Executive Summary

History

Community Culture

Physical Space

Finances
Construction of the new International Studies Building will generate vacancies in the buildings around Wells Quad. This will create a unique opportunity to convert these historic structures back to student housing. While renovations may be substantial to bring these structures up to current student housing expectations, the lively activity and vitality the renovation will bring back to the campus core will justify the investment.

Building designs must be intellectually informed and embody the spirit and character of their time. Façades must express a coherent architectural expression that aesthetically relates to the diverse stylistic context without imitating it.
Research Question

How can Wells Quad be best adapted to the needs of students, *academically* and *socially*, while maintaining the *historic nature* of the *architecture* and considering financial constraints?
History
Wells Quad Beginnings

September 1925 Memorial Hall Opened

- Dedicated to the values of recreation, education, service & prayer
- Contained a dining facility, outdoor terrace, and kitchenettes

Miss Agnes Wells Led the Dedication

Bronze plate in the archway symbolizes the three ways women helped during WWI: Y.W.C.A., the Signal Corps, and the Red Cross
The First Women’s Quadrangle

1936 Forest (Goodbody) opened
1939 Beech (Morrison) and Sycamore opened

Memorial Hall Song Excerpt

Memorial is a dream made true
By zeal that never tired,
And by boundless generosity.

May her daughters make more glorious
The spirit that inspired
Such devotion and loyalty;
Devotion and loyalty.

For happy work and laughter
And for fellowship sincere,
She will live in our hearts always;

And the friendships that she fosters
Will forever be most dear,
Tho in years to come we’re many miles away.

Other Dorms

- 1936 Forest (Goodbody) opened
- 1939 Beech (Morrison) and Sycamore opened
BLOOMINGTON, IND.—Trustees of Indiana University have approved a recommendation of the University's committee on names to designate the 20-year old Women's Residence Quadrangle as the Agnes E. Wells Quadrangle.

The new name, President Herman B. Wells announced, was chosen to memorialize the services to the University and women's education nationally of Miss Wells, dean of women for 20 years during the administration of President William Lowe Bryan. Miss Wells, who died last month at the age of 83 at her home in Saginaw, Mich., was a leading figure in establishing I.U.'s women's
## Changes for Wells Quad

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1963</td>
<td>Goodbody Hall transitioned into office space</td>
</tr>
<tr>
<td>1965</td>
<td>Morrison &amp; Sycamore changed into classroom and office space</td>
</tr>
<tr>
<td>1965-70</td>
<td>Graduate male students shared Memorial Hall with university offices</td>
</tr>
<tr>
<td>1974-82</td>
<td>Memorial Hall West served as overflow male housing</td>
</tr>
<tr>
<td>1982-Present</td>
<td>All of the buildings house various academic departments &amp; offices, including the School of Nursing, the Office of Women’s Affairs &amp; the Kinsey Institute</td>
</tr>
</tbody>
</table>
Community Culture
Consider Student Preferences when Establishing New Residential Community

**Student Criteria in Choosing a Residence Hall**

- **Proximity to classes**
- **Dining options**
- **Neighborhood reputation**
- **Academic space**
- **Proximity to fitness facilities**
- **Computer lab**
- **Parking**
- **Thematic community**
- **Students with similar majors**

- **Not important**
- **Somewhat important**
- **Very important**
Appeal to Students in Music and the Sciences

Science
Close in proximity to Jordan Hall, Ballantine and Chemistry
Introductory science courses, labs, and topical programming to attract students

Music
Close in proximity to the MAC, Music Library, and Music Building Addition
Music practice rooms and relevant programming to appeal to music students
Academically-Minded Students are Interested in Wells Quad

Student GPA and Interest in Living in a Renovated Wells Quad

- incoming freshman
- rising sophomore
- rising junior
- rising senior
Grow a Community Focused on Academic Success

An appealing physical space and engaging programming can naturally facilitate the growth of an academic community.

The location of Wells Quad in the heart of the academic core of campus appeals to academically-minded students.

Union Street

Wells Quad

Collins

Indiana University
IU Does Not Need to Establish an “Honors Quad” to Compete with Peer Institutions

Daum Residence Hall, University of Iowa

The Lawn, University of Virginia
Recommendation 1: Create a Community Based on Values and Guiding Principles

Supporting Evidence

• Students rated living in thematic communities and living with students with the same major as not important in choosing a residence hall

• A strong sense of community through people and programming is essential to the residence hall experience

Actionable Solutions

Officially state values through

1. Mission Statement
2. Programmatic Statement
3. Guiding Principles
4. Logo/Symbol
Recommendation 2: Encourage Development of Values Through Community-Wide Programming

Supporting Evidence

• Students report that “the sense of community” is one of the best parts of living in the residence halls

• A strong sense of community through people and programming is essential to the residence hall experience

Actionable Solutions

1. Welcome Week programming and activities
2. Emphasis on teaching students the history of the Quad
3. Focus on continual programming throughout the year
Recommendation 3: Appeal to Students Studying Music and Science

Supporting Evidence

- Proximity to classes is an important factor in students’ choice of residence hall
- There are currently several science labs and sound-proof music facilities in Morrison Hall
- There are 20 classrooms and 32 music practice rooms in RPS buildings

Actionable Solutions

1. Incorporate music practice rooms and labs and classrooms for science classes in Wells Quad buildings

2. Hold introductory science labs and music lessons in Wells Quad facilities

3. Encourage Resident Assistants and Wells Quad community leaders to plan programming and events relevant to students in these disciplines
Recommendation 4: Create a Community Focused on Academic Success

Supporting Evidence

- Students with higher GPAs are more interested in living in Wells Quad
- Students will be in the heart of campus, creating student activity and academic night life in the area
- Some students see Honors floors as exclusive and detrimental to building a larger residence hall community

Recommendations

1. Market to honors students through the Hutton Honors College
2. Do not designate specific Honors floors
3. Consider Honors floors as demand permits
Physical Space
Unique Architectural Features

Lead Pane and Stained-Glass Windows

Wood Banisters and Wall Features

Traditional Fireplaces and Unique Light Fixtures
"When one imagines a traditional, movie-esque college setting, nothing tops the Wells Quad"
## Current Physical Space: Breakdown of Buildings

<table>
<thead>
<tr>
<th></th>
<th>Memorial Hall</th>
<th>Sycamore Hall</th>
<th>Morrison Hall</th>
<th>Goodbody Hall</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong># of Floors</strong></td>
<td>6</td>
<td>8</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td><strong>Elevator</strong></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td><strong>Useable Square Footage</strong></td>
<td>48,115</td>
<td>62,071</td>
<td>43,943</td>
<td>32,024</td>
</tr>
<tr>
<td><strong>Number of Departments</strong></td>
<td>14</td>
<td>7</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td><strong>Distinctive Features</strong></td>
<td>Central archway, Interior wood paneling, Central crest, Stained glass</td>
<td>Multiple gathering spaces, Wide hallways, Wood paneling</td>
<td>Large gathering spaces, Library, Hoagy Carmichael Room</td>
<td>Stained glass, Grand staircase, Wood paneling</td>
</tr>
<tr>
<td><strong>Reported Student Usage</strong></td>
<td>18.4%</td>
<td>58.4%</td>
<td>34.3%</td>
<td>7.7%</td>
</tr>
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## Physical Space: Memorial Hall

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</table>

- Long corridors
- East Lobby
- Wood paneling on first floor
## Physical Space: Morrison Hall

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<td>Number of Departments</td>
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</tr>
<tr>
<td>Distinctive Features</td>
<td>Large gathering spaces, Library, Hoagy Carmichael Room</td>
</tr>
</tbody>
</table>
| Reported Student Usage      | 34.3%         

## Archives of Traditional Music

## Kinsey Institute

## Hoagy Carmichael Room
### Physical Space: Goodbody Hall

<table>
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<tr>
<th></th>
<th>Goodbody Hall</th>
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<tbody>
<tr>
<td><strong># of Floors</strong></td>
<td>4</td>
</tr>
<tr>
<td><strong>Elevator</strong></td>
<td>Useable</td>
</tr>
<tr>
<td><strong>Useable Square Footage</strong></td>
<td>32,024</td>
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<tr>
<td><strong>Number of Departments</strong></td>
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<td><strong>Reported Student Usage</strong></td>
<td>7.7%</td>
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</tbody>
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- Small, narrow hallways
- Grand staircase
- Unique stained glass
- Wood paneling on first floor
## Physical Space: Sycamore Hall

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<td><strong># of Floors</strong></td>
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<tr>
<td><strong>Useable Square Footage</strong></td>
<td>62,071</td>
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<tr>
<td><strong>Number of Departments</strong></td>
<td>7</td>
</tr>
<tr>
<td><strong>Distinctive Features</strong></td>
<td>Multiple gathering spaces, Wide hallways, Wood paneling</td>
</tr>
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<td><strong>Reported Student Usage</strong></td>
<td>58.4%</td>
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- Existing classroom space is outdated
- Many small lounges and gathering spaces scattered throughout each floor
- Most unique architectural space
Pods: New Residential Hall Structure

Southeast Residence Hall

- Interior configuration of rooms
- Double-occupancy rooms
- Private shared bathroom facilities
- Shared lounge space
- Designed to encourage small community formation among floor residents

Source: Indiana University
Recommendation 5: Help Students Grow Through the Quad

Supporting Evidence

- Model Quad after Collins
  - High retention rate
  - Multiple buildings with variety of housing options
- Peer-to-peer mentoring between underclassmen and upperclassmen is beneficial

Recommendations

1. Variety of room types available
2. Mix of underclassmen and upperclassmen in buildings
3. Retain students with a sense of identity and culture
Memorial Hall

Room Type:
• First Floor: Administrative Offices
• Upper Floors: Primarily doubles with some singles

Bathroom:
• Clustered public single bathrooms on the floor (that each lock/private)

Target Population:
• Mostly Freshman
• Some sophomores who have first preference

Room Size:
• Double Room 200-230 SF
• Single Room 140-150 SF
Room Type:
- Pod-Style Room configurations
- (4-6 rooms per pod, dictated by building’s shape)
- If rooms not conducive to doubles/triples, Use adjoining rooms with doors in between

Bathrooms:
- 1-2 Individual bathrooms per pod, dictated by the individual sizes of each pod

Target Population:
- More upperclassmen
- Second-year “Wells-Quadsians”—preference given to returning, then new Sophomores/Juniors/Seniors
- Similar target population to Hillcrest Apartments
Sycamore Hall: Pod Structure

- Sycamore Hall is constructed in a U-shape
- Lends itself to the formation of Pods
- Small communities will share facilities and space within each part of the floor
Morrison Hall

**Room Type:**
- Basement/Ground/ First Floors: Programming Space
- Above Floors: Double rooms

**Bathrooms:**
- Clustered Public

**Target Population:**
- Predominantly freshman

**Floor 7:**
- Maintain the Library

**Dining Hall:**
- Extended C-store
- Lunch Service for Campus
- Late night coffee shop/creamery

**Current Departments:**
- Immediately move out:
  - Kinsey Institute
  - Archives of Traditional Music
  - Hoagy Carmichael Room

- Hoagy Carmichael Room would be better suited in a more visible space, such as the IMU.

- The Kinsey Institute and the Archives of Traditional Music are badly in need of their own building space
Goodbody Hall

Room Type:
• Pods
• Doubles and some singles

Bathroom Type:
• Clustered Public

Target Population:
• More upperclassmen
• Second-year “Wells-Quadsians”
• Preference given to returning, then new Sophomores/Juniors/Seniors
Recommendation 6: Designate Programming Space, Including Classrooms

Supporting Evidence

• Wells Quad is located in the academic core of campus
  • Provides a possible hub for student and faculty interaction

• Other RPS buildings, such as Union Street Center and Collins LLC have successfully integrated classroom and living space

Actionable Solutions

1. Administrative offices and programming/study space of the First Floor of Memorial Hall

2. Designate at least ten classrooms throughout the quad

3. Encourage faculty to hold introductory level science, music, and other College of Arts and Sciences courses in Wells Quad
Recommendation 7: Create Outdoor Space to Foster Academic Community

Supporting Evidence

- “It's one of the prettiest places on campus, a place where you can see IU’s history in the buildings”
- A formal garden existed when Wells Quad was a residence hall in the early 20th century
- The Centennial Patio at the Indiana Memorial Union has attracted academic life at all hours of the day

Actionable Solutions

1. Build a patio behind Morrison and Memorial with seating to encourage academic life outdoors

2. Reintroduce a Formal Garden, with colorful landscaping around the quad

3. Place tables and benches throughout the interior of the quad to foster social interaction
Recommendation 8: Preserve Historical Architectural Features

Supporting Evidence

• “Allow the outer aspect of the building to remain as they are, and that care should be taken to preserve the historic appeal of these buildings”

• Historic architectural elements both inside and out have been preserved or replicated across all renovations of the buildings

• Architectural features are iconic of IU and without them, part of the feel of the quad would be lost

Actionable Solutions

1. Preserve exterior elements students notice walking through the quad

2. Preserve or enhance interior design elements
Amenities
Cater to the Needs of Students: AC is a Top Priority

Air Conditioning

• Vertical Fan coil units in each room
• Central AC Ductwork in Hallways/common spaces to circulate fresh air
• Restricted window access to aid in regulating circulation
Community Through Amenities: Laundry Facilities

- Briscoe Model: washers and dryers on each floor
- Larger “hub” in the lowest level of Memorial Hall

Laundry Facilities

Laundry
1.200 SQ. FT.

Laundry
600 SQ. FT.

INDIANA UNIVERSITY
Library Space

- 5th floor library in Morrison Hall
- Restore in similar fashion to Grand Reading Room in Franklin
- Collegial environment complete with academic nightlife
Recommendation 9: Provide AC, Laundry, Academic Support Space, and Computer Labs

Supporting Evidence

- AC is essential for students
- Laundry facility in Briscoe is ideal
- Academic support space and computer labs are in every residence hall
- 50% of students were willing to pay more to live in a residence hall with computer labs

Actionable Solutions

1. Have central AC
2. Have laundry facilities on each floor
3. Have increased academic support space to enhance academic feel of Quad
4. Create a central registrar-controlled computer lab in Morrison Hall
5. Add satellite labs for printing and convenient access in each of the other three buildings
Satellite Technology Resource Centers Should be Located throughout the Quad
Community Through Amenities: Kitchenettes

- Kitchenettes foster a sense of community within each floor, complementing other efforts to build unity within the Quad.

- Older students desire autonomy and satisfaction of cooking for themselves and the social aspect of cooking with others.

- Willkie and Briscoe have seen success with this model.
Recommendation 10a:
Maintain Public Kitchenettes in Each Building

Supporting Evidence

- Currently 22 computer labs in RPS buildings
- Access to computer labs was a key criterion for students in choosing which residence hall to live in
- 50% of students were willing to pay more to live in a residence hall with computer labs

Actionable Solutions

1. Create a central registrar-controlled computer lab in Morrison Hall

2. Add satellite labs for printing and convenient access in each of the other three buildings
Proximity of Dining Options is Important to Students

Over 75% of survey respondents indicated that dining access was important.
Access to a Convenience Store is Most Important to Students
Recommendation 10b:
Open a Convenience Store with Hot Food in Morrison Hall

Supporting Evidence
• Proximity of dining options is extremely important
• Convenience store-type dining facility is the most important to students
• Need for better dining options in the southeast area of campus

Actionable Solutions
1. Construct a convenience store dining facility in Morrison Hall
2. Offer hot food options during lunch and dinner hours (using McNutt, Eigenmann as models)
3. Convert into a coffee shop / creamery in the evening (using the Crimson Creamery at Foster Gresham as a model)
Finances
Conversion of Wells Quad into Residence Halls will be Expensive but Feasible

Basic assumptions:
- 2 phases, each 1 year long
- Will repay bond over 25 years, 6% interest
- Wells Quad will house 600 beds at rates comparable to Briscoe
- Not including dining facility
- Will need to consider other projects
  - International Studies Building
  - Kinsey Institute
  - RPS Projects

Break even in 22 years

Renovation cost in 2012: $68m

FY17-18: $84m
FY22-23: $102m
FY27-28: $125m

Maintain Debt coverage ratio above 1.50
Recommendation 11: Begin Renovation of Wells Quad as Soon as Possible

Supporting Evidence

- With proper project rearrangement, Wells Quad is financially feasible any time within the next 15 years
- Construction will need to occur after completion of International Studies building and relocation of Kinsey Institute
- We feel that Wells Quad renovation would benefit university more than projects that would be rearranged to facilitate it

Actionable Solutions

1. Renovate Wells Quad as soon as five years from now
2. Financial situation seems most favorable in 15 years and least favorable in 10, but project is feasible throughout
3. Rearranging order of scheduled projects could mitigate debt coverage issues
Summary of Recommendations

1. Create a Community Based on Values and Guiding Principles
2. Encourage Development of Values through Community-Wide Programming
3. Appeal to Students Studying Music and Science
4. Create a Community Focused on Academic Success
5. Help Students Grow Through the Quad
6. Designate Programming Space, Including Classrooms
7. Create Outdoor Space to Foster Academic Community
8. Preserve Historical Architectural Features
9. Provide Access to Computer Labs
10. a. Maintain Public Kitchenettes in Each Building Maintain Public Kitchenettes in Each Building
11. b. Open a Convenience Store with Hot Food in Morrison Hall
12. Begin Renovation of Wells Quad as Soon as Possible