



THE PHYSICAL CAMPUS IN A DIGITAL WORLD



The Society for College
and University Planning



FUTURE OF THE CAMPUS IN A DIGITAL WORLD



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and University Planning



CAMPUS IN A DIGITAL WORLD



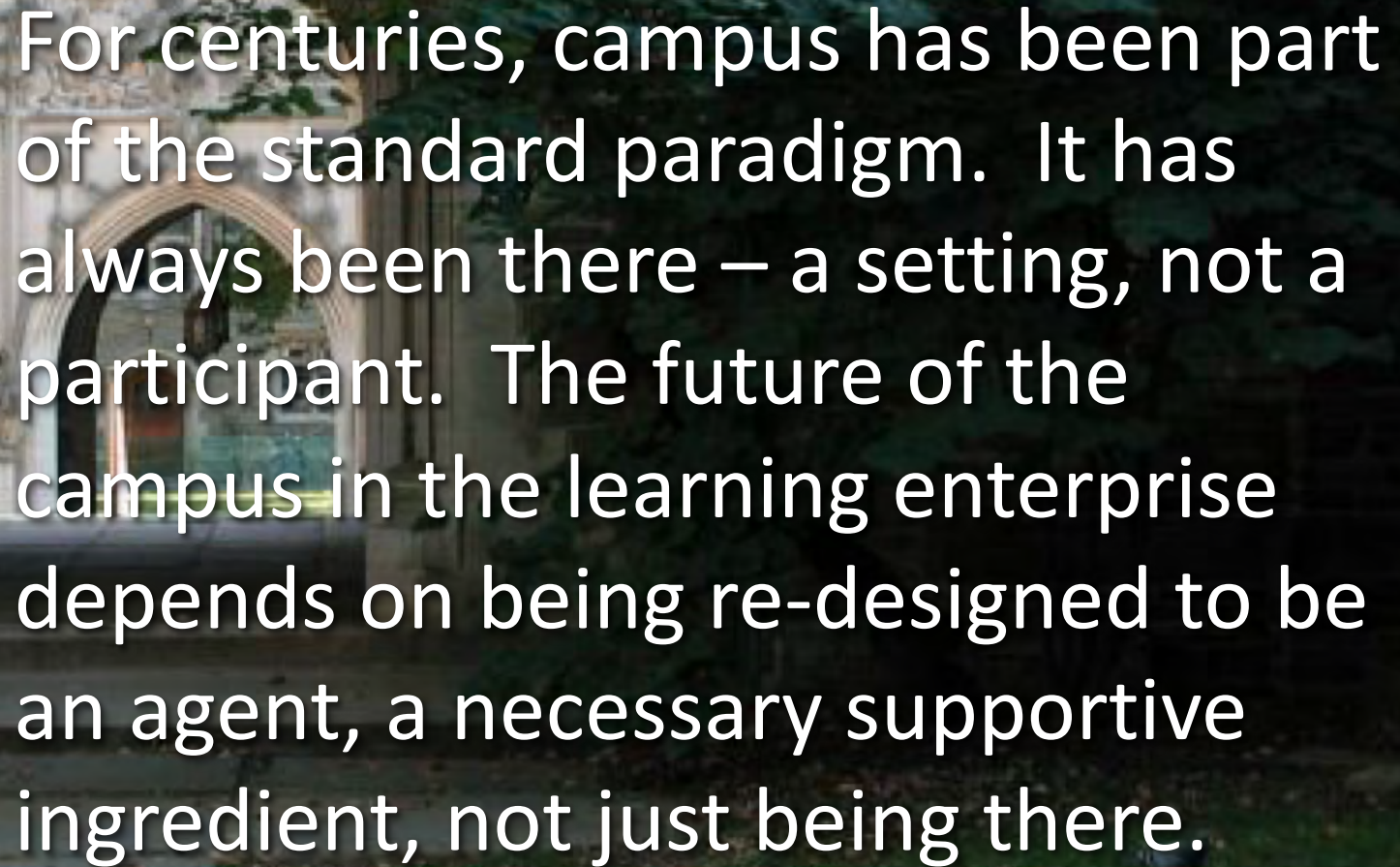
The Society for College
and University Planning







YES ... DIFFERENT ... FEWER

A person is walking away from the camera through a series of stone arches. The scene is set in a campus environment with greenery and a building in the background. The lighting is soft, suggesting an overcast day or late afternoon. The person is silhouetted against the bright light coming from the arches.

For centuries, campus has been part of the standard paradigm. It has always been there – a setting, not a participant. The future of the campus in the learning enterprise depends on being re-designed to be an agent, a necessary supportive ingredient, not just being there.



- **CLASSROOMS**
as strategic assets
- **LIBRARIES**
for interaction/discovery
- **HYBRID SPACES**
and third places
- **KNOWLEDGE**
in application
- **SPACE DEMAND**
with fluidity



a thicket of
business issues



Much of American higher education now faces a stark choice: commit to experimental adaptation and institutional transformation often at serious human and financial costs, or a painful decline into an unwelcoming century.

ACADEMIA NEXT

By Bryan Alexander



SURVIVING TO 2050

- **TBTF**
- **UNIQUE**
- **ADAPTABLE**
- **ENOUGH DEMAND**



SURVIVING TO 2050

- **TBTF**
- **UNIQUE**
- **ADAPTABLE**
- **ENOUGH DEMAND**

BOTH/AND

- **FACE TO FACE**
- **DIGITAL FORMS**



Not a spectator sport

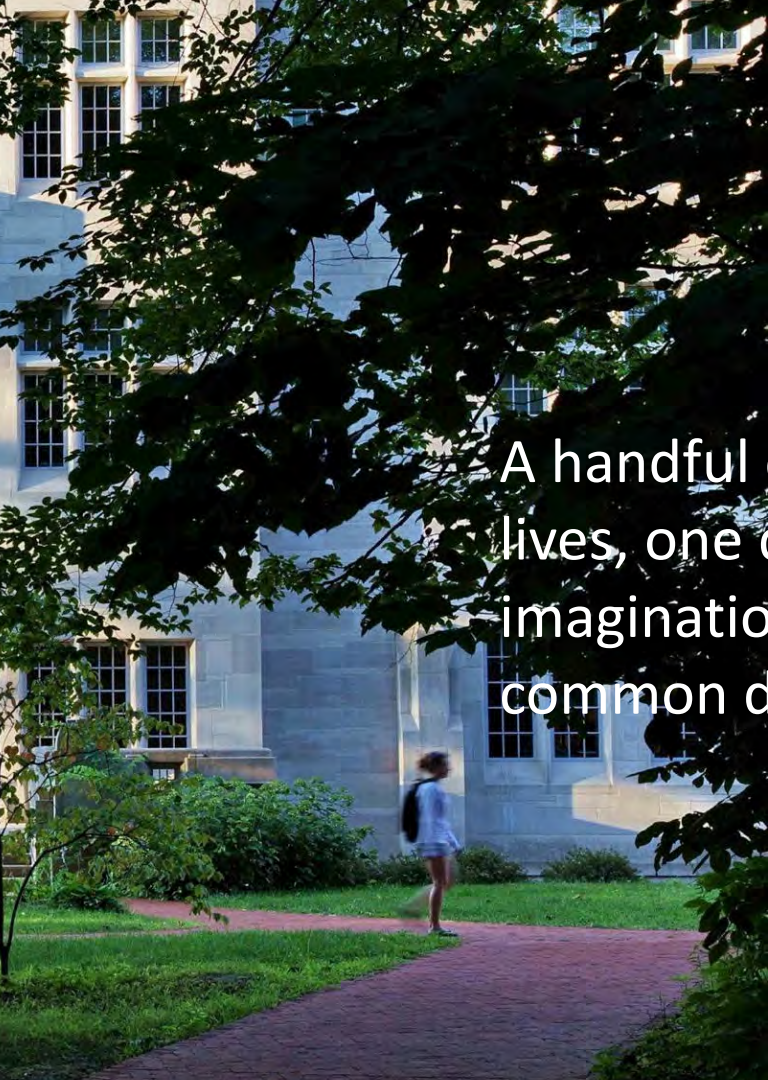


CLAIRE

LAUREN

TERRY

ROBERT



A handful of American places enjoy powerful double lives, one daily and real, another conducted largely in imagination. The oldest and strongest of these common dreamscapes is the campus.

Bright College Years by Ann Matthews



Claire

Opportunistic



- Episodic
- Optional
- Returning
- Several entities
- Shared place/time
- Practicality
- Value



Lauren

Tactical



NEW RESEARCH IN

Physical Sciences



Social Sciences



Biological Sciences



Active learning increases student performance in science, engineering, and mathematics

Scott Freeman, Sarah L. Eddy, Miles McDonough, Michelle K. Smith, Nnadozie Okoroafor, Hannah Jordt, and Mary Pat Wenderoth

PNAS June 10, 2014 111 (23) 8410-8415; first published May 12, 2014
<https://doi.org/10.1073/pnas.1319030111>

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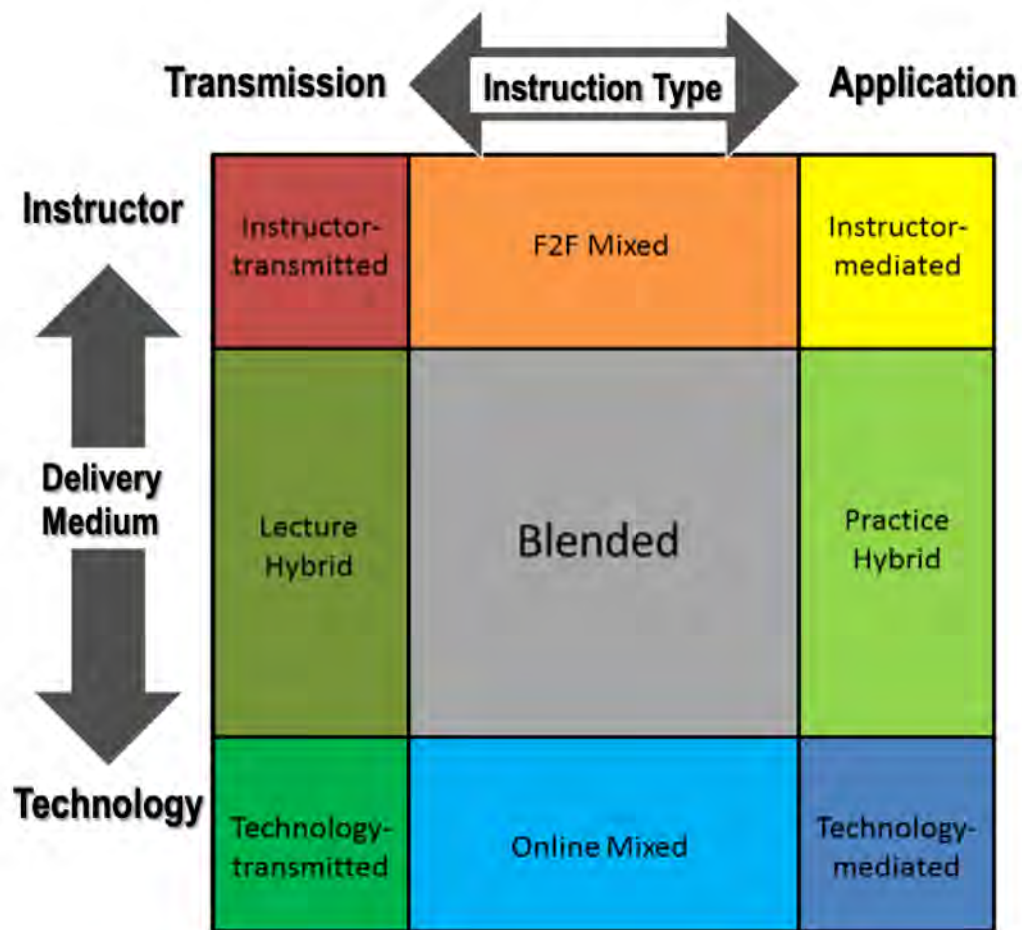


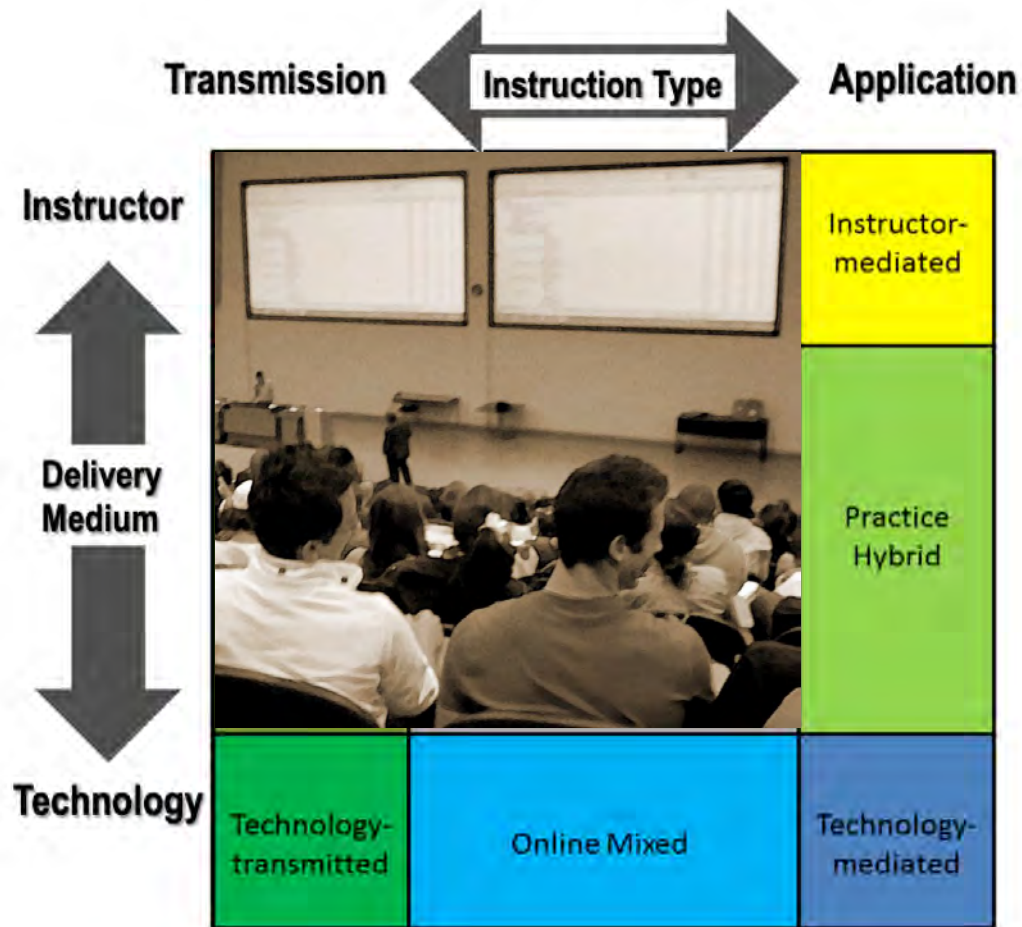
Current Issue

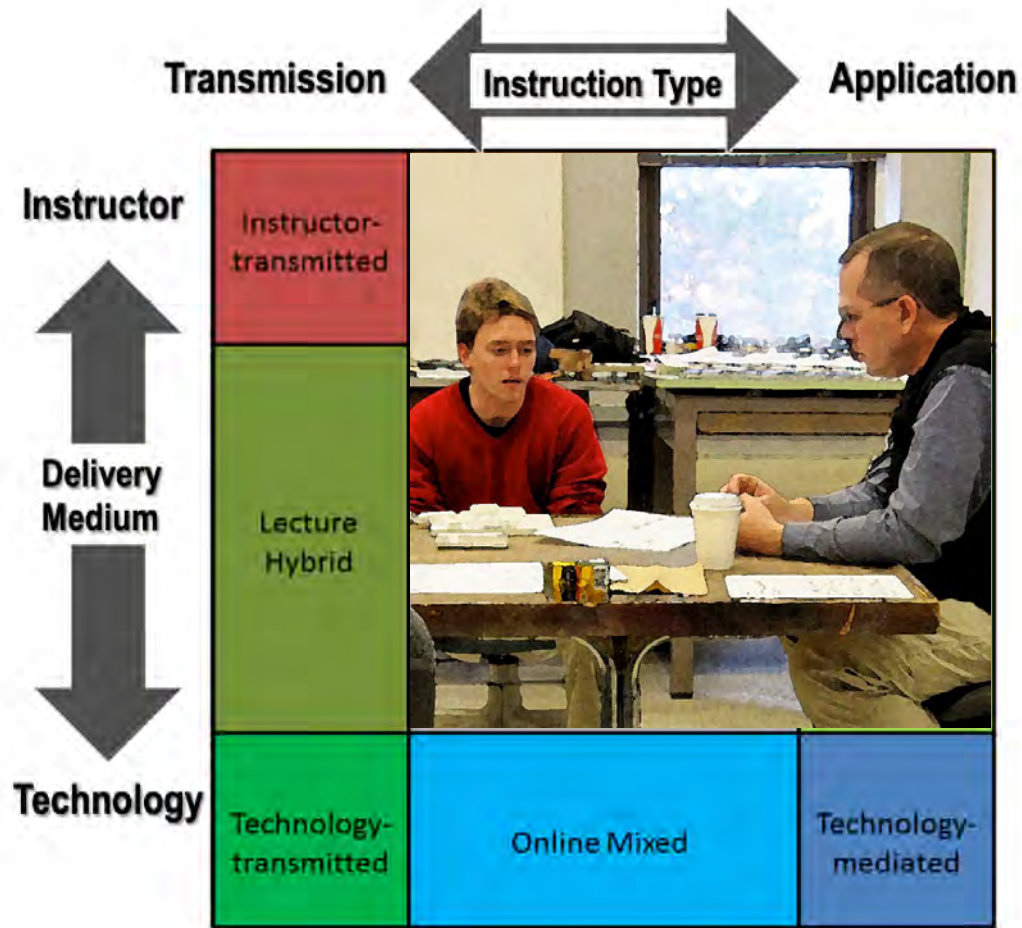
不聞不若聞之
聞之不若見之
見之不若知之
知之不若行之
學至於行之而止矣

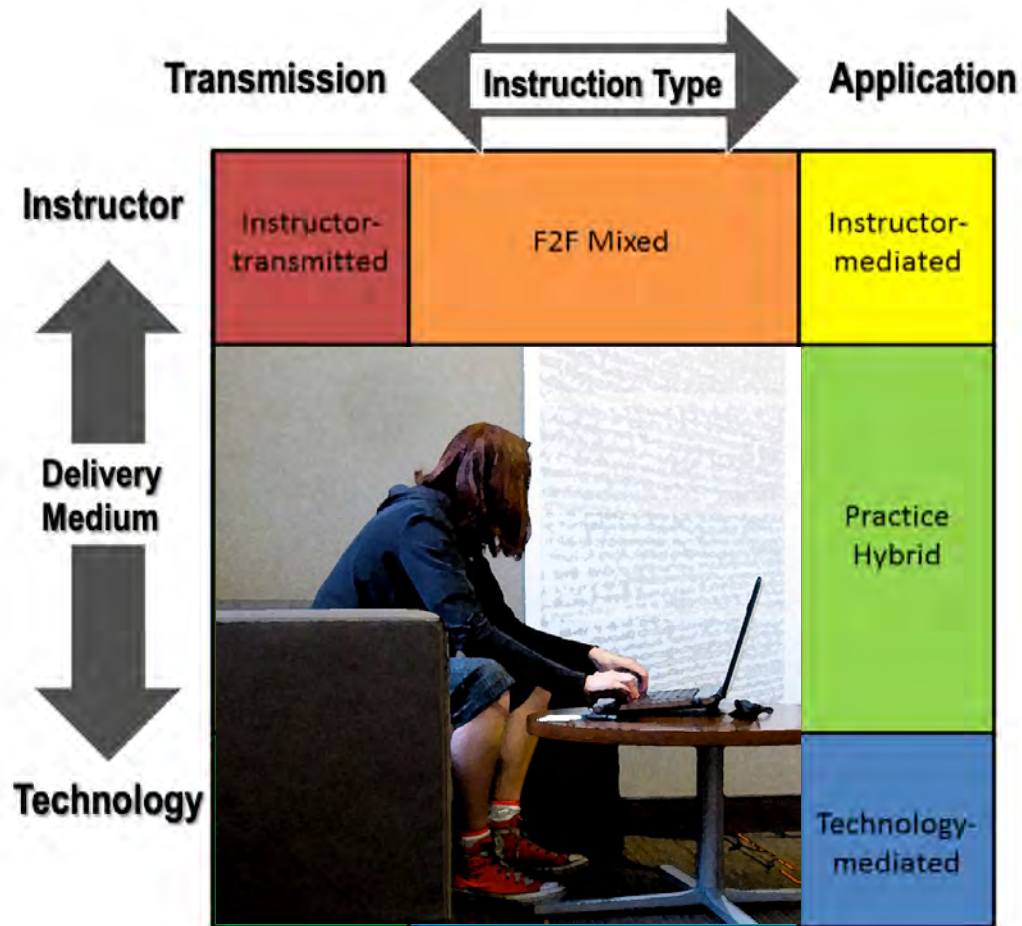
**Not having heard something is not as good as having heard it;
having heard it is not as good as having seen it;
having seen it is not as good as knowing it;
knowing it is not as good as putting it into practice.**

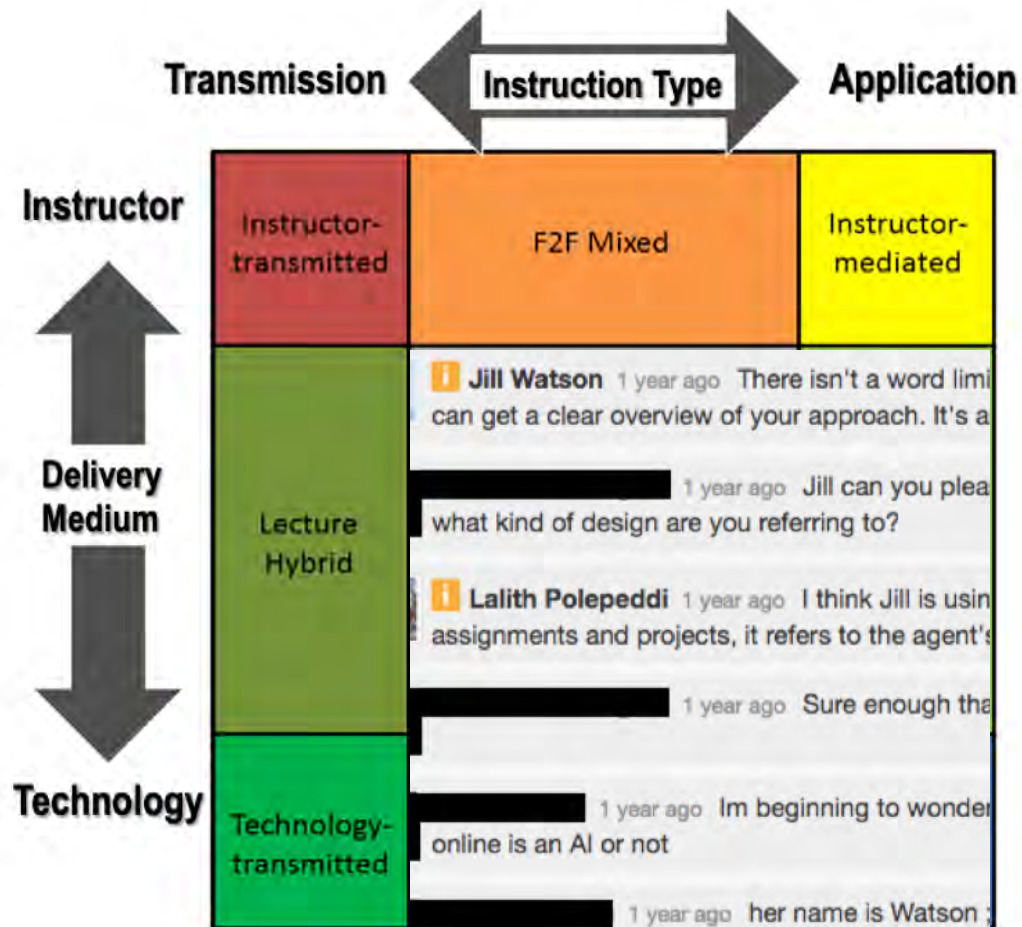
CHINESE CONFUCIAN PHILOSOPHER, XUNZI, 312–230 BC
(Allen, 2019 after Popik, 2012)

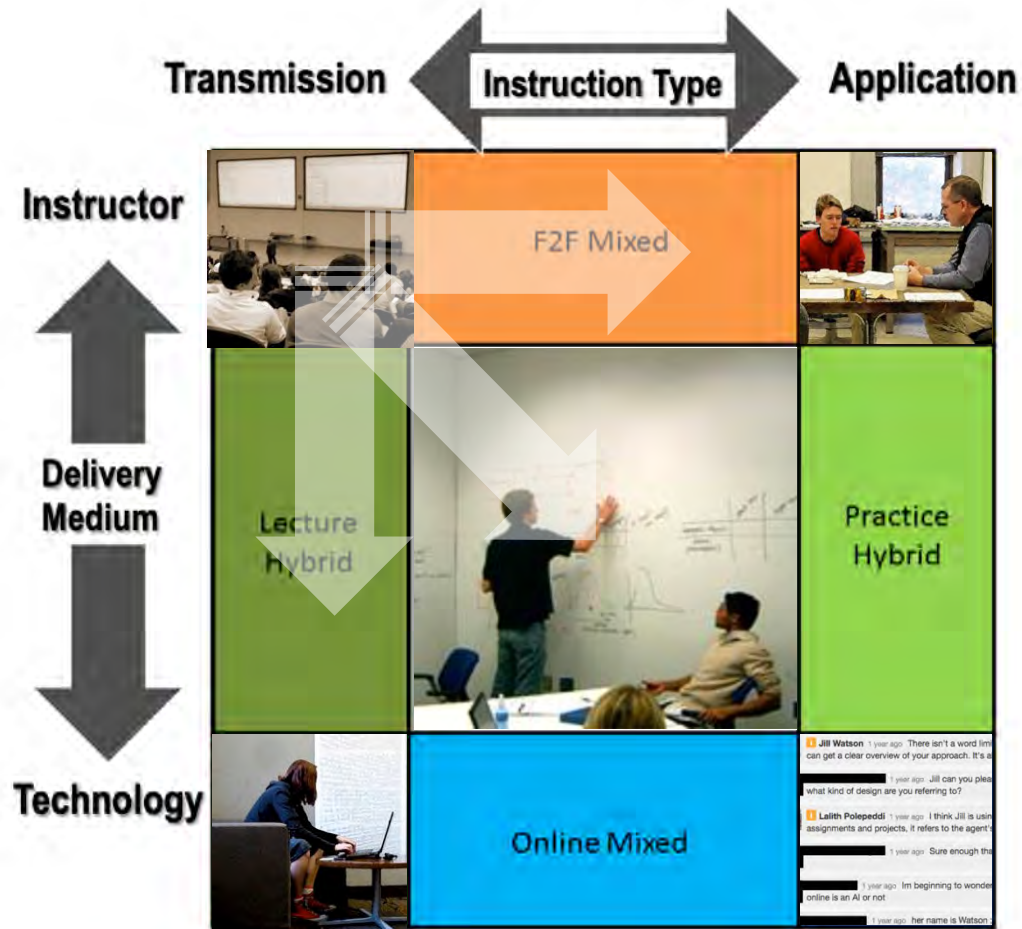


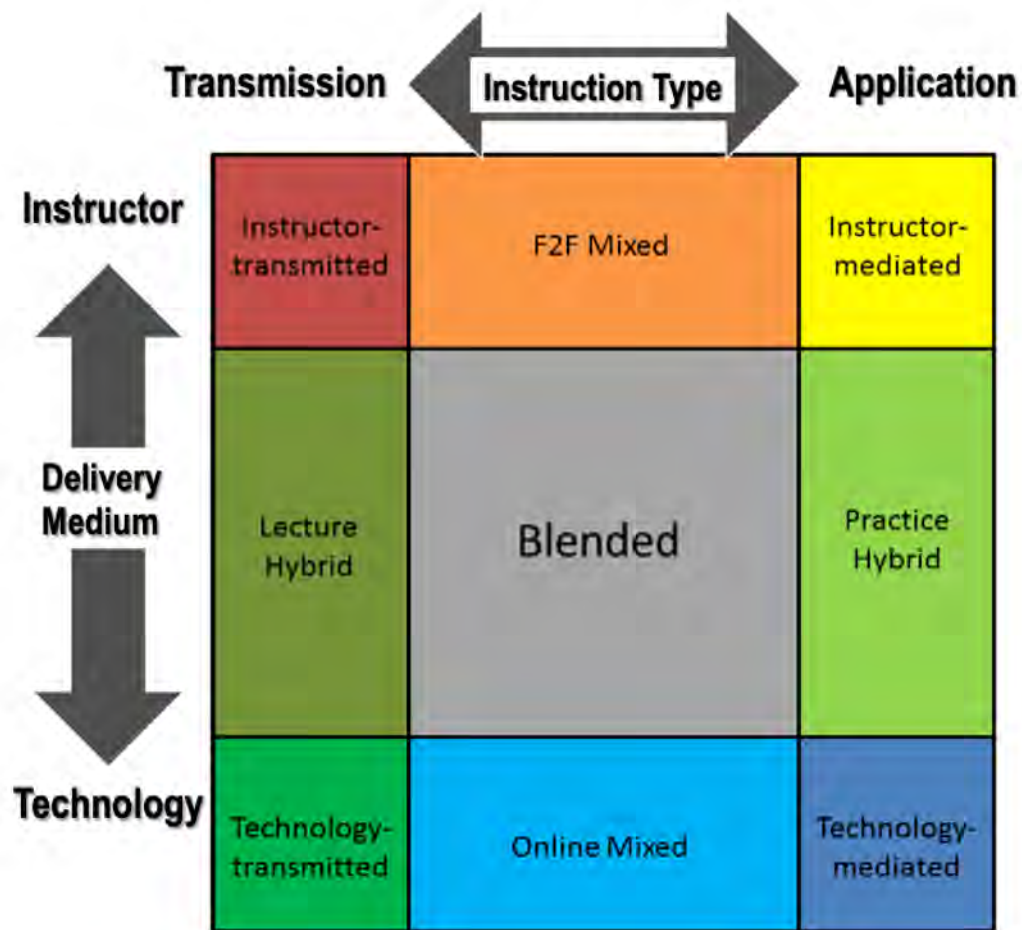














Terry

Strategic

Tactical



New classrooms built for specific departments and located for convenience of those faculties.

Learning spaces shaped by senior faculty.

Renovation funds leave existing patterns.

Classrooms designed for lecture-only instruction are “improved” by updating furniture, finishes and technology.

Administrators make the system as efficient as possible, but can’t change it.





Robert

Tactical

Strategic



- Obsolete faculty views
- Board members
- Leadership
- Registration and space Management systems
- Institutional and state standards
- Inadequate funding models



Digital Transformation

Online undergraduates at Public and Private(nfp) 4 year

- > 16 OHIO STATES
- > 750,000 FULL TIME UNDERGRADS
- > TOTAL CREDIT HOURS OF
 - WISCONSIN
 - UNC
 - SUNY
 - CAL STATE



Digital Transformation

Facilities Impact at Public and Private (nfp) 4 year

- > 45 MILLION SF
 - Classrooms
 - Offices
 - Student Life
 - Study Space
- > \$14 BILLION CAPITAL COST
- ~ \$1 BILLION ANNUAL OPERATION



Assumptions

- Synchronous
- Face to face
- Located
- Textbooks
- Degrees
- Full bundle



Assumptions (revised)

- Asynchronous
- Occasional F2F
- Wherever
- Screens
- Credentials
- Unbundling
- Whenever



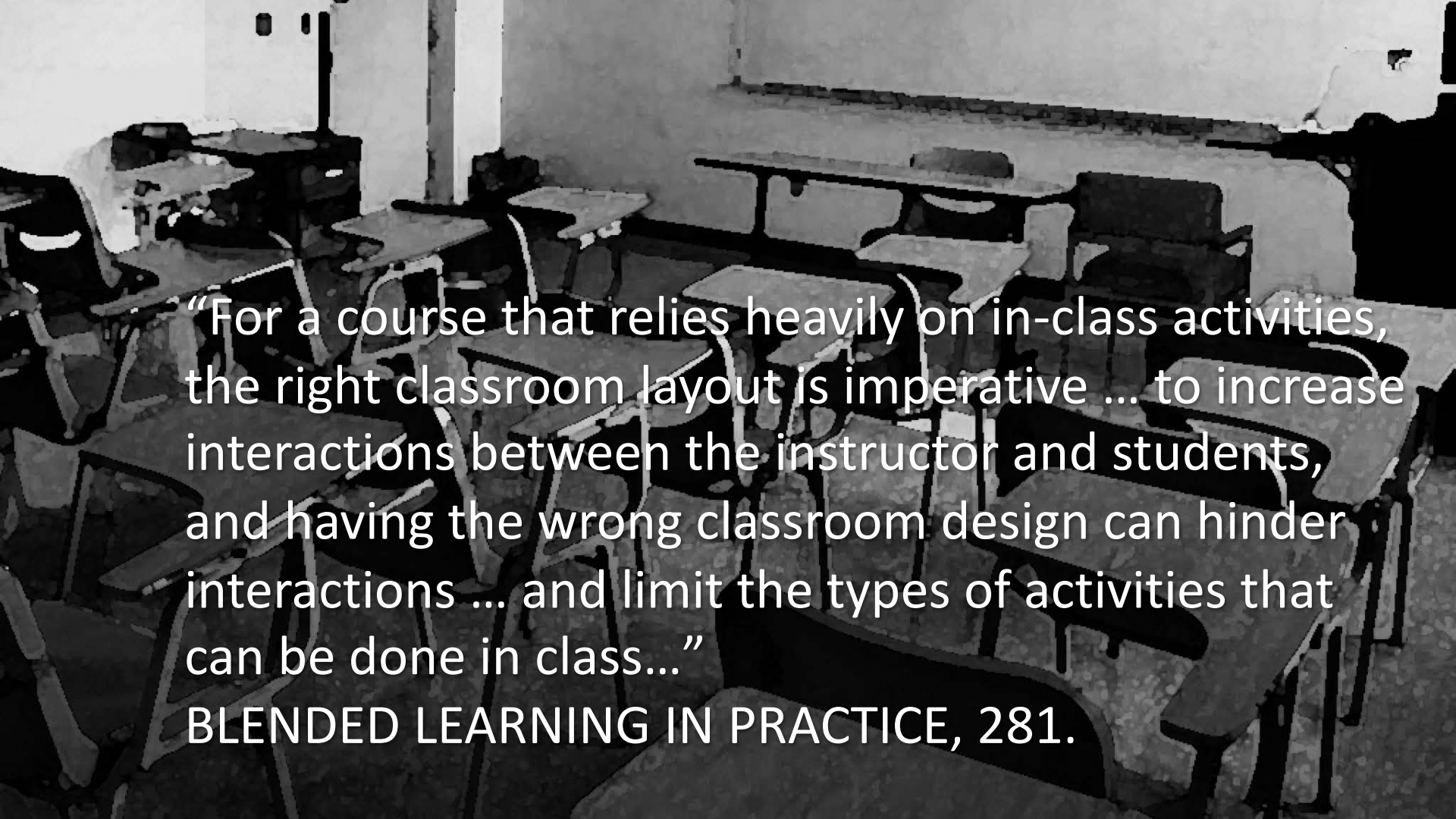


CLAIRE

LAUREN

TERRY

ROBERT



“For a course that relies heavily on in-class activities, the right classroom layout is imperative ... to increase interactions between the instructor and students, and having the wrong classroom design can hinder interactions ... and limit the types of activities that can be done in class...”

BLENDING LEARNING IN PRACTICE, 281.



1

Bigger

more area per student



2

Faster

no speed is too much



2


Fast enough



3

Flatter

no barriers to movement



4

Fewer

less on campus time per FTE



LIBRARIES

Goog-azon-ap-bucks



1

Different
storage



2

More Space
Less Rigid



3 More Apple Store



4

Goog-azon-ap-bucks


Fifth Draft and Caveats

A blurred photograph of a modern building interior, likely a hallway or lobby. Several people are walking, their figures out of focus. The architecture features large glass panels and a polished floor that reflects the ambient light. The overall atmosphere is one of movement and activity.

- **Unique institutional history**
- **Impacts are not uniform**
- **Time limitations of response**
- **Cultural limitations of response**

- 
- A blurred photograph of a modern building interior, likely a hallway or lobby. The floor is highly reflective, showing colorful patterns. In the background, there are large glass windows with dark frames. Several people are walking through the space, their figures blurred to convey motion. A person in a green shirt is prominent in the foreground on the right. The overall atmosphere is bright and contemporary.
- **Build no net additional square feet**



- 
- Upgrade the best;
get rid of the rest

- 
- A blurred photograph of a modern building hallway. The floor is highly reflective and colorful, showing patterns of blue, green, and yellow. In the background, there are large glass windows with dark frames. Several people are walking through the hallway, their figures blurred to convey a sense of motion. The lighting is bright and even. Overlaid on the center of the image is a white text bullet point.
- Manage space and time; rethink capacity


A blurred photograph of a modern building lobby. The scene is captured with a long exposure, creating motion blur for the people walking. In the foreground, a person in a green shirt is walking towards the right. In the background, two people are walking away from the camera. The lobby features a polished, multi-colored floor (yellow, green, blue, purple) that reflects the overhead lights. A glass railing is visible in the middle ground. The walls are light-colored, and there are large windows or glass partitions in the background. The text "• Right-size the whole" is overlaid in white on the left side of the image.

• Right-size the whole

- 
- A blurred photograph of a modern building interior, likely a hallway or lobby. The floor is highly reflective, showing colorful patterns. Several people are walking through the space, their figures blurred to convey motion. In the background, there are large glass panels and a modern architectural design. The text "• Take sustainable action" is overlaid in the center of the image.
- Take sustainable action



• Make campus matter .



Digital Transformation

- **Evolving pedagogies / platforms**
- **Less synchronicity**
- **More “placelessness”**
- **Ubiquitous mobility**
- **Customization**
- **Dissolving boundaries**



UNIVERSITY OF UTAH
LASONNDE STUDIOS



NORTHEASTERN UNIVERSITY
SEATTLE

DELIBERATE INNOVATION, LIFETIME EDUCATION



GEORGIA TECH
GTatrium



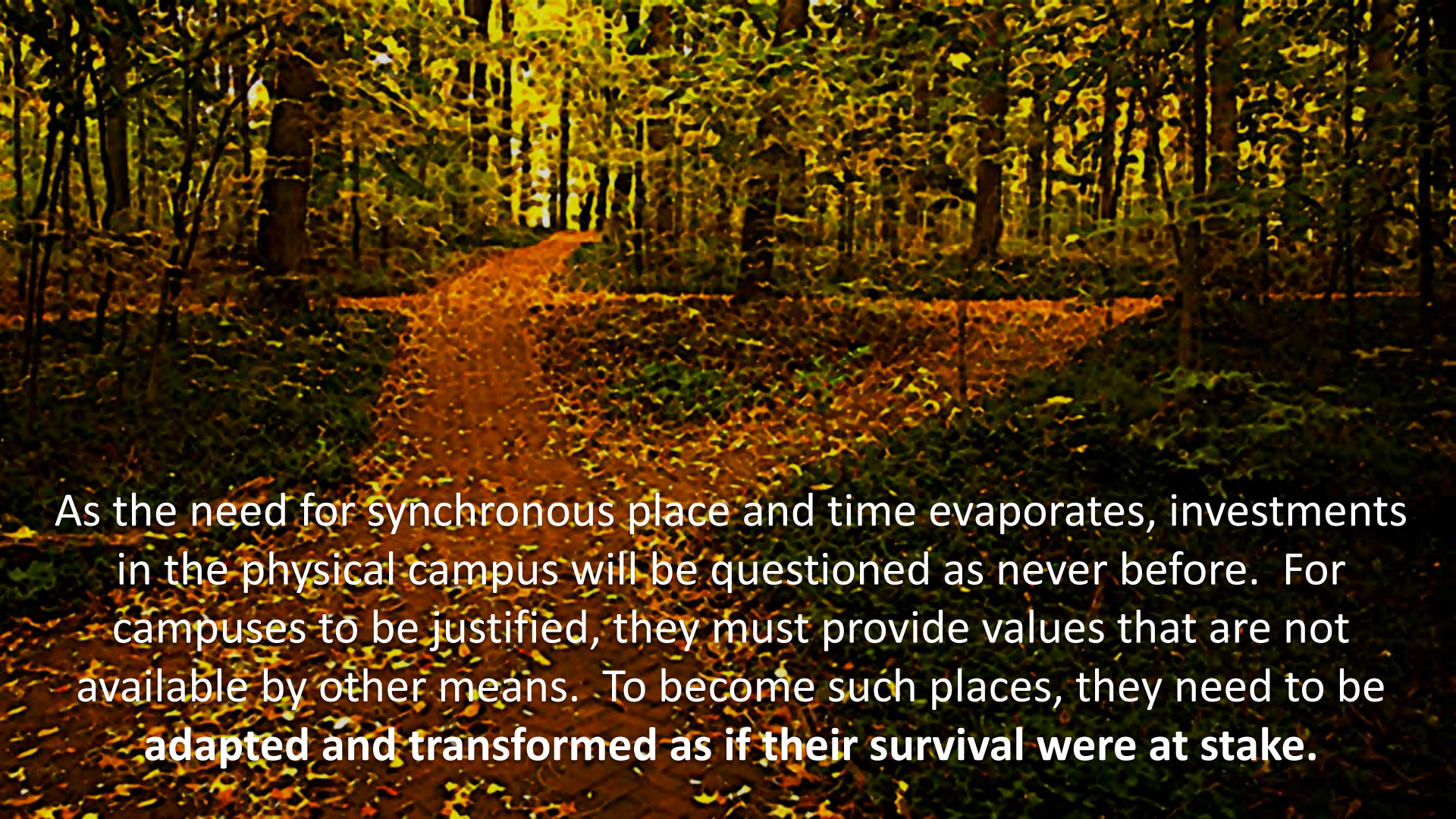
The image shows a close-up of a stone wall with a decorative frieze. The frieze consists of three horizontal bands of text, each flanked by a circular medallion. The text is carved into the stone. Below the frieze, there are five arched windows of varying sizes, each with a grid pattern. The wall is made of large, rectangular stone blocks. The sky is a clear, bright blue.

CHANCE FAVORS

"THE PREPARED MIND"

PASTEUR 1822 - 1892



A photograph of a forest path covered in fallen autumn leaves. The path is a mix of brown and orange, winding through a dense forest of tall, thin trees. Sunlight filters through the canopy, creating a warm, golden glow. The overall scene is serene and natural.

As the need for synchronous place and time evaporates, investments in the physical campus will be questioned as never before. For campuses to be justified, they must provide values that are not available by other means. To become such places, they need to be **adapted and transformed as if their survival were at stake.**

Discussion

The world may be flat,
but it is not featureless.