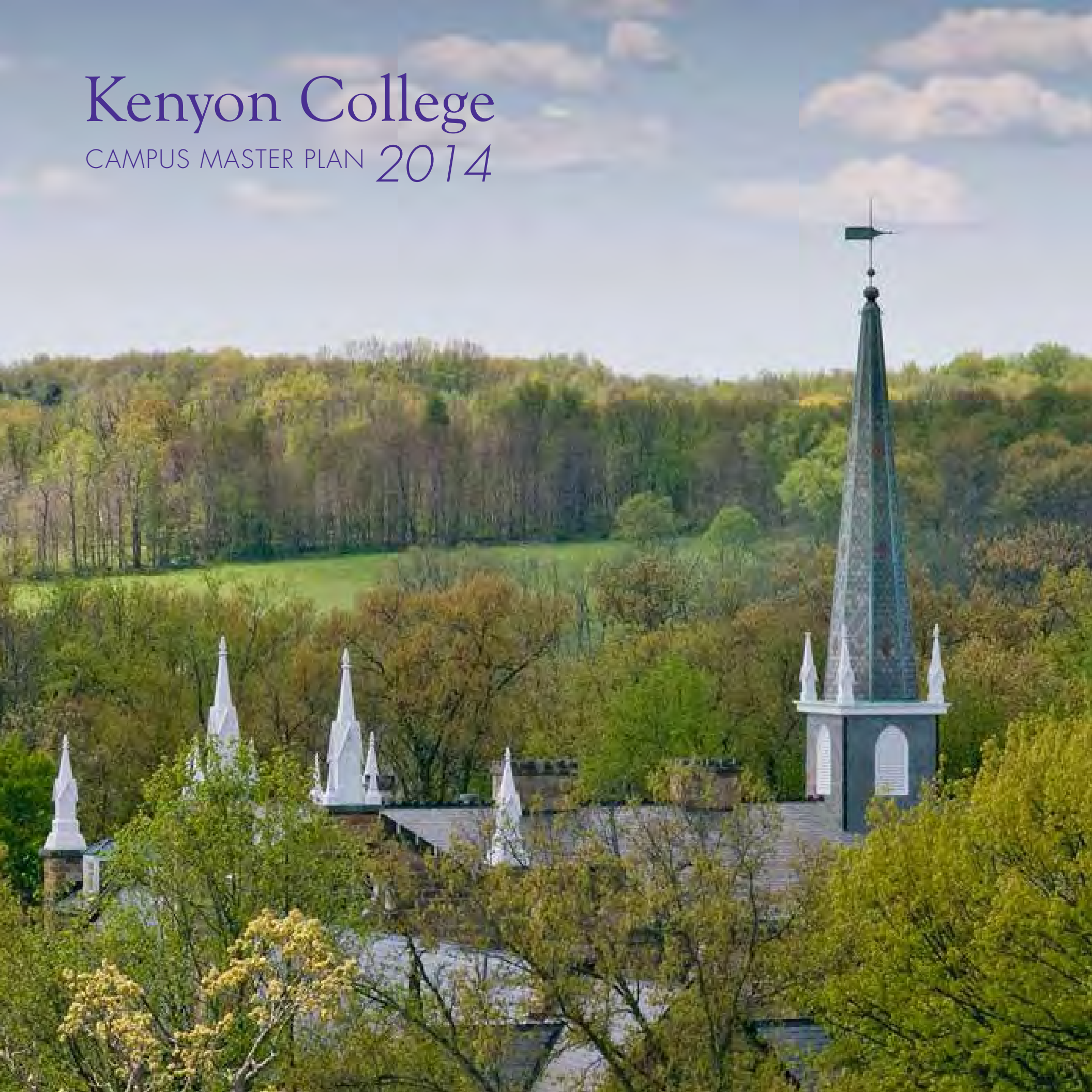


# Kenyon College

CAMPUS MASTER PLAN 2014



“Kenyon remains a small college and exemplifies deliberate limitation. What is included here is special, what is excluded is not necessary to our purposes. Focus is blurred when there is dispersion over large numbers or over a large body of interests. Kenyon remains comprehensible. Its dimensions are humane and not overpowering. Professors, knowing students over years, measure their growth. Students, knowing professors intimately, discover the harmony or conflict between what a teacher professes and his or her behavior.”

— KENYON COLLEGE COURSE CATALOG 2014-2015  
KENYON COLLEGE MISSION STATEMENT

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## Introduction

Kenyon College has chosen to update the 2004 Campus Master Plan as part of a comprehensive strategic planning process. The goals of this Master Plan update are to reaffirm the guiding principles of the 2004 Plan, evaluate these principles in light of the campus initiatives that have been completed since 2004—including the recent Landscape Master Plan—and define physical planning recommendations to guide future campus development in support of the Strategic Plan.

The Campus Master Plan is an opportunity to reinforce what makes Kenyon unique. It aims to enhance the student experience, strengthen the College's role in the local community as a cultural and economic resource and further Kenyon's environmental stewardship. The Master Plan establishes a framework for future campus development in support of the academic mission as defined in the Strategic Plan. To that end, the Master Plan has been structured around broad objectives rather than specific initiatives. Areas of emphasis include the adaptive reuse of buildings that have been vacated by recent construction, addressing the needs of College Relations and Admissions, strengthening community through selective residential improvements and the creation of a comprehensive revitalization plan for the Village.



SEAN DECATUR  
President

## A Letter from the President

This document represents the committed work of numerous members of the Gund Partnership and the Kenyon and Gambier communities. While it is in some ways an elaboration and extension of portions of the College’s 2004 master plan, which was also prepared by the Gund Partnership, it includes several projects not imagined or thoroughly worked out in the earlier plan. It is, in fact, an essential part of the Kenyon 2020 strategic plan.

The Master Plan Steering Committee comprised members of the College’s board of trustees, its administration, faculty, and student body, and the village administration. The committee was charged with addressing needs that have arisen since 2004, especially with regard to student life, and revisiting previously identified problems, most of them related to the availability of appropriate academic and other facilities, for which solutions were not yet in place. The members were also encouraged to propose ways in which the master plan could not only maintain and preserve but also enhance the sense of community at Kenyon and in Gambier.

To those ends, the committee and the Gund Partnership directed much of their attention to areas north of Wiggin Street and the academic core. These included the student residence halls just north of Brooklyn Street and west of Chase Avenue known as the Freshman Quadrangle, which last accommodated the entire entering class in 1968. This master plan envisions remodeling of the existing buildings in that area and constructing new ones in order to house the freshman class in a group of contiguous residence halls with designs reflective of the historic architecture elsewhere on campus. Such a group would foster both the sense of community within each new class and the bonding that produces strong class and collegiate loyalties.

The village center, long a source of concern for its dearth of attractions for students and other community members, for its nearly total lack of available commercial and professional space, and for its various architectural failings, was examined in detail from Wiggin Street to Brooklyn Street. The master plan provides imaginative proposals for dealing with all of these, including a way to bring more student traffic into the area by relocating the Student Affairs Division in remodeled and new structures along Chase Avenue. Other proposals, such as a series of buildings on the site of Farr Hall that would greatly increase available commercial and professional space, address all three problems. Perhaps the most visible of the proposals would be a new Kenyon Inn, replacing the current and increasingly problematic structure with a larger one capable of meeting the needs of a greater number

of guests as well as the many community members who meet and dine there.

Key issues in the academic core were also addressed. These include the need for better facilities for the Department of Biology, entailing both remodeling of and additions to Higley Hall, and for the dance program. The discussion of the latter led to the proposal to bring all of the Department of Dance, Drama, and Film into a new “arts district” in the West Quadrangle. That quad, which has already begun to take shape with the existing Storer Hall and the recently completed Gund Gallery and Horvitz Hall, would also be the site of a new academic building, with much-needed auditorium, classroom, and office spaces, as well as a similarly sized building to accommodate the offices of the president and provost along with other administrative operations.

The largest of the master plan’s individual proposals, in both scope and expected costs, are the underground parking garage in the West Quad and a new Kenyon library. The former would allow the West Quad to function fully as an extension of the campus – centered on a newly created green space – while providing much-needed additional parking spaces for employees as well as campus visitors. The latter would give us the opportunity to design a facility that not only meets current and anticipated needs within the evolving fields of library and information sciences but also offers more, and more pleasant, areas for student research and individual and group studying. As the preliminary designs show, it could engage more fully with other academic buildings on campus simply by offering entrances on both its eastern (Middle Path) and western (West Quad) sides.

I think you will find much to admire in the following pages, along with much that is thought provoking. The buildings, the renovations and additions to existing buildings, and the other new structures proposed by the plan represent an enormous financial commitment, one that is unlikely to be covered by the results of any single fundraising effort. And because there are many other areas of great need at the College – ranging from program costs and employee salaries to curricular innovations, financial aid, and maintenance of existing structures – construction of each of the facilities envisioned in this master plan must be carefully considered for its potential contributions to the improvement of the Kenyon experience and to the ongoing life of the community.

Sincerely,  
Sean M. Decatur  
President, Kenyon College



## Kenyon College Mission Statement

### THE GOALS AND OBJECTIVES OF THE COLLEGE

“

#### I. Academics

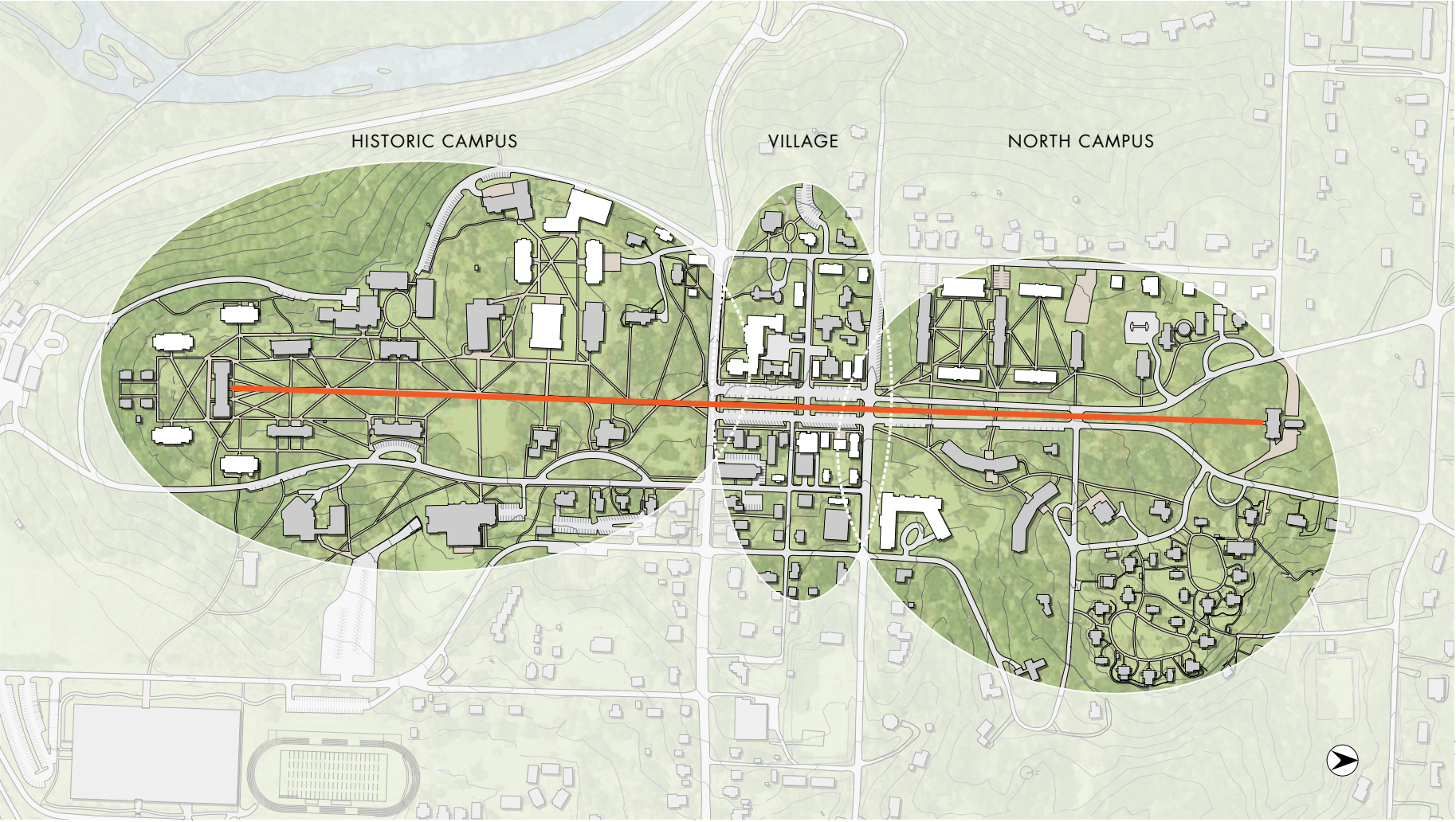
*Kenyon is institutionally committed to promoting a liberal arts education. Skills are promoted and developed that are not only useful to any career but essential for a fulfilling and valuable life. The academic program provides freedom within a common structure to promote balance and coherence, so students design truly liberal educations which are focused, expansive, and useful in the future.*

#### II. Community

*Fundamental to the Kenyon experience is that students and professors develop personal and long-term relationships. The personal contact between students and faculty that characterizes Kenyon stands as central to the Kenyon undergraduate experience. The consequence of student-faculty interaction is that student experience is not one of anonymity. The scale and rural location of the residential community heighten the importance of these relationships. Kenyon provides an environment that is aesthetically conducive to study.*

#### III. Leadership and Success

*The opportunity to participate in campus life and the ease and comfort of participation are characteristic of Kenyon. The atmosphere at Kenyon promotes student involvement. Discourse among students is frequent, on both academic and nonacademic issues, and that discourse is enriched by the diversity of the faculty and student body. Students are active in producing their own experience, rather than being primarily receivers or observers. Doing, by oneself and with others, is Kenyon's recipe for learning.* ”



# The Kenyon Campus

The Kenyon Campus sits on a plateau above the Kokosing River in the rolling hills of rural Knox County. Often cited as one of the most beautiful campuses in the country, the verdant landscape and distinguished architecture create a powerful campus environment. The campus has an understandable and personal scale with expansive, breathtaking vistas all the while embracing the small village of Gambier. Its remote location enhances one's sense of wonder upon arrival.

Middle Path is the primary organizing element of the campus, extending two-thirds of a mile from Bexley Hall at the north to Old Kenyon at the south. Middle Path connects the campus's three distinct zones—the historic and academic core, the village and north campus. Each zone has a unique character and function but they are united and made whole by the powerful gesture of Middle Path.

Wonderful examples of collegiate Gothic architecture line the campus core and dominate one's perception of the campus. In addition to these landmark buildings, the campus contains a range of building types and architectural styles that work together harmoniously. From the Victorian Gothic Ascension Hall to the white cottages on College Park Street, the buildings are unique and distinguished yet share a similar spirit. Development north of the Village from the 1960s and 1970s is less successful but a cohesive campus landscape helps to knit these buildings into the fabric of the campus. Locally-quarried sandstone has been used at Kenyon since its earliest buildings, firmly rooting the buildings in this place and creating a sense of harmony that unifies the campus.



# Campus Growth

Originally constructed from 1827 to 1829, the collegiate gothic Old Kenyon was the first permanent campus building and remains the iconic anchor of the campus. Construction of Rosse Hall commenced shortly after and began to define the academic green that is the heart of the college. Middle Path was laid out in 1842 by the third president of the college, David Bates Douglass, in an effort to organize the campus. Middle Path connected Old Kenyon to Wiggin Street, punctuating the entry with stone gates that flanked the entrance to College Park.

Bexley Hall seminary, which was begun in 1839, would define the northern limit of the Kenyon campus we know today. When Middle Path was extended to Bexley Hall in 1860 by Gregory Thurston Bedell, the third Bishop of Ohio, the powerful gesture of Middle Path was complete. Development at Kenyon over the next 150 years

occurred along Middle Path. The core academic area was well defined by the end of the 1920s which saw the addition of iconic buildings such as Leonard and Peirce.

The post war boom of the 1950s began to dilute this gesture in an effort to accommodate an increasing student population. Student residences were constructed north of the Village and buildings such as Phillp Mather Hall and Chalmers Library were added in the campus core interrupting the rhythm of buildings and green space.

The creation of the Coordinate College for Women in 1969 spurred a new round of development focused north of the village and saw the creation of Gund Commons, McBride, Mather and Caples. Although the women's college was originally intended to remain a separate but related entity it was incorporated into Kenyon College in 1972.



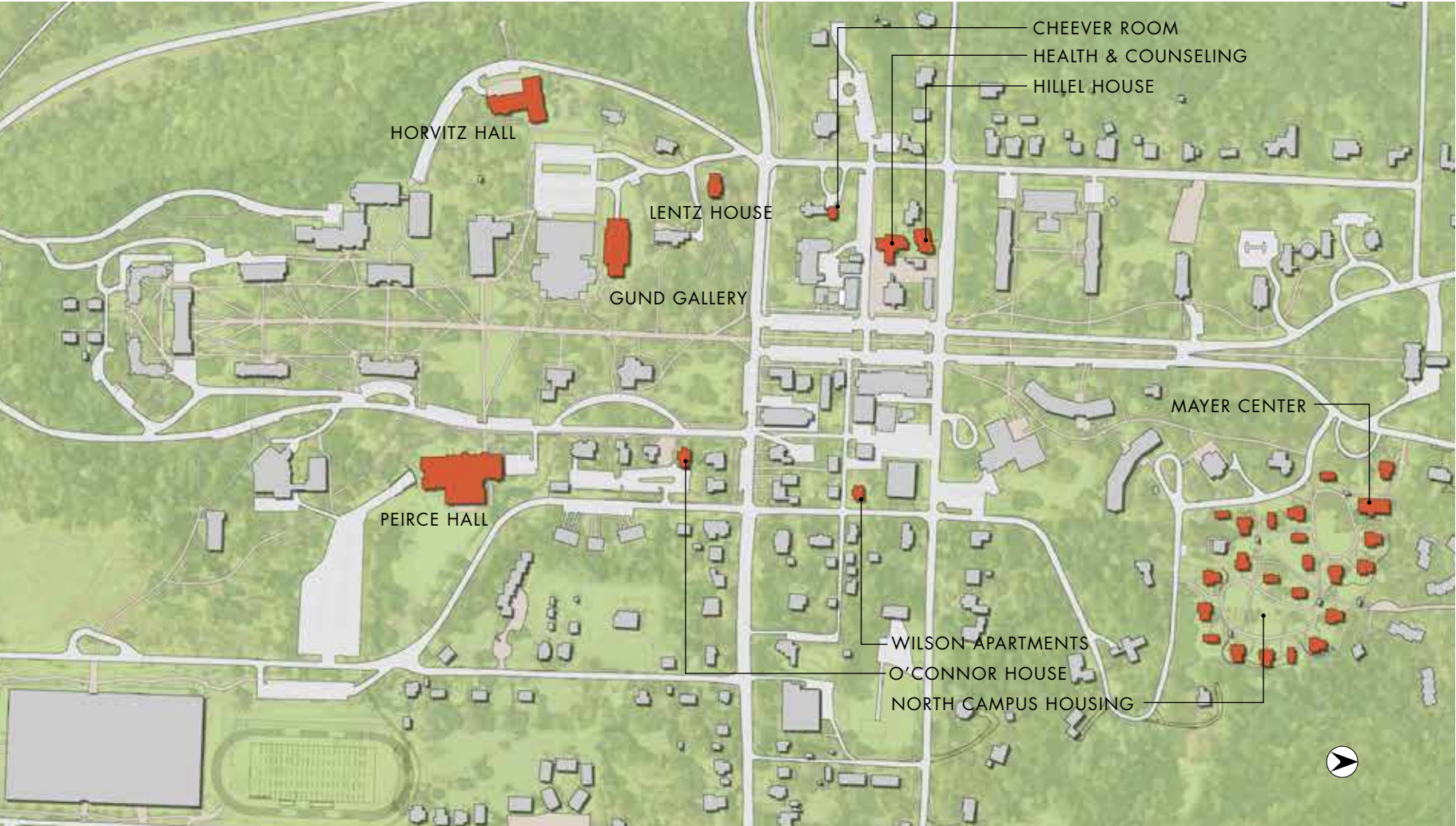
## The 2004 Master Plan

The 2004 Master Plan focused on the historic core campus, with the goal of bringing all of the academic programs into the core around Middle Path and south of the college gate at Wiggin Street. Specific goals for the plan included:

- Renovate historic Kenyon buildings to be accessible and address changing program and pedagogy needs.
- Develop academic clusters to strengthen program cohesion and identity and address need for contemporary medium-size classrooms and faculty office space.
- Develop planning strategies for the West Quadrangle to accommodate academic program growth and greater density in the core area.
- Develop the Library and Peirce Hall as centers of academic and social life in the context of the campus.
- Increase student housing opportunities in the south campus areas to balance populations throughout campus and village and eliminate off campus housing.
- Respond to student housing desires by eliminating triple rooms, providing more single rooms and restoring commons areas in residence halls to create community.
- Relocate long-term student parking areas to the campus periphery and develop high volume options in the core for faculty and staff day parking and to support event parking in evenings and weekends.
- Restore the scale and character of the Village of Gambier and create development opportunities for new retail and services in the village center's high traffic areas while consolidating college functions and services nearby for student convenience.
- Relocate student program activities and Senior housing near the village center to restore residential areas in the village and create new faculty housing options.



Gund Gallery 2011



## Campus Development Since 2004

The successful “We Are Kenyon” campaign allowed the College to support an unprecedented level of new construction at Kenyon. Since 2004, the college has completed several new buildings that offer updated, state-of-the-art services and spaces to the campus, help attract excellent students and leading faculty to join the college community, and support the goals of the 2004 Master Plan.

The initiatives undertaken in the last decade have focused on consolidating academic programs in the campus core; expanding housing opportunities; revitalizing Scott Lane; developing an Arts Quad, and creating a comprehensive parking plan that moves cars to the campus perimeter.

Current work underway includes the new Cox Health and Counseling Center on Scott Lane and the new Rothenberg House on West Brooklyn Street, opening in 2014.

The following projects have been completed since 2004:

- **Horvitz Hall** for studio art  
*New construction*
- **Gund Gallery**  
*New construction*
- **North Campus Apartments**  
*New construction*
- **Lenz House** for English  
*New construction*
- **O'Connor House** for interdisciplinary studies  
*New construction*
- **Wilson Apartments**  
*New construction*
- **Peirce Hall**  
*Renovation and expansion*
- **Finn House**  
*Renovation and addition for the Kenyon Review*
- **Hoehn-Saric House** for the Center for Global Engagement  
*Renovation and addition*
- **Mayer Center (Art Barn)**  
*Renovation for the Craft Center and student spaces for north campus residents*





## The 2014 Campus Master Plan Update PART 1

### STRENGTHEN HISTORIC CAMPUS

The historic academic core of campus stretches from the Gates at Middle Path to Old Kenyon and is the physical and symbolic heart of the campus. Consolidating academics in this core was a priority of the 2004 Master Plan and the College continues to address this area of focus. With the completion of Horvitz Hall for Studio Art, the furthest afield academic department has been brought into the core.

Academic programs are housed in a variety of buildings on campus. The campus core has eight large academic buildings that house the Humanities, Sciences and Arts. There are ten academic cottages on the outskirts of the core—on College Park Street or the edge of the Village—that house the Humanities. The academic cottages are a cherished part of the Kenyon experience but they are unable to accommodate larger collaborative classrooms or modern labs and present ongoing accessibility challenges. Overcrowding and lack of accessibility plague Ascension, which is the largest academic building on campus.

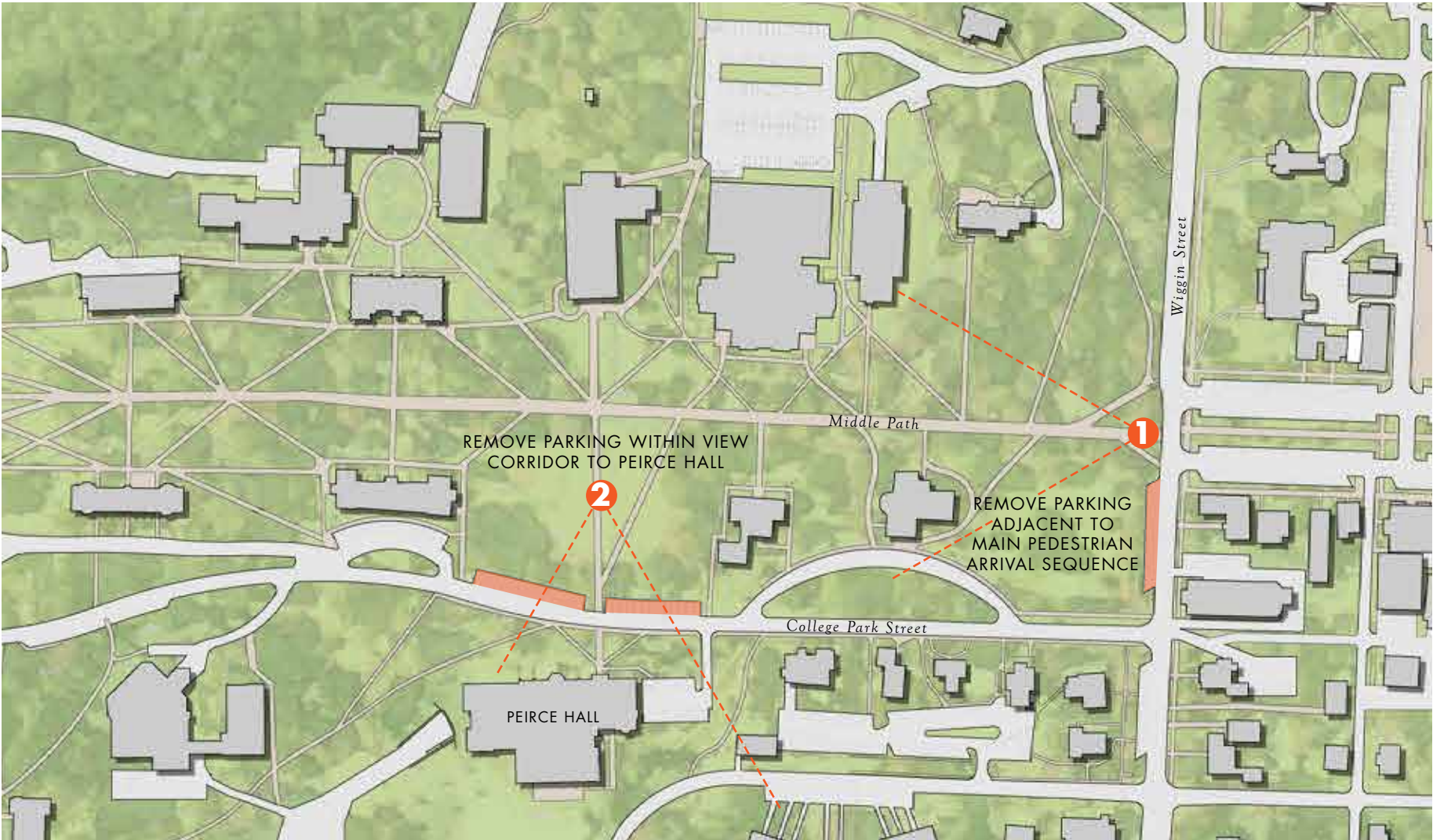
Visual Arts, Music and Sciences are well served with newer buildings with the exception of the Biology Department which has seen tremendous growth. Dance, Drama and Film facilities have suffered from deferred maintenance and the expansion of the Film program has put additional pressure on these facilities. Access to the Performing Arts facilities is also a challenge due to their location on the eastern slope of the ridge. The quantity and location of faculty office space is an ongoing issue, with faculty often unable to be housed adjacent to their departmental colleagues.

Providing opportunities for expansion without detracting from the fabric of the historic core is a challenge. The space between the buildings that line Middle Path and the views to the hills beyond is as powerful and important to the campus as the historic buildings themselves. Past development has closed these view corridors in an attempt to accommodate growth in the core. Expansion opportunities on the ridge are limited by the ability to create an accessible route to the buildings and the economics of construction on a hill.

Kenyon is a small college and should continue to feel like a small college, with academics consolidated in the core in a sensitive way that preserves the scale, fabric and intimate nature of the college.



**View 1** Pedestrian arrival to the core campus via Middle Path is a powerful and memorable experience. The vehicular arrival sequence should be equally as successful. Parking should be moved away from important pedestrian arrival points, and out of significant view corridors.



## Entry Sequence Improvements

The academic core is a beautiful composition of historic buildings set in a dramatic green space with the stone gates on Middle Path signifying the gateway into the campus core for the pedestrian. The arrival by vehicle is less well orchestrated and requires greater master planning consideration.

Wiggin and College Park streets offer expansive views into the campus core, but these views are obstructed by parked cars. The map above indicates two zones where parking should be removed to provide unfettered views into the campus, redefine the edge of the academic core and enhance the sense of arrival.



**View 2** The removal of parking along College Park Street will improve the arrival sequence and the pedestrian experience.

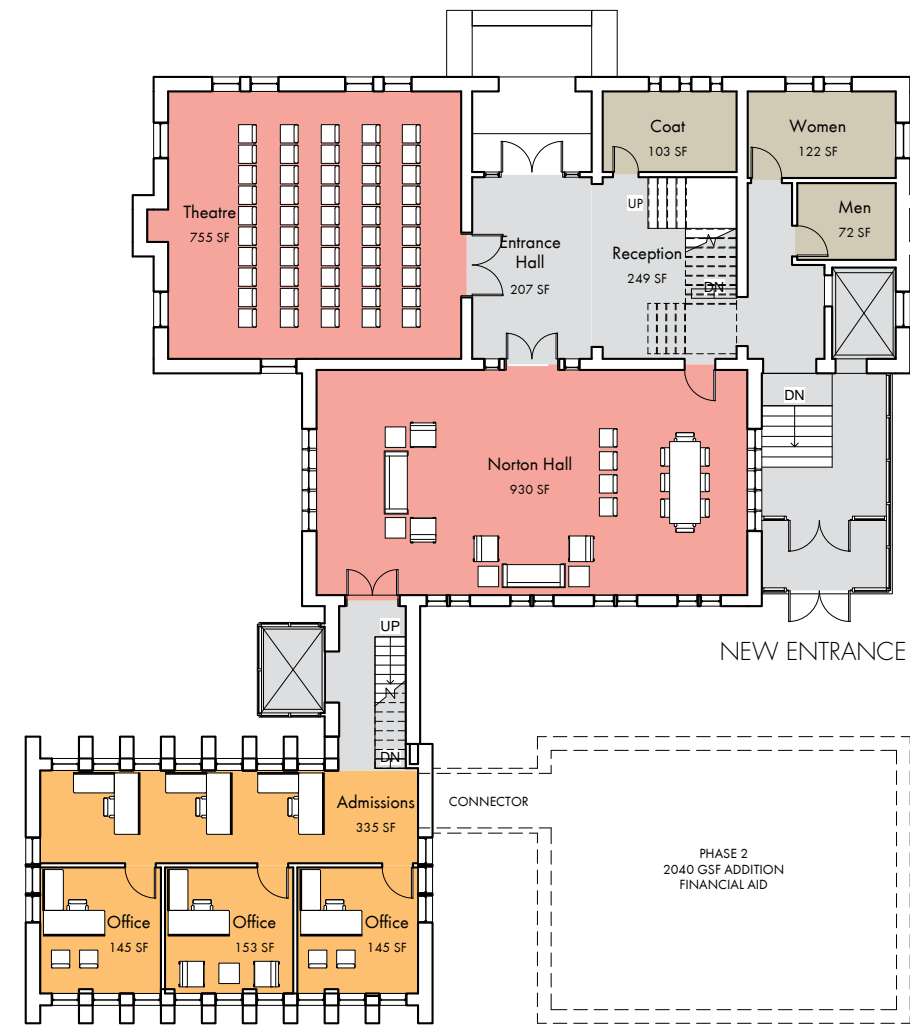
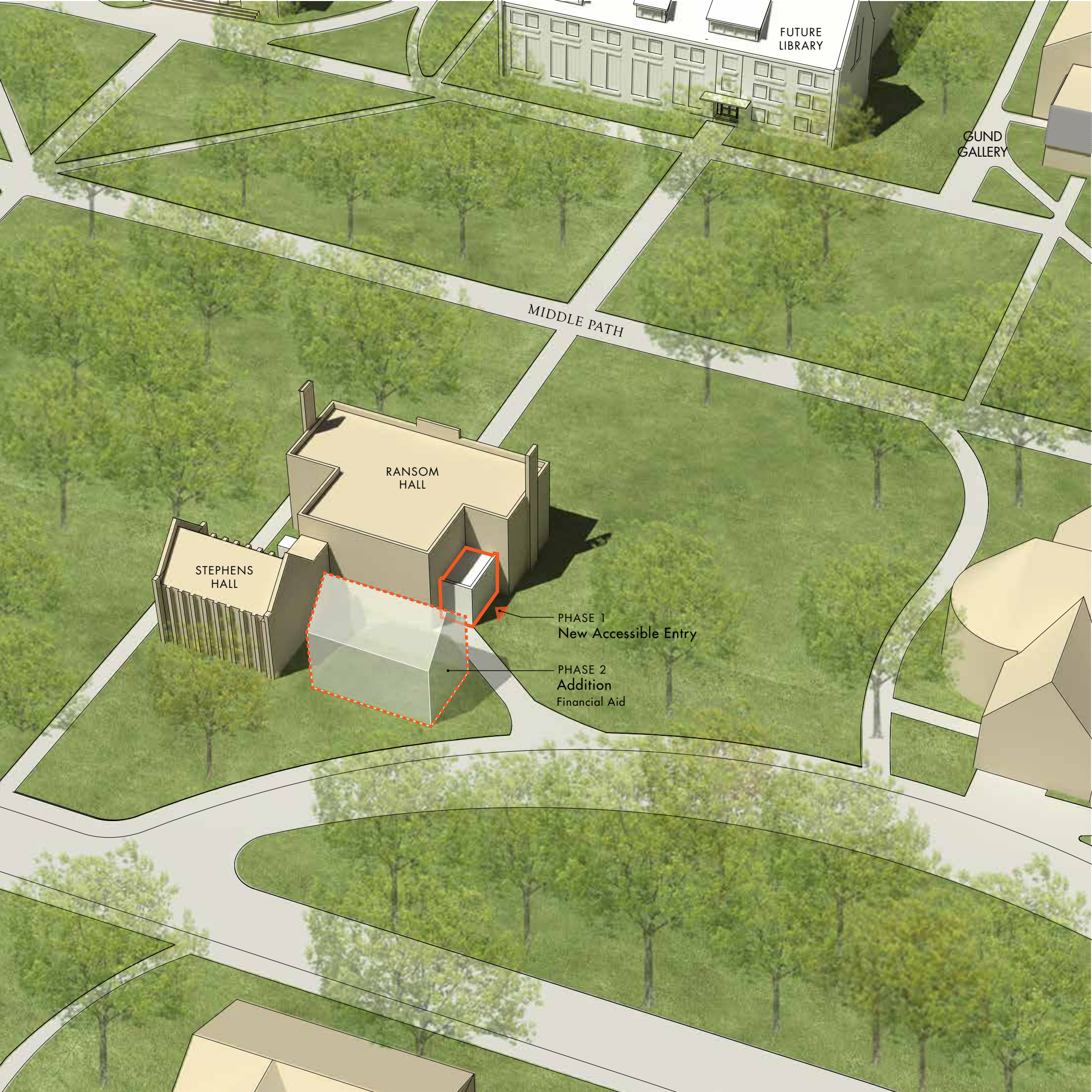


# Admissions & Financial Aid

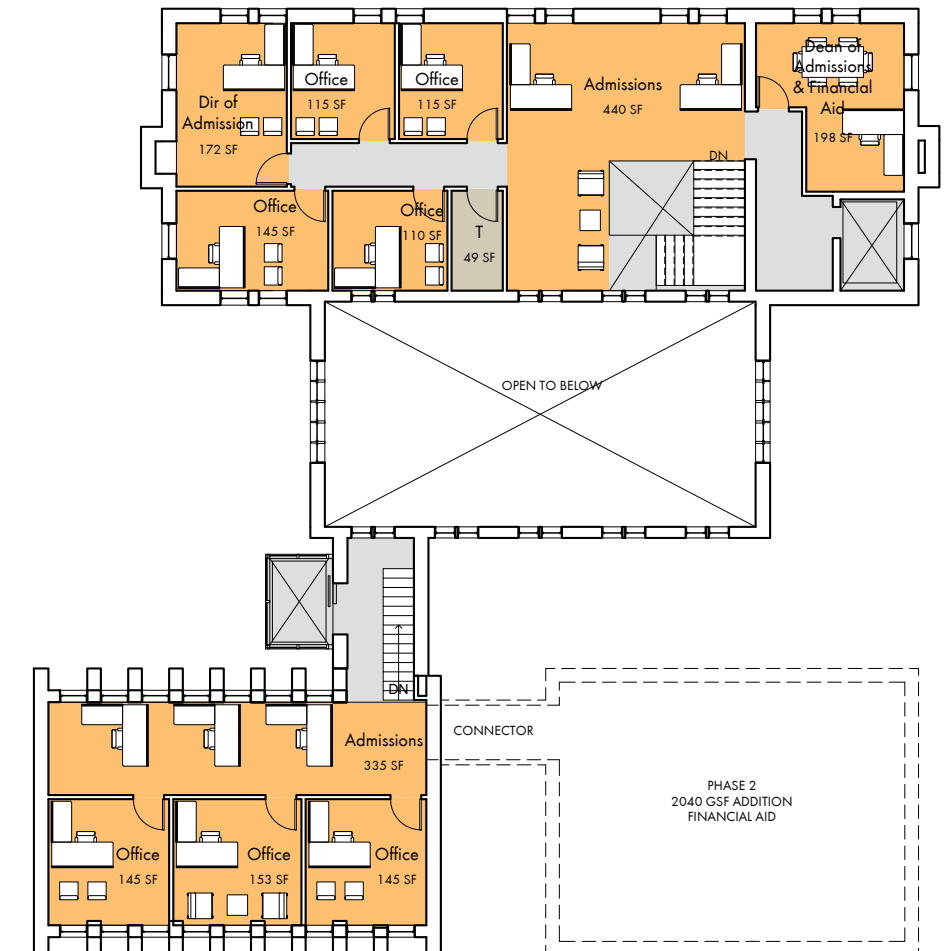
An essential goal of the 2014 Master Plan update was creating a welcoming and inviting first impression of the campus for visitors, prospective students and their families. While Ransom Hall, pictured above, is an historic gem that fronts Middle Path, most visitors approach this building from the rear. In addition to lacking a gracious accessible entrance, Ransom does not accommodate the entire Admissions & Financial Aid team nor serve as an adequate welcome center for visitors.

Numerous renovations and repurposing efforts over the years have compromised the building's ability to support the needs of the department. Offices are too small to accommodate guests, accessibility within the buildings is limited, and Financial Aid has been moved across the street to Edelstein House.

Alternative sites for Admissions were explored but discarded after students expressed lasting memories of their first visit to campus, stepping into the historic Norton Reading Room. Locating Admissions in the historic academic core immerses prospective students immediately in the heart of Kenyon, creating a lasting first impression and therefore should be maintained.



First Floor Plan



Second Floor Plan

## Ransom Hall 1910

## Stephens Hall 1901

A phased renovation with a modest addition to Ransom/Stephens would create a more functionally-successful building for Admissions & Financial Aid while keeping this critical campus function in the historic academic core. This approach would require relocating the Office of the President to make room for expansion of the Admissions offices and a theatre/visitors center.

Phase One would fulfill the current needs of Admissions in Ransom/Stephens. A new entrance added to the North would provide a more graceful accessible entrance visible from the vehicular approach. The historic Magazine Room could be restored and repurposed as a 50-seat theatre/visitors center.

Phase Two would consist of a 2,000 GSF addition that would allow for the reuniting of Admissions & Financial Aid under one roof. The addition would echo the massing of Stephens and complete the historic expansion plan.



Philomathesian Lecture Hall

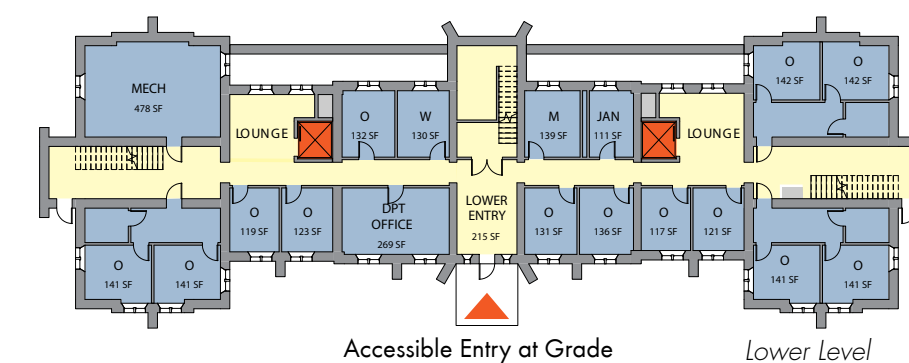
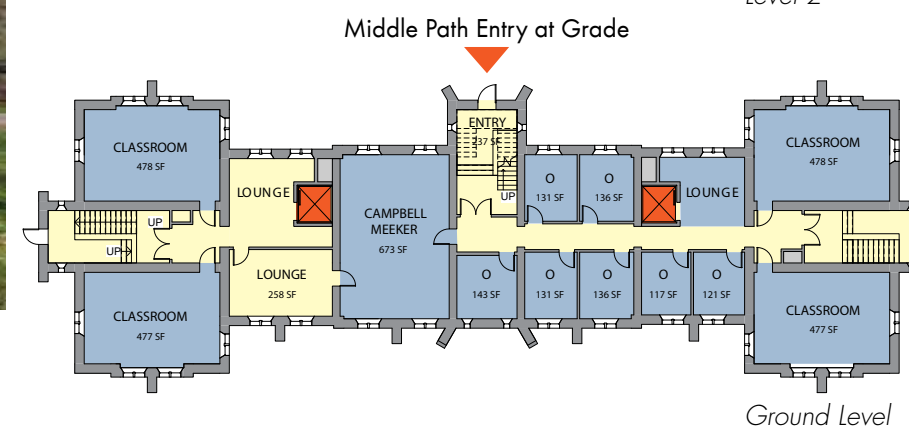
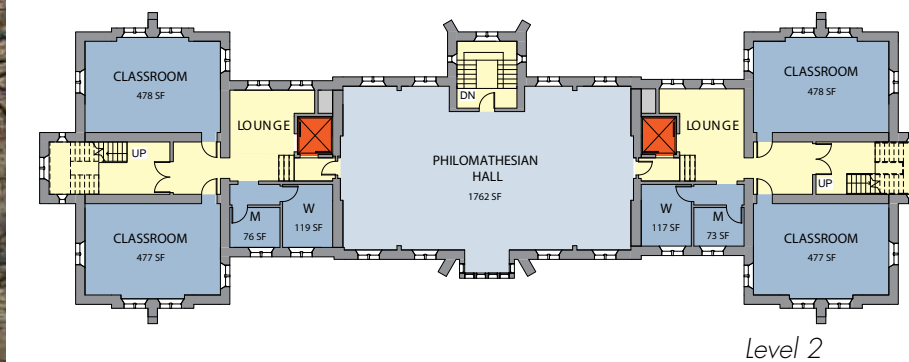
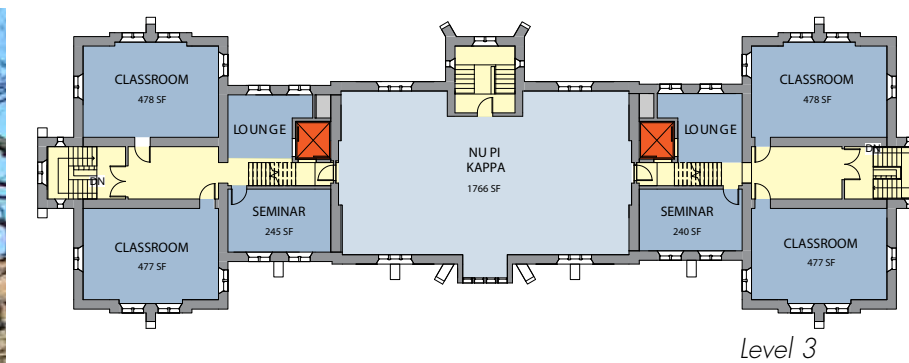


Ascension Hall Entry

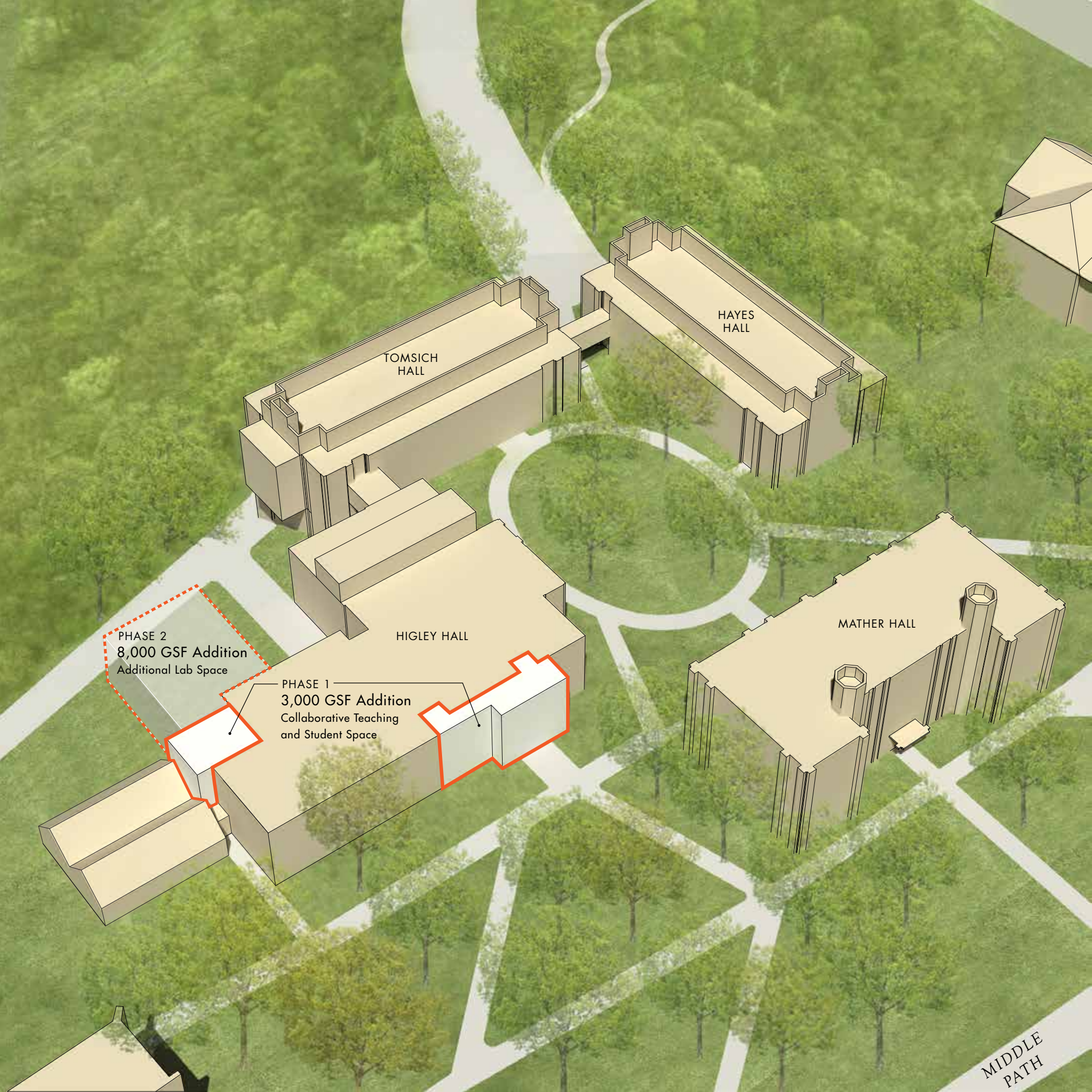
## Ascension Hall 1859

Ascension Hall houses key historic teaching spaces and faculty offices supporting Classics, Economics, Modern Languages and Literatures, Philosophy and Religious Studies. Almost every student at Kenyon has an opportunity to take a class in Ascension. The Victorian Gothic building was the first on campus designed primarily for classroom use, accommodating the Nu Pi Kappa reading room and the Philomathesian lecture hall.

Preservation of this building and its iconic spaces is a priority. If Ascension is to continue to function as a primary academic building, accessibility must be addressed. The main entry is through a landing in the stair tower and the upper levels are interrupted by a large raised space in the center of the building. Removing these barriers would require inserting two elevators and creation of an accessible entry from the east.



*PROPOSED ACCESSIBILITY UPGRADES TO ASCENSION*  
The building currently includes 12 classrooms and 42 faculty offices. In order to complete the proposed accessibility upgrades, some spaces currently housed in Ascension would need to be accommodated elsewhere on campus.

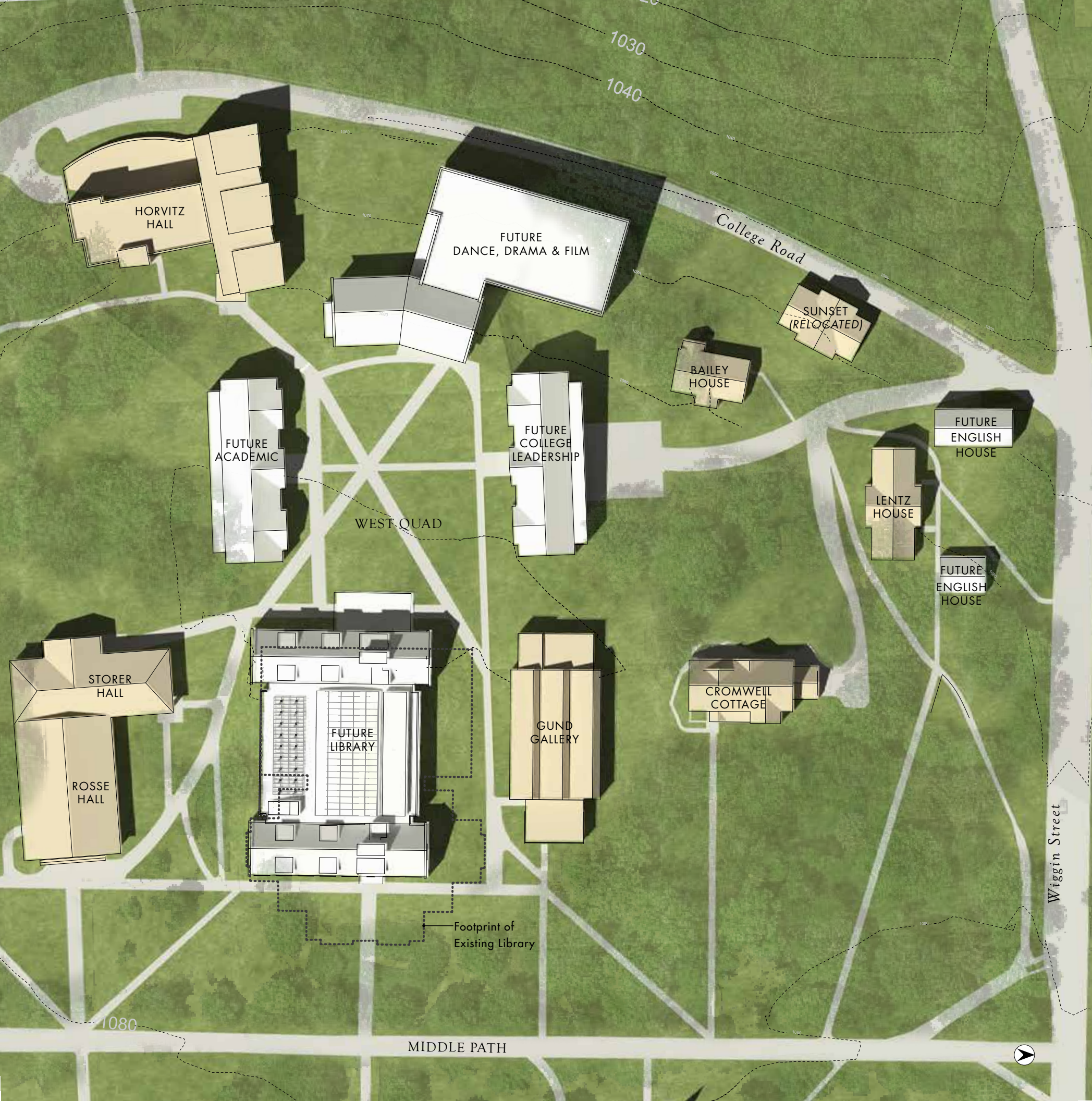


## Higley Hall 1968

Higley Hall was built to support an educational and research model no longer in practice by Kenyon's Biology Department. An endowed chair in Neurobiology and expansion in interdisciplinary programs have put greater demand on the existing facilities. Higley Hall only received a limited renovation when the Science Quad and the Fischman Wing were constructed in the 1990s. A 2012 study examined how the existing building could be renovated to support the current teaching/research model and to support formal, informal and interdisciplinary collaboration that is essential to science education today.

A complete renovation with a 3,000 GSF expansion could accommodate current pedagogies and provide collaborative student and teaching spaces. A larger addition of 8,000 GSF would be required to accommodate the additional lab space identified by the

department. A renovation expansion of Higley Hall also presents the opportunity to create a new front door for the building and open the building to Middle Path.

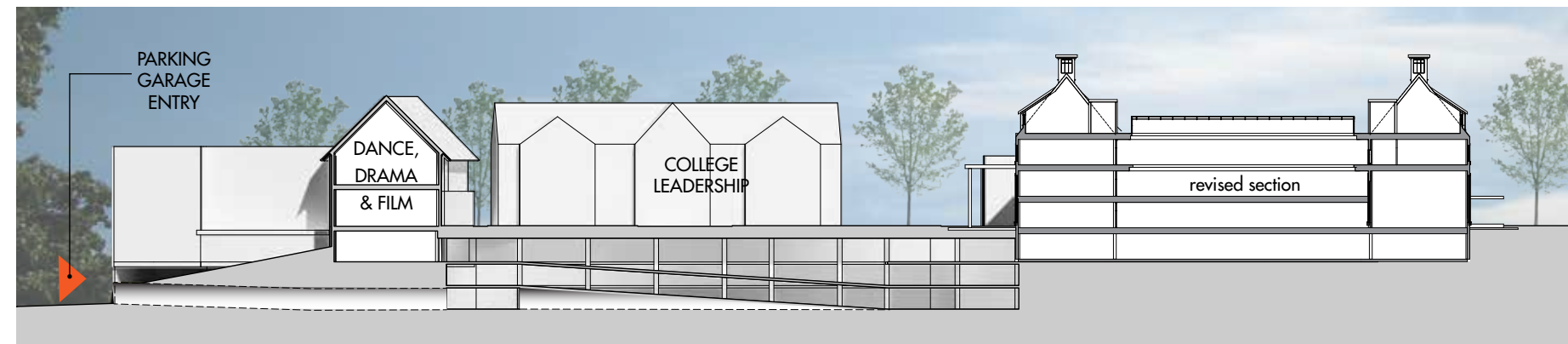
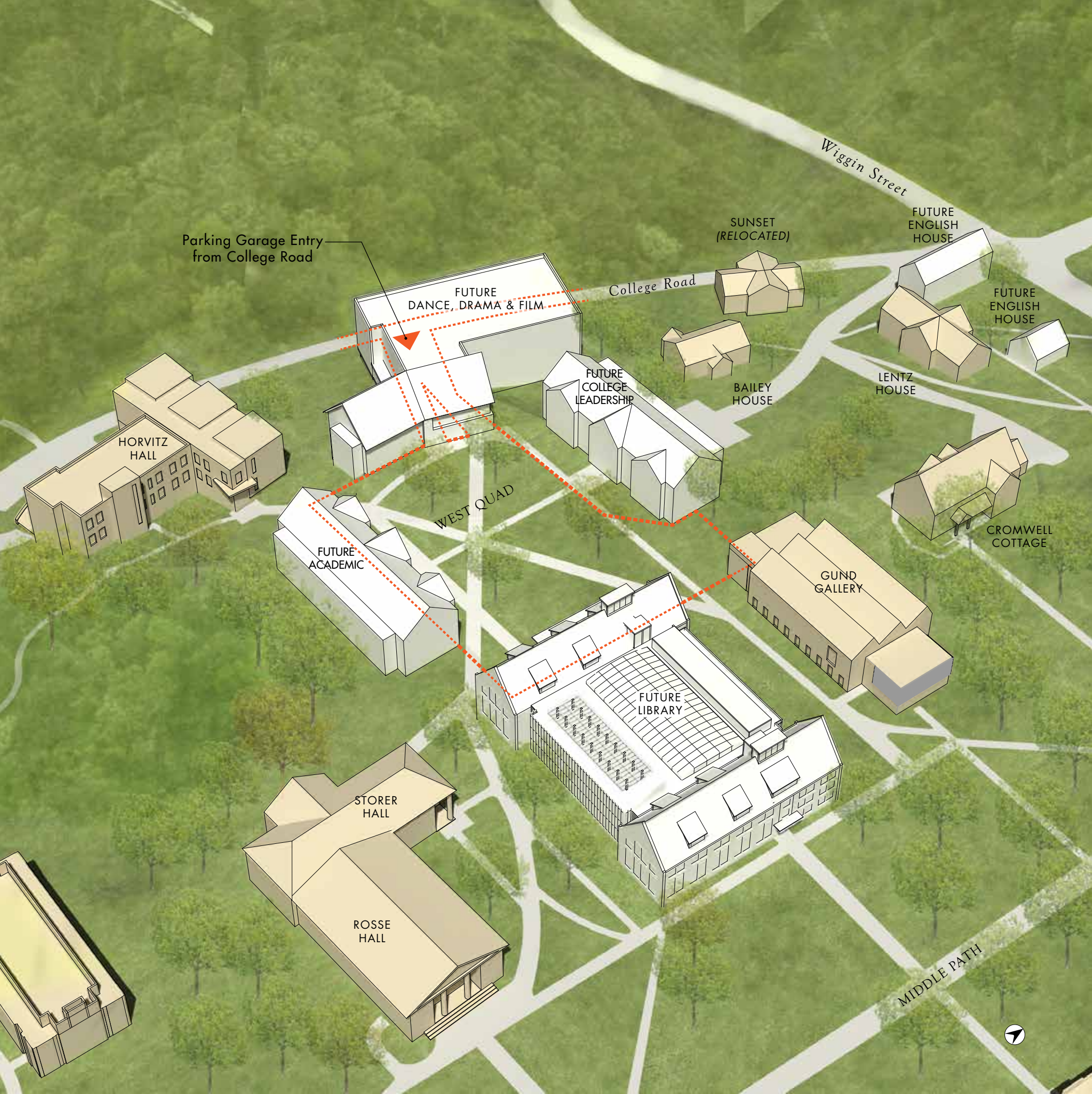


Existing Aerial Photograph

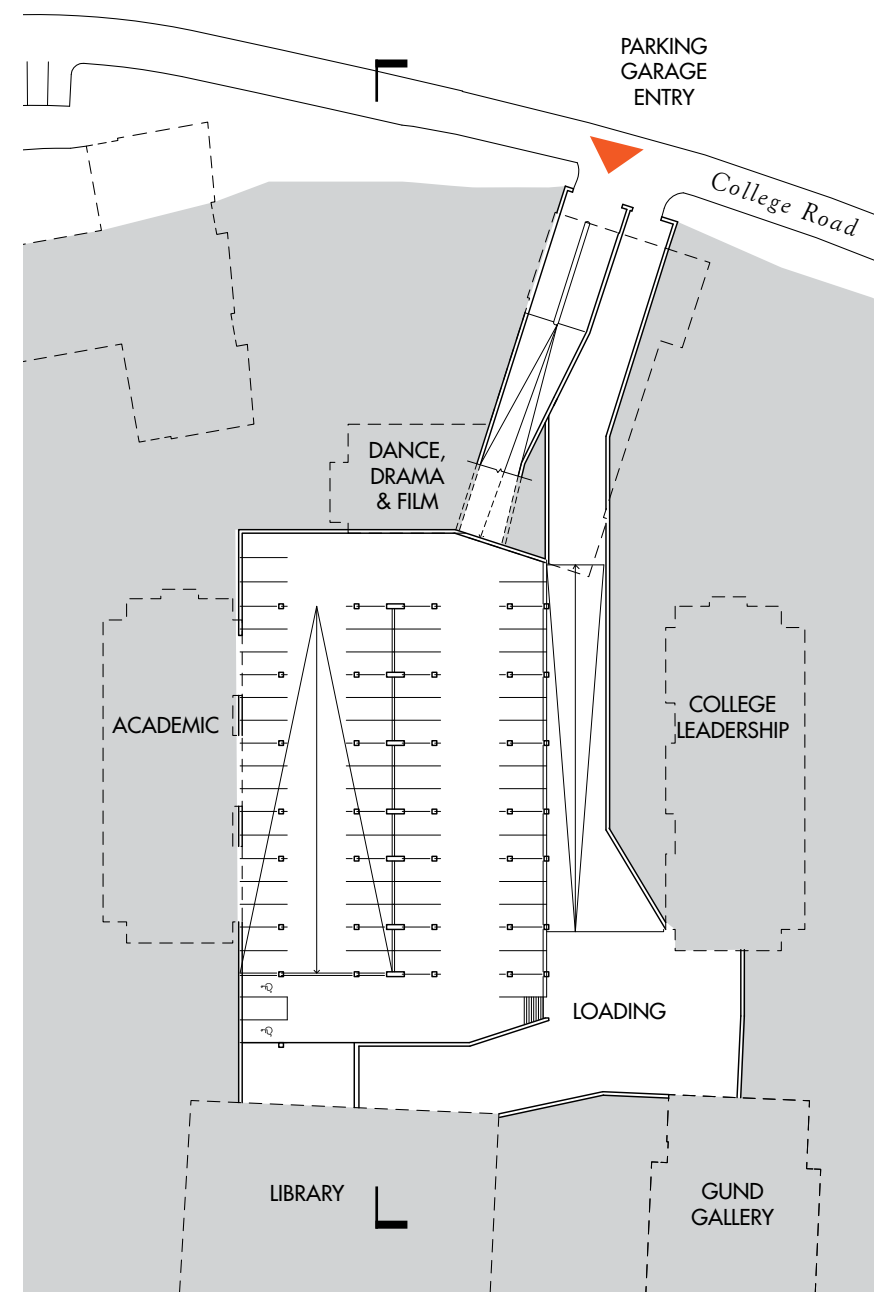
## West Quad

The proposed West Quad allows for expansion in the campus core without altering the experience of Middle Path, preserving the rhythm of the historic buildings and the view corridors to the hills beyond. New academic, performing arts and college leadership buildings would frame the quad and a renovated library would open up to the new space creating a dynamic, active social space. The West Quad would bring together academics, arts and college leadership.

Construction of the West Quad would require the relocation of existing surface parking spaces and Sunset Cottage. An ideal location for Sunset is a prominent site to the north of Bailey House and adjacent to the Lentz English House, creating an English/literary precinct.



Section through proposed parking garage

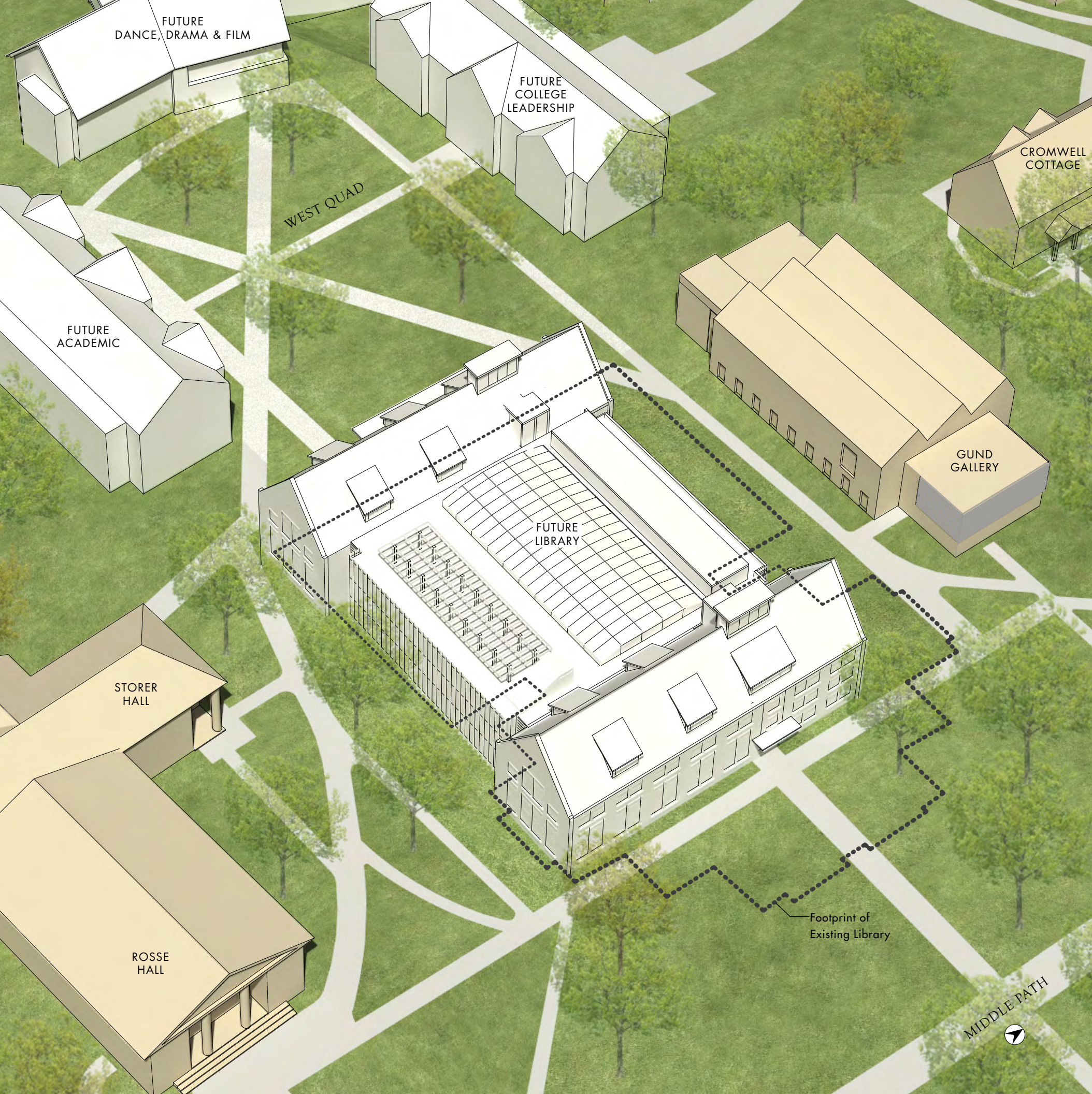


Parking Level Plan

## West Quad Parking

Expansion of the West Quad requires relocating 101 surface parking spaces west of the Library. These centrally located parking spaces are important to the overall campus parking plan. The addition of new buildings in the West Quad will create additional demand in this precinct of campus.

A 300-car underground parking structure could replace existing surface spaces, accommodate increased demand and allow for the removal of surface parking (30 spaces) that lines the eastern edge of the academic quad along College Park Street and obstructs views into the Quad. It can also provide service access and loading facilities for the Library, Gund Gallery and the proposed College Leadership building.



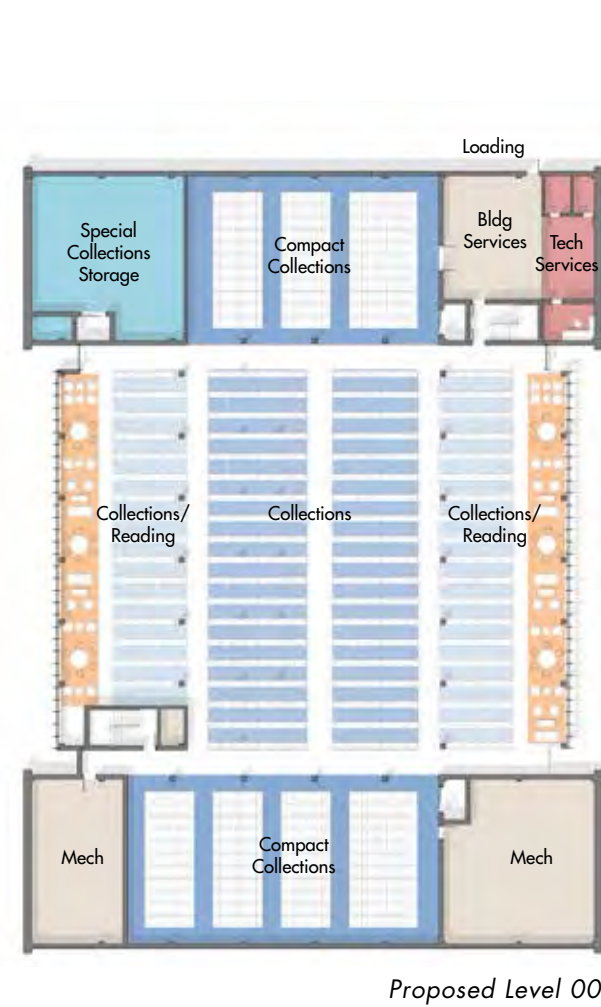
## Library

The Gordon Keith Chalmers Memorial Library was opened in 1962 with a book capacity of 201,000 volumes and seating capacity of 352. It was set back from Middle Path with wide steps leading to a monumental entry. The 1986 Olin Library addition to Chalmers doubled the book capacity to 500,000 volumes and increased seating to 600. The addition is situated between Chalmers and Middle Path. The gracious lawn and the monumental entrance are gone. The grade from Middle Path slopes down to the current entrance which is at the basement level of Chalmers. The Library's proper entrance is at the second level of a glassed-in atrium. An important goal of future work on the Library is to restore a dignified library entry experience and relationship to Middle Path.

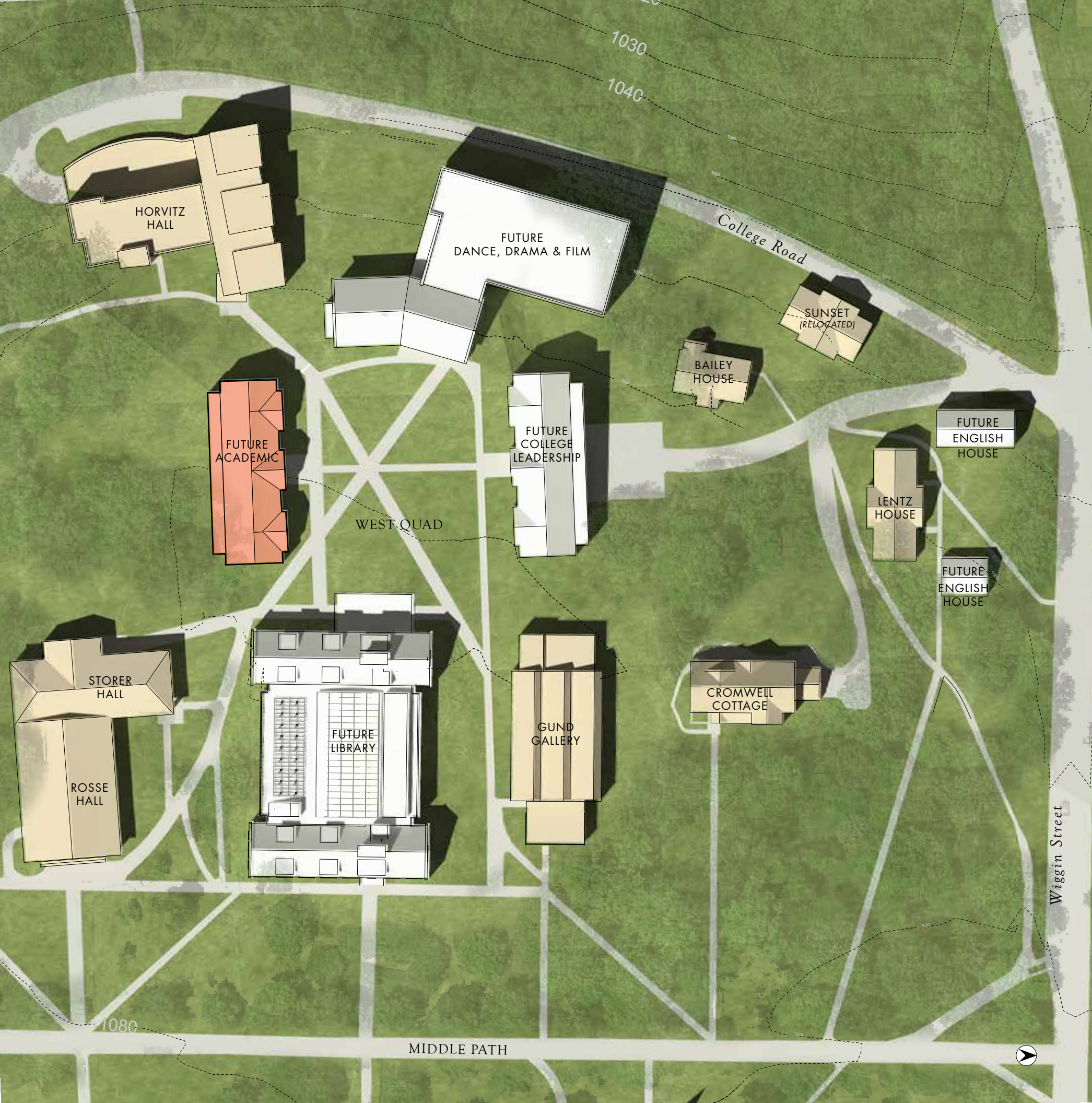
The Olin and Chalmers Libraries currently house Kenyon's Library and Information Services (LBIS) which provide a broad range of services.

The Library provides access to 1.1 million titles, periodicals and multi-media selections on site. In addition to the main collection, Kenyon has unique and historical collections including the Kenyon College Archives, Digital Kenyon and Special Collections. Information Services at Olin and Chalmers Libraries include Institutional Research, Enterprise Infrastructure and User Services. Current partners located in LBIS are the Writing Center, Student Accessibility Support Services, Center for Innovative Pedagogy and a Career Development satellite office.

The library is physically and symbolically at the center of Kenyon academic life. Contemporary libraries are shifting from the traditional emphasis on collections to active engagement in support of the student's academic development. Future work on the library must create lively user-focused spaces at the crossroads of disciplines and provide a range of services that further Kenyon's institutional goals.



- STAFF
- COLLECTIONS
- COLLECTIONS (Compact)
- COLLECTIONS (HALF-HEIGHT)
- SPECIAL COLLECTIONS
- SEATING
- PARTNERS
- MEDIA



Princeton University, Hopkins Architects/Payette

## Academic Building

A new academic building would help alleviate overcrowding in Ascension and provide some of the larger, technology rich and accessible teaching spaces that are not available in the academic cottages. The building would accommodate three 40-seat classrooms, a 350-seat auditorium, seminar rooms, and additional faculty office space. A new academic building could also provide opportunities for formal and informal collaborative interdisciplinary learning spaces.

The Economics department is a candidate for the primary occupant of the new academic building, but learning spaces would be shared by many departments. These new flexible learning spaces and auditorium could make this building a useful amenity for many departments and campus groups.

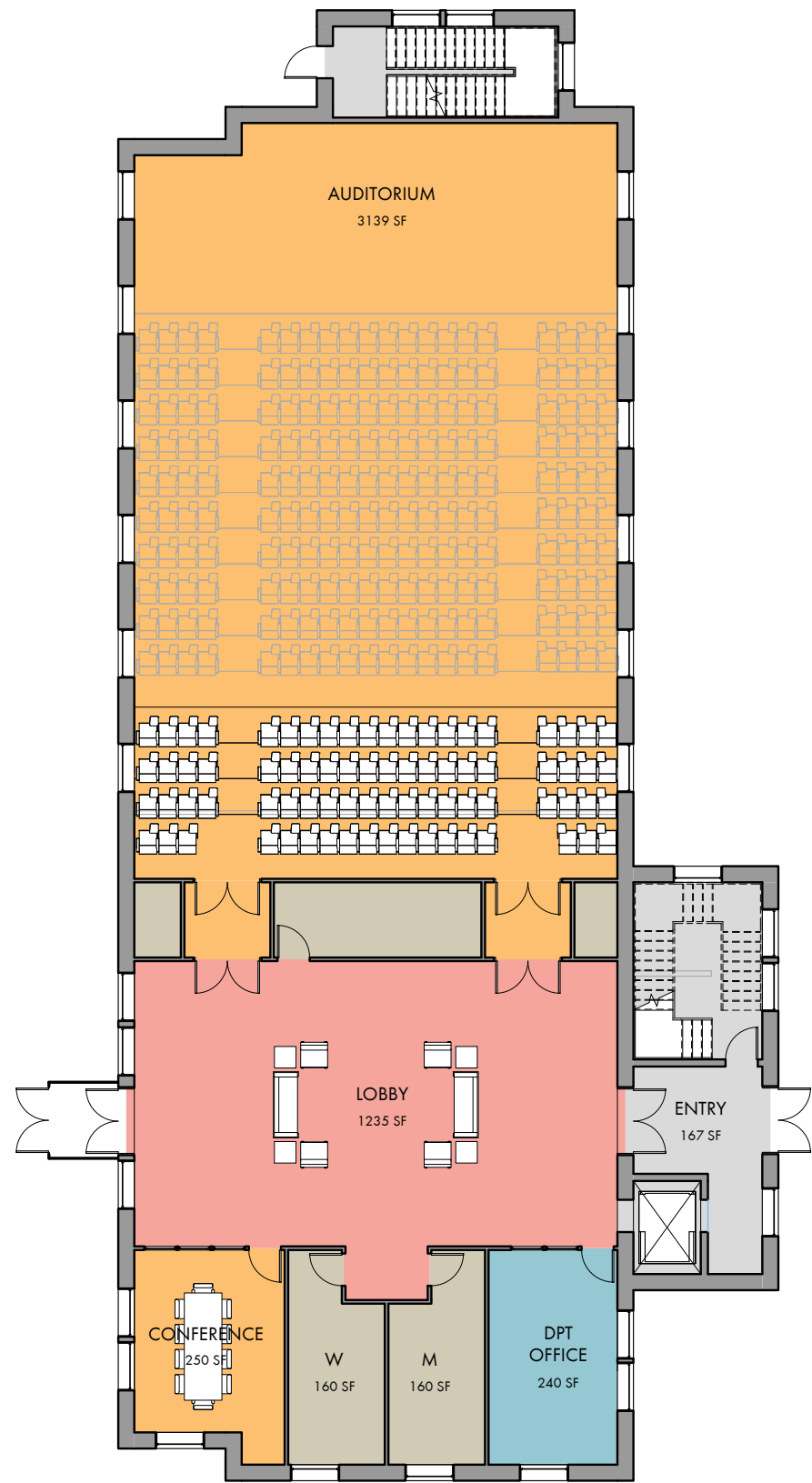


## College Leadership

College Leadership is currently housed in a variety of repurposed spaces across campus. College Relations has outgrown their home in a series of dilapidated houses in the Village Core. The Office of the President is uncomfortably housed on the 2nd floor of Ransom with Admissions occupying the balance of the building. The Office of the Provost occupies Bailey House on the eastern edge of the academic core. Many of these spaces are not accessible and lack both an outward image and interior functionality consistent with their mission as the public face of the college.

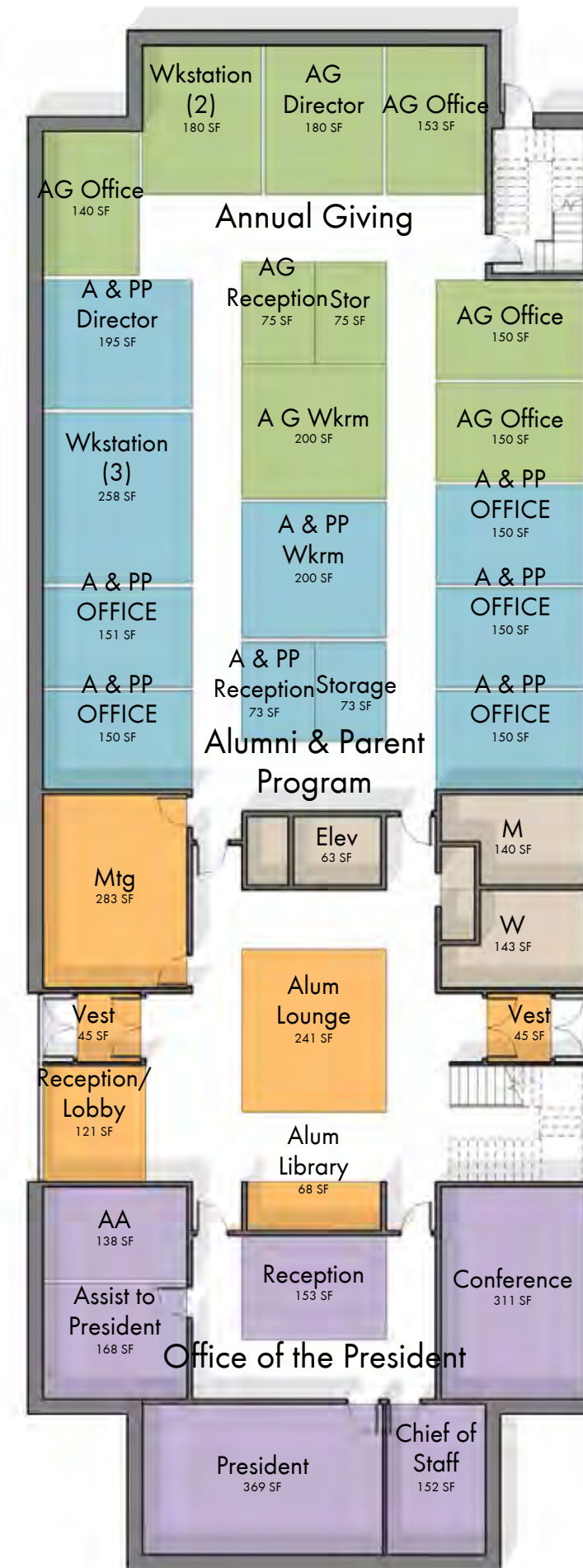
Consolidating College Leadership in the heart of the academic core could create a new visible and public face for College Leadership. Bringing together these groups could create synergies between the President, Provost, Development, Public Affairs and Alumni Affairs. The building could be a welcoming home for Alumni

returning to campus in the heart of the academic core. An entry court to the north, accessed from College Drive would provide a welcoming vehicular approach for visitors to the college.



## Academic Building West Quad Level

The Campus Quad level of the Academic building could accommodate a 350-seat auditorium. Upper levels would house three 40-seat collaborative classrooms, seminar rooms and faculty offices. The building entry would also serve as access to the parking garage. This scenario could provide much needed large academic spaces and faculty offices while serving as an important anchor for the West Quad.



## College Leadership West Quad Level

College leadership, an important public face to the College, is currently dispersed in a variety of repurposed spaces across Campus. This does not facilitate the vital collaboration that can take place at this level of the College's administration. The Campus Quad Level of the College Leadership building could accommodate the office of the President, an Alumni Lounge, the office of Alumni and Parent programs and Annual Giving. Upper levels of the buildings would house Development, Information Services and Public Affairs. Bringing together these groups could create synergies among the President, Provost, Development, Public Affairs and Alumni Affairs, to the real benefit of College administration overall.



Williams College, William Rawn Associates

## Arts District: Dance, Drama and Film

The Dance, Drama and Film department needs additional performance, rehearsal, office and teaching space. The Film program has seen tremendous growth and is seen as an important area of study in attracting top students. The college has struggled to provide appropriate facilities to support this program on campus. A new Performing Arts building could accommodate all of these needs and bring the department under one roof. Locating the building north of Horvitz Hall would create an Arts Precinct that unites Performing Arts, Music, Studio Arts, Art History and the Gallery.

A new Performing Arts building could accommodate a 350-seat theatre, a 200-seat dance performance theatre, a black box theatre, two dance studios, a film screening theatre, a film studio, classrooms and faculty offices. The adjacent parking garage would provide parking for performances.

The 186-seat Hill theatre could be repurposed as a student performance venue. The Bolton Dance Building, formerly Shaffer Pool built in 1935, could become a student social space.



Finn House

## English Quad

Lentz House was the first step in creating a grouping of English buildings that would provide additional facilities to meet the needs and goals of the department while maintaining the cherished intimacy of the academic house model. The next step would be the relocation of Sunset Cottage to the prominent site at the entrance to campus and the addition of a reading room house, akin to the Cheever Room of Finn House, that would provide space for larger classes and events. Proximity to Finn House, home of The Kenyon Review, creates a literary district on Wiggin Street.



Lentz House



The Future English House South has a flexible Event Space and Classroom, providing a new campus space similar to the well-used Cheever Room across Wiggin Street.



The Future English House North has three levels, with offices on Upper and Lower Levels, and a multi-use Seminar room on the Main Level.

The literary district extends across Wiggin Street, creating a connection between Future English Houses North and South, and Finn House and Cheever Room.



## The 2014 Campus Master Plan Update PART 2

### BUILD CAMPUS COMMUNITY

Learning is a multifaceted process that doesn't end at the door to the classroom. Student satisfaction and success are supported by a strong community and an active and engaged student body. Nurturing the whole student requires a holistic approach to facilities planning and the distribution of campus programs to support well being and build community at every point in the campus experience.

Housing and Residential Life plays an essential role in shaping campus community. Kenyon has made a substantial investment in upgrading student housing including the North Campus housing development. But the 220 beds brought online by this project only account for 12% of the 1,778 beds on campus.

Traditional style dorms on the campus date from the early 1900s to the 1960s. They have few modern amenities and social spaces with the exceptions of Old Kenyon, Hanna and Leonard which provide social spaces for the Greek organizations on campus. Many of the older apartment-style residences on campus are of poor-quality construction. The Taft Cottages, which opened in 1994, are an exception.

A range of housing types is required to support the students' journey through their four years at Kenyon, from traditional dorms with common social spaces that draw students out of their rooms to more independent options for upperclassmen. The apartment-style North Campus housing, primarily for seniors, has been well received and is a sought-after residential option. These apartment-style residences are an important part of the housing stock, allowing students more responsibility and independence in the transition to life beyond Kenyon. A similar investment has not been made in underclass housing since the 1970s and a lack of adequate swing space has limited the ability for the college to maintain and upgrade these existing facilities.

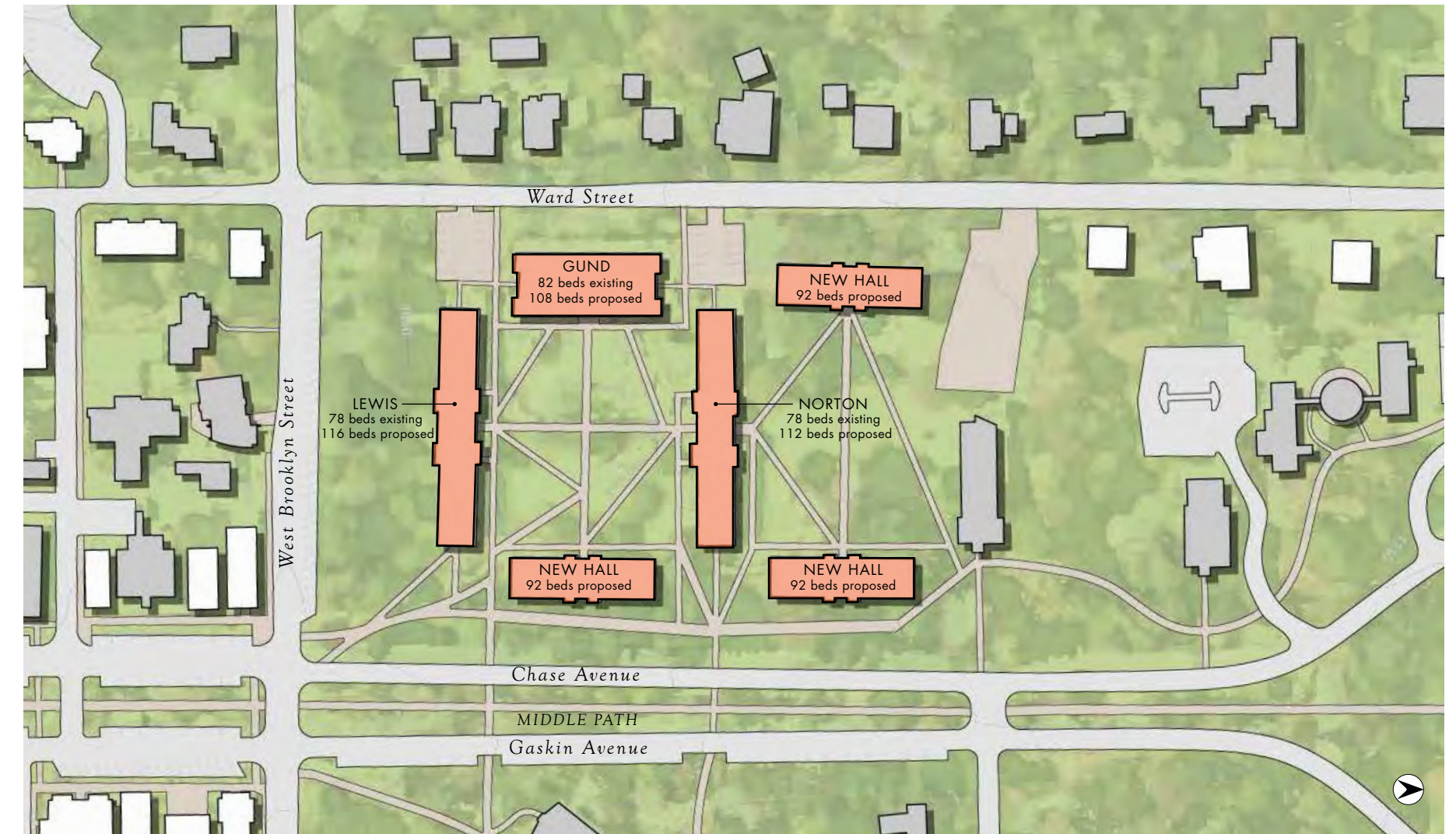
Supporting campus community requires an ongoing effort to provide facilities that support the whole student and meet the expectations of prospective students. Additional beds will be required to support this vision. The creation of living/learning environments and additional themed housing options in strategic campus locations will help enrich both the student experience and the campus fabric.



Existing



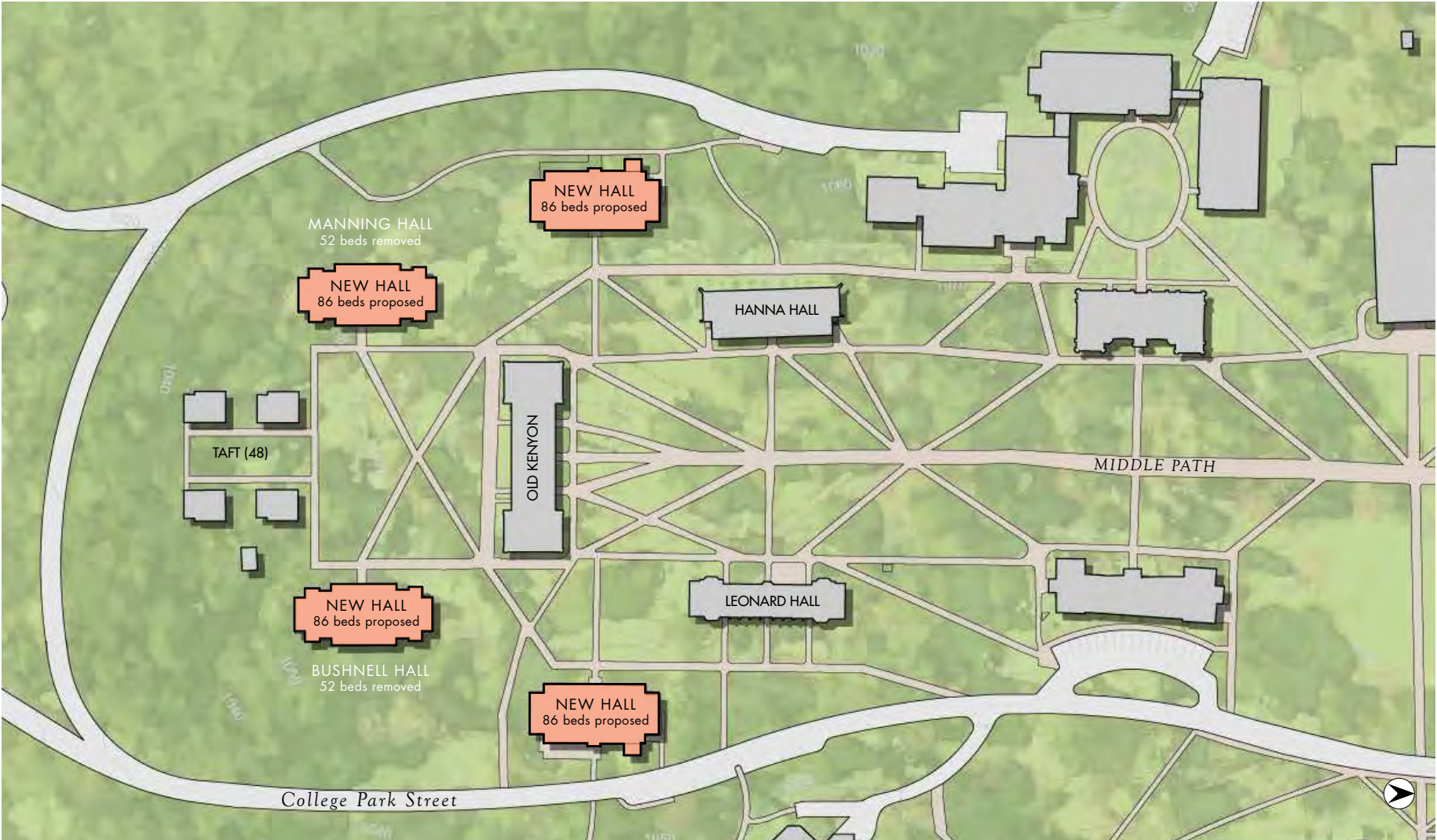
Proposed



## Freshman Quad

Although Kenyon has a freshman quad north of Brooklyn Street, it has not been large enough to accommodate the entire freshman class since 1968. A third of the class is housed across Route 308 in the Mather and McBride residences. This physical divide is an obstacle to creating class cohesion. All of these residences lack adequate common social spaces that bring students out of their rooms and help to create community.

The freshman quad could be expanded to accommodate the entire class by adding a third story to the existing buildings and by adding a new residence hall on the east edge of the existing quad. The addition of a third story would help create buildings that are more in keeping with the scale of the historic campus, symbolically link the north with the academic core and provide needed additional beds.



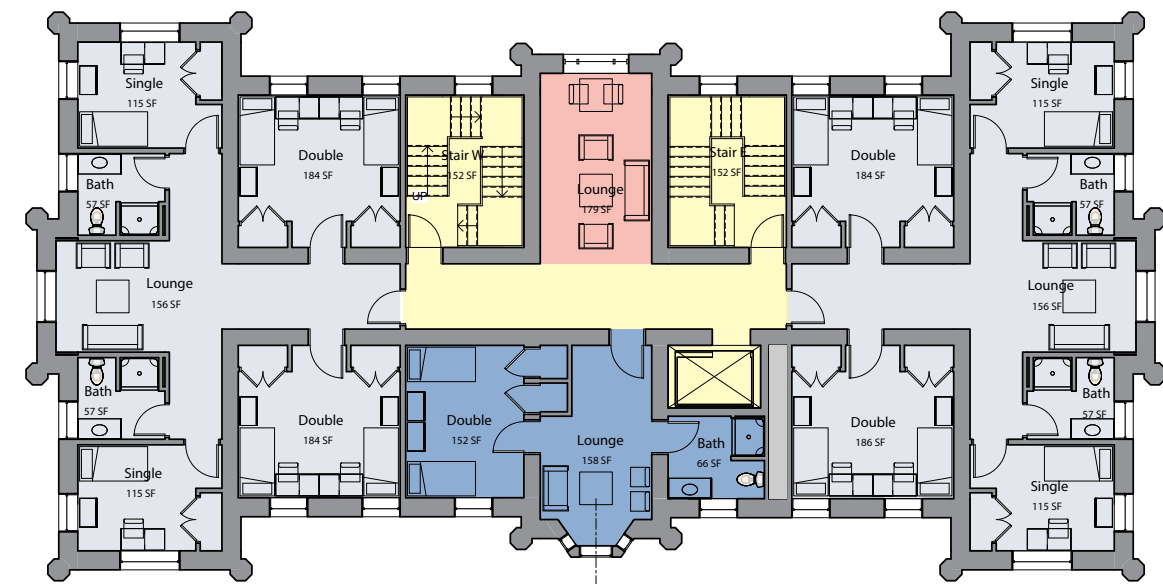
## South Campus Housing

The goal of the Master Plan is to create a balance of housing opportunities between the historic south campus and the areas north of Wiggin Street. Peirce Hall is seen as the relative center of student life and the sole food service dining venue on campus. By creating more housing in the historic south campus, the campus-wide housing mix would be better balanced and greater opportunities would exist to immerse students in the life of the academic core.

Removing Manning and Bushnell halls would allow for the construction of the two South Halls, and an increased bed capacity, with new spaces and amenities that meet current student expectations. Together, the four new South Campus residences would add a total of 344 beds. The buildings have been designed to support a living/learning environment offering educational and social spaces that create community and help to enhance academic outcomes.

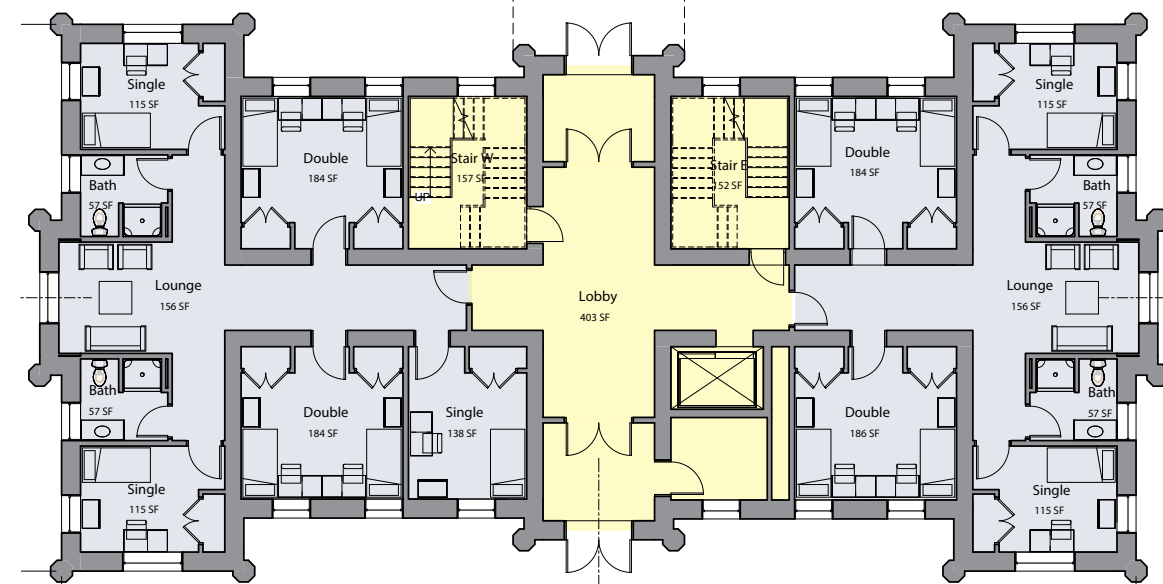
One of the new buildings could accommodate district cooling capacity for existing housing and academic buildings, including Old Kenyon, Hanna and Ascension halls.





*SUITES  
typical at wings*

*Second and Third Floor Plans*

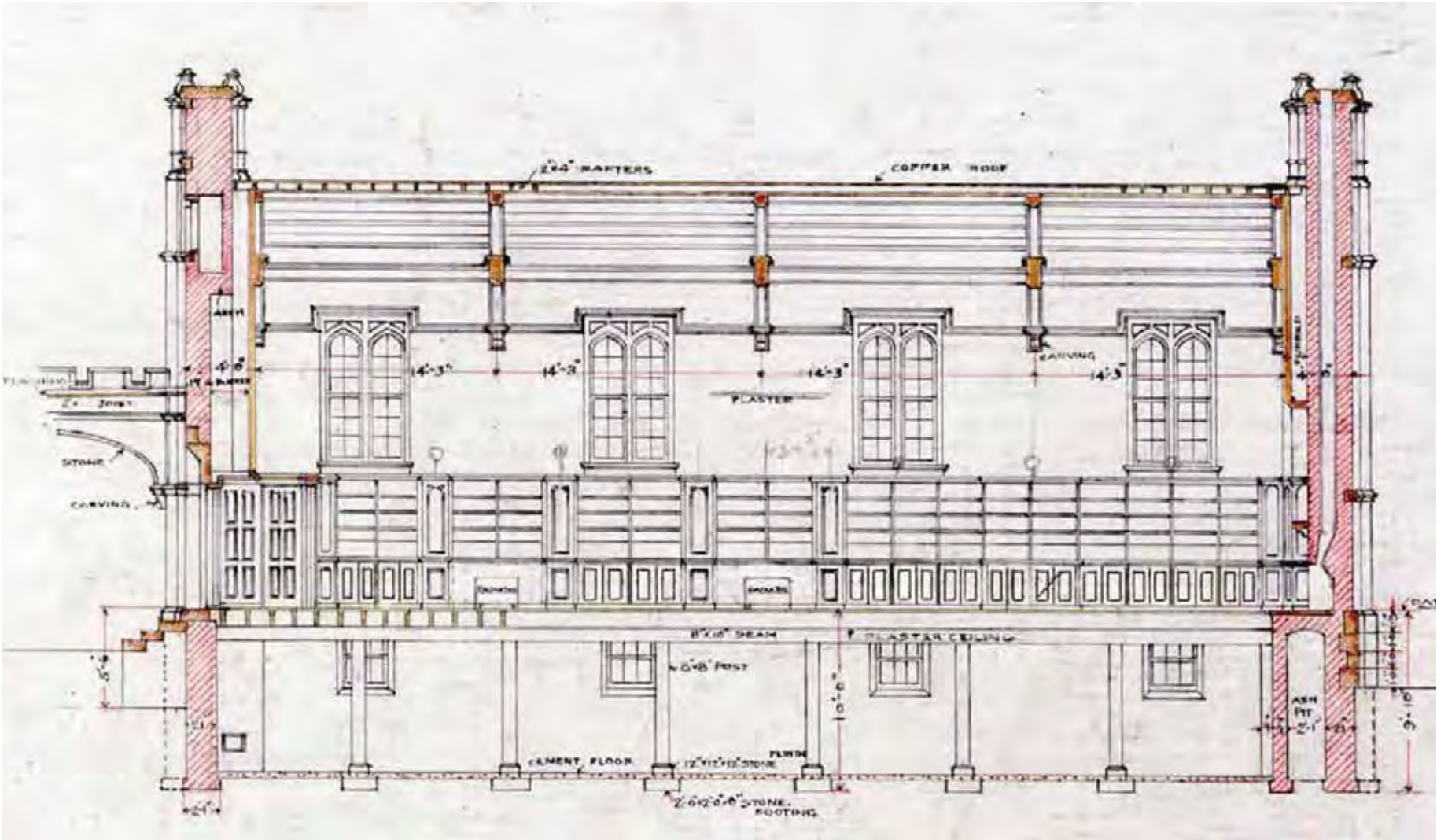


*First Floor Plan*

## Bexley Hall 1839

The Tudor-Gothic Bexley Hall was built beginning in 1839 as a theological seminary and was the third permanent structure at Kenyon College. An iconic building, on a magnificent lawn marking the northern terminus of Middle Path, the building was most recently vacated in 2012 when Horvitz Hall was opened as the new home for Studio Arts. In 2013, GUND Partnership explored relocating the College Relations division to Bexley but concluded that the building could not accommodate the entire College Relations division. In addition, the layout of the existing load bearing masonry walls and window and bay spacing may not be conducive to an efficient office layout.

The building is well suited to student housing and could accommodate 41 beds in 8 suites, anchoring the northern end of Middle Path with student housing as is the southern end of campus with Old Kenyon.

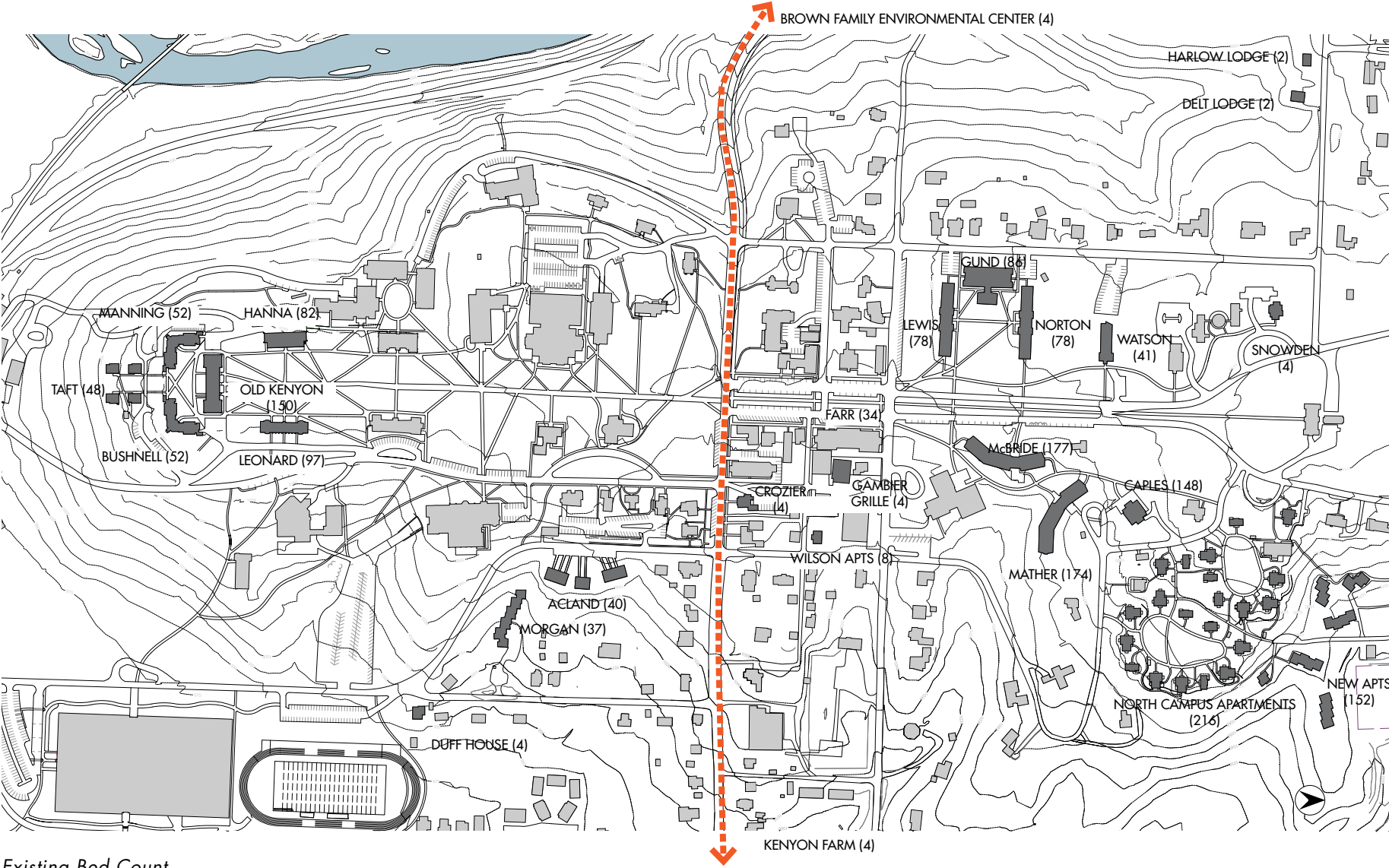


### Colburn Hall 1904

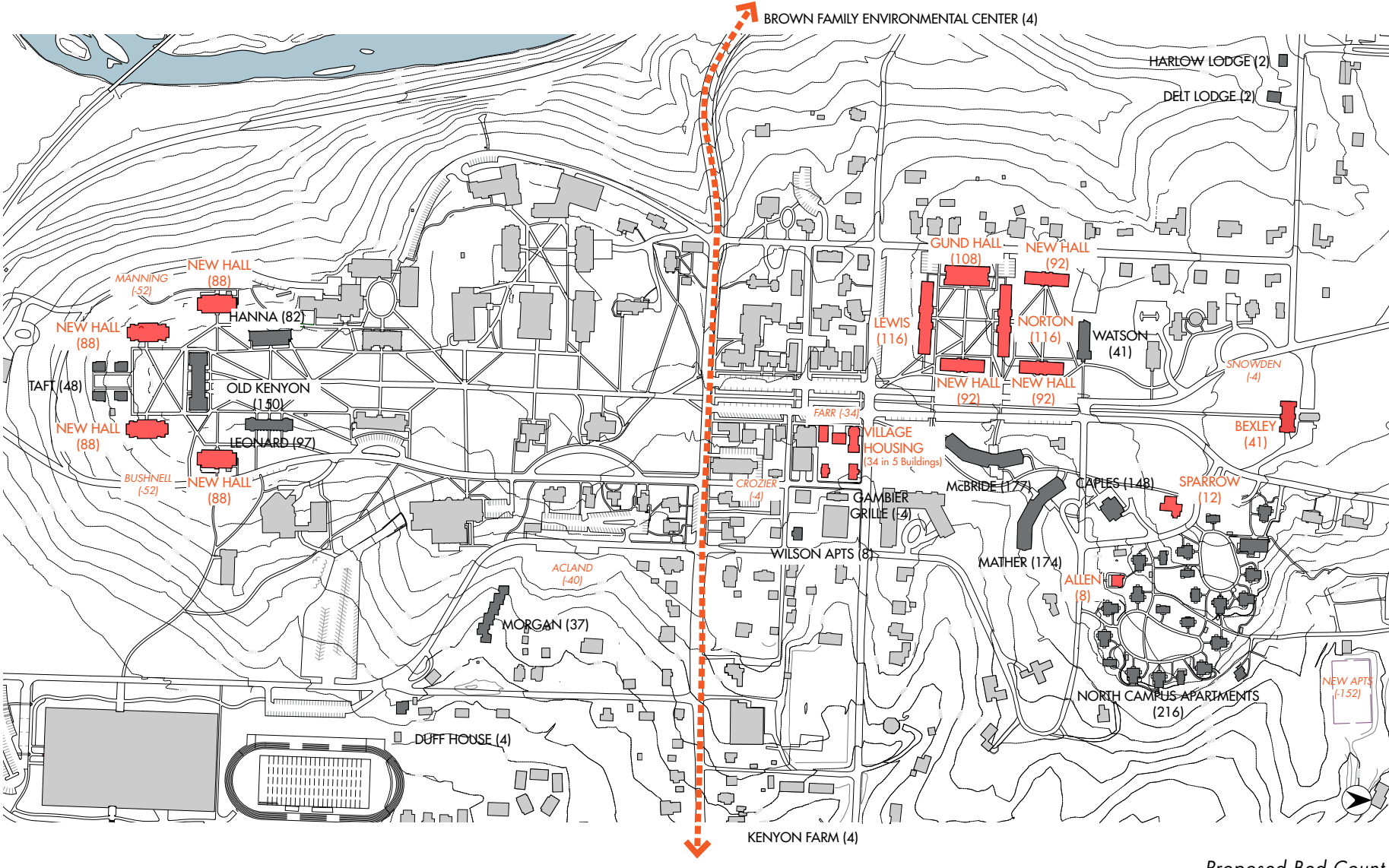
Attached to Bexley Hall via a port cochere, Colburn Hall was built in 1904 as a library for the Seminary. Once lined with paneling and bookcases, this space has been stripped of some of its detail and sits unused except as a storage area.

A double height space with a footprint of 1,372 square feet, after an interior renovation this space could be ideally suited as a student social space. There are currently 1,216 beds at the north end of campus, but with the exception of Gund Commons Lounge and the Mayer Art Center (Art Barn), there are few large social spaces for this student population.





Existing Bed Count



Proposed Bed Count

Existing versus Proposed bed count summary

	HISTORIC CAMPUS		NORTH CAMPUS		
EXISTING BED COUNT	562 beds	32%	1216 beds	68%	<b>1778 TOTAL EXISTING BEDS</b>
PROPOSED BED COUNT	770 beds	34%	1467 beds	66%	<b>2237 TOTAL PROPOSED BEDS</b>

Student Residences

The proposed residential initiatives provide 2,245 possible beds and assume removal of the most problematic residences including the New Apartments. The college’s 1,860 target bed count allows for a buffer and swing space to support renovation. This creates a surplus of beds and would allow the college to take offline additional older, outdated facilities, such as the New Apartments, Acland Apartments, Manning Hall, and Bushnell Hall, that are beyond their useful life and don’t support the college’s institutional plan or the goals of the campus master plan.

of the village character, reopening of College Park Street as a thoroughfare between East Wiggin and East Brooklyn streets, and creation of defined green spaces in the village.

Proposed initiatives in the village call for the removal of Farr Hall. Maintaining the current number of student beds in the village is a priority and the proposed plan allows for the recreation of all beds lost by the removal of Farr Hall. These beds would support the larger goals of the comprehensive plan for the village including restoration



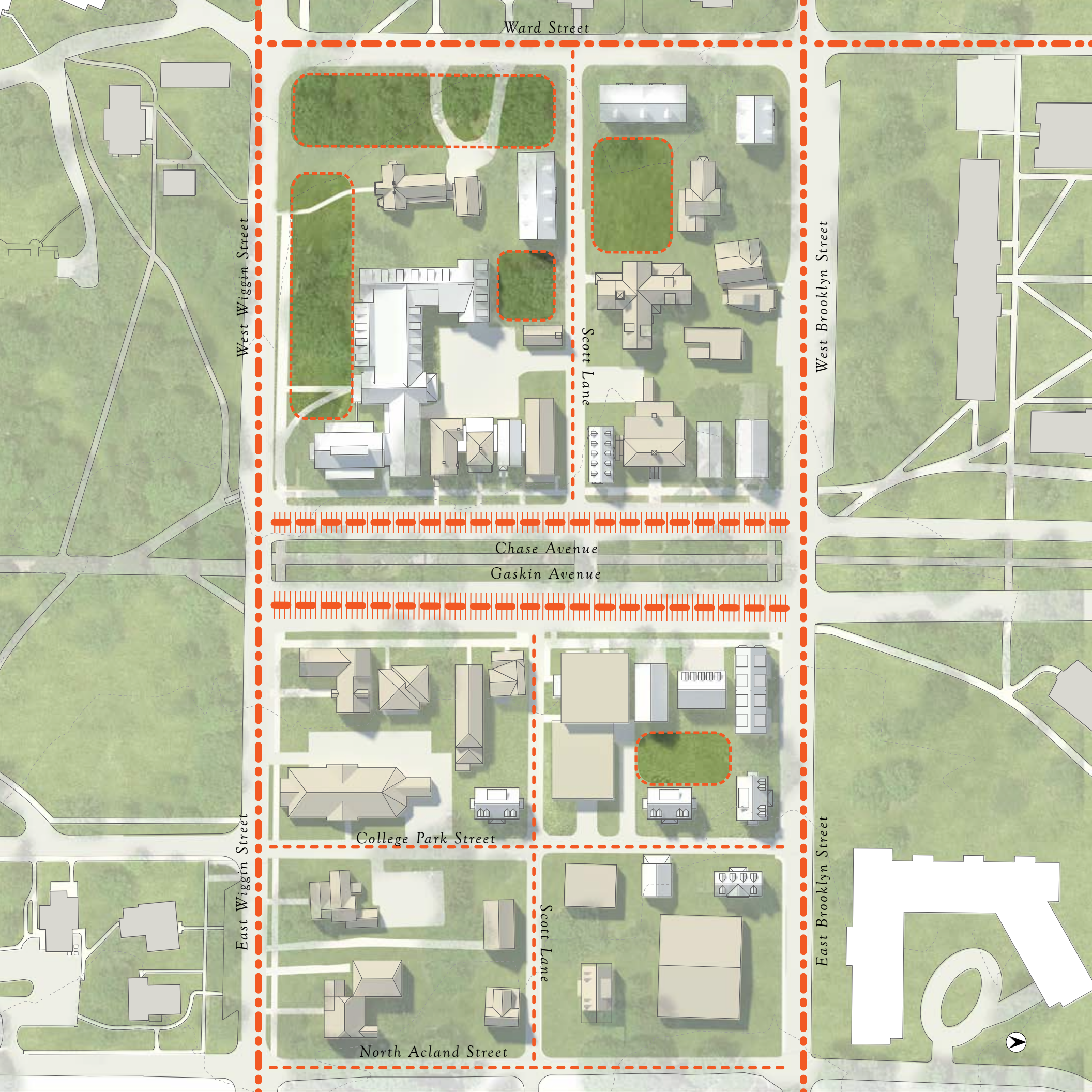
## The 2014 Campus Master Plan Update PART 3

### REVITALIZE VILLAGE

The Village of Gambier is tightly interwoven with the institutional fabric of Kenyon College. Walking through the village there is no clear distinction between the two. Commercial and retail venues in the village are amenities for the college and the surrounding community. Due to a lack of sustainable economic activity businesses have moved out, and retail spaces have been repopulated with administrative college functions. The college owns the majority of structures in the village core and is committed to nurturing a vibrant retail environment. The viability of this plan depends on a critical mass of people living in or near the village to support a vibrant and year-round commercial presence.

Housing for faculty, students and the community should be provided in the village to create a vibrant mixed-use community. A static supply of residential units and an expanding demand for housing have forced college faculty and staff to move further and further from the village. This displacement increases the need for parking, creates a less walkable community and further contracts retail viability. Student housing located in the village core has always been a sought-after amenity. There are currently 50 student beds in the village and they coexist harmoniously with the surrounding community. Future development should seek to preserve these beds in strategic locations in the village core.

The small scale residential fabric of the village is cherished and defines the charm and pedestrian nature of the heart of Gambier. This should be preserved where possible and enhanced where it has been eroded.



# Village Organization

The village is composed of a hierarchy of avenues, streets and lanes. Each has a unique character that should be preserved and enhanced to create a vibrant village. The hierarchy of the village should be understood to help inform future development and reprogramming of existing buildings.

## Avenues

Chase and Gaskin Avenues are the primary commercial and retail venues and the symbolic and physical center of the village. They frame the pedestrian spine—Middle Path—and are the most traveled vehicular routes in the village. Sidewalks are provided on the outer edge of each avenue and a band of street trees and pavers or grass separates the pedestrian zone from the vehicular traffic. Each Avenue is lined on both sides with parking to support the services and retail venues of the Village. The buildings that line the Avenues are more closely spaced than elsewhere in the Village and they are typically located 40' from the road.

## Streets

Secondary streets include Wiggins, Ward and Brooklyn Streets. They offer a mix of residential and institutional functions with some commercial and retail. They are typically provided with a sidewalk on at least one side and are separated from the road with a planted strip and band of street trees. Parallel parking and angled head in parking is provided adjacent to retail & institutional sites. Buildings are typically 40-50' from the road and are spaced further apart than buildings on the Avenues.

## Lanes

Lanes include Scott Lane and a reopened College Park Street between East Wiggins and East Brooklyn streets. Institutional functions predominate with some services, utilities and residential uses. Here the buildings often come to the edge of the road and sidewalks are not provided. The lanes currently lack a clear definition with the pavement often bleeding off into undefined parking areas. The Lanes are less traveled & quieter.

## Greens

There are a number of green spaces in the village that provide a wonderful counterpoint to the density of the village. The lawn in front of Finn House and the Kenyon Inn and the lawn surrounding Treleven House are two splendid examples. Green spaces in the Village should be preserved and defined rather than simply being the interstitial spaces between buildings. Planning green spaces into the village and framing these spaces with thoughtfully designed buildings will help insure they continue to be a cherished part of the Village.



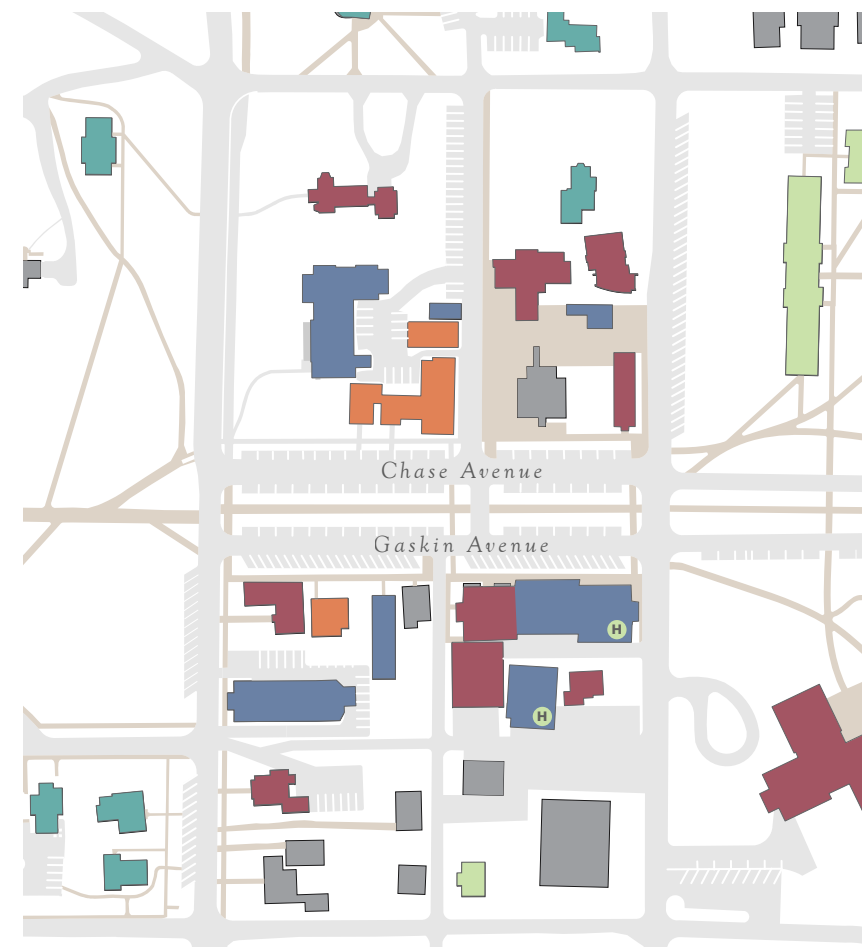
Avenues



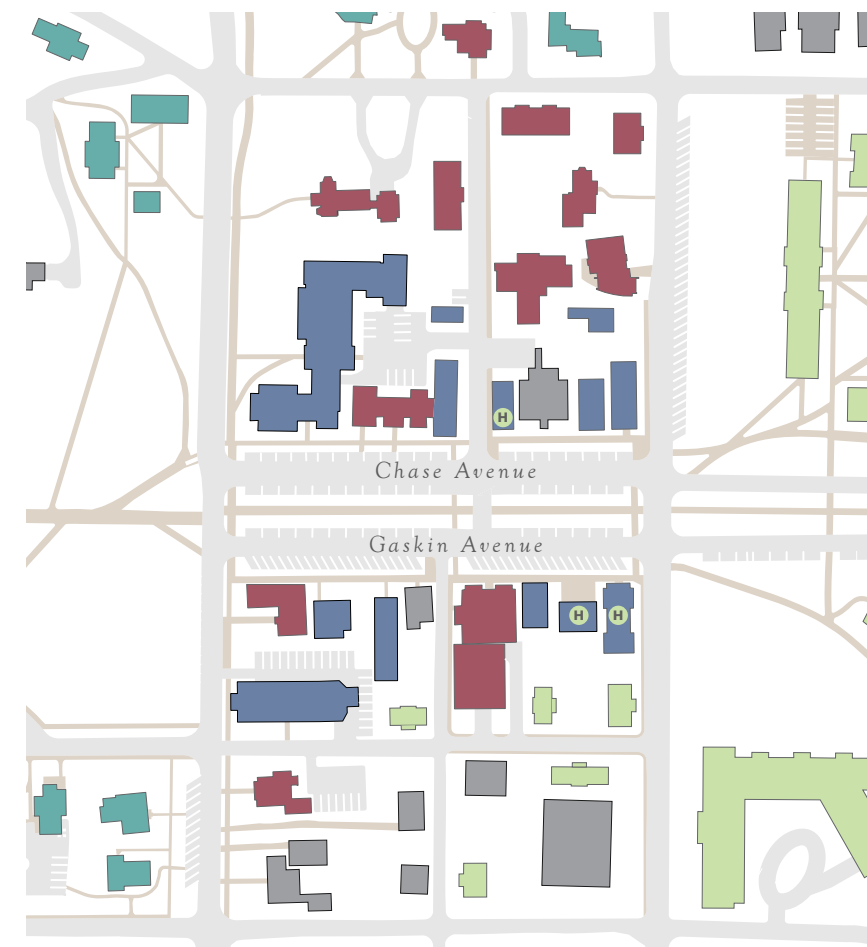
Lanes



Greens



EXISTING VILLAGE BUILDING PROGRAMS



PROPOSED VILLAGE BUILDING PROGRAMS  
Focus Student-centered and Commercial functions between Gaskin Avenue and Chase Avenue.  
Move Academic and Administrative functions out of the village core.

## Active Mix of Uses

The village should blend retail, college functions, community services and housing into a vibrant walkable community.

**Retail**

Retail spaces should be focused on the ground floor of buildings along Chase and Gaskin to create a highly-visible critical mass adjacent to accessible parking.

**Student-Centered College Functions**

College functions located in the village should be active student-centered programs that draw students and bring vitality to the downtown.

**Housing**

Creating additional housing for faculty in the village would provide more opportunities for faculty to live in close proximity to the campus and help create needed density in the village core. The addition of an independent living community would help soften seasonal population swings and create more diversity. Maintaining the current level of

student housing in the village is essential to creating a vibrant mixed-use community. The housing goals would be accomplished with a mix of free-standing houses, residential units above ground floor retail and by the development of housing lots to the north of the village core.

**Academic & Administrative**

Academic and administrative functions should be moved out of the village core.

**Community Services**

Professional office space located on the second floor of buildings throughout the village could offer the community needed services and amenities. Kenyon College mail is routed through the Post Office, making this facility a place where college and community interact on a daily basis. Relocating the Village Library adjacent to the Post Office would create synergies between these two college/community buildings.



Proposed

## Restore Village Character

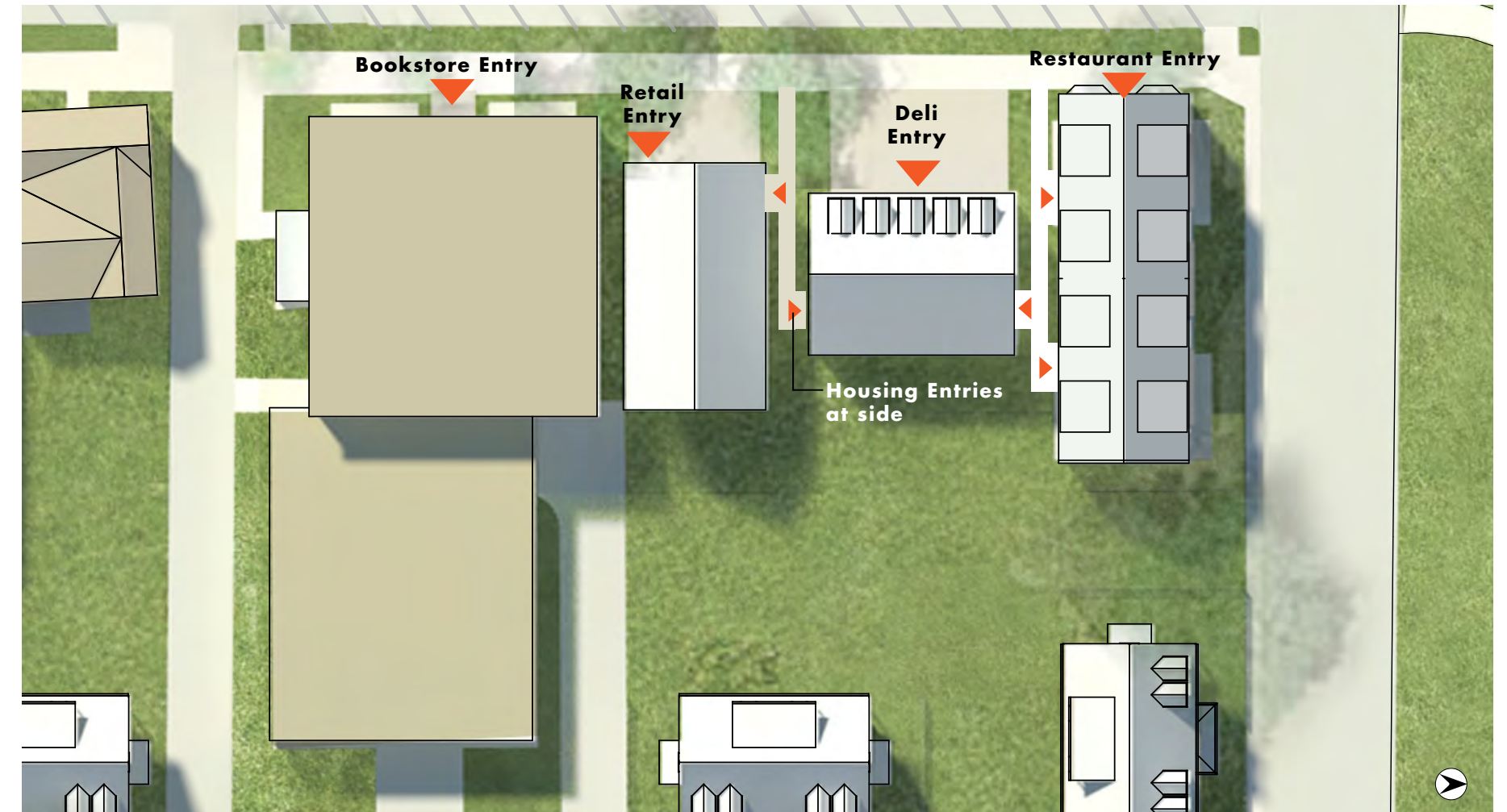
The Village of Gambier was historically commercial and residential in function and scale, with stores and services on the ground level of many of the small wood frame or brick structures. The three white wood frame houses enclosed by a picket fence at 101-105 Chase Avenue exemplify this fabric: small scale buildings (two of which were residences while the third was originally a store), closely spaced with front porches or stoops and yards that meet the street. This fabric remains intact in some parts of the Village but has been eroded in others. Some parts of the Village lack density and feel undeveloped while other parts have been overtaken by an institutional scale. The ground levels in many cases lack transparency that would engage the pedestrian.

The Village Center is composed of two blocks along Chase Avenue and two blocks along Gaskin Avenue. The scale and fabric of

the southern block of Gaskin Avenue remains intact with four small buildings of varying scales, materials and language that house a mix of residential, institutional and dining functions including the Village Inn restaurant and the Wiggin Street Coffee. The historic commercial and residential fabric on the northern block of Gaskin Avenue was interrupted by the construction of Farr Hall in 1966 which replaced four smaller structures with a block long masonry building, dominating  $\frac{1}{4}$  of the Village with its incongruous institutional scale and architectural vocabulary. The northern block of Chase Avenue feels underdeveloped with only two small buildings on the block. Chase Avenue between Wiggin Street and Scott Lane has the charming structures at 101-105 but feels inactive due to the current administrative functions housed in the buildings. The southern end of the block houses the Kenyon Inn which is set back and does not engage with the street.



Existing



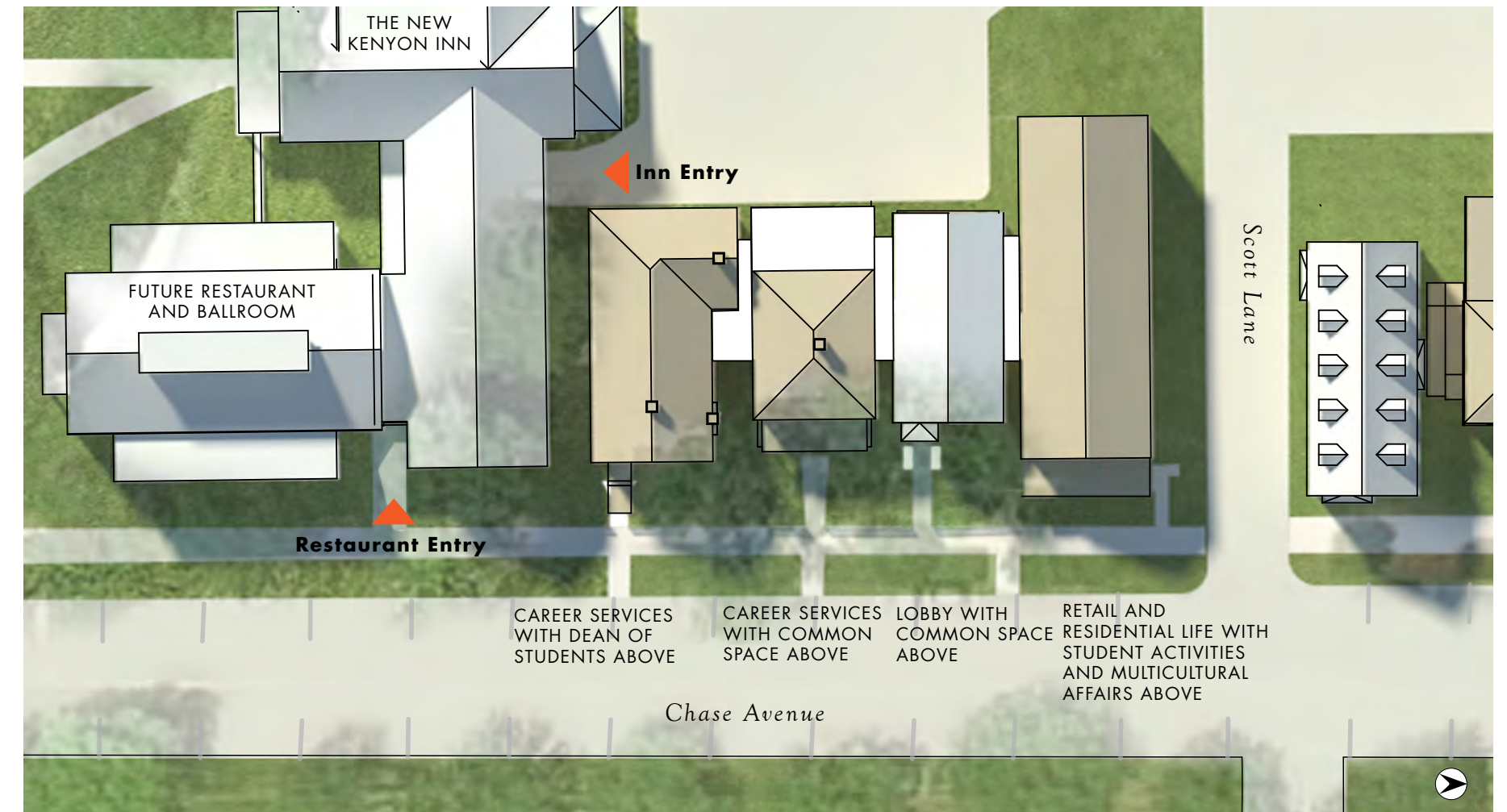
## GASKIN AVENUE NORTH

### The Bookstore

This block of Gaskin provides valuable amenities for the campus and community, including the College bookstore, the deli and a market. But Farr Hall is not the most hospitable home for these functions. Small punched windows face the street and don't offer views to the activity inside. The two-story portico does not provide a welcoming exterior space. Farr Hall, constructed in 1966, replaced four smaller structures with a block-long masonry building, injecting an institutional scale and language into the Village. Removing Farr Hall north of the bookstore would allow for the addition of three small-scale buildings to restore the residential scale and fabric of the block. These clapboard structures could house retail and restaurant functions on the ground level with housing above. The exterior of the bookstore could be renovated to increase transparency by adding large windows facing the street and refaced with clapboards to maintain the residential character. A new entrance could be created to access professional office space above the bookstore. A stairway to the second floor, with its own access door, already exists on the south side of the bookstore section of Farr Hall.



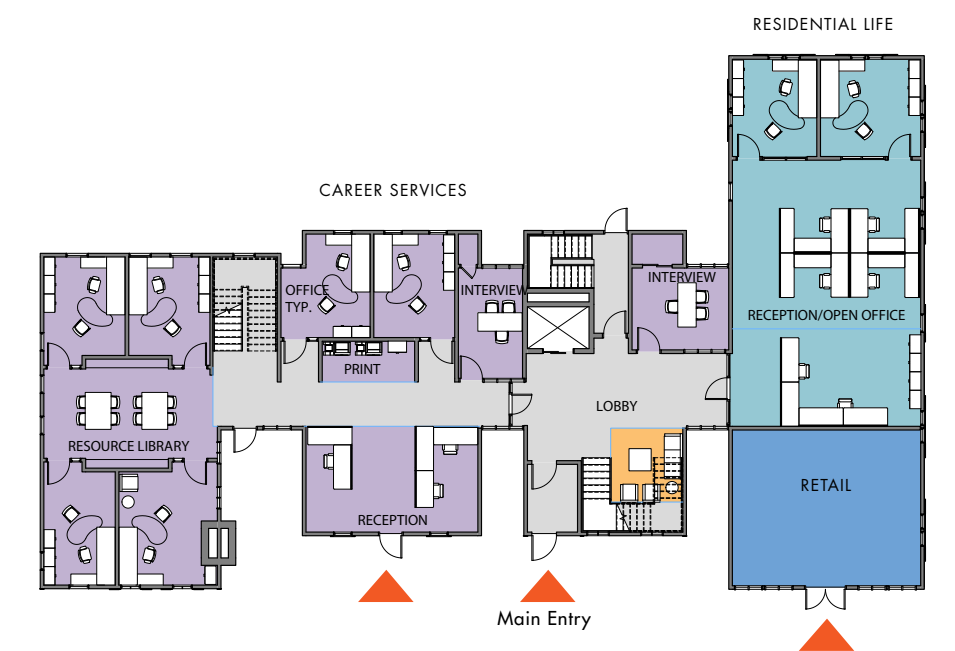
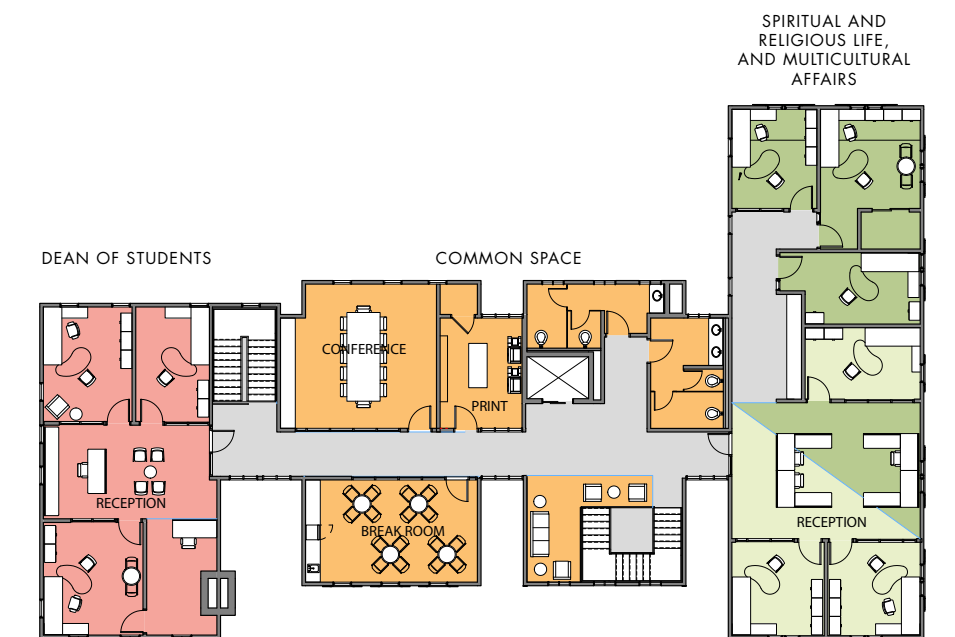
Gaskin Avenue North - The Bookstore



## CHASE AVENUE SOUTH Student Affairs

Locating Student Affairs at 101-105 Chase Avenue would bring student activity and foot traffic to this quiet and less traveled block. The addition of a new two-story house between 103 and 105 Chase Avenue and the creation of a two-story glass connector providing an elevator and service core would create an accessible complex with contiguous floor plates to house the Student Affairs division.

Student Affairs, composed of the Dean of Students, Student Activities, Residential Life, Campus Ministries and Career Development, would benefit from a more central location on Campus. Locating Career Development on the ground floor of the new two-story house would bring needed visibility and access to this valuable student service. Once the home, sequentially, of a barbershop and pool hall, a general store, Kenyon's dining commons, and the College bookstore, the ground floor of 105 Chase Avenue at the corner of Scott Lane could be restored as a retail venue.



Proposed home of Student Affairs, at corner of Chase Avenue and Scott Lane.



## CHASE AVENUE NORTH

### The Post Office

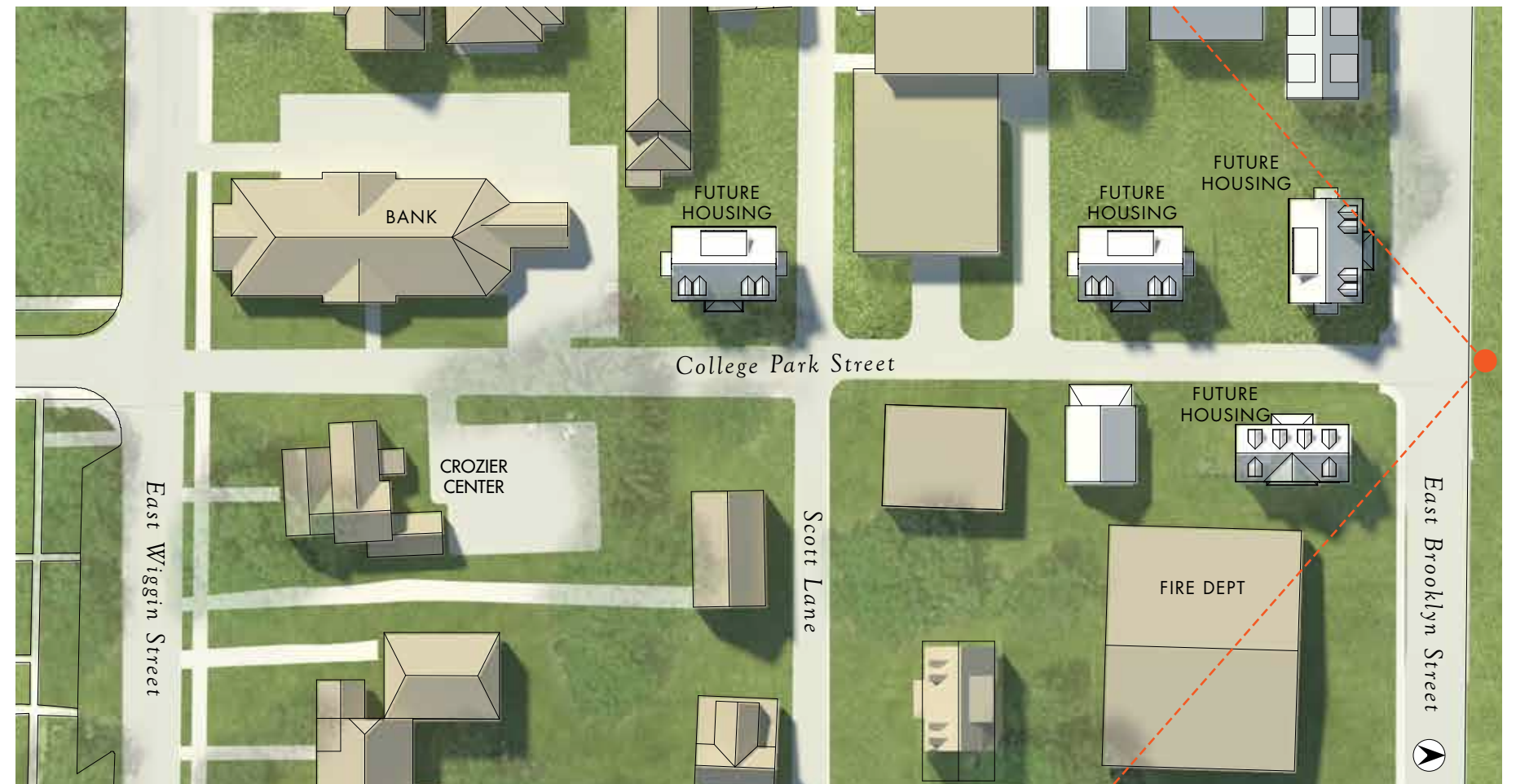
The northern block of Chase Avenue only houses two buildings – the Post Office and the repurposed bank building now home to the black box theatre. The block feels underdeveloped, the buildings lack transparency that would reveal their activity to the street and both buildings are only a single story. A 2006 study assessed the feasibility of providing additional retail and residential opportunities in this underdeveloped block. The majority of this block is federal property with 145' of street frontage but the Post Office itself is only 60' wide. Kenyon did make an expedition to Washington D.C. in 2006 to discuss acquisition of some of this underused parcel but did not pursue the acquisition beyond this initial inquiry. The addition of three new buildings to this block would offer additional retail and residential opportunities and accommodate a relocated Village library.



Proposed view of College Park Street at East Brooklyn Street



Existing view of College Park Street at East Brooklyn Street



Proposed plan of College Park Street at East Brooklyn Street

## VILLAGE LANE College Park Street at Brooklyn Street

The intersection of College Park Drive and Brooklyn Street is a sea of asphalt and lacks a clear definition of the street and block, public and private. Student housing in Farr Hall is popular with students who value the opportunity to live in the Village. This housing would be displaced by proposed upgrades to the block and the addition of second level professional office space. Although expansion of student housing in the Village was unpopular with Village residents, maintaining the existing quantity of student beds in the Village provides beneficial density. This block of College Park Drive is well suited to house these displaced student residential units.

Small scale residential buildings could be organized around a community green space. The buildings would front the lane with porches that engage the street.



Existing aerial view of College Park Street at East Brooklyn Street



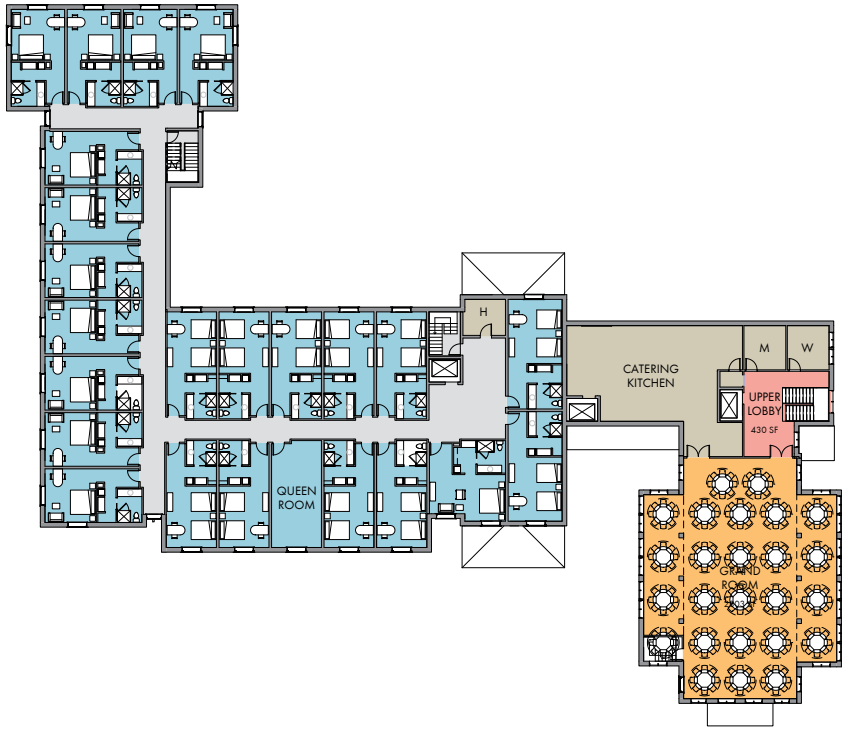
Proposed plan of College Park Street at East Wiggin Street



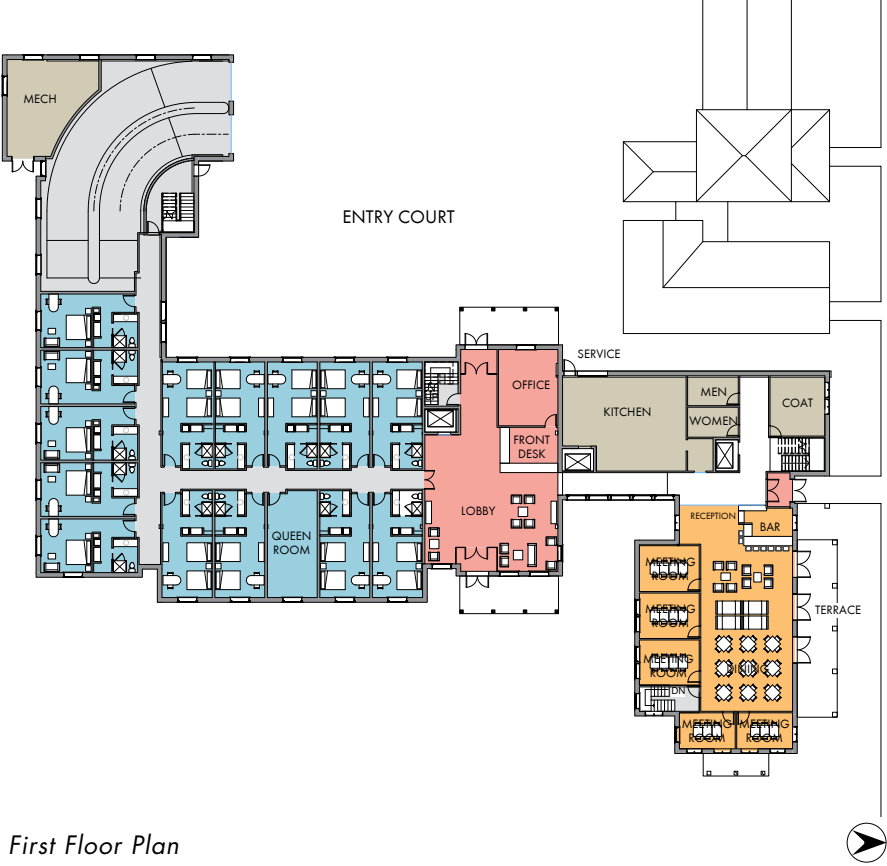
Existing Aerial view of College Park Street at East Wiggin Street

## VILLAGE LANE College Park Street at Wiggin Street

College Park Drive between East Wiggin Street and Scott Lane has become a pedestrian path flanked by two wide driveways that provide access to the Bank parking lot and a parking area behind the Crozier Center. Reestablishing College Park Drive would provide access to the Bank and Crozier parking, eliminate the sea of asphalt at the termination of College Park Street and provide a green buffer adjacent to each building.



Second Floor Plan



First Floor Plan

## The Kenyon Inn

While the Kenyon Inn is a popular destination for the campus community, village residents, business and recreational travelers, and prospective students and their families, the current building is inadequate to the demands placed on it. The 32 guest rooms are quickly filled when there are events at the College. The only space for functions, the popular Newman Room, can be difficult to schedule because of competing needs. The restaurant is a mere 650 square feet, and the kitchen, extremely small at 350 square feet, lacks proper ventilation, storage, and loading facilities.

The proposed Inn could offer 58 guest rooms with modern amenities, an expanded restaurant and bar, multiple private meeting rooms and a 3,000 square foot grand room creating a 200-seat venue that would relieve pressure on large spaces on campus such as Gund Commons Lounge and the dining rooms in Peirce and Dempsey halls.

A new restaurant entrance and dining terrace facing Chase Avenue would help enliven this end of the village. The security building would be removed to create the vehicular entrance court and access to the 38-car underground parking facility. Security could be relocated to a more central location with parking for campus security vehicles possibly off the proposed West Quad parking structure.



*Proposed New Kenyon Inn from West Wiggin Street*



*Proposed New Kenyon Inn from Wiggin Street*



South Franklin Circle, Chagrin Falls, Ohio, GUND Partnership

## Faculty Housing and Independent Living

Additional housing in the village could accommodate faculty, help increase density and create a more walkable community. In the residential areas of the village, the program houses that are vacated by consolidation around Scott Lane could be restored as residences for faculty. Small parcels could be developed on Ward Street to accommodate small starter homes.

Independent Living is proposed for a site currently occupied by Gund Commons. Independent Living opportunities lessen the impact of the population swing due to the academic calendar. Program currently contained in Gund Commons would be relocated to the village. Moving these student spaces to a central location in the village will improve accessibility to students coming from both North and South campus, and increase foot traffic through the village.



Proposed view of Village



## The 2014 Campus Master Plan Update PART 4

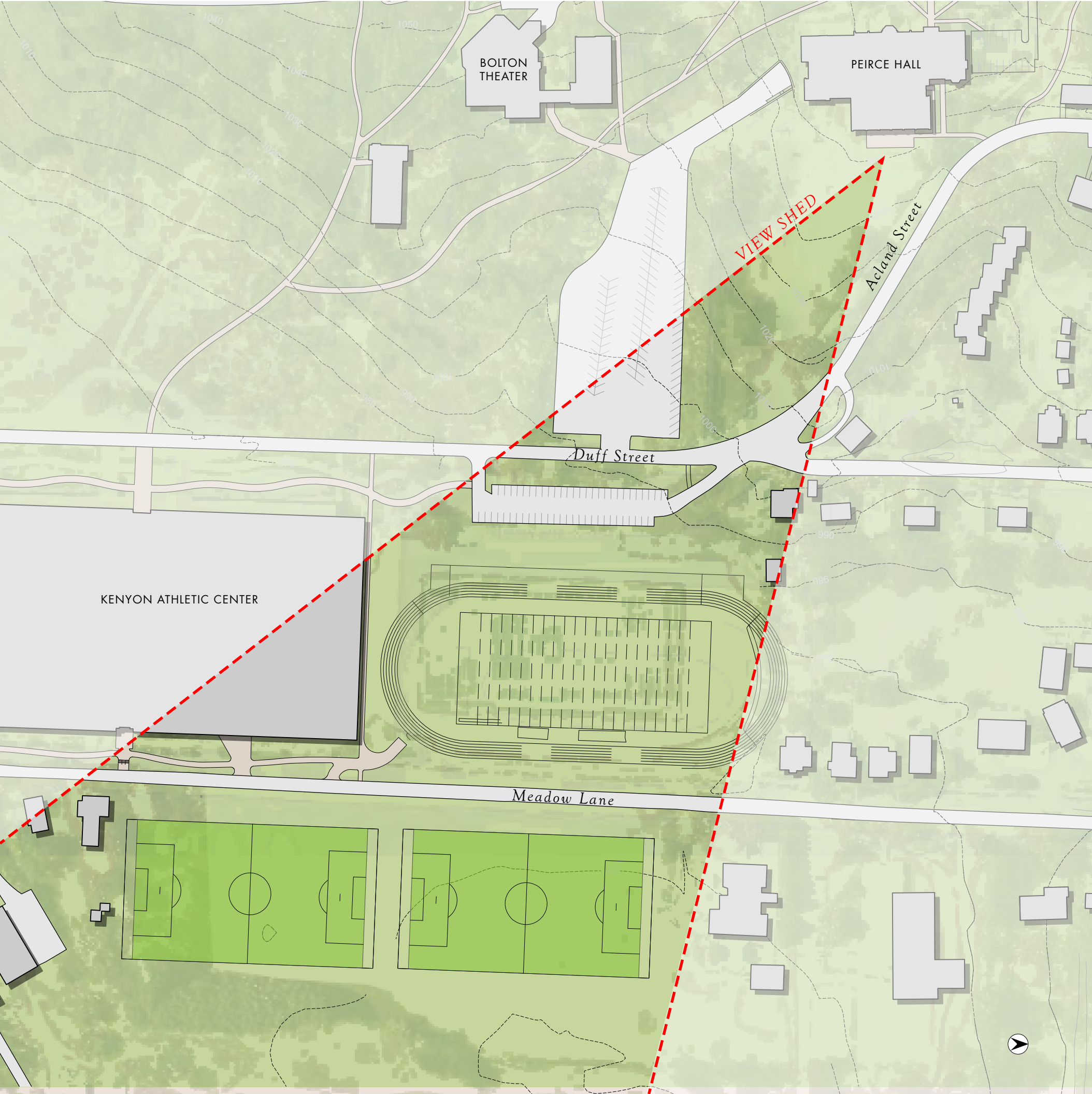
### CONTINUED STEWARDSHIP

Kenyon College possesses amazing natural and architectural resources. Long-term planning and management requires careful evaluation and assessment to ensure these campus resources are preserved.

The sustainability of Kenyon's natural, architectural and economic resources should remain a continued priority for the College. Beyond this 2014 Master Plan, the College should continue to prioritize the minimization of vehicular travel and the strengthening of a pedestrian campus, the reuse of existing buildings wherever feasible and the location of programs based on best fit for long-term sustainability.

Many of the recent campus buildings have prioritized sustainability and achieved LEED Silver or Gold certification. North Campus Apartments achieved a Gold certification in the LEED for Homes program, with two-flow plumbing fixtures, and energy saving measures including geothermal heating and cooling, and high-efficiency lighting and equipment. In the West Quad, both the Gund Gallery and Horvitz Hall achieved LEED Silver certification. The Gund Gallery, like North Campus Apartments, uses a geothermal system, and relies primarily on daylighting with large windows in offices and north-facing skylights in the galleries. The exterior stone was locally quarried, limiting transportation costs and emissions often associated with construction projects. Horvitz Hall similarly maximizes natural lighting, and uses efficient equipment to minimize the heating, cooling, and ventilation costs typically associated with an energy-intensive studio arts building.

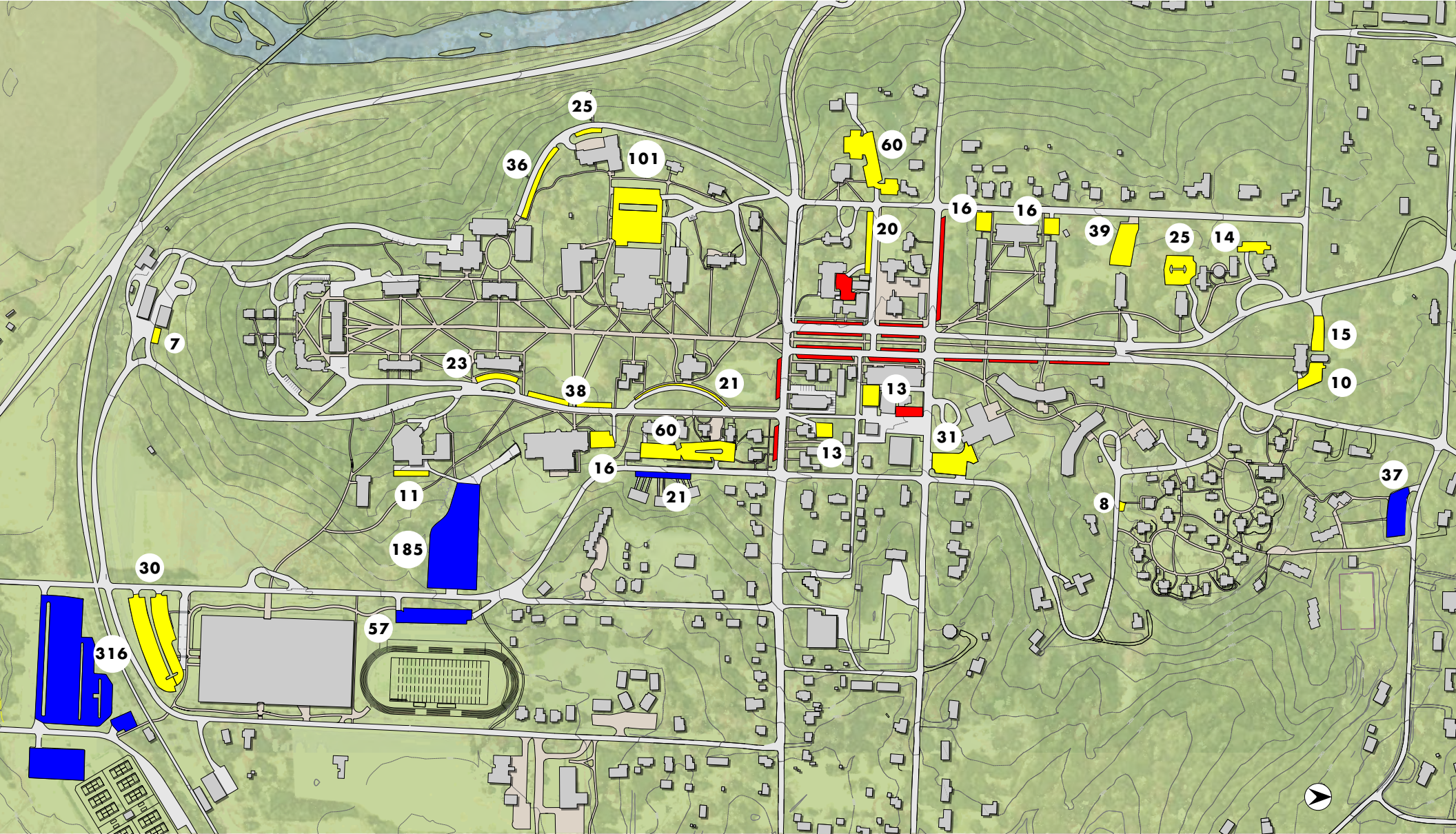
These LEED achievements complement the many other campus initiatives being undertaken to promote sustainability as a College-wide effort and as an integral part of each student's experience. Stewardship of the natural and built campus environments will continue to reduce the College's carbon footprint and energy consumption, and exemplify for students the values of sustainability in their personal and civic lives.



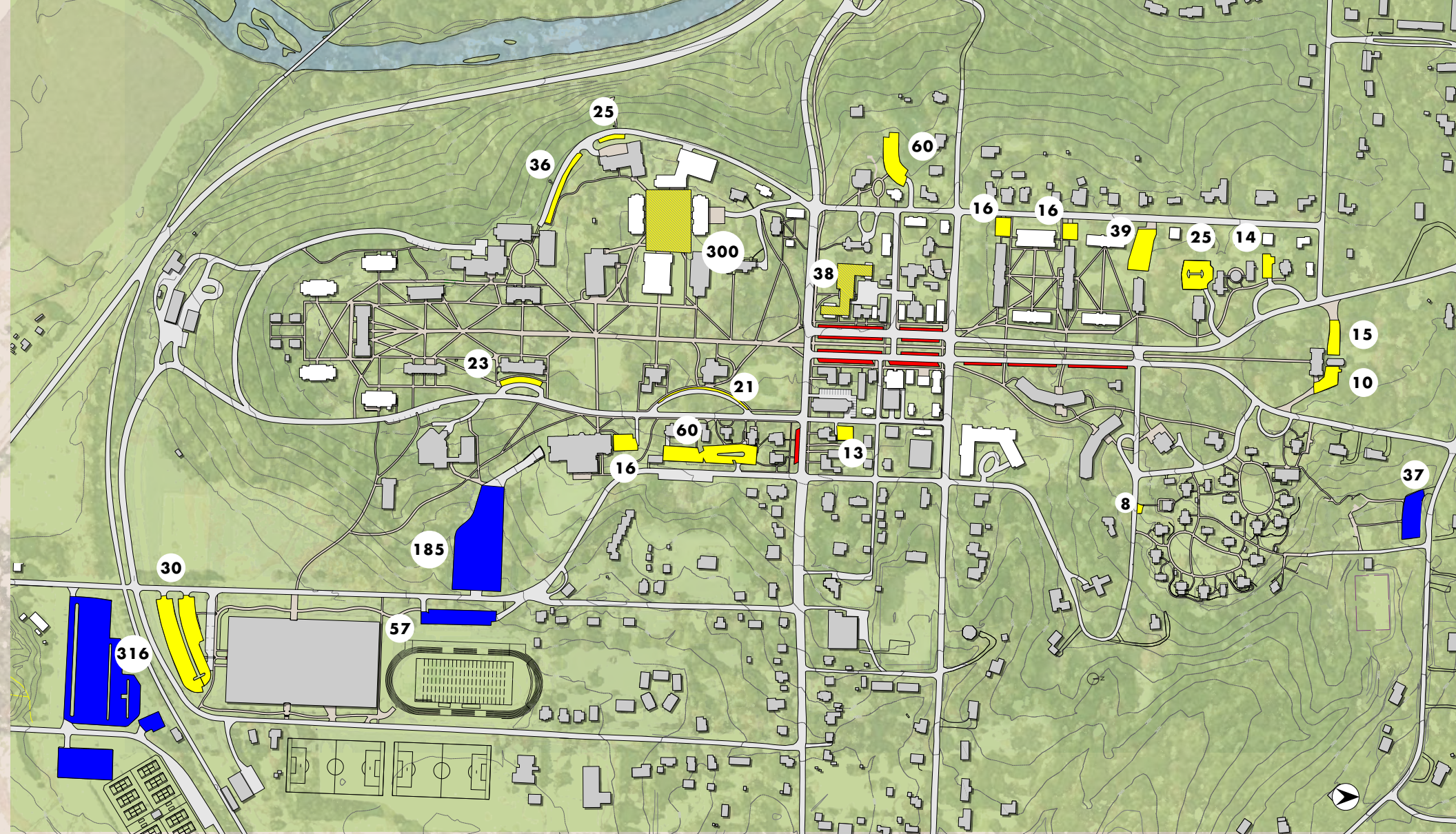
*View towards the Kenyon Athletic Center and Meadow Lane fields*

# Meadow Lane Fields

With the completion of the Kenyon Athletic Center in 2006, athletics and recreation at Kenyon have enjoyed a state-of-the-art indoor facility at the foot of the ridge. The majority of the athletic fields sit in the lowlands on the far southeast edge of campus. Tellingly they do not appear on most campus maps. Consolidating some of the more remote fields in the vacant parcel across from the KAC on Meadow Lane would eliminate the need for more distant facilities and allow for the creation of an additional turf field that is needed to support the demands of team sports and recreation. This move would have the additional benefit of maintaining the important view shed from the top of the ridge.



Existing Parking Plan



Proposed Parking Plan

Existing versus Proposed parking count summary

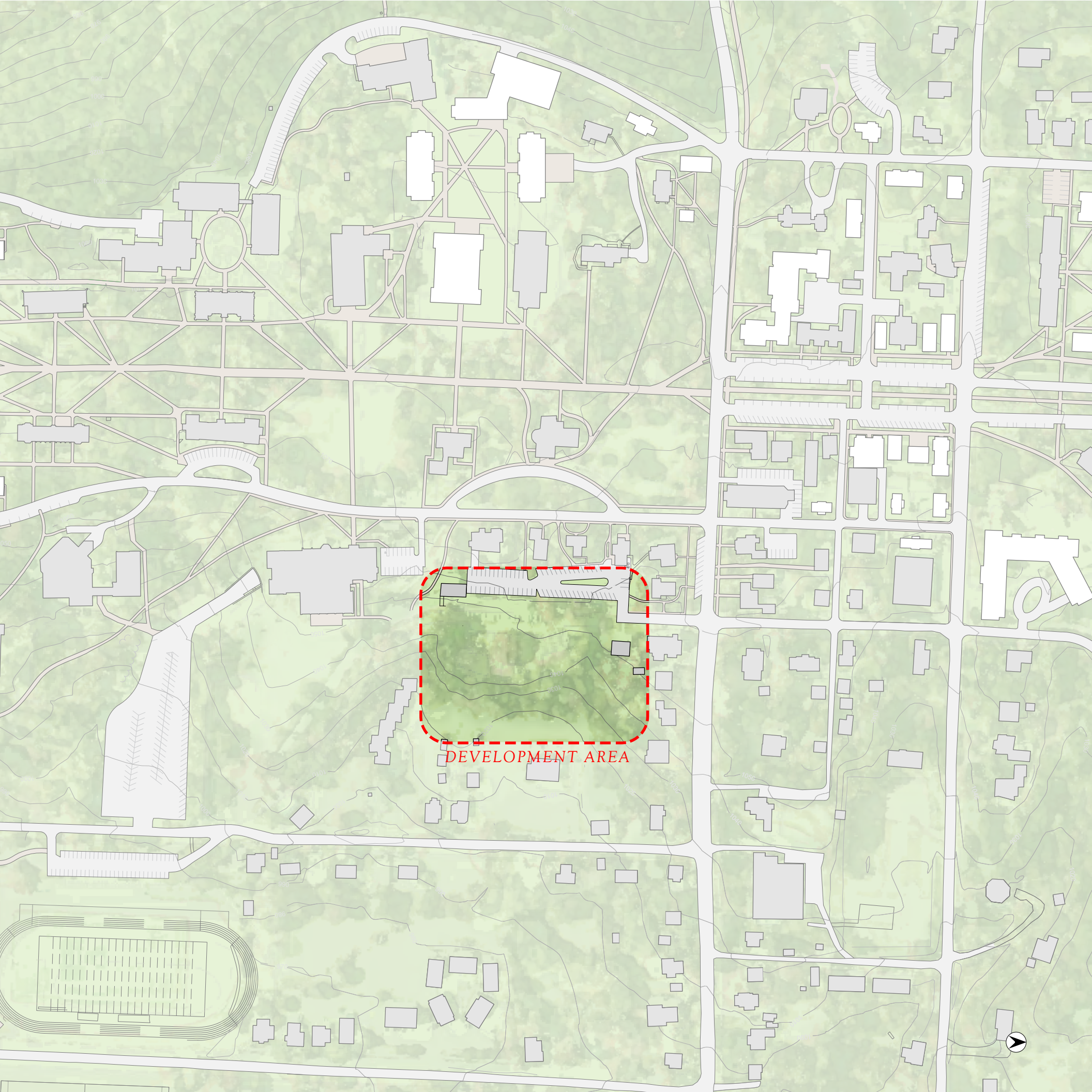
Existing Parking		Proposed Parking	
<div></div> STUDENT	616	<div></div> STUDENT	595
<div></div> FACULTY / STAFF / VISITOR	640	<div></div> FACULTY / STAFF / VISITOR	757
		<div></div> underground parking lot	
<b>TOTAL Existing</b>	<b>1256</b>	<b>TOTAL Proposed</b>	<b>1352</b>
<div></div> VILLAGE PARKING	Campus-adjacent parking	<div></div> VILLAGE PARKING	Campus-adjacent parking

Parking

While assessment of campus parking has shown sufficient capacity, the distribution and location of parking continue to be an issue. The master planning process explored options for creating centralized yet discreet parking opportunities, such as the West Quadrangle garage, that would limit conflicts between pedestrians and vehicular traffic, create pathways for service deliveries and support the pedestrian nature of the campus. Removal of parking along West Wiggin and College Park Street that interferes with the sense of arrival and campus cohesion has been proposed. Visitor parking has been prioritized and student parking has been consolidated at the campus periphery. Convenient parking in the Village Center should be preserved to support expanded retail and commercial activity and long-term College parking, especially during regular business hours, should be moved out of the Village core.

The following principles should guide future parking plans:

- Concentrate student parking at the perimeter of campus to reinforce walking as a primary means of transportation
- Eliminate surface parking in the campus core between the Library and Horvitz Hall
- Eliminate parking that obstructs views into the campus core



*Future campus development should be situated away from the central spine of campus, in order to preserve the distinctive, broad views from Middle Path, such as the view of Rosse Hall, above.*

## Future Campus Development

The West Quad offers a plan for academic and administrative development within the campus core to meet the current needs of the College. Future expansion beyond the core, although not currently under consideration, may one day be a reality. Expansion close to the academic core without altering the experience of Middle Path is a challenge. The area south of Acland Street that currently houses the Acland and Morgan apartments is an ideal location close to the academic core and that would not displace or compromise architecturally significant buildings.

EXISTING CAMPUS PLAN



# PROPOSED CAMPUS PLAN



ADMISSIONS AND FINANCIAL AID

SPACE		PROPOSED AREAS			REMARKS
		NSF	No.	Total NSF	
COMMON SPACE					
CO 1.1	Lobby	400	1	400	27 seats
CO 1.2	Coatroom	120	1	120	
CO 1.3	Conference Room	1,125	1	1,125	
CO 1.4	Break Room/Kitchenette	200	1	200	
COMMON SPACE Subtotal				1,845	
ADMISSIONS					
AD 2.1	Reception Desk	80	1	80	75 seats
AD 2.2	Reception	750	1	750	
AD 2.3	Interview Rooms	120	3	360	
AD 2.4	Theatre	1,125	1	1,125	
AD 2.5	Office - Dean of Admissions & Financial Aid	200	1	200	3 student workstations
AD 2.6	Office - Associate Dean of Admissions	175	1	175	
AD 2.7	Office - Director of Admissions	175	1	175	
AD 2.8	Office - Assistant Director of Admissions	150	5	750	
AD 2.9	Office - Associate Director of Admissions	150	4	600	
AD 2.10	Office - Admissions Counselor	120	2	240	
AD 2.11	Office - Admissions Information Systems Manager	150	1	150	
AD 2.12	Executive Assistant to the Dean of Admissions	100	1	120	
AD 2.13	Administrative Assistant	80	3	240	
AD 2.14	Coordinator of Alumni Admissions Volunteers	80	1	80	
AD 2.15	Computer Records, Data Entry & Application Processing	80	3	240	
AD 2.16	Records/Processing Student Workstations	60	3	180	
AD 2.17	Senior Interviewers & Guide Workroom	200	1	200	
AD 2.18	Printer, Copier, Fax & Mail	120	1	120	
AD 2.19	Files	100	1	100	
AD 2.20	Workroom	200	1	200	
AD 2.21	Print Material Storage	120	1	120	
AD 2.22	Storage	250	1	250	
ADMISSIONS Subtotal				6,455	
FINANCIAL AID					
FA 3.1	Financial Aid Reception	120	1	120	
FA 3.2	Office -Director of Financial Aid	175	1	175	
FA 3.3	Office - Associate Director of FA	150	1	150	
FA 3.4	Office - Senior Assistant Director of Financial Aid	150	1	150	
FA 3.5	Office - Financial Aid Data Specialist	150	1	150	
FA 3.6	Financial Aid Office Assistant	100	1	100	
FA 3.7	Printer/Copier/File Storage	120	1	120	
FA 3.8	Storage	100	1	100	
FINANCIAL AID Subtotal				1,065	
NET AREA		NSF Total		9,365	
		Grossing Factor		1.72	
GROSS AREA		GSF Total		16,108	

COLLEGE RELATIONS

SPACE		PROPOSED AREAS		
		NSF	No.	Total NSF
INFORMATION SERVICES				
IS 1.1	Reception	75	1	75
IS 1.2	Director's Office	180	1	180
IS 1.3	Office	150	4	600
IS 1.4	Office (Future)	150	1	150
IS 1.5	Workstation	100	3	300
IS 1.6	Workroom/Library	100	1	100
IS 1.7	Storage	100	1	100
INFORMATION SERVICES Subtotal				1,505
PUBLIC AFFAIRS				
PA 2.1	Reception	75	1	75
PA 2.2	Director's Office	180	1	180
PA 2.3	Office	150	7	1,050
PA 2.4	Office (Future)	150	0	-
PA 2.5	Workstation	100	1	100
PA 2.6	Student Workstation	75	3	225
PA 2.7	Workroom	200	1	200
PA 2.8	Storage	100	1	100
PUBLIC AFFAIRS Subtotal				1,930
GENERAL / SUPPORT				
CR 3.1	Storage	500	1	500
CR 3.2	Receiving	200	1	200
GENERAL / SUPPORT Subtotal				700
DEVELOPMENT				
DEV 4.1	Reception	75	1	75
DEV 4.2	Director's Office	180	1	180
DEV 4.3	Office	150	5	750
DEV 4.4	Office (Future)	150	0	-
DEV 4.5	Workstation	100	2	200
DEV 4.6	Student Workstation	75	1	75
DEV 4.7	Workroom	150	1	150
DEV 4.8	Storage	100	1	100
DEVELOPMENT Subtotal				1,530

NET AREA	NSF Total	11,150
	Grossing Factor	1.72
GROSS AREA	GSF Total	19,178

SPACE		PROPOSED AREAS		
		NSF	No.	Total NSF
COMMON SPACE				
CO 5.1	Vestibule		1	100
CO 5.2	Reception		1	150
CO 5.3	Lobby		1	200
CO 5.4	Large Meeting Room		1	900
CO 5.5	Conference Room		1	400
CO 5.6	Catering Kitchen		1	150
CO 5.7	Kitchenette		1	150
COMMON SPACE Subtotal				2,050
ALUMNI & PARENT PROGRAMS				
AP 6.1	Reception	75	1	75
AP 6.2	Director's Office	180	1	180
AP 6.3	Office	150	3	450
AP 6.4	Office (Future)	150	1	150
AP 6.5	Workstation	100	2	200
AP 6.6	Student Workstation	75	1	75
AP 6.7	Workroom	200	1	200
AP 6.8	Storage	200	1	200
ALUMNI & PARENT PROGRAMS Subtotal				1,530
COLLEGE RELATIONS				
CR 7.1	Office	150	1	150
CR 7.2	VP Office	200	1	200
COLLEGE RELATIONS Subtotal				350
ANNUAL GIVING				
AG 8.1	Reception	75	1	75
AG 8.2	Director's Office	180	1	180
AG 8.3	Office	150	3	450
AG 8.4	Office (Future)	150	1	150
AG 8.5	Workstation	100	3	300
AG 8.6	Workroom/Mailroom	200	1	200
AG 8.7	Storage	200	1	200
ANNUAL GIVING Subtotal				1,555

DANCE, DRAMA AND FILM

SPACE		PROPOSED AREAS			REMARKS
		NSF	No.	Total NSF	
DANCE					
DA 1.1	Faculty Office	160	4	640	
DA 1.2	Dance Studio 1	2,000	1	2,000	
DA 1.3	Dance Studio 2	1,500	1	1,500	
DA 1.4	Green Room	300	1	300	
DA 1.5	Female Student Changing	600	1	600	
DA 1.6	Female Faculty Changing	280	1	280	
DA 1.7	Male Student Changing	200	1	200	
DA 1.8	Male Faculty Changing	200	1	200	
DA 1.9	Costume Storage	400	1	400	
DA 1.10	Studio Storage	120	2	240	
DANCE Subtotal				6,360	
DRAMA					
DR 2.1	Faculty Office	160	7	1,120	
DRAMA Subtotal				1,120	
FILM					
FM 3.1	Faculty Office	160	5	800	
FM 3.2	Screening Room	830	1	830	46 seats
FM 3.3	Film Editing Lab	800	1	800	20 seats
FM 3.4	Film Studio	1,200	1	1,200	
FILM Subtotal				3,630	
COMMON SPACE					
CO 4.1	Theatre	5,475	1	5,475	350 seats
CO 4.2	Theatre	3,000	1	3,000	200 seats
CO 4.3	Black Box	2,500	1	2,500	
CO 4.4	Green Room	650	1	650	
CO 4.5	Scene Shop	1,360	1	1,360	
CO 4.6	Property Shop	290	1	290	
CO 4.7	Costume Shop	620	1	620	
CO 4.8	Dressing & Showers	1,780	1	1,780	
CO 4.9	Design Studio	850	1	850	
CO 4.10	Storage	2,000	1	2,000	
CO 4.11	Classroom	1,000	1	1,000	40 seats
CO 4.12	Seminar Room	340	2	680	12 seats
COMMON SPACE Subtotal				20,205	
NET AREA		NSF Total	31,315		
		Grossing Factor	1.66		
GROSS AREA		GSF Total	51,983		

OFFICES OF THE PRESIDENT AND PROVOST

SPACE		PROPOSED AREAS			REMARKS
		NSF	No.	Total NSF	
OFFICE OF THE PRESIDENT					
PR 1.1	Office - President	225	1	225	
PR 1.2	Office - Presidents Chief of Staff	150	1	150	
PR 1.3	Office - Assistant to the President	150	1	150	
PR 1.4	Office - Adminsiatrative Assistant to the President's Office	120	1	120	
PR 1.5	Office - Ombudsperson	150	1	150	
PR 1.6	Reception	150	1	150	
OFFICE OF THE PRESIDENT Subtotal				945	
OFFICE OF THE PROVOST					
PV 2.1	Office - Provost	200	1	200	
PV 2.2	Office - Associate Provost	175	2	350	
PV 2.3	Office - Executive Assistant to the President & Provost	150	1	150	
PV 2.4	Storage	100	1	100	
PV 2.5	Office - Faculty Resource Specialist	150	1	150	
PV 2.6	Office - Faculty Grants & Fellowship Coordinator	150	1	150	
PV 2.7	Office - Executive Assistant to the Associate Provost	150	1	150	
PV 2.8	Office - Director of Cultural Events	150	1	150	
PV 2.9	Office - Coordinator of Faculty Support	150	1	150	
AD 2.10	Reception	120		-	
AD 2.18	Printer, Copier, Fax & Mail	120	1	120	
AD 2.22	Storage	120	1	120	
OFFICE OF THE PROVOST Subtotal				1,790	
NET AREA		NSF Total		2,735	
		Grossing Factor		1.72	
GROSS AREA		GSF Total		4,704	

STUDENT AFFAIRS

Space		PROPOSED AREAS			REMARKS
		NSF	No.	Total NSF	
COMMON					
CO 1.1	Conference Room	300	1	300	
CO 1.2	Break Room	150	1	150	
CO 1.3	Printer/Copier	120	1	120	
CO 1.4	Reception	150	1	150	Reception area for each dept
COMMON SPACE Subtotal				720	
DEAN OF STUDENTS					Verify Requirements: 3 closed offices, 2 open
DS 2.1	Office - Dean of Students	200	1	200	
DS 2.2	Executive Assistant to the Dean of Students	100	1	100	
DS 2.3	Associate Dean of Students	175	1	175	
DS 2.4	Assistant Dir of New Student Orientation & Comm Prog	150	1	150	
DS 2.5	Administrative Assistant (PT)	100	1	100	
DEAN OF STUDENT Subtotal				725	
SPIRITUALITY, RELIGIOUS & MULTICULTURAL LIFE					Verify Requirements: 3 closed offices, 2 open
MM 3.1	Office - Associate Dean & Director of Multicultural Affairs	175	1	175	
MM 3.2	Office - Assistant Director of Multicultural Affairs	150	1	150	
MM 3.3	Office - Director of Student Rights and Responsibilities	120	1	120	
MM 3.4	Administrative Assistant to the Assoc Dean	100	1	100	
SPIRITUALITY, RELIGIOUS & MULTICULTURAL LIFE Subtotal				545	
CAREER DEVELOPMENT					Verify Requirements: 6 closed offices, 3 open
CD 4.1	Office - Director of Career Development	175	1	175	
CD 4.2	Office - Associate Director of Careeer Development	150	2	300	
CD 4.3	Office - Assistant Director of Careeer Development	150	1	150	
CD 4.4	Office - Graduate School and Professional Advisor	150	1	150	
CD 4.5	Office - Student Employment Coordinator	150	1	150	
CD 4.6	Administative Assistant	100	2	200	
CD 4.7	Student Intern	75	1	75	
CD 4.8	Resource Library	200	1	200	
CD 4.9	Interview Rooms	120	2	240	
CD 4.10	Printer/Copier/File Storage	120	1	120	
CD 4.11	Storage	100	1	100	
CAREER DEVELOPMENT Subtotal				1,860	
RESIDENTIAL LIFE					Verify Requirements: 2 closed offices, 5 open
RL 5.1	Office - Assistant Dean for Housing & Residential Life	175	1	175	
RL 5.2	Office - Associate Director of Resiedntial Life	150	1	150	
RL 5.3	Office - Assistant Director of Residential Life	150	3	450	open office?
RL 5.4	Workstation-Computer Records for SA & Housing Coord	100	1	100	
RL 5.5	Workstation- Office Manaqer	100	1	100	
RESIDENTIAL LIFE Subtotal				975	
STUDENT ACTIVITIES					Verify Requirements: 3 closed offices, 2 open
SA 6.1	Office - Director of Student Activities & Greek Life	150	1	150	
SA 6.2	Office - Assistant Director of Student Activities	150	2	300	
SA 6.3	Student Intern	75	2	150	
STUDENT ACTIVITIES Subtotal				600	
NET AREA		NSF Total		5,425	
		Grossing Factor		1.72	
GROSS AREA		GSF Total		9,331	

# ACKNOWLEDGMENTS

## Master Plan Steering Committee

Sean Decatur	<i>President, ex officio</i>
Mark Kohlman	<i>Chief Business Officer</i>
Steve Arnett	<i>Director of Campus Planning and Construction</i>
Scott Baker	<i>Class of 1994 &amp; Director of Alumni and Parent Programs</i>
Julie Brodie	<i>Associate Professor of Dance</i>
Stephen Martin	<i>Systems Analyst</i>
Wade Powell	<i>Professor of Biology</i>
Tacci Smith	<i>Associate Dean of Students</i>
Tom Stamp	<i>Class of 1973 &amp; College Historian</i>
Darryl Uy	<i>Director of Admissions</i>
Deborah Johnson Reeder	<i>Class of 1985 &amp; Kenyon College Board of Trustees</i>
Leslie Martin	<i>Class of 2014</i>
David Hoyt	<i>Class of 2014</i>
Kirk Emmert	<i>Mayor of Gambier</i>
Suzanne Hopkins	<i>Administrator Village of Gambier</i>
Kachen Kimmell	<i>Planning &amp; Zoning Commission Village of Gambier</i>

## Additional Faculty, Staff & Student Contributors

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**GUND** PARTNERSHIP  
October 2014