

The Living Master Plan: Is it Possible?

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LEARNING OBJECTIVES

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Learning Objectives

- An open discussion to evaluate the merits of master planning approaches and determine what the future may hold.
- Reconsider the static master plan and seek to discover the art of the possible in a dynamic master plan.
- Confer and collaborate with other colleagues on the best approach to master planning in dealing with constant change and disruptions that have become our norm.



Poll Question

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Poll Discussion

- Those that said yes...
 - When was it published?
 - Do you consider your campus "on plan"?
 - Key challenges you have found with remaining on plan.
- Those that said no...
 - Are you intending to do a master plan?
 - Is your master plan in the works?
 - Key challenges you anticipate with developing your master plan.



Set the Stage

- Exploring the future of master planning.
- We are presenting a potential concept/paradigm for discussion and evaluation. How do we do it? The answers are in our community.
- We want this to be an open discussion with...
 - Feedback
 - Critique
 - Strengths
 - Challenges
 - Pros
 - Cons
 - ...



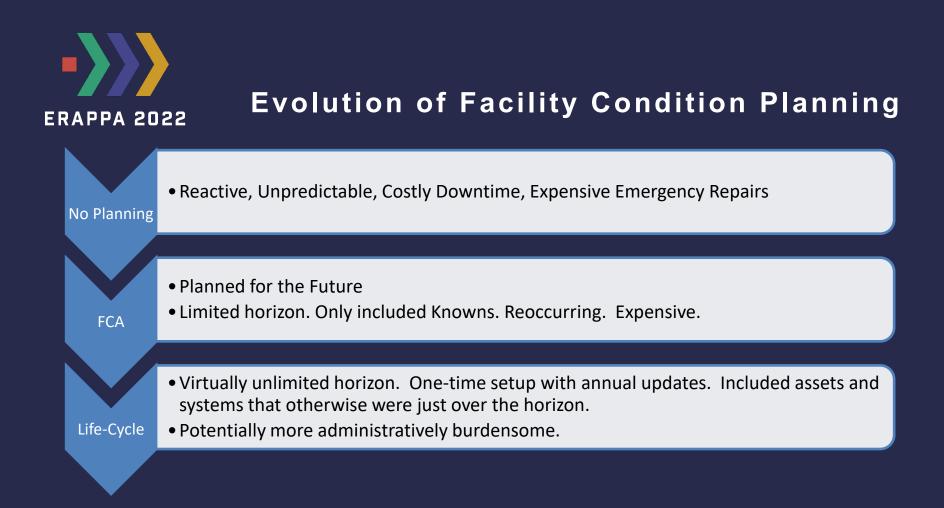
Challenges with Current Methodology

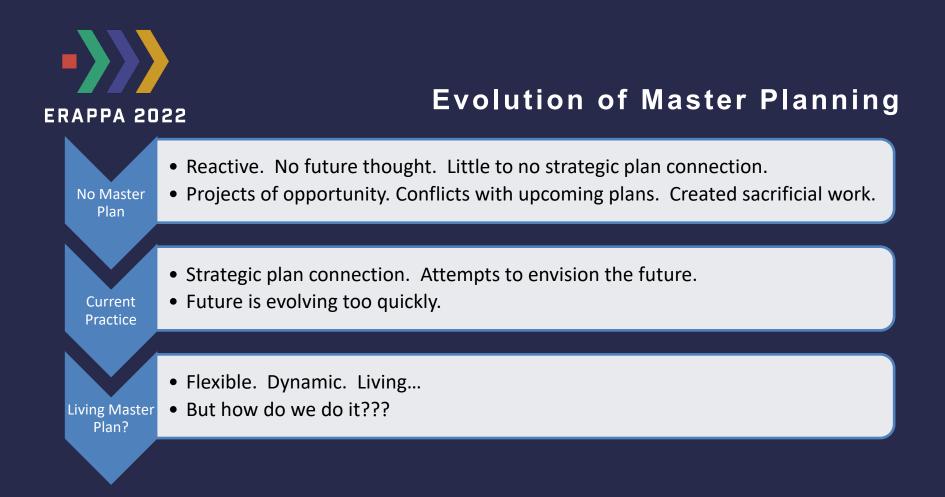
- It is expensive. Typically involves architects, engineers, space planners, and other consultants to develop.
- It is time limited and static. Once it is complete, it may receive minor updates but, for the most part, it is fixed.
- It is not comprehensive. It only includes those things known to the planners at the time of the study.
- It is impossible to incorporate unknowns that arise without potentially going "off plan" or deferring campus needs.
- Redo the plan every 5 or 10 years depending on your cycle. These expenses then become reoccurring.



Other Considerations...

- Average length of service for a college or university president is 6.5 years. The plan will likely not be fulfilled in their tenure.
- The acceleration of technology has quickened to a pace of 5 to 7 years between disruptive technological advancements. A 10year timeline would include technologies that haven't been invented yet.
- The plan horizon most likely includes element to be used by students that are presently in kindergarten.
- Teaching methodologies are evolving more rapidly than ever.







We talked to your colleagues at the APPA Virtual Facilities Summit



Questions we asked them...

- What are the key strengths of this kind of an approach?
- What internal challenges and external barriers would we need to overcome?
- If you were to try this on your campus, what objections, challenges, and other barriers might you encounter?



Some things they said...

Key Strengths	Internal Challenges & External Barriers	On Your Campus
 Flexibility and future adaptation Intentional timeframe for refreshing the plan 	 Pushback from CFO and future budget planning How can we sharpen up our cost projections? Challenging to obtain budgets. Financial team needs time to get budgets approved and work through the political process. COVID has called into question what is needed. Long processes to get approval for buildings and other major capital projects. State requirements for master plans. Some townships require multi-year land-use plans. Cost to alter and update the plans. Refreshing the plan too often. May result in re-litigation. Consider the public affairs aspect. 	 Revisit plans at the time of senior leadership changes. Plans and major updates on longer frequencies (i.e. 10 years) with more frequent minor refresh updates. Would need to have intentional vagueness. Would need to educate people on the power of a master plan.

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Some things we have learned...

- There must be buy-in from senior leadership of the institution.
- There must be a tie-in to the strategic plan of the institution.
- There must be a tie-in to the campus recapitalization plan.
- The master plan cannot have infinite flexibility. There needs to be a "static" period in which there is time to secure funding, design, and deliver the projects.
- There need to be some "anchor projects" that guide the other aspects of the plan.
- Flexibility can be found in the details such as technology, utilization, function, etc.
- Regulatory requirements such as having a master plan, land use, and legislation will need to be considered as part of any framework.



We want to build upon that...

- What would help you in understanding and implementing something like this?
- What key elements do you think should be included in a framework or guideline?
- What would you exclude in the framework as too granular or multi-faceted?



Breakout Session

- Discuss the questions
- Come up with three(ish) responses to report to the group
- Assign someone to be the voice for the group
- 10 minutes



Key Questions to Consider

- What are the key strengths of this kind of an approach?
- What internal challenges and external barriers would we need to overcome?
- If you were to try this on your campus, what objections, challenges, and other barriers might you encounter?

10 Minutes



What did we discuss?



Evaluation / Discussion

- Strengths of the concept
- Internal challenges within our operations
- External barriers to pursuing
- Campus-specific challenges



Next Steps with the Initiative

- Facilities Manager Magazine article on this topic published in the July/August issue
- Compile information from this discussion
- APPA CFaR Research Project (*being considered*)
- APPA Virtual Working Group team to explore
- If viable... eventually publish a standard, framework, or guideline for institutions to test drive and follow.
- This is a long-haul initiative...

ERAPPA 2022 If you have additional insight, questions, or want to get more involved in exploring this concept...

Email us at...

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Thank you! Please don't forget to fill out the survey.

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