

Graduation Plan (P4)

Master of Science Architecture, Urbanism & Building Sciences



Graduation Plan: All tracks

Updated P2 version as for P4 requirements

The graduation plan consists of at least the following data/segments:

Personal information	
Name	Andrea Fusaro
Student number	4620143
Telephone number	
Private e-mail address	

Studio	
Name / Theme	ExploreLab
Teachers / tutors	Elise van Dooren Jan van de Voort Alexandra den Heijer
Argumentation of choice of the studio	I have chosen Explorelab because it is the only graduation studio in the faculty that allows me to investigate on joint architectural and extra-architectural interdisciplinary approaches to the heritage transformation. Specifically, it enables to consider the managerial, the entrepreneurial and the architectural domains of interventions in the perspective of developing integrated interventions.

Graduation project	
Title of the graduation project:	The integrated adaptive reuse transformation of the "Osservanza" former psychiatric hospital in Imola (Italy).
Goal	
Location:	The specific project proposal of this thesis is developed for the "Osservanza" former psychiatric hospital in Imola (Italy). The wider aim of this thesis is aimed to develop a multidisciplinary blueprint to tackle a phenomenon pertaining defunctionalized historic campus-like architectural complexes in the majority of "western world" countries.
Problem Statement:	The current value losses inherent to defunctionalized historic campus-like architectural complexes is currently unavoidable. In the perspective of avoiding it through their adaptive reuse, this phenomenon occurs whether the campuses undergo such transformations (by demolition or degeneration) or do not (by degradation or abandon).
Research question and sub-questions:	(RQ) How can campus management theories be successfully employed to foster and support broad-spectrum adaptive reuse transformations of defunctionalized campus-like historic architectural complexes in order to contrast their loss of values?

	<p>(sRQ1) How is it possible to match the domains involved in these adaptive reuse transformations to allow the REM processes throughout the whole execution of the operations?</p> <p>(sRQ2) How is it possible to integrate the campus management processes in the adaptive reuse operations to allow it to correctly inform, support and asses the processes of the other intervention domains?</p> <p>(sRQ3) How can campus management successfully introduce the adaptive reuse operations in the REM continuum without excessively disrupting it?</p>
Thesis objectives:	<ol style="list-style-type: none"> 1 The definition of an integrated adaptive reuse operational model to enable fully sustainable cross-domain heritage transformations. 2 The employment of the integrated adaptive reuse operational model to design a transformation project proposal for a representative case study. 3 The assessment and eventual validation of the integrated adaptive reuse operational model (including by means of comparison with undergoing or completed similar projects).

Process

Method description

This thesis aims to develop a method for the fully sustainable adaptive reuse transformation of defunctionalized historical campus-like architectural complexes, following the initial recognition of the lack of an adequate one. It then aims to its validation by means of cross-domain sustainability assessment and of comparison with state-of-the-art existing or undergoing comparable projects. This is done through its employment for the design of a project proposal on a relevant case study.

Firstly, the relevant adaptive reuse intervention domains are identified. Within these domains, the involved theories, frameworks, processes and dynamics are then matched and synchronized in an integrated operational model aimed to generate fully sustainable cross-domain heritage transformation projects. Specifically, the model focuses on providing a blueprint to inform, support, conduct and assess the requalification processes within and among the identified domains.

Secondly, the defined integrated operational model is employed to inform, support, conduct and assess an integrated project proposal on a relevant case study. On one hand this is done to verify its applicability in the specific scenario for which it has been designed, its level of adaptability in related but wider intervention panoramas and up to what extents its inner processes can be carried out in the intended sequence/modalities. On the other hand, it is done to assess and verify whether or not the proposed model enables designing feasible, fully sustainable cross-domain operations which increases the joint performance of the intervention domains in the perspective of their stakeholders. Additionally, it is assessed the ability of the model to increase the stakeholder’s involvement and participation and the creation of a self-supporting stakeholders’ network.

Thirdly and finally, the model is subject to a reconsideration of its effectiveness, usability and on its consequences, generating a reflection (also by means of comparison with similar executed or undergoing projects) oriented towards its eventual correction modification, implementation. The reflection is carried out in a qualitative way through hypothetical projections (or through the abovementioned comparisons) when/where real quantitative data is absent, and through consideration of stakeholders’ feedbacks.

Literature and general practical preference

Architectural heritage:

- Brand, Stewart. 1994. *How Buildings Learn: What Happens after They're Built*. New York, NY: Viking. http://bvbr.bib-bvb.de:8991/F?func=service&doc_library=BVB01&doc_number=015618749&line_number=0001&func_code=DB_RECORDS&service_type=MEDIA.
- Kuipers, Marieke, and Wessel de Jonge. 2017. *Designing from Heritage: Strategies for Conservation and Conversion*.
- Meurs, Paul. 2016. *Heritage-Based Design*.
- Orbaşlı, Aylin. 2008. *Architectural Conservation: Principles and Practice*. Oxford: Blackwell Science. <http://catdir.loc.gov/catdir/enhancements/fy0802/2007060820-t.html>.
- Riegl, Alois. 1982. "The Modern Cult of Monuments: Its Character and Origin." Translated by Kurt Forster and Diane Ghirardo. *Oppositions* 25: 21–51.

Real Estate Management:

- Arkesteijn, Monique. 2016. "Alignment of Real Estate to the Organisation's Needs." *Dear Is Durable: Liber Amicorum for Hans de Jonge*, 97–103.
- Fatigati, Francesca. 2017. "I beni culturali e il ruolo del privato: valorizzazione e gestione in prospettiva comparata." *Single Cycle Master's Degree Thesis*. March 20, 2017.
- Gilardino, Elisabetta. 2014. "Attività di tutela e cura sui beni culturali architettonici nel Regno Unito: politiche di incentivazione e ruolo dei soggetti privati." *Laurea Magistrale / Specialistica*. October 1, 2014.
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- Squires, Graham, Erwin Heurkens, and Richard Peiser, eds. 2018. *Routledge Companion to Real Estate Development*. London ; New York: Routledge, Taylor & Francis Group.

Entrepreneurship and Management:

- Aulet, Bill. 2013. *Disciplined Entrepreneurship: 24 Steps to a Successful Startup*. Hoboken, New Jersey: Wiley.
- Gassmann, Oliver, Karolin Frankenberger, and Michaela Csik. 2014. *The Business Model Navigator: 55 Models That Will Revolutionise Your Business*. Pearson Education Limited. <https://books.google.nl/books?id=h01HBQAAQBAJ>.
- Green, James. 2015. *The Opportunity Analysis Canvas*. Third edition. CreateSpace Independent Publishing Platform.
- Kingdon, John W. 1984. *Agendas, Alternatives, and Public Policies*. Boston: Little, Brown.
- Osterwalder, Alex, and Yves Pigneur. 2010. *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*. John Wiley & Sons. <https://books.google.nl/books?id=UzuTAAWAAQBAJ>.
- Osterwalder, Alex, Yves Pigneur, Greg Bernarda, Alan Smith, and Trish Papadakos. 2014. *Value Proposition Design: How to Create Products and Services Customers Want*. Business Planning. Wiley. <https://books.google.nl/books?id=LCmtBAAAQBAJ>.
- Project Management Institute, ed. 2017. *A Guide to the Project Management Body of Knowledge (PMBOK Guide)*. 6th ed. PMBOK Guide. Project Management Institute.
- Teece, David. 2010. "Business Models, Business Strategy and Innovation." *Long Range Planning* 43 (2–3): 172–94. <https://doi.org/10.1016/j.lrp.2009.07.003>.

Vohora, Ajay, Mike Wright, and Andy Lockett. 2004. "Critical Junctures in the Development of University High-Tech Spinout Companies." *Research Policy* 33 (1): 147–75.
[https://doi.org/10.1016/S0048-7333\(03\)00107-0](https://doi.org/10.1016/S0048-7333(03)00107-0).
Etzkowitz, Henry. 2008. *The Triple Helix: University-Industry-Government Innovation in Action*. Routledge.

Reflection

Relevance

Although this master thesis advances a proposal that addresses a specific case study, its primary objective is to move the first steps towards more aware, complete, sustainable and effective approaches to adaptively reuse the heritage.

The case of the "Osservanza" is uniquely qualified to become one of the most meaningful precedents to back-up the potential that more multidisciplinary, concretely cross-domain adaptive reuse approaches can express, being emblematic for the scenario of dismissed historic campus-like architectural complexes in Italy,

The special attention given in this thesis to the design of the process (considered integral part of the final product/design), is intended to allow the proposed integrated project to constitute a pilot for successive adaptive reuse interventions on other specimens belonging to the same category, presenting in similar characteristics (historical, socio-cultural and geographical context, architectural typology, relation with the surroundings etc.), assets (site extension, built footprint, portfolio composition etc.) and problematics (procurement, management, coordination and scarcity of the required resources, high complexity of the intervention etc.). These contingencies ideally allow for a common, flexible approach to be employed as a blueprint for more purpose-tailored interventions.

In this Perspective, the high level of specification entailed by the choice of the "Osservanza" as the case study for this master thesis allows an even more precise recognition of the extents up to which the proposed operational model can be used, inflected or adapted to be employed in broader heritage intervention scenarios.