MADE by the Opera House:
Multidisciplinary Australian Danish Exchange

Charter
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Facilitators
- Sydney Opera House Trust
- The Royal Danish Academy Of Fine Arts, Schools of Architecture, Design And Conservation

Australian Partners
- Arup
- Steensen Varming
- NSW Architects Registration Board

Danish Partners
- The Bikuben Foundation
- The Dreyer Foundation
- The Obel Family Foundation

Australian Sponsor
- AMP Capital
1. Background

In honour of Sydney Opera House’s 40th Anniversary celebrations in October 2013, the Sydney Opera House Trust and The Royal Danish Academy of Fine Arts - Schools of Architecture, Design and Conservation, have developed MADE by the Opera House: a Multidisciplinary Australian Danish Exchange program. MADE is also supported by Arup, Steensen Varming, the NSW Architects Registration Board, The Bikuben Foundation and The Dreyer Foundation.

MADE by the Opera House is an extra-curricular program offered to Australian and Danish students of architecture, engineering and design (in the built environment) in their 2nd year of study or above.

Each year, five students from a NSW university in Australia and five students from a Danish tertiary institution will participate in the program in Denmark and Australia respectively. The students will form a multidisciplinary team to collaborate on a six-week project aligned with the Utzon Design Principles.

2. Purpose

MADE by the Opera House was established in honour of Sydney Opera House’s 40th Anniversary celebrations in October 2013 and will run for ten (10) years to 2023, the 50th Anniversary of the opening of the Opera House.

Participation in MADE does not grant students any credit toward their university degree or tertiary qualification.

The purpose of MADE is to:

- Promote cross-disciplinary interaction between architecture, engineering and design (of the built environment) students;
- Provide experience for Danish and Australian students to work in multidisciplinary design teams on projects related to the built environment;
- Foster cultural relationships between Australia and Denmark, with a particular emphasis on links between the two countries arising out of the role Jørn Utzon played in the innovative design and construction of Sydney Opera House;
- To utilise MADE to promote the benefits of working within multidisciplinary teams throughout the professions involved in delivering projects for the built environment;
- To create a pool of professionals from the targeted disciplines that have a passion and knowledge of Sydney Opera House;
- Strengthen relationships between Sydney Opera House and partnering companies in both Australia and Denmark;
- Create an extra-curricular educational program that brings closer collaboration between professionals and students in the area of the built environment;
- Contribute towards the delivery of the principles behind the Opera House Enterprise Strategy.
3. Founding Partners

The support of industry organisations and foundations will encourage closer collaboration between professionals and students in the area of the built environment. MADE by the Opera House is supported by:

**Sydney Opera House Trust** operates and maintains the Opera House for the State Government and the people of NSW. Their mission is to promote artistic taste and achievement while encouraging innovation. The Opera House is Australia’s most significant building, performing arts centre, cultural precinct and meeting place, inscribed on the UNESCO World Heritage List as a masterpiece of human creative genius. The Trust has developed MADE to provide a collaborative platform for the newest generation of leaders in the fields of architecture, engineering and design from Australia and beyond. MADE gives these creative and passionate individuals an opportunity to intimately understand what lies beneath the Opera House’s sails, while encouraging their unique commentary on the Opera House experience in the context of their disciplines.

The Royal Danish Academy of Fine Arts, Schools of Architecture, Design and Conservation (KADK) believes that a strong international profile is necessary for Danish design and architecture students to thrive in a global society. MADE can break down boundaries, establish international networks and provide students with solid international experience. KADK also believes that interdisciplinary collaboration can enhance the outcomes of the design process, since different skills and experiences mutually help to challenge, qualify and inspire each other. KADK expects that the participating students will acquire skills that can support their professional development, and contribute to an enhanced international outlook and openness to other professionals in their future work. As a Danish contributor of MADE, KADK aims to establish productive networks, which may eventually develop into greater collaborations in the future.

**Arup** passionately believes in holistic design, with all disciplines coming together in a proactive, integrated way to best design for a project. Arup is involved in MADE to encourage and promote cross-disciplinary interaction between engineering, architecture and design students, to show the best that multidisciplinary thinking can bring. Arup is also contributing to MADE as a celebration of their ongoing historical relationship with the Opera House’s design, construction, operations and maintenance.
3. Founding Partners (cont’)

Steensen Varming has always held a fundamental belief that a strong vision, supported through an integrated design process, is the key to intelligent, valuable and elegant solutions. Since being founded in 1933, this has been the focus in delivering great environments. An example of this is the Opera House, where innovative solutions flourished in response to a complex architectural form, demanding performance requirements and challenging contractual issues. In a world that suffers from diverging relationships between designers and the construction industry, Steensen Varming’s support of MADE aims to encourage collaborative processes and behaviours, not only in the students themselves, but also in academia and professional practices.

The NSW Architects Registration Board protects consumers of architectural services, accredits architectural qualifications and provides information to the public. The Board also promotes an understanding of architecture in the community by funding research and partnering with organisations on relevant projects and events. The NSW Architects Registration Board supports MADE because of their key interest in the future of the architectural profession, and to encourage collaboration across design and construction professionals to produce the best outcomes for the community.

The Bikuben Foundation supports and develops high quality projects within Danish culture and social work for the benefit of the public good. The Bikuben Foundation believes that a multidisciplinary approach contributes to both developing and enhancing professional character. Jørn Utzon’s Australian masterpiece and high profile Danish building projects provide the ideal starting point for setting an ambitious level for this project. The Bikuben Foundation expects that the individual student will raise themselves professionally and in the future will contribute to raising the standards of the building industry.

The Dreyer Foundation supports projects and initiatives to promote legal and architectural development and interaction with society. The Dreyer Foundation supports the development of multidisciplinary projects in the building industry because there is an increasing need for positive and integrated co-operation between architects and engineers, in light of today’s complex building conditions. The Dreyer Foundation aims to encourage international cooperation, the creation of long-term networks and increased mobility. The Dreyer Foundation will support and contribute to enhancing the knowledge of Utzon’s architectural principles. The Dreyer Foundation expects that participating students will gain a positive, multidisciplinary experience, which will benefit their future careers at a national and international level.

The Obel Family Foundation consists of three main areas of focus: research and education; social objectives and health; and arts and culture. The Obel Family Foundation's vision is to provide a significant contribution for the future, by supporting and cooperating with development-oriented, sustainable organisations and initiatives. The Obel Family Foundation aims to ensure that high quality arts and culture reaches a wide range of audiences across the globe. The Obel Family Foundation aims to support the superior quality of arts at all levels of society, in particular within education and the future generation. The Obel Family Foundation is proud to sponsor the high ambitions of MADE and its strong focus on multidisciplinary collaboration. MADE will sustain and increase the awareness of Jørn Utzon’s international work and The Utzon Center in Aalborg.
4. Sponsor

MADE by the Opera House is supported by:

**AMP Capital** is a global investment manager in fixed income, equities and multi-asset solutions with a heritage and strength in real estate and infrastructure. Multidisciplinary design personifies AMP Capital’s business and is something they value highly in developing their investors’ assets. AMP Capital is a multidisciplinary investment manager and at a property level, they focus on integrated design to drive valuable, intelligent and elegant outcomes for their investors’ buildings and all who use, visit and interact with them. The next generation of architects, designers and engineers will quite literally build our future cities. AMP Capital’s commitment to supporting the MADE program is based on values they share with MADE for the future they want to create, and is a key driver behind their investment in this unique program.

5. Steering Groups

An Australian and a Danish steering group (together, the Steering Group) has been formed to manage MADE on behalf of the contributors and partners.

**Australian Steering Group**

The Australian steering group consists of:

- One senior representative from Sydney Opera House, Arup, Steensen Varming and NSW Architects Registration Board;
- One representative from the Danish steering group (to co-ordinate the Danish and Australian components of the program and to ensure that the purpose of the program is achieved equally);
- A secretariat function provided by Sydney Opera House.

**Danish Steering Group**

The Danish steering group consists of:

- One senior representative from The Royal Danish Academy of Fine Arts, Schools of Architecture, Design and Conservation (KADK) The Bikuben Foundation, The Dreyer Foundation and The Obel Family Foundation;
- One representative from the Australian steering group (to co-ordinate the Danish and Australian components of the program and to ensure that the purpose of the program is achieved equally);
- A secretariat function provided by KADK.
6. MADE Student Teams

For each year of the program, the MADE team will consist of ten students in the field of architecture, engineering and design (in the built environment) to work in a collaborative multidisciplinary team.

Five (5) applicants from an Australian University in NSW and five (5) applicants from a recognised Danish tertiary institution will be selected to travel to Denmark and Australia respectively each year, to participate in MADE. The students will form a multidisciplinary team to collaborate on a six (6) week project, developed by the MADE partners and aligned with the Utzon Design Principles.

It is anticipated that students will be recruited from the following disciplines as set out below:

- Architecture: 2
- Engineering (in the built environment): 2
- Design (in the built environment): 1

The steering groups reserve the right to vary the figures above at their discretion from time to time.

Students from Australia

The team of students from Australia will travel to Denmark for six (6) weeks - from early January to late February each year. Students will be provided with the opportunity to collaborate on a real life multidisciplinary project together. The language of instruction will be in English.

Students from Denmark

The team of students from Denmark will travel to Sydney, Australia for six (6) weeks - from early July to late August each year. Students will be provided with the opportunity to collaborate on a real life multidisciplinary project together. The language of instruction will be in English.
7. Program Scope

The program scope will be developed by the Australian and Danish Steering Groups. It is anticipated that over the course of the ten year program, the specific program elements may change as the program develops. However, the program for both Australian and Danish students will generally include:

- The whole group being placed at various engineering, architecture and/or design firms to work as a collaborative team, the selection of which is subject to approval by the Steering Group;
- For Australian students, tours of Utzon’s other designs in Denmark;
- Visits to a performing arts or cultural centres and other significant works of architecture;
- Completion of a project designed around the Utzon Design Principles or the Nordic design tradition;
- The Australian and Danish student groups working in their respective teams on a common project based on a real-life problem.

Each year the program itinerary is subject to approval by the Steering Group and the Steering Group reserves the right to alter it from year to year. The overall program will also be reviewed at three (3) year intervals during the Term. It is anticipated that over the course of the ten year program, the specific program elements may change as the program develops.
8. Deliverables

- Participate in the program as directed by the Steering Group, including being placed at architectural, engineering and design firms as selected by the Steering Group;
- Participate in a group project as determined by the host Steering Group;
- Participate in study tours, masterclasses and workshops relevant to the program;
- Submit a group project report or project presentation panels to both Steering Groups;
- At the end of the six (6) week program, present the completed project to the host Steering Group;
- On return to home country, present the completed project to their home country Steering Group;
- Submit an individual reflection statement to the host Steering Group about the Student's learning experience;
- Participate in interactive activities including blogging and interviews during the six (6) weeks of the program;
- Over the ten year life of MADE up to and including Sydney Opera House's 50th Anniversary celebrations in 2023, contribute content to the MADE alumni website. This can include blog posts summarising the project the Student has completed, photographs and videos of the student's journey and experiences and showing how participation in MADE has enriched the student's professional development;
- Act as ambassador for MADE during the program, up to and including Sydney Opera House's 50th Anniversary celebrations in 2023. This could include attending media calls and publicity events, supporting future MADE students and enhancing the MADE alumni network.
9. Program Outcome

MADE will be considered a success if:

- It fosters a strengthened cultural relationship between Australia and Denmark;
- The students develop relationships with architects, engineers and designers in Australia and Denmark respectively;
- Students from Australia demonstrate the potential of multidisciplinary collaboration by resolving a common design project to a level of success beyond what is possible when working alone;
- Students from Australia demonstrate a deeper understanding of Jørn Utzon's design principles by learning about the Utzon Design Principles and experiencing Jørn Utzon's works during their time in Denmark;
- Students from Denmark demonstrate the potential of multidisciplinary collaboration by resolving a real-life design project at Sydney Opera House to a level of success beyond what is possible when working alone;
- Students from Denmark demonstrate a deeper understanding of Jørn Utzon's design principles as applied at the Sydney Opera House;
- The students remain in contact with the MADE program beyond the year that they participate, for instance by continuing to build on relationships with the other MADE participants and the MADE partners;
- A MADE alumni network is created that encompasses all alumni profiles, which will continue to grow throughout the ten year term;
- The profile and prestige of MADE increases over subsequent years;
- The Steering Group develops learning outcomes from the project; and
- There is increased collaboration across the built environment faculties at educational institutions in NSW, Australia and Denmark.

At the end of the ten (10) year term, Sydney Opera House Trust will develop a report summarising the MADE outcomes.
10. Scholarship

Each student will be provided with the equivalent of AU$6,000 (or equivalent, indexed over the ten year period) to cover their airfares, accommodation and living expenses, as well as any costs of tours which are part of MADE, for the duration of their participation in MADE. No further funds will be available and Students must fund themselves for any expenses above this amount. The Steering Group secretariats will provide assistance for students to arrange accommodation and airfares, however students are responsible to arrange their own bookings.

11. Alumni Commitment & Ambassadorship

At the end of the ten (10) year term, it is anticipated that MADE will create an alumni of one hundred (100) students by the Opera House’s 50th Anniversary in 2023. This is an enduring legacy that will not only underline the links first forged by Sydney Opera House decades ago, but continue them into a whole new generation of architecture, engineering and design. Students are encouraged to participate in the Opera House’s 50th Anniversary celebrations.

12. Supporting Resources

- Head Agreement – Sydney Opera House Trust and The Royal Danish Academy of Fine Arts, Schools of Architecture, Design and Conservation
- Application and Program Terms & Conditions
- Student Agreement

13. Links

- MADE by the Opera House
- Utzon Design Principles
- Sydney Opera House
- The Royal Danish Academy of Fine Arts, Schools of Architecture, Design and Conservation
- Arup
- Steensen Varming
- NSW Architects Registration Board
- The Bikuben Foundation
- The Dreyer Foundation
- The Obel Family Foundation
- AMP Capital