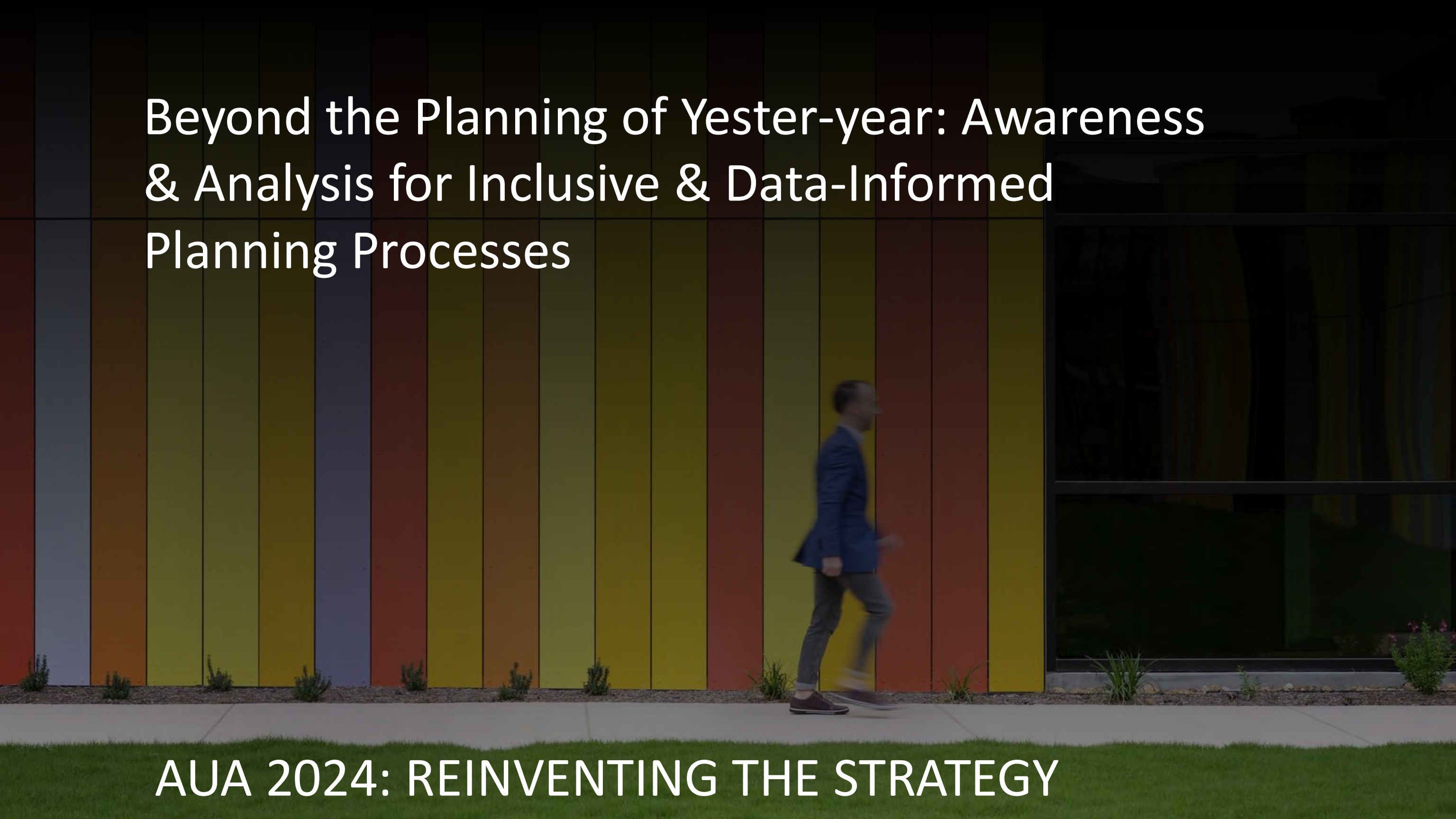


Beyond the Planning of Yester-year: Awareness & Analysis for Inclusive & Data-Informed Planning Processes

A man in a blue blazer and grey trousers is walking from left to right in front of a wall with vertical stripes in various colors including red, yellow, and blue. To the right of the striped wall is a dark glass window reflecting the surroundings. The foreground consists of a grey sidewalk and a green lawn.

AUA 2024: REINVENTING THE STRATEGY

PRESENTERS



Dr. Daniel Sniff

Director of Higher Education Strategic Planning, Anser Advisory, part of Accenture Former Associate Vice President for Facilities Planning at the University of Georgia



Jerry Stuff

Director & Strategist, Vice President; HKS
Former University Architect at University of Texas at Tyler



Paul Leef, AIA, LEED AP

Vice President, Campus Strategy and Analytics Studio Leader, SmithGroup;
former Campus Architect, Director of Planning Design & Construction at the University of Colorado, Boulder

LEARNING OBJECTIVES – AIA CEU CREDIT

Health

- Understand the significance of prioritizing student mental health in campus planning processes.
- Identify strategies for designing inclusive spaces that promote the well-being of students, faculty, and staff.

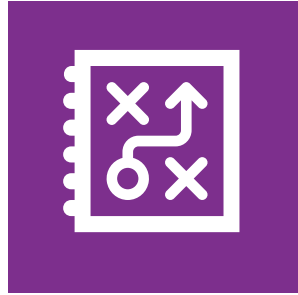
Safety

- Examine decision-making processes for maintaining campus safety amid fluctuations in student populations.
- Evaluate the impact of hybrid learning models on traditional campus safety frameworks.
- Discuss proactive approaches to addressing emerging threats such as active shooter incidents in campus planning.

Welfare

- Recognize the influence of market and technological trends on higher education planning.
- Explore the role of data-informed decision-making in achieving equitable planning outcomes.
- Analyze the concept of right-sizing campuses for sustainability and community engagement.
- Discuss strategies for fostering long-term institutional resilience amidst leadership turnover and external pressures.

KEY STRATEGIES



1. **ENGAGE** participants through audience participation and engagement. Highlight the evolving nature of higher education planning and the **need for adaptable strategies.**

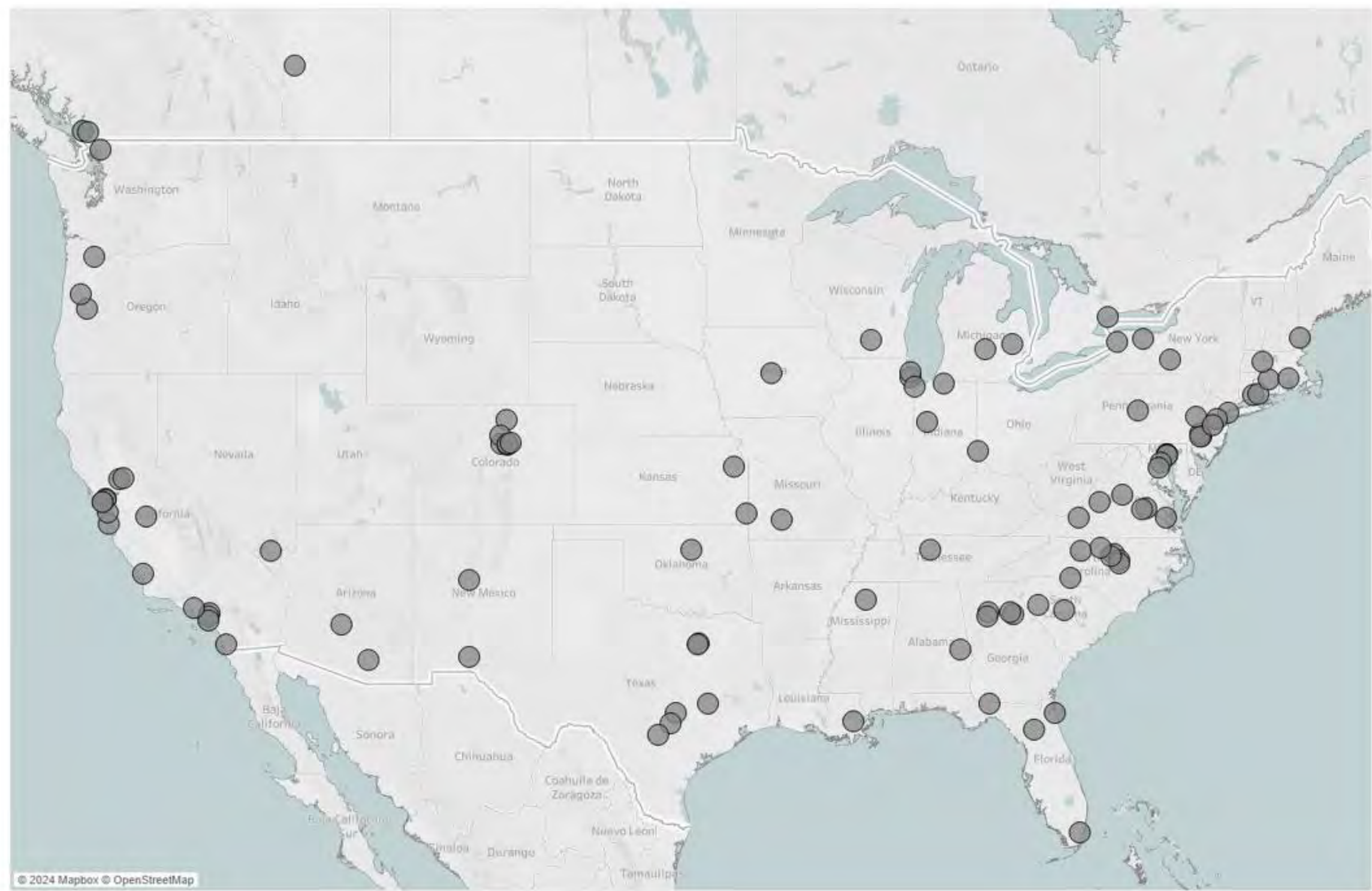


2. **EMPHASIZE** the importance of collaborative decision-making and **inclusivity in campus design processes.**



3. **ENCOURAGE** critical **thinking** about the long-term impacts of planning decisions on **student success and institutional viability.**

AUA MEMBERSHIP



Canada	AB	1
	BC	2
	ON	1
United States	AL	1
	AZ	2
	CA	15
	CO	6
	CT	3
	DC	1
	FL	4
	GA	4
	IA	1
	IL	2
	IN	3
	KS	2
	LA	1
	MA	1
	MD	5
	MI	2
	MO	1
	MS	1
	NC	7
	NH	1
	NJ	2
	NM	2
	NV	1
	NY	4
	OH	1
	OK	1
	OR	3
	PA	5
	RI	1
	SC	2
	TN	1
	TX	7
	VA	6
	WA	1
	WI	2

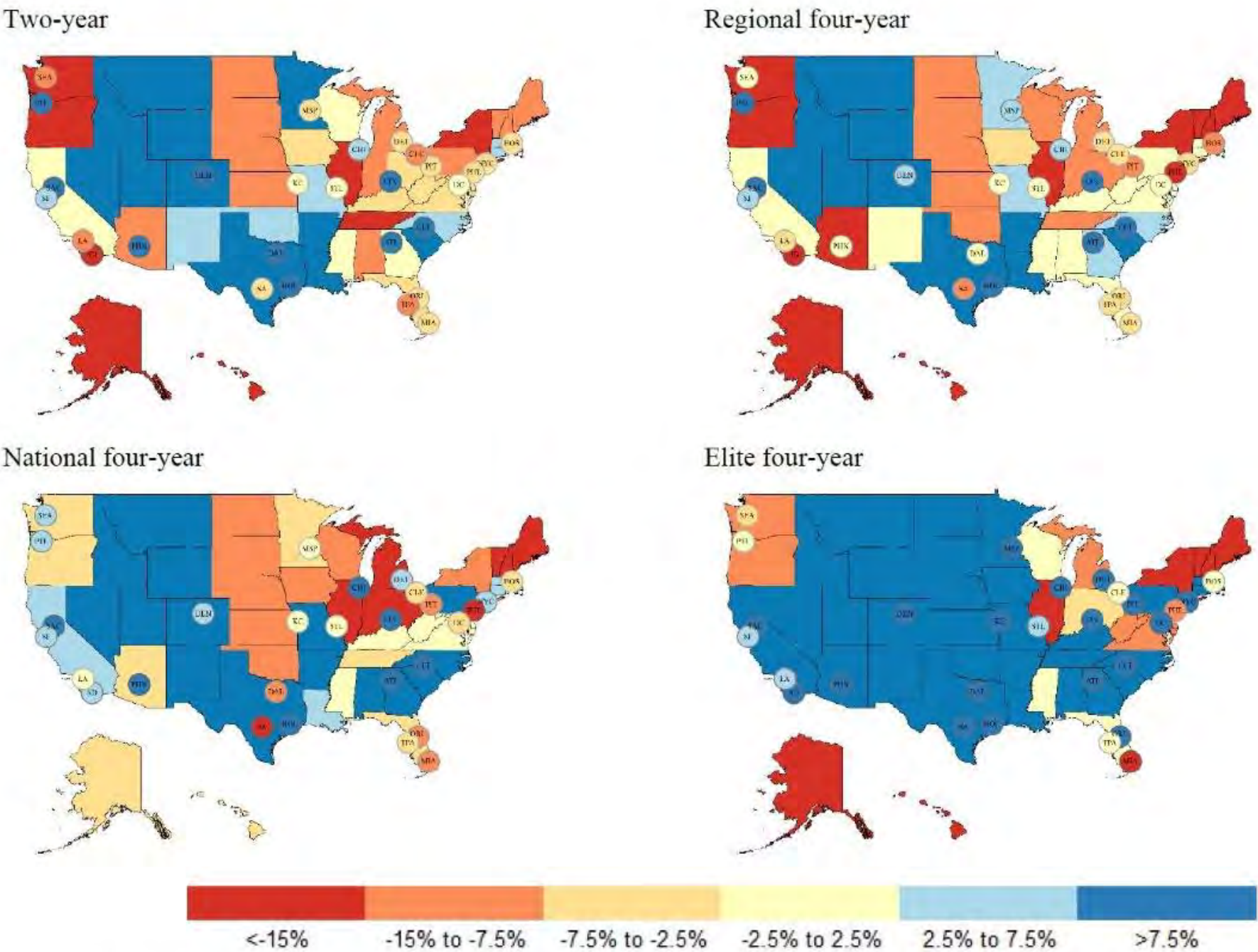
ENGAGE – SHOW OF HANDS

What best describes the institution you represent?

- *Public? Private? Flagship? Regional?*

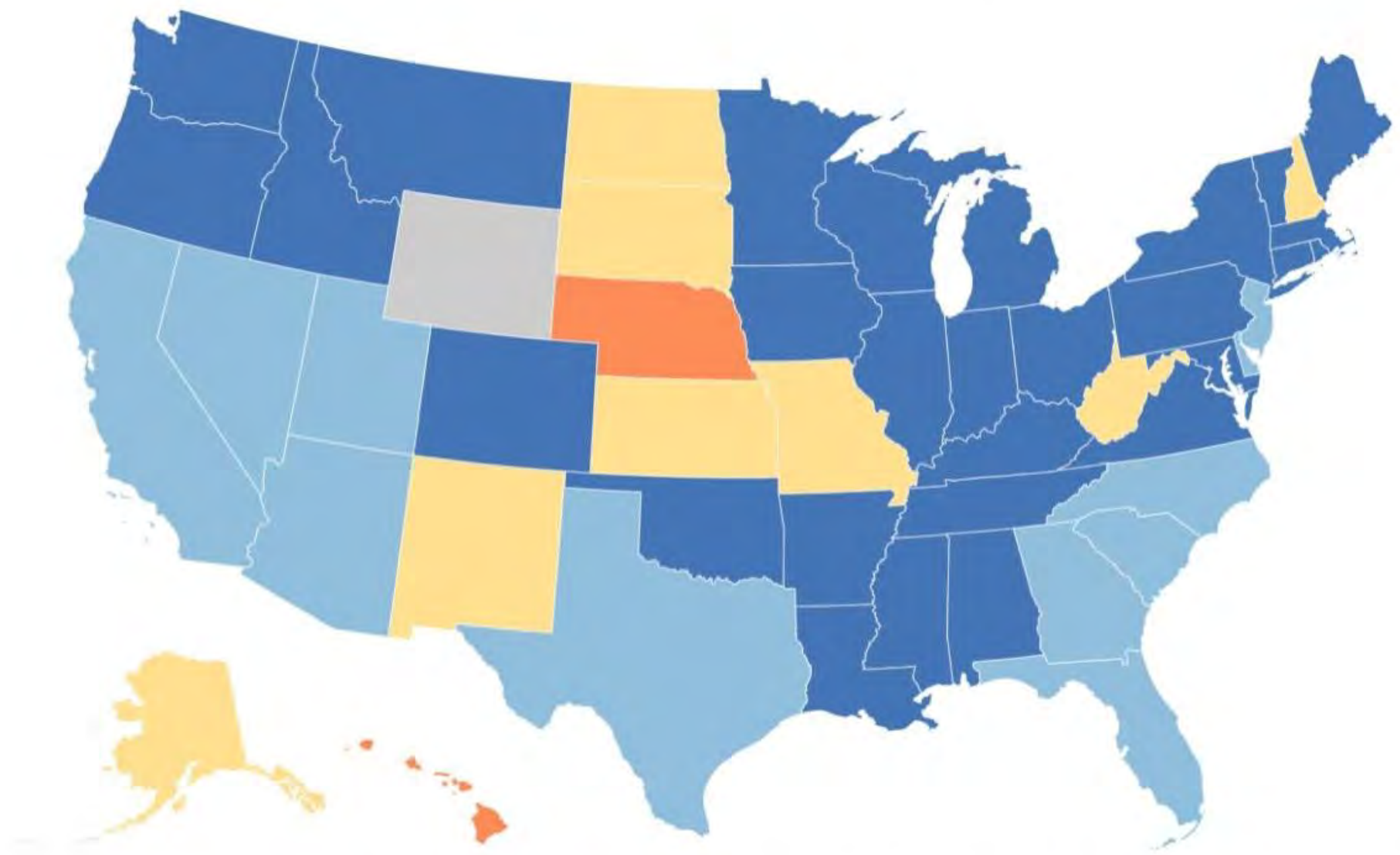
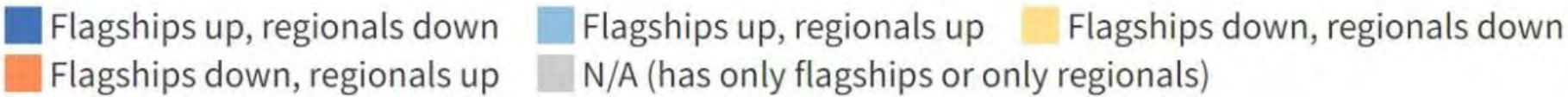
RATE OF ENROLLMENT GROWTH BY INSTITUTION TYPE

2012-2020



Source: Demographics and the Demand for Higher Education, Nathan D. Grawe

INSTITUTIONAL ENROLLMENT: REGIONAL VS FLAGSHIP



Source: Department of Education • Enrollment data is from the Integrated Postsecondary Education Data System.

ENGAGE- MENTIMETER WORDCLOUD

In one word,
what is a **CRITICAL ISSUE** facing your
insitution?

- *DISCONNECT?*
- *POLICY?*
- *INFRASTRUCTURE?*

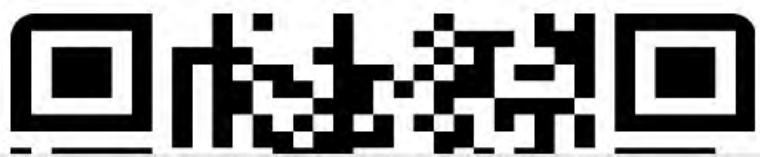


ENGAGE- MENTIMETER WORDCLOUD

Join at menti.com | use code 5173 839

In a few words, what is a CRITIC facing your institution?

focus leader
creative



EMPHASIZE- MENTIMETER WORDCLOUD

In a few words,
name the SUPERPOWER
that addresses this ISSUE?

- *Limitless Funding?*
- *Ruler of the Universe?*
- *Self Cloning?*



EMPHASIZE- MENTIMETER WORDCLOUD

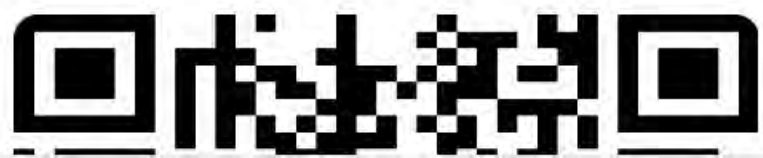
Join at menti.com | use code 5173 839

In a few words, name the SUPER that addresses this ISSUE?

Limitless Funding?

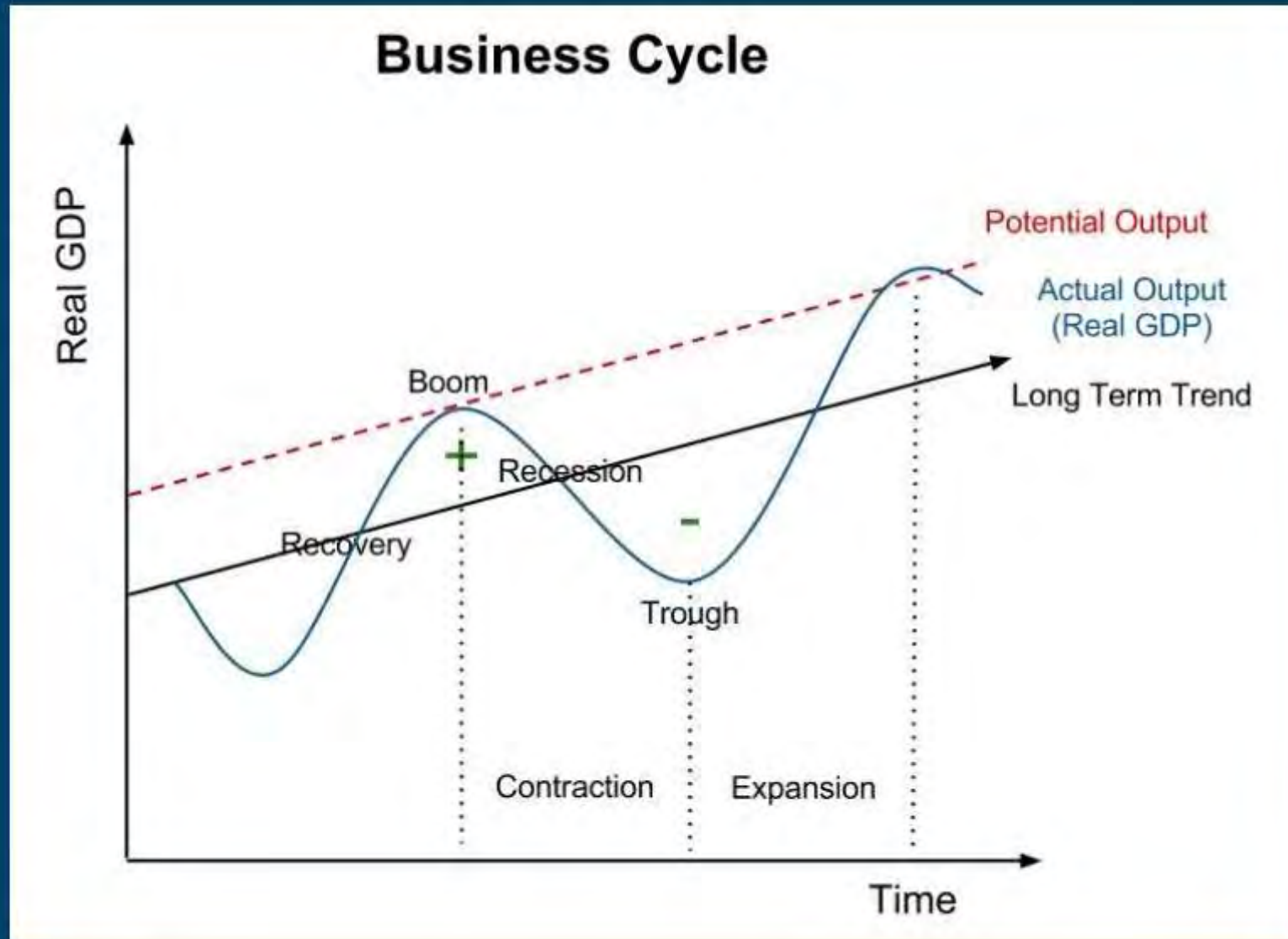
Ruler of the Universe?

Self Cloning?



leader bold
creative

HIGHER EDUCATION IS AT AN INFLECTION POINT



Historic Higher Education Inflection Points

- 1850s Accreditation
- Post Civil War- The Elective System
- The Industrial Revolution
- 1900- The Comprehensive University
- College Athletics
- Coeducational Universities
- The GI Bill
- The Sputnik Era
- The Research University
- 2020?

The background of the image is a blue-tinted photograph of a university campus. In the foreground, three students are walking away from the camera on a paved path. The student in the middle is wearing a colorful striped shirt and a large backpack. To their right, another student is wearing a white t-shirt and patterned shorts. In the background, there are green bushes, trees, and a building with many windows. Several black lampposts are visible along the path.

80% of jobs in 2035 haven't been invented yet.

If this is even close to being correct, is higher education ready?

The Chronicle of Higher Education

DISCONNECTS & TRENDS IN HIGHER EDUCATION

- **Student Success** Means Different Things to Different People
- Student Social and **Emotional Wellbeing**
- The **Cost** of Higher Education
- **Academic Cliff** and the Silvering of America
- **Immersive/Experiential** Learning
- Hybrid/Distance/Blended/Online Learning – Technology
- The **Big Blur**: K-22
- Higher Education **Partnering with Industry**
- Can the **Metaverse** Transform Education?
- **Justice, Diversity, Equity and Inclusion**
- **Equity and Access** to Higher Education

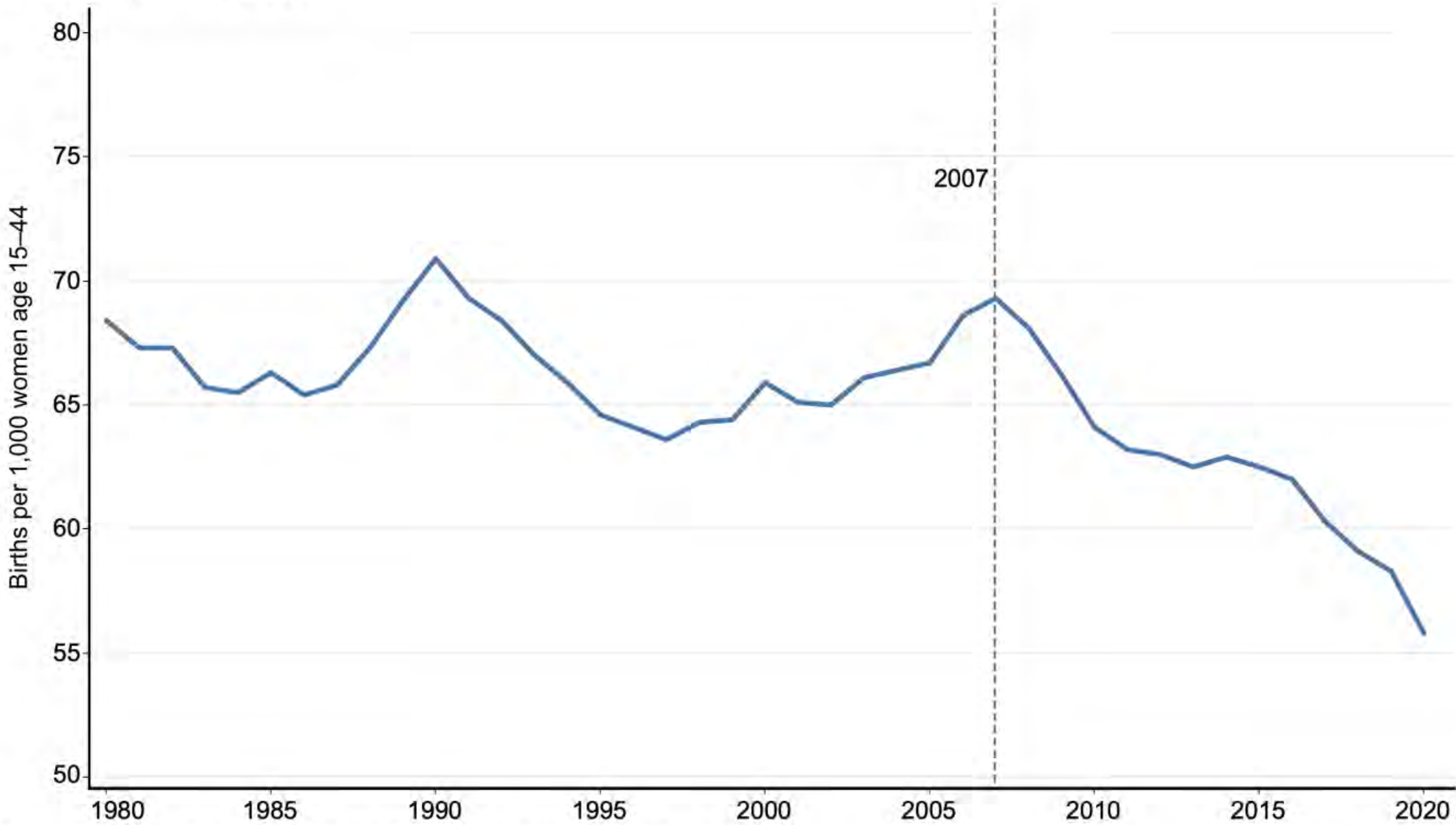
2024 INFLECTION POINT

In response, how do we REINVENT?

- Safety (Physical & Psychological) Concerns, Mental Health & Wellness
- Response to COVID-19 Pandemic
- Justice, Equity, Diversity and Inclusion
- Focus on Carbon Neutrality, Sustainability & Environmental Challenges
- Decline in Birth Rate
- Economic Pressures & Inflation
- Technology, Social Media, AI and “bad data”
- Reduction in Tenure of University Presidents and Leadership
- Competition to Recruit Faculty and Staff
- Focus on workforce development, evolving credentials

TREND IN US BIRTH RATES

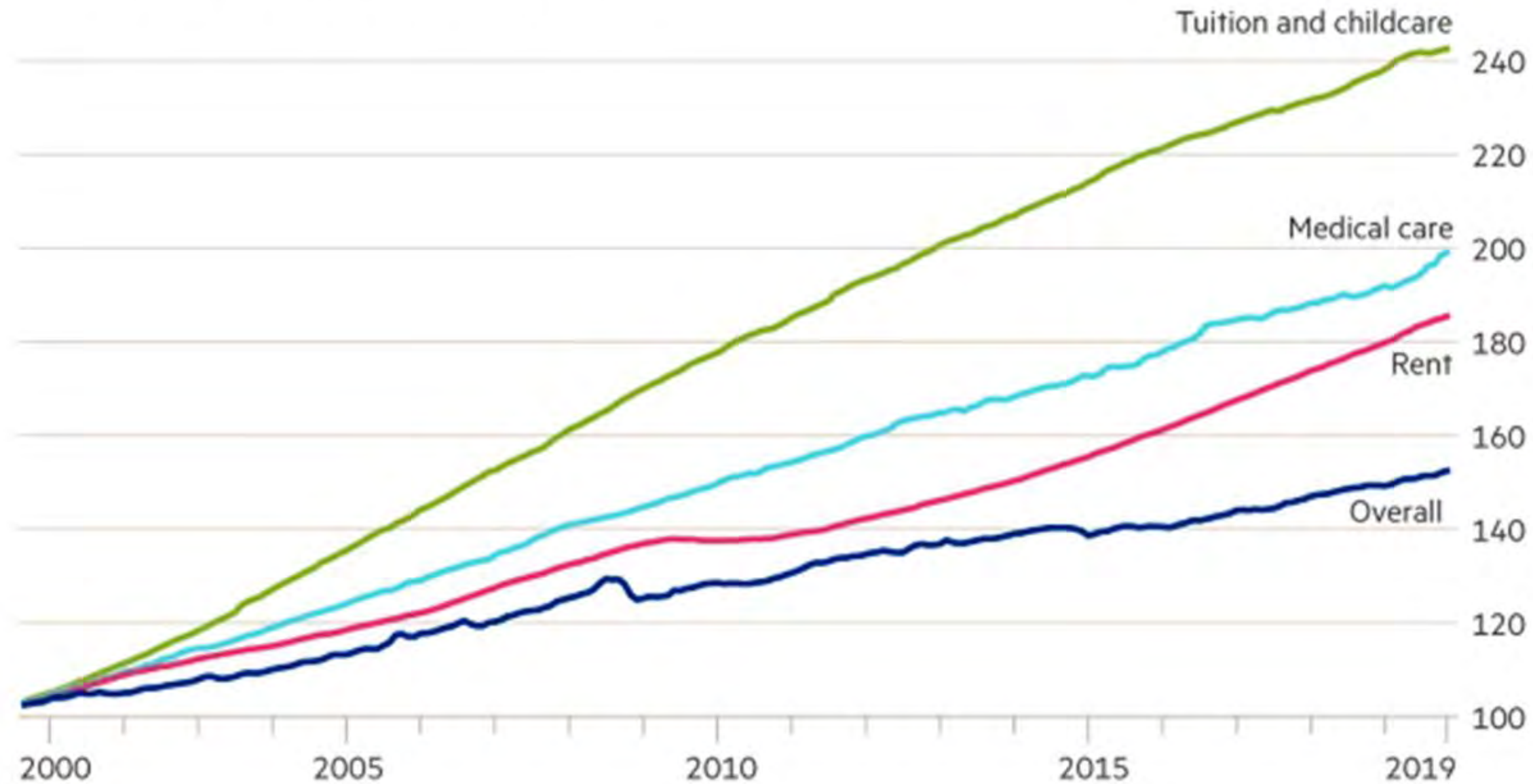
YEARLY, 1980–2020



Source: Birth rates collected from CDC Vital Statistics Reports for 2015, 2019, and 2020. EconoFact econofact.org

INFLATION THAT PEOPLE CARE ABOUT

US consumer prices rebased (2000 = 100)



Source: US Bureau of Labor Statistics

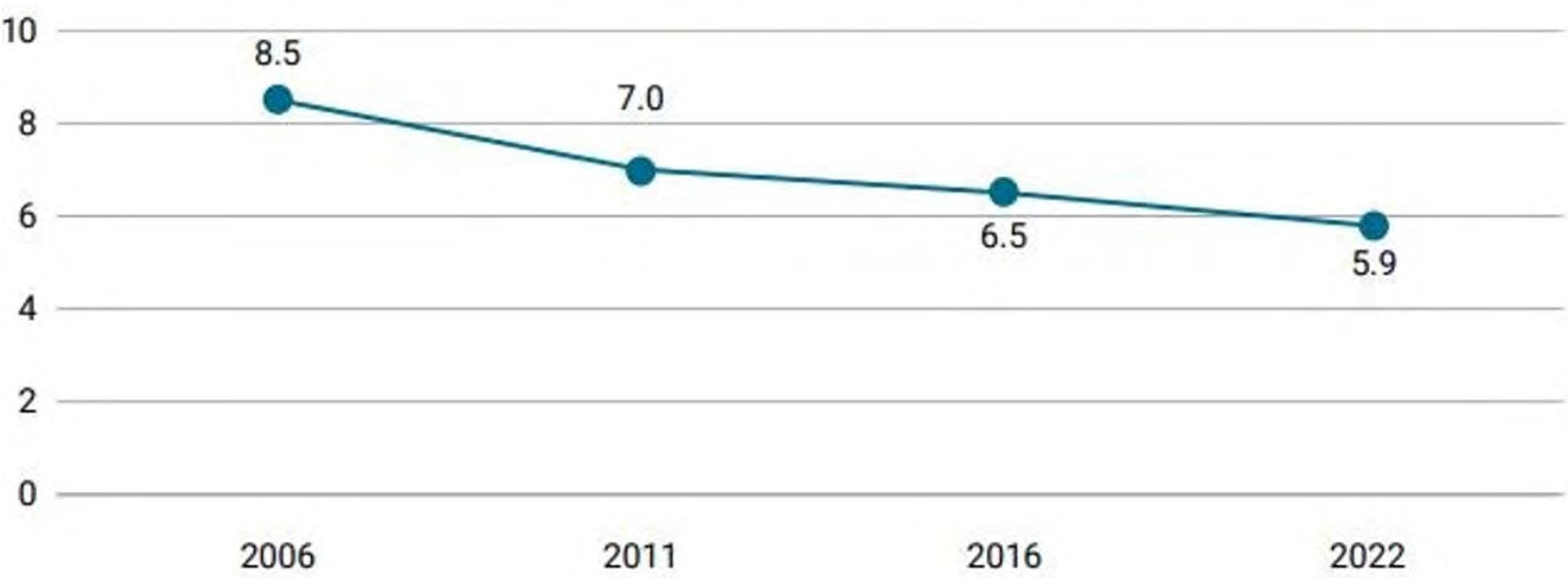
© FT

COLLEGE PRESIDENTS AVERAGE TENURE DECREASING

Presidents were newer to their current position than in previous surveys, especially among women and presidents of color.

In 2022, presidents had been in their position an average of 5.9 years, 2.6 years less than in 2006. On average, men had been in their current position about one year more than presidents of color or women presidents.

Figure 1. Average Time in Current Presidential Position, in Years: Selected Years, 2006–2022



Over half (55 percent) of presidents planned to step down from their current positions within the next five years.

Source: The American Council on Education, “*The American College President: 2023 Edition Executive Summary*”

HISTORICAL PROCESSES AND IMPENDING CHANGE

Historical Process

Strategic
Vision

Academic
Curricular

Campus / Master Plan
Built Environment

Financial
Funding

Development
Funding Request/Donor



Influences implementation into the future

Potential New Ways of Thinking

Learning
Outcomes to
Support Industry


Academic
Experiential
Learning

Strategic
Vision

Campus / Master Plan
Built Environment

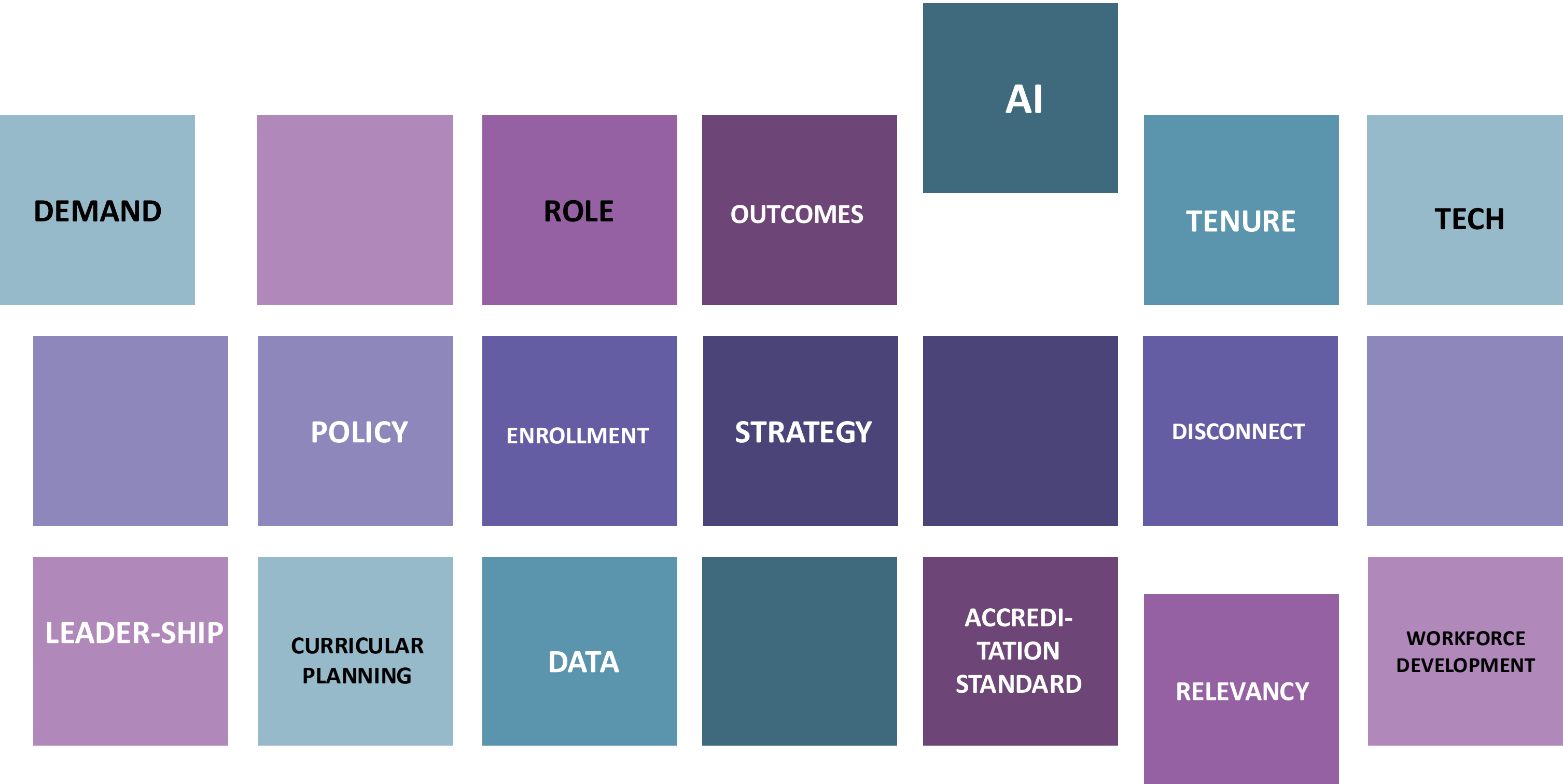
Financial
Political Forces
& Funding

Development
Funding Request/Donor
Financial Aid



*Serves to provide "living" direction for all future actions
and is modified and updated in a continuum into the future*

FORCES AND PATTERNS



PURPOSE & INTENT

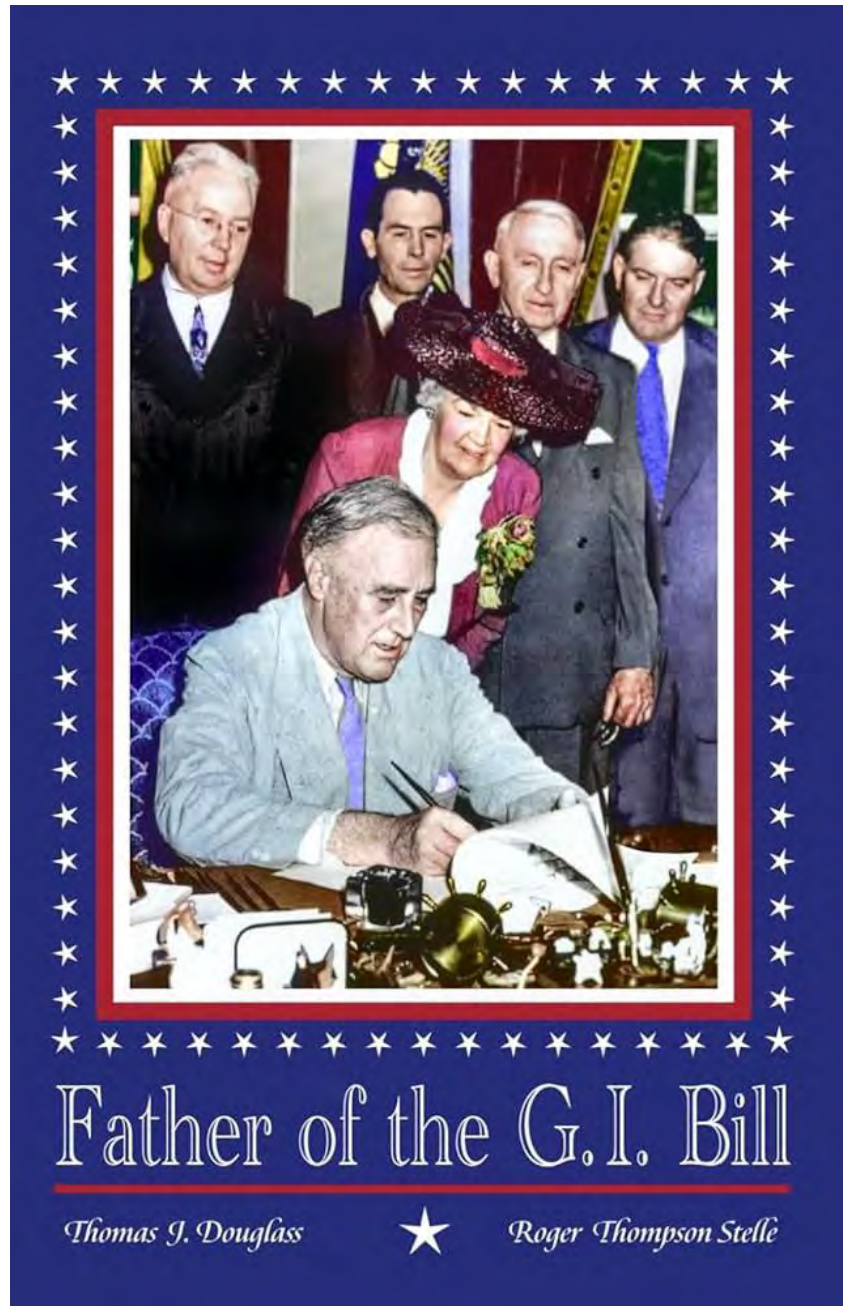
INSTITUTIONAL IMPACT

EXTERNAL FORCES

	RELEVANCY (ROLE)	RESILIENCY PLANNING	POLICY EVOLUTION
DEMAND STUDENT DEMOGRAPHICS, SPACE NEEDS, HEALTH, SAFETY & WELFARE			
TECHNOLOGY & ARTIFICIAL INTELLIGENCE (AI)			
DATA COLLECTION & GOVERNANCE			

FROM THE G.I. BILL TO THE A.I. PILL

Signed into law June 22, 1944 by President Franklin D. Roosevelt



Concept from the 1999 science fiction film *The Matrix* representing the choice between remaining in a state of **blissful ignorance** or accepting a **painful reality**



FORCES AND PATTERNS
G.I. TO A.I.

INSTITUTIONAL IMPACT

EXTERNAL FORCES

DEMAND
STUDENT DEMOGRAPHICS,
SPACE NEEDS, HEALTH,
SAFETY & WELFARE

TECHNOLOGY&
ARTIFICIAL
INTELLIGENCE (AI)

DATA
COLLECTION &
GOVERNANCE

RELEVANCY
(ROLE)

RESILIENCY
PLANNING

POLICY
EVOLUTION

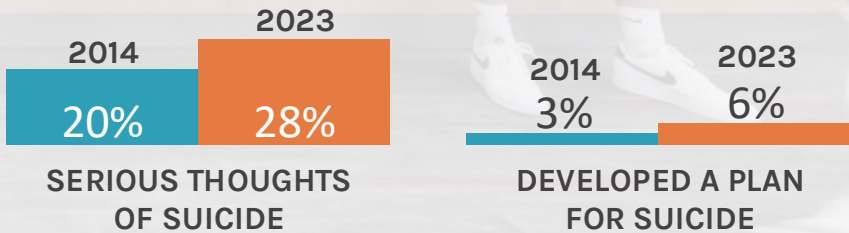
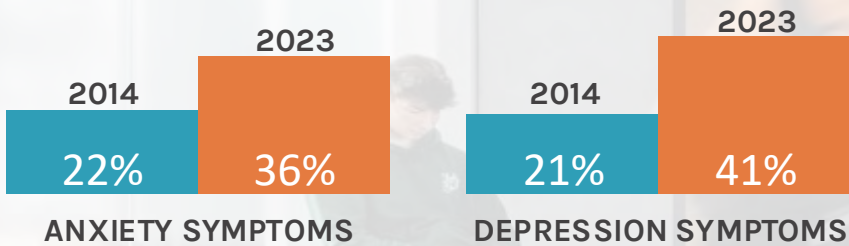
G.I. BILL

A.I. PILL

STATE OF STUDENT WELLNESS

STUDENTS W/
HIGH OR
MODERATE
STRESS LEVELS

78%



WELLBEING STRATEGIES

CONNECTIONS



SUPPORT



INCLUSION



FORCES AND PATTERNS
WELLBEING

INSTITUTIONAL IMPACT

EXTERNAL FORCES

DEMAND
STUDENT DEMOGRAPHICS,
SPACE NEEDS, HEALTH,
SAFETY & WELFARE

TECHNOLOGY&
ARTIFICIAL
INTELLIGENCE (AI)

DATA
COLLECTION &
GOVERNANCE

RELEVANCY
(ROLE)

RESILIENCY
PLANNING

POLICY
EVOLUTION

STUDENT
WELLBEING

SOCIAL MEDIA

“ACCIDENTAL” CHALLENGE

PURPOSE & INTENT

INSTITUTIONAL IMPACT

EXTERNAL FORCES

	RELEVANCY (ROLE)	RESILIENCY PLANNING	POLICY EVOLUTION
DEMAND STUDENT DEMOGRAPHICS, SPACE NEEDS, HEALTH, SAFETY & WELFARE			
TECHNOLOGY & ARTIFICIAL INTELLIGENCE (AI)			
DATA COLLECTION & GOVERNANCE			

ENGAGE – SMALL GROUP DISCUSSION – 8 MIN

PLEASE UTILIZE POST-ITS AND SHARPIES AND PLACE ON GROUP SHEET

What are the implications of these factors on OUR ROLE as University Architects in the proposed planning process?

- *How are we empowered to succeed?*
- *Are you involved in academic planning?*

ENGAGE – ROLE REPORTING

SHARE

ENGAGE - SMALL GROUP DISCUSSION- 8 MIN.

PLEASE UTILIZE POST-ITS AND SHARPIES AND PLACE ON GROUP SHEET

 Who's unlocked a CRITICAL ISSUE and what was the KEY? 

ENGAGE – ISSUES REPORTING

SHARE



EMPOWER - LARGE GROUP DISCUSSION

What is the best FORUM to continue the CONVERSATION?

- *Special Interest Group?*
- *Panel?*
- *Special Committee?*