



March 16, 2016

FINAL REPORT

2015 Campus Master Plan Update

Volume I

Fashion Institute of Technology
State University of New York

FLETCHER THOMPSON
ARCHITECTURE ENGINEERING INTERIORS

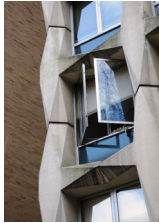
2015 Campus Master Plan Update

Volume I

Fashion Institute of Technology
State University of New York



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1 PRESIDENT'S LETTER



As any member of the FIT community will tell you, ours is a very small campus - a campus squeezed into one tightly packed Manhattan block that has to accommodate 10,000 full and part-time students, 1700 faculty and staff, and tens of thousands of visitors attending public programs, seeking information, mentoring students, meeting faculty and administrators or viewing exhibitions at our acclaimed Museum at FIT.

The campus, lined primarily by residence halls on one side and academic buildings on the other, is open night and day, seven days a week. The street - closed off to traffic during the daytime - is constantly alive with activity, not the least, students on skateboards. As you might imagine, it is as vibrant and dynamic a space as you will find in the heart of New York City - despite its size.

But because we occupy only one small city block, we have historically suffered from a serious space shortfall. And because we are not a traditional liberal arts college, the space we need for our many specialized programs includes not just standard classrooms and lecture halls but also multitudes of large labs and studios. I think that what we have been able to achieve with the limited space we have is quite remarkable. In part, that is the result of the kind of planning that a well-conceived campus facilities master plan provides. We have had several such plans - including one that was completed in 2005. But ten years is a long time in academia. By last year, it was clear that the earlier master plan no longer reflected the ways FIT had changed - nor the ways we anticipated it would change, given the seismic transformations in technology and the vision and mandates in our newly revised strategic plan which looks to "FIT Beyond 2020." As a result, in 2015, we embarked on a lengthy and comprehensive revision of our facilities master plan. Engaging the architectural design firm Fletcher Thompson, we spent over a year in its development and involved the entire FIT community.

In the following pages, you will see details of not only the inclusive and rigorous process we employed---interviews, surveys, town hall meetings---but also the proposed plan itself: thoughtful, thorough, exciting, a plan that expresses a visionary strategy for the short and long term, a plan that will allow FIT to create an environment worthy of its goals.

Dr. Joyce F. Brown
President



BOARD RESOLUTION

**A true copy of a Resolution
Adopted by the Board of Trustees of
the Fashion Institute of Technology
on March 16, 2016**

ACTION ITEMS

FASHION INSTITUTE OF TECHNOLOGY


Secretary of the College

BOARD OF TRUSTEES

FOUR HUNDRED FIFTY-SEVENTH MEETING

March 16, 2016

6.4 Approval of the 2015 Campus Master Plan Update

457.4

WHEREAS, the Fashion Institute of Technology has heretofore prepared and periodically updated a Master Plan establishing long-range capital construction program plans; and

WHEREAS, the most recent college Master Plans, developed and approved in 1995 and 2005, have been effective planning and management tools to ensure that the college continue to upgrade, improve, renew, and refresh its physical plant, including its infrastructure, fixed assets, equipment, technology, classrooms, laboratories, studios, student learning spaces, public space, and administrative offices; and

WHEREAS, there have been significant changes in technology, in the curriculum, in program offerings, and in student services that were not anticipated in the most recent Master Plan; and

WHEREAS, in 2013 the college developed, approved, and adopted its refreshed Strategic Plan, *Our Legacy, Our Future: FIT Beyond 2020*, re-affirming FIT's mission and vision and establishing three goals and supporting strategies that require both new and newly-renovated spaces; and

WHEREAS, over the past 18 months the entire campus community has participated in meetings, interviews, and surveys to determine priorities, needs, and requirements for the development of a comprehensive plan to implement approximately 60 construction and renovation projects that will upgrade and expand instructional spaces, improve student life spaces and the overall campus environment, modernize building infrastructure, and renovate departmental and administrative work spaces;

Now, therefore, be it

RESOLVED, that the Fashion Institute of Technology 2015 Campus Master Plan Update, dated March 16, 2016, be, and hereby is, approved.

2 ACKNOWLEDGMENTS



The Fletcher Thompson team is extremely grateful to the many FIT individuals who took time to participate in the master planning update process over the course of the 18 months. As with all such complex undertakings, the success of this project was founded on collaboration, conversation, and consensus. In particular, we would like to thank FIT’s faculty, administration, and students: undertaking a creative planning assignment with a multitude of creative and passionate thinkers was a stimulating, productive, and inspiring process. The FIT community organized itself into a variety of groups who provide input and feedback for the project team. These groups are as follows:

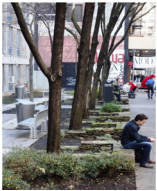
- BOARD OF TRUSTEES
- ACADEMIC DEPARTMENT CHAIRS
 - School of Art and Design
 - Jay and Patty Baker School of Business and Technology
 - School of Liberal Arts
 - School of Graduate Studies
 - Center for Continuing and Professional Studies
- ACADEMIC DEANS
- USER GROUPS
 - Instructional Spaces
 - Academic Support
 - Student Services
 - Students
 - Administrative Spaces
 - Facilities and Public Safety
 - Computer Labs
 - Library
 - Admissions and International Studies
 - Registrar
- STEERING COMMITTEE
- PROJECT MANAGEMENT TEAM

A complete listing of all project participants is provided in Chapter 12 of this volume.

Finally, we would like to thank Dr. Joyce F. Brown for the leadership and vision she provided for the project and for the future of FIT.

Patrick Curley, AIA
 Fletcher Thompson Architecture Engineering

3 EXECUTIVE SUMMARY



The *2015 Master Plan Update* for the Fashion Institute of Technology (FIT) campus is a continuation of a series of institutional initiatives undertaken to improve the facilities, programs, and infrastructure of this unique center of higher education in Manhattan. All decisions made to date, and those decisions planned for the foreseeable future, have arisen from the goals set forth in FIT’s strategic plan: *FIT Beyond 2020 – Our Legacy, Our Future*.

While the foundations for this master planning effort are based on the *2005 Master Plan* and the Strategic Plan as well as prior planning and space utilization studies, there have been enormous changes in the world in the past decade. During this time our society, technology, and economy have changed dramatically at the local, national, and global levels. Furthermore, the pace of change is accelerating. With the implementation of the *2015 Master Plan Update*, FIT will be uniquely positioned to serve a dynamic creative industry and to educate students for a world in need of critical thinkers, “smart-creative” collaborators, and problem-solving citizens.

In 2013, FIT engaged Fletcher Thompson to provide services to update the *2005 Master Plan*, which was prepared by Sharples Holden Pasquarelli, aka SHoP Architects. That plan made comprehensive recommendations for the expansion, reconfiguration, and relocation of campus departments, activities, and instructional spaces and included the creation of a New Academic Building (NAB), a 97,000 square foot building to be located immediately to the north of and connected to the existing Feldman building.¹

The scope of the *2015 Master Plan Update* is focused on the academic and administrative buildings only. A separate study will be conducted to investigate FIT’s residential facilities.

¹ Previous terminology assigned letters to campus buildings. In that system, Feldman was known as building “C” and the NAB as “C²”, or “C Squared”. Subsequently, building nomenclature has been revised to reflect the original names of the buildings and the persons they are named for or the primary academic departments within, e.g., “Business and Liberal Arts”.



A. BACKGROUND AND CONTEXT

A Unique Curriculum

FIT is a campus within the State University of New York (SUNY) system and was founded to be uniquely aligned with the fashion industry. In the words of Mortimer Ritter, a fashion industry leader, educator, and one of the founders of FIT, “What we need is an MIT for the fashion industries.” FIT’s curriculum, therefore, is much more focused and specialized than typically found at other public or private colleges. In addition, the curriculum is literally “creative”: students must learn all the skills necessary for conceiving, planning, designing, marketing, managing, and producing physical objects in a variety of mediums.

FIT comprises five distinct and closely interrelated academic units:

- School of Art and Design
- Jay and Patty Baker School of Business and Technology
- School of Liberal Arts
- School of Graduate Studies
- Center for Continuing and Professional Studies

To accommodate this unique curriculum, the FIT campus must provide a unique array of laboratories, studios, and traditional classrooms for instruction, design, fabrication, display, and presentation that are not found on any other campus. The master plan process made particular efforts to address the role of technology and specialized equipment and software within all of the specialized and general purpose instructional spaces.

Campus Growth

Since its founding, the FIT campus has grown building by building and now occupies the entirety of the block bounded by Seventh and Eighth Avenues and 27th and 28th Streets and a portion of the block immediately to the south. Most recently, a new student residence building, Kaufman Hall, has been developed on 31st Street a few blocks to the northwest of the campus. FIT also occupies space in several local buildings on a leased basis: 333 Seventh Avenue (administrative offices and the IT division), and 236 West 27th Street (classrooms and administrative offices).

In 2008 and 2009, the preparation of construction documents commenced for the NAB and for a series of phased renovations in the adjacent Feldman building. Delays in funding for the NAB resulted in the project being placed on hold. At the time of the project’s hiatus, the NAB construction documents were at 60% completion (Design Development) and the Feldman documents were at 30% completion (Schematic Design). In the spring of 2015, funding for the NAB was completed and the



design and documentation process for the project was re-engaged. Groundbreaking for the NAB is expected to occur in fiscal year 2017.

Given the span of time since the *2005 Master Plan* and the NAB project's recommencement, FIT concluded that updated information was required that reflected the campus's current and projected needs.

Technology Context

Since 2005, revolutionary developments in technology have led to significant changes in traditional modes of teaching, learning, and communicating. In 2007, the first smart phone was introduced. Although the smart phone was initially seen as a significant but incremental improvement in convenience and utility, few people could have predicted the extent of the ensuing technologies and follow-on social effects. For the first time, enormous amounts of highly portable, personalized, and intuitively designed computing power was placed in the hands of anyone willing to pay for devices approximately equal in cost to household appliances.

Students arriving at FIT in the fall of 2014 have spent most of their lives assuming fluid access to and between their peers and the external world. As with most campuses, FIT must work diligently to ensure that campus hardware, software, and data systems remain robust, current, and adaptable.

Planning Context

In 2010 and 2011, FIT undertook an analysis of the entire campus in order to create an inventory of existing space and, in particular, to understand the quantity and occupancy rates of instructional spaces. The consultant for the *2011 Instructional and Office Space Utilization Analysis* was Rickes Associates in association with David Smotrich and Partners. The study concluded that there was sufficient instructional space for the near term. However, that conclusion was based on a calculation of classroom space that was not fully utilized. To make practical use of such "virtual" space would require renovations to "right size" classrooms – a process that is ongoing on an annual basis.

An examination of the class schedules undertaken as a part of the *2015 Master Plan Update* indicates that the general perception of insufficient General Purpose Instructional Space is a result of:

- Multiple uncoordinated bell schedules that create inefficiencies and incompatibilities in terms of transition times between classes;
- Light utilization of instructional spaces during undesirable time periods, such as Thursday afternoons and Fridays; and
- Lack of consistency in the number of available 28-seat instructional spaces.



The Academic Affairs and Enrollment Management and Student Success divisions are working with faculty now to assess the bell schedule to identify strategies to create greater utilization of instructional spaces.

FIT's space concerns are not limited to the quantity of instructional space. Crowded departmental offices; outdated finishes and furnishings; and environmental problems (i.e., heating, cooling, and ventilation) have been voiced consistently as impediments to the creation of an attractive, comfortable, and efficient work environment.

Finally, it should be noted that a critical aspect of any plans for FIT's future is based on an assumption regarding the size (i.e., headcount) of FIT's student body. One of the first decisions made for the *2015 Master Plan Update* was to establish a student body size of 10,000 students for the foreseeable future. The FIT student population has been at or below this figure for the past five years; the student enrollment headcount for the fall of 2014 was 9,764. See Chapter 5 "Underlying Assumptions" for additional student enrollment information.

B. PROJECT VISION AND GOALS

The *2015 Master Plan Update* is guided by the mission and vision of the college and by the three goals described in the Strategic Plan, which is known as *Our Legacy, Our Future – FIT beyond 2020*.

Mission

FIT prepares students for professional excellence in design and business through rigorous and adaptable academic programs, experiential learning and innovative partnerships. A premier public institution in New York City, FIT fosters creativity, career focus, and a global perspective and educates its students to embrace inclusiveness, sustainability, and a sense of community.

Vision

FIT will be globally celebrated as the institution where students, scholars, and teachers cross traditional disciplinary boundaries to stimulate innovation, partner with creative industries worldwide, and develop innovative design and business solutions. By focusing on the three major goals, FIT will become stronger by conscious design and be known as a strategic organization – one that applies available resources to greatest effect to achieve its vision.



Strategic Plan

The three goals and supporting strategies of the Strategic Plan are as follows:

GOAL 1 - Ensure Academic and Creative Excellence

- A. Build Flexibility into the Curriculum
- B. Encourage Greater Participation in Minors and Electives
- C. Expand Programs in the School of Liberal Arts
- D. Require a Third-Year Shared-Experience Course
- E. Recruit, Develop, and Retain an Outstanding Faculty
- F. Develop a Visiting Faculty / Distinguished Practitioner Program

GOAL 2 - Be an Innovation Center for Creative Industries Worldwide

- A. Establish an Innovation Center@FIT to Foster Research, Creative Work, and Strategic Partnerships
- B. Create an Organizational and Information Infrastructure that Promotes Innovation and Experimentation
- C. Increase the Visibility and Recognition of the Research and Creative Activities of FIT Faculty, Students, and Partners

GOAL 3 - Provide an Empowering Student Experience in a Cohesive Community

- A. Promote Greater Academic and Co-Curricular Intellectual Engagement for Students
- B. Make International Perspectives and Understanding Fundamental to the Student Academic and Co-Curricular Experience
- C. Build and Enhance Physical and Virtual Spaces that Promote a Deeper Sense of Community
- D. Increase Alumni Engagement with FIT

While the scope of the *2015 Master Plan Update* deals primarily with the physical attributes of the campus, and the opportunities and strategies for their improvement, the intention of all recommendations for renovations, reconfigurations, and new construction is to support the Strategic Plan and, by doing so, help FIT's vision for continuing to build a powerful brand. The following recommendations and priority projects are the essentials steps in realizing that vision.

Projects

The Master Plan reviewed a great many requests for improvements to address "local" issues in specific departments, instructional spaces, and shared facilities. The central challenge for the *2015 Master Plan Update* was to define a full complement of projects to address Strategic Plan goals and specific desired campus improvements. Furthermore, the creation of a logical sequence of implementation was critical to ensure that projects could be achieved.



In addition to the initiatives and proposed projects identified by the Master Plan and the Strategic Plan, numerous projects were previously identified as part of the ongoing, cyclical process of renewing, renovating, and repairing FIT’s infrastructure, interiors, and campus environment. These projects are listed in Chapter 9 (“Master Plan Projects, Costs, and Funding Status”) and Chapter 10 (“Project Clusters and Sequencing”) and provide an integrated listing of all known projects along with the logical groupings (or “clusters”) of projects identified by the Master Plan. While all projects are critical to FIT’s future, the construction of the New Academic Building will mark a major milestone in the project schedule that dictates whether certain projects can or should be executed before or after the NAB / Feldman projects.

A summary of all projects, estimated costs, and funding status – organized by expected fiscal year completion date – is as follows:

(\$ millions)

ESTIMATED PROJECT COST & FUNDING STATUS			
	COST	IN HAND	TO BE FUNDED
FISCAL YEAR 2016 TOTAL	\$ 20.9	\$ 20.9	\$ -
FISCAL YEAR 2017 TOTAL	\$ 31.7	\$ 25.0	\$ 6.7
FISCAL YEAR 2018 TOTAL	\$ 46.2	\$ 24.3	\$ 21.9
FISCAL YEAR 2019 TOTAL	\$ 47.2	\$ 9.4	\$ 37.8
FISCAL YEAR 2020 TOTAL	\$ 203.9	\$ 156.6	\$ 47.3
FISCAL YEAR 2020+ (and TBD) PROJECT BREAKDOWN			
General Projects	\$ 94.3	\$ 1.1	\$ 93.2
Feldman Renovations	\$ 50.0	\$ -	\$ 50.0
Nagler Replacement	\$ 213.0	\$ -	\$ 213.0
New Academic Building II	\$ 182.0	\$ -	\$ 182.0
Business & Liberal Arts Renovations	\$ 86.4	\$ -	\$ 86.4
FISCAL YEAR 2020+ (and TBD) TOTAL	\$ 625.7	\$ 1.1	\$ 624.6
MASTER PLAN GRAND TOTAL	\$ 975.6	\$ 237.3	\$ 738.3



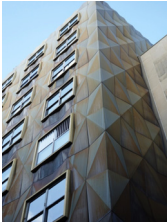
A breakdown by individual project by fiscal year is provided in Chapter 9, which also provides a listing of all projects according to project type – instructional, campus environment, work environment, and infrastructure. Finally, Chapter 9 lists projects in terms of how they support the Strategic Plan goals and strategies.

Instructional Spaces

One of the key goals of the *2015 Master Plan Update* was to develop strategies to increase the number of instructional spaces to provide increased flexibility in scheduling and greater variety of functionality to accommodate different teaching modes and curriculum programs.

However, while there is virtually no available space at present for creating new instructional spaces, renovations have taken place and are planned on an ongoing basis to modernize existing classrooms in a phased manner. Therefore, to increase the net total of instructional spaces, new space must be created from “scratch.” The New Academic Building will thus contribute to the addition of new instructional spaces in two ways. First, the NAB will provide 15 new instructional spaces. Second, the program for the NAB will free up sufficient space at existing locations to raise the net total of additional classrooms to 23 – an increase of approximately 10% over the current instructional space total of 205.

4 MASTER PLAN METHODOLOGY



Campus master planning is inherently a complex task that must unify sometimes competing priorities, diverse curricula, aging infrastructure, and constantly evolving technologies - all set in a context of societal changes that are renewed by each generation of students. At the outset of the *2015 Master Plan Update*, the project team felt it would be useful to diagram a process of gathering and organizing such wide-ranging information in a manner that would lead to decision making, specific responsive actions, and that would provide transparency for all. In particular, it was important to the FIT leadership that the planning process be inclusive, coherent, and easily communicated.

Project Timeline

The project unfolded over the course of approximately two years. The essential milestones and activities were follows:

Spring 2014

- FIT retains Fletcher Thompson Architecture Engineering (FTAE) to facilitate the master planning process.
- FTAE reviews prior planning documents and tours campus.

Summer 2014

- Development of project goals and scope of work with the Steering Committee.

Fall 2014

- President Brown announces the Master Plan Update at fall 2014 convocation.
- At the first Master Plan Town Hall Meetings in October, President Brown introduces Patrick Curley, FTAE's principal consultant, to the FIT community. The Town Hall includes presentation of the master plan goals and a discussion session. Presentations and videos of meetings are posted on website for feedback.
- FTAE continues to review prior planning documents and tours campus.
- Surveys and interviews of over 100 members of the FIT community including faculty, staff, administrators and students.

Winter 2015

- Analysis and synthesis of data gathered from surveys and interviews.
- FTAE continues to review prior planning documents and tours campus.
- Development of planning principles.



Spring 2015

- Second Town Hall meetings to review and discuss findings and concepts with FIT Community. Presentations and videos of meetings are posted on master plan website for feedback.
- Presentations and discussions with the Faculty Senate Executive Committee and student body.
- Meetings with user groups to refine programming and space needs.
- FTAE continues to review prior planning documents and tour campus.

Summer 2015

- Meetings continue with user groups to refine programming and space needs.
- FTAE tours other campuses and sites for benchmarking.
- FTAE prepares draft Master Plan Update document.

Fall 2015

- Meetings continue with user groups to refine programming and space needs.
- FTAE submits draft Master Plan Update document.
- Third Town Hall meetings review and discuss proposed projects and cost model with the FIT community. Presentation, videos of meetings, and list of projects are posted on website for feedback.
- Presentations of the Master Plan Update to the Board of Trustees for review.

Spring 2016

- Presentation of the Master Plan Update to the Board of Trustees for approval.
- FTAE submits final Master Plan Update document.

Planning Process

The following diagram was developed to help focus discussions and to allow the different campus constituents to understand how their particular role would contribute to the development of the Master Plan Update.

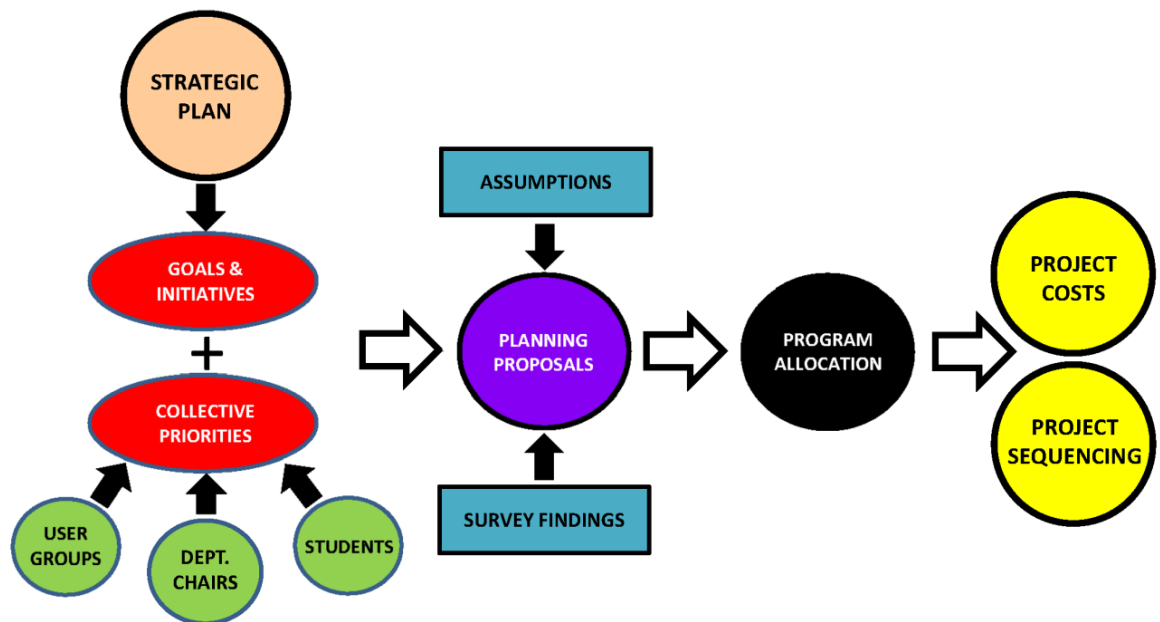


Figure 1: 2015 Master Plan Update Process Diagram

Fletcher Thompson and the project team used a variety of tools to engage the FIT campus community, develop institutional priorities, and determine the highest and best use of campus resources. These tools included:

1. Close coordination with the ongoing development of the initiatives and goals of the Strategic Plan
2. Review of all prior studies, designs and reports
3. A campus-wide survey
4. Individual and user group interviews
5. Program-specific focus interviews
6. Regular engagement with the Steering Committee
7. Bi-weekly coordination and progress update meetings
8. Town Hall meetings
9. Presentations to the Board of Trustees
10. Regular meetings with Dr. Brown
11. Creation of a Master Plan Update web site (<http://www.fitnyc.edu/master-plan/>)



The planning process in general and the specific steps above created an iterative and interactive open dialogue that resulted in the identification of priorities to address immediate issues and to plan for both the foreseeable and long-term future. These priorities in turn led to the development of planning principles to guide the development, location, and configuration of space in a manner consistent with the survey and interview results and with FIT’s Strategic Plan, Mission, and Vision.

Collective Priorities

The Master Plan process diagram starts with merging the goals and initiatives of the Strategic Plan with the collective priorities of the FIT campus community. Based on the meetings and surveys conducted, the essential collective priorities were determined to be as follows:

- Improve the character and quality of the campus’s interior public spaces
- Improve the quantity, appearance and functionality of instructional spaces
- Improve the quality and quantity of departmental and administrative work spaces
- Provide additional and attractive space for student activities and collaboration
- Provide new space to accommodate new and evolving programs and initiatives such as the Master of Fine Arts in Fashion Design program, Design and Technology Lab, Innovation Center, FabLab, and Studio X.

The Survey

A survey was conducted to ensure that every member of the FIT community would have an opportunity to contribute to the Master Plan and to the future of FIT. The survey was made available online and announced to the FIT community at the at the second Master Plan Town Hall meeting. A total of 113 surveys were completed and are documented in Volume II.

The breakdown of response by type is as follows:

Faculty	52
Staff / Administration	39
Students	22

The survey solicited information in two ways: specific questions about the physical qualities and characteristics of the FIT campus and “free-form” comments meant to capture any topics, concerns, and ideas not addressed by the survey questions. A sample of the survey questionnaire is included in the Volume II.

The survey presented questions in four different categories: the work environment (mainly dealing with departmental and administrative office space); the instructional environment (dealing with both general purpose and specialized instructional space); student activity / student life (dealing with the spaces provided for these activities); and the campus environment (dealing with shared public spaces such as lobbies, corridors, and the exterior.)

Survey participants were asked to provide their assessment of various aspects of these space types by ranking them according to the following categories:

- Excellent
- Acceptable
- Neutral
- Needs Improvement
- Poor
- Not relevant

From the survey responses, two data sets (comprising 3,500+ individual responses) were created for the purpose of identifying and ranking priorities. The survey responses also served as a framework, or agenda, for the subsequent group and individual interviews, which created an additional set of data as indicated below in the blue box.

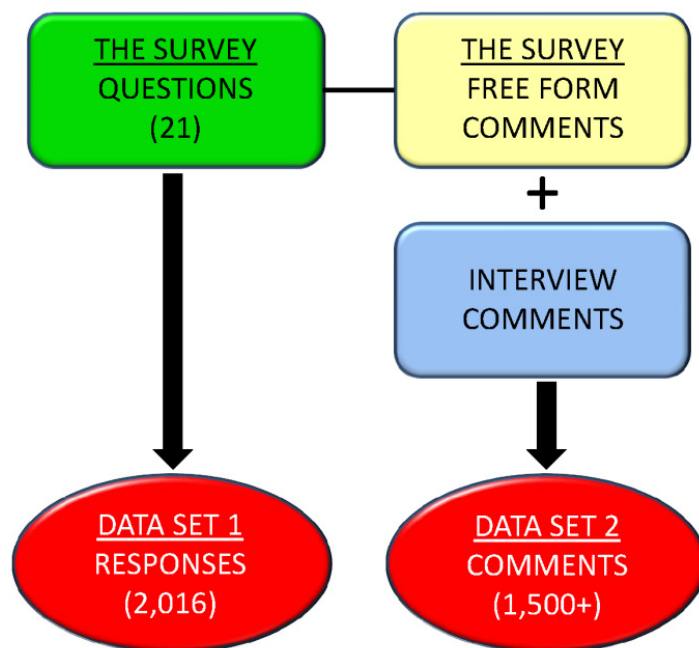


Figure 2: Survey and Interview Data Sets

Survey Findings: Questions

The following chart summarizes the survey results obtained by aggregating the responses for both “Poor” and “Needs Improvements.”

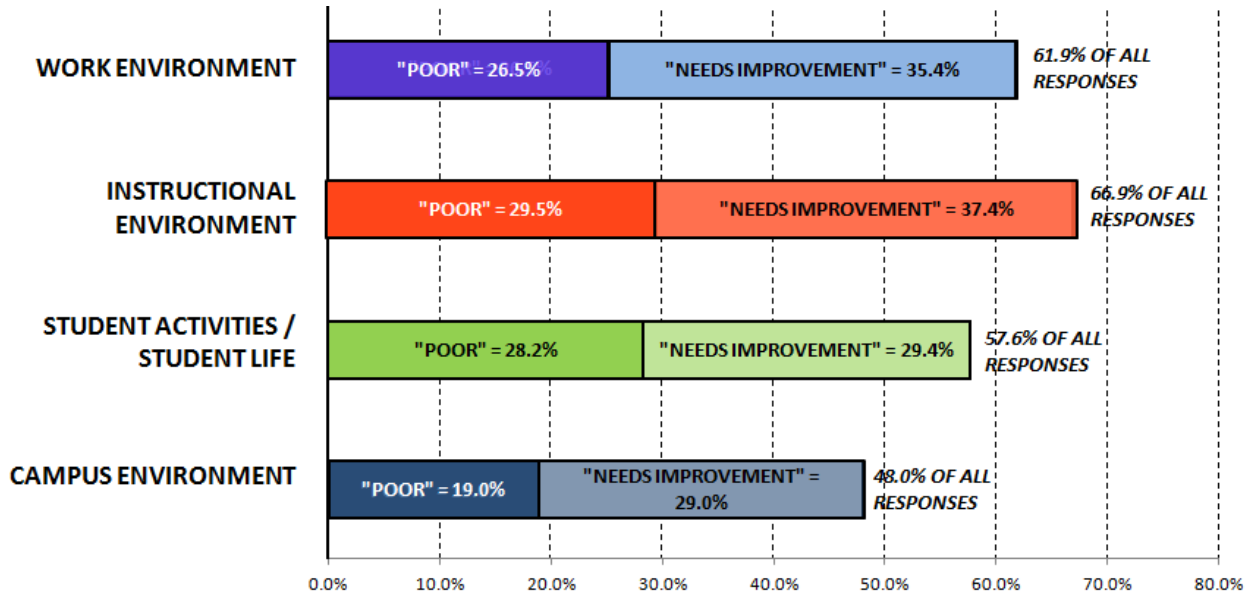


Figure 3: Aggregation of “Poor” and “Needs Improvement” Survey Responses

Therefore, for example, 66.9% of the responders said that the Instructional Environment is either “Poor” or “Needs Improvement.” The Campus Environment was the most favorable due in some measure to the recent improvements to the exterior landscaping. The interior corridors, however, were noted for their dreariness and lack of character.

Survey Findings: Free Form Comments

The survey’s free-form responses and interview notes were analyzed for the frequency of words related to the same four categories above. The premise with this approach was that the content of a conversation about any given topic was almost always about the negative qualities of that topic (i.e., that aspect of the campus). In summary, the free-form and interview comments were distributed and focused on the following four major categories:

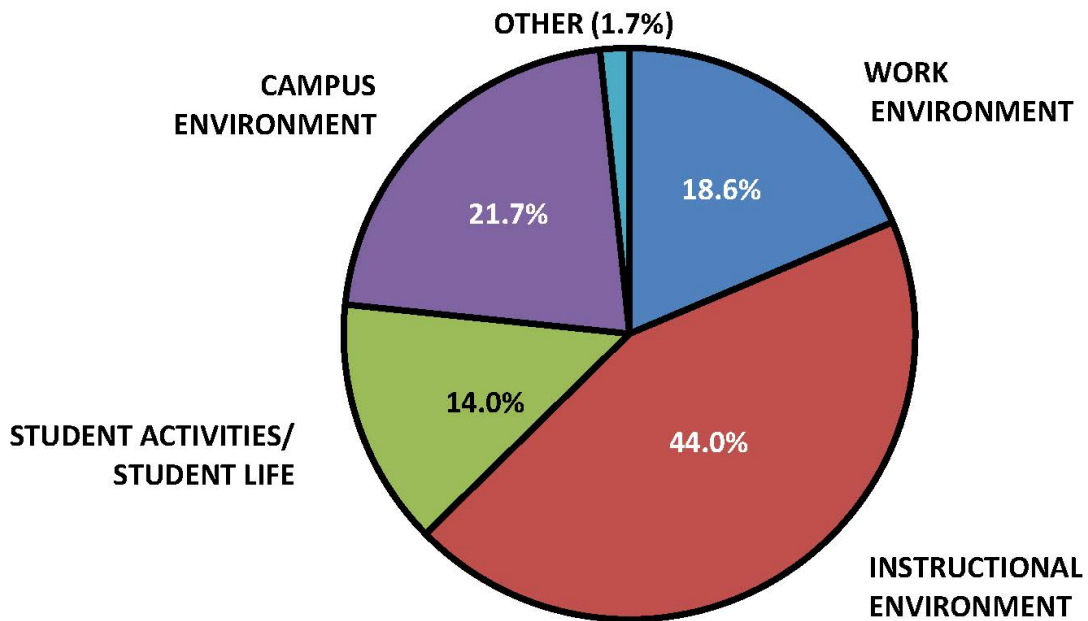


Figure 4: Distribution of Free Form Comments

The pie chart in its totality represents the entire data set of 1,500+ responses; each segment is the share of response for a given topic as a percentage of the total: 44.0% of the comments discussed concerned the instructional environment; 21.7% of the comments were related to the campus environment; etc.

The free form and interview comments were further categorized to extract specific subject of concern. The instructional environment category responses, for example, were comprised of the following topics.

CATEGORY: INSTRUCTIONAL ENVIRONMENT	44.0%
FURNITURE \ LIGHTING \ FINISHES \ ACOUSTICS	8.2%
TECHNOLOGY (WIFI, CELL, SOFTWARE, HARDWARE)	7.5%
QUANTITY \ SIZE OF CLASSROOM SPACES	6.8%
ENVIRONMENTAL (HEATING, COOLING)	5.9%
QUANT. OF STUDY \ STUDIO \ COLLABORATION SPACE	5.6%
FLEXIBILITY \ FUNCTIONALITY OF CLASSROOMS	4.8%
SPECIAL INSTRUCTIONAL \ MEETING SPACE (50 - 100)	1.7%
INSTRUCTIONAL STORAGE	1.5%
QUANTITY OF MEETING SPACES	1.5%
CLASSROOM SCHEDULE \ SPACE ASSIGNMENT	0.5%
CLASS SIZE	0.1%

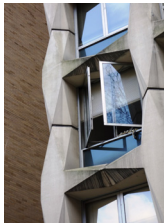
Figure 5: Distribution of Specific Topics and Space Characteristics

The conclusion for the instructional environment category, for example, is that three of the top four issues – furniture\lighting\finishes\acoustics; technology; and environmental issues (heating, cooling, etc.) – could be dealt with during the course of routine renovations. The solution for issues related to quantity and size of classrooms can only be partially addressed by adjustments to and increased efficiencies of the bell schedule.

The construction of the NAB will address, in part, instructional space issues more specifically by adding more than a dozen new instructional spaces. Additionally, the new NAB instructional spaces will allow for the creation of much-needed swing space that will facilitate more efficient renovations of existing instructional spaces.

Additional details about the survey and survey results can be found in Volume II.

5 UNDERLYING ASSUMPTIONS



The Executive Summary provides an overview of the *2015 Master Plan Update* and its precedents and describes the prior planning and space analysis initiatives dating from 2005 and 2011. While these reports were important steps in the evolving process of planning for FIT’s future, there are two other critical aspects of the institution that are central to the setting of priorities and decision making. As described below, these two factors are the size of the student body and the zoning context, which essentially defines the quantity of real estate available to FIT for future growth.

Student Body Size

The size of the FIT student body has fluctuated slightly over the past five years in a manner consistent with other campuses weathering the affects of the recession and shifting job markets. The student enrollment headcount for the fall of 2014 was 9,764.

	Annual Average FTE	Fall Headcount
2009-10	9,126	10,413
2010-11	9,105	10,386
2011-12	9,124	10,223
2012-13	9,068	10,052
2013-14	9,089	9,755
2014-15	9,193	9,764

Figure 1: 2009 – 2014 FTE and Total Student Headcount

Given the size and intensive utilization of the current facilities, and given the limited locations for additional building, a student headcount of 10,000 has been adopted by FIT as the size of the student body for the foreseeable future.

Real Estate Resources - Zoning

As FIT’s buildings were built over the span of the last four decades, not all of the available area on each site was fully utilized. The creation of the New Academic Building (NAB) is based on the availability of unused zoning area. Detailed zoning calculations are provided in the *2005 Master Plan* and the available zoning area for each lot was tabulated.

The Dubinsky, Business and Liberal Arts, Feldman, and Pomerantz buildings occupy block 777, which extends between 27th and 28th Streets and Seventh and Eighth Avenues. This block consists of lots 1, 18, and 37, as illustrated in Figure 1. These four buildings align approximately, but not exactly, with the boundaries of the zoning lots.



Figure 1: Campus Blocks and Lots

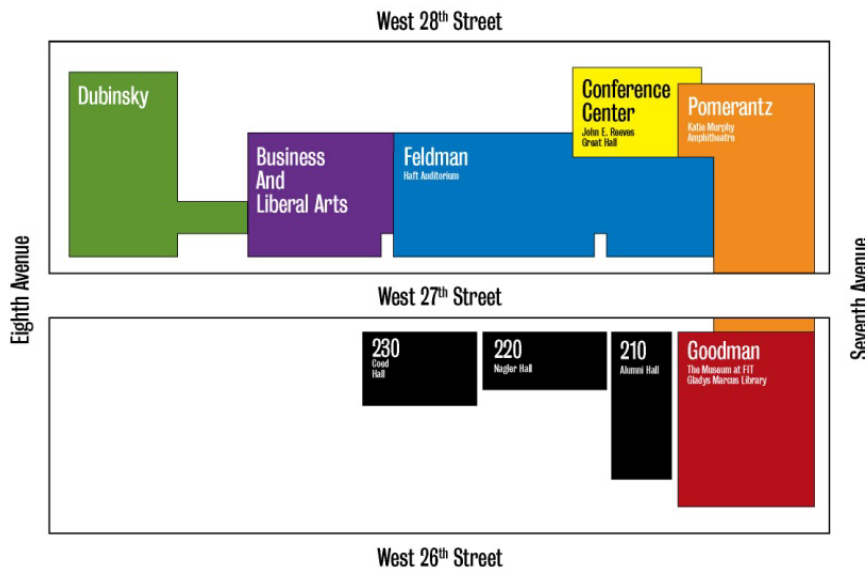


Figure 2: Campus Map

(by Pentagram)



A summary of the available zoning area by lot, and the amount allocated for the New Academic Building, is as follows:

	DUBINSKY	B&LA	FELDMAN	POMERANTZ	CONF. CTR.
Block Number	777	777	777	777	
Lot Number		1	18		37
Lot Area		66,479	59,395		32,205
Maximum FAR (C6.2)		6.50	6.50		6.50
Max. Floor Area (FA)		432,114	386,068		209,333
Existing FA		310,968	276,645		149,824 (1)
Allowable Bulk		121,146	109,423		59,509
			↓		
			NEW ACADEMIC BUILDING		
			54,105	Zoning Area (1)	
			94,000	Constructed Area (2)	

(1) As per 2005 Master Plan "Task 3" 3/2/06 - Appendix 6

(2) As per 2005 Master Plan "Scope of Work" 2/15/07 - Page 6

Each lot has remaining allowable bulk, including the Feldman site (lot 18), which uses approximately one-half of the allowable available bulk to build the New Academic Building. After the construction of the NAB, the remaining aggregate allowable bulk for the entire block is approximately 236,000 square feet – an extremely valuable resource in the context of future additions to existing buildings or the construction of new buildings on the campus. Additional zoning information for the entire FIT campus is provided in Volume III.

Note: At present, New York City does not permit the transfer of development rights (i.e., zoning area) between non-abutting lots.

Real Estate Resources

A summary of FIT’s existing non-residential real estate resources (both owned and rented) was calculated based on the allocation of *Assignable* and *Non-Assignable* areas. The National Center for Education Statistics defines these terms as follows:

Assignable Square Feet (ASF)

Definition: The sum of all the areas on all floors of a building assigned to, or available for assignment to, an occupant or specific use.

Examples: Classrooms, labs, offices, study facilities

Non-Assignable Square Feet (Non-ASF)

Definition: The sum of all the areas on all floors of a building not available for assignment to an occupant for specific use, but necessary for the general operation of a building.

Examples: Circulation, mechanical, public restrooms, janitorial



The purpose for differentiating assignable and non-assignable square feet is:

- to understand how much of the building is occupiable
- to understand how efficiently the floor plans are laid out

Real Estate Resources: Near term

The allocation of FIT’s near term (i.e., until 2020) anticipated non-residential real estate resources (both owned and rented) is as follows:

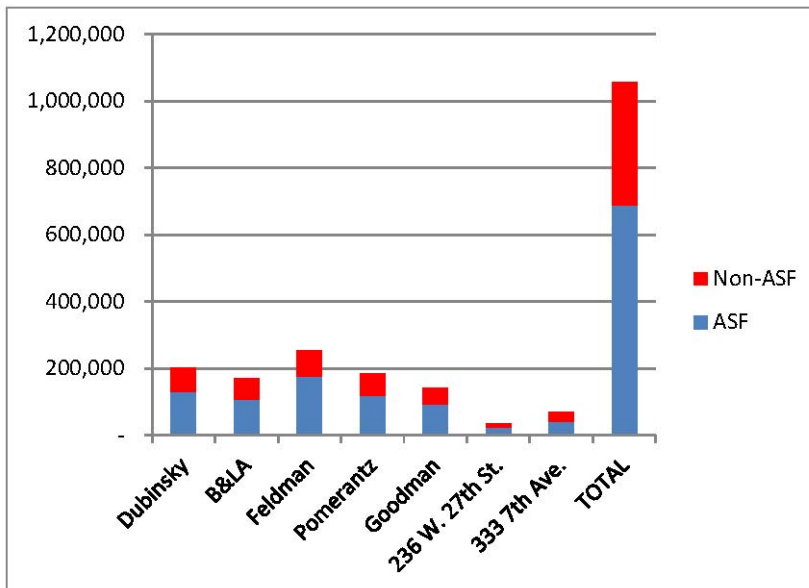
Assignable Square Feet (ASF) per Building

Building	ASF Total	%
Dubinsky	128,842	19%
B&LA	105,857	15%
Feldman	176,644	26%
Pomerantz	118,294	17%
Goodman	93,502	14%
236 W. 27th St.	24,553	4%
333 7th Ave.	40,308	6%
ASF Total	688,000	100%

Non-Assignable Square Feet (Non-ASF) per Building

Building	Non-ASF Total	%
Dubinsky	73,916	20%
B&LA	63,459	17%
Feldman	77,881	21%
Pomerantz	65,040	18%
Goodman	47,441	13%
236 W. 27th St.	11,630	3%
333 7th Ave.	28,331	8%
Non-ASF Total	367,698	100%

TOTAL NEAR TERM AREA	1,055,698	100%
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Real Estate Resources: Future

A summary of FIT’s future (i.e., following the construction of the New Academic Building) anticipated non-residential real estate resources (both owned and rented) is as follows:

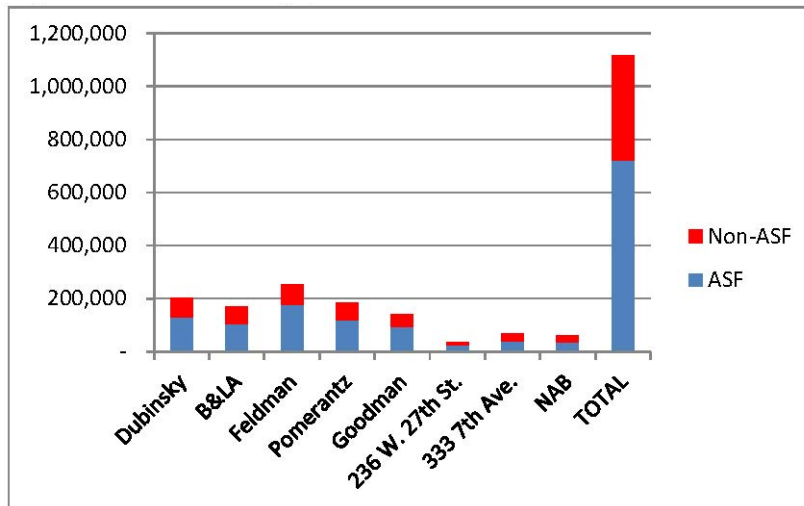
Assignable Square Feet (ASF) per Building

Building	ASF Total	%
Dubinsky	128,842	18%
B&LA	105,857	15%
Feldman	176,644	24%
Pomerantz	118,294	16%
Goodman	93,502	13%
236 W. 27th St.	24,553	3%
333 7th Ave.	40,308	6%
NAB	35,430	5%
ASF Total	723,430	100%

Non-Assignable Square Feet (Non-ASF) per Building

Building	Non-ASF Total	%
Dubinsky	73,916	19%
B&LA	63,459	16%
Feldman	77,881	20%
Pomerantz	65,040	16%
Goodman	47,441	12%
236 W. 27th St.	11,630	3%
333 7th Ave.	28,331	7%
NAB	26,760	7%
Non-ASF Total	394,458	100%

TOTAL FUTURE AREA	1,117,888	100%
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Real Estate Resources: Additional Zoning Capacity

FIT to date has made only partial use of the zoning capacity of the various lots that comprise the campus. As described above, FIT has approximately 236,000 square feet of available zoning area at its disposal for future projects. (Note: This figure is net of the New Academic Building, which consumes just in excess of 54,000 square feet of zoning area.) Typically, zoning area can only be utilized on the subject lot or immediately adjoining lots. Nevertheless, this area provides a highly valuable resource for such projects as the expansion of the Pomerantz lobby; the proposed enclosure of the Business and Liberal Arts building breezeway; the development of a second academic building (“NAB II”) to the north of Business and Liberal Arts; and the replacement of the Nagler residential hall with a larger residential structure with additional, non-residential program space at the bottom floors, such as the proposed Wellness and Holistic Health Center (a consolidation of the Health Services and Counseling departments). The anticipated massing for the Nagler site site (looking west) is as follows:

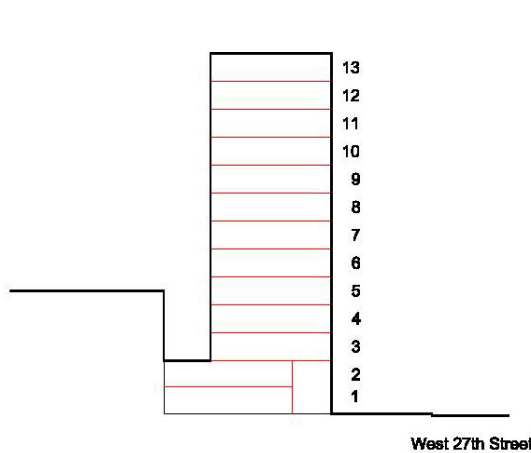


Fig. 1: Proposed Nagler Replacement With Non-Residential Base

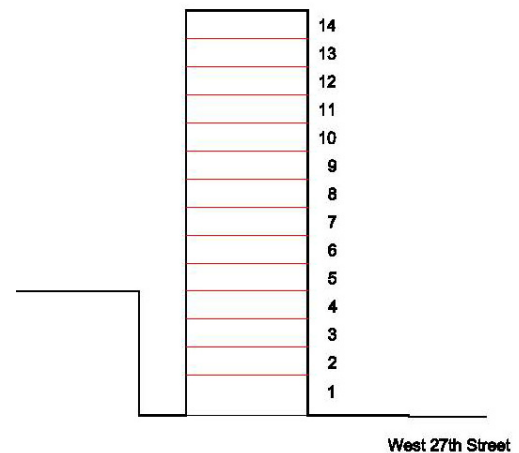


Fig. 2: Proposed Nagler Replacement - All Residential

The Figure 1 diagram allows for additional space at the lower floors (extending to the south property line) because non-residential occupancies such as the proposed Wellness and Holistic Health Center require less accommodation for daylight.

The site immediately behind the Business and Liberal Arts building provides a similar building opportunity as created by the New Academic Building. The existing site could accommodate a new building of approximately 100,000 square feet and would connect floor-to-floor with the existing Business and Liberal Arts building, as the NAB will do with Feldman. The anticipated massing for the site (looking west) is as follows:

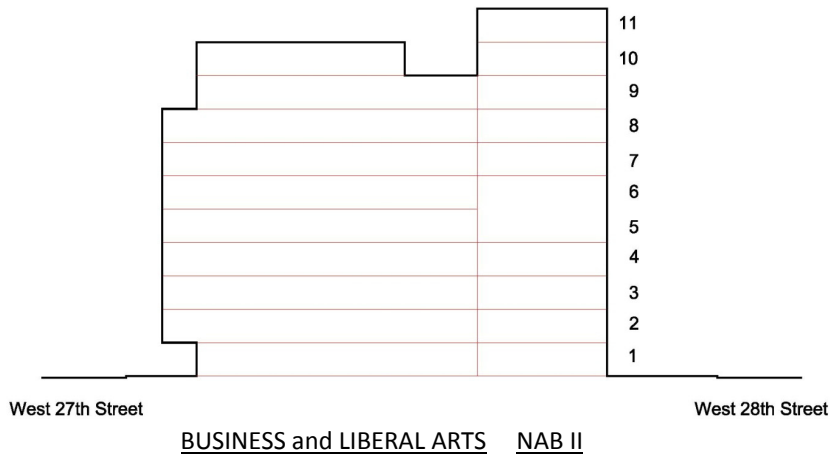
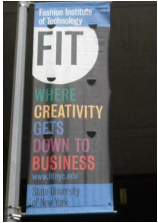


Fig. 3: Proposed New Academic Building II (“NAB II”) to the North of Business and Liberal Arts Building

6 BENCHMARKS AND REFERENCES



The two most critical documents used for the development of the *2015 Campus Master Plan Update* are the Strategic Plan (*“Our Legacy, Our Future – FIT Beyond 2020”*) and the previous master plan, which was completed in stages between 2004 – 2006. The Strategic Plan provides critical information for the motivation and vision for priorities and institutional direction. *The 2005 Master Plan* provides information regarding existing conditions. (Prior to the *2005 Master Plan*, a Master Plan was prepared in 1995 by Hom + Goldman Architects.) For a full listing of reference materials used for the *2015 Master Plan Update*, see Volume III.

In 2011, a study (*Instructional and Office Space Utilization Analysis*) by Rickes Associates was completed. This document analyzed the scheduling utilization, and occupancy of instructional spaces (both General Purpose Instructional Spaces and Specialized Instructional Spaces, such as labs). While the study concluded that sufficient floor area is available to satisfy the demand for General Purpose Instructional Space, major renovations would be required to convert underutilized classroom space into more efficiently utilized classroom space. In addition, the *2015 Master Plan* update has concluded that several other factors contribute to the perception (and reality) of insufficient classroom quantities. First, several different and uncoordinated bell schedules exist at present, creating gaps and overlaps in classroom space availability. Second, certain blocks of time during the normal work day and work week are very lightly utilized for class times (e.g., Fridays, Thursday afternoons, etc.), leading to a scheduling “crunch” during the beginning and middle of the week and between 9:00 AM and 6:00 PM. Aggravating the situation is a lack of detailed information regarding the resources available in each instructional space, leading to mismatches between a class curriculum and the technology and configuration of an assigned space. All these issues are being examined by FIT at present.

In terms of standards for space use and size, several considerations must be taken into account. The State University of New York (SUNY) and the State University Construction Fund (SUCF) publish a “Facilities Programming Guideline” (updated 8/2007) that lists virtually all the types of typical spaces and functions found on the SUNY campuses and provides recommended area for each space. However, the space types, especially those used for instruction, are generic and in general are difficult to apply to the many specialized instructional activities that take place at FIT.



Furthermore, because of the rapid ongoing change in technologies, the definition of space standards for educational facilities has been very slow to react at a similar pace. Space standards for higher education, typically developed and published by state university systems, are often decades old and define only generic spaces such as faculty offices, “typical” teaching laboratories for biology, chemistry, physics, etc., and traditional classrooms and lecture halls. Virtually all the published standards provide area per occupant (i.e., student, faculty member, administrator, etc.) for the purpose of establishing overall building sizes and construction costs.

Given the specialized nature of many parts of the FIT curriculum, such standards are of minimal use, other than to estimate approximate occupancy loads for the purpose of egress calculations, mechanical systems, etc. Guidelines are available, however, from two primary sources: self-developed standards from individual colleges and universities; and design concepts and solutions offered by furniture manufacturers. Information provided by colleges and universities are particular to their own curriculum, campus culture, and existing campus resources. Options developed by the furniture and technology industries are essentially solutions in search of a problem, with the definition of the problem, such as a specific curricular application, left to the user.

Examples of such resources include the following:

Colleges and Universities

New York University: <http://www.nyu.edu/content/dam/nyu/spacePriorities/documents/13-1008%20USPWG%20Classrooms%20FINAL.pdf>

City University of New York: <http://futures.gc.cuny.edu/blog/2015/08/05/step-by-step-i/>

Princeton University: http://www.princeton.edu/provost/space-programming-lannin/SCCD_Final_Report_Appendix_B.pdf

University of Maryland: <http://it.umd.edu/design>

University of California: <http://its.ucsc.edu/media-system-design/Draft-Classroom-Guidelines-3-12-15.pdf>

Emory University: <http://college.emory.edu/home/assets/documents/facilities/>

University of San Diego: http://catcher.sandiego.edu/items/its/classroom_design.pdf



Literature and Publications

Another approach to understanding the requirements for the instructional spaces of today (and tomorrow) can be found in recent literature that examines the nature of learning, the state of higher education in the United States, adolescent and early adult cognitive development, and the profound effects of technology on individual users specifically and society in general. Such literature includes the following:

Bok, Derek. *Higher Education in America*. Princeton University Press, 2013

Craig, Ryan. *College Disrupted: The Great Unbundling of Higher Education*. St. Martin's Press, 2015

Tough, Paul. *How Children Succeed: Grit, Curiosity, and the Hidden Power of Character*. Houghton Mifflin Harcourt Publishing, 2012

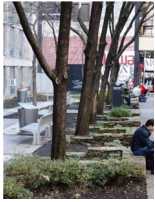
Selingo, Jeffrey J. *College Unbound: The Future of Higher Education and What It Means for Students*. Amazon Publishing, 2013

Mark Barnes, Mark; Gonzalez, Jennifer. *Hacking Education: 10 Quick Fixes for Every School*. Times 10 Publications, 2015

Kuh, George D. *Using Evidence of Student Learning to Improve Higher Education*. John Wiley & Son, 2015

In summary, the most effective standards used for FIT spaces have been gained from FIT itself: what has worked in the past, what has not worked, what is required in response to industry and faculty feedback, and what is possible given the physical realities of the FIT campus and its buildings.

7 SUSTAINABILITY



Traditionally, college and university campuses have been among the least sustainable of institution building types. Multiple building configurations and sizes, extremely varied program types, highly variable schedule of occupancy, and a wide variety of aging infrastructures and materials that date back to the 19th century – all these contribute to a difficult proposition for efficiency and sustainability. In the past decade, however, this has started to change. As the cost of construction (and education) has soared, campuses have committed to maintaining existing energy expenditures and making reductions to “fund” the energy requirements for new construction.

While FIT has many of the same drawbacks noted above, the campus can count itself as one of the most energy efficient *configurations* possible. Since all of the FIT buildings are interconnected, the ratio of building volume to exterior façade surface (a key factor for heat loss and heat gain) is less than that of a campus with many free-standing structures. Additionally, an overwhelmingly vast majority of the FIT campus community commutes to and from the campus using public transportation. Very few campuses can make that claim. FIT has worked diligently in the past few years to improve the efficiency of its heating and cooling plant, install green roofs, and incorporate LED lighting in all of its new projects, to name a few initiatives.

In addition, sustainability at FIT can be found in a variety of curricular, student, and campus activities such as:

- Master of Arts in Sustainable Interior Environments
<http://www.fitnyc.edu/sie/>
- Sustainability Council
<http://www.fitnyc.edu/sustainability/>
- New York City Mayor’s Carbon Challenge
<http://www.nyc.gov/html/gbee/html/challenge/fit.shtml>

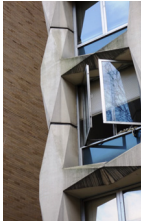
A significant new addition to the campus will be made in the form of the New Academic Building. The project was scheduled to achieve a LEED silver certification by the United States Green Building Council (USGBC) when work was suspended in 2009. Furthermore, considering the amount of renovation work planned for the Feldman building as a result of the NAB project, it is recommended that as many points as possible be acquired for the Feldman project(s) under LEED v4 Interior Design and Construction (ID+C). A certification (i.e., bronze, silver, gold, or platinum) may not be possible for Feldman since a number of floors will either (a) remain unrenovated, or (b) have recently been renovated without seeking either a formal LEED certification or a tallying of points.



FIT is also actively pursuing, scheduling, and funding for projects for compliance with New York City's Local Law 87 for Retro Commissioning and Energy Audits for buildings over 50,000 square feet in size. More information is available at <http://www.nyc.gov/html/gbee/html/plan/l187.shtml>.

In general, we recommend that FIT adopt a LEED policy, including a standards checklist, for all future projects, regardless of cost or scope.

8 PLANNING PRINCIPLES



The result of the process for the *2015 Master Plan Update* was the definition of several planning proposals that, while diverging from certain aspects of the *2005 Master Plan*, are nevertheless consistent with the need to build a New Academic Building and to make follow-on changes to the Feldman building.

One of the fundamental concepts of the *2005 Master Plan* was the proposed location of Student Service spaces: “The accessibility of these support services...on the lower levels engages the students more effectively. Student Services becomes the interface between the city and the academic affairs program spaces on the upper levels.”

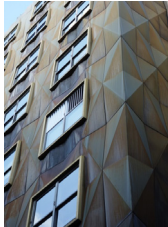
The *2015 Master Plan Update* diverges from this concept as described below and has concluded that:

- (a) The FIT campus does not have a compelling “front door.” Although the existing Feldman lobby is the primary day-to-day access point used by many students, faculty, and administration, the space must be made more attractive and must communicate effectively FIT’s brand, character, and community.
- (b) In support of the concept of an enhanced “front door” for the campus, consideration should be given to the redesign of the first floor of the New Academic Building, namely, the elimination of one section of the double-height knitting studio volume to create program space to accommodate, for example, a high-tech meeting space or expanded Innovation Center.
- (c) The need for “in-person” access by students to Student Services (i.e., Registrar, Bursar, and Financial Aid) has been largely obviated by on-line and electronic transactions. Also, the space required for Student Services has been reduced because of the reduction in space allocated for “customer service” and the increased use of electronic filing. Relocating the Registrar away from the Feldman lobby and co-locating the Registrar with the Bursar and Financial Aid will provide greater convenience to students and will free up additional space in the Feldman lobby for the “front door” concept described above.
- (d) FIT’s primary presence within the surrounding community, and especially along Seventh Avenue, should be enhanced.
- (e) Navigating the campus from Seventh Avenue to Eighth Avenue (i.e., from Pomerantz to Dubinsky) should be improved to enhance this important interior FIT “street.” Proposed solutions include the expansion of the Pomerantz lobby and the enclosure of the breezeway between the Dubinsky and Business and Liberal Arts buildings.



- (f) Consideration should be given to the relocation of the Data Center to an off-site location in order to eliminate the significant infrastructure requirements necessary to accommodate the Data Center at the lower level of Feldman (as proposed by the 2005 master plan) and to provide additional space at the Feldman lower level for other program space.
- (g) Because of remaining available unused zoning area, significant additional building opportunities exist.

9 MASTER PLAN PROJECTS, COSTS, AND FUNDING STATUS



As described in the Executive Summary, this chapter provides information that itemizes, organizes, and communicates all projects by Completion Date (Fiscal Year), by space type (e.g., Instructional, Campus Environment, Work, and Infrastructure), and by Strategic Plan Goal. This listing of projects includes new projects that emerged as part of the master plan project as well as numerous projects previously identified by FIT for implementation. Projects are provided with estimated project costs adjusted for inflation and the current status of each project’s funding. A Project Cost Model, based on previously completed FIT projects and industry standards, lists the underlying assumptions and metrics for estimating future project costs.

Since the *2005 Master Plan*, many significant projects have been completed during the past decade (2005 – 2015), as follows:

2005 - 2015
East Courtyard: Great Hall and Conference Center
West Courtyard: Dining and Bookstore
Dubinsky Labs
Wellness Center
Board Room / Living Room Renovations
Feldman C311, C313, C315, C509, C511 C513, C515, C227 Computer Labs
Dubinsky 5th Floor Student Lounge
Dubinsky 8th Floor Faculty / Staff Dining
Dubinsky Lobby Renovation
Dubinsky Elevator Refurbishment
Campus Signage Phase I
Film and Media Studies Spaces
Fine Arts Screen Printing
Graduate School Dean’s Office Renov.

Haft Auditorium Phase I
Katie Murphy Amphitheatre Phase I
Museum Restrooms
333 7th Ave. - 15th Floor
333 7th Ave. - 13th Floor
Academic Advisement Center
Campus-Wide Landscaping and Seating
INFRASTRUCTURE
Data Center and Generator
Modernized Chiller Plant
Museum Storage Modernization
Dubinsky, Bridge and Goodman Green Roofs
Local Law 11 Façade Repairs



A. PROJECTS BY COMPLETION DATE (FISCAL YEAR)

(\$ millions)

ESTIMATED PROJECT COST & FUNDING STATUS		
COST	IN HAND	TO BE FUNDED

FISCAL YEAR 2016 TOTAL	\$ 20.9	\$ 20.9	\$ -
FISCAL YEAR 2017 TOTAL	\$ 31.7	\$ 25.0	\$ 6.7
FISCAL YEAR 2018 TOTAL	\$ 46.2	\$ 24.3	\$ 21.9
FISCAL YEAR 2019 TOTAL	\$ 47.2	\$ 9.4	\$ 37.8
FISCAL YEAR 2020 TOTAL	\$ 203.9	\$ 156.6	\$ 47.3
FISCAL YEAR 2020+ (and TBD) PROJECT BREAKDOWN			
General Projects	\$ 94.3	\$ 1.1	\$ 93.2
Feldman Renovations	\$ 50.0	\$ -	\$ 50.0
Nagler Replacement	\$ 213.0	\$ -	\$ 213.0
New Academic Building II	\$ 182.0	\$ -	\$ 182.0
Business & Liberal Arts Renovations	\$ 86.4	\$ -	\$ 86.4
FISCAL YEAR 2020+ (and TBD) TOTAL	\$ 625.7	\$ 1.1	\$ 624.6

MASTER PLAN GRAND TOTAL	\$ 975.6	\$ 237.3	\$ 738.3
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(\$ millions)

COMPLETION FY 2016	
PREVIOUSLY IDENTIFIED PROJECTS	
1.00	Campus Master Plan Update
1.01	FIT / INFOR Design & Tech Lab - C110
1.02	Doneger / CAIM Classrooms
1.03	Signage Phase II (Discs & Solar Array)
1.04	Admissions Meeting Space C205
1.05	Business and Liberal Arts Lobby Phase I (Student Lounge & International Student Services Department)
1.06	Classrooms C305, C307
1.07	President's Office Expansion - Feldman 9th Floor
1.08	Spin Room BX13
1.09	Sculpture Restorations
1.10	Communications & External Relations Office - B924

ESTIMATED PROJECT COST & FUNDING STATUS		
COST	IN HAND	TO BE FUNDED
0.2	0.2	-
0.4	0.4	-
3.6	3.6	-
1.1	1.1	-
0.2	0.2	-
0.5	0.5	-
0.5	0.5	-
1.2	1.2	-
0.5	0.5	-
0.4	0.4	-
0.03	0.03	-
\$ 8.6	\$ 8.6	\$ -

Sub Total

INFRASTRUCTURE	
1.11	Alumni Hall Technology Hot Site
1.12	Museum Storage Modernization
1.13	DCAS - Domestic Hot Water Heater
1.14	DCAS - Museum Lower Gallery HVAC Unit
1.15	Final Certificate of Occupancy for Dubinsky and Business & Liberal Arts
1.16	Feldman Fire Alarm Modernization

COST	IN HAND	TO BE FUNDED
1.9	1.9	-
4.8	4.8	-
0.4	0.4	-
0.3	0.3	-
0.9	0.9	-
3.5	3.5	-
\$ 11.8	\$ 11.8	\$ -

Sub Total

NEWLY IDENTIFIED PROJECTS	
1.17	Dubinsky 2nd Floor and Terrace Expansion Feasibility Study
1.18	Data Center Relocation Feasibility Study
1.19	B&LA / Dubinsky Breezeway Enclosure Feasibility Study
1.20	Academic & Administrative Office Space Evaluation Study

COST	IN HAND	TO BE FUNDED
0.1	0.1	-
0.2	0.2	-
0.1	0.1	-
0.1	0.1	-
\$ 0.5	\$ 0.5	\$ -

Sub Total

FY 2016 TOTALS

\$ 20.9	\$ 20.9	\$ -
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(\$ millions)

COMPLETION FY 2017		ESTIMATED PROJECT COST & FUNDING STATUS		
PREVIOUSLY IDENTIFIED PROJECTS		COST	IN HAND	TO BE FUNDED
2.00	Graduate School - Goodman 6th Floor Renovation	4.9	4.9	-
2.01	Library Special Collections (SPARC)	3.3	3.3	-
2.02	Pomerantz 4th Floor Student Work Area	0.7	0.7	-
2.03	333 7th Avenue - 16th Floor	2.0	2.0	-
2.04	Pomerantz Lobby Expansion	7.2	0.5	6.7
2.05	Barnes & Noble to Co-Ed Hall	2.0	2.0	-
Sub Total		\$ 20.1	\$ 13.4	\$ 6.7
INFRASTRUCTURE		COST	IN HAND	TO BE FUNDED
2.06	DCAS - Air Handling Unit and Variable Frequency Drives	2.5	2.5	-
2.07	Dubinsky and Business & Liberal Arts Fire Alarm Modernization	5.1	5.1	-
2.08	Pomerantz Green Roof & Skylights	3.0	3.0	-
Sub Total		\$ 10.6	\$ 10.6	\$ -
NEWLY IDENTIFIED PROJECTS		COST	IN HAND	TO BE FUNDED
2.09	Center for Continuing & Professional Studies Swing Space	0.8	0.8	-
2.10	Library Renovation Feasibility Study	0.2	0.2	-
Sub Total		\$ 1.0	\$ 1.0	\$ -
FY 2017 TOTALS		\$ 31.7	\$ 25.0	\$ 6.7



(\$ millions)

COMPLETION FY 2018	
PREVIOUSLY IDENTIFIED PROJECTS	
3.00	Fitness Center Phase II
3.01	Haft Theater Phase II (Audiovisual & Back-of-House)
3.02	Signage Phase III & Glass Doors
3.03	Classrooms D502, D504, D510, D514
3.04	Classroom D211
3.05	333 7th Avenue - 14th Floor
3.06	Graduate School - Fashion Design MFA

ESTIMATED PROJECT COST & FUNDING STATUS		
COST	IN HAND	TO BE FUNDED
3.0	-	3.0
3.0	1.5	1.5
4.0	4.0	-
4.5	4.5	-
1.4	1.4	-
2.2	2.2	-
2.7	2.7	-
\$ 20.8	\$ 16.3	\$ 4.5

Sub Total

INFRASTRUCTURE	
3.07	Business and Liberal Arts Escalator Replacement
3.08	Pomerantz Fire Alarm Modernization
3.09	Final Certificate of Occupancy for Pomerantz and Goodman
3.10	Retrocommissioning (NYC LL 87)
3.11	Feldman Green Roof
3.12	Façade / Local Law 11

COST	IN HAND	TO BE FUNDED
6.8	1.7	5.1
2.7	-	2.7
1.1	1.1	-
0.5	0.5	-
2.0	-	2.0
1.7	1.7	-
\$ 14.8	\$ 5.0	\$ 9.8

Sub Total

NEWLY IDENTIFIED PROJECTS	
3.13	FabLab, Studio X, Print FX at Former Barnes & Noble Space
3.14	Adjunct Office Space Renovations
3.15	Counseling & Financial Aid Swing Space

COST	IN HAND	TO BE FUNDED
7.6	-	7.6
1.4	1.4	-
1.6	1.6	-
\$ 10.6	\$ 3.0	\$ 7.6

Sub Total

FY 2018 TOTALS

\$ 46.2	\$ 24.3	\$ 21.9
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(\$ millions)

COMPLETION FY 2019	
PREVIOUSLY IDENTIFIED PROJECTS	
4.00	Classrooms B303-4, B306-7, B309
4.01	Katie Murphy Amphitheatre Phase II

Sub Total

ESTIMATED PROJECT COST & FUNDING STATUS		
COST	IN HAND	TO BE FUNDED
3.4	3.4	-
12.0	6.0	6.0
\$ 15.4	\$ 9.4	\$ 6.0

INFRASTRUCTURE	
4.02	Elevator Renovations
4.03	Goodman Fire Alarm Modernization
4.04	Pomerantz Sub-Basement Existing Physical Plant Upgrades
4.05	Infrastructure Projects TBD

Sub Total

COST	IN HAND	TO BE FUNDED
1.7	-	1.7
1.8	-	1.8
1.0	-	1.0
10.0	-	10.0
\$ 14.5	\$ -	\$ 14.5

NEWLY IDENTIFIED PROJECTS	
4.06	B & LA / Dubinsky Breezeway Enclosure & Lobbies
4.07	Lighting Lab Relocation
4.08	Registrar, Bursar, Financial Aid Co-Location at Dubinsky Expanded 2nd Floor

Sub Total

COST	IN HAND	TO BE FUNDED
5.8	-	5.8
1.0	-	1.0
10.5	-	10.5
\$ 17.3	\$ -	\$ 17.3

FY 2019 TOTALS

\$ 47.2	\$ 9.4	\$ 37.8
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(\$ millions)

COMPLETION FY 2020	
PREVIOUSLY IDENTIFIED PROJECTS	
5.00	NEW ACADEMIC BUILDING (NAB) - Breaks Ground FY 2017
5.01	Classrooms A321A, A321B
5.02	Classrooms B731, B928

ESTIMATED PROJECT COST & FUNDING STATUS		
COST	IN HAND	TO BE FUNDED
155.0	155.0	-
0.7	0.7	-
0.9	0.9	-
\$ 156.6	\$ 156.6	\$ -

Sub Total

INFRASTRUCTURE	
5.03	Business and Liberal Arts Green Roof and Roofing
5.04	Infrastructure Projects TBD

COST	IN HAND	TO BE FUNDED
2.0	-	2.0
10.0	-	10.0
\$ 12.0	\$ -	\$ 12.0

Sub Total

NEWLY IDENTIFIED PROJECTS	
5.05	<u>NAB DESIGN UPDATES</u> Additional Passenger Elevator Expand 7th Floor to Full Floor Program Space at 1st Floor East Communications & External Relations to NAB 8th Floor President's Office to NAB 9th Floor
	<u>Feldman Renovation Phase I:</u> Egress Revisions at Lower Level and 1st Floor
	5.06 Library Renovations
	5.07 Innovation Center

COST	IN HAND	TO BE FUNDED
(Costs included in NAB project budget)		
34.4	-	34.4
0.9	-	0.9
\$ 35.3	\$ -	\$ 35.3

Sub Total

FY 2020 TOTALS

\$ 203.9	\$ 156.6	\$ 47.3
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(\$ millions)

COMPLETION FY 2020+ (and TBD)		ESTIMATED PROJECT COST & FUNDING STATUS			
PREVIOUSLY IDENTIFIED PROJECTS		COST	IN HAND	TO BE FUNDED	
6.00	FELDMAN RENOVATIONS: Egress Revisions at Lower Level NAB Connecting Corridor Work 5th Floor Open Computer Lab 5th Floor Computer Classrooms Lower Level Knitting and Weaving Labs 2nd Floor Admissions Lobby Corridor to NAB Lower Level: Data Center 1st Floor Admissions Renovation	50.0	-	50.0	
	6.01	236 West 27th Street Renovations	7.6	-	7.6
	6.02	Gemology Lab	0.6	-	0.6
	6.03	Campus-wide Digital Display and Signage Feasibility Study	0.08	0.08	-
	Sub Total		\$ 58.3	\$ 0.1	\$ 58.2

ONGOING INFRASTRUCTURE UPGRADES		COST	IN HAND	TO BE FUNDED
6.04	Handicapped Accessibility	-	-	-
6.05	Security System	-	-	-
6.06	Restrooms	-	-	-
6.07	Sidewalk Replacements	1.0	1.0	-
6.08	Infrastructure projects TBD	10.0	-	10.0
Sub Total		\$ 11.0	\$ 1.0	\$ 10.0

NEWLY IDENTIFIED PROJECTS		COST	IN HAND	TO BE FUNDED	
6.09	FELDMAN DESIGN UPDATES Feldman Lobby Welcome Center Feldman Lobby Multidisciplinary Exhibition Space Development to Feldman 9th Floor Board Rm. & Living Rm. Expansion Public Safety to Lower Level NAB-to-Feldman 9th Fl. Connector Facilities Rentals to 2nd Floor	(Costs included in Feldman Renovation Project)			
	6.10	Nagler Replacement: Student Residential Wellness & Holistic Care Center	213.0	-	213.0
	6.11	New Academic Building II: Graduate School Departmental Offices Instructional Spaces	182.0	-	182.0
	6.12	Business & Liberal Arts Building Renovations	86.4	-	86.4
	6.13	Conference Forum (below Haft)	4.5	-	4.5
	6.14	New Instructional Spaces (below Haft)	3.6	-	3.6
	6.15	Goodman Lobby Renovation / Expansion	9.2	-	9.2
	6.16	Dubinsky 7th Floor Renovations	9.5	-	9.5
	6.17	Academic & Administrative Office Space Renovations	48.2	-	48.2
	Sub Total		\$ 556.4	\$ -	\$ 556.4

FY 2020+ (and TBD) TOTALS	\$ 625.7	\$ 1.1	\$ 624.6
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NOTES

- Handicapped accessibility upgrades, security system implementation and extension, and restroom renovations are included in the scope of work for all interior renovation projects.
- Two to three department renovations per year starting FY 2018.



B. PROJECTS BY SPACE TYPE

INSTRUCTIONAL SPACE	ESTIMATED PROJECT COST & FUNDING STATUS		
	COST	IN HAND	TO BE FUNDED

INSTRUCTIONAL SPACE SUBTOTALS	\$ 278.9	\$ 181.7	\$ 97.2
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New Academic Building II	2020+	\$ 182.0	\$ -	\$ 182.0
Business & Liberal Arts Renovations	2020+	\$ 86.4	\$ -	\$ 86.4

INSTRUCTIONAL SPACE TOTALS	\$ 547.3	\$ 181.7	\$ 365.6
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STUDENT LIFE & CAMPUS ENVIRONMENT	ESTIMATED PROJECT COST & FUNDING STATUS		
	COST	IN HAND	TO BE FUNDED

STUDENT LIFE & CAMPUS ENVIRONMENT SUBTOTALS	\$ 78.4	\$ 20.8	\$ 57.6
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Nagler Replacement	2020+	\$ 213.0	\$ -	213.0
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STUDENT LIFE & CAMPUS ENVIRONMENT TOTALS	\$ 291.4	\$ 20.8	\$ 270.6
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DEPARTMENTAL & ADMINISTRATIVE WORK SPACE	ESTIMATED PROJECT COST & FUNDING STATUS		
	COST	IN HAND	TO BE FUNDED

WORK SPACE TOTALS	\$ 63.0	\$ 7.2	\$ 55.8
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INFRASTRUCTURE	ESTIMATED PROJECT COST & FUNDING STATUS		
	COST	IN HAND	TO BE FUNDED

INFRASTRUCTURE TOTALS	\$ 73.9	\$ 27.6	\$ 46.3
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MASTER PLAN GRAND TOTALS	\$ 975.6	\$ 237.3	\$ 738.3
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INSTRUCTIONAL SPACE

(\$ millions)

PROJECT	COMPLETION DATE	ESTIMATED PROJECT COST & FUNDING STATUS		
		COST	IN HAND	TO BE FUNDED
1.00 Campus Master Plan Update	2016	0.2	0.2	-
1.01 FIT / INFOR Design & Tech Lab - C110	2016	0.4	0.4	-
1.02 Doneger / CAIM Classrooms	2016	3.6	3.6	-
1.06 Classroom C305, C307	2016	0.5	0.5	-
2.00 Graduate School- Goodman 6th Floor Renovation	2017	4.9	4.9	-
2.01 Library Special Collections (SPARC)	2017	3.3	3.3	-
2.10 Library Renovation Feasibility Study	2017	0.2	0.2	-
3.03 Classrooms D502, D504, D510, D514	2018	4.5	4.5	-
3.04 Classroom D211	2018	1.4	1.4	-
3.06 Graduate School - Fashion Design MFA	2018	2.7	2.7	-
3.13 FabLab, Studio X, Print FX to B&N	2018	7.6	-	7.6
4.00 Classrooms B303-4, B306-7, B309	2019	3.4	3.4	-
4.07 Lighting Lab Relocation	2019	1.0	-	1.0
5.00 New Academic Building	2020	155.0	155.0	- (2)
5.01 Classrooms A321A, A321B	2020	0.7	0.7	-
5.02 Classrooms B731, B928	2020	0.9	0.9	-
5.06 Library Renovations	2020	34.4	-	34.4 (1)
6.00 Feldman Renovations	2020+	50.0	-	50.0 (3)
6.02 Gemology Lab	2020+	0.6	-	0.6
6.14 New Instructional Spaces (below Haft)	2020+	3.6	-	3.6
INSTRUCTIONAL SPACE SUBTOTALS		\$ 278.9	\$ 181.7	\$ 97.2
6.11 New Academic Building II	2020+	\$ 182.0	\$ -	\$ 182.0 (4)
6.12 Business & Liberal Arts Renovations	2020+	\$ 86.4	\$ -	\$ 86.4 (4)
INSTRUCTIONAL SPACE TOTALS		\$ 547.3	\$ 181.7	\$ 365.6

NOTES

1. Library project scope to be defined. Renovations to be phased.
2. New Academic Building Additional Program:
Student Learning Commons & Lounge, Classrooms,
President's Office, Communications & External Relations Office
3. Preliminary Estimate. Feldman Renovations include:
Admissions, Open Computer Lab, Academic Computing Center Classrooms
4. Expanded departmental space.



STUDENT LIFE & CAMPUS ENVIRONMENT

(\$ millions)

PROJECT	COMPLETION DATE	ESTIMATED PROJECT COST & FUNDING STATUS		
		COST	IN HAND	TO BE FUNDED
1.03 Signage Phase II (Discs & Solar Array)	2016	1.1	1.1	-
1.05 B&LA Lobby Phase I (Student Lounge)	2016	0.5	0.5	-
1.08 Spin Room - BX13	2016	0.5	0.5	-
1.09 Sculpture Restorations	2016	0.4	0.4	-
1.19 B&LA / Dubinsky Breezeway Enclosure Feasibility Study	2016	0.1	0.1	-
2.02 Pomerantz 4th Floor Student Work Area	2017	0.7	0.7	-
2.04 Pomerantz Lobby Expansion	2017	7.2	0.5	6.7
2.05 Barnes & Noble to Co-Ed Hall	2017	2.0	2.0	-
2.09 Center for Continuing & Professional Studies Swing Space	2017	0.8	0.8	0.0
3.00 Fitness Center Phase II	2018	3.0	-	3.0
3.01 Haft Theater Phase II (Audiovisual & Back-of-House)	2018	3.0	1.5	1.5
3.02 Signage Phase III & Glass Doors	2018	4.0	4.0	-
3.15 Counseling & Financial Aid Swing Space	2018	1.6	1.6	-
4.01 Katie Murphy Amphitheatre Phase II	2019	12.0	6.0	6.0
4.06 B&LA / Dubinsky Breezeway Enclosure & Lobbies	2019	5.8	-	5.8
4.08 Registrar, Financial Aid, Bursar Co-location	2019	10.5	-	10.5
5.07 Innovation Center	2020	0.9	-	0.9
6.03 Campus-wide Digital Display & Signage Feasibility Study	2020+	0.08	0.08	-
6.07 Sidewalk Replacements	2020+	1.0	1.0	-
6.13 Conference Forum (below Haft)	2020+	4.5	-	4.5
6.15 Goodman Lobby Renovation / Expansion	2020+	9.2	-	9.2
6.16 Dubinsky 7th Floor Renovation	2020+	9.5	-	9.5
STUDENT LIFE & CAMPUS ENVIRONMENT SUBTOTALS		\$ 78.4	\$ 20.8	\$ 57.6
6.10 Nagler Replacement	2020+	\$ 213.0	\$ -	\$ 213.0 (1)
STUDENT LIFE & CAMPUS ENVIRONMENT TOTALS		\$ 291.4	\$ 20.8	\$ 270.6

NOTES

1. Wellness and Holistic Care Center at 1st & 2nd Floors



DEPARTMENTAL & ADMINISTRATIVE WORK SPACE

(\$ millions)

PROJECT	COMPLETION DATE	ESTIMATED PROJECT COST & FUNDING STATUS		
		COST	IN HAND	TO BE FUNDED
1.04 Admissions Meeting Space C205	2016	0.2	0.2	-
1.07 President's Office Expansion - Feldman 9th Floor	2016	1.2	1.2	-
1.10 Communications & External Relations Office Renovation - B924	2016	0.03	0.03	-
1.17 Dubinsky 2nd Floor Feasibility Study	2016	0.1	0.1	-
1.20 Academic & Administrative Office Space Evaluation Study	2016	0.1	0.1	-
2.03 333 7th Avenue - 16th Floor	2017	2.0	2.0	-
3.05 333 7th Avenue - 14th Floor	2018	2.2	2.2	-
3.14 Adjunct Faculty Offices	2018	1.4	1.4	-
6.01 236 West 27th Street Renovations	2020+	7.6	-	7.6
6.17 Academic & Administrative Office Space Renovations	2020+	48.2	-	48.2

DEPARTMENTAL & ADMINISTRATIVE WORK SPACE TOTALS

\$ 63.0	\$ 7.2	\$ 55.8
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NOTES

1. Two to three renovations per year starting FY2018.

INFRASTRUCTURE

(\$ millions)

PROJECT	COMPLETION DATE	ESTIMATED PROJECT COST & FUNDING STATUS		
		COST	IN HAND	TO BE FUNDED
1.11 Alumni Hall Technology Hot Site	2016	1.9	1.9	-
1.12 Museum Storage Modernization	2016	4.8	4.8	-
1.13 DCAS - Domestic Hot Water Heater	2016	0.4	0.4	-
1.14 DCAS - Museum Lower Gallery HVAC Unit	2016	0.3	0.3	-
1.15 Final Certificate of Occupancy for Dubinsky and B&LA	2016	0.9	0.9	-
1.16 Feldman Fire Alarm Modernization	2016	3.5	3.5	-
1.18 Data Center Relocation Study	2016	0.2	0.2	-
2.06 DCAS - Air Handling Unit & Variable Frequency Drives	2017	2.5	2.5	-
2.07 Dubinsky and B&LA Fire Alarm Modernization	2017	5.1	5.1	-
2.08 Pomerantz Green Roof & Skylights	2017	3.0	3.0	-
3.07 Business & Liberal Arts Escalator Replacement	2018	6.8	1.7	5.1
3.08 Pomerantz Fire Alarm Modernization	2018	2.7	-	2.7
3.09 Final Certificates of Occupancy for Pomerantz & Goodman	2018	1.1	1.1	-
3.10 Retrocommissioning (NYC LL87)	2018	0.5	0.5	-
3.11 Feldman Green Roof	2018	2.0	-	2.0
3.12 Façade / Local Law 11	2018	1.7	1.7	-
4.02 Elevator Renovations	2019	1.7	-	1.7
4.03 Goodman Fire Alarm Modernization	2019	1.8	-	1.8
4.04 Pomerantz Sub-Basement Existing Physical Plant Upgrades	2019	1.0	-	1.0
4.05 Infrastructure Projects TBD	2019	10.0	-	10.0
5.03 Business & Liberal Arts Green Roof and Roofing	2020	2.0	-	2.0
5.04 Infrastructure Projects TBD	2020	10.0	-	10.0
6.04 Handicapped Accessibility	2020+	-	-	-
6.05 Security Systems	2020+	-	-	-
6.06 Restrooms	2020+	-	-	-
6.08 Infrastructure Projects TBD	2020+	10.0	-	10.0

INFRASTRUCTURE TOTALS

\$ 73.9	\$ 27.6	\$ 46.3
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NOTES

1. Ongoing
2. Integrated with other renovation projects.



C. PROJECTS BY STRATEGIC PLAN GOALS

GOAL 1

Ensure Academic and Creative Excellence

STRATEGIES

- A. Build Flexibility Into the Curriculum
- B. Encourage Greater Participation in Minors and Electives
- C. Expand Programs in the School of Liberal Arts
- D. Require a Third-Year Shared Experience Course
- E. Recruit, Develop, and Retain an Outstanding Faculty
- F. Develop a Visiting Faculty / Distinguished-Practitioner Program

RELEVANT PROJECTS

1.02	Doneger / CAIM Classrooms
1.06	Classroom C305, C307
1.20	Academic & Administrative Office Space Evaluation Study
3.03	Classrooms D502, D504, D510, D514
3.04	Classroom D211
3.14	Adjunct Faculty Offices
4.00	Classrooms B303-4, B306-7, B309
5.00	New Academic Building
5.01	Classrooms A321A, A321B
5.02	Classrooms B731, B928
6.00	Feldman Renovations
6.12	Conference Forum (below Haft)
6.13	New Instructional Spaces (below Haft)
6.14	Goodman Lobby Renovation / Expansion
6.16	Academic & Administrative Office Space Renovations



GOAL 2

Be an Innovation Center for Creative Industries Worldwide

STRATEGIES

- A. Establish an Innovation Center@FIT to Foster Research, Creative Work, and Strategic Partnerships
- B. Create an Organizational and Information Infrastructure that Promotes Innovation and Experimentation
- C. Increase the Visibility and Recognition of the Research and Creative Activities of FIT Faculty, Students, and Partners

RELEVANT PROJECTS

1.01	FIT / INFOR Design & Tech Lab - C110
1.02	Doneger / CAIM Classrooms
1.06	Classroom C305, C307
1.10	Communications & External Relations Office Renovation - B924
1.11	Alumni Hall Technology Hot Site
1.18	Data Center Relocation Study
2.00	Graduate School- Goodman 6th Floor Renovation
2.04	Pomerantz Lobby Expansion
3.06	Graduate School - Fashion Design MFA
3.13	FabLab, Studio X, Print FX to B&N
4.01	Katie Murphy Amphitheatre Phase II
4.06	B&LA / Dubinsky Breezeway Enclosure & Lobbies
5.07	Innovation Center
6.12	Conference Forum (below Haft)
6.15	Goodman Lobby Renovation / Expansion



GOAL 3

Provide an Empowering Student Experience in a Cohesive Community

STRATEGIES

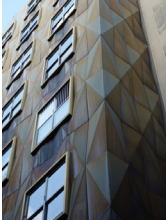
- A. Promote Greater Academic and Co-Curricular Intellectual Engagement for Students
- B. Make International Perspectives and Understanding Fundamental to the Student Academic and Co-Curricular Experience
- C. Build and Enhance Physical and Virtual Spaces that Promote a Deeper Sence of Community
- D. Increase Alumni Engagement with FIT

RELEVANT PROJECTS

1.01	FIT / INFOR Design & Tech Lab - C110
2.00	Graduate School- Goodman 6th Floor Renovation
2.04	Pomerantz Lobby Expansion
3.00	Fitness Center Phase II
3.02	Signage Phase III & Glass Doors
3.13	FabLab, Studio X, Print FX to B&N
4.06	B&LA / Dubinsky Breezeway Enclosure & Lobbies
5.00	New Academic Building
5.01	Classrooms A321A, A321B
5.02	Classrooms B731, B928
5.07	Innovation Center
6.00	Feldman Renovations
6.03	Campus-wide Digital Display & Signage Feasibility Study
6.12	Conference Forum (below Haft)
6.15	Goodman Lobby Renovation / Expansion
6.16	Dubinsky 7th Floor Renovation

While the scope of the *2015 Master Plan Update* deals primarily with the physical attributes of the campus, and the opportunities and strategies for their improvement, the intention of all recommendations for renovations, reconfigurations, and new construction is to support the Strategic Plan and, by doing so, help FIT’s vision for Building a Powerful Brand.

10 PROJECT CLUSTERS AND SEQUENCING



Chapter 9 provides a consolidated timeline for the completion of all ongoing, cyclical improvement projects as well as all renovations and new construction previously identified by FIT or newly identified projects that emerged from the master planning process to address the current and projected needs for instructional, administrative, and student life spaces. In general, many of the projects listed under the different fiscal year (FY) headings are not dependent upon one another for an orderly sequence of implementation. However, certain groupings of projects – here termed “clusters” – will require a particular sequence of development and construction.

It is important to note that while the sequence of the cluster projects is logical, it is not inflexible. For example, FIT may elect to vary the intervals between projects to account for the timing of project funding and to allow for “down time” and recovery between significant construction activities. A campus in a constant state of construction may be exciting but eventually will test the patience of the campus community.

Also, critical to the implementation and sequencing of the projects is the need for “swing” space, that is, temporary quarters to accommodate certain departments and groups while renovations occur. Within the FIT-owned buildings swing space is currently non-existent and will not be created to any useful degree by any of the proposed small renovation projects. Therefore, swing space is expected to be provided by off-campus sites such as 333 Seventh Avenue, 236 West 27th Street (as well as other sites that have not yet been identified) and the construction of the New Academic Building.



A. PROJECT CLUSTER SUMMARY

CLUSTER PROJECTS

1	FABLAB, STUDIO X, PRINT FX; COUNSELING; REGISTRAR, BURSAR, FINANCIAL AID CO-LOCATION; COUNSELING; INNOVATION CENTER
2	ACADEMIC AND ADMINISTRATIVE OFFICE SPACES; ADJUNCT FACULTY OFFICE SPACE
3	POMERANTZ LOBBY EXPANSION AND RENOVATION; BUSINESS AND LIBERAL ARTS BREEZEWAY ENCLOSURE; CENTER FOR PROFESSIONAL AND CONTINUING STUDIES SWING SPACE; GOODMAN LOBBY EXPANSION AND RENOVATION
4	LIBRARY RENOVATIONS
5	NEW ACADEMIC BUILDING
6	FELDMAN RENOVATIONS
7	CONFERENCE FORUM; NEW CLASSROOMS
8	NAGLER REPLACEMENT: RESIDENTIAL; WELLNESS AND HOLISTIC CARE CENTER
9	NEW ACADEMIC BUILDING II: GRADUATE SCHOOL; DEPARTMENTAL OFFICES; CLASSROOMS

B. PROJECT CLUSTER DETAIL

The following pages list the details of proposed “cluster” projects that are dependent upon, or create dependencies for, other projects. Each cluster includes a summary description of each project’s scope, location, area, estimated cost, and anticipated duration. In addition, the projects are related to their contribution to addressing Strategic Plan Goals and priorities identified by the survey. Finally, it should be noted that *all* projects contribute to the Strategic Plan’s imperative to “Build a Powerful Brand.”



CLUSTER 1

- 1A** FABLAB, STUDIO X, PRINT FX
- 1B** LIGHTING LAB
- 1C** COUNSELING SWING SPACE
- 1D** EXTENSION OF DUBINSKY 2ND FLOOR AND BUILD OUT FOR REGISTRAR, BURSAR, FINANCIAL AID CO-LOCATION
- 1E** INNOVATION CENTER

CLUSTER 1 DESCRIPTION

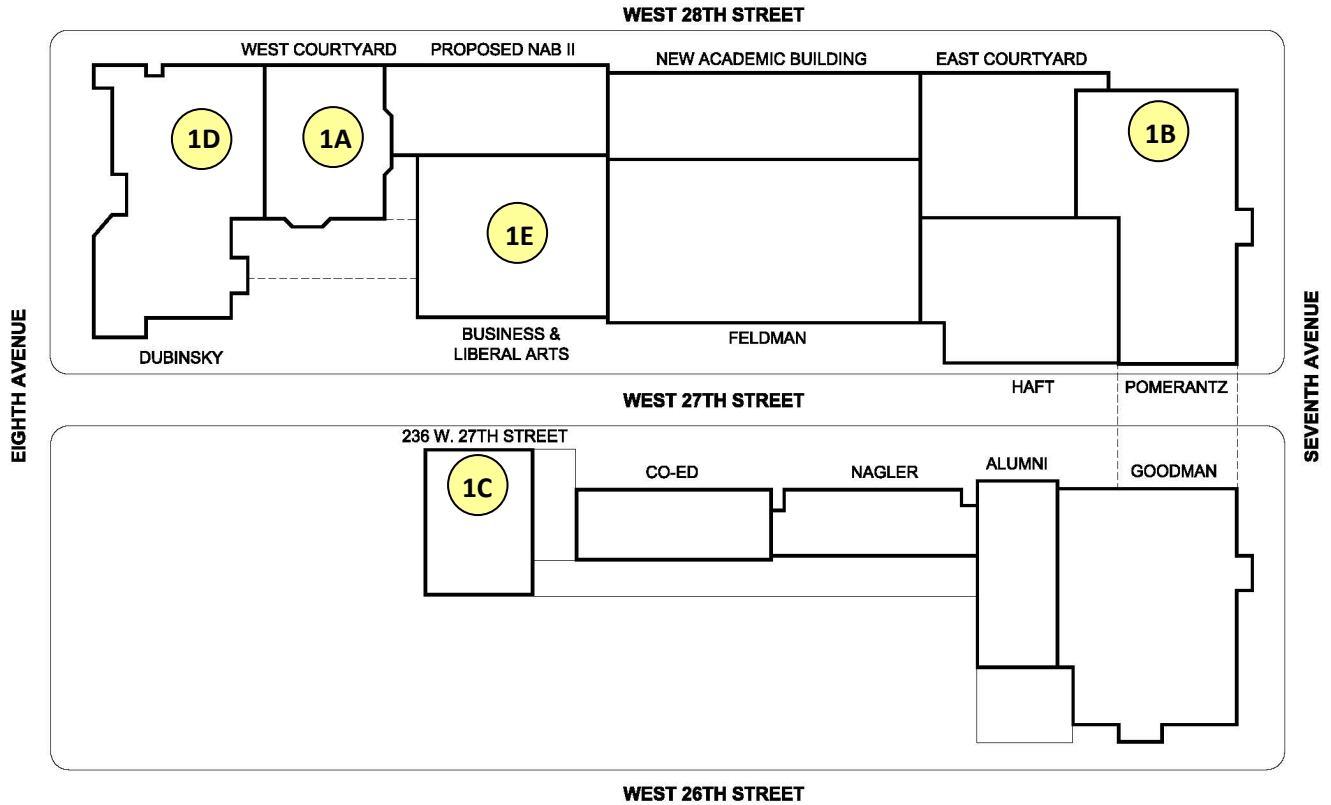
Project Cluster 1 takes advantage of the proposed relocation of the Barnes and Noble bookstore from its current location at the lower level of the West Courtyard to the ground floor of Co-Ed Hall. The space made available, approximately 7,350 square feet, is ideally located at an important campus crossroads: adjacent to the Dining Hall and between Dubinsky and Business and Liberal Arts. The entrance to the bookstore space is currently public, that is, it is located outside of FIT's security perimeter. However, the scope of work for proposed enclosure of the open (but covered) breezeway between Dubinsky and Business and Liberal Arts would include a reconfiguration of the security at these building lobbies so that the entrance to the FabLab, Studio X, and Print FX space falls inside of the security checkpoint.

The expansion of Dubinsky's 2nd floor – by enclosing the existing east terrace and infilling the western façade recess – will allow for relocation and co-location of the Registrar, Bursar, and Financial Aid offices. This will free up valuable space at the Feldman lobby to enhance the campus's "front door" – a priority identified by the master plan survey. The Lighting Lab will be relocated from its Dubinsky 2nd floor location to a much more appropriate setting at Pomerantz 529 (the space currently occupied by PrintFX).

As a precursor to the Dubinsky 2nd floor work, the Counseling spaces will require a swing space (most likely at 236 West 27th Street) until a more permanent location can be created, for example, at the lower floors of a new building proposed to replace Nagler (see Cluster 8).

Finally, a location for the creation of the Innovation Center is proposed for the space currently occupied by the Bursar. This location is one option among several, including the inclusion of the Innovation Center with the scope of the New Academic Building program, an analysis of which is currently under way.

CLUSTER 1 PROJECT LOCATIONS



Project Key

- 1A** FABLAB, STUDIO X, PRINT FX
- 1B** LIGHTING LAB RELOCATION
- 1C** COUNSELING SWING SPACE
- 1D** EXTENSION OF DUBINSKY 2ND FLOOR AND BUILD OUT FOR REGISTRAR, BURSAR, FINANCIAL AID CO-LOCATION
- 1E** INNOVATION CENTER

CLUSTER 1 - THE STRATEGIC PLAN AND SURVEY PRIORITIES

Projects included in Cluster 1 address the following goals of the Strategic Plan and Survey Priorities:

- Goal 2A** Establish an Innovation Center
- Goal 3C** Build and Enhance Physical and Virtual Spaces that Promote a Deeper Sense of Community

Cluster 1 Projects address the survey priority to enhance and expand the campus “front door” at Feldman by relocating the Registrar to Dubinsky 2nd floor.



CLUSTER 1 PROJECT DETAILS

PHASE 1A			
SCOPE:	Interior renovation for consolidated FabLab, Studio X & Print FX		
AREA:	7,350 SF	Project Complexity Type:	2
LOCATION:	Former Barnes & Nobles store at cellar of Business & Liberal Arts building		
COST:	\$7.6 million	DURATION:	6 months
NOTE:	Print FX & FabLab = 3,100 SF (as per 4/14 proposal memo) Significant infrastructure required for exhaust and make-up air		
PHASE 1B (dependent on Phase 1A)			
SCOPE:	Interior renovation for Lighting Lab		
AREA:	2,100 SF	Project Complexity Type:	2
LOCATION:	Pomerantz 529 (existing Print FX space)		
COST:	\$1.0 million	DURATION:	6 months
NOTE:			
PHASE 1C (concurrent with Phase 1A)			
SCOPE:	Interior renovation for swing space for Counseling and Financial Aid		
AREA:	6,000 SF	Project Complexity Type:	1
LOCATION:	236 West 27th Street (or other location)		
COST:	\$1.6 million	DURATION:	6 months
NOTE:	One (lower) floor at 236 West 27th Street = 5,100 Square Feet Project can be undertaken prior to Phases 1A and 1C		
PHASE 1D			
SCOPE:	Demolition of existing Counseling, Financial Aid and Lighting Lab spaces		
	Extension of 2nd Floor west façade and enclosure of 2nd floor terrace		
	Interior build out for Registrar, Bursar & Financial Aid		
AREA:	9,756 SF	Project Complexity Type:	4
LOCATION:	Dubinsky 2nd Floor north		
COST:	\$10.5 million	DURATION:	12 months
NOTE:	Zoning approvals required. (Added zoning area = 3,100 SF.) Counseling remains at 236 West 27th Street		
PHASE 1E (dependent on Phase 1D)			
SCOPE:	Renovation of existing Bursar's Office for Innovation Center		
AREA:	1,627 SF	Project Complexity Type:	2
LOCATION:	B&LA First Floor		
COST:	\$0.9 million	DURATION:	6 months
NOTE:	Innovation Center Alternate Location option: NAB 1st Floor		

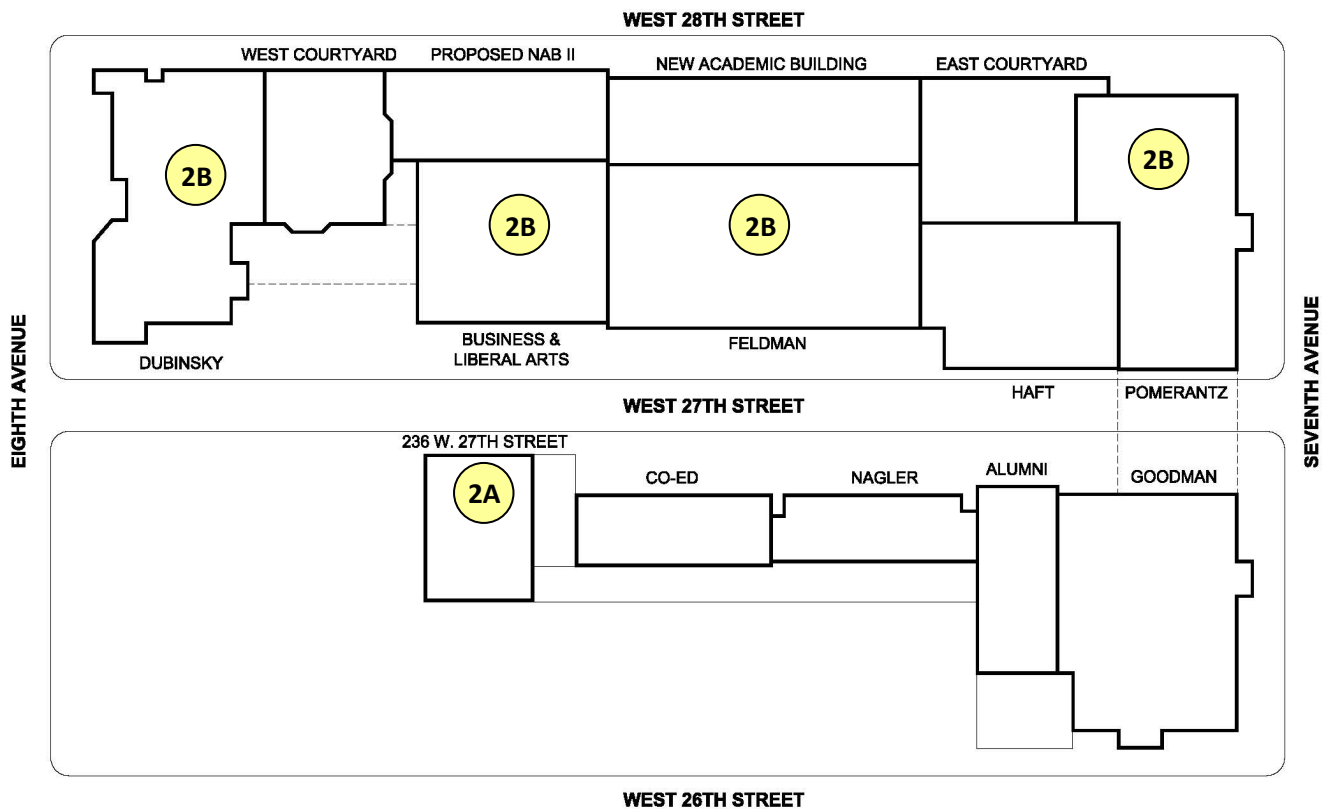
PROJECT CLUSTER 2

- 2A** ADJUNCT FACULTY OFFICE SPACE
- 2B** RENOVATION OF DEPARTMENTAL AND ADMINISTRATIVE WORK SPACES

CLUSTER 2 DESCRIPTION

Project Cluster 2 addresses the work environment for administrative and departmental offices, including space allocated for adjunct faculty offices. Because of the quantity of such spaces (approximately 90,000+ square feet) and numerous locations through the campus, renovation and reconfiguration projects will need to be implemented in a phased, multi-project manner. (A Feasibility Study will be required to create a scope, schedule, and cost for the Cluster 2 projects.) If additional space is required in departments, one proposed strategy is to create a shared adjunct office space, possibly on one or more floors of 236 West 27th Street. Renovations would address the issues raised by the survey in response to questions regarding the efficiency, functionality, and comfort of campus work environments.

CLUSTER 2 PROJECT LOCATIONS



Project Key

- 2A** ADJUNCT FACULTY OFFICE SPACE
- 2B** RENOVATION OF DEPARTMENTAL AND ADMINISTRATIVE WORK SPACES



CLUSTER 2 - THE STRATEGIC PLAN AND SURVEY PRIORITIES

Projects included in Cluster 2 address the following goals of the Strategic Plan and Survey Priorities:

Goal 1E Recruit, Retain, and Develop an Outstanding Faculty

Cluster 2 Projects address the survey priority to improve and expand the administrative and departmental work environment.

CLUSTER 2 PROJECT DETAILS

PHASE 2A			
SCOPE:	Interior renovation to create adjunct faculty offices		
AREA:	5,100 SF	Project Complexity Type:	1
LOCATION:	236 West 27th Street (or other locations)		
COST:	\$1.4 million	DURATION:	6 months
NOTE:	Creates approximately 75 seats / work stations		
PHASE 2B			
SCOPE:	Interior renovation / reconfiguration of departmental offices and freed adjunct office space		
AREA:	90,000 SF	Project Complexity Type:	2
LOCATION:	Academic & Departmental Offices		
COST:	\$48.2 million	DURATION:	(annual) months
NOTE:	Departmental renovations in sequential summer projects Assumes 50% of total departmental & administrative office space (187,000) requires renovation		



PROJECT CLUSTER 3

- 3A** SWING SPACE FOR CENTER FOR PROFESSIONAL AND CONTINUING STUDIES
- 3B** EXPANSION AND RENOVATION OF POMERANTZ LOBBY
- 3C** ENCLOSURE OF DUBINSKY / BUSINESS AND LIBERAL ARTS BREEZEWAY
- 3D** EXPANSION AND RENOVATION OF GOODMAN LOBBY

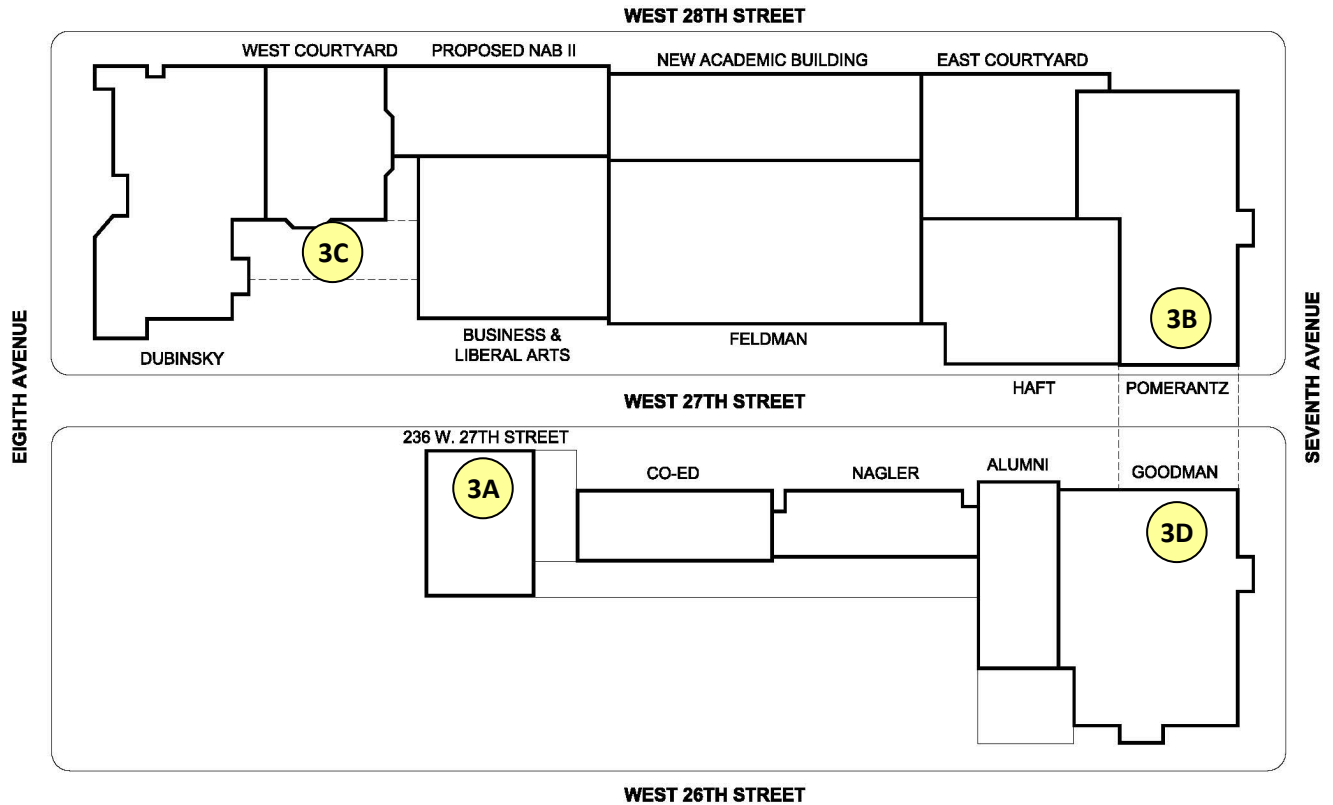
CLUSTER 3 DESCRIPTION

Project Cluster 3 projects deal with the quality and continuity of the campus's primary ground floor circulation pathway and with FIT's image at Seventh Avenue. The expansion of the Pomerantz lobby (currently in the design phase of development) will provide additional interior space for exhibits and events and will present an enhanced public face to Seventh Avenue. The offices of the Center for Professional and Continuing Studies (CCPS), which are currently located immediately to the west of the lobby, will be relocated to the ground floor of 236 West 27th Street and to the lower level of the East Courtyard, where other CCPS offices and classrooms are located. The existing CCPS space at the Pomerantz lobby will be renovated and repurposed for small exhibits, receptions, and meetings.

The enclosure of the open arcade ("breezeway") between Dubinsky and the Business and Liberal Arts building will create for the first time a continuous, fully-enclosed interior circulation pathway at the ground floor from Seventh Avenue to Eighth Avenue. The breezeway is currently actively used during fair weather by various campus groups. Enclosing the space will provide year-round use of the space and will consolidate the two security positions at Dubinsky and the Business and Liberal Arts building. As noted in Cluster Project 1A, the enclosed breezeway space will also provide convenient access to the FabLab, Studio X, and Print FX facility proposed for the space currently occupied by the bookstore.

The expansion and renovation of the Goodman lobby will complement the Pomerantz lobby renovation and expansion and further enhance FIT's presence on Seventh Avenue. The expanded and renovated lobby will provide additional improved space to display student work, Museum exhibits, and other campus activities and events.

CLUSTER 3 PROJECT LOCATIONS



Project Key

- 3A** SWING SPACE FOR CENTER FOR PROFESSIONAL AND CONTINUING STUDIES
- 3B** EXPANSION AND RENOVATION OF POMERANTZ LOBBY
- 3C** ENCLOSURE OF DUBINSKY / BUSINESS AND LIBERAL ARTS BREEZEWAY
- 3D** EXPANSION AND RENOVATION OF GOODMAN LOBBY

CLUSTER 3 - THE STRATEGIC PLAN AND SURVEY PRIORITIES

Projects included in Cluster 3 address the following goals of the Strategic Plan and Survey Priorities:

- Goal 2A** Increase the Visibility and Recognition of the Research and Creative Activities of FIT Faculty, Students, and Partners
- Goal 3C** Build and Enhance Physical and Virtual Spaces that Promote a Deeper Sense of Community

Cluster 3 Projects address the survey priority to improve and expand the campus’s interior appearance and provide additional space to highlight the projects and activities of the campus community.



CLUSTER 3 PROJECT DETAILS

<u>PHASE 3A</u>			
SCOPE:	Make ready swing space for Center for Continuing and Professional Studies		
AREA:	3,000 SF	Project Complexity Type:	1
LOCATION:	236 West 27th Street and East Courtyard lower level (or other location)		
COST:	\$0.8 million	DURATION:	6 months
NOTE:	One (lower) floor at 236 West 27th Street = 5,100 Square Feet		
<u>PHASE 3B</u>			
SCOPE:	Expansion & renovation of Pomerantz Lobby		
AREA:	6,500 SF	Project Complexity Type:	4
LOCATION:	Pomerantz First floor		
COST:	\$7.2 million	DURATION:	12 months
NOTE:	Zoning approvals required.		
<u>PHASE 3C</u>			
SCOPE:	Enclosure of Dubinsky and B & LA building Breezeway & Lobbies		
AREA:	7,000 SF	Project Complexity Type:	4
LOCATION:	B & LA First Floor		
COST:	\$5.8 million	DURATION:	6 months
NOTE:	Security station revisions required; HVAC infrastructure required		
<u>PHASE 3D</u>			
SCOPE:	Expansion and Renovation of Goodman Lobby		
AREA:	8,500 SF	Project Complexity Type:	4
LOCATION:	Goodman First Floor		
COST:	\$9.2 million	DURATION:	6 months
NOTE:	Security station revisions required; HVAC infrastructure required; Expansion Area = 2,000 SF		



PROJECT CLUSTER 4

4A LIBRARY RENOVATION

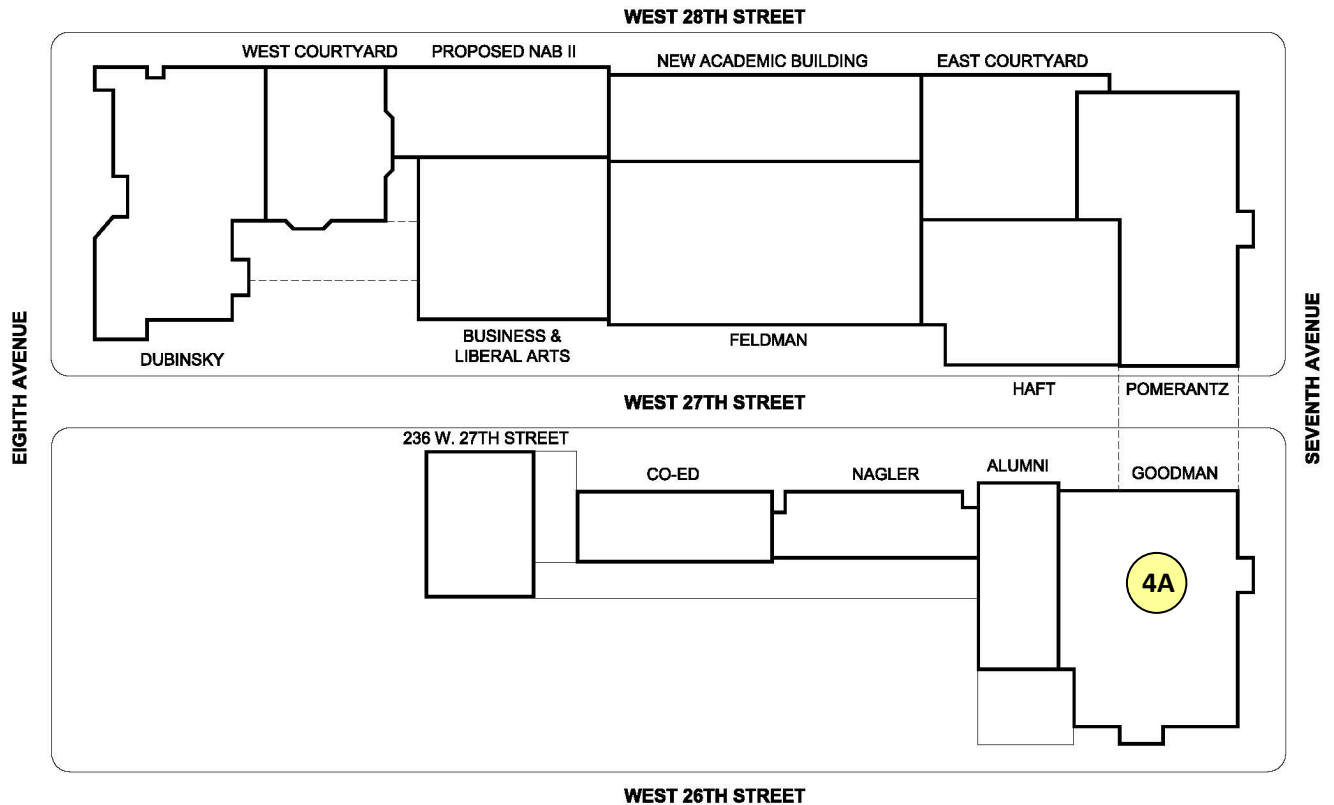
CLUSTER 4 DESCRIPTION

Over the past decade, many colleges and universities have reevaluated the traditional role of the campus library. In particular, technology has challenged the concept of a dedicated centralized location with defined hours of access. The increasing need for technology resources and collaborative learning have put strains on FIT's Library spaces, the majority of which were designed to serve primarily as a repository for books. The renovation of the FIT Library will require a Feasibility Study to determine the precise scope and schedule of the renovations, which will require phased construction in order to keep the Library in continuous operation.

The Master Plan considered alternate locations on the campus for the Library but concluded that due to the necessary large floor plate required for the Library to function, the best location for the foreseeable future for a Library on the FIT campus remains at Goodman.

The Master Plan has also proposed that the design of the 5th floor in the New Academic Building be reviewed to include a Library component – an “information commons” – within the context of the student activities previously proposed for the space. See Cluster 5 for additional information.

CLUSTER 4 PROJECT LOCATIONS



Project Key

4A LIBRARY RENOVATION

CLUSTER 4 - THE STRATEGIC PLAN AND SURVEY PRIORITIES

Projects included in Cluster 4 address the following goals of the Strategic Plan and Survey Priorities:

Goal 3C Build and Enhance Physical and Virtual Spaces that Promote a Deeper Sense of Community

Cluster 4 Projects address the survey priority to improve and expand the campus’s interior appearance’ provide additional space for administrative offices, additional space for student collaboration and study, and provide additional space to highlight the projects and activities of the campus community.



CLUSTER 4 PROJECT DETAILS

PHASE 4A			
SCOPE:	Renovate Library (scope to be defined)		
AREA:	40,000 SF	Project Complexity Type:	2
LOCATION:	Goodman		
COST:	\$34.4 million	DURATION:	multi-phased
NOTE:	Program relationship with NAB 5th Floor "Learning Commons" to be defined		



PROJECT CLUSTERS 5 AND 6

5A NEW ACADEMIC BUILDING

6A FELDMAN RENOVATIONS

CLUSTER 5 AND 6 DESCRIPTION

The preliminary design of the New Academic Building and the Feldman Renovations was completed in 2009 and is now in the process of updating and documentation. The expected ground breaking for the NAB is in fiscal year 2017. As a part of the *2015 Master Plan Update* investigation, the proposed programs for both the New Academic Building and Feldman were reviewed and compared with current and projected campus requirements. This resulted in some modifications, as follows:

New Academic Building

- A portion of the double-height space above the knitting labs is proposed to be infilled to provide additional program space at the NAB first floors. This space can be developed as a high-tech meeting space for use by campus tours, presentations, and other campus meetings.
- A second passenger elevator is required.
- The triple-height student activities space, which spans between floors 5 through 7, is proposed to be reduced to a double-height space, thus creating an additional floor of classrooms.
- The 5th floor student activity space is proposed to include a “learning commons” component managed by the Library in order to provide students with access to resources (e.g., technological, research, etc.) normally found only within the Library space at Goodman. Furthermore, the combined 5th floors of the NAB and Feldman should be viewed as an integrated learning environment that offers students three different modes of learning:
 - An open, collaborative and social learning commons setting within the NAB double-height space;
 - The Open Computer Lab, which will be relocated from the Feldman lower level to the north side of the 5th floor at Feldman; and
 - The classrooms proposed for the south side of the 5th floor relocated from the existing Academic Computing Center at the 2nd floor of Feldman.
- The 8th floor is proposed to be design for occupancy by the office for Communication and External Relations.



New Academic Building (continued)

- The 9th floor is proposed to be the new location for the President's office. A new connector corridor is proposed to link the NAB 9th floor with the Feldman 9th floor. The existing President's office is proposed to be renovated for the Development office.

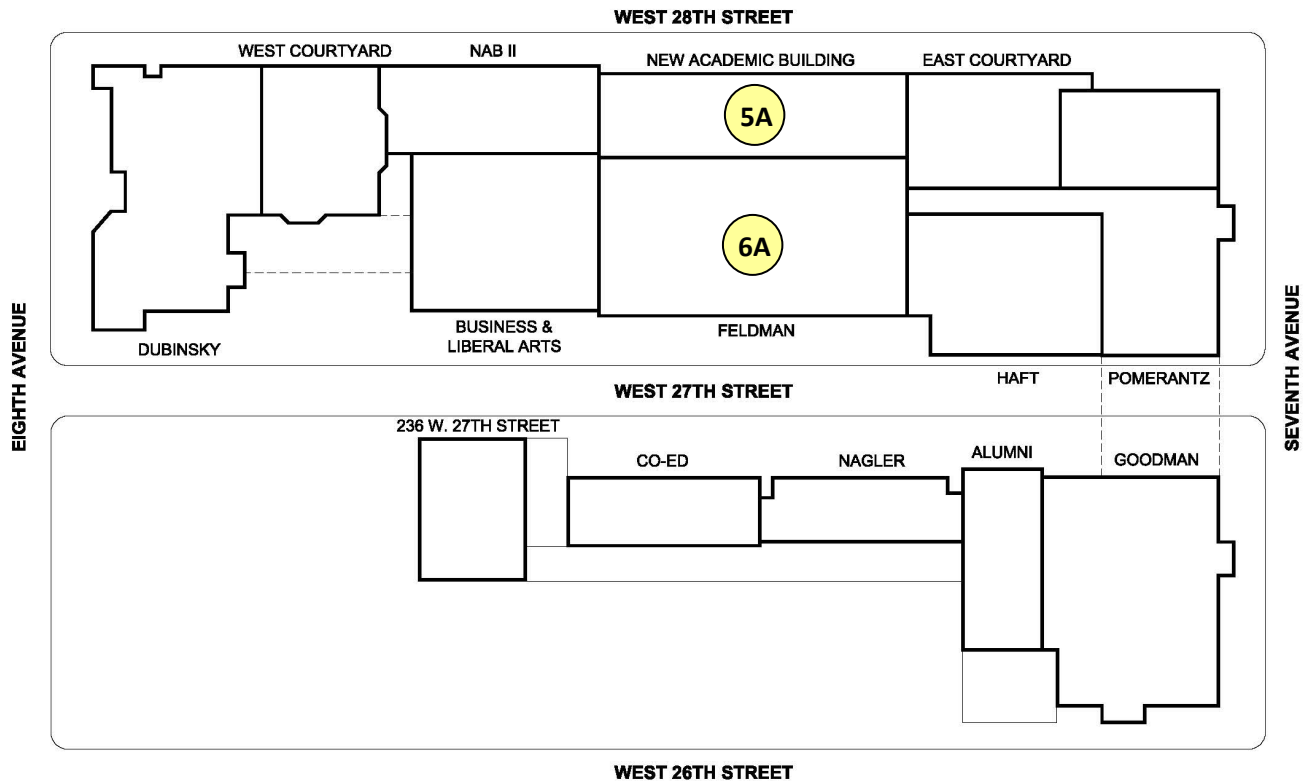
Feldman

- Consideration should be given to locating the Data Center off campus, thus freeing valuable space at Feldman's lower level and eliminating the need for a backup generator to be included in the design of the New Academic Building.
- Regardless of the Data Center's ultimate location, the Master Plan proposes relocating the Public Safety office from the Pomerantz / Dubinsky bridge to the lower level of Feldman, thus providing a closer presence of Public Safety personnel to the campus's "front door" at the Feldman lobby.
- As described in Cluster 1, the Registrar is proposed to be relocated to the 2nd floor of Dubinsky, along with the Bursar and Financial Aid. This will create space in the Feldman lobby for a Multidisciplinary Exhibition Hall for interactive displays, exhibitions, and ongoing communication to the campus community and visitors about FIT.

At present, there are six proposed separate phases of renovation planned for Feldman, with the most significant projects occurring at the lower level and the first floor, second, fifth, and ninth floors. When completed the corridors of all of Feldman's floors except the sixth floor will be connected to the NAB.

All of the program revisions noted above have been communicated to SHoP Architects and are in the process of being evaluated for incorporation into the overall design for the New Academic Building.

CLUSTER 5 AND 6 PROJECT LOCATIONS



Project Key

- 5A NEW ACADEMIC BUILDING (NAB)
- 6A FELDMAN RENOVATIONS

CLUSTERS 5 AND 6 - THE STRATEGIC PLAN AND SURVEY PRIORITIES

Projects included in Clusters 5 and 6 address the following goals of the Strategic Plan and Survey Priorities:

- Goal 2A** Increase the Visibility and Recognition of the Research and Creative Activities of FIT Faculty, Students, and Partners
- Goal 3C** Build and Enhance Physical and Virtual Spaces that Promote a Deeper Sense of Community

Clusters 5 and 6 Projects address the survey priority to improve and expand the campus’s interior appearance, increase and improve instructional spaces, and provide additional space to highlight the projects and activities of the campus community.



CLUSTER 5 PROJECT DETAILS

<u>PHASE 5A</u>			
SCOPE:	New Academic Building		
AREA:	100,000 SF	Project Complexity Type:	N/A
LOCATION:	North of Feldman		
COST:	\$155.0 million	DURATION:	36 months
NOTE:			

CLUSTER 6 PROJECT DETAILS

<u>PHASE 6A</u>			
SCOPE:	Feldman Renovations		
AREA:	100,000 SF	Project Complexity Type:	3
LOCATION:	Feldman		
COST:	\$50.0 million	DURATION:	36 months
NOTE:	Six phases expected for renovations		



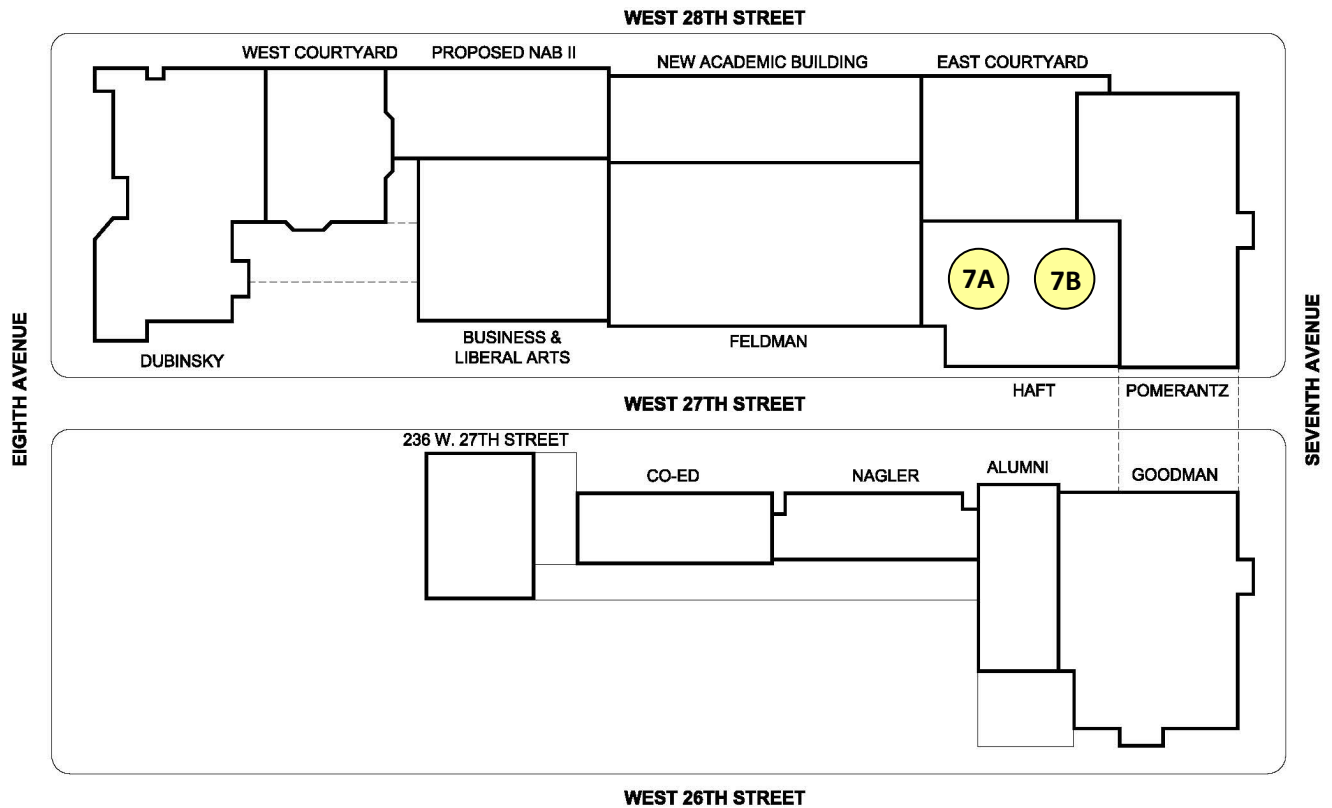
PROJECT CLUSTER 7

- 7A** 100-SEAT CONFERENCE FORUM
- 7B** NEW CLASSROOMS

CLUSTER 7 DESCRIPTION

The design of the New Academic Building includes the relocation of the knitting studios from the double-height space directly below the Haft Auditorium. When this move is completed following the completion of the NAB and of certain renovations at the lower level of Feldman, the space will become available for conversion into a state-of-the-art Conference Forum space (seating approximately 100 persons) and for the creation of five instructional spaces. The Conference Forum would be accessible from the corridor that serves the Great Hall, thus providing additional functionality and program opportunities for events occurring in the Great Hall. The new classrooms will be accessible from the lower level opposite the existing entry into the Center for Continuing and Professional Studies.

CLUSTER 7 PROJECT LOCATIONS



Project Key

- 7A** 100-SEAT CONFERENCE FORUM
- 7B** NEW CLASSROOMS



CLUSTER 7 - THE STRATEGIC PLAN AND SURVEY PRIORITIES

Projects included in Cluster 7 address the following goals of the Strategic Plan and Survey Priorities:

Goal 2A Increase the Visibility and Recognition of the Research and Creative Activities of FIT Faculty, Students, and Partners

Goal 3C Build and Enhance Physical and Virtual Spaces That Promote a Deeper Sense of Community

Cluster 7 Projects address the survey priority to improve and expand the campus’s interior appearance, increase and improve instructional spaces, and provide additional meeting spaces for groups between 50 and 125 persons in size.

CLUSTER 7 PROJECT DETAILS

PHASE 7A			
SCOPE:	State-of-the-art presentation and conference forum (100 seats)		
AREA:	5,000 SF	Project Complexity Type:	3
LOCATION:	Western portion of existing knitting labs (Old Gymnasium)		
COST:	\$4.5 million	DURATION:	12 months
NOTE:	Project must follow occupancy of New Academic Building		
PHASE 7B			
SCOPE:	Build 4 - 5 new classrooms to replace CCPS classrooms removed by construction of NAB		
AREA:	4,000 SF	Project Complexity Type:	2
LOCATION:	Eastern portion of existing knitting labs (Old Gymnasium)		
COST:	\$3.6 million	DURATION:	(with above) months
NOTE:	Project must follow occupancy of New Academic Building		

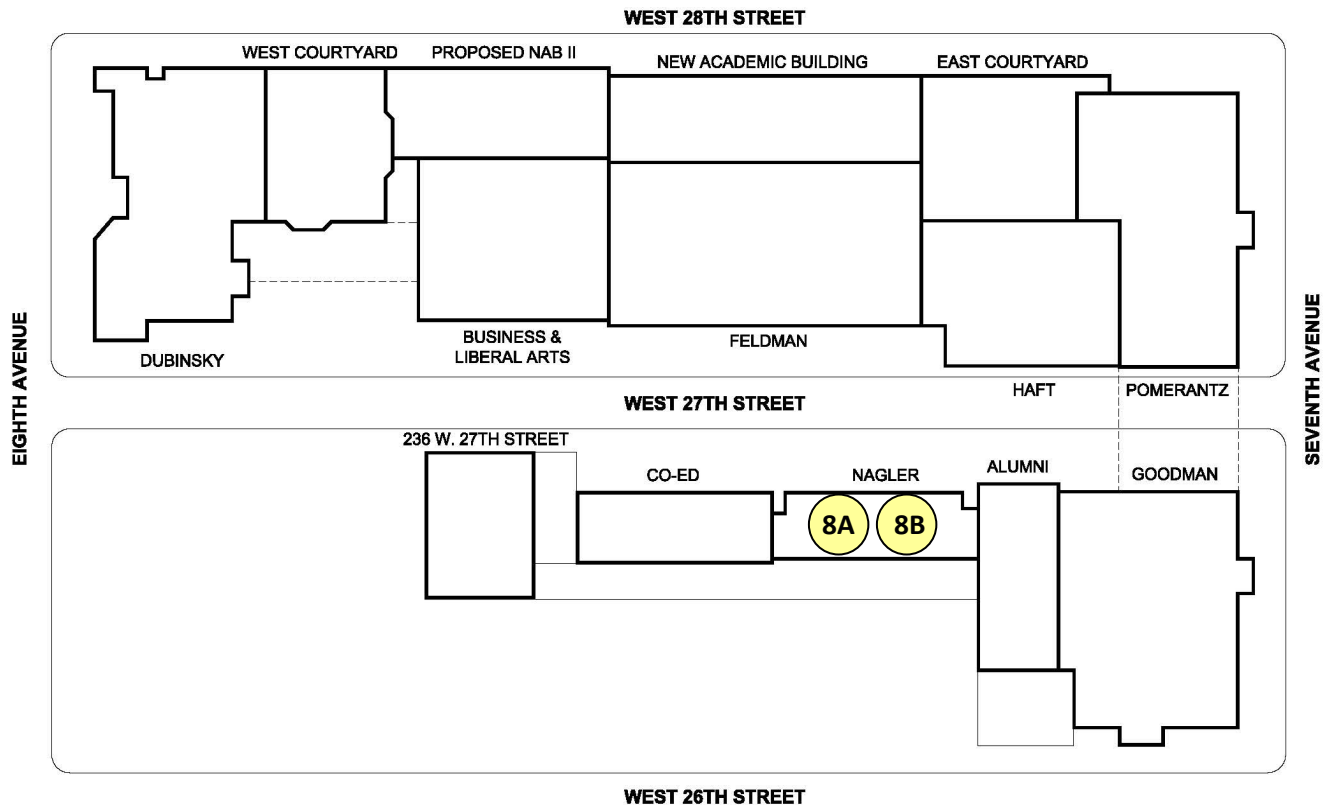
PROJECT CLUSTER 8

- 8A** NAGLER REPLACEMENT STUDENT RESIDENTIAL BUILDING
- 8B** WELLNESS AND HOLISTIC CARE CENTER

CLUSTER 8 DESCRIPTION

The existing Nagler building does not utilize all of the zoning area that is available for the site. In addition, the existing building’s infrastructure is at or beyond its life expectancy and the residential room configurations are out-of-date in terms of the typical standards (usually suite style layouts) found on other campuses. The base of the building (two or three stories in height) is proposed to be the future home for the Counseling and Health Services spaces, which are currently located in Dubinsky in inadequate space. The proposed co-location of the services would be known as the Wellness and Holistic Care Center.

CLUSTER 8 PROJECT LOCATIONS



Project Key

- 8A** NAGLER REPLACEMENT STUDENT RESIDENTIAL BUILDING
- 8B** WELLNESS AND HOLISTIC CARE CENTER



CLUSTER 8 - THE STRATEGIC PLAN AND SURVEY PRIORITIES

Projects included in Cluster 8 address the following goals of the Strategic Plan and Survey Priorities:

Goal 3C Build and Enhance Physical and Virtual Spaces That Promote a Deeper Sense of Community

Cluster 8 Projects address the survey priority to improve and expand the campus’s interior appearance and, by virtue of the relocation of Counseling and Health Services out of Dubinsky, provides additional space within Dubinsky for reallocation to instructional or departmental use.

CLUSTER 8 PROJECT DETAILS

<u>PHASE 8A</u>			
SCOPE:	Build 13-story dormitory		
AREA:	112,000 SF	Project Complexity Type:	5
LOCATION:	Nagler Site		
COST:	\$213.0 million	DURATION:	48 months
NOTE:	Provides approximately 225 - 250 beds. Assumed completion date = 2022		
<u>PHASE 8B</u>			
SCOPE:	Relocate Health Services and Counseling ("Wellness & Holistic Care Center") to Nagler Replacement		
AREA:	6,000 SF	Project Complexity Type:	2
LOCATION:	Floors 1 and 2 of New Nagler		
COST:	(included in Phase 8A)	DURATION:	(included in Phase 8A)
NOTE:	Existing Health Services & Counseling = 4,800 SF		

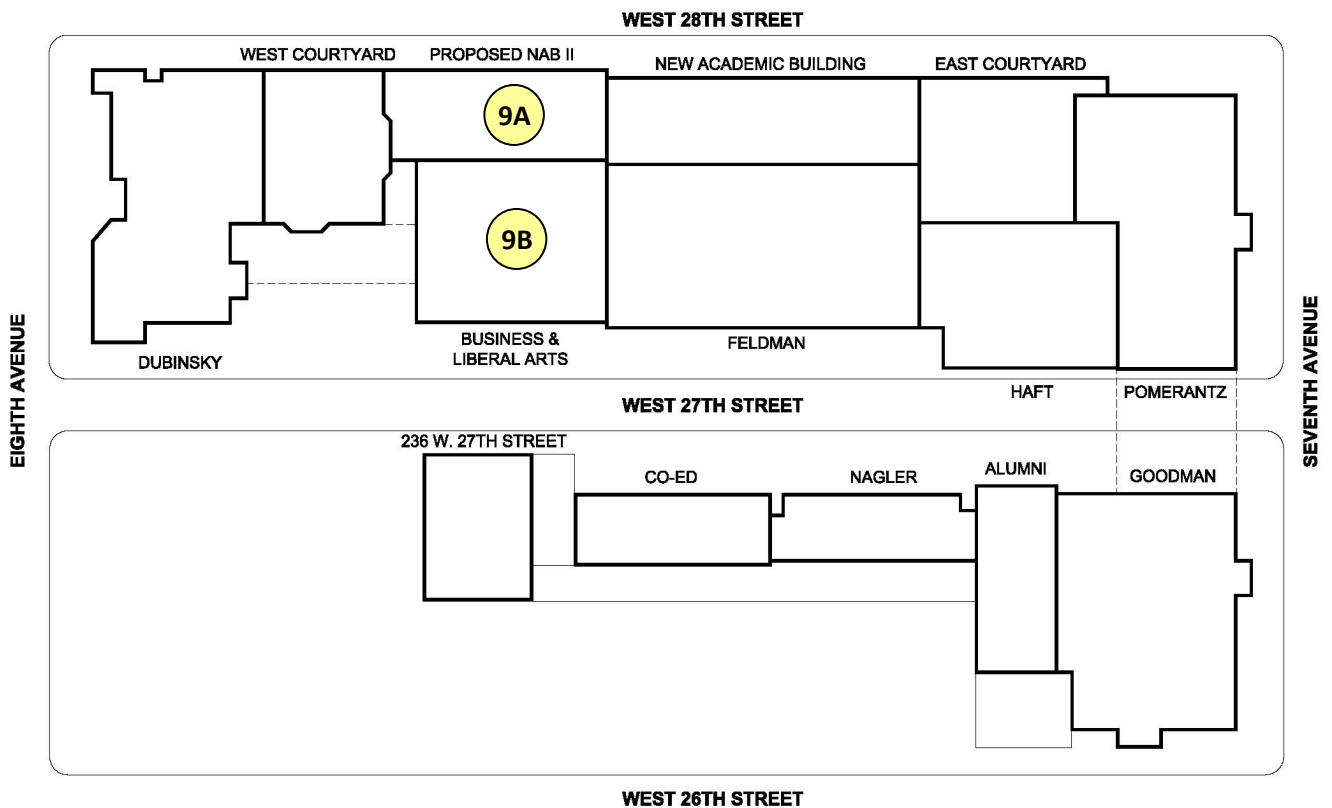
PROJECT CLUSTER 9

- 9A** NEW ACADEMIC BUILDING II
- 9B** BUSINESS AND LIBERAL ARTS RENOVATIONS

CLUSTER 9 DESCRIPTION

The development of the site to the north of the Business and Liberal Arts building is anticipated to follow a similar path as the development of the site to the north of Feldman for the New Academic Building. Sufficient unused zoning floor area exists to construct a “New Academic Building II” and connect it directly to the Business and Liberal Arts building, providing a means to expand existing instructional and departmental spaces northwards. Like the NAB / Feldman project(s), construction will have to be phased over a period of years.

CLUSTER 9 PROJECT LOCATIONS



Project Key

- 9A** NEW ACADEMIC BUILDING II
- 9B** BUSINESS AND LIBERAL ARTS RENOVATIONS



CLUSTER 9 - THE STRATEGIC PLAN AND SURVEY PRIORITIES

Projects included in Cluster 9 address the following goals of the Strategic Plan and Survey Priorities:

Goal 3C Build and Enhance Physical and Virtual Spaces That Promote a Deeper Sense of Community

Cluster 9 Projects address the survey priority to improve and expand the campus’s interior appearance and providing additional space for student, activity, instructional and departmental use.

CLUSTER 9 PROJECT DETAILS

PHASE 9A			
SCOPE:	Build 10-story Academic Building II		
AREA:	110,000 SF	Project Complexity Type:	5
LOCATION:	Site north of Business & Liberal Arts building		
COST:	\$182.0	DURATION:	36 months
NOTE:	Size approximately equal to New Academic Building I. Assumed completion date = 2022		
PHASE 9B			
SCOPE:	Renovations to Business & Liberal Arts Building & Connections to Academic Building II		
AREA:	169,000 SF	Project Complexity Type:	3
LOCATION:	Business & Liberal Arts building		
COST:	\$86.4	DURATION:	36 months
NOTE:	Assumed completion date = 36 months after completion of Academic Building II		



C. PROJECT COST MODEL

To estimate project costs, the Master Plan team reviewed recently completed FIT projects to understand the full range of costs associated with constructing, furnishing, and equipping spaces. Five levels of project complexity are defined based on the expected degree of renovation or new construction and program function. Finally, each project has an anticipated fiscal year completion date, as listed in Chapter 9. Based on this date, a compounding escalation factor has been applied to account for increases in labor, materials, equipment, technology, and professional fees over time.

Definitions

<i>Project Cost</i>	All costs associated with the planning, design, construction, and occupancy of a project, including all costs for construction, general conditions, remediation, moving, storage, consultants, insurance, legal, and FF&E (furniture fixtures and equipment), Information Technology (IT), infrastructure, and contingencies for design and construction change orders.
<i>Escalation</i>	Increases in project costs (mainly construction and FF&E) based on projected annual increases in materials and labor. Escalation is typically projected to the anticipated calendar mid-point of construction.

Project Complexity Costs

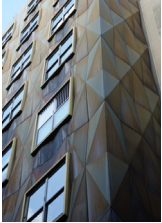
Costs for project complexity types are based on historical information from previous FIT projects.

<i>Type 1</i>	Interior swing space renovation projects to minimally upgrade and reconfigure non-specialized existing administrative program spaces. Type 1 Project Cost: \$250 per square foot
<i>Type 2</i>	Interior renovation projects to upgrade and reconfigure non-specialized existing program spaces such as classrooms, administrative spaces, corridors, and lounges. Type 2 Project Cost: \$500 per square foot
<i>Type 3</i>	Interior renovation projects to upgrade and reconfigure specialized existing program spaces such as laboratories, food service areas, public assembly spaces, toilets, and building lobbies, or other program areas with higher-than-normal requirements for mechanical, electrical, plumbing, technology, or structure. Type 3 Project Cost: \$750 per square foot
<i>Type 4</i>	Projects requiring the expansion of an existing building envelope or footprint (i.e., to create additional zoning floor area) or the construction of a new building or complex laboratories. Type 4 Project Cost: \$1,000 per square foot
<i>Type 5</i>	Projects consisting of new construction of unusual complexity due to interconnection(s) with existing building(s), unique design features or configurations, or highly specialized program. Type 5 Project Cost: \$1,300 per square foot

Assumptions

<i>Escalation</i>	Project costs are based on a base line of 2015. Historical escalation costs have typically been in the 3% - 5% range. However, for non-residential construction escalation during the recession was less than 3%; escalation from 3rd quarter 2014 to 3rd quarter 2015 was 4.5%. Project costs for the FIT Master Plan Update through 2020 are assumed to escalate at an annual rate of 3.5%. Assumed Escalation Rate for Project Costs: 3.50% per year
<i>Sustainability</i>	LEED Silver (minimum) or Equivalent

11 THE FUTURE



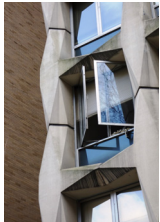
The most certain aspect of the future will be society’s collective uncertainty about the nature of technology in the contexts of education, the workplace, and our personal lives. We can expect computational power to increase approximately in accordance with Moore’s Law, which predicts that computational power, as measured by the number of transistors in an integrated circuit, will double approximately every two years. Therefore, past experience indicates that although we can approximate the *quantitative* dimensions of computation, we cannot predict the *qualitative* effects to which such capacity will be put to use nor the devices, procedures, and insights that will be created. What will be the imaging, modeling, and visualization devices of the future? Can accurate virtual models be created and tested reliably for new products?

In short, how do institutions “future proof” the investments they make in physical facilities? Highly customized spaces with “bleeding edge” technology will be attractive for short durations as technologies and workplace requirements evolve relentlessly. Therefore, decision-making about the design of physical spaces should be based on *qualitative* outcomes, not *quantitative* goals. Since data will be a ubiquitous, constantly expanding, and universally-accessible commodity, the question we should ask is: What type of citizens do we desire to nurture and develop so that they can responsibly navigate, synthesize, articulate this information? Increasingly, the answer will be citizens with refined empathic skills, broad-based interdisciplinary skills, and agile abilities for teaming and collaboration. The technologies will change but these values will remain constant as the criteria for student and professional success in the future.

FIT is now poised to redefine the nature of instruction by moving away from an obsolete learning environment model based on a one-way relationship between instructors and students to a dynamic and fluid model of knowledge acquisition that is far less dependent on a limited range of static spaces. The result of the changes to FIT’s physical environment and implementation of its Strategic Plan will be the FIT student of the future – a highly collaborative citizen with specialized technical skills and a highly refined ability to collaborate, communicate, and navigate a global society.



12 PROJECT PARTICIPANTS



The *2015 Campus Master Plan Update* is the work of many dedicated individuals who collaborated with the goal of contributing to the realization of FIT's Strategic Plan, Mission, and Vision. The project team is deeply grateful for every response, insight, and suggestion and is especially appreciative of the passion, creativity, and optimism embodied by FIT's entire community of students, faculty, and administrators.

FLETCHER THOMPSON ARCHITECTURE ENGINEERING

Patrick Curley, AIA, Principal
Robert Wildermuth, AIA, Senior Associate
Cindy Yam, Architect
Eric Polyzou, Architect

BOARD OF TRUSTEES

Elizabeth T. Peek - Chair
Robin Burns-McNeill - Vice Chair
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Judith I. Byrd
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Joan B. Hornig
George S. Kaufman
Jaqui Lividini
Beverly S. Mack
Deirdre Quinn
Christopher Wallace, Student Trustee 2014-2015
Marvin Sanford, Student Trustee 2015-2016
Robert Savage
Sally Singer

Trustees Emeriti

Peter G. Scotese - Chairman Emeritus
John J. Pomerantz - Trustee Emeritus



STEERING COMMITTEE

Met regularly to review progress of Master Plan and to provide input and direction.

- Dr. Joyce F. Brown, President
- Sherry F. Brabham, Treasurer and Vice President, Finance and Administration; Chief Financial Officer, FIT Foundation
- Stephen Tuttle, General Counsel and Secretary of the College
- Kelly Brennan, Vice President, Enrollment Management and Student Success
- Gregg Chottiner, Vice President and CIO, Information Technology
- Fred DeJohn, Acting Vice President, Human Resource Management and Labor Relations
- Michael Mottola, Vice President, Human Resource Management and Labor Relations
- Brenda Smith, Interim Vice President, Human Resource Management and Labor Relations
- Robert Ferguson, Vice President, Development; Executive Director, FIT Foundation
- Loretta Lawrence Keane, Vice President, Communications and External Relations
- Cheryl R. Kohn, Executive Director for Special Projects, President's Office
- Shari Prussin, Vice President for Strategic Planning and Institutional Effectiveness / Deputy to the President
- Giacomo Oliva, Vice President, Academic Affairs
- Ronald A. Milon, Associate Vice President, Academic Affairs
- Mark Blaifeder, Assistant Vice President, Finance
- Rebecca Corrado, Assistant Vice President, Administration
- George Jefremow, Executive Director, Facilities
- June Ng, Director, Space Management and Planning
- Beverly Solochek, Assistant to the President, President's Office
- Roberta Elins, President, United College Employees of FIT; Professor, Advertising and Marketing Communications, Jay and Patty Baker School of Business and Technology
- Jeffrey Buchman, President, Faculty Senate; Professor, Advertising and Marketing Communications, Jay and Patty Baker School of Business and Technology

PROJECT MANAGEMENT TEAM

Met biweekly to review progress of Master Plan and to provide input and direction.

- Sherry F. Brabham, Treasurer and Vice President, Finance and Administration, Chief Financial Officer, FIT Foundation
- Mark Blaifeder, Assistant Vice President, Finance
- Rebecca Corrado, Assistant Vice President, Administration
- George Jefremow, Executive Director, Facilities
- Melanie Hooven, Special Assistant to Treasurer and Vice President, Finance and Administration
- Natalie Polvere, Acting Special Assistant to Treasurer and Vice President, Finance and Administration
- June Ng, Director, Space Management and Planning



ACADEMIC DEPARTMENT CHAIRS

All participants submitted an individual survey and were individually interviewed to provide input and direction related to particular academic departments.

School of Art and Design

Sarah Mullins, Assistant Professor and Chairperson, Accessories Design
Suzanne Anoushian, Assistant Professor and Chairperson, Communication Design
Terry Blum, Assistant Professor and Director, Computer Animation and Interactive Media
Sara Petitt, Assistant Professor and Coordinator, Fabric Styling
Eileen Karp, Assistant Professor and Chairperson, Fashion Design – Apparel
Michael Casey, Assistant Professor and Assistant Chairperson, Fashion Design – Art
Stephanie DeManuelle, Assistant Professor and Chairperson, Fine Arts
Ed Soyka, Assistant Professor and Chairperson, Illustration
Eric Daniels, Assistant Professor and Chairperson, Interior Design
Michael Coan, Assistant Professor and Chairperson, Jewelry Design
Marianne Klimchuk, Associate Professor and Associate Chairperson, Packaging Design
Ron Amato, Associate Professor and Chairperson, Photography and Related Media
Eric Ramirez, Associate Professor and Chairperson, Textile/Surface Design
Judy Ellis, Professor and Chairperson, Toy Design
Craig Berger, Assistant Professor and Chairperson, Visual Presentation and Exhibition Design

Jay and Patty Baker School of Business and Technology

Richard Balestrino, Assistant Professor and Chairperson, Advertising and Marketing
Communication
Virginia Bonofiglio, Assistant Professor and Associate Chairperson, Cosmetics and Fragrance
Marketing
Loretta Volpe, Professor and Associate Chair, Direct and Interactive Marketing
Joseph Antee, Associate Professor and Acting Chairperson, Entrepreneurship
Robin Sackin, Assistant Professor and Chairperson, Fashion Business Management
Ingrid Johnson, Professor and Assistant Chairperson, Home Products Development
Christine Pomeranz, Assistant Professor and Chairperson, International Trade and Marketing
Mario Federici, Assistant Professor and Chairperson, Production Management
Deborah Beard, Assistant Professor and Associate Chairperson, Technical Design
Jeffrey Silberman, Associate Professor and Chairperson, Textile Development and Marketing

Center for Education and Professional Studies

Christine Helm, Coordinator, Enterprise Studies and Digital Design
Michele Nagel, Director, Evening, Weekend, and Pre-College Programs
Joan Volpe, Managing Coordinator, Professional Studies / Company Training

School of Graduate Studies

Katherine Michaelsen, Professor and Associate Chairperson, Art Market



Stephan Kanlian, Professor and Associate Chairperson, Cosmetics and Fragrance Marketing and Management

Brenda Cowan, Associate Professor and Associate Chairperson, Exhibition Design

Denyse Montegut, Professor and Associate Chairperson, Fashion and Textile Studies

Pamela Ellsworth, Associate Professor and Associate Chairperson, Global Fashion Management

Melanie Reim, Associate Professor and Associate Chair, Illustration

Barbara Campagna, Assistant Professor and Acting Chair, Sustainable Interior Environments

School of Liberal Arts

Patrick Knisley, Acting Dean, School of Liberal Arts

Deborah Levine, Coordinator, Academic Skills Center

Mark Goldblatt, Associate Professor and Chairperson, Educational Skills

William Mooney, Professor and Chairperson, Film, Media and Performing Arts

John Chucala, Coordinator, Testing Center

David Drogin, Associate Professor and Chairperson, History of Art

James Cascaito, Professor, Italian and Chairperson, Modern Languages and Culture

Isabella Bertolotti, Associate Professor, Italian and Chairperson, Modern Languages and Culture

Calvin Williamson, Associate Professor and Acting Chairperson, Science and Math

Paul Clement, Associate Professor, Economics and Acting Chairperson, Social Sciences

Brian Fallon, Associate Professor and Director, Writing Studio

ACADEMIC DEANS

All participants submitted an individual survey and were individually interviewed to provide input and direction related to particular academic areas.

Joanne Arbuckle, Dean, School of Art and Design

Mary Davis, Dean, School of Graduate Studies

Steven Frumkin, Dean, Jay and Patty Baker School of Business and Technology

Giacomo Oliva, Vice President, Academic Affairs (representing Center for Continuing and Professional Studies)

Scott Stoddart, Dean, School of Liberal Arts

Patrick Knisley, Acting Dean, School of Liberal Arts

USER GROUPS

Instructional Spaces

All members submitted an individual survey and attended a user group meeting to provide input and direction specifically related to classrooms, laboratories, studios, and other instructional spaces.

Joanne Arbuckle, Dean, School of Art and Design

Gregg Chottiner, Vice President and CIO, Information Technology

Mary Davis, Dean, School of Graduate Studies

Steven Frumkin, Dean, Jay and Patty Baker School of Business and Technology



Giacomo Oliva, Vice President, Academic Affairs
Ronald Milon, Associate Vice President, Academic Affairs
Joseph Plutz, Coordinator, FIT-ABLE
Patrick Knisley, Acting Dean, School of Liberal Arts

Academic Support

All members submitted an individual survey and attended a user group meeting to provide input and direction related to academic support space, including the library, museum, academic support offices (e.g. Center for Excellence in Teaching, on-line learning, international education, academic advisement, internship center, writing studio, etc.), and computer laboratories.

Yasemin Jones, Assistant Vice President, Academic Affairs - Faculty and Academic Support Program

Gregg Chottiner, Vice President and CIO, Information Technology
Erika Rohrbach, Professor and International Student Advisor, International Student Services
Deirdre Sato, Dean of International Education, International Programs
NJ Bradeen, Director, Library
Valerie Steele, Director, Museum at FIT
Tamara Cupples, Executive Director, Online Learning and Academic Technologies

Student Services

All members submitted an individual survey and attended a user group meeting to provide input on student services offices, student life offices, and student usage spaces.

Rita Armenia Cammarata, Director, Records and Registration
Sass Brown, Acting Associate Dean, Art and Design
Gregg Chottiner, Vice President and CIO, Information Technology
Mina Friedmann, Director, Financial Aid
Ann Marie Grappo, Director, Residential Life
Erik Kneubuehl, Assistant Vice President and Dean of Students, Enrollment Management and Student Success
Suzanne McGillicuddy, Assistant Dean of Students, Enrollment Management and Student Success
Joseph Plutz, Coordinator, FIT-ABLE
Erika Rohrbach, Professor and International Student Advisor, International Student Services

Students

All members submitted an individual survey and attended a user group meeting to provide input on student concerns, needs, and issues.

Ingrid Aamo, Vice President of Communications 2014-2015, FIT Student Association
Vanessa Acero, 2015-2016, FIT Student Association
Jessica Accardi, FIT Student Association Executive Treasurer 2014-2015, FIT Student Association



Alaric Baez, Vice President of the Programming Board 2014-2015, FIT Student Association
Arnold Bob
Jacquelyn Costello, Vice President of Sustainability 2014-2015, FIT Student Association
Nicole Naim Dib, Director of Programming 2015-2016, FIT Student Association
Dmitri Gamulkiewicz
Scott P. Girvan, Director of Student Advocacy 2015-2016, FIT Student Association
Doha Khan
Leah Linnehan, Vice President of Alumni Affairs 2014-2015, FIT Student Association
Sobia Masood, Secretary/Treasurer Programming Board 2014-2015, FIT Student Association
Maritza Perez, Resident Assistant
Marvin Sanford, President 2015-2016, FIT Student Association
Lionel Thomas, Vice President of Student of Affairs 2014-2015, FIT Student Association
Larry Torres, Vice President of Student of Affairs 2015-2016, FIT Student Association
Christopher Wallace, President 2014-2015, FIT Student Association
Sharom Williams, Manager of Evening Events 2014-2015, FIT Student Association

Administrative Spaces

All members submitted an individual survey and attended a user group meeting to provide input and direction related to administrative and faculty offices.

Claire Brandow, Manager of Development Operations, Development
Erika Coble, Senior HR Generalist, Human Resources and Labor Relations
Jacqueline Espailat-Guerrero, Assistant to Vice President, Communications and External Relations
Darrell Glenn, Assistant Dean, Institutional Research and Effectiveness
Melanie Hooven, Special Assistant, Finance and Administration
Ronald Milon, Associate Vice President, Academic Affairs
Suzanne McGillicuddy, Assistant Dean of Students, Enrollment Management and Student Success
Eric Odin, Director of Human Resources Services, Human Resources and Labor Relations
Stephen Peoples, Office Administrator and Research Assistant, Office of the General Counsel
Francine Post, Executive Coordinator, Information Technology

Facilities and Public Safety

All members submitted an individual survey and attended a user group meeting to provide input and direction related to usage and functionality of public spaces, access and safety, infrastructure, building condition, vertical transportation, and other building issues.

Laura Arbogast DiMarcantonio, Director, Admissions
Mario Cabrera, Director, Public Safety
George Jefremow, Executive Director, Facilities
Allen King, Deputy Director, Facilities
Mary Oleniczak, Director, Event Production and Facilities



Computer Labs

All members attended a user group meeting to provide input and direction related to computer lab usage.

Marvin Sanford, President 2015-2016, FIT Student Association
Christopher Wallace, President 2014-2015, FIT Student Association
Kelly Brennan, Vice President, Enrollment Management and Student Success
Gregg Chottiner, Vice President and CIO, Information Technology
Yasemin Jones, Assistant Vice President, Academic Affairs - Faculty and Academic Support Program

Gladys Marcus Library

All members attended several user group meetings to provide input and direction related to the Library.

NJ Bradeen, Director, Library
Giacomo Oliva, Vice President, Academic Affairs
Ronald A. Milon, Associate Vice President, Academic Affairs

Admissions and International Studies

All members attended a user group meeting to provide input and direction related to programming space for Admissions and International Studies.

Kelly Brennan, Vice President, Enrollment Management and Student Success
Ronald A. Milon, Associate Vice President, Academic Affairs
Yasemin Jones, Assistant Vice President, Academic Affairs - Faculty and Academic Support Program
Laura Arbogast DiMarcantonio, Director, Admissions
Deirdre Sato, Dean of International Education, International Programs
Erika Rohrbach, Professor and International Student Advisor, International Student Services

Registrar

All members attended a user group meeting to provide input and direction related to classroom scheduling and utilization.

Rita Armenia Cammarata, Director, Records and Registration
Helena Minerva, Operations Manager, Records and Registration
Susan Martinez, Office Associate, Records and Registration



COMPLETED SURVEY ONLY

Students

Chylissa Brooks

Amatullah Foushee

Katia Michalopoulos

Shamus Mott

Armane Robinson

Emma Thompson

Valeria Valencia, Coordinator of Commuter Affairs 2015-2016, FIT Student Association

Faculty

Anna Blume, Associate Professor, History of Art; Associate Chairperson of Art History and Museum Professions

Irene Buchman, Professor and Coordinator, Presidential Scholars Program

Brian Emery, Associate Professor, Photography and Related Media

Sean Fader, Adjunct Instructor, Photography and Related Media

Brad Farwell, Adjunct Instructor, Photography and Related Media

C. J. Yeh, Assistant Professor and Assistant Chairperson of the Department, Communication Design; Assistant Professor, Advertising Design, Graphic Design

Staff

Marilyn Barton, Research Associate, School of Graduate Studies

Sally Bozzuto, Technologist C, Photography and Related Media

Andrew Cronan, Director, Career and Internship Services

Stephenie Futch, User Support Specialist, Information Technology

Elaine Maldonado, Director of Faculty Development/CET; Professor, Center for Excellence in Teaching

Tardis Johnson, Assistant Dean for Academic Advisement, Academic Advisement Center

Esther Oliveras, Coordinator, Faculty Services

Brian Walters, Administrative Associate, International Programs