

# Conference Program

## Friday, July 18

3:00 PM–6:00 PM

### Conference Registration

(Packet pickup for preregistered attendees only.)

## Saturday, July 19

7:00 AM–6:00 PM

### Conference Registration

8:30 AM–4:00 PM

### Workshops (Optional)

(See pages 3–6 for workshop descriptions.)

**Campus Planning and Design—A Workshop in the Basics** (Bus departs at 8:00 AM)

**Foundations of Planning Within the Context of Higher Education**

**Achieving Integrated Planning in a Research Intensive University**

**Planning & Budgeting: Allocating and Managing Financial Resources**

1:00 PM–4:30 PM

### Workshops (Optional)

(See pages 3–6 for workshop descriptions.)

**Facilities Planning and Wireless Network Implementations: What You Need to Know**

**Planning for Science: Issues and Approaches**

VARIOUS TIMES

### Campus and Local Tours (Optional)

(See pages 22–25 for tour descriptions. Register early.)

**Florida Atlantic University: Ft. Lauderdale and Boca Campuses**

**Miami-Dade Community College - Wolfson Campus and Broward Community College**

**City Tour of Miami**

5:00 PM–7:00 PM

### SCUP Connection

(Informal social for all early arrivals.)

## Sunday, July 20

7:00 AM–6:00 PM

### Conference Registration

8:00 AM–1:00 PM

### Workshop (Optional)

(See pages 3–6 for workshop description.)

**Program Review and Prioritization: Making Tough Choices in Tough Times**

8:30 AM–NOON

### Workshops (Optional)

(See pages 3–6 for workshop descriptions.)

**Evaluating Facilities Utilization and Quantifying Space Needs**

**Strategic Planning for Full Research Park Integration into the University**

**How to Create a Disaster-Resistant Campus**

**Campus-Wide Planning for the Arts: Building Identity and Meeting Change**

**Planning and Analysis as Essential Components of Institutional and Program Accreditation**

VARIOUS TIMES

### Campus and Local Tours (Optional)

(See pages 22–25 for tour descriptions. Register early.)

**Everglades Safari**

**Florida International University and University of Miami**

**Marine Sciences Research Facilities—Florida Atlantic University Sea Tech and University of Miami Rosenstiel Buildings**

2:30 PM–3:30 PM

### SCUP Annual Business Meeting

3:30 PM–4:30 PM

### International Guests' Reception

Are you attending the conference from outside the United States? SCUP leadership would like to extend a special welcome to you. (Open to all international guests.)

4:30 PM–5:30 PM

### Newcomers' Reception

If this is your first SCUP conference, join us and meet other newcomers as well as SCUP leadership in an informal atmosphere.

6:00 PM–7:30 PM

### Opening Plenary Session & Welcome

(See page 2 for plenary description.)

7:30 PM–9:30 PM

### President's Reception

Enjoy hearty hors d'oeuvres and a cash bar while you kick off the conference at this event immediately following the opening plenary session. Tickets are included with full, guest, and Sunday-only registrations.

## Monday, July 21

7:00 AM–6:00 PM

### Conference Registration

7:30 AM–8:30 AM

### Continental Breakfast in Expo

## Concurrent Sessions

8:30 AM–9:30 AM

### Adapting the U.S. Higher Education Model in the United Arab Emirates

*Lewis T. May, Page Southerland Page; Joseph H. Stafford, University of Texas at San Antonio; Virginia Wheelless, University of North Texas*

University and architect planners will provide information on higher education in the United Arab Emirates (UAE) and describe the process they used to adapt U.S. principles in proposing a new for-profit university in Abu Dhabi. The session will include discussions about the history of higher education, external factors that have an impact on universities, the development of academic programs in the UAE, and the importance of return on investment for a new university.



### Transforming the University of Missouri-Kansas City: A Campus Without Borders

*Mary Larson-Diaz and Pat Long, University of Missouri - Kansas City; Robert A. Simmons, University of Missouri System*

The 1998 master plan of University of Missouri - Kansas City (UMKC) ignited a storm of protest, best exemplified by yard signs that permeated the area declaring: UMKC KILLS HOMES. In 2002, with guidance of a new chancellor and a new campus vision, UMKC launched a master plan process that embraced community participation and civic partnerships. The master plan has been welcomed and endorsed by community and civic leaders. Key players in this master plan process will share lessons learned from both efforts and their impact on UMKC and the community.

### Renewing the Dream: Integrated Planning, a Catalyst for Change

*Barrie L. Dubray, University of Saskatchewan*

Integrated planning is being implemented as a catalyst to establish an identity for the University of Saskatchewan which is rooted in our sense of place, our aspirations as a major Canadian medical/doctoral university, and the establishment of selected areas of academic pre-eminence. This presentation will describe a campus-wide effort to integrate planning activities through the establishment of a multi-year campus-wide planning cycle which identifies strategic directions, sets priorities, and allocates resources to these priority areas.



### The New Wave of Community College Partnerships: Who's the Customer?

*Carolyn W. Crowder, Paul D. Camp Community College; Kevin J. Kattwinkel, Moseley Architects*

Paul D. Camp Community College in Franklin, Virginia, exemplifies a proactive approach to corporate partnerships by taking the initiative, in essence developing its own 'customers.' With the help of several such partners, a new Regional Workforce Development Center has been built on campus. Reservations to use the state-of-the-art training facility have exceeded expectations. Learn how this broadening of the community college role is impacting the economic development of an entire four-county region.



### Building Campus Identity through Integrated Athletics Facilities Planning

*Mike Handelman, HNTB Corporation*

Campus athletics facilities are often the playing fields of school tradition and alumni pride. Through integrated planning these highly visible structures and land uses can help build campus identity and be successfully integrated into the campus vernacular. Athletic master planning can bring the organization and character of each campus into the athletic district. This improves the character of the athletic campus while forming a cohesive campus image.



### UC Davis: Expanding a National and Community Identity

*Stanley G. Boles, BOORA Architects Inc.; Robert B. Segar, University of California - Davis*

In the mid-1990s, the University of California - Davis embarked upon a unique planning process that sought to enhance the role of the arts on the campus, and the role of the campus in the region. The goal was to create a visible and accessible arts precinct and a new campus 'front door' to the region. This presentation will focus on the process to realize this goal; an analysis of the project including feasibility studies, programming, design and construction of a 2000-seat performance hall; and a master plan that includes hotel, conference, visual art, and visitor facilities.

## Understanding Your Research Space

*Anthony Blackett, Anthony Blackett & Associates; Karla Johnson, J. Stewart Roberts & Associates*

Perhaps the most difficult question encountered in campus space management is, “are we optimizing our existing research space?” Whereas there are established techniques for evaluating other campus space, there is far less confidence that research space can be systematically evaluated. This presentation, based on a study of research space at the University of New Hampshire, will show how evaluation tools were developed, resulting in the potential for the recapture of up to one third of existing research space.



## Key Issues in the Upcoming Reauthorization of the Higher Education Act

*Tracy Locklin, U.S. Senate Committee on Health, Education, Labor and Pensions*

The major education focus of the 108th Congress will be reauthorizing the Higher Education Act of 1965. While much of the attention will revolve around the traditional issues of access and accountability in the federal student aid programs, other issues are emerging, such as the rise of distance education and the quality of our nation’s teacher education programs. This session will discuss these and other issues, as well as the political process involved in the reauthorization.



## Vendor Presentation

### Team Build®: Managing Strategic Facility Initiatives

*John R. Benson, Troy Garrett, and Bill Scott, Linbeck; Frances M. Gast, Rhode Island School of Design*

Colleges and universities must constantly adjust their programs—and the facilities that serve them—to changing needs and opportunities. The need to internally “staff up” for such efforts can reduce focus on strategic initiatives. To help, Linbeck has integrated former campus administrators and faculty, architects, and other industry experts into its professional staff and developed TeamBuild®, a strategic facility planning, program, and project management (PM) approach. TeamBuild® emphasizes conducting proper assessment and definition of capital projects prior to incurring the expense of design. Individuals who have utilized TeamBuild® discuss the opportunities and limits of using consulting PM, and how TeamBuild’s® wide menu of services benefited selected organizations.

### Miami and Florida Quick Fact

Mangos (the apples of the tropics) are the biggest exotic cash crop of Miami.

## Concurrent Sessions

9:45 AM–10:45 AM

### The Learning Landscape of the Distributed University

*Shirley Dugdale and Fiona Duggan, DEGW*

Today’s learners increasingly operate across physical and virtual environments, the interdependency of which is becoming clearer. While virtual space provides choice and convenience, physical space provides meaning and memory. To create and sustain a vibrant learning experience, learners will continue to need time together in real space and time. The learning landscape is responding to these trends via changes in setting types, boundaries, and location. Here, we look at one of the new models emerging—the distributed university.



### Looking In, Looking Out: Emory’s Approach to Strategic Development

*Susan H. Frost and Paul M. Jean, Emory University*

One way effective leaders advance an institution is to nurture the interests and passions of community members, use those interests to sharpen the definition of the institution, and then extend successful outcomes through a continuous, campaign-like process. In this session, planners at Emory University describe this process. They link new ideas about global cities to the work of guiding change in higher education and discuss specific strategies they have used. This framework can be applied to colleges and universities of all types.



### Canisius College: Strategic Planning For Institutional and Community Renewal

*John J. Hurley, Canisius College; Michael A. Mistriner, Cannon Design*

Canisius College is keenly focused on strategies that include quality faculty, programs, students, and facilities—reflecting its core mission as a Catholic Jesuit college. Its growth has been challenged by its location in a densely populated urban residential neighborhood in Buffalo, NY, that is architecturally and historically significant. In response, the College has assumed a unique and vital role in redefining the campus community, the surrounding neighborhood, and the cityscape. Learn new ideas for building community relationships and achieving growth in a densely populated residential area.



### Robots in the University Library!

*Thomas L. Findley, Leo A. Daly; Jeff Hedges, HK Systems; Ken Marks, University of Nevada - Las Vegas*

With the onslaught of the instant information age, and in spite of increased digitization of materials as well as remote access opportunities, university libraries are experiencing unparalleled space shortages. To solve their growth problem several have opted to utilize an automated robotic storage and retrieval system (ASRS). Through a colorful, computer-aided visual presen-

tation/discussion of five university library case studies, attendees will take away a clear and useful understanding of the benefits, costs, spatial characteristics, and impact on collection, space, research, and the learning dynamic.



### **Rules of Thumb for Conference Centers: Planning, Design, Finance, and Management**

*Richard H. Fawell, VOA Associates Inc.; Thomas R. Samuels, Higgins Development Partners, LLC; Charles A. Wilson, University of Cincinnati*

Conference centers are valuable amenities to the learning environment and significant contributors to campus and local economies. Entrepreneurial planning in design, finance, operations, innovation, market responsiveness, and revenue generation requires college professionals to examine operations and reconsider functions of the conference center. Competition exists for conference center venues—details of design amenities, technology, and financing can distinguish your center from the rest. This session will show the trends in design, finance, and management in the collegiate and business world.



### **Phoenix Rises: Medical School Reestablishes Identity after Bankruptcy and Sale**

*Frank J. Pizzulo, Drexel University; Peter E. Pompetti and Barbara A. Spitz, Vitetta*

Four years ago, after the much publicized bankruptcy of the Allegheny Health, Education and Research Foundation, the former MCP Hahnemann University had to find a partner to survive. At the urging of state and local officials, Drexel University agreed to operate the academic, research, and clinical activities of the university for a three-year period. With limited capital, the University sought to reestablish its identity, plan for its future academically and from a facilities perspective, and solidify its relationship with Drexel.



### **Consolidating and Co-Locating: Planning to Better Serve Students' Needs**

*Wilson Bradshaw and Daniel Kirk, Metropolitan State University; Phillip L. Davis, Minneapolis Community and Technical College; Sally Grans, Minnesota State Colleges and Universities*

Colleges and universities around the country are under increasing economic pressure to consolidate programs and services. Successfully blending institutional cultures, however, is a much harder task. Students, staff, and faculty will face various challenges with this change, and, involved at the appropriate times, all can help reshape the institution. This session will investigate how two very different institutions—a two-year college and a four-year university—have come together to solve this problem.

### **Historic Campus Buildings: What They Teach About Sustainable Design**

*Carl Elefante, Quinn Evans / Architects*

Many campuses are distinguished by historic buildings, their iconographic images inseparable from the college or university itself. “Dealing” with historic buildings (maintaining them, upgrading their systems, adapting them to meet changing needs) requires substantial investment of resources, particularly in the context of today’s “greening” agenda. Old buildings seem hopelessly out of step. Or are they? Many historic buildings pre-date technologies that are proven to be unsustainable. This session explores lessons that historic buildings teach about sustainable design.



### **Passports to Success: Latin American Higher Education Business Collaborations**

*Maria Teresa Martinz, Universidad TecMilenio; Eduardo GarciaIuna Martinz, Universidad de Monterrey*

What are some of the issues and challenges when Latin American institutions introduce products, consulting services, applications, and technology from other countries? A panel of institutional and corporate representatives will address the many types of inter-country collaborations occurring within Latin America and share their perspectives of best practices.



### **Vendor Presentation**

#### **The Planning and Architecture of the New University of Ontario**

*Donald Schmitt, Diamond and Schmitt Architects Inc.*

Created by act of the Ontario Parliament in June 2002, the new University of Ontario will receive its first 1200 students in September 2003. Within five years the enrollment will increase to 4500 students. This session will focus on the planning and design process which is creating a new campus from first principles on a greenfield site. Five academic buildings connect around a campus common headed by the new university library. When combined with new athletics facilities, dining rooms and cafes, a student services building and central mechanical plant, the campus will form an academic village which will foster connection between faculty, student, and staff. Enormous resources are being invested in the landscape, storm-water systems, site infrastructure, and sustainable design to achieve Gold LEED Certification.



**10:45 AM – 11:15 AM**

### **Refreshment Break in Expo**

## Concurrent Sessions

11:15 AM–12:15 PM

### Benchmarking Data on Out-of-Classroom Faculty Activity: Results from the Expanded Delaware Study of Instructional Costs and Productivity

*Heather K. Isaacs and Michael F. Middaugh, University of Delaware*

The Delaware Study of Instructional Costs and Productivity is widely acknowledged as the preeminent data collection tool for analyzing faculty teaching loads, instructional costs, and externally funded research and service expenditures, by academic discipline. However, the magnitude of faculty teaching loads and associated costs, as well as the extent to which faculty engage in funded research and service activity, are mitigated by other out-of-classroom demands on faculty time. This session reports the preliminary results of the first data collection cycle, and ties the information to more traditional Delaware Study measures of faculty productivity.



### Prioritizing Institutional Needs—Analytical Approaches for Evaluating Instructional Cost

*Diane S. Hergenrother, St. John's University*

To achieve tomorrow's vision, planners must determine a strategic path by prioritizing institutional initiatives. Prioritization is achieved within the context of fiscal constraints. Thus, cost becomes a critical driver in the decision-making process. It is important, therefore, that planners develop analytical tools that provide senior managers with needed information to make informed decisions. This presentation will focus on two analytical tools developed for St. John's University: (1) A Model to Evaluate the Cost of Implementing a University-Wide Core Curriculum; and (2) A Model to Evaluate the Cost of Changing Faculty Workload.



### How Big: Counting Space

*Ira Fink, Ira Fink & Associates Inc., University Planning Consultants*

Size counts. How space is measured in higher education is often misunderstood and more often misinterpreted. This unique presentation will describe, analyze, and provide many ways to look at the campus space inventory. This session will help the novice, the expert, and the spatially challenged understand how space in rooms, departments, and buildings is classified, measured, and managed. Regardless of whether the space issue is one of efficiency, equity, expansion, or excellence, this presentation will provide the overview and basic units of measurement needed to understand space and analyze space projections.

### You Can't Cross a Border if You Can't Find It

*Richard Franz and Rosemarie Schulz, Pima Community College; Robin Shambach, Burns and Wald-Hopkins Architects*

Students have to be able to find the border in order to cross it. At Pima Community College, the five campuses of this 60,000 student institution had poor street visibility, no clear vehicular entry, and no clear main entry. One of eleven stated goals of the college's \$157 million capital program was to address this problem. Learn how this goal was implemented amongst all of the competing goals and desires, with tips on how you can implement similar goals.



### Elegant Edges: Strategies for Designing a Dynamic Interface Between Campus and City

*Carl V. Patton, Georgia State University; Margaret G. Serrato and John H. Starr, Lord, Aeck & Sargent*

The most dynamic and memorable places at many traditional and urban campuses are where campus planning complements urban planning of the surrounding community. Panelists will outline strategies used by and show examples from universities such as Georgia Tech, the University of Chicago, Georgia State University, UNC-Chapel Hill, and the University of Georgia. These universities have all succeeded at creating unique identities at their interfaces with the surrounding city, contributing greatly to attracting and retaining students and faculty.



### Technology: The Unifier in a Multi-disciplinary Environment

*Ellen A. Watts, Tsoi/Kobus & Associates Inc.; Kimberly Wright, Memorial Sloan-Kettering Cancer Center*

Almost every educational project in planning today uses technology as a means to integrate multiple departments. More and more facilities are designed as integrated learning centers. This session will discuss this new trend and the role of technology in innovative teaching and research facilities. In addition, as instruction evolves from standard lecture formats, new pedagogy is demanding new types of spaces. The development of case-based teaching methods and the introduction of experiential learning into curricula have molded new teaching environments, which are aided by advances in technology.



### Fundamentally Green: The Landscape's Role in Creating a Sustainable Campus

*Jose M. Almiñana and Teresa Durkin, Andropogon Associates; Diane Gillis, University of North Carolina at Chapel Hill*

Proactive institutions are taking the lead by including an environmental component in their campus master plans. Incorporating ecological information into planning and development is key to creating a sustainable campus landscape that is beautiful, durable, and distinctive. A case study of both the environmental master plan and a stormwater management plan at the University of North Carolina at Chapel Hill illustrates how

such plans were created at one of the nation's oldest and largest college campuses.



### **Timetabling: The World of Academia Meets the Facilities Empire**

*Garry J. Bradley, RMIT University; John H. Pryzibilla, Mackin Harland Consulting*

New student management and scheduling/timetabling technology has been a common response by many universities facing large-scale change. Effective scheduling/timetabling exists at the crossroads of an institution, impacting across the various cultures and customs (in diverse areas: space utilization, teaching delivery, faculty workload management, etc.). It can also stimulate and enable changed learning environments. This presentation draws on examples from universities across Australia and demonstrates some of the innovative solutions that enable the planner to navigate the diverse cultures and customs of higher education.



### **Rebuilding an Institutional Mission: Five Years from Inception to Recognition**

*Marianne R. O'Brien and Richard M. Smith, Perkins & Will Inc.; Lorelee A. Wederstrom, University of Minnesota*

This session utilizes a case study of the University of Minnesota Academic Health Center, where a vision set by the president in 1997 was aggressively carried forward through thoughtful planning, achieving dramatic results. This change was supported by \$100M of construction and significant changes in the identity and physical landscape. We will focus on how the rebuilding of an institutional mission is accomplished by investing in strategic priorities—both programmatically and physically.



### **The Internal Partnerships Necessary for the Establishment of the Center for Energy Efficiency**

*Mary K. Mathis, Middle Tennessee State University; Duane Stucky, Southern Illinois University*

In response to aging facilities and financial constraints, Middle Tennessee State University implemented a comprehensive energy management program. This program is designed to produce improvement projects that reduce deferred maintenance as well as initiatives that support the university mission in the classroom and in the community. Internal partnerships, developed to establish the Center for Energy Efficiency, have resulted in using the campus as a laboratory for students and a focus for energy projects design and implementation on the campus.



### **Vendor Presentation**

#### **Adapting to Changing Itineraries— Interdisciplinary Research Facilities**

*Warren J. Hendrickson, CUH2A*

Discover the success derived by planning from the inside out. Learn from the innovative design solutions developed during this state-of-the-art interdisciplinary research institute planning

adventure. Find out how the project team for the Post Genomic Institute at the University of Illinois Urbana - Champaign was able to integrate architecture and engineering throughout the design process to create adaptable laboratory spaces that could quickly and economically be transformed into biology, chemistry, or bioinformatics laboratories to meet the changing demands of grant-based research.

**12:15 PM–1:45 PM**

### **Lunch in Expo**

Visit with the exhibitors and enjoy a buffet lunch in the Expo.

## **Concurrent Sessions**

**1:45 PM–2:45 PM**

### **Urban Campus Expansion and Neighborhood Revitalization**

*Ellis Brown, Edward Waters College; Christopher D. Flagg, Reynolds, Smith and Hills, Inc.*

Edward Waters College (EWC), a private, predominately African-American college, recently completed a master plan that not only serves as a guide for the college expansion, but outlines strategies for improvements to the blighted community adjacent to the college. This case study will present the unique structure of the partnerships developed to accomplish and implement the master plan in conjunction with the community improvement strategy.



### **From Strategy to Effective Change: The Central Role of the Human Factor**

*Mireille Mathieu, Université de Montréal*

Strategic planning has become almost mandatory for designing the future of universities in North America. Although much has been written about its technical aspects, the focus has seldom been on the human factor and its critical role in the implementation of these plans. This presentation places the emphasis on this central component. Through cases drawn from 15 years at the helm of the huge Faculty of Arts and Sciences of Université de Montréal, we present a systemic approach to effective and lasting change.



### **Campus Planning RFQ/RFPs that Ensures Concise, Responsive, and Cost Competitive Submissions**

*Scott B. Page, Scott Blackwell Page Architect; Michael Scott Rudden, The Saratoga Associates; Mark S. Valenti, The Sextant Group Inc.*

Successful campus planning with an outside firm is predicated on preparing 'Request for Qualifications/Proposals' (RFQ/RFPs) that solicit the appropriate breadth and depth of services from the array of planning experts, within financial and time frame constraints. This presentation will provide a tool for assessing campus planning needs, evaluating various planning tools, and fashioning the RFQ/RFP. Learn how to use the provided check-

list to solicit proposals from the leading campus planning firms suited to the needs and conditions of a campus.



### **Design for Sustainable Stormwater Management on the MIT Campus—A Collaborative Effort**

*Stephen M. Benz, Judith Nitsch Engineering, Inc.; Talitha Fabricius, Massachusetts Institute of Technology; Keith McPeters, Olin Partnership*

The landscape vision for the Frank Gerhy-designed Stata Center at MIT was a “New England landscape” emphasizing its glacial origins, incorporating landforms such as drumlins and outwash basins. Stormwater solutions were integrated into the landforms as well as the building infrastructure to achieve the goal of managing stormwater while providing an extraordinary opportunity for promoting sustainable site design. The Stata site design team worked in strong multi-disciplinary collaboration with MIT to produce creative strategies that achieve a successful balance of technical, regulatory, environmental, and aesthetic objectives.



### **Maximizing Learning Through the use of Technology and Classroom Design**

*Karen W. Bauer, University of Delaware; John C. Cavanaugh, University of West Florida*

Current instructional methodologies encourage student-to-faculty and student-to-student dialogue and collaboration. Although the traditional lecture is still a useful and important method for the transfer of fundamental facts and knowledge, instructional strategies that include small group activities are valuable and effective in the learning process. Presenters will share several examples of technology and classroom design that support today’s instructional methods such as Problem-Based Learning (PBL), followed by a discussion of implications for the use of technology and efficient classroom design.



### **Federal Policy and the College Cost Debate**

*Jamie P. Merisotis, Institute for Higher Education Policy*

Discussion of the connections between college prices and costs and federal student aid policy has flared since the early 1990s. A major national commission, an NCES-managed study, and other efforts have not quelled the debate. This session will explore the status of the federal policy debates about costs and prices, and the ways in which these issues might be more rationally considered in the Higher Education Act and other federal forums.



### **Planning Your Performing Arts Venues to Build Campus Identity**

*Mark Bertolami, Florida State University; Kara Hill and Jamie L. Milne-Rojek, Hammel, Green and Abrahamson Architects*

This presentation will identify the unique aspects of non-classroom buildings, and their place in the campus context. Presenters will describe the problems and opportunities inherent

in the performing arts building type, and outline strategies and processes to best plan for successful integration with the campus and the desired campus identity. Focusing on a current concert hall project at Florida State University with other current examples, this session presents a new way to look at campus context, architectural guidelines and building programming.



### **Turning Temporary into Enduring: Strategies for Surge and Staging**

*Steven Ehrlich, Steven Ehrlich Architects; Marc Fisher, University of California - Santa Barbara*

As campuses across the country face needed improvements and upgrades to older facilities, a new architectural program is evolving—one that provides adequate staging and surge space for academic departments while original facilities undergo renovations. The Kinross Staging Building was conceived as the temporary home in a permanent building for displaced departments on campus. The building exemplifies a response to tight budget and schedule demands with ingenuity and resourcefulness.



### **Three Years of Web-Based Strategic Planning—Lessons Learned**

*Christian Barbieri, Leonard Brazis, and Garry Vance, Embry-Riddle University*

A large, multi-campus private university has learned how to do effective and collaborative strategic planning over the Internet involving 120 planning units at the department, college, campus and university levels. The system also has links to assessment activity and budgeting. This session will show how web-based planning was developed, maintained, and improved over three years.



### **Vendor Presentation**

#### **Undergraduate Science Facilities: Innovative Approaches to Accommodate Changing Needs**

*Sandra Bowden, Agnes Scott College; Richard M. Heinz, Research Facilities Design; Sean Towne, RFD*

The undergraduate sciences are undergoing a revolution. The changes are resulting in new facility strategies and more innovative laboratory designs. The session leaders will present the latest trends in undergraduate sciences facilities, describe how changing pedagogies impact laboratory sizes and layouts, and how alternative building floor plates support various strategies for interdisciplinary interaction and collaborative learning. Critical benchmarking data for a variety of key area and cost ratios will be presented for recent undergraduate science facility projects throughout the United States.

## Concurrent Sessions

3:00 PM–4:00 PM

### The Road to Alternative Project Delivery

*Howie S. Ferguson, University of Florida; Michael E. Kenig, Holder Construction Company*

On the road to alternative project delivery there are four steps: (1) Gaining the ABILITY to use alternative delivery methods, (2) Establishing DEFINITIONS, (3) SELECTING the right delivery method, and (4) IMPLEMENTING the chosen method. Focusing on stop (3), a methodology will be shared that will help institutional planners understand the type of questions that must be answered about both the project and the institution's internal philosophy and resources in order to select the optimal delivery method for a given project.



### Inward Journey: Neuro-Biology, Species Survival, and Perception of the Campus Environment

*Susan Painter, AC Martin Partners*

The physical campus can be a potent instrument of the educational process. Spatial elements commonly used to plan college and university campuses have a profound impact upon us because their configurations are hard-wired to our species-survival instincts at the neurobiological level. Learn about recent research in brain biology and current investigations into the evolutionary underpinnings of human survival, and how an understanding of the ways humans perceive the physical world can help achieve the ideals of legibility, collegiality, scale, communication and place attachment that campus planners seek.



### Development Frameworks: An Integrated Approach to Campus Planning in England

*David Chiddick, University of Lincoln; Greg Havens, Sasaki Associates Inc.*

A development framework is an integrated physical planning concept intended to assist institutions in coordinating strategic, operational and development initiatives. This presentation will demonstrate how the concept has been utilized in England to provide facilities and amenities in partnership with the public and private sectors as well as other institutions.



### First Impression Centers: Passport to Learning

*Charles E. Dagit, Dagit-Saylor Architects; Kathleen H. Seelye, Thomas Ricca Associates*

The first stop for high school students visiting campuses is often the campus center building—memory makers. Presenters will illustrate the common elements of successful community buildings; illustrate how elements of entryways, stairs, and circulation paths contribute to the overall spirit and image of the building; and provide new ideas for spaces, such as marketplace dining. Presenters will discuss how one introduces qualitative thinking about such buildings, the importance of the pathway system, and the need to create character out of these spaces.

### A College Campus Master Plan—A Case Study for Transformation

*Ronald Machtley, Bryant College; Robert Siegel, Gwathmey Siegel & Associates*

Bryant College has undertaken a campus-wide transformation to enhance its position as an institution that can better compete for high-quality students and faculty. Its revitalization has been realized, in part, through the design of a campus master plan, an academic quadrangle, a new state-of-the-art library/conference center, and a wellness center. This session will describe the college's inclusive mission; how campus constituents participated in its development; the design of its master plan, academic quadrangle and buildings, and the successful results.



### Greening UCSF Osher Center for Integrative Medicine: Goals, Measures, and Evaluation

*Anthony N. Bernheim, Simon Martin-Vegue Winkelstein Moris; Susan Folkman, Osher Center for Integrative Medicine; Kevin R. Hydes, Keen Engineering Inc.*

Sustainable planning for academic buildings such as the Osher Center for Integrative Medicine reduces ecological footprint and improves building efficiency/performance. Collaborative workshops are methods to integrate green measures into the process: establishing goals, developing green measures, and making consensus-based evaluation decisions. Energy conservation, indoor environmental/air quality, and resource efficiency provide strategies for achieving goals. Evaluation techniques such as rating systems and re-visiting goals are ways to gauge effectiveness of the green challenge at each phase of a new or renovated/reuse project.



### Destination Paradise or Fantasy Island? Public/Private Partnerships and University Development

*Peter T. Belisle and Ray Flatland, Jones Lang LaSalle; Beverly Wood, Planning Consultant*

Universities are becoming more intrigued with the notion of partnering with private developers to solve a variety of facility needs and scheduling problems. This represents uncharted territory for many university leaders. This session will introduce the basic information needed by campus leaders to evaluate the suitability of projects for this type of delivery method, help them organize a strategy for implementing projects and provide guidelines for developing sound partnerships with external parties.



### Civic Space on Campus

*Elliott Bonnie, Design Group; Bernie Costantino, The Ohio State University; Christine Cousineau, Goody, Clancy & Associates Inc.; Laura V. Shinn, Ohio State University Main Campus*

How should we plan and pay for those campus spaces that belong to everyone, yet can't be assigned to any one project? The Ohio State University mandates that 2 percent of each capital project be earmarked into a civic structure fund that pays for landscaped spaces, streetscape improvements, and public art.

Using the medical center project—a new hospital, parking garage, and green quadrangle integrated into one environment—OSU planners and their consultants explain how the civic structure fund works.



### Restoration or New: Effective Options for Laboratory Facilities

*John Fogarty, University of Chicago; Mike Yoshimura, OWP/P Architects, Inc.*

Can a research facility's goals be best met through renovation, restoration or new construction? Analysis of three recent laboratory projects at the University of Chicago suggests that when the existing facility's condition and architecture meet certain criteria, gut renovation can cost less, maintain program and schedule, and meet the standards of world-class principal investigators. The presentation contrasts a new interdisciplinary science center, a '70s mid-rise lab, and a restored turn-of-the century lab.



### Vendor Presentation

#### Lost Relevance? Environment's Impact on Learning in the Internet Age

*Paul Cornell, Vecta*

New technology allows us to learn anywhere, anyhow and anytime. With this capability at our fingertips, some contend that the physical environment doesn't impact learning. But in the emerging knowledge-based economy, learning is not simply a matter of acquiring information. It is about accessing social networks, informal communication, and unintended discovery. Under these circumstances the environment has become more important, but its role, function, and design have changed. This new opportunity—and set of requirements—will be discussed in light of the change in technology, pedagogy, and student expectations.

4:00 PM–5:00 PM

#### Indoor Beach Party in Expo

Be sure to come to the Expo Hall for an Indoor Beach Party! Fun and informal, come join us for chips, salsa, and assorted beverages while listening to the sounds of Miami Beach!

5:30 PM–7:00 PM

#### Optional Event

##### Art Deco Walking Tour

5:30 PM–10:30 PM

#### Complimentary SCUP Double-Decker Shuttle Bus to South Beach

## Tuesday, July 22

7:00 AM–6:00 PM

#### Conference Registration

7:30 AM–8:30 AM

#### Continental Breakfast in Expo

8:30 AM–10:00 AM

#### Plenary Session

(See page 2 for plenary description.)

10:00 AM–10:30 AM

#### Refreshment Break in Expo

### Concurrent Sessions

10:30 AM–11:30 AM

#### Campus Design/Campus Heritage

*Richard P. Dober, Dober, Lidsky, Craig and Associates*

Everyone has a stake in campus heritage. It's the celebration and commemoration of people, activities, events, and places through and with the physical objects that are created or identified to serve and symbolize the institution's purpose, presence, and patrimony. Slides and commentary will illustrate the full range of campus heritage components and how they can be adopted and highlighted as campus design elements in a comprehensive campus planning process. Handouts will be available as a take-away checklist.



#### The Languages of Sustainability and Campus Identity

*Thomas Butcavage and Greg Mella, SmithGroup; Charles Jackson, St. Mary's College of Maryland*

Colleges and universities have increasingly embraced sustainable building practices. At the same time, campus architectural language and heritage are recognizable attributes of institutional identity—features to be preserved and often influencing guidelines for new development. This session will examine the impact of sustainable strategies on built form, contrasting an overt example, the Philip Merrill Education Center for the Chesapeake Bay Foundation with the New Academic Building for St. Mary's College of Maryland, in a unique 18th century architectural context.



#### The Urban Campus' Passport to Community Outreach

*Scott Ford and Heidi A. Kaplan, Brailsford & Dunlavy; Dhiru A. Thadani, Ayers/Saint/Gross, Architects and Planners*

The increasing involvement of urban colleges and universities in neighborhood redevelopment has improved the campus experience and spurred economic development in many communities. Institutions that are considering additional community involve-

ment should assess the impact of community outreach on the institution's mission and strategic goals as well as the institution's ability to complete a project. If community development is right for a certain institution, there are a variety of federal funding tools available to many colleges and universities interested in outreach.



### **Navigating Change—As Campuses Change, What Stays Put?**

*Mike Van Yahres, Van Yahres Associates*

Some of the new offspring of higher education are technology, cultural diversity, and public/private partnerships. No matter what shifts these planning considerations bring, the physical campus will remain the home of higher education. We believe the campus is more than just the space left over between buildings; it is the rational organization of outdoor spaces and systems. In these changing times, learn how you can accommodate new challenges while preserving the best of the past.



### **Universidad de los Andes, Merging Learning Cultures through Library Design**

*Jose M. Diez, Universidad de los Andes; Ray K. Warburton and Wendell E. Wickerham, Shepley Bulfinch Richardson & Abbott*

In 1998, the Universidad de los Andes (Santiago, Chile) set out to plan and construct a new library, intent on creating a facility that would establish a new standard in Chilean and South American institutions of higher education. This session will comprehensively explore and assess, with the planner, architect, and administrator, how a new library model evolved and emerged, reflective and supportive of local learning traditions while embodying the forward-thinking concepts.



### **Integrated Planning—The Holy Grail**

*Michael A. Harwood, Karen Helm, and Lisa H. Johnson, North Carolina State University*

North Carolina State University is growing in enrollment, acreage, and occupied square footage. The university embarked upon a new round of planning for this growth and discovered that existing plans lacked the guiding principles necessary to establish priorities in an era of limited resource growth. In this session, the goals, methodology, and outcomes of an integrated planning effort will be examined. The focus will be on the processes used to weave the academic and enrollment plans, physical master plan, and space allocation plan together, while achieving a high degree of buy-in by the campus community.



### **Warp Speed: A Mosaic of the Wireless Academic World**

*Gabrielle Blackman, NBBJ; Eddie Mardon and Ramesh Rao, University of California - San Diego*

It may seem that universities have achieved a heightened level of awareness regarding technology; however, nothing we have experienced could have prepared us for the new 'wireless revolution.'

The recent integration and transformation of connective technology on academic campuses has significantly influenced the culture of academia. We can now examine the impact true 'wireless-ness' will have on planning, take a glimpse into the future of wireless technology, and reveal revolutionary strategies to piece together the right moves for the future.



### **International Educational Collaborations**

*Presenters to be Announced*

Many North American universities are increasingly positioned to strengthen their strategic alliances and collaborations with Latin American and other international colleges and universities. How is expertise and knowledge being shared between countries and what does it take to be effective?



### **SCUP/AIA-CAE Excellence in Planning Awards**

*Gita Hendessi, Hendessi Associates; Joseph J. Szutz, Georgia Board of Regents Central Office*

The joint Excellence in Planning Award collaboration between SCUP and the American Institute of Architects' Committee on Architecture for Education (AIA-CAE) is in its third year. Learn about the key issues and planning principles the jury found compelling in defining "excellence in planning." Members of the committee, winners, and other key participants will discuss the entry and selection process as well as the winning projects.



### **Vendor Presentation**

#### **Can You Afford to Build Green?**

*Guy Ott, Fred Hutchinson Cancer Research Center*

Colleges and universities across the nation are increasing their commitment to sustainability and are mandating that new buildings be designed and constructed to create healthy places for people to learn, work, and visit. In the past, it has taken extra time and money to create environmentally responsible buildings. Today, knowledgeable architects and builders, new technologies, employee demands, lower costs for green building materials, and government regulations are all converging in a manner that allows our new buildings to be both sustainable and affordable.

### **Miami and Florida Quick Fact**

The word "Miami" comes from the Indian Seminole language. It means big water.

## Successes and Pitfalls of Academic Planning

*Panel Moderator: Sal Rinella, STRATUS; Gerald Francis, Elon University; Jeffrey Lukenbill, Miami-Dade Community College*

Academic planning is one of the most difficult tasks for any college or university. This session will involve a panel consisting of successful leaders who have guided their campuses through a comprehensive academic planning process. They will share not only what they did—but what worked and what didn't, and how they would recommend their SCUP colleagues approach academic planning to ensure its success. Each leader will share his or her experiences and there will be adequate time for questions and answers. *Please note this is an extended session and ends at NOON.*

11:30 AM–12:30 PM

### Expo Hall and Pickup Box Lunch

12:30 PM

### Expo Closes

12:30 PM–1:20 PM

### Regional Meetings

## Concurrent Sessions

1:30 PM–2:30 PM

### Planning Universities: A Passport to Utopia

*Pablo Campos, Universidad Camilo José Cela*

In 1927, King Alfonso XIII of Spain decided to create a modern “University City” in Madrid. This session is focused on the planning lessons that the King’s technical commission brought back to Europe from American and Canadian universities in 1927: general campus layout; links between university and city; academic spatial ‘cells’; architectural campus configuration; and overall, Utopia as a crucial energy of transformation of universities. The final goal is to update those lessons and reinforce the Utopian attitude today as an extremely solid planning tool.



### It’s All Perception—Impact of Architectural Style on Today’s Campuses

*Douglas K. Marsh, University of Notre Dame; James McManus, The S/LI/A/M Collaborative Architects*

After years of blending undistinguished contextual buildings into its campus, the University of Notre Dame recently made a conscious decision to return to the authentic “Notre Dame Gothic” architectural style of its earliest campus buildings. This session will explore the impact this decision has had on the university’s fund-raising and recruitment, as well as on its overall image and marketing efforts. It will also address the technical challenges of returning to a traditional style, and help other educational institutions appreciate the marketing potential of their own campuses.

## A Comprehensive Approach to Budget Planning at a Major Research University

*David E. Hollowell, Michael F. Middaugh, and Carol Rylee, University of Delaware*

Budget planning at the University of Delaware is a process that involves a broad range of constituencies at the institution. The process of building a budget is highly decentralized, and requires both guidance from senior staff in ensuring that institutional goals are the focus, as well as considerable data support in assisting units in defining planning objectives. This session brings together three key players in the budget planning process at the University of Delaware, and describes in detail how a budget is built. This model is highly portable, and can easily be applied at other institutions.



## Master Planning and the Academic Medical Center

*Jim Langlois, Odell Associates Inc.; John A. Ruffo, Gordon H. Chong & Partners; Thomas A. Rush, University of California - Davis Health System*

Traditionally, academic medical centers are not thought of in the context of academic campuses. They are instead the product of a physical response to the economic and functional requirements of health care planning. It is possible to transform this traditional thinking into an approach that creates a physical context that is tied to broader campus planning principals. This session will illustrate an approach to accomplishing this goal.



## Small Campuses—Adapting to Big Changes

*David K. Breen, Merrimack College; David Salazar, Claremont Graduate University; Richard W. Thompson, AC Martin Partners*

Small American universities and colleges today are going through a series of new challenges that require flexible and adaptive responses. They must become more adept at not only navigating the cultures and customs of higher education but also addressing these issues with fewer resources and personnel. This panel discussion will share insights and lessons learned for many of these issues, including competition for students, changing technology, concerns of surrounding communities, organization, and staff.



## The Ivory Tower in the ‘Hood:

### A Condition and Perception to be Avoided

*Howard Buxbaum, New Jersey City University; Toby Israel and Allan W. Kehrt, KSS Architects*

True to its mission to educate a diverse non-traditional student body, New Jersey City University (NJCU) is taking the “path less traveled” in creating a charter school and practical curriculum to educate an at-risk high school population in Jersey City. Courses will be enlivened by real world work experiences. In addition, NJCU will create a model school for its College of Education, as well as demonstrate the adaptive reuse potential of Jersey City’s older factory buildings and improve the edge condition of its campus.

## Growing Community in a No-Growth Community

*Diane M. Dale, William McDonough + Partners; Robert B. Segar, University of California - Davis; Robert S. Sena, Moore Iacofano Goltsman, Inc.*

At the edge of a small, no-growth city in California's Central Valley, an extraordinary community-building process is taking shape. As part of the overall University of California - Davis Long Range Development Plan, this process will result in the creation of a unique new university neighborhood that will serve as a model of social, economic, and environmentally sustainable development. The design incorporates transit-oriented development, walkable neighborhoods, and cutting-edge environmentally-sustainable practices. Furthermore, this innovative plan broadens horizons on how to maximize investment potential from economic, public policy, inter-governmental collaboration, and community participation perspectives.



## Stanford University's iSpace Project: "Breakthrough" Technologies for Collaborative Learning and their Effect on Student Teams Working in Project Courses

*Andrew J. Milne, Stanford University*

This session will describe activities and research results from the iSpace project, an international collaboration exploring new paradigms for technology in learning. Technologies emerging from the project have been deployed in Stanford's new Wallenberg Hall and a number of other learning spaces at Stanford and in Sweden—all of which are technologically connected, though geographically distributed. Researchers are currently studying student usage to determine effects on performance in collaborative learning activity. The presentation will discuss development efforts and report preliminary findings.



## Vendor Presentation

### From Vision to Reality—The Campaign for Erskine College

*Bud Mattingly and Ennis Parker, The Facility Group; Jason Peevy, Erskine College*

Located in Due West, Erskine College is the oldest church-related, four-year liberal arts institution in South Carolina. Faced with declining enrollment and aging facilities, Erskine developed a comprehensive campus master plan to create a "small academic village." The campus plan led to the design, construction and renovation of several on-campus facilities. In addition, an image building campaign was developed that included an interactive CD, presentations, brochures, and billboards to help bolster the college's recognition.

## Concurrent Sessions

2:45 PM–3:45 PM

### Adaptive Learning Environments: Faculty Migration at Central Michigan University

*Warren Arbogast and Jonathan P. Kendall, IdeaReserve; Linda Seestedt-Stanford, Central Michigan University*

This fall, a new health professions building will open at Central Michigan University (CMU). Through artificial intelligence and immersion classroom modules, students in the new building will engage in educational experiences customized to their learning styles. Parallel with the planning and construction, CMU has provided a development program to assist faculty in examining and developing course materials to fully leverage the architectural and technological benefits of the new building. In this presentation, you will experience the planning issues at work.



### Benchmarking Lessons Learned: Securing Strong Participation

*Daniel K. Paulien and Yvonne M. Thibodeau, Paulien & Associates Inc.*

The presenters will discuss several recent benchmarking studies which had different measures of success in achieving participation from institutions. A number of strategies and techniques have been adjusted during the course of these studies to secure maximum participation. The most recent study achieved 95 percent participation from the selected institutions. Issues discussed will include selecting benchmark institutions, developing and testing the survey form, identifying offices to contact, setting response deadlines, maximizing common data, and organizing and interpreting data.



### Knitting the Urban Fabric

*Peter Calkins, Forest City Enterprises; Terry D. Foegler, Campus Partners; John Martin, Elkus/Manfredi Architects*

Learn how three universities in three different ways have created transitional zones at the perimeters of their campuses. Each demonstrates the institution's desire to reach out to its respective supporting community and provide aesthetically and conceptually appealing facilities that enhance both the campus and the neighborhood. Planners will be interested in the common architectural and urban elements that create exciting, vibrant, and safe pedestrian areas in formerly blighted areas.



### Seniors Back to School to Solve your Future Multiple Equations

*Daniel J. Cinelli and Aaron B. Schwarz, Perkins Eastman Architects; James Perlman, Perlmark Realty Corp.*

Along with most institutions of higher education, many existing not-for-profit retirement communities are looking to expand or replace their facilities and looking at the needs of their future residents. A senior housing continuum on your campus for the alumni, their parents, faculty, staff, and neighbors will help

shape an institution's lifelong learning focus, and will also create a synergistic platform for retail, hospitality, conference, and mature student housing programs without involving the college's capital budget.



### Knowledge-Based Communities—The Emerging Urban Campus

*Linda Gill Taylor, University of Missouri - Kansas City; C. Alyn Pruett, Wallace Roberts & Todd*

Knowledge-based communities represent a new pattern of development emerging among urban institutions. Centered around college and university campuses, knowledge-based communities are places in which educational programs and facilities—once isolated behind campus edges—become physically integrated with the resources of host communities. This session will explore the trend and then examine one institution's journey from traditional campus to knowledge-based community. The vision, the process, and the outcomes provide attendees with both a conceptual framework and practical advice for their institutions.



### The University of Minnesota East Bank Recycling Study—20 Years Later

*Lawrence J. Gleason, Cost Planning & Management International Inc.; Clinton N. Hewitt, University of Minnesota - Twin Cities*

In 1981, the University of Minnesota planned for the optimum recycling of selected buildings on the East Bank Campus. The study addressed fifteen buildings, comprising over one million square feet, and 36 distinct programs units. The planning approach was unique and provided a creative way to look at renovating vs. new facilities on a grand scale. Twenty years later, what does history tell us about what really happened to affect buildings? Did subsequent planning change the long-range projections? What lessons were learned?



### Strategic Planning in Portuguese Higher Education Institutions

*Maria de Lourdes F. Machado, Center for the Study of Higher Education; James S. Taylor, University of Aveiro; Robert Wilkinson, Pittsburgh State University*

All public and private higher education institutions in Portugal were surveyed regarding their knowledge of and involvement in strategic planning. A critical analysis of the results is provided with comparisons to US planning. Cultural differences and similarities toward the process of planning are noted. Projections on future directions for Portugal and the European Union with respect to strategic planning efforts are offered.

### Onward and Upward! Rollins College Strategic Master Plan Enhances Identity

*George H. Herbst, Rollins College; Christopher Jones, Carol R. Johnson Associates Inc.; Richard Yeager, Shepley Bulfinch Richardson & Abbott*

This session will explore how Rollins College successfully planned and completed a number of significant capital improvements that have enhanced its unique identity and supported its academic mission. As a result, the college has seen a measurable increase in the quality of student life, academic and campus rankings, recruitment, endowment, and student/alumni pride. Findings and conclusions include the college's proactive strategic planning and implementation process that highlights the importance of strong leadership, fostering partnerships, inclusive decision making, prioritizing goals and anticipating student trends.



### Hurricane Andrew Ten Years Later—Lessons Learned

*Alan J. Fish and Charles F. Gottlieb, University of Miami*

Hurricane Andrew provided a wake-up call with \$17 million in damage to the University of Miami. In response, the university has partnered with the Miami-Dade County Office of Emergency Management (the nation's leader), the State of Florida (also a national leader), and FEMA through the Disaster Resistant University pilot program. Our current Disaster Preparation and Recovery: A Plan for Business Continuity addresses the many forms of disaster—wind, flood, power interruption, fire, tornado, civil unrest, terrorism, etc.—and covers ongoing planning, mitigation, and preparation; managing during the event; and recovery after the event.



### Vendor Presentation

#### Access to Education: Global Approach to Evaluating ADA Program Discrimination in Planning

*Don R. Hanks, BFE Architecture*

This presentation will provide the benefits of Title II program assessment under the Americans with Disabilities Act (ADA) as part of the planning process. A case study of West Virginia University will illustrate the benefits to self-evaluation and transition planning.

### Miami and Florida Quick Facts

Greater Miami is the only metropolitan area in the United States whose borders encompass two national parks. You can hike through pristine Everglades National Park or ride on glass-bottom boats across Biscayne National Park.

## Tuesday Tune-Ups

4:00 PM–4:50 PM

Join one of these informal special interest groups and share your perspective.

### Faith-Based Institutions

*Brian P. Nedwek, St. John's University*



### Planning and Building an Award Winning Campus Recreation Facilities

Collaboration between The National Intramural-Recreational Sports Association (NIRSA) and SCUP

*Sid Gonsoulin, University of Southern Mississippi; James C. Turman, University of Minnesota - Twin Cities*



### How to Submit a Session Proposal to SCUP–39 (Toronto Ontario, Canada, July 2004)

*John R. Benson, Linbeck; Karen Merritt, University of California - Merced; Ted H. White, Johnson County Community College*



### SCUP's Campus Facilities Inventory (CFI)

*John T. Byrd, University of Alabama at Birmingham; Arthur J. Lidsky, Dober, Lidsky, Craig and Associates*



### Higher Education Hot Topics Exchange: Tell us what keeps YOU awake at night?

*Phyllis Grummon and Terry Calhoun, SCUP Staff*



### Campuses in the e-Knowledge Age

*Donald Norris, Strategic Initiatives, Inc.*



### Roundtable on International Issues

*Greg Havens, Sasaki Associates, Inc.*

5:30 PM–10:30 PM

### Complimentary SCUP Double-Decker Shuttle Bus to South Beach

6:00 PM–10:30 PM

### Optional Event

### Major League Baseball: Florida Marlins vs. Montréal Expos

## Wednesday, July 23

## Concurrent Sessions

8:30 AM–9:30 AM

### Consideration of Extreme Events in Building Design and Operations

*Chris Marrison and Milosh T. Puchovsky, Arup Fire*

Shortly after September 11, 2001, Arup, an international engineering firm, established an extreme events mitigation task force to study the potential impact of extreme events on current and future buildings. New concerns regarding fire resistance, building systems, evacuation, structural robustness, and fire fighter access were expressed by Arup's global client base. This presentation reviews the findings of Arup's ongoing study, and addresses issues ranging from building regulations to new concerns regarding building safety, to changing risk perceptions of building occupants.



### Institutionalizing a Planning Culture: A Model for Strategic Planning and Continuous Improvement

*Samuel A. Kirkpatrick and Donald M. Loppnow, Eastern Michigan University*

This presentation will explore a model for bringing about changes in organizational culture through planning and measurement of outcomes. The model for an inclusive, biennial top-down, bottom-up strategic planning process will be presented as the primary instrument for bringing about change. The planning model incorporates a continuous improvement culture based on data-driven decisionmaking. One of the important outcomes of the planning process is to create a culture of reflective practice, quality enhancement, and accountability for planning outcomes.



### Beyond Green Building: Architecture as an Agent of Change

*Kevin Burke, William McDonough & Partners; David Orr, Oberlin College*

Academic adoption of 'green' building standards has positive environmental effects. Leveraging the process of implementing these best practices, colleges and universities can effectively enact more far-reaching institutional changes. Rather than viewing sustainable strategies as ends in themselves, Oberlin faculty members used the design of the Adam Joseph Lewis Center for Environmental Studies as a means to create curricular and cultural change. Clearly articulating sustainable principles to guide its design has renewed and recast the College's historic mission for the future.

## Exploring the Unique Aspects of Public Urban Colleges and Universities

*Dan Montez, Dottie Lewis, and Denise Sokol, University of Colorado at Denver; Charles Tinder, Florida International University*

Why is it not apples-to-apples to compare an urban public college or university to a traditional public college or university? Urban institutions usually serve non-traditional students in a non-traditional setting and face many unique challenges. For example, state benchmarks and funding formulas that work for a more traditional campus, do not always work well for an urban institution. National rankings do not capture the character of the urbans. Many urban institutions are land-locked. However, these institutions are also in an ideal position to utilize the surrounding community as a living laboratory. This session will attempt to identify the most important issues facing public urban institutions and arrive at some suggestions for dealing with these issues.

## Concurrent Sessions

9:45 AM–10:45 AM

### National Science Foundation's 2003 Survey of Scientific and Engineering Research Facilities

*Leslie Christovich, National Science Foundation*

The National Science Foundation (NSF) biennially collects data from academic and biomedical institutions on the amount of research space in science and engineering fields (current and planned); the condition of this space; and expenditures for the current, planned, and deferred construction and repair/renovation of research space. NSF has significantly redesigned the survey, modifying and deleting survey questions and adding a new section on computing and networking technology. Also, individual institutional data will now be publicly available. This session presents the redesigned survey.



### Campus Bloopers 3—A Passport to Learning from our Mistakes

*Robert Murrin and Richard W. Thompson, AC Martin Partners*

Continuing in the spirit of Campus Bloopers 1 & 2—taking ourselves a little less seriously, laughing at our own mistakes—this session is based on the premise that it is often our failures that teach us the most. The presenters will examine how we got those forgettable, ugly duckling buildings on our campuses, illustrate their relationship (or lack thereof) to the rest of their campus environment, show successes and failures at fixing them, and attempt to define the lessons to be derived for campus planning.

## Sustainable Programming for Flexibility over 100 Years of Occupancy

*Phaedra Svec, BNIM Architects; Brian Yeoman, University of Texas Health Science Center at Houston*

The University of Texas Health Science Center at Houston (UTHSCH) has learned that sustainable strategies, integrated design, and long range thinking can save money, promote health and well-being, and minimize environmental impact. UTHSCH assembled a team of programmers to develop seven guiding principles that will shape all their future facilities. The story of collaboration and implementation is a roadmap for any institution attempting to sustain and maintain quality facilities that will remain flexible and effective over time.



### Developing and Understanding Institutional Identity and Mission

*Steve Pontius, Karen Schmid, and Kevin J. Snider, Indiana State University*

Many doctoral research-intensive institutions are realizing that their role in higher education is different from that of their research-extensive counterparts. For these schools, mission, niche, and priority identification have become increasingly important. This session documents the journey of one such university to establish a distinctive identity from the perspectives of its president, provost, and planning administrators. Planners, academic officers, and presidents will gain insights that they can use for their trip in this complicated area of strategic planning.

11:00 AM–1:30 PM

### Closing Plenary Session and Brunch

(See page 2 for plenary description.)

### Miami and Florida Quick Facts

Miami has been the set for many movies including *Absence of Malice*, *The Birdcage*, *Holy Man*, *The Mean Season*, *There's Something About Mary*, *Scarface*, *Striptease*, *True Lies*, and *Up Close and Personal*.

Florida is not the southernmost state in the United States. Hawaii is.