



NORTH CAMPUS PRECINCT PLAN

Salem State University

2017

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**EXECUTIVE
SUMMARY**

1



Introduction to the Plan

Sasaki Associates' planning relationship with Salem State University dates back to 2007 with the Master Plan. Since then, Sasaki has conducted several studies of the campus including the Master Plan Update in 2013.

Since the completion of the 2013 Master Plan Update, a number of projects have been implemented, including a new residence hall on Central Campus and a new parking structure on North Campus. The Update identified the Horace Mann Laboratory School Building, which currently accommodates the Salem Public Schools Laboratory School, as an unrealized

asset for the University. The Laboratory School's location within the North Campus poses several challenges, including traffic congestion due to school drop-off and pick-up; parking limitations; and lack of facilities, such as gymnasium, to support the K-5 environment. Additionally, the location of the University's academic programs on South Campus poses an issue for students that must move between South, Central, and North campuses within a limited class-change interval. The 2013 Master Plan update proposes a relocation of the Laboratory School from North Campus to South Campus, and relocation of University programs located on South Campus to North Campus. This plan solves both problems and is a clear advantage for the University and the City.

The purpose of the North Campus Precinct (NCP) Plan is to consider the impact of North Campus development as well as to more deeply explore the impact of academic program relocation as Salem State University shifts programs from South Campus in a move to consolidate its academic footprint on North and Central Campuses. In addition, these moves are taking place in a new era of state funding; this effort seeks to integrate with Governor Baker's ongoing Strategic Framework for Public Education and identifies priorities and creative implementation strategies within this context.

In summary, the NCP Plan provides strategies for relocating the Salem Public Schools Laboratory School to South Campus, and accommodating South Campus academic programs from Harrington Building and Academic Building to North Campus. Additionally, the plan repositions the Sullivan Building as the home for Humanities and Meier Hall as the home for STEM (Science, Technology, Engineering, and Math), by swapping the location of English and Math departments, and creating shared and adjacent space for the Health and Human Services programs. Other adjacencies are created through a series of relocation strategies that support the consolidation of campus.

The NCP Plan also accommodates an increased residential capacity to meet unmet on-campus housing demand, improves and expands the dining facilities on North Campus, and provides strategies to integrate student life needs.





2013 Campus Master Vision Update

The 2013 Campus Master Plan identified four main components of the vision: Flexibility, Connectivity, Identity, and Community. The North Campus Precinct (NCP) Plan builds upon all aspects of the 2013 Vision, utilizing the components as a framework for the overall plan.

Flexibility

“The vision provides a roadmap for coherent campus development, while preserving the campus’s ability to adapt to a variety of future conditions.” - 2013

The NCP Plan ensures that proposed projects do not require a significant amount of enabling work, and provides options for long-term development.

Connectivity

“The vision strives to improve vehicular access and safety, enhance pedestrian activity and establish a compact core. The existing and proposed pattern of campus uses maximizes programmatic synergies and allows for more convenient connections among and between the different parts of the Salem State University campus.” - 2013

The NCP Plan prioritizes pedestrian and bicycle safety and connectivity between North and Central Campuses by proposing landscape and streetscape strategies, as well as class scheduling efficiencies.

◀ Perspective view of the Library Quad and New Residence Hall and Dining Facility

Identity

“The vision establishes a physical framework that places appropriate emphasis on the definition and character of the university boundaries, gateways and street edges, creates memorable open spaces, and improves campus wayfinding.” - 2013

The NCP Plan emphasizes the unique assets that contribute to the North Campus character, including historic buildings and existing open spaces. Additionally, the Plan proposes new open spaces to enhance the University’s sense of place, as well as enhanced connections between existing and proposed open spaces.

Community

“The vision builds on the concept of a living-learning environment with recommendations for integrating academic and residential uses; provides appropriate student life amenities; and enhances partnerships with the surrounding neighborhoods and the City of Salem.” - 2013

The NCP Plan establishes a multifaceted approach to engaging the campus and civic communities, which involves significant interaction during the planning process and identified strategies to enhance community through design and proposed projects.



LAFAYETTE STREET

MEIER DRIVE

DRINKWATER WAY

COLLEGE DRIVE

LINDEN STREET

LORING AVENUE

SCIENCE AND TECHNOLOGY LABORATORY ADDITION

SOPHIA GORDON CENTER FOR CREATIVE AND PERFORMING ARTS

ADMINISTRATIVE BUILDING

COMMONS DINING HALL

MEIER HALL

BERRY LIBRARY AND LEARNING COMMONS

SULLIVAN BUILDING

ELLISON CAMPUS CENTER

HORACE MANN LABORATORY SCHOOL

NEW RESIDENCE AND DINING FACILITY

BOWDITCH RESIDENCE HALL

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Proposed Projects

LANDSCAPE

- ① Sullivan Building Front Lawn
- ② Upper Quad
- ③ Amphitheater
- ④ Quad Connection
- ⑤ Alumni Plaza
- ⑥ Meier Drive Improvements
- ⑦ Meier Hall Courtyard
- ⑧ Parking Lot Improvements
- ⑨ Street-scape Improvements, Loring Avenue and Lafayette Street

ACADEMIC

- ⑩ Horace Mann Laboratory School Renovation and Reuse
- ⑪ Sullivan Building Renovation and Reuse
- ⑫ Health and Human Services Relocation
- ⑬ Science and Technology Laboratory Addition
- ⑭ Bridge Connection
- ⑮ Meier Hall General Renovation and Reuse

STUDENT LIFE

- ⑯ Renovation and Addition to Ellison Center
- ⑰ New Residence and Dining Facility



**PLANNING
CONTEXT**

2

Previous Work

The North Campus Precinct Plan was analyzed within the context of the 2013 Master Plan Update and other subsequent studies.

2013 Master Plan Update

The 2013 Master Plan identified key priorities for the North Campus including a new lab addition linked to a renovated Meier Hall, Sullivan Building renovations, Horace Mann Laboratory School swap and conversion, a new residence hall, and a redeveloped, larger student center to include meeting spaces, student spaces and dining.

Completed Studies + Projects

Following the 2013 Master Plan several studies were completed to further understand the needs of North Campus and Salem State University. These studies include:

Housing Market Study

The Student Housing Market Study completed by MSCBA in 2016 shows a gap of 284 beds in a single-room configuration and 254 beds in a double-bedroom configuration, for a total of 538 new beds. The report suggests that the beds could be added in two phases, with the first phase providing 250 beds on North Campus. It also suggests that housing be combined with student life programs to optimize the ground floor use and engage activity.

Ellison Campus Center Study

The Ellison Campus Center Study identifies Ellison Campus Center as the “Hub” with key objectives to support diversity, and create community. A detailed program was derived from a series of inclusive visioning sessions with

Student Life stakeholders. The study outlines a phased approach, prioritizing program elements including food service and lounges, student activity spaces, and renovations to the existing building.

Science and Technology Lab Addition and Programming Study

The 2013 Master Plan Update identified the need for an addition to Meier Hall to accommodate the outstanding laboratory needs of the physical and life sciences. As a follow-up, a more detailed study was completed in 2014 to develop and document the specific program needs and a strategy for the design of the addition. Because STEM programs are in critical need of improved laboratory facilities, it remains the highest priority for the NCP Plan.

Feasibility Study for Relocation of Salem Public Schools Laboratory School

In 2014 the City of Salem commissioned a feasibility study for the relocation of Salem Public Schools Laboratory School to the Harrison Building on South Campus. The study

analyzed the current program and use of the Horace Mann Laboratory School Building, and the feasibility of the school's relocation to South Campus. The study detailed the renovation steps that would need to be made to the Harrison Building and its site before the relocation can happen including accessibility, structural, and fire safety upgrades.

Administrative Building Office Plan

A backfill study for the second floor of the Administrative Building was completed in 2016. The study looked at how to better organize the administrative departments within the current footprint of the building. The plan included space allocation for Business Affairs, Accounting and Payroll, Budget and Finance, Continuous Improvement, and the Office of Vice President.

WalkBoston Walk Audit

WalkBoston™ performed an audit in May 2015, which studied the movement of people along three main corridors: O'Keefe Complex to North Campus; Broadway St between Canal St and Loring Avenue; and along the stretch of Loring

Avenue that connects North Campus to Central Campus. The WalkBoston™ report suggests revitalizing the character on these main corridors to improve the pedestrian experience, and minimize pedestrian and vehicular conflicts.

ADA Strategic Compliance Assessment

In 2016 DCAMM, along with the Institutes for Human Centered Design, completed an in-depth accessibility assessment. The assessment recommendations target the University achieving compliance with the requirements of Title II of the Americans with Disabilities Act (ADA).

Completed Projects

2010 - Current

- Berry Library and Learning Commons
- Gassett Fitness Center
- Viking Resident Hall
- Marsh Resident Hall
- Demolition of Weir Property Building
- North Campus Parking Garage
- Main-stage Theater Modernization and Upgrade
- Social Work moved to 287 Lafayette Street



2013 CAMPUS MASTER PLAN

The proposed Campus Master Vision for guiding the continuing development of the Salem State University campus looks forward to a planning horizon of 2040 and is rooted in four principles: Flexibility, Connectivity, Identity, and community; for improved functional organization and operations, enhanced experience of place, and sensitivity to the surrounding neighborhood and city context

Space Use Observations

While the overall plan is focused on the North Campus, Sasaki assessed academic space on all three campuses in order to determine campus-wide utilization, identify needs and synergies across the academic enterprise, and realize opportunities to maximize strategic adjacencies. That said, North Campus houses the majority of classrooms and labs (roughly 70 percent); functionally, it serves as the academic hub of Salem State University.

Classrooms and Labs

Room Hour Utilization + Primetime Use

Average classroom use across campuses is generally appropriate, with most classrooms - notably those in North and Central campuses - hitting target room hour utilization of 65 percent during the peak hours of 10:00 am and 4:00 pm. Opportunities for improved room utilization are in the early morning and late afternoon hours, before and after the peak demand window. Distributing room hours more evenly across the day will help to manage peak load and will also have a positive impact on limiting traffic congestion and parking needs throughout the day.

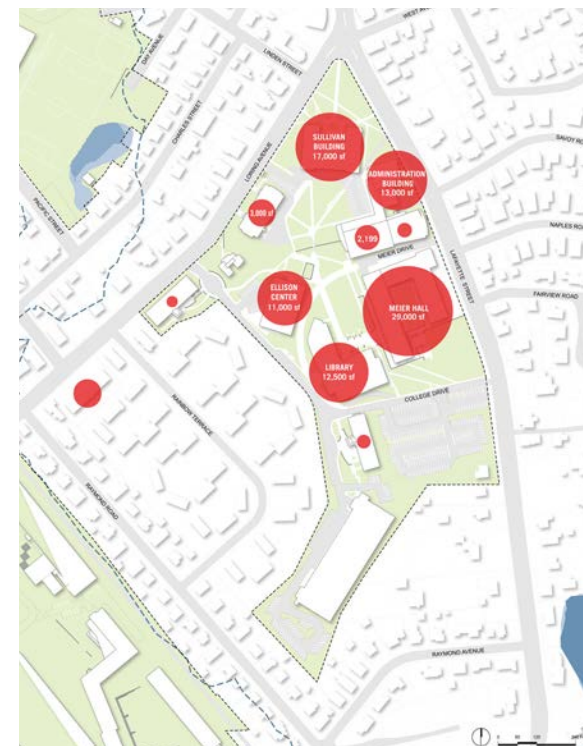
On average, teaching labs are below the target utilization of 15-25 weekly room hours, however room use varies considerably by department. Certain programs, such as Chemistry, operate well above target. This finding, in addition to qualitative issues with the labs in Meier Hall, strongly reinforce the need for a science and technology laboratory addition.

Occupancy and Utilization

The University is over-supplied in rooms that seat over 35 students and under-supplied in small to mid-sized classrooms. Seat fill rates, in general, are clustered around 50 percent, suggesting an oversupply of larger rooms. Because of this misalignment there is an opportunity for seat de-densification. Labs are generally below target seat occupancy, suggesting that the labs were designed for an era when lab sections were much larger.

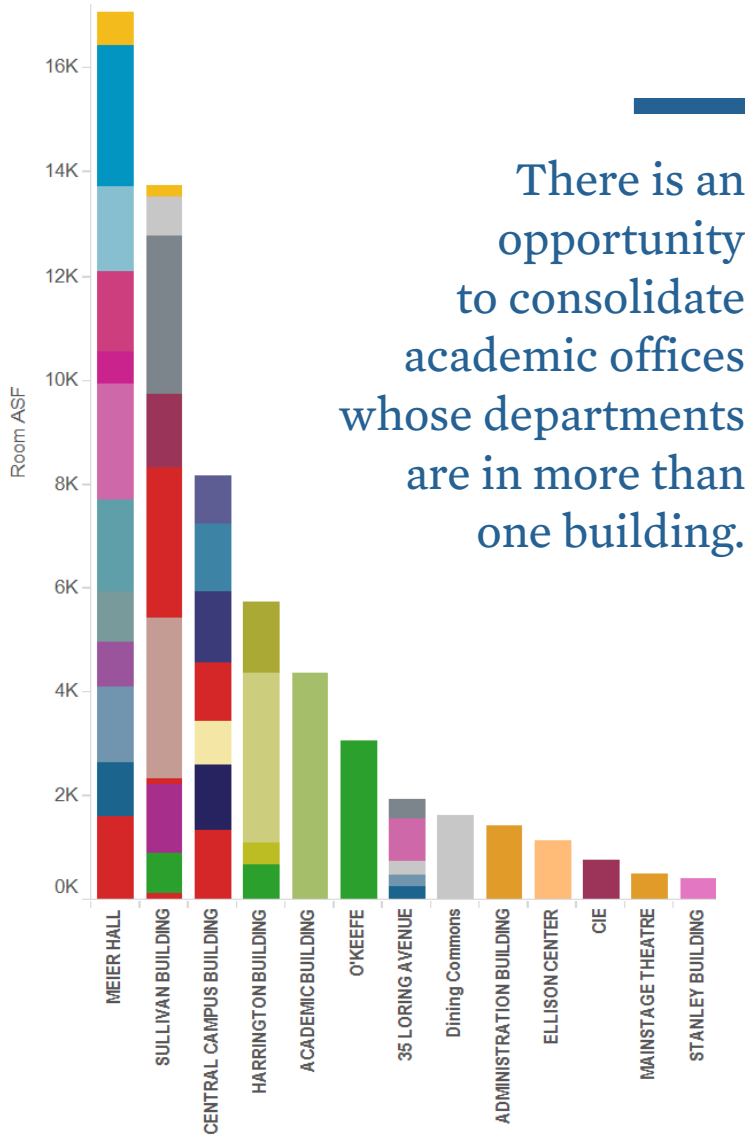
Offices

The space analysis revealed opportunities to right-size and consolidate office use. Renovations aligned with new space standards will provide the necessary office space for each department.

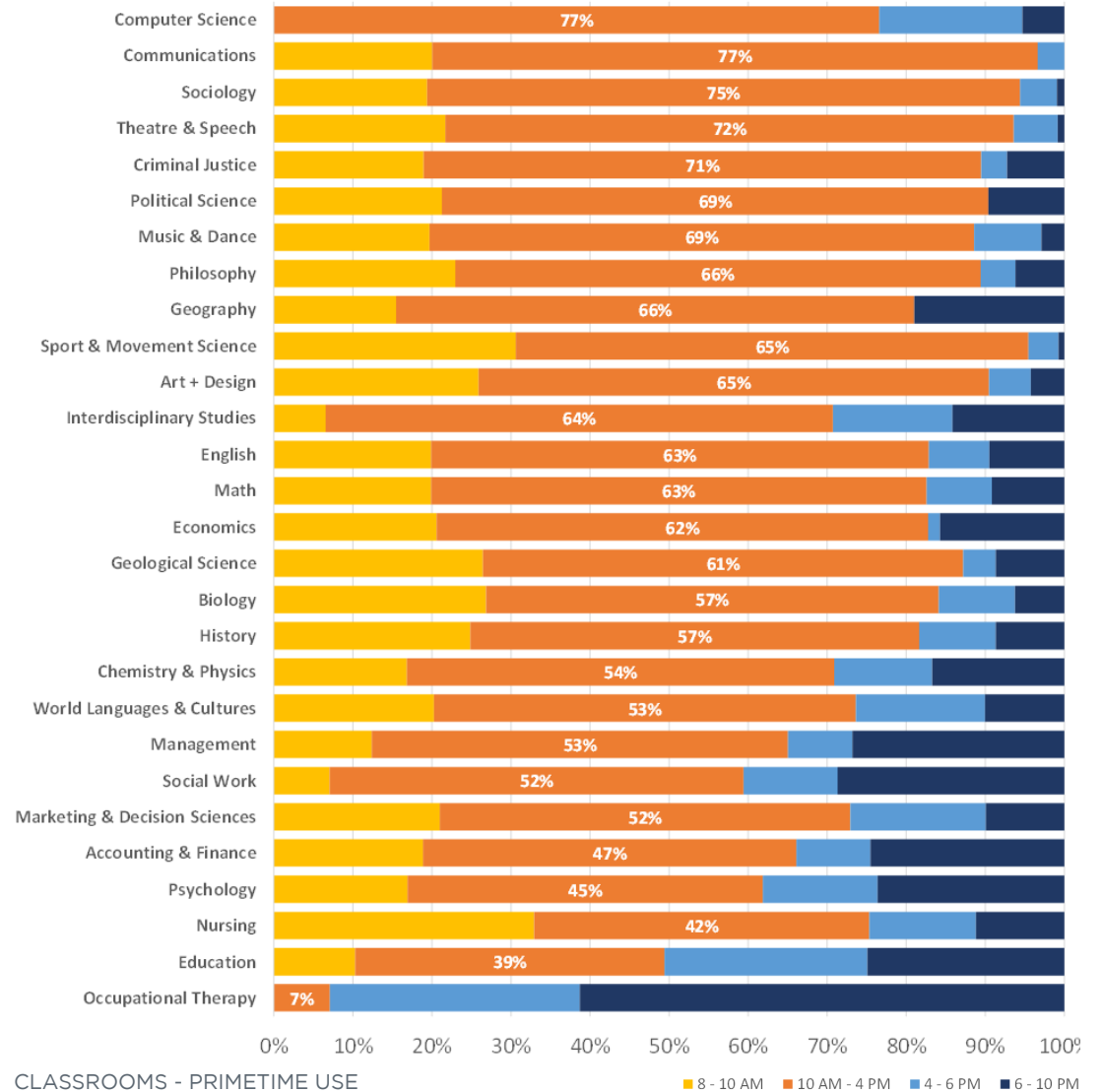


OFFICE LOCATIONS

There is an opportunity to consolidate academic offices whose departments are in more than one building.

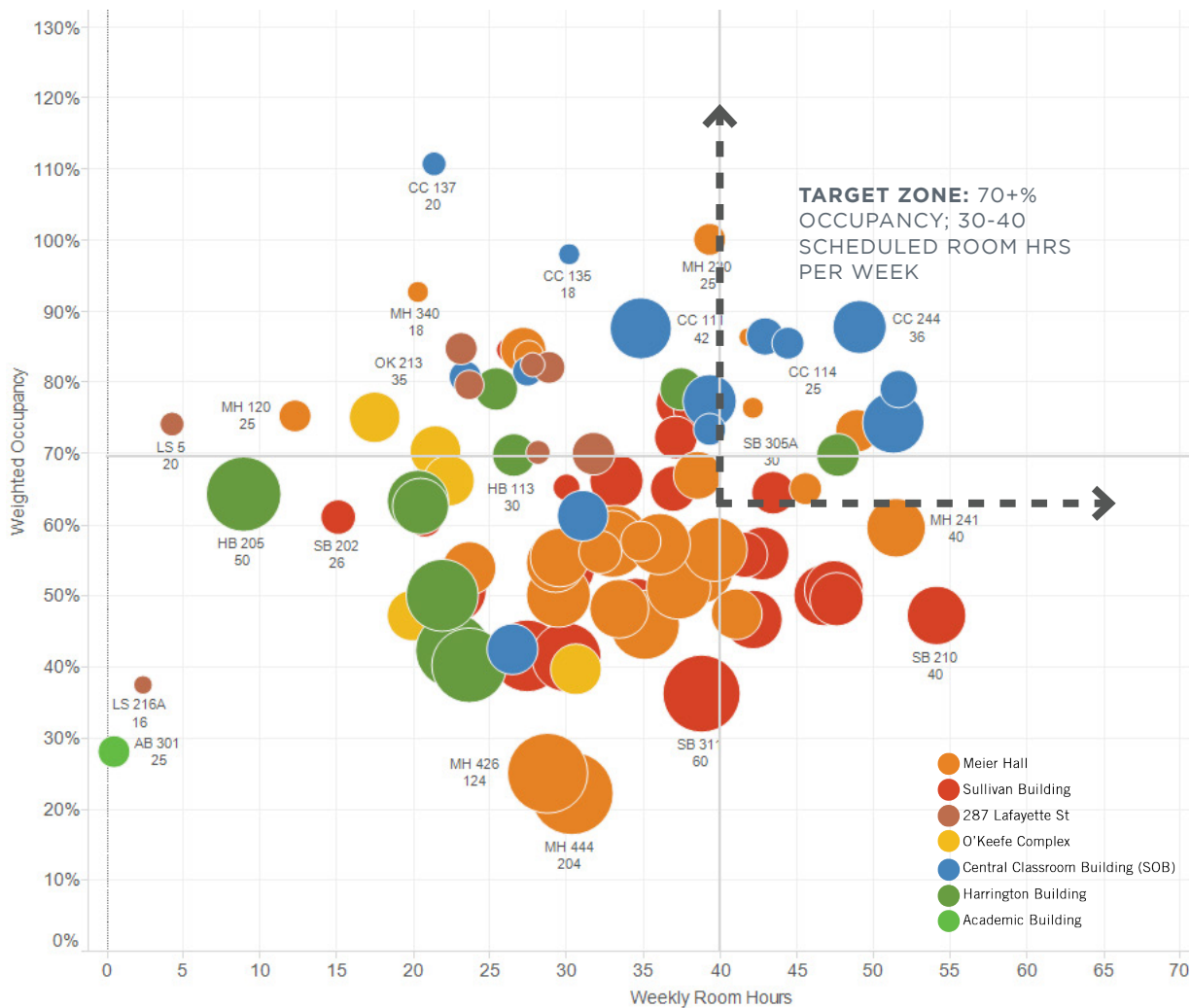


ACADEMIC OFFICE LOCATIONS BY BUILDING & DEPARTMENT



CLASSROOMS - PRIMETIME USE

8 - 10 AM 10 AM - 4 PM 4 - 6 PM 6 - 10 PM

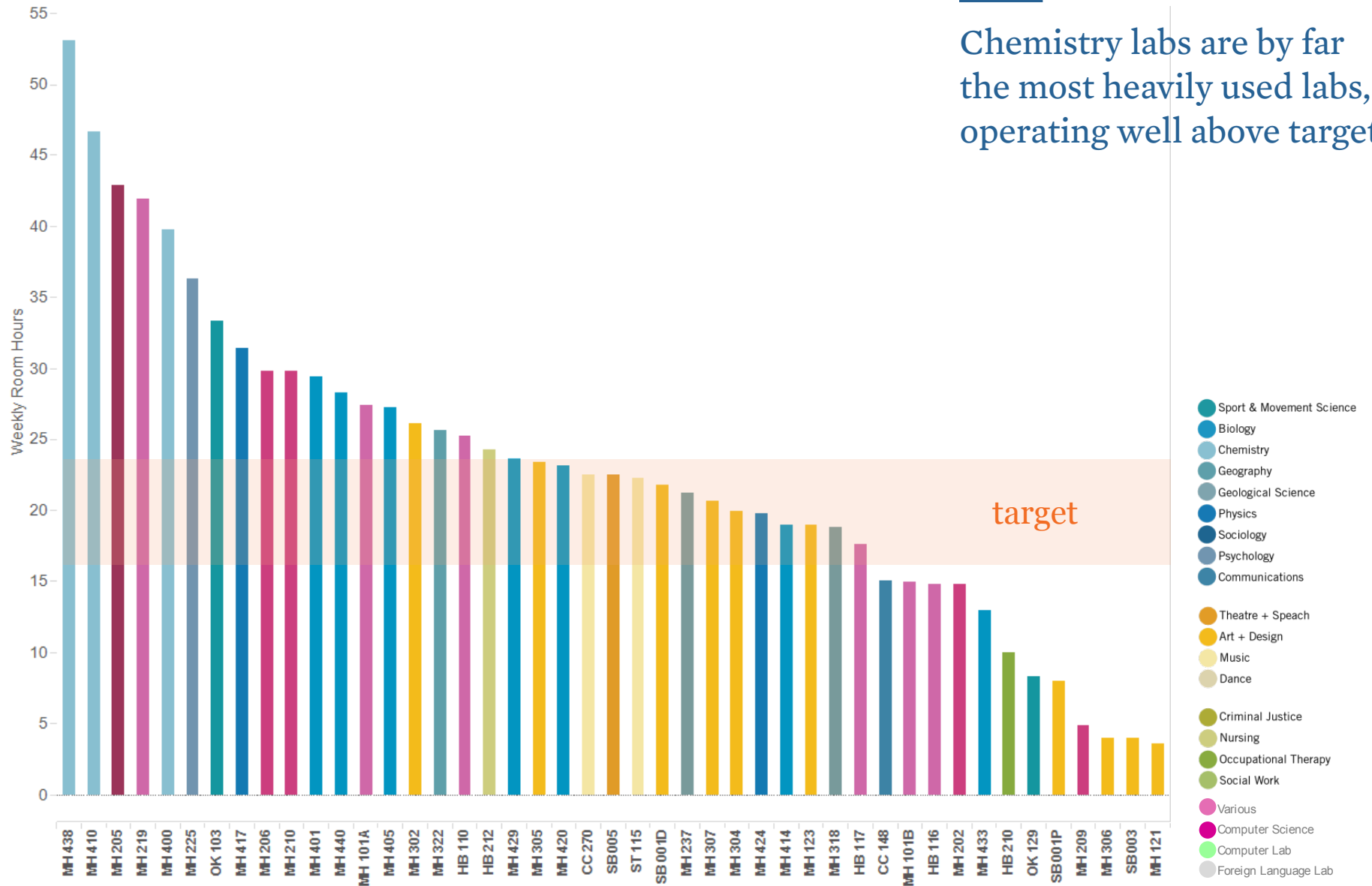


CLASSROOMS - OCCUPANCY AND UTILIZATION

Classrooms in Meier & Sullivan hit target room hours, but are below target occupancy.



CLASSROOM LOCATIONS



LABS - WEEKLY ROOM HOURS

Facility Observations

North Campus is home to both the University's signature historic buildings, as well as the more utilitarian building stock from the 1960s, such as Meier Hall, which act as valuable vessels of space but do not contribute to the campus's overall sense of place. No matter the vintage, both sets of buildings lack a clarity of purpose, and exhibit a relatively unintentional assemblage of users. However, many of the North Campus facilities offer the potential to be flexibly re-purposed to meet programmatic needs and achieve strategic adjacencies.

Building Impressions and Suitability

Both of the main academic buildings, Sullivan Building and Meier Hall, are considered in poor condition. The Meier Hall shortcomings are well-documented in previous reports; the building no longer sufficiently supports wet labs and should be down-cycled to a dry lab, classroom, and office facility. Suitability issues aside, the building also suffers from several qualitative issues related to insufficient systems, a misalignment between room sizes and section demand, awkward adjacencies, and poor furniture and finishes. Sullivan Building, meanwhile, has been partially renovated. Classrooms and offices on the first floor were renovated within the past decade; renovations

Facility Information

Horace Mann Laboratory School Building

Year Built: 1930

Floors: 4

SF: 39,000

Primary Use

- Elementary Lab School

Building Flexibility

- High floor to floors.
- Ample natural lighting with double loaded corridors.
- Stud partitions allow flexibility.
- Older structure may limit renovations.

Potentials:

- Classrooms are good size for 30 students, would help fill the need for that class size.

Meier Hall

Year Built: 1966

Floors: 5

SF: 103,000

Primary Use

- Labs/Classrooms/Offices - Sciences + Arts

Building Flexibility

- Poor floor to floor height; short structural spans.
- Ample natural lighting.
- Glazing & envelope needs thermal upgrade.
- Interior masonry partitions are inflexible.
- No MEP/FP systems
- Poor loading / handling capacity.

Potentials:

- Dominant building with potential to dramatically improve its engagement with site and campus
- Suitable for classroom and office use
- Suitable for offices, classrooms and Health Science programs
- Suitable for arts uses

Sullivan Building

Year Built: 1896

Floors: 4

SF: 54,000

Primary Use

- Classrooms/Offices - Humanities and Education

Building Flexibility

- Very high floor to floors & clear spans
- Ample daylight through large windows except for basement level
- Stud partitions allow flexibility
- Significant heating & cooling upgrades are likely required

Potentials:

- Signature building & site - fitting for a similarly signature program.
- Suitable for offices, classrooms and Health Science programs.
- Unsuitable for visual art in basement. Unsuitable for black box.
- Unsuitable for labs with chemical use.

Ellison Campus Center

Year Built: 1968

Floors: 3

SF: 45,000

Primary Use

- Offices/ Conference Rooms - Student Organizations, Student Life

Building Flexibility

- Large, open floor plates possible- as shown in lounge spaces.
- High floor to floors.
- Interior masonry partitions make renovations more difficult.

Potentials:

- Need to weigh cost/benefit of re-purpose + addition vs. new construction
- Campus Center Study extremely useful in terms of program definition and aspirations; need to put it in context of larger North Campus Study

Commons Dining Hall

Year Built: 1960's

Floors: 3

SF: 23,000

Primary Use

- Dining

Building Flexibility

- Large, open floor plates.
- High spaces.

Potentials:

- Reconfigure space to support board and a la carte options.
- Large, open space offers potential for re-use (e.g. Black Box).

Administration Building

Year Built: 1960's

Floors: 3

SF: 23,000

Primary Use

- Offices - Administrative

Building Flexibility

- Large, open floor plates possible- as shown in open office area
- Interior masonry partitions make renovations more difficult

Potentials:

- Reconfiguration of offices to support current needs by adding breakout and meeting space.

Berry Library & Learning Commons

Year Built: 2015

Floors: 4

SF: 89,000

Primary Use

- Library, Learning Commons

Building Flexibility

- Open floor plan allows for flexibility.

Potentials:

- Potential underutilized space can be used as swing during space moves and renovations, or used for programs with space needs.

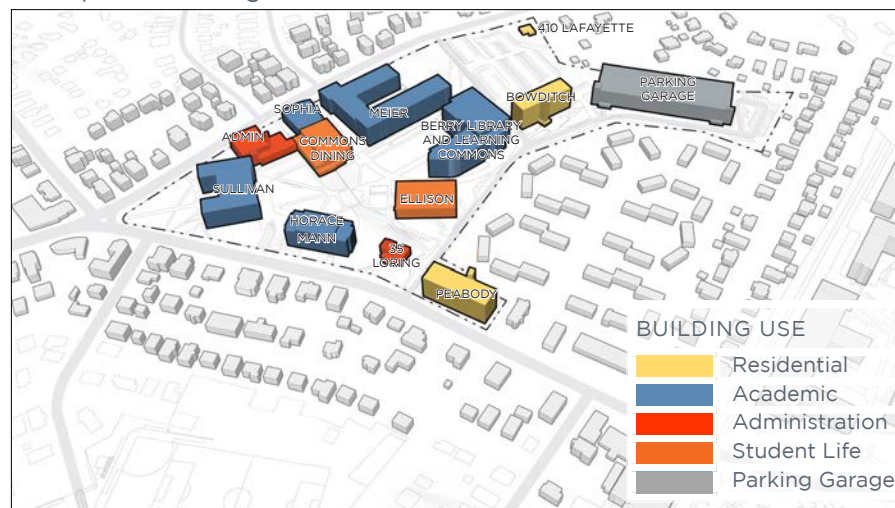
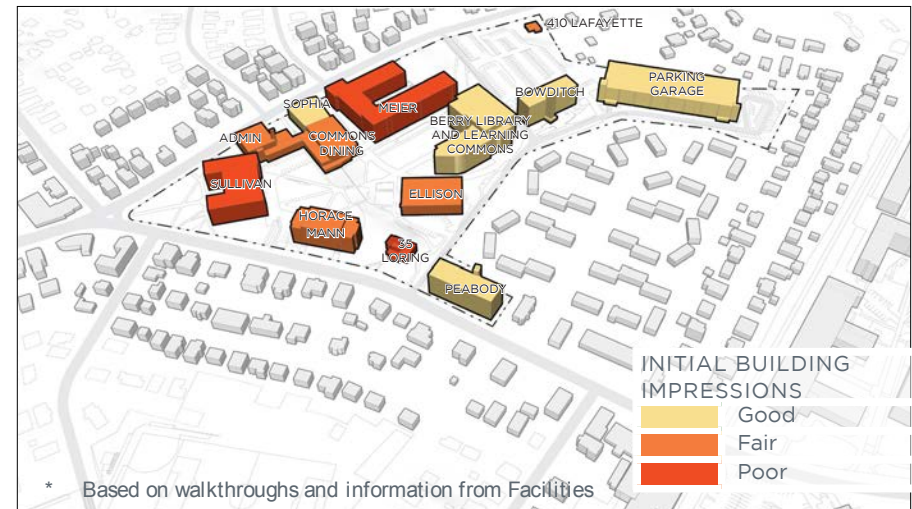
to classrooms and offices on the remaining floors should be a priority. In addition, the basement space occupied by Visual Arts and Theater is insufficient, marked by poor ventilation and a lack of natural daylight.

Building Use

Building use on North Campus is as follows:

- Two primary facilities, Sullivan Building and Meier Hall, accommodate North Campus academic uses, representing approximately 68 percent of all SSU classrooms and 71 percent of all labs.
- The Commons Dining Hall and Ellison Campus Center serve key student life functions that support on campus and commuter students.
- The Berry Library and Learning Commons plays an important role in both the academic life of the institution, as well as an important node for student study and gathering with functions such as student support and the learning commons,
- The Administration Building houses a majority of administrative services. Peabody and Bowditch Halls, both residential facilities, contribute to the 24-7 vitality of North Campus.
- 35 Loring Avenue occupies a key parcel at the corner of Loring Avenue and College Drive. This small structure, in relative disrepair, does not represent the highest and best use of land.

During the analysis phase all North Campus facilities were toured and assessed.



Historical Development

Salem State University was founded in 1854 as the Salem Normal School, which initially served as a women's teacher's college. In 1896, Salem State moved to its current location on the North Campus, at the intersection of Lafayette Street and Loring Avenue. In the 1970s and 1990s, SSU expanded to the Central and South Campuses. Additional properties include the O'Keefe Complex, Cat Cove and the Weir Property.

The buildings on the North Campus fall into three distinct architectural styles that correspond to the periods of development:

Salem Normal School

The historic buildings from the Salem Normal School (1896-1931), are well-scaled, detail-rich and contribute to the sense of place. These buildings appear on the Massachusetts Historical Commission's (MHC) Inventory. Proposed renovations or removal of these buildings will initiate a review process by the MHC.

Historic Buildings

Sullivan Building was built in 1896 in the Renaissance Revival Style, described as "Sullivanesque." This is the oldest building from the Salem Normal School. It is a three-story

hip-roofed building, with a U-shaped plan. Additional architectural features include the use of rusticated brick at first floor, the use of windows arranged in vertical bands (some arched), and the use of terracotta relief panels between the second and third stories.

Horace Mann Laboratory School Building was built in 1913 and is described as a "loosely adapted Art Deco building." It is a buff brick building with classically detailed entries at each end of the façade. It is three stories high, with a flat roof with graduated and paneled parapet. The first floor windows are paired, while the second and third floor windows are tripled.

35 Loring Avenue, a Craftsman style residence, was built in the 1920's. It is a one storied, cross gabled bungalow clad in stucco, with flared, bracketed eaves and a segmentally arched entry. There is an ornate bay window with exposed rafters.

State Teachers College

After the initial founding period, the School transitioned from a two year to a four year program as the State Teachers College, between 1932 and 1959. During this period, no new buildings were constructed.

Salem State College

In 1960, during a period of growth and development, Salem State transitioned to a College and constructed several new buildings. These buildings were modern workhorse buildings characterized by brick and simple window patterns. They were designed to house specific program, but did not include flexible amenity spaces. Some of the recent renovations to these buildings have successfully added flexible amenity spaces to these buildings to promote student life, for example, at Bowditch and Peabody Halls.

Salem State University

In 2010, the College transitioned to a University, and there was another period of growth and development, during which there were several new buildings constructed, including the Berry Library and Learning Commons and Parking Garage on the North Campus; two residence halls on Central Campus; and a fitness facility at the O'Keefe Complex.



BUILDING USE

- Salem Normal School
- Salem State College
- Salem State University

The above diagram illustrates which era each building on North Campus was built



View of Sullivan Hall, one of the main landscape elements and gateways of North Campus

Landscape Observations

Landscape Character

The landscape character of the North Campus varies across the campus, however, there are two key areas that are seen as contributing to the landscape character of the campus. First, the landscape in front of Sullivan Building (“campus front yard”) is lush and green, and presents a welcoming front door to the neighborhood context. Second, the relatively new Library Quad serves as the internal open space “heart” of the campus and provides spaces for student life gatherings and passive play. As new projects are implemented on the North Campus, the priority is to continue to add high quality, ecologically functional landscapes that connect to these two key assets.

Accessibility

The North Campus is characterized by significant topography; it is the highest in elevation of the three campuses. This significant topography poses a challenge to accessibility on the North Campus. As new projects are implemented, the priority should be to continue to address accessibility as a campus-wide system, with a focus on universal design and providing equivalent experiences for all users. Where possible, accessible building

entrances should be positioned on the primary route and clearly indicated. The draft ADA Strategic Compliance Assessment prepared by the Institute for Human Centered Design and DCAMM documents instances where accessibility can be enhanced, and provides a starting point for understanding how to address these issues at a site-specific scale. The North Campus Precinct plan identifies additional opportunities to enhance accessibility, both through improved outdoor connectivity as well as strategically siting new buildings to help negotiate grade changes.

Pedestrian Framework

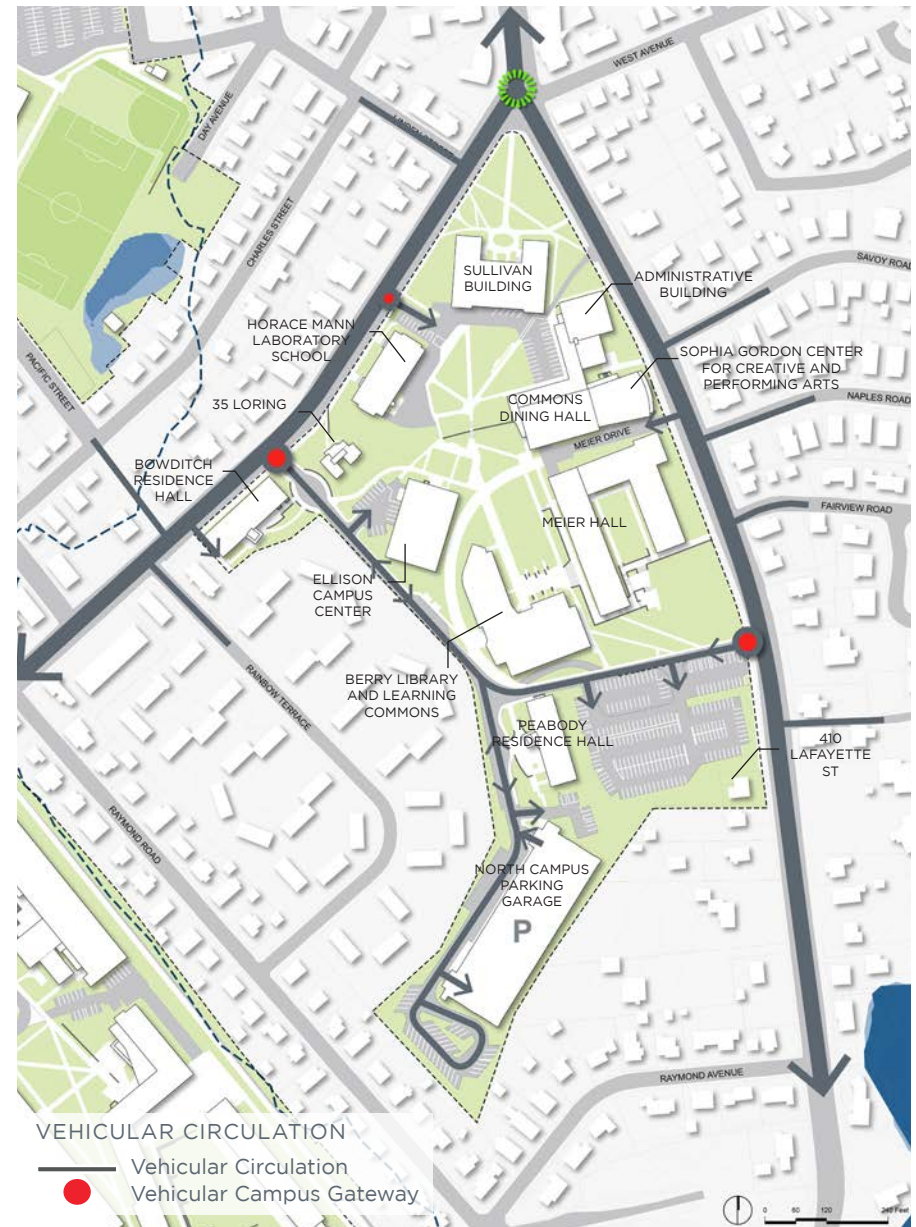
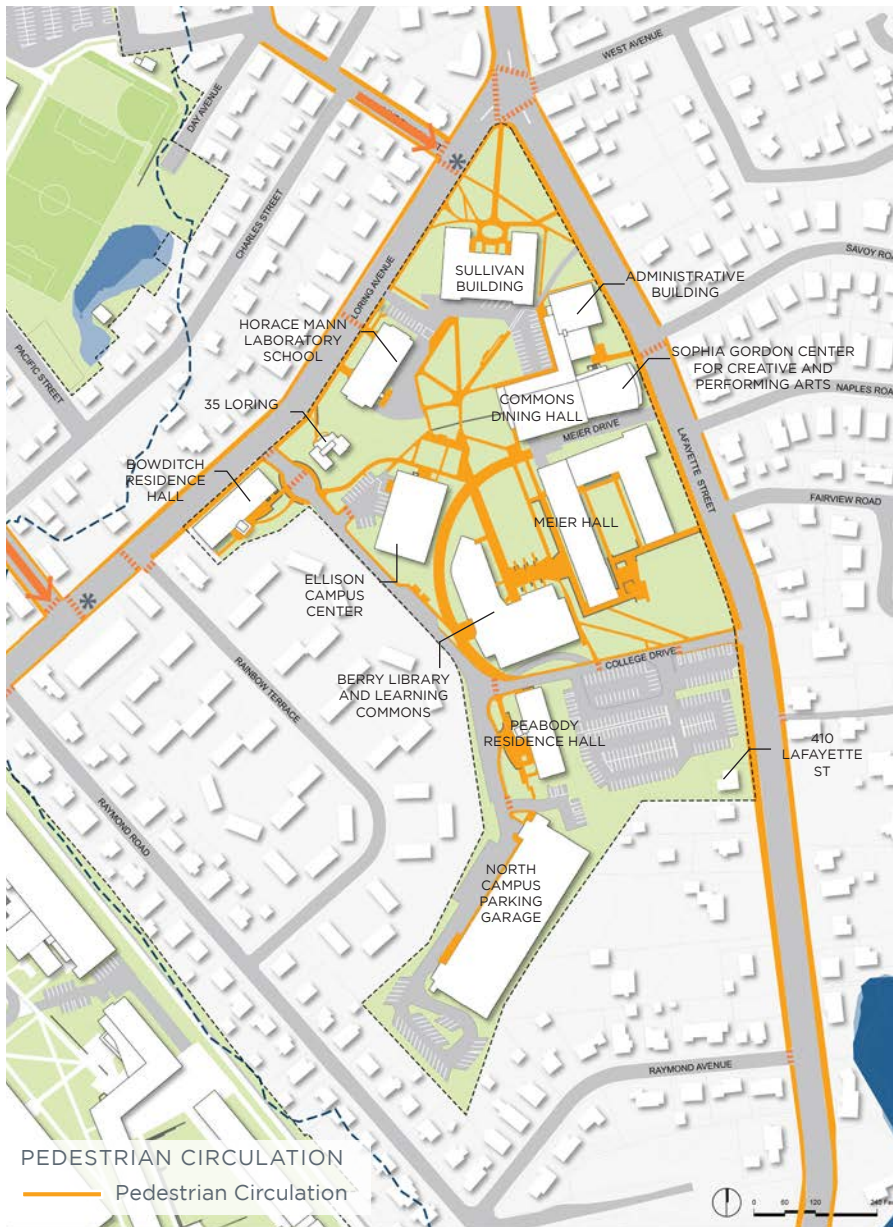
The pedestrian framework across campus varies; however, the recently built Library Quad is a good example of an integrated pedestrian environment, including walkways, lighting, planting, seating and wayfinding. As new projects are built, there is an opportunity to refine the hierarchy (scale, location and character) of pedestrian walks, particularly in older parts of the North Campus.

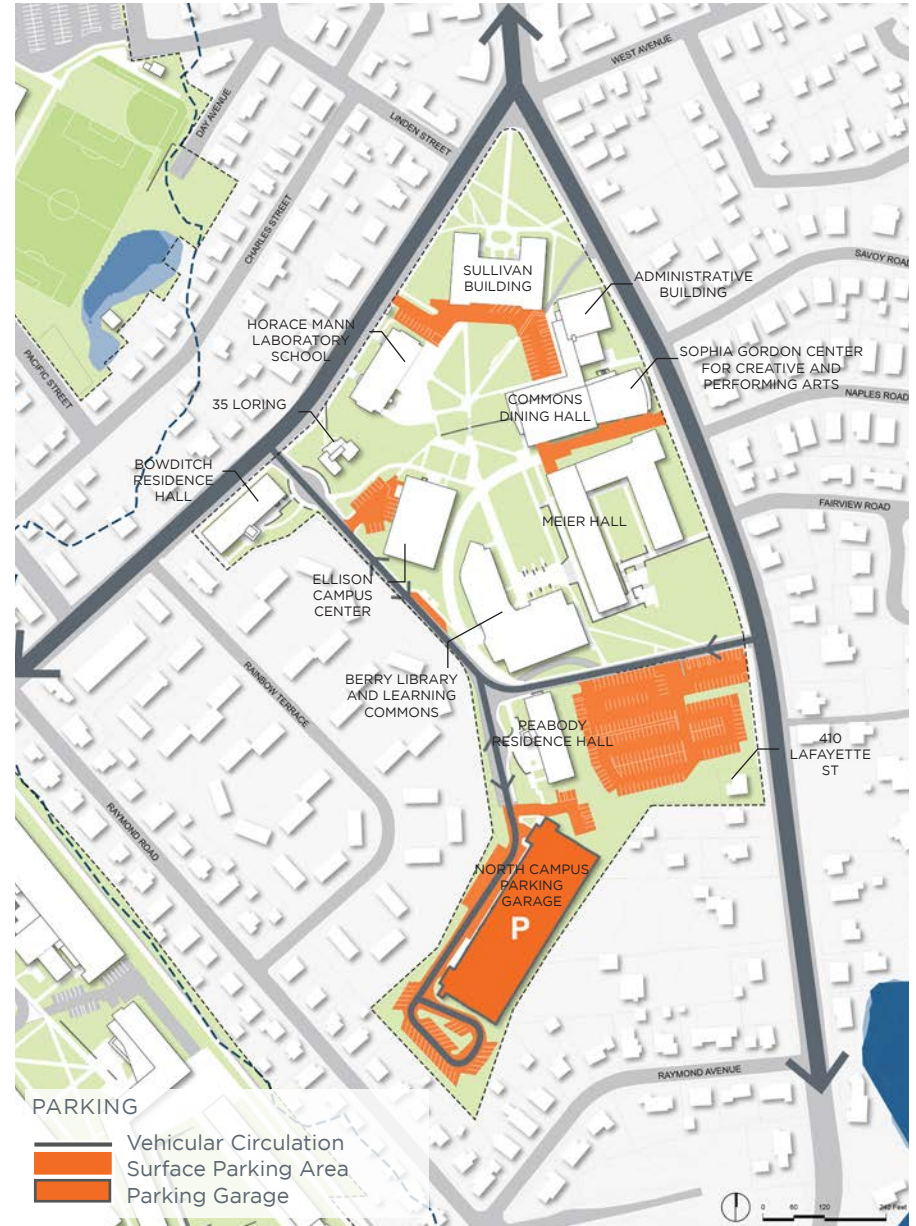
Vehicular Circulation and Gateways

The existing vehicular networks work fairly well across the campus. Recent traffic studies have confirmed that both the entry points at the intersections of College Drive with Loring Avenue and Lafayette Street are necessary to handle the traffic volumes, and serve the Parking Garage and the parking lot south of Meier Hall (Lot 2).

While the North Campus does not have a defined “front door”, the arrival experience to the campus can be enhanced by developing a continuous landscape experience from the campus edges along Loring Avenue and Lafayette Street to the internal heart of North Campus.

The new Library Quad is the landscape “heart” of the campus, providing spaces for gathering and recreation.





Service and Loading

There are important service points located throughout the campus. Since many of the service and loading areas are located near the surrounding neighborhoods the neighbors are concerned about the future of these spaces. As new projects are built, there is an opportunity to improve the relationship of parking, service, loading, emergency access, utility appurtenances and front doors. Screening elements such as screen walls and vegetated screens can provide a way of minimizing the visual impacts of these necessary uses.

Fire Access

There are several fire lanes providing fire and emergency access to the buildings. In some cases, vehicular roads serve as fire lanes. In other cases, the pedestrian walks serve as shared fire lanes. Drinkwater Way, which was built as a part of the Library Quad project, is a good example of a pedestrian walkway that also functions as a fire lane and provides service access.

Functional Uses

North Campus faces the challenge of being a campus with no “back,” with public edges and a pedestrian core. This means that locations of dumpsters and utility appurtenances sometimes conflict with the pedestrian environment. Strategically locating these functional uses as well as screening them with screen walls and vegetated screens can provide a way of minimizing these physical and visual conflicts.

Parking + Loading

The recently constructed North Campus Parking Garage offers the opportunity to reduce surface parking at the pedestrian core of the campus, particularly in the area behind Sullivan Building. The Science and Technology Lab Addition to Meier Hall offers an opportunity to relocate the loading dock to College Drive, and improve the pedestrian character of Meier Drive between the Library Quad and Lafayette Street and the traffic that is currently caused by deliveries.

North Campus Wayfinding

Wayfinding provides a legible pedestrian experience through integrated streetscapes, walkways, gateways, accessibility and signage. Recent projects have integrated signage into the landscape, and this strategy should be continued in future projects. This is also an opportunity to increase the visibility of the University with a strong branding strategy.

Stormwater Management

The recently built projects have successfully integrated stormwater management strategies. Not only is it required by code, but it is also an opportunity to add to the local sense of place by using native vegetation. As new construction takes place on the campus, this is an opportunity to further implement integrated stormwater strategies.

Site Elements

The campus currently has various types of site elements such as benches, bike racks, bollards, trash and recycling receptacles, site lighting, pavements, walls, stairs and handrails. There is an opportunity to establish a campus standard for these elements, which is based on consistency, sustainability, durability and ease of maintenance. The recently built projects start to establish a consistent language and aesthetic for these site elements.



Campus and Community Integration

The fact that Salem State University is located within three different campuses, some within close proximity of the each other, poses a unique challenge to the relationship between the Campus and the Community, as well as the movement of students and faculty between the Campuses. There is a strong relationship between the North Campus, Central Campus and O’Keefe Complex, with a large number of students and faculty moving between these Campuses, both by foot and by car.

WalkBoston™, conducted by the city, performed an audit in May 2015, which studied the movement of people along three main corridors:

- O’Keefe Complex to North Campus
- Broadway Street between Canal Street and Loring Avenue
- Loring Avenue - Rainbow Terrace to Central Campus

The WalkBoston™ report makes suggestions for improving the pedestrian character on these main corridors, in order to improve the pedestrian experience, as well as to minimize pedestrian and vehicular conflicts. In some cases, the report suggests that further study by traffic engineers is required to study traffic patterns and volumes. Any streetscape projects implemented will have to be via a partnership between the University and the City.

Enhancements to the pedestrian gateways for visitors and other users into North campus should include:

- Wayfinding to public destinations within the campus
- Signage for accessible routes from public frontages
- Where possible, provide accessible parking within 200’ of accessible building entrances
- Where possible, provide accessible drop-offs and visitor parking at publicly accessible facilities





**PROCESS & STAKEHOLDER
ENGAGEMENT**

3



Process & Stakeholder Engagement

The North Campus Precinct planning process was all inclusive. Sasaki met with academic, student, and administrative stakeholders from all campuses, as well as the external community.

Planning Process + Engagement

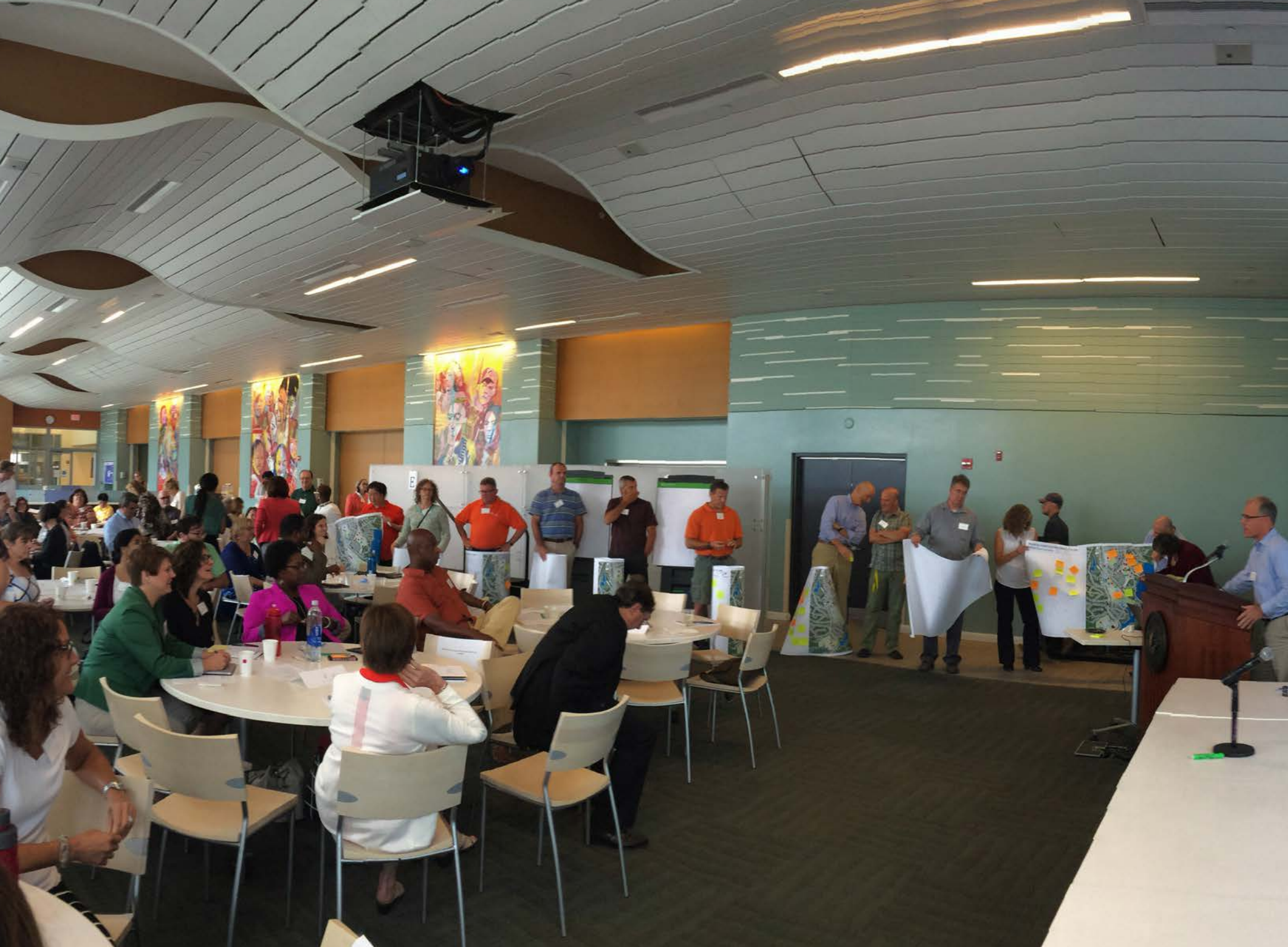
The North Campus Precinct plan extended over a nine-month period, in a process that engaged faculty, staff, students, and external constituencies through interviews, focus group meetings, workshops, facility tours, and community-wide surveys.

The process included continual input from two key administrative and academic committees, the Working Group and the Executive Group, and one key neighborhood committee, known as the Neighborhood Liaison Group. All three groups provided important input and direction to help shape the evolution of the plan.

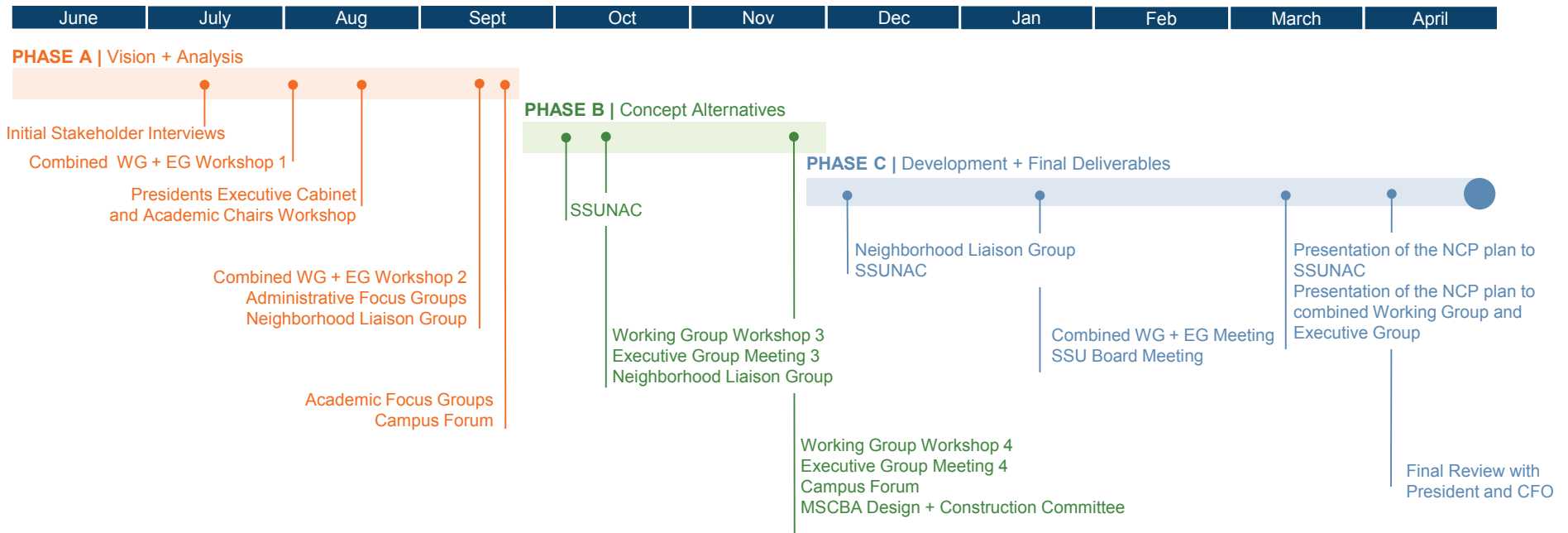
In-depth focus group meetings with academic, student, and administrative departments from across the University helped to establish key stakeholder priorities. Additionally, Sasaki

distributed two campus-wide surveys to the greater campus community, MyCampus and the Collaboration Survey, both geared to understanding how the campus is used.

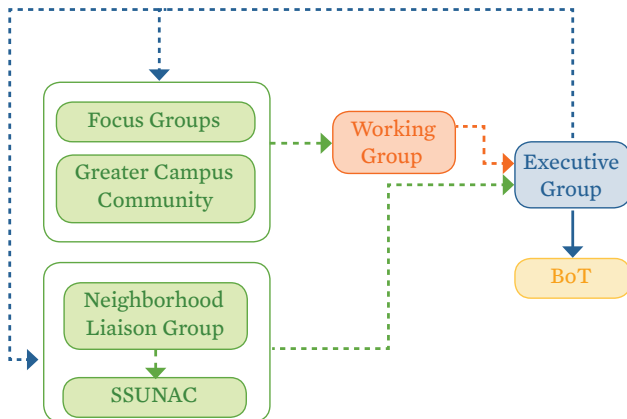
In addition to the Neighborhood Liaison Group, the process also included engagement with the South Salem Neighborhood Association Committee (SSUNAC) during a series of open public meetings during regular intervals throughout the process. Sasaki prepared a MyNeighborhood survey to capture feedback from neighbors.



Engagement Schedule



Feedback Process



Stakeholder Groups

ACADEMIC FOCUS GROUPS

- Health + Human Sciences
- Life + Physical Sciences
- Visual + Performing Arts
- Humanities
- Social Sciences
- Business
- Education

ADMINISTRATIVE FOCUS GROUPS

- Student Services
- Academic Services
- Administrative
- Administrative Services
- Library

STUDENT LIFE FOCUS GROUPS

- Student Life
- Dining
- Residential Life
- Student Clubs and Organizations

OTHER

- Space Committee
- Presidents Executive Council + Academic Chairs
- Neighborhood Liaison Group
- SSUNAC
- Campus Community Forums

◀ Focus Group meetings and Stakeholder interviews helped to establish the needs and desires of the academic programs as well as any potential considerations, relocations, and collaborations.



Stakeholder Priorities

Based on the findings from the space assessment, as well as input in stakeholder interviews, the following priorities emerged:

Academic

- Relocation of all academic programs from South Campus to North Campus (including Nursing, Occupational Therapy, Health Studies, and Criminal Justice) to enable the Horace Mann Laboratory School swap.
- Improve adjacencies among Humanities, Education, and STEM departments.
- Address deferred maintenance issues.

Student Life/ Academic Services

- Additional spaces to support Student Life programs such as conference and events, and office spaces for student organizations.
- More flexibility in food choices, locations and hours.
- Consolidation of student life and services.
- Improved campus connectivity internally and to surrounding context.

Administrative Services

- Large event space for campus-wide events and as possible revenue generator.
- Co-location of related services.
- Establish a “front door” to SSU.

External Community

- Enable the Horace Mann Laboratory School swap.
- Improved campus connectivity and pedestrian safety.
- Reduced traffic and parking issues around the campus.
- Strategically locate visitor and disability parking on campus

◀ Breakout Group Session from the Academic Chairs and PEC Meeting



MAPPING EXERCISE WITH WORKING GROUP & NEIGHBORHOOD LIAISON GROUP

Focus Group Meetings

The charge of the North Campus Precinct Plan was to accommodate the space needs and optimize the location of SSU's academic and administrative departments, as well as enhance student life. Focus group meetings with faculty, staff, and administrators helped to determine recommendations for space use and re-location strategies, whose input is summarized in this section.

Academic Focus Group Meetings

Health & Human Services Focus Group

Participants

Nursing - *Harrington Building*

Health Care Studies - *Harrington Building*

Occupational Therapy - *Harrington Building*

Criminal Justice - *Harrington Building*

Social Work - *321 Lafayette*

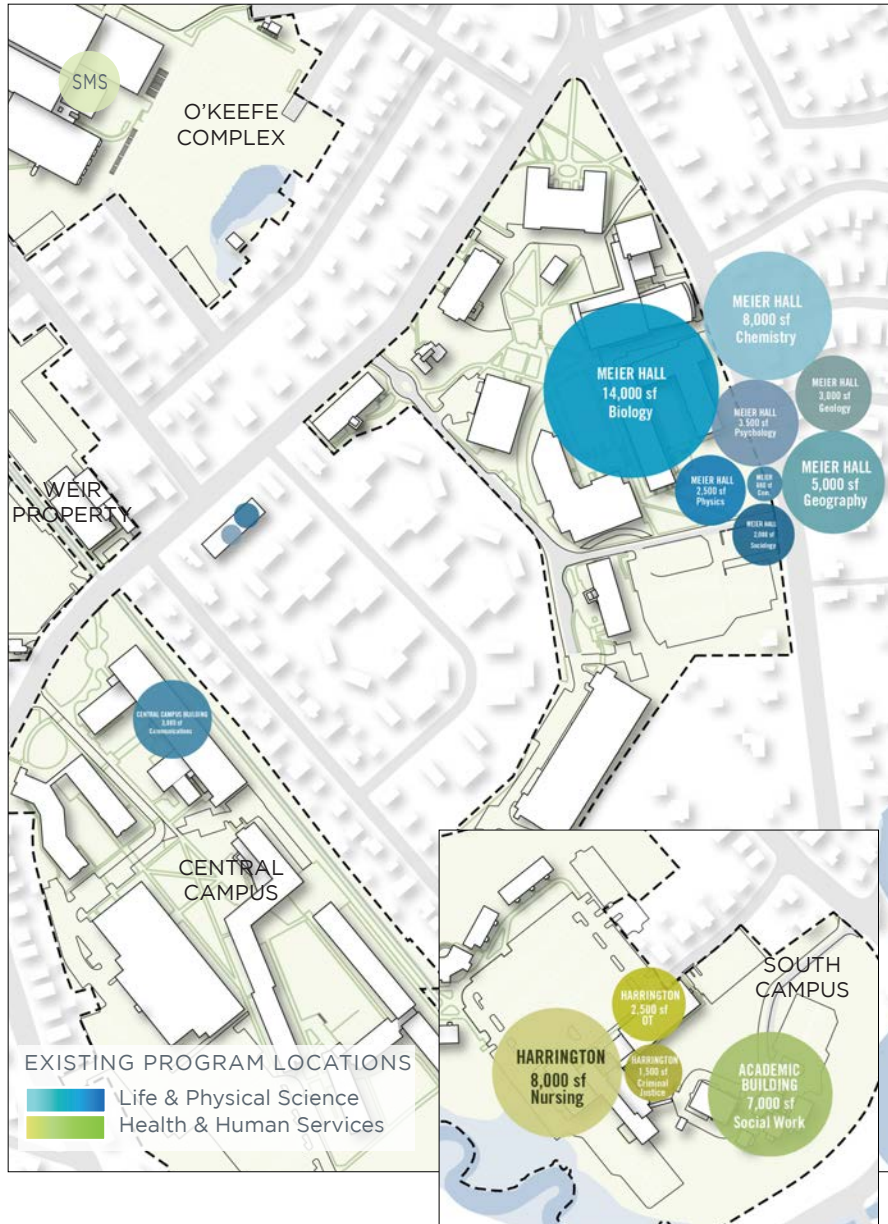
Sports and Movement Sciences - *O'Keefe*

Stakeholder Feedback

During the interviews the Nursing Department expressed that lab and classroom facilities are limited in size with fragmented locations and lack of specific types of learning spaces, technology, and storage. Despite optimizing the space with extended hours, the Nursing program is not able to address enrollment growth, implementation for required pedagogies, and alignment with the National Council of State Boards of Nursing. The faculty from Occupational Therapy stated that teaching lab and classroom facilities are combined into one shared space for accreditation required static enrollment of 30 learners annually. The faculty expressed a desire to maintain the mixed use didactic and experiential environment, and have a minor expansion in size, storage and replication of home and community experiential learning equipment and settings. Healthcare Studies is a new degree offering under the Occupational Therapy Program that is anticipated to evolve into numerous, yet to be determined, directions.

The Criminal Justice program is focused on preparing administrators. The acting program director expressed a desire to grow enrollment in both the bachelors and masters degree programs, a continued need for computer labs or access to specialized software in a shared computer lab, more space for student and faculty interaction, and a need for project space and workstations for computational research.

Social Work, now located north of North Campus on Lafayette Street,



Though their new space has exceeded their expectations, and they are happy with their location, the interview participants expressed concerns around the limit on growth in their current space. Additionally, the stakeholders are concerned with safety and access for their students, given that the pedestrian crossings from North Campus and O'Keefe to Social Work are dangerous, and the building itself is deficient in disability parking.

Life and Physical Sciences Focus Group

Participants

Biology - *Meier Hall*

Chemistry and Physics - *Meier Hall*

Geography - *Meier Hall*

Geological Sciences - *Meier Hall*

Stakeholder Feedback

During the interviews the departments identified a desire to unify the six STEM programs, five of which are located in Meier Hall. Additionally, they reported that the space in Meier Hall does not always support their teaching and research needs. The Science and Technology Lab Addition Study addresses the majority of the concerns and space needs that were raised during the interview process.

Math Focus Group

Participants

Math - *Sullivan Building*

Stakeholder Feedback

At Salem State Math is a central program that positions itself as part of the Social Sciences and Life and Physical Sciences. The math and sciences faculty believe that math is an integral part of the STEM programs and should be co-located with the other STEM programs in Meier Hall.

Visual and Performing Arts Focus Group

Participants

Art +Design - *Sullivan Building, Meier Hall, Enterprise Center, and gallery space in Ellison Campus Center*

Music - *Central Classroom Building and Stanley Building*

Dance- *O'Keefe*

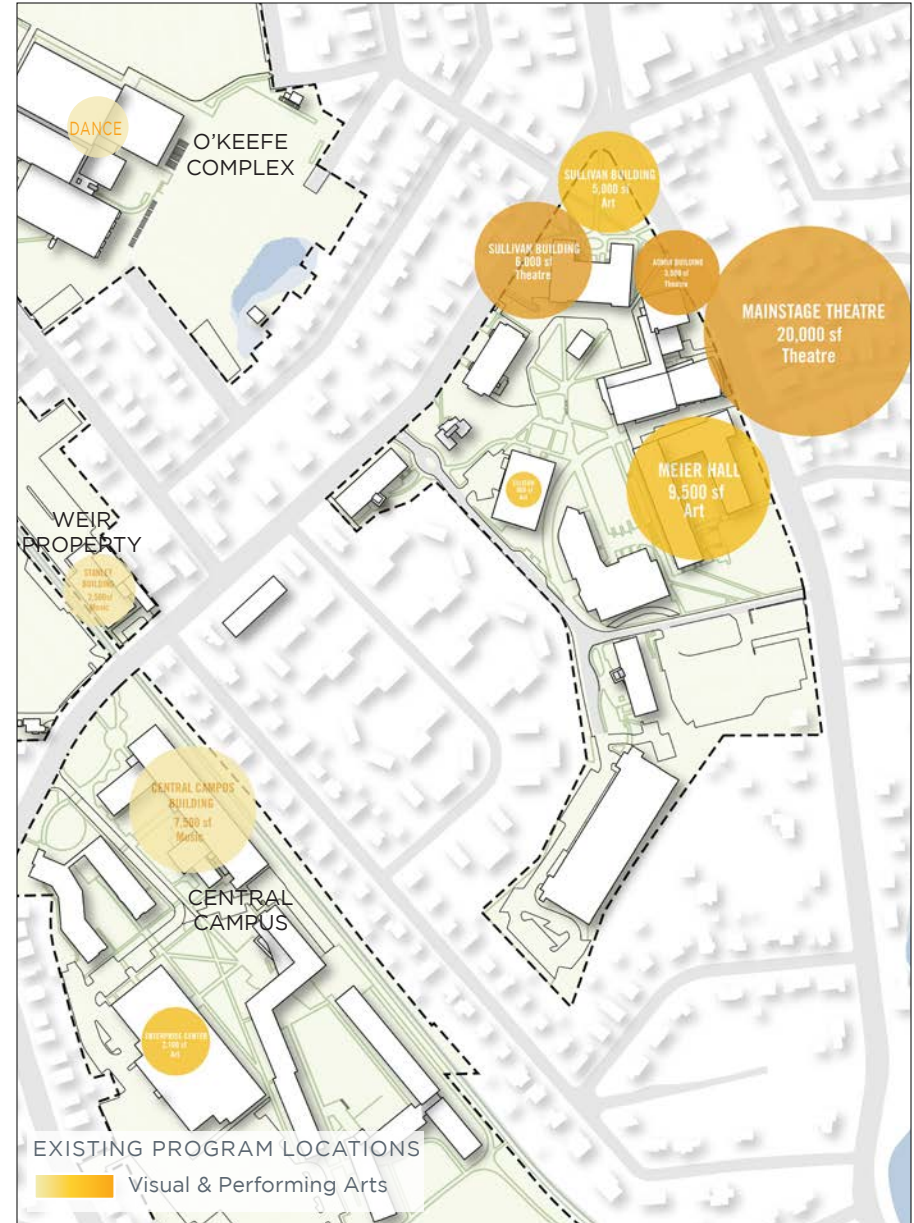
Theater and Speech - *Sophia Gordon Center for Creative and Performing Arts and Sullivan Building*

Stakeholder Feedback

Overtime, the Art + Design faculty have considered new and consolidated space for the program. The Enterprise Center was identified by the faculty as a potential location for the visual arts. Further investigation of the needs of the arts programs will have to take place before determining the correct location for Art + Design.

During the focus group meetings, the Dance Department expressed its satisfaction with new space in O'keefe but did suggest that long-term co-location with Music would be desirable.

The Theater and Speech faculty feel that the recently renovated Sophia supports their needs and that even though the condition of their space in the Sullivan Building basement are not ideal, they are sufficient for current use.



Humanities Focus Group

Participants

History – *Sullivan Building*
 World Languages and Cultures – *Sullivan Building*
 Philosophy – *Sullivan Building*
 English – *Meier Hall*
 Interdisciplinary Studies – *Commons Dining Hall*

Stakeholder Feedback

During the focus group interviews the Humanities departments identified a desire to be co-located. Those located in Sullivan Building commented on how the recent renovations have improved office space. They also noted that there is still a need for more student and communal spaces and upgrades to classrooms. Interdisciplinary Studies shared a strong desire to be relocated considering their current space in the Commons Dining Hall was intended to be temporary and does not suit their needs.

Education Focus Group

Participants

Education – *Sullivan Building*

Stakeholder Feedback

The Education Department, as well as many of the departments that serve as second majors for Education students, is located on North Campus. The department noted that students and faculty frequently collaborate with, and utilize the Horace Mann Laboratory School. The focus group recognized the symbolic relevance of utilizing the Horace Mann Laboratory School building for the Education Department once the Laboratory School relocates to South Campus.

Social Sciences Focus Group

Participants

Political Science – *Meier Hall*
 Psychology – *Meier Hall*
 Economics – *Meier Hall*
 Computer Science – *Meier Hall*
 Communications – *Central Classroom Building*

Stakeholder Feedback

Members of the focus group reported that programs in Meier Hall would benefit from upgrades in technology, as well as a more flexible layout. Political Science and Computer Science are both expanding with recently added graduate programs; however, those expansions do not seem to currently have an effect on space needs. Communications, which is the only Social Science not located in Meier Hall, often collaborates with Music which is also located on Central Campus and feels their location suits their programmatic needs.

Business Focus Group

Participants

Management – *Classroom Building*
 Accounting and Finance – *Classroom Building*
 Marketing and Decision Sciences – *Classroom Building*

Stakeholder Feedback

The focus group shared that most collaboration happens internally; however, they identified an opportunity for the School of Business to collaborate more with the School of Health and Human Services, and to utilize simulation space for business training in Health Management.

Additionally, the faculty of Marketing and Decisions consider the department to be part of the STEM concentration but is not currently involved with other STEM programs. The School of Business also collaborates with Career Services, located in the Ellison Student Center, for a mentor program.

Student Life Focus Group Meetings

Given that North Campus represents the academic center of Salem State University the majority of day time activity takes place there. This activity spurs need for student life and dining support. Additionally, the Ellison Campus Center, Berry Library and Learning Commons, as well as the new quad, have created a center of student activity. The Student Life Focus Group meetings focused on dining, residential, and student activity needs of SSU's student population.

Participants

Student Support Services - *Ellison Campus Center*

FYE and Student Advocacy - *Meier Hall*

Student Life Services - *Ellison Campus Center*

Dining - *Commons Dining Hall*

Residential Life - *Offices located in Residence Halls*

Student Clubs and Organizations - *Ellison Campus Center*

Stakeholder Feedback

Throughout the focus group meetings the Student Life programs, mainly located in the Ellison Student Center, identified a lack sufficient meeting and office space, noting the need for private office and larger flexible spaces for Student Organization meetings and events.

Additionally, stakeholder interviews around resident life identified student and staff focused needs such as more functional meeting space and study spaces in the Residence Halls.

North Campus offers one of two locations on campus for the traditional board meal, as well as a variety of Food Court vendors and Grab and Go options. During the focus group meetings we learned that the current hours of the board meal are not conducive to students that spend the majority of the day on North Campus for classes, or live in one of the North Campus residence halls. The Food Court on the second floor of the Commons Dining Hall offers variety, but does not meet the current needs and wants of the students. The Dining department reported that the board plans are dying out and being replaced by “what you want, when you want” type of dining options on and off campus. From a student life perspective students feel that there are not a lot of healthy food options on North Campus. Additionally, students want late night options, especially proximate to student life programs and organizations. Currently there are no late night options on North Campus proper where the Campus Center, Library, and related student life activities are located. The lack of late night options on North Campus also reduces the options available for lounge area. As an example, on Central Campus, the lounge at Starbucks stays open after the retail counter closes and is a very popular space for students to gather and study. During the engagement process, students and faculty identified a need for a similar lounge space on North Campus.

Administrative Focus Group Meetings

Participants

President's Office - *Meier Hall/ Administration Building*
Academic Affairs/ Provosts Office - *Meier Hall*
Business Affairs - *Administration Building/ Meier Hall/ Stanley Building*
Administration and Risk Management - *Administration Building*
Human Resources - *Administration Building*
Institutional Advancement- *Alumni House (South Campus)*
Registrar- *Classroom Building*
Student Accounts - *Administrative Building/ Central Classroom Building*
Enrollment Management - *Enterprise Center/ Central Classroom Building*
Academic Advising - *Library*
Admissions - *Enterprise Center*
Information Technology - *Stanley Building*

Stakeholder Feedback

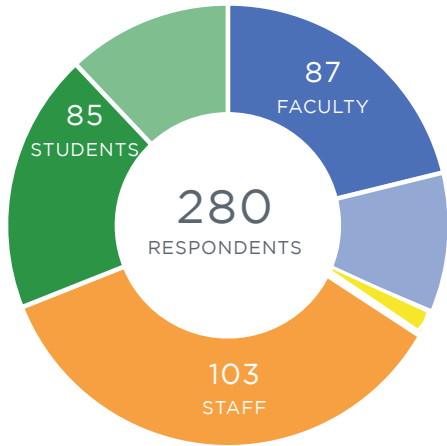
Administrative Services are currently split between North and Central Campuses. While this sometimes strains collaboration and way-finding, staff members have adapted through the use of technology.

The Administrative Departments that are located on North Campus are mainly in the Administrative Building. The current layout on the second floor requires remodeling to increase efficiency and collaboration space. A recent study proposed space upgrades and departmental re-organization to increase the functionality of the building.

MyCampus & MyNeighborhood Surveys

The MyCampus and MyNeighborhood surveys were released to the greater campus community and focused on how the campus is being used today. The following maps are responses from the survey participants.

MY CAMPUS PARTICIPANT BREAKDOWN



- RESPONDENTS
- Students living On-Campus
 - Students living Off-Campus
 - Faculty living within 2 miles of Campus
 - Faculty living outside of 2 miles of Campus
 - Staff
 - Neighborhood



Gateways

Sullivan Building is considered the visual gateway to North Campus, while Lafayette Street and College Drive are the main entrances for students.



Heart of Campus

North Campus is viewed as the heart of Salem State University particularly because the majority of the academic buildings are located there. The relatively new Berry Library and Learning Commons and Library Quad help to form a sense of community, while Ellison Campus Center supports student life and activity.



Classrooms and Labs

Sullivan Building and Meier Hall are considered sufficient classroom buildings, but in need of renovation. Rooms with recent upgrades - such as new, movable furniture, technology - have been well received.



Dining

More healthy options are requested, and many people bring food from home because of the lack of options on North Campus. The Starbucks on Central Campus is well liked and successful, many respondents would like to see more spaces like this, particularly on North Campus.



Living

Viking Hall is one of the most liked residence halls at SSU. Students mentioned that some residence halls have issues with temperature regulation and that the South Campus dorms would benefit from renovation.



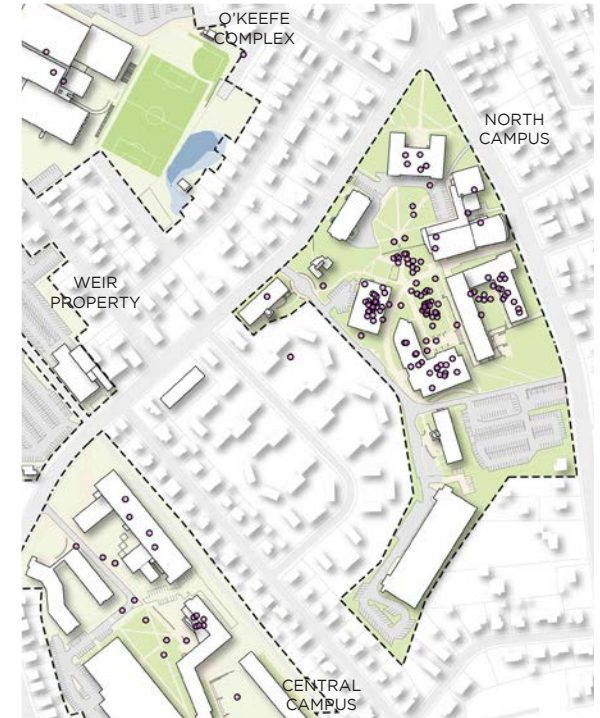
Collaboration

For faculty, staff, and students it is typical to meet in offices when working in groups. Many student groups and clubs prefer to meet in the Ellison Campus Center. The Berry Library and Learning Commons conference rooms are used by students working on group projects.



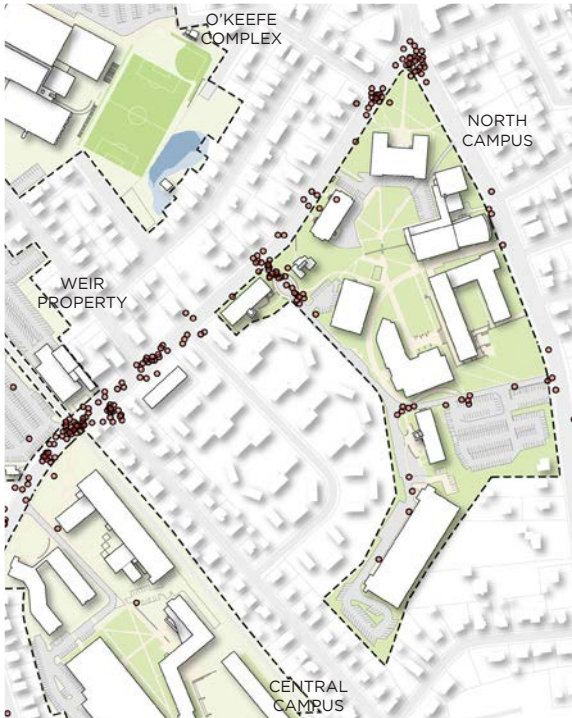
Open/Outdoor Space

Neighbors and faculty members take advantage of the Salt Marsh for viewing and teaching opportunities. More green space would be appreciated between gateways and Stanley parking lot. The North Campus's Library Quad and Alumni Plaza are used frequently for resting, socializing, and eating spaces.



Indoor Space

The new Berry Library and Learning Commons, and Gasset Fitness Center are favorite indoor spaces on campus. The Dunkin' Donuts in Meier Hall is a popular indoor meeting space. Ellison Campus Center is used frequently but needs to be updated to accommodate increasing students use. The Berry Library and Learning Commons, Gasset Fitness Center, and Ellison Campus Center are popular destinations in students' free time



Problem Crossing

Heavy traffic is prevalent in and around campus, which can lead to vehicular and pedestrian conflicts. Poor traffic timing and signaling, often times accommodating traffic rather than pedestrians, often times accommodating traffic rather than pedestrians. As a result, students find their own way to cross streets rather than waiting out the long lights. Many survey participants noted that more pedestrian crossings are needed. Infrastructure updates are needed to better guide traffic speed and traffic direction needed.



Pedestrian Circulation

Currently the majority of the pedestrian circulation exists along Loring Avenue. This concentration is most likely caused by students taking classes on both North and Central Campuses, as well as the lack of dining options on North Campus.



Vehicular Circulation

The heaviest car traffic is focused on the corner where Loring Avenue and College Drive meet. This area gets particularly congested at the end of day when the final classes let out. Additionally, there is heavy car traffic extending along Loring Avenue, College Drive, and on Lafayette Street.

Collaboration Survey

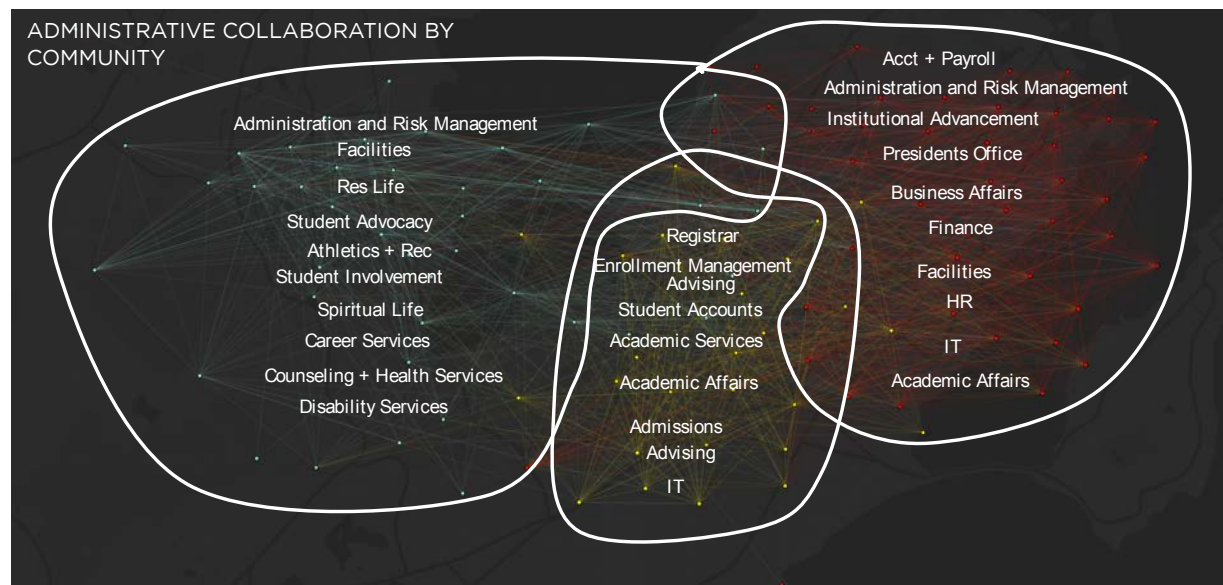
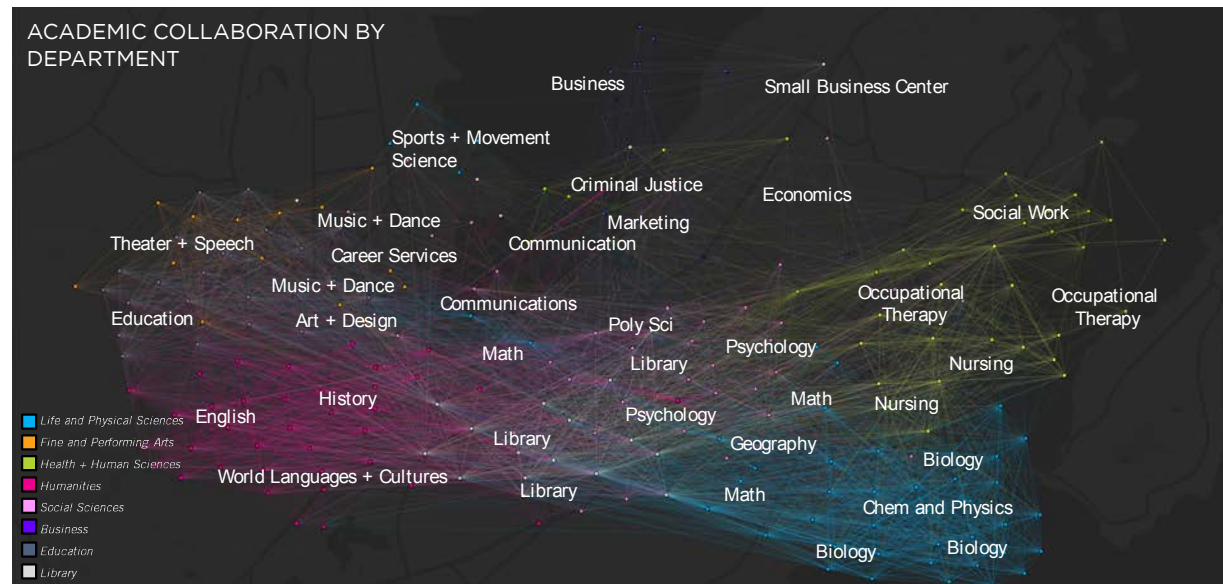
The Collaboration Survey was sent to faculty and staff in order to better understand current and potential future collaborations. The findings supported what we heard during the focus group meetings, and informed strategic space moves.

Academic Key Findings

- The STEM programs collaborate frequently, however are not all co-located; Math, in particular, is the lone STEM program located in Sullivan Building.
- Nursing and other Health and Human Services programs, currently located on South Campus, collaborate with North Campus programs such as Biology, Chemistry, Psychology, and Interdisciplinary Studies.
- Due to the nature of the programs, Education collaborates with many academic departments on North Campus.
- English, currently located in Meier Hall, 35 Loring, and Sullivan Building, collaborates with the other Humanities programs in Sullivan Building.

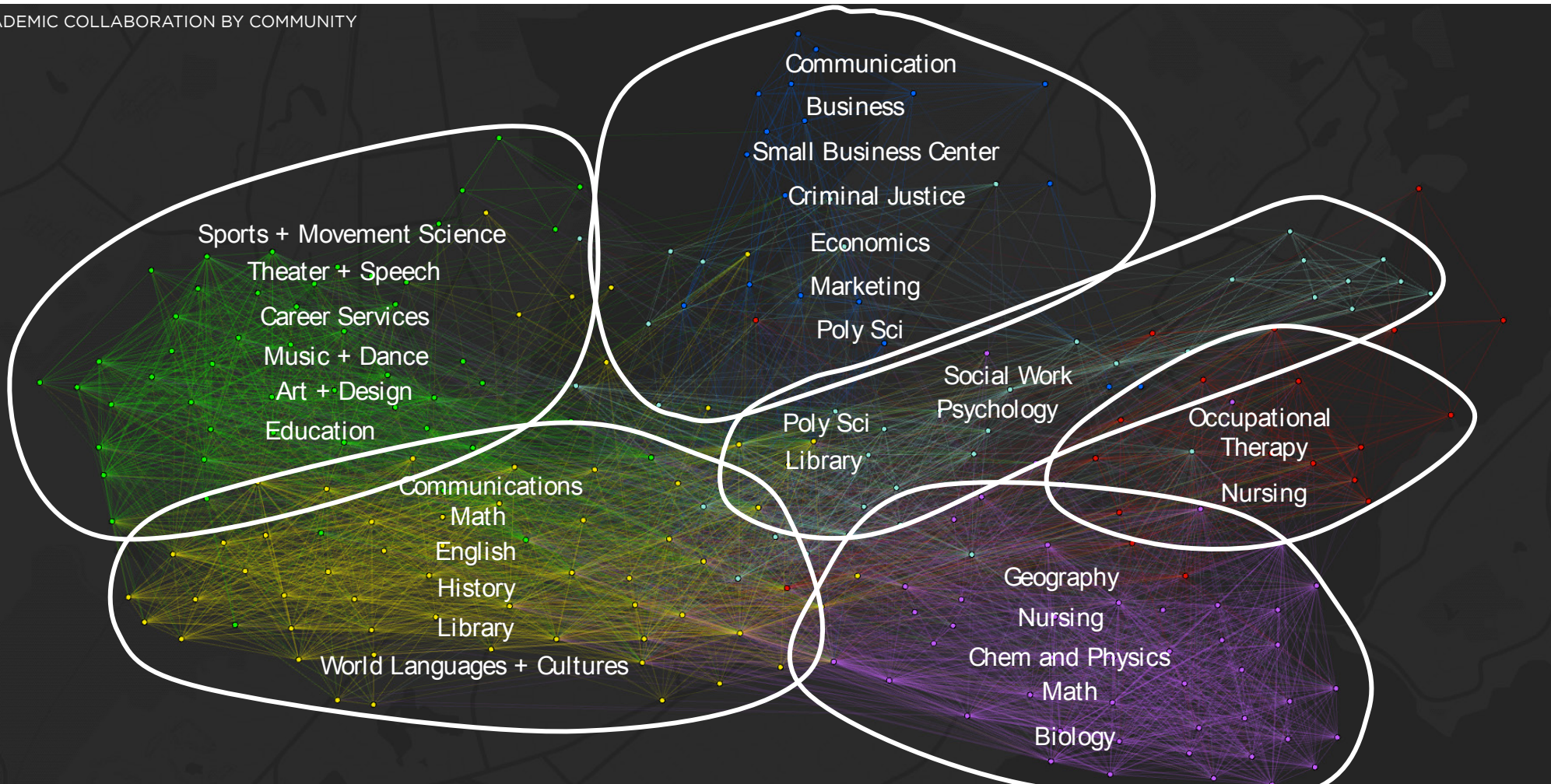
Administrative Key Findings

- The Registrar office, located in Central Campus Building, collaborates with Admissions, and Academic Affairs.
- Finance, located in the Administration Building, collaborates with offices in Stanley Building, Administration Building, Classroom Building, and Meier Hall.



The Health and Human Services often collaborate with Life Sciences, particularly because of educational requirements.

ACADEMIC COLLABORATION BY COMMUNITY



Neighborhood Engagement

Community outreach and neighborhood engagement is vital to the planning process for Salem State University. SSU along with the Salem State University Neighborhood Advisory Committee (SSUNAC) was established by Mayor Driscoll to foster communication between the city, the university, and its neighbors. The University holds monthly SSUNAC meetings open to the public to report on campus developments and have open discussions with the greater community.

The Neighborhood Liaison Group (NLG) was established for the North Campus Precinct Plan and is made up of SSUNAC board members. During the planning process the NLG met with the planning team on the same schedule as the Executive and Working Group. This cadence insured that the NLG feedback was incorporated into the NCP plan along the way and any potential neighborhood conflicts were identified early on. The NLG informed the greater community through the SSUNAC forums that were held during the planning process.

In October the planning team released a MyNeighborhood on-line survey to the greater community. The survey focused on how neighbors use and access the campus. Some concerns included the pedestrian and vehicular conflict zones around campus, and neighbors feel that separating vehicular and pedestrian circulation could increase safety. Overall, public access to university facilities is appreciated and the open spaces are often used by residents from the neighborhood. Additionally, the planning team held two workshops focused on programmatic mapping during the process, one for the Working Group and one for the Neighborhood Liaison Group. This mapping exercise helped to determine some of the programmatic needs and desires.



NEIGHBORHOOD LIAISON GROUP WORKSHOP TAKE AWAYS

Overall the NLG found the faculty parking lot an undesirable building site because of its adjacency to neighbors. However, the Weir property was identified as an optimal site for a more future development, such as housing. The potential site for Student Life programs on Loring Avenue has the potential to engage the public and enhance the public realm through an open, and inviting design. During this workshop the NLG discussed the importance of co-locating academic programs on campus, which would lead to increased efficiency and may have a positive effect on the neighboring communities that are impacted by the foot and vehicular traffic throughout the day.

The University holds monthly SSUNAC meetings open to the public to report on campus developments and have open discussions with the greater community.

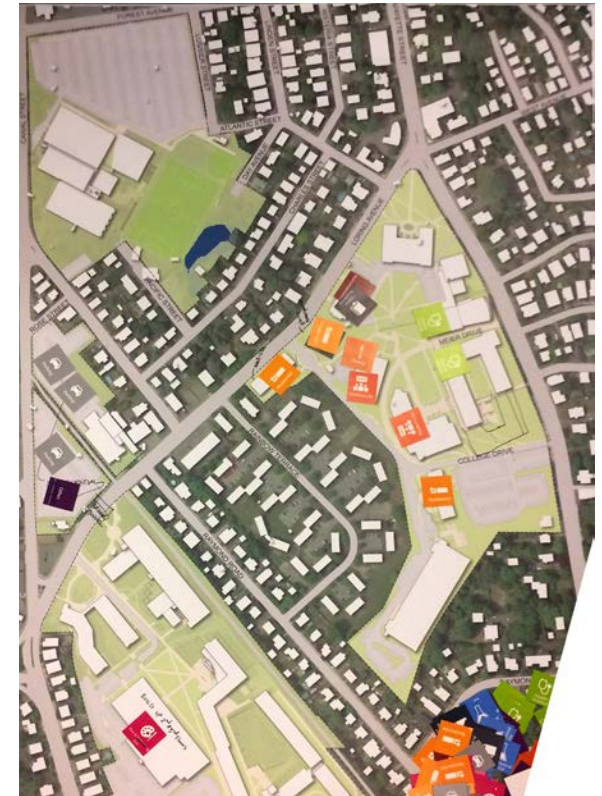
During the neighborhood engagement process, Sasaki divided the NLG into two groups to solicit feedback on the concept scenarios. The following summarizes the feedback collected from each group:

Group 1 noted that, by creating better dining options on North Campus some of the foot traffic on Loring can be reduced. Additionally, the group discussed the importance of good design, especially where the building interacts with the community. The new building on Loring Avenue should activate the street and have transparency.

Group 2 favored the relocation of Health Sciences to Meier Hall and the current dining building to take advantage of potential collaboration with the science programs already located in Meier Hall. Additionally, they identified a “student life” arch that is developed by siting the new dining and residence hall adjacent to Ellison along Loring Avenue, and is continued through the Library and Learning Commons, and is flanked by Bowditch and Peabody Residence Halls.



GROUP 1



GROUP 2



**NORTH PRECINCT
FRAMEWORK & PROJECTS**

4



410 LAFAYETTE

ADDITION

PARKING GARAGE

BOWDITCH

SOPHIA

MEIER

BERRY LIBRARY AND LEARNING COMMONS

ADMIN

COMMONS DINING

SULLIVAN

HORACE MANN

ELLISON

35 LORING

PEABODY

WEIR PROPERTY

- Primary Open Space
- Campus Edge Landscape/Streetscape
- Courtyard Landscape
- Primary Pedestrian Route
- Pedestrian Campus Gateway
- Primary Vehicular Route
- Vehicular Campus Gateway
- Near-Term Opportunity Site for Development / Redevelopment

Campus Framework

The Campus Framework provides an organizing structure for future campus development. Key elements that shape the framework include the open space system, vehicular and pedestrian circulation, and gateways. The proposed framework builds on the existing North Campus structure, particularly those areas that have seen investment over the last several years, such as the Library Quad and Drinkwater Way.

Gateways and Vehicular Circulation

The corner of Loring Avenue and College Drive serves as an important vehicular gateway to campus, as it serves to bring cars from Loring Avenue to the North Campus Parking Structure. By locating a new residential, dining, and student life facility on this corner, the Plan reinforces the prominence of this gateway. Vehicular access is limited to College Drive, both from Loring Avenue and from Lafayette Street to serve both the Parking Structure and the existing Faculty Parking Lot. Daily vehicular use will be restricted around the Upper Quad area; however, pathways will be designed to support service and emergency vehicles.

The lawn in front of Sullivan Building, at the corner of Loring Avenue and Lafayette Street will continue to serve as the ceremonial gateway to campus, particularly for pedestrians.

Pedestrian Circulation

The Framework supports pedestrian circulation by designating specific routes internal to North Campus where cars are prohibited. Vehicles are removed from the periphery of the Upper Quad to provide enhanced connectivity and circulation access from the Upper Quad buildings to the open space amenity. Along paths where vehicles are present, such as Drinkwater Way, the existing sidewalks serve to separate cars from pedestrians. Because of the topographic changes, accessibility is a significant issue to resolve. Accessible entrances are provided for all buildings. Connectivity between Upper and Lower quads is provided via a gracious exterior stairway/amphitheater, but also via an accessible elevator located within the new dining/residential life facility.

Landscape

The landscape framework positions the new Library Quad and a potential upper Quad as the main formal spaces on North Campus. The edge of campus adopts on a softer more informal

character that helps to enhance the pedestrian experiences as well as define the campus edge. The lawn in front of Sullivan Building acts as a gateway to the University and highlights the school signature historic building.

Programmatic Strategy

The strategy to accommodate programmatic needs offers the highest and best use of existing space, and requires the least amount of moves and new construction to execute. This strategy is the quickest option to relocate Health and Human Services from South to North Campus to enable the Horace Mann Laboratory School swap, and is not dependent upon completion of the Science and Technology Laboratory Addition. This strategy also offers an incremental and phased approach to student life, with new dining and residential that relates to, but is not reliant upon, an eventual renovation to Ellison Campus Center.



Health Science academic and clinical programs are separated. Clinical functions handled in a future smart hospital. Health Sciences programs are located in a renovated Dining building and Meier Hall.

Art + Design is relocated from Meier Hall to provide space for Health Sciences. Further investigation of the needs of the arts programs and available space will have to take place before determining the future location of the displaced Art + Design programs.

Once the Horace Mann Laboratory School moves to South Campus, Education is relocated to the Horace Mann Building

English is relocated from Meier Hall to Sullivan Building, resulting in a consolidated Humanities block.

With the relocation of Math from Sullivan Building to Meier Hall, STEM departments are consolidated in Meier Hall.

◀ Programmatic Organization

Swing Space

The relocation strategy is designed in such a way that a limited amount of swing space will be needed throughout the phasing. If and when swing space is needed to unlock a series of space moves, SSU should look to the Berry Library and Learning Commons. The library is currently under utilized, and office and classroom space could serve as temporary locations for programs affected by space moves.



South Campus Space Summary

Nursing, Occupational Therapy, Criminal Justice, Healthcare Studies	
Classroom & Computer Labs	12,167 sf
Experiential Health Simulation	17,050 sf
Offices	9,745 sf
Learner Commons	600 sf
Total Space Need	39,562 sf
S. Campus Space	26,399 sf
Renovation Total	40,100 sf

150% growth Reflects reductions in classroom space and increases in experiential learning space.

North Campus Spaces in Play

Meier Hall

Art + Design	8,657 asf
English	3,300 asf
Writing Center	700 asf
Administration	2,200 asf
Addition Backfill	18,000 asf
Lecture Halls	3,900 asf

Sullivan Building

Art & Design	5,000 asf
Mathematics	2,500 asf
Education	4,300 asf

Commons Dining Hall

Non-academic	32,000 asf
Interdisciplinary Studies	2,150 asf



LAFAYETTE STREET

MEIER DRIVE

SCIENCE AND TECHNOLOGY LABORATORY ADDITION

SOPHIA GORDON CENTER FOR CREATIVE AND PERFORMING ARTS

ADMINISTRATIVE BUILDING

7

MEIER HALL

COMMONS DINING HALL

13

BERRY LIBRARY AND LEARNING COMMONS

SULLIVAN BUILDING

11

2

3

4

5

DRINKWATER WAY

ELLISON CAMPUS CENTER

16

LORING AVENUE

10

HORACE MANN LABORATORY SCHOOL

NEW RESIDENCE AND DINING FACILITY

17

COLLEGE DRIVE

LINDEN STREET

BOWDITCH RESIDENCE HALL



Proposed Projects

LANDSCAPE

- ① Sullivan Building Front Lawn
- ② Upper Quad
- ③ Amphitheater
- ④ Quad Connection
- ⑤ Alumni Plaza
- ⑥ Meier Drive Improvements
- ⑦ Meier Hall Courtyard
- ⑧ Parking Lot Improvements
- ⑨ Street-scape Improvements, Loring Avenue and Lafayette Street

ACADEMIC

- ⑩ Horace Mann Laboratory School Renovation and Reuse
- ⑪ Sullivan Building Renovation and Reuse
- ⑫ Health and Human Services Relocation
- ⑬ Science and Technology Laboratory Addition
- ⑭ Bridge Connection
- ⑮ Meier Hall General Renovation and Reuse

STUDENT LIFE

- ⑯ Renovation and Addition to Ellison Center
- ⑰ New Residence and Dining Facility

Academic Projects

Sullivan Building Renovation and Re-purpose

The Sullivan Building is the signature historic building of Salem State University. The Plan proposes to strategically renovate Sullivan Building in order to accommodate all of the Humanities programs. The renovations and space moves provide opportunities to create much needed study and gathering spaces for students, and decompress office space. Math and Education are moved to Meier Hall and Horace Mann Building respectively decompressing offices and opening classroom space. English, currently located in Meier Hall, and Interdisciplinary Studies, currently located in the Commons Dining Hall, are both relocated to Sullivan Building, fully integrating Humanities.

Horace Mann Building Renovation and Reuse

Horace Mann Building is renovated for the Education program, paying homage to the legacy of the building. Additional use includes general classrooms, the current sizes of which fit the needs identified in the space analysis.

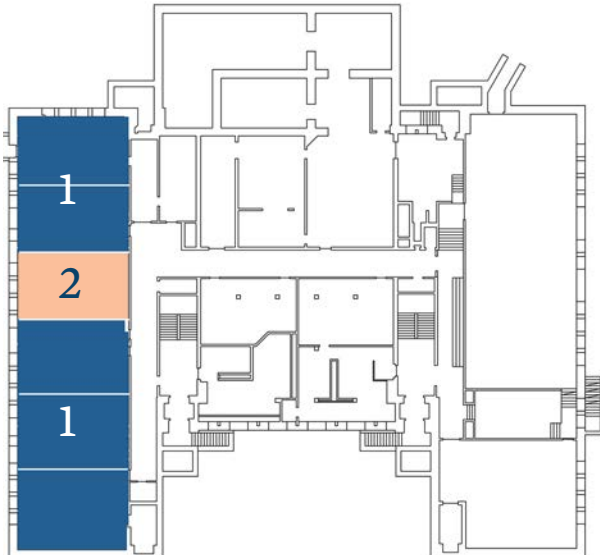


Sullivan “Front Door” Enhancements

The landscape in front of Sullivan Building (“campus front yard”) is lush and green, and differentiates itself from the surrounding neighborhood context, however, there are a few areas that can be improved. The pedestrian hierarchy of the walks can be improved, including their scale, location and character. Redundant walks should be removed.



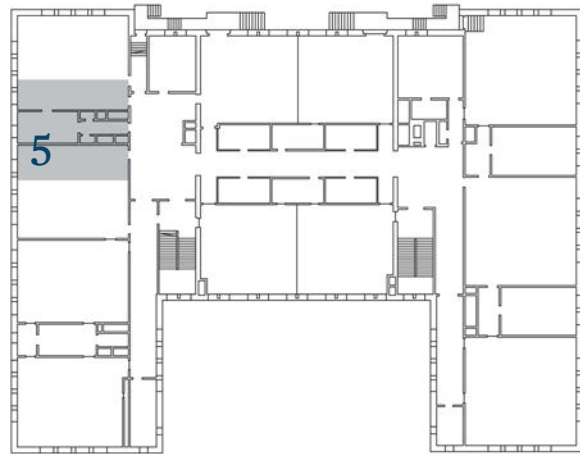
Sullivan Building Attic: Can be converted into office and small group meeting space. While the elevator stops at the attic level, stairs would need to be extended, structure upgraded, and historic approvals are required. This is a significant undertaking and would impact the appearance of the roof given the need for daylight, which could be introduced by dormers or skylights.



Sullivan Ground Level



Sullivan 1st Floor



Sullivan 2nd Floor



Sullivan 3rd Floor

Sullivan Proposed Reuse

1. Convert A&D space into 5 classrooms of 25 seats
2. Study Commons
3. English Offices
4. Interdisciplinary Studies Office
5. Decompress offices when Education relocates

SPACE

- Learner Commons
- General Classrooms
- English Offices
- Interdisciplinary Studies Offices

Health and Human Services Relocation

Programming

Healthcare is a major growth industry. Salem State University's expressed desire to have a strong presence in the healthcare provider field is in alignment with regional and national workforce development needs, and position Health and Human Services as "flagship" programs. Consequently, the quality of its graduates is critical to enrollment, community support for clinical hours requirements, and program success.

While often considered expensive to educate, based on unique academic and faculty ratio requirements, it is understood that Health and Human Service learners have an offsetting ROI given the additional population of core courses.

There are naturally occurring synergies that could be optimized with other SSU departments and programs such as Sport and Movement Science, Psychology, Communication, Health and Counseling, options such as shared space, curriculums, pedagogies, faculty, operational costs and easy proximity.

Additional due diligence is necessary to determine the right growth rate for each of the Nursing programs. Given the workplace market, Nurse Practitioner and RN to BSN degrees are pressing future needs. Both have different teaching space and pedagogical requirements

which would impact the utilization analysis that informs space design.

The School of Health and Human Services strategic plan needs to be updated with:

- The desired and required vision for inter-professional learning
- Potential academic program alliances and operations
- Future degree offerings

Smart Hospital

With a clear understanding of the strategic mission to grow and diversify, while meeting key driver needs, preliminary discussions were initiated to create a Smart Hospital capable of meeting the following needs:

1. Academic clinical hours requirements for a multitude of programs.
2. Ability to provide and model integrated and integrative care delivery for under-served community health care needs.
3. Teaching lab specialty space requirements during non-patient care times. One space meets many types of needs preventing build and operational costs of redundant academic spaces.

The initial concept for the Smart Hospital outlined was:

Academic Teaching Lab

- Skills & Task training
- Immersive Patient Care Management Simulation
- Rooms flex for multiple types of health care environments; acute care, community care, therapy modalities, assessments etc.

Used By & For

- Clinical experiences for SSU students, Boston area GME programs
- Clinical partner with local health care provider
- Primary Health Care provider for local community and SSU learners
- Experiential teaching lab (simulation hospital) during non patient care times

Collaborative, Diversified Funding

- Clinical partners, Boston area GME programs
- Under-served community federal funding
- Tenant rent
- Fee for service

Coordinated Staffing

- Clinical partner
- Boston area GME programs
- Faculty practices

HEALTH SCIENCES SPACE PROGRAMMING CHART

Department	Existing Room	Description	Existing Total SF	Existing Quantity	New Quantity	Growth	New Total SF	Net New
University Space								
100		Classrooms & Support	9,469	10	3		2,825	
						77%		(2,144)
		Flex Classroom for 150 (Didactic)		0	1		4,500	
210		Computer Labs	3,753				3,753	-
310		Offices & Support	676				676	-
<i>University Total</i>			13,898	10		1	11,754	(2,144)
Criminal Justice								
310		Offices & Support	1,522	12		131%	2,000	478
Nursing								
200		Teaching Lab & Support						
	HB212	Nursing Skills Lab	1,521	1	2	237%	3,600	2,079
		Nursing Skills Embedded Classroom			1		900	900
		Nursing Skills Lab Storage					in above	
	HB208	Simulation Lab & Support	949	1	in below		-	
		Ambulatory Flex			6		780	
		Acute Care Flex			6		1,080	
		Healthcare Provider Workstation & Medication Area			1		150	
		Home Health Flex			1		in below	
		Control Room			3	387%	in below	3,670
		Tech Support & Sim Specialists						
		Landing Zone			6		450	
		Storage / Work Zone			1		400	
		Wet / Dry Skills Lab						
		Debrief Rooms / Flex			3		900	
		SP Actor Greenroom			1		125	
220		Computer Labs	1,088	1			1,088	-
300		Office & Support	3,662	22	35	134%	4,900	1,238
		Learner Landing Zone / Reception			1		600	
<i>Nursing Total</i>			7,220				14,973	7,887
Occupational Therapy								
210		Teaching Lab & Support						
	HB210	Occupational Therapy Lab	2,046	1	1		3,069	1,023
310		Offices & Support	568	4	8	237%	1,344	776
<i>OT Total</i>			2,614				4,413	1,799
School of Healthcare Studies								
310			1,145	2	TBD		1,145	-
GRAND TOTAL			26,399			130%	34,286	8,021
Total Office							10,065	
Total Classroom							12,167	
Experiential Health Sim							10,554	
Total Study Commons							600	

Space and Program Needs

Based on known academic health accreditation requirements, current and planned enrollment, unique types of teaching space utilization analysis, evolving pedagogical models and operational logistics, the chart on the left describes the classroom and teaching lab spaces which were identified to meet the basic needs of Nursing, Occupational Therapy, Criminal Justice, and Healthcare Studies.

Considering Nursing education is a focus of growth for SSU the proposed space program will allow Nursing to meet the following requirements:

- Enrollment growth
- Implementation of experiential learning pedagogical models
- Replace, at a minimum, 20% of BSN clinical hours in Immersive Patient Care Management Simulation Lab. This will require pedagogy, faculty training, operations and curriculum incultation alignment with Best Practice standards for Immersive Patient Care Management Simulation as per:
 - International Nursing Association for Clinical Simulation and Learning
 - Society for Simulation in Healthcare
- Provide storage and work prep/clean up area.

Commons Dining Hall and Meier Hall Reuse

This project leverages the location and double height space in the Commons Dining Hall to create two floors of experiential instructional and classroom space for Health and Human Services. The current dining building can become a shared experiential education and a setting for team based learning to accommodate large cohorts in a large, flat-floor classroom.

The lowest level is best used to accommodate an expanded nursing skills lab and an immersive patient care center. Other uses include a shared storage area and a furnished circulation zone where students can study. Demolishing the existing stair and locating a new one in the existing opening to the floor above makes more efficient use of space and simplifies the route between levels.

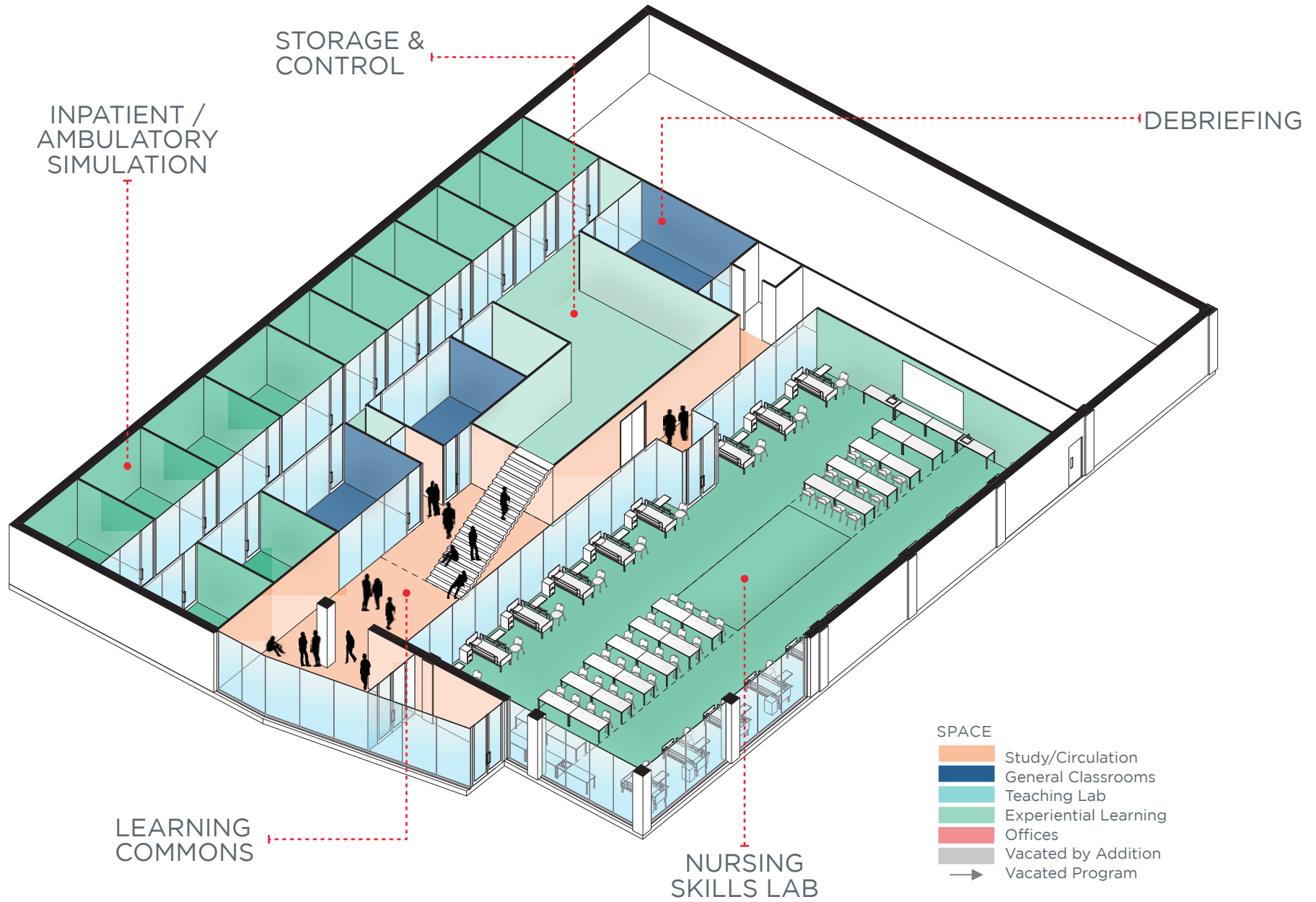
The immersive patient care center is imagined to be a combination of multipurpose patient rooms that can simulate inpatient or ambulatory settings across the healthcare continuum. The use of video capture, standardized patients and high fidelity mannequins in scenarios that are approved to meet clinical instruction standards means that students can get more clinical credits on campus. The center can also be used by many departments on campus in addition to the health sciences as well as external groups for continuing education purposes.

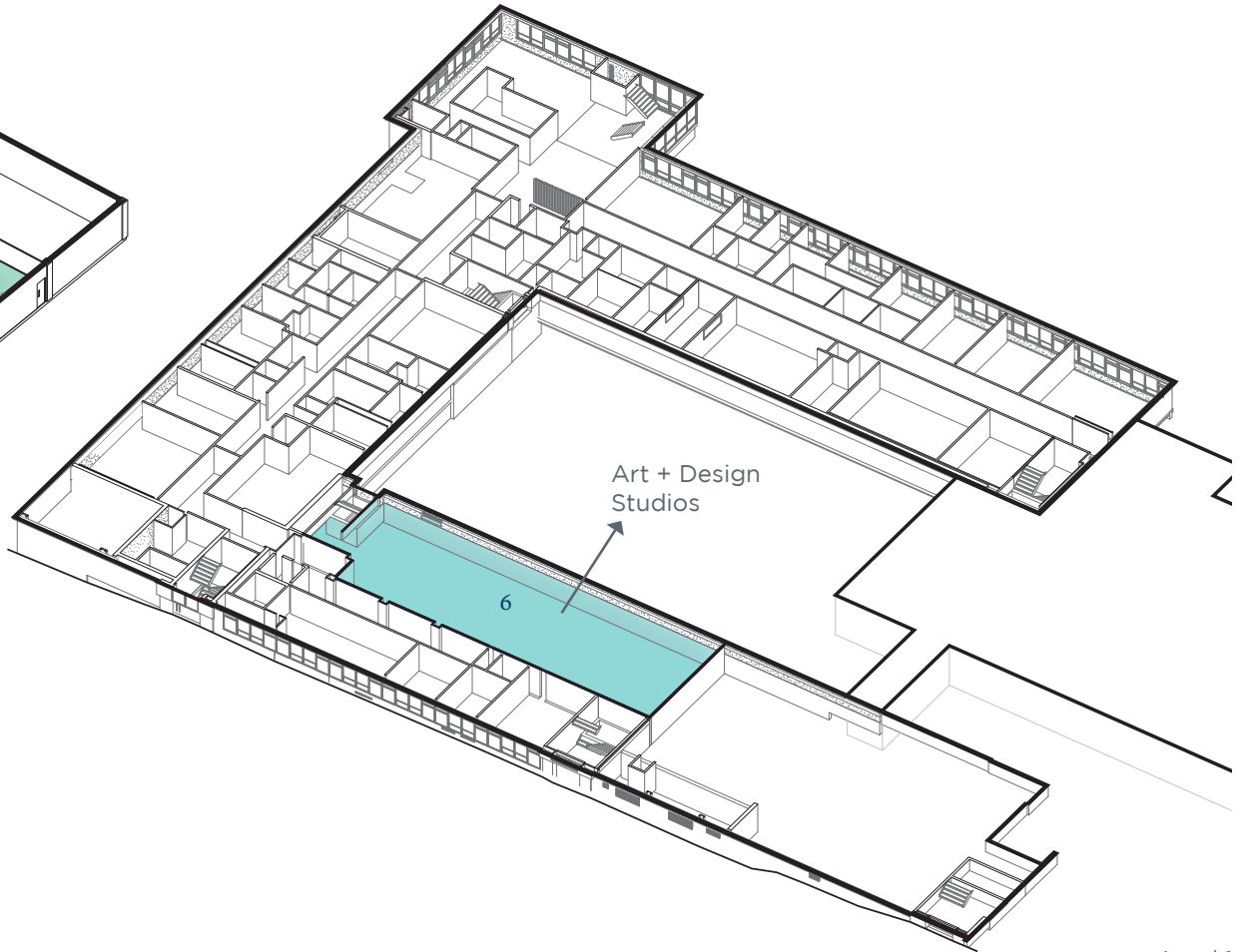
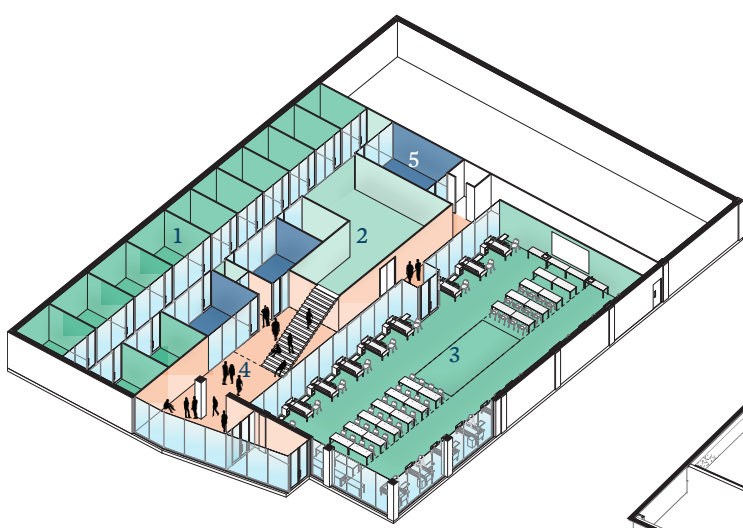
The second level contains both the occupational therapy lab and a large, team based learning classroom. The double height space affords sightlines to projection screens at the perimeter of the room. Acoustic, lighting and power improvements are a few key considerations to a successful repurposing of this space.

A bridge connection between the Commons Dining Hall and Meier Hall links these instructional spaces to Health and Human Services faculty offices.

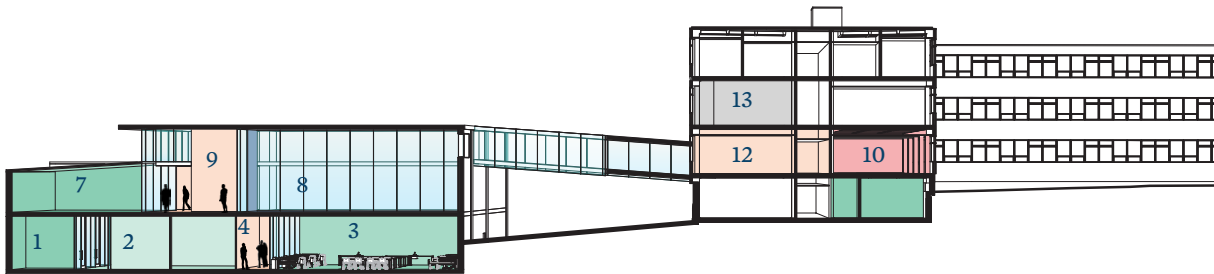


Commons Dining and Meier Hall shown with connection



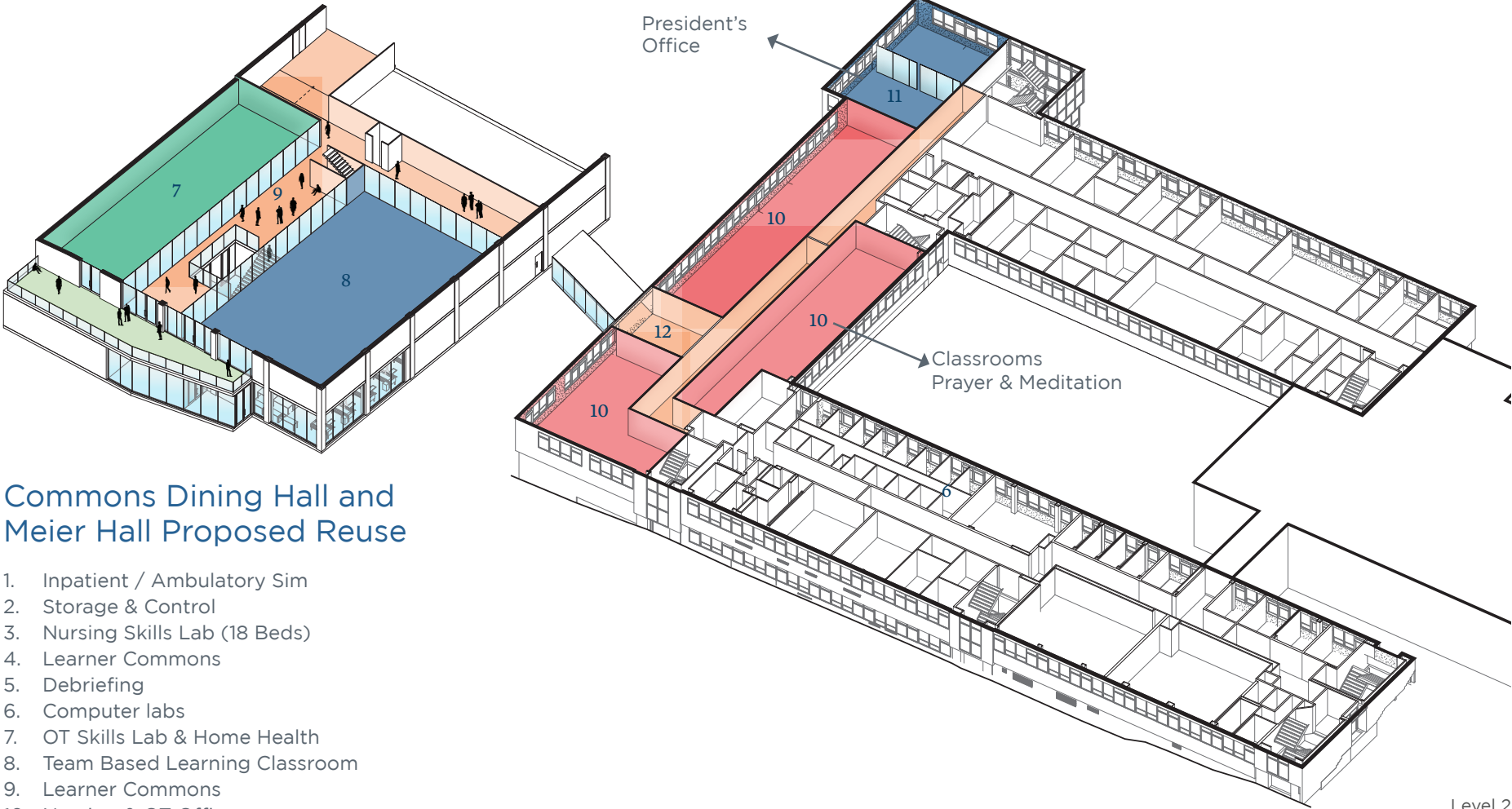


- SPACE
- Study/Circulation
 - General Classrooms
 - Teaching Lab
 - Experiential Learning
 - Offices
 - Vacated by Addition
 - Vacated Program



Level 1

The Bridge connection optimizes the collaboration and use of the renovated Commons Dining Hall and Meier Hall



Commons Dining Hall and Meier Hall Proposed Reuse

- 1. Inpatient / Ambulatory Sim
- 2. Storage & Control
- 3. Nursing Skills Lab (18 Beds)
- 4. Learner Commons
- 5. Debriefing
- 6. Computer labs
- 7. OT Skills Lab & Home Health
- 8. Team Based Learning Classroom
- 9. Learner Commons
- 10. Nursing & OT Offices
- 11. Classroom
- 12. Bridge Access
- 13. Vacated Space

Level 2

Meier Hall General Renovation and Reuse

Renovations to Meier Hall vacated spaces enable Health and Human Services offices to be relocated and expanded to include informal meeting areas and faculty growth. These renovations can happen at anytime, there is no reliance on the Science and Technology Laboratory Addition to enable this project.

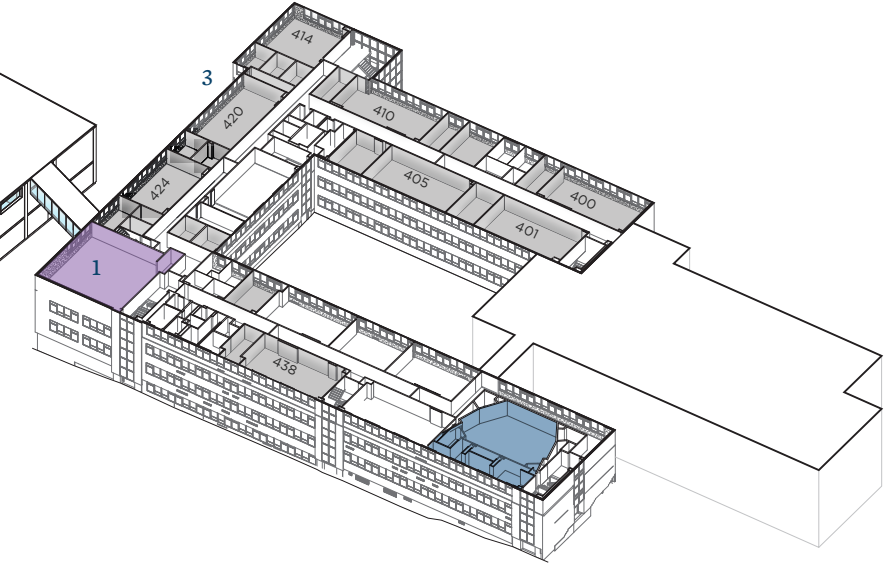


Meier Hall Proposed Reuse

1. Ryan Lecture Hall - potential reuse as central plant
2. Slater Lecture Hall - potential conversion to flat floor team based learning classroom
3. Vacated Space
4. Health Sciences Offices
5. Corridor
6. Computer Lab

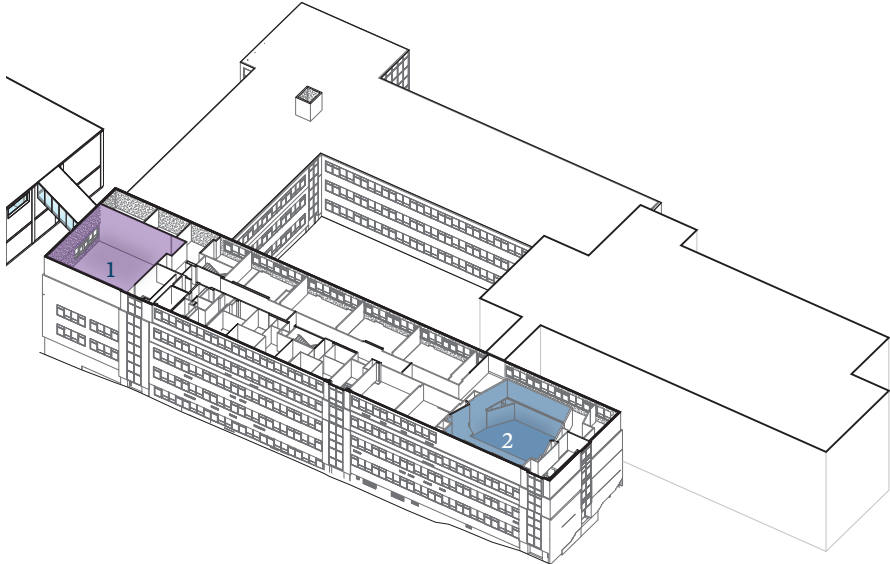
Open Space Improvements

Enhancements to Meier Drive pedestrian corridor Courtyard ensure pedestrian connections from Meier Hall to Commons Dining Hall and improved pedestrian and bicycle circulation and open space, and integration with the Science and Technology Laboratory Addition.

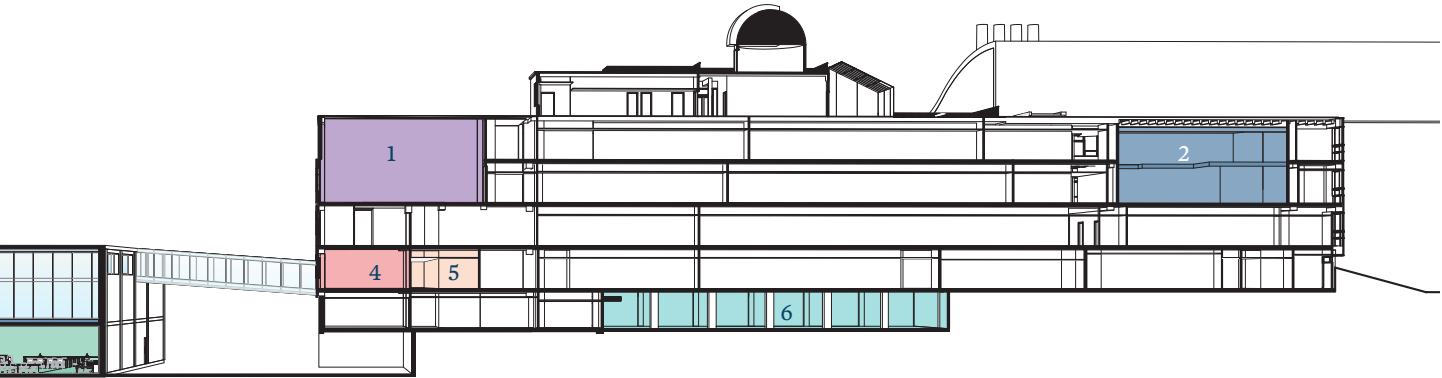


Level 4

Vacated Rooms:
 438,436,427,423,421,424,422,420,418,416,414,412,
 410,408,407,406,405,403,402,401,400



Level 5



- SPACE
- Study/Circulation
 - General Classrooms
 - Teaching Lab
 - Experiential Learning
 - Offices
 - Vacated by Addition
 - Reuse Potential

Student Life Projects

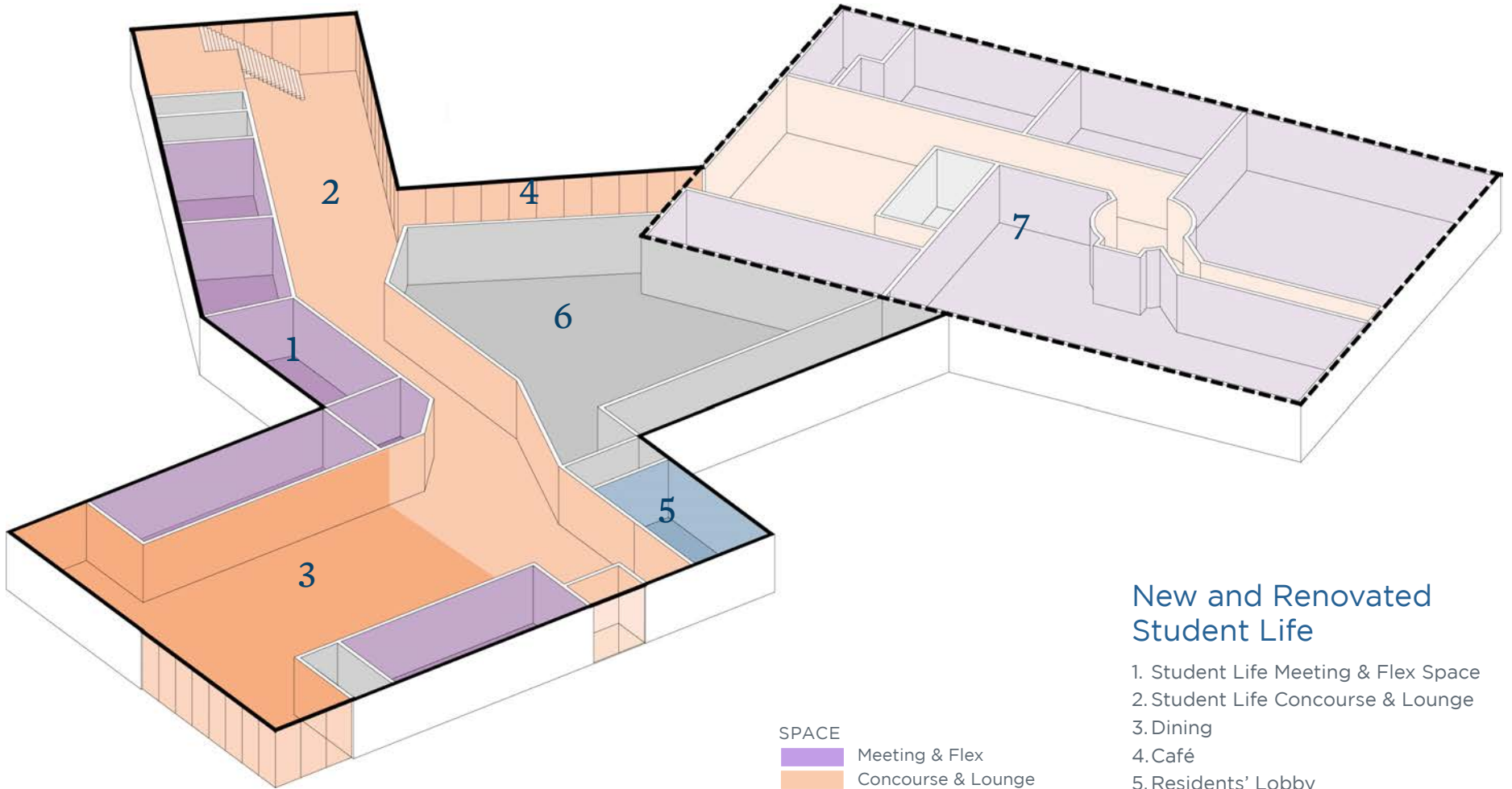
Renovation and Expansion to Ellison Campus Center

Ellison Campus Center can be renovated and expanded in several scenarios as a stand-alone project based on the program study previously undertaken by SSU. This study highlighted the need for improved meeting spaces, new building systems, access to food and social space and a refreshed and improved building character and new connections back to campus. The degrees of intervention were carefully articulated in the study to coordinate with specific cost thresholds above which incremental code mandated upgrades are triggered. The addition options provide an accessible route through the building connecting the upper and main quad levels of campus. This connection is an important feature of all recommendations.

View of the New Residence Hall and
Dining Facility from Loring Ave. ▶



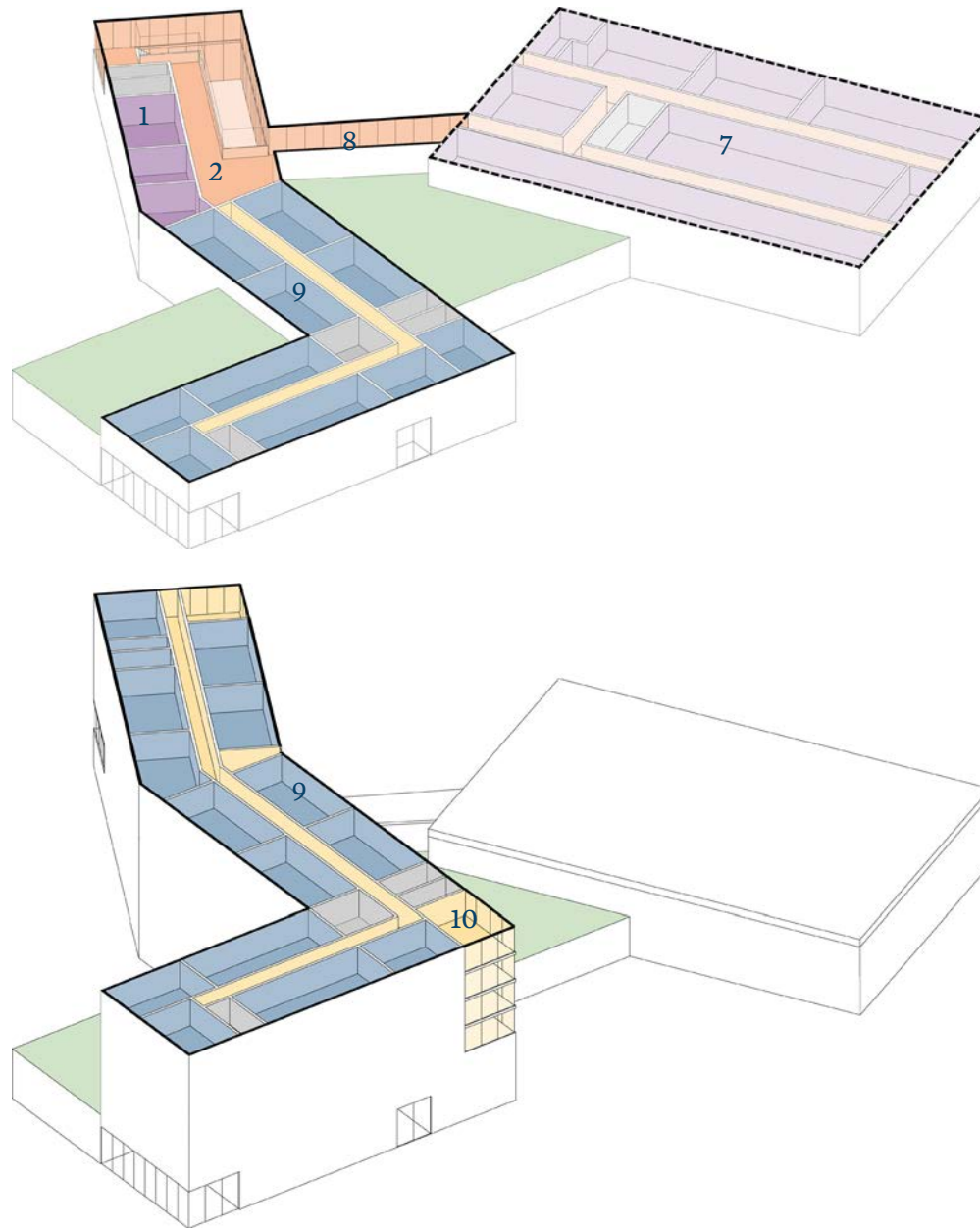




- SPACE
- Meeting & Flex
 - Concourse & Lounge
 - Resident Circulation & Lounge
 - Dining
 - Residential
 - Ellison
 - Support
 - Green Roof

New and Renovated Student Life

1. Student Life Meeting & Flex Space
2. Student Life Concourse & Lounge
3. Dining
4. Café
5. Residents' Lobby
6. Kitchen, Stations, Support & Loading
7. Renovated Ellison
8. Plaza Overlook Lounge
9. Resident Suites
10. Suites



New Residence Hall and Dining Facility

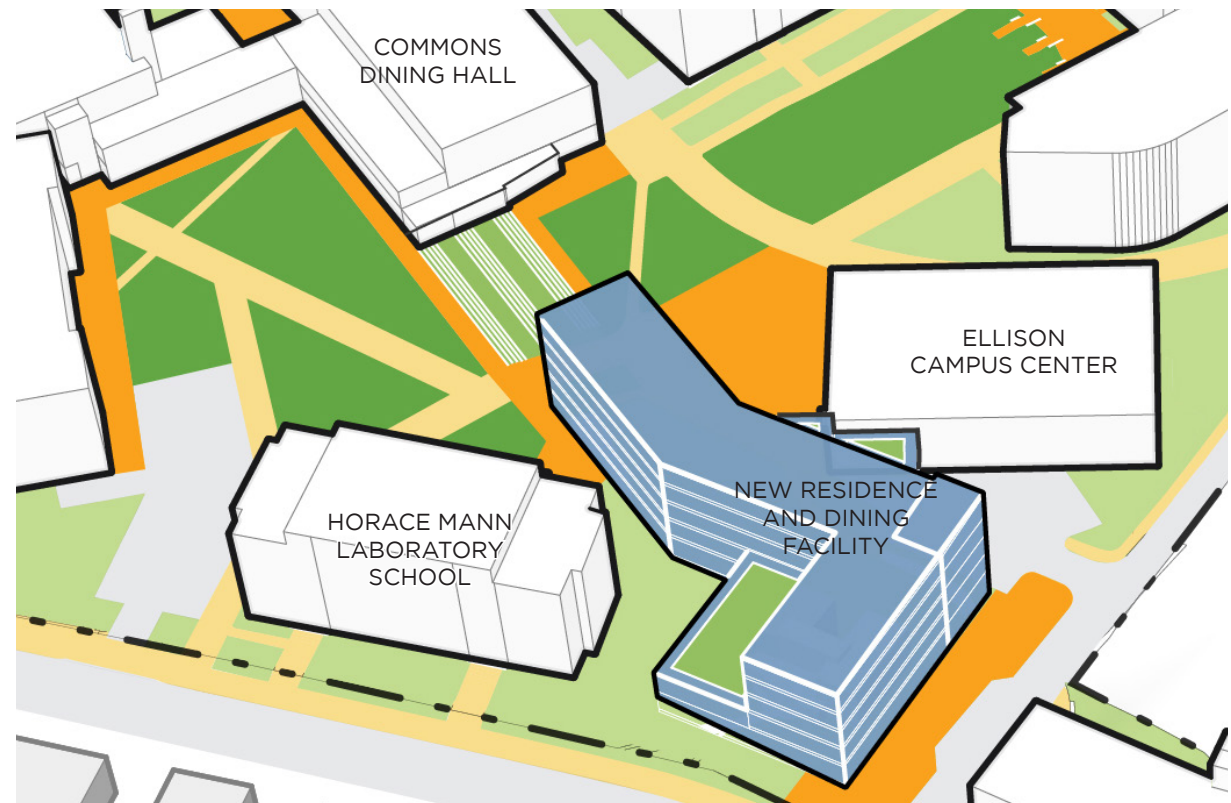
A new residence hall and dining facility provides North Campus with a student life anchor adjacent to the Ellison Campus Center. Together, these facilities serve as a dynamic student life hub for Salem State University. The proposal contains 250 beds, student life spaces, a new kitchen, support and storage, a new servery, and dining areas with a variety of scale and character. The addition will graciously provide accessibility between the Upper Quad and the Library Quad with an elevator internal to the project to provide an accessible route. The addition will efficiently share loading facilities with Ellison Campus Center while having its own dedicated storage areas. Additional support areas such as restrooms and mechanical spaces should be reviewed to determine how to best generate space efficiencies by sharing service programs with Ellison Campus Center. Commons Dining Hall areas should take advantage of the exposure to the north campus main quadrangle and potential for views to the campus. The design should provide views into the building and encourage outdoor dining. In addition to connecting the Upper and Library Quads, this building can provide a new internal and accessible connection from College Drive to the main campus quad. This internal walk can be adjacent to student life and dining activities creating new opportunities for social interaction and student engagement while connecting two key areas of the North Campus.

Dining Facility

The Dining Facility will house a new kitchen, support and storage, new servery, and dining areas with a variety of scale and character. Dining areas should take advantage of the exposure to the north campus main quadrangle and potential for views to the campus. The design should provide views into the building and encourage outdoor dining.

The Dining Facility will be an addition to the existing Ellison Campus Center which will provide student activities in Ellison with access to a variety of food options. In turn, the Dining Facility will benefit from the concentration of students and the key campus location that Ellison Campus Center provides.

The addition should be designed so as not to require significant code mandated alterations to Ellison Campus Center. The reason for this is so that the eventual renovation to Ellison Campus Center can happen at a later date, if desired. If funding is available, it's possible to do the renovation of Ellison at the same time as the dining and residential piece, effectively serving as one large project. The specific nature of the renovation to Ellison is expected to follow the recommendations from the earlier study; however, the design strategy for the other facilities does not preclude a more extensive renovation and/or replacement of Ellison Campus Center.



The New Residence Hall and Dining Facility navigates the grade change between the Library Quad and the Upper Quad, as well as from Loring Ave to the Quads.

North Campus Parking and Housing Analysis

Parking Policies In Place:

- Freshmen resident students are not eligible to park on campus.

North Campus Housing Distribution:

- The two North Campus halls – Bowditch and Peabody – house mostly freshmen.
- Another 277 freshmen live on Central or South Campus
- Possibility to accommodate junior and senior student demand (150) in Marsh (Central)
- The Housing Market Study shows an additional demand of 53 freshmen beds
- Student life could decide to make the new residence hall majority freshmen (213 in Marsh + additional 53)

Potential Parking Demand Policies:

- Limit sophomore parking or limit upper class resident parking based on proximity of home address
- Increase parking fees (residents currently \$400)

Scope of Sasaki Study:

Specify location for replacement parking that may be lost on North Campus as a result of new development

North Campus Parking Displacement:

- New campus development displaces 41 spaces

Recommendations:

The scope of this study was to replace an parking lost in the NCP Plan. As such, the Plan recommends providing a new parking structure at Stanley Building to serve Central Campus:

- Structure to accommodate approximately 450 spaces
- Net gain of 329 spaces (accounts for 41 N. Campus spaces and 80 spaces of existing surface parking at Stanley lot)
 - Will accommodate upperclass students with parking eligibility
 - Will accommodate Visual Arts faculty (6) relocated from North Campus
- North Campus faculty that were relocated from South Campus (57 total) will park in either Stanley Parking Structure or O'Keefe.

Next Steps:

SSU should commission a comprehensive parking utilization study.

Landscape Projects

Respondents of the MyCampus Survey identified the Library Quad and the area in and around the Alumni Plaza as the Heart of Campus.

Improving the Heart of North Campus

With the proposed New Residence Hall / Dining / Student Life building, there is an opportunity to make several enhancements to the immediate vicinity of the proposed building, as well as to improve the pedestrian experience within the campus core. The proposed building at the intersection of Loring Avenue and College Drive will provide a new vehicular and pedestrian gateway experience to students and visitors entering the campus. Visitors will enter the new building at a plaza along College Drive, and navigate within the building to get to either the Library Quad or the Upper Quad. The building provides an accessible connection for pedestrians to navigate the 12-foot grade change between the Upper Quad and the Library Quad. To bridge the grade change on the exterior, there is gracious set of stairs at the east end of the new building. Some of the

stairs extend out into the slope, acting as seat walls for the Amphitheater, overlooking the Library Quad. This changes the character of the current connection between the two levels, by the removal of the existing retaining wall and orchestrating a more natural transition between the two levels. At the Library Quad level, the existing open space is extended to the base of the Amphitheater stairs. Alumni Plaza will continue to serve as an important student gathering space, with an even greater presence framed by the new building and Ellison Campus Center. Improvements to Alumni Plaza include improved paving, planting, movable seating, and seat walls, which act as a spill out space from the Café with outdoor seating.





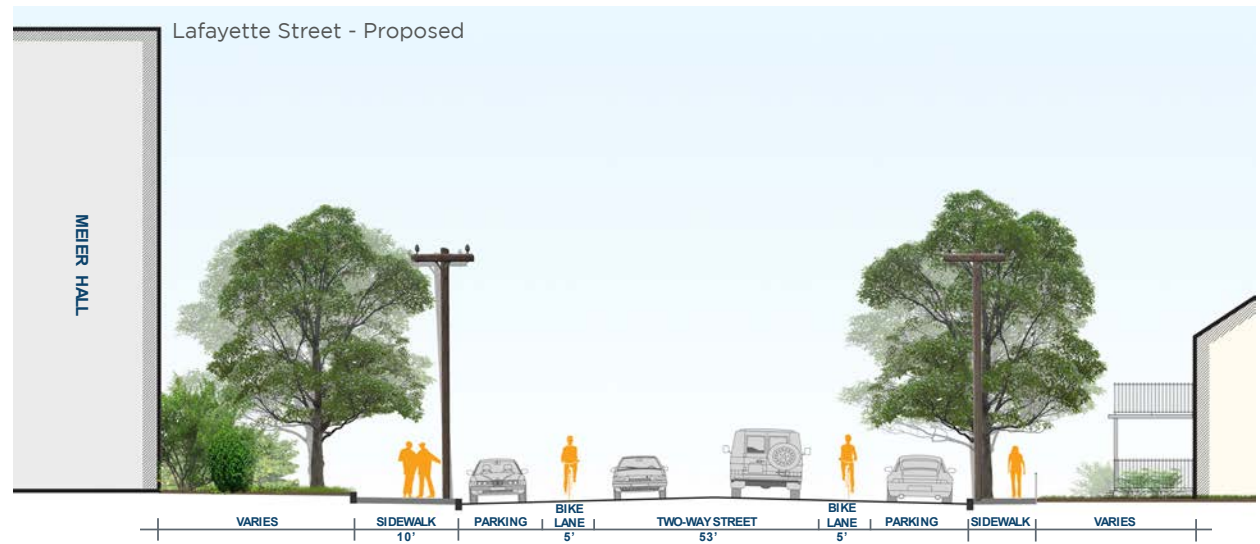
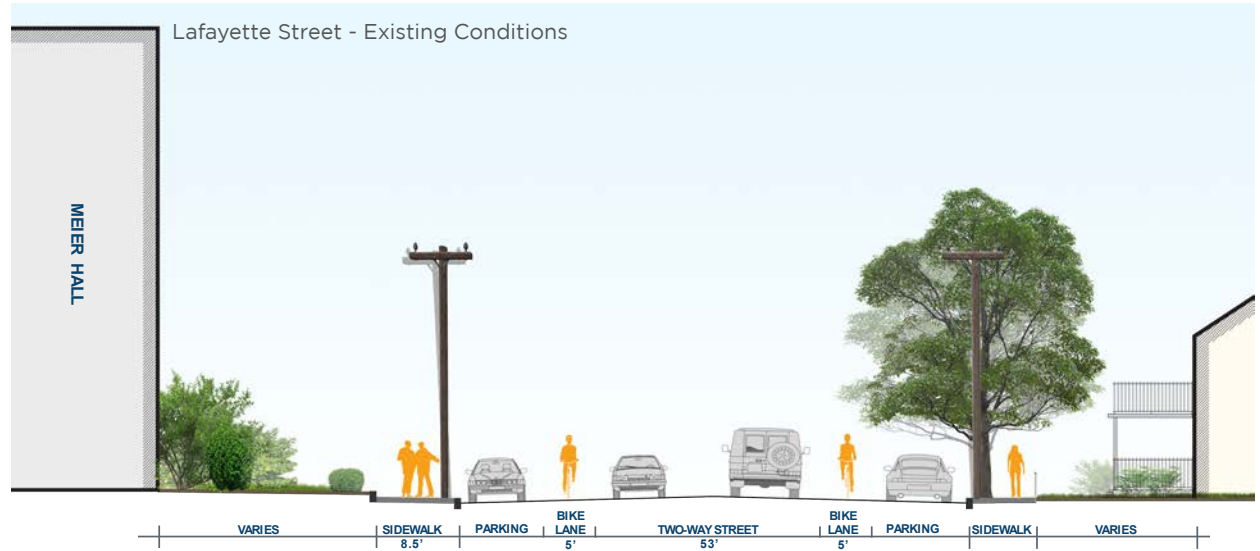


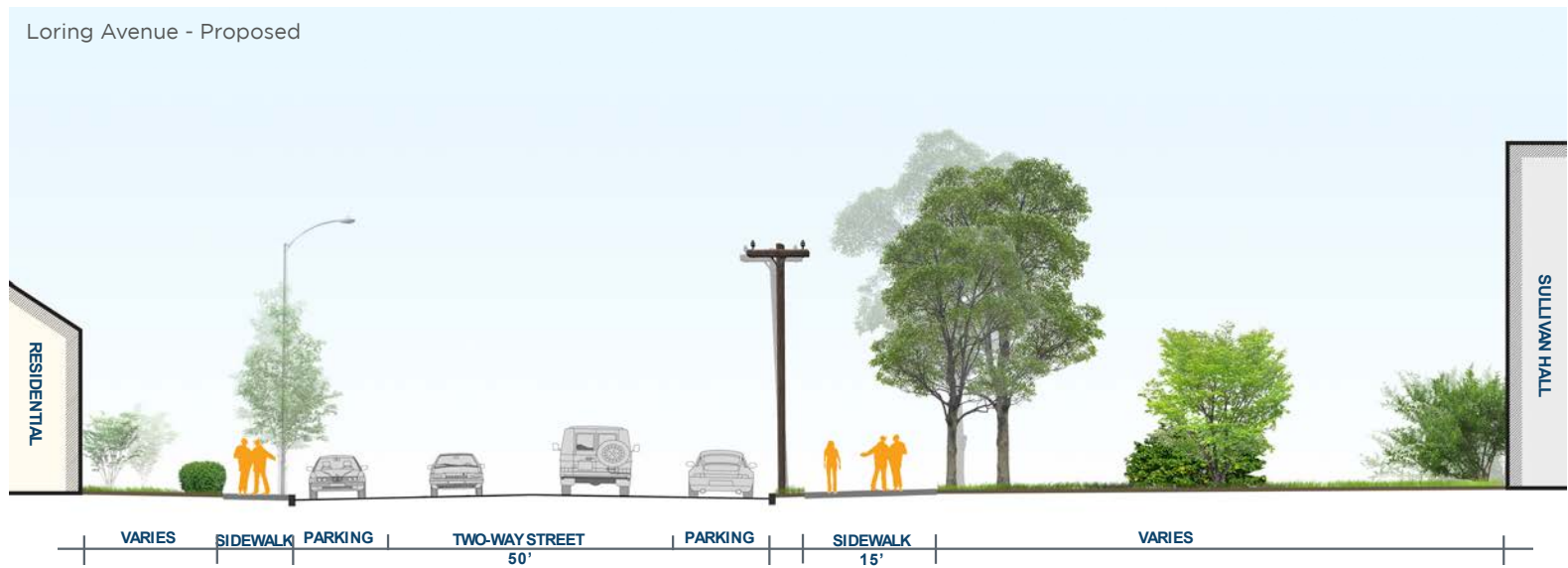
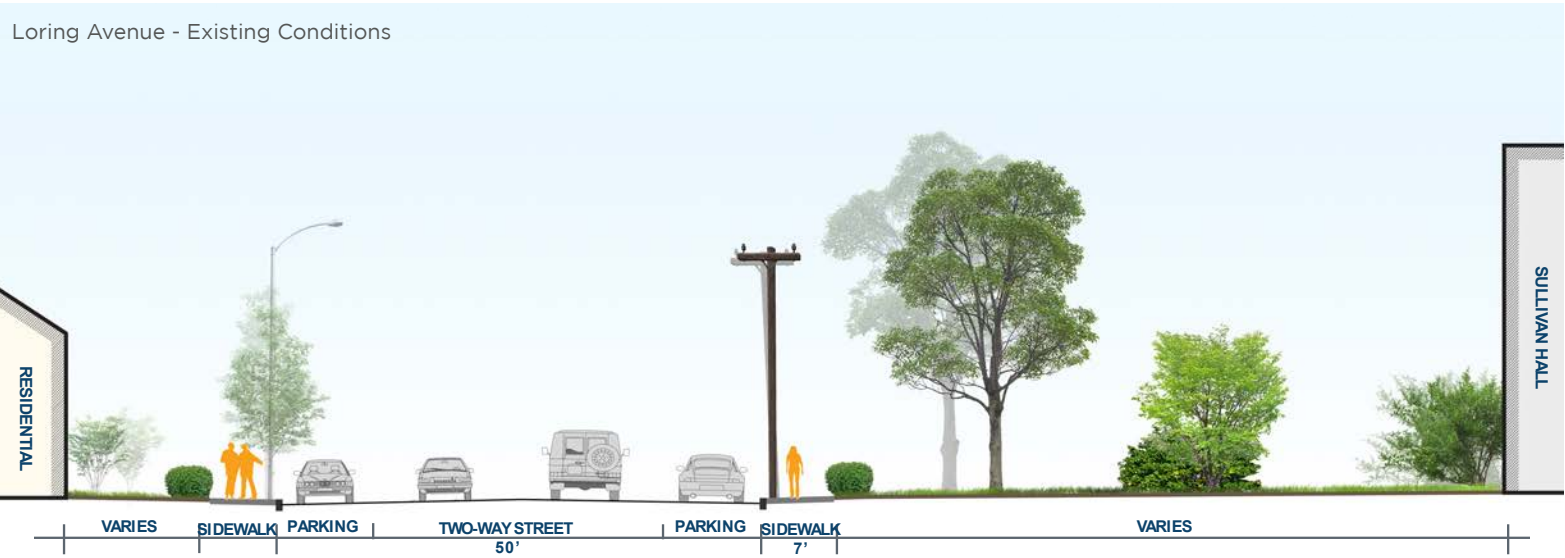
Along Loring Avenue, an improved pedestrian gateway connects between Sullivan Building and Horace Mann Laboratory School. The parking within the Upper Quad is consolidated to reduce pedestrian-vehicular conflict. The newly consolidated lot provides 17 ADA parking spaces. The Upper Quad will have a network of walkways connecting to the accessible entrances of the Administrative Building, Commons Dining Hall, Horace Mann Laboratory School, Sullivan Building as well as to the New Residence Hall. Walkways frame the Upper Quad and plaza spaces at the “back door” of Sullivan Building will activate the Upper Quad. The existing stairs at the entrance to Sullivan Building could be reoriented to provide a direct connection to the Upper Quad. The existing shrubs and understorey within the that area can be cleared, providing a visual connection through the Upper Quad and down to the Library Quad.

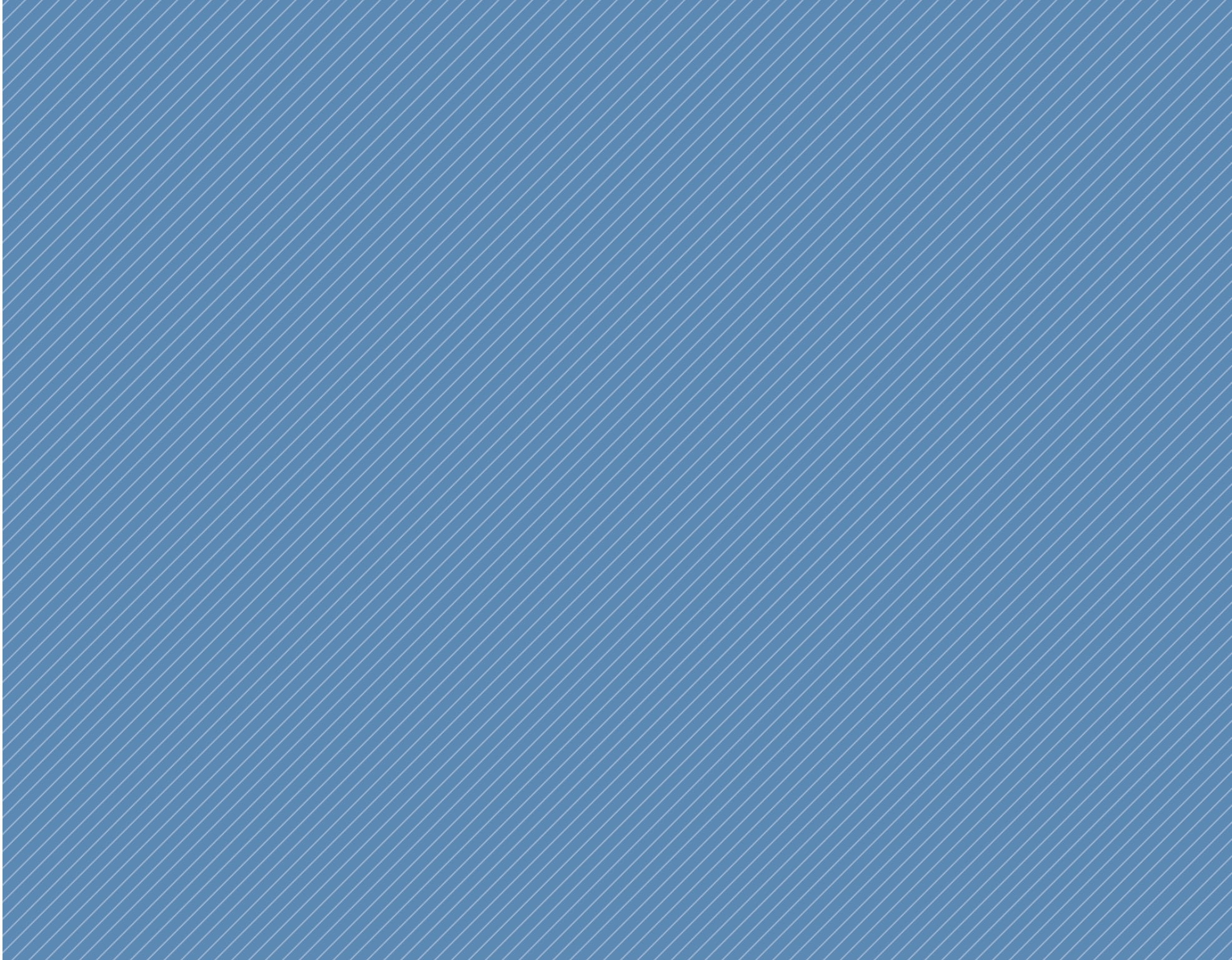
◀ Perspective view of the Library Quad and New Residence Hall

Streetscape Improvements

Loring Avenue & Lafayette Street







**PHASING &
IMPLEMENTATION**

5



LAFAYETTE STREET

LINDEN STREET

LORING AVENUE

COLLEGE DRIVE

COLLEGE DRIVE

PHASES

- Phase 1
- Phase 2
- Phase 3
- Phase 4
- Phase 5

SULLIVAN BUILDING

ADMINISTRATIVE BUILDING

SOPHIA GORDON CENTER FOR CREATIVE AND PERFORMING ARTS

COMMONS DINING HALL

MEIER HALL

SCIENCE AND TECHNOLOGY LABORATORY ADDITION

LIBRARY QUAD

BERRY LIBRARY AND LEARNING COMMONS

UPPER QUAD

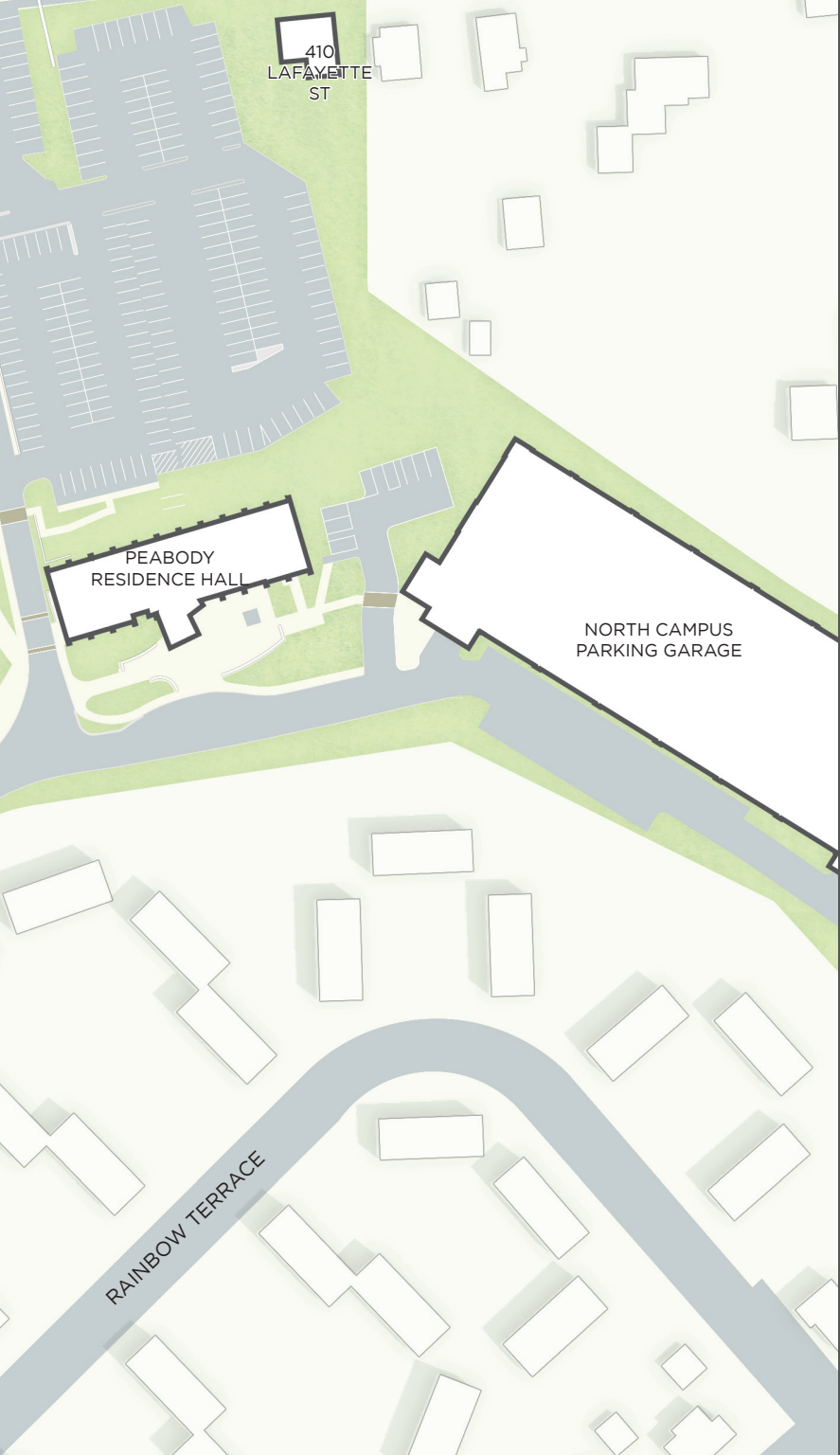
ALUMNI PLAZA

HORACE MANN LABORATORY SCHOOL

NEW RESIDENCE AND DINING FACILITY

ELLISON CAMPUS CENTER

BOWDITCH RESIDENCE HALL



Phasing

PHASE 1

Implement the Science and Technology Laboratory Addition

PHASE 2

(a) Construct a New Residence Hall and Dining Facility on North Campus

PHASE 3

- (a) Health Sciences to Dining Commons
- (b) Move Horace Mann Laboratory School to Harrington Building
- (c) Construct off-site Community Clinic - long term

PHASE 4

- (a) Consolidate STEM in Meier
- (b) Consolidate Humanities into Sullivan Building

PHASE 5

- (a) Education relocated to Horace Mann Laboratory School Building

LONG TERM

- Ellison Campus Center Replacement
- Stanley Parking Garage
- Administration Building Improvements



Next Steps

Current next steps include a detailed parking study of all Salem State University campuses to be completed by Sasaki Associates Fall 2017.

Further engagement with stakeholders and additional feasibility studies will be assessed at a later time.



ACKNOWLEDGMENTS

6

North Campus Precinct Plan

Acknowledgments

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