

II. PRINCIPLES & GOALS

Principles and Goals for the Duke Campus

Duke is A HISTORIC AND DYNAMIC CAMPUS:

Strengthen the identity of the Duke campus as a continuously evolving environment with a unique historic beginning

- by identifying selected buildings and open spaces which should be preserved;
- by ensuring that new development contributes to, rather than detracts from, the existing environment; and
- by ensuring respectful but not historicist architecture.

Duke is A PREMIER UNIVERSITY:

Ensure the quality of all buildings, open spaces, and infrastructure as an expression of the University and as a reflection of the values of the institution

- by establishing and supporting strong master plan oversight with a process for continuous and mandatory review and the authority to ensure compliance with the master plan;
- by establishing a review and approval process of specific projects; and
- by establishing design and construction guidelines that support a high-quality built environment.

Duke is AN INTERNATIONALLY RECOGNIZED MEDICAL CENTER:

Ensure that the Medical Center may continue to grow as a state-of-the-art facility, recognizing the unique needs of a preeminent medical center in the master plan, and looking for opportunities that work to the mutual benefit of the University and the Medical Center

- by allowing for growth of the Medical Center within the overall framework of the master plan;
- by carefully considering the access and parking needs of the Medical Center in conjunction with the University and the City; and
- by looking for ways in which the development of the Medical Center can contribute to the campus as a whole, and for ways in which the development of the University can support the mission of the Medical Center.

Duke is A UNIVERSITY IN THE FOREST:

Preserve and strengthen the identity of the Duke campus as a community within a forest

- by identifying natural areas to be preserved, particularly selected areas of the Duke Forest, steep slopes, and waterways;
- by identifying natural areas that need to be conserved, limiting construction and interventions to those which maintain the quality and character of the natural environment; and
- by limiting expansion and using infill development where possible.

Duke is A COLLECTION OF MEMORABLE PLACES:

Direct development toward the creation of human-scale open spaces with distinct character

- by ensuring that all buildings be viewed as part of their context, not in isolation;
- by seizing opportunities where development can improve the quality of existing areas; and
- by relating building entries to streets, plazas, and other buildings, not to parking areas

Duke should be A WALKABLE CAMPUS SUPPORTED BY AN UNDERSTANDABLE CIRCULATION SYSTEM:

Redefine the movement systems throughout the campus to be functional and comprehensible, built on a visible logic that supports wayfinding, "placemaking," the identity of campus boundaries, and the cohesiveness of the overall campus

- by clarifying points of entry into the campus;
- by reducing vehicular through-traffic on campus;
- by carefully controlling how all buildings are accessed and serviced in relation to the overall movement pattern and pedestrian traffic in particular;
- by integrating pedestrian, bicycle and transit circulation into the overall movement system, separating such systems where appropriate; and
- by exercising caution in the location of parking areas and parking access to strengthen connections and minimize conflicts with pedestrians.

Duke is A COMMUNITY OF COMMUNITIES:

Support interaction at all levels--students, faculty and staff--and in all disciplines

- by considering such interaction in the design and programming of all new development;
- by encouraging interactive "placemaking" and locating supportive functions within such clusters;
- by recognizing and supporting distinct communities of disciplines within the context of the larger University;
- by diffusing academic boundaries where appropriate; and
- by recognizing and supporting the University as a community of students engaged in living, learning, recreation, social, and cultural activities.

Duke is A CITIZEN OF DURHAM AND THE REGION:

Contribute in diverse ways to the intellectual and cultural life of the region and beyond

- by bringing a wide range of employment to Durham
- by working together with local and regional agencies to make an efficient transportation system that meets mutual needs
- by providing cultural resources to the public, and facilitating access to the Chapel, Page Auditorium, Baldwin Hall, the Sarah P. Duke Gardens, and the sports venues
- by playing a role in community building efforts; and
- by supporting revitalization of the surrounding neighborhoods.

DUKE IS A HISTORIC AND DYNAMIC CAMPUS

Strengthen the identity of the Duke campus as a continuously evolving environment with a unique history.

The Duke campus and its memorable images are an important part of the institution's identity. The Chapel and the quadrangles, the woodlands filled with tall pines, the stone walls and gates, the Collegiate Gothic West Campus and the Georgian architecture of the East Campus are fundamentally associated with the attractiveness and quality of Duke.

Perhaps the most fundamental change since Duke's founding is the expansion of the internationally reputed Medical Center. With its facilities along Erwin Road, the Medical Center has developed a strong identity of its own, so one of the major challenges of the master plan is the relationship of the Medical Center with campus and the accommodation of necessary growth and change for both.

While it is critical that Duke preserve the irreplaceable assets of its current campus, it must also build on the existing base in order to provide state-of-the-art facilities. The master plan identifies not only the forested areas, but also the buildings and open spaces that should be preserved, maintained, and where necessary, restored. It also sets out a process and guidelines for directing new development that will continue the original spirit of "placemaking" and quality.

"The Duke University campus is unique. The campus is less than 75 years old and is both historical and dynamic. Our challenge is to preserve, enhance, and maximize the campus assets in support of Duke's mission of research, health care and education."

University Architect's brochure

DUKE IS A PREMIER UNIVERSITY

Ensure the quality of all buildings, open spaces, and infrastructure as an expression of the University and as a reflection of its values.

Each addition or change on campus should represent the standard of the institution. Thus, each investment will be an improvement not only to facilities but to the campus environment.

University buildings should convey a sense of permanence, with a continuity of quality materials, and details that age well over time. New construction should use caution in applying Gothic references, but should be rich in detail and readable at a variety of scales. Buildings and spaces should be mutually supportive, and each building as a fragment of the campus should improve, rather than detract from, the greater whole.

While the campus expresses a sense of permanence and continuity of values, the plan should also allow for creative and inquisitive design within its framework. In this way, the campus reflects institutional values, balancing collective wisdom with an informed experimentation that expands the limits of understanding.

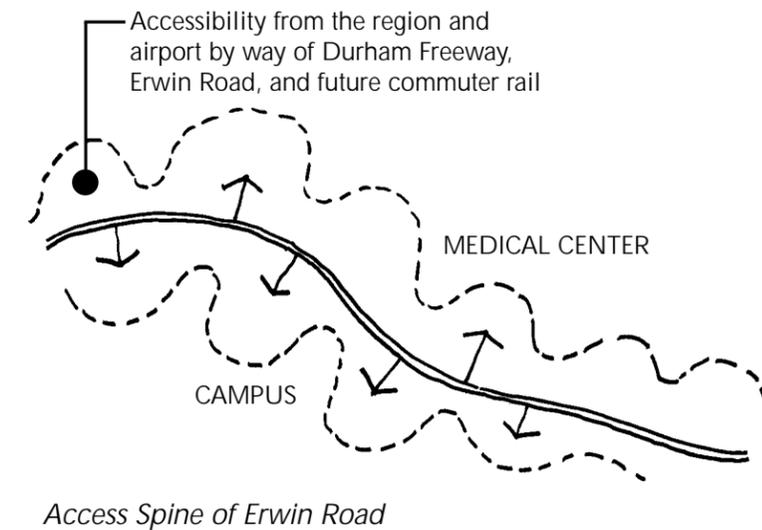
DUKE IS AN INTERNATIONALLY RECOGNIZED MEDICAL CENTER

Ensure that the Medical Center may continue to grow as a state-of-the-art facility, recognizing the unique needs of a preeminent medical center in the master plan and looking for opportunities that work to the mutual benefit of the University and the Medical Center.

Two of Duke's distinguishing characteristics are the preeminence of its Medical Center and its relative size as a proportion of the campus. The facilities of the Medical Center have a dual face, with one side connected to the heart of the campus—a high-tech world lying beyond the Gothic facade on the West quad. The other primary entry to the Health System is very different in character, off of heavily traveled Erwin Road.

This duality is a strength of the Medical Center, a combination of the latest in technology and research facilities, easily accessible to patients and staff, yet rooted in the heart of a traditional, residential campus. A goal of the master plan is to facilitate accessibility to the Medical Center while looking for opportunities to strengthen the human-scale environment as the facilities for new research and technology evolve.

Research and patient care being inherently dynamic, the plan must allow for considerable flexibility. Basic principles will guide the growth and change within priorities of accessibility, conservation, and community building for the entire campus. The Erwin Road "face" of the Medical Center—especially the area north of Erwin—should be held to different development standards than buildings near the West quad or, to some extent, on Research Drive.



DUKE IS A UNIVERSITY IN THE FOREST

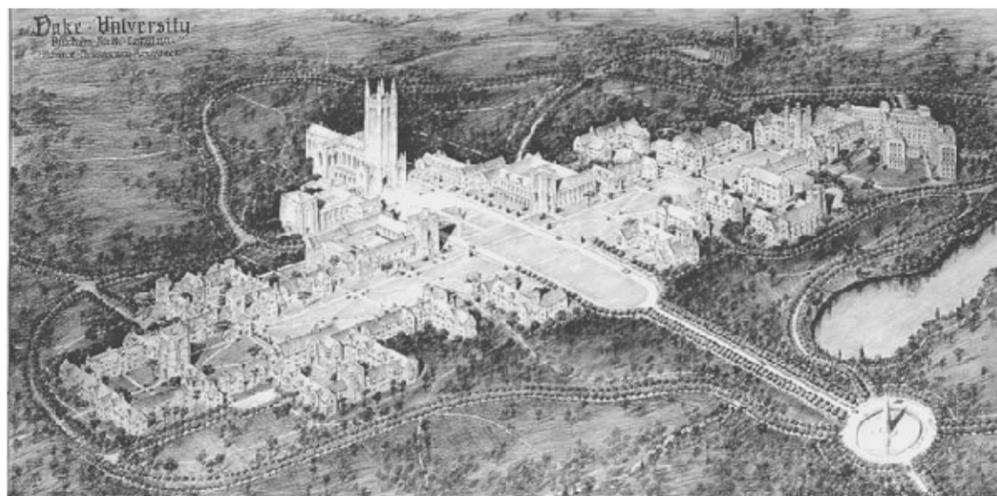
Preserve and strengthen the identity of the Duke campus as a community within a forest.

The uniqueness of Duke's open space stems from the powerful contrast of the forested, rolling hills against the grassy quadrangles and gardens that have been carved from the original forest. This contrast in the landscape should not be lost with development, but reinforced.

A portion of the undeveloped land on the campus has areas with steep terrain and permanent or intermittent water courses. Other areas of the campus forest are fragile due to nearby development and changes in hydrology. Larger tracts of forested land ring the periphery of the campus and line the major roads; these have been retained as a buffer. Other smaller areas of remnant forest lie within the developed portion of the campus; these play an important role on campus, providing a setting for the Chapel and protecting and enhancing views of the Chapel. Paths through the woods are well-used connections on the campus, and as reminders of the larger natural setting they remain valued assets that lend Duke character.

In order to retain the unique identity of Duke as a University in the forest, the master plan designates two categories of natural areas to be protected. First, certain areas are to be preserved intact in their natural condition. This category includes fragile portions of the woodland, fragile slopes, and stream corridors. Also included are buffer areas along roadways that will allow the campus to retain its forested identity.

A second category designates areas that merit conservation, but where some actions may be allowed. This area can be thought of as an 'arboretum' zone, where more public access may be encouraged than in a stricter preservation zone. Uses consistent with this zone might include a natural amphitheater or interpretive trails.



Sketch of the West Campus

May 2000

II-7

DUKE IS A COLLECTION OF MEMORABLE PLACES

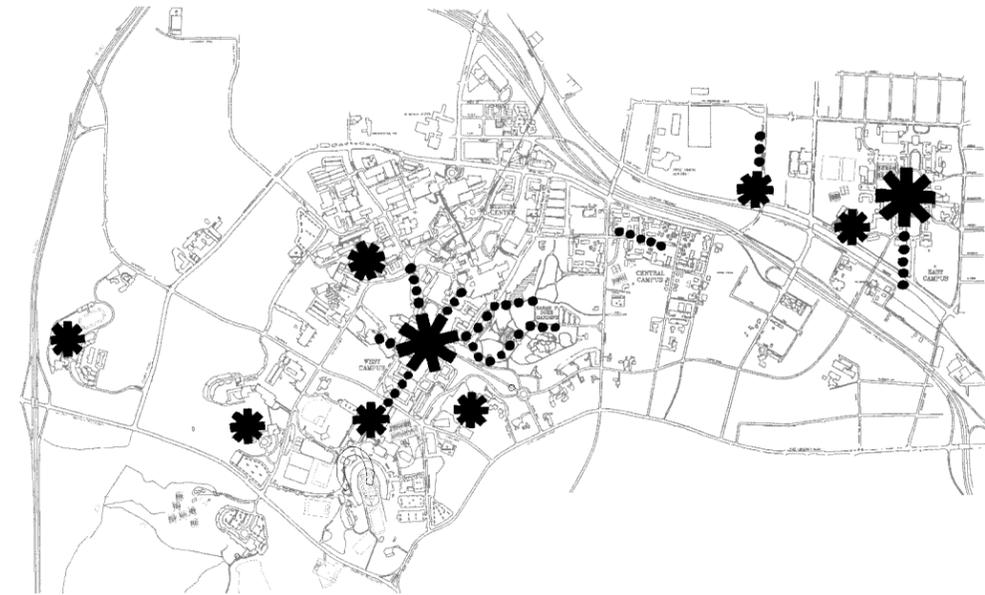
Direct development toward the creation of human-scale open spaces with distinct character.

An overarching concept of the master plan is to utilize development to promote “placemaking”—the creation of memorable, comfortable open spaces with their own identity and spirit. Too often the idea of placemaking is overridden by expediency, resulting in stand-alone projects that may alienate people more than welcoming them. The campus’ beloved spaces, however, are all the result of coordinated planning of building and open space.

A number of such places exist here—the original quadrangles and some newer places such as the LSRC, the Thomas Center, and the Edens housing. Some of these have more character than others, while some are fairly isolated. New “places” are being developed in the Athletic precinct and in the new housing on West Campus. The Ninth Street retail area is an example of placemaking near the campus which has been supported by Duke activity. These places are shown on the accompanying diagram.

The connection of these places results in a walkable and cohesive campus. Currently, for example, there are good pathways radiating from the West quad toward the science area and the athletic precinct. In addition to creating more distinctive places on campus, the plan aspires to add new routes between them to weave an interconnected web of spaces, places, and paths. This range of connections would include trails through forested areas, tree-lined sidewalks, and paths across quadrangle lawns.

Some areas of campus being dominated by roadways (such as Science Drive), the response of newer buildings has been to turn their back on the street and orient the entry to an associated parking lot. The master plan looks for ways of treating these areas as clusters of buildings, rather than “beads on a string,” and reorienting building entries and gathering places toward the street.



Existing places and connections



Potential places and connections

DUKE SHOULD BE A WALKABLE CAMPUS SUPPORTED BY AN UNDERSTANDABLE CIRCULATION SYSTEM

Redefine the movement systems throughout the campus to be functional and comprehensible, built on a visible logic that supports wayfinding, placemaking, the identity of campus boundaries, and the cohesiveness of the overall campus.

The original portions of the campus have a very clear structure as orthogonal, axial, and symmetrical spaces surrounded by unified, significant architecture. These were connected by picturesque streets through the forest. Since that time, development at the periphery has created a complex but disconnected campus with multiple sectors and a heavily traveled, disorienting street system.

The edges and entries form a first impression of Duke, and serve as points of orientation for those unfamiliar with the layout of campus.

The current road system allows for unnecessary traffic that interferes with foot traffic. A more legible hierarchy of streets would not only improve wayfinding on campus, but would channel vehicles to the perimeter routes rather than to the heart of campus. Service access also needs to be reconsidered to minimize impacts and conflicts.

In addition to pedestrian routes, access on the Duke campus includes infrastructure—including both streets and parking—for buses, bicycles, and other vehicles. The issue of access is always difficult, forcing real tradeoffs of convenience against environmental quality in keeping with priorities set consciously by an institutional culture. Explicit priorities should be articulated with these trade-offs in mind, and should be made by decision makers with a long-term view to the cultural climate at Duke rather than as “consumer-driven” decisions.

DUKE IS A COMMUNITY OF COMMUNITIES

Support interaction at all levels--students, faculty, and staff--and in all disciplines.

Duke is comprised of multiple communities—Trinity College (the undergraduate college) which houses students on East and West Campuses; the Medical Center; the Sarah P. Duke Gardens; and a number of graduate schools including Law, Business, and Divinity. The master plan considers these communities and their facilities, as well as the relationship between them. Within the context of the whole, the design and programming of facilities and infrastructure should support the development of interaction both within and between groups.

In 1994, President Keohane challenged the Task Force on Intellectual Climate at Duke University to probe the extent to which Duke succeeded in providing “an atmosphere that promotes the widest possible engagement in the intellectual enterprise and its full integration into the life of the community.” The Task Force produced an eloquent report that can serve as a source of guidance for the physical master plan regarding Duke’s mission.

What does it mean to design the campus so that it promotes community building and interaction between communities? First, communal activities need inviting indoor and outdoor spaces. Programming and design need to work together in order to have the right space for the right functions. And connections between one community’s precinct and the next need to be inviting.

Recently, a great deal of thought has been given to the place of residential life in relationship to the building of an intellectual community. This has resulted in a highly successful move of freshmen to East Campus, and a reorganization and renovation of the historic dormitories on West Campus. The changes that have occurred as a result of an all-freshman East Campus affirm the potential to influence intellectual life and culture through changes



Existing "precincts" within Duke

"If intellectual, not merely academic, life is the core of the institution, we should reasonably expect all major university activities and facilities to be shaped by their relation to that core. Campus housing and dining services, for example, should not be viewed simply as services or individual entitlements. The university has the right, perhaps the obligation, to insist on a residential environment compatible with lively discussion and quiet conversation, one that offers all students the opportunity to share cultural interests and to extend their intellectual experiences beyond the classroom. The university sends signals about what kind of community it believes itself to be and what it expects from its members by the way it organizes and regulates its residences, eating facilities, and the like."

p.5 Building Community of Interest: Report to the Task Force on the Intellectual Climate at Duke University, April 1994

to physical facilities and arrangements. The campus master plan should aspire to build on the East Campus successes and extrapolate lessons learned.

Other physical facilities and activities can be used to reinforce interaction and the intellectual climate at Duke. Dining facilities, for instance, can go well beyond the function of feeding students and faculty: they should be common spaces for both informal and formal discussion. Again, the new dining facilities on East Campus confirm that physical and organizational changes can affect interaction and intellectual climate in a positive way. The location of even the most mundane facilities—laundry and mailboxes, for example—provide opportunities for contact between members of the community.

Sports and recreational facilities, whether for faculty and student recreation or collegiate athletics, provide another meeting place for the university community.

"The design for the Athletic Precinct embodies a definitive desire of the University to connect physically and experientially to the life of the students, faculty, and visiting public all districts of the University. A plan for the athletic precinct must also recognize the distinct physicality and scale of athletic buildings which express their function most directly, and plan accordingly for growth of the athletic program while maintaining the desired inter-connectedness with the daily life of the University."

Duke University Athletic Precinct Plan, 1999

DUKE IS A CITIZEN OF DURHAM AND THE REGION

Contribute in diverse ways to the intellectual and cultural life of the region and beyond.

Duke is an integral part of Durham and the Triangle. Not only are the University and the Medical Center a major source of employment for a wide range of professionals and service workers, but community members use Duke's health care facilities extensively as well as attending a broad array of cultural activities. The contributions of Duke, combined with other major institutions such as UNC-Chapel Hill and the activity in Research Triangle Park, make this area of the country an attractive place to live.

The master plan supports Duke's contribution to the region by facilitating access for several areas of the campus to the public. These include the Medical Center off of Erwin Road, the Chapel and Page Auditorium on the West quad, Cameron Gymnasium and the football field in the sports and recreation precinct, Baldwin Hall and the Art Museum on East Campus, and the Sarah P. Duke Gardens off of Anderson Street. The master plan particularly promotes improved visitor parking, signage, and improvements to Anderson Street as a stronger public face for Duke.

As a major employer and destination, Duke can play an important role in improving traffic impacts in the region, and it should not shy away from an active role in the development of transit. This will benefit not only the region as a whole, but will also improve accessibility for Duke students, staff, faculty, and visitors.

Duke also has an important role to play in helping to strengthen surrounding communities. For example, through its Neighborhood Partnership Initiative the university is working with neighborhoods near East Campus to create new housing and to improve connections to the Ninth Street retail area.

Students, faculty, and staff participate in a variety of programs to enrich the community. Programs of this nature reflect the mission of Duke University to "contribute in diverse ways to the local community, the state, the nation and the world; and to attain and maintain a place of real leadership in all that we do."