Process Tools

We believe that for physical planning to be truly successful, it must grow from sound principles that balance the visionary with the realistic. To achieve this balance, there must be a collaborative and iterative approach that actively involves interested stakeholders from the College. We anticipate a high level of engagement with the campus community. Engagement occurs throughout the process at many levels:

**ACTIVE LISTENING**
- Interviews with individuals
- Discussions with campus groups throughout each phase of project
- Meetings make take many forms, including:
  - open forums
  - student tables
  - web-based interaction
  - tactile media

**FACE-TO-FACE WORKSHOPS**
- Multi-day design sessions
- Listening and learning
- Integrated problem-solving
- Scenario planning
- Work to build consensus on principles and solutions

**COMMUNITY ENGAGEMENT**
- Open dialogue is critical
- People will best absorb the same information in different formats: graphic communications as important as verbal or written
- Online outreach will include MindMixer, social media, etc.

**ANALYSIS**
- Assessment of program needs
- Understanding of peer benchmarks
- Synthesis of qualitative information
- Data informs decisions, so does culture and community.
Organizational Structure, Roles and Responsibility

The development of the Campus Master Plan will rely on the interaction of several committees and groups. It will be overseen by the Advisory Committee and approved by the Board of Trustees. The process will be managed on a daily basis by the Core Team led by a College representative. We suggest the following committee structure to guide the Calvin College master plan process:

1. ADVISORY COMMITTEE

This group consists of the senior administrators, faculty, staff and students who will champion the plan through implementation. The Ayers Saint Gross design team will meet with the Advisory Committee to review progress of the plan and solicit input, feedback, advice and analysis needed to reach consensus on the direction of the plan.

Sample Advisory Committee Members

- President
- Student Representative(s)
- Faculty Executive Committee Representative
- Vice President of Academic Affairs and Dean of Faculty
- Vice President for Finance
- Vice President of Enrollment
- Vice President of Advancement
- Executive Director of Marketing and Communications
- Registrar or Space Planning Representative
- Athletics and Recreational Sport Representative(s)
- Core Team Members (see below)

2. CORE TEAM

The Core Team will be responsible for the day-to-day management, coordination and implementation of the Campus Master Plan.

Sample Core Team Members

- Project Manager, Facilities
- Vice President for Facilities
- Associate to the President
3. STAKEHOLDER GROUPS: OBSERVATIONS

Information will be gathered through Stakeholder Group forums. The groups should represent a very broad base of stakeholders from the College, any adjacent institutions and civic leaders. The members of these groups should act as ambassadors to communicate their constituencies' concerns. Please see below for a list of suggested Stakeholder Group meetings.

Sample Stakeholder Groups- Observations
Student Open Forum
Faculty Open Forum
Staff Open Forum
Academic Deans
Athletics / Recreation
Student Services
On-Campus Housing Representatives
Admissions
Parking, Transportation and Public Safety
Facilities
Neighboring Institutions and Civic Leaders
Alumni and Development

4. STAKEHOLDER GROUPS: NEAR TERM AND LONG TERM SCENARIO PLANNING

During the Scenario Planning workshop, many of the stakeholders listed above, or their representatives, will need to participate in the workshop devoted to the area of campus that they represent. On the morning of the first day, the Stakeholder Group will be given an orientation to the process. The group will then participate in a campus walk and a design option review discussion. The design team will rework the schemes and present revised plans to the Stakeholder Group on the second day.

Sample Stakeholders Scenario Planning
Academic Deans
Athletics / Recreation
Student Services
On-Campus Housing Representatives
Provost
Admissions
Parking, Transportation and Public Safety
Facilities
Neighboring Institutions and Civic Leaders
Alumni and Development
Other representatives as appropriate

Student Open Forum
Faculty Open Forum
Staff Open Forum

5. SENIOR LEADERSHIP

Senior Leadership will be briefed on a regular basis. The planning team will look to the senior leadership for clarification on plan direction. This leadership may involve the president, vice presidents and trustees as needed.
Process Schedule

The below 12 month schedule sets a target completion date of August 2015. We look forward to working with you to establish your preferred approach.

WORKSHOP #1: JUNE 2014
PROJECT KICK-OFF AND STAKEHOLDER INTERVIEWS

WORKSHOP #2: OCTOBER 2014
OBSERVATION SUMMARY

WORKSHOP #3: NOVEMBER 2015
CONCEPT PLAN / PLANNING SCENARIOS
PLANNING GOALS AND CONCEPTUAL PLAN

WORKSHOP #4: FEBRUARY 2015
NEAR-TERM IMPROVEMENTS

WORKSHOP #5: APRIL 2015
LONG-TERM IMPROVEMENTS

WORKSHOP #6: JUNE 2015
FINAL DRAFT PLAN / FINAL PLAN
DRAFT PLAN

* ADDITIONAL WORKSHOPS ADDED IF NECESSARY

FINAL PLAN DELIVERY
Dear Members of the Reynolda Campus Community,

We are preparing to embark on an exciting year-long campus master planning process. Master planning does not happen in a vacuum -- it flows from the historical development of the campus and from the mission and priorities that we articulate in our strategic plan. Therefore, I believe that our timing for undertaking this master planning is excellent.

The successful master planning process will include a comprehensive look at the physical environment of the campus and, most importantly, will look at how that environment helps us to succeed in our educational mission. We will assess our built environment and our green space, our utility infrastructure and our environmental impact, our roads and parking, as well as pedestrian traffic. We will consider the center(s) of gravity on campus. We will ask how students, faculty and staff use the campus at different points of the day. How do our major "ceremonial" spaces provide a context and connection to our history? We will look at the ways different groups of people "experience" the campus -- our visitors and prospective students, as well as those who live and work here every day.

To ensure that we hear diverse perspectives and gather broad impressions from the many people who hold deep attachments to this place, the very first step of the planning process will be a series of listening sessions, forums and information gathering events. These sessions will kick off in mid-September.

We also have structured the process around two on-campus committees -- a steering committee and an advisory committee. I have asked Matt Cullinan, our Vice President for Administration, to lead this initiative and to chair the committees. The steering committee will serve as the principal working group for the process. It will be comprised of cabinet members, faculty and student representatives. The advisory committee is significantly larger and will help us capture the views, input and feedback of a broad range of campus constituencies. Its membership will include students, faculty, deans, and staff from key areas. The Board of Trustees will have an on-going role in the master planning process as well.

We will be taking a slightly different approach to campus master planning than in the past. Our campus is complex and the issues we seek to address in moving forward will be more complicated. For this reason, we have engaged Ayers Saint Gross, a leading campus planning firm from Baltimore, to assist us. Ayers Saint Gross has a wealth of experience with campus planning at institutions with many similarities to our own.

The campus master planning initiative provides an exciting opportunity for the entire community to participate in shaping a critical aspect of the University's future. I invite you to join in this discussion at the many venues we will hold over the course of the coming year. This extensive process will offer opportunities for you to provide feedback and input.

I encourage all of you to stay abreast of our progress through the University's web site, particularly Window on Wake Forest, and to participate in the various sessions as they are conducted throughout the year.

Sincerely,

Nathan O. Hatch
President