

# Acknowledgments

The richness of any planning effort springs from the imagination, clarity of vision, and commitment of the leaders, experts, and community members who participate. Princeton University's campus planning exercise benefited from strong participation in all three categories.

In the spring of 2005, President Tilghman asked me to serve as the executive sponsor of this two-year campus planning effort. Our first step was to establish a campus planning steering committee to provide broad oversight for the effort, advise on key decisions, and make sure that our planning was fully aligned with the University's overall strategic goals. The committee met in whole or in part every other week for two years. Chaired by President Tilghman, it included Provost Chris Eisgruber, Vice President and Secretary Bob Durkee, Vice President for Development Brian McDonald, former and present chairs of the Grounds and Buildings Committee of the Board of Trustees Neil Rudenstine and Karen Magee, Dean of the Architecture School Stan Allen, two members of the architecture faculty, Guy Nordenson and Bob Gutman, Vice President for Facilities Mike McKay, and myself. Sadly, Bob Gutman did not live to see the publication of this report. Bob's scholarly work prepared him well to be the conscience of this planning effort, and we all will miss his insightful questioning and dry wit.

The planning effort was ably directed by University Architect Jon Hlafter and Associate University Architect Natalie Shivers, with support from Bob Barnett and Paul LaMarche, the former and current vice provosts for space planning and programming. Kristin Appelget, the University's director of community and regional affairs, also played an important part ensuring that community views were carefully considered in all of our deliberations. This intensive dialogue among senior management, faculty, and trustees not only set the direction for the planning exercise, but provided constant guidance and feedback for our consultants.

We were very fortunate to have chosen a consulting team led by Neil Kittredge, a partner at Beyer Blinder Belle Architects & Planners, to lead this effort. Neil brought to this role a combination of vision and practical knowledge of our environment along with an exceptional ability to listen carefully, think creatively, and explain clearly. With his team of Marc Sharifi, Dale Riedl, Rayna Huber Erlich, and Nisha Baliga as well as Sapna Advani, Mia Sidonie Berberat, Marcello Ferri, Marie Hines, Lars Moestue, Edward Piatt, Maithili Raut, Gretel Schwartzott, Dia Sheriff, Elizabeth Shrum, Carolyn Straub, Jenny Tommos, and Hilary Verni from BBB, along with Stephen Cassell, Megumi Tamanaha, Arthur Chu, Craig Muller, and Elizabeth Stoel from Architecture Research Office, Neil created a comprehensive and integrated plan for the University that will serve as a blueprint for campus development for the next ten years and more.

Creating a campus plan that is both comprehensive and integrated is not easy. To achieve both objectives and engage the numerous issues that our plan needed to address, Neil assembled a team of consultants that not only invested significant energy and innovative thought in Princeton, but also integrated its visions into a unified whole. First among equals was Michael Van Valkenburgh and his team, led by Gullivar Shepard and including Matthew Urbanski, Jennifer Bolstad, Justine Heilner, Rachel Gleeson, Anita Berrizbeitia, Leor Lovinger, Yoshi Mishima, and Tim Kirby from Michael Van

Valkenburgh Associates. It was clear from the history of the Princeton campus that landscape architecture and its relationship with the built environment would be a threshold theme of the planning effort. The strategy developed by Michael and his team exceeded the University's high expectations. Neil and Michael augmented the landscape architecture team with Lynden Miller and Catherine Redd from Lynden B. Miller Public Garden Design, Stephen Benz, Nicole Holmes, and Sandra Brock from Nitsch Engineering, and David Gibson, Ann Harakawa, Anthony Ferrara, Alexandria Lee, Darlene Levy, Andy Ng, Laura Varacchi, Julie Park, and Vijay Mathews from Two Twelve Associates. Lynden deftly conceived a path to reintroduce the glorious tradition of Beatrix Ferrand to our campus; Steve infused the landscape plan with higher sustainability initiatives; and David developed a comprehensive system of wayfinding that will enhance the feeling of being welcome on campus for years to come. We are also grateful to David's team for overseeing the design and production of this book, the accompanying brochure, and the campus plan website, as well as Juanita Dugdale for writing and editing, Peter Roper for renderings, and Fred Charles, Ari Burling, and Sesthasak Boonchai for photography. This book would also not have been possible without the significant investment of time by Ruth Stevens, executive editor in the University's Office of Communications.

The planning process was also enriched by consultants on transportation, parking, civil engineering, retail, and real estate. No planning exercise in the State of New Jersey can succeed without a thoughtful approach to these issues. Georges Jacquemart and Alireza Rabiee from BFJ Planning along with Frederick Gorove, Dan VanPelt, Charles Teuer, and Deanna Donahoo from Gorove Slade Associates; Barbara Chance, Guillermo Leiva, and Chris Jurek from CHANCE Management Advisors; Tom O'Shea from Van Note Harvey; Kate Coburn and Tom Moriarty from Economic Research Associates; and Karen Backus, Steve Jacobs, and Lori Matsukuma from K. Backus and Associates led these efforts respectively. We are especially thankful that both George and Barbara aggressively advocated for environmentally sustainable approaches to their respective challenges.

There were hundreds of students, faculty, staff, alumni, and community residents who actively engaged in many meetings and forums, both on and off campus. These campus and community conversations were the sources of some of the planning exercise's most important ideas and helped to refine others.

Finally, this planning process benefited enormously from the sustained and close attention of our trustees. In addition to providing regular briefings for the Grounds and Buildings Committee, we engaged the full board in discussions at Committee of the Whole meetings and at a board retreat. Through these conversations the trustees provided helpful guidance and encouragement at each stage of the planning process.

Princeton University owes deep gratitude to all who are mentioned above and its campus is significantly enriched by their investment of diligence, creativity, and vision.

**Mark Burstein**  
Executive Vice President  
Princeton University

## CAMPUS PLAN TEAM

### PRINCETON UNIVERSITY STEERING COMMITTEE

Shirley M. Tilghman, President of the University and Chair  
Christopher L. Eisgruber, Provost  
Mark Burstein, Executive Vice President  
Robert K. Durkee, Vice President and Secretary of the University  
Brian J. McDonald, Vice President for Development  
Karen Magee, Chair of the Trustee Committee on Grounds and Buildings  
Neil Rudenstine, Former Chair of the Trustee Committee on Grounds and Buildings  
Stanley T. Allen, Dean, School of Architecture  
Robert Gutman, Lecturer in Architecture  
Guy Nordenson, Professor of Architecture  
Paul LaMarche, Vice Provost for University Space Programming and Planning  
Robert Barnett, Former Vice Provost for University Space Planning  
Michael McKay, Vice President for Facilities  
Jon Hlafter, University Architect  
Natalie Shivers, Associate University Architect

### CONSULTANT TEAM

Beyer Blinder Belle Architects & Planners LLP  
led by Neil P. Kittredge, Partner-in-charge, with

Michael Van Valkenburgh Associates, Inc.	Landscape Architecture
Architecture Research Office, LLC	Architecture
Two Twelve Associates, Inc.	Wayfinding and Graphic Design
Nitsch Engineering	Sustainable Site Strategies
Gorove/Slade Associates, Inc.	Transportation Planning
BFJ Planning	Transportation Planning
CHANCE Management Advisors, Inc.	Parking Strategies
Lynden B. Miller Public Garden Design	Horticulture and Garden Design
Van Note-Harvey Associates	Civil Engineering
Economics Research Associates	Retail Planning
Juanita Dugdale	Editorial Advising
K. Backus & Associates, Inc.	Real Estate

## IMAGE CREDITS

Campus photography courtesy of the Princeton University Office of Communications, University Archives, Office of Athletic Communications, Princeton Plasma Physics Laboratory, and the Campus Plan consultants.

Peter Roper	Renderings
Sesthasak Boonchai	Campus Model Photography

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