



## ACADEMIC EXPERIENCE

VISITING CRITIC,  
Massachusetts Institute of Technology, 1971–1973

PROJECT CRITIC,  
Boston Architectural Center,  
Student Juries, 1974

SEMINARS  
Harvard University Seminar, 1973, 1974

Benemérita Universidad  
Autónoma de Puebla, Mexico, 1996

Massachusetts Institute of Technology,  
Institutional Planning & Development, 2005

Harvard University Graduate School of Design, Execu-  
tive Education,  
• The Sustainable Campus:  
“Restorative Pathways to Growth on Campus”  
2004, 2005, 2006, 2007

## PROFESSIONAL AFFILIATIONS

American Planning Association  
(Charter Member)

American Institute of Certified Planners

American Association for the Advancement of Science

American Library Association

Bush Foundation Project Review

Society for College and University Planning  
(SCUP) 1972 to present  
National Conference Planning Committee, 1992–1993  
Professional Development Committee 1999 to 2006  
Chair: P.D.C. 2004–2006  
Chair: National Facility Database 2000–2004  
Chair: Curricular Development of SCUP's  
Integrated Planning Institute 2002–2003

National Science Foundation Academic  
Research Infrastructure Program, Science Building Pro-  
posal Review Consultant, 1992–1993

The Independent Colleges Office Project Kaleidoscope  
(PKAL)

### Faculty

- 1992 to present
- PKAL National Steering Committee
- Chair: Plan for future of PKAL

Keck/PKAL Consultant Team, 1993 to present

School of Architecture Advisory Board  
Clemson University, 1997–2004

## LECTURES & PAPERS

### LECTURES

International Association of College Unions, 1988

Municipal Art Society of New York; Museum  
Planning — Creation of a Framework for Decision  
Making, 1991

New England Museum Association Museum  
Archives Institute Museum Planning, 1992

Tradelines Conference, Scoping out the New “Project  
Drivers” and Solutions, 1993

Society of Marketing Professional Services,  
Forces of Change in Higher Education, 1993

Quality Education for Minorities (QEM)  
Mathematics, Science, and Engineering Network “The  
Shaping of Community in the Process of Planning,”  
Winter, 1993

No Name Conference  
Higher Education Facilities Planning Association, Space  
Allocated Guidelines: The Ohio State  
University, 1998

Council for Undergraduate Research, 2000  
Conference, Planning New and Renovated  
Science Facilities, 2000

Buffalo State College, “The Process of Planning,” 2000

Association of Independent Schools in New  
England (AISNE) “Science Classrooms of the  
Future,” 2001

## LECTURES

Council for Undergraduate Research, 2002  
Conference "Planning and Building Facilities for Undergraduate Research"

AIA, ASLA, ASID Joint Conference, South Carolina Chapter "Campus Planning - History, Trends, and Spatial Implications," 2002

PKAL Leadership Institute Seminar: Strategic Planning, Atlanta, GA, 2004

National Institute for Teaching and Liberal Education (NITLE) "An Overview on the Process of Planning," Depauw University, 2003

National Institute for Teaching and Liberal Education (NITLE) "Planning and Structure Planning," Vassar College, 2004

National Institute for Teaching and Liberal Education (NITLE) "An overview of the planning process, Rhodes College," 2006

## PROJECT KALEIDOSCOPE INVITATIONAL SYMPOSIA:

- San Antonio: "What Works — Asking the Right Questions, a Focus on Administration," 1993
- Holy Cross: "The Art and Craft of Reform — Campus Planning," 1994
- National Academy of Science: "Balancing Costs and Resources," 1995

Insight Consortium Conference 2006, Benchmarking: Trends and Tribulations 2006, "Community is a Contact Sport-Where do you go from here?"

Clemson University Colloquial on Town/Gown relations, 2006

Head Mistresses Association of the East, Annual Conference "The effect of New Learning Paradigms on School Design", 2006

## PROJECT KALEIDOSCOPE WORKSHOPS

Facilities for Undergraduate Science and Mathematics:

- Lake Forest Workshop, Spring 1992, "Washington & Lee Case Study — Moving the Process Along"
- Holy Cross Workshop, Fall 1992, "Carleton College Case Study — When Everything Falls Apart"
- Kalamazoo Workshop, Spring 1993, Plenary Session
- Scripps Workshop, Fall 1993, Plenary Session: NSF Proposal/Review Process
- University of Richmond Workshop, Winter 1994, Plenary Session
- Xavier University [LA] Workshop, Winter 1994, Plenary Session, Case Study
- Allegheny Workshop, Summer 1994, Plenary Session
- Washington D.C. Workshop, Winter 1995, "Where to Start"
- Washington D.C. Workshop, Fall 1995, Plenary Session, Case Study
- Morehouse/Clark Atlanta Workshop, February 1996, Plenary Session
- Duke University Workshop, October 1996, Plenary Session
- SALK Institute Workshop, Spring 1997, Planning Session, "How to Begin the Process"
- 2000 Summer Institute, Keystone Colorado, "Stages of Planning," Facilities Implications of Pedagogical Reform "What to do when things look like they are falling apart"
- 2002 Summer Institute Georgetown, Virginia, Plenary Session: "If, When, and How to Renovate"

## LECTURES (continued)

- Drury University, 2003  
Round Table Discussion  
“Perspectives on Planning”
- 2007 PKAL Fall Facilities Workshop  
“Planning from Beginning to End”  
“Considering Implications of Renovations”  
“Budgets and Fund Raising”
- 2007 Summer Institute”Chantilly, Virginia  
“Leadership, Student Learning, and  
Institutional Transformation
- Facilities Seminar, 2007

## SOCIETY FOR COLLEGE AND UNIVERSITY PLANNING

- National Conference: Student Housing, 1990
- Faculty Work Place, 1991
- Making Projects Feasible, 1992
- An Action Plan to Strengthen Science and  
Mathematics Programs and Facilities, 1994
- Planning for Accountability, 1996
- Creating a New Community of Learners:  
The Implications for Campus Planning and  
Facility Design, 1999
- Panel Discussion, The Competition in Cairo:  
Translating the Vision of American Education,  
2000
- Panel Discussion, To Fit or Not to Fit:  
Architects in Context, 2001
- Creating a National Facilities Database, 2002
- SCUP’s Campus Facility Inventory, A Status  
Report, 2003
- “Similarities and Differences, Three Institution  
Plan New Facilities” 2004
- SCUP’s PLANNING INSTITUTE
  - “Integrated Planning and Problem Solving”  
2004
  - “Integrated Planning” 2005
  - “Leadership & Institutional Transformation”  
2006
  - “Integrated Campus Planning” 2007

## BIBLIOGRAPHY

The Independent Colleges Office:

- “Moving from Institutional Vision to Physical  
Reality,” Project Kaleidoscope, 1991
- “What Works — Asking the Right Questions,”  
Project Kaleidoscope, What Works, 1994
- Aspects of Planning, Project Kaleidoscope,  
Structures for Science, Vol. III, 1996

“Facilities Programming — Uniting Institutional Needs  
and Vision with Architectural Design and Construction,”  
Facilities Management Manual, The Association of  
Higher Education Facilities Officers, 1996

“Form Follows Function? Innovations in Education  
Mean Flexible Building Design,” Connections 2002:  
Journal of New England Higher Education and Eco-  
nomic Development

“A Perspective on Campus Planning,” New Directions  
for Higher Education, Building Robust Learning Environ-  
ments, Jossey-Bass, Fall, 2002.

“The Ever Changing Campus,” Facilities Manager,  
APPA, March, 2004

“Campus Planning without an Academic Plan is not  
Planning,” Dean & Provost, April, 2005

“The Star Architect Experience is Not Always  
Stellar,” The Chronicle of Higher Education,  
April, 2005

“Master Planning Campuses for  
Today’s Students,” College Planning & Management,  
January, 2006