

Aspiring Architecture Through Competition

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Northwestern University

Northwestern has Conducted 5 Architectural Design Competitions for Major New Buildings

– Lessons from the Competition Front

- *History & Types of Design Competitions*
- *Decision to Conduct Design Competitions*
- *Northwestern Design Competition Methodology*
- *Competition Results*
- *Lessons Learned*
- *Considerations for Evaluating if Design Competitions are Right for Your Campus*

Aspiring Architecture Through Competition



GLOBAL REACH

Who we are.....

Chicago and
Evanston
campuses

Qatar campus

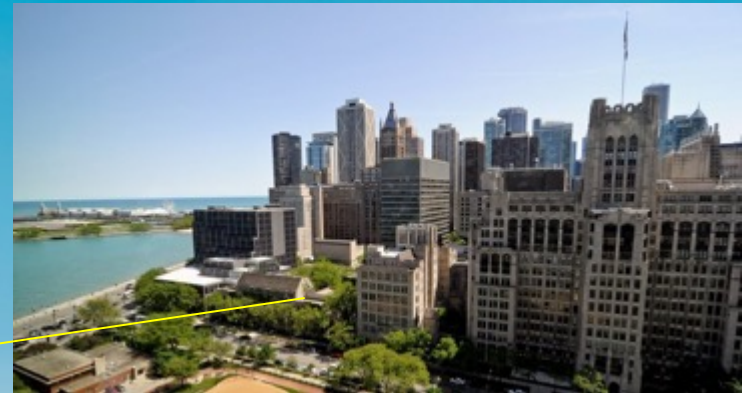
8,000+ undergraduates from all **50** states and **70+** countries

14,000+ graduate students, doctoral students, and postdoctoral fellows from around the globe

200,000+ alumni, with alumni clubs on three continents

Northwestern

OVERVIEW



3 campuses located in Evanston and Chicago IL, and Doha, Qatar
#10 ranked national university
\$926M annual research funding

Northwestern

#10 National University

#3
Materials Engineering

#3
Business School

#17
Medical School

#7
Chemistry

#8
Economics

#11
Education

#13
Law School

Source: U.S. News & World Report as of September 2022

COLLEGES AND SCHOOLS



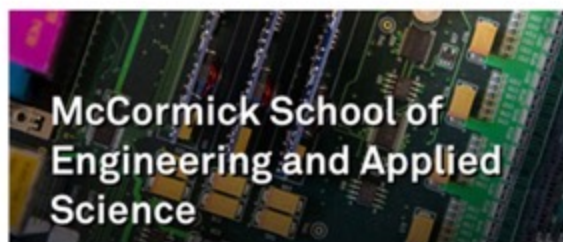
Weinberg College of Arts
and Sciences



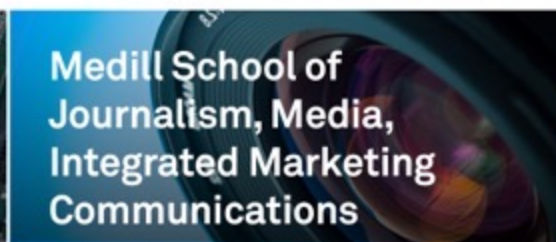
School of
Communication



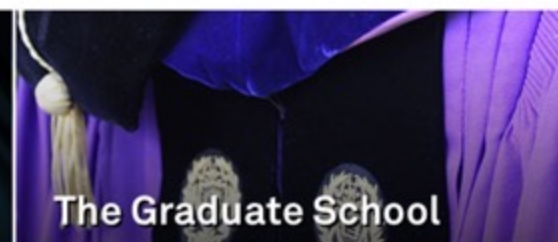
School of Education and
Social Policy



McCormick School of
Engineering and Applied
Science



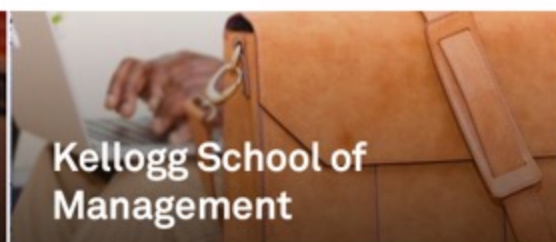
Medill School of
Journalism, Media,
Integrated Marketing
Communications



The Graduate School



Pritzker School of Law



Kellogg School of
Management



Feinberg School of
Medicine



Bienen School of Music



School of Professional
Studies



Northwestern in Qatar



HIGHLIGHTS

Eight



Football has won two Big Ten West titles since 2018, and four bowl games since 2016



~~Seven~~ NCAA Women's Lacrosse titles since 2005



Founding Member of Big Ten Conference

PROGRAM ACHIEVEMENTS

2021 NCAA Field Hockey National Champions

Seven NCAA women's lacrosse titles since 2005

Recent conference championships in basketball, soccer, field hockey, golf, tennis, lacrosse, wrestling, fencing, swimming, and diving
98% NCAA graduation success rate has ranked in the Top-4 among Football Bowl Subdivision (FBS) schools for 17 consecutive years

One of five private AAU members/top research universities to compete in NCAA Power Five conferences

Northwestern

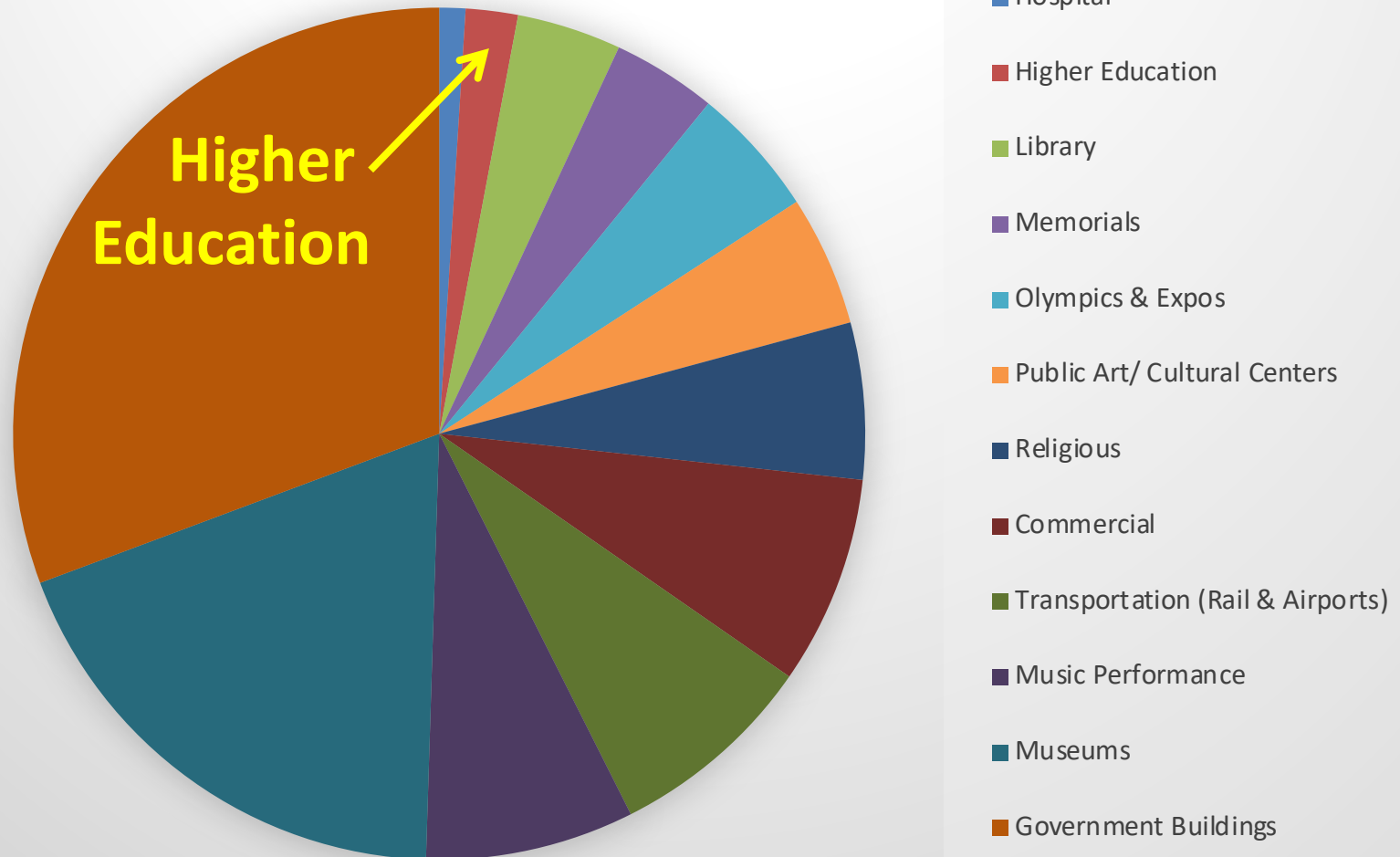
- *History & Types of Design Competitions*

Historic Competitions

- 448 BC - Acropolis in Athens
- 1418 - Florence Duomo di Firenze Brunelleschi
- 1717 – Spanish Steps in Rome
- 1792 – White House, Washington DC
- 1836 – Parliament, London
- 1850 – Crystal Palace, London
- 1861 – Paris Opera
- 1889 – Eifel Tower, Paris France
- 1922 – Tribune Tower, Chicago, IL
- 1955 – Sydney Opera
- 1962 – Boston City Hall
- 1992 – Guggenheim Bilbao
- 2003 – Beijing National Aquatics Center



100 Notable Competitions



AIA “The handbook of Architectural Design Competitions”:

“Design excellence is often the result of a well-planned and clearly executed design competition.”



**The American
Institute
of Architects**

The well-run design competition requires:

- A conscientious sponsor
- A competent professional adviser
- A thorough and carefully written program
- Complete graphic and other illustrative materials
- Fair and precise rules governing the competition
- Clear submission requirements
- A realistic schedule
- A qualified jury
- Appropriate prizes and/or stipends
- Arrangements for publicizing the winning design

Checklist.....

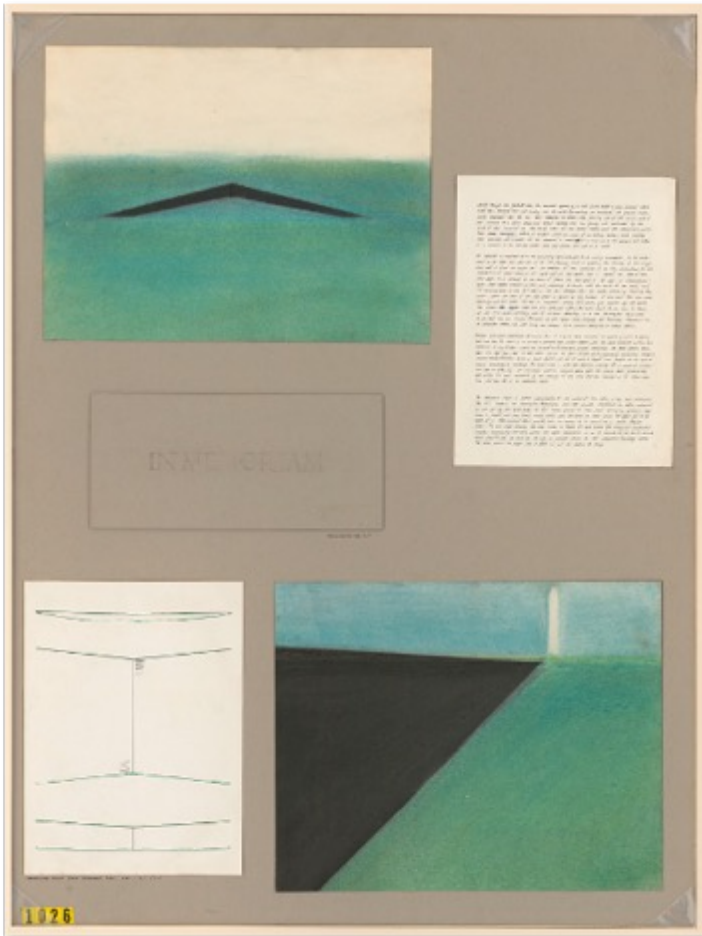
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- ☒ - ~~Arrangements for publicizing the winning design~~

Types of Design Competitions

Types	Process	Results
Open	No Qualifications. Solicited to Generate Ideas No Budget, or Commitment Potential 1000s of entries	Mostly Unbuilt Solicited for Ideas & Publicity Academic Exercise
Open w/Quals	Quals (ie Architect, experience) Lots of entries. Few deliverables Low odds of winning. Prize \$ for winners	Attract national/global attention Results often published Seldom result in final project
Invitation	Select Group of Architects Stipend Compensation More Deliverables	Handful of high-quality entries. Extensive deliverables Teams vetted for Experience prior
Developer + Architect	Open or by Invitation. Developer leads team and provides financial + design proposal	Design not sole driver in selection. Owner looking for Turn-key development on undefined site
Design / Build	Open or by Invitation. Site defined. D/B Team provides financial + design proposal.	Design not sole driver in selection. Owner looking for Turn-key solution on defined site

Open Design Competitions



Example:

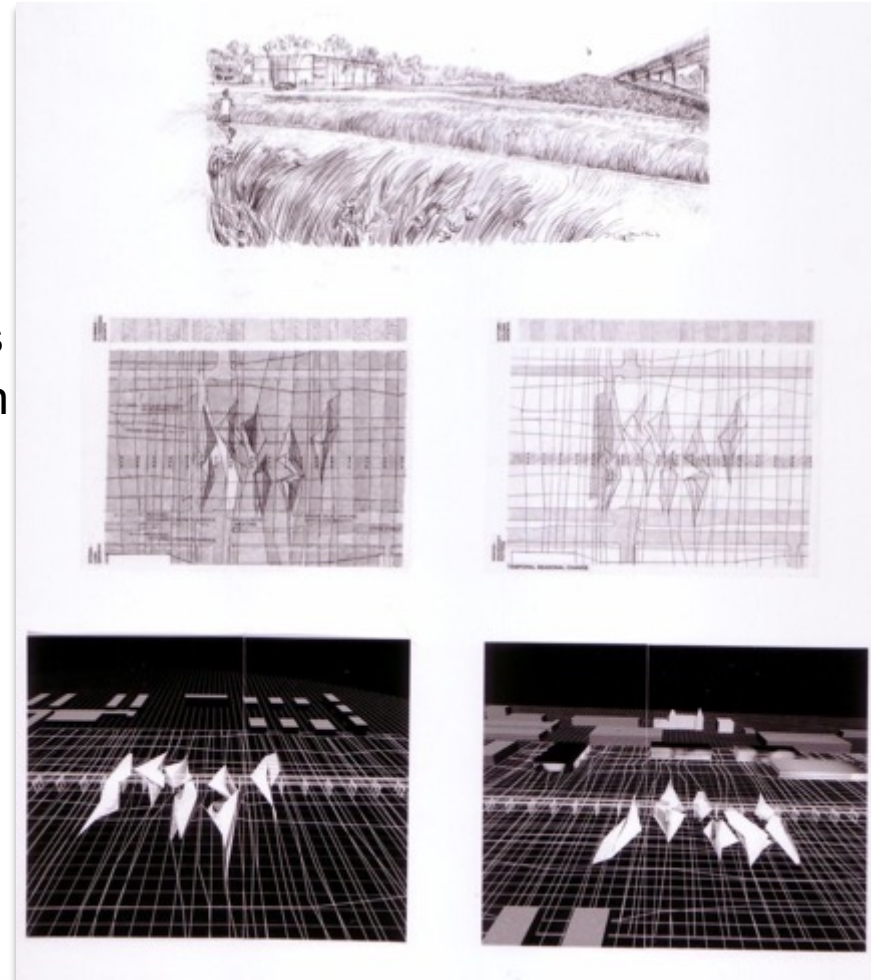
- **Vietnam Memorial** – 1980-1981
- 1,421 entries – Anyone over 18 yrs.
- Jury - 2 landscape architects, Hideo Sasaki and Garret Eckbo; 2 architects, Pietro Belluschi and Harry Weese; 3 sculptors, Costantino Nivola, Richard Hunt, & James Rosati; 1 design journalist, Grady Clay
- 10 months total duration

“Not only was the design far from the norm of Washington memorials, indeed memorials anywhere, its depiction in pastel crayon was almost childish in character. Only a jury of the perspicacity of that eight-person panel could have found that winning design”

Invitation Design Competitions

Example:

- **IIT Campus Center** – 1997-1998
- **56** “top architects” invited
- **5** selected finalists: Zaha Hadid, Peter Eisenman, Helmut Jahn, Kazuyo Sejima, and Rem Koolhaas
- Jury: 5 members; Donna Robertson (Dean), Academics, Alumni, Practitioners
- Stipend: \$25K each
- Timeline: July 1997-February 1998
- Expectations: \$20M & complete by 2000
- Actual: \$48.2M & completed 2003

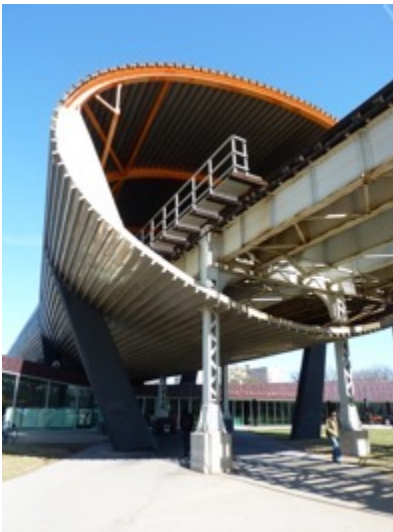


Example:

IIT Campus Center – 1997-1998
Rem Koolhaas Selected

Blair Kamin, September 2003

“It's a wild, often wonderful vision of urban life, a bit like entering an oversize pinball machine. It is, as advertised, full of brilliant concepts. But it is not a brilliant work of architecture.”



Developer/Architect Competitions

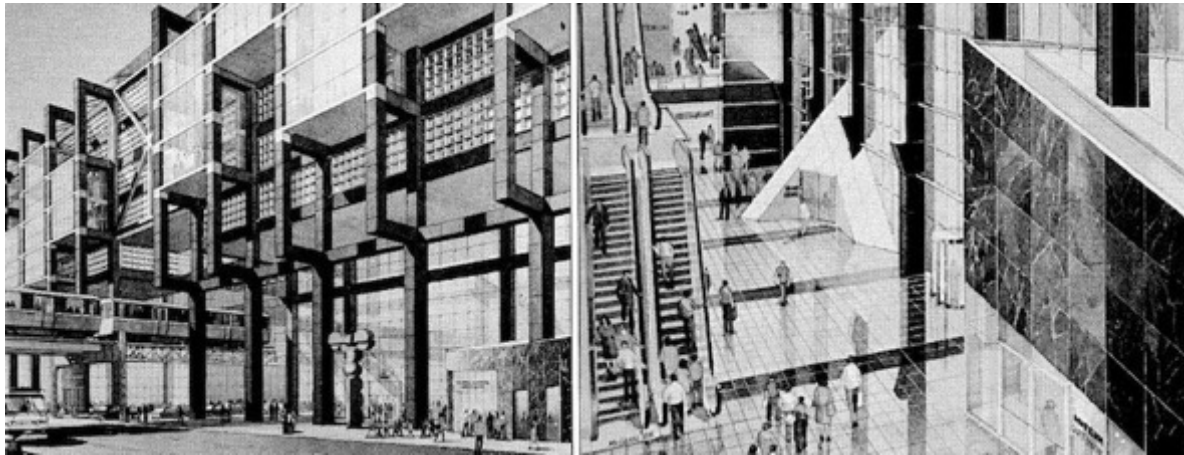


Example:

- **Chicago Public Library** 1988
- Architect/developer/builder team
- **Deliverables:** Architectural design, Construction Schedule & lists of Subcontractors, & guaranteed final Construction Cost from Developer
- **Architects:** Hammond Beeby Babka; Eisenman; Arthur Erickson; Lohan; Murphy/Jahn; Skidmore Owings & Merrill/Legoretta
- **Jury:** 11-member. Chair, Bank SVP, Library staff, civic leaders
- **Public Review:** Exhibited for Comment

Example:

- Chicago Public Library 1987-1988
- 8,000 public comment cards
- Public favorite: Arthur Erickson Design
- Public Least Favorite: Helmut Jahn



I'm Delighted we're going to have a library that Chicago deserves - beautiful AND workable -- for long life!

① The John Buck Design is visually magnificent -- if it would serve its patrons as well for the inside, as it design suggest, it could be wonderful. BUT, please don't select the building on looks alone. We need a library that WORKS WELL, more than we need another pretty but impractical building.

② The Library & Partnership building also seems both aesthetically pleasing and practical. If its creators have taken as much care in getting the building together as they did in their presentation (which I suspect they did), it would seem that they have a good feeling for the human elements of architectural design. They took great pains to show how the patrons could use the building -- and in fact the most important criterion?

③ The Sobies Group also had a lovely, classical look. Though it also seems very user-friendly. If it serves patrons well, it would be a great addition to the city.

④ Metropolitan, etc., seems well-designed but cold and uninviting, like a typical office building. So does P. Barchen, etc. And that seems very confusing and jumbled, as well.

GOOD LUCK WITH YOUR DECISION. WE'RE COUNTING ON YOUR GOOD JUDGMENT!

- *Decision to Conduct Design Competition*

A stylized, semi-transparent map of the Northwestern University campus serves as the background. It shows various buildings, green spaces, and roads. Labels like 'WASHINGTON AVENUE', 'SHERIDAN ROAD', and 'NORTHWESTERN UNIVERSITY' are visible on the map. The map is oriented with the lake to the right.

What we do.... Governance

- Board of Trustees Approval of Architect Selection on Major New Construction Projects
- 20 Member Subcommittee Reviews & Approves Selection and Schematic Design
- Traditional Design-Bid-Build Procurement Strategy
- Board Desires “Distinguished & Timeless Design”
- Board Avoids “Starchitects”

Campus Plan



2004 - Music School Facilities

Unfinished Plan for the 70's



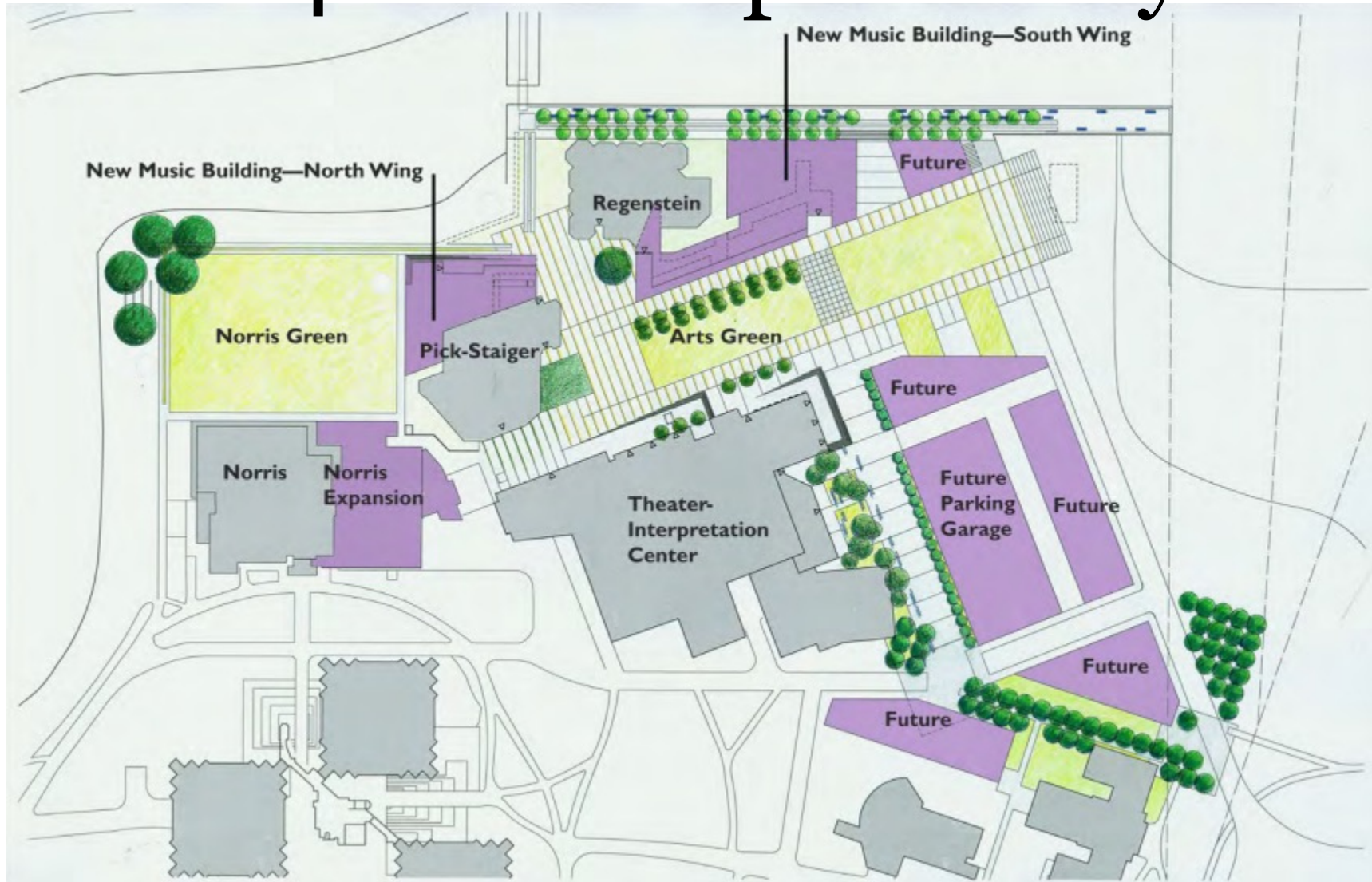
1970's Masterplan included:

- Music School
- Concert Hall
- Recital Halls
- Art Museum
- Theaters
- Underground Parking

The Sins of Our Past...



2004 SE Campus Study



*Developing Northwestern's
Design Competition
Methodology:*

- *Ryan Center for the
Musical Arts*

2008 Decision to Hold Design Competition for Music Building

- Premier Building Site on Lake Michigan with views of Downtown Chicago
- Program for Music Building Includes Public Facing Performance Spaces
- Desire “Iconic” Architecture
- Design Competition May Attract Donors

Northwestern Direction

Board of Trustee Direction:

- Distinguished design
- Timeless
- No Starchitecture
- Value Oriented
- Architects Who “Listen”
- Participant in Design
- Risk Averse
- No Public Input

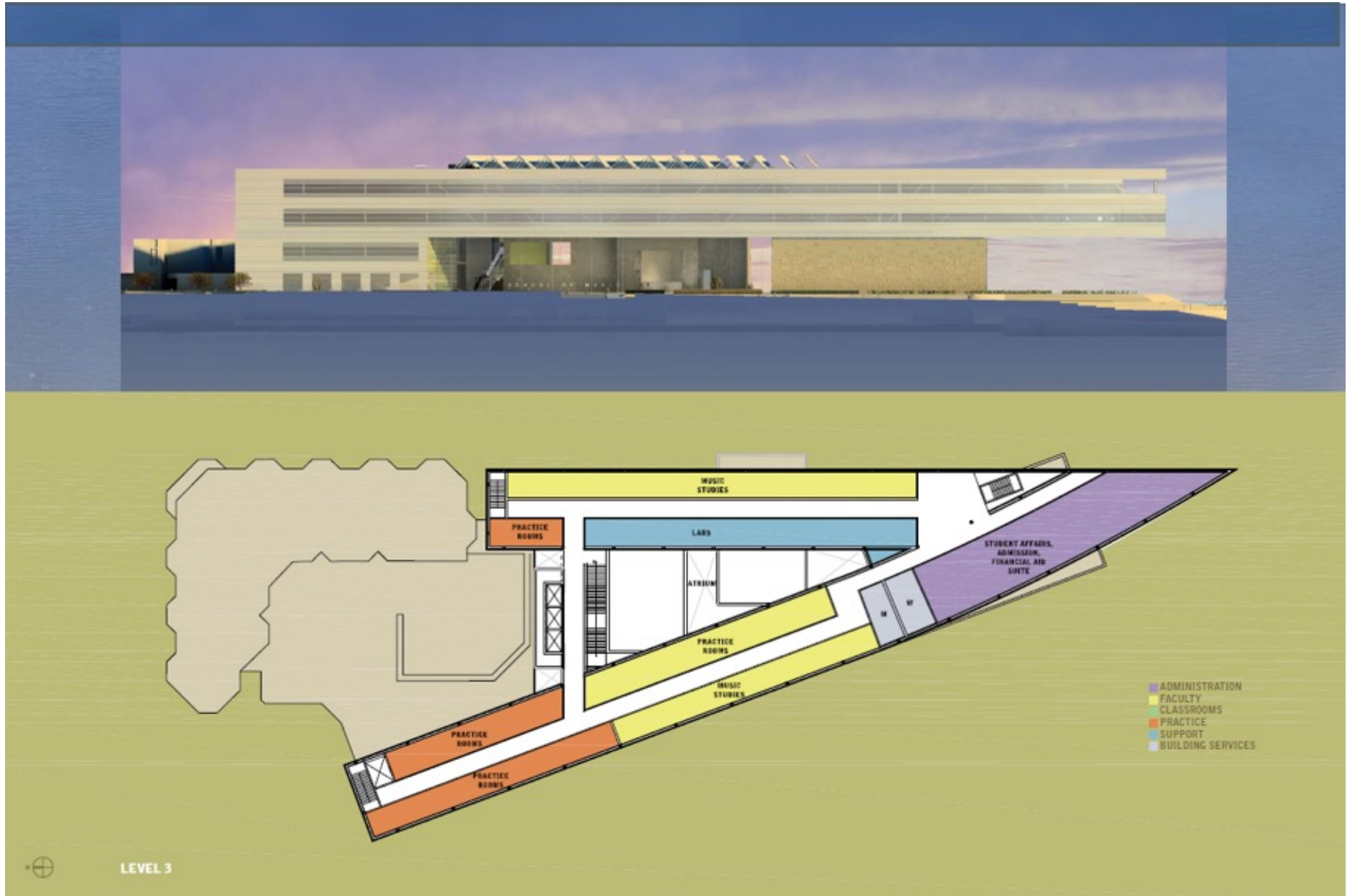
Now What....Northwestern Approach to Competition

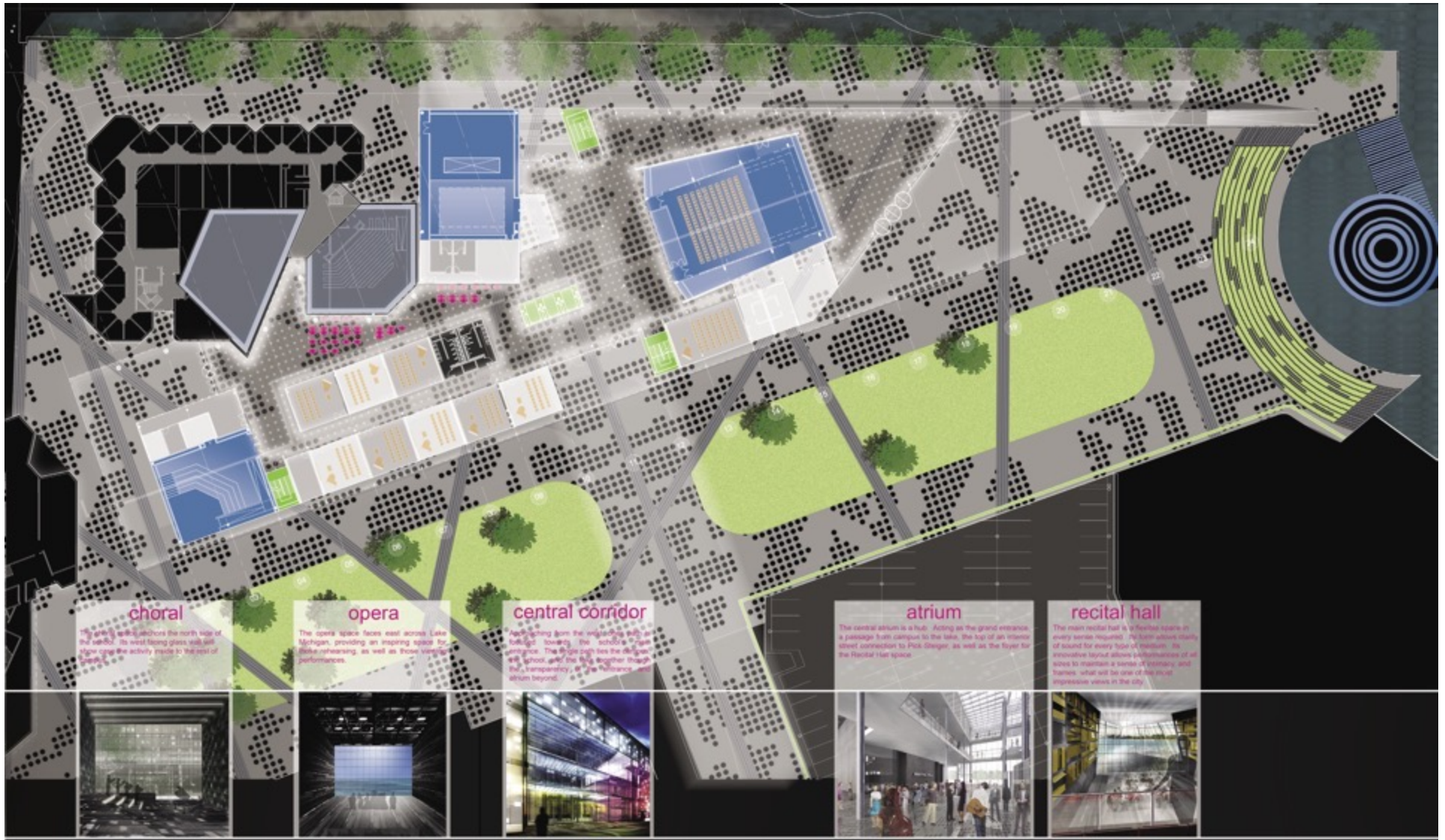
- Competition by Invitation Only
- Long List of Potential Architects
- **Part 1:** RFQ/RFP Solicitation
- Review & Interviews
- **Part 2:** Shortlist 4 Firms for Competition
- Design Meetings during Competition for Q&A and Provide Design Feedback

New Music Building

- 160,000 gsf New Construction
- RFQ/RFP – 9 Firms
- Interview – 5 Firms
- Competition 4 Firms:
 - Helmut Jahn
 - KPMB
 - HGA
 - Goettsch Partners
- \$75K Stipend

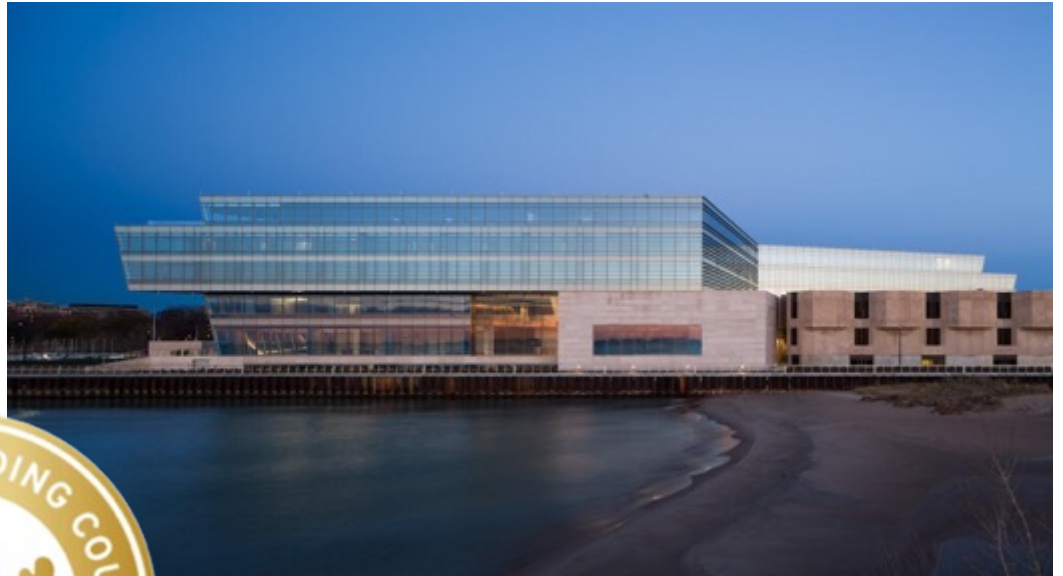












Lessons Learned

- BOT & Sr. Leaders Viewed Concepts as FINAL Product
- Difficult for Natural Design Evolution
- Acoustical Requirements led to Challenging Technical Issues
- Northwestern Aesthetic Expectations
- Evolving Competition Expectations
- Submit RFP with Design Submission
- Competition did **not** Generate Donors

*Competition Adopted as
Model for Significant
Projects:*

- *Kellogg Global Hub*

Kellogg Global Hub

- 400,000 gsf New Construction
- **Part 1:** RFQ – 18 Firms
- Interview – 9 Firms
- **Part 2:** Competition/RFP 5 Firms:
 - KPMB
 - Smith Gill
 - KPF
 - Bohlin Cywinski Jackson
 - Pelli Clark Pelli
- \$100K stipend















KPMB

Lessons Learned

- BOT Participation in Design Charettes
- Extended Deadlines
- University Building vs. Dean Desires
“Don’t touch the model”
- Competition did not Generate Donors

Competition Motivated by Chicago Politics:

- *Simpson Querrey Biomedical
Research Center*

Biomedical Research Building

- Mayor Requests: Local A/E & Public Input
- 660,000 gsf + Vertical Expansion
- RFQ – 23 Firms
- Interview – 9 Firms
- Competition 3 Firms:
 - Goettsch / Ballinger
 - Smith Gill / Payette
 - Perkins & Will
- \$100K stipend





PHASE 1 | SOUTHEAST CORNER

Gp BALLINGER



PHASE 2 | SOUTHEAST CORNER

Gp BALLINGER

Northwestern



One

ADRIAN SMITH + G
ARCHITECTURE



Two

ADRIAN SMITH + G
ARCHITECTURE

Northwestern

PHASE 1 / SUPERIOR STREET



PHASE 2 / SUPERIOR STREET





Perkins & Will

Lessons Learned

- Critical: Well Developed Program & Concept Tested Site Prior to Competition
- Subject Matter Expert A/Es Partnered with Local “Lead” Architect
- Public Exhibit of Entries with Comment Cards & Emails
- Don’t Fear Public Feedback
- University Building vs. Dean Desires

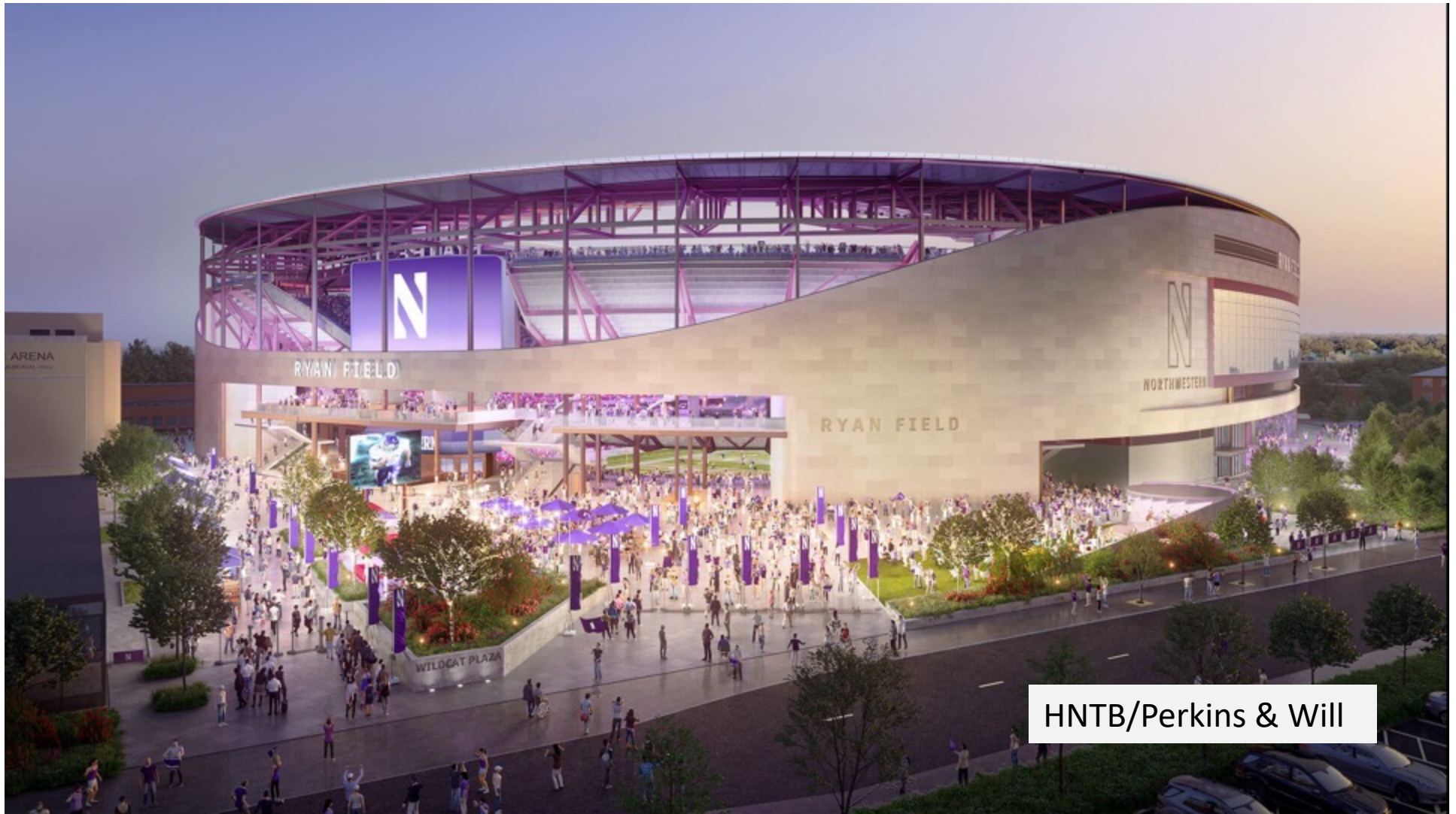
Donor Driven Project:

- *Rebuilding Ryan Field*

Ryan Field

- Donor Driven Project w/ Design Control
- NDA's Required
- New 35,000 Seat Football Stadium
- RFQ – 6 Firms
- Competition 3 Firms:
 - HOK
 - Populous
 - HNTB/Perkins & Will
- \$100K stipend





Lessons Learned

- Competition Led to New Ideas Pushed Beyond Budget Limitations
- Competition Expanded Aspiration of Donor Resulting in Increased Gift
- Expect the Unexpected !

Repeat of Successful Model

- *Kellogg Education Center*

Kellogg Education Center

- 300,000 gsf Executive Education Center
- RFQ – 12 Firms
- Competition 5 Firms:
 - SCB
 - Bohlin Cywinski Jackson
 - Perkins & Will
 - KPF
 - RAMSA
- \$100K stipend



KPF

The background is a solid purple color with several diagonal lines of varying shades of purple, creating a geometric, abstract pattern. The lines intersect to form various triangular and quadrilateral shapes, some of which are darker than others, adding depth to the design.

Lessons Learned & Considerations for Design Competitions

Results

Project	Completed	Budget
Ryan Center for the Musical Arts	2015	\$118M
Kellogg Global Hub	2017	\$280M
Simpson Querrey Biomedical Research	2019	\$450M
Kellogg Education Center	2027 (Est)	\$280M
Ryan Field Redevelopment	2026 (Est)	\$800M

Adds ~ 6 Months to Schedule

Hired a Dark Horse Architect

Test Drive Architect Prior to Hiring

Selected Architect on Design & Chemistry

Raised the Bar on Design

Challenged our Preconceived Ideas

Avoided Disappointing Design

Appropriated Best Ideas

Improved Reputation as Client

Considerations



AUA 2023 Conference

June 21, 2023

Northwestern University