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Mike P. Curzan of Washington is an authority on university design and development.

The **10** Commandments for developing a new campus

Top university design expert's 'golden rules'

By MIKE P. CURZAN
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1. Thou shalt honor your students as customers and potentially — you hope — as residents of your area and productive citizens.
2. Thou shalt cherish your faculty because without their enthusiastic participation, you are at best a mediocre institution.
3. Thou shalt plan your entire campus for a longtime horizon — 50 to 100 years — and revisit the plan every 2 to 4 years.
4. Thou shalt draw in the community through facilities (bookstore, rec center) and events (concerts, exhibits) and through participation in the provision of mentoring services. Remember: always build your facilities with community input.
5. Thou shalt design and build only quality facilities so as to make everyone — both those who attend the university and those who occasionally visit it — proud of your institution.
6. Thou shalt not covet a status that is foreign to you. If you wish to be a teaching university, then take pride in doing so and don't

Introduction

Writing on tablets of paper instead of stone, university design/development authority Mike P. Curzan of Washington offers his "Ten Commandments for Developing a New Campus."

He introduced his views to Southwest Florida at a recent roundtable symposium on the business, civic and land-use impacts which can be expected from the 10th state university to open in four years in southern Lee County.

An attorney with a varied background in private enterprise leadership roles, Curzan and his MPC Associates real estate development and strategic planning company have participated in campus projects including the University of California, Irvine; Tulane; the universities of Virginia, Georgia and Arizona; George Washington University; and Georgetown University.

Among other past and present roles, he is a former vice chairman and now a director of Connecticut Mutual Life Insurance Co., a director of The Kendall Co., and a trustee at George Washington University.

Curzan has no affiliation with the 10th university project; he attended the symposium as a longtime member and leader of its sponsor, the Urban Land Institute.

to what you want to be. If you want primarily a teaching institution, then think about what type of residential campus (i.e., special affinity-facilities, resident colleges) you want to be and whether you want a faculty in residence.

8. Thou shalt focus your research interests like a laser and go after areas where you have a competitive advantage. For example, if you want to become an institution known for its environmental science curriculum, look for advantages — e.g., build a "green" or environmentally sound campus. Or else take advantage of what your community offers — e.g., it is a tourism mecca, so think about a culinary institute or a school on hotel management.
9. To the extent that you focus your research, thou shalt, in turn, focus your attention on a research center to build around — a center for excellence such as an institute on energy conservation or on environmentally sound buildings. Such a center has to be in place to attract good professors and then, significant businesses.
10. Thou shalt be prepared to spend money if you wish to cultivate research facilities — e.g., operating expenses for a building built with grant funds or operating expenses for an incubator facility (one that nurtures small businesses, usually with new technology) including good staffing and ties to venture capitalists.

resent the fact that you are not a research institution.

7. Thou shalt design facilities that correspond