

Help! I Work for Engineers!



Seizing an Opportunity to
Take Back Our Campus

Administration/Engineers View of Architects

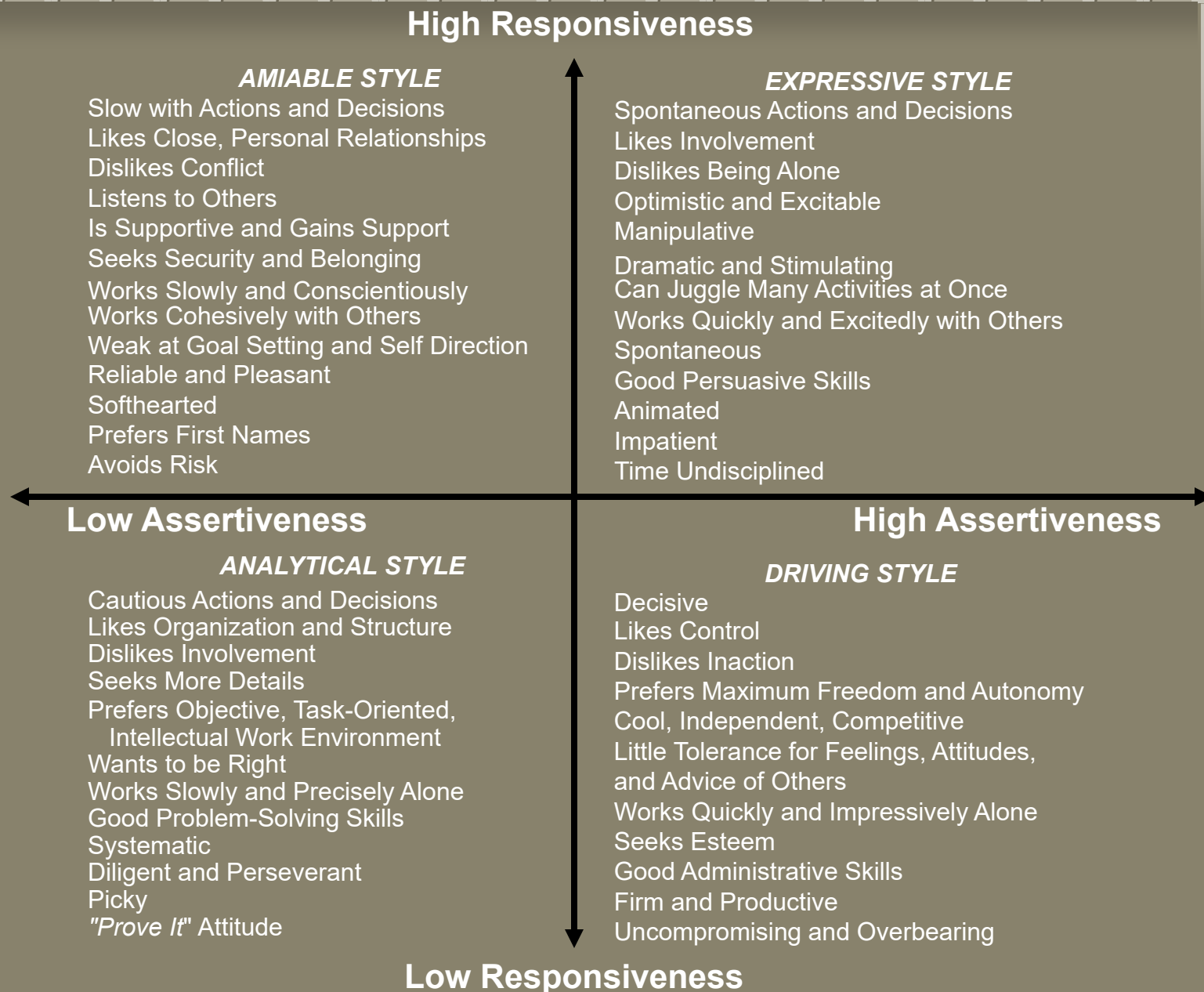








FOUR PERSONAL BEHAVIORAL STYLES



ENVIRONMENTAL CUES

High Responsiveness

AMIALE STYLE

Work space may contain family pictures and personal items

Decorated in open, airy, friendly, bright manner

Walls may contain slogans or family, group, or serene pictures

Furniture arranged informally to build personal relationships

EXPRESSIVE STYLE

Work space may look disorganized and cluttered

Decorated in open, airy, friendly manner

Walls may contain awards, motivational slogans, or stimulating posters

Furniture arrangement indicates warmth, openness, and contact

Low Assertiveness

ANALYTICAL STYLE

Work space may appear structured and organized

Walls may contain charts, graphs, exhibits, or pictures relating to job

Furniture arranged functionally for work and may suggest formality and non-contact

High Assertiveness

DRIVING STYLE

Work space may appear busy - lots of work, materials, papers

Walls may contain large planning sheets or calendar or achievement awards

Furniture arranged in closed, formal, non-contact positions often suggesting power and control

Low Responsiveness

When Working with An Amiable

Do...

- Start, however briefly, with a personal comment to break the ice.
- Show sincere interest in them as people. Find areas of common interest.
- Be candid and open.
- Present your case softly and non-threateningly.
- Ask questions to draw out their opinions.
- Look for hurt feelings and personal reasons when you disagree.
- Progress casually and informally.
- Detect possible areas of early disagreement or dissatisfaction and prepare sensitive responses.
- Articulate clearly (preferably in writing) individual contributions.
- Provide assurances, guarantees (when possible) and benefits that their decisions will minimize risks to themselves and others.

Don't...

- Rush headfirst into business or agenda.
- Force them to respond quickly to your objectives.
- Be domineering or demanding, or threaten with position or personal power.
- Debate about facts and figures (Amiables will get lost or go quiet).
- Manipulate or bully them into agreeing (while Amiables probably won't fight back, they will resent that you imposed your views).
- Patronize or demean.
- Be abrupt or rapid.
- Be vague or deal in probabilities.
- Offer too many options.
- Offer assurances and guarantees you can't fulfill.
- Keep deciding for them (they will lose initiative).
- Leave them with no back-up support.

When Working with An Expressive

Do...

- Allow time for relating and socializing.
- Plan interaction that supports their desires, dreams, and intentions.
- Talk about people and their goals and opinions.
- Ask for their ideas and opinions.
- Provide ideas for implementing action.
- Provide enough time to be stimulating, fun-loving, fast-moving, and entertaining.
- Provide testimonials from people they see as important and prominent.
- Offer special and immediate incentives for their willingness to take risks.
- Put details in writing and tie them to plans for action.
- Explore options and alternatives

Don't...

- Legislate or muffle interaction.
- Be curt, cold, or tight-lipped.
- Deal extensively with details, facts, figures, abstract ideas.
- Leave things hanging in the air (they'll stay there).
- Waste time trying to be impersonal, judgmental, or task-oriented.
- "Dream" with them too much (you'll lose time).
- Kid around too much or stick to the agenda too much.
- Talk down to them.
- Be dogmatic.

When Working with An Analytical

Do...

- Prepare your "case" in advance.
- Approach them in a straight-forward, direct way.
- Stick to business.
- Support their principles and thoughts.
- Build your credibility by listing pros and cons to any suggestion you make.
- Make an organized contribution to their efforts - talk in specifics and do what you say you can do.
- Take your time, but be persistent.
- Draw up a scheduled approach to implementing action with timetables. Assure them there will be no surprises.
- Make an organized presentation of your position, when you disagree.
- Be accurate, reliable, and realistic and give them time to see these traits.
- Provide solid, tangible, practical evidence.
- Indicate "guarantees" over long period, but provide options as you go.

Don't...

- Be disorganized or messy.
- Be circuitous, giddy, too informal, or loud.
- Rush the decision-making process.
- Be vague about what's expected of either of you.
- Fail to follow through.
- Dilly-dally.
- Leave things to chance or luck.
- Provide many special or personal incentives.
- Threaten, cajole, wheedle, coax, or whine.
- Use testimonies of unreliable or non-credible sources.
- Use someone's opinion as evidence.
- Use gimmicks or clever manipulations.

When Working with A Driver

Do...

- Be clear, specific, and to the point.
- Stick to business.
- Come prepared with all requirements, objectives, support material in well-organized "package".
- Present facts logically and plan an efficient presentation.
- Ask specific (preferably "what?") questions.
- Provide alternatives and choices for making their own decisions.
- Provide facts and figures about probability of success or effectiveness of options.
- Take issue with facts – not people - when you disagree.
- Motivate and persuade by referring to objectives and results.
- Depart graciously after talking business.

Don't...

- Ramble or waste their time.
- Try to build personal relations.
- Forget or lose things.
- Be disorganized or messy.
- Confuse or distract their time from business.
- Leave loopholes or cloudy issues.
- Ask rhetorical or useless questions.
- Come with a ready-made decision or make the decision for them.
- Speculate wildly or offer guarantees or assurances.
- Direct or order.
- Try to convince by "personal" means.

Help! I Work for Engineers!



Seizing an Opportunity to Take Back Our Campus

Opportunity

- ◆ University of Missouri has been presented with a unique opportunity
 - ◆ Change in administrative leadership
 - ◆ Future development of a new campus district
 - ◆ Need to define a process to maintain architectural heritage of campus

Development of Design Principles

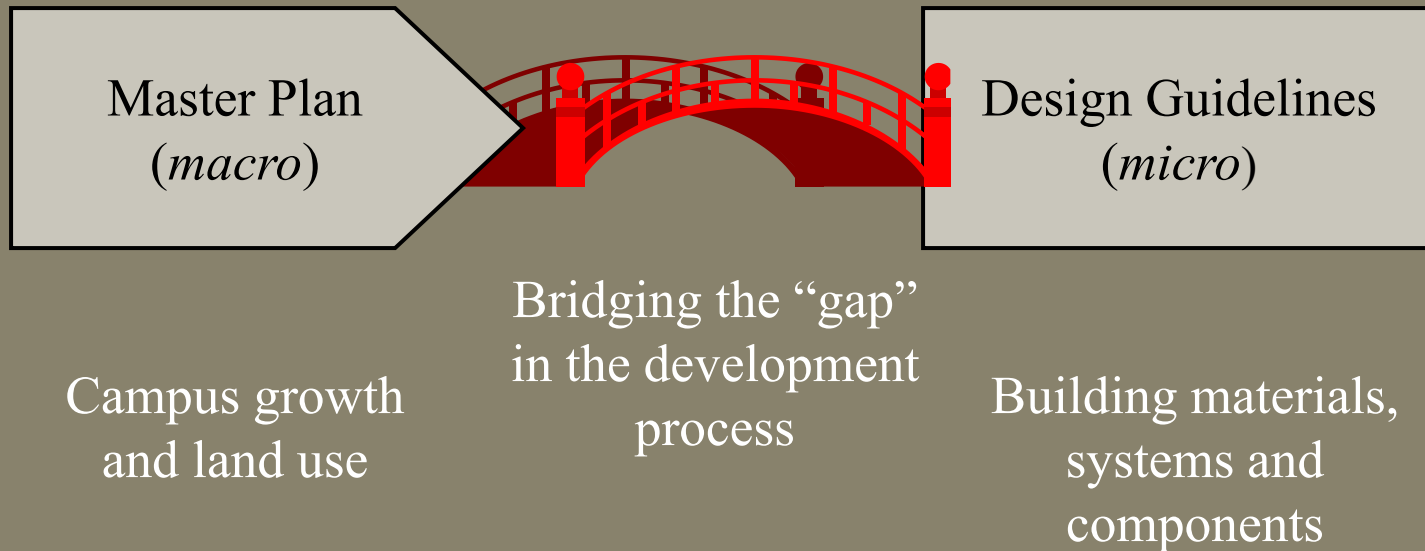
- ◆ Create illustrative document for administration
- ◆ Initiate Architectural Review Committee
- ◆ Create Public Arts Committee
- ◆ Planning, Design & Construction is “in charge”

Goals

- ◆ Present campus design principles to administration and laypeople
- ◆ Define and administer design review process
- ◆ Increase department interaction with higher levels of administration
- ◆ Guide Southeast District development

Development Process

MU Design Principles



MU Master Plan

- ◆ Master Plan is actually a “draft” that is updated every year
- ◆ Master Plan was first implemented in 1980 and has had a positive impact on the evolution of campus
 - ◆ 1/3 of the current campus has been constructed or improved since 1986

Successes

◆ South Quadrangle



Before



After

Successes

◆ Kuhlman Court



Before



After



Successes

◆ Lowry Mall



Before



After

Successes

◆ Providence & Elm Campus Entrance



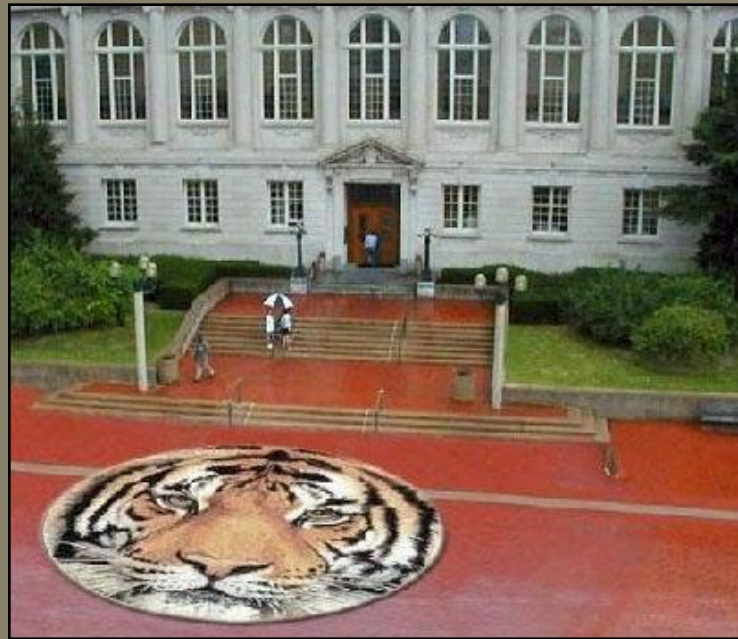
Before



After

Misses

◆ Donors are ~~out of~~^{in?} control: “Tiger Spot”



Misses

◆ Virginia Avenue Parking Structure



UM Design Guidelines

- ◆ New facilities must conform to the *UM Consultant Procedures and Design Guidelines*
 - ◆ Minimum requirements for architecture or site density
 - ◆ Detailed standards for every piece of mechanical and electrical equipment

MU Design Principles

Planning Principles
(Master Plan)

Campus growth
and land use

 University of Missouri-Columbia



Design Principles

The Campus, The Buildings & The Space Between

Architectural
and landscape
design

Design Guidelines

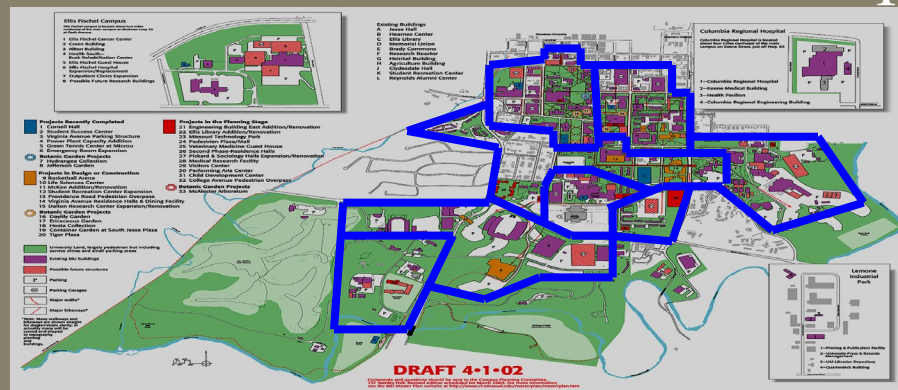
Building materials,
systems and
components

What The Principles Cover

- ◆ Harmony, Scale and Massing
- ◆ Shape, Color and Texture
- ◆ Quality, Size and Appearance
- ◆ Features and Transparency
- ◆ Open Spaces and Edges
- ◆ Gateways, Connections and Circulation
- ◆ Art and Amenities
- ◆ Development of Architectural Review Committee
- ◆ Role with Public Arts Committee

Developing the Principles

- ◆ The MU master planner recommended laying out the campus in distinct districts
 - ◆ Understanding the collective parts would assist staff in planning the greater whole
 - ◆ The initial analysis defined 20+ districts based on functional and visual relationships



Developing the Principles

- ◆ Design Principles Committee chose new characteristics for defining a more reasonable number of districts
 - ◆ Geographically-based segments of campus with established or evolving styles, colors, mass and/or common function
- ◆ Eight districts emerged using the new formula

Campus Districts

- ◆ Varied styles of architecture over the eight districts.
- ◆ “Midwest common sense” style.
- ◆ Do we have a general architectural image?
- ◆ Where do we go from here?

Campus Districts

Ellis Fischel Campus

Ellis Fischel campus is located about two miles northwest of the main campus on Business Loop 70 at Garth Avenue.

- 1 Ellis Fischel Cancer Center
- 2 Green Building
- 3 Allon Building
- 4 Health South—Rusk Rehabilitation Center
- 5 Ellis Fischel Guest House
- 6 Ellis Fischel Hospital Expansion/Replacement
- 7 Outpatient Clinics Expansion
- 8 Possible Future Research Buildings

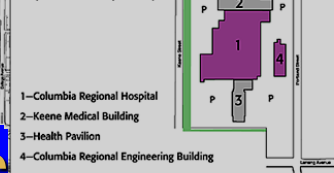


Existing Buildings

- A Jesse Hall
- B Hearnes Center
- C Ellis Library
- D Memorial Union
- E Brady Commons
- F Research Reactor
- G Heinkel Building
- H Agriculture Building
- J Clydesdale Hall
- K Student Recreation Center
- L Reynolds Alumni Center

Columbia Regional Hospital

Columbia Regional Hospital is located about four miles northeast of the main campus on Keene Street, just off Hwy. 63.



- 1—Columbia Regional Hospital
- 2—Keene Medical Building
- 3—Health Pavilion
- 4—Columbia Regional Engineering Building

Projects Recently Completed

- 1 Cornell Hall
- 2 Student Success Center
- 3 Virginia Avenue Parking Structure
- 4 Power Plant Capacity Addition
- 5 Green Tennis Center at Mizou
- 6 Emergency Room Expansion

Botanic Garden Projects

- 7 Hydrangea Collection
- 8 Jefferson Garden

Projects in Design or Construction

- 9 Basketball Arena
- 10 Life Sciences Center
- 11 McKee Addition/Renovation
- 12 Student Recreation Center Expansion
- 13 Providence Road Pedestrian Overpass
- 14 Virginia Avenue Residence Halls & Dining Facility
- 15 Dalton Research Center Expansion/Renovation

Botanic Garden Projects

- 16 Daylily Garden
- 17 Ericaceous Garden
- 18 Hosta Collection
- 19 Container Garden at South Jesse Plaza
- 20 Tiger Plaza

Projects in the Planning Stage

- 21 Engineering Building East Addition/Renovation
- 22 Ellis Library Addition/Renovation
- 23 Missouri Technology Park
- 24 Pedestrian Plaza/Mall
- 25 Veterinary Medicine Guest House
- 26 Second Phase-Residence Halls
- 27 Pickard & Sociology Halls Expansion/Renovation
- 28 Medical Research Facility
- 29 Visitors Center
- 30 Performing Arts Center
- 31 Child Development Center
- 32 College Avenue Pedestrian Overpass

Botanic Garden Projects

- 33 McAlester Arboretum

University Land, largely pedestrian but including service drives and small parking areas

Existing MU buildings

Possible future structures

Parking

Parking Garages

Major walks*

Major bikeways*

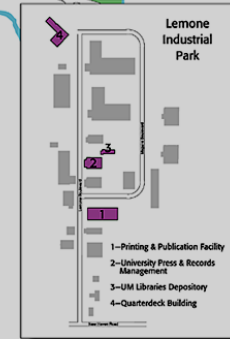
*Note: Many walkways and bikeways are shown straight for diagrammatic clarity; in actuality many will be curved and shaped to topography, planting and buildings.

Red
White
Student
Health
S.E.
Sports
Research

DRAFT 4-1-02

Comments and questions should be sent to the Campus Planning Committee, 137 Stanley Hall. Revised edition scheduled for March 2003. For more information, see the MU Master Plan website at <http://www.cl.missouri.edu/masterplan/masterplan.htm>

Lemone Industrial Park



- 1—Printing & Publication Facility
- 2—University Press & Records Management
- 3—UM Libraries Depository
- 4—Quarternet Building

Campus Districts

1. Red Campus

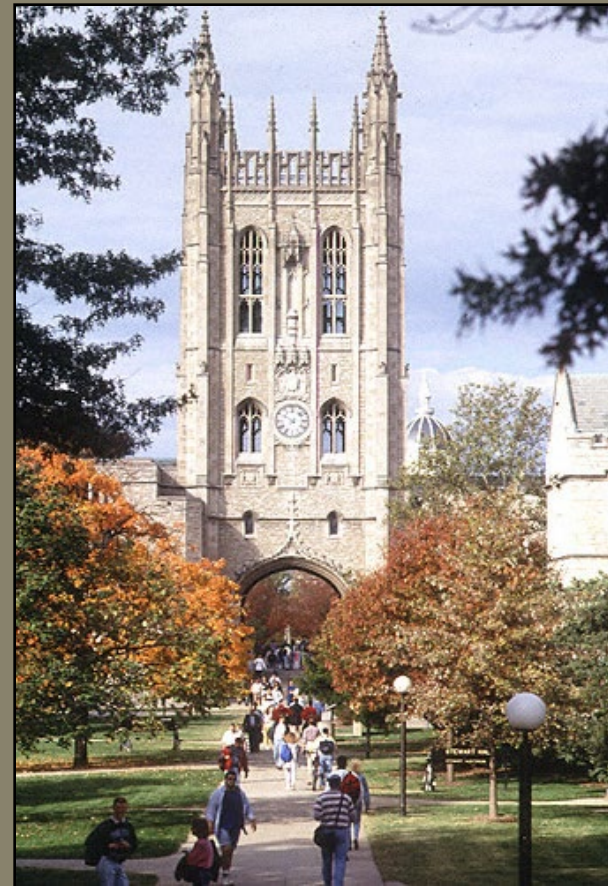
✦ Francis and South
Quadrangles



Campus Districts

2. White Campus

- ◆ Memorial Union, Ellis Library and neighbors



Campus Districts

3. East Campus

- ✦ Agriculture and Vet Med facilities



Campus Districts

4. Health Sciences

❖ MU Health Care facilities



Campus Districts

5. Sports Park

- ◆ Athletic facilities south of Stadium Boulevard



Campus Districts

6. Research Park

- ❖ Reactor Field, MURR, Dalton and neighbors



Campus Districts

7. Student Life

- ◆ Residential, dining and recreation facilities



Campus Districts

8. Southeast Campus

- ◆ Future site of the Performing Arts Center



- ◆ New Hotel & Conference Center

MU Design Principles

The Campus



The Buildings



The Space Between



The Campus



Harmony of Campus

◆ Visual and functional ties



Harmony of Campus

◆ Disharmonious designs from the past



Harmony of Campus

◆ Setback and build-to lines



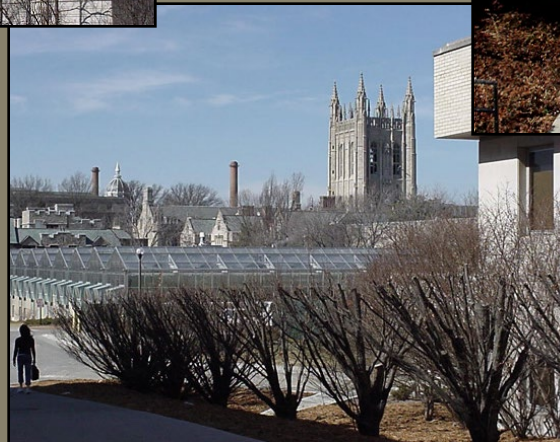
Reynolds Center & Cornell Hall



Future build-to line

Scale & Massing

- ◆ Maintain sightlines to campus icons



Scale & Massing

- ◆ Unity within districts
- ◆ Transition between districts
- ◆ Parking structures



The Buildings



Quality

- ◆ Building life expectancy of 100+ years



Quality

- ◆ Durable materials are necessary for maintainability
- ◆ Focus on infrastructure



Building Shell

- ◆ Portions with pitched roofs or elements
- ◆ Acceptable materials are brick, stone and precast
- ◆ Metal window frames in a complementary color



Features

- ◆ Entrance elements and doorways
- ◆ Visual and pedestrian axes anchored by building features



Transparency

- ◆ New buildings designed as public buildings
- ◆ Fusion of indoor and outdoor spaces



The Space Between



Spaces

- ◆ Conscious effort since 1980s to incorporate more open space
 - ◆ Taking advantage of opportunities



Spaces

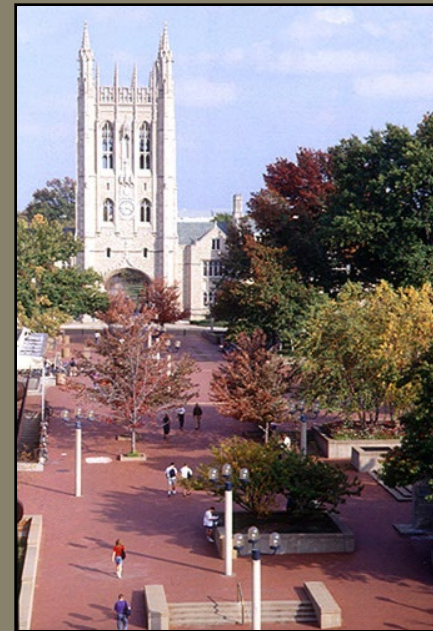
◆ Types of spaces

- ◆ Large, formal quadrangles and parks



Spaces

◆ Medium courts and linear malls



Spaces

- ◆ Small, intimate courtyards and plazas



Botanic Garden

- ◆ MU Botanic Garden is a public resource
- ◆ Features plants suited to central Missouri



Collegial Edges

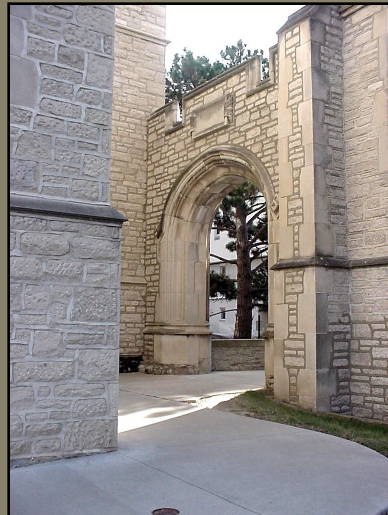


Gateways & Connections

◆ Entrance attractions

- ◆ Portals and gates

- ◆ Visual axis



Circulation

- ◆ MU is a pedestrian-dominant campus
 - ◆ Closed campus during the day



Amenities

- ◆ Site furnishings: seating, lighting, bicycle racks, trash/recycling bins



Public Art

- ◆ Monuments and memorials
- ◆ Sculptures and fountains



Architectural Review Committee

- ◆ An Architectural Review Committee will follow a more structured and formalized review process based on the Design Principles
- ◆ Approved designs will continue to be forwarded to campus administration

What did we hope to accomplish?

- ◆ Provided campus leadership with the understanding that MU heritage will be preserved
- ◆ Created a document to ^{control?} ~~resist~~ administrative whims and donor causes
- ◆ Written policy for design decisions

Questions Posed

- ◆ Will we add cost to a project?
- ◆ Do we have credibility with campus leaders to handle issues without debate?
- ◆ Do we have support of UM System Facilities Planning & Design
- ◆ How much “heat” will we take?

Further Considerations

- ◆ Determine the ARC review process
 - ◆ Which projects will be reviewed and at what stage(s)
 - ◆ Client involvement
- ◆ Process for submittals
- ◆ Interaction with Public Arts Committee

What else is going on?

- ◆ Public Art Committee developed
- ◆ Planning, Design & Construction Advisory Council
- ◆ Space Planning Advisory Committee