

# **FOR COMMENT**

## **Report of the University of Pennsylvania Campus Center Advisory Committee**

*January 1990*

The following Executive Summary of the Report of the University of Pennsylvania Campus Center Advisory Committee highlights a detailed report submitted by the Committee to the President and the Provost.

The complete report is available for examination at the  
Office of the Vice Provost for University Life.  
Comments are welcome and should be addressed to  
President Sheldon Hackney,  
100 College Hall/6380.

*The Campus Center Advisory Committee was formed by President Sheldon Hackney and Provost Michael Aiken in March 1989 to recommend the program and services for the proposed Campus Center. The Committee's report is presented in eight sections and supported by a series of appendices. The following is a summary of the Committee's report and recommendations.*

## **Executive Summary:**

# **Report of the Campus Center Advisory Committee**

### **I. Introduction**

#### **The Charge**

The charge to the Committee was to develop a "new cornerstone for campus life which will continue to serve the same vital functions that Houston Hall has provided for the past century." The Committee was asked to undertake a detailed review of the needs of the various constituencies on the campus; provide a mission statement; and compile a comprehensive list and assessment of priorities for the elements of the Center. The charge requested an examination of critical issues: alternative sites; the role of performing arts facilities and food service facilities; the need for meeting rooms for campus groups and activities, offices for student agencies, and appropriate space for University Life and other departments serving students; the place of retail functions, including a possible relocation of the Book Store; and parking. The charge also requested an assessment of the linkages with other campus facilities that might complement and support the new Center.

The Committee developed the following set of philosophical objectives and assumptions for the Campus Center, against which the realities of later choices could be measured:

- The Center should contribute to the intellectual and social life of the campus with facilities, services and programs that enrich the University environment.
- As a facility the Center should bring students, faculty, staff, alumni and visitors together in a warm, comfortable, inviting atmosphere that encourages interaction.
- The Center should not be viewed as a stand-alone facility, but rather should be linked conceptually and programmatically with other existing facilities—e.g., Annenberg Center, the residences and college houses and their satellite facilities such as McClelland Hall and Provost Tower, and athletic and recreational facilities.
- Although the Center should be conceived as a "campus" center, its chief users for most of the year will be students and student groups, and its design should recognize this pattern of use.
- The Center should be designed so that it can serve future generations of members of the Penn community as well as it serves the current Penn community.

#### **Site Selection**

Three sites were identified as having the greatest potential for development of the Campus Center—the existing site encompassed by Houston Hall, Irvine Auditorium and Logan Hall; the current (temporary) Book Store location on the corner of Locust Walk and 38th Street; and the existing parking lot on 36th and Walnut Streets across from Annenberg Center. Based on the Committee's examination of the advantages and disadvantages of each site in accordance with carefully determined considerations for both short and long term development, the Committee selected the site on the north side of Walnut Street between 36th and 37th Streets because of its advantages in opening Walnut Street to campus expansion while drawing in the facilities that are already proximate to the site.

### **II. The Character of the Campus Center**

#### **Architectural Vision**

For both practical and symbolic reasons, the building should embody an energy- and environmentally-conscious design, and should fit well into the campus architecture. For historical reasons, the building should not lose sight of the University's role within the city of Philadelphia. The Chairman of the University's Board of Trustees has suggested that the building capture the spirit of "old Philadelphia"; there are many beloved architectural and design features on Penn's campus that are compatible with this idea. The Committee recommends that the architect of the building make a special effort to balance form with function to accommodate both visually exciting space and the practical needs of groups and individuals for necessary services.

#### **Intellectual Atmosphere**

Alongside its role as a place in which the Penn community can meet, interact, and enjoy recreational activities, the Campus Center must strongly and explicitly enrich the intellectual life of the University. To this end, the exchange of ideas, discussion and debate should be facilitated by the organization, design and management of the Center's facilities.

### **III. The Building Program**

The Committee's building program space allocation recommendations are based on five factors:

1. Current Houston Hall services and use patterns
2. Availability of services elsewhere on campus
3. Successful facilities on other campuses
4. Perceived needs as reflected in campus-wide survey instruments and discussions
5. Committee judgments regarding those facilities which will define the character of the building and establish it as the crossroads of the Penn campus.

Recommendations on program space allocation facilities and services are presented in Exhibit A. Further analysis of the entire program proposal is included in section III of the report.

### **IV. Linkages and Related Spaces**

A number of functions have been left out of the Campus Center program with the understanding that they will be served by existing facilities elsewhere. The Committee believes that some of these omitted functions would suffer from relocation. The moving of others would lead to overcentralization and a diminution of the overall vitality of the campus. For yet others, the cost of duplicating existing facilities probably cannot be justified. The key recommendations are as follows:

#### **Annenberg Center**

- Dedicate all suitable performance spaces to student groups during peak use periods. If such dedicated time is not possible, expand the building program and budget of the Campus Center to include facilities that directly meet the needs of the campus performing arts communities.



- Reconfigure the Zellerbach Theater to accommodate audiences of 500-600 and 900 +, and make it acoustically suitable for both theatrical and musical performance. If this is not feasible, include a 500-600 seat theater and make provision for the construction of a 1000 seat music performance space.
- Create a single technical management structure to oversee both the Annenberg Center and the new theatrical facilities in the Campus Center.

#### **Gimbel Gymnasium**

- Develop a mechanism for coordinating athletic and recreational facilities in the Center with those of Gimbel Gym.
- Consider a physical linkage between the two buildings as part of Center design.

#### **Physical Integration of the Campus**

- Construct one or more bridges over Walnut Street to create a "campus level" for the Center connecting Annenberg Plaza, Grad Towers Plaza and the ICA.
- Design the rental component of the Center at the grade level of Walnut Street in order to enliven the street. Consider renovations to other Walnut Street buildings (Van Pelt Library, Annenberg Center) with the same effect in mind.
- Explore closing a portion of 36th and/or 37th Streets to increase the pedestrian zone of the campus and provide a loading dock area for the Center.

#### **Linkages to Residential Programs**

- Foster cooperative efforts without duplicating residential activities in the Center.

#### **Linkages to Academic Programs**

- Support the intellectual mission of the University within the Center while avoiding its use for academic instruction.

### **V. Analytical Graphics and Sketch Studies**

While specific recommendations on the architectural layout and design of facilities in the Campus Center are premature, several general concerns relating to planning and campus interaction patterns have emerged from the Committee's discussions. In cooperation with the Department of Facilities Planning and its consultant, Venturi, Scott Brown and Associates, Inc., the Committee has included an appendix of analytical graphics and sketch studies as part of this report. These graphic aids are intended to illustrate the external influences that affect the Committee's concepts of the use of the building site and the overall program statement.

### **VI. Organization and Governance**

#### **Organization**

The Committee's general recommendation is to establish an organizational structure which functionally empowers the Center's management and governance to promote the welfare of campus life through the revenues derived from the Campus Center's activities and programs. In particular, the Committee recommends:

- Reporting Responsibilities:** The Committee unanimously supports an organization which reports to the academic side of the institution through the Provost's Office.
- Operational Responsibilities:** The Committee recommends that the Center's operational organization be treated, to as great an extent as possible, as an identifiable administrative unit in an appropriate area under the Provost such as the Division of University Life.
- Budgetary Responsibilities:** Though the cost center versus profit center basis for the funding and operations has yet to be resolved, the Committee nevertheless recommends that the Center be organized as much as possible as a separate budgetary entity with the right—and obligation—to use internally generated revenues in support of the Center and its programs and activities.

#### **Governance**

The Committee's review of other centers has indicated that the best funded and operated facilities rely on strong governance structures. Visionary leadership is necessary to ensure the creation of a vital and exciting environment, the provision of services to all members of the

University community, and fair and consistent policy implementation.

The Committee proposes a Campus Center governing structure with three components: the Provost's Office, a director (although the operations and programmatic functions may be split between two positions), and a governing board.

### **VII. Further Recommendations on the Development and Construction Process**

The proposed Campus Center represents a major step in the University's commitment to integrate its academic programs and the functions which are loosely termed "student life." Indeed, the program for the Campus Center has been designed to advance this educational philosophy both now and in the future. With this in mind, and based on its review of the development processes of other recently constructed centers, the Committee offers the following recommendations:

- A mechanism should be developed to enhance campus involvement in the development process of the facility, such as the formation of a development committee to oversee the next steps of the project, i.e., to serve as "client" for the project, to serve as the University connection with the architect and development manager, and to represent the range of perspectives which will influence the short and long term performance and impact of the Center. Such a development committee should include, for example, Trustees, representatives from the current Campus Center Advisory Committee, and the personnel responsible for Houston Hall, Student Life, and Facilities Planning. An operating officer for the project should be appointed who will be responsible for direct communication with all those who require information and guidance from the "client."
- In its deliberations the Committee has assumed that the financing for the construction of the Campus Center will be raised as part of Penn's current development campaign. Should that assumption prove too optimistic for construction of the total program at one time, the Committee believes it essential for the facility to be designed at the same time so that the phasing affects only the timing of construction, and that an appropriate time line be developed to assure that the comprehensive program is implemented in accordance with an established plan. Exhibit B provides the Committee's recommendations on such a phasing strategy should one prove to be necessary.

### **VIII. Next Steps**

- Formation of a development committee to serve as a "client."
- Development committee review and analysis of the program statement and refinement in light of its review.
- Preliminary review of credentials of selected architects.
- Commission of an architectural competition among several architectural firms and review by the development committee.
- Selection of architect.
- Review of financing objectives and possible alternatives.
- Completion of preliminary studies on site plans.

#### *Campus Center Advisory Committee*

*David Brownlee, Arts and Sciences*  
*Thomas Connolly, Arts and Sciences*  
*Stephen Gale, Arts and Sciences, Co-Chair*  
*Lawrence Hanauer, CAS '91*  
*Thomas Hauber, University Life, Staff*  
*Titus Hewryk, Facilities Planning*  
*Pamela Inglesby, Annenberg '91*  
*Robert Inman, Wharton*  
*Benjamin Karsch, Wh '90*  
*Noam Lior, Engineering and Applied Science*  
*Kim Morrisson, University Life, Co-Chair*  
*Kelly Mulroney, CAS '90*  
*Mohammed Saadi-Elmandjra, Gr Eng '90*  
*Rene Singleton, University Life, Staff*  
*Anthony Tomazinis, Graduate School of Fine Arts*  
*Francine Walker, University Life, Staff*  
*Rosalyn Watts, Nursing*

**Exhibit A, next page**  
**Exhibit B, pp. VI-VIII**

## Exhibit A: Campus Center Building Program Space Allocation

Type of Facility	Projected Need	@ Sq.Ft	Total Sq. Ft.	% of Bldg.
<b>Meeting Rooms</b>				
Conference rooms (cap. 15)	7	300	2100	
Conference rooms (cap. 50)	3	750	2250	
Meeting rooms, flexible (cap. 50)	9	750	6750	
Meeting rooms, flexible (cap. 100)	4	1000	4000	
Multipurpose room (cap. 300)	1	2500	2500	
—with small raised stage				
—for dances, concerts, parties				
Multipurpose room w/ dividers (capacity 1000)	1	10000	10000	
—divisible into 4 rooms @ 2500 sq. ft.				
—small stage in end room				
—for rehearsals, meetings, performances, ballroom				
Lecture hall/auditorium/film screening room (cap. 300)	1	2850	2850	
—raked seating				
Catering preparation area connecting to meeting rooms	1	750	750	
<b>Total Meeting Rooms:</b>	<b>27</b>		<b>31200</b>	<b>12.75%</b>
<b>Performing Arts Facilities *</b>				
Black box theater	1	3000	3000	
Dressing rooms	3	200	600	
<b>Total Performing Arts Facilities</b>	<b>4</b>		<b>3600</b>	<b>1.47%</b>
<b>Music Practice Rooms</b>			600	
—with pianos and wood floors				
<b>Total Music Practice Rooms:</b>			<b>600</b>	<b>0.25%</b>
<b>Rehearsal/Dance/Martial Arts Studios</b>				
—with mirrors, sprung floor, barres, piano and mats	2	1250	2500	
<b>Total Rehearsal/Dance/Martial Arts:</b>	<b>2</b>		<b>2500</b>	<b>1.02%</b>
<b>Art Gallery</b>	1	600	600	
<b>Total Art Gallery:</b>			<b>1600</b>	<b>0.25%</b>
<b>Lounges/Recreational Space</b>				
Large central lounge	1	7500	7500	
—comfortable furniture				
Music listening lounge	1	1000	1000	
Browsing library	1	2000	2000	
24-hour study/reading lounge	1	1800	1800	
—lounge furniture				
—study tables				
—good lighting				
Open lounge areas throughout bldg.	4	400	1600	
Small enclosed lounge	1	800	800	
—with television and VCR				
Game Room *	1	3000	3000	
<b>Total Lounge Space:</b>	<b>10</b>		<b>17700</b>	<b>7.23%</b>
<b>Computing Facility</b>				
Public computing facility	1	6500	6500	
—individual and group terminals				
<b>Total Computing Facility:</b>	<b>1</b>		<b>6500</b>	<b>2.66%</b>
<b>Student Organization Offices</b>				
Private offices for governing and other permanent groups around periphery of large room	20	200	4000	
Open space with movable partitions, desks, reception area, mailboxes and conference room/work area	flexible		8000	
Daily Pennsylvanian **	1	6000	6000	
<b>Total Student Organization Spaceflexible</b>			<b>18000</b>	<b>7.36%</b>

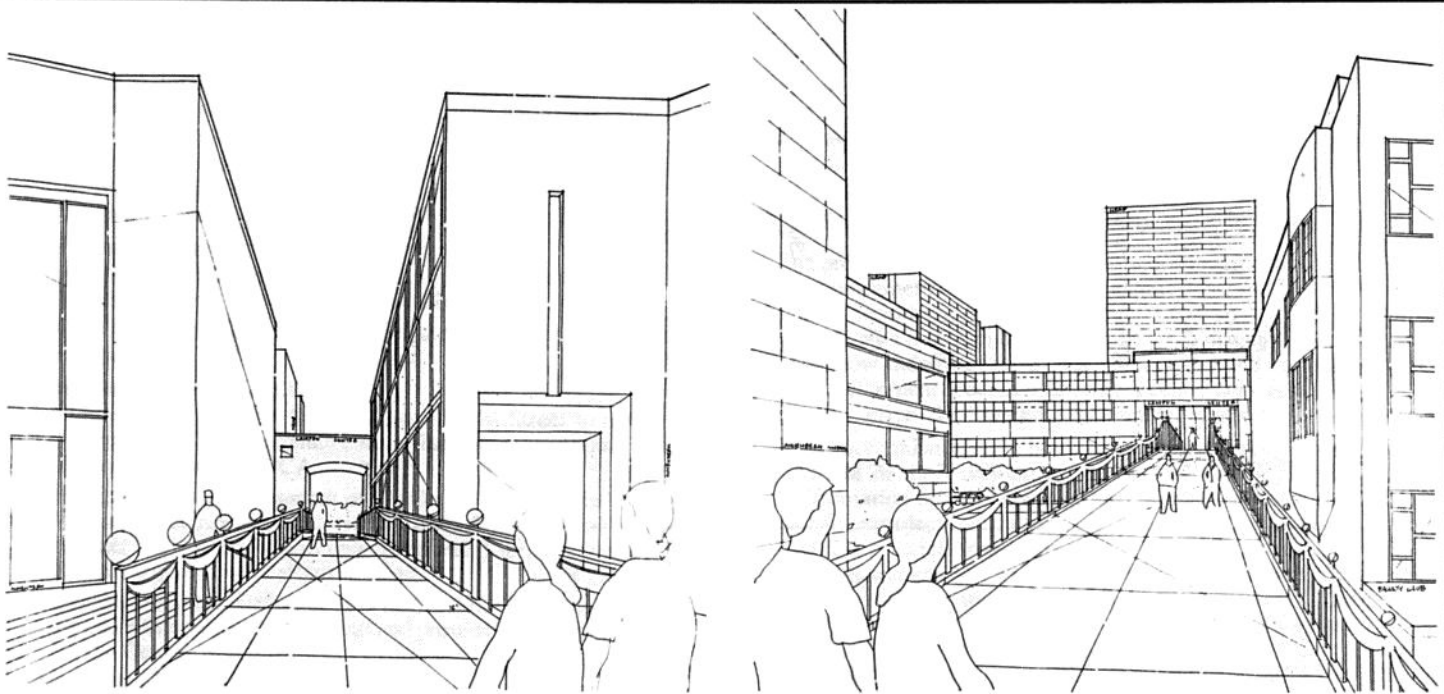
\* The theaters of the Annenberg Center are not counted in the space allocation, but should be considered part of the Committee's recommendation for the Campus Center complex.

\*\* Gross square footage

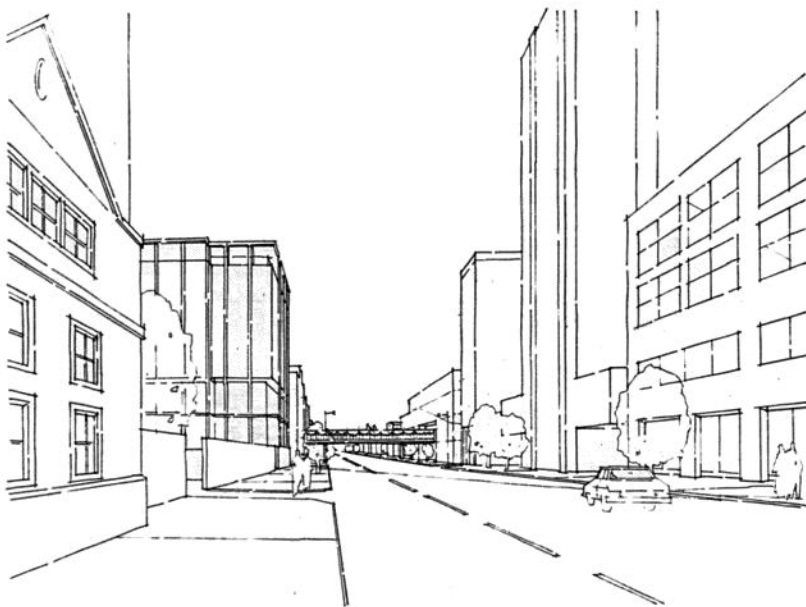
Type of Facility	Projected Need	@ Sq.Ft	Total Sq. Ft.	% of Bldg.
<b>Student Support Services</b>				
Affirmative Action (satellite)	1	125	125	
Campus Center Operations	1	2285	2285	
Career Plan./Plcmnt (satellite)	1	125	125	
Fraternity & Sorority Affairs	1	2065	2065	
Health Ed'n Resource Center	1	1495	1495	
International Programs	1	3485	3485	
Penn Student Agencies	1	1200	1200	
Penn Women's Center	1	1600	1600	
Student Academic Support	1	6000	6000	
Student Activities	1	955	955	
Student Life Programs	1	2450	2450	
Student Performing Arts	1	1100	1100	
Vice Provost for University Life	1	6000	6000	
<b>Total Student Support Svcs:</b>	<b>13</b>		<b>28885</b>	<b>11.80%</b>
<b>Food Services **</b>				
Type and number to be determined			15000	
Self-service cafeteria				
Coffeehouse/cafe				
Sit-down restaurant/grille				
Dining area (seats 1000)			10000	
<b>Total Food Service:</b>			<b>25000</b>	<b>10.22%</b>
<b>Bookstore Functions **</b>				
Bookstore functions			50000	
—including Check Cashing service				
<b>Total Bookstore Functions:</b>			<b>50000</b>	<b>20.43%</b>
<b>Retail Services **</b>				
Type and number to be determined (e.g., Convenience store, automated teller machines, fitness center)			10000	
<b>Total Retail Services</b>			<b>10000</b>	<b>4.09%</b>
<b>Service Operations</b>				
Post Office (walk-in)	1	750	750	
Information Center and bldg mailroom	1	500	500	
Student Federal Credit Union **	1	1800	1800	
<b>Total Service Operations</b>	<b>3</b>		<b>3050</b>	<b>1.25%</b>
<b>Patio/Terrace **</b>	1	4000	2000	
—located off food service area with glass enclosure (@ .5)				
<b>Total Patio/Terrace:</b>	<b>1</b>		<b>2000</b>	<b>0.82%</b>
<b>Elevators **</b>				
Passenger	2	50	100	
Freight (connected to meeting rooms)	1	100	100	
<b>Total Elevators:</b>	<b>3</b>		<b>200</b>	<b>0.08%</b>
<b>Loading Docks/Trash Removal **</b>				
Bays capable of holding 45' trailer with 14' clearance (sq. ft. @ .5)	3	450	675	
Bay for building trash compactor	1	450	225	
<b>Total Ldg Docks/Trash Removal:</b>	<b>4</b>		<b>900</b>	<b>0.37%</b>
<b>Telephones</b>				
Pay and campus phones on each floor 5/fl		60/fl	?	
—space allocation depends on # of fl.				
<b>Total Telephones:</b>			<b>to be determined</b>	
<b>Coat Room/Registration Areas **</b>				
(@ 1 sq. ft./coat)				
Near multipurpose rooms	1	500	500	
Near central lounge	1	400	400	
Near meeting rooms	1	300	300	
<b>Total Coat Room/Registration:</b>	<b>3</b>	<b>1</b>	<b>200</b>	<b>0.49%</b>
<b>Public Space, Access and Egress, Restrooms and Storage</b>				
Public space @ 30% of net square footage			30551	
Storage space @ 12% of net square footage			12220	
<b>Total Public Space, Etc.:</b>			<b>42771</b>	<b>17.48%</b>
<b>Total Gross Square Footage for Building Program Space Allocation:</b>			<b>244706</b>	<b>100.00%</b>
—excluding telephones				

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ALMANAC SUPPLEMENT January 30, 1990



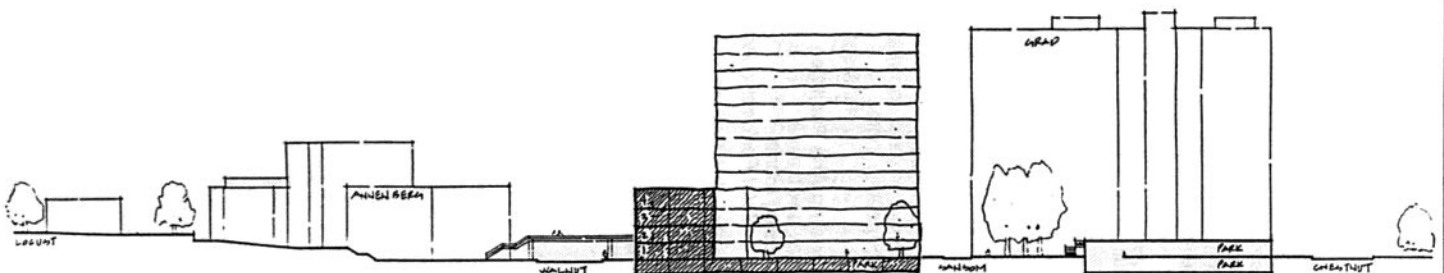
Facing northward between the Annenberg Center and Annenberg School—or between the School and the Faculty Club



Above and below, looking westward on Walnut Street

### ***Sketches from the Appendices***

*Appendices to the Report of the Campus Center Advisory Committee contain extensive analysis of the setting of the Campus Center and its linkages to existing academic, residential and recreational facilities. For physical conquest of "the Walnut Street barrier," the Committee proposes a pedestrian bridge.. Sketches on this page, from Venturi, Scott Brown and Associates, suggest the visual effects.*



*Drawings from the Appendices and the explanatory paragraph above were added to this presentation by Almanac. It is noted in the document that the sketches represent conceptions, not architectural designs.*

# Exhibit B: Building Program Space Allocation Construction Phasing (If Needed)

Type of facility	Phase I			Phase II			Phases I and II		
	Number	@	Total Sq. Ft.	% of Bldg.	Number	@	Total Sq. Ft.	% of Bldg.	Proj. Need
<b>Meeting Rooms</b>									
Conference rooms (cap. 15)	5	300	1500		2	300	600		7
Conference rooms (cap. 50)	3	750	2250						3
Meeting rooms, flexible (cap. 50)	6	750	4500		3	750	2250		9
Meeting rooms, flexible (cap. 100)	2	1000	2000		2	1000	2000		4
Multipurpose room (cap. 300)	1	2500	2500						1
— with small raised stage									
— for dances, concerts, parties									
Multipurpose room w/dividers (capacity 1000)	1	10000	10000						1
— divisible into 4 rooms @ 2500 sq. ft.									
— small stage in end room									
— for rehearsals, meetings, performances, ballroom									
Lecture hall/auditorium/film screening room (cap. 300)	1	2850	2850						1
— raked seating									
Catering preparation area connecting to meeting rooms	1	750	750						1
<b>Total Meeting Rooms:</b>	20		26350	13.37%	7		4850	10.19%	27
<b>Performing Arts Facilities</b>									
Black box theater	1	3000	3000						1
Dressing rooms	3	200	600						3
<b>Total Performing Arts Facilities:</b>	4		3600	1.83%					4
<b>Music Practice Rooms</b>									
— with pianos and wood floors			600						
<b>Total Music Practice Rooms:</b>	to be determined		600	0.30%					to be determined
<b>Rehearsal/Dance/Martial Arts Studios</b>									
— with mirrors, sprung floor, barres, piano and mats	1	1250	1250		1	1250	1250		2
<b>Total Rehearsal/Dance/Martial arts:</b>	1		1250	0.63%	1		1250	2.63%	2
<b>Art Gallery</b>									
<b>Total Art Gallery:</b>	1	600	600	0.30%					1
<b>Lounges/Recreational Space</b>									
Large central lounge	1	7500	7500						1
— comfortable furniture									
Music listening lounge	1	1000	1000						1
Browsing library	1	2000	2000						1
24-hour study/reading lounge	1	1800	1800						1
— lounge furniture									
— study tables									
— good lighting									
Open lounge areas throughout building	3	400	1200		1	400	400		4
Small enclosed lounge	1	800	800						1
— with television and VCR									
Game Room *	1	3000	3000						1
<b>Total Lounge Space:</b>	9		17300	8.78%	1		400	0.84%	10

\*Gross square footage

Type of facility	Phase I			Phase II			Phases I and II		
	Number	@ Sq. Ft.	Total Sq. Ft.	% of Bldg.	Number	@ Sq. Ft.	Total Sq. Ft.	% of Bldg.	Proj. Need
<b>Computing Facility</b> Public computing facility — individual and group terminals <i>Total Computing Facility:</i>					1	6500	6500		1
<b>Student Organization Offices</b> Private offices for governing and other permanent groups around periphery of large room	20	200	4000						
Open space with moveable partitions, desks, reception area, mailboxes and conference room/work area	flexible		8000						
Daily Pennsylvanian*	1	6000	6000						
<i>Total Student Organization Space:</i>	flexible		18000	9.13%					
<b>Student Support Services</b> Affirmative Action (satellite)	1	2285	2285		1	125	125		1
Campus Center Operations					1	125	125		1
Career Plan. & Placement (satellite)					1	2065	2065		1
Fraternity & Sorority Affairs	1	1495	1495		1	3485	3485		1
Health Education Resource Center					1	1200	1200		1
International Programs	1	1200	1200		1	1600	1600		1
Penn Student Agencies	1	1600	1600		1	6000	6000		1
Penn Women's Center	1	955	955		1	1100	1100		1
Student Academic Support	1	2450	2450		1	6000	6000		1
Student Life Programs					7	18900	18900	39.73%	13
Student Performing Arts									
Vice Provost for University Life									
<i>Total Student Support Services:</i>	6		9985	5.07%					
<b>Food Services *</b> Type and number to be determined			15000						
Self-service cafeteria									
Coffeehouse/cafe									
Sit-down restaurant/grille			10000						
Dining area (seats 1000)			25000	12.68%					
<i>Total Food Service:</i>									
<b>Bookstore Functions*</b> Bookstore functions			50000						
— Including Check Cashing service			50000	25.36%					
<i>Total Bookstore Functions:</i>									
<b>Retail Services*</b> Type and number to be determined (e.g., Convenience store, automated teller machines, fitness center)			10000						
<i>Total Retail Services:</i>			10000	5.07%					
<b>Service Operations</b> Post Office (walk-in)	1	750	750						
Information Center and building mail- room	1	500	500						
Student Federal Credit Union*	1	1800	1800						
<i>Total Service Operations:</i>	3		3050	1.55%					

\*Gross square footage



Type of facility	Phase I			Phase II			Proj. Need	Phases I and II		% of Bldg.
	Number	Sq. Ft.	Total Sq. Ft.	% of Bldg.	Number	Sq. Ft.	Total Sq. Ft.	@ Sq. Ft.	Total Sq. Ft.	
<b>Patio/Terrace*</b> — located off food service area with glass enclosure (@ .5) <i>Total Patio/Terrace:</i>					1	4000	2000	1	4000	2000
<b>Elevators*</b> Passenger Freight (connected to meeting rooms) <i>Total Elevators:</i>	1 1 2	50 100 150	50 100 150	0.08%	1	50	50	2	50	100
<b>Loading Docks/Trash Removal*</b> Bays capable of holding 45' trailer with 14' clearance (sq. ft. @ .5) Bay for building trash compactor <i>Total Loading Docks/Trash Removal:</i>	2 1 3	450 450 675	450 225 675	0.08%	1	450	225	3	450	200
<b>Telephones</b> Pay and campus phones on each floor — space allocation depends on # of floors <i>Total Telephones:</i>	5/fl	60/fl	?	0.34%	5/fl	60/fl	?	5/fl	60/fl	?
<b>Coat Room/Registration Areas*</b> (@ 1 sq. ft./coat) Near multipurpose rooms Near central lounge Near meeting rooms <i>Total Coat Room/Registration:</i>	1 1 1 3	500 400 300 1200	500 400 300 1200	0.61%						
<b>Public Space, Access and Egress, Restrooms and Storage</b> Public space @ 30% of net square footage Storage space @ 12% of net square footage <i>Total Public Space, etc.:</i>			20981 8392 29373				9570 3828 13398			30551 12220 42771
<b>Total Gross Square Footage for Building Program Space Allocation:</b> — excluding telephones			197133	100.00%			47573			244706

\* Gross square footage