

A grayscale photograph of a modern university campus courtyard. The image shows a multi-story brick building with large glass windows on the left. In the center, there is a paved courtyard area with some outdoor seating and a small tree. A person is walking in the foreground, slightly blurred. The overall atmosphere is bright and open.

September 2018

# UNIVERSITY OF DELAWARE

# THE 21ST CENTURY CAMPUS

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## CAMPUS MASTER PLAN PHASE 1 SUMMARY

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Dumont Janks  
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## INTRODUCTION

In February 2018, the University of Delaware and Skidmore, Owings & Merrill (SOM) teamed up to envision the future of the University's campus in Newark, DE. This effort is the second step in a comprehensive campus master plan, following the completion of the Campus Framework Plan published in early 2016.

### PHASE 1: DISCOVERY

Phase 1 of SOM's work can be characterized as a process of discovery, visioning, prioritization, and alignment. Throughout the Spring and Summer of 2018, the team conducted meetings and listening sessions with a variety of stakeholders at the University of Delaware. The goal of these interviews was to develop a well-rounded understanding of the existing physical and operational challenges facing faculty, students, and staff, and how to align priorities and aspirations for the future of campus.

In addition to hosting conversations with stakeholders, this phase of work involved assembling data, establishing an understanding of the existing conditions on campus, and developing tools for analysis, such as maps and a campus-wide 3D model (depicted above) which can be used throughout the planning work for the development and conveyance of design ideas. Simultaneously, the team has

conducted a deep-dive into the University's recent planning materials, each focused on a different component of the campus or academic offerings. The proposals and priorities identified in these plans will contribute to the overall vision established as part of this master planning effort.

The interviews, work sessions, and explorations yielded valuable insight and enabled the planning and design team to develop a more targeted plan of action for the larger campus planning initiative. From the key drivers that were discussed as the most important for achieving success in this process, several themes emerged including:

- Need to accommodate and strategically steer growth
- Focus on interdisciplinary collaboration
- Develop a single University identity
- Establish a future-oriented vision for the University to guide both physical and programmatic decisions on campus

Following this discovery stage, the team is working in partnership with University leadership and stakeholders to further develop the goals, aspirations, and focus areas that will guide later phases of the Campus Master Plan.

# CONTEXT FOR THE 21ST CENTURY CAMPUS PLAN

Any academic institution embarking on an effort to envision the future of their campus and academic programs will bring its own mix of challenges and opportunities to the process. For a campus of the maturity of the University of Delaware issues related to space, facilities, and campus connectivity often present the most pronounced challenges to growth and modernization. At the same time, such well-steeped universities offer abundant opportunities to leverage their history and reputation in forming new partnerships and venturing into new and ambitious academic pursuits. In both respects, the University of Delaware is no exception.

## CHALLENGES

Through our multi-faceted process of investigation, analysis, and stakeholder engagement, the team identified a number of challenges facing the University as it works to plan its future. Many of these challenges relate to the physical campus.

One primary challenge for consideration is the need to carefully consider the final development opportunities within the campus core. With only a few remaining development sites in this area, most new growth will likely take place on lands beyond the core. While the University has ample land resources to accommodate planned and future growth beyond the core (STAR, South Campus, and Laird), growth in these areas will likely exacerbate the existing connectivity and access challenges between campus zones.

In addition to growth, deferred maintenance of existing facilities is a need requiring thoughtful planning and sustained attention. Many existing facilities and open spaces are in need of repair and updating to meet the needs of today's faculty and students. The University has outlined a funding stream to advance existing building maintenance, and the campus plan will outline opportunities to fully maximize those investments to achieve the greatest impact.

Additional challenges are revealed in the evolution of the University's programmatic and operational models. As UD continues to shift focus to applied research and expanded partnerships, new organizational models for faculty and student collaboration are being considered. With the

incorporation of cluster hires and net new faculty on campus comes an increased need to address the facilities and spaces needed to support planned growth.

Maintaining the University's long-standing legacy of providing a strong undergraduate education must be held while the growth in research and the graduate population is realized.

External influences also present challenges, such as fostering a continued relationship with the Town of Newark and the State of Delaware, as well as competing with peer and aspirational peer institutions on new fronts that are already fiercely competitive, such as research and graduate science programs.

## STRENGTHS

With ambitions of sustained academic excellence, increased competitiveness, and targeted growth, UD has many strengths and opportunities that create a unique position to advance the mission. The University's size, the physical campus, enrollment, faculty, and resources create opportunities to make investments in key programs, faculty expertise, and state-of-the-art facilities. In addition, the University's location in northern Delaware puts it in a uniquely strategic position within the I-95 region to compete and collaborate with some of the nation's highest performing cities, universities, and companies.

From a physical planning perspective, the campus has many positive attributes. From the historic campus Green and the centuries-old architecture to the compact arrangement of facilities and amenities that creates a walkable campus core—the University of Delaware is a beautiful and welcoming place. Another strength, as mentioned above, is the University's impressive real estate inventory. Close to the campus core, UD maintains hundreds of acres of underdeveloped land that can accommodate institutional and industry partnership growth for decades to come.

In addition to physical strengths, the University's academic quality and core focus areas create a strong foundation for growth and expanded achievement.

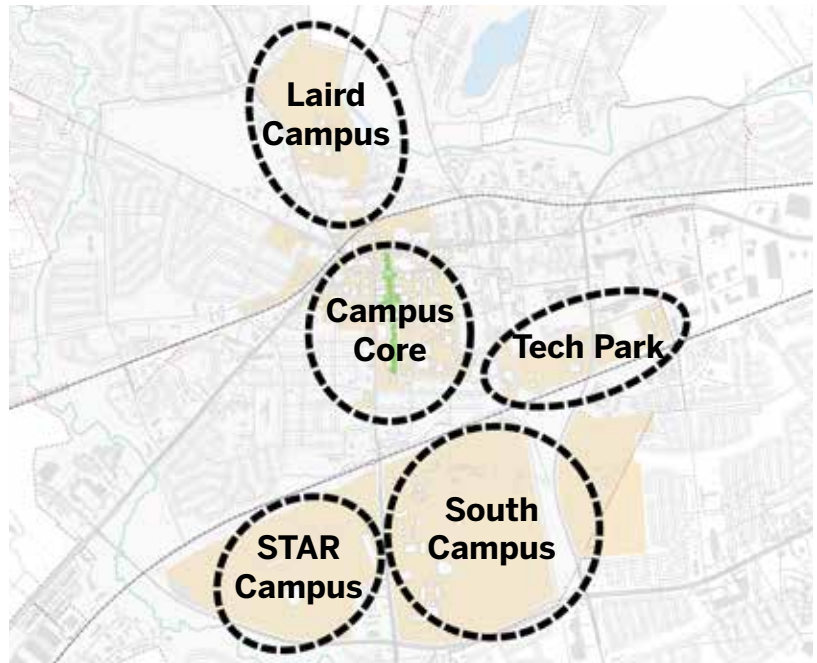


# UNDERSTANDING THE CAMPUS ORGANIZATION

At the beginning of Phase 1, the team worked to understand the existing campus organization and the identity of the components. From here, we were able to test various ideas for possible future organizations.

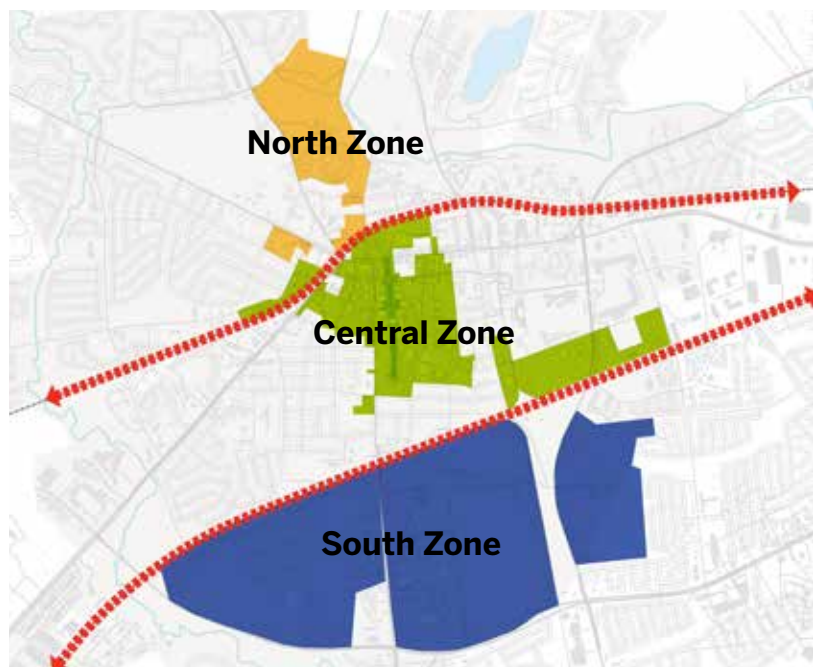
## EXISTING CAMPUS ORGANIZATION

Today's UD campus comprises several smaller linked campuses focusing on a variety of characters, uses, and program synergies. The main academic and residential campus or "campus core" is located around the central Green. Overtime the campus expanded north and south beyond the core. The most recent addition of campus lands includes the acquisition of the STAR Campus.



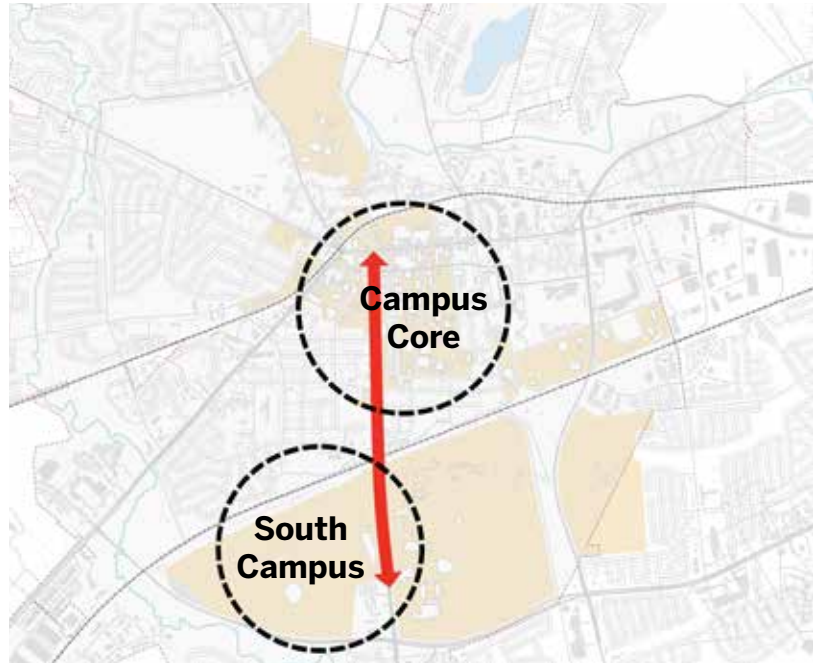
## THREE CAMPUS ZONES

An alternative way of understanding UD's campus setting is through the lens of campus "zones" separated from one another by the two active east-west train lines. This framework sets up three distinct zones, each with different access challenges and programmatic compositions.



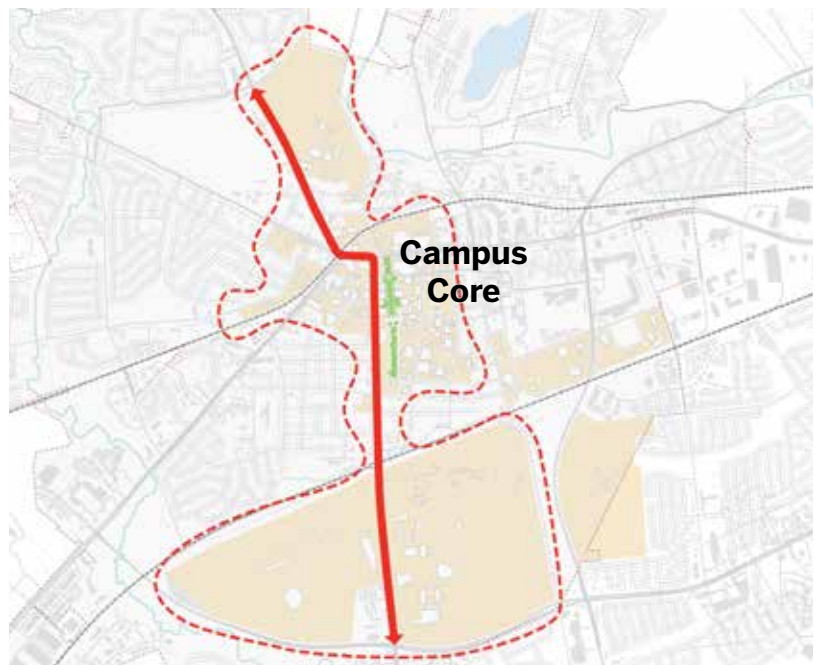
## DISTINCT CAMPUSES

With respect to the main concentrations of academic learning and student housing, the UD campus is divided into two distinct areas—the campus core, between Main Street and Park Avenue, and South Campus, between the Norfolk Southern rail lines and Christiana Parkway. These two campuses are connected primarily by the north-south corridor of College Avenue.



## ONE CONNECTED CAMPUS

Functionally, the UD campus is a cohesive whole broken into several different zones and tied together with key corridors, such as College Avenue. As the University advances evolving operational models and strategic projects, the plan's intent is to strengthen a unified identity and campus experience.



# PLANNING FOR EVOLUTION

As the team developed a broad understanding of the existing physical, academic, and operational conditions of the University, we learned a lot about how different components of the University operate and how they interact with each other. One of the key lessons our team took away from listening sessions and engagement with University stakeholders was the degree to which many of the core functions of the UD’s operation—including learning, research, student life, and campus community—were thought about and orchestrated independently, rather than in coordination or collaboration. There is recognition among University leadership that this approach can cause inefficiency as the University grows, evolves, and advances its academic mission.

Before engaging fully with the physical and programmatic components of the Campus Master Plan, it is important to gain consensus on the principles and approach that will guide the process. As the University considers its future and determines a path to achieve its goals, an approach that breaks down silos and installs new communication channels between the University’s core functions will provide a strong and future-oriented planning platform.

Considerations of scale, growth, culture, and time are best thought about across multiple primary functions (learning, research, student life, and campus community). At the same time, new ideas about the delivery of education and the opportunity students have to engage with partners are paramount to success in the 21st Century, and offer new avenues for exploration. As such, this plan will focus on encouraging investments in programs and facilities that enhance collaboration between disciplines, expand access to knowledge, and explore new partnership models between the University and industry.

# POSITIONING FOR THE FUTURE

Themes	Student Success
Components	<ul style="list-style-type: none"><li>Engaged learning</li><li>Health and well-being</li><li>Residential community</li><li>Holistic living</li><li>Success metrics</li></ul>
Explorations	<ul style="list-style-type: none"><li>Instructional space</li><li>Residential life</li><li>Graduate housing</li><li>Recreation and athletics</li><li>A continuum of education</li><li>Real-world experiences</li><li>The City of Newark</li></ul>

## **Inclusive Excellence**

- Celebrate culture at multiple scales
- People: students, faculty, staff, visitors, alumni
- Global and local

## **Intellectual & Physical Capital**

- Build on strengths
- Attract talent
- Expand resources
- Enable growth
- Stewardship

## **Interdisciplinary & Global**

- Solve global and local problems
- A culture of thematic discovery
- Transformative impact
- Not “either or”, but “and”

## **Spirit of Innovation & Entrepreneurship**

- Meaningful partnerships
- Unexpected collaborations
- Translation of knowledge
- Think like a startup
- Attractors/spin-offs
- Regional leadership

- The “common spaces”
- Cultural identifiers
- Community engagement
- Regional leadership
- Diversity of programming and spaces
- Accessibility

- Future space needs
- Renewal and new construction
- Mixed-use and multi-purpose
- Land use and real estate
- Building typologies
- Space quality
- Sustainability and resiliency
- Open space as a unifier
- Future infrastructure
- Core facilities as a “platform”

- Places of exchange
- Adjacencies/affinities
- Core facilities
- Connections
- Cluster/themes

- Mixed-use
- Future of STAR campus
- New kinds of space
- Co-locate/co-develop
- Operating and development models
- Market position
- Different space management
- Different space ownership
- Technology

# WHAT MAKES THIS OPPORTUNITY UNIQUE?

## REAL ESTATE

In order to develop a more comprehensive and up-to-date understanding of the University's real estate context, the SOM team, led by HR&A, is assembling a market scan with a focus on key areas we know to be important to UD's future. The market scan has identified the strengths and weaknesses in the Newark region's market with respect to housing, office space, hotels, and retail. It catalogs recent development and summarizes the scale and degree of market pressure impacting each type of development.

The scan will ultimately help UD understand opportunities in the local market and where investments will improve the overall quality of life for students and faculty. The preliminary findings of this market scan have identified several specific housing, retail, office, and hospitality types that are ripe for consideration on and around campus.

## BENCHMARKING INNOVATION

As the University continues to make new investments in academic programs and campus resources that are aimed at 21st century job opportunities and needs, it is prudent to understand the landscape of institutions with similar goals who have achieved success in recent years. To help develop this understanding, the team is compiling several case studies on the research and innovation programs of peer institutions. This includes metrics and benchmarks on size and scope of programs, curriculum, campus features, facilities, partnerships, scale of investment, student breakdown (undergraduate vs. graduate), and program organization.

The benchmarks will provide context to options and recommendations to allow the University to make informed decisions on where and when to allocate resources. This will also give the University a deeper understanding of its position among peer institutions.

## TEACHING & LEARNING

As the University plans for continued growth and increased investment in key academic and research fields, management of instructional space becomes increasingly important. As the 2017 Instructional Space Update Study found, there is sufficient space to accommodate immediate-term enrollment growth projections with careful space management, but it is expected that there will be significant pressure on laboratory and research space as programs shift and grow.

Planning for these needs as the University reorients towards a greater focus on research and translational academics is a challenge and an opportunity of the master planning process. As we advance our planning and design work, factors like new development, partnerships, proximities of various departments and uses, and several other cross-cutting considerations will be important to achieving success.

## STUDENT LIFE

The continued growth of the student body, both undergraduate and graduate, elevates the need for expanded student support services. Increasingly more diverse and international, the students on campus have a variety of interests and backgrounds, and the student life offers on campus should update to be more reflective of the student body. Achieving inclusive excellence in all aspects of student life and learning will better celebrate the diversity of every student at UD.

The Blue Hen Family and the values associated with the culture of the institution are rooted in an environment of community. Continuing to foster this community at all scales will ensure the personal success of all students.

As the University continues to grow in numbers, incorporating additional housing models and student life facilities will be needed to meet the needs of both undergraduates, as well as the growing number of graduate students on campus.



# THE MASTER PLANNING PROCESS

## RESEARCH

The University is committed to making investments in the fields of science and applied research to continue its legacy of high-quality and practical education while positioning itself at the forefront of 21st century discovery. The SOM team, led by Jacobs Consultancy, has begun its assessment of UD's existing research facilities and utilization, as a first step in providing meaningful and strategic guidance on where and when to make investments that will strengthen the University's research potential. These investigations have cataloged the University's research assets and programs and provided insight on where there is slack in the research space inventory and where efficiencies can be gained.

As our planning work advances, the campus planning team will couple these existing conditions investigations with research on best practices, benchmarking peer institutions, placemaking, and trends in the fields of applied research and interdisciplinary science/engineering to help the University chart a course forward. This will result in recommendations on where the University can make investments in existing and new research space, including labs, libraries/maker spaces, collaboration space, shared public-private partnership facilities, academic resources, and more. The master plan will also address strategic decisions related to academic programs, institutional growth and operations, and enhanced opportunities for collaboration on campus. These recommendations will focus, in particular, on the University's goal to grow its graduate research programs.

This master planning effort exists within the context of a new era of University leadership and future visioning. Presently, stakeholders and decision-makers are setting a strategic course for the University as it embraces a commitment to remaining competitive and innovative in the 21st Century. This approach is not yet a roadmap, but a set of goals and principles that will guide decisions and investments over the next several years.

This master plan is a major step in that strategic course and its completion will unlock several additional next steps on the University's path to becoming a preeminent public research university with strong and diverse undergraduate and graduate programs.

The process for shaping and delivering the 2018 master plan is unique in many ways. For one, it is designed to be non-linear, which in itself separates the plan from a more typical process. Instead of following a predetermined set of tasks and producing a predetermined set of deliverables, the University and SOM have formed a partnership in discovery. With recognition that the University is currently in a position to embrace one or several of many possible futures, this planning process will embrace and reflect that openness.

Instead of planning for incremental change/growth on all fronts, this planning team will work closely with stakeholders to determine the high-level ideas and initiatives that will bring the University closer to achieving its ambitious goals and from there, individual projects and implementation recommendations will be derived.

SOM and the University believe this exploratory approach is well-suited for UD's immediate goals, as it will allow us to focus on ideas that inspire creative thinking. Rather than focusing on shorter term organizational and operational guidance—as is the more traditional role of a campus master plan—we expect this process to establish a roadmap for achieving a bold and forward-looking vision for the future of UD.

# STAKEHOLDER ENGAGEMENT

## WHAT WE HEARD

Through multiple campus visits, the team engaged over 60 University stakeholders, faculty, students, and staff. The primary intention was to align the diverse collection of concerns, needs, and goals into one common language to facilitate advancing a plan.

While many specific details were discussed regarding academic programs, student life, and university goals, a few common elements emerged that will shape the future of teaching, learning and partnerships at UD.

- Cluster hires will shift focus from the individual to the success of the institution.
- Expand opportunities for boundaries between Colleges to become more porous. Maximize collisions, minimize friction.
- Build on the University strengths to expand opportunities in innovation and entrepreneurship.
- Explore how a Graduate College and growth in graduate studies can expand interdisciplinary research. Advance research beyond discovery into solutions. Translate research to better serve the community.
- Consider partnerships that advance the University's mission. STAR provides an opportunity to expand research excellence with direct industry connections.
- Consider how near-term projects are meeting the University's long-term vision. The undergraduate educational experience has been core to the University's mission. Maintaining this level of excellence while expanding the University's offer through increased research, growth in graduate studies, and expanded industry partnerships will guide future decisions on campus.

# KEYS TO THE 21ST CENTURY CAMPUS

## CONNECTED

Campus connectivity is a foremost priority of this master planning effort. The SOM team is thinking of connectivity both between the campus's constituent parts and internally, across closely interrelated open spaces and facilities.

- **Amplify the campus links**
- **A campus of shorter distances**
- **Rethinking campus arrival and mobility**
- **Campus life/housing**

## AMPLIFIED

Understanding that the University is anticipating substantial growth in the near-term, this master planning effort will work to identify both new and existing areas with potential for growth and enhancement.

- **Campus life/places of exchange**
- **A mixed-use campus**
- **Interdisciplinary research**

## TRANSLATIONAL

In addition to growth, the University of Delaware expects significant investments and reprioritizations in key academic and operational spheres within the next decade. As such, the team intends to develop a master plan that accommodates these new approaches.

- **Expand research and industry partnerships**
- **Leverage campus-wide opportunities**
- **Establish crossroads of exchange**
- **Create clear gateways between UD and the City of Newark**

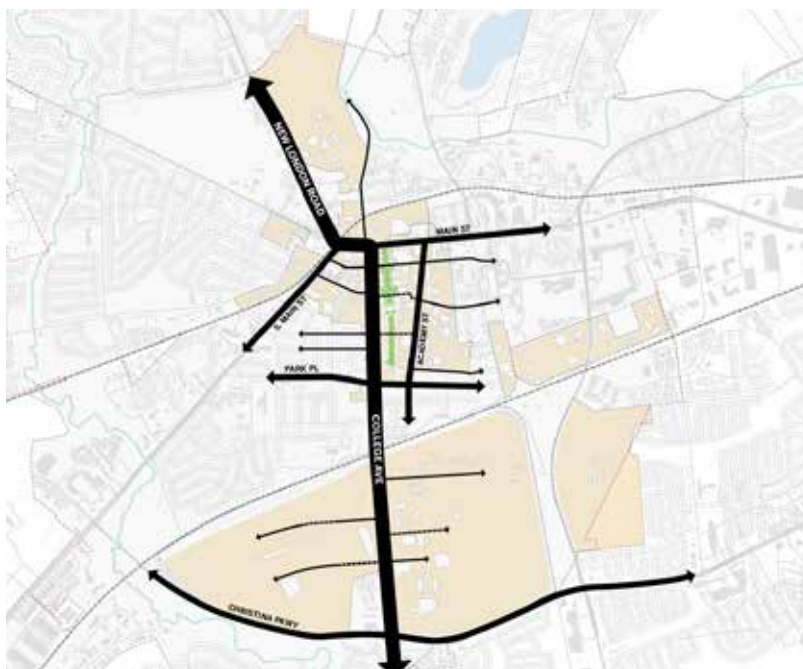
# ELEMENTS OF THE PLAN

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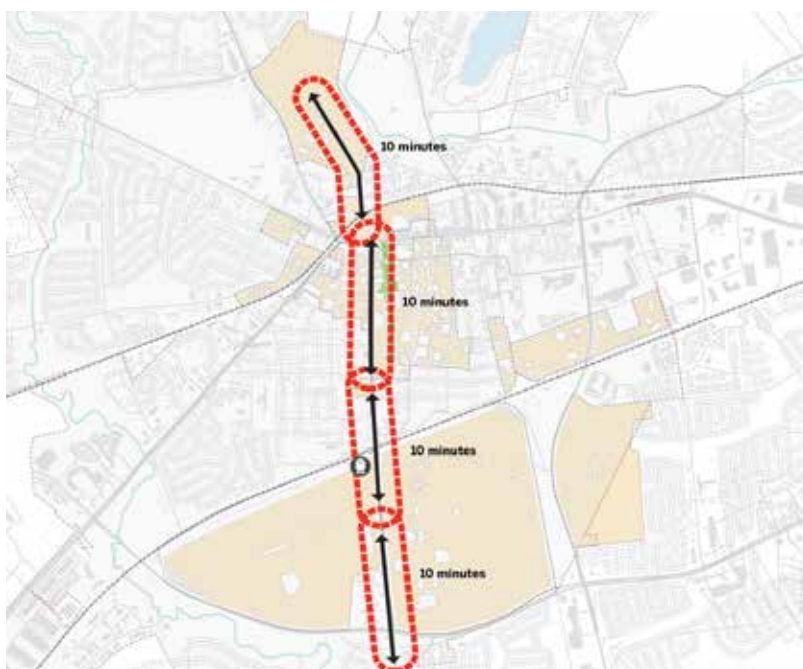
### AMPLIFY THE CAMPUS LINKS

The UD campus of today suffers from a lack of connectivity between and within its constituent parts. By focusing on strategies that connect students, faculty, visitors, and partners the University can enhance the overall campus experience and provide more opportunities for creative collaboration and interdisciplinary interaction.



### A CAMPUS OF SHORTER DISTANCES

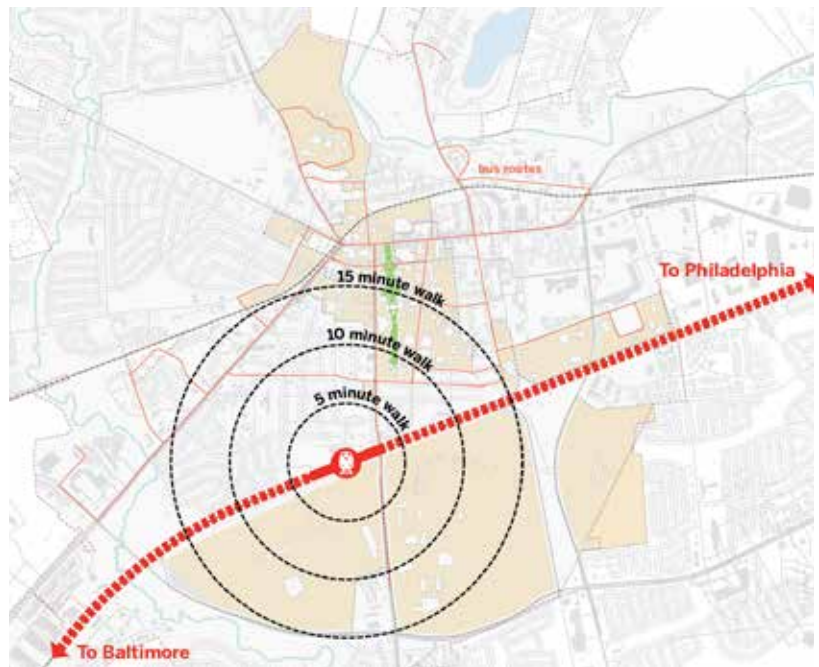
Today, the pedestrian experience of UD is broken into several long and interconnected segments running along major streets, pedestrian paths, and open spaces. As the campus continues to expand and evolve, enhancing this pedestrian experience with shorter walking and biking distances between nodes of activity will contribute to creating a desirable and vibrant campus experience.





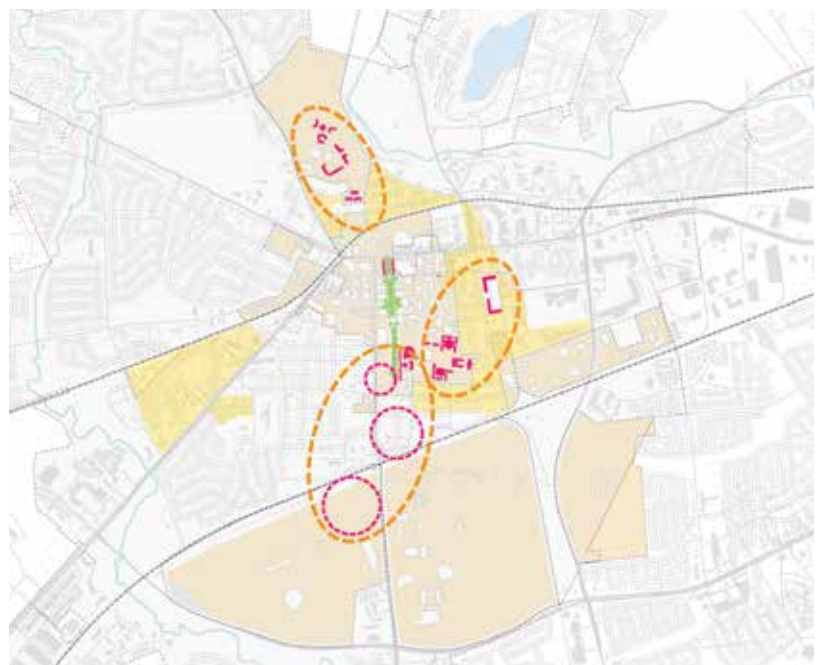
## RETHINKING CAMPUS ARRIVAL AND MOBILITY

With the introduction of a new regional rail station on campus, the University will experience a fundamentally new orientation to its arrival experience. Fortunately, the arrival of this new campus gateway corresponds with a proactive effort to design and invest in the University's South campus lands. These simultaneous efforts provide a unique opportunity to stitch together UD's northern and southern halves to create a more cohesive campus environment.



## CAMPUS LIFE/HOUSING

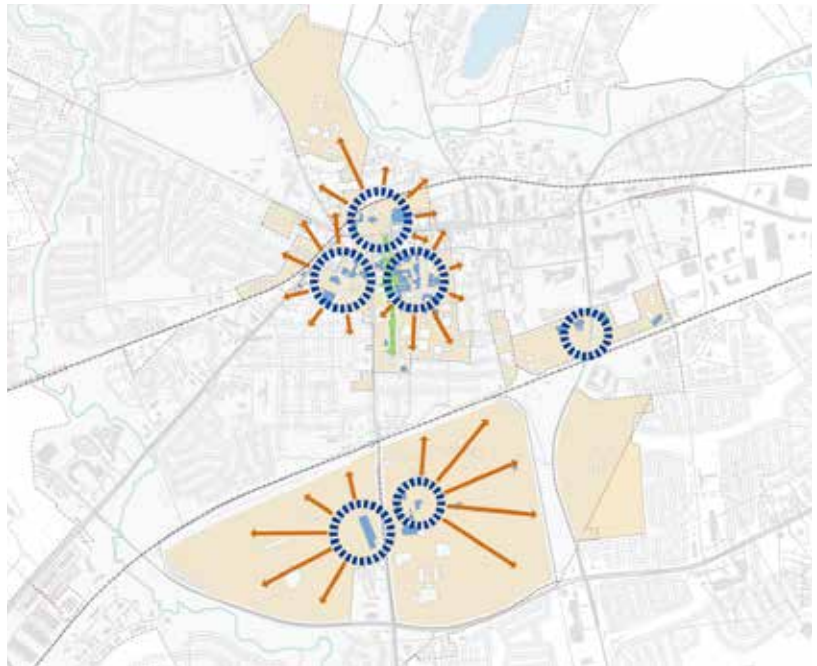
As the University continues to grow, housing the undergraduate and graduate student populations becomes a foremost concern. Having a variety of housing options located close to academic resources, social spaces, and recreation is essential to creating a positive experience for students. Decisions on new housing types and locations should be thought about in the context of larger master planning objectives and best practices in higher-education design.





## INTERDISCIPLINARY RESEARCH

Two primary goals of the master plan will be to accommodate the planned growth of new and existing research programs and to integrate that growth with existing programs and campus neighborhoods. These strategic objectives will likely take shape in different ways in different parts of campus. In the core, it will be a process of reuse, infill, and redevelopment, whereas on South campus, the University has the opportunity to envision new approaches to placemaking with research at the heart.





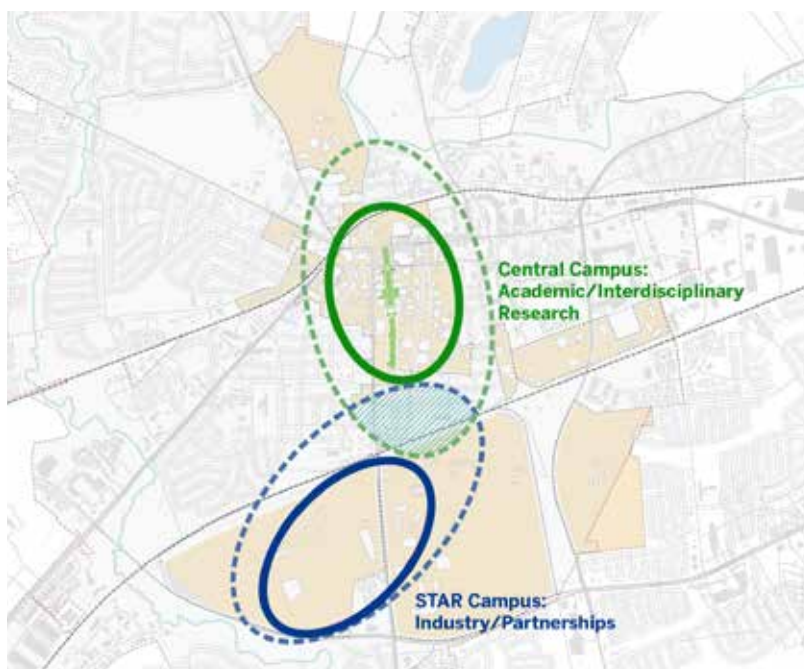
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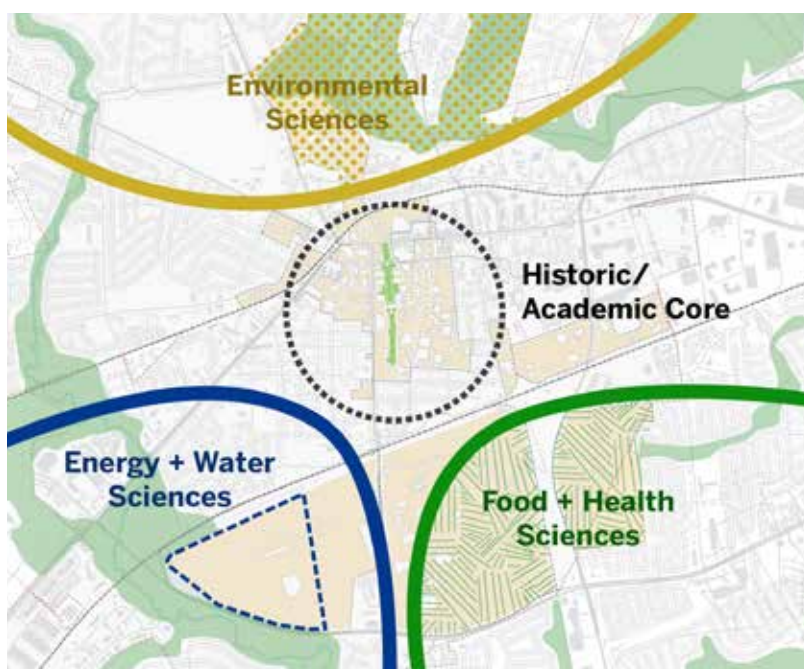
### EXPAND RESEARCH AND INDUSTRY PARTNERSHIPS

With a renewed and intensified focus on the University's research programs, there is significant opportunity to engage new partners from private industry to advance real-world problem-solving and train students. A goal of this master plan will be to design places that strategically integrate opportunities for private companies to co-locate with University facilities.



### LEVERAGE CAMPUS-WIDE OPPORTUNITIES

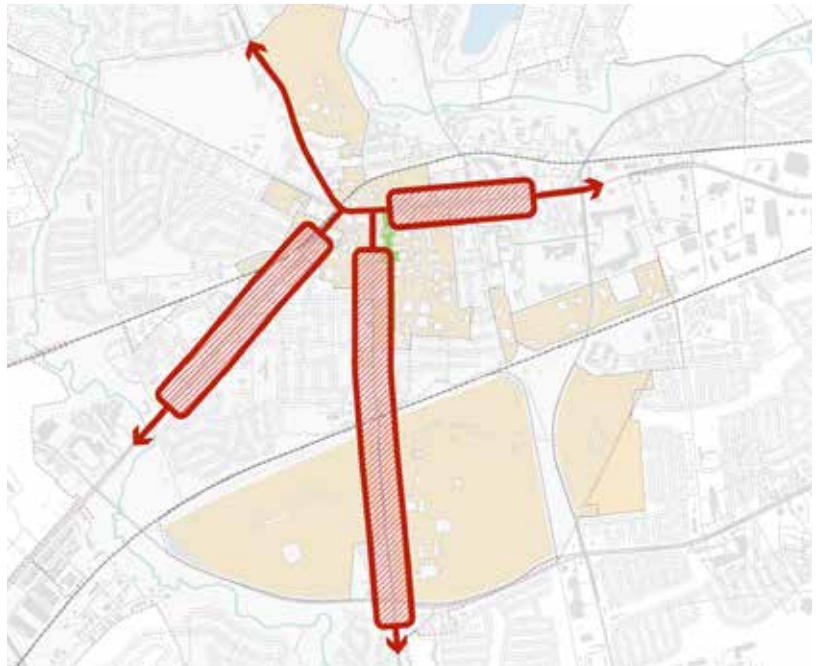
As the University plans for the future, there is great potential to steer growth, reinvention, and new priorities to align strategically with existing assets on- and off-campus. Centers of focused research and academic specialty can find homes at different nodes throughout campus, allowing for creative and intellectual exchange at home, school, and work for students, faculty, and private partners.





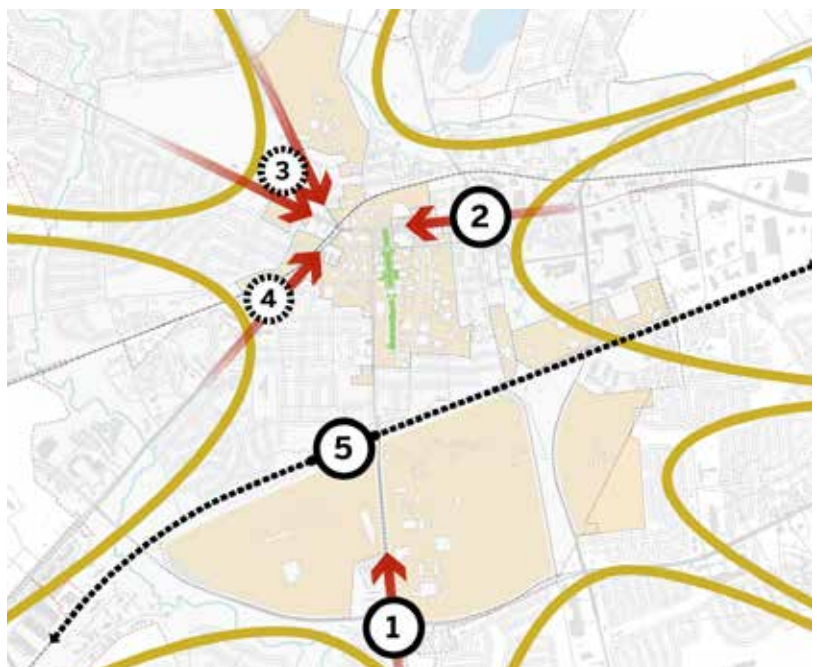
## ESTABLISH CROSSROADS OF EXCHANGE

Several major regional connections and lively retail/entertainment corridors intersect with UD's campus. These places and passages provide opportunities for the University to engage intentionally with the larger Newark community and the region as a whole. Strengthening the University's presence along these corridors and leveraging their connectivity to create a cohesive campus experience is a fundamental goal of this planning process.



## CREATE CLEAR GATEWAYS BETWEEN UD AND THE TOWN OF NEWARK

Clear gateways to campus along major points of entry are helpful to students, visitors, and community members. Gateways can help establish and reinforce a campus identity, create a sense of arrival to campus, and orient students and visitors to the campus layout and destinations.



# A LOOK AHEAD

Building off the insight gained and priorities established in Phase 1, the team has begun to set the stage for the strategic planning and conceptual design work to be undertaken in Phases 2 and 3.

As we embark on these next stages, the team, working closely with University stakeholders, has identified three overarching initiatives that will guide the design explorations and recommendations that will be published in the 2018 master plan. These initiatives include:

1. Reinvent the core
2. Redefine South Campus
3. Re-center the University experience

Each of these initiatives is rooted in the University's stated priorities for the near term and ongoing/forthcoming strategic investments.

In exploring the opportunities inherent to these high-level initiatives in Phase 2, the team will propose specific focus areas for design projects and will supplement our recommendations with illustrative case studies and imagery and implementation guidance to ensure the University has a road map for achieving the goals of this plan.

## 1. REINVENT THE CORE

**Proposal:** Strengthen and expand the sciences and engineering precinct within the campus core.

- Integrate planning for the replacement of McKinly Hall and Plaza with a larger concept for the sciences and engineering campus precinct.
- Explore adaptive reuse options for key sites within the sciences and engineering precinct.
- Identify incremental improvements and facilities for replacement.

## 2. REDEFINE SOUTH CAMPUS

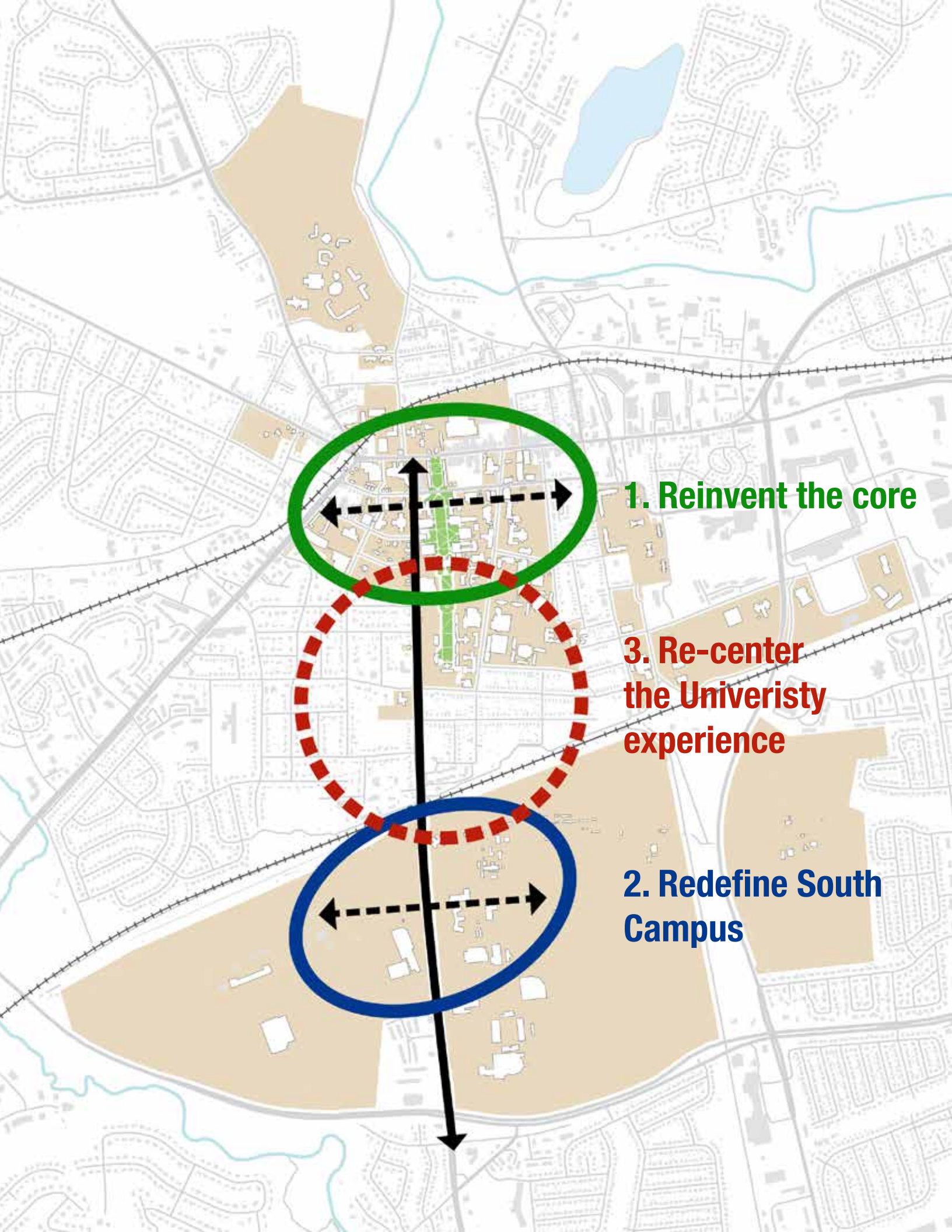
**Proposal:** Concentrate shared research and innovation investments along both sides of College Avenue

- Explore the highest and best uses for South Campus in consideration of its Opportunity Zone designation, and test strategic positioning within the innovation market.
- Position the right mix of amenities and supporting uses to catalyze activity and establish a sense of place.
- Explore the opportunity to develop a series of "graduate villages" adjacent to associated academic programs.

## 3. RE-CENTER THE UNIVERSITY EXPERIENCE

**Proposal:** Explore shifting academic activity to South College Avenue and along the South Green.

- Explore the potential to concentrate the Interdisciplinary Social Sciences Building and related academic programs southward.
- Identify land use, land ownership, and programmatic opportunities for sites.
- Prioritize multi-modal connectivity improvements between the campus core and South Campus.



**1. Reinvent the core**

**3. Re-center  
the University  
experience**

**2. Redefine South  
Campus**

SOM