



BlendedCampus

...is the sustainable campus

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HOW CAN COLLEGES SUSTAIN LEARNING & EARNING ON CAMPUS?

In designing places of learning, educators taught me that students learn best in collaborative settings and the best learning often happens outside the classroom. A physical campus—a valued community place—has been home to both.

Covid-19 has flipped the physical campus experiences to a virtual campus (not so ideal) and pushed the higher ed business model and student hopes to a cliff edge.

Going forward, how can colleges sustain a physical campus that fosters community and learning (in tandem with a virtual campus) while engaging the campus to be a community and global resource for earning more renown, relevance and revenue?

One answer:

Leverage more value out of the campus you have! This is not a new concept for many campus leaders and has driven our architectural thinking and work for some time. We want to work with you (on an initial pro bono basis) on what that means to sustain learning and earning on your physical campus and with the community in which you live.

—Henry Myerberg, FAIA



A new blend of in-person and on-line is here to stay

WHAT ARE WE LEARNING?

The Covid-19 crisis has created an existential crisis for higher education, imperiling even the best-laid plans for growth and forcing institutions to reckon with long simmering financial challenges. University and college leaders with whom we work describe these in vivid terms: shrinking applicant pools, overreliance on tuition and fees for revenue, potential reductions in public and private funding, and high fixed operating costs.

We are learning that there are now more questions than answers for the design and use of physical space. In the short term, to welcome students, faculty and staff back, institutions will need to quickly, safely and economically transform their campuses from places of social density to places of social distancing. In the longer term, however, a host of other issues arise: how much physical space will be replaced by

virtual space? What should institutions do with the campus spaces they own (or are planning to build) but may no longer need? How can underutilized portions of the campus be creatively adapted for learning and earning?

In their recent book *The College Stress Test*, published before the pandemic, Robert Zemsky, Susan Shaman, and Susan Campbell Baldrige argued that nearly half of American institutions were likely to struggle in the coming years. The universities that would thrive, in their view, would be able to demonstrate the value of the intellectual and cross-disciplinary work that happens on campus while reinventing their business model for a new era. That new era is now.

WHAT ARE THE OPPORTUNITIES?

We propose a comprehensive strategy to work with your team to leverage more value from the campus you already have to boost the institution and the broader community.

1. **Learning** Places (such as academic, research, administrative, needs):
 - **Consolidate**—do what you do (safely & economically) with less space
 - **Flex space**—do more with existing spaces by designing for more flexibility
 - **Liberate space**—adapt spaces that have been supplanted by remote access
 - **Economize space**—save energy and maintenance costs using a smaller footprint
2. **Earning** Places (bringing added value to the institution as a community resource):
 - **Revenue**—repurpose and flex portions of existing facilities and grounds for generating revenue (from outside groups) such as events, co-working, conferences, startups, residences. This would involve collaborations and partnerships with local and national business, real estate developers, community and cultural groups etc.

- **Renown**—share and host some portions of campus buildings and grounds for neighboring community and non-profit organizations (in the arts, philanthropy, cultural, libraries, education, municipal, health services etc.)
- **Relevance**—engage students to participate in the programming and managing the use of campus space with community, commercial, governmental and non-profit organizations. Students can earn income with related work-study programs

Adjustments to spatial uses and impactful design interventions allow your campus to better serve those ends by becoming more flexible and vibrant without big capital spending. They position your campus as the heart of a larger ecosystem that ties together education, government, private business, entrepreneurs, and nonprofit organizations.

Inviting outside organizations onto campus is one important way of multiplying and recapturing the value an institution creates through real estate revenues. These partnerships also foster new exchanges of ideas, offer a variety of learning and employment opportunities for students, and build relationships with the surrounding community—making institutions more competitive and better differentiated without requiring students to foot the bill.

A partnership model brings faculty into close contact with community and business leaders, helping them find a variety of applications for their research and expertise. It raises institutions' profiles, asserting and expanding their role as cultural and economic anchors. It reduces the need for existing and new space and generates multiple new revenue streams, helping institutions to shoulder fixed costs and reduce capital spending.

This approach evolves the campus from an ivory tower to a community resource that advances collaborative learning along with new modes of earning. It builds on the strengths of an institution while widening its audiences and maximizing its impact.

HOW CAN WE HELP YOU?

We develop strategic recommendations, development guidelines, and campus plans, and we assist client institutions through the process of implementing these solutions. Depending on each institution's goals, our work can either complement or replace an existing master plan.

Short-term recommendations revolve around leveraging more value from existing facilities while instituting improved health, accessibility and environmental practices. These include integrating a campus's physical and virtual identities as well as inventorying and studying the usage of campus spaces to consolidate and put them to their best use. We explore low-cost, high-impact investments that include furnishings and minor building alterations for enhanced flexibility, safety and beauty. We also assess the condition of existing facilities to guide health and environmental building system upgrades such as improved air filtration systems and UV light modules.

We have ideas to reimagine flat and tiered lecture halls into flexible places for multiple small groups or to repurpose them for outside community uses such as conferences and events. We also identify underutilized spaces and facilities for income-producing tenant and event rentals, longer term leases, and/or redevelopments that advance the institution's mission. If, for example, an institution needs 25% fewer classrooms, we think those spaces can be converted to other kinds of group learning, research and community incubators.

Long-term projects revolve around the creation of strategic and spatial plans for renovating and repurposing campus facilities and launching real estate developments. Our plans foster campus community by encouraging cross-disciplinary interaction and making every space flexible and emblematic of the institution. Inviting outside organizations and companies onto campus is an opportunity to find new partners and

engage and collaborate with investors while serving the financial and pedagogic interests of the institution.

We work through a careful community engagement process (involving student, faculty, board, and community perspectives and participation) that empowers stakeholders and users to feel ownership of their spaces and affiliation to the institution.

Our goal is to jointly develop a “buy in” vision that respects all stakeholders and accentuates the institution’s defining qualities.

OUR INTERDISCIPLINARY TEAM: STRATEGIZE, DESIGN, BUILD

Our team ties together and offers a full course menu of extensive expertise in architecture, design, engineering, planning, community engagement, construction management, and real estate development, alongside advisors in education and technology. We are breaking down the silos that for too long have segregated these disciplines. Our vision is to collaboratively conceive holistic and economic plans that knit together campus planning and design with finance, health, and technology. In doing so we rely on the input, inquiry, inspiration and intelligence of the people within the institution and its surrounding community.

We may not have invented the terms “think and do tank” or “design/build” but that’s what we have been doing independently and jointly for many years in higher education. We use both macro and micro lenses to expose the many aspects of the challenges faced by client institutions, and

explore the many opportunities. We do not have cookie cutter answers. Our ideas are tailored to specific campuses. The first step is to get to know each other and take a diagnostic look together with our collaborative strategy, design and build perspective to see what we can do together.

The past and current projects of our core team reflect leveraging limited resources of space and funding to achieve unexpected returns. The results have been the transformations of many compact spaces and places to be more inviting, participatory, flexible, surprising and energetic for diverse communities—not convincingly reproducible in virtual space. Some of the colleges and universities with whom we have worked include American University of Central Asia, Bryn Mawr College, Davidson College, James Madison’s University, NYU, Princeton, University of Maryland and Yale University.

CORE DESIGN TEAM



HMA2 ARCHITECTS: HENRY MYERBERG

HMA2 architects was formed in 1986 and completed numerous university mixed use academic projects that include offices, conference, social and research uses. Most of our projects are renovations and additions in NYC and overseas.

www.hma2.com



LEGACY ENGINEERS: JOHN RICE

John Rice is President and a Principal at LEGACY, a mechanical, electrical, plumbing and fire protection consulting engineering firm, specializing in innovative resilient and sustainable solutions. He is an expert on high performance building systems, including geothermal and air-cooled heat pump systems. www.legacy-engineers.com



BHC ARCHITECTS: TODD HARVEY

Architect for over 8,000,000 SF of mixed use buildings with complex design issues and the challenges of coordinating a multi-disciplinary design team. Our work in the private and public sector has enabled us to solve issues on multiple fronts.

www.bhc-architects.com



VIEMEISTER INDUSTRIES: TUCKER VIEMEISTER

An industrial designer for OXO Good Grips. Work includes a voting machine (Microsoft), interactive experiences and exhibitions, hospitality and innovation. He founded Smart Design, opened frogdesign (NY) and the LAB (David Rockwell).

www.tuckerviemeister.com

ADVISORY TEAM

DAVID HALES: PUBLIC HEALTH CONSULTANT

Consultant in infectious diseases and nutrition for national and international organizations, including WHO, European Center for Disease Prevention and Control, Global Fund for AIDS, TB & Malaria and UNICEF with experience in 30+ countries.

SUSAN HENKING: EDUCATION CONSULTANT

Advocate for liberal education and currently Interim President of Salem Academy and College, Susan is President Emerita of Shimer College, Professor Emerita of Hobart and William Smith Colleges, and has published widely on topics including religious studies, and LGBTQ studies.

LIZ JACKSON: DISABILITY CONSULTANT

Founder of The Disabled List, a disability-led design organization. Disabled List collaborations shift the role of user/tester toward tacit knowledge holder/decision maker by urging designers to reach communities instead of fixing things for them.
www.thegirlwiththepurplecane.com

IZZY KORNBLATT: HISTORICAL CONSULTANT

Historical consultant for architecture and planning with extensive experience studying the history of campus planning and development. Curator of multiple exhibitions on modern architecture and recipient of the 2019 Design Studies Thesis Prize at the Harvard Graduate School of Design.

FELIX KRONENBERG, PH.D: LEARNING SPACES CONSULTANT

Professor and unit leader at Michigan State University with broad experience in collaborative and interdisciplinary design and research of physical, digital, and hybrid learning spaces in higher education.
www.felixkronenberg.com

PETER SEIDLER: TECHNOLOGY CONSULTANT

Innovation advisor & creative director for emerging technologies. Led ongoing innovation at Razorfish, Avalanche, ChivaCare. Creative leadership for breakthrough solutions winning multiple awards pioneering design and integration of new technologies.
<https://peterseidler.com/>

BILL STRUEVER: CROSS STREET PARTNERS

Cross Street Partners is an integrated real estate company exclusively focused on re-building communities with vibrant urban mixed-use neighborhoods built on a foundation of innovation and entrepreneurial activity.
www.crossstpartners.com

ANDREW WACHTEL, PH.D: EDUCATION CONSULTANT

Andrew Wachtel, fellow of the American Academy of Arts and Sciences and member of the Council on Foreign Relations, is an educational administrator with broad experience in the US, Russia and Central Asia.

RELATED PROJECTS

AMERICAN UNIVERSITY OF CENTRAL ASIA:

HMA2 Architects/ Legacy Engineers

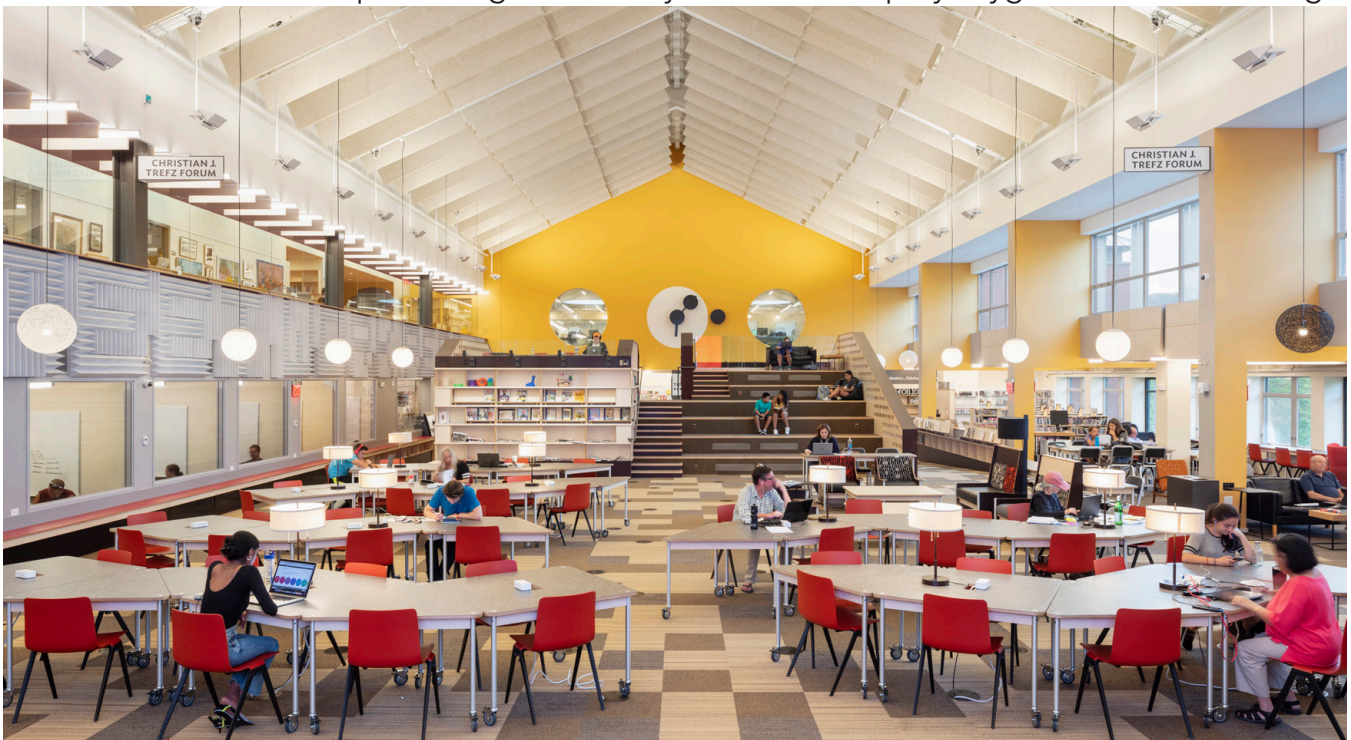
All campus functions fit comfortably with 150 sf per student. U.S. average is over 250 sf per student. The central forum is a shared and income producing community resource.



WESTPORT LIBRARY:

HMA2 Architects/ Legacy Engineers

The library got 100,000 square feet of uses by renovating the existing 50,000 sf. The central forum is also an income producing community resource. Employs hygienic air conditioning.



NARXOZ UNIVERSITY:

HMA2 Architects

Plans for a university expansion include transforming the front area into a public park. New entry wing doubles as community conference and culture center.



NYC SCHOOL LIBRARIES:

HMA2 Architects

At several schools, new libraries were created that consumed 5% of the school's real estate to serve and welcome 100% of the community.



RELATED PROJECTS

JAMES MADISON UNIVERSITY HOTEL

BHC Architects

Leveraged public/private real estate with James Madison University to build integrated commercial and educational asset benefiting the whole community.



1001 INTERNATIONAL DRIVE

BHC Architects

New mixed-use building combines Johns Hopkins Carey Business School with the headquarters for Legg Mason for a landmark investment.



DYNAMO HOUSE

BHC Architects/ HMA2 Architects

Leveraged 100-year old historic power plant for multi-use University of Rhode Island School of Nursing and commercial office/conference facility, with pedestrian bridge to Brown University.



NEW YORK INSTITUTE OF TECHNOLOGY

BHC Architects

Masterplan campus analysis found opportunities to leverage underutilized buildings for private and adaptive re-use.

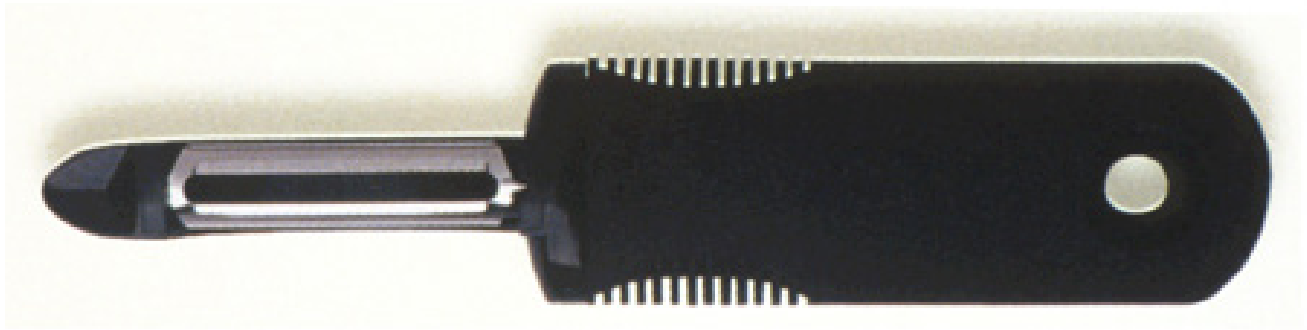


RELATED PROJECTS

OXO GOODGRIPS

Viemeister Industries

A transgenerational icon, OXO Good Grips have changed the housewares industry and are in the permanent collections of many museums, including the Museum of Modern Art, and received the highest awards from the Industrial Designers Society of America, the Cooper Hewitt Design Museum and the Tylenol Arthritis Foundation.



ELECTIONGUARD VOTING MACHINE

Viemeister Industries

The new voting machine demonstrates the advanced open-source software developed by Microsoft's Defending Democracy Program, designed to make elections more secure and accessible.



UNIVERSITY OF MARYLAND BIO PARK

Cross Street Partners

Community hub, bringing together a diverse array of social enterprises, non-profits and education providers.



UNIVERSITY OF MARYLAND VENTURES / THE GRID

Cross Street Partners

Vibrant education and co-working space offering students, entrepreneurs, faculty, and staff a place to connect to take on health and social challenges.

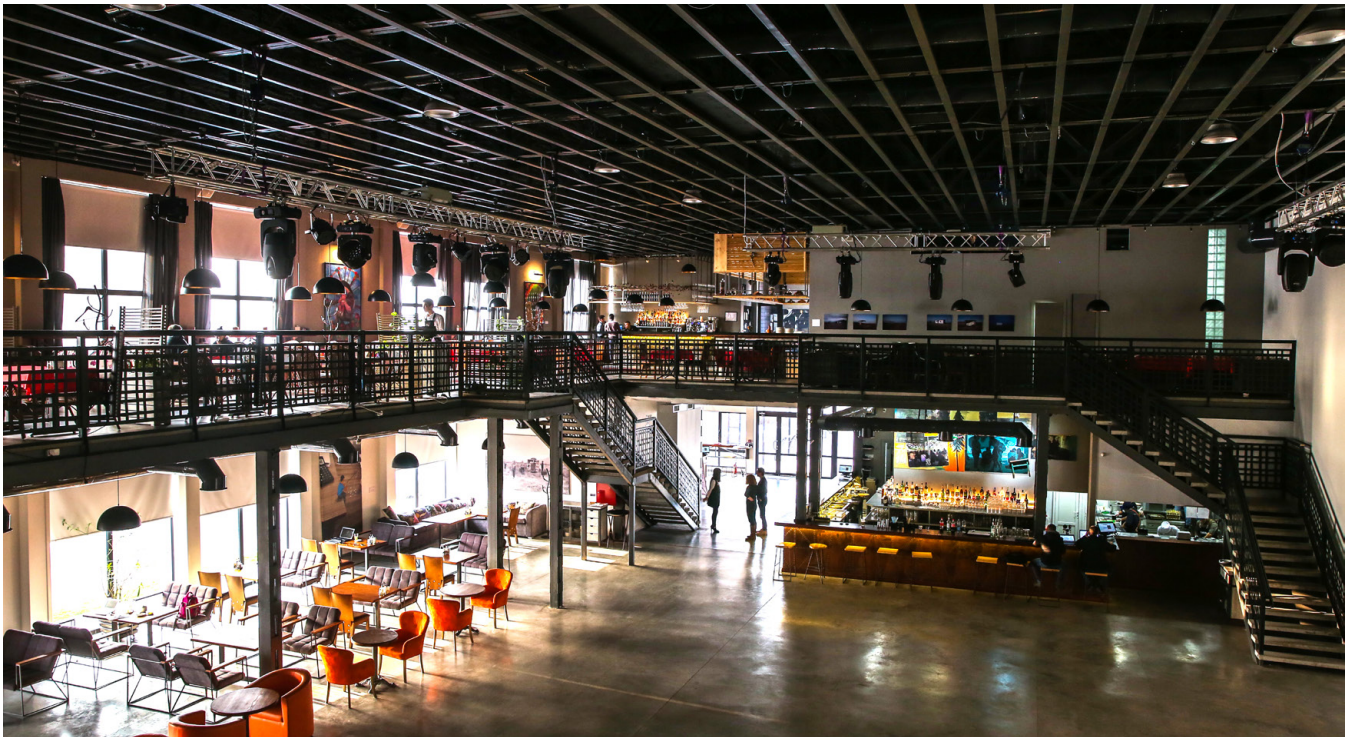


INSPIRATIONAL PROJECTS

CONVERTIBLE PERFORMANCE HALL @ ASANBAY ART CENTER



FLEXIBLE LOUNGE AND WORK SPACE @ ASANBAY ART CENTER



HURTHUB @ DAVIDSON COLLEGE



WEWORK @ UNIVERSITY OF MARYLAND





BlendedCampus

*"Sometimes the best meal comes from
what you already have in the refrigerator"*