

HISTORY OF THE
DIVISION OF CAMPUS PLANNING

The Ohio State University

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July 1, 1969

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HISTORY OF THE DIVISION OF CAMPUS PLANNING

Founding and Early Development

The Division of Campus Planning, which came into existence under a different name in 1956, is the first permanent organization in The Ohio State University devoted exclusively to problems of space assignment, space utilization, and general campus planning. A Planning Officer was added to the staff of the University Architect in 1935 to conduct utilization studies, but he was part of an organization primarily concerned with architecture. An abortive attempt was made in 1956 to create a separate office to administer space assignments. The present Division of Campus Planning has developed from the office created by the appointment of John Herrick as Director of University Plant Studies on October 8, 1956.

The initial name was "The Office of University Plant Studies." This name was based largely on the expectation that the office would be primarily concerned with studies rather than with administration. It was to be chiefly concerned with analyses of physical plant needs to support the various University programs and the Registrar was to continue to have responsibility for the actual assignment of space. The name was changed to the "Office of Campus Planning" in 1959. By this time the office had been assigned responsibility for general campus planning, a professional planner had been added to the staff, and a firm of planners had been employed to assist in a master plan study. The change in name reflected this broadening of responsibility. It was approved by the President's Cabinet on February 13, 1959, and became effective on July 1 of that year. The name was changed to "Division of Campus Planning" on May 1, 1967. This change reflected the fact that the office had been placed, for administrative purposes, in the Office of the Vice President for Academic Affairs and Provost of the University. This is also the date that William Griffith became Director.

The year 1956-57 was President Fawcett's first year in office. During that year the administrative organization inherited from President Bevis remained unchanged, except for the addition of a Director of University Plant Studies attached directly to the President's Office. With the formation of the President's Cabinet in 1957, the Director of University Plant Studies became one of the six members of the President's Cabinet and the Office of University Plant Studies became one of the six Cabinet offices, each with its own separate budget. The administrative reorganization approved by the Board of Trustees on July 14, 1966 created the Office of the Vice President for Academic Affairs and Provost of the University, effective August 1, 1966. By further action of the Board of Trustees on September 8, 1966, the Division of Campus Planning was attached to the Office of the Provost effective October 1. The Division of Campus Planning remains today a part of the Office of the Provost.

Antecedents

Prior to the establishment of the Office of University Plant Studies in October, 1956, the work now done by the Division of Campus Planning was scattered among several administrative offices and groups. Recollections of former staff members, supplemented and extended by examination of materials in the Archives, indicate that the old Cabinet (a group consisting largely of business officials later called the Council on Business Affairs and not to be confused with the President's Cabinet) played a major role in most of the areas of concern. The Registrar made assignment of space, subject to old Cabinet approval if remodeling was involved. The President was frequently involved in space assignments and often participated in deliberations of the old Cabinet. Special utilization studies were made on an ad hoc basis on at least two occasions and later were carried on by a continuing Council on Class Size and Room Usage. A Policy Committee on Space Utilization in the mid-1950's undertook to improve the policies and procedures relating to assignment of space, and the work of this group led directly into the establishment of the Office of University Plant Studies.

In March 1927 George W. Eckelberry, Assistant to the President, transmitted to President Rightmire a report of a study made by him and a Mr. Pryor on the use of classrooms and laboratories in the autumn of 1926. This report recommended closer coordination between the office responsible for the preparation of the room assignment schedule and the office responsible for the construction and remodeling of buildings. It also recommended an annual utilization study of University facilities.

In May 1935 President Rightmire appointed a committee on space consisting of Howard Dwight Smith as Chairman, T. C. Holy, and George W. Eckelberry. This group met with President Rightmire on October 7, 1935, to discuss the mechanics of carrying out a utilization survey. Robert D. Rush, a 1935 graduate in Architecture, had been employed to work on this study and had started work on October 4. President Rightmire, in a letter to Howard Dwight Smith dated October 1, 1935, characterized Mr. Rush's assignment as a "permanent survey of room use of the University." According to a 1951 letter from Dr. Holy to President Bevis, this committee made utilization studies for six consecutive quarters. The fact that Howard Dwight Smith, University Architect, was chairman of the special committee on space and the fact that Mr. Rush was a member of the University Architect's staff would indicate that the University Architect's office took over major responsibility for utilization studies.

The Board of Trustees at its Cedar Point meeting on August 13, 1915, adopted new rules and regulations including a Section 6 containing the following

language: "The Business Manager, Superintendent of Buildings and Grounds, and University Architect shall constitute a Cabinet which shall hold meetings for the purpose of discussing the repairs, improvements, and betterments of the Physical Plant." These rules also specified that the President should be an ex officio member of the Cabinet. This Cabinet met regularly over the years and dealt with many of the problems now assigned to the Division of Campus Planning. When President Fawcett began to use the name "Cabinet" in 1957, the old Cabinet became the Council on Business Affairs and continued to operate under the new name for several years. Its last meeting was held on February 25, 1965.

The 1915 rules stated that the President should have "charge of the assignment of rooms for the use of the several departments of instruction." Over the years this responsibility was delegated increasingly to the Registrar until 1956, at which time the newly created Office of University Plant Studies took over the responsibility. Both before and after the 1956 change, any assignment requiring remodeling had to clear the old Cabinet (Council on Business Affairs) before it could be implemented. This same relationship with the Business Office prevails today except that the Business Office reacts to these proposals without use of a formal body such as Council on Business Affairs. Membership of the old Cabinet remained essentially unchanged from the beginning. Somewhere during the years the Purchasing Agent became the Secretary, and other business officials came to meet with the group. Under the new administrative organization adopted in 1957, the Director of University Plant Studies became an officially designated member of Council on Business Affairs and continued this membership so long as it continued to function. The old Cabinet dealt with all aspects of physical facilities, except for the making of utilization studies and the assignment of space. The old Cabinet did indirectly become involved in assignment of space through its power to approve or disapprove any remodeling involved. All aspects of the planning of new buildings, locating of new buildings, the preparation of capital plan requests, the preparation of budget requests for operation and maintenance, and all matters of remodeling or alteration were cleared through old Cabinet or handled by the administrative officials who were members of the old Cabinet.

The Registrar for many years carried some responsibility under the President for space assignments. In the minutes of the April 20, 1916, meeting of old Cabinet a letter from Edith Cockins to President Thompson made detailed suggestions with respect to use of space in Hayes Hall. This report made recommendations which involved remodeling and the letter was, therefore, brought to the attention of old Cabinet for consideration. There appears no evidence that the Registrar was involved in the ad hoc study of utilization made in the mid 1930's. However, when the Council on Class

Size and Room Usage was created by Faculty Council action in 1945, the Registrar was made an ex officio member and chairman of this Council. Later, when the Policy Committee on Space Utilization was established, again by Faculty Council action, the Registrar was made a member of the Committee. Upon the creation of the Office of University Plant Studies, the responsibility for assignment of space passed to that office. The Registrar retained responsibility for scheduling of the space assigned for classroom use. This same relationship between Campus Planning and the Registrar still prevails.

The Faculty Council on November 13, 1945, authorized the creation of a Council on Class Size and Room Usage. The new Council was to "formulate policy regarding the use of all classroom, office, laboratory, studio, and special assignment space in University buildings and shall make its policies known to administrators and instructional officers. The Council shall also make recommendations to the University Cabinet regarding classroom, office and other space needed for the University program." The Council was made up of nine members including the Registrar as an ex officio member and chairman. The initial committee was established by letters from President Bevis dated January 3, 1946, to members as follows:

- . . . For one-year terms, Professor H. C. Sampson, Professor Sam R. Beitler, Professor John B. Brown
- . . . For two-year terms, Professor George Eckelberry, Associate Professor J. N. Hough, Professor Harvey Walker
- . . . For three-year terms, Professor T. C. Holy, Professor Delbert Oberteuffer, Professor Alma Herbst

In its action recommending the establishment of the Council on Class Size and Room Usage, the Faculty Council pointed out the "desirability of making a thorough study of room use, capacity use and time schedule adherence as a basis for policy and regulation formulation. Such a study has a forerunner (1936-38 study of use of University classrooms) and these data brought up to date and kept current would be valuable in the execution of the functions of the Council." The Council on Class Size and Room Usage re-established the utilization studies and made quarterly reports until the function was transferred to the new Office of University Plant Studies.

On November 8, 1955, the Faculty Council considered a report by the University Faculty Planning Committee. The report considered by the Faculty Council this day was a report of a subcommittee which had "spent the major part of last year in a study of the space problem on the campus." The report pointed out the need for knowledge of space available, what space is

idle, sizes, and locations of rooms in over-supply, and the like. It also stated that "policies need to be determined in respect to the standards of usage for each category of classroom. Policies once determined need to be enforced by an agency in possession of all the facts." The report culminated in a recommendation that there be established a policy committee on space utilization" with final authority under the President to allocate all instructional space on the campus and to preserve college autonomy so far as it may be compatible with effective utilization of all space."

In implementing the action of Faculty Council, President Bevis appointed members of the Policy Committee on Space Utilization on December 12, 1955. Included were the Director of Physical Plant (Mr. Elleman), the Registrar (Dr. Thompson), the five undergraduate deans (Rummel, Fullington, Weidler, Cottrell, Carson), and two faculty members (Todd Furniss and John Herrick). The organization meeting of the Policy Committee on Space Utilization was held in President Bevis' office on December 15, 1955. The first regular meeting was held on January 5, 1956, and a total of 18 meetings was held during that calendar year. The committee hammered out the basic policies governing assignment and use of University space and thus laid the groundwork for the establishment of the Office of University Plant Studies.

Upon the establishment of the Office of University Plant Studies, the Policy Committee on Space Utilization became relatively inactive. It met twice in 1957, once in 1958, and once in 1959. During these last three years, the committee devoted some attention to matters of scheduling. The committee did participate in the July 1, 1959, revision of policies and procedures for the assignment of University space. It was retained for two more years to serve as a court of appeals for assignments made by the Office of Campus Planning. No such appeal was ever submitted to the committee and it was not reappointed for the 1961-62 academic year or any year thereafter. During its period of greatest activity (1956), the Policy Committee on Space Utilization, acting upon the request of a subcommittee chaired by John Herrick, undertook to establish a room inventory and proposed certain regulations to improve the efficiency of scheduling. Little progress was made in either of these projects because of lack of manpower.

On May 4, 1956, Todd Furniss, who was chairman of the committee, transmitted a recommendation to President Bevis proposing the establishment of an Office of University Space with a director and staff. After a brief delay, President Bevis concurred and Fred Kinley, retired superintendent of schools from Findlay, Ohio, was appointed director. He began work on July 16, but within two weeks at the most he had returned to his former position elsewhere in the University.

Chairman Furniss was prompt in approaching President Fawcett shortly after his appointment was announced. He wrote him on July 30, 1956, summarizing the history and work of the Policy Committee on Space Utilization and reviewing the abortive effort to establish a permanent office. On August 13, Dr. Furniss conferred with President Fawcett and renewed the proposal for the establishment of an Office of University Building Planning. The outcome of this effort was the establishment of the Office of University Plant Studies, and the appointment of John Herrick as Director on October 8, 1956.

Development of the Office of Campus Planning

During the first year, 1956-57, the office quickly became involved in the making of space assignments and the developing of related forms and procedures for operation in this area. The office took over from the Council on Class Size and Room Usage the responsibility for the annual utilization study. Considerable time was spent in continuing study of how the Office of University Plant Studies would fit into the emerging administrative organization and with the developing of policies and operating procedures governing the work of the office. During the first year the office also moved partially into the area of educational planning of new buildings. The Director attended all planning conferences in the University Architect's office as an observer but without responsibility.

President Fawcett in his inaugural address on April 29, 1957, publicly stated his views on university administration, and thus established the basis for the administrative reorganization which the Board of Trustees approved on May 13, 1957, with an effective date not later than September 1, 1957. As a result of this action, the Office of University Plant Studies became a part of the President's Cabinet structure. With this change in central administrative organization the Executive Director for Campus Planning as he was then called became involved in administrative matters in addition to those directly related to campus planning.

With the beginning of the 1957-58 academic year, the Office of University Plant Studies took over responsibility for general campus planning. During the course of the year the first campus planner (James W. Clark) was recruited and he reported for duty on June 16, 1958. Also, the firm of Caudill, Rowlett and Scott was selected to serve as consultants on a campus master plan study, and approval of the employment contract was sought from the Department of Public Works. During this year (1957-58) the office also began the preparation of programs of requirements for new buildings and also became an active participant in the planning conferences in the Office

of the University Architect. Jack L. Landes was appointed Assistant Director on September 1, 1957, and took major responsibility in both of these areas as well as in the assignment of space since James Clark and Director Herrick were largely preoccupied with the campus master plan studies.

Personnel of the Division

The office initially included only one secretary and the Director, John Herrick. During the first year a graduate student worked on a part-time basis outside the office preparing a bibliography on college and university plant facilities. With the addition of Jack L. Landes and James W. Clark to the staff in 1957-58 the senior staff was completed and remained unchanged until the addition of Thomas E. Hoover in 1965 and William J. Griffith in 1966.

During its thirteen years the office has had twenty-six different full-time employees in clerical or technical support positions. The number of such employees has ranged from one to the present six. Also during its existence the office has employed sixty-six different people on a part-time basis including the two currently employed. The majority of these people has been students who worked a few hours each day for periods ranging from two days to nearly five years.

Major staff changes occurred in 1967. John Herrick retired as Director and was succeeded by William Griffith. James Clark resigned his position as Campus Planner and was succeeded by Jean D. Hansford. Thomas Hoover was named Assistant Director of Administrative Research.

Areas of Responsibility

The following summary traces briefly the development of Campus Planning's responsibility in each of its present areas of concern.

Assignment of Space

The revised rules and regulations adopted by the Board of Trustees at its Cedar Point meeting on August 13, 1915, stated that the President "shall have charge of the assignment of rooms for the use of the several departments of instruction." A search of minutes from 1870 to 1915 brought to light no earlier rule on this subject. From 1915 to 1956, President Thompson and his successors frequently delegated responsibility for space assignments to the Registrar. However, no written notice of any such delegation appears in the records. It seems clear that the delegation to the

Registrar was contingent upon approval by the President, and, if remodeling were required, upon approval by the old Cabinet. It also appears that the Registrar was not given exclusive authority in the assignment of space. T. C. Holy, former Director of the Bureau of Educational Research and a member of the Council on Class Size and Room Usage, stated in a September 27, 1951, letter to President Bevis that considerable confusion existed as to who actually assigned space and that "within recent months at least four different persons in the administrative staff have made space commitments."

The Faculty Council in establishing the Council on Class Size and Room Usage in 1945 endorsed a subcommittee report recommending that the new Council be given "some authority in the assignment of class room (sic) space." There appears no clear indication that the Council actually exercised such authority, possibly because the Registrar was chairman of the Council and continued to assign space.

The Faculty Council on November 8, 1955, recommended establishment of a Policy Committee on Space Utilization "with final authority, under the President, to allocate all instructional space on the campus. . . ." The authority which the Faculty Council sought for the Council on Class Size and Room Usage and later for the Policy Committee on Space Utilization was limited to the assignment of instructional space. The Office of University Plant Studies extended its assignments to cover all building space. This authority was extended by action of the President's Cabinet to cover outdoor space on May 19, 1959.

The assignment authority of Campus Planning, like that of its predecessor agencies, has of necessity been limited by the financial ability of the University to make necessary building alterations. Since 1965-66 an effort has been made each year to prepare at an early date a complete package of all summer remodeling to be done in anticipation of Autumn Quarter needs. All newly acquired land and all newly created space is assigned at the time of its availability for use. This is true of the branch campuses and other remote facilities, as well as of the main campus. During 1957, the first full year under the Office of University Plant Studies, a total of 62 assignments was made. In 1968, the corresponding total was 487.

The major changes in space assignment that have occurred under Campus Planning are

1. All authority for assignment of space has been centered in the one office, subject only to appeal to the President, or now to the Provost. The division of assignment responsibility among several offices has been ended.

2. The assignment procedures have been extended to cover all building space and all land areas owned or leased by the University, both on the main campus and elsewhere.
3. Campus Planning maintains a file of applications detailing the needs of various campus agencies for additional space. As existing space becomes available for reassignment, Campus Planning reviews all pending applications to determine the suitability of the space for the needs covered by the applications.
4. Before the tentative assignment is announced, an effort is made to discuss it with all campus agencies that might have a reasonable claim on the space or might be expected to make effective use of it for some need known to Campus Planning.
5. All assignments are publicly announced to over 380 administrators and a period of time is allowed for protest before an assignment becomes final. In the event of protest, an assignment is inactivated, the protest is heard and reviewed, and the cases for competing requests are adjudicated.

Inventory of Space

The first evidence of any inventory of space is in a March 28, 1946, letter from T. C. Holy to the Council on Class Size and Room Usage in which he stated that a research assistant in the Bureau of Educational Research had found 66 rooms housing classes which were not listed in the Registrar's Office. It is likely that such lists were started much earlier than 1946. The discrepancy noted in Dr. Holy's letter of 1946 was likewise found in 1956-57, when the first utilization study was done in the Office of University Plant Studies. While some of the discrepancies may have been due to error, many of them were no doubt due to the practice of faculty members to move their classes into rooms other than those designated in the official Time Schedule. Whatever the explanation, the existence of these discrepancies operated to underscore the need for a complete building space inventory.

Possibly another basis of the decision to establish a permanent inventory was the faculty sentiment immediately prior to and during the existence of the Policy Committee on Space Utilization that the availability of released spaces should be made known to all interested parties before reassignment. A subcommittee of the Policy Committee on Space Utilization on January 19, 1956, proposed the establishment of a space inventory. However, this was not accomplished prior to the establishment of the Office of University Plant Studies.

In 1957-58, with additional staff available, a partial space inventory on hand-written index cards was undertaken. Later a full-time staff member took over this responsibility and converted the records to punched cards and systematic computer print-out lists and summaries.

Today's inventory file, covering approximately 30,000 rooms and outdoor spaces, is kept current at all times, and is maintained on computer tape. It is keyed to maps of outdoor spaces and to scale drawings at 1/32" and 1/8" of all buildings. Print-out sheets are sent to departments periodically for checking as a part of the continuous auditing of the inventory. The inventory file provides the data for statistical reports. The first major report based on this file was to the United States Office of Education in the late 1950's or early 1960's (no record can now be located). The University's response had to be delayed pending completion of the inventory records. Today thirteen different inventory and utilization reports are produced from the inventory file.

Campus Master Planning

In the years prior to 1956-57, the University Architect was responsible for campus planning. Very likely his proposals in regard to the master plan were received by old Cabinet. (See Appendix, Document A and Document B.) Master plans in the early 1950's, and possibly earlier, were prepared without publicity and were not readily available even to the campus community. Since the adoption of the Caudill, Rowlett and Scott master plan in 1962, the policy has been to distribute freely upon request any map or report depicting any part of any approved master plan.

In 1956-57, the Office of University Plant Studies had no responsibility for campus planning, and no master plan studies were done by that or any other campus agency. Responsibility for campus planning was assigned to the Office of University Plant Studies by Cabinet action on September 20, 1957, the second working session of the new Cabinet under President Fawcett. A copy of the document approved at that time is in the Appendix (Document C).

Pursuant to the September 20 Cabinet action, the office proceeded to do the following:

1. Set up the Campus Planning Advisory Board.
2. Begin a search for a firm of planning consultants to assist in the preparation of a new master plan for the main campus.
3. Undertake to recruit a professionally trained city planner to add to the staff of the Office of University Plant Studies.

The Campus Planning Advisory Board had its first meeting on November 18, 1957, and continued to function through December 1963. Complete minutes are in the files of the Division of Campus Planning. The firm of Caudill, Rowlett and Scott was selected to assist in the preparation of the master plan for the main campus. This selection was approved by the Campus Planning Advisory Board early in 1958, and by August the contract had cleared the various State agencies. Files of the Division of Campus Planning contain the final report (dated October 1961) and all the subsequent modifications.

James W. Clark was selected as the first Campus Planner. During the progress of the master plan study, Mr. Clark completed a separate master plan study of Don Scott Field, which was first discussed by Cabinet on January 6, 1959, and finally approved by the Board of Trustees on January 13, 1961.

The master plan for the Dayton campus (now Wright State University) was developed by Pat Connell of the School of Architecture. He did this as an employee of the architectural firm of Lorenz and Williams, but the Office of Campus Planning provided the specifications and professional direction that guided his efforts. Later, as each branch campus (Lima, Mansfield, Marion, Newark) was acquired, the Office of Campus Planning prepared a preliminary and unofficial master plan of each campus as a basis for establishing the site of the first building.

Needs Analyses

Basic to any planning of a campus or any building is an analysis of space needs. In its qualitative sense, this requires analysis of the space implications of the desired program activities, department by department or even course by course. In its quantitative aspects, projections are needed of the numbers of students, faculty members, and other employees, again by department or even by course. It was expected in 1956 that the office would be primarily engaged in this type of study, and for this reason the initial title was Office of University Plant Studies. This expectation was changed by the immersion into problems of space assignment, followed by a host of other tasks including the master plan study.

Finally, in July 1965, Thomas E. Hoover, a systems engineer, was added to the staff to work on this problem. He undertook to develop a computerized system that would enable him to ascertain readily the space needed by department by type of space for any projected enrollment. Since July 1967 Dr. Hoover has continued this work as Assistant Director of the Division of Administrative Research in the Provost's Office. That Division provides to the Division of Campus Planning the estimates of enrollment and space needed for capital planning purposes and for analysis of

space requests. Prior to Dr. Hoover's addition to the staff, capital improvements budgets were based on estimates of need furnished by colleges. This is still true to a degree, but estimates furnished by Dr. Hoover provide Campus Planning with a more firm and equitable basis for judging the validity of college requests, and for establishing capital plan priorities.

Capital Improvements Budgeting

Prior to 1957, requests for capital improvements appropriations were apparently prepared in the Business Office. However, forms for preparing the 1958 Capital Plan (1959 General Assembly) were turned over to the office in December 1957. Each biennium thereafter, Campus Planning has prepared for the President the capital plan project descriptions and priority lists for succeeding legislative sessions.

Plans for land acquisition have been a part of capital improvements budgeting from the beginning of Campus Planning's involvement in capital planning. On January 28, 1958, while the 1958 capital plan was still in preparation, the office made its first recommendation to Cabinet on land acquisition. From that time on, and particularly after James Clark joined the staff in June 1958, the office maintained a land acquisition plan with appropriate maps. The October 1961 master plan report by Caudill, Rowlett and Scott included a land acquisition map, and this has been amended from time to time on recommendation of the Campus Planning office.

Project Planning

By this term is meant the following:

1. The preparation of the program of requirements which outlines for the architect the general character of the facilities to be provided in a new building or other project.
2. Participation in architect's conferences and review of drawings to check compliance with the program of requirements and to make suggestions for the functional improvement of the building.

The primary emphases in these activities are

1. To produce buildings and other physical facilities that will more effectively serve the educational or other programs they are designed to accommodate.

2. To protect the goals of the campus master plan through proper siting and orientation of buildings, appropriate provision for such later additions as may be consistent with the master plan, and the like.

On September 20, 1957, the President's Cabinet approved a procedure with respect to building planning (See Appendix, Document D), and the Office of University Plant Studies began to function fully in both aspects of project planning as defined above. The addition of Jack Landes to the staff made this possible. Beginning July 1, 1959, the authority of Campus Planning in this area was extended to cover remodeling projects and outdoor facilities. This change was approved by the President's Cabinet on May 19, 1959. Over the years the Division has produced more than 145 programs of requirements for projects ranging from the simple remodeling of a portion of a building to a complete and complex new building. These programs may contain only a few pages but may include over one hundred pages for a large new building project.

Utilization Studies and Reports

In March 1927, George W. Eckelberry, Assistant to the President, transmitted to President Rightmire a report of a study by him and Mr. Pryor on the use of classrooms and laboratories in the Autumn 1926 quarter. The report recommended:

1. "That closer coordination be effected between the office responsible for the preparation of the room assignment schedule and the office responsible for the construction and remodeling of buildings."
2. "That this kind of study be made annually."

In May 1935, President Rightmire appointed a committee of three to conduct a utilization study. The committee consisted of the following:

Howard Dwight Smith, University Architect, Chairman
 George W. Eckelberry, Assistant to the President
 T. C. Holy, Bureau of Educational Research

This committee employed Robert D. Rush to do the study, and he was added to the staff of the University Architect. According to a letter from Dr. Holy to President Bevis in 1951, this committee made utilization studies for six consecutive quarters. The Council on Class Size and Room Usage, which was first appointed on January 3, 1946, conducted utilization studies regularly until the Office of University Plant Studies was established in October 1956.

During 1956-57, the office prepared an Autumn, 1956 utilization report. However, because of involvement in other work, these studies then lapsed. The current series of utilization studies by the Division of Campus Planning dates from the fall of 1961.

Community Activities

Promptly after reporting for duty on June 16, 1958, James Clark visited the principal state, regional, and city offices concerned with any aspect of planning. From that time on, the Campus Planning office has been represented at all meetings of City Council, the Planning Commission, and other public bodies considering matters of concern to the University or the University community.

James Clark also took early action that led to the organization of the University Community Association, and served for several years as an officer. The clerical work of the University Community Association in the early years was handled by the Office of Campus Planning staff. Both James Clark and John Herrick attended University Community Association meetings regularly and frequently the meetings of the Near Northside Neighborhood Council. They frequently addressed these groups on various aspects of the University's plans.

James Clark was largely instrumental in getting the city to make a special study to produce a development plan for the University district. The report of this study was submitted to the City Planning Commission in March of 1964. Later Mr. Clark arranged for public presentation of the plan in meetings in the auditorium of the Ohio State Museum. James Clark served as a member of a special committee to revise the city parking ordinance.

John Herrick became involved in city and regional planning activities primarily as a result of frequent appearances to explain the University's master plan or to explain and defend the proposal that the Olentangy River Road be relocated. He served as chairman of the Planning Committee of the Chamber of Commerce, as a member of the Coordinating Committee for the Blue Plan, as a member of the Citizens Advisory Committee of the City, and as a member of the Advisory Committee on Transit. In large measure these activities have been continued by Jean Hansford and William Griffith.

Miscellaneous

Several miscellaneous duties were assigned to Campus Planning in June 1959 as follows:

1. Assign street numbers to campus buildings.

2. Make recommendations regarding buildings to be razed.
3. Assign room numbers to be used on architect's drawings.
4. In cooperation with the Business Office and the University Architect, determine when a new building is to be released for occupancy.

Because the function of the Division of Campus Planning is so often misunderstood, it is pointed out that the office is not and has never been responsible for:

1. The selection of architects and engineers.
2. The architectural and engineering design of buildings.
3. The operation and maintenance of buildings and grounds.
4. The regulation and control of traffic and parking.

Current Status and Future Plans

Organization and Personnel

At this writing the Division of Campus Planning is part of the Office of the Provost in the University. Rules of the Board of Trustees covering this organization, which were approved in September, 1966, state "The major area of responsibility and authority of the Vice President for Academic Affairs and Provost shall be that of the instructional and faculty affairs of the University and facilities planning and utilization . . . the Vice President for Academic Affairs and Provost shall, under the direction of the President and with the approval of the Board of Trustees, . . . in cooperation with the Director of Campus Planning, plan for the utilization of University facilities. . . . The Director of Campus Planning . . . will report to the Provost of the University." The major advantage of the present organization is that it places campus planning in a direct relationship to academic affairs and budgeting in the University since these functions come within the purview of the Vice President for Academic Affairs and Provost. Under the planning system which the University is attempting to establish this relationship is very desirable and helps to insure that the planning for physical facilities will be responsive to the academic program planning of the University.

Within the Division of Campus Planning as currently organized are five senior staff, three technical staff, three clerical staff, and two to six part-time student assistants depending upon the activities of the Division at a given time. The Director of Campus Planning in addition to general administrative duties and liaison with the Office of the Provost is responsible for development of the biennial capital plan. The Assistant Director assumes major responsibility for space assignment and reassignment and does some of the project planning work for the office. The Campus Planner and Assistant Campus Planner assume major responsibility for physical planning, maintenance and restudy of the campus master plan, and liaison with other civil and community planning groups and agencies. The fifth senior staff member assumes major responsibility for project planning work. In addition, Thomas Hoover, Assistant Director of Administrative Research, assumes responsibility for supervising the data processing and reporting work of the Division of Campus Planning. The three technical staff include a draftsman, and the Coordinator and Assistant Coordinator. The latter two are responsible for maintenance of the room and space inventory file and for processing of the many routine and special reports which are produced by that data bank.

Current Activities and Plans

An important function of the office at the present time is maintenance and continuous restudy of the master plan and the physical planning activities associated therewith. The master plan adopted by the Board of Trustees in 1962 has been amended on eight occasions since that time. In each case the amendment has been consistent with the principles adopted with the original plan. The amendments have been made to keep the plan consistent with academic reorganization and planning of the University as well as with the enrollment growth and changes in other factors which form parameters of a master plan.

A major recent activity of the Division has been the development of a proposal to produce a computer model of the campus circulation system. When this proposal is approved and the resulting study undertaken, the model will permit prediction of the effects of various possible combinations of traffic movement patterns and volumes to assist with the planning of this important feature of the physical campus.

To assist with physical planning the Provost on August 1, 1968, appointed a Campus Planning Advisory Committee. This committee consists of faculty members with expertise in architecture, landscape architecture, and planning who can advise members of the campus planning staff concerning problems and issues bearing on the physical planning of the campus. The Student Assembly has appointed a Student Parallel Committee on Campus Planning which works with the Division on matters of concern to the students and to the University as a whole. The chairman of this student committee is also a member of the Campus Planning Advisory Committee.

Project planning work remains an important part of the Division function. The addition of an educational planner to the staff in December 1967 has enabled the Division to expand its role in this area and to assume an even greater responsibility in insuring that facilities will better serve the academic programs of the University. The Director and Assistant Director are also involved in project planning work. Since much of project planning has to do with the relation of individual projects to the total campus plan, the Campus Planner and Assistant Campus Planner also play substantial roles in this effort.

Maintenance of relations with governmental and civic planning and interest groups remains an important function of the Director and Campus Planner. At the present time, the Director is a member of the Executive Committee of the Advisory Committee on Transit which is an independent group interested in promoting public transit in the central Ohio area. The Director

is also a member of the Board of Trustees of Community Services Council and serves on a zoning re-study committee of the Regional Planning Commission. The Campus Planner is a frequent visitor at City Council meetings, meetings of the County Commissioners, meetings of the City and County Zoning boards, and with professional staff members of the city and county to represent the interests of the University or the University community in matters of zoning and land use. He also chairs a zoning district subcommittee study group for the Development Code Advisory Committee. In addition, the Campus Planner plays an important liaison role between the University and several community associations in the area which are interested in the development of the University community. Recently the University became a sustaining member of the University Community Association which is a strong and active group of interested citizens in the areas north and east of the campus. The University Community Association was assisted in its early beginnings by the Office of Campus Planning. Staff of the Division of Campus Planning are convinced that the University's role in the community will be of growing importance in the future and efforts will be made to strengthen the ties already in existence. The development of the University community will be an important part of the Division's activities in future years.

Computerized methods for determining space needs for the various departments and units of the University have been established through the work of Thomas Hoover. At the present time the plan is to produce such a study annually. It will be used as necessary background data for production of the biennial capital plan in even-numbered years and annually will be used to assist in the assignment and reassignment of space. The need study will enable the Division to take a more objective posture in response to requests for space or space improvement from academic units of the University.

Space assignment and reassignment work has increased dramatically since the beginning of the Division of Campus Planning in 1956. This growth has occurred not only because of the increased number of students and faculty members but also in response to the ability of the office to assist departments in solving space problems. In the first full year of operation, 1957, eighty-seven requests for space or space assignment were received and sixty-two assignments were made. In the most recent complete year of operation, 1968, 632 requests for space or space assignment were received and 487 assignments were made as a result. The space assignment work is coordinated by the Assistant Director who makes much use of the inventory file. At the present time, all indoor space is completely inventoried. The Division is currently working toward developing a complete and well organized inventory of land. All land is assigned by the Division in a manner similar to assignment of indoor space. In the future, the University's land holdings will loom increasingly important. As a result, a useful inventory procedure will be essential to enable the Division of manage this important resource.

ARCHITECTURAL DEVELOPMENT OF OHIO STATE UNIVERSITY

By

Howard Dwight Smith, FAIA

... as submitted through

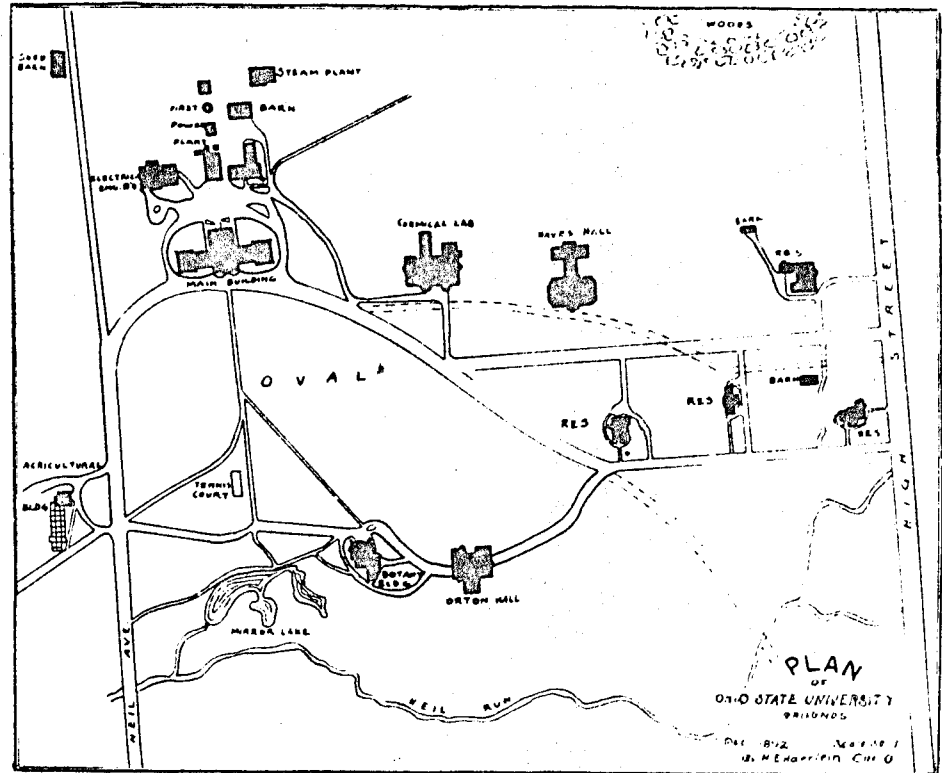
Associate Editor Robert Earl Cassell

The Ohio State University is a striking example of the complete separation of church and state. It is a large institution with a well-developed personality, but no affiliation with any religious sect or organization. Three of its seven presidents have been ministers of the gospel, but their church activities have been purely coincidental with their duties as educational administrators. This may also be said of the procession of governing and administering officers throughout the eighty-five years of the University's history.

But if the University itself is validly accepted as a great soulless entity, the same can hardly be said of the campus which nurtures it and upon which it thrives. To some of the thousands of students who have trod its paths and passed through its halls, their perspective is held to the circumscribed areas of their activities, but to all the opportunity is silently presented to see the broad pictures of the environment about them. Some have gone from the University with broadened educations because they have comprehended their environment.

Stories about the campus are influenced by their authors' points of view and the objectives of the moment. This present story has to do with the general nature of its campus plan and the use of its planning principles in studying the expansion of other campuses in Ohio. In 1928, Professor Joseph Nelson Bradford, then University Architect had prepared campus diagrams, some ten or twelve in number, showing the gradual increase in area and in number of buildings. But consideration of diagrams made since 1928, suggest five general stages.

- I. The original plan of 1870.
The English Estate.



- II. Building expansion outgrowing systematic campus planning. Last two decades of nineteenth century and first decade of the twentieth.
 - III. The Joseph N. Bradford plan of 1913, establishing the center oval principle after the main library had been located.
 - IV. The Harry I. Williams — Joseph N. Bradford Plan of 1928, establishing the axis and group system of planning. (*Condensed and modified, 1933, by Howard Dwight Smith*)
 - V. The Hale Walker Plan of 1948, showing expansion of groups and auxiliary campuses.
- I. The English Estate
Captain Herman Haerlein, who had worked extensively in England as a landscape architect, had come to Ohio and had laid out the very acceptable Memorial Park in Cincinnati, known as Spring Grove Cemetery. He was called upon in 1870, or just prior thereto, to suggest a plan for the Ohio Agriculture and Mechanical Institute in Columbus. He suggested using the idea of the English Estate with the main building or University Hall located on the highest point of ground as the manor house. The other buildings proposed at that time were dispersed about the spacious estate, laboratories relatively close by and the several residences in the outlying areas. High Street was a dirt road and Neil Avenue was a country byway named for the extensive Neil estate.
The main entrance to the manor was from High Street about opposite where Fourteenth Avenue is now located. The main roadway curved north-west over a small bridge across

Neil Run. (later known as Indianola Run) and continued diagonally across the meadow, now the center of the oval, to a loop at the entrance to University Hall. Barns, shops, greenhouses, paddocks, fields, meadows and lakes, all were part of a great informality that was the beginning of what was to become Ohio State University. Architectural expression was dictated by availability of clay for brick burned on the site and of local stone for steps, sills and trim, with the use of abundant supply of wood for interior construction and for occasional structures where strictest economy was necessary.

II. Building Expansion Without Campus Planning

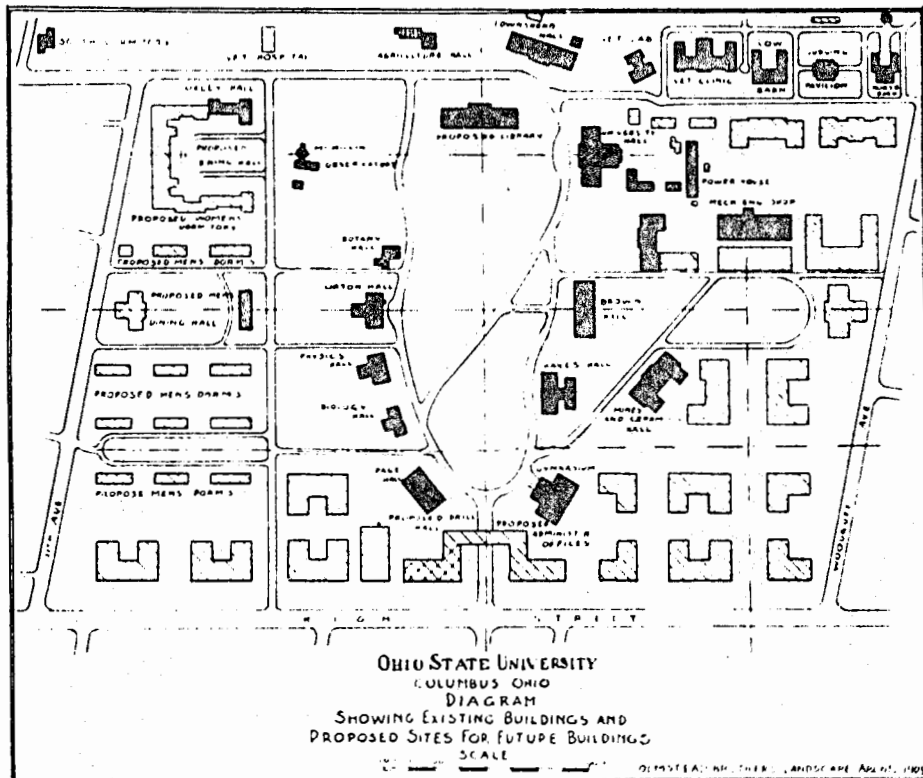
The English manor idea persisted even after it must have been evident that the need for more floor space seemed to suggest, or even to dictate, that the formality of an institution should be followed. But the formula of expansion became fairly uniform. Need for more space pressed by eager and sincere members of a college or departments, picked up sponsors in the administration. The dean of the college or the chairman of the department became the chairman of a building committee and procession of individuality was off to a good start. Architects, sites, and sketch plans were

chosen and approved and gradually, even if imperceptibly, the campus became an agglomeration of unrelated architectural units. In some thirty years time the manor had grown from Institute to University without a plan to guide the efforts of its builders

One effort seems to have made some imprint upon administrative thinking. There is among the archives a diagram made about 1909, by Olmstead Brothers of Boston, the outstanding landscape planners of the day. This diagram shows the development of a college or university group placed on either side of a wide north-south boulevard extending from Eleventh Avenue to Woodruff. A wonderful idea for formal development but time has indicated the restricted nature of its conception.

Interesting stories are extant about the informal building procedures of this third of a century. Their authenticity is based upon the reminiscing of Professor Joseph N. Bradford whose long career as student, teacher, and architect began in 1887. Two of these stories serve to illustrate the point.

In 1903, Captain Haerlein located Brown Hall for civil engineering, engineering drawing, and architecture north-east of his 1870 Manor House (University Hall) with its front at an angle to the main walls of U-Hall.



Just before the trenches were dug for the foundation. Professors Bradford and French, architects for the building, changed the stakes and the building was located with its entrance front parallel to the front of U-Hall. Incidentally, it is interesting to note that this building was designed to be built of red brick in keeping with U-Hall and with the first Chemistry Building (burned in 1904) but "interests" succeeded in having it constructed of gray-buff-brick, an Ohio product.

The first physics building, later named Mendenhall Laboratory, was located under the guidance of professor Benjamin F. Thomas, chairman of the department of physics. It was oriented so that at the time of his lecture on light, in the middle of the fall quarter, the sun's rays would shine through an opening in the south wall of the main lecture hall directly upon his lecture table. This principle of orientation places the building slightly off parallel with other buildings of the area.

Readjustment of the program of the course in physics have made this major reason for location irrelevant. Later remodeling of the building has placed an intermediate floor across the aperture for the sun's rays. But inability to obtain matching brick leaves visible evidence of the former opening on the south wall.

The heterogeneous development of the campus during this era, directed by changing top authority and a variety of architects can best be epitomized by a parody upon the familiar "Old McDonald" jingle:

"Old Ohio had some land,
OH-IO-IO

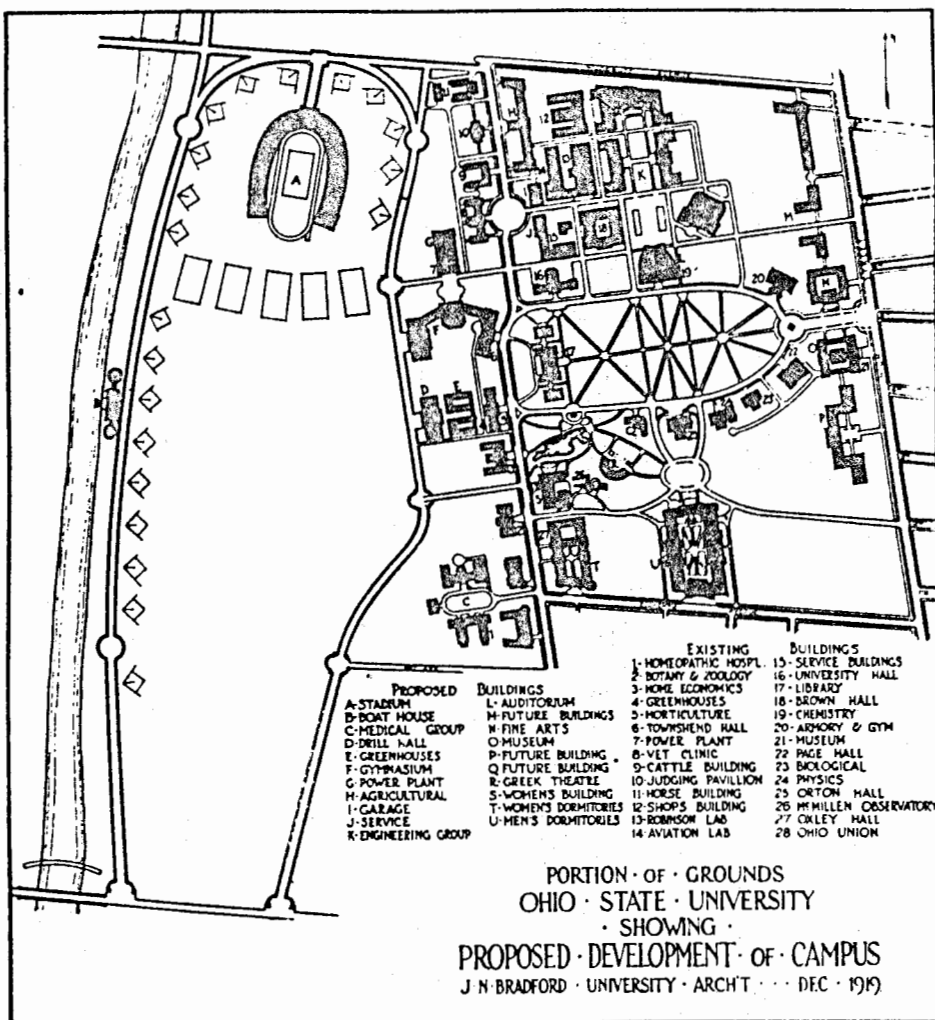
And on that land some buildings
grew, OH-IO-IO

With a building here and a building
there,

Here a building, there a building,
Buildings, buildings, everywhere."

III. Bradford Plan 1913

The construction in 1909 of the new main library at the west end of the great open campus area by Allen and Collens, architects, of Boston, was the beginning of an enlightened planning policy on the part of the University. To coordinate and unify the building program, Professor Joseph N. Bradford



was appointed University Architect. A plan by him in 1913, showing some thirty-seven buildings, is the first which shows any semblance of a center oval. It infers an axis or center line from Fifteenth Avenue through the new library. His 1925 plan, showing sixty-one buildings, leaves no doubt about the dominance of the central oval and the wisdom of controlled planning was well established. The era definitely had passed when the architects for individual buildings were required, as a part of their services, to devise a plan for that portion of the campus surrounding the building in which they were immediately interested. The record shows that Professor Bradford, with his staff, was the architect for about forty buildings between 1913 and 1928.

IV. The Williams-Bradford Plan of 1928

With the assistance of Harry J. Williams of Dayton, the campus plan was re-analyzed in 1928. This plan anticipated expansion by additional axes for

groups of buildings. This was also condensed and corrected in the 1932-33 depression period by H. D. Smith. The axis through the oval remains the principal academic center. But other axes were established; the recreation axis along the Olentangy River through the stadium; the engineering axis north of the oval; the secondary axis south of the oval through Orton Hall, the old Union and dormitories along Eleventh Avenue; the Medical Center axis in the South-west portion of the campus; and the Educational Group in the North-east portion of the campus. It is this 1932-33 version of the campus plan that set the basic framework of the main campus on an enormous triangle of all-stone buildings, i.e.—The Thompson Library on the high ground at the head of the oval, the Archaeological Museum on the south side of the Fifteenth Avenue entrance and the Auditorium just now being built in a complementary position on the north side.

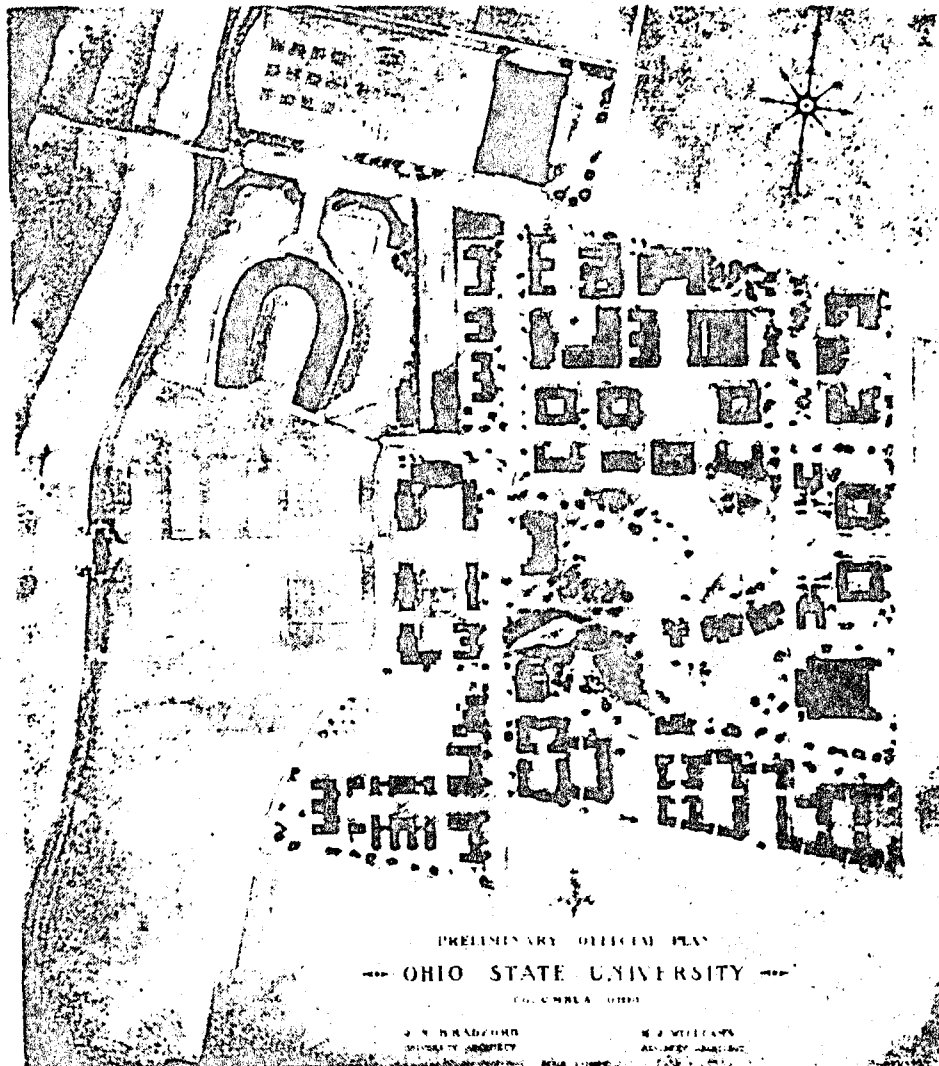
With acceptance and encouragement by the administrations of the University Architect's general policy of simple architectural expression in red brick and gray-stone (except Horticulture and Commerce) around the powerful triangle of stone buildings referred to the above, the varied aspect of the campus has been gradually consolidated, even at the expense of individuality which is so natural an ambition of associate architects for the separate buildings. The administration also has wholeheartedly supported the policy of the present architect's staff to design complete buildings even though only portions are built at first. Such buildings have been devised so that no uncompleted ends are left as permanent architectural eyesores to be indefinitely excused until funds are forthcoming for completion.

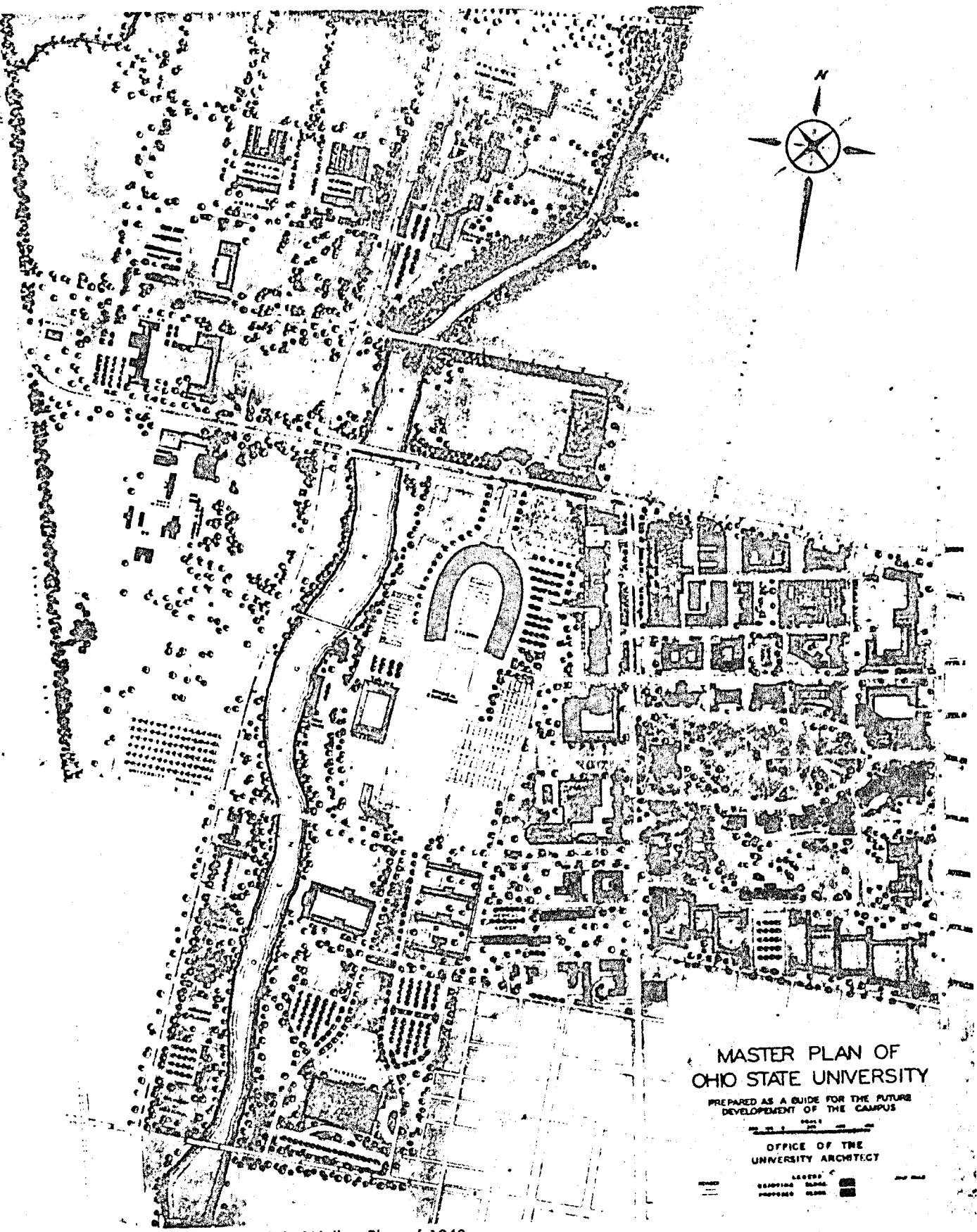
V. The Walker Plan—1948

Hale Walker, a landscape architect with New England background, extensive training here and abroad, and experience in public works, including the Greenbelt villages, spent two years with the University studying its campus plan. He brought an open mind, looked ahead a quarter century and nothing was too naive to have consideration. Thirteen hundred acres was the extent of his baliwick and out of his maze of ideas have come some basic features which are sure to remain. On the campus from High Street to the Olentangy River, he simply added items of refinement. But he opened up great visions of auxiliary campuses and groups for faculty and students. And most far reaching is the principle of connection between old and new. This is suggested, first by a four lane boulev-

Photo Credit—Dept. of Photography, OSU

Note north center of plan showing proposed OSU Field House appearing for first time.





**MASTER PLAN OF
OHIO STATE UNIVERSITY**

PREPARED AS A GUIDE FOR THE FUTURE
DEVELOPMENT OF THE CAMPUS

SCALE

OFFICE OF THE
UNIVERSITY ARCHITECT

LEGEND
 EXISTING BUILDING PROPOSED BUILDING

Hale Walker Plan of 1948

Photo Credit—Dept. of Photography, OSU
 Colosseum as shown on plan is changed to Arena on axis north of Stadium. Law Building as shown is changed to corner of High and Eleventh streets. Music Building is now under construction at planned Law Building site.

vard from Thompson Library north to Woodruff Avenue and west to the center of a new Agriculture campus, and second by a two lane highway west from the Medical Center, across the Olentangy somewhere near Kinnear Road and connecting with an animal research auxiliary near the Veterinary group. Wild ideas? Perhaps. But at least the preplanning has been done and the location of new buildings of groups will not be an added vicarious service required of architects under

pressure of the moment and without intimate long-term study of the problems involved.

It is evident from comparison of the Walker studies with the 1955 layout of the Ohio State University Campus that a score or more alterations have been made. But except in a few details, the axes and groups have remained in principle and the vision of the future permits of flexible interpretation under careful professional planning.

Notes on the Author

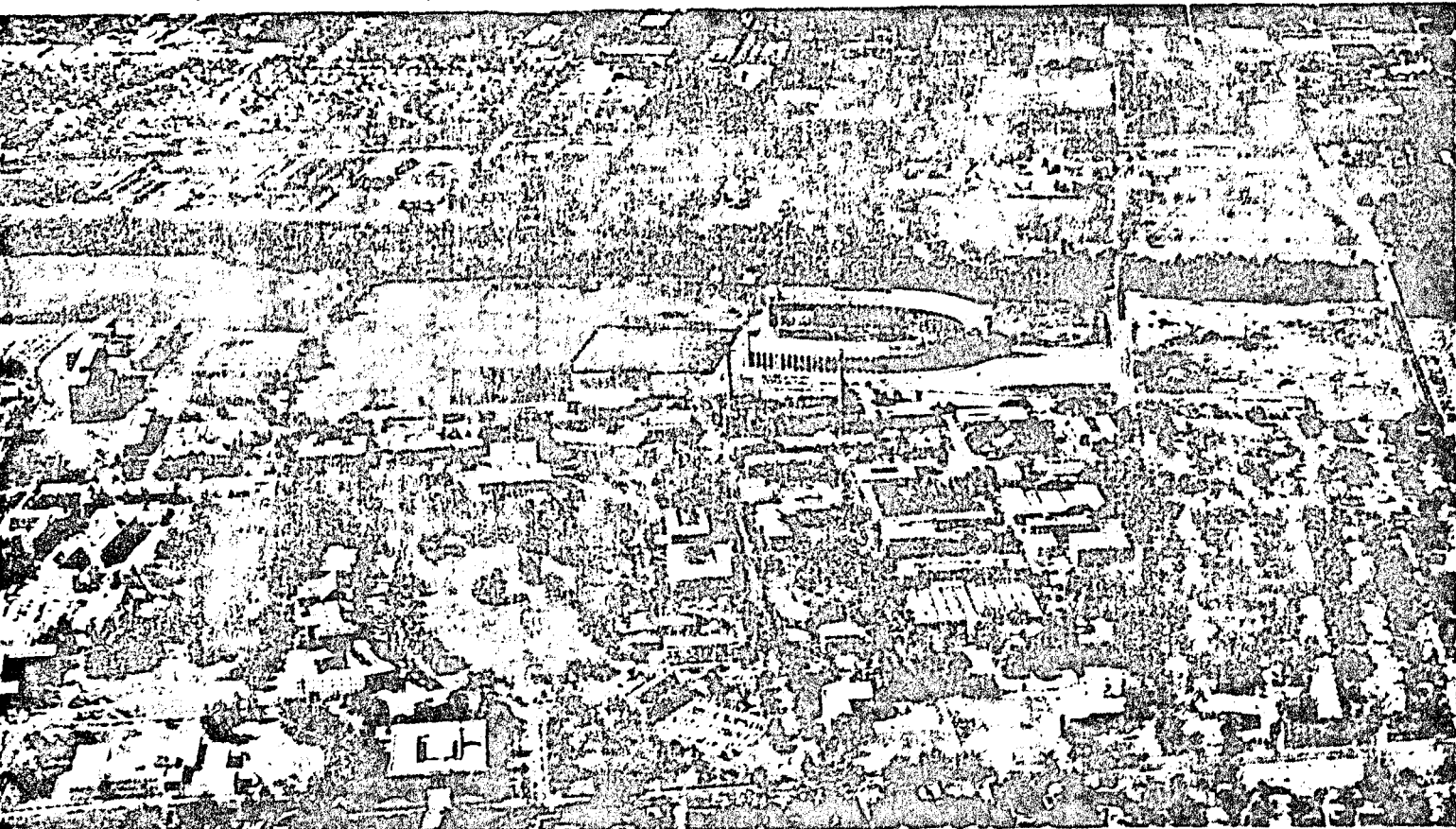
Howard Dwight Smith, Fellow of the American Institute of Architects, is undoubtedly the best-qualified person to write this article dealing with the architectural development, growth, and planning of Ohio State University.

Forty years as a practicing architect and thirty years as an educator has given Mr. Smith a perspective that few men possess. He recently retired from the Univer-

sity and now has accepted a Fulbright assignment to lecture at Alexandria University in Egypt.

He is to teach architectural philosophy which covers the role of architecture in community organization, the contributions architecture can make to social objectives and architectural aesthetics. He will return to Columbus from Egypt sometime in June of next year.

Photo Credit—Dept. of Photography, OSU
Aerial view of Ohio State University campus October, 1954



From April 1944
Faculty Review

OHIO STATE UNIVERSITY CAMPUS PLAN

As of interest in connection with the University Building Program a brief outline of the method of study and development of the present campus plan is given herewith for the information of the staff.

- A. In 1932 a "Master Plan" was prepared, combining feature of plans developed previously.
 1. In 1908 by Olmstead Brothers.
 2. In 1910 by Professor Chubb.
 3. In 1913 by Professor Bradford.
 4. In 1920, a modification of the 1913 plan, when the Stadium was located.
 5. In 1928, by Harry I. Williams, Consulting Architect, for expansion outside of the Oval.
- B. 1932 plan aims to establish basic relationships only. Its principal features:
 1. Development of the Oval as the principal feature of the University with a central vista from an entrance place between two important buildings at 15th and High, toward an enlarged library.
 - a. This involves concentration of large units outside of, but immediately adjoining, the Oval wherever possible.
 2. Facilities for basic studies generally located about the library and the inner periphery of the Oval.
 - a. Expanding educational activities in correlated areas.
 1. Physical sciences to the north.
 2. Social sciences to the east and south.
 3. Biological sciences to west and southwest.
 3. Miscellaneous.
 - a. Large agricultural areas west of Olentangy River.
 - b. Recreation areas south of the Stadium.
 - c. Residence areas at south edge of campus.
- C. Campus projects since 1928 have been related to 1928 plan or the 1932 plan before they have been started.
 1. The 1932 plan has been implemented
 - a. Continuous studies by the Cabinet, through the Architect's office in consultation with the Department of Architecture and Landscape Architecture, and facilitated by
 - b. A LARGE SCALE MODEL OF THE CAMPUS SHOWING PRESENT AND PROPOSED CONDITIONS.
 2. Professional contacts are maintained by the University Architect with all phases of institutional architecture, not only in the Western Conference but elsewhere over the country.
 3. In the case of the present so-called "Post-War" program, intimate contacts are being maintained with the State-supported institutions in Ohio, and with the architectural staffs of the Universities of Illinois, Wisconsin, and Michigan.
- D. For specific projects.
 1. The Board of Trustees gives authority to proceed.
 2. Studies are developed from *written* programs of objectives and requirements prepared within the colleges and departments concerned.
 3. Drawings and specifications are examined and approved by authorized representatives of the colleges and departments before final approval by the Trustees.

HOWARD DWIGHT SMITH, *University Architect.*

OHIO STATE UNIVERSITY

Procedures for
General Campus Planning
(Effective Oct. 1, 1957)

Office of
University Plant Studies
Sept. 1957

1. Introduction

This document is a brief outline of the procedures to be followed in developing and keeping up-to-date a general plan for the future development of the university campus.

The Ohio State University is already as large as many cities which employ full-time professional planning staffs. University campus planning may be somewhat simpler than total urban planning, but the probable expansion of the University and the changing character of its activities, coupled with the rapid disappearance of land area for new buildings on the main campus, makes detailed and extended campus planning studies essential at this time. In addition to determining locations of future buildings, the planning studies must deal with pedestrian and vehicular traffic, parking, and many related factors.

The varied character of the problems found in the development of a campus plan requires the co-ordinated efforts of persons versed in architecture, landscape architecture, engineering, finance, traffic control, and general university administration, as well as with academic affairs and the physical plant implications of the university's programs of teaching, research, and service.

2. Administrative Control

2.1 Recommendations relative to future campus development are submitted to the President's Cabinet by the Director of University Plant Studies.

2.2 The President, after such Cabinet discussion as he considers advisable, and at his discretion, presents these recommendations to the Board of Trustees for action. This applies both to the original master plan and to any later modifications.

3. Campus Planning Advisory Board

3.1 The original campus plan and any later modifications thereof are developed by a Campus Planning Advisory Board working under the chairmanship of the Director of University Plant Studies and consisting of the following persons:

3.11 The Vice President for Business and Finance, or his representative

3.12 The Director of Physical Plant, or his representative

3.13 The University Architect, or his representative

3.14 The Executive Dean for Special Services or his representative

3.15 A representative of the School of Architecture and Landscape Architecture designated by the Dean of the College of Engineering

3.2 The Campus Planning Advisory Board has full and ready access to all studies made by the professional planning staff (see Item 4) and to other pertinent studies made by any campus agency.

3.3 The Campus Planning Advisory Board canvasses all colleges and other university agencies to determine their future physical plant needs, and conducts hearings as needed to elicit the necessary information regarding needs and proposed solutions.

3.4 As a part of its work, the Campus Planning Advisory Board will adopt and publish, after approval by the President's Cabinet, a list of basic principles for its guidance in the development of a suitable campus plan.

4. Professional Planning Staff

4.1 Under a special legislative grant, the services of a professional planner and the part-time services of a consultant will be available during 1957-58. An effort will be made to provide similar services in the future as needed.

4.2 The professional planning staffs collect and analyze information for consideration by the Campus Planning Advisory Board, make studies of various proposals on its own initiative or at the direction of the Director of University Plant Studies or of the Campus Planning Advisory Board, and prepare tentative plan recommendations for consideration by the Campus Planning Advisory Board, the Director of University Plant Studies, and the President's Cabinet.

5. University Faculty and Staff Participation

5.1 The size of the staff, the number of specialized campus agencies concerned, and the long hours of time required for Campus Planning Advisory Board meetings make direct faculty and staff representation impractical except through procedures indicated in Item 3.3 above. However, any faculty or staff member is free, and welcome, to

make suggestions at any time to the Director of University Plant Studies or the professional planning staff, and such suggestions will be given due consideration.

5.2 Appropriate progress reports will be made to the colleges from time to time as campus plans are developed.

OHIO STATE UNIVERSITY

Procedures for the
Planning of New Buildings
(Effective Oct. 1, 1957)

Office of
University Plant Studies
Sept. 1957

This document is a brief outline of the procedures to be followed in the planning of a new building or addition. It is intended to provide a general understanding of what to expect, and not to be a straitjacket. Major departures from these procedures may be made for good cause with the knowledge of all interested parties.

1. Establishing the Need

- 1.1 The college, department or other campus agency involved (hereinafter called the college) makes such studies as it deems necessary to establish the need for new construction, and presents the results of its studies to the Director of University Plant Studies for analysis and transmittal to the President's Cabinet.
- 1.2 The report on needs should present clearly the essential facts in support of the request. Generalizations regarding the importance of the program, etc. are helpful background, but alone cannot establish the need.
- 1.3 It is suggested that the Office of University Plant Studies be consulted regarding the content and form of report to be submitted.

2. Activation of the Project

- 2.1 The President's Cabinet decides the time of activation of any specific project. The decision depends upon (a) the availability of funds, whether through legislative appropriation or otherwise; (b) the relative urgency of the need; and (c) the relationships of the project to the orderly achievement of other aspects of the general plan for the future development of the university campus.

2.2 When a project is to be activated, the Office of Business and Finance arranges for the selection and employment of the architect.

2.3 After the architect has been appointed, the Vice President for Business and Finance calls the initial conference to launch the project. This conference includes the representatives listed in Item 4.2 below. Purpose of the conference is to make clear the scope and nature of project, the financial limitations, the desired time schedule, and the like.

3. The Program of Requirements

3.1 This is the written document in which the college explains to the architect what facilities are needed in the building. This document may well be an expansion or revision of the report on needs discussed in Item 1 above.

3.2 The development of an adequate program of requirements for any major building will require a minimum of several months, and perhaps a year or more. It must be based upon sound judgments regarding the activities to be housed, the numbers of persons or groups involved, the schedule to be followed, etc. A good building cannot result from hasty program planning.

3.3 The form of the program of requirements prepared for the architect will vary from building to building. Characteristics of a good program of requirements are:

3.31 Basically, the program of requirements gives the architect either a complete listing of the facilities to be included in the building, or information which will enable him to suggest facilities to be

included. Common features are lists of the types of rooms needed; numbers of rooms of each type; capacities or sizes of rooms, and preferably capacities; suggested locations of rooms in relation to the other facilities, both indoors and outdoors; and special requirements as to heating, ventilation, lighting, finishes, storage, built-in equipment, etc.

- 3.32 The program of requirements should provide the architect with information necessary to understand the activities to be housed in each type of room.
- 3.33 The program of requirements should impose as few limitations upon the creativity and ingenuity of the architect as possible. Tell the architect what the problems are, not how he should solve them. For example, explain the activities to be housed in a given room, the number of occupants involved, etc., rather than stating the dimensions of the room to be provided.
- 3.34 The program of requirements should not specify unnecessarily costly features. Typically, the total amount of money available for the project is fixed and later appropriations are unpredictable. Any money saved by simplification of the requirements will permit the construction of more floor space.
- 3.35 The program of requirements should be so organized and written that the architect can find firm answers to his questions. In general, doubts as to the facilities desired should be resolved before the program of requirements is written.

3.4 The Director of University Plant Studies is available for consultation in the preparation of the program of requirements, and the completed document should be presented to him.

3.5 The Director of University Plant Studies will transmit the program of requirements to the University Architect upon approval by the President's Cabinet, and the University Architect will then transmit it to the project architect.

4. The Architectural Planning of the Building

4.1 The University Architect is responsible for the general direction of the work of the project architect, for the co-ordination of the efforts of the project architect and the various campus groups involved, and for recommendations to the Vice President for Business and Finance relative to the acceptance of the plans and specifications.

4.2 The University Architect will schedule a conference for early discussion of the program of requirements, but not until the project architect has received the program of requirements and had an opportunity to study it. Later conferences with the project architect will be scheduled by the University Architect to consider the plans of the building as they develop.

Ample notice of these conferences will be given to all participants, except that notice to the dean, or a person designated by the dean, will suffice for all representatives of the college involved. If drawings are to be discussed in a conference, copies of the drawings shall be sent to the expected participants for advance study, preferably a week or more before the date of the

conference. The University Architect may limit the number of copies sent to the college.

Participants in these conferences will include the project architect and representatives of the offices of: (a) the University Architect; (b) the Vice President for Business and Finance; (c) the Director of Physical Plant; (d) the Director of University Plant Studies; and (e) the college. The delegation from the college should be relatively small to avoid an unwieldy group.

The University Architect or his representative will prepare the agenda for the conference, preside, and arrange for a summary to be sent to all participants and other actively interested persons.

Conferences of smaller groups may be held to discuss special features, such as heating and ventilating, without college or departmental representation, as long as no firm decisions are reached that would be of primary concern to the college and departments involved.

4.3 The project architect's work is done in three stages each culminating in the submission of drawings and other documents for approval.

4.31 The first stage results in small-scale preliminary plans and outline specifications. It is concerned with gross aspects of design, space relationships, locations, costs, etc. Extended consideration of details at this point may divert attention from the larger issues that should be considered.

While the plans are quite fluid at this stage, the architect should not be repeatedly confronted

with new requirements that were omitted from the program of requirements prepared by the college.

4.32 The second stage is an expansion of the approved preliminary drawings into "basic" drawings at a larger scale (usually 1/8" to the foot). This may result in some changes to meet structural or other design problems. Modifications due to a change of mind on the part of the college are not expected at this point, except for compelling and unforeseeable reasons.

4.33 The final stage results in the working drawings and specifications used in bidding and construction. This is essentially a production job in the architect's drafting room, and the college is involved only to a minor extent. Except for some very unusual circumstance, changes in the requirements of the basic plan cannot be made during this phase of the work.

4.34 The project architect is held responsible for securing such information as he needs to supplement the program of requirements. For this purpose, he may inspect present facilities, visit classes, talk with college personnel, etc., all according to his own desires and schedule. Each architectural firm has its own way of doing this job, and the university does not expect all architects to conform to a common pattern.

4.35 Direct contact between the college and the project architect may be initiated by the college only with the knowledge and consent of the University Architect, and with a subsequent report to the University Architect. The purpose of this procedure is not to restrict communication but rather to maintain an orderly chain of command that is essential to both the project architect and the university administration.

5. Approvals

- 5.1 At the conclusion of each of the three stages described in Section 4 above, the project architect's work must be approved by the university as a basis for the next stage of the work. The University Architect submits the preliminary and final drawings and specifications to the Council on Business Affairs with his recommendation.
- 5.2 All drawings and specifications submitted to the Council on Business Affairs will carry the signatures of the dean of the college, the Director of University Plant Studies, and the Director of Physical Plant. In each case, the signature is evidence that the signer has had reasonable opportunity to study and criticize the documents, and to discuss them with the University Architect and the project architect; signature does not necessarily mean approval of all details. In case of major objection, written statement of the objection may be submitted with the drawings to the Council on Business Affairs.

6. Bidding, Letting, and Construction

6.1 Responsibility for getting the building constructed after the working drawings and specifications are completed and approved rests with the Office of Business and Finance. Certain approvals by the Board of Trustees and other state agencies are required, and state laws govern the procedures for bidding and letting contracts.

6.2 Normally the college will have little involvement in the project during construction, although it may be consulted at certain points by the University Architect and project architect. The college will be consulted whenever any change is made that would affect the future occupants' use of a space or their methods of operation.

7. Equipment

7.1 Responsibility for preparing equipment lists and estimates of costs rests with the college involved. Assistance will be provided by the Director of Purchasing as requested.

7.2 Since each building project usually has its own lump sum appropriation, the cost of equipment must ordinarily be deducted before the architect can estimate the square footage of new construction he can provide. It is necessary, therefore, that estimates of equipment costs be furnished to the project architect, through the University Architect, as early as possible in the preliminary planning stage.

7.3 The equipment estimates should be set up in such fashion that adjustments can readily be made as the architect's plans are modified during the preliminary planning stage.

8. Role of Office of University Plant Studies

8.1 The Director and Assistant Director are not architects and will not make architectural decisions.

8.2 Director and Assistant Director will assist the colleges in all aspects of their participation and will assist in getting buildings of maximum usefulness to the college concerned.

8.3 Director and Assistant Director will also represent the President's office, and in this capacity will be concerned with planning procedures, relationship of each building to master campus plan, avoidance of unnecessary costs, and the like.

LIST OF MAJOR PUBLICATIONS

Division of Campus Planning
October, 1956 to June, 1969

Items Published by the Division

Campus Planning Bulletin, Numbers 1 through 11, 1958 through 1963
The Ohio State University Capital Plan, 1958, 1960, 1962, 1964, 1966, 1968
Master Plan for the Future Development of Don Scott Field, 1961
Site Inventory and Analysis Report for the University College of The Ohio State University, 1965
Master Plan for the University College: The Ohio State University, 1967
Manual of Procedures for Inventory of Space, 1967
Manual of Procedures for Inventory of Land, 1967

Items Published with Assistance of the Division

Campus Planning Study: Phase I, 1959
Campus Planning Study: Phase II, 1961
Campus Planning Study, Phase II: Technical Supplement, 1961
Dayton Campus: Miami University/The Ohio State University, 1964
A Preliminary Engineering Study for the Location of The Ohio State University Campus Loop Road, 1967