Critical Next Steps to Secure Carleton's Continued Distinction

We have settled upon a limited set of initiatives which, taken together, are a concrete and focused plan for Carleton's future. This plan has six core ideas, which are described in detail in the document:

1. **Prepare students more robustly for fulfilling post-graduation lives and careers**

2. **Enhance our curriculum to improve liberal arts teaching and learning**

3. **Strengthen the socio-economic diversity of our student body**

4. **Maintain a self-sustaining economy with a growing endowment per student**

5. **Make focused investments in facilities that directly advance our mission**

6. **Embrace collaborative opportunities with other institutions to enhance our academic programs and save costs**
Facilities Master Planning Committees

**Core Committee**
Fernan Jaramillo, Co-Chair
Fred Rogers, Co-Chair
Joe Chihade
Gillian Fitz ‘14
Nathan Grawe
Clara Hardy
Gayle McJunkin
Steve Richardson
Melinda Russell
Julie Thornton
Gerald Young
Matt Weinstein ‘14

**Science Committee**
Joe Chihade, Co-Chair
Fernan Jaramillo, Co-Chair
Cam Davidson
Melissa Eblen-Zayas
Eric Egge
Emily Kolenbrander ‘14
David Musicant
Tsegaye Nega
Mija Van der Wege
Mark Zach

**Music/Public Events Venues Committee**
Fred Rogers, Co-Chair
Melinda Russell, Co-Chair
Lawrence Burnett
Stella Fritzell ‘15
Carolyn Fure-Slocum
Noel Ponder
Kate Richards ‘14
Steve Richardson
Ron Rodman
Paul Thiboutot
David Tompkins
Major Goals

• Long-term precinct plan for the campus
• Investment in Science facilities
• Investment in Music and Public Events facilities
• Number, location, and size of needed classrooms
• Other needs
<table>
<thead>
<tr>
<th>Date/Period</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>February 2013</td>
<td>Received Charge, committees appointed</td>
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<tr>
<td>Spring 2013</td>
<td>Began deliberations</td>
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<tr>
<td>Summer 2013</td>
<td>Hired Holabird and Root, began analysis</td>
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<tr>
<td>Summer-Fall 2013</td>
<td>Campus-wide and committee discussions</td>
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<tr>
<td>Winter 2014</td>
<td>Finalize recommendations; trustee input</td>
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<tr>
<td>February 3</td>
<td>Presentation at Faculty Meeting</td>
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<tr>
<td>February 14</td>
<td>Presentation to Board of Trustees</td>
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<tr>
<td>February - April</td>
<td>Campus and Public discussions</td>
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<tr>
<td>March - April</td>
<td>Preparation of final report</td>
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<tr>
<td>April</td>
<td>Review by College Council</td>
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<tr>
<td>May</td>
<td>Anticipated approval of final report by Board of Trustees</td>
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1921 Campus Plan
Plateaus define the main campus and limit northern expansion.

Ridges act as essential delineating elements that organize the placement of buildings throughout the main campus.

Street grid provides a direct connection to the community to the south.
• Campus arrival is not clearly defined with no clear ‘entrance’ or arrival point / sequence

• Axes carry neighborhood street grid into campus, establish core building placement and connect open spaces

• Zone between main campus and Weitz Center is in transition

• Limited opportunity for growth exists on the campus north of First Street
Campus Zones and Precincts

- Existing precinct organization is sound and should be preserved and strengthened.
- Campus in-fill is limited and should be very strategic, e.g. Science, Residential Life
- Long-term campus growth would move south along College Street to the Weitz Center

**Zones**

- Academic (with Admin)
- Athletic / Recreation
- Facilities
- New Connector Zone
- Arboretum
- Chapel
- Student Residential
Science & Math

Vision and Key Objectives

• Support integrated science education
• Support a more interdisciplinary culture
• Support student-faculty research
Physical Constraints

Narrow bay depths, poorly suited for labs and classrooms

Short floor to ceiling heights, poorly suited for labs needing ventilation

Tall floor to ceiling heights well suited for labs needing ventilation

Wide Bays for flexible use

Mudd

Hulings

Olin
Science & Math Recommendations

• Construction must meet two key goals:
  – create new space for infrastructure-intense uses, especially in chemistry and physics
  – further the interconnectedness of the entire science complex
• New construction should be in current science courtyard or south of current complex, connected to Hulings and Mudd.
• Targeted renovations for less infrastructure-intense uses
• 30% increase in the overall footprint of the sciences
• Consider moving Computer Science to Olin
• Retain Math and Math Skills Center in CMC
Science & Math Recommendations
Music & Public Events

Vision and Key Objectives

• Support diverse programs at multiple levels, open to all interested students
• Physical location(s) should enable a variety of musical expression and support integration across the College & within the department
• New performance space should be of high acoustic quality, accessible to the College and the Northfield community
Music & Public Events Circumstances

2,200+ enrollments/year representing 30% of student body
Music & Public Events Circumstances

Three buildings: two need renovation, one is to be demolished
Music & Public Events Recommendations

• New addition to the Weitz Center and a second building near Weitz, ideally Parish House, or perhaps new construction
  – New performance venue with stage, backstage, lighting, support
  – Additional rehearsal spaces to ensure venue availability and to accommodate co-curricular groups
  – These goals require ~10,000 nsf increase in space
  – Program is re-allocated to improve interaction and collaboration within department and across College
Music & Public Events Recommendations

• Focus Chapel on speaking events
  – Upgrade sound, lighting, and projection capabilities
  – Remove Music uses from basement
  – Attend to major maintenance issues (e.g. HVAC, accessibility, organ repairs)
Music & Public Events Recommendations
Classroom Circumstances

Following addition of Leighton classrooms and conversion of two classrooms in CMC, the number, location, and size of our classrooms generally meet our needs.
Recommendations for Other Needs

• Scoville Hall
  – Empty and renovate for Admissions and Financial Aid

• Sayles-Hill remains as Campus Center
  – Career Center and Center for Community and Civic Engagement to new location
  – Intercultural Life, Gender & Sexuality Center, Residential Life office come to Sayles-Hill

• Residential Life
  – More independent living units – townhomes, Co-ops
  – Move SHAC to new space; reclaim Davis for residences
  – Address loss of Parish House (if necessary)

• Gould Library
  – Move Academic Support Center to Library
  – Expand Archives and Special Collections
# ‘First blush’ Financial Estimates

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<th>Component</th>
<th>New Sq Ft</th>
<th>Renov Sq Ft</th>
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<th>Cost/ Sq Ft Renov</th>
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Moving Ahead
Thank You!