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An aerial photograph of the Santa Clara University campus, overlaid with architectural drawings. The drawings show various building footprints in shades of orange and brown, green spaces, and a network of roads and paths. The text 'FIVE YEAR CAPITAL PLAN & CAMPUS DEVELOPMENT GUIDELINES' is printed in a bold, black, sans-serif font in the upper left corner. The text 'Santa Clara University' is printed in a black, serif font in the lower left corner.

FIVE YEAR CAPITAL PLAN & CAMPUS DEVELOPMENT GUIDELINES

Santa Clara
University

SECTION FOUR

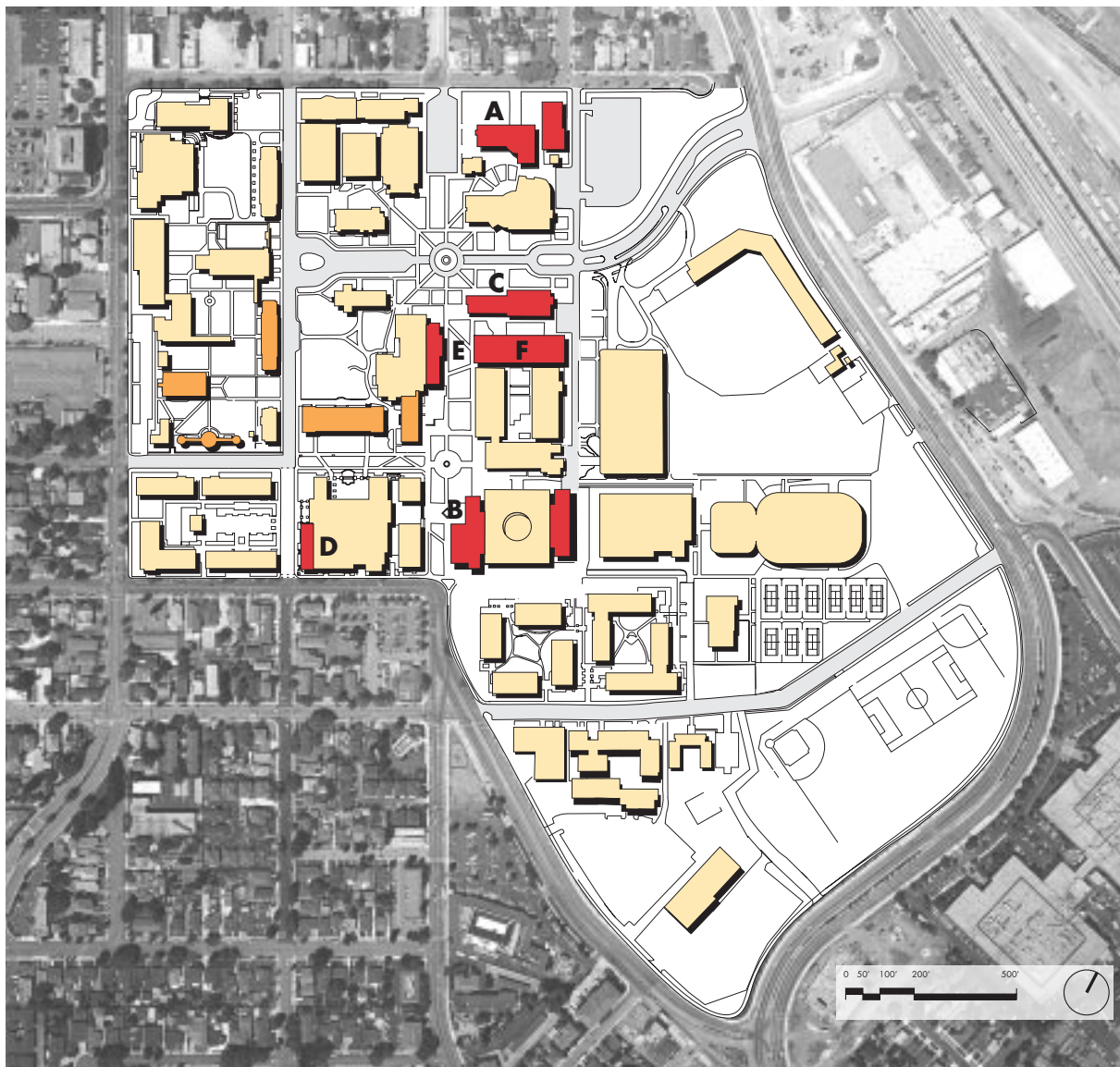
WHAT IS PLANNED FOR THE YEARS 2002 THROUGH 2006?

FIVE-YEAR CAPITAL PLAN: 2002-2006

The University plans to implement six Capital projects between 2002 and 2006, ranging from a new business school facility to the consolidation of the Law School into Bannan Hall. These priority projects will free space and create targets of opportunity for other academic and administrative functions.

Five-Year Capital Plan

- 5-Year development projects
- A** Business School
- B** Information services
- C** Multi use facility
- D** Expanded conference facilities
- E** Heafey Law Library expansion
- F** School of Law consolidation
- Targets of Opportunity

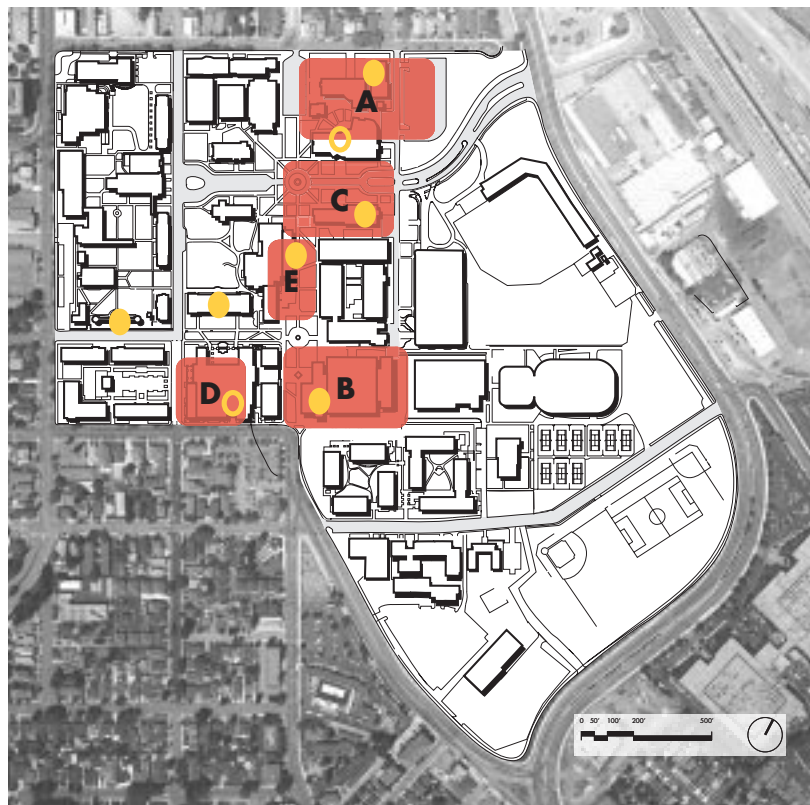


DEVELOPMENT PROJECTS

The following pages provide several alternatives that explore the accommodation of the programs in their preferred campus locations. Each alternative reflects the campus planning goals and articulates the development guidelines used to inform the siting and massing of the facilities. The basis of each program is also provided in ranges, recognizing that further detailed programming will be undertaken prior to the final siting and design of each facility. The figure below also identifies potential locations for “Centers of Distinction”, their exact location to be determined.

Five-Year Capital Plan Development Precincts








- Centers of Distinction
- Existing
 - Potential locations
 - A** Business school
 - B** Information services
 - C** Multi use facility
 - D** Expanded conference facilities
 - E** Heafey Law Library expansion

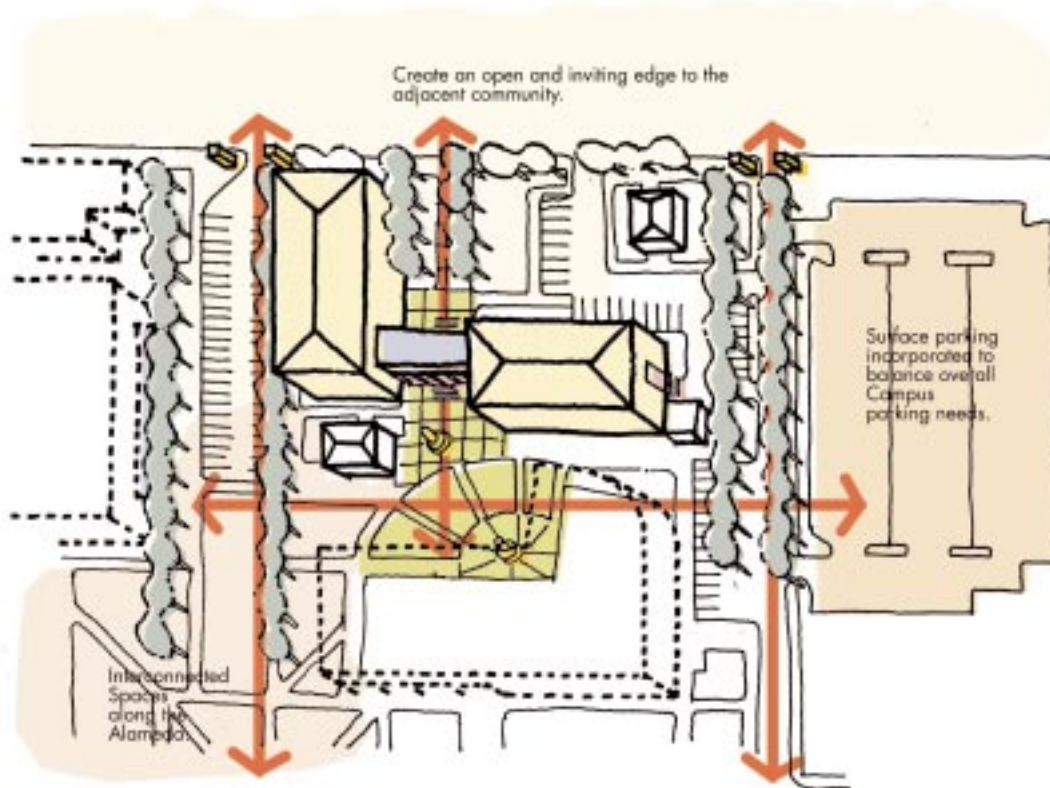


Project "A": New Business School

A state-of-the art Business School facility will be constructed adjacent to Franklin Street, in the parking lot north of the C.P.A.E.E. Building. This site has the capacity for a Business School facility large enough to meet current and future foreseen programming needs. Phasing of several buildings over time is also a viable strategy. In order to promote the mixing of academic and campus life activities, this new facility will include space for uses that are not exclusively related to the Business School. Classrooms, seminar rooms, and potentially a larger lecture/conference hall could be located within the Business School precinct. As illustrated below new development should embody the design guidelines outlined in this report. Several alternative scenarios reflecting the campus development principles are included in the following pages.

Business School: Campus Development Guidelines

-  Framed linear views
-  Modest entrances
-  Rectilinear form
-  Discreet outdoor rooms
-  Porches and arcades
-  Landscape features
-  Allees



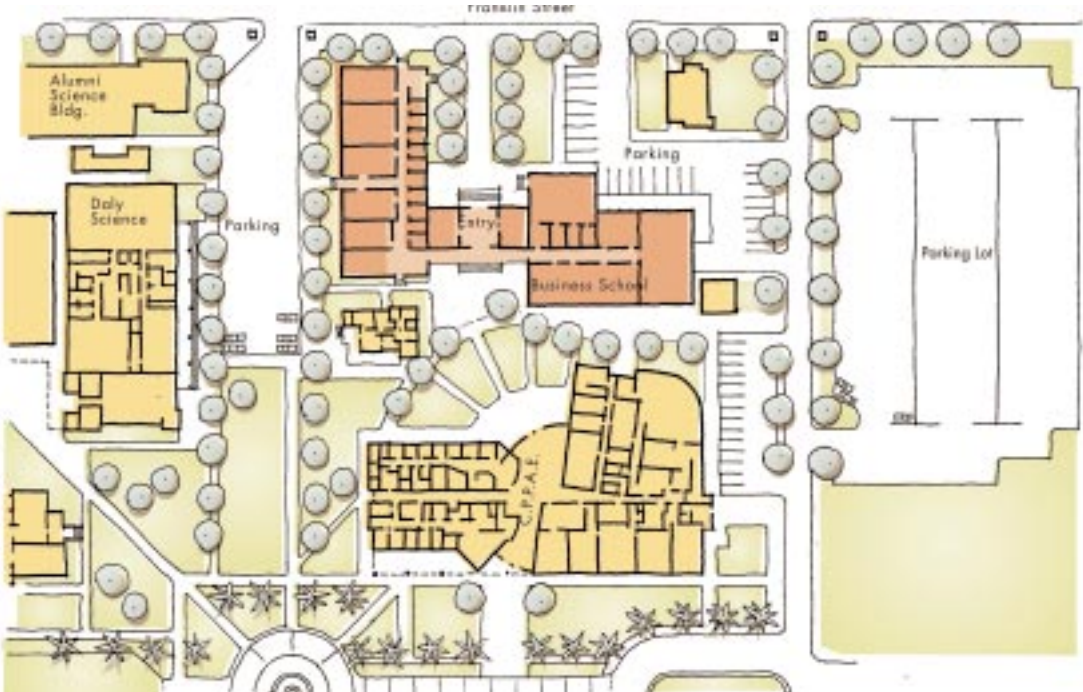
Business School Capital Plan Program

Existing Program	GSF	
St. Joseph's Hall	6,000	
Kenna Hall	40,000	
Two Houses	3,000	
Total Existing (GSF):	49,000	
Additional Space Requirements:	Min.	Max.
Tiered lecture halls	6,000	
Ceremonial/Reception Space	2,250	3,500
Conference Rooms	1,200	2,000
Additional Classrooms 4 @ 800 NSF	4,500	7,000
Caserooms 6@200NSF	1,700	3,000
Break-out Space/ Study Space	1,200	2,000
Faculty Offices 20@140 NSF	4,000	6,000
Administrative Offices 8@140 NSF	1,700	3,000
Centers 4 Suites @ 1,500 GSF	6,700	12,000
Total Additional (GSF):	29,250	44,500
Total Business School (GSF)::	78,250	93,000

NOTE:
 All Calculations in gross square feet (GSF)
 GSF calculated as 140% of Assignable Square Feet (ASF)

Business School Alternative #1

- Existing buildings
- 5-Year development projects



Business School Alternative #2

- Existing buildings
- 5-Year development projects



Business School Alternative #3








- Existing buildings
- 5-Year development projects

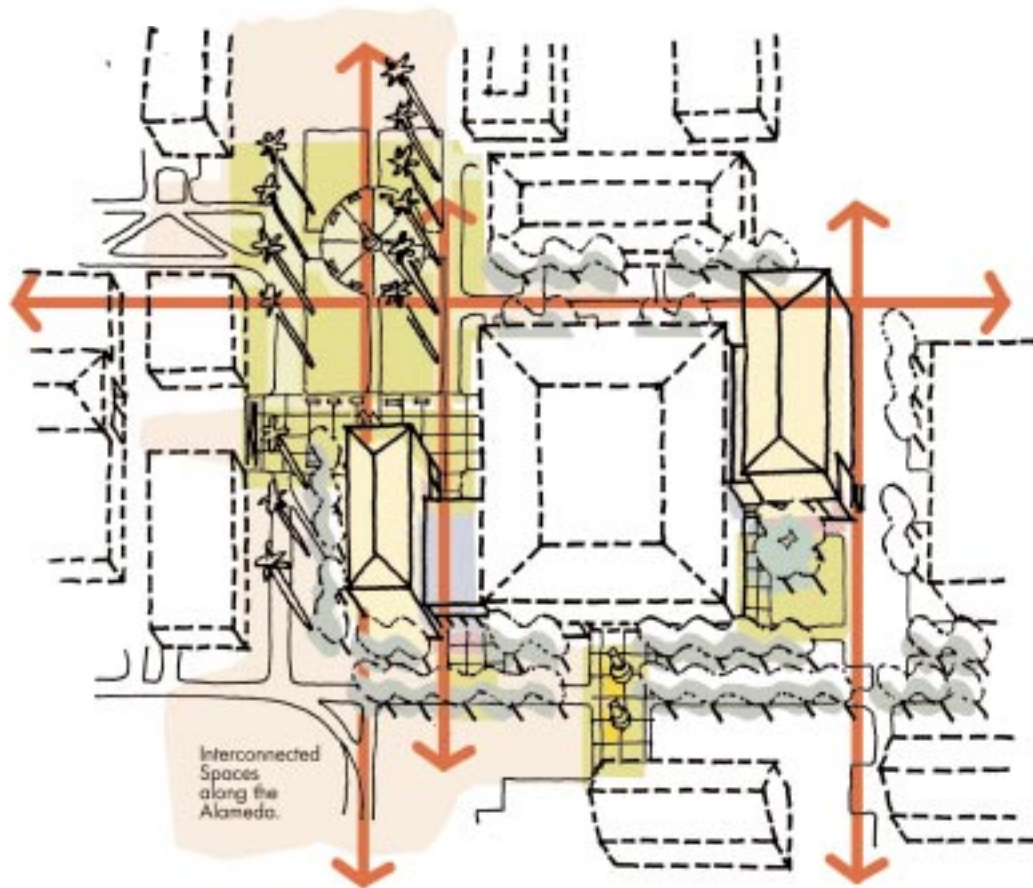


Project "B": Information Services

The University recently undertook a programming effort to define the parameters of "Information Services" and to determine the associated space requirements. Information Services include: library functions, information technology functions, media services as well as some special collections. The extent to which these functions are consolidated into one or more facilities (i.e. Orradre Library) or distributed across campus, has yet to be determined. In any case, renovation and expansion of Orradre Library should bring more natural light into its central areas to create a more open and friendly structure. New construction will be located to further define the Alameda open space. Entrances to the new facility should be arranged to complement uses and enhance activity in adjacent exterior spaces. Access from athletics facilities across southern edge of Orradre will be maintained and enhanced.

Information Services Campus Development Guidelines

-  Framed linear views
-  Modest entrances
-  Rectilinear form
-  Discreet outdoor rooms
-  Porches and arcades
-  Landscape features
-  Allees



Information Services Capital Plan Program

Existing Program:	GSF
Orradre Library	136,000
Information Technology	7,000
Varsi (Media)	3,000
Ricard Observatory(Media)	8,000
Total Existing (GSF):	154,000

Additional Space Requirements:	Min.	Max.
Total Additional (GSF):	72,000	120,000
Total Information Services (GSF):	226,000	274,000

NOTE:

All Calculations in gross square feet (GSF)








GSF calculated as 140% of assignable square feet (ASF)

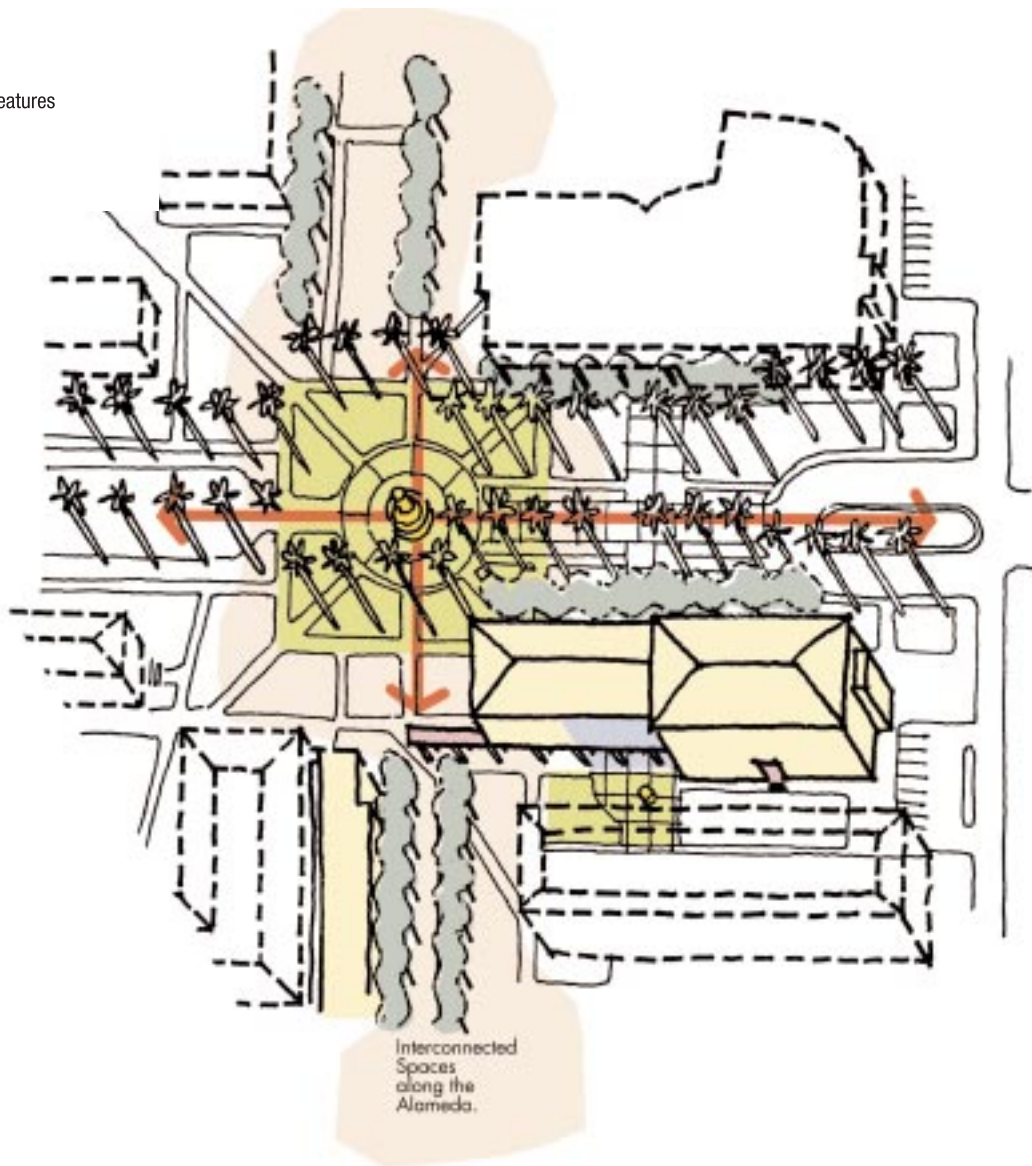


Project "C": Multi Use Facility

The University plans to construct a new building of approximately 22-25,000 GSF on the parking lot north of Bannan Hall. This new facility will provide a "front door" location for enrollment and student services programs. Classrooms and other resources will be available to all departments for academic and administrative uses. As with all new development on campus, the mixing of academic and student life programs will be a considered in the programming of this new facility. Multipurpose rooms will be designed to accommodate university-wide conferencing needs.

Multi Use Facility: Campus Development Guidelines

-  Framed linear views
-  Modest entrances
-  Rectilinear form
-  Discreet outdoor rooms
-  Porches and arcades
-  Landscape features
-  Allees



Multi-Use Facility Capital Plan Program

Existing Program:	GSF
Career Services	4,200
Enrollment Support Services	4,200
Student Admissions	5,600
Academic Advising	4,600
Housing & Residential Life	1,800
Total Existing (GSF):	20,400

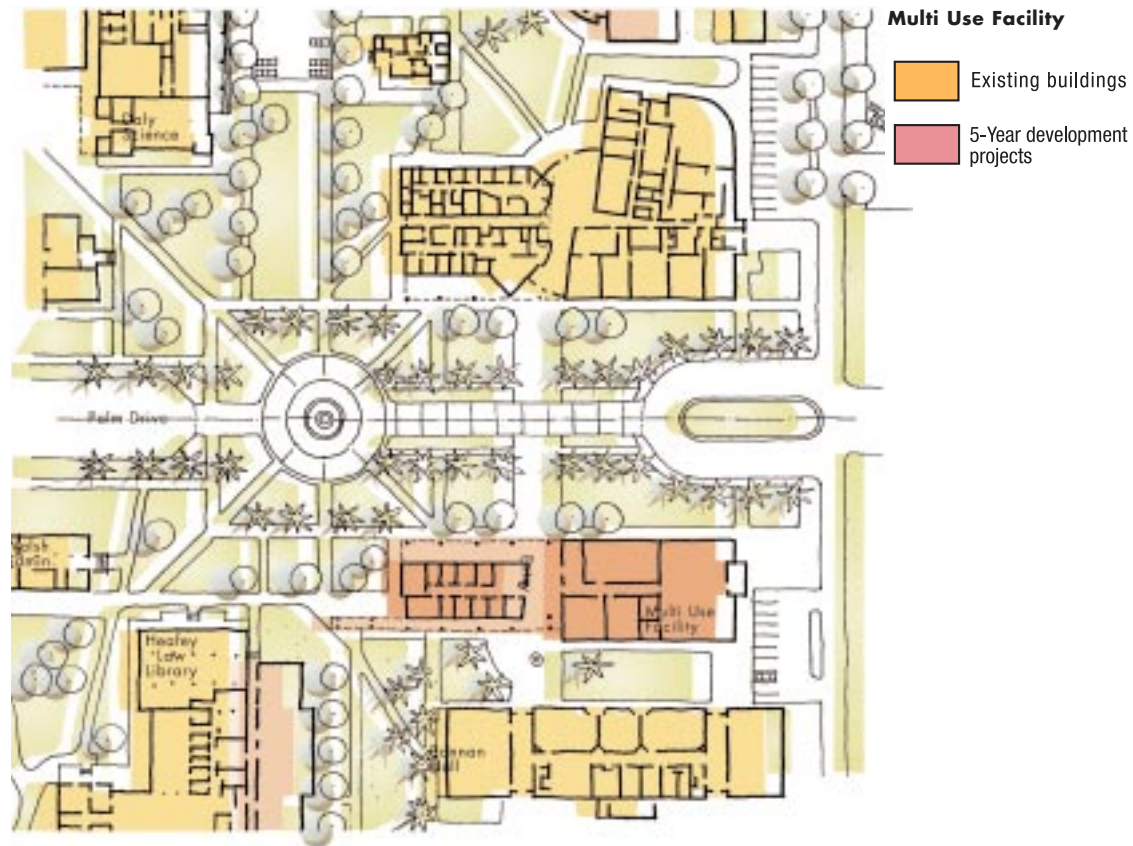
Additional Space Requirements:	Min.	Max.
Multi-purpose =	1,600	
Total Additional (GSF):	1,600	4,600

Total Multi Use Facility (GSF)::	22,000	25,000
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NOTE:

All Calculations in gross square feet (GSF)








GSF calculated as 140% of NSF

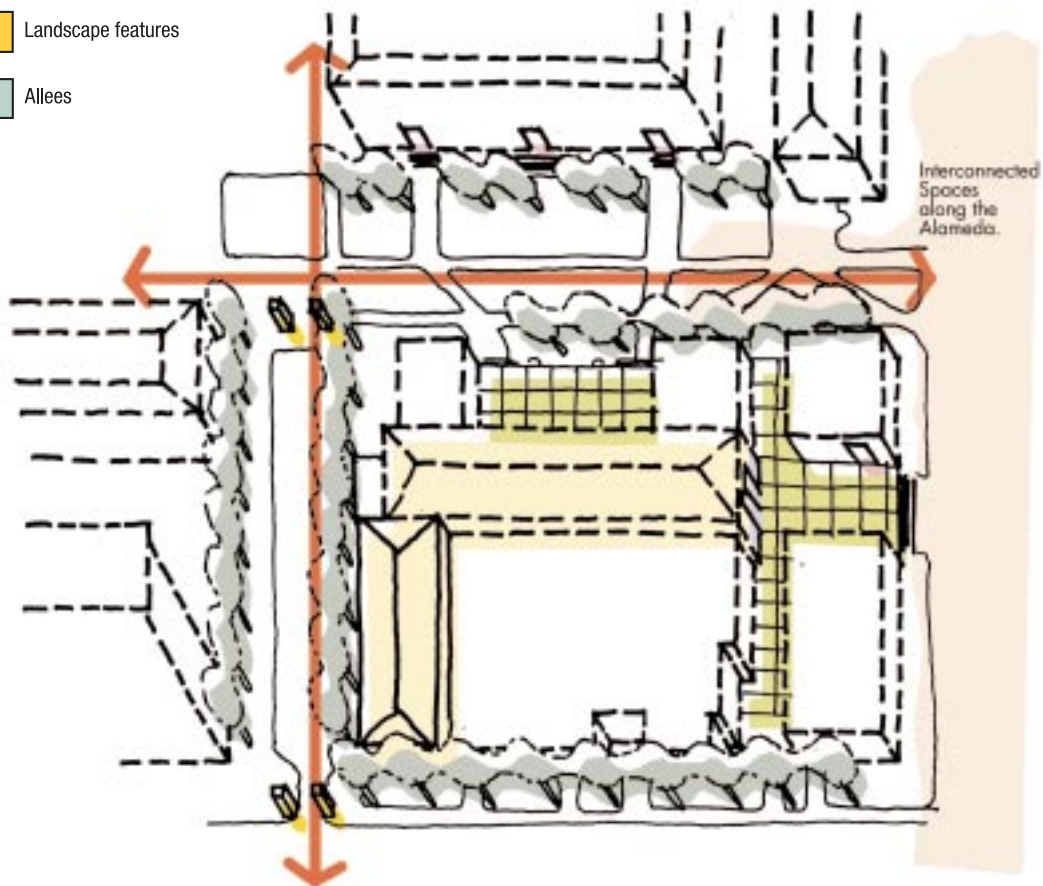


Project "D": Expanded Conference Facilities in Benson Center and Across Campus

A primary goal of the University is to increase conferencing resources on campus. The parlors and Williman Room in the Benson Student Center will be expanded into the west patio. This will result in approximately 8,000 GSF of conference space convenient to existing food services where University departments can hold meetings and symposia for large groups of people. In the long term, the University should increase new conference spaces as opportunities arise, to expand, renovate, or construct new conference facilities across campus.

Benson Center Conferencing: Campus Development Guidelines

-  Framed linear views
-  Modest entrances
-  Rectilinear form
-  Discreet outdoor rooms
-  Porches and arcades
-  Landscape features
-  Allees



Conference Facilities Capital Plan Program

Total Conference Facilities: 8,000 GSF

NOTE:

All Calculations in gross square feet (GSF)








GSF calculated as 140% of assignable square feet (ASF)

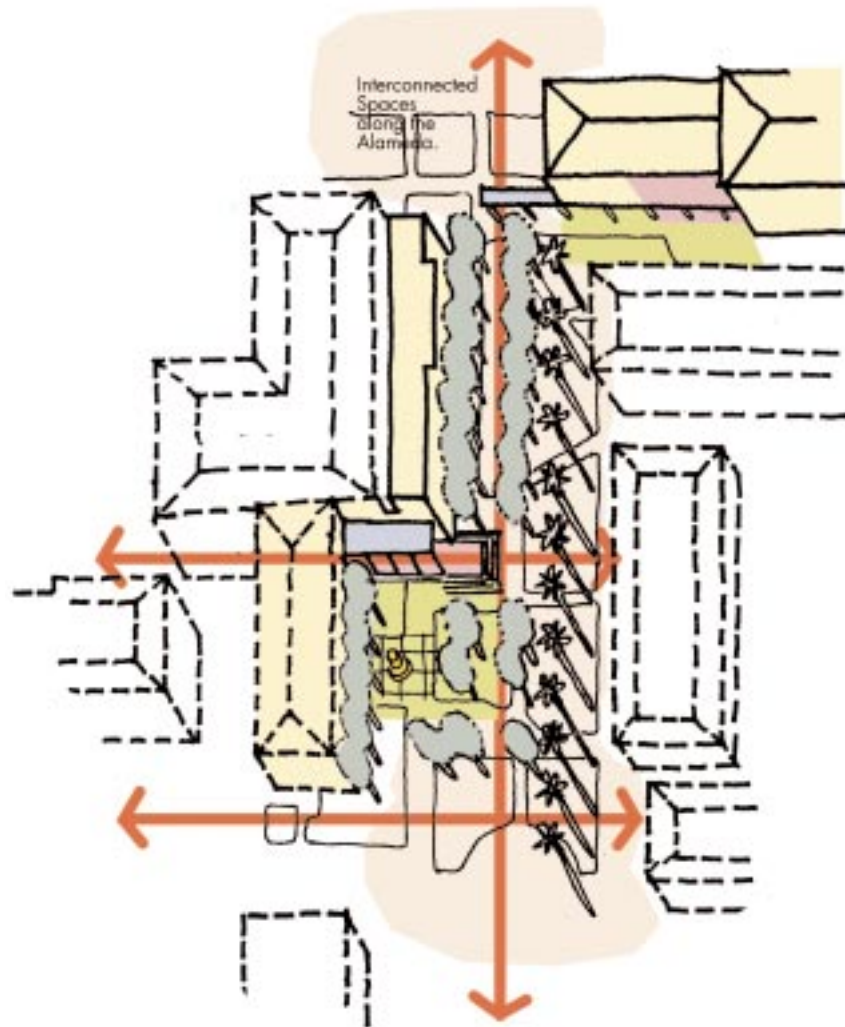


Project "E" and "F" Law Library Expansion/ School of Law Consolidation

The Law School will consolidate its offices and classrooms in Bannan Hall as well as create an addition to the Heafey Law Library. Bergin Hall will become available for use by other academic or administrative functions and a new entrance between Bergin Hall and the Heafey Law Library could accommodate a generous lobby and arcade for casual interaction between students, staff, and faculty. The Heafey Law Library expansion will be sited to further define the Alameda open space.

Heafey Law School Library: Campus Development Guidelines

-  Framed linear views
-  Modest entrances
-  Rectilinear form
-  Discreet outdoor rooms
-  Porches and arcades
-  Landscape features
-  Allees



Law Library Expansion/Consolidation Capital Plan Program

Existing Program:	GSF
Heafey Law Library	52,700
Classrooms/Seminar Rooms	13,600
Faculty Offices	11,600
Administrative Offices	13,300
Student Offices/Commons	4,000
Clinical	5,400
Total Existing (GSF):	100,600

Additional Space Requirements:	
Library expansion	13,000
Lobby/ Common Space	2,000
Bannan Hall	49,000
Total Additional (GSF):	64,000

Total Library Expansion/Consolidation (GSF): 164,6000

NOTE:

Calculations in gross square feet (GSF)

GSF calculated as 140% of assignable square feet (ASF)



Targets of Opportunity

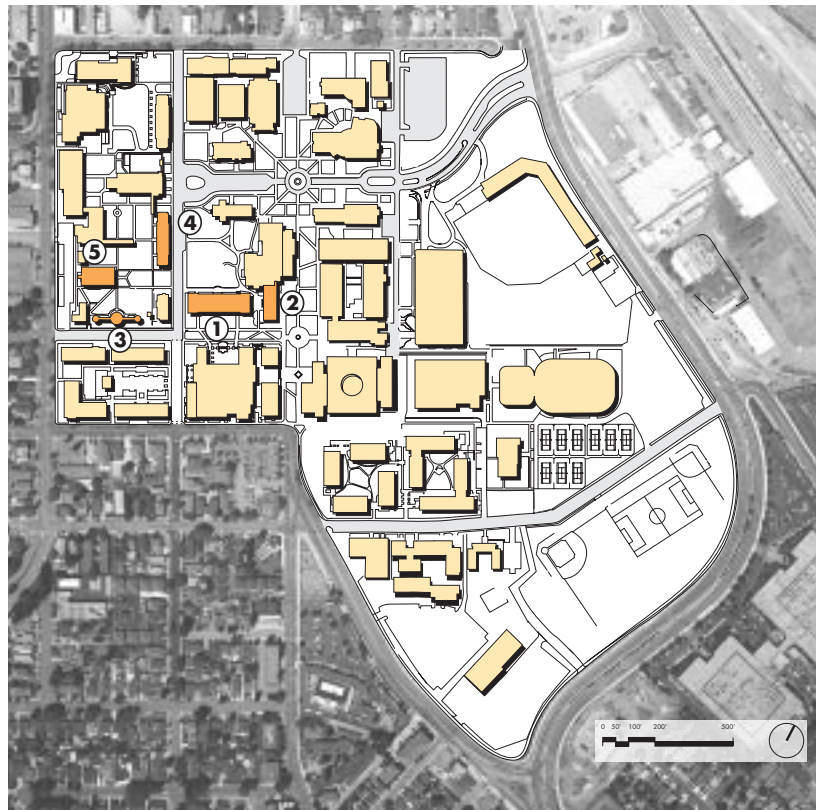
As new and renovated facilities are completed, the following buildings will be vacated and made available:

- 1 **Bergin Hall** - academic and student programs
- 2 **Kenna Hall** - academic and student services programs
- 3 **Ricard Observatory**
- 4 **St. Joseph's Hall** 1st and part of 2nd floor
- 5 **Varsi Hall** 1st floor

"Targets of Opportunity"

Targets of Opportunity

- 1 Bergin hall available
- 2 Kenna Hall available
- 3 Ricard Observatory
- 4 St. Joseph's Hall (partial)
- 5 Varsi Hall (partial)



SECTION THREE

RESPECTING THE CAMPUS CHARACTER

The University is situated in the heart of Santa Clara Valley - nationally recognized as Silicon Valley. Located on the eastern edge of the City of Santa Clara and adjacent to the City of San Jose, older residential areas border the campus to the west and north with commercial uses located along major arterial streets to the east and south. Major approaches link the campus to Interstate 880 and Route 101 which lie within one and one half miles of the campus.

The University was founded in 1851 as a Catholic Jesuit institution. The history of the campus is evidenced in the older buildings and the Mission Gardens, which form the campus character. The campus has expanded significantly over time, leading to issues such as the Alameda dividing the campus. Current campus programs including the closure of The Alameda, on-going landscape development, and future building development must foster a cohesive campus structure. Sensitive siting and the adherence to principles in campus planning and urban design will further serve this goal.

The Mission and the Mission Gardens and are the "heart and soul" of the campus - its principal focus - visually, perceptually, and spiritually. With the adjacent older buildings they serve as the model for the campus's planning goals and development guidelines. The University recognizes its responsibility to protect and enhance the historical significance of the campus. This responsibility reflects the University's stewardship of its heritage, providing educational opportunities for students, and adherence to the physical development guidelines. The historic character is an important asset for the campus as one of the University's distinguishing features.








Mission Gardens at Santa Clara University

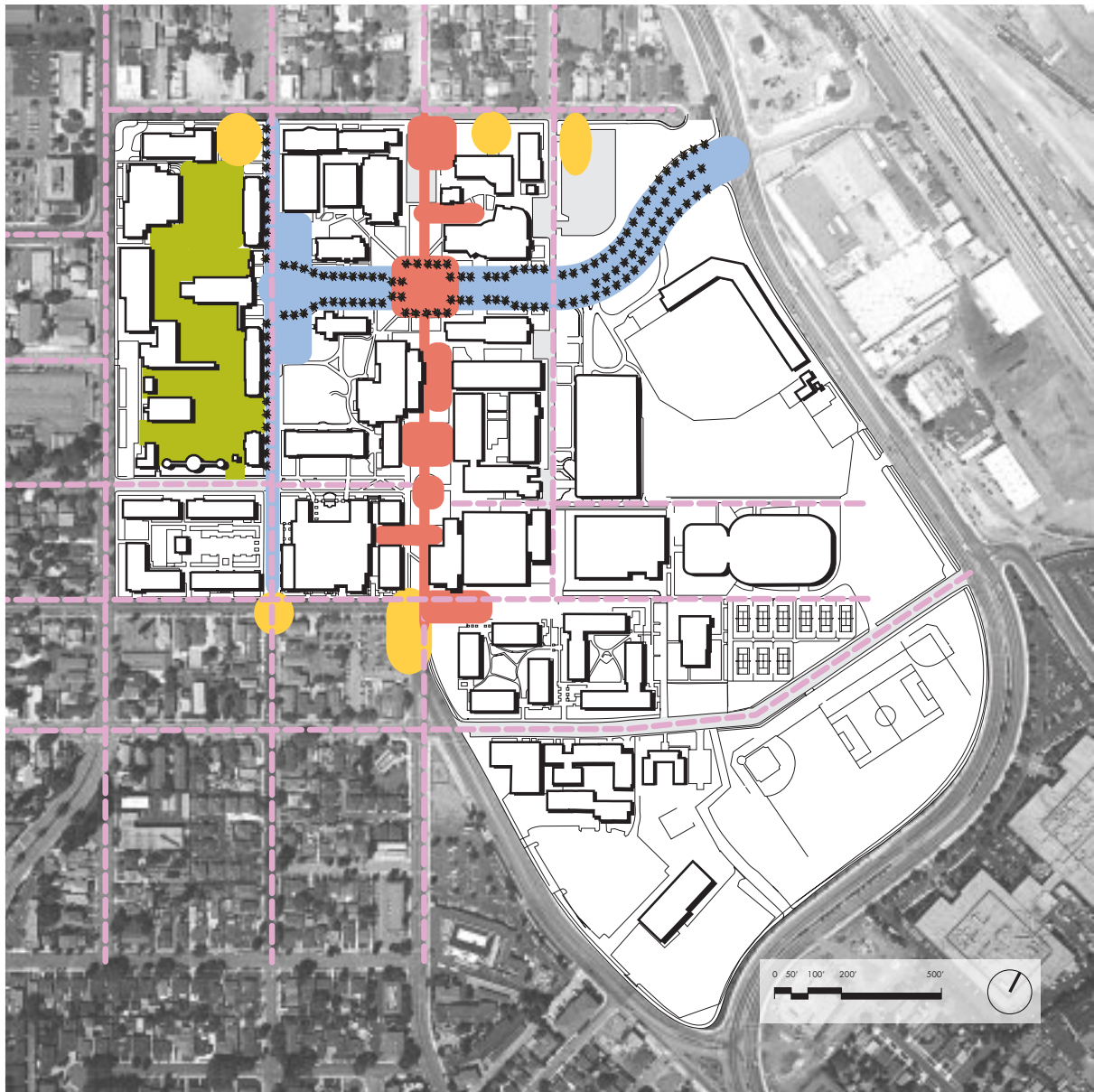


CAMPUS PLANNING GOALS

Campus Planning Goals

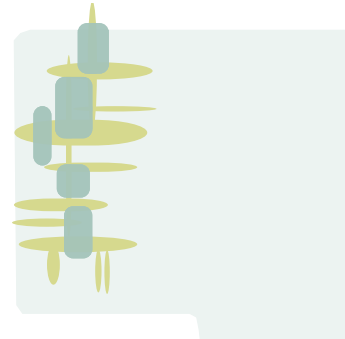
-  Interconnected Mission Gardens
-  Cruciform Formal Campus Entry
-  Interconnected Spaces along the Alameda
-  Remnants of the Grid of City Streets
-  Creating Inviting Edges to the Campus

Observing the existing physical structure of the campus reveals several campus planning goals. These goals serve to further organize existing areas of the campus and guide future development of the campus open space and facilities.



Interconnected Mission Gardens

Within the complex of buildings surrounding the Santa Clara Mission, a system of interconnected gardens and courtyards form a serene and informal setting. Buildings in the Mission Gardens clearly delineate open spaces, framing views into adjacent gardens. Buildings arcades and walls allow for long views into the next exterior space. This subtle design device creates a welcoming and informal interlocking of well-defined spaces through the campus.

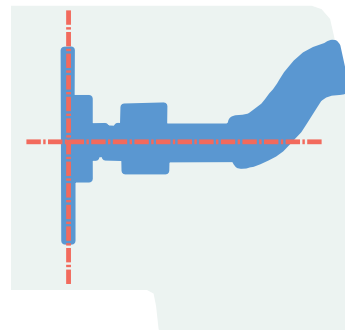


Goal:

Existing and future campus open space must emulate the intricate and subtle nature of the Mission Gardens.

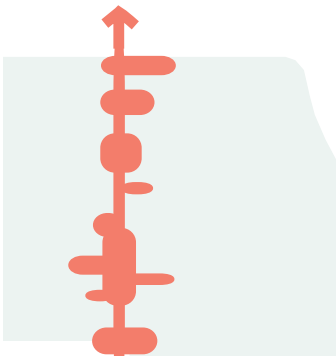
Cruciform Formal Campus Entry

Palm Drive serves as the functional and ceremonial entrance to the campus. This linear space, flanked symmetrically by buildings and open space, directs views toward the Mission and is the most formally defined space within the campus. The space is punctuated at two critical junctures: at the crossing of the Alameda where a new landscaped "square" is proposed; and at the front entrance to the Mission. At the second crossing, the flanking buildings of O'Connor and St. Joseph's form a strong cruciform configuration which expand in either direction along Alviso Street.



Goal:

Future development along this axis must retain and enhance Palm Drive's symmetry in building and open space massing, scale, and texture.

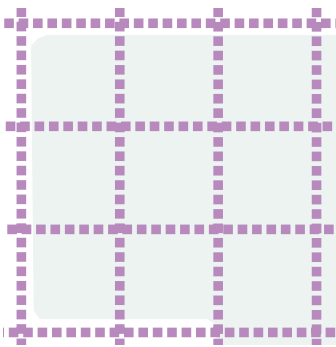


Goal:

New buildings and open spaces along the Alameda shall be sited and designed to create smaller, intimate, and interrelated spaces. Additionally, the design of the spaces shall reflect uses related to building entrances and campus-wide functions.

Interconnected Spaces Along the Alameda

The closing of The Alameda presents the campus with the opportunity to define and weave the Campus together and challenges it to reflect the scale and texture of open space and buildings found in the older areas of the campus. An important goal for the University is to "repair" the campus fabric that lacks the rich combination of appropriately scaled and defined spaces characteristic of the older more treasured portions of the campus.



Goal:

Future improvements of these abandoned street corridors will promote pedestrian activity through the use of plantings, paving materials, lighting, and site furniture.

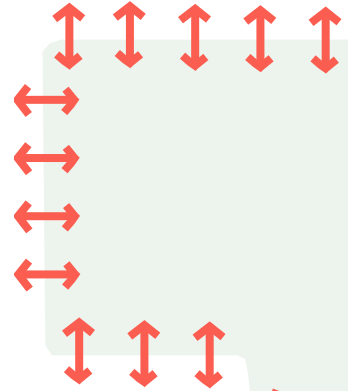
Remnants of the Grid of City Streets

The open space grid created by previous city streets provides the the opportunity to create a coherent and functional pedestrian circulation system and infrastructure network. This pattern of walkways should be enhanced as a cohesive pedestrian system. The allees of trees, lighting, paving, and site furnishings will create a functional system of intimate and pleasant campus spaces.



Connecting the Campus to the Surrounding Community

The University is, and most likely will remain, an "oasis" in relation to its immediate environ. In this context, the University's boundaries should be both visually defined and welcoming. The goal is to create connections between the campus and adjacent residential and commercial uses, purposely avoiding a "walled campus".



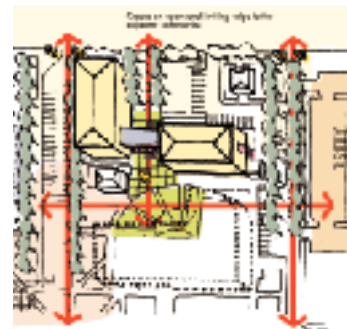
Goal:

Future improvements at the edges of the campus must promote both visual and physical linkages to the surrounding communities through the creation of open space and pedestrian corridors.

CAMPUS DEVELOPMENT GUIDELINES

The campus planning goals provide a broad framework for understanding the physical character and unique setting of the University. In addition, a set of six simple physical guidelines will provide the "tools" in the development of specific development projects resulting from this Five Year Capital Plan. The guidelines address:

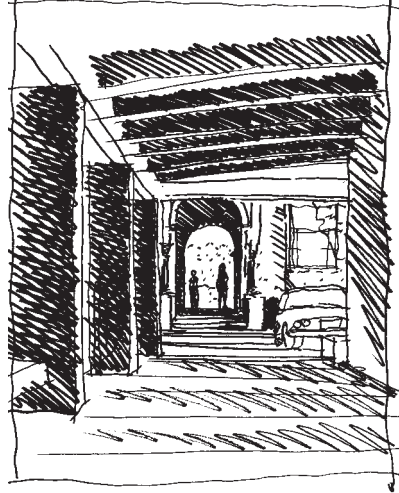
- Linear Framed Views
- Discreet Outdoor Rooms
- Modest Entrances
- Rectilinear Building Form
- Legacy of Landscape Forms
- Covered Walkways and Arcades



**Business School Precinct
Development Guidelines**



Development Guideline:
Site buildings and landscape elements to create long linear framed views



Linear Framed Views

The visual experience within the older parts of campus is characterized by framed linear views. Within the Mission Gardens, spaces are linked through a series of interesting, punctuated and framed views. For example, the view north from the entrance of Ricard Observatory to the side entrance to the Mission Church is framed by: the entrance to Varsi Hall; an opening in the colonnade at the Adobe Lodge; a statue of Santa Clara; and a vine covered trestle.



Development Guideline:
Develop discreet outdoor rooms



Discreet Outdoor Rooms

Clearly defined outdoor spaces throughout the campus relate to building entrances and allow for multiple uses. Smaller spaces that correspond with the well-used entrances to buildings, help to enliven the campus setting and allow for strong physical links between the interior common spaces and their adjacent exterior spaces. These discreet outdoor rooms are simply framed by elements such as a few trees, a change in paving pattern, and a building face.

Modest Entrances

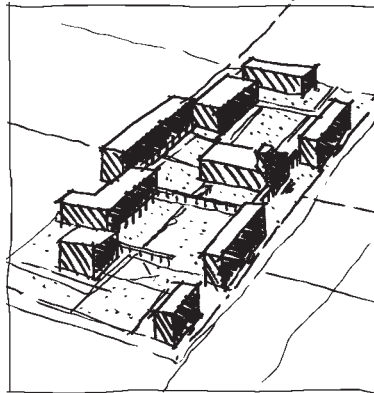
Older campus building entrances are modest and appropriate in scale and ornamentation to the structures they serve. Entrances to new buildings should conform to this standard and blend with the campus setting, rather than stand out and compete with one another for dominance.



Development Guideline:
Buildings should have modest entrances

Rectilinear Building Form

The University's campus is characterized by many modestly massed rectilinear buildings that are organized in north-south or east-west orientations. Open spaces are created through the subtle shifting of buildings along these N-S/E-W axes.



Development Guideline:
Maintain and enhance the rectilinear heritage of building orientation



Development Guideline:
Build upon the campus's legacy of gates, statues, and other artifacts



Legacy of Landscape Features

As the campus has grown, the traces of its previous boundaries and form remain in the legacy of gates and other outdoor elements. These elements add richness and meaning to the experience of the cultural and historical significance of the Santa Clara Mission and University.



Development Guideline:
Incorporate covered walkways and arcades



Covered Walkways and Arcades

Covered walkways and building arcades are typical of the Mission architecture and provide shaded outdoor space for moving about campus. These elements serve to marry the building and landscape -a unique characteristic of the campus.

SECTION TWO

WHAT FACTORS INFLUENCED THE PLAN?

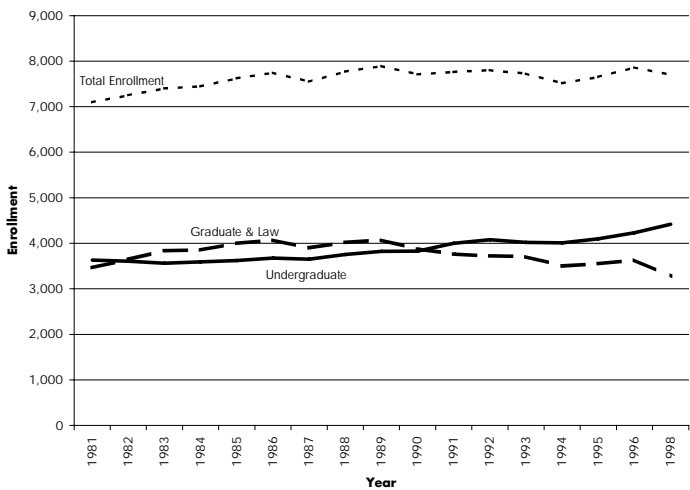
Five factors influenced the development of the Five-Year Capital Plan and Design Guidelines. The first of these is the programming principles that reflect the University's policies and educational mission; the second is the criteria which influences the location of program on the campus; the third is the physical improvements that have occurred since 1997; the fourth is the alteration to traffic and parking layouts; and the fifth is the availability of land (development zones) to accommodate the improvements.



PROGRAMMING PRINCIPLES

The following criteria serves as the basis for the Five-Year Capital Plan and Campus Development Guidelines:

- The University's strategic initiatives are central to the development of the institutions future. The Capital Plan must address the University's initiatives to (1) Build a Community of Scholars, (2) Provide for an Integrated Education, and (3) To Focus Resources for Excellence. (SCU Strategic Plan, 1998).
- Enrollment will continue to remain relatively constant. The Winter 1998 enrollment included 4,422 Undergraduate students, 2,389 Graduate students and 887 Law students for a total enrollment of 7,698 students. (source: SCU Institutional Research, 1999).



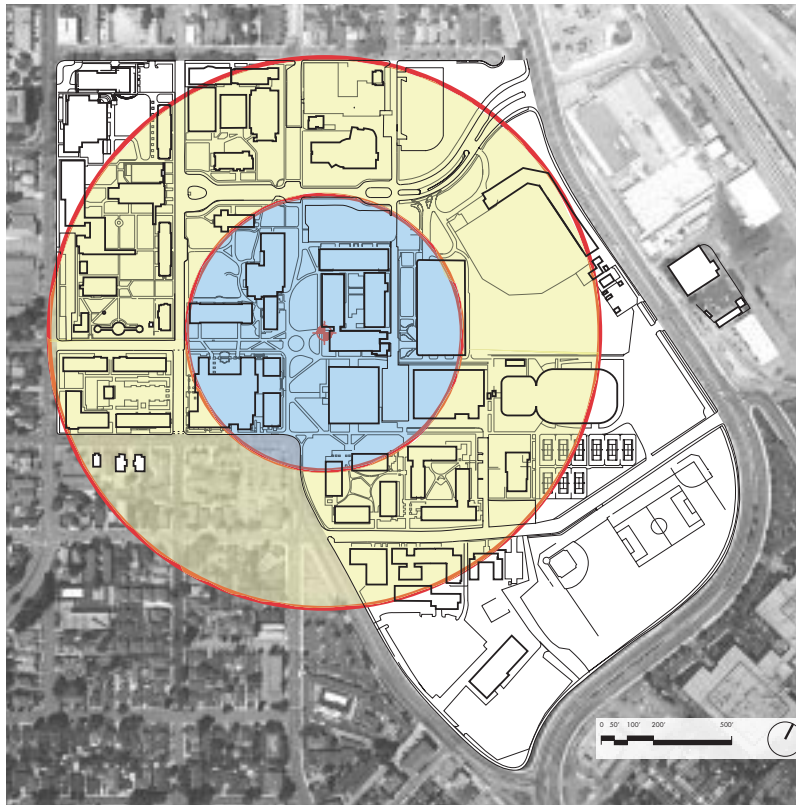
Enrollment 1981-1998

Enrollment remains relatively constant.

- No significant curricular changes are anticipated through the year 2006. The University will remain organized in five academic units, with degrees offered by the College of Arts and Sciences, the Leavey School of Business, the School of Engineering, the School of Law, and the Division of Counseling Psychology and Education. (source: SCU Institutional Research March, 1997).
- With the pending completion of the Pat Malley Fitness and Recreation Center, no significant changes are foreseen to the athletic and intramural recreation programs and facilities.
- On-campus housing for undergraduate students is a priority for the institution. As stated in the 1998 University Mission, Santa Clara remains committed to "Undergraduate students who seek an education . . . in a primarily residential setting".
- No significant changes are planned for student or campus-wide food services.
- The distribution of campus parking may change over time, but the total number of spaces will remain constant through 2006.

PROGRAM LOCATION FACTORS

- Plan for an "integrated education", where programs are to be combined in mixed uses.
- Distribute meeting and conference space (multi-purpose rooms) across the campus by strategically including these types of spaces in new buildings.
- New classrooms are intended for the entire campus community, not solely for the use of the primary building occupant.
- Casual interaction space should be incorporated into any new buildings and outdoor spaces.
- Any new construction should be flexible and able to accommodate changing uses over time. Optimal academic building size for future program ranges from 40,000 to 60,000 gross square feet (GSF).
- Strategically locate "Centers of Distinction" throughout the campus and incorporate with other programmatic elements.
- Encourage pedestrian movement throughout the campus. The campus is small in size and encourages pedestrian circulation. No point on campus is more than a 10-12 minute walk from any other.



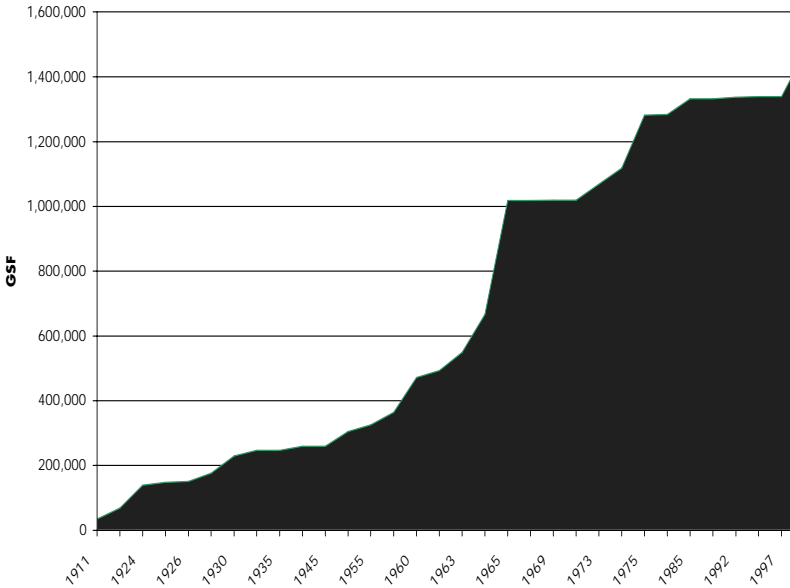
Pedestrian Walks

- 2 minute pedestrian walk from campus core
- 4 minute pedestrian walk from campus core

PHYSICAL CHANGES SINCE 1997

The University holdings include over 75 buildings or structures. The approximate gross square footage of buildings on campus in 1998 was 1,530,000 GSF. Since 1997, the University has built over 137,000 GSF of new buildings and its first parking garage housing 619 parking spaces. This new construction represents a 10% increase in GSF. (source: SCU Facilities, 1998). The age of campus buildings ranges from the Adobe Lodge (circa 1825), to the Communication, Public Policy and Applied Ethics Building completed in 1998. Projects under construction in 1999, include the Pat Malley Fitness and Recreation Center, and the Alumni Science Addition and Renovation. (source: SCU Facilities, 1998).

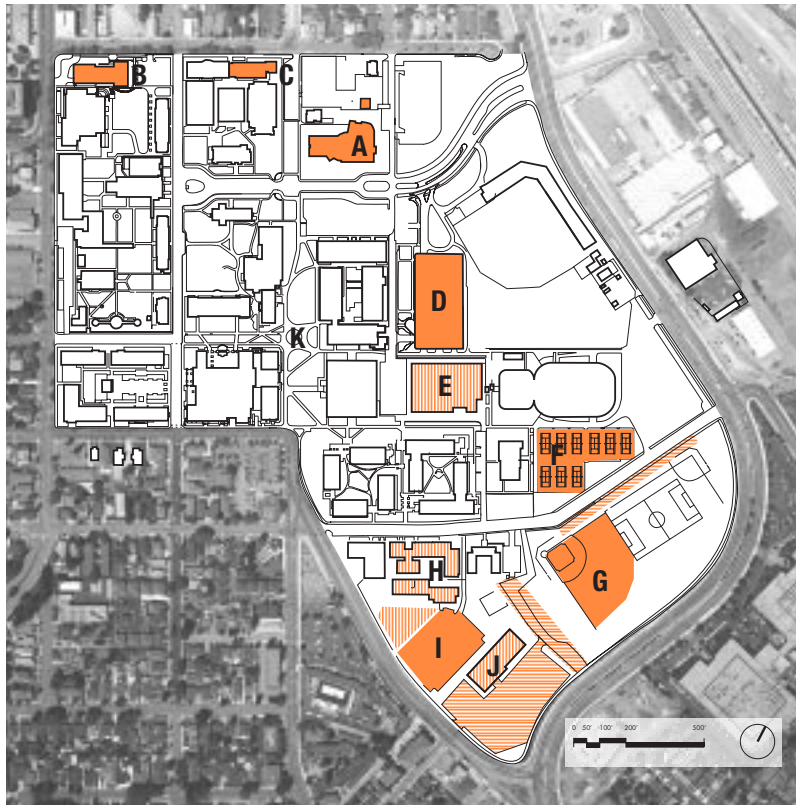
Growth of Existing Facilities over Time (GSF)



CURRENT UNIVERSITY PROJECTS

Since 1997, the University has implemented numerous projects based on the current capital improvement plan. These projects include:

Description	GSF
A Communication, Public Policy & Applied Ethics Building	39,338 GSF
B Music and Dance Building	26,379 GSF
C Alumni Science Addition (pending renovation of Alumni Science)	27,241 GSF
D Parking Garage (619 spaces) and offices for Public Safety	88,837 GSF
E Pat Malley Fitness and Recreation Center	44,079 GSF
F Relocation of the Tennis Courts	
G Renovation of the playfields south of Bellomy St.	
H Planned construction of student housing and parking	
I New surface parking lot (226 spaces)	
J New University Support Services building and yards	
K Landscape improvements to the Alameda Mall and other areas of the campus	



Physical Changes to Santa Clara University Campus 1996-2000

- Complete
- Approved/ Under Construction

TRAFFIC AND PARKING LIMITATIONS

In the Five-Year Capital Plan for 2002 - 2006, there are no major changes to vehicular circulation or parking requirements. Some current surface parking will become development sites for new facilities, but spaces lost to new construction will be replaced by new spaces elsewhere. Diagrams are included in the appendix of this report illustrating existing and future circulation and parking spaces.

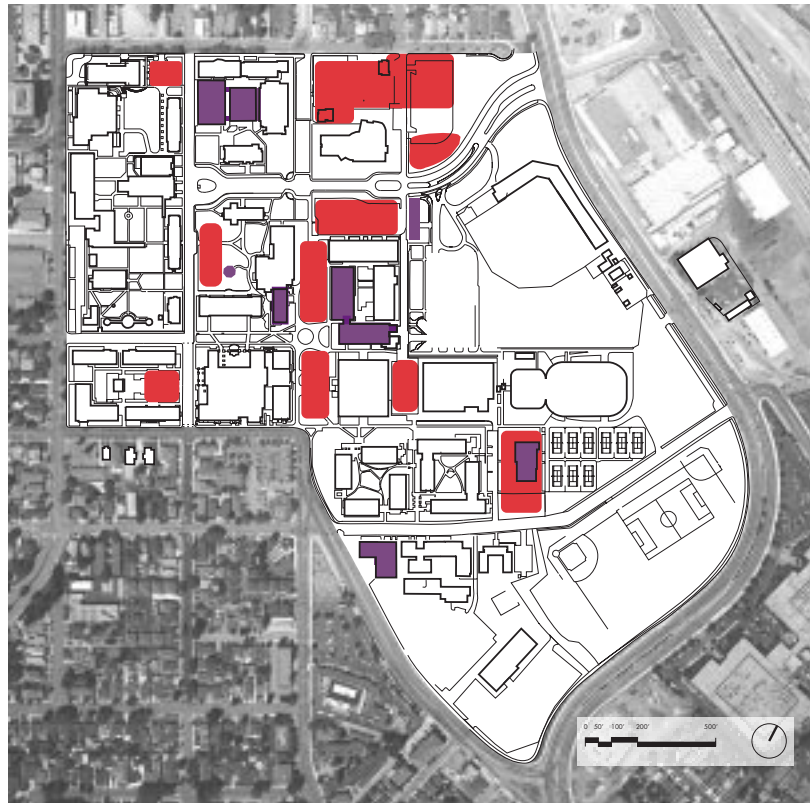
POTENTIAL DEVELOPMENT ZONES

The following sites and structures were considered as potential development zones:

- Cowell Center
- The Fine Art Building
- The Octagon
- The Field House
- Information Technology Building
- Bergin Hall
- Ramos Trailers

Potential Development Zones

- Open space
- Buildings



SECTION ONE

WHAT IS THE FIVE YEAR CAPITAL PLAN?

This document is the Five-Year Capital Plan for Santa Clara University (SCU). It describes the University's building program for the years 2002 through 2006. The plan addresses the campus area of approximately 103 contiguous acres, bounded by El Camino Real, The Alameda, Market Street, Lafayette Street and Franklin Street. Additionally, this documents addresses campus planning goals and development guidelines which, when respected, will serve to strengthen the campus's physical character and, in turn, support the quality of life of the University and the surrounding community.



Campus context

PURPOSE, GOALS, AND SCOPE

The purpose of the *Five-Year Capital Plan and Development Guidelines* is two part. First, the University sought an elaboration of the prescriptive master planning principles outlined in the 1997 Campus Plan. Second, with the completion of major components of the current Five-Year Campus Plan, the University needed a new capital plan to assess and define physical improvements for its next increment of development.

The Campus Planning Goals and Development Guidelines found in Section Three, document additions, explanations, and clarifications to the master planning principles described in the *Santa Clara University Five-Year Strategic Campus Plan*. This provided a framework for future expansion, defined the historical scale and pattern of development at the University, and described ways to further enhance the University's unique heritage.

This document includes strategies for campus-wide programs (such as classrooms and conference facilities) and immediate facility needs to address program requirements projected for the years 2002 through 2006. The plan includes the potential for the campus to accommodate the programmatic needs from the standpoint of land

Santa Clara's Strategic Plan and Mission

The origin of this document - Five-Year Capital Plan and Development Guidelines- can be traced to the third *Strategic Initiative of Santa Clara University's Strategic Plan of 1998*. This initiative, which is dedicated to "Focusing Resources for Education", answers the following Strategic Challenge:

Strategic Challenge: 3B

How can Santa Clara create a physical environment that fosters academic excellence, promotes integrated education and a community of scholars, and exhibits sensitivity to the ecology and historical heritage of the campus?

Goal 3.B.1

Update the Campus Master Plan as needed.

Goal 3.B.2

Complete the major facilities projects identified in the current five-year campus improvement program of the Campus Master Plan.

Goal 3.B.3

Plan for additional major facilities projects beyond the current five-year campus improvement program needed to support academic excellence.

and building use, campus open space and landscape, as well as pedestrian circulation, vehicular circulation, and parking.

The Five-Year Capital Plan identifies the most appropriate locations, sizes, and configurations of new and renovated facilities, respecting the campus's unique character and qualities.

PLANNING PROCESS

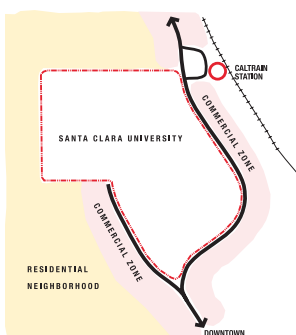
A six-part process, outlined below, was used to develop the Five-Year Capital Plan and Campus Development Guidelines:

- Data Collection
- Analysis
- Program Development
- Alternative Campus Accommodation Testing (Precinct Studies)
- Selection and Refinement of the Preferred Alternative
- Documentation

DATA COLLECTION

Background data collected representing aspects of the University and University life, included:

- The University's Strategic Plan and Mission Statement
- The importance of the Mission and Jesuit sponsorship of the institution
- Previous master plans and planning efforts
- Campus history
- The campus setting in the surrounding community
- An understanding of University administration, academic programs, and enrollment
- A planning level familiarity with University buildings, facilities, grounds, and landscape
- The importance of the residential nature of the campus and other aspects of student life
- The importance of athletics and recreation for the campus community
- Existing vehicular and pedestrian circulation and parking



Campus context

Analysis

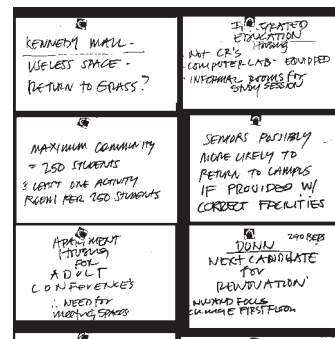
Existing campus conditions were analyzed using the data gathered in the first phase:

- Building uses
- Academic uses
- Vehicular and pedestrian circulation
- Landscape character

Program

The program for future development was generated through a series of resource group discussions, meetings and plenary sessions held between June 1998 and March 1999. Participants included staff, faculty and university administrators. Through this process, space needs, priorities, and siting requirements were developed that represented the consensus priorities for the University. In addition, participants defined key elements of the campus that are described in the Campus Development Guidelines. The following includes a list of process participants:

- Facilities staff led the effort for Santa Clara University. Staff were responsible for overall project direction, scheduling, and day-to-day operations.
- Resource Groups representing distinct campus assets provided input and guidance. The number and composition of the groups was intentionally inclusive, polling a wide spectrum of University executives, administrators, faculty and staff. One, and in some cases more interviews were held with each Resource Group. Key issues and opinions were compiled on cards. These cards were then made available to the community through the use of meeting notes and displays.
- Sub-groups (of the larger Resource Groups) provided further input and direction regarding major academic programs on campus: the College of Arts and Sciences, the School of Law, the Business School, the School of Engineering and the Centers of Distinction. Each sub-group provided programmatic requirements.



Cards used to compile the goals from the Resource Groups

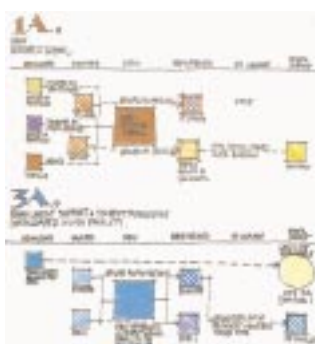
Resource Groups

- Group 1:**
Conference, Multipurpose, Space, Offices, Classrooms
- Group 2:**
Integrated Education
- Group 3:**
Information Resources
- Group 4:**
Collections
- Group 5:**
University Relations
- Group 6:**
Housing & Residential Life
- Group 7:**
Administration and Support Services
- Group 8:**
Infrastructure
- Group 9:**
Athletics and Recreation
- Group 10:**
Athletics and Recreation
- Sub-Groups:**
College of Arts and Sciences
Leavey School of Business
Administration
School of Law
School of Engineering
Centers of Distinction

- Plenary Sessions were held with the larger SCU community, providing opportunities for the broader campus community to participate in, and to be notified of, developments during the process.
- The University's Facilities Planning Council was consulted at appropriate project milestones. The council offered guidance in the programming, prioritization, and selection of alternatives.
- The University's President provided direction at key decision points in the process.
- The Master Plan Committee of the SCU Board of Trustees reviewed and provided direction at project milestones.

Alternatives

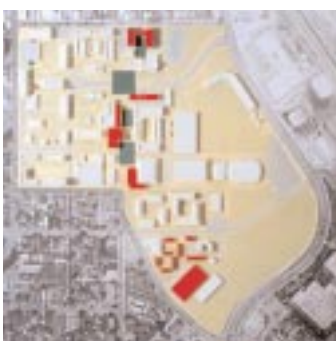
Based upon the prioritized programs developed in the Resource Group process and the analysis of existing conditions, alternative scenarios were created representing the prioritized growth of the University over the next five years. The alternatives provided multiple solutions to the location, configuration, and adjacencies between programs. In addition, the alternatives incorporated the Campus Planning Goals and Development Guidelines defined through the programming phase.



Alternative Scenario Diagram

Selection and Refinement of the Preferred Alternative

Based upon the numerous factors, including program needs and the analysis of alternative site locations and building configurations, the University prioritized the programs and selected development sites. This allowed for refinements of the preferred alternative plans.



The process included a model

Documentation

The preferred program accommodation studies were then documented for inclusion in this report. Further studies will be undertaken during the development of the detailed program needed for building design. Campus Planning Goals and Development Guidelines are included to define the preferred development pattern for the overall campus.