



HOBART AND WILLIAM SMITH COLLEGES

Campus Master Plan

Our team is pleased to introduce the 2015 Campus Master Plan (CMP) for Hobart and William Smith Colleges (HWS). On the following pages you will find a comprehensive plan that sets the foundation for the growth and development of the campus to support HWS's role in preparing its students to lead lives of consequence.

This CMP continues to build upon the legacy and successes of the 2001 master plan we worked with HWS to prepare, outlining a framework to help ensure that development in the decades to come occurs in a thoughtful way. The CMP addresses campus wide needs, ranging in scale from small, detailed adjustments of space to visionary transformations of facilities and grounds. Planning initiatives include proposals that address needs in academic facilities, housing, wellness and athletic facilities, Pulteney Street, entry and arrival experience, and other important considerations like downtown Geneva. Together these projects provide a comprehensive vision for the growth of campus for years to come.

Ayers Saint Gross (ASG) appreciates your commitment to this process and for your understanding of how the effective use of existing, renovated, and new space can better support HWS's mission. This has truly been a collaborative process and we are delighted to share the CMP vision.



January 2016

CONTENTS

INTRODUCTION 3

PLANNING CONTEXT 7

Process

Observation Summary

MASTER PLAN DRIVERS 15

Planning Principles

Sustainability

Space Needs Summary

CAMPUS MASTER PLAN 23

Planning Initiatives

Comprehensive Vision

Immediate Initiatives

Near-Term Initiatives

Long-Term Initiatives

INTRODUCTION

HWS has a long history of successful campus planning. Past plans have guided the beautiful campus enjoyed today, but we know that there is more to be done to ensure the plan continues to meet HWS's needs over time.

To better understand the natural and physical environment of the campus, including potential opportunities for growth and development, ASG embarked on a master planning exercise in 2014 to examine how the campus can support and fulfill its current and future needs.





Our work comes at a unique time in the history of HWS. Since the completion of the last master plan we prepared in 2001, HWS has successfully implemented 12 new buildings or additions and 34 major renovations.

We note with admiration that HWS has strategically navigated the challenges of higher education in many ways including increases in enrollment. Recently, discussions centered on the Culture of Respect and physical changes that can help support that effort have been initiated. Curriculum review has similarly highlighted pedagogy changes and the appropriate types of space necessary to meet those needs. Sustainable facilities design and operations have been incorporated campus-wide.

The CMP responds to current challenges by providing a dynamic roadmap for HWS. Its vision incorporates operational and policy developments, smart renewal of existing facilities, and long-term development opportunities. It responds to academic directions, the development of clear thresholds and entry points to campus, programs and facilities to support student success, and the creation of open spaces and pedestrian connections across campus all while clarifying parking and service issues. The CMP aims to reinforce the strategic planning goal that all projects across the campus will be accessible, sustainable, and flexible.

Our team felt privileged to work on this report. HWS is fortunate to have an engaged student body who participated with us in lively sessions imagining a future HWS. Similarly, we were struck by the dedication of faculty who generously gave their time to outline their aspirations for the academic program. The staff was committed to our conversations in discussing how HWS can best prepare for the 21st century. And the Board of Trustees has thoughtfully engaged as they work to guide the institution.

PLANNING CONTEXT

HWS committed to engaging Trustees, faculty, staff and students to gather insights about issues and opportunities for the CMP. The planning process incorporated a variety of opportunities for campus stakeholders to engage with the campus plan. During a series of on-campus visits (13) we conducted interviews and information sessions (50), with a variety of campus stakeholder groups—including Trustees, faculty, students, staff, alumni/ae leadership, and parents—all of whom shared ideas and information.



PROCESS

An Advisory Committee was formed and met regularly throughout the process. At strategic points in the collaborative process, the ASG team also met with faculty, staff, students, and the Board of Trustees who provided firsthand experience of campus and helped evaluate design options. All of this input influenced the CMP's development. Final recommendations were placed on HWS's website for public comments. Following this input, plan recommendations were submitted for acceptance by the Board of Trustees in January 2016.

The planning process was structured through the following phases:

OBSERVATIONS

The Observation Phase measured the quantitative and qualitative aspects of the campus, providing an overall picture of HWS and insight towards the development of guiding principles that reflect the culture, philosophies and setting of the HWS campus. These findings were the foundation for the development of the Planning Principles.

PLANNING PRINCIPLES AND CONCEPT PLAN

The Planning Principles, a set of goals, were developed to inform the CMP effort and ensure the objective of balancing beauty while supporting HWS's needs was integrated into plan proposals. The Concept Plan reinforced the principles and information accumulated during the Observation Phase.

DESIGN ALTERNATIVES

In order to study the campus in more detail and to test ideas and specific spatial organizations, multiple design alternatives were developed. Members of the campus community were encouraged to review the design suggestions with attention given to building relationships, pedestrian connections, outdoor gathering spaces, service and vehicular connections, as well as parking issues. By involving members of the campus community and responding to their suggestions, the ASG team shaped the design alternatives into a plan that reflected the common needs and desires of the HWS community.

FINAL CMP

The final CMP is a refinement of the ideas generated in the previous phase and illustrates the building and open space transformations. The final CMP provides both an illustration of the campus at final build-out and a series of incremental steps showing how it could be implemented over time; projects were identified as immediate initiatives, near-term initiatives, and long-term initiatives. The CMP supplements HWS's strategic plan and vision to guide future development and initiatives for the campus.





OBSERVATION SUMMARY

A key objective of the Ayers Saint Gross' master-planning process is an assessment and analysis of campus buildings and grounds through on-campus interviews, tours, and examination. Our work identified areas of strength to be preserved and areas of weakness to be improved.

CAMPUS FACILITIES

- Consider alternate locations for campus support offices.
- Consider the highest and best use of facilities.
- Recent growth in enrollment as well as more faculty scholarship has resulted in some overcrowding – particularly in housing, study/social gathering areas, and research spaces.
- There is inconsistent quality of facilities across campus, including inconsistent accessibility of spaces.

CONNECTIVITY AND ACCESS

- Accommodate bike access across campus.
- Highlight Pulteney Street's central location and stress its importance as a great pedestrian-oriented campus street.
- Improve connections to downtown Geneva.
- Provide safe road crossings and secure walkways, with adequate lighting and visibility.

DOWNTOWN PRESENCE

- Efforts to date are not sufficient in reaching the critical mass necessary for a vibrant HWS presence.
- Enhance city of Geneva connections, integration with community.

IMPORTANCE OF LANDSCAPE AND GROUNDS

- Place Matters- the HWS campus setting and identity are inextricably linked.
- Capitalize on views of Seneca Lake.
- Continue to reinforce the distinctive campus setting improves the student experience.
- Define a welcoming campus with clear signage and identity.
- Enhance the walkable campus by providing adequate pathways and identifying accessible routes.

STUDY AND SOCIAL SPACE

- A need for additional study and social space that feels welcoming to the entire campus community was identified.
- There is a desire for a variety of scales ranging from large event spaces to small group study spaces.

TEACHING SPACES

- Significant deficits exist in the quality of science teaching spaces.
- There is a need for teaching spaces that support modern pedagogy, classroom configuration, technology, and flexible furnishings.



CAMPUS MASTER PLAN DRIVERS

The CMP serves to guide and direct HWS toward the goal of enhancing the beauty of the campus while supporting the intellectual, social, recreational and cultural life of our community here in Geneva and beyond. The following planning principles inform the CMP effort and ensure the objective of balancing beauty with HWS's needs is integrated into plan proposals.



PLANNING PRINCIPLES

The following planning principles inform the CMP effort and ensure the objective of balancing beauty with HWS's needs is integrated into plan proposals.

CONNECT

HWS will continue to create a dynamic campus with well-defined pathways that establish a natural connection between buildings and campus green areas. To this end, the goal is both to generate a “sense of place” and identify “centers” for the campus that promote and enhance engagement between students, faculty and staff in and out of the classroom. In addition, connections between the campus, its surrounding community, and the greater world, will be clear and intentional.

As a core function of all planning efforts HWS strives to improve accessibility to all areas of the campus. Efforts to promote walkability, a bike-friendly environment and general wayfinding on and around the campus are also central to the planning process.

INITIATE AND INNOVATE

The CMP will create flexible facilities that support current needs while preparing for the rapidly changing academe. New spaces will offer a variety of scales and functions that holistically support academic endeavors and community life.

In support of this goal, new campus spaces will be designed for multiple purposes, 24/7 use, and will reflect institutional priorities. Planning will embrace both the strengths and challenges of the campus setting, enhancing green space and lake access while providing definition and identity to streets and neighborhoods near the campus.

SUSTAIN

Campus planning will promote sustainable facilities that connect people with the environment and reflect the HWS commitment to individual behaviors that encourage sustainable practices. Where possible adaptive reuse of current facilities will be considered, and new facilities will be designed with sustainable practices guiding both the creation of the facility and long-term energy efficiency. By embracing these principles the CMP will use the physical campus to educate the campus community and visitors about sustainability.



SUSTAINABILITY

The CMP integrates sustainability as a foundation embedded in the plan proposals. Sustainable strategies around land use, landscape, buildings, mobility and utility infrastructure are fundamental in the plan development. They include:

BUILDINGS

- Be mindful of the solar orientation of buildings.
- Incorporate green roofs, where possible.
- Optimize energy conservation and efficiency.
- Reuse existing buildings.

LANDSCAPE

- Create new green spaces and pervious areas that reduce rainwater runoff.
- Protect natural areas such as watersheds and woodlands.

LAND USE

- Focus new development on grey-field sites, such as parking lots, where possible.
- Minimize negative impacts and disruption of significant natural systems.
- Prioritize pedestrian movement within the campus core.

MOBILITY

- Create a pedestrian and bicycle friendly campus.
- Implement transportation demand management strategies to reduce single-occupancy vehicle trips.
- Organize the campus to minimize driving.
- Provide infrastructure to support multiple transportation modes.

UTILITY INFRASTRUCTURE

- Continue investments in energy efficient upgrades to building systems.
- Efficiently use and design facilities to reduce energy consumption.
- Implement alternative energy sources such as geothermal and solar.

SPACE NEEDS SUMMARY

The space needs assessment examined current building uses and identified needs by space type. The study includes the Performing Arts Center (currently under construction) and actively used space in the 20 Seneca Street property, located in downtown Geneva. Campus needs included:

ASSEMBLY & EXHIBIT

Space is balanced once the Performing Arts Center opens.

CLASS LABORATORY, OPEN LABORATORY, RESEARCH LABORATORY

A deficit of research space and lab space (mostly related to the sciences) exists.

CLASSROOM

Classrooms are generally well utilized, offsetting need for additional space.

LIBRARY / STUDY

Needs exist for library and study, however, they can be offset by compact shelving and/or integrating study space in academic buildings.

OFFICE & CONFERENCE

While the quantity of space is sufficient, individual offices are larger than best practice metrics resulting in a deficit of rooms and a perceived need.

STUDENT CENTER

Largest deficit across campus is comprised of lounge, meeting and food service space.

SUPPORT

Based on metrics there is a shortfall of support space. Support spaces include central receiving, storage, and facility shops.

WELLNESS & ATHLETICS

Based on space planning metrics there is approximately 5,000 asf of need. Larger ad hoc needs were also identified through conversations with key stakeholders.

RESIDENTIAL

There is a need for approximately 230-240 new beds and additional study/social space in the existing residence halls.



The following table summarizes campus spaces needs by type. The space need guidelines are projected using 2014 campus data such as the course file, student enrollment, employee headcount numbers and key assumptions based on our experience with small, private colleges. The guidelines assumptions are listed in the space needs summary located in the Appendix.

SPACE TYPE	EXISTING ASF	GUIDELINE	SURPLUS OR DEFICIT
ASSEMBLY & EXHIBIT (ASF)	37,794	37,738	57
CLASS LABORATORY (ASF)	53,050	50,746	2,304
CLASSROOM (ASF)	37,106	34,431	2,675
GREENHOUSE (ASF)	1,005	2,421	(1,416)
HEALTH CARE FACILITIES (ASF)	2,093	2,128	(35)
LIBRARY / STUDY (ASF)	58,011	59,803	(1,792)
OFFICE & CONFERENCE (ASF)	129,181	128,650	531
OPEN LABORATORY (ASF)	13,635	14,819	(1,184)
RESEARCH LABORATORY (ASF)	15,165	21,000	(5,835)
STUDENT CENTER (ASF)	52,192	59,796	(7,604)
SUPPORT (ASF)	23,098	30,968	(7,870)
WELLNESS & ATHLETICS (ASF)	144,744	149,405	(4,661)
RESIDENTIAL (GSF)			(74,750)

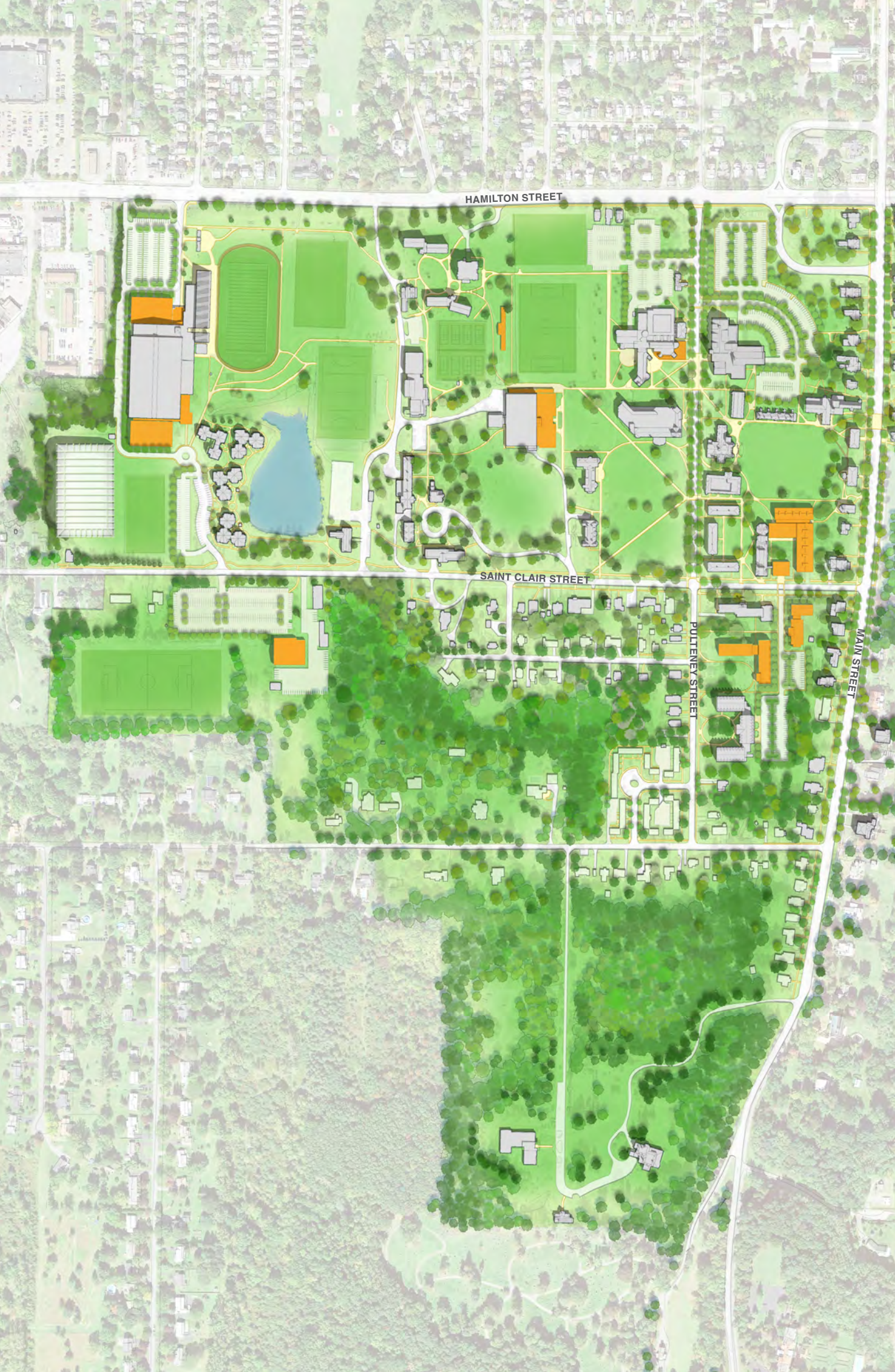
CAMPUS MASTER PLAN

The CMP unifies a series of initiatives and projects that are both visionary and realistic. It leverages existing assets to create a more connected campus that builds upon the legacy and successes of the 2001 master plan. The CMP addresses campus wide needs, ranging in scale from small, detailed adjustments of space to visionary transformations of facilities and grounds. Planning initiatives include proposals that address needs in academic facilities, housing, wellness and athletic facilities, Pulteney Street, entry and arrival experience, and downtown Geneva. To support implementation, the planning initiatives are organized into three time horizons: immediate, near-term, and long-term.



CAMPUS MASTER PLAN VISION – VIEW LOOKING SOUTH-WEST





HAMILTON STREET

SAINT CLAIR STREET

PULTENEY STREET

MAIN STREET



IMMEDIATE INITIATIVES

IMMEDIATE INITIATIVES ADDRESS URGENT NEEDS. HWS SHOULD AIM TO COMPLETE THESE PROJECTS WITHIN ONE TO THREE YEARS.



NEAR-TERM INITIATIVES

IMMEDIATE INITIATIVES HAVE BEEN ADDRESSED) IN ORDER TO RENEW EXISTING BUILDINGS, IMPROVE DEPARTMENTAL SYNERGIES AND ENHANCE IDENTITY.



LONG-TERM INITIATIVES

PROJECTS TO BE COMPLETED WITHIN TEN OR MORE YEARS BASED ON HWS'S PRIORITIES AND FUNDING.



- PROPOSED BUILDINGS
- EXISTING BUILDINGS





PLANNING INITIATIVES

ACADEMIC FACILITIES: SCIENCE COMPLEX

The Science Complex is an urgent need and high priority for HWS. Significant investment is necessary to resolve the issues facing these aging facilities. As a result, the CMP outlines a phased solution that recommends immediate attention be given to the most pressing issues in the next one to three years. Parallel to the implementation of these immediate solutions, fundraising, programming, and the design of a more comprehensive solution will begin.

The Science Complex currently houses the Chemistry, Biology, Geoscience, Physics, and Math and Computer Science Departments. In recent years, HWS has seen an increase in these science majors. With the evolution of STEM as a foundation in science education, there is a greater emphasis placed on interdisciplinary problem-solving and increased faculty and undergraduate research. As a result, there is a need for additional research labs to support these programs. In their current configuration, the science departments have less

than ideal adjacencies with offices and labs scattered throughout the buildings. There is an additional need for improved departmental adjacencies and flexible, modern space to support these majors.

Lansing Hall, Eaton Hall, Albright Auditorium, and Rosenberg Hall together form the current Science Complex. Of these facilities, Rosenberg Hall is a more recent construction and is in comparatively good condition. However, Lansing Hall, Albright Auditorium, and Eaton Hall all have significant facility challenges. Many of the labs within these facilities are outdated with antiquated systems as well as layouts that do not support current pedagogy, room design, and class size. Accessibility within these buildings, both for people and equipment, is a challenge. Inadequate utility infrastructure and hazardous waste storage are also of concern. Albright Auditorium is no longer well utilized or needed.

While the CMP suggests limited investments in the existing buildings, there are some urgent alterations needed to support the programs. Immediate initiatives include:

- Address Science Complex challenges including modest cosmetic updates, adequate access to the basement, and upgraded access to the upper levels.
- Optimize the existing facility by converting office space on the lower levels back to labs, the original design of the space.
- Repurpose Albright Auditorium for offices and teaching labs.
- Repurpose the 3rd floor of Lansing. Relocate Math and Computer Science in order to vacate space for other departments to expand offices to this level.



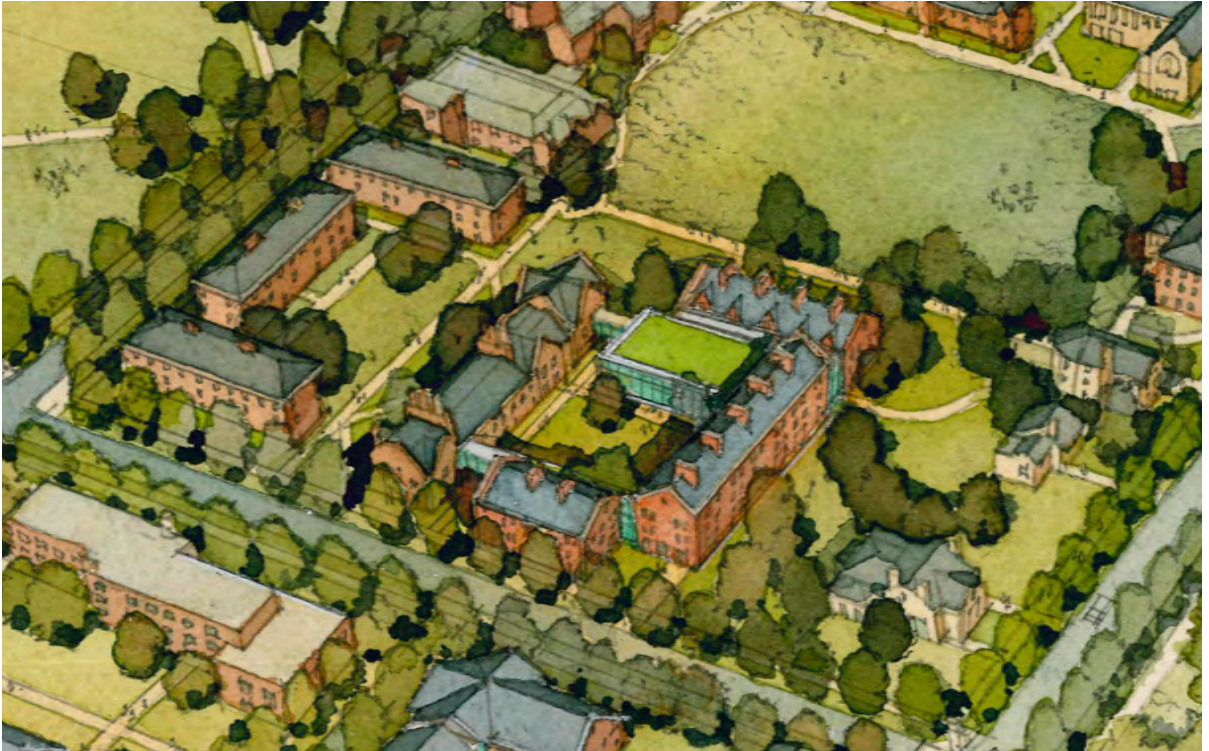
ANTIQUATED LABS IN THE CURRENT SCIENCE COMPLEX



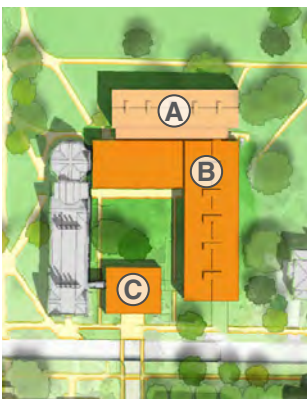
RESEARCH LABS RE-PURPOSED AS OFFICE IN EXISTING EATON HALL



ALBRIGHT AUDITORIUM – UNDERUTILIZED SPACE WITH POTENTIAL FOR RECONFIGURATION

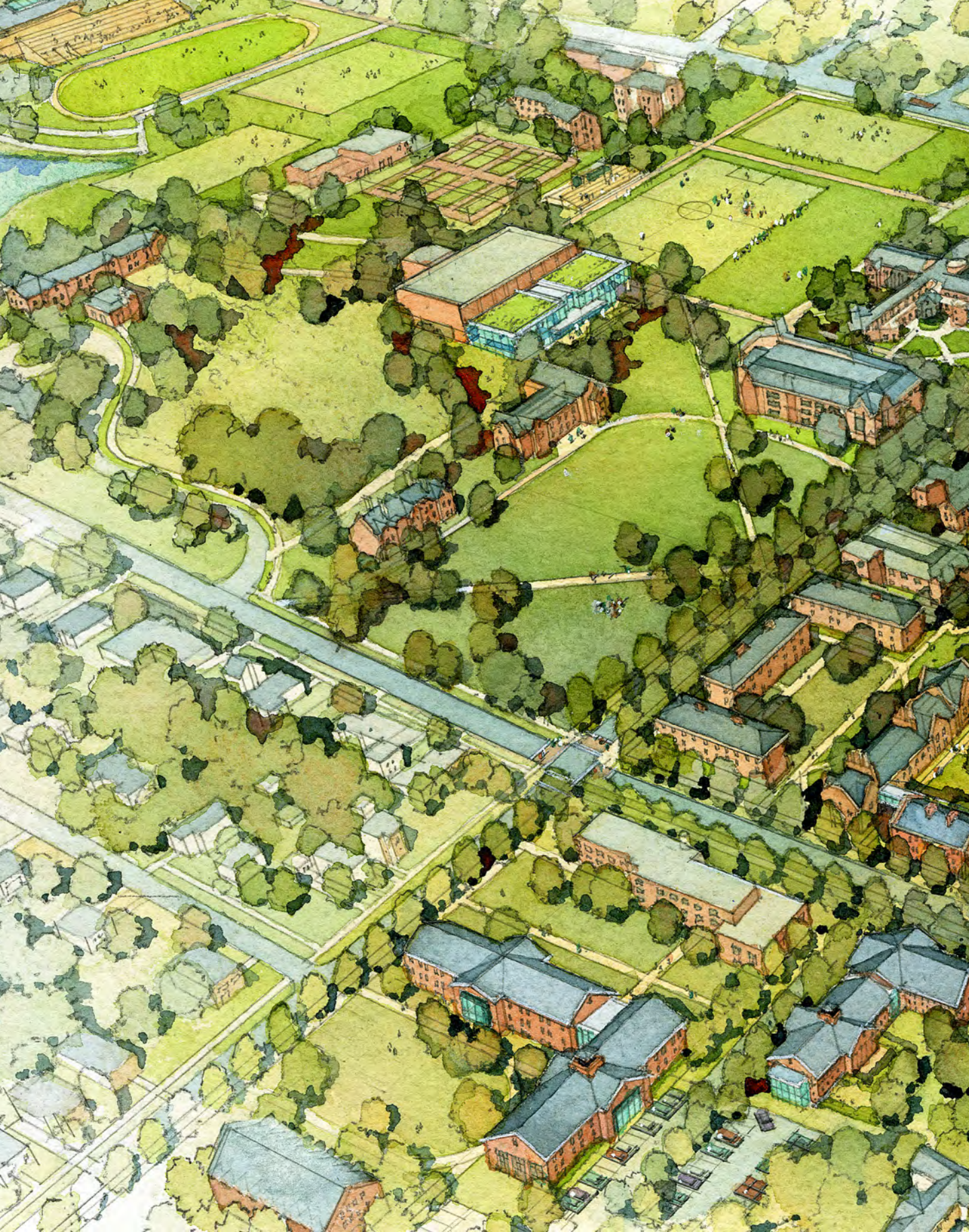


DETAIL VIEW OF SCIENCE COMPLEX VISION



Near-term initiatives to the sciences include:

- Construct a new science wing (A), located to the north of the existing complex. This proposal reinforces previous master plan recommendations. The new wing is the first major phase of construction in a multi-phase renewal to address the Science Complex.
- Once the new wing is completed, the demolition of Eaton Hall and Albright Auditorium (B) are possible. The second phase of development includes construction of a new facility in the location of the previous Eaton Hall and Albright Auditorium and the renovation of Rosenberg Hall.
- The final phase of development includes the demolition of Lansing Hall (C) and the construction of a new facility in its place.



CAMPUS MASTER PLAN VISION – VIEW LOOKING NORTH-WEST



AL FORSTER '16



ACADEMIC FACILITIES: CORE OF CAMPUS

With the 2016 completion of the Performing Arts Center, HWS is in a unique position to build upon this success and refresh key facilities within the academic core. While many older buildings within the academic core need periodic renewal and programmatic reassignments, the CMP identifies three unique opportunities to renew the heart of campus: repurpose space in Williams Hall, add needed classrooms and reconfigure the main floor in Smith Hall, and renew Coxe Hall.

The construction of the Performing Arts Center vacates space within Williams Hall that can be re-purposed to meet some of the campus's immediate needs for office and classroom space.

Historic Smith Hall has a need for additional classrooms. Reconfiguring the main floor of the facility allows opportunity for:

- Adequate bathrooms
- Associated office suites
- Elevator to address accessibility issues within the building
- Expanded classrooms
- Flexible collaboration style classroom
- Seminar room



- Classroom
- Office
- Restrooms
- Corridor

WILLIAMS HALL RENOVATION PROVIDES ADDITIONAL CLASSROOMS ON THE FIRST LEVEL



Coxe Hall, the architectural centerpiece of the campus, currently has a number of practical layout challenges, accessibility issues, and inadequate utility infrastructure systems. A comprehensive renewal of that facility results in an iconic building that enhances the student experience with a strong connection to the HWS heritage.

- Implement the planned expansions to the basement level programs to allow for the much needed expanded study/social space on campus, including expanding the pub. The comprehensive building renovation addresses adjacent site conditions, deferred maintenance and accessibility challenges, including adequate bathroom facilities on every level.
- Rejuvenate the seminar rooms looking out on the Hobart Quad, which offer a great opportunity for students to take seminars in one of the most historic buildings on campus.
- Renovate Bartlett Theatre, bringing it back to its original beauty. Furnishing the auditorium with a combination of flexible soft furniture and tables allows the room to function as a student lounge or be transformed to accommodate lectures and performances when needed.
- Revitalize Coxe Hall for central administration.



- Seminar Rooms/Flexible Space
- Office
- Restroom
- Corridor

COXE HALL FIRST LEVEL RENOVATION PROVIDES A FLEXIBLE LOUNGE/PERFORMANCE SPACE IN THE CURRENT BARTLETT THEATRE

HOUSING AND STUDY/SOCIAL SPACE

HWS is experiencing overcrowding in the current residence halls. Lounges within the residence halls have been converted to bedrooms in order to help address the need for additional beds beyond current capacity. As a result, there is very limited study/social space available within the residence halls. The presence of study/social spaces, outside the individual residence hall or classroom, is interrelated with academic success. Study/social spaces also offer opportunities to meet and build stronger communities.

In 2011, HWS completed a study that looked comprehensively at the housing options across campus. This study recommended phasing out student residences with less than eight to nine beds. These small residences, originally built as single family homes, are inefficient, expensive to maintain, and do not support the HWS student community.

The CMP identifies a need for approximately 230-240 beds. Of these needed beds, 87 are a result of phasing out the student residences in the small houses (a near term loss of 28 beds), 125 address current overcrowding, and 20-30 beds are needed to assume optimal housing practices. Plan proposals identify opportunities to meet these needs while addressing the need for study/social space in the residence halls and establishing solutions that reinforce a strong community.

Immediate initiatives include:

- Consider renovations of downtown buildings to provide housing solutions through outside partnerships.
- Convert residence hall bedrooms back to lounges where possible to provide the much needed study/social space and reduce the density of the existing residence halls.
- Renovate and update Saga Dining.
- Update housing, both inside and outside the individual units.

Near-term initiatives include:

- Construct additional on-campus housing to address current needs. The first phase (A) of the on-campus housing is envisioned to be a new residence hall. This residence hall will also be built to have the necessary amenity and study/social space. The second phase (B) includes the conversion of the vacated small houses to offices or other purposes.
- Incorporate a new student health center into the new on-campus residence hall.



DETAIL VIEW OF PROPOSED HOUSING ALONG SAINT CLAIR AND PULTENEY STREET



CAPTION

Study/Social Space Opportunities:

- Consider moving the bookstore from Sherrill Hall and re-purposing that space as a student lounge in order to get a near-term study/social space on campus. Downtown Geneva should be considered as a site for a relocated bookstore.
- Create a Wellness Center.
- Expand Coxe Hall pub expansion and renovate Bartlett Theatre.
- Expand Scandling Center's Saga dining.
- Implement Library refinements to support student success.





WINN SEELEY GYM CAN BE RE-PURPOSED AS A TEMPORARY FITNESS CENTER IN THE IMMEDIATE INITIATIVE

WELLNESS AND ATHLETICS

Wellness and Athletics have a number of shared facilities across campus. The existing facilities are unable to meet the current and expected needs of HWS:

- Addition of William Smith volleyball requires facilities to support that new sport.
- Hubbs Health Center is not an appropriate quality or sized facility for student health services.
- The current Fitness Center is undersized and inconveniently located on the far edge of campus. An immediate solution is needed to address this. The campus community desires a centrally located Fitness Center, making it more accessible to all students.

Wellness and Athletics' facilities are currently dispersed across campus. In an attempt to better consolidate these facilities, renovations and additions are preferred over stand-alone facilities that would further disperse the HWS community. Plan proposals reinforce that approach.



DETAIL VIEW OF FITNESS CENTER AND POOL ADDITIONS ONTO BRISTOL GYM

Immediate initiatives include:

- Construct an addition on the existing hockey rink to accommodate a team room for women’s ice hockey.
- Install a Field Bubble (A) to alleviate wintertime overcrowding in the existing Fieldhouse and to allow for winter weather competition use.
- Re-purpose Winn Seeley Gym for a temporary Fitness Center. This initiative addresses overcrowding in the existing Fitness Center while also siting the facility in a more central location.
- Two possible solutions have been identified to meet the immediate need for Women’s Volleyball:
 - Use Winn Seeley Gym for practice and Bristol Gym for competition; OR
 - Restructure ceiling court dividers in the Fieldhouse for volleyball practice and competition, as a near-term solution until a longer term Fieldhouse addition is possible.
- Upgrade the existing tennis courts in their current location.





Near-term initiatives include:

- Construct an addition to Bristol Fieldhouse (B) for volleyball and/or recreation. With two possible sites for an addition on Bristol Fieldhouse, there is opportunity for a near-term facility to meet the fitness and athletics indoor court needs.
- Develop a new Fitness Center (C) as an addition to Bristol Gym. A new Fitness Center will bring fitness into a centrally located space on campus and is sited to help resolve a campus-wide accessibility challenge. By adding a public corridor that runs east-west along the northern edge of the facility, internal vertical circulation will provide access to the top of William Smith Hill. Additionally, the existing pool footprint is proposed to expand to accommodate a larger pool facility as a possible future phase of expansion(D).



EXISTING PULTENEY STREET OFFERS POTENTIAL FOR CONVERSION INTO A GREAT CAMPUS STREET

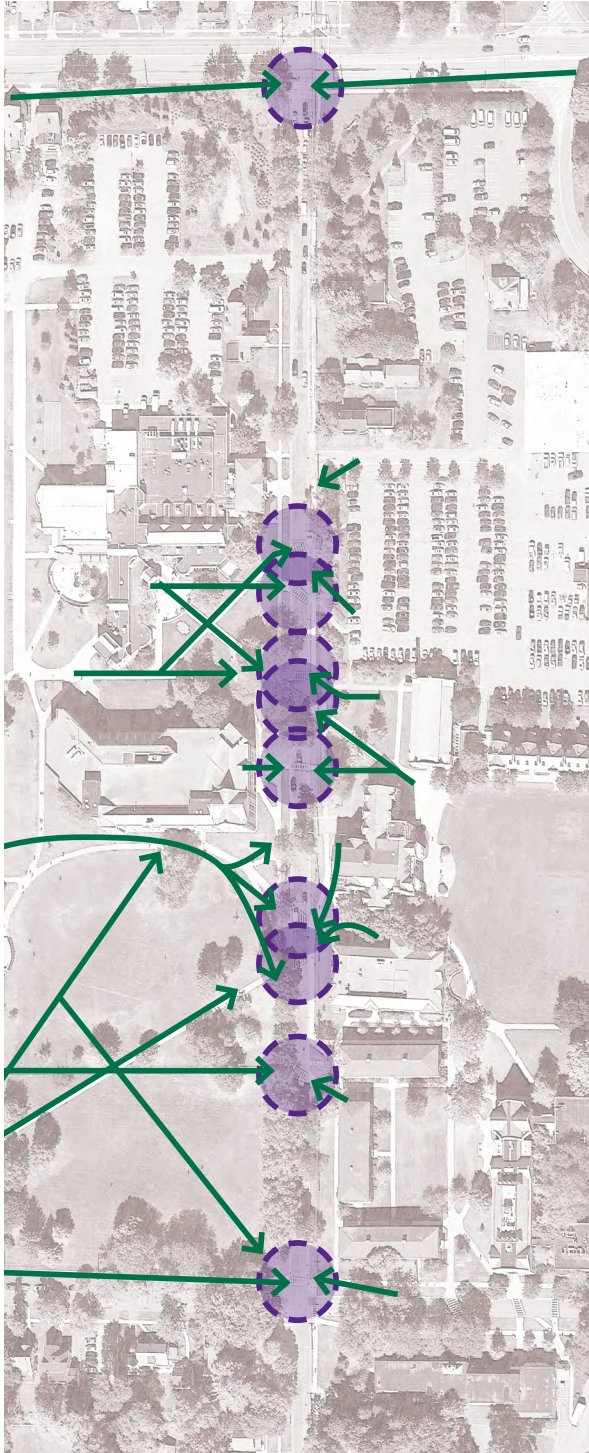
PULTENEY STREET

Pulteney Street is a significant north-south connector that divides the academic core of campus. The street has significant pedestrian/vehicular conflicts. In contrast to these challenges, Pulteney Street has great potential as a connecting street across campus and the opportunity to frame views from the street to some of campus's most beautiful open spaces and buildings.

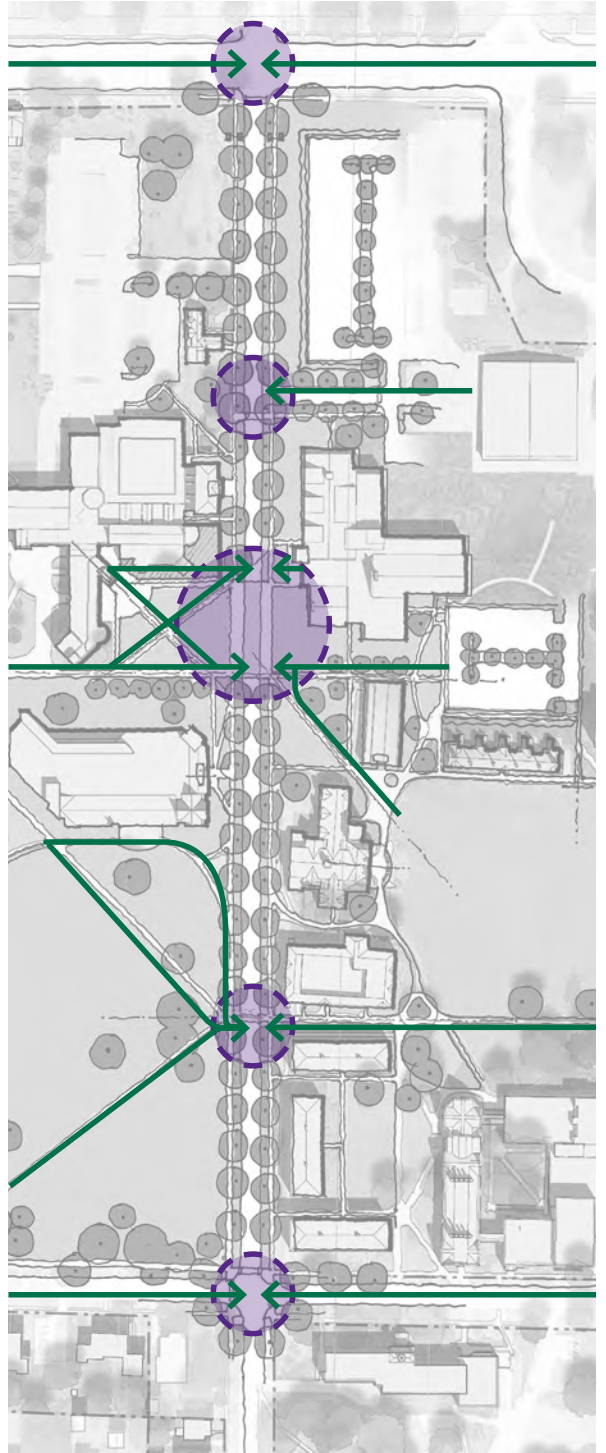
- Pedestrian Crossing
- Pedestrian Desire Lines/ Pathways

Near-term initiatives include:

- Recreate Pulteney Street as a great campus street. There are currently 10 dangerous and confusing street crossings along the length of Pulteney Street between Hamilton Street and Saint Clair Street. The plan CMP proposes redesigning the street to re-direct paths to have a reduced total of five street crossings. Reconfiguring the street pathways and crossings in conjunction with consistent tree plantings, pathway, road, and curb detailing, as well as burying utilities makes Pulteney Street the great street needed in the campus core.



EXISTING PULTENEY STREET HAS TEN PEDESTRIAN CROSSING POINTS.



PROPOSED PULTENEY STREET CONSOLIDATES PEDESTRIAN CROSSING POINTS TO FIVE LOCATIONS.

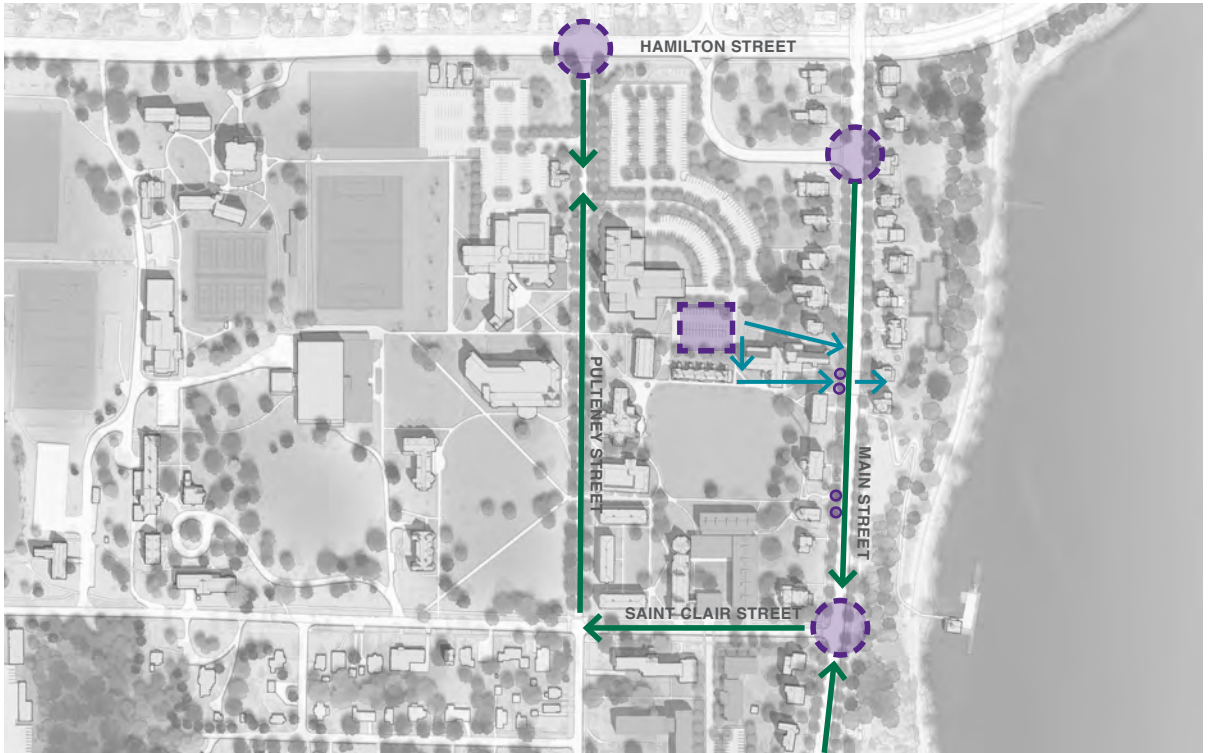


ENTRY AND ARRIVAL

Campus entry is currently not clear nor inviting. Plan proposals aim to highlight campus assets along the entry sequence, remediate confusing and dangerous traffic patterns, define clear directional and entry signage, highlight campus identity along Main Street, and provide adequate visitor parking with a clearly defined path.

Near-term initiatives include:

- Accommodate universal design and accessibility in plan designs.
- Define a family of streetscape elements to identify HWS campus, entry, and edge.
- Improve directional signage with campus map at major parking locations directing visitors to Admissions.
- Improve the Main Street streetscape with consistent plantings, site furniture, banners, and lighting.



- Visitor Vehicular Approach
- Visitor Pedestrian Approach
- Major Entry Signage
- Pedestrian Gateways
- Visitor/Admissions Landscaped Parking Lot

- Install pedestrian gates at major east/west walkways that meet Main Street.
- Maintain multiple entry points to campus
 - Primary entry gate at Pulteney Street and Hamilton Street intersection.
 - Secondary entry gate at Saint Clair Street and Main Street intersection.
 - Tertiary entry gate at Houghton House.
- Relocate the Maintenance Building and replace it with a landscaped visitor parking lot.



DOWNTOWN

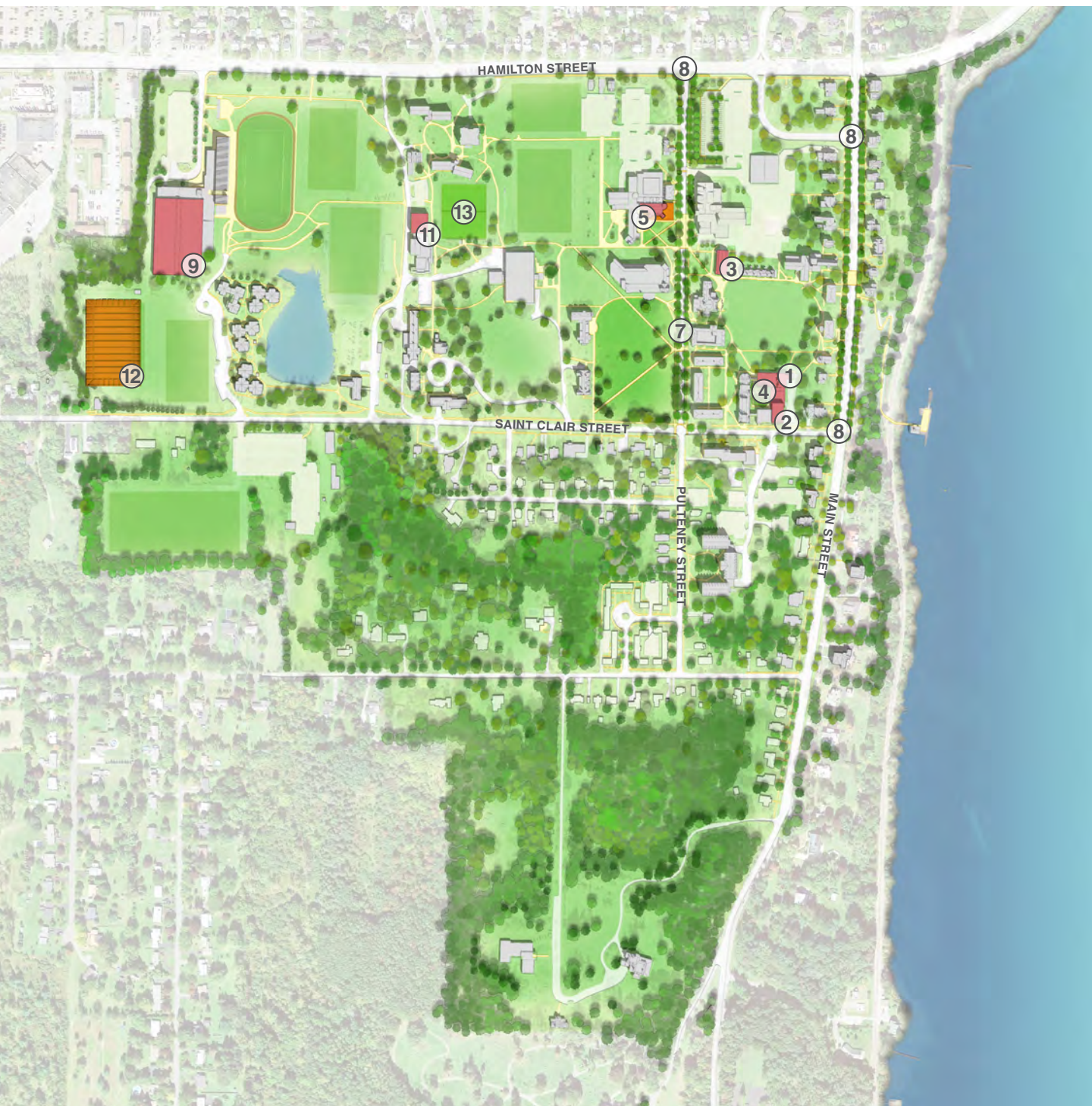
HWS recently leased office space in downtown Geneva for the Institutional Advancement and Communications' offices with plans for other administrative units in the future. Since a visitor's perception of the surrounding community and campus similarly inform that of the other, important considerations about future relationships between HWS and Geneva include:

- Engagement is a hallmark of the HWS experience.
- More HWS activity downtown will create critical mass.
- On-going discussions about making additional investments in downtown Geneva :are necessary.
- Opportunities for programs and types of spaces that support student success and maturation from the first year to the fourth would enhance the student experience.
- Presence downtown should be tied to strategic initiatives and the curriculum.
- The student body is increasingly diverse and students' needs change over time.
- Potential programs for consideration:
 - Academic space
 - Bookstore
 - Coffee shop
 - Office
 - Student Housing
 - Studio / event / classroom space
 - Support Space

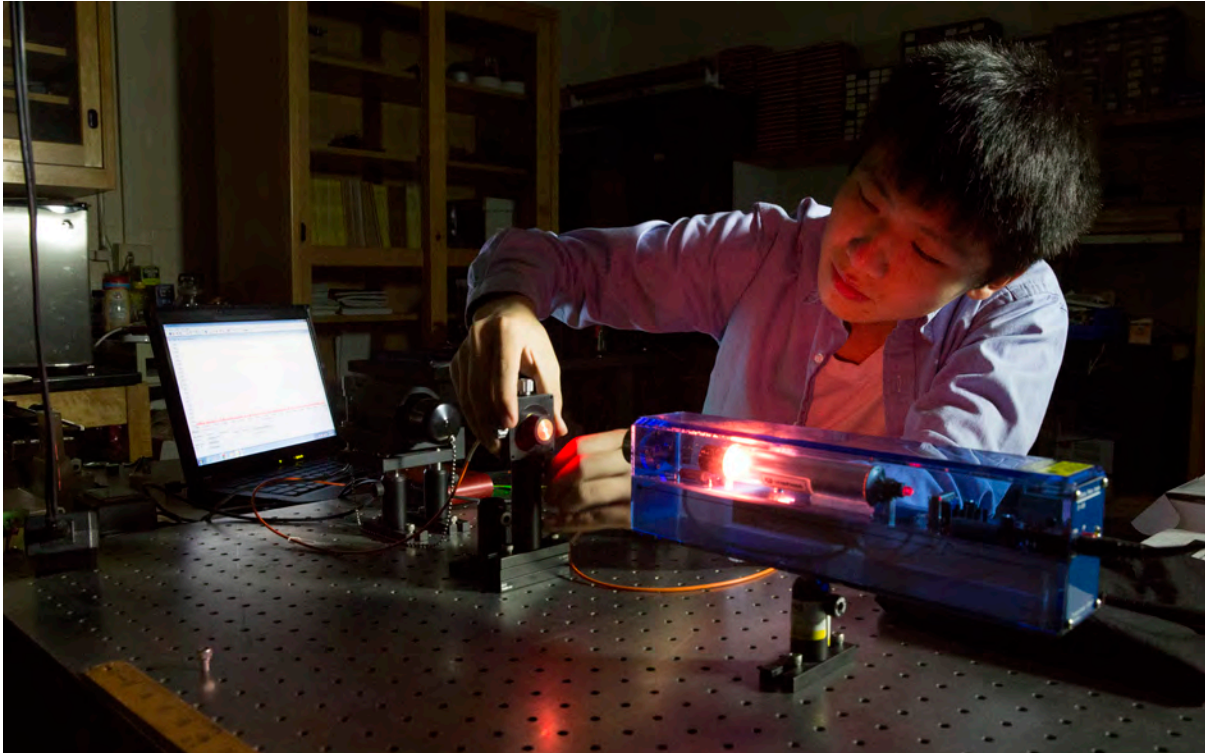


COMPREHENSIVE VISION

The plan proposals address HWS's immediate needs while enabling campus transformations. Together these projects provide a comprehensive vision for campus growth for years to come. To support implementation of the CMP, the projects are organized into three time horizons: immediate initiatives, near-term initiatives, and long-term initiatives.



IMMEDIATE INITIATIVES



IMMEDIATE INITIATIVES

Immediate initiatives address urgent needs. HWS should aim to complete these projects within one to three years.

ACADEMIC:

1. Repurpose Albright Auditorium
2. Repurpose 3rd floor Lansing Hall offices
3. Repurpose part of Williams Hall
4. Update the existing Science Complex facilities- convert office space on the lower levels back to labs, address modest cosmetic updates, provide access to basement and upper level

LANDSCAPE:

7. Enhance Pulteney Street
8. Improve Entry and arrival

WELLNESS AND ATHLETICS:

9. Add Volleyball facilities
10. Add Women's Ice Hockey Team Room at rink (downtown site)
11. Expand fitness to Winn Seeley Gym
12. Install a Field Bubble
13. Upgrade the Tennis Courts

- Current Phase Renovation
- Current Phase New Facility

HOUSING AND STUDY/SOCIAL:

5. Update dining in Saga
6. Update existing housing (campus-wide)



NEAR-TERM INITIATIVES



NEAR-TERM INITIATIVES

Transformative projects to commence within the next four to six years (after the immediate initiatives have been addressed) in order to renew existing buildings, improve departmental synergies and enhance identity.

ACADEMIC:

1. Coxe Hall renovations
2. New Science Complex wing
3. Smith Hall renovations

LANDSCAPE (ARRIVAL AND PARKING):

4. Entry and arrival
5. Pedestrian piers on Main Street

HOUSING AND STUDY/SOCIAL:

6. On-campus housing- Phase 1

WELLNESS AND ATHLETICS:

7. Fieldhouse addition- Phase 1
8. New Fitness Center

- Current Phase Renovation
- Current Phase New Facility
- Previous Phase New Facility



LONG-TERM INITIATIVES



LONG-TERM INITIATIVES

Projects to be completed within ten or more years based on HWS's priorities and funding.

ACADEMIC:

1. Science Complex completion

HOUSING AND STUDY/SOCIAL:

2. On-campus housing- Phase 2

WELLNESS AND ATHLETICS:

3. Fieldhouse addition- Phase 2
4. Pool renovation/addition

- Current Phase Renovation
- Current Phase New Facility
- Previous Phase New Facility



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