

January 2019



# UNIVERSITY OF DELAWARE

# THE 21ST CENTURY CAMPUS

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**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
<b>Components</b>	<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>	<ul style="list-style-type: none"> <li>Celebrate culture at multiple scales</li> <li>People: students, faculty, staff, visitors, alumni</li> <li>Global and local</li> </ul>	<ul style="list-style-type: none"> <li>Build on strengths</li> <li>Attract talent</li> <li>Expand resources</li> <li>Enable growth</li> <li>Stewardship</li> </ul>	<ul style="list-style-type: none"> <li>Solve global and local problems</li> <li>A culture of thematic discovery</li> <li>Transformative impact</li> <li>Not “either or”, but “and”</li> </ul>	<ul style="list-style-type: none"> <li>Meaningful partnerships</li> <li>Unexpected collaborations</li> <li>Translation of knowledge</li> <li>Think like a startup</li> <li>Attractors/spin-offs</li> <li>Regional leadership</li> </ul>
<b>Explorations</b>	<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>	<ul style="list-style-type: none"> <li>The “common spaces”</li> <li>Cultural identifiers</li> <li>Community engagement</li> <li>Regional leadership</li> <li>Diversity of programming and spaces</li> <li>Accessibility</li> </ul>	<ul style="list-style-type: none"> <li>Future space needs</li> <li>Renewal and new construction</li> <li>Mixed-use and multi-purpose</li> <li>Land use and real estate</li> <li>Building typologies</li> <li>Space quality</li> <li>Sustainability and resiliency</li> <li>Open space as a unifier</li> <li>Future infrastructure</li> <li>Core facilities as a “platform”</li> </ul>	<ul style="list-style-type: none"> <li>Places of exchange</li> <li>Adjacencies/affinities</li> <li>Core facilities</li> <li>Connections</li> <li>Cluster/themes</li> </ul>	<ul style="list-style-type: none"> <li>Mixed-use</li> <li>Future of STAR campus</li> <li>New kinds of space</li> <li>Co-locate/co-develop</li> <li>Operating and development models</li> <li>Market position</li> <li>Different space management</li> <li>Different space ownership</li> <li>Technology</li> </ul>

# WHAT WE LEARNED: THREE THEMES

## AN AMPLIFIED CAMPUS

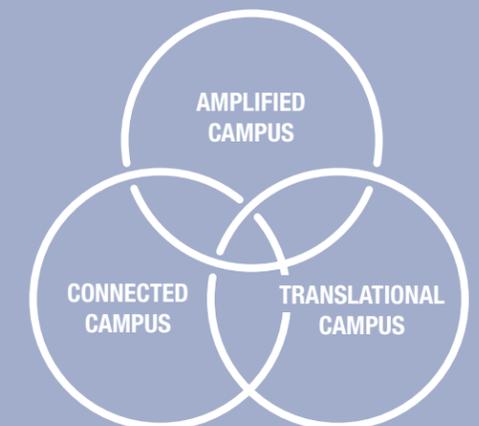
- Campus life/places of exchange
- A mixed-use campus
- Interdisciplinary research

## 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

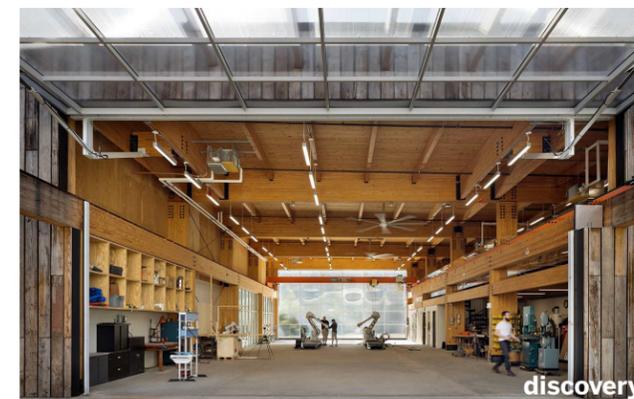
Every aspect of our campus provides an opportunity to elevate the experience for our students, faculty, staff and guests.

## 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

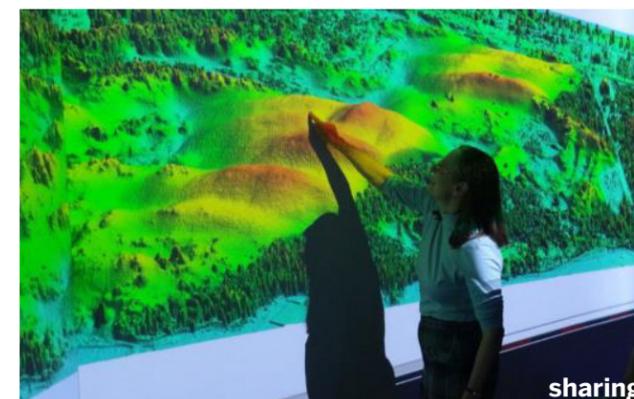
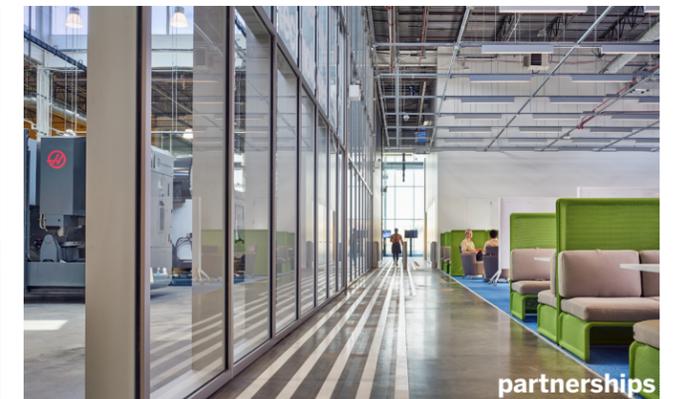
Increasing the intersections between disciplines and practice creates an enhanced network to apply our research to have greater local and global impact.

## 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

### Amplified Campus

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

### Connected Campus

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

### Translational Campus

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



- Optimize underutilized sites and buildings
- Align Near-Term priorities:
  - Building Removal
  - Building Acquisition
  - New Renovation
  - Additions/ Replacement/New
- One Campus:
  - Compact and walkable
  - Clearly defined places
  - Diverse and mixed use



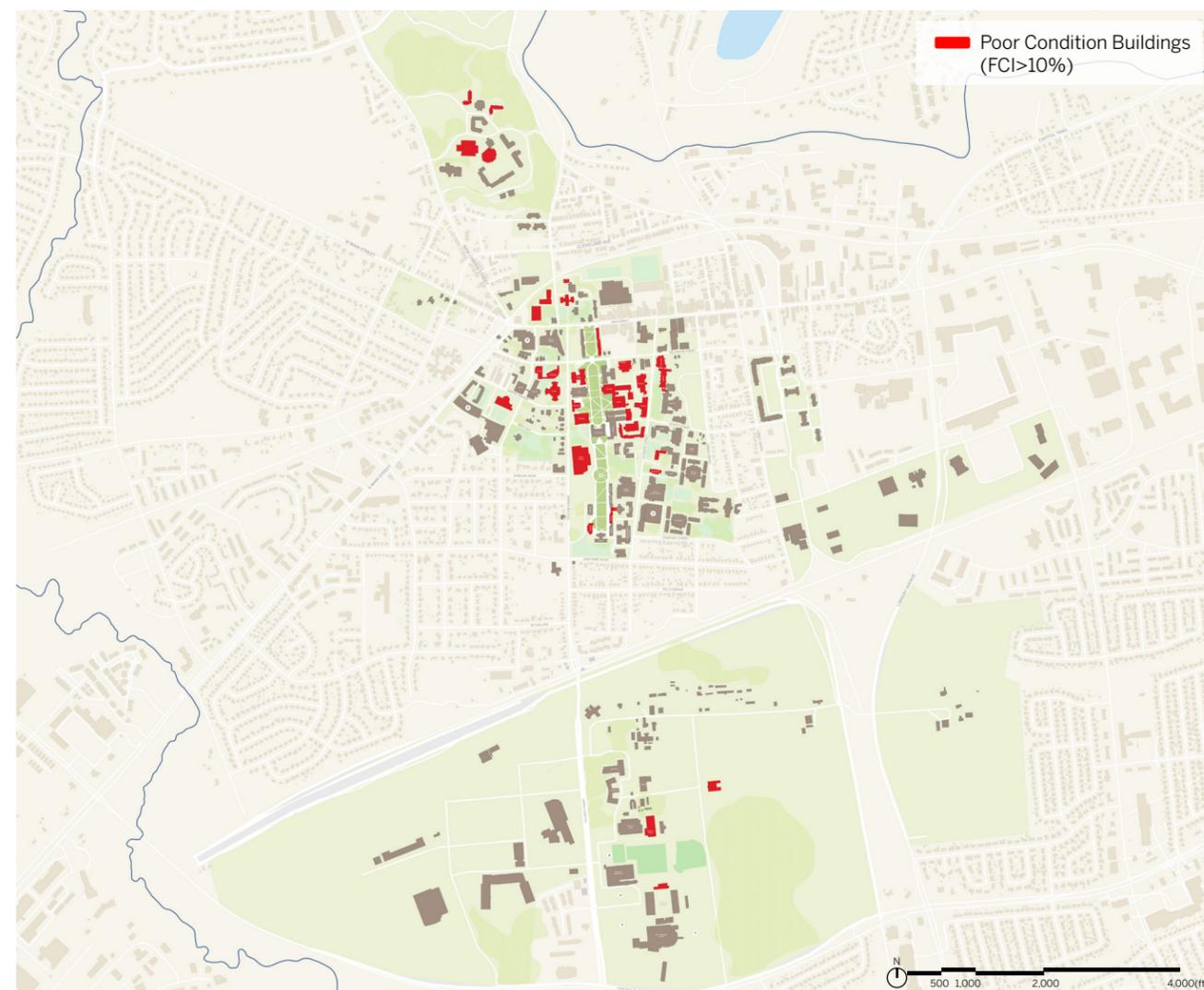
- A pedestrian focused and walkable campus
- Comprehensive parking and mobility solutions
- The historic Green as the “common ground”
- Student housing experience.
- Campus life at all scales
- The science and engineering district as an interdisciplinary hub.
- The South Green as a multi-use district.
- 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.

# 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

### Building Acquisition

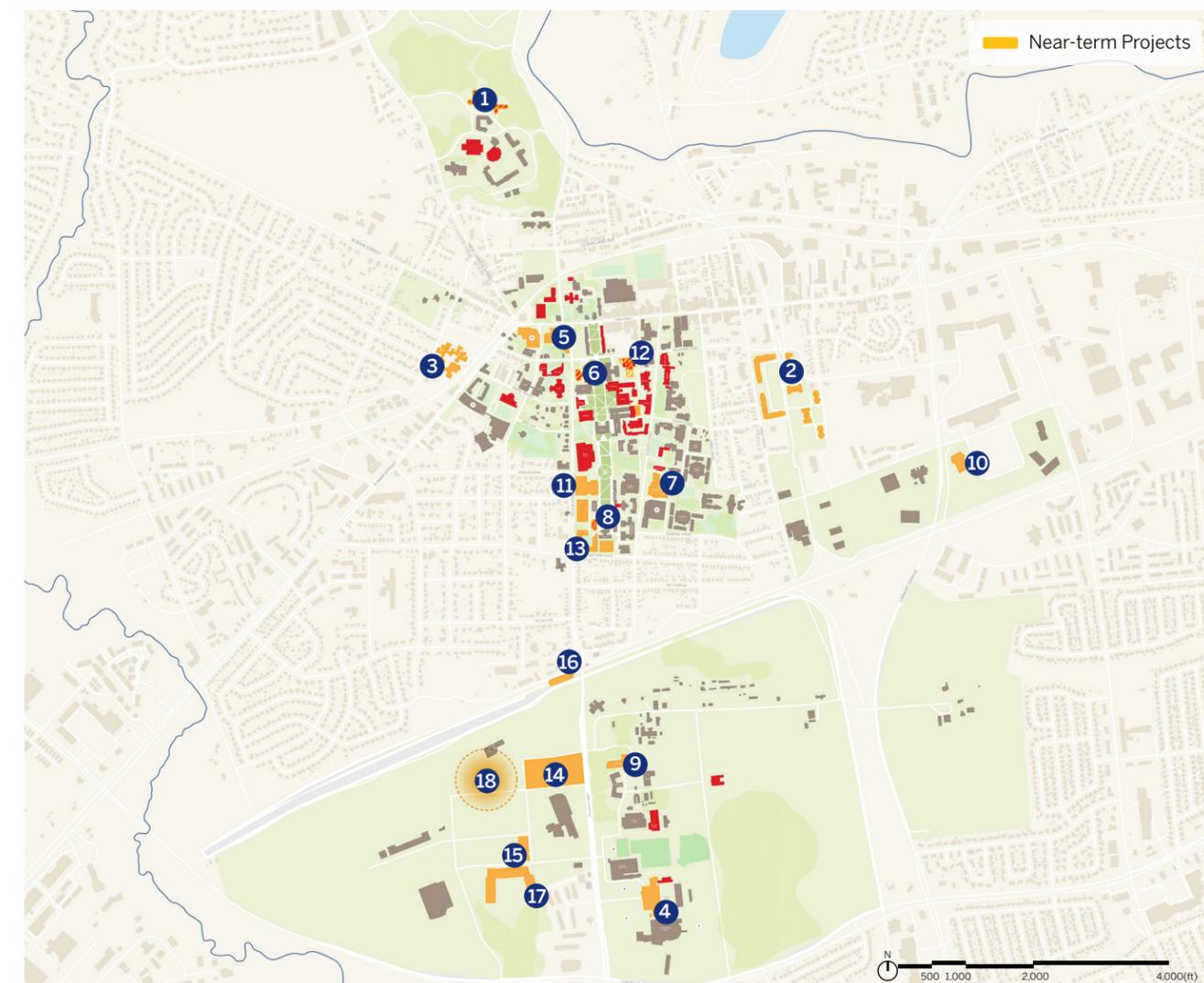
2. Courtyard Apartments acquisition

### 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. Worriwlow Hall
10. Delaware Biotechnology Institute Backfill

### Additions / Replacement / New Buildings

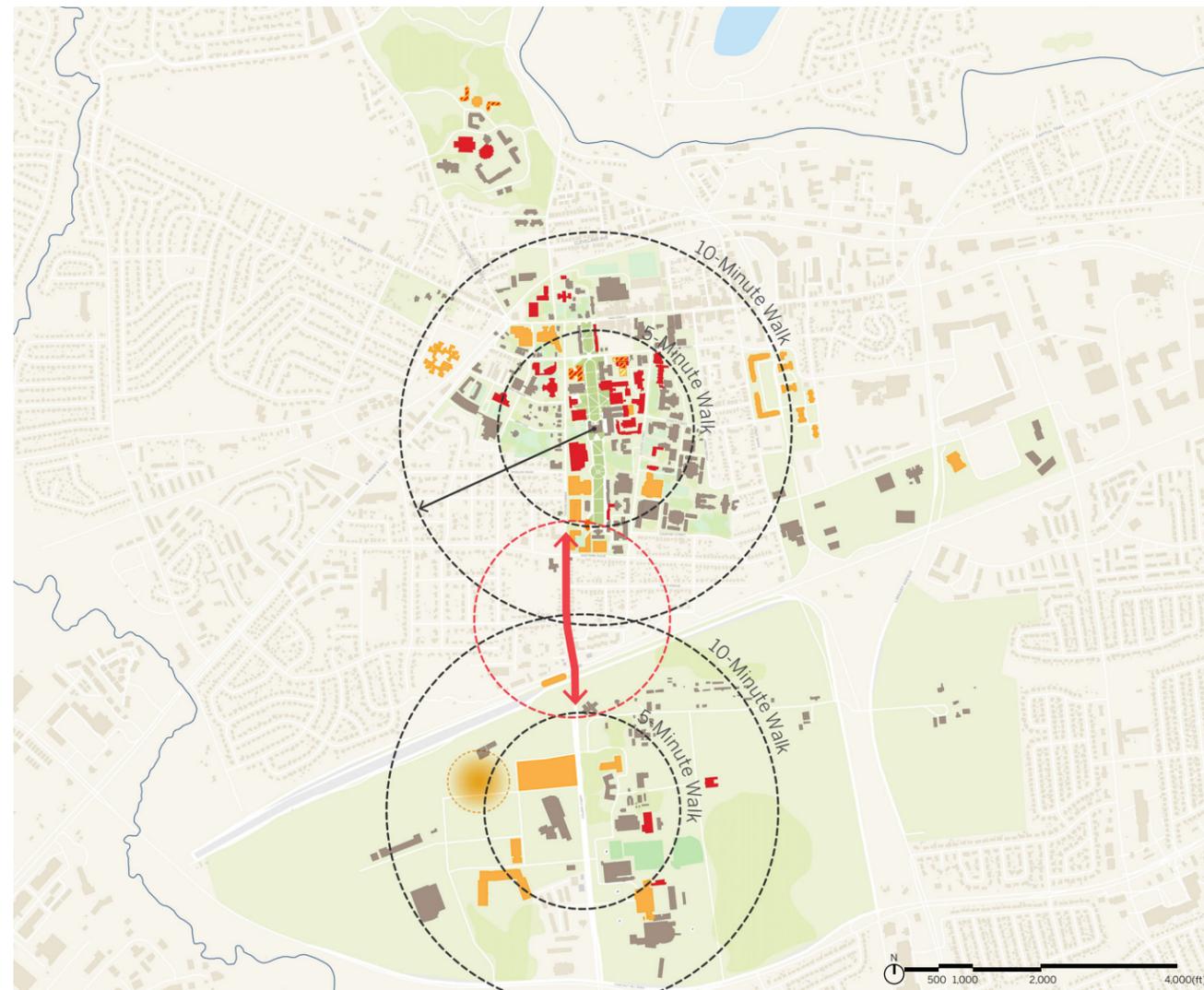
11. Interdisciplinary Social Sciences Center
12. McKinley Lab Replacement/ISRC Addition
13. South College Residence Hall
14. STAR Hotel and Conference Center
15. Biopharmaceuticals Building / NIIMBL
16. Newark Regional Train Station
17. New partnership buildings
18. Graduate Village



# OPPORTUNITIES

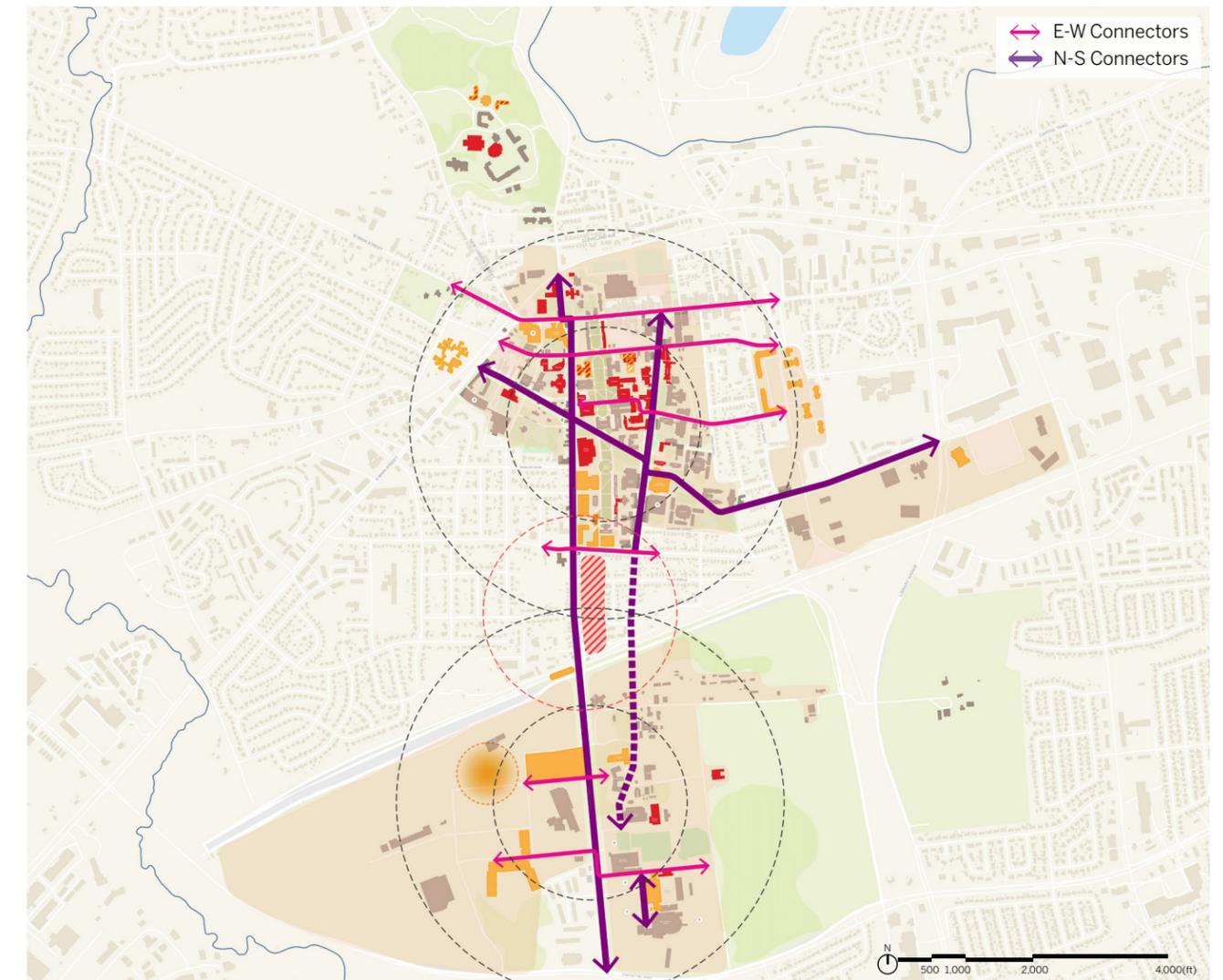
## “ONE CAMPUS”

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



## A FRAMEWORK LINKING IT TOGETHER.

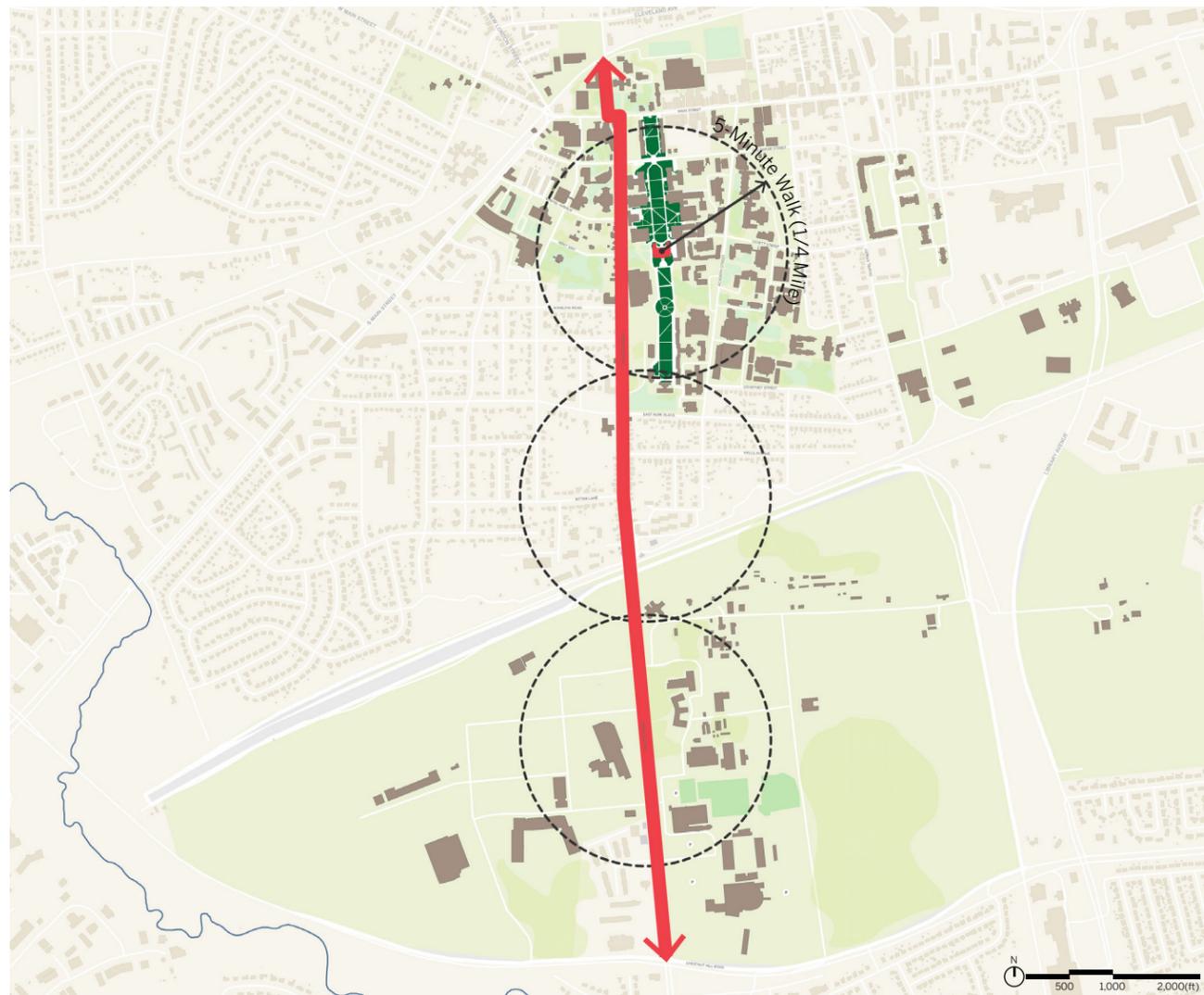
- Strengthen North-South Corridors
- Clarify East-West Connectivity
- Introduce a “new diagonal”
- Potential for linked multi-modal “transit hubs”
- Weave the Green and south campus together



# 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:

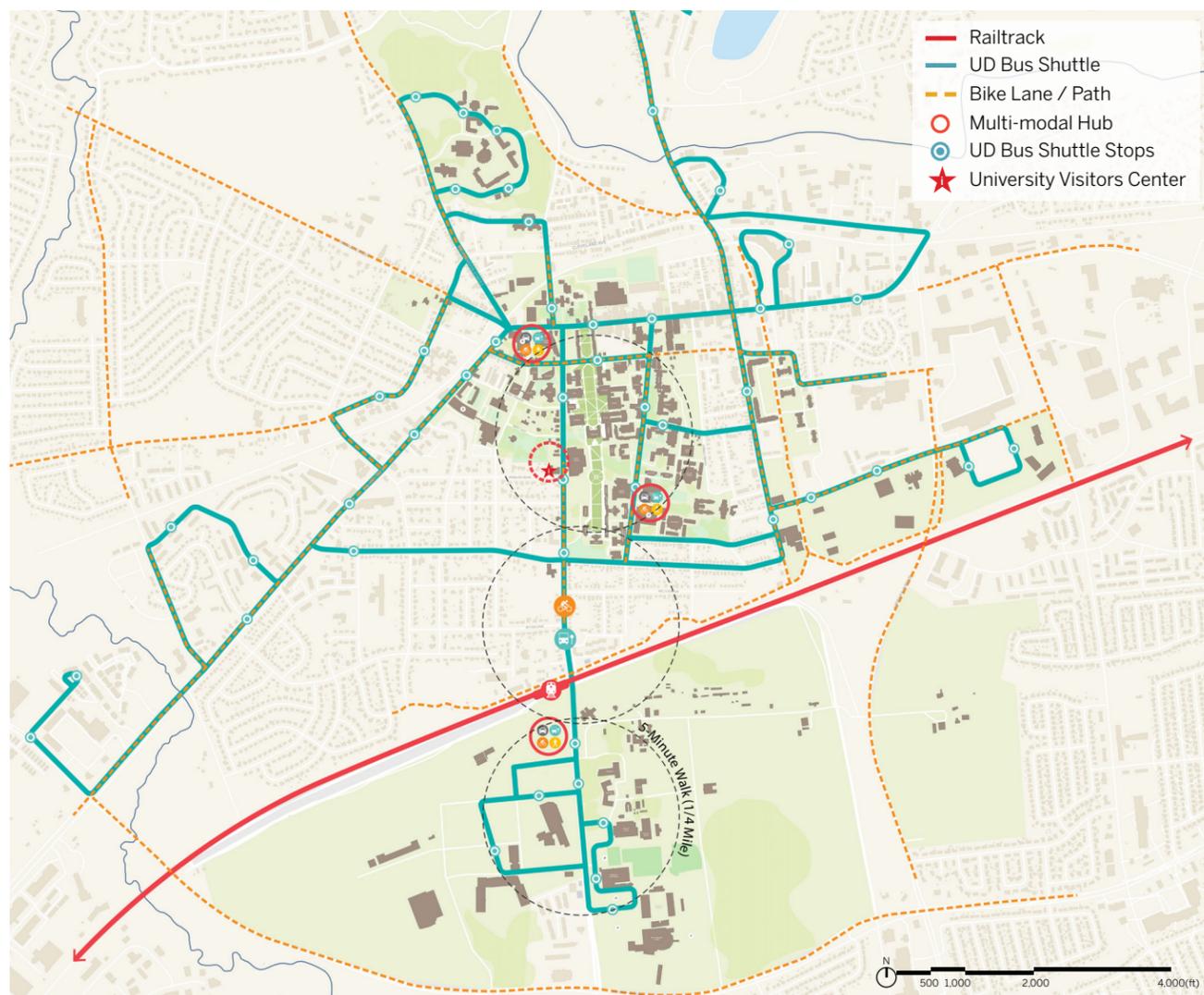
- Enhance transparency of ground floors with greater connections to adjacent open spaces and pathways
- Highlight building programs and collaboration areas



# 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

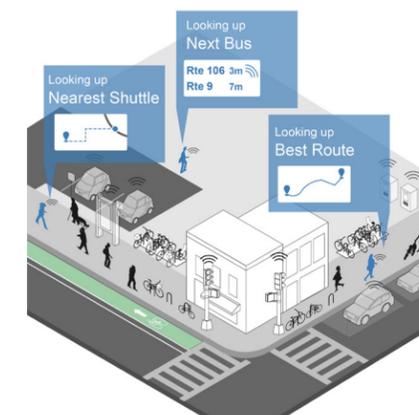
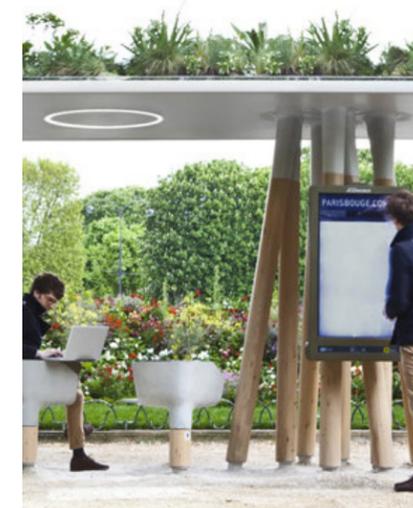
### Strategies:

- 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:

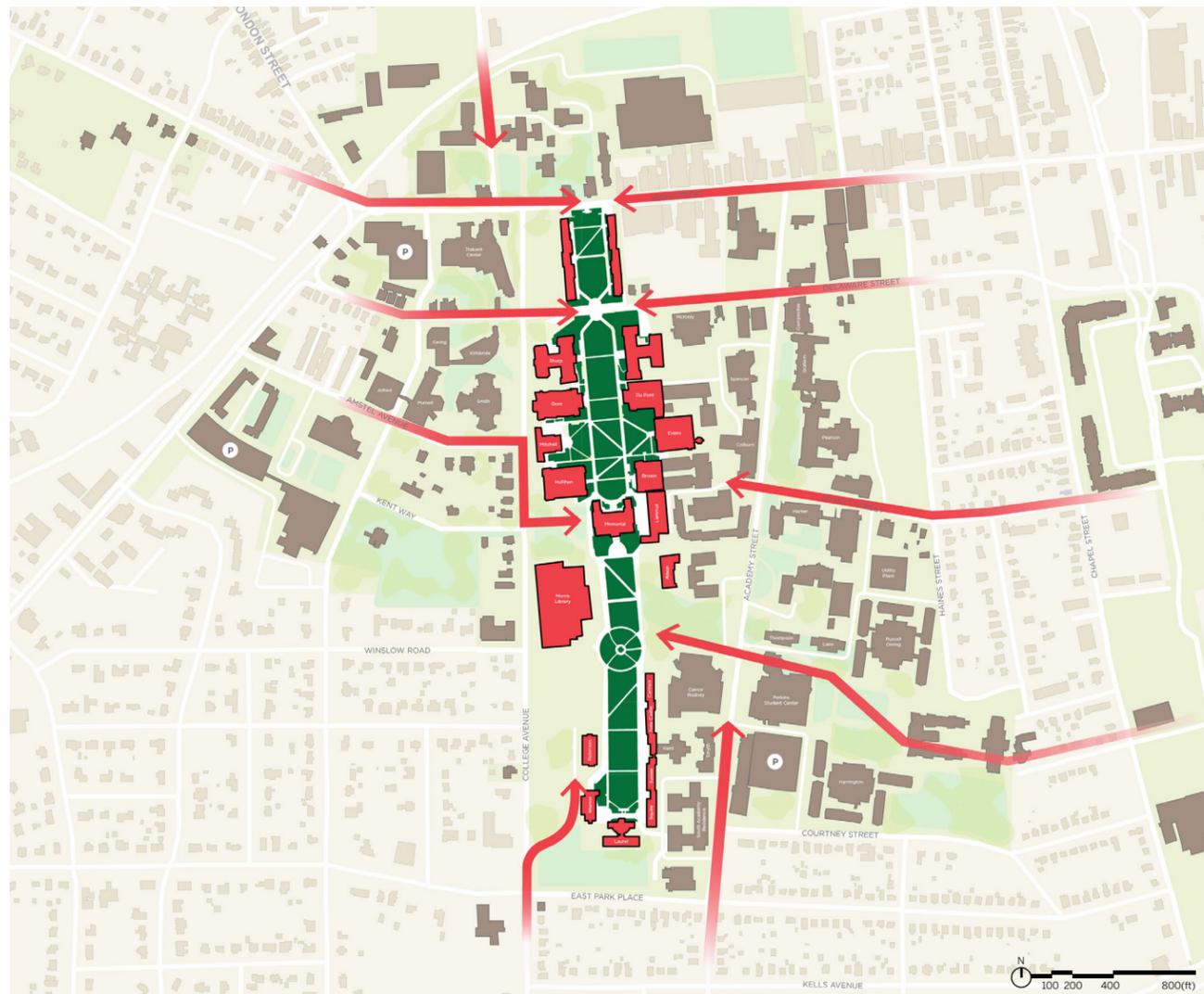
- Integrate smart mobility systems and technology



# 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

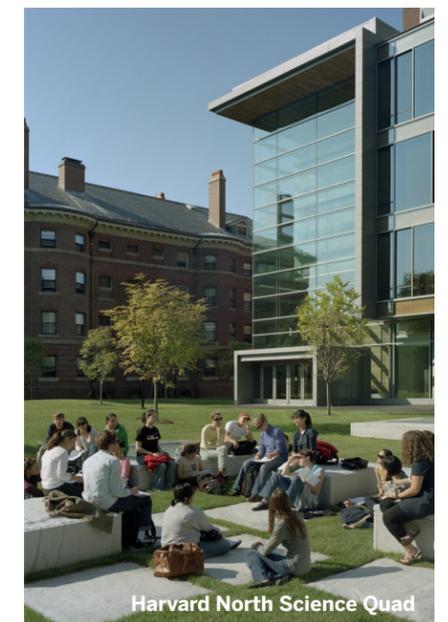
### Strategies:

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

## TRANSLATIONAL CAMPUS

### Strategies:

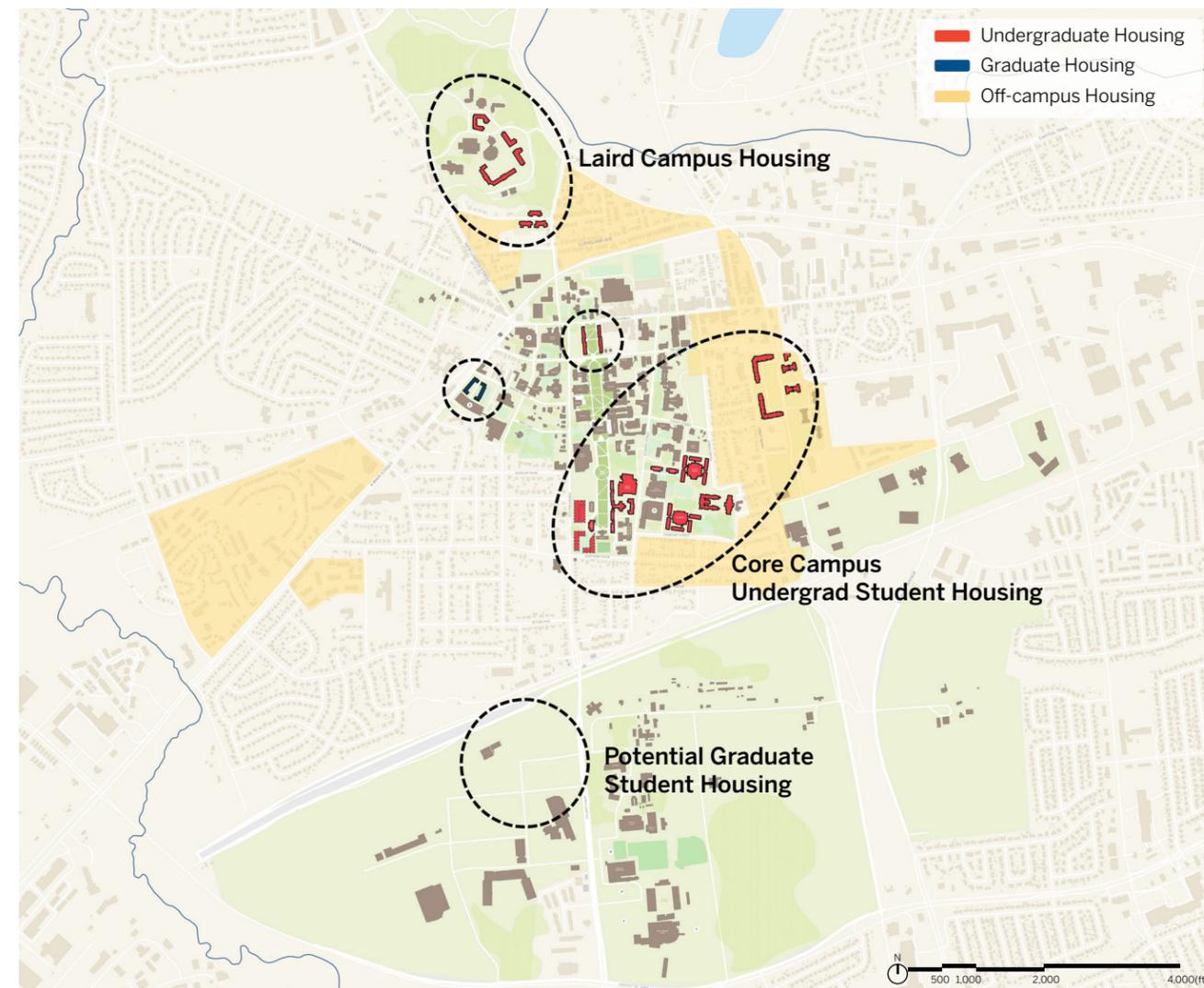
- Consider how new buildings and building renovations on the Green can enhance collaboration and engagement
- Integrate spaces for teaching and learning



# 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

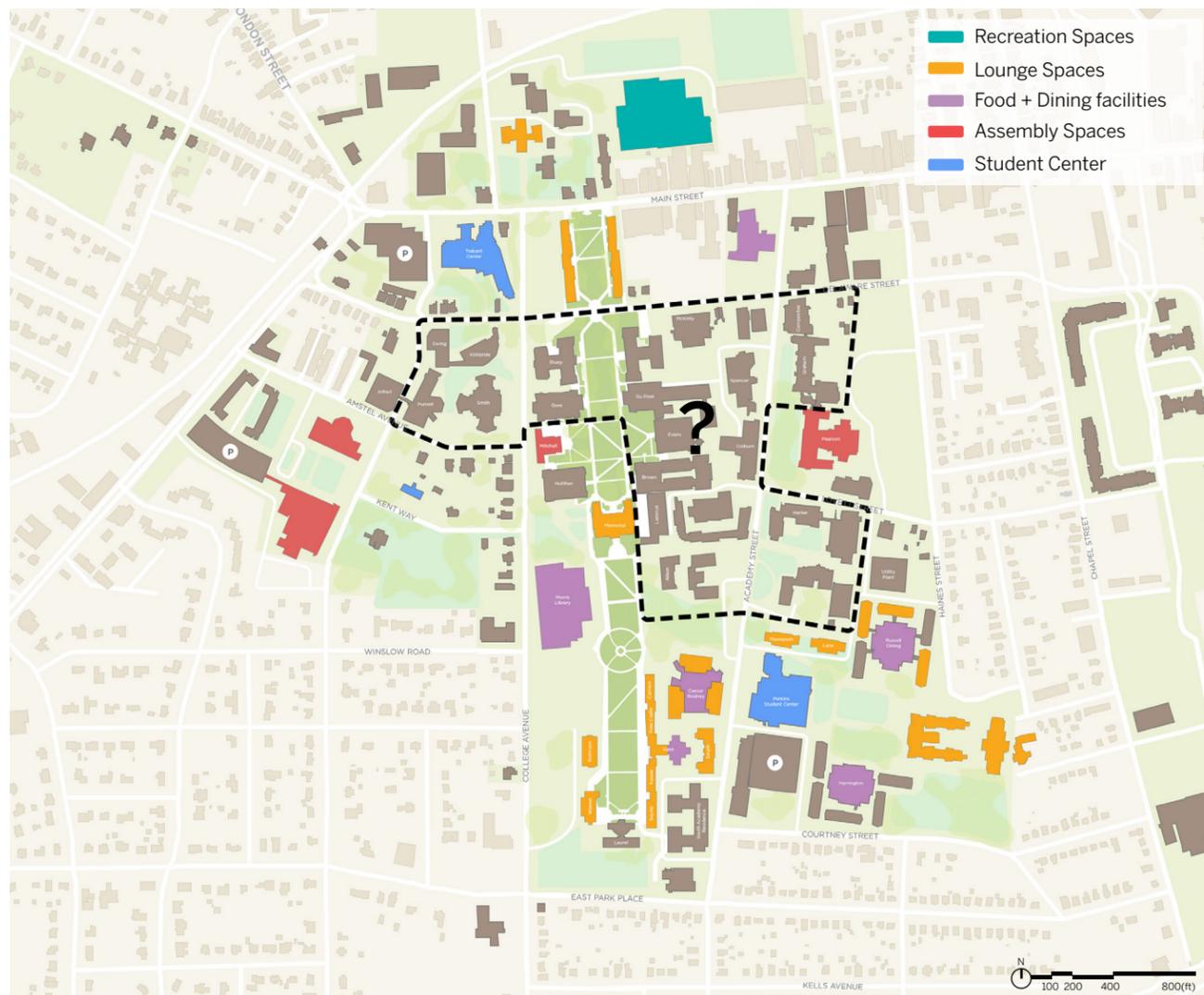
### Strategies:

- 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

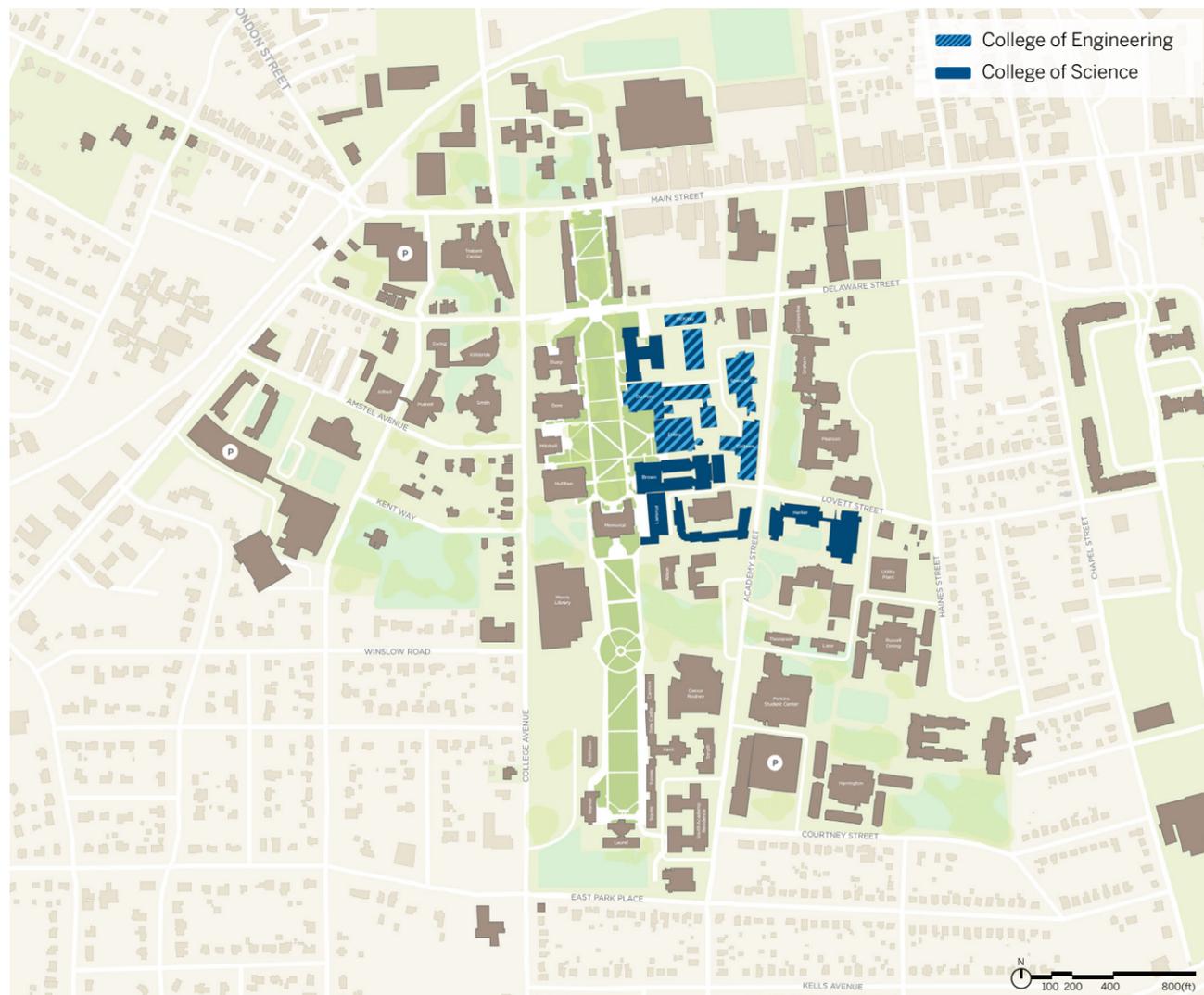
### Strategies:

- 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)



# 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

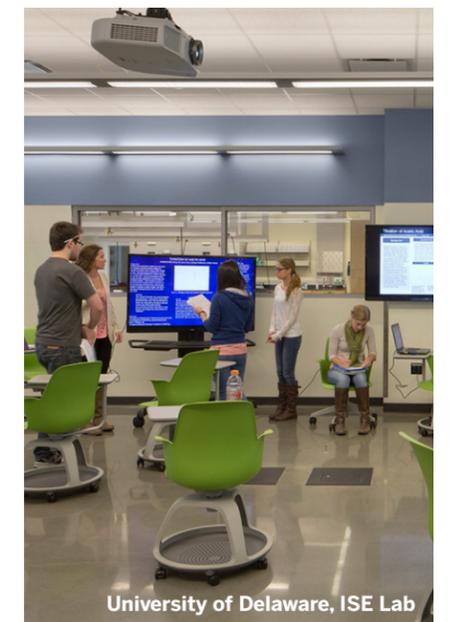
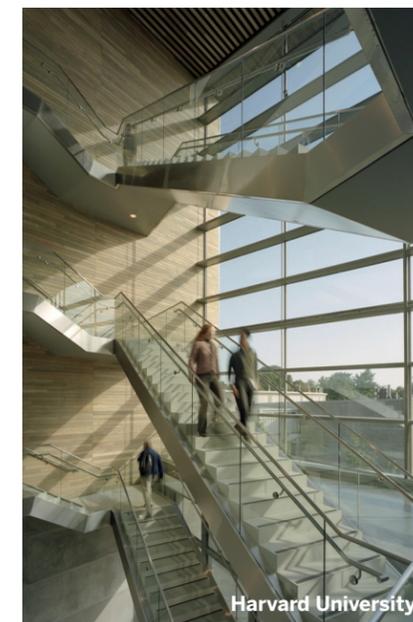
### Strategies:

- 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:

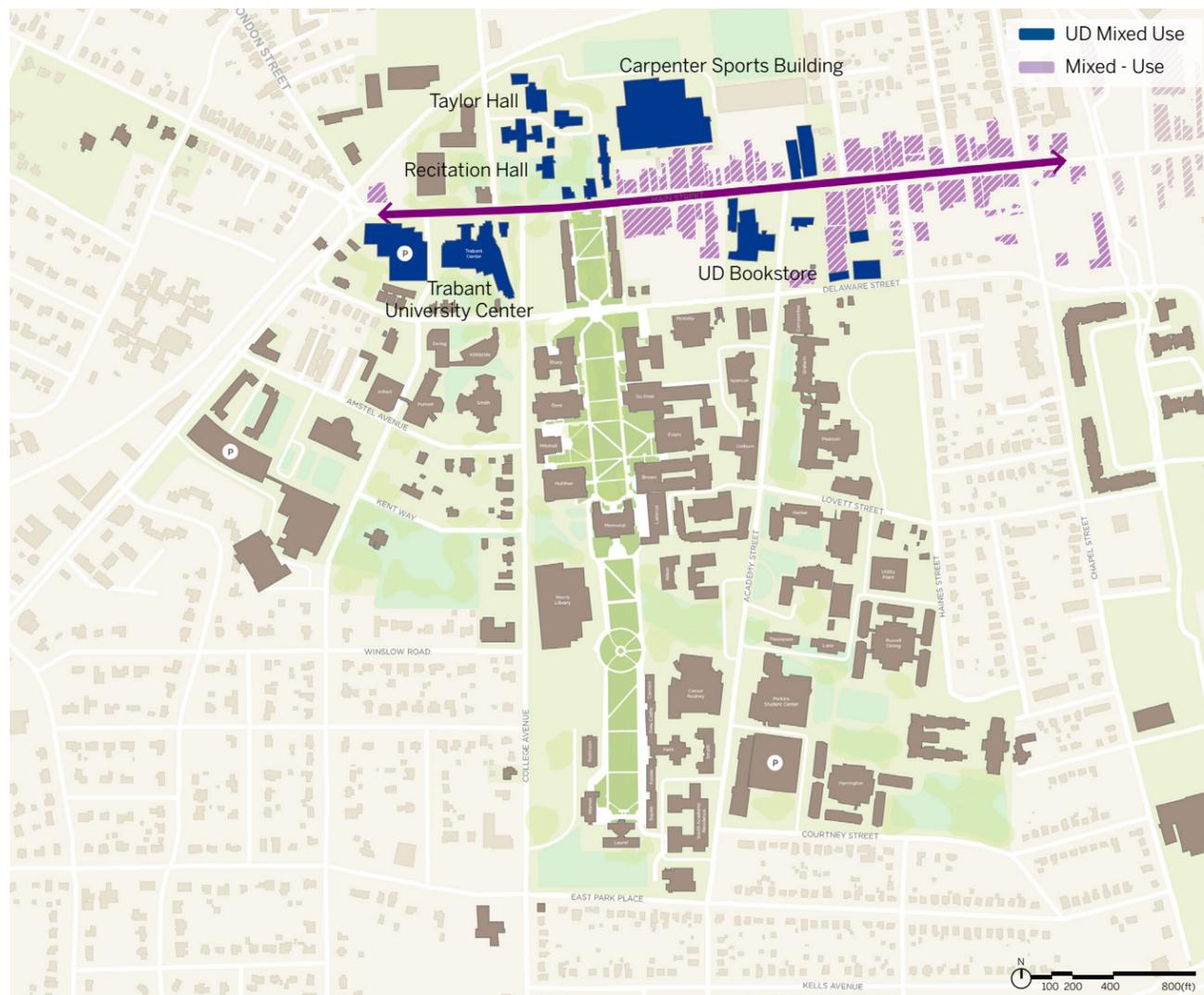
- Create a balance between the historic buildings around the Green and increased ground floor transparency within new buildings
- Position the South Green as a new campus hub with a diverse set of users and programs



# 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

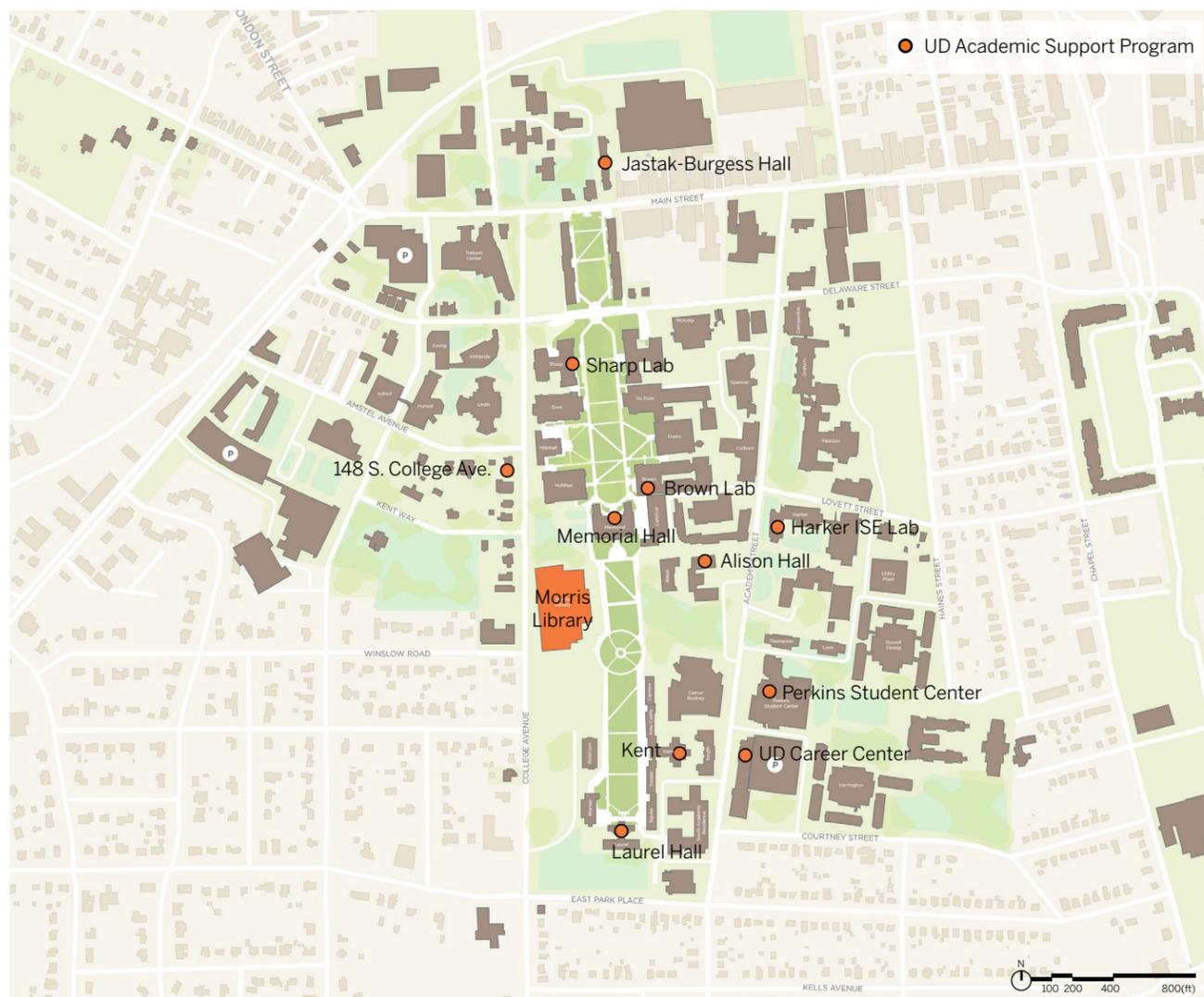
### Strategies:

- 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

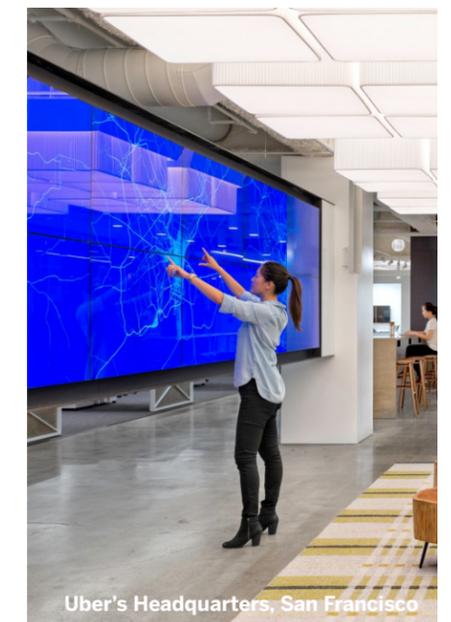
### Strategies:

- 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:

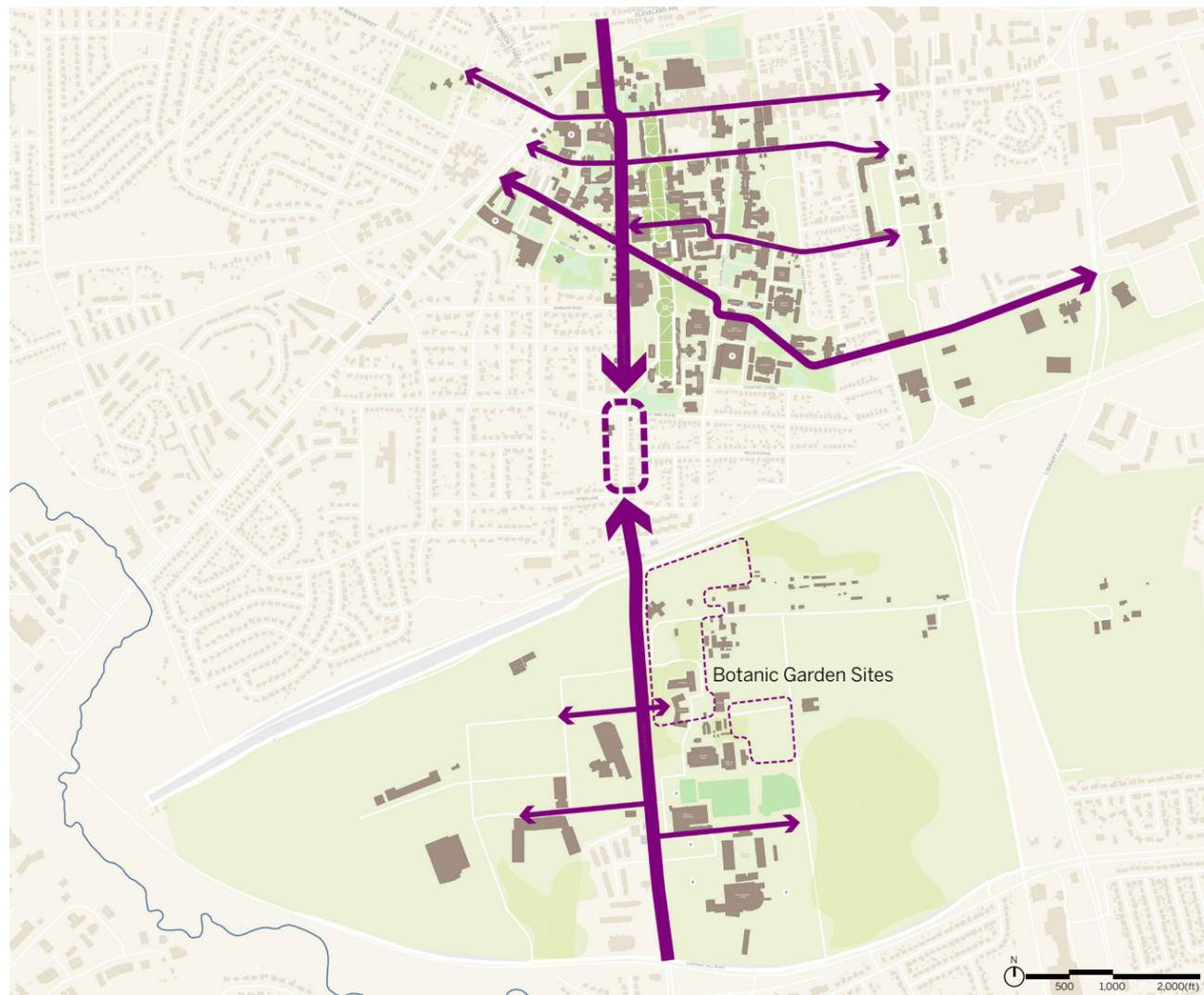
- Expand the library's traditional scope to data access, information sharing, and collaboration
- Transform spaces into multi-modal learning spaces that provide an inclusive and cross-disciplinary approach.
- Integrate state-of-the-art technology centers



# 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