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 explore 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
FAST FORWARD SYRACUSE

In 2014, Syracuse University embarked on a major University-wide initiative to usher the campus through the 21st century. Fast Forward Syracuse, a roadmap 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 guide the future of the physical campus, and provides a structure for rejuvenation, ensuring that each building and open space reinforces learning, social development, and vibrancy.

An Advisory Group provided direction to the Campus Framework consultants throughout the planning process. The scope of 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 context. The consultant team 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 consultant team refined the guiding planning and 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 roadmap to achieve the goals set forth in the Campus Framework. The Framework was guided by the University 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
CAMPUS FRAMEWORK
VISION

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 legibility and sustainability of Main Campus.

In order to foster a holistic student experience – one that marries academic, research, and student life – over time, South Campus 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 heart of the University. At the same time, it will anchor Syracuse University’s presence in the city near medical and veterans institutions, downtown, and campus neighborhoods.
VIEW SOUTH OVER MAIN CAMPUS
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, and academic leaders:

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 VIBRANT CAMPUS SETTING

Continue to enrich the environment with high quality placemaking, buildings, and landscapes, distinguished by design excellence.
BUILDING ON HISTORY, BUILDING COMMUNITY

As the University grew over time, the campus expanded beyond the expansive Front Lawn. The University’s campus began with Old Row: the Hall of Languages, von Ranke Library (today known as Tolley Humanities Building), Maxwell Hall, and Crouse College. Today, Old Row’s historic architectural style is emblematic of traditional American universities. Campus growth in the 20th century brought Watson Hall, Bird Library, Schine Student Center, Newhouse Communications Complex, and Crouse-Hinds Hall, a collection of eclectic architectural design representing multiple eras. 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 unattractive conditions.

In the future, renovations and redevelopment of this “New Row” with 21st century architecture will create a student life district for the campus, including enhancing the dynamic Schine Student Center, a revitalized Bird Library, and a new residence hall. At the eastern end of Waverly Ave, a new academic building, the National Veterans Resource Complex, Visitor Center, and student housing complete the transformation of Syracuse University’s front door.
FIVE KEY RECOMMENDATIONS:

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

PHYSICAL FRAMEWORK

The Campus Framework re-envisioned three major east-west promenades which will create an enduring physical framework for academic, social, and residential changes across campus. In the near-term, these promenades will transform the experience of arriving to, and moving through, campus. The Waverly Avenue Promenade, University Place Promenade, and Academic Promenade collectively structure the civic realm and future development of the campus.
Composed of open spaces and linear connections, Syracuse University’s future civic realm vision builds off the campus’s legacy landscapes and eclectic architecture. The design concept behind the civic realm is to create a vibrant University community which further facilitates both informal and formal collaboration between students, faculty, and staff, extending discourse beyond traditional classroom walls.

Landscaped streets and pedestrian promenades form dynamic connections that will link the campus’s distinguished landscapes such as the Front Lawn, Walnut Park, and 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 façade renovations will create a sense of continuity between indoor and outdoor spaces.
REVITALIZE THE ACADEMIC CORE

Syracuse University’s academic core is centered on the historic Shaw Quadrangle, providing organizational structure and visual identity to the University’s teaching hub. Nearly all schools and colleges at Syracuse University have a presence in the academic core and it serves as the heart of undergraduate education. In addition, professional schools and graduate programs are located at the edge of the campus, providing ease of access to community groups and institutions with whom they often collaborate.

The academic core will provide an environment where modern academic pedagogies reliant on proximate 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, and 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.
UNIVERSITY AVENUE LOOKING SOUTH TOWARD THE HALL OF LANGUAGES
CREATE A CAMPUS CITY COMMUNITY

While the University’s academic heart 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 tenet 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 façades, 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 demands 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. A reimagined West Campus will provide state-of-the-art student life and recreation amenities to students in the heart of campus, including substantial renovations to Archbold Gymnasium to create the “Arch,” a new state-of-the-art student-focused health and wellness 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, with access to amenities. The two-pronged approach to student life will significantly improve the quantity and quality of student life spaces on campus.
ESTABLISH MIXED USE NEIGHBORHOODS

Research has revealed that students who live in on-campus housing are typically more engaged in campus social life, do better academically, and are more satisfied with their overall university experience. The Campus Framework envisions holistic residential communities that support student success. Over time, Syracuse University will relocate South Campus student housing (approximately 2,700 beds) to Main Campus and grow residential supply by nearly 900 additional beds to accommodate demand, adding almost 3,600 beds to Main Campus.

This paradigmatic shift will transform Main Campus, making it even more vibrant and safe, with more students present in campus life at the campus core 24/7. As the different on-campus residential neighborhoods are built, distinct identities will emerge. One neighborhood might develop an international identity, supported by the Slutzker Center, study abroad, and the increasing enrollment of international students. Other identities might emerge from the mix of amenities provided, capitalizing on successful living-learning environment, or proximity to specific campus destinations.
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. The Waverly Avenue Promenade, University Place Promenade, and Academic Promenade will give structure to the Campus Framework’s program and land use approach:

- Connective promenades will link disparate buildings and open spaces, enlivening the campus civic realm.
- Reenvisioned academic buildings will infill key sites near the Academic Promenade. 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 Promenade 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 University Place Promenade and Waverly Avenue, creating a student life district at the heart of the University.
- Mixed use neighborhoods will be established by relocating approximately 2,700 beds 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 promenades.
SUSTAINABLE SYSTEMS

As an international research university, Syracuse University is a leader in sustainability. This includes implementation of experimental pilot projects, academic research on sustainable topics, and integration of sustainable practices in every facet of campus life and operations.

The Campus Framework provides the University with a systems approach to sustainability that thinks broadly about campus-wide policies and networks, but also focuses on smaller interventions that encourage individuals to choose sustainable practices every day. As an academic institution, Syracuse University can educate members of the campus through instructional classes, events, and informational campaigns. By supporting grassroots sustainability efforts, informal education can increase sustainability awareness as well, and can be responsive to innovative ideas.

Proposals generated by the Campus Framework impact the built environment, natural environment, society, and economy of the University. At every decision, sustainable ideas are 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 wellbeing, 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 — contribute to a holistic campus sustainability approach.
MOBILITY PRIORITIES

The Campus Framework emphasizes mobility improvements for pedestrian, bicycle, 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

A more walkable, compact campus simultaneously reduces emissions and promotes exercise. Improved pedestrian circulation will encourage more people to embrace walking between campus destinations. Signage, wayfinding, and streetscape elements will significantly improve the pedestrian experience.

BICYCLE NETWORK

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

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.
CAMPUS ARRIVAL

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 University Place, 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 bike lanes and streetscape improvements signal arrival to a campus district.
WAYFINDING

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 as a means to creating memorable places and providing visual markers to help campus users find their way around the campus. At Syracuse University, these elements will be incorporated at important campus gateways and throughout the campus to assist with navigation.

As technology permeates into more facets of life, 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.
IMPLEMENTATION AND PROJECTS

The Campus Framework is a long-term plan meant to guide future campus development for the next 20 years. To stay relevant in the constantly changing world, the plan 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 draft Academic Strategic Plan that was developed concurrently with the Campus Framework, and all of the near-term projects reinforce the goals of the campus and design principles at the outset of this project. In the long-term, and as new needs are identified, the Campus Framework provides additional suggestions for possible future projects and development sites. These phasing plans are preliminary and evolving, and may change in order to accommodate future priorities. Prior to implementation, specific design guidelines will be created to maintain view priorities, establish height restrictions, and define perimeters for specific campus districts and neighborhoods.

1. SUPPORT ACADEMIC EXCELLENCE
   - National Veterans Resource Complex (NVRC) and large auditorium
   - Renovate necessary spaces to enable NVRC and create general swing space
   - Science, engineering, and research building
   - Psychology building
   - Link Hall and HB Crouse renovations
   - Repurpose Women’s Building
   - Shaw Quadrangle building renovations
   - Huntington Hall renovation
   - Future University Avenue buildings

2. ENRICH STUDENT LIFE
   - Dome improvements and roof replacement
   - The Arch student life and recreation center
   - Renovate Sheraton Hotel for student housing
   - Student services hub
   - Renovate Bird Library
   - Haven Hall and Booth Hall additions
   - Housing replacements
   - Schine Student Center
   - West Campus recreation fields and parking
   - West Campus housing
   - Build Ostrom Avenue Housing
   - Build consolidated athletics and recreation complex on South Campus

3. CREATE A VIBRANT CAMPUS SETTING
   - University Place Promenade
   - Waverly Avenue Streetscape Improvements (between Irving Avenue and Comstock Avenue)
   - Academic Promenade
   - New boutique hotel
   - Energy Plant Complex
   - Create trail network on South Campus
   - Develop South Campus
NEAR TERM PROJECTS

Near term projects begin with significant investment in areas key to the realization of the full build out of the Campus Framework. Near term projects catalyze reinvestment in the Campus City Community and the campus civic realm, reimagination of West Campus, and strong investment in veterans’ education in accordance with the Academic Strategic Plan.

1. SUPPORT ACADEMIC EXCELLENCE
   A. Academic Building Commitments To Be Determined
   B. National Veterans Resource Complex (NVRC) and large auditorium

2. ENRICH STUDENT LIFE
   A. Dome improvements and roof replacement
   B. The Arch student life and recreation center

3. CREATE A VIBRANT CAMPUS SETTING
   A. University Place Promenade
   B. Waverly Avenue Streetscape Improvements (between Irving Avenue and University Avenue)
   C. Energy Plant Complex (Phase I)
CAMPUS LANDSCAPE PROJECTS

Three proposed promenades 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 promenades also contribute to the quality of the civic realm by enhancing the campus landscape and creating space for connection, collaboration, and socializing.

WAVERLY AVENUE PROMENADE

Today’s underutilized streetscape will be transformed into a vibrant urban promenade through gracious landscape design and redevelopment. At the bridge between the city and campus, mixed use buildings with transparent façades enable activities to seamlessly move between indoors and outdoors.
UNIVERSITY PLACE PROMENADE
The vitality of the future New Row — comprised of Schine Student Center and Bird Library — will be captured in the public realm of University Place through a redesign that prioritizes the pedestrian experience. South-facing buildings with active façades and landscape improvements will create a more welcoming, beautiful, and vibrant campus front door.

ACADEMIC PROMENADE
Linking the West Campus neighborhood to the academic core, the Academic Promenade 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.
CAMPUS BUILDING PROJECTS

Proposed new buildings 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.

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 world view.

Prominently situated on Waverly Avenue and in close proximity to the region’s only Veterans Administration 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.

*Image provided by SHoP*
THE DOME

The Dome is a central part of any Syracuse student’s experience and considered the ‘heartbeat’ of campus — with students beginning and ending their academic careers in this iconic facility.

As part of the West Campus Project, the University will replace the aging Dome roof with a new fixed roof leveraging premier cutting-edge technology. In addition, comprehensive Americans with Disabilities Act (ADA)-related accessibility and mobility upgrades to the Dome are planned to further provide a world-class experience to athletic fans and event-attendees.

These improvements will dramatically enhance the student experience, while also integrating the Dome into more academic and programmatic space that extends beyond the facility and into the surrounding area on campus and adjacent neighborhoods.

THE ARCH

As part of the transformational West Campus Project, this initiative will include substantial renovations to the Archbold Gymnasium to create the “Arch,” a new state-of-the-art student-focused health and wellness complex. With the University’s commitment to nourish students beyond the academic realm, 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 very visible central hub for students, presents opportunities for collaboration and efficiencies between currently discrete departments, and can open the door to creative and innovative collaborations across campus.

*Image provided by Populous*
STUDENT CENTER REGENERATION

Sitting at the main gateway to the University, 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 façade will provide additional space to co-locate all student organization offices, welcoming into the fold organizations that are currently housed in other buildings.

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

Finally, renovations to Schine Student Center will better engage the north façade with Waverly Avenue and the south façade with the University Place Promenade, activating the public realm and enabling students to seamlessly move between the campus and the city.
LIBRARY REGENERATION

The Campus Framework strengthens Main Campus as a vibrant setting that encourages students and faculty in their pursuit of academic inquiry and excellence. Bird Library is transformed from a barrier into a beacon with modern architectural improvements and an open face onto Walnut Park. Collaborative study spaces and a pedestrian bridge that transcends topography connects Walnut Park to University Place Promenade and the campus.

The Bird Library renovation and addition will be augmented by significant landscape improvements on Walnut Park, Waverly Avenue, and University Place Promenade.
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