

# SYRACUSE UNIVERSITY

CAMPUS FRAMEWORK

**2023 REFRESH**



# MESSAGE FROM THE CHANCELLOR

Dear Syracuse University Community:

Syracuse University's 2017 Campus Framework has delivered on its promise. Our goal was to align our campus physical landscape, buildings and infrastructure with our institutional mission and vision. The transformational changes directed by the Campus Framework have enhanced the beauty of our campus while making it more welcoming and more functional for our students and our community.

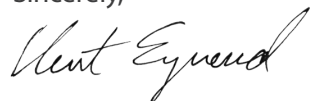
Since its inception, the Campus Framework was envisioned as a dynamic guide. The world has changed a great deal since 2017. A global pandemic altered how we learn, work and interact. Technology plays a prominent and growing role in delivering education. Our students, faculty and staff require more flexibility. Our nation is facing a reckoning on climate change and social justice. Our community is asking our spaces to do more in support of these priorities. That is why the University embarked on the Campus Framework Refresh in 2022. As the University plans for the future, we turned to the past and examined successes and lessons learned from implementing the Campus Framework's priorities.

The success of the original Campus Framework is evident through more than one million visits to our holistic health and wellness center, the Barnes Center at The Arch since it opened in 2019 and through sellout crowds benefiting from an improved fan experience at the JMA Wireless Dome. It is unmistakable when throngs of students gather along the Einhorn Family Walk on a warm spring afternoon. It is experienced at the bustling Schine Student Center, the center of student life on campus. A sense of belonging and shared experience flourishes at 119 Euclid and 113 Euclid, our Black and indigenous cultural centers. The University serves a growing population of veteran and military-connected students – both on campus and all over the world – at the National Veterans Resource Center at the Daniel and Gayle D'Aniello Building.

Our roadmap is evolving to meet today's changing needs. Our revised plan incorporates a stronger focus on sustainability and on supporting a diverse, equitable, inclusive and accessible environment. The Campus Framework Refresh ensures that Syracuse University continues to reach our aspirational goals while remaining nimble to address emerging challenges and opportunities.

I am grateful for the hard work of the teams who implemented the original plan and the thoughtful collaboration of the many people involved in developing the Campus Framework Refresh. We can all look forward to continued progress in the years to come.

Sincerely,



Chancellor Kent Syverud



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# INTRODUCTION





# INTRODUCTION

In 2017, Syracuse University released the Campus Framework as a visionary plan to guide the future development and transformation of the campus for the next twenty years and beyond.

The Campus Framework was one of three interrelated components that formed Fast Forward Syracuse, a transformative initiative that also included a Strategic Plan and an Operational Excellence Program to propel the university forward in a strategic direction. As a living document, the Campus Framework is dynamic and responsive to changing circumstances over time. The 2023 Refresh is an opportunity to reflect on the Campus Framework as we understand this vision in today's context. This understanding documents lessons learned from the implementation of the Campus Framework, adjusts and revises approaches to implementation based on these lessons, and provides to context to assess current needs in academics, housing, and enhancing the student experience.

Grounded in the mission and a vision of strengthening Syracuse University (Syracuse or

the university) as a pre-eminent and inclusive student-focused research university, the 2023 Refresh is an effort to understand where we were then, where we are now, and prepare for where we want to be tomorrow. The geographic focus on the 2023 Refresh, like the Campus Framework, will be the Main Campus.

The goals of the Syracuse University Campus Framework 2023 Refresh are to:

- Map key implemented projects from the Campus Framework and describe their impacts and lessons learned;
- Record recommendations for future implementation of Campus Framework projects; and
- Document key focus areas and considerations for future campus planning.

**“Syracuse University aspires to be a pre-eminent and inclusive student-focused research university, preparing engaged citizens, scholars, and leaders for participation in a changing global society.”**

# PLANNING CONTEXT

The planning context for the 2023 Refresh encompasses the global and national changes since 2017; current university initiatives; and local, regional, and city efforts. Together, this context provides a critical moment for positioning Syracuse University's campus planning and design vision going forward.

Externally, the world and our country has changed since the previous Campus Framework effort was completed six years ago. With a global pandemic, a national racial reckoning, political polarization, social justice movements, and intensified climate change effects, Syracuse University has been greatly impacted. And with these cultural, economic, societal, and governmental changes, Syracuse University has met these challenges with proactive efforts advancing learning, technology, and inclusion and accessibility, while continuing to create a sense of place and belonging for the campus community.

Internally, Syracuse University has a series of significant ongoing campus initiatives. These planning efforts include: the Academic Strategic Plan, the Diversity, Equity, Inclusion and Accessibility (DEIA) Strategic Plan, a commitment to the Main Campus of Syracuse University teaching and learning spaces, and investments in South Campus, among others.

## ACADEMIC STRATEGIC PLAN

The Academic Strategic Plan provides a five-year vision organized around three pillars of the academic mission: research and creative endeavors; educational excellence and student success; and public impact. Four cross-cutting values and operational areas that are part of the academic planning effort include: diversity, equity, inclusion, and accessibility; global engagement; resource sustainability and budget; and enrollment. Syracuse University, as a private university with a strong public mission, has five areas of distinctive and aspiration excellence that can inspire the future transformation of the campus:

1. Emerging Technologies
2. Human Thriving
3. Global Diversity
4. Experimental Inquiry
5. Engaged Citizenship
6. Campus Framework vs. Master Plan

Each area presents opportunities that can shape the campus through the design of the learning and research environment, student life, physical and digital accessibility, cultural and community-based facilities, civic realm and open spaces, and mobility and infrastructure systems.

## DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY STRATEGIC PLAN

The Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Plan provides a five-year vision for achieving a higher level of DEIA commitment, institutional change, and accountability.

Aspiring to foster a campus community that embodies DEIA through an expression of belonging, becoming, and bestowing, the DEIA Strategic Plan focuses on five goals:

1. Enhancing campus climate to create a sense of belonging for all.
2. Recruiting, supporting and retaining diverse students, faculty and staff.
3. Advancing institutional infrastructure related to DEIA learning, professional development and civic innovation.
4. Elevating DEIA across the academic institution, transforming our approach to scholarship, research, pedagogy, curriculum, programs and services.
5. Practicing an inclusive understanding of accessibility.

The physical campus environment can support these DEIA goals. Several of the Campus Framework's implemented projects—the Schine Student Center renovation, the Barnes Center at the Arch, and the National Veterans Resource Center—contribute to campus needs. Future planning can continue to identify and implement new projects.

## REGIONAL CONTEXT

Syracuse's regional context is also changing. The arrival of Micron Technology, with the construction of a mega-complex of computer chip plants within the Central New York region, will be the largest single private investment in New York history. Syracuse University's partnership with Micron is an exciting opportunity to foster an ecosystem for research, experiential learning, and workforce development. The scale of such an investment provides the opportunity to focus on assisting historically underrepresented and disadvantaged populations and retaining workers in the community with this economic investment. In addition, the removal and redevelopment of Interstate 81, adjacent to Syracuse University's Main Campus, presents an opportunity to enhancing the presence and connectivity to the community of the West Campus district.

# 2017 FRAMEWORK PLAN RECAP

The 2017 Campus Framework is a visionary roadmap to guide future campus planning and development of the Main Campus for the next 20 years.

The overarching goal of the Campus Framework is to ensure that the university's physical landscape, buildings and infrastructure align with and support the priorities and implementation of the Academic Strategic Plan, as well as the institutional mission and vision. The plan further distinguishes Syracuse for excellence in teaching, learning, research and scholarship, and advances the institution's standing as an academically distinguished, student-focused, international research university. It seeks to foster an inclusive range of strategies to enhance the student experience, integrate accessibility and mobility, and improve academic and research environments.

Intentionally created as a "framework" plan, the Campus Framework anticipates that the context and constraints of the university's setting will change and provides a structure through which decision-making processes can be evaluated. For Syracuse University, the Campus Framework is a living document designed to be flexible, incremental, and implemented in phases. It provides a methodology for directing change in the physical campus environment over time, ensuring that campus development reinforces the mission and ongoing decisions maximize impact, while building towards a larger vision. The Campus Framework has the ability to grow and change with the institution.

The project's scope of work was limited primarily to Main Campus and did not include extensive planning for South Campus, and other outer properties and facilities. In the near term, the Campus Framework identified strategic investment opportunities in key catalytic projects. Many of these projects reinforced

the Academic Strategic Plan that was developed concurrently with the Campus Framework. All of the near-term projects reinforce the goals of the campus and design principles at the outset of this project. Since 2017, the Campus Framework has provided guiding principles and planning initiatives in support of the following more detailed planning efforts such as the Housing Framework, Athletics Framework, and STEM Framework as well as several more detailed studies for Whitman School of Management and Maxwell School of Citizenship and Public Affairs. In the long term, and as new needs are identified, the Campus Framework provides additional suggestions for possible future space opportunities and development sites. These plans are preliminary and evolving, and may change to accommodate future priorities.

## DRIVERS

Creating a campus with facilities and infrastructure that align with the academic mission and attract and retain students, faculty, and staff is a key driver for this plan.

The Campus Framework originally proposed relocating South Campus housing to Main Campus. Today, students have expressed their desire to keep South Campus as a housing option. SU is investing in the South Campus housing at this time to maintain these student residential halls as an option. Future planning will be needed to balance a comprehensive student housing strategy with a South Campus land use strategy.



2017 Campus Framework view  
south over Main Campus

## GOALS

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.

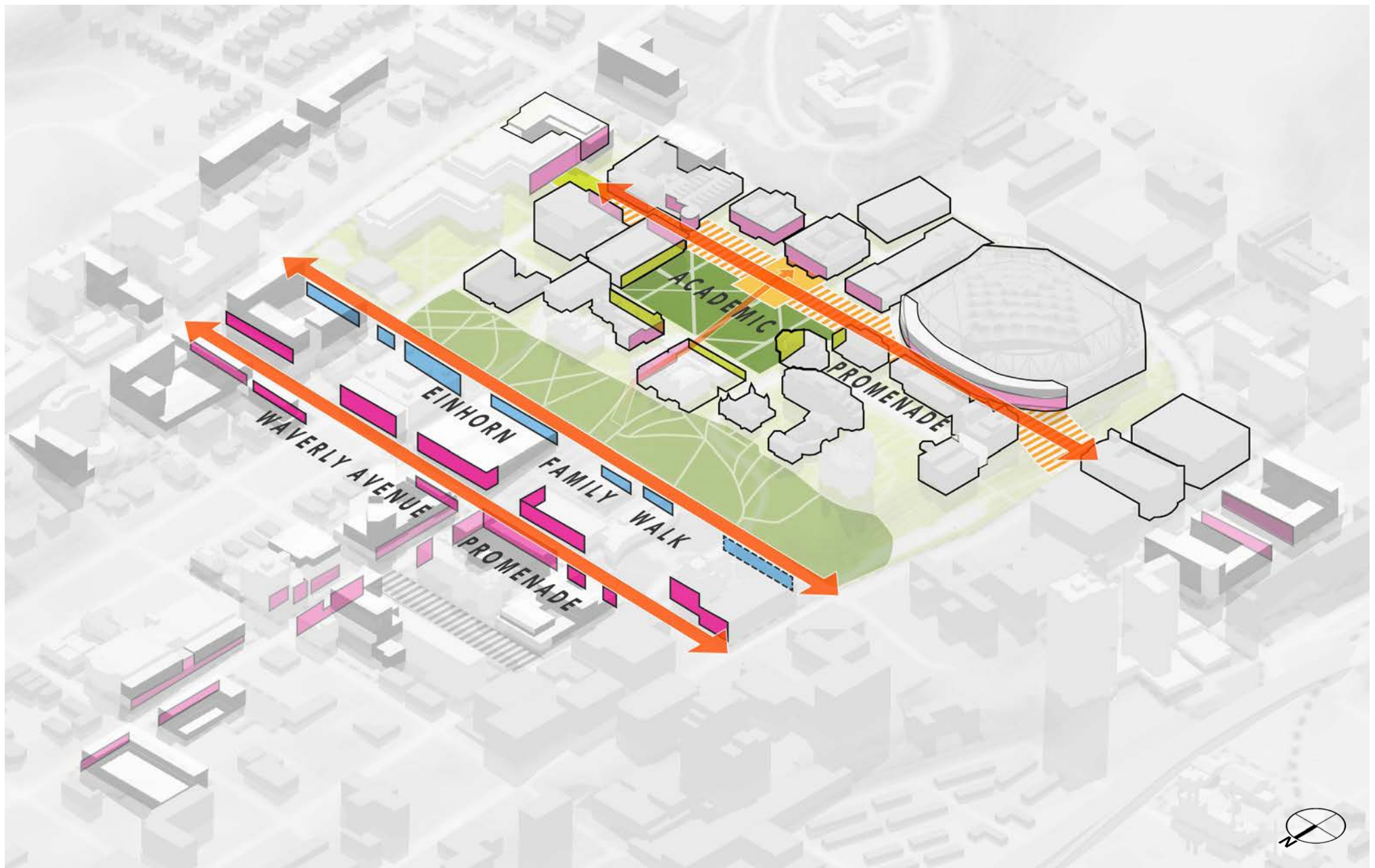
## FIVE KEY RECOMMENDATIONS:

The Campus Framework focused on five key recommendations as physical strategies for improvements and development on campus:

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

- EXISTING CAMPUS BUILDINGS
- CAMPUS BUILDING OPPORTUNITIES
- RENOVATION OPPORTUNITIES





## URBAN DESIGN FRAMEWORK

The Campus Framework highlights three major east-west promenades as part of a civic realm that 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.

### WAVERLY AVENUE PROMENADE

Today's underutilized streetscape will be transformed into a vibrant urban promenade through gracious landscape design and redevelopment. Mixed use buildings with transparent façades bridge the city and campus, enabling activities to seamlessly move between indoors and outdoors.

### EINHORN FAMILY WALK

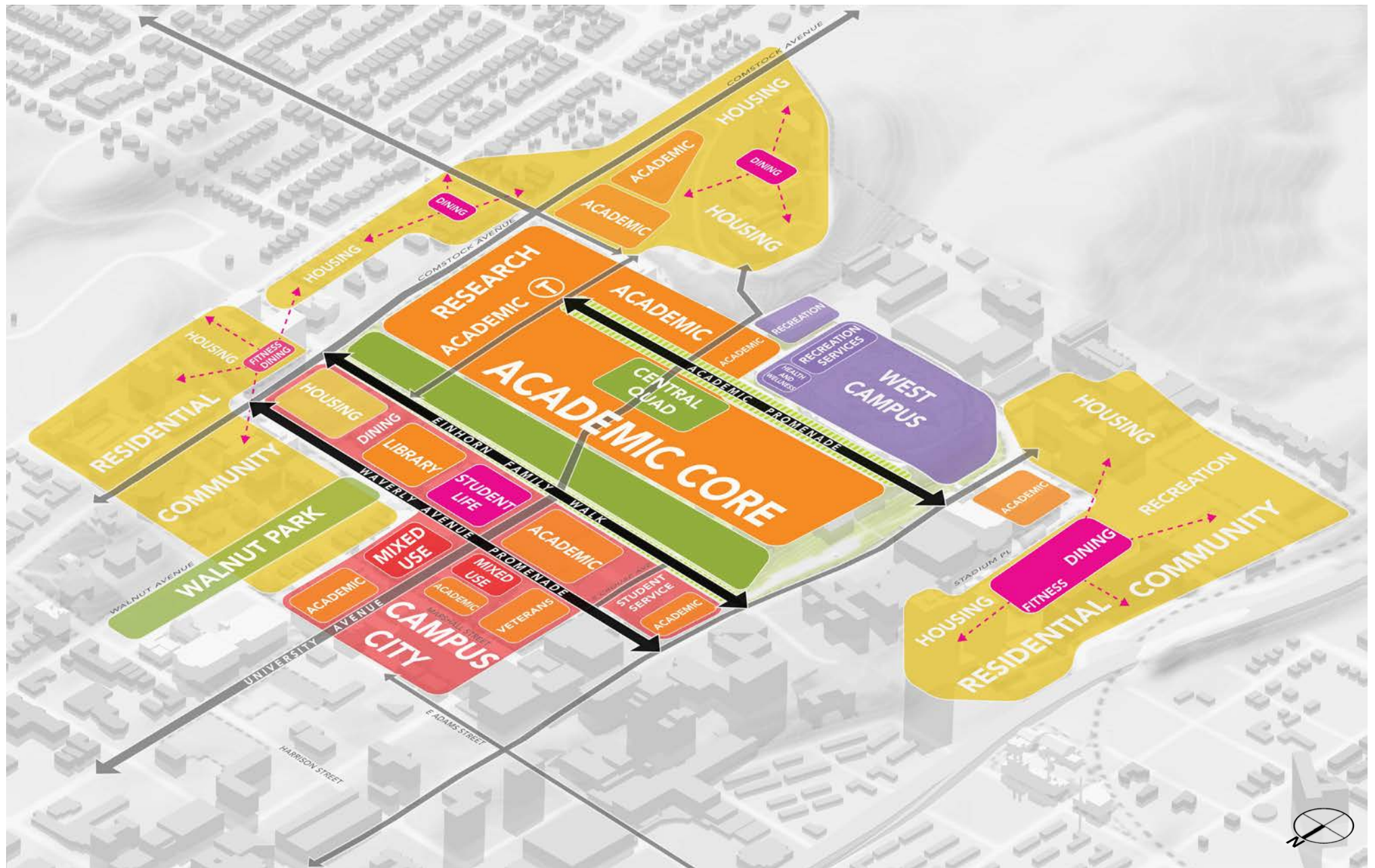
The vitality of the future New Row — comprised of Schine Student Center, Bird Library, and the new Health and Wellness Center — will

be captured in the public realm of Einhorn Family Walk (formerly called University Avenue) 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. The Einhorn Family Walk was one of the first projects implemented from the Campus Framework and has transformed the pedestrian experience.

### ACADEMIC PROMENADE

Linking the West Campus neighborhood to the Dome District, academic core, and bus hub, 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.





## LAND USE FRAMEWORK

The Waverly Avenue Promenade, Einhorn Family Walk, 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.
- The Academic Promenade provides the opportunity for new academic buildings or renovation of existing facilities. 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 the Dome District 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 the Dome District and in a row between Einhorn Family Walk 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.

# BUILDING ON HISTORY, BUILDING COMMUNITY

As the university grew over time, the campus on the hill 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.

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 architecture 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. Today, the New Row has the new National Veterans Resource Center, the newly acquired Marley Building, the renovated Schine Center, the renovated Bird Library, and the Einhorn Family Walk.



SHERATON UNIVERSITY HOTEL & CONFERENCE CENTER

KIMMEL HALL

MARION HALL

-  EXISTING CAMPUS BUILDINGS
-  NEWLY ACQUIRED & CONSTRUCTED BUILDINGS
-  NEWLY RENOVATED BUILDINGS
-  ANTICIPATED RENOVATED BUILDINGS

WALNUT PLACE

SCHINE STUDENT CENTER

BIRD LIBRARY

NEW ROW

WAVERLY AVENUE

WATSON RESIDENCE HALL

UNIVERSITY PLACE

GOLDSTEIN STUDENT CENTER

OLD ROW

SMITH DRIVE

HALL OF LANGUAGES

SMITH HALL

LYMAN HALL

COLLEGE PLACE

COMSTOCK AVENUE

OSTROM AVENUE



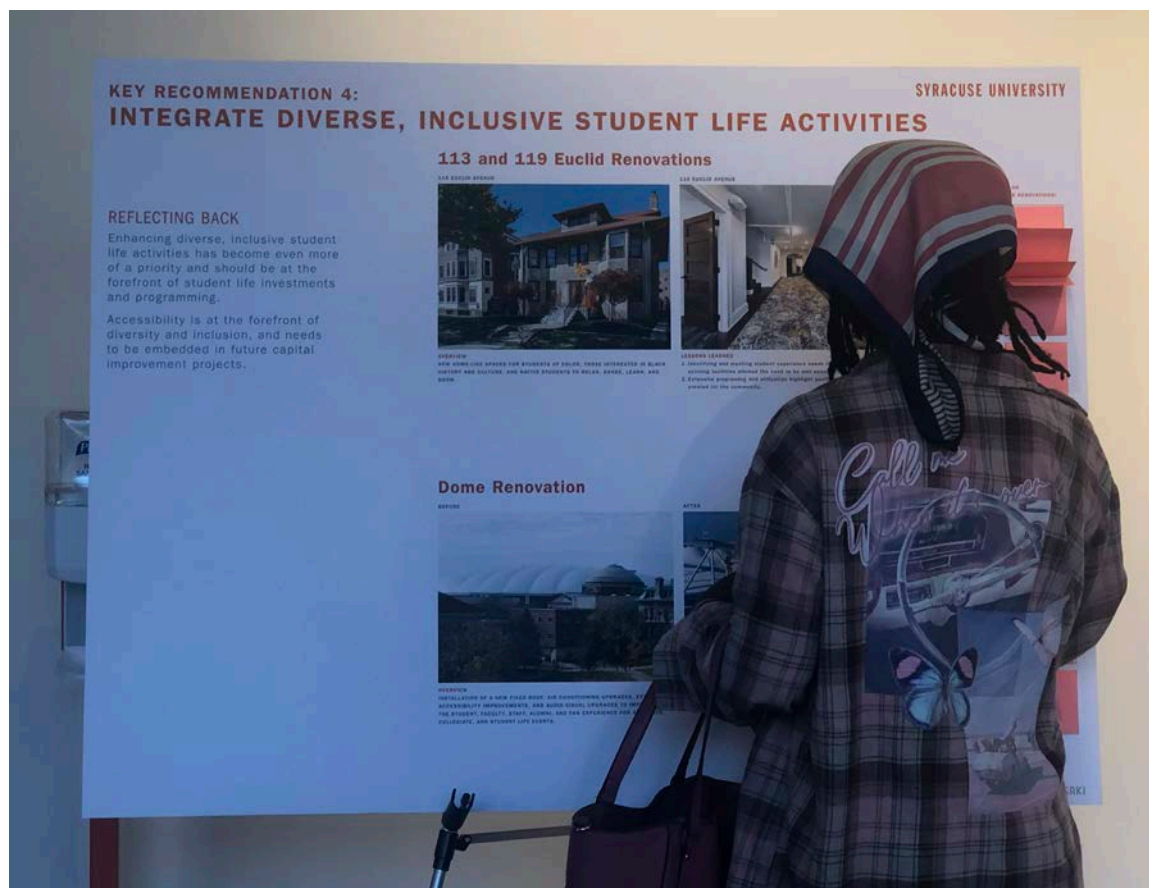


# REALIZING THE VISION

# PROCESS

In Fall 2022, Syracuse University began a Campus Framework Refresh planning process. Two phases of planning occurred to reflect on the lessons learned from the implementation of the Campus Framework and to provide recommendations for how to think about future implementation and current needs. A Campus Framework Refresh Committee was formed with representatives from the university to discuss feedback and ideas with a series of thematic work sessions focused on academics, student life and housing, civic realm and mobility, and other Campus Framework planning efforts. The collaborative process with the committee generated conversations for understanding the valuable guidance the Campus Framework has created and developed key focus areas for future planning. This documentation was reviewed and approved by senior leadership and the Board of Trustees.

During Phase 2, community engagement sessions gathered feedback from the broader campus community. Notable outcomes of the campus engagement with students, faculty, and staff were (1) Investment is needed for academic facilities for Arts and Humanities and continued investment for STEM facilities; (2) renovations at the Schine Student Center, 119 Euclid Avenue, and Barnes Center at the Arch have been significant student life improvements, but expanding the support spaces for mental health, outdoor and indoor recreation, and new and renovated student housing are desired; (3) improved accessibility for campus open spaces, buildings, and parking are needed. The campus engagement feedback was shared with the committee. Documentation and refinement of the 2023 Refresh is based on comments from the committee, senior campus leadership, and the Board of Trustees.





# REALIZING THE VISION

For the last six years, Syracuse University has been realizing the vision of the Campus Framework with more than 20 significant implemented projects. Utilizing the five recommendations as the organizing structure of the 2023 Refresh, the implemented projects range from building renovations, new building construction, landscape and mobility projects, wayfinding and signage, and property acquisitions.

## **ENLIVEN THE CIVIC REALM**

1. Einhorn Family Walk
2. Walnut Park Service Agreement
3. Thornden Park Service Agreement

## **REVITALIZE THE ACADEMIC CORE**

4. Hall of Languages Renovation
5. Bird Library Renovation
6. Lyman Hall Renovation
7. Link Hall Renovation
8. Heroy Geology Laboratory Renovation
9. Physics Building Renovation
10. Sims Hall Renovation
11. Center for Science and Technology Renovation
12. Marley Education Center Acquisition

## **CREATE A CAMPUS CITY COMMUNITY**

13. National Veterans Resource Center
14. Marshall Acquisition



## **INTEGRATE DIVERSE INCLUSIVE STUDENT LIFE ACTIVITIES**

15. Schine Student Center Renovation
16. JMA Wireless Dome Renovation
17. Barnes Center at the Arch Renovation and Addition
18. 113 Euclid Renovation
19. 119 Euclid Renovation

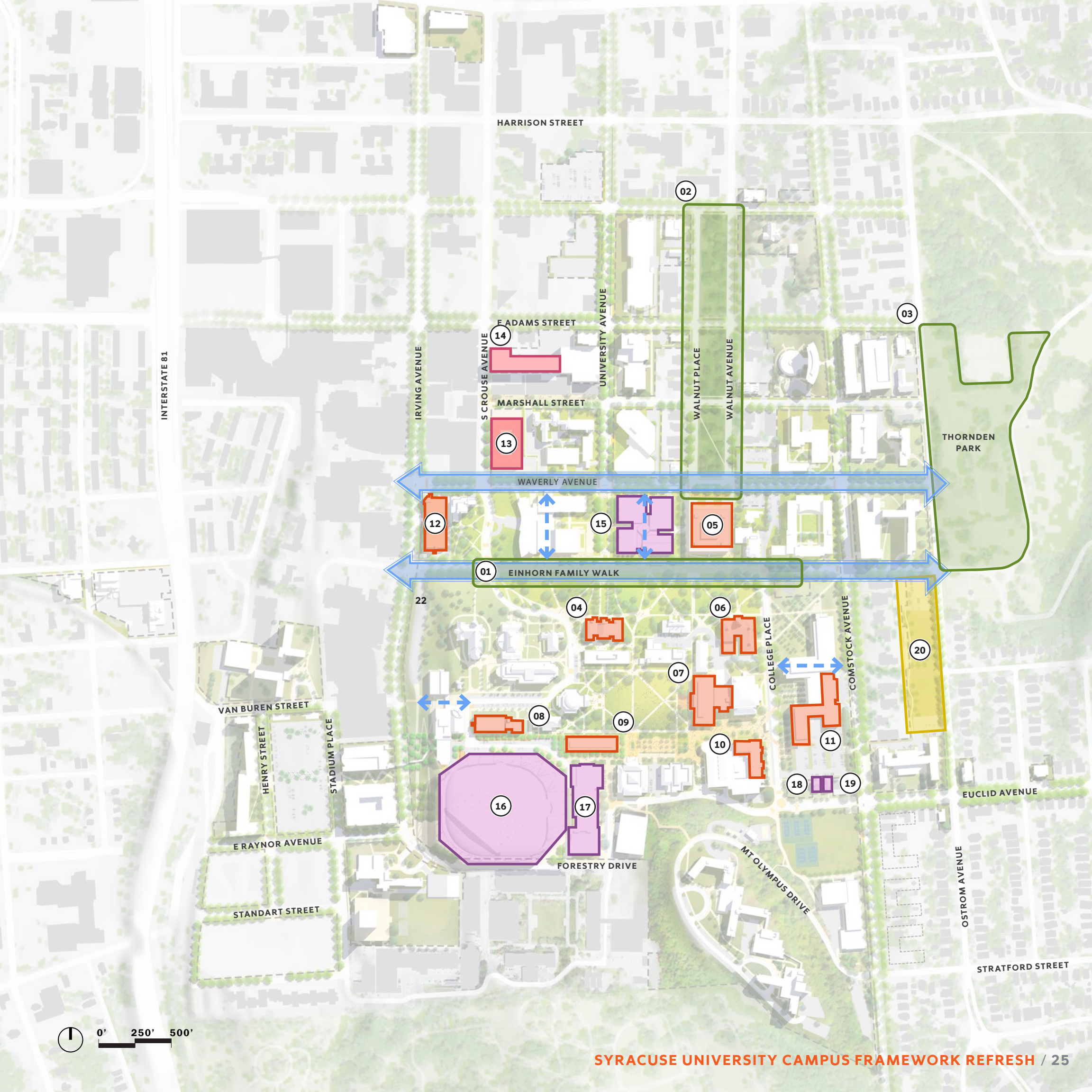
## **ESTABLISH MIXED USE NEIGHBORHOODS**

20. Housing Framework

## **MOBILITY & SUSTAINABILITY**

-  Increased ADA Accessibility
-  Promenades





INTERSTATE 81

HARRISON STREET

E ADAMS STREET

MARSHALL STREET

WAVERLY AVENUE

EINHORN FAMILY WALK

VAN BUREN STREET

HENRY STREET

STADIUM PLACE

E RAYNOR AVENUE

STANDART STREET

FORESTRY DRIVE

MT OLYMPUS DRIVE

EUCLID AVENUE

OSTROM AVENUE

STRATFORD STREET

THORNDEN PARK

COLLEGE PLACE

COMSTOCK AVENUE

WALNUT PLACE

WALNUT AVENUE

IRVING AVENUE

SCROUSE AVENUE

UNIVERSITY AVENUE





**1** ENLIVEN THE  
CIVIC REALM

# ENLIVEN THE CIVIC REALM

## ORIGINAL OBJECTIVE

The Campus Framework elevates the university's historic open spaces, connective spines, and eclectic architecture to create a vibrant setting that encourages engagement and connections. The expanded civic realm inspires formal and informal collaboration, extends discourse beyond the classroom, and fosters interactions between students, faculty, staff.

The Campus Framework proposes a network of dynamically landscaped streets and pedestrian promenades to link distinguished landscapes across campus such as the Front Lawn, Shaw Quadrangle, and Walnut Park. Collectively, these improvements set a foundation for universal accessibility, amplify the university's identity, provide a more diverse range of outdoor environments for informal study and socializing, and promote the university's commitment to environmental stewardship.

In addition to the campus landscape and public realm, the plan proposes renovations and new facilities along major outdoor spaces that add transparency between the indoor and outdoor spaces. It recommends that student activities and other public functions be located along the Einhorn Family Walk and Waverly Avenue Promenade to amplify the sense of vibrancy where the campus and adjacent community interface within each other.





## REFLECTIONS

Improvements to the civic realm are relatively modest investments that yield significant returns by deepening the university's commitment to accessibility, inclusion, financial sustainability, and learning beyond the classroom. Whether through notable improvements, such as the Einhorn Family Walk, or standalone investments in new or renovated facilities, the university should continue to identify opportunities to improve the civic realm.

Recent investments have altered mobility patterns on campus as well as those between the campus and its surroundings. Streetscape upgrades along Einhorn Family Walk, University Avenue, the Academic Promenade, and the Campus Gateway Corridor established them as connective spines that prioritize non-vehicular mobility and advance the university's accessibility goals. Future improvements to the civic realm should continue to advance universal accessibility and non-motorized mobility.

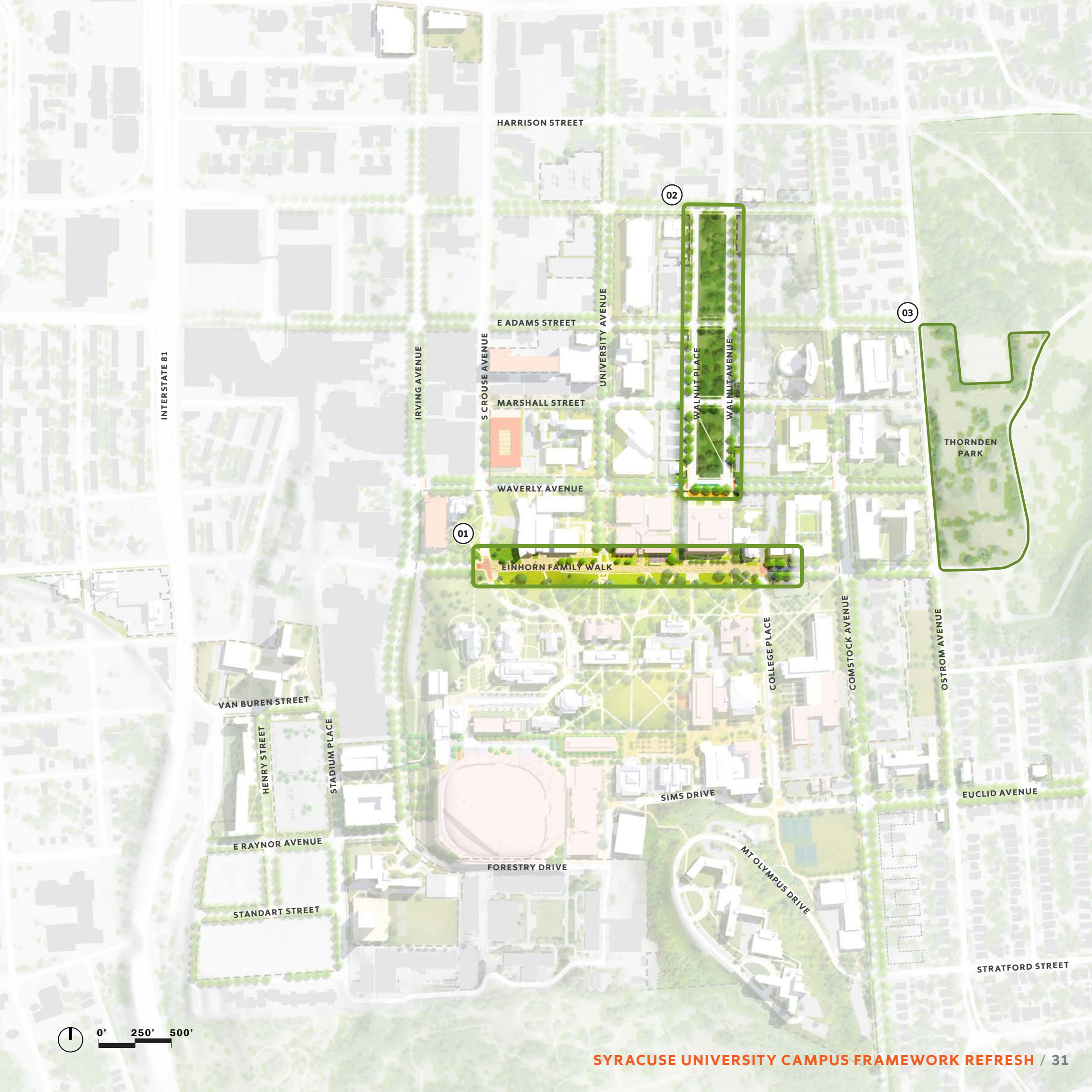
Future improvements are likely to shift away from major interventions such as those along University Avenue and towards more incremental changes along New Row like the Bird Library and Schine Center renovations. Regardless of scale, each of these provide opportunities to introduce landscape and streetscape improvements, especially around key gateways.

Finally, future improvements to the campus should create opportunities for learning and discovery within the landscape, leveraging the civic realm for didactic teaching opportunities. These opportunities can manifest through formal landscapes that encourage outdoor education as well as through experiential learning environments that allow the university community to learn about performative environmental systems and sustainability goals.

## CIVIC REALM PROJECTS

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- 01 Einhorn Family Walk
  - 02 Walnut Park Service Agreement
  - 03 Thornden Park Service Agreement
-



INTERSTATE 81

HARRISON STREET

E ADAMS STREET

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COLLEGE PLACE

COMSTOCK AVENUE

OSTROM AVENUE

EUCLID AVENUE

STRATFORD STREET

THORNDEN PARK

02

01

03



## EINHORN FAMILY WALK

The Einhorn Family Walk replaced the portion of University Place between Newhouse School of Communications and Bird Library with a pedestrian promenade that eliminates private vehicles from this busy portion of campus. The gently sloping walkway includes sitting and conversation terraces as well as connections to adjacent buildings that advance the university's goals to expand accessibility. As a whole, this project has increased connectivity across the campus and provides a new public realm for gathering and engagement on campus.

The development of the project revealed the importance of communicating with campus stakeholders through the duration of planning and design. These processes need to align with stakeholders, ensuring that outreach meets them where they are, in the spaces where they are comfortable, and within their schedules.

The project has also highlighted the importance of outdoor gathering spaces that are shielded from vehicular traffic as important elements of the campus. External factors such as the pandemic and national and global activism have elevated the need for these types of spaces.





## WALNUT PARK



## WALNUT PARK AND THORNDEN PARK SERVICE AGREEMENTS

The university has agreed to maintain Walnut Park as well as eleven acres of Thornden Park adjacent to Ostrom Avenue. Improvements to accessibility, lighting, and maintenance within Walnut Park have made it feel like more of an extension of campus. The partnerships have changed how members of the university community perceive these parks, but have also had impacts on community relationships. Future conversations should focus on expanding existing relationships with the City of Syracuse and expanding partnerships within adjacent communities.

## THORNDEN PARK





## 2 REVITALIZE THE ACADEMIC CORE

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# REVITALIZE THE ACADEMIC CORE

## ORIGINAL OBJECTIVE

The Campus Framework focuses investments in academic buildings, especially those that primarily serve undergraduates, on sites that reinforce existing educational activity around the Shaw Quadrangle. These include renovations to existing facilities as well as proposed new academic facilities. Within the Framework Plan, professional schools and departments that engage the broader community remain outside of the academic core to build up local relationships and promote engaged citizenship while the main corridor of Waverly Avenue sustains walkability to the campus core.

The plan recommends improvements throughout the university's academic facilities to better support interdisciplinary learning and research. These interventions form "creative collision" spaces for students and researchers within the academic core beyond formal classrooms, class labs, and research labs. Learning commons and other flexible spaces support student study, breakout meetings, and researcher write-up through a range of public and semi-public spaces. Increasingly, these spaces are used to support both in-person and virtual interactions. Therefore, they should include a variety of scales, technologies, and privacy, all of which help to cultivate a sense of belonging and celebrate the university's diverse makeup.



## REFLECTIONS

Amplifying the presence of teaching and learning functions around Shaw Quadrangle has increased the level of academic activity at the center of campus positively. Relocating administrative functions out of the core unlocked nearly 100,000 square feet of space to better support the university's key academic mission, with a focus on undergraduate learning and discovery. Academic migrations and renovations continue to provide a high return of benefits for faculty, staff, and students at a lower cost than new construction would.

Moving forward, renovating aging research labs, studios, and learning spaces will remain critical to ensuring the university attracts and retains talented faculty and students. Simultaneously, future improvements should look beyond the academic core, where spaces for learning and discovery will require similar incremental investments within a framework that considers long-term departmental alignments.



## ACADEMIC CORE PROJECTS

- 01 Hall of Languages Renovation
- 02 Bird Library Renovation
- 03 Lyman Hall Renovation
- 04 Link Hall Renovation
- 05 Heroy Geology Laboratory Renovation
- 06 Physics Building Renovation
- 07 Sims Hall Renovation
- 08 Center for Science and Technology Renovation
- 09 Marley Education Center Acquisition



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STADIUM PLACE

E RAYNOR AVENUE

STANDART STREET

EUCLID AVENUE

STRATFORD STREET

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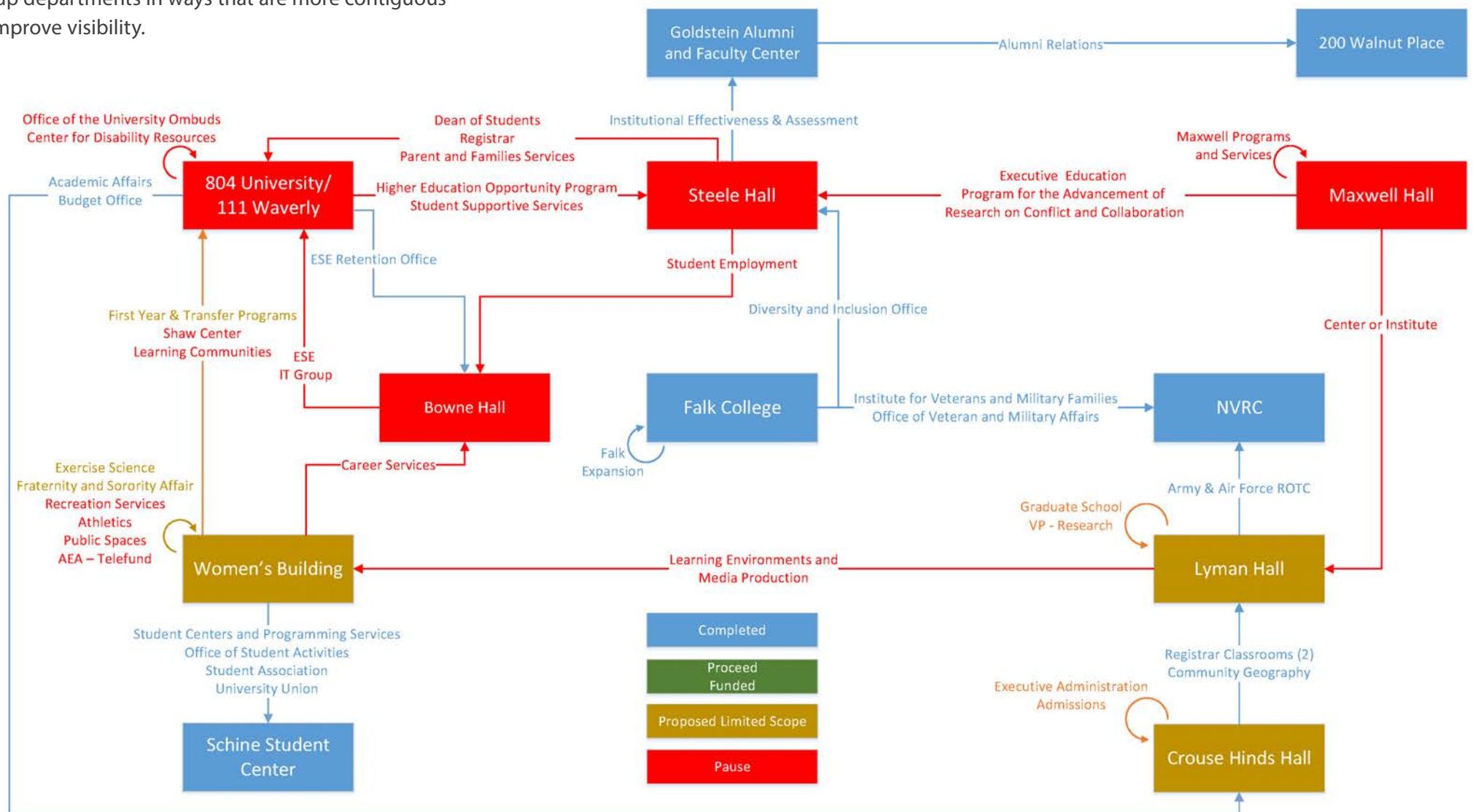
06

07



# THE GREAT SHUFFLE

Through strategic realignments and renovations, Syracuse University has relocated many of its administrative functions from buildings within the campus core to space along the campus periphery. By moving these units from the core, the university has freed up over 100,000 NASF of space within the campus core for its academic mission. Additionally, organizational shifts brought on by the COVID-19 pandemic have allowed for increased remote and hybrid positions, further reducing the demand for dedicated office space within the campus core. Renovations and realignments have allowed Syracuse to focus on locating forward-facing departments and organizations in facilities that are more accessible and group departments in ways that are more contiguous to improve visibility.





## LINK HALL NEW LABORATORIES



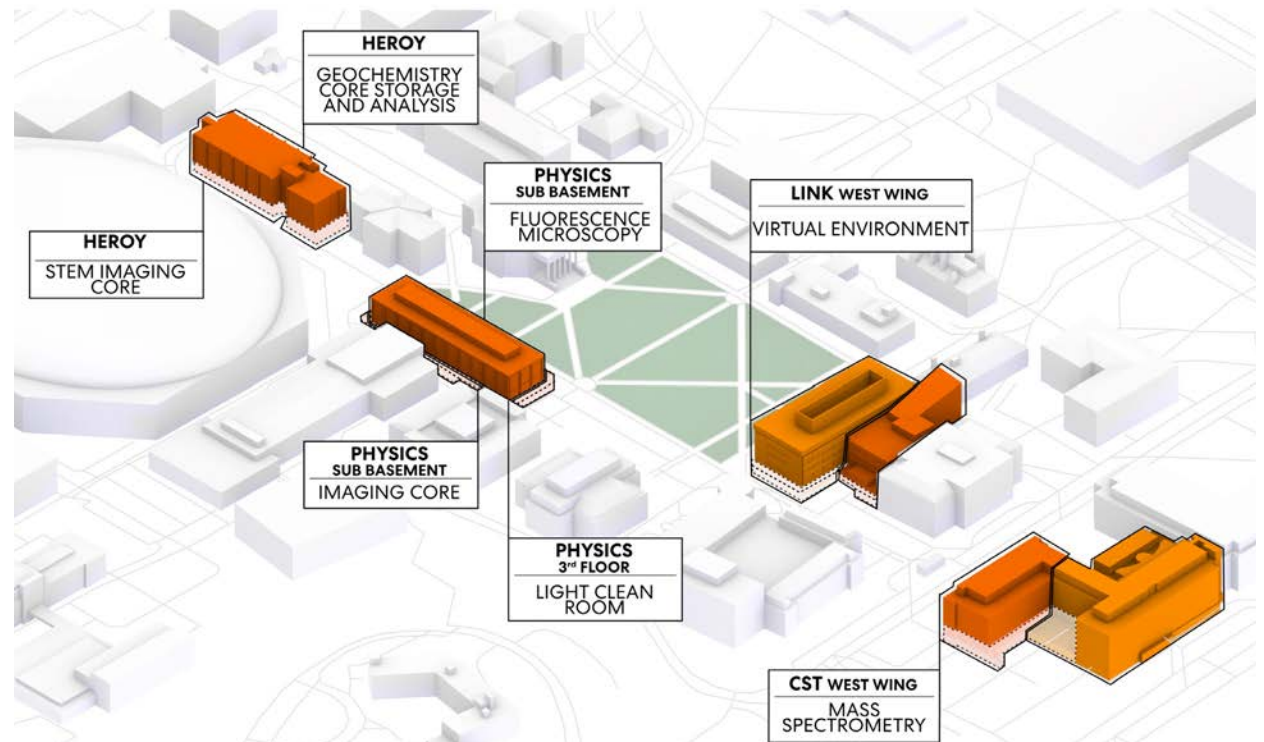
## ACADEMIC BUILDING RENEWAL

The university has made significant investments into many of its historic academic buildings, including the Hall of Languages, Lyman Hall, and Bird Library, thereby improving the quality of learning environments within the academic core. This long-term capital renewal initiative has enabled Campus Planning, Design, and Construction to use renewal funds in ways that have meaningfully transformed the university's historic facilities. These transformations can be directly linked to improved faculty recruitment and retention, which have allowed Syracuse to compete with peer institutions. Moving forward, new methods of teaching and learning, including hybrid modalities, will require additional changes to the university's instructional spaces.

## STEM FRAMEWORK

The STEM Framework, a planning-level study for Heroy Hall, the Physics Building, Link Hall, and the Center for Science and Technology provided a clearer understanding of how new STEM faculty could be accommodated within the university's existing footprint while also allowing for strategic clustering and realignments around specific research themes. The comprehensive and detailed space studies defined specific needs for the university to achieve its strategic research objectives and determined the extent to which existing space could be used to accommodate these needs. This resulted in a set of moderate and incremental renovations within the university's STEM facilities that have minimized the need for swing space on campus. The renovation of the Physics Building has proved to be foundational to this effort, as the spaces can be modernized to meet academic and research needs while also knitting the building more intentionally into the Academic Promenade as outlined in the Campus Framework. As the university continues to implement the STEM framework and adapt it to changing demands, a similar approach should be considered for the arts, humanities, and other professional schools to ensure environments for learning and discovery are updated across the spectrum of Syracuse's academic programs.

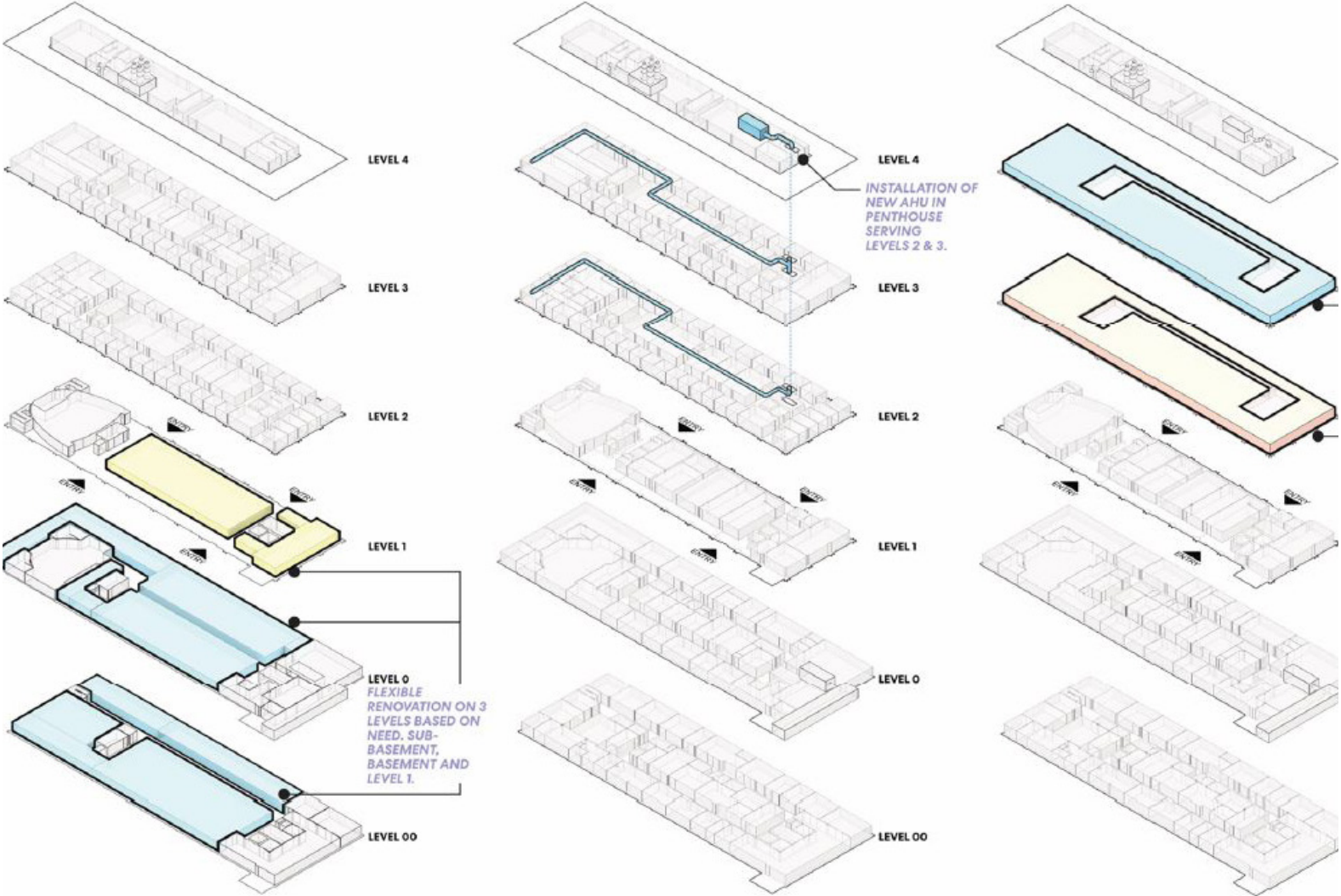
### THE STEM FRAMEWORK OVERVIEW



### PROPOSED: PHYSICS BUILDING AND ACADEMIC PROMENADE



PROPOSED: PHYSICS BUILDING



## MARLEY EDUCATION CENTER ACQUISITION

The Marley Building is a multi-use building that includes classrooms, laboratories, and offices adjacent to Crouse-Hinds Hall on Irving Avenue. Its acquisition added 75,000 square feet to the campus space inventory and highlights the potential benefits the purchase of a building of that size and condition can have on the campus, especially when the building design and program align with immediate space needs.

MARLEY BUILDING EXISTING CONDITION



MARLEY BUILDING CONCEPT DIAGRAM







3 CREATE A  
CAMPUS - CITY  
COMMUNITY

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# CREATE A CAMPUS CITY COMMUNITY

## ORIGINAL OBJECTIVE

To support the university's professional degree programs and graduate student life, the 2017 Framework recommends improvements within the Campus-City Community north of Waverly Avenue to establish a hub of activity adjacent to but distinct from the campus core. In addition to providing a destination for professional programs, Campus-City will provide space for administrative groups vacating the campus core while simultaneously ensuring visibility and proximity of student-facing services. Finally, new construction, renovation, and acquisition provides the university the opportunity to enhance entry and arrival to the Main Campus from University Avenue, thereby improving the visitor experience and creating a well-defined hub for students, faculty, and staff beyond the traditional campus.







University Avenue and Waverly

## REFLECTIONS

Strategic investments in the Campus-City Community north of Waverly Avenue including the construction of the National Veteran's Resource Center (NVRC) and acquisition of the Marley Building and Marshall Residence Hall have further developed the Campus-City Community link. The cost of the bold and visionary urban design concepts not yet realized from the 2017 Plan, however, would require an unprecedented level of collaboration with external partners and would not advance the university's mission as effectively as incremental investments. Moving forward, interventions should instead continue to leverage the precinct's proximity to major student life destinations such as the Schine Center, Bird Library, and Marshall Street by relocating administrative offices, especially those providing student-facing support functions. This cost-effective approach will continue to ensure that student access to resources is prioritized even as administrative programs relocate out of the academic core.

## CAMPUS-CITY COMMUNITY PROJECTS

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- 01 The Marshall
  - 02 National Veterans Resource Center
-



INTERSTATE 81

HARRISON STREET

E ADAMS STREET

MARSHALL STREET

WAVERLY AVENUE

EINHORN FAMILY WALK

VAN BUREN STREET

HENRY STREET

STADIUM PLACE

E RAYNOR AVENUE

STANDART STREET

FORESTRY DRIVE

SIMS DRIVE

MT OLYMPUS DRIVE

COLLEGE PLACE

COMSTOCK AVENUE

OSTROM AVENUE

EUCLID AVENUE

STRATFORD STREET

THORNDEN PARK

01

02

SCROUSE AVENUE

UNIVERSITY AVENUE

WALNUT PLACE

WALNUT AVENUE



## NATIONAL VETERANS RESOURCE CENTER

The National Veterans Resource Center serves as a new hub for veteran life on campus, in the community, and across Central New York. The Center supports public-private partnerships, provides collaborative spaces to nurture academic research and actionable programming, and facilitates collaborative thought leadership to advance the social, economic, and wellness concerns of the nation's veterans and their families. The Center was designed using universal design principles and, as the most accessible building on campus, has been tremendously successful while highlighting design strategies that could be implemented elsewhere on campus. However, the incorporation of universal design principles required more space than traditional design projects, adding to the overall project costs.

MEETING AND CONVENING SPACES SUPPORT LECTURES AND COMMUNITY EVENTS



EXHIBITS HONOR SYRACUSE'S LEGACY OF WELCOMING VETERANS





The Center Anchors a  
Prominent Campus Gateway  
along Waverly Avenue

## MARSHALL ACQUISITION

The Marshall is a 168,000 square foot modern, luxury apartment building within the Campus-City Community that was privately developed and has historically housed Syracuse University students. The Marshall offers a range of amenities and living options and is the first university-owned residential life facility within the Campus-City Community. While the housing is among the highest quality on Syracuse's campus, it lacks much of the social and programmatic spaces desired within student residence halls.









4 INTEGRATE  
DIVERSE  
INCLUSIVE  
STUDENT LIFE  
ACTIVITIES

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# INTEGRATE DIVERSE INCLUSIVE STUDENT LIFE ACTIVITIES

## ORIGINAL OBJECTIVE

The Campus Framework integrates a comprehensive approach to the provision of student life amenities. Recommendations include improving large-scale facilities that meet the needs of students across the entire campus as well as cultivating small-scale, intimate spaces that serve specific neighborhoods or clusters of buildings. Proposed large-scale facility updates include the renovated Schine Student Center, Bird Library, and the renovation to Archbold Gymnasium that would result in the Barnes Center at the Arch.

Many of these investments consolidate student life facilities along Waverly Avenue, where an emerging “New Row” stitches the historic campus with the Campus-City Community. Simultaneously, the plan creates distributed nodes of student amenities that are spread throughout the campus’ residential neighborhoods, allowing students to access spaces for dining, health and wellness, and other support functions near where they live





## REFLECTIONS

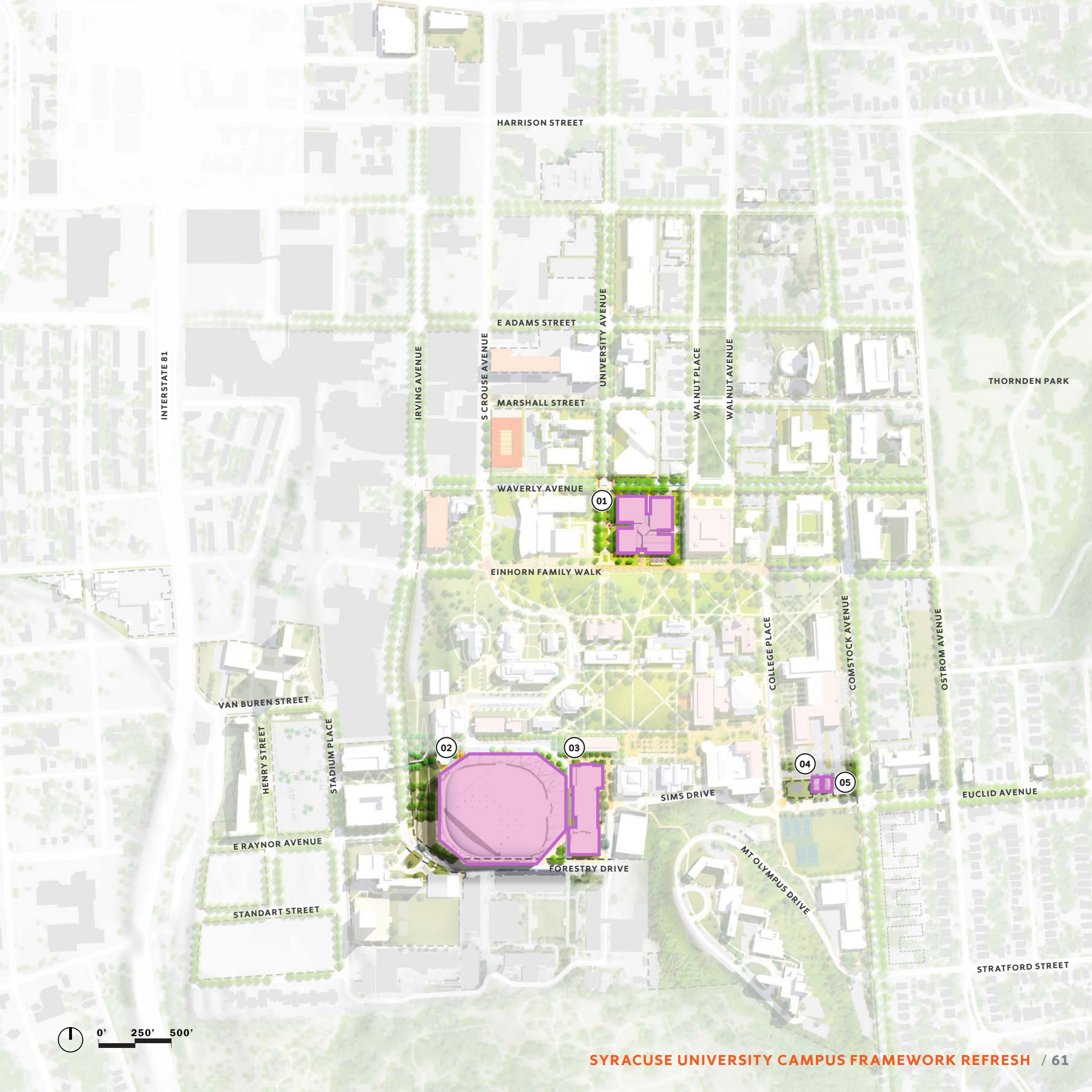
Moving forward, the Main Campus will continue to support first- and second-year students while remaining an important component for the overall undergraduate student life and academic experience.

The Campus Framework recommended relocating all students from South Campus closer to the Main Campus, and this continues to be a long-term goal with a focus on prioritizing first- and second-year. Students expressed appreciation for the particular amenities and independence that South Campus provides, particularly among upper division students.

Regardless of where the university develops and reinvests in student housing, student life spaces should provide a welcoming environment for all students within a given neighborhood, supporting community building at a variety of scales (precinct, building, and floor), facilitating student engagement, and bolstering student academic success.

## STUDENT LIFE PROJECTS

- 01 Schine Student Center Renovation
- 02 JMA Wireless Dome Renovation
- 03 Barnes Center at the Arch Renovation and Addition
- 04 113 Euclid Ave Renovation
- 05 119 Euclid Ave Renovation



INTERSTATE 81

HARRISON STREET

E ADAMS STREET

MARSHALL STREET

WAVERLY AVENUE

EINHORN FAMILY WALK

VAN BUREN STREET

HENRY STREET

STADIUM PLACE

E RAYNOR AVENUE

STANDART STREET

IRVING AVENUE

SCROUSE AVENUE

UNIVERSITY AVENUE

WALNUT PLACE

WALNUT AVENUE

COLLEGE PLACE

COMSTOCK AVENUE

OSTROM AVENUE

SIMS DRIVE

FORESTRY DRIVE

MT OLYMPUS DRIVE

EUCLID AVENUE

STRATFORD STREET

THORNDEN PARK



## HILDEGARDE AND J. MEYER SCHINE STUDENT CENTER RENOVATION

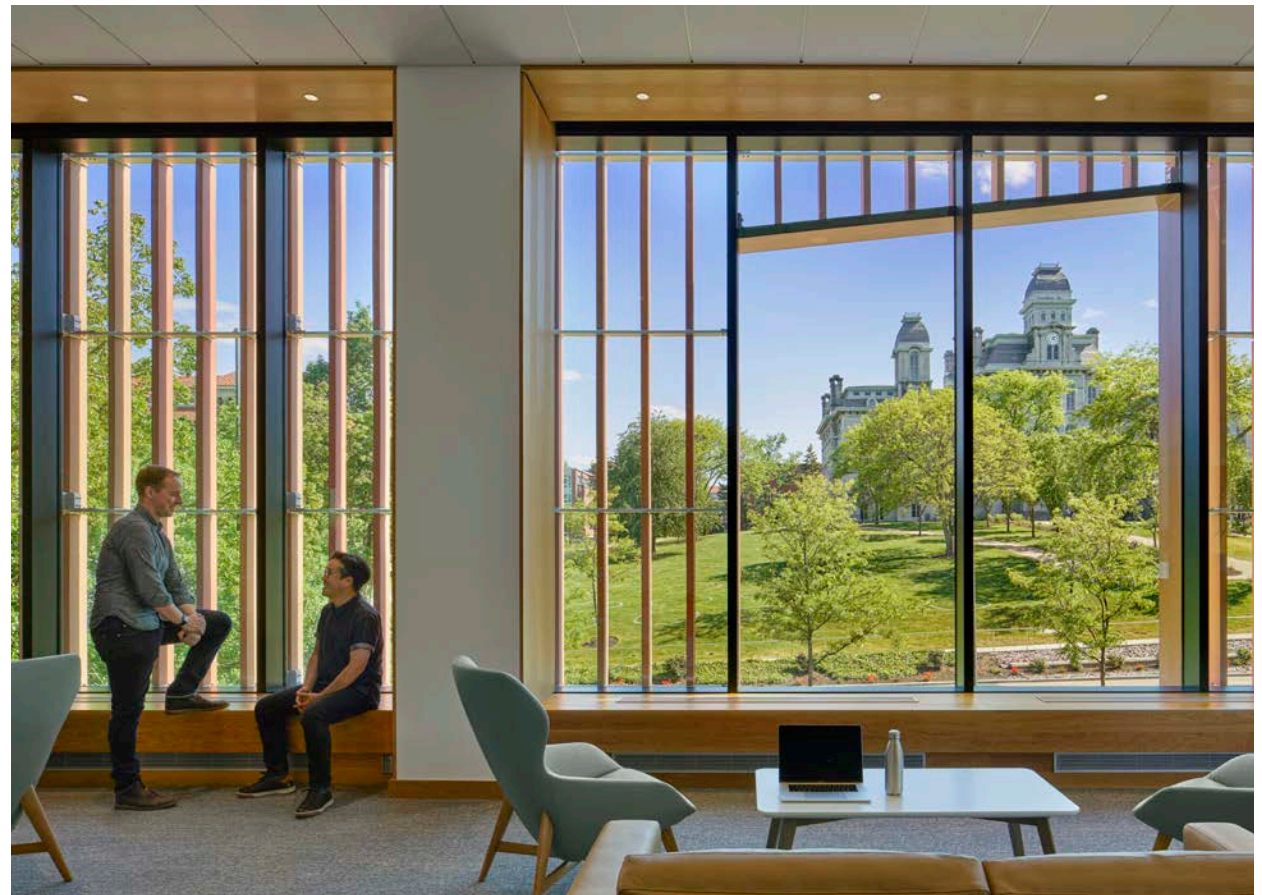
The renovation of Schine Student Center has created a more open and inviting atmosphere that better supports the campus's cultural diversity and wealth. The renovation provides space for Syracuse University's cultural centers, student organizations, and offices of Student Activities and Student Centers and Programming Services.

By relocating non-student-facing spaces elsewhere on campus and prioritizing student-facing spaces, the Schine Center renovation has created a more dynamic level of student activity within the building. The flexible design of spaces ensures it can continue to adapt to meet evolving student needs within the existing footprint. Improvements to the exterior facade were integral to meeting the project's objectives, connecting interior functions to the adjacent Einhorn Family Walk at an important campus gateway.

TRANSPARENCY IMPROVES CONNECTIONS BETWEEN DIFFERENT PROGRAMMATIC FUNCTIONS



STUDENT MEETING AND ENGAGEMENT SPACES OVERLOOK OLD ROW





**A Renewed Entry Plaza  
Connects the Schine Center  
with the Einhorn Family Walk**





FREE WEIGHT ROOM



## BARNES CENTER AT THE ARCH

Opened in 2019, the Barnes Center at the Arch provides a state-of-the-art hub for health, wellness, and recreation within the campus's Dome District. In addition to many of the functions found in traditional campus recreation centers, the Barnes Center includes health services, health promotion, counseling services, and spaces for mental health and wellbeing programming. The integration of a broad spectrum of wellness-related functions has set the standard for Syracuse and peer institutions. The pandemic, however, highlighted the need to expand opportunities for health and wellness programming across campus and ensure they are well-distributed across campus.

CLIMBING WALL



## 113 EUCLID AVENUE + 119 EUCLID AVENUE

The renovation of 113 Euclid Avenue and 119 Euclid Avenue provided standalone cultural centers with a home-like feel for Students of Color, those interested in Black history and culture and Indigenous American students. These facilities offer space for students to relax, share their cultural wealth, learn, and grow. The improvements met a key student experience need within the campus core without the need for new construction, thereby enhancing student life amenities in a more expeditious and cost-effective manner.

119 EUCLID AVENUE



119 EUCLID AVENUE OPENING





## DOME RENOVATION

Renovations to the Dome included the installation of a new fixed roof, upgrades to building mechanical systems, accessibility improvements, and upgrades to the stadium's audio-visual systems. The renovation provided additional amenity and lounge space, improving the overall user experience. Taking such a central student-life and events facility off-line for an extended period of time due to renovations as well as the COVID-19 pandemic has created pent-up demand for events and resulted in renewed interest in the use of the Dome.





ESTABLISH  
**5** MIXED-USE  
NEIGHBORHOODS

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# ESTABLISH MIXED USE NEIGHBORHOODS

## ORIGINAL OBJECTIVE

Students who live in on-campus housing are typically more engaged in social life, have better academic outcomes, and are more satisfied with their overall campus experience than peers who live in off-campus housing. To support student success, the Campus Framework advocated for establishing a series of mixed-use neighborhoods to support student life. This included providing additional housing on the Main Campus to replace the approximately 2,300 beds on South Campus. The plan also ensured adequate capacity on Main Campus to support all first- and second-year students.

The plan identified six major on-campus neighborhoods adjacent to the Main Campus. Each neighborhood was to be structured around distinct open spaces that navigate the campus topography as well as specific amenity spaces that, together, would provide a unique sense of identity to each neighborhood.








## REFLECTIONS

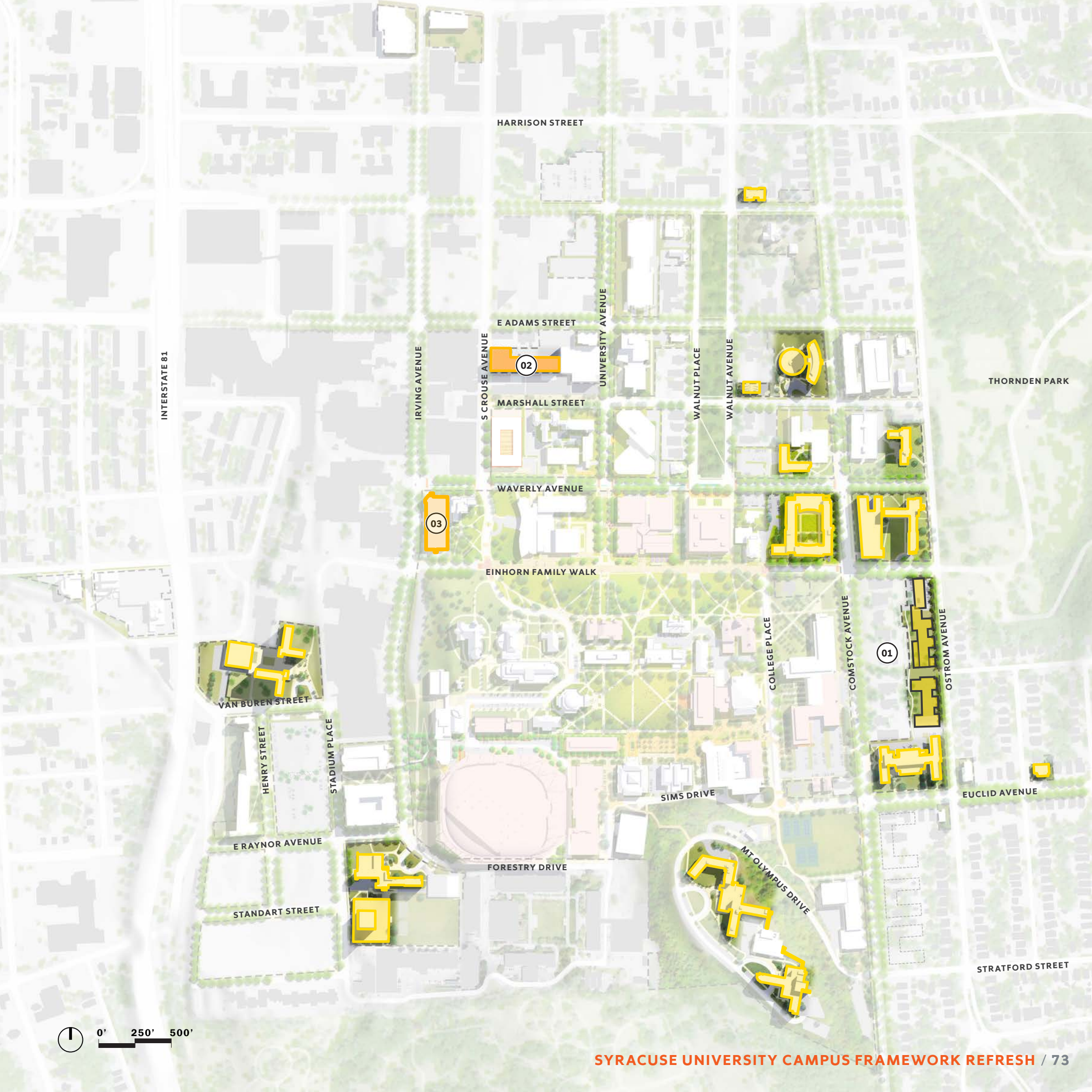
Supporting first- and second-year students on the Main Campus will remain an important component to Syracuse's student life experience and ensuring academic success. Relocating all student housing to Main Campus remains a priority. Many upper-division students find the amenities and independence of South Campus to provide an attractive alternative.

Moving forward, investments in student housing should focus on creating additional student life space within new residential facilities to support community building, student engagement and success. New residence halls should include spaces for individual study and virtual meetings, small group interactions, floor-level lounges, and active ground floors that support a sense of community within each residence hall and the surrounding neighborhood of student residents.

## RESIDENTIAL PROJECTS

-  Residential Hall Renewal
-  Proposed Residential Hall
  -  Ostrom Ave
-  Acquired Residential Buildings
  -  Marshall Building
  -  Marley Education Center





INTERSTATE 81

HARRISON STREET

E ADAMS STREET

MARSHALL STREET

WAVERLY AVENUE

SCROUSE AVENUE

UNIVERSITY AVENUE

WALNUT PLACE

WALNUT AVENUE

THORNDEN PARK

02

03

10

EINHORN FAMILY WALK

VAN BUREN STREET

HENRY STREET

STADIUM PLACE

E RAYNOR AVENUE

STANDART STREET

FORESTRY DRIVE

SIMS DRIVE

COLLEGE PLACE

COMSTOCK AVENUE

OSTROM AVENUE

EUCLID AVENUE

MT OLYMPUS DRIVE

STRATFORD STREET



## HOUSING FRAMEWORK

The university's housing framework outlined a vision for six Main Campus neighborhoods, identifying the building typology, design guidelines, residential cohort, and amenity mix in support or elevating goals around student success, inclusion, and accessibility.

While relocating the majority of beds from South Campus to Main Campus will be a prolonged effort, there remains a need to improve the existing housing stock and provide a better range of spaces to support the community in all residential spaces.

As the university looks to the Campus-City Community, the Sheraton Hotel and associated garage are unlikely to change use and should not be considered as part of future housing plans. The success of private developments near Main Campus, however, suggests there will continue to be strong demand for student housing for upper-division students on campus.

### HOUSING FRAMEWORK



DAY HALL STUDENT ROOM RENEWAL



## RESIDENTIAL BUILDING RENEWAL

Renovations and improvements to the existing student residential facilities have allowed the university to address operational, maintenance, and programmatic concerns. Moving forward, continuing to invest in renewal of existing housing stock will be an important component of the future housing strategy with a focus on providing additional student engagement and wellness spaces and ensuring unit typologies align with student cohorts.

While housing on South Campus is likely to remain popular due to the typology and amenity mix, the building conditions are deeply depreciated and suggest the need for a long-term renovation or replacement strategy

SADDLER HALL LOUNGE





# 6 MOBILITY AND SUSTAINABILITY SYSTEMS

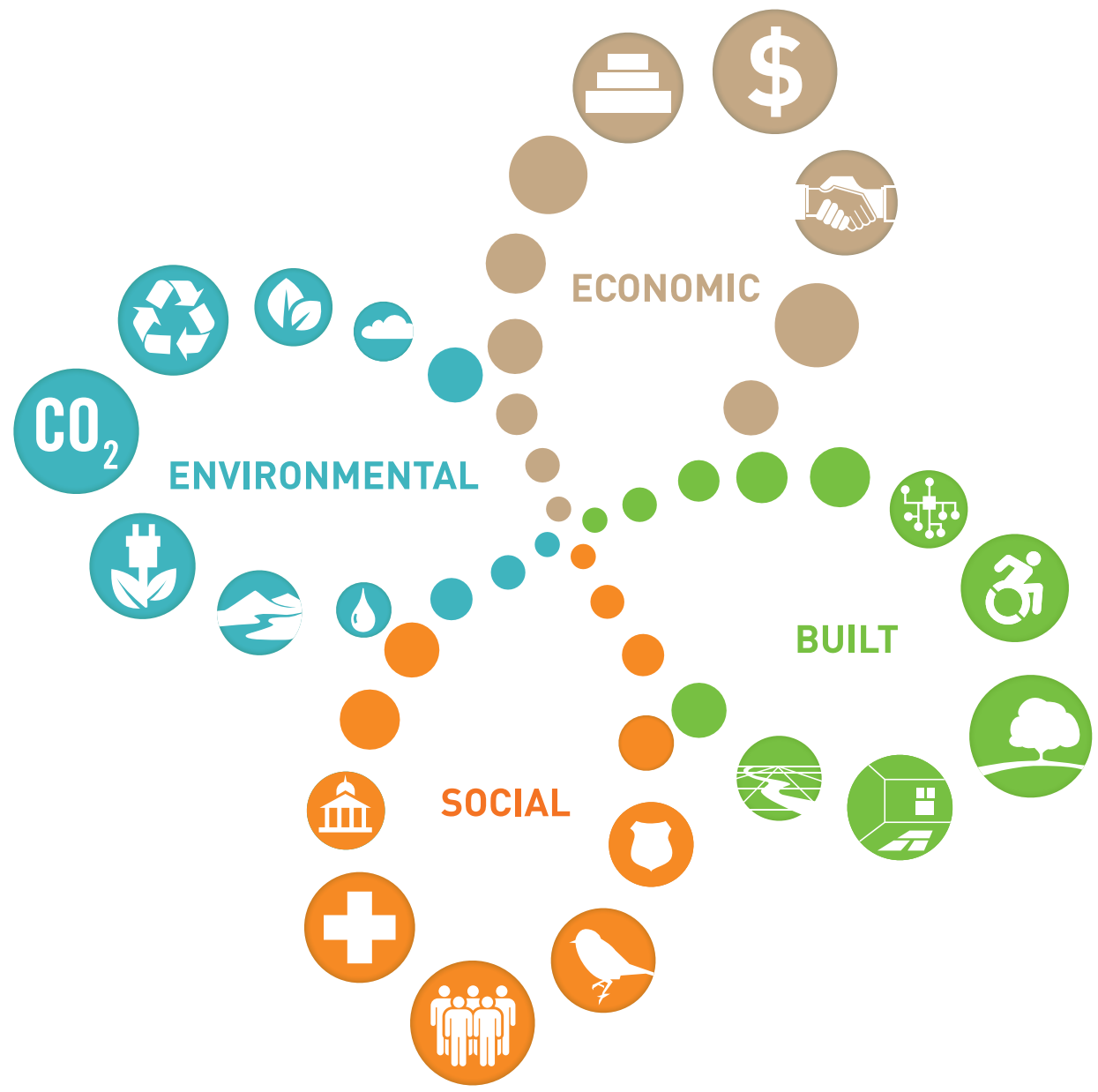
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# MOBILITY AND SUSTAINABLE SYSTEMS

## ORIGINAL OBJECTIVE

The Campus Framework provided the university with a systems-based approach to sustainability and mobility that provides a broad vision for campus-wide policies and networks but also focuses on smaller investments that encourage more sustainable practices.

The plan improves mobility through adopting universal design approaches to overcome the challenges of the campus's dramatic topography. It developed a unified, singular system of mobility that allows the campus community to seamlessly transition between pedestrian, bicycle, and transit networks to encourage modes of transportation that reduce carbon emissions and promote exercise and wellness. Additionally, by integrating signage and wayfinding within the physical environment as well as adopting virtual navigation modalities, the plan helps people navigate the campus more intuitively and establish a memorable experience of the campus environment



**PRIORITIES**



**MOBILITY**



**PLACE**



**COMPACT LAND USE**



**ENERGY EFFICIENCY**



**ACTIVE LANDSCAPE DESIGN**

## REFLECTIONS

The university's commitment to accessibility and mobility have only increased since the 2017 Framework as it has become a cornerstone of conversations and recommendations regarding Diversity, Equity, Inclusion, and Accessibility on campus. Investments in the civic realm, such as the Einhorn Family Walk, have had significant impacts on the campus and proved to be efficient ways to realize significant change. The mobility and civic realm frameworks have allowed for smaller projects, that are often tied to building renewal or infrastructure projects, to meaningfully contribute to the university's long-term vision to meaningfully impact how people navigate the campus. Establishing and implementing these broader frameworks provides opportunities to identify opportunities to improve the campus landscape aesthetic, its ability to align with mobility needs, and its capacity to absorb programmatic needs.

When the 2017 Framework was a draft, sustainability was not as pressing a concern it has become today. Current plans are focused on reducing greenhouse gas emissions through specific action plans, with the goal of achieving carbon neutrality by 2030. Facility investments outlined by the STEM study and projects within the Center for Science and Technology, the Physics Building, and Link Hall have meaningfully reduced operational emissions on campus through renovations while reducing embodied carbon demand by focusing on renovation as opposed to new construction. Meanwhile, there are several lessons to be learned from investments in new facilities such as Ernie Davis Hall and the Life Science Complex; while the advanced building systems with these recent facilities were intended to reduce greenhouse gas emissions, there may be a need for additional commissioning to ensure that building systems support sustainability targets. Finally, the production of steam and chilled water will likely remain an important impact on the university's carbon footprint in partnership with Syracuse's third party partner.

## MOBILITY PROJECTS

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 Increased ADA Accessible Routes

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 Promenades

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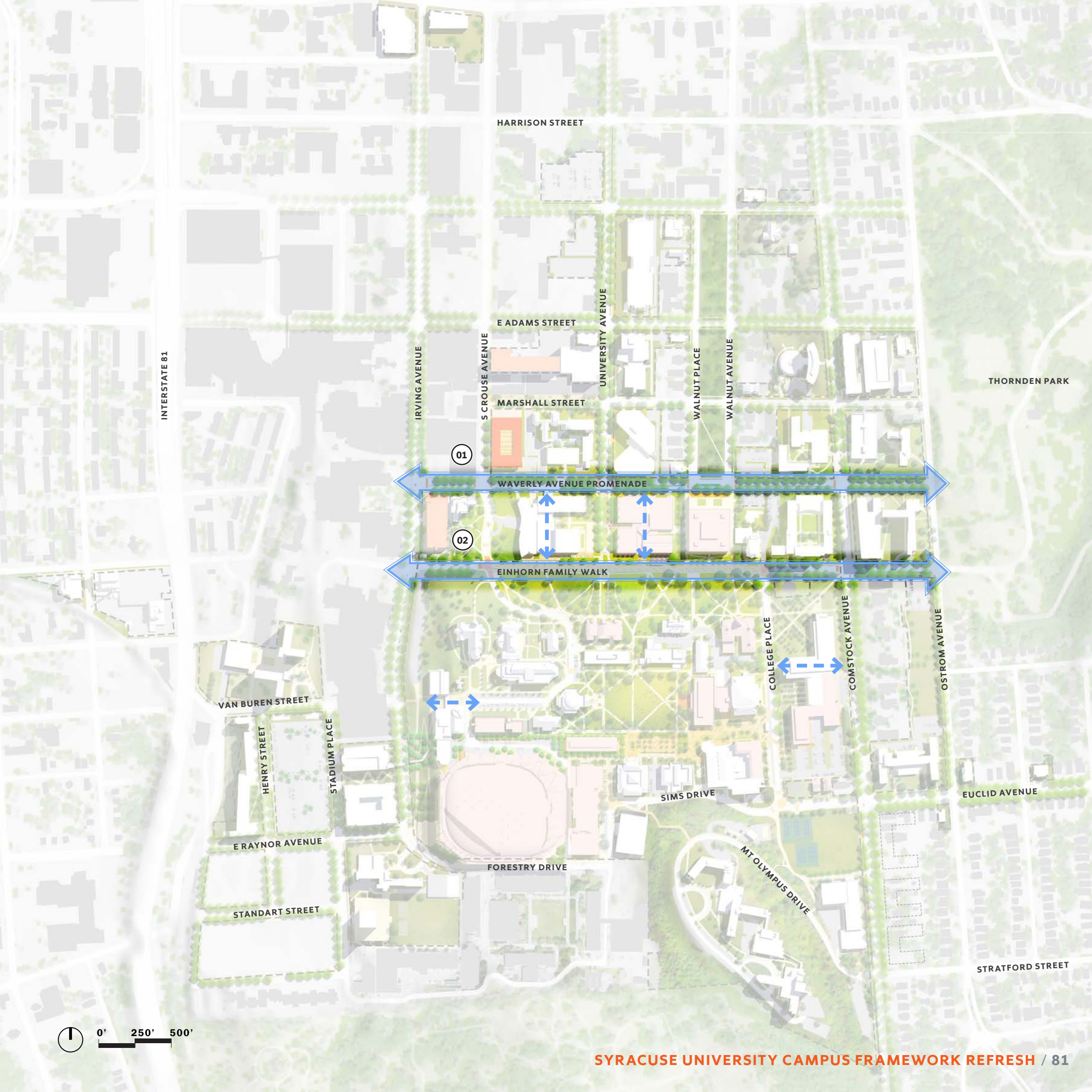
01 Waverly Place Promenade

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02 Einhorn Family Walk

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INTERSTATE 81

HARRISON STREET

E ADAMS STREET

MARSHALL STREET

01

WAVERLY AVENUE PROMENADE

02

EINHORN FAMILY WALK

THORNDEN PARK

IRVING AVENUE

SCROUSE AVENUE

UNIVERSITY AVENUE

WALNUT PLACE

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COMSTOCK AVENUE

OSTROM AVENUE

EUCLID AVENUE

STRATFORD STREET



## 'CUSE TROLLEY

The 'Cuse trolley provides a Syracuse University-branded transit route intended to enhance transit access for students, faculty, and staff between the Main Campus, South Campus, and Downtown. This investment has led to more frequent transit from students due to the convenience and schedule of the trolley system, providing more connectivity across all areas of campus.





## ADA IMPROVEMENTS

Interior and exterior ADA improvements have enhanced accessibility on campus and in university-controlled buildings. While full universal design standards may remain the preferred approach, the cost and space challenges of these standards suggest the adoption of other standards that can vastly improve the mobility experience and elevate Syracuse University as a national leader in accessibility while aligning with project budgets. This is particularly true of older and existing buildings where resources may be more limited.

Moving forward, student-facing programs will no longer be housed in facilities that are not accessible. Program relocations should support the Diversity, Equity, Accessibility, and Inclusion framework similar to those recent investments made broadly within the Campus Framework project.

## STREETSCAPE IMPROVEMENTS

Streetscape improvements along Waverly Avenue and Einhorn Family Walk improved accessibility and pedestrian traffic through ADA-compliant corners, crosswalks, pavers, and landscape elements. Fully accessible routes also connect the two promenades through the Schine Student Center and the Newhouse Complex. Moving forward, the difference in city-owned streets and those under university jurisdiction will necessitate different treatments, particularly as it relates to investments in the quality of landscape and hardscape. However, these projects will continue to make meaningful impacts in the ability to expand pedestrian mobility and universal accessibility beyond the campus core.

EINHORN MAILY WALK INCREASED ACCESSIBILITY







# LOOKING FORWARD

# NEW FOCUS AREAS

Syracuse University anticipates the following key focus areas for future planning:

## ARTS AND HUMANITIES FRAMEWORK

Under the 2017 Campus Framework, the STEM Framework provided a roadmap for realigning Syracuse University's STEM faculty within thematic clusters while supporting facility renewals. A similar approach is needed for academic spaces for the Arts and Humanities to recommend investments to support academics and research both on and off of the main campus.

## ACADEMIC STRATEGIC PLANNING IMPLEMENTATION

Provide planning recommendations that incorporate and implement the 2022 Academic Strategic Plan for needed campus improvements and investments focused on the three pillars of research and creative endeavors; educational excellence and student success; and public impact.

## RESIDENTIAL LIFE STRATEGY

Plan for future residential life enhancements that improve the student life experience with the renovation and potential new development of residential halls and amenities. Provide opportunities to ensure all first- and second-year students reside on or adjacent to Main Campus while creating additional amenities and addressing facility condition challenges on South Campus.

## PLANNING FOR SOUTH CAMPUS AND DRUMLINS

Strategically evaluate the highest and best use for the South Campus and Drumlins land area that aligns with Syracuse University's mission and vision. Provide a Framework that addresses deferred maintenance on South Campus and enriches the student experience with additional community spaces.

## PLANNING FOR WEST CAMPUS AND I-81 REMOVAL

The removal of the I-81 viaduct west of campus will alter the relationship between West Campus and downtown Syracuse. Future study will be needed to assess opportunities to improve integration and reposition the university's western edge.

## UNIVERSITY PARTNERSHIPS

Leverage economic and educational opportunities with key partnerships, including the new Micron investment.

## COMPREHENSIVE CAMPUS FRAMEWORK

Create an updated vision for Syracuse University with a comprehensive Campus Framework that holistically integrates all university-owned properties and aligns the Academic Strategic Plan and the Diversity, Equity, Inclusion, and Accessibility Strategic Plan with investment in the physical campus environment.





## LEADERSHIP

Kent Syverud  
Chancellor and President

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Chief Facilities Officer

Steve Bennett  
Senior Vice President for  
International Programs and  
Academic Operations;  
Chief of Staff, Academic Affairs

Julia Czerniak  
Associate Dean and Professor  
School of Architecture

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