

A grayscale photograph of a university campus. In the background is a large, multi-story brick building with several windows. In the foreground, a wide set of stone steps leads up towards the building. Several students are walking on the steps and on the paved areas. There are trees and lampposts scattered throughout the scene.

January 2019

UNIVERSITY OF DELAWARE

THE 21ST CENTURY CAMPUS

CAMPUS MASTER PLAN PHASE 2 SUMMARY

A DESIGN FOR OUR FUTURE

The places where we live and learn, work and play, have a significant impact on our well-being and our ability to be remarkable.

The design of our campus affects what we do, how we do it, and how we feel. Following the discovery stage, we worked collectively with the University community to develop the goals, aspirations and principles for the future.

The themes for a more amplified, connected and translational campus coherently expand the ways we can shape the future of our campus.

These define the value of our opportunity, and identifies a path to achieving our fullest potential.

CONTEXT FOR THE 21ST CENTURY CAMPUS PLAN

The University of Delaware is embarking on an effort to envision the future of their campus and the evolving pedagogy and interdisciplinary programs that bring its own mix of challenges and opportunities. At the University, issues related to space, facilities, and campus connectivity often present the most pronounced challenges to growth and modernization.

The University of Delaware has a renowned and distinguished history, but it is the future we look to unlock through the themes and ideas of an innovative Campus Master Plan. The campus offers abundant opportunities to leverage this history and reputation in forming new partnerships and venturing into new and ambitious academic pursuits.

CHALLENGES

A primary challenge for consideration is the need to carefully consider the 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 continue to emerge 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. 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.

External influences also present challenges as well as opportunities, such as fostering a continued relationship with the Town of Newark and the State of Delaware.

STRENGTHS

With ambitions of sustained academic excellence, increased competitiveness, and targeted growth, UD has a strong platform to build a unique position to advance the mission of the university. The University's size, enrollment, faculty, physical campus and resources create opportunities to make investments in key programs, faculty expertise, and state-of-the-art facilities.

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 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.



PROCESS

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.

A series of initial workshops put forward discussions about the past, present and future of the university. Over the course of several months, key questions started to emerge that would shape the expectations and intent of a new campus master plan.

Why do we need a new campus master plan?

- Emphasize the importance of “One Campus”
- Leverage the opportunities at STAR and the South campus
- Maintain the unique environment of a small and big campus feel

What are “themes” to building the 21st Century campus

- An Amplified campus
- A Connected campus
- A Translational campus

How does the University prioritize investments within a blueprint for the future?

- Campus wide strategies / policies
- Precinct planning
- Guidelines

PROCESS

PHASE 1: VISION + ALIGNMENT

Phase 1 is 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.

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 key considerations 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

PHASE 2: COMMITTEE ENGAGEMENT

The places where we live and learn, work and play, have a significant impact on our wellbeing and our ability to be remarkable. The design of our campus affects what we do, how we do it, and how we feel. The themes for a more amplified, connected and translational campus coherently expand the ways we can shape our shared future.

These define the value of our opportunity, and identifies a path to achieving our fullest potential.

An interdisciplinary executive committee was created to further explore each of the themes to building a 21st Century campus (Amplified, Connected and Translational Campus)

PLANNING FOR WHAT’S NEXT

As a broad understanding of the existing physical, academic, and operational conditions of the University came into focus, we also learned a lot about how different components of the University operate and how they interact with each other. One of the key lessons 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.

As the University considers “multiple futures” and determines the path to achieve its goals, 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, a new campus master plan will focus on investments in programs and facilities that enhance collaboration between disciplines, expand access to knowledge, and explore new partnership models between the University and industry.

The ability to collectively achieve these goals will guide future implementation thru the following:

- Near-term projects
- Longer-term strategies
- Operational excellence

POSITIONING FOR THE FUTURE

Themes	Student Success	Inclusive Excellence	Intellectual & Physical Capital	Interdisciplinary & Global	Spirit of Innovation & Entrepreneurship
Components	<ul style="list-style-type: none">Engaged learningHealth and well-beingResidential communityHolistic livingSuccess metrics	<ul style="list-style-type: none">Celebrate culture at multiple scalesPeople: students, faculty, staff, visitors, alumniGlobal and local	<ul style="list-style-type: none">Build on strengthsAttract talentExpand resourcesEnable growthStewardship	<ul style="list-style-type: none">Solve global and local problemsA culture of thematic discoveryTransformative impactNot “either or”, but “and”	<ul style="list-style-type: none">Meaningful partnershipsUnexpected collaborationsTranslation of knowledgeThink like a startupAttractors/spin-offsRegional leadership
Explorations	<ul style="list-style-type: none">Instructional spaceResidential lifeGraduate housingRecreation and athleticsA continuum of educationReal-world experiencesThe City of Newark	<ul style="list-style-type: none">The “common spaces”Cultural identifiersCommunity engagementRegional leadershipDiversity of programming and spacesAccessibility	<ul style="list-style-type: none">Future space needsRenewal and new constructionMixed-use and multi-purposeLand use and real estateBuilding typologiesSpace qualitySustainability and resiliencyOpen space as a unifierFuture infrastructureCore facilities as a “platform”	<ul style="list-style-type: none">Places of exchangeAdjacencies/affinitiesCore facilitiesConnectionsCluster/themes	<ul style="list-style-type: none">Mixed-useFuture of STAR campusNew kinds of spaceCo-locate/co-developOperating and development modelsMarket positionDifferent space managementDifferent space ownershipTechnology

WHAT WE LEARNED: THREE THEMES

AN AMPLIFIED CAMPUS

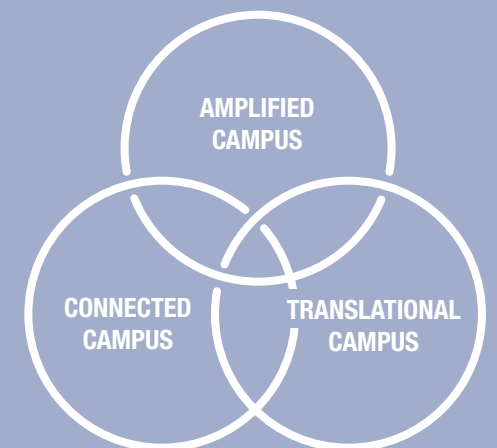
- Campus life/places of exchange
- A mixed-use campus
- Interdisciplinary research

A TRANSLATIONAL CAMPUS

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

A CONNECTED CAMPUS

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



AN AMPLIFIED CAMPUS

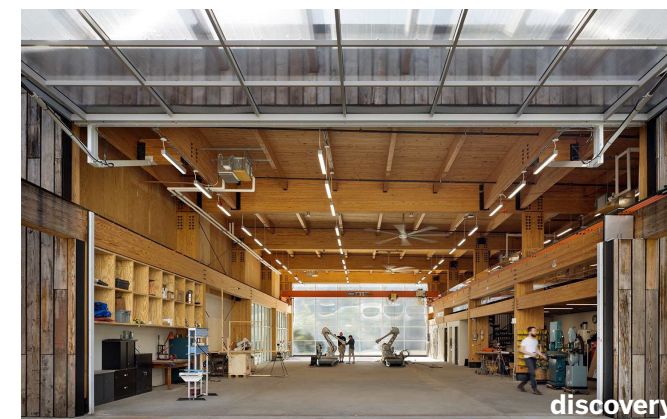
Every aspect of our campus provides an opportunity to elevate the experience for our students, faculty, staff and guests.

1. KEY CONSIDERATIONS:

- Spaces for community and collaboration
- Ability to participate – discovery and engage
- Institutional values and culture
- A live learn community
- Increased visibility and presence of amenities and communal programs
- Old buildings, new uses
- Innovating Main Street
- Enhanced programming
- Graduate villages

2. PRINCIPLES:

- Collaboration
- Discovery
- Programming
- Engagement
- Activation



A CONNECTED CAMPUS

The time spent moving through our campus is an integral element that connects us with our community, our unique culture, and each other.

1. KEY CONSIDERATIONS:

- Prioritize pedestrians
- Where students start and end their day
- Balance between movement and time
- Movement redefined for learning and collaboration
- Shorten perceived distances
- Public realm as a unifier
- Comprehensive mobility approach to serve the entire campus
- Connect over distances
- Importance of time

2. PRINCIPLES:

- Walkability
- Way finding
- Multi modal hub
- Enhanced shuttles
- Integrated bike



A TRANSLATIONAL CAMPUS

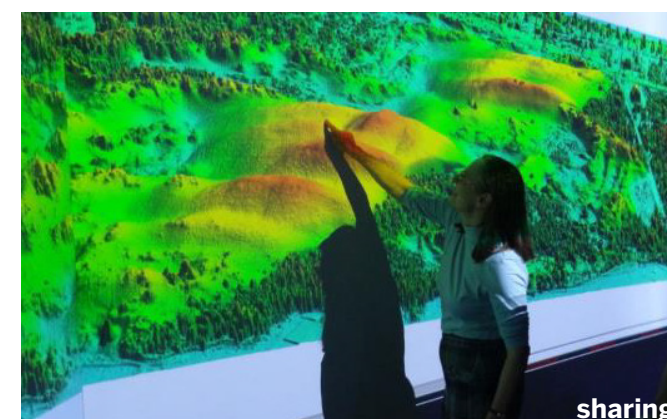
Increasing the intersections between disciplines and practice creates an enhanced network to apply our research to have greater local and global impact.

1. KEY CONSIDERATIONS:

- Spaces that enable idea generation
- Spaces that facilitate new partnerships to deliver greater impact
- A forum for ideas
- Expanding where innovation and collaboration happen
- Global and local / research and impact
- Translating to the market

2. PRINCIPLES:

- Making
- New uses
- Partnerships
- Sharing
- Convening



UNPACKING THE THEMES

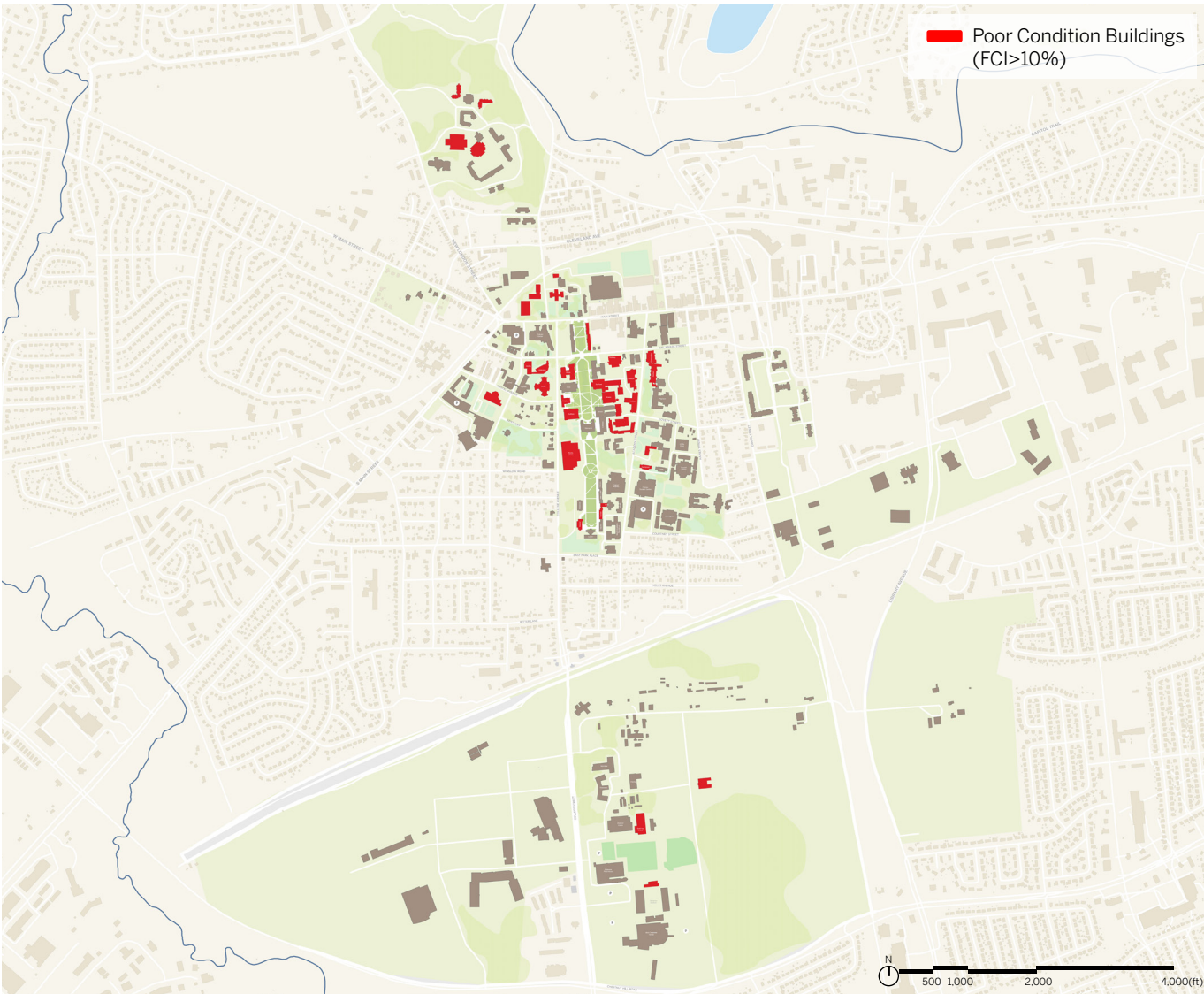
Themes		Opportunities		Strategies
<p>Amplified Campus</p> <p>Every aspect of our campus provides an opportunity to elevate the experience for our students, faculty, staff and guests.</p>		<ul style="list-style-type: none">• Optimize underutilized sites and buildings• Align Near-Term priorities:<ul style="list-style-type: none">▫ Building Removal▫ Building Acquisition▫ New Renovation▫ Additions/ Replacement/New• One Campus:<ul style="list-style-type: none">▫ Compact and walkable▫ Clearly defined places▫ Diverse and mixed use		<ul style="list-style-type: none">• A pedestrian focused and walkable campus• Comprehensive parking and mobility solutions• The historic Green as the “common ground”• Student housing experience.• Campus life at all scales• The science and engineering district as an interdisciplinary hub.• The South Green as a multi-use district.• Main Street as a vibrant, diverse, and mixed use place.• The library as a university knowledge hub.• South College as a memorable campus gateway and crossroads.
<p>Connected Campus</p> <p>The time spent moving through our campus is an integral element that connects us with our community, unique culture, and each other.</p>	➡		➡	
<p>Translational Campus</p> <p>Increasing the intersections between disciplines and practice creates an enhanced network to apply our research to have greater local and global impact.</p>				

OPPORTUNITIES

Areas likely to change.

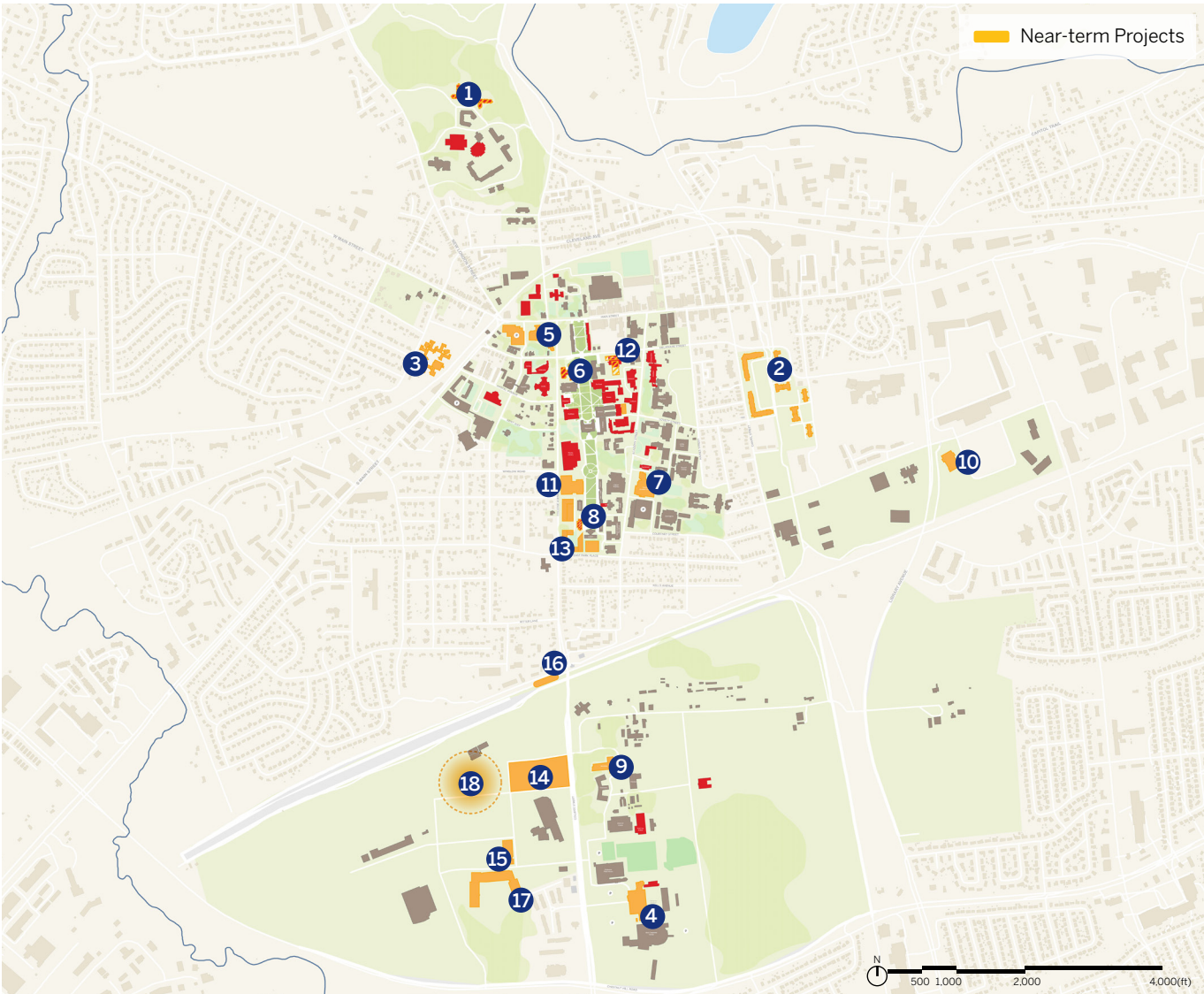
UNDERUTILIZED SITES AND BUILDINGS

- ±30% of total building sf (2,330,000 sf categorized as poor condition)
- Thinking beyond renovation – re-imagining and re-purposing
- Integrating a more diverse set of activities that support strategic initiatives
- Advancing programmatic synergies (cluster hires, thematic research)
- Improve accessibility and remove barriers
- Accelerate response to sustainable actions



NEAR-TERM PRIORITIES

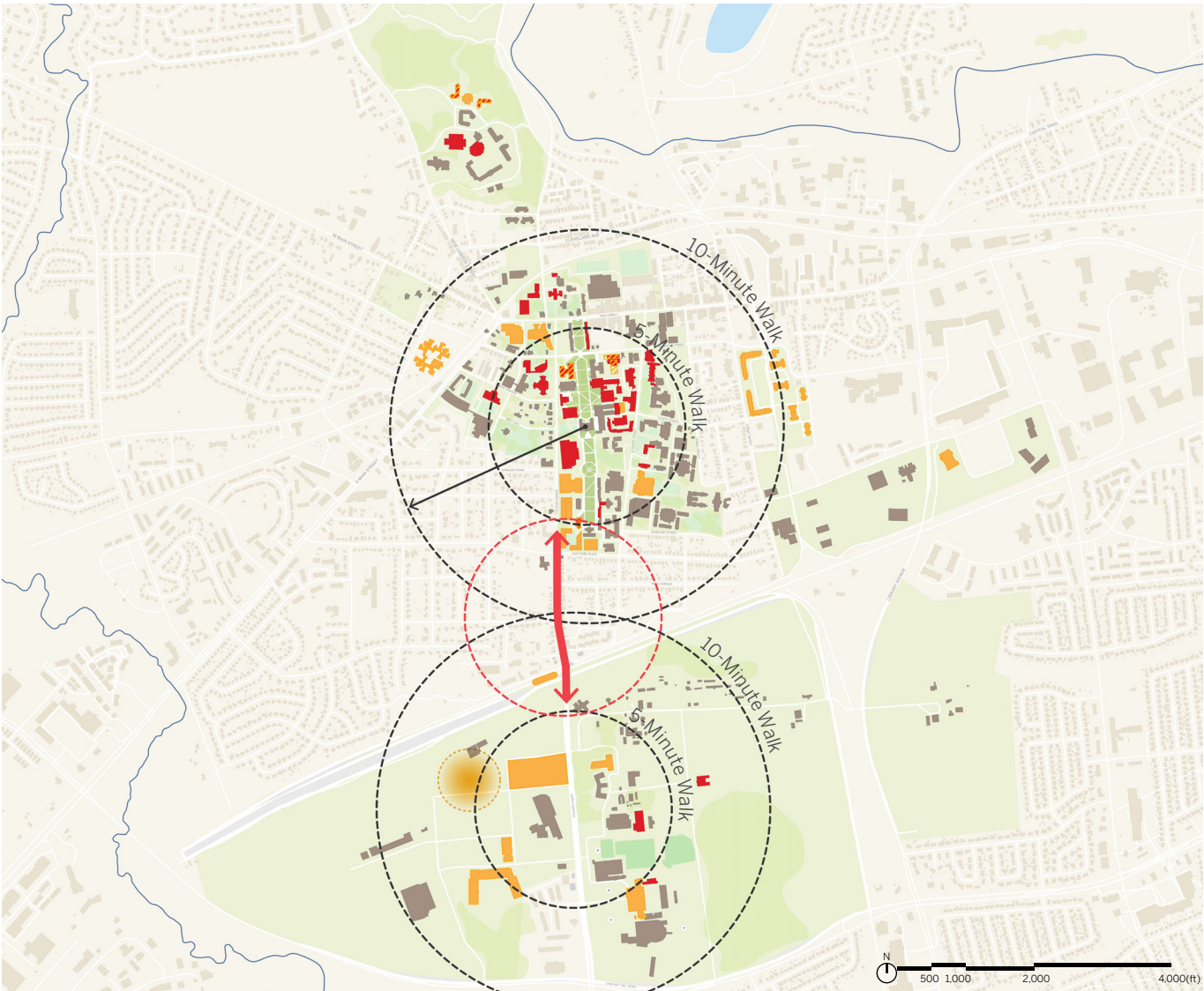
- | | |
|--|--|
| Building Removal
1. Christiana Towers decommission | Additions / Replacement / New Buildings
11. Interdisciplinary Social Sciences Center |
| Building Acquisition
2. Courtyard Apartments acquisition | 12. McKinley Lab Replacement/ISRC Addition |
| New Renovation
3. Dickinson Residence Complex
4. Whitney Athletic Center
5. Trabant University Center
6. Sharp Lab
7. Perkins Student Center
8. Warner Hall Adaptive Re-use/Renovation
9. Worrilow Hall
10. Delaware Biotechnology Institute Backfill | 13. South College Residence Hall
14. STAR Hotel and Conference Center
15. Biopharmaceuticals Building / NIIMBL
16. Newark Regional Train Station
17. New partnership buildings
18. Graduate Village |



OPPORTUNITIES

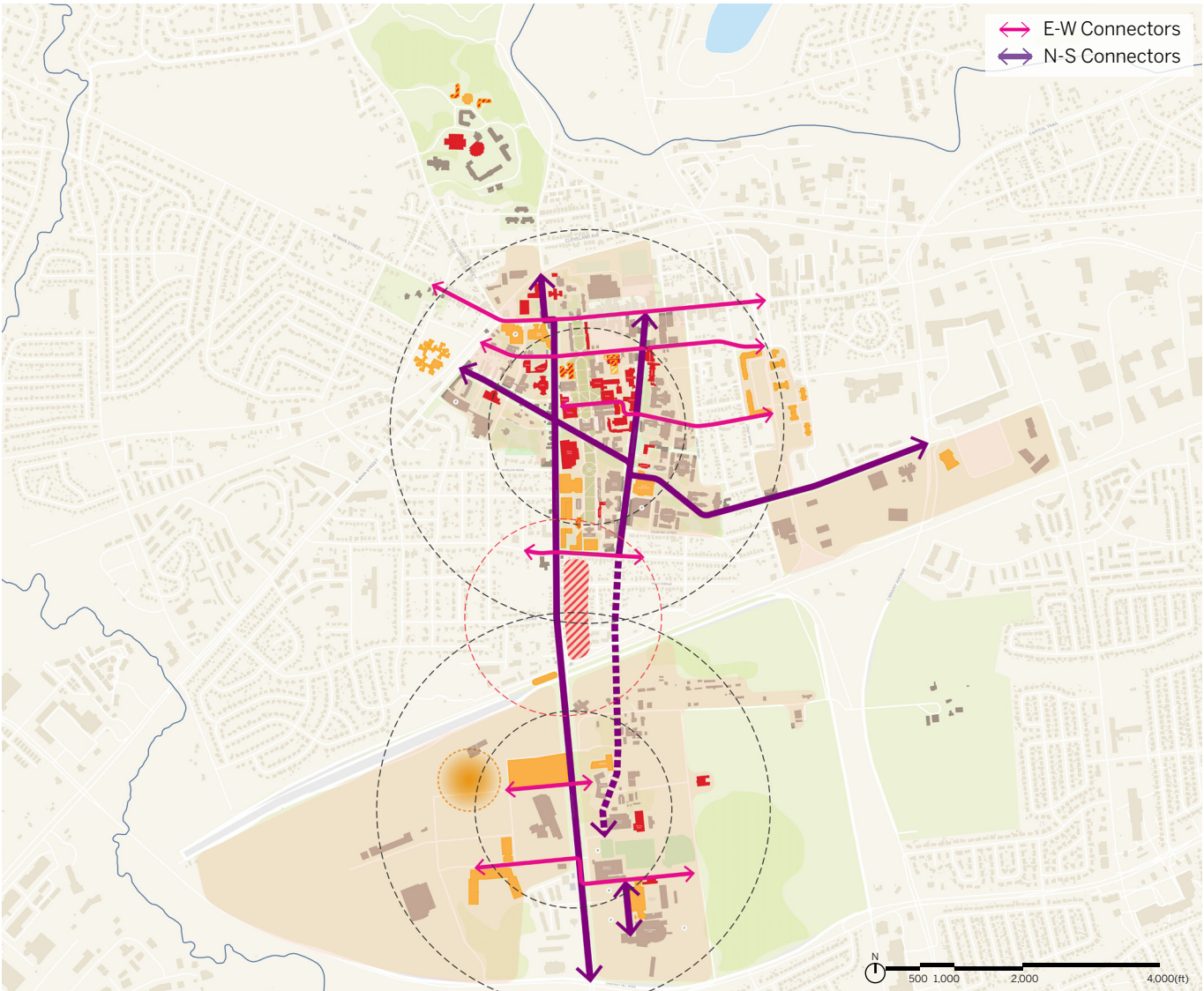
“ONE CAMPUS”

- Compact and walkable
- Clearly defined places
- Diverse and mixed use



A FRAMEWORK LINKING IT TOGETHER.

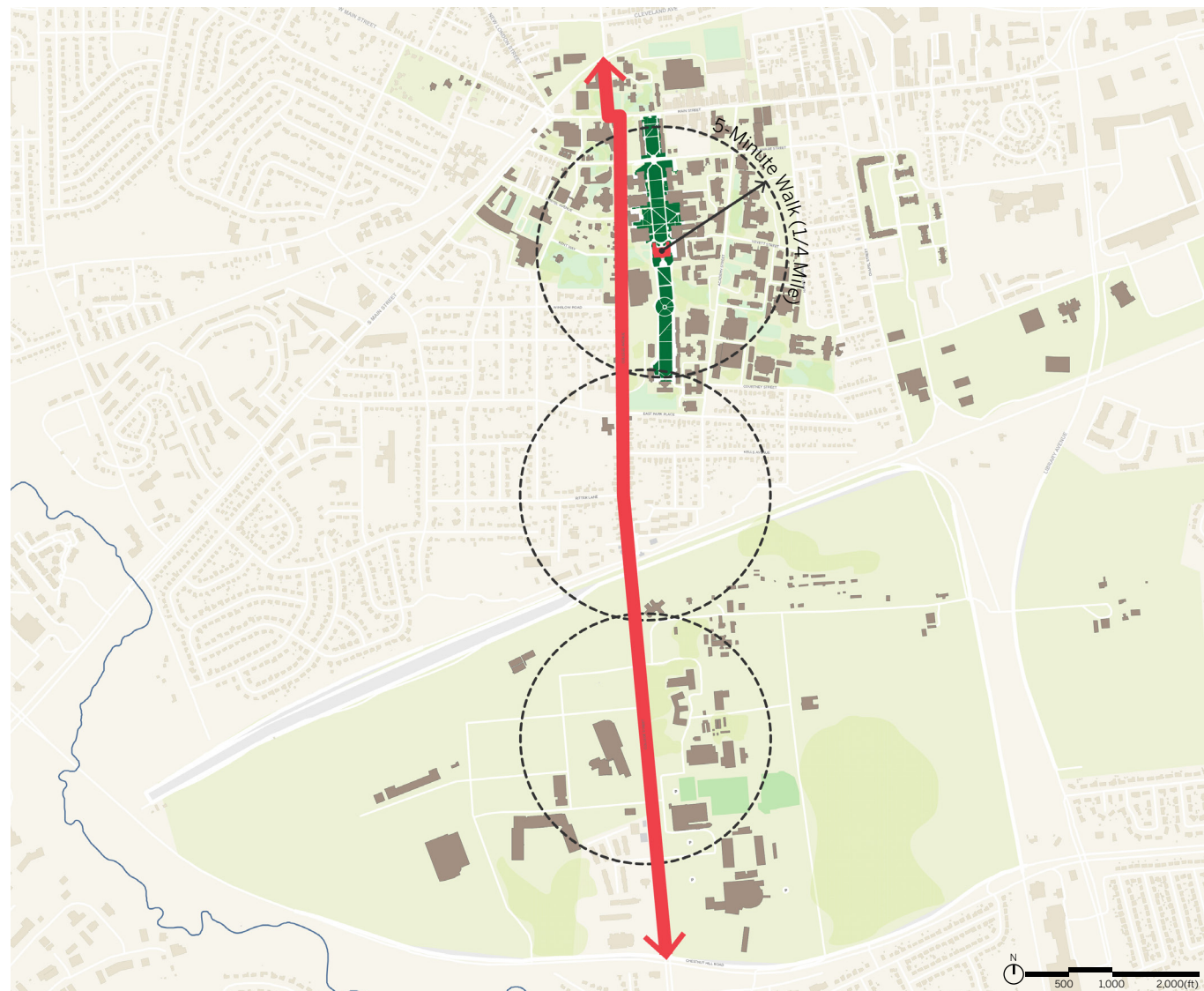
- Strengthen North-South Corridors
- Clarify East-West Connectivity
- Introduce a “new diagonal”
- Potential for linked multi-modal “transit hubs”
- Weave the Green and south campus together



WALKABLE CAMPUS

A pedestrian focused and walkable campus.

- Emphasize connectivity
- Reinforce the UD campus as compact, walkable and bike-able



AMPLIFIED CAMPUS

Strategies:

- Integrate active uses along primary pedestrian pathways
- Enhance programming of key open spaces
- Incorporate new uses in ground floor of existing buildings to activate adjacent open spaces and pedestrian pathways

CONNECTED CAMPUS

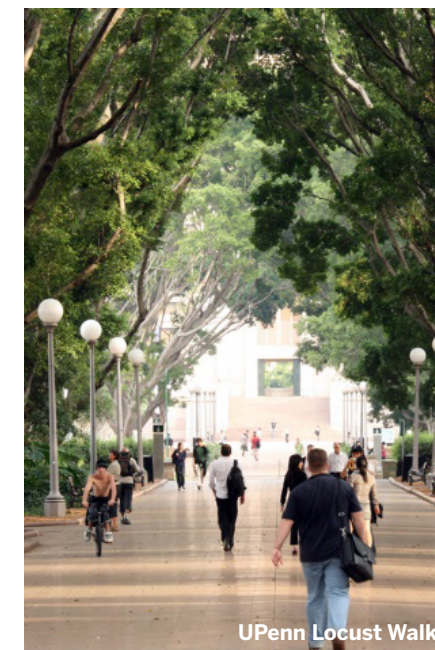
Strategies:

- Maintain a compact and walkable campus core
- Clarify and strengthen east-west movement through campus
- Improve pedestrian crossings and priority on vehicular streets

TRANSLATIONAL CAMPUS

Strategies:

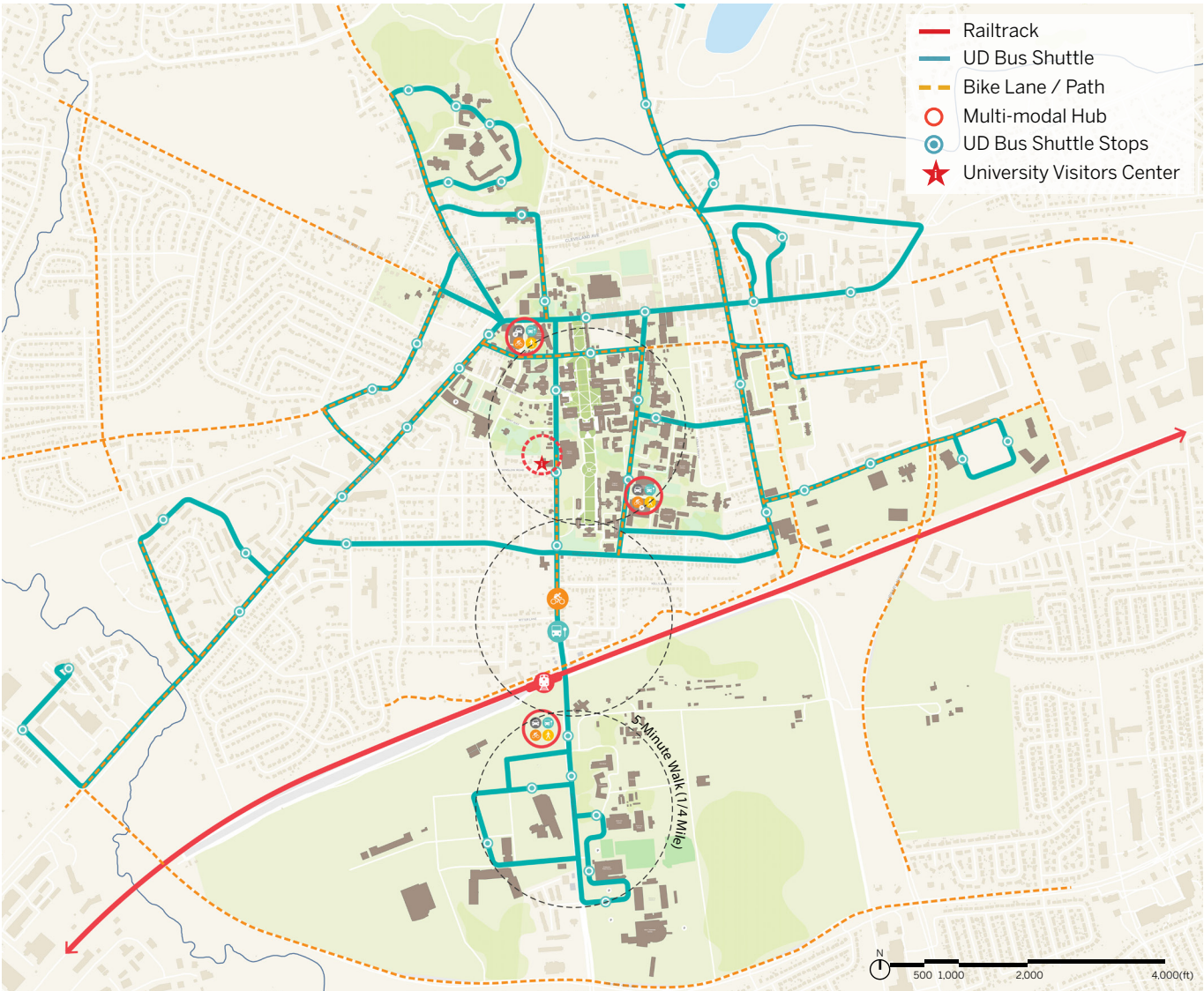
- Enhance transparency of ground floors with greater connections to adjacent open spaces and pathways
- Highlight building programs and collaboration areas



MOBILITY

Comprehensive parking and mobility solutions.

- Incorporate sustainable strategies to address parking demands for a growing campus population
- Potential for linked multi-modal “transit hubs”
- Optimize walking, biking, shuttles and vehicular movement through the campus
- Expand transit options and regional connections



AMPLIFIED CAMPUS

Strategies:

- Strengthen the sense of arrival for visitors, students, faculty, alumni, and staff
- Relocate and increase parking spaces near the visitor center

CONNECTED CAMPUS

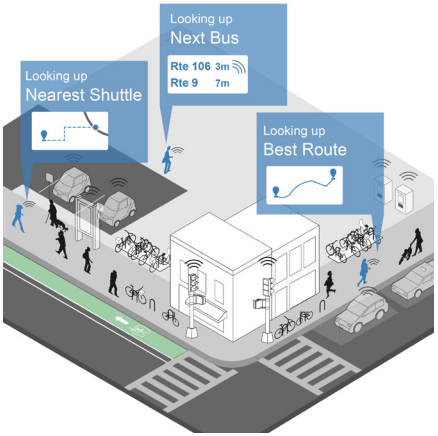
Strategies:

- Integrate comprehensive mobility solutions
- Redesign bike program
- Relocate and add parking space down to south campus
- Consider new mobility opportunities for point to point shuttle routes on key corridors
- Relocate the bus / shuttle stops near student centers
- Integrate visitor center and mobility program together (bike/shuttle/pedestrian/ car)
- Collaborate with local and state transportation agencies

TRANSLATIONAL CAMPUS

Strategies:

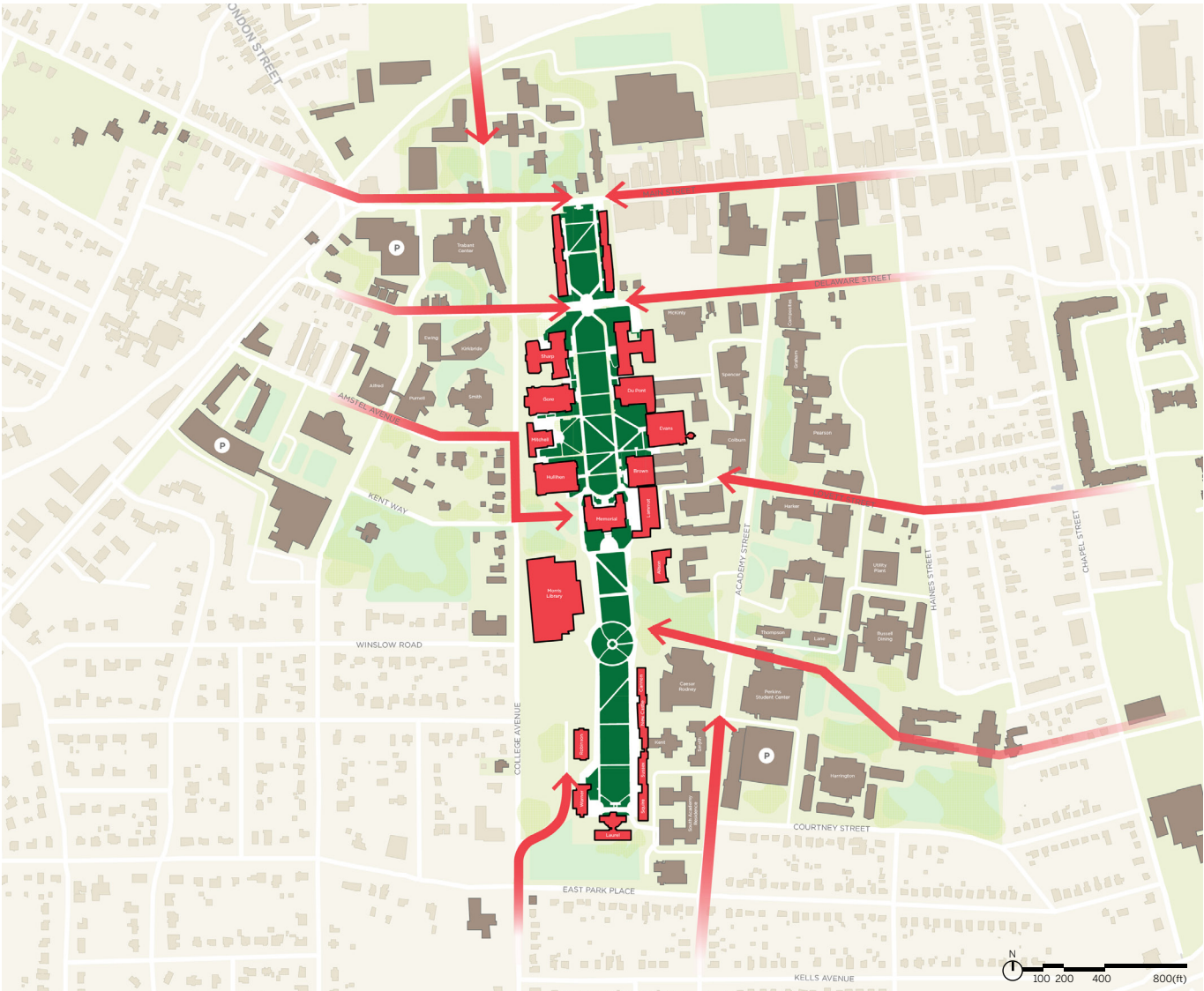
- Integrate smart mobility systems and technology



HISTORIC GREEN

The historic Green as the “common ground”.

- Renovate and rethink uses within the historic buildings around the Green
- Interpretive landscapes and distinct district identity
- Identify the common spaces



AMPLIFIED CAMPUS

Strategies:

- Maintain the historic identity of the Green
- Increase programming and use within the Green
- Position the Green as a campus hub

CONNECTED CAMPUS

Strategies:

- Enhance connections to the Green from surrounding corridors and pathways
- Identify additional gateway opportunities into the Green

TRANSLATIONAL CAMPUS

Strategies:

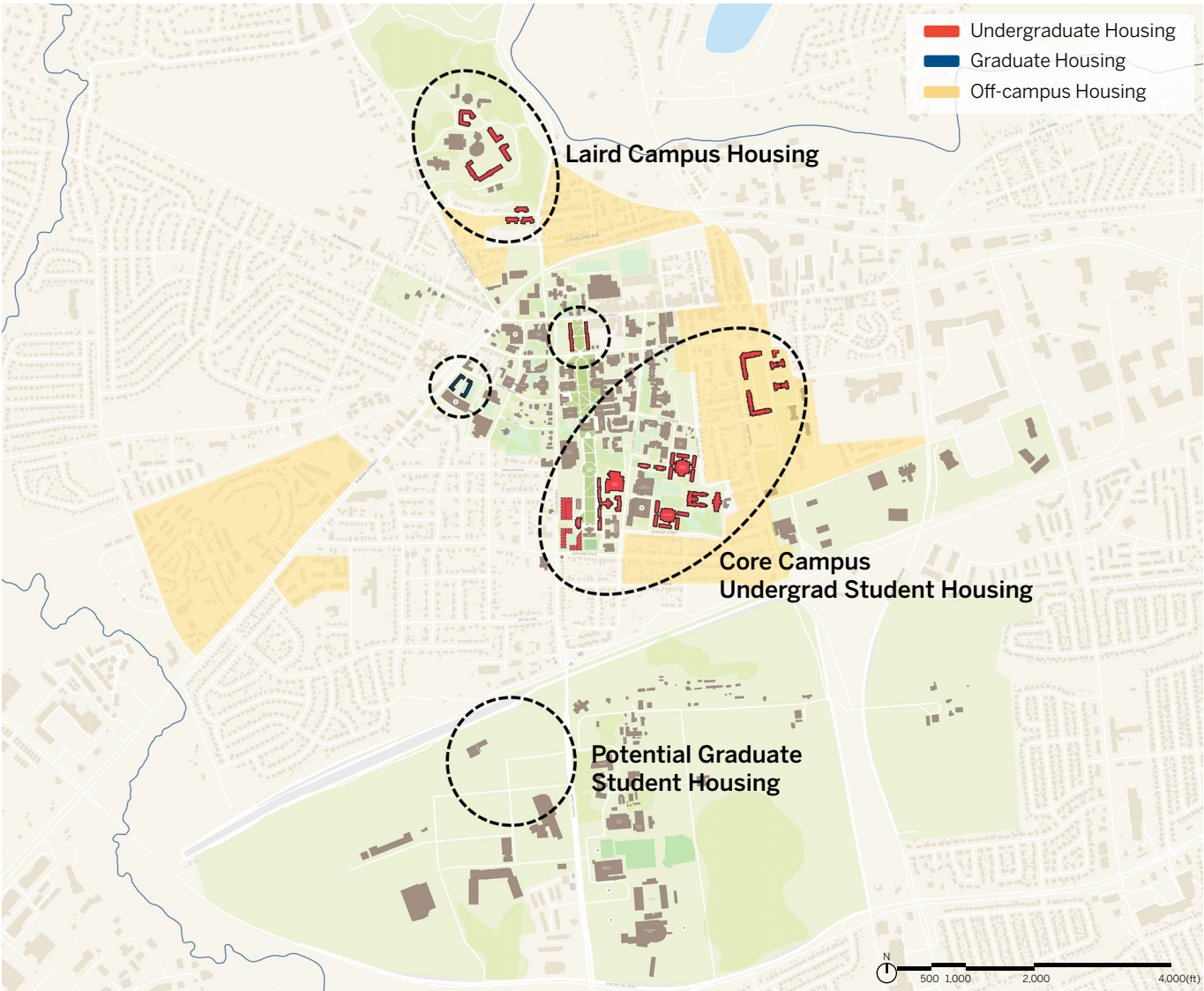
- Consider how new buildings and building renovations on the Green can enhance collaboration and engagement
- Integrate spaces for teaching and learning



STUDENT HOUSING

The student housing experience.

- Improve the quality and condition of existing housing facilities (Harter, Sharp, Kent / Sussex, Thompson)
- Identify sites for new undergraduate student housing
- Identify additional sites for graduate student housing
- Decommission and replace Christiana Towers



AMPLIFIED CAMPUS

Strategies:

- Incorporate enhanced programming and amenities within the student housing facilities
- Increase junior faculty and young professional housing options on or near campus
- Consider the future opportunities for Greek housing
- Expand public-private partnership for student housing

CONNECTED CAMPUS

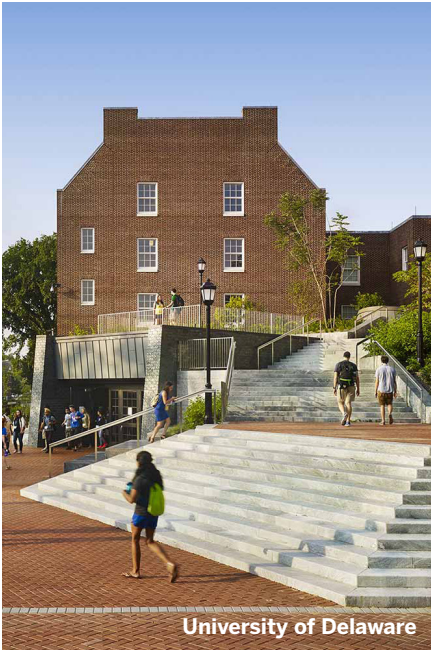
Strategies:

- Increase the percentage of student housing options on or near campus
- Collaborate with the City to outline off-campus housing solutions
- Ensure students have connections to community at all scales
- Incorporate graduate student housing clusters on or adjacent to campus
- Consider the safety and security of housing options and designs

TRANSLATIONAL CAMPUS

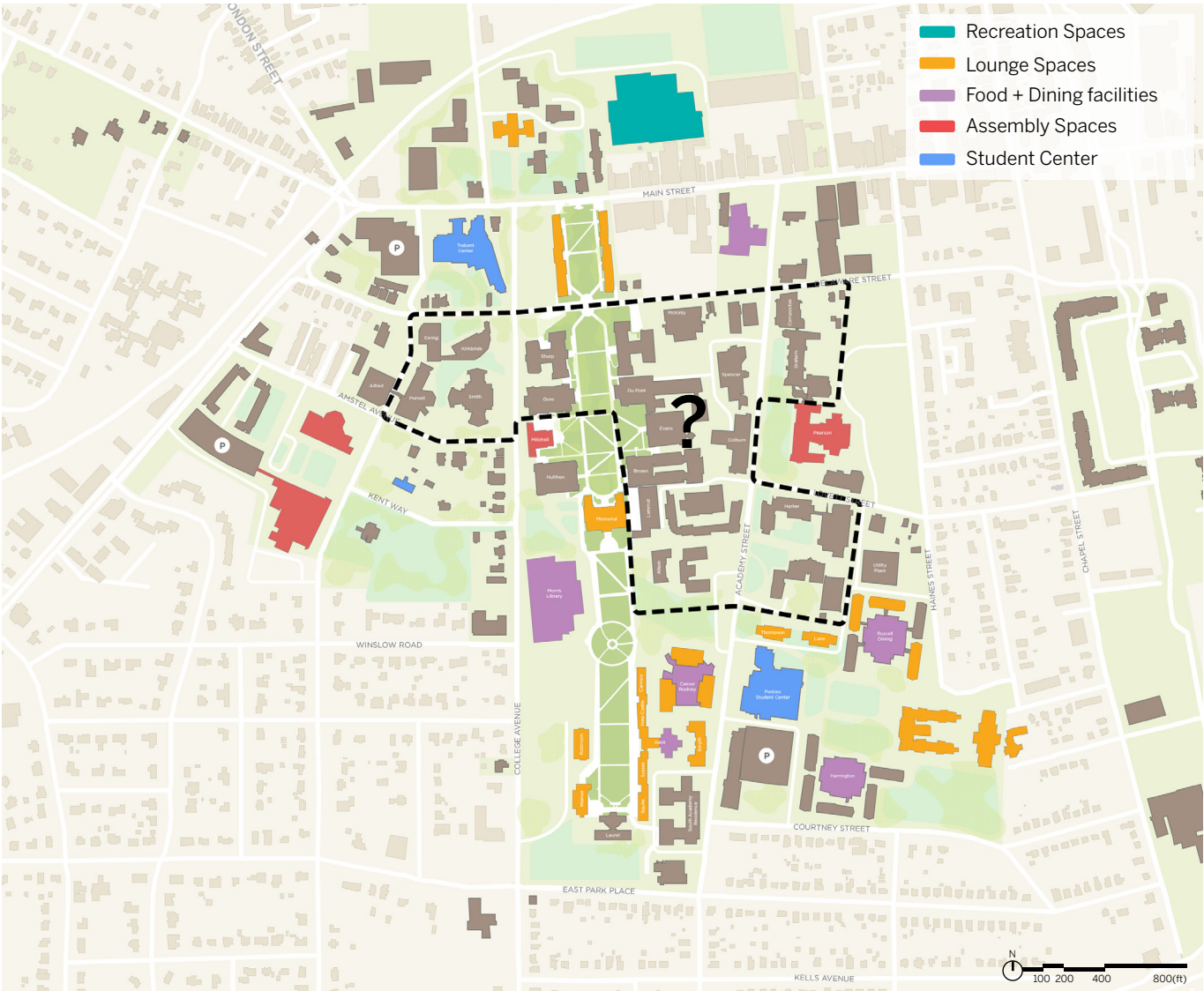
Strategies:

- Incorporate collaboration and student group study areas in student residence halls.
- Expand tutoring programs offered at undergraduate student housing
- Ensure student centers have a “living room” available for all students, including commuter students, graduate students, and, international students



CAMPUS LIFE

Campus life at all scales.



AMPLIFIED CAMPUS

Strategies:

- Incorporate a greater and more diverse offering of amenity spaces on campus
- Locate food opportunities throughout campus
- Consider amenity space needs on South Campus to enhance the experience and sense of place
- Integrate additional recreational space to meet increased campus population.

CONNECTED CAMPUS

Strategies:

- Position student centers at key campus crossroads
- Integrate
- Connect student services with campus life centers for future use.
- Redesign campus precinct or academic cluster based on student movement pattern, class schedules, ridership, and food opportunities.
- Reinforce the student life amenities around core campus district.

TRANSLATIONAL CAMPUS

Strategies:

- Expand opportunities for campus life through new partnerships and programming
- Incorporate collaboration areas in common areas
- Integrate additional assembly spaces on campus to expand the offering of events and public engagements
- Consider the role of visitor centers and community engagement within various areas on campus (Core, South, Main Street)



Duke University



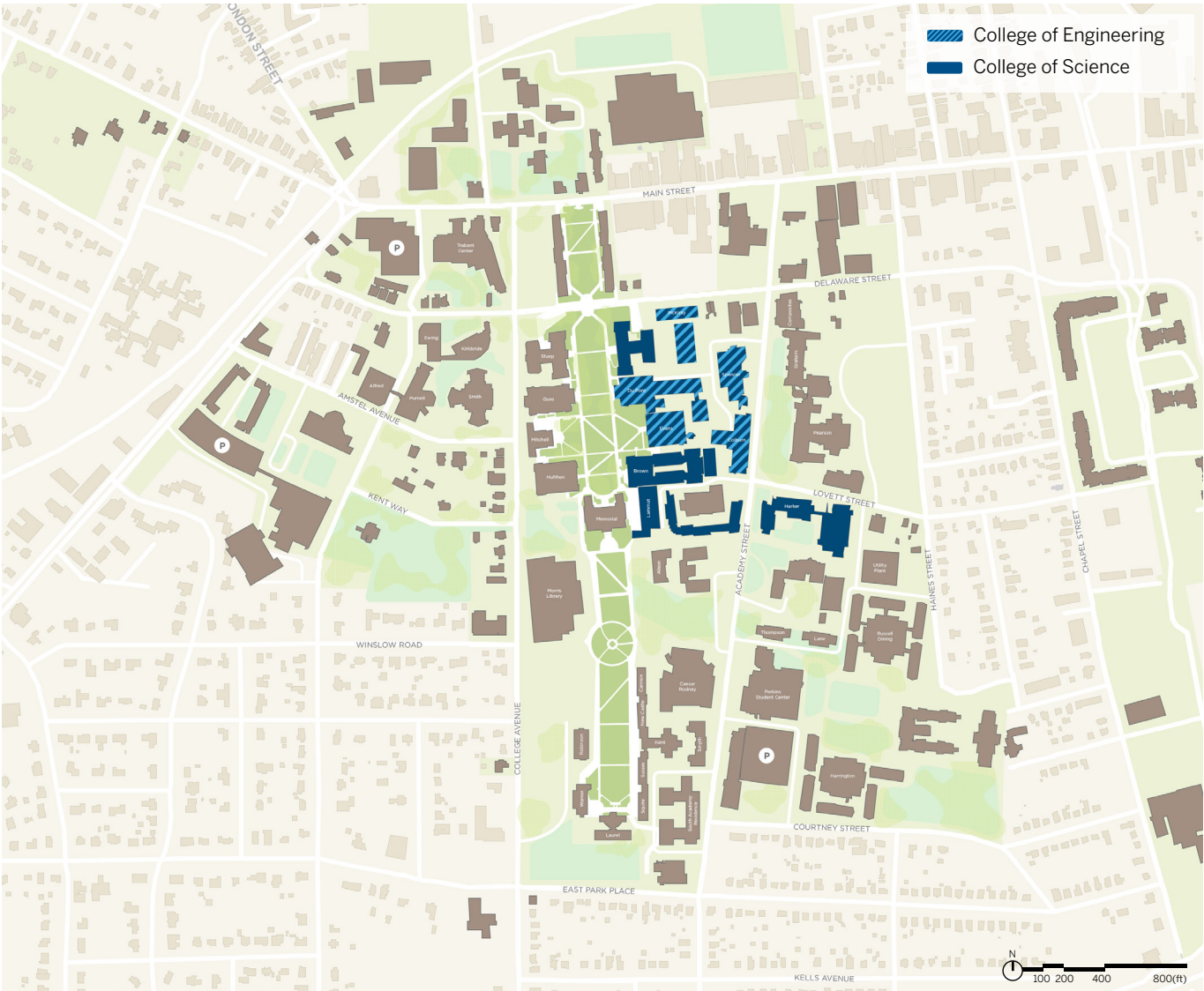
Sacred Heart University



New York City Hotel

INTERDISCIPLINARY HUB

The science and engineering district as an interdisciplinary hub.



AMPLIFIED CAMPUS

Strategies:

- Highlight programming and active uses at the ground floors
- Increase food and other amenity opportunities within the district
- Enhance the relationship between existing buildings, new buildings and the Academy corridor

CONNECTED CAMPUS

Strategies:

- Clarify and enhance pedestrian connections into and through the district
- Establish a clear pedestrian path to prioritize east-west movement
- Strengthen the relationship between buildings and programs

TRANSLATIONAL CAMPUS

Strategies:

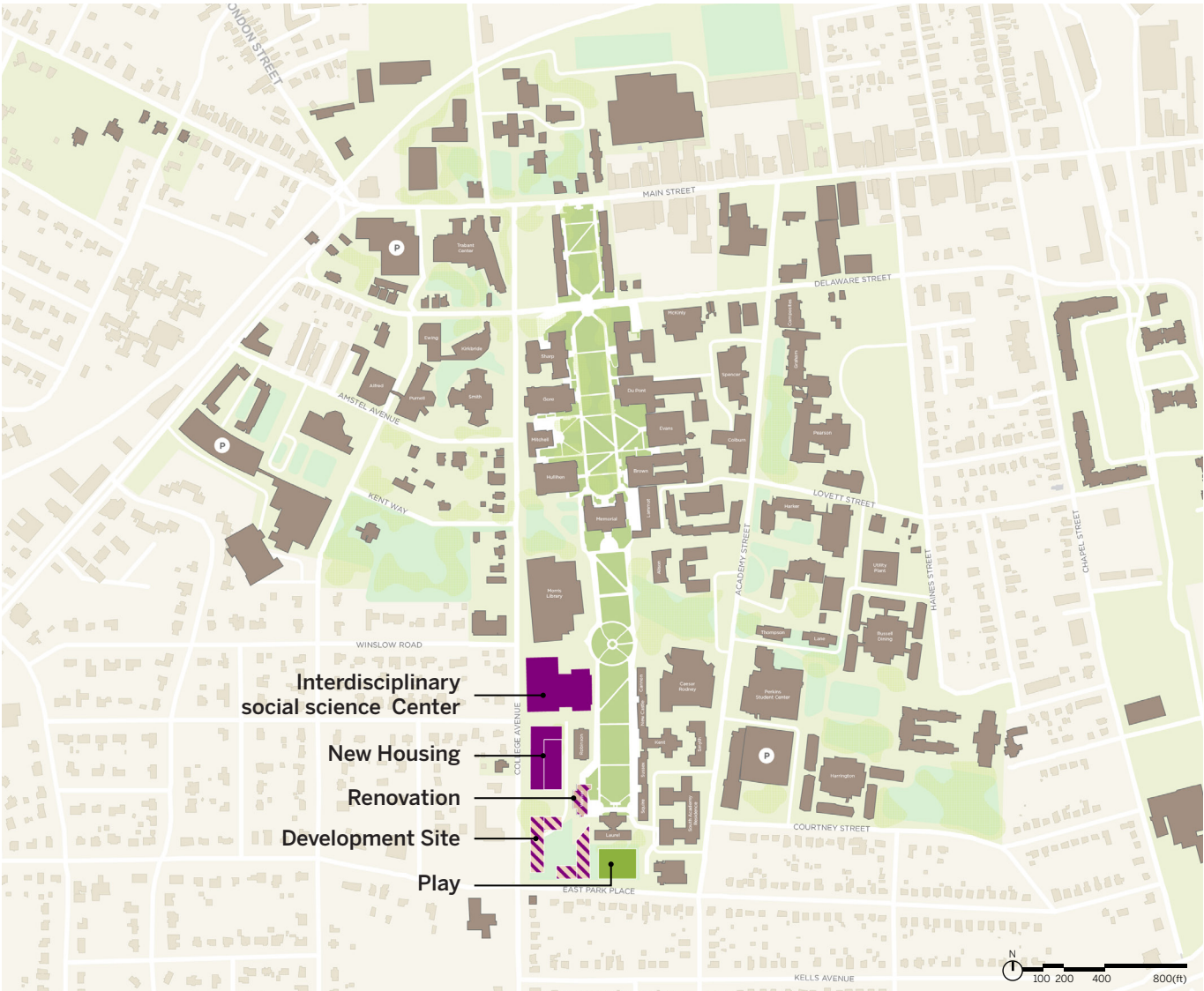
- As existing buildings are renovated, incorporate increased opportunities for collaboration and interdisciplinary spaces
- Enhance transparency and visibility of science and engineering programs within buildings



SOUTH GREEN

The South Green as a multi-use district.

- Undergraduate Residence Hall and additional potential residential growth
- Future academic buildings



AMPLIFIED CAMPUS

Strategies:

- Consider enhanced programming and amenity spaces within new buildings positioned on the South Green
- Incorporate a mix of uses, both within buildings and in adjacent open spaces

CONNECTED CAMPUS

Strategies:

- Position a new entrance / gateway to the Green at the southwest corner
- Design new buildings to have a relationship and connections with both the Green and College Avenue
- Consider opportunities for increased porosity into the Green

TRANSLATIONAL CAMPUS

Strategies:

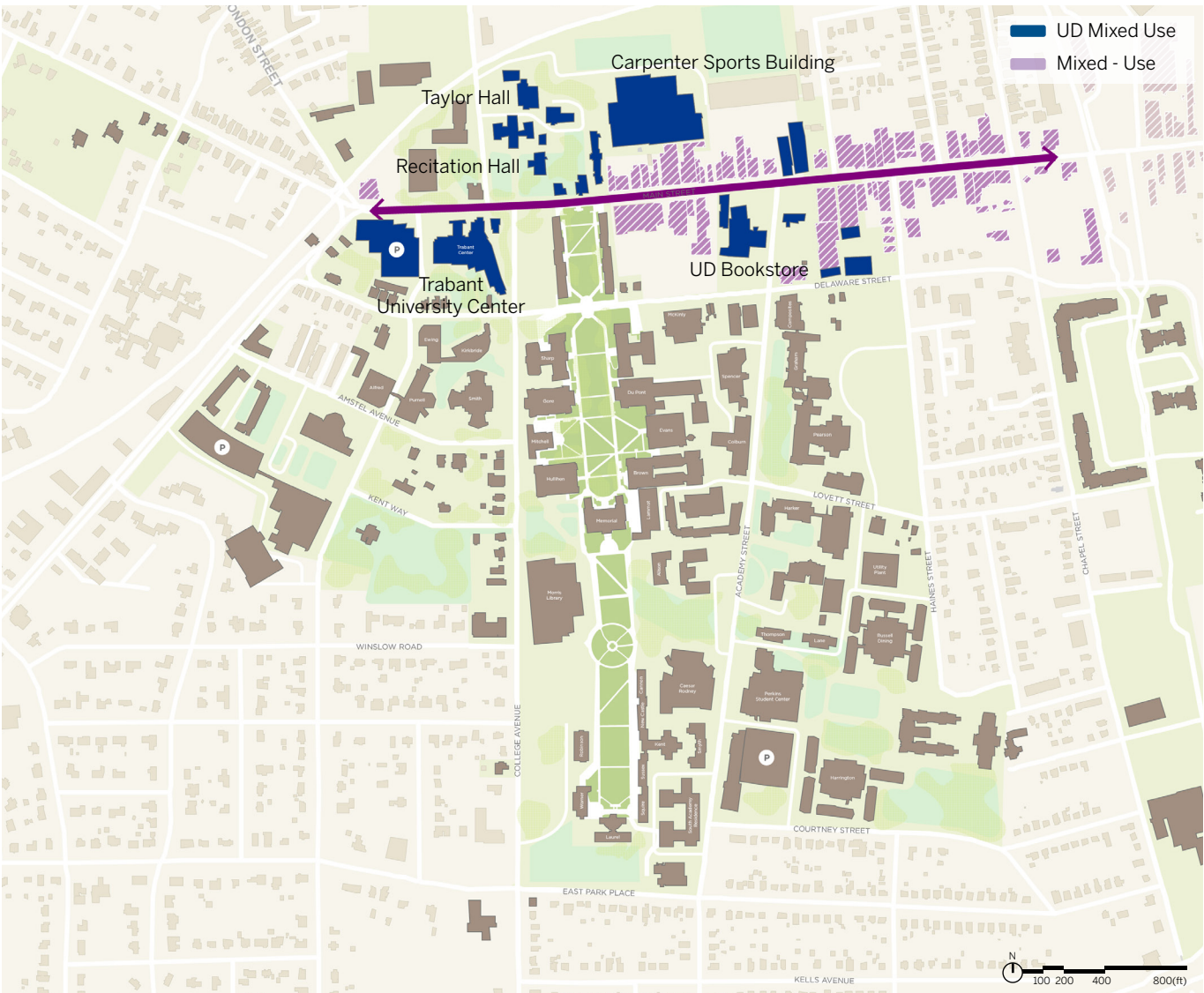
- Create a balance between the historic buildings around the Green and increased ground floor transparency within new buildings
- Position the South Green as a new campus hub with a diverse set of users and programs



MAIN STREET

Main Street as a vibrant, diverse, and mixed use district.

- Collaborative approach to enrich Main Street as an vibrant and diverse place
- Strategically integrate university and student functions to expand inclusive experiences for everyone
- Support new partnerships
- Strengthen connections to UD Arts Programs



AMPLIFIED CAMPUS

Strategies:

- Expand the role of Main Street beyond just food and beverage into a cultural district
- Link the UD Arts and Museum Programs into the Main Street and visitor experience
- Strengthen the gateway experience between Main Street and the Green

CONNECTED CAMPUS

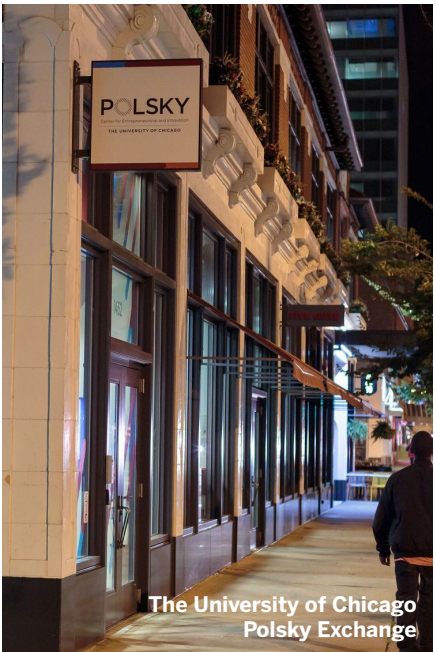
Strategies:

- Clarify and enhance the pedestrian experience on Main Street
- Integrate parking and mobility solutions
- Consider the integration of a mobility hub at the parking garage / student center

TRANSLATIONAL CAMPUS

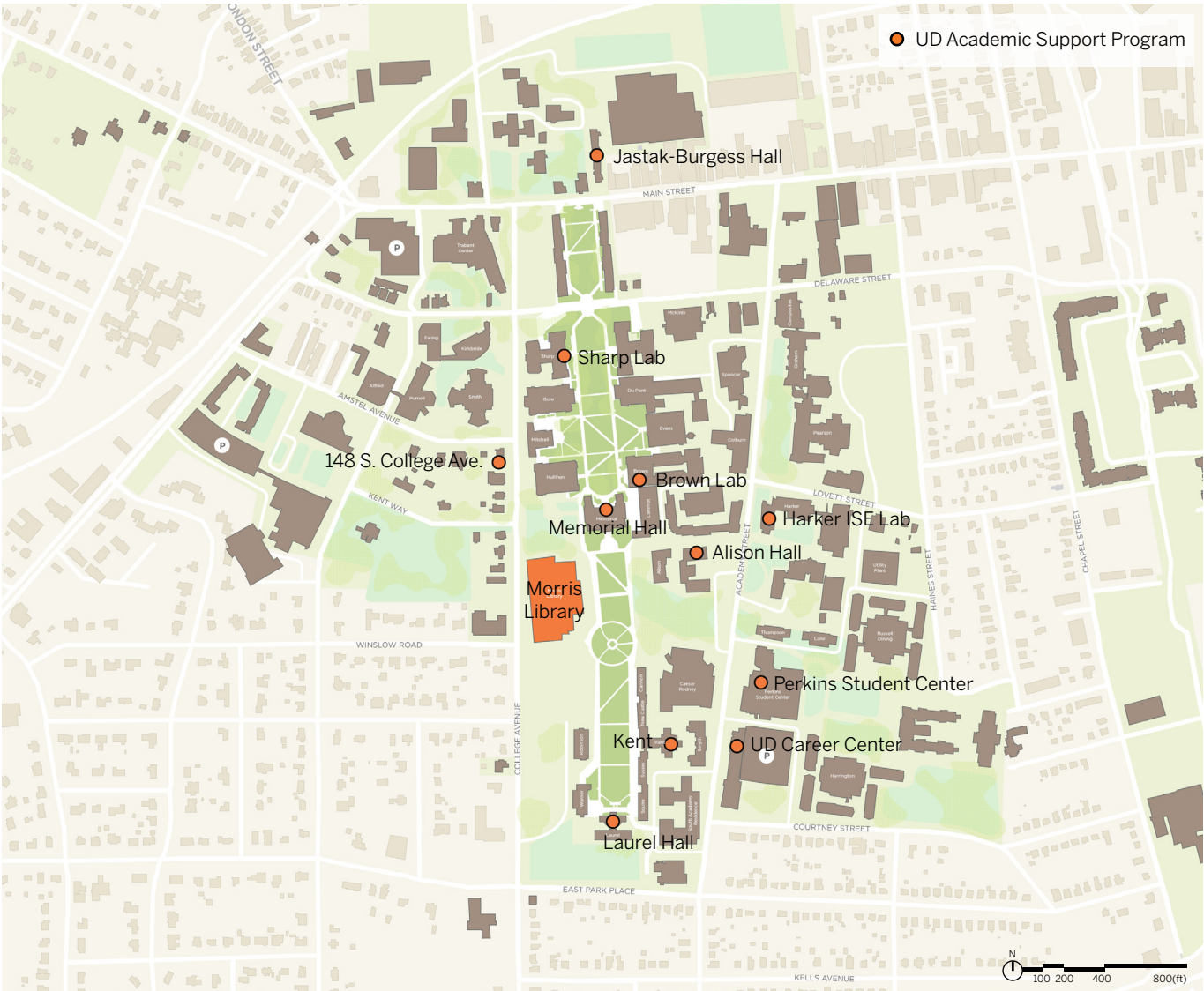
Strategies:

- Explore opportunities for unique uses on Main Street
- Collaborate with the City to establish new partnerships in Main Street buildings
- Consider a storefront opportunity for innovation partnerships located South Campus



KNOWLEDGE HUB

The library as a university knowledge hub.



AMPLIFIED CAMPUS

Strategies:

- The library as a place - emerging campus hub
- Reinvent spaces within the library as flexible learning spaces.
- Reconfigurable spaces
- Celebrate the University's commitment to teaching and learning
- Enhance the University's reach and reputation

CONNECTED CAMPUS

Strategies:

- Extend the reach of the library from information center to learning commons
- Focus on collaborative work
- Virtual workplace - blend of in-person and on-line experiences

TRANSLATIONAL CAMPUS

Strategies:

- Expand the library's traditional scope to data access, information sharing, and collaboration
- Transform spaces into multi-modal learning spaces that provide an inclusive and cross-disciplinary approach.
- Integrate state-of-the-art technology centers



Ryerson University



Calgary Public Library

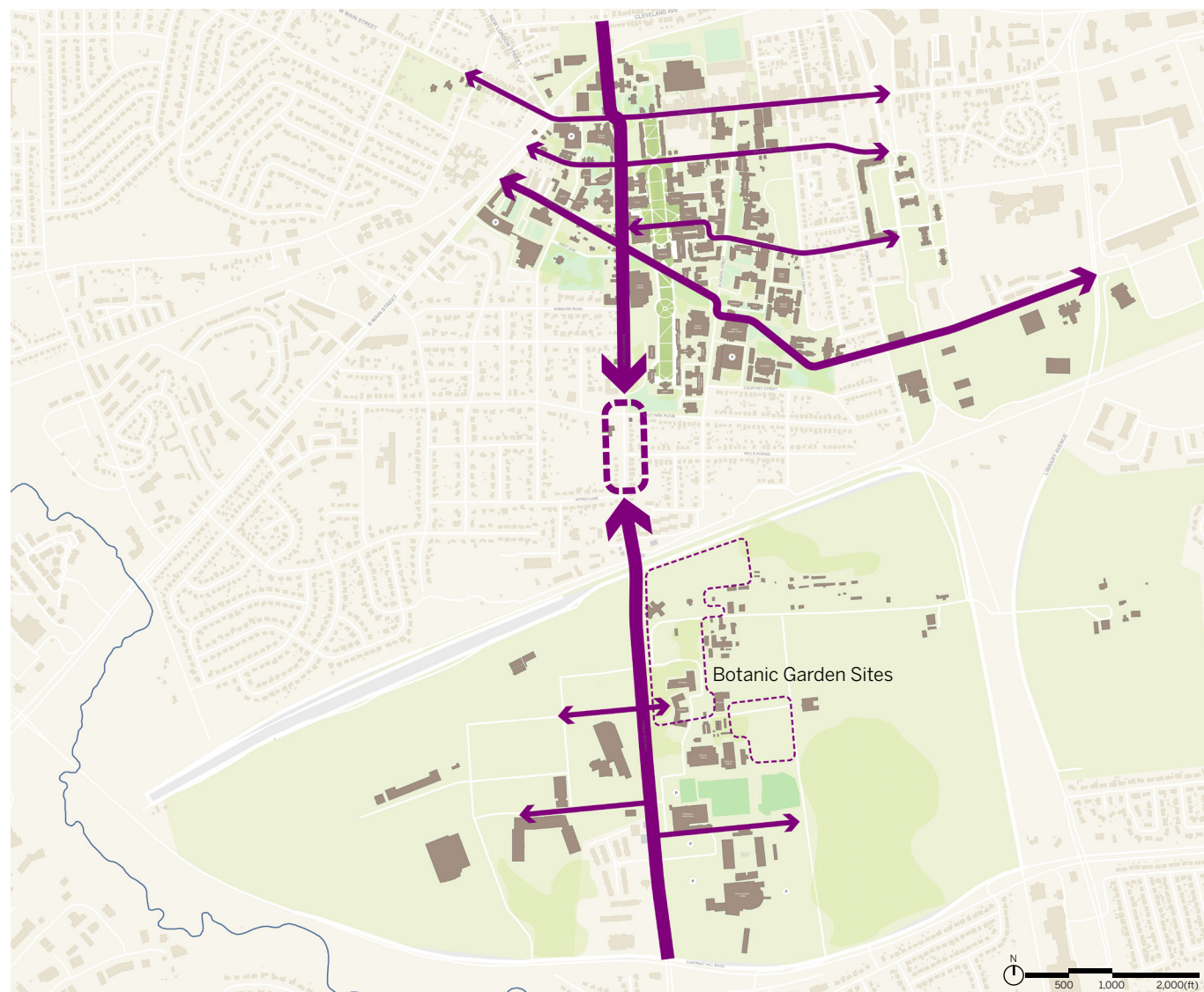


Uber's Headquarters, San Francisco

SOUTH COLLEGE

South College as a memorable campus gateway and crossroads.

- Redesign South College as a “complete street”
- Traffic calming / limited vehicular access
- Improve pedestrian safety
- Comprehensive wayfinding strategy to align pedestrian and vehicular movement
- Identify key gateway moments



AMPLIFIED CAMPUS

Strategies:

- Create a memorable streetscape experience along the entire College Avenue corridor
- Consider opportunities in South Campus for unique moments of gathering, landscape and pedestrian movement
- Establish clear campus gateway moments

CONNECTED CAMPUS

Strategies:

- Strengthen connections between the Campus Core and South Campus
- Rethink how bike, shuttle, and pedestrian movement can shorten the perceived distance on the College Avenue corridor
- Enhance train station connectivity for the sense of arrival

TRANSLATIONAL CAMPUS

Strategies:

- As new buildings and building renovations occur on the corridor, increase the relationship and transparency between the programs and important campus street
- Consider how new technologies and future mobility solutions will inform the street design



SOM