility is located at the heart of campus and could meet many future needs if funding became available. Various options are being explored, including keeping the existing concrete structures and creating new interior spaces and infrastructure. A critical first step will be understanding the seismic condition of the current buildings and suitability for renovation. With such substantial work pending and no current plans beyond the current use, the rehabilitation of Greensprings is included as part of this 2025-35 Master Plan.

Where We Are Going

Student Apartments and Family Housing

Student Apartments & Family Housing serves members of the SOU community who would benefit from this living situation. This is also an area that we heard addressed many times during our listening sessions with the community and SOU stakeholders. As a result of these conversations, a Future Development Area for expanding the Student Apartment and Family Housing has been added to the Housing Map. It is designated as Future Development because

SPOTLIGHT: Cascade Future Development Area

As part of the 2010-20 Master Plan, the Cascade Complex was identified as having significant limitations and in need of massive renovation if it were to continue to serve as a residence hall. The scope of deficiencies and cost of even minimal upgrades made it unsustainable to continue its historic use. SOU discontinued use of Cascade as a residence hall in 2012. The building was used as flex space to support numerous capital renovations to other buildings on campus.

Aspen, Baker, and Cedar also functioned as SOU Conference space until the heating hot water infrastructure failed in late 2023. As part of the approval process for Shasta and McLoughlin Halls, Cascade was identified for demolition, with those facilities as replacements. The assessments and process for demolition are underway and this area is identified for future development. Funding for demolition was allocated to SOU in 2022, through the American Rescue Plan Act (ARPA) and will be completed in 2025. With the completion of the demolition of the old Cascade facility comes the opportunity to create something innovative and special. The options for the future of this area are vast, and discussed under the Future Development section of this Master Plan.

there is no current design or funding for this project. But it has clearly been identified as a need, being the type of housing most in demand with an extensive waiting list for available units. These units provide a flexible and economical option for members of the SOU community and particularly older students and those with families.

University District Lot

We also expect that the University District Future Development project will include housing facilities. The development of this important gateway to the SOU campus is too undefined in scope, design, or funding to discuss in detail. At some time in the future, should this project advance, we expect

that there will be more opportunities to discuss the design and uses of this area. While being the most undefined of all potential projects identified in this Master Plan, we could see a housing component at this site should SOU grow to the extent that this project is likely.



Chapter 5—Future Development Areas

Generally

As shown on the Capital Improvements Map, there are areas that SOU anticipates will be developed for certain uses in the future. At this time, because there is no specific design nor funding, these projects are identified as “Future Development.” The University anticipates more discussion as the design of projects in these areas evolves, but it would be the intent of the University to develop projects within the approved Development and Design Guidelines contained in this 2025-35 Master Plan. These designated parts of campus are identified on both the Capital Improvements Map as well as the Maps for each type of use anticipated (Housing, Athletics, etc.)

Housing- Future Development

Faculty housing is no longer anticipated to be a project undertaken by the University. Land identified as potential faculty housing in the 2010-20 Master Plan is now targeted for rezoning and potential sale. While this is no longer a part of the Master Plan, the idea of housing for members of the SOU community, of all ages, continues to be an integral part of SOU’s mission.

Student Apartments and Family Housing (SAFH)

One of the key comments during the open forums on this Master Plan (from student leadership) was an identification that the most in-demand housing for students is Family Housing, which is available at the complex of apartment housing located at the north-west extension of SOU. It is an excellent resource for a member of the SOU community, making higher education possible while having a working spouse and children. Identified on the Housing Map as SAFH – Student Apartments and Family Housing – this area imagines an expansion of the existing SAFH development. The University has identified this as an area that could meet this need and would be compatible with the adjacent new Softball Complex.

Cascade Housing Complex

Surrounding the Campbell Center (where the Osher Lifelong Learning Institute (OLLI) program is housed), the Cascade project is one of the most exciting projects on the horizon at SOU. It is identified as a Future Development because the design and funding models are just now beginning to be developed. The Cascade building was identified in the 2010-20 Master Plan as



an aging facility, where demolition was a likely outcome for this resource and it is currently in the process of being demolished. The removal of this old facility will make way for a new housing facility and creates an opportunity for a new campus dynamic.

Retirement today looks very different than it did just decades ago. As people transition

from full-time careers, today's active and engaged retirees are looking for dynamic places to live, learn, and play. Across the nation, communities and campuses are embracing a cohort of older people who want to be part of a college environment. A new facility on the Cascade site could provide a living environment where everyone is involved in not just OLLI courses, but other campus academic courses, concerts, art installations, and athletic events. The educational opportunities for a new residence are limitless. Similar in many ways to the newest student housing (McLoughlin and Shasta residence halls), SOU envisions that this project would be a public/private partnership. It has the potential to generate revenue and welcome a whole new demographic of SOU students and community members. It is easy to imagine a facility that is not just for living but incorporates educational spaces where students are engaged with and learning from older students and residents. Residents are anticipated to be part of the SOU community, just as students living in Shasta Hall or student and their families living in SAFH apartments are today.



The University expects that development partners would work within the Design and Development Guidelines within this Master Plan and with the City of Ashland. Determining the viability, programming, and design for this facility is a top priority for the University.

Academic Facilities- Future Development

Native Nations Gathering Space, Native Gardens, Learning Garden

Southern Oregon University, in this 2025-2035 Master Plan, identifies several spaces on campus to honor and respect the history and land stewardship of the Indigenous people who lived here since time immemorial.

We know that our community benefits from the sharing and fostering of the deep cultural traditions and teachings made available to us by Indigenous communities. As a University, we actively look for ways to continuously develop this connection and recognition. The 2025-35 Master Plan is just one way in which we illustrate this commitment. In partnership with Native students, Native community members and our Native Nations Liaison, the University has identified three Future Development Areas to intentionally create space: The Learning Garden, the Native Garden, and the Native Nations Gathering Space.

The Learning Garden is proposed to be located in the heart of the Educational and Academic core of campus while the Native Garden is proposed to be located near The Farm at SOU. Both of these projects will foster Indigenous Traditional Ecological Knowledge (ITEK), implementing and promoting biodiversity, soil health, and ecosystem resiliency. Each area will feature hands-on learning and engagement through workshops, demonstrations, and cultural events.

The Native Nations Gathering Space is designated for a location within the North Campus Zone, which contains most of the residential and recreational elements of campus. While there are no current plans for specific development within this envelope, this space is envisioned to enhance the partnership and collaboration between the SOU community and the local Indigenous communities.



Athletics- Future Development

Field House

Between the Lithia Motors Pavilion and Raider Stadium, Athletics has identified an area for a future facility. The popularity of certain programs with student athletes justifies considering where growth for indoor programming might occur. There is currently no design nor funding for this project.



Tailgate area

Fantastic game day experiences are an important way for Ashland and all Raider fans to come to campus and be part of SOU. Located between Raider Stadium and the new Softball Complex, this area is identified for creating a place for game day experiences. Temporary food carts and concessions are existing uses and are will be connected by a new pedestrian mall, but this specific area is reserved for a more dynamic experiential area expanding and enhancing these offerings.

Mixed Use / Other – Future Development

University District Property

After the potential new Cascade project, the University District Property is the most dynamic and far-reaching. This property is truly a blank slate on the edge of campus. Located at the corner of Walker Avenue and Ashland Street, this area, when developed, will become a significant gateway and signature feature of the SOU community. It is easy to imagine a project here embracing campus needs for housing, support services, academic space, or other retail opportunities that would transition from adjacent commercial uses to campus residence halls. With the widest range of potential, SOU believes it should have the widest range of development options and standards. The City has indicated that new zoning standards related to responsible infill and density may be appropriate here – if Ashland is to preserve its current boundaries, creative infill will be required, which the City has chosen to pursue in many elements of its Development Code. As such, the Design and Development standards in this Master Plan have specific provisions addressing flexibility in the development of this University District property.

SOU Campus: Capital Improvements



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Chapter 6—Sustainability

SOU has an extensive history of environmental initiatives and sustainability practices. Climate and Sustainability have only become more important to our communities and to our world over the past fifteen years since the last Master Plan was approved. As part of the 2010 Master Plan, SOU outlined certain goals relating to achieving carbon net zero, developing a strong economy, ensuring sustainable use of natural resources, and preserving those resources. As discussed in that 2010 Master Plan, SOU adopted its own Climate Action Plan and related goals. See <https://sustainability.sou.edu/climate-action/>. SOU is a GOLD-rated university under the Sustainability Tracking Assessment & Rating System (STARS), a program run by the Association for the Advancement of Sustainability in Higher Education.

In 2019 Southern Oregon University received the national “Excellence and Innovation Award” from the American Association of State Colleges and Universities for developing “a

comprehensive and impactful sustainability program by collaborating across operations, academics, and engagement.” This outstanding partnership continues as Southern Oregon University uses our land, buildings, and infrastructure as a living laboratory for hands-on learning in multiple disciplines including: hydrology, land use planning, restoration, sustainability management, climate and energy, project management, and art installation. Campus projects are intimately connected to the curriculum. Our students leave SOU knowing they can make a difference in the world, because they already have made a difference using the SOU campus as their lab.



In addition to the positive environmental impacts, SOU is also hoping our sustainability measures and goals will help to mitigate future costs. Our solar generation and energy efficiency goals, for example, will allow us to stabilize future costs and mitigate our need to raise fees to meet the continuously rising energy costs.

Where We Have Been

Transportation

SOU currently has 16 vehicle charging ports (8 double stations) on campus. These charging stations are located both at residential buildings and adjacent to workplace buildings. There are plans to continue to expand the number of electric vehicle charging ports on campus.

Recycling Program and Center

A recycling program with an on-campus recycling center for glass, plastics, paper, cardboard, and cans was founded by students in 2011 as part of a capstone project focused on diverting waste from landfill. This is supported by indoor and outdoor central collection points. Minimizing waste production and supporting reuse is our priority. Having a recycling center on campus helps ensure that the highest quality materials for recycling leave the campus. We also recycle a number of other materials and products including ink toner and cartridges, batteries, lamps, lightbulbs, electronic appliances and equipment, books, plants, oil, furniture, wood, scrap metal, marker pens, regular pens, and spray cans.



Energy Efficiency

SOU's proactive approach includes upgrading to energy-efficient lighting, boilers, and HVAC systems and installing new meters to better track energy consumption.

SOU upgraded the mechanical equipment at the Central Plant Building on campus in 2019. Boilers 1 and 2 were replaced with high-efficiency Hurst boilers with high-efficiency Riello Burners. Boilers 3 and 4 had the burners replaced with the same high-efficiency Riello Burners. A new Riello control system was installed to operate the boilers more efficiently. A new water softener system was installed to help reduce chemical usage. The existing 800-ton and 500-ton centrifugal chillers were replaced with two 800-ton, higher-efficiency centrifugal chillers. The roof-mounted, three-cell cooling tower was replaced with a larger-capacity, high-efficiency, two-cell cooling tower. One of the two existing condenser water pumps was replaced with a larger-capacity pump.

The operation of the HVAC system for each campus building on the University's direct digital control (DDC) system is scheduled based on the building occupancy information. When a building is not occupied, the temperature controls go into "unoccupied" status, with a lower setback temperature during the heating season and a higher setback temperature during the cooling season. HVAC systems are also upgraded during renovation projects across campus.

LED lighting became the SOU campus standard in 2016 and all new construction and renovation projects since 2016 have incorporated LED lighting. Projects with lighting retrofits throughout the building include the Theatre Building, The Lithia Motors/SRC, Britt Hall, and the Recycling Center. Other renovation projects with partial LED retrofits include the Music Building, Taylor Hall, the Science Building, the Osher Lifelong Learning Institute, and Raider Stadium. SOU has been gradually replacing exterior campus lighting with LED fixtures and more than half of the campus has been retrofitted with LED since 2016.

Solar

For a small public university, solar is a strong story for SOU. Ideally located in the Rogue Valley, the focus on solar energy dates back to 2000. The analysis of potential solar energy production was a significant goal of the 2010-20 Master Plan.

SOU currently has ten solar arrays on campus, totaling 696 kW of solar capacity, plus an array at the Higher Education Center in Medford and a pole-mounted array installed last year by a



nonprofit on land leased from SOU. SOU's first solar array was installed on its Library in 2000. This 6kw solar array has 24 solar panels. In January 2019, SOU expanded and added an additional 55.65 kW of solar to the site, increasing the system's capacity to 62.37 kW.

In 2013, students allocated \$85,000 from the student Green Fund to install a 32 kW solar array on the Stevenson Union.

In 2014, McLoughlin Hall and Shasta Hall both had solar panels added to their roof spaces.

McLoughlin Hall has a 73.7kW solar photovoltaic (PV) system and solar thermal panels. Shasta Hall incorporates an 82.5 kW.

In October 2018, the Student Recreation Center/Lithia Motors Pavilion added a 63 kW solar PV system to its facilities. The solar array contributes to the SRC/Lithia Motors Pavilion's LEED Gold Certification as one of its many green building features.

Designed with solar energy in mind, SOU's Recreation Storage Building boasts a south-facing roof with an optimal tilt to maximize the region's solar resource. The building showcases a 24.14 kW system. This was SOU's first net zero building, generating more electricity than it uses. Two more solar arrays came online in 2021, The Farm Storage with a 15,48 kW array and the Stadium Storage building with a 49.68kW array. Both net zero buildings mark a total of 3 net zero buildings on campus. In June 2024, SOU installed a 241 kW solar array in addition to the existing one on Lithia' Motors Pavilion, making it the largest solar array in the City of Ashland.

Clean renewable energy is supported by numerous programs such as Oregon's Clean Energy Targets greenhouse gas emission reduction targets as well as City of Ashland Climate and Energy Action Plan. Solar Arrays are an ideal form of clean energy in the Rogue Valley with the abundance of sunlight and SOU has taken the initiative of working to become the first publicly funded university to generate on campus 100% of its electrical usage. Solar Array locations are identified on the Photovoltaic Array Map (see Appendix A) and design standards are included in the Zoning and Design Guidelines chapter of this Master Plan.

Stormwater, Fire Resiliency, and Biodiversity

SOU has a long history of pursuing and achieving distinction relating to our efforts in managing landscaping and biodiversity. We continue to earn recognition as a Tree Campus USA—an honor we've held since 2014—and SOU was the first Bee Campus USA in 2014.



Our landscape planning relies heavily on ecological design practices, incorporating regionally-adapted, native, and drought-tolerant plant species. Our ongoing lawn conversion projects aim to increase plant biodiversity, continue to attract a greater number of bird and pollinator species as well as transition to a more drought-tolerant campus in recognition of the changing climate.

In 2019, a student project, funded by the Student Green Fund, led to the creation of a self-sustaining bioswale in parking lot 36, effectively managing stormwater and significantly reducing contaminants in

local waterways. Additionally, it serves as a practical model for eco-friendly water management, enhancing the campus's landscape and providing educational opportunities in environmental

science. There is also a stormwater drainage project at parking lot 4. Together these projects show our ability to innovate, educate and be environmentally conscious all at the same time.

Our projects capture stormwater and incorporate drought-tolerant, native plant species. Our irrigation development projects serve the long-term goal of reducing our irrigation water use through data-driven and sensor-based technologies. Low-volume/high-efficiency sprinklers, weather-based control systems, and lawn-replacement projects all contribute to operate with the least possible impact to our local watershed.



Where we are going

Sustainability is more than just a design feature or construction element at SOU; it is part of the culture. We continue to set goals that illustrate this commitment and pave the way for our future, both environmentally and as a cost-containment measure. Some of these key goals are set forth below.

Transportation system goals

- Achieve a 100% electric campus fleet
- Expand the number of electric vehicle charging stations on campus
- Improve commuter transport-related greenhouse gas

Recycling Program and Center goals

- Enhance waste reduction and recycling on campus to minimize landfill waste
- Foster awareness and participation in waste reduction and SOU's recycling programs

Energy Efficiency Goals

- Achieve 100% daytime electricity use through renewable electricity generation on campus by 2035
- Improve energy efficiency by 25% within 10 years (base year 2022)
- Reduce Scope 1 and Scope 2 emissions by 50% by 2033 (base year 2022)

Solar Energy Goals

SOU has the goal to generate 100% of its daytime electricity use on campus by solar and be the first public university to do so. It is aiming to have this in place by 2035. See Appendix A for the location of existing and proposed arrays. The future development as outlined in this Master Plan will not only address energy efficiency but will create shading of parking areas and improve water conservation.

Stormwater, Fire Resiliency, and Biodiversity Goals



- SOU's landscape and biodiversity is managed in a way that helps prepare for the changing climate, including transitioning to more drought-tolerant areas as well as ensuring fire resilience.
- To continue to enhance pollinator areas and maintain our certification for Bee Campus USA
- To explore rainwater capture and use, specifically as part of any new solar canopy system.
- To continue to care for the trees on campus and maintain certification for Tree Campus USA.
- SOU will continue to pursue its Climate Action Plan published 2010 and updated in

2021/2022 <https://sustainability.sou.edu/climate-action/>. The City of Ashland's Climate and Energy Action Plan, published in 2017, includes an assessment of Ashland's changing climate. We anticipate that during this 2025-2035 Master Plan, efforts towards climate change resiliency will only intensify.

Sustainability lies at the heart of our vision for the future of this campus, driving environmental stewardship, social responsibility, and economic resilience. By integrating innovative green infrastructure, fostering inclusive and equitable community engagement, and optimizing resource efficiency, we aim to create a campus that not only reduces its ecological footprint but also enriches the lives of its students, faculty, staff and surrounding community. Southern



Oregon University (SOU) has long embraced sustainability as a core principle, weaving it into every aspect of campus operations, academics, and community engagement. The achievements outlined in this Master Plan reflect SOU's commitment to environmental stewardship, innovation, and leadership in addressing the challenges of our changing climate. From energy efficiency and solar power expansion to sustainable landscaping, waste reduction, and the transformative learning experiences provided by The Farm, SOU has established itself as a pioneer in sustainable higher education.

Through strategic investments in sustainable practices, we are preparing for a future that balances growth with environmental integrity, enhances social well-being, and promotes long-term financial stability. This master plan commits to leading by example, cultivating a culture of sustainability that extends beyond our campus borders and inspires change at local, national, and global levels.



Looking forward, this Master Plan builds on that legacy with ambitious yet attainable goals to enhance energy efficiency, achieve carbon net zero, expand renewable energy use, and foster a campus culture centered on resilience, ecological responsibility, and social equity. At the heart of these efforts is a commitment to social justice—ensuring that sustainability initiatives empower all members of our campus and surrounding community, reduce environmental disparities, and promote inclusivity. By aligning our actions with the principles of equity, SOU aims to create solutions that serve the most vulnerable populations, address systemic inequities, and amplify the voices of historically marginalized groups.

Whether through curriculum that equips students to tackle social and environmental challenges, partnerships with local organizations, or a focus on community resilience, SOU prioritizes a holistic approach to sustainability. These efforts underscore our belief that environmental justice and social justice are inextricably linked, and that a truly sustainable future is one where all people thrive.

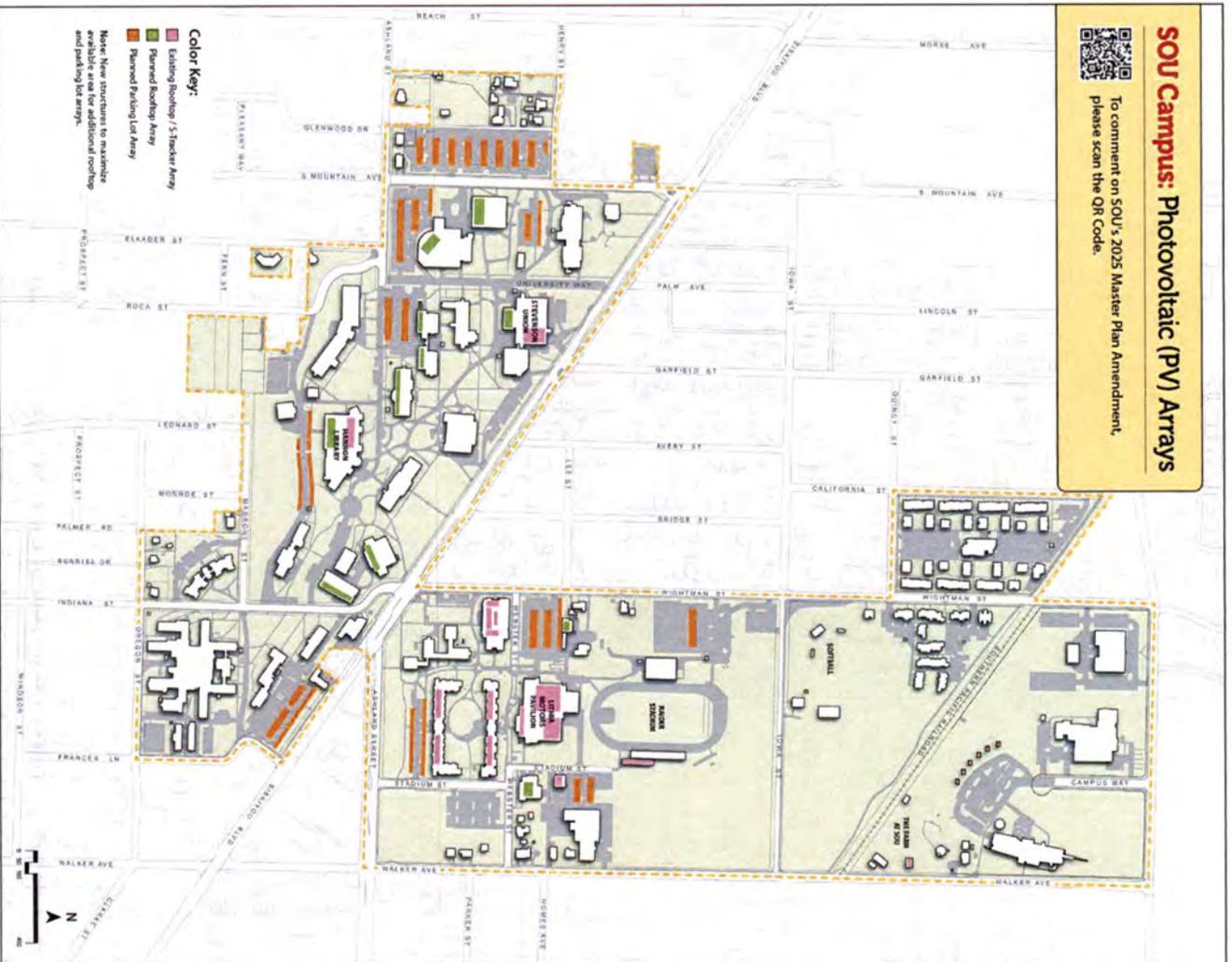
Together, we can ensure that this campus thrives as a model for sustainable development—a place where innovation, creativity and education fuel a more equitable and resilient world. This Master Plan embodies SOU's enduring commitment to shaping a more sustainable, equitable, and just world.



SOU Campus: Photovoltaic (PV) Arrays



To comment on SOU's 2025 Master Plan Amendment, please scan the QR Code.





Chapter 7—Zoning and Design Guidelines

The design guidelines for development under this Facilities Master Plan update are intended to serve several goals:

- Provide for buildings at a density appropriate both to a significant university and to the scale of the Ashland community;
- Ensure that the scale and articulation of buildings enhance the ‘sense of place’ of the campus and support walking within the campus environment;
- Provide direction and certainty to the future development within the SO Zone;
- Express the permanence and long-term role of the University in the community.

Application of Master Plan Development Standards

The design guidelines in this Master Plan apply within the SO zone and have been adopted by Ordinance. These guidelines apply to projects and uses related to the educational function of the University and those accessory uses such as Athletic facilities, Housing facilities, Offices, Classrooms and a variety of other facilities described and anticipated in this Master Plan. Development of the SOU campus shall comply with the provisions of the Southern Oregon University District Overlay in the Ashland Municipal Code (AMC) 18.3.6.

Zoning

Property owned by the University is currently zoned SO and the uses and development of this property are addressed in AMC 18.3.6. In the past, property that is transferred from University ownership into private ownership has been required to go through the often challenging process of legislatively amending the zoning designation for that specific lot and the related land use maps of the City. SO zoning uses and standards, as addressed in City Code and in this Master Plan, are not appropriate once property is transferred to private ownership. To address this future contingency, SOU is seeking to rezone certain property as part of this Master Plan. These lots will obtain a new residential zone designation but still be subject to the SO District overlay and standards until such a time as the property is no longer owned by the University.

The University has identified properties that are under-utilized (listed on the Zoning if Transferred Map), which could conceivably be transferred in the next ten years. Adoption of this 2025-35 Master Plan by the City is a Type IV, legislative approval process, so it is the process necessary to address the potential zoning of property that may be transferred to private parties. Rezoning these lots will provide certainty of future zoning and allow the City



the opportunity to evaluate appropriate zoning of all parcels at one time, rather than lot by lot. This process is also an opportunity to address one lot which is currently zoned SO but has already been transferred from the University to a private party on Roca Street (668n Roca St.) and who are joining in the application for review of this Master Plan solely for the purposes of the proposed change in zoning from SO to R 1.75, consistent with other similarly situated lots adjacent to it.

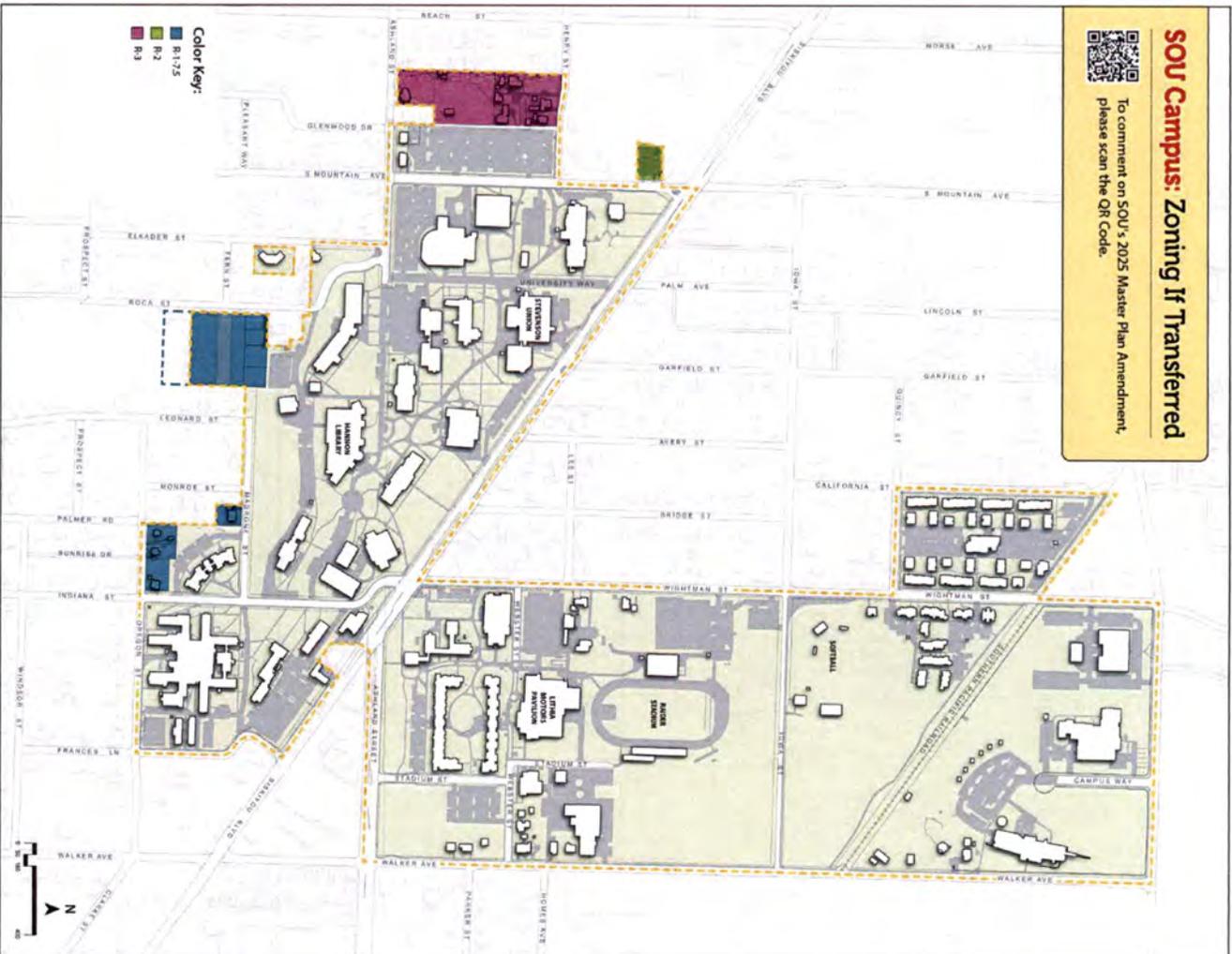
The zoning of properties identified on the Zoning If Transferred Map will, upon completion of a transfer of any designated lot from the University / State of Oregon to a private party, will no longer be subject to the SO District overlay. (which by its terms applies only to University owned property.)



SOU Campus: Zoning If Transferred



To comment on SOU's 2025 Master Plan Amendment, please scan the QR Code.



ZONING IF TRANSFERRED: R-1-7.5

LOCATION	MAP	TAX LOT
Boad SC	39 IE 158B	15200
-	-	15201
-	-	15202
-	-	15203
-	-	16000
-	-	60000
Zoning: R-1,2,5		
Ferry Street CW		
Madison St.	39 IE 158B	92200
Oregon St.	39 IE 158A	12200
-	-	12201
-	-	17900
-	-	17901

ZONE CHANGE PENDING: R-1-7.5

LOCATION	MAP	TAX LOT
608 Boad SC	39 IE 158B	6000

ZONING IF TRANSFERRED: R-2

LOCATION	MAP	TAX LOT
Parking Lot 3A	39 IE 090D	400
-	-	500

ZONING IF TRANSFERRED: R-3

LOCATION	MAP	TAX LOT
Henry St.	39 IE 090D	5300
-	-	5300
-	-	5600
-	-	5700
-	-	5800
-	-	5901
-	-	6000
-	-	6100
-	-	6198
-	-	6199
-	-	6200





Site Design Review

Projects as outlined in this 2025-35 Master Plan are anticipated to follow the standards of this Chapter. The City of Ashland has various levels of land use site plan review. For projects expressed in this Master Plan, within the areas identified on the applicable Maps, and within the design parameters of this Chapter and Master Plan, the following review process levels apply:

For projects 15,000 SF or less - Type I review

For projects greater than 15,000 - Type II review

Project Design Standards

Development density within a university campus is a complex issue, with advantages and disadvantages at both ends of the spectrum.

All new construction and major renovations by the University will strive to meet a minimum of Silver LEED standards. For projects serving the University built and operated by private partner, the University will encourage the builder to meet the LEED Silver standards.

Several factors specific to SOU support campus development at medium densities:

- SOU is relatively land-locked, and both the cost of land and the fact that the campus is surrounded by established neighborhoods limit the potential for expansion of the campus. Any future growth of campus will likely need to be accommodated within this limited land area.
- The nature of academic programs warrants durable construction at a scale that is cost effective and supports individual academic programs under one roof.
- Creating a cohesive campus community that is dense enough to support short walking distances – and ultimately improved transit – requires a density higher than low residential densities.

However, the University also recognizes that the land is located within a community with existing neighborhoods and that its developments ought to be of a compatible scale with those neighboring uses. This is recognized by the SO Zoning provisions calling for Type II or CUP approval processes for projects with potentially significant impacts to surrounding properties.

Building Massing and Orientation

Thoughtful orientation of buildings supports several important development goals. Orientation of entries to the pedestrian circulation system increases the walkable nature of the campus. A generally east-west orientation can help support energy efficiency in building design. And the treatment of building scale – how it is articulated and expressed – can help larger institutional

buildings be compatible with nearby residential uses. To accomplish the goals described above, the following guidelines apply to new campus construction and major renovations under this Master Plan.

Maximum Building Height

New construction will be limited to four story construction, except as specifically noted in this 2025-35 Master Plan document. Specific height in feet will be dependent on specific construction types.

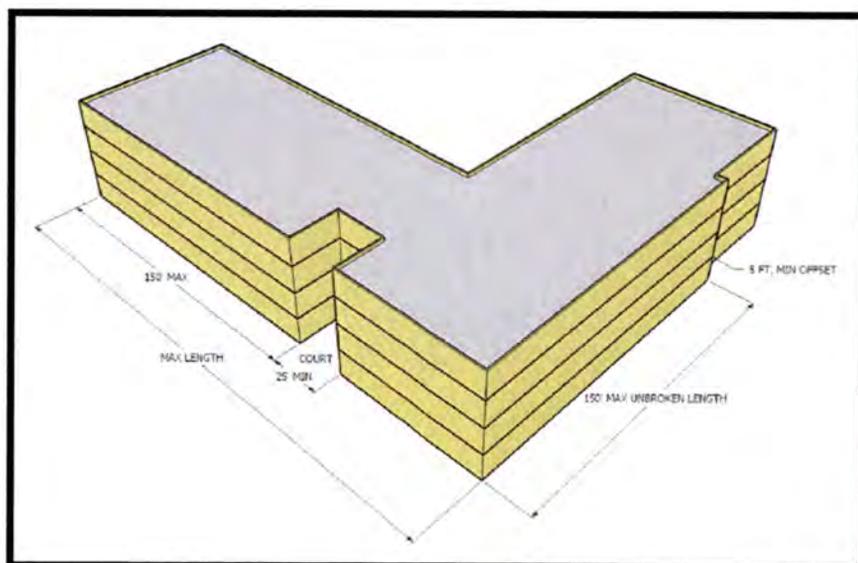
In areas adjacent to existing residential neighborhoods, building height will typically be lower in order to make an appropriate transition to the surrounding context. However, in order to create a campus that is compact, walkable, and more supportive of transit, single story buildings are strongly discouraged in all campus areas.

Maximum Building Size

In order to avoid potentially monotonous conditions, individual buildings shall be limited in overall length and footprint [i.e. ground area covered] as follows [See Figure 16]:

- 300' maximum length for academic buildings
- 250' maximum length for residential buildings
- 45,000 SF maximum footprint for buildings with retail uses open to the public
- No SF maximum footprint for academic or residential buildings

Figure 16: Building Length and Articulation Guidelines





Building Articulation

For any building longer than 200 feet, the plan shall include design elements to prevent unbroken wall lengths greater than 150 feet. These elements shall be an offset or 'jog' in the plan or a significant recessed entry or court of at least 25' in width.

Building Entries

Buildings that face a major street shall have a significant entry facing the street. Buildings facing the main campus open space shall have a major pedestrian entry facing that open space. Where a building faces both a significant street and the main campus open spaces, entries shall be provided to both. Entries shall be strongly articulated and clearly understandable as entries.

Development Along Siskiyou Boulevard

Any development or redevelopment along the south side of Siskiyou Boulevard shall seek to reinforce a strong relationship between the campus and the boulevard, through an appropriate combination of the following strategies:

- Development of a strongly articulated façade and pedestrian entries facing Siskiyou Boulevard.
- Minimization of service functions on the Siskiyou Boulevard face of the building, and enhanced screening of these functions where they exist.
- Improved, consistent and significant signage acknowledging that visitors have entered the campus.

Building Orientation

Wherever consistent with other design goals, such as street orientation, align buildings with the longer dimension in the east-west configuration, to improve potential for building design to capture energy savings related to passive solar management.

Setbacks

Where campus development occurs across a street from off-campus private housing, buildings shall be set back from the public right-of-way by at least 15 feet, to provide a buffering landscape.

Where campus development is across from commercial development and includes ground-floor non-residential uses, buildings shall be allowed and encouraged to be sited at the back of



the public right-of-way, to encourage a pedestrian-oriented urban streetscape pattern but also balanced with the historical pattern of campus development and building placement.

Materials and Character

Materials and construction systems shall be selected for long-term durability, and shall be generally consistent with existing campus buildings. While there is not a clear established palette of materials for campus buildings, preference should be given to materials similar to the more significant buildings on campus – such as Churchill Hall and Hannon Library – including red brick, concrete, and stucco. Scale, materials, and massing should be used to create an appropriate transition from the campus to adjacent neighborhoods. Rooftop mechanical equipment will be screened from street view.

Lighting

Integrate architectural lighting as cohesive elements of building designs in order to contribute to the atmosphere of the built environment and enhance safety. Exterior lighting will promote safe pedestrian environments along roadways, at intersections, and in public spaces.

Signage on Campus

SOU requires an effective system of visual communication that projects a uniform institutional identity, while at the same time integrating well with the present and future campus environment.

Good signage provides a harmonious and aesthetically pleasing arrangement in the following three areas of design:

1. **Communication:** What signs say, to whom, and for what purpose; how they say it; where the signs are located and how well signs communicate.
2. **Graphic Design:** How typography, maps, diagrams, iconic and coded symbols, and colors are used to organize information and emphasize messages to help create an overall visual identity.
3. **Sign Design:** How signs are fabricated and installed, their size and shape, how they are maintained and integrated within the campus physical environment and how they work within the City of Ashland.

All SOU signage shall be requested, designed and installed by Facilities Services to ensure all sign standards are followed. The SOU Sign Plan contained within this Master Plan governs the signs placed on property within the SO District overlay. All signs and sign structures shall comply with the standards identified in this Master Plan. When consistent with this Master Plan,



signage may be installed; any sign not within the size, display, or location standards in this Master Plan must have prior approval of the City of Ashland.

Signs that already exist upon adoption of the sign plan will continue to be approved signs. If an existing sign is replaced, then the sign plan policies apply. All signs shall be installed in a manner that does not damage existing buildings or structures or alter character defining features of buildings or structures. Additional care should be taken with the installation of signs on historic structures. Permanent signs required by building code shall be installed consistent with applicable regulations, standards, and guidelines. Signage along ODOT jurisdiction roadways will comply with any applicable standards and process prior to installation.

All other sign requests not included in this document must be submitted to SOU Facility Services for review and approval prior to installation. Any signs that exceed size limits or specific location standards shall be submitted to the City of Ashland for review and approval by the City.

Maximum Sign Sizes

Building Identification: 10 square feet.

Scoreboards: Any replacement of existing scoreboards may be the size of the current scoreboards at the Raider Stadium scoreboard and as approved for the Softball Complex.

Reader / Information boards: 9'-9" maximum height as described in this Master Plan. Display features, if visible from ODOT jurisdiction/roadway, shall comply with all applicable ODOT standards and shall go through any applicable ODOT approval process prior to installation.

Panel Boards; (3 feet square)

Sandwich Boards; (3 feet square)

Directional Signs; (ODOT Standards)

You are Here; (5 feet square unless otherwise placed in approved locations.)

Sign Area Calculations

Sign area shall include the entire area within a single perimeter composed of squares or rectangles.

When signs are constructed of individual elements, the area of all sign elements, which together convey a single, complete message, shall be considered as a single sign. The sign area is determined by calculating the area enclosed by the smallest single rectangle that will enclose the outside dimensions of the background panel or surface. The sign area is also determined by



calculating the area enclosed by the smallest single rectangle that will enclose the outside dimensions of the sign display.

SOU Banner Plan

The SOU Banner Plan, as established by the SOU Facilities department, identifies the parameters for artwork, message, and placement to guarantee that banners are used for SOU-appropriate information and represent the University with an overall institutional message. Any banners visible from an ODOT Right-of-Way must also comply with the applicable ODOT regulations.

As temporary signage, banners meeting the SOU Banner Plan may, upon prior approval by Facilities, be installed for an established limited period of time. The University uses outdoor lamp post banners to create a sense of place and as a method of celebrating SOU achievements and the University's strategic mission. Nothing in this chapter permits the use of the public Right-of-Way facilities for signage without prior approval of the City.

Sign Graphic Standards

The graphic standards for SOU signage will provide uniformity throughout campus. Message design, nomenclature, and application will be standardized according to this Master Plan (see SOU Graphic Identity Guidelines). Message legibility is considered from the perspective of a variety of users: visitors, university community, vendors and service visitors, people with vision impairment and people with mobility impairment, and other users. SOU may revise and change the graphic design, logo, and messaging within any sign provided that specifications on size, display or location in this Master Plan are still met.

SOU Graphic Identity Guidelines:

SOU Signage Design Standards

- SOU logo (horizontal configuration) must appear in white field at top of sign.
- Main purpose of sign appears in white on burgundy field separated from white field by black band. Color field CMYK formula is 12 cyan, 95 magenta, 59 yellow, 54 black.
- Typeface (font) required for SOU signage is Futura, which is available in multiple weights for flexible applications.
- Wayfinding arrows must appear exactly as shown above, and may be rotated in increments of 45 degrees to indicate direction.
- Lowest edge of any pole mounted sign must be at least 24" above ground level. Top of sign maximum 60" above ground level.
- SOU Marketing and Facilities Management Planning must be consulted prior to the creation of any new signage. Every effort will be made to address special circumstances or concerns.

Monument / Gateway Signs

At the gateways to campus, the primary entry and directional signs should be consistent in scale and materials. The base or backdrop for these monument signs should be constructed of durable materials and selected for compatibility with existing campus architecture. The preferred composition shall include steel, natural stone, concrete, or masonry, sited to blend with the natural topography. Earthen berms may be used to blend the sign base into the natural grade where adjacent slopes warrant their use. The entry portals to the campus are an important part of the wayfinding experience and appropriate design of these gateways should enhance the sense of arrival for SOU visitors. There are five (5) identified gateways, two existing and three potential future gateways, as identified on the Master Plan Educational Facilities Map.

Smart Kiosks

SOU may place electronic smart kiosks internally and externally facing which will have the ability to change a digital screen for purposes like, way finding, campus information, campus events, security, and emergency purposes. The smart kiosks will be similar in design but not limited to the design and size of the kiosk.

Kiosks for gateway entry, direction or informational signs within campus will be the Smart City Kiosk (Smart City Kiosk with 55" Display and Speakers from Peerless-AV. 84.1 x 35.4 x 9.9" / 2137 x 899 x 252 mm) or similar.



Sign Locations

Signs will be placed in standard locations where they can easily be found. Wherever possible, signs will be placed together in a unified system to avoid clutter to the landscape. Site signage will be located so as not to become an obstacle or to conflict with exit signs or pedestrian traffic.

Signs will be placed to allow safe pedestrian clearance, vertically and laterally. Sandwich boards shall not be placed on the sidewalk along Siskiyou Blvd. **No sign shall be placed within the public Right-of-Way (including sidewalks) or within the areas adjacent to intersections defined by the City of Ashland as a "Clear Vision Triangle."**



Site location should avoid conflict with door openings or vehicular operations. Signs will be located wherever possible in the “natural line of vision.” Consideration of those with limited head mobility and reduced peripheral vision will be given. Interior signage will be placed where it can easily be found, with consideration for tactile signs where possible.

Certain permitted signage, such as scoreboards or electronic reader boards, shall be allowed only in areas identified in this 2025-35 Master Plan. Any signage that is not in compliance with this Master Plan shall be approved by the City of Ashland through the normal process for obtaining a sign permit.

Sign Requests

Requests for signs can be made through the SOU Marketing Department.

Food Trucks

The perpetual operation of food trucks and seating may occur within the designated area for food trucks in this Master Plan (See, Maps). Temporary operation of food trucks and seating or the operation of a food truck and accessory seating lasting no more than 72 hours (including set-up and take-down) are permitted in the SO zone. Food truck vendors shall obtain a business license, register for, and pay applicable food and beverage tax, and receive any requisite inspections from the Building and Fire Departments and the Jackson County Environmental Public Health Department.

Tree Preservation and Removal

Climate change in the Rogue Valley has applied extreme stress to many of SOU’s legacy trees, including campus Douglas Fir, Ponderosa Pine, Sequoia, Ash & Oak species. Drought, prolonged excessive heat, the flat-headed fir borer, the emerald ash borer and the pine beetle have put unprecedented strain on SOU’s tree population. Despite our best efforts and practices, some of SOU’s trees do fall ill and die or become so unsafe that they must be removed. The decision to remove a tree is not taken lightly. SOU adheres to the following principles when deciding the fate of a tree:

- Identify the affliction;
- Contract with a licensed arborist to confirm diagnosis and recommend a care plan;
- Implement an appropriate care plan to be performed by SOU landscapers or a licensed arborist. Appropriate personnel will be decided on a case-by case basis jointly between the SOU Landscape Supervisor and contracted arborist;
- Selectively prune & remove dead or dying branches to boost afflicted tree’s survival chances;

- If a tree has died, it shall be removed as quickly as possible by SOU landscapers or a licensed arborist. Appropriate personnel will be decided on a case-by-case basis jointly between the SOU Landscape Supervisor and contracted arborist;
- SOU will replant a minimum of (1) tree for each tree that is removed.

Healthy trees shall be maintained wherever possible but can be removed if:

- The tree is unavoidably within the footprint of a remodeled or newly constructed building;
- The tree is causing significant damage to a building or infrastructure that cannot be economically remediated, other than through tree removal;
- The tree is deemed unsafe by a licensed arborist.

SOU shall have a certified arborist on staff or have a contract arborist (two year minimum agreement) who will maintain a comprehensive list of all significant trees as defined by Ashland Municipal Code 18.6.1.030, and who will document the reason for the removal of any such tree. The arborist shall maintain all supporting documentation demonstrating the need for removal.

The staff or contract arborist will deliver to the City an annual report (similar to what is provided at the time of this Master Plan by the City Parks Department) and documentation to the City. SOU will remove significant trees only upon consultation with licensed arborist (either on staff or contract). SOU will maintain records of any significant tree removal and arborists consultation and recommendations. The annual report will summarize significant tree removals on campus. Locations shall be marked on a campus map and an accompanying spreadsheet shall detail: location, species, cause of death (if applicable), reason for removal, actions taken for replacement.

Parking Lot Trees

The 2010 SOU Campus Master Plan established that: "Parking areas shall be shaded by deciduous trees, buffered from adjacent non-residential uses and screened from non-residential uses" and that new parking areas comply with City standards for parking lot shading and landscaping.

With SOU's commitment to becoming the 1st publicly funded university to generate enough solar power to completely offset our daytime electrical consumption (estimated at 7.2GW), SOU will be installing parking lot canopies with solar arrays. This is consistent with the recently adopted Climate Initiatives adopted by the State and being implemented at the City level. Pursuing this Sustainability goal requires a change in SOU's practices to prepare our parking lots

to be solar canopy ready. Parking lot design moving forward will prioritize maximum solar exposure to the South and limit tree plantings in traditional planter wells that used to be distributed throughout a parking lot. New parking facilities will comply with State and City standards for the number, location and maintenance of trees within parking areas and / or the creation of solar arrays.



Solar Arrays

Solar Arrays are supported by the Oregon Climate Initiative. SOU has taken the initiative of becoming the first publicly funded university to completely offset its electrical usage with solar power generation. Solar Array locations are identified on the Photovoltaic (PV) Array Map below (and in Appendix A) and equipment as described generally herein may be installed as rooftop or parking lot canopies. It is anticipated that while the technology of solar energy capture may evolve even through the duration of this Master Plan, SOU may continue to install similar equipment in these locations. Further, solar is anticipated to be an option on any new facilities, new development, or new parking areas on campus and is hereby approved to be installed in those locations consistent with the standards of this Master Plan.



Arrays within the areas identified on the Photovoltaic (PV) Map and meeting the following standards are permitted:

- painted steel canopies
- max length: approx. 120 ft
- max width: approx. 45 ft.
- max height: approx. 25 ft.

Demolition or Relocation of Buildings

As an enduring university institution, SOU has continually adapted to the needs of the community and its students. The combination of perpetual ownership and public benefit mission has

required an evolution of facilities, including the demolition and replacement of buildings. A university campus of this size is substantially different from the development and ownership of other individually owned lots within the City. As such, the provisions of Demolition and Relocation Standards of AMC 15.04 will generally not apply to redevelopment within the SO District overlay, except it is required to salvage or recycle construction and demolition debris. Prior to Demolition of facilities, SOU shall submit a plan for the salvage or recycling of construction and demolition debris to the City of Ashland Demolition Review Committee for conformance with City standards, which will reasonably approve or modify this Plan in accordance with those standards.

Art Installations

SOU believes that art in public places promotes visually diverse and culturally rich environments that enhance public spaces and contribute to the lives of Ashland’s residents and



visitors. Selection of art for permanent installation on Campus will be made by a SOU Arts Selection Committee. The installation of permanent artwork on Campus shall follow the guidelines of Art in Public Places legislation.

Temporary installations of artwork are an important part of the University culture and contribute to an environment of innovation and growth. Temporary installations of art shall be located in designated areas established in this Master Plan (see Academic Facilities Map) pursuant to approval by the SOU Arts Section Committee.

Water Resource Protection Zones

Nothing in this Master Plan exempts property within the SO District from the standards of AMC 18.3 as it implements State policy, providing that SOU may work with the City and state and federal agencies such as DSL or the Army Corps. to identify applicable Water Resources.

Future Development Areas – Special Standards

This 2025-35 Master Plan contemplates several distinct areas of Future Development, as shown on the Capital Improvements Map: The University District lot, the Cascade Housing Facility redevelopment, expanded Family Housing, a Native Nations Facility and Gardens, as well as a new Athletics Field House and Tailgating area. Unlike other designated projects which have a fixed scope, purpose, and funding – the University anticipates these general projects to happen in the area shown but does not currently have project designs. As discussed in more detail in



the chapter on Future Development, these projects will either be built to the standards of this Chapter or pursuant to a Conditional Use Permit, pursuant to City Code.

University District Lot – Corner of Walker St. and Ashland St.

The University and the City share common goals of in-fill, increased density, and efficient development where possible. The City has promoted higher density and innovative development in many ways such as with its Transit Triangle district and its Cottage Cluster ordinance. The University anticipates that the University District Lot and privately owned property surrounding will create a focal hub of living and working in Ashland, centrally located between the historic downtown and larger commercial / employment areas to the south of town (such as the Croman area). Building height is limited to the height of the tallest existing building in Ashland. While these standards differ from surrounding current development, the option of vertical development could contribute to this node of Ashland. Parking needs, if any will be evaluated on a campus-wide basis.

Cascade Housing

For the Cascade Future Development Area. While not intended to substantially alter the nature of the surrounding neighborhood the density may be higher than the density of the prior Cascade Complex which was approximately 194,000 square feet of student housing. A maximum of five stories including residential living, educational instruction space and mixed-use is allowed including; the establishment of common areas, classrooms, medical offices, daycare, support uses (e.g. haircare, nailcare), and retirement living and/or medical facilities which may or may not be required to be licensed by the State of Oregon. Parking needs, if any will be evaluated on a campus-wide basis. Alternatively, the design of a new facility could have a lower architectural profile creating an expansive footprint.

Student Apartment and Family Housing

The existing demand for units with the existing Student Apartment and Family Housing area is very high. The University and the City share a common value in addressing the housing crisis facing all members of the Ashland community. Adequate housing stock is a national, state and local issue but it is acute to Ashland because of the livability here and the demands of both the University and the tourism industry. The City has promoted higher density and innovative housing development. Expansion of the SAFH units, as shown on the Housing Map may be a maximum of four-story housing units. Residential living and mixed-use is allowed including; the establishment of common areas, classrooms, daycare, and support uses (e.g. laundry, university services, and counseling). Maximum parking standards for this intensity of residential use shall be followed for this project.



Native Nations

The Native Nations Future Development Area reflects a desire to create a meeting and programming space for Native Nations activities for the campus and to liaise with the community at large. The University envisions a remodel of the existing single-family residential home or a new facility to accommodate the meeting and programming needs. A maximum of a three-story building may be considered that would meet with the character of the surrounding university athletic property and the multi-family housing that is being built near it. Parking needs, if any will be evaluated on a campus-wide basis.

Learning Garden

For the Learning Garden area identified in Attachment A, Map 2, Capital Improvements, LG the University desires to create an educational space and gathering space for projects will foster Indigenous Traditional Ecological Knowledge (ITEK), implementing and promoting biodiversity, soil health, and ecosystem resiliency. This area will feature hands-on learning and engagement through workshops, demonstrations, and cultural events. The university envisions a new facility to accommodate the meeting and programming needs. A maximum of three-story building may be installed with both indoor and outdoor spaces and meet with the architecture of the academic buildings surrounding it. No minimum or maximum parking on-site shall be required.

Native Garden & Greenhouse

For the Native Garden & Greenhouse area identified in Attachment A, Map 2, Capital Improvements, NG, the University desires to create an educational gardening space with a greenhouse to jumpstart a vision for Indigenous Traditional Ecological Knowledge (ITEK), implementing and promoting biodiversity, soil health, and ecosystem resiliency. This area is currently raw land that is planted and has water and electricity. The university envisions a new facility to accommodate the meeting and programming needs. A greenhouse will be installed and outdoor gardens will be planted. The university may install adjacent parking. No minimum or maximum parking on-site shall be required.

Conclusion

Like all development codes, these Design Guidelines will provide specific standards and direction to the University and its stakeholders. Renovation, development and wayfinding will all be improved by having this understanding with the City. While Master Plans cannot capture

all the future changes that may occur on a dynamic campus, it will provide the base standards for a new decade of success and positive growth.





2025 Facilities Master Plan Amendment Acknowledgments

We would like to acknowledge the following individuals and groups for their help in compiling this plan.

CONSULTANTS

Alan Harper, Land Use Consultant
ZCS, Architectural Consultant
Hathaway Larson, LLP, Legal

MASTER PLAN TEAM

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Leon Crouch, Director of Facilities Services
James McNamara, Projects & Planning Manager
Susan Dyssegard, Executive Assistant
Holly Frazier, Executive Assistant

SOU CABINET

Dr. Richard J. Bailey, Jr., President
Dr. Casey Shillam, Executive Vice President & Provost
Dr. Peter Angstadt, Interim Vice President for Finance & Administration
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Janet Fratella, Vice President for University Advancement
Rob Patridge, General Counsel
Sabrina Prud'homme, Board Secretary
Jonathan Chavez Baez, Assistant Vice President for Equity, Diversity & Inclusion
Dr. Carrie Vath, Dean of Students
Matt Sayre, Athletics Director

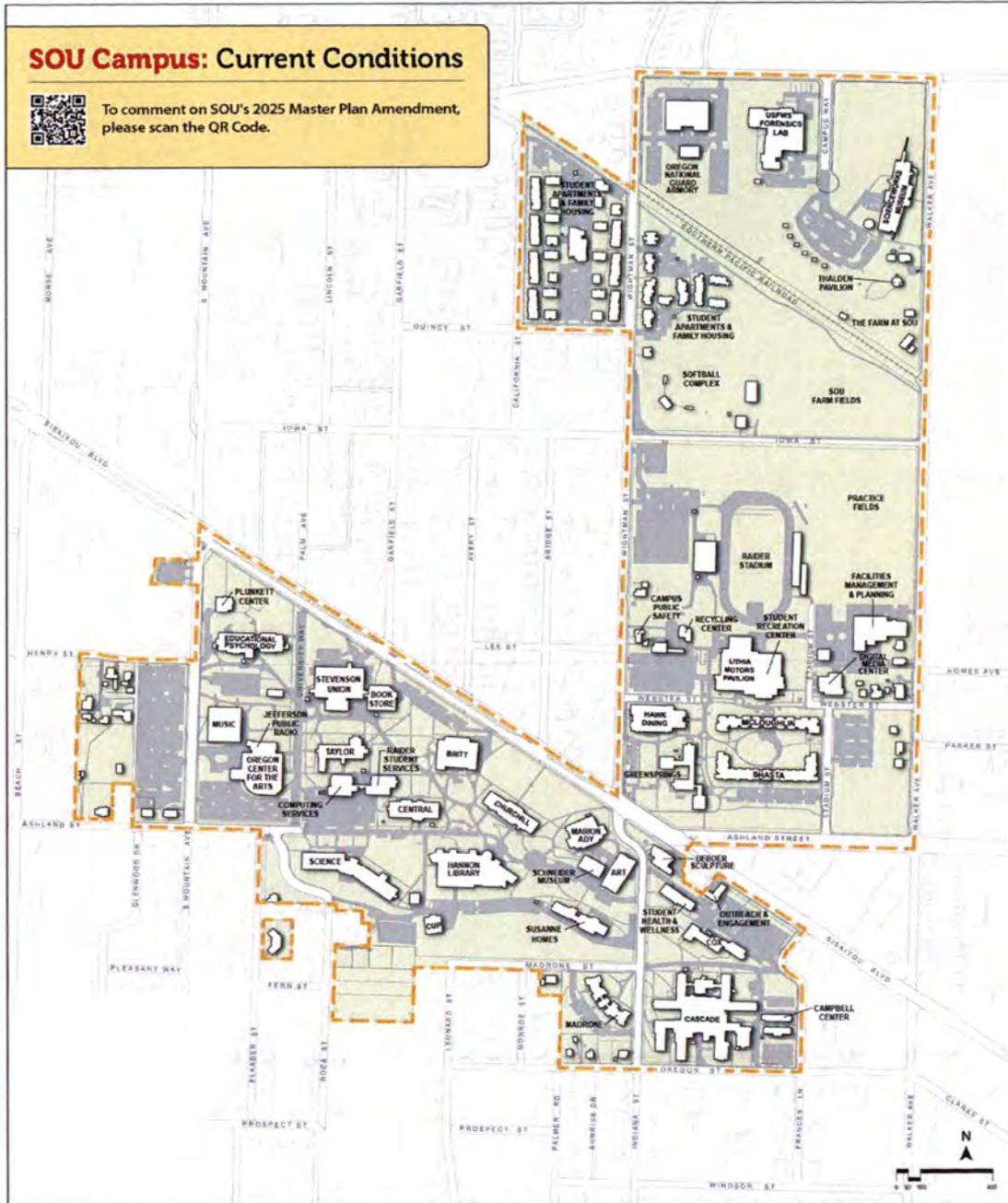
SPECIAL THANK YOU TO

Faculty & Staff
Associated Students of Southern Oregon University (ASSOU)
Tiana Gilliland, President ASSOU
Dr. Vince Smith, Dean School of Science & Business
Becs Walker, Director of Sustainability
Kenwani'cahee Kravitz, Native Nations Liaison
Patricia Syquia, Attorney for the office of General Counsel

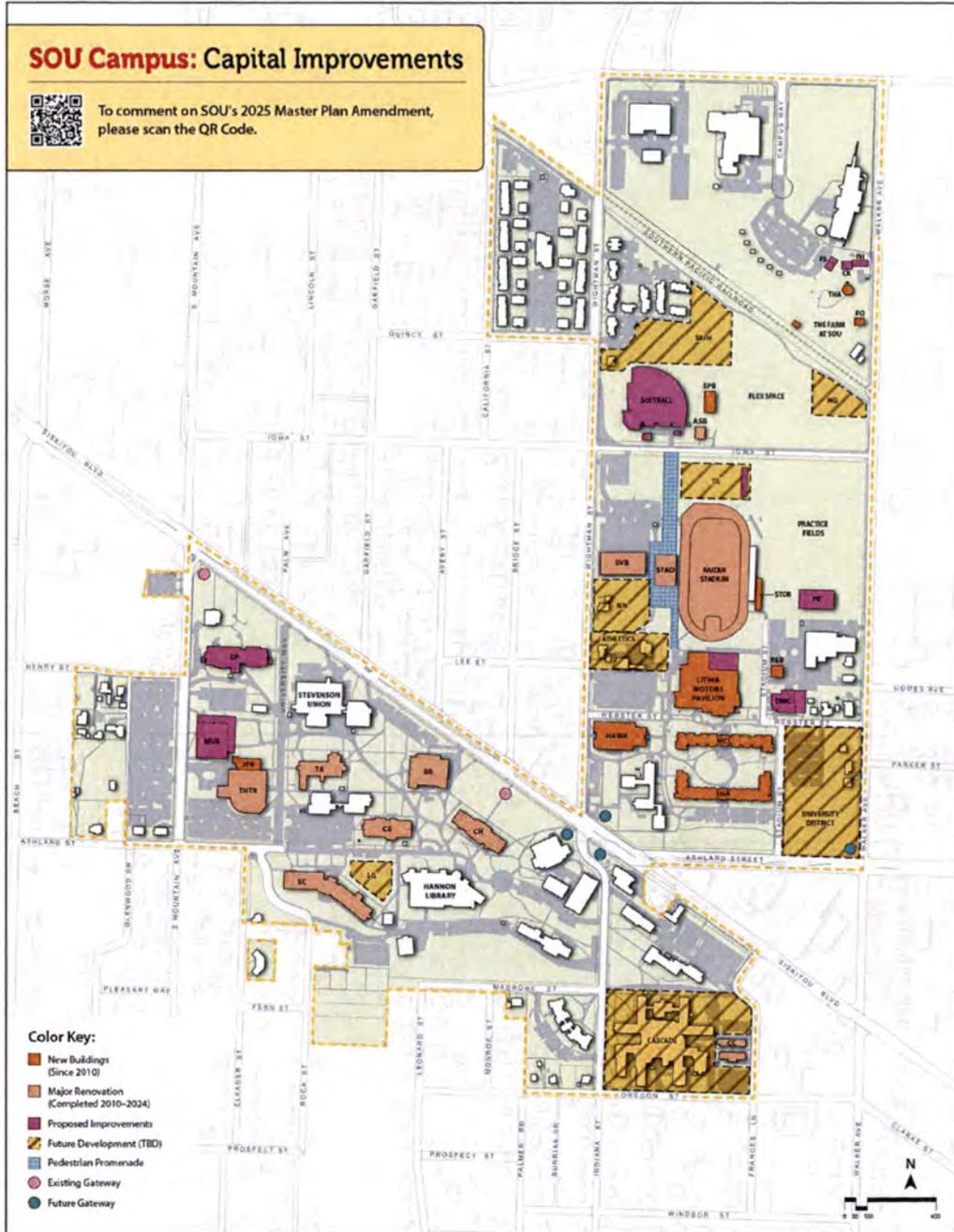


Appendix A — Maps

1) Current Conditions



2) Capital Improvements

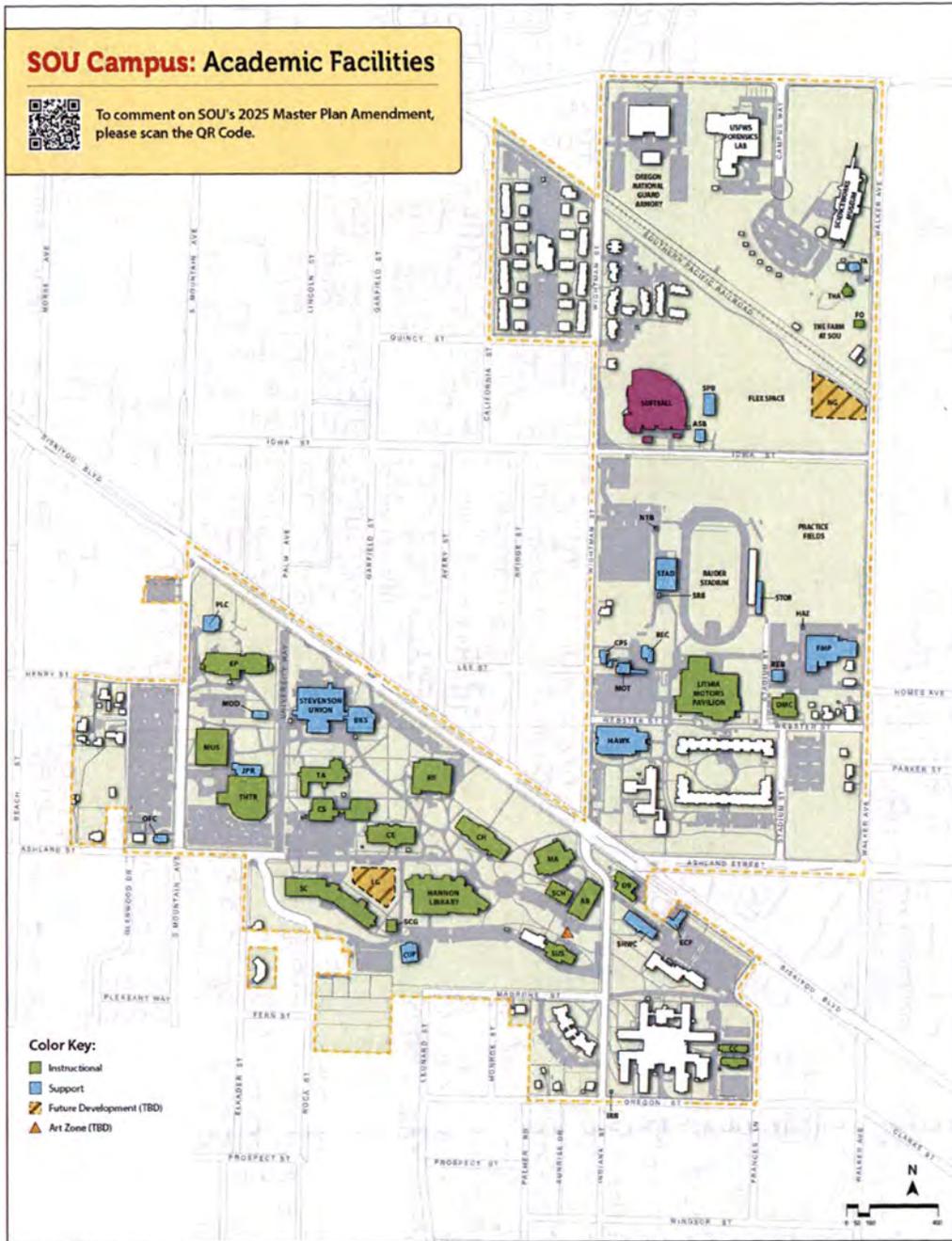


Building Key:

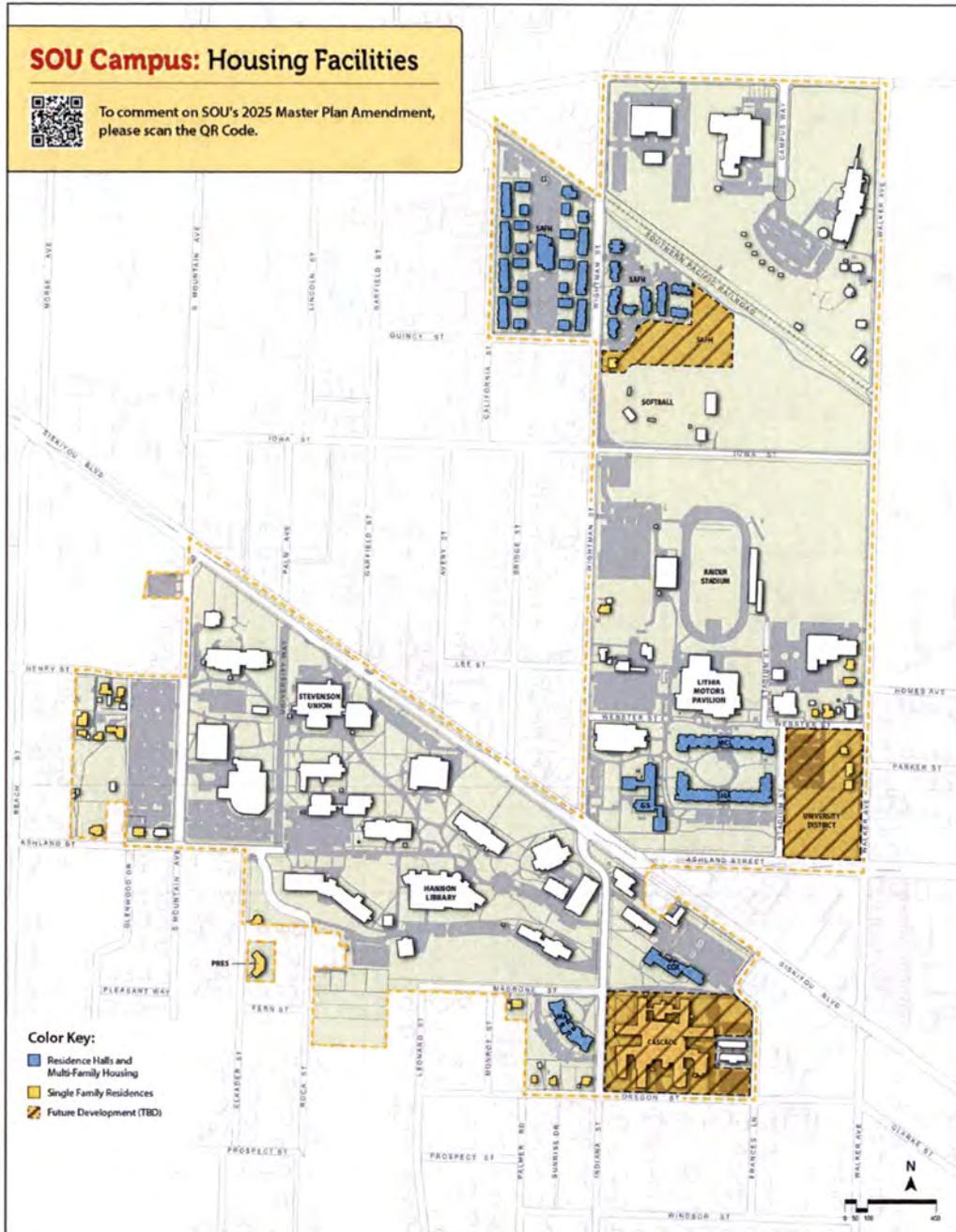
ASB	Athletics Services Building	HAWK	Hawk Dining	SHA	Shasta Residence Hall
BR	Britt Hall	JPR	Jefferson Public Radio	SPB	Softball Practice Building
CC	Campbell Center (DLL)	LG	Learning Garden	STAD	Stadium Facility
CE	Central Hall	MCL	McLoughlin Residence Hall	STOR	Stadium Storage Facility
CH	Churchill Hall	MUS	Music Building / Creative Industries	SVB	Sand Volleyball
CK	Commercial Kitchen / Processing	NG	Native Garden / Greenhouse	TA	Taylor Hall
DMC	Digital Media Center	NN	Native Nations Gathering Space	TG	Tailgate Area / Food Trucks
EP	Education / Psychology	PR	Practice Building	THA	Thalden Pavilion
FIH	New Farmhouse	REB	Recreation Equipment Building	THR	Theatre (Oregon Center for the Arts)
FO	Farm Operations	SAFH	Student Apartments and Family Housing		
FS	Farm Storage	SC	Science Building		



3) Academic Facilities



4) Housing Facilities



Building Key:

HOUSING

- COX Cox Residence Hall
- GS Greensprings Residence Hall
- MCL McLoughlin Residence Hall
- MA Madrone Residence Hall
- PREs President's Residence
- SAFH Student Apartments and Family Housing
- SHA Shasta Residence Hall

HOUSING TYPE	QUANTITY	NOTES
Residence Halls		
Total Beds Available	902	Unrestricted
Greensprings Beds Available	178	Seasonal (4 Months)
Student Apartments and Family Housing		
Studios	8	
One Bedroom	5	
Two Bedroom	97	
Three Bedroom	52	
Four Bedroom	4	
Single Family Residences		
Total Houses	23	13 Rented



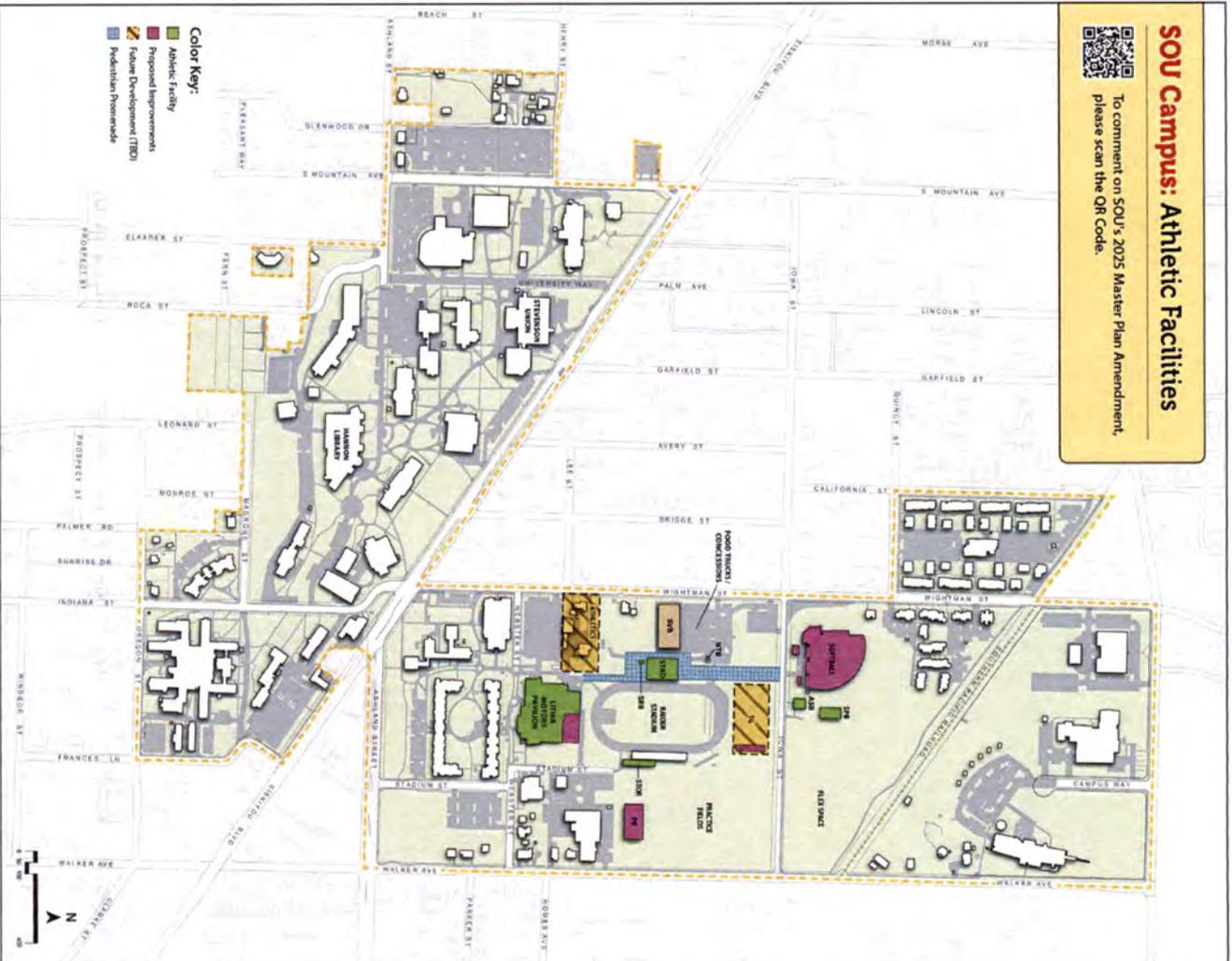


5) Athletic Facilities

SOU Campus: Athletic Facilities



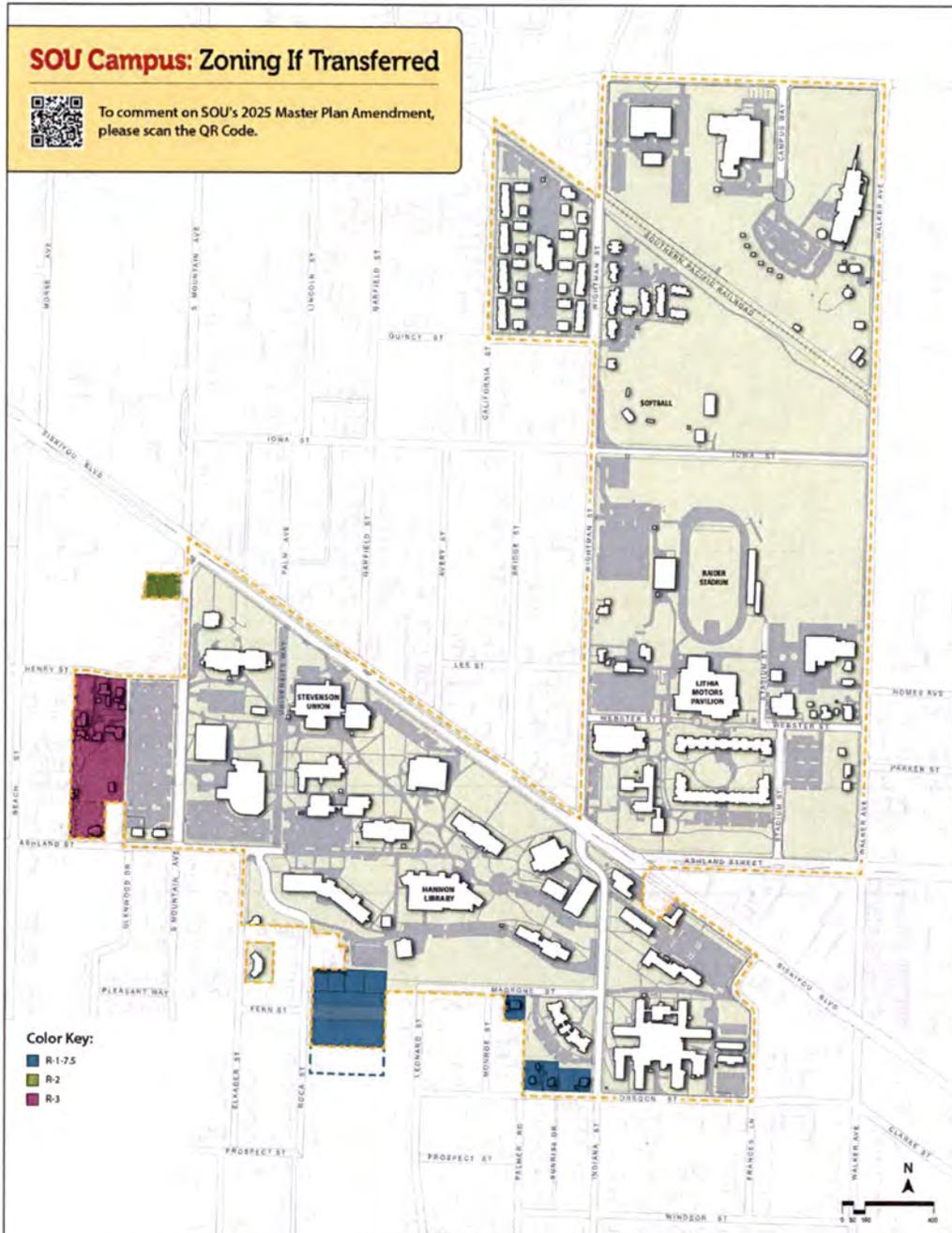
To comment on SOU's 2025 Master Plan Amendment, please scan the QR Code.



- Building Key:**
- ATHLETICS**
- ASB Athletics Services Building
 - NTB North Tichen Booth
 - PR Practice Building
 - SP9 Softball Practice Building
 - STAD Stadium Facility
 - S88 Stadium Baseball Booth
 - STOK Stadium Storage Facility
 - SVA Sand Volleyball
 - TC Tailgate Area / Food Trucks
- Color Key:**
- Green Athletic Facility
 - Red Proposed Improvements
 - Yellow Future Development (TBD)
 - Blue Pedestrian Promenade



6) Zoning if Transferred



ZONING IF TRANSFERRED: R-1-7.5

LOCATION	MAP	TAX LOT
Roca St.	39 1E 158B	1500
-	-	1501
-	-	1502
-	-	1503
-	-	1600
-	-	6800
-	-	Fern 5A R.O.J.W.
Madrone St.	39 1E 158B	9200
Oregon St.	39 1E 158A	1200
-	-	1201
-	-	1700
-	-	1701

ZONE CHANGE PENDING: R-1-7.5

LOCATION	MAP	TAX LOT
668 Roca St.	39 1E 158B	6900

ZONING IF TRANSFERRED: R-2

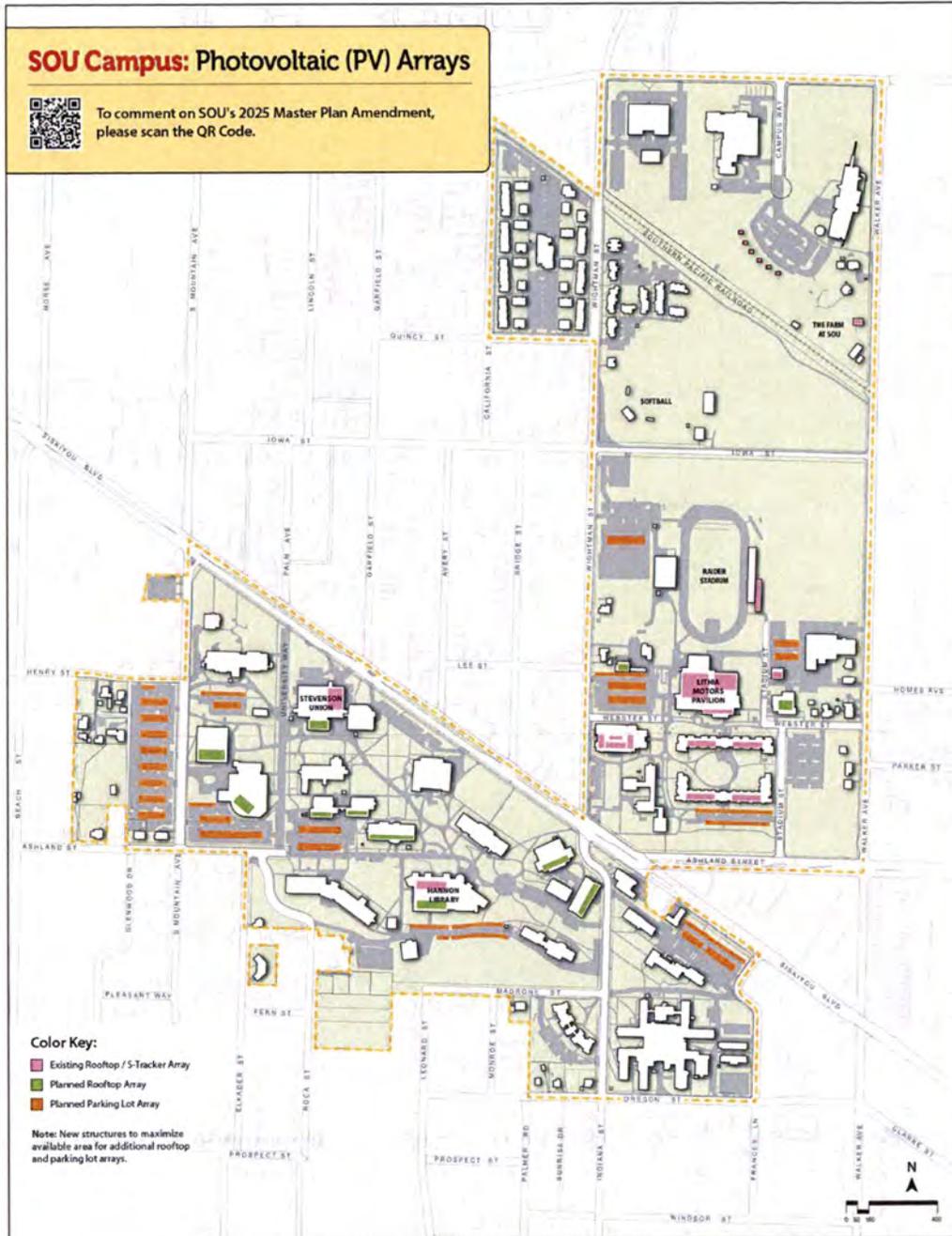
LOCATION	MAP	TAX LOT
Parking Lot 34	39 1E 090D	400
-	-	500

ZONING IF TRANSFERRED: R-3

LOCATION	MAP	TAX LOT
Henry St.	39 1E 090D	5300
-	-	5500
-	-	5600
-	-	5700
-	-	5800
-	-	5801
-	-	6000
-	-	6100
-	-	6198
-	-	6199
-	-	6200



7) Photovoltaic EV Arrays



Appendix B — Campus Facilities Details



Education & General (E & G) Buildings

Institution	Building ID	Building Name	Primary Building Use	Building GSF	% E & G	Year Built	Last Renovation	Master Plan Notes
SOU	B0035	ART BUILDING	Classrooms, Offices, Studios	19,254	100	2000		HVAC Upgrades scheduled 2025
SOU	B0128	ART EAST (DEBORER SCULPTURE)	Offices, Studios, Shops	6,870	100	1961	1997	
SOU	B0002	BRITT HALL	Classrooms, Offices	49,969	100	1936	2022-2024	Complete Building Renovation
SOU	B0182	CAMPBELL CENTER (OLLJ)	Classrooms, Offices	5,311	100	1967	2019	
SOU	B0153	CAMPUS PUBLIC SAFETY	Offices, Storage	2,241	100	1958		Building in Poor Condition, Possible redevelopment of Site
SOU	B0012	CASCADE COMPLEX	Residence Halls	194,467	100	1964	1992(kitch-Din)	Complex to be demolished in 2025
SOU	B0013	CENTRAL HALL	Classrooms, Offices	56,544	100	1950	2022-2025	Complete Renewal to be completed 2025
SOU	B0018	CENTRAL HEAT PLANT	Utilities	9,918	100	1957	2019	
SOU	B0001	CHURCHILL HALL	Classrooms, Offices	36,098	100	1926	2011	Complete Building Renovation in 2012
SOU	B0006	COMPUTING SERVICES	Classrooms, Offices	32,770	100	1990		
SOU	B0056	DIGITAL MEDIA CENTER (DMC)	Classrooms, Offices	8,385	100	2003		Renovation & Small Addition planned for this MP cycle
SOU	B0020	EDUCATION/ PSYCHOLOGY	Classrooms, Offices	47,266	100	1973		Major Renovation planned in this MP cycle
SOU	B0191	EXTENDED CAMPUS PROGRAMS	Offices	2,384	100	1958		Building in Poor Condition, Possible redevelopment of Site
SOU	B0191	FACILITIES MANAGEMENT & PLANNING	Shops, Offices, Storage	34,375	100	1994		
SOU	B0222	FARM AT SOU - ADMIN BUILDING	Offices	1,612	100	1939		possible replacement in this MP cycle
SOU	B0222	FARM AT SOU - OPERATIONS BUILDING	Maintenance, Produce coolers	640	100	2019		
SOU	B0019	HANNON LIBRARY	Stacks, Classrooms, Offices	127,210	100	1967	2003	
SOU	B0060	HAZARDOUS WASTE STORAGE BUILDING	Storage	220	100	2007		
SOU	B0025	IRRIGATION FILTER BUILDING	Utilities	100	100	1970		
SOU	B0037	JEFFERSON PUBLIC RADIO (JPR)	Offices & Studios	6,468	100	2018		
SOU	various	JPR-REMOTE TRANSMITTER SITES	Utilities	2,356	100	various		
SOU	B0015(LITHIA), B0036(SRC)	LITHIA PAVILION-STUDENT REC CENTER	Gyms, Classrooms, Offices	94,021	100	2018		
SOU	B0009	MARION ADY	Classrooms, Offices, Studios	36,431	100	1958	2000	HVAC upgrades Planned for 2025
SOU	B0059	MEDFORD HIGHER EDUCATION CENTER	Classrooms, Offices, Labs	68,510	0.5	2008		
SOU	B0220	MODULAR OFFICE BUILDING	Offices	1,792	100	2011		

continues ...

Institution	Building ID	Building Name	Primary Building Use	Building GSF	% E & G	Year Built	Last Renovation	Master Plan Notes
SOU	B0154	MOTOR POOL SHOP	Vehicle Maintenance	2,420	100	1958		Possible redevelopment of site in this MP cycle
SOU	B0027	MUSIC BUILDING	Recital Hall, Classrooms, Offices	45,461	100	1970		Major Renovation-addition planned for this MP cycle
SOU	B0221	HAWK DINING	Food Service, Dining Hall	24,324	10	2012		
SOU	B0179	PLUNKETT CENTER	Offices	6,378	50	1890	1985	
SOU	B0016	PRESIDENTS RESIDENCE (610 ELKADER)	Residence	5,285	30	1950		
SOU	B033B	RECREATION EQUIPMENT BUILDING	Storage	3,391	1	2019		
SOU	B0155	RECYCLING CENTER	Trash Sorting & Recycling	960	1	1958	2019	
SOU	B0029	SCHNEIDER ART MUSEUM	Galleries, Offices	6,035	1	1985		Possible expansion or replacement in this MP cycle
SOU	B0010	SCIENCE BUILDING	Classrooms, Offices, Labs	80,998	1	1958	2016	
SOU	B0031	SOURS LIFE SCIENCES GREENHOUSE	Greenhouse	2,162	1	1980	2018	
SOU	B0033AB	STADIUM STORAGE FACILITY	Storage	1,920	33	2021		
SOU	B0014	STUDENT HEALTH & WELLNESS CENTER	Offices, Counseling, Clinical	11,016	100	1964		
SOU	B0005	SUSANNE HOMES HALL	Classrooms, Offices	39,163	100	1947		Possible renovation/adaptive reuse in this MP cycle
SOU	B0004	TAYLOR HALL	Classrooms, Offices	45,867	100	1965	2020	
SOU	B0028	THEATRE (OREGON CENTER FOR THE ARTS)	Performance, Shops, Offices	51,346	100	1981	2018	
SOU	B0118	521 SOUTH MOUNTAIN	Tutoring, Offices	2,436	100	1950		former rental house
				1,164,466				
Auxiliaries								
	B6852	STEVENSON UNION	Mtg rooms, food service, offices	95,600	0	1972		Possible renovation in this MP cycle
	B6837	STADIUM FACILITY	Weight rm, lockers, offices, seating	26,173	0	1983		
	B1917	ATHLETICS SERVICES BUILDING	Softball team room, Toilet rooms	1,380	0	1985		
		SOFTBALL PRACTICE BUILDING	Batting cages, storage	3,391	0	2014		
	B1916	NORTH TICKET BOOTH	Ticket sales	98	0	1983		
				126,642				
Residence Halls								
	B6858	COX HALL	Conference housing	43,826	0	1958		
	B6826	GREENSPRINGS	Residence Halls	84,799	0	1968		

continues ...

Institution	Building ID	Building Name	Primary Building Use	Building GSF	% E & G	Year Built	Last Renovation	Master Plan Notes
	B6865	MADRONE HALL	Residence Hall	38,444	0	2005		
		SHASTA HALL	Residence Hall	106,582	0	2005		
		MCCLOUGHLIN HALL	Residence Hall	89,729	0	2013		
				363,380				
SAFH Multi-Family Housing Complex								
	B6686	Family Housing Unit #2	Apartments	4,308	0	1990		
	B6683	Family Housing Unit #22	Apartments	4,308	0	1990		
	B6822	Family Housing Unit #13	Apartments	2075	0	1990		
	B4624	Family Housing Unit #6	Apartments	10,298	0	1990		
	B6821	Family Housing Unit #12	Apartments	10,398	0	1990		
	B4754	Family Housing Unit #18	Apartments	10,398	0	1990		
	B4679	Old Mill Village Unit H	Apartments	4,008	0	1996		
	B6688	Family Housing Unit #4	Apartments	6,732	0	1990		
	B6685	Family Housing Unit #1	Apartments	3,419	0	1990		
	B6819	Family Housing Unit #10	Apartments	5,280	0	1990		
	B6861	Family Housing Unit #16	Apartments	5,280	0	1990		
	B4849	Old Mill Village Unit C	Apartments	4,008	0	1996		
	B4678	Old Mill Village Unit G	Apartments	4,008	0	1996		
	B6860	Family Housing Unit #15	Apartments	7,790	0	1990		
	B6849	Old Mill Village Unit F	Apartments	6,680	0	1996		
	B6847	Old Mill Village Unit D	Apartments	2,906	0	1996		
	B4750	Old Mill Village Unit A	Apartments	4,008	0	1996		
	B4752	Old Mill Village Unit B	Apartments	5,526	0	1996		
	B6848	Old Mill Village Unit E	Apartments	5,708	0	1996		
	B4753	Old Mill Village Unit I	Apartments	5,600	0	1996		
	B4755	Family Housing Unit #19	Apartments	2,458	0	1990		
	B4625	Family Housing Unit #7	Apartments	2,458	0	1990		
	B6682	Family Housing Unit #21	Apartments	8,548	0	1990		
	B6818	Family Housing Unit #9	Apartments	8,548	0	1990		
	B6680	Family Housing Unit #20	Apartments	3,632	0	1990		
	B6687	Family Housing Unit #3	Apartments	3,632	0	1990		
	B4623	Family Housing Unit #5	Apartments	3,632	0	1990		
	B6726	Family Housing Unit #8	Apartments	3,632	0	1990		

continues ...

Institution	Building ID	Building Name	Primary Building Use	Building GSF	% E & G	Year Built	Last Renovation	Master Plan Notes
	B6820	Family Housing Unit #11	Apartments	3,640	0	1990		
	B4677	Family Housing Unit #14	Apartments	3,640	0	1990		
	B1915	Family Housing Unit #17	Apartments	3,640	0	1990		
	B1919	FH Maintenance Bldg	Shop + Storage	2,020	0	1990		
	B6684	FH Community Bldg	mtg rooms, daycare, laundry, Offices	8,501	0	1990	Addition/remodel 2004	
				170,719				
	Houses (rentals & vacant)							
	B1507	1555 Webster St	house	1,630	0			SOU acquired 1966
	B2011	381 Walker Ave	house	1,124	0			SOU acquired 1970
	B2192	1049 Ashland St	house	2,200	0	1900		
	B1887	1066-1066 1/2 Henry St	house + converted garage	1,428	0			SOU acquired 1973
	B1920	1038 Henry St	house	1,529	0			SOU acquired 1979
	B2279	393 Walker Ave	house	1,144	0			SOU acquired 1970
	B1881	1077 Ashland St	house	2,200	0	1940		
	B2010	1060 Henry St	house	1,396	0	1935		
	B2278	1551 Webster St	house	765	0			SOU acquired 1969
	B1884	380 Wightman St	house	3,128	0			SOU acquired 1979
	B1888	1040 Henry St	house	633	0	1950		
	B1889	1058 Henry St	house	754	0	1950		
	B1882	697 Indiana St	house	2,180	0			SOU acquired 1969
	B1933	580 Elkader	house	1,056	0	1961		
	B1883	164 Wightman St	house	798	0	1950		
	B1892	435 Walker Ave	house	850	0			SOU acquired 1966
	B2283	455 Walker Ave	house	2,710	0			SOU acquired 1966
	B1513	1352 Madrone St	house	1,333	0			SOU acquired 1973
	B1922	421 Walker Ave	house	1,732	0			SOU acquired 1966
		1349 Oregon St	house	667	0	1948		
		1383 Oregon St	house	2,296	0			SOU acquired 1964
	B1923	1056 Henry St	house	1,396	0	1890		
	B1891	467 Walker Ave	house	2,224	0			SOU acquired 1966
				35,173				
	Summary	Square Footage						
	E&G Buildings	1,164,466						
	Auxiliaries	126,642						
	Residence Halls	363,380						
	Family Housing Complex	170,719						
	Houses	35,173						
	SOU total(gsf)	1,860,380						

END



PHASE 1 IMAGERY



SOUTHERN OREGON UNIVERSITY

SOU SUSTAINABLE FARM
SOUTHERN OREGON UNIVERSITY

1000 S. UNIVERSITY AVE
ASHELAND, OR 97102

Project:	2016
Client:	SOU
Architect:	MANLEY
Scale:	1/8" = 1'-0"
Author:	MANLEY
Check:	MANLEY
Date:	10/10/16

SCHEMATIC DESIGN

Drawing No. **MANLEY**

Drawing No. **L 6**



PHASE 2 IMAGERY



SOUTHERN OREGON UNIVERSITY

SOU SUSTAINABLE FARM
SOUTHERN OREGON UNIVERSITY

1000 S. UNIVERSITY AVE
ASHELAND, OR 97102

Project:	2016
Client:	SOU
Architect:	MANLEY
Scale:	1/8" = 1'-0"
Author:	MANLEY
Check:	MANLEY
Date:	10/10/16

SCHEMATIC DESIGN

Drawing No. **MANLEY**

Drawing No. **L 7**

BEFORE THE CITY COUNCIL
CITY OF ASHLAND, JACKSON COUNTY, OREGON
November 4, 2025

IN THE MATTER OF PLANNING ACTION #PA-L-2025-00016, A REQUEST)
FOR A LEGISLATIVE AMENDMENT TO THE SOUTHERN OREGON)
UNIVERSITY FACILITIES MASTER PLAN. THIS AMENDMENT)
INCLUDES PROPOSED ZONE CHANGES FOR SURPLUS PROPERTIES)
IDENTIFIED TO BE SOLD BY SOUTHERN OREGON UNIVERSITY. WITH) **FINDINGS,**
ADOPTION OF THIS MASTER PLAN AMENDMENT, THE ZONING FOR) **CONCLUSIONS &**
THESE PROPERTIES WILL BE CHANGED AS NOTED DETAILED IN THE) **ORDERS.**
PROPOSED MAPS UPON TRANSFER TO PRIVATE OWNERSHIP.)
)
OWNER/APPLICANT: Southern Oregon University)
)
_____)

RECITALS:

- 1) The Southern Oregon University campus boundary includes approximately 164 acres split roughly north-south by Siskiyou Boulevard. The Ashland Comprehensive Plan identifies the Southern Oregon University (SOU) land use classification as areas designed to provide for the unique needs of SOU. The ‘SOU’ land use classification is delineated on the Comprehensive Plan Map, and as outlined in the Comprehensive Plan, the boundary of the SOU area was mutually approved by SOU and the City. The Comprehensive Plan’s ‘SOU’ designation is implemented by [Chapter 18.3.6](#) “Southern Oregon University District” of the Ashland Land Use Ordinance, and the corresponding special district is established on the Zoning Map.
- 2) The SOU Master Plan establishes the permitted uses, campus-specific procedures and design standards and delineates anticipates development projects in the SOU zoning district over the upcoming decade. The current plan, the 2010-2020 SOU Master Plan, was approved and adopted by the City Council in April 2010. The Master Plan is generally completed in ten-year cycles looking at the upcoming decade, although the ten-year cycle here was disrupted by the COVID-19 pandemic.
- 3) The application proposes a legislative amendment to adopt an update to the Southern Oregon University Facilities Master Plan. This amendment includes proposed zone changes for properties that may be sold into private ownership by Southern Oregon University which are identified in the proposed plan. With the adoption of this Master Plan amendment, the zoning for these properties will be changed as noted on the attached map, however they would remain subject to the SOU Masterplan and SO zoning overlay regulations for as long as they continue to be under SOU ownership.

Once sold and under private ownership, each of these properties would be subject to the zoning regulations of the underlying zoning proposed here.

- 4) On June 24, 2025, the City of Ashland Planning Commission considered the amendment of the City of Ashland's Comprehensive Plan to adopt and incorporate the Southern Oregon University 2025 Facilities Master Plan Amendment as a supporting document; to amend the Zoning Map and Comprehensive Plan Map; and to amend the Ashland Municipal Code and Land Use Ordinances to align with the Southern Oregon University 2025 Facilities Master Plan Amendment at a duly advertised public hearing, and following deliberations, recommended approval of the amendments.
- 5) On July 15, 2025 and October 7th, 2025, the City Council of the City of Ashland conducted a duly advertised public hearings on the above-referenced amendments following the close of the public hearing and record, deliberated and conducted first and second readings approving adoption of this Ordinance in accordance with Article 10 of the Ashland City Charter. The Council determined that in order to protect and benefit the health, safety and welfare of existing and future residents of the City, it is necessary to amend the Ashland Municipal Code and Land Use Ordinance in manner proposed, that an adequate factual base exists for the amendments, the amendments are consistent with the comprehensive plan, that the proposed zoning map and land use code amendments are consistent with City of Ashland approval criteria for land use ordinance and zoning map amendments as set forth in AMC 18.5.9.020.B and are consistent with the City of Ashland Comprehensive Plan, with other City policies, and with the Oregon Statewide Planning Goals and OAR 660-030-0070, and that such amendments are fully supported by the record of this proceeding.
- 6) AMC 18.5.9.020.B speaks to the requirements for "Type III" legislative amendments as follows:
 - B. Type III.** It may be necessary from time to time to make legislative amendments in order to conform with the Comprehensive Plan or to meet other changes in circumstances or conditions. The Type III procedure applies to the creation, revision, or large-scale implementation of public policy requiring City Council approval and enactment of an ordinance; this includes adoption of regulations, zone changes for large areas, zone changes requiring comprehensive plan amendment, comprehensive plan map or text amendment, annexations (see chapter [18.5.8](#) for annexation information), and urban growth boundary amendments. The following planning actions shall be subject to the Type III procedure.
 1. Zone changes or amendments to the Zoning Map or other official maps, except where minor amendments or corrections may be processed through the Type II procedure pursuant to

subsection 18.5.9.020.A, above.

2. Comprehensive Plan changes, including text and map changes or changes to other official maps.
3. Land Use Ordinance amendments.
4. Urban Growth Boundary amendments. (Ord. 3195 § 5, amended, 12/01/2020)

SECTION 1. EXHIBITS

For the purposes of reference to these Findings, the attached index of exhibits, data, and testimony will be used.

Staff Exhibits lettered with an "S"
Proponent's Exhibits, lettered with a "P"
Opponent's Exhibits, lettered with an "O"
Hearing Minutes, Notices, and Miscellaneous Exhibits lettered with an "M"

SECTION 2. CONCLUSORY FINDINGS

Now, therefore, the City Council of the City of Ashland finds, concludes, and recommends as follows:

2.1 The City Council finds that it has received all the information necessary to render a decision based on the complete application materials, staff report, public hearing testimony and exhibits; and by their reference each of these are incorporated herein as if set out in full.

2..2 The City Council further notes that as outlined in the Comprehensive Plan, the boundary of the SOU zoning district was mutually approved by SOU and the City. The campus boundary encompasses approximately 164-acres that are roughly split north and south by Siskiyou Boulevard. This Master Plan update does not propose an expansion of the existing Southern Oregon University campus boundary and its corresponding City of Ashland SOU special district zoning designation; however, this amendment does include proposed zone changes for properties identified on the attached map that may be sold into private ownership by Southern Oregon University. With adoption of this Master Plan amendment, the zoning for these properties is proposed to be changed as noted in the plan, however these properties would remain subject to the SOU Masterplan and SOU special district zoning overlay while under university ownership. Once under private ownership, these properties would be subject to the zoning regulations of the underlying zoning proposed here.

The Council also notes that the Master Plan proposes a number of code changes with regard to the campus, including:

- **AMC 15.04.216** – As proposed, the city’s Demolition/Relocation Ordinance would no longer apply to university properties.
- **AMC 18.3.6** – Proposed revisions would clarify that the SOU zone is subject to the Water Resource Protection Zones regulations in AMC 18.3.11 and that areas within 50-feet of privately owned property would be subject to “Type II” Site Design Review with a public hearing before the Planning Commission rather than to a Conditional Use Permit, and that any construction greater than 70 feet in height would be subject to a Conditional Use Permit.
- **AMC 18.4.7** – As proposed, Southern Oregon University would not be subject to the sign regulations of AMC 18.4.7 but would be subject to a campus master sign program incorporated in the proposed Master Plan.
- **AMC 18.5.2.030** – The proposal would clarify that any new building on campus greater than 15,000 square feet shall be reviewed through a “Type II” procedure with a public hearing at the Planning Commission.
- **AMC 18.3.6.040** - The amendments remove a maximum height allowable for Conditional Use approvals within the SO Zone and exempts development within the former Cascade Complex from CUP review when under 60 feet (five stories) in height and less than 194,000 square feet of gross floor area. Projects to be developed within 50 feet of privately owned property continue to require a Conditional Use Permit, except for minor site alterations such as signage, access, driveway, sidewalk, or landscaping improvements.
- **AMC 18.5.7.020** – The proposal would exempt tree maintenance and removal on campus from the city’s Tree Removal Permit process, but would require that SOU provide annual updates to the Planning Division through the Tree Management Advisory Committee similar to the handling of tree removals on Parks properties.

2.3 The City Council notes that the Planning Commission conducted a duly noticed public hearing on June 24, 2025. Following the close of that hearing, the Planning Commission recommended that the Council adopt the updated SOU Facilities Master Plan subject to a number of specific recommendations, including:

- The Planning Commission recommended that the Conditional Use Permit requirement be retained for any project or construction activity within 50 feet of private property in order to preserve discretionary review and require consideration through a public hearing. Planning Commissioners also recommended that any project of 15,000 or more square feet of gross habitable floor area (GHFA) be subject to Type II Site Design Review procedure.
- The Planning Commission recommended that solar arrays over parking lots meeting the specific design requirements presented in the proposed Master Plan and associated draft ordinance be exempted from the land use process and instead be subject to administrative land use approval in conjunction with building permit review. The Planning Commission also recommended that it be made clear that the

installation of solar arrays over existing parking lots would not trigger parking lots to be upgraded to new standards. The Commission further recommended that any newly constructed parking lots be required to comply with current parking lot standards.

- The Planning Commission recommended that a 50-foot height be outright permitted within the SOU district, with heights up to 60 feet to be outright permitted with the inclusion of affordable housing or student housing, with greater heights to require a Conditional Use Permit up to a maximum of 70 feet for the greater campus area. The Planning Commission further recommended that the height for the University District property bounded by Ashland Street, Walker Avenue, Webster and Stadium Streets be limited to no more than nine-stories or 110 feet under the Conditional Use Permit process.
- Planning Commissioners supported exempting the University from the Tree Removal Permit process in a manner similar to the treatment of the Parks Department in the code, with an annual report to the Tree Management Advisory Committee, provided that the University uses licensed professional arborists for tree removal work.
- In response to concern from neighbors over the lack of transparency with neighbors of the properties proposed for sale, Planning Commissioners also recommended that with Master Plan adoption, the University be required to establish a standard of direct communication with neighbors prior to the construction of new buildings, the sale of university property or the adoption of Master Plan updates.

2.4 The City Council notes that AMC 18.5.9.020 which speaks to Plan Amendments and Zone Changes, which are legislative in nature, in terms of achieving conformance with the Comprehensive Plan or meeting “*other changes in circumstances or conditions.*” There are no specific quasi-judicial land use approval criteria to be addressed.

The Council finds that The Economy Element of the Ashland Comprehensive Plan includes specific policy direction that, “*The City shall work with the College to encourage the growth of research and graduate programs. The City shall encourage the establishment of the Asian Studies facility, and other such facilities that provide a bridge to the international marketplace (7.07.03.6).*” The Council further finds that the university is “*a motor of economic growth for the city through generation of payroll, local purchases by employees and students, enhancement of student abilities to find or make jobs for themselves in Ashland, and as an incubator for innovations and as a favorable attraction for education-intensive firms that may be considering the move to Ashland.*”

The Council finds that there have been significant changes in circumstances or conditions relative to the university which necessitate the requested update to the SOU Facilities Master Plan. As the university team has explained through the application process, college campuses must constantly evolve within a broader context of higher education that includes changes to available state funding, the broader national economy, fluctuations in admissions, and changing demands for specific programming. SOU continues to work tirelessly to build a solid foundation and to innovate, and the proposed updated SOU Facilities Master Plan

reflects new goals in response to these everchanging circumstances. This Master Plan identifies projects which the university indicates have a degree of certainty in terms of their need, funding and design, while also outlining future development opportunities and some base design standards to apply to those yet to be clearly defined projects. The university has explained that part of maintaining a solid foundation in terms of financial stability may necessitate the sale of certain properties, and as such this Master Plan identifies those lots which are being considered for potential sales and proposes changes to the underlying Zoning and Comprehensive Map designations, while maintaining the SOU District overlay until those properties are sold. Without this proposed change, these properties would remain subject to the requirement to develop according to the Master Plan in support of the educational functions of the university, even if privately owned, unless individual developers were to obtain Conditional Use Permit approval or request property-specific legislative amendments to the Master Plan.

2.5 The Council finds that the Ashland Comprehensive Plan's Public Services Element seeks to "*To make maximum effort toward utilization of present and future educational and recreational facilities and resources through public, private and city cooperation (Goal 9.07.03),*" and finds that coordinated master planning for the future development of the university district is beneficial to the city and the university.

2.6 The City Council finds that adoption of the SOU Facilities Master Plan update is in keeping with the Oregon Statewide Planning Goals and with OAR 660-030-0070 which calls for state agencies including universities to coordinate their land use planning efforts with cities to ensure compliance with local comprehensive plans.

Specifically with regard to state land use Goal 10 "Housing" which seeks "*To provide for the housing needs of citizen of the state,*" the Council finds that the Statewide Planning Program requires each city to inventory its buildable residential lands, project future housing needs, and provide the appropriate types and amounts of land within the UGB necessary to meet those needs. The Housing Element of the *Ashland Comprehensive Plan* was amended and acknowledged in 2019. The City of Ashland has an acknowledged Housing Capacity Analysis (2021) and Buildable Lands Inventory (2024) which provide a factual basis for needed housing types and available land supply. The City has acknowledged zoning standards relating to residential development including provisions for housing density, setbacks, parking requirements, lot coverage, types, and development in environmentally or physically constrained areas. The requested zone changes here will add 6.15 acres of additional residentially zoned land, which was formerly identified for university development, to accommodate further housing development within the city. While this land may have developed to accommodate student or faculty housing were it to remain part of the SOU zone, the likelihood and timing would remain uncertain whereas the zone change here enables the immediate sale of these properties to support private residential development in a location near the university where there is a need for student and faculty housing, and in a manner which seeks zoning compatible with the adjacent residential neighborhoods.

The City of Ashland has an acknowledged Comprehensive Plan that complies with this goal, and the proposed amendments do not modify the existing goals and policies related to Goal

10. The proposed map and code amendments expand housing opportunities in ways consistent with comprehensive plan goals and policies, and as such, the Council finds that this Goal is met.

2.7 The City Council finds that several of the amendments adopted at First Reading on October 7, 2025, differ from the Planning Commission's prior recommendations but are consistent with the overall intent of the Southern Oregon University (SOU) 2025 Facilities Master Plan and the City's Comprehensive Plan. The Council determined that the revisions proposed by SOU and incorporated into Ordinance 3268 clarify the applicability of Conditional Use Permit (CUP) review and streamline the development review process in a manner that continues to provide for appropriate public oversight.

Specifically, the Council approves amendments to AMC 18.3.6.040 (Conditional Uses) to eliminate the 70-foot CUP height limit, to exempt redevelopment within the former Cascade Complex and replacement of existing buildings meeting defined thresholds from CUP review, and to clarify that minor site modifications such as signage, access, driveways, sidewalks, or landscaping do not trigger a Conditional Use Permit even when located within 50 feet of privately owned property.

The Council further found that "projects," as referenced in AMC 18.3.6.040(B), refer to new building development occurring within 50 feet of privately owned land, which remains subject to Conditional Use Permit (CUP) review to ensure potential impacts on adjacent properties are evaluated through a public review process. This requirement does not apply to ancillary site improvements such as signage, access, driveways, sidewalks, or landscaping, which are expressly excluded from the definition of "projects" in this context.

The Council finds that these refinements balance the City's interest in maintaining compatibility along campus boundaries with the University's need for flexibility in implementing its long-range facilities plan. By distinguishing between major development projects and minor site improvements, the adopted amendments reduce unnecessary procedural requirements while maintaining consistency with the Comprehensive Plan goals for intergovernmental coordination, institutional development, and land use compatibility.

The Council concludes that the adopted changes advance the objectives of the SOU 2025 Facilities Master Plan and facilitate efficient university development consistent with the intent of the SOU zoning district and the City's broader planning framework.

SECTION 3. DECISION

3.1 Ashland is fortunate to have Southern Oregon University within the community, as the university adds to the community's diversity, the richness of our culture, and strengthens the local economy. The master planning efforts of the university seek to ensure that it will remain a strong and viable institution within the Oregon University System, as well as to make certain that it recognizes the values and concerns of the Ashland community.

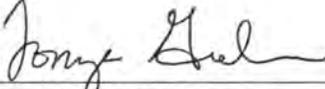
Based on the whole record of the public hearing on this matter, and all materials submitted by staff, the applicant and other participants, the City Council finds that this update of the SOU Facilities Master Plan is necessary to meet changing circumstances and conditions since the plan was last updated in 2010. As noted in the Economy Element of the Comprehensive Plan, “... *it is likely that ... [Southern Oregon University] will remain a motor of economic growth for the city through generation of payroll, local purchases by employees and students, enhancement of student abilities to find or make jobs for themselves in Ashland, and as an incubator for innovations and as a favorable attraction for education-intensive firms that may be considering the move to Ashland.*” This Master Plan update incorporates zone changes intended to enable the sale of some University properties to help address budget shortfalls which the University must address in the current fiscal year, and as such will have an indirect but positive impact to the city in alleviating shortfalls affecting a “*motor of economic growth for the city*” while also providing additional land to support needed private housing development near campus.

Therefore, the City Council approves the application and adopts this update of the SOU Facilities Master Plan as a supporting document to the Ashland Comprehensive Plan, with the inclusion of the following conditions, noting that this decision is supported by evidence contained in the whole record.

1. All proposals of the applicant become conditions of approval unless otherwise specifically modified herein.
2. A Conditional Use Permit (CUP) shall be required for any project to be developed within 50 feet of privately owned land. This requirement does not apply to alterations limited to signage, access, driveways, sidewalks, or landscaping, nor to the replacement or redevelopment of existing buildings not exceeding their current height or gross floor area.
3. Any project of 15,000 square feet or more of gross habitable floor area (GHFA) shall be subject to a Type II Site Design Review procedure with a public hearing before the Planning Commission.
4. Redevelopment within the former Cascade Complex area that does not exceed 60 feet or five stories in height and 194,000 square feet of gross floor area shall be permitted through Type II Site Design Review and does not require a Conditional Use Permit, and shall be permitted outright, including associated site improvements such as signage, access, driveways, sidewalks, and landscaping.
5. Within the SO Zone, buildings up to 60 feet in height are permitted outright. Projects exceeding 60 feet may be considered through the CUP process without a fixed upper limit, subject to the discretionary approval criteria in AMC 18.5.4. Within the University District properties located within the SO zone on the property bounded by Ashland Street, Walker Avenue, Webster Street and Stadium Street shall align with the CFA regulations and allow only a 50-foot height as permitted outright, with up to a 60-foot height permitted outright with the inclusion of at least 25 percent affordable or student housing. To exceed the outright permitted 50-foot height along Ashland

Street without the inclusion of affordable or student housing, a CUP shall be required and the upper height limit for this 'university district' property at the corner of Ashland Street and Walker Avenue shall be nine-stories or 110 feet.

6. Solar arrays installed over parking lots or as ground-mounted systems, that are generally consistent with the illustrative design guidance in the SOU 2025 Facilities Master Plan shall be exempt from separate land use approval and may be reviewed administratively with building permits. The maximum allowable height for ground-mounted solar installations is 38 feet to accommodate dual-axis tracking systems. Installation of solar arrays over existing parking areas shall not trigger upgrades to current parking lot design standards; however, any newly constructed parking lots shall comply with applicable standards. The Master Plan's solar design standards are illustrative rather than mandatory and may be applied with reasonable flexibility to accommodate evolving solar technologies and design efficiencies.
7. That the University shall be exempted the Tree Removal Permit process in a manner similar to the treatment of the Parks Department in the code, with an annual report on removals over the past year and a plan for removals for the coming year to be provided to the Planning Division and its Tree Management Advisory Committee, and provided that the University uses licensed professional arborists for tree removal work.
8. That the University shall be required to provide public notice to neighboring property owners prior to the construction of new buildings, the sale of university property or the adoption of Master Plan updates.



Tonya Graham, *Mayor*

November 4, 2025
Date