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2022 AIA Fellowship

Candidate Margaret M. Carney
Organization Cornell University
Location Ithaca, New York
Chapter AIA New York State; AIA Southern New York

Category of Nomination

Object 4 > Industry Organizations

Summary Statement

Through tenacious advocacy of excellence in planning and design, University Architect Margaret Carney has led transformative institutional and physical change, orchestrating the creation of beautiful high-performance built environments that strengthen communities and inspire people.

Education

August 1975-January 1981

Cornell University College of Architecture, Art, and Planning
129 Sibley Dome, Cornell University, Ithaca, NY 14853

Attended 5 years

Received Bachelor of Architecture Degree (5-year Professional Degree)

Kent State University

800 East Summit Street, Kent, Ohio 44242

Attended one year of study in Fine Arts and Arts and Sciences

No degree was received

Licensed in:

The Commonwealth of Massachusetts

The State of New York

The District of Columbia, Washington DC

Employment

Cornell University, Ithaca, New York 02/ 2018 - present (3.70 years)

The Catholic University of America, Washington DC 07/2016 - 02/2018 (1.60 years)

Temple University, Philadelphia, PA 04/2011 - 07/2016 (5.25 years)

Case Western Reserve University, Cleveland, OH 11/2003 - 04/2011 (7.40 years)

Burt Hill Kosar Rittelmann Associates, Cleveland, OH 11/2001 - 11/2003 (2.00 years)

Collins Gordon Bostwick, Architects, Cleveland, OH 08/1999 - 11/2001 (2.25 years)

Margaret Carney, Architect, Akron, OH 08/1990 - 08/1999 (9.00 years)

Kent State University, College of Architecture, Kent, OH 08/1991 - 08/1996 (5.00 years)

WRA, Erie PA 03/1988 - 07/1990 (2.30 years)

Archdiocese of Boston, St. Paul, Cambridge, Ma 03/1986 - 03/1988 (2.00 years)

Sasaki and Associates, Watertown, MA 08/1985 - 02/1986 (0.50 years)

Benjamin Thompson Associates, Cambridge, MA 07/1984 - 07/1985 (1.00 years)

The Architects' Collaborative, Cambridge, MA 10/1981 - 07/1984 (2.75 years)

SOM, Chicago, IL 03/1981-9/1981 (0.50 years)



● October 5, 2021

Mr. Steven Spurlock, FAIA
Chair, AIA 2022 Fellows Jury

Dear Chairman Spurlock and Colleagues:

I am deeply pleased to sponsor Margaret McFadden Carney AIA, who is applying for elevation to Fellowship under Object 4. She has vigorously advanced the living standards of people wherever she has practiced, demonstrating broad social impact of skilled planning and design at and around the four campuses that have been privileged to have her serve as University Architect. Her impact is national, demonstrating to students, alumni, and the cities in which she has operated how extraordinary skills such as hers enrich lived and remembered experience. She extends that impact through numerous presentations to the public and professional colleagues. I have been present at many -- they are cogent, powerful and packed with rapt listeners.

I have known Margaret for the last twelve years, throughout the richest period of her extraordinary 40-year career. I met her through two tight-knit, mutually enriching circles: the Philadelphia design community, and the Association of University Architects (AUA). In both, her leadership is enthusiastically respected by her local and national colleagues, even as it is informed by them.

A remarkable aspect of Margaret's career is how often she has been the first in her role at various institutions. As the first University Architect at three universities, each with a national profile -- Case Western, Temple and Catholic -- and in a recurring theme of her career as client, she led the development of major campus Master Plans. All thoughtfully recommended buildings and open spaces that would reveal each campus' latent physical possibilities. She brought badly needed design intelligence and conscience to each campus and its surrounding community. At Case Western a student design advocacy organization emerged to support the emerging *Campus Master Plan*, testimony to the impact of her patient and passionate presentations about the importance of planning and design to their collective experience. Each campus continues to implement components of the Master Plans she led, revealing their embedded strength and continuity and confirming the wisdom of the institutions that had welcomed her.

At Cornell, though not its first University Architect, she has steadily built and broadened the responsibilities of a skilled management team, updating and extending a prior Master Plan's reach and clarity, while implementing multiple new and preservation projects that will burnish that beloved campus' beauty. Margaret's work at Cornell has inspired her fellow university architects, especially those of us whose campus work weaves important contemporary architecture with conscientious preservation of treasured historic buildings and landscapes.

She has always and everywhere been a remarkably effective advocate for introducing fresh design talent and thinking into unexpected assignments. One startling example is the passion and tenacity with which she successfully maneuvered through Pennsylvania's daunting Department of General Services procurement processes to enable a world-class architecture firm to be eligible to bid on, and ultimately win, the assignment to design Temple University's Charles Library. This was an epic and unprecedented accomplishment, an inspiration to the design community and the whole city, a remarkable demonstration of possibility, and the key component of the transformation of the Temple campus into the genuine place envisioned in the thoughtful and rich pair of campus plans that she'd overseen.

Fellowship in the AIA seems to me to have been conceived exactly with architects such as Margaret Carney in mind. An example of the best our profession has to offer society, I can think of no more deserving colleague. Throughout decades of leadership, she has advocated with clarity, passion, and integrity for our profession's best values: intelligent planning, design excellence, memorable placemaking, superior craft. Her vivacity, professional intelligence and considerable accomplishments have directly benefited our profession and the public and would appropriately be recognized by elevating her as a Fellow of the American Institute of Architects. I recommend her wholeheartedly and without reservation.

Sincerely, 
David Hollenberg, FAIA, University Architect (retired)

and
Adjunct Professor, Graduate Program in Historic Preservation, Weitzman School of Design
University of Pennsylvania

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Through tenacious advocacy of excellence in planning and design, University Architect Margaret Carney has led transformative institutional and physical change, orchestrating the creation of beautiful high-performance built environments that strengthen communities and inspire people.

Margaret's work as the individual leading the planning and design of campus environments at four major American universities has had significant impact on their physical form and on the lives of countless people. Her work and teaching over the past three decades has focused on the importance of urban campuses and their impact on American cities physically, economically, and culturally. She has effectively established and strengthened architectural practices within multiple universities to help them envision and realize their potential as communities, as contributors to their host cities, and as patrons of architecture, all with the purpose of improving the quality of life for people. She is respected as a thought leader among colleagues and communities nation-wide—a leadership role she has achieved through eighteen years as a University Architect informed by twenty years as a practicing architect at leading national firms.

Leading transformative institutional change: Establishing the University Architect as the design and planning authority within complex institutions:

At Case Western Reserve University (Cleveland), Temple University (Philadelphia), and Catholic University (Washington, DC), Margaret Carney was first to hold the position of University Architect and Planner, Associate Vice President. She built the Office of the University Architect at each institution and led them through critical periods of capital planning, investment, and growth. Currently as the University Architect and “Architectural Conscience” at Cornell, her alma mater, Margaret is rebuilding the office to invigorate the influence of planning and design on Cornell's New York State campuses, enhancing the local and global impact of this distinguished Ivy League institution. As the acknowledged authority on design and planning within each university, she has advised presidents, provosts, deans, and trustees on institutional matters related to the built environment, influencing the direction of financial and physical planning decisions. She has instituted capital budget planning processes, design standards, policies, and practices, increasing the credibility and professionalism of the facilities organizations she managed. At Catholic she provided leadership for a newly-established Facilities Committee of the Board of Trustees, institutionalizing the importance of professional design leadership. She elevated the quality of the built environment by instituting transparent selection processes, attracting world-class talent, identifying the most qualified design professionals, and guiding them to ensure the success of each unique project. While a ferocious advocate for quality design, her friendly and inquisitive mid-western demeanor invites people from all walks of life to engage in meaningful discussions about space, to establish a common language among diverse stakeholders, and ensure their understanding of complex planning and architectural ideas.

Creating the Long Term Vision: Leading the development and implementation of visionary campus master plans:

In collaboration with some of the world's most talented architects and planners, Margaret led the development of five bold campus master plans that continue to guide ongoing change. Her understanding of the inextricable link between individual

buildings and their larger contexts provides her with insight to establish and lead planning projects with an acute awareness of how well-designed buildings improve not only the campus, but also the broader community. While at Case, Margaret led the development of the university's first integrated campus master plan, driven by a commitment to “focus outward” to eliminate fortress-like campus edges, connecting adjacent neighborhoods and non-profit institutions. The plan triggered a foundation-led planning initiative among Cleveland's world-class anchor institutions that continues to drive change fifteen years later. At Temple, she initiated and led the development of an award-winning landscape master plan, and convinced the university to transform its commuter campus image by creating beautiful streets and a major green quad at the heart of the campus. Steady implementation of the vision Margaret shaped has continued over the years since her departure, to the delight and amazement of Philadelphians who had never before envisioned Temple as the destination and beautiful residential campus it has become.

Creating beautiful high-performance buildings that support and strengthen institutions, campuses, and communities:

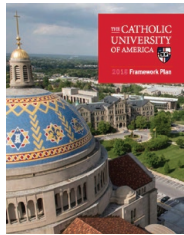
On all four campuses, Margaret has qualitatively raised the bar on architecture and planning. She has made possible the implementation of excellent design that reflects institutional values while enhancing or creating campus identities. Recognizing the potential impact of excellent design for institutions and their communities, she has consistently selected, led and advocated for the engagement of internationally renowned architects to ensure realization of those potentials. Among these is Temple's AIA award-winning Charles Library by Snohetta, which stunned Philadelphia residents and elevated their perception of the institution and its North Philadelphia neighborhood. The renovation of Catholic University's 100-year-old Maloney Hall by Studios Architecture dramatically reimagined interior spaces while preserving its iconic presence in the Brookland neighborhood. Margaret's commitment to improving lives as an architect client is visible and tangible in the places she has shaped, through the humanity and authenticity they exude and the innovative world-class research and education they enable.

2.1

SIGNIFICANT WORK

As University Architect: Master Plans

Role of Nominee: A major part of Margaret's role as University Architect and Planner, Associate Vice President, has been providing leadership of the development of significant campus master plans for the various campuses, and guiding their implementation. In some cases the planning team was already in place when Margaret arrived, as was the situation at Case Western Reserve University. In other cases, Margaret led the selection process for the design team. In all cases, her role was to provide leadership and guidance to both university leadership and design teams hired by the universities to ensure successful processes and outcomes. In most cases, implementation of the plans began even before they were complete, directed by Margaret and her in-house team.



2018 Framework Plan, The Catholic University of America (See Section 3: Exhibit 3.3)
Ayers Saint Gross, Architects and Planners / Kevin Petersen AIA, Principal
Cloud Gehshan / Jerome Cloud, Design Principal
2018



Visualize Temple, Temple University Master Plan, Temple University
The Smith Group JJR / Doug Kozma AIA, Principal
2014

<https://campusoperations.temple.edu/campus-development/campus-master-plan>



Verdant Temple Landscape Master Plan, Temple University (See Section 3: Exhibit 3.6)
Ground Reconsidered / Karen Skafto LRSLA, Principal
Completed 2014

<https://campusoperations.temple.edu/campus-development/landscape-master-plan-0>



Temple University Health Sciences Campus Framework Plan, Temple University
Payette / Kevin Sullivan FAIA, Principal
Completed 2012

Awards: 2016 SCUP/AIA-CAE Excellence in Planning, Merit Award

2015 Boston Society of Architects, Citation for Campus Planning



2005 Master Plan Summary, Case Western Reserve University (See Section 3: Exhibit 3.10)
Michael Van Valkenburgh, Landscape Architects / Michael Van Valkenburgh FASLA, Principal
Ayers Saint Gross, Design Architects / Adam Gross FAIA, Principal
2005

2.1

SIGNIFICANT WORK

As Client Architect: New Buildings



North Campus Residential Expansion, Cornell University, Ithaca, NY

Ikon 5 with Alan Chimacoff AIA

Fall 2021

Cornell's on-campus housing accommodates less than half the 14,600 undergraduate population living in Ithaca, NY, a statistic that is well below Ivy League peers. In 2018 the university engaged a developer to design and construct 2,000 new beds on campus. The first of two phases with 1,275 beds opened in fall of 2021, its terra cotta tile clad buildings carefully configured to create intimate courtyards and identifiable "neighborhoods" within the new complex that complement the eclectic mix of existing nearby residence halls. The development includes a dynamic and highly visible dining facility and food lab where students can prepare their own meals or take regularly scheduled cooking and nutrition classes, one of many new amenities that will help to build a stronger sense of community and support for young scholars.

Role of Nominee: As University Architect, provided leadership of planning, programming, design, and university approvals.



The Village at 115, Case Western Reserve University, Cleveland, OH

Architects: Goody Clancy and Associates, Inc. / Zsuzsanna Gaspar AIA, Principal

2005

Determined to increase the quality of the student experience and build a stronger sense of belonging among the undergraduate population, the university developed a long-range strategy for replacement of all student housing to support the development of the whole student, socially as well as academically. The design of the new 750-bed student houses, built around a new athletic field and running track, successfully blended contemporary design character with hints of the campus's traditional collegiate gothic buildings. The overall planning concept aligned "front porch" entrances of the student houses along the residential street, mimicking the character of the surrounding residential areas, creating a strong connection between the campus and the neighborhood and enhancing its sense of community.

Role of Nominee: As University Architect, provided leadership through planning, programming, design, and university approvals.



Cleveland Center for Structural Biology, Case Western Reserve University, Cleveland, OH

Architects: Kling Stubbins Architects

2005

As an early outcome of the university's initial campus master planning process (resulting in the 2005 *Master Plan Summary*, Exhibit 3.10), and its desire for the campus to "focus outward," Case Western Reserve acquired an abandoned hospital site between the campus and its adjacent neighborhoods and began planning for its development as a regional research district. During the master planning process, funding was made available to construct the first building, which was intended to support research in fuel cell engineering. Although the larger vision for the site has not yet been fully realized, the area has attracted federal funding and private investment to promote and support Cleveland's world-class research institutions.

Role of Nominee: As University Architect, led architect selection process and provided leadership of planning, programming, and design.

2.1

SIGNIFICANT WORK

As Client Architect: Historic Building Restoration



Balch Hall, Cornell University, Ithaca, NY

Original Design Architects: Frederick L. Ackerman

Renovation Architects: Goody Clancy and Associates, Inc. / Zsuzsanna Gaspar AIA, Design Principal
Design: 2020

Construction Complete in 2022

Balch Hall is a majestic 1929 collegiate gothic residence hall on the Cornell campus with a commanding presence. The building's exquisitely proportioned and detailed granite and limestone exterior had been well preserved over the years but interior systems were deteriorated and beyond repair after years of constant use. In addition to potential renovation, Margaret was asked to consider demolition of the structure and replacement with new construction, despite the building's beauty and stature as a historic gateway to a primary student residential district. Margaret worked with the design team to explore alternatives that demonstrated the fiscal reasonableness of renovation compared to new construction, and documented the building's historical and architectural significance to the university and community. Based on Margaret's findings and proposed solutions for restoration, the university decided to preserve the building and moved forward with restoration. The precedent established with Balch Hall was beneficial to a second building the following year, preserving its existence on campus.

Role of Nominee: As University Architect, led architect selection process and provided leadership in all design phases from programming through construction documentation, including university and municipal approval processes.



East Park Canoe House, Temple University, Philadelphia, PA

Architect: Walter Smedly

Renovation Architects: SMP Philadelphia, PA / Todd Woodward AIA, Principal
Completed: 2017

The East Park Canoe House was built by the Fairmount Parks Commission in 1924 as a public canoe house, located on the Schuylkill River banks north of Boathouse Row. Designed in the Spanish Revival style, the Canoe House was well used for decades. After numerous renovations and in disrepair, it was given to Temple University's rowing team for use as a boathouse. In 2011, Margaret initiated the design of a new boathouse near the Canoe House site, and a prominent donor came forward and asked Temple to instead work with the city to renovate the East Park Canoe House. Margaret worked closely with SMP Architects and the Parks Commission, who oversaw the meticulous restoration of the building to ensure it would meet the needs of Temple's rowers while also meeting the Secretary of the Interior Standards for Rehabilitation. Listed on the Philadelphia Register of Historic Places in 1995, and a contributing structure to the Fairmount Park National Register Historic District of 1972, the restored building has reclaimed its beauty and purpose.

Awards: 2017 Grand Jury Award, Preservation Alliance for Greater Philadelphia

Role of Nominee: As University Architect, developed program and the conceptual plan for the renovation to confirm its viability, then served as Temple's design lead in the process led by the City of Philadelphia through completion of the project.

2.1

SIGNIFICANT WORK

As Client Architect: Building Renovations



Wachman Hall, Temple University, Philadelphia, PA

Architects: Jacobs / Kling Stubbins / Leonardo Diaz AIA, Design Partner
2015

This brutalist ten-story lab and office building on Temple's campus was renovated to create large, flexible classrooms and student study space, replacing underutilized interior laboratory space. The design team created four floors of interactive learning environments and a student lounge connected by a light-filled open staircase, cleverly created within an existing void framed by massive concrete beams on the building's primary façade. The previously unused front entrance on Broad Street, now heavily used, creates an inviting entrance to the campus from its busiest urban edge.

Role of Nominee: As University Architect, led programming, planning, architect selection process, design, and community engagement.



Alumni House Renovation, Case Western Reserve University, Cleveland, Ohio

Architects: Richard R Bowen Associates / Richard R. Bowen FAIA, Principal
2007

Case Western Reserve University was formed by the 1967 Federation of two separate institutions, Western Reserve University and Case Institute of Technology. In 2002, a new president instituted a vision to create "One University" and worked with alumni groups to move away from the separate identities they had maintained and come together as one. In order to emphasize its commitment to alumni, the university created its first Alumni House, renovating a large, majestic house on the edge of campus. The highly successful renovation included careful restoration of original craftsmanship including decorative plasterwork, hardwood floors, an ornate staircase, and a rose garden that is frequently used for social gatherings and events.

Awards: 2009 Preservation Award, Cleveland Restoration Society
2008 Preservation Award, Ohio Historical Society

Role of Nominee: As University Architect, led programming, planning, architect selection process, design, and community engagement.



Crawford Hall, Case Western Reserve University, Cleveland, Ohio

Architects: Ewing Cole Architects / Charles Belson AIA, Design Partner
2007

This interior renovation of an eight-story mid-century modern faculty office building transformed underutilized but prominent space that had been poorly renovated in the 1970s. Through the renovation, the building's gracious interior ceiling heights, classic modern exterior glazing, and travertine walls were restored or replaced to create a large hoteling space with conference rooms for adjunct faculty, technology-enhanced learning spaces for students, and a physical space for the Inamori Center for Ethics and Excellence. The addition of a café area catalyzed increased utilization of the space and brought much-needed energy to the entire building.

Role of Nominee: As University Architect, led programming, planning, architect selection process, design, and community engagement.

2.1

SIGNIFICANT WORK

As Client Architect: Building Renovations



Maltz Center for Performing Arts, Case Western Reserve University, Cleveland, Ohio

Architects: Charles R. Greco 1924

Renovation Architects: MGA Partners, Architects with Westlake Reed Leskosky Architects

Dan Kelley FAIA, Principal

2013

This project emerged as a direct result of the university's 2005 *Master Plan Summary*, which Margaret led, and was a key component of the university's ambitious strategy to "focus outward" and engage adjacent neighborhoods. The historic synagogue was renowned for its dramatic stone exterior with multiple domed roof sections. The congregation had relocated to larger and more modern facilities in the 1990s, leaving the temple unused except for High Holy Days. A donor arranged for ownership of the majestic building to be transferred to Case Western Reserve for use as a performing arts facility with its domed Guastavino-tiled auditorium ceiling and superior acoustic characteristics. The results have been overwhelmingly successful, breathing new life into an underutilized treasure and catalyzing private development in the area.

Awards: 2017 Honor Award for Design Excellence, AIA Pennsylvania

2017 Honor Award, US Institute for Theater Technology

2016 Excellence in Preservation Achievement Award, AIA Cleveland and The Cleveland Restoration Society

Role of Nominee: As University Architect, led programming, planning, architect selection process, design, and community engagement.



Peter B. Lewis Building, Case Western Reserve University, Cleveland, Ohio

Architects: Gehry Partners, LLP / Frank Gehry FAIA, Design Principal 2002

Renovation Architect: LDA Architects Inc. / Dominic Durante AIA, Design Principal

2010

The Peter B. Lewis Building, an iconic concrete and steel structure with signature curved walls and sculpted steel roof, was built prior to academia's culture shift towards flexibility and collaboration. In an effort to increase transparency and interaction on the building's first floor, where a large meeting space crowded the main entrance, and after consultation with Frank Gehry FAIA, Margaret hired a talented Cleveland-based architecture firm to modify the space to suit contemporary needs in the spirit of the original design. Today, as people enter the building they are greeted by an open café and gathering space, with sinuous soffits, colorful accent walls, banquettes, and other details seen throughout the original building. The renovation was instantly embraced by students and the many architects who come to see this building every year due to its painstaking attention to detail and creation of a dynamic and engaging space that enhances the original masterpiece.

Role of Nominee: As University Architect, led programming, planning, architect selection process, design, and community engagement.

2.1

SIGNIFICANT WORK

Early Career



Harvard Radcliffe Catholic Student Center, Church at St. Paul, Cambridge, MA

Architects: Koetter Kim & Associates, Boston, MA / Fred Koetter FAIA, Design Principal with Susie Kim 1987

Margaret represented the parish community of St. Paul in Harvard Square as they sought to consolidate a complex mix of facilities, including the Harvard-Radcliffe Catholic Student Center, demolish a historic and deteriorated parish school building, and create a multi-purpose parish facility on a prominent Cambridge site. Koetter Kim & Associates Inc. were selected as Architects of Record through an RFP process that included Boston's most significant design firms. The resulting building is configured to create an open urban courtyard between the existing Italian Romanesque Revival Church, with its highly visible and iconic campanile, and the new building. The overall composition maintains a well-used Cambridge pedestrian path through the site by connecting new and existing buildings with an exquisitely detailed and transparent bridge.

Publication: *Koetter Kim & Associates, Place Time*
Rizzoli Monograph 1997

Introduction by Alan J. Plattus, Essays by Colin Rowe and Fred Koetter (pages 48-51)

Role of Nominee: As client architect, conducted feasibility study, programming, architect selection, project planning and management, extensive community engagement and approvals, and design leadership through construction. This highly complex and successful project was nominee's first as a client architect, and significantly influenced her career path and understanding of the need for client architects.



Fine Arts Academy, University of Baghdad, Iraq

The Architects Collaborative / H. Morse Payne, FAIA, Principal and Margaret (McFadden) Carney, AIA Design Completed: 1984 (Unbuilt)

The project was an addition to Walter Gropius' vast University of Baghdad campus, which had been built in intermittent phases over a fifty-year period. The project created one million gsf of instructional, performance, and exhibit space to support University of Baghdad programs in music, dance, drama, fine arts, murals and mosaics, cinematography, and television broadcast. The design reflected dense village-like pattern of buildings and courtyard spaces indigenous to the Middle East and provided identity to numerous programs while still connecting them as a whole. The complex included Iraq's National Museums for Fine Arts and Musical Instruments in addition to six large performance spaces, among them an outdoor amphitheater that stepped down into the Tigris River.

Role of Nominee: As project design architect, led programming, concept planning, and design, working with artists, faculty, and students in Baghdad. This two-year project was the nominee's first campus master plan and building design project as lead design architect in professional practice, an experience that led to a career focused on university campus planning and design of academic facilities.

2.1

RAISING PROFESSIONAL STANDARDS

Establishing Design and Planning Authority within Complex Institutions

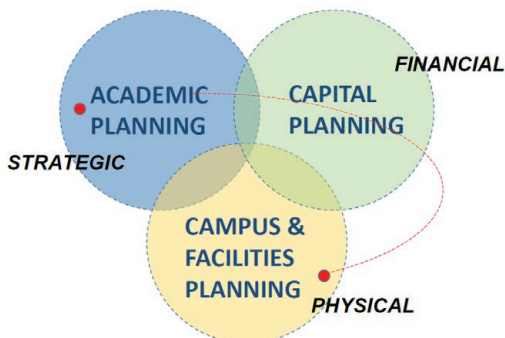
DEFINING THE ROLE

The University Architect's role is to provide stewardship of the campus and advocacy for faculty, students, and staff who rely on the quality of the physical environment to enable their work, inspire their spirit, and enrich their daily lives. The University Architect must be as familiar with the institution as with the profession and practice of architecture in order to represent the institution and serve as the ambassador connecting the university and the architects they hire. The University Architect holds responsibility for shaping and communicating institutional aspirations, encouraging dialogue among stakeholders, selecting architects and their consultant teams, guiding the planning and design process, and maintaining equilibrium between fiscal and physical priorities. Ultimately, the University Architect's responsibility is to advise university leadership on the myriad design decisions that must be made in renewing and creating buildings, landscapes, and campuses that support the mission of the institution, impacting people and institutional reputations.

DELIVERING IMPACT

As the first University Architect and Planner on three campuses, Margaret embraced the opportunity to create the Office of the University Architect (OUA), and in the case of Cornell, to reorganize an existing one, developing the office's policies and practices and navigating its integration into established university cultures and facilities organizations. In this role, Margaret has brought the voice of the architect to all major institutional decisions about the physical environment, and with it a higher level of ambition, vision, and excellence to design and planning. She established the influence of the University Architect through her own insight and advocacy for excellent design and planning, and through the creation of in-house design teams comprised of licensed architects, non-professional staff, and architecture student staff whose work was funded by internships she established. Under Margaret's leadership, each of these teams became a critical asset to their institution and to many individuals—including faculty, staff, trustees, students, and alumni—many of whom had never worked with an architect before and for whom working with the OUA was their first exposure to the complexity and value of the architect's role.

Comprehensive and Integrated Planning



CREATING AN EFFECTIVE ORGANIZATION

The organizational structure and culture of the Office of the University Architect (OUA) varies among institutions, but at the core, they operate much like a professional architecture firm. The University Architect could be seen as the managing partner, with a team comprised of senior associates, associates, and support staff who work directly with university stakeholders and frequently work with architecture firms engaged for large capital projects. The responsibilities of the office typically include development and oversight of master plans, leadership of planning and design of buildings and landscape, interior design, space planning and management, architectural archives, public art, and frequently, oversight of construction. This breadth of responsibility requires talented and experienced staff who possess excellent communication and collaboration skills to enable successful engagement with virtually every functional unit within the institution.

Creating the OUA within already diverse and complex university and facilities organizations is a challenging task. Key steps Margaret took to ensure the success of the OUA included hiring experienced staff, establishing clear roles and responsibilities for all positions, getting buy-in from impacted existing staff, and revising institutional policies and practices to ensure ongoing coordination, clarity, and successful outcomes among them. Margaret has shaped OUA teams within each university in response to their unique culture, organizational structure, and anticipated workload. Of all the projects Margaret has led over the course of her career, the process of building strong and effective teams, ensuring respect for their work and their professional development has been the most rewarding and impactful.

2.1

RAISING PROFESSIONAL STANDARDS

Establishing Design and Planning Authority within Complex Institutions

ESTABLISHING ROLES AND RESPONSIBILITIES

As Temple's first University Architect, Margaret and her counterpart in Facilities Management and Operations engaged in a rigorous process of critical assessment and visioning to develop coordinated processes, practices and policies for the organization. The leadership team crafted a department philosophy, studied organizational structures of peer institutions, and proposed a collaborative management strategy that emphasized teamwork and cooperation. Among key outcomes was agreement on clearly-defined roles and interconnected responsibilities assigned to individuals within the facilities team. This helped build a collaborative culture that remains in place today.

Margaret's experience at Temple is now informing her work at Cornell, where the OUA had been vacant for years prior to her appointment, causing redistribution of responsibility for design and planning. She initiated a process of redefining the roles and responsibilities of her staff and key stakeholders in facilities and academic units, then worked closely with leaders across the organization to ensure agreement and coordination. This ongoing effort has increased effectiveness and the spirit of cooperation within the OUA and the larger facilities team, which in turn has increased the level of professionalism and credibility of the whole facilities organization.

CREATING A CULTURE OF PROFESSIONALISM

The UA role is highly visible and wide-ranging in its scope and reach across the university and its broader community. It can also be controversial, given the subjective nature of design and design decision-making. Margaret has worked within each university to create and exhibit a strong sense of cooperation and professionalism among her staff and with administrators, university colleagues or "clients," and consultant teams hired to support large or specialized projects. As architects representing the institution, the OUA establishes a culture of design quality and professionalism through their work and partnerships they build within the university community. Margaret has worked within each institution to ensure that same level of professionalism is extended to consultant teams by establishing transparent processes for selection of design teams, crafting RFP and contract language that sets realistic expectations for university stakeholders and consultant teams, and working closely with them throughout the design process to ensure each project's success, while always making decisions that are in the best interest of the university.

POSITIONING THE UNIVERSITY ARCHITECT AS A UNIVERSITY LEADER

Effectiveness in the role of University Architect requires deep understanding of the culture of the institution and its aspirations and goals. That understanding can only come from engagement at all levels of the institution, from presidents and provosts to deans, faculty, non-academic staff, donors, alumni, students, and the larger community.

Planning the physical environment for a university requires integration with capital budget planning and the institution's comprehensive strategic plan for growth and development. Integration of these three planning areas—physical, financial, and strategic—leads to informed long-range plans that enable the university to establish priorities, coordinate resources, and implement plans thoughtfully over time. Margaret has been integral to this process given the University Architect's responsibility for "big picture," long-range visioning and detailed design of capital projects and landscape.

A unique dimension of Margaret's role and impact has been her ability to engage with significant donors in discussion about the campus by sharing her thoughts on design and inviting their input. She has worked closely with presidents and Chief Development Officers in building relationships with philanthropists who, inspired by her architectural vision and passion, provided financial support that enabled projects to be realized.

Margaret's natural ability to relate to people and find shared values among them has been key to her success as a UA. In her work, she applies her understanding of how the wide range of issues and opportunities existing on each campus relate to each other, and how they respond to and influence the physical environment. Her overarching strategy has been to work with senior leadership to define a long-term vision, then plan each near-term physical improvement towards implementation of that vision. This simple approach has resulted in visible, meaningful impact on the physical, organizational, and cultural environment of each university in which she has worked. The ongoing work to implement established plans, as well as future evolutions of those plans, will benefit from her work in establishing the Office of the University Architect, its clear structure of roles and responsibilities, and the institution's recognition of the importance of the architect's voice and leadership.

2.1

ORGANIZATIONS: SERVICE & PRESENTATIONS

THE AMERICAN INSTITUTE OF ARCHITECTS (AIA)

Service and Engagement

- 2012-2015 AIA Philadelphia Chapter Center Board Member
- 2007 Boston Society of Architects/AIA Design Awards Jury
- 1999-Present Active Member

Presentations

- 2016 AIA National Convention
The Transformation of Temple's North Philadelphia Campus: Lecture and Walking Tour of Temple Campus
- 2015 AIA Philadelphia, Design Advocacy Group
The Temple Master Plan: Transforming North Philadelphia
- 2013 AIA Philadelphia
Embracing Broad Street: The Temple Campus and Philadelphia
- 2012 AIA Philadelphia, Design on the Delaware
Embracing Broad Street: Temple's Transformative Vision for North Philadelphia
With Alan Greenberger FAIA, City of Philadelphia, Dan Kelley FAIA, MGA Partners, Architects, and Leon Drachman AIA, Payette
- 2012 AIA Philadelphia
A Framework Plan for Health Sciences
- 2011 AIA Philadelphia, Design Advocacy Group
Urban Campuses and Communities: Lessons from Cleveland for North Philadelphia Development
- 2011 AIA Philadelphia, Design Committee
Campus Planning: Universities Plan for Building and Growth
with David Hollenberg FAIA, University of Pennsylvania, and Kimberly Miller AIA, Drexel University

ASSOCIATION OF UNIVERSITY ARCHITECTS (AUA)

Service and Engagement

- 2002-Present Active Member
- 2010-Present Sustainability Committee
- 2004 Professional Practice Committee

Presentations

- 2014 AUA International Conference Case Study
Student Housing as a Catalyst for Institutional Transformation
- 2012 AUA International Conference Case Study
A Tale of Two Cities: From Cleveland to Philadelphia
- 2005 AUA International Conference Case Study
Focus Outward: The Case Western Reserve Campus Vision

2.1

ORGANIZATIONS: SERVICE & PRESENTATIONS

SOCIETY FOR COLLEGE AND UNIVERSITY PLANNING (SCUP)

Service and Engagement

- 2008-Present Campus Planning Academy
- 2012-2014 Design Juror, National Excellence Awards
- 2004-2008 Professional Development Committee

Selected SCUP Presentations

- 2019 SCUP Mid Atlantic Regional Conference
Innovative Data Tools that Support Capital and Facilities Planning
- 2017 SCUP International Conference
Temple University Completed Projects: 2011-2014
- 2017 SCUP Mid-Atlantic Symposium
Space Management Strategies at Catholic University
- 2015 SCUP International Conference
Philadelphia Stories: The Campus in Community
With Mark Kocent AIA, University of Pennsylvania, and Nancy Trainer FAIA, Drexel University
- 2014 SCUP International Conference
Looking Up: Thinking Vertically for Creative Building Solutions
With Doug Steel AIA, H2L2 Architects
- 2014 SCUP Mid-Atlantic Regional Conference
Designing for Engagement: Temple University's Next Generation Library
With Nathan McCrae, Snohetta Architects

Revivifying Temple University's Main Campus: The Landscape Master Plan
With Karen Skaft ASLA and Brad Thornton ASLA, Ground Reconsidered

Philadelphia Stories: Universities as Catalysts for Community Revitalization
With Mark Kocent AIA, University of Pennsylvania, and Nancy Trainer FAIA, Drexel University
- 2013 SCUP International Conference
Award presenter, SCUP Excellence in Planning, Landscape Architecture and Architecture Awards
- 2013 SCUP Mid-Atlantic Regional Conference
Energy, Space and Time – Where Einstein Pondered, We've Succeeded
- 2007 SCUP International Conference and Idea Marketplace
A Strategy for Collaboration: Integrating the Landscapes of Academia and Community Development
With Lillian Kuri, The Cleveland Foundation

Conference Proposal Review

- 2020-2021 Annual International Conference
- 2018 Mid-Atlantic Regional Conference
- 2015 Annual International Conference
- 2010 North Central Regional Conference
- 2004-2008 Annual International Conference
- 2004-2008 Professional Development Committee

2.1

SERVICE & PRESENTATIONS

REGIONAL SERVICE

- 2018-Present Cornell University Public Art Committee
Ithaca, NY
- 2005-2009 Mayoral Appointment to Cleveland Euclid Corridor Design Review Committee
(Originally the “University Circle Design District Design Review Committee”)
Cleveland, OH
- 2005-2011 Inamori International Center for Ethics and Excellence, Case Western Reserve University
Charter Advisory Committee Member
Cleveland, OH

ADDITIONAL SELECTED PRESENTATIONS

- 2021 Tradeline Conference
Building Renewal: New decision-making criteria for today’s capital projects
With Zsuzsanna Gaspar AIA and Lisa Ferriara AIA, Goody Clancy and Associates, Inc.
- 2021 President’s Council of Cornell Women, Cornell University
Cornell’s Future of Great Possibility: The University in 2050 and Beyond
- 2021 Knoll Education Forum
Returning to Campus: Impacts of COVID, Now and Moving Forward
- 2014 American Planning Association, Philadelphia Conference
Campus and Community: Blurring the Boundaries
With Mark Kocent AIA, University of Pennsylvania, and Nancy Trainer FAIA, Drexel University
- 2013 Urban Land Institute National Conference
Philadelphia Stories: The Impact of Urban Campuses on Communities
- 2013 Lower North Philadelphia Neighborhood Planning Meeting
Temple Development Plans for North Broad Street
- 2012 SMPS: Commonwealth of Pennsylvania Department of General Services
Higher Education Project Funding and Design Services Selection
- 2010 Surdna Foundation, National Conference
Building Community Wealth in Cleveland: Our Role as an Anchor Institution
- 2004 Case Western Reserve Trustee and Alumni Lecture and Tour
Focus Outward, The Case Western Reserve Campus Master Plan

Please refer to AIA, AUA, and SCUP presentations on pages 10 & 11

2.1

ACADEMIC INVOLVEMENT & JURY EXPERIENCE

- 2019 Cornell University, College of Architecture, Art, and Planning, Ithaca, NY
City and Regional Planning Spring Colloquium
Lecture: *Campus, Context, and Community: Navigating Change while Maintaining a Long Term Vision*
With Leslie Schill, Director of Planning, Cornell University
- 2019 Cornell University, College of Architecture, Art, and Planning, Ithaca, NY
Studio Critic
By invitation of Professor Timur Dogan
- 2018 The Catholic University of America, School of Architecture and Planning, Washington, DC
Adjunct Faculty & Design Critic, LEED® Lab; Sustainable Campus Building Assessment
With Professor Patricia Andrasik
- 2015 Temple University, Tyler School of Art and Architecture, Philadelphia, PA
Symposia Series, Panel Discussion: *The New 21st-Century Library Vision*
With Craig Dykers FAIA, Snohetta Stantec JV; Timothy Rub, Philadelphia Museum of Art; Joe Lucia, Temple Dean of Libraries; and Inga Saffron, The Philadelphia Inquirer
- 2014-2016 Temple University, Tyler School of Art and Architecture, Philadelphia, PA
Adjunct Faculty, Honors College
Lecture Course: *Urban Campuses and Their Impact on American Cities*
- 2014 Temple University, Philadelphia, PA
Special Advisor to Student Committee: Building Relationships in Communities (BRIC)
Student group was founded following a violent assault on a Temple student, by an architecture intern working in Margaret's office. This group continues to work with the neighborhood and university to build a better community. www.phillybric.org
- 2013 University of Pennsylvania, Philadelphia, PA
Studio Critic
Philadelphia Studio: "Metropolitan Catalysts; Temple University Current Initiatives"
- 2012 Contemporary Gallery, Temple University, Tyler School of Art and Architecture, Philadelphia, PA
Retrospective Exhibition of Margaret Carney's architectural and design work, and Lecture:
The Transformative Power of a Well-Designed Campus
- 2012 Penn Design, University of Pennsylvania, Philadelphia, PA March 2012
Panelist, Discussion: *What's Next for North of Broad Street's Revitalization*
With Eric Blumenfeld, EB Realty Management, Brian Flanagan, City of Philadelphia, and Paul Levy, Center City District
- 2009-2011 Case Western Reserve University, Cleveland, OH
Special Advisor to Student Committee on Master Plan and Student Space (COMPASS)
Following Margaret's presentation to the student government, the students formed a university-sponsored student organization, which provided a forum for students to learn about and give feedback on campus planning and design.
- 1994-1996 Cleveland Urban Design Center, Cleveland, OH
Advisory Committee Member
Studio Critic
- 1991-1996 Kent State University, College of Architecture and Environmental Design, Kent, OH
Adjunct Faculty, Fifth Year Urban Design Studio
Studio Critic
- 1985 Cornell University, College of Architecture, Art, and Planning, Kyoto, Japan
Studio Critic
- 1982-1986 Boston Architectural College (BAC), Boston, MA
Adjunct Faculty
Studio Critic

2.2

SIGNIFICANT AWARDS, HONORS & RECOGNITION For Projects Completed Under Direction of Nominee

Charles Library, Temple University, Philadelphia, PA

Snohetta Stantec JV / Craig Dykers FAIA, Design Principal

- 2020 AIA Philadelphia Gold Medal Award
- 2020 AIA Philadelphia Honor Award Interior Architecture
- 2020 ALA/IIDA Library Interior Design Award, AIA Committee on Architecture for Education
- 2020 Design Excellence Award, Education Facility Design Awards
- 2019 Interior Design Magazine, Best of Year Winner for Higher Education

Maloney Hall, The Catholic University of America, Washington, DC

Studios Architecture / Brian Pilot AIA, Design Principal

- 2017 NAIOP DC/MD Award of Excellence for Best Renovation: Historic Restoration.

Maltz Center for the Performing Arts, Cleveland, OH

MGA Partners, Architects with Westlake Reed Leskosky / Dan Kelley FAIA, Design Principal

- 2017 Honor Award, US Institute for Theater Technology
- 2017 Honor Award for Design Excellence, AIA Pennsylvania
- 2017 Divine Detail Award AIA Philadelphia
- 2017 Honor Award US Institute for Theater Technology
- 2016 Philament Award for Lighting Design Excellence, IES Philadelphia
- 2016 Preservation Achievement Award, The Cleveland Restoration Society and AIA Cleveland

Temple University Health Sciences Campus Master Plan, Philadelphia, PA

Payette / Kevin Sullivan FAIA, Principal

- 2016 SCUP/AIA-CAE Excellence in Planning, Merit Award
- 2015 Boston Society of Architects, Citation for Campus Planning

Morgan Hall, Temple University, Philadelphia, PA

MGA Partners, Architects / Dan Kelley FAIA, Principal

- 2015 Award for Design Excellence, AIA Pennsylvania
- 2014 Honor Award for Design Excellence, AIA Philadelphia
- 2014 Divine Detail Award, AIA Philadelphia
- 2014 Ceramics of Italy Tile Competition

Verdant Temple, Temple University Landscape Master Plan

Ground Reconsidered / Karen Skafte ALSA, Principal

- 2016 Honor Award Analysis and Planning Category
American Society of Landscape Architects PA/DE Chapter

Uptown District, Case Western Reserve University, Cleveland, OH

Stanley Saitowitz | Natoma Architects / Stanley Saitowitz, Principal

- 2015 Silver Medalist, Rudy Bruner Award for Urban Excellence
- 2014 American Architecture Award, Silver Medal, Chicago Athenaeum

2.3

SIGNIFICANT PUBLICATIONS

ABOUT NOMINEE: CAREER

Alumna Margaret M. Carney Named University Architect

Cornell Chronicle | By Nancy Doolittle

January 18, 2018

In her role as the architectural conscience of the institution and the steward of sound architectural design standards, Carney will lead initiatives to meet the long-range, functional and aesthetic goals of the university. Her efforts will ensure a cohesive campus that promotes Cornell's educational mission while being sensitive to adaptive reuse of historical buildings, historical preservation and aesthetically pleasing grounds and greenspaces.

<https://news.cornell.edu/stories/2018/01/alumna-margaret-m-carney-named-university-architect>

University President Appoints Margaret Carney First-Ever University Architect

The Catholic University of America News | By CUA Office of Marketing and Communications

October 30, 2017

"(Margaret) has crafted a multiyear capital investment plan that protects our historic buildings, renews our utilities infrastructure, and anticipates new and expanded service demands of the campus. Margaret's thoughtful and respectful engagement of our faculty and staff is a perfect match for the culture of the campus community. From day one, she fit right in as an influential voice among University leaders," said Robert M. Specter.

<https://communications.catholic.edu/news/2017/10/university-architect.html>

Interview with First-Ever University Architect

The Tower: Catholic University's Independent Newspaper | By Katie Ward

November 2017

"When we're talking about building a new dining hall, or a new residence hall, none of these are buildings that we can afford to say, 'You know, this doesn't have to be that good.' They have to be great." Margaret Carney

<http://cuatower.com/2017/11/interview-with-first-ever-university-architect/>

New Course Discusses 'Evolution' of Main Campus: University Architect Margaret Carney's new honors-level architecture course is open to all majors

The Temple News, Around Campus, Features | By Michaela Winberg

September 1, 2015

Overall, Carney said that her course will juggle the preservation of the past with the "constant change" of the future. "How do we move forward, but also maintain our roots, and our core values?" Carney said. "It's not an easy question. It's very complex."

<https://temple-news.com/new-course-discusses-evolution-of-main-campus/>

Temple University Will Profit from Lessons Margaret Carney Learned as Campus Architect at Case Western Reserve University

Cleveland.com | By Steve Litt, Cleveland Plain Dealer Architecture Critic

March 20, 2011

As campus architect at Case Western Reserve University since 2003, Margaret Carney has helped channel national trends in campus planning into concrete results in Cleveland. Carney's work at CWRU earned so much notice outside the city that she's just been tapped to head a \$1.2 billion expansion at Temple University in Philadelphia...Margaret Carney brought a new coherence to planning and architecture at Case Western Reserve University during her eight years as campus architect.

https://www.cleveland.com/architecture/2011/03/temple_university_will_profit.html

2.3

SIGNIFICANT PUBLICATIONS

ABOUT NOMINEE: CAREER (continued)

Margaret Carney, Case Western Reserve University's Campus Architect, is Tapped for a Big Job at Temple University

Cleveland.com | Steve Litt, Cleveland Plain Dealer Architecture Critic
March 11, 2011

As a member of the University Circle Design Review Committee—now the Euclid Corridor Design Review Committee—Carney patiently and diplomatically pressed architects and developers to improve their projects.

https://www.cleveland.com/architecture/2011/03/margaret_carney_case_western_r.html

Contemporary Issues of our Region: University Circle, A Destination and a Neighborhood, With Margaret Carney and Lillian Kuri

Regionally Speaking Broadcast, Western Reserve Studies Symposium | By Gladys Haddad
June 5, 2007

This conversation with Margaret Carney, Case Western Reserve University architect and Planner, and Lillian Kuri, Director of Special Projects for the Cleveland Foundation focuses on the University's Integrated Master Plan and how the Cleveland Foundation became involved with the Greater University Circle Planning Initiative.

<http://hdl.handle.net/2186/ksl:83383683d>

ABOUT NOMINEE: INDIVIDUAL PROJECT IMPACT

A NEW CAMPUS CLASSIC:

Temple constructs a library for the digital age and creates one of Philly's best new buildings

Philadelphia Inquirer: Philly Edition, CHANGING SKYLINE | By Inga Saffron, Architecture Critic (Pulitzer Prize 2014)

September 20, 2019

Just before embarking on the library project, Temple finally hired a campus architect, Margaret Carney, who set out to bring order to a messy collection of buildings. Together with (Dean of Libraries) Lucia, who was lured from Villanova University for the project, she saw the library's placement on 13th Street, kitty-corner from the old Paley Library, as the first step in remaking the campus. Carney helped shepherd through a new landscape plan that called for creating a campus green in front of the library, with Temple's iconic bell tower at the center.

<https://digital.olivesoftware.com/Olive/ODN/Philadelphialnquirer/shared/ShowArticle.aspx?doc=PHQP%2F2019%2F09%2F20&entity=Ar00103&mode=text&sk=F75F995F>

Charles Library at Temple University

Architectural Record | By Linda C Lentz
November 9, 2020

<https://www.architecturalrecord.com/articles/14865-charles-library-at-temple-university>

New Library is Temple's Most Compelling Work in Architecture in Decades

Philadelphia Inquirer, Opinion | By Inga Saffron, Philadelphia Inquirer Architecture Critic
September 19, 2019

<https://www.inquirer.com/columnists/temple-university-library-inga-saffron-architecture-review-snohetta-20190919.html>

2.3

SIGNIFICANT PUBLICATIONS

ABOUT NOMINEE: INDIVIDUAL PROJECT IMPACT (continued)

Verdant Temple Establishes Strategy for Open Space

Temple University Campus News | By Brandon Lausch
October 30, 2015

“Our university’s fabric was woven by many hands in various materials and styles,” said Associate Vice President and University Architect Margaret Carney. “Verdant Temple encourages a creative yet consistent approach to Temple’s landscape that will make better aesthetic and functional use of our spaces while increasing opportunities for learning and social interaction.”

<https://news.temple.edu/news/2015-10-30/verdant-temple-establishes-strategy-open-space>

Margaret Carney Joins Us to Discuss the Verdant Temple Master Plan

WHYY NPR: Broadcast Newsworks Tonight, Bobby Alan Reports
November 24, 2015

<https://why.org/episodes/newsworks-tonight-november-24-2015-full-show/> © WHYY 2021

Design Committee Has High Praise for New Temple Library

PlanPhillyMag | By Greg Meckstroth
September 2, 2015

“Sophisticated poetry.” That’s what Cecil Baker, the bard of Philadelphia’s Civic Design Review Committee, had to say about the design of Temple University’s new library. “Where have you been?” he asked Margaret Carney, the university architect. . . “I see your project and I get filled with hope,” he said.

<https://www.phillymag.com/property/2015/09/02/temple-university-high-tech-library-gets-high-marks-at-civic-design-review/>

Design Committee Praises Temple Library Preview

Philadelphia Inquirer, PlanPhilly | By Jared Brey
September 2, 2015

https://www.inquirer.com/philly/news/Design_committee_praises_Temple_Library_preview.html

Transformative Architects Set Eyes on North Broad Street

Hidden City Philadelphia | By Greg Meckstroth
April 9, 2013

Temple University campus architect Margaret Carney said last week the university sought ‘the best talent in the world’ in selecting the Norway-based firm Snøhetta for a new campus library to be built adjacent to the Liacouras Center and McGonigle Hall on North Broad Street.

<https://hiddencityphila.org/2013/04/transformative-architects-set-eyes-on-north-broad-street/>

Insights On the Temple Of Tomorrow

Hidden City Philadelphia | By Nathaniel Popkin
January 18, 2013

“I feel very strongly about authenticity as a designer. I can’t think of a single imitative building that is great architecture. When I was a student at Cornell, I had the great theorist and architect Colin Rowe as a professor—he spawned a lot of great urban designers. He had a phrase: “saying that every building is a piece of architecture is like saying everything written is a piece of literature.” I think we’re looking for literature now, not just writing.” Margaret Carney

<https://hiddencityphila.org/2013/01/insights-on-the-temple-of-tomorrow/>

2.3

SIGNIFICANT PUBLICATIONS

ABOUT NOMINEE: INDIVIDUAL PROJECT IMPACT (continued)

Transformations: 50 Things that will Change Philadelphia in 2015: Temple University's Ambitious Master Plan

Philadelphia Business Journal | By Dan Norton
January 23, 2015

Why it's transformational: Temple is revamping its crucial buildings on campus without expanding much beyond its current footprint. Its new academic offerings aim to attract researchers and keep the school from falling behind.

<https://www.bizjournals.com/philadelphia/datacenter/transformations-50-things-that-will-change.html>

Temple's Gorgeous New Campus Quad Gets the Green Light

Flying Kite Development News Philadelphia | By Alaina Mabaso
December 16, 2014

When Temple University architect Margaret Carney first toured the campus, something struck her as unusual. "I was surprised to see how little open space there was," she recalls. "When you think about a campus, the open space that is the core and heart of the campus is generally the most memorable spot". That's why she calls a large proposed green space at Temple, part of the university's Visualize Temple plan, "a real game-changer for Temple and really for North Philadelphia."

<https://www.flyingkitemedia.com/devnews/templegreen121614.aspx>

Temple's New \$144 Million Library Moves Forward

Hidden City Philadelphia | By Nathaniel Popkin
May 22, 2012

The project, under the direction of new university architect Margaret Carney, follows on the goals set by Temple's 2020 Framework masterplan...

<https://hiddencityphila.org/2012/05/temple-new-144-million-library-moves-forward/>

BY NOMINEE

Integrating Landscape Performance Metrics in Campus Planning: Baseline Conditions for Temple University

By Margaret M. Carney, Mary Myers, & Heather Whitlow
Planning for Higher Education Journal, SCUP Volume 43 Number 4 | July–September 2015

In 2014, Temple University initiated a landscape master planning process to provide an integrative environment for its new buildings. The plan sought to establish overarching planning concepts and design standards that would increase the cohesiveness, identity, quality, and sustainability of the campus environment by tying together an eclectic mix of buildings and spaces, giving prominence to historic structures, and focusing on the pedestrian experience. Concurrently, a seminar on landscape performance metrics was taught in the Department of Landscape Architecture. Seminar students reviewed landscape performance tools and then vetted those tools through peer-reviewed literature and practical application. Tools that were positively vetted were used to assess campus baseline conditions.

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3.0

LIST OF EXHIBITS



- 3.1 ATKINSON HALL**
Cornell University, Ithaca, NY | Construction starting January 2022



- 3.2 MALONEY HALL RENOVATION**
The Catholic University of America, Washington, DC | 2019



- 3.3 CATHOLIC UNIVERSITY CAMPUS FRAMEWORK PLAN**
The Catholic University of America, Washington, DC | 2017



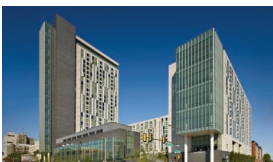
- 3.4 THE CHARLES LIBRARY**
Temple University, Philadelphia, PA | 2019



- 3.5 SCIENCE EDUCATION AND RESEARCH CENTER**
Temple University, Philadelphia, PA | 2014



- 3.6 VERDANT TEMPLE, LANDSCAPE MASTER PLAN**
Temple University, Philadelphia, PA | 2014



- 3.7 MORGAN HALL, STUDENT RESIDENCE TOWER**
Temple University, Philadelphia, PA | 2013



- 3.8 UPTOWN DISTRICT**
Case Western Reserve University, Cleveland, OH | 2012



- 3.9 MANDEL CENTER FOR NON-PROFIT ORGANIZATIONS**
Case Western Reserve University, Cleveland, OH | 2010



- 3.10 2005 CAMPUS MASTER PLAN**
Case Western Reserve University, Cleveland, OH | 2005

3.1

ATKINSON HALL

Cornell University, Ithaca, NY

ROLE OF NOMINEE:

As University Architect, Margaret led the programming, preliminary concept planning, and site selection processes before initiating a national search for the design team. She guided the architects and a core team of researchers through all design phases and worked closely with the Provost and donors to steward their investment and create a new generation of research space for Cornell.

ARCHITECTURE FIRM OF RECORD AND DESIGN FIRM

Lake Flato Architects

REGIONAL DESIGN PARTNER

SWBR Architects and Engineers

COMPLETION DATE

January 2024

SELECTED PUBLICATIONS

Tom Fleischman, *Atkinsons' \$30M gift to name Multidisciplinary Building*, Ezra, March 8, 2021

Brian Crandall, *Cornell receives \$30 million donation for new academic building*, The Ithaca Voice, March 11, 2021

Mayanka Dhingra, *Atkinson Hall Receives Final Funding, Promising to Promote Collaboration and Sustainability*, The Cornell Daily Sun, March 18, 2021

Challenge: As scientific research processes become increasingly interdisciplinary, traditional models of discipline-based facilities have become inadequate, requiring universities and their architects to redefine virtually all space types to better support new ways of working. Having experienced this evolution himself as a biologist, Cornell University Provost Michael Kotlikoff challenged researchers in all disciplines to create “Radical Collaborations” to more effectively and more rapidly solve urgent and complex global problems by bringing together interdisciplinary teams. The Provost asked Margaret to lead a planning and design process that would create a new model for interdisciplinary research space at Cornell, enabling researchers to make advances in sustainability and human health. The project needed to be highly sustainable and delivered within three and a half years.

Role and Approach: Margaret initiated site and architect selection processes that same day, pulling together a diverse team of colleagues to provide informed input about existing research spaces, challenges, trends they were seeing across campus, common complaints from researchers. She asked the Provost to provide a small interdisciplinary team of forward-thinking researchers who could work together with her and make decisions. Given Cornell’s aggressive *Climate Action Plan* and the donor’s desire to create an exemplary high performance building, the search for architects focused on firms who had a proven track record as leaders in the design of highly sustainable and innovative research facilities. Margaret chaired the selection committee that led to the selection of Lake Flato Architects and a strong team of sub-consultants from across the country. The experienced project team of architects, engineers, and scientists moved seamlessly from programming through design, with Margaret providing design direction and orchestrating the diverse group of stakeholders through exploration of concepts.

Resolution: The resulting copper clad building designed by Lake Flato Architects takes full advantage of its spectacular though compact site overlooking Cornell Botanic Gardens, replacing a parking lot with four stories of open and flexible collaboration and research space. The north side of the building responds to the organic nature of its dramatic context at the top of a steeply wooded slope and popular hiking trail, incorporating Cornell’s first constructed wetland to accommodate storm water and invite passers-by. In contrast the south facade is more formal, reflecting the nature of the tree lined avenue it faces, with large expanses of transparent glass allowing views in and out from laboratory areas. Margaret was successful in achieving her vision of a continuous vertical “Collaboration Core” where all occupants share an array of convening spaces that encourage cross-disciplinary interaction. She has steadily influenced the thinking of faculty and university stakeholders to adopt more open and flexible space concepts on other projects, using this successful model for change. Trustees, donors, and municipal approval boards have responded to this project and its profound purpose with remarkable admiration and respect for the design, which is on track to achieve LEED Platinum status.



Collaboration spaces off main lobby (concepts)

I have personal knowledge of the nominee’s responsibility for the exhibit listed above. That responsibility included: project under direction of the nominee

David M. Lodge

Francis J. DiSalvo Director Cornell Atkinson Center for Sustainability

Served on Executive Project Committee during the period of this project’s development and design.

3.1

ATKINSON HALL Cornell University, Ithaca, NY



View from hiking trail

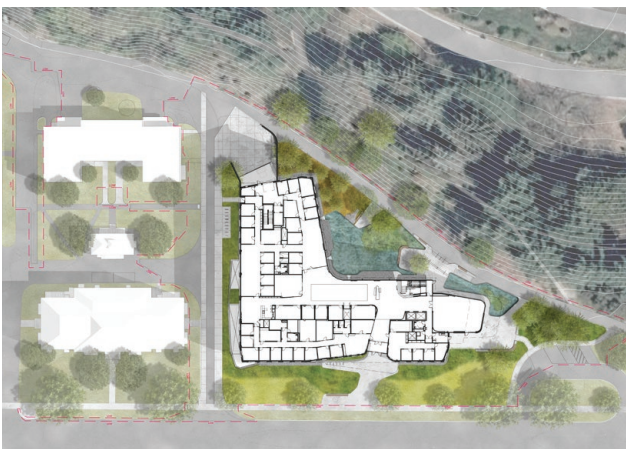
This new building represents a unique approach for Cornell. Atkinson Hall won't be 'owned' by any one college, but rather include centers, programs and departments that expand to and strengthen colleges and academic entities throughout the university.

It will lift all boats, connecting our research community in a fundamentally empowering way and serving as a lynchpin to Cornell Tech and Weill Cornell Medicine.

Michael Kotlikoff, Provost
Cornell University



Section through building and constructed wetland



Site plan showing trail and Botanic Garden to the north



Tower Road facade

3.2

MALONEY HALL RENOVATION

The Catholic University of America, Washington, DC

ROLE OF NOMINEE

As University Architect and AVP for Facilities, Planning and Design Margaret worked closely with University leadership, donors, academic stakeholders and the design team through this complex renovation of an existing historic building to create contemporary, innovative instructional space while also respecting the building's exquisite architectural character. Through the process of renovation, President John Garvey changed Margaret's title to include "University Architect" recognizing the important impact of architectural leadership.

ARCHITECTURE FIRM OF RECORD AND DESIGN FIRM

Studios Architecture

COMPLETION DATE

2019

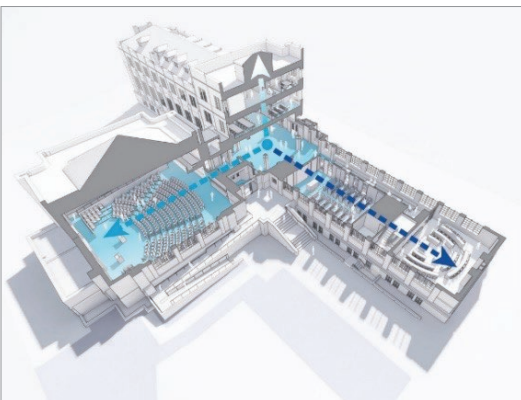
SELECTED AWARDS:

NAIOP DC/MD Award of Excellence for Best Renovation: Historic Restoration

USGBC LEED Gold

SELECTED PUBLICATIONS

Open for Business: Catholic University tradition meets modern design as Maloney Hall reopens as the new home for the Busch School of Business, Catholic University of America Magazine, Spring 2019



Axon showing public space connectivity

Challenge: The Catholic University of America received a substantial gift in 2016 to create a prominent home for a newly endowed and rapidly growing Busch School of Business on its expansive NE Washington DC campus. The university envisioned a building that would be connected to the surrounding urban fabric, innovative, inspiring, architecturally distinctive and sustainable. In a bold move, the university decided to transform an existing 1917 collegiate gothic building, Maloney Hall, into a high-tech, collaborative learning environment that would prepare students for business environments of the future. Having been used exclusively as a chemistry research and teaching facility and vacant for years the building required extensive remediation of hazardous materials and significant structural repair.

Role and Approach: Hired by Catholic to lead facilities planning, design and management while concept design and selective remediation were underway, Margaret made the decision to change the project delivery method from Design Bid Build to a GMP contract. Through a rigorous RFP process, she hired Whiting Turner and engaged them as partners in the design process where they could advise on constructability issues and cost implications early on. She provided strategic design leadership, working closely with the Dean of the School, its faculty and the Studios Architecture team to shape the program and its organization within the building in a way that used available space effectively and reflected a new way of thinking about the integration of technology and collaboration. The team worked diligently to preserve the most valuable historic features of the building interior and exterior, ensuring their preservation to the extent possible given available funding and extensive demolition. Margaret was on site frequently through remediation and construction phases of the project to facilitate comprehensive design decision making as new challenges emerged.

Resolution: Maloney Hall today is a testament to institutional commitment and excellent integration of design and construction strategies. The new facility is simultaneously elegant and pragmatic with its 273-seat auditorium, case study classrooms, small group study rooms, offices, chapel, and collaboration spaces. The final scope of work included replacement of all building infrastructure with high performance sustainable systems, reclamation of unused attic space to create beautiful windowed offices, preservation of the granite exterior and its highly ornate windows, substantial renovation of the building's interior including replacement of entire floorplates that had been removed during remediation, and creation of a highly sustainable, welcoming landscape. Margaret's design leadership and close work with the faculty and design team ensured the success of the project, which achieved optimal balance between creation of new space types and restoration of original details and craftsmanship. Her constant focus on designing memorable places that inspire people and enable their work is evident throughout the building, elevating the stature of the institution and the pride felt by its students, faculty, and alumni.

I have personal knowledge of the nominee's responsibility for the exhibit listed above. That responsibility included: project under direction of the nominee

Robert M. Specter

Vice President for Finance and Treasurer, The Catholic University of America
Served as VP and Treasurer for the duration of the project

3.2

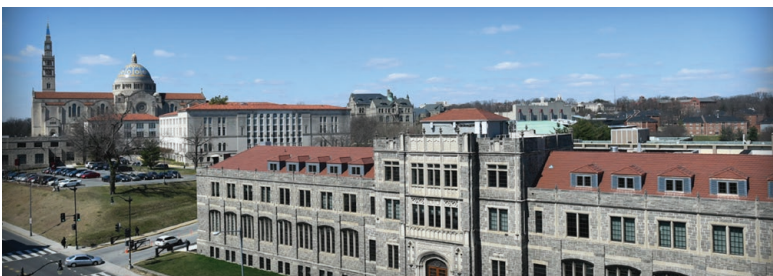
MALONEY HALL RENOVATION The Catholic University of America, Washington, DC



Landscaped entry court replacing service yard



Auditorium



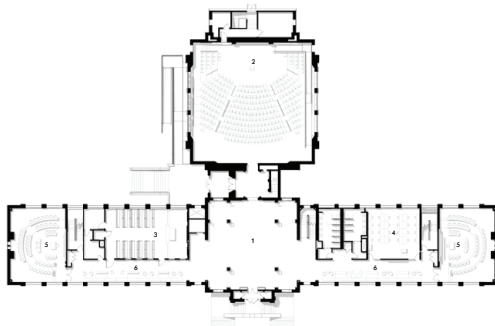
View from Michigan Avenue, campus in background



Study banquettes near classrooms, first floor



Offices in transformed, previously unused attic



First floor plan



Small group study rooms, second floor

3.3

CATHOLIC UNIVERSITY CAMPUS FRAMEWORK PLAN The Catholic University of America, Washington, DC

ROLE OF THE NOMINEE:

Margaret's role as University Architect and AVP for Facilities included leadership of planning and design in addition to the wider spectrum of day-to-day maintenance and operational issues related to the physical environment of the campus. The comprehensive nature of Margaret's AVP role enabled her to lead an integrated planning process that resulted in a long-range strategy for improvements to the campus and a concrete action plan for implementation.

ARCHITECTURE FIRM OF RECORD AND DESIGN FIRM

Ayers Saint Gross

COMPLETION DATE

2018

SELECTED PUBLICATIONS

Four Year Energy Project Nears Completion,
Catholic University News, February 2021

The Campus Energy Project that began in 2016 is nearly complete. The project is expected to dramatically boost energy and water efficiency on campus.



Campus from Basilica of the National Shrine

Challenge: Catholic University's 193-acre campus is a surprisingly lush, pastoral environment located just two Metro stops from Union Station in our nation's capital. Surrounded by numerous large, classically designed institutional buildings, the campus presents a nearly continuous street edge along NE DC's Michigan Avenue comprised of formal Collegiate Gothic buildings. In sharp contrast, the interior of the campus is an informal, eclectic mix of buildings linked by a complex system of roadways and parking lots that disrupt the idyllic nature one anticipates upon arrival. As the new head of Facilities and Planning, Margaret's first task was to create an action plan that would guide capital investments and resolve critically needed deferred maintenance of the many historic buildings that gave the campus its identity. She engaged Ayers Saint Gross to update an earlier master plan they had done and which had been previously adopted by the DC Zoning Commission.

Role and Approach: Margaret engaged her dedicated staff in a process of identifying, quantifying, and prioritizing life-safety-related maintenance and capital projects, including full replacement of a failing original steam plant and distribution lines, and specific work needed to preserve iconic heritage buildings and landscape. She simultaneously worked with senior leadership and the campus planning team led by Ayers Saint Gross on the physical plan development exploring solutions to programmatic needs, improvements to the campus' physical character, gateways, and organization. Working closely with colleagues in the CFO's office, Margaret utilized the building conditions data and planning priorities emerging from the physical planning effort to institute a five-year capital plan that would resolve deferred maintenance and ensure preservation of iconic heritage buildings. The plan defined priorities, estimated costs and established logical integrated timelines for implementation. Her first major recommendation resulting from the complex assessment process was to move forward rapidly with complete replacement of the university's steam plant and distribution system with a four-pipe hot and chilled water system throughout campus, enabling all future capital projects to move forward.

Resolution: The Board of Trustees responded with enthusiastic support to the thoroughness and logic behind the plan and its recommendations. They voted unanimously to implement the multi-pronged strategy Margaret laid out, allowing work to move rapidly forward. The Campus Energy Project, key among concurrent projects, was initiated before completion of the plan to enable all other renovations and new buildings to move forward. It was followed by numerous significant landscape and wayfinding projects. Today, construction of new playing fields and two new major buildings identified in the plan Margaret led are nearing completion less than five years after its adoption. Margaret's diligence and collaborative leadership enabled the work to move forward in an extremely short period of time, improving the reliability and efficiency of campus infrastructure, the aesthetics of the campus, and the experience of people living there.

I have personal knowledge of the nominee's responsibility for the exhibit listed above. That responsibility included: project under direction of the nominee

Robert M. Specter
Vice President for Finance and Treasurer, The Catholic University of America
Served as VP and Treasurer for the duration of the project

3.3

CATHOLIC UNIVERSITY CAMPUS FRAMEWORK PLAN The Catholic University of America, Washington, DC



Margaret has crafted a multi-year capital investment plan that protects our historic buildings, renews our utilities infrastructure, and anticipated new and expanded service demands of the campus.

Robert M. Specter
VP, Finance and University Treasurer

Projects below resulted directly from the Campus Framework Plan and are each complete or in design.



New student dining facility (completed 2021)



Campus landscape development (in design)



Conway School of Nursing building (in design)



Shared Walkways

Primary Paths

Tertiary Paths



Campus gateway from Metro (completed 2020)

3.4

THE CHARLES LIBRARY

Temple University, Philadelphia, PA

ROLE OF NOMINEE:

As University Architect, Margaret shaped the project from inception, diplomatically steering the Pennsylvania Department of General Services (DGS) to modify their established A/E Selection Process. She engaged architects globally in the search process to find the best talent in the world for this transformative project, then guided the design team through all phases of design, navigating tumultuous changes in university leadership that posed great risk to the project budget and design.

ARCHITECTURE FIRM OF RECORD AND DESIGN FIRM

Snohetta Stantec JV

COMPLETION DATE

August 2019

SELECTED AWARDS

2020 ALA/IIDA Library Interior Design Award

2020 AIA Committee on Architecture for Education, Design Excellence Award

2020 AIA Philadelphia Gold Medal Award

2019 Interior Design Magazine, Best of Year Winner for Higher Education

USGBC LEED Gold

SELECTED PUBLICATIONS

Wilson Barlow, *Charles Library by Snohetta and Stantec: 2019 Best of Year Winner for Higher Education*, Interior Design Magazine, January 17, 2020

Antonio Pacheco, *Snohetta pierces a new library at Temple University with a dramatic skylight and heroic entry portals*, Archinect News, September 23, 2019

Inga Saffron, *New Library is Temple's Most Compelling Work in Architecture in Decades*, Philadelphia Inquirer, Opinion, September 2019:

The granite-clad Charles Library is easily the most compelling work of architecture Temple has produced in decades. Actually, it is easily one of the best new buildings in Philadelphia.

Jared Brey, *Design Committee Praises Temple Library Preview*, Philadelphia Inquirer, PlanPhilly, September 2, 2015

Challenge: As Temple's first University Architect, Margaret embraced the existing *Temple 20/20 Master Plan* and the priorities it established, including creation of a new world-class university library funded by the Commonwealth of Pennsylvania that would support academic scholarship and elevate the university's identity. A new structure was needed to replace an existing library that could no longer house a growing student body, its general collection of over 2 million books, and irreplaceable urban archives. The university identified a 200,000 gsf program for the building and a prominent site across the street from the academic core of the campus, which changed abruptly upon the arrival of a new president who asked Margaret to identify a different site.

Role and Approach: Margaret led the architect selection and design process and worked strategically with the Pennsylvania Department of General Services (DGS) to identify and hire the best design talent in the world for this project, recognizing that it would redefine the 21st-century university library and serve as a model for other university research libraries worldwide. With a level of authority unprecedented for a DGS project, Margaret took the lead in crafting the RFP, describing the envisioned building as "architecturally significant," orchestrated an on-site pre-proposal information session that attracted over 100 firms from across the globe, and hosted interviews on campus with a Selection Committee Margaret assembled and led. The resulting selection of Snohetta/Stanec as the design team for this project made headlines. Margaret maintained steady oversight of the planning and design process, identifying a new site at the geographic center of the campus that would allow for the creation of a much-needed central green space, while simultaneously giving prominence to the library as the heart of the campus. Together with Craig Dykers of Snohetta and a brilliant new Dean of Libraries, she led a robust planning effort that proposed a radical concept to create more space for students by consolidating the collection into a dense robotic book storage and retrieval system.

Resolution: The project emerged victorious, hailed in the Philadelphia Inquirer as "easily one of the best new buildings in Philadelphia." Overnight, the library became the iconic center of campus, a magnetic destination on campus and well beyond it. The spectacular structure with soaring arches and wood paneled ceilings shaped massive and inviting sun-lit reading and study spaces, now constantly filled with students. The stone exterior is both contemporary and comfortable beside adjacent historic buildings. The completed project provides 70% more useable space than its predecessor, adding 40 new meeting spaces and 1600 study seats. This transformative project made national headlines as the new standard of excellence and innovation in university libraries. Due to Margaret's unrelenting dedication to elevate the quality of architecture on the campus and improve the experience of Temple students in their efforts to excel, The Charles Library has raised Temple's national profile, community pride in its history, and anticipation for its future.

I have personal knowledge of the nominee's responsibility for the exhibit listed above. That responsibility included: project under direction of the nominee.

Dr. Hai Lung Dai

Laura H. Carnell Professor of Chemistry and Vice President of International Affairs Served as Temple University Provost from 2012-2016, the period of this project's development and implementation

3.4

THE CHARLES LIBRARY Temple University, Philadelphia, PA



Main entrance from center of campus



Entrance from Polett Walk (pedestrian path)



View of entry lobby from second floor



Library and landscape



Main entry plaza facing center of campus



24/7 reading room and cafe

3.5

SCIENCE EDUCATION AND RESEARCH CENTER

Temple University, Philadelphia, PA

ROLE OF NOMINEE:

As University Architect Margaret provided comprehensive direction and leadership of the programming, design and its implementation ensuring functional and aesthetic excellence in the design of Temple's first new research facility in over 50 years. The design team had been selected by Pennsylvania's Department of General Services and was well into schematic design when Margaret joined Temple. Seeing greater potential in the design than had been realized, Margaret secured authorization to abandon the initial design, restart the process with a robust programming effort, and led the process through to successful completion.

ARCHITECTURE FIRM OF RECORD

USA Architects

DESIGN FIRM

ARC / Architectural Resources Cambridge

COMPLETION DATE

2014

SELECTED AWARDS

USGBC LEED Gold
(Temple's First LEED Gold)

SELECTED PUBLICATIONS

Temple University: ARC and Temple University Complete \$137M Science Education and Research Center, High-Profile Monthly, October 2014 (web), November 2014 (print)

Greg Fornia, *SERC: A new era in scientific exploration at Temple*, Temple Now, September 16, 2014:

Temple SERC Dedication Ceremony, October 10, 2014: https://youtu.be/qU_xyHxyWUc



Stone-clad exterior

Challenge: Temple University, a state-supported public research university, had not built or significantly renovated science research and teaching facilities for over five decades when the Commonwealth of Pennsylvania provided funds to create advanced research and teaching space for core programs in the sciences. When Margaret arrived on campus design for the new facility was underway. Finding that early planning and design had not engaged researchers and faculty Margaret recommended the design team remain in place but restart design with a faculty committee in place.

Role and Approach: Margaret initiated redesign by engaging the Dean of the College and his faculty in development of a detailed program for a wide range of sophisticated teaching and research space types. The program included wet and dry teaching labs and collaboration space for students; class 100 and 1000 clean rooms for use by materials scientists, geneticists and immunologists; shielded rooms and vibration-free research labs containing scanning-tunneling microscopes for physicists and their collaborators. With the Dean's vision for growth and a program in hand Margaret worked closely with the USA/ARC design team to create a building that would capitalize on its highly visible site to create a world class facility for Temple's science community, and engage faculty to help create an exceptional building.

Resolution: Under Margaret's leadership, the building and its landscape created a dynamic new district on campus where utilitarian buildings had been. Its dramatic and highly transparent two-story atrium and café provide a welcoming gathering space for all Temple students and faculty while also connecting SERC to two adjacent buildings occupied by the College of Engineering and the College of Liberal Arts, creating new opportunities for meaningful interdisciplinary interaction among all three. The world-class research environment afforded by the construction of this 247,000 gsf building enabled Temple to successfully recruit many internationally renowned researchers, which helped elevate Temple to a Carnegie Classification of R1, a designation assigned to universities with the highest levels of research activity in the world. Prominent examples of academic excellence resulted from these hires include iGem, an institute focusing on diseases of genomic origins, and the Institute for Computational Molecular Science. Temple's first LEED Gold building, SERC incorporated aggressive sustainable design elements including daylight harvesting through use of light shelves and interior glazing, innovative storm water management and recovery systems. Margaret's early decision to restart the design energized the design team and ultimately the campus with the creation of this elegant, transparent structure. The star-studded dedication ceremony represented a turning point in Temple's history, opening the door to a new building as well as a new era, in which science has a more powerful presence and impact, enabled and inspired by great architecture.

I have personal knowledge of the nominee's responsibility for the exhibit listed above. That responsibility included: project under direction of the nominee.

Dr. Hai Lung Dai

Laura H. Carnell Professor of Chemistry and Vice President of International Affairs Served as Temple University Dean of the College of Science and Technology from 2007-2012, the period of this project's development and implementation, and as Provost from 2012-2016

3.5

SCIENCE EDUCATION AND RESEARCH CENTER Temple University, Philadelphia, PA



View toward main lobby on pedestrian thru-way, Polett Walk



Covered walkway at main entrance



Physics laboratory



Main lobby



Collaboration space



Teaching laboratory

Temple University's \$137M Science Education and Research Center (SERC) opened this month as one of the largest and most ambitiously collaborative academic science facilities in the U.S.

High-Profile Monthly
2014



Lecture hall

3.6

VERDANT TEMPLE LANDSCAPE MASTER PLAN

Temple University, Philadelphia, PA

ROLE OF NOMINEE:

As University Architect, Margaret identified the need for a landscape master plan while new buildings proposed in the *Temple 20/20* master plan were being built without an overarching vision for campus landscape. She outlined a planning process, assembled a steering committee of invested stakeholders, then led a national search to find the best possible planning team in the Northeast. Margaret stewarded the process through to completion, personally editing the complete text and authoring the Forward.

LANDSCAPE ARCHITECT OF RECORD

Ground Reconsidered

DESIGN FIRM / URBAN PLANNING

Wallace Roberts and Todd

SIGNAGE / WAYFINDING

Cloud Gehshan

LIGHTING

The Lighting Practice

STORMWATER

Duffield Associates

COMPLETION DATE

2014

SELECTED AWARDS

2017 Popular Choice: Higher Education & Research Facilities, Architizer A+ Awards

2016 American Society of Landscape Architects PA/DE Chapter, Honor Award in Analysis and Planning

SELECTED PUBLICATIONS

Stephen Stofka, In "Verdant Temple," *A Unifying Vision For A Disjointed Campus*, Hidden City, November 13, 2015

Carney, Myers, & Whitlow, *Integrating Landscape Performance Metrics in Campus Planning: Baseline Conditions for Temple University*, Planning for Higher Education Journal, Volume 43 Number 4, July - September 2015

Angelly Carrión, *Verdant Temple Pilot Project Nears Completion, Master Plan Revealed*, Phillymag, November 3, 2015

Newsworks Tonight, *Bobby Alan Reports: Margaret Carney joins us to discuss the Temple Verdant Master Plan*, WHYY NPR, PBS, November 24, 2015

Challenge: The Temple University campus in North Philadelphia grew organically over time within the city's grid, evolving from a Baptist Temple into a public research university with an enrollment of 40,000. Margaret arrived on the campus in 2011 to find a harsh, chaotic assemblage of tough-looking buildings, a patchwork of concrete and asphalt, security lighting, and guard stations at each campus entrance. While working with numerous design teams on new buildings funded by the Commonwealth of Pennsylvania, guiding the design of sustainable landscapes for each, she recognized the need for an overarching vision to guide the design of campus-wide landscape—the critical connective tissue that was missing. As Margaret's idea for the plan emerged, the City of Philadelphia adopted aggressive storm water requirements that Temple needed to achieve in order to avoid financial penalties, negative press, and system failures. This added layer of approvals and investment necessitates increased sustainability and enabled Margaret to obtain funding for the plan.

Role and Approach: Margaret led the national search for and selected a diverse and emerging powerhouse of a firm, Ground Reconsidered, to create a comprehensive long-range plan that could be implemented over time. Margaret worked closely with the planning team and steering committee to establish ambitious project goals, including the creation of a significant green space resonant of Philadelphia's iconic green squares of Rittenhouse, Washington, Logan, and Franklin. Margaret encouraged the university to embrace its urban context by creating beautiful, sustainable green streets instead of converting them to lawn, and campus circulation paths that connect to existing city routes, integrating Temple into the city. The team met frequently with the Snohetta-led library design team to determine siting of the library on the envisioned green, creating prominence for both. The team studied, clarified and orchestrated campus systems including social spaces, public art, mobility, storm water, vegetation, lighting, and wayfinding, and assessed iconic campus quads based on population density to establish the ideal size for the new main quad.

Resolution: Margaret passionately lobbied university leadership, who were convinced from an earlier plan that they needed every site for buildings, to capitalize on this once-in-a-lifetime opportunity for Temple to break from its tough image and create an iconic urban greenspace in North Philadelphia. Her vision of a large central greenspace for the campus prevailed. The plan was completed over the course of 18 months, with several key projects moving into implementation before the plan was published, catalyzed by the inspired design of the new library and its related landscape. The vision established is uniquely Philadelphia. At its core is the campus green Margaret identified as a need on her first visit to the campus, now flanked by the new Science Education and Research Center and emerging library. The resulting plan is being steadily implemented over time, guided by the dedicated team Margaret established, and is dramatically transforming the character of the place, the identity of the institution, and the experience of people living in and around the campus.

I have personal knowledge of the nominee's responsibility for the exhibit listed above. That responsibility included: project under direction of the nominee

Pauline Hurley-Kurtz, ASLA

Associate Professor of Landscape Architecture, Temple University

Served as Project Steering Committee member through all phases of development of the *Verdant Temple* plan

3.6

VERDANT TEMPLE LANDSCAPE MASTER PLAN Temple University, Philadelphia, PA



Future campus quad landscape



Campus quad with new science building and library



Verdant Temple landscape master plan



Wachman Plaza: before (top) & after (bottom)



Liacouras Walk: before



Liacouras Walk: after

3.7

MORGAN HALL

Temple University, Philadelphia, PA

ROLE OF NOMINEE:

As University Architect and Planner, Margaret worked closely with university stakeholders, students, neighborhood representatives, and the design team to create an elegant mixed-use development to support student life on campus. Margaret stewarded the design of the building and its landscape, ensuring consensus among stakeholders, enabling the design team to move successfully through approvals and create a distinctive gateway connecting the Temple campus to its North Philadelphia neighborhood.

ARCHITECTURE FIRM OF RECORD AND DESIGN FIRM

MGA Partners, Architects

LANDSCAPE ARCHITECTS

Olin Partnership

COMPLETION DATE

August 2013

SELECTED AWARDS

2015 AIA Pennsylvania Honor Award for Design Excellence

2014 AIA Philadelphia Honor Award for Design Excellence

2014 AIA Pennsylvania Divine Detail Award

2014 Ceramics of Italy Tile Competition

2013 LEED ® Certification USGBC

SELECTED PUBLICATIONS

Anna Kats, *Temple University's Morgan Hall Is a New Model for Student Housing in Northern Philadelphia*, MGA Partners builds an urban oasis for Temple University students, *Metropolis Magazine*, October 14, 2014

Inga Saffron, *Temple Grows Up*, *The Philadelphia Inquirer*, August 30, 2013

Challenge: Temple's North Philadelphia context is densely packed with medium to low-rise buildings, populated by multiple long established neighborhoods of rowhouses. As Temple evolved from a commuter campus to a residential environment, tensions increased between students renting homes and families living in the neighborhood due to its limited stock of affordable housing. While implementing the *Temple 20/20* master plan, the university committed to staying within its existing footprint and creating more on campus student housing to reduce the student population in the neighborhoods and add vibrancy to the streetscape. The project needed to bridge the physical and cultural gap between the university and its surrounding community.

Role and Approach: Margaret provided oversight of the design, working closely with the design team, Student Life staff, senior administration, and the Board of Trustees to ensure the project would distinguish the institution and the neighborhood. Margaret pushed for a high level of transparency and porosity on this large, visible project to move away from the defensive character of many of the campus' buildings and create a more inviting gateway by minimizing barriers between the campus and community. She methodically weighed in on decisions about scale, color, materials, entrances, lighting and planting to ensure the building did not adopt the tough character of the existing campus, but stood tall and fresh, open and dignified as though to raise everyone up by its presence. The design team, with Margaret and Student Life leadership, were relentless in their efforts to achieve a careful balance between the scale of the project and its context.

Resolution: Morgan Hall, North Philadelphia's tallest building at 27 stories, transformed Temple's identity from an urban commuter night school into a nationally recognized student focused environment, resulting in increased enrollments of international and out-of-state students who would otherwise not have considered Temple a viable option. With its Knoll-furnished 1,275 beds, dramatic 2-story lounges on residential floors, 700 seat dining hall, classroom complex, faculty apartments, and landscaped plaza/roof garden, the project rivaled high-end developments being built in Center City at the same time. Temple's rankings in US News and World Report rose steadily for several years following completion of this project, crediting Morgan Hall and the improved campus environment for that increase. Margaret worked closely with the president and the naming donor throughout the project guiding decisions on every detail of the project, including the Silver Temple "T" that can be seen from Center City. Her influence led to a project that is a source of pride for the institution and its 160,000 alumni who remain Philadelphians, and can now look north to the iconic symbol that visually connects the campus to the city, and serves as a constant reminder of Temple University's impact on Philadelphia.



View from Broad Street

I have personal knowledge of the nominee's responsibility for the exhibit listed above. That responsibility included: project under direction of the nominee

Cecelia Denegre AIA

Senior Director of Design, Office of the University Architect, Temple University (emerita)

Served as Senior Director during the project's development and design

3.7

MORGAN HALL Temple University, Philadelphia, PA



View of residential tower from campus

Surrounded by a sea of short buildings, Morgan Hall is a shining, high-visibility declaration that Temple has left behind its commuter-school past.

Inga Saffron, Architecture Critic,
The Philadelphia Inquirer August 30, 2013



Broad Street entrance to landscaped courtyard



Main lobby



View south along Broad Street



Student suite



Site plan



Landscaped courtyard near dining facility

3.8

UPTOWN DISTRICT

Case Western Reserve University, Cleveland, Ohio

ROLE OF NOMINEE:

As University Architect and Planner, Margaret initiated and led an early community-based process to define a vision for a mixed-use district adjacent to the Case Western Reserve University campus. She worked closely with real estate consultants and developers to guide the design of the project, hired urban planners to help shape planning principles, pressed for a national search for the design teams, and was part of the architect selection committee that hired Stanley Saitowitz | Natoma Architects.

ARCHITECTURE FIRM OF RECORD

Stanley Saitowitz | Natoma Architects

URBAN PLANNERS

Chan Krieger and Associates

COMPLETION DATE

2012

SELECTED AWARDS

2015 Silver Medalist
Rudy Bruner Award for Urban Excellence
2014 American Architecture Award
The Chicago Athenaeum

SELECTED PUBLICATIONS

Uptown District, Architect Magazine, June 2015
Uptown District, Congress for the New Urbanism, 2015
Anne-Marie Lubenau, *Urban Placemaking Celebrated at RBA Award Events in Cleveland and Greenville*, Metropolis, December 15, 2015
Stanley Saitowitz, *Uptown Cleveland*, aasarchitecture, March 2013
Laura Raskin, *Uptown Street Smart: How to Create a City Within a City*, Architectural Record, October 2012
Steve Litt, *New apartments by Stanley Saitowitz Bode Well for Uptown*, Cleveland.com, 2010

Challenge: The Case Western Reserve University campus is located in University Circle, a rich cultural district within Frederick Law Olmsted’s lush Rockefeller Park that draws more than 3 million visitors annually. Historically the area has lacked the urban fabric between its many institutions and neighborhoods where restaurants, housing, and retail should come together to create the 24/7 vibrancy of an urban center. As a direct outcome of the university’s 2005 Master Plan Summary process Margaret led, and its overarching vision to “Focus Outward”, the University initiated a plan to connect the campus to its community by creating a mixed-use arts and retail district on a parcel of vacant land adjacent to the campus where an abandoned strip mall was situated.

Role and Approach: Margaret was closely engaged from the onset of the process, hiring, as a first step, Urban Planners Chan Krieger and Associates to work with the university in creating an overarching vision for exceptional architecture and planning that would be communicated to potential developers, investors and the community. For the first time the university partnered with a selected developer who in turn agreed to Margaret’s recommendation to conduct a national search for architects, and included Margaret in the process which led to the selection of Stanley Saitowitz Natoma. She was heavily involved in orchestrating community engagement and collaboration among anchor institutions who had a stake in the project’s success and had identified the project as a priority for the City of Cleveland’s long-term viability.

Resolution: Architect Stanley Saitowitz and his team at Natoma embraced the vision for “Uptown” and made it better. Working closely with Margaret and guided by her deep understanding of the university’s goals and Cleveland’s culture, they worked skillfully to balance competing priorities of cost and architectural quality, successfully navigating public meetings and design review processes. The project exceeded expectations, creating contemporary architecture that complements, while still in sharp contrast to the existing fabric of traditional brick apartment blocks. The project catalyzed investment by the Regional Transit Authority who funded construction of a transit station, and other private development including construction of the new Museum of Contemporary Art designed by Farshid Mousavi of Foreign Office Architects, and a new hotel. Margaret was a key participant in the architect selection processes for all significant projects by community partners, her strong voice for collaboration and excellent design influencing each project and their integration as a coordinated whole. As University Architect she played an enormously influential role in the transformation of two strategically located blocks of Euclid Avenue that had been considered dangerous, a “no-man’s land”, into a destination that strengthened the entire community and built a lasting partnership among institutions that continues to thrive, benefitting the community nearly ten years later.



I have personal knowledge of the nominee’s responsibility for the exhibit listed above. That responsibility included: project under direction of the nominee

Timothy Callahan
University Trustee, Case Western Reserve University
Served as a member of the Board of Trustee’s Campus Planning Committee during the period of this project’s development and implementation

3.8

UPTOWN DISTRICT

Case Western Reserve University, Cleveland, Ohio



Euclid Avenue streetfront



View from residential unit towards MOCA Cleveland



Phase I housing

Modern-style buildings by architect Stanley Saitowitz give University Circle's Uptown development a new sense of place.

Steve Litt, Art and Architecture Critic
Cleveland Plain Dealer 2014



Plaza and first-floor retail space



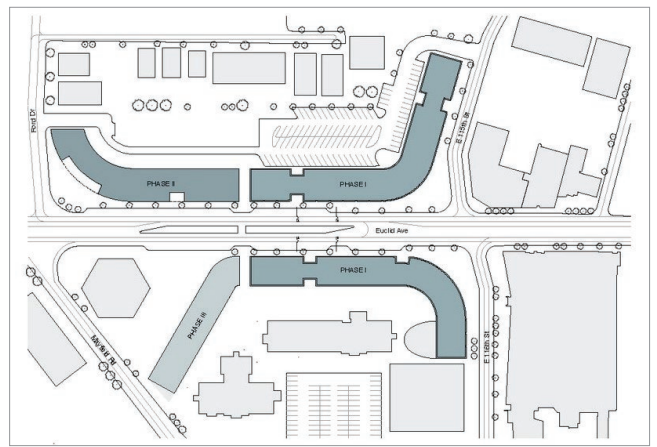
Residential lounge



Site-specific sun shades



Retail and entertainment venues at street level



Housing and retail lining Euclid Avenue

3.9

MANDEL CENTER FOR NON-PROFIT ORGANIZATIONS Case Western Reserve University, Cleveland, Ohio

ROLE OF NOMINEE:

As University Architect and Planner, Margaret was responsible for early concept development of the project before conducting a national search to identify the right architect for this small but important building. Margaret was heavily involved in the planning, design and construction phases of the project, and with the Mandel family who funded the Center and its building. Her role also included significant engagement with the neighborhood residents and university leadership especially through the municipal approvals phase.

ARCHITECTURE FIRM OF RECORD AND DESIGN FIRM

Kallmann McKinnell and Wood

COMPLETION DATE

2007

SELECTED PUBLICATIONS

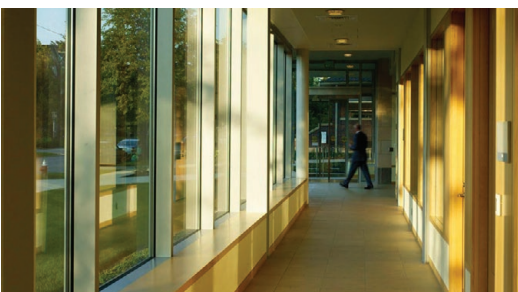
Steven Litt, *New Mandel Center at Case Western Reserve University makes a solid contribution to campus*, Cleveland Plain Dealer, January 8, 2008

Lawrence Biemeller, *Critic Singles Out a Campus 'Background Building' for Praise*, The Chronicle of Higher Education, January 17, 2008

Case Western Reserve University Mandel Center for Non-profit Organizations, Educational Environments, Number 4, March 2009



Main entrance at dusk



Corridor looking toward main entrance

Challenge: The Mandel Center for Non-Profit Organizations is a degree-granting entity within Case Western Reserve University that is enormously influential among Cleveland's robust non-profit and for-profit leaders, and one of the first such programs established in the country. The program expanded beyond available space within the larger School of Applied Social Sciences and sought to create its own building on the edge of campus where it could become a link between the institution and the non-profits within the community. As an outcome of the university's 2005 *Master Plan Summary* Margaret led, she identified a university-owned parcel in the Hessler neighborhood, renowned for its history as a center of community activism. Although the site was ideally located and could accommodate the program, the university faced opposition to construction by neighbors who had used the site as a community garden for many years, and feared the expansion of institutional buildings into the residential area.

Role and Approach: Margaret and her team evaluated the site and program to understand their inherent opportunities and challenges, confirming that the site capacity was adequate to allow inclusion of a garden that could act as a connection between adjacent homes and the new Center. She assembled an architect selection committee consisting of several community members, alumni, trustees and faculty, then conducted a national search leading to the selection of Kallmann McKinnell and Wood. Together, with Michael McKinnell as Design Principal and Margaret guiding the university's project committee, everyone worked patiently through design, crafting an environment that would benefit staff, the community of non-profits it served, and the neighborhood in which it was located.

Resolution: The design process led to the creation of a beautifully detailed building that aligned with the street's character-defining porches and deeply overhanging bungalow roofs. Programmatically the building was rich with space designed for interaction, including a large meeting room that is still used monthly for neighborhood meetings, a library with fireplace and large kitchen/gathering space, the first open office environment on the Case Western Reserve campus, and a roof top garden with a meeting area that over-looked a pergola-wrapped public garden below. The building design incorporated natural materials of granite, limestone, sand struck brick, and wood creating a sense of authenticity and warmth, despite its institutional roots. Through the many hours Margaret spent with neighbors during public meetings and landscape design sessions she was able to personalize "the institution" and transform not only the site to a beloved landmark, but also the relationship between the Hessler neighborhood and the institution through thoughtful design.

I have personal knowledge of the nominee's responsibility for the exhibit listed above. That responsibility included: project under direction of the nominee

Timothy Callahan

University Trustee, Case Western Reserve University

Served as a member of the Board of Trustee's Campus Planning Committee during the period of this project's development and implementation

3.9

MANDEL CENTER FOR NON-PROFIT ORGANIZATIONS Case Western Reserve University, Cleveland, Ohio



Main entrance along Bellflower Road



Facade along Bellflower Road, residential street



Garden surrounded by pergola; rooftop garden beyond



Side street view, garden at right

Sleek and modern, but fits comfortably along Bellflower Road amid a collection of late 19th-century frat houses built in a variety of revival styles, ranging from Tudor to Queen Anne. The building reflects Carney's belief that campus architecture can be an honest expression of the present day, while harmonizing with architecture from previous periods.

Steve Litt, Art and Architecture Critic
Cleveland Plain Dealer



Library



Lecture hall with windows facing street



Open office area for staff

3.10

2005 CAMPUS MASTER PLAN Case Western Reserve University, Cleveland, Ohio

ROLE OF NOMINEE:

As Case Western Reserve's first University Architect and Planner, Margaret worked closely with the university and planning team in development of the institution's first comprehensive master plan. Margaret provided oversight of the process to ensure broad stakeholder participation, and led planning and design decision-making by advising senior leadership and the planning teams. She collaborated with Michael Van Valkenburgh in creation of the comprehensive *2005 Master Plan Summary*, synthesizing topical plans developed by four different consultants and led its implementation.

ARCHITECTURE FIRM OF RECORD AND DESIGN FIRM

Ayers Saint Gross

LANDSCAPE ARCHITECT

Michael Van Valkenburgh Associates

ENGINEERING

Burt Hill Kosar Rittelmann Associates

SPACE PLANNING

The Paulien Group

COMPLETION DATE

2005



CWRU campus

Challenge: Case Western Reserve University was established in 1826 as Western Reserve University, a liberal arts college for women located east of Cleveland, Ohio. Over time, the area grew as a cultural hub and attracted a second institution, Case Institute of Technology in 1856. The two very different institutions maintained separate but adjoining campuses and cultures, finally creating an affiliation as Case Western Reserve University in 1967 that led to integration of programs and resources, but did not change their contrasting physical environments. In 2003, under the leadership of a new President, the university finally began to address the need for “One University” and hired Margaret Carney as the first University Architect, Planner and AVP, to lead a planning process already underway, and guide its long-term implementation. She met with the firms engaged to conduct separate topical plans of architecture, landscape architecture, utilities engineering, and space utilization, and began the process of their integration.

Role and Approach: Margaret worked closely with the combined planning teams to coordinate their work by establishing an inclusive project governance structure and convening stakeholders who worked together to define overarching goals and priorities. Given the university's de-centralized organizational structure, Margaret recognized the need to identify shared aspirations and opportunities for cooperation among the various academic units if the plan was to succeed. She used the master planning process as a forum for discussions about the vision for the organization itself, identifying the many ways the physical environment could be shaped to support that vision and to create “One University” while embracing its diverse composition.

Resolution: The university community coalesced around four planning principles that shaped the plan's vision and recommendations for change: (1) unify the campus, (2) strengthen campus identity, (3) foster living, learning, and discovery, and (4) focus outward. This last principle proved to have the most powerful impact of all, as it reversed the community's perception of the institution as an elitist oasis. Instead it conveyed a vision that acknowledged the importance of the many non-profits, cultural institutions, and diverse neighborhoods that surrounded the campus as critical partners, that enriched the institution, its students, and its ability to have impact. Working closely with the design team, Margaret identified multiple ways to remove barriers between the campus and community, while improving the quality of the campus environment. Before the plan was complete, several key initiatives moved forward with Margaret's leadership on planning and design, including two significant mixed-use developments that eliminated traditional campus boundaries; the Uptown and West Quad Districts. Both projects were identified as critical to Cleveland's success and gained momentum as components of the community development initiative known as “Greater University Circle,” led by the Cleveland Foundation, in which Margaret represented the university among presidents and CEOs of Cleveland's anchor institutions. The university's vision to “Focus Outward” became reality in less than ten years and established a new national model for community development known as “The Cleveland Model.”

I have personal knowledge of the nominee's responsibility for the exhibit listed above. That responsibility included: project under direction of the nominee

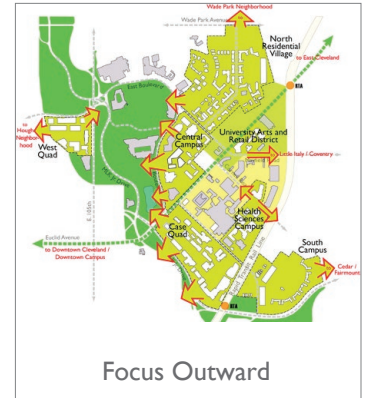
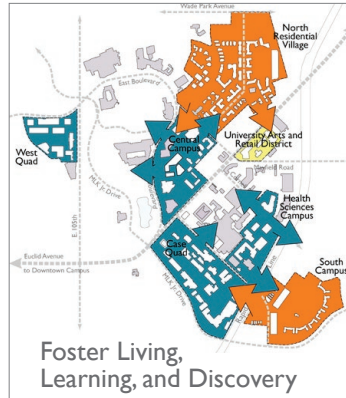
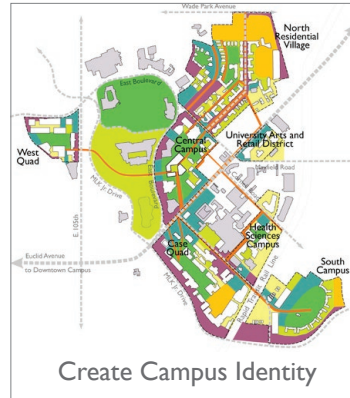
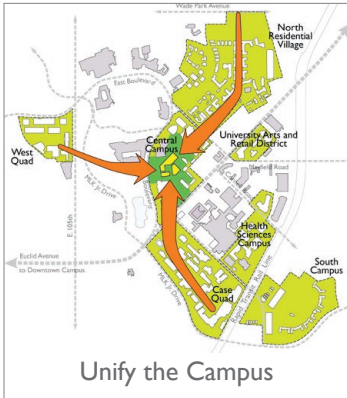
Timothy Callahan

University Trustee, Case Western Reserve University

Served as a member of the Board of Trustee's Campus Planning Committee during the period of this project's development and implementation

3.10

2005 CAMPUS MASTER PLAN Case Western Reserve University, Cleveland, Ohio



2005 Campus Master Plan



Uptown District



Greater University Circle composite master plan



West Quad District concept



New greenspace as campus gateway (completed)



New Veale Campus Center