2010
Update of the 2000 Master Plan: Focus on Academic Facilities
Shepley Bulfinch
Agenda

- Campus Master Plan Update – where we are today
- Campus Organization
- Elements – Areas of Need
- Program Models and Placement Scenarios
- Conceptualizations
- Sequencing
- Costs
- Discussion
Why Update the Master Plan?

• Address the impact of the implementation of the 2000 plan
• Address plan elements not implemented
• Address teaching, learning and research needs for Humanities and Social Studies
  • ARH/Carnegie classrooms
  • Other older academic buildings
• Address Burling Library
• Address changes that have occurred since 2000
  • ITS & Creative Computing Lab in the Forum
  • Heightened accessibility goals
  • Environmental concerns
  • Senior Faculty Status program
• Faculty growth
• New buildings/new locations
• Strategic Plan
  • EKI
  • Inquiry based learning
Goals of the Update

1. Optimize teaching spaces to maximize efficiency
2. Study sufficiency of teaching/learning spaces by assessing each classroom’s quality and suitability
3. Work to understand the needs of Humanities and Social Studies and how their needs relate to teaching, research, and learning spaces
4. Understand the campus-wide space impacts of faculty expansion and growing SFS numbers
5. Develop a phased process for renovating and/or redeploying ARH and Carnegie
6. Look into options to make Carnegie fully accessible
7. Develop plans for Library and ITS relative to the existing Burling and Forum buildings, working from the 2005 Shepley Bulfinch programming study and the 2009 Library self-study
8. Present cost/benefits of each scenario, emphasizing the triple bottom line relating the economic, environmental, and community impacts
9. Address other related long-term issues (some non-academic) such as: administrative needs, Grinnell House, accessibility, and the Bookstore
10. Use the Master Plan Update to further Grinnell College’s strategic plan
What Has Been Completed?

- Classroom utilization study
  - Right-sizing of 10 classrooms
  - Created new seminar room in Steiner
  - New classroom assignment procedure
- Carnegie/ARH reorganization scenarios
- On-campus speakers, discussions and presentations
- Grinnell faculty tour of facilities on other campuses
- Set up Task Forces on
  - Library
  - Experimental classrooms
  - Creative Media Lab
  - Social Inquiry & Data Analysis Lab
2000 Master Plan
Campus Today
Campus Today

Projects built per 2000 Plan:

• Noyce Center completion
• John Chrystal Center
• New housing
• Athletics & Fitness Center
• Old Glove Factory retrofit
Projects in addition to the 2000 Plan

• Joe Rosenfeld ’25 Center
• Macy House
• Mears Cottage
• Nollen House
• Athletic Fields
• Infrastructure Upgrades
• Cowles Hall retrofit
Campus Organization

- Functional zones
Campus Organization

- Campus green spaces
Campus Organization

- Heart of Grinnell
Campus Organization

• Central spine
Elements - Library

- Study and Research Space
- Collaborative Workspace
- General Collections
- Special Collections / Archives
- Reference and Consultation Services
- Circulation and Reserve Services
- Instructional Space
- Other Public Services:
  - Café / Gallery / Events Space
- Staff Workspace
Elements – Humanities and Social Studies

- Faculty Offices
- Classrooms
  - Case Study
  - Seminar
  - Flexible General Use
- Prints & Drawings Collection
- MAPs space
- Group Study / Breakout Rooms
- Commons / Lounge
Elements – Campus Wide Academic Support

• Academic Support Services
  • Writing Lab
  • Reading Lab
  • Other Labs?
• Creative Media Lab
• Social Inquiry & Data Analysis Lab

• ITS
  • Help Desk
  • Desktop Support
  • Creative Computing Lab
  • CTS
  • Administrative and Technical Services
# Scenario 1 – Academic Commons – ‘Lite’

## Building A (Forum Site)
- Library (including Special Collections)
- Academic Support Services

## Building B (Burling)
- Prints & Drawings Collection
- Creative Media Lab
- ITS

## Building C (Adjacent to ARH)
- Classrooms
- Faculty Offices
- MAPs
- Group Study
- Social Inquiry & Data Analysis Lab

## Pros
- Creates themes for each facility (Library, Arts/Media, Social Studies & Humanities)
- Reuses Burling (but doesn’t require 1982 addition)
- Library in campus core - place of passing through and gathering

## Cons
- Social Inquiry Lab “belongs” to Social Studies & Humanities rather than seen as campus-wide academic support
- Splits Media Collection from Library
- Requires two new buildings
- Uses all sites in academic core
- Requires relocation of Health Services
Scenario 1 – Academic Commons – ‘Lite’

Social Studies
Humanities
Social Inquiry
Lab

Library
Academic Support Services

Prints & Drawings
Creative Media Lab
ITS

Building C
GSF = 50,650

Building A
GSF = 108,000

Building B
GSF = 51,750

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Scenario 2 – One Big Complex

Building A (Forum Site)
- Prints & Drawings Collection
- Creative Media Lab
- ITS
- Classrooms
- Faculty Offices
- MAPs
- Group Study
- Social Inquiry & Data Analysis Lab
- Library Collections & Seating Areas

Building B (Burling)
- Library (including Special Collections)
- Academic Support Services

Pros
- Requires only one new building
- Creative Media Lab & Social Inquiry Lab as campus-wide resources
- ITS proximity to Social Inquiry Lab and Creative Media Lab
- Burling remains Library
- Most efficient model
- Creation of a piazza between buildings
- Reserves site in academic core

Cons
- Splits Media Collection from Library
- ITS not with Library Services
- Decentralizes Humanities / Social Studies
- Swing space/phasing issues for Library
- Requires relocation of Health Services
Scenario 2 – One Big Complex

- Faculty Offices
- Classrooms
- Social Inquiry Lab
- Creative Media Lab
- Prints & Drawings
- IT Services
- Library Collections
- Library
- Academic Support Services

Building A
GSF = 122,300

Building B
GSF = 64,200
Scenario 3 – Academic Commons – ‘Medium’

Building A (Forum Site)
- Library
- Academic Support Services
- Creative Media Lab

Building B (Burling)
- Special Collections / Archives
- Prints & Drawings Collection
- ITS
- Social Inquiry & Data Analysis Lab

Building C (Adjacent to ARH)
- Classrooms
- Faculty Offices
- MAPs
- Group Study

Pros
- Keeps Media Collection with Library
- Synergy between Library, Academic Support Services and Media Lab
- Synergy between Prints & Drawings and Special Collections; shared exhibit space
- Creates a Social Studies/Humanities complex
- Reuses Burling
- Library in campus core - place of passing through and gathering

Cons
- Splits Special Collections from other Library functions
- Requires two new buildings
- Uses all sites in academic core
- Requires relocation of Health Services
- ITS not located with Library Services
Scenario 3 – Academic Commons – ‘Medium’

Building C
- 3rd Floor
- 2nd Floor
- 1st Floor
- Lower Level
- GSF = 47,500

Building A
- 3rd Floor
- 2nd Floor
- 1st Floor
- Lower Level
- GSF = 104,500

Building B
- 4th Floor
- 3rd Floor
- 2nd Floor
- 1st Floor
- Basement
- GSF = 64,200

Social Studies
Humanities

Library
Academic Support Services
Creative Media Lab

Special Collections
Prints & Drawings
ITS
Social Inquiry Lab

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Grinnell College
### Scenario 4 – Academic Commons – ‘Full’

**Building A (Forum Site)**
- Library
- Academic Support Services
- Creative Media Lab
- Special Collections / Archives
- Prints & Drawings Collection
- ITS
- Social Inquiry & Data Analysis Lab

**Pros**
- Creates a true academic commons with Library and academic support functions integrated, including ITS, near the campus core
- Creates a Social Studies/Humanities complex
- Retains a site in the academic core

**Cons**
- Requires two new buildings
- Requires relocation of Health Services
- Does not reuse Forum or Burling

**Building C (adjacent to ARH)**
- Classrooms
- Faculty Offices
- MAPs
- Group Study

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Scenario 4 – Academic Commons – ‘Full’

Social Studies
Humanities

Library
Special Collections
Academic Support Services
Creative Media Lab
Prints & Drawings
ITS
Social Inquiry Lab

Building C
GSF = 47,500

Building A
GSF = 139,000

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### Scenario 5 – Academic Commons – On Burling Site

<table>
<thead>
<tr>
<th>Building A (Forum)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• ITS</td>
</tr>
<tr>
<td>• Health Services</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Building B (on Burling site)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Library</td>
</tr>
<tr>
<td>• Academic Support Services</td>
</tr>
<tr>
<td>• Creative Media Lab</td>
</tr>
<tr>
<td>• Special Collections / Archives</td>
</tr>
<tr>
<td>• Prints &amp; Drawings Collection</td>
</tr>
<tr>
<td>• Social Inquiry &amp; Data Analysis Lab</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Building C (adjacent to ARH)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Classrooms</td>
</tr>
<tr>
<td>• Faculty Offices</td>
</tr>
<tr>
<td>• MAPs</td>
</tr>
<tr>
<td>• Group Study</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Pros</th>
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<tbody>
<tr>
<td>• Creates an academic commons with Library and academic support functions integrated (but not ITS)</td>
</tr>
<tr>
<td>• Reuses Forum</td>
</tr>
<tr>
<td>• Does not require permanent relocation of Health Services or ITS</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cons</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Separates ITS from Academic Commons</td>
</tr>
<tr>
<td>• Requires swing library space</td>
</tr>
<tr>
<td>• Does not reuse Burling</td>
</tr>
<tr>
<td>• Forum will require extensive accessibility, MEP and envelope renovations</td>
</tr>
</tbody>
</table>
Scenario 5 – Academic Commons – On Burling Site

Social Studies
Humanities

ITS
Health Center

Library
Special Collections
Academic Support Services
Creative Media Lab
Prints & Drawings
Social Inquiry Lab

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Health Services

If the Forum site is used (as in Scenarios 1-4), then a new location for Health Services must be found.

Early consideration of options includes:

- A new facility built near Rathje Residence Hall
- Goodnow Hall (would require a larger Building C to be built first; or temporary location (trailer)
- Mears Cottage (would require relocation of English and History faculty to new building; redoing recent renovations)
Bookstore

Currently located in Carnegie Hall

Early consideration of options includes:

• Remain as is in current location (Carnegie)
• In Building C
• Relocate retail portion to new library; textbook storage on a lower level
• In Forum, if retained (i.e., Scenario 5)
• In Burling, if retained
• Larger downtown location

(If any of the latter four options are pursued, there is potential for Building C to be smaller)
Conceptualization
Building A Concept

Transparency, connection, permeability
Building A Concept

Cozy, comfortable, welcoming
Building C Concept

Transparency, connection, permeability

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Building C Concept

Connection, highest and best use, accessibility

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Phasing – Academic Commons ‘Lite’

Building A

Step 1:
Relocate ITS from Forum
  Options for relocation: Help Desk to Burling;
  Remainder to temporary space (trailers),
  OR off campus
  OR Building C (Building C must be built first)
Relocate Health Services from Forum
  Options for relocation: New construction, OR temporary space (trailers)
  OR Goodnow (Building C must be built first)

Step 2:
Demolish Forum

Step 3:
Construct Building A

Step 4:
Move Library Services, collections, and Special Collections to Building A
Move Reading and Writing Labs to Building A
Temporarily move Prints & Drawings to Building A

Step 5:
Renovate Burling

Step 6:
Relocate Prints & Drawings to Burling
Relocate ITS to Burling
Create Creative Media Lab in Burling
Phasing – Academic Commons ‘Lite’

Building C

Step 1:
Construct Building C

Step 2:
Relocate (some) faculty from ARH/Carnegie to Building C

Step 3:
Phased renovations of ARH/Carnegie

Step 4:
Reorganize faculty within ARH/Carnegie/Building C
Create Social Inquiry Lab in Building C
Phasing – One Big Complex

Building A

Step 1:
Relocate ITS from Forum
   Options for relocation: Help Desk to Burling;
   Remainder to temporary space (trailers),
   OR off campus
   OR Building C (Building C must be built first)
Relocate Health Services from Forum
   Options for relocation: New construction,
   OR temporary space (trailers)
   OR Goodnow (Building C must be built first)

Step 2:
Demolish the Forum

Step 3:
Construct Building A

Step 4:
Temporarily move Library Services and Special Collections to Building A
Temporarily move Prints & Drawings to Building A
Relocate Library collections to Building A
Relocate ITS to Building A

Step 5:
Renovate Burling

Step 6:
Relocate Library Services, Special Collections, and Prints & Drawings to Burling
Relocate Reading & Writing Lab to Burling

Step 7:
Create Creative Media Lab and Social Inquiry Lab in Building A
Phasing – One Big Complex

Building C

Step 1:
Construct Building C

Step 2:
Relocate (some) faculty from ARH/Carnegie to Building C

Step 3:
Phased renovations of ARH/Carnegie

Step 4:
Reorganize faculty within ARH/Carnegie/Building C
Phasing – Academic Commons ‘Medium’

Building A

Step 1:
Relocate ITS from Forum
  Options for relocation: Help Desk to Burling; Remainder to temporary space (trailers), OR off campus OR Building C (Building C must be built first)
Relocate Health Services from Forum
  Options for relocation: New construction, OR temporary space (trailers) OR Goodnow (Building C must be built first)

Step 2:
Demolish the Forum

Step 3:
Construct Building A

Step 4:
Move Library, collections to Building A
Move Reading and Writing Labs to Building A
Temporarily move Prints & Drawings and Special Collections to Building A

Step 5:
Renovate Burling

Step 6:
Relocate Prints & Drawings and Special Collections to Burling
Relocate ITS to Burling
Create Social Inquiry Lab in Burling

Step 7:
Create Creative Media Lab in Building A
Phasing – Academic Commons ‘Medium’

Step 1:
Construct Building C

Step 2:
Relocate (some) faculty from ARH/Carnegie to Building C

Step 3:
Phased renovations of ARH/Carnegie

Step 4:
Reorganize faculty within ARH/Carnegie/Building C
Phasing – Academic Commons - Full

Building A

Step 1:
Relocate ITS from Forum
   Options for relocation: Help Desk to Burling;
   Remainder to temporary space (trailers),
   OR off campus
   OR Building C (Building C must be built first)
Relocate Health Services from Forum
   Options for relocation: New construction,
   OR temporary space (trailers)
   OR Goodnow (Building C must be built first)

Step 2:
Demolish the Forum

Step 3:
Construct Building A

Step 4:
Move Library (in total) to Building A
Move Reading and Writing Labs to Building A
Create Creative Media Lab in Building A
Create Social Inquiry Lab in Building A
Move ITS to Building A

Step 5:
Demolish Burling
Phasing – Academic Commons - Full

Building C

Step 1:
Construct Building C

Step 2:
Relocate (some) faculty from ARH/Carnegie to Building C

Step 3:
Phased renovations of ARH/Carnegie

Step 4:
Reorganize faculty within ARH/Carnegie/Building C
Building A

Step 1:
Relocate Library from Burling
  Options for relocation:
  Temporary space (trailers);
  Part to Main Dining, part to South Lounge;
  OR ???

Step 2:
Demolish Burling

Step 3:
Construct Building B

Step 4:
Move Library (in total) to Building B
  Temporarily move ITS to Building B
  Relocate Health Services from Forum to temporary space (trailers)

Step 5:
Renovate Forum

Step 6:
Relocate ITS to Forum
  Relocate Health Services to Forum
  Create Creative Media Lab in Burling
  Create Social Inquiry Lab in Burling
Phasing – Academic Commons - On Burling Site

Building C

Step 1:
Construct Building C

Step 2:
Relocate (some) faculty from ARH/Carnegie to Building C

Step 3:
Phased renovations of ARH/Carnegie

Step 4:
Reorganize faculty within ARH/Carnegie/Building C
# Costs

<table>
<thead>
<tr>
<th>Scenarios</th>
<th>Scenario 1</th>
<th>Scenario 2</th>
<th>Scenario 3</th>
<th>Scenario 4</th>
<th>Scenario 5</th>
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<tr>
<td><strong>New Construction</strong></td>
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<tr>
<td>Building A</td>
<td>108,000</td>
<td>$27,000,000 - $37,800,000</td>
<td>122,300</td>
<td>$30,575,000 - $42,805,000</td>
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<td>Building C</td>
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<td>$12,662,500 - $17,727,500</td>
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<td>$11,875,000 - $16,625,000</td>
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<td><strong>Renovations</strong></td>
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<td>Renovate Buring</td>
<td>51,750</td>
<td>$10,350,000 - $12,937,000</td>
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<td>$12,840 - $16,050,000</td>
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<td>Renovate ARH</td>
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<td>$8,320,000 - $10,400,000</td>
<td>41,600</td>
<td>$8,320,000 - $10,400,000</td>
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<td>Renovate Carnegie</td>
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<td>$5,220,000 - $6,525,000</td>
<td>26,100</td>
<td>$5,220,000 - $6,525,000</td>
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<td><strong>Demolitions</strong></td>
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<td>Demo Buring</td>
<td>28,700</td>
<td>$143,500 - $287,000</td>
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<td><strong>Totals (not including soft costs)</strong></td>
<td>$63.6M - $85.7M</td>
<td>$57.1M - $76.1M</td>
<td>$54.5M - $73.5M</td>
<td>$60.5M - $82.9M</td>
<td>$65.8M - $88.4M</td>
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**Assumptions**

- New Construction: Construction costs - $250 - $350/SF
- Renovation: Construction costs - $200 - $250/SF (for Forum, $300 - $350/SF)
- Soft Costs: Up to 40% of Construction cost
- Demolition costs: $5 - $10/SF
Discussion