



# CAMPUS MASTER PLAN

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WAKE FOREST  
UNIVERSITY

2000  
REVISION

*An axis is perhaps the first human manifestation; it is the means of every human act. The toddling child moves along an axis, the man striving in the tempest of life traces for himself an axis. The axis is the regulator of architecture. To establish order is to begin to work. Architecture is based on axes. . . The axis is the line of direction leading to an end. In architecture, you must have a destination for your axis.*

*Le Corbusier, Towards a New Architecture, English ed. 1927*

***Campus Master Plan***  
***2000 Revision***



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## Introduction

In developing this revision of the Capital Master Plan, the committee has attempted to weave these thoughts into the planning process and recommendations. It is the desire of the committee to develop the campus and its facilities into places of dwelling and work that are in keeping with the original design intent of the Campus, but also provide a comfortable environment.



Since its creation in 1986, the Campus Master plan is supposed to be revised every five years. The last update was in 1991. The intent of the document was to provide a framework for future development of the University. The 1999 Capital Planning Committee has revised the 1991 plan and offers this revision with a renewed focus on the future environment of the Wake Forest campus. In developing this plan, the committee has paid particular attention to the original environment of campus, in an effort to bring increased vitality to life at Wake Forest. In doing so, the plan also addresses the ongoing need to preserve "green spaces" on campus and to enhance one of the University's greatest assets, the beauty of campus.

The committee was formed in an effort to solicit input from all areas of the University. The committee also enlisted the skills of two architects to provide a professional view of campus planning and architectural consistency. The members of the committee are:

John Anderson: VP, Finance and Administration  
Umit Akinc: Professor, Business and Accountancy  
Debbie Best: Professor and Chairperson, Psychology  
Ed Bouldin: Architect  
Sandra Boyette: VP, University Advancement  
Maureen Carpenter: Controller  
Jim Coffey: Manager of Landscape Services, Facilities Management  
Bill Davis: Director, Center for Management Communication (Babcock)  
Paul Escott: Dean of the College  
Andrew Ettin: Professor, English  
Kristy Eyler: Student Government  
Sam Gladding: Associate Provost  
Claire Hammond: Professor, Economics  
Abie Harris: Architect  
Michael Hyde: Distinguished Professor, Communication Ethics

Minta McNally: Assistant VP, Director: Alumni Activities  
Chris Poe: Associate Director, Facilities Management  
Richard Schneider: Professor, Law  
Bill Sides: Director, Facilities Management  
Margaret Smith: Professor, Art  
Sarah Watts: Associate Professor, History  
Jack Wilkerson: Dean, Business and Accountancy  
Ed Wilson: Senior Vice President



The basic elements of this plan are:

- The Campus Environment
- Building Sites
- Traffic and Parking
- Campus Landscaping Plan
- Campus Land Use Plan
- Building Conditions Survey

### **Assumptions and Principles**

This list of assumptions that form the basis for campus planning is abstracted from the Report on Architectural Standards, Design, and Planning, the basis for the 1986 and 1991 Master Plans. Refer to Appendix II for the full text of the report, which reflects fundamental principles inherent in the campus plan.

The educational goals, spirit, and ideas of Wake Forest University are primary components in the development of a campus plan. The objective of a campus plan is to recognize the nature of the University and to provide a physical framework for its continued academic development. A good physical environment sustains learning and scholarly activities. While we seek to maintain the beauty of campus and its facilities, we must remember that academic activities are the purpose of the University's existence. The campus plan draws on the goals and objectives of the University at large. The plan develops the guidelines that protect and enhance those qualities, and projects them into an uncertain future. Although the plan deals with physical matters such as buildings and roads, heating plants and parking lots, its basic aim is to give physical expression to the ideals and aims of the University.

As we continue to affirm the consistency and integrity of the modified Georgian architecture, we must ensure that, like their "outside," the "inside" of buildings provide open spaces that make us feel at home and thereby allow us to be comfortable with and appreciative of our surroundings (which, when we walk outside, should speak to us of the immense value of "green space"). The

committee also recognizes the need to provide "meditative" and tranquil spaces that allow students and faculty the opportunity to enjoy quiet time outdoors on campus.

The campus environment makes a statement about Wake Forest's institutional values that are distinctive. The attractiveness of the Wake Forest campus is arguably one of its greatest assets. When prospective students, faculty, and other visitors compare Wake Forest to its peer institutions, the beauty of the campus is regularly acknowledged. The careful development of the campus must continue to be a top priority of the University.



To maintain Wake Forest University's reputation for academic excellence and to provide for current and future needs, change is inevitable. The campus plan is a valuable instrument that enables the University to estimate costs, to project goals and to establish priorities for fund raising. In addition, it allows the University to do long term planning to ensure that the campus maintains its integrity and beauty 20 to 30 years from today and beyond.

A major challenge facing the campus planning effort is maintaining the original nature of a rural setting within today's campus environment. This plan addresses the problems associated with the strong presence of the automobile on campus today and the need to return campus to a more natural setting. These issues are addressed at length within the plan. The committee also recognizes that the academic world must adapt to the ever-changing needs of the University population and provide for the needs of its students and employees. In light of these pressures, preservation of the tranquil, residential campus environment that has characterized Wake Forest from its beginnings becomes a difficult yet necessary task.

In developing the recommendations, the committee has drawn upon the following assumptions and principles:

### **Program Assumptions**

1. Academic excellence, religious heritage, and financial stability will continue to characterize the University.
2. The alleviation of congestion caused by campus and through traffic is a prime consideration in planning decisions.
3. Security, access for the handicapped and service functions will be integral to planning.

4. In the central campus, strategies will be developed to give pedestrians a clearly defined priority over all other traffic.
5. Parking will be gradually eliminated on campus streets and moderated within the central campus. The construction of parking structures is inevitable, yet careful planning must occur to preserve the campus environment.
6. Logical relations between activities and building locations must be maintained. Physical relationships between the academic, housing, service, and athletic facilities should be developed and maintained.
7. Axes, courts, and vistas should direct traffic, encourage interrelationships, and create pleasure, particularly on the more formal main core of the campus. Development of new buildings should respect the courtyard and axis system, and proceed from core sites outward. Future buildings should be designed to create a "sense of space" for the regular tenant or occasional visitor to the extent possible. The integrity of architectural style on campus will be protected by 1) use of compatible materials, 2) retention of human scale in building mass, and 3) careful attention to siting to preserve interaction with surrounding green space.
8. Attention to these principles will allow new buildings to be compatible with existing buildings without copying them. Buildings nearest the central campus core will most closely match existing buildings. More peripheral buildings, while compatible and of similarly high architectural quality, will have more design flexibility.
9. The approved, comprehensive landscape plan will be implemented to enhance and underscore the variety of constructed and natural spaces on the campus. The environmental impact of new projects should be evaluated carefully so that University land use clearly supports long-term practical and symbolic goals.
10. The spatial linkage to the core campus of new facilities must be considered before approving building sites to ensure that outlying buildings maintain the proper relationship to campus. These buildings should provide a natural setting for pedestrian traffic and should be a part of the landscape of surrounding areas.
11. When siting new buildings, every effort should be made in the planning process to develop green areas as a part of the building site. These may include courtyard areas, quiet reflective areas, natural wooded areas, etc.
12. New construction plans should contain measures to preserve existing green space whenever possible.
13. The wooded buffer to the north of the Faculty Drive area should be preserved.

### **Implementation**

Capital planning is a consultative process that invites interested parties to help refine the plan. The Capital Planning Committee consists of faculty from all major areas of the University, representatives from Facilities Management, Student Government representation, and professional architects and planners. Other resources and skills will be sought for inclusion when appropriate. The Capital

Planning Committee is advisory to the Vice President for Finance and Administration and to the President.

The University will have appropriate procedures to ensure that the plan is reviewed every five years (especially by the standing committee structure), revised and followed. The campus plan should be dynamic; at the same time, changes in it should be made with great care.

A second review team has also been formed to review proposed building sites from a more holistic view. This team is comprised of the University's design professionals as well as University Facilities Management personnel. This committee's charge is to review potential sites and facilities to ensure that they meet the architectural and land use guidelines of the Campus Master Plan from the professional's view. All areas of design will be reviewed including, but not limited to building detail, landscaping design, coordination with neighboring facilities, traffic flow, and overall compatibility with the campus and other University structures.



## Summary of Recommendations

This is a brief summary of the major recommendations of the 2000 update of the campus plan. Refer to the full text of the campus plan for a complete discussion of the recommendations.

### **The Campus Environment**

The University will continue to acquire property on its boundaries, and will develop these properties in such a way as to protect the ambience and character of the campus and its neighborhood.

The University will work to develop the spatial link between outlying buildings and the core campus area. Examples of this "missing link" include Polo Hall and the Worrell Professional Center areas. Any future buildings to be located outside of the core campus must exhibit proper linkage to campus through green space, walking paths, etc. and such space must contribute to the natural environment of campus.

The University will continue its practice of having an administrator with appropriate personal and professional qualities assigned to duties of city liaison.

### **Building Sites**

The Committee recognizes that great care must be taken in choosing future building sites to ensure that the Program Principles are followed. The following building sites are proposed as possible locations, subject to further discussion:

1. The southern section of the area between Salem Hall and the Library could be filled with a building that would reflect the scale of Olin Hall. This would complete a science quad and would allow for a courtyard area to be developed.
2. A site on Magnolia Court at the present location of Gulley Drive could hold a building of symbolic significance, which could also help to resolve site problems created by the location of Collins Residence Hall. Such a facility would allow for further development of Magnolia Court.
3. Sites in the southeast quadrant of the campus on axis with the Worrell Center and relating to the organization of the main campus could be developed singly or as a complex.
4. On the site west of the Worrell Center, a building similar to it in size could be erected, perhaps in conjunction with a future professional program. This site has also been identified as a potential area for a parking structure.
5. A student residential unit could be placed between the existing Student Apartments and Faculty Apartments.
6. Graduate housing should continue to be developed on the western section of University property north of Polo Road (Student Drive area).

7. Lot Q, located east of Scales Fine Arts Center could be adopted as a parking structure site. A structure on the site could become joint use with general use space fronting Wake Forest Road. The building facade could be designed in a circular pattern in an effort to fit the existing landscape. This site could also be used to provide connection between main campus and the Polo Hall area, which is currently lacking.
8. The area between Wait Chapel and Polo Road, especially sites along the main axis of the University, should be held for development in connection with future programmatic initiatives of the greatest long term significance.
9. Several existing buildings could be expanded while remaining in harmony with campus design principles.
10. The area to the east of the bridge in Reynolda Village could be used for a one-story, non-academic structure such as a daycare facility. The style of this facility should be in keeping with the current village appearance of surrounding buildings.

### **Traffic and Parking**

Vehicular traffic on campus is one of the campus' most important issues. The Committee recognizes the ever-growing need to de-emphasize cars on campus and to return to a more peaceful feeling on campus. In order to accomplish this, existing parking areas must be turned over to natural spaces and used to provide a more natural environment. To meet the parking needs of students and employees, the large asphalt lots will need to be replaced with one or more parking structures. These structures must be planned and constructed carefully in order to enhance and not deter from the architectural beauty and consistency of campus.

On-street parking should also be minimized and eliminated where appropriate. This effort is further addressed in the Landscaping Plan section of this document. Efforts should also be made to encourage other forms of transportation, such as bicycles.

### **Campus Landscaping Plan**

A Campus Improvement Plan was completed in 1998 by Van Yahres Associates that assessed the character and condition of the Reynolda Campus. The plan specifically addressed circulation, the campus entrances, campus spaces, boundaries of campus, and maintenance. This revision of the Campus Master Plan incorporates many of the recommendations of that assessment including:

- Develop the perimeter roads to enhance and encourage pedestrian traffic and lessen the presence of the automobile;
- Develop one or more parking structure locations in order to eliminate the large asphalt lots on campus. These facilities should be used to reinforce

the overall organization of campus spaces and to reduce the impact of the automobile;

- Enhance the campus entrance from Reynolda Road;
- Upgrade the interactive quality of the campus natural areas including the main quad and Magnolia Court;
- Develop more intimate areas on campus to encourage interaction among the campus population;
- Develop natural linkages between the core area of campus and outlying areas such as Polo Hall and the Worrell Professional center areas.

A survey of the campus quickly reveals that the automobile is becoming an ever-increasing part of the campus environment. It is critical that future planning give priority to pedestrian traffic by emphasizing walkways and crosswalks over roadways. On-street parking should be minimized or eliminated whenever possible.

Several parking structure sites have been identified within this revision and are currently under review by the University's professional architects. It is critical that these facilities not only provide adequate parking, but also enhance the campus landscape.

An interim lot has also been constructed at Student Drive to provide an overflow for large campus events.

### **Campus Land Use Plan**

The University should continue to respect the use and characteristics of all properties, located both on and off of the Reynolda Campus. Areas of the Reynolda Campus shall be modified or developed only after careful review of the general use of the area and the effect such modifications will have on neighboring facilities.

Facilities located off of the Reynolda Campus, Reynolda Village for example, shall be developed further only if such development can be done in such a way as to maintain the architectural guidelines and natural environment of the surrounding area. Any new properties acquired shall be used appropriately for the area and neighboring facilities.

### **Building Conditions Survey**

As was proposed in the 1991 Revision, a central storage area for all building plans and supporting documentation has been developed. This area will receive continual updates to ensure that facility records are complete and accurate.

The University's preventive maintenance procedures have undergone an exhaustive review. New procedures are in place to bring the University's preventive maintenance plan to a new level and to eliminate all "deferred maintenance." These new procedures will ensure that the campus facilities remain in the best possible condition for years to come.

## The Campus Environment

### Planning Assumption

*Academic excellence, religious heritage, and financial stability will continue to characterize the University. All efforts should be made to reestablish the natural environment of campus by alleviating congestion. Campus streets should continue to be dedicated to the use of University traffic while any future modifications should further work to remove the campus from the city environment. Buildings should possess a sense of interrelationships through common areas and courtyards, where the campus population can gather and enjoy the beauty of the campus. The pedestrian should develop a greater presence on campus, while the automobile assumes a less significant role.*

When Jens Frederick Larson designed the new Wake Forest campus in Winston-Salem in the 1940's and 1950's, he worked with generous acreage surrounded by large country estates and farms. He was able to recreate the atmosphere of the original campus in the small, rural town of Wake Forest. The new campus became a quiet, pastoral, academic village with gracious buildings and expansive lawns and forest. Through the years, the beauty and harmony of this campus



environment have made it an attractive place to work, learn, and live. More importantly, the campus environment has shaped the distinctive character of Wake Forest as a major university with a small college atmosphere in which friendliness, civility, and concern for the individual rank equally with academic quality.

Throughout the years, the campus environment has changed and lost some of its rural charm. While the campus retains its natural beauty in part, congestion and the growing presence of the automobile have brought problems of limited parking, noise and the threat of further neighborhood development. Attitudes toward and dependence on the automobile have also changed significantly since the 1950's. Careful planning must occur to ensure that the campus can retain its character and resist current threats. The University must take appropriate planning measures to recapture its natural space from the dominance of the automobile.

While the rural Wake Forest campus of the sixties can not be completely restored, careful planning and attention to holistic detail in building design can return much of the charm that was once a part of the Reynolda campus. With every building design, site planning must move to the forefront and become a major component of the design process. Such careful planning will ensure that

new facilities will be surrounded by green areas and will be well suited to the surrounding facilities and landscape.

## **Proposal**

### ***Traffic and Security***

Since the 1991 report, the major roads surrounding the Reynolda campus have undergone significant change. Campus traffic patterns have changed with the completion of the Silas Creek Parkway extension. Elimination of the connection between Allen Easley Drive (formerly Faculty Drive) and Polo Road has served to minimize non-University traffic on the northern area of campus while providing the residential area much needed tranquility. These changes have had a major impact on the community traffic that was once a major part of campus life. While the automobile is still a key issue of the campus environment, most of the traffic is associated with students, faculty and general campus life.

Parking on campus continues to become a growing problem. Most lots are approaching capacity and many streets are lined with student parking. Several proposed building projects will likely displace additional parking spaces and exacerbate the need to construct new parking structures. The University needs to consider and adopt policies and strategies to minimize student, faculty, and staff dependence on the automobile.

### ***Boundaries***

Although located in a relatively busy area of Winston-Salem, the Wake Forest campus is fortunate to be somewhat protected from unwanted development along most of its boundaries. In recent years, the University has purchased several parcels of property north of Polo Road and east of University Parkway. While these residential properties are being utilized for various University functions, their acquisition strengthens the boundary of campus. The committee believes these properties should continue to be residential in nature. The unsightly houses along Student Drive have been removed and replaced with surface parking. This parking area provides approximately 200 spaces and is used for overflow and special event parking, primarily for the IOCEL program in the Information Systems Building. The changes in traffic patterns mentioned in the earlier section have also contributed to a stronger boundary of campus. Additional Reynolda Road holdings should be pursued and utilized as commercial properties. The University recently received the "Davis House" located at the intersection of Reynolda and Polo Roads as a gift. Following significant interior renovation, this property is being utilized as leased commercial property. This prominent real estate continues to strengthen the campus boundary while offering additional revenues for the University. The natural and historic links with Reynolda Village and Reynolda Gardens should continue to be strengthened and protected. The protection of Wake Forest's boundaries has been aggressively pursued through the years with good results, and should be continued.

### ***Neighborhoods***

Wake Forest Officials should work with adjoining neighborhoods to encourage pride and to address area concerns, particularly those attributed to University or student actions. The University will take steps to encourage residents of these neighborhoods to feel a part of the community, and if it plans major changes that might affect those neighborhoods, it will consult with them.

If necessary to maintain the neighborhood environment, the University should consider purchasing selected housing for renovation and rental or resale, with appropriate covenants. The University should take care not to undermine the residential quality of its border by its own action. In the particular case of Faculty Apartments, the University should use them as much as possible to house younger faculty and staff and assure their maintenance.

### ***Entrances***

The campus entrances have been greatly enhanced since the 1991 revision. Guardhouses have been erected at the University Parkway and Reynolda Road entrances. These facilities have provided an additional means of security while strengthening the distinctive entrances to campus. A gate has also been added to the Polo Road entrance to be secured after hours. The University's boundaries and entrances should continue to be secure and distinctive, but inviting. The entrances should make a strong statement about the character and quality of the school while providing campus residents a feeling of security.

### ***Maintenance***

In addition to routine care of the facilities, Facilities Management should continue to provide increasing levels of preventive maintenance to the campus facilities. A preventive maintenance and work order system has been implemented and will be continually improved and populated to develop a detailed database of maintenance history for all campus facilities. This system should be used to audit the condition and identify maintenance requirements of buildings and grounds. Significant, long standing maintenance problems should be addressed in capital budgets. Supporting items such as satellite dishes and mechanical equipment should be hidden from general view or incorporated into the building landscape whenever possible.

### ***City Liaison***

A University administrator should continue to serve as liaison with city/county officials, the Board of Aldermen, the Board of County Commissioners, and neighborhood interest groups. This official will represent the University's interests with these parties and keep abreast of zoning requests, roadway improvements, and property availability. The University should continue to have an administrator with appropriate personal and professional qualities assigned the duty of city liaison.

## Building Sites

### Planning Assumption

*The integrity of architectural style on campus will be protected by 1) use of compatible materials, 2) retention of human scale in building mass, and 3) careful attention to siting, respecting the axis and courtyard principles that are distinctive of Wake Forest. Future buildings on the central area of campus should be designed with adherence to Modified Georgian architecture.*

*New facilities planned for areas outside of the central campus area should retain similar architectural characteristics, but may allow for more latitude in the design approach. These facilities will be sited to provide logical relations between the central campus area and among neighboring facilities. The surrounding landscape should provide green areas and courtyards where feasible, as well as natural connections to central campus.*

The Reynolda Campus contains about 320 acres, with the central campus occupying only about 100 acres. This core is the best area for building; the remainder, because of topography, remoteness or importance as a buffer against encroaching urbanization, is less usable. Although there is a general perception of a spacious campus, potential sites for building are limited and must be designated with great care. Selection of building sites must consider long range needs, relationships to other buildings, and consideration of axes, courtyards and vistas, which historically have defined the overall campus plan.



While several building projects have been completed since the 1991 revision, most were not located on the sites discussed in the revision. The following buildings or additions have been completed since 1991:



**Polo Residence Hall** - This large residential facility, located adjacent to North Residence Hall, was completed in 1998. The facility is constructed along the Wait Chapel north-south axes.



**The Divinity School** - Completed in 1999, this two-story facility (shown at right) is an addition on the north face of Wingate Hall. The Divinity School is centered on a two-story rotunda area. The facility adds a renewed look to Wingate Hall and makes a strong statement for the northern facade of the building and provides a signature entrance to the Divinity School.



**William B. Greene, Jr. Hall** - This 5-story academic building was completed in 1999 and is located between Calloway Hall and Carswell Hall. The facility was designed in keeping with the Modified Georgian style and offers a beautiful open atrium within the core area of the building.

**The Information Systems Building (IS Building)** - This 2-story facility is located on the north side of the Worrell Professional Center. The landscape surrounding these two facilities offers significant opportunities to complete green areas and natural connection to the central area of campus. The committee feels that these facilities currently lack the proper connection to campus and to one another.



## Proposal

While current needs for additional academic and residential space are not clearly defined, the committee has identified several building sites for future use and has confirmed some previously recommended sites. The committee has identified

sites that extend the logic of the original campus plan and its successful additions, without seeking to identify the specific activity on each site. The committee has sought to adhere to 1) the building and courtyard system, and 2) the interlocking system of axes that underlies the best campus development.

The new recommendations are based on the principle of filling in vacant spaces between existing buildings and completing the inner campus core, especially for undergraduate academic and residential uses. Historically, successful campus plans have maintained a sense of order and intimacy in building-to-building and building-to-courtyard relationships. Proposals to spin buildings outward from the central core without reference to existing axes and scale relationships should be avoided.

In siting new facilities, the committee feels strongly that every effort should be made to maintain a natural environment of courtyards and connecting green spaces between buildings. Quiet, meditative spaces should be incorporated whenever possible to instill a feeling of acknowledgement and belonging for the campus residents. Sites located on the outward areas of campus should be selected and developed in such a way as to provide a natural connection to the central area of campus and avoid any feeling of seclusion.

The following sites are recommended for consideration:

1. An academic building on the site in the southwest quadrant that mirrors Olin would complete an academic courtyard. The relationships between the buildings, the courtyard, and the corner entrances would provide an opportunity for significant and interesting spatial treatments.
2. A building on the axis of the Magnolia Court, centered on the main campus north-south axis, and on the east-west line of the present Gulley Drive.
3. A site in the southeast quadrant facing, and relating to, the axis created by Worrell Professional Center, the attention given to the conceptual extension of the east-west academic axis. If this site is developed, care must be taken to eliminate or reduce loss of wooded space provided in the current cross-country area. This site proposal explores the implications of the siting of the Professional Center in relation to the site facing it, which has potent symbolic and physical possibilities for development. A building or a group of buildings could be projected onto this site and related back to the central campus. The building or buildings ultimately sited in this area should recognize the underlying existence of campus axes without slavishly repeating the style of the main campus buildings. The unfortunate placement of Palmer-Piccolo in an off center location would have to be resolved, and a plan for masking the irregular siting of anthropology would be needed.
4. A site west of Worrell Professional Center in the current parking lot. The Cesar Pelli firm sited the Professional Center so that two buildings of approximately equal size could be placed between Worrell and the campus center. In the long term, Poteat Field should be left open, while the site

adjacent to Worrell should be considered as available for development and possible "re-greening."

5. As was the case in the 1991 revision, undergraduate enrollment is at or near its maximum for the near future. If this situation should change or other factors occur to affect current undergraduate housing, future residence hall space would be required. When additional housing needs develop, a site on the northern section of Allen Easley Drive between the present Faculty Apartment building #10 and the Student Apartments should be considered. Sites on the east side of Allen Easley Drive should be held open in the near future, pending study of the long-term use of the area.

6. The area currently known as Lot Q (adjacent to Scales Fine Arts Center, North of Wake Forest Road) has been identified as a potential site for one or more parking structures. The natural topography of this area is well suited for a multi-level parking facility. The committee proposes a parking facility that is fronted by a multistory building along Wake Forest Road. Such a structure would



serve to hide the parking structure from the road while still offering access from Allen Easley Drive. A schematic approach has been identified that would form a "crescent" shaped structure along Wake Forest Road. This facility would be constructed along the northern axes through Wait Chapel and would offer opportunities to develop a natural link to the Polo Hall area. This structure must be designed of adequate size to compliment Wait Chapel and Scales Fine Arts Center. This structure would also offer an opportunity to better develop a northern entrance to Scales Fine Arts Center.

7. A site to the east of Calloway hall has been identified as an acceptable alternative for a major addition to Calloway Hall. This facility would likely be



similar in stature to the existing Calloway Hall. Adoption of this site would open opportunities to develop a much-needed green space to the east of Reynolda Hall in the current parking lot.

Calloway Hall addition site with East Hall to the left

8. Sites that should be reserved for future decision-makers were explicitly identified.
  - a. The area between Parking Lot Q and Polo Road. This open area on the main axis of the campus is extensive enough so that a complete future unit of the University could be located within it with adequate interior and exterior open spaces. Whatever is placed in this area should be related to the most important future mission of the University. There is no programmatic initiative currently in view that would warrant development of this area. Therefore, the committee recommends that this area be reserved for future consideration.
  - b. An area singled out for its natural and symbolic possibilities is the link area between the western edge of Davis Field and the Lake Katharine Bridge. If the Wake Forest campus were to have a significant "outlet," both the natural terrain of this site and its function as a historic connection to the Reynolda property would make it a logical choice. The present parking lots that block this connection would need to be relocated. By forming a pedestrian interchange at the reopened space, the pathway through the woods to the Lake Katharine bridge would be improved, and a connection made to the picnic and recreation area north of the stream and lower pool could be reestablished.

Future building sites should be developed carefully to ensure that the campus environment maintains its beauty and appeal. When developing building designs, it is imperative that equal efforts are made in designing the natural setting for the new facility. Particular attention should be paid to the spatial connections between neighboring facilities and the future use of the general area.

## Traffic and Parking

### Planning Assumption

*Pedestrian and bicycle traffic will be given priority on campus. Roadside parking will be minimized and eliminated when possible. Future, large scale parking areas shall conform to the standards of the University and compliment adjacent facilities and the natural landscape of the area.*

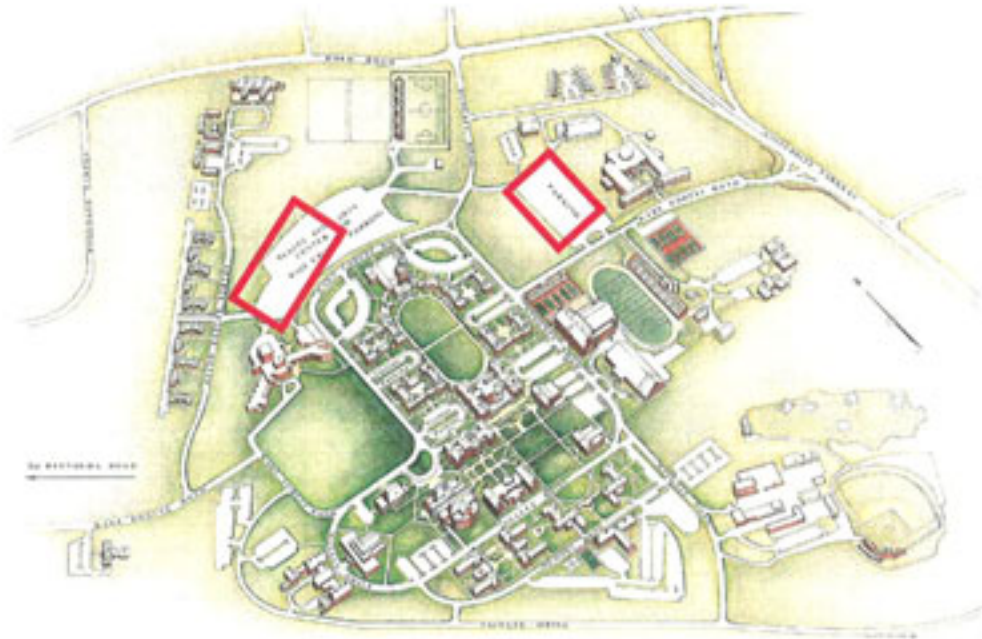
While adequate and convenient parking on campus is a necessity, future parking areas shall be developed in such a way as to enhance the overall appearance of campus. Plans should be made to develop and encourage the use of walking paths, bicycle paths, and designated bicycle parking areas. Given the limited campus space for parking, the construction of one or more parking structures is inevitable. When considering future parking areas on campus, several fundamental principles should be followed:

1. Parking structure designs should be subjected to similar architectural reviews as other facilities on campus.
2. Parking structures should blend in with and enhance the overall landscape of the area.
3. When considering locations for parking structures or lots, proper orientation should be considered to ensure that traffic flow on the central areas of campus is not increased.
4. Future parking structures or lots should provide walking ingress and egress that blends well with the natural surrounding of the facility. These areas shall be landscaped to the same standards as other campus facilities.
5. Any future hard surface lots should be in keeping with the original design intent for campus. The original Wake Forest plan integrated well-proportioned car courtyards with pedestrian courtyards. Future lots should be small and neatly tucked within hidden areas of the campus.
6. Parking considerations should not take priority in making campus-planning decisions, but should be coordinated to support other, more programmatic goals.
7. As parking becomes further removed from destinations, safety becomes an important issue.

### Proposal

1. Priority must be clearly given to pedestrian traffic. This can be accomplished physically and symbolically by reversing the present walkway/roadway relationship. All future parking sites shall be thoroughly reviewed with the University landscape consultants early in the development process.
2. Planning of a parking structure located in Lot Q should begin immediately. As other construction projects develop that migrate into existing surface parking lots, construction of the structure should be completed.

The sketch below shows two possible sites for parking structures. The site adjacent to Scales Fine Arts has been addressed earlier in this revision and



should be developed initially. A parking structure on this site has potential parking capacity of approximately 2000 cars. While this structure could provide much needed parking for daily activities of campus, it would also provide parking for events at the adjacent Scales Fine Arts Center. The committee recommends that the design of this structure incorporate improved access to the northern side of Scales Fine Arts.

3. To meet its stated goal of being among the most beautiful campuses in the nation, large parking lots at the University must become a less significant feature of the campus.
4. On-street parking shall be limited and eliminated whenever possible. The University landscaping consultants have proposed significant modifications to Gulley Drive. These modifications are illustrated in the landscaping section.

## Landscaping

### Planning Assumption

*Axes, courts, and vistas should direct traffic, encourage relationships, and create pleasure, particularly in the more formal main core of campus. The open spaciousness of the perimeter areas should be maintained and preserved.*

In a remarkably short time in the 1950's the red soil and open fields of a farm in Forsyth County were developed into a pleasant, inviting campus. As trees matured and grass and foundation plantings became established, the classic plan of courtyards and vistas developed a serene beauty. Visitors and residents, students and alumni often remark that the beauty of the campus is one of the strongest assets of the University. Studies by the admissions and development offices indicate that the beauty of the campus is of great importance in attracting students and in promoting the goals of the University. Great care, therefore, must be taken to preserve and enhance the beauty of the campus. To neglect this important asset would be false economy and short-sighted in the extreme.

A landscape study was completed in 1998 to assess the campus from a holistic viewpoint to ensure that future development is consistent with the original intended design. In their Campus Improvement Plan, Van Yahres and Associates stated several primary goals, including:

***Circulation** - Make the campus a walking community by emphasizing pedestrian traffic over vehicular traffic and parking. Better integrate parking into the overall organization and character of the campus.*

This idea has been discussed within the Traffic and Parking and Campus Environment sections of this revision. All future building sites should consider this goal in the site development.

***Spaces** - Reinforce the original organization of campus, characterized by strong axial orientation of buildings in symbolic relation to one another within a system of interlocking courtyards and views.*

As stated earlier in this revision, outlying areas should be developed in such a way as to maintain a natural linkage to the central campus area. The linkages should be naturally landscaped, rather than large parking areas and bare fields. Future building sites recommended within this revision provide opportunities for courtyard or natural areas among neighboring facilities. Such examples include building sites at Magnolia Court, and the remaining site at the science quad. The linkage of outlying areas such as the Worrell/IS Building area to main campus will also be reviewed. Commitment to the improvement of individual spaces on

campus will serve to enhance the original layout and future development of campus.

## Proposal

The Van Yahres study contained a number of major recommendations. The committee recommends that many of these recommendations be incorporated into the future plans of the University where appropriate. While some recommendations may be implemented individually or possibly in connection with other building projects, substantial capital will have to be devoted to see the entire plan to completion. General recommendations of the Van Yahres plan not discussed elsewhere in this document include:

### North Commons

Develop the lawn area between North Residence Hall, Polo Residence all and Student Apartments.



North Residential Quadrangle

### Magnolia Court

Renovate the Magnolia Court area. The renovation should be less formal than shown below.



### Village Lane

Make the perimeter road into a "village lane" where pedestrian traffic is given priority. Narrow road and eliminate on-street parking.



### Gulley Drive

Eliminate on-street parking and utilize Gulley drive for two-way traffic. Area will be replaced with specialty paving.





### **Library and Benson Plazas**

Develop the parking lot and driveway between Benson and the Library into a pedestrian plaza. This area is one of the most visible on campus.



### **Science Arboretum**

When the fourth science building is completed, the resulting courtyard area should be developed.



These recommendations and others are developed at length within the Van Yahres' study. As funds are appropriated, the Design Team and the Capital Planning Committee should implement these plans in detail following review.

The landscape consultants should be included in the design process for all new facilities on campus to ensure that the surrounding landscape is developed properly.

## Campus Land Use Plan

### Planning Assumption:

*Before making major modifications in the structure or use of any University facility, care should be taken to keep such changes consistent with the University's intended use and long-term strategy for these facilities.*

### Proposal

Areas on and around the quad and the center of campus should continue to be used for academic and residential use. The outer areas of the Reynolda campus offer more flexibility and could be used for other activities such as athletics or for campus infrastructure. An example of this practice would be Spry Soccer Stadium located along Polo Road on the most northern area of the campus.

Facilities located away from the Reynolda campus offer numerous opportunities for the University to expand its functions. Examples of this include Reynolda Village, the University Corporate Center, and the Reynolda Business Center in addition to the varied smaller properties located along Polo and Reynolda Roads. These facilities each have unique characteristics and nature that must be preserved.



University Corporate Center

Any new facilities constructed in off-campus areas shall have architectural features consistent with the existing structures. Reynolda Village, for example, fills a significant architectural role in the area. Any new structures shall be designed to enhance and not detract from the charm and visual appeal of the village area. Major modifications to existing structures within off-campus areas shall be consistent with the existing structures.

Significant changes to the use of off-campus properties shall be scrutinized to ensure that the proposed use will be in harmony with the surrounding facilities, whether owned by the University or not.

## Building Conditions Survey

### Planning Assumption

*A program of appraisal of the buildings, grounds, utilities, and other facilities will be continued. A central repository for complete plans of all facilities will be maintained. An ongoing maintenance program will be continuously in effect.*

Because parents, prospective students, students, faculty, and alumni identify their education in part with the architecture and natural beauty of their campus, it is important that Wake Forest's architecture and grounds continue to foster the image of a Wake Forest education.

Although Wake Forest University in its present location is young and its buildings are in good condition, the University must be concerned with the preservation and appearance of its buildings, including the surrounding landscape. Therefore it is important that appropriate funds be allocated over the life of the campus to budget adequately for maintenance and improvements where needed.

The Building Condition Survey of the campus plan brings together the implications for changes to the Facilities Management Department that incorporate space utilization, capital renewal, major maintenance, energy management, and budgetary consideration with sufficient information to make projections for capital expenditure decisions over the next five to ten years.

### Current Situation

Since the 1991 Revision, several major projects have been completed to upgrade the infrastructure of the University's major buildings. Major improvements have been made to the underground, high voltage distribution system on campus, replacing much of the original electrical equipment with more modern and reliable equipment. One segment of this system is yet to be replaced. A new transmission delivery substation was also completed in 1997, providing campus with the most reliable electrical service available from Duke Power. This substation was designed to meet the University's needs while blending in with the neighborhood surroundings as much as possible.

The campus chilled water system has also undergone major improvements. Two chiller plants have been constructed and the chilled water loop completed in an effort to supply reliable and efficient air conditioning to all of the major campus facilities. A project is also nearing completion to upgrade all heating and air-conditioning controls to state-of-the-art systems within campus buildings.

A new computer based work order and maintenance system was implemented in 1998. In addition to tracking all work orders within the Facilities Management Department, this system will allow for improved preventive maintenance throughout every University facility.

By the end of 2000, all University residence halls will have sprinkler systems, and most of the major academic facilities will have updated fire alarm systems.

### **Proposal**

Cost projections should be made for all future repairs and replacements, including architectural, electrical, and mechanical. Major repairs should be completed as identified and as funds are appropriated. Capital planning for major maintenance issues should continue in order to minimize deferred maintenance over the coming years. Annual inspections of major buildings systems and structures should continue including roofs, windows, foundations and major building systems.

Current procedures in the area of asbestos abatement should continue. A plan to address lead paint on campus has been developed and funded. Abatement of lead paint on the exterior of all major buildings has begun and will be completed by 2005.

Currently, funds are budgeted for the continued maintenance of the Campus grounds including annual maintenance of trees, fertilization programs, and general maintenance and improvement of the landscaped areas of campus. This practice should be continued and enhanced as needs arise in an effort to maintain the distinct beauty of the Reynolda Campus and the surrounding areas. The grounds should be surveyed regularly to ensure that maintenance procedures are adequate and that all necessary improvements or repairs are completed.

## Appendix I

### Implementation

#### Planning Assumption

*The University will have appropriate procedures to assure that the campus plan is regularly reviewed, revised, and followed. The campus plan should be dynamic. At the same time, changes should be made with great care.*

#### Proposal

To ensure that the campus plan is reviewed, revised, and followed, the following procedures will be followed:

1. Responsibility for campus planning at the administrative level will reside in the Office of the Vice President for Administration and Finance. The vice president will assign a staff member to develop and/or maintain all necessary documents for implementing the plan. Among these will be schedules, proposals, maps, blueprints, etc.
2. The Capital Planning Committee will be responsible for reviewing, evaluating, and making recommendations to the Executive Council on all building proposals for capital expenditures of \$50,000 or more. It will similarly review any and all proposals which affect the campus plan, including construction projects, traffic and parking rule changes, acquisition of nearby properties, changes in land use, etc. Membership of the Capital Planning Committee will provide representation for all major components of the University.
3. The Capital Planning Committee will consult with the Space Planning Committee on projects concerning the undergraduate facilities and with the deans of the professional schools with projects affecting those schools. The Space Planning Committee's responsibilities will include representing the undergraduate faculties in the planning process, and allocating space among undergraduate departments.
4. Each year the Capital Planning Committee will review the plan and forward its comments on compliance and implementation to the Executive Council by December 1<sup>st</sup>, so that recommendations for budget allocations can be included for the following fiscal year.
5. Every five years the Capital Planning Committee will submit a formal update and supplement to the Executive Council.
6. The University's bid policy on major building projects will apply.
7. Appropriate building committees will be recommended to the Executive Council.
8. The University will retain the necessary consultants to implement the plan.
9. The University will follow the "Guidelines for Selecting an Architect" as adopted by the Capital Planning Committee. These provide the following:
  - a. An architect or architectural firm will be chosen from a wide field.

- b. The suitability of the architect for the needs and nature of the University will be carefully considered.
  - c. Architects will be chosen on the basis of their total abilities, imaginative design and practical applications, the ability to provide complete in-house services or access to quality subcontractors for those services not provided in-house, and commitment to the principles articulated in this document.
  - d. The track record of all firms considered will be carefully examined and will be an important element of the selection process.
10. The architect or firm selected to design a University structure will be made aware of the campus plan, and will make a presentation concerning the relationship between the new structure and the campus plan.
11. After the selection of an architect or firm and the development of a building program, continual review of the project by the Building Committee during construction will be assured.

## **Report on Architectural Standards, Design, and Planning**

Among the charges given to the 1999-2000 Campus Planning Committee was the reaffirmation of planning principles formulated in connection with the 1986 planning document. The following text is based on the 1986 and 1991 statements, modified to reflect the state of the campus in 2000.

### **Introduction**

Wake Forest University, like other major academic institutions, faces the challenge of how to plan for an orderly growth in the expansion and improvement of its facilities and, at the same time, preserve the special character of its traditional campus, buildings, and landscape. The importance of campus appearance in establishing the quality and vitality of the institution cannot be overemphasized, as anyone concerned with student recruitment will attest. It is the chapel, the main quad, the library, the magnolia trees, and the playing fields that create the collective image of Wake Forest for students, faculty, alumni, and visitors.

When Wake Forest College relocated to Winston-Salem in the 1950s, its new campus was designed according to a master plan developed by Jens Frederick Larson (1891-1981), one of America's leading campus planners and architect of the entire campuses of Colby and Bucknell, as well as large parts of Dartmouth. A consulting architect to the Association of American Colleges, Larson wrote Architectural Planning of the American College (1933), for decades the most authoritative handbook on the subject.

Although not all the projected buildings were constructed, the Wake Forest campus is still one of the most complete examples of Larson's collegiate style in the country and the only one in the South. It is characterized by: 1) strong axial orientation of buildings in symbolic relationships to one another (Wait Chapel and Reynolda Hall are aligned with one another, and that axial alignment is extended beyond the campus south to the R.J. Reynolds Building in downtown Winston-Salem and north to Pilot Mountain); 2) Georgian Revival brick architecture with its humanistic scale, classical features, stone trim, its regularity and symmetry; and 3) use of courtyards, plazas, and vistas with appropriate plantings to enhance distinctive relationships among the buildings. A desire for a harmonious and orderly environment is reflected in the original campus plan, buildings, and landscape.

In recent years, new building and landscaping have been added to the campus. Distinctive modern architecture like the Scales Fine Arts Center designed by Caudill, Rowlett, and Scott, and the Worrell Professional Center design by Cesar

Pelli and Associates, contribute to the diversity appropriate to today's campus. Van Yahres Associates completed a new master landscape plan in 1998. Many of their design concepts and recommendation are being implemented or are incorporated in the 2000 revision of the Campus Master Plan. The Van Yahres firm shall be consulted prior to all new development or construction to ensure that proposed plans are in keeping with their design intent.

Before a comprehensive planning process can be continued, an inventory of the existing campus matrix must be taken. The following is a list of the extant characteristics of the Wake Forest campus, which contribute to the formation of our working assumptions.

1. Strong architectural unity, reinforced by formal axial planning and consistent use of scale and materials, characterizes the predominately Georgian Revival architecture in the campus center.
2. Cross axes are used to organize buildings and spaces into academic, administrative, residential, athletic, and parking zones.
3. The major axis between Wait Chapel and Reynolda Hall reflects an historic connection between religious goals and academic and administrative authority.
4. Secondary axes run 1) between the science buildings through the library and across Magnolia Court through the area between Calloway and Carswell Halls, where its logic and development are blocked by the asymmetrical placement of the Athletic Center, and 2) from the Reynolda Road campus entrance across the main plaza to the University Parkway entrance.
5. The buildings, courtyards, and plazas are organized into an interlocking relationship.
6. The campus offers a variety of landscape experiences; a formally planted main plaza, the more informal Magnolia Court, the rolling terrain of the western field, wooded areas, and a connection to Reynolda Village and Gardens. Overall, there is a planned and related hierarchy of spaces and effects. The landscape development follows an approved master campus landscaping plan.
7. While recently erected buildings within the campus center have been designed to complement the original Georgian Revival structures, more contemporary designs have been approved outside the center, with the provision that they relate to the older buildings through the use of similar materials, compatible scale and appropriate siting.
8. Several recent buildings exhibit indifferent design and generally unsympathetic siting with little regard to existing axes, plazas, and vistas or responsible land use: i.e., Palmer-Piccolo and Collins Residence Halls, the Athletic Center, the Anthropology complex, the townhouses, and tennis center. These problematic sites have in common an insufficient review process.
9. The campus is a residential community, including student residence halls and apartments, theme residences, faculty apartments, faculty homes, and retirement community options.



10. Conflicts occur frequently between pedestrian and vehicular traffic/parking. The completion of the Silas Creek Parkway extension has made significant reductions in the amount of non-University traffic on campus.
11. Efforts to protect the margins of the campus on its east and north from commercial encroachment have been largely successful. The planned acquisition of properties on Polo Road and University Parkway remains incomplete, and appropriate land usage along these boundaries has yet to be decided. University properties along Reynolda Road have been developed for commercial uses.
12. Natural areas surrounding the Reynolda Campus are a vital part of the beauty of the University. Sites such as the cross-country track area and Reynolda Village provide important non-academic outlets for University residents to enjoy. These areas are key elements of the Wake Forest environment.

### **Working Assumptions for Architectural or Landscape Activity**

What follows are six working assumptions about the physical nature of Wake Forest University. These working assumptions were developed from a considered analysis of the existing characteristics of the campus and should guide all subsequent architectural and landscape activity on the Wake Forest campus.

#### **A. Revise standards and plans as needs and technologies change.**

The campus plan should incorporate a framework for development that will accommodate changing priorities. Flexibility is absolutely necessary. The planning guidelines should emphasize adaptation to changing circumstances, while trying to avoid ad hoc special interest decisions that flout principles of planning and review

A plan is only as good as current thinking. A process of proposal, review, and decision is a part of the continuing academic mission of the University. The campus plan should be seen as flexible in relation to that process.

#### **B. Define boundaries and entrances.**

The University boundaries should present a balance between isolation and expansion, between permanent and impermanent features. They should be secure and distinctive but not defensive. The boundaries should include points of designated entrances and clear bounds as well as points of interface with important adjacent areas, such as Reynolda Village.

It is crucial that the campus boundaries be protected from the encroachment of distracting and inappropriate development. When the campus was built in the 1950s, the surrounding area was pastoral and undeveloped. Today, the area of Winston-Salem contiguous to the University faces increasing commercial and industrial development.

We are fortunate that the campus is protected by buffer zones to the east (University Parkway), south (Old Town Club), and west (Reynolda Village and Gardens), and that we are acquiring properties on the north side of Polo Road.

We must continue to review our policies of land use along our boundaries. Our relationship to Reynolda Village and Gardens could be enhanced, the Faculty Drive area should be protected, the University Parkway residential character should be maintained, and the Polo Road properties studied in light of their long-term relationship to the existing campus core.

The entrances to the campus should make a statement about the character and quality of the school. Their architecture should reflect the best architectural details of the campus, for they are the first impression one has of Wake Forest.

C. Recognize the impact of pedestrian, bicycle and vehicular traffic in planning decisions.

We must recognize the impact of traffic on campus planning: 1) pedestrian and bicycle traffic, which should be given explicit priority within the campus, 2) external vehicular traffic, making a distinction between visitors to the campus and casual pass through traffic, and 3) internal vehicular traffic, which should reflect our institutional priorities.

Although at one stage Larson's plan called for cars to drive along the east-west axis across the plaza, the impact of that traffic as foreseen in the 1950s would not have been so pronounced had not AT&T and Reynolds Tobacco located on either side of the campus. The campus position was affected by the evolution of its surroundings; residential areas to its west house many that work in business locations to its east. The consequences of this development have been a long-term source of irritation and a safety threat to faculty, staff, and students.

Completion of the Sifas Creek Parkway extension has alleviated much of the vehicular congestion on campus created by non-University traffic. Internal pedestrian and vehicular traffic is clearly subject to institutional control. Wake Forest's campus is compact and tightly organized, easily crossed on foot in ten minutes. The University should evaluate carefully

its traffic policy, giving clear priority to pedestrian lanes and bicycle routes, and should restrict the number and use of cars and parking places within the campus center.

The current parking policy is skewed toward resident users, and should be reoriented to meet the needs of visitors to campus. Visitors do not know the campus traffic and parking schemes well, therefore they must be given explicit, helpful indications that will allow them to find their way and meet their goals. Visitors should leave with the sense that their visit has been well organized and positive. It is essential both to develop and to implement sound traffic and parking policies and to enforce them.

The priorities for parking are 1) adequate spaces based on policy, 2) safety, and 3) proximity. The assumption is that student vehicles are not used for intra campus travel, but for travel to and from campus. Existing lots should be improved by landscaping and decreased scale. The current signage system should be coordinated with a clearly defined parking scheme to ensure that students, faculty, staff, and visitors interact productively on campus.

D. Strengthen logical relations between activities and building locations.

The plan of Wake Forest divides the campus by means of axes into four main quadrants, and into sub-areas devoted to academics, administration, athletic activity, and residences. The academic buildings and library were constructed along the north south axis and in the southwest quadrant, with Scales Fine Arts Center located across West Field in the northwest quadrant. The southeast quadrant has been the province of athletics and recreation, while the northeast now has the Worrell Professional Center as its focus. The residence halls have been located on the north south axis and on the southern edge of the secondary east west axis. Broadly, undergraduate academics and residences are located along the north south axis and on the west side of campus, and professional schools and activities are located on the east side.

A number of buildings have been located without careful consideration of the logic of these zones of activity. Palmer-Piccolo residence hall was erected in the middle of a large, undeveloped area with the result that no open site in the southeast quadrant can be developed without risk of infringement on the residence halls. The anthropology complex was located in the same quadrant without alignment with the campus grid. With the subsequent development of the campus stadium, the lack of integration of these structures was revealed. The Athletic Center was not aligned with the secondary east west axis, thereby blocking development of the academic zone to the east of Magnolia Court. The townhouse

residences in the northeast quadrant have no logical relation to the campus plan; the siting of the Professional Center and the Information Systems Building calls their future into question. In addition, the siting of these academic facilities will require ingenious landscaping and careful development to improve their relation to one another and to the Campus as a whole. The siting of Collins Hall in relation to Magnolia Court was done without adequate consideration of the courtyard/building relationship.

The siting of buildings is extremely important and can affirm or destroy notions of zones of related activity that were part of the original campus concept. There must be flexibility with recognition that compatible functions are part of productive long range planning. In considering siting, we must also recognize the value of open spaces left for future, unanticipated University needs. Premature development of peripheral sites will make future integrated planning decisions more difficult. The filling in of spaces between existing buildings must be done according to the principle of interrelated courtyards and buildings should be given priority over scattered expansion into open areas.

A further recommendation is that Wake Forest continues to consider athletics as distinct from both Health and Sport Science and intramural sports. It should recognize that each plays an important but different role in campus life, and differentiate them through the development of differing zones of activity. Health and Sports Science is part of the academic program, while athletics plays an important but peripheral role to the academic life of Wake Forest and also provides significant interaction with the public. Groves Stadium and Joel Coliseum have already established a pattern of athletic activity away from the campus. Campus sites dedicated to athletics should be designated in conjunction with other University requirements.

- E. Plan and sustain axes, courts, and vistas to direct traffic, encourage interrelations and create pleasure.

Wake Forest was designed with axes, courts, and vistas as major organizing devices. It is important to maintain these formal elements and, in some cases, to strengthen spatial relationships that might be less defined. Each open space needs to be considered both for its own particular nature and as part of the whole campus context.

The main quad is a well-defined, formal but inviting space characterized by the reciprocal relationship between Reynolda Hall and Wait Chapel and the colonnaded buildings and plantings while Magnolia Court is somewhat forbidding in its expansiveness and lack of a definite focal point. The central role of the plaza should be maintained, and ideas for enlivening Magnolia Court should continue to be pursued.

Campus spaces can be enhanced with an approximately scaled and suitable mix of evergreen and seasonal plantings providing different kinds of colors of foliage. Variety should be encouraged, not only for appearance but also as a buffer against disease that could have an impact on a limited number of species and should emulate natural spaces instead of highly cultivated ones. Planting should be compatible with the overall campus landscape plan.

The value of a variety of open spaces must be recognized. A hierarchy of spaces can be identified, moving from the formality of the plaza toward increasing informality in the Magnolia Court, the small courtyards between academic buildings, the residence hall courtyards, Davis Field, and the various playing fields and wooded areas which ring the campus.

Without erring on the side of rigid formality, the axis and courtyard system should be respected when siting structures in any area of the campus. New projects should be developed from the center of the campus outward in the interest of long range harmony. We should realize that our mistakes have come from not considering potential long-term relationships among sites, and from inadequate project review. Projects near the perimeter of the campus should be discouraged unless there is compelling evidence for a unique solution to a unique problem. Each generation of planners should try to leave a maximum amount of open, flexible space to their successors.

F. Protect the integrity of architectural style on campus.

The Georgian Revival style of the historic campus center, reminiscent of the buildings on the old campus in Wake Forest, was appropriate for the 1950s relocation of a traditional denominational college. It would be unsuitable today in terms of design, construction, maintenance costs, and indeed, relevance to today's world. Therefore, protection of the integrity of architectural style does not mean that Georgian Revival shapes and details must be copied in new buildings. Instead, one must look beyond the Georgian Revival "facadism" which can lead to superficial imitation, and try to identify those elements that make the campus distinctive and give it coherence. Care must also be taken to protect the interior integrity of the older buildings and resist the temptation to modernize or de-nature the key architectural elements of the facilities. This caution should apply to structural changes as well as cosmetic modifications.

Overall, the character of Wake Forest architecture in the campus center is one of harmony, balance, and regularity. The most important buildings architecturally are Wait Chapel, Reynolda Hall, the Z. Smith Reynolds Library, and the Benson University Center. Each is distinguished by major

architectural treatment in scale and placement and in the use of motifs like porticos, quoins, steeples, cupolas, and skylights. All of the buildings in the campus center are symmetrical in elevation, four to six stories in height, and brick with ornamental treatments concentrated on doorways, windows, and horizontal courses. The breaking up of the buildings into overall regular parts, the use of ornament, and the restricted height give them a human scale.

New buildings located in proximity to existing buildings should conform closely to them in scale and design, but with some carefully chosen differences. The continuity of the institution amidst change can be underlined by choices of material, spacing, scale of structures, window patterns, and by emphasis on creative imagination rather than simple copying. Change is encouraged – but in compatible scale, materials, and siting. Differences can become greater in buildings beyond the historic core, as shown by the Scales Fine Arts Center or the Worrell Professional Center.

Thus, variety in design and utilization of new design themes can be incorporated without disturbing the harmony of the whole, and can contribute to the diversity appropriate to a viable educational institution. It is important to leave room for the architect to develop exciting design options. The best protection against inappropriate new building is a sensitive client (representing the campus wide planning perspective) and an able architect. Integrity in new construction should be interpreted to mean 1) use of compatible material, 2) retention of human scale in building mass, 3) careful attention to siting and 4) a campus wide identity including both old and new buildings.

1. Use of compatible materials.

The use of brick can tie together buildings that may vary in detail and function. Care must be taken that the texture, color, range, and joint detail of the best brick work on campus is maintained, although that does not have to mean using the identical brick if a more economical and more suitable substitute can be found.

Although the cost of the extensive stonework found on the original buildings and wall may be prohibitive today, new buildings might have carefully selected features emphasized by compatible stonework and motifs. Roofing materials should also be sympathetic to the color, texture, and detail of the original work.

Examples of incompatible materials would include concrete block construction, wooden siding or shake shingles, large areas of reflective

plate glass, or prefabricated materials with excessive surface texture or color.

2. Human scale in mass of buildings.

The mass, height, composition, ornaments, and scale of the buildings in the campus core contribute to the feeling of human scale characteristic of the Wake Forest campus. Academic imperatives, students needs, and new technologies may dictate an increase in the size of new buildings. If larger structures are necessary, they should be broken into units that are compatible with the scale of the best buildings on campus.

3. Retain the sensitivity of siting of buildings.

Most current buildings are well adjusted to the topography of the campus. Their siting recognizes that outside spaces are as important as inside spaces. The courts, plazas, and breaks in the contours of buildings give small views and a feeling of personal space, lending special character to the campus.

The grid system that underlies the building/courtyard relationship must be understood and respected in the planning process. Important open spaces and future buildings should be carefully evaluated to assess the long-term impact of siting decisions on the evolution of the University. Symbolism as well as practicality must be understood.

Environmental issues should be studied carefully before siting new structures. Consideration must be given to the character of natural features in order to avoid creating overtly artificial situations. The impact on land, water, and air quality should be studied when developing new projects.

4. Establish a campus wide identity to add to the existing distinctive academic center of campus.

It is important to emphasize that although the academic center of the campus has a distinctive identity, subsequent planning and new buildings should attempt to establish a campus wide identity. Careful use of the unifying design elements already mentioned will allow new buildings and landscaping to incorporate different design elements to accommodate new needs and new technologies while maintaining harmony with the rest of the campus.

## **Administrative Structure**

Only those with the authority to make considered and wise decisions can accomplish the successful implementation of these guidelines. In conclusion, the spirit of a comprehensive campus plan, after it has undergone the process of review, evaluation, and acceptance, must be upheld.

Administrative recommendations are as follows:

- A. Affirm the importance of a central planning unit, under the jurisdiction of the Vice President for Finance and Administration and thus firmly located within the central administration, which will hold records, be a resource for subsequent decision making, and enforce a long-term maintenance policy.
- B. Continue the mission of the Capital Planning Committee, with membership representative of the campus corporate body, which will act as client and be concerned with continuing planning decisions as they relate to the overall campus plan.
- C. Follow the approved guidelines for the selection of architects that reflects the insistence on quality represented by the existing campus plans and structures.
- D. Assure that the short and long range recommendations of campus wide physical planning receive the same attention as those of academic and financial planners. Procedures should be developed to assure review of proposals by interested existing bodies, such as the College Institutional Planning Committee and the University Senate Long-Range Planning Committee.



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 Future Building Area  
 Future Parking Area

