



Engaged Implementation: Master Plan to Reality



Society for College and University Planning
INTEGRATED PLANNING FOR HIGHER EDUCATION

Angelo Armenti, Ph.D.
President
California University of Pennsylvania



Barbara J. Chance, Ph.D.
President and CEO
CHANCE Management Advisors, Inc.



CAL U Quick Facts

- The University is over 150 years old
- Located 35 miles south of Pittsburgh, PA
- 190 acres on two campuses located along the Monongahela River



CAL U Quick Facts

- Part of the Pennsylvania State System of Higher Education
- 9,000+ undergraduate and graduate students
- Since 2004, ranked by Princeton Review as one of the best regional universities in the Northeast



Important Physical Characteristics

- Campus is imbedded next to downtown and residential neighborhoods
- Norfolk Southern railroad separates the campus from a major parking lot and the river
- Underground mines affect land use – expensive to build over
- Main campus is essentially land locked



Campus 2007



Additions Since 1994 Master Plan

- Kara Alumni House
- Eberly Hall
- Duda Classroom Building/Booker Towers
- Six new state-of-the-art residence halls
- Renovations
- \$165 million



Cal U Master Plan Consultants

■ 2007 Master Plan

- ◆ MacLachlan Cornelius & Filoni

- ◆ L. Robert Kimball and Associates

■ Landscape Architects (Ongoing)

- ◆ Pennoni and Associates

■ Parking and Transportation

- ◆ CHANCE Management Advisors, Inc. –
but not until after the Master Plan was
complete!

The Master Plan Vision

- Slowing enrollment growth: on-campus growth of 0.5% annually, off-campus growth of 2.5% annually
- Faculty/staff growth as a function of enrollment
- Replacement of aging facilities
- Continued renovations

Campus 2008-2013



Significant Projects 2008-2013

- Southern and Northern Loop Road
- Campus Front Loop and Entry
- Significant improvements at Roadman Park Athletic Complex
- Vulcan Garage
- Convocation Center



CALIFORNIA UNIVERSITY OF PENNSYLVANIA
CONVOCATION CENTER

DATE: 04.23.07



Major Implementation Issues

- Obtaining funding for the Vulcan Garage and Convocation Center
- Schedule for sections of the Loop Road, and integrating it with the academic year
- Maintaining access to campus during construction
- Changes to the transit system and levels of service

Major Implementation Issues

- Master Plan considered the displacement and replacement of parking, but not the realities of those events
- State requirement for parking to be self-sufficient meant moving to a paid parking system
- Moving to paid parking required campus discussion, financial analysis, buy-in, etc.

Managing Implementation

- Obtaining buy-in from senior staff for changes encountered and caused by the implementation process
 - ◆ Meetings of senior administrators and conference calls with consultants every two weeks – WITH AN AGENDA!
 - ◆ Assignments and deadlines for the implementation details
 - ◆ Small groups to resolve difficulties and report back to President's Cabinet

Parking and Transportation

- Perceived as issues, but not as detailed as they really were
- Paid parking as a change to be managed
- Design and implementation issues modified as they moved from Master Plan to reality
- Decision to retain a parking and transportation consulting firm



The Consultant's Perspective

- Entering the process AFTER the Master Plan was completed
- Parking had been considered in the MP, but not to the extent or scale necessary
- Transportation not really addressed at all
- Initial tasks:
 - ◆ Financial analysis
 - ◆ Review parking and transit
 - ◆ Develop alternatives for the future

The Consultant's Perspective

- Bringing the “bad news”
 - ◆ Suggestions for the design and size of the Vulcan Garage
 - ◆ Costs for implementing a real parking and transit function on campus and ongoing operations
 - ◆ Parking rates necessary to support changes
 - ◆ Safety issues associated with the River Lot and the railroad crossings
 - ◆ Circulation issues on campus for the long run

Moving to Implementation

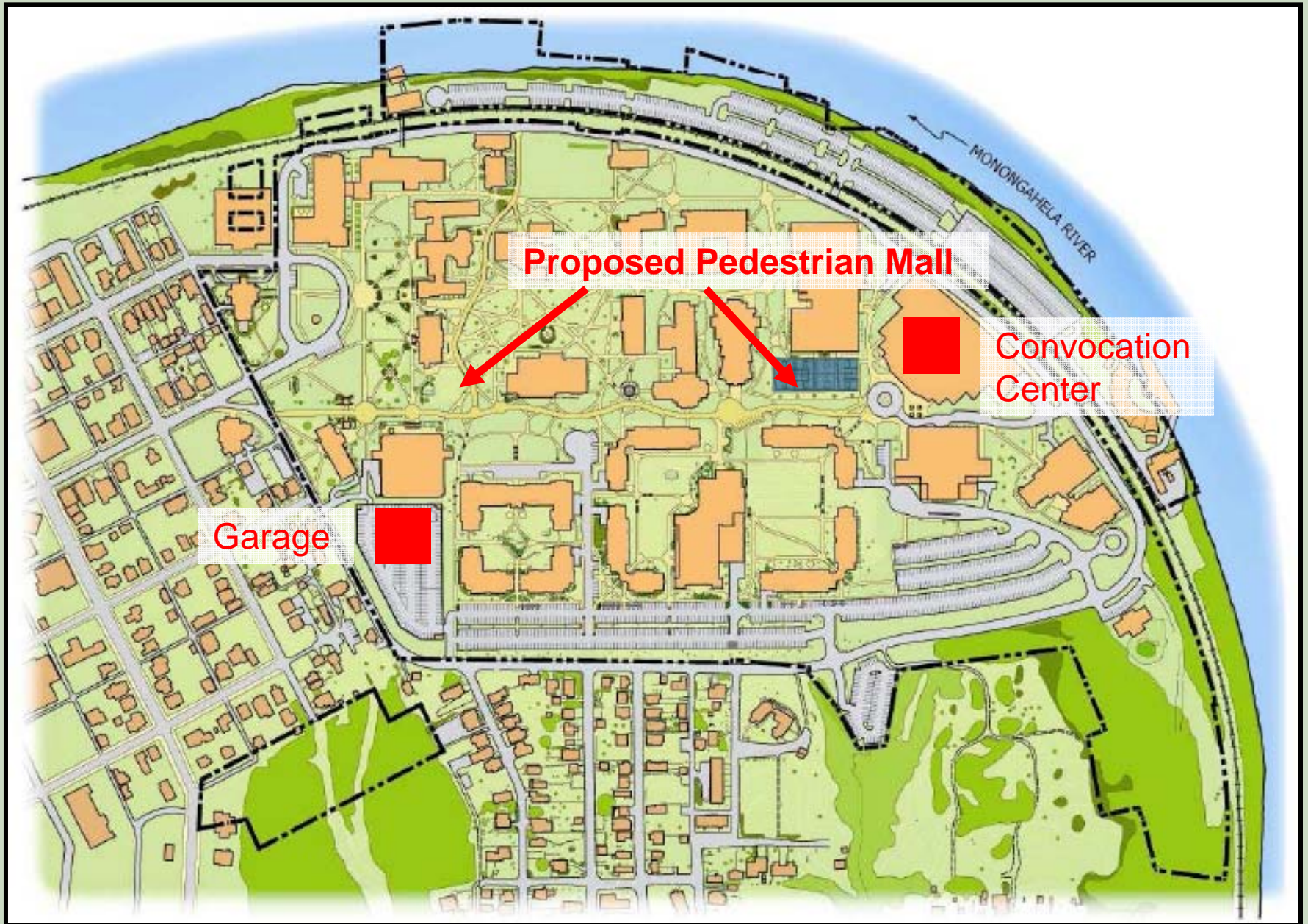
- Meetings/conference calls every two weeks essential to resolve issues and move forward
- Creative differences among good consulting team members
- Necessity for a strong decision maker
- Revisiting previous decisions when new information or concepts arise
- Discussion with the Team is vital

Implementation Issues

- Parking rates and who pays
- Decisions about a Parking Access and Revenue Control System
 - ◆ Which facilities to gate
 - ◆ Re-design to accommodate gates
 - ◆ Credential: Cal Card, prox card, RFID
 - ◆ Procurement of the new system
 - ◆ Public information on campus
 - ◆ Allocation – who parks where?
 - ◆ Schedule, schedule, schedule!

Implementation Issues

- Parking policies
- Improved transit to/from Roadman Park
- Improved information about the regional transit system and how it can serve students
- How to manage the River Lot, railroad crossings, safety, parking allocation
- Large remaining issue: Third Street as a pedestrian mall, or a pedestrian/transit path through the heart of campus



"The number of loose ends is staggering!"

Dr. Armenti

Lessons Learned – and the Learning Objectives

Leading the way

- Keep asking questions
- Insist on the best alternative, not just the easiest one
- Make sure someone is responsible, and that information is reported back
- Make the decisions

Lessons Learned – and the Learning Objectives

Managing the Team

- Try to keep the level of understanding equal among the players
- Don't expect unanimity among University officials or the consultants
- Decide who has the best advice and follow it if it supports the spirit of the Master Plan

Lessons Learned – and the Learning Objectives

Continuing the Vision

- Master Plan details morph with time, campus changes, and additional information
- Good Master Plan basics persist
- Try to be flexible to incorporate unforeseen factors, and remember to communicate them

Lessons Learned – and the Learning Objectives

Changing Course Midstream

- Adding expertise (staff or consultants) sometimes leads to reconsideration of MP elements
- Analysis and alternatives for parking and transit are easier and better during the MP process
- The reality of implementation affects everything!

www.calu.edu



www.chancemanagement.com