

**WELLESLEY COLLEGE  
WELLESLEY 2025  
A PLAN FOR CAMPUS RENEWAL**

**CONSOLIDATED PROGRAM PLAN  
FINAL REPORT**

VSBA, LLC

OCTOBER 2013

**LOW RESOLUTION VERSION**

## ACKNOWLEDGEMENTS

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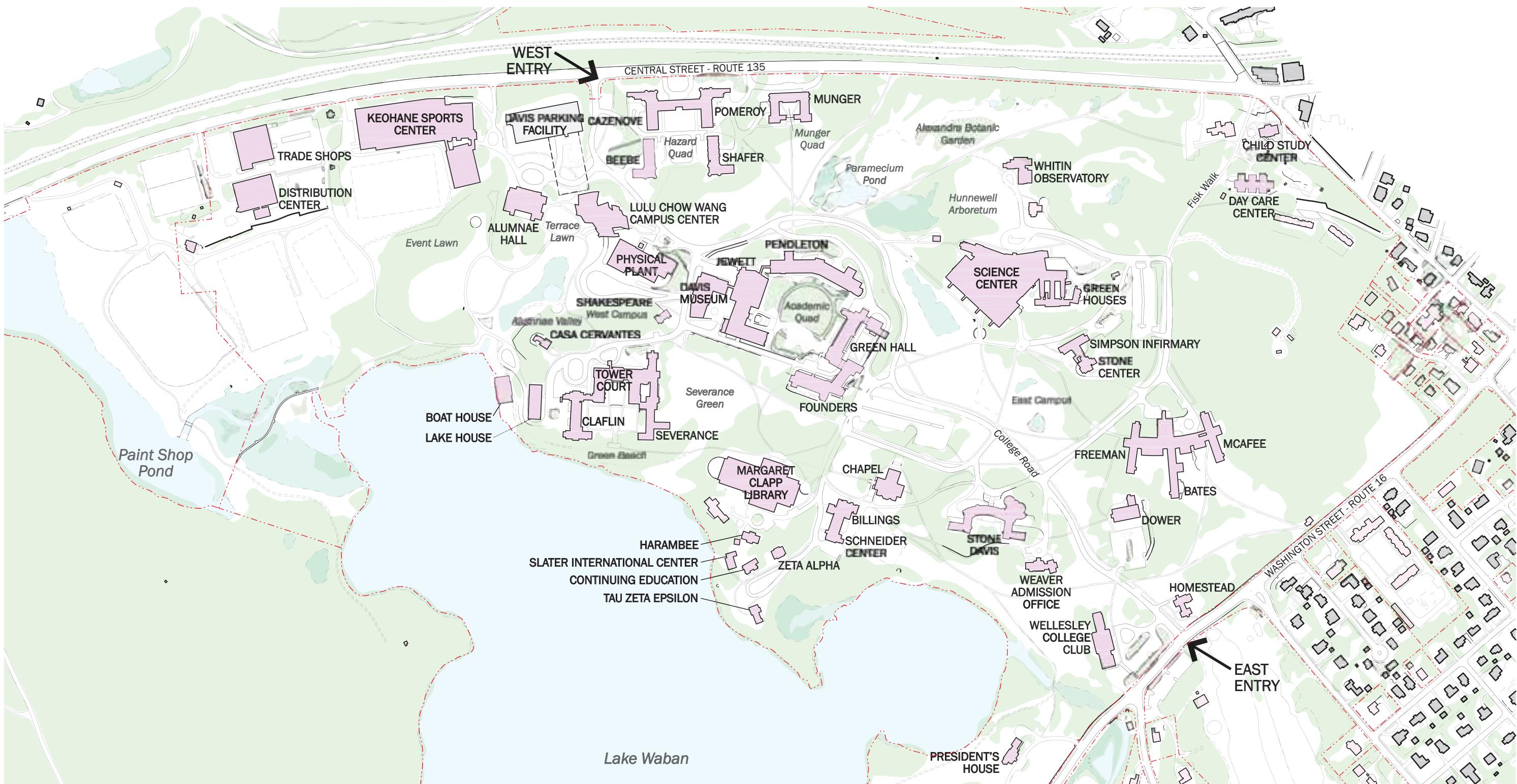
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## KEY

<span style="background-color: #c0a0e0; border: 1px solid black; display: inline-block; width: 15px; height: 15px;"></span>	WELLESLEY COLLEGE (WC) FACILITIES
<span style="background-color: #f0e6e6; border: 1px solid black; display: inline-block; width: 15px; height: 15px;"></span>	NON-COLLEGE FACILITIES ON WC PROPERTY
<span style="background-color: #a0a0a0; border: 1px solid black; display: inline-block; width: 15px; height: 15px;"></span>	NON-WC BUILDINGS
<span style="background-color: #e0e0e0; border: 1px solid black; display: inline-block; width: 15px; height: 15px;"></span>	WC STRUCTURED PARKING
<span style="background-color: #80c080; border: 1px solid black; display: inline-block; width: 15px; height: 15px;"></span>	TREE CANOPY

## KEY PLAN

Wellesley 2025 Consolidated Program Plan

VSBA, LLC  
October 2013



## **I. INTRODUCTION AND EXECUTIVE SUMMARY**



NOTE: Topographic Map Background is drawn in 10' increments.

#### KEY

BODIES OF WATER	ARTS & MEDIA
MARSH	HUMANITIES
STUDENT RESIDENTIAL EXPERIENCE	SCIENCE & THE ENVIRONMENT
WELLNESS & SPORTS	POTENTIAL AREA OF CHANGE

#### WELLESLEY 2025 PRECINCTS

Wellesley 2025 Consolidated Program Plan

Information Source: Program Plan RFPs  
VSBA, LLC  
October 2013



## I. INTRODUCTION AND EXECUTIVE SUMMARY

*This project is about more than just preserving what is great about our buildings and landscape. It is about how our beautiful, historic buildings can be made to best support a liberal arts education in the 21st century.*

– H. Kim Bottomly, Fall 2012<sup>1</sup>

As Wellesley began to prepare for the 2025 sesquicentennial of its first classes, the College leadership asked five distinct working groups – representing various academic and student life initiatives – to reimagine the ways in which the College’s facilities could support its programs and activities in the decades ahead. Working groups were charged with envisioning the future of programs in Arts and Media, the Humanities, Science and the Environment, Student Residential Experience, and Wellness and Sports. Together, these initiatives forecast a more sustainable, collaborative, and connected campus. This document, the Wellesley 2025 Consolidated Program Plan (W2025), includes near-term actions in support of this long-term vision – actions that might reasonably be supported, funded, and completed within the next twelve to fifteen years.

W2025 is based on the products of the Working Groups and grounded in principles established by the 1998 *Campus Master Plan* (Michael Van Valkenburgh Associates) and the 2007 *Comprehensive Facilities Plan* (Eva Klein and Associates, Harvey H Kaiser Associates, Symmes Maini McKee Associates). The Campus Master Plan provided guidelines for the renewal of Wellesley’s landscape and principles for future growth; the Comprehensive Facilities Plan described the condition of the College’s buildings and recommended improvements.

### A. W2025 GOALS AND PRINCIPLES

Wellesley College’s primary goals for W2025 are to:

- Enable academic initiatives and improvements to student life, and provide opportunities for collaboration and community-building at a variety of scales.
- Meet current and anticipated program needs, with enough flexibility to accommodate evolution of programs and pedagogies.
- Facilitate stewardship of Wellesley’s rich inheritance of buildings and landscape, and – in particular – secure the longevity of its existing buildings.
- Build on and enhance sustainability initiatives throughout the campus.
- Improve accessibility throughout campus.
- Consider the campus as the embodiment of a forward-thinking college with a rich history and meaningful traditions, emphasizing both preservation and innovation.

## B. PROGRAMMATIC GOALS

The long-term visions of the Working Groups are described in executive summaries provided by each Working Group planner and included with this document as Appendix A; the full reports are incorporated as separate appendices. Taken together, these represent the College’s long-term program plan of which W2025 is the first increment. Program aims are summarized below; the full reports should be consulted by the committee members and consultants charged with implementing each W2025 component.

Briefly, program goals include:

- In *Arts and Media*, addressing some very basic safety issues, but also creating the individual and group spaces needed for advanced academic inquiry in studio art and music (including music group rehearsal spaces); inclusion of new technologies; greater integration of the arts, and of the arts and other academic disciplines like neurosciences.
- In *Humanities*, creating collaborative work space for both students and faculty; right-sizing and creating suites of classrooms that can be used across disciplines; creating more academic space in the existing Founders-Green complex to unite departments and enable more intentional academic adjacencies.
- In *Science and the Environment*, accommodating growing areas of inquiry such as neurosciences and environmental studies; creating physical opportunities to re-think introductory level classes by providing more hands-on, project-oriented opportunities; making science more visible (even within the building); and maintaining and strengthening the integration of the sciences (as well as collaborations with other arts, social sciences and humanities).
- In *Student Residential Experience*, improving building conditions and achieving greater equity across campus, including “right-sizing rooms”; creating nested communities at various scales (floor, building, neighborhood, campus); and allowing students from different years to live in close proximity while allowing different styles of living (including suites) in upper years. Improving and consolidating dining operations to support the neighborhood concept is also a goal.
- In *Wellness and Sports*, integrating Stone Center Counseling Services, Physical Education, Recreation, and Athletics (PERA), and Health Services in a center for wellness as a bridge between student and academic life; creating better, more accessible connections to the rest of campus; and addressing the need for more indoor sports space.

## C. PURPOSE OF CONSOLIDATED PLANNING

The consolidated planning process was undertaken to:

- Create one coherent, unified, and flexible plan for Wellesley’s physical development over the next twelve to fifteen years, and general principles for change beyond that time frame.
- Identify and address areas of overlap, and gaps, between each of the five program plans.
- Articulate the College’s goals for sustainability, accessibility, and preservation as part of the overall plan.
- Help the College align priorities and budgets.
- Document the planning process to allow reasoned decision-making, and to communicate intentions, choices and trade-offs to stakeholders.

This document and its appendices are the results of this process.



fig 1. Iconic view of Wellesley campus

## D. CONSOLIDATED PLANNING APPROACH AND PROCESS

### 1. Foundations

The W2025 Consolidated Program Plan brings together many skeins of recent and concurrent planning for Wellesley's future. Its foundation includes plans for:

- **Landscape.** The 1998 *Campus Master Plan* (Michael Van Valkenburgh Associates) has guided development and renewal of the campus landscape for the past 15 years, and its underlying principles remain fundamental to the College's understanding of its campus.
- **Building condition and capacity.** 2007 *Comprehensive Facilities Plan* (Eva Klein and Associates, Harvey H Kaiser Associates, Symmes Maini McKee Associates). This assessment contributed to the College's identification of the five areas of study and to the premise at the outset of the planning process that "*[t]he College currently has enough space and will focus on renovation and re-purposing existing spaces; there is no plan to add any new permanent space, nor is there an intention to demolish any existing space.*"<sup>2</sup>

• **Program.** In the words of President Bottomly, the Working Groups "dreamed big to clarify the College's programmatic goals and aspirations."<sup>3</sup> Working Group planners led the programming process, and included options representing a range of assumptions. Based on these, they created programmatic test fits, which were estimated and reconciled by the College's cost consultants.

• **Budgeting and financing.** The College set overall budgets for W2025 based on a range of expectations about amounts it could raise, borrow, and fund through its operating budget. Construction cost escalation ranges forecast by the College's cost consultants added another layer of variability to the model. The College's expected budget range for W2025 is between \$325 million and \$550 million, expressed in current (i.e., not escalated) dollars.

### 2. Participation

**Consultation.** More than 75 individuals from the Wellesley community were consulted in the plan consolidation. Conversations with Working Group planners and subsequent discussions with each Working Group helped us understand their developing plans and priorities. Discussions with others across the campus – including individuals or groups related to Admissions, Library and Technology Services, Disability Services, Sustainability, Transportation, Stormwater Management, and Civil Engineering – gave the plan insight into campus-wide issues.

**Steering and decision-making.** The backbone of the consolidated planning process was a series of over 20 meetings with the W2025 Steering Committee, punctuated by presentations and discussions with the W2025 Trustee Committee and Senior Staff. On April 18, 2013, Wellesley's Board of Trustees approved the consolidated program plan.

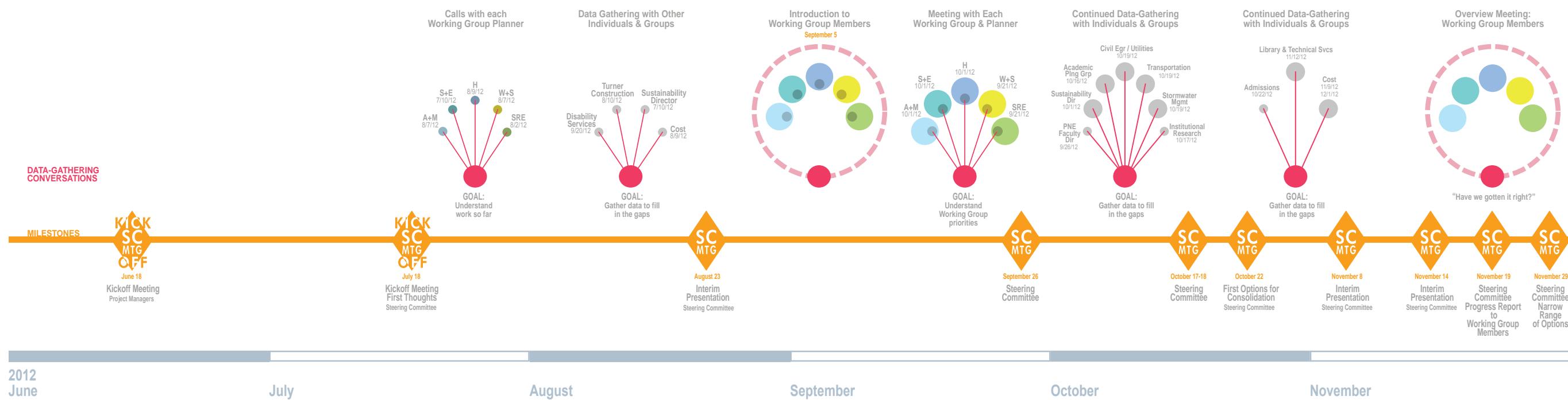


fig 2. Consolidated program planning timeline and milestones

### 3. Challenges and Opportunities of Consolidation

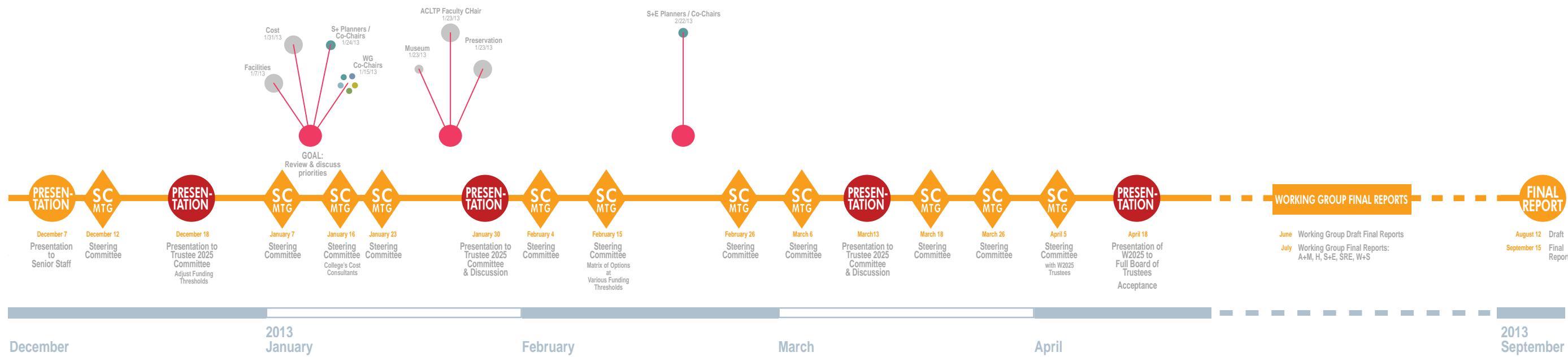
The scale and breadth of the various plans provided some fundamental challenges to consolidation. For example:

- Taken together, the project cost of the Working Group's full program plans were estimated, in 2012 dollars, to be around \$1.38 billion; even the "no-growth" options, at \$904.5 million, would greatly exceed the College's targeted budget range of \$325 million to \$550 million.
- Working Group program plans challenged the 2007 *Comprehensive Facilities Plan*'s conclusion that the College's existing buildings would continue to have enough appropriate space to meet long-term programmatic needs. Implementing all groups' full program plans could add more than 370,000 square feet – about 14% of the College's existing building area – diverting resources from improving existing buildings in need of renewal and creating new long-term operational commitments.

Components from the five Working Group plans were combined in various ways, and these synthesized options were evaluated according to principles established by the Steering Committee (Section I.E.). With the help of the W2025 Trustee Committee, the band of options was narrowed and refined.

In parallel, the Steering Committee charged the Working Groups and their planners with exploring ways to help reconcile competing mandates. Their creativity and flexibility helped enable a consolidated plan for W2025 that includes some relatively modest building additions but focuses primarily on renewal of existing facilities. Even so, by defining a "big vision" and identifying the size and locations of potential future additions, Working Group plans provide important information and guidance for building renovations, enabling the design of W2025 projects to facilitate, not preclude, realization of long-term programmatic aims.

As W2025 is implemented, communication among groups could result in creative partnerships and incentives for shared space. For example, both sciences and the arts have programmatic needs for flexible, media-rich space; representatives of both groups should be involved in the planning of such space, wherever it occurs, to allow its most intense, collaborative use.



## E. PRINCIPLES FOR CONSOLIDATION

The long-term programmatic visions defined by the Working Groups included plans that far exceed Wellesley's near-term financial and operational capacities. Principles for prioritizing projects – and for prioritizing *within* projects – include a project's ability to:

- Remedy substandard conditions affecting teaching, research, or student life.
- Correct code or other regulatory deficiencies.
- Offer significant opportunity to improve academic life.
- Offer significant opportunity to improve student life.
- Allow the development of desirable new academic programs.
- Allow the development of desirable new student life programs.
- Benefit a significant number of students (or even the entire College community).
- Be economically achieved – i.e., provide “bang for the buck.”
- Attract funding.
- Facilitate operational savings within a reasonable payback period.
- Enhance sustainability and provide environmental or health benefits.
- Help continue to attract, support and retain an excellent and diverse student body population.
- Help continue to attract, support, and retain a world-class faculty of teacher scholars.

W2025 balances the need for facility renewal with the need for programmatic renewal, and identifies project priorities for the next 12 to 15 years.

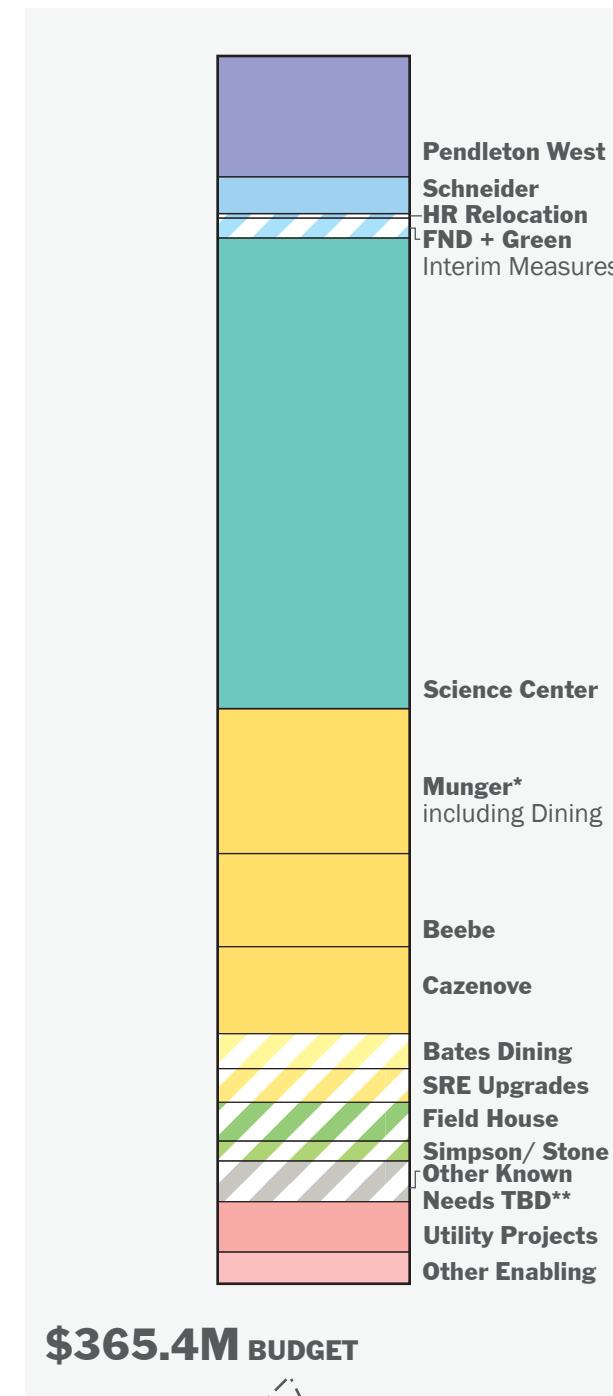
## F. KEY COMPONENTS

The projects included in W2025 balance these programmatic goals with the need for physical renewal of campus buildings. By following the provisions of the Americans with Disabilities Act (ADA) and Massachusetts Architectural Accessibility Board (MAAB) regulations in all renovation and construction processes, W2025 will also improve accessibility in key areas of campus.

Because the funding available depends on many variables, the Consolidated Program Plan includes a *Base Plan*, including the College's most urgently needed projects, and cumulative additions resulting in an *Expanded Plan* and a *Comprehensive Plan*. The *Base Plan* represents the work the College believes could be accomplished in its most conservative financial models. The *Comprehensive Plan* represents the goal for the W2025 increment of the College's long-term programmatic plan. Moreover, the *Comprehensive Plan* includes some flexibility to allow for future decisions to be made based on the best information available at that time.

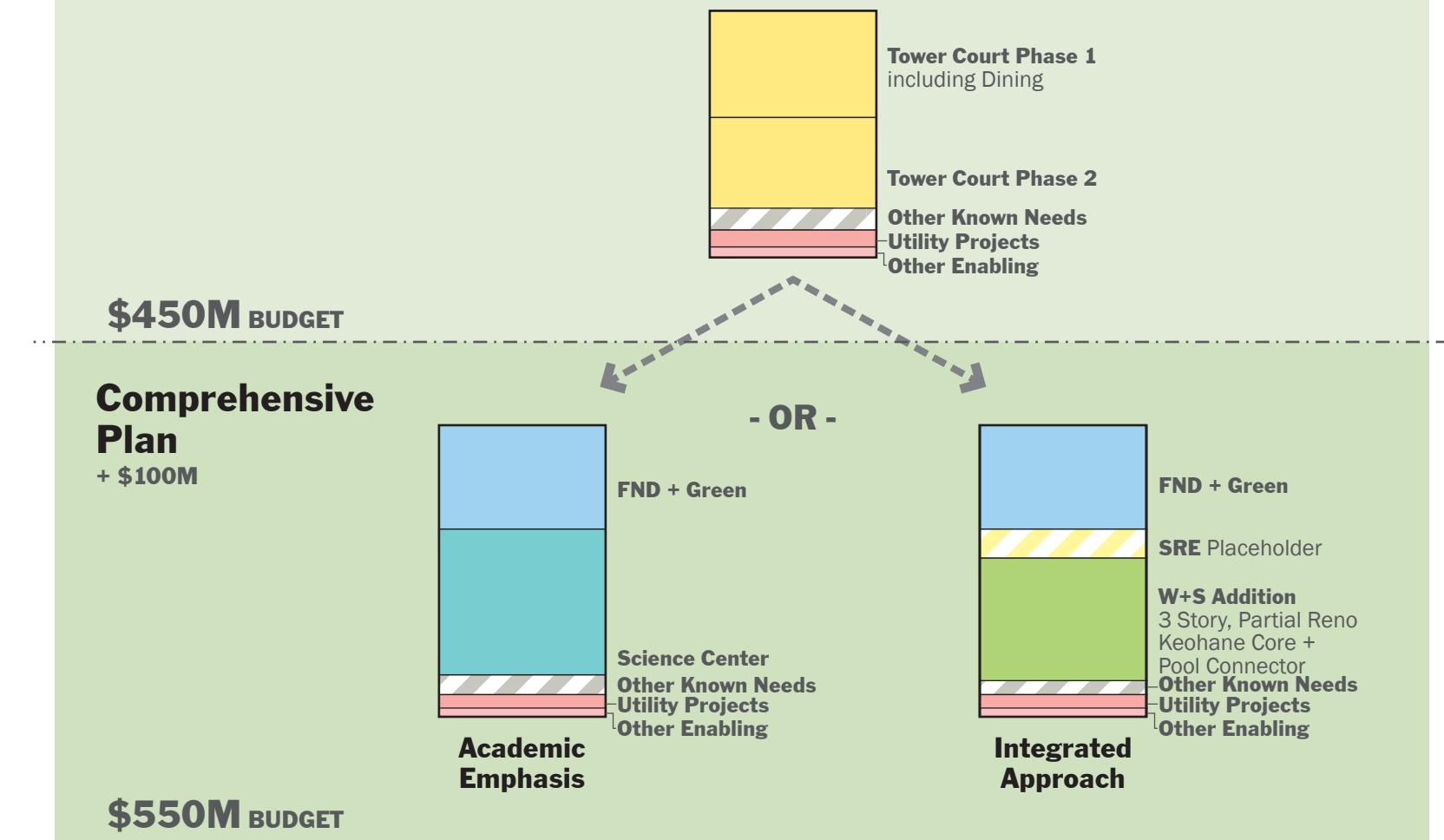
Key components of the Base, Expanded, and Comprehensive W2025 Consolidated Program Plans are indicated on the diagrams on pages I-7 through I-11, and more fully described in Section III. Overarching considerations for preservation, sustainability, and accessibility are included in Section II; enabling projects and other implementation issues for each component are outlined in Section IV.

## Base Plan



## Cumulative Additions to Base Plan

### Expanded Plan



**Note:** All models include 5% Utility Infrastructure and 3% Other Enabling Projects (including Landscape) allowances.

\* Munger renovation does not include relocation of Claflin Bakery

\*\* Other Known Needs (e.g., Repurpose Stone-Davis Dining, Academic Commons in Clapp Library)

### KEY

- [Purple Box] Arts and Media Working Group
- [Blue Box] Humanities Working Group
- [Teal Box] Science and Environment Working Group
- [Yellow Box] Student Residential Experience Working Group
- [Green Box] Wellness and Sports Programs Working Group

Hatchmarks represent interim measures

All diagrams are to scale

Base Model projects are listed in alphabetical order by working group.  
Hatchmarks represent interim measures.

## 1. Base Plan

The *Base Plan* is based on the College's most conservative financial projections and includes:

- Renewal of *Pendleton West*, including a complete overhaul of existing space and a 12,000 gross square foot addition for both visual and musical arts, incorporating classroom, studio and rehearsal spaces to accommodate emerging and traditional media.
- Conversion of now-vacant space in *Schneider Center* and *Physical Plant* to accommodate student services and administrative uses, bringing together departments that serve students in Schneider while allowing more space in Founders and Green to be dedicated to Humanities.
- Renovation of the 1977 *L-wing*, infrastructure repairs to *Sage Hall*, strategic infrastructure improvements to the *E-wing*, and the replacement of the permanent *greenhouses* will begin to provide the Science Center with flexibility for new disciplines and pedagogies, while encouraging and supporting collaboration, and enhancing sustainability.
- Renewal of *Munger*, including an 11,900-square foot addition for an expanded and improved dining facility; full renovation of *Beebe*, including updated underground infrastructure that serves all residence halls in Hazard Quad; and a full renovation of *Cazenove*, with the exception of the link to Pomeroy.
- Renewal of the *Bates dining hall*.
- Major renovations to the *Field House*.
- Allowances for:
  - Improvements to *Founders and Green*, including minor reconfiguration of spaces made available by administrative moves to Schneider and the Physical Plant. This would allow, for example, the consolidation of the East Asian Languages and Literature Department in one location, and the first phase of a third-floor humanities commons. Deficiencies in the heating and cooling systems in Founders would also be addressed. (A more extensive renovation of Founders and the south wing of Green is included in the Comprehensive Plan.)
  - Improvements at *Stone and Simpson* for Health and Counseling Services. (In the Comprehensive plan, these functions would move to a new location, and this space would be repurposed.)
  - Quality-of-life and programmatic improvements at various locations throughout the student residential system, in buildings that won't receive major renovations in early phases of W2025, to improve the student experience campus-wide.
  - Other campus program needs, potentially including, for example, an Academic Commons in Clapp Library.
  - Utility infrastructure and other enabling projects.

# BASE PLAN



NOTE: Topographic Map Background is drawn in 10' increments.

## KEY

<span style="background-color: blue; border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span>	BODIES OF WATER
<span style="background-color: teal; border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span>	MARSH
<span style="background-color: pink; border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span>	RENOVATION
<span style="background-color: lightpink; border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span>	PARTIAL RENOVATION

## BASE PLAN MAP

Wellesley 2025 Consolidated Program Plan

VSBA, LLC  
May 8, 2013



2. *Expanded Plan*

The *Expanded Plan*, based on somewhat less conservative financial projections than the Base Plan, includes all projects listed in the *Base Plan*, plus:

- Renewal of *Tower Court East and West*, including renovation of the Tower Court dining hall.
- Additional allowances for other, more modest needs, and for utility infrastructure and other enabling projects.

## EXPANDED PLAN



NOTE: Topographic Map Background is drawn in 10' increments.

### KEY

<span style="background-color: blue; border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span>	BODIES OF WATER
<span style="background-color: green; border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span>	MARSH
<span style="background-color: white; border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span>	NO SCOPE
<span style="background-color: pink; border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span>	RENOVATION
<span style="background-color: lightpink; border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span>	PARTIAL RENOVATION
<span style="background-color: orange; border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span>	NEW CONSTRUCTION

### EXPANDED PLAN MAP

Wellesley 2025 Consolidated Program Plan

VSBA, LLC  
May 8, 2013



### 3. *Comprehensive Plan*

The *Comprehensive Plan* allows the College the flexibility to base its future decisions about projects on the best information available at the time. (Two potential options are indicated on the diagram on page I-5.) In addition to projects in the Base and Expanded Plans, projects could include some of the following:

- Addition of a 25,000-square-foot wing to the *Science Center*, including new classrooms and laboratory space, and creation of an environmental center.
- Renovation of *Founders and the adjacent areas of Green* (dubbed “Founders’ North” by the Humanities report) to accommodate the Humanities program. Program plans include a three-story common room in the Tower, a two-story humanities commons in the Link, and a fourth floor connection between “Founders North” and the south wing of Founders.
- A three-story addition to the *Keohane Sports Center*, enabling Counseling and Health Services to be physically integrated with PERA, creating a new fitness center, and reconfiguring the building core to improve connections within the building complex.
- Additional allowances for utility infrastructure and other enabling projects, and a modest allowance for other interim measures that will facilitate the goals of W2025.

President Bottomly noted in her April 2013 memo to the Wellesley community that, “[b]y 2017-18, we expect to have a clearer sense of our future financing and fundraising capacity,” and that, “[a]t that time, we will be able to decide which projects are the most feasible.”<sup>4</sup>

### G. *NEXT STEPS*

The College has proposed an ambitious implementation schedule for the completion of the plan, with completion of the Expanded Plan projects in 2020. Indeed, Wellesley has already started implementation: the renovation of Schneider has already begun, architects have been selected to begin work on the Field House, and a design committee is being formed for work on Pendleton West. Planning is underway to select designers for Munger’s renovation and dining and for Stone and Simpson improvements.

*“With a framework set for the W2025 projects, the College can now begin the important work necessary to renew and reinvest in our buildings – our lovely, iconic, essential spaces – enabling us to achieve our educational goals.”*

*– H. Kim Bottomly<sup>5</sup>*

### ENDNOTES

1. H. Kim Bottomly, “Convocation Address: Great Conversations.” 4 Sep. 2012, 8 Aug. 2013 <<http://www.wellesley.edu/about/president/hkbspeeches/hkb2012convocation>>
2. “Request for Proposal for Planning Services: Consolidated Program Planner.” Wellesley College. 2 Apr. 2012.
3. H. Kim Bottomly, “An Important Step for W2025,” memo to the Wellesley College community. 25 Apr. 2013.
4. Ibid.
5. Ibid.

# COMPREHENSIVE PLAN



NOTE: Topographic Map Background is drawn in 10' increments.

## KEY

<span style="background-color: blue; border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span>	BODIES OF WATER
<span style="background-color: teal; border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span>	MARSH
<span style="background-color: pink; border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span>	RENOVATION
<span style="background-color: lightpink; border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span>	PARTIAL RENOVATION
<span style="background-color: white; border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span>	NO SCOPE
<span style="background-color: orange; border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span>	NEW CONSTRUCTION

The Comprehensive Plan could include some of the indicated projects.

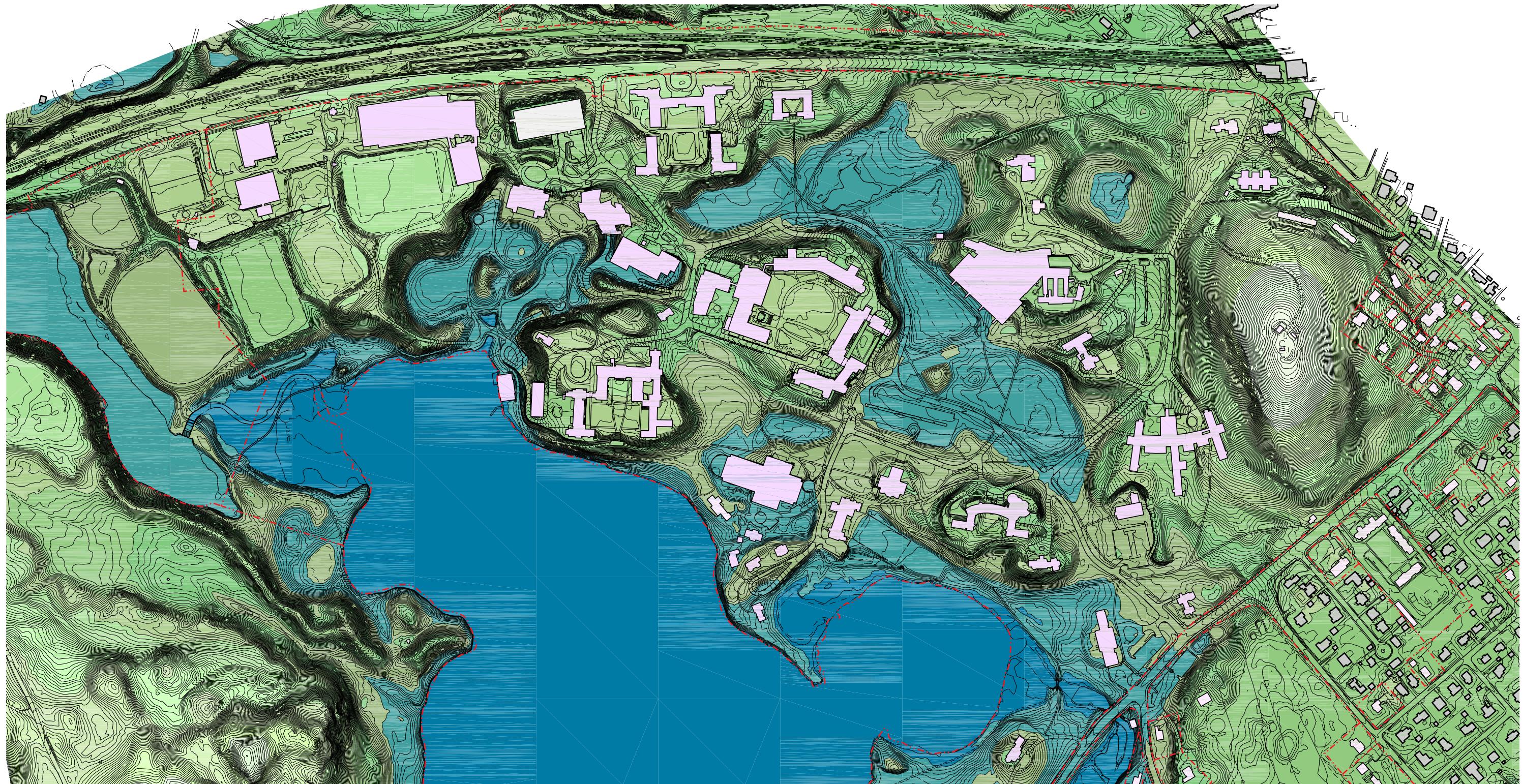
## COMPREHENSIVE PLAN MAP

Wellesley 2025 Consolidated Program Plan

VSBA, LLC  
May 8, 2013



## **II. CAMPUS-WIDE CONSIDERATIONS**



## KEY

250'+
240'-249'
230'-239'
220'-229'
210'-219'
200'-219'

190'-199'
180'-189'
170'-179'
160'-169'
150'-159'

140-149'
130'-139'
120'-129'
110'-119'
100'-109'

## WELLESLEY CAMPUS TOPOGRAPHY

Wellesley 2025 Consolidated Program Plan

Information Source: WC Facilities Department  
VSBA, LLC  
October 2013



## II. CAMPUS-WIDE CONSIDERATIONS

Campus plans reflect institutional priorities and values. Wellesley's institutional mission – “*to provide an excellent liberal arts education for women who will make a difference in the world.*”<sup>1</sup> – is the foundation of each of the five Working Group program plans and of the College's goals for the Wellesley 2025 Consolidated Program Plan (W2025).

This section presents some issues to be considered in the design of W2025 projects, so that these projects reflect Wellesley's ongoing commitments to sustainability, accessibility, and preservation of the special qualities of the physical campus. These are among the campus's most important “public goods,” serving the entire College community. They require institutional vigilance, careful selection of project teams (both internal and external), and a mandate from the highest levels of the institution to flourish.

Throughout the consolidated planning process, Wellesley's mandates for a more sustainable and accessible campus were confirmed by Working Groups, the Steering Committee, senior administration, and the Trustee W2025 committee. The preservation of the beauty and character of the campus is also a deeply-held, widely-shared College priority.

### A. PRESERVATION AND CHARACTER

The character of its historic landscape and buildings is an important component of the College's institutional identity and an integral part of the Wellesley experience for faculty, staff, visitors, and – particularly – students and alumnae. Wellesley's campus tells the story of the College and, in doing so, embodies much of the history of higher education for women in America. The campus is simultaneously heritage and prospect – a vital setting for constantly-changing patterns of use. The beauty and vibrancy of Wellesley's campus are products of this coexistence and of the constant negotiation between older and newer – across campus landscapes (the juxtaposition of Paul Rudolph's Jewett Art Center with Day and Klauder's Collegiate Gothic academic quadrangle, for example) and within buildings (the Science Center Focus).

The campus's continued evolution to support changing needs and new program requirements is necessary and desirable – and, indeed, architectural innovation is needed to support the programmatic visions in the working group plans. The goal, as we understand it, is not to preserve the campus as it was at some given point in time but to continue the ongoing and meaningful dialog between old and new, tradition and innovation that is a hallmark of the Wellesley campus.

As W2025 is implemented, we expect that the extent of alteration, preservation or restoration related to individual structures and landscapes will be subject to lively, productive debate. The intent of this chapter is to provide a shared basis of information to help shape and structure that debate.



fig 3. The Academic Quadrangle, looking southeast

### 1. Overview

#### a. Landscape

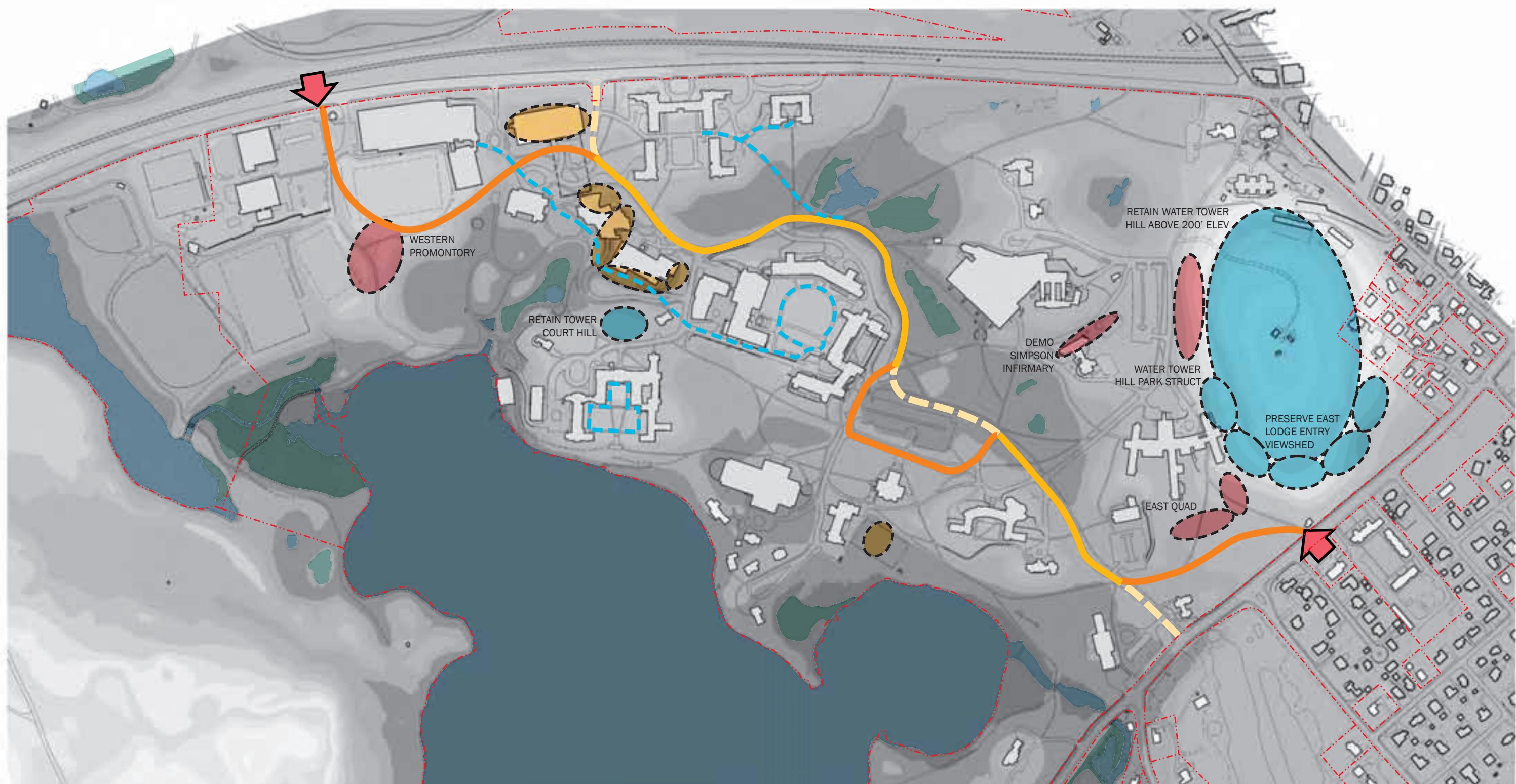
Frederick Law Olmsted, Jr.'s 1902 plan for the campus – grouping buildings on plateaus and preserving the deep valleys and hollows of the glaciated terrain – continues to shape ideas about Wellesley's landscape. Historian Helen Lefkowitz Horowitz (W '63) viewed the eventual implementation of this plan as the manifestation of Wellesley's feminist ideals: *“In the years after the 1914 fire that destroyed College Hall, the Olmsted plan, which embodied the landscape values of faculty women, reshaped the college. In the process Wellesley's feminist commitments came to the fore [and were]... loudly proclaimed in the academic quadrangle which rose atop Norumbega Hill.”*<sup>2</sup>

Michael Van Valkenburgh Associates' 1998 *Campus Master Plan* builds on Olmsted's foundation and recommends renewal of the campus landscape; its implementation is ongoing. Diagrams on pages II-2 and II-3 illustrate the principles for enhancing and preserving the campus landscape and viewsheds described by the plan. Although not all aspects of the 1998 plan will be implemented, it should continue to be consulted as campus changes are contemplated.

A number of working group members expressed appreciation for the beauty of the campus, but also a desire for more active, visible uses in the landscape – and in buildings visible from the landscape. Groups with a student life focus expressed concern that the College's emphasis on landscape beauty often appears to take precedence over students *inhabiting* the landscape. Modest changes – chairs in conversational groupings in key areas, for example, or replacing a long-lost tree swing – could enhance enjoyment of the campus without diminishing its beauty or environmental utility.



fig 4. The Academic Quadrangle, looking southwest



NOTE: Topographic Map Background is drawn in 10' increments.

#### KEY

- BODIES OF WATER
- MARSH
- POTENTIAL NEAR-TERM BLDG SITE (1998 PLAN)
- POTENTIAL FUTURE BLDG SITE (1998 PLAN)
- AREA OF PRESERVATION (1998 PLAN)

▲ PROPOSED ENTRANCE (1998 PLAN)

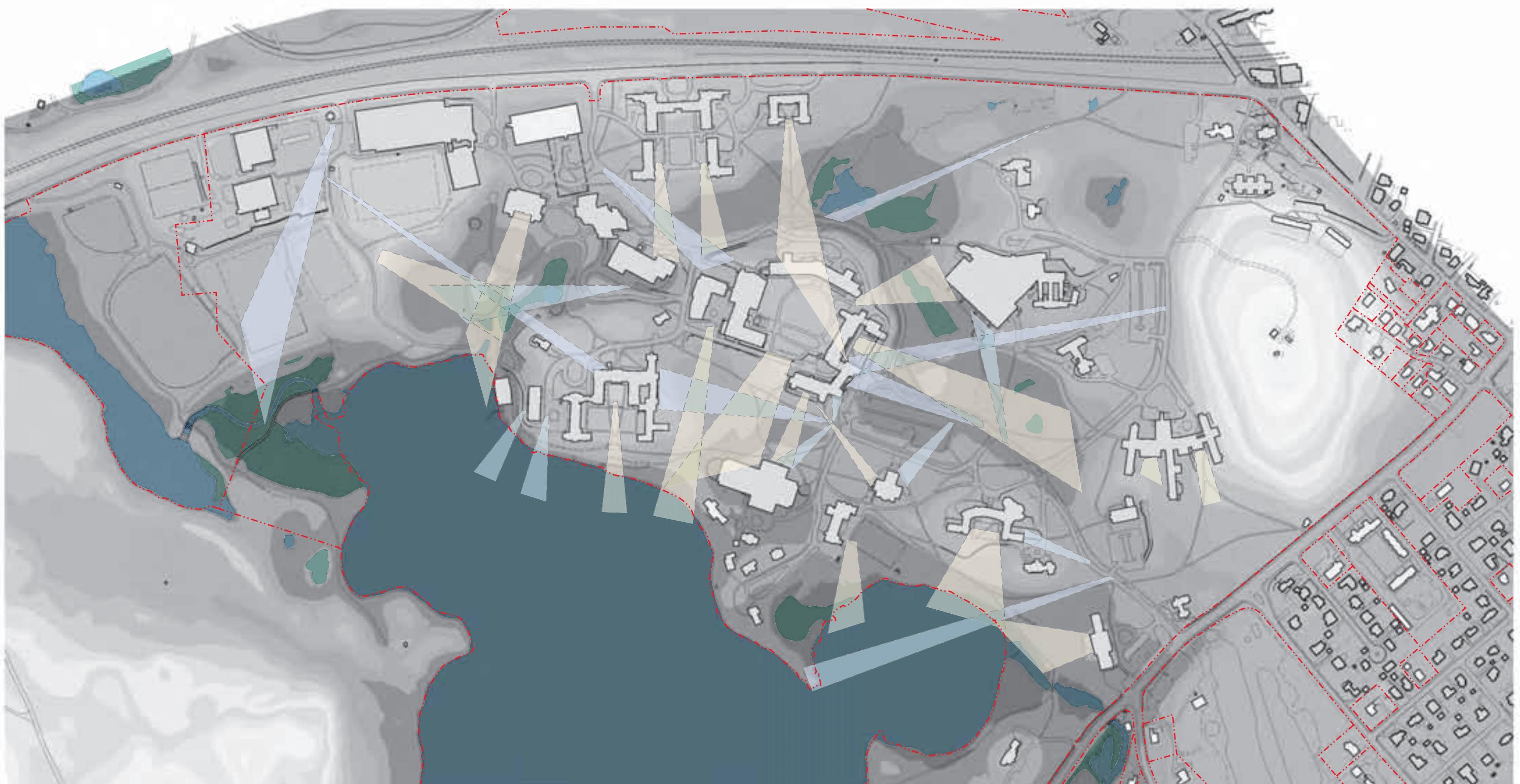
- EXG ROAD (WC 2012)
- PROPOSED ROAD ROUTE (1998 PLAN)
- PROPOSED DEMO TO ROAD (1998 PLAN)
- PROPOSED ADA PATHWAY (1998 PLAN)

#### SOME FEATURES OF THE PUBLISHED 1998 LANDSCAPE PLAN

Wellesley 2025 Consolidated Program Plan

Information Source: WC Campus Master Plan, 1998  
VSBA, LLC  
October 2013





NOTE: Topographic Map Background is drawn in 10' increments.

#### KEY

- BODIES OF WATER
- MARSH
- MAINTAIN HILLTOP VIEWSHED  
(1998 PLAN)
- MAINTAIN CIRCULATION WAY VIEWSHED  
(1998 PLAN)

#### VIEWSHEDS FROM THE PUBLISHED 1998 LANDSCAPE PLAN

Wellesley 2025 Consolidated Program Plan

Information Source: WC Campus Master Plan, 1998  
VSBA, LLC  
October 2013



## b. Buildings

Wellesley's campus includes buildings of many eras and styles, each rooted in its particular time. Uses have shifted as programs and pedagogies have changed: Pendleton, for example, once home to the sciences, now houses social sciences and fine arts. The College has also razed buildings when they no longer suited its needs: Farnsworth Art Building and the timber Norumbega dormitory were demolished to make way for the Jewett Art Center, and the Mary Hemenway gymnasium was demolished for construction of the Keohane Sports Center in 1985.

W2025 aims to extend the usefulness and longevity of some of the many loved and architecturally significant buildings on Wellesley's campus. Key structures within the scope of W2025 include:

- Selected buildings in the **Academic Quad**, “*a perfectly scaled, intimate campus crossroad,*”<sup>3</sup> formed by:
  - **The Academic Center** (Day & Klauder, architects, and Ralph Adams Cram, supervising architect for overall scheme); **Founders** (Day & Klauder, architects and Ralph Adams Cram, supervising architect, 1917-1918), **Green** (Day & Klauder, 1929-1931) and **Pendleton** (Day & Klauder 1934-1936). These graceful buildings are integral to the Wellesley's physical identity, and are the work of some of the most widely known architects of their time. In 1921, The Architecture Review devoted most of an issue to these buildings, describing the partially-built complex as “*both virile and scholarly*” and praising its combination of informality and order.<sup>4</sup>
  - **Jewett Art Center** (Paul Rudolph, 1956-1958). Although near-term changes to Jewett are minor and in secondary spaces, the building's significance cannot be overstated. One of Rudolph's earlier works, it's widely known for its sensitive response to a more traditional context – a Modern “*tour de force of integration with an existing style.*”<sup>5</sup> This building, according to one architectural writer, displays a “*remarkable, robust refinement...almost unexpected in a master known later for more brutal work.*”<sup>6</sup> It requires the highest degree of sensitivity, inside and out.
  - **Tower Court** (Coolidge and Carlson, 1914-1915, portico added as later addition). This, one of Wellesley's most cherished buildings, was built on College Hill soon after College Hall was destroyed by fire; its architects and general form were selected by the donor.<sup>7</sup> Although the building's massing and relationship to the landscape were the subject of much debate even before its construction, the building – particularly its interior gathering spaces – “*already boded to be a landmark of Arts and Crafts style.*”<sup>8</sup> The building includes some of the “*the most intact Arts and Crafts interiors in the Boston area.*”<sup>9</sup>
- **Beebe** (1908) and **Cazenove** (1904-1905) are part of **Hazard Quadrangle** (Julius A. Schweinfurth, architect). Olmsted chose as the site for the residence halls “*the high plateau near the West Woods.*”<sup>10</sup> Historian Helen Lefkowitz Horowitz views Hazard Quadrangle as an important milestone in College history: “[T]he Quadrangle ... represents a significant step in Wellesley's development as a women's college... [It] carried no distinctive feminine associations. Built on a public road and offering entry into college grounds, the residence halls announced the college to the outside rather than offering seclusion within the grounds. The energetic towers capped by green copper convey collegiate grandeur, while the internal courtyard suggests the dignity of college life...”<sup>11</sup>
- **The Science Center** (Perry, Dean, Stahl and Rogers, 1974-1978; Perry Dean Rogers expansion, 1991).<sup>12</sup> “...[T]he Science Center is well known and much admired within the architectural community. The Boston Society of Architects gave it an extraordinary award in 1988 for being the best building of the whole of the previous decade in the Boston area.”<sup>13</sup> The juxtaposition of old and new is an important factor in this esteem: “[T]he contrasting materials and styles of old and new construction in the atrium are briskly juxtaposed...The design principle is collage...”<sup>14</sup>
- **Munger Hall** (William T. Aldrich, 1933). Munger, originally built for students with financial need, is the most recent and least ornate of the residence halls included for major building-wide renovation in the W2025 plan. Because it includes a large addition on a tight site along a public road – visible to passers-by as well as College constituents – its design will have impact on both the campus and the street.
- **Stone and Simpson** (Simpson Cottage, Van Brunt and Howe, 1882; Simpson Addition Shepley, Rutan and Coolidge, 1908; 1941). Simpson Cottage was purpose-built in the Tudor style as the campus infirmary. The 1941 brick addition is more utilitarian in character; although the 1998 Master Plan recommends its demolition, it continues to be useful.
- **Schneider Hall** (Angell and Swift, 1904). This lovely but much-altered building was an addition to Billings; its renovation is currently underway.
- **The Keohane Sports Complex**, designed by Hardy Holzman Pfeiffer, was completed in 1986. The building incorporates a 1938 Recreation Building designed by William T. Aldrich, Wellesley College Board member and architect for Munger Hall; however, “[t]ucked in the northeast corner of the building the old brick walls, parapet gables, and stone copings are barely visible...”<sup>15</sup> An earlier gymnasium on the site – Mary Hemenway Hall – was demolished in the 1980s for construction of the new complex.<sup>16</sup>



fig 5. Pendleton Hall



fig 6. Science Center Focus

## 2. W2025 Considerations

A deep and nuanced understanding of the College's buildings – individually and as an ensemble – and preservation of their most significant qualities are necessary precursors to additions and renovations that engage in meaningful ways with the existing campus. The College recognizes the need for further discussion on preservation priorities, in general and related to particular projects. Overall considerations include:

- *Developing internal processes.* As design processes are developed, Wellesley should decide how the College's preservation interests will be defined and represented as the plan is implemented.
- *Selecting architects.* Design teams for projects with large preservation components – that is, most W2025 projects – should demonstrate the technical expertise such projects demand, sensitivity to historic campus contexts, and the creativity to bring new life and accommodate new uses in existing buildings.
- *Setting project-specific preservation criteria.* Early in the design process, the design team and College should articulate prioritized preservation goals for each project. The formulation of these goals should extend beyond the immediate user groups, as campus buildings and landscapes are parts of Wellesley's shared heritage. The significance of some of these cultural resources – Jewett Art Center or the interiors of Tower Court, for example – extend beyond campus.
- *Maintaining sound preservation practices* in significant buildings, by preserving original character-defining material wherever feasible and – where it is not feasible – closely replicating the appearance of original elements (window profiles and muntin patterns, for example).
- *Considering the landscape and buildings together.* The careful negotiation of land form and building massing is an important component of Wellesley's campus heritage.

## B. SUSTAINABILITY

### 1. Overview

Over the past decade, the College has made significant progress toward its environmental goals, and it has recently reformulated its sustainability committee. W2025 projects offer multiple opportunities for environmental concerns to become more fully embedded in Wellesley's culture campus-wide. Participation in project planning by faculty, students, and staff could help galvanize, focus, and expand sustainability efforts across the academic and operations activities of the College.

Wellesley's approach has been to think holistically about campus sustainability; this systems approach includes landscape, water, waste reduction and recycling, energy use, and education. The College has set goals for recycling and reduced use of water and energy, for example, and within the past decade has removed 5.7 acres of pavement and restored 8 acres of wetlands.

### 2. W2025 Considerations

The formulation and selection of projects included in the Consolidated Program Plan were informed by sustainable design principles:

- More intensely use existing buildings before considering substantial new construction – to limit the energy needed to operate additional campus area and to preserve energy embodied in the existing construction.
- Renovate vacant and underutilized buildings – like Schneider and the Physical Plant – as part of an overall strategy of reuse and, where appropriate, also to revitalize underused areas of campus.
- Where feasible and within the bounds of good preservation practice, improve existing building envelopes to reduce energy loss and extend building longevity.
- Maintain open areas of campus designated for preservation in the 1998 *Campus Master Plan*.
- Preserve and protect the campus water supply. In particular, continue to protect zones around existing wells, unless and until other wells or permanent water sources have been implemented. (See Section IV.D.)
- Extend the useful life of buildings by making repairs and updating systems, as advocated by the 2007 *Comprehensive Facilities Plan*.

The Base Plan and the Expanded Plan include renovation of more than 15% and 19%, respectively, of all existing building area on Wellesley's campus; new construction included in either the Base Plan or Expanded Plan is less than 1% of the existing campus building area. Percentages for the Comprehensive Plan would vary based on the combination of projects implemented.

New uses, programs and updates to buildings – for example, adding new laboratories, or meeting current ventilation standards in outdated buildings – could offset improvements in energy efficiency. As implementation of the plan progresses, the College will continue to evaluate incremental capital investments to help reduce consumption and waste while achieving operational savings.

The College will aim for a minimum of LEED Silver Certification for capital projects by pursuing project approaches and features that provide tangible environmental and health benefits. Along with other College Facilities professionals, the College Director of Sustainability will be involved at the outset of each project and at key points in the design and construction process, to benefit the project and facilitate communication with the broader Wellesley community about sustainability issues.

## C. ACCESSIBILITY

### 1. Overview

As a private higher education institution – a Title III Public Accommodation entity under the ADA – Wellesley was required to begin identifying and removing “readily-achievable” barriers beginning on January 26, 1992. The College's commitment to improving its access to people with disabilities was confirmed in the 1998 *Campus Master Plan*, and re-confirmed during the consolidated program planning process.

In December 2012, Wellesley created an ADA/504 Committee, replacing the prior Disabilities Service Providers Committee. The new committee's principal charge is two-fold: to “lead the College in creating a plan regarding readily achievable barrier removal and assessing the progress in the plan,” and to “lead the College in creating and implementing policies and procedures that comply with ADA/504.” The memo creating the committee instructed its members that its “early efforts should focus on the charge to create a strategic plan regarding identification of existing barriers that can be easily removed and a strategic plan for their removal.”<sup>17</sup>

### 2. W2025 Considerations

The capital projects defined in the Consolidated Program Plan are important components of Wellesley College's accessibility strategy. Meeting Massachusetts Architectural Accessibility Board (MAAB) and Americans with Disabilities Act (ADA) regulations in all renovations and new construction, as required, will help make Wellesley's campus more welcoming and accessible to individuals with disabilities. In parallel, the College will continue removal of barriers across campus – including those outside the scope of W2025.

ENDNOTES

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1. "Wellesley College: Mission and Values." 1 Aug. 2013 <<http://www.wellesley.edu/about/missionandvalues>>
2. Helen Lefkowitz Horowitz, Alma Mater: Design and Experience in the Women's Colleges from Their Nineteenth-Century Beginning to the 1930s, 2nd ed. (Amherst: University of Massachusetts Press, 1993) 213.
3. Thomas A. Gaines, The Campus as a Work of Art. (New York: Praeger, 1991), 130.
4. "Buildings for Wellesley College, Wellesley, Massachusetts, by Day and Klauder," The Architecture Review, Vol. XII, Number 5, May 1921, p. 136.
5. Rupert Spade. Paul Rudolph. (New York: Simon and Schuster, 1971), p.124.
6. Paul Spencer Byard, The Architecture of Additions: Design and Regulation. (New York: W.W. Norton & Company, 1998), 171.
7. Peter Fergusson, James F. O'Gorman, and John Rhodes, The Landscape and Architecture of Wellesley College. (Wellesley College, 2000), 133.
8. Paul Douglass Shand-Tucci, Ralph Adams Cram: An Architect's Four Quests: Medieval, Modernist, American, Ecumenical. (Amherst: University of Massachusetts Press, 2005) 121.
9. Ibid., 122. Quoting historian Susan Taylor.
10. Horowitz, 212.
11. Ibid.
12. Although Day & Klauder drawings for Sage Hall exist, Fergusson et al credit Ralph Adams Cram with the design of Sage.
13. Fergusson, 232.
14. Ibid., 243.
15. Gretchen Schuler, Form No. 45 (Wellesley College Historical Buildings binder) Mar. 1989.
16. Montgomery Schuyler, "The Architecture of American Colleges, Part X, Three Women's Colleges: Vassar, Wellesley, Smith," The Architectural Record, Vol. 31, 1912: 537.
17. Debra DeMeis, Andrew Evans, and Andrew Shennan, Memo to James Wice, et al re: creating an ADA / 504 Committee, 14 Dec. 2012 <<http://www.ada.gov/swarthmore.htm>>

### **III. KEY COMPONENTS OF THE PLAN**

# COMPREHENSIVE PLAN



NOTE: Topographic Map Background is drawn in 10' increments.

## KEY

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<span style="background-color: #FFB6C1; border: 1px solid black; display: inline-block; width: 15px; height: 15px;"></span>	RENOVATION
<span style="background-color: #FFB6C1; border: 1px solid black; display: inline-block; width: 15px; height: 15px;"></span>	PARTIAL RENOVATION
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<span style="background-color: #FF4500; border: 1px solid black; display: inline-block; width: 15px; height: 15px;"></span>	NEW CONSTRUCTION

The Comprehensive Plan could include some of the indicated projects.

## COMPREHENSIVE PLAN MAP

Wellesley 2025 Consolidated Program Plan

VSBA, LLC  
May 8, 2013



### III. KEY COMPONENTS OF THE PLAN

The Wellesley 2025 Consolidated Program Plan (W2025) represents the first steps toward the College's long-term programmatic plans. W2025 will renew some of Wellesley's best-loved buildings, adapting them to evolving pedagogies and patterns of student life. Together, the projects of the Base Plan represent renewal of over 15% of the College's existing building area; the Expanded Plan would renew over 19%. Either the Base Plan or the Expanded Plan would add less than 1% to Wellesley's built area. (The percentages for the Comprehensive Plan would depend on the projects ultimately selected.)

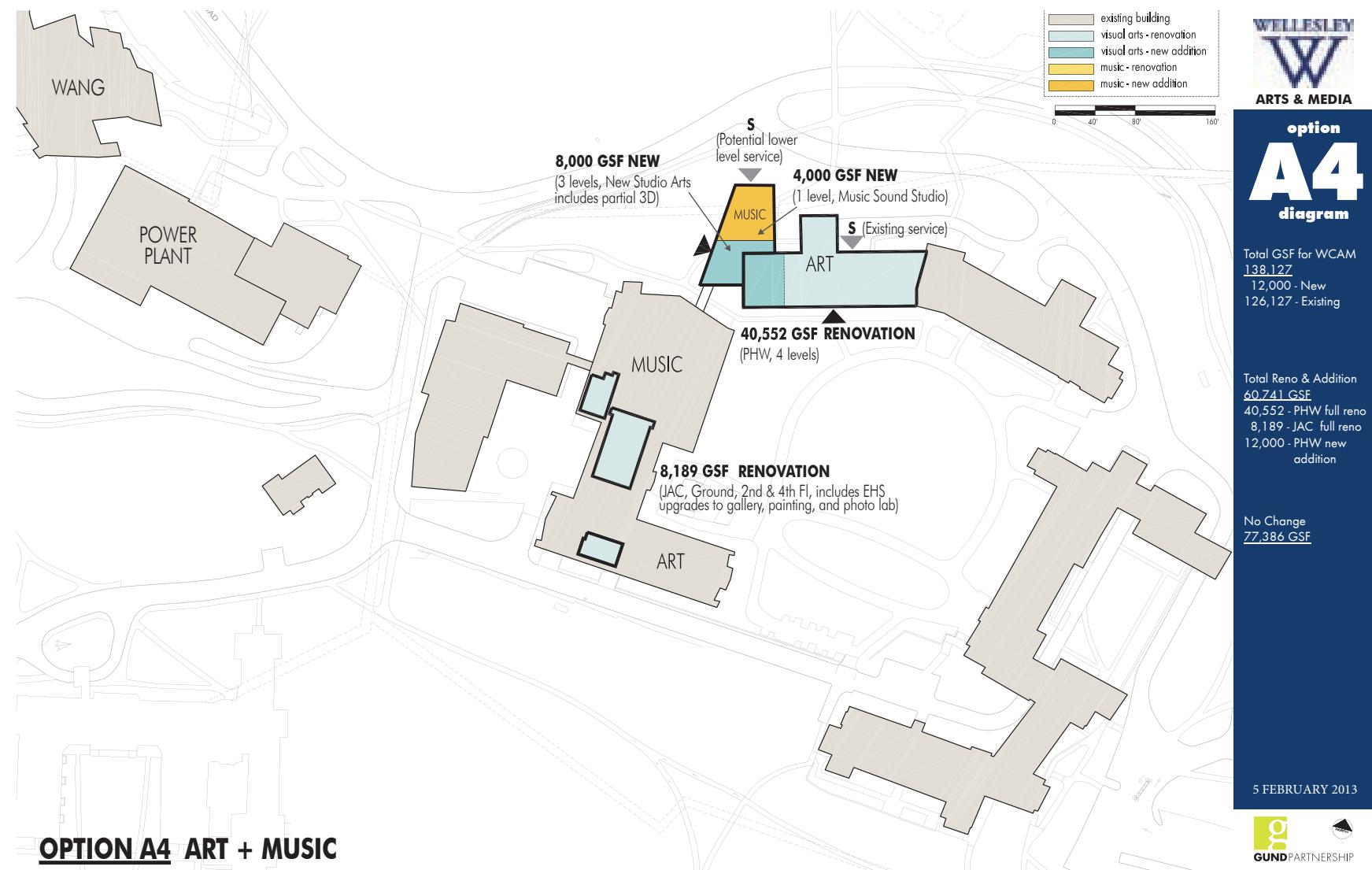
All projects are expected to achieve LEED Silver or higher, and to meet all accessibility requirements of the Americans with Disabilities Act (ADA) and the Massachusetts Architectural Accessibility Board (MAAB). Scope narrative summaries, including costs, have been produced by the College's consultants, and are included in Appendix E.

#### A. ARTS AND MEDIA

Pendleton West, designed by Day and Klauder, was built in 1936 and is one of the last academic buildings on Wellesley's campus without air-conditioning. As currently configured, the building is not well-suited to the health and safety demands – or the pedagogical rigors – of advanced inquiry in the arts.

As part of the W2025 Base Plan, renovations to Pendleton West will adapt the building to the changing requirements of arts education, including health and safety improvements as well as accommodation of new and emerging technologies. A 12,000-square-foot addition will allow additional space for the visual arts and for large ensemble rehearsal space for music.

The addition's location, on the steep slope between College Road and the Academic Quad, has the potential to provide an important accessible route between the two, as suggested by Gund Partnership, the Arts and Media Working Group planner. This route and the proposed service access from the north need to be carefully coordinated with each other, and with overall campus transportation and landscape systems, as the design progresses.



... 12,000 GSF of additional art space is needed to right size and to provide proper EHS for the programs that exist today in PHW. Therefore, the Art department will be charged with prioritizing their curriculum needs for the future. This futuristic thinking is at the crux of every master plan to forecast the potential change in learning environments, particularly given the fast pace of technology and its increasing impact on the study of the arts. What seems like initial constraints often yield very innovative and transformative solutions, thus offering up great opportunities for change.

fig 7. Gund: Option A4 for Art + Music diagram  
Arts & Media Planning Project Manual, Gund Partnership, February 2013

## B. HUMANITIES

Founders Hall and Green Hall were also designed by Day and Klauder, with Ralph Adams Cram as supervising architect, in 1917. Construction of Founders was completed soon thereafter, but Green was not built until 1931. As Humanities Working Group Planner Kliment Halsband Architects (KHA) points out, renovations within these buildings have been conducted piecemeal, sometimes using departmental funds. Accessibility is problematic (according to KHA, only two of the 18 building entrances are accessible), many aspects of the buildings are outdated, and heating and cooling in Founders are sources of constant complaints. Some faculty offices – for example, in the Spanish department – are undersized and substandard. Moreover, some departments are fragmented: for example, the Japanese Language and Culture program is not located with other East Asian language and culture programs but across the Academic Quad in Pendleton West.

Program goals for the Humanities include consolidating physically fragmented departments, providing more intentional adjacencies between departments, creating classrooms better suited to class size and format, and fostering community through strategically-located common spaces.

### 1. Base Plan

The Base Plan includes consolidating student service departments – including those now in Founders and Green – in Schneider Hall. (The first phase of Schneider's renovation has already begun.) Human Resources will also be relocated, possibly to renovated space in the Physical Plant building.

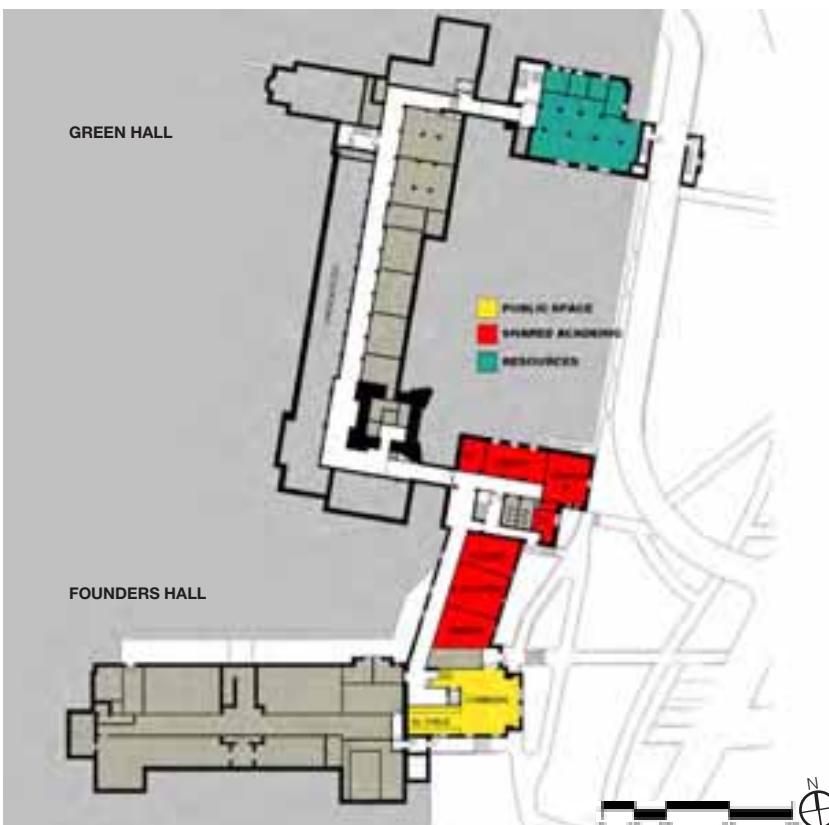
These moves will allow modest modifications to vacated space within Founders and Green to accomplish some of the program goals for the Humanities: for example, the Japanese Language and Culture program will be relocated from Pendleton West, and a first phase of the Humanities Commons will be established in the third floor link between Founders and Green. Selected mechanical improvements will also be made, and an accessible toilet room will be provided.

### 2. Comprehensive Plan

The Comprehensive Plan includes more intensive renovation of Founders Hall and the south wing of Green (dubbed "Founders North" by KHA); diagrams and text from KHA's report describing this work – including a three-story room in the Tower, and a new fourth floor connection across a Humanities commons – are included on these pages.

Plans also include enclosing the vestibule between Founders Court and Harris Court and removing the roadway from the latter. This will require reconsideration of the one-way drive along the west edge of the Academic Quad. Work in Founders Court could also provide an opportunity for an accessible outdoor route to the Academic Quad. (A ramp near this location was proposed in Michael Van Valkenburgh Associates' 1998 *Campus Master Plan*.<sup>1</sup>)

5.3 GREEN HALL & FOUNDERS HALL SCHEME B - GROUND FLOOR PLAN



On the ground floor, a new common room is created at the East entrance, with the relocation of El Table adjacent to this entry as one possibility of several uses for this space. Space currently occupied by El Table and Student Aid Society is reconfigured to include five new instructional spaces, accessible from the new elevator and stairs. Existing mechanical and storage spaces will remain on this level. Resources remains in their same location on the ground, first and second floors.

Kliment Halsband Architects

5.3 GREEN HALL & FOUNDERS HALL SCHEME B - FIRST FLOOR PLAN



On the first Floor, the English department will remain in its existing location with minor revisions to their layout. The existing large classroom at the south (Founders 120) has recently been renovated and will not require additional intervention. Two old classrooms will be converted to three seminar rooms. Additional new seminar rooms and a webinar space will also be included on this level. The Spanish department will occupy the entire north wing of Founders. Public Affairs will move to the north space opening onto Harris court.

Kliment Halsband Architects

fig 8. KHA: Green Hall and Founders Hall Scheme B  
*Green Hall and Founders Hall Planning Report, Kliment Halsband Architects, July 2013*

fig 9. KHA: Proposed section through Humanities lounge and 4th floor link

*Green Hall and Founders Hall Planning Report, Kliment Halsband Architects, July 2013*

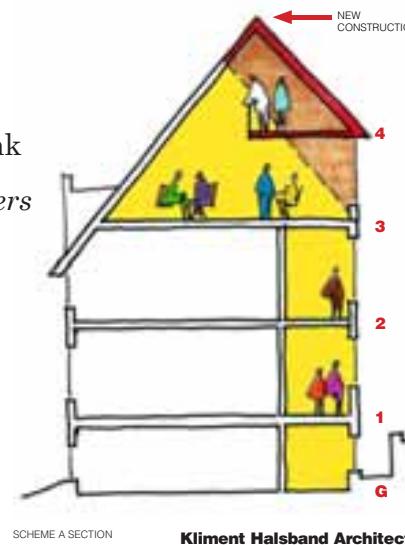
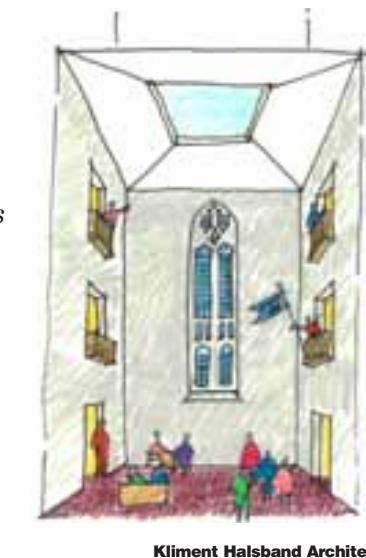


fig 10. KHA: Tower Room sketch

*Green Hall and Founders Hall Planning Report, Kliment Halsband Architects, July 2013*



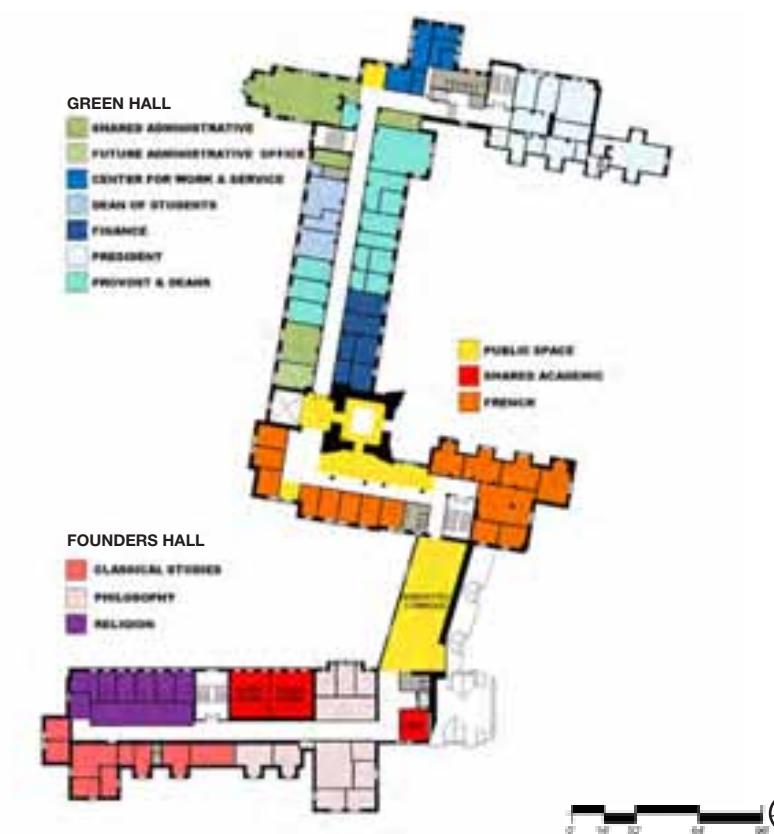
5.3 GREEN HALL & FOUNDERS HALL SCHEME B - SECOND FLOOR PLAN



On the second floor, the History department will remain in its existing location with minimal changes. Middle Eastern Studies, South Asian Studies, Jewish Studies and Africana Studies will join this group in the south wing of Founders. Three new classrooms and two new seminar rooms will be added to this level. East Asian Languages and Literature will expand to occupy the entire north wing of Founders. The Newhouse Center is located in Green Hall just north of the tower and has recently been renovated. This space will remain untouched. Alumnae Office will remain on this floor.

Kliment Halsband Architects

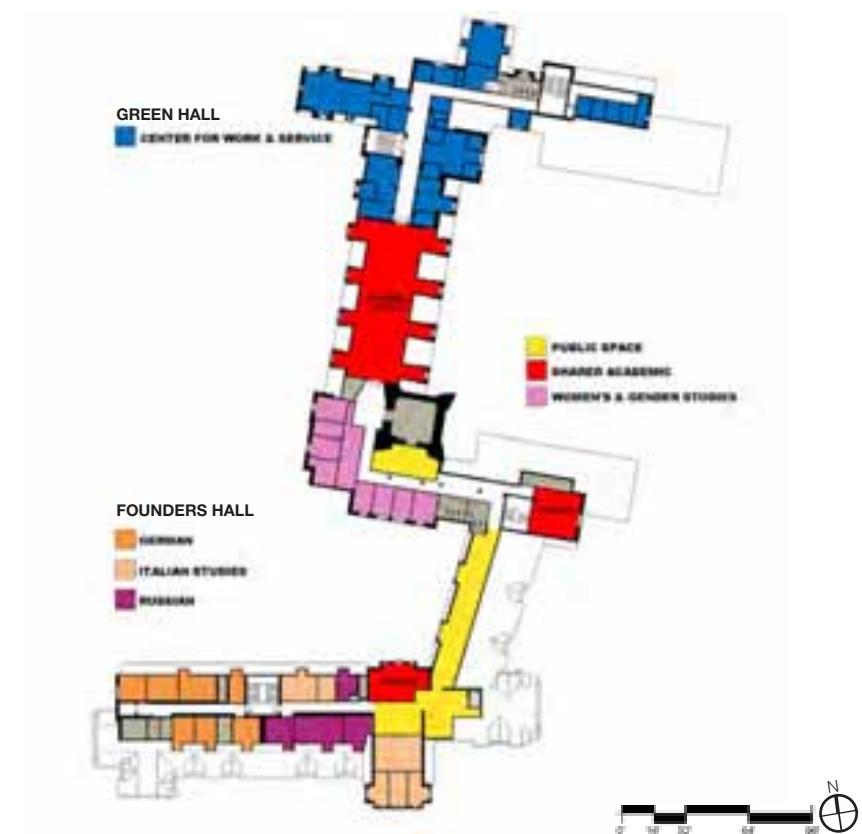
5.3 GREEN HALL & FOUNDERS HALL SCHEME B - THIRD FLOOR PLAN



On the third floor, two of the existing large classrooms in the south wing of Founders are replaced by faculty office space. Classical Studies and Philosophy remain in their existing locations with minor modifications. The newly configured space accommodates Religion. One new seminar space will be created at this level. A double height "link" common space joins Green and Founders. The French department will occupy the north wing of Founders. The office space for senior administrators in Green remains unchanged except for minor renovations and minor changes to the layout. Senior Finance offices will move to this level. The President, Provost, and Dean of Students suites will generally remain in their current locations with minor revisions. The old faculty common room will become a large shared conference room for the building.

Kliment Halsband Architects

5.3 GREEN HALL & FOUNDERS HALL SCHEME B - FOURTH FLOOR PLAN



On the fourth floor, the spaces for the German and Russian departments will remain in the same location. The Italian Department is located in the south wing, and Women's & Gender Studies will move into the north wing. A new common room is created under the historic rooftop skylight in Founders. The new double height connector provides access between the south and north wings and completes the circulation path on this floor. In Green Hall, the Center for Work and Service remains in its current location. The Academic Council Room will remain in its original location. Reconfiguration of the interior with movable seating will allow the space to accommodate multiple as well as continuing to perform its original function for the Academic Council.

Kliment Halsband Architects

## C. SCIENCE AND THE ENVIRONMENT

The Science Center includes several distinct buildings:

- *Sage Hall*, built in 1927 for the Botany department and expanded in 1931 to accommodate Zoology.
- The *L-wing and Focus*, designed by Perry, Dean, Stahl and Rogers, and built between 1974 and 1978.
- The *E-Wing*, designed by Perry Dean Rogers, and completed in 1991.
- *Greenhouses*, including the Ferguson Greenhouses, designed by Day and Klauder, and constructed in 1922 and renovated in 1984. The Greenhouse Visitor Center was added in 1992.<sup>2</sup>
- The *Whitin Observatory*, the earliest parts of which date from 1900. The building was recently renovated and expanded, and so was not a focus of the Working Group's study.

The final report of the Working Group planner, Ellenzweig, states that “*analysis revealed significant problems with the infrastructure systems in the greenhouse structure, the L-wing and Sage Hall, including significant concerns with the exterior envelopes of all three buildings.*”<sup>3</sup>

Programming goals, according to Ellenzweig's report, include “*promoting interdisciplinarity, modularity in teaching and research labs, sharing instrumentation between teaching and research labs, sharing resources across departments, transparency – ‘putting science on display,’ and adequate student study and break-out space..*”<sup>4</sup>

Pages from Ellenzweig's final report, reproduced at right and on the following page, illustrate the program plan test fits for the Base and Comprehensive Plans.

### 1. Base Plan

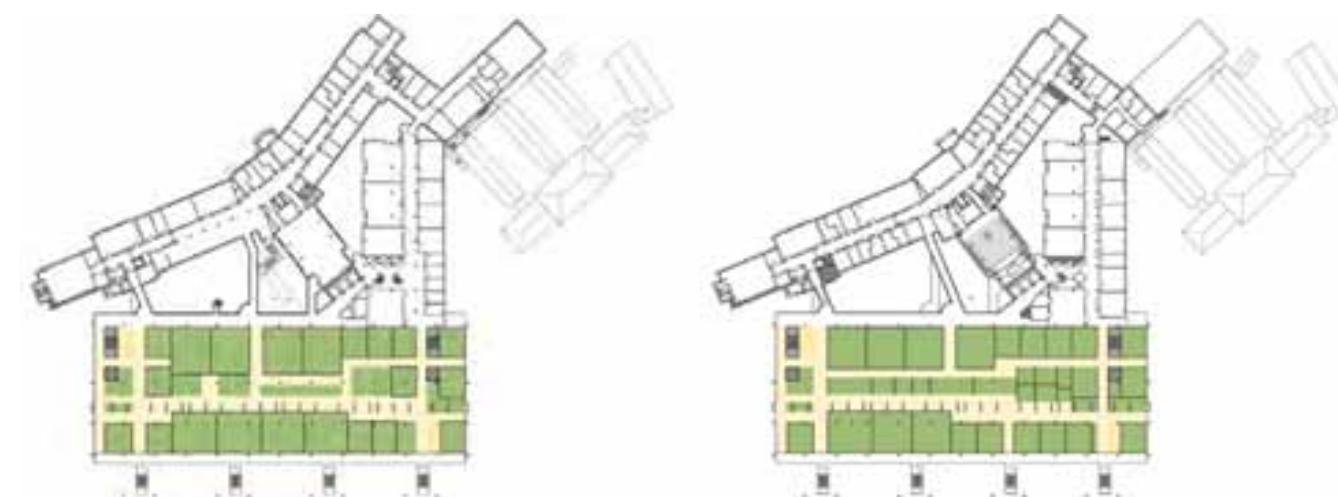
Renovation of the 1977 *L-wing*, infrastructure repairs to *Sage Hall*, strategic infrastructure improvements to the *E-wing*, and the replacement of the permanent *greenhouses* will begin to provide the Science Center with flexibility for new disciplines and pedagogies, while encouraging and supporting collaboration, and enhancing sustainability.

Concept Design- Phase II	Ellenzweig
<p>2. Target budget of \$140M</p> <p><b>Scope:</b></p> <ul style="list-style-type: none"> <li>• Renovate L-Wing 100% all levels</li> <li>• Full infrastructure upgrade to L-wing (including building envelope and ADA, MEP/FP)</li> <li>• \$11M infrastructure upgrade to Sage (including structural, building envelope, ADA, MEP/FP)</li> <li>• Critical infrastructure upgrades to E wing</li> </ul>	



Level G Floor Plan

Level 1 Floor Plan



Level 2 Floor Plan

Level 3 Floor Plan

**Ellenzweig**

fig 11. Ellenzweig: Concept design for the Science Center: \$140M budget  
*Sciences and the Environment Master Plan Report, Ellenzweig, July 2013*

## 2. Comprehensive Plan

The Comprehensive Plan includes, in addition to the work in the Base Plan, an addition of a 25,000-square-feet wing to the *Science Center*, including new classrooms and laboratory space, and creation of an environmental center.

### Concept Design- Phase II

Ellenzweig

#### 3. Target budget of \$190M

##### Scope:

- Renovate 100% all levels L-wing
- Full infrastructure upgrade to L-wing
- \$11M infrastructure upgrade to Sage (including structural, building envelope, ADA, MEP/FP)
- Critical infrastructure upgrades to E wing
- Expanded greenhouse / creation of sustainability center
- New 25,000 gsf wet lab wing

**Rationale for recommendation of \$140M D-2 option**

The rationale for this recommendation included the following considerations:

- Achieves the optimal balance of program accommodation and infrastructure upgrades with available funding.
- Allows a complete re-imagination of all wet lab areas in L-wing, providing state of the art teaching and research lab facilities.
- Provides a new, expanded state of the art vivarium facility.
- Addresses critical infrastructure needs of buildings not being renovated.
- Adds new space to expand current programs by re-purposing existing library space; it adds 7 new teaching labs and 5 new research labs.
- Reflects good stewardship, as it dedicates a significant investment to maintaining existing facilities in need of repair, rather than expansion of physical plant.

**Overview: \$140M D-2 Option**

This approach consists of a full renovation of all levels of the L-Wing, together with a full infrastructure upgrade for the L wing, (including full envelope replacement) a partial infrastructure upgrade of Sage Hall, and critical upgrades to the E-Wing infrastructure.

The L-Wing renovations (summarized in the first table below) locate the vivarium on the lower level; teaching and research labs on each floor, with a number of offices on level 1 and student spaces on levels 2 and 3. The program accommodations are summarized in the table below.

The permanent collection greenhouses are replaced in their current location; the expansion and/or replacement of the remainder of the greenhouses is not included in this option.

A new accessible entry is located in L-Wing adjacent to the serpentine stairway entrance from the meadow.

**Future Possibilities**

As noted, the \$190M targeted budget option remains the aspirational preference, should additional funding become available. This option builds on the \$140M option and could be completed as an extension to the scope of that work in the future. In addition to the \$140M scope described above, this option includes an expanded greenhouse / sustainability center and a new 25,000 gsf wet lab wing.

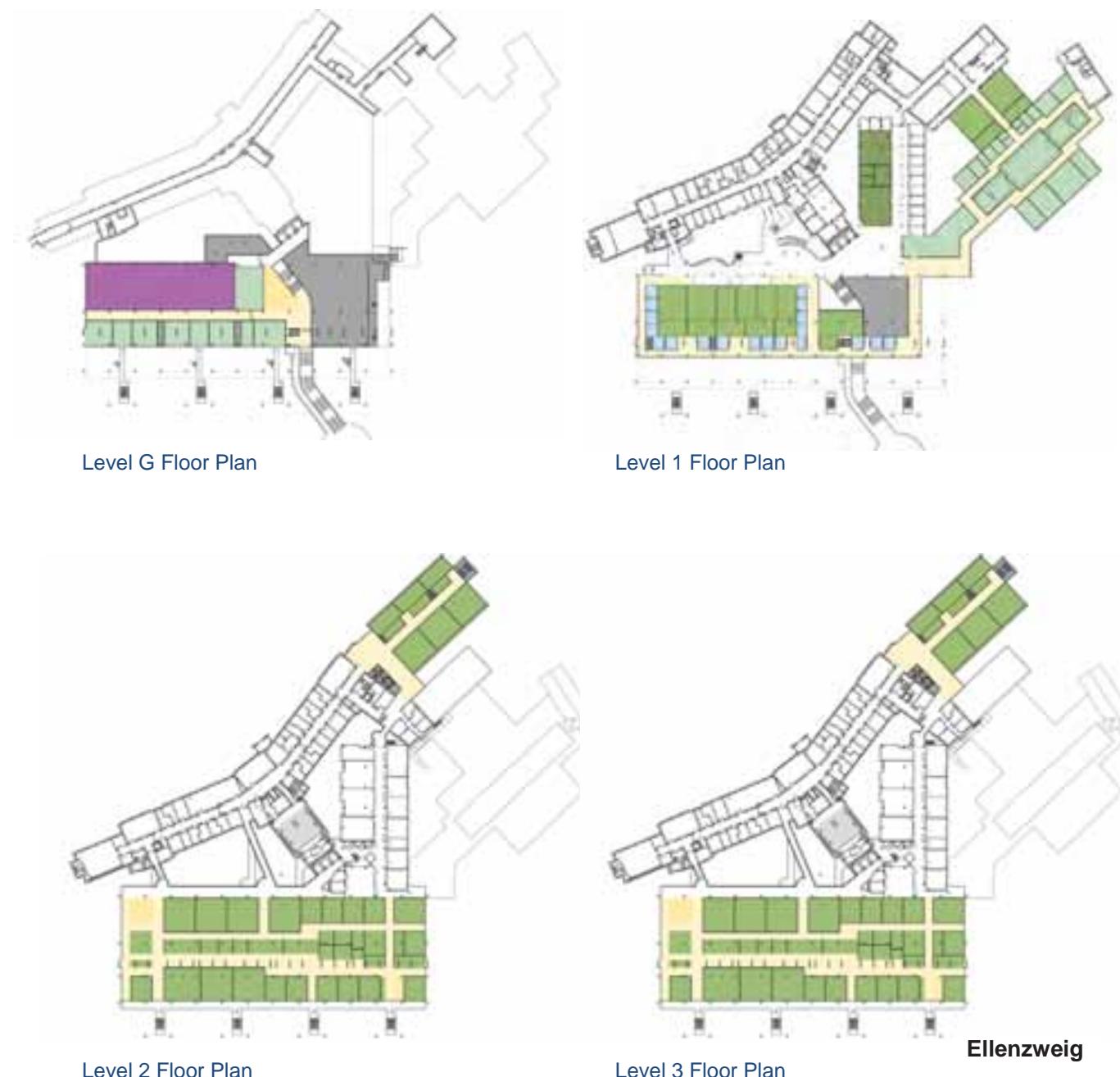


fig 12. Ellenzweig: Concept design for the Science Center: \$190M budget  
*Sciences and the Environment Master Plan Report, Ellenzweig, July 2013*

#### D. STUDENT RESIDENTIAL EXPERIENCE

The Student Residential Experience (SRE) Working Group and its program planner, Newman Architects, were charged with reimagining student life in the College's twelve large residence halls and, in tandem, with optimizing Wellesley's dining program.

As Newman Architects points out in the introduction to the SRE final report, only one of the College's large residence halls has received extensive renovations within the past 50 years (Stone-Davis). As a group, the residence halls, which include some of the Wellesley's most iconic and beloved buildings, *"require extensive work to restore exteriors, refresh interiors, comply with contemporary lifesafety and accessibility codes, replace aging and outmoded systems, and add new capabilities."* In addition, *"[t]heir internal 'dormitory' configurations no longer meet student lifestyle needs, or support Wellesley Residential Life programs, both of which call for a variety of living configurations and a complement of program facilities within each residence."*<sup>5</sup>

Program goals include improving building conditions and achieving greater equity across campus, including "right-sizing rooms"; creating nested communities at various scales (floor, building, neighborhood, campus); and allowing students from different years to live in close proximity while allowing different styles of living (including suites) in upper years. Improving and consolidating dining operations to support the neighborhood concept is also a goal.

The dining program includes either three or four improved dining halls – Bates, Tower Court and an expanded Munger, with the possibility of maintaining Stone-Davis – to improve service and reinforce neighborhood identity. The decision between three and four dining halls requires consideration of many factors, including the overall campus class schedule. (A page from Newman Architects' report comparing the two options is reproduced on page III-8.) W2025 projects would accommodate either outcome.

Newman's report considers and recommends several 14-phase sequencing scenarios based on *"the potential for Impact on Quality of Life highest, and Utility Logic, Dining Transformation, Minimizing Continuous Construction Disruption, and Staying Within Swing Resources as roughly equal secondary priorities."*<sup>6</sup> Because all 14 phases cannot be accomplished within the W2025 increment, the consolidated programming process also considered the relative urgency of building condition in prioritizing projects. The side-by-side diagrams on page III-8 give some idea of the complexities inherent in prioritization: there is little or no correlation, for example, between residence hall popularity (as a proxy for quality of life) and building age (as an approximate measure of building condition).

The projects included in the W2025 increment include those that:

- begin improvements to the College's most historic neighborhoods, the Quint and Tower, whose buildings are in the most need of updating and repair;
- allow consolidation of dining in three or four locations, as recommended by the SRE plan, within the W2025 time frame;
- improve quality of life through modest but strategic projects, yet to be determined, throughout the residential system.



#### RATING OF RESIDENCE HALL BASED ON PREFERENCE

CLASS	SENIORS	JUNIORS	SOPHOMORES
ORDER FILLED	1 FIRST	1 FIRST	1 FIRST
	↓	↓	↓
* Did not fill voluntarily	14 LAST	14 LAST	14 LAST

#### RESIDENCE HALL PREFERENCE BY CLASS

Wellesley 2025 Consolidated Program Plan  
 Information Source: SRE May 10-11 Workshop, P. Eastment  
 Student Residence Preference (11-27-12); *The Landscape & Architecture of Wellesley College*  
 VSBA, LLC  
 May 8, 2013



NOTE: Topographic Map Background is drawn in 10' increments.

#### KEY (Year of Construction or last major renovation)

1900-1909	1950-1959	2000-2009
1910-1919	1960-1969	
1920-1929	1970-1979	
1930-1939	1980-1989	
1940-1949	1990-1999	

#### RESIDENCE HALL AGE

Wellesley 2025 Consolidated Program Plan

Information Source: *The Landscape & Architecture of Wellesley College*  
 VSBA, LLC  
 May 8, 2013



## Preferred Dining Options

The dining options mapped at right emerged as the recommended versions of the 3-Location and 4-Location models in terms of satisfying dining goals most effectively yet economically.

Both feature renewal of existing dining facilities at Tower and Bates and the creation of a new facility at Munger by constructing a significant addition to expand its dining footprint.

Both involve repurposing the Caz dining facility and the Claflin Bakery, as well as the Campus Center dining facility.

Key differences are: the inclusion (or exclusion) of Stone-Davis in the dining system, and the campus schedule basis that drives total seat needs.

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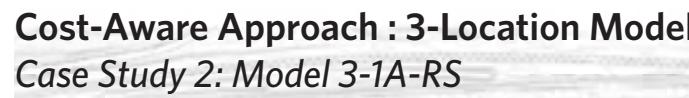
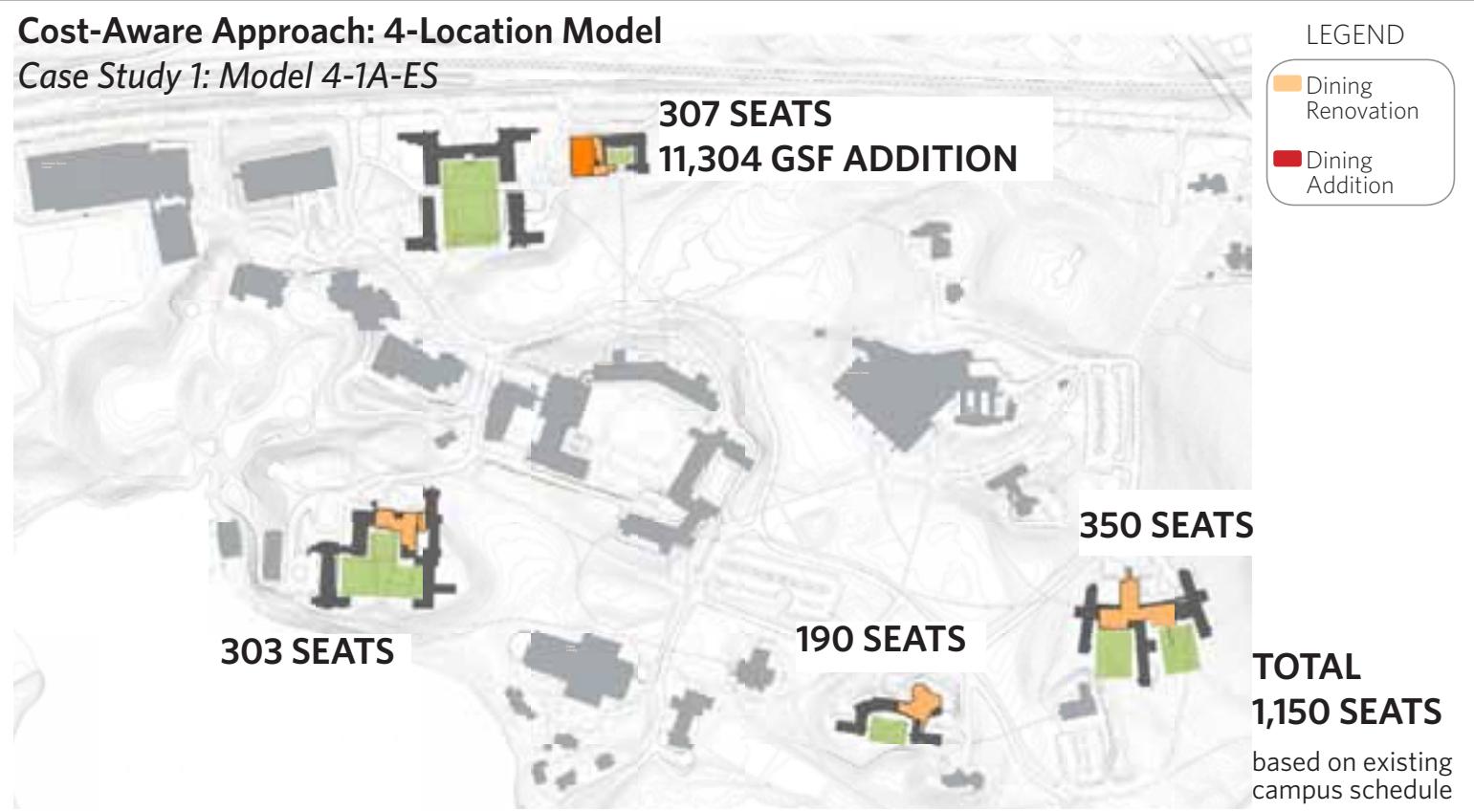


fig 13. Newman: Preferred dining options

*Renewal of the Student Residential Experience, Residential Program Plan, Program Planning Phase, Newman Architects, July 2013*



fig 14. Cazenove Hall



fig 15. Munger Hall



fig 16. Beebe Hall



fig 17. Munger Hall with site of proposed dining addition in foreground

### 1. Base Plan

The complete renovation of the 1933 *Munger Hall* will include a mix of single rooms, doubles, and suites, and a range of “nested” communal spaces – a lounge, study and kitchen at each floor; a living area opening into the courtyard for building-wide use; and reconfigured and expanded dining to serve the Quint neighborhood (and beyond). This dining expansion will enable the renovation of dining halls in Bates (Base Plan) and Tower Court (Expanded Plan) without the construction of additional swing space, provided the Bae Pao Lu Chow dining hall in Lulu Wang remains in service until dining renovations are complete. The final SRE report lists Munger’s living room and common spaces as areas for preservation.

The full renovation of *Beebe* will also include singles, doubles, and suites, and community spaces at each floor and for the building as a whole. Underground infrastructure that leads to all buildings in Hazard Quadrangle will also be updated. Newman Architects have identified Beebe’s living room, entrance hall, and main stair hall as the building’s most notable historic interior assets.

*Cazenove*, with the exception of the link to Pomeroy, will also be fully renovated with a combination of room types. Renovation will include provisions for accessible entry – either in the link (as indicated in Working Group plans) or within Cazenove. The eventual design for the project may vary somewhat from SRE test fits to ensure accessible entry, adequate mechanical space, and enough social space on each floor in advance of the Cazenove-Pomeroy link renovation. As at Beebe, the Working Group planners have identified Cazenove’s living room, entrance hall, and main stair hall as the building’s most historic interior assets.

The dining hall at *Bates* will be updated, improving the quality of life in the East neighborhood. In addition, modest improvements will be strategically implemented to improve the quality of life in residence halls across campus.

Text and graphic information from Newman Architects’ final report describing key Base Plan projects are reproduced on pages III-10 through III-13.

# CAZENOVE HALL

This section presents Cazenove first since its diagrams illustrate the most straight-forward accommodation of the SRE program of any large residence tested, by comparison to which the range and variety of accommodation techniques in the other residences becomes clear.

Cazenove has received the most study of any Quad residence, having first been tested as one of three residences in the 'pilot project' of the previous phase. Its test fitting in this phase largely confirmed the conclusions of that previous phase.

Planning at Cazenove embodies the following strategies:

- Accessible main courtyard entrance through archway at center of Caz-Pom link, and alternate accessible entrance at first floor inside corner
- New common spaces facing courtyard in first floor of link
- New visually open main stair for sociability and egress
- New elevator with front/rear entrances for accessibility
- Preserved first floor lounge with fireplace and iconographic stained glass window as entry lobby
- Restored building living room
- Ground floor corner area renovated as building common space
- Residential wings with floor lounge, kitchenette, all-gender bathrooms, and trash/recycling near main stair for social hub
- Floor studios away from noise of social hub when possible.
- Bathrooms distributed and evenly spaced
- New wing stairs for egress and corridor daylight/views
- Small addition to infill narrow end of west wing to gain beds
- Existing dining/kitchen converted to residential use
- Walk-up' suite at fifth floor for unit variety and two means of egress

- Lowered grade on west side to create new windows and allow residential uses of ground floor, and create new outdoor area for building
- Location of Mechanical/electrical space at inboard ground floor area where windows not possible
- No first year on ground floor due to limited space

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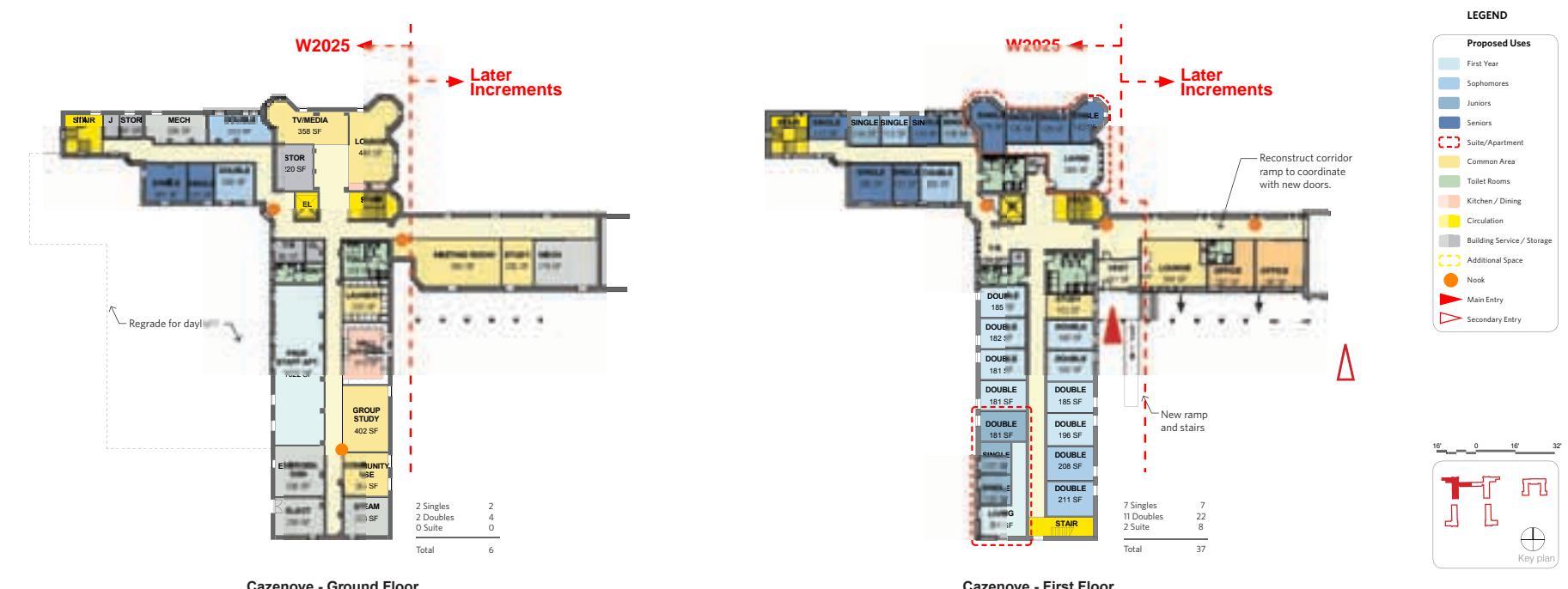
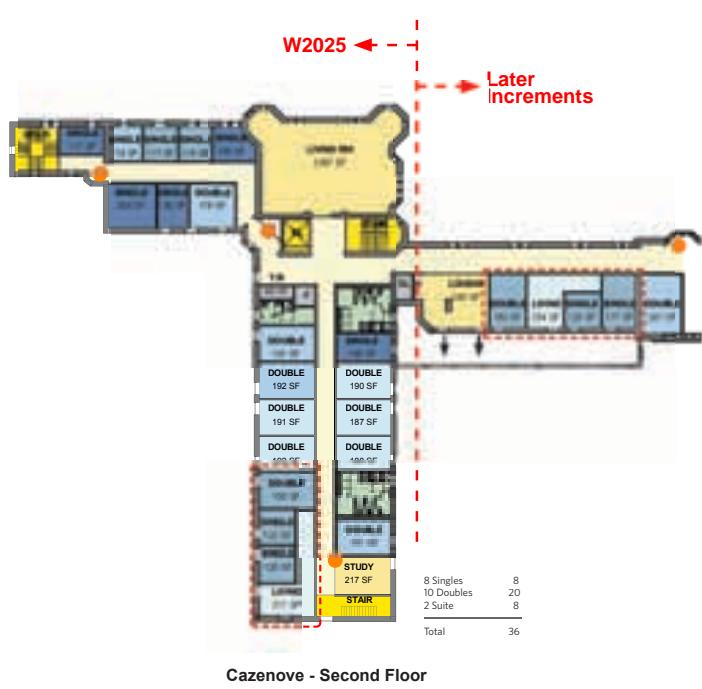
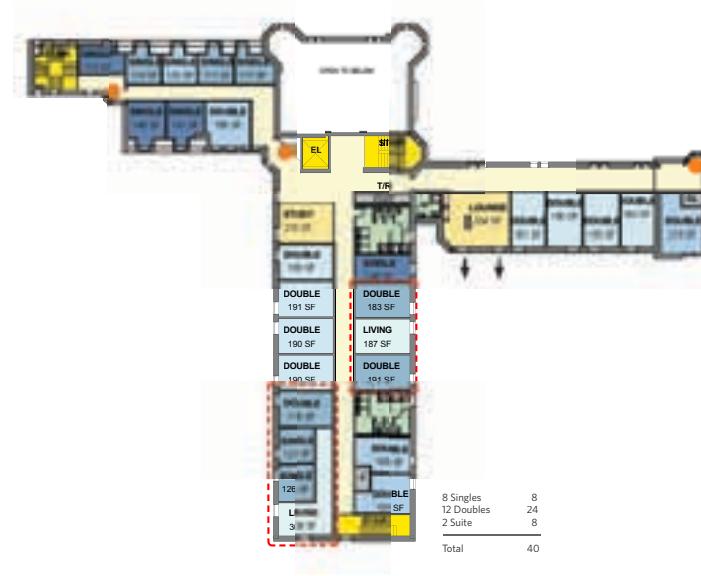


fig 18. Newman: Cazenove Hall test fit  
*Renewal of the Student Residential Experience, Residential Program Plan, Program Planning Phase, Newman Architects, July 2013*  
 Red line overlay by VSBA, LLC

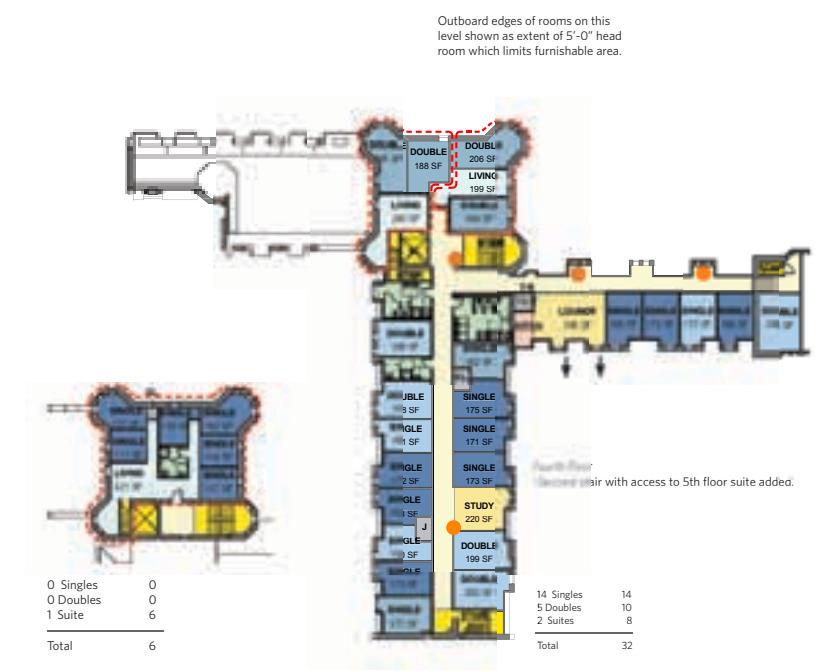
NEWMANARCHITECTS



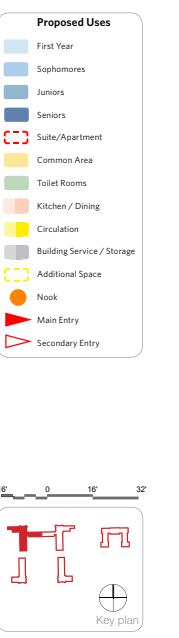
## Cazenove - Second Floor



Cazenove - Third Floor



## Cazenove - Fourth Floor



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# MUNGER HALL

Munger's test fitting offers a different look at accommodating the SRE program due to its U-shaped floor plate, multiple corner stairs, extensive lower-level common areas, and a dining/kitchen area with potential to grow a new dining hall proposed by the Dining Program Plan. While appearing like a miniature of the Quad in overall form, its test fitting raised quite different issues and produced different results.

Planning at Munger embodies the following strategies:

- New accessible main entrance at south side lower level
- Renovated north entrance and gallery at first floor for vehicular drop-offs
- New visually open dual main stairs NE and NW corners
- New elevator for accessibility
- Conversion of lower level to public uses
- Renovation of kitchen to support dining
- New dining addition on west side to accommodate Quint neighborhood residential dining
- Restoration of building commons at first floor north, with access to courtyard, with building commons clustered there
- Floor common space at center for social hub facing courtyard
- Bathrooms distributed and evenly spaced
- New wing stairs for egress and corridor daylight/views
- Suites distributed
- No first year rooms below second floor due to limited space
- Nooks distributed along corridors for human-scaled places that welcome residents to sit, wait, read, converse, and otherwise exchange ideas and develop friendships

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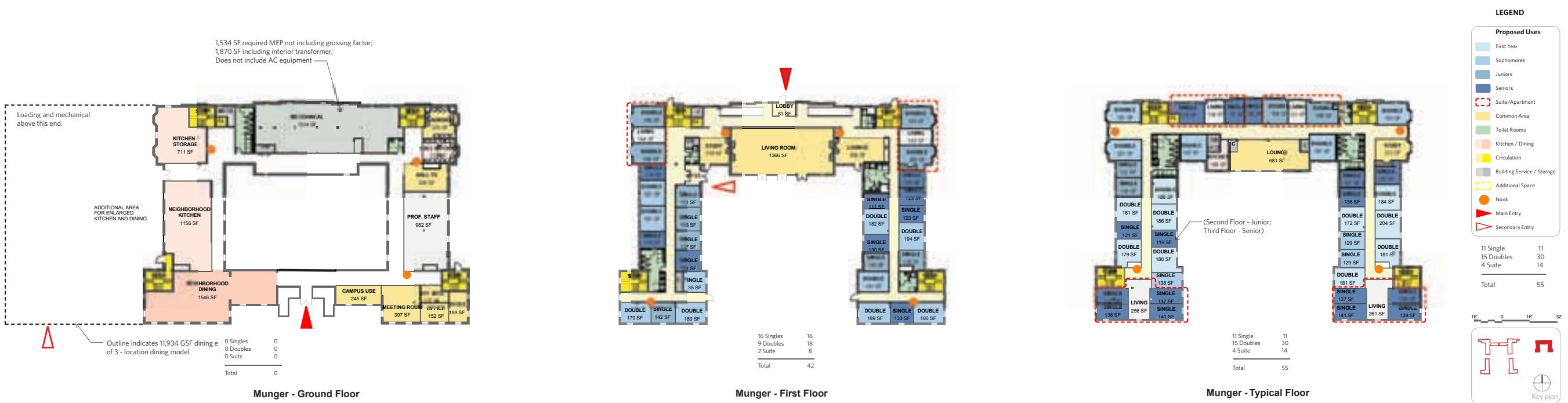


fig 19. Newman: Munger Hall test fit  
Renewal of the Student Residential Experience, Residential Program Plan, Program Planning Phase, Newman Architects, July 2013

NEWMANARCHITECTS

# BEEBE HALL

Beebe's test fit borrows several basic ideas from Cazenove's, yet offers variations due to its smaller overall size and different relationship to site grades.

While Beebe mirrors Cazenove's basic corner tower and main N-S wing components, its smaller perpendicular wing and lack of a wing corresponding to the Caz-Pom link challenge it to accommodate the SRE program in less space.

Planning at Beebe embodies the following strategies:

- Accessible main courtyard entrance with ramp and raised entry portal and vestibule floor
- New common spaces in ground floor facing new outdoor area
- New visually open main stair for sociability and egress
- New elevator with front/rear entrances for accessibility
- Preserved first floor lounge with fireplace and iconographic stained glass window as entry lobby
- Restored building living room facing courtyard with study area via furnishing
- Ground floor dining/kitchen area converted to residential use
- Residential wings with floor lounge, kitchenette, all-gender bathrooms, and trash/recycling near main stair for social hub
- Floor studios away from noise of social hub when possible.
- Bathrooms distributed and evenly spaced
- New wing stairs for egress and corridor daylight/views
- Walk-up' suite at fifth floor for unit variety and two means of egress
- Lowered grade on west side to create new windows and allow residential uses of ground floor, and create new outdoor area for building
- Location of Mechanical/electrical space at inboard ground floor area where windows not possible
- No first year on ground floor due to limited space
- Nooks distributed along corridors for human-scaled places that welcome residents to sit, wait, read, converse, and otherwise exchange ideas and develop friendships

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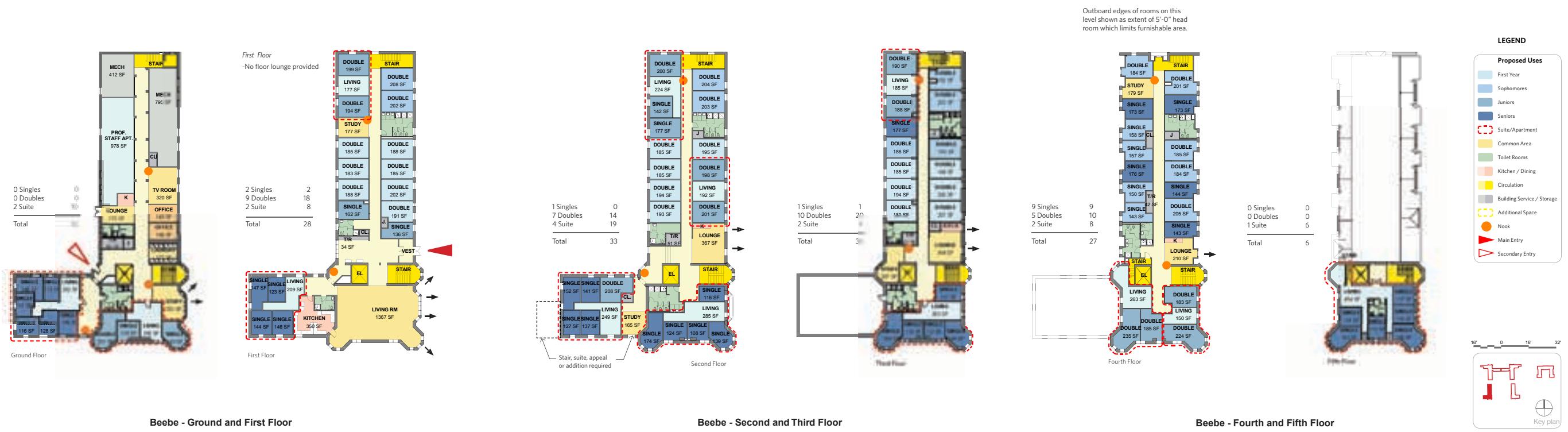


fig 20. Newman: Beebe Hall test fit  
*Renewal of the Student Residential Experience, Residential Program Plan, Program Planning Phase, Newman Architects, July 2013*

NEWMAN ARCHITECTS

## 2. Expanded Plan

If available resources allow implementation of the Expanded Plan, *Tower Court*, including its dining hall, would be renovated in two phases. Students would be housed in a combination of single rooms, doubles and suites, with common spaces on each floor. Building-wide amenities would be provided on the first floor, and careful renovation of the much-loved dining facility would serve the Tower neighborhood and beyond. Newman Architects' SRE report identifies the living room, entrance lounge and main stair hall, dining room, common rooms and apartments as important historic interior assets.

The 1998 *Campus Master Plan* recommends restoration of the original landscape in the courtyard.<sup>7</sup> What kinds of landscape improvements are appropriate – and whether these should be completed with Tower Court or deferred until all Tower neighborhood halls have been completed, beyond W2025 – should be decided early in the design of the renovation.

If the College chooses the three dining hall model, Tower Court renovation would mark the completion of dining hall consolidation, potentially making the Bae Pao Lu Chow dining space in the Lulu Wang Campus Center available for other campus-wide food or non-food uses.

Text and graphic information describing program plans for Tower Court are reproduced in Figure 21.

## 3. Comprehensive Plan

Additional modest quality-of-life projects could be implemented as part of the Comprehensive Plan.



fig 21. Newman: Tower Court test fit  
*Renewal of the Student Residential Experience, Residential Program Plan, Program Planning Phase, Newman Architects, July 2013*  
 Red line overly by VSBA, LLC

# TOWER COURT

As at Munger, Tower Court's test fitting responds to the special characteristics of a U-shaped floor plan with its multiple corner stairs and points of entry. It responds to Tower's large floors and floor populations by expanding the common-space program and distributing it strategically.

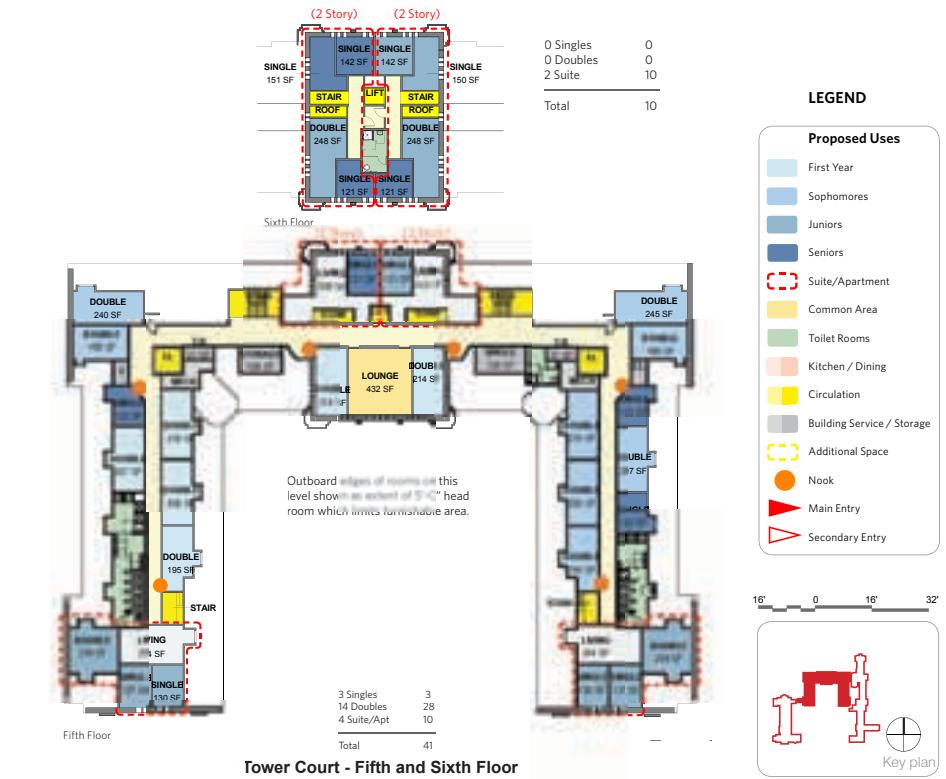
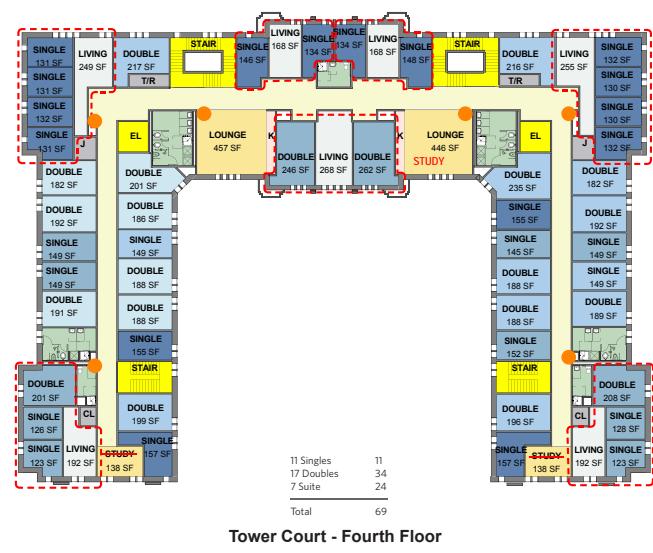
Like Cazenove, Tower Court received test-fit attention in the previous phase. This phase's work builds on that of the previous phase, seeking ways to preserve more of Tower's stunning, historical first-floor common rooms, to harvest under-used ground-floor and attic space, and to examine additional ways in which Tower can function as the heart of an interconnected neighborhood together with Claflin and Severance, a topic beyond the previous phase's scope.

Planning at Tower Court embodies the following strategies:

- New accessible dual entrances at north side lower level, NW entrance as primary
- Renovated north entrances for accessibility into building and across raised first floor center living room
- Restored visually open dual main stairs NE and NW corners
- New elevators for accessibility, low-rise in stair wells, high-rise at enlarged existing shafts
- Renovation of ground floor for building commons and dining
- Renovation of kitchen/servery to support dining, in coordination with Severance
- Renovation of ground floor dining room.

- Restoration of ornate building living rooms and commons at first and second floors north, glazing balcony areas of building living room for acoustic separation
- Floor common space clustered by main stairs to form dual social hubs for large floors
- Floor lounges facing courtyard through large existing windows when possible.
- Floor studies away from noise of social hub
- Bathrooms distributed and evenly spaced
- New wing stairs for egress and corridor daylight/views
- Suites distributed
- No first year rooms below second floor due to limited space
- Small dormer additions within floor five footprint to capture unused attic void space

NEWMAN ARCHITECTS



NEWMAN ARCHITECTS

## E. WELLNESS AND SPORTS

Programming studies of the Wellness and Sports Working Group focused on the integration of Stone Center Counseling Services (SCCS), Physical Education, Recreation, and Athletics (PERA), and Health Services (HS), and on improving conditions for all three departments. A diagram by the Working Group Planner, Cannon Design, illustrates this integration and is reproduced in Figure 23.

These departments are currently located in two distinct areas of campus:

- PERA is primarily located in the Keohane Sports Center (KSC) west of the Route 135 campus entrance. The KSC, designed by Hardy Holzman Pfeiffer and completed in 1986, incorporates a 1938 Recreation Building, although the older building is barely visible. The building envelope of Keohane has failed in multiple locations, and the Field House is in particular need of repair.
- SCCS is located in the Stone Center, built in 1881 as the campus infirmary (and originally called Simpson Cottage). Located between the Science Center and the New Dorms, this building was expanded in 1908 and again in the 1940s. Health Services is one of several functions located in this later expansion, called Simpson Hall.

Cannon Design's final report notes that Wellesley students are very active despite PERA's "antiquated and undersized" facilities, and that current spaces in Simpson and Stone are "woefully inadequate" to current methods of providing student health and counseling services.<sup>8</sup>

The Working Group program plan envisions the three departments in an integrated center for wellness in an expanded KSC. This facility would incorporate spaces meeting current quality and space standards for all three departments; it would include additional indoor fitness, recreation, multipurpose, and sports spaces; and it would create more accessible and visible connections to the rest of campus. W2025 includes some first steps toward the realization of this programmatic vision.

### 1. Base Plan

Major renovations to the *Field House* will include measures to improve both the condition and the functionality of the building.

Strategic renovations at *Stone and Simpson* will improve the quality of the space for providing health and counseling services in the interim until realization of the Comprehensive Plan, when these functions would move to an expansion of Keohane and this space would be repurposed.

Changes to Stone and Simpson must be coordinated and scheduled not only with the activities of SCCS and Health Services, but also with other occupants of the buildings – including SCOOP (Wellesley's Sustainability Co-op) as well as with the planned conversion of recently vacated offices in Simpson to swing space for the renovation of student residences.

### 2. Comprehensive Plan

A three-story addition to the *Keohane Sports Center* would create a new fitness center and enable Counseling and Health Services to be physically integrated with PERA. The existing building core would be reconfigured to improve connections within the building complex and to the rest of campus. This concept is illustrated in Cannon Design's sketch in Figure 22. The addition of a multi-purpose gym and more complete renovation of the existing spaces in Keohane would be completed in future phases beyond the scope of W2025.

A true "integrated center" for wellness and sports, by consolidating programs and services that are now spread across campus, would expand the effectiveness of PERA, HS, and SCCS both individually and collectively. A visible, centrally located facility dedicated to meeting students' health, counseling, and physical activity needs in an integrated and holistic manner will convey a powerful message to the campus community of the College's commitment to personal health and wellbeing.

## OPTION 2 – INTERMEDIATE PROGRAM



fig 22. Cannon: Wellness + Sport option 2  
*Master Planning for Enhancement of Wellness and Sports Program, Final Report, Cannon Design, July 2013*  
 Red line overlay by VSBA, LLC

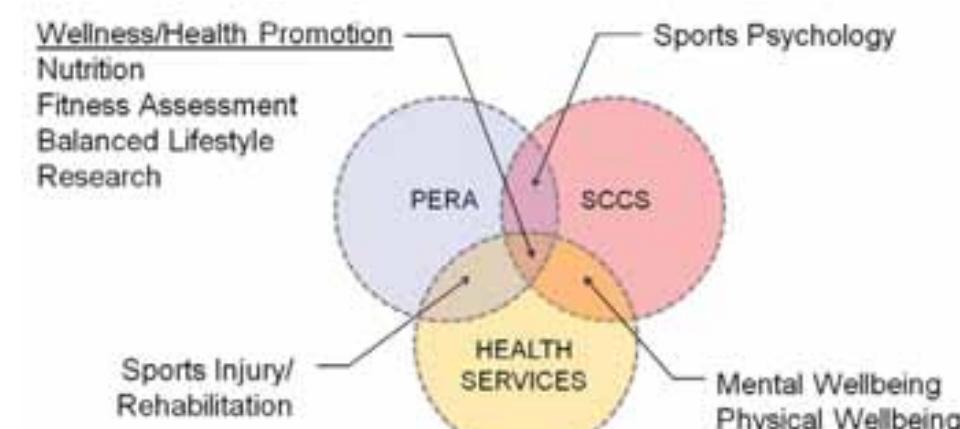


fig 23. Cannon: Wellness + Sport "integrated center" diagram  
*Master Planning for Enhancement of Wellness and Sports Program, Final Report, Cannon Design, July 2013*

#### ENDNOTES

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2. Peter Ferguson, James F. O'Gorman, and John Rhodes, The Landscape and Architecture of Wellesley College. (Wellesley College, 2000) 282; 285.
3. Ellenzweig, "Sciences and the Environment Master Plan Report." Jul. 2013: Sec.1-1.
4. Ibid.
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6. Ibid., Sec.7-6.
7. Michael Van Valkenburgh Associates, Inc., 37.
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Cannon Design, "Master Planning for Enhancement of Wellness and Sports Programs, Final Report." Jul. 2013.

## **IV. IMPLEMENTATION AND NEXT STEPS**

**DRAFT**  
**W2025 - Implementation Strategy**  
**Expanded Model**  
**(for Discussion Only)**  
04/18/13

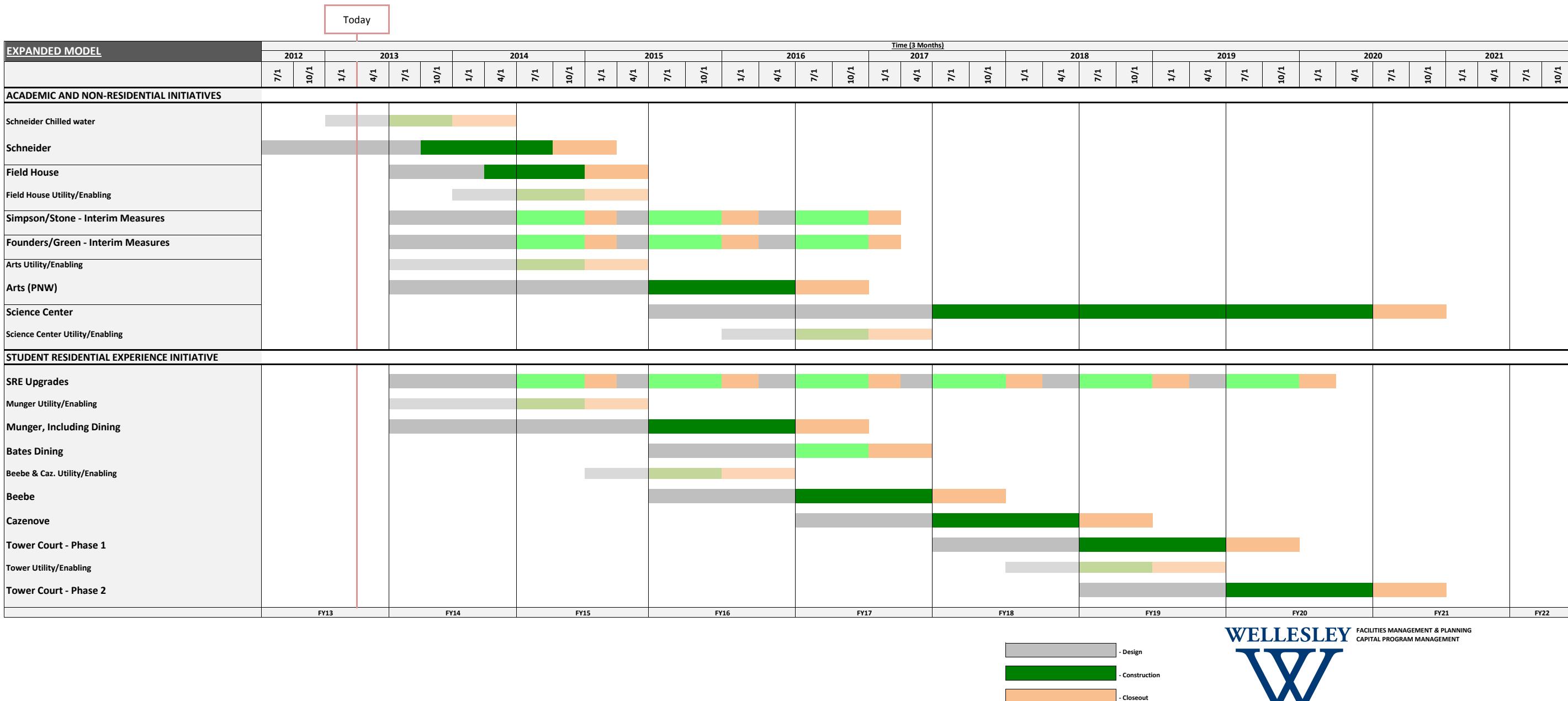


fig 24. W2025 implementation strategy, expanded model (draft)  
Wellesley College, Facilities Management and Planning, Capital Program Management

## IV. IMPLEMENTATION AND NEXT STEPS

### A. PRELIMINARY SEQUENCING STRATEGY

Wellesley College has prepared a preliminary implementation schedule for Wellesley 2025 Consolidated Program Plan (W2025) projects (Figure 24). This strategy balances the College's desire to move ahead quickly in order to limit escalation costs with constraints on the College's capacity to fund and manage simultaneous projects and its need to keep campus disruption to a manageable level.

The College estimates that all projects outlined in the Expanded Plan could be completed by 2020, and that the projects in the Comprehensive Plan – although not shown in the chart – would add another three years to this schedule, enabling all plan projects to be complete by 2025.

### B. MANAGING RISKS TO COST

Even the most careful estimates at the programming phase are, by definition, preliminary. The College sought to get the most accurate budget estimates possible at this stage by hiring two separate cost consultants with differing methodologies – Vermeulens and Turner Construction Company – and commissioning parallel estimates and a reconciliation process. Turner also provided advice on constructability and phasing within projects.

The need to constantly monitor and manage project costs accompanies any large-scale building program – and is especially acute for renovation. The following categories of budgetary risk were discussed during the consolidation process:

- *Scope.* Estimates were performed on program test fits, and the actual design approach could vary from that suggested by the Working Group planners. Moreover, to meet W2025 budgetary constraints, some project budgets for this increment included only some elements of the recommended plans. Turner Construction has prepared scope narrative summaries for W2025 projects, to allow the College, its design committees, and its consultants to understand the basis of each estimate. These are included in Appendix E of this report.

- *Building conditions, including building envelope.* Contingencies were added to each project budget, but until building conditions are thoroughly explored, these remain “best guesses.” To mitigate risks, the College intends to solicit proposals for envelope studies for the projects most likely to begin in the near future, and those most likely to present the greatest degree of risk. Ultimately, it may prove more economical and efficient to address similar envelope issues at one time, rather than in lockstep with overall renovation phasing. For example, it might be less expensive to address all envelope issues in Hazard Quadrangle as one project; the plan should allow flexibility as it progresses to make such decisions based on the best, most current information available.
- *Hazardous materials.* The College's cost and constructability consultants have included an allowance in each project budget to provide for the potential presence of hazardous materials, but these allowances, too, remain educated guesses until more detailed information is available.
- *The “Other” category.* Allowances were provided for interim projects and those in the “other known needs” category. The scope of these projects must remain flexible and be carefully managed to remain within allowances – or, the allowances must have some elasticity. To keep within overall W2025 budgets, the given allowances should be maintained wherever feasible.

- *Utility infrastructure and enabling projects.* With input from the College and its cost consultants, a 5% allowance for utility infrastructure and a 3% allowance for other enabling projects have been added to project costs. These allowances might vary considerably between projects; some enabling projects may well serve multiple projects, but will need to be completed with the first of those served – thereby “frontloading” the costs.

- *Escalation.* Estimates included in the consolidated plan are expressed in current dollars (as of 2012, the date of the initial estimates) to compare “apples to apples,” and to allow projects to be reordered as needed as implementation progresses; escalation is accounted for in the College's overall funding plan. As illustrated in Figure 25, escalation can have an enormous impact on costs. To address this risk, the College's financial models consider varying ranges of potential construction cost escalation – between 4% and 6% in the Comprehensive Plan model, and between 5% and 9% in the Base Plan model. In addition, the College's sequencing strategy suggests implementing projects as quickly as feasible. (See Section IV.A.)

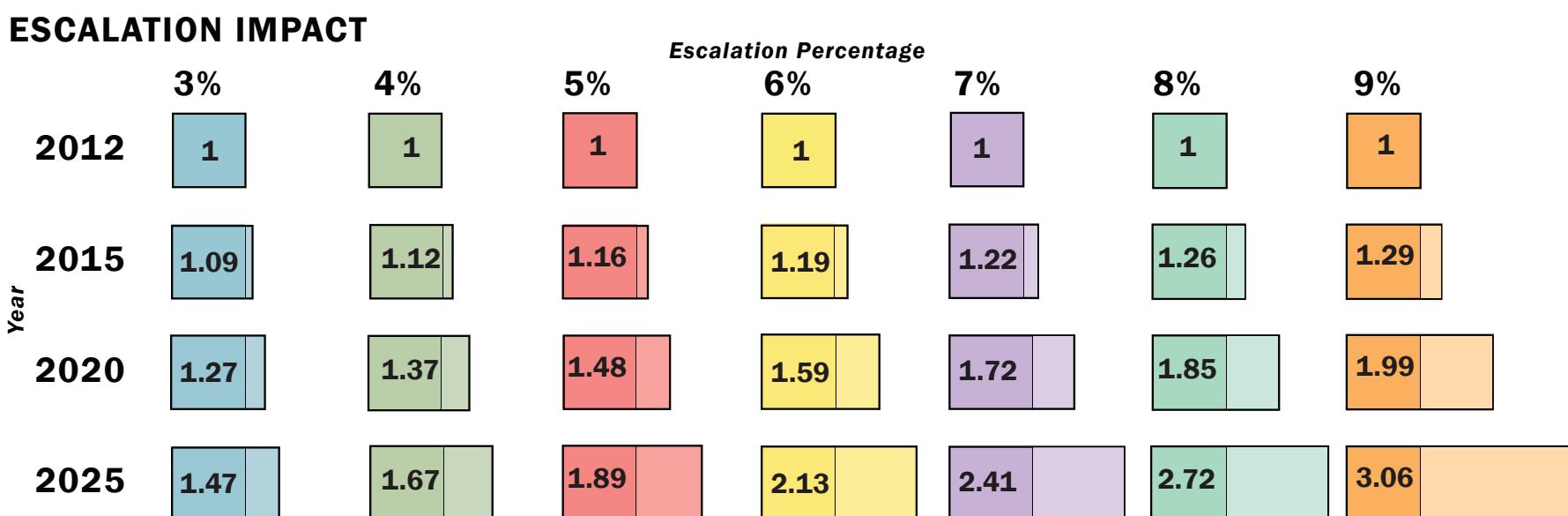


fig 25. Escalation impact

### C. ENABLING PROJECTS

The charts on pages IV-3 through IV-7 give an overview of projects, including utility infrastructure projects, required for each major component of W2025. These should be consulted as preliminary checklists; additional requirements may arise over the course of design.

#### 1. *Utility Infrastructure*

The checklists on the following pages should be considered at the outset of each project.

Diagrams illustrating the relative condition of existing campus utilities, as evaluated by Wellesley College Facilities personnel, are included in Appendix F of this report.

ENABLING PROJECTS (costs not included in base projects)				ARTS AND MEDIA WORKING GROUP
BASE PLAN PROJECTS	EXPANDED PLAN	SWING SPACE	OTHER Opportunities	
		<input type="checkbox"/> Special: Photo Lab and Gallery Space	<input type="checkbox"/> Office, Meeting <input type="checkbox"/> Class, Seminar, Lab, Studio <input type="checkbox"/> Special: Foundry, Studios	
<input type="checkbox"/> <b>JEWETT RENOVATION OPTION A</b> - Minor Renovation of Select Photo Lab & Gallery Space		<input type="checkbox"/> <b>PENDLETON WEST RENO + ADD</b> - Full gut renovation, MEP Upgrade, Add Cooling + Sprinklers, Minor masonry allowance, Minor Roof Repair + 12,000 sf addition (music/ art prog tbd) Excludes window replacement, refurbishment, or painting		
<input type="checkbox"/> <b>COMPREHENSIVE PLAN</b>				<b>WELLESLEY COLLEGE CONSOLIDATED PROGRAM PLAN</b>
<input type="checkbox"/> <b>OTHER Opportunities</b>			<input type="checkbox"/> <b>HUMANITIES INFRASTRUCTURE</b> - Water mains for Academic Quadrangle also serve Founders and Green - Switchgear and electrical cables serve Green	

fig 26. Arts and Media, enabling projects for key components

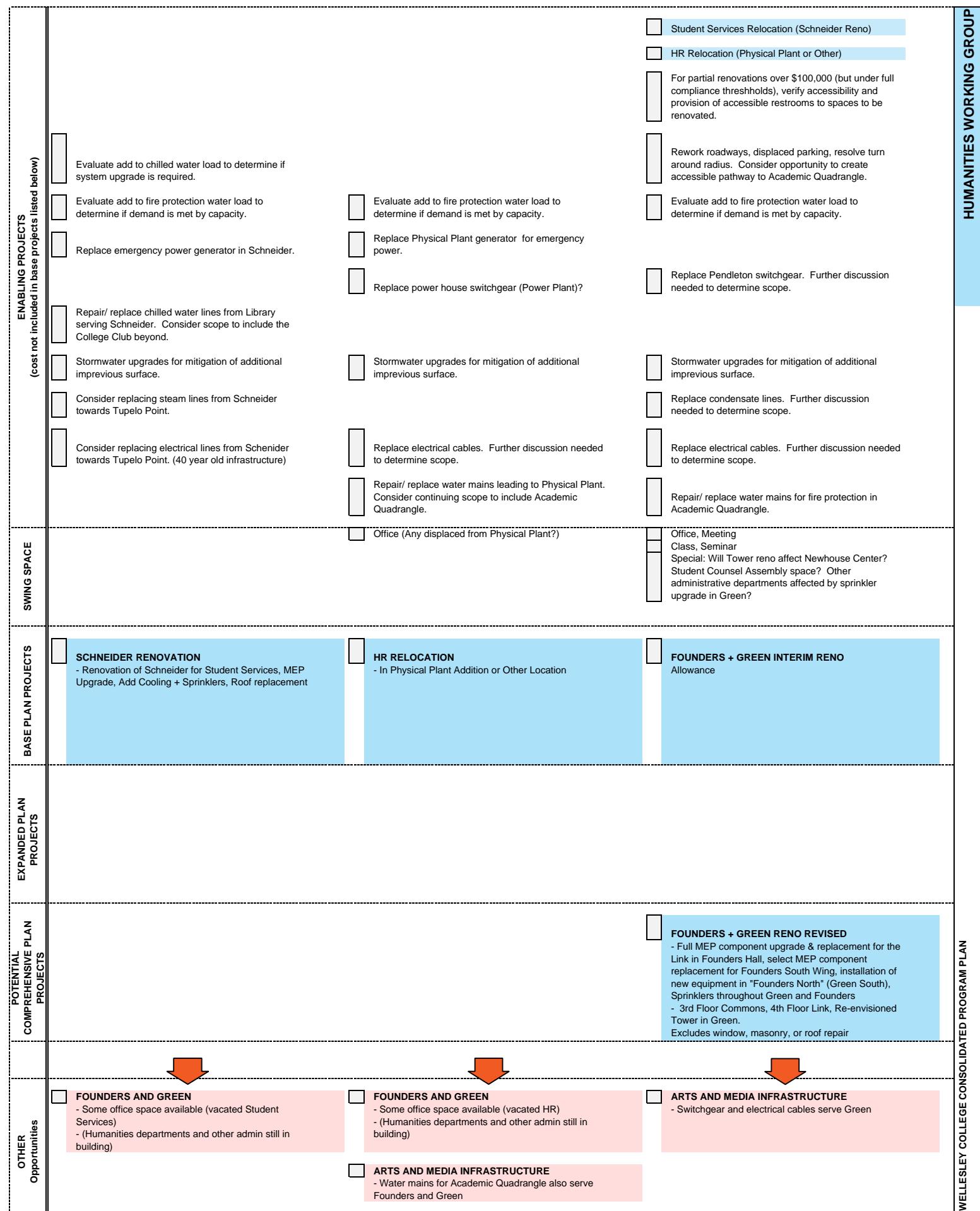


fig 27. Humanities, enabling projects for key components

SCIENCE AND THE ENVIRONMENT WORKING GROUP			
<b>ENABLING PROJECTS</b> (cost not included in base projects listed below)	<input type="checkbox"/> Are any materials being relocated from the Science Library to other libraries?  <input type="checkbox"/> Identify and potentially relocate wastewater treatment system (near loading dock).  <input type="checkbox"/> If wells aren't relocated, continue slip lining program (watertight construction) of sewer lines within Zone 1 for Sciences (Whitin House + Observatory). Check video of lining program to verify scope.  <input type="checkbox"/> Evaluate add to electrical service load to determine if system upgrade is required.  <input type="checkbox"/> Evaluate add to chilled water load to determine if system upgrade is required.  <input type="checkbox"/> Evaluate add to fire protection water load to determine if demand is met by capacity. System maintenance required per Stantec report.  <input type="checkbox"/> Replace condensate and steam lines. Further discussion needed to determine scope.  <input type="checkbox"/> Replace/ repair existing gas lines. Further discussion needed to determine scope.  <input type="checkbox"/> Replace Sage switchgear. Further discussion needed to determine scope of electrical line replacement/ repair.  <input type="checkbox"/> Replace Science Center emergency power generators (2) 1970's construction.  <input type="checkbox"/> Drainage for additional impervious area and wetland permitting may be required if work is within 100' of existing resource area.	<input type="checkbox"/> Repair/ Replace and potentially relocate Utility Tunnel (containing chilled water, electrical, and sewer lines) serving East Campus. Verify if water line relocation is required.  <input type="checkbox"/> If wells aren't relocated, continue slip lining program (watertight construction) of sewer lines within Zone 1 for Sciences (Whitin House + Observatory). Check video of lining program to verify scope.  <input type="checkbox"/> Evaluate add to electrical service load to determine if system upgrade is required.  <input type="checkbox"/> Evaluate add to chilled water load to determine if system upgrade is required.  <input type="checkbox"/> Evaluate add to fire protection water load to determine if demand is met by capacity. System maintenance required per Stantec report.  <input type="checkbox"/> Replace condensate and steam lines. Further discussion needed to determine scope.  <input type="checkbox"/> Evaluate add to gas lines. Further discussion needed to determine scope.  <input type="checkbox"/> Replace Sage switchgear. Further discussion needed to determine scope of electrical line replacement/ repair.  <input type="checkbox"/> Replace Science Center emergency power generators (2) 1970's construction.  <input type="checkbox"/> Drainage for additional impervious area and wetland permitting may be required if work is within 100' of existing resource area.	<input type="checkbox"/> Identify and potentially relocate wastewater treatment system (near loading dock).  <input type="checkbox"/> Evaluate add to electrical service load to determine if system upgrade is required.
<b>SWING SPACE</b>	<input type="checkbox"/> Office Class, Laboratory Special: Animal storage, Library (What specific instrumentation and laboratory chemicals are housed in the "L" wing?) (Are there opportunities for a staged renovation?)	<input type="checkbox"/> Office, Meeting Class, Auditorium, Dry Laboratory, Storage  Special: special collections in storage, hazardous materials (?), instrumentation (?)	<input type="checkbox"/> Office, Meeting Class & Seminar  Special: Visitor Center, Greenhouse needs
<b>BASE PLAN PROJECTS</b>	<input type="checkbox"/> <b>"L" RENOVATION</b> - Site Work (related to "L" only, not Sage) - "L" Wing Renovation all levels - Full infrastructure upgrade - \$11M infrastructure upgrades to Sage		<input type="checkbox"/> <b>GREENHOUSE REPLACEMENT + RENO</b> - Replace Permanent Collection Greenhouse Enclosure for old growth plants - Teaching and Research Greenhouses remain in place, no scope
<b>EXPANDED PLAN PROJECTS</b>			
<b>POTENTIAL COMPREHENSIVE PLAN PROJECTS</b>		<input type="checkbox"/> <b>ENVIRONMENTAL CTR + ADDITION</b> - Expanded greenhouse/ sustainability center - New 25,000 gsf wet lab wing (East side, connected to Sage)	

fig 28. Science and Environment, enabling projects for key components

WELLESLEY COLLEGE CONSOLIDATED PROGRAM PLAN			
STUDENT RESIDENTIAL EXPERIENCE WORKING GROUP			
ENABLING PROJECTS (Cost not included in base projects listed below)	<input type="checkbox"/> For partial renovations over \$100,000 (but under full compliance thresholds), verify accessibility and provision of accessible restrooms to spaces to be renovated. Confirm other MAAB requirements specifically related to residential use.  <input type="checkbox"/> Evaluate addition to fire protection water load to determine if demand is met by capacity.  <input type="checkbox"/> Stormwater upgrades required for all new impervious area.  <input type="checkbox"/> Repair/ Replace steam tunnels + hot water piping for Tower.  <input type="checkbox"/> Replace condensate lines for Tower.  <input type="checkbox"/> Repair/ Replace sewer lines to Tower (original piping still in place).  <input type="checkbox"/> Confirm sequencing of projects within neighborhood based on utility distribution, building systems, and site related conditions.  <input type="checkbox"/> Exterior grease traps required for all commercial kitchens with dedicated sewer service from building.	<input type="checkbox"/> For partial renovations over \$100,000 (but under full compliance thresholds), verify accessibility and provision of accessible restrooms to spaces to be renovated. Confirm other MAAB requirements specifically related to residential use.  <input type="checkbox"/> Evaluate addition to fire protection water load to determine if demand is met by capacity.  <input type="checkbox"/> Stormwater upgrades required for all new impervious area.  <input type="checkbox"/> Repair/ Replace steam tunnels + hot water piping for Quint.  <input type="checkbox"/> Replace condensate lines for Quint.  <input type="checkbox"/> Replace/ repair electric lines feeding Quint. Further discussion needed to determine scope.  <input type="checkbox"/> Replace Munger switchgear, replace conduit. Further discussion needed to determine scope.  <input type="checkbox"/> Replace Munger generator for emergency power.  <input type="checkbox"/> Confirm if gas lines are needed for Munger kitchen. Further discussion needed to determine scope.  <input type="checkbox"/> Evaluate sequencing of projects within neighborhood based on utility distribution, building systems, and site related conditions. For Quint, confirm Beebe must go first in Hazard, and that Munger could be renovated before Beebe.  <input type="checkbox"/> Exterior grease traps required for all commercial kitchens with dedicated sewer service from building.	
SWING SPACE	<p>Tower A: 157 beds Tower B: 142 Beds Source: <i>Student Residential Experience Final Report</i>, Newman Architects, 7/12/13, p. 10-10</p> <p>Tower Dining Hall (Munger Expansion)</p>	<p>Beebe: 142 exg beds Cazenove (without Caz-Pom link): 135 exg beds Munger: 129 beds Source: <i>Student Residential Experience Final Report</i>, Newman Architects, 7/12/13, p. 10-10</p> <p>Munger Dining Hall (through scheduling of other halls?)</p> <p>Bates Dining (Munger Expansion)</p>	
BASE PLAN PROJECTS	<input type="checkbox"/> <b>TOWER NEIGHBORHOOD</b> Potential modest but strategic improvements	<input type="checkbox"/> <b>QUINT NEIGHBORHOOD</b> Munger renovation, including dining expansion Beebe renovation Cazenove (except for Caz-Pom connector)  Potential modest but strategic improvements in other buildings	<input type="checkbox"/> <b>EAST NEIGHBORHOOD</b> Bates Dining renovation Other modest but strategic improvements
EXPANDED PLAN PROJECTS	<input type="checkbox"/> <b>TOWER NEIGHBORHOOD</b> Tower Court renovation, including dining hall - in two phases Potential modest but strategic improvements in other buildings	<input type="checkbox"/> <b>QUINT NEIGHBORHOOD</b> Potential modest but strategic improvements	<input type="checkbox"/> <b>EAST NEIGHBORHOOD</b> Potential modest but strategic improvements
POTENTIAL COMPR. PLAN PROJECTS	<input type="checkbox"/> <b>TOWER NEIGHBORHOOD</b> Potential modest but strategic improvements	<input type="checkbox"/> <b>QUINT NEIGHBORHOOD</b> Potential modest but strategic improvements	<input type="checkbox"/> <b>EAST NEIGHBORHOOD</b> Potential modest but strategic improvements
OTHER Opportunities	<p>After expansion of Munger and renovation of Bates and Tower Court dining hall, current dining hall space in the Lulu Wang Center and in Stone-Davis could be converted to other uses IF three dining hall model is ultimately selected. If four dining hall model is selected, Stone-Davis should be renovated before converting space in Lulu Wang Center for other food or non-food uses.</p>		

fig 29. Student Residential Experience, enabling projects for key components

WELLESLEY COLLEGE CONSOLIDATED PROGRAM PLAN			
WELLNESS AND SPORTS WORKING GROUP			
OTHER Opportunities	POTENTIAL COMPREHENSIVE PLAN PROJECTS	3 STORY ADDITION W/ LOCKERS	
		<ul style="list-style-type: none"> <li><input type="checkbox"/> - Health Services, Counseling, Fitness (1 level), Lobby (PERA/ SCCS/ HS Integration)</li> <li><input type="checkbox"/> - LL Lockers below new addition</li> <li><input type="checkbox"/> - Limited Core Reno (Full Program in Link, MEP Upgrade, Cooling Core, No Squash Infill, Limited Program in Core)</li> <li><input type="checkbox"/> - Limited Pool Reno (Connection to Lockers, Bulkhead, Limited MEP)</li> </ul>	
EXPANDED PLAN PROJECTS	BASE PLAN PROJECTS	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>BOAT HOUSE RENOVATION</b> - Roof Replacement, Class Reno, Outside Storage, Exterior Composting Toilets Potential inclusion in W2025 as "other known needs"</li> <li><input type="checkbox"/> <b>FIELD HOUSE COMPLETE RENOVATION</b> - Excludes Cooling</li> </ul>	
		<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>SIMPSON/STONE INTERIM</b> - Allowance for targeted improvements to existing Health Services and Counseling spaces</li> </ul>	
SWING SPACE	SWING SPACE	<ul style="list-style-type: none"> <li><input type="checkbox"/> Office</li> <li><input type="checkbox"/> Class</li> <li><input type="checkbox"/> Special: Boat House specific uses (?)</li> <li><input type="checkbox"/> Office</li> <li><input type="checkbox"/> Large multi-purpose space</li> <li><input type="checkbox"/> Special: PERA activities</li> <li><input type="checkbox"/> Office, Meeting</li> <li><input type="checkbox"/> Class &amp; Seminar</li> <li><input type="checkbox"/> Special: PERA activities</li> </ul>	
		<ul style="list-style-type: none"> <li><input type="checkbox"/> Assess condition of power lines. Further discussion needed to determine scope.</li> <li><input type="checkbox"/> Replace emergency power generator in Keohane.</li> <li><input type="checkbox"/> Replace condensate lines. Further discussion needed to determine scope.</li> <li><input type="checkbox"/> Replace condensate lines. Further discussion needed to determine scope.</li> <li><input type="checkbox"/> Replace emergency power generator in Keohane.</li> <li><input type="checkbox"/> Replace condensate lines. Further discussion needed to determine scope.</li> <li><input type="checkbox"/> Replace condensate lines. Further discussion needed to determine scope.</li> <li><input type="checkbox"/> Relocate water main south and east of Keohane.</li> <li><input type="checkbox"/> Relocate transformer and reroute electrical distribution east of Keohane.</li> </ul>	
ENABLING PROJECTS (cost not included in base projects listed below)		<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify site (Lake Waban) restrictions.</li> <li><input type="checkbox"/> Entire site is within AUL (Activity and Use Limitation) for contaminated soils; digging will be subject to soil management plan. Coordinate with existing Haley and Aldrich soil management plan protocols.</li> <li><input type="checkbox"/> Review vehicular/ pedestrian connection to west campus. Work in right of way may require permitting for Route 135.</li> <li><input type="checkbox"/> Identify source of cooling and add to infrastructure.           <ul style="list-style-type: none"> <li>- Opt A, connect to Physical Plant via existing infrastructure near Alumnae Hall.</li> <li>- Opt B, add new chiller and electrical service near Sports Complex.</li> </ul> </li> <li><input type="checkbox"/> Evaluate add to chilled water load to determine if system upgrade is required.</li> <li><input type="checkbox"/> Evaluate add to electrical service load to determine if system upgrade is required.</li> <li><input type="checkbox"/> Evaluate add to fire protection water load (in new construction) to determine if demand is met by capacity.</li> </ul>	
		<ul style="list-style-type: none"> <li><input type="checkbox"/> Relocate water main south and east of Keohane.</li> <li><input type="checkbox"/> Relocate transformer and reroute electrical distribution east of Keohane.</li> <li><input type="checkbox"/> Replace emergency power generator in Keohane.</li> <li><input type="checkbox"/> Replace condensate lines. Further discussion needed to determine scope.</li> <li><input type="checkbox"/> Replace condensate lines. Further discussion needed to determine scope.</li> </ul>	

fig 30. Wellness and Sports, enabling projects for key components

## Swing Space Needs

Athletic Facilities  
Student Health and Counseling  
Faculty Offices  
Administrative Offices  
Student Residences  
Dining (Munger and Lulu needed to swing Tower or Bates)

## Potential College-Owned Swing Space

### VACANT

- SIMPSON HALL, IT-VACATED SPACE**  
(24 IT Staff members relocated Summer 2012 from Simpson to Clapp Library)  
Potential uses must be compatible with Health Services and SCOOP (or relocate these uses)
- SCHNEIDER CENTER, VACANT SPACE**  
Student Services identified by Humanities Working Group (currently under construction)
- PHYSICAL PLANT, VACANT SPACE**  
Humanities relocation for Human Resources?  
Arts and Media relocation for studio spaces?  
Potential uses must be compatible with Housing Services (or relocate this use)
- BEEBE, CAZENOVE, MUNGER, VACANT DINING AND KITCHEN SPACE**  
Temporary space may be available until study buildings are renovated.  
Potential uses must be compatible with Residential Life  
(Low-impact spaces only – i.e., no uses with extensive ventilation requirements)

### OTHER POTENTIAL SPACES

Classrooms  
Art Studios and Labs  
-2D  
-3D  
Science Labs and Storage  
(phased from within Science Center)

#### LIBRARY, FACULTY STUDIES

(Approximately 30)  
Rooms suitable for temporary faculty offices

#### PENDLETON HALL EAST, COMP RM 327A

Underutilized room suitable for reuse as classroom

#### OFF-CAMPUS HOUSES, VACANT SPACE

Availability will vary over time. Space for 32 beds was identified in Spring 2007.

#### LIBRARY, POTENTIAL SPACE TO BE DETERMINED

Is there room for classroom or seminar space in the library?

#### GREEN AND FOUNDERS HALLS, UNDERUTILIZED CLASSROOMS

Could the College more intensively use underutilized spaces identified in KHA's class utilization study?  
Potential class or seminar space

#### SCHNEIDER TENNIS COURTS, POTENTIAL SPACE TO BE DETERMINED

Would the College consider temporary structures at this location?  
Potential classroom or seminar space, if needed; potential athletic space?

#### TEMPORARY STRUCTURE ON ATHLETIC FIELD?

#### OFF-CAMPUS SPACE?

fig 31. Swing space needs and potential locations (preliminary; as of Spring 2013)

## 2. Some Notes on Swing Space

The diagram on page IV-8 gives an overview of some of the issues surrounding swing space. Below are outlined some of the related sequencing considerations, and program-specific considerations for accommodating programmatic needs during building renovations:

### a. Sequencing Considerations

In some cases, swing space in key buildings will be created by W2025 projects – for example, the conversion of the now-vacant Schneider to house student services uses will free up space in Founders and Green Halls for academic uses. It is also conceivable that the addition to Pendleton West, if completed ahead of the renovation, could provide some swing space for the building renovation.

Other W2025 projects could remove certain spaces from the pool of on-campus swing space. For example, the creation of an Academic Commons in Clapp Library could eliminate some of the faculty studies that were used in 2000 as temporary faculty offices during the Pendleton East renovation.

Some projects may compete for the same swing space. For example, space in Simpson Hall recently vacated by Instructional Technology Services – scheduled for conversion as residential swing space – could also be attractive temporary space for interim renovations of Health Services and Counseling. Would it be possible to sequence projects to allow the space to serve, sequentially, both purposes?

### b. Program-Specific

#### Arts and Media

The arts programs in Pendleton West include not only faculty offices and classrooms, but also specialized spaces with health and safety requirements – for ventilation, for example – beyond those required for most academic buildings. The Arts faculty will outline the curriculum for the renovation period, so that the College can continue to investigate the availability of on-campus or off-campus space for these specialized uses.

#### Humanities

Near-term interim changes in Founders and Green are planned for discrete areas of the building and potentially can be accomplished over summer months, minimizing disruption to building occupants. The present occupants of these spaces will be moving to other buildings on campus (see Section III.B.1) before construction.

Changes to the building recommended by the Comprehensive Plan are more inclusive; a combination of project phasing and on-campus resources – such as existing faculty study areas in the Library – could help accommodate offices, classrooms and common areas disrupted by construction.

# SWING-BED COST ANALYSIS: MUNGER-FIRST SCENARIO B

## WELLESLEY 2025 SRE MASTER PLANNING PHASE

NEWMAN ARCHITECTS

March 22, 2013 DRAFT

SWING BED RESOURCES					RENOVATION PHASES/HALLS/BEDS NEEDED														
SOURCE	BEDS	COST			1 MUNGER (129)		2 BEEBE (142)		3 CAZ (135)		4 TOWER A (157)		5 TOWER B (142)		6 POM (206)		7 SHAFER (162)		
		PROJECT	FURN.	TOTAL	PER-BED	BEDS	COST	BEDS	COST	BEDS	COST	BEDS	COST	BEDS	COST	BEDS	COST		
Beds gained in bed areas of other large residences due to application of size standards	16	\$0	\$28,000	\$28,000	\$1,750	16	\$28,000	16		16		16		16		16			
Beds gained in bed areas of small and miscellaneous residences due to application of size standards	23	\$0	\$40,250	\$40,250	\$1,750	23	\$40,250	23		23		23		23		23			
Cervantes non-bed areas	1	\$0	\$3,500	\$3,500	\$3,500	1	\$3,500	1		1		1		1		1			
Homestead non-bed areas	1	\$0	\$3,500	\$3,500	\$3,500	1	\$3,500	1		1		1		1		1			
French Main non-bed areas	2	\$0	\$7,000	\$7,000	\$3,500	2	\$7,000	2		2		2		2		2			
Lake House non-bed areas	3	\$0	\$10,500	\$10,500	\$3,500	3	\$10,500	3		3		3		3		3			
Simpson West	19	\$0	\$66,500	\$66,500	\$3,500	19	\$66,500	19		19		19		19		19			
Off-campus	6	\$40,003	incl.	\$40,003	\$6,667	6	\$40,003	6		6		6		6		6			
Off-campus	6	\$60,005	incl.	\$60,005	\$10,000	6	\$60,005	6		6		6		6		6			
Off-campus	6	\$60,983	incl.	\$60,983	\$10,163	6	\$60,983	6		6		6		6		6			
Off-campus	6	\$62,352	incl.	\$62,352	\$10,392	6	\$62,352	6		6		6		6		6			
Off-campus	4	\$57,619	incl.	\$57,619	\$14,404	4	\$57,619	4		4		4		4		4			
Off-campus	4	\$59,966	incl.	\$59,966	\$14,991	4	\$59,966	4		4		4		4		4			
Pomeroy non-bed areas	3	\$90,000	incl.	\$90,000	\$30,000	3	\$90,000	3		3		3		0					
McAfee non-bed areas	5	\$219,375	incl.	\$219,375	\$43,875	5	\$219,375	5		5		5		5		5			
Stone Davis non-bed areas	13	\$780,000	incl.	\$780,000	\$60,000	13	\$780,000	13		13		13		13		13			
Bates non-bed areas	9	\$561,000	incl.	\$561,000	\$62,333	9	\$561,000	9		9		9		9		9			
Tower Court non-bed areas	9	\$585,000	incl.	\$585,000	\$65,000	2	\$130,000	7	\$455,000	9	0	0	0	0	0	0			
Claflin non-bed areas	4	\$313,500	incl.	\$313,500	\$78,375			4	\$313,500	4		4		4		4			
Cazenove non-bed areas	18	\$1,485,000	incl.	\$1,485,000	\$82,500			4	\$330,000										
Beebe non-bed areas	18	\$1,567,500	incl.	\$1,567,500	\$87,083														
Shafer non-bed areas	21	\$2,656,500	incl.	\$2,656,500	\$126,500							21	\$2,656,500	21	21				
Dower non-bed areas	21	\$4,290,000	incl.	\$4,290,000	\$204,285							5	\$1,021,425	5	21	\$3,268,560	21		
<b>Totals</b>	<b>218</b>					<b>129</b>	<b>\$2,280,553</b>	<b>142</b>	<b>\$1,098,500</b>	<b>140</b>	<b>\$0</b>	<b>157</b>	<b>\$3,677,925</b>	<b>157</b>	<b>\$0</b>	<b>170</b>	<b>\$3,268,560</b>	<b>149</b>	<b>\$0</b>

Caz= 172; Pom = 169

Caz-Pom link = 37 beds X 2 = 74 total

Caz = 135; Pom + Link = 206

Pom = 132; Caz + Link = 209

Beyond  
W2025

A variation on Scenario A, with similar performance and results.

NEWMAN ARCHITECTS

fig 32. Newman: Swing-bed cost analysis: Munger-First Scenario B  
*Renewal of the Student Residential Experience, Residential Program Plan, Program Planning Phase, Newman Architects, July 2013*  
*Red line overlay and text by VSBA, LLC*

## Science and the Environment

Turner Construction, Wellesley's cost and constructability consultant, and Ellenzweig, the Working Group planner, have defined a preliminary plan to phase renovation of the L Wing, thereby allowing the building to provide its own swing space, in part by converting the current Science Library to laboratory space.

## Student Residential Experience

### *Residential*

The Student Residential Experience (SRE) program planner, Newman Architects, worked closely with the SRE Working Group to quantify on-campus swing space, and to devise implementation scenarios that maximized the use of swing space for all 14 proposed residential phases. Their studies demonstrated that maintaining adequate bed counts throughout most or all renovation cycles required renovating those buildings in which construction would provide a net addition of beds – including the “New Dorms” – in relatively early increments of the plan. Because not all 14 renovation cycles could be completed as part of W2025, and because building conditions in some of the older halls – including those in Hazard Quad and Tower – require attention in the near term, projects in the consolidated plan do not align with the sequencing recommendations of the SRE report.

To address this, Newman Architects also devised several swing-bed scenarios, with costs, for the five residential phases included as part of W2025. These scenarios indicate that swing beds will be available throughout the course of W2025, but will not remain available through all phases of the SRE plan. (Figure 32.)

In order to make immediate improvements to quality of life in Wellesley's residential halls, the SRE report recommends reducing the number of existing beds in undersized rooms at the outset of implementation; these bed losses are incorporated into the report's swing bed calculations.

*As the College begins implementation, we recommend weighing the costs and benefits of losing beds to right-sizing at the outset of the plan. Excluding those in Munger (which, because Munger will be renovated first, would have no effect on the need for swing space), 43 beds will be lost to right-sizing at the outset of the plan.<sup>1</sup> The benefits of immediate right-sizing should be measured against its costs. For example:*

- According to the SRE report, maintaining 21 *existing* beds in Stone-Davis (at no cost), could produce the same number of beds as the proposed conversion of non-bed areas in Dower (at a cost of \$4.29M) or Shafer (\$2.65M).

- Keeping at least 9 of the 12 existing beds in Cazenove that would otherwise be lost to right-sizing would eliminate the need for the conversion of non-bed areas to bedrooms in Tower Court in the first two phases of the renovation program. These conversions would provide very little return on investment because they would provide swing beds for a very limited number of renovation cycles; the space in Tower Court would be renovated to permanent use within the W2025 time frame.

- Keeping the existing beds in service that would otherwise be lost to right-sizing in Pomeroy (2 beds) and Severance (2 beds) would eliminate the need to convert non-bed areas in Cazenove in the early renovation cycles. Cazenove, except for the Cazenove-Pomeroy link, is proposed for renovation within the W2025 time frame.

- Maintaining the 6 existing beds that would otherwise be lost to right-sizing in other residence halls not proposed for W2025 renovation (3 in Claflin and 3 in Shafer) would provide additional flexibility.

- If most or all of the existing beds that would otherwise be lost to right-sizing were maintained for the duration of W2025, there would be no need to renovate Dower, or to convert non-bed spaces in Shafer, Claflin, Cazenove, or Tower Court during the W2025 renovation cycles. Using the costs in the SRE report, this could potentially save \$4.9 million (or, alternately, serve other, non-residential needs for swing space that are compatible with residential uses). Many of these options, including converting space in Dower – the most expensive per-bed option proposed – would still exist in post-W2025 renovation cycles if needed.

Quality of life and equity concerns could, and perhaps should, preclude maintaining these beds. We recommend careful consideration of each on a case-by-case basis.

## Dining

The final Student Residential Experience report indicates that, by keeping the Bae Pao Lu Chow Dining Hall in the Lulu Wang Center in operation through the dining construction projects, including the addition to Munger and the renovation of Tower Court and Bates dining, the College will not need to supply any additional food service space.

## Wellness and Sports

Projects in the consolidated Base Plan include the renovation of the Field House, and interim improvements to existing spaces in Simpson and Stone for Health Services and the Stone Center Counseling Services.

- Turner Construction estimates that Field House construction will take 7 months. Disruption to activities could potentially be eased by phasing work to minimize the loss of the space during the winter months; agreements with local institutions for shared use of their facilities, similar to Wellesley's ongoing agreement for the use of squash courts; and, a temporary facility on an existing field. A temporary facility on the existing tennis courts near Schneider is also a possibility, if the footprint available is adequate to meet PERA's needs.

- Interim improvements to existing Health Services and Counseling spaces in Simpson and Stone could minimize disruption by occurring over the summer months, when fewer students are on campus and more space could be available elsewhere on campus for potential swing use. Improvements to Simpson, in particular, should be coordinated with improvements to the spaces recently vacated by Library Technology Services, which is planned as swing space for residential renovations.

The renovation and addition to Keohane included in the Comprehensive Plan could include partial occupancy during a phased renovation; this would need to be verified during design phases. It is conceivable that the addition could be completed in advance of renovations to the building core, allowing it to provide swing space before permanent occupancy. Depending on timing, common spaces in residence halls could provide temporary or permanent space for some kinds of sports and wellness activities.



Vanasse Hangen Brustlin, Inc.

Figure 1

November 2012

Well Locations

Wellesley College  
Wellesley, Massachusetts

fig 33. VHB: well locations

## D. PROTECTING THE CAMPUS WATER SUPPLY

Although City water is available for backup, Wellesley College provides and protects its own water supply. All designers and contractors working on the campus should be made aware of the Zone I and Zone II classifications around each wellhead, and in particular should be advised of the limitations on activities within the 400' radius protection zone around each wellhead (Zone I). In parallel, the College should continue to follow the recommendations of the Massachusetts Department of Environmental Protection.<sup>2</sup>

Over the course of the plan, the idea of relocating the wells to less intensively used areas of campus was discussed. Although this potential relocation is not part of the consolidated plan, it should be considered in any future discussions about using, acquiring, or de-accessioning campus land.

## E. NEXT STEPS

### 1. Process

The College recognizes the need for broad communication strategies and inclusive project planning that incorporates campus-wide concerns, building on the model already established by the formation of programming working groups that included stakeholders beyond immediate users. Next steps include:

- structuring project processes to set and attain goals for sustainability, accessibility, and preservation
- consulting with the Director of Campus Sustainability at the outset and at key points of each project
- consulting with Library and Technology Services at the outset and at key points of project planning – particularly for those projects with classroom, research, and instruction spaces
- throughout projects, but particularly for media-rich spaces, investigating what groups (besides the intended user group) might benefit from such space and involve them in the planning
- identifying opportunities for shared space and collaboration within and between projects
- determining what operational payback periods make financial sense for the College, and funding project sustainability features – beyond those needed to achieve LEED Silver certification – that meet these criteria
- establishing tracking tools and controls to monitor cost impacts of project schedule changes

- establishing regular updates to the campus community on specific projects and implementation of the consolidated plan
- continuing to coordinate and make progress on College-wide goals, including goals for accessibility and sustainability, both within and in parallel with W2025 projects.

### 2. Moving Forward

The College has proposed an ambitious implementation schedule, with completion of the Expanded Plan projects in 2020. Indeed, Wellesley has already begun: the renovation of Schneider has started, design of the Field House is underway, and the architect selection processes for Pendleton West and Munger have begun. The identification of interim Student Residential Experience projects has begun, both the architect and construction manager for interim improvements to Founders and Green have been selected, and programming for Health Services and Stone Center Counseling Services is underway.

*With a framework set for the W2025 projects, the College can now begin the important work necessary to renew and reinvest in our buildings – our lovely, iconic, essential spaces – enabling us to achieve our educational goals.*

– H. Kim Bottomly<sup>3</sup>

## ENDNOTES

1. Newman Architects, "Renewal of the Student Residential Experience, Residential Program Plan, Program Planning Phase." Vol. 2, Jul. 2013: Sec.A3-1-Sec.A3-23.

2. Massachusetts Department of Environmental Protection, Source Water Assessment and Protection (SWAP) Report for Wellesley College. 2 Jun. 2003.

3. H. Kim Bottomly, "An Important Step for W2025," memo to the Wellesley College community. 25 Apr. 2013.