

TEFMA Maurie Pawsey Schneider Electric 2015 Study tour report by Ivana Glavinic May, Project Manager, University of South Australia

Campus Master Planning: Make No Little Plans

“Make no little plans. They have no magic to stir the blood and probably will not be realised. Make big plans. Aim high in hope and work.” – Daniel Burnham, architect and urban planner.

My journey of Campus Master planning started back in 2014 when as a Campus Project Manager for Mawson Lakes and Magill Campuses I was developing Master plans for these two campuses. It intrigued me how campus master planning within the same organisation, with the same strategic plan, developed two very different strategic reasons to create a need for the master plans update.

I applied for a TEFMA Maurie Pawsey Schneider Electric Scholarship with the intention to do a case study of American Universities to determine if the same occurrence happened at other institutions, and if so, to investigate what were the drivers for the universities to embark on the process of Campus master planning and how often.

The University of South Australia (UniSA) is a young university, consisting of 33,000 students across 6 campuses (2 within the CBD, 2 suburban and 2 regional). Back in 1991 UniSA began with the amalgamation of the South Australian Institute of Technology and the South Australian College of Advanced Education. Facilities inherited varied from sheds, hangars, buildings (built within each one of the decades of the last century), including a number of heritage listed dwellings, new buildings and state of the art modern facilities scattered throughout.

The University’s strategic plan “Horizon 2020 and Crossing the Horizon” both articulate The University’s strategic vision that corresponds to the changes and influences, both local and global, internal and external.

Over the last 10 years, a number of drivers influenced the strategic goals of the university. Changes included the appointment of a new Vice Chancellor and members of the Senior Management Group, closure and opening of campuses; relocation of The Royal Adelaide Hospital, changes in state and federal politics, but more importantly changes in pedagogies, student fees, academic programs and education trends.

Influenced by the research of Campus Master planning and gaining knowledge of different education provision models across the world, I selected USA to be the destination for the scholarship tour. The US has similar tertiary education provision models to Australia, in comparison to the UK and South Africa. The US also has a mix of old and new universities; within metropolitan and regional areas with similar historical paths (i.e. technical institutes/colleges developing into Universities). These similarities gave me the basis to compare UniSA with a number of institutions within the US to be able to investigate the drivers for the process of Campus Master planning.

To be able to select institutions to visit, I’ve outlined the following parameters: University size (gross area), student numbers, geographic location, (i.e. metro, regional), university history and if the university has undertaken the process of Campus Master planning in the last five years. The final list comprised of ten universities that I formally and informally visited whilst in the US.

Prior to the USA tour I also attended the TEFMA Campus Master planning workshop at Auckland, NZ. Three intensive days of presentations covered theory and case studies of campus master planning by

discussing the question of reoccurrence, active document vs a dust collector on the shelf, intents, drivers and strategic plans as the basis for master plans. Presentations somewhat answered a number of questions I had about the master planning but none more than the presentation by Paul Roberts, Turnberry Consulting. Paul summarises the history of tertiary education using Universities across the world within a short 45 minute presentation. A snapshot that somewhat led me to think that during my tour I won't learn much more than what I've just heard (most of the universities I was about to visit were used as an example in the talk), but at the same time it made me more interested to see it with my own eyes and use to opportunity to investigate behind the scenes.

Out of the ten institutions I visited, the following left an impression on me due the variety of reasons why these institutions embarked on the Campus Master planning process.



Campus Map, University of New Mexico, Albuquerque

The first University that gave me a very warm welcome was the University of New Mexico (UNM), Albuquerque. After two days of visits and numerous meetings with Property and Project teams it was evident that the main road between the north and south campus was not the only line of separation between these two areas of the same university campus. This physical divide was also a line of separation between health precinct and the heart of the campus housing all the other disciplines. Historically, due to the system of healthcare provision through the University Hospital on site and courses that were closely related to this institution, this side of the campus ran its existence

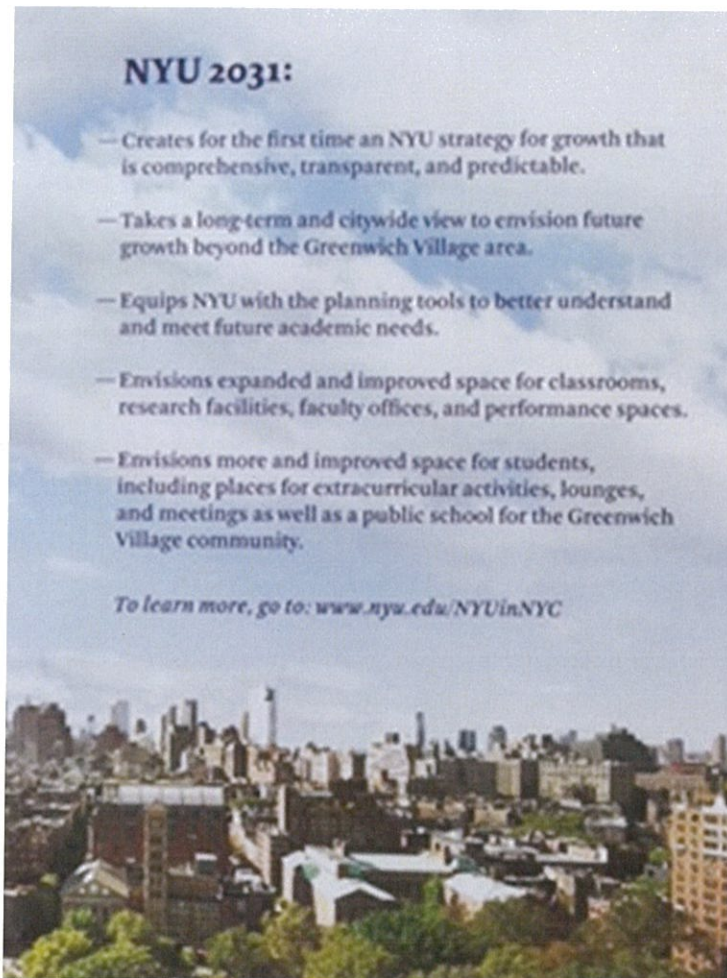
in complete isolation to the rest of the university. Over the years, funding sources for the health care system created higher demand for the health care spaces, therefore requiring an increased footprint of the northern campus, allowing it to develop and run with minimal relation to the heart of the campus, at very different pace. The Main campus area was developing into a student centred university common and that way responding to a different agenda. The lack of strategic direction that is one and the same for the health precinct and the heart of the campus, is also evident in the same consultant team being engaged to undertake two separate master plans, one for the north part of the campus the other for the south. Currently the only two things that connect the north and the south are the underground service tunnel and the same university branding. Property and Project Services staff understand the need for one overarching strategic plan that would be the backbone to possibly two master plans that address peculiarities on the north and south side of the campus, and at the same time break the physical boundaries to successfully connect the two. But unfortunately the lack of the support by Senior Management does not allow for development of one master plan that would serve as a basis for delivering the Universities strategic plan agenda.



Campus Map, Catholic University of America

Following the University of New Mexico I visited the Catholic University of America (CUA), Washington, DC. The campus is old and picturesque which is also a home to The National Shrine of the Immaculate Conception (largest Catholic Church in the Americas). At first impressions, by the name and the look of the campus one can easily assume that the delivery of the master plan has evolved over a matter of time and effort rather than funding. But quite the contrary, the lack of funding for this University is the main obstacle in delivering the campus master plan (the Catholic University is a standalone organisation that has no financial connection to the Catholic Church). Current the 15 year master plan provides a comprehensive response to strategic direction for the University, and it serves as a business plan for the University to collect funds. It considers the Universities location within a few kilometres from Capitol Hill, its location adjacent to the Shrine, the vacant land for future development as well as the refurbishment of the existing dwellings. The University has had to negotiate with the local council to extend the Master plan delivery from 10 to 15 years predominantly due to the lack of funding. As the state could not provide support in funding,

they provided it with vacant land for future development, leaving the CUA to undertake a number of fundraising exercises targeting Alumni donations. The CUA also turned to looking abroad, developing a strategic direction that would open many satellite campuses around the world, to stay in the game as one of the major tertiary education providers, increasing the number of students, and hence increasing the funding /earnings. During this ambitious delivery of the campus master plan the Washington Campus is placed on the back burner, and is left to play a patch up/ catch up strategy of refurbishing existing spaces at a very slow pace, square foot at the time.



Campus Master plan brochure, University of New York

In contrast to CUA that had vacant land but lack of funding, the University of New York (NYU), Manhattan, neatly wraps around Washington Square and has a limited footprint to expand in this location. NYU is an institution that has an interesting history behind its existence. During the 1940's NYU was one of the larger Universities in the US, occupying the properties around Washington Square and other locations, but due to the financial crisis in the 1970's, NYU almost closed its doors due to the bankruptcy. The sale of the Heights Campus forced it to consolidate in Greenwich Village around Washington square and "occupy" this public domain without taking too much care of the neighbourhood. A billion dollar expansion over 10 years allowed for the refurbishment of prominent buildings which subsequently increased the student population that would invade the public realm of Washington Square. Students would mark this public space as the University territory at the great dislike of the very prominent neighbours, developing friction between NYU and its neighbourhood.

The development of their 2031 Master plan is their public acknowledgement of the mistakes made over the last 40 years and their wish to become a welcomed neighbour. But again, their need to expand, and a lack of space in this location, forced NYU to look further afield to Brooklyn, Governors Island as well as an expansion to eleven global locations, including Shanghai, Abu Dhabi, Berlin and Sydney to name just a few.

25-Year Campus Master Plan



My last stop on this tour was the University Of Massachusetts, Boston, (UMass Boston) located on Columbia Point just outside Boston CBD, next to the JF Kennedy Presidential Library and Museum. Boston campus stemmed from 5 original buildings built in 1960's that resembled a prison like environment. Over the next three decades new buildings were constructed including Campus Centre in 2006 and its first academic building in 2015. Given that most of the original buildings were deteriorating quickly, UMass developed a 25 year master plan to rebuild this campus from scratch. UMass is on a fast track path of delivering a dozen new dwellings which aims to turn Boston campus into a modern, state of the art Institution providing new, student experience orientated spaces on Dorchester Bay.

Based on the research into campus master planning and my visits to a number of Universities in the US, it is evident that there is no one common driver that forces Universities into the development of campus master plans. In almost all cases it is the strategic plan of the University that is the guiding light that master plans respond to in many ways. They can serve as a supporting document, reference document, and program of works for capital development or simply just a business case. It is always a live document that occasionally might need an update or a revision, to better respond to the strategic direction.