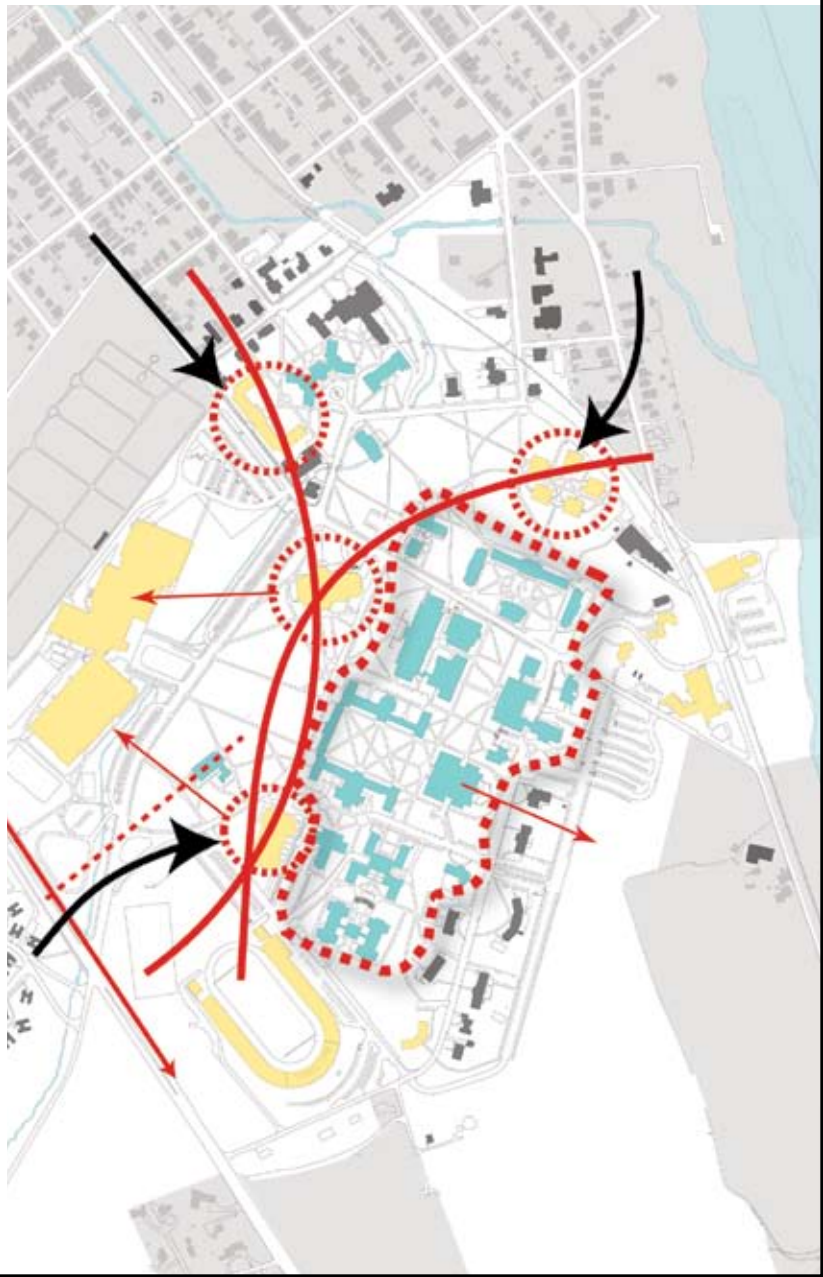
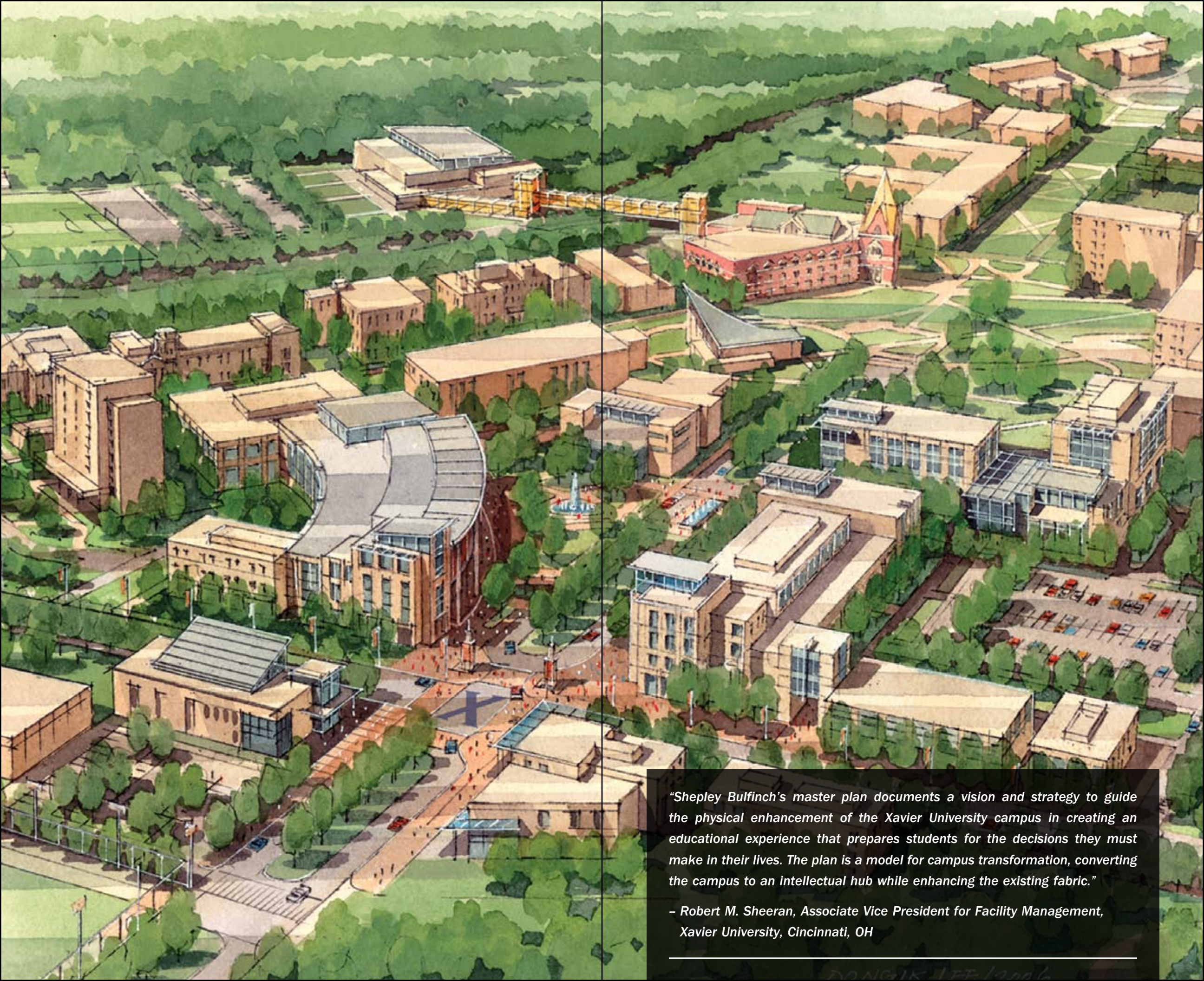




# Campus Planning

at Shepley Bulfinch





*"Shepley Bulfinch's master plan documents a vision and strategy to guide the physical enhancement of the Xavier University campus in creating an educational experience that prepares students for the decisions they must make in their lives. The plan is a model for campus transformation, converting the campus to an intellectual hub while enhancing the existing fabric."*

*– Robert M. Sheeran, Associate Vice President for Facility Management,  
Xavier University, Cincinnati, OH*

## The power of planning

Many parts make a master plan

Master planning and its component parts—including space utilization analysis, space programming, site analysis and planning, land use planning, and phasing and implementation plans—share a common core: identifying and prioritizing institutional goals and developing an informed strategy and timeline for achieving them.

Planning is more accurately a process, not a product, and a collaborative planning process is the first achievement of a successful campus plan. Master plans succeed when the planning process is rooted in the framework of the strategic, academic, and space planning of the campus. The strategic plan sets out an institution's mission, vision, and goals that will be supported by changes in the physical campus. The academic plan informs the programmatic needs of the campus as a center of teaching, learning, and research. Strategies and models about faculty, programs, degrees offered, research pursued, and pedagogy all inform the design, use, and relationships of campus buildings.

Through the master plan's phases of data gathering, analysis, synthesis, alternatives development, and option selection, Shepley Bulfinch works with our clients to collect deep knowledge about a campus community's critical values. An important early step is the development of planning principles for the campus that will serve as criteria by which alternatives will be assessed. In addition, these guidelines serve the campus in years to come as issues occur that could not be anticipated at the time of the master plan process. A strategically reactive master plan will allow an institution to be nimble in its decision-making process when donor, research, political, or other opportunities and challenges arise.

## The development of a flexible framework allows your campus to react strategically to events, whether anticipated or not.

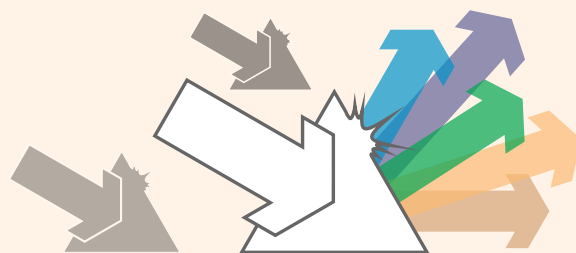
### X Fig. 1.1 - Reactive Planning

Many campuses describe themselves as being reactive: events happen (new faculty, grants, donors). The reaction to them can be isolated, often not fully considering the bigger picture or long-term impact.



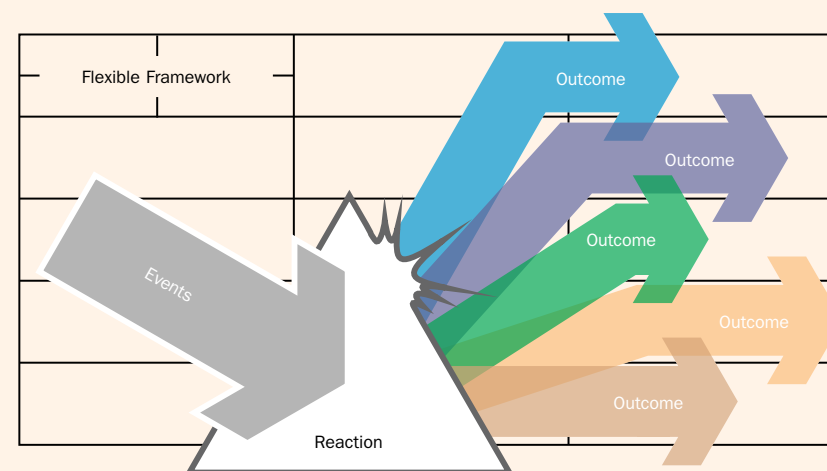
### X Fig. 1.2 - Proactive Planning

While some planning can and should be proactive, it is impossible to anticipate every possibility. It is likely that you will expend resources trying to anticipate events that never occur, and not plan for the event that does, leading back to reaction.



### ✓ Fig. 1.3 - Strategically Reactive Planning

The development of a flexible framework allows your campus to react strategically to events, whether anticipated or not.



## Building community

How can a physical campus foster community?



The adaptive reuse of Illinois Wesleyan's neoclassical gymnasium into a student center creates a place for community, giving the campus a social and information crossroads ideally sited between academic, residential, and athletic facilities.

Human interaction and connection are essential to the success of a campus as a community of scholarship. While discovery and interaction may occur serendipitously, a climate that fosters such interaction is created through careful and deliberate planning. A master plan implements an institution's mission and vision and develops a strategy for providing environments that integrate living and learning.

Community may be defined as creating a sense of place both within the campus context and in much broader terms. In an urban environment, the campus and city share many elements of community. In the largest definition, campuses must provide for and nurture global citizenship and the technologies that support engagement in virtual communities.

In creating a place for community it is essential to develop strategies that accommodate the many textures and environments of a campus, while anticipating uses that time, technology, and growth may require.

Through careful planning, a campus and its community are transformed and, with it, the possibilities inherent in the institution's larger vision and mission are made real.

[Learn more @ www.sbra.com](http://www.sbra.com)

# Sustainability in planning

The long view includes sustainable culture and operations



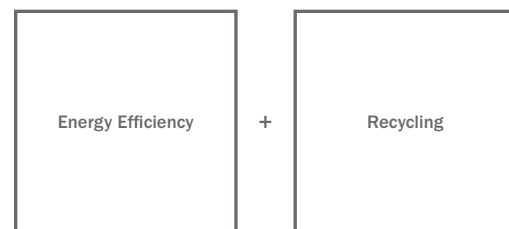
In addition to addressing the impact of runoff, the storm water management system at Philadelphia University's Kanbar Campus Center embodies the concept of "campus as a classroom" for environmental studies.

The environmentally sustainable campus community provides leadership by influencing its members and the wider community to be stewards of the environment. A comprehensive approach goes well beyond the standard "green" thinking about energy-efficient buildings and recycling: an institution's financial sustainability and the social sustainability of the campus community and its surroundings are as integral to a sustainable master plan as its physical environment.

To ensure a wholly sustainable approach, the master planning process must address a range of issues, including purchasing policies, the reuse and increased efficiency of existing buildings, enhanced pedestrian environments and transportation alternatives, support of local and regional products and businesses, environments that support diversity and are themselves diverse, and curricula that develop sustainability educated citizens.

## A comprehensive approach goes beyond the standard "green" thinking about energy-efficient buildings and recycling.

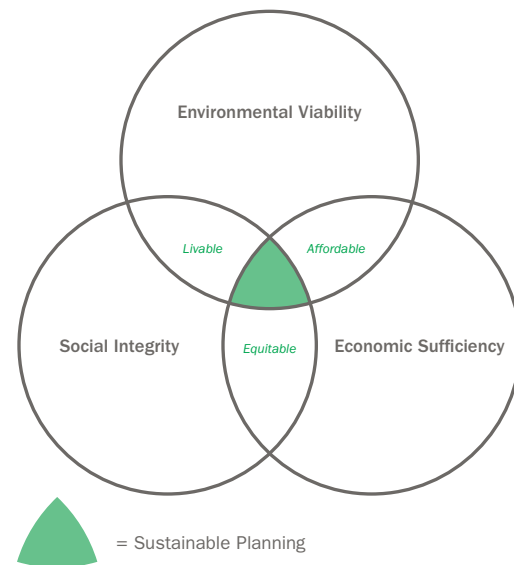
**X** Fig. 2.1 - Standard Green Thinking



"The most sustainable thing planning can do is get institutions to use their space more efficiently so that they don't have to build space they really don't need."

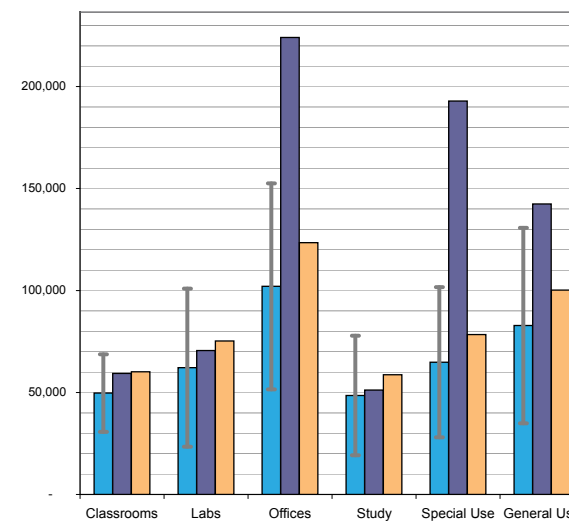
– Annie Newman, Associate Principal  
Shepley Bulfinch

**✓** Fig. 2.2 - Comprehensive Sustainable Planning



# Space utilization and needs projection

What do you have; how are you using it; what do you need?



A space utilization analysis can objectively inform an institution's plans for physical and programmatic growth and development.

Space utilization analysis and planning follows an essential sequence: know what space you have; understand how you use it; assess how your needs will evolve; and determine how you will manage future changes. In many cases, analysis and planning reveal that repurposing poorly utilized existing space may eliminate or reduce the need for new construction. The analysis of space utilization reveals the importance of synchronizing facilities and programs. While there are often significant implications for an institution's teaching and learning spaces, office and lab space use should not be overlooked as they make up a significant portion of the campus holdings that can be easily leveraged. Once an institution understands its current space use it can then model the impact of changes in enrollment, number of faculty, new programs, or new allocation policies.

"Space utilization in the course of our master planning work revealed opportunities to better align functions and their assigned space. The resulting realignment freed up 10% of our space for clinical expansion, meeting our projected growth needs for the next five years."

– Steven Wright, Vice President, Facilities  
Roswell Park Cancer Institute

Fig. 3.1 - Classroom Distribution by Building

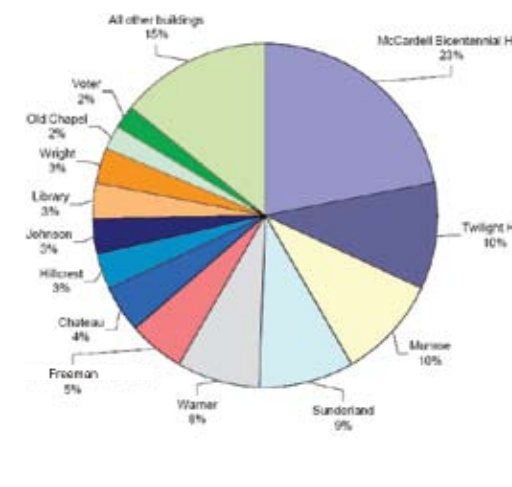
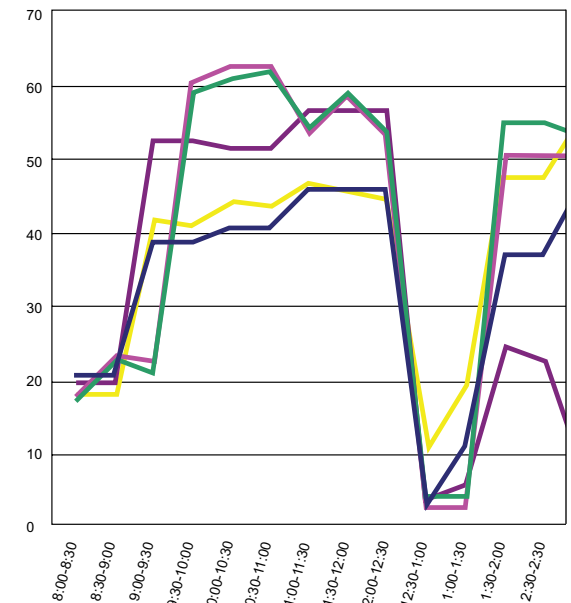


Fig. 3.2 - Distribution of Courses by Day and Time





## 10 THINGS EVERY CAMPUS SHOULD DO BEFORE A MASTER PLAN

- **Know why you want a master plan.** Understanding why you are embarking on the planning process can help you develop a scope of work that reflects your real needs.
- **Decide who the decision-makers are.** Is it the President? Chair of the Board? Donors? Know who the ultimate decision-maker is, and make sure everyone on campus knows it as well.
- **Decide how inclusive a process you want, who will be involved, and how.** Broad participation can help ensure buy-in of a plan, but should be carefully orchestrated.
- **How are other campuses organized? Who did their planning?** Campus planning firms each have a unique approach. Get recommendations, ask for information on firms' experience and approach; ask them to visit. Select a short list thoughtfully.
- **Don't use the master plan to try to get senior staff to play nice.** Make sure your senior staff is available, aligned, and eager. A room full of consultants is not the place to air internal issues.
- **Don't under-budget money or staff time.** The planning process can take a year or more. Your staff, especially senior leadership, must be able to commit significant time to the process.
- **Complete your strategic plan.** A strategic plan lays out the mission, vision, and goals of the campus. A campus master plan should reflect these goals.
- **Complete your academic planning.** Planning space needs is hard if you haven't considered what departments will grow, and how faculty and enrollment numbers will change.
- **Clean up or create your inventory.** With an accurate campus inventory an institution knows the amount of space it has, if it's enough, too much, distributed appropriately, and used efficiently.
- **Clean up or create floor plans.** Again, accurate and up to date is the goal. There are consultants who specialize in measuring space and creating electronic floor plans for pennies a square foot.

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