



Campus Master Plan Update

DCAM PROJECT # BHE0501 ST1



WESTFIELD STATE UNIVERSITY | DIVISION OF CAPITAL ASSET MANAGEMENT | MASSACHUSETTS STATE COLLEGE BUILDING AUTHORITY | **SPRING 2011**



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VIEW OF MAIN CAMPUS



President's Message



“You only get one chance to make a first impression” and as the most residential of the nine state colleges, Westfield State University’s campus is a proud point of distinction. The Westfield State University Campus Master Plan: Update 2011 is our framework intended to maintain and improve our grounds and facilities, serving as a guide for orderly, organized long-term growth.

Looking to the future while honoring the past were key drivers of this update. The timing of the Master Plan update coincides with two major events in the University’s history: the 2010 Massachusetts legislative approval and its designation as a ‘university’, the fourth name change in our history, and the upcoming 175th anniversary of the institution, which occurs in 2013. As a result, the plan depicts a pattern of growth that truly establishes the Green as the heart of the campus while reflecting our new status as a university. It plans for recognizable improvements and limited growth that is cohesive, efficient and people-oriented based on thoughtful land use and our connection to our neighbors.

This master planning process has been a comprehensive and collaborative process among state, local and campus organizations. It engaged, involved and energized participants, building consensus, and providing a roadmap for future growth. I am grateful for the leadership provided by the University’s Long-

Range Planning Committee and the Master Planning Committee, both of which worked seamlessly among constituencies to ensure the process was transparent and conducted with integrity.

Review and comment from our Student Government Association and our students was essential to the success of the process and to the final plan outcome. For their time and efforts we are all appreciative.

I also would like to acknowledge the professional, insightful counsel provided by the Division of Capital Asset Management (DCAM), the Massachusetts State College Building Authority (MSCBA) and the City of Westfield. The quality of the campus environment will continue to improve as an asset for attracting the very best students, faculty and staff as a result of their contributions.

Westfield State University’s first-rate facilities – those existing, along with those being constructed, renovated, modernized and planned are tangible examples of the legacy we continue to build for our students.

Best,
Evan S. Dobelle
President

WESTFIELD STATE UNIVERSITY CAMPUS



Executive Summary

This update to the 2007 Westfield State Campus Master Plan identifies Westfield State University's priority capital projects and provides a framework for guiding campus growth and development for the foreseeable future within the next decade. The overall goal of this planning effort is to coordinate near- and longer-term capital improvements in buildings, grounds and infrastructure to strengthen the campus as a functional and attractive setting while preserving and enhancing the campus' special qualities and features. Consistent and careful coordination of every decision related to improving buildings and grounds is necessary to ensure that Westfield State gets the most benefit for every dollar invested.

The objectives for this Campus Master Plan include the following:

Identify preferred sites for Westfield State's priority building projects

- New residence hall
(128,000 gross square feet, 410 bed capacity)
- New academic building or building addition
(45,000–60,000 gross square feet)
- Dining facility expansion
(5,000 gross square feet)

Upgrade functionality and image of Westfield State campus

- Maximize positive impacts of each building project on enhancements to broader campus environment
- Improve organization of campus by clustering of compatible uses for operational efficiency and synergy
- Enhance landscaped open space with improved spatial definition, design character and consistent quality (incorporating greater environmental sustainability)
- Invest in pedestrian amenities and vehicular circulation improvements to maintain a campus that is safe and convenient to navigate
- Relocate surface parking lots, particularly in the academic building cluster of the main campus, thereby freeing up valuable real estate in the heart of Westfield State for the development of outdoor areas that support the adjacent building uses, and reduce paved areas (with corresponding environmental benefits regarding management of stormwater runoff and heat island impacts)

Provide direction for longer-term use of Westfield State's Main, East, South and North Campuses

- Highest and best use opportunities, and advantageous development options by examining suitable use and capacity

- Potential alternatives for university growth and expansion

The place-making vision for the Westfield State campus emphasizes its bucolic New England setting by preservation, enhancement and expansion of landscaped open space and wooded areas. The implementation of this vision consists of upgrading existing open spaces, relocation of surface parking in the campus core, and reconfiguration of vehicular circulation to create "outdoor rooms" at different scales, shaped by the facades and footprints of the buildings around them, and designed to generously accommodate a range of outdoor activities. Groves of existing trees will be preserved and expanded wherever feasible. The Westfield State campus will remain compact, walkable, active and attractive.

The priority building projects identified in this master plan address urgent academic program and residential space needs to accommodate the uses and interests of the academic community and the university's evolving mission. While the proposed placement of these priority projects maximizes the benefits of their primary purpose, each is organized to leverage opportunities for related open space improvements and pedestrian amenities.



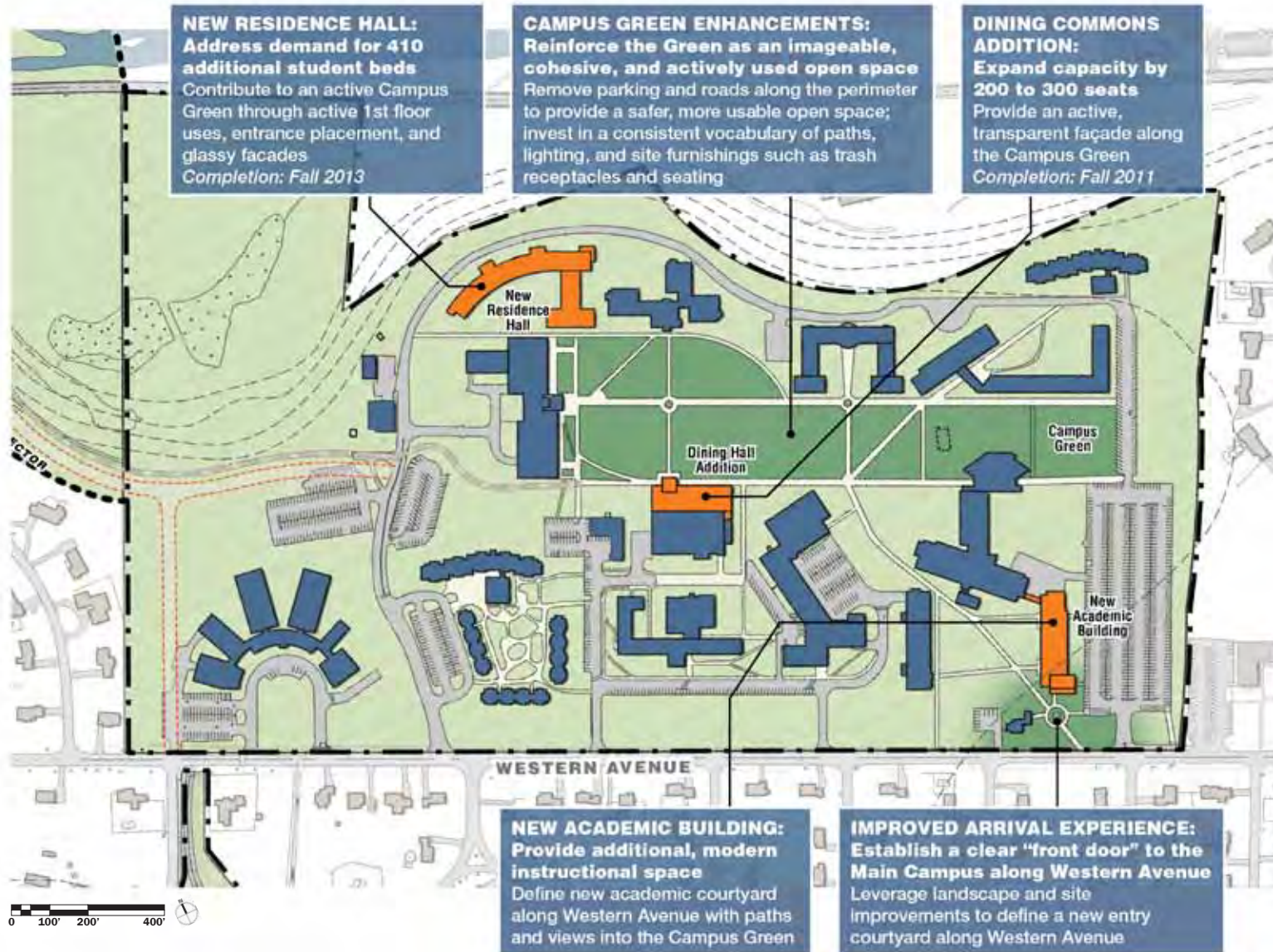
Strategically targeted capital investment and creative design will ensure that the impact of priority building projects and related improvements is maximized. Over the next decade, close to \$100 million will be spent on new construction, a major addition and landscaped open space that will transform the critical core of the Westfield State campus, and usher in the new era for the institution as a State University. Westfield State has taken advantage of this unique opportunity to become the first institution to commission an update of the campus master plan prepared for the state system in 2007.

This collaborative planning effort involved Westfield State University, Massachusetts Division of Capital Asset Management, Massachusetts State College Building Authority and Goody Clancy. Much as the academic community is engaged in breaking down the barriers between traditional disciplines, this planning effort represents a deliberate attempt to remove the administrative silos of the agencies who all have a stake in the integrated development of the Westfield State campus.

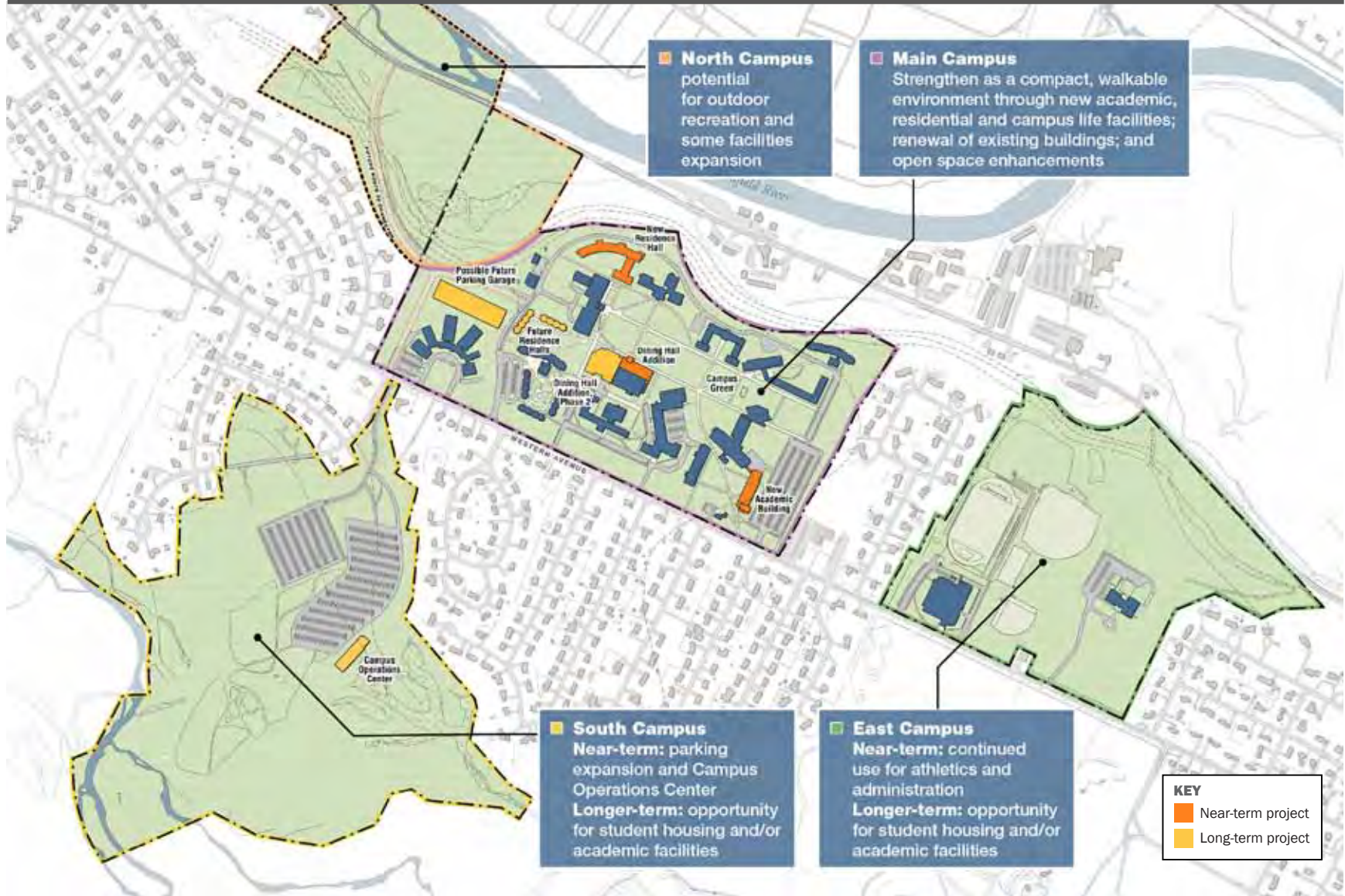
THE WESTFIELD STATE UNIVERSITY CAMPUS TODAY



WESTFIELD STATE UNIVERSITY DEVELOPMENT PLAN: OVER \$100 MILLION IN NEAR-TERM CAMPUS INVESTMENTS



LONG-TERM VISION FOR THE WESTFIELD STATE UNIVERSITY CAMPUS



North Campus
 potential for outdoor recreation and some facilities expansion

Main Campus
 Strengthen as a compact, walkable environment through new academic, residential and campus life facilities; renewal of existing buildings; and open space enhancements

South Campus
 Near-term: parking expansion and Campus Operations Center
 Longer-term: opportunity for student housing and/or academic facilities

East Campus
 Near-term: continued use for athletics and administration
 Longer-term: opportunity for student housing and/or academic facilities

KEY
 ■ Near-term project
 ■ Long-term project



I. Introduction

Originally founded in 1838 by Horace Mann as the nation’s first public coeducational school for teacher training, Westfield State University is now a comprehensive public four-year undergraduate and graduate degree granting institution committed to providing a practical, student-centered education in a “small-college” setting in Western Massachusetts.

Today, the University serves more than 5,800 students through its undergraduate, graduate and continuing education programs, attracting students from every county in Massachusetts. Enrollment has stabilized after a period of rapid growth; the University experienced an over 20% increase in the number of students served between 2004 and 2009. Westfield State is among the most residential institutions within the state university system, housing more than 2,800 students—approximately 60% of Westfield State’s 4,500 Day Division undergraduates—within nine on-campus residence halls, and a student apartment complex located in downtown Westfield. Demand for on-campus housing remains high and over-crowding in residence halls and the dining facilities is a growing concern.



View of Campus Green from Ely Library & Campus Center

Westfield State University's Mission Statement

Emphasizing teaching, student advising, and student involvement in the life of the University and the community, Westfield State University's primary mission is to assist its students to develop intellectually and to use their knowledge and skills to improve the social and economic conditions in their communities. The University seeks to instill among members of its community a sense of social responsibility and citizenship.

ACADEMIC AND STRATEGIC PLANS

Westfield State currently offers 31 undergraduate majors and 9 graduate-level degree or certificate programs. Academic offerings continue to steadily evolve, delivered in an educational environment offering an 18:1 student-to-teacher ratio. Westfield's retention and graduation rates are the highest among the schools in the state university system in the Commonwealth.

Westfield State University is guided by its Strategic Plan, completed in 2008. The Strategic Plan identifies the following five areas of focus:

FOSTER STUDENT SUCCESS

EXPAND AND ENHANCE RECOGNITION

EMBRACE DIVERSITY

REVITALIZE AND DEVELOP FACILITIES

ENRICH RESOURCE DEVELOPMENT

Westfield State's strategic goals shaped both the priority projects and campus development plan described within this report. Investments identified in the Campus Master Plan Update will support Westfield State as it advances goals related to facilities renewal and construction, to provision of a high-quality academic environment, to building community campus-wide, and to recruitment, retention and visibility.

UNIVERSITY STATUS AND ACCOLADES

In July 2010, Westfield State College became Westfield State University when Massachusetts Governor Deval Patrick signed legislation granting university status to all nine state colleges. This is the fifth name change in the school's history having progressed from Barre Normal School (1838), the Westfield Normal School (1844), Westfield State Teachers College (1932), to Westfield State College (1960).

The transition is a change in name only and not in mission. Westfield State and its state peers for many years have been functioning at the technical definition of the 'university' level as the institution offers master's degrees in seven disciplines as well as post-baccalaureate and professional development programs. The designation also has the potential to increase the school's ability to attract more funding from private and non-state sources.

This institutional distinction caps off a year of notable achievement and progress both on and off-campus.

Winding down from one of the toughest financial climates in recent U.S. history, a good value is important to the school's students and their families who in choosing to pursue a higher education are making one of the biggest decisions of their lives. Westfield State was cited in February 2010 as Massachusetts' 'best value' among all public and

private institutions according to a study published by the Boston-based public policy think tank firm MassINC. The next five institutions on the scale are Harvard University, the University of Massachusetts–Amherst, Williams College, Amherst College and the Massachusetts Institute of Technology. The study is intended to help families make more informed decisions on college choices and costs.

Additionally, Westfield State ranked first among state university peers according to U.S. News & World Report 2011 edition of Best Colleges, published in August 2010. These recognitions are based in part on graduation rates and cost. The University has the highest graduation rate of all the state schools but is seventh lowest out of nine in terms of cost.

Purpose for 2010 Campus Master Plan Update

The aim of the Campus Master Plan Update is to target, coordinate and maximize campus-wide benefits for up to \$100 million in capital investment anticipated at the University over the next decade through the following major capital projects:

NEW RESIDENCE HALL

COMPLETION DATE: FALL 2013
\$49 MILLION



NEW ACADEMIC BUILDING

COMPLETION DATE: TBD
\$33 MILLION



DINING FACILITY EXPANSION

COMPLETION DATE: SEPTEMBER 2011
\$4.8 MILLION



This plan also revisits longer-term growth scenarios, parking provisions, and approach to landscaped open space.

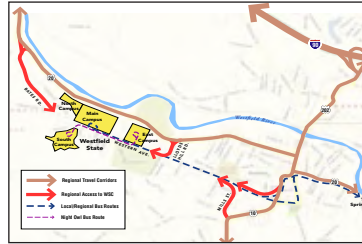
Westfield State's most recent campus master plan, completed in 2007, located new academic and campus life facilities to support programmatic growth, identified a clear campus gateway along Western Avenue; supported a cohesive network of outdoor spaces; and sought to strengthen Westfield State as an imageable, walkable campus. While these objectives continue to provide a foundation for campus planning and development at Westfield State, changing circumstances have prompted an update of the 2007 Campus Master Plan, including:

- Faster than anticipated growth in student enrollment—20% between 2004 and 2009—and evolving academic programs
- Overcrowding and increased demand for student housing (not considered in 2007 master plan)
- Need to provide additional near-term dining capacity (to relieve overcrowding and provide increased capacity to support a larger number of resident students)
- New senior leadership team with revised priorities and new strategic goals as reflected in the 2008 Strategic Plan
- Phased availability of Juniper Park Elementary School for University use

- Replacement of Parenzo Hall postponed for the foreseeable future
- Impact of delay in Route 20 Connector implementation
- Addition of modular building (“Mod Hall”) to provide academic space in the near term
- Desire to revisit approaches to green space, parking and circulation
- Additional information on near-term availability of funding for project implementation, including passage of 2008 higher education bond bill with project earmark for academic building at Westfield State.

The 2010 Campus Master Plan Update provides an opportunity to examine how major capital investments may best advance Westfield State's institutional goals and create a more functional and attractive campus setting.

2007 CAMPUS MASTER PLAN



PLANNING PROCESS

This Campus Master Plan Update was a collaborative effort involving Westfield State University, Massachusetts Division of Capital Asset Management (DCAM), Massachusetts State College Building Authority (MSCBA) and Goody Clancy. Work on the Campus Master Plan Update began in June 2010 and concluded in Spring 2011.

The scope of this Campus Master Plan Update includes the following:

- Re-examine capital investment priorities and campus development scenarios in light of evolving mission, and growth in programs and enrollment
- Confirm priority projects, outline project parameters, select project sites and identify opportunities for improvements to campus infrastructure and landscaped open space
- Develop a campus vision and framework for physical growth and change that leverages individual projects to meet programmatic needs and capture place-making benefits
- Formulate a strategic implementation program for capital investment with project scopes, budgets, timetables, and sequencing (to enable efficiencies and minimize disruption)

The planning process for the Campus Master Plan Update involved review of campus needs, opportunities and capital priorities; exploration of siting options and implications; and refinement of

preferred development directions. The participation of the campus community in the planning process was accomplished through the following events:

- Working sessions with a steering committee representing a broad range of roles and perspectives within Westfield State
- Presentation to the Long Range Planning Committee
- Several presentations to the Westfield State University Board of Trustees
- Meetings with broader campus community, including the Student Government Association (SGA) and an open campus meeting
- Presentation to the Neighborhood Advisory Group.

Comments from campus stakeholders played a central role in shaping the preferred development framework described within this plan.

This planning document has been produced to serve multiple purposes, including:

- Articulation of a vision for the near- and longer-term development of the Westfield State campus, reflecting coordination of individually excellent projects to maximize campus-wide benefits;
- Preparation for anticipated implementation of priority projects to be undertaken with DCAM and MSCBA;
- Communication with the Westfield State campus community; and
- Assistance to University leadership for outreach and fund-raising efforts.

II. Existing Conditions

OVERVIEW

The Westfield State University campus is located along Western Avenue in a suburban neighborhood within the small western Massachusetts city of Westfield. The 300-acre campus consists of 22 major buildings and four campus districts.

- **Main Campus:** the core of Westfield State’s academic, residential, and campus life
- **East Campus:** location of the Horace Mann Center (central administration, Admissions and Financial Aid) and Westfield State’s athletic facilities
- **South Campus:** primarily used for parking
- **North Campus:** Westfield State- and Westfield State Foundation-owned land along the Westfield River,

served by Route 20 and separated from the Main Campus by a significant bluff

East of the Westfield State University campus, an approximately twenty-minute drive away, is the city of Springfield.

Higher education institutions within a half-hour drive of Westfield State include two public community colleges (Springfield Technical Community College and Holyoke Community College) and several private institutions (Springfield College, AIC—American International College, Western New England College, and Elms College).

In terms of both overall size and massing—i.e., both the amount of space a building occupies and the way that space is arranged to form the shape of a building—the buildings on the Westfield State campus are of a consistent and comfortable scale. Campus buildings are 1–4 stories, with only the tower portion of the Ely Library & Campus Center being taller. Brick prevails as the exterior material of choice for the majority of buildings on the Main Campus. In general, the architectural styles of the campus buildings reflect the trends of their respective eras.



Aerial view of campus



DOWNTOWN FACILITIES

Several Westfield State facilities are located in downtown Westfield, approximately 1.5 miles from the Western Avenue campus. These downtown facilities include the Lansdowne Place student apartment complex at 38 Thomas Street; the Rinnova Art Gallery at 105 Elm Street; and the University's original site at 27 Washington Street. Plans for additional future downtown facilities are outlined in Westfield State's 2008 "Downtown Westfield Arts District Study." A university-operated shuttle bus system and the Pioneer Valley Regional Transit Authority provide transportation to and from Westfield State's off-campus facilities.

The focus of this Campus Master Plan Update is the Western Avenue campus.



27 Washington Street

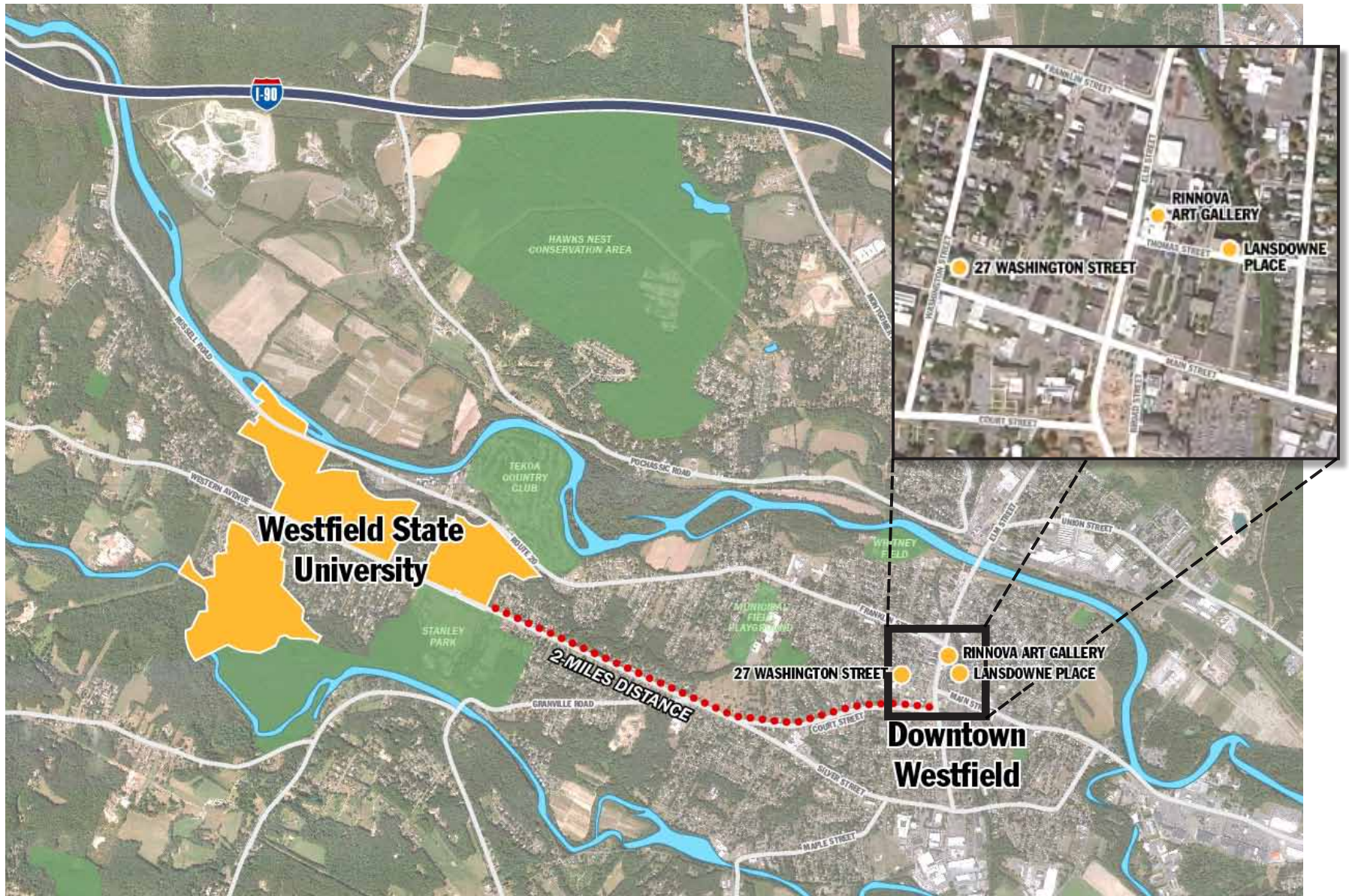


Rinnova Art Gallery



Lansdowne Place Student Apartments

CAMPUS CONTEXT



THE WESTFIELD STATE UNIVERSITY CAMPUS TODAY



WESTFIELD STATE UNIVERSITY BUILDINGS

BUILDING NAME	GROSS SQUARE FEET	CONSTRUCTION YEAR	PRIMARY USE
Apartment Complex (Conlin Hall, Seymour Hall, and Welch Hall)	78,000	1976	Residence Hall
Bates Hall	49,474	1961	Academic
Courtney Hall	105,463	1989	Residence Hall
Davis Hall	73,700	1966	Residence Hall
Dickinson Hall	73,700	1966	Residence Hall
Dining Commons	35,000	1988	Campus Life
Ely Library & Campus Center	161,036	1972	Campus Life / Academic
Ferst Interfaith Center	2,688	1981	Campus Life
Horace Mann Center (333 Western Avenue)	54,000	1969	Administration
Juniper Park Elementary School	60,307	1968	Public Elementary School (primarily non-University use)
Lammers Hall	72,700	1972	Residence Hall
Mod Hall	16,800	2010	Academic
New Hall	125,096	2005	Residence Hall
Parenzo Hall	90,588	1957	Academic
Public Safety Complex (White House)	3,610	1890	Campus Operations
Scanlon Hall	79,200	1954	Residence Hall
Wilson Hall	160,919	1971	Academic
Woodward Center	80,479	2004	Athletic and Recreation

CAMPUS OPERATIONS & SUPPORT FACILITIES

Athletic Storage Building	4,558	2004	Athletic and Recreation
Hazardous Waste Building	2,000	2002	Campus Operations
Maintenance & Trades Building	6,236	1957	Campus Operations
Maintenance Garage	1,800	1986	Campus Operations
Power Plant	5,409	1972	Campus Operations

CAMPUS CONFIGURATION

Westfield State University has occupied its current location in a suburban neighborhood of Westfield since 1956. The campus initially consisted of twenty-six acres of city-owned land used for relocating the Westfield State Teachers College from downtown Westfield. City Hall now occupies the former red-brick Westfield State Teachers College building on Court Street, at the eastern end of Western Avenue.

As the mission of the institution evolved and its enrollment grew, the campus expanded to cover the Main, South and North Campuses. The College acquired the western portion of the East Campus property in 1969 and the eastern portion in 1999.

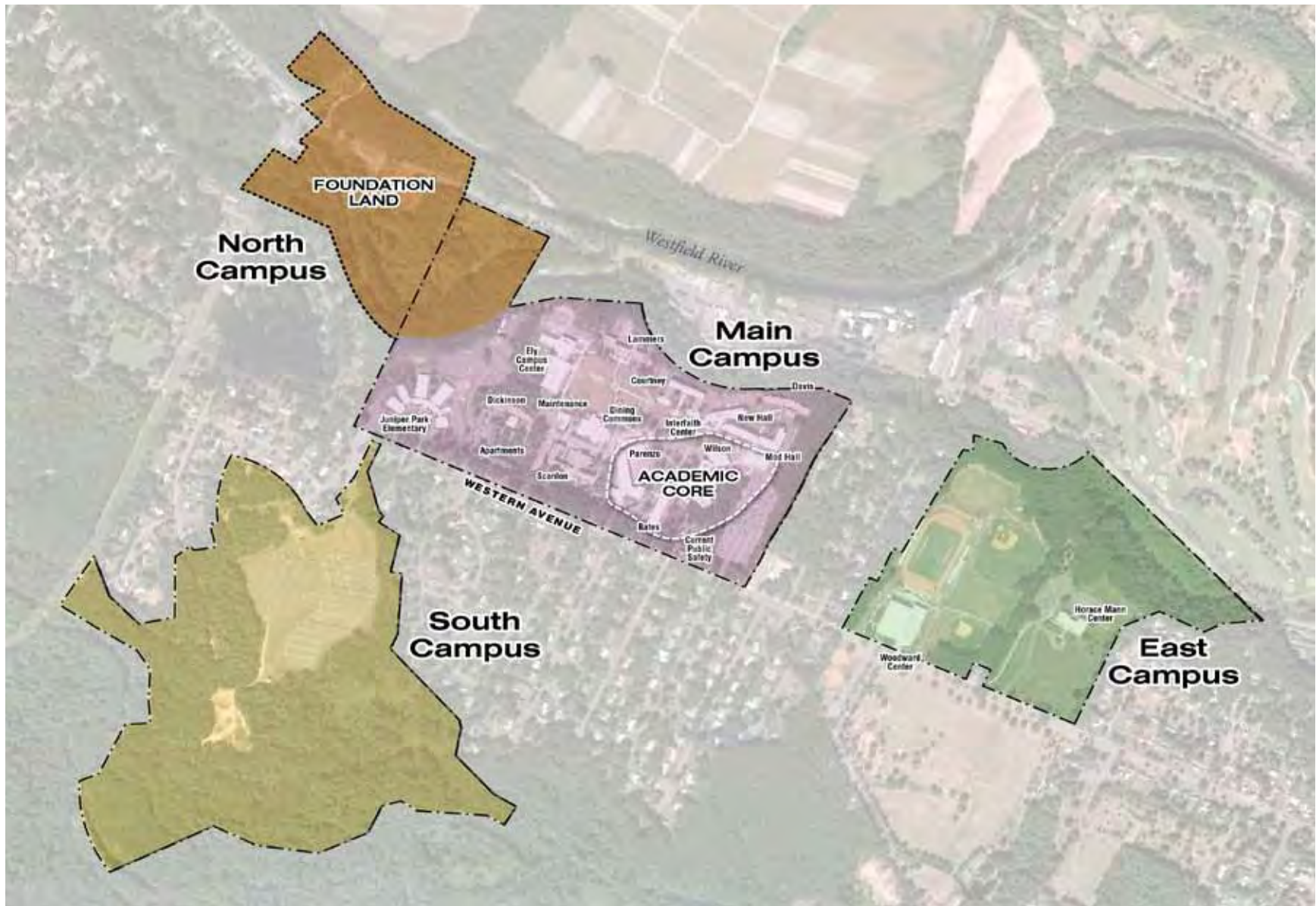
Today, the Westfield State campus may be described as a bucolic setting with a relatively orderly and uncrowded arrangement of buildings of similar scale, ringed by small clusters of wooded areas, punctuated by a spacious Campus Green at its center. With more judicious placement of new buildings, additional attention to exterior architecture and infrastructure improvements, the spatial definition, character and usefulness of landscaped open spaces across the campus may be greatly enhanced.



All main campus destinations are located within a 5-minute walk (1/4-mile distance) from one another. North, South, and East Campuses are all over a 10-minute walk (over a 1/2-mile distance) from the Campus Green.



CAMPUS DISTRICTS



Main Campus

Twenty of Westfield State’s twenty-two primary buildings are located within the approximately 80-acre Main Campus which is the core of the academic, residential and campus life. This area is bounded on the north by a steep drop in topography and to the south by Western Avenue. A residential neighborhood along Overlook Drive and a church lie to the east of the Main Campus, and Juniper Park Elementary School—a University-owned building primarily used as a public elementary school—lies at the western edge of this district.

Today, the frontage of the Main Campus along Western Avenue (over a half mile in length) serves as the “public face” of the university. Multiple entry-exit points to the Main Campus occur along Western Avenue, resulting in a condition where a clear formal front entrance to the university is not apparent. First time visitors to the campus must rely heavily on signage to reach their destination



The expansive Campus Green at the heart of Main Campus



Bird's eye view of the Main Campus, looking north; image pre-dates construction of New Hall and Mod Hall.

East Campus

Located on the approximately 63-acre East Campus is the Horace Mann Center (in which central administration, Admissions, Financial Aid and the Criminal Justice academic program are accommodated), the Woodward Center (Westfield State’s primary indoor athletic facility), and the University’s playing fields. The structure housing the Horace Mann Center was constructed in 1969 as a corporate office building for Stanley Home Products, a manufacturer and distributor of household products and giftware, and has been

adapted for reuse by Westfield State. The 54,000 square foot building consists of two pavilions of offices connected by a central two-story lobby atrium.

East Campus is separated from the Main Campus by the Overlook Drive neighborhood and the church, as noted above. One small property not owned by the University, a former fire station now used as a municipal vehicle repair depot, lies along Western Avenue between the Horace Mann Center

and the campus’ athletic complex. Western Avenue provides a physical connection between East Campus and the Main Campus, but the two feel remote from one another.

Across the street from East Campus is Stanley Park, a privately owned 300-acre park, including an arboretum and botanical garden, as well as a playground, soccer fields, tennis courts, picnic area, wildlife sanctuary, colonial pond, covered bridge, and blacksmith shop. Stanley Park is open May through November, and provides a valuable amenity for the University community.



Horace Mann Center and athletic fields



Woodward Center

South Campus

Just south of the Juniper Park Elementary School across Western Avenue lies the approximately 105-acre South Campus property which serves as a remote campus parking location with a capacity of over 1,100 spaces. The property is bounded on the south by the Little River, on the east and west by suburban residential development, and on the

north by Western Avenue. In addition to parking, the South Campus accommodates a salt shed. The vegetated undeveloped portions of this property are largely available for future development.



South Campus today

South Campus, looking north. Former parking configuration; parking capacity on South Campus has more than doubled in recent years to meet demand.

North Campus

The North Campus of Westfield State sits at the foot of a bluff which steps down from Main Campus to the Westfield River. This 45-acre undeveloped parcel is within the floodplain of the Westfield River and is bordered on the north by Russell Road (Route 20)

and the River, on the west by suburban development, on the south by the Juniper Park Elementary School and Western Avenue, and on the east by Main Campus. Non-University properties adjacent to North Campus include a camp for youth and a hotel.

Development on the North Campus will be impacted by the presence of wetlands, and regulatory considerations related to the Wetlands Protection Act and the Rivers Protection Act, as well as issues regarding rare species habitats.



North Campus, looking north

FUNCTIONAL ORGANIZATION

The Westfield State campus is organized into the following clusters of related activities or “use zones.” The master plan recognizes and reinforces the existing pattern of uses to improve the operational efficiencies across the campus.

Academic



Bates Hall, a primary academic building

The University’s primary academic zone, the “academic core,” is located in the southeast portion of the campus and is shaped by Westfield State’s primary academic buildings—Wilson, Bates and Parenzo Halls—and also includes temporary Mod Hall. This zone will be strengthened by the addition of the proposed academic building, the removal of Mod Hall, and the creation of an Academic Quad and Entrance Courtyard. Currently, the physical environment around the existing buildings—including entrances, open spaces and paths—does not reinforce this area’s identity as a distinctive zone and the core of the University’s academic enterprise.

The relocation of some Westfield State functions to Juniper Park Elementary School marks the introduction of this facility as a secondary academic zone for the University. In the coming years, with the



Temporary Mod Hall provides much-needed academic space

anticipated construction of a new public elementary school, the Juniper Park building will be fully occupied by University programs.

Ely Library & Campus Center and the Horace Mann Center also house some academic functions but primarily serve, respectively, as campus life and administrative facilities.

A campus-wide academic space planning study is recommended to establish the program for the proposed academic building, identify the migration of academic uses to the Juniper Park building, redistribute functions accommodated in Mod Hall, address resulting backfill opportunities in Bates, Parenzo and Wilson Halls, and relocate the Criminal Justice program to the Main Campus.

CAMPUS USE ZONES



CAMPUS USE ZONES

- Academic
- Residential
- Administration
- Student life/dining
- Athletics/recreation
- Primarily non-campus use
- ★ Campus hub



Residential



New Hall, Westfield's most recently constructed residence hall



Lammers Hall is located on the Campus Green

The Westfield State campus includes two residential zones, both located within the Main Campus. The residential zones are within a five-minute walk of Ely Library & Campus Center, the Dining Commons, and the Academic Core, and offer easy access to the central Campus Green.

A band of residence halls—including New Hall, Davis Hall, Courtney Hall, and Lammers Hall—lines the northern edge of the Campus Green, along the bluff. This residential zone will be strengthened by the addition of the proposed 410 bed residence hall.

A second cluster of residence halls, located south and west of the Campus Green, includes Scanlon Hall, Dickinson Hall and the Apartments.

Administrative



Horace Mann Center on East Campus

Westfield State's central administrative functions are mostly accommodated in the Horace Mann Center on the East Campus, removed from the academic, residential, and campus life cores of the institution on the Main Campus. Relocation of Admissions from the Horace Mann Center to Main Campus is recommended for consideration.

Campus Life



Ely Library & Campus Center with recent Entry Addition



Expansion of the Dining Commons is a priority project

Ely Library & Campus Center and the Dining Commons constitute Westfield State's primary campus life facilities. Accommodating dining, library, fitness, and student activity space, these facilities support student learning and growth beyond the classroom. The proposed Dining Commons Expansion will strengthen an important hub of campus life. A revitalized Ely Library & Campus Center has the potential to serve the campus community as a vibrant facility for learning and social activity, taking full advantage of its prominent location facing the Campus Green.

Athletics/Recreation



Athletic Complex

Westfield State's primary athletics/recreation zone is located on East Campus. The Woodward Center and athletic fields beyond support the University's athletic programs while also providing recreation facilities. The Woodward Center also provides all instructional space for academic programs in Movement Science.

OPEN SPACE

Landscaped open space is a defining characteristic of Westfield State University’s bucolic setting and its distinct campus identity. At the heart of Main Campus is a spacious Campus Green, which serves as an activity hub and circulation crossroads for the University. Around the Campus Green are Westfield State’s primary academic, campus life, and residential facilities.

The Campus Green is monumental in scale and is highly valued as a campus icon and activity area by students, faculty and staff. The dimensions of the Campus Green exceed those of similar types of iconic spaces on other academic campuses such as, for example, Harvard Yard and the Lawn at the University of Virginia.

Westfield Walk, an emerging pedestrian spine, links destinations along the northern edge of the Campus Green.

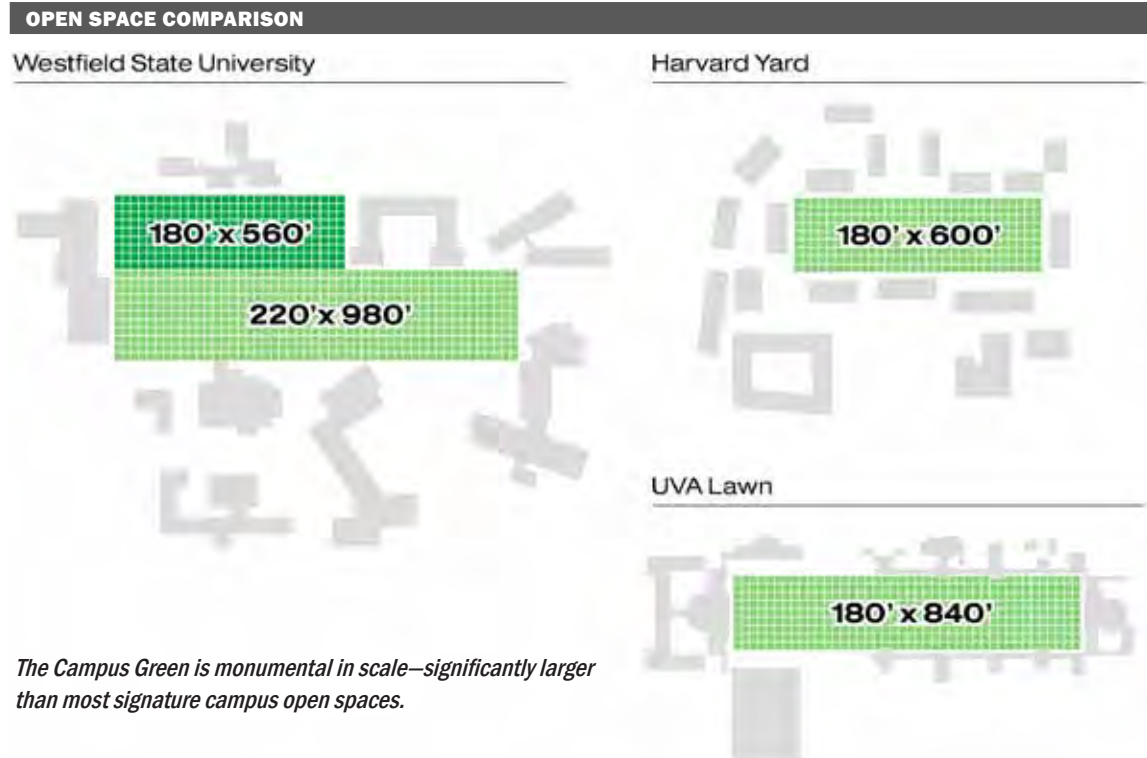
Smaller “pocket” green spaces are shaped by many of Westfield State’s residential facilities, including Courtney Hall, New Hall, and, collectively, Dickenson, Seymour, Conlin and Welch Halls. Wooded areas with clusters of tall pines can be found along the perimeter of the Main Campus—most notably along Western Avenue, in the area between the Commuter Parking Lot and the academic core, and along the bluff at the northern edge of the district.

On East Campus, a large lawn along Western Avenue fronts the Horace Mann Center, with wooded land behind. Wooded land and a non-University owned property separate the Horace Mann Center from the athletic complex.

North Campus is heavily wooded, with some cleared areas and wetlands along Route 20. In one area, the boundary of North Campus extends across Route 20, along the Westfield River.

On South Campus, wooded campus land extends south beyond parking lots to the Little River.

The built structures at Westfield State are concentrated on the Main and East Campuses which are both relatively flat and do not pose topographic challenges. However, flooding is a concern in some areas and surface water drainage requires attention. A significant bluff lies along the northern perimeter of the Main and East Campuses, with the terrain dropping sharply towards the Westfield River valley. Trees and dense undergrowth sit atop the bluff, masking this topographical feature from the Westfield State campus and blocking attractive vistas to the surrounding landscape.



CAMPUS GREEN SPACE NETWORK



Campus Green—An Iconic Open Space

The Campus Green is Westfield State's most valued, prominent, and heavily used open space, and is seen by many as the campus icon. The movement of students between classes, residence halls, the Dining Commons and Ely Library & Campus Center activates this space as a campus activity hub. The Campus Green accommodates graduation, pick-up sports, and student events ranging from concerts to

orientation to art shows. More than any other space indoors or out, the Campus Green serves as the heart of the Westfield State campus.

However, in many ways, the physical environment fights against the Campus Green as a well-defined, attractive and functional open space.

- Many buildings along the Campus Green turn their backs to the space (for example, Wilson Hall);

front the Campus Green with inactive edges (such as the Ely Library wing and Lammers Hall) rather than with transparent facades that strengthen connections between indoor and outdoor spaces; or house functions that are incompatible with a central campus open space and lack the activity and pedestrian traffic that would help to animate the Campus Green (the prime example being the Maintenance & Trades building).



Campus Green

- Buildings are located around the Campus Green, but are not successful in providing the spatial definition that would strengthen this space as an intentional, imageable, distinctive place. More judiciously placed building footprints with aligned major elevations may be used to create more clearly defined edges to shape the landscaped open spaces. Exterior architecture and active uses can be used to animate and give character

to the open spaces. While college and university campuses often seek to provide green spaces that serve as attractive, well-used “outdoor rooms,” the Campus Green is a loosely defined, amorphous area. The numerous zones within the Campus Green such as the “town green”-like area in front of the Ely Library & Campus Center and the elongated “lawn” between Courtney Hall and the academic core, offer major programmatic and

design opportunities to create a more attractive and usable outdoor environment for the campus. Carefully controlled landscape design may be used to achieve consistent quality and appearance that will help to promote a distinct campus identity.

- The link—both functionally and visually—between the Campus Green and the Western Avenue frontage is missing. Connections and transitions between neighboring open spaces and



The Campus Green accommodates graduation, pick-up sports, student events, and passive recreation.



The Maintenance & Trades Building is located along the Campus Green on a site that would be better occupied by academic or campus life uses.



Roads and parking lots along the southern edge of the Campus Green interrupt pedestrian routes, detract from visual appeal and create a barrier between academic buildings and the Campus Green.

buildings will create a more integrated campus fabric.

- The southern edge of the Campus Green consists of roads and parking lots that interrupt pedestrian routes and detract from the visual appeal and walkability of the space.
- Westfield Walk serves as an emerging east-west spine through the Campus Green, and is an important first step in enhancing the navigability and imageability of this important green space. Overall, however, paths are an eclectic mix that includes unpaved desire lines, minimal asphalt paving, and a variety of outdoor furnishings.

Future campus investments provide opportunities to reinforce this important space at the heart of the Westfield State campus.



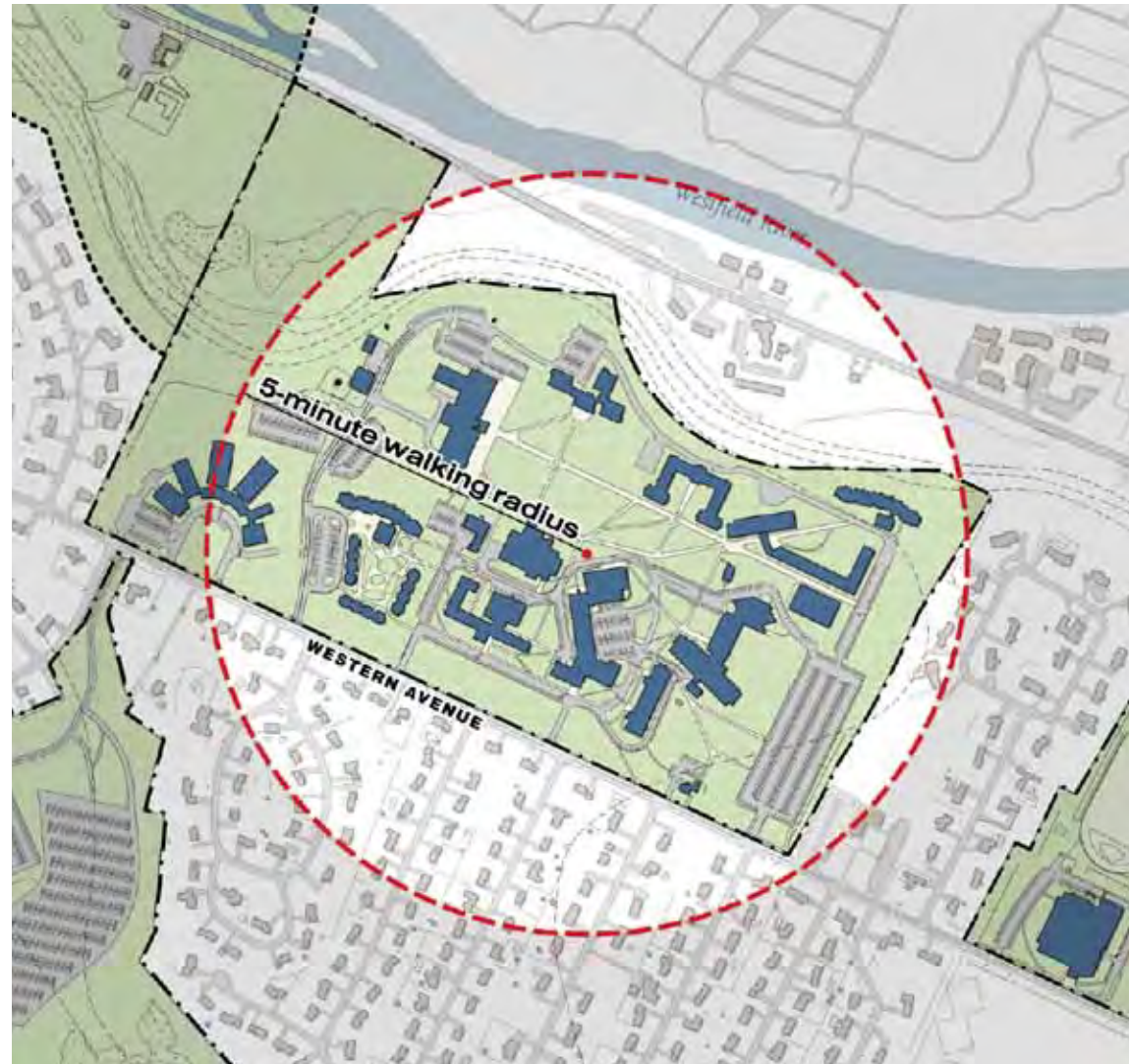
With the Banacos Academic Center addition, Parenzo Hall better engages the Campus Green.

CIRCULATION AND PARKING

Pedestrian Circulation

Within the Main Campus, Westfield State University offers an environment that is conducive to pedestrian movement. Most destinations—including academic buildings, residence halls, the campus center and the Dining Commons—are clustered around the Campus Green, and are located within an easy five-minute walk from one another. Short distances and convenient access between a mix of campus activities reinforces the Main Campus as a lively and compact cluster that establishes a vibrant core for the university. Westfield State's walkable Main Campus is an important asset, and part of the University's appeal. Preserving a five minute walk-time between key campus destinations is a goal that should be considered in the siting of future campus facilities.

From the Main Campus, there is considerable pedestrian traffic along Western Avenue to and from the Woodward Center and the Horace Mann Center. Additional streetscape improvements along Western Avenue could help strengthen the walking environment—and sense of connection—between East Campus, South Campus and the Main Campus. Improvements (such as paving, benches, lighting, planting, etc.) to the pedestrian environment may also be used to enhance the University's image and strengthen its identity along Western Avenue.



All main campus destinations are located within a 5-minute walk (1/4-mile distance) from one another. North, South, and East Campuses are all over a 10-minute walk (over a 1/2-mile distance) from the Campus Green.





Parking lots and roads divide academic buildings from the Campus Green and each other.

Vehicular Circulation

Multiple vehicular entry points are provided at both East Campus and the Main Campus. The abundance of entrances and lack of visual cues gives visitors few clues about which entrance is the University’s “front door.” Landscaping improvements would help make the campus easier to navigate for first-time visitors and prospective students.

Parking

Westfield State currently has 3,030 parking spaces to serve faculty, staff, students and visitors. The largest pool of parking is located remotely at South Campus, which provides 1,124 spaces. Other smaller surface lots are scattered across the Main Campus, and one extended lot serves the Horace Mann Center on

the East Campus. A university shuttle bus connects the South, Main and East Campuses. Walk-time from the edge of South Lot to the academic core is approximately ten minutes, or half a mile.

Provision of parking—both location and capacity—within the Main Campus is one focus of the campus master plan. While parking within the Main Campus maximizes convenience for faculty and staff, the opportunity cost is that valuable land area used for surface parking cannot be used for building sites, landscaped open space, or other functions more directly linked to the core University mission and the master plan’s place-making objectives.

Pedestrian-Vehicular Conflict

At certain locations within the Main Campus, particularly along the southern edge of the Campus Green between the Dining Commons and the Commuter Parking Lot, surface parking areas and the roads that serve them detract from an otherwise attractive and pedestrian-friendly environment at the busiest heart of the campus. Pedestrian and vehicular areas overlap, creating potential safety issues. Conditions with pedestrian-vehicular conflicts include the following:

- In some areas within the Main Campus such as, for example, the northern portion of the Commuter Parking Lot, the de facto pedestrian route is a parking lot or road, forcing pedestrians, cars and service vehicles to navigate around each other.

VEHICULAR CIRCULATION AND PARKING



- Around Bates, Wilson, and Parenzo Halls, the combination of roads and parking lots divide the academic core from the Campus Green, interrupting safe pedestrian flow between key campus destinations including between academic buildings; between academic buildings and the Commuter Parking Lot; and between academic buildings and campus life facilities, including the Dining Commons, Ely Library & Campus Center, and the residence halls. With the exception of temporary Mod Hall, to get from a Westfield State academic building to anywhere else within the Main Campus requires crossing vehicular zones.
- Between the Dining Commons and Scanlon Hall, an area heavily crossed by students around meal times—a loading zone for food deliveries creates a pedestrian-vehicular conflict. Small surface parking lots and a service road further complicate pedestrian movement through this area.



Service areas overlap with parking, driving, and pedestrian zones

CAMPUS PARKING LOTS									
PARKING AREA	FACULTY/ STAFF & ADMIN	STUDENT	VISITOR & TEMP- ORARY (30 MIN)	SERVICE & SUPPORT	HANDI- CAP	MOTOR- CYCLE	CAR- POOL	SOUTH CAMPUS (GENERAL USE)	TOTAL BY LOT
Scanlon Hall Road	23			5		2			30
Maintenance Lot	30			8	2				40
Parenzo Road West	45		10		4				59
Parenzo Lot West	21			2	2				25
Parenzo Road East	9				2	5			16
Bates Hall Road	31								31
Parenzo Lot East	70			2	3				75
Wilson Road Lot	46				4				50
Wilson Hall Road	35				3				38
Davis Hall Road		79			4				83
Davis Hall Lot	7								7
New Hall Lot	6								6
Commuter Lot	9	497	1		5				512
Public Safety Complex	6		5	10	1		2		24
Woodward Center	38	37	34	5	5				119
Horace Mann Center	91	32	11	3	5				142
South Lot					6			1118	1124
Juniper Park School	68		4		3				75
Apartments Lot	6	52			2				60
Dickinson Hall Lot		68			2				70
Juniper Park Lot	20	102	2		2				126
C.C. Road West		7							7
Ely Road		42		5					47
Lammers Hall Lot	8	45			1				54
C.C. North Lot	107		13	1	4	4			129
Courtney Hall Lot	10				2				12
Church Lot West (Leased Lot)			68		1				69
TOTAL BY TYPE	686	961	148	41	63	11	2	1118	3030

III. Proposed Development Framework

The Westfield State University Campus Master Plan Update provides a framework for future development and capital investments on the University’s Western Avenue campus. The framework identifies preferred sites for the University’s three priority building projects: a new residence hall, a new academic building, and an expansion of the existing Dining Commons. Beyond near-term construction projects, the framework provides an integrated vision for enhancement of the Westfield State campus that addresses anticipated facility needs; open space, circulation and parking networks; and the overall environmental quality and imageability of the campus.

This section describes the following:

- Near-term development vision for the Westfield State campus;
- Analysis of longer-term development potential;
- Scopes, design goals, expected completion dates, and estimated costs for the University’s three highest priority capital projects; and
- Descriptions of each capital initiative anticipated within the horizon of the Campus Master Plan, accompanied by a Master List of Campus

Development Projects that identifies preliminary scope, sequence, and cost for each capital initiative.

The Master List of Campus Development Projects is intended to serve as a decision-making tool that will evolve in response to shifting needs, priorities and resources as the University proceeds with implementation of the Campus Master Plan.

DEVELOPMENT VISION AND KEY COMPONENTS

In the foreseeable future, substantial investment will change the Westfield State University campus landscape in important and visible ways, providing needed programmable space and strengthening the quality of the outdoor environment.

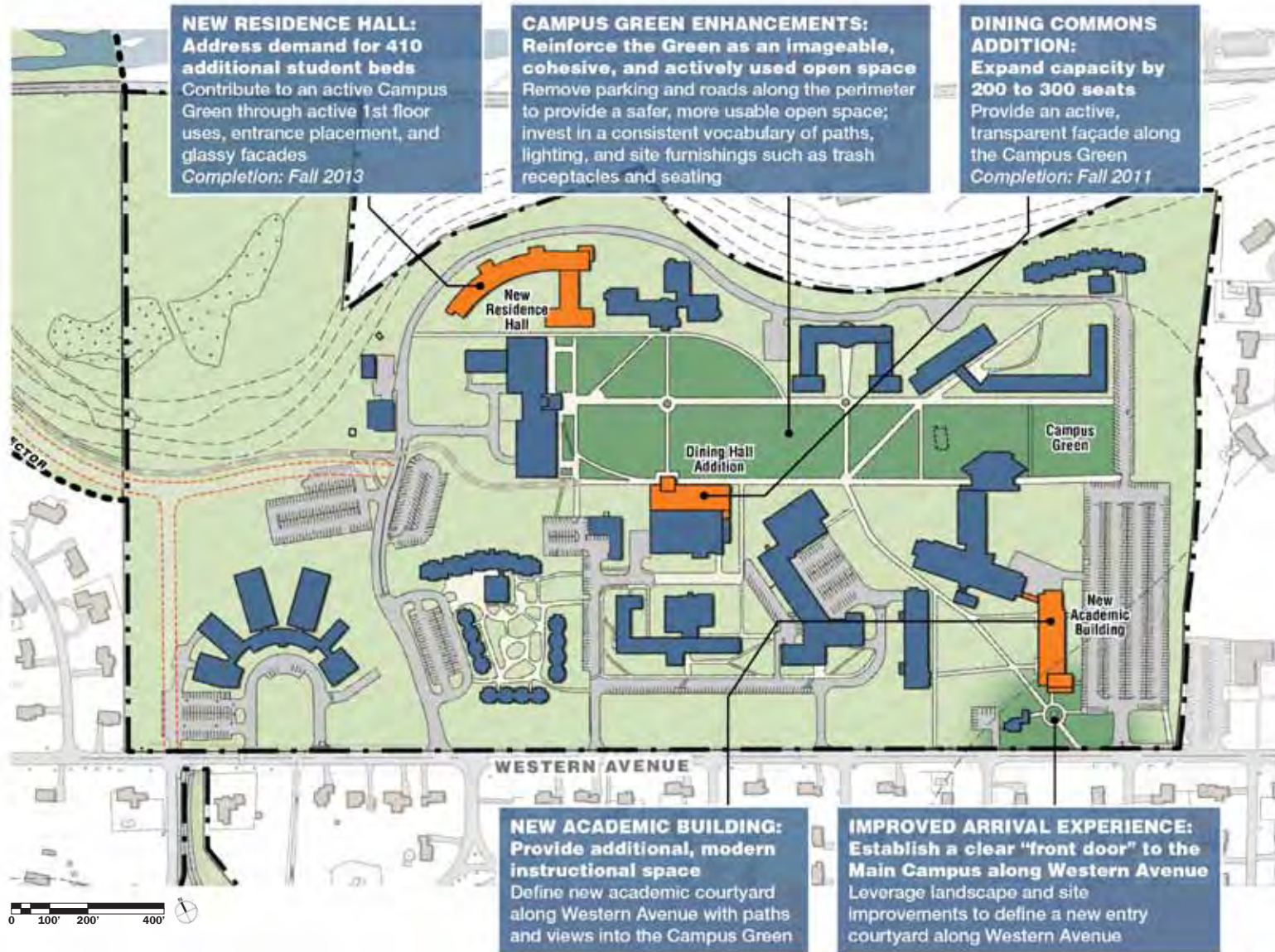
The place-making vision for the Westfield State campus emphasizes its bucolic setting by preservation, enhancement and expansion of landscaped open space and wooded areas. The implementation of this vision consists of upgrading existing open spaces, relocation of surface parking in the campus core, and reconfiguration of vehicular circulation to create “outdoor rooms” at different

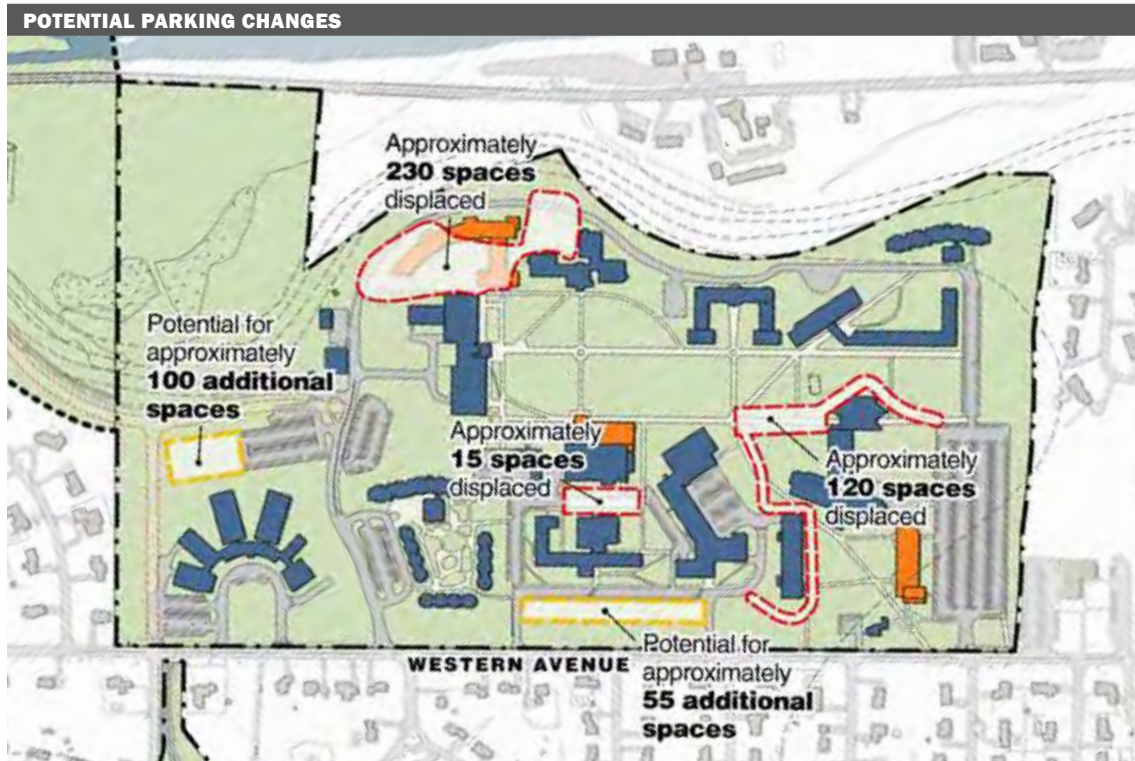
scales, shaped by the elevations and footprints of the buildings around them, and designed to generously accommodate a range of outdoor activities. Groves of existing trees will be preserved and expanded wherever feasible. The Westfield State campus will remain compact, walkable, active and attractive.

Central to the execution of this vision for the campus development at Westfield State is the principle that each major project will reinforce the central Campus Green as the iconic and welcoming heart of the Westfield State campus, strengthening connections to and through it, and the creation of a lively and active environment within this important space.

Proposed open space improvements provide opportunities to eliminate or relocate small, highly visible parking lots along the southern edge of the Campus Green, expand landscaped open space and minimize pedestrian-vehicular traffic conflicts. The roads serving these parking lots will be transformed into multi-use paths, which will support occasional use by service and emergency vehicles. With these improvements, the Campus Green will be lined along one edge by the academic core rather than by roads

WESTFIELD STATE UNIVERSITY: PLAN FOR THE NEAR-TERM CAMPUS INVESTMENTS





Parking relocations would create a new building site for the proposed residence hall and significantly enhance the Campus Green—in both appearance and function.

and parking lots, and along the opposite edge by residence halls. The network of roads and paths and pocket green spaces between the Parenzo Parking Lot and Wilson Hall will be redeveloped as attractive and usable landscaped open space, an extension of the Campus Green.

Development of any additional parking areas or roads within the core should consider the visual impact of those facilities, and potential impacts

on adjacent open spaces and pedestrian routes. Particularly within the campus’ primary cluster of academic buildings, minimizing the presence of parking and vehicular traffic will enable the transformation of the campus image and pedestrian experience in exchange for modest capital investment. This Master Plan recommends that in the competition for real estate between pedestrians and vehicles in the campus core, the balance tip in favor of serving the needs of the former.

The detailed design of these open space improvements will require careful attention to the placement of pedestrian paths along desire lines, preservation of necessary service access and movement of emergency vehicles when necessary. Recent advances in landscaping technology allow for appropriate stabilization of grass areas to permit limited access for wheelchairs and emergency vehicles. Sustainable design considerations encompassing soils, plant-tree selection, irrigation and water efficiency and minimum maintenance should also inform Westfield State’s open space development. Elimination or reduction of impervious paved areas will assist the management of stormwater runoff and address drainage concerns.

This Campus Master Plan strongly recommends the development of an overall landscape master plan and design guidelines for the entire Westfield State campus. The primary purpose of a landscape master plan document would be to articulate a clear landscape design concept to guide the phased implementation of coordinated improvements. Central to this campus landscape design concept would be the preservation and enhancement of the Campus Green and the development of a more cohesive outdoor environment for Westfield State. Paths, lighting, and landscape treatments are all opportunities to reinforce the image and identity of Westfield State, and to knit together portions of the campus that now feel remote (such as East Campus) or disconnected (such as the Western Avenue frontage) from the heart of the University.

CAMPUS USE ZONES TODAY



FUTURE CAMPUS USE ZONES



Master plan investments strengthen existing campus use zones.

Acquisition of the Second Congregational Church site, should it become available, would also help to better connect the University along Western Avenue.

A New Residence Hall will be located beside Ely Library & Campus Center, joining Courtney, Lammers, Davis and New Hall as part of a residential district along the northern edge of the Campus Green. The New Residence Hall will provide quality housing for over 400 students. With active, transparent new façades that strengthen connections between indoor and outdoor spaces, the New Residence Hall will engage the Campus Green and provide opportunities for dramatic views out through the bluff toward the Westfield River and beyond.

An addition to Tim and Jeanne’s Dining Commons will expand seating within Westfield State’s primary food venue. This addition is also an opportunity to transform the face of the building along the Campus Green, with a prominent glassy façade helping to frame the central open space and showcase activity both inside the Dining Commons and on the Green.

Behind the Dining Commons, in the area across from Scanlon Hall, Parentz Road East and the parking spaces along it could be transformed into a pedestrian plaza east of the loading zone. This change would enhance safety and aesthetics within an area heavily used by cars, service vehicles, and pedestrians.

In the longer-term, once facilities support functions within the adjacent Maintenance & Trades Building have been relocated to South Campus, the Dining Commons could be further expanded to the west, providing additional dining, back-of-house, servery and student activity space. If feasible, this project could incorporate the existing structure of the Maintenance & Trades Building.

A New Academic Building will provide new, high quality instructional space. Today, with the exception of temporary Mod Hall, Westfield State's existing academic buildings are all over 40 years old. The New Academic Building is a critical opportunity to replace outdated academic environments with spaces more supportive of modern pedagogy.

The New Academic Building will be sited within the academic core, defining a new academic quad along Western Avenue. This new academic quad—shaped by Wilson Hall, Bates Hall, and the New Academic Building—is an opportunity to transform an existing, left-over green space into an attractive and inviting campus destination. Clear paths and view corridors that reach from Western Avenue directly into the Campus Green will increase the visibility of the Campus Green, connecting this important space to primary campus arrival points.

Site improvements associated with the New Academic Building will help to establish a new and clearly defined “front door” for the campus along Western Avenue.

When construction of the City of Westfield's new elementary school is complete, Juniper Park Elementary School—which already houses some University functions—will be available for use as a Westfield State academic building. With renovation, Juniper Park could be transformed into a Fine and Performing Arts Center, or another type of facility that would most closely meet the University's programmatic needs at the time Juniper Park becomes available.

With the addition of the New Academic Building and full use of Juniper Park, Westfield State will have the flexibility to decommission Mod Hall—or to repurpose the temporary building as a campus operations facility on South Campus if feasible. An Academic Space Planning Study will enable the University to assess current and future instructional space needs for academic departments, optimizing adjacencies for efficiency and co-locating departments to support collaborative enterprises.

In the near-term, expansion of parking in South Campus will accompany a modest reduction in parking on Main Campus—along the southern edge of the Campus Green, behind the Dining Commons, and potentially at the site of the New Residence Hall as well. In the longer-term, a new Campus Operations Center will enable co-location of Campus Police, central receiving and storage, facilities administration offices and trades shops, and vehicle maintenance and equipment storage.

Currently, these functions are divided across seven Main and East Campus locations. The South Campus location will reduce conflicts between high volume pedestrian zones and service areas.

The planned Route 20 Connector Road, along with the multi-use path which could be constructed in advance, will better link Main Campus and North Campus. The development of recreation facilities (e.g., ball fields) and parking will help draw North Campus more integrally into the life of the University. In addition, University Foundation-owned frontage along the Westfield River represents opportunities for potential nature trails. Fishing areas and seasonal outdoor laboratory use may be opportunities as well.

East Campus will continue to house central administration and Westfield State's primary athletic complex.

SUSTAINABLE CAMPUS DEVELOPMENT AND EXECUTIVE ORDER 484

On April 18, 2007, Governor Patrick announced Executive Order 484 – Leading By Example: Clean Energy and Efficient Buildings. Going forward, all major capital improvements at Westfield State are required to comply with Executive Order 484.

This executive order stipulates the broader goals and requirements to indicate the Commonwealth's and DCAM's overall approach to energy efficiency and

sustainable design. All Commonwealth agencies as a whole, and to the greatest extent feasible individually, shall meet the following goals by 2012:

- 25% greenhouse gas emission reductions from 2002 levels
- 20% energy reduction per square foot from 2004 levels
- 15% of energy consumption procured from renewable energy sources (either through purchase of renewable energy or through installation of on-site resources)
- 10% reduction in water use from 2006 levels
- All new construction and major renovation over 20,000 square feet must meet MassLEED Plus requirements. All new construction less than 20,000 square feet must meet MassLEED Plus, achieve 20% above the Mass Energy Code, or meet the Advanced Buildings energy criteria.

(Note: Larger goals for greenhouse gas emission reductions, energy use reductions, renewable energy consumption and water reduction are targeted for 2020 and 2050.)

Furthermore, DCAM is charged with:

- Initiating comprehensive large-scale energy efficiency projects at all appropriate facilities over 100,000 square feet.
- Undertaking “retro-commissioning” at all applicable buildings over 50,000 square feet
- Considering energy performance in siting and procuring leased space
- Developing a facility maintenance program for lighting and HVAC systems

- Supporting training of client agency personnel on energy, water and sustainable practices
- Assisting in the development of an Energy Information System to track agency energy use.

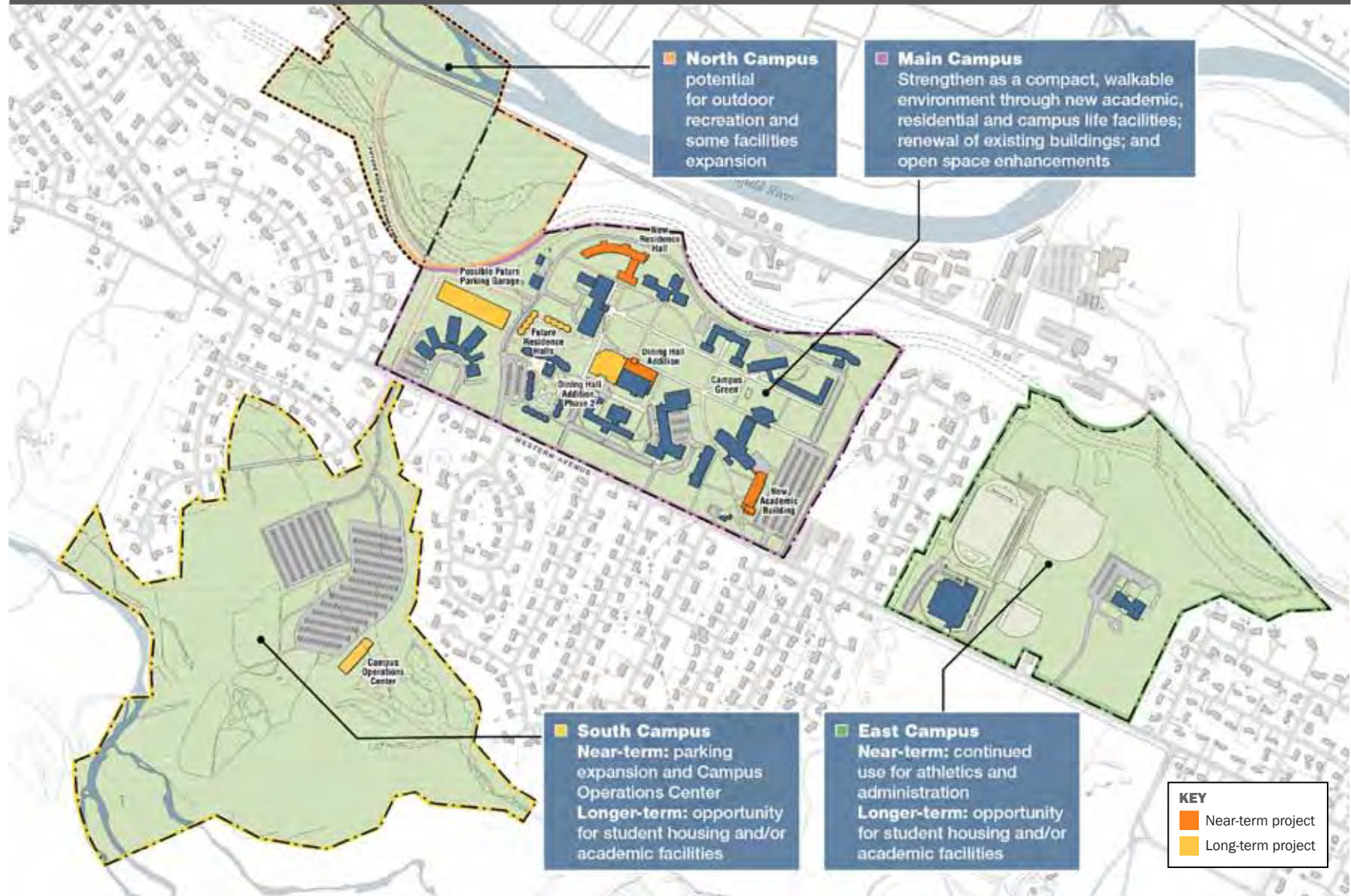
The University’s sustainability goals and Executive 484 will guide design and implantation of capital projects on the Westfield campus.

LONGER-TERM CAMPUS DEVELOPMENT

The Campus Master Plan Update has explored the longer-term development potential for accommodating additional residential, academic and campus life facilities on the Westfield State University campus.

North, South and East Campus present challenges for near-term development of core academic or residential facilities, but offer long-term opportunities for significant development. North, South and East Campus are all beyond the five-minute walking distance now linking primary academic, residential and campus life facilities on Main Campus. Without a critical mass of students and destinations, academic or residential facilities located in these campus areas are likely to feel remote and isolated. Ideally, North, South and East Campus should have a scale and mix of uses to function as relatively self-sufficient campus annexes or residential villages. **With the exception of the Campus Operations Center planned for South Campus, given current space needs, funding realities, and University plans for stable enrollment rather than significant growth, the following pages highlight future potential and capacity rather than anticipated projects.**

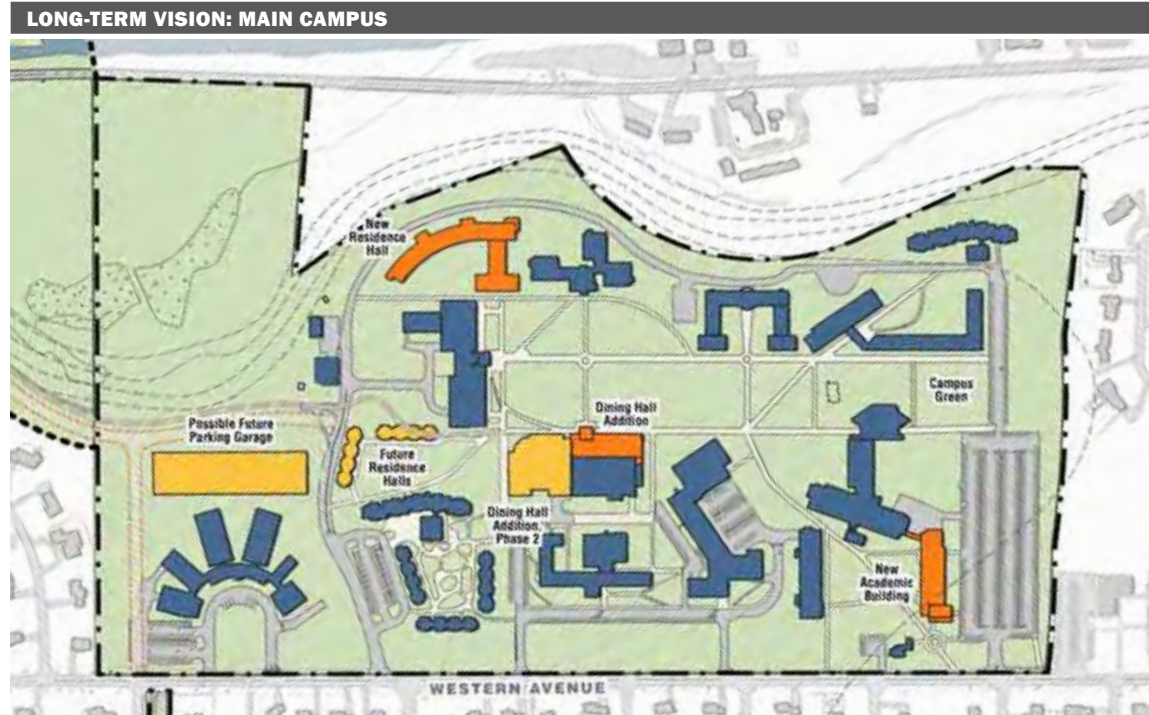
LONG-TERM VISION FOR THE WESTFIELD STATE UNIVERSITY CAMPUS



Main Campus

Development of additional facilities on the Main Campus offers the advantages of maintaining a compact functional organization and strengthening Westfield State's vital core. Preservation of open space and guarding against overcrowding will require continued consideration. Further opportunities for development on the Main Campus include the following:

- Area north of Dickinson and southwest of Ely Library & Campus Center provides a suitable site for modestly-sized additional residence halls.
- With the elimination of Mod Hall and some reconfiguration of parking and roads the area north of the Commuter Parking Lot may be sufficient to accommodate a new residence hall, a new academic building, or a combination of both (living-learning facility). Buffers between the Westfield State campus and the Overlook Drive neighborhood should be respected. One further advantage of a building footprint in this location would be a sense of spatial enclosure at this end of the Campus Green.
- As noted above, with relocation of maintenance and trades to a Campus Operations Center on South Campus, a second phase of expansion to the Dining Commons could reuse the Maintenance & Trades Building site, or, perhaps repurpose the existing structure to provide additional seating, back-of-house, servery and student activity space.



- The area north of Juniper Park provides an optimal site for construction of a 300-car parking structure, which could expand the parking supply of Main Campus. The financial feasibility for the development of a parking structure will be governed by the University's ability to generate sufficient parking fee revenue to afford bond debt service costs.
- While the First Interfaith Center could remain in its current location in the midst of the Campus Green for the long-term, other potential options include relocation of the Interfaith Center.
- The current Public Safety Building, also known as the White House, once housed Westfield State presidents and is the oldest building on campus. If the University elects to develop a Campus Operations Center on South Campus, Campus Police may be housed in the new facility. The Public Safety Building could then be renovated and expanded as a possible Main Campus location for Admissions & Financial Aid. The University may also wish to explore moving the White House to an alternative location on the campus.

- other potential options include relocation of the Interfaith Center.”

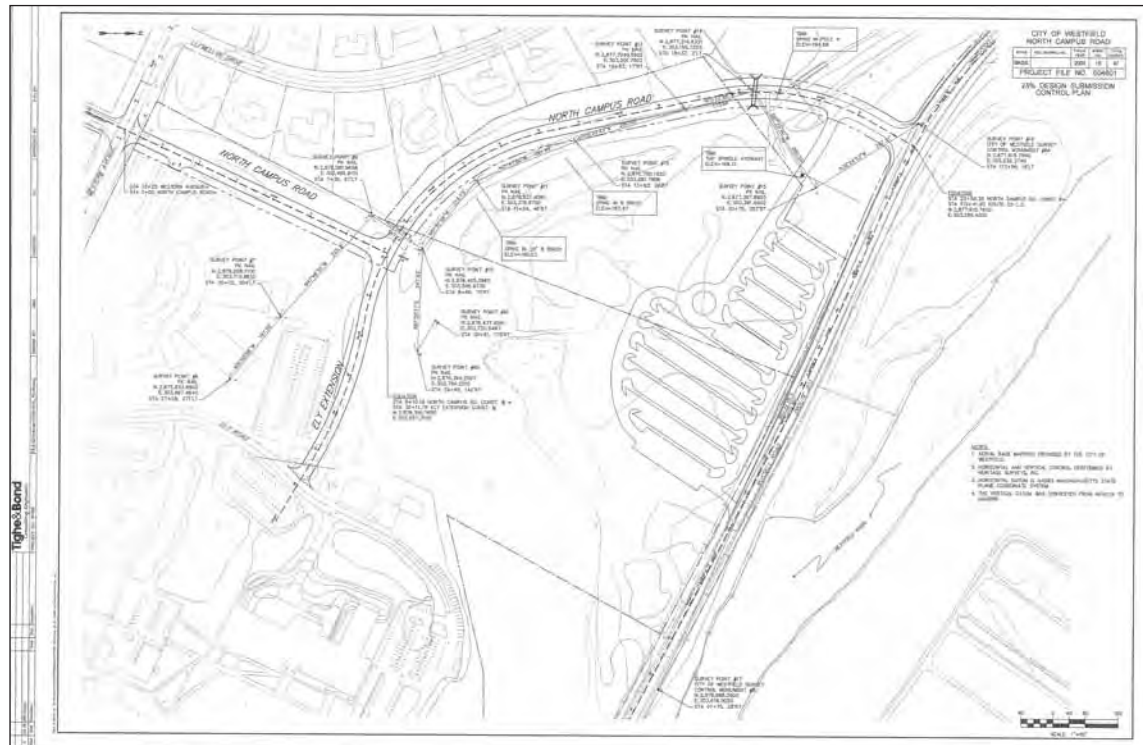
North Campus

According to the University’s 2003 Berkshire Design Group study, challenging topography, wetlands, soil conditions, and a wildlife corridor limit the buildable area on North Campus. A survey, further review of soil conditions, and more detailed mapping of physical and regulatory constraints will be needed to better understand development opportunities within this area.

Particularly in advance of the Route 20 Connector road, connectivity between Main Campus and North Campus is weak.

Housing, surface parking and/or recreation fields may be feasible on North Campus, although creating a critical mass of activity may be challenging as the developable area proves limited. The proposed multi-use path to North Campus could begin to introduce North Campus as an active part of Westfield State.

Partnerships with private entities may help advance development of North Campus land.



The proposed Route 20 Connector road would link North Campus to Main Campus and Western Avenue.

South Campus

In addition to near-term use for parking and the proposed Campus Operations Center, South Campus could eventually support long-term use for a mix of campus functions, including academic facilities, playing fields or facilities with a broader public mission (e.g., centers or museums).

Alternatively, South Campus could serve as a new residential district. Given the distance to Main Campus, and in order to provide a high quality residential environment competitive with other University options, housing in this location should be designed to function as a student village of at least 700–1,000 students with dining facilities and other amenities.

Current demand for housing is not sufficient to support a residential development of this size and there are no plans for significant enrollment growth.



East Campus

In the long-term, East Campus could support 600–800 additional student beds and 60,000 to 100,000 square feet of academic or administrative space. Additional capacity would remain for expansion of parking and/or athletics facilities. As with South Campus and North Campus, providing a critical mass of students and activities would be essential to a successful housing district in this area.

As significant enrollment growth is not anticipated and current space demand is smaller in scale, further development of East Campus is regarded as a long-term potential opportunity.



PRIORITY CAPITAL PROJECTS

New Residence Hall

Project Scope

- 410 beds in suite/semi-suite configuration, along with student lounge/activity space
- Total Building Area: 128,000 gross square feet
- Assumed Height: 4 stories
- Estimated Total Project Cost: \$49 million
- Target Occupancy Date: Fall 2013

Project Justification

The Westfield State/Massachusetts State College Building Authority 2009 housing survey and persistent overcrowding in residence halls underscore strong, unmet demand for additional student housing. Overcrowding of existing residence halls has resulted in the following challenges:

- In 2009, for example, Westfield State residence halls were over-capacity by 185 beds; nearly 200 students were housed in spaces not designed to accommodate them, providing a less than optimal student life experience.
- Approximately half of all freshmen are housed in forced triples.
- Lounges and other needed community spaces have been converted to bedrooms.

The 2009 housing study resulted in a recommendation to construct 410 new on-campus student beds. The additional beds will enable the University to relieve overcrowding in existing residences; address additional unmet demand of 350



beds (based on 2009 survey—demand may be higher today); and upgrade Davis and Dickinson, requiring an 80 bed reduction. The estimated on-campus need is in addition to the 200 to 300 university-affiliated beds coming online downtown.

Design Goals

The preferred site for the New Residence Hall—north of the Ely Library & Campus Center—was selected with aim of preserving the current size and shape of the Campus Green along the active western portion of this space. Recommended design considerations for the New Residence Hall include the following:

- Providing active ground-floor uses and a highly transparent facade along the Campus Green; this will be critical to weaving the new building into the life of the University and its central open space.
- Using the building façade (transparency, modulation, roofline, etc.) to engage the Dining Commons Expansion and the recent entryway addition at Ely Library & Campus Center. Using the primary building entrances to create visual focal points and activity nodes will help to transform the Campus Green into the main lively outdoor living room for Westfield State.
- Capitalizing on views out to the Campus Green, the bluff and the woodlands.

Dining Commons Expansion, Phase One*

Project Scope

- 200–300 additional seats (5,000 GSF)
- Assumes approx. 18 GSF/seat in additional dining space
- Estimated Project Budget: \$4.8 million
- Target Occupancy Date: September, 2011

Project Justification

Westfield State and Sodexo (foodservice vendor) report persistent overcrowding of the Tim and Jeanne’s Dining Commons which is the primary venue for meals on the campus. As enrollment has grown—by over 20% between 2004 and 2009 alone—along with an increase in the number of the students living on campus, the University and Sodexo have struggled to meet the growing demand for dining services within the space limits of the existing Dining Commons. An addition to the Dining Commons is needed to provide additional seating capacity.

A future Phase 2 addition, to be pursued following relocation of functions now in the Maintenance & Trades Building and subject to funding availability, will address needs for additional back-of-house and servery space. This second expansion could also provide additional seating and multipurpose function space.



Design Goals

Tim and Jeanne’s Dining Commons occupies a prime location in the center of the Main Campus overlooking the Campus Green. Expansion of the Dining Commons provides a major opportunity to highlight the facility’s presence as an important hub of campus life along the Campus Green.

Recommended design considerations for the Dining Commons Expansions include the following:

- Providing a building edge that helps to spatially define the Campus Green and present an active, transparent façade.

- Balancing the individual identity of the building with its relationship to neighboring structures in the choice of architectural expression.
- Guarding against foreclosing opportunities for future expansion of the Dining Commons to the west.
- Transformation of the heavily-trafficked area between Scanlon Hall and the Dining Commons, east of loading zones, into a pedestrian plaza.

** Encompassed within this project will be replacement of windows at Lammers Hall and possible façade improvements at Bates Hall*

New Academic Building

Project Scope

- New academic and instructional space
- 45,000–60,000 GSF, depending on whether program is primarily general academic space vs. more costly specialized spaces
- Initial Project Budget: Project earmark for \$33 million (total project cost) in 2008 higher education bond bill
- Implementation Timetable: Dependent on DCAM spending plan as authorized by Executive Office of Administration and Finance

Project Justification

Today, Westfield State’s existing academic buildings—including facilities housing rapidly changing disciplines in the science, technology, engineering and mathematics fields—are all over forty years old. Properly equipped, modern instructional space is needed.

In addition, although enrollment levels are now stable, recent enrollment growth has strained the University’s overall supply of academic space. After an enrollment increase of over twenty percent between 2004 and 2009, the University installed a temporary facility, Mod Hall, to provide additional classrooms and offices.

The New Academic Building is a critical opportunity to provide new space well-matched to programmatic needs, and to address the University’s deficit of



academic space. A campus-wide Academic Space Planning Study will determine which programs are ultimately located in each academic building including this new facility. Specialized spaces where equipment, building systems, and an environment reflective of modern pedagogy are difficult to upgrade through renovation may be considered priorities for inclusion in the new building.

The New Academic Building is also an opportunity for Westfield State to establish a new formal “front door” facing Western Avenue. The architecture of

the new building and the landscape design of a new academic quad that its placement creates may be used to announce a place of arrival for the campus.

Design Goals

Recommended design considerations for the New Academic Building include the following:

- The New Academic Building could be designed as a free-standing building or as a building with an enclosed connection to Wilson Hall
- Design of the building and the open space around it should be particularly sensitive to Wilson Hall, Bates Hall, and the current and anticipated

- pedestrian flows, both within the Main Campus and out to Western Avenue and East Campus
- Design of the building should support the new academic quad as a lively and inviting campus open space; landscape and path improvements should help reinforce this area as the University’s “front door” for potential students and their families

Additional Recommended Projects

Beyond the planning, design and construction required to implement the priority capital projects identified above, the following additional planning efforts and capital projects are recommended for implementation as resources become available. These items, described below, continue the development themes articulated in this Campus Master Plan Update and enable the University to further analyze detailed requirements, refine implementation objectives and project scopes, target resources, and coordinate activities to minimize disruption and capture synergies.

Follow-On Planning

- **Landscape Master Plan and Design Guidelines.**

A campus-wide landscape master planning effort is recommended to identify an overall approach, design goals, landscape vocabulary and implementation guidelines for the transformation of the Westfield State campus. This project should establish a landscape vision that may be incrementally advanced with each future project, resulting in a coherent campus fabric of well-defined open spaces with consistent quality and distinct identity. Once developed and adopted, the execution of the landscape master plan and application of design guidelines will require discipline and excellent professional expertise as each project is implemented.



- **Academic Space Planning Study.** In advance of the New Academic Building and repurposing of Juniper Park Elementary School, an Academic Space Planning Study is recommended to comprehensively identify current and anticipated space needs for academic departments; adjacencies with fiscal and programmatic benefits; optimal future locations for academic departments; and backfill plans for spaces to be



freed up (in Bates, Parenzo and Wilson Halls) by moves to the Juniper Park building or the New Academic Building. Academic functions now in Mod Hall, Ely Library & Campus Center, and Horace Mann Center should be carefully considered as part of this assessment. This study will necessitate important policy decisions regarding space allocation and utilization standards, and the formulation of institutional academic space management procedures and protocols.

- **ADA Transition Plan and Self Assessment Update.**

Westfield State has built a strong reputation as an institution committed to supporting the learning needs of persons with disabilities. This project will document Westfield State's progress in providing an ADA-compliant environment incorporating universal design principles, and establish an action plan with priorities for steadily advancing these efforts. Ultimately, regulatory compliance should be incorporated seamlessly in creative design solutions that create high performance environments for the entire campus community.

Building Projects

- **Dever Auditorium (aka Dever Stage) Renovation.**

Dever Stage, within Parenzo Hall, will be renovated to improve functionality and accessibility within this important space.



- **Ely Library Refurbishing.** Ely Library will be upgraded to better support the range of learning uses this facility now supports. Refurbishment will address fixtures, furnishings, and equipment.
- **Deferred Maintenance—Implementation.** Like most institutions of its age, Westfield State University has significant needs related to deferred maintenance. Using the University’s in-progress assessment as a guide, Westfield State will address deferred maintenance issues campus-wide as funding becomes available. This work will likely occur in phases.
- **Juniper Park Elementary School Repurposing.** The Juniper Park Elementary School building may hold potential for reuse as a fine and performing arts center. The recommended Academic Space Planning Study should be used to inform this reuse. Renovation of this facility, however, following a facility condition assessment, will likely



be needed to address programmatic requirements, accessibility, removal of hazardous materials, building envelope repairs, etc. The judgment regarding the appropriate level of investment in improvements will require an analysis regarding the near and longer-term value to Westfield State of preserving and reusing the existing structure. Renovation and repurposing of this facility may occur in phases.

- **Backfill Renovation (Academic Space).** Renovation of spaces freed by moves to the New Academic Building or Juniper Park will be required to repurpose these areas to meet campus needs. Bates, Wilson and Parenzo Halls are likely to be impacted by backfill needs.
- **Ely Campus Center Upgrade.** The Ely Library & Campus Center is a large structure occupying a prominently visible location and has the potential to serve as the learning and social hub for the Westfield State campus community. While the recent main entrance and vertical core improvements have added considerable value to this facility, the building exterior may be upgraded to present an inviting and transparent façade overlooking the Campus Green. Modernization

of this structure may be used to transform the campus center into a busy crossroads offering a dynamic variety of retail, foodservice and recreational uses, and space to support student activities. In order to build a comprehensive agenda for the transformation of the Ely Campus Center, a tour of comparable facilities at peer institutions and a visioning workshop are suggested as first steps.



- **New Campus Operations Center.** This facility would enable efficient clustering of campus police functions, central receiving and storage, facilities administration offices and trades shops, and vehicle maintenance and equipment storage on South Campus. Currently, these functions are scattered across seven Main and East Campus locations. Given the nature of the campus support functions accommodated in this facility, and the presence of delivery truck traffic, a South Campus location is proposed that will minimize the potential for conflict with other campus uses.
- **Dining Commons Expansion, Phase Two.** Once facilities support functions within the Maintenance & Trades Building have been relocated to South

Campus, the Dining Commons could be further expanded to the west, providing additional dining, back-of-house, servery and student activity space. If feasible, this project could incorporate the existing structure of the Maintenance & Trades Building.

- **Bates Hall Upgrade.** Longer-term renovation of Bates Hall will modernize interiors and improve match between existing space and current needs.



- **Wilson Hall Upgrade.** Longer-term renovation of Wilson Hall will modernize interiors and improve match between existing space and current needs.
- **Parenzo Hall Repairs.** Longer-term interior space upgrades, and critical envelope and building systems repairs will extend the useful life of Parenzo Hall.



Open Space and Campus Infrastructure Improvements

- **Campus Green Preservation and Enhancement.** Enhancement of the Campus Green is needed to reinforce this space as the imageable and bustling heart of the Westfield State campus. This project should advance the goals of the landscape master plan and seek to eliminate roads and parking along to the southern edge of the Campus Green.
- **New Academic Quad.** Investment will be needed to provide a new inviting, purposeful open space at the heart of Westfield's academic cluster. Framed by the proposed New Academic Building, the New Academic Quad has the potential to serve as the formal front door to the Westfield State campus from Western Avenue.
- **Western Avenue Streetscape Improvements.** In conjunction with the City of Westfield streetscape improvement project anticipated for Western Avenue, complementary investments by Westfield State may be used to upgrade the pedestrian environments and landscape features along this important public edge for the campus.

- **North Campus Pedestrian Path.** Construction of a new pedestrian and bike-path from the Main Campus would provide convenient access to the North Campus. Parking could be provided as well.
- **Route 20 Connector Road.** Construction of a new roadway connecting Western Avenue to Route 20 will allow for the redistribution of peak-period traffic volumes and lessen congestion on Western Avenue. The Route 20 Connector Road will be located along the western boundary of the Main Campus.

