

## **Capital Construction and Planning** <sup>[1]</sup>























The **Capital Construction and Planning** unit coordinates university-wide activity and reporting for external constituents. It maintains core data on CU capital construction activities and provides support for the Design Review Board and the Regents Finance Subcommittee.

## Board of Regents Finance Subcommittee

Pursuant to [Regent Policy 2C](#) <sup>[2]</sup>, areas of consideration for the Board of Regents Finance Subcommittee include the annual five year and ten-year capital construction plans; ten-year master plans and financing; capital construction proposals; the acquisition, disposal, operating and life cycle costs, and maintenance of facilities; and the use of university grounds, buildings, and other property. According to Regent Law ([Article 13, Part A](#)) <sup>[3]</sup>, the Board must approve real property acquisitions, new construction projects with budgets greater than \$2.0 million, and all other capital projects that have budgets greater than \$5.0 million.

- [Committee Assignments](#) <sup>[4]</sup>
- [Meeting Schedule](#) <sup>[5]</sup>
- [Meeting Agendas](#) <sup>[6]</sup>
- [Capital Construction Planning and Projects Administrative Policy Statement \(APS\)](#) <sup>[7]</sup>
- [Guidance for Approval Submissions for Real Property Transactions](#) <sup>[8]</sup>

## Capital Project Dashboard

Quarterly dashboards provide a brief status and progress update for each of CU's major construction projects that have been approved by the Board of Regents.

- 2025 | [2025 1st Quarter](#) <sup>[9]</sup>
- 2024 | [2024 1st Quarter](#) <sup>[10]</sup> [2024 2nd Quarter](#) <sup>[11]</sup> [2024 3rd Quarter](#) <sup>[12]</sup> [2024 4th Quarter](#) <sup>[13]</sup>
- 2023 | [2023 1st Quarter](#) <sup>[14]</sup> [2023 2nd Quarter](#) <sup>[15]</sup> [2023 3rd Quarter](#) <sup>[16]</sup> [2023 4th Quarter](#) <sup>[17]</sup>
- 2022 | [2022 1st Quarter](#) <sup>[18]</sup> [2022 2nd Quarter](#) <sup>[19]</sup> [2022 3rd Quarter](#) <sup>[20]</sup> [2022 4th Quarter](#) <sup>[21]</sup>
- 2021 | [2021 1st Quarter](#) <sup>[22]</sup> [2021 2nd Quarter](#) <sup>[23]</sup> [2021 3rd Quarter](#) <sup>[24]</sup> [2021 4th Quarter](#) <sup>[25]</sup>
- 2020 | [2020 1st Quarter](#) <sup>[26]</sup> [2020 2nd Quarter](#) <sup>[27]</sup> [2020 3rd Quarter](#) <sup>[28]</sup> [2020 4th Quarter](#) <sup>[29]</sup>
- 2019 | [2019 1st Quarter](#) <sup>[30]</sup> [2019 2nd Quarter](#) <sup>[31]</sup> [2019 3rd Quarter](#) <sup>[32]</sup> [2019 4th Quarter](#) <sup>[33]</sup>
- 2018 | [2018 1st Quarter](#) <sup>[34]</sup> [2018 2nd Quarter](#) <sup>[35]</sup> [2018 3rd Quarter](#) <sup>[36]</sup> [2018 4th Quarter](#) <sup>[37]</sup>
- 2017 | [2017 1st Quarter](#) <sup>[38]</sup> [2017 2nd Quarter](#) <sup>[39]</sup> [2017 3rd Quarter](#) <sup>[40]</sup> [2017 4th Quarter](#) <sup>[41]</sup>
- 2016 | [2016 1st Quarter](#) <sup>[42]</sup> [2016 2nd Quarter](#) <sup>[43]</sup> [2016 3rd Quarter](#) <sup>[44]</sup> [2016 4th Quarter](#) <sup>[45]</sup>
- 2015 | [2015 3rd Quarter](#) <sup>[46]</sup> [2015 4th Quarter](#) <sup>[47]</sup>

## Design Review Board

The mission of the University of Colorado **Design Review Board (DRB)** is to provide review and advice to parties charged with the design and development of proposed capital planning and development projects at all campus properties under control of the Board of Regents.

Meeting Dates, Agendas and Minutes <sup>[48]</sup>

DRB Process and Procedures - Updated 2022 <sup>[49]</sup>

### Members

- Christopher Shears, FAIA, Architect – Appointed April 2023 (chair)

Chris Shears is founding principal of Shears Adkins Rockmore Architects. Chris is a strong planner and designer with over 40 years of experience involving projects nationally and internationally. His interest and expertise, focuses on the planning and design of complex downtown urban infill and missed use projects.

A passionate weaver of urban fabric, Christopher Shears, FAIA leads in expanding the possibilities of planning, zoning, and design to catalytically transform cities and how people live in them. Working with city officials for more than thirty-years to expand established entitlements while engaging communities and stakeholders, Shears specializes in creative interpretation of zoning ordinances and design standards to achieve economically – sound contextual solutions. Shears' sensitive infill and transit-oriented design in LoDo and adjacent neighborhoods encompasses over a billion dollars of development. Chris earned a BArch (with distinction) from the University of Minnesota and a Master's Degree, Graduate School of Design, Harvard University.

- Jody Beck, Associate Dean of Academic Affairs in the College of Architecture and Planning, CU Denver – Appointed November 2022

Jody Beck is an Associate Professor in the Department of Landscape and serves as the Associate Dean of Academic Affairs in the College of Architecture and Planning at the University of Colorado Denver. He is a registered architect in the State of Colorado and prior to returning to the University of Pennsylvania for his PhD, he worked across a broad range of building typologies. He has written two books. The first, *John Nolen and the Metropolitan Landscape*, focuses on the political underpinnings of the work of John Nolen – a landscape architect and the first person to take the professional title of city planner. The second book, *Landscape and Utopia*, brings forward the radical political challenge to capitalism and the landscapes that embodied that challenge in the utopian proposals of Ebenezer Howard, Le Corbusier, and Frank Lloyd Wright. His research interests are grounded in the politics of space and in particular how these politics play out in the arid West. He brings a firm belief in the importance of joy and delight in the built environment to all his work.

- Sarah Semple Brown, FAIA, Architect - Appointed August 2016

As co-founder and design principal of Semple Brown Design since 1982, Sarah Semple Brown's thoughtful, layered approach to the design process is guided by her innate ability to genuinely understand her clients and their desires. She has made a substantial impact on the development of Denver's built environment, and many of her projects have involved highly visible restorations and adaptive reuse interventions of historic buildings that bring great character and a sense of history to the Mile High City. Her award-winning projects are infused with simple clean concepts, depth, warmth, and quality – and are always respectful of the site.

- Tom Hootman, AIA, LEED AP, WELL AP, CPHC Principal, Form & Flow - Appointed April 2021

Tom Hootman is an architect, engineer, designer, and author. He is the founder of Form & Flow, a building performance design consultancy for next-generation architecture. He works with clients to achieve healthy, resilient, zero energy buildings, and regenerative outcomes with positive social, environmental, and economic impacts. Tom brings over 25 years of industry experience and has experience leading integrated design within architecture, MEP engineering, and energy modeling practices. He is an early pioneer in zero energy and has worked on over 15 zero energy projects. Tom has also authored "Net Zero Energy Design," published by Wiley.

- David Keltner, AIA, LEED AP – Appointed July 2025

David Keltner is an owner and design principal at Hacker, an award-winning architecture firm based in Portland, Oregon. He graduated from the University of Minnesota in 1993 and joined Hacker in 1999. He has more than 35 years in the field and has led design on many of the firm's most notable buildings, including design for higher education on more than a dozen campuses including renovation of Hellems Arts and Sciences and a

concept design for Carlson Gym on the CU Boulder campus. In addition, he has experience in a broad range of project types including K-12 schools, multi-family housing, workplace, libraries, arts buildings, and theaters. Many of these projects included design review or historic design review by local, state, and federal agencies. In addition to being a frequent applicant to these processes, he also served five years on the City of Portland's Design Review Commission.

- Laurel Raines, FASLA, PLA, Founding Principal, Dig Studio Inc. – Appointed April 2023

Laurel's range of project types are broad based, design focused, and contribute to the well-being and health of communities and the environment. Laurel has helped transform the aesthetic of Colorado landscapes from City Beautiful to new landscape City Ecological vernacular, reflective of our high plains desert. She has written design standards updating naturalized landscape materials and maintenance practices for communities and has worked to educate clients and citizens on understanding the benefits and reasoning for integrating water conserving landscapes into community amenity areas.

Laurel has led the design of park and play environments, recreation centers, performance venues and parkways from planning through design and implementation. She served as Principal-in-Charge of the award-winning Paco Sanchez Park in Denver, a new generation of parks which promote multi-generational health and combat obesity through design and layout of the play experience to promote movement. She is currently leading the design of several multi-family projects, the main plaza at National Western, and an inclusive play environment in Loveland.

Involvement in the community is important to Laurel, and she sits on several boards including the Foundation for Sustainable Urban Communities and as a mayoral appointee to the Cherry Creek North Design Review Board.

Laurel studied Plant and Soil Science/Ornamental Horticulture at the University of Vermont, followed by receiving a master's degree in Landscape Architecture from Harvard.

- Michael O. Winters, FAIA, Architect - Appointed December 2014

Michael Winters is a Partner and Director of Design and Interiors at Fentress Architects, where he has worked for over 34 years. Michael has been the Lead Designer for some of the firm's largest and most complex projects locally and internationally. His projects include Denver International Airport, the Colorado Convention Center, 1999 Broadway, Clark County Government Center, San Jose International Airport, and Kuwait Business Center. His career portfolio totals over \$9.5 billion, and has won over 115 design

awards, including 10 national design competition wins. Prior to joining Fentress, Michael worked for Skidmore Owings and Merrill for three years. He received his undergraduate architectural degree with High Honors from the University of Wisconsin, and his Master of Architecture degree from the University of Colorado.

- Kori Donaldson (ex officio) - Senior Director for Capital Construction and Planning, University of Colorado

Kori joined the University of Colorado System office in December 2019. She has more than 14 years of experience in budgeting, capital planning, and public policy. In her current role, Kori supports the CU System CFO and leadership on issues related to capital budgeting, financing, and planning. Kori also serves as an administrator and ex officio member of the Design Review Board.

From August 2007 to December 2019, Kori worked for Colorado Legislative Council, the nonpartisan policy and research agency for the Colorado General Assembly. In February 2009, Kori was appointed as the lead staff of the Capital Development Committee (CDC), a role she held until she left the agency to work at CU. In her role as lead staff of the CDC, Kori worked with every state agency and institution of higher education. She oversaw the analysis of all funding requests associated with capital construction projects, advised the committee about the capital process, and briefed the committee on policy issues of interest.

In addition to staffing the CDC, Kori staffed both the House and Senate Finance Committees, published memos and issue briefs on a wide variety of infrastructure and financing topics, and wrote fiscal notes on bills addressing issues such as state construction contracting, state procurement, and certificates of participation. She also served as a team lead, managed construction projects paid through the legislative budget in three different buildings, and wrote for the Blue Book.

## Capital Budgets

- [FY 2025-26 State Funding Request](#) <sup>[50]</sup>
- [FY 2025-26 Five-Year Capital Plan](#) <sup>[51]</sup>

## Controlled Maintenance

- [FY 2024-25 Funded Controlled Maintenance Projects](#) <sup>[52]</sup>
- [Annual Facility Condition Index Score Reporting](#) <sup>[53]</sup>

## Sustainability

- [2024 Campus Sustainability Reports](#) <sup>[54]</sup>
- [2023 CU System Sustainability Report](#) <sup>[55]</sup>
- [2022 CU Boulder Campus Sustainability Report](#) <sup>[56]</sup>
- [2022 CU Anschutz Campus Sustainability Report](#) <sup>[57]</sup>
- [2022 CU Denver Campus Sustainability Report](#) <sup>[58]</sup>

- [2022 UCCS Campus Sustainability Report](#) [59]
- [2021 CU System Sustainability Report](#) [60]

## Campus Contacts

### Campus Facilities Management/Capital Planning Offices

- Boulder - [Facilities Management](#) [61]
- Colorado Springs - [Facilities Services Department](#) [62]
- Denver | Anschutz Medical Campus - [Facilities Management](#) [63], [Office of Institutional Planning](#) [64]

## External Links

- [Colorado Commission on Higher Education \(CCHE\) Capital Policies](#) [65]
- [Capital Development Committee of the Colorado General Assembly](#) [66]
- [Office of the State Architect](#) [67]
- [Rocky Mountain E-Purchasing](#) [68]

### Groups audience:

Budget and Finance Office

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