

VI. IMPLEMENTATION PLAN

Master Plan Implementation Program

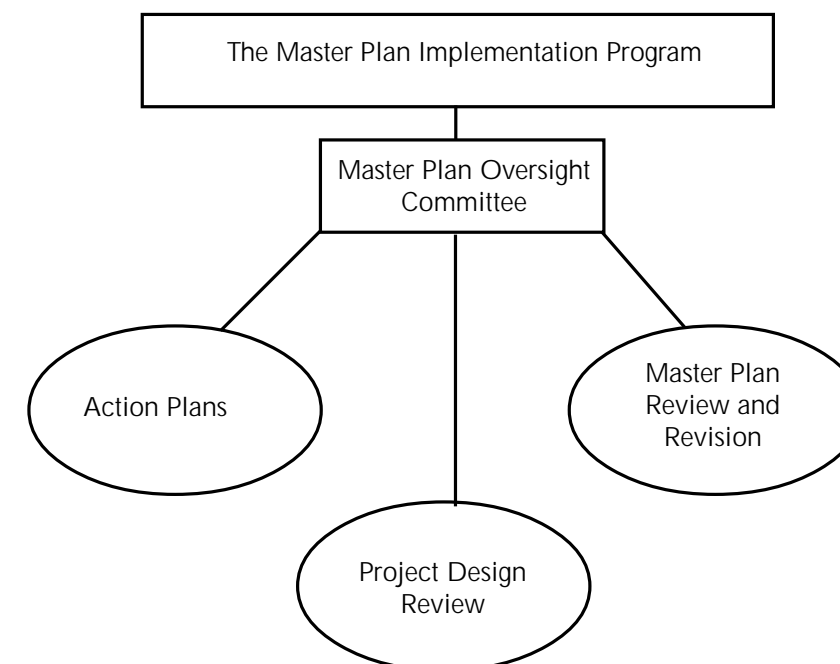
The Master Plan provides a framework that preserves and enhances the best of Duke's campus while making the most of opportunities that come with new development. The plan helps each project realize Duke's academic, functional and visual objectives, and gives contemporary architects and landscape architects freedom to contribute creatively to the development of the campus.

The Master Plan Implementation Program ensures that the Master Plan plays a central role in all development on the Duke University Campus.

To be effective, the Master Plan Implementation Program must:

1. Maintain a strong relation to the goals of the Master Plan. It should promote discussion of the important principles underlying campus development and facilitate consensus among the leadership of Duke.
2. Guarantee funding through the university's capital program and budgeting activity.

The Master Plan Implementation Program consists of four major components that must act together in order to realize a vision for the Duke University campus. These consist of the 1) **Action Plan**, 2) **Project Design Review**, 3) **Master Plan Review and Revision**, and 4) **Governance**.



1) Action Plan-Creation and Review

An Action Plan identifies actions that can be of great benefit to Duke University. These actions are then studied in greater detail, assigned priorities, budgeted, and scheduled to be carried out. Updated each year, the Action Plan identifies the most critical points from the Master Plan and, through study, defines actual projects. The Action Plan is the most creative and challenging aspect of the Master Plan Implementation Program, as it suggests where Duke University will focus its efforts for campus development, and defines the means to achieve the larger goals of the Master Plan.

The Action Plan can be described in terms of specific Action Areas and Action Systems. An *Action Area* is a specific, geographically defined region in which further study is necessary. An example is the creation of an interdisciplinary “Engineering Plaza” area which fosters interdisciplinary exchange between engineering, science, medical center, and divinity buildings. When realized as specific projects, this area might create spaces inside and outside buildings that encourage interpersonal exchange. Additionally, three important circulation routes could be extended, thereby improving intra-campus connections for pedestrians and bikes, as well as excluding inappropriate vehicular traffic.

An *Action System* is a set of linked, interdependent elements that extends over a large, possibly discontinuous geographic area. An example of an Action System is a transit system that would better connect the East and West Campus areas, or improvements to specific types of wetland areas on campus.

Action Plans consist of the following operations:

1.1 Specify Components of the Action Plan

Each Action Area or System should be described as follows:

- Definition of each area and system including boundaries and contents
- Potential for fulfilling the goals and strategies of the Master Plan
- Programmatic content
- Design guidelines
- Costs and sources of funding
- Schedule of completion

1.2 Initiate Studies

Where it is impossible to fully specify an Action Area or System, study is called for. These studies would typically be of two types:

- A *Feasibility Study* would be to suggest the type of development, both programmatic and physical, its feasibility, and its appropriateness. Completion of a Feasibility Study would make Project Definition possible.
- *Project Definition* would define specific projects, introduce them into the capital budget, and create a schedule of completion.

1.3 Review Previous Action Plans

Each year the Action Plan of the previous year should be reviewed for its effectiveness in achieving the mission of the university and the specific objectives of the Master Plan.

2) Project Design Review

Capital projects will come from academic, research, administrative, and Medical Center units as well as from the Action Plan. (Infrastructure projects would fall under the administrative rubric.) "*Projects*" are defined as buildings, sites, and other improvements to the Duke campus for which there are typically clients, capital, designers, and control. Project Design Review consists of the following operations:

- 2.1 Review project definition, siting, fit with the master plan, and design guidelines. If a project should fall into a conservation zone, it must have additional authorization, to be determined by the administration.
- 2.2 Review financial feasibility, inclusion in the capital budget, and schedule of completion.
- 2.3 Guide the architect selection process. This will include:
 - acquisition and discussion of information about design and designers relevant to Duke University campus development, and the development of a list of designers who may be considered for campus design assignments;
 - recommendation of processes for the selection of designers;
 - approval and, in some cases, selection of designers for projects
- 2.4 Project design review should occur at least at the following stages:
 - schematic and preliminary design phases
 - design development
 - construction document phase
 - post-completion and post-occupancy

3) Master Plan Review and Revision

The Master Plan itself should be revised periodically. Keeping all these elements up to date will contribute to the utility and the credibility of the Master Plan and the Master Plan Implementation Program.

- 3.1 The Goals need not be revised often, but they should be revisited at least every five years.
- 3.2 Zones and Criteria must be reviewed annually in light of Duke's total land holdings to determine whether all areas needing attention are included in the Master Plan.
- 3.3 Context/Strategies/Application will benefit from formal yearly reflection on the success and failure of projects around campus.
- 3.4 Finally, the Illustrative Campus Plan must be revised in light of the current Action Plan and projects to remain current.

4) Governance

Implementing the Duke University Master Plan requires timely, wise guidance for all actions Duke takes to change its campus environment. While ultimate responsibility for the master plan rests with the Board of Trustees through its Committee on Buildings and Grounds, more detailed operations will be handled by other committees, (i.e. CFE, PACOR, Academic Council).

The roles, composition, and procedures for these committees must be tailored to Duke's particular needs. While there are differing models at other universities, the responsibility for carrying out the Master Plan Implementation Program at Duke should rest with a single committee that has an architectural advisor. Additionally, that committee should have the administrative authority necessary to implement projects, a strong relation to the university community, and the expertise necessary to make judgments about the feasibility of action areas and projects. Such expertise may be added as needed.

A Master Plan Oversight Committee should oversee all the activities stated and implied by the Implementation Program, reporting periodically to the Board of Trustees and to the University community. This committee may choose to delegate some of its authority for the purpose of making the most effective use of its members' time, and of taking advantage of those who have special knowledge and interest in the Areas and Systems of the Action Plan or in specific Projects.

In order to ease and speed the transition to the new form of governance of the Master Plan Oversight Committee, actions must be taken by existing groups. Therefore, the Buildings and Grounds Committee should be called upon to approve the Master Plan and the Master Plan Implementation Program itself; they should also review and approve the appointment of the Master Plan Oversight Committee. To expedite the first year's work, the Building and Grounds Committee should also approve the first Action Plan. Finally, the university administration will need to periodically clarify and reorganize the functions of all existing committees with overlapping roles.