Carleton College
Sayles-Hill Campus Center
Master Space Plan
Exploratory Potential

Prepared For:
Committee on Student Life

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Carleton College Sayles-Hill Campus Center
Master Space Plan
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Executive Summary

Introduction

Carleton’s Committee on Student Life, under the direction of Lee Clark, Director of Student Activities, was given the task to explore the need of developing a Master Space Plan for the Campus Center that could lead to the enhancement of the facility. The charge to the committee was brought about due to questions being raised about the effectiveness and efficiency of the current facility in relationship to the role it should be playing on campus. Over the years, improvements have been made to the facility that have been welcomed. However, these improvements were not necessarily made with the understanding of the greater role the Campus Center plays, and should play at Carleton in relationship to its mission. The improvements served the need at the given time but have not necessarily led to a cohesively functioning building that intentionally enhances the success of the students.

Carleton College prides itself on its academic engagement with students and its excellence in providing a premier learning experience. As part of its mission, Carleton College wants to be a leader among the institutions that share the same vision. Lively discussion, yet quiet reflection, is valued in an atmosphere that is to be welcoming and hospitable. This atmosphere is to spur on the exploration of passionate interest and avocations in a way that embodies self-understanding and renewal. Problem solving, higher-level thinking, art of communication, and ethical action are values that the Carleton student is to value and learn to use in day to day life. The Campus Center should be a place that works in concert with the College’s mission and provides an atmosphere that builds community, leading to the development of productive citizens. The Carleton community appears to want to emulate, not only in the classroom but also outside of it, the following premises that Dr. Ernest Boyer discusses in his special report Campus Life: In Search of Community.

➤ An educationally purposeful community: a place where learning is the focus.
➤ An open community: a place where freedom of expression is uncompromisingly protected and where civility is powerfully affirmed.
➤ A just community: a place where dignity in each and every individual is affirmed and where equality of opportunity is vigorously pursued.
➤ A disciplined community: a place where codes of conduct, both academically and socially, have been well defined and where individuals accept their obligations to the group.
➤ A caring community: a place where the wellbeing of every member is supported and where service to others is encouraged.
➤ A celebrative community: a place where the heritage of the institution is remembered and where rituals and traditions are widely shared.
Overall, the campus presented an intriguing phenomenon that is uniquely Carleton. The groups recognize and understand the need to enhance the current facility and provide an intentional purpose for all it does, but are concerned it will take away from its uniqueness. The most revealing comments are found in the question, “Other comments, questions, concerns?” The comments truly demonstrate the campus community’s desire to transform the Campus Center to a purposeful facility that supports the values of the College, while being hesitant to achieve this goal. The revealed desires do not just revolve around physical space, but are just as much concerned about how philosophically the Campus Center can enhance campus community.

**Synthesis of Group Interviews**

- **Role of the Campus Center:** A place to build community among faculty, staff and students while providing services of convenience and to provide an atmosphere that is creative, fun, exciting, student-focused; while being engaging and intentional in the creation of an interactive environment.

- **Ideal Campus Center:** It must say “Carleton.” It should be easy to navigate, with an open, airy, comfortable, warm, and welcoming ambiance. It should serve as the heart and soul of the campus, and be conducive to community building. The spaces need to be versatile but have a purpose. It should provide a one-stop experience for a multitude of services and programs and be the lifeline of student life.

- **Types of New Spaces:** It was quite apparent that there was not a great need for new space, but a need for a cohesive plan to enhance the current space and intentionally design it to achieve the role desired for the Campus Center. The greatest need for new space revolved around centralization of Student Life offices, restrooms on the main floor, performance/program space, additional meeting rooms, quiet study space, dedicated game room, TV lounge, and club/organization space.

- **Enhancements:** It was loud and clear that the campus wants to intentionally decide what should be housed in the Campus Center and lay it out in a way that enhances relationships between the functions with the facility. Traffic flow, congestion, line queuing, and openness of the entry were among the most significant enhancements and issues expressed. They want the facility to be driven by a purpose for the facility and designed in such a way that is intentional to optimize its functions.

- **Support for the Project:** There is a need to create excitement around what role the Campus Center can play on campus. There was not any opposition to such a project, but there was a need to educate the students on what the changes would mean to their educational experience. Most saw a need but were hesitant about what that change should be. When evaluating the support of the project against the question that asked, “Do you have any other questions, concerns, or comments,” it becomes
The Vision-The Plan-The Implementation

Without a vision, one does not know where the path will lead. A vision provides the boundaries for the path to lead to a destination. Regarding the Master Space Plan for the Sayles-Hill Campus Center, the destination is a facility that will be a well-planned community embracing the following ideas (These are the foundational premises synthesized from the campus community, during the preliminary evaluation that reinforces the need to develop a Master Space Plan for the Sayles-Hill Campus Center).

- Service oriented: Never resting on its accomplishments but striving for excellence in every aspect of its operation.
- Developmental in all it does.
- Aesthetically pleasing, fun, colorful, comfortable, welcoming, and functional facility.
- Utilizes technology to enhance our effectiveness and efficiency, but guards against the elimination of the human touch.
- Willingness to change.
- Embraces diversity in all aspects of the operation: Employment, Services, Programs, Art, Spaces, Policies and Procedures.
- Entrepreneurial and creative sense of management.
- Creator of student involvement opportunities that will enhance a student’s educational development and serve to develop a sense of connectedness that they will treasure for a lifetime.

The design of a facility molds together the importance of what needs to be accomplished within its structure. The design is the foundation to reach the desired destination. The campus community has indicated what that destination should be about. A Master Space Plan that engages the entire campus in its development throughout the process will be able to set the path to reach and maintain that destination. The campus community wants the Sayles-Hill College Center to be a destination and not just a crossroads to pass through. The initial assessment of the current Campus Center indicates the following:

1. Major expansion is not needed or necessary. If the cost is not prohibitive, some minor expansion should be considered.
2. A complete review of what is best to be housed in the Campus Center should be considered with particular attention directed toward how each of these functions relates to the role of the Campus Center.
3. A front entry must be established.
4. Relationships of functions must be examined to maximize service and program delivery and profits.
*Exhibit A*

**Sayles-Hill Campus Center Master Space Plan Exploratory Potential**

**Summary of Group/Individual Interviews**

**What role should the Campus Center have on campus?**

- Gathering space/hang out/place to be
- High profile-marketing for new students/“signature for Carleton”
- Center for community building
- Student focused/engagement/active interaction
- Place to meet new students
- Information hub
- Place of convenience to accomplish a lot of things
- Safe place for student, faculty and staff interaction
- Connection between Carleton and its values
- Sense of fun, excitement, creativity
- Destination
- The “happening” place

**Describe the ideal Campus Center?**

- Should say “Carleton”
- Intuitive
- Warm & welcoming
- Open and airy
- Comfortable to navigate through
- Heart and soul of campus
- Comfortable
- Multi-purpose (versatile) but with “purpose”
- Clean and aesthetically pleasing
- Good climate control
- Technologically ready
- Reflects history and traditions
- Conducive to community building
- Sustainable practices, procedures and architecture
- Interactive
- Defined spaces
- One stop for a multitude of services

**What types of new spaces would you like to see in the Campus Center?**

- Expansion out to patio
- Quiet study space
- Faculty lounge
- Performance/program space
- Restrooms on ground floor
- Jam/music rooms
- Platforms for advertising
- Less opportunity to build community
- Purposeless
- Sense that building is for food and to get mail
- Underutilized & dysfunctional space
- Utilization will decrease
- Harder to recruit quality students
- Lack of efficiency and effectiveness
- Cost of doing business will continue to go up

What barriers can we expect as we evaluate the need to enhance the Campus Center?

- Financial consideration
- Attitude why fix it if it is not broken
- Attitude that it is not as bad as other buildings
- People just do not like change
- Question of why are we doing this
- Competing resources

What are the benefits of this project for the campus?

- Stronger sense of community on campus
- Market tool for campus
- Increased respect for the facility
- More sustainable
- Better 1st impression of Carleton
- Eliminate comparison to St. Olaf’s Campus Center
- Enhance efficiency and effectiveness of current functions/space
- Increased revenue
- Increases accessibility to functions in the Campus Center
- Enhanced collaboration of student life functions
- Better opportunity for engagement of students, faculty and staff
- Ease of use
- Enhancement of the out of class learning environment
- Increase interaction among students
- Investment for the future of Carleton

What do you feel needs to be done to enhance the support on campus for such a facility?

- Education and understanding of the need to improve the facility
- Full communication of what is taking place
- Visuals of how it could be enhanced
- Involvement by all stakeholders
- Need to help the campus to look long term
- Need to see it as a legacy for future students
- Excitement about the potential
- Tour of other Campus Centers
- Need to overcome the attitude “we put a lot of money into Sayles-Hill and It is fine
- Support from the President
*Exhibit B*

**Sayles-Hill Campus Center Master Space Plan Exploratory Potential Group/Individual Interview Responses**

*Please note that in order to maintain the integrity of the participant's responses, the interviewer did not alter or edit the spoken words, except when needed to provide clarification. Also each group was asked the same questions listed at the end of this exhibit but some groups did not have input for all questions.*

**DINING SERVICES**

What role should the Campus Center have on campus?
- Gathering place for students
- A place the students should own
- Students hub
- It is the first place anyone coming to the College sees so it should be a high profile environment
- Should feel like Carleton
- Center of community
- Marketing tool

Describe the ideal Campus Center?
- Better than what it looks like now
- Impressive
- Attractive dining area
- Easy to navigate and know where things
- Should say CARLETON
- Patio seating highlighted
- Bookstore visible
- Hub to get information
- Intuitive to see what is available

What types of new spaces would you like to see in the Campus Center?
- Expansion out to patio

What enhancements would you like to see within the spaces of the Campus Center?
- Adequate refrigeration
- Additional seating in Great Space
- Max out on seating
- Separate space of dining and special events
- Traffic flow
- Line queuing
- Efficiencies of one place for dining (currently three on campus)
- Efficient production space
- Event staging
- Lighting for dining vs. special events
- Lack of staging space for catering
- Plan space for catering staging/prep
• Pancreas of campus all pass through it
• Interaction to generate creative environments

Describe the ideal Campus Center?
• Warm and welcoming
• Entrance needs to be more open-welcoming
• Entry says a lot about the purpose of a facility
• Heart and soul of campus
• Impressive when you walk in
• Represents Carleton College

What types of new spaces would you like to see in the Campus Center?
• Quit study space
• Performance space
• Speak out space for activism and engagement
• Faculty lounge space

What enhancements would you like to see within the spaces of the Campus Center?
• Maintain open study space in the conference rooms
• More than 1 TV and separation for the TV lounge
• Move the mailboxes out of the entry
• Organize services and offices intentionally to increase their purposefulness
• Radio station should be more visible
• Better defined space for tabling
• Enhance outdoor spaces
• Quit discussion space
• Need better signage

What is your sense of support for expanding or enhancing the Campus Center?
• Once students understand what the project would entail they support it
• Need excitement around project
• Uncertainty of what is going to happen
• Update but do not disturb integrity

What impact would not expanding/enhancing the Campus Center have on the campus?
• More disorganized
• Spaces would degenerate
• Carleton is about progress however this building does not show this
• Technical and facility issues not safe
• Disaster if the building closed
• Pro-active

What barriers can we expect as we evaluate the need to enhance the Campus Center?
• Economic landscape
• Why remodel
• Other buildings have safety issues
What types of new spaces would you like to see in the Campus Center?
- Meeting rooms
- Designated program space for students for 1400, 150-200, and 500-700
- Quiet study area
- Permanent club meeting and office space
- Restrooms on ground floor
- Jam room for bands and rehearsal space

What enhancements would you like to see within the spaces of the Campus Center?
- Audio visual support
- Climate control
- Window upgrades
- More visible Bookstore on one level
- Radio station on 1st floor

What is your sense of support for expanding or enhancing the Campus Center?
- Students will need to be educated on its purpose
- People tend to resist change
- The building is very awkward

What impact would not expanding/enhancing the Campus Center have on the campus?
- Continue to have complaints about the facility
- Overcrowded space
- Negative impression of Carleton
- Feeling it is still in an old gym with old furniture
- Attitude that the Campus Center's main purpose is to get mail and food
- Less opportunity to build community

What are the benefits of this project for the campus?
- Ease of access
- More comfortable
- More sustainable
- Will be the crossroads of the campus
- Enhance current functions
- Will save money by optimizing the space
- Tighter group cohesion
- Stronger relationships
- Prestige
- Better 1st impression of Carleton
- Compete with other campus centers in the 21st Century

What is your sense of support for this type of facility? On a scale of 1 to 10
a. Students: 10 once educated or not comparing to other facility needs on campus
b. Faculty: 8  c. Administration: 8  d. Staff: 8
What enhancements would you like to see within the spaces of the Campus Center?

- Art
- Cool enough space to "chill"
- Stronger student presents
- Interactive space
- More upscale formal space
- Better TV lounge options
- Clocks that work
- Better connection with the outside
- Usable porch area
- Enhance lighting appropriate for different functions
- Space for club and organization offices, meetings, and storage
- Mailbox location can be different but maintain their openness

NOTE: Remaining questions were not asked of this group due to time limitation.

STUDENT LEADER OPEN FORUM
What role should the Campus Center have on campus?

- Second home
- Flexibility
- Meeting location
- Informal gathering place
- Hang out
- Home for all student organizations
- Venue for entertainment
- Music friendly

Describe the ideal Campus Center?

- Meeting space for formal and information gatherings
- "Signature" of Carleton
- Easy to navigate
- Easy to navigate through people without colliding into them
- Open
- Conducive to promoting community among the college community

What enhancements would you like to see within the spaces of the Campus Center?

- Radio station visibility
- Computer lab does not need to be so prominent
- Make it more "green" sustainable practices
- Move Security to less prominent space
- Access to building after hours via OneCard
- All office doors on OneCard access
- Less congested
- ACTS needs more space
- Publication suite
- Location of Information Desk so you can find it
- Acoustics
- Office and storage space for clubs and organizations
- Flow of food service area
- Get rid of CSA dark rooms
RESIDENCE LIFE STAFF
What role should the Campus Center have on campus?
- Hub of campus
- Place everything is happening at
- Hangout
- Engagement
- Place to bring people together
- Needs to become part of Carleton's identity
- A place of student engagement
- Sense of student ownership
- Students feel welcome
- Sense of priority on campus

Describe the ideal Campus Center?
- Should look like Carleton use school colors and show its pride
- Openness
- Flexibility with different spaces
- Versatile
- Easy to figure out for new-comers
- needs to make sense to insiders and strangers
- Design is intuitive
- Significant engagement between academics and the co-curricular

What types of new spaces would you like to see in the Campus Center?
- Centralized Student Life offices
- Performing space
- Place that students want to go to on Friday night
- Game Room
- Leadership Center
- Club and organization space
- Safer space for events

What enhancements would you like to see within the spaces of the Campus Center?
- Create efficiency by combining offices and proper relationship of offices together
- Move Post office and mailboxes
- Information Desk needs to be visible upon entering the building
- Transition space
- Eliminate crowded congested areas
- Transition of food options to "after hours"
- Needs to be a "destination" point
- Ways to highlight student initiatives
- Defined space for posting
- Defined space for tabling
- Better traffic flow
- Digital technology
- Outdoor space underutilized
- Increase sustainability aspects of building (i.e. watering stations)
- Better utilization of food options and flow in this area
Central place for information
Lounge space

What types of new spaces would you like to see in the Campus Center?
- Game room
- Room for Student Government
- More study areas
- Separation of space for informal small group meetings
- Room for clubs and organizations
- Entertainment space
- Dedicated performance space
- Cozy comfortable space

What enhancements would you like to see within the spaces of the Campus Center?
- Lots of light
- Basement is unpleasant
- Better insulation
- More tables for studying
- Food service area is awkward-disorganized
- Acoustics
- Green architecture
- More computers and check out laptops
- Printer that works better in computer lab
- Better traffic flow throughout the building
- Better pathways to get from one place to the other
- Bathroom noise as you can hear it flush from the top floor to the first floor

What barriers can we expect as we evaluate the need to enhance the Campus Center?
- Students asking 'why are we spending money on this'?
- Students wondering why we are spending money on this vs. increasing financial aid
- Change of any kind is hard

What are the benefits of this project for the campus?
- One stop for a lot of resources on campus
- Ease of use
- Maximizing all of the benefits of the current space
- Positive marketing for Carleton
- Snap judgment of school is made when entering Sayles-Hill

What do you feel needs to be done to enhance the support on campus for such a facility?
- Lots of education and understanding of the need to improve the facility
- Would want to know what is going to improve
- Full communication of what is going on
- Visuals of what the improvements will look like
- Timeline to announce when it will take place
What barriers can we expect as we evaluate the need to enhance the Campus Center?
- Building is landlocked
- "Space is not as broken as others"
- Competing resources and opportunities
- Financial concerns
- Lack of parking

What are the benefits of this project for the campus?
- Centralized services for mail so it is less confusing
- Information hub
- Helps to build community
- Marketing and selling point to prospective students
- Enhance the Bookstore image
- Accessibility to customers
- Improve productivity on the part of many offices
- Appearance to outside world-new students
- Happy student body
- Sufficient space for events and meetings
- Investment that has to be made, to continue to piecemeal it is pointless

What is your sense of support for this type of facility? On a scale of 1 to 10
a. Students: 10  b. Faculty: 7  c. Administration: 8  d. Staff: 9

If you had to pick one thing that will make or break this project, what would it be?
- Student support
- Clear rational about what the goals are
- Visibility of need by Board of Trustees

As we move forward with this study what advise do you have for us?
- Need to think about the green space and site plan
- Environmentally friendly in its design

Other comments, questions, concerns?
- "Is that Sayles place the student center"
- Need to concentrate on infrastructure
- Identification of visitor parking
- People love Sayles-Hill especially Hill Lounge
- Do not keep all rooms open 24 hours

FACULTY
What role should the Campus Center have on campus?
- Easily recognizable as the place "to go to"
- Social meeting center and common space
- Gathering place for the campus
- Entertainment
- Informal hangout
- Meeting place
- Go to place for student services
- Center for Student Life support
• Concerned about getting rid of parking out front
• Design needs to be a balance of new vs. tradition that functions properly

Exploratory Questions (Asked of each group but not answered by all groups)
1. What role should the Campus Center have on campus?
2. Describe the ideal Campus Center?
3. What types of new spaces would you like to see in the Campus Center?
4. What enhancements would you like to see within the spaces of the Campus Center?
5. What is your sense of support for expanding or enhancing the Campus Center?
6. What impact would not expanding/enhancing the Campus Center have on the campus?
7. What barriers can we expect as we evaluate the need to at enhance the Campus Center?
8. What are the benefits of this project for the campus?
9. What is your sense of support for this type of facility? On a scale of 1 to 10
   a. Students
   b. Faculty
   c. Staff
   d. Administration
10. What do you feel needs to be done to enhance the support on campus for such a facility?
11. If you had to pick one thing that will make or break this project what would it be?
12. As we move forward with this study what advice do you have for us?
13. Other comments, questions, concerns?
3. Action: Develop a preliminary Master Space Plan report.
   - Compile data from individual, departments and College group meetings.
   - Compile data from the “brainstorming” survey.
   - Review findings with appropriate College personnel, Carleton Student Association and Master Space Plan Steering Committee.

4. Action: Develop a “needs” assessment process for the Sayles-Hill Campus Center.
   - Conduct a minimum of 12-15 focus group meetings with a diversity of students, faculty and staff.
   - Develop and implement a survey that will access the findings of the prior steps and test the viability of the preliminary Master Space Plan report.
   - Prepare an executive summary and detail analysis of findings.

C. OBJECTIVE: Develop a Program Plan that is compatible with the mission of the College and purpose of the Sayles-Hill Campus Center that addresses the campus community “needs” assessment results.

2. Action: Determine square footage needed for each “space”.
3. Action: Review usage of current space in light of priorities.
4. Action: Develop a “relational” space bubble diagram (macro and micro) indicating the interaction among and between the different functions of the Sayles-Hill Campus Center.
5. Action: Determine if any new square footage is needed and feasibility of site availability for such space.
7. Action: Develop conceptual floor schematics of renovation plans within the Campus Center.
8. Action: Provide up to 3 conceptual images of the major enhances spaces

D. OBJECTIVE: Survey and evaluate existing MEP systems. Provide specific recommendations to enhance comfort level and sustainability.

E. OBJECTIVE: Develop a plan of action to implement the Master Space Plan.

1. Action: Develop a financial plan based on information in Objective C & D.
2. Action: Develop a phased approach to achieving the re-alignment of space and enhancement to the comfort levels of the Campus Center.
3. Action: Develop a Master Space Plan timeline.
4. Action: Action: Present Master Space Plan to appropriate College groups for final approval.