

HEERY

INSIDE

Gallaudet University
Sets a New Standard

Grambling State University
Sets Sights on 21st Century

The Buckeyes

Putting the “Community”
into Community College

Valdosta State University

Ventura County Community
Colleges Plan for the Future

West Chester School of Music

Grade A Stadium Upgrades

Medical College of Georgia
Taps Patient Insights



Western Washington University: Leveraging a Waterfront Opportunity



Good things come to those who wait.
Even better things come to those who plan
while they wait. Just a few years ago, for
example, Karen Morse referred to

Western Washington University (WWU) as a landlocked institution. Having served as the well-respected public institution’s president for the past 14 years, she knows of what she speaks. Although it sits majestically on a scenic hillside overlooking Bellingham Bay, the campus is literally sandwiched in between its residential neighbors. While the interest existed in expanding and adapting the campus to enhance student opportunities, the land to accommodate such growth in a manner that suited the university’s needs was difficult to come by.

The campus is still landlocked, but expansion is on the horizon thanks to an exciting waterfront redevelopment project being crafted by the Port and City of Bellingham.

New Whatcom, as it is being called, will be an environmentally sustainable, mixed-use community that will take shape across 220 acres of waterfront property once owned by Georgia Pacific. Located just downhill from the campus, New Whatcom affords that growth opportunity WWU has been looking for.

Clearly, the university was interested in exploring this new avenue for expansion. The question was how to proceed in the best interest of the institution, its students and the community. “I created a committee in the spring of 2004 to discuss whether and how WWU might participate in the proposed development on the waterfront,” Morse says. “We took a year and a half to get input from the campus.” The response was overwhelmingly positive, with program proposals coming from many different areas. “We arrived at the point where we felt it was important to hire a consultant to help us initially focus so that our ideas were presented in a way that allowed us to talk about the project and present it more concisely.”

WWU issued a Request for Proposal and selected Stratus, a division of Heery International, to facilitate the strategic process. “Our goal was to help the university transform academic discussion into tangible opportunities and actions,” offers Stratus Vice President Doug Graham.

The university presented Stratus with the 25 different program proposals they had received. “After closely examining the proposals, we saw key themes emerging,” Graham says. Working closely with the university, Stratus then categorized the proposals by theme:

continued on page 2



- Environmental development
- Community/regional development
- Healthy living
- Performing arts

The two themes most relevant to the university's opportunity were environmental development and community/regional development. "WWU's Huxley College of the Environment was the first environmental college in the nation," Graham notes. "There's an incredible amount of synergy surrounding Huxley's move to the waterfront."

"New Whatcom is not only focused on creating a LEED certified marina and becoming one of the first LEED certified neighborhoods, it is also hoping to house a world-class terraquarium," continues Graham. "Additionally, the National Oceanic & Atmospheric Administration is studying the possibility of relocating to New Whatcom. As Stanford is to Silicon Valley, WWU will be to the nation's environmental corridor."

Beyond creating a world class environmental program, Morse is looking forward to building stronger ties with the community through the creation of new programs. "Stratus is helping us explore connections with the community, and identify areas we need to look at," she says.

"Good things come to those who wait. Even better things come to those who plan while they wait."

Another exploration Stratus has begun is the determination of what relationship agreements should exist between the city and university, what existing buildings might be renovated on the waterfront for university use and what should be done with the space on campus currently occupied by Huxley. "Our team has been assessing campus facilities and university needs to help them decide the highest and best use for the spaces that will be vacated," Graham notes.

Of course, such moves, renovations and new designs require a significant financial investment. "Part of our goal is to help the university uncover viable champions and funding sources," Graham says. "We identified a number of key words, ranging from environmental stewardship to teacher development and discovered close to 500 foundations and organizations that could provide potential financial or other resources." Those

sources are being culled by the WWU Foundation to determine the best options and develop appropriate case studies to secure required capital.

"What excites me is that we've shown WWU officials examples of other universities that have successfully used transformational projects to go from good to great," Graham notes. "The potential that exists for WWU to enrich the lives of students, as well as make a difference in the community and possibly the world, is great."

Gallaudet University Sets a New Standard

The James Lee Sorenson Language and Communication Center (SLCC) at Washington, D.C.-based Gallaudet University sets a new standard in specialized design for the deaf community. The majority of this well-known university's students are deaf or hard of hearing, and traditional building design often fails to meet their unique needs. The SLCC is a deaf-focused facility that incorporates the relatively new concept of "visu-centric" design.

Located in one of Gallaudet's two main quadrangles, the 87,700-square-foot, \$32 million SLCC will be an academic teaching, research and outreach facility devoted to deaf people's language, culture, history and community. The facility will include classrooms, computer laboratories, a television studio, clinics, libraries and office space. Among the departments to be housed in the new center are American Sign Language and Deaf Studies, as well as Hearing, Speech, and Language Sciences.

Visu-centric design aims to provide a heightened visual experience. For example, the building has rounded corners that students and faculty can see around, an elongated teaching wall to enhance student sightlines and a glass atrium that allows them to see from floor to floor so that they can sign to one another.

Lighting is another important factor in designing for the deaf and hard of hearing. Lighting must be even and bright, but not glaring. In classrooms, lighting must be

positioned to illuminate the instructor from the front, not the back, so that his or her signing can be easily seen.

Other deaf-focused elements in the SLCC include powerful speaker systems that encourage reverberation, telephone access technologies, such as video and text relay services, and closed captioning. Open, flexible classrooms further facilitate visual access.

Initially, Heery staff were concerned about a learning curve when communicating with their deaf clients, but that challenge has proven to be more manageable than expected. Interpreters have been present at meetings, but "communication has not been that much of a challenge, thanks to email," says Becky Hill, project manager, who lives on site and thus has been immersed in the deaf and hard-of-hearing community. Gary Aller, executive director of business and support services at Gallaudet, notes, "A lot of what Heery had to do at first was to learn about the issues affecting deaf culture. They had the extra responsibility of learning what the political and cultural issues were on



campus and how to be sensitive to those. Heery has learned a lot and persevered in difficult situations.”

Several experts have facilitated communication and, more important, informed the design of the SLCC. At Gallaudet’s request, a deaf architect was included in the design team. The project’s architectural firm brought in George Balsley, whose expertise helped to identify the architectural, lighting, acoustic and audiovisual aids to best support a deaf design environment. For its part, the university brought in its resident expert, Cindy King. Ms. King, who is Gallaudet’s executive director of academic technology, has spent 15 years researching design for the deaf. The design process was aided further by Hansel Bauman, who translated deaf needs

“Gallaudet University sets a new standard in specialized design for the deaf community.”

into architectural design features.

Also instrumental to the design’s success was M. J. Bienvenu, chair of Gallaudet’s American Sign Language department. “She has provided invaluable deaf perspective to the project and has helped the design to fit better the needs of the deaf instructors, students and other users of the facility,” reports Dueane Dodson, Heery’s project director.

As Gallaudet’s program manager, Heery is a part of the team that is building “one of the first buildings designed specifically for the deaf community,” says Dodson. Scheduled for completion by August 2008, the SLCC promises to raise the bar in cutting-edge design for the deaf and hard of hearing.

Grambling State University Sets Sights on Becoming Model for the 21st Century

Grambling State University’s history has been an illustrious one. Located in rural northern Louisiana, it is one of the few historically black universities in the nation founded by African Americans. Throughout the years, the school repeatedly earned national recognition for its football and marching band programs. Legendary football coach Eddie Robinson, for example, who served as head coach for 56 years, was recognized as the winningest coach in collegiate history. He sent more than 200 players to the NFL. The movie “Drumline” was based on the university’s masterful marching band, which, over the years, has been invited to play at a variety of high profile events, ranging from the Rose Bowl to the inauguration of Liberia’s first president.

A colorful history, of course, isn’t enough to propel a university into the future. When Horace Judson assumed his role as university president, Grambling’s facilities had fallen into disrepair, graduation rates had declined, and the school was in a precarious position, having just emerged from probation. “We needed to fashion a vision that wasn’t just about survival but about moving into the 21st century as a quality university,” he says.

As much as he wanted to leverage Grambling’s reputation in a positive manner, Judson recognized the university didn’t have the expertise to bring a new vision to life. The university retained Stratus, a division of Heery International, to help draft a university master development plan that outlined in detail the integrative, strategic programs and activities required to create a cutting edge institution of the future. “Our goal was not only to craft a blue print to enable us to set annual, intermediate and long term goals, but to serve as a tool for developing financial resources to achieve those goals,” Judson says.

Stratus Vice President Doug Graham toured the campus, assessing the university grounds, facilities and programs. “My initial goal was to develop a prospectus that established specific projects and corresponded with the president’s vision,” Graham says. That prospectus was then used to secure state and federal monies to fund a master development plan.



“The question we began asking ourselves was what the university’s key initiatives should be,” Graham cites. “We looked at the community to determine what it had and what it was missing, and then carefully assessed what we saw as the university’s strengths and opportunities, weighing those against what we knew to be trends in higher education.”

Judson and Graham were clear that improving the physical environment was a lynchpin for success in any future endeavor. In fact, construction is now underway for new student dormitories.

Beyond improving student housing, the Stratus team outlined several key initiatives, the first of which is the creation of an educational village. “Grambling has several lab schools on its campus,” Graham notes. Currently, an elementary, middle and high school are located on campus. Lab schools provide a traditional educational curriculum while allowing universities to provide training to future teachers. “Over the years, we haven’t exploited the opportunity to explore the relationship between the lab schools and our college of education,” Judson offers. “Our focus is on physically integrating the lab schools and college of education.” The duo sees numerous benefits, from motivating minority students in math and science to

continued on page 4

providing better teacher training in those subjects. Better teaching, of course, produces higher caliber students who can matriculate directly into Grambling.

A student success initiative is another program for which Judson and Graham have high hopes. “Approximately 40% of students don’t come back to Grambling for their second year,” Graham says. “Part of the reason is that students often don’t know what resources are available to them. Our goal is to help improve student persistence and outcomes by creating a first year experience village that brings those resources directly to freshmen in their residences.”

In the hopes of generating research interest among faculty, Graham says the institution is now delving into the idea of creating a research collaborative. “Grambling wants its faculty to be involved in research,”

“We needed to fashion a vision that wasn’t just about survival but about moving into the 21st century as a quality university.”

Graham says. “Our goal is to provide a place where faculty can go to be teamed with prospective research partners, locate funding sources and secure grants.”

Now that these and other initiatives have been defined, Stratus is developing case statements for the new facilities that have been identified. “One of our team members is working on facility programming so we can physically demonstrate how these facilities will be unique and why they’re deserving of funding,” Graham adds. “Our next step is to compile presentations that Grambling can take to the funding sources we identify.”

“The programs we’re looking to create aren’t about fixing a problem,” Judson notes. “Our goal is to become a model for 21st century education, one that will help us prepare our students for the global society in which we live.”

The Buckeyes: Setting a New Standard



When The Ohio State University (OSU) hired Heery to renovate and expand the Woody Hayes Athletic Center (WHAC), they challenged the firm not only to think out of the box, but to think out of the big box. The old football training facility was, after all, little more than a big box. Used as both an indoor practice facility and training area, it consisted of an indoor football field, weight training area, lockers, a few offices scattered wherever they could be squeezed in, a small players lounge, a small taping and rehab center and a public trophy area nestled in the central lobby between WHAC and Biggs Hall.

“My original vision was to enlarge the weight room and increase the number and size of our meeting rooms because we didn’t have adequate teaching space,” offers OSU’s Head Football Coach Jim Tressel. “Creative minds took it from there. Andy Geiger, OSU’s former director of athletics, who spearheaded our stadium and track renovation, always challenged us by saying if we’re going to do a project, let’s do it right.”

Few would question that OSU has done the two-phased renovation and expansion exactly right. “It was a challenging project,” offers Heery Architect Robert Watson. “Our two

greatest challenges were keeping the facility open during construction and marrying the big box with exciting architecture that complemented the campus.” A limited site and budget, along with difficult underground utility issues, presented additional challenges for the design and construction firms.

Programming the new facility took nearly six months. “We interviewed coaches and other users, questioning them about their needs, how they envisioned using each room, what spaces needed to be next to each other,” Watson says.

“This was a real collaboration of student athletes, administration, coaches and designers,” Tressel adds.

The big box remains, although the brown facility has been repainted gray, representative of OSU’s traditional color scheme. Heery then wrapped a brick clad L-shaped wing around the facility. “We added about 52,700 square feet to the existing facility, more than doubling the footprint,” Watson says.

One of the key program requirements was to separate the coaches and players from the public. “The world has changed because of autograph seekers and agents,” Tressel says. “We wanted to create a secure space for our players.”

Heery addressed that security issue by creating a secure parking lot with a separate player entrance. Fans are welcome, but only to the well-lighted, architecturally appealing lobby. Expansive banks of glass on two sides of the building make it easily recognizable from the street. This 2400-square-foot space offers visitors a glimpse into OSU’s storied football past through trophies, graphics and a small theater that allows guests to view their favorite games.

Another wall of fame lies beyond the lobby door, accessible only to staff, players and invited guests. Known as the coach’s corridor, this hallowed hallway, lined with sycamore wood-paneled office entryways and an attention-grabbing stained glass “O”, is filled with graphics that share rich stories of the coaches and players who created legacies on and



off the field. Even before its completion, Tressel says the hallway caused player and donor eyes to pop.

Favorite features vary among staff. Head Athletic Trainer Doug Calland is pleased with the new athletic training and rehabilitation area. “We essentially had no rehab space in the old facility,” he says. “We had one hot tub and a small taping area.” The facility now affords an entire wet area with hot and cold plunging tubs and underwater treadmill pool, ample space for taping, x-ray room, pharmacy area, doctor’s office and space for 10 – 12 athletic training students.

“We’re the first school in the Big Ten and one of the first in the nation to offer an underwater treadmill,” Calland says. The eight and a half foot deep pool with treadmill, complete with underwater monitors, allows trainers to study athletes in motion as well as help them return injured athletes to function much more quickly because of the non-weight-bearing environment. “It’s a huge recruiting advantage to be able to show parents how well we take care of student athletes.”

The sheer magnitude of the weight room, more than doubled from 7,000 square feet to more than 16,000 square feet, is another impressive recruiting tool. “It’s now one of the largest football-only weight rooms in the nation,” says Heery Construction Administrator Mike Brown.

Ample space was also afforded the coaching staff. Individual meeting areas were designed to house special teams, linebackers, defensive lineman, offensive lineman, defensive backs, wide receivers and running backs. A special offensive/defensive conference room now exists in addition to the recently renovated team meeting room. Each room is designed to accommodate the latest teaching technologies. “We used to carry projectors over from St. John’s Arena,” Tressel says, something he can’t imagine doing now. Instead, each office and team meeting room now has its own screen, projection system and white board. Other new spaces include a stately wood paneled office for Coach Tressel and a media conference room that allows news stations to feed live video directly to their stations with ease.

Just down the hall and up the spiral staircase is a 3,700 square foot player lounge overlooking the weight training room. Pool and futbol tables, video game screens and a beverage bar are just a few of the features. A quiet study room is also located here. Athletes can play racquetball and



basketball in the courts designed downstairs specifically for their use. “My goal was to create an environment where our students want to be in their free time,” Tressel adds.

Certainly, the university has created a facility that’s the envy of other teams across the nation. “We have coaches coming from all over the country, taking pictures, saying ‘this is what we’re up against,’” Tressel notes. “Ours is the new standard for football training facilities.”

“It’s a huge recruiting advantage to be able to show parents how well we take care of student athletes.”



Putting the “Community” into Community College

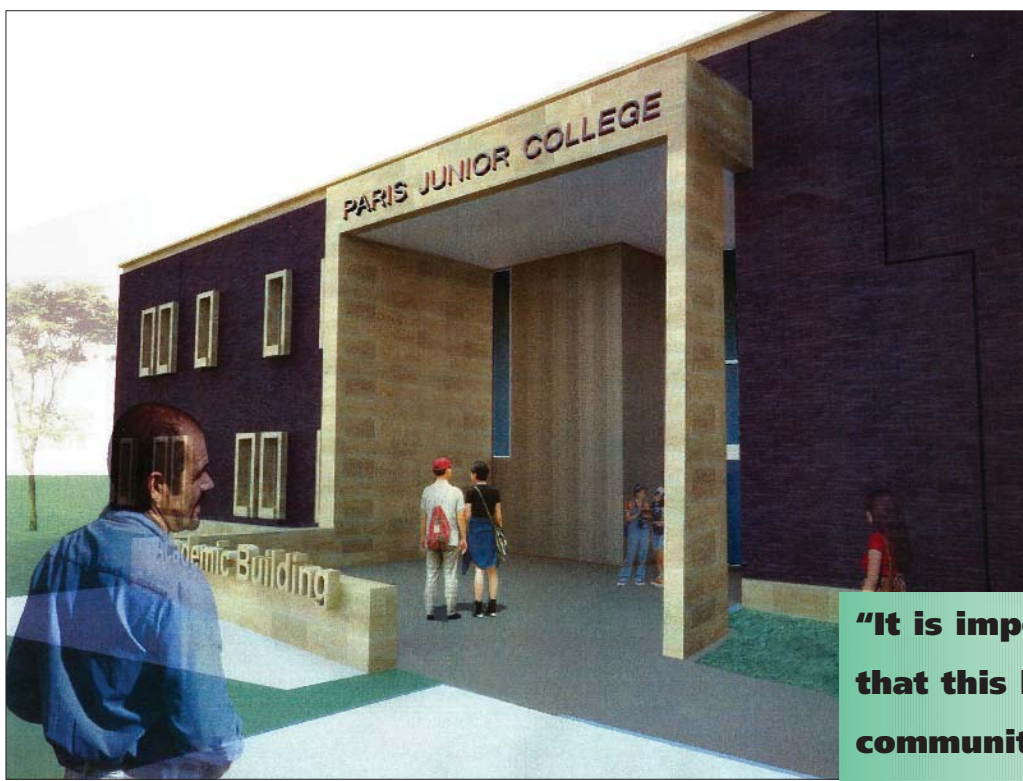
There’s a new campus in town—in Greenville, Texas, to be exact. On May 18, 2007, groundbreaking ceremonies were held for construction of a new, multi-purpose academic building that will become the centerpiece of Paris Junior College’s new satellite campus in Greenville. The 41,000-square-foot, \$13 million Greenville Campus Academic Building will house two stories of academic and administrative space, including sixteen classrooms, a science lab, a computer lab, a library, administrative offices and a large meeting room that can be used as a classroom.

“We want to be prepared to meet the educational needs

of the citizens of Greenville and Hunt County, and this new campus will help us do that,” Dr. Pam Anglin, president of Paris Junior College, says. “It is important that this be the community’s college.”

The building will be the first of a planned, multi-phase campus. In December 2005, Paris Junior College, based in Paris, Texas, purchased 172 acres of land to accommodate the new campus and future expansion. Construction on this first phase began June 1; completion is projected for July 2008 so that students can attend fall semester classes in the new facility. The building will serve as many as 2,500 students.

continued on page 6



“It is important that this be the community’s college.”

“This area, which is an up-and-coming community about an hour from Dallas, is excited about education for their youth,” points out Bruce Helm, project director from Charter Builders, a Heery International company, which is providing construction management-at-risk services for this noteworthy project. To that end, the new campus will be located on land adjacent to Greenville High School, whose students often earn dual credits by enrolling in classes at Paris Junior College.

The new academic building is another significant step in the Greenville campus’s progress, which began in 1994 through a partnership between Paris Junior College and the Greenville Board of Development, according to Dr. Anglin.

The original campus opened in 1994 with 70 students enrolled to take 14 different classes. Since then, the college’s enrollment has increased every year. The present campus is now overflowing; some classes even have to be taught at Greenville High School.

“With this fall’s enrollment of over 1,200 students, we feel we must take another big step in preparing for the future of our students in Greenville and Hunt County,” Dr. Anglin reports. “Today, we offer over 200 different academic and technical classes at the Greenville Center.”

Dr. Anglin notes that Paris Junior College is an open-door, community college that makes higher education available to many who might otherwise be unable to attend college. Greenville students may earn associate’s degrees in arts, science and applied sciences, as well as certificates of completion in vocational and technical programs.

“The community’s acceptance of Paris Junior College and its Greenville campus as a strong, viable and affordable place to begin a college education or to complete a technical program is encouraging and truly makes this the community’s college,” Dr. Anglin says.

Paris Junior College is not limiting its expansion to just one town. Another new campus is planned in Sulphur Springs, Texas, about sixty miles east of Greenville. Once again, Charter is providing pre-construction and construction management-at-risk services for the project, which is now in the early design phase.

Question and Answer

Sal Rinella, the recently-elected president-elect of the Society for College and University Planning (SCUP) and strategic consultant at Los Angeles-based Stratus, a division of Heery International, recently answered some questions about emerging trends and issues affecting higher education and its leadership teams.

Q: Sal, you have been president and/or a senior official with several colleges and universities for the past 30 years. What are the biggest trends you’ve seen emerge over that time?

If you asked higher education leaders this question, many would cite items such as the drop in funding for basic research, skyrocketing costs and increased accountability, e.g., the Spelling Report, among other things. No question: these and other trends present challenges to higher education leaders.

However, I also see some very positive trends that are coming from the creative side of higher education. For example—and this is partly a result of some of the funding trends—the growth in partnerships between campuses and the community to fund projects of mutual benefit has been striking. In the mid-1980s, I led a university/community/corporate partnership to build a hotel/conference center on my campus, with the revenues from it funding other much-needed projects. Though the benefits were obvious to everyone, there were serious reservations by some who saw it as the “commercialization of the university.” It went to the

faculty senate and was ultimately, after thoughtful debate, endorsed. But, that debate and similar ones at other universities represented a crossroads for higher education. It is now considered acceptable to engage in the larger marketplace to accomplish important ends, as long, of course, as there are safeguards.

Another trend, which is related to the first, is the growing role colleges and universities are playing in community and regional development – not only in the traditional ways, but as active participants in the process. Universities throughout the United States, such as The Ohio State University, Yale University and Morgan State University, have partnered with their cities and local redevelopment agencies to transform neighborhoods, with benefits falling to the university, city and people.

Yet another trend is the growing interest by all institutions – public, private, comprehensive and major research universities – in the undergraduate learning experience and in improving student success. At one time, attrition was seen as one of those immutable forces. In recent years, an increasing number of colleges and universities are taking ownership of the problem and are developing programs focused on improving teaching, bridging the high school-to-college transition and enhancing the freshman experience, when students are most vulnerable. These are just a few of the many trends we see. SCUP regularly produces a report, “Trends in Higher Education”, that is very informative.



“A high burden of proof is always placed on change.”

Q: As the president-elect of SCUP, you will be in leadership roles for the organization over the next several years. What do you see as the biggest challenges currently facing college and university planners?

Clark Kerr once characterized colleges and universities as “warring factions unified only by a common grievance over parking.” Though said tongue in cheek, he was making a good point. Due to the fundamental nature of higher education, different divisions of an institution, and even departments within divisions, operate independently. As a result, one challenge always facing planners is creating a plan that is “whole cloth” – a tapestry that integrates all aspects of the institution. Another challenge is that planning is seen by many as a technical rather than a creative, transformational process. When it is viewed as a creative process, it can be the means for taking the institution to the next level. Very often, presidents, provosts and other leaders create transformational change for their institutions outside of the formal planning process. It would be ideal if the two processes could be merged. I think SCUP can play an important role in accomplishing this.

Q: In your work with college and university presidents, what are their primary concerns for their organizations?

Without question, their concerns are serving the students and the community and remaining competitive.

Presidents come into the job committed to making a difference. The challenge is acquiring the money, generating the internal and external political support and harnessing the considerable energy of the institution in a single direction to accomplish some key initiatives. One characteristic of the academy that has to be kept in mind is that it is fundamentally resistant to change. There is good reason for this: one of the purposes of higher education is to be the gatekeeper of knowledge and truth and, as a friend of mine once put it, “the resister of shabby thinking.” For example, in research, strict guidelines are in place on how it is conducted and one’s peers often judge whether or not it is worthy of publication. This DNA – to be wary and critical – is built into the institution and has an effect on the way it operates. A high burden of proof is always placed on change.

Q: What is the one lesson that you learned in your career as a college and university official that you want to pass along to others?

There are a few things that I like to pass along, mostly learned through hard knocks. First, change must be driven by a process that is seen as credible, thoughtful and consultative. In higher education, process is everything. Even a terrific idea has no chance if it isn’t presented and worked through in the right way. Next, change requires leadership. The leader must be able to create a compelling vision that energizes people—the campus and external stakeholders—then carefully engages them in the credible, thoughtful and consultative process that results in their becoming vision champions. When leadership and process come together in just the right way, it’s magic.

Valdosta State University Health Sciences & Business Administration Center

This new 180,000 square foot academic building will combine programs in nursing, communication disorders, sports medicine and exercise science, social work, marriage and family therapy and business administration, including healthcare management. The first new construction on the North Campus of Valdosta State University in over 100 years, the four-story facility is being designed in a style sympathetic to the existing Georgian architecture of this former Emory College campus. According to Heery’s Tom Woodward, who is overseeing Heery’s programming and conceptual design services for this project, “the facility will include auditoriums, classrooms, clinical laboratories, clinical simulation laboratories, computer laboratories, meeting/seminar rooms, administrative and faculty offices, and areas for interdepartmental collaboration and student-faculty interaction.” The new facility will be located across the street from the South Georgia Medical Center to allow seamless collaboration between the hospital and the university.



Ventura County Community Colleges Plan for the Future



When Ventura College originally opened its current 112-acre campus in 1955, the campus planners had the foresight to plan for an enrollment of 2,000 students, which was the estimated enrollment for the year 2000. Things didn't turn out quite as they planned. Ventura College currently has 13,000 students, many of whom are attending classes in temporary buildings.

Given its burgeoning enrollment, Ventura College was in desperate need of a new plan when voters passed a \$356.3 million construction bond for the Ventura County Community College District (VCCCD) in 2002. VCCCD's other campuses, Moorpark College and Oxnard College, had also experienced tremendous increases in enrollment over a few short decades and had also outgrown their facilities.

"Our needs were many, [including] the renovation of existing buildings, removal of temporary modular buildings and the need for new buildings," said J. Handel Evans of HE Consulting Inc., the bond management consultant for all VCCCD projects. "The Measure S program has allowed us to meet some of these needs and Heery has assisted by maximizing our resources."

To determine its growth needs, the district hired Heery International to develop facilities master plans for each of the three campuses. Working with a steering committee of students, staff, faculty and administrators, Heery was able to determine each schools' requirements for renovation and construction. The result was a 10-year master plan for each school that analyzed rising construction costs and rising enrollment in order to deliver a feasible plan that would remain relevant through the coming years. The plans also prioritized construction projects for the campuses based on current and perceived future needs.

"More adults are returning to school, bringing with them a variety of life experiences, and therefore a variety of different needs from the traditional student."

"Not only had Moorpark, Oxnard and Ventura Colleges seen a spike in enrollment since their facilities were constructed decades ago, they had also undergone a change in the student demographics," said Heery Project Director Leslie Dickey. "When they first opened, these schools were preparatory campuses for students heading to four-year universities. Now, more adults are returning to school, bringing with them a variety of life experiences, and therefore a variety of different needs from the traditional student."

Heery recognized the shift in the type of student that was attending the various campuses, and implemented the master plans accordingly. For example, one of the first new facilities built at Moorpark College was a stand-alone child development center, which can accommodate more than 100 preschool-age children, far more than the old facility in the applied arts building. Not only does the center serve students, staff and faculty with children, but it also provides a learning environment for students studying child development. As a result, the child development center helps

the college move closer to its goal of providing a full spectrum of services for its students.

In addition to fulfilling the district's goals with the new facilities, Heery also had to confirm that the current needs of the students and staff were met in the interim.

"When we developed the master plans, the critical element was phased planning to allow the campuses to function through

construction," said Dickey.

With the completion of Learning Resources Centers at Moorpark and Ventura Colleges in 2005, Heery was able to use the obsolete former libraries to provide much needed swing space before the remainder of construction is

complete. At Ventura College, the library was converted into a new Student Services Center to replace the aging center, while Moorpark College's library renovation will provide surge space in anticipation of a new Academic Center.

Heery's innovative use of existing facilities during construction has helped create smooth transitions as the program moves forward toward improving the colleges' respective infrastructures.

"Our intent from the start was to minimize administrative overhead, and by doing so maximize funding to our facility needs," said Evans. "Heery has been of great assistance in helping us keep our costs low while meeting the expectations of the Ventura County Community College District."



West Chester School of Music Establishes Benchmark for New Campus Buildings

Situated in Pennsylvania's fastest growing county, West Chester University, which is one of fewer than 100 Steinway Schools in the United States, has further solidified its reputation as the region's cultural arts nexus with the construction of its new, award-winning Swope Music Building and Performing Arts Center at the university's College of Visual and Performing Arts.

The 90,000 square foot, \$40 million facility provides faculty and 430 undergraduate music majors with modern studios, teaching laboratories and recital halls. The state-of-the-art center will host both campus and community events, including visiting artists such as the Brandywine Ballet and local symphonies. With its striking, curved wall of windows, the facility has won accolades, including most recently the Mid-Atlantic Chapter of the Construction Management Association of America's Project of the Year Award for higher-education projects over \$10 million.

Heery saw the project through from thought to finish, first as the construction manager during the pre-construction phase for the Pennsylvania Department of General Services (DGS) and later as construction manager for the construction phase when West Chester University took over responsibility for managing the project's completion. West Chester tapped Heery specifically to manage the multi-prime contracts, wherein several independent contractors operate under separate contracts with the owner.

"[A multi-prime contract] of this size and scope can get complicated," says Mark Purcell, project manager and senior associate at Heery. "You need a hands-on manager at the hub, where they can truly add value by managing the process and representing the owner's interests."

Experience Pays Off

One issue—and one that most universities wrestle with—involved keeping the project on budget. "It was a challenge to predict the budget for this project, since construction prices were rising rapidly," explains Purcell, who worked with his firm's cost estimators to verify that the design stayed in line with expected costs. In this effort, having design expertise proved to be an advantage: "Heery is not only a construction management firm; we're an architecture and engineering company, too," Purcell notes. "We have the design experience to understand early in the program where things are going, even before all the plans and specs are finished. We can put a reasonable cost on design and construction and better predict the contractors' hard bids."

Having previous experience with multi-prime, state contracts can also prove beneficial. As a state-funded project, the new school of music and performing arts center had to meet an array of state requirements. Purcell's previous work on projects at West Chester, Temple University, Lincoln University, and others gave him a familiarity with state requirements that helped the entire management process to go smoothly.

David Gulick, West Chester's director of projects, was impressed with how much effort Purcell put into organizing, completing and compiling all of the paperwork necessary for meeting DGS requirements. "They organized and tabulated everything, then handed over all the paperwork completed and ready to go," Gulick reports.

Going Green

One of the state's primary requirements for this facility was that its design and construction be "green."

Environmentally friendly elements included a comprehensive

continued on page 10



waste management program during construction, resulting in the diversion of a remarkable 95% of construction waste from landfills. Materials were diverted by re-using them on-site or by transporting them to a recycling company. For example, the facility was built on what was previously a large asphalt parking lot, and so the asphalt was ground up and re-used at the construction site.

Moreover, materials with a high recycled content were used to construct the facility, including blended cement, recycled-glass tile, wood certified by the Forest Stewardship Council and floor finishes that included bamboo, a rapidly renewable resource. The building's design itself incorporates creative lighting schemes that conserve energy. "It's unusual for a performing arts building, with its high acoustic and performance lighting demands, as well as many cellular rooms, to be designed for sustainability," explains Katie Broh, the project's architect. "We had to get creative in combining green elements with our primary design consideration, high-quality acoustic and

"Environmentally friendly elements included a comprehensive waste management program during construction, resulting in the diversion of a remarkable 95% of construction waste from landfills."

performance spaces." As a result, most rooms have multiple lighting scenarios—for example, the recital hall has incandescent spotlights for evening performances, and fluorescent cove fixtures that consume less energy for daytime use of the room as a lecture hall. The classrooms and

offices use multi-zone lighting with occupancy sensors to further control the amount of light used.

The fruit of these creative efforts has been registration for certification as LEED Silver by the U.S. Green Building Council. Hal Dean, West Chester's director of major capital projects, confirms, "The University's commitment to sustainable design is growing. We are revising our plan for excellence, with an accompanying mission statement, to show that commitment."

The new center is already proving popular. "As soon as it opened, it was heavily used," Gulick observes. "The campus really needed this building. Its presence here is much appreciated."

Grade A Stadium Upgrades Enhance Western Kentucky University's Division I-A Move

To move or not to move, that was Western Kentucky University's (WKU) question. For several years, the university debated the sensibility of moving its football team from Division I-AA to I-A. "We spent six months doing in-depth research," says Dr. Wood Selig, WKU athletic director. "We had in-depth conversations with coaches and athletic directors from almost every one of the 18 schools that made this move in the last twenty years."

University President Dr. Gary Ransdell believes the move is a good one. "Our strategic plan and governing board call for a major transformation of WKU," Ransdell says. "Our goal is to rise from regional importance to national prominence." Ransdell recognizes that prominence on the football field can help the university achieve its vision.

While the university and team were ready to make the transition, the stadium wasn't. According to Ransdell, little investment had been made in the 40-year-old facility, which had become tired. Expansion and renovations, already on the books, couldn't have been more fortuitously timed. "We knew we couldn't have the biggest I-A stadium," Dr. Ransdell says. "The numbers simply don't work for us. But we wanted the same quality elements found in other I-A stadiums."

Selig, who once worked for University of Virginia's athletic department, felt confident with Heery because of the work the firm had done at Scott Stadium. "Heery has a good style and communicates well," he says. "I knew they'd do the job right."

Initially, WKU hired Heery to do an athletic facilities master plan, trying to predict growth over the next 30–40 years. "Our plan included several options for expanding the stadium and team facility," offers Mike Holleman, Heery vice president and director of sports facilities. "We master

planned all four sides of the stadium." After selecting what they felt to be the most effective option, WKU hired Heery to bring its vision for a I-A stadium to life.

"WKU had an unusual stadium," Holleman says. "All 17,500 seats were on the east side of the stadium." The university's goal was to expand to 25,000 seats with an option of ultimately adding 15,000 more seats. "We've designed a horseshoe configuration that opens up to the heart of the campus, with a grass and concrete pedestrian plaza that becomes the natural vehicle for funneling fans into the stadium. The design also included the relocation of the track to help us bring fans closer to the action."

When the 2008 season starts, WKU fans will enjoy a new west grandstand that sports an 800-seat club with food and bar service above, something the university has never been able to offer in the past. Housed beneath the new 3,752-seat grandstand will be the new 77,424 square foot team facility with locker room, team lounge and strength and conditioning areas, as well as training and rehabilitation areas, equipment room, coaches' locker room and hall of fame. "The facility will also offer a large study lab with 80 computers for our student athletes," Selig cites. "Our student athletes will have easy access to academic advisors and tutoring, as well as easy access to their dorms."

The new north end zone will connect the concourses between the east and west grandstands. "Our challenge on the north side was to lessen the visual impact of the railroad tracks and utilities located across the road," Holleman says. "We successfully blocked an unattractive view by anchoring a video replacement scoreboard onto a berm that will afford both fixed and lawn seating." The berm also reduces excess noise from oncoming trains.

"While the university and team were ready to make the transition, the stadium wasn't."



Renovations on the east grandstand not only benefit athletes and fans, but students as well. “Approximately \$10 million of the renovation is devoted to enhancing academic space for our recreation, physical education and kinesiology programs,” Ransdell says. “These programs serve close to 500 students and continue to grow. I like the fact that these students are academically engaged in an athletic facility.”

Although not housed in the facility, Ransdell knows the renovated stadium will also benefit the university’s broadcast journalism students. “We’re one of the few universities in the country that has professional broadcast capabilities and our own network – Hilltopper Sports Satellite Network,” Ransdell says.

Those capabilities will be put to good use now that the

university has sold its marketing rights. WKU plans to use students and faculty to produce sports programs that are sold to the networks.

“Heery’s design accommodates our production needs,” Ransdell offers.

Selig adds, “Our production quality is so high, networks don’t need to send anyone from their staffs. Our students get hired straight out of school by organizations like ESPN. That’s a big draw for prospective students.”

Selig is certain the new stadium will be a big draw for prospective football players as well. “Every school is in a facilities ‘arms race,’” he says. “Recruits buy with their eyes,” he says. “Ours may not necessarily be the biggest, but it will certainly be the nicest 25,000-seat stadium in the country.”

Veteran College and University Senior Administrators Join Stratus Team

Stratus, a specialty division of Heery International that helps colleges and universities leverage their assets and develop research-based vision statements and strategies for future development that will create a competitive advantage, has expanded its resources and capabilities for clients.

Dr. Peter Facione, former provost and chief academic officer, and most recently, professor of philosophy at Loyola University of Chicago, has joined Stratus as a strategic consultant working with colleges and universities on strategic initiatives and vision development. Prior to Loyola Chicago, Facione was dean of College Arts and Sciences at Santa Clara University and, earlier, dean of the School of Human Development and Community Service at California State University, Fullerton. Facione also brings leadership experience at a national level: he is a member of the American Council on Education President’s Task Force on Teacher Education, national chairperson of the American Conference of Academic Deans, and representative of the California State University System on the Commission for Teacher Credentialing of the State of California.

On top of his impressive leadership experience, Facione has maintained an active writing and research agenda. He has written over 125 publications including essays, books,

articles, case studies and educational testing tools in his 40-year career in higher education. His latest article, “Talking Critical Thinking,” appeared in the April/May 2007 issue of *Change* magazine.

Along with Facione, Jennifer Stripe joins Stratus as a research and planning consultant focusing on forces, trends and issues affecting higher education and on best practices in higher education. Her assignment is to translate the results of research findings into actionable initiatives that will create distinction and competitive advantage. Stripe comes from University of California, Los Angeles, where she has held positions in student affairs since 2000, most recently as associate director of the Center for Student Development and Editor of “In Focus,” a UCLA Division of Student Affairs magazine. Prior to UCLA, Stripe held positions in student development at Long Beach State, Ohio University, and Hartwick College in New York.

Also joining Stratus are Judy De La Cruz and Matt Barrett. De La Cruz is an experienced administrator and researcher, who has worked for California State University, Long Beach and The Gallup Organization, among other groups, and holds a masters degree in business administration. Barrett is a recent graduate of Western Washington University who focuses on public policy and its affect on institutions of higher learning and the environment.



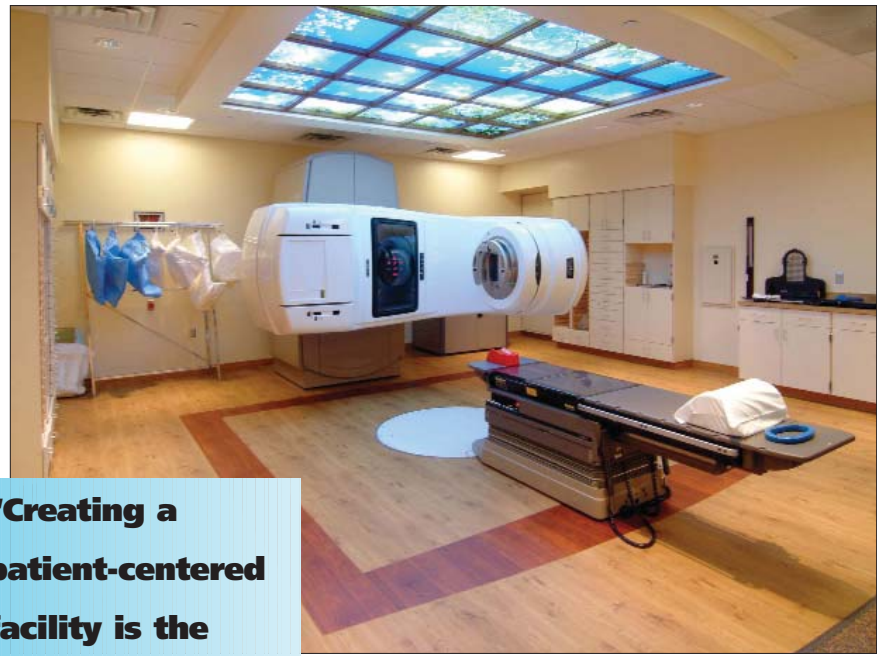
Medical College of Georgia Taps Patient Insights



To complement its new cancer research center, the Medical College of Georgia (MCG) Health System is adding a state-of-the-art outpatient cancer center. The 55,000 square foot center will provide cutting-edge cancer research and patient-focused treatment for a multi-county, multi-state region. With Heery-HLM|design on board to design the new facility, MCG Health System hopes to “raise the bar in the treatment and prevention of cancer not only across Georgia, but across the United States,” says Heery-HLM|design’s medical planner, Jim Kukla.

Creating a patient-centered facility is the driving force behind the facility’s design. In a unique approach, the project has been led by cancer survivors who serve as patient advisors. The advisors sit in on every planning and design meeting during the design process and thus provide significant input into the design. Physicians and staff work alongside these advisors.

“The advisors are concerned about functionality, atmosphere and the supportive nature of the building,” Kukla reports. “They’re a wonderful addition to the design process and are keenly aware that these projects are not only about the



“Creating a patient-centered facility is the driving force behind the facility’s design.”

first cost. The cost of constructing a healthcare project pales in comparison to the life-cycle cost to staff or run it. Operational and

staff efficiency are therefore paramount—both to contain costs and to enhance patient satisfaction.”

The advisors’ expertise is “as much spiritual as operational,” Kukla continues. “Those who face cancer are often scared; they walk through the care center doors for the first time and are not sure of the outcome. They’re often physically challenged and need to be reassured.”

With these needs in mind, the steering committee of advisors met with Heery-HLM for an “affinity session,” where a spectrum of users and staff discussed the factors most important to cancer patients. Key elements desired by all were empowerment, communication, trust and accountability. Since the affinity session, Heery-HLM has been incorporating these tenets into the design process and will continue to refer to them as the design progresses. The building’s success will be measured by meeting these fundamental needs.

To gain additional expertise in cancer care, Heery is collaborating with Oncology Solutions, Inc. This nationally known consultant is assisting the design team with their knowledge of clinical trials and research. The outpatient center’s clinical research unit will conduct “phase-one” clinical trials, which involve highly experimental treatment therapies for patients who have not responded well to conventional treatment.

For all patients, the clinic will offer “multi-disciplinary care,” wherein a team of various specialists confer to devise a comprehensive treatment plan. In addition, “patient navigators” will help patients with insurance paperwork, treatment procedures and other potentially confusing processes.

The outpatient care center project is currently in the Schematic Design and Certificate-of-Need Phase, with construction scheduled to begin in mid-2008. The facility is slated to incorporate both evidence-based design and sustainability goals. It is now part of a ten-year program, with the ultimate goal of combining the new cancer research center with the new outpatient care center.

The MCG Health System is confident that the new outpatient cancer center will live up to its promise. “We are very excited about our plans to build a state-of-the-art cancer center that will provide the appropriate setting for our cancer patients to continue to receive the highest-quality clinical care,” declares Don Snell, MCG Health System’s president and chief executive officer.

2007 Founder’s (Casey) Award Recipient

Rodney Rose, Strategic Consultant, Stratus, a Division of Heery International, has been chosen as the 2007 SCUP Founders’ (Casey) Award recipient.

During his 40-year career, he has become a nationally known expert in strategic facilities planning, working closely with clients to formulate development strategies that include innovative funding opportunities, strategic partnerships and alliances, prototypical facilities, integration of advanced technologies, and collaborative resource management.

He has made an impact on how institutions think about, organize for, and carry out their capital programs. For him, capital planning has never been about space, but rather how to harness the power of capital (land, facilities, and resources) to drive the future character and quality of the institution and its learning environment.

He is author/editor of *Connecting the Dots; Buildings: the Gifts that Keep on Taking; Charting a New Course for Campus Renewal; and Building the Learning Environment through Strategic Investment.*

Rose has designed planning processes and consultation mechanisms that were successful in securing financing, executive and/or legislative and community support for major capital projects and institutional initiatives. While director of capital planning at UCLA, he provided assistance to other UC campuses related to capital budgeting, space planning, facilities planning; and represented UCLA before committees of the state legislature. He graduated from the University of California, Berkeley.

Rose served for 10 years on SCUP’s Board of Directors including president from 1991–92, regional representative, and chair and/or member of numerous committees, including overall program responsibility for two annual conferences. He served for seven years as the executive editor of *Planning for Higher Education*, SCUP’s quarterly journal.

SCUP’s Founder’s (Casey) Award began in 1985 and recognizes exceptional achievement and accomplishments in higher education planning, such as contributions to the literature, the planning models and other achievements that raise the standards of planning theory and practice.

It was named after K.C. Parsons, charter SCUP member and first SCUP president from 1966–1968. Recipients are selected on the basis of innovative contributions to the improvement of the theory and practice of academic, administrative, financial, facilities, and/or general institutional planning at colleges and universities.



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