

SCUP member news

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Announcements:

Please send your member announcements (awards received, new jobs, promotions, volunteer experiences, and other significant events) to membership@scup.org or fax to **SCUP Member News** editor at 734.998.6532. To be included, the individual must be a member-in-good-standing (dues paid).

Sorry, SCUP does not publish general business announcements in this newsletter. Paid announcements of corporate awards, mergers, office openings, job completions, etc. can be placed in our other email newsletter, **SCUP Email News**, in the form of a paid ad. To purchase an ad, contact **Betty Cobb**, associate director of corporate relations, at betty.cobb@scup.org or call 734.998.6595.

Contact Us:

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Contact: membership@scup.org

News About SCUPers

William Anderson has been named senior vice president and Northeast regional director at The Rise Group, LLC, in Boston, MA.

Jay Appleton has joined Kitchen and Associates Architectural Services in Collingswood, NJ, as director of marketing.

Matthew Ashcraft has been named dean of research and planning analysis at Mesa Community College in Mesa, AZ.

Reginald Avery assumed his duties as president of Coppin State University in Baltimore, MD, last January. He is the fifth president in the institution's 108-year history.

Raymond Barclay has been named associate vice president and director of institutional research for the College of Charleston in Charleston, SC.

Rob Barthelman recently joined Anderson Brulé Architects in San Jose, CA, as the director of educational facilities. He oversees all educational projects and leads the firm's knowledge management and information systems initiatives.

Michael Bass has been promoted to vice president of Cutler design at Cutler associates Inc in Worchester, MA.

Robert Benson has been promoted to associate principal of 4240 Architecture Inc in Chicago, IL.

Terry Brown has been named interim provost and vice chancellor for academic affairs at the University of Wisconsin's River Falls campus.

Michele Brown-Rall has joined Heery International Inc. in Atlanta, GA, as senior associate.

Robert Buchholz has been named director of the physical plant at Elon University in Elon, NC.

Jan Burgess has been named senior project manager at Treanor Architects, P.A., in Lawrence, KS.

Dorcas Colvin has been named executive vice chancellor of management and strategic initiatives at Winston-Salem State University in Winston-Salem, NC.

Ronald J. Core has been named vice president of business and finance at Georgia Southern University in Statesboro, GA.

Vivienne W. Crooks has been named director of business services at the School of Graduate Professional Studies at the Penn State University Great Valley campus in Malvern, PA.

Jonathan A. Crump has been named a principal at Leo A Daly in Minneapolis, MN.

Brian Dalton has been named senior vice president of enrollment management at Mercer University in Macon, GA.

Robyn L. Dickinson was promoted to associate vice president of planning and information management at The University of Scranton in Scranton, PA.

Biagio A. DiTullio has joined Commodore Builders in Newton, MA, as project executive serving the institutional and life sciences markets.

Elizabeth “Zibby” Erickson was named a 2008 Women in Design Award of Excellence winner by the Boston Society of Architects (BSA). She was one of three women who received the award at ceremonies in early November. Ericson is a principal at Kahler Slater Architects in Milwaukee, WS.

Nick Eversole has been named assistant dean of undergraduate education at the University of California’s Irvine campus.

Cara Flad has been named director of capital planning at the University of California’s San Diego campus.

Connie Foster is serving as interim chancellor at the River Falls campus of the University of Wisconsin.

Frances M. Gast has joined the University of Connecticut’s Architectural and Engineering Services department as a planner.

Julian Keniry, campus ecology director of the National Wildlife Federation (NWF), was interviewed in the October 2008 issue of *University Business* magazine about the results of the NWF’s Campus Environment Report Card. The report is available at www.nwf.com.

David Salazar was named associate vice president for physical planning and facilities management at California State University Long Beach.

Norman Strong, managing partner of The Miller|Hull Partnership was awarded the American Institute of Architect’s (AIA) Northwest and Pacific Region’s 2008 Medal of Honor, which is conferred annually on a regional architect who consistently demonstrates excellence or service to the profession.

Stephen Taksar, vice president for finance and administration at Plymouth State University in Plymouth, NH, was interviewed, along with three other chief business officers, in the October 2008 issue of *University Business* magazine about the daily and long-term challenges facing CBOs today.



Annual Conference

SCUP-44

Values and Vision
Create the Future

Portland, OR (USA)
July 18–22, 2009

www.scup.org/annualconf/44/

Record Set: More than 285 Session & Workshop Proposals Received

The call for concurrent session and workshop proposals for the July annual, international conference closed on October 1, with approximately 270 concurrent session submittals, compared to a previous record of 255. SCUP also received 17 workshop proposals.

The proposals were reviewed by members of SCUP’s planning academies in October and then finalized by the SCUP-44 Conference Planning Committee recently, according to **Kathy Benton**, SCUP associate director for education and product development. “We thank everyone who submitted a proposal. It’s the presenters’ work that members and others come to hear and learn from at the annual conference every year.”

Benton will notify submitters on the status of their proposals in December and January.

Many thanks to the SCUP-44 Conference Committee for all their hard work. A complete list of committee members can be found at www.scup.org/leadership/annualconf/44.html.



Portland

Portland, OR, was named one of the hottest travel destinations and recently ranked by *Money* magazine as #2 among big cities in which to live in the US.

With breathtaking views, preserved historic landmark attractions, museums, superb cuisine and exceptional dining, and endless outdoor activities, you

won't want to miss your chance to enjoy the sites and sounds of this great city and the opportunity to meet higher education planning professionals from all across campus and the world.

Oregon Convention Center

The Oregon Convention Center (OCC) will be the site for registration, concurrent sessions, workshops, and the Idea Marketplace. In September 2008, it was recertified with the LEED-EB Silver rating, making it the first convention center in the nation to achieve recertification at a higher rating.

Reserve Your Hotel Room

Only \$147* Per Night (*Plus Tax)!

Reserve your room as soon as possible at the conference hotel headquarters, Hilton Portland and Executive Towers. The hotel is located in the heart of Portland's business and entertainment districts, is nine miles from Portland International Airport, and is only two blocks away from the MAX Light Rail system, which provides affordable access to many of Portland's premier attractions, including the Oregon Convention Center and the airport.

The trip on the light rail system between the Hilton Portland and the Oregon Convention Center is free, but you must pay a fee (currently \$2.30) to take it to and from the airport. The trip from the airport on the MAX Red Line takes 38 minutes and trains run every 15 minutes.

There is a map of the system stations at <http://trimet.org/schedules/maps/maxsystem.htm>.

The Hilton Portland is proud to be the largest Green Seal Certified hotel on the West Coast. To earn this prestigious certification, the hotel must adhere to rigorous environmental leadership standards and participate in sustainability programs such as recycling, waste minimization, reduced energy use, and green purchasing.



The Hilton Portland & Executive Tower hotel offers 782 guest rooms.

Go to www.scup.org/annualconf/44/hotel.html for reservation information.

Corporate Visibility

Gain visibility for your firm at SCUP-44!

The Idea Marketplace—an interactive opportunity to exchange ideas and information, knowledge, and learning—is not a trade show, but rather a learning environment to “display” your ideas, products, and services in a collegial way. Approximately 90 percent of the exhibitors are SCUP members. The Idea Marketplace and all concurrent sessions and workshops will be in the Oregon Convention Center.

“Learning Sites” are for firms that want to demonstrate a product or service in a more hands-on setting. The Learning Sites are available for select times on Sunday, Monday, and Tuesday of the conference.

Sponsorship opportunities also are available. Learn more at www.scup.org/annualconf/43/corporate.html.

Awards & Recognition

Submittals are due on **February 27, 2009**, for the SCUP Excellence in Planning, SCUP Excellence in Landscape Architecture, SCUP/AIA-CAE Excellence in Architecture, and the new SCUP Award for Institutional Innovation and Integration.

The **Excellence in Planning Award** recognizes that comprehensive campus planning and design are collaborative and involve campus planners, architects, administrators, faculty, professional consultants, and many other stakeholders. The categories are:

- Excellence in Planning for a New Campus
- Excellence in Planning for an Established Campus
- Excellence in Planning for a District, or Campus Component
- Excellence in Planning for Preservation or Restoration

The Excellence in Landscape Architecture Award recognizes excellence in the planning and design of campus grounds for higher education. It recognizes the sensitive and skillful design of open space and landscape elements such as streetscapes, transit corridors, pedestrian routes, garden areas, natural areas, and storm water management. The award emphasizes the distinctive use of paving materials, plantings, furnishings, fixtures, and special amenities that enhance the use and enjoyment of the outdoor campus environment.

The **Excellence in Architecture Award** recognizes that the physical results of comprehensive campus design and planning are collaborative and involve campus architects, planners, faculty, administrators, professional consultants, and many stakeholders. The categories are:

- Excellence in Architecture for a New Building
- Excellence in Architecture for a Building Addition
- Excellence in Architecture for Restoration or Preservation
- Excellence in Architecture for Renovation or Adaptive Reuse

The new **SCUP Award for Institutional Innovation and Integration** was developed by SCUP to recognize and honor the achievement of higher education institutions or teams of individuals whose work has demonstrated innovative thinking, planning, and implementation in an

integrated fashion. Institutions of all sizes, locations, and type, including large universities, comprehensive and doctoral institutions, small institutions, and community colleges are encouraged to submit for consideration. Areas of achievement that will be honored include process improvement (recognizing institutions that have successfully designed or re-engineered their planning processes to be collaborative, coordinated and synergistic) and resource enhancement (recognizing institutions that stand out among their peer institutions as stewards of financial, physical, human, cultural, and community resources).

Check the following web links for information on submittal requirements and eligibility:

www.scup.org/membership/awards/call_for_entries.html

www.scup.org/membership/awards/Innovation_Award.pdf

Book News

Now Available!

A Guide to Planning for Change

By: Donald M. Norris and Nick L. Poulton

This is the long-awaited update and enhancement of SCUP's classic book, *A Guide for New Planners*, which was written by Norris and Poulton and published by SCUP in 1991 then reprinted in 1994. *A Guide to Planning for Change* combines the practical insights of the authors' earlier work with future vision and insight. The book highlights the latest thinking and writing on planning and strategy execution; summarizes the new and emerging challenges facing leaders of colleges and universities; and discusses new techniques and tools (most notably, analytics) to create an enhanced model for planning in higher education. The planning model recognizes that many internal, external, up, down, and sideways forces, challenges, and opportunities face higher education and that, ultimately, it is the successful, expeditionary execution of strategy that will have a lasting impact on the institution.



Board Meeting

October Board Meetings

The 2008–09 board of directors met on October 17–18, 2008, in Ann Arbor, MI. Here is a summary of their decisions and actions:



SCUP President **Sal Rinella** opened the meeting with a discussion about how institutions are facing and managing change. Observations included accelerated planning processes with less campus-wide debate, parallel work versus sequential work, planning as a series of successive approximations, the era of the unknowable, and planning that does not have to be perfect before it is implemented.

- Rinella and SCUP Executive Director, **Jolene Knapp**, CAE, co-presented findings from two research projects of the American Society of Association Executives (ASAE) about characteristics of successful associations, and members' perceptions about the value of joining an association. Board and staff members broke into small groups to share observations about SCUP's performance relative to ASAE's book, "7 Measures of Success: What Remarkable Associations Do that Others Don't." Points of agreement:
 - Be nimble as an organization—get to the real purpose faster and more directly.
 - Communicate to members that we care about what they think and to inform them of the board's work.
 - Ensure that we know what members want and utilize the data in making decisions.
 - Measure results and practice "purposeful abandonment" of programs and services that do not achieve goals.
 - Continue to seek and form strategic alliances.
- The board heard updates from six task forces exploring strategic priorities from the strategic plan. The task forces are focusing on: academies, transformational leadership, sustainability, emerging leaders, membership, and strategic partnerships.



- Incoming president **John Ruffo** discussed his vision for his FY09–10 presidential term, including ways to advance SCUP's strategic plan. Strategic priorities and outcomes of the task force work that is underway will continue to develop. Ruffo is interested in the topic of leadership of effective institutional transformation and/or change management. Two areas of particular importance to organizational leadership in higher education are: a.) embracing sustainability (and fostering the corresponding environment of change that it requires), and b.) leadership during a turbulent and difficult economy.
- **Niraj Dangoria** was appointed vice chair of SCUP–45 annual, international conference and idea marketplace. It will be held in Minneapolis, MN.
- Secretary-treasurer **Donna Kidd** gave a financial overview on FY07–08, which ended September 30. Details of that budget are being finalized and will be reported to members in the 2007–08 Annual Report to Members, which will be published in January 2009.
- Kidd also reviewed the FY08–09 budget with the board.
- Board members expressed concern about the ability to serve members who are constrained by budget and travel restrictions. SCUP will continue to strengthen regional activities, emphasize and develop new opportunities for distance learning, and monitor the impact of today's economic turbulence on members and on SCUP as an organization.
- The roles of state and provincial coordinators in the regions have changed and now focus on reporting news from their respective states and provinces for inclusion in regional newsletters. To clarify the change, the regional representatives changed the name of the this volunteer position from "state coordinator" to "regional communication coordinator."
- **Pat Caldwell**, Professional Development Committee (PDC) chair, reported on the success of the inaugural faculty training program for the SCUP Planning Institute in September. Following PDC guidelines,





prospective faculty candidates were graduates of the SCUP Planning Institute, with special consideration given to emerging leaders who do not have other SCUP volunteer duties.

In response to member requests for easier access to institute offerings

by conducting them in conjunction with regional conferences, the training also had a goal of ensuring a trained team of three Step II faculty members in each region.

- At-large director **Alex Roe** reported on the work of the Volunteer Recognition Task Force. The task force will present guidelines at the next board meeting, including recommendations of who should oversee a program of consistent recognition and what such an effort would cost.

- **Susan Rogers**, SCUP director of member relations and marketing, reported on the forthcoming November membership survey.



SCUP member **Alan Cox**, president of The Planning Edge, a strategic planning and market research firm, is contributing his professional services to the development of the survey. Cox also will lead two focus groups at SCUP-44.

- **Leslie Loudon**, chair of the Membership Committee,



updated the board on the implementation of the recommendations of the SCUP Volunteer Task Force. Loudon and Rogers met with a staff group at the SCUP office in early October to discuss implementation strategies.

- At-large director, **Jaime Garrido**, chair of the Nominations and Elections Task Force summarized the task force work to date and proposed a set of



recommendations that could be implemented with the upcoming election cycle. The board accepted the following recommendations:

- Strengthen the current mix of both knowledge and geographically based volunteer activities to maintain a

potential leadership pool that represents both constituencies.

- The nominating committee should consider the strengths and composition of the continuing board members—including knowledge-based and geographic balance—in recommending an election slate.
- Encourage potential candidates to talk to incumbents about the position and requirements.
- Enhance job descriptions for board members by including qualifications to be considered for the position and a more detailed description of the time commitment required.
- Revise the template for candidate biographies that are posted during the election to clarify information needed from the candidates and to create consistency in the posted information.
- A matrix of board members who will continue to serve in 2009–10 reveals gaps in academic planning and institutional research disciplines, and in representation from community colleges and private four-year institutions. The board asked the nominating committee to take that information into consideration as it prepares to recommend a slate.

Calendar of Events

2009

January 16–18: SCUP Planning Institute Step II in Tempe, AZ.

January 16–17: SCUP Planning Institute Step III in Tempe, AZ.

January 28: Webcast, “Campus Landscaping: Impact on Recruitment and Retention.”

February 11: Webcast, “Environmental Sustainability as a Strategic Investment: Building Governing Board Engagement and Support.”

March 18–20: 2009 North Atlantic Regional Conference, “Public Policy, Planning, Paradigms, and Partnerships,” New York City, NY (USA).

March 22: SCUP Planning Institute Step I in Boulder, CO (in conjunction with Pacific Regional Conference).

March 23–25: 2009 Pacific Regional Conference, “Strategies for the University Presidents’ Climate Commitment: Traversing from LEED™ to Carbon

Neutrality,” Boulder, CO (USA)

March 29: SCUP Planning Institute Step I in Long Branch, NJ (in conjunction with Mid-Atlantic Regional Conference).

March 29–31: 2009 Mid-Atlantic Regional Conference, “Navigating the Future,” Long Branch, NJ (USA)

May 15–16: SCUP Planning Institute Steps II & III, in New Orleans, LA (USA)

July 18–22: SCUP–44 Annual, International Conference and Idea Marketplace, Portland, OR (USA)

Membership

SCUP Membership Stats

As of October 31, 2008, SCUP had 5,301 members.

New Group G: Government, Foundation, Accreditation, Non-Profit, and Not-for-Profits

A new institutional group membership—Group G—is now being offered for use by federal, state, and local government offices and agencies, foundations, museums, accrediting agencies, non-profit associations, and not-for-profit organizations.

The \$700 dues for Group G provides for three members. The group can add an unlimited number of additional members for \$240 each.

Student Membership Definition and Benefits Modified

Last July, the SCUP Membership Committee reviewed the definition of our student membership category and made a few changes, which went into effect at the beginning of the society’s fiscal year, October 1, 2008.

Expanded Definition: In the past, student membership in SCUP was reserved for individuals who were enrolled in a course of study full time and not employed full time. That definition has now been expanded to include individuals who are attending school full- or part-time and who are employed full-time or part-time, or who are not working.

In other words, the criterion for student membership is enrollment in a college or university that is listed in the *Higher Education Directory*, regardless of employment status.

Proof of Enrollment: To ensure that the individual selecting this membership category is actively involved in a legitimate course of study, SCUP now asks for proof of enrollment, such as a registrar’s receipt or a brief letter from a faculty advisor confirming work on a master’s thesis or doctoral dissertation. This documentation must be mailed or faxed with the student application (and with each subsequent renewal). Student applications are reviewed and approved by the director of member relations prior to processing payment.

Four-Year Limit: Student members are now limited to four consecutive years total. After completion of the fourth year, the individual must choose a regular individual or group membership.

Member Rate: Student members may register for all SCUP events, national or regional, at a special student rate (if one is offered). Student members will receive the member rate for all other SCUP products and services.

Online Benefits: Student members will be provided access to all areas of the SCUP web site, including the member-only sections. This membership will no longer include a print copy of the *SCUP Membership Directory* or a subscription to the print version of the *Planning for Higher Education* (PHE) journal. The membership directory and PHE journal are available to view online for free; print versions may be purchased at an additional cost. This redirection to online benefits results from SCUP’s support of environmentally sustainable benefits (we are phasing out print publications for all members over time) and because the dues for the student membership do not fully cover the costs of serving our student members.

Credit Card Security Code Required

Beginning January 1, 2009, SCUP will require a credit card security code (CSC) to complete financial transactions using credit cards. The CSC provides increased protection against credit card fraud.

Welcome New Members!

SCUP warmly welcomes the following members who joined between July 1, 2008, and November 1, 2008.

Azher Abbas, General Manager, Project & Support Services, Habib University Foundation

Mohinder Billy Lim Abdul Aziz, Principal Partner, Arkitek Rekejaya

Rebecca Adams, Graduate Program Director, University of North Carolina-Greensboro

Hunter Alessi, Professor, Southeastern Louisiana University

Jennifer Allen, Senior Associate, Heery International Inc

John Alvarez, Senior Project Manager, Hoar Program Management

Glenn Anderson, Executive Director, Educational Facilities Group, Turner Construction Company

Paul Andriese, Principal, Grissim Metz Andriese Associates

Ginger Appel, Director, Budget Planning, University of Saskatchewan

Ulises Arnold, Research Associate, University of Texas at El Paso

Jacqueline Ashby, Graduate Student, Simon Fraser University

Jacalyn Askin, Vice President, Administrative Services, Paradise Valley Community College

Anthony Atkin, Principal, Atkin Olshin Schade Architects

Charles Ault, Managing Principal, Leo A Daly

Carey Baldwin, Physical Plant Director, North Carolina Agricultural and Technical State University

Michelle Banic, Institutional Analyst, University of Waterloo

Yasmeen Bano, Head Research Unit, Habib University Foundation

William Barlow, University Engineer, North Carolina Agricultural and Technical State University

Elizabeth Barnes, Vice President, Chief Human Resources & Administration Officer, Walsh College

Laura Barnum, Senior Assistant Vice President, Resource Planning & Information Management, State University of New York College at Buffalo

Kathleen Bartels, Principal, Lerner/Ladds + Bartels, Inc

Dan Bawinkel, Facilities Planner, Rock Valley College

Eric Becher, Vice President, Institutional Advancement, College of Saint Elizabeth

Karl Becker, Vice President, College Advancement, The Restaurant School at Walnut Hill College

Judith Bense, President, University of West Florida

Patricia Benson, Associate Vice President, Finance & Administration, Delaware Valley College

Michael Berger, Provost & Academic Vice President, Arcadia University

Lucy Bermudez, Designer, PS & S Architecture & Engineering

Jan Biros, Vice Provost, Drexel University

Jennifer Boezwinkle, Marketing Manager, Integrated Architecture

Daniel Boice, College Librarian, Divine Word College

Christophe Bornand, Facility Planner & Sustainability Coordinator, St. Mary's College of Maryland

Tammy Bourg, Interim Provost, Southeastern Louisiana University

Linda Brady, Chancellor, University of North Carolina-Greensboro

Eileen Bray, Vice President, Administration & Finance, University of Northern British Columbia

Timothy Brewer, Principal, TLB Architecture, LLC

Denis Briere, President, Université Laval

Stephen Broadhead, Senior Associate & Project Manager, KlingStubbins

Jeffrey Brown, Principal, Powers Brown Architecture

Linda Brown, Vice President, Finance & Treasurer, Concordia College-Moorhead

Riki Brown, Facilities Planner, Wentworth Institute of Technology

Frank Bruno, Vice Chancellor, Administration, University of Colorado at Boulder

Jerry Buckley, Dean, MNSESW Division, Grossmont College

Sean Buffington, President, University of the Arts

Patrick Bumpas, Vice President, Rees Associates, Inc.

Christina Burke, Market Solutions Integrator, Herman Miller

Tim Burkett, Operations Team Leader, Biohabitats, Inc

Douglas Burton, Vice President, Sales, Continental Office Environments

Kelly Cain, Director & Professor of Sustainability, Plant and Earth Sciences, University of Wisconsin-River Falls

Alistaire Callender, Vice President, Haley & Aldrich, Inc.

Vince Cammalleri, Principal, Simpson Gumpertz & Heger Inc

Carlos Campo, Vice President, Academic Affairs, Regent University

Dan Carrell, Chancellor, Embry-Riddle Aeronautical University-Prescott Campus

Martin Castillo, Interim Director, University Housing Services, San Jose State University

Vishnu Chackan, Senior Manager, Facilities Maintenance, University of Trinidad and Tobago

Wayne Chadbourne, Vice President, Haley & Aldrich, Inc.

Patricia Charlton Dayar, Vice President, Finance & Budget, College of Southern Nevada

Jim Chatas, Principal, SHW Group

Michael Chow, Project Director, Physical Planning Design & Construction, University of California-Merced

Steve Clark, Principal, Gould Evans

Kimberly Cline, President, Mercy College

Gretchen Cobb, Property Management Director, North Carolina Agricultural and Technical State University

Clint Conley, Electrical Engineer, Smith Seckman Reid, Inc

Cedric Connor, Senior Manager, Planning & Development, University of Trinidad and Tobago

Troy Contreras, Designer, SHW Group

Michael Corby, Executive Vice President, Integrated Architecture

Judy Cordova, Vice President, Student Affairs, New Mexico Highlands University

Brian K. Craig, Education Practice Leader, URS Corporation

Gordon Crespo, Director of Business Development-Institutional, MBH Architects

William Criswell, Project Executive, Turner Construction Company

Carl Crow, Vice President, Smith Seckman Reid, Inc

Brian Curley, Principal, PDT Architects

Donald Curran, Assistant Director, Business Services, Penn State Great Valley School of Graduate Professional Studies

James Curtin, Principal, Solomon Cordwell Buenz

Jay Daily, Vice President, Business Development, Hoar Program Management

Scott Jackson Dantley, Associate Vice President, Planning & Assessment, Coppin State University

Janice Darden, Facilities Financial Affairs, North Carolina Agricultural and Technical State University

Mindy Davine, Director, Program Development, Leo A Daly

Christopher Davis, Vice President, New Construction Group, Constructors-The Structure Tone Organization

John Day, Director, Interior Design, LDA Architects

Rod Decker, Provost, Southern Utah University

Art DeMuro, President, Venerable Group, Inc

Lynne Deninger, Vice President, Cannon Design

John Dennis, Director, Health & Higher Education, Constructors & Associates

Mark Devaney, Director, Business Development & Marketing, Langan Engineering & Environmental Services

Rani Dhaliwal, Vice President, Finance & Administrative Services, Humber College Institute of Technology & Advanced Learning

Nasreen Dhanani, Deputy Director & Director, Research, University of Central Asia

Paul Dickinson, President, Integrated Architecture

Allison Dineen, Vice President of Finance, Colorado State University

Tamara Dinsmore, Associate Director, Interior Design, Skidmore, Owings & Merrill LLP

Chuck Dixon, Project Manager, North Carolina Agricultural and Technical State University

James Dlugos, Vice President & Dean for Academic Affairs, College of Saint Elizabeth

Peter Dlugos, Vice President, Research, Planning, Assessment & Quality, Bergen Community College

Richard Dodd, Director, Business Development, Hastings & Chivetta Architects, Inc.

Laurna Drake, Senior Director, Information Technology Operations, Thunderbird School of Global Management

Johnnie Driessner, Executive Vice President, Concordia University

Paul Duff, Associate Dean, George Washington University

Wanda Dunaway, Director of Business Development, Balfour Beatty Construction

Craig Edelbrock, Chancellor, Penn State Great Valley School of Graduate Professional Studies

Larry Eisenberg, University Architect, University of Missouri System Administration

Rick Embree, Associate Vice President, Planning & Development, Humber College Institute of Technology & Advanced Learning

Jessica Engeman, Historic Preservation Specialist, Venerable Group, Inc

A. Gabriel Esteban, Provost, Seton Hall University

Joe Fabiny, Director, Standards & Support Services, Ohio University Main Campus

Brett Fairbairn, Provost & Vice President, Academic, University of Saskatchewan

Jennifer Farnham, Senior Project Executive, Gilbane Building Company

Lisa Fears, Vice President, Planning, Plant & Technology, Franklin College of Indiana

Bruce Ferretti, Director, Plant Operations, Lafayette College

John Fidler, Staff Consultant, Simpson Gumpertz & Heger Inc

Dan Fiedler, Associate Director, Capital Planning & Development, Linfield College

Nicole Fisher, Marketing Coordinator, Loeb Schlossman & Hackl

Lorraine Fisher, Principal & Project Director, KlingStubbins

Wayne Flack, Director, Facilities, Concordia College-Moorhead

Steve Flanagan, Principal, LPA, Inc.

Christopher Floyd, Business Development, C.E. Floyd Company, Inc

Paul Forestell, Provost, C.W. Post Campus, Long Island University

Pam Fowler, Director, Business Development, Smith Seckman Reid, Inc

Myra Frady, Dean, Resource Planning & Chief Financial Officer, Emory University

James Fries, President, New Mexico Highlands University

Lynn Fusco, President, Fusco Corporation

Karen Galardi, Interim Director, Strategic Planning & Executive Director, Newtown, Holy Family University

Philip Garber, Executive Director of Planning, Elgin Community College

Michael Gardner, Project Manager & Architect, California State University-Long Beach

Samuel Gardner, Partner, Gregg Wies & Gardner Architects, LLC

Pete Garrett, Partner, Studio RED Architects

Joseph Garvey, Vice President, Business Affairs & Treasurer, Marywood University

Jan Gehler, College President, Scottsdale Community College

Heather Geiger, Space & Planning Manager, Seattle University

Rachel Gibson, Planning & Architecture Consultant, Ross University

Sara Goins, Marketing Director, Convergent Technologies Design Group

Thomas Gospodarczyk, Dean, Institutional Research & Planning, Sauk Valley Community College

Kurt Haapala, Associate, Mahlum Architects

Marion Haggarty-France, Senior Administrative Officer, University of Alberta

Francis Halle, Director, Space Administration & Management, Western Washington University

Mark Hallee, Associate, Lerner/Ladds + Bartels, Inc

John Hamilton, Project Manager, The Walsh Group

Mara Hancock, Interim Director, Educational Technology Services, University of California-Berkeley

Tedd Hardesty, Principal, The EDGE Group

Abram Hardin, Strategic Planner, University of California-Berkeley

Erin Hoffmann Harding, Associate Vice President, Strategic Planning, University of Notre Dame

James Harkin, Director, Architecture, MKC Associates, Inc

Charles Harrington, Provost & Vice Chancellor, Academic Affairs, University of North Carolina at Pembroke

Stephen Harris, Associate Principal, Simpson Gumpertz & Heger Inc

Trevor Harrison, Managing Partner, HBT Architects

Peter Havenga, Professor & Executive Director, Academic Planner, University of South Africa

Diane Hayes, Research Analyst, University of the District of Columbia

Heidi Hedegard, Research & Data Manager, University System of New Hampshire

Peggy Henderson, Senior Associate, Heery International, Inc

Kevin Herrick, Principal, NBBJ

Jamie Hershey, Marketing Coordinator, MacIntosh Engineering

Lucinda Hill, Director, Sloan Capital Projects, Massachusetts Institute of Technology

Kathleen Hilton, Associate Vice Chancellor, Academic Planning, University of North Carolina at Pembroke

Donald Hodson, Senior Associate, Langan Engineering & Environmental Services

Susan Hoffpauir, Associate Vice Chancellor, Academic Affairs & Policy, University of Arkansas at Little Rock

Joanna Hoffschneider, Director, Business Development, Structure Tone

Henry Holdner, Project Manager, Pavarini Construction

Nicole Holmes, Project Manager, Nitsch Engineering

Deborah Homan, Partner, David Smotrich & Partners LLP

Steven Hubbard, Clinical Assistant Professor, New York University

Trudi Hummel, Principal, Gould Evans

Douglas Hyde, Director, College & University Design, JCI Architecture

Daniel Iacofano, Principal, MIG, Inc

Gerald Intemann, Provost & Vice President, Academic Affairs, Indiana University of Pennsylvania

Patricia Iuen, Deputy Area Project Manager, Turner Construction Company

Erik Jansen, Sales Manager, Scientia Ltd

Angela Jeruzal, Business Development Manager, Rossetti Architects

Peter Jia, Senior Analyst, University of British Columbia

Latif Jina, Senior Manager, Institutional Development, University of Central Asia

Christine Johns, Institutional Planning Consultant, University of Calgary

Wendy Johns, Assistant Vice President, University Advancement, Southeastern Louisiana University

James Johnson, Project Manager, Emory University

Marc Johnson, Executive Vice President & Provost, University of Nevada, Reno

Erika Johnson, Associate, Dober, Lidsky, Craig and Associates

Jeff Johnston, Designer, HOK

Patrick Jones, Project Manager, F & S Partners Inc

Nigel Jones, University Architect, Oklahoma State University

Scott Jones, Director, Design & Construction, Georgia Institute of Technology

Ed Kane, Assistant Vice President, University Services, Carleton University

Lon Kaufman, Vice Provost, Planning & Programs, University of Illinois at Chicago

Claudine Keenan, Executive Assistant to the Provost, The Richard Stockton College of New Jersey

Wendy Kellogg, Professor, Urban Planning & Environmental Studies & Associate Dean, Cleveland State University

Craig Kelly, Vice President, Venerable Group, Inc

Michael Kerns, Associate Vice President, Facilities, Seattle University

Rafique Keshavjee, Head, Academic Planning, Aga Khan University

Dean Kevlin, Dean, Social & Behavioral Sciences, Nassau Community College

Roger Killian, Director, Financial Planning & Budgeting, University of North Carolina at Pembroke

Cherryl Kilness, Associate Vice President, Academic Affairs, Eastern New Mexico University-Roswell

Chula King, Provost, University of West Florida

Stacy Kirk, Account Supervisor, Edelman

Scott Kline, Vice President, Sales, WorkSquared

Andrew Knab, Business Analyst, University of Delaware

Phillip Koski, Senior Project Designer, Leo A Daly

Joanne Kossuth, Vice President for Operations & Chief Information Officer, Franklin W. Olin College of Engineering

Jenn Krantz, Director, Facilities Planning & Educational Information, Milwaukee Institute of Art & Design

Jeff Kring, Project Manager, BHDP Architecture

Steven Krumenacker, Principal, MacIntosh Engineering

David Kubiske, President, David Arthur Consultants Inc.

Alan Kuniholm, Principal, PDT Architects

Michelle Lai, Director, Finance & Operations, Temple University

Mike Lanier, Vice President, Hoar Program Management

Robert Lappas, Vice President, Lappas + Havener, PA

Stephen Laput, Associate, ARC/ Architectural Resources Cambridge, Inc

Marcus Leary, Marketing Coordinator, EwingCole

Katherine Leblanc, Senior Engineer & Project Manager, Haley & Aldrich, Inc.

Christopher Lee, Associate Vice President, Finance, Thunderbird School of Global Management

Mark Levine, Senior Associate, Thompson Ventulett Stainback & Associates Inc

David Philip Levo, Associate, Perkins Eastman

Dean Libutti, Interim Vice Provost, Enrollment Management, University of Rhode Island

Vanessa Lindeberg, Client Services Administrator, M3 Planning

Bernice Lindke, Vice President, Enrollment Management & Student Affairs, Eastern Michigan University

Ryan Linthicum, Associate, Langan Engineering & Environmental Services

Jeffrey Loinette, Senior Architect & Designer, Clark Nexsen Architecture & Engineering

Melissa Long, Facilities Planner, University of Massachusetts at Worcester

Willis Longyear, Associate, Killefer Flammang Architects

Tet Lopez-Rabson, Director, Institutional Research & Planning, Seneca College

John Lumm, Interim Chief Financial Officer, Eastern Michigan University

Marjorie Lynch, Senior Project Manager, Simpson Gumpertz & Heger Inc

Paula Maas, Director, Institutional Research, The College of New Jersey

Jim Mabry, Vice President, Academic Affairs, Mesa Community College

Robert MacIntosh, President, MacIntosh Engineering

Chris Mackey, Senior Project Manager, SHW Group

Carolyn Mahoney, President, Lincoln University

Amita Makdani, Director, Communications & Creative Services, University of California-Los Angeles

Mukul Malhotra, Urban Designer & Project Manager, MIG, Inc

Azmat Malik, Professor, Lahore University of Management Sciences

Michael Martin, Chancellor, Louisiana State University and Agricultural & Mechanical College

Susan Martin, President, Eastern Michigan University

Steve Martin, Assistant Vice Chancellor, Facility Management, University of North Carolina at Pembroke

John Mason, Vice President, Student & Corporate Services, Humber College Institute of Technology & Advanced Learning

Alan Masterton, Director, Operations Performance, University of Sydney

Mike Mastroianni, Associate Vice President, Outreach & Planning, Rock Valley College

Joe McCoy, Business Development Manager, C.E. Floyd Company, Inc

Melissa McEwen, Vice President, Haley & Aldrich, Inc.

Michael McGowan, Director of Facility Planning, Dana-Farber Cancer Institute

Tonia McKoy, Assistant Director, Research, Bergen Community College

John McMurray, Chief Executive Officer, tBP/Architecture

Kimberly McMurray, Vice President, Managing Director, Karlsberger

Pam McNealy, Business Development Manager, Hunt Construction Group

William Mea, Vice President, Finance & Administration, University of the Arts

Karen Menard, Associate Vice President, Planning & Analysis, McMaster University

Dorie Mendez, Chief Financial Officer, Ana G. Mendez University System-Metro Orlando Campus

James Mendygral, Senior Staff II, Simpson Gumpertz & Heger Inc

John Messina, Senior Director, Business Development, HSC Builders & Construction Managers

Christopher Mills, Account Executive, Structure Tone

Randy Mills, Assistant Provost, Administration & Planning, Winston-Salem State University

Judy Mitchell, Director, Business & Auxiliary Services, Joliet Junior College

Amy Moen, Associate Vice President & Marketing Manager, Haynes Whaley Associates, Inc

Amy Montry, Assistant to Associate Vice President, Wayne State University

Elizabeth Moore, Senior Associate, Heery International Inc

Anita Moran, Education, Science & Technology Studio Leader, WHR Architects

Joseph Moreau, Chief Technology Officer, State University of New York College at Oswego

Michael Morris, General Manager, ID-A, Inc

Mark Mrozinski, Dean of Continuing Education, William Rainey Harper College

Dave Nalley, Utility Systems & Resource Conservation Manager, University of Northern Colorado

Eva Nance, Director, Institutional Research, University of Notre Dame

Suzanne Napier, Principal, SmithGroup

Michael Nash, Provost, University of the Arts

Alexis Newman, Regional Marketing & Administrative Coordinator, Simpson Gumpertz & Heger Inc

Cara Noferi, Senior Planner, Harvard University

Rebecca Nolan, Senior Vice President, SmithGroup

Julia Nolf, Higher Education Manager, Lutron Electronics Company

Cory Nomura, Director, Administration Services, University of Redlands

Brian Oberg, Business Development, Bohler Engineering

Sean O'Brien, Senior Project Manager, Simpson Gumpertz & Heger Inc

Michele O'Connor, Senior Associate, Langan Engineering & Environmental Services

David Overberg, Vice President, Sales, WorkSquared

Sam Overton, Vice President, Administrative Services, Rock Valley College

Shouan Pan, President, Mesa Community College

Bernard Panzak, Principal, Glackin Thomas Panzak, Inc.

Jacqueline Parrill, Vice President, Institutional Planning & HR Development, The Ohio State University-Newark Campus & Central Ohio Technical College

Valerie Paton, Vice Provost, Texas Tech University

Devon Patterson, Principal, Solomon Cordwell Buenz

Joseph Pellicciotti, Vice Chancellor, Administration, Indiana University Northwest

Philip Pena, Director, Management Information Systems & Interim Chief Financial Officer, Morton College

Faye Perkins, Interim Dean, College of Education & Professional Studies, University of Wisconsin-River Falls

Andrew Perkins, Assistant Vice Chancellor, Facilities, North Carolina Agricultural and Technical State University

Susan Pettyjohn, Vice Chancellor, Advancement, Appalachian State University

Geoffrey Pingree, Associate, Shepley Bulfinch

Edward Pittarelli, Director, Technologies, Bergen Community College

Lori Pizer, Coordinator, Institutional Research, Sage College of Albany

Kathleen Plinske, Executive Director of Institutional Effectiveness, McHenry County College

Dana Pomeroy, Director, Science & Technology, Cooper Carry, Inc.

Fernando Pons, Vice President, Haley & Aldrich, Inc.

John Potempa, Director, Facilities & Operations, Morton College

Crystal Prag, Administrative Assistant, Institutional Research, Eastern New Mexico University-Roswell

Mary Preece, Vice President, Academic, Sheridan Institute of Technology and Advanced Learning

Diana Prideaux-Brune, Associate Vice President, Facilities, Williams College

Helen Psathas, Senior Manager, Sustainability & Environmental Design, York University

Gwynne Pugh, Principal, Pugh + Scarpa Architects, Inc

Dennis Raffensperger, University Architect, Montana State University

Jay Rambo, Principal, F & S Partners Inc

Donald Julian Reaves, Chancellor, Winston-Salem State University

David Reid, Principal, Gould Evans

Tom Reilly, Director, Architekton

Jay Renkens, Project Manager, MIG, Inc

Ken Richardson, Director, Planning, University of Queensland

William Warren Riggs, Principal Planner, Physical & Environmental Planning, University of California-Berkeley

Wasif Rizvi, Chief Executive Officer, Habib University Foundation

Wayne Robertson, President, Energy Ace

Larry Robinson, Vice Provost, Seton Hall University

Marvin Rogers, Assistant Director, Facilities Management, British Columbia Institute of Technology

Jo-Ann Rolle, Senior Vice President, Academic and Student Affairs, Laboratory Institute of Merchandising

Dorothy Rose, Project Planner, The Texas A & M University System Office

Deborah Rosenberg, Assistant Vice President, Greenman-Pedersen, Inc.

Sara Ruggiero, Marketing Director, Fusco Corporation

Daniel Safarik, Marketing Coordinator, Pugh + Scarpa Architects, Inc

Christina Santacruz Del Rosario, Coordinator, Institutional Effectiveness, Mesa Community College

Julie Satterwhite, Regional Marketing Manager, Simpson Gumpertz & Heger Inc

Peter Saylor, Partner, SaylorGregg Architects

John Scaramozza, Senior Vice President, Fusco Corporation

Lawrence Scarpa, Principal, Pugh + Scarpa Architects, Inc

Joseph Schaefer, Chief Operating Officer, Mercy College

James Schmidt, Vice President, MKC Associates, Inc

Glenn Schrader, Professor & Department Head, University of Arizona

Eb Schubert, Director, Space Management, University of North Carolina-Greensboro

Robert Schultz, Director, Institutional Analysis, University of Saskatchewan

Valentine Schute, President, River Architects, Inc.

Jodi Scott, Facilities Planner, University of British Columbia

Adam Serafin, Campus Planner, Campus Planning & Design, Massachusetts Institute of Technology

Crystal Shanahan, Director, Administrative Services, Thunderbird School of Global Management

Raymond Shea, Special Assistant to the President, Monroe Community College

Stephen Sheppard, Senior Manager, Student Affairs, University of Trinidad and Tobago

Pete Shields, Vice President, Georgia College & State University

Kelly Simmons, Project Manager, University of British Columbia

Debbie Sirjusingh, Senior Manager, Corporate Services, University of Trinidad and Tobago

Patrick Smith, Director, Facility Planning & Design, Performa Higher Education

Craig Smith, Partner, Opus Search Partners

Peter Snyder, Associate Director, Planning & Design, University of Cincinnati Main Campus

Margaret Spencer, Senior Associate, Dober, Lidsky, Craig and Associates

Krista Spilker, Marketing Assistant, INTEGRUS Architecture

Richard Steiner, Senior Associate, Langan Engineering & Environmental Services

Edward Steinmetz, Vice President, Finance & Treasurer, The University of Scranton

Jake Stept, Associate, catena consulting engineers

Kathleen Stites, Assistant Director, Horticultural Services, Southeastern Louisiana University

Adam Stone, Director, Registration & Records, Northern Illinois University

Joseph Stramberg, Principal, Treanor Architects, P.A.

Lora Strigens, Associate, Hammel, Green & Abrahamson, Inc

David Stroik, President & Chief Executive Officer, Zimmerman Architectural Studios

Shelley Stump, Planning & Institutional Assessment Officer, Oregon College of Oriental Medicine

Janice Suchan, Principal, SHW Group

Mark Sullivan, Senior Associate, Michael Graves & Associates

Mercedes Sumang, Facilities Planner, University of British Columbia

Teresa Sword, Vice President, Heery International, Inc

Arturo Taboada, Manager, Business Development, Turner Construction Company

Donald Taylor, Provost & Vice President for Academic Affairs, Benedictine University

Bill Taylor, Vice President, Finance & Administration, New Mexico Highlands University

Robert Thallon, Associate Dean, Administration, University of Oregon

Justin Thompson, Assistant Provost, Academic Planning & Development, University of Virginia

Christopher Thompson, Principal, catena consulting engineers

Chuck Tobin, President, Connecticut, C.E. Floyd Company, Inc

Heather Tonk, Director, Strategic Planning, University of Notre Dame

Carlos Torres, Director, Business Development, Hardin Construction Company

Becky Trentlage, Director of Budgets, Colorado State University

Lawrence Trujillo, Associate Vice President, Finance and Administration, New Mexico Highlands University

Chris Vadala, Associate Vice President & Director, Client Development, Haynes Whaley Associates, Inc

Pat Van Duynes, Director, Facility Services, Joliet Junior College

Amy Van Dyke, Project Specialist, University of Washington

Joel Vela, Vice President, Rio Grande College, Sul Ross State University

Lee Wagman, Chief Executive Officer, The Martin Group

Bruce Walck, Principal, Powers Brown Architecture

Scott Walker, Director, Campus Planning, Design & Construction, Brock University

Cindy Wallace, Vice Chancellor, Student Development, Appalachian State University

Diane Waryas, Interim Executive Director, Institutional Effectiveness, College of Southern Nevada

Donald Watkins, Business Development Manager, Heery International, Inc

Roger Watson, Director, Business Development, Hardin Construction Company

David Webster, Principal, PDT Architects

Mitchell Wein, Vice President, Business Affairs and Treasurer, Lafayette College

Larry Whaley, Chairman of the Board, Haynes Whaley Associates, Inc

Lisa Wheeler, Interim Vice Chancellor, Administration and Finance, University of Wisconsin-River Falls

Kimberly Wilkinson, Director, Marketing, Powers Brown Architecture

David Willett, Project Manager, Western Washington University

Steven Williams, Vice President, Operations, Pavarini Construction

Nathan Williamson, Associate, Cooper Carry, Inc.

Julie Woodman, Business Development Associate, Convergent Technologies Design Group

H. Joseph Wynn, Principal & Managing Director, Raleigh, KlingStubbins

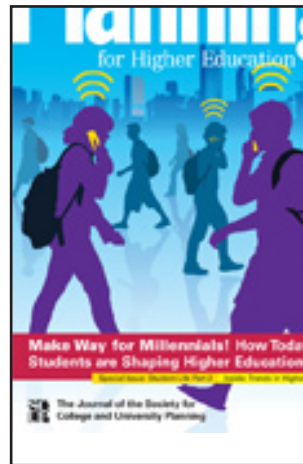
Deirdre Zarrillo, Vice President, Planning & Information Resources, Sage College of Albany

Nadia Zhiri, Principal, Treanor Architects, PA

Robert Zirkle, Associate Principal, Steinberg Architects

Planning for Higher Education (PHE) Journal

The winter 2009 (January-March) issue of *Planning for Higher Education* (PHE) is the second of two special issues that examine the evolving millennial student and the changing learning and living experience in which they are immersed.



In the first issue, October-December 2008, we concentrated on key questions surrounding today's students. What do we know about them? What can we observe in their lifestyle and learning tendencies that would have an impact on our learning design and facilities perspective?

In the second issue, we explore how campus environments are adapting to

meet the demands and expectations of today's students. We investigate several vital aspects of campus life including the design of space, campus institutions such as libraries, sports and recreational facilities, student housing, and other campus buildings. We explore programs as well, including those meeting the mental health needs of students.

These two issues cover a broad array of trends affecting student life, learning and living. This focused collection of articles provides answers to questions we have raised.

As planners and architects, administrators and educators, we now have the difficult task of keeping up with the demands of the current generation of students.

Look for the new **SCUP Resource Guide** with your Winter 2009 PHE issue in January. The guide provides a comprehensive list of books, archived webcast CDs, events, professional development programs, and other resources available from SCUP. Share it with a colleague!

Regional News

SCUP's five regions served 1,769 members and non-members at 15 regional events during the 2007–08 fiscal year, which ended on September 30. Attendance grew 64 percent over the previous fiscal year as SCUP doubled the number of regional events offered.

Here is an update on attendance at recent regional events:

Pacific Regional Symposium
“The Unique Pacific Northwest Campus”
University of Washington
September 8, 2008
Seattle, WA (USA)
Attendance: 70

Mid-Atlantic Sustainability Symposium
September 22, 2008
American University
Washington DC (USA)
Attendance: 88

2008 North Central Regional Conference
“Managing Change: Expanding Horizons—Limited Resources”
October 20–22, 2008
University of Wisconsin—Madison
Memorial Union
Madison, WI (USA)
Attendance: 215

2008 Southern Regional Conference
“Regeneration: Planning Beyond Sustainability”
November 5–7, 2008
Sheraton New Orleans Hotel
New Orleans, LA (USA)
Attendance: 169

North Atlantic One-Day
“Sustainability as an Economic Driver: Pathways to Success”
November 14, 2008
University of Southern Maine
Wishcamper Center
Portland, ME (USA)
Attendance: 69

SCUP Planning Institute

Program Enhancements

You told us. We listened.

The SCUP Planning Institute has undergone a massive revamp based on your evaluation feedback.

Here is a quick overview of what has and has not changed:

- You are now required to take the steps in order.
- Step I will still cover the basics of the theory of integrated planning.
- Step II covers the creation of an integrated plan for Walnut College through the application of an integrated process.
- Step III will give you a chance to bring a case study from your campus and work with colleagues to implement the theory and process of integrated planning.

The next offering of Step II and III are in January 2008 in Tempe, AZ. **The deadline to register for either step is January 2, 2009.** Please check www.scup.org/profdev/pi/ for the latest information.

Walnut College Case Study Available for Purchase

The SCUP Walnut College Case Study can now be purchased for use in professional development/course work sessions or as the basis for creating an enhanced case study focusing on specific aspects of the college.

For more information on licensing the Walnut College Case Study, please contact Phyllis Grummon, PhD, SCUP director of planning and education, at phyllis.grummon@scup.org or 734.998.6661.



SCUP Planning Institute Graduates

Congratulations to the May 2008 graduating class of the SCUP Planning Institute:

- Shawna Arroyo**, Project Specialist, New Mexico State University;
- Valarie Avalone**, Director of Planning, Monroe Community College;
- Ann Boudinot-Amin**, Director of Assessment, The American University in Cairo;
- Debra Buchanan**, Associate Vice President, Academic Affairs & Student Life, Jackson State University;
- Bradley Caskey**, Associate Dean, College of Arts & Sciences, University of Wisconsin-River Falls;
- Bo Chan**, Senior Planning & Policy Analyst, Montgomery College;
- Jane Elin-Donner**, Senior Administrative Analyst and Special Assistant to the Executive Dean/College of Letters & Science, University of California-Berkeley;
- William Flynn**, Principal, Saucier + Flynn Landscape Architects;
- Dale Gallenberg**, Dean, College of Agriculture, Food & Environmental Sciences, University of Wisconsin-River Falls;
- Kristen Hendrickson**, Budget Director, University of Wisconsin-River Falls;
- Michael Hites**, Associate Vice President, University of Illinois at Urbana Champaign;
- Richard Minturn**, Senior Academic Facility Planner, University of Virginia;
- Barbara Nemecek**, Dean, College of Business & Economics, University of Wisconsin-River Falls; Nancy Nusbaum, Assistant Vice President/Finance & Support Services Planning, Texas State University-San Marcos;

- Mary Eileen O'Brien**, President, Dominican College of Blauvelt;
- Joseph Orlins**, Assistant Vice President/Facilities, Rowan University;
- Andrew Phillips**, Interim Associate Vice Chancellor/Academic Affairs, University of Wisconsin-Eau Claire;
- Peter Schrempf**, Program Manager, Cornell University;
- William Stegmayer**, Director/Institutional Research, Dominican College of Blauvelt;
- Michael Stifter**, Director, Facilities Management, University of Wisconsin-River Falls;
- Stacy Strand**, Principal, HMC Architects;
- Diana Walter**, Special Assistant to the President, Tri-County Technical College;
- Delilah Wynn-Brown**, Principal, Clement & Wynn Program Managers, Inc; and
- Yang Zhang**, Director, Institutional Research, Edgewood College.

More Than 100 Graduates

As of November 1, 2008, there are 155 members and nonmembers who have graduated from the SCUP Planning Institute from institutions and firms from around the world. For a complete list of graduates, visit www.scup.org/profdev/pi/grads.html.

The next offering of Step II and III are in January 2008 in Tempe, AZ. **The deadline to register for either step is January 2, 2009.**

SCUP in the News

'Business of Learning' Topic of Lead AACC Journal Article

"The Business of Learning" was the lead article in the August/September 2008 issue of the *Community College Journal*. It was written by two SCUPers, **Trudy Bers**, executive director of research at Oakton Community College, and **Arnold Gelfman**, executive director of planning, assessment, and research at Brookdale Community College, with SCUP's Executive Director, **Jolene Knapp**, CAE.

The article focused on community colleges, like Brookdale, Oakton, Rio Salado, and Florida Keys, and how they changing as a result of the economy.

'Learning About Learning Spaces' Article Reports on SCUP Research

SCUP and Herman Miller, a furniture design and consulting company, teamed up to conduct a survey of higher education planners to identify the drivers of learning spaces. Some of the survey's findings were mentioned in a September 2008 *University Business* article.

"There are formal learning spaces on campus, but just as much takes place after students walk out of class," said SCUP member **Jeff Vredevoogd**, education solutions lead at Herman Miller in Zeeland, MI.

More than half the respondents to the survey reported that "student and faculty engagement was the most valuable aspect of an effective learning space." Sixteen percent of respondents also thought that "peer collaboration" was a valuable aspect.

Students desire to engage with as many people as possible to get as much as they can from their learning experience, said Vredevoogd. **Phyllis Grummon**, Phd, SCUP director of planning and education, added that the trend also reflects employers' desire to have employees who are collaborative.

The results are available to members by sending an email to Grummon at phyllis.grummon@scup.org.

Smart Planning Focus of SCUP-Authored University Business Article



University Business magazine published an article in their October 2008 issue on smart planning by **Terry Calhoun**, MA, JD, SCUP director of media relations and publications. For those of you who do not subscribe to the publication, here is the article in its entirety:

Smart Planning: Why Do Any Other Kind?

Defining a Mandate for Smart Planning in Higher Education

The good news? Evidence from the Society for College and University Planning's 43rd annual international conference supports the conclusion that there is a whole lot of "smart planning" for higher education going on.

The challenge? Campus-based planning efforts must support a growing awareness among higher education planning professionals of the critical role higher education institutions play at this juncture in human and world history.

The solution? Integrated, comprehensive planning that aligns all planning work with the institutional mission and vision. I call it "smart planning."

A lack of good energy conservation measures is less obvious to many on campus than a leaky roof.

Who should be doing smart planning? Everyone on campus who has any administrative or leadership role. Sadly, many plan without even realizing that is what they are doing. Even a senior administrator who manages a large budget may not be conscious of the fact that a budget is, in reality, a plan, expressed in dollars instead of the letters of the alphabet. Fewer still plan with the context of the entire institution in mind. Some are so focused on departmental or unit issues that they do not consider the effects of their planning on other units, or the potential synergistic opportunities that arise from integrating with the plans of other units. All of us can do our job better if we work at integrating our planning with the work of others. That's just smart.

As is often the case, things we can see and touch are easiest to evaluate. Thus, the need for effective planning is

most readily apparent in the built environment. If you plan a new academic program without appropriate measures of expected performance built into the plan, you may never know for sure if it has failed. But if the new library is not well planned and the roof leaks, everyone is aware of it. Even within the built environment, a lack of good energy conservation measures is less obvious to many people on campus than a leaky roof, and even less obvious is a space that doesn't work well for the activities it is designed to support.

Half a decade ago, SCUP's members from architectural firms said to me, "Let's not use the term 'green building' anymore. It's inadequate. What we have is a high-performance building, a 'smart building.'" But smart planning takes everything a step further than the built environment. And what higher education needs is integrated, comprehensive planning and alignment that results in high performance.

Smart planning for higher education is planning that:

--Engages the broadest possible constituency of the institution and informs with wide-ranging environmental scanning (such as SCUP's bi-annual "Trends in Higher Education" report).

--Integrates itself across all campus domains such as those of academics, infrastructure, financial and other resources, and policy.

--Gauges its performance with realistic, meaningful benchmarks of performance, reported on and analyzed using state-of-the-art information analytics.

Why Higher Education Needs Smart Planning

Marv Peterson, professor emeritus of the School of Education at the University of Michigan and former SCUP president, has spoken of a new paradigm in strategic planning for higher education. In this new paradigm, colleges and universities no longer just scan the external environment and plan accordingly. Increasingly, they reach out and manipulate that external environment.

We regularly see evidence of that in SCUP's journal, *Planning for Higher Education*, in our weekly "SCUP Links" email environmental scanning report, and in regional and international conference sessions. Locally and regionally, communities and campuses have become far more aware of a higher education institution's positive

impact on local economies and economic development. At SCUP-43, presenters from Virginia shared their work in planning to stimulate and sustain regional economies through workforce development. Officials from the University of Calgary spoke about the importance of the "realm between campus and city."

But this year's conference theme, "Discover! Global Perspectives, Local Strategies," really brought to the fore the larger scale issues and the importance of higher education as a solution for truly worldwide challenges.

SCUP-43's opening plenary speaker, **Martha C. Piper**, former president of the University of British Columbia, wasn't shy about urging more of that. To Piper, it seemed obvious that higher education is uniquely placed to ensure the kind of "world citizens" who understand each other and the globe they live on. In the words of former Canadian Prime Minister **Lester Pearson**, "The alternative on this overcrowded little world is misunderstanding, tension, clash, and catastrophe."

In some parts of the world it can be very hard to engage in any kind of planning for higher education. World Bank consultant **Fred Hayward** shared insights from more than a decade of strategic planning in developing countries such as Myanmar, Madagascar, South Africa, and Afghanistan. In those countries, Hayward said, the first question is "Why plan at all?" followed immediately by lists of other very important priorities, such as public health and infrastructure, for the allocation of scarce resources.

What a challenge! But smart planning can make a difference. Hayward's most positive story comes from Pakistan, where a strategically planned structural change, introducing tenure-track professoriates, has become transformative of the quality of higher education. Classrooms have been transformed, and thousands of faculty members have been motivated to study for advanced degrees. He says that "the overall strategic planning framework within which that change is happening is the very best example of national strategic planning for higher education that I have ever seen."

For many, the hardest part of smart planning is engaging in the setting and measuring of performance benchmarks.

Nothing says "integration" more than the planning being driven by the American College and University Presidents Climate Commitment (ACUPCC). The current attitude

among those on campus who have been selected by their presidents to manage that effort is reflected in the title of one of several related sessions: “What Do We Do Now?” Two years ago, no one had heard of the ACUPCC. Now it is driving cross-disciplinary planning that affects all parts of campus, with strong long-term implications for curriculum. SCUP leadership has been supportive of these efforts because they are making thousands aware of the need for “smart planning.”

The carbon neutrality commitment of higher education institutions is clearly a reaching out to engage the external environment and shape it. And the shaping is not just of carbon emissions. It is a shaping of the collective consciousness of the constituency served by higher education. Just as clearly, it is an initiative with global impact.

For many, the hardest part of smart planning is engaging in the setting and measuring of performance benchmarks. Many at SCUP-43 reported that information technology tools to assist in measuring the performance of plan implementation are finally reaching a useful maturity.

Linda Baer of the Minnesota State Colleges and Universities system (some call it the “Minnesota Mash-Up”) and **Don Norris** of Strategic Initiatives (co-author of SCUP’s newest book, *A Guide to Planning for Change*) highlighted work underway in Minnesota that uses information analytics to measure and motivate transformation.

For example, enrollment managers already use detailed analysis of multiple data points to identify and recruit desirable potential students. Once they are matriculated, a similar multitude of data about student behaviors—including how often and when they log in to online resources or use their student ID card to enter resource areas such as computer labs and libraries—identifies potential problems during students’ first-year experiences and permits the intervention that increases the odds of student success. New tools allow managers to have data streams from many “buckets”—institutional research, accreditation efforts, space inventory, measures of learning outcomes—reported out in near real-time, customizable ways.

Norris described how mashing up of that kind of data into intuitive, easily accessible reports such as digital dashboards can be used to monitor the implementation

of strategic initiatives. These tools result in reports that are not just for senior leadership; they can be tailored in a variety of ways suitable for motivating and providing feedback at all levels of staff.

Planning for the Future

The July 2008 SCUP conference already seems like it happened a long time ago. The new school year is underway, and we are already months into the increasingly short year between opportunities for us “SCUPers” to come together to share challenges and solutions. Next summer we meet again, under the umbrella of the theme “Values and Vision: Create the Future.” Each of us, in fact, creates the future with our activities. Let’s be sure we plan smart and that we are prepared to share, once again, what we have learned.

SCUP Office Closed for Holidays



The SCUP office will be closed for the holidays December 25, 26, 29, 30, 31 in 2008, and January 1, 2009.

Many staff members will be taking vacation time on December 24 and January 2. SCUP will resume normal business operations on January 5, 2009.

Webcasts

SCUP started offering webcasts in 2004 as a way to provide ‘no travel learning’ to higher education planners. Since then, we have collaborated with numerous organizations and maintained an archive of webcast CDs at www.scup.org/profdev/notravel/webcastcds.html.

September 12, 2008, started the season with a collaboration with the Association of College and University Research Libraries (ACRL) on “The Engaged Library: Strategies for Building Vibrant Learning Communities”. **Michael Hites**, a member of the SCUP Professional Development Committee, served as the moderator for a lively exchange on how libraries have moved from being relatively passive repositories to being active learning sites.

“Facilities for Today’s Undergraduate Science Learning Communities: What Works” was the focus of the second webcast offered on September 30. **Jeanne Narum**, a long-time SCUP member and head of Project Kaleidoscope,

served as the moderator. The webcast looked at how research on learning should be woven together with leadership in planning and the effective design of space.

Our continued collaboration with the American Association of State Colleges and Universities (AASCU), the Center for Strategic and International Studies (CSIS), and the New York Times (NYT) Knowledge Network brought an updated version of **Erik Peterson's** look into the future through the webcast "Seven Revolutions—Scanning the World Out to 2025." Peterson is a senior vice president at CSIS and director of their Global Strategy Institute. **Felice Nudelman**, NYT's director of education, was the moderator.

The October 22 webcast associated with Campus Sustainability Day 6.0, "Climate Realities, Challenges, and Progress in Higher Education," was offered this year in collaboration with the New York Times Knowledge Network. **Andy Revkin**, the *New York Times* science editor, moderated a panel that included **Anthony Cortese**, president of Second Nature; **Richard Moss**, vice president and managing director of Climate Change World Wildlife Fund-US, and **Jessy Tolkan**, executive director, Energy

Action Coalition. Campuses across the US gathered students, faculty, and staff to watch the webcast and conduct their own Campus Sustainability Day programs.

December 3 brought our annual collaboration with the Association of College and University Housing Officers-International (ACUHO-I) on "Trends in Campus Housing." **Susan Gott**, university planner at the University of Michigan in Ann Arbor, served as the moderator. **Jim Curtin** of Solomon Cordwell Buenz and **Cyndi Balogh** of MGT of America provided the webcast content. This webcast is always eagerly awaited as a way to stay on top of trends in housing.

Look to webcasts as a regular way to continue your professional education without having to leave your office.

Don't miss these upcoming webcasts:

- January 28: Webcast, "Campus Landscaping: Impact on Recruitment and Retention."
- February 11: Webcast, "Environmental Sustainability as a Strategic Investment: Building Governing Board Engagement and Support."