



THE BLENDED CAMPUS

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HOW WILL COLLEGES SUSTAIN EARNING AND LEARNING ON CAMPUS?

During my long career devoted to designing places for pedagogy, educators have taught me that students learn best in collaborative settings. The physical campus—a valued community place—has been home to learning within and outside the traditional classroom.

But: Covid-19 has flipped the physical campus experience to a predominantly virtual environment, pushing student hopes - as well as the higher education business model - to a cliff's edge.

Going forward, how will colleges and universities sustain a physical campus fostering community and learning in tandem with the Zoom world?

Here is one answer:

Leverage more value out of the campus you have.

This concept is not new for many campus leaders. It has driven our firm's architectural-ecological thinking and work for some time. That said, the current pandemic has alerted humanity to evaluate and prioritize what is truly valuable.

We want to work with you (on an initial pro bono basis) to define the future of the college campus as a physical place and community resource...in sickness and in health. We call this reinvented place **The Blended Campus.**

—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 the best-laid plans for growth, forcing institutions to reckon with long-simmering financial challenges. University and college leaders with whom we work describe the consequences vividly: shrinking applicant pools, overreliance upon tuition and fees for revenue, potential reductions in public and private funding, and stubbornly-high fixed operating costs.

There are now more questions than answers for the design and use of physical space. In the short term, to welcome back students, faculty and staff, 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, 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 no longer need? And how can underutilized portions of the campus be creatively adapted for learning and earning?

In their book *The College Stress Test*, published before the pandemic, Robert Zemsky, Susan Shaman, and Susan Campbell Baldridge argued that nearly half of all American institutions of higher education were likely to struggle in the coming years. In their view, the universities that thrive will 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?

The Blended Campus proposes a comprehensive strategy to elicit more value from the campus you already have, enlivening the institution and its broader community. Our collaborative inquiry will address:

1. Learning Places (academic, research, administrative):

- **Consolidate space**—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 superceded and supplanted because of increasingly-remote access
- **Economize space**—save energy and maintenance costs via a smaller footprint

2. Earning Places (added value for the institution as a shared resource *with* its community):

- **Revenue**—repurpose portions of existing facilities and grounds to generate revenue from outside groups such as events, co-working, conferences, start ups, residences through collaborations and partnerships with local and national businesses, real estate developers, community and cultural groups etc.

- **Renown**—share/host portions of campus buildings and grounds for neighboring community and non-profit organizations (in the arts, philanthropy, culture, libraries, education, municipal, health services, etc.)

- **Relevance**—engage students to participate in programming and managing the use of campus space with community, commercial, governmental and non-profit organizations; and students can earn income with related work-study programs

Adjustments to spatial uses through impactful design interventions allow your campus to become more flexible and vibrant without major capital spending, positioning your campus as the heart of a larger ecosystem tying together education, government, private business, entrepreneurship, and nonprofit organizations.

Inviting outside organizations onto your campus is an important way to multiply and recapture real estate revenues. These partnerships foster new exchanges of ideas, offer learning and employment opportunities for students, and make educational institutions more competitive and better differentiated, without requiring students to foot the bill.

A partnership model brings faculty into closer 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, reducing the need for new space and generating multiple new revenue streams, helping institutions to shoulder fixed costs and reduce capital spending.

The Blended Campus approach transitions the campus from an ivory tower to a community resource advancing collaborative learning alongside new modes of earning.

HOW CAN WE HELP YOU?

We can capitalize upon the long tradition in our firm of developing strategic recommendations and campus plans and assisting client institutions through the process of implementing these solutions. Our work going forward will complement and/or replace an existing master plan.

Short-term recommendations, for example, would revolve around leveraging more value from existing facilities while instituting improved health, accessibility and environmental practices. These may include integrating a campus's physical and virtual identities as well as inventorying and studying the use of campus spaces to consolidate and put them to their best use. We can explore low-cost, high-impact material investments that include furnishings and minor building alterations for flexibility, safety and beauty. We can 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 can reimagine flat and tiered lecture halls into flexible places for multiple small groups or repurpose them for outside community use. 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. For example, if an institution needs 25% fewer classrooms, those spaces can be converted to other kinds of group learning, research and community incubators.

Long-term projects would create strategic and spatial plans for renovating and repurposing campus facilities and launching real estate developments, inviting outside organizations and companies onto campus to find new partners and collaborate with investors while serving the financial and pedagogical interests of the institution.

Conceptualizing **The Blended Campus**, we have devised a mindful community engagement process (involving student, faculty, board, and community perspectives and participation) empowering stakeholders and users to feel ownership of their spaces and affiliation with the institution.

We develop a “buy in” vision respecting all stakeholders and accentuating the institution’s defining qualities.

OUR INTERDISCIPLINARY TEAM: STRATEGIZE, DESIGN, BUILD

The Blended Campus team offers a full roster of expertise in architecture, design, engineering, planning, community engagement, alongside advisors in construction, real estate development, education and pedagogy, entrepreneurship, technology, public health, critique and disability. We break down the walls between silos that, for too long, have segregated these disciplines, even as we seek to disassemble the fences between “town and gown.” We conceive holistic and cost effective plans knitting together campus planning and design with finance, health, and technology. Relying upon the input, inquiry, inspiration and intelligence of our colleagues 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 HMA2 has been doing independently and jointly for many years in higher education and libraries. We use macro and micro lenses to examine and expose the many challenges faced by client institutions -

and explore the many opportunities. We do not have “cookie cutter” answers because we are well-aware that there are too many new questions.

The first step is to get to know each other and take a deep diagnostic dive, coming up to the surface with a fresh perspective upon what we can accomplish - together.

The past and current projects of our core team have leveraged limited resources of space and funding to achieve unexpected, beneficial returns. The results speak for themselves: the transformation of diverse spaces to become more inviting, participatory, flexible, surprising and energetic for all kinds of communities—not readily achievable 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 University, NYU, Princeton, University of Maryland and Yale University.

THE BLENDED CAMPUS

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 & 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

NEIL BALDWIN, PH.D: CRITIC-IN-RESIDENCE

Author of many works of biography and nonfiction, Dr. Baldwin served as Manager of the Annual Fund at The New York Public Library, and founding executive director of The National Book Foundation. At Montclair State University, from 2006-2020, he was Distinguished Visiting Professor of History, Professor of Theatre & Dance, and founding director of The Creative Research Center. www.montclair.edu/creativeresearch

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.

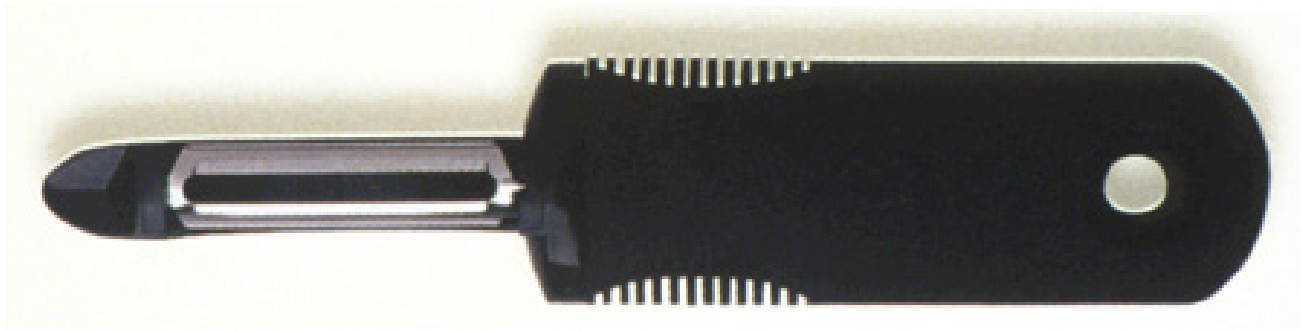


RELATED PROJECTS

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

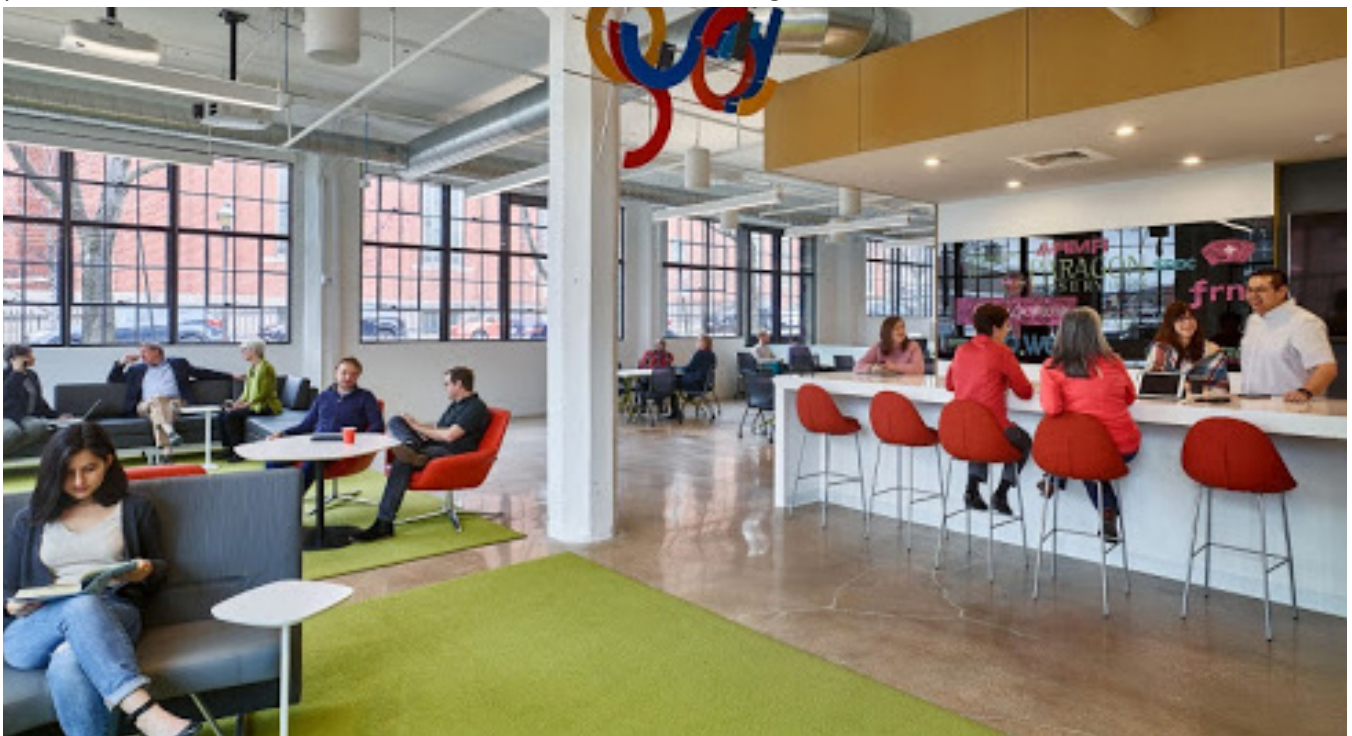
Community hub, bringing together a diverse array of social enterprises, non-profits and education providers.



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.

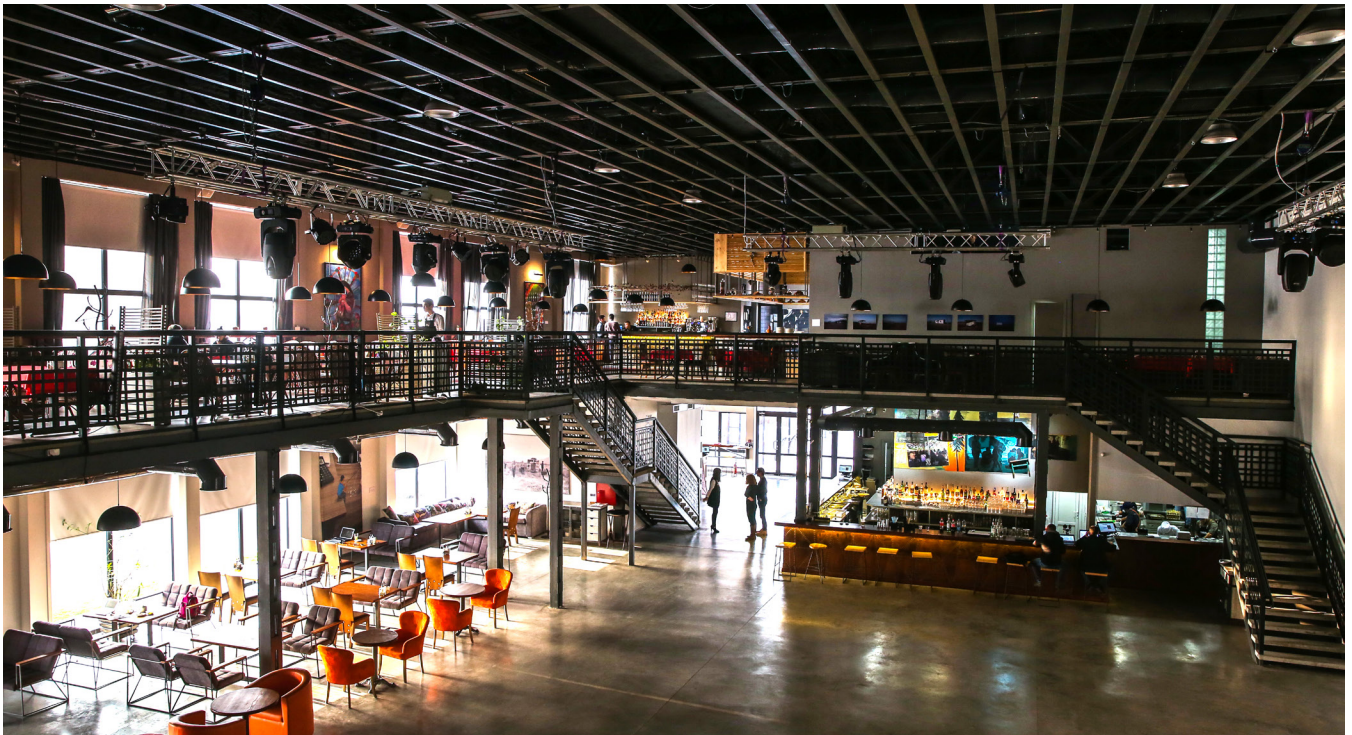


INSPIRATIONAL PROJECTS

CONVERTIBLE PERFORMANCE HALL @ ASANBAY ART CENTER



FLEXIBLE LOUNGE AND WORK SPACE @ ASANBAY ART CENTER



HURTHUB @ DAVIDSON COLLEGE



WEWORK @ UNIVERSITY OF MARYLAND





THE BLENDED CAMPUS

HMA2 Architects is an interdisciplinary design firm based in New York City, working locally and globally.

To start a conversation about building strategic partnerships for transforming ideas into realities, contact:
info@hma2.com