



Fuller Theological Seminary
Master Development Plan

ATTACHMENT K

Fuller Theological Seminary Master Development Plan
WM+P : MASTER DEVELOPMENT SUBMISSION -- 08/23/04

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for
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PREFACE

The commitment of Fuller Theological Seminary to be a good corporate citizen within the City of Pasadena goes deeper than adherence to institutional rules or legally binding agreements. The preamble to Fuller's *Formal Statement of Community Standards* insists from all its members that, "their qualifications should be compassion for individual persons, sensitivity to the needs of the communities of which they are a part [and]... a commitment to justice." The intent that strategies for future growth should benefit Pasadena, therefore, has roots deeper than even half a century of residence would demand: it is embedded in the Christian character to which the seminary is devoted.

As a matter of course, the microcosm of Fuller's graduate students, scholars, and leaders forms part of Pasadena's community personality. As the campus is the focal point for burgeoning national, international, and online extension sites, Fuller's far-flung presence affects Pasadena's worldwide reputation as well.

Fuller's Pasadena campus has evolved slowly and organically over the years, filling available space as needed. As the campus has brimmed (e.g. 1780 on-campus students share use of only nine classrooms), reorganization has become as necessary as it is inevitable. In these same maturing years, Fuller has earned a position as the largest multid denominational seminary in the world, with students from over 80 countries making it a unique habitat for diversity. A newly integrated and efficiently maximized infrastructure will improve Fuller's relationship with its students and with the surrounding community, and will appropriately embody the seminary's global influence.

In the 50 years since Fuller was established in the shadow of city hall, both neighbors have changed and grown. The new articulation of *The Fuller Theological Seminary Master Development Plan* is intended to define the vision of the campus as well as to respond to changing requirements of the greater Pasadena community.

First among the motivations to make the existing campus more efficient is the upgrade of student housing. As the organization with the highest non-Anglo proportion of students in any private institution in California, Fuller's unusual diversity extends across cultural, economic, and national lines. Graduate students and their families hail from all parts of the world, and must be received with the respect and consideration that befits both Fuller and Pasadena. By efficiently reorganizing existing space, more and better apartments can make residents of local commuters while alleviating parking and traffic concerns. The addition of more units has the twin benefit of helping Pasadena reach HUD goals for diversity and affordable housing, while also fulfilling the city's goals of increasing the walking and repeat shopping population of the downtown core.

By maintaining a verdant mall in an area of Pasadena without considerable park space, Fuller continues to be a welcoming thoroughfare for nearby businesses, tourists, and new Pasadena residents. The quality of on-campus residential life can be improved for our population of families with children by increasing green space and optimizing outdoor small-scale meeting spaces and café environments.

For the dignity of the seminary, as well as to add to the culture of the City of Pasadena, Fuller's master plan additionally calls for streetscape upgrades—harmonious with our overall rebuild—wherever the campus intersects with the greater community. The improvement of the Walnut Street corridor (already begun with the addition of a public coffee shop and bookstore) is evidence of an active, collaborative engagement with the neighborhood.

In addition to being good corporate neighbors, the individuals of the seminary are committed to community service not only as part of good Fuller citizenry, but also because of the convictions that lead them to study at seminary in the first place. Each of Fuller's three schools offers various opportunities, such as: the School of Theology—through its Brehm Center for Worship, Theology, and the Arts—sponsors a ballet program in a local low-income neighborhood; graduate students of the School of Psychology offer some 58,000 pro bono hours to mental health groups in Los Angeles county; and the School of Intercultural Studies offers tutoring in ESL classes. As an institution in the historic Playhouse District, Fuller has a collaborative relationship with local arts organizations and offers frequent events open to the public such as an annual art festival, various concerts, and performances throughout the year.

The Fuller Theological Seminary Master Development Plan is in unique harmony with the City of Pasadena's goals, "to serve community need and enhance the quality of life...promote healthy family community...[be a] a cultural and educational center for the region, [and] provide a diversity of economic, residential, and cultural opportunities."

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1.0 INTRODUCTION

When Charles Fuller envisioned a research center for biblical scholars over half a century ago, his intention was “the best of its kind in the world” or nothing at all. The founders of the seminary who joined him in that mission were galvanized against religious anti-intellectual and separatist trends. With an intention to emphasize service to and integration in the surrounding community, land for the nascent seminary was chosen in the heart of Pasadena’s civic center. Over half a century later, Fuller’s goal has been realized, and the Pasadena location of the seminary that still bears his name is fundamental to its personality.

When 39 graduate students met for the first time on October 1, 1947, they were inaugurating what would one day become the largest multid denominational seminary in the world. A comparatively brief 56 years later, with more than 4,400 students worldwide, there are more than 125 denominations and 80 countries represented on the campus at Oakland Avenue and Walnut Street.

Construction for Fuller’s present campus began in 1953 with the bricks and mortar of Payton Hall and the ideal of being a vibrant part of the community—a “nonsectarian” attitude unlike religious isolationist tendencies of the times. Full academic accreditation from the American Association of Theological Schools came as early as 1957 (with subsequent accreditation by the Western Association of Schools and Colleges). By then Charles Fuller’s original mission to broaden the orthodox agendas of the church had solidified into a two-fold objective: theological scholarship and a commitment to peace, justice, and sociological concerns.

Not underwritten by any denominational affiliation, Fuller has always been supported by its active board of trustees (e.g. C. Davis Weyerhaeuser, 1959), for which it has gained some notoriety. This has made it possible for the seminary to pursue unfettered scholarship, or, as subsequent President David A. Hubbard voiced it, “truth seen as a whole, not a series of fragments.”

In the early sixties, McAlister Library was finished, and the School of Intercultural Studies (formerly School of World Missions) and School of Psychology were added to the School of Theology in order to address changing times. (Fuller’s School of Psychology is the only seminary-based graduate school of psychology to be accredited by the American Psychological Association.) Master’s and doctoral degrees were offered in this “theological university” with a legacy of thorough training and access to the finest theological minds of the times. During the decade of the seventies, Fuller was recognized as a leader in the field of graduate religious studies, hailed by *Time Magazine* as “the best United States evangelical divinity school.” (May 1976)

North Oakland Avenue was turned into the Arol Burns walking mall

in 1971, which remains as one of downtown Pasadena's few park-like spaces with open access to the community. As the heart of the Fuller campus—by some estimations an extravagant use of prime real estate—the mall served as an unexpected oasis of contemplative space within walking distance of the civic center.

Less than a decade later, Fuller had five major extended education sites, and had embarked on building the School of Psychology (1986). This ambitious undertaking includes Travis Hall—designed for public forums—and houses the memorabilia of M. Scott Peck, whose papers also reside with the institution.

Current seminary President Richard J. Mouw characterizes the school's urgency for intellectual growth by saying, "Fuller Seminary is a restless institution. It was born out of restlessness, and it has been sustained by restlessness." In 2004, Fuller's enrollment will total over 4,400 students, with 22,000 alumni/ae whose impact is felt on six continents of the world. Though the Pasadena residential enrollment (currently at 1780) rises at a modest 3% a year, extension site enrollment is expected to increase exponentially. The extension program now numbers seven sites, with a vigorous online component that expects to draw some 100 students per year to its Masters of Arts in Global Leadership. In addition, the last few years have seen the advent of the Brehm Center for Worship, Theology, and the Arts—a center within the School of Theology that designs programs and degrees focusing on the arts and worship.

1.1 New Vision and Principles

Fuller Theological Seminary's position as the largest multid denominational seminary in the world carries with it a responsibility of global leadership. A comprehensive vision for the campus that respectfully acknowledges this status while simultaneously serving its constituency and its host city is imperative.

This vision can be embraced by re-envisioning the campus as a whole entity rather than the collection of parts that has grown over the years; by preserving its green walking mall and its historical buildings; and, at the same time, facilitating diverse 21st century life. This vision is guided by principles approved by the Fuller board of trustees in 2002.

The goals of upgrading the infrastructure of campus include these guiding principles:

- Improving, increasing, and developing affordable **student housing**
- Improvement and expansion of **academic facilities** and

improved efficiency of **parking and traffic**

- Providing for **diversity** of architecture, culture, study objectives, ministry, service, and lifestyle
- Optimizing Fuller's role as a "**green oasis**" within Pasadena's core while maintaining the integrity of the original design
- Being **good Pasadena neighbors** by interfacing with surrounding businesses and residences in ways that are mutually beneficial, providing for a diverse **pedestrian citizenry**, and keeping an **open campus** in the predominantly developed civic center area

The first step toward this integrated reality is to strengthen the existing infrastructure in a way that reflects current student needs and the Pasadena-based management of its burgeoning extension sites. This includes steps such as consolidating all student services in one location (i.e. the newly acquired 250 North Madison Avenue building), and adding a 500-space parking garage. In addition, the requirement to increase affordable housing for existing students—which will make "residents out of commuters"—demands the design of spaces for children of Fuller families that can also be accessible to other Pasadena residents. Guiding principles include:

- Strengthen the sense of **community** within campus boundaries. Encourage interaction through appropriately scaled buildings and outdoor spaces. Make use of the "in-between" places, like courtyards and porches, as opportunities for community gathering. Develop a strong connection between the residential and the academic campus
- Represent **diversity** through planning and design. Create a range of built forms and outdoor spaces—from large gathering areas to intimate meeting places—to mirror diverse community needs on campus
- Design for children. Create playgrounds and community gardens that engage **children** and act as places for interaction between students and young Fuller student families as well as other Pasadena residents

Another vital element of the vision is to reinforce Fuller as a place of diversities, including racial, cultural, economic, ministry focus, and even architectural design. Representing this tradition of diversity through planning and design can mirror the intention of promoting diverse community needs on campus.

The integration of Fuller within the community of Pasadena is also a primary goal of the future plan. The tradition of Fuller as a pedestrian-friendly environment, "where people can circulate without cars,"

increases easy access to the City of Pasadena. This allows the Fuller community to connect with the people of Pasadena, welcoming visitors and community use by keeping an open campus with connections to the civic center, the Playhouse District, the arts communities, and other religious communities. Guiding principles include:

- Connect with the people of Pasadena. Encourage the local community to take advantage of the Fuller campus by creating **welcoming** connections to the city. Tie into the Civic Center, the Playhouse District and the arts community by inviting people to participate in Fuller's performing and visual arts events
- Make Fuller a place for **walking**. Create an integrated network of "comfortable five minute walks," linking facilities with human-scaled, memorable places. Move all parking to the periphery of the campus or to underground locations, keeping cars and traffic away from the historic campus core

Finally, it is Fuller's intent to honor the natural environment, the historical legacy, and the uniqueness of its site within the boundaries of Pasadena. By upgrading the campus appearance at all points where Fuller integrates with community, streetscapes can be beautified and the overall standard of excellence in Pasadena reinforced. Guiding principles include:

- Optimize landscape and **green spaces**. Restore, manage, and interconnect green spaces, and encourage native landscaping
- Treat water as a valuable resource. Strive for long-term water self-sufficiency through **water conservation**, reuse, and harvesting techniques
- Focus on **stewardship**. Strive to become native to the organic terrain. Honor the natural environment and uniqueness of the site as an opportunity to acknowledge its presence as a creation

1.2 Need for New Facilities and Growth

Fuller's on-campus programs and enrollment over the years have grown to occupy available buildings much the way water fills empty spaces. Existing facilities brim with student and community use, and an efficient revision of space would offer both relief and new opportunities for Fuller *and* the City of Pasadena.

The primary goal of the *Fuller Theological Seminary 2002-2006 Strategic Plan* is to "equip present and future leaders by providing accessible, affordable, and effective education in a hospitable

environment for diverse people." The seminary has, therefore, a self-imposed mandate to offer sufficient living and study environments. The provision of "quality, affordable housing and community for students and families"—preferably within walking distance of classrooms, local businesses, and public transportation—commands a high priority.

The Pasadena campus currently affords 471 apartment units, all of which are within a block of campus. By reconfiguring some of the same useable space, 706 units could be made available with minimal traffic and parking impact. In fact, by turning commuters into residents, traffic could actually be reduced, as trips to and from campus are minimized. "Walking" citizens have an average of one rather than two cars, have less needs for casual parking, the added benefit of stress-free commutes, and immediate access to the wealth of business, entertainment, and public transport opportunities in downtown Pasadena. In addition, a 500-space parking structure—available in "off" hours to other businesses in the playhouse district—is planned.

At the same time, creating a more pedestrian-friendly environment would result in increased community building on and off campus while reinforcing one of Pasadena's *Seven Guiding Principles* of being "a city where people can circulate without cars." The north residential campus will include green space to complement the pedestrian mall to the south. There, affordable housing for modest-income student families will provide a place for children to play, and outdoor respites from study or household duties. These spaces are available as restful thoroughfares for local Pasadena businesses and residents or park-like places of tranquility during the day.

High among the other priorities of the master plan is the need for more parking and classroom facilities. Fuller Seminary is the largest seminary of its kind in the world, with an emphasis on preaching curricula, and yet is without appropriate classroom facilities for preaching arts programs. A new chapel will correct that issue, offer much-needed assembly space for on-campus group meetings and occasional community meetings, and release Fuller from the burden of renting off-campus space for those purposes. Other classroom upgrades or additions will alleviate the strictures of scheduling only nine classrooms for all three schools (1700+ students).

The need for office and administrative space is also critical. The recent acquisition of 250 North Madison Avenue will allow for the centralization of student services and extension offices. This will not only streamline enrollment, admissions, and ongoing student needs, but will also open some 120 other office spaces scattered across campus. These offices will be occupied by overcrowded existing departments, as well as new faculty members joining the seminary as student enrollment slowly increases over the next decade.

Fuller's campus is privileged to maintain several buildings on the Pasadena Historic Register; however, these bungalow homes have a large footprint and were designed for casual, rambling use. Beautiful in aspect and perfect for some student and faculty uses, they are hardly built with efficient office space in mind. In order to continue preserving these buildings in their original form, maximum reorganization of alternate space is required.

Though the residential population of Fuller only grows at a modest 3-4% per year (expecting to reach optimum capacity at 2000 within the next decade),* the Pasadena campus is the administrative base for all extension campuses including:

- Orange County (includes other locations in So Cal except Pasadena)
- Phoenix (includes Las Vegas and Tucson)
- Colorado Springs (includes all sites in the country w/out a base)
- Seattle (includes all northwest)
- Menlo Park (includes the Bay Area)
- Sacramento
- Seoul, Korea

Over 100 new students per year are expected to enroll from all over the world in Fuller's online Master of Arts in Global Leadership degree program started in 2002. Though these students—many who would be incapable of attending classes outside their countries of residence—will be on campus for only four accumulated weeks in the course of their study careers, most administrators and faculty advisors will be based in Pasadena. This simply increases the importance of adaptable classroom and administrative space to meet Fuller's growing and changing needs.

***Table 1: Pasadena campus growth and projections**

2000	1,601 students
2001	1,677 students
2002	1,735 students
2003	1,792 students
2004	1,843 students
2005	1,900 students
2006	1,996 students
2007	2,014 students

2.0 PLANNING CONTEXT

This master plan presents the vision and guidelines for future development of the Fuller Theological Seminary Campus in Pasadena, California. Fuller is an independent, privately supported theological school that offers graduate level instruction in theology, psychology, and intercultural studies.

2.1 Existing Conditions

Fuller Theological Seminary is located in the heart of downtown Pasadena, adjacent to the Civic Center District and one block east of the historic City Hall, public library and Civic Auditorium complex. Along Los Robles Avenue, large commercial buildings including the ten-story Pasadena Westin Hotel and the eight-story Kaiser Permanente offices bound the campus on the west. Beyond City Hall to the west and southwest is the historic Pasadena commercial district.

To the north, the edge of the campus is defined by the eight-lane 210 freeway and the Gold Line light rail, both of which run parallel to Corson Street, with residential and low-rise commercial neighborhoods to the north of the freeway. Three-story single and multifamily residential complexes, with newer four- and five-story condominium infill projects, make up the neighborhoods to the east of the campus.

Along the southern edge of the campus, low-rise to mid-rise commercial and cultural facilities on Union Street give way to higher-density commercial and cultural facilities along Colorado Boulevard, one block south. This area is considered part of the emerging "Playhouse District." In addition, neatly bisecting the campus, is Walnut Street—a four-lane commercial strip that is home to a range of land uses and scales. This includes a single-story gas station and auto body shop to recently finished four- and five-story townhouses and condominium complexes.

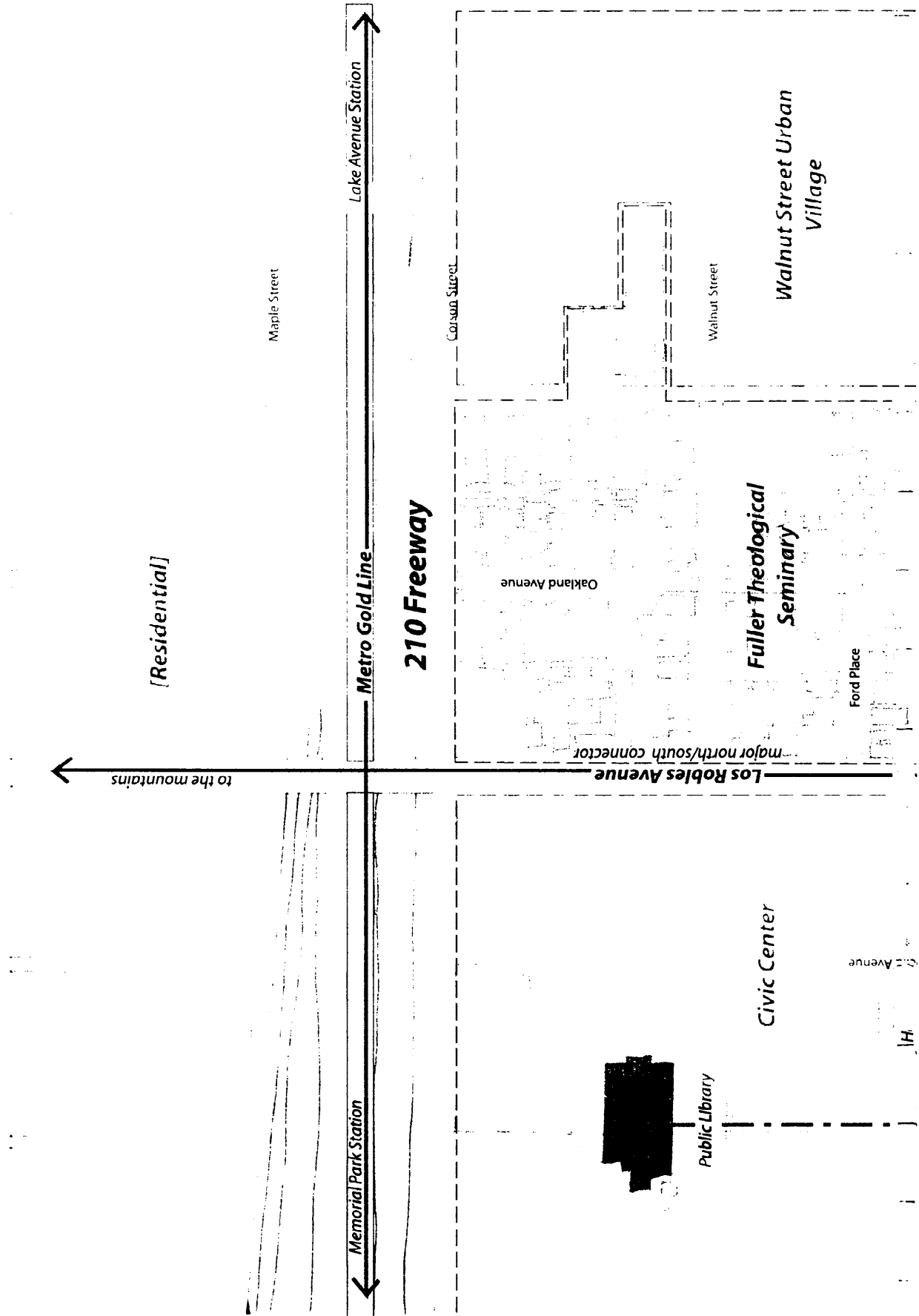
2.2 The Fuller Campus

Today, Fuller's campus encompasses approximately twenty-five acres, of which Fuller owns fourteen acres. Boundaries for the campus and this master plan are:

- Los Robles Avenue to the west
- Corson Street to the north
- Madison Avenue to the east
- The parcel within PD-21 between Madison Avenue and El Molino Avenue and
- Union Street to the south.

Within these boundaries Fuller owns the properties indicated on

Figure 1: The Fuller Context



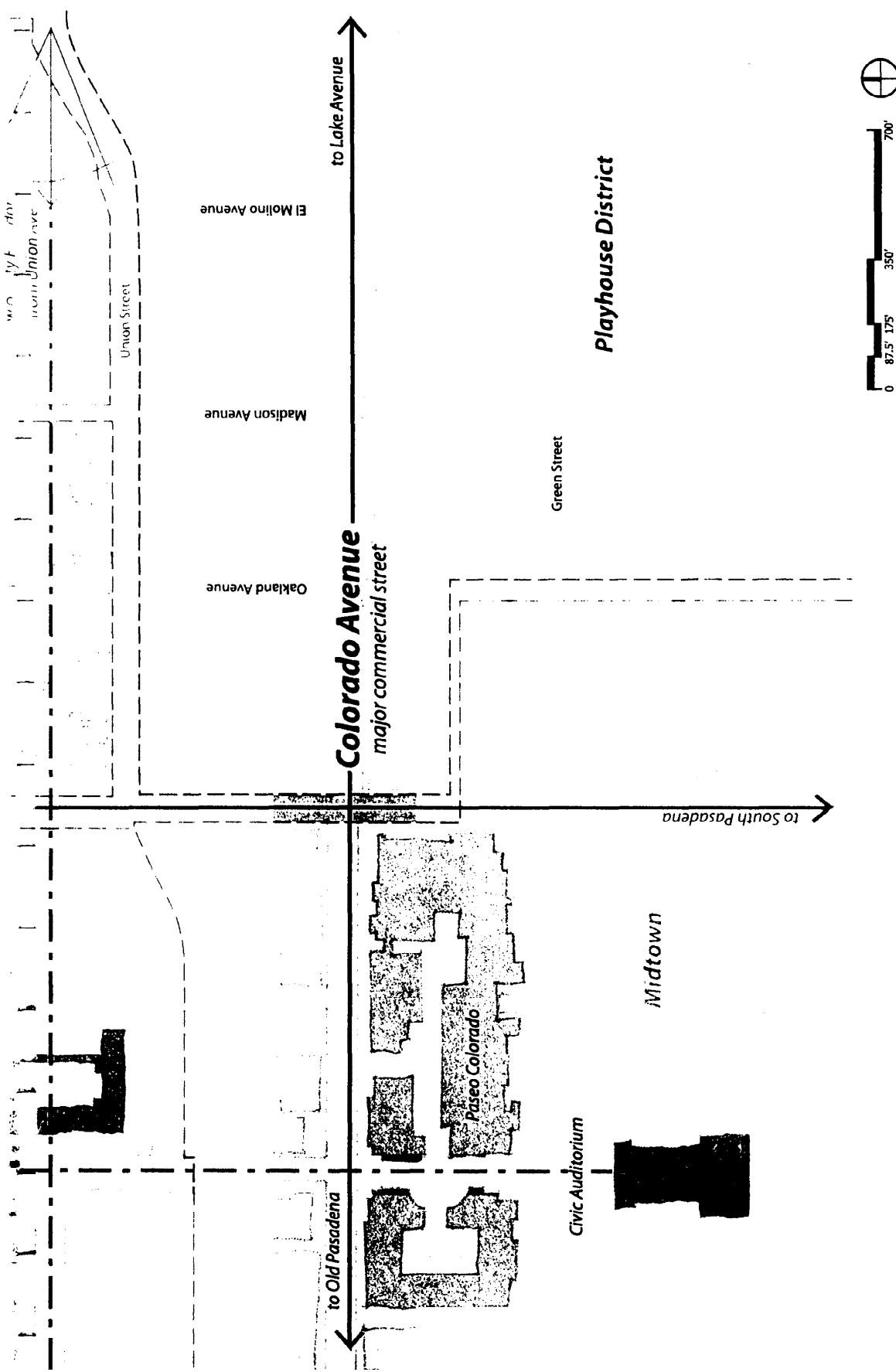


Figure 2, "The Fuller Campus and Land Ownership." The master plan assumes that all non-Fuller properties within the campus boundaries will remain outside of Fuller planning efforts at this time; however, the master plan would be amended to include any new acquisitions.

Fuller owns or operates satellite facilities elsewhere in Pasadena and Southern California which include:

- 700 East Locust Street, Pasadena
- 1314 North Los Robles Avenue, Pasadena
- 5055 Louise Drive, La Canada, CA

While these facilities are integral parts of Fuller's program of instruction, they are not included as part of the Fuller master plan.

2.3 Zoning

Existing zoning for the Fuller master plan has been directed by the 1992 *General Plan*, the 1994 *General Plan Revision Program*, and the *Pasadena Municipal Code Title 17 Zoning*, as adopted by the Board of Directors of the City of Pasadena on May 14, 1985 (the Zoning Ordinance) and subsequently amended. In addition, the master plan incorporates the goals, objectives, design guidelines, and standards proposed in the draft, *Central District Specific Plan (CDSP)*, (conceptually approved by city council February 2004) and City of Pasadena Planning Division Memorandum—Revisions to draft *Central District Specific Plan* (June 22, 2004), with a projected adoption in fall of 2004.

The Fuller campus is located within the city's CD-13A:North Oakland District and PD-21, as set forth in the *Pasadena Municipal Code Title 17 Zoning*.¹ Figure 3, "Existing Zoning," shows the current zoning for both the Fuller campus and the surrounding neighborhoods. The Fuller campus would be designated the "Walnut Housing" sub district under the CDSP. The sub-district will incorporate CD-13A and PD-21.

While not legally binding at the time of this submission the *Specific Plan* serves as an indication of current priorities in the city. The Fuller master plan works toward the city's goals in the following ways:

¹ Fuller's master plan was formulated in 1983, before the city had adopted provisions for the review and approval of master plans. Various elements of Fuller's master plan were, however, incorporated into the city's Zoning Ordinance for sub-district 13A of the city's Central District in 1985. In 1992, the City Council acknowledged in Resolution 6771 that the zoning regulations governing Fuller operate as "the functional equivalent of a master plan for Fuller." Both Resolution 6771 and 13A are the result of negotiations between the city of Pasadena and Fuller regarding the preservation of eight historic structures on the Fuller campus. The specific properties are listed in P.M.C. §17.33.080, and are shown on the plan accompanying Section 2.4: Historic Resources.

- Providing for a mixture of uses and scales of development that are in scale with, and beneficial to, the surrounding neighborhoods
- Encouraging pedestrian circulation by providing interesting, well-landscaped streetscapes and public spaces, and creating new pedestrian and bicycle routes
- Maximizing the use of mass transit, and transit corridors adjacent to the Fuller campus
- Providing low-cost housing in the heart of Pasadena
- Developing the campus in ways that respect and enhance Fuller's surroundings, and
- Creating strong linkages to the adjacent Civic Center and Playhouse sub-districts.

This master plan will be reviewed under the procedure set forth in P.M.C. §17.98, entitled "Master Plan Review."

2.4 Heights

The existing height limitations governing the Fuller campus are set out in the "Central District Height District Map" in P.M.C. §17.33, reproduced here in *Figure 4, "Existing Zoning: Allowable Heights."*

Under P.M.C. §17.33, much of the site falls within the 40' commercial/60' residential height district, with a few exceptions. The view corridor to the city hall dome, a 120' zone centered on the dome and cutting across the southern edge of the Fuller campus, has a height limit of 50'. The campus located to the north of properties aligning Walnut Street has a height limit of 60' only, as commercial is not allowed in this area.

The draft *CDSP* proposes an alternative means of regulating building heights to allow flexibility on the campus. (City of Pasadena Planning Division memorandum, June 22, 2004) Building heights to be regulated as follows:

For large institutions, the master development plan process whereby an applicant may propose creative solutions to incorporate flexibility in the layout and design of building envelopes, so long as the end result is in compliance with the average building intensity, residential density, and height limits of the underlying development standards.

As shown on the Overall Concept Plan (figure. 7) and the