A photograph of a campus scene with large green trees, a grassy lawn, and several students walking. The image is overlaid with a semi-transparent green filter. The title text is in large white letters, and the subtitle is in smaller white letters.

# THE COLLEGE OF WILLIAM & MARY

2015 Campus Master Plan



**THE COLLEGE OF WILLIAM & MARY**  
2015 Campus Master Plan



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Wren Building

## EXECUTIVE SUMMARY

**“At William & Mary, our cherished traditions, like the exquisite beauty of our campus, the College’s roots running deep into America’s past, and our rare combination of ‘the brains of a research university with the heart of a college’ – all this and much more set this university apart from all others.”**

W. Taylor Reveley, III  
President, College of William & Mary

The Campus Master Plan celebrates the rich and long history of the College of William & Mary while focusing new initiatives on achieving the highest aspirations for the university’s continued evolution as defined in the university’s Strategic Plan; to be “The” leading Liberal Arts & Sciences University in America.

The Plan preserves the places where traditions have been made and creates spaces where new relationships will be formed. The Guiding Principles behind the Campus Master Plan form a framework to reinforce the strong undergraduate focus of the university. Learning happens everywhere at William & Mary - in many cases in places not visibly apparent. The Plan describes strategies to maintain and strengthen the living and learning environment of the university; making access to instruction, research, public service, social interactions,

sports and fitness – all the activities that make up the lifeblood of a university convenient, efficient, and effective.

The College of William & Mary will always be a great place for students to live, learn, pursue their interests and flourish. It will be dynamic, comfortable, engaging, and fun. It will include ample and flexible interior and outdoor spaces where students will learn to be globally-engaged citizens with a lifelong commitment to community involvement and personal responsibility.

The Campus Master Plan defines a public realm where gatherings, festivals, performances, lectures, research, group dialogue, and recreation will take place, as well as private areas where students may read, reflect, and contemplate.



The Campus Master Plan will help the university maximize the quality of the student learning and developmental experience, while minimizing the need for additional buildings, capital costs and operating expenses. The Plan conserves most existing buildings; re-configuring them to accommodate contemporary pedagogies and campus life needs where appropriate, and replacing them where necessary. The Plan is fiscally responsible and sustainable over time.

The Master Plan supports the goals of the university's Strategic Plan and leverages the recommendations described by William & Mary's 1987 Master Plan and its 2003 Design Guidelines. The process of formulating this Plan was inclusive and iterative. Ten groups of faculty, staff, and students, representing key departments, units and activities, helped the planning team define current and anticipated space needs and campus life patterns. The entire campus community was invited to participate in two town hall meetings on-campus. The university's steering committee evaluated planning options and provided direction to the formulation of the Campus Master Plan.

First and foremost, the Campus Master Plan is a living document that will provide a framework for future decision-making. The Plan describes a series of initiatives formulated to leverage the university's buildings and grounds in support of the goals described in its Strategic Plan, to accommodate the functional requirements of its departments and programs, and to use the university's capital construction and renovation program funding to its highest and best effect.

The Campus Master Plan

Academic space needs were determined to be in general equilibrium with academic space capacity. The Plan recommends, however, accelerating the university's current renovation program to improve the quality of classrooms, add informal spaces within the academic setting, and modify the configuration of certain existing academic environments to accommodate contemporary pedagogies and learning methodologies.

Existing academic buildings that cannot reasonably accommodate contemporary academic programs will be replaced. The Integrated Science Center 3 (ISC3), currently in development, the proposed addition of ISC4, and the construction of a proposed General Academic Building on South Campus will replace Millington, Jones, and Morton halls which will be demolished.

The Arts Complex will invite the community to performances, art exhibits, and campus gatherings. Students will make art in new and improved studios. An Arts Lawn along Jamestown Road will announce the campus' commitment to the beauty, and exploration of all art disciplines.

Student life programs and services that engage students on a daily basis will be located where students spend most of their out of classroom time, in Central Campus. The Sadler Center will be expanded. One Tribe Place will accommodate large events, conference activities, and meeting spaces. A new Integrative Wellness Center that promotes sustainable, resilient life patterns will replace the aged Student Health Center.

Much needed recreation fields and athletic facilities will be developed. The reconfiguration and installation of synthetic turf at Zable Stadium and the relocation of the track to the Athletic Complex at Dillard will allow the conversion of the football practice field to recreation use, thereby accommodating significant unmet recreation needs. The addition of a new basketball / volleyball practice facility will relieve schedule conflicts at William & Mary Hall.

A new mixed-use neighborhood will emerge along Jamestown Road near Merchants' Square. Administrative offices will be consolidated into a new facility, replacing the former Campus Center. Vacating the numerous small residences currently housing staff will reduce operating costs and bring staff closer together, allowing significantly improved collegial collaboration. The new mixed-use center will be the heart of the new Jamestown Place neighborhood that will offer dining, and retail opportunities, an improved Admissions experience, and modern facilities management operations.

The current renovation program for student residences will continue. Evaluations will be made with regard to the extent of improvements needed. The potential replacement of buildings will be made on a case-by-case basis.

Evolution of the William & Mary campus aesthetic will continue forward in ways envisioned by the university's 2003 Design Guidelines. The landscape and architectural character of the Sunken Garden and the buildings that

surround it, will endure without significant change. New buildings will be functional and will reflect the traditions and institutional values of William & Mary. Pedestrian paths and campus open green spaces will be improved to increase student activity and a sense of campus community. Natural landscape and ecological systems will be protected. The history and ambitions of the College of William & Mary will be realized in harmony, seamlessly integrating the old and the new, the natural and the man made.



Autumn at William & Mary



## ● PURPOSE



## PURPOSE

**The primary purpose of the 2015 Campus Master Plan is to define a series of initiatives formulated to leverage the university’s physical setting in support of its goals.**

The College of William & Mary has defined its future in the context of changing times. It’s Strategic Plan for 2014 – 2018 outlines numerous aspirations, challenges and implementation strategies formulated to achieve its goals. Considerations described in the Strategic Plan include leveraging the university’s academic strengths to reach new levels of excellence, ensuring the diversity of students and faculty, and setting out a new business plan designed to assure the fiscal health of the university; and expanding access to students of all economic backgrounds.

The 2015 Campus Master Plan supports the following objectives outlined in the university’s Strategic Plan:

- Promote engaged learning.
- Strengthen interdisciplinary study.
- Prepare students to make a difference in the world.
- Be superb stewards of the university’s’ financial resources.

- Provide the administrative resources and infrastructure required for a 21st century university.
- Be “The” liberal arts university.

In addition, the 2015 Campus Master Plan:

- Affirms and updates the basic planning principles articulated in the 1987 Campus Master Plan and 2003 Design Guidelines.
- Enhances certain landscape and site improvement aspects of campus development discussed in the 2003 Design Guidelines.
- Integrate sustainable principles and practices into all aspects of facilities management of buildings and campus grounds.



The Wren Yard



GUIDING PRINCIPLES

As the university formulates initiatives to achieve the goals established in its Strategic Plan and to accommodate other functional needs of its programs related to the built environment, the following Guiding Principles sets a framework for future campus development decisions:

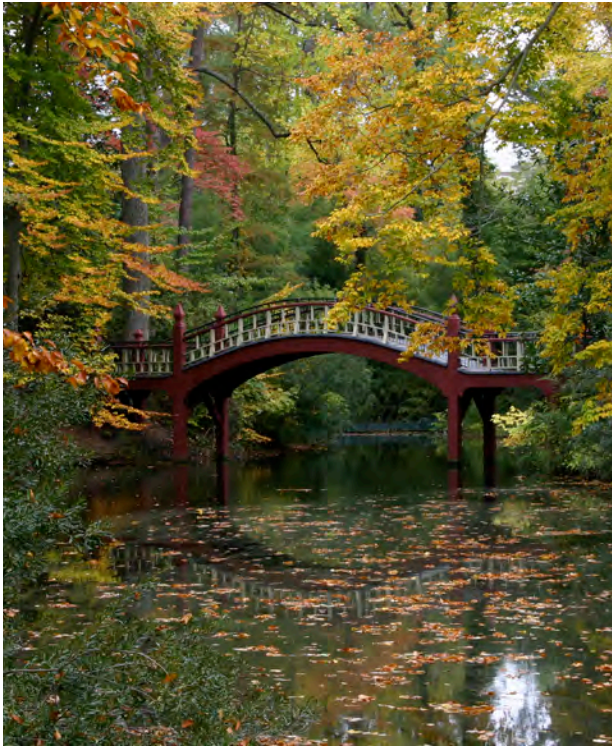


Pathway from Sadler Center to South Campus

- Maintain and reinforce a strong undergraduate focus by siting undergraduate academic, residential, and recreational spaces together on the main campus.
- Hold undergraduate classes within walking distance, permitting a reasonable class schedule to be maintained.
- Maintain architectural and landscape design standards that reflect the College’s institutional values and the character of the Old Campus.
- Retain the pedestrian character of the campus; move parking to the perimeter.
- Preserve open, green space.
- Create a sense of order, accessibility, ease of way-finding, and attractiveness.
- Preserve the human scale.
- Meet growing space requirements and support 21st-century teaching and research methods.

MASTER PLAN GOALS

The 2015 Campus Master Plan will support the aspirations of the university’s Strategic Plan, integrate its focused Guiding Principles, and accommodate the functional needs of its academic, campus life, and athletic programs. It does all of this based on the following goals:



Crim Dell Bridge

Maximize

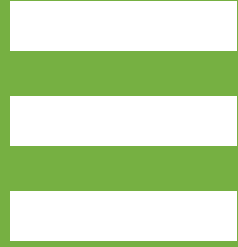
- The quality of the student learning and developmental experience.
- The efficiency with which learning and student services are delivered.
- The university’s departmental functionality, providing staff a more efficient and effective environment within which to work.

Minimize

- Capital costs.
- The need for new buildings through rational facility scheduling, re-configurations, renovations, and re-use strategies.
- Operational and maintenance costs, including energy use.

Assess

- Which facilities are functioning appropriately and should remain in service.
- Which facilities are fundamentally sound, but should be renovated and re-configured.
- Which are inappropriate for reinvestment and should be removed or replaced.



● PROCESS





Town Hall Meeting

## PROCESS

**"...a living document that provides the College of William & Mary with a flexible planning framework to guide future decision-making and accommodate the evolution of future programs and campus development over time."**

The College of William & Mary engaged the planning team CannonDesign / Brailsford & Dunlavey, to assist the university in formulating a comprehensive Campus Master Plan. The university established a Steering Committee which provided overall direction to the planning process. Numerous Working Groups comprising faculty, staff, and students participated in working sessions with the planning team to address current and anticipated space needs. The planning team also conducted town hall meetings to describe the planning process and receive insights with regard to campus space needs from the broader campus community.

### Supporting Documents

The Master Plan is supported by numerous studies, some of which were prepared by the university in advance of the formulation of the Plan; some prepared in conjunction with the Plan. The supporting documents are referenced in Section 6.

The planning process was organized into five phases:

### **Phase 1: Investigation and Research**

Data, drawings, and physical observations relevant to the purpose of this master plan were assembled, analyzed, and summarized to serve as the basis for the planning strategies that were developed in subsequent phases.

### **Phase 2: Assessment of Conditions**

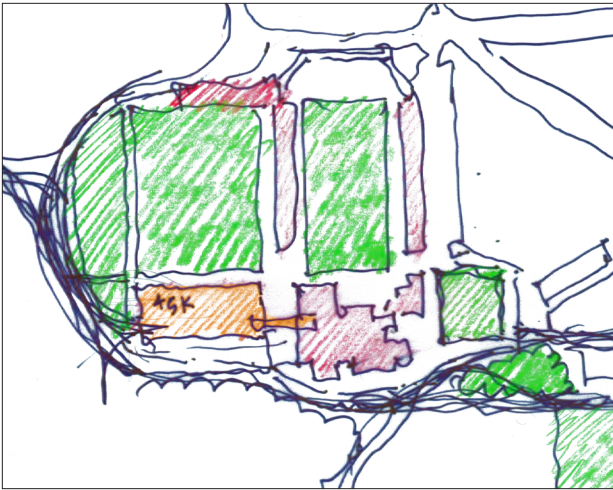
The material assembled during Phase 1 included information describing physical, statistical, and cultural attributes of the College of William & Mary. The objective was to learn about, interpret the meaning of, and document relevant information prior to formulating any proposed planning outcomes.

A list was developed of the facility needs necessary to accommodate the anticipated academic, student life, athletic, recreation, administrative and support programs, parking, and utilities. These needs were determined on the basis of analyses of existing space utilization patterns, the appropriateness of the physical attributes of existing spaces, and their ability to accommodate the contemporary needs of the College

of William & Mary community, sustainable design practices, and operational and management cost efficiencies that may be realized through alternative planning proposals.

**Phase 3: Concept Alternatives**

Based on the synthesis of information described above, several alternative planning strategies for each of the topics were developed. Each of these series of alternatives were evaluated to determine the strategies most advantageous to the university. Each alternative was considered on its own and in concert with the others. This process was iterative and resulted in a combination of planning concepts that represented the university's preferred direction for further refinement in the next phase.



Early concept sketch for area around the Sadler Center

**Phase 4: Recommended Plan**

The preferred direction established in Phase 3 was refined to describe a clear set of initiatives to form a unified, coherent Campus Master Plan, achieving the university's goals for development over subsequent capital planning iterations.

**Phase 5: Plan Report and Documentation**

The 2015 Campus Master Plan document includes narratives, charts, graphs, drawings, and other graphics describing existing conditions of the university's physical setting, cultural traditions, and aspirational vision. This Plan Report also includes a description of the various proposed initiatives for the renovation, re-purposing, and replacement of buildings, strengthening of the campus' existing land and building use patterns, traffic and parking improvements, landscape design guideline updates, and sustainable design objectives.

Campus Participation

Various campus community constituencies were represented on committees, working groups, and in campus-wide meetings. Many of these groups met with the planning team on a regular basis. Others were engaged based on specific topics and at important milestones in the planning process.

Steering Committee

The Steering Committee provided insights, interpretations of the planning team's research and findings, and direction with regard to planning priorities, relevance of planning proposals and overall direction

for the 2015 Campus Master Plan. Within the Steering Committee was a core working group that provided more frequent directional oversight with regard to options, alternatives, and concepts.

Working Groups

The university established a series of Working Groups, each of which met with the planning team at the outset of the planning process to provide a framework of facilities needs relative to each of the areas of focus. The Working Groups met during subsequent phases of the planning process to confirm their needs and to review the various planning initiatives formulated to accommodate their future requirements. The following groups participated in the planning process:

- Academic
- Auxiliary and Student Support
- Athletic and Recreation
- Administrative and Support Space
- Student Residence Life
- Infrastructure and Utilities
- Land Use, Landscape, and Ecology
- Parking and Transportation
- Architecture and Design Standards

Town Hall Meetings

Two meetings, open to the entire university community, were held in the Sadler Center. The purpose of the meetings was to solicit observations from the students, faculty and staff with regard to campus dynamics - where students live, go to class, study, recreate, and socialize; and to hear about facilities, spaces, places, and infrastructure that work and those that don't serve the campus appropriately.

This 2015 Campus Master Plan is intended to be a living document that provides the College of William & Mary with a flexible planning framework to guide future decision-making and to accommodate the evolution of future programs and campus development over time.



Student participation at town hall meetings







Pedestrian Walkway at the Sunken Garden

## EXISTING CONDITIONS ASSESSMENT

**“The assessment of conditions includes material outlining demographics, buildings, programs, and campus structure, establishing a context within which subsequent planning is formulated.”**

This assessment of conditions includes material outlining campus demographics, existing conditions and assessments of functional area programs, and the status of campus facilities / infrastructure in order to establish the context within which planning is formulated. Program assessments will describe the efficacy of existing spaces and provide a summary of space needs associated with each program. Physical assessments will describe the adequacy of buildings, grounds, and supporting infrastructure to support the functional area programs. The following listing provides the order in which they will be presented.

### Demographics

- Student Enrollment

### Functional Area Assessments

- Academic Programs
- Auxiliary and Student Support Services, Community Use Programs
- Athletic and Recreation Programs
- Student Residence Life Programs
- Administrative and Support Space Programs and Functions

### Physical Assessments

- Campus Structure
- Campus Landscape
- Campus Utility Infrastructure
- Parking and Transportation



DEMOGRAPHICS

Student Enrollment

The Campus Master Plan is based on the assumption that enrollment at William & Mary will not increase substantially during the twenty year planning horizon of the Plan. An analysis of the enrollment trend for the past five years shows that the university has increased its enrollment by about 5% from 2010 through 2014. This increase is the result of a 7% increase for undergraduates and 2% for graduate students. No significant increase in enrollment is forecast during the planning horizon.



'Tribe Pride' at William & Mary



Homecoming Weekend at William & Mary

FUNCTIONAL AREA ASSESSMENTS

Academic Programs

The College of William & Mary is a highly regarded leading liberal arts research university – a public ivy. Today, the university comprises nationally ranked undergraduate programs, graduate programs, and four professional schools, three at its Williamsburg, Virginia campus: the Raymond A. Mason School of Business, the School of Education, and the School of Law. The Institute of Marine Science (VIMS) is located at Gloucester Point, Virginia. VIMS has developed its own Campus Master Plan. That plan is not incorporated in this Campus Master Plan.

The College of William & Mary offers almost 60 undergraduate major areas of study, interdisciplinary majors, numerous secondary majors, as well as multiple minors.

The university is known for its robust interdisciplinary programs, its undergraduate research, and the commitment of its faculty to teaching and research. Approximately 70% of its undergraduates participate in mentored research. The university's perspective has also grown to engage the global community with contemporary coursework and international collaborations. This world view is supported by a strong study abroad program, with approximately 700 students studying in other countries each year.

New academic models have formed to eliminate silos at William & Mary. Education happens everywhere and in many ways. Learning is dispersed and intermixed

among all departments, classes and facilities. There is a keen interest in greater connectivity within the academic community, between learning and research and among academic divisions and programs (including the professional schools), as well as among the curricular and the co-curricular activities on campus. Community-based service learning is a strong part of the William & Mary academic and student life experience. "Learning in Service" currently involves students in over 300,000 hours of engagement each year.

Rigor, quality, and personalized academics are cornerstones of the William & Mary culture and aspirations for the future.



Class at Sunken Garden

Academic Space Assessments

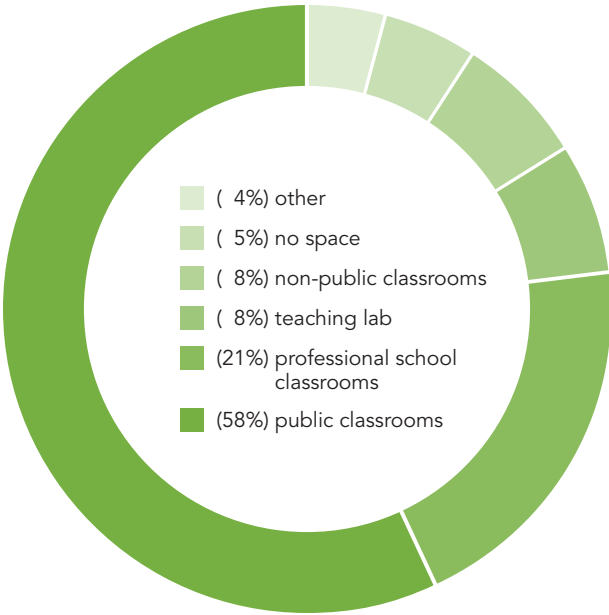
Learning happens at the College of William & Mary in many settings: traditional classrooms, departmental meeting rooms, faculty offices, teaching laboratories, and research laboratories.

In addition to effective and innovative learning programs, William & Mary is distinguished from its peers by the new knowledge generated from its learning endeavors.

Classroom learning spaces at William & Mary are organized into two major groups: public classrooms and departmental spaces. Public classrooms serving general education needs are scheduled centrally by the registrar. Departmental spaces consist of classrooms, seminar and meeting rooms, laboratories, studios, and practice facilities that are scheduled by the respective departments as well as by the university's professional schools (Business, Law, and Education).

Departments and programs such as anthropology, kinesiology, mathematics, public policy, social sciences, computer science, and others need laboratory spaces for experiential learning methods that have evolved, are emerging or have yet to be developed in response to continuous change . In addition to classroom and seminar spaces, some programs need dry labs, others require both dry and wet labs. Most need flexible and open spaces, enhanced technologies, air conditioning, significant electrical power, and other specialized

building systems. In addition, the definitions of research and teaching laboratories are shifting at William & Mary. Faculty engage students in teaching course - work in both teaching and research laboratories; and they spend a disproportionate amount of hours relative to their credit hours in these labs.



Distribution of Weekly Scheduled Contact Hours (WSCH) by Space Type

Public Classroom Space Utilization Analysis

A detailed analysis of public classroom utilization was prepared as part of this master plan; the purpose of which was to determine the adequacy of classroom quantity, classroom capacities, their general conditions, and appropriateness to accommodate teaching and learning requirements. This analysis was based on three sets of criteria:

- William & Mary’s specific teaching methodologies and scheduling structure
- The Council of Education Facility Planners International (CEFPI) guidelines
- State Council of Higher Education for Virginia (SCHEV) guidelines



‘Colloquia’ Space at ISC2



Classrooms at Tucker Hall



Classrooms at Small Hall



Public Classroom Space Utilization Assessment

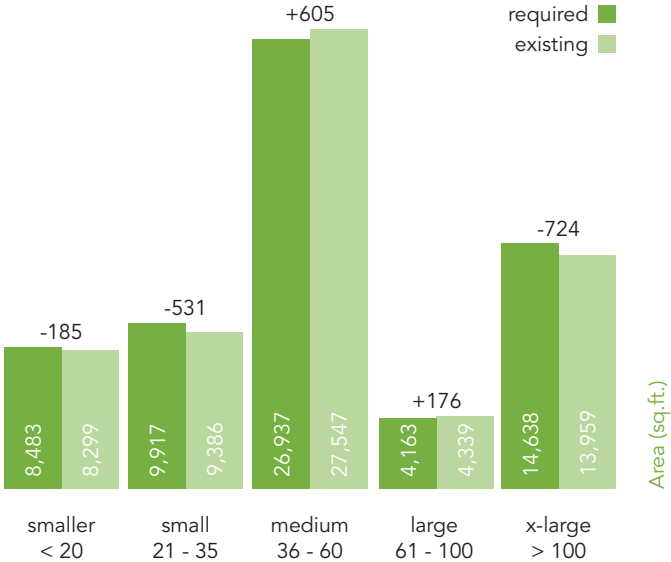
In general, based on CEFPI calculations and the university’s scheduling structure, it was found that the number of required classrooms is in equilibrium with the current and anticipated space needs.

A review based on CEFPI calculations and SCHEV guidelines shows that the university’s current classroom space slightly exceeds SCHEV guidelines in some of the size categories.

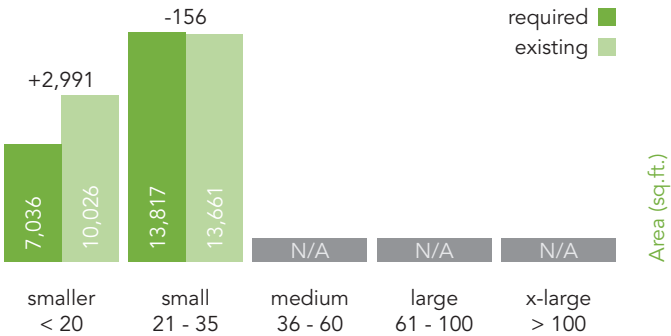
There is a need to establish a stronger, more focused classroom management system to encourage more efficient academic scheduling and to allow for sharing of classrooms with student life activities.

The university constantly evaluates, renovates, and re-configures classroom learning environments with respect to changing pedagogies, teaching methodologies, and course content. Even with this classroom renovation program in progress, many classrooms remain in need of significant upgrades to improve building environmental systems, lighting, general appearance, and contemporary furnishings. Classrooms are, for the most part, equipped with appropriate technologies.

There is a great deal of informal, or “invisible,” learning that takes place at William & Mary, requiring informal exterior and interior interstitial spaces that do not exist in most academic buildings on campus. Exceptional examples of these essential “colloquia” spaces are found in ISC2 and in the design for Integrate Science Center 3 (ISC3) anticipated to be occupied in the spring of 2016.



Public Classroom: Required Space (sq.ft.) vs. Existing Space (sq.ft.) by Room Size CEFPI calculations using SCHEV targets



Teaching Labs: Required Space (sq.ft.) vs. Existing Space (sq.ft.) by Room Size CEFPI calculations using SCHEV targets

Teaching Laboratory Space Utilization Analysis

An analysis of teaching laboratory space utilization was prepared to determine the adequacy of that space. The analysis was based on two sets of criteria:

- William & Mary’s specific teaching methodologies and scheduling structure.
- State Council of Higher Education for Virginia (SCHEV) guidelines.

Teaching Laboratory Space Utilization Assessment

Based on the university’s scheduling structure and CEFPI calculations, there is a slight deficit in teaching laboratory space. The current development of ISC3 and the anticipated design and construction of ISC4 will provide ample laboratory space in the context of current and anticipated science related programs.

This Campus Master Plan includes a detailed analysis of public classroom, and teaching laboratory utilization designed to determine the capacity of existing academic spaces on campus and to identify potential new space needs.



Science Lab at ISC2



Geology Lab at M-S Hall



### Arts Facilities

The College of William & Mary currently accommodates most of its fine and performing arts programs in Phi Beta Kappa (PBK), Andrews Hall, and the Muscarelle Museum on the South Campus, along Jamestown Road. These buildings were built in 1956, 1967, and 1983 respectively. Arts programs are also accommodated in Ewell and Adair Halls built in 1926 and 1963 respectively. Over the years, the university has recognized that its facilities for the arts are inadequate to appropriately house its programs. The facilities are in poor condition, too small, unable to respond to contemporary needs, and ineffective in supporting interdisciplinary relationships.

The university prepared a Pre-design Study for the Arts Quarter in 2013, based, in part, on a similar study prepared in 2009. These studies confirmed the need for modern, updated, and expanded facilities in response to the arts programs. In addition to more, and different types of spaces, the studies recommended various technical updates to improve environmental quality and controls, acoustics, lighting, and special ventilation for intense studio areas.

#### Assessment

The Campus Master Plan incorporates the space recommendations and planning strategies developed by the 2013 Pre-design and Phasing Study for the Arts Quarter. The study describes a three-phased development plan to provide a new home for Music, Theater, Speech, and Dance, and Art and Art History.

The plan is centered on PBK and comprises additions, alterations, and re-use of the existing arts buildings as well as select new construction. Phase 1 will accommodate Music in a new building east of PBK. Phase 2 will expand and renovate PBK for Theater, Speech and Dance. Phase 3 will renovate Andrews Hall and construct a new building to accommodate Art and Art History east of the Muscarelle Museum.

### Professional Schools

The Raymond A. Mason School of Business and the School of Education are accommodated in relatively new buildings, 2009 and 2010 respectively. Each of the buildings were, therefore, planned and designed based



Drawing Class at Andrews Hall

on current and anticipated space needs. Neither of the programs have significant unmet needs. Their modest requirements are summarized below.

The Marshall-Wythe School of Law, built in 1980, is now planning a small expansion to provide additional office space, ten (10) clinics, a mock court room, and two seminar rooms.

#### Assessment

The Raymond A. Mason School of Business has not identified any immediate or planned space needs. It is, however, anticipated that at some point in the future, the school may broaden its program with the potential need of additional space. Subsequent planning will be required to define these future needs.

The School of Education's space needs identified during the programming and design of its new building accommodate current program needs as they were anticipated at the time. The experience of working within the new building, however, has developed a few modest space needs. These include the need for a room for occupancy of 40 students in order to accommodate two or more sections working together, additional break-out spaces, and parking.

Although the addition referenced to the Marshall-Wythe School of Law will provide several needed spaces, there will remain the need for a venue to accommodate 200 students, an additional classroom, and additional faculty office space.

Accommodation of the modest unmet space needs of the professional schools will be considered in future planning initiatives and will not materially impact the strategies developed in this Campus Master Plan.

### Academic Program Changes

Academic programs are anticipated to evolve in response to changes in disciplinary and interdisciplinary knowledge and collaboration, in societal needs as well as in response to the student-centered demand for intellectual exploration. The university accommodates many of these changes through the flexibility of its academic programs. These programs have the built-in, on-going, ability to modify their focus in response to changing interests and needs. Many of these changes can be accommodated without necessitating increases or major modifications in physical space. There are, however, some adjustments needed to accommodate some major exceptions and enable required adjacencies.

#### Department of Kinesiology & Health Sciences

The Kinesiology & Health Sciences program has evolved from physical education into the full study of physiology, human performance, physical and occupational therapy, health, and nutrition. The department has a significant need for sophisticated wet and dry laboratories as well as testing facilities. The current location in Adair Hall can no longer accommodate the technical or space needs of the department. A new location, and most likely new construction, will be required to appropriately respond to the department's space needs.

Department of Computer Science

The computer science program at the university has continued to grow significantly over the past few years, and is anticipated to continue expanding in the future. The department offers undergraduate, masters and PhD degrees. In addition to computer science majors, all Arts & Sciences programs include some level of computer science coursework. The computer science program is currently accommodated in McGlothlin-Street Hall and Millington Hall in 11,700 NASF, 83% of which resides in M-S Hall. The department has a significant need for technically sophisticated lab, classroom, and office facilities. The current location(s) in M-S and Millington Halls can no longer accommodate the technical or space needs of the department. New construction will be required to appropriately respond to the department’s space needs.

General Classroom Space

While the university is at equilibrium with respect to current and anticipated classroom needs, it also must be noted that a continuous program of renovation and re-configuration is required. Two facilities, in particular, will require more extensive intervention. The first, the 1972 era Morton Hall, is the largest and least suitable general classroom facility on campus due to poor original site selection, inefficient classroom configuration, and building systems which have exceeded their useful lives. The second, Hugh Jones Hall, is a 1969 classroom building forced into service as the home to the campus administrative computer center, the Information Technology Department and the Mathematics

Department. Its condition, power and HVAC capacity are woefully inadequate. A retrofit of these buildings is not cost effective. Therefore, replacement of these classroom buildings will be required.

Distance Learning

There has been considerable discussion on-campus about the future of distance learning in the William & Mary community. The university will continue to consider the development of distance learning models that are consistent with the aspirations and culture of William & Mary. The potential impacts on space needs will be evaluated as the structure and requirements of these models evolve.



Computer Lab in M-S Hall

**Auxiliary and Student Support Services,  
Community Use Programs**

Students at the College of William & Mary are highly engaged in all aspects of campus life. The university enjoys a long-standing tradition of community service, leadership development, faculty / student engagement, and a greatly valued sense of campus culture and community. Students participate in approximately 400 campus organizations. Interest areas range from a cappella groups to over 100 clubs focused on topics such as philanthropy, ethnic and cultural pride, sustainability, politics, religion, international affairs and many more. There are dozens of sports clubs and a robust Greek community. Phi Beta Kappa, the national honor society, was founded at W&M in 1776 and was the first Greek-letter organization in America. Nearly 30% of the university’s students are members of fraternities and sororities. Today, the College of William & Mary stands as a leader in student participation in campus life activities among its peers.

Student Services, Auxiliary Services, and public use facilities services are inter-related, but managed separately in a collaborative process that coordinates space availability and utilization. Functions that these groups provide include: food service, meeting spaces, social events, faculty meetings, conferences, postal services, community events, visitors, lectures, concerts, and more.

The university has placed increasing emphasis on the wellness of its students and the campus community. Wellness is conceived of as a thoroughly integrated and inter-related set of behavioral habits, patterns, and

activities. Wellness is achieved through individuals’ active initiatives, participation in learning, practicing healthy lifestyles, and making informed choices about things that create overall wellness. The mix of initiatives and practices is different for everyone. The university’s program helps students formulate an approach to wellness specifically designed for the individual. William & Mary has defined these concepts holistically as the eight (8) dimensions of wellness:

- Emotional / Mental
- Environmental
- Financial
- Intellectual
- Occupational
- Social
- Physical

Assessment

Student and community activity spaces are disbursed across the campus in many buildings and locations, the largest of which are the Campus Center, with the adjacent Trinkle Hall, and Sadler Center. The staff responsible for managing these, and other activities, are located principally in the Campus Center and Sadler Center.

In addition to these facilities, student organizations and campus activities are accommodated in classrooms

and other spaces during the evening hours. Although Student Government has dedicated space, the vast majority of student organizations do not. There is a misalignment between available spaces and needed capacities. This also results in inefficient use of space and inconvenience to students in many instances. The disconnections result in lack of face-to-face staff and student interactions and inefficient and ineffective collaboration among colleagues, as well as a lack of identity for the student life programs.

The university prepared the Campus Center and Trinkle Hall, Existing Conditions Assessment, 2012. The study found that the buildings, which adjoin each other, have multiple and serious deferred maintenance issues, significant repair requirements, and structural system



Public Space outside of Sadler Center

limitations as well as numerous building, accessibility, and life safety code compliance concerns. In addition, the buildings are inadequate to accommodate the space requirements identified in the study.

Located in the geographic center of the campus, the Sadler Center, built in 1994, serves as a popular student life resource. The university re-configured and expanded the dining area within the building in 2013. The center has been augmented by several other improvements in recent years. One of the most popular is the outdoor seating and gathering area adjacent to the building entry. Student lounges and meeting rooms are heavily utilized. The Cohen Career Center, constructed adjacent to the Sadler Center in 2010, has seen significant increases in student usage.

The university's conference activity is somewhat limited by the lack of spaces required by most groups as well as air-conditioned residential space, adequate meeting rooms, and large banquet rooms. William & Mary currently has a room to accommodate 500 person gatherings, but lacks space with capacities of 800 -1200 people for larger meetings.

The William & Mary bookstore was relocated from campus to Duke of Gloucester Street, in the center of Colonial Williamsburg, in 2000. While this location has proven to be effective in attracting business from tourists and local residents, it has had limited attraction for students. The location also limits visitors, parents, and prospective students from purchasing products when

visiting the campus, particularly the Admissions offices. It is estimated that the distribution of bookstore volume is 65% general tourist and 35% campus related.

The King Student Health Center, centrally located near the Sadler Center, provides primary care in the evaluation, treatment, and prevention of physical, mental, and social concerns. The facility is outdated and inadequate for current needs and demands as well as being inconsistent with the goals and aspirations of the wellness program. The counseling center is inappropriately located in Blow Hall, sandwiched between academic programs and student services.

The university acquired what is now known as One Tribe Place in 2013. The guest room sections of the former hotel continue to be renovated to accommodate student residences. The public function and dining facilities are able to be renovated to accommodate large events and meeting rooms, particularly for student needs.

Appropriate space to accommodate the robust, and diverse needs of campus life activities will require re-location of certain functions and additional square footage. In general spaces that serve students directly and spaces that accommodate staff that interface with students on a regular basis need to be co-located in the center of campus.

2012 Campus Center Study Program	Area (ASF)
Food Service	20,000
Large Event Space	8,300
Conference / Meeting Rooms	6,000
Spirit Shop	3,000
Auditorium	4,200
Lounge Space	6,500
Student Organizations	13,200
Administrative	11,500
Retail Services	2,100
Academic	800
Special	3,800
Maintenance	4,000
TOTAL	83,400

(source: Campus Center Study, 2012)

Additional Space Needs	Area (ASF)
Dean of Students (and related)	4,358
Residence Life	1,449
Community Engagement	2,000
Student Affairs	30,232
TOTAL	30,039

(source: Physical Space Inventory, 2013)



## Athletics and Recreation Programs

*"Exercise and recreation ... are as necessary as reading; I will say rather more necessary, because health is worth more than learning. A strong body makes the mind strong."*

*Thomas Jefferson, W&M Class of 1762*

Athletics, recreation, wellness, and academic excellence have long been central to the traditions of the College of William & Mary. Today, the university maintains robust programs dedicated to excellence in every area of physical activity and holistic student wellbeing. The strong relationship between sports and wellness programs has expanded to include Kinesiology.

There is significant collaboration, cooperation, and mutual support among the three inter-related programs; athletics, recreation, and Kinesiology, most notably with respect to sharing spaces and coordinating schedules to allow for the greatest utilization of resources and least amount of facility redundancy. Sharing of space between recreation and athletics is somewhat informal, while sharing space in Adair Hall with kinesiology is established through a more formal agreement.

### Athletics Program

The William & Mary Athletic program is the first such program to win 100 Colonial Athletic Association championships, all the while attaining an exceptionally high set of academic accomplishments among its athletes.

Seven of its teams rank in the top 10 of their sport for Academic Progress Rates among all Division I programs and received a Public Recognition Award by the NCAA in 2014. Also, in the most recent NCAA survey on graduation rates, eight William & Mary athletic teams earned a 100 percent graduation success rate. At the College of William & Mary, the balance between athletics, academics, and student development is of highest priority. The program focuses on scholar athletes. Athletics supports 10 men's teams and 11 women's teams, with over 600 students, more than 10% of enrollment, participating in varsity sports.

### Athletics Program Assessment

In general the athletic facilities serve the program well. Between 1996 and 2006, the athletic program has



W&M's Mascot, Griffin

completed numerous upgrades and additions to address indoor and outdoor space needs, including: baseball, football, basketball, soccer, lacrosse, and tennis. Recently, design began on an expansion and renovation of the west spectator stands at Zable stadium. Although these improvements have contributed significantly to the success of the program, several requirements remain at issue in order to maximize the use of student practice time, to increase scheduling efficiency, and to reduce staff time needed to re-configure practice spaces for different sports.

- William & Mary Hall
  - Used as practice facility for seven (7) sports and a competition venue for five (5). Space is inadequate to host all sports without severe constraints / conflict / support workload. Additional practice court augmentation is required.
  - Inadequate office space to serve all required Athletics functional areas adequately – particularly in the areas of academic support, sports medicine, and NCAA compliance.
  - Significant deferred maintenance, code compliance, and accessibility issues.
- Zable Stadium / Cary Field
  - Use of the stadium by the football program as well as track and field.
- Swimming / Diving Facilities
  - Inherent conflict of use by academic department as well as recreational sports and athletics as instructional, practice, and competition venues.



Zable Stadium



W&M Hall, Kaplan Arena

Campus Recreation Program

Recreation programs teach life-long skills and leadership that foster “whole student” development. All students at William & Mary are encouraged to participate in recreation and wellness programs. The priority of the department is to achieve balance between academics, active sports, wellness, socialization, and student development. Students at William & Mary are particularly active in a wide variety of formal and informal sports, fitness, and wellness activities on campus. In addition to intramural sports, there are more than 40 sports clubs, including such diverse choices as: Brazilian Jiu-Jitsu, ballroom dancing, baseball, men’s and women’s soccer, lacrosse, rugby, basketball, and ultimate frisbee.



Campus Recreation Center

The Campus Recreation program currently uses space in three buildings and on numerous fields:

- Buildings
  - Student Recreation Center – a comprehensive recreation center, including a 3 court gymnasium, a 25 yard / 8 lane pool, weights, fitness, multi-purpose studio, a climbing wall, locker rooms, campus recreation staff offices, and other ancillary spaces
  - William & Mary Hall – FitWell Studio, fencing room
  - Adair Hall
- Fields
  - Intramural Fields at McClurg Drive
  - Fraternity Field
  - Busch Field Complex – shared with athletics
    - Busch Grass Field
    - Busch Artificial Turf Field
  - Barksdale Field
- Fitness Trail at Compton and Brooks streets
- Various other outdoor basketball / volleyball areas located throughout the campus

The Student Recreation Center is a relatively modern facility, built in 1989 and expanded in 2006. The facility is very popular among students with over 1,400 visits each day. The broader community is provided membership opportunities. Although the facility is meeting its scheduled demand, demand is managed by adjusting

usage and membership fees to limit use during periods when conflicts may be anticipated.

Recreation fields and fields shared with athletics are over-used during the day and evening. Lighting and artificial turf fields are limited. Fields to accommodate intramural teams and club sports are often scheduled for late night hours. This condition is in conflict with the university’s goals with respect to student health and wellness.

The campus recreation buildings and fields are at capacity, accommodating self-directed recreation and fitness, instructional courses, events, tournaments, the 40 currently active sports clubs, and intramural teams.



Barksdale Field

Campus Recreation Program Assessment

There continues to be significant unmet demand for outdoor recreational sports venues. As a result, the campus recreation program is in great need of additional outdoor field capacity.

- 2 additional fields
- Artificial turf on several existing fields
- Field lighting for night use on all fields

Although the Student Recreation Center appears to be in general equilibrium, actual demand may exceed current facility capacity. Long range planning to accommodate current and potential new demand is needed.

In addition to field space additional space is required to support the Integrative Wellness Initiative. Up to four multipurpose rooms with supporting storage and toilet/ shower facilities are required to fully support the initiative.



### Student Residence Life Program

The College of William & Mary is a highly residential campus with approximately 75% of the undergraduates, or about 5,000 students, living on-campus. Although only freshman are required to live on campus, the campus remains students’ preferred place to live. Freshmen are housed in designated halls. Following freshmen, seniors have first choice of rooms, followed by sophomores. Students sometimes miss their choice of rooms, but with patience, they find satisfactory accommodations.

The university’s culture, faculty engagement, character, and the quality of campus life programs support a broad and diverse community. In addition to student organizations and clubs, there are 13 living / learning communities engaging students in the residential setting. The strong freshmen experience is credited by students as their “defining experience” at William & Mary. This experience defines and establishes relationships, creates exposure to diversity and provides the basis for engagement at the university and in lifelong learning. Alumni events are often organized in accordance with freshmen hall residency.

The university offers a variety of room and building configurations. Most buildings comprise traditional rooms with community bathrooms. Other buildings offer “cluster” layouts, each of which centers around either a community kitchen or a living space with compartmentalized bathrooms. One Tribe Place provides double rooms, each with a private bath. Fraternity and sorority houses offer additional choices and variety.

There is, however, a wide gap in quality among the various residential facilities. Several new buildings were built between 2007 and 2013. Others have been recently renovated. Many have significant need for renovation.

#### Assessment

The university has added some 850 bed spaces in the past 10 years. Based on the assumption that enrollment will remain at current levels, and that on-campus residency will remain approximately 75%, there is no current anticipated need for additional bed capacity.

The most significant need for residential life space is general renovation and air-conditioning. The university has a well-defined, long-term program for such renovations.

Other emerging needs include accommodating transgender students and students requiring comfort animals.

### Administrative and Support Space Programs and Functions

The College of William & Mary administrative and support staff serve the needs of faculty, students, and the institution as a whole. Some staff interface directly with students, others do not. Functions within the institutional administration include: admissions, enrollment management, financial services / bursar, student affairs administration, IT, facilities, operations and maintenance, human resources, payroll, procurement, advancement, Faculty of Arts and Sciences administration, strategic initiatives, institutional research, planning and

assessment, and others. Admissions often provides the first time experience with the campus for visitors, prospective students, and parents.

Administrative services are currently disbursed throughout the campus, and beyond. Some services are accommodated in Blow Hall, Sadler Center, or the Campus Center, with additional Arts and Science administrative space in Ewell Hall. Others are located in small buildings, some converted from former residences along the north, east and west edges of campus. In addition, the university occupies approximately 50,000 square feet of leased space at New Town, approximately 2.5 miles from the center of campus.

The size, quality, and location of administrative and support spaces vary significantly. Some departments have adequate space, with adequate environmental systems, natural daylight, and proximity to students and colleagues. Others are remote from colleagues with whom they often collaborate and students. Many spaces are inappropriate for office use, lack contemporary heating and air-conditioning and other systems, lack necessary areas in which to perform required tasks as well as other important features.

The decentralized locations, inconsistent quality, and sizes of existing spaces compromise the efficiency, efficacy, and economy with which administrative staff collaborate and serve the William & Mary community.

#### Assessment

The planning process did not identify the need for significant additional administrative and support space, but these functions need to be consolidated into fewer, more efficient and effective spaces. Facilities such as Blow Hall and Discovery I and II at New Town will continue to function well as they support the institution and provide important student services. However, these departments are currently being accommodated in a variety of former residences should be co-located to improve their function and to more effectively serve William & Mary students.



Jamestown Road ‘White Houses’



PHYSICAL ASSESSMENTS

Listed on the following pages are summaries of the campus structure, landscape and ecology, utility infrastructure, and parking and transportation assessments. Additional information can be found in the supporting documents for this plan.

Campus Structure

The campus experience is largely influenced by patterns of topography, site circulation, building scale and location, planting, lighting, and site furnishings. Together, these elements contribute to the sense of place that evokes the feeling of community so essential to the success of the campus environment.

The College of William & Mary’s architecture, landscape, and interstitial spaces combine to form a unique setting. The campus is located between the historic town of Williamsburg to its east and a woodland dissected by a stream system which flows into a lake to its west. As such, the university must be faithful to its past in order to maintain its aesthetic and preserve the human scale of the campus.

Today the university has 190 buildings containing 4.6 million gross square feet of space. The university’s 2003 Campus Design Guidelines outlines the historic, and anticipated development of the university’s campus’ structure.

Assessment

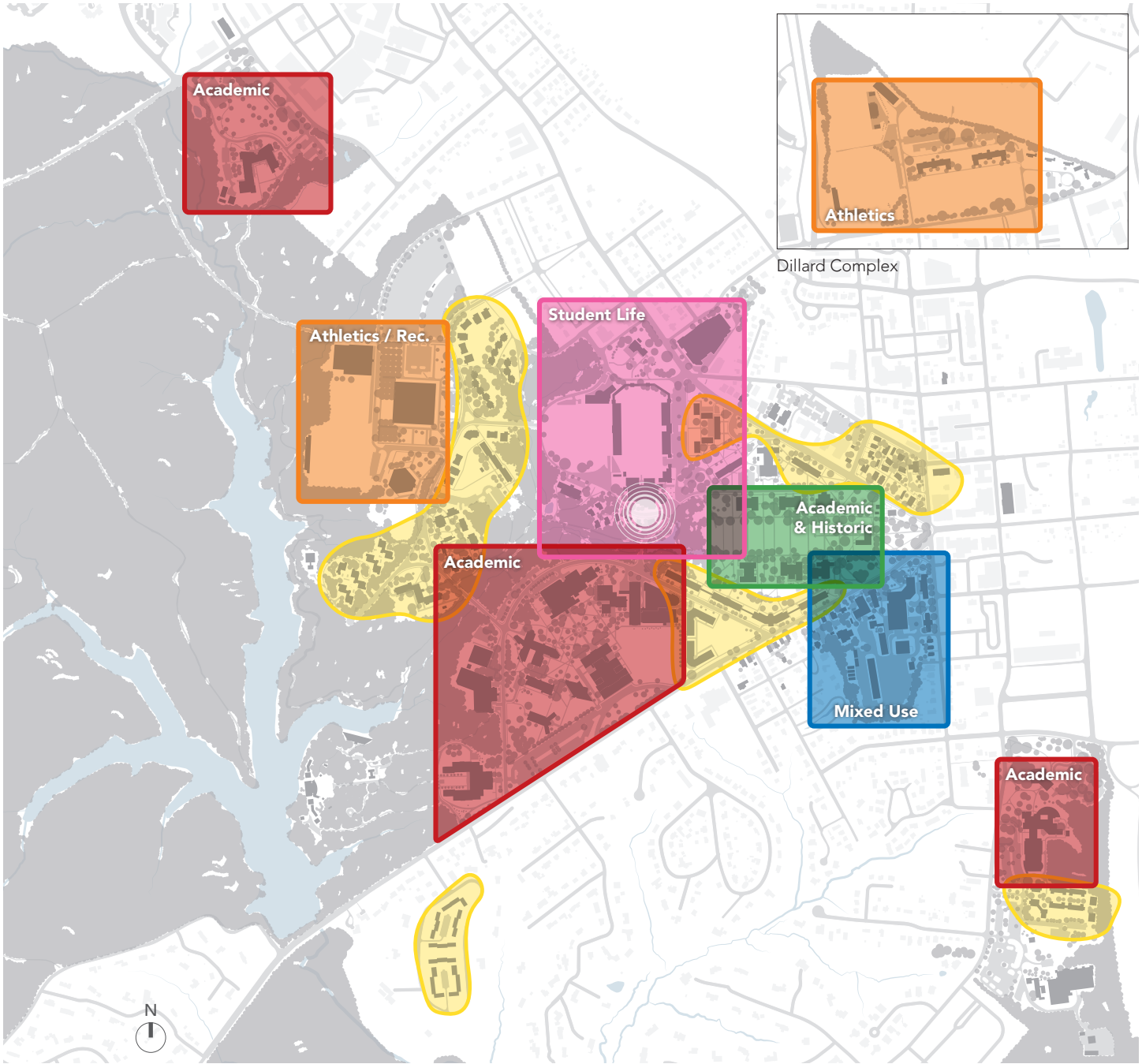
The university conducted an analysis of existing building conditions in 2013 and 2014. The analysis evaluated the remaining useful life of each building’s technical systems,

envelopes, and general condition. The overall condition of each building was summarized by a Facilities Conditions Index (FCI). Following these analyses, the university considered intensity and criticality of use resulting in the rank order on page 42.

The master planning analyses considered historic or cultural value, location, dimensional configuration, and buildings’ compatibility with necessary renovation improvements. It also considered factors including building location, contribution to campus character, and highest and best use. These analyses concluded with recommendations for building renovation, re-purposing existing buildings of value to serve new functions, and removal.



Pedestrian Walkway



Campus Framework

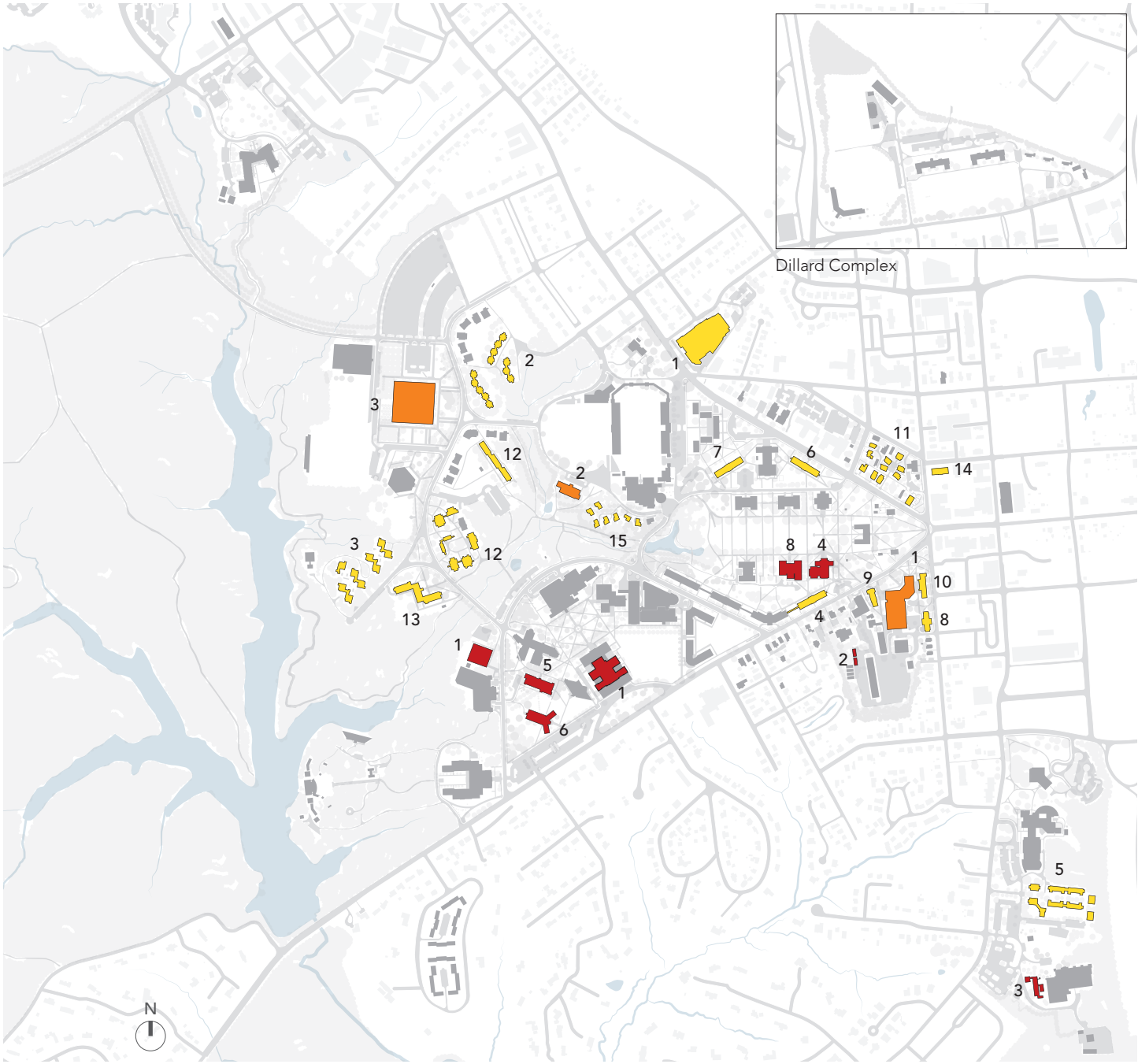
Building Assessment

	Education and General (E&G)	FCI (2005)
1	Phi Beta Kappa Memorial Hall	0.19
2	FM Maint Quansets/Trlrs	0.52
3	Population Lab	0.60
4	Ewell Hall	0.24
5	Jones Hall	0.27
6	Morton Hall	0.21
7	Adair Hall	0.04
8	Washington Hall	0.03

	Auxiliary	FCI (2005)
1	Campus Center	0.54
2	Student Health Center	0.43
3	W&M Hall Infrastructure	0.23

	Dormitories	FCI (2005)
1	One Tribe Place	TBD
2	Green & Gold Village	0.34
3	Botetourt Complex	0.29 (avg)
4	Jefferson Hall	0.46
5	Graduate Complex	0.12
6	Monroe Hall	0.41
7	Old Dominion Hall	0.23
8	Hunt Hall	0.22
9	Taliaferro Hall	0.45
10	Reves Hall	0.14
11	Sorority Court	0.15
12	Randolph Complex	0.13
13	DuPont	0.23
14	Brown Hall	0.36
15	Lodges	0.37

(ranking by W&M Facilities Management Department)



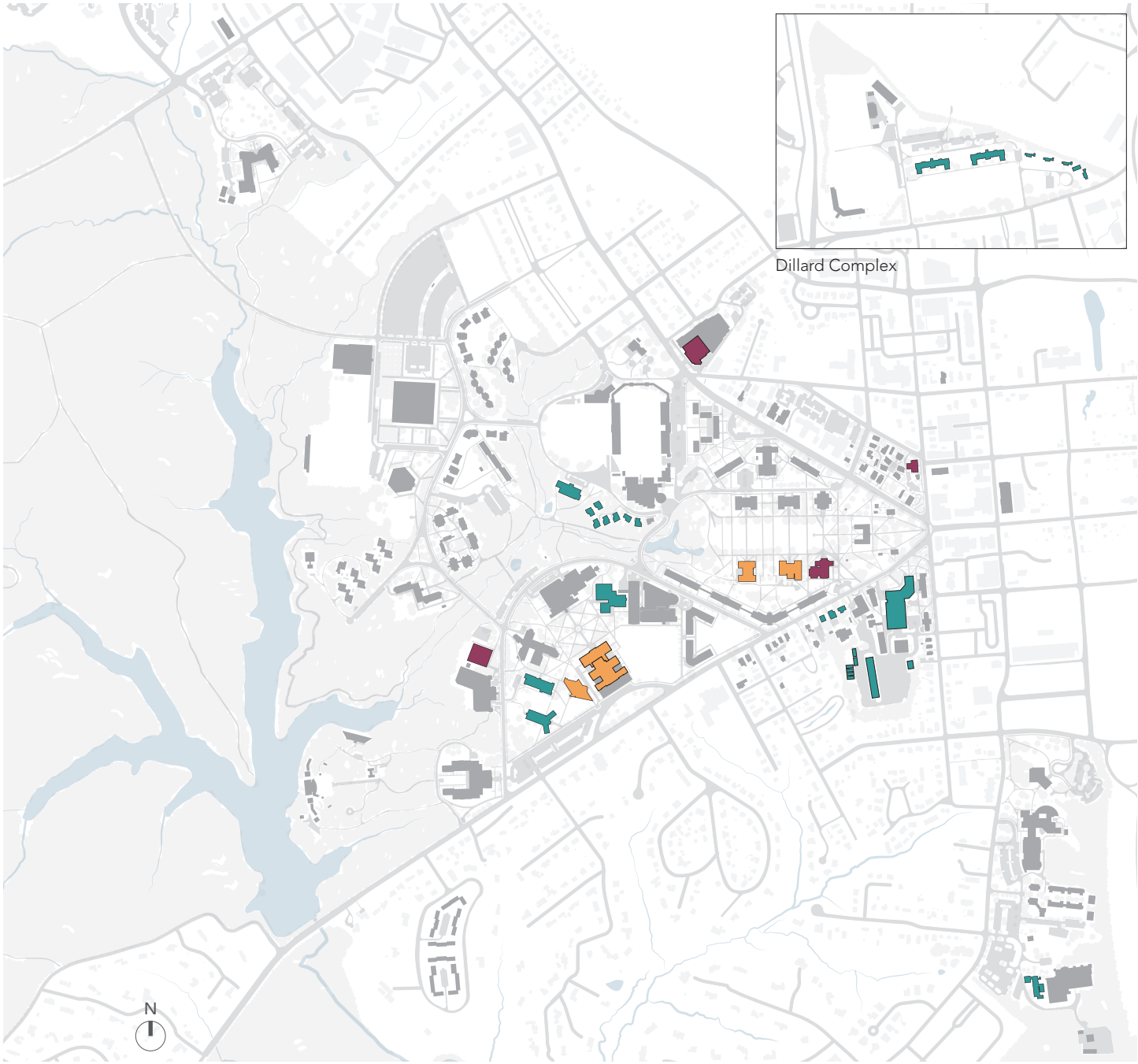
Future Building Use

Re-Purpose	Area (GSF)
Adair Hall	33,500
College Apartments	13,500
One Tribe Place (public space)	23,500
TOTAL	70,500

Renovate	Area (GSF)
Andrews Hall & PBK	50,000
Ewell Hall	58,000
M-S Hall	53,800
Muscarelle Museum	18,750
Washington Hall	64,500
TOTAL	245,050

Removal & Potential Replacement	Area (GSF)
Campus Center	35,000
Facilities Buildings (x8)	23,180
Health Center	12,500
Houses at Dillard	11,651
Hughes & Mumford Halls	106,896
Jones Hall	55,000
Lodges (x7)	12,800
Millington Hall	80,500
Morton Hall	55,500
Population Lab (Pop-Lab)	8,868
Trinkle Hall	54,240
White Houses (x3)*	9,723
TOTAL	465,858

\* Remaining White Houses along Jamestown Road to be removed and replaced over time with sustainable small housing structures in scale and character with the surrounding neighborhood.



BUILDING RENOVATION, RE-PURPOSE, AND REMOVAL PROGRAM  
removal & potential replacement    renovate    re-purpose



Campus Landscape

The functionality of the landscape of William & Mary's campus developed over time in accordance with its topography. Of the 1,108 acres the university owns, approximately 65% is actively undeveloped. The college woods, a 674 acre undeveloped area, comprised of Lake Matoaka and the land on the south and north of Monticello Avenue, has been formally preserved by an action of the university's Board of Visitors. The university has taken a leadership position in conserving land for educational use.

In the campus core building sites and athletic fields have been located on the high plain areas. Ravines formed by the network of campus streams, including the notably picturesque Crim Dell, empty into Lake Matoaka and are within Resource Protection Areas. They are, thus, not developable.

The historic core of university is the Historic Campus which includes the Sunken Garden, the iconic center of the campus, is an integral part of the campus landscape. The Crim Dell bisects the campus. Athletic fields are situated where topography and use dictate, some located near the stadium while others are scattered around the campus core. Outparcels have specific uses including: the Law School, the School of Education, the Dillard Complex and New Town's site for advancement functions.

The existing open space on the campus is composed of three main typologies:

- Quadrangles - formally organized gathering spaces, often with a ceremonial / structured function.
- Courtyards and reflective spaces - less formal in layout and use, more intimate in scale.
- Connections - spaces determined primarily by buildings and streetscapes; achieved through high-density, streets / walks, linear spaces, and open-ended axial spaces.

The Campus Master Plan identifies initiatives that will encourage the development of open space as an integral part of all future projects at the College of William & Mary. Some of these initiatives include:

- The reorganization of existing open spaces, more clearly defining the character of each space as it contributes to the overall campus fabric;
- Preserving the natural topography of the campus and increasing storm water control on-site, while still accommodating a variety of uses;
- The incorporation of the campus's natural surroundings as potential outdoor learning / classroom space.



Sunken Garden in Autumn



Campus Utility Infrastructure

The following provides a brief description of the existing conditions and assessment of the multiple elements of the campus utility infrastructure. A more in-depth discussion of the condition of these elements can be found in the master plan’s supporting documents.

Stormwater

The storm sewer system was constructed in separate phases with some portions built as solely storm infrastructure and some in support of individual building projects. The university has an extensive system of some 30 storm water treatment devices (based on Best Management Practice - BMP) that were mainly installed to provide regulatory compliance for individual building projects.



Lake Matoaka

- Assessment  
The storm sewer system generally functions well. Sections of the storm sewer are experiencing infiltration at joints and man-holes that results in soils being washed into the system.

Water

The university purchases water from the City of Williamsburg. The university’s water system serves both fire and domestic purpose.

The distribution system has been added onto extensively over several decades. Older pipes are cast or ductile iron and are generally located in the older parts of the main campus around the Sunken Garden. Newer pipes are PVC. The pipe system is in generally good condition. There is an on-going program to replace pipe that may be leaking or corroded.

System capacity and pressure appears to be sufficient to meet current needs. Total water demand at the university has been decreasing over recent years as more efficient plumbing fixtures have been installed.

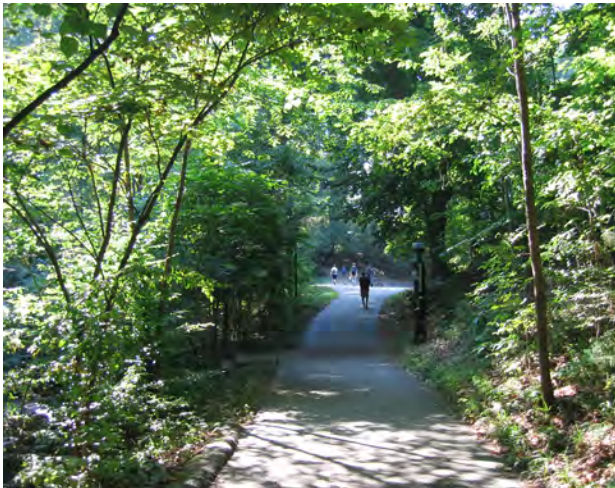
Irrigation is provided for limited areas of the main campus using well water.

- Assessment  
There are numerous older valves within the system. Many do not fully close and will require replacement.

Sanitary Sewer

The majority of the university’s sanitary sewer flow on the main campus is discharged to the Hampton Roads Sanitation District (HRSD) through the university’s Landrum Drive pump station. Portions of the southern and eastern parts of main campus, the Dillard Complex, the School of Education, and the Law School discharge to the City of Williamsburg system. The system capacity is generally adequate.

- Assessment  
There are possible inflow and infiltration issues and capacity issues, especially with the older sanitary sewer. The older sewers require ongoing maintenance to address root blockages, infiltration, and other



Typical Pathway through Resource Protection Area (RPA)

issues. Older manholes are brick and also require periodic maintenance to address problems as they develop. Additionally, there are sections of sewer with very little slope that require cleaning to maintain capacity.

Electrical

Service and distribution is provided by Dominion Virginia Power. The main campus system is fed from two sub-stations, with an underground inner and outer loop distribution pattern. The Law School and School of Education are served by site loops.

- Assessment  
The assessment analyses identified the potential need for additional capacity to accommodate an anticipated future West Chillier Plant and additions to the Arts Complex.

Steam and Hot Water

The main plant is 5 years old and in very good condition. Capacity is twice the current demand. The Swem plant, although adequate currently, will require supplementation to supply the capacity needed for the Arts Complex and other new facilitates envisioned by this plan. The Law School has adequate capacity. All old steam piping in tunnels have been abandoned. The School of Education has capacity is twice the current demand, leaving excess capability when needed.





Central Plant Utilities Room



Data Room at Blow Hall

Chilled Water

The main plant chillers are three years old, and in good condition, with 2,700 tons total capacity, 1,765 of which are needed to accommodate current loads. In order to meet the needs of the Arts Complex and other facilities, additional capacity will be required.

Assessment

There is a firm capacity deficit at the Swem Plant to support planned maintenance and unanticipated outages.

Gas

The gas distribution system is owned and maintained by Virginia Natural Gas (VNG). System is modified and expanded when needed by VNG. Gas serves approximately 30 buildings on the main campus, the School of Education, and the Law School. No major upgrades are required in the foreseeable future.

Information Technology

There are four core network buildings (Blow Hall, Jones Hall, Swem, the School of Education). Distribution is an underground, star network with central nodes. Blow Hall accommodates the long distance and internet head-end equipment. Jones Hall accommodates the data head-end equipment. The School of Education accommodates local phone and back-up internet pipe.

- Assessment

The university has determined that administrative computing capacity will be transferred from the existing IT/network building to the "cloud" on a

schedule to be determined. As a result, future work will focus on correcting deficiencies at the head end facility at Blow Hall required to support the existing campus and accommodate the proposed buildings.

**Parking**

The university provides parking for faculty, staff, students, visitors, and events in a deck and surface facilities; some of which are located in lots within the campus core, others at the periphery. There are currently approximately 5,200 parking spaces on campus, about 4,000 of which are in the campus core. The conclusion of the university's parking study, completed in 2013, and the analysis performed as part of this plan, is that the parking supply is in general equilibrium with demand. There is, however,



Landrum Drive

significant demand for parking proximate to the campus core, some of which is available to students at night. Students who remain in spaces after posted hours reduce availability for faculty, and staff.

Assessment

The primary goal is to, at a minimum, maintain the number of spaces available on campus. Additional focus is needed on location and parking management, rather than on significantly increasing space capacity.

**Transportation - Roads**

The core campus is bordered by two major roads – Richmond Road on the north and Jamestown Road on the south, converging at the eastern end of the campus at an intersection known as College Corner. Both roads are primary access routes to the university as well as the City of Williamsburg and are heavily trafficked in the peak commute periods. College Corner appears confusing, but the intersection is well signed and reportedly works for traffic. Specific locations of concern where campus roads intersect with city streets include:

- Jamestown Road at Ukrop Way
- Richmond Road at James Blair Drive (King and Queen Gate)
- Richmond Road at Scotland Street
- Monticello Avenue at Compton Drive

Assessment

While with few exceptions all external campus access roads and campus streets typically function with acceptable travel times and minimal delays, there are many locations where there are conflicts with pedestrians, creating a safety hazard for pedestrians and detracting from the goal of a pedestrian-oriented core. Improvements are desirable along Richmond and Jamestown Roads to enhance pedestrian safety.

Safety improvements are desirable at several locations:

- The intersection of Ukrop Way and Landrum Drive where three roads and two pedestrian paths converge
- Several locations along Jamestown Road (Rolfe Road, Cary Street, and Griffin Avenue)
- Missing sidewalk on the north side of Jamestown Road west of Phi Beta Kappa Circle

**Transportation - Bicycle Facilities**

Cycling is a convenient way to move around campus and nearby neighborhoods. Four percent of commuters regularly use a bike to access the campus. The only bicycle facilities on the core campus other than storage racks are bikes lanes on a short section of Ukrop Way. Cyclists use the internal streets and pedestrian paths and generally coexist safely with pedestrians.

Bike facilities off campus are limited. On Jamestown Road adjacent to the campus there are bike lanes between the east end of Landrum Drive and North Boundary Street. There also are bike lanes on Henry Street one block east of the core campus.

The Office of Parking and Transportation Services has a program to encourage use of bicycles and improve bicycle conditions on campus. Many bike racks have already been added though there are still shortages in places.



Bike Racks at Sadler Center

Assessment

A bike lane or shared road signs are needed along the north side of Jamestown Road west of Landrum Drive. Additional bike lanes are also needed for Monticello Avenue and Compton Drive. Bike lanes are incomplete or missing along portions of Ukrop Way. Planned bike share program and bike repair stations will encourage biking. Finally, there is a need for policies and rules controlling the use and parking of golf carts, utility vehicles, and mopeds as this has become increasingly problematic.

**Transportation - Transit**

The campus is served by several transit routes operated by Williamsburg Area Transit Authority (WATA) which provides service to the City of Williamsburg, James City County, and York County. There are eight regular routes that converge at the Williamsburg Transportation Center, with three of those routes directly serve the campus: Buses on each route usually run every 30 minutes. Close to 700 trips are undertaken on an average weekday by the university population. Students and faculty/staff can ride all WATA lines just by showing an ID without charge.

Assessment

Student ridership remains low. Additional thought and planning is needed to determine a solution to increase the use of transit.

Additional information on all aspects of parking and transportation can be found in the supporting documents to this plan.

**Gateways / Entrances**

The parking, pedestrian, and wayfinding/signage on and around campus, should be improved to appropriately serve the visitor, and prospective student experience. There is a need to improve the street presence of Admissions along Jamestown Road



WATA Bus





● CAMPUS MASTER PLAN

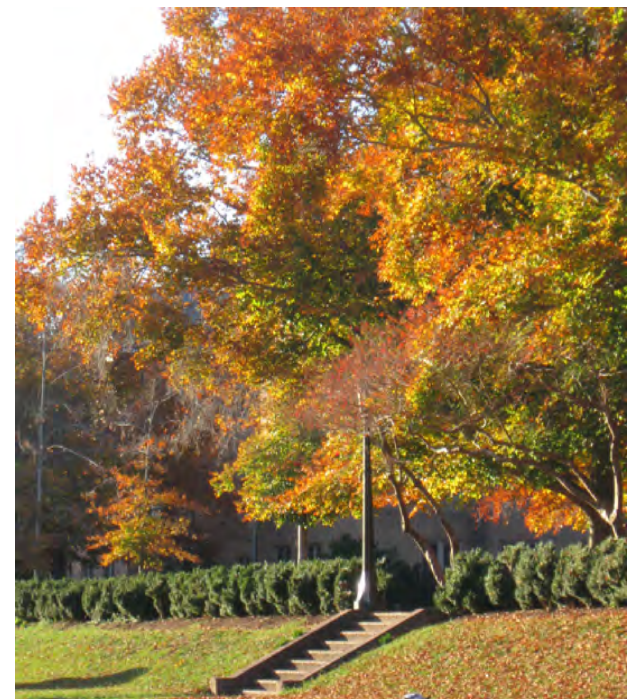


## CAMPUS MASTER PLAN

**“Over the coming years, the university will continue its efforts to create a welcoming and accessible campus experience, and a unified image that represents the aspirations and institutional values of the university while accommodating its important programmatic and functional needs.”**

### Planning Concepts

The Campus Master Plan will continue to reinforce the architectural, and landscape character of William & Mary as described in the 2003 Design Guidelines. Over the coming years, the university will continue its efforts to create a welcoming and accessible campus experience, and a unified image that represents the aspirations and institutional values of the university while accommodating its important programmatic and functional needs. The Plan envisions a cohesive campus structure, comprising numerous campus precincts, areas, and neighborhoods, linked together by well-defined pedestrian paths and active public open spaces. The underlying concept of the Plan is to preserve the character of the campus, add as little additional square footage as possible, change only what needs to be changed, advance learning, encourage healthy lifestyles, and advance sustainable planning principles.

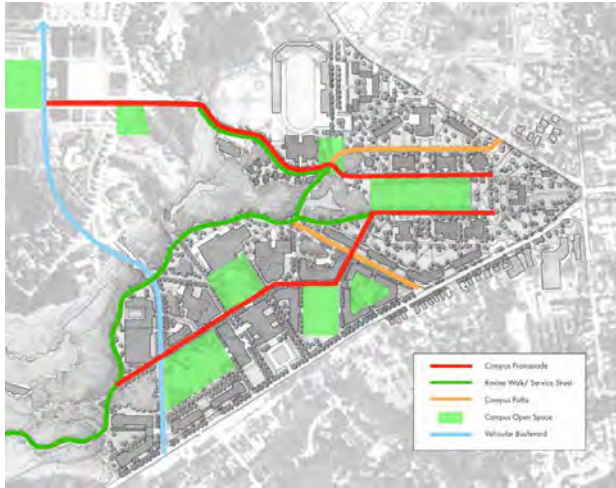


Steps to the Sunken Garden in Autumn

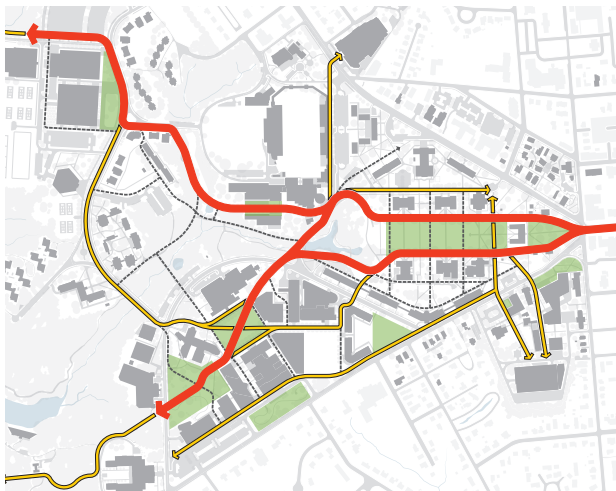


Aerial View of the Campus

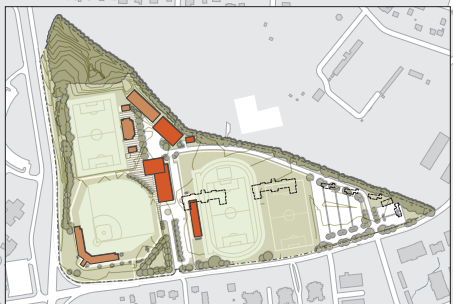
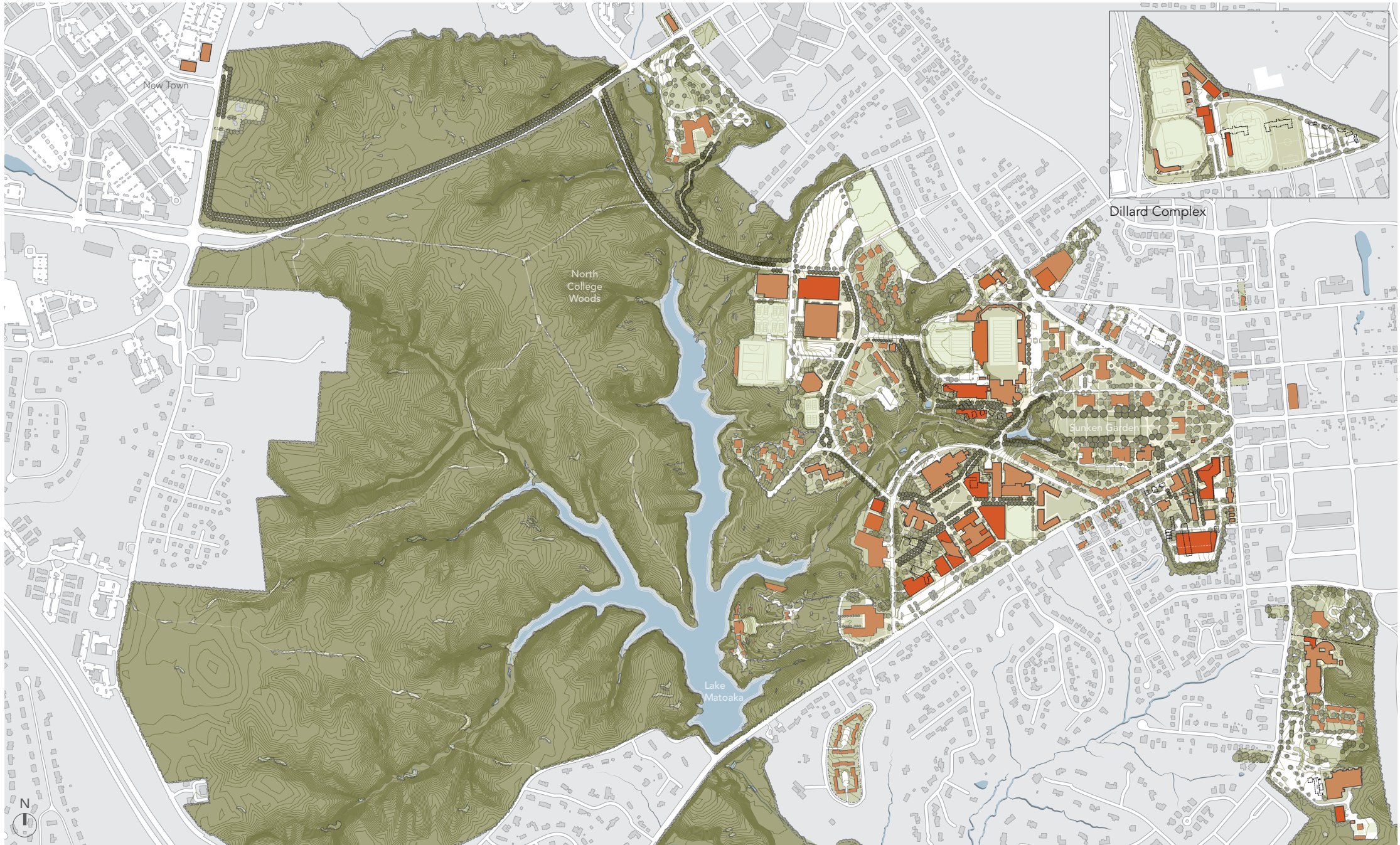




2003 Campus Framework



2015 Campus Framework



Dillard Complex

Sunken Garden

Lake Matoaka

New Town

North College Woods

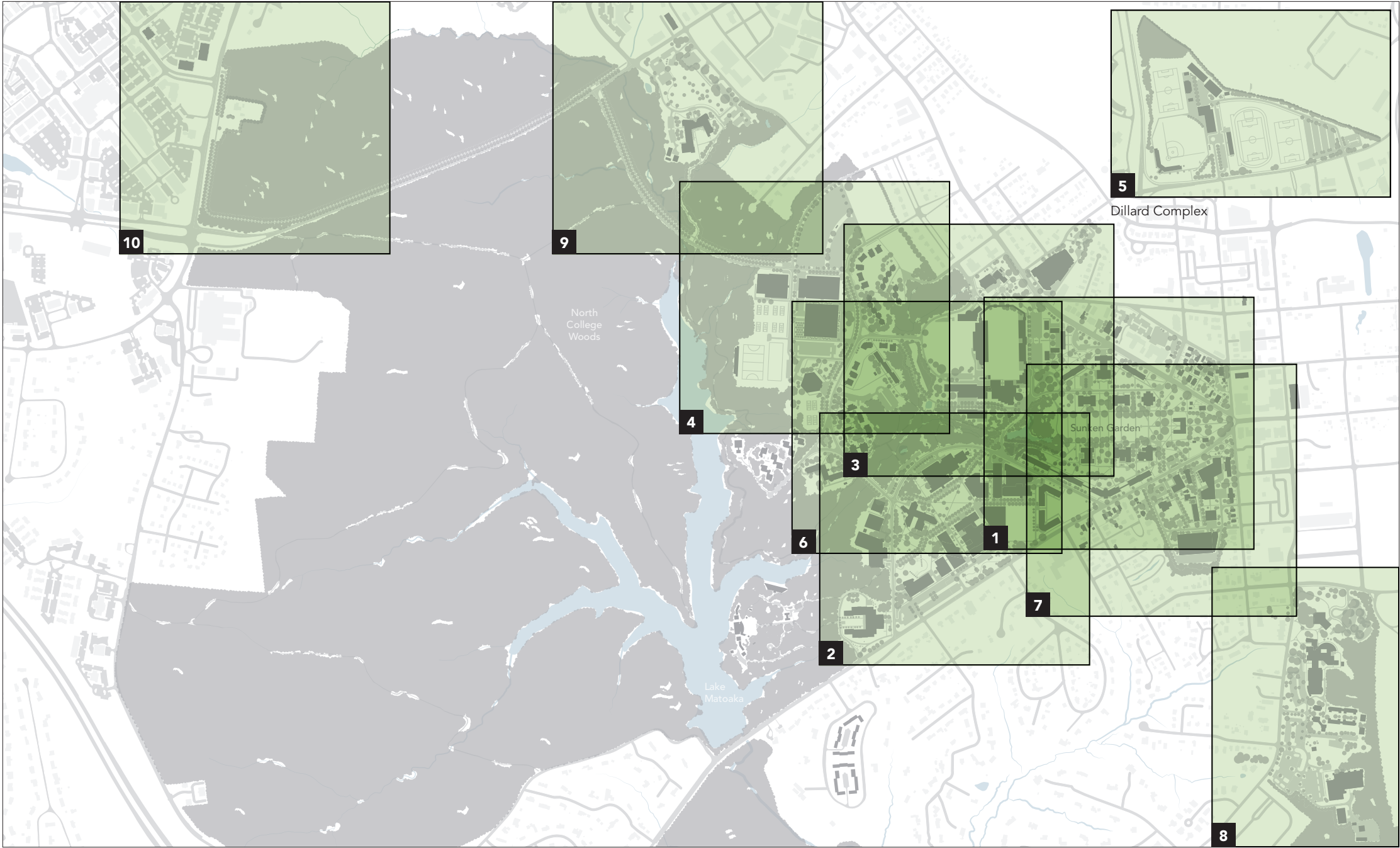


CAMPUS FRAMEWORK

The Plan describes an organization of campus areas that support the functional needs of the various programs on campus. It also proposes to enhance the current composition of certain areas, while redefining the uses of others. Most classroom buildings will be improved, some will be replaced. Campus life facilities will be consolidated in a central location. Athletics and recreation fields will be re-configured to accommodate unmet needs. General administration offices will be consolidated, eliminating current inefficiencies associated with operating from numerous small former residences.

The Campus Framework is organized into the following areas:

- 1. Academic & Historic Core
- 2. South Campus
- 3. Student Life / Central Campus
- 4. W&M Hall and the Student Recreation Center
- 5. Athletics at Dillard
- 6. Athletics / Recreation / Fitness
- 7. Jamestown Place
- 8. Law School Campus
- 9. Future Resources: School of Education Site
- 10. Future Resources: North College Woods



Campus Framework Development Areas





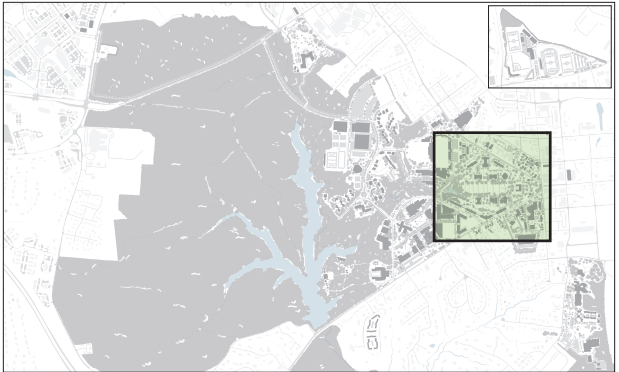
ACADEMIC & HISTORIC CORE  
■ existing buildings

### ACADEMIC & HISTORIC CORE

With the Wren Building at its east and the Jefferson Prospect its west, the Sunken Garden is the most iconic place on campus. In addition to forming the defining image of William & Mary, the Sunken Garden is important to the traditions of the university. A cappella groups perform on the steps of the Wren Building. Study and discussion groups dot the garden on bright spring days. Evenings come alive with students playing soccer, frisbee, flag football, and events.

The landscape and architectural character of the Sunken Garden, and the buildings that surround it, will endure without significant change. The principal use of buildings in the Historic Core is focused on academic spaces and residences. Buildings such as Tucker Hall have recently been renovated to accommodate contemporary pedagogies and learning environments. Other buildings will be renovated over time.

Any modifications to existing buildings will conform to the 2003 Design Guidelines, the university's 2006 Technical Standards and the Getty Preservation Guidelines. Landscape improvements and maintenance projects will be implemented as part of the university's on-going building renovation program, the standards for which are defined in the updated Landscape Guidelines included in the Plan's supporting documents.



Campus Key



Pedestrian Pathway along Sunken Garden





SOUTH CAMPUS DEVELOPMENT PLAN

existing buildings    proposed buildings    renovated buildings    demolished buildings

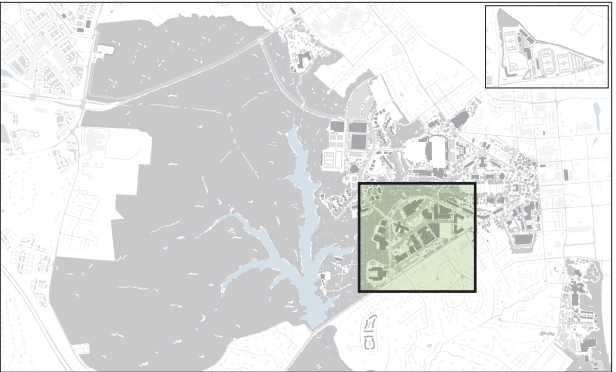
SOUTH CAMPUS

South Campus has continued to develop as envisioned by the 2003 Design Guidelines planning principles. Bordered by Jamestown Road on the south, this area of campus serves as a public view into the university, inviting the community to performances in Phi Beta Kappa (PBK) and art exhibits in the Muscarelle Museum.

Swem Library is an intellectual gathering place for academic resources, students, and faculty. The growth of Integrated Sciences makes South Campus the center for student research. Jamestown Residences and its field have given focus to a new student residential community. The Raymond A. Mason School of Business anchors the campus adjacent to Lake Matoaka and College Woods. South Campus is a short walk from the Sadler Center and the Sunken Garden. It is adjacent to the student residential communities along Landrum Drive and has convenient access to student residential neighborhoods to the west.

Several initiatives will continue to strengthen the character of South Campus, adding needed facilities, replacing inefficient outdated buildings, and creating more usable campus open spaces.

The Arts Complex will include renovations to **Andrews Hall**, providing added studio as well as art and art history spaces. PBK will expand along Jamestown Road, accommodating Theater, Speech, and Dance programs, and improving its public appearance. A new **Music Building** will be developed east of PBK and will frame the Barksdale Field. The **Muscarelle Museum**

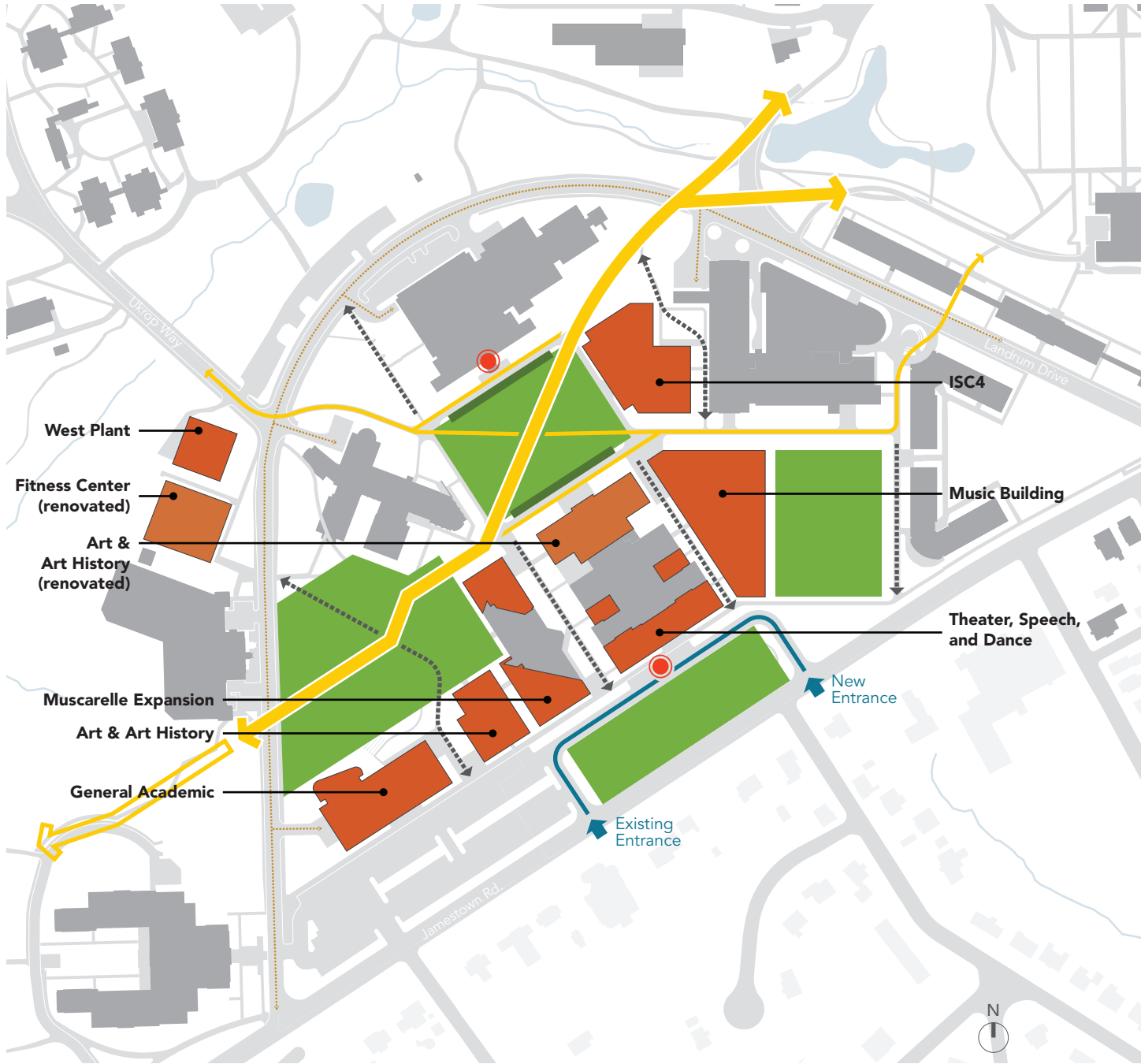


Campus and Building Key

<b>A</b>	Integrated Science Center 4 (ISC4) Kinesiology Computer Science Information Technology Mathematics
<b>B</b>	Music Building
<b>C</b>	Theatre, Speech, and Dance
<b>D</b>	Muscarelle Expansion
<b>E</b>	Art & Art History (new)
<b>F</b>	Art & Art History (renovated)
<b>G</b>	General Academic Replacement
<b>H</b>	Fitness Center (renovated)
<b>I</b>	West Utility Plant

Note: B, C, D, E, F, and I were previously approved in the Six-year Capital Plan





SOUTH CAMPUS DEVELOPMENT STRUCTURE

proposed buildings renovated buildings key open spaces pedestrian circulation vehicular circulation key gathering

will expand. A new Art and Art History Building will be added west of Muscarelle Museum, providing systems intensive studio spaces. The existing PBK driveway will become an Arts Lawn. The new “front door” will announce the university’s commitment to the arts and will become a place of restful beauty along Jamestown Road.

Needed science facilities will be accommodated by the current development of the Integrated Science Center 3 (ISC3) addition. Millington Hall will be demolished and replaced by a new Integrated Science Center 4 (ISC4) to accommodate Kinesiology, Computer Science, Information Technology, and Mathematics, giving each of these disciplines the opportunity for collaboration and exploration with other science disciplines in a coordinated and integrated manner.

Jones and Morton halls will be removed and replaced by a new General Academic Building along Jamestown Road. The new facility will form the eastern edge of the important Ukrop Way campus gateway. The General Academic Building will provide modern, 21st Century classroom space, most of which will be available to all academic programs on campus. There will also be ample break-out space for students to study, share ideas about stimulating intellectual pursuits, and meet with faculty. There will be team meeting spaces and group work rooms.

Adair Hall will be renovated once Kinesiology moves to ISC4. It will be dedicated to fitness, recreation, and

Building Area Summary

191,000 GSF	ELIMINATED
	Morton Hall
	Jones Hall
	Millington Hall

199,000 GSF	NEW CONSTRUCTION
	ISC4
	General Academic

Parking Summary

N/A

143,350 GSF	BOV APPROVED ARTS (new)
	Music Building
	Art& Art History
	Muscarelle Museum
	Utility Plant

athletic uses. Its location, convenient to the academic, arts, and research facilities on South Campus as well as the student residential neighborhoods to the west, will make Adair a popular destination.

The planned **West Utility Plant**, to be located adjacent to Adair Hall, will provide necessary utility capacity for the increased demands of new facilities on South Campus and will have expansion capability to serve facilities to the west when needed.

In addition to the new and replacement buildings, South Campus’ open green spaces, pedestrian paths, and ecological features will be improved.

**Swem Quad** is one of the most active outdoor spaces on campus. Students, and faculty are attracted to the library and other buildings around the Quad in great numbers. The anticipated addition of programs surrounding the Quad are going to add activity and further animate the area. Swem Quad is envisioned to transform from a colorful garden parterre into an active, usable lawn. Students will gather and recreate on and around the lawn. The landscape of the Quad will be simplified, removing unneeded plant material and opening the lawn for active uses. Pathways connecting building entries will be kept discrete and to a minimum. The Quad edges along the Library and Andrews Hall will be designed with hardscape gathering areas, comfortable seating, and appropriate shade trees. The forecourt at Andrews Hall will accommodate receptions before or after art and performance events. Both landscaped plazas will provide

quiet ‘outdoor rooms’ where students and faculty can visit, overlooking the activities on the Quad.

The area vacated by Jones and Morton halls will become a passive landscape, settling into the natural topographic contours. The area will be restored to serve as a stormwater management feature, with selected structured landscape designed to provide access through the green space as well as seating areas around its edges.

The 2003 Design Guidelines vision of a continuous promenade will be realized with enhanced pedestrian paths connecting the Sunken Garden, the Sadler Center, residential areas to the west, College Woods, the Amphitheater, and Lake Matoaka.

Outdoor Spaces - The Arts Lawn



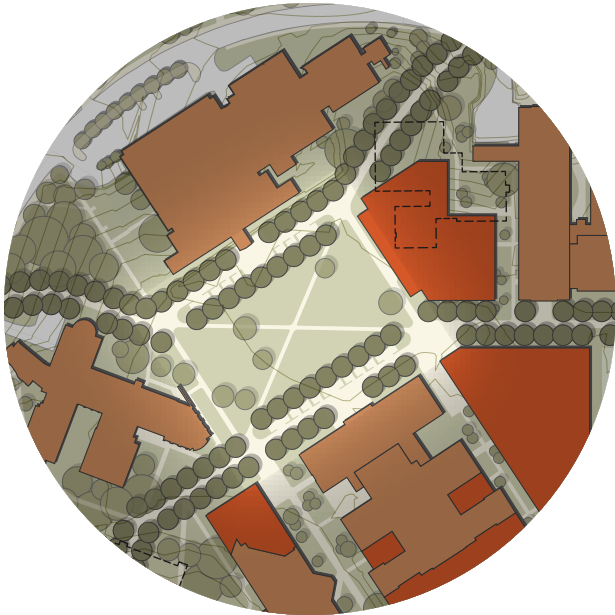
Arts Lawn Representative Images



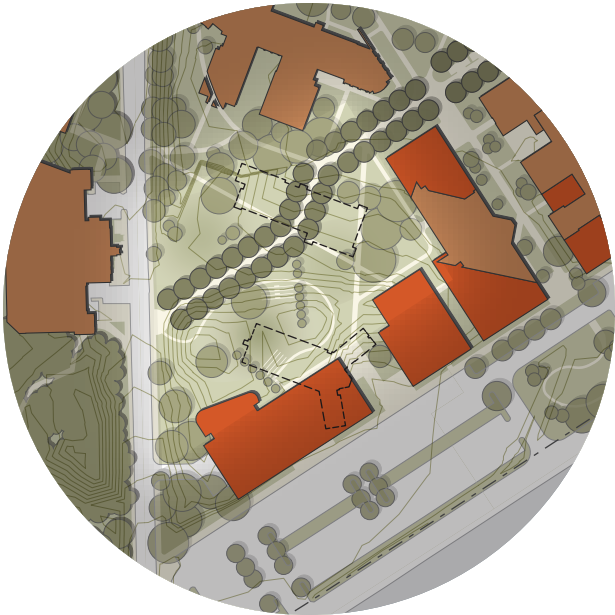


Swem Quad Representative Images  
(above rendering by Michael Van Valkenburgh Associates, Inc.)

Outdoor Spaces - Swem Quad

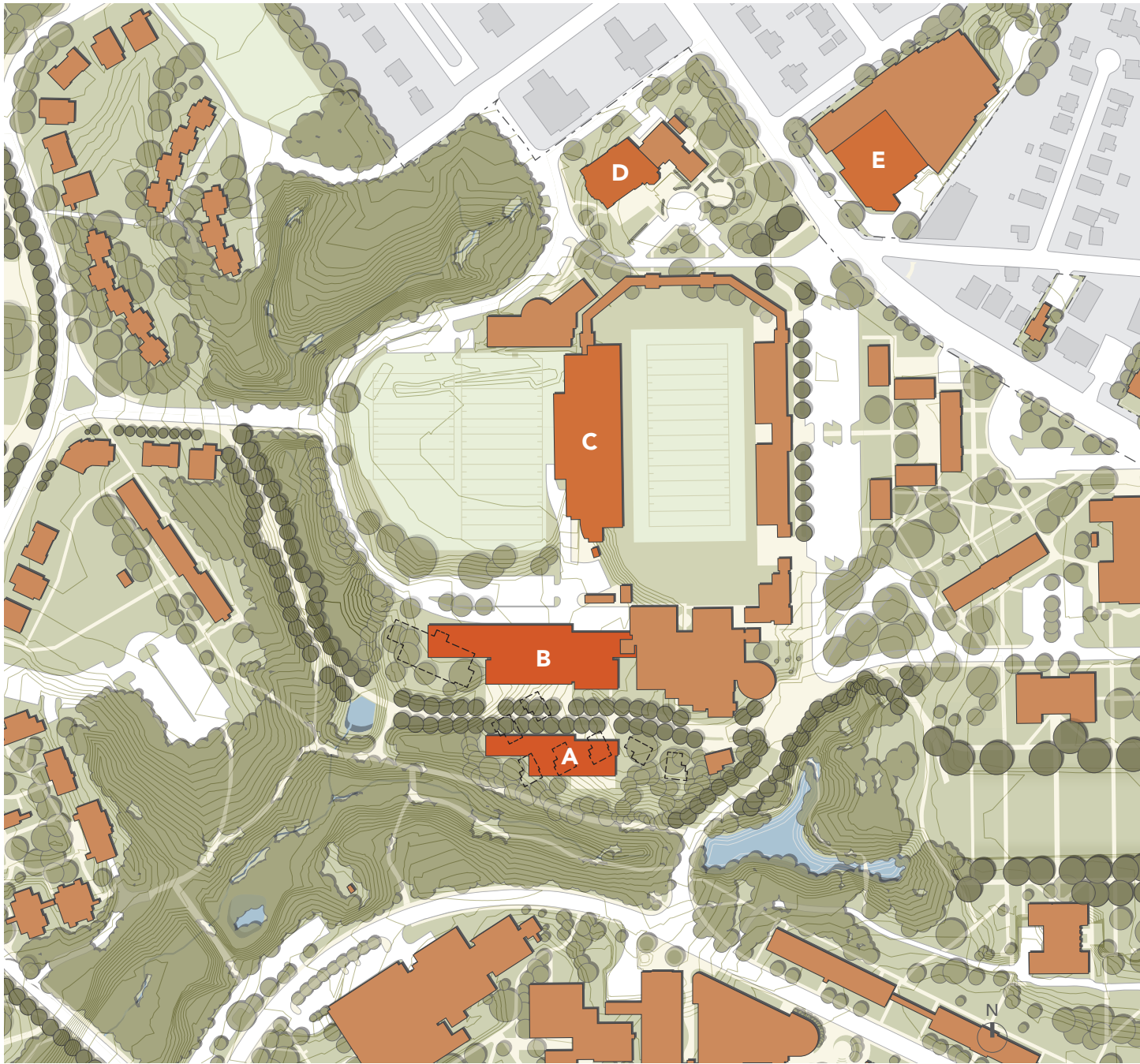


Outdoor Spaces - Open Space



Representative Images of Morton / Jones Hall Open Space





STUDENT LIFE / CENTRAL CAMPUS DEVELOPMENT PLAN

existing buildings    proposed buildings    renovated / previously approved buildings    demolished buildings

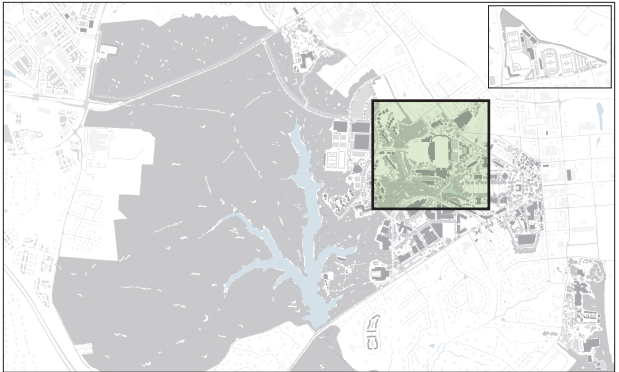
STUDENT LIFE / CENTRAL CAMPUS

Central Campus is envisioned as a student life village that embodies a sense of wellbeing, campus spirit, and student development. Student services and campus life programs that students routinely engage with will be located where the students spend most of their out of class time; at the cross-roads of the campus, linked to the academic core and close to residential neighborhoods.

Sadler Center will be expanded to accommodate the Dean of Students, Residence Life, Community Engagement, a lounge, and meeting spaces. The addition will overlook a new recreation field and Zable Stadium to the north, making it a vibrant addition to campus life and a special place for game day gatherings, festivals, and other events.

The existing Student Health Center will be demolished and replaced with a new **Intergrative Wellness Center**; creating a place that promotes healthy lifestyles, provides counseling, and treats medical conditions as needed. South facing views and terraces will nestle harmoniously into the natural landscape. The Center will be a peaceful place where the campus community can step aside from daily stress, focus on learning sustainable life habits, rest, refresh, and renew.

The new **Student Life Walk** will weave campus life activities together with wellness themes and become the outdoor place where students come together to make connections and build better lives. An improved seating area, with appropriate shade trees and furniture,

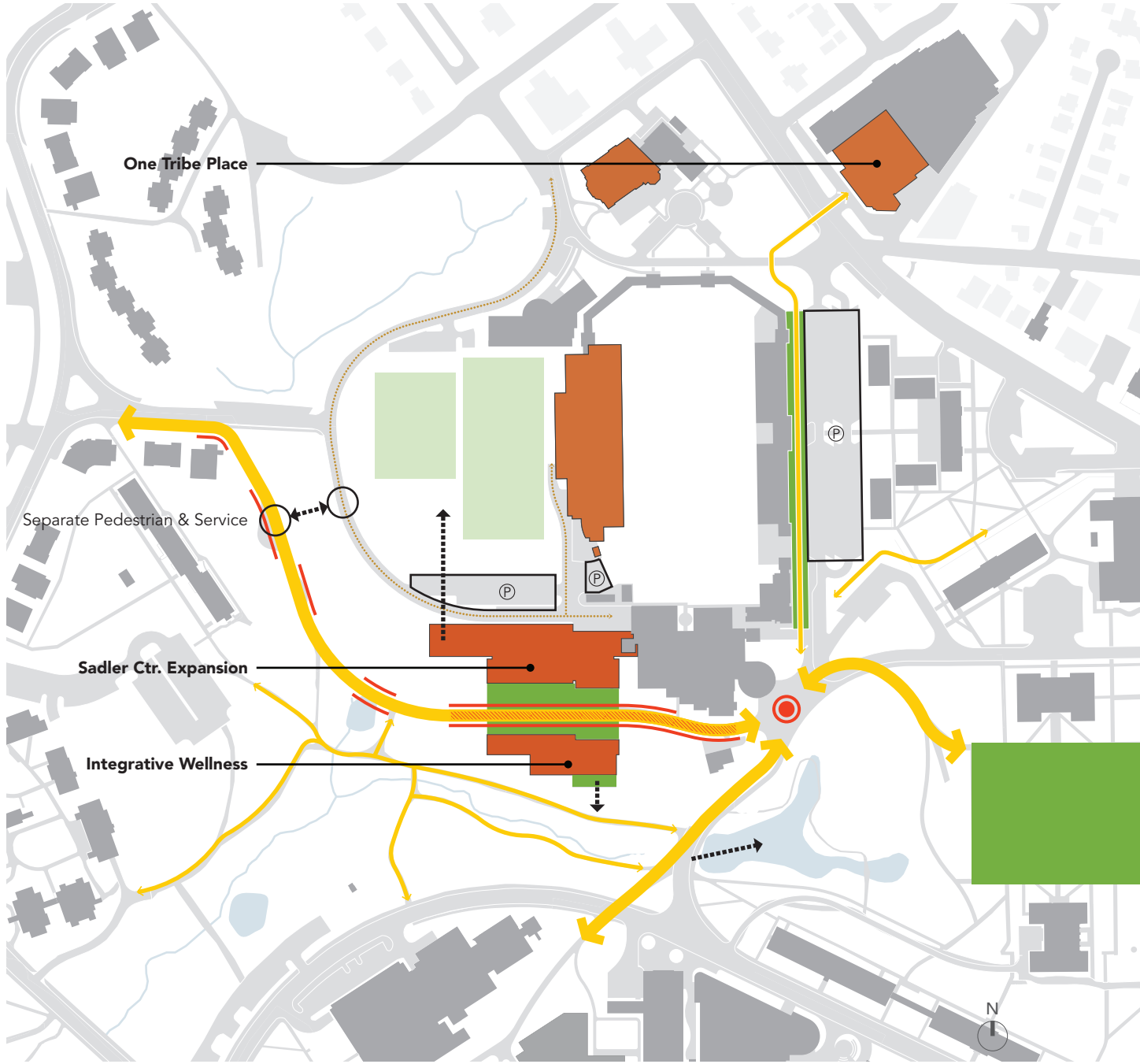


Campus and Building Key

<b>A</b>	<b>Integrative Wellness</b> Student Health Center Counseling Center Health Promotions Recreation
<b>B</b>	<b>Sadler Center Expansion</b> Dean of Students & Related Residence Life Community Engagement Lounge space Student Affairs
<b>C</b>	<b>Zable Stadium Expansion*</b>
<b>D</b>	<b>One Tribe Place (renovation)</b> Large Event, Conference, and Auditorium
<b>E</b>	<b>Alumni House Expansion</b>

\* Previously Approved





STUDENT LIFE / CENTRAL CAMPUS DEVELOPMENT STRUCTURE

■ proposed buildings ■ reno. / previously approved ■ key open spaces ■ ped. circulation ■ vehic. circulation ● key gathering

will make the plaza adjacent to the Sadler entrance and the Grind a more comfortable gathering place. A new pedestrian path, separate from the existing service drive, will provide a safe connection to residential neighborhoods to the west.

The public assembly portions of **One Tribe Place** will be renovated to accommodate large events, conference activities, and an auditorium. The Zable parking area will be modified to provide space to develop a safe and attractive pedestrian connection between One Tribe Place and the Sadler Center.

**Zable Stadium** will be improved with new spectator seating and athletic support space on the west side of the football field. **Alumni House** will be expanded to accommodate current and anticipated activities.

The **Lodges** will be demolished to create the site for the Integrative Wellness Center. The 49 beds currently accommodated in the Lodges will be distributed among other residence halls.

Building Area Summary

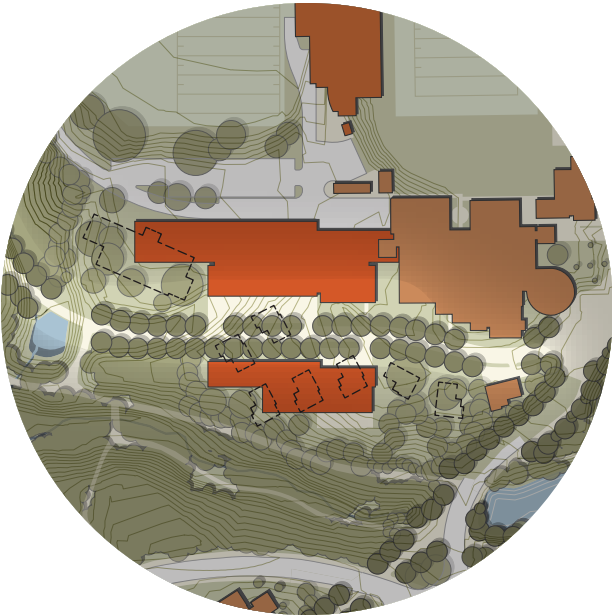
29,300 GSF	ELIMINATED*
	Lodges (x7)
	Health Center
120,300 GSF	NEW CONSTRUCTION
	Sadler Center Expansion
	Integrative Wellness
	Alumni Expansion
Parking Summary (Gooch Drive)	
53	Existing Spaces
62	Proposed Spaces

\* Note: Locating Student Organizations and Large Event/ Meeting spaces at this location will reduce the footprint at the Campus Center site by approximately 48,000 GSF.

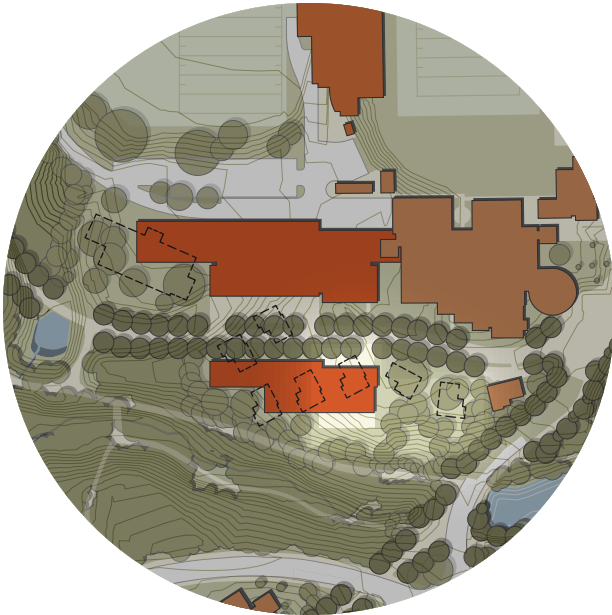


Representative Images of the Student Life Walk

Student Life Walk

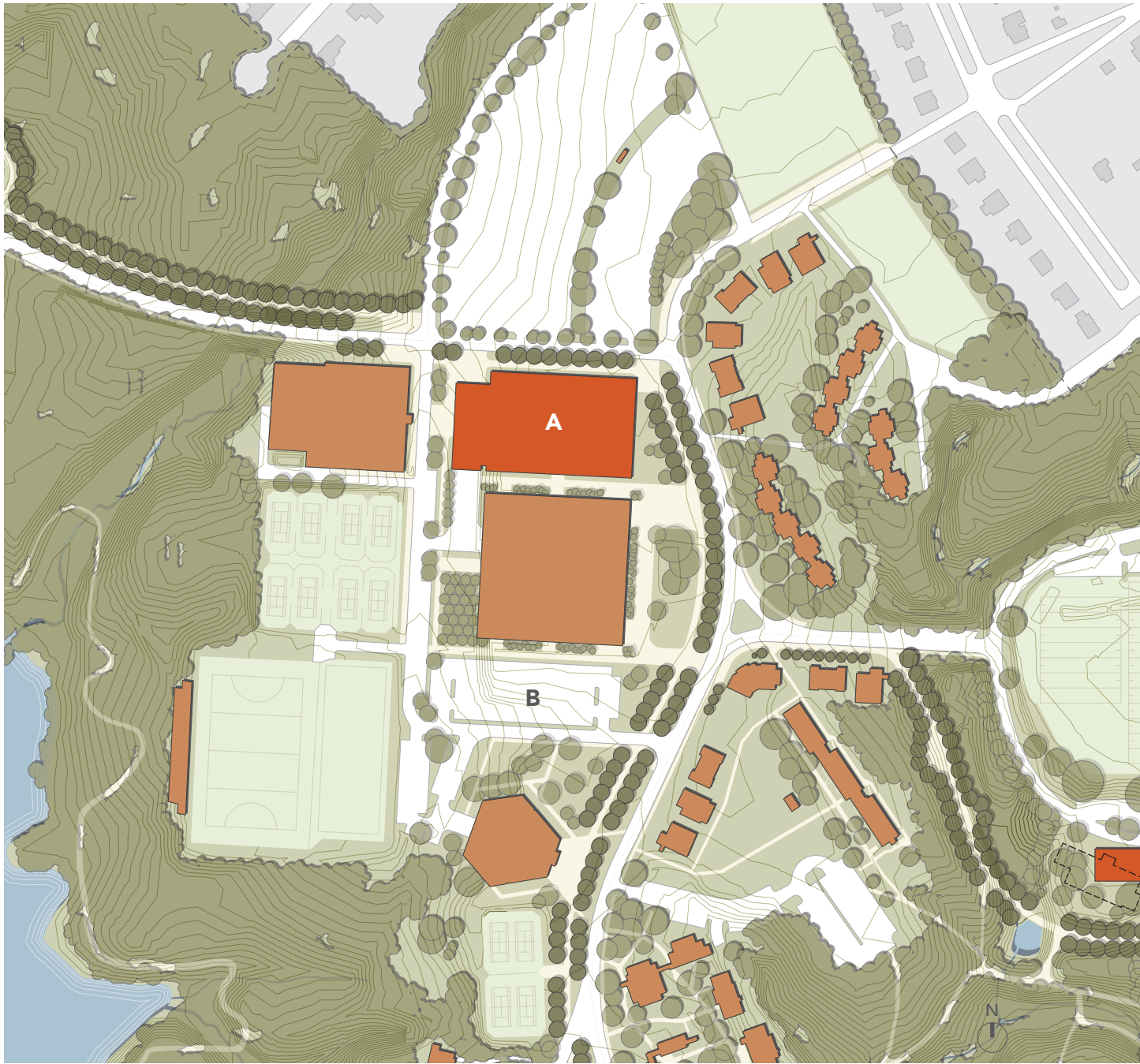


Integrative Wellness



Representative Images of Integrative Wellness





W&M HALL AND THE STUDENT RECREATION CENTER DEVELOPMENT PLAN

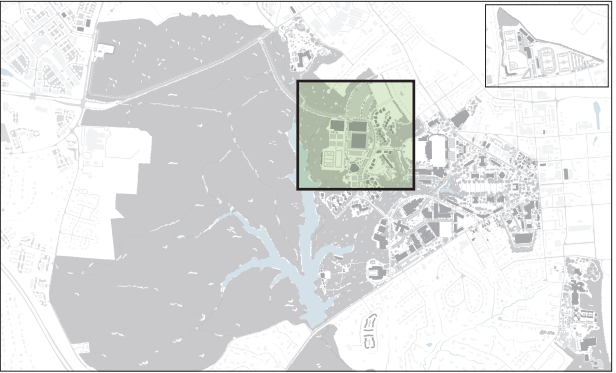
existing buildings    proposed buildings    demolished buildings

WILLIAM & MARY HALL AND THE STUDENT RECREATION CENTER

The area defined by William & Mary Hall and the Student Recreation Center is envisioned as a vibrant center for physical wellbeing, sports, events, and campus spirit. William & Mary Hall will continue to serve as a multi-sport venue, accommodating support spaces, offices, and storage. The Student Recreation Center will continue to serve the campus community without any currently contemplated additions.

A new basketball / volleyball practice facility will be developed to relieve schedule pressures in William & Mary Hall. It will be located directly north of the existing venue and east of the Student Recreation Center. The new facility will also include space for academic study support and sports medicine. Existing parking in the area of the proposed practice facility will be relocated directly south of William & Mary Hall.

Landscape improvements will create a main entry place for William & Mary Hall, improving access and the physical presence of the athletic program.



Campus and Building Key

A	Athletics Practice Facility
	Basketball Practice
	Volleyball Practice
	Academic Study Space
	Sports Medicine
B	Relocated Parking



W&M HALL AND THE STUDENT RECREATION CENTER DEVELOPMENT STRUCTURE

■ proposed buildings   ■ key open spaces   ■ pedestrian circulation   ■ vehicular circulation   ● key gathering



Representative Images of Practice Facility Interior

Building Area Summary

0 GSF	ELIMINATED
	N/A
68,000 GSF	NEW CONSTRUCTION
	Athletics Practice Facility

Parking Summary

237	Existing Spaces
253	Proposed Spaces

\* Note: Architecturally, a new Athletics practice facility on north side of W&M Hall with the ability for future expansion at site to south presents an opportunity to create a clear main entry and primary façade on the east side of the Hall during its renovation.





ATHLETICS AT DILLARD DEVELOPMENT PLAN  
■ existing buildings ■ proposed buildings □ demolished buildings

ATHLETICS AT DILLARD

The Dillard Complex will become an important multi-sport practice and event center for the William & Mary community. The existing baseball and soccer fields will be joined by a new track and field center. The track will be accompanied by new spectator seating with storage underneath, a usable infield, and a separate area for throwing events.

A new Athletic Support building will provide space for home and visitor team rooms, officials and coaches’ rooms, space for a satellite training facility, spectator rest rooms, and other facility support space. Meeting rooms on the second floor will provide expansive views of each of the field venues.

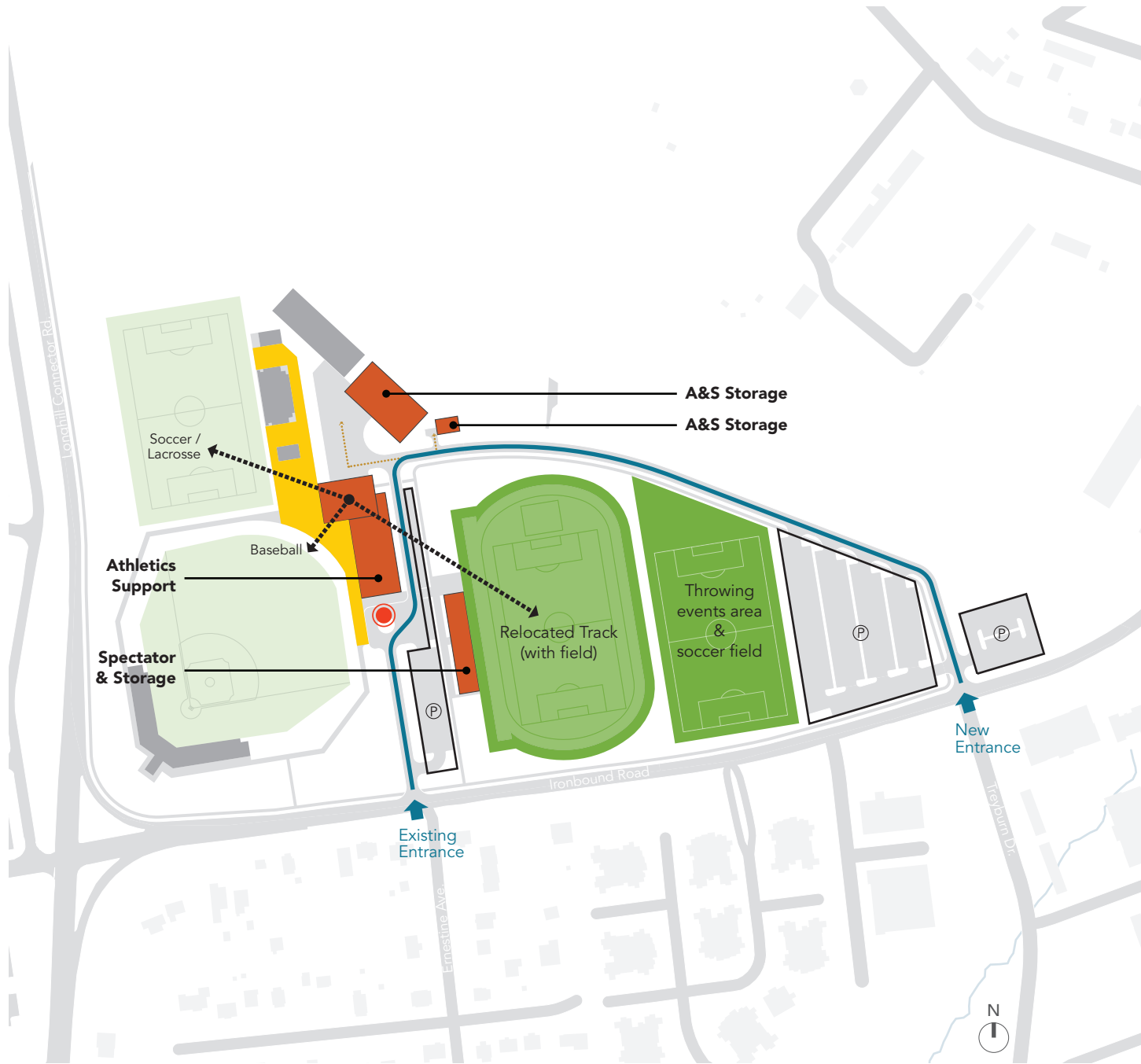
The existing Library storage building will remain. A new Arts and Sciences facility will be added to support the geology program. Space between the library and geology storage facilities will be reserved for a two-story facility to serve as swing space during Phase II of the Arts Quarter construction. Ultimately, this space will be converted to permanent Arts and Science storage. Hughes, and Munford Halls will be demolished as will five small structures at the east end of the parcel.

Site features will further improve the spectator and visiting team experience. A landscaped terrace area adjacent to the new Athletic Support building will accommodate game-day food service and sports retail opportunities.



Campus and Building Key

A	Track and Field Relocation
B	Athletics Support <ul style="list-style-type: none"><li>Team and Visitor Team Rooms</li><li>Officials Rooms</li><li>Coaches Rooms</li><li>Team Meeting Room</li><li>Satellite Training</li><li>Building Manager</li><li>Restrooms</li></ul>
C	Spectator Seating (storage below)
D	Arts & Science Storage
E	Arts & Science Storage (Geology)
F	Throwing Events Area
G	Parking



ATHLETICS AT DILLARD DEVELOPMENT STRUCTURE  
■ proposed buildings ■ key open spaces ■ pedestrian circulation ■ vehicular circulation ● key gathering

A new vehicular arrival sequence will bring visitors buses and campus transit directly to the new Athletic Support building. A spectator drop-off area will provide added accessible access to the venues. New and expanded parking will be developed on the east portion of the complex.



Representative Images of Athletic Support Facility; view to fields (above), team meeting room (below)

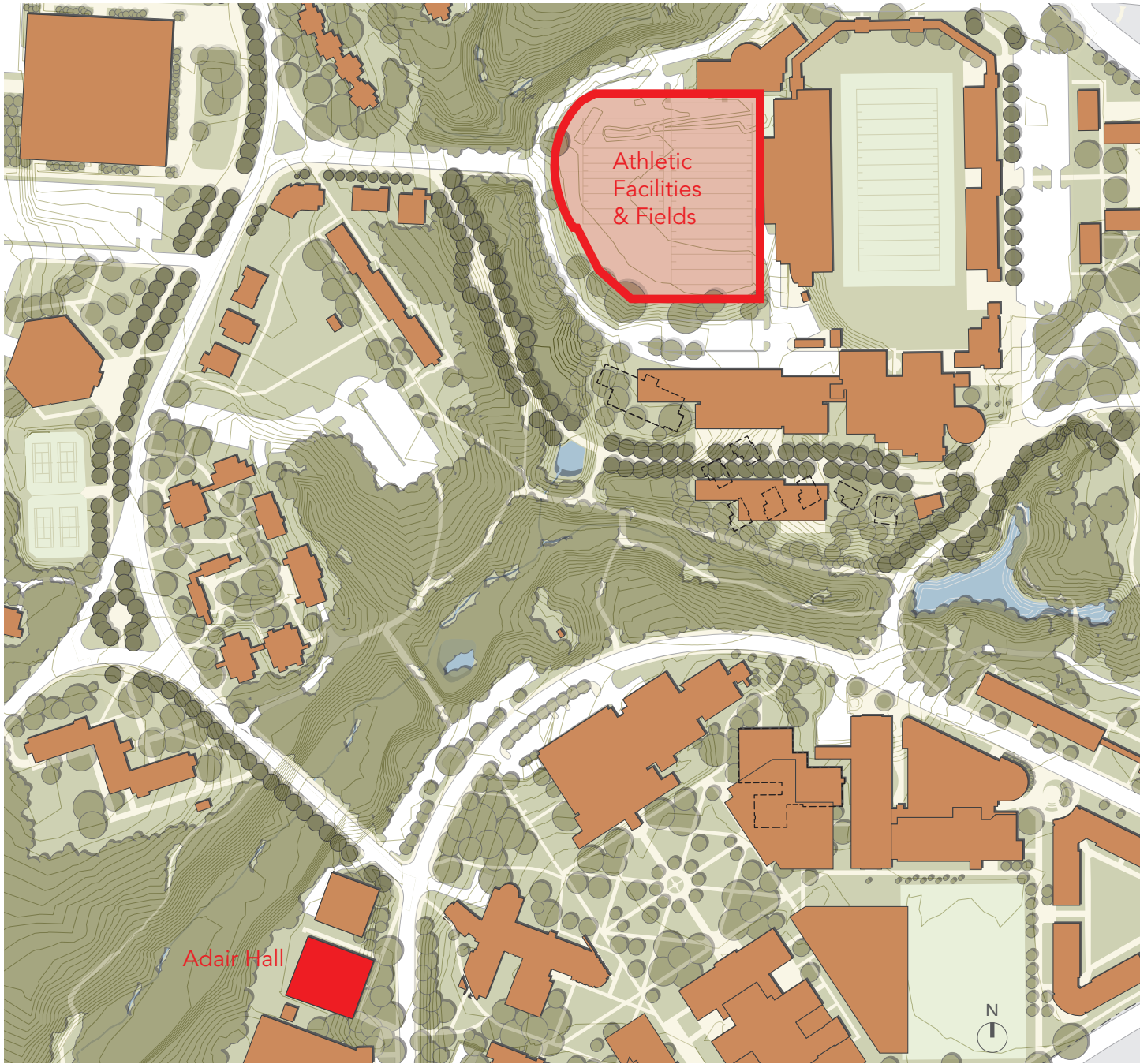
Building Area Summary

118,547 GSF	ELIMINATED
	Hughes Hall (unoccupied)
	Munford Hall (unoccupied)
	Galt Houses (x5)
46,500 GSF	NEW CONSTRUCTION
	Athletics Support
	Athletics Storage
	Arts & Science Storage

Parking Summary

340	Existing Spaces
370	Proposed Spaces (+40 w/ street parking)





RECREATION / ATHLETIC / FITNESS DEVELOPMENT PLAN

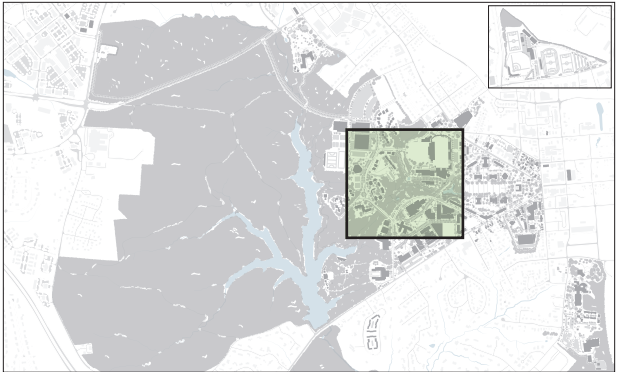
RECREATION / ATHLETIC / FITNESS

Planning for improvements to the stadium is currently in progress. Changes will include improved and expanded spectator seating, enhanced team, communication and customer support facilities on the west side of the field. On the east side, renovations will occur to the circa 1930's facilities to improve the game-day experience.

The current football practice field west of the stadium will become available for student recreation activities in the geographic center of campus. The field, in conjunction with the new Sadler Center addition directly to the south, will enhance the student activities complex which hosts intramural sports, shared athletic uses, special events, tournaments and other campus life traditions. Two initiatives will enable this transformation. Track and field will be relocated from the stadium to the Dillard Complex and the space converted to synthetic turf. These modifications will allow the stadium field to serve for both practice and games.

In addition to the initiatives outlined above other fields will be improved to accommodate recreation and athletic needs. The university will further study the conversion of Montgomery and Bush Fields to synthetic turf. All fields will be improved with appropriate lighting. These modifications will significantly increase the campus' ability to accommodate recreation needs.

Conveniently located between the South Campus academic core and the student residential neighborhood to the west, Adair Hall will be renovated to become a popular fitness, recreation, and athletic resource.



Campus Key



Montgomery Field





JAMESTOWN PLACE DEVELOPMENT PLAN

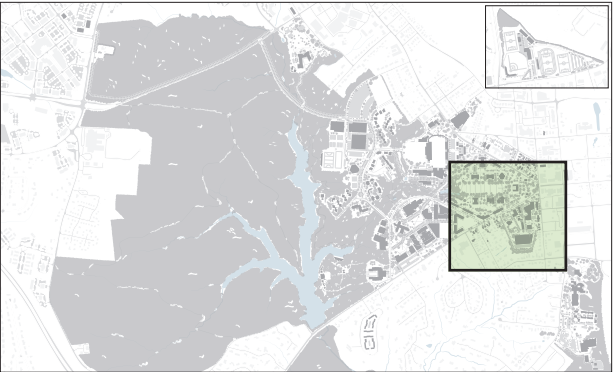
existing buildings    proposed buildings    renovated buildings    demolished buildings

JAMESTOWN PLACE

Jamestown Place will become an active mixed-use neighborhood that welcomes prospective students, parents, and visitors. It will be a place where prospective students and their families are introduced to the College of William & Mary and where students, faculty, and staff come together to share the William & Mary experience. Staff will benefit from working in an environment that supports collegial collaboration, efficiency, and comfort. For many, including tourists, Jamestown Place will be the place where first impressions of the university are made.

A new mixed-use campus center will consolidate staff into a new facility with modern technical systems, replacing numerous small, once residential buildings, and the existing Campus Center. It will also include a dining hall, a spirit shop and other student-centered activities. The Spirit Shop, visible from Merchants Square, will offer visitors, and tourists an opportunity to bring memories of the College of William & Mary home with them. Prospective students and their parents, students who live on the east side of campus, faculty, and staff will have a convenient and comfortable dining place, with indoor and outdoor seating animating Jamestown Road. The Admissions experience will be enhanced with improved identity, a drop-off area, accessible parking, and landscaped pedestrian paths.

Existing surface parking will be enhanced with the addition of a new, limited height parking structure. Facilities Management operations will be relocated from their current warehouses and shop buildings into the ground level of the parking structure, to be concealed from the admissions and the visitor arrival experience.



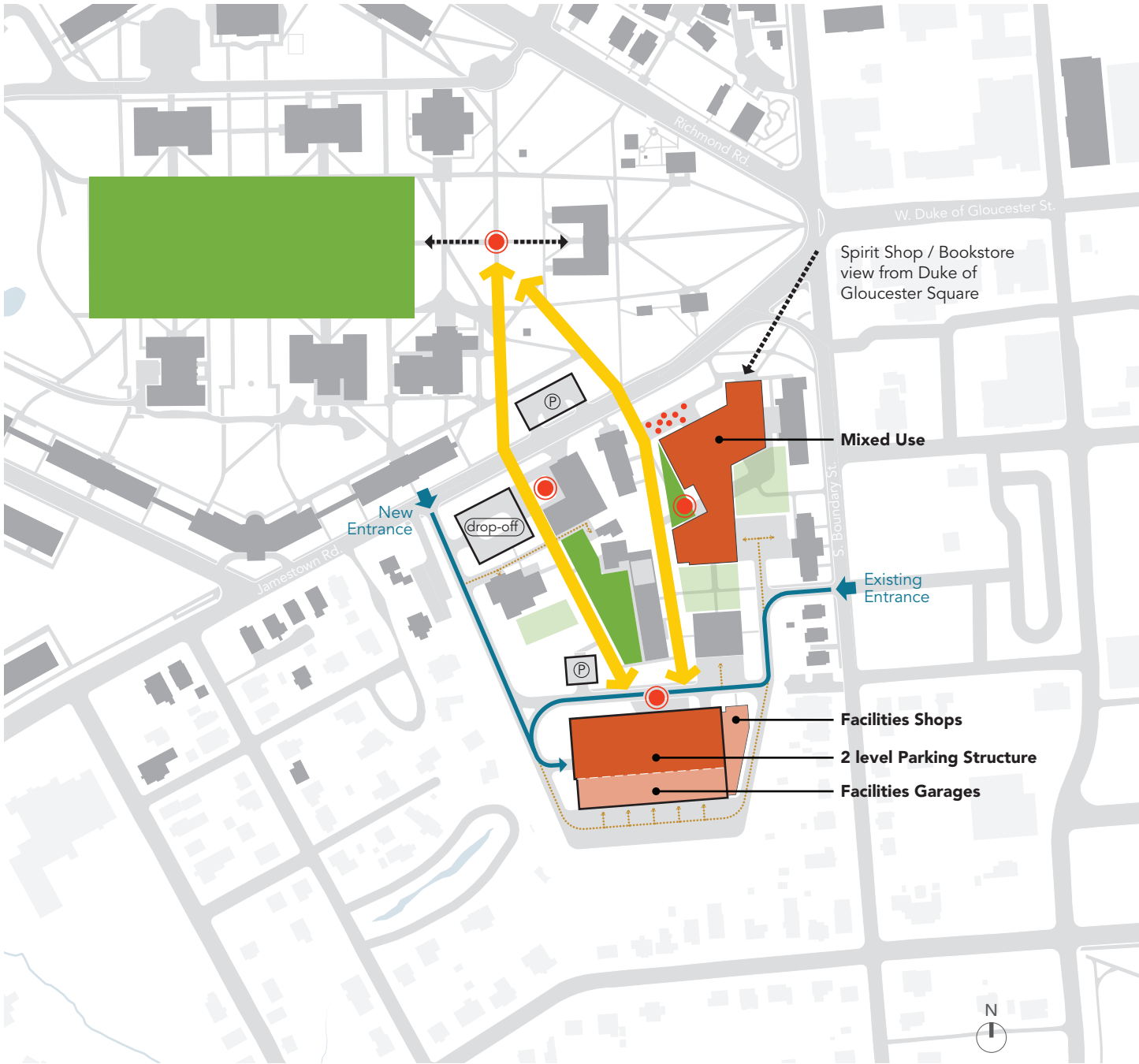
Campus and Building Key

A	Mixed Use
	Consolidated Administration
	Dining Services
	Spirit Shop
B	Admissions Drop-Off / Courtyard
C	Parking Structure*
D	Facilities Trade Shops
D	Facilities Warehouse**
E	Access to Parking Structure from Jamestown Road

\* Limited to two floors, below trees to respect surrounding neighborhood viewshed

\*\* Integrated with Parking Structure





JAMESTOWN PLACE DEVELOPMENT STRUCTURE  
■ proposed buildings ■ key open spaces ■ pedestrian circulation ■ vehicular circulation ● key gathering

A new driveway leading from Jamestown Road to the new parking structure will make access to the Admissions building, the Child Care Center and other buildings more convenient and easier to find for visitors. Attractive landscape features will lead visitors from the parking facility to Admissions, the new Campus Center, and the Sunken Garden.

The existing Campus Center and Trinkle Hall will be replaced by the new Campus Center with a smaller footprint. Eight Facilities Management buildings will be removed to accommodate the new parking structure. Three small houses, currently occupied by offices, will be removed to create the driveway and a drop-off area as well as accessible parking. Over time and as the need arises, other former small residences will be replaced with new, more sustainable buildings in scale and character with the surrounding neighborhood.



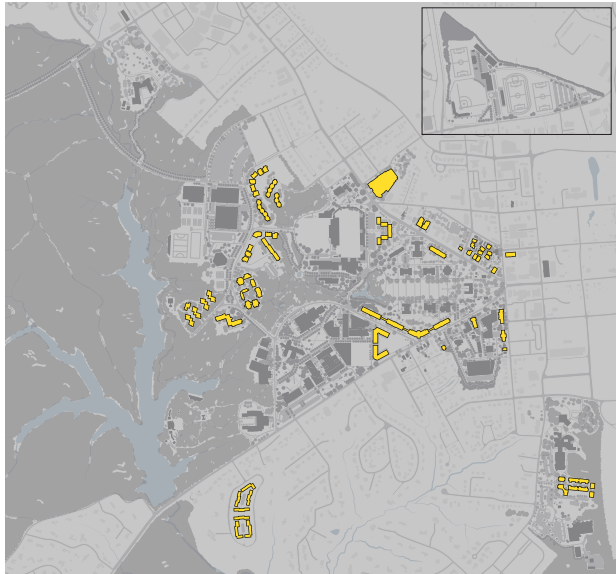
Representative Image of area outside the Mixed Use Facility along Jamestown Road

Building Area Summary

122,143 GSF	ELIMINATED
	Campus Center
	Trinkle Hall
	Facilities (x8)
	White Houses (x3)
103,503 GSF	NEW CONSTRUCTION
	Mixed Use Facility
	Parking Structure
	Facilities Trade Shops
	Facilities Warehouse

Parking Summary

319	Existing Spaces
398	Proposed Spaces



**Student Housing**

The university has a well-defined renovation program for its residence halls. As this program proceeds, each residential building will be evaluated with respect to its condition, configuration, and ability to accommodate contemporary residential standards. Replacement of residential buildings will be considered on a case-by-case basis.



**Law School Campus**

The Law School will be expanded with a modest addition at the north end of the existing building. The design for additional offices, classrooms, moot court room, seminar, and other spaces is currently being prepared. The Law School has unmet needs in terms of student services and faculty support.

The Population Laboratory, west of the existing Tennis Center, will be replaced, improving the laboratory functions of the program and bringing the facility in line with current code requirements. This will also improve access to the Tennis Center which serves as a refuge of last resort during regional weather emergencies. The historic burial ground adjacent to the south boundary of the Law School Campus will be respected with a 100' setback.



**Future Resources: School of Education Campus**

The School of Education Campus includes a parcel of undeveloped land consisting of approximately six acres. The existing open land will remain as a resource for expansion when future space needs are identified.



**Future Resources: North College Woods**

The portion of North College Woods, running along Ironbound Road from Monticello Avenue on the south to New Town on the north, is considered a resource for future development. Enhanced pedestrian and bicycle paths on the south side of Monticello as well as transit shuttle service will provide access to campus and New Town.



BUILDING DISPOSITION SUMMARY

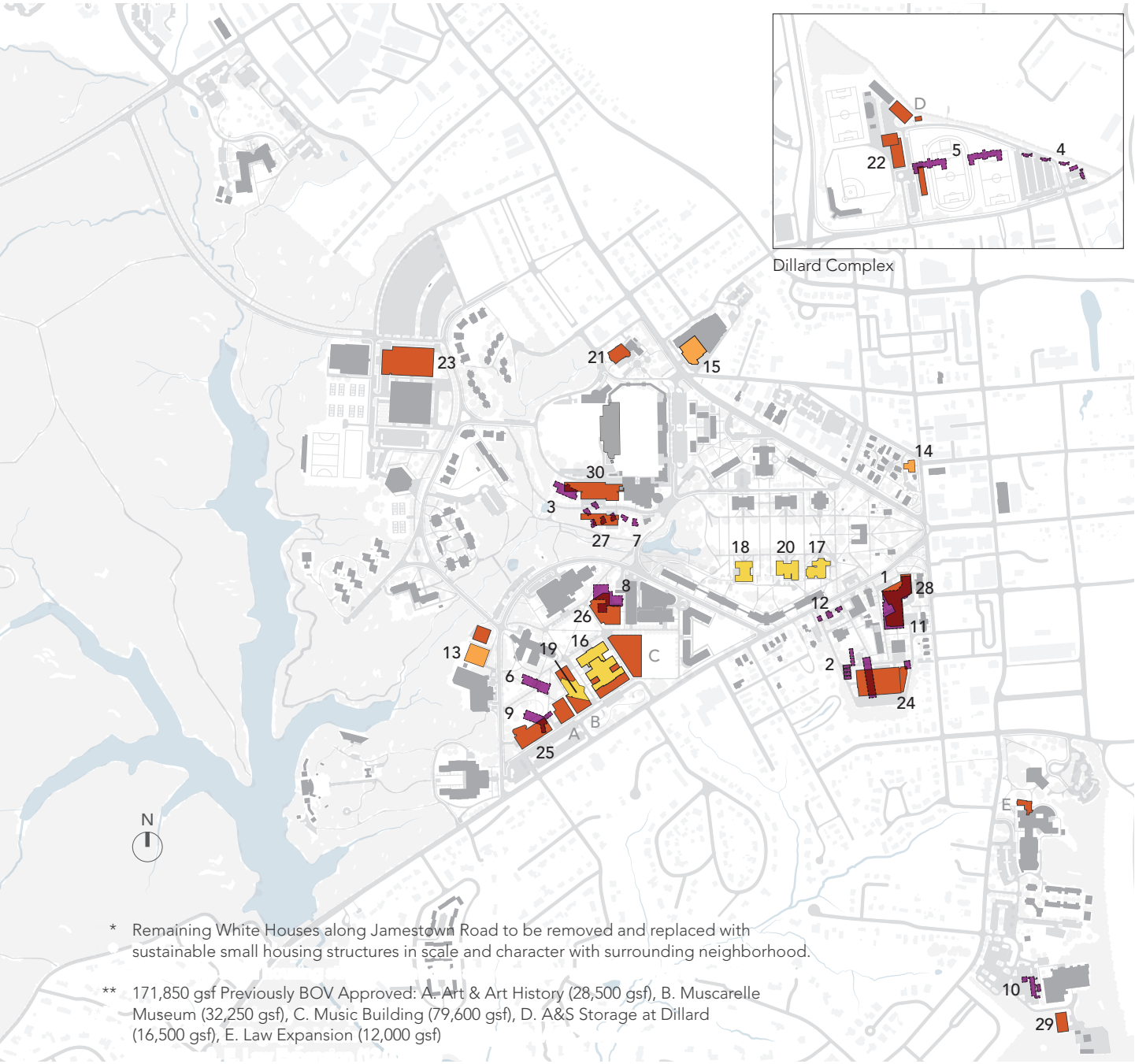
The Campus Master Plan describes a series of initiatives that will advance the university’s strategic goals and ambitions. The space needs associated with these objectives are accommodated in existing and new buildings, some of which had been planned and approved by the university prior to the formulation of the Master Plan. The Plan proposes to renovate approximately 245,000 gross square feet (gsf), including those in the Arts Complex. It anticipates re-configuring, and re-purposing buildings totaling approximately 70,500 gsf. It is estimated that buildings totaling 469,500 gsf will be demolished. New buildings approximating 530,800 gsf will be developed. Buildings planned and approved by the university earlier total 171,850 gsf.

Eliminate	Area (GSF)
1 Campus Center	35,000
2 Facilities (x8)	23,200
3 Health Center	15,500
4 Houses at Dillard	11,700
5 Hughes and Munford Halls	107,000
6 Jones Hall	55,000
7 Lodges (x7)	12,800
8 Millington Hall	80,500
9 Morton Hall	55,500
10 Population Lab (Pop-Lab)	9,000
11 Trinkle Hall	54,300
12 White Houses (x3)*	10,000
TOTAL	469,500

Repurpose	Area (GSF)
13 Adair hall	33,500
14 College Apartments	13,500
15 One Tribe Place (Public Events Space)	23,500
TOTAL	70,500

Renovate	Area (GSF)
16 Andrews Hall & PBK	50,000
17 Ewell Hall	58,000
18 McGlothlin-Street Hall	53,800
19 Muscarelle Museum	18,700
20 Washington Hall	64,500
TOTAL	245,000

New Construction**	Area (GSF)
21 Alumni House Expansion	11,500
22 Athletics at Dillard	30,000
23 Athletics Practice	68,000
24 Facilities Management (x2)	24,500
25 General Academic Replacement	75,000
26 Integrated Science Center 4 (ISC4)	124,000
27 Integrative Wellness	32,800
28 Mixed Use - Jamestown Place	79,000
29 Population Lab (Pop-Lab)	10,000
30 Sadler Center Expansion	76,000
TOTAL	530,800



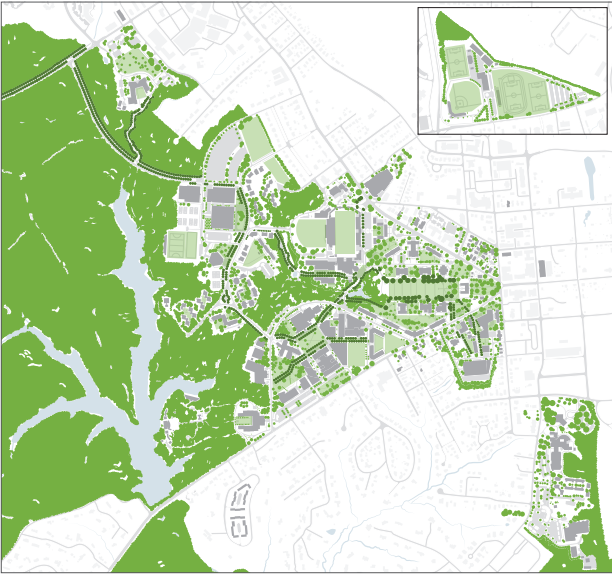
Building Disposition Summary

CAMPUS LANDSCAPE, ECOLOGICAL,  
AND UTILITY INFRASTRUCTURE

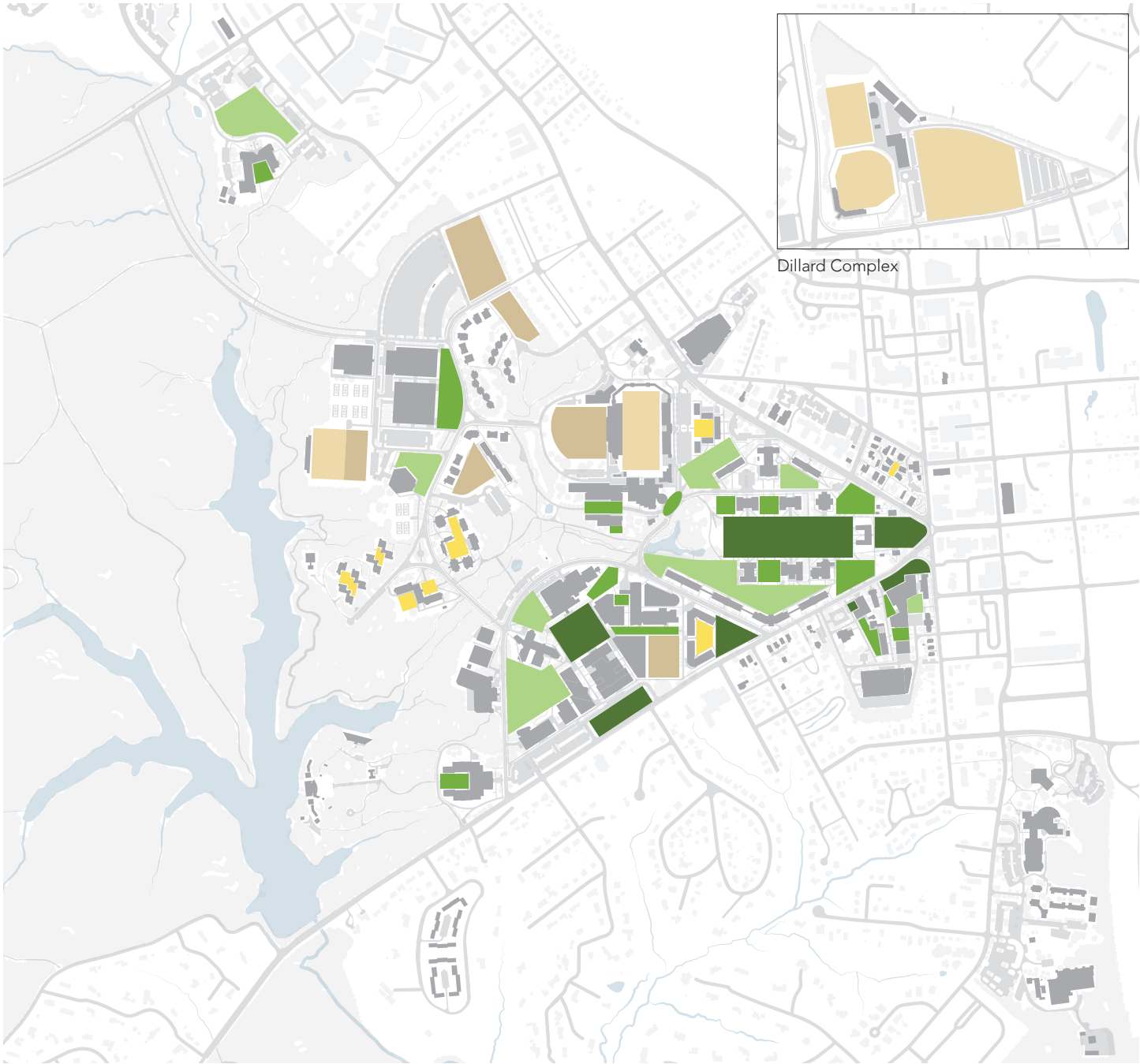
Campus Landscape

The Campus Master Plan reinforces the planning principles described in William & Mary’s 2003 Design Guidelines. Future initiatives will continue to mend the seam between the Historic Campus and South Campus. The sensitive ecological features of the campus, including Crim Dell and West Woods, will be protected and enhanced. Public green spaces, such as the Swem Quad, will be modified as outlined elsewhere in the Master Plan to reflect the contemporary needs of students, making these spaces more active and more important in the life of the campus. The development of the 2003 campus promenades will continue with the implementation of the Student Life Walk and the pedestrian paths framing Swem Quad and connecting to Lake Matoaka.

Landscape Design Guidelines have been enhanced to describe strategies for accommodating the heavy demands for servicing campus buildings, high intensity use of campus open spaces, and general landscape maintenance. The places where structured and naturalistic landscape come together will serve as intentional and effective storm water and ecological systems management.



Aerial view of the Historic Core and Sunken Garden (above);  
Campus Tree Coverage Diagram (below)



Dillard Complex

OPEN SPACE NETWORK  
athletic recreation residential passive formal - secondary formal - primary



Utility Infrastructure

Hot and Chilled Water Infrastructure

The development of new facilities on South Campus will require increased hot and chilled water generation. Since the Swem Plant is at maximum capacity and cannot be expanded, a new West Utility Plant will be built adjacent to Adair Hall. The West Utility Plant will provide service to the new Arts Complex, ISC3, ISC4, the new General Academic Building, Adair Hall, and other buildings. The new plant will be interconnected with the Swem Plant distribution loop in order to provide redundancy. The West Utility Plant will be designed to accommodate additional equipment that may be needed in the future to service student residences, William & Mary Hall, and other western campus buildings.

Electrical Infrastructure

The university will coordinate with Dominion Virginia Power to determine the potential need for additional primary power capacity or redundancy that may result from the development of new buildings. The potential need for an additional electrical distribution loop to service the expansion of South Campus and West Utility Plant will also require further evaluation.

Information Technology Infrastructure

The Information Technology (IT) infrastructure at William & Mary will be improved to maintain reliable service to the entire campus. Significant improvements are envisioned for the campus' IT infrastructure. Although additional

- evaluation will be required to determine the detailed needs of the IT systems, anticipated needs include:
- Tier II data center style infrastructure for the IT needs which remain on campus, including upgrading of the Blow Hall node.
  - Fiber link to a disaster recovery data center, with full back-up, with security configurations. The D-R site may be in the cloud.
  - Separation of the campus fire alarm system from the IT system.

Campus Parking and Transportation Infrastructure

Parking

The Campus Master Plan maintains the current level of parking at William & Mary. In some locations, the development initiatives described by the Master Plan are accompanied by a slight increase in parking capacity. Although there is sufficient parking on-campus to satisfy the university's overall capacity needs, there is a high demand for parking in proximity to the core of the campus. The following policies and procedures will be further studied to determine their potential effectiveness in making more spaces at the core of the campus available to visitors, faculty, and staff:

- Improve Travel Demand Management (TDM) strategies



Dillard Complex

VEHICULAR TRANSPORTATION NETWORK  
caution area ☀ parking lot ■ campus roadway ■ primary roadway ■

Bicycle Facilities

Anticipated improvements for biking fall into two categories:

Bike lanes and paths: The short section of bike lane on Ukrop Way should be extended to provide bike lanes along the entire length of this street. On the north side of Jamestown Road, the existing bike lane should be extended west of Landrum Drive. Additional bike lanes are also recommended for Monticello Avenue and Compton Drive.

Programs to encourage biking: Programs to encourage biking are also recommended, including a bikeshare program, bike repair stations (both currently planned to be implemented), and other biking education programs. Additional bike racks or covered bike storage facilities should be installed as demand is identified.

Transit

The 2013 study conducted a comprehensive review of the Green Line with the goal of increasing its acceptability and efficiency. The study concluded that transit service on the campus must be improved to provide better accessibility to remote lots (thereby helping reducing parking demand in the core), reduce use of private vehicles for moving around campus, and link graduate campuses. Further recommendations can be found in the support document for the master plan.

Pedestrian Facilities

Enhancements to pedestrian connectivity within the campus are described elsewhere in the Campus Master Plan. A summary of key improvements includes:

- A pedestrian walkway from Sadler, past the stadium to One Tribe Place, strengthening the connection for students without compromising existing parking capacity
- A new walking path between Sadler Center and Yates Drive which separates pedestrians from vehicles along Gooch Drive and improves safety as well as the quality of experience
- A landscaped pathway to the Sunken Garden from Admissions in Jamestown Place
- A dedicated pedestrian zone alongside the athletics support building to better accommodate large groups of spectators during events and improve overall experience

The street connection between Landrum Drive and James Blair Drive was closed several years ago to general traffic, enabling the creation of the Terrace which is now a very popular gathering area. Over time, modifying more internal streets as described above would continue to strengthen the pedestrian nature of the core.

Other anticipated improvements include:

- Compton Drive: reduce speed and add bike lanes to Monticello Avenue.

Roads and Traffic - On-Campus

Certain internal streets are anticipated to be modified to enhance the pedestrian and biking experience in the core:

- Ukrop Way: removing parking north of Landrum Way to reduce pedestrian conflicts and complete the bicycle lanes.
- James Blair Drive: restricting traffic to better accommodate pedestrians.
- Landrum Drive: removing selected parking, adding bike lanes, and upgrading the street to create an enhanced pedestrian environment and better integrate the facilities to the south into the historic core.

The removal of parking on these streets would be consistent with overall goal of migrating parking from the core to the periphery. Any reduction in parking would require offsetting parking additions as outlined elsewhere in the Master Plan. Service and emergency vehicles would continue to have access to the core. Short-term parking and drop-off areas would be enhanced at specific locations.

- Develop improved transit demand management practices to reduce parking demand such as campus, town, and regional transit as well as increased bicycle usage

- To the extent practical, locate student parking at the periphery of campus.

- Evaluate the potential of designating a parking lot for long-term student parking, providing appropriate security for vehicles and for student transportation from parking to residence halls during late evening hours

- Replace certain surface parking lots with structured parking

Roads and Traffic - Off Campus

The primary off-campus improvements are along Richmond Road and Jamestown Road and are documented in the 2013 A Comprehensive Parking and Transportation Study:

- Jamestown Road at Ukrop Way: reduce traffic delays and improve pedestrian safety.
- Richmond Road at James Blair Drive (King and Queen Gate): improve sight lines and reduce the pedestrian crossing distance.
- Richmond Road at Scotland Street: modification of intersection geometry to improve pedestrian safety.







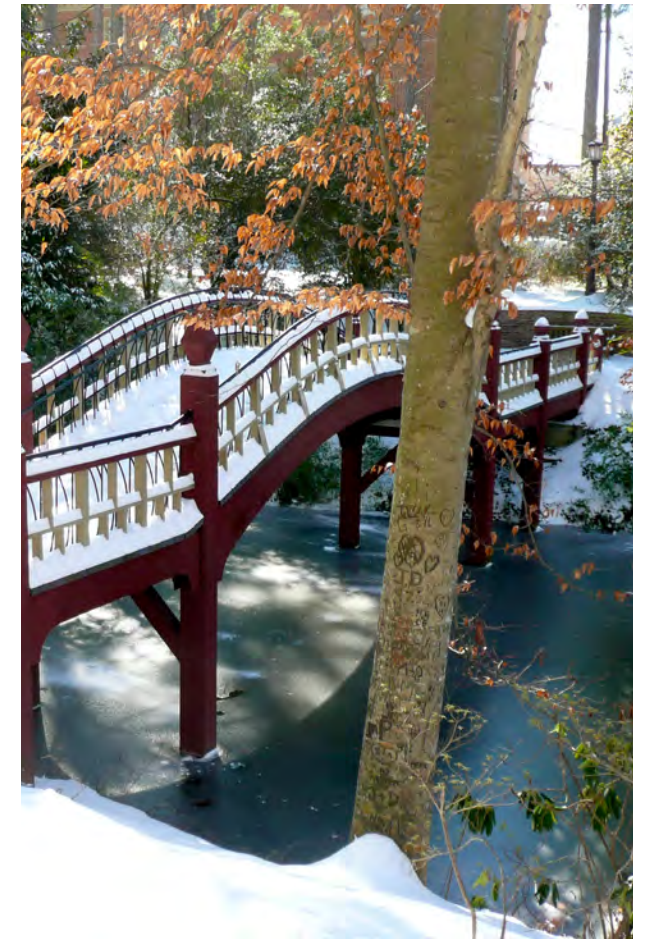


Sunken Garden during Winter

## SUPPORTING DOCUMENTS

These documents can be found on the College of William & Mary website ([wm.edu](http://wm.edu)) under Facilities Planning, Design, and Construction.

- **2003 Campus Design Guidelines**
- **Getty Preservation Guidelines**
- **Public Classroom Utilization Analysis**
- **Utility System Infrastructure**
- **Stormwater Management Plan**
- **Parking and Transportation Study**
- **2012 Campus Center Study**



Crim Dell Bridge in Winter



# VII. • APPENDIX





Snow in the Wren Yard

# APPENDIX

## Steering Committee

The steering committee provided guiding principles and parameters to the architects, responds to progress reports and makes the final decisions about the master plan to be presented to the President and the Board of Visitors for approval.

Members of the Steering Committee included:

**Michael R. Halleran, Co-chair**  
Provost

**Anna Martin, Co-chair**  
Vice President for Administration

**Sam Jones**  
Vice President for Finance

**Virginia Ambler**  
Vice President for Student Affairs

**Dennis Manos**  
Vice Provost for Research

**Kate Conley**  
Dean of Arts & Sciences

**Terry Driscoll**  
Athletic Director

**Dave Shepard / Van Dobson**  
Associate Vice President, Facilities

**Courtney Carpenter**  
Associate Provost, Information Technology

**Anne Rasmussen**  
Faculty Representative

**Martha Sheets**  
Senior Planner, Office of Administration

**Megan Brew**  
Student Representative



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2015 Campus Master Plan

