Sasaki Associates is delighted to announce its new *Strategies Internship Program*. The program will run from July through December 2012. Successful candidates will work full-time in our Watertown, Massachusetts headquarters. Our goal is to attract innovative problem-solvers from a range of backgrounds who will contribute to the vitality of our practice, working in our Sasaki Strategies group. We anticipate filling up to three paid internship positions, with the potential for ongoing employment upon successful completion of the program.

**The Firm**

Sasaki is a multidisciplinary firm. We have won national and international recognition for our design ability, sensitivity to site and contextual issues, and strategic and comprehensive approach. By combining planning and built work in our practice we find high value solutions where others see only intractable problems. We have a particularly distinguished place in the history of planning and design for higher education, with plans, landscapes, and buildings completed for over 400 institutions world-wide. We are the proud recipients this year's American Planning Association's National Planning Excellence Award. Our nearly 60 year history has taught us that each project is unique and requires fresh energy, a tailored approach, and strong personal relationships. We believe each opportunity presents challenging problems that are best solved with clear ideas and innovative thinking. Because of this, our responses grow from the specific circumstances of, and an active dialogue with, our client partners.

**Our Philosophy**

Our goal is to ensure mission drives the physical environment. We believe successful planning represents ideas: ideas about mission, ideas about place, ideas about people and their interactions. As such, planning represents a significant opportunity, particularly in today's financially difficult times, to operationalize our clients' strategic visions.

Sasaki's planning approach has evolved with the firm. We believe strongly that our collaborations must focus less on the development of a static plan that runs the risk of becoming obsolete soon after it is completed, and more on a process that is able to agilely respond to changing circumstances. In practice, this means developing a long-term vision, based on key principles, ensuring future options are not foreclosed, and that every move builds incrementally towards a larger goal; identifying priority projects that launch us towards this long-term vision in a realistic and meaningful way; and the reinforcement of an effective planning process, driven by data, that integrates strategic, financial, and physical concerns so that new scenarios can emerge as needed. The goal is to create a strategic posture, ensuring our clients can rapidly respond to changing circumstances.

**Sasaki Strategies**

Sasaki Strategies is an internal firm think-tank. We live at the intersection of mission, money, and place. Our job is to constantly challenge the status-quo and invent new ways of helping our clients. We believe that good decisions require the intelligent use of limited data – in our experience you never have enough – and so we strive to create a strong analysis function to support decision making with inspiring methods of engagement. This means following the rabbit hole wherever it leads: strategy, finance, mission, design, ecology, politics, etc. The goal is to solve our clients' problems – problems they often cannot even define.
The Strategies Internship Program

We don’t care about your educational background; current team members have diverse degrees including Psychology, English Literature, Mathematics, Computer Science, Architecture, Planning, and Economics. You need to be numerate, comfortable with technology (although you don’t need to be a computer geek) and a good story teller. We spend a lot of time with clients, so it is important they don’t fall asleep in your presence. We value clear thinking and crazy ideas. We want passion, competence, and a dry sense of humor. Successful candidates will be exposed to the breadth of the firm. There will likely be an emphasis on our higher education practice, but it is important you get to work with our urban studio on city, regional and private sector challenges, and with our internal IT team on business process questions to ensure we practice what we preach.

Application Process

Complete applications require three documents:

1. A cover letter explaining your interest in the program;
2. Your resume;
3. Your solution to the attached problem set.

Applications should be submitted electronically to strategiesinternship@sasaki.com by midnight April 13, 2012. A group of finalists will be selected for either in-person or phone interviews.
Problem Set

Gamma College is a four-year public college in the southeastern United States. The college has 5,000 students, 260 faculty members and 240 staff members. It does not have a residential program, although ultimately it would like to. The attached Excel Workbook contains information on Gamma’s building and its course schedule. The College was able to apply pressure through its local state representative, and as a result has approximately $30,000,000 available for capital investment over the next five years. This will have to cover new construction and renovation. Additional funds are extremely unlikely (although your donations are welcome). Please write a one page brief advising the college on how to spend this money.

Some observations:

- Excel has many invaluable tools, such as Pivot Tables and Filters, which are easy to master.
- Different kinds of university space are classified using the Facilities Inventory and Classification Manual (FICM).
- The college’s strategic plan focuses on students, excellence, and diversity. There are no specific new programs or metrics associated with the document, other than a statement that the college does not anticipate significant near-term growth.
- Approximately 75% of college faculty and staff require office space. No students are currently provided office space.
- Classrooms should be scheduled at least 30 to 40 hours a week. Teaching laboratories should be scheduled at least 18 hours a week.
- Building condition is often measured using a Facility Condition Index (FCI). This percentage is the ratio of the current value of the building to its replacement value. The college would be delighted if it had an average 80% FCI.
- There are two kinds of square footage you need to know about: assignable square feet (ASF) and gross square feet (GSF). ASF describes the spaces in buildings that can be programmed for use (this includes FICM categories 100 through 900). It excludes things like corridors and bathrooms (FICM codes starting with a 0), and wall thickness. All of these elements are captured in GSF. Unfortunately, you can only use ASF, but you have to pay for GSF. A building’s efficiency is given by the ratio of its ASF to its GSF.
- Assume the following per square foot costs for new construction:

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<th>FICM</th>
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