

# **Strategic Review and Physical Space Assessment**

## **Stratton Student Center Walker Memorial Building**

# **MIT**

## **Massachusetts Institute of Technology**

Prepared for:

The Strategic Planning Committee  
And The  
Campus Activities Complex Advisory Board

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**Center Concepts and Design**

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# MIT

## Strategic Review and Physical Space Assessment

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### INTRODUCTORY COMMENTS

The setting and culture of Higher Education in America is changing. More than ever before, the diversity of the campus population as well as the expectations and priorities of the students we serve, are placing pressures on the services that have traditionally been a part of the campus life experience. Accordingly, Student Services and Student Affairs Units on campus are working to provide a comprehensive offering of services and programs responsive to an expanding range of services, facilities, and experiences. Today's students are sophisticated consumers, demanding quality, value, and convenience.

At the same time, our students continue to require the support and nurturing so critical to the development of thoughtful and well-adjusted young adults. The important responsibilities of supporting student development, helping to create a sense of community, working to create a welcoming and comfortable environment on campus continue to be priorities for all who work on the campus, particularly for Student Affairs Professionals with specific responsibilities for enhancing the undergraduate experience.

Successful colleges and universities throughout the country have initiated and have maintained a strong commitment to creating an effective campus life experience which includes a comprehensive program of out-of-classroom involvement and participation, a successful and whole commitment to quality service, and the creation of thoughtfully designed and efficient services, programs and spaces that respond to the needs and priorities of the contemporary campus population.

Although the department at MIT commonly referred to, as the Campus Activities Complex is responsible for a number of agencies and services on campus, the primary focus of this strategic planning and physical assessment effort is the Stratton Student Center and the Walker Memorial Building. These two facilities house and support the majority of spaces, functions, services and programs that play a significant role in support of the student life experience at MIT.

An effective and well-conceived campus center or student union located on the campus can lay a major role in translating and achieving the Institution's Student Affairs mission.

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A well-conceived and well-managed Campus Center typically has three fundamental aspects to its mission:

**Student Development and Student Leadership:** The student center should be the primary leadership development and programming agency for the campus. The student center should be committed to supporting student activities and campus programming efforts that provides a wide variety of opportunities for student participation in group leadership, decision making and organizational management. The student center should support the coordination of a comprehensive and diverse schedule of social, recreational and cultural programs for the campus community.

**Services and Facilities:** The student center should be the primary location for the provision of necessary services, products and support facilities for the university community. Student center facilities should include spaces for lounging, for studying, for small group interaction and conversation as well as meeting and multipurpose spaces that effectively respond to the meeting and convocation needs of the university community. By centralizing the availability of products and services, the student center can create a synergistic environment, helping to bring together the many diverse constituencies that make up the campus community.

**Meeting and Community:** The student center should be the primary meeting place for members of the university community. The physical environment of the student center should support both formal and informal interaction between faculty, staff and students and should be a principle gathering place on campus. Such an environment can have significant impact toward developing a strong sense of identity with the university and a strong sense of camaraderie among its members.

During the months of February, March, April, and May 2001, consultants representing Center Concepts and Design made four separate visits to the MIT campus, meeting and interacting with members of the MIT community. The Team has participated in extensive discussions with administration, management, support staff, faculty and students, all whom were involved as leaders or as users of the programs and services offered through the Stratton Student Center and Walker Memorial Building at the Institute. The intent of the campus visits was to gather information, review existing programs services and facilities and to define strategic priorities that would help create an effective vision for the Stratton Student Center and Walker Memorial as the Institute prepares for the next decade. MIT has established a number of significant priorities related to a new direction for student life on campus. As stated in the MIT Task Force Report on Student Life and Learning (1998),

*“MIT has demonstrated a weak commitment to providing attractive and convenient space for community interaction. The lack of space for some activities, such as performing arts, has had spillover effects with adverse consequences for other parts of student life. ....Construction of new community space, including performance space and athletic facilities, student activity space, and general event space would help MIT remain competitive in attracting top students and relieve pressure on an otherwise overloaded system.”*

It is also important to acknowledge the many significant changes that are taking place on the MIT campus; changes that will play an important role in changing the nature and quality of student life. As decisions are made concerning the future of both the Stratton Student Center and Walker Memorial, due consideration should be given to these other initiatives:

- a. **The Stata Building:** This large project will result in a significant increase in general student space available on campus. In addition to class room space, research space and faculty offices, the Stata Building will also include a “Student Street” designed to provide students with day and night time access to services, including a significant dining component.
- b. **Zesiger Sport and Fitness Center:** This space, being constructed adjacent to the Stratton Student Center, will provide additional retail space for the campus, including snack bar, athletic supplies and gear sales as well as insignia item sales. The new space will also house expanded lounge areas.
- c. **New Housing:** With the decision to expand residential populations on campus, particularly the graduate student population, MIT has made a strong commitment to provide additional community space within the residential environment
  1. W30 will provide 120 beds for single graduate students starting in the fall of 2001. There is a limited amount of community and central dining space.
  2. 70 Pacific is designed for 630 beds and was planned primarily for graduate students. The building is under construction and is slated to open in the fall of 2002. There is proportionally more community and common dining facilities provided in 70 Pacific than in NW30.
  3. Simmons Hall will provide 350 beds for undergraduates and also will open in fall 2002. The dormitory contains a 100-seat performing arts/multi-purpose room, meeting and lounge areas, and commitment to residential dining.
- d. **Campus Dining:** There are on-going efforts to improve dining on campus, including those outlined in the Institute Dining Review (1997), the Report of the Task Force on Student Life and Learning (1998) and more recent plans developed by the Office of Campus Dining. All of these plans have emphasized the revival

of residential dining, which will have important affects on dining plans at the Stratton Student Center and Walker Memorial.

- e. Because of the strong commitment and the well articulated and defined priorities expressed at all levels of the campus, it is obvious that the commitment to enhance the student life experience at MIT is being effectively translated through major initiatives. With this level of commitment, the successful future of the Stratton Student Center and the Walker memorial Building MIT is assured.

## CLARIFICATION OF CONSULTATION CHARGE AND EXPECTATIONS

### A Context for Planning

Mr. Manuel Cunard, Executive Director of the National Association of College Auxiliary Services and Mr. Larry G. Trampe, Principle with Architectural Resource Group were invited to coordinate a strategic planning effort for the Campus Activities Complex at MIT, working directly with Mr. Phil Walsh the Director of the CAC and with the CAC Strategic Planning Team. Mr. Cunard and Mr. Trampe were also charged with conducting a review and assessment of the general layout, services, and functions located in the Stratton Student Center and in the Walker Memorial Building.

It was the intent of this consultation to assist the Campus Activities Complex Staff and the Strategic Planning Committee in conducting a thoughtful and comprehensive strategic review of the Stratton Student Center and Walker Memorial Building. The review was to consist of the following stages and parts:

- 1.1 Initiate and assist with the development of a strategic plan for the Stratton Student Center and Walker Memorial (CAC).
- 2.1 Work with the Institute to conduct a comprehensive survey of the MIT student body to determine interests, priorities and desired services to be located on the MIT campus.
- 3.1 Develop an analysis of existing space use in the Stratton Student Center and in the Walker Memorial Building
- 4.1 Develop strategic recommendations related to new services, new spaces and new approaches for use of existing facilities.

This report contains observations and recommendations gathered from information collected during February, March, April and May visits to the MIT campus. Recommendations and conclusions were also developed from written information and reports provided by the Institute. It should be acknowledged that although every effort has been made to understand the issues at hand and to provide thoughtful recommendations and conclusions, this report is based on a total time on campus of less than six days over a six-month period. As in any review, the conclusions reached and recommendations made in this report are based on available information and interviews and observations conducted at a point in time.

### **Data Analysis**

In the process of naturalistic inquiry, data analysis is an ongoing process that occurs at several levels for varying purposes. At the point of collection it serves in acquiring subsequent data. More importantly, the process serves as an internal reflective tool for

the participants interviewed. It also results in themes that emerge from the data collected. What follows is the culmination of this effort.

The report contains observation in the following areas: the CAC Role and Mission, Stratton Student Center and Walker Memorial Building physical plant, campus culture, partnering and outreach of the staff, and services available. The report also took into consideration the data available through a Campus Survey, and from a number of previous reports made available for review. This report includes a number of summary comments and recommendations that have been developed as a result of the information and data available. The recommendations are based on information available and on interaction with the Institute and its community members at a given point in time.

The information gathered from the review will hopefully provide direction that will assist in the verification of existing priorities of the CAC, the Stratton Student Center and the Walker Memorial Building, and the development of new priorities and strategies for the future, particularly as related to the renovation of Stratton and Walker.



## A STRATEGIC PLAN FOR THE STRATTON STUDENT CENTER AND WALKER MEMORIAL

The first effort undertaken by the Strategic Planning Committee was the initiation of a strategic planning and decision making initiative that would lead to the development of long range strategies for the Stratton Student Center and the Walker Memorial Building on the MIT campus. The strategic planning process was facilitated by Mr. Manuel Cunard and included the following:

- a. Understanding the Strategic Planning Process
- b. Clarifying the Values of the Stratton Student Center and Walker Memorial
- c. Creating a new mission of the Stratton Student Center and Walker Memorial
- d. Creating a Vision for the Future (*Stratton and Walker*)
- e. Identifying Critical Issues Confronting the Stratton Student Center and Walker Memorial
- f. Developing strategies and solutions for the future

### 3.11

#### **The Mission of The Stratton Student Center**

**The Stratton Student Center is a focal point for MIT student life outside the classroom, laboratory and living group. It is a place where student groups, student governments and others can find support, advice and the appropriate physical space and ambiance for their activities. In addition to planned activities, cultural events and recreational programs, the Center is also a welcoming and informal gathering place where all members of the MIT community can meet, socialize and interact. It is a place where services and conveniences for the community live in harmony with a thriving, student-driven atmosphere of community spirit, and provides a setting in which students can learn social responsibility, gain leadership skills, and take an active role in defining life at MIT.**

Traditionally, the purpose of a college union is to provide services, develop student leaders, and to be the center for community on a campus. Presently on the MIT campus, both the Campus Activities Center (the administrative agency with responsibility for Stratton and Walker), and the Residential Life and Student Life Program (RLSLP) hold responsibility for this important priority.

Even with this strong commitment, the predominant perception on campus of the Stratton Student Center is as a place to meet, eat, and rest, but not as the community hub of the Institute, or the primary focus of student leadership development. A number of decisions

made over the past decade have significantly impacted the sense of clarity of role as well as the ability of the Stratton Student Center to effectively and efficiently respond to the role expectations identified. Of particular note was the decision to expand retail services in the building to the extent that prime space is not available for other critical need functions and services designed to enhance the life experience for students and to build a sense of community and belonging.

For the Stratton Student Center to move forward and to flourish, it must re-envision and clarify its role and purpose in support of the Institute community. In addition to responding to traditional role expectations, the Stratton Student Center must work to establish a unique role--a special niche on campus that responds to a significant and long term need and that is designated and protected by the highest levels of the Institute Leadership.

Once it has established and secured its role on campus, the programmatic and functional units of the Stratton Student Center must actively seek opportunities for collaboration beyond its walls with other entities on campus or in the nearby community. Such collaboration and outreach is critical because the Stratton Student Center, as well as the Walker Memorial, will in the future, be competing for a finite number of students who have a wide range of choices available in the area.

### **3.12**

#### **A Vision for the Future of The Stratton Student Center**

**The Stratton Student Center is an inviting, inclusive and exciting gathering place on the MIT campus, playing a primary role in bringing students and other members of the MIT community together. Through an array of programs, convenient services and state-of-the-art facilities, the Center provides common ground for informal and synergistic interaction.**

**The Center celebrates the Institute's diversity, culture, history and engagement in the arts.**

**The Center is committed to student involvement and governance, and fosters student leadership, creativity, and ingenuity.**

### **3.13**

#### **A Mission Statement for Walker Memorial**

Although in need of significant renovation and renewal, the Walker Memorial Building is well used and will thought of as an important social and organizational focal point for a portion of the MIT community. Just as the Stratton Student Center is considered to be a

focal point for undergraduate student life on campus, Walker Memorial serves as a focal point for graduate student life at MIT. Along with the more comprehensive use of Walker memorial as a primary campus dining facility, a significant number of graduate students utilize the facilities in Walker for study, for social interaction, and for organized meetings and activities. Perhaps a result of proximity or because of the long standing tradition of use, Walker Memorial functions quite effectively as a gathering place for the graduate student population of MIT.

### **The Mission of Walker Memorial**

**Walker Memorial is a focal point of the MIT campus life beyond the classroom, the office, and the laboratory. It is a place where community groups, student groups, faculty, and staff can find physical space and support for their activities. Walker’s dining facilities link these groups in various formal and informal venues. Its dedicated lounge spaces support group identity while facilitating inter-group interaction. Walker also serves as a primary convocation space for large scale institute-wide, social, cultural, and arts programming. The building is an important gathering place for graduate students, student affinity groups, and groups that cut across different sections of the campus community.**

### **3.14**

#### **A Vision for the Future of Walker Memorial**

**The Task Force on student life and learning defines *community* as “students, faculty, staff, and alumni who ... come together on campus for the common purpose of developing the qualities that define the educated individual”. They go on to say that:**

***“... Through professional, recreational, and social interaction with one another we build a culture of discovery and learning that distinguishes MIT from other universities. ... If the goal of an MIT education is to develop the elements of reason, knowledge, and wisdom that characterize the educated individual, MIT cannot rely on structured learning alone. ... In the future, the third [academics & research are the others] of the triad – community – will play a major role. ... At the same time, many obstacles stand in the way of integrating the educational benefit of community activities with more structured learning: faculty commitments, student commitments, weak campus-wide community, orientation, campus residences, dining, community space, and the performing arts.”***

**The renovated Walker Memorial, with its space and programs, will facilitate the realization of this vision of community while consciously addressing the obstacles. We envision Walker as a vibrant, thriving center of community, culture, and diversity. Its restored architecture would create a stately, distinguished atmosphere and preserve its history as MIT's first campus center. The new Walker Memorial will once again be a central focal point of community life at MIT, this time, by providing unique space on campus for critical community building and student /faculty /staff interaction via the Arts, large and small formal events, formal and informal dining, and community and cultural groups (such as Women's League, MIT Activities Committee, Black Student Union and GAMIT).**

**Through these interactions, Walker will support and connect the diverse communities at MIT and be a primary focus of campus-wide community.**

### **3.15**

#### **Core values of the Stratton Student Center And Walker Memorial**

The Stratton Student Center and Walker Strategic Planning Committee spent considerable time addressing the important task of identifying the fundamental values of the SSC and Walker. The Committee felt that their role as leaders on campus were made stronger by the identification and clarification of core values driving the decision making process and the standards of expectation for services offered. The committee concluded that an understanding and a support of organizational values would help organizational leadership make better choices and decisions under pressure, help to determine new direction, and assist in helping to identify appropriate strategies for the future.

The Core values identified and confirmed by the Strategic Planning Committee are as follows:

*Student Driven*  
*Convenient*  
*Honest*  
*Socially Academic*  
*Welcoming and Inviting*

*Inclusive and Accessible*  
*Supportive of Student Development*  
*Innovative*  
*Open to new Ideas*

**3.16**  
**Critical Issues Facing**  
**The Stratton Student Center and Walker Memorial**

Much of the effort made in the strategic planning process was intended to assist the Strategic Planning Committee in identifying critical issues facing the Stratton Student Center and Walker Memorial in the future. Critical issues were defined as those conditions and potential futures that if not resolved in some way, would have a significant negative impact in the organization's ability to support its mission and ultimately achieve its vision. Critical issues were identified through discussions and interviews with users of the facilities and services offered, as well as from an ongoing environmental scan of the internal and external conditions. The issues listed were defined based on a series of activities including, but not limited to formal and informal interviews, meetings with the Strategic Planning Committee and a review of previously completed documents including the Task Force in Student Life and Learning, and the completion of a comprehensive Student Survey conducted to identify specific issues.

**The identified Critical Issues facing the CAC are as follows:**

1. The Stratton Student Center physical environment is not welcoming to users and does not provide appropriate spaces for informal interaction.
2. The Stratton Student Center and the Walker Memorial Building do not have welcoming entrances. There is a need to create a primary gathering area with a well-designed information service.
3. Based on campus interviews and on a review of meeting use data available, it was determined that meeting space in the Stratton Student Center and Walker Memorial is not adequate to support the growing requirements on the campus. The availability of quality meeting and breakout space with appropriate a/v and technology support is limited.
4. There is a need for specific-purpose programming and activity space (film screening, theater, dance, club, recreation space, etc.) in the Stratton Student Center and Walker Memorial space, on campus. The existing programming and activities spaces are significantly under-sized for the level of activities on campus.
5. Physical space dedicated to retail services in the Stratton Student Center is disproportionate to the existing and future needs of the MIT community. Retail space (not including ARAMARK lease space) that is available for long and short term lease, presently encompasses nearly 23 % of the Stratton Student Center. Space specifically dedicated to cash and meal program food services operations encompasses an additional 26,000 s/f. Combined, nearly 50 % of the usable square footage of the Stratton Student Center is dedicated to retail and food service operations.
6. Student Clubs and Organizations space (and furnishings) located in the two facilities (Stratton and Walker) is not designed to enhance the success of campus organizations. The space available is very limited and often results in offices shared by multiple organizations.

7. The existing space relationships in the Stratton Student Center and Walker Memorial do not support effective access, egress or optimum use of the facilities, spaces and functions available to the MIT community.
8. The Walker Memorial Building has reached a critical state of disrepair with numerous deferred maintenance, code compliance, and accessibility issues.
9. The graduate student population at MIT perceives that SSC primarily caters to undergraduates.
10. There is a significant and growing need on the MIT campus for the creation of an environment that will foster quality interaction among faculty, staff alumni, students and guests. (Reference Institute Dining Review Report, 1997, page 39)
11. The current food service facilities in Walker and Stratton are not meeting the needs of today's MIT campus community. Many of the facilities are in need of renovation, reconfiguration. Based on Student Survey results, students at MIT believe the food selection throughout the campus is too limited and is over priced.
12. Lounge areas in both the Stratton Student Center and the Walker Memorial Building are inadequate. There is a critical need to modify lounge areas and to create specific functional lounges in both facilities.
13. There are virtually no quality "purpose built programming spaces (theaters, performance and film screening spaces) available.

### 3.17

#### **Strategies for a Successful Future**

If the leadership of the Campus Activities Complex at MIT expects success in responding to the many critical issues identified through the strategic planning process, strategies for success must be carefully developed and executed. It is widely accepted that Higher Education tends to be resistant to change and lacks the ability to be nimble in responding to societal and constituent shifts. Accordingly, many higher education enterprises are considered to be inefficient or unresponsive to the changing priorities, interests and needs of the contemporary student. Through the Strategic Planning process, the CAC leadership has positioned itself for success. The strategies developed will assist the Campus Activities Complex Leadership in significantly reducing the potential negative impact of many critical issues presently facing the organization. Additionally, thoughtful execution of the identified strategies will help to expand the services and support available to the campus community, ultimately assisting the CAC and its associated units to achieve their collective visions.

Strategies for the future were identified through the process which included the following activities:

1. Strategic Planning Effort to determine an effective vision for the Stratton Student Center and Walker Memorial.
2. Comprehensive Campus Survey

3. On-site interviews and focus group discussions with users and campus leaders.
4. Space Relationship Study
5. Review and determination of program, service and space needs
6. Conceptual Overlay study to determine appropriateness of existing facilities in accommodating new spaces, programs and services.
7. Square footage review and analysis

## A SURVEY OF STUDENT NEEDS AND INTERESTS

### Understanding the MIT Student

Through the excellent work of the Institutional Research section of the Office of the Provost, a comprehensive Survey of student use factors and perceptions of the Stratton Student Center was conducted during the months of May and June, 2001. The Survey was conducted using Interactive Web based technology, allowing for an extremely efficient distribution of the survey questions and an excellent response rate.

As can be seen in the statistical summaries available in the Report (supplement #1), 535 valid responses to the survey were recorded, with 33% of those responding being 1<sup>st</sup> or 2<sup>nd</sup> year undergraduate students. It is notable to acknowledge that the graduate student response was the second highest of the constituents surveyed, with graduate student responses totaling 224, or 42% of the total responses.

The high level of graduate student responses have most probably had some significant effect on survey results, particularly the areas of facility use, services use and general comments related to quality and appropriateness of particular services.

The gender distribution of the respondents was inverse to the campus population, with 57.9% of responses coming from female students.

#### Survey Questions:

##### 1. **Time spent (per day) in the student center when classes are in session:**

The amount of time students spent in the Stratton Student Center during class time is quite remarkable. Nearly 58 % of the respondents acknowledged spending up to one hour in the Center daily. Nearly 35 % of the respondents stated that they spend between one and two hours in the Center. These %ages translated to the entire campus population would suggest that the Stratton Student Center is used effectively by the student population for certain daily activities during the normal academic week.

##### 2. **Time spent (per day) at the student center when classes are not in session:**

As would be expected, there was a considerable increase in short periods of time spend by students when classes were not in session. Probably in response to daily needs including dining, sundries purchases, personal services, etc. Students (44% of the respondents) stated that they spend up to 30 minutes in the Center. It is surprising however, that fewer students spend longer periods of time during non-class time periods. Only 15% of the respondents stated that they spend up to one



hour in the building, and only 16% stated that they spend between one hour and four hours in the center. It is reasonable to conclude from these responses, that students use the Center primarily for quick service needs, and for short meal and purchase needs. Few students use the Center as a place to congregate, to meet others, or to socialize with peers.

**3. How likely are students to be at the student center at specific times?**

As is typical on most campuses with similar residential populations and academic schedules, the majority of use in the Stratton Student Center is during the primary daytime and class schedule hours. The primary load as related to use of the Stratton Student Center falls between lunch time and dinner. It is important to note, however, that there is significant use of the facility during evening and late night hours. Evening and late night use is typically thought to be a positive acknowledgement of an active student clubs and organizations program as well as an environment that supports quiet study and interaction.

**4. To what extent are students likely to use existing food service?**

The majority of respondents stated that they would most likely use the services of LaVerde's, the mini-market/convenience store operation located in the Center. This is consistent with most campuses today, with student values and lifestyles tending to support a more independent living experience (self selecting food choices and dining times). The remarkable growth in convenience item sales on campuses throughout the country has been a result of a continuing transition of priorities and lifestyles of students. Students on campus today are significantly more sophisticated as consumers than ever before. They are looking for value for their investment, quality, and convenience. Students today want to pay only "for what they use". (Levine and Cureton, 1998)

**5. To what extent are student likely to use existing retail services?**

The necessary daily services of ATM Cash Machine and Post Office were reported as the most frequently used services by the survey respondents. Use levels of all other services with the possible exception of the Copy Center (10%), were extremely low, with the range of use from less than 1% to 8%. With such limited reported use, It is imperative that some significant plan be initiated to do one of the following:

- a. Re-evaluate all retail services in the building in an effort to identify the issues related to low use by students.
- b. Identify space and positioning issues that might change the nature of access to retail operations and increase awareness by members of the campus community.

**6. To what extent are students likely to use existing administrative services?**

Virtually all responses to this question were below 10 %. The survey showed quite clearly that in almost all cases, students are not aware of the various administrative services housed in the Stratton Student Center. Surprisingly, even student focused offices, including Student Activities and Residential Programs, received a very low response. Based on the survey results, it can be assumed that administrative offices in the Stratton Student Center have not been marketed effectively to the student population. Most administrative services in the Center are not services that might be considered to be obligatory or high use destination services. With this in mind, every effort should be made to significantly increase campus awareness of the existence of these services as well as the important role they play in the campus life experience of students.

**7. To what extent are students likely to use existing community space?**

Consistent with other survey results related to use of the building, use of community space in the Stratton Student Center is typical of most centers, with lounges being used regularly or occasionally by approximately 30% of the campus population. It is usually found that on campuses with a high commuter population, lounge spaces are used much more frequently, and accordingly lounge space is required. Most probably a result of the nature of MIT and the priorities of the MIT student, the highest community space use recorded, was the Athena Cluster (60% occasionally or extremely likely), a computer access area located on the top floor of the Center. Lobby lounge areas, the new Transitions Lounge, and the Stratton Lounge showed recorded use of 40%, 30%, and 30% respectively.

An interesting aspect of well-designed and effective lounge space related to users growing to what is the “optimal use level.” It has been acknowledged by Banning and others that the number of individuals using a lounge or community space will reach an optimum point of comfort, and once reached, use levels will quickly stabilize. I would suggest that with an increase in efficiency (capacity) and volume of lounge and public space in the Stratton Student Center, use levels will increase accordingly.

**8. To what extent are students likely to seek out activities off campus?**

With so much space in the Stratton Student Center dedicated to food services, it is surprising and somewhat sobering to see that most students listed dining, fast food and grocery shopping the most common services they go off campus for. These results would suggest that marketing strategies, product mix and perceived value of the food outlets in the Stratton Student Center are in need of a comprehensive review and modification. With adjustments in product, quality and marketing, there is strong potential for capturing a significant percentage of the campus food service business in the Stratton Student Center and at other food retail outlets. It is

not uncommon for a strong student center food operation to service 15-20 % of the population on a daily basis.

The ongoing planning process that will hopefully result in a comprehensive Campus Dining Master Plan will undoubtedly have significant impact on the over-all volume and quality of food services offered.

**9. How often are students likely to go to the student center for specific activities?**

As expected, the primary reason students go to the Stratton Student Center is to eat (74 % primary reason and frequently). Even with dining options acknowledged as limited and with satisfaction levels low, the majority of student center use according to the survey, is for dining. This statistic re-affirms the potential success of the Stratton Student Center in the provision of a variety based food service program that responds to a changing population of highly independent students.

It should be also noted that the second most common reason for students to go to the student center was to meet with friends (41% primary reason and frequently). Supporting this important use through the development of new and additional lounge and common spaces would have an additional positive impact on general use of and participation in other services and activities located in the Stratton Student Center. As acknowledged in Fuller's concept of synergy, the collective whole is far greater than the sum total of the individual pieces. As more and more individuals use the expanded services and spaces in the Stratton Student Center, greater cross activity will take place.

**10. To what extent do these attributes describe the current student center?**

This important question provides insight as to the general perceptions of the student body related to the feel of the Stratton Student Center. In his recent book, *Educating by Design* (Jossey Bass, 2001), Jim Banning acknowledges the important role design plays in general behavior and in creating an appropriate environment for learning. Banning states further that "behavior is a function of a person's interaction with an environment." With this in mind, it is essential that the nature of student center space (as related to its impact on the user) be intentionally created as a positive environment supporting the important priorities of education, service and community. The survey shows a number of conflicts to this important perspective, including a response of 35% that the building is bland, only a 25% response that the building is a place to hang out, and a 15% response that the building is welcoming. In the Student Center planning environment, the priorities of *creating an exciting building, a welcoming environment and a positive place for students to hang out are considered to be three of the most important considerations.*

**11. To what extent do these attributes describe the student center? (what it should be)**

The responses for this important question provide an excellent understanding of what the MIT student population is seeking in a student center. As expected, the aspect of convenience is all-important to the respondents (92% rated convenient hours as the top priority). The responses related to the importance of a welcoming environment (75%), a comfortable place (85%), and an inviting space (73%) further verify the importance of creating a new environment in the Stratton Student Center, one that focuses on bringing the campus population together; one that places focus on learning, service and community and less priority on revenue generation.

**12. Best features in the current student center**

Of the many general comments received, the most common responses related to what the best features in the present center were:

Lounges	Copy Tech
Coffeehouse	LaVerde's
Athena Cluster	Toscanini's
ATM	Convenient location

It is important to acknowledge those services and spaces that are considered by the campus population as highly important. Very often though the renewal and renovation process, important services and spaces are modified and often lost, in support of what is thought to be a more important or pressing priority. Every effort should be made to insure that such services and spaces as identified as the best features of the center are supported and enhanced through the process.

**13. Worst features in the current student center**

It is difficult to effectively assess general "worst case" comments solicited from students. Very often, such responses are driven by emotion and past bad experiences rather than by thoughtful consideration of the services or spaces referenced. The responses received, however, are a reflection of the perceptions of the student body of MIT and should be reviewed and assessed with all due consideration. It is too often that we disclaim such comments as purely emotional and without merit, when in fact, there may be strong consensus related to a particular service or function.

The most common Worst features of the student center responses were as follows:

General Food Services	Hang out space (lack of)	Level of comfort
General design of space	Décor (general)	Basement services
Lighting	Lack of activity	

It is easy to conclude that the strong emphasis on poor food service in the center is typical of responses from any student constituency. Although much might be attributable to the typical negative food service perspective, consideration should be given to the comments received and every effort made to resolve the stated issues. As an anchor for the building, the food service operations are the strongest services presently available and bring in the largest number of individuals to the building. Strong commitment to resolving the present food service issues will have long-term impact on overall use of the center. The ongoing efforts to create a comprehensive master plan for campus food services will prove to be extremely valuable as plans are further developed for the future of the Stratton Student Center and Walker Memorial.

#### **14. Additional services students would like to see in the student center**

The listing of recommended additional services, programs and spaces submitted by respondents spanned all aspects of traditional and non-traditional services found on the campus. The extensive listing is included in the Survey Summary and should be reviewed in its entirety. Some of the most common requests were as follows:

24-hour food services	Fast Food options
Additional banking services	1 <sup>st</sup> floor rest rooms
Expanded card acceptance	Expanded lounges
Newbury Comics	More study spaces
Working information desk	

*\*The entire text of the Student Survey is included in the Supplemental Information document provided with this report.*

## EXISTING SPACE ANALYSIS STRATTON STUDENT CENTER AND WALKER MEMORIAL BUILDING

In an effort to insure accurate evaluation of existing spaces, functions and services available to the MIT community and in preparation for a comprehensive analysis, Center Concepts and Design conducted a review of all existing spaces in the Stratton Student Center and Walker Memorial.

This effort not only establishes a benchmark reference point for future planning, but also allows for effective comparison with national standards established that relate to typical space requirements for identified functions on the campus. For example, it is generally accepted that .5 s/f per FTE is an acceptable sizing for lounge spaces and areas in a typical Student Union or Center. It is also accepted that between 12 s/f and 15 s/f per person is the space required for an effective multi-purpose or ballroom space on the campus (receptions or theater seating). Dining spaces designed for catering and banquet support tend to require a minimum space per person of 15-20 s/f.

The Strategic Planning Committee took considerable time in assessing the present services and facilities located in the Stratton Student Center and in Walker Memorial. Services, functions and spaces in both buildings were reviewed from the perspective of creating a plan for the effective use of space and provision of services not burdened by existing conditions or present physical limitations. Much of the philosophy behind the decision making process was a result of the strategic planning effort as well as from the important conclusions reached by the Task Force Report on Student Life and Learning. A comprehensive review of existing conditions and a thorough analysis of the Task Force Report and a review of the data collected through the Student Survey provided strong support for committee to develop a number of specific recommendations related to all aspects of service, facilities and space design for both the Stratton Student Center and Walker Memorial. Those recommendations are presented in section 5.13 of this report, ***Comments and Recommendations: Existing Spaces and Services***, as well as in section 7.1, *Consolidated Recommendations*.

As a first effort in reviewing the existing space use of the buildings, an analysis of existing space use was completed. The results of the square footage analysis are shown in the following listings. Although every effort was made to confirm true and accurate square footages, there are many areas in both the Stratton Student Center and in Walker Memorial for which square footages were not available. In those cases, square footages were calculated using existing drawings and from measuring actual spaces.

**5.1**  
**Walker Memorial Building Square Foot Analysis**  
**(square footages presented are net assignable)**

	<b>EXISTING S.F.</b>	<b>TOTAL S.F.</b>
DINING		20,873
Kitchen and Storage	4,856	
Morss Hall and Servery	10,802	
The Muddy Charles Pub	1,246	
Pritchett Grill and Grocery	3,969	
TESTING	7,581	7,581
ORGANIZATION SPACE		12,743
Radio	3,915	
Set	2,240	
Black Student Union	1,282	
Graduate Student Council	886	
Others	4,420	
MEETING ROOM	336	336
CLIMBING WALL	508	508
RACQUETBALL COURT	540	540
MIT ACTIVITIES	876	876
DANCE STUDIO	921	921
<b>TOTAL</b>	<b>44,378</b>	<b>44,378</b>

**5.2**  
**Stratton Student Center Square Footage Analysis**  
**(square footages presented are net assignable)**

	<b>EXISTING</b>	<b>TOTAL</b>
Information and Service Desk	162	162
Student Lounge Space		6,612
Transitions	2,066	
T.V. Lounge	2,164	
Art Gallery	1,107	
3 <sup>rd</sup> Floor Lounge	498	
4 <sup>th</sup> Floor Lounge	777	
Food/Dining		28,413
Kitchen/Storage	5,884	
Courses Restaurant	3,261	
Lobdell	14,799	
Coffee House	2,481	
Offices	1,988	
Meeting Rooms		16,353
Sala	7,022	
West Lounge	1,014	
Mezzanine Lounge	1,880	
Twenty Chimneys	1,888	
PDR 1,2,3	1,169	
4 <sup>th</sup> Floor	1,301	
4 <sup>th</sup> Floor	1,292	
4 <sup>th</sup> Floor	787	
Organization Space	19,008	19,008
Student Government	1,173	1,173
Retail		22,784
Empty	951	
Optical	360	
Computer Store	5,101	
Post Office	1,141	
Hair Stylist	478	
Travel	516	
Barber	385	
Bank	593	
Laundry	1,011	
LaVerdes	5,307	
Ice Cream	1,819	
Coop	4,459	
Copy	663	
Reading Room	5,207	5,207
Athena Cluster	7,629	7,629
CAC Administrative Offices	1,866	1,866
Residence Life/Program	2,333	2,333
Game Room	682	682
Flea Market	732	732
<b>TOTAL</b>		<b>112,954</b>



**5.3**  
**Specific Comments and Recommendations**  
**Re: Existing Spaces and Services**

***5.3.1 Stratton Student Center: More Inviting and Welcoming***

Above all other considerations, there is a critical need to create a more inviting and welcoming environment in the Stratton Student Center. At present, the main entrance area (1<sup>st</sup> floor) is functional, but not inviting. Retail operations and food services dominate the main lobby area of the building, but students do not utilize the space as would be expected. The area should be re-configured to include a primary gathering area for students and other members of the MIT community to meet and interact informally. It is quite valid to attempt to create a space in or adjacent to the primary access/egress corridor of the building that is conducive to sitting, small group conversation and simply “hanging out.” Typical physical considerations that have impact on creating a welcoming and inviting environment include:

High Ceilings	Balconies
Expansive Glass	Bright Colors
Combining Outdoors and Indoors	High Visibility Lounge Area
Critically Positioned Information Desk	Plants
Coffee Bar	Informal Seating

One of the most common and most important services that should be located in the main entrance/primary access corridor of the center is an effective and well-managed information service. The Information Services Desk should be operated by the Stratton Student Center Administrative offices, and should support programs and activities in the Stratton Student Center and Walker Memorial. The Information Center should also be the primary source of information for the MIT campus.

***5.3.2 Retail Issues in the Building***

There is little doubt that a critical issue for the Stratton Student Center is the continued change in student purchasing habits and service needs. Although some of the constant shift can be attributed to the changing values of today’s consumer driven students, the positioning and location of existing retail operations also plays some role. Most of the retail units in the Stratton Student Center are located on the lower level of the building, away from view and without effective directional signage. Other retail operations, although located on the 1<sup>st</sup> floor, are hidden on the rear corridor, reducing or eliminating any potential for spontaneous purchasing or browsing.

Product mix must also be addressed as a result of the consumer savvy student who is matriculating at MIT today. Students trend to be significantly more selective in their buying habits, looking for both quality and value. With the significant increase in alternative retail outlets in the immediate area, MIT must aggressively increase the competitive nature of the retail shops located on the campus.

The recently completed Student Survey addresses in detail the “first response” recommended retail services that should be located in the Stratton Student Center. This listing should be used as the basis for a more comprehensive and focused assessment of retail service needs for the campus.

With a significant increase in foot traffic expected with the completion of a new recreation center located immediately adjacent as well as an increase in the residential population on campus, the Stratton Student Center must aggressively prepare for the future with the renovation and re-positioning of retail and food sales operations.

### ***5.3.3 Student Clubs and Organizations***

Important to the commitment to positive student leadership and development at MIT, is the commitment to provide effective and usable space for student clubs and organizations. A review of existing clubs and organizations space as well as numerous interviews and discussions with campus student leadership has revealed a significant need for expanded and re-conceptualized organizational support space. The present space located on the 4<sup>th</sup> level of the Stratton Student Center and on various levels of the Walker Memorial Building is severely inadequate to respond to the number of active student clubs and organizations on campus. Additionally, there is virtually no long term storage space available for those organizations that have physical assets used only a few times each year.

As important as adequate space, is the issues of quality space. Present clubs and organizations space in the Stratton Student Center is not configured for quality informal interaction. Rather, the existing space tends to isolate participating students from each other.

Every effort should be made to enhance the physical environment available for clubs and organizations on campus. Space should be designed to enhance visibility between organizations, with common lounge and reception space, and with Common workspace. Space available to organizations should be configured in three levels, full office space (private and securable), modular office space (office modules with desk, phone, computer access, and file cabinet), and securable storage space.

Present student organizational space design is without any apparent pattern, without effective access and egress corridors. The existing space in the Stratton Student Center is programmed poorly, with no intent to insure effective relationships or proximities.

Campus interviews and discussions with student organizations have placed the expansion and renovation of student organizational space as a very high priority for both the Stratton Student Center and Walker Memorial. New space is needed to support a highly successful, active, and growing student clubs and organizations program.

By carefully blending Student Activities Staff space, meeting and lounge space, administrative and staff offices and student organization space, the primary co-curricular activities of the Institute can be assembled under one roof. In such an arrangement traffic

created by retail operations, convenience store, dining services functions, public lounges and the student organizations complex tend to enhance the use and success of each other.

Because the proposed complex requires a significant square footage, care must be taken to successfully configure the component areas in relationship to a common entrance and common support areas to facilitate the flow of traffic. The complex should be designed to support the existing student organizations and agencies and should be flexible enough to respond to changes in the future. Private office/work spaces for Student Government and other long term, high impact organizations should be designed on the perimeter of the complex. Student Life Programs offices should be located adjacent or within easy access to the complex, providing advisory support and resources to student groups on campus.

Modular cluster office spaces, each accommodating up to three student organizations, could be created in a central area. The complex should also include at least one small conference room for use by student organizations and adequate storage and common workspace. All spaces located in the Student Clubs and Organizations Complex should be adjacent to or surround a common lounge located in proximity to the complex entrance. A mailbox system for all student organizations should be included as a convenient distribution and communications tool.

The new Student Organizations Complex should include the following areas or agencies:

Student Government Offices	Organization Offices
Common Lounge Area	Common Work Room
Storage Space	5-20 Private Offices
Mail Boxes	Conference Room

In addition to extended hours access and high traffic accessibility, the complex should be located near a primary access/egress corridor of the building.

Additionally, there is only minimal storage space available to organizations. It was also determined that the existing clubs and organizations space available in both facilities is not inviting and welcoming. The space is closed and is difficult to find. Campus clubs and organizations have an acknowledged need for more rehearsal space on campus.

#### ***5.3.4 Lounge Spaces in the Stratton Student Center***

There are a number of formal and informal lounge areas located throughout the Stratton Student Center, some accessible to the public and some designed and positioned to support specific groups. Although many of the existing lounges are positioned effectively and are used heavily by the groups who have access, the creation of public lounge areas and primary gathering areas in the Stratton Student Center has been acknowledged as an important priority. Students, faculty and staff have all commented on the lack of quality lounge space in the Center and the need for a primary entrance lounge area designed for informal interaction, meeting people and for simply hanging out. It was generally agreed

that such a space would have a significant positive effect in bringing the campus population together.

Although there are a number of primary gathering lounge areas located in residence halls and planned for inclusion in new academic buildings, there is presently no primary lounge area on campus that creates an inviting and welcoming statement to members of the campus community or to visitors to the campus. This concern was addressed repeatedly by students, faculty and staff during campus interviews. Students also expressed a need for informal lounge spaces and study areas available to them on campus during late night hours.

The need for better designed and positioned lounge space and other informal gathering space in the Stratton Student Center and in Walker Memorial has been identified as one of the most pressing needs to be addressed by the Strategic Planning Committee.

Lounges that are located in the Stratton Student Center should be designed to respond to a number of specific needs and interests of the MIT community. Lounges should be designed to support small group interaction, meeting and "hanging out," quiet studying, and TV viewing. Lounge space should also be developed to respond to the specific needs of commuter students and of campus organizations that prefer a lounge meeting environment.

Lounges in the Stratton Student Center should include a Primary Gathering Lounge located in the main access/egress corridor of the building, Vending/Service Lounge, Reservable Lounges (meeting lounges), Lobby Lounges on each level of the building, and a TV Viewing Lounge. Dedicated lounge areas should also be developed as common space for office areas located in the center including the Student Clubs and Organizations Complex.

Regarding proximities and space relationships, lounge areas in the Stratton Student Center and Walker Memorial should be positioned based upon the intended function assuring that proximity to other spaces does not initiate functional conflict. Lounges should be easily accessible to the public in areas adjacent to primary corridors, but not positioned to restrict traffic flow.

Primary Gathering Lounge: This lounge should be positioned at the primary entrance of the building. The space should help create an open and inviting ecology for the building and should be designed to be used for informal interaction and conversation as well as hanging out. Seating should be designed for groups of four to eight persons. The lounge should be adjacent to or should include the Information Desk Area for the building. A primary gathering lounge area should be positioned in Walker Memorial as well as in the Stratton Student Center.

Vending/Commuter Services Lounge: This space should be located in a secondary access corridor of the building and should be easily visible. The lounge should be

furnished with two, four and six person tables with some lounge furnishings. Lounge area should be designed to accommodate approximately 50 lockers for commuter use, the campus ride board, and a small food preparation area with microwave oven and sink. A smaller version should be positioned in the Walker Memorial building.

Reservable Lounge Areas: These lounges should be a part of the meeting room complex of the Stratton Student Center. They should in no way replace open lounges that are accessible at all times. The spaces should be furnished with informal lounge furniture to provide an alternate meeting environment. When not scheduled, these areas should remain open to the public as quiet reading or group study lounges.

Lobby Lounges: Small pocket lounges should be created throughout the building particularly at corridor intersections.

TV Viewing Lounge: An area specifically designed for TV and video viewing should be included in the Stratton Student Center. This space should have a capacity of approximately twenty to thirty persons and should be easily accessible. If possible this lounge area should be adjacent to or within the food court/dining area.

Study Lounge: The present Reading Room located in the Stratton Student Center should be re-positioned and refurnished to respond to this important space need. The lounge should be accessible from a primary access corridor of the building.

Pre-function Lounge: To provide effective use of multipurpose spaces in the Stratton Student Center and in Walker Memorial, a pre-function lounge area should be located adjacent or in proximity to the large multipurpose rooms in each facility. This space can be the same lounge as is designed for other purposes (primary gathering lounge, etc.) if positioning allows.

### ***5.3.5 Recreation and Programming Space***

At present, recreational facilities (table games, etc.) are available to the MIT community on the lower level of the Stratton Student Center. Campus interviews acknowledged a strong interest in expanding the availability of table games including billiards and table tennis. The Student Survey results acknowledged the strong interest of the MIT student

body for the availability of recreation space that included billiards tables, table tennis tables, as well as newer and more challenging video games. Although probably more trendy than based on a broad interest, many students who responded to the survey stated that bowling lanes would be a positive addition to the center.

It is important to consider positioning and proximities when determining the location of recreational games in the Stratton Student Center. Accessibility and adjacency to informal lounge and dining spaces is an important consideration and should be considered a high priority in designing and positioning the recreation area.

The recreation space should be designed to support a variety of games and recreational activities including billiards tables, table tennis, CD jukebox and limited table seating. The area should be designed to accommodate up to six billiard tables and one or two additional game tables (table tennis). The space should be designed with casual perimeter seating and a control desk located at the entrance area. The control desk should be positioned to provide visual control of all activities in the area and should be adjacent to a small equipment and storage room, or as an option, the area should be in reasonable proximity to the Center Information Desk for control and distribution of equipment.

As mentioned, the Recreation Area should be highly accessible to the users of the Stratton Student Center. It is important that the Recreation Area not be positioned adjacent to the meeting room complex of the building or adjacent to quiet lounges.

Although there is excellent multipurpose space available in the Stratton Student Center, small programming space, particularly informal, high public access space is rather limited. With the creation of a more inviting entrance to the building and the development of a primary gathering lounge area, much of the informal programming issue will be resolved.

### ***5.3.6 Meeting Rooms***

A number of various sized meeting rooms are available to the MIT community, located in the Stratton Student Center and in Walker Memorial. The results of the Student Survey as well as interviews on campus confirm that meeting space presently available is inadequate and should be a high priority for renovation and expansion. Although the existing meeting spaces are generally well received by the campus population, there is a significant need for additional meeting areas. At present, no effective catering support areas are available in proximity to meeting rooms. General storage space for meeting support is inadequate.

The number of available meeting rooms should be increased in the Stratton Student Center in response to current and future campus needs. The rooms should be designed to respond to various needs and uses, with a strong focus on flexibility and expandability. Based on existing use patterns and on projected increases in use and demand, it is recommended that up to 15 meeting rooms be included in the Stratton Student Center.

Meeting rooms should be designed to accommodate approximately 35 persons, some furnished with standard meeting furniture (chairs and front table), and some of the meeting rooms should be configured as more informal spaces, creating reservable lounges.

It is important that meeting rooms be designed with appropriate technology support to accommodate a wide variety of uses. It should be kept in mind that rapidly changing technology requires thoughtful consideration of technology enhancements in meeting rooms, assuring that upgrades and modifications are both cost-effective and convenient. Meeting rooms should be accessible directly from the primary access/egress corridor(s) of the building and have direct relationships to a service elevator (if above ground level), storage, servery, and service corridors.

### ***5.3.7 Food Service Space***

Based on survey results, the food service facilities located both in the Stratton Student Center and in Walker Memorial are in need of significant renovation and modification. The long range Food Service Master Plan presently in development will most definitely define the specific direction that will be in the best interest of the Institute. However, the following comments should be useful in identifying the scope of food service changes that are critical to the Stratton and Walker planning process.

The present cash, a-la-carte and residential dining facilities available to the MIT community are located in a number of facilities on the campus. Although the general comments made by students, faculty and staff interviewed were not overly critical of the food quality, there were concerns addressed related to the efficiency, variety, and management of the cash and a-la-carte operations located in the Stratton Student Center and Walker Memorial. The primary concerns related to a need for greater variety and a more contemporary selection of products and an increase in efficiency of existing operations. There was also a strong concern stated regarding the need for major renovation and re-design of a dedicated dining facility in Walker Memorial Dining area, not only in terms of seating and service, but also in regard to production and support space.

The majority of students who regularly dine on campus are at present those who participate in a traditional residence hall dining program. As the Institute continues to expand the options available to students, there will be a growing need to renovate existing cash operations as well as to create new a-la-carte facilities to respond to the increased population.

Present cash operation food service facilities on campus are located on the first, second and third floors of the Stratton Student Center and on the upper level of Walker Memorial.

The Stratton Student Center should be the primary location for all cash and a-la-carte dining on the MIT campus and should fully participate in the existing residential board program flex option. The present cafeteria *Lobdell* will require a change in look and product mix, with greater emphasis on Branded food concepts and Marketplace design. The service area should be designed with five to seven primary food locations, at least one unit featuring a branded concept. Given the size and nature of the campus population, consideration should be given to expanded pizza or deli sandwiches as the branded choice. Additional units should include some combination of the following; Grill Operation, Mexican, Pasta Bar, Salad Bar, International Fare and Daily Entree Line. Specific comments made in the student survey call for the inclusion of Fast Food options (Branded) in the Food Court or as separate units in the Center.

The ***Lobdell Food Court/Marketplace*** is presently positioned well for optimum visibility and access in the Stratton Student Center. Seating areas are well positioned and designed, and at present do not require expansion. ***Courses***, a *cook to order* breakfast and specialty lunch/dinner operation located on the main level of the Center, is well designed, well positioned and has the potential to be ***the signature food operation*** in the Center. Present issues of service efficiency, service/prep space design and limited back-of-house space have all contributed to the relatively new operation's limited success. Service concept must be addressed, as well as menu selection and preparation methods (cook to order system) if the operation is to achieve its full potential. Additionally, take out items should be repositioned to provide quick service. Every effort should be made to enhance the strong visual relationship of courses with the primary traffic corridor of the building.

### ***5.3.8 Study Space***

The MIT community has consistently acknowledged the need for dedicated study and group project space in the Stratton Student Center and in Walker Memorial. Although some comments were received from students acknowledging the need for the Center to be a break from the academic rigors of MIT, the overwhelming majority of students interviewed addressed the need to provide expanded study and group project space within an unstructured environment.

Presently the upper level reading room and the Athena Cluster are the two primary study and group project spaces in the Center. Both locations are in need of updating and renovation. It is also probable that re-location of these spaces would enhance both their effectiveness as well as the functionality of other spaces and services offered in the building.

The addition and re-positioning of lounge areas throughout the Center will add significantly to the availability of study space and informal group discussion space in the building. If the decision is made to renovate Walker Memorial based on the recommendations submitted in this report, it is important that dedicated study space be developed to support expanded graduate student use of the facility.



### ***5.3.9 A New Entrance for Walker Memorial***

The multipurpose role intended for Walker Memorial will introduce a large number of users accessing the facility for a number of different reasons. The present access/egress design of Walker does not support effective movement of people. The renovation of Walker should include a thoughtful and thorough review and evaluation of options related to the creation of a new entrance and access/egress corridor. The new design should facilitate movement through the building for access to a particular service without compromising other services, spaces or functions in the building.

### ***5.3.10 Convocation Space***

It has been apparent for some time that the Institute has a significant need for an expanded and updated Convocation Space on campus. Renovation of the Walker memorial presents a unique opportunity to bring back to life, a convocation venue that was considered for many years to be a *place marker* for the Institute. Morss Hall, which presently serves as a cafeteria, was originally designed as a primary gathering place for formal programs and convocations of the Institute. The space has a special ambiance that is ideally suited for large formal gatherings. With excellent main level and balcony views as well as excellent acoustic characteristics, Morss Hall could once again become the premier venue on campus for Institute wide programs, lectures and symposiums. .

Every effort should be made to re-create the special ambiance of Morss Hall that was so important to the Institute in years past. Such an effort will require moving the existing dining operations to another location, preferably the lower level of Walker Memorial, and the commitment to use Morss Hall for appropriate purposes. General use of general use of the facility will compromise its effectiveness in serving the Institute as a premier Convocation facility.

### ***5.3.11 Institute Club***

Much discussion has taken place during the past months related to the creation of an expanded and more inclusive Institute Club. The intent of its development is to provide a venue for faculty, staff, administration and students to get together in an informal social environment. The concept of an Institute Club had been supported by virtually all constituencies on campus, particularly the graduate student population . There is little doubt that the creation of such a club will have significant impact on the level and quality of interaction between faculty, staff, students and guests of MIT.

If the concept of an Institute Club is accepted, certain functional aspects of the facility should be given strong consideration. The following is a listing of priority spaces and services that should be included in the facility:

- Lounge Area/Reading Area
- Dining Room
- Catering Facilities and Service Support
- Bar and Reception Area

### ***5.3.12: Expanded Social Facilities in Walker Memorial (Consolidation of Pritchard and Muddy Charles)***

As referenced in the Walker Report of 1995 and the Mendez Report of 1993, every effort should be made to locate facilities that have a direct relationship to Graduate Student Life in the Walker Memorial. Such facilities positioned in Walker will provide convenient access for the graduate population and will enhance available opportunities for graduate students and faculty to interact out side of the classroom.

Every effort should be made to create a social environment that combines the best aspects of the existing Muddy Charles Pub Operation and the Pritchard's Snack Food operation. The new facility should be designed with sensitivity to State Alcoholic Beverage Laws, providing access to persons under the legal drinking age to use the facilities.

It is also recommended that management of the new Social facility be assigned to the Graduate Student Association with support from the Institute Club Management.

### ***5.3.13 Lounges Space in Walker Memorial***

With the renovation of Walker Hall, there will be a significant increase in all types of activities associated with the functions developed. In addition to an increase in overall traffic through the building, there will be a significant increase in demand for informal social and small group lounge areas. It is probably as well, that many Official Institute programs and meal functions.

In addition to expanded entrance space, the Walker Memorial renovation should address the need for various lounge spaces throughout the building as well as the importance of creating an effective pre-function area with adjacency to Morss Hall.

## CONSOLIDATED LISTING OF RECOMMENDATIONS

### 6.1 Stratton Student Center

- Building finishes are currently rather sterile. These should be softened with more inviting, friendly finishes.
- A lobby lounge should be created at the first floor main entrance. This should be furnished with chairs and couches to create a primary lounge and gathering place. Adjacent to this lobby lounge should be a full time, staffed information center.
- Signage and information kiosks should be developed throughout the building. A major directory should be placed at the lobby lounge near the main entrance.
- A new basement stair access point should be created to open up the floor between first floor and the basement to let people know there is another level below. This should occur near the stair to the second floor and also be near the lobby lounge.
- Destination oriented functions should occur in the basement level. Retail functions should occur on the major paths of travel through the building.
- Meeting rooms and office space are typically more destination-oriented space, which could occur on the upper floors. Meeting rooms should be grouped together to be serviced by common food serveries and storage areas. Meeting rooms should also be set up so they can also serve as reservable rehearsal space.
- Recreation area needs to be expanded and other entertainment introduced into this area.
- Reading room space should be maintained but reconfigured into a more relaxed, friendly atmosphere where group study could occur. This is an area where a variety of atmospheres could be developed. This is also a destination type area that could be located in the basement or remain on the upper floors. This depends if the windowed spaces are more important for study space or offices/meeting space.
- The Athena Cluster takes up massive amounts of space on prime upper floors. This again is a destination type of space that should be located to the basement to free up prime windowed space for other uses.
- Organization space should be reconfigured on the fourth floor to open this up more. Windowed offices, low office partitions and lounge space should be

introduced making this space more efficient, friendly and open. Secondary shop space could be located in the basement.

- Permanent programmable space needs to be developed. Constantly breaking down and setting up on the dining areas should be eliminated. This takes a tremendous amount of labor costs to constantly do this.
- Lounge space should be updated and expanded. TV lounge should be more isolated.

## **6.2 Walker Memorial**

- Remove the testing center and athletics from this building. This building should become the formal social gathering place on campus for the current population plus all past students, faculty and staff.
- The main floor should be renovated and reconstructed to the way it originally was. This would be the general convocation space with appropriate pre-function space.
- A dining facility and kitchen should be maintained at this location but entirely renovated. This could potentially be located in the basement. The kitchen could support the convocation space as well as a faculty club.
- An Institute Club would compliment the social environment of campus and of the building very well.
- A pub/bar should also remain in this building. This could support the Institute Club as well.
- Graduate Students Council office and organizations should be placed here.
- This building should be totally renovated with new mechanical and electrical systems access and code issues being addressed as per the 1995 Walker Report. This will probably necessitate an addition to this building. This will be determined at the next level of study.
- Space should be made available in Walker Memorial for Commujty and Affinity groups.
- The International Student Office should be located in Walker Memorial as a result of the strong relationship with the graduate school at MIT.
- Appropriate Lounge areas should be programmed into the Walker Memorial Renovation.

ADDITIONAL RECOMMENDATIONS AND CREATIVE THOUGHTS  
DEVELOPED BY THE STRATEGIC PLANNING COMMITTEE

**Dreaming: What would be really cool to put in the Stratton Student Center?**

The following recommendations were developed by the Stratton Student Center Strategic Planning Committee. They represent the collective thoughts and ideas of committee members as well as the comments collected from various meetings and forums held on the Student Center renovation and expansion project. These recommendations are a reflection of student interests and priorities and should be given serious consideration in the ongoing evaluation of the Stratton Student Center and Walker Memorial project.

*Movie Theater*

- Nice location for entertainment that would bring lots of people together and to W20.
- LSC could show movies on the weekend.
- Other movie and television series: Red Sox, foreign films, NCAA, world cup, etc.
- Seating for about 200-250, but in such a way that it would feel full with 100 or so.
- Could have conference uses too, e.g. bring in Bill Gates for a talk.

*Basement Pub and Pool Hall*

- A pub-like atmosphere (without alcohol) with pool, parties, performances.
- Combine with the arcade, or offer television, video games.
- A noisy, lively space that's different from the more intimate Coffeehouse.
- Food could be pizza, a deli, or traditional bar food.
- Accommodate 100-200 (or more) people.
- Available for parties, with the right atmosphere to support music or live bands.
- Good place for large poetry slams, or stand-up comedy.
- Could be a location to showcase the musical talent of MIT students and staff.

*Student Activities Resource Center*

- Visible place for student groups to get advice, connect with resources.
- Would be part of any future Student Activities Office or student group complex.
- More than just paperwork: a place to get some mentoring, etc.

*Dance and ballroom dance space*

- To include mirrors, good floors, etc. and be used as performance and rehearsal space.
- Would address the continuing student need for more dance space.

*Bowling Alley*

- However, the history of MIT includes the elimination of two campus bowling alleys, one in Stratton, one in Walker because they were unsuccessful.

- Perhaps more success would be had with a recreation space that combined traditional recreation (billiards, ping-pong, etc) with more futuristic games and activities.

*Roof Garden: could be very nice if done well, but do we have the wrong weather for it?*

- This novel idea would add significant event and program space to Stratton.
- Would need to consider code and structural issues.

*Outdoor Space*

- Could include a new outdoor plaza, facing Mass Ave. providing an entrance directly into the basement, and including a below-grade seating and performance space visually separated from the street by creative landscaping.
- Could be located in front of the building, providing outdoor seating and a connection to the new athletic center.

SPACE RELATIONSHIP STUDIES  
STRATTON STUDENT CENTER and WALKER MEMORIAL

Consideration of space relationships and functional proximities should be of primary concern in the review and proposed renovation of campus facilities, particularly when working with facilities that have a complex campus mission. The Stratton Student Center is intended to serve as a primary educational, social, service and community building enterprise for the Institute. The Center responds to a diverse population of MIT community members and guests, and accordingly, plays an important and relatively complex role in supporting the needs, priorities and interests of community members. There is no doubt that the Center and the associated facilities on campus (Walker Memorial) play an important role in creating a positive campus culture for MIT and ultimately help to bring the many campus constituencies together.

The following diagrams assist in developing optimal space relationships for services, functions and spaces located in the Stratton Student Center and Walker Memorial. Hopefully the diagrammatic presentations will assist in the development of effective design solutions as the Institute prepares for renovations and expansion of the facilities. Solid lines depict closer relationship than dashed lines.

Also included as part of this space relationship study, are recommended square footages for each of the broad functions recommended for inclusion in both the Stratton Student Center and Walker Memorial. Recommended square footages are based on industry standards established by the following organizations:

CAS:	Council for the Advancement of Standards (Higher Education Group)
NACAS:	National Association of College Auxiliary Services
NACS:	National Association of College Stores
ACUI:	Association of College Unions International
APPA:	Association of Higher Education Facilities Officers
CUPA:	College and University Planning Association

Standard recommended square footages based on institution type and residential/commuter population:

College store:	2. s.f.- 2.5 s.f. per FTE
Dining Space:	15 s.f. per person
Lounge Space:	.5-1.0 s.f. per FTE
General circulation space (student center)	35% of gross s.f.









Space Relationship Bubble Diagrams Included:

8.1 Walker Memorial Building:

1. Graduate Student Space
2. Primary Dining Facility
3. General Convocation Space
4. Faculty (Institute) Club
5. Walker General
6. Square Footage Analysis (Existing and Proposed)

8.3 Stratton Student Center

1. Bookstore Annex
2. Businesses/Lease Space
3. Central Loading Dock
4. Coffee House
5. Food Court (Lobdell)
6. Game Room/Recreation Area
7. Athena Cluster (Computer Lab)
8. Information Desk
9. Meeting Rooms
10. Post Office Annex
11. Reading Room/Lounge
12. Campus Activities
13. Student Organizations Complex
14. FSILG Offices
15. Public Services Office
16. Square Footage Analysis (existing and proposed)

<b>Color Table:</b>	
	<b>Retail</b>
	<b>Lounge Space</b>
	<b>Food Services</b>
	<b>Administrative</b>
	<b>Student Activities</b>
	<b>Clubs and Organizations</b>
	<b>General Building Support and Service</b>
	<b>Meeting Rooms and Multipurpose Rooms</b>

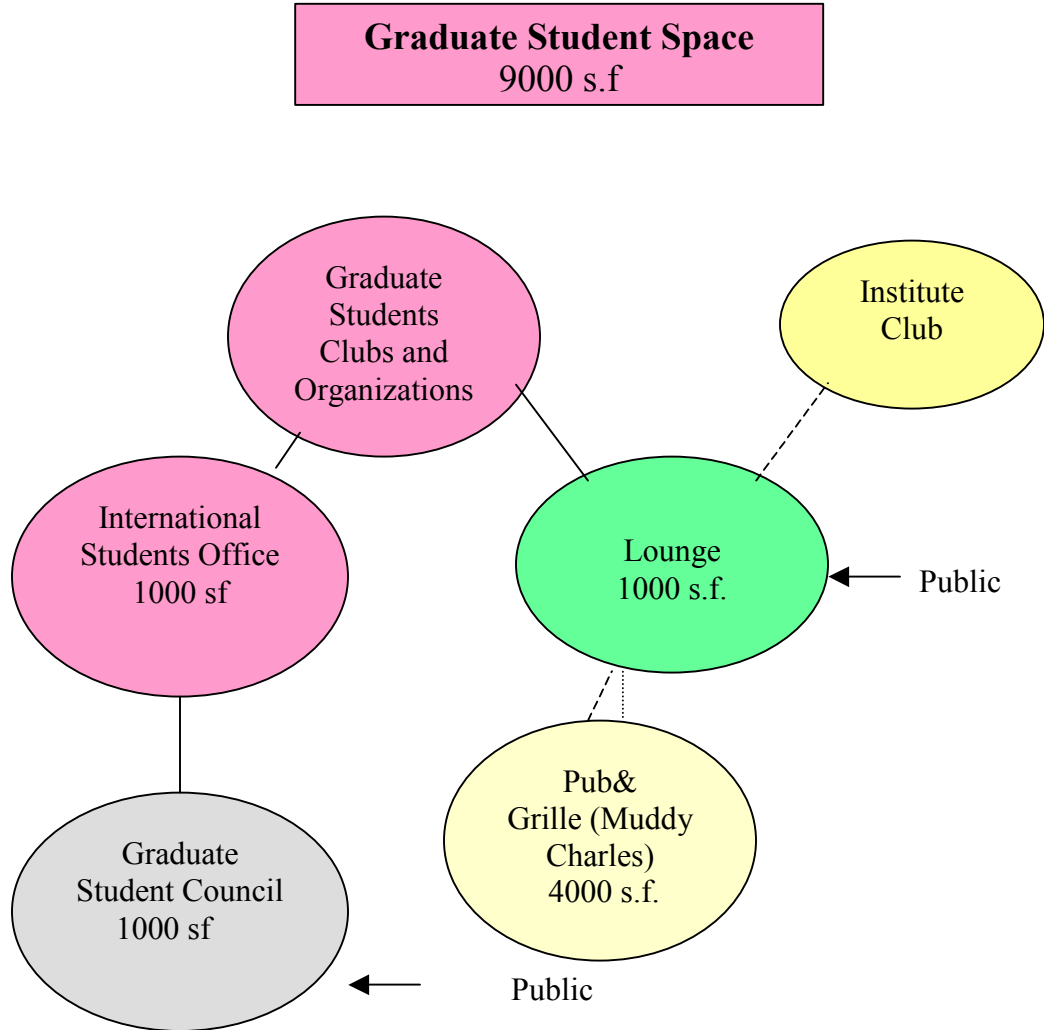


## 8.2 WALKER MEMORIAL BUILDING SQUARE FOOT ANALYSIS

	EXISTING S.F.	TOTAL S.F.
DINING		20,873
Kitchen and Storage	4,856	
Morss Hall and Servery	10,802	
The Muddy Charles Pub	1,246	
Pritchett Grill and Grocery	3,969	
TESTING	7,581	7,581
ORGANIZATION SPACE		12,743
Radio	3,915	
Set	2,240	
Black Student Union	1,282	
Graduate Student Council	886	
Others	4,420	
MEETING ROOM	336	336
CLIMBING WALL	508	508
RACQUETBALL COURT	540	540
MIT ACTIVITIES	876	876
DANCE STUDIO	921	921
<b>TOTAL</b>	<b>44,378</b>	<b>44,378</b>

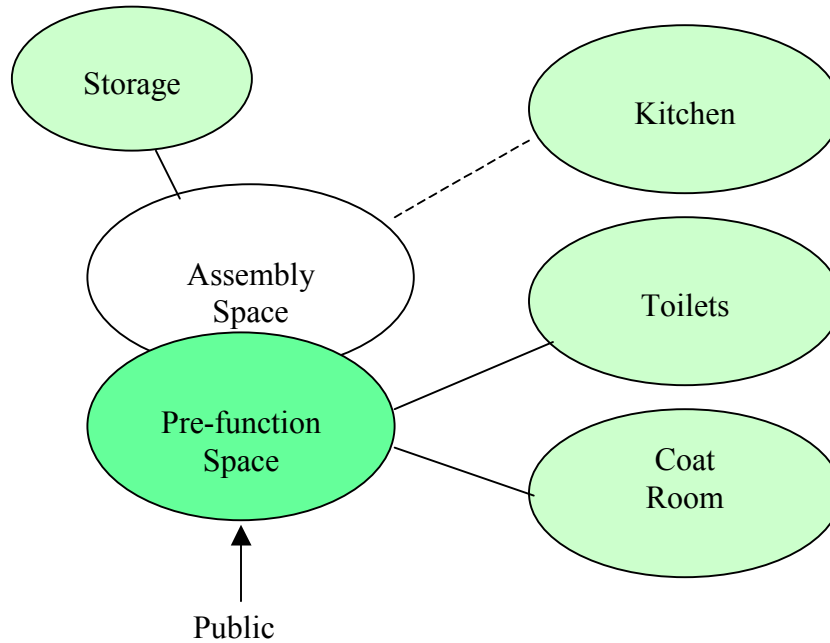
<b>WALKER MEMORIAL RECOMMENDED FUNCTIONS AND SQUARE FOOTAGES</b>		
1.	PRIMARY DINING FACILITY	15,000
2.	GENERAL CONVOCATION SPACE	
	Prefunction Space	4,000
	Assembly	10,000
3.	INSTITUTE CLUB	6,000
4.	GRADUATE STUDENTS	
	International Student Offices	1,000
	Graduate Student Council Office	1,000
	Graduate Student Clubs & Organizations	2,000
	Lounge	1,000
	Muddy Charles Pub & Grille	4,000
5.	Community and Student Affinity Groups	2,000
	<b>TOTAL</b>	<b>46,000</b>

**8.1 WALKER MEMORIAL**  
*SPACE RELATIONSHIP STUDY*



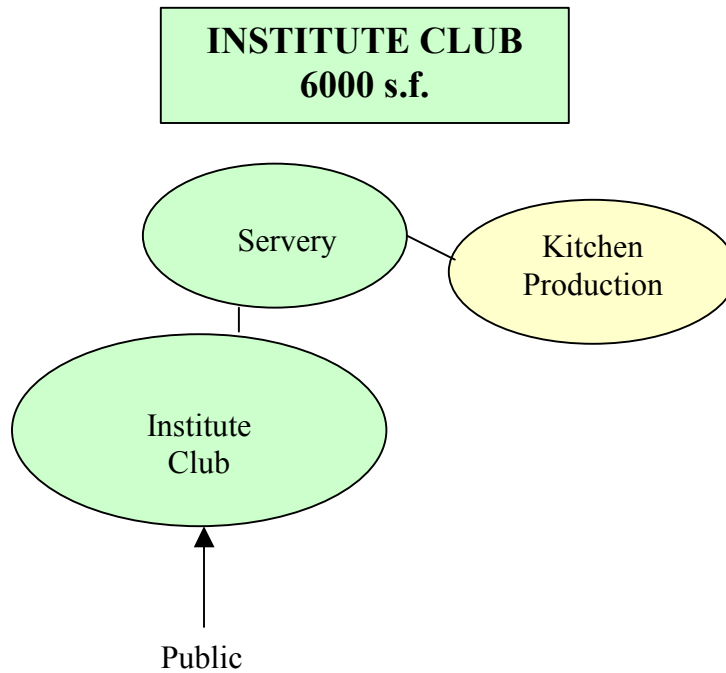
Graduate student support space is recommended for inclusion in the Walker Memorial Building. The location would provide excellent access for graduate students, is positioned with good proximity to the Proposed Institute Club, and has adequate adjacent space to respond to all identified needs.

## GENERAL CONVOCATION SPACE



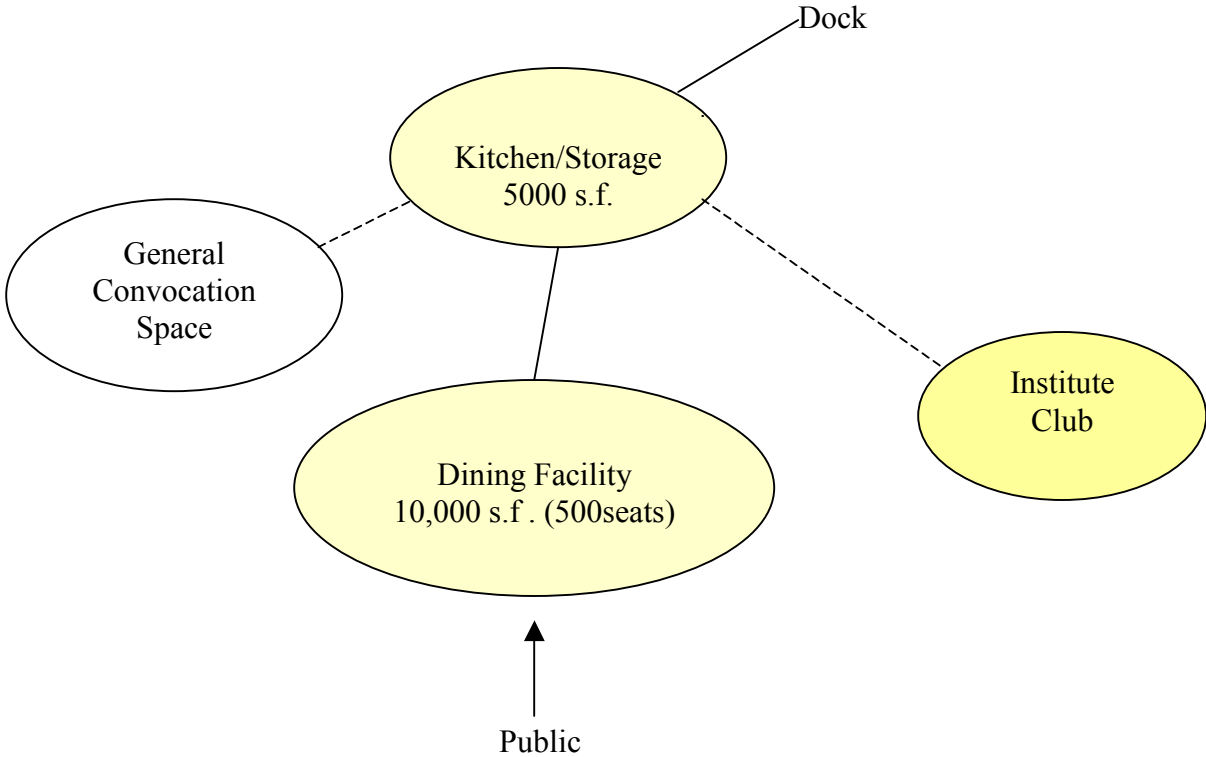
MIT does not presently have an ideal convocation/general session space with a capacity of more than 500. The inclusion of General Convocation Space on the main level of Walker Memorial would provide much needed multipurpose space to the campus, supporting lectures, general convocation major banquets, fund raising activities, etc. The unique design and ambiance of Walker Memorial would suite use as a Convocation space extremely well.

The new General Convocation Space should be designed to accommodate up to 700 persons for programs requiring theater style seating (movies, lectures, etc.) and up to 500 for banquet/meal events. The space should have adequate catering servery and storage. Although food production will take place in the main production kitchen, the servery area should be fitted with dishwashing equipment and adequate ware inventory storage space. In addition, a table and chair storage area should be designed adjacent to the space.



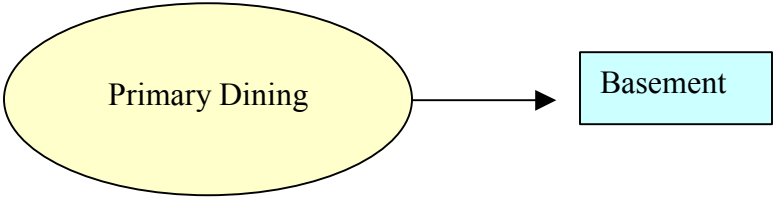
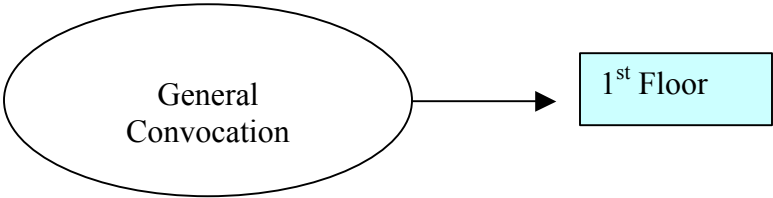
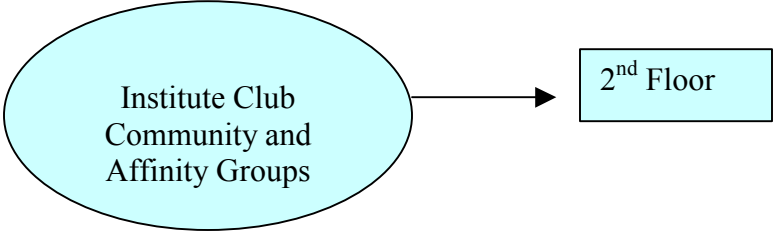
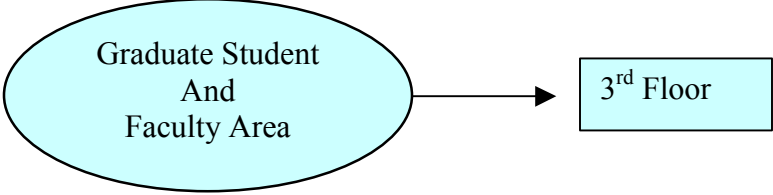
The MIT campus had been discussing the need for a Faculty (or Institute) Club on campus for a number of years. Although a number of academic departments on campus have created spaces for faculty, there is no primary central location that supports faculty members coming together for informal interaction. An Institute Club on the campus, one open to faculty, administration, and selected staff and to graduate students, would provide an environment that would greatly enhance the sense of common understanding and loyalty to the mission and priorities of the Institute.

**PRIMARY DINING FACILITY**  
15,000 s.f.



The dining facility presently located in Walker Memorial is considered to be the primary residential facility on campus. Although the existing public and service space, as well as the kitchen, is antiquated and in need of significant renovation, the MIT population continues to enjoy the facility. Perhaps because of the ambiance of the building or perhaps because of the positive sense of community the building creates, the facility continues to be a preferred dining area on campus. A major aspect of the residential dining program at MIT should remain in Walker as part of the proposed renovation.

**WALKER MEMORIAL  
Use Summary**



#### 8.4 STRATTON STUDENT CENTER SQUARE FOOTAGE ANALYSIS

	<b>EXISTING</b>	<b>TOTAL</b>
Information and Service Desk	162	162
Student Lounge Space		6,612
Transitions	2,066	
T.V. Lounge	2,164	
Art Gallery	1,107	
3 <sup>rd</sup> Floor Lounge	498	
4 <sup>th</sup> Floor Lounge	777	
Food/Dining		28,413
Kitchen/Storage	5,884	
Courses Restaurant	3,261	
Lobdell	14,799	
Coffee House	2,481	
Offices	1,988	
Meeting Rooms		16,353
Sala	7,022	
West Lounge	1,014	
Mezzanine Lounge	1,880	
Twenty Chimneys	1,888	
PDR 1,2,3	1,169	
4 <sup>th</sup> Floor	1,301	
4 <sup>th</sup> Floor	1,292	
4 <sup>th</sup> Floor	787	
Organization Space	19,008	19,008
Student Government	1,173	1,173
Retail		22,784
Empty	951	
Optical	360	
Computer Store	5,101	
Post Office	1,141	
Hair Stylist	478	
Travel	516	
Barber	385	
Bank	593	
Laundry	1,011	
LaVerdes	5,307	
Ice Cream	1,819	
Coop	4,459	
Copy	663	
Reading Room	5,207	5,207
Athena Cluster	7,629	7,629
CAC Administrative Offices	1,866	1,866
Residence Life/Program	2,333	2,333
Game Room	682	682
Flea Market	732	732
<b>TOTAL</b>		<b>112,954</b>

**STRATTON RECOMMENDED FUNCTIONS  
AND SQUARE FOOTAGES**

1. INFORMATION AND SERVICE DESK	300
2. STUDENT LOUNGE SPACE	5,550
Quiet Lounge/Reading Room	5,000
3. DINING SPACE	
Offices	2,000
Production/Storage	6,000
Restaurant	3,300
Food Court	15,000
Coffee House	2,500
4. STUDENT ORGANIZATION SPACE	18,000
5. RETAIL SPACE	22,200
Including Post Office and Bookstore	
	27,200
6. MEETING ROOM COMPLEX	
	3,000
7. CAC/ DINING ADMINISTRATIVE OFFICES	
8. STUDENT LIFE PROGRAMS	2,800
9. GAME ROOM	2,400
10. COMPUTER CLUSTER	
	00
<b>TOTAL</b>	<b>117,250</b>

**8.3 STRATTON STUDENT CENTER**  
**SPACE RELATIONSHIP STUDY**

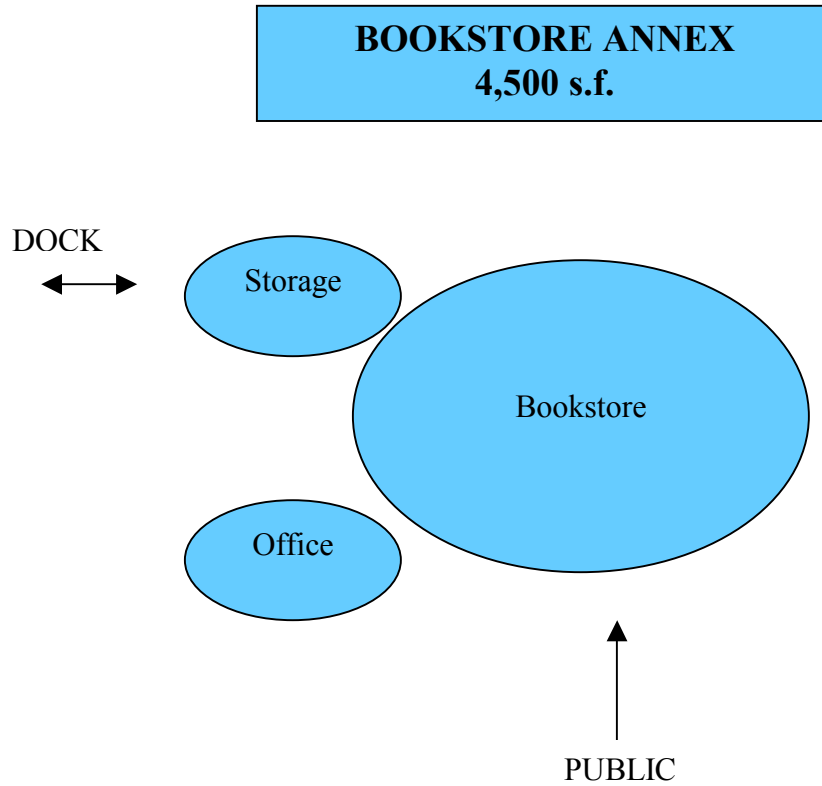


**BOOKSTORE ANNEX**  
**4,500 s.f.**

COMPARISON

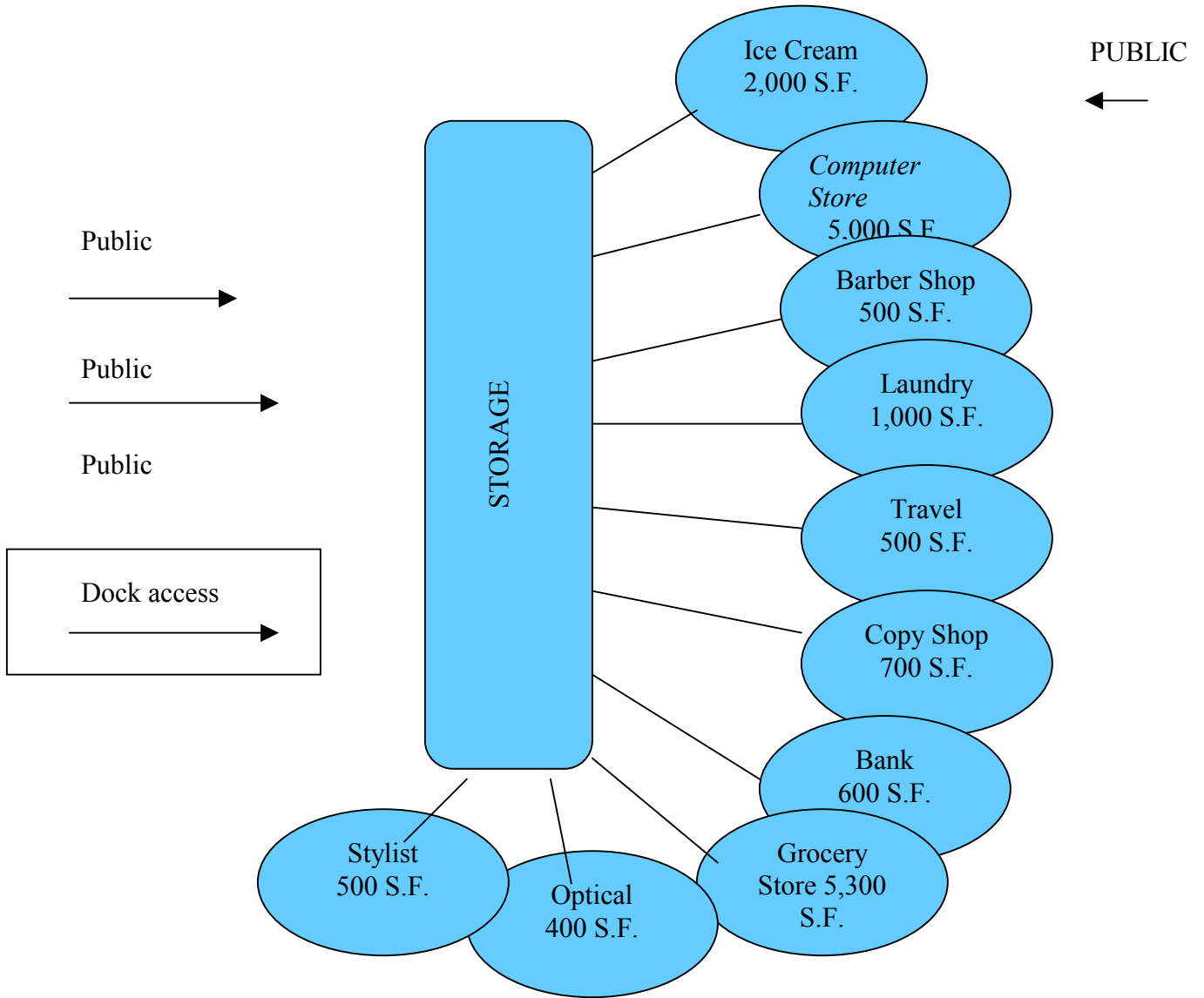
	<b>PROPOSED</b> <b>S.F.</b>	<b>EXISTING</b> <b>S.F.</b>
1. INFORMATION AND SERVICE DESK	300	162
2. STUDENT LOUNGE SPACE	5,550	6,612
Quiet Lounge/Reading Room	5,000	5,207
3. DINING SPACE		
Offices	2,000	1,988
Production/Storage	6,000	5,884
Restaurant	3,300	3,261
Food Court	15,000	14,799
Coffee House	2,500	2,481
4. STUDENT ORGANIZATION SPACE	18,000	20,181
5. RETAIL SPACE	22,200	22,784
Including Post Office and Bookstore		
6. MEETING ROOM COMPLEX	27,200	16,353
7. CAC/DINING ADMINISTRATIVE OFFICES	3,000	1,866
8. STUDENT LIFE PROGRAMS	2,800	2,333
9. GAME ROOM	2,400	682
10. COMPUTER CLUSTER	<u>4,000</u>	7,629
11. FLEA MARKET		<u>732</u>
<b>TOTAL</b>	<b>119,250</b>	<b>112,954</b>

### 8.3 STRATTON STUDENT CENTER *SPACE RELATIONSHIP STUDY*



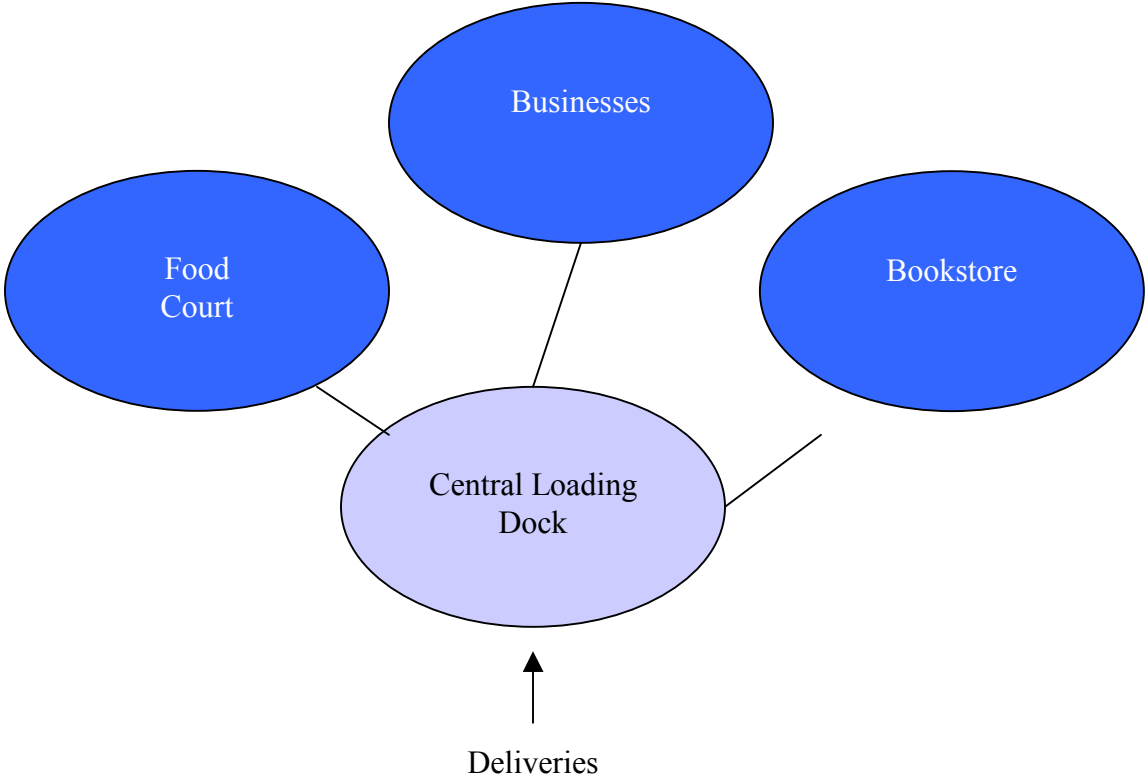
The Bookstore annex in the Stratton Student Center should be re-positioned for better access and for increased visibility. The store should be designed to provide an increased inventory of supplies and other academic support items. At present, students are not able to purchase academic texts or general trade books at the Annex. Consideration should be given to expanding the present services offered to include some form of ordering /pickup of texts.

**BUSINESS / LEASE SPACE**  
**16,500 S.F.**

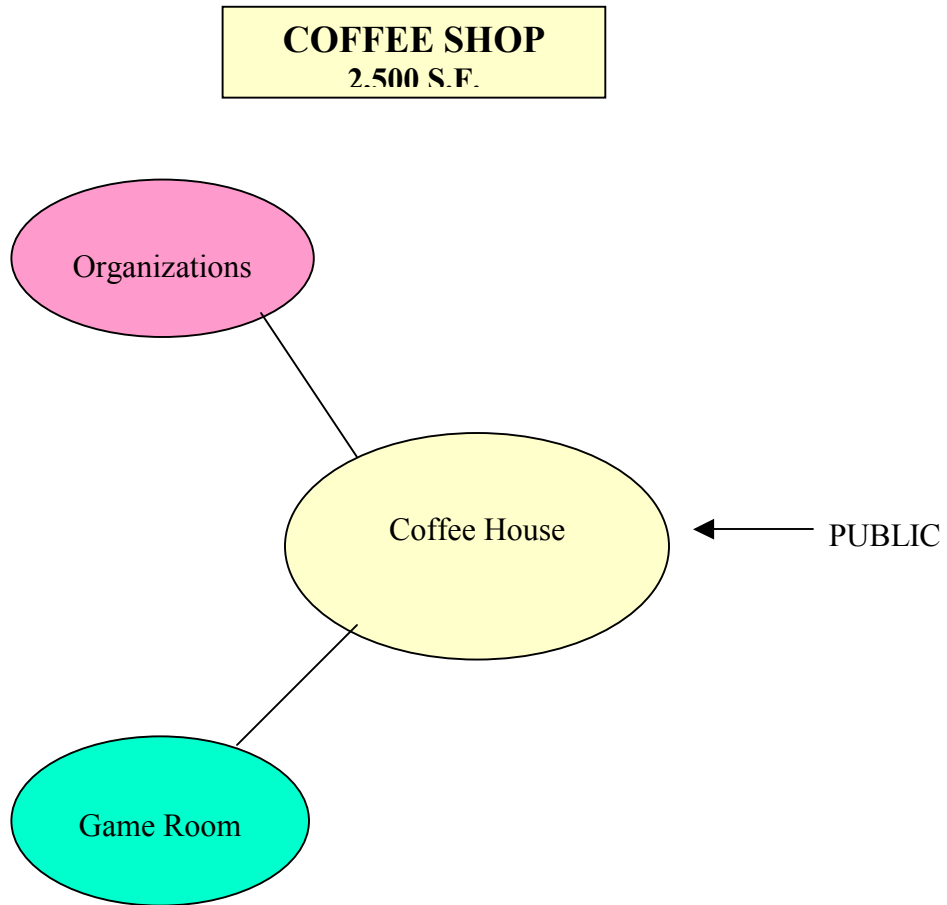


Reference to the Student Survey will provide a listing of possibilities related to appropriate retail services in the Stratton Student Center. Prior to any decision related to retail services, a thorough analysis should be conducted to determine long-term success and financial solvency of the service to be offered.

**CENTRAL LOADING DOCK**  
**500 S.F.**

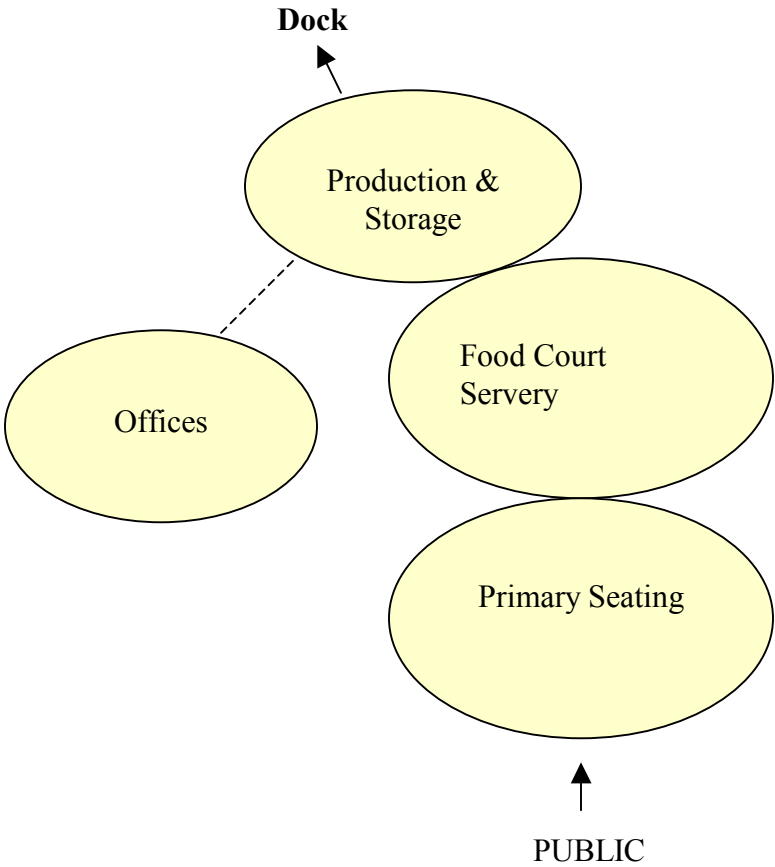


Loading Dock facilities should be designed to effectively service the primary retail operations of the building including bookstore and food services. If possible, the dock should be positioned out of public view and with easy access for delivery vehicles. The design of the loading dock should effectively accommodate Pallets, shipping racks and an area for building re-cycling.



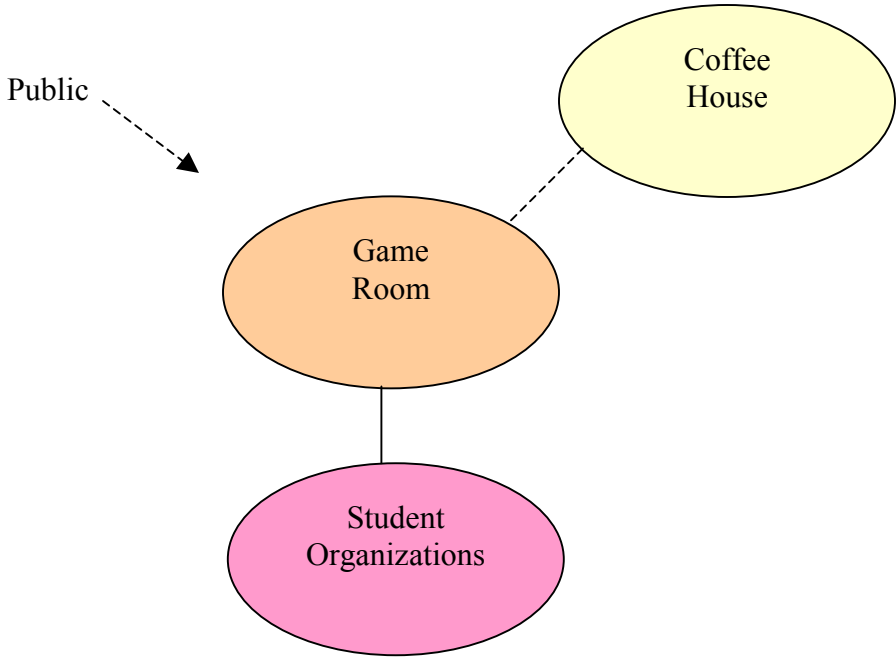
The Coffeehouse presently operated by students and located on the 3<sup>rd</sup> level of the Stratton Student Center has been well received by users of the Center. The operation should remain as a student run facility, and positioned for optimum access by a variety of users of the Center.

**FOOD COURT (LOBDELL)**  
15,000 S.F.



The Stratton Student Center should be the primary location for all cash and a-la-carte dining on the MIT campus and should fully participate in the residential board program flex option. The present cafeteria *Lobdell* will require a change in look and product mix, with greater emphasis on Branded food concepts and Marketplace design. The service area should be designed with five to seven primary food locations, at least one unit featuring a branded concept. Given the size and nature of the campus population, consideration should be given to expanded pizza or deli sandwiches as the branded choice. Additional units should include some combination of the following; Grill Operation, Mexican, Pasta Bar, Salad Bar, International Fare and Daily Entree Line. Specific comments made in the student survey call for the inclusion of Fast Food options (Branded) in the Food Court or as separate units in the Center.

**GAME ROOM / RECREATION AREA**  
2,400 S.F.

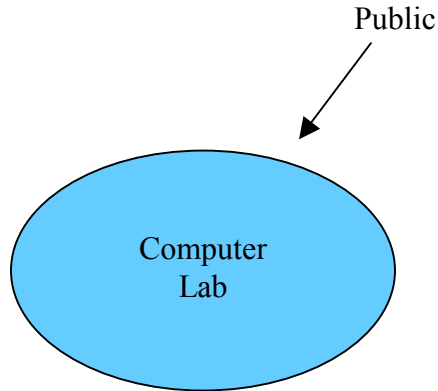


At present, limited table games are available in the Stratton Student Center. The new space should be designed to support a variety of games and recreational activities, including billiards tables, table tennis, video games, CD jukebox and limited table seating.

The Game Room/Recreation Area should be designed to accommodate up to six billiard tables and at least one additional game table. The space should be designed with casual perimeter seating and a control desk located at the entrance area. The control desk should be positioned to provide visual control of all activities in the area and should be adjacent to a small equipment and storage room, or as an option, the area should be in proximity to the Student Center Information Desk for control. The video games area should be located within the general space but should be designed as a separate room with appropriate acoustical characteristics to reduce unwanted sound in the billiards/table tennis area. A carpeted floor surface can assist in creating a different environmental mood and impact noise levels from video games.

The space should be easily accessible from the main access/egress lobby of the building. It is important that the Game Room/Recreation Area not be positioned adjacent to the meeting room complex of the building or adjacent to quiet lounges.

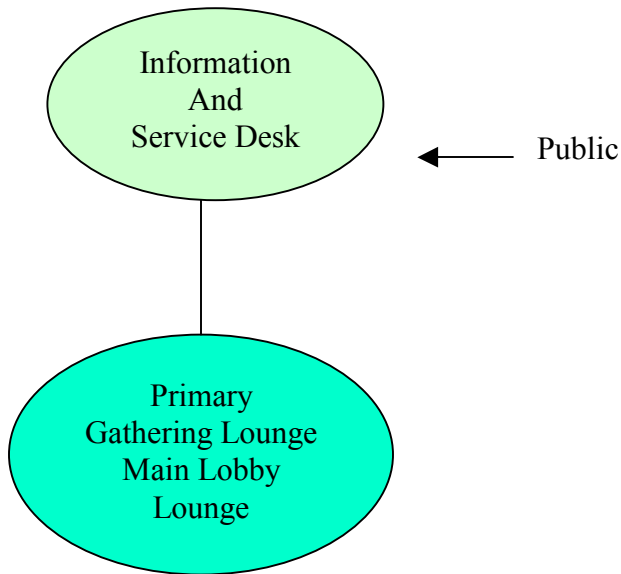
**ATHENA CLUSTER  
COMPUTER LAB  
4,000 S.F.**



Although MIT is in the process of transitioning to a wireless technology environment for the entire campus, there will continue to be a need for computer clusters throughout campus. The Athens Cluster should continue to be a primary location of student access to the Institute Academic and research computers. The space should be re-configured to accommodate groups of students who are interested in meeting informally in a lounge environment with full computer access.



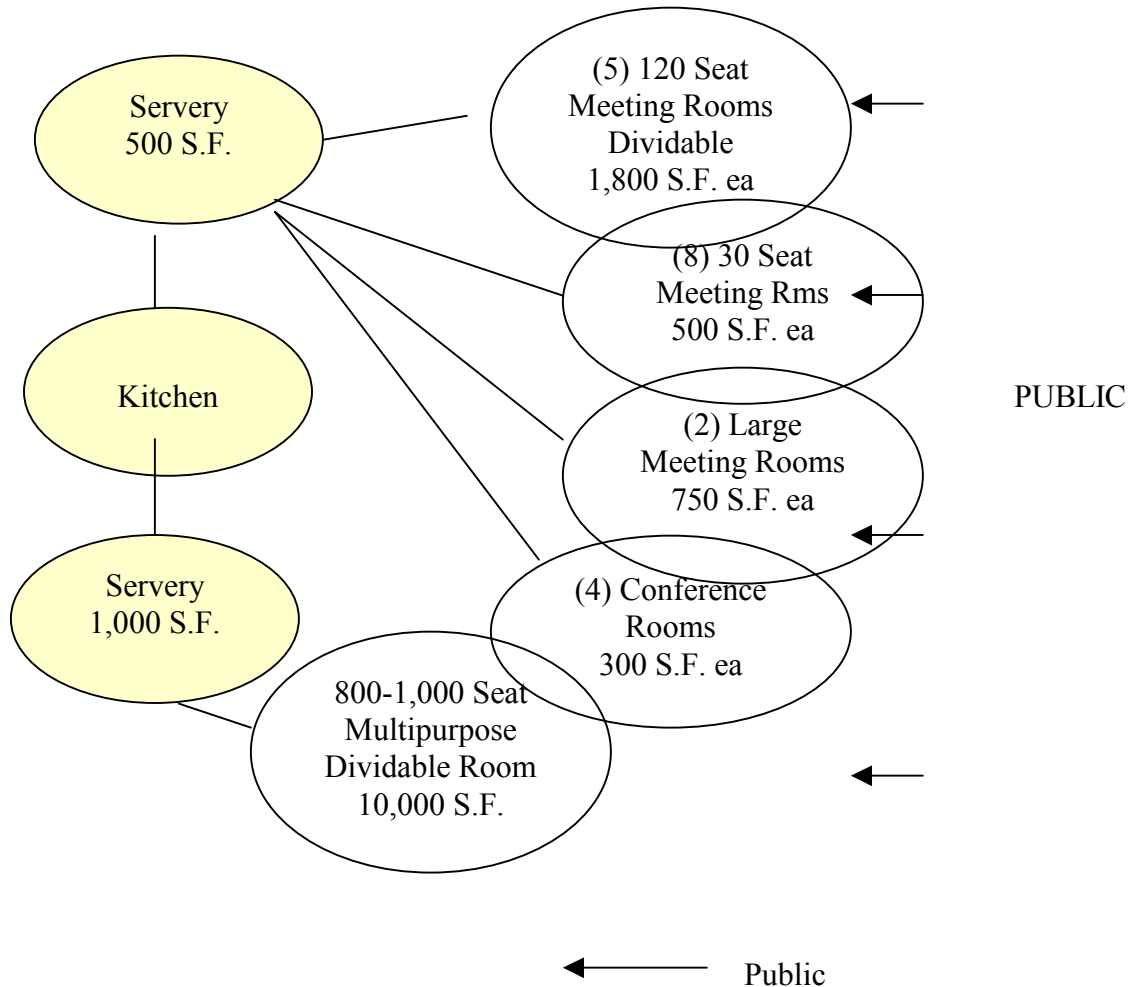
**INFORMATION & SERVICE DESK  
300 S.F.**



As stated previously, an effective and properly staffed Information/Service Desk is a high priority for the Stratton Student Center, Not only does a well run Information and Service desk increase efficiency, but also presents an important positive impression to guests and visitors on campus. Consolidation of information, campus event, campus directory services and campus facility scheduling at this location will also have a positive effect on staff requirements in a number of agencies that are presently providing these services.

## MEETING ROOMS

27,200 S.F.

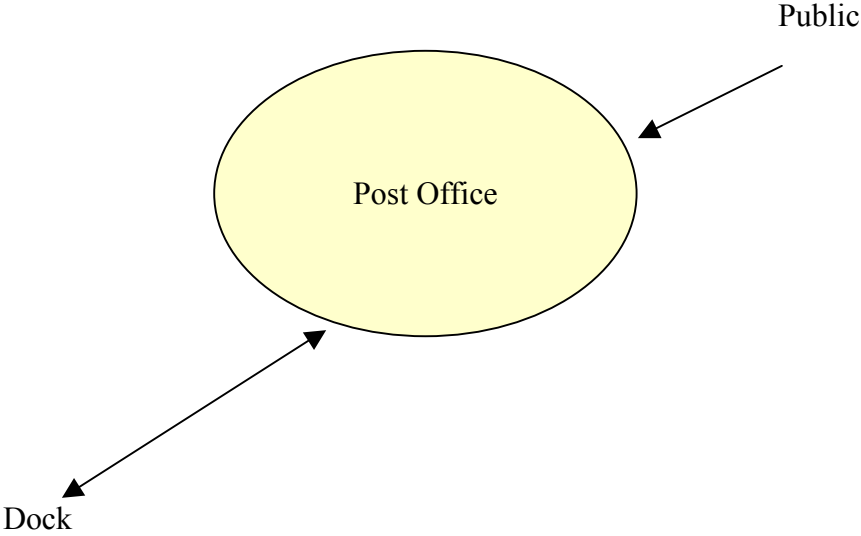


Available meeting rooms should be increased in the Stratton Student Center in response to current and future campus needs. New meeting spaces should be designed to respond to various needs and uses, with a strong focus on flexibility and expandability

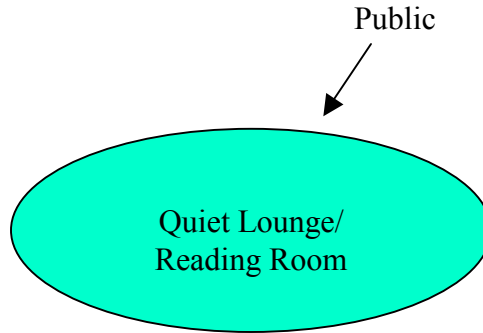
Meeting rooms should be designed to accommodate approximately 35 persons, some furnished with standard meeting furniture (chairs and front table), and some of the meeting rooms should be configured as more informal spaces, creating reservable lounges.

Rooms be designed with appropriate technology support to accommodate a wide variety of uses. It should be kept in mind that rapidly changing technology requires thoughtful consideration of technology enhancements in meeting rooms, assuring that upgrades and modifications are both cost-effective and convenient.

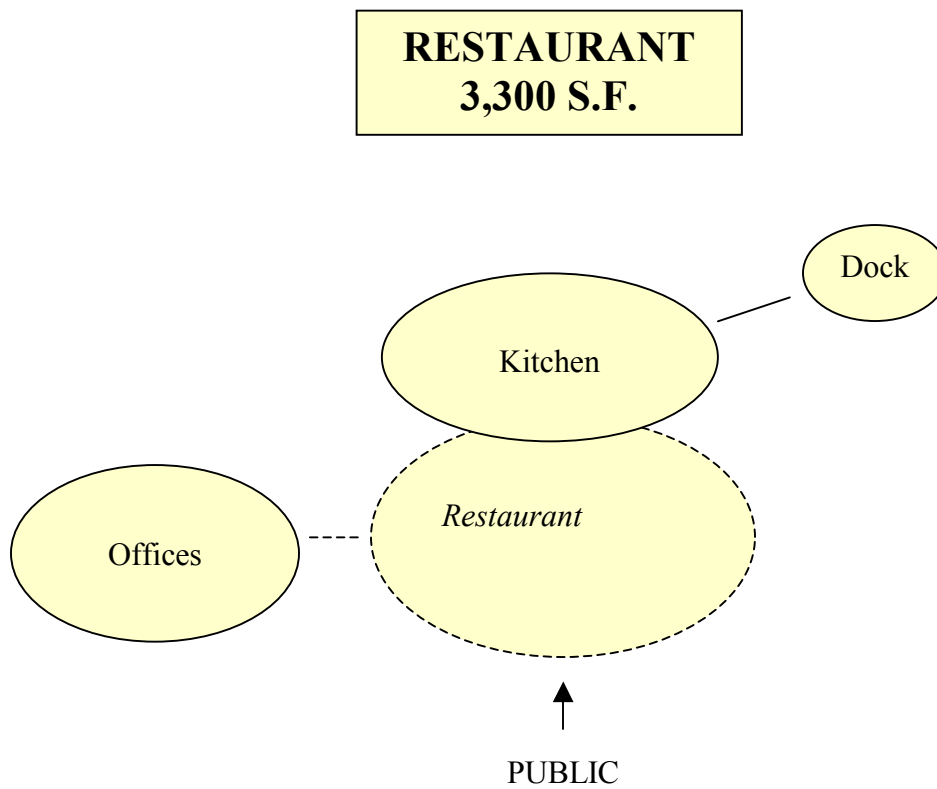
**POST OFFICE ANNEX**  
**1,200 S.F.**



**QUIET LOUNGE / READING ROOM**  
**5,000 S.F.**



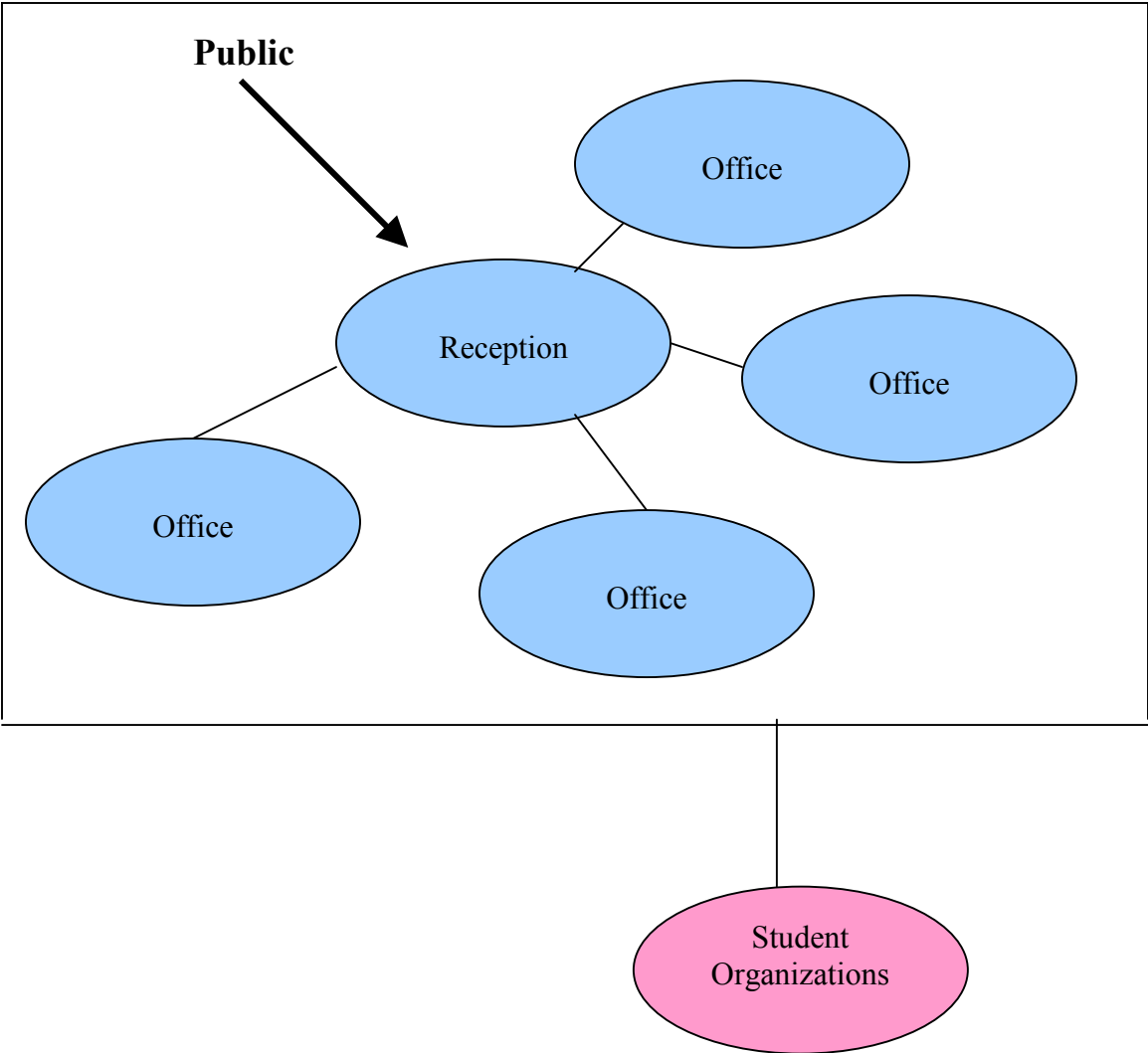
Reading room facilities in the Stratton Student Center are in need of renovation and re-furnishing. Although presently not used to its fullest potential. The Reading Room facilities in the Stratton Student Center have strong potential as desirable spaces. The space dedicated to Reading should be maintained as a reading room/ lounge environment in the building.



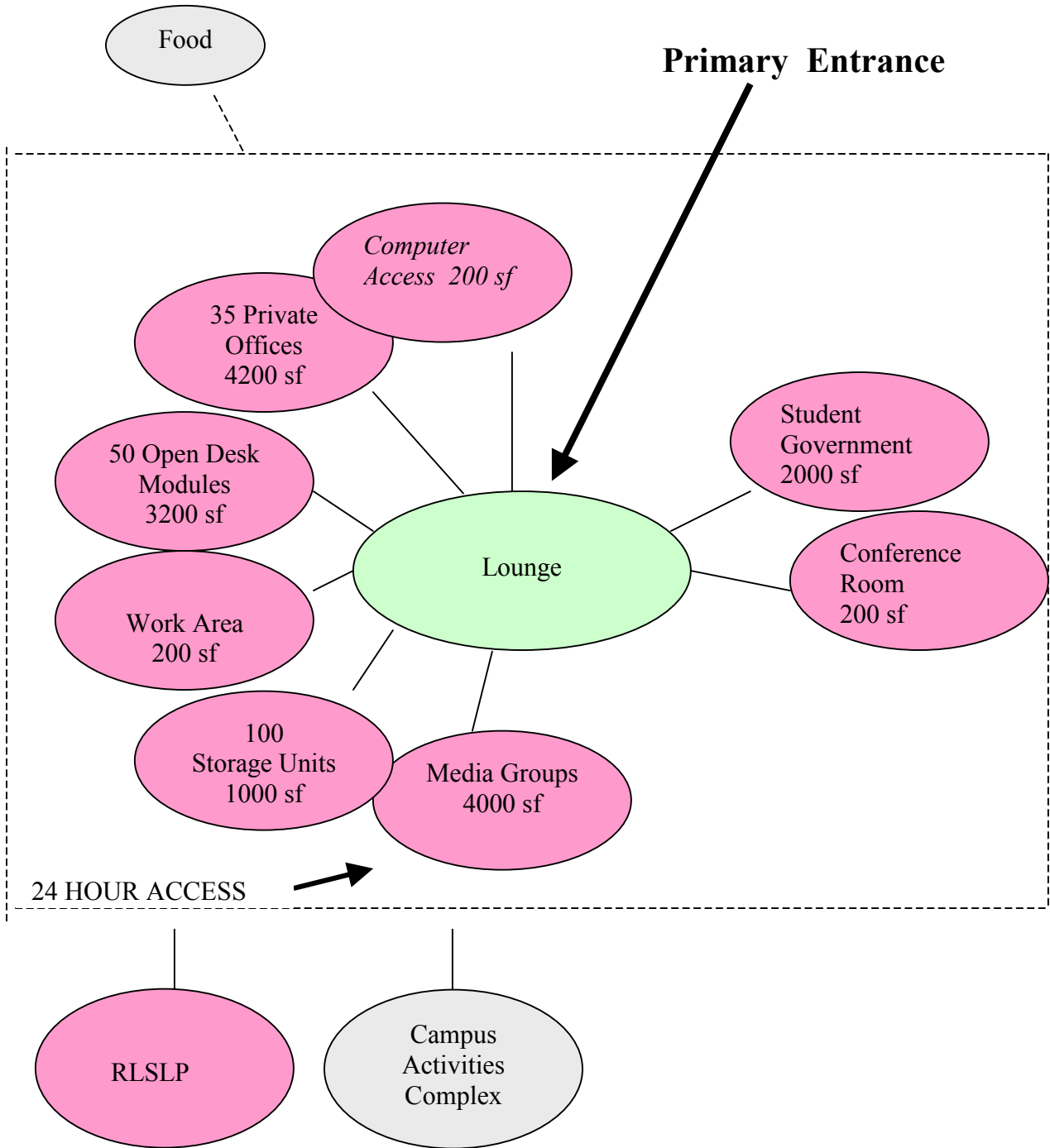
Courses, a limited menu restaurant located on the main level of the Stratton Student Center, has received mixed reviews from the MIT community since being renovated opening nearly 2 years ago. Although responses have been quite favorable regarding quality of food and variety, the 2 most common issues addressed were consistency of hours of operation, and service in-efficiencies.

A restaurant operation should be maintained in the Stratton Student Center. Consideration should be given to modifying the concept of service established in order to quicken service time. The restaurant should also be modified to include a take-out space opening directly to the main lobby, with full merchandizing and holding capacity.

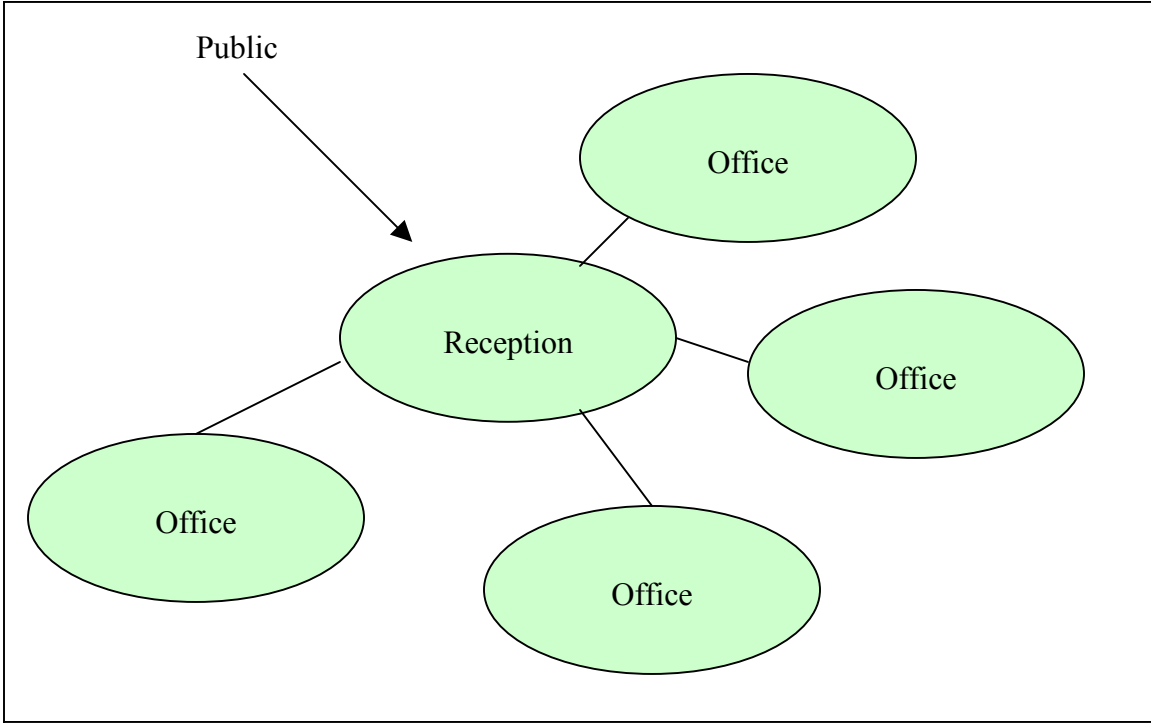
**STUDENT ACTIVITIES OFFICE  
1,000 S.F.**



**STUDENT ORGANIZATIONS COMPLEX  
CLUBS & ORGANIZATIONS  
20,000 s.f.**

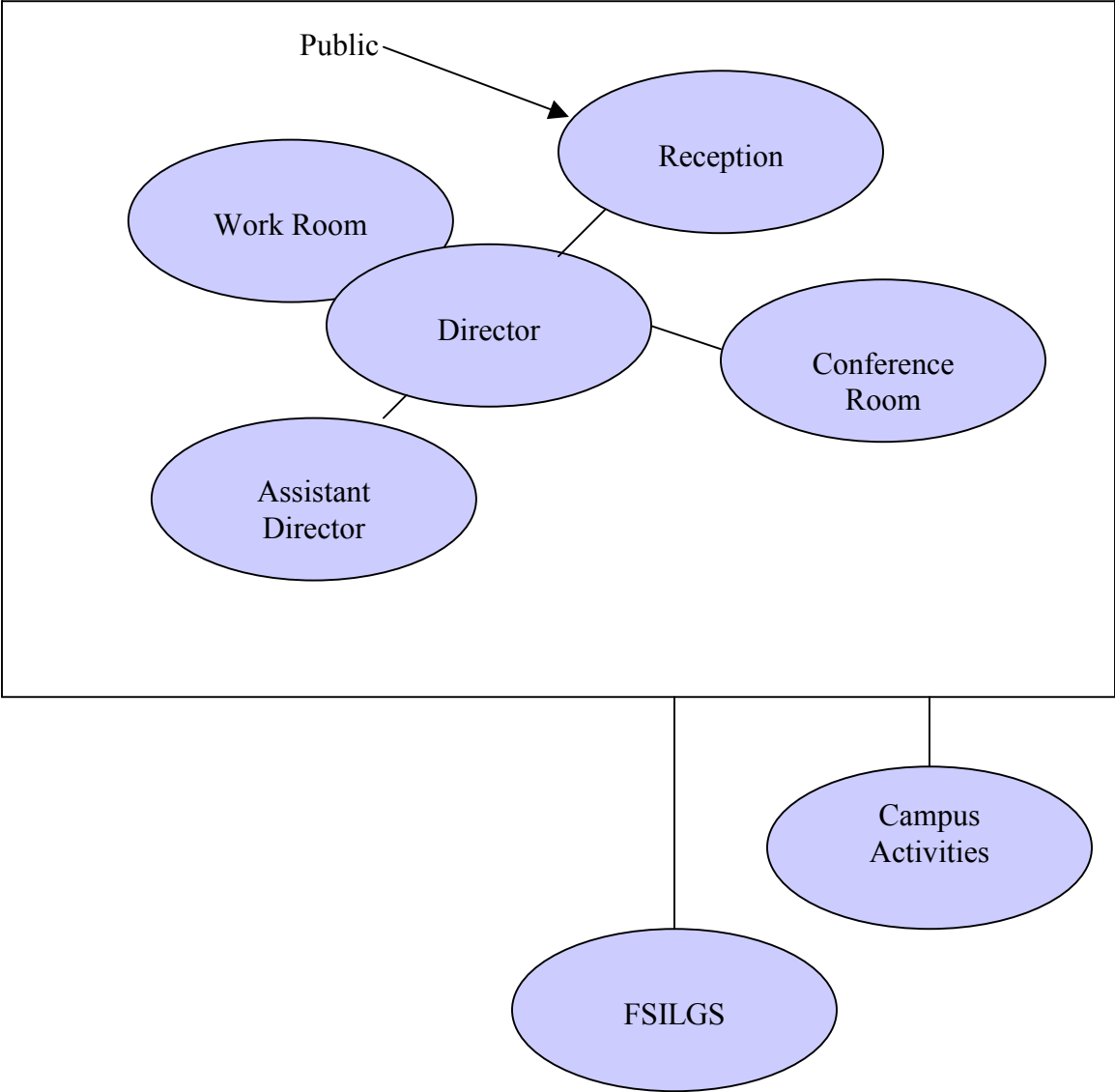


**FRATERNITY, SORORITY AND  
INDEPENDENT LIVING  
GROUP (FSILGS)  
1,000s.f.**

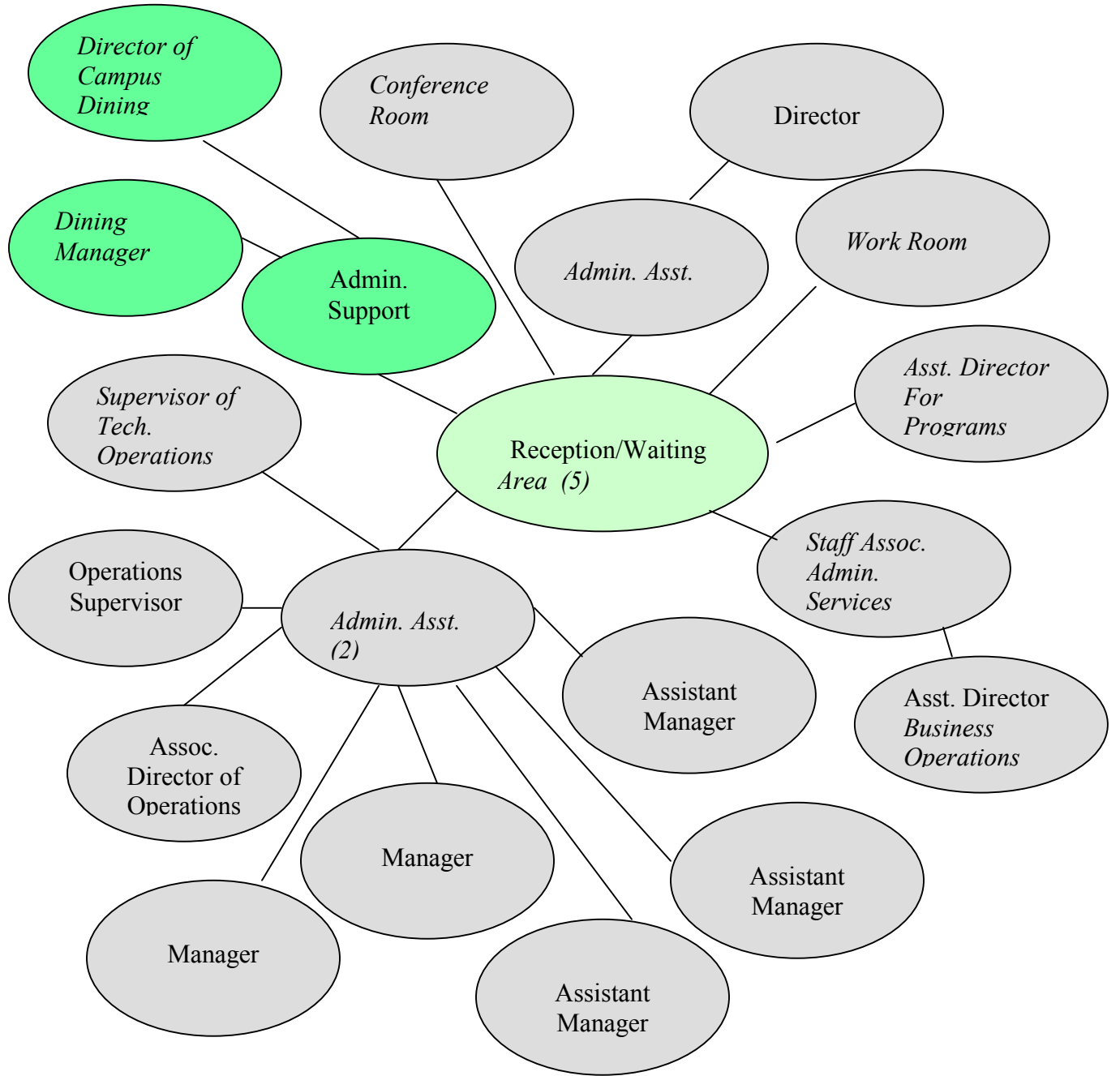




**STUDENT LIFE PROGRAMS**  
**800 s.f.**



**CAC/DINING ADMINISTRATIVE  
OFFICES & STAFF  
3.000 s.f.**



## **ACTIVITY RESOURCE SUMMARY**

### The Stratton/Walker Strategic Planning Group

#### **Membership:**

Kelley Brown, MIT Capital Planning Office  
 Peter D. Cummings, Campus Activities Complex  
 Prof. John Hildebidle, Literature  
 Anna P. Lane ('01), Campus Activities Complex Advisory Board  
 David A. Mellis ('02), Campus Activities Complex Advisory Board  
 Allison L. Neizmik ('03), Undergraduate Association  
 Tracy F. Purinton, Residential Life and Student Life Programs  
 Shunmugavelu D. Sokk (G), Graduate Student Council  
 Andrea Lathrop, Campus Activities Complex, staff to working group  
 Phillip J. Walsh, Campus Activities Complex, chair

#### **Visits to campus**

##### **January 19<sup>th</sup>, 2001 (Manny Cunard and Larry Trampe)**

Meeting Held January 19<sup>th</sup>, 2001

Outline project -       Larry G. Benedict, Dean of Student Life  
                                   Phillip J Walsh, Director, Campus Activities Complex

##### **February 22 & 23, 2001 (Manny Cunard and Larry Trampe)**

Meetings Held on February 22, 2001

- Campus Activity Complex Staff
- Strategic Planning Group
- Retail Meeting –       Allan Powell, Operations Manager Harvard/MIT COOP  
                                   Steve Dimond, Manager, MIT Copy Technology Center
- Campus Planning–     Deborah W. Poodry, Director, MIT Capital Planning  
                                   Kelly Brown, Senior Project Manager, Facilities
- General Student Leadership

Meetings Held on February 23, 2001

- Strategic Planning Group
- Survey Work – Lydia S. Snover, Assistant to Provost for Institutional Research
- Dining – Richard D. Berlin III, Director, Office of Campus Dining  
Ward Ganger, Dining Manager, Office of Campus Dining
- Campus Activity Complex Advisory Board
- Programming – Ted E. Johnson, Associate Director of the Information Center  
Edward McCluney, Director, Student Art Association  
Kenneth J. Stone, Director, MIT Hobby Shop
- Student Organization Leaders

**March 19 & 20, 2001 (Manny Cunard and Larry Trampe)**

Meetings Held on March 19, 2001

- Campus Activity Complex Staff
- Athletics – Daniel Martin, Assistant Department Head for Facilities and Operations  
John Benedict, Assistant Director of Athletics for Sports Admin.
- Graduate Student Council Leadership
- Campus Activity Complex Strategic Planning Team
- Undergraduate Association Leadership
- Inter-Fraternity Council Leadership
- Open Forum in Student Center

Meetings Held on March 20, 2001

- Stata Student Street Impact –  
Kirk Kolenbrander, Special Assistant to the President and Chancellor  
Ted Johnson, Associate Director of the Information Center
- Residential Model Impact – Katie O’Dair, Assistant Dean Residential Programs  
Karen Nilsson, Director, Housing Operations

- Survey – Lydia S. Snover, Assistant to Provost for Institutional Research
- Campus Activity Complex Advisory Board
- Strategic Planning Group
- Meeting Planners Issues –  
Gayle Gallagher, Director, Conference Services, Events, and Information Center  
Kate Baxter, Program Coordinator for FSILG
- Association of Student Activities (ASA) –  
Tracy Purinton, Assistant Dean for Student Activities, RLSLP  
Jennifer Chung- ASA President 2000-2001  
Andy Menard- Officer, ASA

**April 9 & 10, 2001 (Manny Cunard and Larry Trampe)**

Meetings Held on April 9, 2001

- Alumni Perspectives –  
William J. Hecht, Executive Vice President, MIT Alumni Association
- Graduate/Post-Doc/Administrative Perspectives –  
Isaac M. Colbert, Dean of Graduate Education
- Campus Activity Complex Advisory Board
- Faculty/Provost's Office Perspectives -  
Prof. Alan E. Brody, Associate Provost for the Arts
- Strategic Planning Group

Meetings Held on April 10, 2001

- Campus Activity Complex Staff
- RLSLP & PSC Perspectives
- Dean's Office Perspectives –  
Robert M. Randolph, Senior Associate Dean of Student Life
- Faculty Perspectives – Prof. Steven R. Lerman, Chair of the MIT Faculty
- Strategic Planning Group
- Survey Work – Lydia Snover, Assistant to Provost for Institutional Research

**June 1, 2001 (Manny Cunard and Larry Trampe)**

- Strategic Planning Group- working session with team.

**October 10, 2001 (Manny Cunard)**

- Present Document to Strategic Group
- Strategic Planning Group- review of draft recommendations

**List of Documents Sent to Manny Cunard & Larry Trampe**

*Cataloged by David Mellis — 10 July 2001,*

*Updated -- 16 January 2002 by Katie King*

DATE	DOCUMENT	DATE PUBLISHED & SOURCE
Jan '01	Campus Activities Complex Mission Statement	
Jan '01	CAC Organizational Chart (as of 12/14/00)	
Jan '01	"Outcome-Oriented Planning, Management and Evaluation Framework"	
Jan '01	CAC Advisory Board Charter	
Jan '01	"CAC Program Model and Design"	
Jan '01	"CAC Program Breakout"	
Jan '01	UESA Administrative Facilities W20 Floor Plans	
Jan '01	Proposal for Retail Marketing and Leasing Services – Stratton Center MIT	
Jan '01	Prellwitz/Chilinski Associates – Project Outline	
Jan '01	Todreas/Hanley and Associates – Viable Tenants for Vacant Retail Space	
Jan '01	"Retail Opportunities at MIT Stratton Student Center"	
Jan '01	"The Role of College Unions: CAS Standards Contextual Statement"	Professional Standards for Higher Education
Jan '01	ACUI: The Role of the College Union	
Jan '01	"A Student Center for MIT"	from The Tech Collection 1991
Jan '01	"The Dedication of the Student Center and Julius Adams Stratton Bldg.	October 9 <sup>th</sup> , 1967
Jan '01	"Center Plans Released But Funds Lacking"	The Tech, 11/7/62
Jan '01	"The Student Center" (Lance Laver IV)	
Jan '01	"Report of the Student Center Committee, 1958"	September 1998
Jan '01	"MIT Task Force Report on Student Life and Learning, 1998"	November 13 <sup>th</sup> , 1997
Jan '01	"Renovation and Redevelopment of Walker Memorial"	MIT Planning Office, August 1995
Jan '01	Massachusetts Institute of Technology, Walker Memorial (Building 50) Feasibility Study/Schematic Design	Claude Emanuel Menders, Architects Inc., July 1994
Jan '01	Walker Memorial/Muddy Waters	October 2001
Jan '01	Stratton Union- Revitalization Program	Prellwitz/Chilinski Associates, Inc. August 2000

Jan '01	UA-GSC Strategic Capital Planning Committee's Recommendations	February 28, 2001
Jan '01	Report On Access option for Walker Memorial	Department of Physical Plant4 January 1994
Jan '01	Renewing the Foundation of MIT	February 1998
Jan '01	A Merchandising Concept for The Stratton Center	14 November 1986
Jan '01	Retail Opportunities at the MIT Stratton Student Center	Melvin F. Levine & Associates, Inc., October Inc.
Jan '01	Walker Memorial: An Historical Perspective	February 1995
4/4/01	Campus Activities Complex Mission Statement	
4/4/01	Untitled (list of nine values for the Student Center and Walker)	
5/31/01	Strategic Planning Team: Feedback on Draft of Strategic Review & Physical Space Assessment	
7/10/01	Suggestions for Manny and Larry	
7/10/01	Student Center Survey (from: <a href="http://web.mit.edu/ir/spreadsheets/">http://web.mit.edu/ir/spreadsheets/</a> )	
7/12/01	Note's from Manny's Visit June 1, 2001	
7/12/01	Strategic Planning Team Minutes — 6/20/2001	
7/12/01	Strategic Planning Team Minutes — 27 June 2001	
7/12/01	Student Center Requests: 21 June 2001	
7/12/01	Conversations about the MIT Student Center and Walker Memorial	
7/18/01	Student Center Survey (from: <a href="http://web.mit.edu/ir/spreadsheets/">http://web.mit.edu/ir/spreadsheets/</a> )	
8/7/01	Comments on Manny's Report of 21 July 2001	
8/7/01	Suggested Structure for Report	

DATE: the date the document was sent.

DOCUMENT: the document's title.