

PERPETUA RENASCENTIA A RENEWED PLANNING AGENDA

November 2013

Purpose and Meaning

University campuses are never ever complete. They are manifestations of vitality. Ideas are continuously renewed and reborn. Campuses are venues of constant change and renewal on all planes — spiritual, intellectual, physical.

Toward deliberative planning and reasoned stewardship of its physical assets, Loyola University presents this document as a summary assessment intended to inspire and inform forward capital planning. It establishes an agenda of topics and potential projects that the University will use to guide continuing discussions, reasoned land acquisitions, fund raising efforts, and design studies toward the concerted development and enhancement of the Lake Shore Campus. All proposals and concepts presented here are preliminary in nature. They will be studied in depth by the University and its consultants prior to investment in any course of action.

These findings are the result of a two-day interactive site visit and campus review by Charles Craig, Campus Planner, one of the principals who assisted Loyola University in the development of the 2005 Lake Shore Campus Plan. This study is delivered on the tenth anniversary of Loyola's engagement of the firm of Dober, Lidsky, Craig and Associates, the commissioning of the planning study that resulted in the campus's subsequent transformation into an exceptional place of exceptional opportunities.

By initiating this focused review, Loyola's aim has been to garner a fresh perspective of someone who, though practiced in the field and familiar with the campus and its history, comes from outside the University community.

At this juncture in the Lake Shore Campus's evolution, it is significant to note the University's uncommon achievements over the past decade. The campus — which in 2003 was fragmented, outdated, and even unsightly in some aspects — has been recreated as one of the most elegant and distinctive campuses world-wide. At this writing (even in the final throes of project construction next to Halas Hall), the Central Campus is an aesthetically pleasing environment where distinctive, purposeful architecture is integrated with a visually rich and sustainable landscape. The campus bespeaks its urban and Great Lakes regional context. It is a point of pride for the institution and a delight, as reported by neighboring residents.

Similar significance must be noted here for the magnitude of this achievement owing in no small part to the continuity of the University's leadership and key staff. Many who participated in the 2005 plan remain in active service. Since that time, they have worked to realize the plan's vision, and now continue in active roles advancing Loyola's interests and contributions to the surrounding Chicago communities. Loyola's constancy is fundamental to its superlative achievement and to its distinction. The University's continued interest in planning and a transparent planning process maintains the esteem and trust of the local community.

Symbolically, the physical renaissance of the Lake Shore Campus has reshaped the three-dimensional environment from an early 20th century embodiment of an institution establishing its presence into the 21st century humanistic expression of forward-looking Jesuit mission.

The past decade has been about place-making. The next phase of development will be about place-marking — burnishing a campus that, to the discerning eye, is a living work of art.

Topic Outline

Potential projects are located on the map on the page opposite as keyed by the bold letters on the lists below.

EMERGENT CONSIDERATIONS

ATHLETIC PRACTICE SPACE

Near-term: off campus leased space

Interim options :

- a. Halas
- b. Temporary parking deck space
- c. Centennial project

Long-term:

- d. New fieldhouse construction

PLACEMARKING

Edge markers / gates / pylons

Treescape perimeter

Loyola planters at selected edges

New buildings

TRAFFIC + TRANSPORTATION

LAND DEVELOPMENT STRATEGY

RESIDENCE LIFE PLANNING

STRATEGIC SPACE USE

PROJECTS FOR DISCUSSION

RENEWALS

- A. Cudahy Library
- B. Dumbach Hall
- C. Cudahy Science
- D. Flanner Chemistry
- E. Facility Operations space

NEW CONSTRUCTION

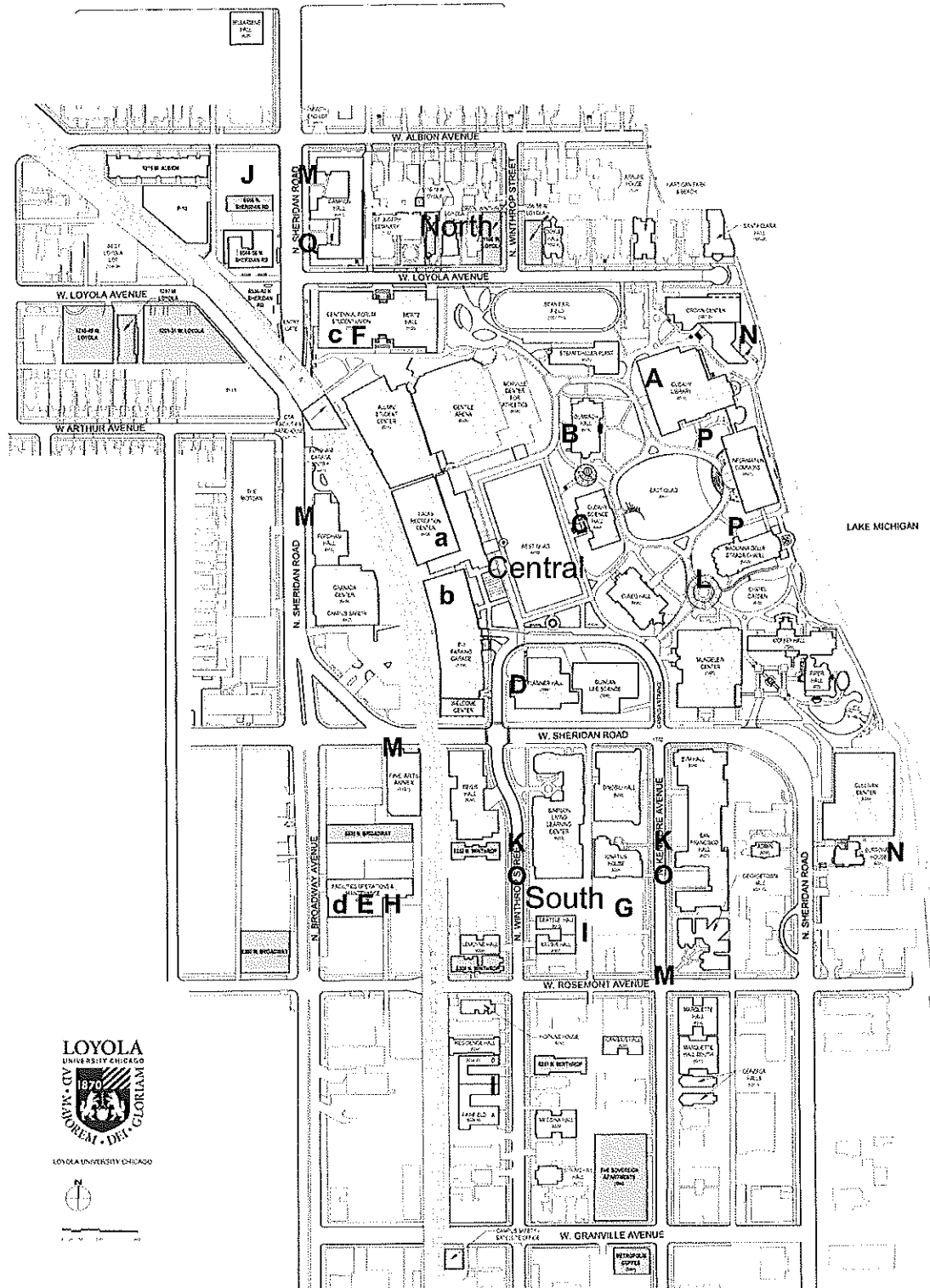
- F. Centennial replacement
- G. Engineering
- H. Fieldhouse
- I. New Residences
- J. Hotel

SITE ENHANCEMENTS

- K. Street closures / pedestrian malls
- L. Carillon
- M. Perimeter landscapes
- N. Lakeshore events places
- O. Streetscape / site furnishings
- P. Memorials / contemplative places

OPPORTUNITIES

- Q. Continuing community investment
- Continuing outreach



Lake Shore Campus Locations

Planning Context

The coming decade's physical developments will be guided by Loyola's current internal strategic planning, an effort in its organizational stages at this writing. The documents coming out of the strategic plan will set the demographic targets for the campus's enrollment, staffing, and residential populations.

The present assumption is that dramatic changes in program focus or demographics are unlikely. Tactical expansion of existing programs or new curricular initiatives may result in measured changes in enrollments, faculty numbers, and staffing. Any such deliberative changes are anticipated to fit readily within the Lake Shore Campus or contiguous to its three development sectors as limned by the 2005 plan — North Campus, Central Campus, and South Campus. Contiguous properties include recently acquired lots and buildings in the TIF areas abutting the Elevated rail viaduct immediately west of the campus along Broadway Avenue and North Sheridan. There are no plans for expansion into Rogers Park, nor south of Granville Avenue, nor east of North Sheridan south of the campus.

The University has undergone an intensive phase of development. Near-term fiscal planning will be focused on paying down current capital debts incurred insightfully to shorten the duration of disruptive construction on a constrained landholding. Thus, any major new construction considered within the next five years will need to be donor-funded. The University will not halt necessary maintenance and desirable building renovations during this time. Funding for continuing improvements is anticipated in budgets established for operations and maintenance.

Renewed Planning Agenda

In order to clarify topics and observations generated over two days and twenty-four active hours of conversation and campus walk-arounds, it will be useful to organize findings both by topical concerns as well as by describing the potential projects for further discussion.

Emergent considerations include pressing needs that are easily described and less easily solved. Emerging considerations also encompass broad goals and objectives to enhance the University's mission delivery and presence in Chicago.

Projects that may be developed in coming years fall into four categories, ranging from readily defined efforts that Loyola itself can complete, to broader and longer-termed engagements involving participation of the local communities and city and regional planners and agencies. Project categories include: building renewals; new construction; site enhancements; and urban opportunities.

Emergent Considerations

Athletic Practice Space

Loyola's eminent success is manifest in its new student life complex: the Damen Student Center, Norville Center, Gentile Arena, and the Halas extension (in construction). These facilities foster a vitality not seen on the campus ten years ago. Even as co-curricular programs have been significantly advanced, some sacrifices have been made. Specifically there has been a reduction in the available practice space for Athletics programs, primarily with the removal of the Alumni Gym to create a site for Damen.

Indoor Courts

Men's and women's basketball teams are key to the University's participation in the Missouri Valley League. Currently practices are scheduled in the Gentile Arena, which also must accommodate volleyball teams' practices and University events. Practices are sometimes limited or curtailed.

In ideal terms, a facility with three practice courts would address needs with optimal flexibility. Practicality suggests a less space-intensive solution where two basketball courts with six baskets and two cross-striped volleyball courts would be workable.

Option / Near-term

A. The most immediate solution will be a no-build proposal. For the benefit of current student teams, arranging a lease agreement within existing space would be expedient.

The recommendation for the near-term is that the University reconsider using the Edgewater Armory just south of the campus on North Broadway Avenue. It is 0.8 miles away from the Norville Center: a 4-minute drive, a 15-minute conditioning walk, a 5-minute bicycle ride, or 8 minutes on a CTA bus. Prior discussions suggested that Loyola would invest in physical improvements of the Armory in exchange for preferred scheduling of practices. This prospect certainly would be productive, particularly in view of a five-year new construction hiatus.

Options / Interim

B. Two near-term potentials for providing practice space on the Lake Shore Campus would involve modest construction and relatively low investment. One would be the renovation of Halas recreational courts to improve play surfaces. This has the benefit of being a permanent improvement for all Loyola students. Its drawback would be periodically excluding students' recreational use of facility, a perpetuation of scheduling complications.

C. Loyola might weigh the possibility of providing a temporary solution in temporary space in abeyance of a new construction. The campus planner has worked with an institution that used an inflatable structure as practice facility during construction of a new arena, through two snowy winters. Air-supported structures are commonly used for tennis facilities atop high-rise buildings in densely built urban centers.

It is reported that the Lake Shore Campus parking deck is designed to support space on top. The benefit would be a relatively quick provision of practice space that Athletics could schedule freely. The negatives include investment in space that is temporary and the visual detraction of an inflatable structure immediately adjacent the new facade of the Halas Center expansion.

D. Another interim possibility would be temporary assignment to a space in a permanent new building while Athletics itself awaits a permanent facility of its own. There has been some discussion about the replacement of Centennial Forum, which is currently only partially occupied. [See projects discussion following.]

A replacement building on the Centennial site with a floor plate equal to that of the current building would accommodate two practice basket ball courts (or two volleyball courts) on a single level. The new structure would need to be high-bay construction with floor-to-structure clearance of 24 feet. Several high-bay floors with glass facades would be a beacon or lantern building at the El stop entry to the campus, especially when enlivened by active uses.

In the longer-term future when a fieldhouse might be constructed, the neutrality of an open floor plan could be readily converted to other event uses that would benefit the University and its relations with the surrounding neighborhood. For instance, practice spaces might be used for special exhibits. Alternatively, a concert venue could be created by hanging acoustic clouds at ceilings and placing sound absorbent wall panels on track systems.

Option / Long-term

A permanent, dedicated athletic facility is desirable in the long-term, both as a practice venue for basketball and volleyball teams, but also for track and field and cross-country teams, that are not readily accommodated in purpose-built facilities in the near-term. These programs currently make creative use of halls and stairs in the Norville Center for conditioning and practice exercises.

A building with a 6-lane, 200-meter track would meet NCAA competition standards. The general dimensions of a big box for such a facility is approximately 220 feet by 320 feet. This is a general number, as final configuration of an indoor track will depend upon structural requirements as well as the intents of Loyola's coaching staff, as workable geometries vary.

The challenge is finding a plot of land in the vicinity of the Lake Shore Campus that is unimpeded by rights-of-way and utility easements, which are typically located in Chicago's alleys. Standard lot depths in the area are 150 feet between street and alleyway. However, there is a rank of blocks immediately west of the EI viaduct along the east side of North Broadway Avenue that is 250 feet deep, from Avenue to viaduct. Allowing for a service drive along the EI, there is sufficient dimension for a fieldhouse. In fact, it is conceivable, but not assured, that a site in this area may be able to provide sufficient interior space to provide for audience seating at indoor meets.

The University already owns properties along Broadway in the block north of West Rosemont Avenue. The tactical challenge is land acquisition. As some properties in this block are occupied by actively viable businesses, assembling a 320-foot long site may take a number of years. Thus, the

potential for construction of a fieldhouse is very likely a long-term project.

Looking forward to that possibility, the design concept for a site along Broadway has the potential for addressing many needs. A building's structure would likely be designed for efficient advantage to accommodate smaller scaled functions on lower levels with the high-volume, clear-span space for the field house activities above. If developed with an interestingly shaped tensile roof with a glazed clerestory, the fieldhouse would become a beacon or lantern to mark the southern approach to the University precinct along Broadway.

In Loyola's continuing efforts to invigorate the community surrounding the Lake Shore Campus, the street level frontage along Broadway could be developed for retail use, preserving the existing development pattern and enhancing the neighborhood economy. Encouraging street-level activity will also enhance safety and security. Other lesser-scaled uses at the grade level to activate the site and to fill a 1.6-acre floor plate might include such functions as: locker rooms and support spaces for the athletic facility on the floor above, University Facilities Operations, a central receiving and storage facility, or sheltered parking.

Understanding that land acquisition may take a long time, a phased development plan might be considered to construct part of the base level of a future fieldhouse to include practice courts in an early or interim period, depending on fundraising capacity.

The calculations for future construction cost estimates for a fieldhouse will factor about 140,800 gross square feet of space, if the building encompasses two complete levels.

Summary / Athletic Practice Space

Given current information, the most likely and expedient steps for providing additional practice space for Athletics will be as follows.

- Early cooperative use or lease of existing spaces owned by others, e.g. Edgewater Armory (and field spaces such as Hoyne Field west of the campus off Devon for soccer and Loyola Park north of the campus on North Sheridan)
- Possible interim occupation of newly built space at the Centennial site
- Long-term construction of a fieldhouse with a 200-meter track.

Placemarking

The previous campus plan focused on the redesign of the Central Campus sector and developing its sense of place. By any objective reckoning, Loyola has created an exceptionally handsome campus, the result ten years of construction of buildings and creation of new landscapes. The inner core is visually striking. However, the Lake Shore Campus's presence and distinction is not always apparent at the perimeters of the University precinct.

More than one interviewee mentioned that some edges do not read in the greater environment as being part of the Loyola campus. They particularly noted the segment of West Sheridan approaching the Devon and Broadway intersection and the section of North Sheridan just south of the Loyola El station.

The University has already made great strides in enhancing its presence (e.g., frontage between Burrowes Hall and Quindlan Life Sciences — architecture, landscapes, signage); what is proposed here is merely the phased continuation of these efforts.

Option / Continuing Enhancement

Gateways to Central Campus are made clearly evident by monumental pylons and wrought iron fencing. Over time, a consistently designed set of lesser scaled elements might be used to delineate entry to other campus zones. For instance, the use of smaller pylons with similar design details and materials might be located along pedestrian walkway transitions from the neighborhood or at corner properties belonging to Loyola.

A signage program linking building names to street addresses is already being implemented on the campus and will be continued to enhance visitor orientation. Buildings are clearly identified. In addition, the use of consistently designed street furnishings (light standards, benches, bins, etc.) is another technique to mark the University's presence. The soon-to-be created pedestrian mall along the newly closed Kenmore right-of-way between Rosemont and Sheridan will be the next such enhancement opportunity to visibly link the South Campus to the Central Campus.

Option / for discussion

Another subtle but significant potential would be planting street trees along Loyola landholdings. A limited palette of several species (never a monoculture) that grow to a similar scale at maturity and that are proven successful in the city may be considered.

Option / for discussion

Another landscape-focused potential would build on an already successful intervention used at the Water Tower Campus. The stepped planters installed on the sidewalk at the entry to the Lewis Tower are planted with trees and shrubs as well as herbaceous plants; they create a pleasant human scale at an otherwise hard edge. They define the street boundary and enhance pedestrian safety by separating pedestrians from cars. The planters incorporate a decorative Art Deco motif inspired by the Mundelein Tower; using these planters selectively at the Lake Shore Campus has a certain logical consistence and would forge a visual theme connecting the two sites.

The University might consider installing the stepped planters along selected street-edge properties to enhance the campus-ness of otherwise harsh, hard-surfaced environments. Two such instances to consider are the street edges at Arnold Arts Center on the south side of West Sheridan, which is separated from other campus facilities by the El viaduct, and along North Sheridan at the Granada Center and Fordham Hall residence, where the street experience is now dominated visually by six vehicular lanes and perceptually by high volumes of fast moving traffic.

Options / Long-term

Another consideration with respect to place-marking is optimizing the design potential of future architecture projects at campus edges. Two such conceptual opportunities would be a new structure replacing Centennial Forum opposite the Loyola CTA station and a fieldhouse built along North Broadway. Structures at either location could be conceived as corner markers to the University precinct. If designed with significant glazed facades or clerestories and strongly expressed eaves, they may become beacons or lanterns when lit a night to proclaim Loyola's presence to passers-by.

Traffic Density / Transportation

In the past decade, Loyola has developed new buildings and situated programs in the South Campus sector. Student residences, the Jesuit Residence, and a major living-learning initiative, the Institute for Environmental Sustainability, have all enlivened the sector and significantly increased pedestrian crossings of West Sheridan Road. A number of interviewees expressed safety concerns, observing that through traffic seems to be habituated by Lake Shore Drive speeds through this residential district. The area along North Sheridan between the Drive and the University is predominantly residential, if not exclusively so. The idea of instituting traffic calming measures (speed and/or volume reduction) would be welcomed by neighbors as well as the University.

This topic was raised several times through the campus visit, but significantly at a session scheduled to hear the concerns from the surrounding community. Representatives of neighborhood groups were in attendance, as well as three sitting Aldermen and an Alderman emerita. It was pointed out, by one of the Aldermen who had participated in numerous committees and studies on the topic, that any change in traffic through the campus precinct will have impacts on neighborhoods to the south and those originating daily commutes to downtown Chicago from northern districts and suburbs. Part of the solution may even involve changes in commuter rail service.

This is clearly a challenge that will necessitate the participation of many people and many agencies. It will take a significant investment in time and energy by the University if a change in current traffic patterns is to be realized.

Observations / for consideration

Toward long-term improvement, several factors need to be considered.

Traffic heading north on Sheridan Road south of the Lake Shore Campus is now constrained whenever deliveries (e.g. UPS, Fedex) are made to the residential high rises, since few were built with delivery docks. The current use pattern is for delivery trucks to be parked at the curb and then block one of two northbound lanes. Reducing traffic volume would benefit residents as well as pedestrians crossing between Lake Shore Campus sectors

across Sheridan. If change is to be effected, linking local residents' benefits with the University's would be sensible.

The intersection of Sheridan Road at Devon and Broadway Avenues is apparently designed to funnel southbound traffic onto Sheridan and to move northbound traffic rapidly around the Sheridan curve. There is no left turn possible from Sheridan to go south on Broadway. If traffic calming along Sheridan is to be effected, this intersection will require redesign. It was reported by one Alderman during the community meeting that such an effort is being planned to be undertaken in the near future. Loyola's input and participation in this effort is urged.

As Sheridan traffic is under the planning purview of the State of Illinois, clearly any changes at this intersection will have some effects elsewhere. Knowledgeable attendees at the neighborhood session point out that re-direction of traffic in the Loyola district may exacerbate traffic congestion in areas southward, i.e., at Hollywood and Bryn Mawr Avenues.

Loyola University, after due consideration, may elect to initiate or participate in a broad-scaled planning effort with the City and State and local neighborhoods to improve traffic conditions in this part of Chicago. As one observer pointed out during discussions, those who seem to benefit most from current traffic policies seem to be the commuters, not local residents. Short of constructing a four-mile long highway on piers in Lake Michigan connecting Lake Shore Drive at Hollywood to South Boulevard in Evanston, a district-wide comprehensive transportation study (including rail and bicycle systems) would seem a reasoned first step to alleviate as many problems as possible using existing infrastructures effectively.

Option / Near-term

Traffic originating from the University's parking deck on the Lake Shore Campus may turn in any direction. However, southbound traffic seeking to avoid Sheridan Road congestion tend to use Winthrop Street, as there is no left turn allowed onto Broadway at the Sheridan-Devon intersection. In the upcoming redesign of this intersection, the allowance for left turns should be considered. There appears to be queuing capacity, but possibly the two northbound curve lanes on Sheridan may need to be redesigned.

Even so, this measure should be examined soon to facilitate the closing of Winthrop between Rosemont and Sheridan, as is planned for the near future. Vacating Kenmore and Winthrop Avenues and creating pedestrian corridors will be positive measures in the continuing development of the South Campus.

Options / for discussion

Pedestrian safety along the east-west segment of Sheridan may be enhanced in the near future by actively encouraging everyone on campus to cross only at traffic lights at the Kenmore and Winthrop alignments. Installation of decorative fencing and plantings at locations where people may be tempted to jaywalk might also be considered.

Thereafter, more active traffic calming proposals might be discussed. Some possibilities may include some or all of the following ideas:

- Posting (and enforcing) reduced speed limits along this segment of Sheridan, possibly beginning at Rosemont Avenue for northbound traffic;
- Installing raised table intersections at both pedestrian crossings so that vehicles would need to slow to mount the intersection (pedestrians would cross at sidewalk level without negotiating a curb, bollards would define road or driveway edges for safety);
- Narrowing the east-west segment of the street from four broad lanes to three, effectively reducing travel speeds.

Land Development Strategy

To enable long-term development, the strategic acquisition of property will enable the University to relocate existing functions to clear building spaces for reuse or to clear sites of existing buildings to stage new construction.

Option / Facilities Operations

Specifically, relocation of the existing Facilities offices and shops from the current Broadway location will be needed to clear that site for new construction in either a phased plan or long-term for wholesale redevelopment. Land trades and building acquisitions are being contemplated. [See Facilities Operations below.]

Option / Residential

The idea of strategic property acquisition is already factored by Loyola. Several residential properties have been acquired and renovated in recent years to stabilize neighborhood conditions and to provide accommodations for Loyola students. This practice will very likely continue as additional student residences may be developed over time in the South Campus. The University will weigh its options about whether existing peripheral residential units are maintained for student use or let as market rentals for the neighboring communities. [See notes on Residential Life following.]

Residence Life Strategic and Master Planning

Discussions with Residence Life staff about on-campus student housing noted that the current residential inventory primarily serves first year and sophomore students. Juniors and seniors live in off-campus units, whether rented independently or from the University.

Questions were raised about programming for upper division students, and the potential benefits of their active presence in proximity to lower division students. Opportunities for establishing friendships across classes is hampered somewhat under the current situation of separating class years, as are opportunities for mentoring of younger students. Residential Life staff also noted that upper classmen living off-campus are less likely to become involved in leadership roles. Learning opportunities may be missed.

As part of the on-coming efforts to develop a new Strategic Plan, the University may consider taking a strategic view of the future course of Residential Life programming. The key question, it would seem, is whether to develop programs for junior and senior residents. This will have implications on the development of additional housing for junior and senior students, or possibly conversion of off-campus apartment units for them and development of purpose-designed residences to serve sophomores (in particular) better. Significant changes may, or may not, be directed.

Once programmatic direction is set, it is then recommended that a master plan for student residences be developed to set the facility program or spatial requirements for future Lake Shore Campus student housing and to outline the likely phases for development. A question critical to future student success: Are currently available residences programatically appropriate for the class levels now assigned in them?

Whatever the answers, building replacements need to be factored as existing residences age. The Residence Life staff suggest that the next residences to consider replacing should include: Seattle, Xavier, and Fairfield.

In the long-term, development of new student residences or living-learning facilities in the South Campus may be anticipated, but the questions of the present are: What kinds of housing and how much?

Strategic Space Use

Loyola currently schedules its instruction spaces well above historic targets for higher education. It is reported that general classrooms are occupied more than 90 percent of available hours, where historic standards range between 60 and 75 percent for many college and university campuses.

This ambitious use of space is a contributing factor to sustainability, as well as fiscal viability. No one in the modern world wants to build or maintain space that lies idle. However, there have been instances historically where institutions have been able to easily recoup from disasters by making short-term use of classroom spaces not fully scheduled. Instances elsewhere of teaching facilities having to be closed include the happenstances of fire, flood, and the fiat of building inspectors.

Rather than draw back from a laudable practice of optimal scheduling, it is recommended that the University consider developing a strategy for accommodating a full complement of courses should an emergency arise and a currently scheduled building become temporarily unuseable.

Strategic use of space may also extend to buildings perceived to be over-used by crowding. Sullivan Hall was raised in conversation as an example where pressure for intensified use may result in carving up useful common spaces into private offices. Focused study and planning for continuing use of Sullivan may be warranted.

Project Focused Capital Initiatives

Four broad categories of project types may be anticipated in the coming years.

- Renovation of existing buildings
- New building construction
- Site enhancements
- Urban opportunities

Brief notes follow on those topics raised during the campus engagement. Others projects may emerge from near- or long-term discussions.

There is no expressed nor implied emphasis intended by the order of the listings that follow.

The University's upcoming Strategic Plan efforts will set the programmatic direction for the coming future, which will inform decisions about the sequence and priorities of projects listed here.

Building Renovations

According to some, the most sustainable building project is the one that does not have to be newly constructed. This is another way to express the benefits of recycling and reusing existing building fabric, both for their manifestation of institutional heritage and cost savings. Fundamentally sound structures will be renovated to address evolving programmatic requirements.

Cudahy Library

Cudahy Library was initially constructed in 1929 and modernized with an addition in the 1960s. By any standard, original or renovated building systems will need updating at the 50-year plus mark.

A redesign of mechanical, electrical, and plumbing systems; spaces; and enclosures will enhance sustainability. Facility re-programming will address current trends and Loyola policies about collections acquisition and retention. Some consideration may be given to removal or redesign of the old stacks in the original part of the building and to reallocation of spaces in the 1960s addition.

Also, a reorientation of the facility has been effected by connection to and entry/exit from the Klarchek Information Commons. The typical functional sequence of library spaces has been reordered. The Circulation desk (usually close to the entry) is now deep within the complex: the adjacent mid-century entry doors now provide emergency egress only. A full redesign of spaces is warranted. However, many areas of the original structure warrant preservation; students are particularly partial to the Donovan Reading room.

Dumbach Hall

Dumbach Hall (1909) is the oldest building on the campus and is stylistically the model for the nearby Cudahy Science Hall and the recently completed Cuneo Hall. The three buildings are a landmark composition framing the East Quad.

Dumbach is reported to need its mechanical systems updated. Depending upon the extent of investment required, other updates may be necessary so the building will conform to current codes. Historic details can be preserved with careful design detailing of any interventions that may be required.

Dumbach is a keystone to academic programs as its classrooms are heavily scheduled. Where instruction technologies are evident in all classrooms, the general appearance of classrooms and in particular the classroom furnishings are dated.

The University may consider a phased program of classroom refurbishment, perhaps tweaking technology and lighting, but focusing on furnishings. Unit seating (chairs with small tablet arms attached) is an old-fashioned paradigm that has been supplanted on many campuses by moveable tables and chairs to better accommodate a range of body types and the use of laptops and other mobile devices. In addition, moveable tables and chairs support rearrangement of the teaching space during course sessions (a contemporary pedagogic must). Dumbach's classrooms are over-crowded with seats; refurbishing with individual tables and chairs, even if small scaled, will necessitate the reduction of the numbers of seats in each classroom.

A caveat: Prior to refurbishing, a review of classroom scheduling needs to be factored to

confirm necessary seating capacities. The University currently schedules instruction spaces at a 90 percent-plus rate, significantly above average use targets for classrooms across higher education. Careful study needs to confirm occupancy requirements for course sections scheduled in Dumbach prior to changing the furniture type to be certain that desired section enrollments can be met. Improvement of furnishings should be possible though, as target section sizes were reported to be 35, where an informal survey of Dumbach classrooms revealed none with fewer than 48 tablet arm chairs.

Cudahy Science

Cudahy Science is the seat of Physics and Mathematics on the Lake Shore Campus and needs a full renovation. Mechanical systems need updating for sustainability. Renewal is also an opportunity to restore some of the historic character of this, the second oldest building on campus (1912); some detailing has been covered over by previous renewal projects.

The more challenging aspect of renewal will be bringing the learning environment up to 21st century standards. Science teaching and learning has undergone intensive study over the past three decades. Contemporary learning models are much more interactive in nature than in the past. They may be characterized as *adragogic*, where active engagement and learning by doing motivates students, as opposed to *pedagogic*, where learning may be more passive and instruction didactic. One of the architectural aspects of the modern approach is visible activity; Loyola's new Institute for Environmental Sustainability labs are models of optimal exposure of science processes. Anyone passing through the IES can see what is going on, find out about activities, and thus become engaged.

Another aspect of contemporary science buildings, again delightfully evident in the IES, are open lounge areas next to building circulation, a.k.a. places to study, venues to engage with instructors and other students. Learning is understood to be a social interaction.

In contrast, Cudahy Science's interior reveals nothing but blind (windowless)

corridors; not even the doors to labs have lights (glass panels). The only way to understand what is going on is to know which room numbers are associated with labs, or read little signs, or peer into doors that may be open. In physical terms, there is no apparent opportunity to engage socially. As Cudahy labs are renovated, the building's circulation spaces will need to be updated as well to enhance visibility in active use spaces and, where possible, create open study spaces in which students may linger and learn.

Flanner Chemistry

Flanner Hall is the seat of Chemistry. It is a 1960s building in character. Its corridors have all the charm of a junior high school of the period, lined with lockers, of which only a few appear to be in use as evidenced by combination locks. Flanner's interiors present the same challenges as Cudahy Science in that corridors are blind, activities hidden, and there are no places to sit and linger (study).

The Provost's concern is that labs undergo renovation to suit new faculty and then lie idle after those professors leave the University, when the labs are deemed not being suitable for incoming professors' research needs. A detailed programming study is clearly called for prior to redesign and renovation to ascertain specific challenges and opportunities.

In addition, the Provost and Vice Provosts set a reasoned expectation that future renovations be tractable or readily adaptable to change. This is not to suggest spaces and mechanical systems be bland and neutral, rather more supportive of change. Building redesign may be inspired in part by research labs where concentrated mechanical cores support multiple modular labs, in which areas are assigned on a project basis by magnitude of need (e.g., number of researchers).

Another benefit of the proposed building renovation will be to take advantage of what seems to be a surfeit of space, as apparently some lab spaces lie fallow. Again, conditions and active uses need to be verified by a concerted review of space uses and a study of programmatic requirements. The leaders of Academic Affairs see intensifying space use as a potential opportunity for creating interdisciplinary labs to engage Chemistry and Biology faculties. Biology is immediately

adjacent in Quinlan Hall, with corridors connecting to Flanner.

Opportunities for interdisciplinary research and study are a potentially compelling way to enhance science education for Loyola students. As with any contemporary science facility, provision of views into active labs and open lounges need to be components of Flanner's redesign and renewal.

Facilities Operations/Central Receiving

As noted above, the assembly of a land package for the construction of a new fieldhouse may warrant relocation of Facilities Operations shop and storage functions from its current spaces in the building on North Broadway Avenue. By the time this relocation is necessary, Facilities Operations offices will have been reaccommodated to a renovated residence on North Sheridan called the Castle.

Options / for discussion

Two development scenarios might be followed. The University's assessment of conditions, costs, and opportunities over the course of time will determine which scenario provides optimal benefits.

Option One: Facilities may be relocated temporarily to existing space purchased to address interim operational needs, with a second long-term relocation to newly constructed space at the grade level of a fieldhouse project.

Option Two: Facilities may be permanently relocated to an existing building adjacent to the campus.

Replacement space for relocating Operations functions and consolidating storage on the campus will need about 23,000 square feet of space.

With likely relocation of Facilities, another opportunity arises that warrants further discussion. Representatives of the Facilities Operations group noted at interview that storage spaces are scattered across the Lake Shore Campus in multiple buildings. This makes it difficult to manage and control materials inventory. In addition, freeing up spaces in core campus buildings will provide space for more purposive uses.

A strategy for relocation of Facilities Operations spaces should consider programming additional space for materials storage, even in an interim relocation scenario.

Facilities representatives went on to suggest that a central receiving function would further enhance University operations. It was noted also that besides expanding the space required for Facilities Operations, a central receiving model would require additional staffing. Nonetheless, the suggestion merits discussion, as colleges and universities elsewhere have benefitted financially from central receiving efficiencies.

New Building Construction

A deep breath may be necessary after a decade of intensive construction on the Lake Shore Campus, but a restorative pause does not preclude thinking about the next horizon.

The following brief notes record topics that arose in preplanning discussions and interviews. Collegial discussions will determine which ideas and opportunities to advance and what project timeframes may be.

Centennial Forum Replacement

The Centennial Forum is a solid example of 1970s design and construction. However, at this writing, it is partially vacant, since the relocation of dining functions to the Damen Student Center. Student service offices will also move out when the expansion of Halas is completed. The building/site needs a compelling function.

The existing Centennial building, while sound, is fortress-like. A blank concrete podium faces the North Sheridan, lending a forbidding impression of the Lake Shore Campus to people approaching from the El station across the Avenue, a heavily used gateway. The newly designed arrival plaza at the station now directs pedestrians to the safety of a signaled crossing at West Loyola Avenue. The formal arrival gate into the campus is 200 feet from the corner. In the best of all possible worlds, entry to the campus would be shifted closer to the corner crossing.

Programmatic opportunities and needs, as well as formal conditions would be better served with a new building on this site.

The LSC currently is short of practice spaces for Athletics. Open, high-bay spaces to accommodate at least two basket ball courts would be immediately useful. LSC facilities are actively scheduled for University meetings and events and rented out in off hours for community functions. In fact, significant income is produced in supporting outside use. Having additional gathering spaces for large groups would be beneficial.

For instance, there is not now a venue on campus of sufficient size for concerts for both orchestra and choir, student groups that support the participation of about 200 students. If each of those were to host two friends or family members at a combined

concert, a space would need to hold 600. This would require about 8,400 NASF (net assignable square feet), without support spaces. The Centennial site can by conservative measure accommodate about 16,000 GSF (gross square feet) in a single floorplate. A larger building may be possible, but dependent on the area needed to maintain access to the Mertz residential tower, which will remain.

Other possible uses besides practice courts and a concert venue would include open activity spaces for clubs and organizations (e.g., dance, exercise, meetings) or possibly temporary exhibit space (e.g., community or student art exhibits, poster sessions where all Loyola science departments may be in one venue).

Option / for discussion

Consider the removal of Centennial and redesign of the entry to Mertz. The current Mertz entry is nearly a story and a half above sidewalk grade, accessed by an open exterior stair with multiple landings. Redesign of the entrance should include provision of common space(s) for Mertz residents, possibly enclosing an existing exterior terrace at the same elevation as the residence's current entry door, which is well above the existing ground plane. Other functions to remain on the site will be the loading dock and the ware washing facility at the lower building level, both connected by tunnel to dining services in Damen.

On the Centennial site, a new building would be constructed to serve the University's collective program and gathering needs and to showcase those activities. The initial vision for the building is a series of high-bay spaces stacked up and sheathed with a glassy facade so that active uses may be seen from the street and from passing El trains. The concept is a beacon or lantern facility at the redesigned commuter gateway to the Lake Shore Campus. One possible precedent in terms of image for this proposal is MIT Zesiger Sports and Fitness Facility, where student activities are made visible to passers-by through floor-to-ceiling windows on the building's perimeter.

The ground level would be designed to encourage diagonal movement either through a building lobby or an open plaza

under floors above. The idea is to visually link the intersection crossing from the station plaza to the doorway of the Damen Student Center. Grade-level space may be enlivened either with commercial rental space or the University bookstore, possibly providing a new location for the campus mailroom and student package pick-up.

A detail in re-orienting the line of pedestrian travel into the campus, will either be moving the existing entry gate (pylons and wrought iron) or leaving them in place as an historic vestige and closing the opening with wrought iron fencing. Benches might then be set on exterior and interior sides of the closed gate with landscape surrounds. Completing the perimeter fence in this location will curtail daring and irrational student behavior, as the current gateway has been observed as the origination for jaywalkers darting across Sheridan to the EI station.

Scenarios for programming in the free-span spaces on the building levels above could support a phase-in plan where Athletics practice space (an immediate need) occupies the building until a new fieldhouse provides permanent location for those activities. Thereafter, a basketball practice space could be adapted for concerts or exhibitions by hanging acoustic panels or draperies and suspending acoustic clouds from ceiling trusses.

Early discussion suggests three high-bay levels. Allowing for standard clearance for basketball (24 feet vertically) and structural dimension, the building could easily exceed 80 feet with three floor levels above grade. The building would be a presence on Sheridan Road, but still less tall than Mertz's eighteen floors above its raised podium.

Engineering Building

The University is considering adding engineering to its curriculum as a new academic initiative. Potentials include interdisciplinary linkages with established programs in the sciences, particularly Biology and Environmental Sustainability. Early discussions suggest developing an undergraduate live-learn program, similar to that now in place at the IES.

Option / for discussion

Absent a finite description of space requirements, the assumption is a facility not

dissimilar from the IES linking the old Wright Hall with the San Francisco residence.

A site on the new Kenmore pedestrian mall would be ideal to reinforce current activities in the South Campus sector. The open space created by the recent removal of the Rockhurst and Holy Cross residences is suggested as a likely site. The future building design for Engineering would advisedly plan for linking any initial construction to a future-phase expansion. The collaborative fields of bio-engineering and environmental engineering are anticipated to be growth disciplines in the long-term.

Field House

Construction of a fieldhouse for a 200-meter track and multiple practice fields is seen as a long-term strategy for addressing Athletic needs.

As discussed earlier in this report, the probable site would be in the block west of the EI viaduct south of the Devon-Sheridan intersection along North Broadway Avenue. Two development scenarios have been discussed.

One, a phased solution, pending acquisition of abutting properties sufficient to accommodate a 70,000 square foot floorplate, could provide early relief with practice space at grade, anticipating the addition of the track and permanent practice courts above.

Two, accommodating practice needs elsewhere in an interim phase, possibly a new building on the Centennial site, and building a new fieldhouse as a single-phase project.

In either case, the idea is a big-box space built above useful space at grade. The Broadway side of the building would be enlivened by retail spaces and services. Other grade-level functions would include support spaces for the practice courts and track above and a range of other options such as Facility Operations shops, storage, receiving, and/or parking.

New Student Residences

Another anticipated, but not yet fully described, facility type and new construction on the Lake Shore Campus is likely to be residences designed to support the social programming that Loyola's Residence Life offices can deliver to ensure student success.

The proposal for the moment would be to consider sites in the South Campus sector, replacing outdated residential stock with purpose-built (and sustainable) constructions. Projects are yet to be defined, as needs will be clarified by strategic and master planning efforts recommended for Residence Life to undertake. Focused strategic planning is recommended to identify program goals and objectives and confirm populations to be housed. Residential master planning will confirm the logical sequence and scope of future student housing projects.

Hotel

One of the amenities usually found close by most college and university campuses is a reasonably priced hotel. Where visitors to the Water Tower Campus have a range of choices, those who come to the Lake Shore Campus for brief or extended stays must find lodgings at a distance.

The University is considering constructing a new hotel, having identified a potential site in the TIF zone at the southwesterly corner of West Albion and North Sheridan.

Many institutions in higher education construct and run hotels successfully. Some campus inns serve as practicum labs for business majors who are pursuing careers in the hospitality industry. Other institutions choose to partner with experienced hoteliers for both construction and continuing operations. In inspired cases, operational financial arrangements stipulate the return of net profits to student scholarship endowments.

The site being discussed would enliven the North Sheridan streetscape. The adjacent parking west of commercial properties along Sheridan would provide convenient parking for families driving to the campus either from home in their own cars or with an airport rental. Further, hotel amenities would be available to neighbors residing in the district.

Construction of a new hotel is a likely win-win proposition, a venture recommended for further discussion and research.

Design Considerations

While appreciative of the University's efforts and advances in construction on their behalf, representatives of Loyola students are forward looking and anticipate further innovation. Sustainability is crucial to continuing campus development from the student perspective. Socially responsible and outward engagement to the surrounding community are highly desirable tenets from students' perspectives. Students also advance ideas for considerate design amenities, such as providing additional gender neutral toilet facilities (single occupant) in future construction and renovation projects. This would make such facilities more widely distributed on the campus than current amenities are. Single occupancy facilities are seen as a hospitable gesture to transgendered persons as well as the general population.

Site Enhancements

On this topic, there is very little that Loyola has to address. The campus renewal of the past decade is a *tour de force* of landscape design and site construction and furnishings that has realized the intent and vision of the 2005 Campus Plan. Proposals that follow are not imperatives and may be thought of as polishing enhancements of a continuing work in process.

Site enhancements that are currently ongoing include the landscaping of the West Quad as a tree-lined green plat, which in its simplicity is the very conception of a collegiate landscape. Its orthogonal motif will handsomely frame the new Halas and Norville facades. The new rectilinear open space will be sufficiently different from the curvilinear East Quad to add aesthetic interest and facilitate wayfinding.

Other works in process are the street closures being effected in the South Campus sector. North Kenmore and then North Winthrop Avenues will be vacated between Rosemont to Sheridan to create two landscaped pedestrian malls, thus enhancing the campus's presence and pedestrian safety. Kenmore project is in active transition at this writing. The University's objective is to effect the Winthrop closing in about a year, pending continuing discussions with the community and local agencies.

Carillon

Some consideration is being given to enhance the plaza landscape just west of Madonna della Strada Chapel with carillon bells to chime the hours through the days. Bell tones are a deeply rooted tradition in higher education in North America and Europe (Puebla, Oxford, Cambridge, Paris, Bologna, etc.). The conception is innovative, a collection of bells is envisioned as a sculptural element rising from the ground, something in human-scale rather than a dominating tower or campanile. Three possible sites in the vicinity offer choices for varying design conceptions.

Option / for discussion

One possibility is to array bell structures as a complement and reinforcing element to the memorial to the Salvadoran Martyrs. The bells would be located in a concentric curve at spatial intervals in front of or behind the existing memorial to frame and reinforce each Martyr's stone.

Option / for discussion

A second possibility is to cluster bell structure(s) along the west facade of the Chapel, either as a freestanding grouping or an array to reinforce the curve of the small chapels projecting from the apse. The existing landscape would need to be modestly redesigned.

Option / for discussion

A third potential is to locate the carillon array to reinforce the circular plaza southwest of the Chapel in a concentric array along the northeasterly edge of the plaza. This siting offers the most design latitude, specifically for the size of the carillon structures, which is not determined at this writing. It is conceivable that somewhat larger elements (even modestly so) could be placed in this location as opposed to the other two options, where the contexts of the memorial and the apse will influence the size of any carillon construction.

Perimeter Delineation/Reinforcement

This idea has been described in the preceding narrative on placemarking. Two programs of phased improvement are suggested: a program of consistent planting of perimeter street trees and the use of Water Tower campus street planters at selected, hard-edged locations.

Lake Shore Opportunities

One of the great successes, as reported repeatedly in on-campus discussions, is the open plaza and garden that has been created south of the Madonna della Strada Chapel. It is an emblematic setting, an unobstructed view of Lake Michigan for a campus on the lake in a neighborhood so densely built that open views of the lake are prized. Loyola has clearly enhanced the campus experience for people to be engaged with the lakeside with walkway improvements and provision of benches for lingering. Additional opportunities to enrich the environmental experience may be considered.

Options / for discussion

Consideration may be given to further development of lakeside venues for gathering. Two possibilities were mentioned during interviews.

One is the lawn at Burrowes Hall, which could serve as a gathering venue if prepared as a place to pitch a tent for functions. Details for service to the east side of Burrowes would need to be worked out, as the site is constrained on the north by the Sullivan Center and on the south by a residential highrise.

The second is the existing terrace at the Crown Center, an academic building for the Humanities. The existing building already supports conferencing activities. There is an unpaved terrace at the lakeside visible from the upper lobby by a full window wall near a 180-seat auditorium. The outdoor space is only accessible by single set of double doors set to one side of the lobby. Paving the terrace, adding framing plantings, and adding additional doors for easier access would open the building for enhanced use for events and conferences.

Redesign of the window wall will need to factor lakeside weather conditions, possibly entailing doubled sets of doors to open the space. The back-lighting glare in the lobby might be mitigated if interior surfaces were a lighter color when renovated, especially the floor surface and window mullions.

Streetscapes

In continued development of campus edges and the pedestrian malls in the South Campus sector, continued attention to consistent

details is recommended. The common use of Loyola-style light standards, benches, trash receptacles is encouraged. Fencing to persuade pedestrians to use designated street crossings may be considered as an opportunity to invest the neighborhood with the University's signature green-colored wrought iron. However, placement and scale of fencing at street edges should be human-scaled, probably not much more than waist height to discourage vaulting, but not be imprisoning.

Students noted that blue emergency call pillars should be conveniently placed and not be sporadically distanced.

Consideration should be made for the Chicago climate, especially for winter or change of season conditions. Sheltering plantings or walls as windbreaks along walkways may be considered, as long as visibility and safety are not compromised. Location of gathering spaces for extended seasonal use will favor southern exposures where buildings or structures on the north act as shelters from winds and passive solar heat sinks.

Memorials, Contemplative Places

The University has already enriched the site with artworks and memorials. Students interviewed suggested there are more opportunities to place memorials across the campus.

Students also cited the benefit of places on campus to be alone for contemplation. The lakeside walk is an example already developed where one can be alone, but not isolated, rather visible and safe. Other such opportunities might be places off common pathways where it would be possible to step aside for a time. The landscaped areas at the junctures of Cudahy Library, the Klarchek Information Commons, and Madonna della Strada Chapel might be further enhanced by selective addition of benches or other unobtrusive seating elements. Other locations will surely be nominated for the kinds of modest enrichments to the campus landscape that can be made in the fullness of time to commemorate, to honor, or merely to delight.

Urban Opportunities

On this final topic, Loyola is ahead of the curve in many respects. Trending in higher education is leading to renewed and invigorated social, political, and fiscal links to surrounding communities. In the planning field, *new urbanism* is the commonly used term. The recent expansion of LEED studies and certifications to include neighborhood development (LEED ND) calls for the kinds of initiatives already in evidence at the Lake Shore Campus. This includes development of local retail properties for benefit of both campus and surrounding community.

Some of the ideas discussed during the campus visit will prove to be feasible, some not. One potential discussed was a project to engage Campion Hall more closely to street activities. The building is currently used as a sophomore honors residence. The thought was to add commercial spaces across the open landscaped courtyards along Sheridan using light greenhouse-type construction, essentially making the courtyards more private and putting a commercial activity along the street (e.g., coffee bar, florist, newsstand).

However, the depth of the space possible to be constructed there (without a major intervention in residential or open space) is less than 40 feet, where typical commercial rental spaces are 60 to 80 feet in depth from a streetfront entry. Additional study would be required before advancing this idea. Investment in even light and relatively inexpensive construction should not be made if the commercial venture will not be successful because of constrained space. The idea of fostering additional street activity in the Campion location might be better served in the long-term with the eventual construction of a new residence building on this site with commercial spaces designed at the street level. In the meantime, continued investment and reclamation of existing building fabric in the surrounding area for commercial uses will serve both the campus and surrounding community and will continue to be considered.

Loyola's inclusion of neighbors to contribute comments to the 2005 Campus Plan was an exemplar of the kind of outreach that increasingly will mark the tenor of town-gown relations in coming years, in Chicago and elsewhere. The fact that the person who in 2004 charged the University as "not knowing how to plan" came to the community participation session that informs this report and was complimentary of Loyola's efforts since that time, is a compelling testament to the University's commitment and planning savvy.

Neighbors are generally proud of the institution. If the group included in discussions is representative, people from the community regularly visit the campus — and delight in what they find.

Possibly the greatest challenge in the capital agenda this report outlines will lie in the transportation challenges entailed in the proposed traffic calming measures for West Sheridan between the Central and South Campus sectors. Continuing outreach to the community and governing agencies will be a long, if not daunting task. Another view is that it is simply another opportunity to re-engage in the city, which is what this exceptional institution already does, exceptionally well.

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