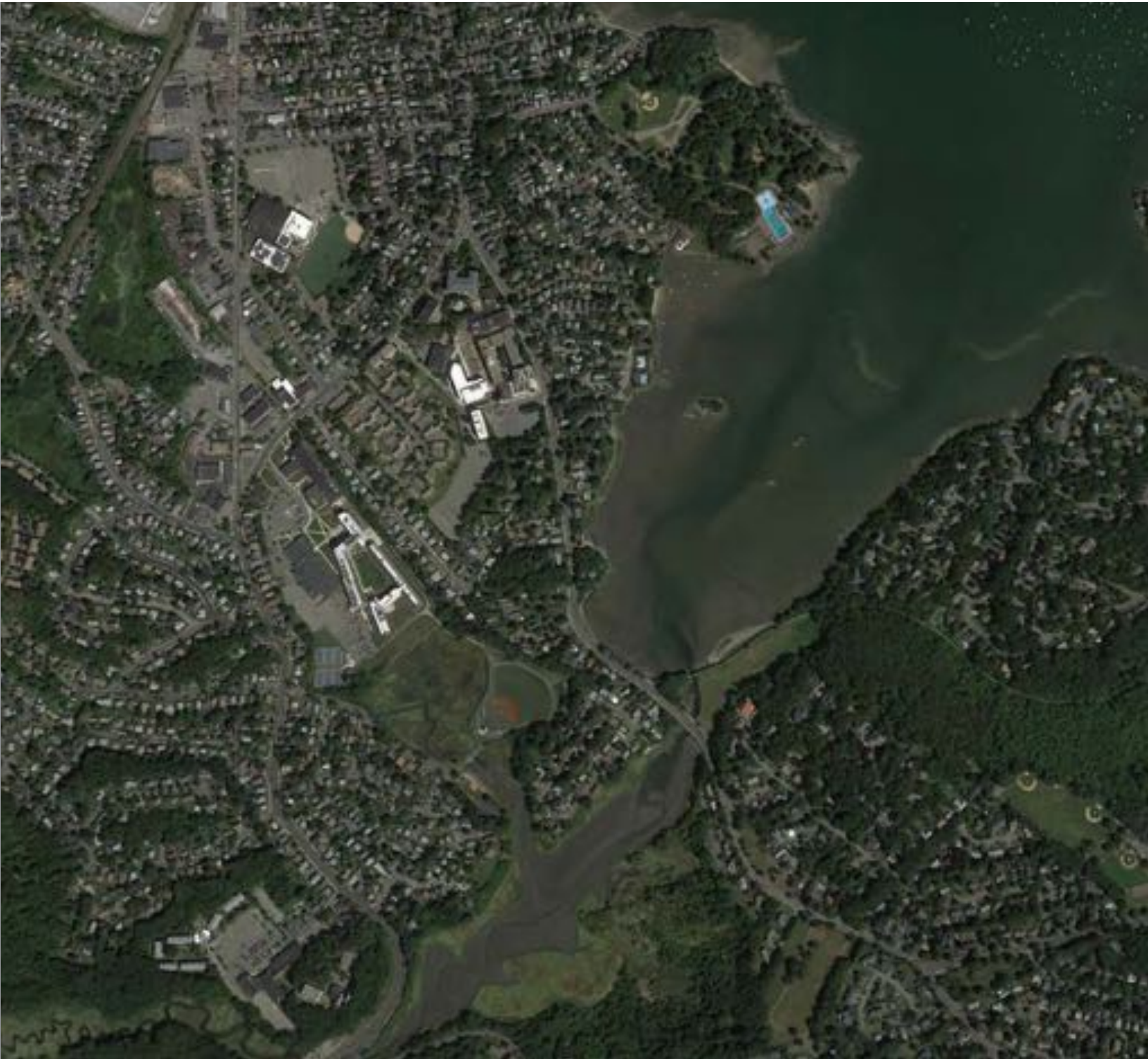


SALEM STATE UNIVERSITY



Campus Master Vision Appendix
2013

BHE0501 S31

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TECHNICAL MEMORANDA

The Salem State Campus Master Vision project initiation includes the review of existing studies and planning documents to identify goals and recommendations that may be incorporated into the planning effort. The following paper summarizes our findings.

Strategic Plan

The strategic plan, written in 2008, establishes Salem State's mission, values, goals, and objectives through 2014. Goals focus on academic excellence, student success, resource and facilities management, and community connections. The concrete objectives build toward the mission, vision, and values of the university.

Mission Statement

Salem State's mission is to provide a high quality, student-centered education that prepares a diverse community of learners to contribute responsibly and creatively to a global society, and serve as a resource to advance the region's cultural, social and economic development.

Vision

To be a premier teaching university dedicated to excellence in education, service and scholarship

Values

- *Excellence in teaching and scholarship with a focus on creative and critical thinking*
- *Holistic development of students through personalized, learner-centered education that integrates knowledge and skills to achieve student success*
- *A welcoming, diverse campus community that provides access to high-quality and lifelong-learning opportunities to a broad constituency*
- *Collaboration and community partnerships with emphasis on social justice and civic engagement*

Developing a unified campus identity remains a priority for Salem State, especially as it continues transitioning to university status. This movement toward greater cohesion appears in current academic, facility, and student life plans. Financial security, global awareness, community connections, and sustainability also inform the university's strategic priorities. Specific goals in the strategic plan include: improve career services, counseling, multicultural affairs, safety, and athletics; create a technology master plan; and increase civic engagement and collaboration with North Shore businesses.

Anticipated enrollment will inform space planning, especially for classrooms and residences. Undergraduate enrollment has increased slightly since 2005; however, graduate enrollment has declined. Salem State continues to draw a majority of its students from Massachusetts (97 percent). Residential goals include the addition of at least 1,000 new beds, so that 50 percent of the undergraduate population lives on campus. Associated living-learning communities and expanded student life programs are anticipated. This will

inform space planning and residential projections as the master plan develops.

Academic Goals

The academic plan strengthens graduate education at Salem State and shows a desire for increased coordination among various departments and colleges, manifested through the development of interdisciplinary programs and accelerated Master's degrees.¹ The plan renews commitment to a liberal arts foundation, especially regarding foreign language requirements. Minimum enrollment standards for all programs are being instated to ensure academic quality and efficient resource allocation. To accommodate a variety of student needs, the plan also calls for continued expansion of online offerings. Space and facilities planning will consider these changes, especially the anticipated increase in interdisciplinary collaborations, so that the built environment enables the interactions that the university is pursuing.

Accelerated Master's (or "4+1" programs) may be developed in the following disciplines: Criminal Justice, Geography, Geological Sciences, History, Psychology, Sport and Movement Science, Childhood Education, and Adolescent Education and Leadership.

Anticipated academic changes focus on interdisciplinary possibilities and the streamlining of low-enrollment programs. For the Bertolon School of Business, there are possible Interdisciplinary collaboration in Hospitality and Tourism between Management and Geography. The college may also add MBA concentrations, such as Accounting.

In the College of Arts and Sciences, interdisciplinary programs would include an Environmental Studies/Sustainability offering among Biology, Chem/Physics, Geography, and Geological Sciences; a Hospitality and Tourism offering between Management and Geography; collaboration among Communications, Theatre and Speech, Art+Design, and IDS; a Global Studies offering among Foreign Languages, Geography, History, Music, Political Science, Sociology, etc; increased Health and Wellness programming involving Sport and Movement Science and Health and Human Services departments. To streamline offerings in the natural sciences and Mathematics, eliminate B.A. degrees in favor of stronger B.S. programs. Possible additions are B.A. degrees in Philosophy and Dance, Ph.D. programs in Geography and Counseling Psychology, and a low-residency MFA. The college will provide literacy coursework for writing, computers, and finance through English, Computer Science, and Economics departments.

Many of the College of Health and Human Services' suggestions focus on Education. Plans streamline and strengthen Education's undergraduate and graduate degrees in collaboration with other departments; including Literacy, Counseling + Learner Development; Art+Design, Biology, Mathematics, and Sports and Movement Science. Possible doctoral programs in Criminal

¹ Provost's Response to the Final Report: President's College-Wide Advisory Committee on Academic Planning , October 2011

Justice (in collaboration with UML) and Social Work are being investigated. Current Nursing Master's degrees are being phased out in favor of a Nurse Practitioner option.

Land + Facilities

Physically, the fragmented campus creates circulation issues. High volumes of through-traffic and pedestrian crossings cause congestion and safety problems, especially near Raymond Road at Loring Avenue. The master plan will consider streetscapes, signage, and building locations that facilitate multimodal transportation and alleviate similar concerns in the future.

Sasaki has reviewed existing studies and planning documents to identify goals and recommendations that may be incorporated into the campus development vision. These documents include, but are not limited to, the following:

- VFA Facility Assessments
- Comprehensive Inventory of existing buildings and space utilization study completed by Rickes Associates in 2006
- Strategic Plan 2009-2014 as approved by Board of Trustees
- DCAM SSC Campus Master Plan completed by Sasaki Associates in 2007
- Center for the Creative and Performing Arts Feasibility Study
- Salem State College Canal Street Corridor Study completed by Sasaki Associates in 2008
- Canal Street redevelopment project study by MA Highway Department
- South Salem Drainage Study completed by Woodard & Curran for City of Salem
- Salt Marsh Management Plan completed by Sasaki Associates in 2008
- Weir Property Feasibility Study completed by Sasaki Associates in 2008
- Student residence market assessment prepared by MSCBA
- Student life facilities report prepared by MSCBA-Graham Meus
- Mainstage Theater Renovation Feasibility Study

Founded in 1854 as the Salem Normal School, Salem State University initially served as a women's teachers college. In the early twentieth century, Salem State moved to its current location at Lafayette and Loring and has expanded in the 1970s and 1990s to Central and South Campuses. Additional Salem State properties include Cat Cove and the recently acquired Weir Property.

The 2007 master plan identified the need to enhance connections among Salem State's numerous campuses; modernize buildings, especially on North Campus; and solidify campus identity through landscape improvements and by establishing a gateway entrance to campus. The plan prioritized a Science and Learning Commons, Center for Creative and Performing Arts, and Sullivan Building modernization. It also advised infrastructure, parking, and stormwater improvements; property acquisition to accommodate campus growth; and addressing deferred maintenance of key buildings. Since 2007, Salem State has made many improvements, such as the new Learning Commons (discussed below) and the Marsh Residence

Hall. This master plan update will continue to advance these goals and accommodate new priorities.

Campus planning should continue to bring more cohesion to Salem State's fragmented campuses. Planning will consider university-owned land along with the character and possibilities of adjacent parcels. Recent land acquisitions, such as the Weir property, begin to fill gaps for the campus. Strategic de-acquisition might increase campus efficiency and cohesion for certain areas. Circulation planning will improve safety and strengthen campus connections.

Renovations that maximize building potential will be a major focus of the upcoming plan, in light of state funding restraints and current building conditions. Renovation can also improve sustainability on campus. Two 2008 studies highlight the current building conditions and cost of potential sustainability improvements.² A majority of Salem State's buildings are in poor condition. Two buildings have deferred maintenance costs that exceed their replacement values. These are the Economics House (FCI 2.6) and Institutional Advancement Building (FCI 1.04). Two buildings are in good condition (Stanley Building, Public Safety) and three are in fair condition (Garage @ Cent for International Education, Administration Annex, and Central Campus Building One). These factors are already influencing capital improvement decisions. For example, although 2008 plans explored the possibility of a new performing arts space, funding restrictions led to Sullivan Building renovations in 2010.³

The recently constructed \$50 million Library provides a new focal point for academic and student life space on North Campus⁴. Library collections, study spaces, the Honors Program, and academic support services are centrally housed in this location. A LEED-Silver building, it advances Salem State's sustainability goals as well.

The 2008 arts plan calls for an interdisciplinary performing arts center that could house theatre, art, music, dance, and creative writing programs. The plan creates three scenarios: renovation of Mainstage Auditorium and relocation of surrounding functions; Weir Property construction or building re-use; or a Central Campus location, possibly in or near Building One. The program would include an art gallery, classrooms, a large theater and studio theater, loading dock, dance performance space, theatre workshop area, and parking. Each of the three scenarios considers funding limitations and adherence to master plan goals. Although the Building One scenario seems most promising for the project's interdisciplinary goals, state funding restrictions could prevent adequate funding for future phases of the project.

² Facility Condition Reassessment and Green Building Assessment Project, VFA, 2008; Building Condition Report, VFA, 2012

³ Facilities Study: Center for the Creative and Performing Arts, Sasaki Associates, 2008; Edward Sullivan Building Basement Improvements, Luna Design Group, 2010

⁴ Salem State College: Library and Learning Commons, Shepley Bullfinch, 2009.

Salem State has commissioned two reports to guide development of the Weir Property and Loring-Canal streets that border it.⁵ The Vision of this project is to create a gateway for Salem State College and the City of Salem. Canal Street will serve as the City Gateway, and Loring Avenue as the Campus Gateway, with differing characters and design guidelines. Goals for the Loring-Canal Corridor are to catalyze redevelopment, provide incentives through strategic zoning, accommodate pedestrians, and provide amenities for the college and community within a flexible development framework. Improved bicycle and pedestrian infrastructure are proposed for both streets. The 2008 plan calls for mixed-use development, pocket parks, and limited setbacks, which will improve pedestrian use. Parking will be planned to prevent further strain on existing capacity. There are currently three buildings on the Weir property: the one-story Mackey Building, currently used for storage; the two-story Stanley Building, with multipurpose usage; and the Main Building, also a story-building with multipurpose usage. Both the Stanley and Main buildings require renovation if they are to meet accessibility guidelines. Campus cohesion will be a priority when planning for this space.

Salem State and MSCBA commissioned a discussion of student life facilities in 2010.⁶ Current problem themes focused on a lack of comfortable, centralized gathering spaces. Students currently go off campus for meetings at the Dunkin Donuts or to exercise at private, more spacious gyms, although the new fitness center will improve this condition. Poor wireless connectivity also prevents students from studying on campus. Graduate students and commuters are separated from resident undergraduates. There were complaints about decentralized student services, including financial aid, administration, advising, and health center. These conditions are aggravated by transportation issues, such as a parking shortage, lack of campus-town public transportation, and poor shuttle reliability.

One prominent goal is to unify the three campuses through a comfortable building that creates a “true campus center.” This building would house student services and would include printing, computers, IT, food or a cafe, a convenience store, health & wellness services, financial aid, and student services. It should be good for informal gatherings, with a “hearth” or living room feel. It would engage both residents and commuters and be a good setting for hanging out, studying, club meetings, or casual meetings with faculty.

In addition to the student center, the group brainstormed other ideas that can improve student life. Small landscape improvements, additional seating, and sports amenities (such as a basketball hoop near the Central Campus tennis courts) can activate outdoor areas. Adding a group meeting space in the performing arts area, redeveloping South Campus, and adding benches to large hallways were also recommended. Other suggestions include: adding a Starbucks and Subway to increase revenue; better using social media as

⁵ Weir Valves: Facilities Condition Assessment, FCA, 2007; Salem State College Loring-Canal Corridor Vision and Weir Property Development Study, Sasaki, 2008

⁶ Student Life Facilities Improvement Workshop, Graham/Meus Inc, 2010.

communication tool; and creating a student-run businesses on campus, such as a shuttle or food service.

Salem State's attention to sustainability is also advanced through the care of the Old Creek Salt Marsh.⁷ Salem State's 2009 study plans continued environmental monitoring and restoration for the previously industrial site, now part of Central Campus.

⁷ Old Creek Salt Marsh: Inventory Assessment, Sasaki, 2009

SALEM STATE UNIVERSITY

CAMPUS DEVELOPMENT VISION
DCAM PROJECT #BHE0501 S31

ENROLLMENT PLAN OVERVIEW

April 22, 2013

Summary of Enrollment Memo, dated January 24, 2013

- Salem State believes it can easily grow to 8,000 undergraduate students without significant growth in FT faculty and staff. Growth is needed due to budget constraints.
- Undergraduate enrollment will increase by 1 percent annually; graduate enrollment will increase by 5 percent annually.
- Programs targeted for growth include Education, Business, Criminal Justice, Biology, and Psychology.
- Much of the growth in undergraduate programs will come from substantial increases in graduate and retention rates, as well as increased partnerships with area community colleges.
- Existing facilities are a limit to growth, particularly up-to-date science facilities.

Consultant Impressions and considerations

- Undergraduate enrollment for 2012 was 7,143 students. This represents a decrease from 2010, when SSU had 7,296 students. Given the expected decrease in Massachusetts high school graduates, will SSU be able to attract new students to support growth?
- The memo states that growth is needed due to budget constraints. At the same time, the University does not have the existing space to support growth. Therefore, new space resources are required to accommodate growth. We will need to consider whether enrollment growth is revenue positive. Does growth alleviate budget constraints even if we need to grow the physical plant (particularly expensive science- and arts-related facilities)?

SALEM STATE UNIVERSITY

CAMPUS DEVELOPMENT VISION
DCAM PROJECT #BHE0501 S31

Space Analysis

The following report provides analysis of space requirements at Salem State University, assessing the quantity and utilization of existing facilities against normative standards.

Maintaining quality facilities that foster a high educational standard has become more complicated in the past generation. Environmental concerns and over-built campuses have put a new emphasis on responsible stewardship of existing space. Practical issues such as multiple scheduling demands and the need for flexible space to support a variety of teaching techniques make maximizing space on the modern college campus even more complex. This analysis explores existing capacity and use patterns and will inform master plan priorities, especially for the distribution, quantity, and characteristics of academic, student life, and office space.

Process

Using Salem State’s space inventory and class schedule, Sasaki analyzed current space use patterns to determine opportunities for increased efficiency and possible consolidation. Natural science labs in Meier Hall were the focus of a suitability assessment, and potential divestment of south campus academic and administrative space was explored.

DCAMM and Sasaki standards and guidelines were applied when applicable. Spaces in the database are coded according to Facilities Inventory and Classification Manual (FICM) categories.

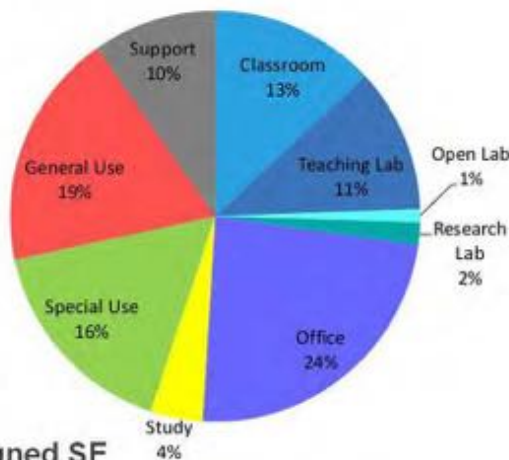
Inventory Overview

Excluding residential, health services, and unassigned space, Salem State has 580,444 assigned square feet (ASF). Space categories include classroom, teaching lab, research lab, office, study, special use, general use, and support. The O’Keefe addition and new library will bring this total to 695,762 ASF. The old Library and Horace Mann are not included in this analysis.

Space Data

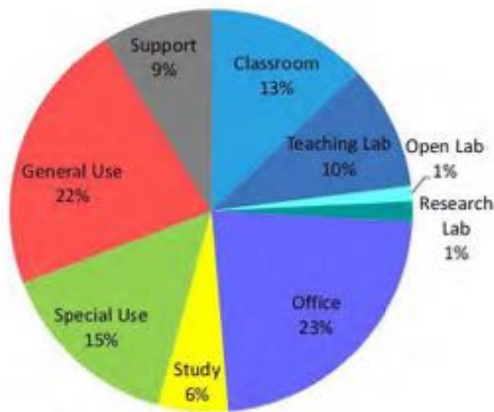
Non-Residential Space Total

By space use type



580,444 Assigned SF

New Library and O’Keefe expansion are not included in this total



695,762 Assigned SF

Includes New Library and O'Keefe expansion

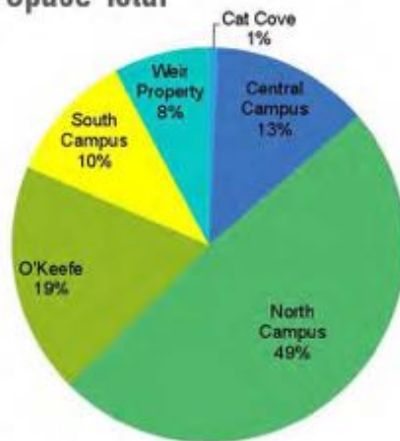
*Horace Mann is not factored into space analysis; analysis does not reflect reassignment of interim use spaces.

Instructional space (Classrooms and Teaching Labs) comprises 24 percent of campus space; the Office category (which includes conference rooms) occupies an equal proportion. Research space occupies only 1-2 percent of assignable nonresidential square feet. The O'Keefe addition and Library will increase, respectively, the proportions of general use and study space on campus.

Space Data

Non-Residential Space Total

By Campus



695,762 Assigned SF

Includes New Library and O'Keefe expansion

Although Central Campus is at the geographic center of Salem State, its functions are largely residential and low-density. Academic and administrative space continues to be concentrated on the original North Campus

Office

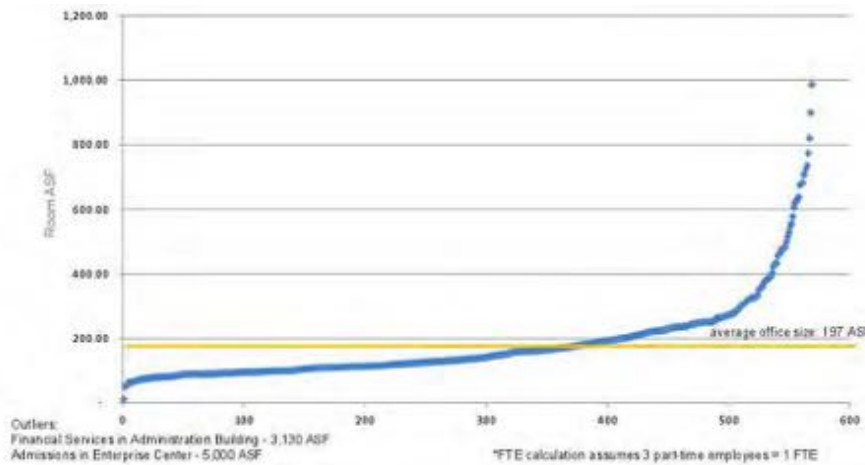
The primary evaluation for offices compares number of stations compared to number of full-time equivalent (FTE) employees. A conventional ratio of office stations to full-time equivalent staff and faculty is 0.75.

Average office size is measured but is not a primary method of evaluation. Large offices do not necessarily mean inefficient use because large, multi-station offices can be more efficient than individual offices.

Space Data

Office

Office Size



In the scatterplot diagram above, each blue dot represents one office, arranged from smallest to largest. The yellow line marks the average office size of 197 square feet, larger than DCAMM’s standard office size of 120 square feet. Employee FTE was estimated based on headcount data: part-time employees were counted at 1/3 FTE. A conventional ratio of office stations to FTE staff and faculty is 0.75. Salem State’s ratio is much higher: 0.90, suggesting that there is adequate office space based on the total number of undifferentiated employees.

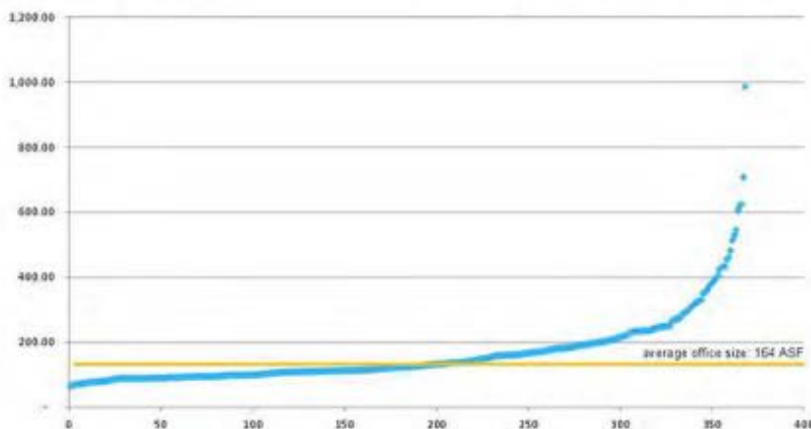
Space Data

Faculty Offices only

Office Size

Each blue dot is an individual office

Total Faculty Offices	359
Full-Time Faculty	337
Part-Time Faculty	424

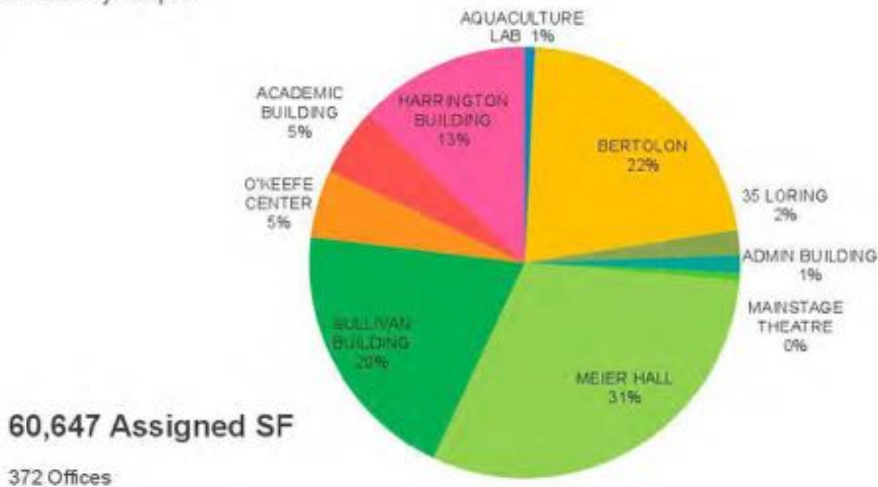


The previous analysis does not distinguish whether office space is allocated sufficiently for faculty versus staff populations. Isolating faculty offices reveals why there is a sense of limited faculty office space, despite Salem State’s favorable station-to-employee ratio. Salem State has 359 faculty-assigned offices and, based on headcount, over twice as many faculty members.

Salem State has 424 part-time faculty and 337 full-time faculty members. Assuming that nearly all full-time faculty have an office, very few offices remain for part-time faculty to share. The extent to which part-time faculty are provided office space will be an important policy decision that stands to significantly impact the quantity of office space needed in the future.

The yellow line on this table marks the average office size of 164 square feet. This is lower than the overall office average because faculty office data does not include some of the large, multi-station rooms (cubicles) used by staff.

Space Data
Faculty Offices
 Distribution by Campus



The pie chart above shows the distribution of offices by building. North Campus’s Meier Hall and Sullivan Building house over half of the campus’s office space (by room count).

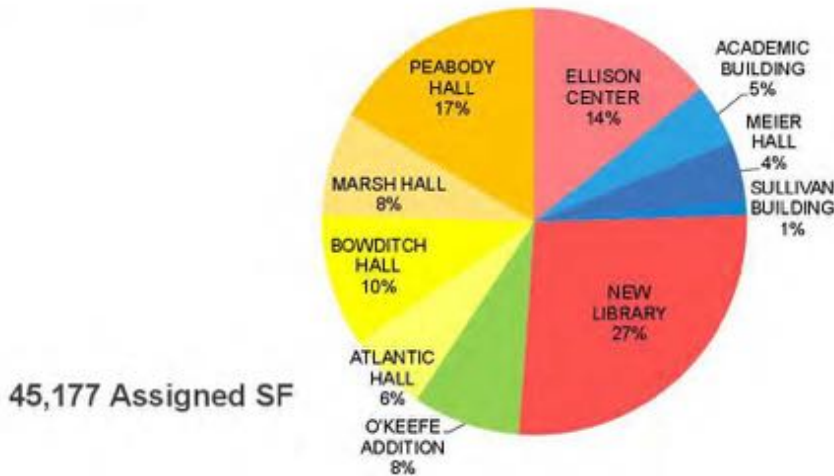
Student Lounge and Study

With the construction of the new library and O’Keefe addition, Salem State has 45,177 square feet of student lounge and study space. This includes Study Rooms (FICM 410), Open Stack Study Rooms (430), Study Service (455), Lounge (650), and Lounge Service (655). Space coded as Library Stack is not included in this analysis, nor is dining space, which can, on occasion, be used for informal study.

Space Data

Student Lounge and Study Space*

Divided by Building



*FICM codes 410, 430, 455, 650, 655

Over 40 percent of student lounge and study space is located in residence halls, even with the addition of the new library. This percentage is significant, especially in light of Salem State's large commuter student population. The proportion of student life space located in residence halls is likely to increase as Salem State continues to invest in its residential communities. To balance this investment, additional student study space should be a priority in renovation and new construction projects in order to support learning outside the classroom. For example, current temporary library space on Central Campus could become lounge space once the new library opens.

Utilization

When evaluating general classroom and lab use out of inventory totals, Sasaki applies a utilization target of 65 percent for classrooms, and a utilization rate of 40 percent for class laboratories. DCAMM's standards are slightly higher, 67 percent and 50 percent, respectively. The resulting target for use of individual rooms is 30 to 40 weekly room hours (WRH). In terms of station occupancy, DCAMM applies a 67 percent standard for classrooms.

Classroom Utilization

This analysis measures utilization of spaces coded as classrooms. The charts measure the number of classrooms in use out of the total available classrooms (FICM code 110). Assessments were made in five-minute increments. Classes scheduled in spaces coded as conference rooms (FICM code 350) or athletic (520) are not included in analysis. Analysis assumes that classes in the inventory with enrollment of zero have been canceled.

Space Data Scheduled Classrooms



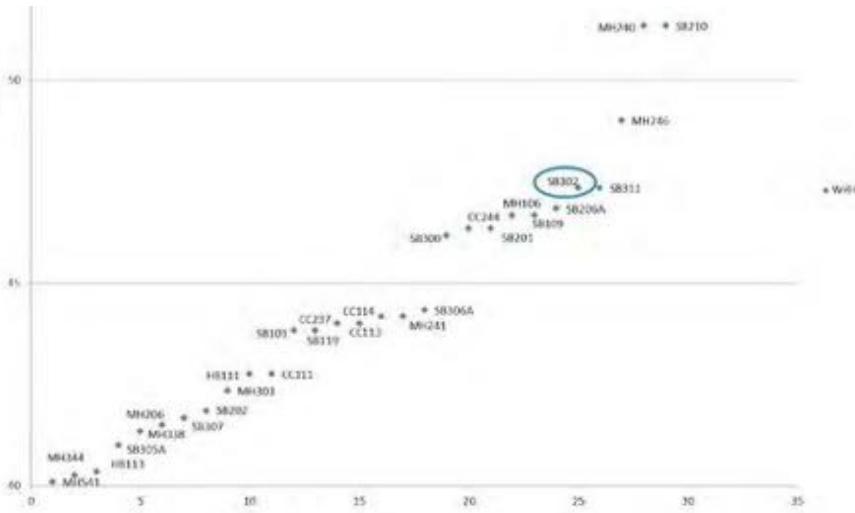
These histograms show classroom utilization Monday-Friday. Red boxes mark times when utilization falls below guideline standards. The yellow line shows the DCAMM standard of 67 percent utilization. Monday, Tuesday and Thursday register the most consistent usage. There are significant opportunities to improve use in the afternoons after 3:00 and on Mondays from 11:00am to 1:00 pm, which is currently scheduled as the university's general activity period, when no classes are scheduled.

Space Data
Classroom Utilization



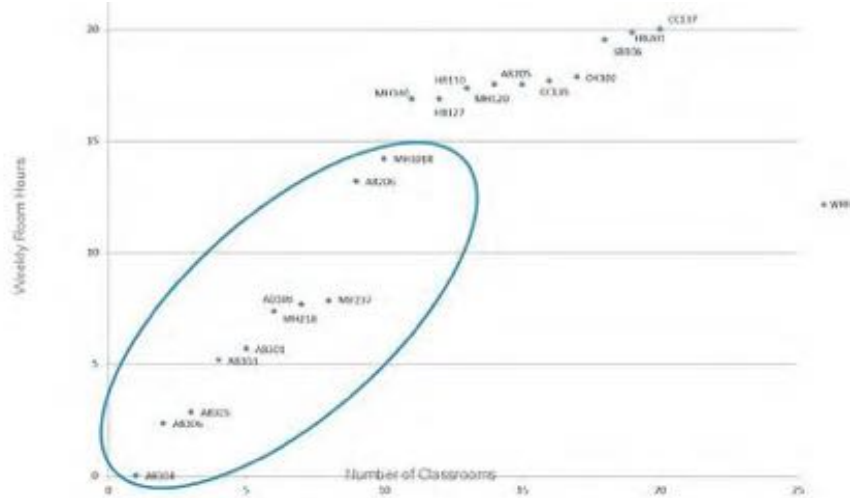
This scatterplot diagram charts classroom utilization, in weekly room hours (WRH). Each blue dot represents one classroom. The shaded yellow area marks the standard utilization range of 30-40 hours per week: 19 percent of the classrooms are scheduled more than 40 hours per week. Central Campus classrooms have the highest average WRH.

Space Data
Classroom Utilization
Highest Utilization



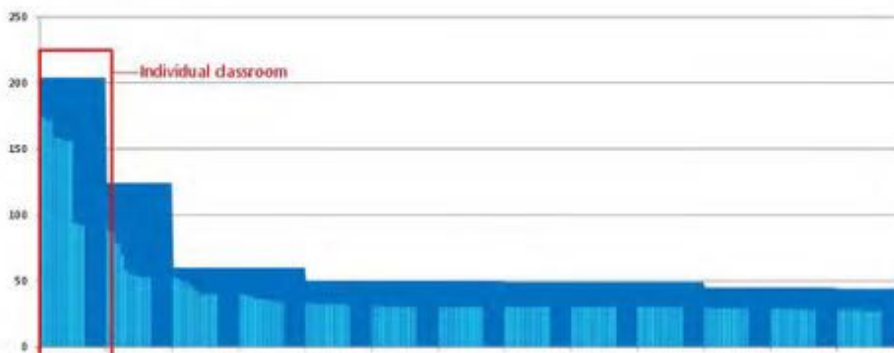
Although Central Campus has the highest average use, some Meier and Sullivan classrooms are in highest demand. According to faculty, Sullivan 302 is a desired teaching space for its flexible furniture.

Space Data
Classroom Utilization
Lowest Utilization



Space quality and location are likely contributing factors for rooms with low utilization. Seven of the ten lowest utilized classrooms are in Academic Building on South Campus

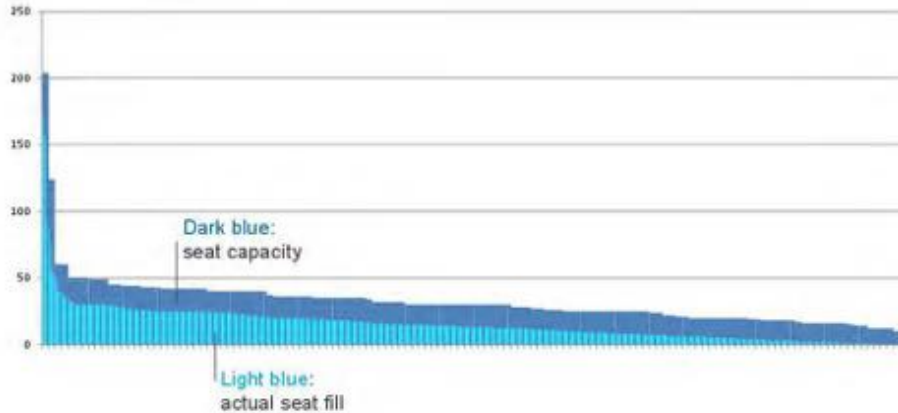
Space Data
Seat Utilization
 Classrooms – Detail



This chart compares SSU’s classroom stock to actual use, based on capacity only. Department and geography are not factors in this analysis. The X-axis represents time; the Y-axis represents seats. Each notch on the X-axis represents one classroom’s time capacity: we use the WRH standard of 40. Classrooms are ordered from largest to smallest. The dark blue mass is the potential time and seat capacity for each classroom in the inventory. The light blue is actual use. This detail above shows only the 13 largest classrooms on campus. The full chart appears on the following chart.

Space Data Seat Utilization

All Classrooms

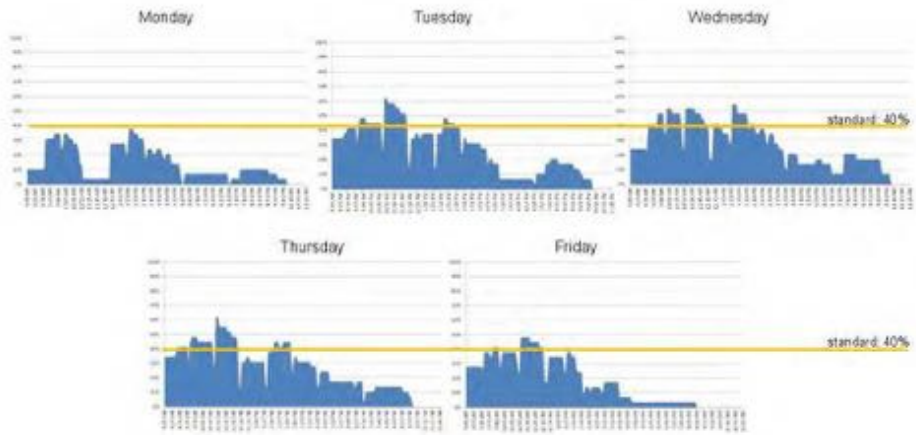


This chart shows capacity for all Salem State's classrooms (dark blue) compared to actual use (light blue). As in the previous image, the X-axis represents time, and the Y-axis represents seats. SSU has a 48 percent seat fill rate; the DCAMM standard is 67 percent. The gap between seat fill and classroom capacity indicates that there may be a gap between classroom stock and ideal class size from a pedagogical perspective. Faculty indicated that seminar teaching spaces are in high demand.

Lab Utilization

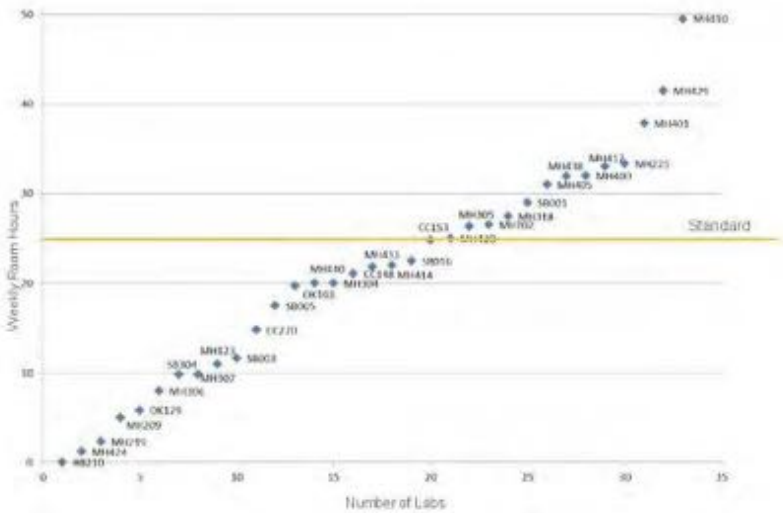
This analysis measures utilization of spaces coded as teaching labs. The charts measure the number of labs in use out of the total available labs (FICM code 210). Assessments were made in five-minute increments. Classes scheduled in spaces coded as conference rooms (FICM code 350) or athletic (520) are not included in analysis. Analysis assumes that classes in the inventory with enrollment of zero have been canceled. Because of the specialized nature of the space, utilization expectations are lower for teaching labs than for classrooms: 25 hours per week for individual classrooms and 40-50 percent utilization.

Space Data
Scheduled Labs



These histograms show scheduled lab utilization Monday-Friday. The yellow line marks a utilization standard of 40 percent, lower than that of classrooms to account for the additional time required to set-up and take-down labs. DCAMM’s standard is higher, at 50 percent. Salem State’s labs most consistently achieve 40 percent utilization (or higher) between 9:00 am and 2:00 pm Tuesday through Friday. Monday utilization is lower, in part because holidays limit meeting opportunities for once-per-week labs.

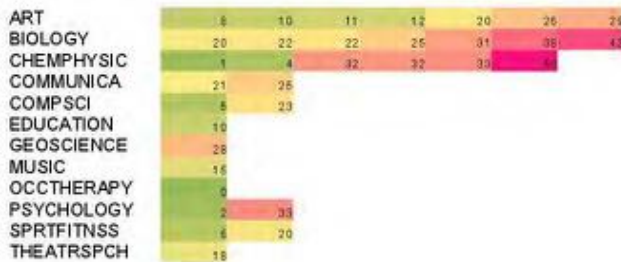
Space Data
Lab Distribution and Utilization



Many labs are scheduled less than the 25 hours-per-week standard (marked here with a yellow line). Meier Hall (MH) labs are some of the highest and lowest utilized.

Space Data Lab Utilization

Organized by Discipline



This table shows utilization of scheduled labs. Departments are listed in the left-hand column, and each box represents one room where that department holds scheduled labs. Labs with low utilization appear in green, while labs scheduled more than 25 hours per week fall within the orange to pink range.

According to this table, Biology, ChemPhysic, Geoscience, Art, and Psychology have the highest lab utilization; however, data for many departments may be incomplete. Lab scheduling appears to be highly de-centralized, making it difficult to assess actual utilization from registrar data. In our original analysis, Biology and ChemPhysic had low utilization; however, additional department data revealed that these labs are, in fact, heavily scheduled.

Meier Hall Findings

Structure

- 12' floor-to-floor height is a significant limitation
- Structural bay prevents flexible lab layouts
- Vibration concerns

Systems

- Building lacks mechanical shafts
- Ganged fume hoods are inefficient & unreliable
- Roof & basement offer no space for mechanical units
- Unreliable / inadequate power

Lab Casework

- Inflexible
- Poor sightlines



Meier Hall Suitability

Salem State University
Meier Hall
Constructed in two phases: 1962 & 1968

	SCORE	WEIGHT	%	COMMENTS
Group 1:		(38 Total)	0.68	
Floor to Floor Height/Floor Framing	2	20	0.4	17'-0"
Structural Bay Spacing	2	10	0.2	primarily 24'-0"x16'-0"
Overall Lab Planning Dimensions	1	5	0.05	
Adaptability/Appropriateness of Structural System	1	3	0.03	vibration concerns
Group 2:		(35 Total)	0.51	
Shelf Disposition	0	4	0	No shelves
Floor/Perchouse Capacity	2	20	0.4	Occupied by observatory & greenhouse
Basement Capacity	1	10	0.1	Crawl space
Phase-ability	1	1	0.01	
Group 3:		(15 Total)	0.3	
Elevator (Freight)	2	10	0.2	No freight
Loading and Material Handling	2	5	0.1	Loading dock access
Group 4:		(2 Total)	0.06	
Stair/Corridor Arrangements	4	2	0.08	
Group 5:		(10 Total)	0.4	
Special Features (ivertic, elevroom, high bay, low vibration)	4	10	0.4	Observatory & greenhouse

Overall Grade (0-4)
1.97

4.00 - 3.50	Chemistry and Heavy Biology
3.49 - 3.00	Physics and Engineering
2.99 - 2.00	Computational/Very dry engineering
1.99 - 1.50	Non-lab use
1.49 - 0.00	Candidate for demolition

Improved wet lab facilities were cited as one of Salem State’s most urgent space needs. These facilities are concentrated in Meier Hall, a building poorly suited to wet lab renovation based on low ceiling height and mechanical systems limitations. Rather than investing Meier Hall’s current wet labs, Salem State’s lab needs could be more efficiently satisfied with an addition to Meier, creating space more suited to web lab research and instruction and allowing current wet lab space to be converted to dry lab, classroom, or office for a lesser cost.

Fine Arts

Art Studios

Art students need a 'home' on campus.

Studio Concerns

- Limited / no daylight
- Crowded studios
- Inadequate storage
- Poor ventilation
- Student display space is limited
- Circuitous circulation



Many of Salem State’s art studios are in poor condition, located in basements with poor ventilation.

The Arts

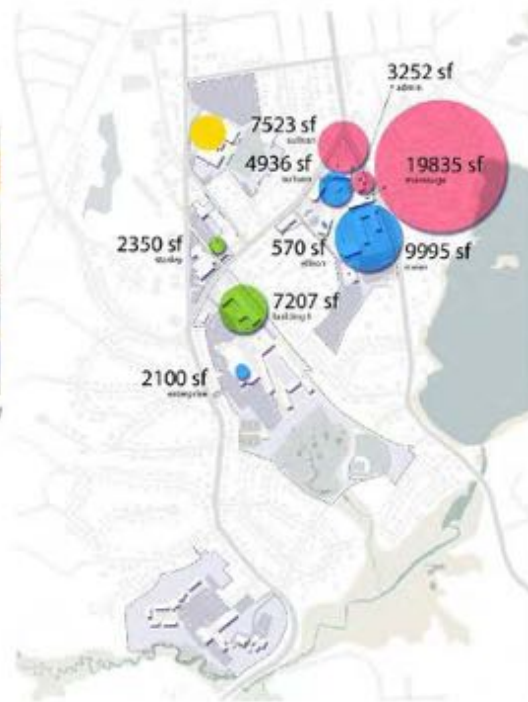
Existing Conditions Analysis



Glass-blowing facility in the Agganis Building

- The Arts are distributed across the campuses

- Dance
- Music
- Fine Art
- Theater



Faculty cite the need for greater collaboration among fine arts disciplines, which are currently divided in various campus buildings. Performance and gallery space is also needed.

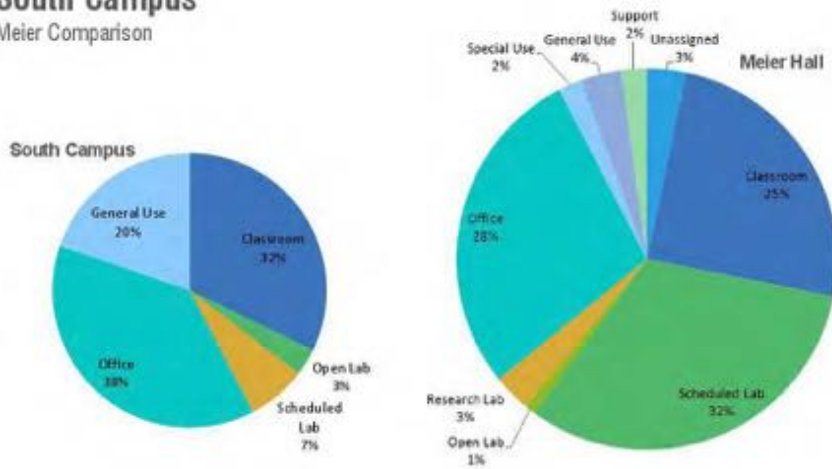
South Campus

Many buildings on South Campus are in poor physical condition. The isolation of this area also complicates transportation and parking. Divestment of South Campus’ academic functions could be possible if Meier Hall’s current wet lab space is relocated.

Future Academic Space – test fit

South Campus

Meier Comparison

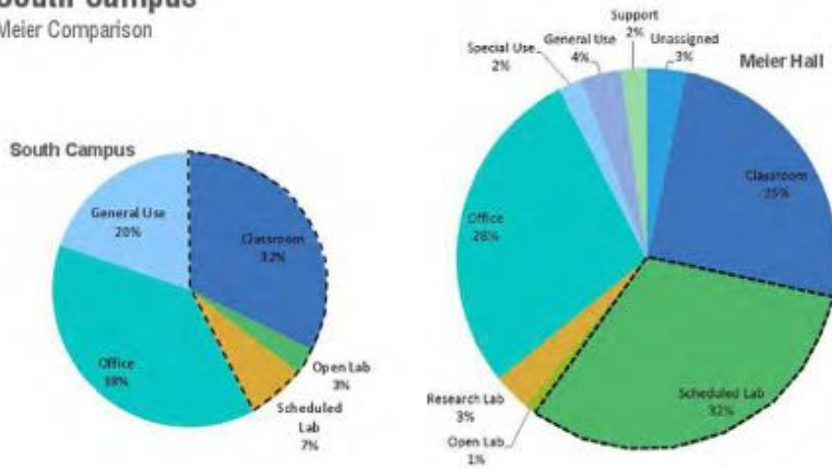


Assigned space for all of south campus, excluding Bates and the gymnasium, totals 64,000 SF. This equals 60% of the total space in Meier Hall

Future Academic Space – test fit

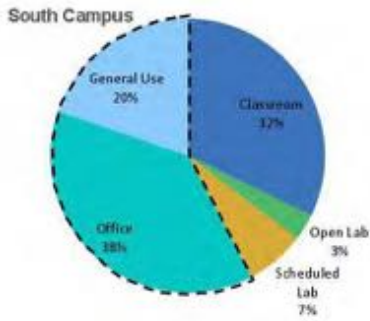
South Campus

Meier Comparison



Relocation of Meier Hall’s lab space (34,000 asf) would accommodate classroom and lab space from Harrington Hall and Academic Building (32,000 asf)

Future Academic Space – test fit
South Campus



Remaining South Campus functions (36,789 asf) would fit within Horace Mann (38,624 asf) or an equivalent space on the Weir Property. South Campus’s gym, food, and childcare are not included in the remaining South Campus total

date 4 June 2013
 to Salem State University
 from Sasaki Associates
 project name Salem State University Master Plan
 project # 16243.00
 subject Parking and Traffic: Analysis and Recommendations

This memo incorporates one originally dated April 18, 2013, about parking. It summarizes the analysis of all traffic movement and parking occupancy counts taken for the Master Plan in Spring 2013, and makes recommendations for the location of parking facilities and access drives.

PARKING

In connection with the Salem State University (SSU) Master Plan, a comprehensive survey was taken of occupancy in campus parking lots. The purpose of the survey was to determine the parking need generated by the campus, and to provide guidance in the development of the parking program for the Master Plan.

The parking survey was conducted on two typical mid-week days: Tuesday, February 26 and Wednesday, March 6, 2013. Survey-takers were deployed in each parking lot on each of the SSU campuses, and counted parked vehicles on an hourly basis between the hours of 7:00 AM and 7:00 PM.

The results of the survey are shown in the figures and tables below. Figure 1 shows the letter designations given to each parking lot. The northern zone of campus was designated as Zone 1, with lots A-D including the large lot at the O’Keefe Center. Zone 2 comprises lots E through H in North Campus. Zone 3, Central Campus, has only one lot, J, but that lot has been subdivided into North, Enterprise and South, to distinguish from regular SSU permit spaces those that are allocated to the Enterprise Center. Figure 2 shows the spaces reserved for the Enterprise Center. In South Campus, Zone 4, there are four lots, designated P through S.



Figure 1. Parking Survey Zones and Lots



Figure 2. Enterprise Center Spaces within Lot J (Zone 3)

Tables 1 and 2 show the results of the parking survey on both days, in terms of parking spaces occupied by lot and time of day. Tables 3 and 4 show the results in terms of occupancy percentage in each lot. In Tables 3 and 4, occupancies are color-coded, with higher occupancy percentages shaded a brighter red.

Observations

- On the whole, parking occupancy on Tuesday and Wednesday is very similar. Figures 4 and 5 show the comparison between the two days, in terms of total hours of occupancy throughout the day.
- The O'Keefe Center lot's occupancy peaks at 85%-88%, with a minimum available capacity of 83 spaces.
- Lots C and D, at the Weir Property with 78 and 60 spaces respectively, are significantly over-subscribed, with occupancy greatly over capacity.
- In North Campus, all lots except Lot F (18 spaces) experience peak occupancies over 90% at some time of day.
- Likewise, in Central Campus, Lot J has peak occupancy over 90%. Given the size of Lot J, however, there are more available spaces at all times. At the peak hour of occupancy, 12:00-1:00 on Tuesday, there are 39 vacant spaces in all of Lot J: 25 permit spaces and 14 Enterprise Center spaces.
- One of the few instances of noticeable difference between Tuesday and Wednesday occupancy occurs in the Enterprise Center portion of Lot J. On Tuesday occupancy peaks at 90% at 12:00-1:00, while on Wednesday it peaks at 85 % at 11:00-12:00.
- Parking is somewhat less congested at South Campus than elsewhere. The main lot, with 352 spaces, does not exceed 77% occupancy, with 88 available spaces. Looking at South Campus as a whole, there are never fewer than 124 vacant spaces out of a total of 533.

Recommendations

The parking situation at SSU is currently one of restricted parking availability during peak mid-day hours of demand. At lots in the center and north campuses occupancy is at times close to or greater than the number of designated available spaces. Nevertheless, the campus-wide parking supply is barely adequate to meet today's needs.

In the future, however, when enrollment increases and existing parking lots are displaced by campus development, it will be necessary to create new parking facilities. While some parking demand can be mitigated by more effective transit and transportation demand management strategies, the loss of large lots such as the main central campus lot (J) and lot H will need to be compensated.

Given the density of the campus and the limited amount of unprogrammed land, it is clear that displaced parking will need to be replaced in one or more structured facilities. Based on analysis of campus form, distribution of parking demand, and the opportunities for siting of other facilities, three potential locations have been identified for new parking garages.

- O'Keefe Center lot (Lot A)
- the South end of the Central campus, adjacent to the tennis courts
- the south end of North campus

Figure 3 shows the approximate locations of the three garage alternative sites.

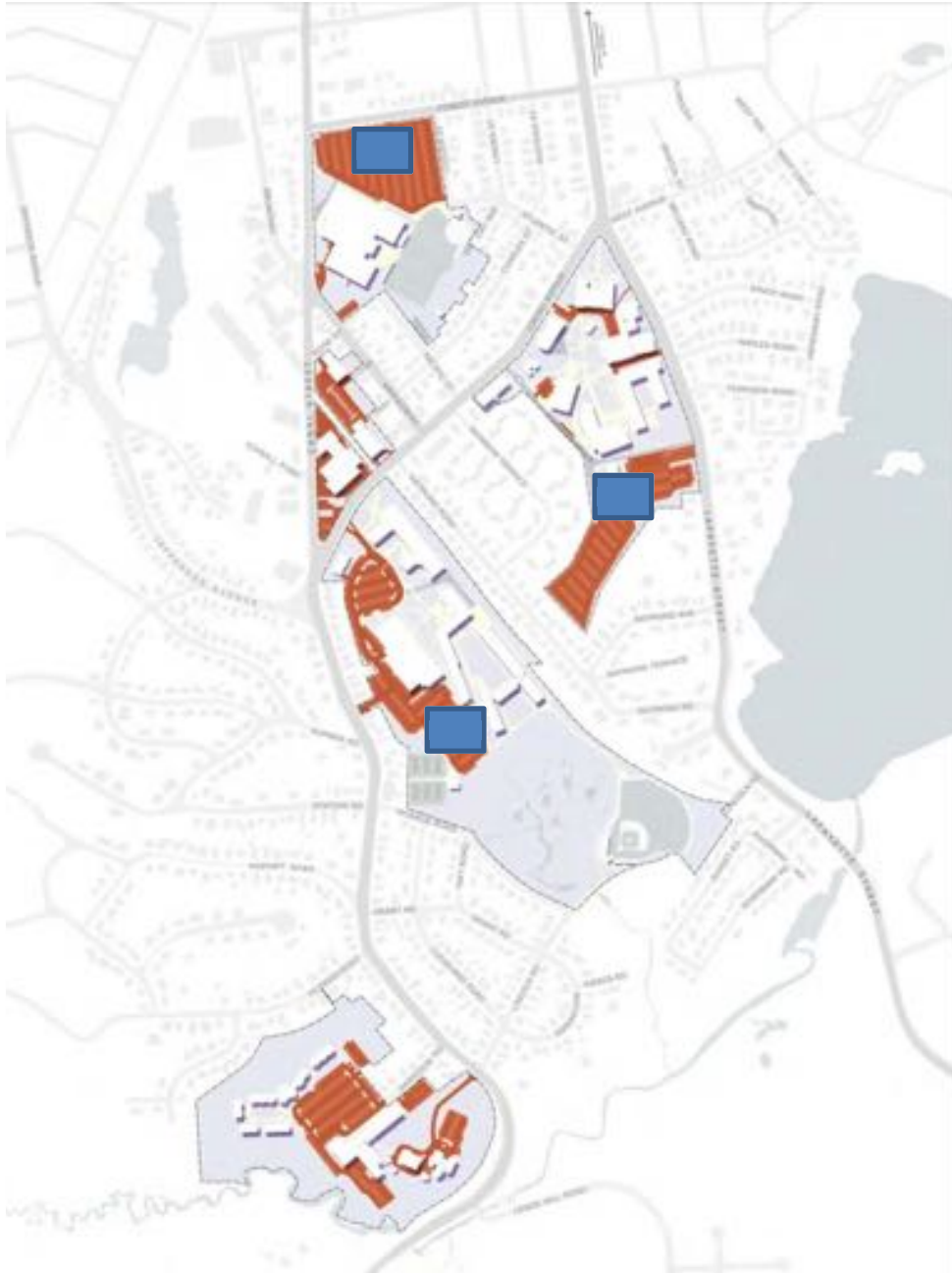


Figure 3. Potential Garage Locations (footprints not to scale)

The timing, phasing and sizing of new parking facilities will depend on the course of the campus' overall development. In terms of current availability of land, location relative to the street network, and impact on the campus environment, the O'Keefe Center site is preferable and most feasible. However, in the context of the pending construction of student residence halls on North campus and the redevelopment of Central campus, either of the other two garages may be the first to be built.

Lot	Capacity	7:00-8:00	8:00-9:00	9:00-10:00	10:00-11:00	11:00-12:00	12:00-1:00	1:00-2:00	2:00-3:00	3:00-4:00	4:00-5:00	5:00-6:00	6:00-7:00
A	705	35	184	494	537	595	622	552	399	245	276	310	373
B	23	7	8	10	12	13	15	14	11	10	11	9	8
C	78	26	41	75	81	83	79	75	82	58	52	32	17
D	60	7	50	66	69	68	66	66	55	42	49	33	25
E	37	12	31	34	34	37	30	25	35	35	39	31	26
F	18	1	2	8	12	10	9	8	11	10	8	15	12
G	190	6	59	190	190	188	190	183	178	174	172	115	63
H	362	45	205	286	312	335	345	314	277	206	208	232	219
J South	314	201	236	243	246	281	296	285	262	241	150	142	157
J North	157	52	95	140	144	145	150	146	143	125	100	108	115
Enterprise	134	11	25	114	117	121	120	99	95	92	75	54	32
P	352	162	219	270	269	268	246	249	233	241	197	176	214
Q	45	1	11	21	34	36	41	35	33	31	29	18	7
R	61	4	14	36	52	50	44	38	36	35	40	42	48
S	75	1	22	50	75	73	51	47	36	26	21	11	16

Table 1. Parking Occupancy by Lot and Hour: Tuesday Feb. 26, 2013

Lot	Capacity	7:00-8:00	8:00-9:00	9:00-10:00	10:00-11:00	11:00-12:00	12:00-1:00	1:00-2:00	2:00-3:00	3:00-4:00	4:00-5:00	5:00-6:00	6:00-7:00
A	705	39	193	406	542	552	597	472	386	270	250	176	110
B	23	5	6	8	9	13	12	15	15	14	12	10	7
C	78	24	41	68	75	80	84	86	75	48	56	30	21
D	60	3	37	69	73	75	74	71	55	40	28	24	20
E	37	7	22	30	37	37	37	34	34	37	37	30	24
F	18	1	8	10	11	14	14	14	13	13	10	10	9
G	190	7	43	190	190	190	190	190	185	178	181	144	127
H	362	35	145	302	328	356	352	317	285	242	238	241	188
J South	314	234	261	283	282	281	279	276	267	243	252	239	244
J North	157	45	92	119	137	156	147	145	142	131	121	110	104
Enterprise	134	6	27	86	93	114	108	104	105	95	81	56	29
P	352	153	220	272	253	269	256	252	238	227	203	216	200
Q	45	0	11	30	40	40	41	40	38	28	27	26	8
R	61	2	15	40	56	49	45	35	38	35	37	38	51
S	75	3	10	37	53	56	54	36	26	22	18	17	17

Table 2. Parking Occupancy by Lot and Hour: Wednesday March 6, 2013

Lot	Capacity	7:00-8:00	8:00-9:00	9:00-10:00	10:00-11:00	11:00-12:00	12:00-1:00	1:00-2:00	2:00-3:00	3:00-4:00	4:00-5:00	5:00-6:00	6:00-7:00
A	705	5%	26%	70%	76%	84%	88%	78%	57%	35%	39%	44%	53%
B	23	30%	35%	43%	52%	57%	65%	61%	48%	43%	48%	39%	35%
C	78	33%	53%	96%	104%	106%	101%	96%	105%	74%	67%	41%	22%
D	60	12%	83%	110%	115%	113%	110%	110%	92%	70%	82%	55%	42%
E	37	32%	84%	92%	92%	100%	81%	68%	95%	95%	105%	84%	70%
F	18	6%	11%	44%	67%	56%	50%	44%	61%	56%	44%	83%	67%
G	190	3%	31%	100%	100%	99%	100%	96%	94%	92%	91%	61%	33%
H	362	12%	57%	79%	86%	93%	95%	87%	77%	57%	57%	64%	60%
J South	314	64%	75%	77%	78%	89%	94%	91%	83%	77%	48%	45%	50%
J North	157	33%	61%	89%	92%	92%	96%	93%	91%	80%	64%	69%	73%
Enterprise	134	8%	19%	85%	87%	90%	90%	74%	71%	69%	56%	40%	24%
P	352	46%	62%	77%	76%	76%	70%	71%	66%	68%	56%	50%	61%
Q	45	2%	24%	47%	76%	80%	91%	78%	73%	69%	64%	40%	16%
R	61	7%	23%	59%	85%	82%	72%	62%	59%	57%	66%	69%	79%
S	75	1%	29%	67%	100%	97%	68%	63%	48%	35%	28%	15%	21%

Table 3. Parking Occupancy by Lot and Hour, in Percent: Tuesday Feb. 26, 2013

Lot	Capacity	7:00-8:00	8:00-9:00	9:00-10:00	10:00-11:00	11:00-12:00	12:00-1:00	1:00-2:00	2:00-3:00	3:00-4:00	4:00-5:00	5:00-6:00	6:00-7:00
A	705	6%	27%	58%	77%	78%	85%	67%	55%	38%	35%	25%	16%
B	23	22%	26%	35%	39%	57%	52%	65%	65%	61%	52%	43%	30%
C	78	31%	53%	87%	96%	103%	108%	110%	96%	62%	72%	38%	27%
D	60	5%	62%	115%	122%	125%	123%	118%	92%	67%	47%	40%	33%
E	37	19%	59%	81%	100%	100%	100%	92%	92%	100%	100%	81%	65%
F	18	6%	44%	56%	61%	78%	78%	78%	72%	72%	56%	56%	50%
G	190	4%	23%	100%	100%	100%	100%	100%	97%	94%	95%	76%	67%
H	362	10%	40%	83%	91%	98%	97%	88%	79%	67%	66%	67%	52%
J South	314	75%	83%	90%	90%	89%	89%	88%	85%	77%	80%	76%	78%
J North	157	29%	59%	76%	87%	99%	94%	92%	90%	83%	77%	70%	66%
Enterprise	134	4%	20%	64%	69%	85%	81%	78%	78%	71%	60%	42%	22%
P	352	43%	63%	77%	72%	76%	73%	72%	68%	64%	58%	61%	57%
Q	45	0%	24%	67%	89%	89%	91%	89%	84%	62%	60%	58%	18%
R	61	3%	25%	66%	92%	80%	74%	57%	62%	57%	61%	62%	84%
S	75	4%	13%	49%	71%	75%	72%	48%	35%	29%	24%	23%	23%

Table 4. Parking Occupancy by Lot and Hour, in Percent: Wednesday March 6, 2013

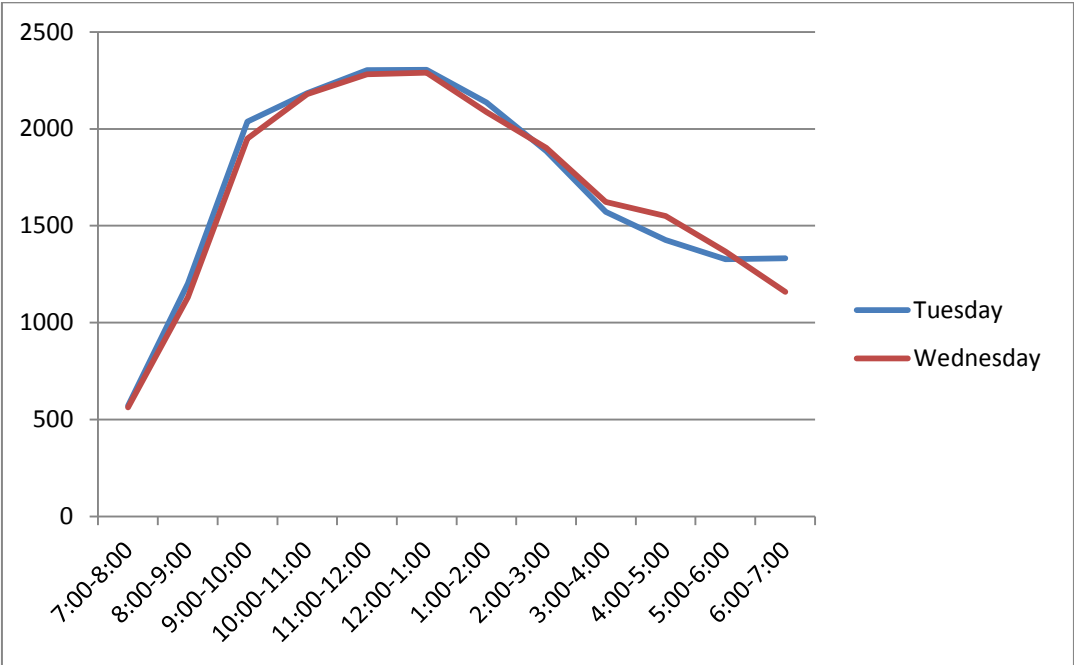


Figure 4. Total Occupied Spaces, Campus-wide by Time of Day

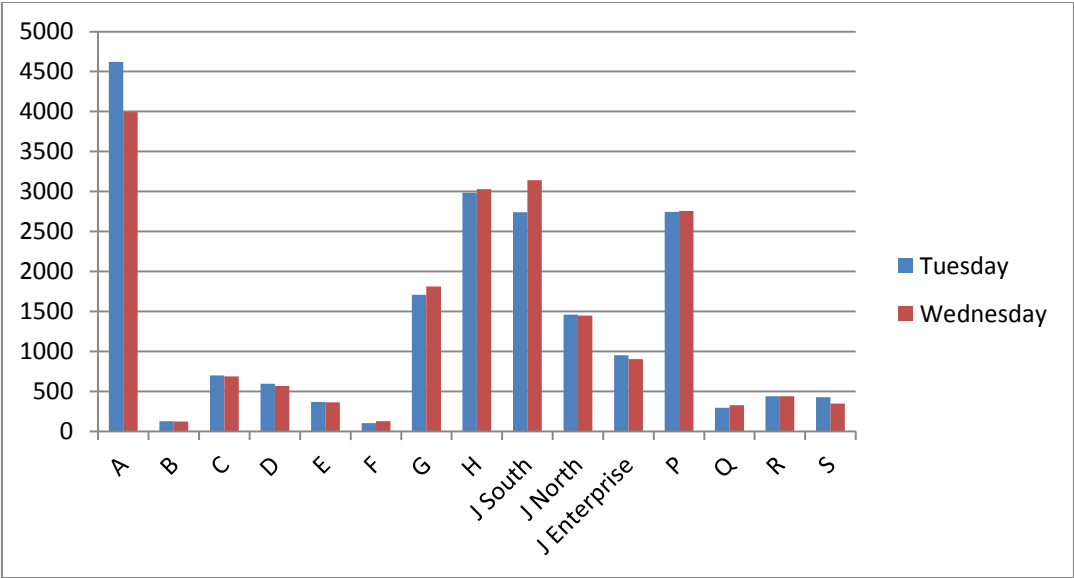


Figure 5. Total Occupied Hours, Campus-wide by Lot

TRAFFIC



Figure 6. Traffic Count Locations

On Tuesday, February 5 and Thursday, February 7 2013, manual traffic counts were taken all along the Loring Ave. corridor between Lafayette St. and Jefferson Ave. Vehicles, bicycles and pedestrians were counted at all intersections and crosswalks shown in Figure 6.

The primary purpose of the traffic counts was to develop an accurate picture of the movements along Loring Ave., which is the main connector between North campus, Central campus and the Weir and O'Keefe properties on the north side of Loring. Figures 7 through 13 show the results of the counts, for vehicles in the AM and PM peak hours and for pedestrians in the AM, mid-day and PM peak hours.

Vehicular traffic conditions can be characterized in terms of Level of Service, a system of grading the operations of an intersection on a scale of 'A' to 'F', 'A' representing little or no congestion and 'F' representing significant, unacceptable levels of congestion and delay. Table 5 shows the standards for each level of service, at signalized and unsignalized intersections. In urban conditions, Level of Service (LOS) 'D' is generally considered to be acceptable, with average delays of no more than 55 seconds for signalized intersections and 35 seconds for signalized.

LOS	Signalized Intersection	Unsignalized Intersection*
A	≤10 sec	≤10 sec
B	10-20 sec	10-15 sec
C	20-35 sec	15-25 sec
D	35-55 sec	25-35 sec
E	55-80 sec	35-50 sec
F	≥80 sec	≥50 sec

Source: Transportation Research Board, *Highway Capacity Manual*

* LOS at Unsignalized intersections is for the side (stop-controlled) street

Table 5. Intersection Level-of-Service Criteria, in average seconds of delay per vehicle

Pedestrian counts were taken at all major intersections and crosswalks. Bicycles were also counted, but few were observed, reflecting the mid-winter conditions.

Observations

- Vehicular traffic conditions are similar in the AM and PM peak hours, with relatively balanced flows of traffic in both directions along Loring Ave.
- The intersection of Loring with Lafayette St. and West Ave. functions at LOS 'E' in both peak hours, indicating congestion and less-than-optimal traffic conditions.
- At the other signalized intersections – the two adjacent signals at the confluence of Loring, Canal, and Jefferson – LOS is measured as acceptable in both peak hours. It should be noted, however, that in practice they are subject to some friction and overlap, and that instances were observed of illegally stopped vehicles blocking lanes and causing inefficiencies.
- At the five unsignalized intersections between Canal and Lafayette Streets, LOS measurements indicate varying levels of average delay for the side streets. Delays are significant – averaging over 50 seconds – at both the Raymond Rd. and Broadway approaches to Loring Ave. However, at the other three intersections, importantly including the two SSU driveways, LOS is acceptable in both peak hours.

- Pedestrian volumes are high along and across Loring at all times of day. In the mid-day, upward of 600 people were observed walking along the south side of Loring in a single hour. Loring Ave. is thus SSU's most important pedestrian corridor, and could be seen as the university's most important open space.
- Pedestrian crossings of Loring Ave. are also significant, as students walk between the O'Keefe Center and North or Central campus. Over 300 crossings of Loring at Atlantic were observed – more than five per minute over a whole hour.

Central Campus driveways. In addition to the traffic counts described above, conditions were also observed at the southern driveway to the Central campus parking lot. During the PM peak hour, when northbound traffic on Loring Ave. is heavy, drivers exiting the lot at this point must wait for someone to stop and let them enter the roadway. While usually this happens fairly quickly, the situation does suggest that a better level of service is desirable for the parking lot exit. Also, as discussed above, the redevelopment of Central campus will ultimately involve displacement of most of the parking lot, and its consolidation in a garage at the southern edge of Central campus. The existing driveway from the lot onto Loring Ave. east of Canal will become a pedestrian-oriented path and a spine of Central campus' main open space, and will no longer have direct access to parking. The driveway configuration for Central campus should therefore be reconsidered.

Three alternatives to the current condition were tested, all of which are premised upon the closure of the northern driveway, from the lot onto Loring Ave. east of Canal:

- A. Signalize the existing southern driveway. With the closure of the other driveway, the southern driveway would carry significantly more traffic than it does today, exacerbating the problem of exiting during peak hours. Signalization would resolve that problem. It would also increase delays on Loring Ave. in both directions. For that reason, and also given the proximity of the existing driveway to the signal at Jefferson St., and to the intersection of Loring with Sumner St. (less than 200 feet to the south), the City of Salem and the Massachusetts Department of Transportation (MDOT) might not respond favorably to a request for a signal at that location.
- B. Closing the southern driveway as well as the northern one, create a new driveway from the lot directly into the intersection of Loring Ave. with Jefferson Ave. This new driveway would be incorporated into the intersection, and would be under control of the signal there. The driveway would be on land currently occupied by two houses on Loring Ave.

Capacity analysis and animated traffic simulation were performed to test this concept. It was found that the Loring/Jefferson intersection (which is integrated with the immediately adjacent Loring/Canal intersection) could function at an adequate LOS with the introduction of the new driveway approach. To function most efficiently, the signal timing would need to be designed with the (westbound) driveway approach and the opposing (eastbound) Jefferson Ave. approach having a green light at the same time. (This would allow the heavy left-turn volumes on each approach to run simultaneously; a split-phase signal, giving the eastbound and westbound approaches separate green phases, would operate less efficiently.) However, with eastbound and westbound approaches sharing a green phase, the westbound left turns and the eastbound right

turns would conflict as they come together in the southbound departure lane, significantly increasing congestion and queuing, particularly on the eastbound Jefferson approach, and also potentially causing a safety hazard.

To solve this problem, it would be necessary to widen the southbound departure from one lane to two. Figures 7 and 8 illustrate.



Figure 7. New northern driveway



Figure 8. New northern driveway with added southbound departure lane

Widening Loring Ave. in this way would largely solve traffic operations issues. However, it would require land takings on one side of the street or the other. Such a solution would only be practical if SSU were to acquire at least four houses on the east side of Loring Ave. instead of two. In any case, this driveway would be located some 800 to 900 feet north of the proposed parking garage, and would induce traffic a considerable distance through the southern part of Central campus. Nonetheless, this alternative merits further investigation if the University is prepared to acquire the needed properties, as it would only involve altering an existing signal on Loring rather than introducing a new one.

- C. Closing the southern driveway as well as the northern one and using a stub street that leads to the intersection of Loring Ave. and Sumner Rd, create a new driveway south of the southern driveway. Figure 9 illustrates. The intersection would need to be signalized to operate at an adequate LOS.

This solution comports best with the location of a new garage at the southern end of Central campus. It is far enough away from the Jefferson/Loring intersection; it meets an existing intersection (Sumner St.); and it would provide direct access to the new garage, without traversing the pedestrianized campus. It is, however, not quite as far as it should be from the next intersection to the south (Loring/Monroe) – less than 300 feet.



Figure 9. New southern driveway

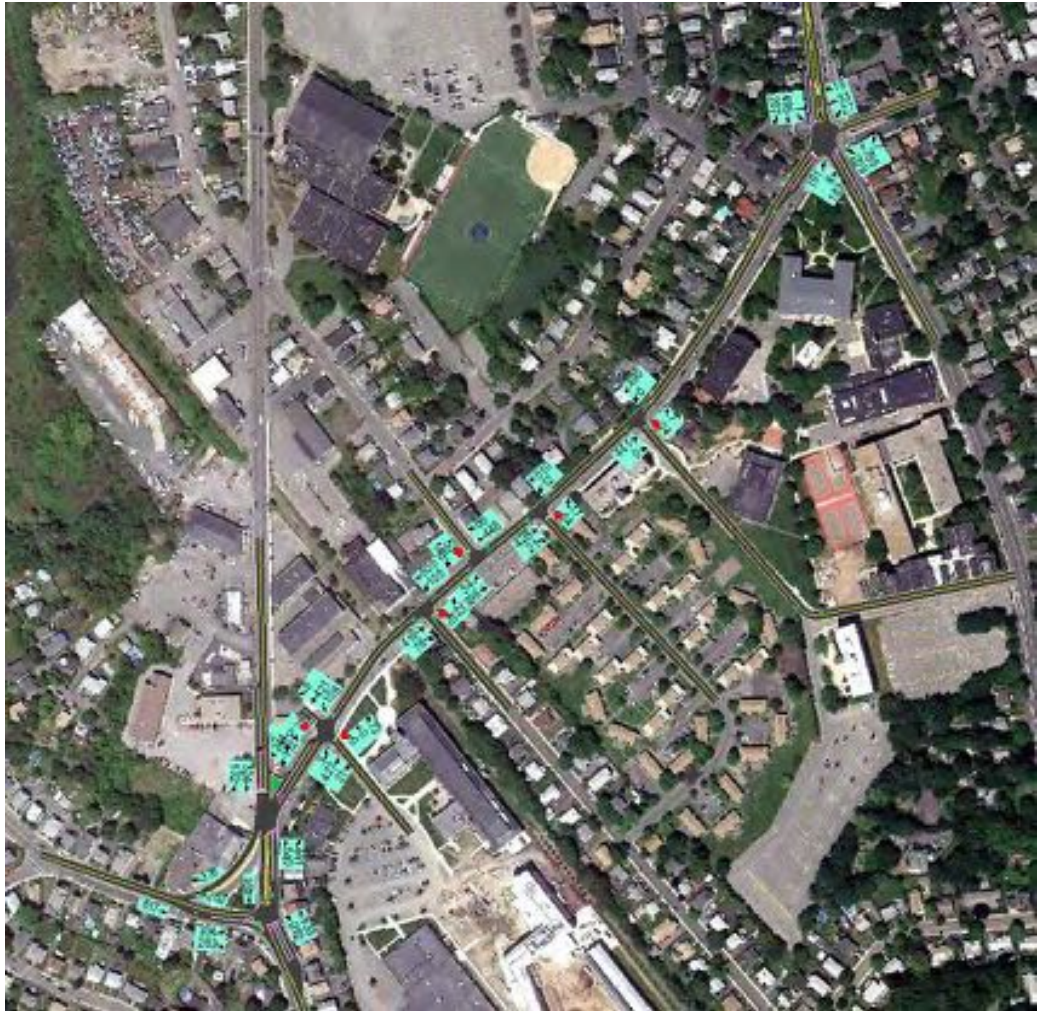
Recommendations

Loring Ave. between Lafayette St. and Jefferson Ave. is the most important, visible and heavily traveled pedestrian corridor at SSU. The University should work with the City of Salem to enhance its streetscape, sidewalks, crosswalks and general safety. Street trees, upgraded sidewalks and curbing, enhanced crosswalks and better lighting will improve not only the environment for pedestrians but the University's public image.

In connection with the redevelopment of Central campus and the construction of a garage near the tennis courts to replace existing surface parking, the University should engage with the City of Salem and potentially MDOT regarding the optimal garage access solution. The University may need to perform additional traffic study, including a signal warrant analysis, and might need to contribute financially to the construction of a new signal or the alteration of the existing signal at the Loring/Jefferson intersection.

APPENDIX: TURNING MOVEMENT TRAFFIC COUNTS

The traffic counts shown below are for the peak hour of the AM and PM peak periods, which were 7:00-9:00 AM and 4:00-7:00 PM. Volumes shown are for the peak hour of each particular intersection.



AM peak-hour turning movement traffic volumes



PM peak-hour turning movement traffic volumes

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SALEM STATE UNIVERSITY

CAMPUS DEVELOPMENT VISION
DCAM PROJECT #BHE0501 S31

MEIER HALL SUITABILITY ASSESSMENT

April 18, 2013

Purpose

This assessment weighs the inherent structural, mechanical, architectural and scientific assets of Meier Hall against best practices for academic teaching and research laboratories. The survey differs from a condition assessment in that it does not take deferred maintenance into consideration except where such issues present major impediments to the intended use of the building. When evaluated in this way, owners are able to consider the most appropriate use of a structure when deciding to make capital investments.

Methodology

Our findings are based on a review of both current and original construction documents. An “asset snapshot report” dated July 5, 2012 was reviewed as well. Meier Hall was toured twice with University representatives from facilities, chemistry and central administration. DCAM representatives were also present at both tours. Findings are graded relative to industry best practices and surveys from other institutions. A low grade does not necessarily imply that renovation for a higher level of service intensity is not feasible, but does indicate that such a renovation will be possible only at a premium cost.

Findings

Salem State University
Meier Hall
Constructed in two phases: 1962 & 1968
160,345 SF

	SCORE	W EIGHT	%	COMMENTS
Group 1: Structure		(38 Total)	0.68	
Floor to Floor Height/Floor Framing	2	20	0.4	12'-0"
Structural Bay Spacing	2	10	0.2	primarily 24'-0"x16'-0"
Overall Lab Planning Dimensions	1	5	0.05	
Adaptability/Appropriateness of Structural System	1	3	0.03	vibration concerns
Group 2: Systems		(35 Total)	0.51	
Shaft Disposition	0	4	0	No shafts
Roof/Penthouse Capacity	2	20	0.4	Occupied by observatory & greenhouse
Basement Capacity	1	10	0.1	Crawl space
Phase-ability	1	1	0.01	
Group 3: Conveyance		(15 Total)	0.3	
Elevator (Freight)	2	10	0.2	No freight
Loading and Material Handling	2	5	0.1	Loading dock access
Group 4: Circulation		(2 Total)	0.08	
Stair/Corridor Arrangements	4	2	0.08	
Group 5: Core Facilities		(10 Total)	0.4	
Special Features (vivaria, cleanroom, high bay, low vibration)	4	10	0.4	Observatory & greenhouse

Overall Grade (0-4)
1.97

Comments:
Suitable to current use: NO (Science) / YES (Office & Classrooms)
VFA Asset Snapshot dated July 5, 2012 - FCI .58
Only lecture halls have central cooling; Window units provide local conditioning

4.00 - 3.50	Service Intensive
3.49 - 3.00	Moderate
2.99 - 2.00	Dry
1.99 - 1.50	Non-lab use
1.49 - 0.00	Candidate for demolition

Group I: Structure

- Structural bays are too small to support flexible lab layouts and preclude reorganization of the floor plate. The resulting aspect ratio inside the rooms is too distended for teaching labs causing exaggerated distances between students and instructors. The ideal structural bay is ~22' x 30 – 33'
- Users indicated that vibration issues are persistent.
- Floor-to-floor heights are shallow. Current best practice is ~15'-4".

Group II: Systems

- As noted above, a shallow floor-to-floor height presents a severe hindrance to installing the kind of mechanical system necessary to serve laboratory space. Meier Hall also lacks mechanical shafts. Any retrofit will have to create new shaft space by cutting through floor slabs or incorporating them into the exterior envelope. Only the lecture halls are served by central air conditioning.
- Fume hood ventilation is manifolded and therefore inefficient & unreliable.
- There is no space for major equipment in the basement or on the roof.
- Renovation of Meier Hall in phases will be difficult. Egress routes will likely be disrupted and construction will disturb how and when users can conduct research and teach classes.

Group III: Conveyance

- The building lacks a large, high capacity elevator and circulation to / from the loading dock is limited.

Group IV: Circulation

- The corridor configuration and related structural bay limits renovation options as noted in Group I above.

Group V: Core Facilities

- Meier Hall has a greenhouse and an observatory, which is occasionally open to the public. Both are located on the roof and are unique features worth maintaining in their current location as long as they are relevant to the needs of the University.

Conclusion

Meier Hall has surpassed its serviceable life as a facility for teaching science and conducting scientific research. As scientific pursuits become increasingly computational and therefore less service-intensive, it is possible that Meier Hall could be used in a limited fashion. Still, further investment is not recommended beyond maintaining current functionality and addressing deferred maintenance issues. Meier Hall does, however, have significant value as a classroom, office or other non-lab building.

STAKEHOLDER INTERVIEW AND MEETING NOTES

date 20 November 2012

project name Salem State Campus Master Vision project # BHE0501 S31

meeting date 6 November 2012 time 1:00 pm –2:00 pm

location Salem State University – Public Safety Conference Room

recorded by Sasaki Associates, Inc.

distribution Andrew Soll, Deb Mizia, Gail Rosenberg, Altaf Mulla

purpose Stakeholder Interview – Academic Affairs

ATTENDEES

Brewer Doran	SSU, Dean School of Business
Amie Goodwin	SSU, Assistant Provost
Carol Glod	SSU, Dean Graduate School
Caroline Braga	Sasaki
Tyler Patrick	Sasaki

SUMMARY NOTES

Needs/Issues

- Many on-campus facilities are outdated and make it hard to attract students to some programs, e.g. science labs, nursing labs, painting & sculpture labs
- Need for faculty collaboration and research space by department. Space needed for adjuncts.
- Could there be mixed-use SSU space in downtown Salem, Lynn, Beverly etc. (20 mile radius)? Could there be a clinic?
- Could there be a more accessible satellite campus on Route 128?
- Graduate student housing
- Grad school lounge
- Financial modeling lab (business school)
- Strategy for computer labs and printing across campus
- Hangout space/student engagement space needed across campus. Mixed-use/coffee shop atmosphere desired.
- How capitalize on/celebrate Salem’s eccentric/historic character
- How display SSU identity? Banners on street lights?
- How connect to the surrounding community?
- How encourage SSU community to walk more and drive less?
- Parking is an issue; transit system needs to be improved.

minutes

date 20 November 2012

project name Salem State Campus Master Vision project # BHE0501 S31

meeting date 6 November 2012 time 10:00 am – 11:00 am

location Salem State University – Marsh 204

recorded by Sasaki Associates, Inc.

distribution Andrew Soll, Deb Mizia, Gail Rosenberg, Altaf Mulla

purpose Stakeholder Interview – Academic Directors

ATTENDEES

Nelly Wadsworth	SSU
Megan Williams	SSU
Marc Boots-Ebenfield	SSU
Mathew Chetnik	SSU
Karen Gahagan	SSU
Gail Rosenberg	DCAM
James Miner	Sasaki
Maggie Dolan	Sasaki

SUMMARY NOTES

Multiple centers said that lack of quality dedicated space is a challenge in developing programming, retaining accreditation, gaining research funding, and creating a sense of community for students.

Center for International Education:

- 70 countries in student population
- China dual degree
- J-1 visa allows Fulbright Scholars
- Brazil relationship is developing
- Many students live in Bates
- Current international house is on South Campus. Good location for students in Bates but would like a centralized
- Poor facility condition.

Center for Teaching Innovation:

- Good location near faculty offices
- Supports hybrid/online course development
- Little desire for pure online. Lots of hybrid interest
- Faculty learning communities (provided training to 1/3 of faculty in past 4 years)
- Collaboration with academic excellence but not close location

minutes

- Room-hopping, catering, and tech issues are impediments
- Ideal: flexible spaces, videoconferencing, glass, classrooms and offices prominent
- Wireless limits online courses and web-enhanced teaching

Center for Creative and Performing Arts

Myer is a good location for student-faculty interaction

Art needs a gallery – important for accreditation and public interaction

Lack of collaboration because space coordination is difficult

Want greater student collaboration

Faculty teach one-on-one in practice rooms, limits availability for student use

Arts learning community would need blackbox space in residence hall

First Year Experience

First year students want greater choice, challenge, connection

- Need more social spaces
 - Open spaces, meeting space
 - Students miss the grassy knoll on new library site
- Need centralized place to get questions answered

Learning communities

- Current learning communities have no space exclusive to them
- Want transfer and first-year seminars – requires classroom space
- Want space for teaching transitional skills
- Current learning communities:
 - Intercultural learning (24 in Bates)
 - Honors program (25)
 - Education (part of floor in new freshman hall)
 - Psychology (part of floor in new freshman hall)

Sponsored Programs and Research Administration

Like offices next to Fiscal

- Good space for proposal collaboration
- Center for Research activities
- Challenges: lack of quality lab and research space.
 - Recent leak caused a faculty member to lose NSF-funded research

date 20 November 2012

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purpose Stakeholder Interview – Advancement

ATTENDEES

Lisa McFadden	SSU
Mike	SSU
Gail Rosenberg	DCAM
James Miner	Sasaki
Maggie Dolan	Sasaki

SUMMARY NOTES

Salem State’s affordability is attractive to donors, as is its accessibility for commuters and first-generation college students who are determined to follow through on their educations. Current conditions on Upper South are poor. Advancement is happy with the direction of recent growth and the developing relationships with city partners.

CURRENT CONDITIONS

Facilities:

- Development office on Upper South
 - Prefer location on central or north. Too isolated currently
- South campus buildings in poor condition
 - Mystery mold, stairs of death, etc
 - Meets donors at Central Campus instead

Capital Campaign:

- 2.5 years into 5-year campaign
- Accessible education is an important selling point
 - 40% are first-generation students
 - Affordable tuition is important to many donors
 - Admires students’ determination and willingness to complete education
- Graduate education serves the region
 - Education, finance, social work
- Alumni remember lilac, crabapples, yellow brick of campus

minutes

OTHER COMMENTS

Amazing growth in recent years – good business decisions and good results

Greater investment in student life amenities are needed for residential success

- Don't undervalue commuter students

Growing relationship with city is an asset

Parking is a major problem

Possible new boundaries:

- Rainbow Terrace
- Move toward water
- O'Keefe
- Presence downtown, maybe for art
- Enterprise Center could move
- Need a President's House

Front door:

- Currently Sullivan; should be central campus
- Needs an approach that introduces campus presence

date 4 February 2013

project name Salem State Campus Master Vision project # BHE0501 S31

meeting date 30 January 2013 time 3:00 pm – 4:00 pm

location Salem State University

recorded by Sasaki Associates, Inc.

distribution Andrew Soll, Deb Mizia, Gail Rosenberg, Altaf Mulla

purpose Stakeholder Interview – Department Chairs

ATTENDEES

Nancy Schultz	English
Jean Corcoran	Occupational Therapy
Dorothy R Sedea	Economics
Steven Dion	SMS
Glen Macnutt	Library
Greg Carroll	IDS
Douglas Allen	GLS
Krishna Mallick	Philosophy
Todd Wimpfheimer	Chemistry and Physics
Joe Kaspreyk	Computer Science
Mark Fregeau	Biology
Duncan LaBay	Business
Neal DeChillo	CHHS
Jude Nixon	A&S
Zaiyong Tang	Marketing and Decision Sciences
Mary Byrne	Social Work
Liz Blood	Foreign Languages
Pat Ould	Sociology
Pat Markunas	Psychology
Bill Cunningham	Theatre/Speech
Kani Sathasivam	Political Science
Chris Mauriello	History
Peter Oehlkers	Communications
Chris Boucher	Mathematics
Steve Matchak	Geography
Patricia Buchanan	EDU-Literacy, Counseling & Learner Dev.
Michelle Pierce	EDU-Adolescent Education & Leadership
Cleti Cewoni	EDU-Childhood Ed
Altaf Mulla	DCAM
Gail Rosenberg	DCAM

minutes

Maggie Dolan
Tyler Patrick

Sasaki
Sasaki

SUMMARY NOTES

There is a general desire for improved cohesion for departments, which includes colocation and common spaces for casual interaction between staff and students. Faculty expressed a need for greater technology and flexibility of classroom spaces. Improved natural science labs are desired, especially if research and graduate study are growing. Fine arts faculty, especially, would like to be located together to facilitate collaboration

Classrooms

- Seminar rooms and 25-35 student classrooms are in high demand
- Prefer flexible furniture, such as tables in classrooms (ex: Sullivan 302)
- Larger chairs (ex: 218 Meier) are needed to accommodate larger/taller students and allow for laptop use
- Seminar rooms have been converted into offices in the past
- Computer and videoconferencing infrastructure is needed.
 - Classrooms need more outlets
 - Activity triggers electrical breakers
- More computer classrooms are needed to accommodate research and classroom demand

Meeting / Assembly Space

- Fine arts needs a large performance space and collaborative events space for multiple disciplines
- Social work needs assembly space for field instructors
- Student organizations lack meeting spaces
- Student Center doesn't function well, should serve conference purposes, too
- Lack of spaces appropriate for continuing education opportunities
- Lack of centralized scheduling for conference and meeting spaces limits access

Research and Specialized Spaces

- Media Productions and Instructional Media might locate on campus, currently provided through Salem Access TV
- In addition to the teaching lab need, natural science research space is needed
- Need community-oriented research lab for sociology

Access, Mobility, and Safety

- ADA compliance is an issue in many buildings
- Flexible hours and access are needed, especially for research
- Safety is a concern for lockdown drills. Classrooms need locks and windowless areas.
- Better public transportation access needed
- During wintertime, sidewalks between Central and South Campus are often obstructed, forcing pedestrians to use the street.

Other

- O'Keefe has unused space because of flooding
- Sullivan building is well-loved but needs renovations
- Meier Hall has climate control issues because of orientation to sun
- Seek departmental guidance when designing rooms
- Downtown visibility is important; there may be interesting ways to connect the main campus(es) to downtown, including use of the courthouses for graduate programs
- Liberal Arts are stable, unlike some professional programs that may see demand decrease

- Central Campus lacks outdoor space

Offices

- Fragmentation of office space
- Growing faculty but no increase in space
- Adjuncts need office space
- Graduate program development will require additional space

Assets

- On-campus elementary school is an asset for Education students, but location could change. There are traffic-related safety concerns.
- Small class sizes
- Writing Center
- Computer Labs
- Central Campus renovation
- Math Lab

date 20 November 2012

project name Salem State Campus Master Vision project # BHE0501 S31

meeting date 6 November 2012 time 12:00 pm – 1:00 pm

location Salem State University – Marsh 204

recorded by Sasaki Associates, Inc.

distribution Andrew Soll, Deb Mizia, Gail Rosenberg, Altaf Mulla

purpose Stakeholder Interview - Students

ATTENDEES

Jacob Espinola	Student
Christine Edwards	Student
Rozyl Shakya	Student
Gail Rosenberg	DCAM
Chris Sullivan	Director of Student Advocacy
Eric S Roberts	Student
Constance Carmona	Student
Tasia Kendall	Student
Peter Leuk	Student
Eric Costley	Student
Shelby Stickney	Student
Longinus Ehinodo	Student
Andrea Jenkins	Student
James Miner	Sasaki
Maggie Dolan	Sasaki
Caroline Braga	Sasaki
Tyler Patrick	Sasaki

SUMMARY NOTES

Students are drawn to Salem State’s friendliness and affordability. They expressed a desire for increased hours for academic buildings and student life spaces and services, including dining and study space. There was tension between commuter and residential students.

Campus Assets:

Affordable education

- Many students said that affordability led them to apply to SSU

Personal attention and friendliness

- Faculty attention led students to apply
- Inclusive student organizations
- Improving services are helping retain students who are struggling

minutes

Favorite places on campus include:

- Dorm lounges or “living rooms”
- Benches in Alumni Plaza
- Dorm quad
- Radio station
- Commuter lounge for studying
- Ellison for studying
- Music space upstairs by the library

Campus Issues/Needs

Flexible hours for services and building operation

- Many students work and are not on campus during 9-5 hours
- Complicated dining hours and payment rules confuse students
- When buildings close at night, it limits student activities such as the radio station or working in the photography darkroom
- Commuters need places to work on group projects, get food in evening hours

Services for international students, especially visas

Improved tech support and equipment

On-campus housing costs are a concern

Parking and campus access

- Especially a concern for commuters

Don't forget commuters

Lack of campus center

Future Development Recommendations:

Future housing should go on North Campus

Greek housing in neighborhoods could help build that element of campus life

date 20 November 2012

project name Salem State Campus Master Vision project # BHE0501 S31

meeting date 6 November 2012 time 10:00 am – 11:00 am

location Salem State University – Public Safety Conference Room

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purpose Stakeholder Interview – Enrollment Services

ATTENDEES

Lee Brossoit	SSU, Graduate Admissions
Jason Marshall	SSU, Registrar's Office
Laura DiChiara	SSU, Registrar's Office
Gina Giarrusso	SSU, Registrar's Office
Glenn Macnutt	SSU
Caroline Braga	Sasaki
Tyler Patrick	Sasaki

SUMMARY NOTES

Classrooms

- There is now a baseline of technology (ceiling projector & basic screen) in all classrooms, but all rooms are still not equal in quality.
- There is a desire for more flexible classrooms with movable, updated furnishings (to accommodate different classroom arrangements, students with disabilities, overweight students, right and left-handed students, laptops etc.).
- Pushing for larger lecture sizes (moving from a standard of 15-25 to 35 or more). Faculty prefer small class sizes.
- Growth in online classes and push for larger classroom sizes made possible the temporary loss of library space.

Scheduling

- Most popular teaching time is Tues & Thurs 9:30 am – 2:00 pm.
- Faculty wants more 75 minute, 2-day teaching blocks vs. 50 minute, 3-day blocks. A new schedule which overlays these two systems will be implemented in 2013.
- Mondays 11:00 am – 1:00 pm is “community time” reserved for meetings etc. No classes are scheduled during this window.
- Scheduling priority is given according to faculty seniority versus according to space need.

minutes

- The class change interval is 10 minutes. The registrar recommends scheduling consecutive blocks on each campus, as it is difficult to move between campuses in 10 minutes.
- Under the previous administration, departments controlled their own spaces. Current administration centralized scheduling of “general purpose classrooms” under the registrar. Specialized spaces, such as labs, are still controlled by departments. Faculty still prefer to teach near their offices/in their department’s neighborhood on campus.
- There are currently 3 new core requirement scenarios being studied; the new core requirements will be announced in January 2013 and implemented in fall of 2014. There is currently a 2-part lab science requirement in the core curriculum. If this requirement is repealed, it will reduce the demand for science lab space.

Graduate Programs

- There are currently about 2,000 graduate students. There is a desire to grow some graduate programs, but many programs require additional space and additional faculty before they can expand. Programs with potential to grow include: MSW, Special and Elementary Education, Higher Education, Criminal Justice/Psychology, Nursing, and Anatomy & Physiology, Business, and Counseling.
- SSU is a “teaching university.”

Issues/Needs

- Need for contemporary science labs. Can labs be built in an addition to Meier Hall?
- Need for lab space for science faculty research
- Interest in possible partnership opportunities or off-campus/satellite locations to house growing/graduate programs. The Courthouse in downtown Salem, sites in Gloucester and along Route 128 have been mentioned as possible sites.
- The graduate school is currently located in the first floor of Sullivan. Could it move to the temporary library space in the business school building?
- Campus lacks social/community-building space
- Student services space needed? Desire for a one-stop-shop.
- Need for additional faculty offices. Office hours sometimes held in classrooms due to space shortage.
- Serious pedestrian-vehicular conflicts crossing Loring Ave and throughout campus.
- Transit between campuses is insufficient. (There are currently 3 shuttles). Shuttle buses often stack up, run late etc.

date 20 November 2012

project name Salem State Campus Master Vision project # BHE0501 S31

meeting date 6 November 2012 time 9:00 am – 10:00 am

location Salem State University – Marsh 204

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purpose Stakeholder Interview – Facilities/Operations

ATTENDEES

Deb Mizia	SSU
Richard Pelletier	SSU
Elaine Love	SSU
Gail Rosenberg	DCAM
Tony DiNuzzo	SSU
Michael Servizio	SSU
Daniel J Burke	SSU
Phil Merkle	SSU
James Miner	Sasaki
Maggie Dolan	Sasaki

SUMMARY NOTES

Storage space and South Campus conditions are major concerns. There are opportunity to make sustainability a more visible part of campus life, especially with SSU’s location near the ocean and current stewardship of the Salt Marsh and Cat’s Cove.

ASSETS AND CONCERNS

South Campus:

Upper South in “deplorable” condition

- Unlikely to improve if DCAM isn’t interested in reinvestment

Harrington

- Good A/C, replacing boilers, electric good
- Wouldl ike new windows for energy conservation

Bates

- Good condition
- Windows are no longer manufactured so cannot replace parts. This is true in many of the older buildings

Need storage space:

minutes

- New building plans (library, residential, etc) don't include facilities space
- No heat in Weir property
- Recycling, signage, chairs, office supplies are greatest need
- Shops are adequate
- Residence life pays for 4 off-campus storage facilities; facilities has 2

Sustainability:

- Publicize Salt Marsh stewardship
- Monroe Street – Green House
- Ocean proximity is an asset
- INTERNOC monitors gas and electric
- 484 – SSU was proactive so it's more difficult to make gains now
- Have energy data but not the staff power to do analysis

OTHER COMMENTS

- Front door could be the current liquore store at Canal and Loring
- Greek housing could help make campus more visible
- Need student center space that isn't exercise-oriented
- SSU wants to attract veterans – Rainbow Terrace was originally built for vets
- Opportunities for outdoor concerts on North Campus – with landscape improvements
- Friction between athletics and sports management program. Athletics is interested in the closed rail location to the northwest
- Good community between social work, nursing, and criminal justice. They use overlapping labs. If a decision is made to close South Campus, this will be affected.

date 20 November 2012

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meeting date 13 November 2012

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purpose Stakeholder Interview – Faculty and Staff Focus Group

SUMMARY NOTES

FACULTY & STAFF – SOUTH CAMPUS

Beverly Gerson SSU, Director, Preschool
 Paula Burnett SSU, UG Nursing Coordinator

Preschool Program

- Founded in 1970 as a student service and has developed into a lab school over time. 40% of the budget comes from tuition; the rest from the administration.
- The program serves 15 children (actually 35, as some part time) and operates from 8am-4pm. Currently the program is not meeting its enrollment.
- The program employs part-time student assistants from early childhood education/teacher training/psychology/nursing. First priority goes to children of students, then children of faculty & staff, then open to the community.
- The program has been in its current location since 1978. The hilltop site works well as there is room for safe pick-up and drop-off, as well as a nice adjacency to woods/a natural setting. There is both an indoor space and outdoor play space.

Nursing

- Undergraduate growth in nursing is limited by current facilities.
- There is a need for additional and larger classrooms, especially simulation labs.
- There is currently competition for the sim lab space with the dance program. There is also a need for additional computer lab space, faculty office space and student advising space.
- There could be beneficial adjacencies with OT and PT (there is not yet a PT program). Nursing likes having its own building to reinforce nursing culture/support.
- There have been a few attempts to work with Salem Hospital, but the hospital does not have adequate facilities to do so in a meaningful way.

- If the nursing program were to grow, SSU would need to hire additional nursing faculty. Currently, there are over 80 adjunct nursing faculty. Adjuncts do not have office space.
- There is interest in creating a masters nurse practitioner program, and in the longer term, a doctoral nursing program as well.

FACULTY & STAFF – NORTH CAMPUS

Lindley Hanson	SSU, Biological Sciences
Keith Ratner	SSU, Geography
Shelly Sweeney	SSU, Arts and Sciences
Mary-Jo Grenfill	SSU, Music
Sue Case	SSU, Biology
Nelson Scottgale	SSU, Biology
Jude V. Nixon	SSU, CAS Dean
Patricia Buchanan	SSU, English, Dept of Ed/ Temp. Chair

- Appreciation for how the expansion of on-campus housing has improved the sense of community.
- Excited about new library opening, new library quad
- Interest in sustainable buildings
- At SSU, faculty (vs. graduate students) teach labs. This is unusual and good.

Issues/Needs

- **Meier Hall** many rooms in poor condition, poorly appointed classrooms
- **Music** the new music space at the Weir property is very well designed, but crossing at Loring is dangerous for pedestrians.
- Can SSU continue to develop across Loring Ave to increase the visibility of the University along this thoroughfare?
- Can North and Central campus be connected? Can Central be better connected to O'Keefe?
- Need for commuter spaces, lounge spaces. Dunkin Donuts in Meier Hall is very popular.
- Central Campus café is a great place to mingle. Could it stay open later?
- Department lounges, where they do exist (geography in Meier, History in Sullivan) are very popular. Other departments would like similar spaces to help develop a sense of department identity.
- Like a model of small faculty offices with shared work/collaboration/advising space
- Faculty want to teach in their own buildings
- Desire for collaboration spaces: faculty-faculty, student-faculty, student-student
- Communications department spaces are ideal (flexible furniture etc.).
- Desire to maintain small class size (max 30-35)
- When technology was upgraded across campus, its implementation was not tailored to the particular needs of each room or each user group. Faculty and Facilities have been working together to design better custom classroom setups (layouts, furnishings etc.) in some areas of the campus– this has been working very well and should continue.
- The multiple campuses limit cross-disciplinary collaboration
- Class change period is too short to move between campuses
- Desire to collocate all of the arts in one location

- Need for performance space
- Could there be a stand-alone School of Education?
- Need for graduate student housing
- Research space will be needed as graduate programs continue to expand
- Why not go up, like BU? Could SSU build a more vertical campus?
- Could SSU build a parking structure on the site of the old library?
- Could the T-stop near campus reopen?

date 20 November 2012

project name Salem State Campus Master Vision project # BHE0501 S31

meeting date 6 November 2012 time 11:00 am – 12:00 pm

location Salem State University – Marsh 204

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distribution Andrew Soll, Deb Mizia, Gail Rosenberg, Altaf Mulla

purpose Stakeholder Interview – Graduate Studies, Continuing and Professional Studies

ATTENDEES

Kathleen Neville	SSU
Gail Rosenberg	DCAM
James Miner	Sasaki
Maggie Dolan	Sasaki

SUMMARY NOTES

Current Conditions

De-centralized graduate school chairs are housed in each school
 Currently space: office suite for 7-8 people in Sullivan
 50-60% of graduate students work full time

- Social Work is as full-time program but most others are part-time

Competition for good students. Nationwide decline in graduate enrollment

- Limited facilities and practicum opportunities for Social Work and Nursing expansion
- Lower teacher enrollment

Technology infrastructure is a challenge

Priorities for Future Development:

4+1's being developed to expand graduate offerings
 Meeting and study space for graduate students

- Campus center with open space for late-night snack and group work

Space for the developing research center

- STEM graduate work is not a high priority because of lack of facilities

Housing options for graduate students, including family housing
 Flexible design will be important to accommodate technology
 Grad school location could be anywhere within 15 miles

- Commuter access is important
 - Old Courthouse
 - Route 128
 - Rebuilt South Campus

minutes

- Need place to grab a beer after class

Sees future front door as Raymond Road (with Rainbow Terrace redeveloped by SSU)

Enterprise Center could be relocated and replaced with upper-class housing or a welcome center

date 20 November 2012

project name Salem State Campus Master Vision project # BHE0501 S31

meeting date 6 November 2012 time 1:00 pm –2:00 pm

location Salem State University – Public Safety Conference Room

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purpose Stakeholder Interview – ITS, HR, Admin

ATTENDEES

Patty Bradford	SSU
Beth Marshall	SSU
Joe Donovan	SSU
Steve Hoover	SSU
Rob Thayer	SSU
V. Joy Cotoggio	SSU
Gail Rosenberg	DCAM
James Miner	Sasaki
Maggie Dolan	Sasaki
Caroline Braga	Sasaki
Tyler Patrick	Sasaki

SUMMARY NOTES

- **HR** is housed in the “temporary” trailers on North Campus’ “upper quad”. The trailers are not accessible.
- **ITS** is at the Weir Property, across the street from the Stanley Building
- **Financial Services** is in the Administration Building
- **S&R** is in the Stanley Building
- “Clipper Card” is a campus credit card that can be loaded with Dining Dollars (meal plan on-campus) and Clipper Cash (on & off campus use, including food, vending, laundry, copying, printing, bookstore)

Issues/Needs

- Many classrooms need refurbishing to include flexible layouts, flexible furnishings
- ADA accessibility an issue across campus
- Desire for additional green space
- Desire to connect north and central campus
- Desire for a campus “heart”

minutes

- Desire for a one-stop-shop (physical and virtual) for student services. Could part of FS join a one-stop-shop and the rest remain at other locations? It is possible but complicated to separate the front desk aspects of FS from the back of house needs.
- HR needs a new home in the heart of campus > could it move to central campus, like Admissions?
- Public face of campus an issue. How improve campus experience/image for visitors, new students etc.?
- Which programs can be relocated off-campus to free up space on campus?
- Need for additional conferencing/ meeting space on campus
- Desire to complete fiber loops on campus to ensure better internet service. Non-contiguous parcels make this difficult (especially south campus)
- Satellite campuses require redundant infrastructure and stretch support capacities
- Unify door lock system (currently 2 vendors)
- Can SSU make better use of Horace Mann and Enterprise Center sites?

date 20 November 2012

project name Salem State Campus Master Vision project # BHE0501 S31

meeting date 6 November 2012 time 11:00 am – 12:00 am

location Salem State University – Public Safety Conference Room

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purpose Stakeholder Interview – Library

ATTENDEES

Glenn Macnutt	SSU
Tara Fitzpatrick	SSU
Renee Dempsey	SSU
Jill Hennessy	SSU
Zach Newell	SSU
Betty Dole	SSU
Cathy Fahey	SSU
Jason Soohoo	SSU
Nancy George	SSU
Susan	SSU
Caroline Braga	Sasaki
Tyler Patrick	Sasaki

SUMMARY NOTES

New Library (opens September 2013)

- The library is open to the public, but lack of parking makes it less accessible. It will remain open until 2:00 am. The new library will include:
- A new learning commons
- 3 new classrooms exclusively for library use (not general purpose classroom space)
- Some kind of food cart but not a full café
- No large function space
- Compact shelving with space for the collection to grow
- Librarian offices (The librarians work with different departments across campus and travel to teach in classrooms outside of the library, but all will have offices in the new library)
- Pipes put in for geothermal, but not connected

Issues/Needs

- Parking an issue. People would pay a premium for convenience parking

minutes

- South Campus is “depressing”/ “the ugly stepchild”
- Could south campus be transitioned towards administrative use only vs. academic use?
- South Campus needs a large computer lab, better internet connectivity, more/better classrooms
- Poor wireless serving in academic building on south campus
- No AC in Communications Building (Have to turn off computers occasionally because too hot)
- Nursing facilities in poor condition; program needs additional space
- Pedestrian-vehicular conflicts along Loring, Canal and Raymond Road. Dangerous to walk to Weir property
- Need sidewalks/safe pedestrian routes through parking lots
- Desire to connect north and central campuses through Rainbow Terrace
- Desire to relocate Horace Mann
- Need to plow bike path in winter; need bike parking, defined & connected bikeways
- Plans exist to redevelop Canal Street to Washington with a better bike lane
- Café/pub across from campus? Desire for more of a college town feel. Desire to better integrate SSU into life of downtown Salem.
- As SSU transitions to more of a residential campus, the campus will need more student life amenities
- Need for a new campus center to replace the ECC
- Need for better campus wayfinding/campus welcome center/entry experience
- Transit system is piecemeal and struggles with Salem traffic. There is the regular intercampus shuttle (3) and the student shuttle (on-call).

date 20 November 2012

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meeting date 13 November 2012 time 11:00 am –12:00 pm

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purpose Stakeholder Interview – President’s Office

ATTENDEES

Beth Bower	SSU, Chief of Staff
Jean Fleischman	SSU, Secretary to the Board of Trustees
Adria Leach	SSU, Director of External Affairs
Corey Cronin	SSU, Director of Marketing & Comm.
Gail Rosenberg	DCAM
James Miner	Sasaki
Maggie Dolan	Sasaki

SUMMARY NOTES

- SSU has an 11 member board (9 appointed by the Governor, 1 appointed by the Student Body, 1 by SSU). The Board tends to be financially conservative/resist increasing the financial burden on students.
- SSU is seen as a regional resource, important to the economic development of the North Shore. Surrounding communities are interested in SSU establishing physical outposts to aid in downtown revitalization etc., but these outposts are often not financially viable for the University. (There are a few courses taught in Gloucester; there was once a continuing education program in a mall)
- Online and hybrid courses meet some of these needs without increasing pressures on the physical campus. There are some programs that operate relatively independently; these could become satellite or partnership programs, i.e. partnerships with the healthcare industry along the North Shore.
- The Sullivan Building is the historic icon of the campus, but Central Campus feels like the heart of the campus; the entrance at the business building feels like the “main entrance.”

Issues/Needs

- There is a transportation management problem. No one wants to walk between locations.
- Wayfinding is an issue.

minutes

- Older campus buildings turn their backs (and utility appurtenances) to neighbors
- The Salem Housing Authority does not want Rainbow Terrace residents to interface directly with SSU. However, SSU is on a neighborhood advisory committee with the Mayor of Salem as well as a Rainbow Terrace rep. Rainbow Terrace is not integrated with surrounding neighborhood organizations.
- Demand from community to use conferencing/meeting space on campus
- Can the temporary library in the business building be used for meeting/conferencing space?
- The recital hall is a desirable meeting space, but it is “always” booked by the music department
- Fortin Hall in the old library was a popular meeting space. It had a great view and a flexible layout.
- Horace Mann does not have adequate outdoor play space. Its facilities are out of date; the building needs refurbishing. If a public school in Salem were to close, Horace Mann is a likely candidate. This nearly happened two years ago, but the neighborhood fought to keep it open. SSU uses HM as a lab school, but has other lab schools in the area.
- Could the Enterprise Center uses be moved off campus, e.g. to the Weir property?
- The neighborhood does not want student uses (e.g. housing) across Loring as would increase pedestrian-vehicular conflicts.
- The surrounding community would like to see a plan for the neighborhood/campus from SSU/be included in the planning process
- Interest in the idea of conferencing or other SSU facilities at Cat Cove

date 20 November 2012

project name Salem State Campus Master Vision project # BHE0501 S31

meeting date 6 November 2012 time 9:00 am – 10:00 am

location Salem State University – Public Safety Conference Room

recorded by Sasaki Associates, Inc.

distribution Andrew Soll, Deb Mizia, Gail Rosenberg, Altaf Mulla

purpose Stakeholder Interview – Student Life

ATTENDEES

Tim Shea	SSU
Jim Stoll	SSU
Gene Labonte	SSU
Shawn Newton	SSU
Chris Sullivan	SSU
Teresa Gallishaw	SSU
Ricky Ganaishlal	SSU
Neil Andarto	SSU
Kim Daly	SSU
Jeff Smith	SSU
Lauren Hubacheck	SSU
Rebecca Jimenez	SSU
Elisa Castillo	SSU
Caroline Braga	Sasaki
Tyler Patrick	Sasaki

SUMMARY NOTES

Housing

Salem State has a 50% on-campus residential goal. Central campus is the residential hub; north and especially south campus residents feel isolated. South campus housing is the least expensive. Dorms are rented out during the summer (could use more spaces like Marsh Hall for this purpose).

Sports

The outfield of the turf baseball field is used for other sports practices.

Issues/Needs

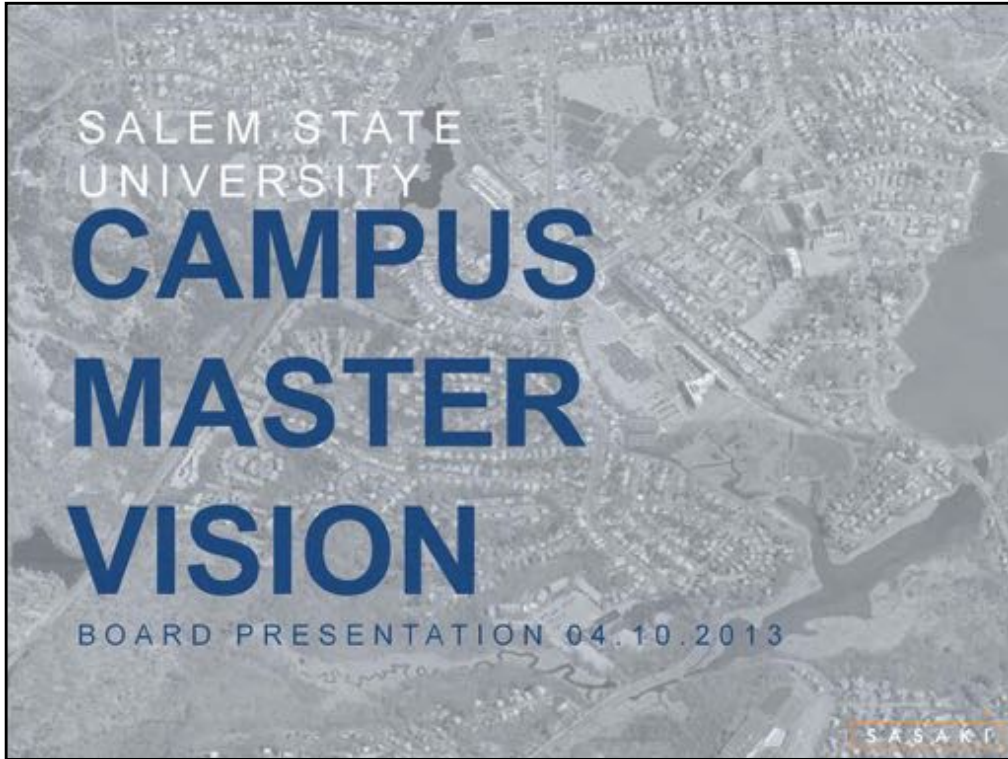
- Additional lounge/hangout space desired across campus

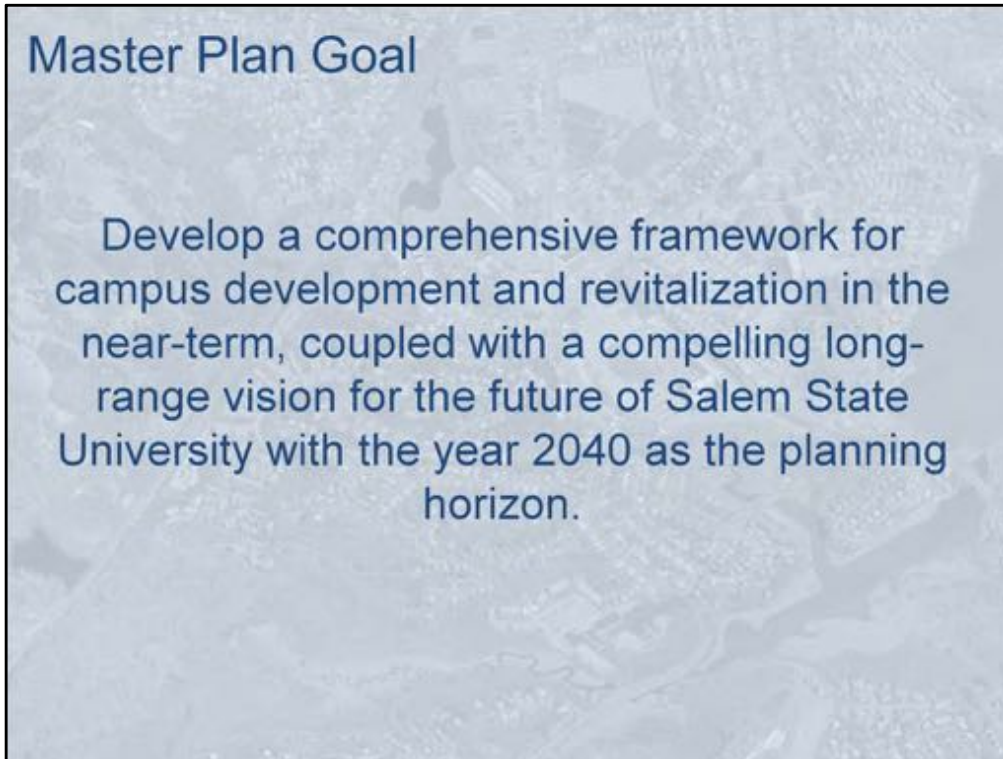
minutes

- New campus center to replace ECC on North Campus, including larger, more flexible function/conferencing space and better auxiliary spaces, more student organization work space (there are currently 70 groups & clubs; only some need devoted offices. Org groups include: veterans, graduate students, multicultural organizations, LGBT, mothers/parents), quiet and lounge spaces for commuters, meditation/religious space, civic engagement space for community partnerships, food, fitness, and convenience retail
- Relocate health & human services and career services? Both currently in the ECC. Need central location with privacy.
- Alumni center?
- Need for additional printing centers (and ATM's) distributed throughout campus.
- Desire for additional all-you-can-eat vs. retail dining. Desire for more healthy dining options.
- Desire for convenience retail to stay open later on weekdays and on weekends.
- Remove trailers from upper quad on North Campus and green this space
- Housing for faculty and graduate/married students desired
- 1 additional field for intramural use (opportunity on Pacific Street?)
- Additional basketball courts
- Skateboarding area/park
- Additional passive recreation/"quad" space
- Bike parking areas, bike services, connected bike network
- Many pedestrian-vehicular conflict issues, especially along Loring Ave. Need to create a better pedestrian circulation network.
- Accessibility a challenge on north and south campuses
- Parking! Opportunities to expand parking behind Broadway? Structured parking?
- Rectify disparity in quality between classrooms across campus (central campus classrooms are the newest/highest quality)
- How better connect to the harbor?
- Interest in sustainable facilities
- Flooding at O'Keefe an issue
- Relocate public safety to less valuable site? Will need a larger facility as SSU grows.
- Unify residence hall security system (currently there are 2 lock vendors)

Stakeholder Ideas

- Relocate Horace Mann School to buildings on South Campus
- Build football stadium on O'Keefe Parking Lot with parking below
- Reopen the T station near campus
- Conference Center at Cat Cove? Run by SSU hospitality students? What else could happen at this location?
- Establish a student residency requirement
- Relocate Enterprise Center off of Central Campus. Reserve Central Campus for core University uses.





2040 VISION

The emerging 2040 vision is rooted in principles of flexibility, connectivity, identity, and community:

Flexibility: The vision provides a roadmap for coherent campus development, while preserving the campus's ability to adapt to a variety of future conditions.

Connectivity: The vision strives to improve vehicular access and safety; enhance pedestrian activity and establish a compact core; and maximize programmatic synergies.

Identity: The vision establishes a collegiate street presence for the university; creates memorable spaces, and improves campus wayfinding.

Community: The vision extends and enhances the living-learning environment; provides appropriate student life amenities; and enhances partnerships with the surrounding neighborhood and the City of Salem.

Guided by these principles, the Vision considers the best use of the existing campus zones (North Campus, Central Campus, South Campus, the O'Keefe site, and the Weir Properties), possible connections between these zones, and opportunity sites for future expansion.

Master Plan Objectives

- Identify academic space needs
- Identify student life and recreational space needs
- Accommodate 50% of undergraduate students living on campus
- Provide appropriate building sites to accommodate program demand and parking
- Establish clear pedestrian and vehicular circulation to support both campus and community
- Create a plan for all campuses as well as opportunities for downtown Salem expansion

Master Plan Process

- Tours of all campus landholdings and buildings (including Cat Cove)
- Meetings with the following groups:
 - Academic Directors
 - Academic Affairs
 - Advancement
 - Department Chairs
 - Enrollment Services
 - Facilities and Infrastructure
 - Faculty Focus Groups (3 total)
 - Graduate Studies and Continuing Education
 - IT, HR, and Admin
 - Library
 - MSCBA
 - President's Office
 - Student Life, Athletics, and Recreation
 - Student Focus Group
 - Task Force



This plan has been presented to the Salem State University Neighborhood Advisory Committee on April 17, 2013 for additional feedback.

Additional comments may be sent to External Affairs at ea@salemstate.edu.

What We've Heard...

Space:

- Need to address both quantitative and qualitative needs
- Classroom availability feels limited
- Need more space for students: study, space, social space and space for student-faculty interaction
- Faculty office space is limited and of uneven quality
- Need for conference space
- Need for additional student residences; enhance living-learning environment

Other:

- Desire to better connect the several units into a more unified campus
- Desire to establish a stronger relationship with the City of Salem
- Need to improve transportation, parking, and wayfinding
- Need to analyze highest and best uses for our existing campus properties
- Consider SSU's neighborhood edges and context

The above notes reflect comments received from the initial study and focus group meetings noted on the previous slide.

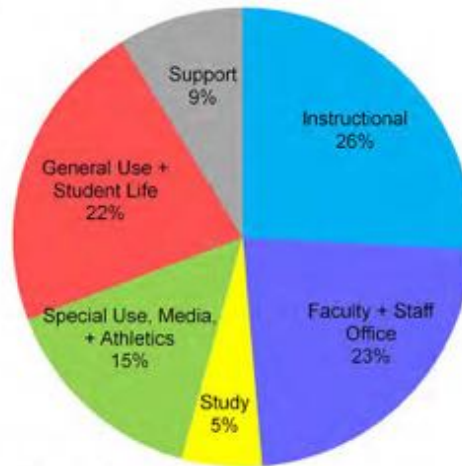
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Space Analysis

Space Data

Non-Residential Space Total

By space use type

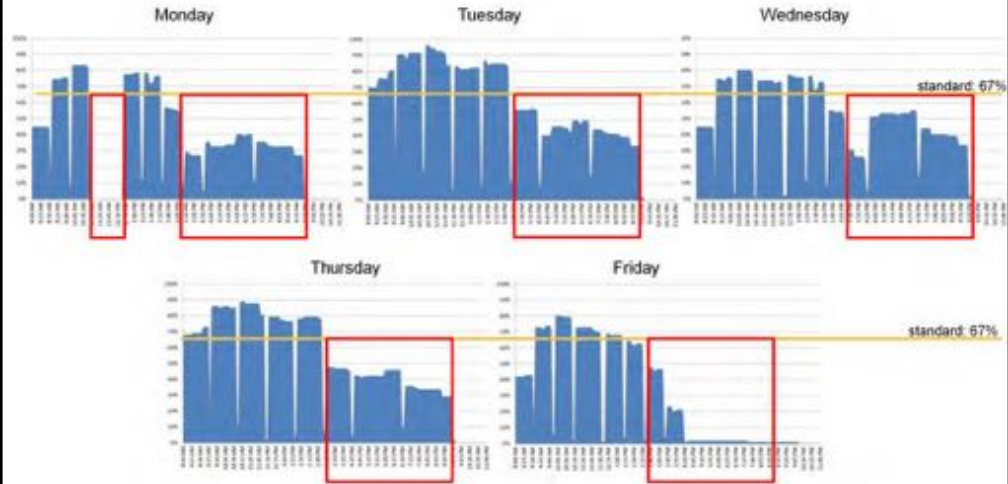


695,762 Assigned SF

Includes New Library and O'Keefe expansion

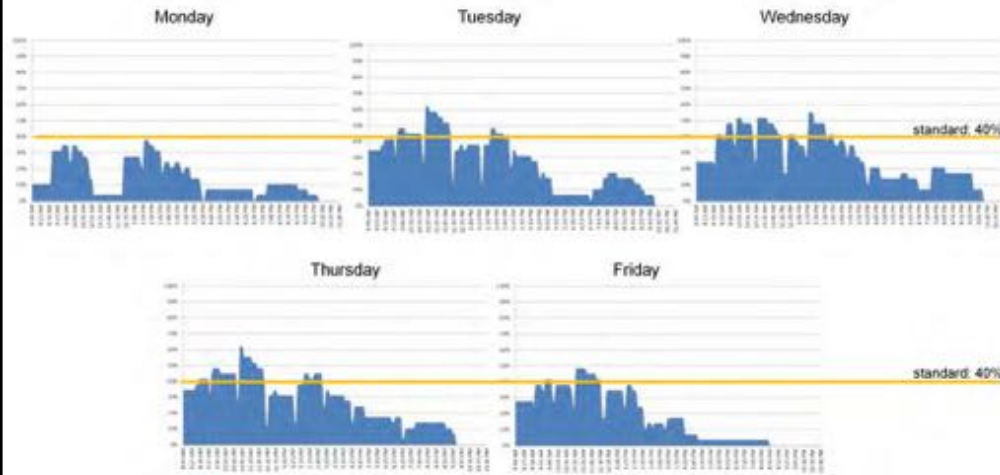
*Horace Mann is not factored into space analysis; analysis does not reflect reassignment of interim use spaces.

Space Data Scheduled Classrooms



*Bates Commons has no ASF assigned in database
 **DCAMM standard is 67%

Space Data Scheduled Labs

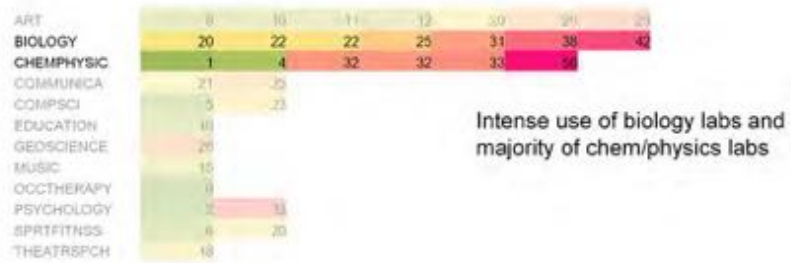


**DCAMM standard is 50%; Sasaki uses 40%

Space Data – Round 2

Lab Utilization

Organized by Discipline



60% are scheduled more than 20 hours per week

Meier Hall Findings

Structure

- 12' floor-to-floor height is a significant limitation
- Structural bay prevents flexible lab layouts
- Vibration concerns

Systems

- Building lacks mechanical shafts
- Ganged fume hoods are inefficient & unreliable
- Roof & basement offer no space for mechanical units
- Unreliable / inadequate power

Lab Casework

- Inflexible
- Poor sightlines

Building is most suitable for non-lab use



Art Studios

Art students need a 'home' on campus.

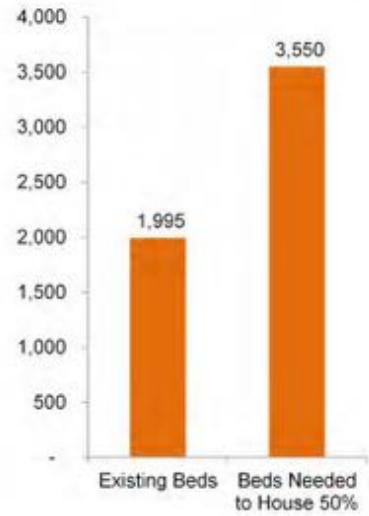
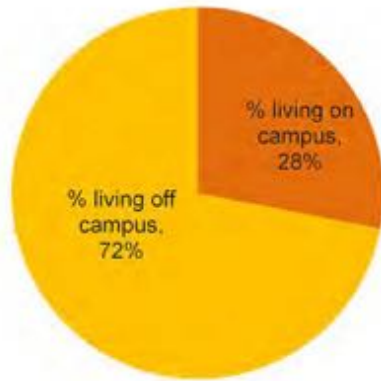
Studio Concerns

- Limited / no daylight
- Crowded studios
- Inadequate storage
- Poor ventilation
- Student display space is limited
- Circuitous circulation
- Safety and accessibility concerns



Residence Halls

Goal: House 50% of students on campus (about 1,500 new beds)



*Based on FY 13 enrollment and bed capacity

2

Physical Campus Analysis

Campus Context

Existing Conditions Analysis

- 5 - 10 minute drive / 30 minute walk to amenities in downtown Salem and the commuter rail T station

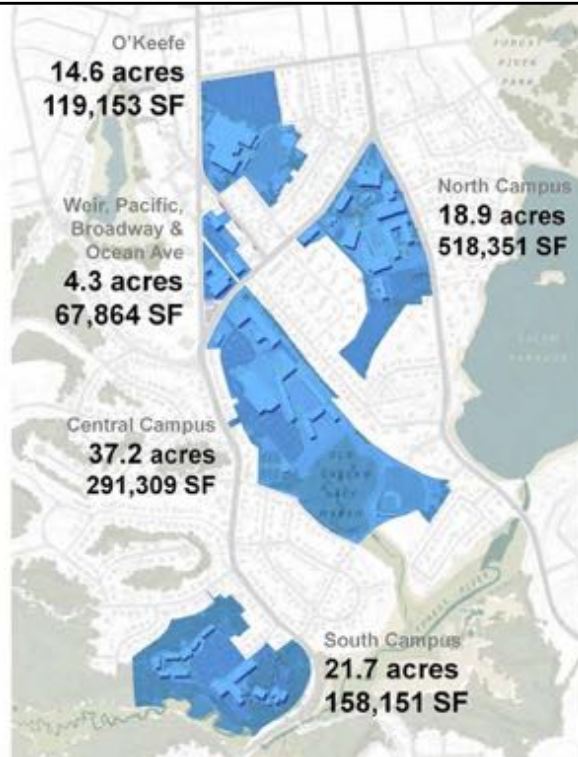
- Salem State Campus
- Downtown Salem
- Historic District
- ★ Natl. Historic Landmark
- Public Park



The Campuses

Existing Conditions Analysis

- Including Cat Cove, SSU campus covers about 100 acres and totals approximately 1.16 million gsf



Note: North campus SF includes new library

Parking Occupancy

Wednesday March 6 2013

LOT	Capacity	7:00	8:00	9:00	10:00	11:00	12:00	1:00	2:00	3:00	4:00	5:00	6:00
		8:00	9:00	10:00	11:00	12:00	1:00	2:00	3:00	4:00	5:00	6:00	7:00
A	705	6%	27%	58%	77%	70%	65%	67%	55%	38%	35%	25%	16%
B	23	22%	26%	35%	39%	57%	52%	65%	65%	61%	52%	43%	30%
C	78	31%	53%	87%	88%	100%	100%	100%	88%	62%	72%	38%	27%
D	60	5%	62%	100%	100%	100%	100%	100%	87%	67%	47%	40%	33%
E	37	19%	59%	81%	83%	100%	100%	100%	100%	100%	100%	81%	65%
F	18	6%	44%	56%	61%	76%	76%	72%	72%	56%	56%	50%	50%
G	190	4%	23%	69%	100%	100%	100%	100%	100%	100%	100%	76%	67%
H	362	10%	40%	83%	100%	100%	100%	100%	70%	67%	66%	67%	52%
J South	314	75%	62%	100%	100%	100%	100%	100%	100%	77%	62%	76%	78%
J North	157	29%	59%	79%	87%	98%	94%	100%	100%	83%	77%	70%	66%
J Enterprise	134	4%	20%	64%	69%	80%	81%	78%	78%	71%	60%	42%	22%
P	352	43%	63%	77%	72%	76%	73%	72%	68%	64%	58%	61%	57%
Q	45	0%	24%	67%	89%	100%	100%	100%	100%	82%	60%	58%	18%
R	61	3%	25%	66%	80%	80%	74%	57%	62%	57%	61%	62%	64%
S	75	4%	13%	49%	71%	75%	72%	49%	95%	29%	24%	23%	23%
ALL	2,611	22%	43%	75%	83%	87%	88%	80%	73%	62%	59%	52%	44%



- Lots C, D, E and G go over capacity mid-day
- Demand at Lot E persists through late afternoon
- Lots H and J are at capacity mid-day
- Lot A has available capacity
- South Campus has available capacity

Pedestrian Circulation

Existing Conditions Analysis



Walk into the North Campus Core

- When the center of the walk circle is located on Central Campus, the entire campus falls within a 10 minute walk radius.

— Pedestrian Walks



Pedestrian Circulation

Existing Conditions Analysis



Walk along Loring Avenue

- The center of the 5-minute walk circle for O'Keefe, Weir, Central and North Campuses is Rainbow Terrace

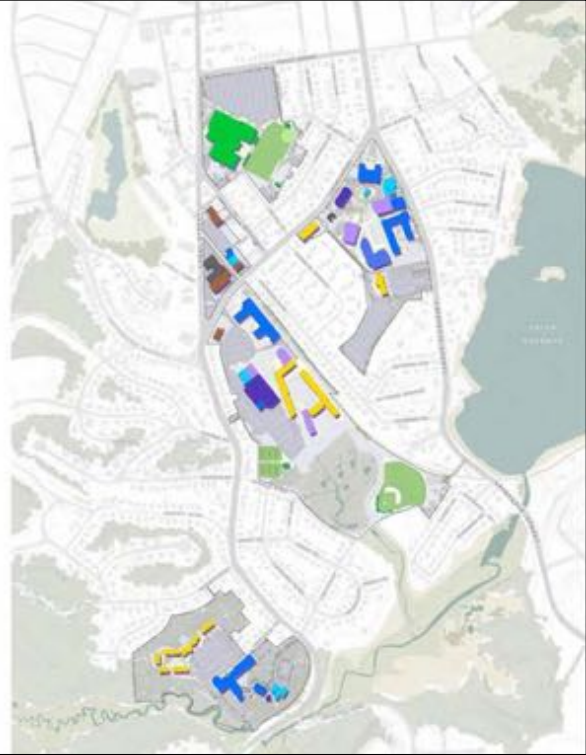
— Pedestrian Walks



Building Use

Existing Conditions Analysis

- Campus Support
- Community Partnership
- Athletics & Recreation
- Student Housing
- Student Life
- Administrative
- Academic
- Vacant SSU Property



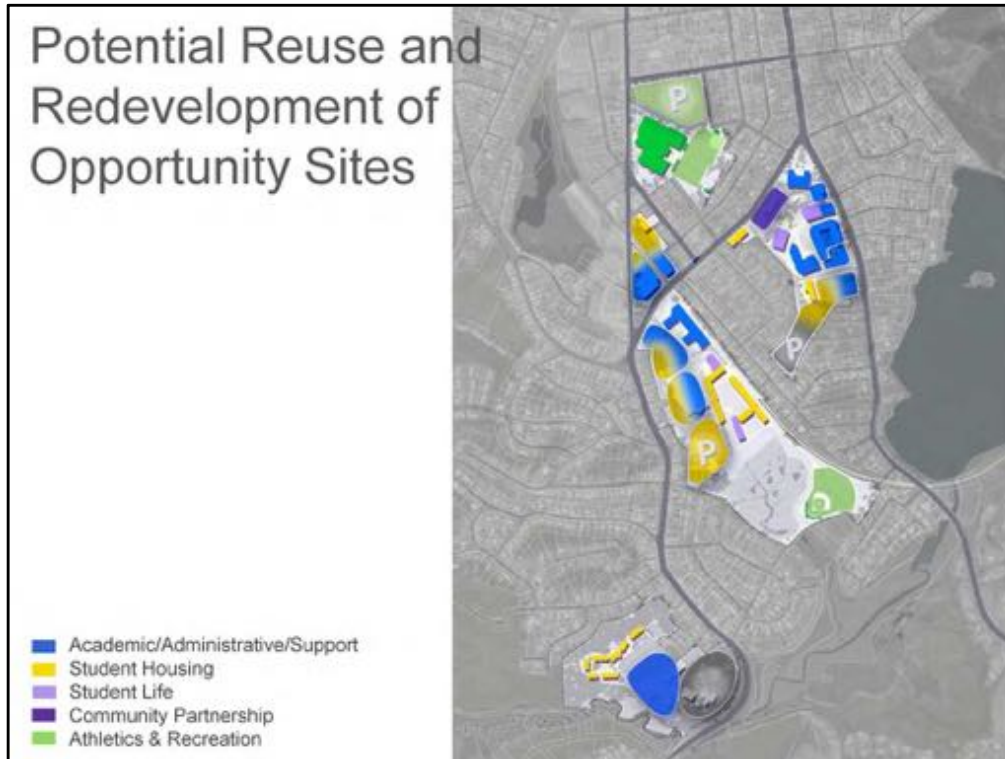
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Directions for Growth

Opportunity Sites within the Existing Campus

- Fema 100 Year Flood Zone & Storm Velocity Flood Zone
- Fema 500 Year Flood Zone
- DEP Wetland Boundary
- Opportunity Site





The following are more detailed descriptions of possible directions for the reuse and redevelopment of opportunity sites on each campus. These represent only several possible options.

North Campus

North Campus continues to serve as a major academic hub for SSU, anchored by the new Learning Commons. Existing academic facilities, such as Meier and Sullivan Halls, undergo renovation to support modern learning environments. The need for high quality lab space can be met either through a new stand-alone facility or through an addition to Meier Hall, with the existing facility backfilled to accommodate classroom, office, and dry lab needs. Beyond the classroom, residential and student life uses support and complement the academic environment within this district. The existing first-year community at Peabody Hall is enhanced through the addition of a new adjacent residence hall, building a greater first-year living-learning community adjacent to the nearby recent investment in the Learning Commons. Over time, the Ellison Campus Center is renovated and potentially expanded to provide important space to foster student community needs, including space for commuter students, meeting spaces, and student organization space. Existing surface parking is replaced by a new parking structure, located south of Peabody Hall, to serve all of North Campus.

Central Campus

Similar to North Campus, Central Campus will continue to develop as a mixed-use academic and student life environment. The long-term relocation of the Public Safety Building and

the Enterprise Center will provide significant capacity to accommodate additional mixed-use academic and residential communities, particularly for upper-class students. These new facilities are strategically located at the “front” of Central Campus, along Loring Avenue, to define both an important new campus gateway and an active university street presence. At the heart of Central Campus are “outdoor rooms,” well-defined by the surrounding buildings and designed to support the adjacent indoor uses. A new parking deck, peripherally located at the perimeter of the district, south of Atlantic Hall, serves the Central Campus and replaces the extensive surface lots that characterize the campus edge today.

South Campus

South Campus represents a significant opportunity for SSU. Many options remain under consideration during this first phase of the planning process. One option proposes the relocation of existing South Campus academic uses to North Campus, into space made available by the Meier Hall addition, as well as space improved through renovations to Sullivan Hall. Lower South Campus would then serve primarily as a residential community, with the continued use of Bates residences and the long-term potential to add recreational amenities. The physically disparate parcel of Upper South Campus may prove unnecessary for use by SSU, and could support alternate uses.

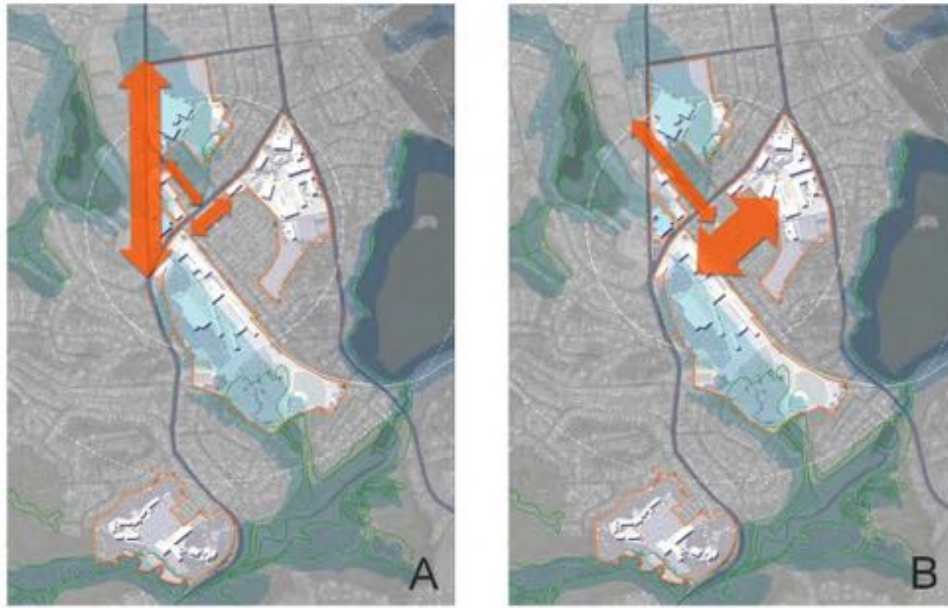
O’Keefe Center

The O’Keefe Center property will continue to provide critical academic, athletic and recreational facilities to support the increasingly residential student population. In the short-term, a new O’Keefe addition will provide enhanced fitness facilities. Over the long-term, the O’Keefe site offers additional capacity for expanded turf fields and structured parking.

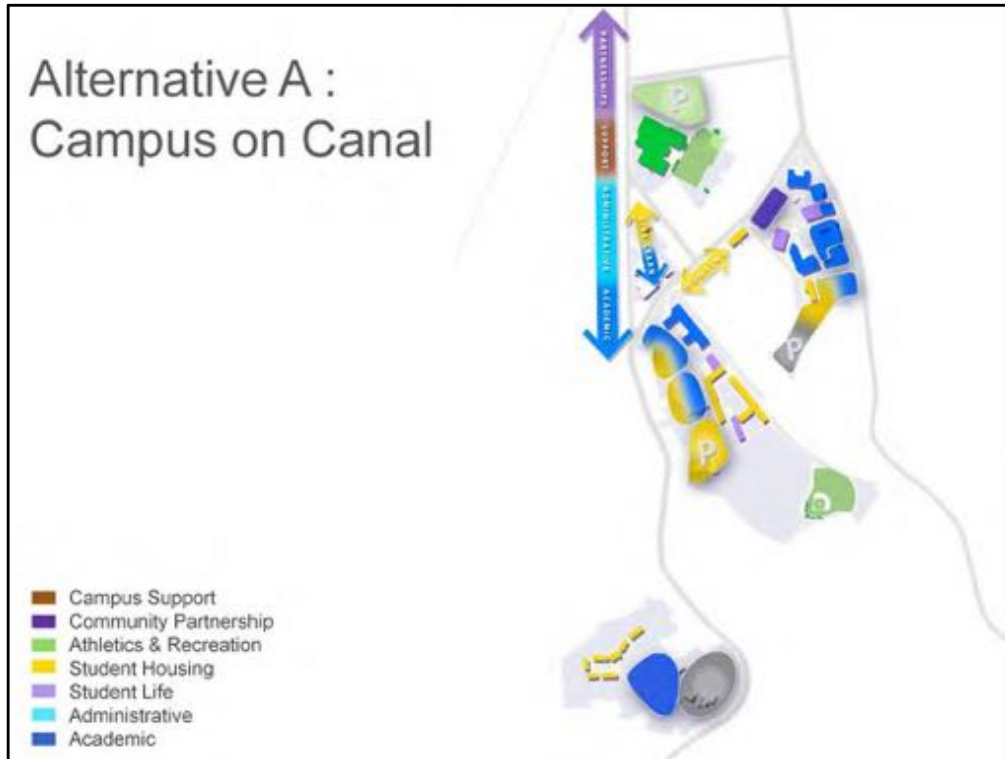
Weir Property

Given its proximity to Central Campus and O’Keefe, the Weir Property serves as a critical linking parcel. Due to its location and visibility, it is best suited for academic and administrative uses, as a potential site for a relocated Enterprise Center, and for graduate housing. An architectural approach that mixes institutional, residential and commercial uses may both capture the economic value of this site.

Ways to Grow



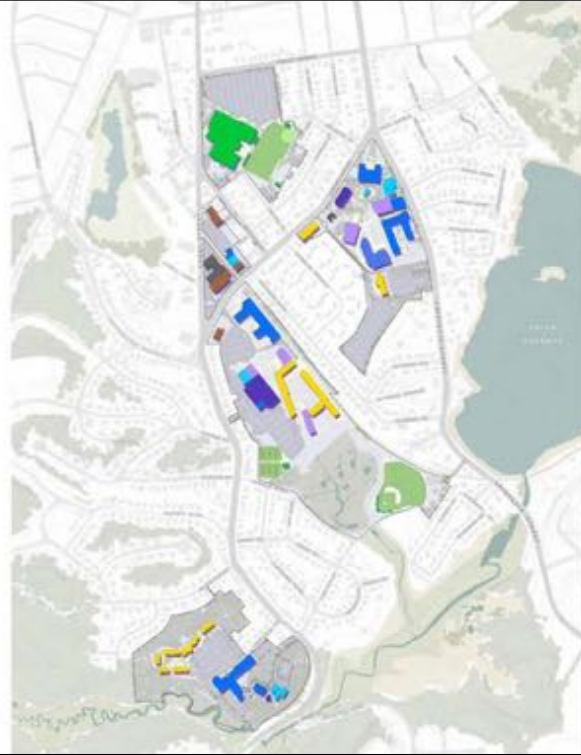
The 2040 Campus Vision focuses on establishing a connected and compact mixed-use core. Two possible directions for long-term growth are outlined here. Both aim to establish a connected and compact mixed-use core.



Canal Street could offer potential space for expansion or relocation of administrative and support uses. If this direction is pursued, the Weir property becomes an even more important academic expansion zone.

Thank you

- Campus Support
- Community Partnership
- Athletics & Recreation
- Student Housing
- Student Life
- Administrative
- Academic
- Vacant SSU Property



PRESENTATIONS















- ### Agenda
1. Team
 2. Process and Schedule
 3. Relevant Precedents and Trends
 - Engagement Tools
 - Campus Landscape
 - Transportation
 - Student and Residence Life
 - Specialized Facilities
 4. Issues and Opportunities

1 Team



Team

	James Miner, Principal in Charge	
	Vinicius Gorgati, Architecture & Urban Design	
	Tyler Patrick, Planner & Project Mgr	
	Caroline Braga, Landscape Architecture	
	Andy McClurg, Transportation	
	Tom Simister, Specialized Facilities	
	Bob Culver, Strategic Advisor	

2 Process and Schedule

Approach

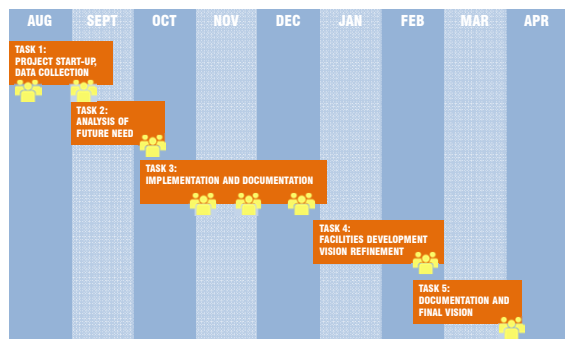


Participation + Engagement

- Manage expectations
- Transparent process
- Inspire with design and new ideas
- Respect committee structure
- Recognize multiple perspectives
- Orchestrate many voices into a preferred direction



Project Schedule



Task 1: Project Initiation

- Document review
- Stakeholder interviews
- Base map updates
- Infrastructure assessment
- Accessibility assessment



Task 2: Analysis of Future Need

- Enrollment Management Plan Review
- Space Programming & Utilization
- Specialized Space Assessment
- Analysis of Delivery of University Services
- Transportation Analysis
- Campus Landscape Assessment



Task 3: Alternatives to Meet Future Needs

- Proposed Space Needs
- Analysis of Campus Planning Considerations
- Alternatives for Future Growth



Task 4: Facilities Development Vision Refinement

- Transportation Framework
- Wayfinding Framework
- Accessibility Findings and Recommendations
- Campus Landscape Framework
- Campus Infrastructure Framework
- Implementation Strategy
- Draft Master Plan



Task 5: Documentation and Final Vision

- Full Vision Document
- Executive Summary Document
- Final Report Package



3

Relevant Precedents & Trends

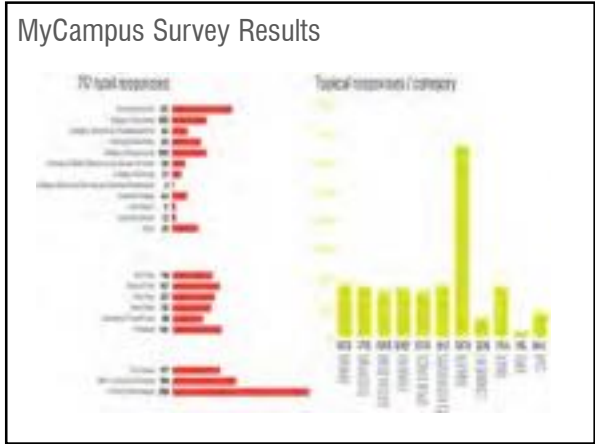
ENGAGEMENT TOOLS

Technology



MyCampus Impressions

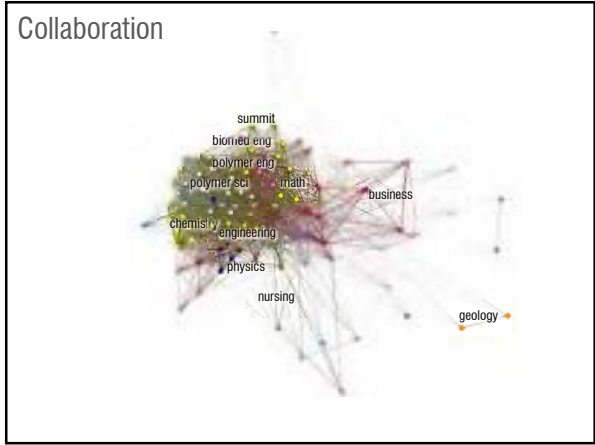




Collaboration

Collaboration Statistics of Departmental Activities

Department	Collaboration Score	Activity Level
Department A	95	High
Department B	80	Medium
Department C	70	Medium
Department D	60	Low
Department E	50	Low
Department F	40	Low
Department G	30	Low
Department H	20	Low
Department I	10	Low
Department J	5	Low

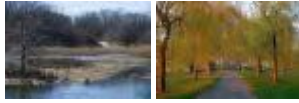


CAMPUS LANDSCAPE

Campus Landscape

SENSE OF PLACE

- character of the institution
- local/regional landscape character
- campus area character



CONNECTIONS

- unifying, connective function (intuitive wayfinding, walkability)

WORKING LANDSCAPES

- integrated stormwater management
- appropriately designed
 - to meet user needs
 - for feasible maintenance



Landscape Character

University of Connecticut Landscape Master Plan

Storrs, CT



Landscape Character

University of Connecticut Landscape Master Plan

Storrs, CT



Landscape Character

University of Connecticut Landscape Master Plan

Storrs, CT



Landscape Character

University of Connecticut Landscape Master Plan

Storrs, CT

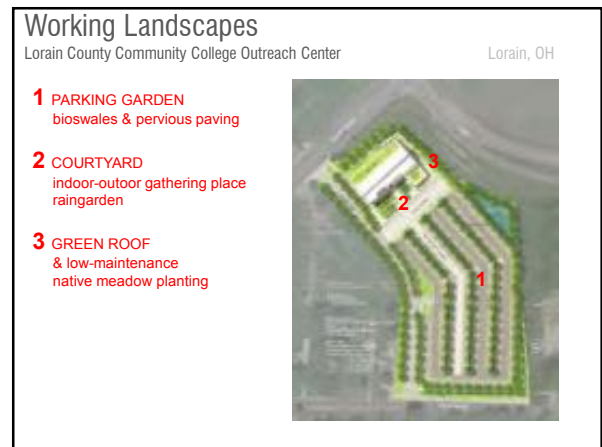


Working Landscapes

Columbus State University

Columbus, GA





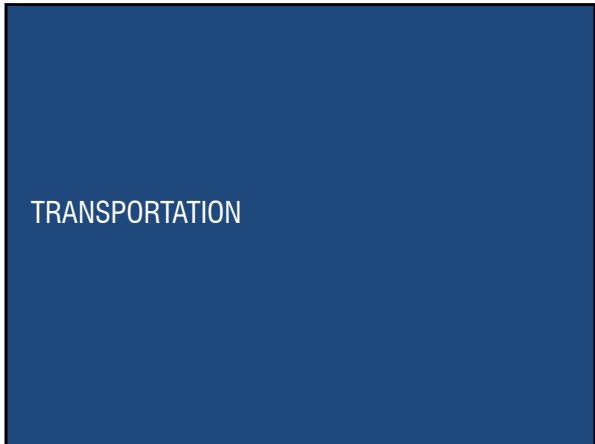
Working Landscapes

Lorain County Community College Outreach Center

Lorain, OH



3 GREEN ROOF & low-maintenance native meadow planting

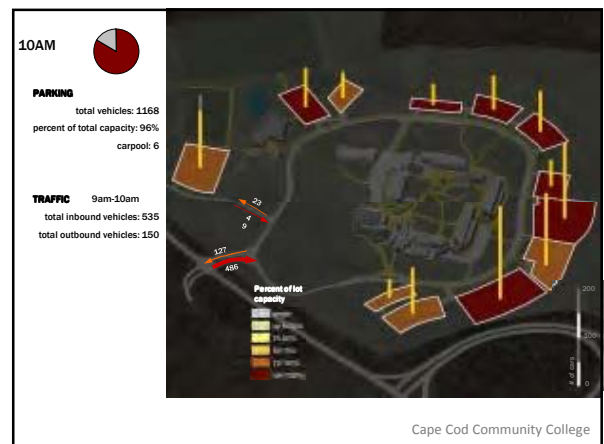
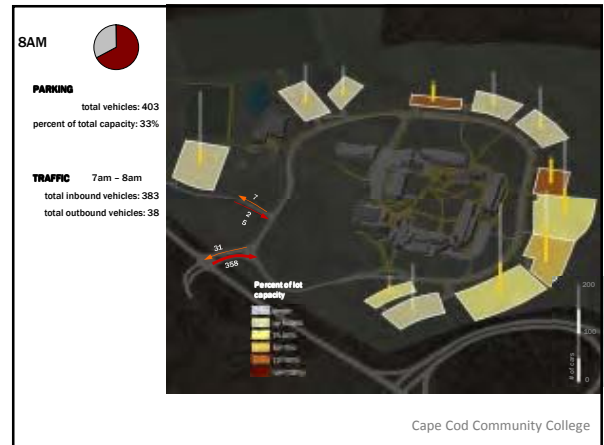


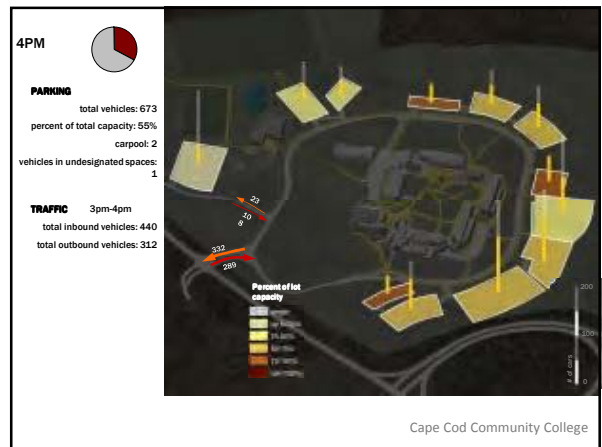
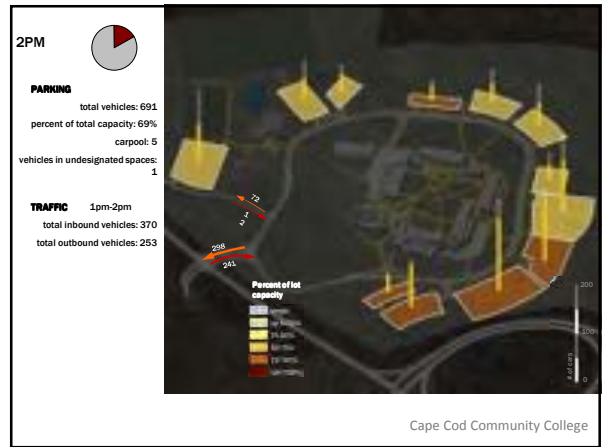
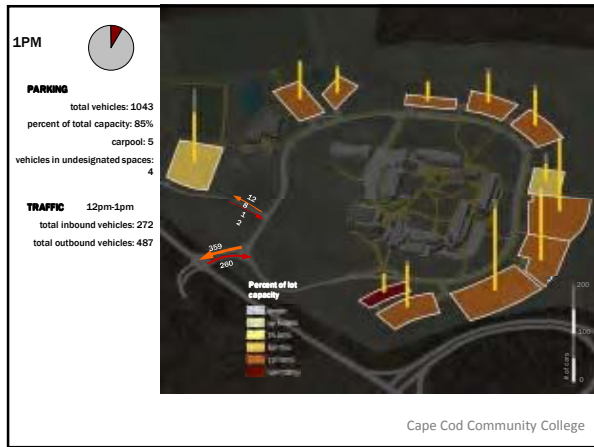
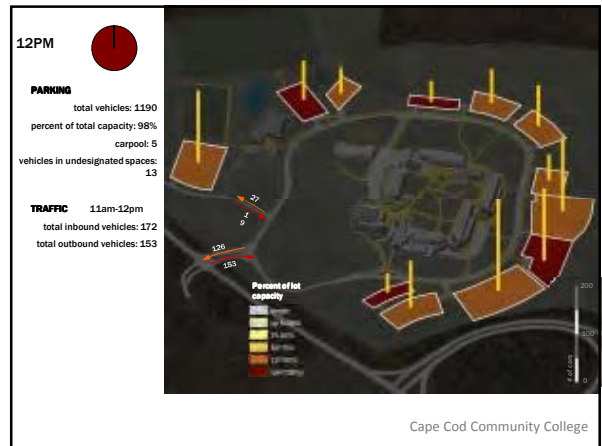
Traffic Circulation

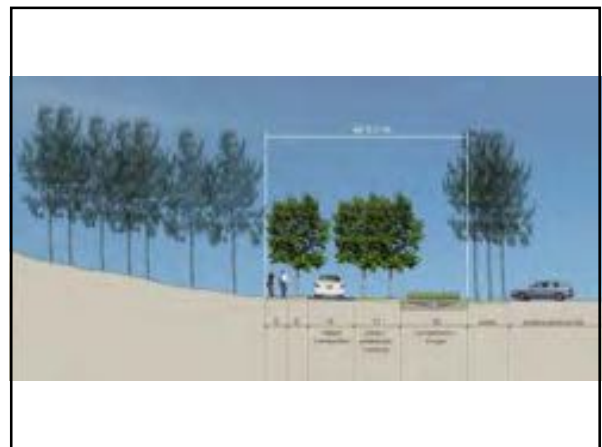
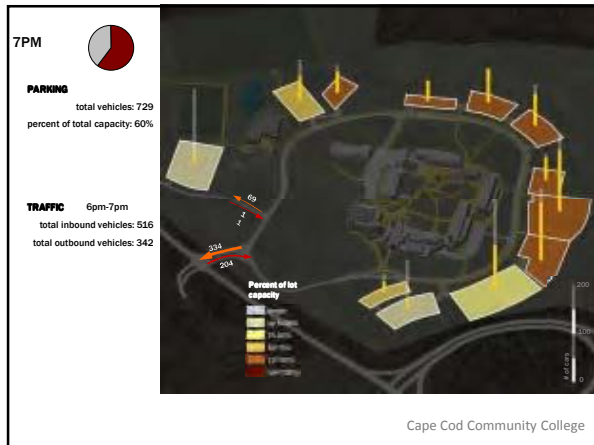
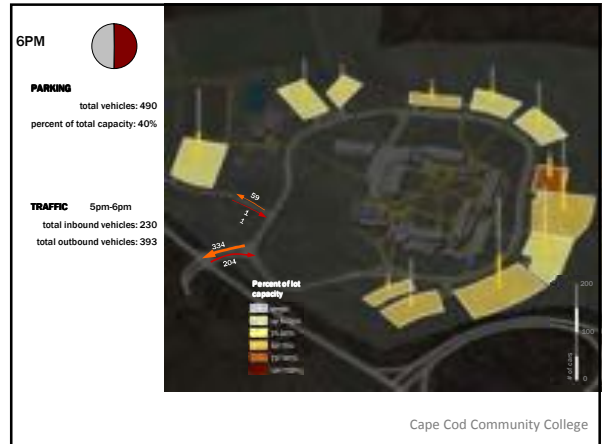
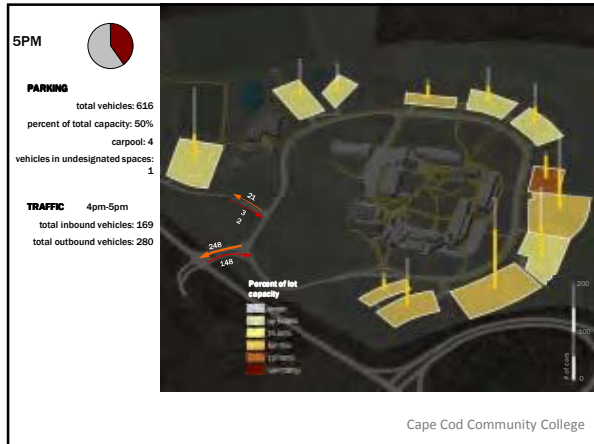


University of Mississippi

Parking Demand Analysis



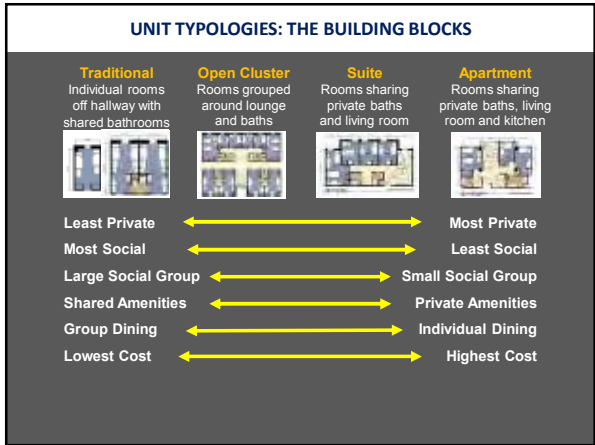






STUDENT AND RESIDENCE LIFE

what students want ... and what they want to pay for



4 Person Doubles 925 sf

4 Person Mixed 780 sf

4 Person Singles 860 sf



living & learning



No one size fits all
community-based

Center focused
permeable boundaries

Variety of scales
but always intimate

Adaptability
evolve with the students

scale and community



community



living/learning



approach



integrated design

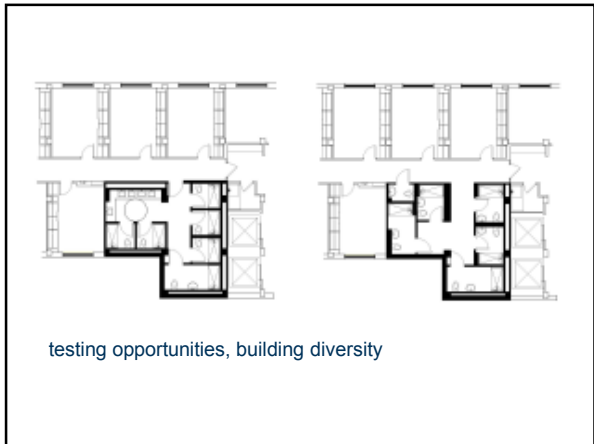
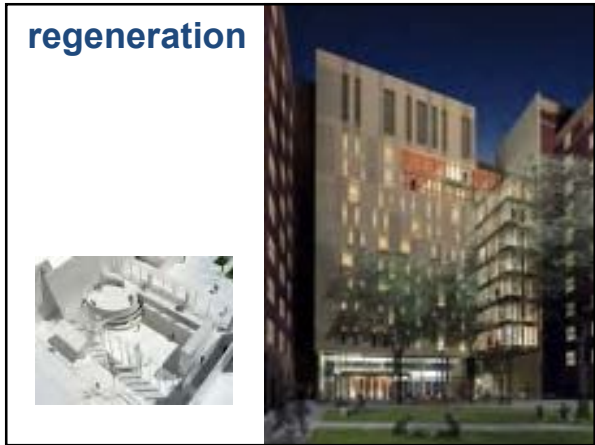


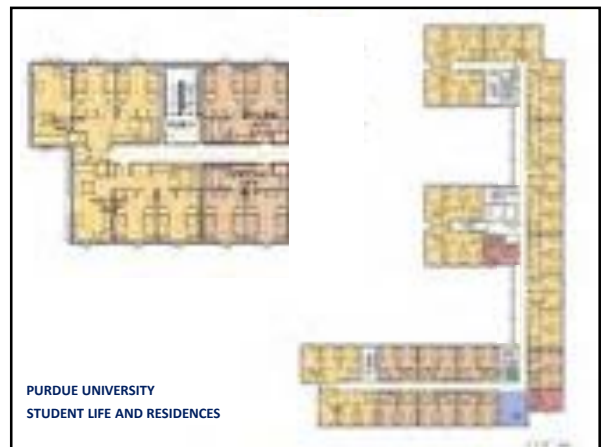
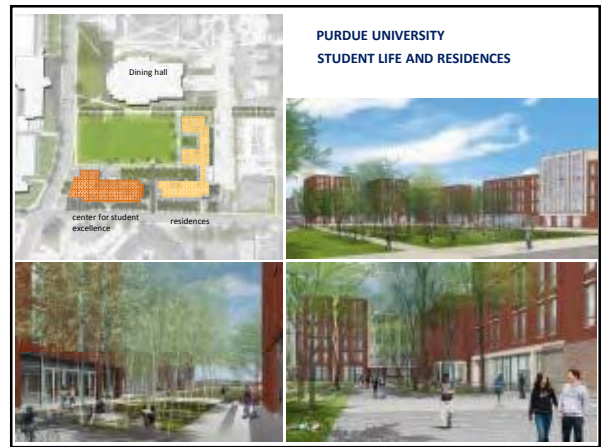
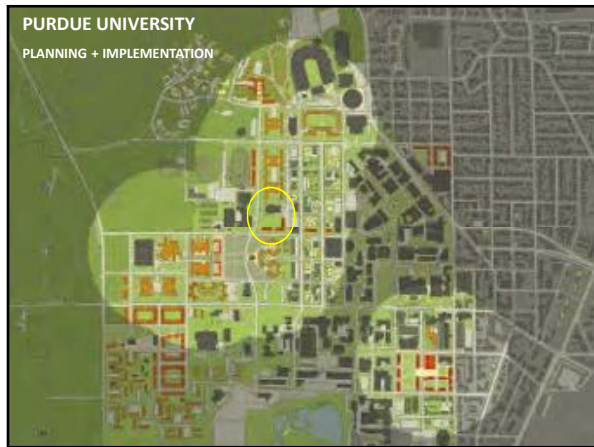
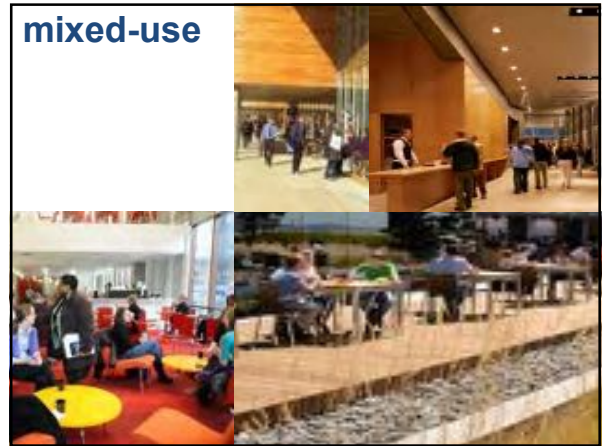
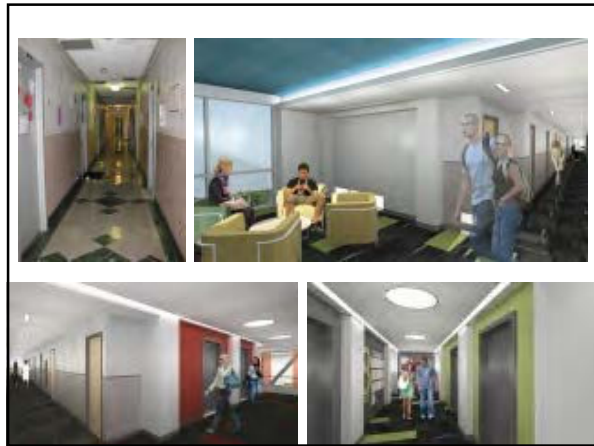
texture and materials



arrival and orientation



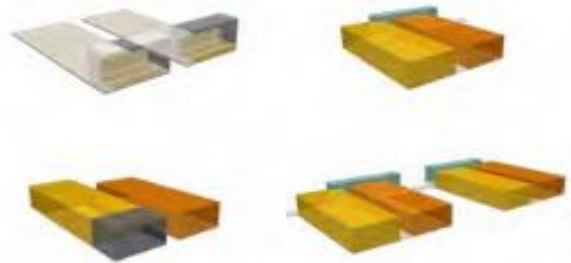






SPECIALIZED FACILITIES

Building Blocks: Lab Modules



Planning for Growth



Modular Research Space



Operational Costs & Energy Efficiency



Flexibility & Shared Resources



Flexibility & Shared Resources



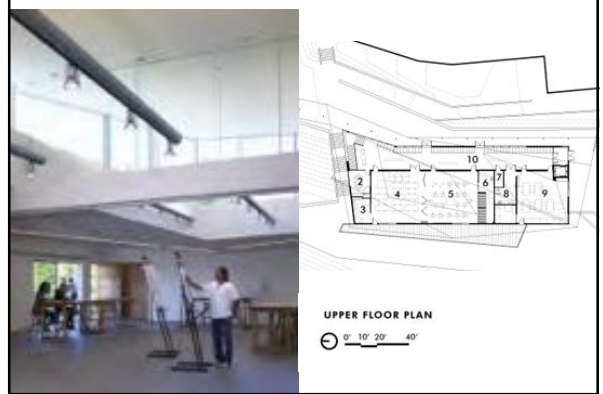
STEM & STEAM



Project Based Learning



Multidisciplinary Pedagogies



4 Issues and Opportunities

Programmatic and physical integration
Connecting North, Central, and South Campus with a highest and best use real estate strategy

Learning outside the classroom

Enabling interdisciplinary collaboration + accommodating informal, spontaneous social interactions to build the academic community



Learning outside the classroom

Enabling interdisciplinary collaboration + accommodating informal, spontaneous social interactions to build the academic community



Sustainable landscapes

Attractive, functional landscapes of consistent quality that embody the principles of sustainability and environmental biodiversity



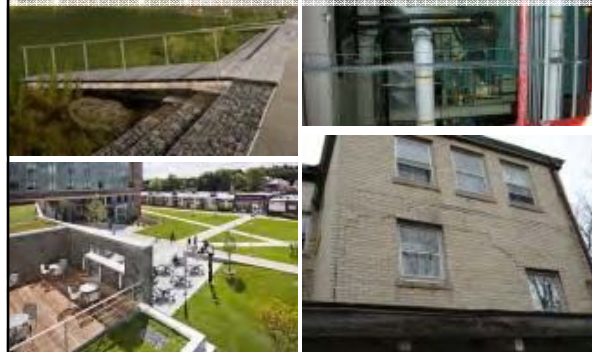
Campus Identity

Clear, coherent distinct identity for SSU and the City of Salem with a consistent design strategy for buildings, campus boundaries, gateways, and the public realm



Environmental Sustainability

Compliance with EO 484: energy efficiency, water conservation → reduce, repair, reuse, recycle



Universal design

Move beyond compliance with ADA to provide universal access to all campus facilities and programs





Master Plan Process

...since we last saw you

- Tours of all campus landholdings and buildings (including Cat Cove)
- Meetings with the following groups:
 - Academic Directors
 - Academic Affairs
 - Advancement
 - Department Chairs
 - Enrollment Services
 - Facilities and Infrastructure
 - Faculty Focus Groups (3 total)
 - Graduate Studies and Continuing Education
 - IT, HR, and Admin
 - Library
 - MSCBA
 - President's Office
 - Student Life, Athletics, and Recreation
 - Student Focus Group

What We've Heard...

Space:

- Need to address both quantitative and qualitative needs
- Classroom availability feels limited
- Need more space for students: social space and space for student-faculty interaction
- Faculty office space is limited
- Need for conference space
- Need for additional student residences; enhance living-learning environment

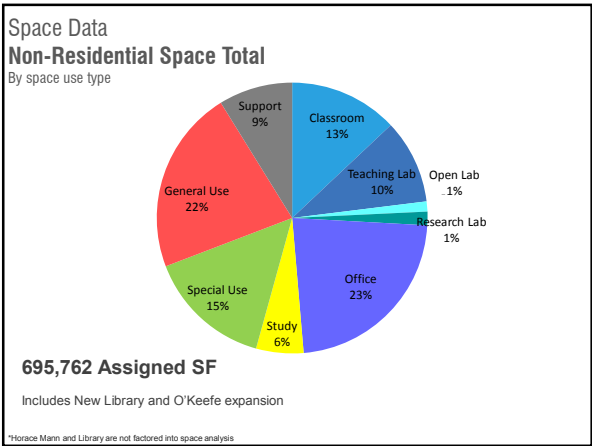
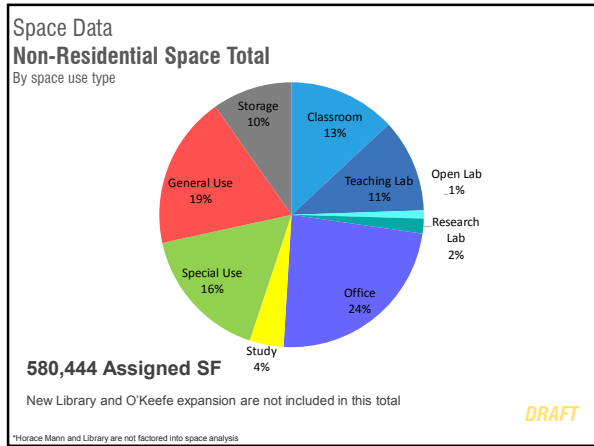
Other:

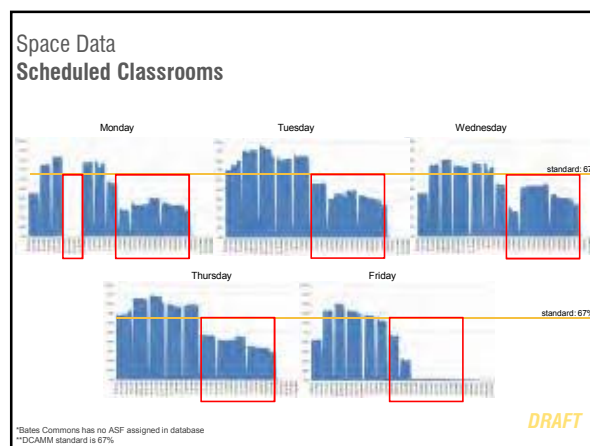
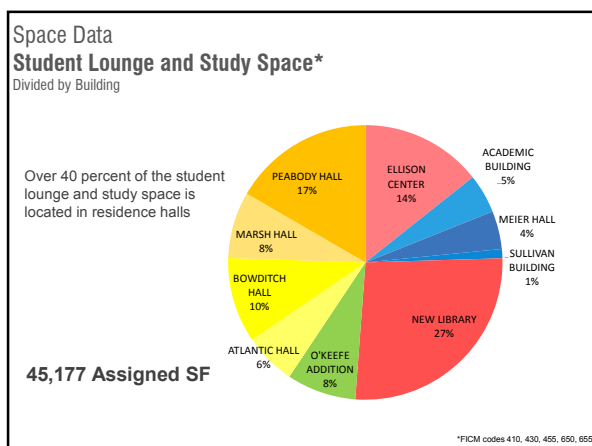
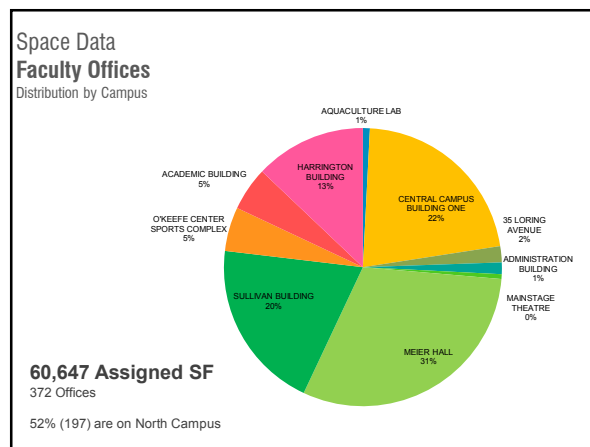
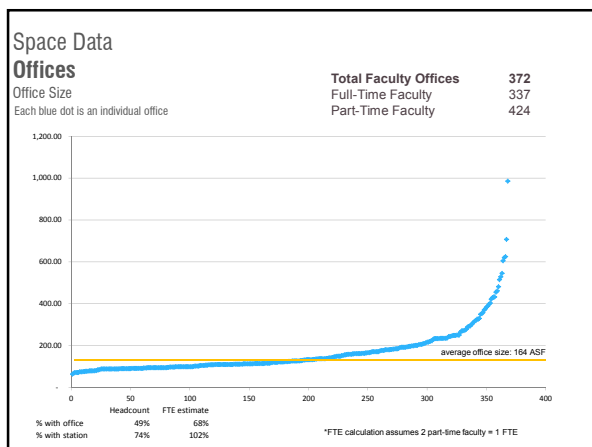
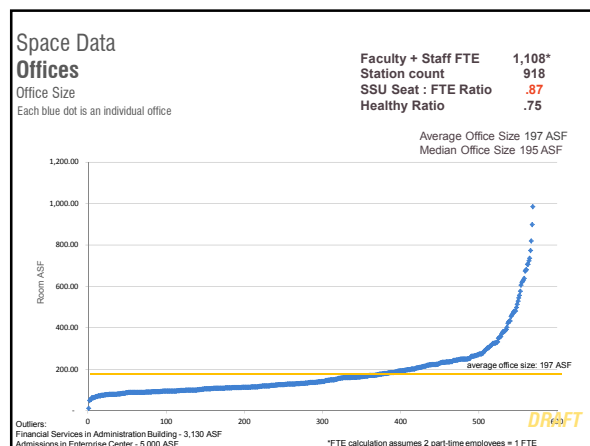
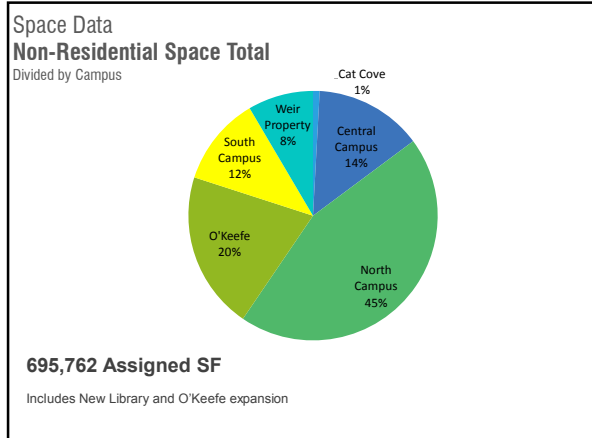
- Desire to better connect the campus
- Desire to establish a stronger relationship with the City of Salem
- Need to improve transportation, parking, and wayfinding
- Need to analyze highest and best uses for our existing campus properties
- Consider SSU's neighborhood edges and context

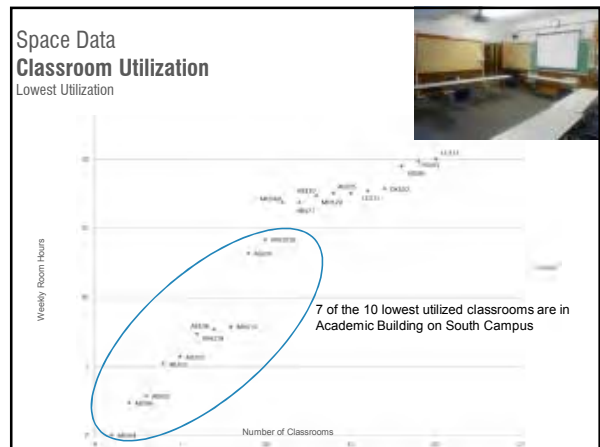
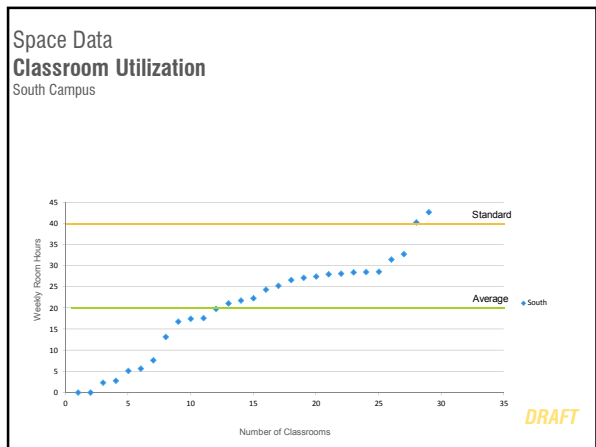
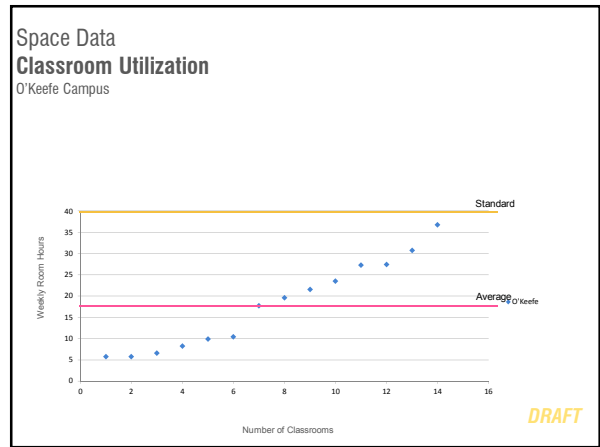
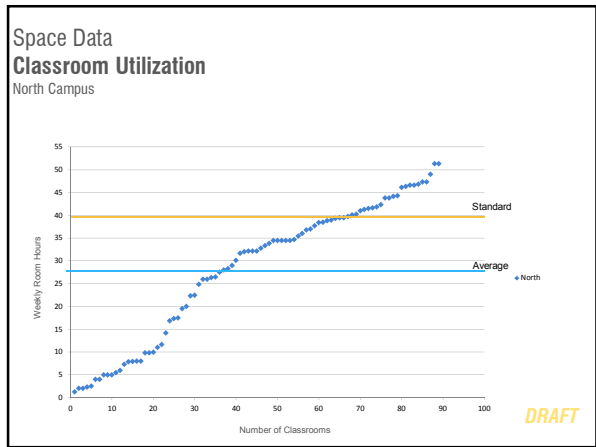
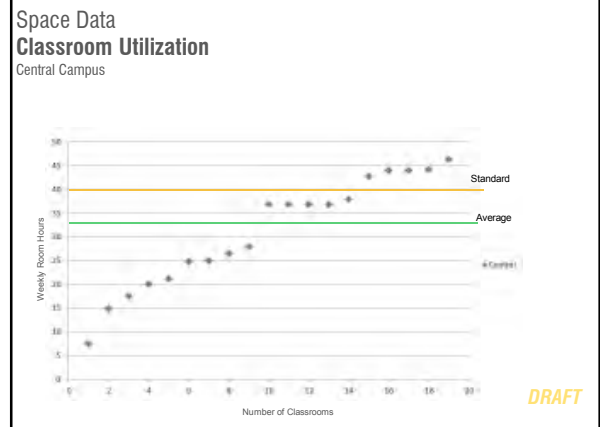
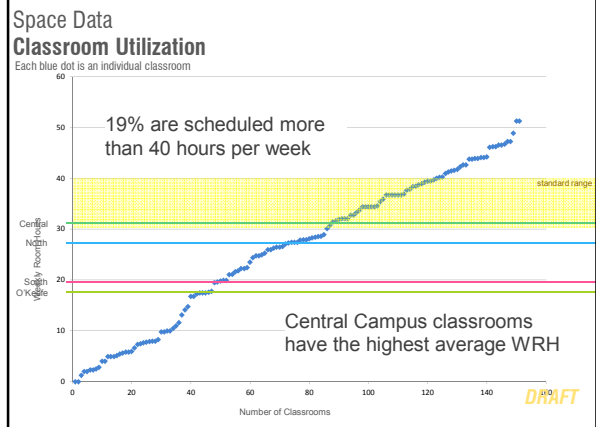
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Space Analysis

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Art Studios

Art students need a 'home' on campus.

Studio Concerns

- Limited / no daylight
- Crowded studios
- Inadequate storage
- Poor ventilation
- Student display space is limited
- Circuitous circulation



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Meier Hall Suitability

Room No.	Room Name	Area (SF)	Volume (CF)	Comments
101	Art Studio	1,200	14,400	Art Studio
102	Art Studio	1,200	14,400	Art Studio
103	Art Studio	1,200	14,400	Art Studio
104	Art Studio	1,200	14,400	Art Studio
105	Art Studio	1,200	14,400	Art Studio
106	Art Studio	1,200	14,400	Art Studio
107	Art Studio	1,200	14,400	Art Studio
108	Art Studio	1,200	14,400	Art Studio
109	Art Studio	1,200	14,400	Art Studio
110	Art Studio	1,200	14,400	Art Studio
111	Art Studio	1,200	14,400	Art Studio
112	Art Studio	1,200	14,400	Art Studio
113	Art Studio	1,200	14,400	Art Studio
114	Art Studio	1,200	14,400	Art Studio
115	Art Studio	1,200	14,400	Art Studio
116	Art Studio	1,200	14,400	Art Studio
117	Art Studio	1,200	14,400	Art Studio
118	Art Studio	1,200	14,400	Art Studio
119	Art Studio	1,200	14,400	Art Studio
120	Art Studio	1,200	14,400	Art Studio

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Meier Hall Findings

Structure

- 12' floor-to-floor height is a significant limitation
- Structural bay prevents flexible lab layouts
- Vibration concerns

Systems

- Building lacks mechanical shafts
- Ganged fume hoods are inefficient & unreliable
- Roof & basement offer no space for mechanical units
- Unreliable / inadequate power

Lab Casework

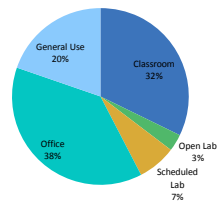
- Inflexible
- Poor sightlines



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Future Academic Space – test fit South Campus

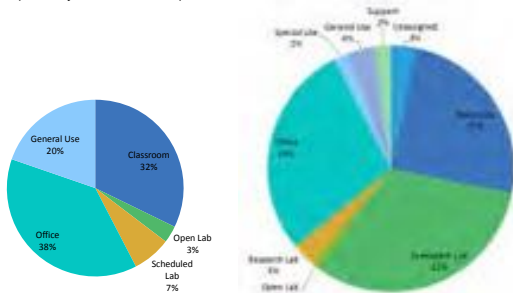
Assigned space for all of south campus, excluding Bates and the gymnasium, totals 64,000 SF



Future Academic Space – test fit South Campus

Meier Comparison

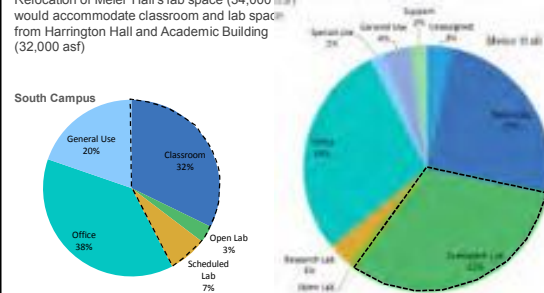
This equals only 60% of the total space in Meier Hall



Future Academic Space – test fit South Campus

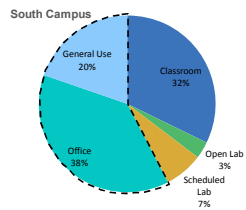
Meier Comparison

Relocation of Meier Hall's lab space (34,000 asf) would accommodate classroom and lab space from Harrington Hall and Academic Building (32,000 asf)



Future Academic Space – test fit South Campus

Remaining functions would fit within Horace Mann or an equivalent space on the Weir Property



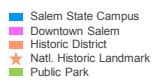
2 Physical Campus Analysis

DRAFT

CAMPUS CONTEXT

Existing Conditions Analysis

- 5 - 10 minute drive / 30 minute walk to amenities in downtown Salem and the commuter rail T station



DRAFT

MBTA Bus 455 & 459 to Boston

Existing Conditions Analysis

- The campus is also served by MBTA bus lines that run from downtown Salem to downtown Boston



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Vehicular Circulation

Existing Conditions Analysis



Loring Avenue

- Loring Avenue is the major vehicular spine that connects the campuses
- The South Campus Gateway is only signalized campus entry point

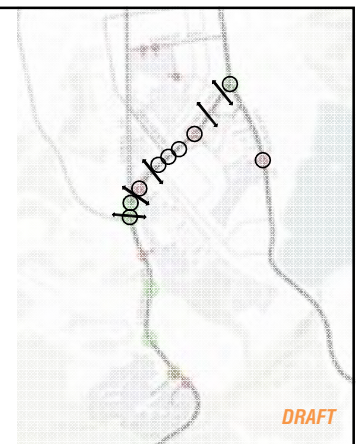
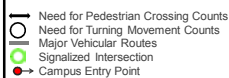


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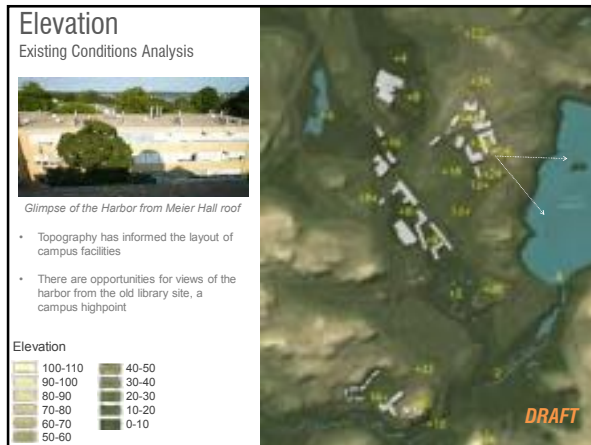
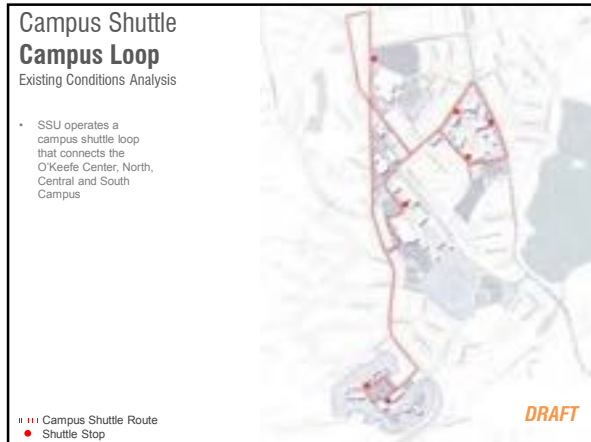
Need for Traffic Counts

Existing Conditions Analysis

- Need for vehicular & pedestrian traffic counts at intersections and crosswalks to inform study of future campus gateway scenarios



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Open Space

Existing Conditions Analysis



Historic "Front Lawn" at Sullivan & Horace Mann

- There is limited SSU frontage with an institutional feel along Loring Avenue



■ Front Lawn

DRAFT

Open Space

Existing Conditions Analysis



Marsh - Atlantic Quad on Central Campus

- New sustainable landscapes at Marsh & Atlantic Halls and at the Library are transforming the campus's open space structure



■ Topographic Divide
■ Quadrangle
■ Front Lawn

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Open Space

Existing Conditions Analysis



Meier Hall Courtyard

- Existing smaller courtyard spaces are underutilized



■ Topographic Divide
■ Courtyard
■ Quadrangle
■ Front Lawn

DRAFT

Open Space

Existing Conditions Analysis



Turf Field at the O'Keefe Center

- There is limited active and passive open space across campuses; flat land is in demand for use as parking space.



■ Topographic Divide
■ Athletics/Recreation Field
■ Courtyard
■ Quadrangle
■ Front Lawn

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Pedestrian Circulation

Existing Conditions Analysis



Walk into the North Campus Core

- When the center of the walk circle is located on Central Campus, the entire campus falls within a 10 minute walk radius




— Pedestrian Walks

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Pedestrian Circulation

Existing Conditions Analysis



Walk along Loring Avenue

- When the center of the walk circle is shifted to Rainbow Terrace, O'Keefe, North, Central and Weir all fall within the 5 minute walk radius



— Pedestrian Walks

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Open Space Framework

Existing Conditions Analysis



Plaza at the Ellison Campus Center

- Major Pedestrian Spine
- Outdoor Gathering Space



Academic Space

Existing Conditions Analysis



Classroom in the School of Business

- Academic space is distributed across the campuses, with the historic academic core located on North Campus

- Academic
- Salem State University Facility



Administration

Existing Conditions Analysis



Conference Room in the Stanley Building

- Administrative space is distributed across the campuses

- Administrative
- Academic
- Salem State University Facility



Student Life

Existing Conditions Analysis



School of Business

- Student Life uses are concentrated on the North and Central campuses

- Student Life
- Administrative
- Academic
- Salem State University Facility



Student Housing

Existing Conditions Analysis



Marsh Hall

- Student housing is located on North, Central and South Campuses. On Central Campus, housing feels like the dominant use, while North Campus feels weighted towards academic uses.

- Student Housing
- Student Life
- Administrative
- Academic
- Salem State University Facility



Housing Type

Existing Conditions Analysis



Bates Apartments on South Campus

- Freshman are concentrated on North Campus, the most mixed-use environment at Salem

- Freshman
- Sophmores
- Juniors & Seniors



Athletics & Recreation

Existing Conditions Analysis



Fitness at the O'Keefe Center




Legend:

- Athletics & Recreation
- Student Housing
- Student Life
- Administrative
- Academic
- Salem State University Facility

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Partnerships

Existing Conditions Analysis



The Enterprise Center

- What is the long term vision for the Enterprise Center and Horace Mann School?



Legend:

- Community Partnership
- Athletics & Recreation
- Student Housing
- Student Life
- Administrative
- Academic
- Salem State University Facility

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Support Functions

Existing Conditions Analysis



The Stanley Building

- Support functions are appropriately located at the edges of the campus



Legend:

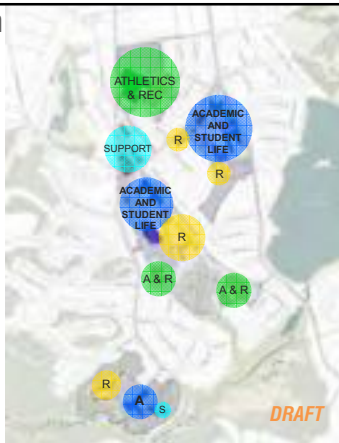
- Campus Support
- Community Partnership
- Athletics & Recreation
- Student Housing
- Student Life
- Administrative
- Academic
- Vacant SSU Property

DRAFT

Campus Organization

Existing Conditions Analysis

- North and Central Campus have mixed academic-residential & student life cores, while South Campus lacks the student life component



Legend:

- Campus Support
- Community Partnership
- Athletics & Recreation
- Student Housing
- Student Life
- Administrative
- Academic
- Vacant SSU Property

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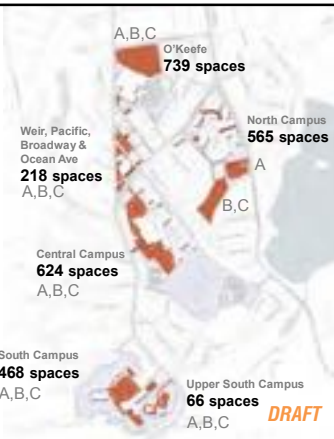
Parking Supply

Existing Conditions Analysis

A Faculty/Administration
B Staff
C Students
A,B&C Visitors

2,680 total spaces

- On North Campus, parking is located at the back of the campus, while on Central, South and O'Keefe parking lots are located at "the front door"



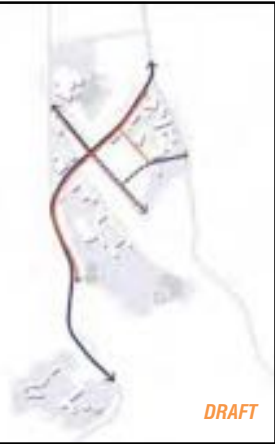
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Directions for Growth

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Alternative A:
Campus Crossroads
at Broadway



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Alternative B:
Campus on Canal



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Alternative B
in context



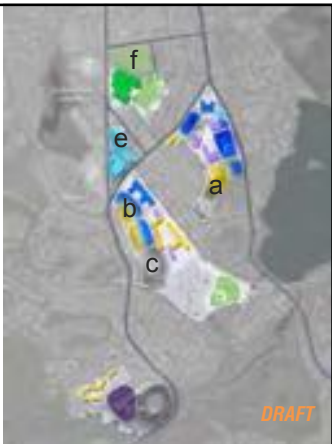
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Alternative B:
Canal-Loring
Intersection
Reconfiguration



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Potential
Housing Sites



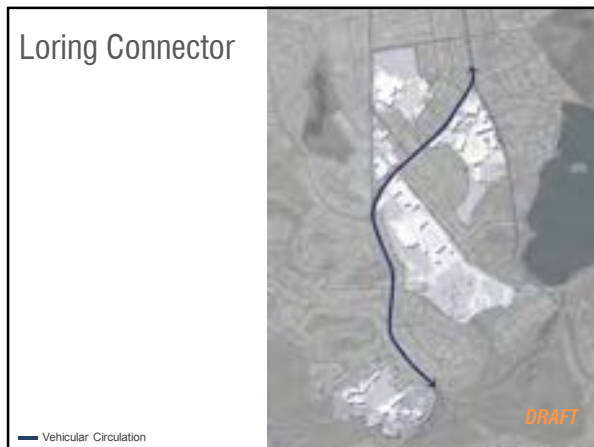
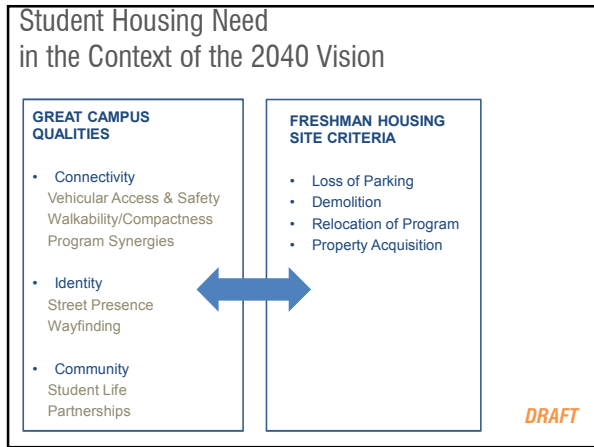
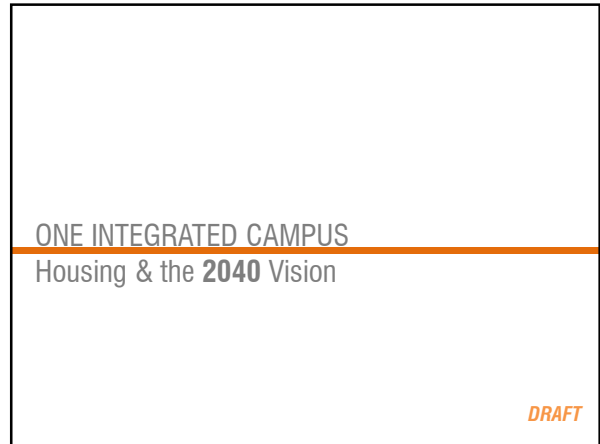
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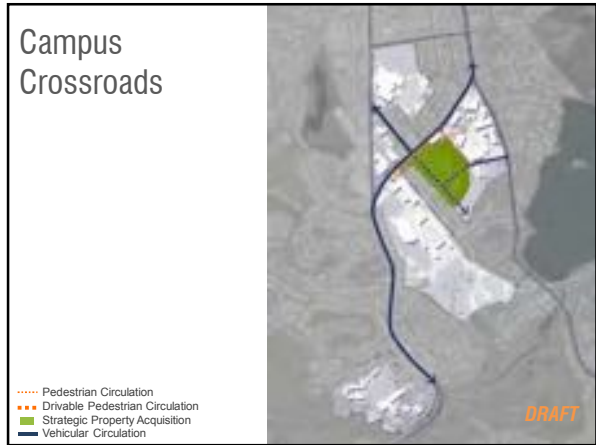
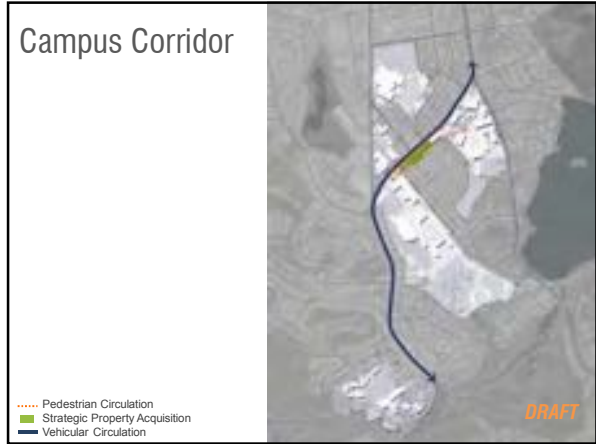
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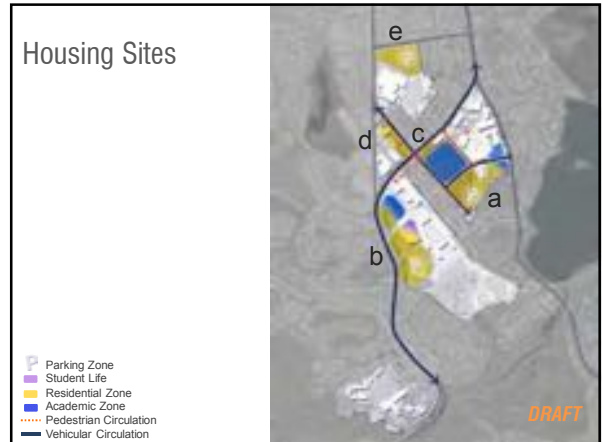


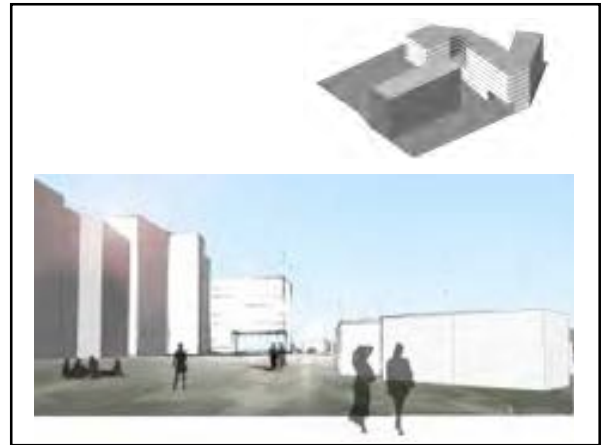
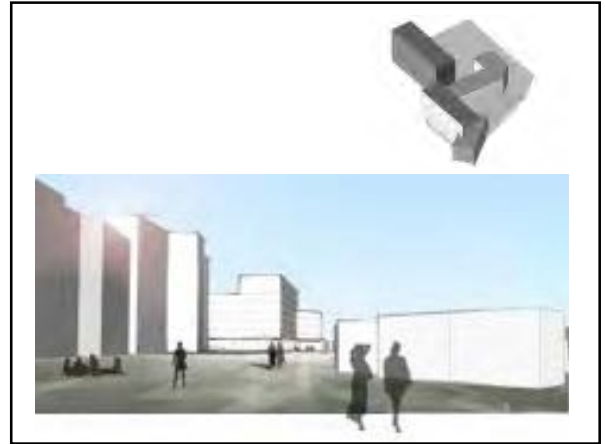
- Campus Support
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- Student Housing
- Student Life
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- Vacant SSU Property

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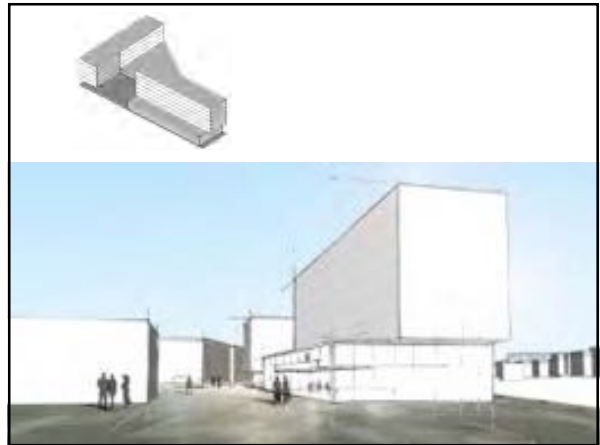
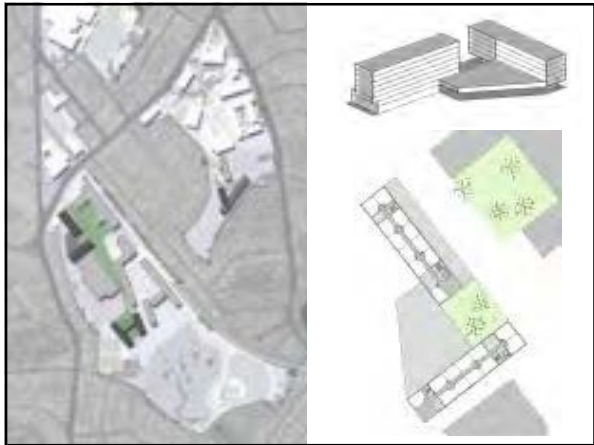
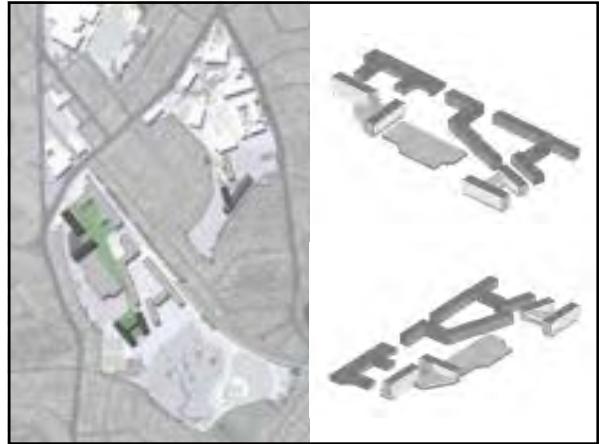






Housing Site b, Option 1

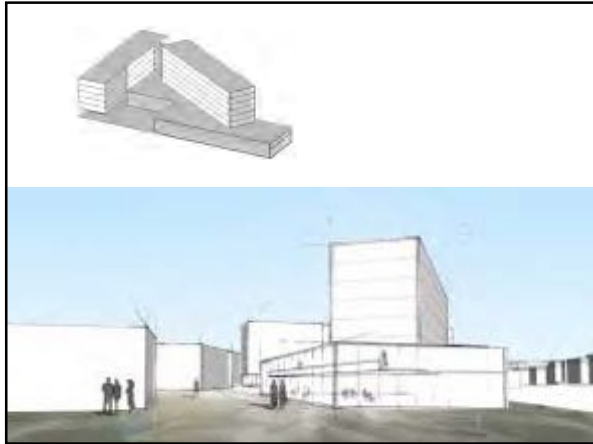
- 1 Residence Hall**
on existing SSU property and could be constructed in the near term with loss of parking
- 2 Living-Learning Complex**
Requires, at the least, loss of parking, and relocation/demolition of campus safety.

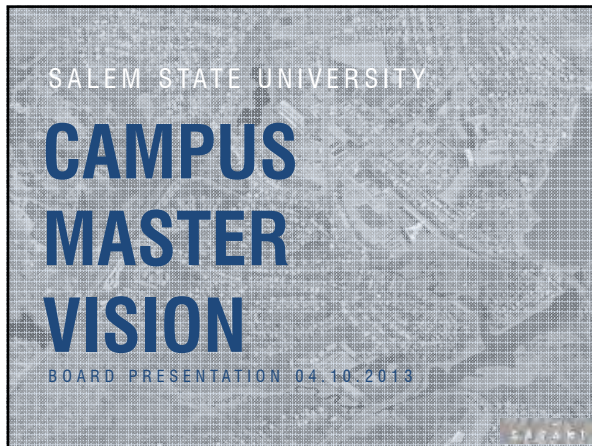


Housing Site b, Option 2

- 1 Residence Hall**
Requires at the least loss of parking and relocation/demolition of campus safety
- 2 Quad**
Requires at the least loss of parking and the relocation/demolition of the Enterprise Center







Master Plan Goal

Develop a comprehensive framework for campus development and revitalization in the near-term, coupled with a compelling long-range vision for the future of Salem State University with the year 2040 as the planning horizon.

- ### Master Plan Objectives
- Identify academic space needs
 - Identify student life and recreational space needs
 - Accommodate 50% of undergraduate students living on campus
 - Provide appropriate building sites to accommodate program demand and parking
 - Establish clear pedestrian and vehicular circulation to support both campus and community
 - Create a plan for all campuses as well as opportunities for downtown Salem expansion

- ### Master Plan Process
- Tours of all campus landholdings and buildings (including Cat Cove)
 - Meetings with the following groups:
 - Academic Directors
 - Academic Affairs
 - Advancement
 - Department Chairs
 - Enrollment Services
 - Facilities and Infrastructure
 - Faculty Focus Groups (3 total)
 - Graduate Studies and Continuing Education
 - IT, HR, and Admin
 - Library
 - MSCBA
 - President's Office
 - Student Life, Athletics, and Recreation
 - Student Focus Group
 - Task Force
-

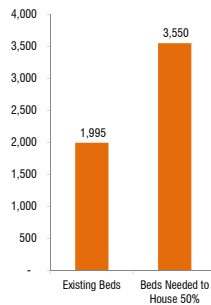
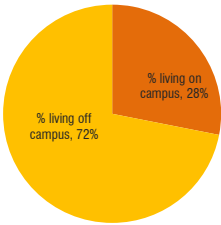
- ### What We've Heard...
- Space:**
- Need to address both quantitative and qualitative needs
 - Classroom availability feels limited
 - Need more space for students: study space, social space and space for student-faculty interaction
 - Faculty office space is limited and of uneven quality
 - Need for conference space
 - Need for additional student residences; enhance living-learning environment
- Other:**
- Desire to better connect the several units into a more unified campus
 - Desire to establish a stronger relationship with the City of Salem
 - Need to improve transportation, parking, and wayfinding
 - Need to analyze highest and best uses for our existing campus properties
 - Consider SSU's neighborhood edges and context

1

Space Analysis

Residence Halls

Goal: House 50% of students on campus (about 1,500 new beds)



*Based on FY 13 enrollment and bed capacity

2

Physical Campus Analysis

Campus Context

Existing Conditions Analysis

- 5 - 10 minute drive / 30 minute walk to amenities in downtown Salem and the commuter rail T station

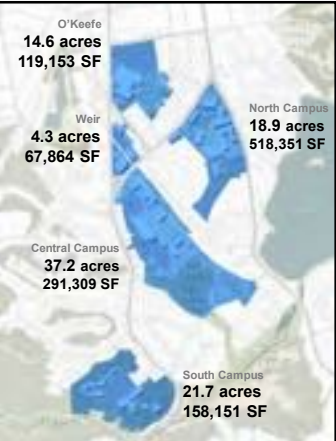


- Salem State Campus
- Downtown Salem
- Historic District
- Natl. Historic Landmark
- Public Park

The Campuses

Existing Conditions Analysis

- Including Cat Cove, SSU campus covers about 100 acres and totals approximately 1.16 million sqft



Note: North campus SF includes new library

Parking Occupancy

Wednesday March 6 2013

LOT	Capacity	7:00	8:00	9:00	10:00	11:00	12:00	1:00	2:00	3:00	4:00	5:00	6:00	7:00
A	705	6%	27%	58%	77%	76%	80%	67%	56%	38%	35%	25%	16%	16%
B	23	22%	26%	39%	39%	61%	62%	65%	69%	61%	52%	43%	30%	19%
C	78	31%	53%	67%	70%	63%	63%	62%	58%	50%	42%	30%	27%	27%
D	90	5%	22%	48%	52%	52%	53%	54%	67%	47%	40%	33%	22%	22%
E	37	19%	59%	63%	59%	60%	60%	60%	60%	60%	60%	60%	60%	60%
F	18	5%	44%	56%	61%	70%	78%	72%	73%	56%	56%	50%	37%	37%
G	190	4%	23%	43%	43%	43%	43%	43%	43%	43%	43%	43%	43%	43%
H	362	10%	40%	63%	67%	67%	67%	67%	67%	67%	67%	67%	67%	67%
J South	314	20%	60%	67%	67%	67%	67%	67%	67%	67%	67%	67%	67%	67%
J North	157	29%	59%	76%	87%	89%	89%	89%	89%	89%	89%	89%	89%	89%
J Residences	134	4%	20%	64%	69%	85%	81%	78%	78%	71%	60%	42%	22%	22%
P	352	43%	63%	77%	72%	79%	72%	68%	64%	58%	51%	37%	27%	27%
Q	45	0%	24%	67%	69%	69%	69%	69%	69%	62%	60%	58%	51%	51%
R	61	3%	25%	66%	67%	69%	74%	67%	62%	57%	61%	62%	64%	64%
S	75	4%	13%	49%	71%	70%	72%	48%	35%	29%	24%	23%	23%	23%
ALL	2,611	52%	43%	75%	63%	67%	68%	60%	73%	62%	55%	52%	44%	44%

- Lots C, D, E and G go over capacity mid-day
- Demand at Lot E persists through late afternoon
- Lots H and J are at capacity mid-day
- Lot A has available capacity
- South Campus has available capacity



Pedestrian Circulation

Existing Conditions Analysis

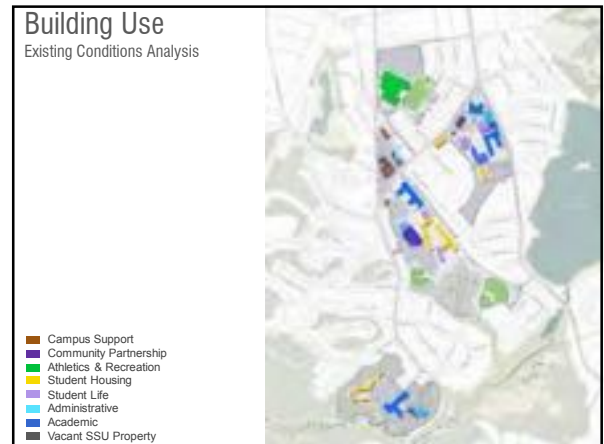


Walk into the North Campus Core

- When the center of the walk circle is located on Central Campus, the entire campus falls within a 10 minute walk radius

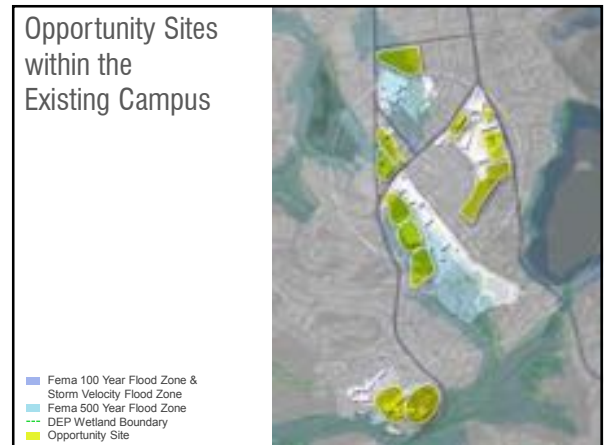


Pedestrian Walks



3

Directions for the Future



Alternative A :
Campus on Canal

- Campus Support
- Community Partnership
- Athletics & Recreation
- Student Housing
- Student Life
- Administrative
- Academic



Alternative B:
Merge North, Central
and O'Keefe

- Campus Support
- Community Partnership
- Athletics & Recreation
- Student Housing
- Student Life
- Administrative
- Academic



2040 Vision



2040 Vision



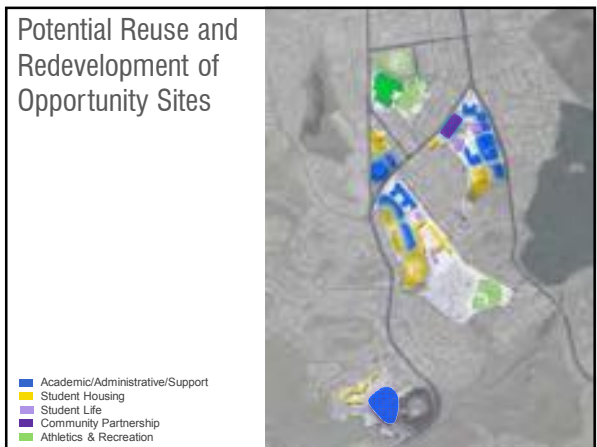
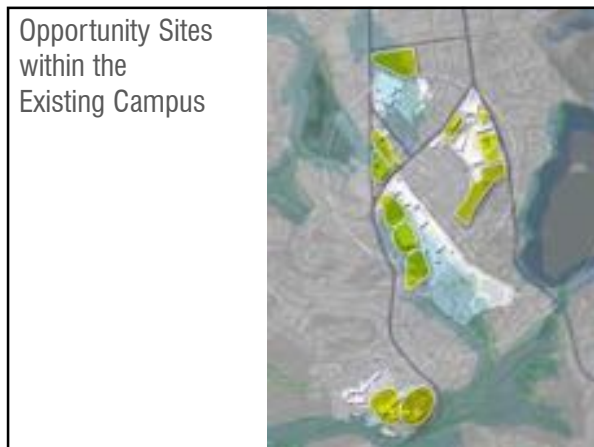


Master Plan Goal

Develop a comprehensive framework for campus development and revitalization in the near-term, coupled with a compelling long-range vision for the future of Salem State University with the year 2040 as the planning horizon.

- Master Plan Objectives**
- Identify academic space needs
 - Identify student life and recreational space needs
 - Accommodate 50% of undergraduate students living on campus
 - Provide appropriate building sites to accommodate program demand and parking
 - Establish clear pedestrian and vehicular circulation to support both campus and community
 - Create a plan for all campuses as well as opportunities for downtown Salem expansion

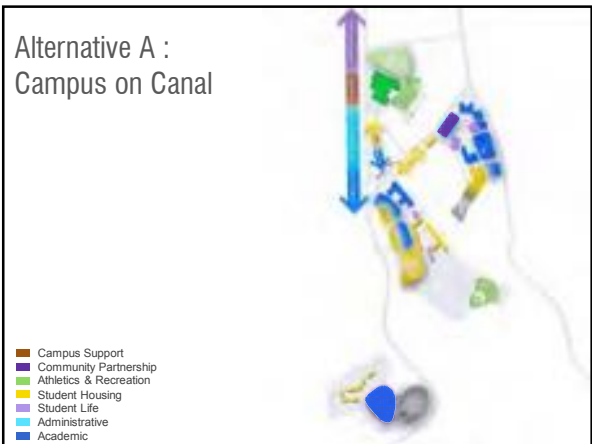
1 Where we left you



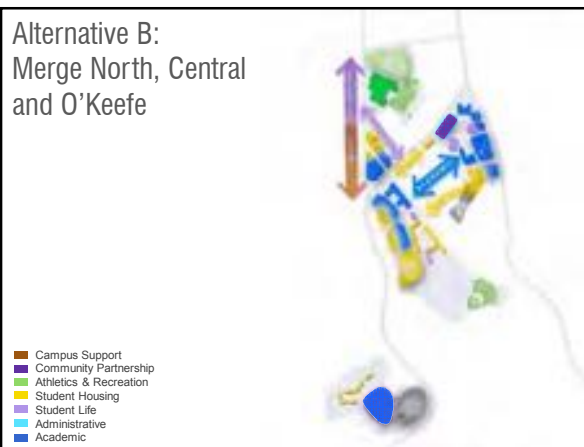
Ways to Achieve the Vision



Alternative A : Campus on Canal



Alternative B: Merge North, Central and O'Keefe



Feedback from Public Meetings:

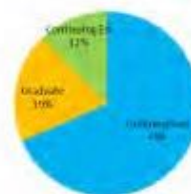
- Streetscape improvements will be important in providing connectivity between the campuses in the short-term.
- Consider staggered course scheduling and/or more intense use of rooms after 3 pm
- Renovation projects (Meier Hall, Sullivan Hall, etc.) should be considered as priority projects
- Clarity of enrollment goals is important for the neighbors to understand

2

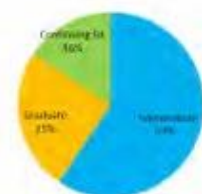
Enrollment + Space Projections

Enrollment Projected Growth

Projected Growth: Undergrads at 1% per year – cap at 8,000 FTE;
Graduate + Continuing Ed at 5% per year



Current



Projected

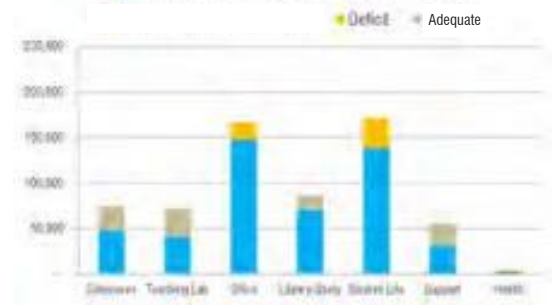
Space Needs:

NEEDS ARE ASSESSED ON 4 CRITERIA:

- Quality
- Quantity
- Geography (location of facilities)
- User Feedback

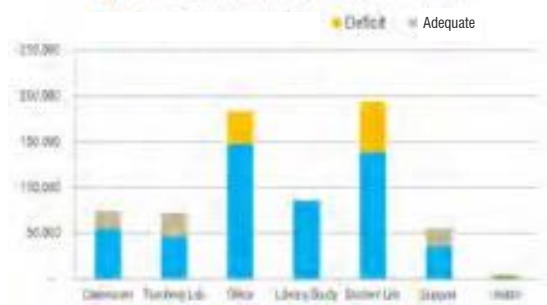
Space Need (order of magnitude)

Current Enrollment



Space Need (order of magnitude)

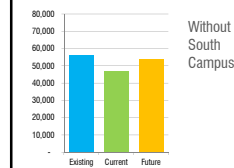
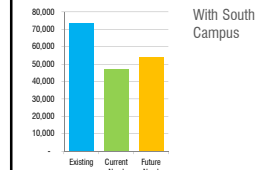
Future Enrollment



Space Need

Classroom

All Classrooms



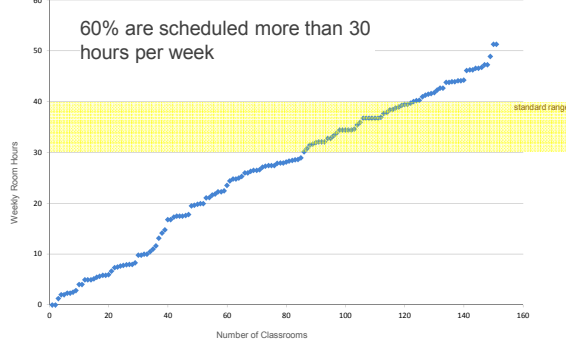
Issues:

- Overall quantity of space supports current enrollment levels, however, location of facilities is problematic
- Uneven quality; 20% of rooms scheduled over 40 hours per week; 60% over 30 hpw
- Desired section sizes do not match available inventory (seat fill is 48%)
- Scheduling opportunities exist most days after 3 pm
- Lack of flexibility

Space Data

Classroom Utilization

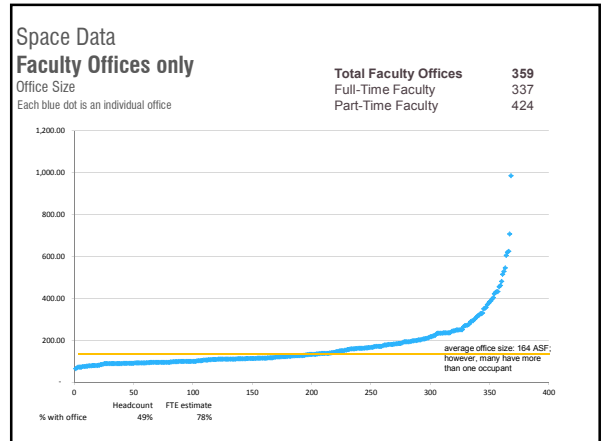
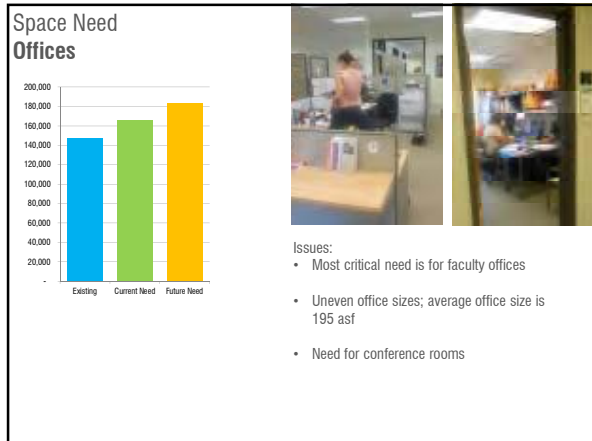
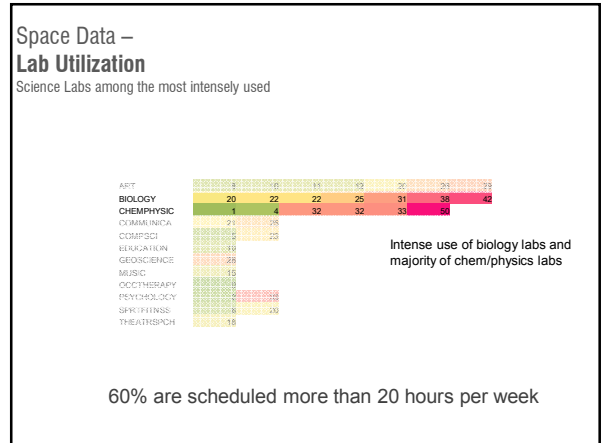
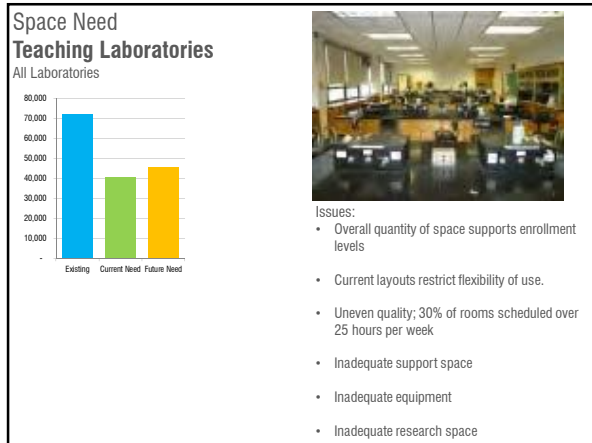
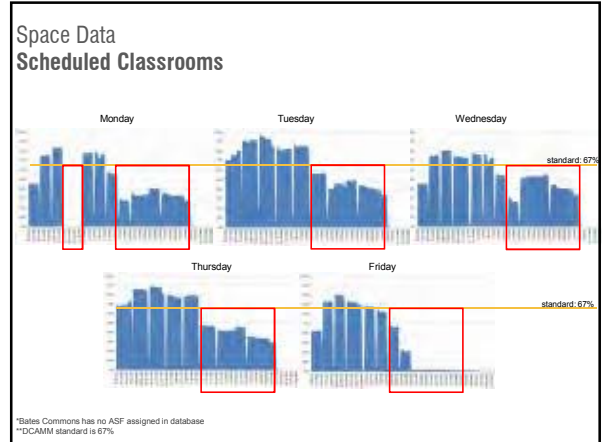
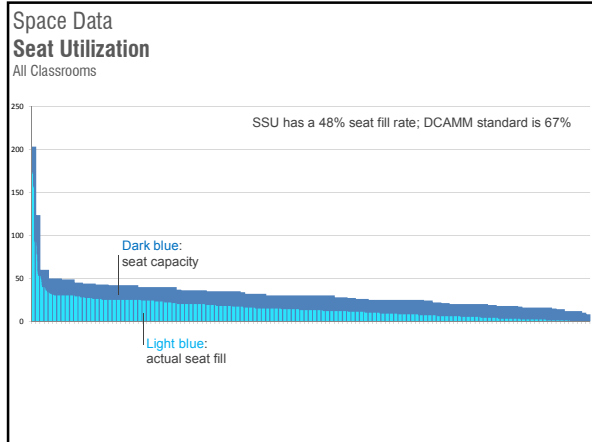
Each blue dot is an individual classroom



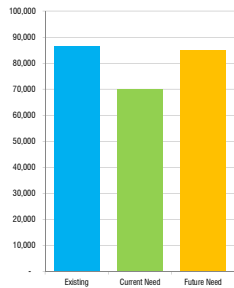
Space Data

Classroom Utilization – uneven quality



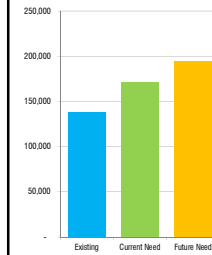


Space Need Library / Study



- Issues:
- Most of the study space on campus is provided in only one building – the new library.
 - Still need to distribute study space in academic buildings, particularly in areas outside of North Campus.

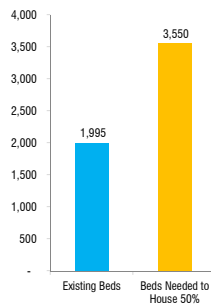
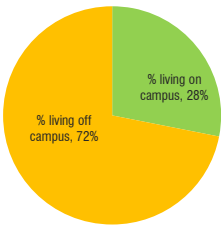
Space Need Student Life



- Issues:
- Need space for student organizations
 - Need more informal lounge space
 - Need meeting space
 - Outdoor recreation space is needed, particularly fields for intramurals, etc.

Residence Halls

Goal: House 50% of students on campus (about 1,500 new beds)



*Based on FY 13 enrollment and bed capacity

3 Specialized Spaces



Suitability Assessment

Constructed in two phases: 1962 & 1968
160,345 SF

	SCORE	WEIGHT	%	COMMENTS
Group 1: Structure		(35 Total)	0.68	
Floor to Floor Height/Floor Framing	2	20	0.4	12'-0"
Structural Bay Spacing	2	10	0.2	primarily 24'-0" x 16'-0"
Overall Lab Planning/Dimensions	1	5	0.05	
Adaptability/Appropriateness of Structural System	1	3	0.03	vibration concerns
Group 2: Systems		(15 Total)	0.51	
Shaft Configuration	0	4	0	No shafts
Food/Recreation Capacity	2	20	0.4	Constrained by observatory & greenhouse
Assembly Capacity	1	10	0.1	Crowd space
Flexibility	1	1	0.01	
Group 3: Conveyance		(15 Total)	0.3	
Elevator (Height)	2	10	0.2	No freight
Loading and Material Handling	2	5	0.1	Loading dock access
Group 4: Circulation		(2 Total)	0.08	
Stair/Corridor Arrangements	4	2	0.08	
Group 5: Core Facilities		(10 Total)	0.4	
Special Features (kitchen, classroom, high bay, low vibration)	4	10	0.4	Observatory & greenhouse
Overall Grade (0-4)				
1.87				

Comments:
 - Suitable to current use: NO (Science) / YES (Office & Classroom)
 - VISA Asset Snapshot dated July 8, 2012 - FD 58
 - Only science halls have central cooling. Window units provide local conditioning



Visual Arts

4,600 SF of studio space in Sullivan Building



Visual Arts: Best Practices



Found, Flexible Space



Arts in Visible Locations



Science

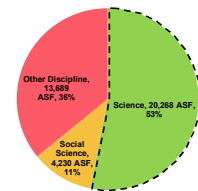
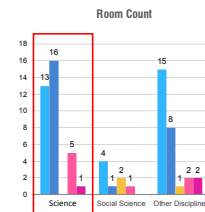
20,268 SF in Meier Hall



Space Data

Meier Hall

Lab distribution by room type and discipline



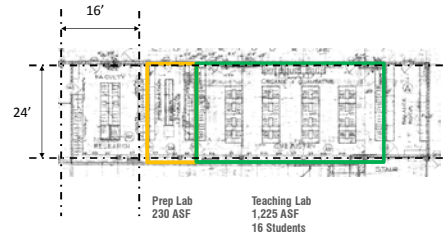
Science Program Test-fit example

Assumes right-sized teaching labs, Modest growth in research labs

	Existing		Proposed	
	Average SF	Qty	Right-sized SF	Qty
Teaching Labs	1,200	13	1,400	13
Prep Labs	340	8	360	13
Research Labs	360	5	1,400	7
Research Support	180	1	360	7
Other Support / Storage	115	8	360	<i>in above</i>
Total Labs		18		20
Total Support		17		20
SF Subtotal	20,268		35,200	
			50% Efficiency	
			70,400 Total GSF	

Existing Module

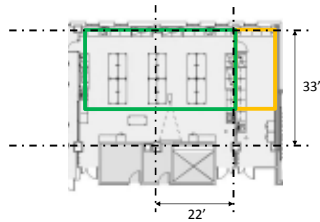
Chem 410



Meier Hall Existing Program
Average teaching lab: 1,200 SF
Average 75 SF per station

Right-sized Module

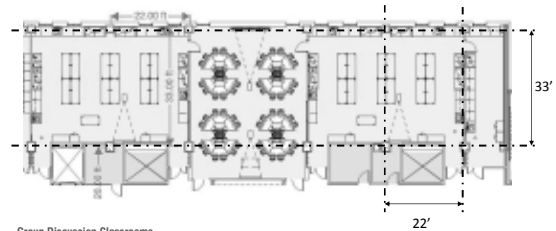
Teaching Lab + Prep Lab



Current Best Practice
Average teaching lab: 1,466 ASF
≥ 60 SF per station
Robust lab support & storage: 460 ASF

Changing Pedagogy

Group Discussion Classrooms



Group Discussion Classrooms
Multimedia capability
Reconfigurable furniture
Controlled Acoustics

Teaching Lab: Best Practice



Teaching Lab: Best Practice

Organic Chemistry: Student Safety & Instructional Access



Research: Best Practice

Flexibility & Shared Resources



Research: Best Practice

Flexibility & Shared Resources



New Science Facility

Recommendations & Considerations to meet critical and urgent needs

Renovate for non-lab use

- Offices
- Classrooms
- Computational lab

Build new service intensive science space

- Teaching labs
- Research labs
- Core facilities
- Preparation & Storage

Addition vs. stand-alone building considerations

- Integrated learning spaces
- Potential phasing benefits for Meier Hall
- Potential ADA & code compliance benefits for Meier Hall
- Footprint & building height
- Flexibility

**Follow-up study required to determine best option for Salem State*

New Building

Available sites exist in North, Central, and Weir campuses



Existing Condition

Classic midcentury modern, built in two phases



Entries & Circulation

Grade changes & multiple front doors



Footprint & Floor Alignment

Layout & integration considerations



New Connections & Renovation Opportunities



Science - Best Practices



Transformed Courtyard, Transformed Systems

Mitigates facade renovation costs on Meier Hall
MEP services fed from courtyard
Proven technology well suited to New England

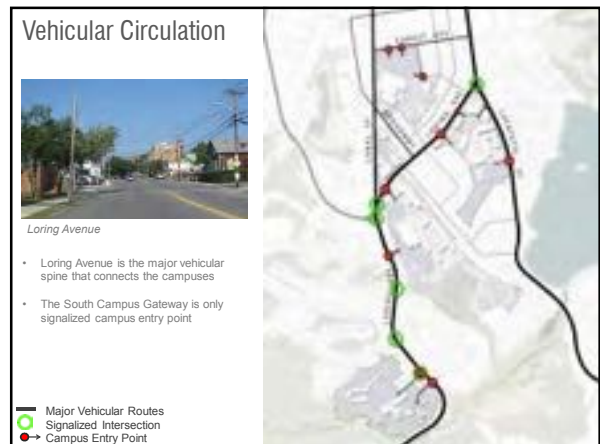
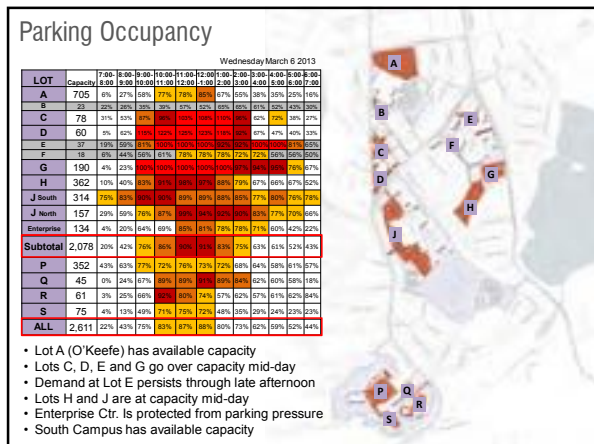
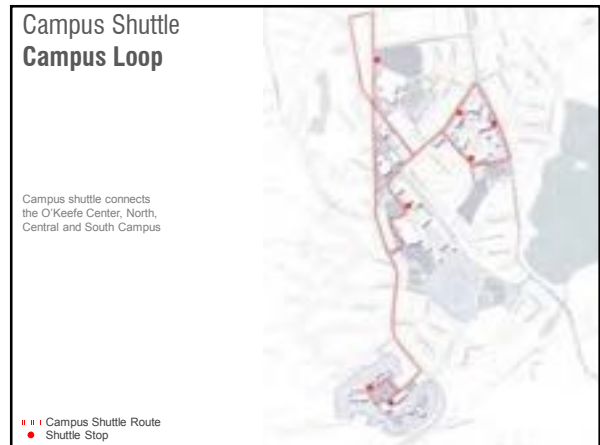
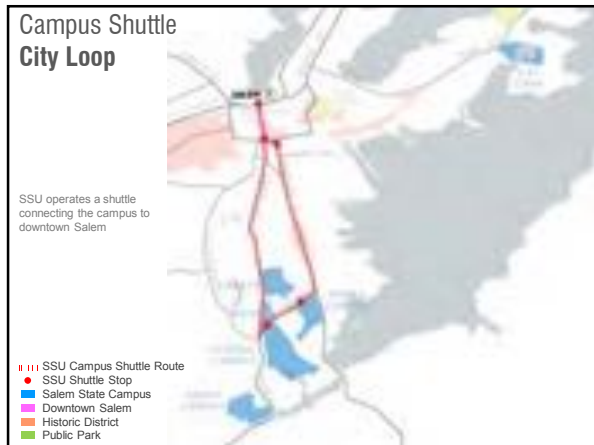


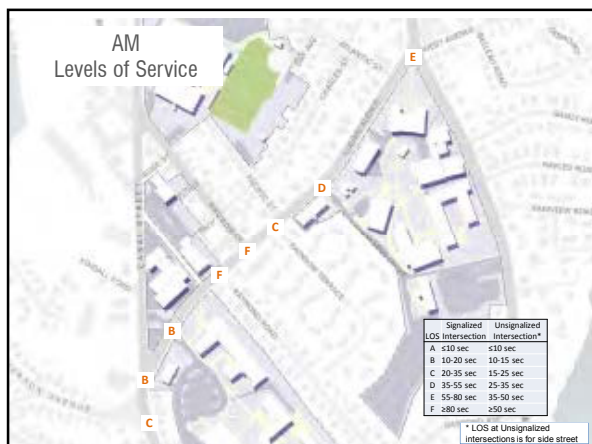
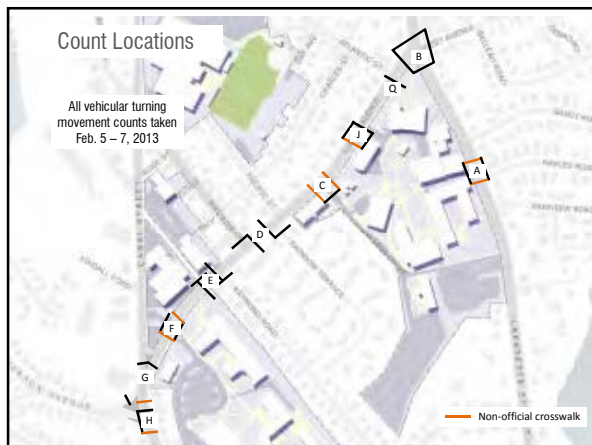
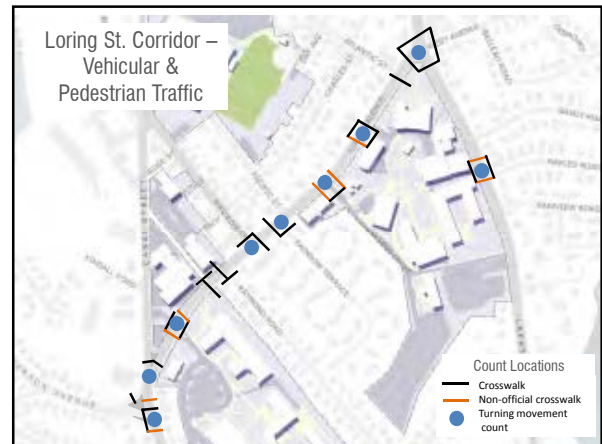
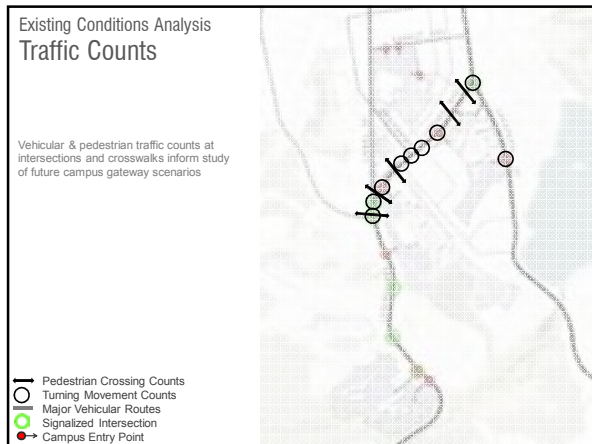
Building Services: Renovation Strategies

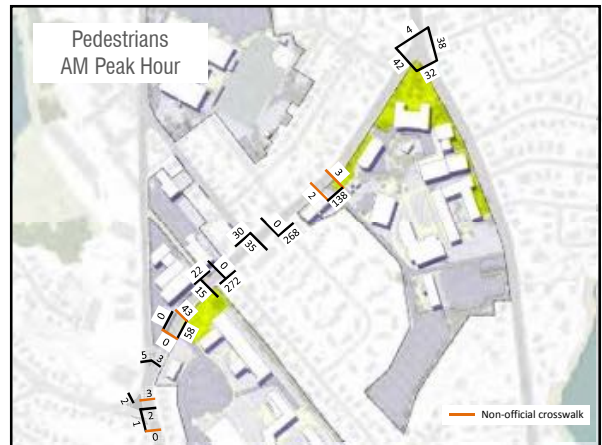
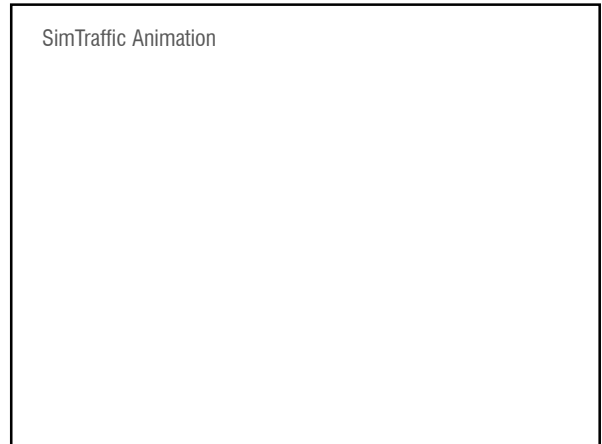


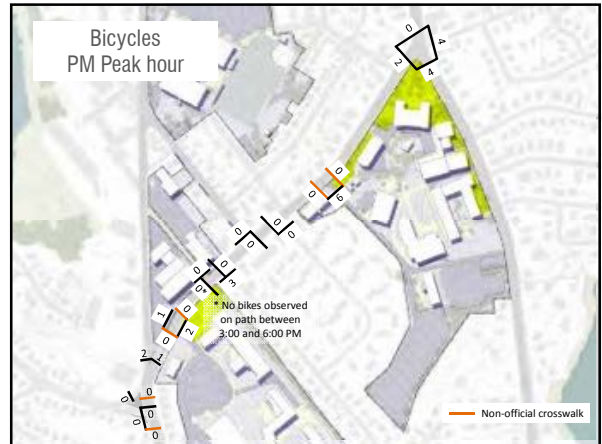
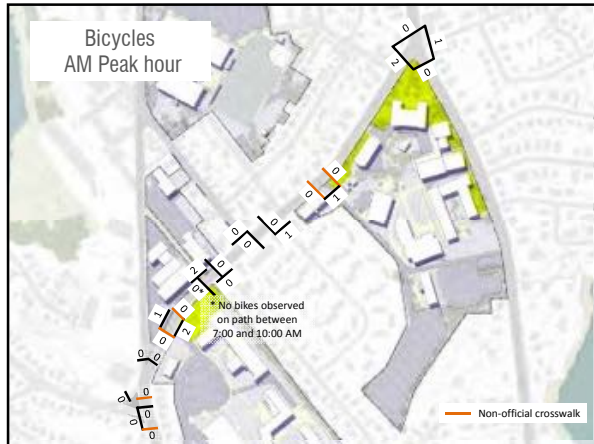
4

Transportation and Parking









5 Opportunity Sites: Weir, Downtown, Cat Cove, South Campus



Cat Cove + Downtown

Cat Cove: invest in existing facilities to continue to advance research, instruction, and community partnerships

Downtown: explore enhanced connections between campus and city (e.g. possibility of graduate programs in existing and available downtown facilities?)



South Campus

Three potential scenarios for **Lower South:**

1. SSU divests of South Campus; use of land to facilitate real estate transactions / land swaps
2. Maintain ownership but gradually reduce academic use over time in favor of a residential community with supporting recreational amenities
3. Maintain South Campus uses as is; gradually make improvements

Upper South:

Could carry a different solution from Lower South, given limited buildable land, etc.



Summary of Critical Needs:

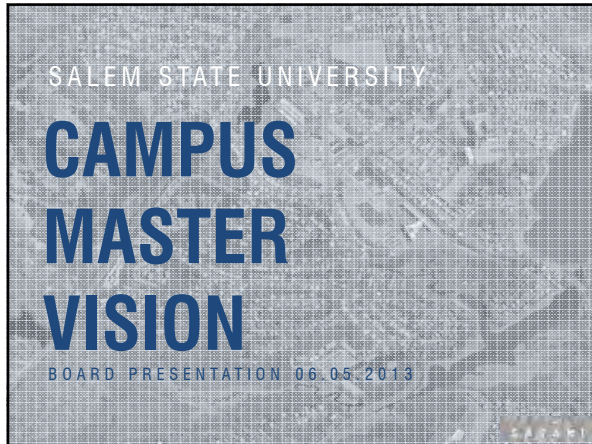
- Quality of classrooms
- Urgent need for better science lab space
- Urgent need for appropriate art space
- Faculty offices
- Deficit of Student Life space, including gathering space, recreation space, student organization space, outdoor recreation facilities etc.
- Increase residential capacity
- Parking, particularly if existing lots are used as building sites



Thank You

- Academic/Administrative/Support
- Student Housing
- Student Life
- Community Partnership
- Athletics & Recreation





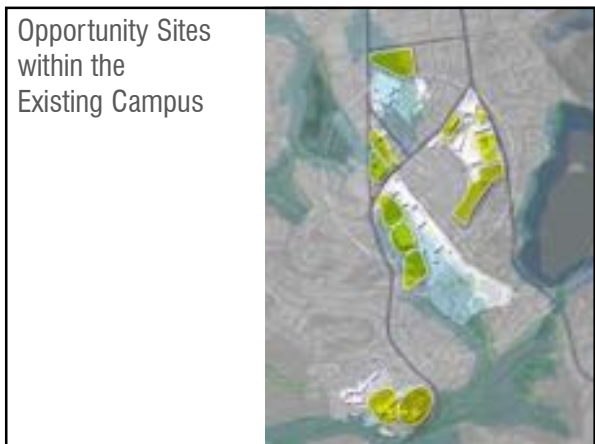
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 - Establish clear pedestrian and vehicular circulation to support both campus and community
 - Create a plan for all campuses as well as opportunities for downtown Salem expansion

- ### Master Plan Process
- Tours of all campus landholdings and buildings (including Cat Cove)
 - Meetings with the following groups:
 - Academic Directors
 - Academic Affairs
 - Advancement
 - Department Chairs
 - Enrollment Services
 - Facilities and Infrastructure
 - Faculty Focus Groups (3 total)
 - Graduate Studies and Continuing Education
 - IT, HR, and Admin
 - Library
 - MSCBA
 - President's Office
 - Student Life, Athletics, and Recreation
 - Student Focus Group
 - Task Force
- 

- ### Summary of Key Findings
- Space:**
- Need to address both quantitative and qualitative space needs
 - Classroom availability feels limited
 - Need more space for students: study space, social space and space for student-faculty interaction
 - Faculty office space is limited and of uneven quality
 - Need for conference space
 - Need for additional student residences; enhance living-learning environment
- Other:**
- Desire to better connect the several units into a more unified campus
 - Desire to establish a stronger relationship with the City of Salem
 - Need to improve transportation, parking, and wayfinding
 - Need to analyze highest and best uses for our existing campus properties
 - Consider SSU's neighborhood edges and context



Potential Reuse and Redevelopment of Opportunity Sites

- Academic/Administrative/Support
- Student Housing
- Student Life
- Community Partnership
- Athletics & Recreation



Ways to Achieve the Vision



Alternative A : Campus on Canal

- Campus Support
- Community Partnership
- Athletics & Recreation
- Student Housing
- Student Life
- Administrative
- Academic



Alternative B: Merge North, Central and O'Keefe

- Campus Support
- Community Partnership
- Athletics & Recreation
- Student Housing
- Student Life
- Administrative
- Academic



Priority Projects

Projects in Progress:

- Berry Library & Learning Commons
- Gassett Fitness & Recreation Center
- Biology Laboratories Update
- Gordon Center for Creative and Performing Arts



Priority Projects

1-3 Year Projects:

- Science Laboratory Addition
- Meier Hall Renovation, Phase I
- Art Studio Improvements
- Repurpose Interim Library space
- New Residence Hall I
- Redevelop Upper Quad (North Campus)
- Parking Garage I
- Downtown Site/Courthouses
- Classroom upgrades
- Office upgrades
- Property Acquisition



Priority Projects

4-7 Year Projects:


- Meier Hall Renovation, Phase II
- Campus Center Redevelopment
- New Residence Hall II
- Partnership Science Facility
- Cat Cove upgrade
- Classroom upgrades
- Office upgrades
- Property Acquisition



Priority Projects

7-10 Year Projects:

- Sullivan Building Renovation
- New Residence Hall III
- Recreational Fields
- Parking Garage II
- Enterprise Center / Conference Center
- Classroom upgrades
- Office upgrades
- Property Acquisition



Summary of Priority Projects

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- New Residence Hall II
- Partnership Science Facility
- Cat Cove upgrade
- Classroom upgrades
- Office upgrades
- Property Acquisition

7-10 Year Projects:

- Sullivan Building Renovation
- New Residence Hall III
- Recreational Fields
- Parking Garage II
- Enterprise Center / Conference Center
- Classroom upgrades
- Office upgrades
- Property Acquisition

Thank you



- Campus Support
- Community Partnership
- Athletics & Recreation
- Student Housing
- Student Life
- Administrative
- Academic
- Vacant SSU Property

Executive Session

Option A – Phase 1

