

HIGHER EDUCATION

TRANSFORMATIVE CAMPUS PLANNING

SMITHGROUP



SMITHGROUP ETHOS

Campuses are inspired places for learning. We believe institutions will continue to be a driving force in the knowledge economy, societal diversification, and the proliferation of democracy. They are a synergistic platform for interaction and innovation. The campus environment fosters critical exchanges between people, technology, and the built environment. Moreover, the campus should be the place where students, staff, instructors, and researchers connect, discover, engage, and reflect.

SmithGroup's campus planners take on the critical role of synthesizing an institution's diverse spatial, fiscal, and physical development needs into a unified action plan.

DESIGN A BETTER FUTURE

At SmithGroup, we are a learning organization, driven by both curiosity and rigor. This enables fresh design solutions to be grounded in evidence-based best practice. We promise to 'Design a Better Future', a primary goal well aligned with the mission of planning for higher education.

COHESIVE AND INTERCONNECTED

In our planning, we embrace the relationships between historic and modern campus environments and recognize both the value and challenges that come with honoring preservation: of buildings, spaces, views, and mature trees. A campus' success in stitching new buildings seamlessly into the historic fabric makes it clear that the framework the historic environment provides is highly valued, while breaking free from traditional materials and patterns to create spaces that are moments of intimacy and connection within a more formal setting.

CREATING GREAT CAMPUS SPACES

We recognize that a campus is more than just a collection of buildings—it symbolizes pride, iconic spaces, memorable places, and the embodiment of your traditions. SmithGroup understands that "place" is a key decision-making factor in a student's decision to attend college. As such, we believe strongly in creating new exterior spaces and outdoor rooms, optimizing passive and active environments, and choreographing well-defined pedestrian moments throughout campus.





A SYNERGISTIC APPROACH TO SUSTAINABILITY

Our synergistic thinking on holistic sustainability and infrastructure systems focuses on regeneration and net positive outcomes for energy, water and waste. Climate Action Planning and Resiliency are among the dominant issues to emerge in the higher education landscape during the past decade. For us, sustainability isn't just a buzzword and it's not a box to check in the process. It's at the core of everything we study and propose, woven into every decision we make.



[CLICK TO LEARN MORE ABOUT INFRASTRUCTURE SYSTEMS STRATEGY AT SMITHGROUP](#)

LEVERAGING OUR LEARNING EXPERTS

We believe that it is critical to understand the complexity of every campus at the master plan, building, open space, and room scales. Our campus planners actively engage learning experts from across the firm to ensure that the right experts are fully engaged in the conversation to understand your vision for learning.



[CLICK TO LEARN MORE ABOUT HIGHER EDUCATION AT SMITHGROUP](#)

EQUITY MATTERS

We believe that Justice, Equity, Diversity, and Inclusion is not only a core value for how we practice open space design, but a new benchmark for addressing access and completion. By integrating equitable inquiry into our planning process, we identify critical barriers to student success and engagement. Our process is rooted in empathy, dignity, and respect of the diverse spectrum of stakeholders who will advance academic excellence. We are skilled at aligning goals and expectations, while seeking to build consensus at every step of the planning process.



[CLICK TO LEARN MORE ABOUT EQUITY, DIVERSITY, AND INCLUSION AT SMITHGROUP](#)



EXPLORING THE DRIVERS OF CHANGE IN HIGHER EDUCATION

Like your institution, we keep evolving in response to drivers of change.

Thriving amid these new and evolving challenges is not about having all the answers; it's about finding them. SmithGroup's **CampusForward** research initiative explores the trajectory of higher education over the next twenty years to envision new physical strategies and platforms to thrive in this dynamic ecosystem.

The 21st century ushered in a competitive new era for higher education disrupting everything from traditional teaching and research styles to time-tested methods for recruitment, governance and funding. With that shakeup comes great opportunity. Your SmithGroup team has the knowledge, strategies and assessment tools to help you more accurately forecast how your campus and students' experiences will evolve. Those insights form the foundation of our planning and design approach addressing your changing needs and priorities, balancing your unique tradition and culture with the larger transformation enhancing your institutional identity.



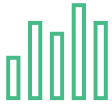
[CLICK TO READ THE ARTICLE](#)

CAMPUS FORWARD

Transformative Places for Learning, Research, & Engagement



THE BIG SEVEN DRIVERS OF CHANGE



DEMOGRAPHICS & CULTURE

Stagnant enrollment may be the most significant driver of change in higher education. While enrollments have declined, the student population is increasingly diverse in ethnicity, religions, age, and life experience. The cost of education, and particularly the resulting debt burden, require graduates to measure the value of a degree in terms of income, not learning.



TECHNOLOGY

The widespread availability of high-quality online content is in the process of revolutionizing higher education. As frameworks for remote engagement and assessment emerge, however, online learning has the potential to be effective at a global scale, significantly reducing the cost of delivering higher education. Several pioneers, including for-profits, are pursuing visions of technology-enhanced learning in an attempt to upend the academy.



FUNDING

Public sector support for higher education has been dramatically reduced over the past two decades, therefore shifting more costs to students and their families in the form of tuition increases. As a result, affordability has become a political issue, with legislators demanding massive reductions to the cost of undergraduate education.



PRIVATE PARTNERSHIPS

Currently emerging on campuses are private sector industry and community partnerships both in the form of sponsorship of, and direct participation in, research and scholarship. The growing realization that technical skills and knowledge have limited durability also emphasizes the need for lifelong soft skill assets—such as communication and synthetic thinking. This reskilling occurs

in a variety of forms, including continuing education in the health professions and executive education, but has the potential to change the model of lifelong learning.



PEDAGOGY & SCHOLARSHIP

Despite increasing competition for and investment in research faculty, tenure is under scrutiny and the use of instructors and adjuncts across the spectrum of higher education is expanding. Faculty are experiencing rapid change in curriculum and pedagogy. The experiential learning revolution has propagated “flipped” classrooms and “new materialism,” which fundamentally links learning to making and doing and potentially raises the need for maker space to support all forms of inquiry.



STUDENT EXPERIENCE

Students enter college with a broad range of experience and preparedness. The mission of campus is to make place-based learning an added value for all learners across the demographic spectrum. The vitality students bring to campus and the adjacent communities is not yet a qualified benefit worth competing for. Just as program and degree options are evolving and offering greater flexibility, many higher education institutions are redefining student life.



RESILIENCY & SUSTAINABILITY

The need to improve an institution’s resiliency is growing and is garnering greater attention. Activities being explored and implemented include moving towards climate neutrality, developing a sustainability governance structure, partnering with the local community to identify synergistic initiatives and sustainability strategies, and empowering students to be exploratory, to innovative, and to drive sustainability initiatives on campus.

CAMPUS PLANNING AT A VARIETY OF SCALES

Designed to move your mission forward by identifying your internal goals, timing, and desired outcomes.

Since the inception of the practice more than 60 years ago, SmithGroup has been at the forefront of campus planning, which addresses the dynamic issues facing higher education today. Our most recent planning experience across a range of institution sizes and types allows us to provide our clients with tailored Campus Plans to meet specific objectives, timelines, and necessary cost range. This, in turn, allows for the development of balanced, creative, and implementable solutions to each institutions' unique mission and issues.



CHARRETTE WORKSHOPS TO DEVELOP SOLUTIONS

Robust charrette sessions establish a collaborative approach to create realistic and achievable ideas. These work sessions allow for discussions of specific campus needs, prioritization of goals and issues, and developing consensus for planning initiatives.



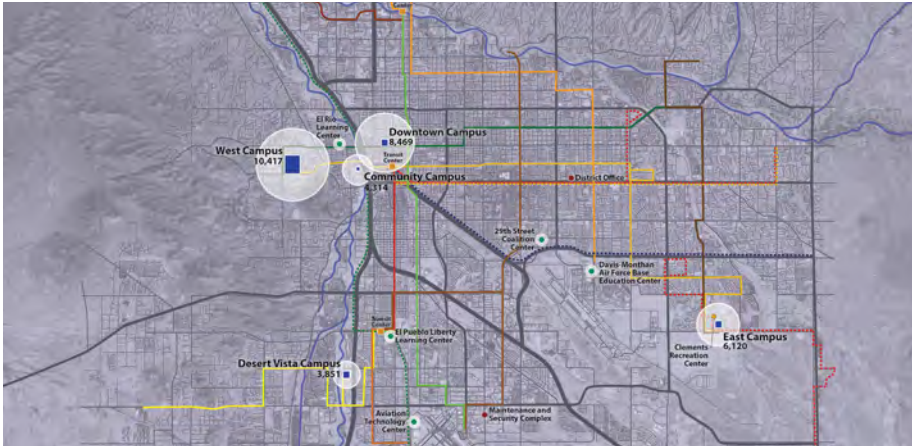
PLANNING TO MAKE THE MOST OF YOUR CAPITAL IMPROVEMENTS

Campus plans are designed to reflect the needs of students, faculty, staff, and the local communities. Effective planning and prioritizing of facilities enables universities to address programmatic and physical concerns and space needs.



FINDING THE RIGHT HOME FOR YOUR NEW BUILDING OR ADDITION

It is critical to align the physical facilities of a campus to the overall goals of the institution. New buildings or additional learning spaces that are correctly placed on campus can help to strengthen programs and aligning your physical assets with your long-term vision.



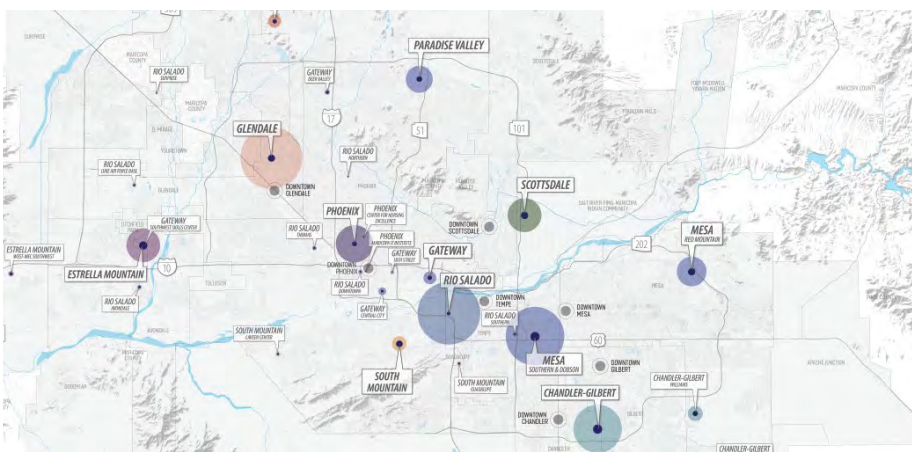
DISTRICT-LEVEL PLANNING

SmithGroup's planning approach is built on a systemic understanding of the district and each individual campus and its host community through structured outreach, critical analysis, and iterative communication.



COMPREHENSIVE CAMPUS PLANNING

Our planning approach is built on a systemic understanding of each campus and community through structured outreach, critical analysis, and iterative communication.



SYSTEM-SCALE PLANNING FOR MULTI-CAMPUS OR MULTI-INSTITUTION SYSTEMS AND DISTRICTS

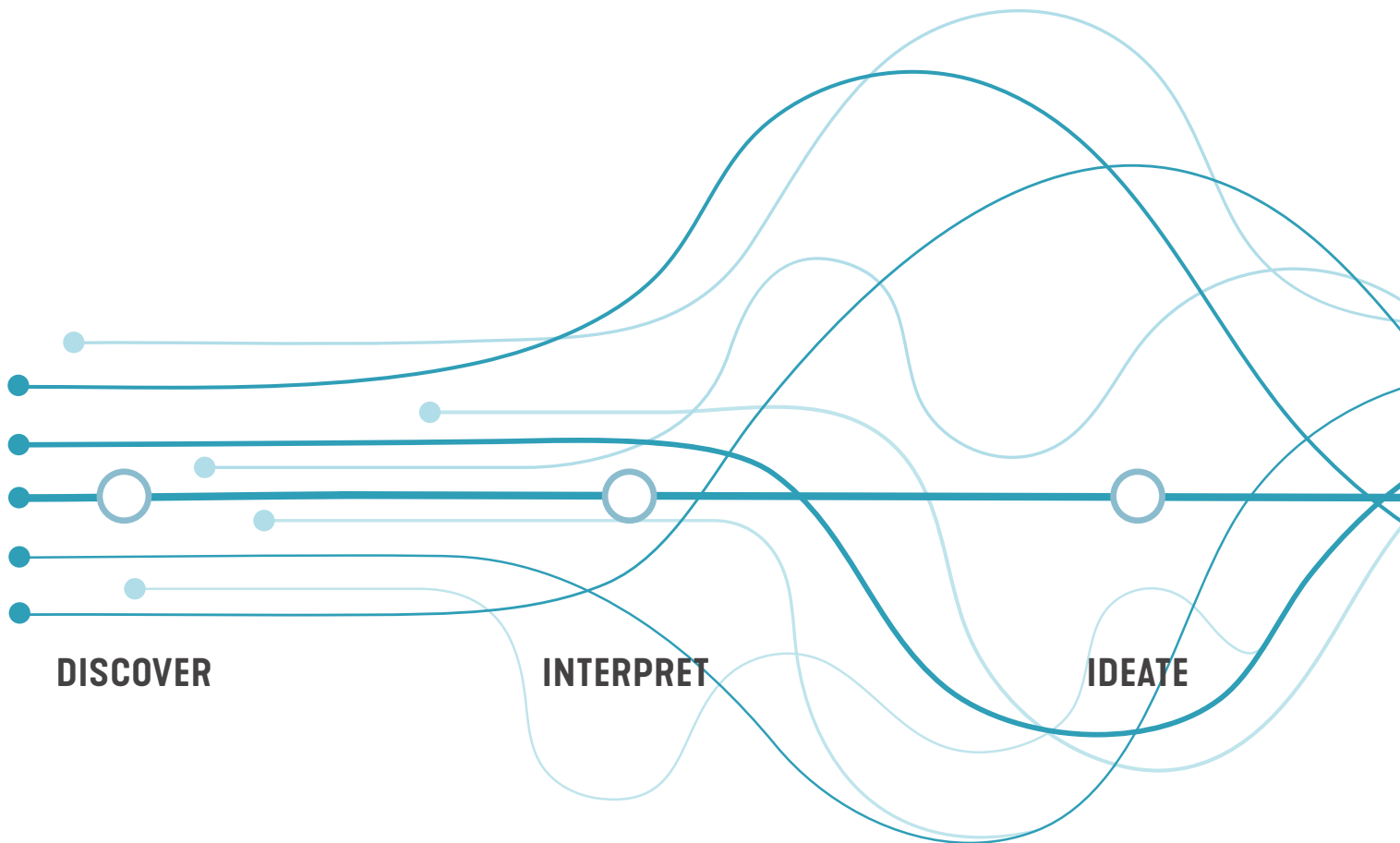
Starting with a strategic system-wide overview, SmithGroup can then orchestrate planning approaches based on each institution's strategic priorities, enrollment trends, program needs, and facility demands.

THE PLANNING PROCESS

The planning approach is a fluid and iterative process, organized around three primary tasks:

UNDERSTAND

EXPL



DISCOVER

INTERPRET

IDEATE

DIGEST THE QUESTION

Identify the drivers that underline the question that will inspire a creative solution

UNDERSTAND USER EXPERIENCES

Understand the needs, wants, expectations, and goals of all constituents from multiple perspectives

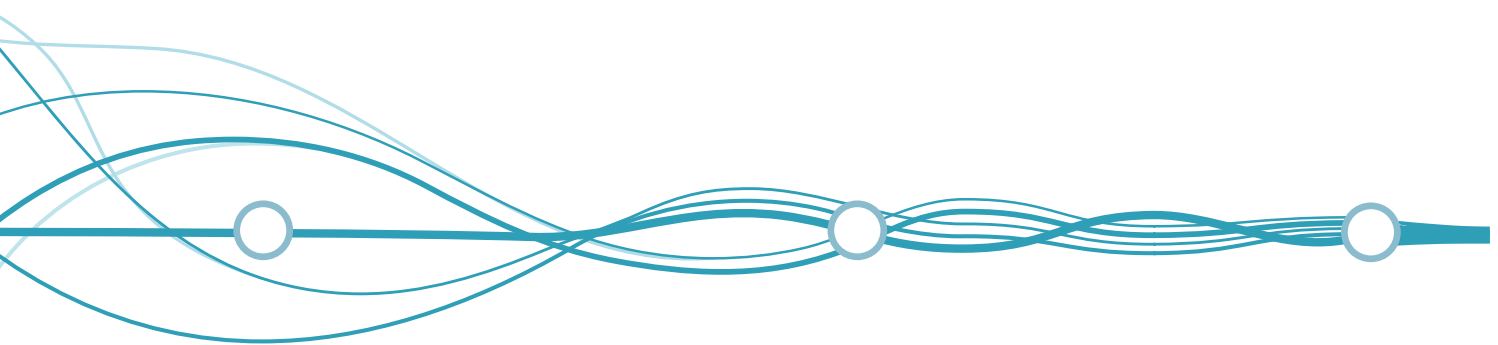
GENERATE IDEAS

Explore thorough modeling and analysis to develop strategies

Each task builds upon the previous one to create ideas and deepen an understanding of the core issues that inform the master plan.

ORE

REALIZE



FORMULATE

REFINE

RESOLVE

TEST IDEAS

Test, assess, and refine in support of the values established through interdisciplinary lenses

SHARE THE STORY

Inspire the University community to reach consensus and take action

CAMPUS STRATEGY AND ANALYTICS

SmithGroup's Campus Strategy & Analytics is a nationally recognized, professional services studio focused on providing higher education planning, space analyses and tailored solutions. We have focused on academic and facilities-related studies for higher education for almost 40 years.

Our planning and programming projects have included more than 700 campuses across the United States and around the world. The outcomes of our work inform institutional leadership as they guide the fulfillment of strategic, academic, and physical planning goals.

Our team of accomplished college and university planners includes multi-skilled staff whose experience ranges from individual program plans to campus-wide studies and from single campuses to statewide systems, with each person bringing exceptional dedication and insight to every project.

We listen, observe, and customize our wide array of services to best meet the needs of each campus, institution or system. Our specialized software, combined with our depth of experience and deep understanding of higher education, allows us to provide objective, data-driven results to our clients. Peer comparisons and benchmarking studies are used to confirm these findings.

We have assisted institutions and various coordinating and governing boards in developing educational master plans based on current and future economic and workforce needs, as well as addressing their space efficiency, programming, and planning issues. We are versed in the unique issues facing campuses as they address funding issues, evolving pedagogies that require flexible learning environments, more effective stewardship of existing resources through increased efficiency, and ever-present student recruitment and retention goals.

SERVICES OFFERED

SPACE EFFICIENCY STUDIES

- Utilization Studies for Classrooms and Teaching Labs
- Utilization Studies for Non-Credit Activity Space
- Utilization Studies for Office Space
- Space Needs Analysis
- Space Reallocation and Migration Studies
- Multi-Campus Program Migration Studies
- Classroom Mix Analysis
- Research Lab Analysis

FACILITY PROGRAMMING/PLANNING

- Program Planning
- Educational Adequacy Studies
- Facilities Inventory Verification
- Feasibility Studies
- New Campus Planning

BENCHMARKING

- Comparative Analysis
- Peer Surveys on Best Practices

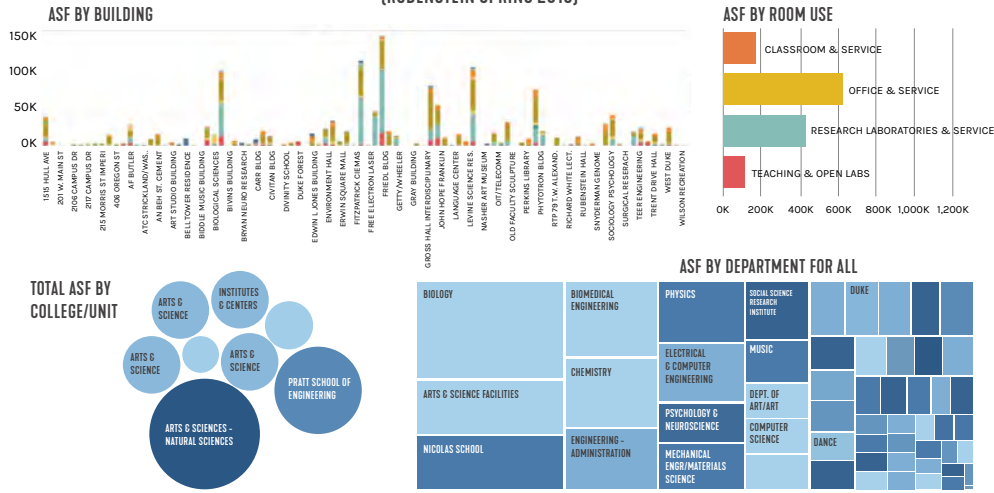
ACADEMIC PLANNING

- Strategic Planning
- Environmental Scanning
- Occupational Demand/Workforce Analysis
- Career/Guided Pathway Modeling
- Program Gap Analysis
- New Program Feasibility Studies
- New Teaching/Learning Strategies
- Demographic and Participation Rate Studies
- Educational Master Planning
- Workforce Development

POLICY DEVELOPMENT

- Space Policy Recommendations
- Capital Planning Procedures

DUKE FALL 2017 FACILITIES INVENTORY (RUBENSTEIN SPRING 2018)

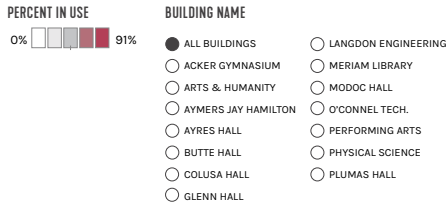


DUKE UNIVERSITY

A space inventory dashboard that measures the Assignable Square Feet for all campus buildings, broken down by building, room use, college/unit, and department.

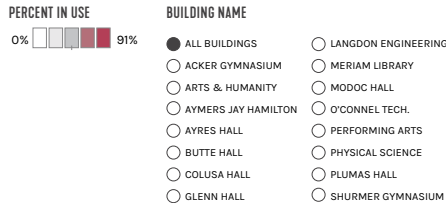
CLASSROOM USE FALL 2017 ■ TOTAL NUMBER OF ROOMS = 137

	MON	TUE	WED	THUR	FRI	SAT
8 am	30%	47%	30%	47%	28%	2%
9 am	69%	85%	66%	87%	68%	3%
10 am	78%	84%	76%	84%	80%	3%
11 am	79%	85%	78%	87%	69%	3%
12 pm	70%	90%	69%	91%	58%	1%
1 pm	61%	82%	63%	87%	47%	2%
2 pm	49%	82%	50%	82%	41%	2%
3 pm	29%	85%	26%	88%	12%	2%
4 pm	76%	80%	77%	72%	6%	1%
5 pm	69%	56%	75%	47%	1%	0%
6 pm	40%	55%	45%	42%	1%	0%
7 pm	16%	26%	18%	12%	1%	0%



TEACHING LABORATORY USE FALL 2017 ■ TOTAL NUMBER OF ROOMS = 133

	MON	TUE	WED	THUR	FRI	SAT
11 am	47%	59%	51%	61%	26%	1%
12 pm	51%	64%	55%	66%	23%	1%
1 pm	35%	46%	42%	49%	20%	2%
9 am	34%	57%	38%	54%	20%	1%
2 pm	47%	65%	53%	68%	18%	2%
3 pm	53%	67%	59%	68%	16%	2%
10 am	30%	57%	35%	54%	16%	1%
4 pm	48%	50%	55%	47%	9%	1%
8 am	13%	33%	19%	29%	8%	1%
6 pm	17%	21%	18%	14%	2%	0%
5 pm	25%	26%	29%	19%	2%	0%
7 pm	10%	10%	11%	5%	1%	0%

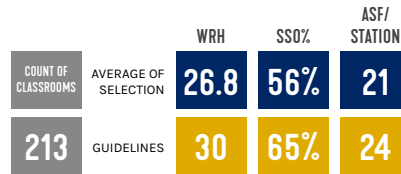


CALIFORNIA STATE UNIVERSITY, CHICO

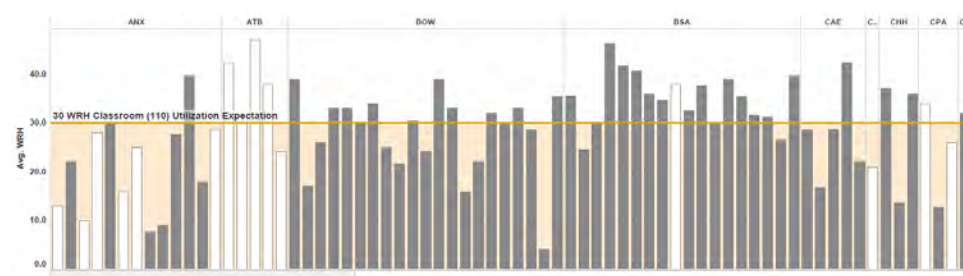
A data visualization dashboard illustrating classroom and lab utilization on campus 8am-8pm Monday through Saturday and is sortable by campus building. Heavy patterns of use can be observed on Tuesday and Thursday (dark color), with opportunities for increased use shown in gray.



BUILDINGS SELECTED: ALL



WRHS OF CREDIT ACTIVITY IN A CLASSROOM



KENT STATE UNIVERSITY

A dashboard created to chart weekly room hour use and the station occupancy for each room with scheduled utilization.

JUSTICE, EQUITY, DIVERSITY & INCLUSION

From building our teams to engaging with your communities and crafting context sensitive solutions we are committed to making changes that promote justice and equity at SmithGroup and in the built environment.

In 2018, we committed to design a better future for ourselves, our clients, and our communities. Today, we pledge to confront our past and take actions to dismantle systemic racism, injustice, and inequity within SmithGroup, across our professions, and in the built environment. We will think critically and act boldly to design a better future that disrupts the systems that have caused great harm to Black, Indigenous and communities of color.



COMMITMENT TO DIVERSITY

Our philosophy for engagement is rooted in raising awareness and building an understanding of the root sources for systems that have historically benefited the majority population and thereby disadvantaged and marginalized those with identities of color, women, and people in the LGBTQ+ communities.

Integrating equitable frameworks and raising awareness on how systems and the physical campus can perpetuate injustice requires listening and documentation.

SmithGroup is also committed to providing meaningful involvement for small, disadvantaged and minority, HUBzone, veteran, and woman-owned business enterprises. Over the past 50 years, SmithGroup has developed valuable business relationships with numerous consultants across a variety of disciplines, with whom we work on a regular basis, regardless of subcontracting requirements on a particular contract. This is because their expertise and experience in their specialty disciplines are vital and necessary additions to our team.

SMITHGROUP JUSTICE, EQUITY, DIVERSITY & INCLUSION PROGRAM

It takes time, resources and courage to create a culture that understands the holistic impact equity, diversity and inclusion have in raising the value of our collective work. The SmithGroup [JEDI program](#) is helping us engage in deeper and more meaningful conversations, initiatives and actions that minimize barriers, foster deeper understanding and promote the values we want to see present in our industry.

We have not yet achieved our fullest potential to establish the work environment that we've long envisioned—one that truly positions people of all disciplines and backgrounds to succeed and allows varied, mission-advancing perspectives to be recognized and valued.



SMITHGROUP EQUITY, DIVERSITY & INCLUSION SCHOLARSHIP PROGRAM

The [SmithGroup Equity, Diversity and Inclusion Scholarship Program](#) directly addresses barriers to success for future professionals. The application-based program honors SmithGroup interns from underrepresented demographic groups with tuition assistance and contribute to the advancement of their education and the profession.



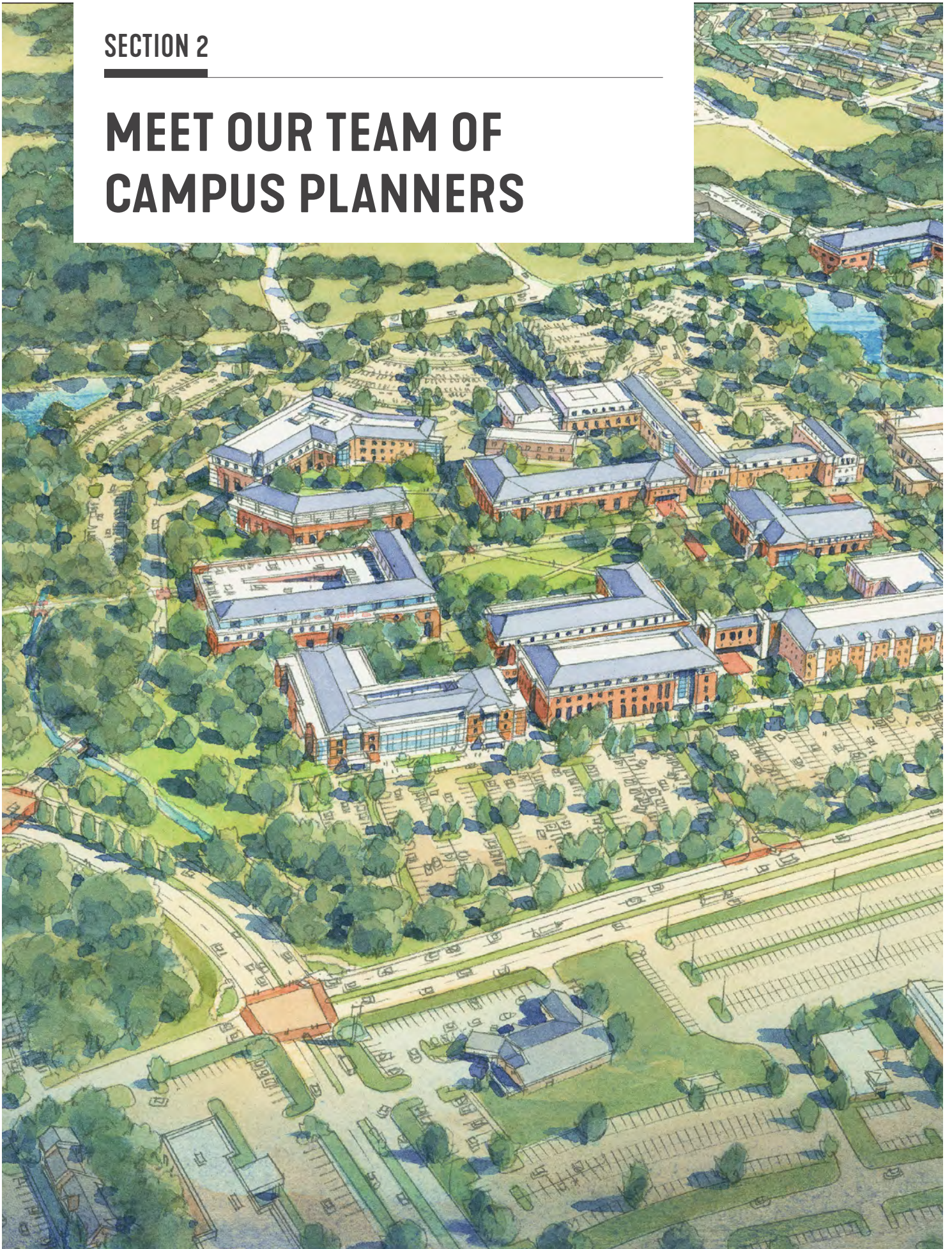
SMITHGROUP JUSTICE, EQUITY, DIVERSITY, & INCLUSION COMMITTEE

COMMITTEE MEMBERS

The individuals on our committee have a record of passion, action and a commitment to the goal of ending systemic racism and injustice. This diverse group of staff members represents a wide range of experiences, both personally and professionally. With this committee we can create a more equitable future for our firm.

SECTION 2

**MEET OUR TEAM OF
CAMPUS PLANNERS**



DEDICATED TEAM

Our **holistic approach** to campus planning encompasses an evaluation of the critical performance, cost, and longevity of facilities and infrastructure which must be considered at the **strategic level**—facilitating a broad-based consensus for **institutional goals and priorities**, along with an informed understanding of how to incorporate them within a shifting higher educational landscape.

This engagement creates a forum for campus planning, district planning, facility planning, and campus design guidelines, as well as space planning, programming, and design for academic facilities. This broader perspective for planning encompasses the critical performance, cost, and constructability issues that need to be considered at the strategic level. This allows for the development of balanced, creative, and implementable solutions that are responsive to your unique mission and issues.

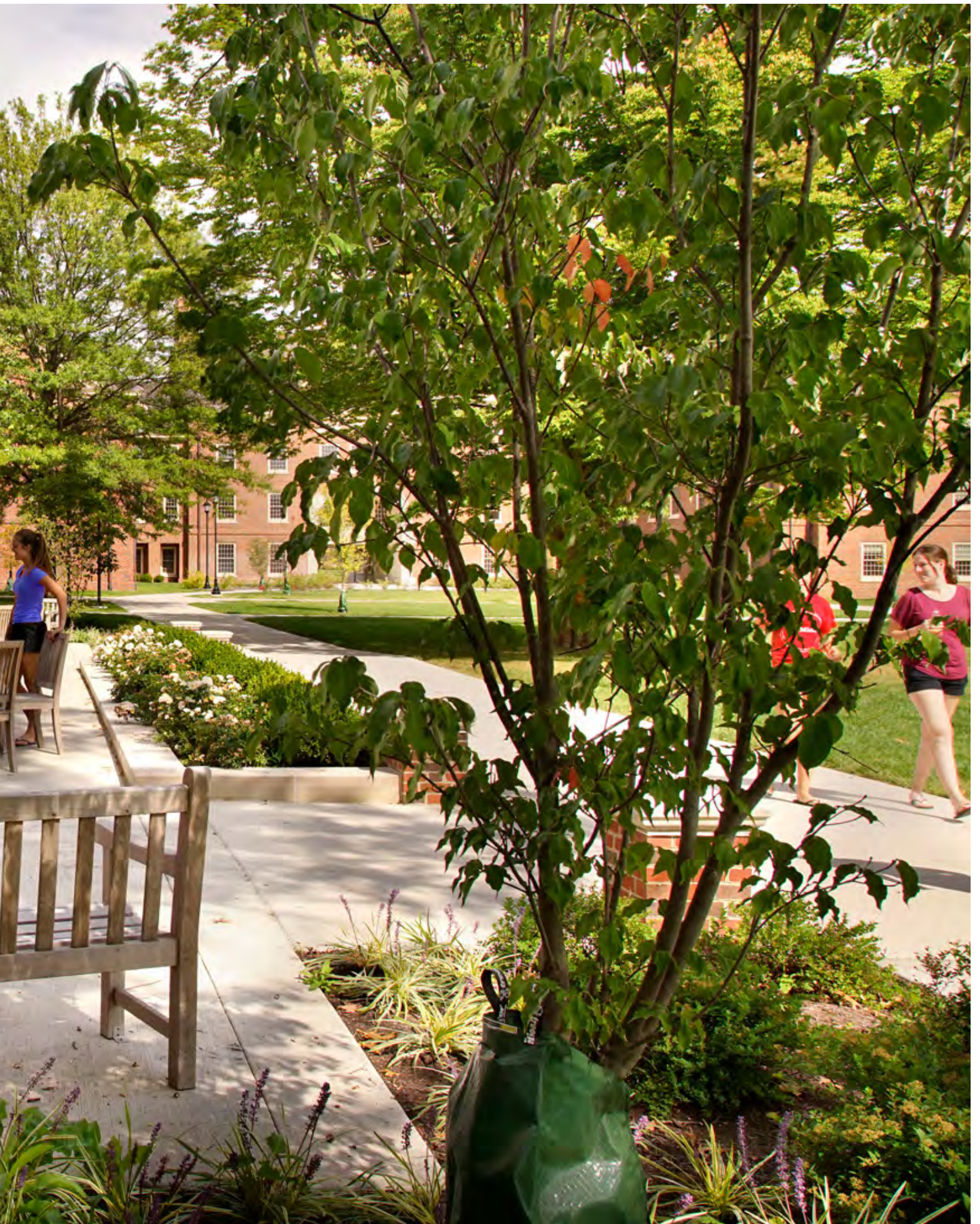
SmithGroup brings strong leadership from dedicated campus planners focused on institutions of higher education and specifically, the complex nature of planning for their dynamic, sustainable futures.



SECTION 3

PROJECT EXPERIENCE





AWARDS:

- American Society of Landscape Architects, National, Award of Excellence in Analysis & Planning, 2018
- SCUP Excellence in Landscape Architecture for Open Space, Honor Award, 2017
- American Society of Landscape Architects, Wisconsin Chapter, Planning and Analysis Honor Award, 2017
- American Society of Landscape Architects, Michigan Chapter, Honor Award, 2017



UNIVERSITY OF WISCONSIN-MADISON

CAMPUS MASTER PLAN & CAMPUS-WIDE IMPROVEMENTS

SmithGroup has had a long-standing relationship with the University of Wisconsin-Madison. As a trusted advisor of the University, SmithGroup has provided a range of services including master planning, site design, engineering, feasibility studies, conceptual design, and a range of implementation projects which have transformed the campus.

CAMPUS MASTER PLAN UPDATE

The visionary and actionable Master Plan addressed campus landscapes, sustainable stormwater management and synergistic infrastructure and transportation. We merged a more traditional campus landscape planning process with a performance-based green infrastructure approach. Recognizing that the future health of the 936-acre campus and the adjacent Lake Mendota are interdependent, this innovative, precedent-setting plan achieves significant, measurable improvements in stormwater management and water quality within a restored and more connected network of historic and culturally rich landscapes.

Select additional projects include:

- Alumni Park
- Athletics Facility Master Plan
- East Campus Gateway Master Plan and Implementation
- Green Infrastructure Master Plan
- Near West Recreational Playfields
- Research Park
- Student Athletic Performance Center and North Field Expansion
- Union Pier and Shoreline
- University Square



Please click on the document above to view the full Campus Master Plan Update.





BOSTON UNIVERSITY

CAMPUS FRAMEWORK PLAN

Boston University (BU) is a leading private research University in Boston, Massachusetts. The institution consists of three campuses - the historic Main Campus located on the Charles River in the Fenway-Kenwood neighborhood, the Fenway Campus in the area formerly known as Wheelock College, and a Medical Campus situated in Boston's South End. BU educates more than 35,000 students annually on 215 acres with 14 million square feet of physical space. SmithGroup has served as a Trusted Advisor to BU for close to a decade by providing guidance and support for planning, architecture, landscape architecture, and infrastructure improvements across the institution.

In 2018, SmithGroup collaborated with BU to develop a 30 year Framework Plan linking the Strategic Plan with four convergent planning themes: supporting pedagogical change, enhancing the built environment, improving the public realm, and strengthening transportation connectivity. The Strategic Plan seeks to extend BU's position as an international research leader and preeminent urban university. The Framework Plan was instrumental in helping to foster integration of the Wheelock College campus, now known as BU's Fenway Campus, into the programmatic and institutional identity of the university. The Framework plan identified short-, mid-, and long-term real estate opportunities and sought to realign programmatic synergies and strengthen transportation linkages between BU's campuses.

LOCATION

Boston, Massachusetts

SIZE

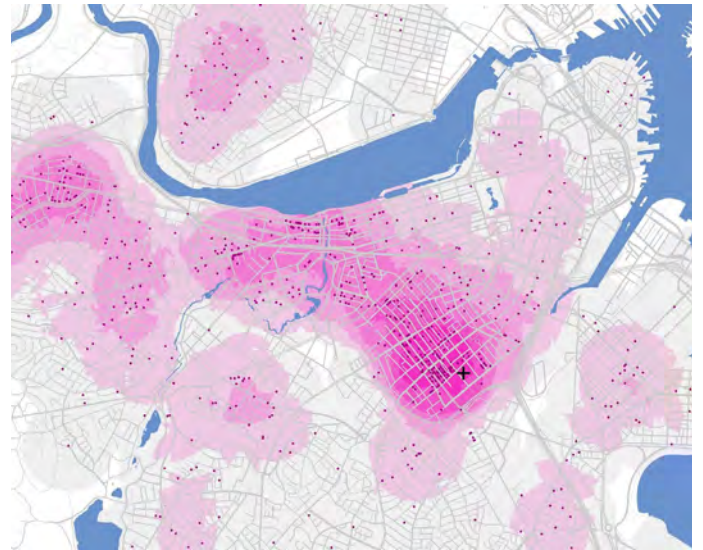
215 acres

The plan provided a series of recommendations focused on enhancing the public realm and character of the Charles Rivers Campus by shifting renewed attention towards the river. In addition, considerable time was spent on resiliency planning through the identification of strategies to better prepare BU for climate readiness considering potential future impacts due to rising sea levels and flooding.

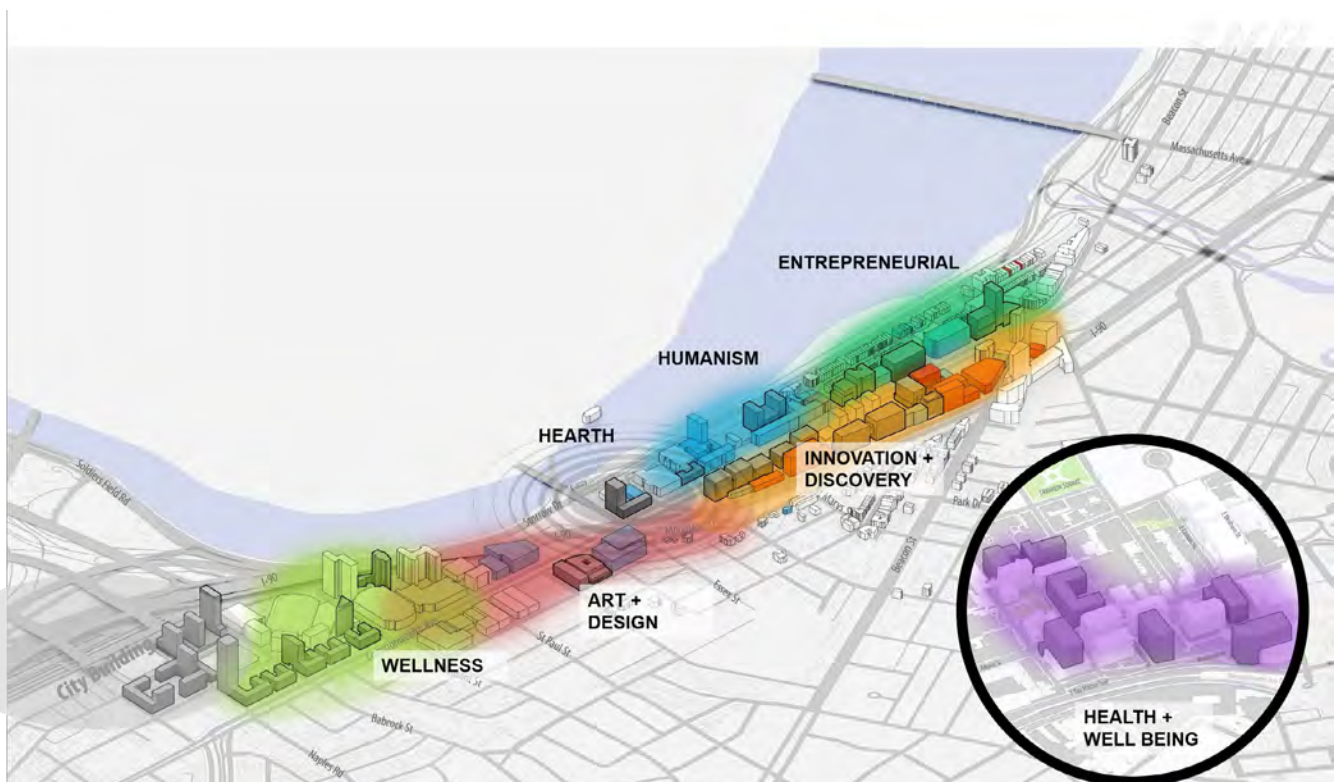
The Framework Plan also considered innovative strategies to enhance the student experience and improve connectivity between campuses by leveraging Mass DOT air-rights, reconceiving urban real estate opportunities, and fostering external development partnerships to fill gaps in both the campus fabric and amenities. Together, these creative ideas reinforce BU's Strategic Plan and shape a dynamic future vision for the institution.



STUDENT EXPERIENCE FRAMEWORK



WHERE STUDENTS LIVE



THEMATIC ORGANIZATION

AWARD:

- American Society of
Landscape Architects,
Michigan Chapter,
2019



UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN

**CAMPUS MASTER PLAN
UPDATE**

As a leading global research institution with the second highest international student population amongst public universities, the University of Illinois at Urbana-Champaign is committed to offering a transformative learning experience of the highest quality for students at its flagship campus. Entering its 150th anniversary amidst great change in the higher education landscape, the University turned to SmithGroup to develop an opportunity-based Master Plan Update that would guide campus growth, pioneer innovative research, and serve as an example of a sustainable campus environment making a global impact.

LOCATION

Champaign, Illinois

SIZE

1,783 acres

Following the approval of the 2015 Illinois Climate Action Plan (iCAP) the University accelerated efforts to achieve carbon neutrality on campus by 2035, an unprecedented goal. While the University established a number of important objectives and policies to support their goal of carbon neutrality, their policies regarding space are particularly noteworthy for



campus planning. The University adopted a “Net Zero Growth Space Policy” in conjunction with other energy conservation strategies to achieve greater reductions in total building energy use. Indirectly, this measure promotes space consolidation and improved utilization of existing facilities rather than new construction as the primary means for reigning in carbon emissions.

The central challenge of the Master Plan Update was to reconcile the University’s commitment to growing enrollment and research with its commitment to achieving no new net square footage and promoting conservation strategies across campus.



Please click on the document above to view the full Master Plan.



INDIANA UNIVERSITY BLOOMINGTON

CAMPUS MASTER PLAN

The SmithGroup design team worked with Indiana University Bloomington (IUB) to develop a comprehensive campus master plan that fired the imagination and ensured its place as a great University of the 21st century. Deficits identified included research space, an aging and outdated housing stock, infrastructure and stormwater concerns, and a desire for a long range, strategic vision established the need for this comprehensive plan.

To maintain its preeminence as one of the nation's top public research universities, IUB set goals to:

- Enhance its learning and living environments
- Clarify campus organization, efficiency, and sociability
- Improve campus mobility and pedestrian access
- Become more sustainable
- Preserve and enhance the quality and character of campus

"The plan they (SmithGroup) created rises to address the complexity of present and future challenges of environmental concerns, attention to sustainability, the need for enhanced infrastructure and mobility, and the creation of vibrant, collaborative living learning environments."

Thomas Morrison, Vice President for Capital Planning and Facilities, Indiana University Bloomington



The project team simultaneously helped IUB meet its growth needs of 3 million square feet of new academic, research, and student housing as well as meeting important sustainability objectives. The master plan balanced new growth by improving multi-modal transit options, enhancing environmental assets, and shifting the campus to a denser, more compact development pattern while building on the architectural and landscape character of this historic campus.

The planning process involved extensive interaction with campus faculty, students, staff, community leaders, and stakeholders in numerous workshops, open houses, and review meetings. This inclusive process was critical to the plan's success and to its formal approval by Indiana University's Board of Trustees in February of 2009. SmithGroup completed a plan update in 2019.



LOCATION

Bloomington, Indiana

SIZE

1,933 acres

INDIANA UNIVERSITY-PURDUE UNIVERSITY

INDIANA UNIVERSITY-PURDUE UNIVERSITY INDIANAPOLIS CAMPUS MASTER PLAN





The SmithGroup design team worked with IUPUI to develop a comprehensive campus master plan to guide future University growth and development. Located in downtown Indianapolis, IUPUI is an academic and health services institution of higher learning. The current institution is the result of a collaboration nearly 40 years ago between Indiana University and Purdue University. The campus encompasses 509 acres nestled between downtown Indianapolis' central business district and the White River and has a student body planning to grow to 35,000.

The IUPUI campus and medical center is entering an exciting period of transition and expansion as it addresses its growth needs for the 21st century. The planning team proposed to optimize density by better utilizing the finite land resources efficiently, and promised to transform this traditionally commuter campus into an exciting

urban campus, with a learn-live-work-play atmosphere. This transformation allowed IUPUI to re-engage and fully embrace its position as a riverfront campus while providing an opportunity for the campus to expand its pedestrian realm and re-knit into the city's urban fabric by strengthening its connection with the neighboring communities.

The SmithGroup design team was tasked with providing a vision for this transformation—weighing the needs of IUPUI's competing health services and academic campuses with the overall institution's future development goals. The master plan balanced new growth opportunities of over 3.0 million gross square feet of academic and research space needs with 2,500 new residential units, increased transportation demands, environmental concerns, and the cultural shift to a more compact urban campus.

LOCATION

Indianapolis, Indiana

SIZE

509 acres



UNIVERSITY OF CALIFORNIA RIVERSIDE

LONG RANGE DEVELOPMENT PLAN

SmithGroup is preparing a Long Range Development Plan for the University of California, Riverside (UCR). The Long Range Development Plan provides an envelope for growth and change, guiding the next 15 years of campus development. UCR completed a Physical Master Plan Study in 2016 that outlined how the university could grow in enrollment from 25,000 to 30,000 students. UCR commissioned SmithGroup to expand that vision to grow university enrollment by 40 percent, significantly increase the percentage of students living on campus, and more than double funded research, all while maintaining the agricultural research land.

The 2035 Long Range Development Plan requires a fundamental reassessment of UCR's identity, partnerships, and operations. The need for significant growth in the academic core challenges preservation of many mid-century modern structures that are historic but inefficient. Potential development of agricultural research plots and adjacent hillsides raise questions regarding the legacy of UCR.

Significant new on-campus housing is necessary for UCR's first-generation and international student population, but affordability must be addressed. SmithGroup is also preparing a comprehensive utilities plan that will deliver necessary infrastructure expansion and also meet and exceed the University of California's rigorous greenhouse gas reduction requirements.

LOCATION

Riverside, California

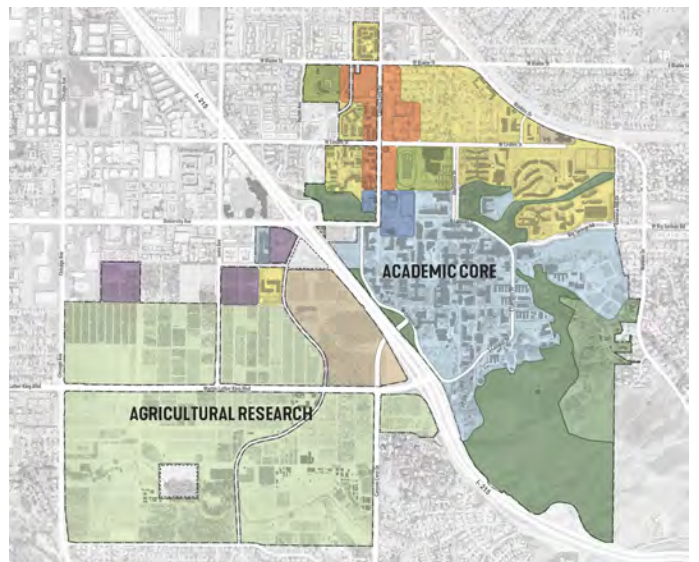
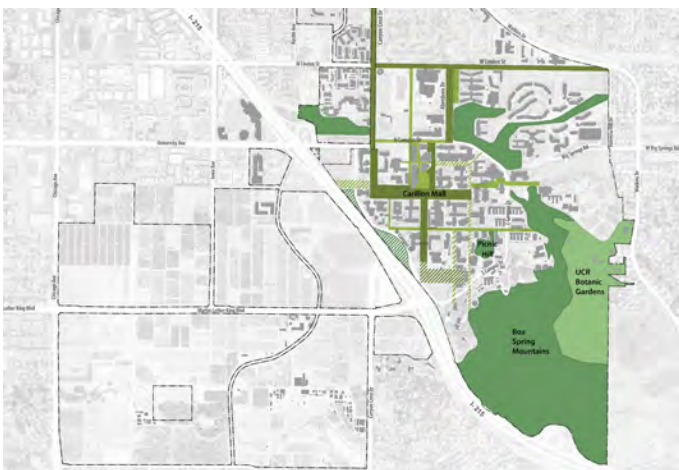
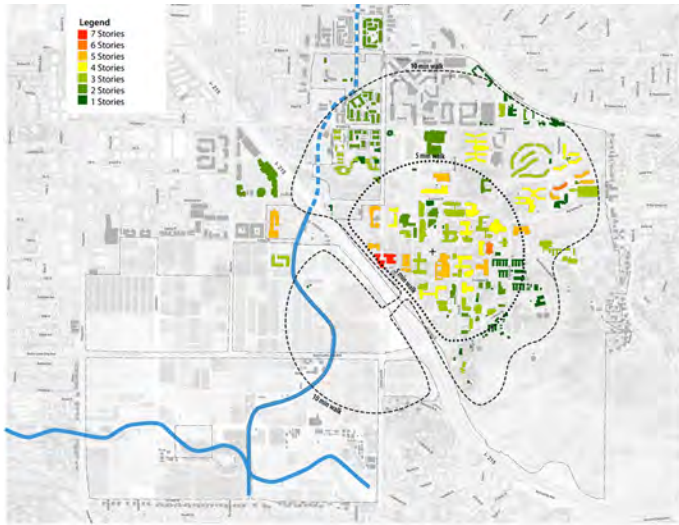
SIZE

1,127 acres



A PLAN OF BALANCE

The 2035 Long Range Development Plan requires a fundamental reassessment of UCR's identity, partnerships, and operations. The need for significant growth in the academic core to accommodate a 40% enrollment increase and doubled research funding challenges preservation potential of many mid-century modern structures, historic but inefficient. Potential development of agricultural research plots and adjacent hillsides raise questions regarding the legacy of UCR. Significant new on-campus housing is necessary for UCR's first-generation and international student population, but affordability must be addressed. SmithGroup is also preparing a comprehensive utilities plan that will deliver necessary infrastructure expansion and also meet and exceed the University of California's rigorous greenhouse gas reduction requirements.





TEXAS STATE UNIVERSITY

CAMPUS MASTER PLAN

PLANNING FOR GROWTH, STUDENT SUCCESS, & RESEARCH

Texas State University (TxST) is poised to soon become the fourth largest institution in the State with over 46,000 students enrolled by 2027. Such rapid growth and demographic changes presented significant planning challenges. Foremost among them were large spatial deficits and housing shortages within the context of constrained land resources, rich natural features, and steep campus topography. To address these issues, the plan creatively identified 1.3 million gross square feet of academic space capacity in three critical campus precincts:

LOCATION

San Marcos, Texas

SIZE

492 acres

- Engineering and Physical Sciences
 - The Hilltop Neighborhood
 - Performing Arts District
-



TxST recently became a proud Hispanic Serving Institution (HSI). To address the diverse and changing needs of the student body the master plan recommends adding student amenity and success space, 700 traditional (affordable) housing units, and a campaign to renovate 1,600 beds.

Finally, and in alignment with the institution's strategic goals as an Emerging Research University (ERU), the planning team developed a research trajectory to double the University's research efforts from \$47M to \$86M in NSF reported expenditures. This proposal adds 100 Principal Investigators (PI's) and associated research space.





LOYOLA UNIVERSITY CHICAGO

LAKE SHORE CAMPUS FRAMEWORK PLAN & IMPLEMENTATION

For more than 20 years, SmithGroup has worked in partnership with Loyola University Chicago on projects ranging from master planning, landscape improvements, lab planning and new construction. While a significant portion of work has been on the Lake Shore Campus, our work has extended to the Loyola University Medical Center, Cuneo Museum and the Ecology and Retreat Campus.

CAMPUS FRAMEWORK PLAN

In 2007, Loyola University Chicago took a practical view of their 5-year plan and determined the need to re-evaluate the existing framework of their Lake Shore Campus. Utilizing the lakefront and existing vehicular routes, SmithGroup developed a framework plan to assess pedestrian,

vehicular, emergency and service vehicle circulation; accommodate phasing of site redevelopment; create opportunities for gathering and open spaces; and manage stormwater.

Select additional projects include:

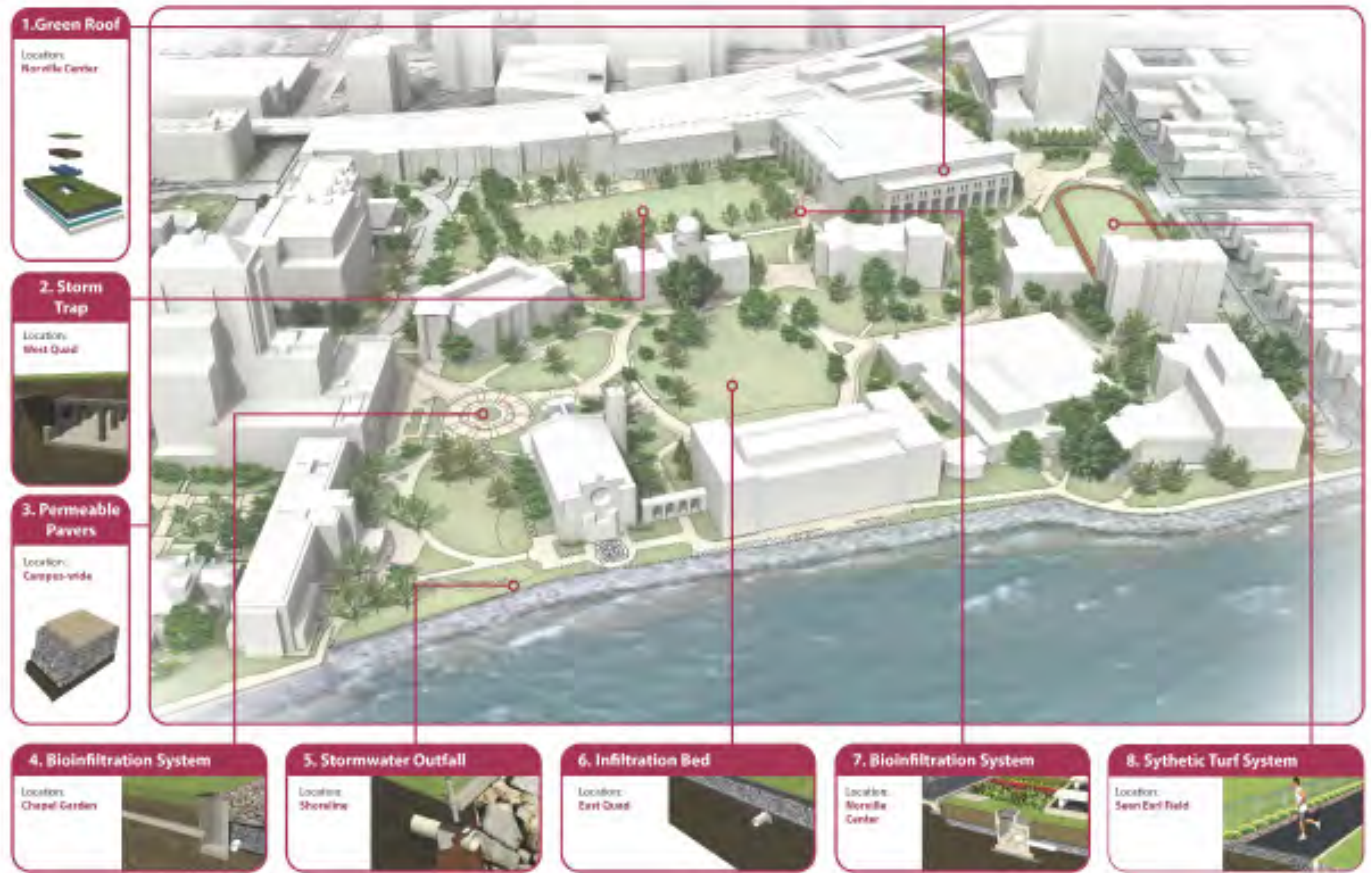
- Campus-Wide Lab Study
- Cudahy Hall Renovation
- Cuneo Museum Land Use Plan
- Flex Engineering Building
- Kenmore Landscape St. Ignacious Community Plaza
- Klarchek Information Commons Green Roof
- Life Sciences Research Center, Lab Planning & Design
- North Recreation Field Improvements
- Stormwater Management Plan

LOCATION

Chicago, Illinois

SIZE

30 acres



"It is refreshing to work with a team of professionals who provide excellent customer service and offer a depth and breadth of technical capabilities."

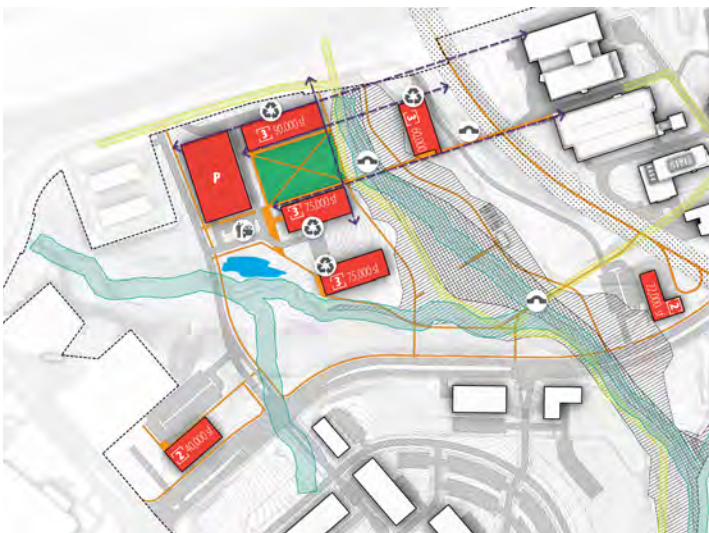
Phil Kosiba, Vice President of Facilities (retired), Loyola University



INTERNATIONAL CENTER FOR AUTOMOTIVE RESEARCH MASTER PLAN UPDATE

LOCATION
Greenville, South Carolina

SIZE
250 acres





The Clemson University International Center for Automotive Research (CU-ICAR) was founded in 2007 as an advanced-technology research campus where education, research, and economic development collaborate to create a global venue for innovation. With a vision to become the premier research and educational enterprise in the world, focused on sustainable mobility and advanced manufacturing, Clemson University turned to LS3P Associates and SmithGroup to prepare a Master Plan Update for the CU-ICAR campus. The Master Plan Update focused on creating a unique campus environment designed to foster cross-disciplinary innovation in mobility. It is a venue for collaborative-based enterprise to fuel the knowledge economy of South Carolina.

The Master Plan Update revisited the vision, goals, strategic partnerships, and physical plan for the next phase of development at CU-ICAR during a time of rapid change within the automotive industry. This planning effort examined the surrounding context of the CU-ICAR campus, explored adjacent land uses in the City of Greenville, and took into consideration the upstate region and South Carolina at large. The objective of the plan was to create a sustainable and collaborative physical environment that paired Clemson University's goals for elevating research with the City and State's intentions for increasing economic development by improving opportunities for a skilled workforce.

The primary change to the 2016 CU-ICAR Master Plan Update was the expansion of its original mission from automotive and motorsports research to a broader perspective on the future of mobility. This expanded mission responds to the changing nature of the

automotive industry. It builds upon South Carolina's strengths in manufacturing, as well as the advances in technology, product development and innovative tools, and processes of related industries such as energy and aerospace. CU-ICAR's strategic vision defined three specific areas of focus:

1. Research – Increase research activity in key areas of innovation
2. Economic Development – Build a knowledge-based economy
3. Education – Expand interdisciplinary graduate programs

Main goals that emerged from the master plan process include:

- Support an environment to solve cutting-edge issues that focus on advanced manufacturing, autonomous vehicles, and connected mobility
- Emphasize flexibility by exploring related technology industries, rethinking parcel size, and simplifying neighborhoods
- Incentivize interdisciplinary approaches to connect emerging technologies and expand the University's presence on the campus
- Create a vibrant campus to work and study by expanding connections to downtown Greenville and create "Right Fit" amenities for the campus
- Emphasize place by promoting the University's location between Atlanta and Charlotte and preserve the beauty of the existing natural environment

CAMPUS MASTER PLAN



LOCATION

Milwaukee, Wisconsin

SIZE

98 acres

Marquette University is a Catholic Jesuit University located in a very urban context adjacent to the heart of downtown Milwaukee. After the installation of its first non-Jesuit president, Marquette University launched a new and ambitious chapter, yet struggled with decades of deferred maintenance and poor student life facilities.

SmithGroup led a multidisciplinary team that prepared a highly data-driven master plan. The team performed a comprehensive building, parking, utility, and educational adequacy assessment, which was used to determine existing space utilization, benchmarked Marquette against its aspirant peers, and determined future space needs. SmithGroup also created an interactive online facility data tool.

The master plan was designed to remake the Marquette campus while preserving its historic character and strengthening its revitalizing role in the Milwaukee community. Research in biology and chemistry, and engineering and business would expand with new innovation centers. Student life is also to be sequentially transformed with new residence halls, recreation center, and student union.

Innovative financing and partnering opportunities and a methodical and thorough costing and phasing plan supported the plan vision.



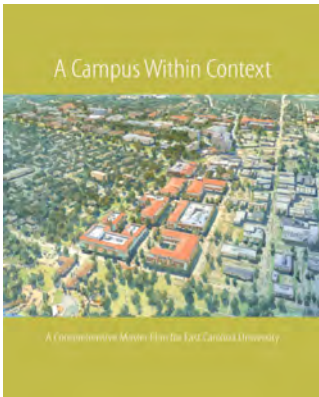
Please click on the document above to view the Campus Master Plan final presentation.





EAST CAROLINA UNIVERSITY

COMPREHENSIVE CAMPUS MASTER PLAN & UPDATE



Please click on the document above to view the full 2012 report.

In 2012, SmithGroup completed a remarkably comprehensive master plan for East Carolina University (ECU) including extensive data collection and analysis and substantial recommendations in terms of connectivity and capital projects. The 2012 master plan was designed as a living document with a fifteen-year time horizon, to 2025, that could be implemented and updated over time.

Since the completion of the plan, the University has had several successes including the construction of two new student unions, construction of the Gateway Residence Hall, the renovation of residence halls, and the reconfiguration of pedestrian circulation through main campus. Realizing the new opportunities (and challenges) of these recent successes, the University turned to SmithGroup to update the master plan and set a direction for the five millennial campuses.

Key themes of the master plan update include:

- Improving connectivity and circulation
- Expanding athletics and recreation facilities
- Alignment with UNC System Strategic Plan
- Expand partnerships with Greenville/Region

LOCATION

Greenville, North Carolina

SIZE

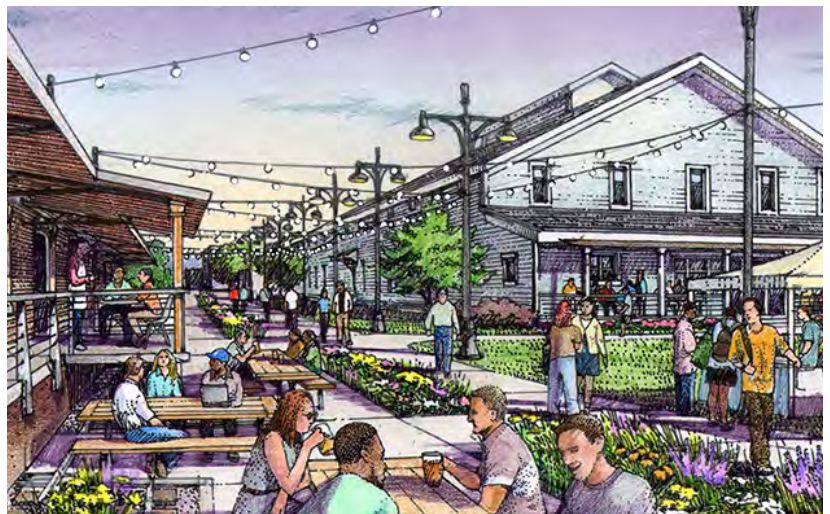
1,386 acres

MILLENNIAL CAMPUS: WAREHOUSE DISTRICT MASTER PLAN

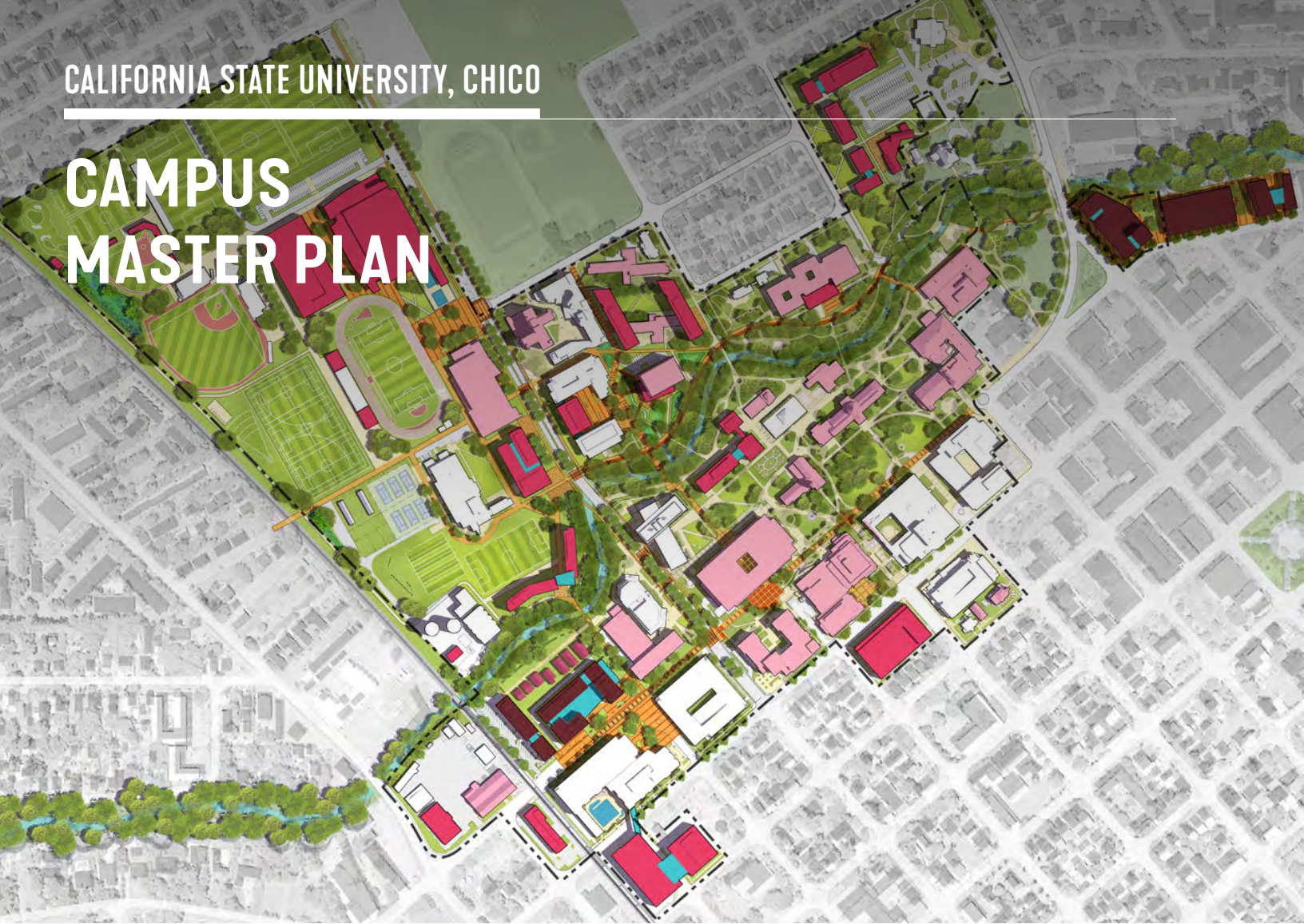
East Carolina University's Warehouse District spans nine city blocks in Greenville's Tobacco Warehouse Historic District. Located between the University's Campus Core District and the Heath Sciences Complex, this Warehouse District serves as an important link.

The Warehouse District is envisioned as a hub for research, innovation, and economic development for Pitt County and Eastern North Carolina. Primarily focused on research and development, the campus is designed for light manufacturing, office, and institutional uses, with some commercial opportunities to serve the campus users and create a destination. Adjacent properties provide opportunities for housing, retail, and dining through adaptive reuse and infill development. The SmithGroup plan centered on the creation of a vibrant mixed-use research and innovation center that built on the unique character of the historic tobacco warehouses, created spaces where town and gown converge to exchange ideas, and strengthened links to the adjacent Dickenson Ave cultural and entertainment district.

The campus is expected to house new innovation centers and serve as a much-needed convergence space for innovators, new businesses, existing enterprises and contract manufacturing.



CAMPUS MASTER PLAN



Please click on the document above to view the 2019 Campus Master Plan document.

A PLAN TO REFLECT THE DIVERSITY OF CALIFORNIA

“Today decides tomorrow” is not just CSU, Chico’s motto, it is their renewed commitment to making higher education accessible to the North State. California’s incredible diversity is mirrored in Chico’s current student profile. They are a proud Hispanic Serving Institution (HSI) with an impressive 50% first generation and 35% low-income students completing a 4-year degree.

These demographics have challenged both the master planning and administrative teams to abandon long standing cultural norms, to create a campus that physically reflects a diverse student body, and to add innovative organizations and services. All of these changes are aimed at stronger overall persistence in higher-education, retention, and increased graduation rates.

As a result of CSU’s strategic initiatives, the institution is ranked #2 on the 2018 Social Mobility Index www.socialmobilityindex.org. “College has become the high school of our age. The higher education degree has become the new high school diploma, an essential requisite for obtaining reasonable employment and achieving economic mobility in the 21st century.”

LOCATION

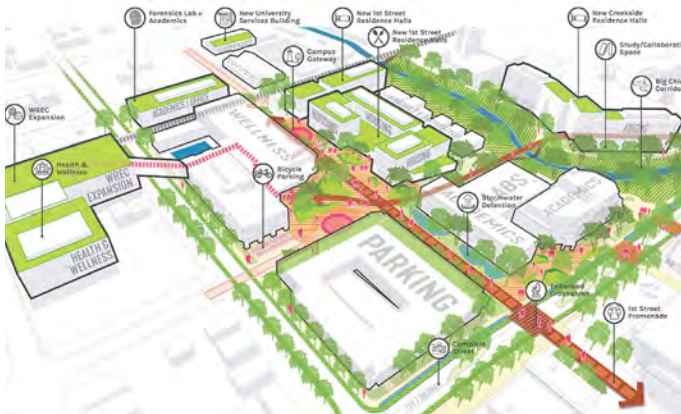
Chico, California

SIZE

119 acres



AWARDS:
 - SCUP Planning
 Excellence Award for Best
 Practice, 2021



AN INNOVATIVE PLANNING APPROACH

To assist University leadership, the SmithGroup planning team aligned occupational demand in Butte, Contra Costa, Los Angeles, Riverside, Sacramento San Diego, Santa Clara, Placer, Alameda, and Orange Counties to current degree production. This analysis was developed to help close the gap between curriculum and jobs.

Moreover, our team worked in parallel with our Environmental Impact Report (EIR) consultant to validate potential transportation changes, identify historic preservation candidates, locate sacred Mechoopda tribal sites, and verify campus boundaries.

Finally, traditional planning challenges also persisted, including the accommodation of 1% growth compounded annually; preserving campus character and the Big Chico Creek; City-campus integration; creating more vibrant on-campus communities, and achieving Climate Neutrality by 2030.

PHYSICAL MASTER PLAN



To provide better equity in the way NC State invests in the physical campus, the master planning team took a deep look into how projects become funded and prioritized across campus. To propose a project on campus, an applicant must show how the development will support the 6 guiding principles of the Master Plan. A short course that informs the campus about the Master Plan and the main issues it aims to address will be offered to inspire ambassadors across campus.

The NC State campus is growing with an expected 4,000 additional students in the College of Engineering. This provides a unique opportunity to develop an invigorating area of campus. Building off the success of Hunt Library, additional Student Life, Housing, Dining and Academics begins to create a hub of activity on the south side of The Oval. One idea to inspire collaboration and activate areas of campus is to incorporate various Neighborhood Hubs that act as magnets drawing multiple disciplines together.

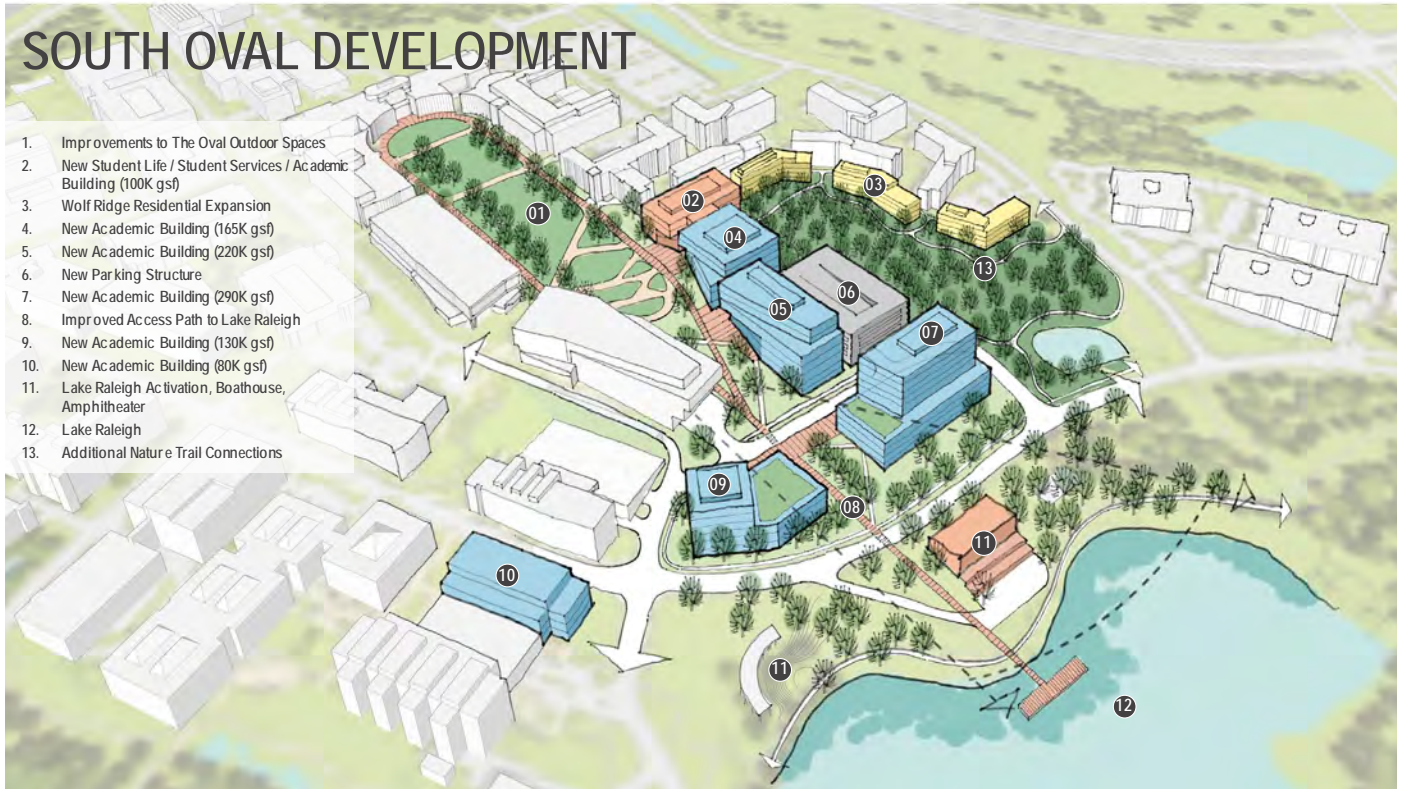
One of the Master Plan goals is to create a pedestrian first campus. Many interior streets divide the historic part of campus forcing pedestrians to congregate on narrow sidewalks. The Master Plan proposes closing these streets to vehicles and instead create space for pedestrians, cyclists and other micro-mobility options. Another mobility issue is the divide between Centennial and Main Campus. The major artery of Western boulevard acts as a wall creating a difficult experience for pedestrians. Enhancing the intersections along Western to provide safe and protected crossings with medians will allow for greater connectivity between the campuses.

LOCATION
Raleigh, North Carolina

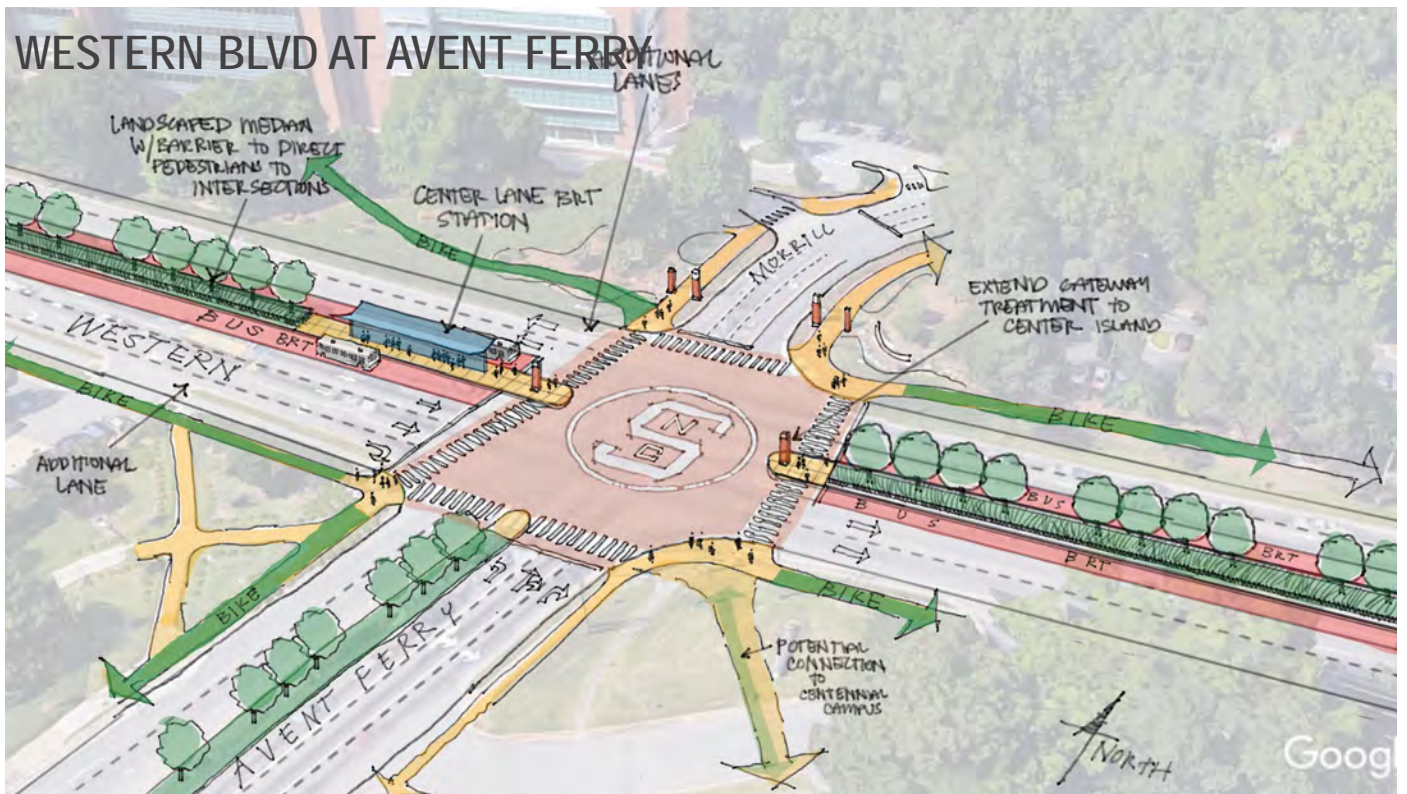
SIZE
4,828 acres

SOUTH OVAL DEVELOPMENT

1. Improvements to The Oval Outdoor Spaces
2. New Student Life / Student Services / Academic Building (100K gsf)
3. Wolf Ridge Residential Expansion
4. New Academic Building (165K gsf)
5. New Academic Building (220K gsf)
6. New Parking Structure
7. New Academic Building (290K gsf)
8. Improved Access Path to Lake Raleigh
9. New Academic Building (130K gsf)
10. New Academic Building (80K gsf)
11. Lake Raleigh Activation, Boathouse, Amphitheater
12. Lake Raleigh
13. Additional Nature Trail Connections



WESTERN BLVD AT AVENT FERRY



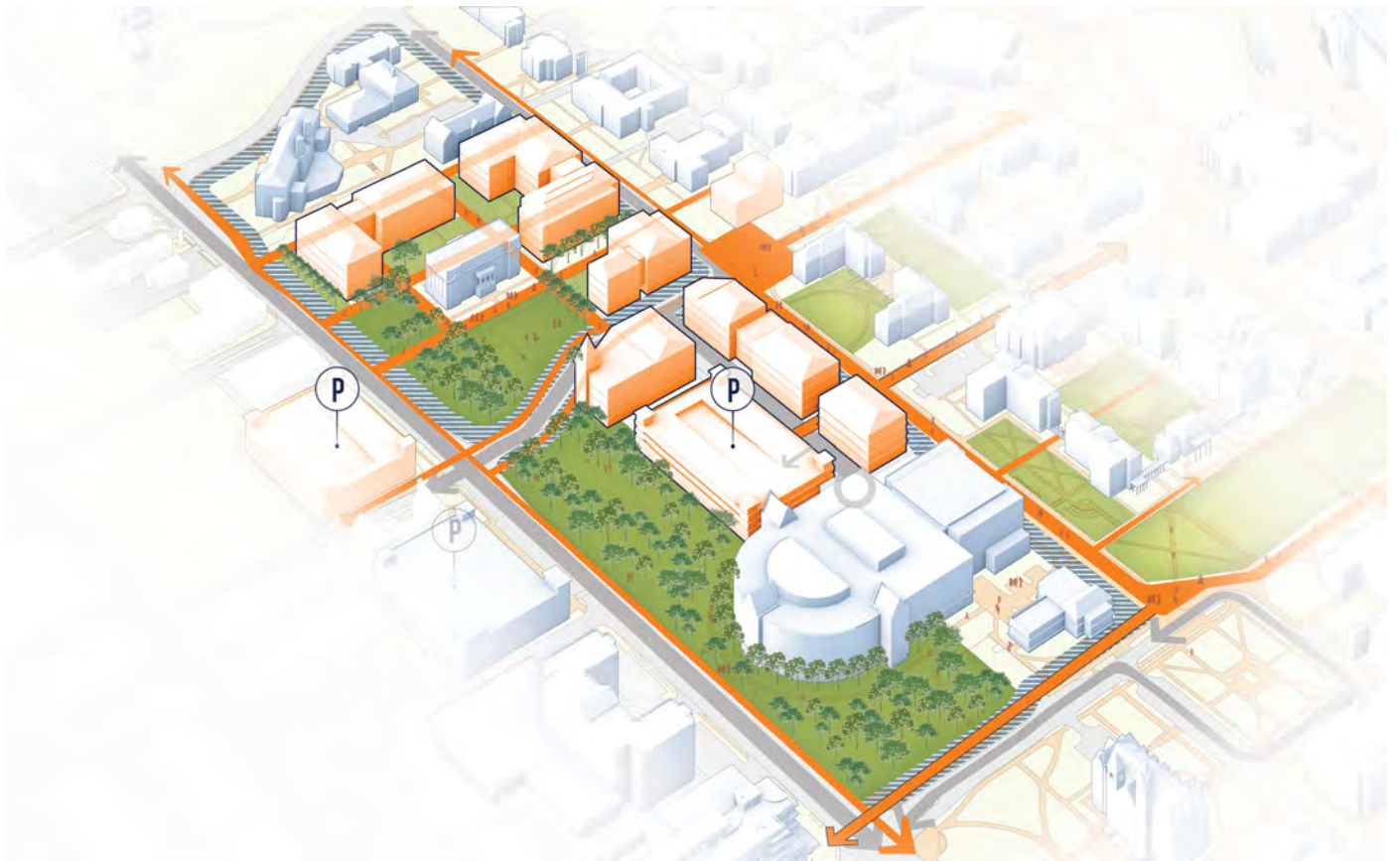
CAMPUS FRAMEWORK PLAN

LOCATION	SIZE	ENROLLMENT	COMPLETION DATE
Auburn, Alabama	1,800 acres; 427 buildings; 14 million square feet	30,700 students	Late 2022 (estimated)



Co-Created Framework Plan. Through the lens of the 2019-2024 Strategic Plan, SmithGroup is working in parallel with Auburn’s Campus Planning and Space Management staff to develop a 15-year Framework Plan. This innovative approach pairs professionals from both Auburn and SmithGroup to co-create planning tools, leveraging the best talents from each respective organization. This unique expertise sharing is aimed at a new model focusing on efficiency, maximum flexibility, and planning innovation. The Framework Plan is organized around each of Auburn’s eight (8) campus sectors, redefining capacity, programmatic change, and physical organization for each of the Colleges and Schools.

The Experiential Campus. Auburn continues to experience growth pressure, demographic shifts, and pedagogical/technological changes. The Framework Plan addresses the physical environment, public realm, and campus sector connectivity. Specifically, the plan establishes long-term opportunities to realign programmatic synergies and strengthen linkages between academic units. Foremost among the physical challenges of the Framework Plan are integrating veterinary medicine, agriculture, athletic and recreation, and field research into the Auburn student experience. The Framework Plan also seeks to preserve the integrity and character of the Campus Core, explore ways to repurpose mid-century assets, and meaningfully integrate campus fabric into downtown Auburn.



CAMPUS MASTER PLAN UPDATE



CU Denver is transitioning from primarily a commuter graduate university to primarily undergraduate. Located in the heart of Denver, the region's increasingly unaffordable cost of living is driving the university to construct its own affordable on-campus student housing to recruit and retain undergraduate students. An extensive residential market survey supported recommendations for mixed use urban towers.

Due to its central business district location, CU Denver's expansion is primarily driven by real estate opportunities and integration into the Denver central business district. The master plan maximizes opportunities for public-private partnerships by capitalizing on its strategic location. The master plan established a new campus development pattern that will make more prominent CU Denver's identity within Downtown Denver and along Speer Boulevard, a primary downtown entry corridor.

The master plan sought to deepen existing relationships and sought new opportunities for shared programming with downtown institutions such as the City of Denver and two adjacent universities, plus business and arts partners.

The strategic master plan was prepared in less than six months. SmithGroup served as planning advisors for the university chancellor and her cabinet, through frequent and extensive workshops. The result was a bold vision for the future of the campus.

LOCATION

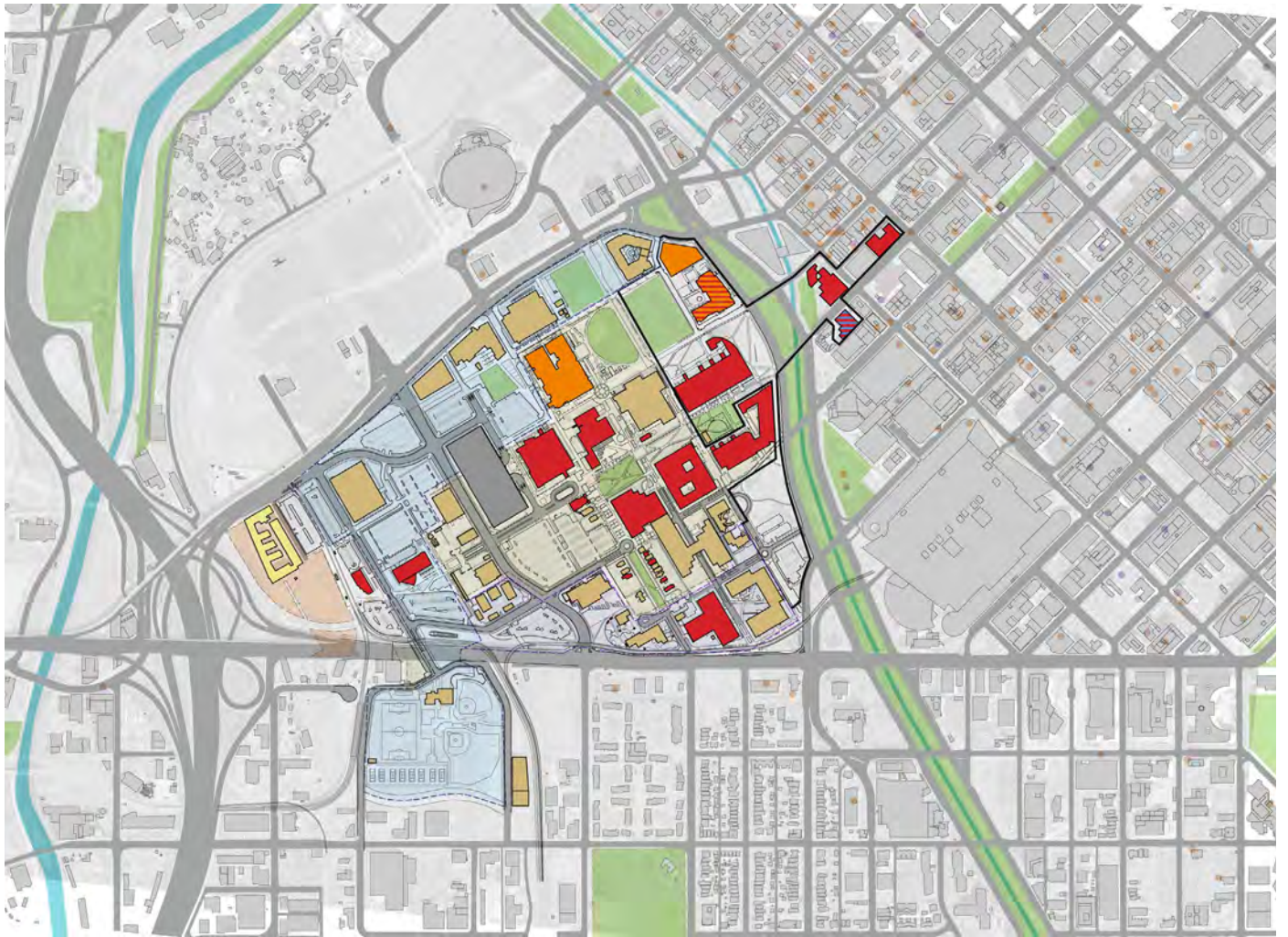
Denver, Colorado

SIZE

30 acres; 14,000 students

COMPLETION DATE

2019



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