Executive Summary
Introduction
Since the summer and fall of 2003, under the leadership of the new University President, Michael Young, the University of Utah faculty, staff, students and administration have pursued a process of redefining the University’s mission and have arrived at a framework for academic planning that reflects the University’s role regionally as well as nationally and internationally. This strategic planning process laid the groundwork for the Campus Master Planning effort that is articulated in the document at hand.

The previous 1997 Long Range Development Plan and subsequent 2004 Supplement brought relevant campus planning issues to the table but the resultant plans were focused primarily on land use. The emerging interdisciplinary character of the 21st Century Campus was just beginning to be defined and the optimization of planning to accommodate this collaborative thrust of research, education and development had yet to be fully acknowledged. Silos of individualized college programs have been dissolving into cross fertilization on many levels, and the University was ripe to take on campus planning and facility development that is necessary to foster creative outcomes.

The University of Utah Mission
The mission of The University of Utah is to serve the people of Utah and the world through the discovery, creation and application of knowledge; through the dissemination of knowledge by teaching, publication, artistic presentation and technology transfer; and through community engagement. As a preeminent research and teaching university with national and global reach, the University cultivates an academic environment in which the highest standards of intellectual integrity and scholarship are practiced. Students at the University learn from and collaborate with faculty who are at the forefront of their disciplines. The University faculty and staff are committed to helping students excel. We zealously preserve academic freedom, promote diversity and equal opportunity, and respect individual beliefs. We advance rigorous interdisciplinary inquiry, international involvement, and social responsibility.

The vision for The University of Utah Campus Master Plan (“the Plan”) held student enrichment as a paramount topic for investigation which led to a series of primary guiding principles that capture the tactics for planning physical growth on campus and prioritizing student life enhancement projects.
Campus Master Plan Purpose

The Plan is intended to guide efficient campus development for approximately the next 20 year period in a way that gives physical form to the University’s mission, vision, and academic programs.

The Plan embodies strategic business, educational and service initiatives, and its development was driven by President Young’s vision as referred to in his inaugural address as he spoke of “engagement, preparation and partnership.”

The Plan provides an analysis of numerous campus elements, including land use, open space and landscape, pedestrian and vehicular circulation, parking, utility infrastructure, and design and development opportunities.

The Plan addresses a 1500-acre area which incorporates the main campus, including academic, research, athletics, and recreation functions, the Health Sciences Center, the Heritage Preserve and Research Park.

Process

The Plan work effort commenced in early 2007 and was led by Skidmore, Owings & Merrill LLP (SOM) and the University Facilities Planning Department with the collaboration of campus and community members. SOM, in conjunction with its consultants and members of the University, developed the Plan for The University of Utah with the goal of creating a vibrant campus for students and an inviting atmosphere for the greater community.

The primary decision making body for this exercise was led by President Young and consisted of his Cabinet which formed the Steering Committee for the study. The Planning Group established by the University Facilities Planning Department consisted of staff, faculty, and students, and was the main working group which supported the planning process. The University’s Facilities Management leadership along with SOM established a broad range of stakeholder groups and individuals which contributed to the formulation of the Plan through an extensive interview process.

The process for creating the Plan consisted of five phases of work which began in 2007. These five phases were:

1. Project Start-Up
2A. Discovery & Analysis
2B. USTAR Site Selection
3. Develop Campus Planning Concepts
4. Refine Strategy
5. Documentation
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Vision
All aspects of the Plan are guided by the following seven planning principles related to teaching, research and public life. These principles were derived from a comprehensive process involving the assessment of existing campus conditions, a determination of desired future conditions, and extensive consultation with University and community stakeholders.

A lively campus; a magnet for student, faculty, staff and public life.
- Compact campus centers to intensify student presence on campus.
- Create opportunities for interdisciplinary research and collaboration.
- Develop a strong sense of entry and establish a distinct sense of place that is tied to City and State.
- Provide adequate athletics, intramural, and recreational facilities.

State of the art facilities to support the university’s mission for teaching, research and public life.
- Address growth needs of the campus, especially the Health Sciences Center.
- Establish guidelines for future development of the Golf Course and Research Park.
- Improve the quality of housing through renovation, replacement, and new construction.

A setting to foster interdisciplinary collaboration and interaction.
- Foster the synergy between research and teaching with facilities that promote collaboration and interaction.
- Provide indoor and outdoor spaces for students to study and interact with each other.

Campus as a destination for the public.
- Encourage the public to participate in a wide range of university activities, including the arts, athletics, recreation, clinical and academic programs.
- Provide adequate facilities to support public activity, including parking and other services.
- Cooperate Salt Lake City and other local services to establish a vibrant and engaging campus experience.

Functional and sustainable transportation systems.
- Improve walkability and universal access.
- Improve accessibility to transit and continue to promote alternative modes of transportation.
- Enhance routes to better support bicycling on campus.
- Improve the efficiency of shuttle bus systems.
- Clarify vehicular circulation network, especially at Health Science Campus.
- Establish a more efficient and effective parking strategy.
- Improve signage to promote safety and way-finding.

Capitalize on the natural landscape setting.
- Create smart open space and promote the intelligent use of landscape.
- Preserve significant views into, within and from the campus, including views to the Wasatch Mountains and Valley.
- Create a network of open spaces that improve campus connectivity and provides access to nature.
- Reduce the visual and physical impact of surface parking.

Leaders in environmental stewardship.
- Integrate the principles of environmental, social and economic sustainability into campus planning, design and operations.
- Promote the stewardship of campus lands and resources.
**Discovery & Analysis**

During the Discovery and Analysis phase of this process, the University’s current physical campus structure, buildings, infrastructure systems, transportation and transit use, housing needs and academic space assessment were examined.

It was the goal of this phase of work to gain as much understanding regarding existing conditions and operations as possible in order to glean the major planning issues that needed to be addressed in a comprehensive campus master plan.

**Space Needs Model**

To estimate future space needs for The University of Utah, a space needs projection model was developed. The model has four time periods: 2001, 2006, 2016, and 2025. The projection years of 2016 and 2025 are based on estimating the gross square footage (GSF) needs of the campus due to changes in enrollment and faculty employment. Enrollment projections for the University as a whole, as developed by the state of Utah, were determined by year from the present through 2025.

**Capital Development Program**

As part of the information gathering conducted during the Discovery Phase of the project, and during consultation with The University of Utah Facilities Management, a capital development program projection was established. Many capital projects included in this development program were previously identified on the State’s 5-Year Plan that was presented by the University to the Utah State Legislature during the 2008 General Session for fiscal year 2009.

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**Summary - Population Projection**

<table>
<thead>
<tr>
<th>Campus Population</th>
<th>2001</th>
<th>2006</th>
<th>2016</th>
<th>2025</th>
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<tbody>
<tr>
<td>Undergraduate Students</td>
<td>21,821</td>
<td>22,155</td>
<td>22,354</td>
<td>25,271</td>
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<td>Graduate Students</td>
<td>5,382</td>
<td>6,464</td>
<td>6,522</td>
<td>7,373</td>
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<td>Non-Credit Students</td>
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<td>1,838</td>
<td>1,854</td>
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<tr>
<td><strong>Sub-Total Students</strong></td>
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<tr>
<td>Faculty</td>
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<td>2,822</td>
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<tr>
<td>Staff</td>
<td>N/A</td>
<td>16,584</td>
<td>17,560</td>
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<td><strong>Total Population</strong></td>
<td>31,800</td>
<td>47,623</td>
<td>49,258</td>
<td>53,722</td>
</tr>
</tbody>
</table>

*Existing GSF per phase reflects growth minus demolition for that phase.*
EXECUTIVE SUMMARY

Planning Principles & Elements
Future development of The University of Utah Campus will be guided by the following interrelated planning principles and strategies.

Establish a compact academic campus
Future development of academic buildings and facilities will be concentrated within a 10-minute walking distance from the established core area of campus. Infill development is a key strategy for achieving a vibrant, pedestrian friendly campus environment where centers of student activity are situated within convenient walking distance. A more intimate relationship between buildings and open spaces will intensify the campus and help to support the social and cross-disciplinary interaction that is central to achieving the University’s mission.

Concentrate development around TRAX nodes
Development is concentrated around existing TRAX stations in order to strengthen the role of these nodes as campus gateways and important elements of the campus circulation system. Stadium TRAX: The Universe Project is envisioned as mixed-use development with housing and retail. South Campus TRAX: South Campus will incorporate student-centric retail and administrative functions. Fort Douglas TRAX: Development will include a Student Life Center and on-campus student housing. Medical Center TRAX: Expanded academic, research, and clinical functions will be located west of Mario Capecchi Drive.

Sustainable Campus Strategies:
The concept of sustainability has fundamentally shaped the development of the Campus Master Plan. The adjacent text highlights the key underlying sustainable strategies relevant to each planning principle.

A compact campus...
• uses land more efficiently
• promotes walking
• capitalizes on existing infrastructure
• preserves open space and maximizes permeable surfaces
• increases opportunities for social and academic engagement

Development around TRAX stations...
• promotes transit ridership
• reduces commuter trips to campus and minimizes the associated environmental impacts
• transforms underutilized land to economically sustainable uses
• enhances connections between the campus and the surrounding community
Create a network of enhanced connections
Challenges to the campus circulation system, including topography, campus scale and “missing links,” will be overcome by establishing an enhanced network of pedestrian, bicycle, and campus shuttle routes and facilities. Existing circulation corridors such as HPER Mall, Engineering Mall, and Science Yard will be enhanced through renovation and upgraded facilities, while new connections such as South Campus Walk and the Interdisciplinary Corridor will be established in conjunction with the development of new buildings and facilities.

Open Space: center, connect, preserve
There are three basic concepts central to the open space plan — Center: A new cluster of multi-purpose sports fields will be created at the center of campus. Connect: Connective landscapes will become the organizing elements for long term development of the campus. New outdoor spaces, in conjunction with new development, will enhance on-campus student life and campus connections to TRAX and the city. Preserve: Historic and horticulturally significant landscapes will be protected and preserved in order to strengthen campus identity and character.

Interconnected network of pedestrian connections...
- improves the desirability of walking as an alternative to automobile travel
- promotes transit and campus shuttle ridership
- enhances personal health and well-being
- produces zero greenhouse gas

The campus open space framework...
- reduces the need for irrigation, mechanical maintenance, and use of pesticides and synthetic fertilizers by promoting native species and xeriscape where appropriate
- preserves historic or horticulturally significant landscape to strengthen connections with history and culture
Build facilities to support student engagement
New student life facilities, including on-campus housing, intramural fields and athletics facilities, and a new Student Life Center, will be established to attract and retain student engagement in campus activities. It is envisioned that these facilities will together with the existing Student Union expand the “social heart” of the campus. The Central Playing Fields will become a centerpiece of the student engagement strategy. The fields will be sited north of HPER Mall with the goal of creating synergy with the new Student Life Center and nearby on-campus student housing.

Locate new student housing on campus
The primary goal of the Plan with respect to student housing is to create opportunities for the development of on-campus student apartments. The diverse demographic mix that the University administration hopes to attract to The University of Utah will increase the number of out-of-state and international students, which will in turn increase the single student housing need. The mixed-use transit nodes at the Stadium and Fort Douglas TRAX stations are being formulated to fulfill this need and to reduce auto-dependency which in turn promotes a more sustainable campus environment.

Sustainable Campus Planning Strategies:
Facilities that promote student engagement...
• enhances opportunities for social interaction and participation with the campus community
• creates opportunities for recreation which supports the physical, mental and social well-being of students

On-campus student housing...
• reduces commuter trips to campus
• promotes sustainable forms of transportation for campus trips, including walking, cycling, shuttle and transit
• increases utilization of existing campus facilities and infrastructure
Enhance transit services and circulation
The Plan establishes a comprehensive transportation strategy, in addition to proposing infrastructure improvements, that focuses on Transportation Demand Management (TDM) strategies that seek to reduce the number of commuter trips in single occupancy vehicles to and from the campus. The campus shuttle system will be enhanced through the establishment of a new connection between South Campus and Central Campus Drive, and the integration of shuttle services along HPER Mall, which will better connect the Core Campus area to Health Sciences Center and Heritage Commons.

Establish sustainable campus utility infrastructure
The need to replace many existing deteriorating utilities and provide new infrastructure located in the central part of campus provides an opportunity to implement key utility infrastructure projects. Dedicated utility tunnels along HPER Mall are proposed to replace existing utility lines, and new utilities along Interdisciplinary Corridor will serve future research facility development. A chiller plant is proposed by the Plan to serve new and existing buildings located in the northern areas of the Main Campus, including the planned Interdisciplinary Quad research facilities.

New shuttle infrastructure...
• strengthens connections between TRAX and all areas of campus
• enhances access to shuttle services
• reduces vehicular usage for local / campus trips

Sustainable utility infrastructure...
• improves the reliability, efficiency, and life-cycle of utility services
• integrates “green infrastructure”, including bioswales, retention and detention ponds
• enhances water harvesting and reuse opportunities for buildings and open spaces
Transformative Projects

Capital development projects that contribute in a prominent manner to the transformation of the physical character of the campus have been proposed by the Plan.

Fourteen transformative projects have been developed in response to the established campus “vision” and serve to create viable solutions that enhance student life, improve transit nodes, create campus gateways, clarify circulation, and strengthen the campus’ sense of place.

The transformative projects are identified on the adjacent plan.

1. School of Medicine Replacement
2. Ambulatory Care Complex
3. Interdisciplinary Quad
4. Engineering Mall
5. Central Playing Fields
6. HPER Mall
7. Student Life Center
8. South Campus Walk
9. South Campus Housing
10. Stadium TRAX Link
11. Universe Project
12. Science Yard
13. Marriott Library Plaza
14. Business Incubator
A replacement building for the School of Medicine is proposed to be constructed north of the John A Moran Eye Center at the site currently occupied by Parking Structure 56. Located adjacent to the Medical Center TRAX station, this new School of Medicine Building will provide a public front door for the Health Sciences Center via an open, multi-story atrium space that extends to Mario Capecchi Drive. The atrium element is intended to clarify the vertical circulation from Mario Capecchi Drive to the University Hospital and to connect the University Hospital to Moran Eye Center II and Primary Children’s Medical Center. It is envisioned that the new School of Medicine building will provide 640,000 ± gross square feet of space over 7 to 8 floors for academic, research and clinical support functions. The Health Sciences Center Plaza and the other smaller plazas such as the Medical Library Plaza shown here have been proposed to provide usable outdoor spaces that also allow connections with existing and new buildings. The proposed plazas will offer expansive views over Salt Lake City, while providing outdoor resting and gathering places set into the steep slope of the Wasatch foothills. New plazas may be sited partly or completely on structure, allowing for parking and service to exist beneath as needed.
1. HSC TRAX
2. School of Medicine / PCMC Drop off
3. School of Medicine Replacement
4. HSC Plaza
**Executive Summary**

A new armature for campus circulation that connects the Health Sciences Center to the Colleges of Engineering and Science will be established as part of the new Interdisciplinary Corridor development. This armature -- the Interdisciplinary Corridor -- is envisioned as a multi-purpose pathway and planted area that comprises a pedestrian connection, and an informal pathway whose curvilinear form provides a shallower grade for bicycle access. Rainwater (and snowmelt) collected from viable catchment surfaces, including hardscapes and runoff from the adjacent Central Fields, will be conveyed through a series of bioswales along the entire length of the Interdisciplinary Corridor.

1. Interdisciplinary Corridor
2. USTAR Buildings
3. Bioswale
4. Parking Lot
**Engineering Mall**

Engineering Mall will be refurbished and enhanced with new pedestrian walkways and landscape elements. The existing axial nature of the Mall will be strengthened with the introduction of new infill buildings to the east, engaging the adjacent pedestrian environment with plazas and building entrances. Gardens, seating, furniture, and lighting will be incorporated into these plazas to create a more comfortable pedestrian experience and to provide smaller gathering spaces within the larger Engineering Quad.

North Campus Drive may be realigned where it turns into 100 South at the Kennecott building. This will help to improve pedestrian safety at this intersection and it will also allow infill buildings to be sited along the western edge of Engineering Mall.

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1. Merrill Engineering
2. Warnock Engineering
4. Sutton Geology & Geophysics
5. Engineering Quad
6. Engineering Mall
**Central Playing Fields**

As a key component to the enhancement of student life, the Central Playing Fields will be established at the social heart of the campus. The Central Playing Fields will be organized as a cluster of terraced, multi-use recreation fields and athletic facilities that help to create an active green center for the campus, ultimately replacing existing surface parking lots, and abandoned tennis courts. The Central Playing Fields will provide green frontage for HPER Mall that also creates a core campus space linking South Campus and the Interdisciplinary Quad development to the north.
1. Central Chiller Plant
2. Tennis Courts (or Fields)
3. Women’s Softball Field
4. Pedestrian / Utility Corridor
5. Intramural Field
6. Athletics Track
7. Stadium / Berm Seating
8. Bioswales
HPER Mall
A complete renovation of HPER Mall is proposed by the Plan with the goal of creating a new “multi-modal” connector with separated circulation routes for pedestrians and cyclists, as well as a new shuttle only route. Because a comprehensive utility upgrade is critical for the redevelopment along HPER Mall and for the campus at large, a new utility tunnel is proposed that should be planned concurrently with above grade improvements. Bioswales planted with grasses and woody vegetation will be integrated along the length of the Mall along its north and south edges to collect rooftop runoff from new buildings and irrigation runoff from the fields.
**Student Life Center**

The Student Life Center is envisioned as a large-scale, multi-purpose recreation facility which features over 150,000 square feet of indoor exercise equipment. The preferred site for the Student Life Center is currently occupied by the Women’s Softball Field located at the eastern end of HPER Mall, adjacent to the George S. Eccles 2002 Legacy Bridge.

Given the intended location of the Student Life Center, an opportunity exists for the building to serve as an extension of the George S. Eccles 2002 Legacy Bridge and to provide a continuous pedestrian connection between the “east” and “main” areas of the campus. This connection may be realized as an extension of the bridge that passes over or through the Student Life Center building and connects with HPER Mall at ground level.

1. Student Life Center
2. HPER Mall
3. George Eccles Legacy Bridge
4. Women’s Soccer Field
South Campus Walk

The Plan proposes to transform South Campus into an iconic mixed-use gateway featuring a clear, direct, and safe pedestrian connection into the core campus area. The Plan envisions a sweeping pedestrian pathway – South Campus Walk – linking South Campus TRAX to HPER Mall. South Campus Walk will feature high quality paving materials, lighting, seating, and shade trees which support a comfortable pedestrian environment. Mixed-use shopfront buildings will face onto South Campus Drive and will offer campus-centric retail that complements other existing on-campus retail at the ground floor. Upper floors may be used by the University as offices and/or classrooms.

1. South Campus TRAX Station
2. Shopfront Buildings
3. Shopfront Buildings
4. South Campus Walk
5. V. Randall Turpin University Services Building
6. Possible Graduate Education Center
7. Parking Structure
8. Plaza
9. David Eccles School of Business
10. David Eccles School of Business
11. College of Education
12. College of Education
13. Infill Classroom Building
South Campus Housing

The Plan envisions the development of a village of single student housing located at the current Annex site. The residential buildings may be stacked apartments located above structured parking. To reinforce the importance of South Campus Drive and Mario Capecchi Drive as a major campus gateway, the building will positively address the adjacent streets and provide a distinctively urban character that is appropriate at this location.

Buildings will be organized around garden courtyards internal to the site. These “outdoor rooms” will underscore the sense of community with common, intimate spaces that are comfortable, are well connected to the larger campus context and provide opportunities for social interaction and intellectual exchange by student residents.

1. Fort Douglas TRAX
2. Parking Lot 22
3. South Campus Housing Phase I
4. South Campus Housing Phase II
Stadium TRAX Link
The Stadium TRAX Link will be transformed into the primary entrance into the heart of west campus, engaging pedestrians immediately in new courtyards and open spaces associated with infill development. Localized landscape improvements will be implemented along with infill buildings located along the link, transforming the entrance from the underpass into a space that marks arrival on campus. A new courtyard is proposed at the south of the Marriott Center for Dance. This new courtyard, which replaces an existing parking lot, is a key component in the campus arrival sequence.
The Plan proposes to establish an urban, mixed-use housing and retail project located adjacent to the Stadium TRAX station. The development is envisioned as a cluster of four to five story stacked buildings with ground floor retail and below-grade parking. Centrally located courtyard gardens conceived as “outdoor rooms” will provide a community focus for the development. A connective network of pedestrian pathways would provide multiple routes for accessing the core campus area.

**Universe Project**

The Plan proposes to establish an urban, mixed-use housing and retail project located adjacent to the Stadium TRAX station. The development is envisioned as a cluster of four to five story stacked buildings with ground floor retail and below-grade parking. Centrally located courtyard gardens conceived as “outdoor rooms” will provide a community focus for the development. A connective network of pedestrian pathways would provide multiple routes for accessing the core campus area.

1. Stadium TRAX Station
2. Universe Project
3. Campus Gateway Plaza & Pedestrian Connection
4. South Campus Drive Underpass
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Science Yard
Science Yard, extending from Pioneer Memorial Theatre to the Marriott Library, will be transformed into a core connective open space that is an integral element of pedestrian circulation on campus. It will incorporate widened pedestrian connections replete with shade trees, outdoor furniture and lighting, while a central lawn and shade trees will provide an intimate space for social and educational interaction.

1. Infill Teaching Lab.
2. Center for Cell & Genome Science
3. Infill Teaching Lab.
4. New Open Space
5. Student Learning Center
6. Marriott Library Entrance
7. Marriott Library
**Marriott Library Plaza**

Library Plaza will be renovated with the goal of creating smaller, more habitable spaces and an overall reduction in the amount of hardscape. New landscape elements, including paving materials, high quality lighting, comfortable seating and shade trees, will strengthen the aesthetic and functional qualities of the Plaza and encourage an increased level of use. Library Plaza will be transformed from a mere through-way to a vital campus gathering space that can serve as a central meeting place and can better accommodate outdoor classes and student events. Infill classroom buildings are proposed to frame and intensify Library Plaza and help to create a more intimate and human-scaled environment.

1. Olpin Student Union Building  
2. Free Speech Area  
3. Infill Classroom Building  
4. Student Learning Center  
5. Infill Classroom  
6. Marriott Plaza  
7. Marriott Library  
8. HPER Mall  
9. Orson Spencer Hall

**Business Incubator**

The Plan proposes the development of a Business Incubator – a group of buildings providing flexible accommodation for start-up and fledgling companies – located at the existing East Village site. The project is envisioned to include a cluster of buildings located around a central green space or quad which is provided as an informal passive recreation space for tenants and residents of the adjacent neighborhoods. A formal entrance will be located at Arapeen Drive and an internal drive aisle will provide access to parking structures located at the site’s perimeter. A new north-south oriented road extending from Komas Drive to Sunnyside Avenue would be established. This new road would extend from 2200 East, located within the Sunnyside Neighborhood, into Research Park and create a more permeable boundary between the campus and community.
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Conclusion
In light of the goals that the University set forth during the course of this master planning process, the team is confident that we have arrived at a planning strategy that will successfully guide the phased growth of the campus over approximately the next 20 years. The Plan will help promote the essential components that will enhance the University’s development on a regional, national and international level. This master planning process has been rigorous, involving more than one hundred and forty stakeholder meetings for the direct purpose of creating a transparent process from which to glean the vital input that has enabled a broad perspective to be incorporated into the Plan. The implementation process for this Plan will require an equal and even greater energy and support from the University community. It is anticipated that the University will maintain its on-going dialogue with the neighboring community through the Community Forum and has already begun to initiate new campus “task forces” as a result of the interest and participation during the master planning process.

The planning process has sought to understand the primary issues currently facing The University of Utah and as a result, the Campus Master Plan incorporates a wide range of strategic planning goals which respond to the 21st century challenges such as sustainability awareness and conservation of natural resources as well as the technological revolution that exemplifies our times. The recommendations in the Plan focus on the enrichment of student engagement which is at the forefront of the University’s mission, and will achieve practical outcomes such as Transportation Demand Management (TDM) planning, as well as the visionary goals of transforming a commuter-oriented campus into a lively collegial atmosphere.

The success of this collaborative effort can be summarized best in President Michael Young’s concluding remarks to the SOM planning team in our final meeting with the Steering Committee: “When we began this process, I was hopeful that we would move well beyond the previous planning effort, but now as I see all that you have done, I am actually amazed at how far we have come!”