

## **Uniting Old and New: A Vision for the Integrated Development of Duke's West & Central Campus**

### **1. Preamble**

Duke's legacy as a physically divided campus began as a practical response to land speculation in the early part of the 20<sup>th</sup> century.<sup>1</sup> Two campuses were created, an East Campus on the site of Trinity College intended to house students admitted to the coordinate Woman's College of the newly-created Duke University and a West Campus some one and a half miles distant by wooded roadway intended for housing men and for further expansion of academic space. Perhaps reflecting expectations of the time for the different housing needs of women and men, the Georgian East Campus dorms feature large rooms, wide hallways, and open central parlors as common spaces, while the Gothic West Campus dorms have comparatively small rooms, narrow hallways, and cramped and scattered commons rooms. These features of Duke's geography and architecture have fundamentally shaped the way its students live, work, and play for decades, and they form the landscape on which its culture has evolved.

As Duke now considers an expansion that will rival if not exceed the ambitious growth associated with the transformation of Trinity College into Duke University, it has the opportunity to build on the best of its historical legacy while at the same time mitigating some negative consequences of its geography and architecture. Notably, this expansion together with renovations of existing spaces offers a chance to foster a greater sense of campus inclusivity, to enable a livelier and more diverse social scene, and to improve cross-generational connections between students of different class years, and among undergraduates, graduate and professional students, staff, and faculty. Space – both its physical design and the conventions involving its use – can have a profound influence on the culture of the people who occupy it. With its willingness to invest in a transformational addition to its space, Duke has a unique opportunity to further its aspirations for the Duke undergraduate experience, building on the best of its traditions while moving forward to create a 21<sup>st</sup> century campus.

Not only is Duke poised to invest in a structural transformation of its campus, it also has recently undertaken a series of comprehensive analyses of undergraduate life, beginning with the 2006 report of the Strategic Planning Committee on the Undergraduate Experience (the Ruderman report), written in support of Duke's current strategic plan, *Making a Difference*, continuing with the work of the Campus Culture Initiative Task Force (the 2007 CCI report), and then concluding with a series of campus discussions led by Provost Peter Lange as a follow-on to the CCI report during the spring and fall 2007 semesters. In the Provost's "Interim Report on the Undergraduate Experience," published in September 2007, the case was made that how space is designated and used is foundational to the undergraduate experience and so

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<sup>1</sup> Robert F. Durden, *The Dukes of Durham, 1865-1929*. Duke University Press, Durham, 1975.

discussions over the fall focused on questions related to housing, social, and dining spaces. The present report follows on the theme of space as transformational to the undergraduate experience by integrating insights from the Provost's discussions, the Ruderman report and the CCI report, with opportunities afforded by new thinking about the development of "Central Campus."

Although the potential to influence culture through space is very real, particularly given the level of investment in new and renovated spaces that Duke is contemplating, this investment by itself cannot be expected to address all of the issues raised by the Ruderman and CCI reports. In parallel with space planning, the institution—administrators, faculty, staff and students alike—must continue to examine policies and practices that influence the trajectory of undergraduate life at Duke. The discussions led by Provost Lange through the spring and fall semesters of 2007 began this dialogue, and it will continue under the leadership of Steve Nowicki, Dean of Undergraduate Education.

## **2. The Opportunity Afforded by a Re-envisioned Plan for Central Campus**

The initial proposal for a major redevelopment of Duke's Central Campus envisioned the new campus as its own island, centered at the intersection of Anderson Street and Yearby Avenue. Once agreement was reached to undertake this extraordinary project, however, a pause was taken to analyze thoroughly how best to fit agreed-on program needs into the available geography, to ensure optimal solutions for connectivity and transportation, land-use and sustainability, cost-effectiveness, and so forth. This analysis, undertaken by Pelli Clarke Pelli, revealed a number of drawbacks to the Anderson and Yearby scheme, and brought to light potentially more advantageous options that would move development substantially south on Anderson Street and west along Campus Drive, with some schemes extending as far west as the Chapel Drive Circle.

The potential migration of the Central Campus development project south and west offers a singular opportunity to create a much more physically connected and conceptually integrated campus overall, a campus that would begin with the Bryan Center on its western end—surrounded by the Wilson Recreation Center to south, the French Family Science Center and other science buildings further west across Science Drive, and the Bostock Library and West Campus academic quadrangle to the north—and run continuously to the east as far as the Nasher Museum. East Campus would remain separate, but there is general agreement that East functions well as a first-year campus in spite of this separation,<sup>2</sup> and the extension of West campus to the Nasher

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<sup>2</sup> It is important to note, however, that work remains to be done on residences and other student spaces on East; although East Campus works well, it should not be viewed as "finished."

would in fact decrease the physical distance between East and the rest of campus by a full third.

The remainder of this report outlines a vision for residential and social life on an expanded West Campus that would be enabled by the development of new space extending from Anderson Street towards Chapel Drive Circle, integrated with renovation of and additions to existing West Campus spaces.

### **3. Guiding Principles**

Six principles inform our vision for student residential and social life on an expanded West Campus. These principles reflect imperatives brought forward by the Ruderman and CCI reports, refined through the Provost's discussions with students in the spring and fall of 2007.

- To promote inclusiveness among diverse segments of the Duke community
- To support cross-generational connections, both among undergraduates and between undergraduates, graduate students, staff and faculty
- To support an array of different housing options, ranging from social selective living groups to attractive independent housing
- To enrich informal and spontaneous social life outside of housing; to create a Duke "street scene" with distinctive but interconnected neighborhoods
- To encourage more undergraduates to remain connected to campus, both as a place to live and as a place to socialize, throughout their four years at Duke
- To increase physical connectivity among parts of campus, especially to encourage walking and biking

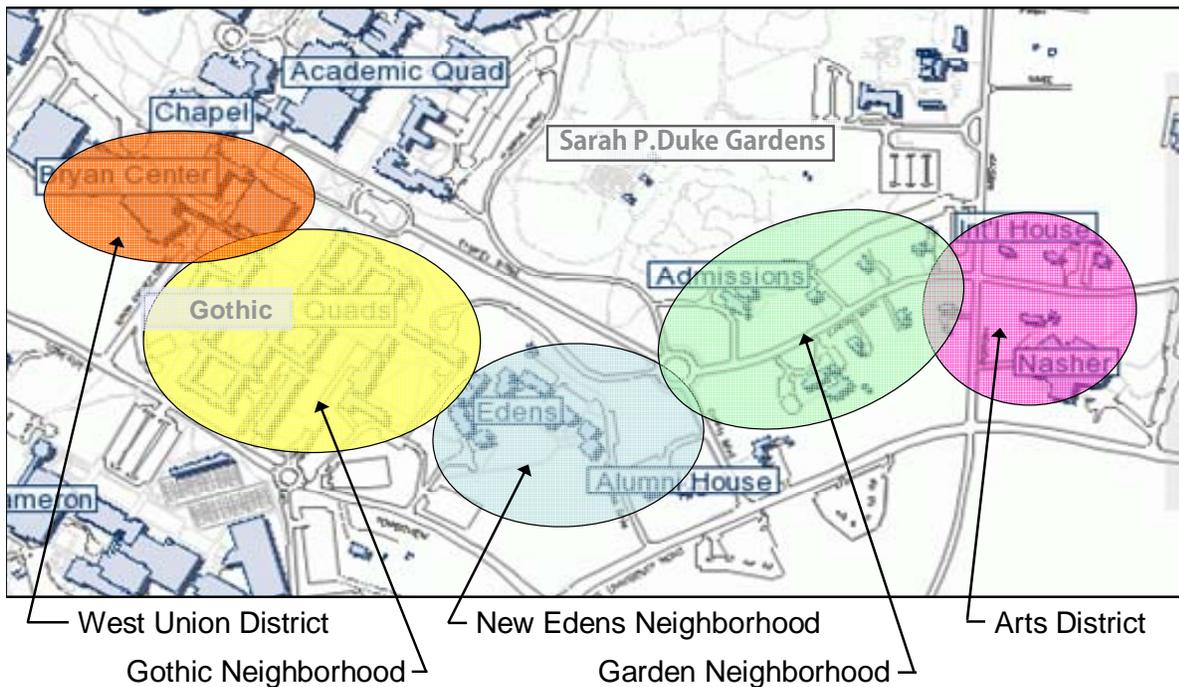
### **4. Description of an Interconnected West-Central Campus**

A geographical shift of Central Campus development to the south and west provides the opportunity to create a new West Campus, with its social and residential spaces extending unbroken from the Bryan Center to the Nasher, about a 15 minute walking distance. Along this spine students would find a continuous flow of housing, social, dining, and academic venues, loosely divided into five regions.

The Duke Chapel end of this extended campus would find its focus in a revitalized community center formed by the West Union/Plaza/Bryan Center complex. This "West Union District" (as we will call it for the moment) would house office spaces for student groups, informal performance spaces as well as formal ones (i.e., the existing Griffiths Film Theater, Reynolds Theater, and Page Auditorium), meeting spaces, and other typical "student center" spaces such as a game room. This district

would also include a large marché-style dining facility<sup>3</sup>, a signature restaurant or two, a coffee shop, a bar, a snack shop, bookstores (including the existing Gothic Bookshop), and so forth. Altogether, the West Union District would offer an array of services and spaces most typically associated with a campus “student union,” although distributed in a more open and less centralized fashion.

### The Five Regions of an Integrated West-Central Development Plan



Extending east and south from the West Union District, the Gothic residences of old West Campus along with the Keohane quadrangle would form a largely residential neighborhood. This “Gothic Neighborhood”<sup>4</sup> would offer the most traditional campus housing experience on campus, located in close proximity to the West Campus academic quadrangle, the “science campus” across Science Drive, and the main Athletics facilities across Towerview Road. By virtue of its architecture, its proximity to Duke Chapel, and its inclusion of the Gothic houses of old West Campus, this neighborhood would most clearly embody time-honored aspects of the Duke undergraduate living experience.

<sup>3</sup> See “Market-style Dining Key to Marche” by Allyson Sicard (1999) for a more complete description of this dining concept, which is replacing traditional dining hall dining models on many college campuses. [http://retailtrafficmag.com/mag/retail\\_marketstyle\\_dining\\_key/index.html](http://retailtrafficmag.com/mag/retail_marketstyle_dining_key/index.html)

<sup>4</sup> This name, like others in this report, is just a placeholder. More suitable names may emerge as distinctive features of each area become better defined.

Walking east from the Gothic Neighborhood below Keohane quadrangle, one next encounters the former Edens quadrangle, where newly-created living, dining, social, and student service spaces would give rise to the “New Edens District” (or “New Edens Neighborhood”). Whereas Edens quadrangle is now considered by many students as a distant and unattractive outpost, New Edens would instead become an integral part of campus, not only offering its own distinctive mix of dining, social, and student service spaces, but also acting as a hub for connections across campus, and standing close to the traditional main entrance to Duke at Chapel Drive. At present, much of the housing in Edens suffers from poor residential design, so the fullest implementation of a new campus vision would tear down or repurpose the worst of this housing<sup>5</sup> and replace it with a mix of more suitable residences, including suite-style living attractive to juniors and seniors. Better designed suites of rooms surrounding open commons spaces would make New Edens especially appealing to selective and theme groups because of the opportunity for community this layout offers (although such communities would be located across all areas of the expanded West Campus).

For New Edens to function as a nexus and not just as a pass-through, it will be essential to locate services and social spaces here that attract students from other parts of campus. These facilities would include additional dining options, notably eateries that offer menus and settings uniquely different from those offered elsewhere,<sup>6</sup> another informal performance venue such as a coffee house or bar might offer, student services such as a new Career Center, an expanded Alumni House, multi-purpose gathering rooms and programming spaces, and perhaps dedicated social spaces for organizations including fraternity and sorority groups. Space for academic departments is not envisioned as part of the New Edens Neighborhood, but academic elements could be included nonetheless in the form of classrooms or library/study/project space. McClendon Tower, although physically connected to Keohane quadrangle, would likely function as part of New Edens and as such it represents an important piece of this neighborhood that is already in place, one that creates a natural connection between New Edens and the Gothic Neighborhood.

Another challenge to making New Edens an integral part of Duke’s campus is its geography, especially the steep incline between the location of the existing Edens quadrangle and Chapel Drive Circle, which presents a physical barrier between New Edens and further development to the east. This challenge, however, also offers an architectural opportunity to create a signature building near the gateway to campus, one that transitions between the Duke stone of Gothic West Campus and a more contemporary Edens design, and one that forms an inviting connector across this incline

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<sup>5</sup> Some portion of the Edens residence halls could be repurposed not just for student-centered functions, but also as ideal office space for a number of other campus functions.

<sup>6</sup> A marché-style dining facility will also be located in the Edens District (see “Dining,” below), although this facility will likely mostly serve students already living in this neighborhood.

with prominent access both on the lower Edens level and at the upper Chapel Drive Circle level. Such a building could serve as a second node of student activity and support spaces, complementing those found in the West Union District, for example by clustering student administrative services including the registrar, bursar, DukeCard office, and other student financial services. This building could also house a smaller marché-style dining facility associated with multi-purpose gathering rooms and social programming spaces, as well as classrooms and study spaces. Because this building would function as a main thoroughfare between the New Edens District and the rest of campus to the east, it is essential that it be active and welcoming at night, as well as during the day.

Across Chapel Drive, continuing east down Campus Drive from the Admissions Building to the vicinity of the Nasher Museum, would be found the majority of newly-built space planned for the Central Campus redevelopment project. The north side of this area faces the Sarah P. Duke Gardens, offering an opportunity to interface this new development with the Gardens and suggesting the area might be thought of as the “Garden Neighborhood” (the name “Central Campus” having lost all relevance at this point). Housing will be intermingled with social spaces, academic buildings, classrooms, library spaces, eateries, and other services. Academic facilities at this end of campus will house arts departments, and also language and cultural studies departments complemented by international and area studies centers and services, adding an international element to the feeling of this neighborhood. Undergraduate housing at this end of campus would emphasize apartment-style and suite-style residences, although some percentage of more traditional dormitory living might be added to ensure mixing residents across class years and thus promote cross-generation connections.<sup>7</sup> With the addition of some apartments for graduate and professional students, and with the possible future development of housing for faculty and staff further to the east or faculty studio apartments integrated with academic spaces, undergraduate residents of the Garden Neighborhood will have considerable opportunity to interact with other members of the Duke community.

Continuing east to the corner of Campus Drive and Anderson Street, one would encounter the “Arts District.” Anchored by the Nasher Museum and by a theater, an arts library, and new facilities for the Center for Documentary Studies and the John Hope Franklin Center, this synergistic set of spaces would both help to enliven and define this end of campus and serve as a major point of interface with the Durham community, which is already drawn to the Sarah P. Duke Gardens as well as to the Nasher. Members of the Durham and Triangle communities would additionally be

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<sup>7</sup> A notable difference between this vision of new development and the earlier Central Campus plan is the loss of explicit spatial segregation by class beyond the first year. Students clearly desire connections across class year and so newly constructed housing in both the New Edens District and the Garden Neighborhood should enable such connections (see also “Housing” below).

attracted by performances and programming associated with the theater, Documentary Studies, and the Franklin Center.

A final feature of an interconnected West-Central campus development plan worth noting is that both ends of the extended campus would be vibrant areas – the West Union District on one end and the Arts District on the other – each offering an array of services and different things to do, with an additional node of services and activity – the New Edens Neighborhood – approximately half-way between them. Unlike the current West Campus, no housing would be considered a distant outpost, and no region an undesirable cul-de-sac, as is the case now for the Edens residences (and, arguably, as is also the case for all of the existing Central Campus). The campus would become a continuous chain of residential areas, punctuated by jewels of interesting and highly interactive spaces each with its own character, and each serving as a nucleus of activity where diverse segments of the community can find connection.

## **5. Enriching the Duke “Street Scene”**

A continuous array of housing, social, arts, and dining spaces extending from the West Union/Bryan Center area to the Nasher Museum would shorten the perception of distance a student might have if walking or biking along this path, reinforcing the connectivity of an expanded West Campus and emphasizing the view that Duke is a place where one walks or bikes to get around. Other paths through Sarah P. Duke Gardens would further shorten real distances. It will also be important for each of the nodes along the way to develop a distinctive “street scene,” vibrant places and activities that draw students out of their personal living space and into community spaces where they can meet old and new friends, and where they will happen upon experiences unlike those to which they would generally be drawn otherwise.

The notion of a Duke “street scene” emerged from the Provost’s discussions this past fall, as it became apparent that housing options and housing models can only go so far as a mechanism for ensuring that students interact across the full array of different segments of the Duke community. In fact, many students reported that they tend to find deeper and more meaningful interactions with others unlike themselves through social activities unrelated to their living space, as well as through their academic experiences. Further inspiration comes from Jane Jacob’s classic book *The Death and Life of Great American Cities*,<sup>8</sup> in which she articulates the idea that vibrant street scenes – and by this is meant places to eat, meet, interact and relax – are often found in neighborhoods where housing is constrained, cramped, or otherwise deficient (a description that is probably true for student housing in general and certainly true for the dormitories on the existing West Campus!). If people are living in cramped quarters, they are easily drawn outside, with the street scene becoming a functional extension of

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<sup>8</sup> Random House: New York, 1961

their living room. Because the membership of the street scene is by its nature fluid and dynamic, more so than a housing model could ever be, it is ideal for developing an inclusive environment where students can cross boundaries of race, gender, socioeconomic class, and so forth. Of course, the street scene we envision for Duke differs from that Jacobs analyzed in the East Village of New York City, for example, but it retains the essential idea of providing an extension of living space where mixing will occur.

The current street scene on Duke's current West Campus is relatively handicapped by an architecture that starkly, if beautifully, separates the inside from the outside, what is happening and seen from within from what is happening and seen from without. Students perceive that most interesting social activities either occur in the dorms (notably at fraternity section parties) or at large galas, such as the "Nasher Noir" or "Duke Royale" events; they feel there is little in between these two ends of the spectrum. There are, however, examples of an emerging street scene at Duke that provide models on which to build.

The Mary Lou Williams Center for Black Culture sponsors "Jazz at the Mary Lou" on most Wednesday nights, with Duke faculty member John Brown's quartet serving as house band, joined on occasion by visiting jazz artists or others from the Duke community in a jam session, transforming Julian Abele Hall into something very much like a jazz club (an effect enhanced by the low ceiling and layout of the space). Admission is free and on Wednesday nights the Mary Lou is crowded with undergraduates, graduate students, faculty, staff, and even members of the Durham community. Like any good jazz club, some guests sit close to the band focused on the music while others mingle and talk on the periphery. Unlike a typical jazz club, some students even read or study at tables located farther away from the band. Jazz at the Mary Lou is a happening scene, and it is a place where people find each other across lines of difference.

One thing that makes Jazz at the Mary Lou work is that its occurrence is predictable. Students know that if it's Wednesday night after 9:30 PM, they can go to the Mary Lou and find a scene happening there. Another thing that makes this venue work is that it is casual – it's not a special party, it's just a place to go and hang out. And finally, it is inclusive. All segments of the Duke community participate, drawn together by an interest in jazz or just by an interest in finding a comfortable space where they might meet interesting people.

The "Plaza" between the West Union building and the Bryan Center is emerging as another example of what could be a broader street scene at Duke, albeit one that is both indoors and outdoors and encourages the flow between them. Here, students might encounter each other as they pass between the Bryan Center and main West Campus, or they might be drawn together by the variety of events and programs

sponsored in this space. What a student will find on the Plaza is less predictable, but if there are attractive dining venues around and facing onto the Plaza with something interesting usually going on in the middle, then the Plaza might function quite like the city square of a European town and in this sense provide an animated center to the street scene of the West Union District of an integrated West-Central development plan.

A third instructive example of a piece of the street scene at Duke is the von der Heyden Pavilion. Undergraduates, graduate students, staff, and faculty are all drawn to the von der Heyden as a place to meet, to read and study, or just to relax over a cup of coffee. This space works in part because of its location, being central to the library and academic departments located on main West Campus, but also in large part because it is an attractive and comfortable space that encourages anyone to sit down and stay awhile. Different members of the community all feel welcome. Faculty do not go to the von der Heyden explicitly with the goal of bumping into students, for example, nor do students necessarily go to meet faculty. But both students and faculty are drawn to the von der Heyden for their own reasons, with the result that they do indeed bump into each other spontaneously, to each other's enormous benefit.

The development of a successful Duke street scene would entail the proliferation of spaces, such as the von der Heyden, and activities in those spaces, such as Jazz at the Mary Lou, that offer Duke students a rich array of choices drawing them out of the confines of their living space and into interesting and informal public spaces where they can relax and meet friends and strangers alike. Each district of an integrated West-Central development will require a mix of informal performance and arts venues, comfortable coffee shops and bars with spaces for reading and wireless internet access, restaurants and other eateries, and public spaces that attract students, faculty and staff alike, and encourage them to linger.

The street scene at Duke would have four foci—the West Union District, the New Edens District, the Garden Neighborhood, and the Arts District<sup>9</sup>—each having its own distinctive venues for interaction, performance, dining, and just “hanging out.” Students would come to know where and when “the scene” could be found in each district – that is, places and times where they could expect to find members of the campus coming together for different reasons. One key to success will be to find the right number and balance of kinds of venues, and to distribute these venues in a way that helps to define each district's unique feel, while at that same time attracting residents from other neighborhoods. Another key to success will be to promote venues that appeal to broad segments of the Duke community, places where undergraduates, graduate students, faculty and staff are all drawn independently, irrespective of lines of difference. Trumpeter Wynton Marsalis has suggested that jazz brings people together because it

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<sup>9</sup> The Gothic Neighborhood is not listed here because it would be almost exclusively residential and closely identified with the West Union District, although residents of Keohane quadrangle may feel equally associated with the New Edens District.

is an art form inherently dependent on the negotiation of difference, so perhaps it is not surprising that Jazz at the Mary Lou has become such an effective point of connection at Duke. But there are other such points of deep common interest to explore as the details of a street scene at Duke are developed.

## **6. Dining**

Getting dining right will be critical to the success of an integrated West-Central campus development. The places and ways that students eat offer opportunities for “nourishment” well beyond the obvious and necessary. With the right array of marché-style, restaurant, semi-private, and ‘grab and go’ dining options, students’ interactions with each other and with faculty and staff can be enhanced. Eating is essentially a social function and so we need to move away from a financial “bottom-line” view of dining at Duke to a view that embraces the opportunities for community-building offered by where and how we eat. Additionally, well-designed dining facilities will contribute substantially to the “street scene” noted above, as well as to the inventory of multi-purpose spaces available for campus events and activities.

The current array of dining options available to Duke students has evolved over many years and represents incremental and largely unplanned adjustments to consumer preferences (too often motivated by the need to generate a profit margin), outdated and inadequate facilities, and assorted social experiments. The Great Hall remains the largest and most inflexible component of the current West Campus dining landscape, surrounded by a collection of mostly fast food options scattered throughout the West Union, the Bryan Center and the Plaza. Yet, modest examples of what could be are evident in the successes of the Refectory in the Divinity School, the von der Heyden Pavilion associated with the library, and Twinnies at the Pratt School. The locations and layouts of these facilities, and the menus they offer, attract patrons from all segments of the campus community and encourage them to linger and interact over a meal.

Dining across an integrated West-Central campus development will retain a mix of large marché-style dining complexes, such as that currently located in the West Union building, augmented by an array of eateries located at public intersections that help to define the space of each district. The facilities themselves need to be designed to support the variety of dining practices most common among the various clienteles to be served, some of which might be “grab-and-go,” but also to promote an atmosphere of lingering particularly for the dinner hours and late night options. The success of “Upstairs @ The Commons,” which is the Faculty Commons in West Union opened to students in the evening as a small restaurant with table service, already has demonstrated both the demand for and utility of having such dining options on Duke’s campus.

Each of the West Campus districts will require a distinctive set of dining options that serve these needs though (subject to a more quantitative analysis of meal counts) we estimate that about 60 percent of all student dining will take place in the West Union District. Here, the marché-style dining facility will be located in or near the West Union building,<sup>10</sup> with other eateries principally surrounding the Plaza, including a coffee shop and one or two specialty restaurants in the Bryan Center that face onto the Plaza. The existing Armadillo Grill in the Bryan Center provides an additional bar-style eatery and informal performance venue.

The New Edens District might feature another 20 percent of the total dining options, including another, smaller marché-style facility,<sup>11</sup> a coffee bar with extended hours, comfortable seating and study spaces, and perhaps another small signature restaurant. Food facilities here might also serve visitors and guests to the Alumni and Career Centers, further offering students opportunities to engage with others outside their normal sphere of activity.

The final 20 percent of dining options would be distributed in the Garden Neighborhood and the Arts District. Here, the atmosphere of eateries will themselves be defined by the distinctive character of these areas, providing both convenient places to eat for students living in this region and also attractive specialty venues, such as the Nasher Café or an eatery associated with a new theater complex, which will draw residents from across the entire campus.

Dining and social life are inextricably intertwined and several of these dining venues should be designed to facilitate the street scene by providing opportunities for relatively informal performance and entertainment. The successes of the Coffee House on East Campus, Jazz at the Mary Lou and, most recently, the new expansion of the Armadillo Grill, suggest examples of the kind of dining/program spaces essential to this new vision.

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<sup>10</sup> If possible, a new and well designed core dining building near West Union would not only enable the development of appropriate dining and programming space, it would also free up much of West Union to be transformed, in coordination with modifications to the Bryan Center, into additional programmatic and social space desperately needed on campus. See also “Staging and Swing Spaces” below.

<sup>11</sup> If one considers only the marché-style dining capacity of an integrated West-Central campus development plan, one such facility supporting about 66 percent of this capacity would be found in the West Union District and a smaller facility supporting about 33 percent of the marché capacity would be found in the New Edens Neighborhood; current thinking does not include a marché facility further to the east in the Garden Neighborhood or Arts District, although this could be revisited depending on final decisions about the kinds and distribution of housing built in the Garden Neighborhood.

## 7. Housing

Currently, space on West Campus (including the Edens quadrangle) is assigned to two discernable “groups” of students: unaffiliated students (who can take advantage of “blocking options”) and those living in “selective” groups (fraternity and non-fraternity residential communities). Unaffiliated students presently comprise about two-thirds of West Campus residents.

In an integrated West-Central plan, rules governing the distribution of housing would be uniform across the three regions of campus, although the type of housing stock would vary, with West Campus remaining largely a dormitory experience, the New Edens region including both dormitory housing and some proportion of suite-style housing, and the Garden Neighborhood being weighted towards apartments and suite-style housing. These different mixes of housing types will surely influence the character of these regions of campus and the types of students found there. However, it is no longer the intention to segregate students intentionally by class year, as was the case for the earlier Central Campus development plan. Further, it will be important to achieve a balance of the distribution of students choosing various housing options (in the range from social selective to true independent) across the entire campus. The distribution of types of housing will invariably yield some asymmetry in the distribution of older versus younger students across the different regions of campus, but caution needs to be taken to avoid exacerbating this asymmetry, in line with the goal of achieving more mixing across class years.

While unaffiliated students represent a majority presence, current control over the residential social scene is held predominantly by selective living groups, especially fraternities. Selectives occupy a minority of the residential spaces, but they are an organized minority, many with dedicated commons rooms, or commons rooms that are effectively owned by default based on current space assignment patterns. This aspect of the current housing landscape has fostered an environment of perceived exclusivity and detachment. Selective living groups, because of their inherent organization, also have been able to influence voting outcomes in Quad Council elections to their advantage. The majority of selectives are male or male-centric in membership.

The following proposed structures and guidelines could make a significant difference in leveling the playing field, enhancing involvement by faculty, and promoting a stronger sense of inclusivity and engagement in the West Campus residences in particular, as part of an overall strategy for a combined West-Central development plan. These proposed changes emerged from the Provost’s discussions during the spring 2007 semester and were refined through further discussions with students and staff in fall 2007.

*Distribution of Space.* The new residential model presumes that approximately 40 percent of all beds will continue to be assigned to social selective groups. Of the remaining bed space, up to 20 percent will be available for thematic communities to be developed in concert with faculty, staff and students. Thematic communities (also known as “elective living groups”) will differ from social selectives in many ways but key differences will be found in their selection processes (accessible to all students), their relationship to educational goals, and the “fluidity” of their existence (thematic groups may come and go over the years as new ideas replace older ones).

Selective and elective living communities will be distributed across the entire expanded campus, including in the Garden Neighborhood, although it is unlikely this distribution will be even either in kinds or numbers of communities located in different regions. This distribution will contribute to ensuring that at least some “three-class” (i.e., sophomore, junior and senior) housing will be found across campus, to promote the goal of enhancing cross-generational connections.<sup>12</sup> Note that this view differs from the earlier Central Campus development plan which envisioned the newly-developed campus as comprising solely apartment-style living for seniors. Further, the location of theme housing may play a useful role in defining the character of neighborhoods. An obvious example would be to locate an Arts theme house close to the Arts District in the area of the Nasher.

It is especially important to realize that students choosing “independent” housing are not isolationists, but rather mostly students who wish to retain the random mix of neighbors they encountered as first-year students on East Campus. Thus, the remaining 40 percent of housing will be allocated to unaffiliated students, with open clusters of beds reserved to minimize isolation and fragmentation of these students. Independents who block sometimes form their own tight social groups, even if not officially recognized ones, so non-blocking independents themselves should be clustered in relatively large groups and not scattered among blocked independents or social selective groups. Blocking options will also be expanded to permit coed groups, which the Provost’s discussions revealed to be of interest to a large number of students.

One final desideratum worth mentioning is the possibility that students, whether affiliated with a selective living group or not, have the option to remain in the same residence for more than one year, perhaps even all three years after their first year on East Campus. At present, unaffiliated students almost always move every year, and even members of social selective groups on West Campus often do not stay in their groups’ space for more than a year or two, undermining the ability to develop a local sense of community in the residences. How best to arrange for students to remain in

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<sup>12</sup> The desire to distribute “three-class” housing among all areas of an expanded and integrated campus leads both to the imperative to include suite-style housing in the new Garden Neighborhood and to the imperative to accelerate demolition or repurposing of some of the Edens residences to accommodate suite-style or even some apartment-style residences in New Edens.

the same residence across years while not disadvantaging younger students entering the housing system needs careful consideration, however, for this goal to be realized.

*Faculty Engagement.* Several initiatives have been implemented to help elevate the intellectual climate outside the classroom. These have included increased expectations for hall programming, Hope Dinners, and Duke Conversations. While meaningful to those students participating, these efforts have yet to effectively reach the broader residential population. Expanding theme housing options should contribute significantly to this goal, but will still be insufficient.

As a new sense of an expanded West Campus evolves, the addition of apartments to house faculty, alumni and other visitors for various lengths of time should be considered. Unlike the East Campus Faculty-in-Residence program, a more flexible model of “interesting people in residence” might be developed and incorporated into West Campus renovations and construction, as well as into plans for the Garden Neighborhood. It will also be important to consider carefully the integration of academic spaces in neighborhoods. The Gardens Neighborhood offers the greatest opportunity in this regard, given plans to include significant academic space for arts, languages, and international area studies. New Edens also provides an opportunity to integrate classroom and library space more thoroughly with residential spaces than has been done previously on either West or East Campuses.

*Shared Governance.* The West Campus Quad system currently in place has limited utility as a social organizing mechanism, but appears to be an appropriate organizational structure for student governance and administrative service units. It will be important to work with Campus Council to consider provisions such that Quad Council membership will be proportionally representative of the “housing classifications” within the quad; i.e., Affiliated Social, Affiliated Theme, and Unaffiliated. Campus Council has demonstrated success in promoting and managing standards by which social selective organizations are assigned space and we would look to them for a comparable role in the development and support for thematic communities.

## **8. Other Spaces**

This report has focused so far on space for dining, housing, student services, and settings associated with a “street scene” that would promote inclusive, casual interaction among residents of the expanded Duke campus. There are other kinds of spaces that need to be considered as well in a vision for a new campus. For example, current programmatic thinking suggests the creation of signature buildings for a theater complex, the Franklin Center, and the Center for Documentary Studies. These signature buildings may best be located around the corner of Anderson Street and Campus Drive, forming a core to the Arts District, with academic space for arts,

languages, and area studies located in this vicinity. But how best to integrate these spaces with housing, dining, and so forth in the new Garden Neighborhood requires much additional planning and design. In particular, academic spaces can serve as a primary point of connection between students and faculty if designed well, a point that may seem obvious but one that is not well supported in many of the existing West Campus academic buildings. As new academic space is designed it will be important to include comfortable and welcoming social spaces where faculty and students will encounter each other in planned or spontaneous meetings. The other side of this coin, as noted in the previous section, will be to include academic elements with student housing, bringing classrooms and project spaces into proximity with residences.

Several other kinds of spaces are also worth mentioning as they play integral roles in campus life, albeit in very different ways. Identity centers, including the Mary Lou Williams Center for Black Culture, the Women's Center, the Center for LGBT Life, the Multicultural Center, and others are important to the lives of many students and their location needs to be considered carefully in light of their particular missions as well as in light of how they can contribute locally to the district or neighborhood where they are located. It is almost certainly not the case that all such centers would be co-located; there may be productive synergies in co-locating some centers with each other, but forcing all identity centers into a single region could send the unintended message that none should be truly integrated with the rest of campus.

Religious life needs also should be considered in an integrated West-Central development plan. If designed correctly, spaces for worship and other religious activities can play a unifying role in community life, along with secular elements of a street scene. At present, some denominations of the Christian community are well-served by the iconic Duke Chapel, and the Jewish community enjoys the Freeman Center located on Campus Drive about midway between East and West Campuses. But other Christian denominations as well as the Muslim community lack sufficient space for activities and worship.<sup>13</sup> Although new space for religious life was not included in the previous Central Campus plan and will unlikely be part of early phases of new development, now is the time to consider how such spaces will eventually be integrated into the expanded campus.

Greek life has long played a unique role in American collegiate communities and Duke is no exception in this regard. Duke is exceptional, however, in how Greek housing is integrated with the rest of campus, with fraternities living cheek-by-jowl with other students in campus residences instead of in more traditional "frat houses" that stand separate from non-Greek housing. The negative consequences of this arrangement have already been noted, with suggestions for ways to ameliorate these negatives while preserving what is good about the fellowship of Greek life. Another

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<sup>13</sup> Of course, the needs of other faith traditions, notably the Hindu and Buddhist communities, need to be considered as well.

feature of Greek life at Duke is that many fraternities and all sororities lack housing, creating another source of tension that should be addressed. In particular, Greek organizations represented by the Panhellenic Association (representing the ten National Panhellenic Conference sororities on campus), the National Pan-Hellenic Council (representing historically African-American fraternities and sororities), and the Inter-Greek Council (representing multicultural fraternities and sororities) have lobbied for dedicated social spaces they can use for meetings, as private gathering spaces, and for storage of ritual materials. The needs of these groups are real, although they raise the important question of how to integrate such spaces into the community without fostering a negative sense of exclusivity.

Finally, each of the neighborhoods on the expanded Duke campus require space that may be dynamically programmed for various student activities, social gatherings, parties, and so on. The lack of such spaces, and the inhibiting effects of this lack on the social and civic lives of students, was a dominant issue emerging from the Provost's discussions in the spring and fall of 2007. These spaces need to be part of the Duke campus "commons," available to community members as venues where they can themselves organize and promote activities ranging from small impromptu gathering to large highly-organized galas or performances that both contribute to the Duke street scene and that serve as catalysts for promoting community at all levels. Correspondingly, the mix of what is needed ranges from rooms no larger than a typical living room (although not necessarily located in the residences) to something approaching the size of a ballroom. Dining, performance, academic and library spaces can fulfill part of this need as well, but only to the extent they can be designed with multiple purposes in mind. Student Affairs is compiling an inventory of student group space needs, which will serve as an update to the summary of such spaces included in the original Central Campus plan.

## **9. Recreation, Wellness, and Athletics Facilities**

Sports not only promote a healthy lifestyle, they also have long provided a setting for bridging differences in society. Thus, promoting recreational athletics and wellness—in the form of general workout facilities, and facilities for intramural and club sports, as well as for more spontaneous games—can serve as a powerful mechanism for connecting students with each other, and with faculty and staff. Unfortunately, the athletics facilities available to Duke students other than members of varsity teams are far less well developed than should be expected of a university of Duke's caliber and opportunities for making such connections through sports are correspondingly underutilized. An integrated West-Central campus development plan sets the stage for correcting this deficiency. In particular, the migration of new construction for housing, services, and academic space to a region further south on Anderson Street and west on Campus Drive allows ample space for new outdoor and indoor recreational athletics facilities

further to the north on Anderson Street, planned in close coordination with housing and social space in the Garden Neighborhood area.

Precisely what inventory of facilities Duke should add requires in-depth analysis, preferably by an outside consultant working with the Health, Physical Education, and Recreation (HPER) division of Athletics, in collaboration with the Office of Student Affairs. We expect such an analysis will be called for in the comprehensive strategic plan now being drafted by Duke's Athletics Department. For now, we can articulate several principles that should drive this analysis:

- New recreation and athletics facilities need to be welcoming to all segments of the Duke community, sensitive to concerns such as those of individuals wishing to have exercise space that is less public, and clearly designed to serve multiple constituencies including faculty and staff.
- Recreation and athletics facilities need to be located within short walking distance of living spaces, allowing these facilities to contribute to the "street scene," even if they may be located towards the periphery, to provide another point of animation and another kind of meeting space.
- Information about demand for intramural and club sports activity can provide a baseline for defining which facilities are most needed, but it will be essential to engage students deeply in the analysis of need, since the lack of facilities at present may result in apparently less demand than there really is if some students have been discouraged from being involved in organized sports.
- Although Anderson Street may be the location of many new recreation and athletics facilities, closest to the Garden Neighborhood and the Arts District, it will be important as the program of needed facilities becomes better defined to consider placing some of these facilities in proximity to New Edens, as an added draw to this neighborhood in particular, and to distribute this component of the street scene across all neighborhoods on campus (with the West Union Neighborhood already close to the Wilson Recreation Center and other athletics facilities across Towerview Road).

## **10. Staging and Swing Spaces**

The vision outlined here of an integrated renovation of West Campus that merges seamlessly with a Garden Neighborhood and Arts District connecting all the way to the Nasher Museum requires not only new construction but also extensive renovation of existing facilities that will have to be taken out of use for a matter of years. Fortunately, the problem of housing swing space associated with the initial Central Campus plan is largely alleviated with this new vision because existing housing stock in the vicinity of Anderson Street and Yearby Avenue does not need to be demolished until new housing has been constructed elsewhere. Even the proposed demolition or repurposing of

some of the current Edens residences could be managed using existing Central Campus housing as swing space.<sup>14</sup>

One serious swing space issue is how to support dining on West Campus when the West Union Building undergoes renovation. A 2007 study by Shepley-Bulfinch estimated this building would need to be offline for a two-year period while its core was gutted and completely rebuilt, a preferred renovation scheme. Dining facilities in West Union presently serve an average of 5000 meals a day, meals that would need to be provided elsewhere during this renovation. These meals are provided through a variety of venues in found in the West Union building, the largest being the “Great Hall” which serves as a marché-style dining facility offering a combination of “grab-and-go” options with the opportunity to take food to tables in a cafeteria setting. Two other dining venues in West Union are worth mentioning because they currently serve as important social hubs. The first is “The Loop” which is regarded by students as a high-quality sit-down dining option and as a prime place to meet and be seen by friends. The second is the Faculty Commons. During the day, the Faculty Commons serves as a popular lunch venue, usually filled to capacity, for faculty, administrators, and their guests. A re-conceptualization of this space several years ago, coupled with a change in food provider, transformed this space from a moribund and underutilized faculty club into a lively and attractive central spot on campus for faculty to meet and eat. Recently, the Faculty Commons was also opened in the evening as a student-centered restaurant with table service, something that had been lost from campus with the closing of the Oak Room several years ago. “Upstairs @ The Commons” gained immediate success and now serves as many as 60 – 80 meals an evening to students looking for a sit-down dining experience (demonstrating the need for this sort of dining option), and also as a good place for students, faculty and administrators to meet each other over dinner.

Two alternatives for swing space dining can be envisioned, both of which suggest building permanent new dining spaces as part of the overall West-Central development plan. The first alternative is to build a new dining facility closely associated with West Union, one that would serve permanently as the marché-style dining venue for the West Union District and also provide dining space to replace the Faculty Commons. This solution not only alleviates the swing space problem for dining during the West Union renovation, it also allows more space in that renovation to be devoted to much needed social, programming, and student activities space, located at the heart of West Campus. A second alternative, not mutually exclusive with the first, is to accelerate timing of construction of new space in the New Edens District that could accommodate dining swing space. One drawback of this option is that the bulk of student housing at present lies closer to West Union and will continue to do so in the future, meaning that as a swing space this facility will be more out of the way for the majority of students. A

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<sup>14</sup> It is worth adding, however, that the imperative to replace this antiquated housing remains very high, and this it is everyone’s firm expectation, and fondest dream, that the existing Central Campus apartments will be demolished as soon as possible.

second drawback, a corollary of the first, is the long-term need for marché-style dining will be less in the New Edens Neighborhood, meaning that the optimal size of a facility in this region would be smaller than would conveniently accommodate the dining swing space when West Union goes offline. However, an advantage of this option is that it would accelerate the animation of New Edens, something the Provost's conversations last fall identified as a sorely needed priority.

Other student services, such as the DukeCard office, need to be relocated from West Union, as will two identity centers, the Center for Lesbian, Gay, Bisexual, and Transgender Life (LGBT) and the Mary Lou Williams Center for Black Culture. Renovations to West Union will inevitably lead to conversations about the need to renovate Page Auditorium as well as Flowers Building. It would be ideal to develop a comprehensive plan for renovations to all these buildings recognizing that logistical and financial limitations will inevitably influence timing and scope for these projects.

## **11. Postscript**

The present report, like the Provost's 2007 "Interim Report on the Undergraduate Experience," has focused on space, but it is important to note in conclusion that many of the issues raised both by the 2006 Ruderman report and by the 2007 CCI report require further work. Space and how it is used can transform culture, and in so doing can promote greater inclusiveness and healthier social lifestyles, but space is only part of the equation. Questions about how to ensure that Duke students engage deeply and respectfully with others different from themselves – whether of a different race, a different religion, a different gender or sexual orientation, or a different socioeconomic status – remain to be addressed in other ways as well. The focus on space here does not indicate a lower priority for these questions; indeed, new and redesigned spaces will play an important role in addressing them. But no report or series of reports can be expected to address fully such issues, nor can policies imposed by the administration be expected, on their own, to change culture in a fundamental way. Instead, the institution and all members of its community must commit to ongoing dialogue to ensure measurable progress on issues that remain.

In particular, students must be challenged to understand and respect differences they encounter in their classmates and others in the Duke community, faculty must be challenged to participate more fully in the lives of their students (and finding this balance must be supported), and the administration must be challenged to allow students greater ownership of their Duke experience by reconsidering rules and regulations that can advantage some groups over others and that might inadvertently inhibit spontaneous and creative social interactions. Finally, all segments of the university must be challenged to break down barriers and dismantle silos that have compartmentalized many of the university's functions and activities to the detriment of

creating synergies that could further the undergraduate experience. There remains much work to do to bring this new vision to full fruition, but so too was the case 84 years ago when the trustees of Trinity College accepted the vision of William Preston Few and the gift of James B. Duke, giving birth to Duke University.