

Brandeis University
Campus Master Planning Scope
February 14, 2000

INTRODUCTION

The campus master planning process provides the opportunity for an academic institution to reflect upon its history and heritage, to assess its current condition and needs, and to create a vision and to prepare for the future. Prepared by the internationally acclaimed architect Eero Saarinen in 1952, the initial campus plan for Brandeis University envisioned a rural campus with a central core surrounded by residential villages. In the fifty years since its founding, Brandeis has grown from Abram Sacher's vision to a place as great as the institution that it houses. There are, however, a number of issues pertaining to the physical facilities of the campus that must be addressed to prepare the university for the future.

PURPOSE

According to the noted planner Richard Dober, there are several purposes for preparing a campus master plan:

- To help clarify, conform, or adjust institutional goals and objectives and priorities as they relate to existing or desired physical resources.
- To help define the physical resources required to sustain or to advance the institution's mission, goals, objectives, and priorities.
- To describe and dimension physical improvements in general terms to have a reasonable sense of purpose, size, and probable cost.
- To express physical requirements in a sequence that reflects institutional priorities and the realities of financing and phasing.
- To determine and coordinate the location of existing and future campus improvements to achieve a functional, attractive, and comprehensive design.
- To have a well-conceived physical framework for making day-to-day decisions – a framework flexible enough to accommodate changing circumstances and conditions not foreseeable when the plan was formulated.
- To understand opportunities and initiatives that transcend immediate problems and solutions, so the institution will be able to act decisively when it is timely and prudent to do so.
- To document, for those outside the institution (donors, foundations, government, friends, accreditation agencies), that the physical resources are well managed.
- To provide the institution with a sense of place that proclaims its purpose, distinction, and domain.

GOALS

In 1997, in recognition of the fiftieth anniversary, a group of alumni architects and planners and members of the Brandeis community met for three days to consider the current state of the campus and its needs for the future. Referred to as the Charrette, or master planning workshop, the following guiding principles were established for the Brandeis campus:

- The campus should be memorable and uplifting.
- The campus should enhance social interaction.
- The campus must plan for growth and change.
- The University should develop an ongoing planning process.
- It is time to renew the pioneering spirit of Brandeis.

The following major goals and objectives to support the mission of the University will be further developed and refined during the planning process:

Academic Excellence

- Renovation of academic facilities
- Provision of technology in the classrooms
- Assignment of teaching space (effectiveness and efficiency)
- Provision of faculty support space
- Additions to, replacement of, and construction of new space

Recruitment and Retention of Students

- Renovation of residence halls
- Additional graduate and undergraduate housing
- Provision of space for student support services
- Improvement of landscaping, site furnishings, and signs

Sense of Place

- Preservation of landmark structures
- Preservation of significant open space
- Respectful placement of new structures
- Reduction of vehicular encroachment into pedestrian areas

Health, Safety, and Compliance

- Separation of pedestrian and vehicular circulation
- Improvement of emergency communications on campus
- Review of pertinent local and state regulations affecting facilities and development

Deferred Maintenance

- Renewal of critical building assemblies and systems
- Replacement of deteriorated utility infrastructure

TASKS

Accordingly, and as recommended by Dober, the following tasks are envisioned as part of a participatory campus master planning process for Brandeis University:

- Identify and confirm continued use, modification, demolition, or construction of buildings.
- Identify the purpose, size, function, and location of new facilities.
- Identify and evaluate campus landscape components and components.
- Identify and evaluate campus pedestrian, vehicular, and parking networks; illustrate changes proposed to remedy deficiencies and to serve new development.
- Identify, evaluate, and illustrate university, neighborhood, and community land use, ownership, restrictions, and circulation patterns.
- Articulate an overall campus plan concept to guide future development.
- Develop a phasing plan and approximate capital cost for implementing the campus plan concept.

PROCESS

In essence, the campus master planning process consists of three activities: (1) assembling a planning team, including internal and external participants; (2) gathering data about the programs, facilities, and future needs of the University; and (3) preparing a plan that includes a prioritized set of phased actions to realize the goals of the planning process. These activities are described in greater detail below. Fundamentally, the master plan must capture the unique spirit of Brandeis University and clearly articulate a vision of excellent physical facilities to support the future of this dynamic learning environment.

Planning Team

- The steering committee will serve as the basis of the client team throughout the entire planning process and its members must represent the major areas of the University. Members should be selected because of their knowledge of and influence in the campus community. They will be relied upon to be both inclusive and decisive. They also must be available to meet on a regular basis throughout the master planning period (no less than monthly and possibly weekly during critical phases of this process). The steering committee will remain in place to ensure that periodic revisions of the master plan are prepared as necessary in the future.
- The steering committee should include students (undergraduate and graduate), faculty, and staff in the principal areas affected by the planning process and its implementation (academic affairs, student affairs, campus operations, public affairs, and development).
- A planning advisor will assist the steering committee in identifying issues to be resolved, as well as in proposing methods for resolving them.

- The planning advisor and the steering committee will select and manage the work of the master planning consultant team. This consultant team will be interdisciplinary and include professionals from the fields of planning, architecture, landscape architecture, engineering (civil, mechanical, and environmental), traffic, and graphic design.
- The selection of the consultant team should be a tiered process. Initially, either a request for information (RFI) or request for qualifications (RFQ) should be issued to a large number of firms that may be qualified for, or have expressed an interest in, this project. The steering committee and planning advisor will need to develop criteria and evaluate the responses to this solicitation; from this analysis, a short list of qualified firms will be formed. A request for proposals (RFP) then will be issued to this select group of firms. This solicitation can be for both technical and cost data. Depending upon the initial evaluation of these proposals, three to five firms could be invited to campus to make a presentation of their master planning experience and their approach to the Brandeis campus before the final selection is made.

Data Gathering

- Once the final planning team is assembled (including the steering committee, planning advisor, and consulting firm) significant data will need to be gathered. Sub-committees will be assembled on an *ad-hoc* basis by the planning team throughout the planning process to explore issues and to propose alternative solutions pertaining to instruction, faculty support, student services, housing, and campus image. Recommendations made by these sub-committees will be considered by the planning team in compiling the master plan.
- Specific research and recommendations will be prepared on: existing facility condition and use; future building location, renovation, construction, and replacement; land acquisition and disposal; vehicular traffic and parking; pedestrian circulation and access; landscaping, lighting and signs; utility infrastructure; regulatory implications; and other issues that emerge during the planning process.
- To support these efforts, much data has been recently assembled, specifically in the areas of space utilization, student housing, and facility assessment. Further, various drafts of strategic planning documents provide insight to other issues that may be pursued as part of the campus master planning process.
- Communication with various internal and external groups will be essential to understand the full universe of issues and to gain community acceptance in implementing the final plan. This communication should include campus groups as well as the extended Brandeis and Waltham communities. One or two fairly intensive workshops may be desirable to explore the issues facing Brandeis today, and to develop strategies for addressing them in the future. Public lectures and a newsletter during the planning process may help to

inform the campus community about planning in general and the recommendations for Brandeis in particular.

Master Plan Document

- The preliminary drafts of the campus master plan will need to state the goals of the planning process and how they support the vision and mission of the University. The data referenced or generated during the planning process will also need to be summarized. Alternatives considered but rejected also should be stated for future reference.
- Before the master plan is finalized, additional community involvement will be necessary to review and to validate its findings and to assist in prioritizing the implementation of its recommendations. Depending upon their timing, the workshops described above can be helpful in resolving conflicts that emerge in determining or prioritizing the recommendations of the plan.
- The master plan should be structured so that it provides for the flexible and cost-effective implementation of its recommendations, accommodating changes in need, priority, and resources over time. The final plan should be revised at periodic intervals to ensure that the recommendations remain appropriate over time. The master plan should include estimates of the cost and timing of its recommendations.
- The final report should be attractive, clearly written, and well illustrated to convey the spirit and vision of the physical future of the Brandeis campus. This document should be useful to support University efforts in the areas of recruitment and fund-raising.

PREPARATION

In anticipation of the upcoming master planning process, Brandeis has undertaken several important studies of its facilities. These include a facilities assessment by Vanderweil Facility Advisors, a campus-wide space utilization study by Arrowstreet and Rickes Associates, and a student housing study by Biddison Hier Limited. These studies, together with the current planning underway for the new student center, have highlighted the need for a comprehensive campus-wide master plan.

SCHEDULE

Identify membership for the steering committee – February 2000

Retain planning advisor – February 2000

Issue RFI/RFQ for planning consultant team – March 2000

Evaluate responses and issue RFP to short list – April 2000

Interview finalists – May 2000

Select planning consultant team – June 2000

Gather relevant data on campus and programs – July/August 2000

Begin planning process/community consultation – September/October/November 2000
 Assemble draft plan – December 2000/January 2001
 Present draft plan/prepare revisions – February/March 2001
 Finalize campus master plan – April/May 2001

BUDGET

Fiscal Year 2001 – Basic Services

Planning Advisor	\$40,000
Functional Analysis	15,000
Physical Analysis	70,000
Design Workshops	35,000
Site/Building Development Alternatives	80,000
Management, Coordination, Meetings	30,000
Reimbursable Expenses	<u>15,000</u>
	\$285,000

Fiscal Year 2002 – Optional Services

Campus Design Guidelines	\$90,000
Parking and Traffic Study	35,000
Utility Infrastructure and Conservation	20,000
Phasing Schedules	15,000
Computerized Campus Model	<u>15,000</u>
	\$175,000