JUNE 2016 MESSAGE FROM THE CHANCELLOR AND PRESIDENT

Dear Members of the Campus Community,

From its wonderful history to its iconic buildings and green spaces on campus and across the globe, Syracuse University has developed its own unique sense of place over the past 145 years. The interface between people, landscapes, and structures impacts the way we learn, live, work, and interact year round.

For more than 18 months, the Campus Framework Advisory Group, comprised of Trustees, students, faculty, and staff, has partnered with Sasaki Associates, an integrated planning, design, and architecture firm, to help us determine opportunities—both inside and outside of the classroom—to help align Syracuse University’s vision and mission with its physical presence and infrastructure. With the Advisory Group and campus community’s input, bold ideas were born to help shape the student experience for generations to come. Thousands of faculty, staff, and students participated in the Fall 2014 MyCampus survey, campus meetings, and open house events. All of this work helped guide Sasaki as they learned about our campus, our priorities, and how to best support the student experience at Syracuse University.

With the Board of Trustees approval to pursue the West Campus Project and begin the first phase of our transformation, the Advisory’s Group’s reengagement and future guidance is more important than ever.

While our campus has grown and changed dramatically, its roots are strong. The Campus Framework provides us with a roadmap to build on our strengths and plan for the decades ahead. I am excited about the next phase of campus rejuvenation and our ability to provide an unrivaled collegiate experience. I hope you are too.

Sincerely,

Kent Syverud
Chancellor and President
Syracuse University
In 2014, Syracuse University embarked on a major University-wide initiative to usher the campus through the 21st century. Fast Forward Syracuse, a guide for the future and a guide to help ensure the success of Syracuse University in the context of a changing and challenging higher education environment, has three major components developed concurrently: the Academic Strategic Plan, the Campus Framework, and the Operational Excellence Program. The Campus Framework is intended to serve as an aspirational plan to guide the future of the physical campus and provides a structure for rejuvenation, ensuring that each building and open space supports learning, social development, and vibrancy.

An employee-led Advisory Group provided direction to Sasaki and Associates throughout the planning process. The work consisted of three distinct stages: analysis, scenarios, and implementation strategies. During the analysis stage, the consultant team established a dialogue with University stakeholders and reviewed existing background information about the campus and its surrounding environments. Sasaki also sought input from members of the campus community through online surveys, including the MyCampus survey, which had more than 3,000 participants. During the scenarios stage, the Advisory Group refined the design principles and developed a range of strategies to address the student experience, residential life, academic and research environments, mobility, and campus character. Finally, during the implementation strategies stage, the team established a plan to achieve the goals set forth in the Campus Framework.

The Framework was guided by the University’s mission and the themes in the Academic Strategic Plan:

- **The Student Experience**: Provide all students with a world-class learning experience that prepares students for future success
- **Discovery**: Promote creativity and discovery attuned to important challenges and emerging needs
- **Internationalization**: Enter the campus, engage with the world
- **Commitment to Veterans and Military-Connected Communities**: Distinguish Syracuse as the premier university for veterans, military-connected students, and families
- **Innovation**: Nurture an entrepreneurial culture
- **One University**: Galvanize institution-wide excellence

**UNIVERSITY MISSION**

As a university with the capacity to attract and engage the best scholars from around the world, yet small enough to support a personalized and academically rigorous student experience, Syracuse University faculty and staff support student success by:

- Encouraging global study, experiential learning, interdisciplinary scholarship, creativity, and entrepreneurial endeavors
- Balancing professional studies with an intensive liberal arts education
- Fostering a richly diverse and inclusive community of learning and opportunity
- Promoting a culture of innovation and discovery
- Supporting faculty, staff, and student collaboration in creative activity and research that address emerging opportunities and societal needs
- Maintaining pride in our location and history as a place of access, engagement, innovation, and impact

**DRAFT 2: Updated June 2017**
The Campus Framework works in coordination with the University’s Academic Strategic Plan to reinvigorate our physical campus, with the goal of creating a more robust, connected academic core campus offering many different experiences, from academics to student life to athletics. The Campus Framework envisions Syracuse University as a more connected campus enriched with a vibrant public realm and state-of-the-art learning and living spaces that enable innovative research and a thriving culture of collaboration. Syracuse University has long been known as the Campus on the Hill, but today the University has expanded well beyond the historic Main Campus core. Athletics buildings and fields, administrative offices, and approximately one-third of all on-campus student housing are located on South Campus. Satellite buildings integrate facilities for the College of Visual and Performing Arts and community facing programs in downtown Syracuse. To support the University’s strategic mission and principles, the Campus Framework creates a flexible strategy for reinvestment and change in the coming decades. The Framework builds on the historic footprint of the campus, reinforcing the architectural legibility and sustainability of Main Campus.

To foster a holistic student experience—one that marries academic, research, and student life—over time, first- and second-year undergraduate housing will be relocated to Main Campus, and major academic and student life investments will be focused around the core of Main Campus. This dramatic, long-term transformation will enable the creation of 21st-century facilities that support modern academic pedagogies and research, and re-center student and residential life around the academic core of the University. At the same time, it will anchor Syracuse University’s presence in the city near medical and veterans institutions, the downtown area, and campus neighborhoods.
CAMPUS FRAMEWORK GOALS

The Campus Framework plan works in coordination with the University’s Academic Strategic Plan to shape, guide, and manage the Syracuse University campus environment and its physical form in support of the University’s mission. It seeks to foster an inclusive range of strategies to address the student experience, integrate accessibility and mobility, and improve the academic and research environments. Three overarching goals for the Campus Framework were developed, building on discussions with University students, faculty, staff, academic leaders, and Trustees:

SUPPORT ACADEMIC EXCELLENCE

Strengthen the global legacy of learning and investigation by creating 21st-century academic and research environments across the University.

ENRICH ALL ASPECTS OF STUDENT LIFE

Foster student success through a holistic residential experience, engaging student life centers, a comprehensive academic and administrative support network, and a diverse array of health and wellness offerings.

CREATE A DIVERSE AND VIBRANT CAMPUS SETTING

Continue to enrich the environment with high-quality placemaking, buildings, and landscapes, distinguished by design excellence.

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Historic Structure

While the University’s origins began with a clear, compact core, over time growth has led to a less distinct campus with porous edges to the city. This integration with the city will be celebrated through reinforcement of the campus edges to ensure that they mirror the prominence and grandeur of the campus core. In 1873, the Hall of Languages was constructed to house the new Campus on the Hill at the head of University Avenue. As the University grew, the monuments of Old Row—such as von Rankes Library (today known as Tolley Humanities Building)—were erected on either side of the Hall of Languages, expanding along the front lawn—the open space between the Old Row and the Einhorn Family Walk, formerly University Place. Today, the grand architecture of these buildings reinforces the traditional feel of the campus. Further growth was organized around formal open spaces. Academic buildings encircled the formal campus quadrangle, providing a destination for social engagement, and Walnut Park connected a residential district for faculty and staff to the University. In the last half-century, campus expansion has created a new “front door” on Waverly Avenue, though the space is characterized by “back-of-house” uses. Seated in front of the Old Row, the “New Row” today forms an entrance for the campus on Waverly Avenue but the frontage is characterized by service access and parking.

Existing Campus

Syracuse University consolidates most academic, administrative, and some housing facilities on Main Campus and utilizes nearby South Campus to provide additional student housing, administrative buildings, and athletics and recreation facilities. There are also satellite facilities in downtown Syracuse. These facilities rely on a few key armatures to connect people and functions. In the future, the balance of uses will shift to consolidate operations and enhance collaboration. Main Campus will serve as the hub of daily activity, and activity on South Campus will be redefined.

Campus Opportunities

The Framework for Syracuse University envisions a compact campus that fosters community interaction, supports collaboration, reduces dependence on personal automobiles, and provides respite from winter weather in Syracuse. Three reimagined corridors will link together the different zones of the campus. A consolidated academic core facilitates interactions among students, faculty, and staff, creating a vibrant environment of learning and research. Relocating first- and second-year student housing from South Campus into Main Campus residential housing is a transformative move that creates vibrancy and improves efficiency. Still a significant land resource, South Campus is reimagined. Athletics fields and stadiums are clustered around the intersection of East Colvin Street and Comstock Avenue, where they are easily accessible to student athletes, spectators, and visitors. This also allows for additional future expansion of athletics facilities in a concentrated area. An adjacent parking reservoir enables students, staff, and visitors to have access to their cars without disrupting the pedestrian environment on Main Campus and allows for more efficient shuttle operation. Administrative and support functions will remain.
The Campus Framework is a 20-year plan that aligns the Academic Strategic Plan with the University’s physical campus environment to further strengthen our standing as a great, thriving, international research university and create an exceptional student experience. Waverly Avenue, the Einhorn Family Walk, and the Academic Walk will give structure to the Campus Framework’s program and land use approach:

• Connective walkways will link disparate buildings and open spaces, enlivening the campus civic realm.
• Reenvisioned academic buildings will infill key sites near the Academic Walk. Renovations and space moves within existing structures on the Shaw Quadrangle will bring disconnected programs together, modernize existing space, and support interdisciplinary activities. The Academic Walk will also link West Campus to the eastern edge of campus and create an outdoor events and gathering space.
• A diverse array of modern student life amenities will be integrated into the campus core both in West Campus and in a row between the Einhorn Family Walk and Waverly Avenue, creating a student life district at the center of the University.
• Mixed-use neighborhoods will be established by relocating 30 percent of current residential capacity from South Campus to Main Campus. Each on-campus neighborhood will include a mix of residential and student life amenities. Individual neighborhoods will exhibit unique identities but will all be connected to the campus core by one of the three corridors.
• Guiding principles for future campus planning, design, and construction will be established to govern campus growth and future development.
The Campus Framework’s key themes, vision, and overarching goals inspired the development of five key recommendations to highlight priorities and focus on the student and campus experience:

1. **ENLIVEN THE CIVIC REALM**
2. **REVITALIZE THE ACADEMIC CORE**
3. **CREATE A CAMPUS-CITY COMMUNITY**
4. **INTEGRATE DIVERSE, INCLUSIVE STUDENT LIFE ACTIVITIES**
5. **ESTABLISH MIXED-USE NEIGHBORHOODS**
ENLIVEN THE CIVIC REALM

Composed of open spaces and linear connections, Syracuse University’s future civic realm vision builds on the campus’ legacy landscapes and eclectic architecture. The design concept behind enlivening the civic realm is to create a vibrant University community which further facilitates both informal and formal collaboration among students, faculty, and staff, extending discourse beyond classroom walls.

Landscaped streets and pedestrian walkways form dynamic connections that will link the campus’ distinguished landscapes such as the Front Lawn, Walnut Park, and the Shaw Quadrangle. Collectively, these elements lend identity, provide spaces for informal study and socializing, create environmental benefits, and form the foundation of universal accessibility. Transparent facade renovations will create a sense of continuity between indoor and outdoor spaces, allowing observers to appreciate the wide range of academic disciplines and activities that contribute to the meaning of a Syracuse University degree.
Syracuse University’s academic core is centered on the historic Shaw Quadrangle, providing organizational structure and visual identity to the University’s teaching hub. The Campus Framework acknowledges the importance of collaboration in support of excellence in academics. One priority principle of the Framework will be to establish and maintain an Academic Core at the center of the University. The physical center of the Academic Core will be the Shaw Quadrangle.

The Academic Core will provide an environment where modern academic pedagogies reliant on related work environments and collaboration can flourish. To support these pedagogies and the Academic Strategic Plan goals, the core will be reinforced with a new science, engineering, and research building that will modernize teaching and research labs. Academic buildings around the Shaw Quadrangle will undergo renovations to improve classroom quality, upgrade technology, and increase flexible space available for studying and collaboration. Additional informal spaces for collaboration, interdisciplinary interaction, idea sharing and testing, study, and socializing will be added to new and existing buildings in prominent, visible locations, with strong connections to the rest of campus, including the growing West Campus area.
CREATE A CAMPUS-CITY COMMUNITY

While the University’s academic core remains on the Hill, there is a new opportunity to reinforce the University’s relationship to the city. The Campus-City Community that is emerging north of the campus will be augmented through redevelopment of key sites, public realm improvements, and mixed-use programming.

As the historic approach to the campus, University Avenue serves as the backbone for the Campus-City Community and will become a vibrant, welcoming campus gateway. Building on recent University and civic investments, a key feature of the area will be the mixed-use approach to building sites; commercial, academic, and student residential uses will combine to form lively clusters of activity. Over time, Waverly Avenue has become the new front door of the University. The street will be transformed with redevelopment and renovations that create active building facades, a new mix of uses, streetscape improvements, and connective landscapes.
INTEGRATE DIVERSE, INCLUSIVE STUDENT LIFE ACTIVITIES

The scale and diversity of the Syracuse University campus and community demand a comprehensive approach to student life amenities. The Campus Framework imagines a hybrid student life model that includes both large-scale facilities that serve the entire campus and small-scale, intimate spaces. Reimagined student life and recreation amenities include substantial renovations to Archbold Gymnasium to create the Barnes Center at The Arch, a new state-of-the-art student-focused health, wellness, and recreation complex. Additionally, Schine Student Center’s future Waverly Avenue addition and interior renovations will showcase vibrant social, meeting, and campus organization spaces, while renovations to Bird Library will support modern learning and research.

To foster small student support communities, student life amenities will be distributed throughout the on-campus residential neighborhoods.
The Campus Framework envisions holistic residential communities that support student success. Over time, Syracuse University will relocate first- and second-year South Campus student housing (approximately 30 percent of current beds) to Main Campus. This paradigmatic shift will transform Main Campus, making it even more vibrant and safe, with more students engaged in campus life at the campus center 24/7. As the unique on-campus residential neighborhoods are built, distinct identities will emerge. Neighborhood identities might emerge from the mix of amenities provided, capitalizing on successful living-learning environments or proximity to specific campus destinations.

PRE-EXISTING
SUSTAINABLE SYSTEMS

Syracuse University strives to be a leader in sustainability education, research, and practice. This includes implementation of innovative pilot projects, faculty and student research on sustainability topics, and integration of sustainable practices in every facet of campus life and operations.

The Campus Framework provides a systems approach to sustainability that thinks broadly about campus-wide policies and networks, and it focuses on smaller interventions that encourage individuals to choose sustainable practices every day. As an academic institution, Syracuse University educates members of the campus community through instructional classes and by integrating academics and operations through use of the campus as a living laboratory for sustainability. By supporting grassroots sustainability efforts, events, and informational campaigns, informal education can increase sustainability awareness as well and can catalyze innovative ideas.

Proposals generated by the Campus Framework impact the built environment, natural environment, society, and economy of the University. At every decision, knowledge about sustainability is incorporated into proposed strategies and projects.

The Campus Framework addresses sustainability topics pertaining to energy, land use and civic structure, landscape, mobility, infrastructure, economic development and partnerships, climate, community, health and well-being, and place.

Several sustainability systems emerged as priorities for Syracuse University: land use and civic structure, landscape, mobility, place, and energy. The five key recommendations—Enliven the Civic Realm, Revitalize the Academic Core, Create a Campus-City Community, Provide Diverse Student Life Activities, and Establish Mixed-Use Neighborhoods—embrace a campus-wide approach to sustainability.

MOBILITY PRIORITIES

The Campus Framework emphasizes mobility improvements for pedestrian, cycle, and transit systems to encourage sustainable mobility practices campus-wide.

UNIVERSAL DESIGN

Proposed initiatives improve mobility by incorporating universal design in new projects and retrofitting historic structures to improve accessibility. Accessibility is an issue that will be addressed beyond mobility, and future landscape and building projects will seek to overcome accessibility challenges.

PEDESTRIAN CIRCULATION

Signage, wayfinding, and streetscape elements will significantly improve the pedestrian experience. A more accessible and compact campus simultaneously reduces emissions and promotes exercise.

CYCLE NETWORK

Development of a unified system of cycle paths, routes, and lanes that establish clear protocols for cycle and vehicular traffic will encourage more people to safely and comfortably embrace riding.

TRANSIT SYSTEM

Revised transit loops, schedules, and improved wayfinding and digital updates will enhance service, improve rider experience, and reduce University costs.

VEHICULAR NETWORK AND PARKING STRATEGY

With development of a more compact campus, parking will be located in garages at the campus periphery. Additional lots on South Campus will provide remote parking for long-term needs.
Syracuse University’s close physical connection to the city is an asset for partnerships and campus vibrancy; yet, it also creates challenges for an identifiable, clear sense of campus arrival. While the historic Campus on the Hill occupies a clearly defined area south of the Einhorn Family Walk, the University’s many other buildings within the Campus-City Community are not clearly defined. The Campus Framework outlines multiple ways to enhance the arrival experience to campus, particularly along key gateways such as University Avenue, Comstock Avenue, Euclid Avenue, and off of Interstate 81.

Community members will feel a clear sense of arrival to campus as they are greeted by renovated or redeveloped mixed-use buildings with a University presence and strong architectural design along University Avenue and Waverly Avenue. Along Comstock Avenue and Euclid Avenue, new cycle lanes and streetscape improvements signal arrival to a campus district.

The Campus Framework proposes a wayfinding toolkit that provides three types of wayfinding tactics: physical environment enhancements, virtual environment navigation, and a hybrid environment combining physical and virtual improvements.

Traditional physical wayfinding strategies include signage, urban design, landscape, and architectural design to create memorable places and provide visual markers to help campus users find their way around the campus. At Syracuse University, these elements will be incorporated at important campus arrivals and throughout the campus to assist with navigation.

Digital information is playing an ever important role in how visitors and members of the University community experience the campus. Campus visitors often first experience the University on the internet, find directions to the campus online, and are directed to the University by their car’s navigation system. Members of the campus community rely on smartphone applications and online communications to be immediately updated with important information. The virtual environment provides an opportunity for the University to align and extend the campus identity and experience beyond physical borders.

A hybrid environment provides a complete arrival experience that unifies the physical environment with the virtual environment. This includes personal experiences on a smartphone and public experiences as part of a digital signage network or streetscape design. The physical and virtual environments will be part of a comprehensive experience that fluidly provides information to everyone.
The Campus Framework is a visionary roadmap meant to guide future campus development for the next 20 years. To stay relevant in the constantly changing world, the Framework is designed to be flexible. In the near term, the Campus Framework identifies strategic investment opportunities in key catalytic projects. Many of these projects reinforce the Academic Strategic Plan that was developed concurrently with the Campus Framework. In the long term, and as new needs are identified, the Campus Framework provides additional suggestions for possible future opportunities and development sites. These plans are preliminary and evolving, and may change to accommodate future priorities.

Development of the plan components and subsequent construction and renovation of individual buildings and spaces within the plan will be executed under the leadership of the vice president for facilities and managed by Campus Planning, Design and Construction in partnership with the University’s Campus Facilities Advisory Board.

Consideration of individual projects will be based on the following parameters:
- Alignment of Physical Presence with Academic Priorities
- Americans with Disabilities Act Compliance
- Campus Community Input
- Identification of Funding
- Urgency of Infrastructure Improvements

**PROJECT OPPORTUNITIES UNDER REVIEW**

Near-term projects catalyze reinvestment in the Academic Core, the Campus-City Community, and the Campus Civic Realm, reimagination of a new West Campus, and strong investment in veterans’ education, all in accordance with the Academic Strategic Plan. The following project opportunities are under consideration and reflect the Campus Framework Goals:

- **SUPPORT ACADEMIC EXCELLENCE • ENRICH STUDENT LIFE**
- **CREATE A DIVERSE AND VIBRANT CAMPUS SETTING**
  - Barnes Center for Health, Wellness and Recreation at The Arch
  - Hall of Languages Renovation
  - Innovation and Discovery Complex
  - National Veterans Resource Complex
  - Roof Replacement and Dome Improvements
  - Schine Student Center
  - Waverly Avenue Streetscape Improvements (Between Irving Avenue and University Avenue)
CAMPUS LANDSCAPE PROJECTS

Three proposed corridors provide the organizational structure for the campus. They provide structure for future campus growth and development, ensuring that new buildings and renovations contribute to a campus realm characterized by design excellence. The corridors also contribute to the quality of the civic realm by enhancing the campus landscape and creating space for connection, collaboration, and socializing.

EINHORN FAMILY WALK

The vitality of the future New Row—comprised of renovated Schine Student Center and Bird Library—will be captured in the public realm of the Einhorn Family Walk. South-facing buildings with frontage along Waverly Avenue with active facades and landscape improvements will create a more welcoming, beautiful, and vibrant campus front door.

WAVERLY AVENUE

Today’s underutilized streetscape will be transformed into a vibrant urban parkway through gracious landscape design and redevelopment. At the bridge between the city and campus, mixed-use buildings with transparent facades enable activities to seamlessly move between indoors and outdoors.

ACADEMIC WALK

Linking the West Campus neighborhood to the academic core, the Academic Walk will be a critical connection that is both a key pedestrian corridor and a central outdoor gathering place. The path will navigate the campus’s topographical change with landscape and building connections that provide universal access.
THE DOME

The Dome is an integral and beloved part of every Syracuse student’s experience and considered the “heartbeat” of campus—with students beginning and ending their academic careers in this iconic facility. The 49,262-seat stadium is the oldest and only domed stadium in the Northeast and is the largest structure of its kind on a college campus in the country. Since its debut on September 20, 1980, tens of millions of people have witnessed a variety of collegiate and professional athletic events, concerts, Commencements, and student life activities in this storied facility. Known affectionately as “the loud house,” it is home to the nationally recognized Syracuse University football, men’s and women’s basketball, and men’s and women’s lacrosse teams.

As part of the Campus Framework and continued revitalization of the west side of campus, the University plans to replace the aging Dome roof with a new roof system. In addition, Americans with Disabilities Act (ADA)-related accessibility and mobility upgrades to the Dome are planned to further ensure an inclusive and exciting experience for all visitors.

THE BARNES CENTER AT THE ARCH

Substantial renovations to Archbold Gymnasium will include a new state-of-the-art student-focused health, wellness, and recreation complex. With the University’s commitment to nourish students beyond the academic realm, the Barnes Center at The Arch will serve to better coordinate all student services, both organizationally and physically, and assure full accessibility. The project will advance a seamless and robust approach to the learning, advising, counseling, engagement, and development of the whole student.

This integration of services in a new and fully accessible facility offers a visible central hub for students, faculty, and staff that presents opportunities for collaboration and efficiencies between currently discrete departments and can open the door to creative and innovative collaborations across campus.

NATIONAL VETERANS RESOURCE COMPLEX

Syracuse University honors and enhances its long-standing tradition of service to America’s veterans and military-connected families through the National Veterans Resource Complex (NVRC)—a national center of excellence for education and opportunity, dedicated to advancing the post-service lives of the nation’s veterans and their families. Identified as one of the pivotal themes of the Academic Strategic Plan, veterans bring tremendous assets to academic life, including strong leadership and teamwork skills, an entrepreneurial spirit, and an astute worldview.

Prominently situated on Waverly Avenue and in close proximity to the region’s only Veterans Administration medical facility, the multi-use NVRC will produce cutting-edge academic programming and research, workforce and business development opportunities, and advancements in service that will shape national policy and program delivery.

CAMPUS BUILDING PROJECTS

Proposed building and renovation opportunities contribute to a holistic vision for the University, embracing the integration of academic and student life. They address program needs identified by the University, and are designed and positioned to enhance the vibrant character of the campus and surrounding community.
THE HILDEGARDE AND J. MEYER SCHINE STUDENT CENTER REGENERATION

Sitting at the top of the main approach of the University, the Schine Student Center is one of the first impressions visitors have of the University. It is also one of the most integral centers of student life, with many students passing through the building every day.

The Schine Student Center is a place for communities to gather and a place where resources and information are distributed. The University is committed to diversity and inclusion. An addition to the building on the south facade will provide additional space to co-locate many student organization offices, welcoming into the fold organizations that are currently housed in other buildings.

Additional square footage will also accommodate flexible study lounges and event and program space. This will foster faculty and staff connections with students outside the classroom, providing opportunities for reflection, dialogue, and community building.

Finally, renovations to the Schine Student Center will better engage the north facade with Waverly Avenue and the south facade with the Einhorn Family Walk, activating the public realm and enabling students to seamlessly move between the campus and the city.

E.S. BIRD LIBRARY REGENERATION

The Bird Library renovation and addition will be augmented by significant landscape changes on Walnut Park, Waverly Avenue, and the Einhorn Family Walk. Walnut Park can be integrated into a functional campus landscape system that collects and treats stormwater. Bird Library can also enhance the available collaboration and study space options on campus. The proposed Walnut Park Plaza, Bird Library terraces, and learning commons create a spectrum of indoor and outdoor study spaces, accessed by a pedestrian bridge that connects the Einhorn Family Walk to the second level of the library and continues down to Waverly Avenue.
2014–2016 ADVISORY GROUP
Kent Syverud
Chancellor and President
Julia Czerniak
Professor
School of Architecture
Steven L. Einhorn
Board of Trustees
Advisory Group Chair
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Board of Trustees
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Student Association
Cathryn Newton
Dean Emerita and Professor
College of Arts and Sciences
Caroline Smith
Professor
School of Education
Michael Speaks
Dean and Professor
School of Architecture
Andria Costello Staniec
Associate Provost
Academic Programs
Eddie Zaremba
Co-Founder of the Disability Student Union
School of Education
Tyler Rump
Graduate Student

STAFF
Eric Beattie
Director of Campus Planning, Design, and Construction
Nico Brown
Vice President of Communications and Chief Marketing Officer

CAMPUS FRAMEWORK
SASAKI TEAM
Vinicius Gorgati
Dennis Pieprz
Brie Hensold
Mary Anne Ocampo
Katia Lucic
Chris Sgarzi
Lan Ge
Chanwoo Kim
Lin Ye
Julia Carlton
Andy McClurg
Jessica Grant
Erin Hyslip Kim

CONTRIBUTORS
POPULOUS
The Barnes Center at The Arch
SHoP
National Veterans Resource Complex
SYRACUSE UNIVERSITY PHOTO & IMAGING CENTER
Stephen Santoni
WARFIELD SMITH DESIGN
Christine Smith