

TOWN AND GOWN PARTNERSHIPS

URBAN DESIGN GRADUATE RESEARCH
SPRING 2017
Instructor: GREGORY DELANEY

The interdependent, yet often contentious relationship between city and campus is one that has guided campus organization and design since the dawn of the university. As a complement to the studio and technical methods courses in the Urban Design Graduate Research Group, this intellectual domain will begin by studying the evolution of the university, the idea of campus, and its connection to place.

From the origins of Plato's Academy and the emergence of the university in medieval Italy, to Oxbridge and the University of Virginia, students gained a deeper understanding of the university before working through a series of case studies on American universities that specifically focused on the challenge of expansion, the complexity of edge-condition, and the ever-tenuous relationship between a campus and its surrounding context.

TOWN-GOWN PARTNERSHIPS CASE STUDIES

The late twentieth and twenty-first centuries have ushered in a new form of town-gown partnership. Universities have begun to bridge the gap through direct development partnerships with communities—crossing the street and extending their reach into existing neighborhoods in the name of increased density, improved housing conditions, commercial development, and more vibrant public space. It was the aim of the seminar to investigate these and other types of town-gown partnerships in an interest in planning for the coming decades here at the University at Buffalo.

PART 1: Case Study on urban campuses Historical town-gown divide.

The motivations behind these developments are varied and multifarious, from fostering stronger relationships between campus and community, to building greater urban density and mixed-use, offering greater variety in student housing options, founding new anchor institutions, cleaning up neglected and derelict historic districts, improving on- and off-campus safety, and building greater urban vibrancy and street-life. Much of these developments take place at the campus's edge, but some extend farther into the surrounding neighborhoods and community.

PART 2: The History of Campus Edge

Synthesizing the case studies research into a graphic presentation. Featuring a single composition in three layers—each layer representing a moment in the history of campus-edge development. Students developed the research on their campus and its edge to select three critical dates in the development of town and gown. The drawing required some real investigative research in order to build each layer.

Image Source : UB Archives

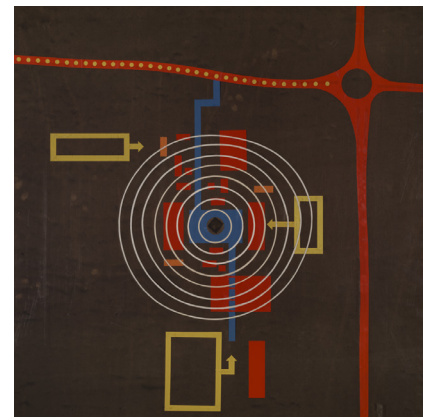
UNIVERSITY OF ILLINOIS AT CHICAGO

The University of Illinois at Chicago (UIC) was founded relatively late compared to most American Universities. After WWII, at the peak of the modernist movement, UIC purchased a 100-acre parcel of land in a residential community in South-West Chicago with plans to accommodate 32,000 students. Chicago architect Walter Netsch of Skidmore, Owings & Merrill was hired as the campus planner. The school was developed with unique constraints—an expressway fronting the North and East and railroad tracks lining the South. Netsch's contribution is known as the Eastern campus and is framed by the free-way interchange. Upon opening in 1965, enrollment at UIC grew exponentially, becoming the fastest growing campus in the country by 1981.

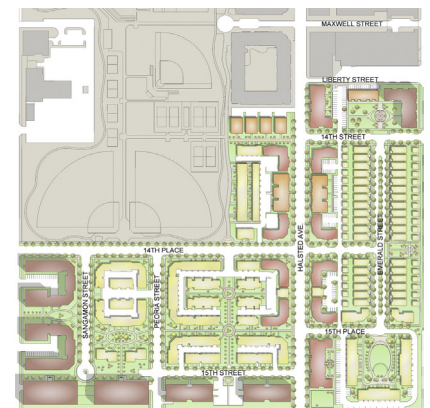
Upon this substantial growth a two campus system was developed, the second expanding upon existing medical buildings to the West. The East and West campus are connected by a vibrant three quarter mile corridor that is home to Greektown and Little Italy. The connecting Taylor Street is largely fronted with 2-3 story historic red brick fabric and offers numerous commercial centers, eateries and bars. Adjacent to the North and South of Taylor Street is a mix of apartments and townhouses for both single and multi-family residential communities, as well as a series of parks.

In the past two decades, campus planners have looked to further accommodate the growing campus, but the unique constraints of UIC present an interesting challenge for new development. Rather than acquiring the land between the campuses on Taylor Street, UIC invested in the expressway-fronted Maxwell Street. Here on the East side of the campus, sits University Village, a public/private project started in 2001, that is entering its final phase. The 58-acre development incorporates roughly 900 dwelling units and 200,000 square feet of retail and office space, all catered to professional students, postgraduates and faculty.

The success of the project is yet to be seen. Postgraduates seem reluctant to pay substantially more to live in campus-developed apartments rather than renting from the abundant housing stock between campuses on and around Taylor Street. Although originally touted as low-cost and market rate, the residential townhouse units are selling for up to \$849,00. Campus apartments cost substantially more than elsewhere—with rents upwards of \$11,000 a year per student for a 4-bedroom apartment. Many of the commercial spaces currently lay dormant.



Walter Netsch's Campus Diagram



Final phase of UIC's University Village

Year Founded: 1965

School Type: Public, Research

Total Enrollment: 29,048

Total Endowment: \$2.278 Billion

Endowment/student: \$11,594

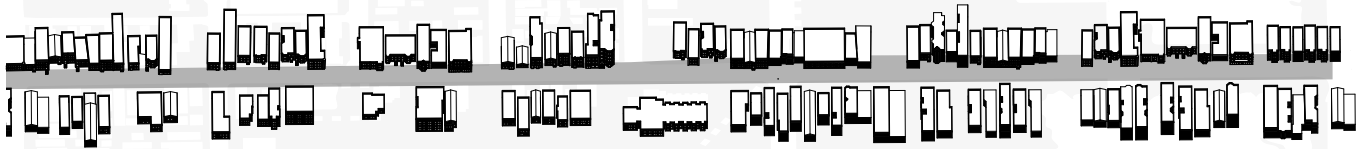
Surrounding Neighborhood Population: 61,768

Total Building Square Footage: 15,000,000 Sq. Ft

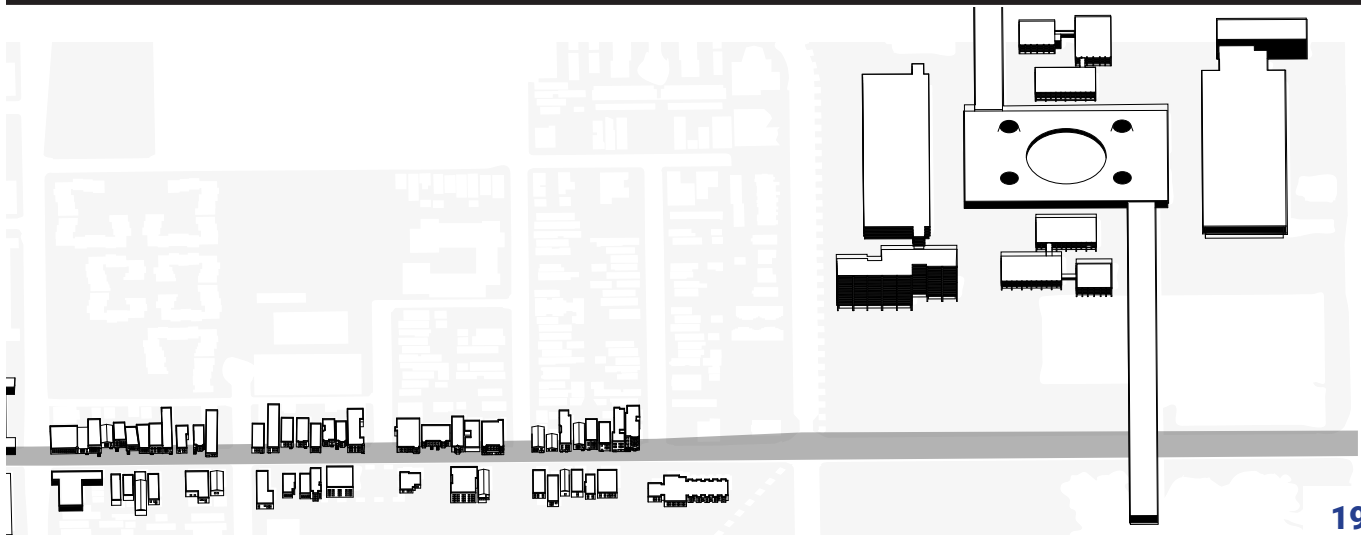
Affiliations: University Research Association,
Great Cities' Universities

UNIVERSITY OF ILLINOIS HISTORY OF THE CAMPUS EDGE

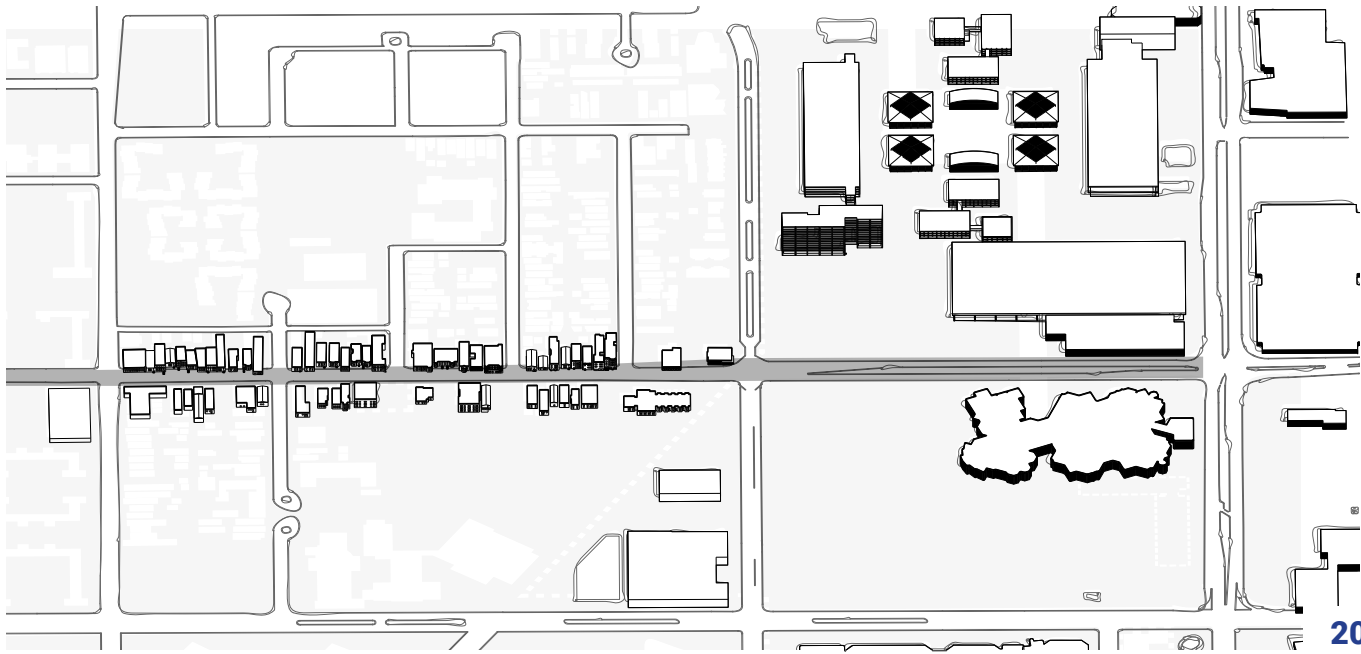
The ultimate benefits of universities acting as developer come into question in light of other campuses, such as the University of Cincinnati and The Ohio State University, where large portions of historic urban fabric were demolished to make way for lucrative development ventures. In these cases, elevated rates of crime, inadequate infrastructure, and poor student living conditions gave cause to redevelopment around the campus. At UIC however, developers and planners recognized the strong connection between the campus and the vibrant Taylor Street corridor and focused development in areas where the “Town” presence was not as prevalent. But UIC may have suffered from these decisions. At Ohio State and Cincinnati, the new developments at the doorsteps of the campuses have become successful and lucrative. But at UIC, the vacancies and lack of activity in the University Village may be seen as a negative consequence of fabricating a campus gateway where an existing one already thrives.



1913



1965



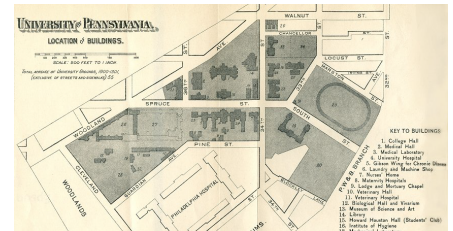
2017

UNIVERSITY OF PITTSBURGH

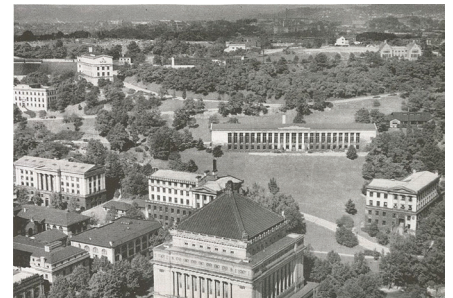
Originally named the Pittsburgh Academy, the University of Pittsburgh (“Pitt”) began its life in a log cabin on the American frontier in 1787. In 1830, the University moved into a three-story building on Third Street in downtown Pittsburgh. After the great fire, a new building was constructed in Downtown in 1845, which also burned down in 1849, so another building was built in 1854. Tired of shifting campuses, the university laid down its corner stone for a permanent campus in 1908. Located directly adjacent to the Oakland neighborhood, the campus is surrounded by several residential communities—such as Shady Side, Uptown, Squirrel Hill, Polish Hill, and Terrace Village. Carnegie Mellon and Carlow University are along the east and the west of Pitt’s campus, , creating a high density of students in the area.

In the early 1900s, the architectural firm Palmer & Hornbostel designed a grand plan for expansion of the University of Pittsburgh, based on the ancient Acropolis in Athens. Had the full plan been realized, the University of Pittsburgh’s Oakland campus would have included 60 buildings designed in the Greco-Roman style. Only four of the planned buildings were completed: Thaw Hall, Pennsylvania Hall, State Hall, and the Mineral Industries Building. Of the four buildings, Thaw hall is the only one still standing. Pitt’s Eberly Hall (originally called Alumni Hall, was the first building to deviate from the “Acropolis Plan”. Originally, the first phases of the Acropolis Plan were executed in what was then the heart of the campus (now considered the ‘upper campus’). Later, this plan was abandoned for a new core established by the 42-story Cathedral of Learning, built in 1936 in the middle of the Oakland neighborhood.

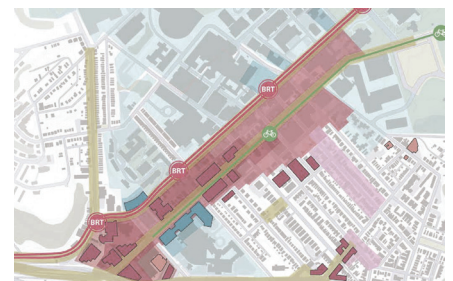
With the massive Cathedral of Learning on the campus, the University of Pittsburgh started to expand by gradually acquiring city buildings in the Oakland neighborhood, eventually turning them into university buildings. The university crawled slowly into the community, shifting ‘Town’ into ‘Gown’. Though many historic buildings were preserved, the neighborhood was greatly encroached upon. This created friction between town and gown, leading to frequent development conflict and multiple halted master plans. The first building to be bought by the university was the Schenley Hotel, which was later renamed the William Pitt Union, (currently the Student Union), which has since acted as an anchor to engage the university with the community. The Apartment complexes built in 1924 behind the William Pitt Union were also bought and renovated by the university in 1956, and are now known as the Schenley Quadrangle Residential Halls.



Original “Acropolis on a Hill” campus vision



Birds-eye view of the acropolis plan, as realized in 1942



Forbes Avenue and Fifth Avenue Corridors



The Oakland2025 Master Plan

Year Founded: 1787

School Type: Public, coed

Total Enrollment: 28,617

Total Endowment: \$3.525 Billion

Endowment/student: \$123,179

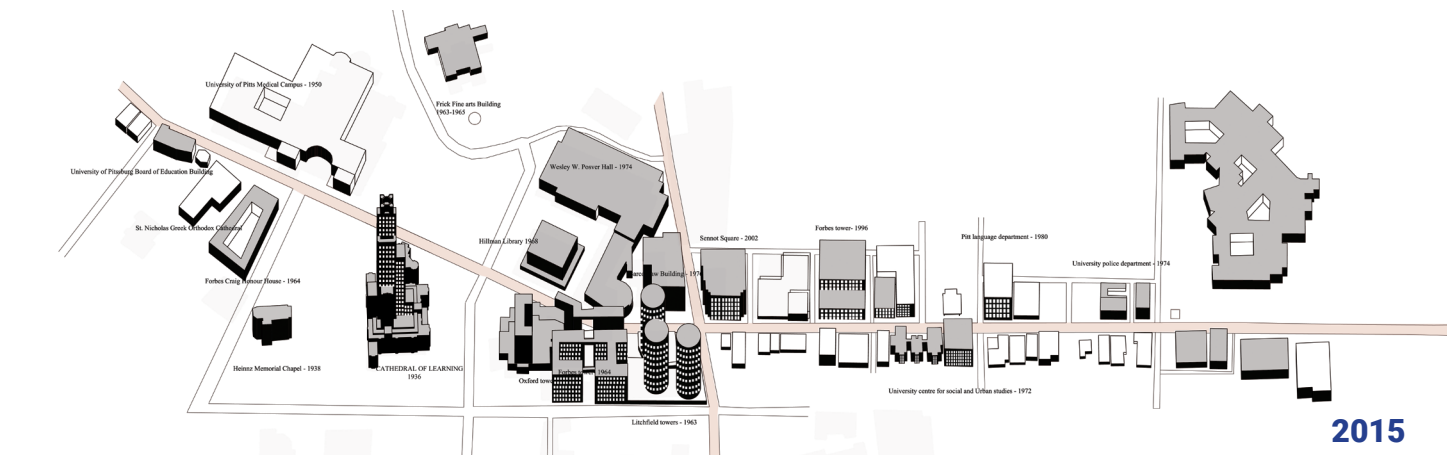
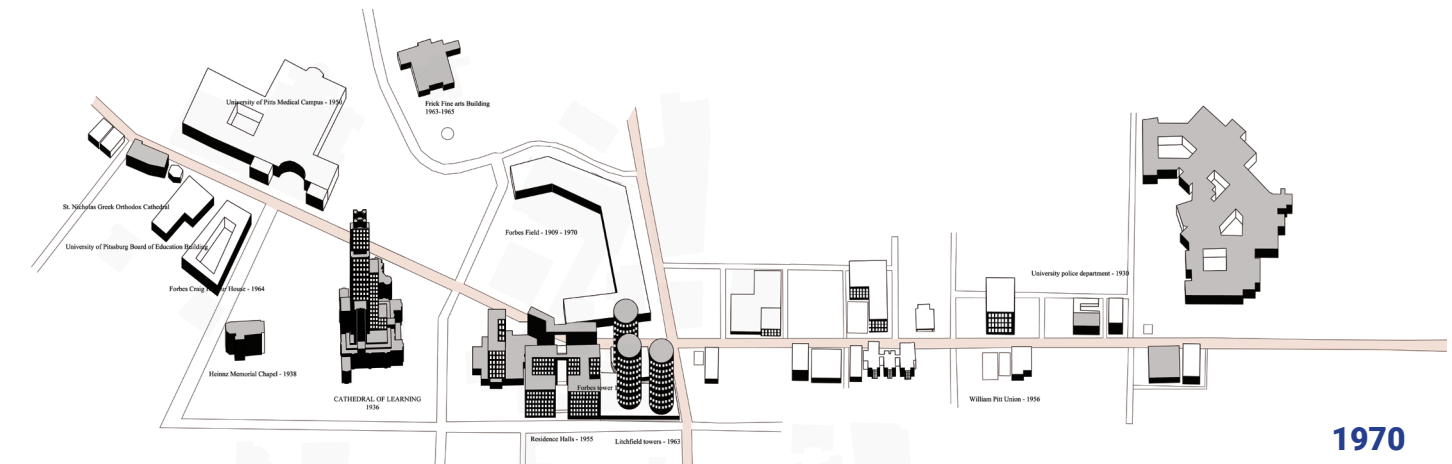
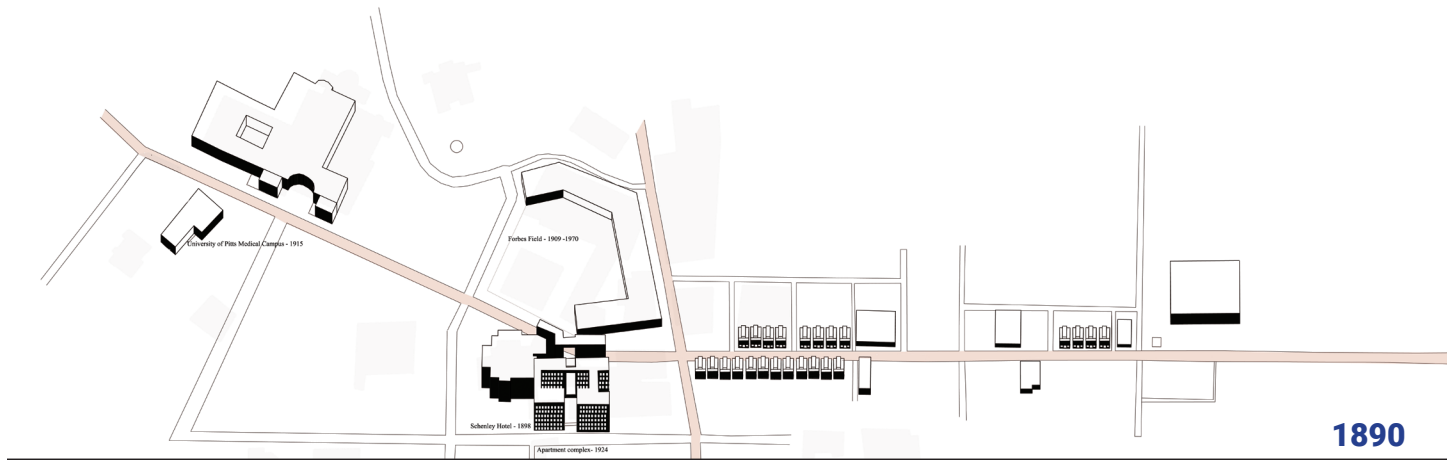
Surrounding Neighborhood Population: 50,274

Total Building Square Footage: 2,137,427 Sq. Ft

Main Campus Contiguous Land Area: 132 acres

UNIVERSITY OF PITTSBURGH HISTORY OF THE CAMPUS EDGE

Since the mid-century, Pitt has taken up various efforts to more effectively serve neighboring communities. For example, future plans are in place to develop several Community Engagement Centers that will be located within neighboring communities with neighborhood ambassadors on staff to foster community-university collaboration. Other campus facilities, like the Rand Building, Sennott Square, and the Schenley Quadrangle, have been built or renovated to incorporate mixed-use activities that support the community. The Forbes Avenue and Fifth Avenue corridors have also been activated with mixed-use buildings that cater to the needs of the community and the university. The Oakland Planning and Development Corporation is now seeking to intensify these corridors by occupying vacant parcels and removing surface parking and expanding the medical campus buildings along the street, which will also benefit the community.



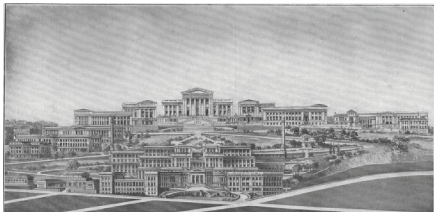
UNIVERSITY OF PENNSYLVANIA

In 1740, Benjamin Franklin presented a vision for a new school in Philadelphia that would be known as the “Public Academy of Philadelphia.” Originally located in the Whitefield Chapel building in the Old City neighborhood of Philadelphia, the school transformed from a small college to the University of the State of Pennsylvania—the nation’s first state university. In 1791, the university was again transformed when it became a private school. It was not until 1871 that the University of Pennsylvania (“Penn”) made its new home in West Philadelphia. Currently located across the Schuylkill River from Center City, Philadelphia, the original land acquisition for the campus was just 10 acres.

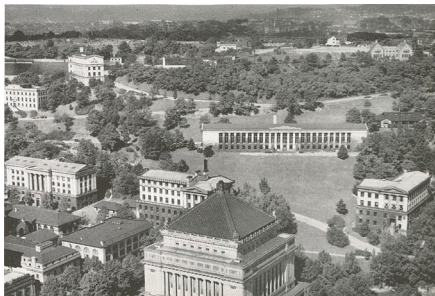
After Penn decided to move to West Philadelphia, up until the post-war era, the expansion of the university was quite modest. Keeping to the east of Woodland Avenue in West Philadelphia, the Penn treated Woodland Avenue as its main border, which limits expansion to the north and the west, due to Drexel University and the Black Bottom neighborhood. It was not until 1948 when Penn began to purchase land in Black Bottom, a poor community west of Woodland Avenue, and convert this diagonal street into a pedestrian path. This change sparked the conversion of the campus from having the prior campus main edge to the center of the campus.

In the late 1960s, the University of Pennsylvania began one of its largest campus expansions in its history. Stemming from additional funds from the University, as well as the creation of the GI Bill, Penn sought land acquisition deals west of its campus to accommodate growing student numbers. Aided by Philadelphia’s Redevelopment Authority, a public-private partnership was created, and the Penn began acquiring land through eminent domain. This expansion created a majority of the present-day campus northwest of Woodland Avenue and as far west as 40th Street, marking a stabilization effort by the university to help adjacent communities. Still, the expansion of the brought about a good amount of controversy from locals. Therefore, the university launched community outreach programs such as Buy West Philadelphia, a program that adds incentives for campus members to purchase goods and services from the local community, and the Penn Home Ownership Services program which gave current employees of the university opportunities to purchase homes at lower costs. Since its inception in 1965, over 1,400 individuals and families have participated in the Penn Home Ownership Services program.

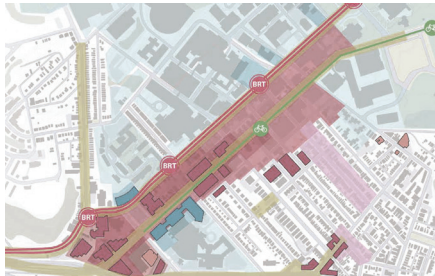
Year Founded:	1740
School Type:	Private, Ivy League, research
Total Enrollment:	24,960
Total Endowment:	\$10.7 Billion
Endowment/student:	\$428,686
Surrounding Neighborhood Population:	29,866
Total Building Square Footage:	14,000,000 Sq. Ft
Main Campus Contiguous Land Area:	299 acres



Original “Acropolis on a Hill” campus vision



Birds-eye view of the acropolis plan, as realised in 1942



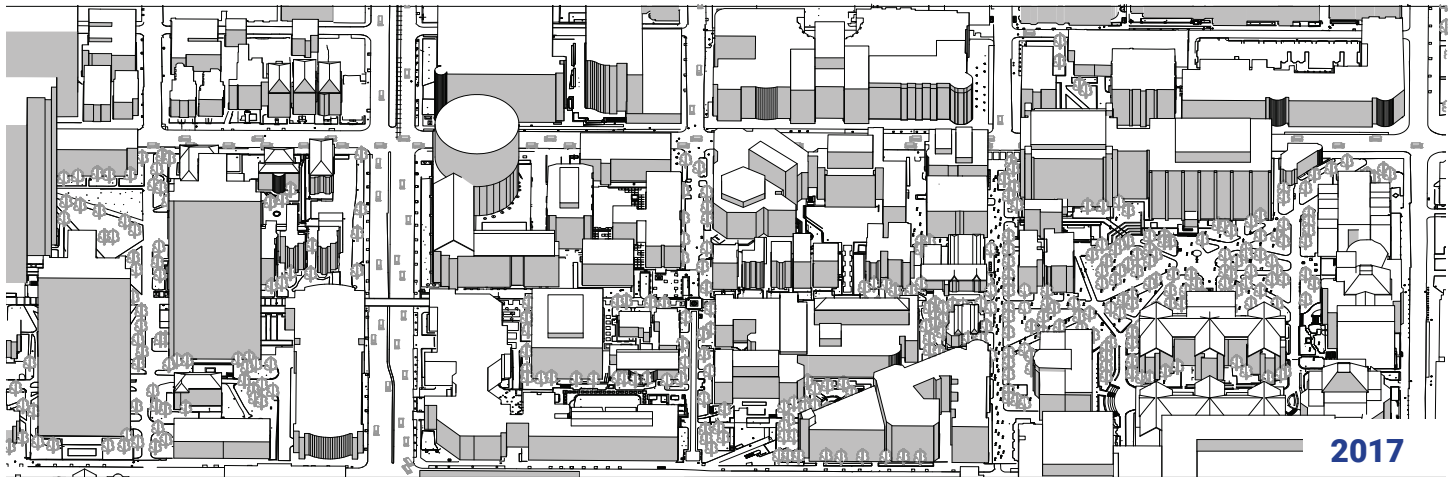
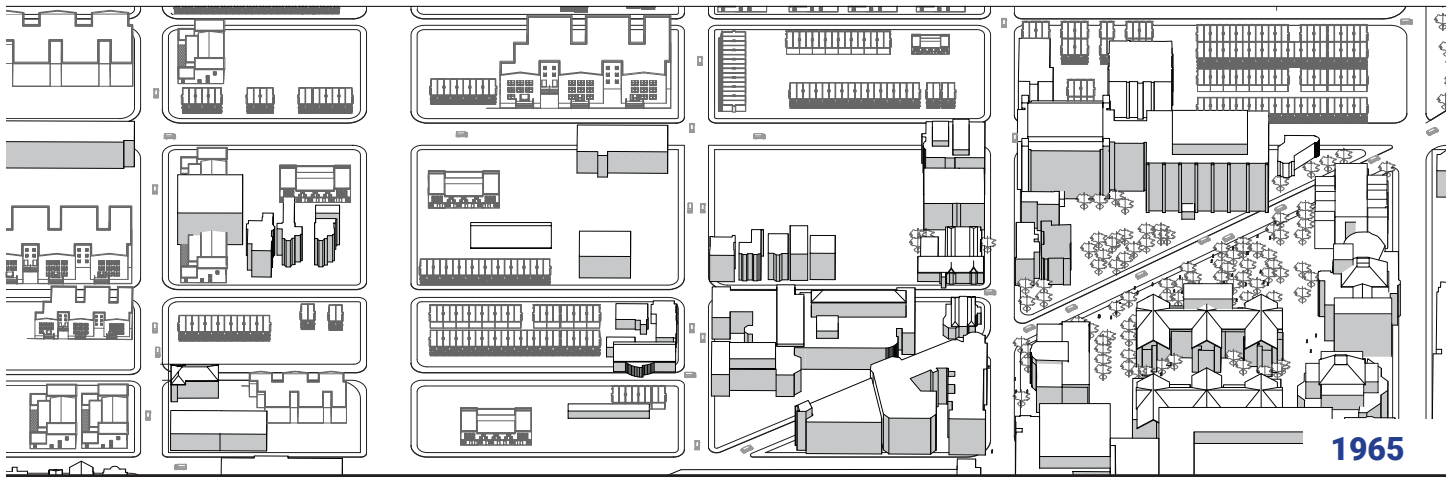
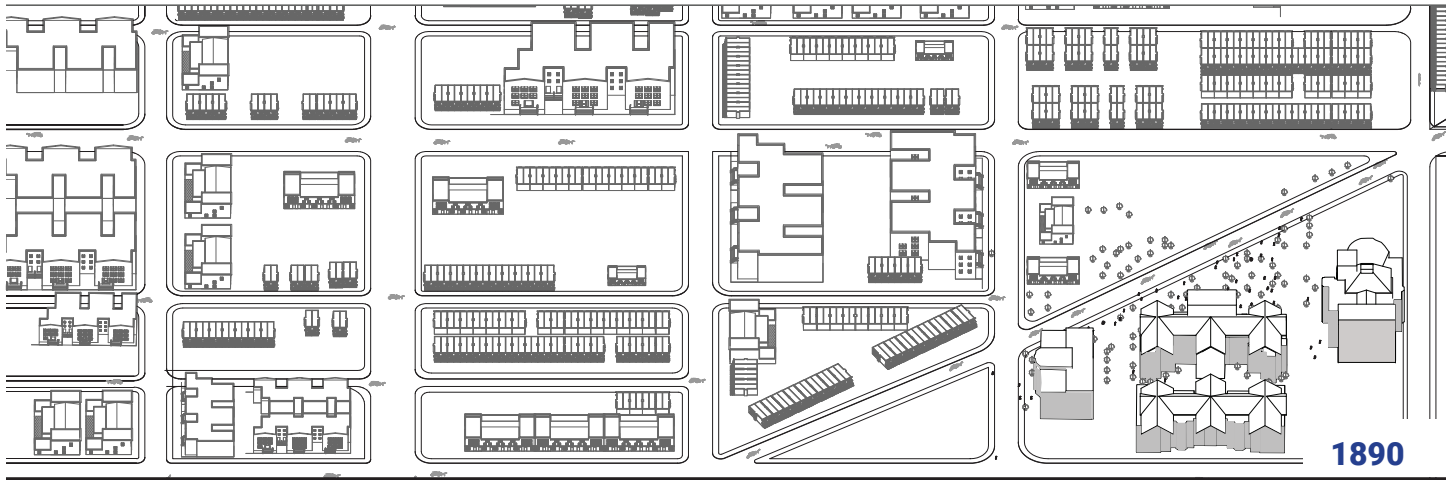
Forbes Avenue and Fith Avenue Corridors



The Oakland2025 Master Plan

UNIVERSITY OF PENNSYLVANIA HISTORY OF THE CAMPUS EDGE

Currently, the University of Pennsylvania is seeking to expand eastward in its new master plan; “Penn Connects.” Penn Connects, (Sasaki Associates, 2006) looks to create a link from the university to the city through strong connections across the Schuylkill River. The current infrastructure and vacant lands to the east of the campus have created previous boundaries for the campus; however, the university has acquired these industrial parcels in order to create this downtown connection. Organization of proposed green spaces, new development, and pedestrian bridges highlight the Sasaki Associates plan to bring the campus eastward.



UNIVERSITY OF CHICAGO

The University of Chicago (UC) was founded in 1890 by the American Baptist Education Society with a large donation from John D. Rockefeller. UC was based upon theoretical and perennial issues rather than the normal applied sciences and commercial utility curriculum. UC became one of the 14 founding members of the Association of American Universities (AAU). The college is set up as an American-style undergraduate liberal arts college with a German-style graduate Research University, and quickly became a national leader in higher education and research. UC was one of the first campus to accept minority and women to university and has had a profound impact on American higher education. UC also is known as a “teacher of teachers,” as teaching is the career path for more than one in seven graduates.

The university is composed of the College, various graduate programs, and interdisciplinary committees organized into five academic research divisions and seven professional schools. Chicago is also well known for its professional schools, which include the Pritzker School of Medicine, the Booth School of Business, the Law School, the School of Social Service Administration, the Harris School of Public Policy Studies, the Divinity School and the Graham School of Continuing Liberal and Professional Studies. The university enrolls approximately 5,700 students in the College and around 15,000 students overall.

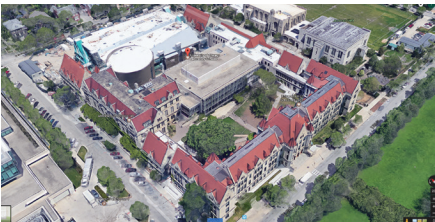
Integrated into the University is the Lab school, which was the first of its kind. The lab school was reflected in the Wall Street Journal’s findings that the school is amongst the top five feeder institutions in the nation for elite colleges. U-High (high school) offers more than 150 different classes. All of these courses are college preparatory courses. Students enrolled in the high school may take classes at UC during their tenure. The school maintains four separate libraries which holds over 110,000 volumes. The lab school was ranked 4th in the nation in 2007 for sending its graduates to elite universities.

The first buildings represented the English Gothic style of architecture, complete with towers, spires, cloisters, and gargoyles. By 1910, the University had adopted even more traditions. During the late 1950s and early 1960s, the University began to add modern buildings to the formerly all-Gothic campus. These included the Laird Bell Law Quadrangle.

Year Founded:	1890
School Type:	Private, coed
Total Enrollment:	15,726
Total Endowment	\$7.1 Billion
Endowment/student:	\$451,482
Surrounding Neighborhood Population:	-----
Total Building Square Footage:	----- Sq. Ft
Main Campus Contiguous Land Area:	217 acres



Shapiro Hall



Lab School



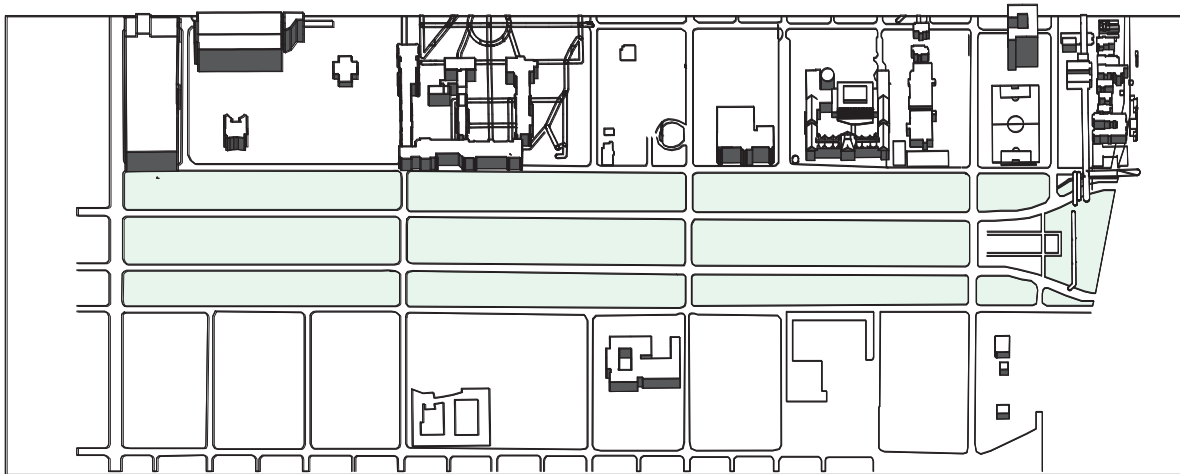
Blaine Hall



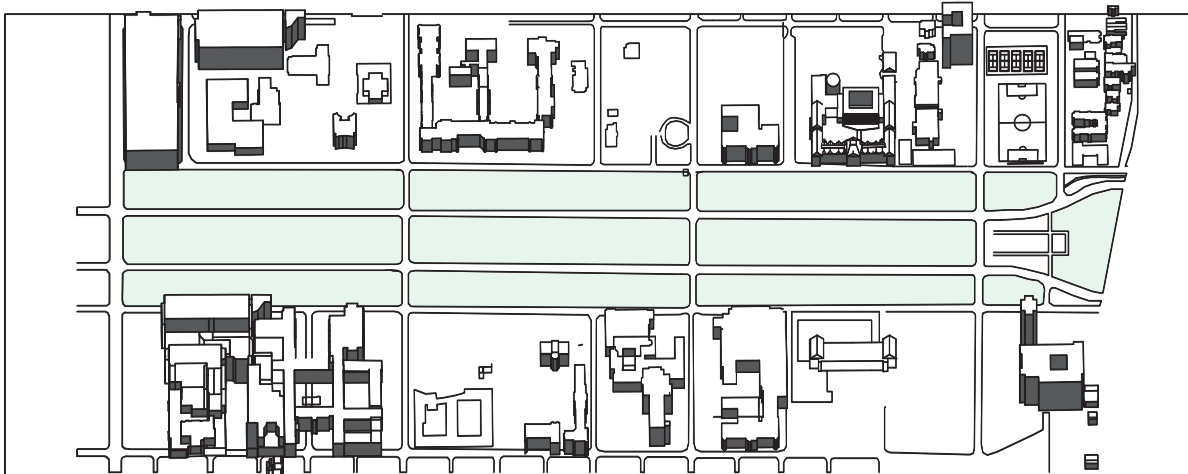
World's Fair Grounds

UNIVERSITY OF CHICAGO HISTORY OF THE CAMPUS EDGE

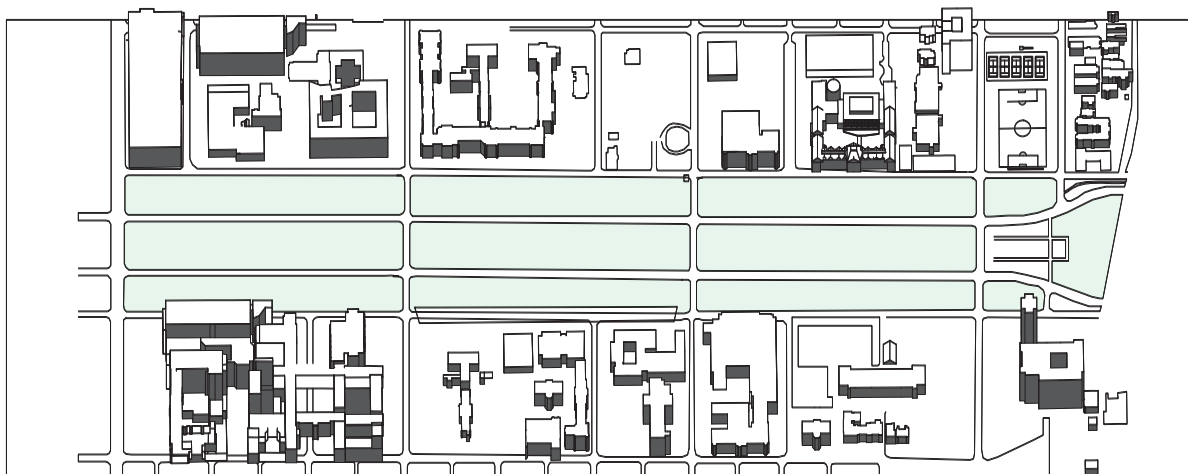
The University of Chicago promotes and supports decent, affordable housing for all residents of the communities. They work to subsidize housing for low-income residents in surrounding neighborhoods, including projects in Woodlawn and Jackson Park Terrace. The university also owns and maintains over 1,500 rental units on the mid-South Side of Chicago, primarily for student and faculty housing. Today, 65 percent of the faculty and around 3,000 staff members live in the neighborhoods surrounding campus.



1955



1973



2017

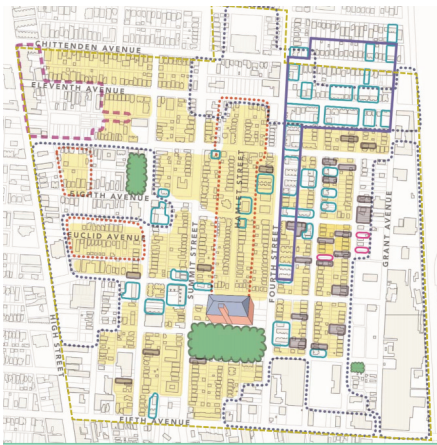
THE OHIO STATE UNIVERSITY

Noticing its dwindling residential and commercial space around its campus, the Ohio State University (OSU) created Campus Partners in 1995, a non-profit organization with the main goal of revitalizing the University District and the Weinland Park District neighborhoods around the campus. Since its founding, the group has taken on significantly significant projects. Throughout this work, Campus Partners collaborated with many partners, including the Weinland Park Collaborative, the City of Columbus, the University District and University District Organization. (1)

Campus Partners has spearheaded many fruitful revitalization efforts since it formed. In 1998, to increase home ownership rates near OSU, Campus Partners created the Homeownership Incentive program to provide faculty and staff with a \$6,000 forgivable loan towards the purchase of a home. Since its conception, 102 faculty and staff have used the program. In 2006, working with the City of Columbus, Campus Partners developed the Weinland Park Neighborhood Plan, which formed the Weinland Park Collaborative (WPC). In the years since, the WPC invested \$30 million to renovate over 300 apartments while attracting nearly \$50 million in philanthropic investments and public funding for the Weinland Park neighborhood.

Campus Partners completed their first large-scale development project in 2005—the GateWay. The GateWay aims to enhance Ohio States southern gateway at 10th and High Street by establishing a commercial hub and a new public space at the campus edge. The project includes 225,000 square feet of retail space, 88,000 square feet of office space, and 188 apartments, which creates a well-defined campus gateway on High Street.

More recently, Campus Partners began their largest built scale project Campus Partners, 15+High, which is set to become the connecting piece between the town and gown in the University District. The project is focused on promoting mixed use development and pedestrian access by reconnecting the neighborhood streets to High Street with pedestrian walkways, creating a new community gathering space, and reducing traffic. The project will include many multi-story office buildings, with retail space on the ground floor, a 150-room hotel, and a 500-space parking garage. The project has been criticized by some for pushing small business owners out to make way for chains, and for creating their own definition of what is historic to allow for the destruction of other historic buildings.



Weinland Park Neighborhood Plan



Gate Way - "The Cut"

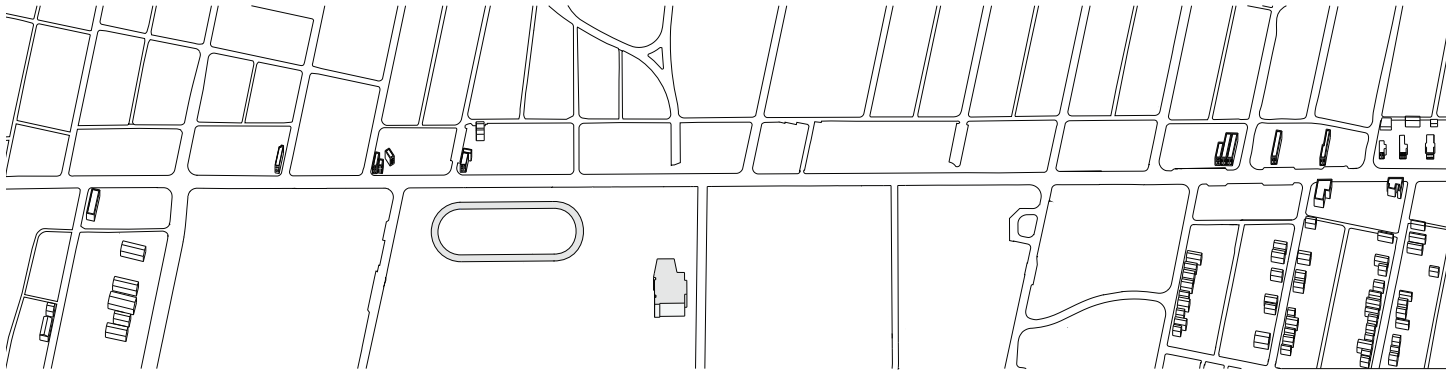


15+ High

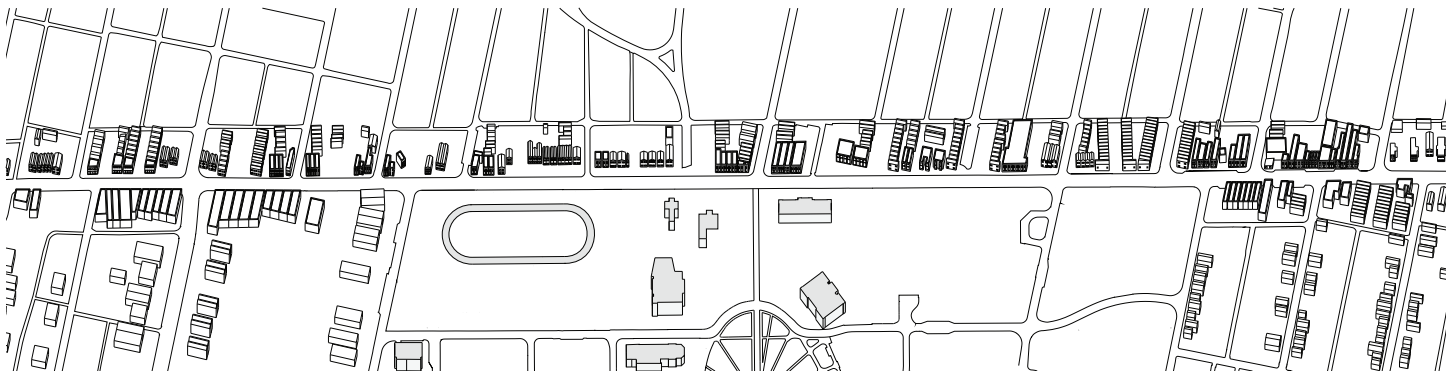
Year Founded:	1870
School Type:	Private, coed
Total Enrollment:	66,046
Total Endowment:	\$3.579 Billion
Endowment/student:	\$54,189
Surrounding Neighborhood Population:	26,940
Total Building Square Footage:	36,000,000 Sq. Ft
Main Campus Contiguous Land Area:	334.5 acres

UNIVERSITY OF CHICAGO HISTORY OF THE CAMPUS EDGE

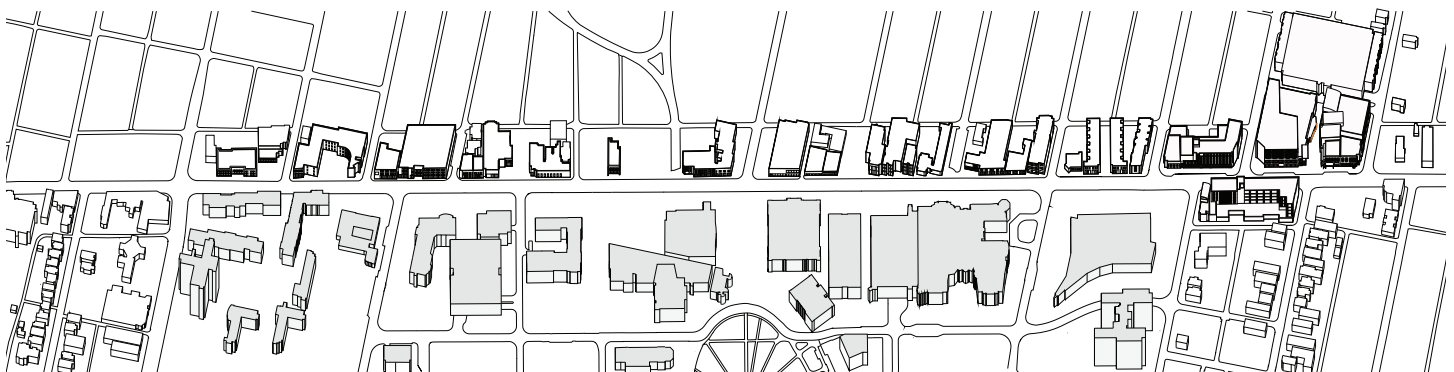
Over the last two decades, Campus Partners has played a major part in the revitalization of the neighborhood surrounding The Ohio State University. Not only by providing faculty and staff with opportunities, but also by reinvesting in the neighborhood and the community. When it comes to the projects located at the edge of town and gown, some have grown to doubt the group's true intentions. Their two large-scale development projects have taken up multiple city blocks and in both cases have removed existing historical buildings and driven out small businesses. Campus Partners initial goal was to revitalize the neighborhood, but has that now shifted from revitalization to commercial development?



1901



1921



2015

NORTHEASTERN UNIVERSITY

Northeastern University sits at the intersection of five key Boston neighborhoods — Fenway-Kenmore, Roxbury, South End, and Back Bay. The University has strongly defined boundaries, including parks, streets, train tracks, and a subway line, that have constrained growth since its founding in 1898. Northeastern grew relatively slowly until it began to change rapidly in the 1990's and early 2000's. As its position on the U.S. News & World Reports rankings of top colleges jumped from 162 in 1996 to 49 in 2013, the number of students attending the University increased substantially. So more student housing was needed, but the University was intent on maintaining a good relationship with the surrounding neighborhoods.

Northeastern's transformation into a well-recognized University began in the late 1960's, after the majority of the University's white, glazed brick campus was built. To accommodate commuters, surrounding vacant industrial buildings to the south were demolished to make way for surface parking lots. Starting in the 1970's, the University redeveloped those surface lots, pushing the campus farther south towards the train tracks, and beginning a gradual transition to a residential campus. In 1999, Northeastern launched a new development, West Village, a complex with eight buildings serving as both residence halls and classrooms pushed the campus across Forsyth Street. Then, infill development along Columbus Avenue and the formation of International Village continued Northeastern's distinctive transformation from a commuter campus to a residential campus. A 2012 campus master plan included designs for multi-use buildings to integrate the campus into surrounding neighborhoods and revitalize the core and edges of the campus while growing across the tracks to the south.

But it's the recent growth of Northeastern into the Roxbury neighborhood on Columbus Avenue that has created controversy. Although the Columbus Avenue projects did not intrude into the Roxbury neighborhood, many residents felt the University was expanding too far. Councilor Tito Jackson, whose district includes Roxbury, did not believe that Northeastern fostered a positive relationship with local residents and criticized the project's lack of affordable housing. The residents question believe that projects like Davenport Commons should be built for the Roxbury community and not the University.



1966



1990



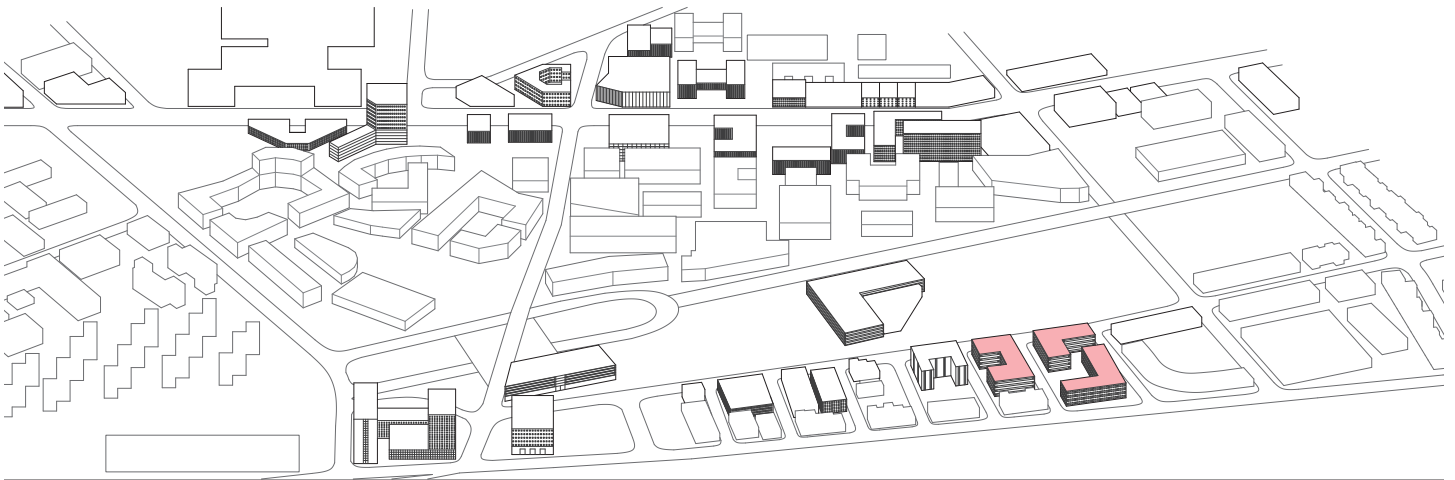
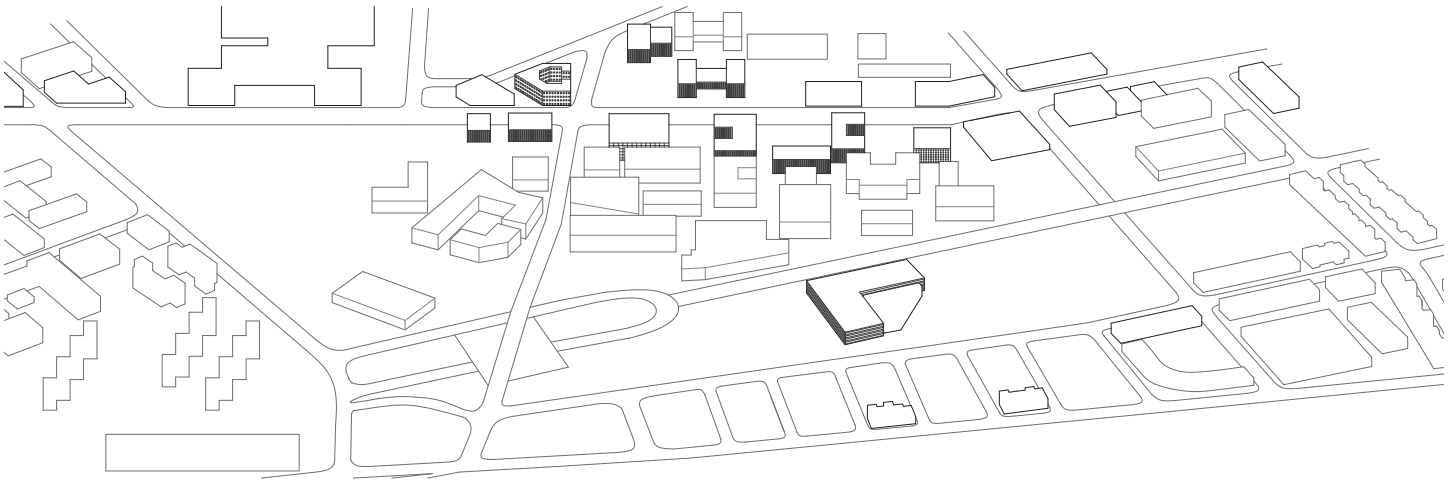
2003

Year Founded:	1898
School Type:	Private, research
Total Enrollment:	19,940
Total Endowment:	\$743 Million
Endowment/student:	\$37,263

Surrounding Neighborhood Population:	59,626
Total Building Square Footage:	2,613,600 Sq. Ft
Main Campus Contiguous Land Area:	73 acres

NORTHEASTERN UNIVERSITY HISTORY OF THE CAMPUS EDGE

Northeastern continues working to benefit its surrounding neighborhoods with academic services and programs. For one, the University allows the community to rent and use its facilities for free. The faculty and students at Northeastern also serve community members with their academic and professional skills—by tutoring, conducting service research, speaking to the public on specialized subjects, and providing other technical assistance. The University also offers specific programs that provide assistance to nearby neighborhoods, including the Roxbury Action Program, the Mission Hill Tenants Association, and a group of Columbia Point Housing Project. Through all these efforts, Northeastern is striving to develop a relationship with its surrounding neighborhoods that is mutually beneficial.



CASE WESTERN RESERVE UNIVERSITY

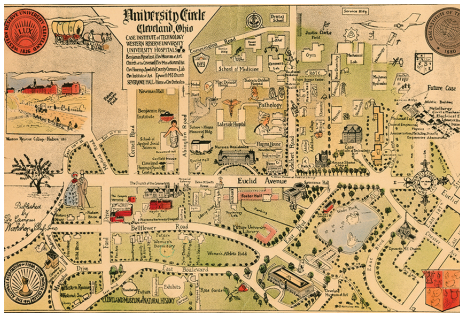
Case Western Reserve University (CWRU) presents a complicated, yet compelling relationship between a university and its surrounding neighborhoods. CWRU occupies 267 acres of land in University Circle, four miles east of downtown Cleveland. Today, CWRU thrives on its collaboration with nearby institutions and neighborhoods, but this was not always the case.

Originally two separate institutions, Western Reserve College and the Case School of Applied Science, the two merged to create CWRU in 1967. But as the combined campus evolved, a disconnect between the campus and the neighboring community emerged. Surrounded by some of the poorest neighborhoods in Ohio, CWRU began to purchase vacant lots and underused buildings in these areas while constructing new facilities within the campus.

The weak relationship between CWRU and its surrounding neighborhoods became a growing problem. The configuration of campus buildings created physical barriers with the community along every edge of the campus. To tackle this, the university worked with the Cleveland Foundation on two plans—the 2005 CWRU Master Plan and Cleveland’s Greater University Circle Initiative. One of the main strategies of the Master Plan was to strengthen the visual and physical links with other institutions and communities nearby by demolishing structures and constructing pathways. The Greater University Circle Initiative realized how a vibrant neighborhood could help revitalize the university and local economy. With this, the initiative drafted multiple projects to improve the neighborhood’s aesthetics and strengthen connections between CWRU and the community. Uptown District, located on 8.2 acres of University Circle, has been one of the initiative’s most successful projects. Uptown District was born out of a public-private-philanthropic partnership between CWRU, the Cleveland Foundation, the City of Cleveland, private donors, and other partners.

After years of financing struggles, the Uptown District now includes many multi-million dollar projects. These include the Museum of Contemporary Art-Cleveland, designed by Farshid Moussavi (\$27 million), a new rapid transit station (\$18 million), the renovation of the Commodore Hotel for mixed-income housing (\$9 million), and the Uptown Wall buildings (\$71 million).

Year Founded:	1826
School Type:	Private, coed
Total Enrollment:	11,340
Total Endowment:	\$1.776 Billion
Endowment/student:	\$156,614
Surrounding Neighborhood Population:	30,650
Total Building Square Footage:	4,065,090 Sq. Ft
Main Campus Contiguous Land Area:	267 acres



Campus Plan before Federation, 1826



Current CWRU Campus



The Wall



Student activity in Toby's Plaza

NORTHEASTERN UNIVERSITY HISTORY OF THE CAMPUS EDGE

Today, in Cleveland, Uptown District has sparked a renaissance in what used to be an underdeveloped ghost-town, where pedestrians were rare after 5pm. Costing over \$200 million, Uptown District is a mixed-use hub that serves as a gateway to numerous cultural, educational, health and art institutions. The project has allowed for the imagination of the district to incorporate the Museum of Contemporary Art Cleveland, Cleveland Institute of Art, the area's only grocery store and university bookstore, student housing, the existing Commodore Place apartments, outdoor public spaces including Toby's Plaza designed by Field Operation, where they have hosted free summer concerts, public art installations, and student and community celebrations, all closely located alongside a beautiful \$18.5 million new rapid transit station, for a total of 223,500 square feet of new development. Uptown District has drawn national attention for its design and demonstration in how anchor institutions can play a major role in driving community change.

