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## Communication of the Master Site Plan of Rochester Institute of Technology

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Communication of the  
MASTER SITE PLAN  
of  
Rochester Institute of Technology

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of Rochester Institute of Technology

May, 1974

Advisors: R. Roger Remington  
Robert Kerr  
John Wacker

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- Introduction series - shots of campus in construction compared with finished site in color.....
- Series of John Wacker.....
- Acreage usage.....
- Tojo Garden series.....
- Night scenes of campus.....

## ACKNOWLEDGEMENTS

John Wacker and Associates	Waltham, Massachusetts
R. Roger Remington	Chairman, Department of Communication Design
Robert Kerr	Assistant Professor, Department of Communication Design
Thomas Hussey	Director of Physical Plant, RIT
Chuck Smith	Superintendent of Grounds, RIT
David Jordan	Energy Conservation Engineer, RIT
Richard Finnie	Audio Engineer
David Jones	Narrator Admissions Office, RIT
Richard Murray	Sound Mixing

## INTRODUCTION

The Master Site Plan involves all people who are directly or indirectly connected with the campus and its activities. The purpose of my thesis is to make the RIT community aware of the Master Site Plan. Through extensive research, I have found a slide program to be the most efficient method of communicating this to the widest audience.

## BACKGROUND AND DEVELOPMENT

As part of the development of the Master Site Plan, John Wacker held many meetings with faculty and students to obtain feedback on his proposals. This feedback is an important aspect of the open planning process and allows for a continuous updating of the needs of everyone on campus. Listed on the next three pages are proposals for the use of the land organized in three phases. As Mr. Wacker stressed in his presentations, the order of the proposals is not final or fixed. The need for change is built into his plan and process. It is through the various meetings with the Environmental Task Force, student groups and faculty, that I have gathered my information and based my viewpoint on the Master Site Plan.

## RIT MASTER SITE PLAN

### Landscape Development

The Campus Master Site Plan Study is now approaching its first level of completion and recommends that the Institute undertake a commitment to continue the landscape development of the campus grounds with the goal of significant completion to coincide with the Sesquicentennial Anniversary of the founding of RIT.

The following are suggested priorities for consideration as a guide to determining projects for implementation in each two year period.

#### PHASE I

Causeway Improvement

Perkins Walk to Housing

Housing Quadrangle - Motor Area

North Walk to Fine Arts

Northwest Walks

Academic Service Drive Controls

Bike Path - Academic to Housing

Nursesey Phase Out

Southtown Walk

Academic Planting, completed

Intersection Improvements

Road Removal Entrance Loop at Andrews/Lomb

Information/Police Booth - Entrance



Administration Court - Pavers  
Dump Sites, Clean Up  
Walks from Academic to Inn  
Lighting - Safety Additions  
Graphic Installations - First Phase  
Lighting Reductions  
Trails - Nature Study, First Level  
Information Booths  
Site Furniture Additions  
Vines on Walls of Academic Buildings  
Athletic Fields - Temporary at NTID Trash Area  
Annex Parking Improvements  
Classroom without Walls

PHASE II

Housing - Academic Walks  
Perkins Road Removal  
Andrews Road - West Entrance Removal  
New East River Road Entrance  
Ward Road Removal  
Perkins, Parking and Play Area Revisions  
Arts Court Improvements  
Union Green Improvements  
Housing Quadrangle - Athletics  
Trails and Bikeways  
Graphics  
Lighting  
Information Booths  
South Academic Parking Removal

Lot D Revisions  
Lot D Walkways  
Campus Grounds Area - Storage  
Housing Quadrangle Planting  
Gleason Court  
Riverknoll Play Area  
Football Grandstands

PHASE III

Pond Construction  
Athletic Fields  
Swimming Pool  
Golf Course  
Lomb Drive - Entrance Walks  
Motor Court Reconstruction  
Science Court  
Perkins Planting  
Perkins Painting  
Site Furniture  
Graphics  
Lighting  
Information Booths  
Trails, Bikepaths and Walkways - Complete  
Loop Road, Southeast Construction  
Ski Slope

## OBJECTIVE

The objective of my slide program was to communicate the Master Site Plan to the RIT community in hopes of making people more aware of the need for open planning and their participation in its development. Most people are unaware that RIT owns the great acreage that it does and even more unaware of what possibilities lie ahead for the use of the land.

## METHODOLOGIES

### Concepts and Imagery

In organizing this slide program, I realized that much of what was being discussed, other than future proposals, were areas and buildings that the average person would see walking around campus. I approached the imagery with this in mind, trying to show either close details or panoramic views. I also tried to depict areas that receive little notice such as the worn paths to the community from Riverknoll, and the back view of the campus from Bailey Road. Much of the images are exact views that describe what is being discussed. When objectives and future proposals were covered, I selected general shots of the campus that were visually interesting yet not distracting.

### Media Rationale

On the following page is a chart of various media audience analysis. I compared the seven sections of the RIT community and their attraction to four major methods of presenting the Master Site Plan. I found that a slide program would reach the widest audience. It could also be adapted later to television.

AUDIENCE ANALYSIS

	Slide Show	TV & Radio	Print Media	Exhibit (Library)
Student (day)	4	2	3	3
Faculty (day)	4	3	3	2
Staff	4	-----4		1
Student (night)	4	-----4		1
Faculty (night)	4	-----4		1
Alumni	4	-----4		0
Board of Trustees	4	-----4		0

Legend: 4-----4 print must proceed slide show to render it most effective and attract the largest audience.

1 - 4 4 being the highest effective means of communication with the indicated audience.

To meet the needs of the greatest audience, I feel that a slide program, backed up and promoted by various print media, would reach all seven sections of the RIT community.

### Music

Much of the imagery in the slide program is photography of the strong brick architecture. The buildings are hard edged and appear very cold and impersonal. The music, "Tubular Bells" by Mike Oldfield, gives a feeling of a flowing and unending growth, and blends unobtrusively behind the narration. I felt that the contemporary architecture called for a warm yet modern piece of music.

### Narration

The narrator, David Jones, has a warm, full voice that lends itself well to a slide show presentation relating to RIT. Mr. Jones has narrated many audio-visual programs relating to RIT and in a sense has become a recognized voice on campus programs. Because of his identity, I felt it advantageous to tie my program in with other developments on campus through the use of his voice.

## CONCLUSION

Through these last 20 months or so, there has been a strong interaction between the people of RIT and John Wacker. Yet there are still many who do not realize that this Master Site Plan exists. This slide show, in my opinion, is basically an introduction to the makeup of this plan. I would like to propose a series of shows that would introduce each phase and review the past. In this way, all those who are new on campus will be given a chance to voice their opinions and to review what has developed. Then the open planning would truly become an operational ongoing process.

APPENDIX

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## ANALYSIS OF SLIDE SHOW

<u>Who</u>	RIT
<u>Why</u>	<ol style="list-style-type: none"><li>1. To make the RIT community aware of the Master Site plan</li><li>2. To gain the RIT community support</li><li>3. To stimulate feedback to make the Master Site Plan the way the people on campus want it to be. (needs vs. wants)?</li></ol>
<u>Says What</u>	<p>Content:</p> <ol style="list-style-type: none"><li>1. This is how the plan evolved, and these are the proposals - what are your ideas or criticisms?</li><li>2. This is for the RIT community as a whole, it includes you.</li></ol>
<u>To Whom</u>	<p>The RIT community</p> <ol style="list-style-type: none"><li>1. students</li><li>2. faculty</li><li>3. staff</li><li>4. alumni</li><li>5. trustees</li></ol>
<u>Through What</u>	<p>Medium - slide show promoted by radio, TV and print material</p> <p>Channel- slide show to be shown at various meetings, (faculty, staff, trustee, student SA etc.)</p>

To What Effect Slide show effectiveness shown by increased requests for it to be shown and by individual and group responses requested either in the show or verbally or in a printed form of reply.

NOTES FROM ENVIRONMENTAL TASK FORCE MEETING WITH JOHN WACKER

Dr. Miller has a plan of work for RIT that has 10 goals. Mr. Wacker found goal 9 to express the Master Site Plan best. RIT shall be characterized by cooperative devotion to have its own campus and to be individual to the people who are influenced by it.

Master Plan goals are used for land use guidelines

1. Acceptable process for decision making (who and how) in regard to land use and have the process visible to the RIT community.
2. Organize the campus for future growth.
3. Set patterns of traffic to be more functional and easier.
4. Set up framework for physical planning (present and future).
5. Help promote planning for people in Rochester community to help end isolation of RIT.
6. Improve relationship and linkage with the downtown campus.
7. RIT properly treated as an important open space element for Rochester. Active use of existing campus to its best use.
8. Improve relationship between commuters and the campus conditions.
9. No new major building construction until 1980.
10. Promote the idea of a walking campus vs. a driving one.

Master planning has changed from product orientated to process. The role of the Master Planner is to provide guidelines and direction by understanding the resources of the campus thoroughly and its possibilities and potentials. This is done by involving as many organizations and RIT people as possible in planning.

Open planning is not a frozen piece of work. There is hope of feedback to make people part of the process.

If project planning is smooth and drawings are approved and bids are approved from the contractors, there could be construction within the next 6 to 8 months. Six to 8 projects could be going on at the same time.

Pressures on campus

1. Auto - parking, traffic, transition from car to classes and work.

Riverton from the south will have a bigger impact on the growth of the campus more so than from the north.

Because of this traffic there will be a direct need of mass transit and rail.

The feeling from faculty and students is a need for privacy, warmness, and closeness to get away from the coldness of the impersonal buildings.

Shape future by conscious reactions rather than by chance thru systematic decision making processes.

## Notes

Entire strip on Jefferson is already zoned under commercial development but it includes a variety of land uses.

Roads and parking on the 300 acres accounts for 40% of the land use.

There is no middle ground from car to buildings. Nothing to go through. There is also a need for priority parking.

Quarter mile is important link between academic and housing. Walkways in front of the printing building are poor and unnecessary.

Parking on this campus is not as bad as it is on other campuses in the country where busses are needed to transport people from their cars to the buildings and back. A bus was tried here but a direct need was not apparent.

Foliage on campus ranges greatly from natural to formal. This includes the Tojo garden under construction.

There are 3 barns owned by RIT. Should be put into holding states until their use is determined.

Kate Gleason courtyard compared to NRH needs much improvement.

Riverknoll walkway needs improvements

Motorcourts have wrong proportion of cars to people.

## Notes

Fifty acre pond is planned including nature walks, bike trails.

Sattelite building development in the southwest point of the RIT property would be possible for light industry related to and assisting with work block assignments from school.

Identification Symbol Rationale  
for the Master Site Plan

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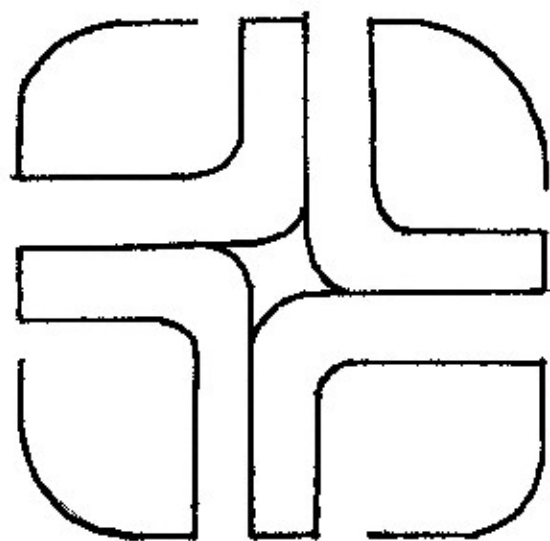
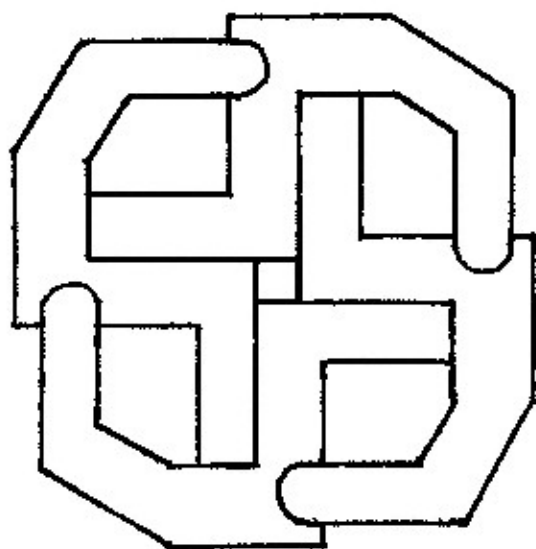
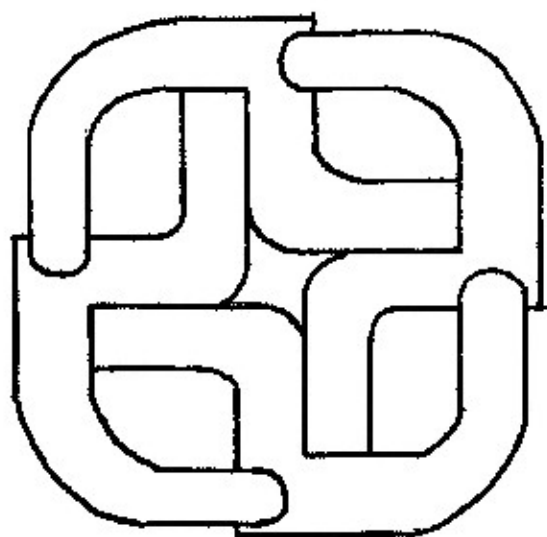
Need

to be used for easy recognition of all matter relating to the Master Site Plan.

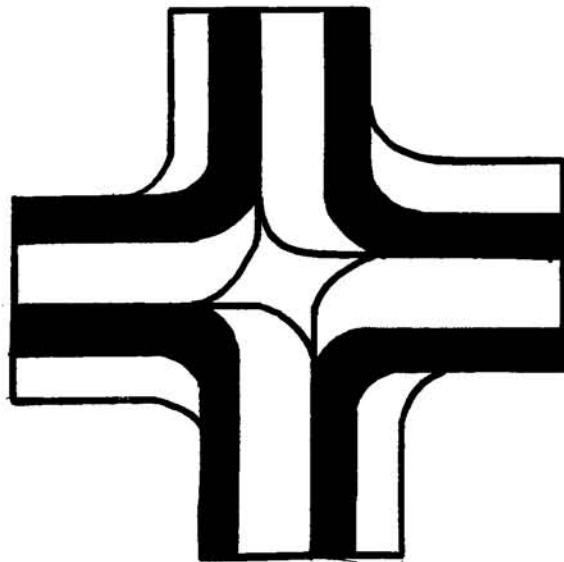
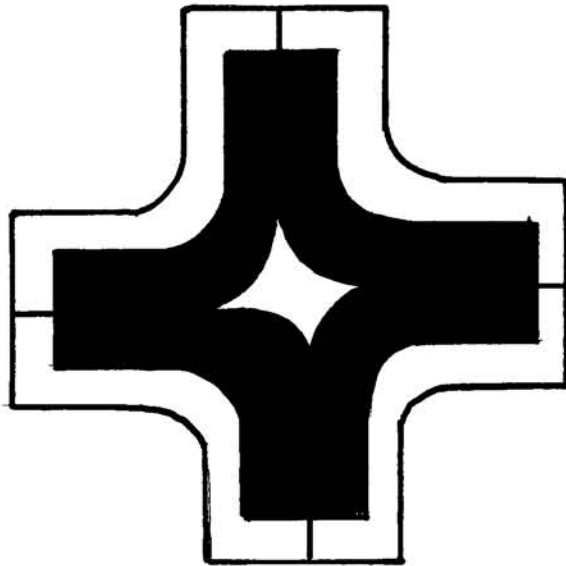
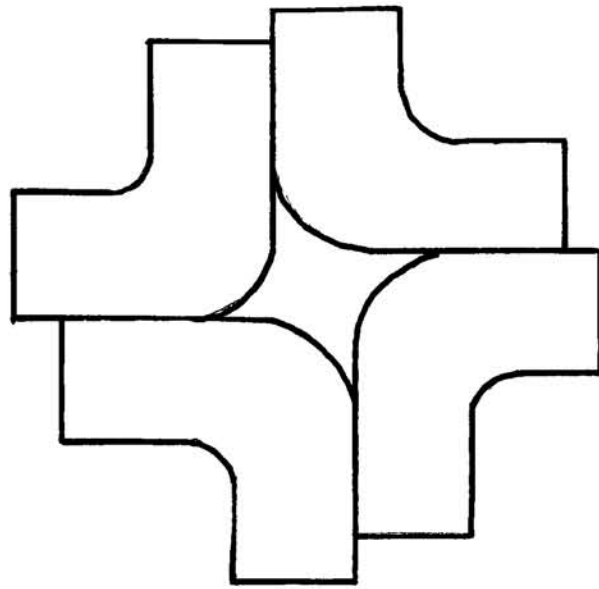
Examples being: -follow up slide shows  
-articles in campus publications  
-MSP construction site identification

John Wacker explained his open planning as being more process orientated rather than product orientated. Taking the two words "open and process", I tried to design a symbol that would convey a feeling of openness and communicate an interrelating and open ended process. In my preliminary sketches, you can see how I tried to turn the symbol into itself to show interrelation of each unit. Seeing that it closed the symbol up defeating its openness, I digressed to the base of the symbol and moved from there.

On the following pages is a series of sketches relating to this base, showing a progression to more openness. Using an outline of the form, I sketched derivations from the base, shortening the units and eliminating one.







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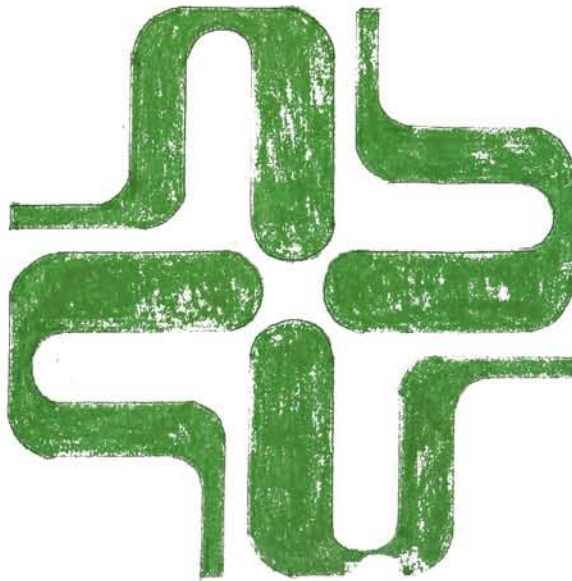
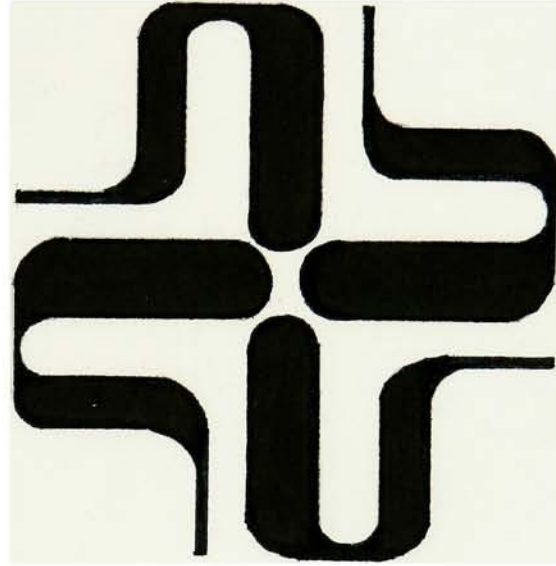
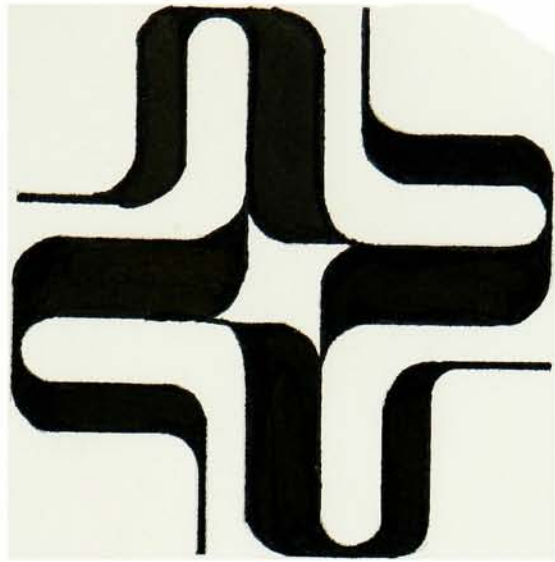
None of these seem to convey the process, only a slight openness. Taking the curved end of each element, I applied it to the blunt end, achieving this result.

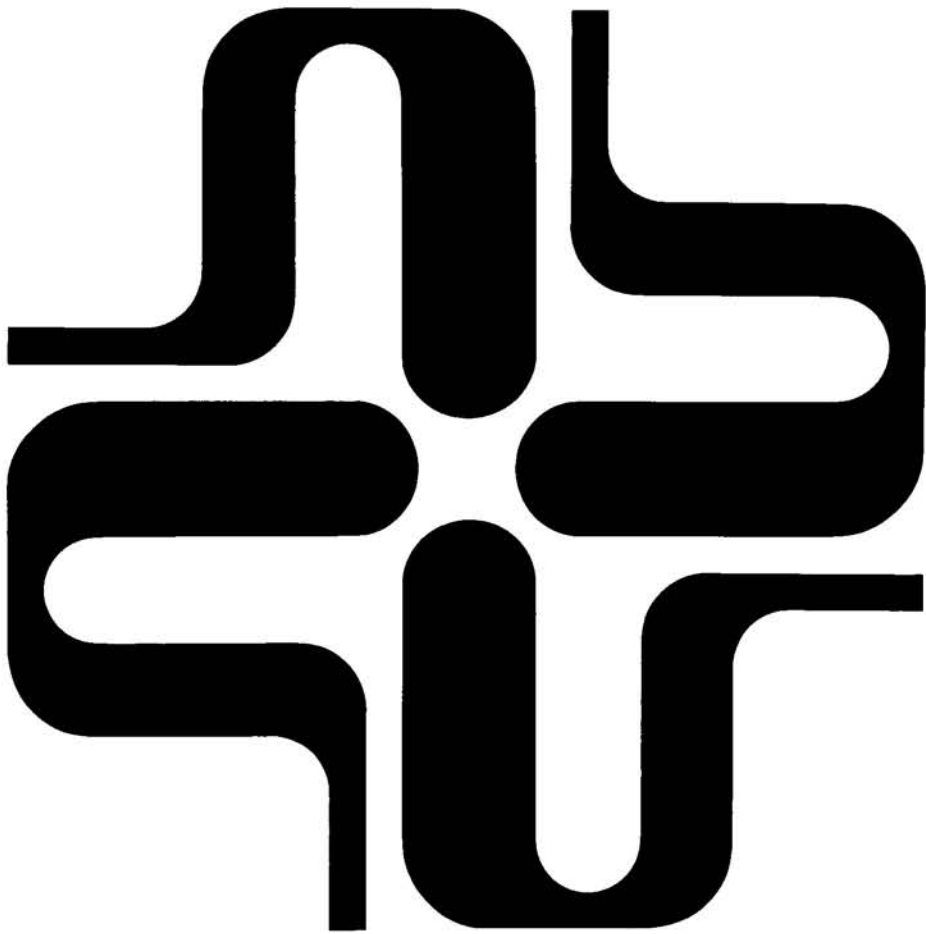
The symbol begins to relate better within itself at this point, yet the center being closed proved an end to the process. This was not the desired effect and it also was difficult to reduce and duplicate with quality. Rounding off the center end of the thickest element in each unit finally produced the openness sought.

Each unit appears to be able to fit alternately inside another. This possible changing interrelationship of the units conveys a process, not a complete end or solid end product.

I found the symbol to hold its recognition when reduced to one quarter of an inch in size. I chose to keep the symbol solid and not a line form because of the ways in

which it would be used. Also a line  
version does not reduce well. I  
chose a panatone green because of  
the growing aspect of the whole  
Master Site Plan.





## IMAGE SOURCES

Except for a few shots of the campus by Roger Remington, the rest of the slide show consisted of original work that I photographed. The reasoning behind this approach was to insure the images that only someone who was familiar with the Master Site Plan would take.

Included in the presentation are several drawings and plans done by John Wacker and Associates.

THESIS COMMITTEE

R. Roger Remington	Chairman, Department of Communication Design
Robert Kerr	Assistant Professor, Department of Communication Design
John Wacker	Land use planner of John Wacker and Associates, Waltham, Massachusetts



Title: Master Site Plan of  
Rochester Institute of Technology

Producer: Barbara Ewig

May, 1974

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Narrator           The intentional move from the metropolitan area to RIT's present site, was to seek out a cloistered existence. Much of the new campus was built and open for occupancy in three years. Yet with the end of major construction, the campus continues to grow... The community has grown also - southward, engulfing the campus. Again faced with interaction in the community, RIT now realizes its role not only as an educational institution, but as a valuable model for the community regarding its use of the land. If RIT is testimony to a growing community, let it also be a model for how it grows.

Title Slide       Master Site Plan  
Rochester Institute of Technology

Narrator           A year and a half ago, John Wacker Associates of Waltham, Massachusetts was commissioned to develop land use guidelines for the campus of RIT. In a recent presentation of the



Master Site Plan, Mr. Wacker explained the purpose of his open planning.

John Wacker "Our challenge as planners was taken from a report prepared by Dr. Miller, called a plan of work, prepared in early spring of 1972, which resulted in the president's ten goals. We responded to goal nine, which says that, in Dr. Miller's words... 'The Rochester Institute of Technology shall be characterized by a cooperative devotion to having its own campus serve as a model which enhances the esthetic experience of all those whose lives and tasks are influenced by it.' Campus planning today has evolved into a new process. And it is essentially process oriented whereby we do not produce plans that are frozen in time, but produce ideas, possibilities and long range potentials. Campus planning has as its purpose to demonstrate capacities of the land, potential for future development, alternatives for various types of land use patterns and to improve facilities that are existing and in present use."

Narrator Mr. Wacker's Master Plan goals provide guidelines and direction for land use by thoroughly



understanding the resources of the campus. The future growth of this campus must be organized and made visible to the RIT community to end its isolation from the community and to enhance and utilize its element of open space.

Narrator

John Wacker also stated in his presentation that "We are interested in zoning and land use around us, not using blinders on the 1,186 acres. We see pressures from all around-ror growth and development. The pressures are rail-transit, auto, industrial growth, parking, people movers and Riverton. We are looking for the receptivity of the land to some of these pressures. Parking and pedestrian movement and circulation being the most important elements of any plan."

Narrator

To better understand these pressures and the use of the land, the division or the acreage for different purposes should be explained.

Of the 1,186 acres -

304 are in active development, not including Colony Manor Apartments.

135 acres are composed of roads and parking lots. This is over 44% of the land.

45 acres are used for athletics.

19 acres are utilized by housing.

11 acres are used for academic purposes.



Narrator            Of these pressures, the car seems to be the biggest problem. Traffic, parking and the transition from the car to buildings can be made to move smoother and easier. Pedestrian traffic has proven to have its own desired routes from building to building, housing to academic areas and campus to community, ignoring existing paths and walkways. Then there is the bike traffic, which conflicts strongly with both pedestrian and auto traffic.

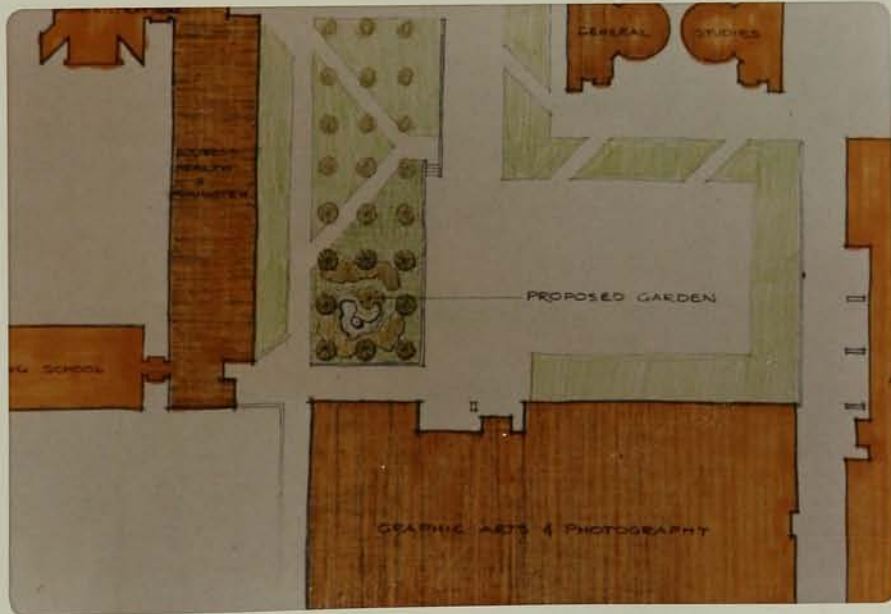
Narrator            In his Master Plan, Mr. Wacker has proposed a three phase program of suggested priorities for consideration as a guide to determining projects for implementation. These proposals deal not only with the pressures but with the desire to retain and promote the openness and green space link with the Genesee Valley Park. Each of the three proposed phases are of two years duration. To highlight the major points relating to relieving the pressures on the campus and its open space, let's look at some of the major proposals in the first phase. This will give us an idea of the makeup of the Master Plan. Car, bike and pedestrian traffic problems are approached. To reduce the harshness of the quarter mile walk, plants, trees,

site furniture, and information kiosks will be used. Also to reduce the friction between the bike and the pedestrian on the walkway, a bike path parallel to the causeway will reduce the safety hazard and speed the biker's travel.

Narrator Another point of friction is the Administration Court. To make it more people orientated, plants, site furniture, trees and a sculpture/fountain will be installed. All incoming traffic will be stopped and re-directed to various parking lots at an information/police booth located on Lomb Memorial Drive. Already under construction and planned for completion in June, is the Tojo Garden located between the Gannett building and the Eastman building. This memorial garden offers a serene break from the harshness of the surrounding brick buildings. Nature trails, will give the university community a chance to enjoy the available natural resources.

Narrator In the other two phases, some of these projects are continued or expanded upon. New projects are started among which are - a new entrance on East River Road, removal of Andrews Road west entrance, Perkins Road removal and Ward Road removal.





More trails, bikeways and walkways will be added. A 50 acre pond is planned as well as a golf course and a ski slope.

These are but just a few of proposed projects to improve the usage of the land and to solve some of its inherent problems.

The order of each project mentioned in the first phase is not final and priorities can be changed. In organizing his Master Plan, Mr. Wacker has approached many people and campus organizations to request suggestions and criticisms. Open planning allows for this feedback to continue throughout the development of each project and phase, making the outcome of this plan a combination of ideas and need of everyone on campus.

Narrator

So looking back upon Dr. Miller's goal "...to respond...by a cooperative devotion... serve(ing) as a model which enhances the esthetic experience of all those whose lives and tasks are influenced by it," you will see that Mr. Wacker has provided the climate in which this goal can expand and serve those people on the campus of Rochester Institute of Technology.



Credit  
Slides

Thanks

John Wacker

Roger Remington

Robert Kerr

Thomas Hussey

Chuck Smith

David Jordan

Photography

Barbara Ewig

Roger Remington

Sound

Richard Finnie

Richard Murray

Barbara Ewig

Production

Barbara Ewig

Narration

David Jones