



MORGAN STATE UNIVERSITY FACILITIES MASTER PLAN UPDATE 2015-2025

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Forella Group



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Institutional Identity

Morgan State University is a historically black college (HBCU), founded in 1867 as the Centenary Biblical Institute by the Baltimore Conference of the Methodist Episcopal Church. In 1890, the school was renamed Morgan College after Reverend Lyttleton Morgan, the first chairman of its Board of Trustees and land donor for the college. The College moved to its current location in 1917 and built the oldest original building on campus, Carnegie Hall, with a grant from Andrew Carnegie.

In 1939, the school was purchased by the State of Maryland in response to the need to provide black citizens with more educational opportunities. In 1975, Morgan State was given University designation and the authority to offer doctorate level degrees. Maryland's Higher Education System reorganized in 1988 and Morgan State was one of two schools authorized to maintain their own governing board. It was also designated as Maryland's Public Urban University and extended additional authority to offer advanced programs. The Carnegie Foundation classified Morgan State University as a doctoral research institution in 2007.

In 2017, the Maryland General Assembly designated Morgan State University as the State's preeminent public research university. The legislation states that:

"In addition to its current responsibilities, MSU must (1) be dedicated to the development and delivery of comprehensive and high-quality academic programs and services to its university community and the citizens of Maryland, particularly to the citizens of the Baltimore region, and (2) serve a diverse citizenry in an innovative and collaborative manner, all the while exercising its responsibilities with uncompromising integrity through strong, but compassionate, leadership."

- Maryland General Assembly, 2017 Session, Senate Bill 1085

In 2018, Morgan State University was granted the designation "R2: Doctoral University" according to the Carnegie Classification of Institutions of Higher Education, acknowledging its "high research activity."

Vision, Mission, and Core Values

Morgan State University's vision and mission statements as well as its core institutional values are consistent with the University's Carnegie Foundation classification as a doctoral research university and are intended to direct Morgan's strategic growth over the next decade.

Vision Statement

Morgan State University is the premier public urban research university in Maryland, known for its excellence in teaching, intensive research, effective public service and community engagement. Morgan prepares diverse and competitive graduates for success in a global, interdependent society.

Mission Statement

Morgan State University serves the community, region, state, nation, and world as an intellectual and creative resource by supporting, empowering and preparing high-quality, diverse graduates to lead the world. The University offers innovative, inclusive, and distinctive educational experiences to a broad cross section of the population in a comprehensive range of disciplines at the baccalaureate, master's, doctoral, and professional degree levels. Through collaborative pursuits, scholarly research, creative endeavors, and dedicated public service, the University gives significant priority to addressing societal problems, particularly those prevalent in urban communities.

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Core Values

The following institutional core values guide the promotion of student learning and success, faculty scholarship and research, and community engagement at Morgan:

Excellence. Excellence in teaching, research, scholarship, creative endeavors, student services, and in all aspects of the University's operations is continuously pursued at Morgan to ensure institutional effectiveness and efficiency.

Integrity. At Morgan, honest communications, ethical behavior, and accountability for words and deeds are expected from all members of the University community.

Respect. Each person at Morgan is to be treated with respect and dignity and is to be treated equitably in all situations.

Diversity. A broad diversity of people and ideas are welcomed and supported at Morgan as essential to quality education in a global interdependent society. Students will have reasonable and affordable access to a comprehensive range of high quality educational programs and services.

Innovation. Morgan encourages and supports its faculty, staff, and students in all forms of scholarship including the discovery and application of knowledge in teaching and learning and in developing innovative products and processes.

Leadership. Morgan seeks to provide rigorous academic curricula and challenging co-curricular opportunities to promote the development of leadership qualities in students and to facilitate leadership development among faculty, staff, and students.

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Schools and Colleges

Morgan State is one of the few historically black institutions nationally to offer a comprehensive range of academic programs, in business, engineering, education, architecture, social work, and hospitality management, in addition to those in the arts and sciences and programs leading to the doctorate.

Gilliam College of Liberal Arts

The mission of the Gilliam College of Liberal Arts, consistent with that of Morgan State University, is to offer high-quality academic programs and to promote effective student-centered teaching and learning, outstanding student achievement, cutting-edge faculty research and scholarship, and broad-ranging service to the professions and the community.

School of Architecture & Planning

The mission of the SA+P is to develop diverse, socially and environmentally responsible, and enlightened professionals through a process of skill acquisition, critical thinking, and value definition. In so doing, SA+P pursues this mission within a creative environment of inquiry and collegiality in the fulfillment and advancement of spatial justice, urban revitalization and sustainability, and design for the everyday experience.

Earl G. Graves School of Business & Management

The mission of the Earl G. Graves School of Business and Management is to:

Offer high quality undergraduate, masters, doctoral, and executive education programs that prepare a diverse student population to succeed as business professionals and to become engaged citizens in their neighborhoods and global economy.

Conduct scholarly research that advances theory and practice in business disciplines, contributes to teaching and learning, enhances the performance of organizations, and inform public policy decision making.

Contribute to local, state, regional and national economic development initiatives in the pursuit of widely shared prosperity and well-being.

School of Community Health & Policy

The Morgan State University School of Community Health and Policy's mission is to develop a corps of health professionals committed to transforming urban communities by promoting health and reducing health inequities.

School of Computer, Mathematical, and Natural Sciences

The mission of the School of Computer, Mathematical and Natural Sciences is to build a cohesive, productive school that focuses on advancing frontiers in science, mathematics and technology into the next millennium.

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School of Education & Urban Studies

The mission of the School of Education and Urban Studies (SEUS) is to prepare a culturally and ethnically diverse student body to serve with distinction in the field of education and urban studies. The programs in SEUS provide quality teaching, research, and service to: meet the needs of a culturally diverse and multicultural population in urban settings; provide knowledge, values and skills for undergraduate and graduate students; prepare professionals and change agents to improve the quality of life of urban populations; and plan policies and programs that respond to societal problems.

Clarence M. Mitchell, Jr. School of Engineering

The Clarence M. Mitchell, Jr. School of Engineering offers educational programs which ensure that students acquire the ability to master fundamental principles of engineering which may be applied effectively to benefit society.

School of Global Journalism & Communication

The mission of Morgan State University's School of Global Journalism and Communication is to give voice to a broader group of people - people who struggle to contribute to the public discourse that shapes this nation and the world. We serve this cause with innovative teaching, cutting edge research, and exemplary service to Maryland, the nation, and the world.

School of Graduate Studies

Consistent with the designation of Morgan as Maryland's Public Urban University, and its classification as a doctoral degree granting institution, the mission of the School of Graduate Studies is to advance the education of students who have excelled at the baccalaureate and/or master's level and to prepare them for careers as future faculty, leaders in public education, the professions, research, and service. The goal of the School of Graduate Studies is to create a universal community of scholars and adult learners committed to the life-long discovery and application of knowledge that will enrich the lives of those they teach and serve. The graduate faculty at Morgan encourages graduate students to master the complex theories, principles, and research methodologies, of their respective disciplines for the twofold purpose of advancing knowledge in their chosen field, and contributing to the improvement of urban communities.

School of Social Work

The mission of the School of Social Work is to fully prepare urban social work leaders who are committed to the alleviation of human suffering, social justice, and the improvement of the quality of life for diverse urban populations.

The Social Work Program at Morgan State University endeavors to become a significant educational and professional labor force resource in the City of Baltimore, Maryland and other urban areas in the state of Maryland and nationally in addressing the human needs of urban individuals, families, organizations, and communities through the preparation of competent urban social workers, social work educators, policy advocates, and social work researchers.

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Academic Programs/Courses of Study PROGRAMS LEADING TO THE BACHELOR'S DEGREE

Accounting
Actuarial Science
Applied Liberal Studies
Architecture and Environmental Design
Biology
Business Administration
Chemistry
Computer Science
Construction Management
Economics
Elementary Education(Teacher Education)
English
Engineering, Civil
Engineering, Electrical and Computer
Engineering, Industrial
Entrepreneurship
Family Consumer Sciences
Finance
Fine Arts
Foreign Languages
Health Education
History and Geography
Hotel, Restaurant, and Hospitality Management
Information Systems
Management
Marketing
Mathematics
Medical Technology
Military Science
Music
Multimedia Journalism
Multi-Platform Production
Nursing
Nutritional Science/Dietetic
Philosophy and Religious Studies
Physical Education
Physics and Engineering Physics
Political Science
Psychology
Screenwriting & Animation (SWAN)
Services and Supply Chain Management
Social Work
Sociology and Anthropology
Strategic Communication
Theater Arts
Transportation Systems
Visual Arts

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PROGRAMS LEADING TO THE MASTER'S DEGREE

African-American Studies (M.A.)
Architecture (M.Arch.)
Bioinformatics (M.S.)
Biology (M.S.)
Business Administration (M.B.A.)
Chemistry (M.S.)
City and Regional Planning (M.C.R.P.)
Community College Administration and Instruction (M.Ed.)
Construction Management (M.S.)
Economics (M.A.)
Educational Administration and Supervision (M.S.)
Electrical Engineering (M.S.)
Elementary and Middle School Education (M.S.)
Engineering (M.Eng.)
English (M.A.)
Higher Education Administration (M.S.)
History (M.A.)
Hospitality Management (M.S.)
International Studies (M.A.)
Journalism (M.A.)
Journalism Science (M.S.)
Landscape Architecture (M.L.A.)
Master of Arts in Teaching (M.A.T.)
Master of Professional Accountancy (M.S.)
Master of Science in Project Management (M.S.)
Mathematics (M.A.)
Mathematics Education (M.S.)
Museum Studies & Historical Preservations (M.A.)
Music (M.A.)
Nursing (M.S.)
Physics & Engineering Physics (M.S.)
Project Management (M.S.)
Psychometrics (M.S.)
Public Health (M.P.H.)
Science (M.S.)
Science Education (M.S.)
Social Work (M.S.W.)
Sociology (M.S. & M.A.)
Telecommunication Management (M.S.)
Urban Transportation (M.S.)

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PROGRAMS LEADING TO THE DOCTORATE

Bio-Environmental Sciences (Ph.D.)
Business Administration (Ph.D.)
Engineering (D.Eng.)
English (Ph.D.)
Higher Education Administration (Ph.D.)
Community College Leadership Program (Ed.D.)
History (Ph.D.)
Industrial & Computation Mathematics (Ph.D.)
Mathematics Education (Ed.D.)
Nursing (Ph.D.)
Psychometrics (Ph.D.)
Public Health (Dr. P.H.)
Science Education (Ed.D.)
Social Work (Ph.D.)
Transportation and Urban Infrastructure (Ph.D.)
Urban Educational Leadership (Ed.D.)

PROGRAMS LEADING TO POST BACCALAUREATE CERTIFICATES

Advanced National Security
Bioinformatics
Cyber Security
Health Leadership & Management
Health Records Management
Museum Studies & Historical Preservation
Project Management
Psychometrics
Sustainable Urban Communities
Urban Journalism
Urban Planning & Health Management
Urban Transportation

ONLINE PROGRAMS

Community College Leadership Program (Ed.D.)
Electrical & Computer Engineering 2+2 Program (BSEE)
Master of Business Administration (MBA)
Master of Community College Administration, Instruction, & Student Development (M.Ed)
Master of Science in Electrical Engineering (MSEE)
Master of Social Work (MSW)
Master of Science in Project Management (MSPM)
Post-Baccalaureate Certificate in Project Management
Post-Baccalaureate Certificate in Sustainable Urban Communities

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RESEARCH CENTERS

Academic Training and Management Organization
Advance Engineering Design Center
ASCEND Center for Biomedical Research
Center for Advanced Energy Systems and Environmental Control Technologies
Center of Excellence for Tactical & Advanced Communication Technologies
Center of Excellence in Systems Engineering for Space Exploration Technologies
Center of Microwave, Satellite, and RF Engineering
Chesapeake Information Based Aeronautics Consortium
Engineering Visualization Research Laboratory
Institute for Urban Research
Knowledge Integration Management Center of Excellence
National Transportation Center
Patuxent Environmental and Aquatic Research Laboratory (PEARL)
Prevention Sciences Research Center
Signals and Sensors Laboratory
Technology Transfer
Urban Mobility & Equity Center
Wireless, Networking and Security Lab

COMMUNITY ENGAGEMENT

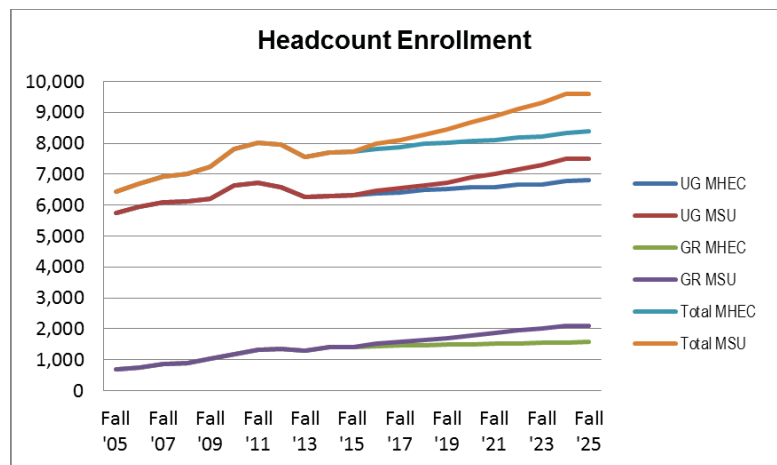
Baltimore Urban Systemic Initiative
Center for Sexual Health Advancement and Prevention Education
Morgan Community Mile
Morgan Minority Male Health Project

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Enrollment and Instructional Delivery

With academically strong programs in place and continuing growth in research, total headcount enrollment has increased by 20% from fall 2005 to 2015 to 7,725 students. Most of that growth has occurred at the graduate level (103%). University enrollment projections over the next ten years anticipate overall growth of 24% to bring total enrollment to 9,582. It expects that graduate enrollment will continue to advance but at a slower rate of 49% to bring it to 2,096 students by 2025. Undergraduate enrollments are expected to increase by 18% to 7,486. The Maryland Higher Education Commission (MHEC) has lower projections for the Morgan student body, with undergraduate headcount enrollment projected to grow at 8% and graduate enrollment, at 12%. Overall MHEC believes that Morgan's headcount enrollment will grow by only 8%, and discussions will continue regarding these differences in vision. The University's projections will be the basis for this master plan.

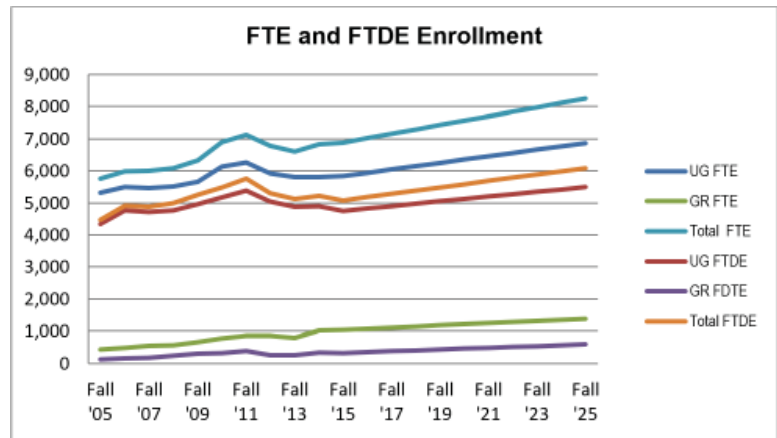


The demand for Morgan's academic programs is reflected not only in headcount enrollments but also in the credit hours taken and when they are taken. Reflected in full-time equivalent (FTE) enrollments, Morgan has experienced a 20% growth in FTE enrollments between 2005 and 2015, from 5,751 to 6,885 FTEs, and full-time day equivalents (FTDEs)—credit hours generated Monday through Friday before 5:00 p.m.—increased by 14% from 4,472 to 5,080 FTDEs.

Projections of FTEs and FTDEs rely on headcount enrollment projections, average credit hour loads by level, and the expected percentage of credit hours to be delivered during the day. Headcount undergraduate students, on average, enroll in 13.77 credit hours in the fall term, and headcount graduate students, 7.89 credit hours (both ten year averages). The University anticipates no change in these average loads over the next ten years. It also expects to maintain the current 75% of credit hours being taught during the day, especially given the expected increase in online delivery. Both FTE and FTDE enrollments are projected to increase by 20% in 2025: FTEs to 8,250, and FTDEs to 6,090.

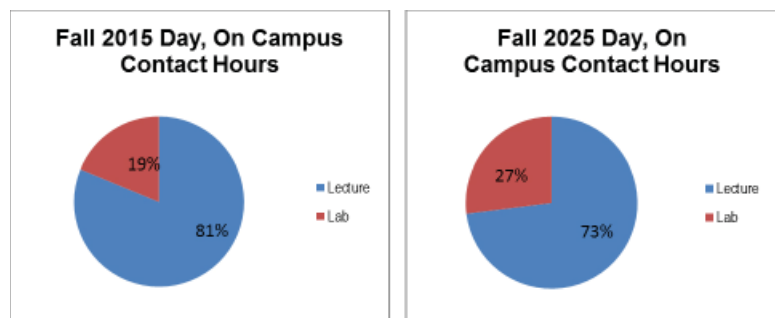
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The University has focused in the past two plus decades on transforming its instructional environment from the traditional faculty lecture mode to one enriched by (1) classrooms that encourage and flexibly support active, collegiate learning in a variety of formats ranging from seminar rooms to practice based classrooms and (2) class laboratories that support collaboration and many which simulate real life environments that enhance students' preparation immeasurably. Throughout new constructions and renovations the foundation for securing the Morgan's campus as technologically proficient has also been laid, bringing Morgan well into the 21st century learning that occurs in specialized simulation lab environments that allow experienced students to practice and apply skills and concepts with direct faculty guidance. Such facilities are rapidly becoming the norm for instructional delivery.

These efforts are resulting in changes in instructional delivery that are expected to continue over the next ten years as well. The University expects to rely increasingly on class labs over classrooms for delivering instruction, with the percentage of day contact hours taught in class labs to increase conservatively from 19% to 27% of all day contact hours taught.



Another change in instructional delivery is the increased use of online technology for not only courses but also entire programs. In just three years, online delivery of the curriculum has increased from 2% of Morgan's courses being taught to 5% in fall 2015. By 2025, the University expects online courses and programs to represent 11% of its instructional delivery. Currently the State's definition of full-time day enrollment does not incorporate any online credits, and yet students, especially those taking both online and face-to-face courses, are having an impact on library usage, physical education facilities, and services such as counseling and health which do

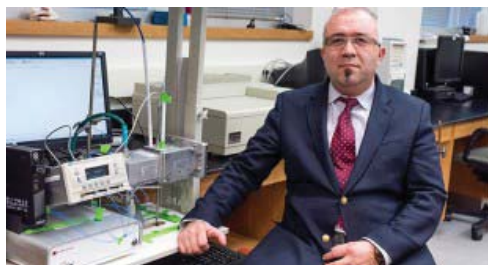
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not get factored into the parameters determining budgets and facilities. Less than 1% of Morgan's credit hours are generated exclusively by online only students. Almost 100% of online credit hours are generated by students taking both online and face-to-face courses. Therefore, online delivery becomes a double edge sword for not only Morgan State but other public higher education institutions in Maryland. Analysis of Morgan's projected online delivery indicates that the 11% share of online delivery would amount to 960 full-time equivalent (FTE) enrollment, or 12% of Morgan's projected FTE enrollment. Some portion of this demand should be incorporated into planning for expected resources and services.

Research

Morgan State University is an R2: Doctoral University, with high research activity, according to the Carnegie Classification system. Upgraded from R3 in 2018, this classification reflects its continued growth as a research institution - one fully committed to the research dimension of its mission, as the following samples of research at Morgan State show.



Kadir Aslan, Ph.D.

The National Science Foundation (NSF) has awarded Morgan State University a combined \$1,181,837 in total research grants for calendar year 2016. The funding supports a variety of cutting-edge research projects that advance the frontiers of innovation. Many of the projects funded by the NSF will be led by Morgan faculty from the University's School of Computer, Mathematical and Natural Sciences (SCMNS), School of Engineering, and School of Education and Urban Studies.

Subsequent to the groundbreaking research of Kadir Aslan, Ph.D., in the area of technology-assisted treatment of Alzheimer's disease, Morgan State University was awarded its first-ever U.S. patent, on Jan. 26, 2016. The patent (U.S. Patent No: 9,243,017) was received for Dr. Aslan's invention of an improved crystallization technique that may provide better treatment for patients suffering from the deadly brain disorder.

The understanding of the three-dimensional structures of protein targets, made available by the field of crystallography, has the potential to greatly accelerate drug discovery. However, current crystallization equipment takes a minimum of one hour or longer to complete the protein crystallization process. What Dr. Aslan discovered and was able to create through his research was a faster and more effective crystallization technique.

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The signing of the Education Partnership Agreement

At Morgan State University's annual open house for the Patuxent Aquatic and Environmental Research Laboratory (PEARL), on June 17, 2016, MSU President David Wilson joined Lt. Col. Michael S. Ruppert, deputy district commander for the Baltimore District U.S. Army Corps of Engineers, in signing a new Education Partnership Agreement (EPA). The agreement, which was formed to spotlight the importance of science, technology, engineering and mathematics (STEM) and encourage the study of these disciplines at Morgan, provides a framework to pursue educational collaborations between the Corps of Engineers and the University.

Each year since 2010, as part of a sustained commitment to pioneering breakthrough advancements offering an economic benefit to the State of Maryland, Morgan State University (MSU) celebrates the Annual 'Innovation Day' in Annapolis at the Miller Senate Office Building. Morgan Innovation Day (MID), which serves in part as an annual progress report on the State's premier public urban research institution, brought together Maryland legislators, students, faculty, staff and alumni for an engaging first-hand look at new research, innovation and partnership initiatives incubated in the classrooms, laboratories, and offices of MSU.

Research at Morgan will continue to grow as more faculty engage in both sponsored and unsponsored research and will have a particular positive impact on graduate enrollments as Morgan becomes sought after as a institution for innovative graduate study. The University will also remain committed to undergraduate research, especially in the STEM disciplines where research is considered an important element of learning the disciplines from kindergarten through high school, college, and beyond.

Community Engagement

The Morgan Community Mile is Morgan State University's flagship effort toward engaging with the community and improving the quality of life in the communities and neighborhoods in Northeast Baltimore that are in a 12.2 square mile area around Morgan. Five expansive priority areas have been identified:

- Health and Public Safety
- Education and Youth Development
- The Environment
- Live, Work, and Spend in the Community
- Strengthening University / Community Relations

These priorities define a communal framework that is being put into action across the University. For example, the School of Community Health and Policy plans to relocate its off campus public garden to new planned facilities at the proposed Health and Human Services Center and provide not only community gardens but also support them with a greenhouse and meeting facilities to discuss nutrition and wellness issues. The effort over the next ten years will be to strengthen and extend the community outreaches of University.

Institutional Resources

The vision of Morgan's future must reflect needed institutional resources. The remainder of this master plan addresses space needs and the required facility projects. Here the focus is on the faculty, staff, graduate assistant, and library resources needed to support the University's planned future.

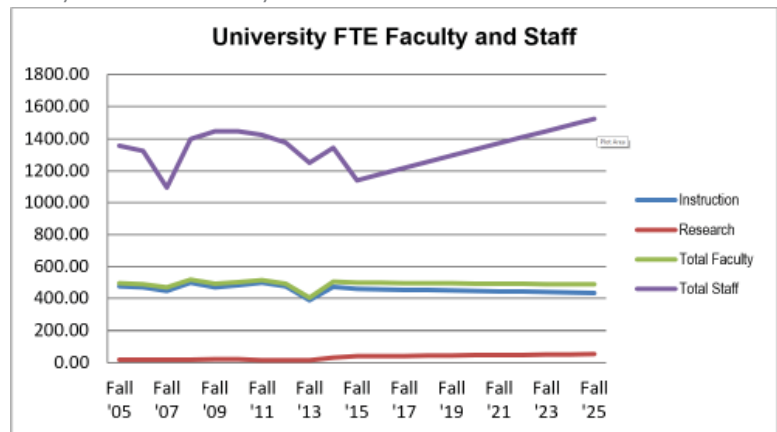
Over the past ten years, while enrollments have increased by 20%, the number of FTE faculty has remained fairly level at about 500, as the University stabilized its overall student to instructional faculty ratio at 15:1. Despite projected enrollment growth by 24%, the University plans to increase the student to instruction faculty ratio

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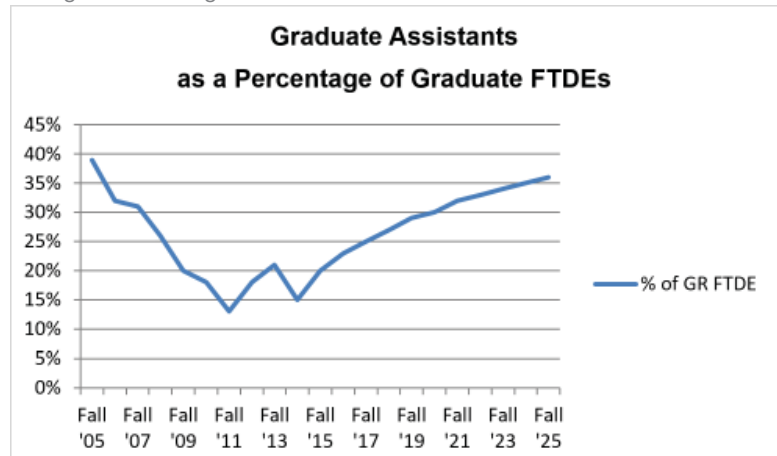
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to 17:1 thereby reducing demand for comparable instruction faculty growth. The number of instruction FTE faculty will increase by only 5%. As the research function has matured at Morgan, the number of faculty dedicated to research has grown to over 40, or 82%, and the University plans continued growth in research faculty by 33% to 53 over the next ten years. Overall the total number of FTE faculty, including both instruction and research faculty, will increase by 7% to 536 FTE faculty.

As the instructional and research programs broaden and deepen and the supporting teaching, learning, and innovation environments become more complex, the demand for technologically qualified staff will necessarily increase at the University. The past ten years, however, has seen a -16% decline in the number of FTE staff, from 1,359 in fall 2005 to 1,142 in fall 2015. The 34% increase in FTE staff projected by the University to 1,527 is only a 12% increase from staffing levels in 2005 and 5% from 2010 and is required to secure the University's functions as a 21st century research university.



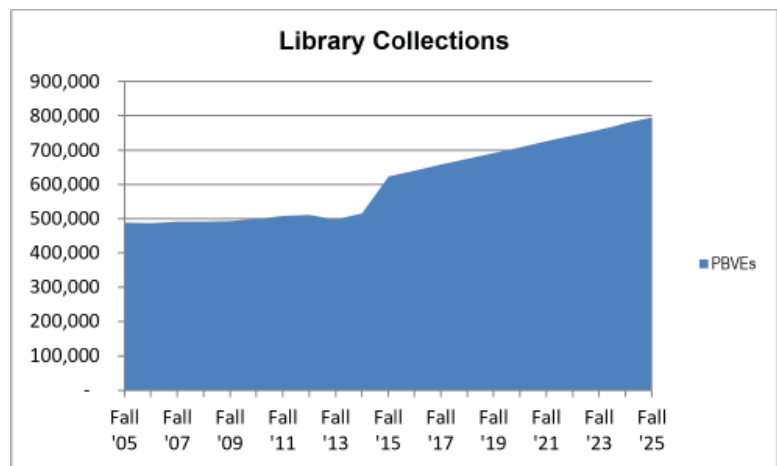
Graduate assistants, as funded students and employees, provide an indicator of the strength of research, and at Morgan the number of graduate assistants have increased 35% over the past ten years. While this level of increase is substantial, when considered in relation to growth in the number of graduate FTDEs, a significant decline is shown. The University plans to correct this pattern over the next decade by increasing the number of graduate assistants from 66 to 211, representing 30% of the graduate FTDEs.



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Finally, library resources are essential to supporting the learning and research functions of a university. The University's collection has undergone reconfiguration in response to the changing library technology, as well as the demands of new academic and research programs. Over time, specific materials have been replaced. Between fall 2005 and fall 2014, the size of the Library's collections as measured by Physically Bound Volume Equivalents (PBVEs) ranged from about 489,000 to 515,000 PBVEs. In fall 2015 a substantial increase in collection size shifted the emphasis to acquisition of new library resources, and the University plans to continue growth of the collection by 27% over the next ten years to 795,000 PBVEs. The new Richardson Library was planned and constructed with careful thought to changing technologies and library purposes. As such, it provides not only sufficient stack space for this collection but also sufficient study space for students and researchers, although demand for more small group, collaboration spaces will require some alterations.



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Master Plan Process

The planning team - lead by WTW Architects with consultants Linhart Consulting (Space Planning/Programming), Site Resources (Landscape Architecture/Site Civil Engineering), and the Forella Group (Cost Estimating) - conducted a four phase planning process:

Phase 1: Orientation/Inventory/Assessment

Phase 2: Master Planning Concept Development

Phase 3: Master Plan Development

Phase 4: Final Report

Each phase of work was accompanied by milestone meetings on campus that included: update meetings with the University Planner and Master Plan Steering Committee; data gathering and analysis; and, user group interviews, workshops, open forums, and design charrettes.

Phase 1: Orientation/Inventory/Assessment

The consultant team reviewed documents provided by the University prior to the first visit to the campus. During the first visit the planning team met with designated University personnel, confirmed the vision and goals of the master plan project, the Strategic Plan, key reports/studies, and current facilities programs/plans. The visit included campus tours and meetings to introduce the master plan process and its vision/goals to the campus community. The team met with University stakeholders and local community representatives and documented existing conditions, plans, and opportunities.

Student master planning design charrette



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Phase 2: Master Plan Concept Development

The consultant team generated conceptual level documentation for the campus facilities master plan, including alternatives, in graphic and written formats. These included:

- Preliminary space utilization planning options and choices regarding space deficiencies and recommended departmental growth;
- Land use plan alternatives including: academic, housing and support building improvements, with associated landscaping and pedestrian/vehicular circulation;
- Utility and technology infrastructure plan alternatives with an overview of modifications required to accommodate recommendations and related life safety and security improvements;
- Capital facilities program alternatives with scope descriptions and evaluations;
- An overview of the potential impact of the Master Plan to surrounding municipalities; and,
- Phasing implementation alternative recommendations.

Phase 3: Master Plan Development

Based on the selected master plan alternatives, the consultant team worked with the University to study and create master plan recommendations for the following:

- Site development plan and implementation strategy
- Space utilization
- Building development
- Campus circulation
- Utility infrastructure

Phase 4: Final Report

Based on analysis of space and program needs, a 10-year facilities plan was created, including proposals to respond to identified deficiencies and needs. Sequencing and implementation strategies were developed for the defined projects. Each proposal includes an estimate of probable cost, location, size and type of program. Master plan recommendations respond to strategic plan initiatives that achieve the mission, goals, and objectives of Morgan State University.

Campus Analysis



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Morgan State University is a designated urban university located in the City of Baltimore, Maryland. The 176.70-acre campus is located in the northeastern section of Baltimore approximately five miles from the city center.

The main campus is surrounded by residential communities and natural features. It is bordered on its eastern edge by Herring Run, an 11.1 mile-long tributary of the Back River that is characterized by steep, wooded ravine edges and intermittent walking trails. Chinquapin Run approaches campus from the northwest, crosses campus, and meets Herring Run. Herring Run Park, Lake Montebello, and the Montebello Water Filtration Plant border the southern edge of Morgan State's main campus. The smaller James Welling Park borders campus to the north.

Morgan State University also owns the Portage Avenue Facility three-quarters of a mile west from main campus at 1136 E. Cold Spring Lane; the Lillie Carroll Jackson Civil Rights Museum, located in the recently restored historic home of Dr. Lillie Carroll Jackson in Baltimore's Bolton Hill Community; and the Patuxent Environmental & Aquatic Research Center in Saint Leonard, Maryland about 80 miles south of the main campus near the Patuxent River.

Main Campus —

Portage Avenue Facility —

Lillie Carroll Jackson Civil
Rights Museum —



Campus Analysis

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Drawing Key

- North Campus
- Academic Quad
- Morgan Commons
- South Campus
- West Campus
- Morgan View



MORGAN STATE UNIVERSITY MASTER PLAN UPDATE

Existing Campus Plan

0' 200' 400' 800' 1600'



Campus Analysis

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Campus Description

The main campus of Morgan State University is divided into five distinct campus zones: North Campus, Academic Quad, Morgan Commons, South Campus, and the newer West Campus. Just off of the main campus, west of the Academic Quad, Morgan View is a University-affiliated apartment development for Morgan State students.

The occupied campus areas are primarily characterized by flat topography, separated by roadways or natural features often at lower elevations. The Chinguapin Run ravine separates the North Campus from the Academic Quad. Similarly, East Cold Spring Lane divides the Academic Quad from Morgan Commons at a lower elevation. The Communications Bridge connects North Campus to the Academic Quad, and the Welcome Bridge connects the Academic Quad to Morgan Commons. In 2015, the Legacy Bridge opened to connect Morgan Commons to the West Campus. Argonne Drive must be crossed at grade to reach the South Campus.

Campus Aerial from Bing Maps, October 2016



Campus Analysis

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Existing North Campus portion of campus



Center for the Built Environment and Infrastructure Studies

North Campus

The North Campus occupies a narrow piece of land between Perring Parkway and Herring Run and extends away from the central portion of campus. The Communications Center is the southernmost building on the North Campus and is directly connected to the Communications Bridge that links to the Academic Quad.

Proceeding to the north, the Mitchell and Schaefer Engineering Buildings, the Center for the Built Environment and Infrastructure Studies (CBEIS), and the North Campus Parking Garage are linked by a vehicular driveway. All of these buildings were built within the last twenty-five years and are characterized by a modern design style.

Campus Analysis

Morgan State University
Facilities Master Plan Update

Existing Academic Quad portion of campus



Holmes Hall



Academic Quad

Lining a newly landscaped, formal quadrangle, the Academic Quad is home to some of the campus's oldest buildings and is the traditional heart of campus. These buildings are predominantly clad in the campus's defining quarry stone in a neoclassical design style.

Most of the buildings surrounding the quad are academic or administrative in use, though the Harper House and the Tubman House create a coed honors residential complex. Holmes Hall, with its iconic clock tower, is a classroom building that sits next to Harper/Tubman at the center of the north side of the Quad. Banneker Hall houses the School of Education and Urban Studies and completes the north side of the Quad.

Carnegie Hall occupies the east side of the Quad and is joined with the Calloway Hall, Key Hall, and Spencer Hall to create the Science Complex. The Richard N. Dixon Science Research Center sits south of the Science Complex, just outside of the Quad, and has a more modern design aesthetic.

Truth Hall (administrative) and McMechen Hall (academic) flank the southern sides of the Quad. The McKeldin Center occupies the center of this side of the Quad and is linked to the Welcome Bridge. McKeldin is mostly concrete and brick and does not share the architectural characteristics of the majority of this area. It is mostly vacant but is still used as temporary or swing space.

The Brutalist-styled Jenkins Building occupies the west side of the Quad, facing onto Hillen Road. Like McKeldin, it shares the materiality of the other quad buildings but not the more traditional architectural characteristics. It is currently slated for demolition. Carter-Grant-Wilson is primarily an administrative building and lies to the south of Jenkins Building on the corner of Hillen Road and E. Cold Spring Lane.

The men's O'Connell Residence Hall and the President's House occupy a small piece of property across Herring Run from the Academic Quad.

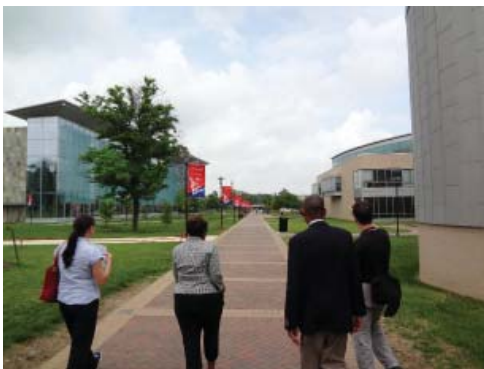
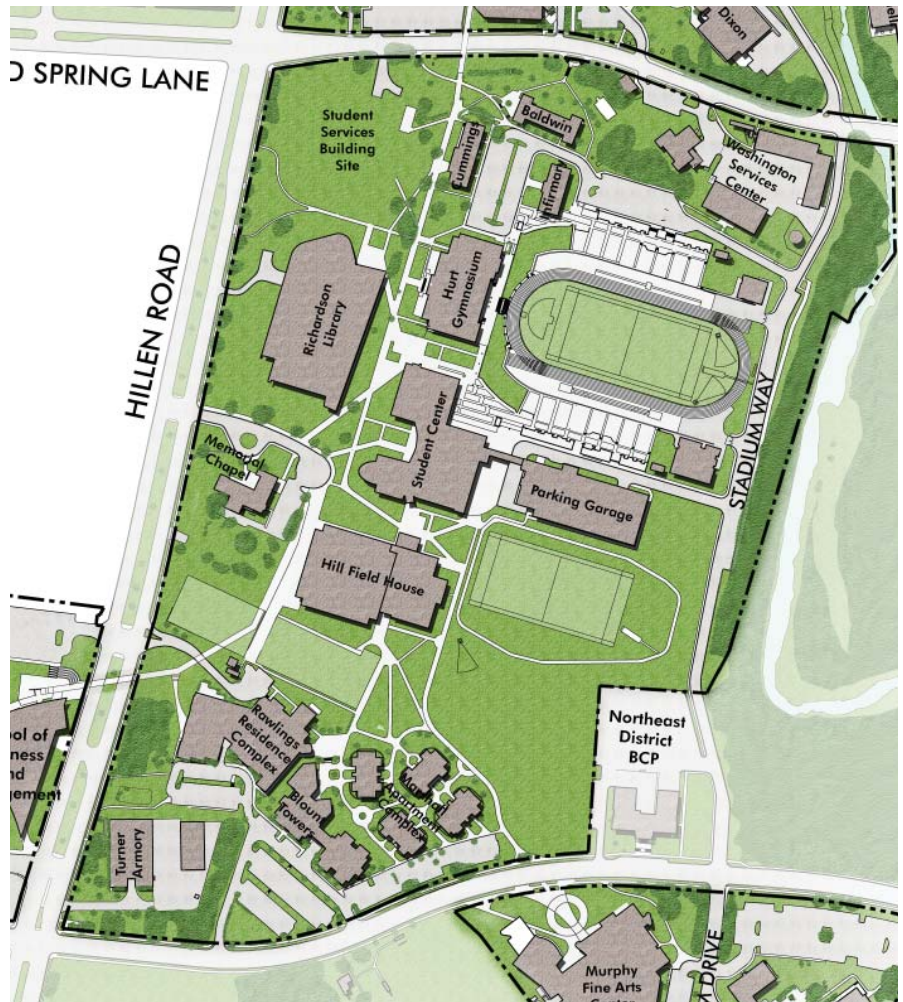


View of the Academic Quad toward Banneker Hall

Campus Analysis

Morgan State University
Facilities Master Plan Update

Existing Morgan Commons portion of campus



The main pedestrian spine through Morgan Commons with the Richardson Library on the left and the Student Center on the right

Morgan Commons

This is the largest campus zone and can be considered the center of student life and student services. The Morgan Commons is surrounded by Hillen Road, E. Cold Spring Lane, Stadium Way, and Argonne Drive. The main pedestrian spine extends south from the Welcome Bridge tying most of the Morgan Commons Buildings together. The architectural character in the Morgan Commons ranges from modern – the Student Center and Parking Garage, Earl S. Richardson Library, and the currently in construction Student Services Center – to more traditional – Cummings Hall (male residence), Baldwin Hall (male residence), the Woolford Health Center, and the Hurt Gymnasium. While some of the Morgan Commons buildings have not made use of iconic quarry stone, these newer buildings have begun to reincorporate its use in material palette.

Campus Analysis

Morgan State University
Facilities Master Plan Update

View from the Hughes Stadium Press Box



Along with the Hurt Gymnasium, the Morgan Commons is the home of the other main athletic and recreational facilities including the Hughes Memorial Stadium, the Hill Field House, and other associated support structures and outdoor sports and practice fields.

The University Memorial Chapel, located to the west of the Hill Field House along Hillen Road, was deeded to the University of 2009. The Chapel was listed on the National Register of Historic Places in 2010.

The southwest portion of the Morgan Commons is heavily residential. The two Blount Towers are currently female-only residences. A third tower, located in the Rawlings Residence Complex, has a connected dining center that serves the entire campus community. Adjacent to these facilities, the Thurgood Marshall Apartments are comprised of four small-scale, apartment-style buildings that house upperclassmen. Last, the Turner Armory, located on the corner of Hillen Road and Argonne Drive is home to the ROTC and the Motor Pool.

The Washington Service Center occupies the northwest corner of the Morgan Commons. These facilities are used by the Physical Plant, the largest non-academic department at Morgan State, to maintain the campus buildings and grounds. Police & Public Safety and Procurement & Property Control are also occupants of the Washington Service Center.

The southeast corner of the Morgan Commons is occupied by the Baltimore City Police Department, Northeast District Station which is not owned by Morgan State University.

The new Legacy Bridge connects the Morgan Commons to the West Campus and can be accessed from the west side of the Hill Field House or the residential parking lot.

Campus Analysis

Morgan State University
Facilities Master Plan Update

Existing South Campus portion of campus



South Campus

Two large facilities are located in the South Campus. The brick and glass Murphy Fine Art Center, including the James E Lewis Museum of Art, is located directly across Argonne Drive from Morgan Commons. It is the southern terminus of the main campus circulation spine. The Montebello Complex is slated for demolition but is currently used as surge space for various occupants, including Student Support functions.

A smaller third building, the stately three-story brick Alumni House, is located on the southern edge of campus. It is listed on the National Register of Historic Places as a contributing building to the former Sydenham Hospital for Communicable Diseases, later known as the Montebello State Chronic Disease Hospital, where numerous procedures for the treatment of communicable diseases were pioneered. The Alumni House was designed by prominent Baltimore architect Edward Hughes Glidden, Sr. and completed in 1922.

Other small out-buildings also utilized by the physical plant are located around the South Campus. Additionally, the South Campus has significant amount of surface parking.

Campus Analysis

Morgan State University
Facilities Master Plan Update

Existing West Campus portion of campus



West Campus

This part of campus is the most recent expansion of the University. The West Campus was planned for three new buildings around a small central green space and a new parking garage. The first building, the Earl G. Graves School of Business and Management, and the second building, the Martin D. Jenkins Hall for Behavioral and Social Sciences, are both complete. The final site is currently proposed to house the Technology Transfer Center.

A future parking structure is proposed for the north end of the site on the existing surface parking lot.

The new Earl G. Graves School of Business and Management



Campus Analysis

Morgan State University
Facilities Master Plan Update

Campus Circulation



Existing campus entrance at the intersection of Stadium Way and E. Cold Spring Lane

Vehicular Circulation

Hillen Road, Perring Parkway, E. Cold Spring Lane, and Argonne Drive filter all traffic from the surrounding neighborhoods to Morgan State University's campus. These roads are local through-ways with moderate University identity. Hillen Road/Perring Parkway is the most public edge of the University with views into campus. The intersections of Hillen Road with E. Cold Spring Lane and Argonne Drive are the main figurative gateways into campus.

Vehicular circulation within the campus is limited to Stadium Way and minor access roadways. The only internal campus connector runs from Perring Parkway around the Academic Quad then across E. Cold Spring Lane and Argonne Drive into South Campus. This road is inconsistently identified on street signs, campus maps, and Google Maps. Between Hillen Road and E. Cold Spring Lane, this road is unidentified by street signs. This portion of the road is service oriented with limited access and some restricted parking. Between E. Cold Spring Lane and Argonne Drive, this road is labeled as Stadium Way and is open to public circulation. There are a couple of access roads that reach into the Morgan Commons portion of campus to service buildings and connect to parking lots and the Student Center Parking Garage. Like some other secondary campus roads, these remain unnamed. There is perpendicular parking along the eastern edge of Stadium Way. The intersections of Stadium Way with E. Cold Spring Lane and Argonne Drive are the actual gateways into campus for many drivers, especially most first-time visitors. South of Argonne Drive, this road is identified as McCallum Drive and serves as internal circulation, service, and parking access for the South Campus. Signage has recently been added near the campus gateways to better identify campus boundaries. The signage at the eastern gateways, near Stadium Way, will be made more prominent as the campus develops in this direction.

North Campus also has an internal circulation road off of Perring Parkway, accessing the Engineering Buildings, CBEIS Building, and the North Campus Parking Garage. Service drives provide access from this road to buildings or entrance to parking lots.

The roadways throughout the main campus are organized in a way that the center of campus remains a primarily pedestrian zone, mostly free of vehicular circulation.

A campus shuttle bus provides access to all areas of campus and many satellite locations, including off-campus housing. Shuttles run regularly, every fifteen minutes, on weekdays from 7:00am to 11:00pm. There is currently no weekend service. The Baltimore Collegetown Shuttle also provides access to additional regional locations including, Penn Station, Towson Place Shopping Center, Towson Town Center, and other colleges and universities. This shuttle has two stops on campus: one off of E. Cold Spring Lane adjacent to the McKeldin Center (Lot H) and the other on Hillen Road by the Earl S. Richardson Library.







Parking at Morgan State University is by permit only. There are visitor options in the Student Center Parking Garage and on the North and South Campuses. Lots for all University users are identified as Faculty-Staff, Commuter Students, or Residential Students. Evening/Weekend permits are also available for Students, Faculty, and Staff during specified hours. Faculty, staff, and students also park in the adjoining neighborhoods.

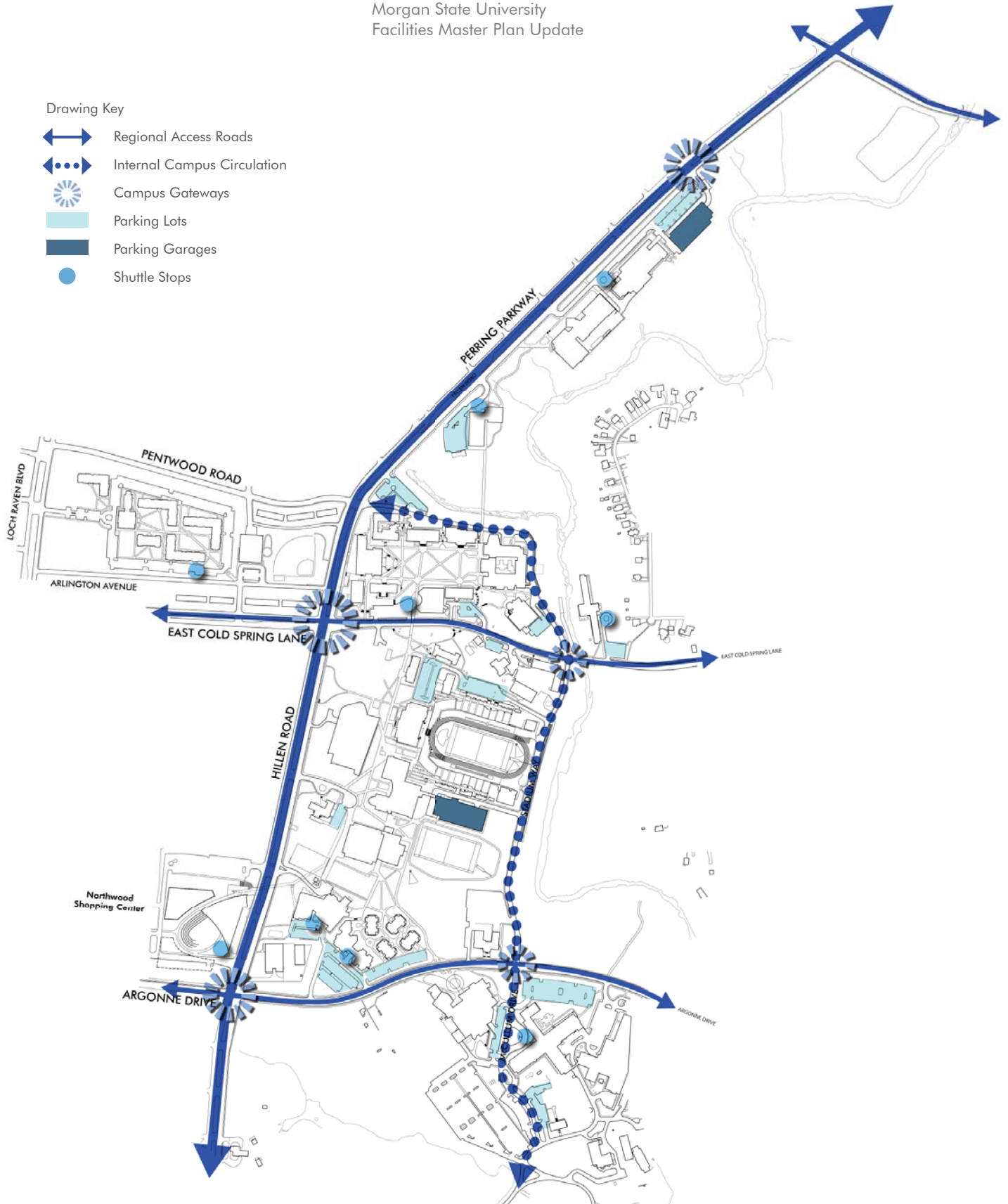
Across Hillen Road from the Academic Quad and also bound by Pentwood Road, Lock Raven Boulevard, and Arlington Avenue, the Morgan View apartments provide student housing and the Lois T. Murray School softball field is utilized by University student athletes. Student crossing at and around the intersection of Hillen Road and E. Cold Spring Lane make this area the highest point of conflict between pedestrian and vehicular circulation.

Campus Analysis

Morgan State University
Facilities Master Plan Update

Drawing Key

-  Regional Access Roads
-  Internal Campus Circulation
-  Campus Gateways
-  Parking Lots
-  Parking Garages
-  Shuttle Stops



MORGAN STATE UNIVERSITY MASTER PLAN UPDATE

Existing Vehicular Circulation

0' 200' 400' 800' 1600'



Campus Analysis

Morgan State University
Facilities Master Plan Update



The Communication Bridge connects the Academic Quad to North Campus



The Welcome Bridge connects Morgan Commons to the Academic Quad



The new pedestrian bridge connects West Campus to Morgan Commons

Pedestrian Circulation

Morgan State's campus is organized around a primary north-south pedestrian corridor. This campus spine starts in the North Campus parallel to Perring Parkway. The path runs south through, or around the Communications Building, and then over the Communications Bridge. From the bridge, the spine enters the Academic Quad from the northeast corner. It continues south from the southwest corner of the quad and across the Welcome Bridge into Morgan Commons.

Once across the Welcome Bridge, the pedestrian spine widens with open green space on either side and buildings typically set back from the path fifty to sixty feet. From the Welcome Bridge to the Hill Field House, the walkway is lined with regularly spaced pedestrian-scale lamp posts with University banners. Trees are irregularly planted throughout the green space. The open view of the iconic Holmes Hall tower at the north end of the view corridor is an important aspect of the overall character of this part of campus.

The Hill Field House frames the southern edge of this portion of the walkway. From here the pedestrian spine splits into two sections. The new, western portion of the pedestrian spine proceeds along the west side of the Hill Field House then connects to the Legacy Bridge, which provides access to the West Campus.

The other, original portion of the main pedestrian spine turns east between the Student Center and the Field House then south along the eastern edge of the Field House. An alternate interior route can also be taken through the main atria of both the Student Center and the Field House. The route bends to the east as it progresses toward Argonne Drive, with the recreation and athletic practice fields on the east side and the Thurgood Marshall Apartment Complex on the west side. There is an at-grade crossing of Argonne Drive that leads directly to the main entrance of the Murphy Fine Art Center. Pedestrian connections continue to the Montebello Complex and the rest of the South Campus but terminate there in any formal manner.

In addition to this primary internal campus pedestrian corridor, there are pedestrian routes along the campus edges. The walkways along Hillen Road and Perring Parkway are heavily used as people come to and leave campus. A decorative stone and wrought-iron fence lines the western edge of campus along Hillen Road and Perring Parkway. The intersection of Hillen Road and E. Cold Spring Lane is the busiest of these entrance points, used by students that live in the Morgan View Apartments and students, faculty, and staff that park in the surrounding neighborhoods. Improvements for pedestrian safety, campus connectivity, and identity are needed along this corridor and especially at this intersection.





The sidewalks along Stadium Way, on the east side of campus, receive minimal use, mostly by pedestrians that park along Stadium Way or are coming to or from South Campus.

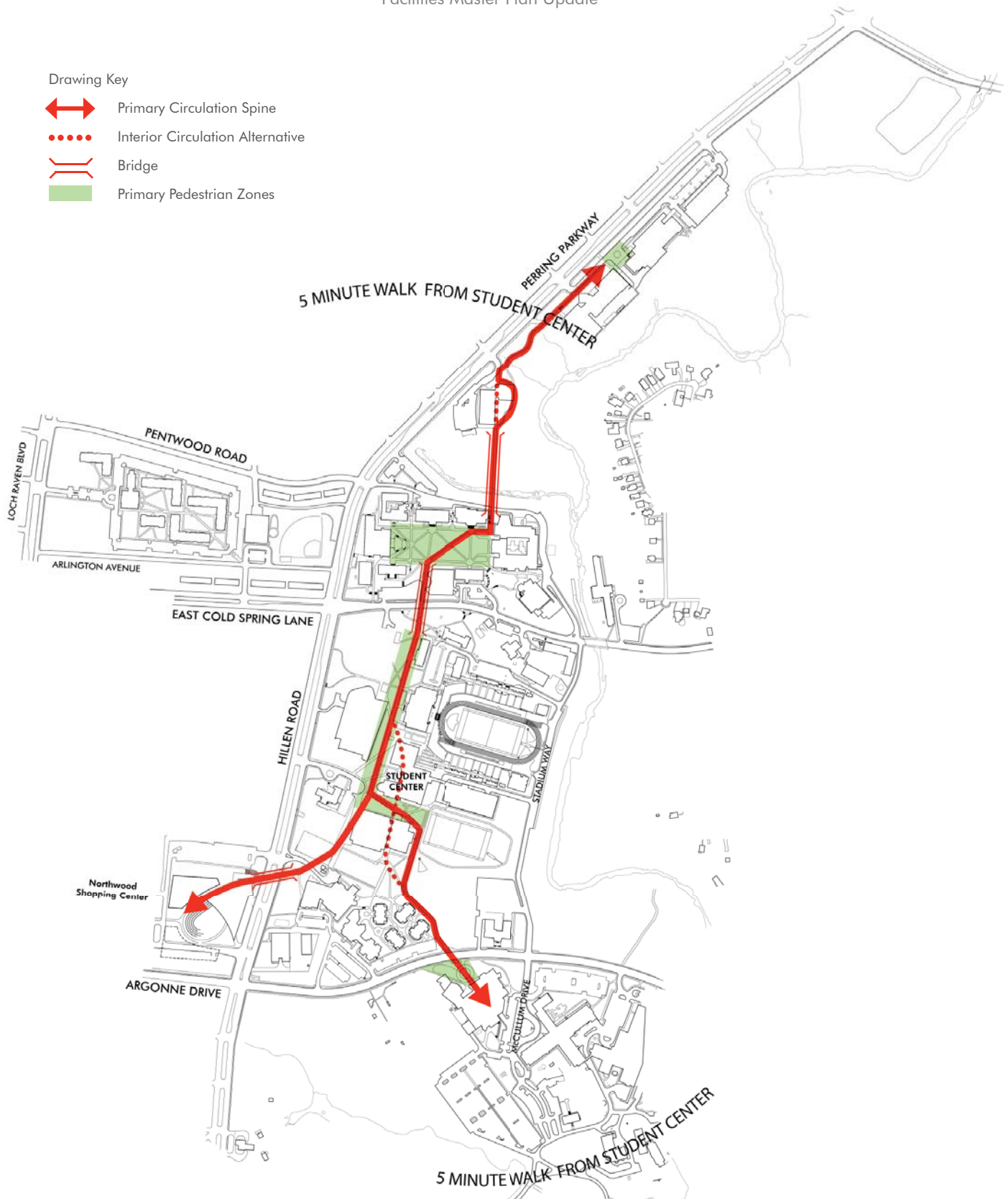
The pedestrian friendly organization of campus and bridges over major roadways provide a relatively safe environment. The most apparent conflicts between pedestrian and vehicular circulation are at the perimeter of campus. Students that park in the surrounding neighborhoods often cross Perring Parkway or Hillen Road between intersections. Also, as stated in the previous section, high levels of student crossings at and around the intersection of Hillen Road and E. Cold Spring Lane make this area the highest point of conflict between pedestrian and vehicular circulation.

Campus Analysis

Morgan State University
Facilities Master Plan Update

Drawing Key

-  Primary Circulation Spine
-  Interior Circulation Alternative
-  Bridge
-  Primary Pedestrian Zones



MORGAN STATE UNIVERSITY MASTER PLAN UPDATE

Existing Pedestrian Circulation

0' 200' 400' 800' 1600'



Campus Analysis

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Campus Influences

Morgan State University's campus is situated within an R-5 General Residence District, which is consistent with the surrounding residential neighborhoods. The development of the campus is not required to abide by Baltimore City Zoning. The City has proposed rezoning the campus to EC-2 Educational Campus. Per the Baltimore Cityview website, this is described as: "A campus district for college and universities that allows for certain non-educational uses and dormitories for students." While this will more accurately describe the zoning use of the University, all University construction projects already undergo a standard regulatory approval and review process through the State.

Morgan State's campus was named a National Treasure by the National Trust for Historic Preservation in 2016. The campus has a rich heritage and numerous buildings are important to the history of the institution, including Carnegie Hall, the oldest academic building built in 1919 with a grant from Andrew Carnegie. Morgan State University has taken great strides to maintain or restore these facilities and continues to be dedicated to this mission. In 2010, the University Memorial Chapel was listed on the National Register of Historic Places. The Alumni House was added to the register in 1998 as a contributing building to the former Sydenham Hospital for Communicable Diseases.

The Department of Planning Flood Plain Overlay District for Chinquapin Run and Herring Run does not currently influence any existing University building sites. The existing O'Connell Hall is the closest facility to identified floodplains. In 2011, the City of Baltimore, in coordination with Morgan State University, also developed and approved a Herring Run Master Plan. Any future development that impacts the designated areas within this plan should be in accordance with the proposed recommendations and design guidelines. The areas around Herring Run largely fall within a forest conservation area.

The local Baltimore climate has four distinct seasons with variable winters that include sub-freezing temperatures and sporadic snowfalls, averaging approximately twenty inches per year or more outside of the city center. The spring season typically has the most days of precipitation. Summers are hot and humid with temperatures often reaching ninety degrees or higher. Prevailing winds are predominantly from the west, varying by season. Winds from the Chesapeake Bay to the east can also affect weather.

Herring Run at the E. Cold Spring Lane Crossing

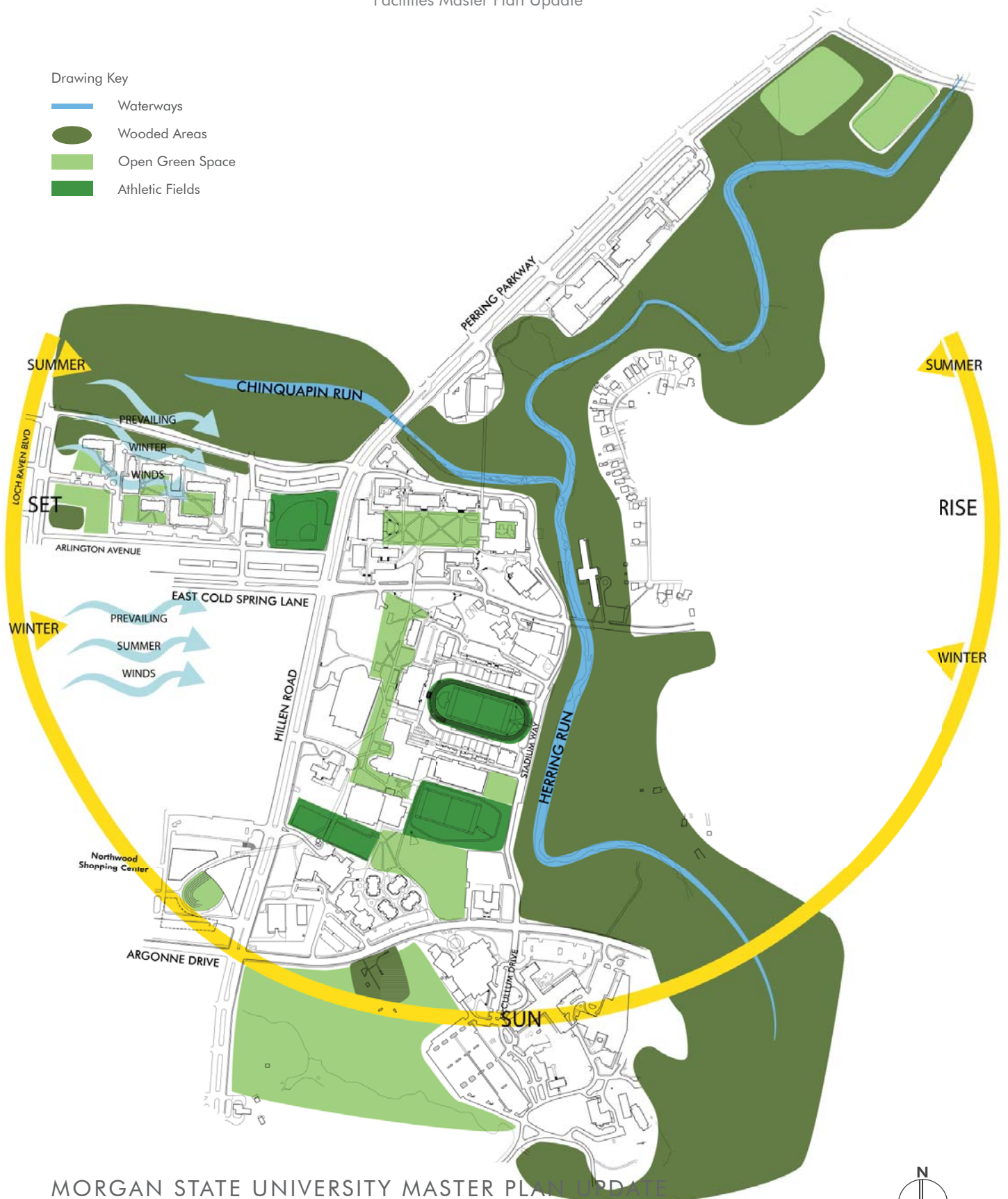


Campus Analysis

Morgan State University
Facilities Master Plan Update

Drawing Key

- Waterways
- Wooded Areas
- Open Green Space
- Athletic Fields



MORGAN STATE UNIVERSITY MASTER PLAN UPDATE

Existing Site Influences

0' 200' 400' 800' 1600'



Campus Analysis

Morgan State University
Facilities Master Plan Update

Site and Infrastructure

Utility upgrades

Prior to the current Facilities Master Plan (2006-2016) MSU commissioned both an Integrated Underground Utility Study and a Utility Master Plan that included comprehensive studies of utility and telecom systems. Included among the recommendations of those studies were the following:

- Replace 75% of the then existing steam piping,
- Replace and increase capacity of existing telecom ductbank systems.
- Switch electric service of Rawlings Dining Hall and Marshall Residence complex to Montebello service to accommodate additional campus load,
- Replace all utilities in the south area of Morgan Commons resulting from new construction, and
- Modernize the existing Boiler Plant

Several of these initiatives have been either partially or wholly completed including increasing the capacity of the telecom ductbanks. Ongoing projects have reportedly already used the increased capacity, particularly in the South Campus. Projects contemplated by this master plan, and in particular the replacement of the current Montebello building with future academic buildings and physical plant facilities, will likely require further expansion of the telecom ducts.

Deteriorated steam pipes and other utilities are an ongoing issue for MSU with multiple failures over the last few years requiring local repairs. The Boiler Plant modernization has not been completed. New projects contemplated by this master plan should each include implementation of the local portions of the comprehensive replacement recommended by the Utility Master Plan. Additionally provisions should be made to connect the steam and chiller loops from the Academic Quad to the Morgan Commons Quad (getting across Cold Spring Lane). A new steam plant should be incorporated into one or more of the future projects on west campus to tie together all of the buildings and allow for redundancy should one of the systems fail.

A new Utility Master Plan is needed to update both existing needs and to develop a long-term strategy for repairs, maintenance, and improved performance.

Campus Analysis

Morgan State University
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Institution Demographics

Campus Space Inventory

Morgan State University has 48 campus buildings on its 2015 inventory, representing a total of 2,669,547 gross square feet (GSF). (Not included are garages, utility buildings, facilities under construction, and off-campus facilities.) Of that, 40% is comprised of walls, circulation space-hallways stairwells, elevators, and the like, mechanical facilities, and building support facilities, including public restrooms and janitor closets, for example. The majority of space, 1,591,871 net assignable square feet (NASF), or 60%, can be allocated to meet specific purposes that support the functioning of a university. A further distinction for public institutions is whether the space is State supported. At Morgan 620,429 GSF, 373,312 NASF is not State supported, including the Student Center, dining facilities, and the residence halls. To focus on what space is currently being used by Morgan and how it is being used, unclassified space, such as that awaiting or undergoing renovation, amounting to 79,456 NASF, is also held aside. The University had, in active use during fall 2015, 1,144,902 NASF.

At Morgan the mission driven uses of classroom, teaching lab, and research lab accounted for 327,922 NASF, or 28% of the NASF in use, and represents the largest use of Morgan's space. Office space comprises the next largest of space use at 283,843 NASF, or 25%. General space includes such facilities as performing spaces, exhibits, meeting spaces, food facilities, lounges, and the like. With 181,395 NASF, these facilities represent 16% of Morgan's space being used. Both study space, including not only Richardson Library but also specialized learning centers, such as the Writing Center, or departmentally or school based study spaces, such as the Math Library, and special use facilities, including armory, physical education, media production, non-health clinic, demonstration space, greenhouse, and animal facilities, reflect 12% of Morgan's space use. Together they contribute 273,351 NASF, or 28% of the inventory. Such facilities are more often than not mission driven as well, bringing the total amount of mission driven space at Morgan to 601,273 NASF. Support uses, such as computer facilities, shop storage, central services, and hazardous materials, comprise 76,325 NASF, reflecting 7% of the inventory in use. Finally, the 2,066 NASF of health facilities accounts for well less than 1% of the inventory is use, but is nonetheless important to the general services it provides for the health and wellness of the Morgan student body.

Changes to Morgan's inventory over the next 10 years to 2025 have been approved, including:

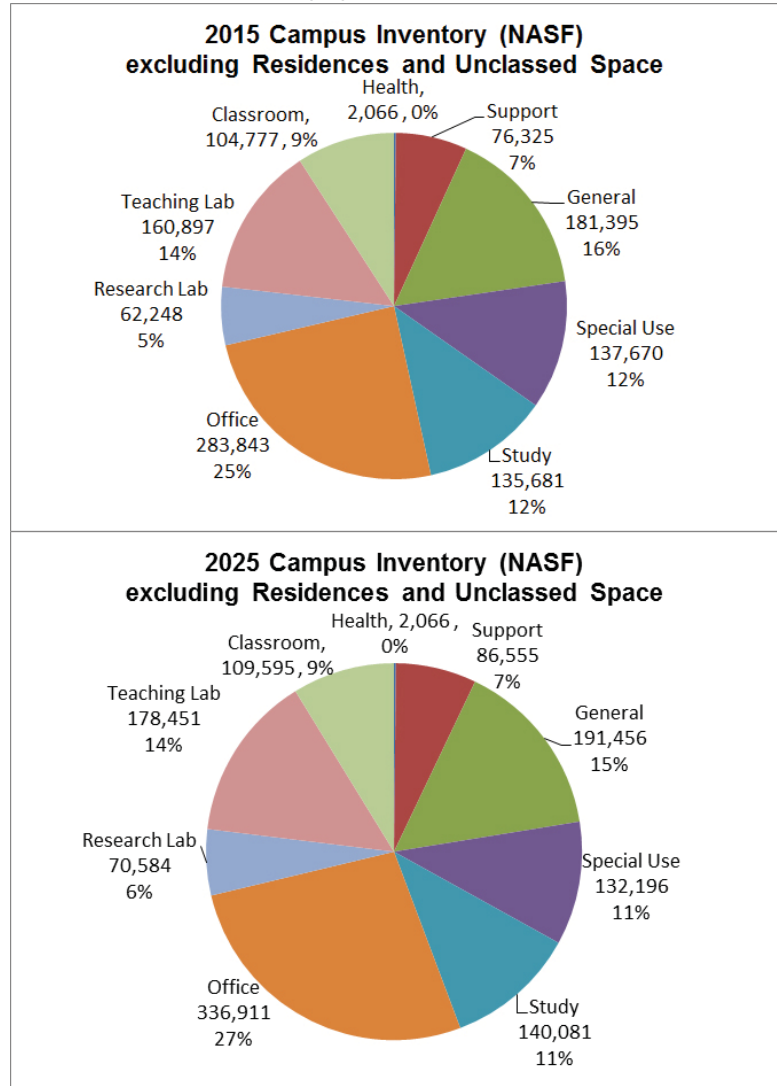
- Construction of the Student Services Center
- Surge renovation of McMechen Hall
- Demolition of Jenkins
- Demolition of Turner Armory
- Demolition of the Montebello Complex

The demolition projects will remove many inefficient and inadequate facilities from Morgan's inventory. These facilities have historically distorted the assessments of space needs. Only Portage will remain of concern on the inventory over the planning period, and it will be used for surge purposes. Not reflected in this space analysis are the recently approved Health and Human Services Center and the proposed Sciences Building, which will also involve the demolition of the Washington Service Center and Annex. These projects were not yet approved during the designated analytic period.

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The net impact of these projects will add 102,993 NASF to the University's inventory, with only minor impact to the University's projected inventory. The largest shift in use is that office space increases to 27% of the inventory, a change of 2%; research lab use also increases its share but only by 1%.



Sufficiency of Space

The question presents itself whether this addition of space will meet Morgan's future needs. Morgan State University, as a Maryland public higher education institution, uses the State's space planning guidelines to assess sufficiency of space. These assessments also weigh significantly in capital project decisions not only by the institution as it plans capital projects but also by the Department of Budget and Management as it evaluates and recommends projects and the Legislature as the project moves through the approval process.

Importantly, while the Maryland guidelines are useful, they have not undergone revision since 1999, and much has changed in instructional delivery, research strategy, and technology infrastructure. Online delivery of courses and programs, while not placing demands for classrooms and class labs, adds to the demands for other institutional resources—open class labs, library facility and services, counseling

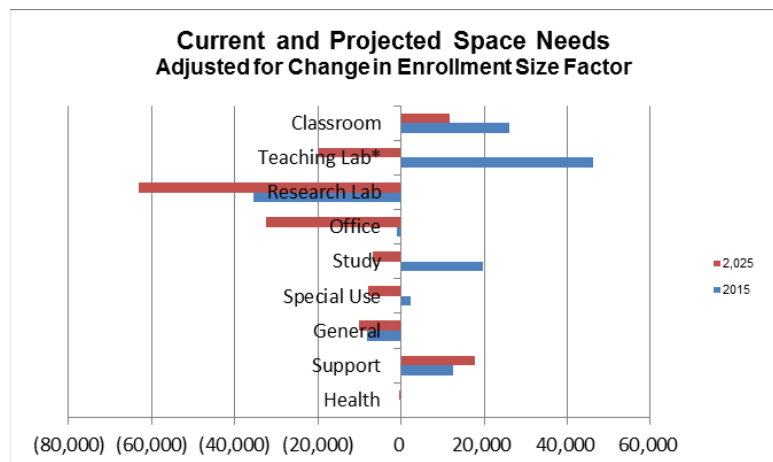
Campus Analysis

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and health services, assembly facilities, and lounge, athletic, and recreation facilities. Classrooms with tablet arm chairs and large lecture halls have given way to movable tables and chairs, case classrooms, plenary classrooms surrounded by problem based classrooms, among other formats which have had an impact on classroom size, increasing station size and changing the overall mix of classroom space. Class labs vary widely, and disciplines, such as writing and mathematics traditionally taught in classrooms, have moved to technologically based labs. In addition, experientially based class labs have become prevalent because they appropriately prepare students for professional experiences through simulation. Research project modalities have fully transitioned from the single investigator to the cross discipline team requiring not only traditional lab spaces but also spaces that encourage and support collaboration. Sound practice for the technology infrastructure calls for physical redundancies in the environment and support in every building, among many other changes. Currently under review by the State in the research guideline, but no change has yet been incorporated. The State's assessment of sufficiency of space, while comprehensive, covering all key institutional functions, and extremely helpful, remains a 1999 perspective of higher education facilities and should be updated.

In addition to the caveats associated with the timeliness of the current State guidelines, Morgan's transition from an institution with less than 6,000 FTDEs to one with more than 6,000 FTDEs—6,090 FTDEs to be exact—has a significant impact on State allowances for class lab space. The space planning factor is reduced from 5.83 per FTDE to 5.00 per FTDE and reduces the class lab allowance by 24,450 NASF. In this master plan, the class lab allowance is held at 5.83 per FTDE. Morgan, quite simply at 6,090 FTDE as projected for 2025, is not of sufficient size to be able to take advantage of the economies of scale presumed by the 5.00 planning factor. MSU FTDE enrollment of 6,854 would be the point when the guideline would begin to apply.

Applying the space planning guidelines, as adjusted for 2025, to Morgan's current and projected space inventories, currently Morgan shows sufficient classroom, teaching lab, study, special use (athletics and media production space), and support space, although projections to 2025 suggest that teaching lab, study, and special use spaces become deficit, sufficiency of classroom space is reduced, and even more support space (computer, shop, storage, central services, and hazardous materials) is available than needed. Again, the 1999 space guidelines reflect a vision of computer space needs, especially, that has underestimated true needs. Research lab, office, general use (particularly exhibit and lounge), and health spaces are currently and remain deficit over the planning period.



Campus Analysis

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This guideline assessment would suggest that Morgan, in 2015, has an overall excess of 62,037 NASF, but by 2025, it must confront an overall deficiency -86,424 NASF, and this analysis only reflects those categories for which a guideline has been developed and applied. For example, research greenhouse and animal facilities, which are essential for a rich and productive research environment and which are sorely missing from the available Morgan inventory, are not included. These facilities are proposed for the Sciences Building. Other non-guideline space categories are non-health clinic space and meeting facilities which will be needed to support the Morgan Community Mile efforts and activities. In the Health and Human Services Center, for example, Social Work has a counseling clinic with community outreach, and Community Health and Policy has a community greenhouse to support a community garden. The meeting facilities have been included to support not only the gardening efforts as part of promoting healthy lifestyles but also such community events as high school fashion shows supported by Family and Consumer Sciences and health fairs supported by all the building occupants.

In addition, bringing the guidelines up-to-date may also have a significant impact on the assessment of sufficiency. Concerns have already been raised regarding the timeliness of the classroom, teaching lab, and support space guidelines to assess needs for a 21st century institution of higher education. The true deficit is certainly much larger than that assessed by the State's space guidelines, and one for which Morgan must plan.

Quality of Space

Importantly, sufficiency of space is only one side of the coin. Quality of space must also be taken into account, and for Morgan this dimension in assessing need is critical. Much progress in advancing the quality of facilities has been made by Morgan State University through the prudent investment of the State of strategic capital projects over the past 17 years:

| | GSF | NASF |
|---|----------------|---------------|
| Hughes Stadium (2001) | 27,612 | 12,735 |
| Murphy Fine Arts (2001) | 140,500 | 74,386 |
| Dixon Research Center (2004) | 49,464 | 28,826 |
| Communications Center (2006) | 70,949 | 45,572 |
| Student Center (2006) | 134,764 | 71,484 |
| Richardson Library (2007) | 236,679 | 179,660 |
| Banneker Education (2008) | 59,083 | 24,924 |
| Center for the Built Environment and Infrastructure Studies (2012) | 126,515 | 71,203 |
| Soper Library Demolition (2014) | (106,032) | (71,524) |
| School of Business and Management (2015) | <u>139,997</u> | <u>75,877</u> |
| | 1,091,595 | 656,191 |

The projects added 898,868 GSF, 547,008 NASF of space to the campus, renovated 86,695 GSF, 37,659 NASF, and removed 106,032 GSF, 71,524 NASF, transforming and extending much of the Morgan campus. The Behavioral and Social Sciences Complex (148,229 GSF, 74,762 NASF) recently completed and the Student Services Center (139,866 GSF, 74,764 NASF) currently under construction will also contribute substantially to meeting the facility needs of Morgan.

Yet facility issues remain that must be addressed. A number of buildings are in such condition that demolition outweighs renovation or must be removed to allow for better site utilization, including:

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| | GSF | NASF |
|----------------------------------|--------------|--------------|
| Jenkins (1974) | 89,050 | 53,450 |
| McKeldin (1974) | 72,150 | 45,987 |
| Montebello (1957) | 186,756 | 111,969 |
| O'Connell (1963) | 50,727 | 27,096 |
| Recycling Garage (1922) | 2,492 | 0 |
| Turner Armory (1957) | 42,626 | 16,613 |
| Washington Service Center (1980) | 37,893 | 30,289 |
| Washington Annex (1980) | 12,005 | 11,042 |
| 2412 College Avenue (1971) | <u>4,270</u> | <u>3,710</u> |
| | 497,969 | 300,156 |

These demolitions represent almost one-fifth (19%) in GSF of Morgan's current inventory, a substantial amount in any planning effort and a strong indicator as to challenging problems in Morgan's available space. Approval has been provided for the demolition for Jenkins and the demolition of the Turner Armory. Similarly the demolitions of Montebello, the Recycling Garage, Washington Service Center, and Washington Annex have been agreed to in principle. In general the removal of these buildings will do much to create building sites for capital projects, especially on Morgan's land-locked campus.

While tremendous strides have been made to ensure that Morgan's instructional mission is supported, issues also remain. The School of Social Work, the Department of Family and Consumer Sciences, and the Nursing and Nutrition Sciences departments in the School of Community Health and Policy all continue to reside in Jenkins, otherwise ready and approved for demolition. The remaining components of Community Health and Policy are located in surge space in Portage and obviously fragmented, diminishing significantly opportunities for collegiate interchange and overall productivity of faculty and staff. The University's proposal to build the Health and Human Services Center at the Turner Armory site once it is demolished has been approved. This construction will allow the demolition of Jenkins.

Another significant issue for the instructional program is the current condition of the Science Complex, comprised of Calloway, Carnegie, Key, and Spencer. Renovated between 1989 and 1992, these facilities reflect an approach to science instruction and research more reminiscent of the 1980's than the 21st century best practices. The University undertook a comprehensive analysis of the space needs and identified not only sufficiency of space as an issue but also inadequacies regarding lab configurations and support, missing academic components, particularly those related to ecology and plant science, fragmented research facilities, no research greenhouse and animal facilities meeting federal standards, insufficient support spaces, and inadequate technology support. The University proposal to construct the Sciences Building, primarily to support the Biology and Chemistry departments, is under review.

The engineering facilities, Schaefer (1997) and Mitchell (1991), will soon be in need of a major renovation. The relocation of Civil Engineering to the Center for the Built Environment and Infrastructure Studies opened space and has been reallocated, but a comprehensive renovation will be needed in the next ten years. Any work to this building should take the long-range need for a potential expansion to the Engineering building into consideration. The School of Graduate Studies is housed in inadequate facilities in McKeldin, a building that has been identified for demolition. In addition the humanities departments and the Military Science department in the

Campus Analysis

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Facilities Master Plan Update

School of Liberal Arts are fragmented across the campus, many are in facilities scheduled for demolition, and they do not have sufficient space to move their disciplines to the 21st century. The renovation of Holmes Hall in 1993 did not result in facilities that can support technologically based instruction in the writing courses of today, for example. In fact the Writing Center, which should be located with support faculty and graduate assistants, is located in Richardson Library until an adequate home can be found. The School of Architecture and Planning, located in the Center for the Built Environment and Infrastructure Studies, is now undersized given the actual enrollments achieved with the advent of the undergraduate architecture and construction management programs.

Through a comprehensive review of needs, issues have also been uncovered relative to physical education and athletic facilities. For the general student body, facilities supporting health and wellness are insufficient, inadequate, or non-existent, especially for a student body that has grown substantially and in a society that is focused on maintaining healthy habits. Facilities sufficient to support indoor and outdoor recreation are not available, a challenge for a residential campus. For the physical education student and for majors, there are insufficient classrooms and insufficient and inadequate class labs to support their learning environment. The Dance program does not have adequate instructional and performance space. For the student athletes, several teams lack practice and competition venues—men's and women's basketball, volleyball, and women's softball, for example. In all spaces, there is insufficient office and storage space, compounded by excesses in general locker room space. The Hurt Gymnasium, while very well maintained, has not been renovated in since 1991, and while Hill Field House was renovated in 1999, the renovation did not solve the problems of poor physical layouts for programs, security, and lack of building support space.

Other needs relate to insufficient administrative space for institutional support units of the University, compounded by the age of Truth Hall which was last renovated in 1979. Similarly Carter Grant Wilson has not been renovated since it was constructed in 1963, although opportunities will be presented as it is vacated in large measure after the construction of the Student Services Center. Finally the Chapel has not been renovated since it was constructed in 1950.

Throughout the implementation of the master plan, addressing the space planning issues which are present at Morgan State University will require careful balancing of competitive drivers: the desire to place the highest priorities on mission driven programs first, cost effective surge strategies, building site availability, building condition, and State, institutional, and private funding parameters. Even though this master plan presents a path to solving its facility needs, it is not the only path.

The University may well find that something of a lower functional priority may have to be built before a higher priority can be built, for example, or that opportunities afforded by a change in a funding parameter moves a given project ahead. Flexibility, combined with strategic decision-making, will be critical for overall success. Thus, this master plan should be considered a living document that is subject to change depending on the needs of the University. It is a tool to help make these decisions within the context of the overall campus needs and goals. It is important that this plan be maintained to monitor overall progress and maintain a viable path for the implementation of each individual project.

Campus Analysis

Morgan State University
Facilities Master Plan Update

Community Input

Throughout the campus analysis process, the planning team worked with numerous focus groups, hosted community-wide open forums, and conducted workshops with students, faculty, staff, and administrators. A design charrette was also conducted with the support and participation of the School of Architecture & Planning. This broad participation helped to define project goals and objectives, gather input on campus needs, and develop ideas and concepts regarding the University's future.

The following Planning Themes have been compiled from comments and meetings with these participants. These themes represent a broad section of the most important issues for the University's future. The planning team then asked the Master Plan Update Steering Committee to rate them as a high, medium, or lower priority. Points were awarded: H = 3, M = 2, L = 1. The following is a ranked tally of the responses.

| Ranking | Planning Themes |
|------------|---|
| 1st | Campus-wide technology enhancements will modernize classroom experiences, enable the growth in distance/online learning, and provide Wi-Fi to all buildings and outdoor spaces. |
| 2nd (tied) | The relocation and consolidation of Student Services (e.g. Financial Aid, Registrar, Human Resources, Mail Room, etc.) to a convenient, visible location will improve accessibility and efficiency. |
| 2nd (tied) | Classrooms, Assembly Spaces, Labs & Studios will be adjusted according to their utilization. Additional academic spaces will be provided based upon demand. |
| 2nd (tied) | State of the art, interdisciplinary facilities focused on innovation and collaboration will be developed to meet the research aspirations of the University. |
| 5th (tied) | New health and wellness facilities will be created to address the current deficiencies. |
| 5th (tied) | The University will continue to improve the character, quality and safety of its campus setting, including: <ul style="list-style-type: none">Improved pedestrian and vehicular circulationImproved/expanded outdoor gathering areasLandscape cultivationLighting enhancementsStronger wayfinding |
| 7th | Appropriate demolition, renovation and the construction of new housing facilities, as well as the implementation living/learning communities throughout the residences, will meet the needs of undergraduate, graduate and international students. |
| 8th | Indoor and outdoor athletic facilities need to be improved/added to meet the needs of the growing population and evolving programs. |
| 9th (tied) | Explore opportunities for property acquisition and campus expansion that will improve campus function and enhance University visibility and presence. |

(continued on next page)

Campus Analysis

Morgan State University
Facilities Master Plan Update

- | | |
|-------------|---|
| 9th (tied) | Improvements to the Physical Plant; consolidation of Service Center offices, shops and housekeeping; and on-going infrastructure maintenance and upgrades will advance campus operations and increase efficiency. |
| 11th (tied) | <p>The University will have a stronger presence, image and identity through the following initiatives:</p> <ul style="list-style-type: none">A new Gateway at the Jenkins site similar to the historic gatewayImproved frontage along Hillen RoadImproved campus entrances, including the relocation of the armoryWorking with the surrounding community to enhance adjacent propertiesStreetscape enhancements |
| 11th (tied) | Sustainable Design Principles shall be pursued in all new and renovated projects. |
| 13th (tied) | Enhancements to the natural setting, access to and utilization of features such as Chinquapin Run, Herring Run and Lake Montebello will strengthen the University's connection to its surrounding natural resources. |
| 13th (tied) | Historically and architecturally significant structures will be preserved and enhanced including necessary renovations and repurposing to increase their usefulness and fulfill the spirit of their importance. |

The Plan



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The Plan

Morgan State University
Facilities Master Plan Update

Principles and Concepts

During development of the Morgan State University Master Plan Update, the following principles and concepts were established as a basis for future development decisions:

- Respond to the initiatives in the University's strategic plan and the growth in student population;
- Increase access to African Americans and to a diverse group of students relative to their academic preparation, socioeconomic background, and ethnicity;
- Further develop, define, and improve campus connectivity and organization;
- Correct the long-term deficiencies in facilities with the goal of gaining international prominence in its areas of strength;
- Develop efficient allocation of space for all programs and create guidelines for future space assignments;
- Address evolving academic trends, the impact of technology on academic programs, changing instructional delivery methods, the impact of online education, and the growing significance of research;
- Develop a sustainable plan regarding ecological impacts, economic benefits, and equal access to all available resources.

After extensive information gathering, analysis, and interaction with students, faculty, staff, administration, and local neighbors and officials a vision was developed for the future of Morgan State University which identified the above principles. During the master-planning process, Morgan State also engaged in additional more detailed planning efforts to address new or evolving issues. A detailed review of the University science programs and their initiatives was completed to ensure that Morgan State University will continue to improve as a leading doctoral/research facility. A similar review of physical education, athletic, and recreation facilities was completed to address evolving needs of academic programs, women's teams, men's teams, and the entire campus population. The University also completed a Bicycle & Pedestrian Master Plan to encourage health and safety and to serve as exemplars to the larger Baltimore community.

This Plan builds upon the strong foundations that exist at Morgan State University and works to address the weaknesses. Select new facilities will provide consolidated homes for academic programs and support student life and student success. The new construction will also allow for the demolition of facilities that do not meet the needs of the students and campus community. Through proper implementation and phasing, this plan also provides a path to appropriately maintain and reprogram the University's historic facilities to better suit their design. These changes will improve efficiency and support academics while creating new welcoming campus gateways, better campus organization, and a stronger University image and identity.

The Plan

Morgan State University
Facilities Master Plan Update



MORGAN STATE UNIVERSITY MASTER PLAN UPDATE

Illustrative Site Plan

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The Plan

Morgan State University
Facilities Master Plan Update

Land Use Student Life

The Student Center and the recently constructed Richardson Library are the heart of student life at Morgan State University. They are ideally located at the physical center of campus and face each other across the main pedestrian circulation spine. A new Student Services Building, currently being constructed, will be well located on the corner of Hillen Road and E. Cold Spring Lane, immediately to the north of the Library. This building will serve as a literal and figurative gateway into campus, complete with a bus drop-off zone for prospective students. The University Memorial Chapel is the center of religious and spiritual life at Morgan State University and is located just south of the Library.

The two primary student dining hubs are centrally located in Morgan Commons. The University Food Court is located on the first floor of the Student Center, and the Rawlings Dining Hall is located on the first floor of the Rawlings Residential Complex. A Convenience Store is located in the Blount Towers. A new small-scale, free-standing eatery is proposed for the North Campus to support the demand of the growing academic population. Additional satellite dining facilities should be evaluated along with new residence halls to support growing residential populations or considered in conjunction with specialty facilities, such as the proposed Wellness Center.

Academics and Administration

The recently completed Center for the Built Environment and Infrastructure Studies (CBEIS), School of Business and Management, and Behavioral and Social Sciences Complex are the first steps in transforming the quality of academic facilities at Morgan State University. Aging facilities and rapid program changes have left many academic programs in deficient or poorly-located spaces. This plan presents a long-term strategy to reorganize and revitalize these academic facilities based upon a comprehensive evaluation of existing facilities and projected program needs.

Academic facilities will be focused into three primary campus zones:

North Campus:

- School of Architecture & Planning
- School of Engineering
- School of Global Journalism & Communications

Academic Quad:

- School of Liberal Arts (Portions)
- School of Computer, Mathematical, and Natural Sciences
- School of Graduate Studies
- School of Education and Urban Studies

West Campus & Morgan Commons:

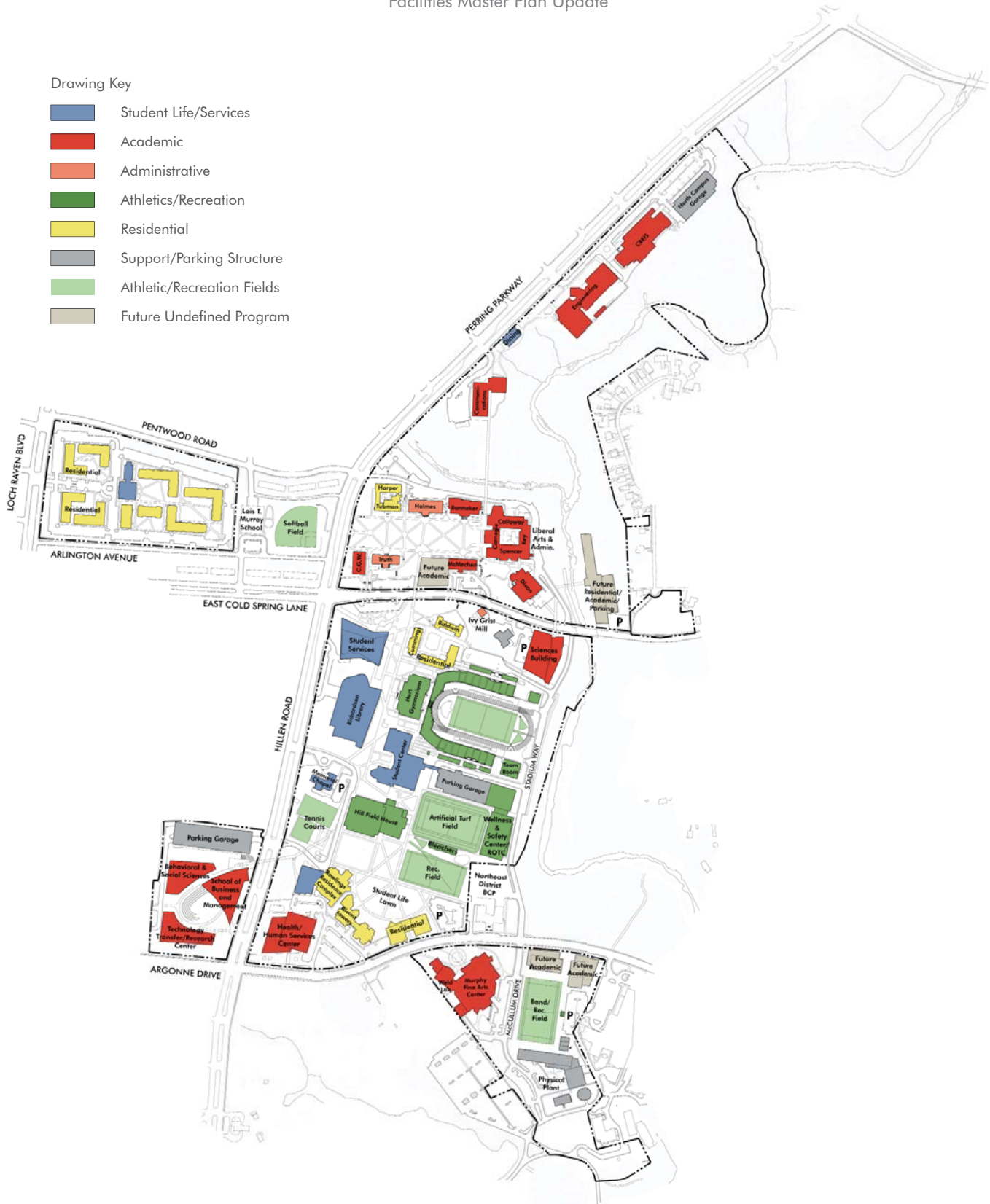
- School of Liberal Arts (Portions)
- School of Business & Management
- School of Social Work
- School of Community Health & Policy

The Plan

Morgan State University
Facilities Master Plan Update

Drawing Key

- Student Life/Services
- Academic
- Administrative
- Athletics/Recreation
- Residential
- Support/Parking Structure
- Athletic/Recreation Fields
- Future Undefined Program



MORGAN STATE UNIVERSITY MASTER PLAN UPDATE

Proposed Land Use

0' 200' 400' 800' 1600'



The Plan

Morgan State University
Facilities Master Plan Update

North Campus

The North Campus has three academic buildings: the CBEIS Building, the Mitchell and Schaefer Engineering Building, and the Communications Center. No new academic facilities are proposed for the North Campus. Renovations are proposed for the Engineering Building. These renovations refurbish the existing building and meet changing programmatic needs for other departments by utilizing the space that has been vacated as programs moved to the new CBEIS Building and elsewhere on campus. Similar small-scale renovations are also proposed within the Communications Center. A proposed free-standing Eatery will help to support the growing demand for dining in the North Campus. Design and placement of the Eatery should anticipate the potential of a future addition the Engineering buildings.

Academic Quad

The Academic Quad will see numerous beneficial changes and renovations. A new Sciences Building will be constructed across E. Cold Spring Lane from the Dixon Science Research Center and linked to the Academic Quad via a new pedestrian bridge. Together with a renovated McMechen Hall, these three facilities will be the new consolidated home of the School of Computer, Mathematical, and Natural Sciences. This proposed work will then allow the necessary renovation of the complex consisting of Carnegie, Calloway, Key, and Spencer Halls.

Calloway Hall and parts of Spencer Hall will be repurposed for portions of the School of Liberal Arts. The remaining portion of Spencer Hall will accommodate administrative functions. Carnegie Hall will be renovated for academic support programs, including the Honors Program, the Fulbright Scholarship Program, and the Center for Global and International Education. Carnegie Hall will also house seminar classrooms. Key Hall will accommodate administrative and academic support functions, including the Center for Continuing and Professional Studies, E-Learning, and the Upward Bound Program. The faculty/staff-only Helen Roberts Dining Room, located on the upper floor of Spencer Hall, will be maintained.

The Carter-Grant-Wilson Building will be repurposed for the School of Graduate Studies as well as the Institute for Urban Research. The existing Information Technology Data Center will be maintained for redundancy along with the new center in the proposed Student Services Building. The space in Carter-Grant-Wilson will become available as Senior Administration is relocated to Holmes Hall and Administrative Support occupies Truth Hall.

West Campus

The West Campus is an entirely new academic zone. The first phase of the West Campus, the School of Business and Management, is now complete. A portion of the School of Liberal Arts is located in the new Behavioral & Social Sciences Center. The approved Health and Human Services Center will be located opposite the West Campus at the intersection of Hillen Road and Argonne Drive, creating a new dramatic campus gateway at the University's southwest corner. The proposed Technology Transfer Center, to be located on the third West Campus site, will help to solidify the University's standing as a leading research school and provide incubator space for emerging businesses.

Additional Facilities

Outside of these academic zones, the School of Liberal Arts Department of Fine and Performing Arts will continue to occupy the Murphy Fine Arts Center. The Health, Physical Education, Recreation, and Dance Department (HPERD), along with Military Science and some academic support programs, will be located in the proposed Wellness Center, east of the Student Union Parking Garage on Stadium Way, to benefit from the adjacencies to some of the special physical education/athletic/recreation facilities.

The Plan

Morgan State University
Facilities Master Plan Update

Physical Education, Athletics, and Recreation

A comprehensive analysis of the University's physical education, athletics, and recreation facilities was completed in conjunction with the Master Plan to determine short-term and long-term needs. This plan introduces a phased implementation that will address current recreational shortfalls and athletic game-day deficiencies, while creating a plan to address the long-term changes to the athletics programs and the recreational needs of the entire campus population.

Current physical education and recreational facilities in the Hurt Gymnasium and the Hill Field House are dated and many are shared with the athletics department, meaning that they are often not available for general population use. The proposed Wellness Center will address the physical education and recreational needs of the entire student population. It will be integrated with academic programs, such as HPERD and Military Science, and also include the Intramurals and Recreation Office. The Wellness Center will include a general use fitness center, aerobics area, multi-court gym, racquetball courts, indoor running track, and lockers.



The Team Room will be renovated to meet short-term needs then be repurposed for away-team use

A new Press Box and renovations to the Hughes Stadium Team Room, concessions, restrooms, ticket booths, and storage building are overdue and necessary to maintain NCAA and Mid-Eastern Athletics Conference standards and Morgan State University's commitment to excellence. These renovations will immediately improve daily game-day operations for student athletes, spectators, and media. The track and field at Hughes Stadium also need to be replaced.

The Hughes Stadium Team Room renovations, however, will only meet the short-term needs of the Morgan State athletics teams. It is undersized to handle all of the teams that compete in Hughes Stadium. With the construction of Wellness Center, recovered space in the Hurt Gymnasium will be ideally suited for this use. The pool and some sports courts will remain general use, but the remainder of Hurt Gymnasium will be converted for team locker rooms and athlete strength and conditioning. A small addition/renovation will be necessary to allow field level access. The Team Room will then be available for use as visiting team locker rooms. For the first time, Morgan State athletes will be able to enter the field from the campus side of the stadium, rather than the visiting teams.



Upon completion of the proposed Wellness Center the Hurt Gymnasium will be repurposed for Morgan State team lockers - the pool and gymnasium will remain general recreation

The Wellness Center and Hurt Gymnasium projects have the added benefit of vacating space in the Hill Field House. This space will be available to be recaptured by the Athletics Department for much needed uses, such as athlete studies, media production, and merchandising. Additional renovations to the Field House are required to right-size seating, decreasing overall capacity, and improve functionality.

The University is also pursuing the vision of a new Convocation Center with a multi-purpose 8,000 to 10,000 seat arena, though it has not yet identified a potential location. Purchase of additional land will likely be necessary to achieve this vision.

Improvements are also recommended for the outdoor athletic and recreation fields. The current practice field and track located south of the Student Center Parking Garage are in extremely poor condition. Due to their high usage, these should be replaced with a new artificial turf field and perimeter track. Because Morgan State is currently evaluating its athletic programs, this field should also be designed to accommodate game day competition for current or future teams. Bleachers should be included on the south side of the field and a perimeter fence should be constructed for controlled access during ticketed events. The proposed adjacent Wellness Center should be designed to provide game day support. South of this field an additional grass field should be created for intramural, general recreation, and limited athletic use, including new throwing areas for shot put, javelin, discus, and hammer.

The Plan

Morgan State University
Facilities Master Plan Update

The tennis courts were recently refurbished and shifted as part of the new Legacy Bridge connecting to the West Campus. A new access road may require additional reconfiguration to some of the courts. A minimum of six courts must be maintained, but eight are preferred. The softball field at the Lois T. Murray School was recently refurbished for use by University student athletes. Further improvements are still required, including lights, scoreboard, team room, public restrooms, storage, and concession and merchandising areas. Importantly, the State only financially supports physical education facilities, not athletic facilities.

Residential

About 1,700 students currently live on campus. Approximately 800 additional students live in the University-affiliated Morgan View apartments, located just west of the Academic Quad. A second phase of construction, could add approximately 500 beds to Morgan View's capacity. The number of students living in off-campus housing, such as the Marble Hall Gardens Apartments (located a few blocks west of campus), continues to grow and is now in excess of 300. The University would prefer to be able to house these students on or closer to campus. Though there is no requirement for students to live on campus, the University would like the ability to offer additional on-campus housing with a broader range of options.

Projected population growth and aging facilities require careful consideration for future residential development, especially considering all existing residence halls are in need of significant renovation and upgrade or complete replacement. Whenever possible, demolition or renovation of existing facilities should be preceded by the construction of new beds equivalent or in excess of the ones to be taken off-line, but this goal will be difficult to meet with the limited availability of building sites.

O'Connell Hall, with a 205 bed capacity, is currently in a state of disrepair with poor accessibility. Demolition of this facility is preferred due to the extensive work required to upgrade and make this facility accessible. The Thurgood Marshall Apartment complex, housing 282 students, is also in need of upgrade. These four low-density, small-scale apartment buildings do not fit the campus context and occupy valuable land that should more densely developed. As such, they are also recommended for demolition. Baldwin and Cummings Halls are also in need of refurbishment and improved accessibility, but are recommended for renovation as other new beds come on-line.

Developing the remainder of the Morgan View Apartments in association with the University would accommodate the Marble Hall Gardens Apartments capacity and provide additional capacity to decrease the impact of on-campus modification.

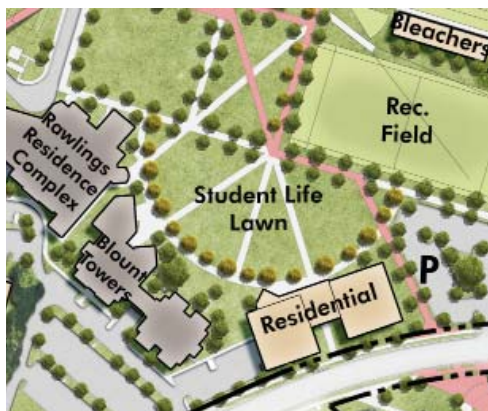
New mid-rise residential towers are proposed on the site of the existing Thurgood Marshall Apartments, similar in scale to the existing Blount Towers. These towers could have a capacity of approximately 500 beds including: live/learn amenities, support space, satellite dining, and be developed around a new Student Life Lawn. Two of the four Thurgood Marshall Apartment buildings could be maintained during construction to minimize impact on the overall on-campus bed count.

A new residential building is also proposed for the existing Woolford Health Center site, complementing the existing Cummings and Baldwin Residence Halls. Alternatives have been considered to re-utilize or demolish the Health Center. The new facility could accommodate approximately 90 beds if the Health Center building is re-utilized or 150 beds if it is demolished.

A new Housing Master Plan has begun to evaluate existing facilities, housing demand, and potential site development in more depth.



Proposed build-out of the Morgan Commons Apartment Complex



New residential towers to be developed around a Student Life Lawn

The Plan

Morgan State University
Facilities Master Plan Update

Circulation Vehicular Circulation

The existing roadway network in and around Morgan State University is well defined and organized. The major roadways provide regional access and high visibility for the University. The internal campus circulation provides access to parking and building service while not encroaching on the primary pedestrian circulation routes.

Stadium Way (referred to as Morgan State Campus Road on the official campus map and Campus Road on Google Maps) should be better marked with street signs and with campus gateway signage, as it is the primary way for most vehicles to enter campus. Efforts should also be made to consistently identify Stadium Way on all University mapping and with all mapping search engines. South of Argonne Drive, this road is consistently identified as McCallum Drive. In addition, the University should consider naming all of its minor roads to enhance organization and wayfinding.

A new one-way internal circulation road is proposed to connect the existing drives that serve the University Memorial Chapel and the Rawlings Residential Complex. This roadway will provide improved access to the Hill Field House as well as access to the proposed surface parking lot, south of the Field House. This is also an ideal location for a new campus shuttle stop. It will be important to include a clearly marked and safe pedestrian crossing for West Campus foot traffic.







The major roadways of Hillen Road, Perring Parkway, Argonne Drive, and E. Cold Spring Lane connect Morgan State University with the surrounding region and provide the University with a public face into the surrounding community. These roadways not only provide access to campus, but define the image of the University for the public. The intersections of Hillen Road with Argonne Drive and Hillen Road with E. Cold Spring Lane are the most prominent gateways into campus. Morgan State must continue to build its presence along these vehicular corridors and at these intersections as they are key to the University's identity. Improvements should include safety measures for vehicular/pedestrian/bike interaction; streetscape, including landscaping, University signage and iconography, wayfinding; and architectural design. This entire corridor should have an inviting "college-town" feel, showing off University identity and pride while providing safe and convenient access to campus.

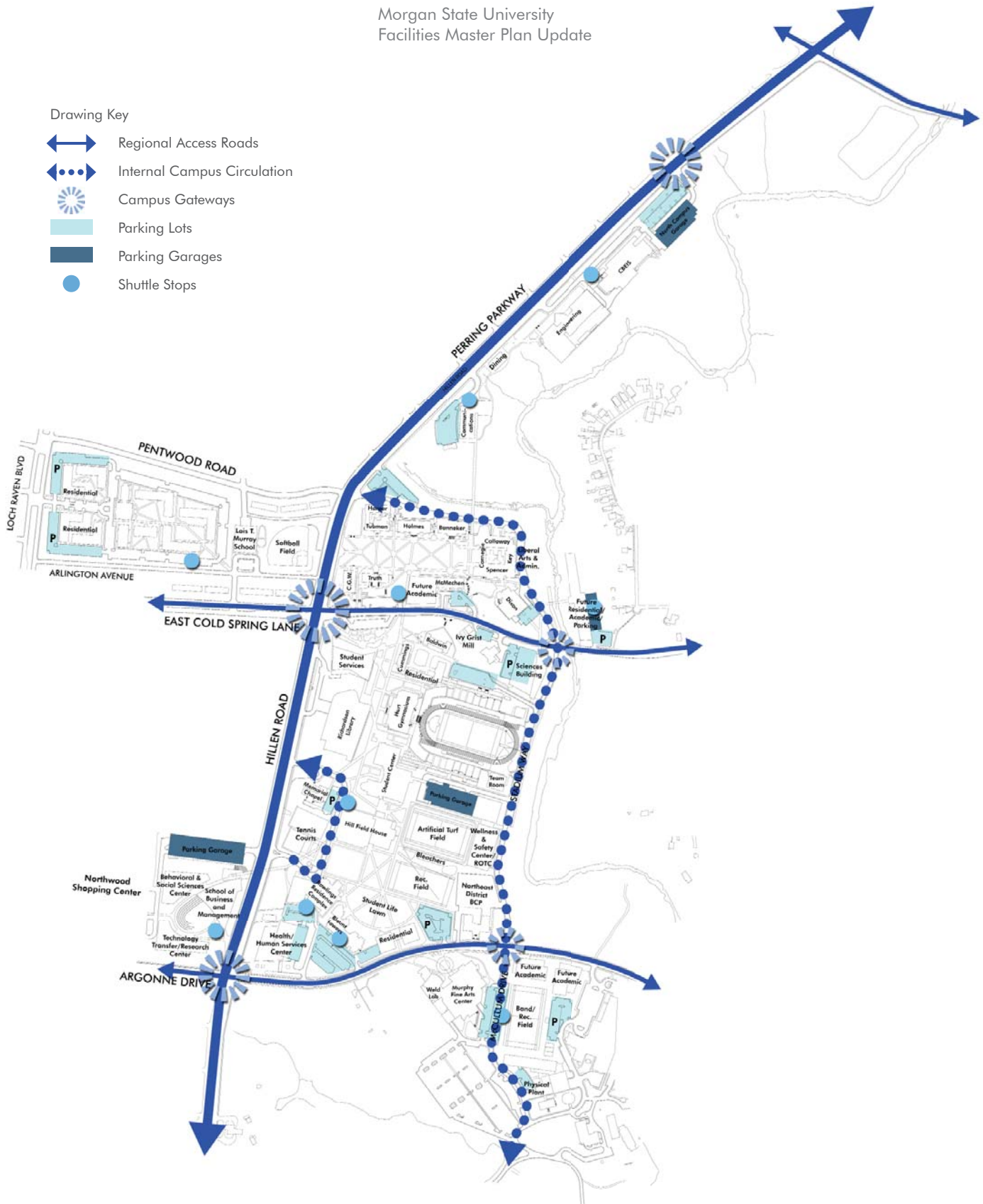
Architecture is a significant part of the University's presence along these roadways. Many recent and proposed facilities are located at these key intersections. Development of the West Campus and the approved Health and Human Services Building will help to develop the Hillen Road/Argonne Drive campus gateway. The new Student Services Building will be a strong anchor for the University at the Hillen Road/E. Cold Spring Lane intersection, as well as a pedestrian connection from the intersection into the core of the campus. The proposed Sciences Building at the intersection E. Cold Spring Lane and Stadium Way will also help to define an important gateway into campus for traffic approaching from the east and turning onto Stadium Way. It is essential that these facilities are developed with a strong, welcoming public presence and do not turn their back onto these public vehicular corridors. The demolition of Jenkins Building will also provide the opportunity to recreate a formal gateway on Hillen Road that allows for a visual connection into the Academic Quad, though in the long-term this site may be utilized for future construction.

The Plan

Morgan State University
Facilities Master Plan Update

Drawing Key

-  Regional Access Roads
-  Internal Campus Circulation
-  Campus Gateways
-  Parking Lots
-  Parking Garages
-  Shuttle Stops



MORGAN STATE UNIVERSITY MASTER PLAN UPDATE

Proposed Vehicular Circulation

0' 200' 400' 800' 1600'



The Plan

Morgan State University
Facilities Master Plan Update

While new buildings will dramatically alter the public appearance of the University, streetscape and wayfinding are an essential part of the University image. Since the completion of the previous Master Plan a new stone and wrought-iron fence has been constructed along Hillen Road, both controlling pedestrian movement into the campus and providing a consistent edge along the roadway. Gateway signage has been constructed at the intersections of Hillen Road with E. Cold Spring Lane and Argonne Drive, on Perring Way at the northern edge of campus, and recently on Argonne Drive east of Montebello and on E. Cold Spring Lane east of O'Connell Hall. These are well located but small in scale. Particularly at the two Hillen Road intersections, more monumental signage should be considered. New gateway signage should also be added at the intersections of Stadium Way with E. Cold Spring Lane and Argonne Drive. In addition, streetscape improvements should be made along all heavily trafficked roadways to advance the University identity and improve safety. Consistent pedestrian scale lighting, University banners, and clear way-finding signage will define University boundaries and create a positive, welcoming identity. The current and future pedestrian bridges over these major roadways should also be utilized to expand campus identity.

The existing road network does not provide for bicycle transportation on and around campus, which can be understood due to the high level of walkability and the current lack of support facilities. However, recent years have seen a general rise in the rate of bicycling and skateboarding on many campuses and cities around the United States, including Maryland and Morgan State. Creating a bicycle friendly campus has many benefits, including providing a low cost travel method and lower demands on parking. In conjunction with the Facilities Master Plan the University has developed a Pedestrian and Bicycle Master Plan (PBMP). Recommendations for modifications to the existing road network to improve safety and encourage and support bicycling at the University can be viewed in the PBMP, as well as, found in the Design Guidelines section of this report. See the Morgan State University Bicycle Master Plan for additional support, analysis, and best practices.

Pedestrian Circulation

Each section of the campus has its own unique character that is knit together by the pedestrian spines. Consistent pedestrian-scale lighting and University banners help to create a singular identity for the campus. Recent enhancements to the Academic Quad define gathering areas and provide low seating walls. This improvement should be expanded throughout campus and especially along the main pedestrian corridors.






The Legacy Bridge has been completed to connect to the West Campus across Hillen Road, maintaining the South Campus as the only part of campus that can only be reached with an at-grade crossing of a major roadway. From North Campus to South Campus to West Campus, this pedestrian spine connects the vast majority of the existing campus buildings. Available space along this spine has become limited and the pedestrian bridges, particularly the Welcome Bridge, are becoming congested.

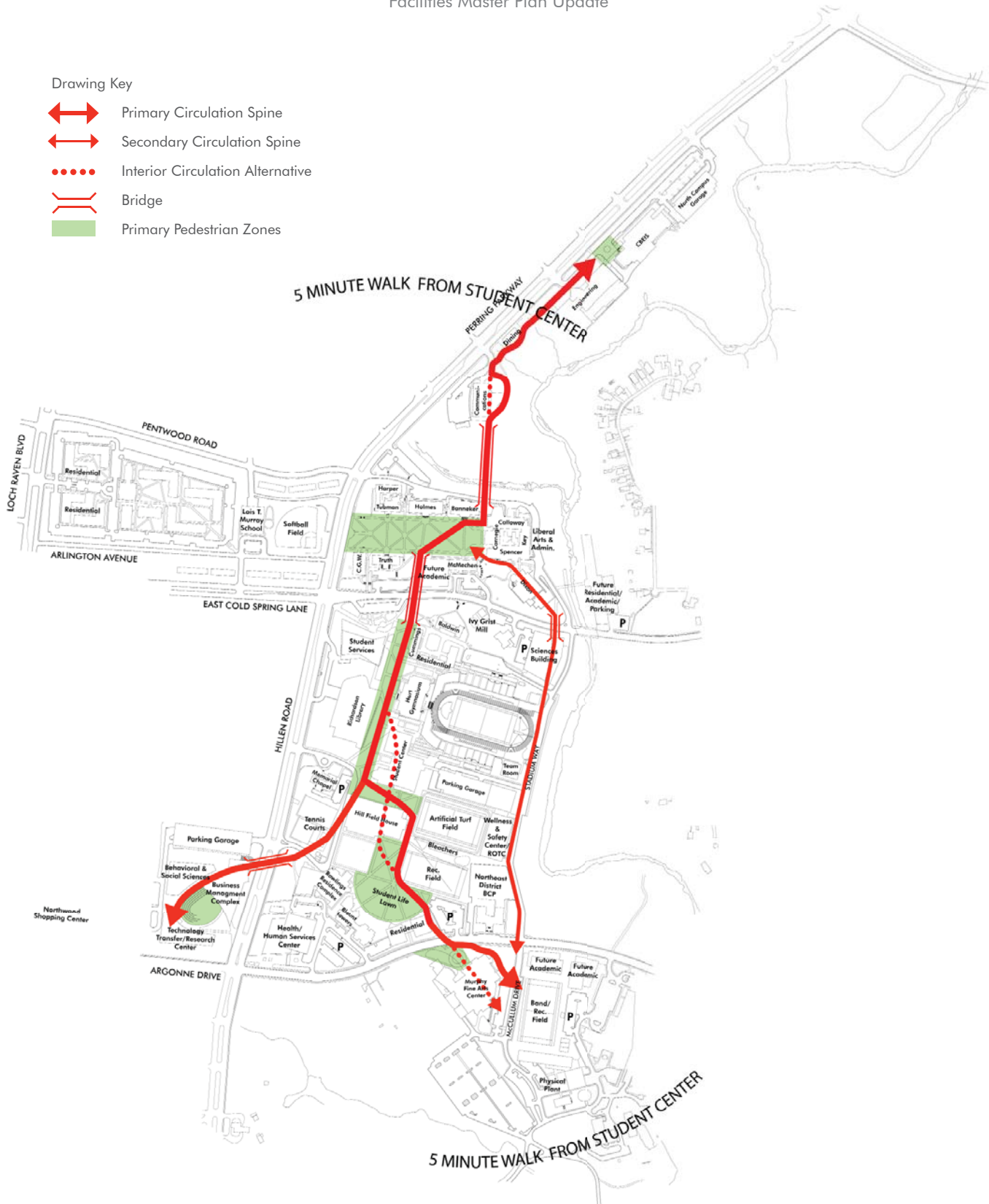
Future development along Stadium Way, including the proposed Sciences Building and the Wellness Center, will increase its prominence as a secondary spine of circulation through campus. As part of the Science Building project, a proposed second pedestrian bridge across E. Cold Spring Lane will provide a connection to the existing Dixon Science and Research Building. It will also help to relieve some of the congestion on the Welcome Bridge by completing a second pedestrian route that will extend from the South Campus to the Academic Quad, where it will reconnect with the primary pedestrian spine before crossing the Communications Bridge.

The Plan

Morgan State University
Facilities Master Plan Update

Drawing Key

-  Primary Circulation Spine
-  Secondary Circulation Spine
-  Interior Circulation Alternative
-  Bridge
-  Primary Pedestrian Zones



MORGAN STATE UNIVERSITY MASTER PLAN UPDATE

Proposed Pedestrian Circulation

0' 200' 400' 800' 1600'



The Plan

Morgan State University
Facilities Master Plan Update

Stadium Way, often characterized as the back of campus despite being the main arrival point for much of the campus community and visitors, is primarily a vehicle access point with limited pedestrian circulation. The proposed development of Stadium Way provides an opportunity to change this perception. The future buildings and pedestrian paths will be developed on the west side of the roadway, minimizing conflict between pedestrians and vehicles. Special design consideration should be made where this path crosses service drives, clearly placing the right-of-way with the pedestrians.

Along Argonne Drive, the Thurgood Marshall Apartment Complex is to be demolished and replaced with two new residential towers. And with the nearby redesign of the athletic and recreation fields, a new unassigned central green space can be created at the southern edge of Morgan Commons. This lawn is conveniently located adjacent to the highest density of on-campus residences and the largest on-campus dining facility. It should remain unobstructed for general student use, but also be designed for outdoor programming such as concerts, festivals, or other special events.

A smaller portion of the Morgan State community utilizes the sidewalks along Hillen road for north-south campus circulation, which is shared with walkers and bikers from the surrounding community. The University and City of Baltimore should continue to maintain safe sidewalks and intersection crossings along Hillen Road, but the majority of campus circulation should be encouraged to utilize the internal campus circulation routes.

The Plan

Morgan State University
Facilities Master Plan Update

Site and Infrastructure

Forest Conservation

MSU currently has a total of 16.14 acres of Forest Retention areas. These areas are comprised of nearly all the wooded and a large majority of the steep slope areas on the campus and constitute the high priority areas according to the Maryland Forest Conservation regulations. According to the Forest Conservation Act Bank Easement agreement between MSU and the MD Department of Natural Resources (DNR) dated 14-Mar-2014, 10.13 acres of the total easement area was available to offset future projects. If the remaining easement area is insufficient for future projects, an additional 1.42 +/- acres of wooded slope area (shown in green below) exists southeast of the CBEIS, extending across the southeast side and around the northeast end of the North Campus Garage, adjacent to one of the larger existing easement areas (labeled "2" in the image below). Some or all of this area should be considered to augment the existing Forest Conservation easements on the campus. Some areas were left out of easement between O'Connell and Science Complex for a possible pedestrian bridge from a new building at O'Connell to Science Complex.

*Potential Future Easement (green) Overlay on
Background Drawing: Morgan State University
- Exhibit A - Campus-Wide Forest Conservation
Easement Plat, Ward 27 Section 24/25 Block 5387
Lot 7/8*



Stormwater Management

The 2007 Maryland regulations emphasize infiltration or treatment of runoff as close to the source as possible. This translates into smaller more localized facilities. The regulations include a variety of different techniques and treatments for handling stormwater that are broadly labeled as Environmental Site Design features (ESDs). Different ESDs employ different techniques including filtering and attenuation either in at-grade facilities or by means of green roofs. Water harvesting for gray water flushing or cooling tower makeup should also be employed whenever possible. Many of the projects contemplated in this master plan will replace older buildings and may thus qualify as redevelopment which will reduce but not entirely eliminate the overall management requirements. The CBEIS building, School of Business and Management, and Behavioral & Social Sciences Center, with their multiple facilities and stormwater management techniques, should be considered the precedent for new buildings contemplated in this plan. Each project site will be evaluated independently and with various small facilities integrated into the project such that they become amenities rather than strictly utilitarian features.

The Plan

Morgan State University
Facilities Master Plan Update

Campus-wide Projects & Initiatives

- Add more fixtures to produce more consistent pedestrian lighting across campus to eliminate dark spots and increase security. Adopt as a new standard, the Se'lux Saturn 2 Cutoff LED lamped fixture compatible with the current MSU-standard Se'lux Saturn 2 HID lamped fixture. Continue use of LED fixtures for all new installations, and replace existing fixtures with the new standardized LED model as failures/burnouts occur. For campus security purposes, it is recommended that lighting achieve minimum level of 3 footcandles with a 3:1 uniformity ratio, which is currently being met throughout most of campus.
- Continue the ongoing initiatives to bury existing overhead utilities, especially along Hillen Road/Perring Parkway from Argonne Drive northward to the Communications Building and on E. Cold Spring Lane from Hillen Road to Stadium Way.
- New construction should continue to target Silver LEED certification or higher, following up on both CBEIS and the School of Business and Management receiving Gold LEED certification and the Behavior and Social Sciences Center receiving Silver LEED certification.
- A new Utility Master Plan is needed to update both existing needs and to develop a long-term strategy for repairs, maintenance, and improved performance.

Renovate/Expand Boiler Plant

- Water treatment station in the engineer's office
- Condensate polishers
- Remote monitoring system
- Upgraded drives for the circulating pumps
- Create an IT Room for EMS

New Utility Tunnel Extension

- Existing tunnel to Student Center and Parking Garage
- Replace failing existing direct burial steam lines in new tunnel
- Connect utilities from South Campus to main campus along Stadium Way

New SCUB Locations to be considered:

- Health/Human Services Center
- West campus parking garage
- Physical Plant complex (serving south campus)

Approved Student Services Building (under construction)

- Needs to incorporate and take advantage of the north end of the existing utility tunnel (currently in design).

Approved Health / Human Services Center

- An old style stormwater management pond exists at the north side of the site. The capacity of this facility will either need to be modified or replaced. If it is replaced, or if the Health/Human Services Center contributes to the facility, it will need to be upgraded to fulfill the water quality requirements of the current SWM regulations.

Proposed Sciences Building

- Major relocation of high pressure steam from power plant to the west
- Likely rerouting of 7-1/2' storm drain tunnel.

The Plan

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Proposed West Campus Parking Garage

- Will replace an existing surface lot beneath which existing utilities for the rest of the West Campus run. These will need to be relocated.
- Several existing stormwater management facilities for the Behavioral & Social Sciences Center will need to be replaced along with providing new stormwater measures for the proposed garage.
- Rebuild failing retaining wall located north of the Martin D. Jenkins Behavioral & Social Sciences Building.

Proposed Technology Transfer Building

- Havenwood Road (which once served the shopping area that is now the West Campus) was formerly a public street. It has a 33" storm drain and a sanitary sewer running underground that goes through the center of the proposed site for the Technology Transfer Center. These will have to be relocated, most likely to the south.

Proposed Physical Plant Complex

- Possible SCUB (Satellite Central Utilities Building) location for the South Campus in addition to the proposed Physical Plant Building.

Proposed Academic Building to replace McKeldin Center

- A major existing utility corridor on underside of pedestrian bridge to the west with steam, electric, and telecom that needs to be maintained but will offer convenient connectivity for the new building.

Proposed Residential and Academic to replace O'Connell Building

- The design of this building must respect the 100-year floodplain.

The Plan

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Program Initiatives



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Program Initiatives

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Introduction

More detail on the program initiatives outlined in this Plan is provided on the following pages, including location, approximate size and height, a brief description, and the project sequence. In some cases, possible alternatives have also been outlined. Additional detail, such as the projected size of each program component, can be found in the supplemental documentation in the Appendix.

Location

The location of each program initiative was determined by existing campus conditions and program affinities. Multiple locations were tested for each project before determining the final plan locations.

Size Estimate

Program size was determined through extensive analysis of existing program needs, projected changes in institutional demographics, and programmatic goals of the University. Programmatic elements within each initiative were determined based upon affinity, campus location, and existing quality of space. The size estimate also states the type of construction for each project including renovation, new construction, or demolition.

Height

Morgan State's campus is landlocked and already lacking enough open space for its current student enrollment. As the campus continues to develop, opportunities for increased density should be pursued. One of these opportunities is height. The approximate number of stories for each new structure is determined by surrounding context but also factored in the overall campus need to increase density. Any future development within the Academic Quad, though, should respect the existing size and scale of the historic campus core.

Sequence

Sequence is determined by the number of program initiatives that precede a particular project. This may include new construction, renovation of an existing building, or the demolition of an existing structure. The sequence defines the steps needed to achieve a particular program initiative rather than the date of probable construction. A phasing and implementation plan with an approximation of probable construction years can be found at the end of this section.

The program initiatives have been grouped by campus zone:

- North Campus
- Academic Quad
- Morgan Commons
- South Campus
- West Campus
- Morgan View / Off-Campus

Program Initiatives - North Campus

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Facilities Master Plan Update



North Campus

| | |
|---------------|--|
| Location | Eatery North (Dining) Along Perring Parkway between the Communications Building and the Engineering Buildings |
| Size Estimate | New Construction: 6,000 GSF |
| Height | One to Two Story |
| Description | This new food service venue will meet the growing demand for food service on the North Campus. It will be a free-standing building with a kitchen, servery and indoor seating. There will be accompanying outdoor seating with the possibility of additional rooftop seating. Service requirements will be limited to resupply with minimal on-site storage. Any work in this area should take the long-range need for a potential expansion to the Engineering building into consideration. |
| Sequence | 0 |

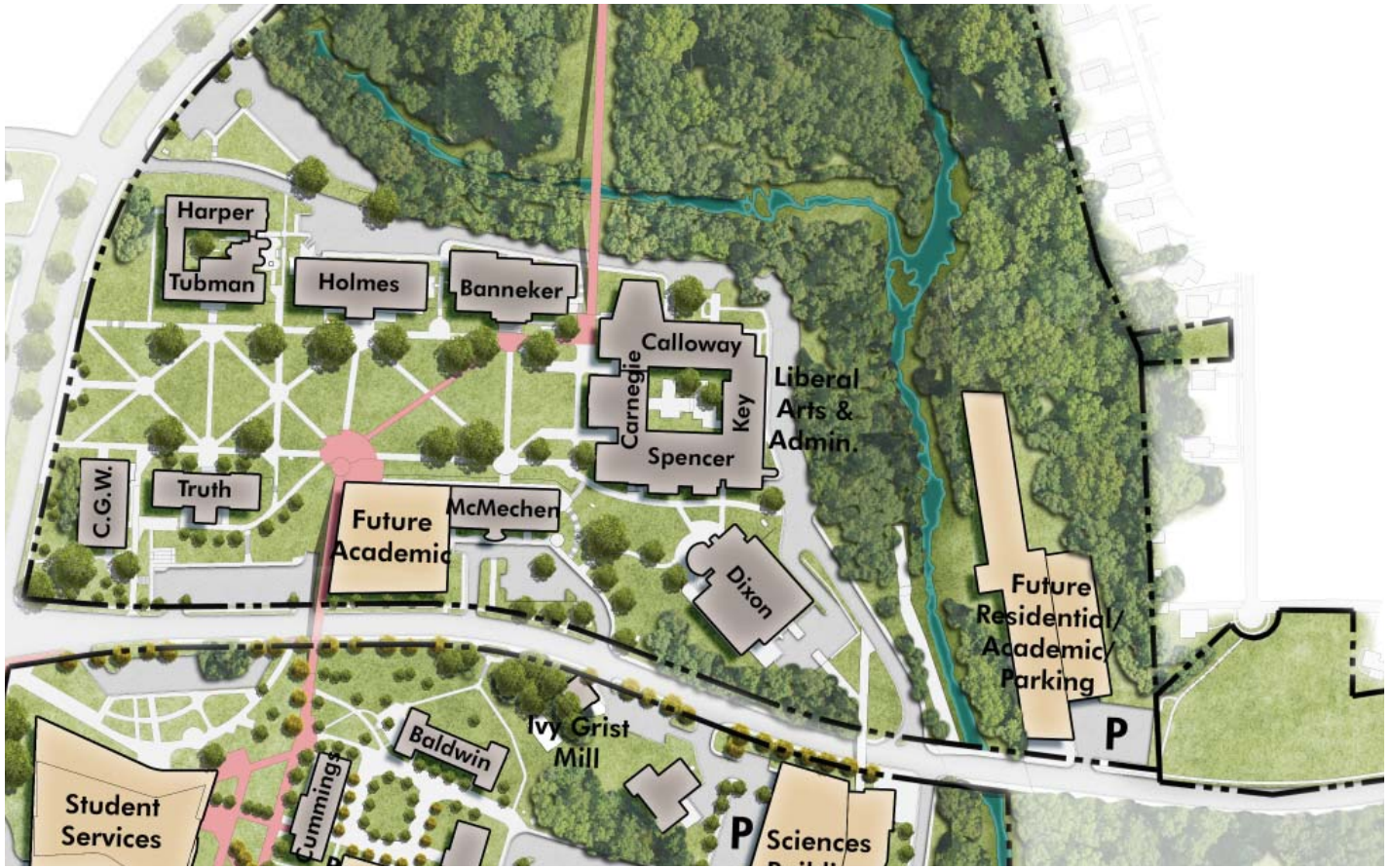
Program Initiatives - North Campus

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Facilities Master Plan Update

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| Location | Mitchell and Schaefer Engineering Renovation (Academic) Existing Mitchell and Schaefer Engineering Building |
| Size Estimate | Mitchell Renovation: 50,111 GSF Schaefer Renovation: 69,914 GSF |
| Description | Space vacated by functions moving to the CBEIS facility and the relocation of Civil Engineering and Transportation Studies, as well as upgrading existing facilities for long-term program needs, will require substantial renovation. As the oldest facility in the North Campus, infrastructure upgrades and refurbished interiors are also needed. Any work to this building should take the long-range need for a potential expansion to the Engineering building into consideration. |
| Sequence | 0 |
| Location | Communications Building Renovation (Academic) Existing Communications Building |
| Size Estimate | Renovation: 2,400 ASF |
| Description | Following the relocation of the Academic Development Center (CASA), possibly to the Wellness and Safety Center, the vacated space should be recaptured for use by the School of Global Journalism and Communication. Other minor alterations may be required. |
| Sequence | 1 |

Program Initiatives - Academic Quad

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Academic Quad

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| Location | Graduate Studies and Institute for Urban Research (Academic and Administrative) Existing Carter-Grant-Wilson Hall |
| Size Estimate | Renovation: 26,079 GSF |
| Description | This complete renovation will consolidate the School of Graduate Studies, provide a permanent location for the Institute of Urban Research, and vacate their current locations in McKeldin Hall and the Montebello Complex. Only the Information Technology Center will be retained as a redundant center to the one being constructed in the new Student Services Center. |
| Sequence | 3 - Follows Health and Human Services |

Program Initiatives - Academic Quad

Morgan State University
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| Location | Computer Science and Mathematics (Academic) |
| | Existing McMechen Hall |
| | |
| Size Estimate | Renovation: 57,767 GSF |
| Description | <p>McMechen Hall will be renovated as a permanent home for the Departments of Computer Science and Mathematics, vacating its existing space in portions of Carnegie Hall, Calloway Hall, and Key Hall.</p> <p>This relocation may need to be preceded by the use of McMechen Hall as temporary surge space for various University functions. McMechen Hall does not meet the long term needs of these temporary occupants, which will be permanently relocated to other facilities.</p> |
| Sequence | 3 - Follows Construction of Health and Human Services Center and other potential surge use |
| Location | Honors College, Fulbright Program, and Global Studies (Academic and Administrative) |
| | Existing Carnegie Hall |
| | |
| Size Estimate | Renovation: 15,491 GSF |
| Description | <p>Relocation of Mathematics to McMechen will vacate the majority of space in Carnegie. The remaining functions - faculty offices for the sciences and CMNS Dean's conference room - can be relocated to available space vacated by Computer Science on the 2nd floor. This will vacate parts of Jenkins Building and the Montebello Complex. Due to the overlapping mechanical systems and facility resources, Carnegie, Calloway, Spencer, and Key Halls would ideally be renovated at the same time.</p> |
| Sequence | 4 - Follows Computer Science and Mathematics |
| Alternatives | An alternative would be to consider locating the Office of the President to Carnegie Hall, although this would separate senior administration. |

Program Initiatives - Academic Quad

Morgan State University
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| Location | Liberal Arts – Targeted Portions for Calloway Hall (Academic and Administrative) Existing Calloway Hall |
| Size Estimate | Renovation: 54,528 GSF |
| Description | Calloway Hall will be renovated for the consolidation of targeted portions of the Liberal Arts programs including English, Philosophy and Religious Studies, the Writing Center, and Blackbird Magazine and/or the University literary journal. Due to the overlapping mechanical systems and facility resources, Carnegie, Calloway, Spencer, and Key Halls would ideally be renovated at the same time. |
| Sequence | 4 - Follows Computer Science and Mathematics |
| Location | Liberal Arts – Targeted Portions for Spencer Hall (Academic and Administrative) Existing Spencer Hall |
| Size Estimate | Renovation: 68,339 GSF |
| Description | Spencer Hall will be renovated for the consolidation of targeted portions of the Liberal Arts programs including World Languages and the Vice Presidents for International Affairs and Research & Economic Development. This project will also include the remodel of the Helen Roberts Dining Room. Due to the overlapping mechanical systems and facility resources, Carnegie, Calloway, Spencer, and Key Halls would ideally be renovated at the same time. |
| Sequence | 4 - Follows Sciences Building |
| Location | Vice President for Academic Outreach and Engagement (Academic and Administrative) Existing Key Hall |
| Size Estimate | Renovation: 31,593 GSF |
| Description | Renovation of Key Hall will provide a prominent location of the Academic Quad for the Vice President for Academic Outreach and Engagements and a permanent home for Continuing and Professional Studies, e-Learning, and Summer Sessions/Upward Bound. The classrooms will also support the Liberal Arts programs to be located in Calloway and Spencer Halls. Due to the overlapping mechanical systems and facility resources, Carnegie, Calloway, Spencer, and Key Halls would ideally be renovated at the same time. |
| Sequence | 4 - Follows Sciences Building |

Program Initiatives - Academic Quad

Morgan State University
Facilities Master Plan Update

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| Senior Administration (Administrative) | |
| Location | Existing Holmes Hall |
| Size Estimate | Renovation: 49,001 GSF |
| Description | <p>The existing use of Holmes Hall primarily for academic space does not best suit the facility due to small rooms and hallways. Renovations to this symbolic building will modernize the interior of the facility (similar to previous work done at Banneker Hall), allowing it to become a well-suited home for the Senior Administration of Morgan State University.</p> <p>The renovated facility will include the Office of the President and the Vice Presidents of Academic Affairs, Student Affairs, Planning and Evaluation, Institutional Advancement, and Finance and Administration.</p> |
| Sequence | 5 - Follows renovation of Calloway, Spencer, and Dixon Halls |
| Alternatives | An alternative would be to consider locating the Office of the President to Carnegie Hall, although this would separate senior administration. |
| Administrative Support Offices (Administrative) | |
| Location | Existing Truth Hall |
| Size Estimate | Renovation: 30,083 GSF |
| Description | With the consolidation of Senior Administration in Holmes Hall, Truth Hall can be renovated for the consolidation of Administrative Support Offices including Academic Affairs, the Budget Office, Development, Alumni Affairs, and Public Affairs. |
| Sequence | 6 - Follows Senior Administration renovation of Holmes Hall |
| Jenkins Building (Demolition) | |
| Location | Existing Jenkins Building |
| Size Estimate | Demolition: 89,050 GSF |
| Description | The goal of the University is to demolish Jenkins Building as soon as possible, following the construction of the Behavioral and Social Sciences Building. Some uses currently located in Jenkins Building may need to be temporarily located in McMechen Hall or Holmes Hall to facilitate timely demolition of Jenkins Building. If they are not temporarily relocated, demolition will occur once these functions find a permanent location and the building is vacated. |
| Sequence | 2 - Follows Behavior and Social Sciences Center or Health and Human Services Center |

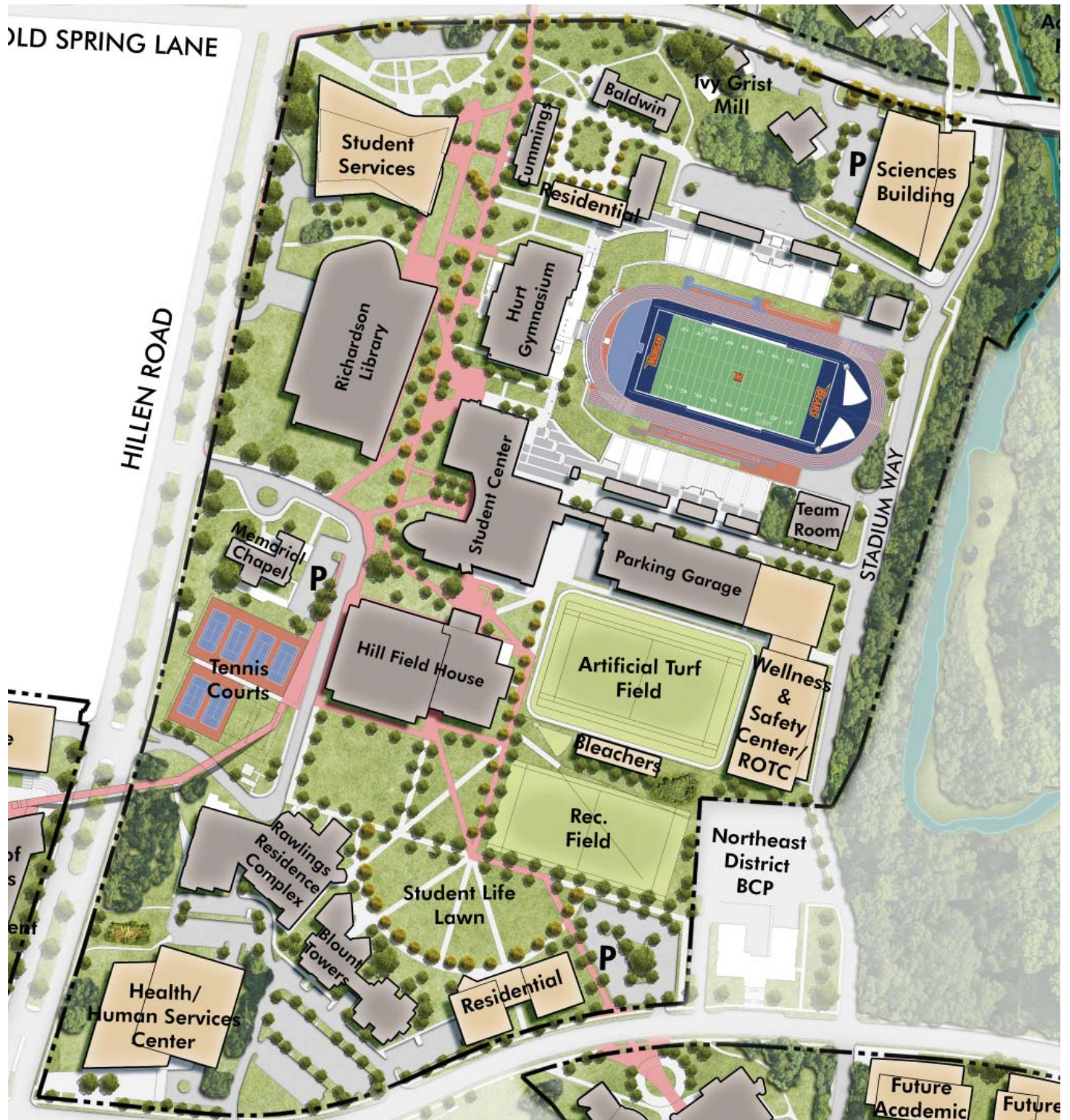
Program Initiatives - Academic Quad

Morgan State University
Facilities Master Plan Update

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| O'Connell Hall (Demolition) | |
| Location | Existing O'Connell Hall |
| Size Estimate | Demolition: 50,571 GSF |
| Description | O'Connell Hall has a capacity of 205 beds. It is currently the residence halls in the poorest condition. In addition, O'Connell has very limited accessibility and would be very costly to bring up to current codes. Demolition will provide a potential site for future development of an academic, residential, and/or parking structure. The building currently has no debt associated with it, but requires significant deferred maintenance. |
| Sequence | 1 - Follows the construction of replacement beds |
| McKeldin Hall (Demolition) | |
| Location | Existing McKeldin Hall |
| Size Estimate | Demolition: 72,150 GSF |
| Description | <p>The goal of the University is to demolish McKeldin Hall as soon as possible. It has had limited usage for a number of years, and given the deteriorating quality of the building, access to the building by those without direct purpose is a concern.</p> <p>Before demolition, the Retention Center will need to be relocated, possibly to the proposed Wellness and Safety Center or as part of a living/learning center in a residence hall. New storage space for the Upward Bound program will need to be identified.</p> |
| Sequence | 4 - Follows Carter-Grant-Wilson (Graduate Studies and Institute for Urban Research) |
| President's Residence (Residential and Support) | |
| Location | 2412 College Avenue |
| Size Estimate | Demolition: 4,270 GSF |
| Description | This facility is not currently utilized for its intended purpose. Demolition of the President's Residence will allow for new development on this site. New development could include small scale residential, event space, or other uses yet to be determined. |
| Sequence | 0 |

Program Initiatives - Morgan Commons

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Morgan Commons

Program Initiatives - Morgan Commons

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Facilities Master Plan Update

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| Location | Student Services Building (Administrative and Student Services) |
| | The Southwest corner of Hillen Road and E. Cold Springs Lane (the site of the former Soper Library) |
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| Size Estimate | New Construction: 139,866 GSF |
| Height | Four to Five Stories |
| Description | This facility is currently under construction. It includes numerous student and administrative services, as well as a staffed Information/Visitor's Center with a bus drop-off for visiting potential students. |
| | The student services will include Admissions and Recruitment, the Bursar's Office, Career Development, the Community Service Program, Enrollment Management Services, Financial Aid, Records and Registration, and the Transfer Center. The administrative services will include the Comptroller's Office, Human Resources, Information Technology, Restricted Funds Accounting, Bear Necessity Card, and Sponsored Programs and Research. |
| Sequence | Under Construction - Open in 2020 |
| Location | Wellness and Safety Center (Academic, Administrative, & Support) |
| | Along Stadium Way, adjacent to the Student Center Parking Garage |
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| | |
| Size Estimate | New Construction: 178,400 GSF |
| Height | Three to Five Stories |
| Description | Physical education and recreation facilities have been planned in conjunction with the renovation of Hurt Gymnasium, Hill Field House, and Hughes Memorial Stadium. |
| | This building will house the Health, Physical Education, Recreation and Dance Department (HPERD), Military Science, Intramurals and Recreation, Education Talent Search, the Center for Assessment, the Retention Center, the Center for Academic Success and Achievement, the Executive Director of Environmental and Public Safety, the Environmental Safety Office, and the University Police. It will also include a Welcome Center with two kiosks, a small waiting area with displays and pamphlet racks, and materials storage. |
| | This facility will also include space for a fitness center, aerobics, a two court gym, four racquetball courts, a running track, lockers, and athletic storage. |
| | The building will begin to define a new edge of campus along Stadium Way and should feel welcoming and open to both Stadium Way and the inner campus. It could also be used as a controlled access point to the adjacent renovated athletics field for ticketed sporting events. |
| | This facility is also an important part of the implementation strategy for numerous subsequent academic and athletic facilities projects. |
| Sequence | 0 |

Program Initiatives - Morgan Commons

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Facilities Master Plan Update

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| Alternatives | An alternative would be to place Business and Auxiliary Services, except for the Bear Necessity Card, and Communications Services with Environmental and Public Safety in the Wellness and Safety Building. This would increase the size estimate of this facility to 202,200 GSF. |
| Location | Hughes Stadium (Athletics) Existing Hughes Stadium |
| Size Estimate | Renovation/Addition: 20,800 GSF |
| Description | Replacement of or renovation of and addition to the Press Box to support game day operations. Renovation of the concessions stands and restrooms and ticket booths. Renovation of the athletic storage building. Other improvements needed include replacement of the field and track and a new score board. The State does not fund athletic projects. |
| Sequence | 0 |
| Location | Team Room Building (Athletics) Existing Team Room Building @ Hughes Stadium |
| Size Estimate | Renovation: 8,645 GSF |
| Description | Provides appropriate facilities for supporting home game day operations for men and women. Following the renovation of Hurt Gymnasium, it will be used for visiting team game day operations. The State does not fund athletic projects. |
| Sequence | 0 |
| Location | University Memorial Chapel (Administration) Existing University Memorial Chapel |
| Size Estimate | Renovation: 10,948 GSF |
| Description | The Chapel has existing damage resulting from water infiltration and hazardous materials that must be mediated. |
| Sequence | 0 |

Program Initiatives - Morgan Commons

Morgan State University
Facilities Master Plan Update

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| Location | Ivy Grist Mill Information Center (Administration) Existing Ivy Grist Mill on E. Cold Spring Lane |
| Size Estimate | Renovation: 4,032 GSF |
| Description | It is proposed that the Ivy Grist Mill be converted into an information center for campus visitors. |
| Sequence | 0 |
| Location | Hurt Gymnasium (Academic and Athletics) Existing Hurt Gymnasium |
| Size Estimate | Renovation: 81,186 GSF New Construction: 2,100 GSF (circulation to Hughes Stadium field) |
| Description | With the construction of the proposed Wellness Center, Hurt Gymnasium is well suited to be re-purposed as the primary facility for selected Morgan State University teams including Cross Country/Track and Field, Football, and a women's team yet to be determined. Strength and Conditioning facilities will also be included. A new scoreboard and video screens will be added to face Hughes Stadium. A new accessible connection will be made between Hurt and the Hughes Stadium Field. The State does not fund athletic projects. The pool will remain in Hurt and be rebuilt. The pool and gym space will remain accessible for physical education and recreational use. |
| Sequence | 1 - Follows the Wellness Center |
| Location | Health and Human Services Center (Academic) The Northeast corner of Hillen Road and Argonne Drive (the site of the existing Armory) |
| Size Estimate | New Construction: 194,000 GSF |
| Height | Four to Seven Stories |
| Description | This building will accommodate Family and Consumer Sciences, Medical Technology, Social Work, Community Health and Policy, the Prevention Science Research Center, and Counseling Services. These uses are primarily located in Jenkins Building, Portage Hall, Key Hall, and Carter-Grant-Wilson. Jenkins Building is proposed for demolition. The other facilities will be re-purposed. This site provides a prominent location for a new academic building, creating a campus gateway together with the new West Campus facilities. The new Health and Human Services Center design should compliment that scale and quality of the recent West Campus construction. |
| Sequence | 1 - Follows the demolition of the Turner Armory |

Program Initiatives - Morgan Commons

Morgan State University
Facilities Master Plan Update

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| Sciences Building (Academic) | |
| Location | On the Site of the Existing Washington Service Center |
| Size Estimate | New Construction: 276,000 GSF |
| Height | Four to Six Stories + One to Two Stories of Parking (Optional) |
| Description | <p>Occupants of this facility will include Biology, Chemistry, the Science Math Learning Center, the Science Resource Center, the Science Education Center, research labs, animal facilities, a green house, and the Dean of Computer, Mathematics, and Natural Sciences.</p> <p>This facility will also serve as a gateway along E. Cold Spring Lane. A new pedestrian bridge should provide access over E. Cold Springs Lane, easing congestion on the existing Welcome Bridge and providing a strong connection between the new Sciences Building and the existing Richard N. Dixon Science Research Center.</p> |
| Sequence | 2 - Follows the demolition of the Washington Services Center |
| Hill Field House (Athletics) | |
| Location | Existing Hill Field House and Addition to the South |
| Size Estimate | Renovation: 127,254 GSF |
| Description | <p>With the construction of the proposed Wellness and Safety Center and renovations to the Hurt Gymnasium, Athletics will be in a position to recapture space that had previously been allocated to Physical Education and Intramurals/Recreation, as well as space vacated by cross country/track and field, football, and strength and conditioning. Renovations will include new office space, support space, and improvements to the arena. Right-sizing and providing a variety of spectator seating will reduce the total capacity of the arena while enhancing use. The State does not fund athletic projects.</p> <p>Consideration must be given to traffic flow around and circulation through the building.</p> |
| Sequence | 3 - Follows the renovation of Hurt Gymnasium |

Program Initiatives - Morgan Commons

Morgan State University
Facilities Master Plan Update

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| New Residence Hall (Residential) | |
| Location | Adjacent to and including the Woolford Health Center |
| Size Estimate | New Construction: 22,000 GSF Renovation: 4,790 GSF |
| Height | Three to Four Stories |
| Description | <p>A new three-story structure will be constructed adjacent to the Health Center to house approximately 60-90 new beds, while the Health Center will be renovated to house living/learning and other common facilities that would support this building and Cummings and Baldwin Halls. The new structure will complement the scale and style of Cummings and Baldwin Halls and will frame a new residential quad.</p> <p>Special consideration should be given to the impact that the new construction may have on the controlled area around Hughes Stadium, including the possibility of a new ticket window in the building.</p> <p>A comprehensive housing study is currently in progress and will determine final recommendations for future housing projects.</p> |
| Sequence | 1 - Follows relocation of Health Services |
| Alternative | If the Woolford Health Center were to be demolished, an alternative design for this new building could facilitate approximately 140 beds and living/learning space. |
| New Residence Towers (Residential) | |
| Location | On the Existing Thurgood Marshall Apartments Complex Site |
| Size Estimate | New Construction: 165,000 - 200,000 GSF |
| Height | Mid-Rise |
| Description | <p>Two new mid-rise residential buildings are proposed to provide expanded living/learning residential capacity to Morgan State's on-campus housing with up to approximately 600 suite-style beds and additional dining to support Rawlings Hall Dining.</p> <p>The new structure should complement the scale and style of the Blount Towers, border Argonne Drive, and frame a new open green. Additional parking should be added between the new development and the existing Northeast District Baltimore City Police Station.</p> <p>A comprehensive housing study is currently in progress and will determine final recommendations for future housing projects.</p> |
| Sequence | 2 - Follows demolition of Thurgood Marshall Apartments |

Program Initiatives - Morgan Commons

Morgan State University
Facilities Master Plan Update

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| Turner Armory (Demolition) | |
| Location | Existing Turner Armory |
| Size Estimate | Demolition: 42,626 GSF |
| Description | Demolition of this facility will allow for the construction of the proposed Health and Human Services Center. |
| Sequence | 0 |
| Washington Service Center (Demolition) | |
| Location | Existing Washington Service Center, Annex, and Temporary Buildings |
| Size Estimate | Demolition: 37,893 GSF (Washington Service Center) Demolition: 12,005 GSF (Washington Annex) Demolition: 668 GSF (Temporary 1) <u>Demolition: 668 GSF (Temporary 2)</u> Demolition: 51,234 GSF Total |
| Description | Demolition of the Washington Service Center and associate buildings will require the relocation of existing functions to appropriate locations on campus to allow use of the site for the proposed Sciences Building. Surge space may be utilized in order to facilitate earlier availability of the site for the Science Building. |
| Sequence | 1 - Follows surge of current occupants or construction of the new Physical Plant |
| Thurgood Marshall Apartment Complex (Demolition) | |
| Location | Existing Thurgood Marshall Apartment Complex |
| Size Estimate | Demolition: 65,821 GSF |
| Description | The demolition of the four Thurgood Marshall Apartment Complex buildings will allow for the construction of new, mid-to-high-rise residential buildings and additional outdoor recreation and open green space at the heart of the campus. A comprehensive housing study is currently in progress and will determine final recommendations for future housing projects. |
| Sequence | 1 - Follows establishment of replacement housing |
| Competition/Practice Field (Athletics) | |
| Location | Site of the existing practice field, South of the Student Center Parking Garage |
| Description | This existing field will be redeveloped to serve as the permanent home field for the Morgan State's Womens Soccer Team, the practice field for the Mens Football Team, and other appropriate recreational or club/intramural sports, including lacrosse. Due to its heavy use, artificial turf should be installed as the playing surface. A new running track should be constructed around the field's perimeter. The renovation should also include spectator bleachers along the southern edge. |

Program Initiatives - Morgan Commons

Morgan State University
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This area should be designed to be temporarily closed off for ticketed events. Controlled access points could be established from the main campus pedestrian walkway and from the proposed Wellness Center that will occupy the field's eastern edge. This project would ideally be developed in conjunction with the Wellness Center. The State does not fund athletic projects.

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| Location | Recreation/Intramural Field (Recreation) South of the existing Practice Field and North of the existing Marshall Residential Complex |
| Description | <p>Due to the heavy use of the existing practice field by Morgan State Athletics teams and the lack of defined outdoor space for recreation and intramural use, a new grass field is proposed to fulfill the needs of the general student population. This field would be open for scheduling league and intramural play and available for general population use when not scheduled.</p> <p>Practice facilities for track and field throwing events should be relocated from the existing practice field to be adjacent to and overlapping with this proposed field.</p> <p>Creation of this field should take into account the existing storm water retention pond, which may require some modifications.</p> |
| Location | Student Life Lawn (Unassigned Outdoor) Between Hill Field House and the Blount Towers/Proposed New Residential Towers |
| Description | <p>With the demolition of the Thurgood Marshall Apartment Complex and the reorganization of the outdoor athletic and recreation fields, space will become available to create a new unassigned central green space. This lawn will be conveniently located along the main pedestrian spine and adjacent to the highest density of on-campus residences and the largest on-campus dining facility. It should remain unobstructed for general student use, but also be designed for outdoor programming such as concerts, festivals, or other special events.</p> <p>Other than the small Rawlings Park (located by the Rawlings Dining Hall), the only open unassigned green spaces on campus are the Academic Quad and the West Campus Lawn. While these spaces are more formal and surrounded by academic and administrative functions, this new, large green space will be the outdoor heart of student life.</p> |
| Location | New Roadway (Vehicular) West and south of the Hill Field House |
| Description | <p>This new internal circulation road, connecting the existing drives that serve the University Memorial Chapel and the Rawlings Residential Complex, will provide improved access to the Hill Field House and is also an ideal location for a new campus shuttle stop. It will be important to have a clearly marked and safe pedestrian crossings for West Campus foot traffic. This work may require reconfiguration of the tennis courts.</p> <p>This development could also include new surface parking south of the Field House.</p> |

Program Initiatives - Morgan Commons

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South Campus

Program Initiatives - South Campus

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| Welding Lab (Academic) | |
| Location | Addition to the Murphy Fine Arts Center |
| Size Estimate | New Construction: 3,900 GSF |
| Height | One Story |
| Description | This new academic space will include a Metal Arts Studio, Kiln, office and support space. It will be developed as an addition to the existing Murphy Fine Arts Center on the first floor and must include vehicular access for delivery of supplies and the transport of sculptures produced in the lab. |
| Sequence | 0 |
| Physical Plant Facilities (Administrative and Support) | |
| Location | On the Site of the Existing Montebello Complex and Alumni House |
| Size Estimate | New Construction: 91,800 GSF Renovation: 16,734 GSF (Alumni House) |
| Height | One to Three Stories |
| Description | <p>The majority of the uses from the Washington Service Center will be relocated to a new Physical Plant Building and a renovated Alumni House. This program will include Physical Plant Administration, Physical Plant Shops, Motor Pool, Procurement, Property Control, Design and Construction Management, and Capital Planning. These functions will require special design consideration to support their needs, including shop spaces, high bay operations and storage, special exhaust and material storage, etc.</p> <p>This facility also will require outdoor space/facilities to support landscape and grounds, recycling, refueling stations, and the motor pool, including a variety of both covered and open vehicular and equipment parking.</p> |
| Alternatives | Business and Auxiliary Services, the Print Shop, and Post Office, may also be included as occupants of the new Physical Plant Facilities, although their space needs are not included in the size estimate. |
| Sequence | 0 |

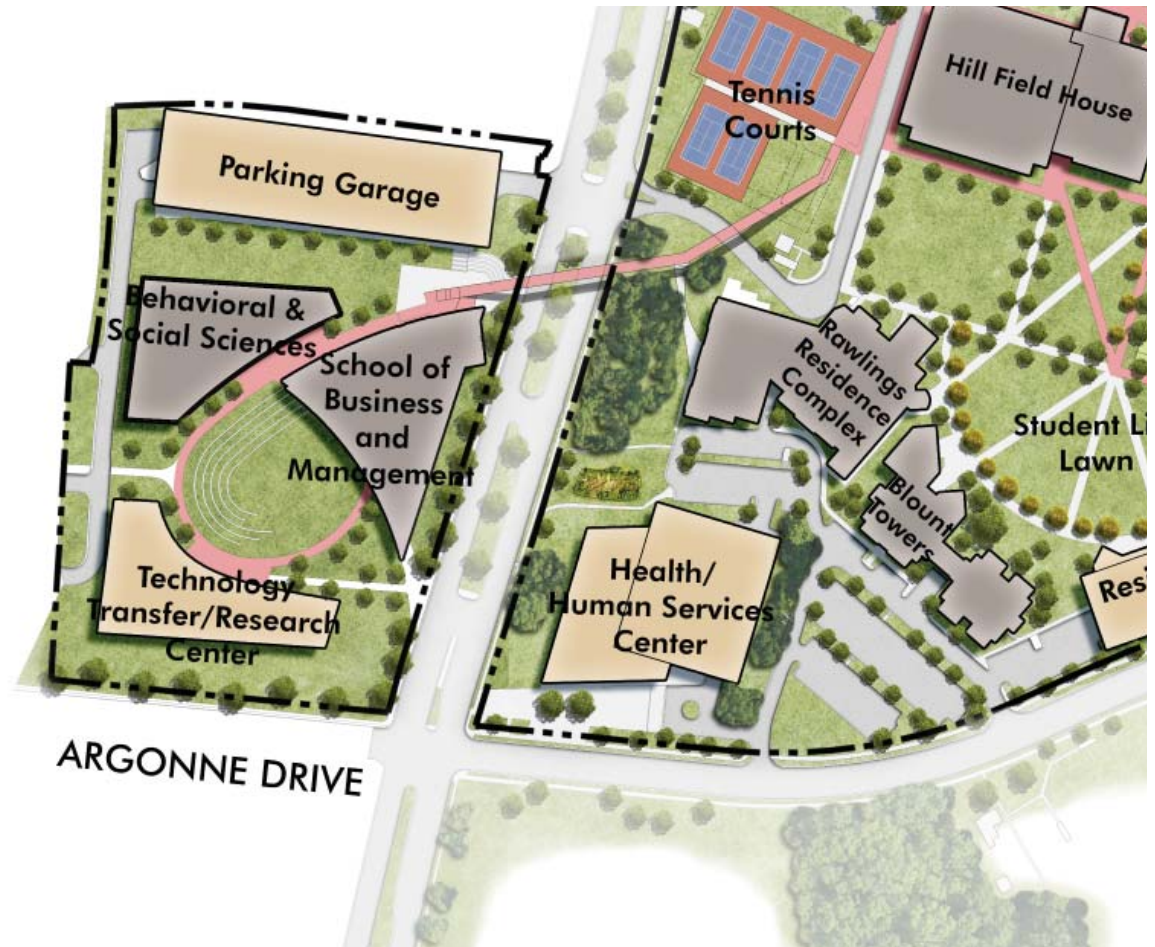
Program Initiatives - South Campus

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| Location | Montebello Complex (Demolition) Existing Montebello Complex |
| Size Estimate | Demolition: 186,756 GSF |
| Description | <p>The goal of the University is to demolish the Montebello Complex, which is currently in various states of disrepair, as soon as possible.</p> <p>Demolition will be contingent on relocating the existing occupants into long-term permanent new/renovated locations or into temporary surge space. The use of surge space is not preferred, but the demolition of Montebello and the reuse of this site for the proposed new Physical Plant Facilities are a high priority.</p> <p>Demolition of Montebello cannot be accomplished until the communications hub is appropriately relocated.</p> |
| Sequence | 1 - Relocation of occupants to new or temporary locations |
| Location | Recreation/Intramural Field (Unassigned Outdoor) Site of the existing Montebello Complex |
| Description | <p>Due to the heavy use of the existing practice field by Morgan State Athletics teams and the lack of defined outdoor space for recreation and intramural use, a new South Campus grass field is proposed to fulfill the needs of the general student population, in addition to the proposed Morgan Commons field. This field could be used for marching band practice (based in the adjacent Murphy Fine Arts Center), would be open for scheduling league and intramural play, and available for general population use when not scheduled.</p> <p>This field should be constructed in conjunction with the demolition of the Montebello Complex. The area south of this field is proposed to accommodate the new Physical Plant (and all of its associated facilities).</p> |
| Location | Future Buildings Site of the existing Montebello Complex to Argonne Drive |
| Size Estimate | New Construction: TBD |
| Description | The northern portion of the South Campus, currently occupied by the Montebello Complex and parking, will be reserved for future academic buildings and a possible Business Incubator. The layout and design of these facilities should be developed to maximize the amount of open green space that can be used for recreation and intramural needs. |
| Sequence | No current sequence |

Program Initiatives - Morgan Commons

Morgan State University
Facilities Master Plan Update



West Campus

| | |
|---------------|--|
| Location | West Campus Parking Garage (Parking) On the Northern Edge of the New West Campus, Bordering Hillen Road |
| Size Estimate | New Construction: TBD |
| Description | This parking garage is part of a four-building West Campus district plan that also includes the School of Business and Management, the Behavioral and Social Sciences Center, and the proposed Technology Transfer Center. |
| Sequence | 0 |

Program Initiatives - West Campus

Morgan State University
Facilities Master Plan Update

| | |
|---------------|--|
| Location | Technology Transfer Center (Academic/Research) West Campus, North of Argonne Drive |
| Size Estimate | New Construction: TBD |
| Height | Three Stories |
| Description | <p>The Center is envisioned as being comprised of a core of administrative and support space and flexible space for University researchers and lessees, which can be sub-divided, equipped, and used for a variety of purposes. The first floor has a welcome center with a security station, an administrative suite, a shared large conference room with a kitchenette, and support spaces including a computer room, housekeeping, trash/recycling, hazmat, a loading dock, and building storage. Also included in storage space are 12 lessee storage units of 120 NASF.</p> <p>Each floor (assumed to be a three story building) has a lounge with storage, and on each upper floor is a reception area with a manned administrative office and storage space which is shared by the researchers/lessees.</p> <p>This facility will occupy the third side of the West Campus green space, with the already completed School of Business and Management the Behavioral and Social Sciences Center.</p> |
| Sequence | 0 |

Program Initiatives - Morgan View/Off-Campus

Morgan State University
Facilities Master Plan Update

Morgan View / Off-Campus

| | |
|---|---|
| Morgan View Apartments (Residential) | |
| Location | Bounded by Pentwood Road to the North, Arlington Avenue to the South, and Loch Raven Boulevard to the West |
| Size Estimate | New Construction: 190,800 GSF |
| Description | <p>This development includes the construction of Phase 2 of the original Morgan View Plan. This proposed phase currently includes three new four-story residential buildings, similar to the existing Morgan View apartment buildings, and one new Community Building. Associated parking and green space should be developed according to the existing plan.</p> <p>A comprehensive housing study is currently in progress and will determine final recommendations for future housing projects.</p> |
| Sequence | 0 |
| Softball Field (Athletics) | |
| Location | Lois T. Murray School and Field, bounded by Pentwood Road to the North, Arlington Avenue to the South, and Hillen Road to the East (requires property acquisition) |
| Description | This existing field surface has been redeveloped to serve as the permanent home field for the Morgan State Women's Softball Team. The development will need to include locker rooms, restrooms, concessions and merchandising facilities, storage, and a ticketing booth. A scoreboard and spectator seating should also be included. The State does not fund athletic projects. |
| Architecture and Planning (Academic) | |
| Location | Downtown Baltimore |
| Size Estimate | Property Acquisition and Renovation/New Construction: 18,000 GSF |
| Description | Due to recent enrollment growth and space constraints during the construction of CBEIS, additional space is required for the Architecture and Planning programs. The School is currently leasing space in downtown Baltimore for use as a living laboratory. Permanent off-campus space should be acquired to supplement the space deficiencies and expand upon this downtown presence. |
| Sequence | 0 |
| Portage Hall (Surge Space) | |
| Location | 4530 Portage Avenue (Approximately 0.5 Miles from Main Campus) |
| Size Estimate | 40,856 GSF |
| Description | Portage Hall should continue to be used as surge space or overflow research space as long as it is needed. The sound stage may also be refurbished for use. |
| Alternative | The Portage facility could also be maintained as surge space and eventually renovated for a future permanent use, yet to be identified. |

Program Initiatives

Morgan State University
Facilities Master Plan Update

Implementation Plan

Achieving this Plan will greatly depend on the implementation of the many projects and program initiatives. Much of this Plan, including the infrastructure and site improvements, are independent of other projects and should be completed as the resources and funding become available. These projects can have an immediate positive impact on the atmosphere of the University and the surrounding neighborhood.

Numerous projects have a zero sequence, meaning that they do not require any previous work to complete, but also may not be a top priority. These projects can be completed as the need becomes higher. Other projects that are part of a longer sequencing may have a high priority. In these cases, it is important to plan for the appropriate prior steps to be completed so that the high priority project can be implemented in a timely fashion.

The following pages include a site plan and a phasing diagram for implementation of the Plan. Projects are identified as new construction, renovation, demolition, or site improvements. The Phasing Diagram also includes "surge" projects if program items must be relocated before a permanent location is available.

The phasing diagram also shows sequencing and how the time-line of that sequencing may occur over the next fifteen years. There are many factors that may effect the actual construction date of each project, but the sequence of linked projects must occur in order to achieve each individual project.

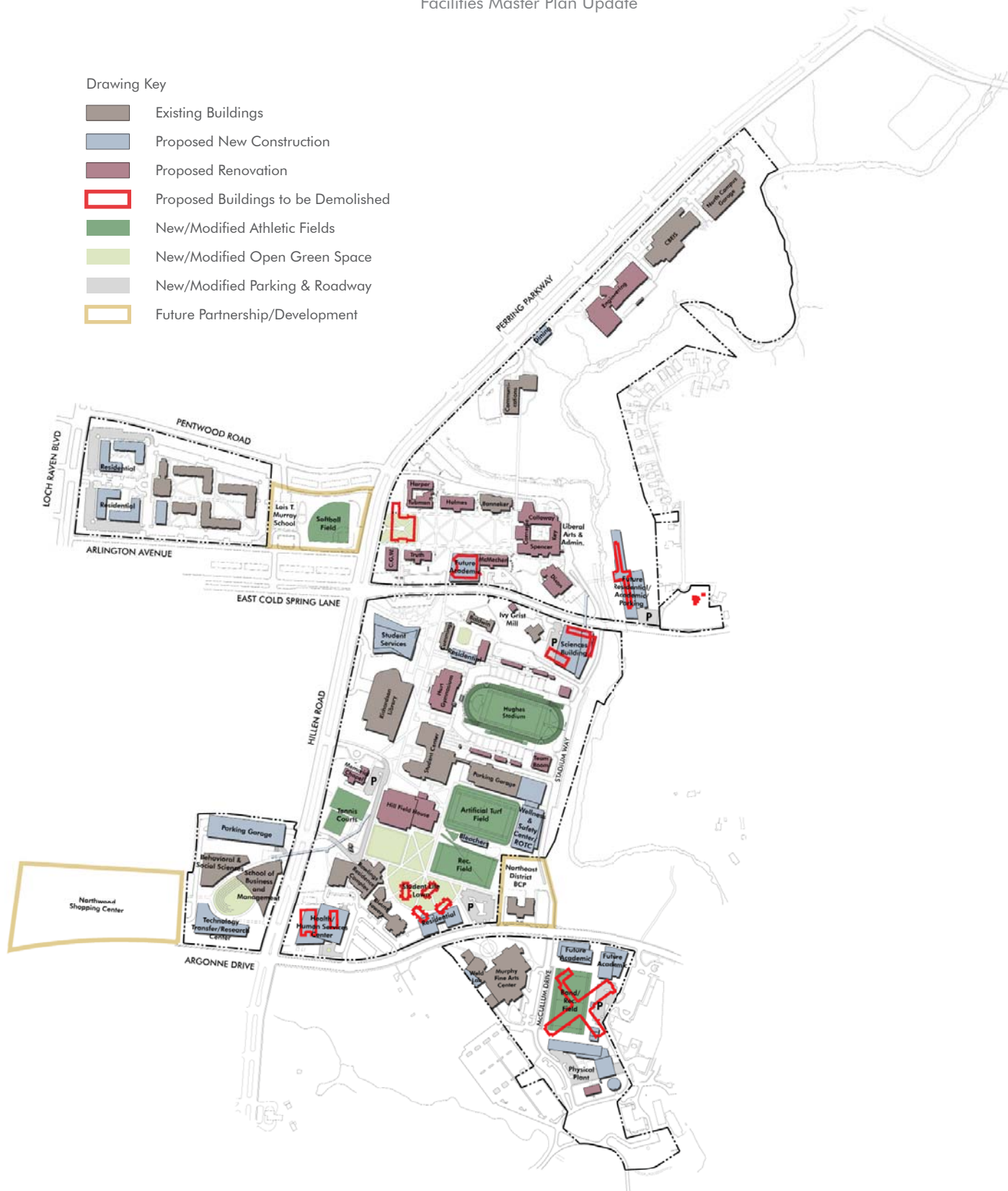
This master plan should be considered a living document that is subject to change depending on the needs of the University. It is a tool to help make these decisions within the context of the overall campus needs and goals. It is important that this plan be maintained to monitor overall progress and maintain a viable path for the implementation of each individual project.

For more information on each project, reference the Program Initiative outlines in the previous section.

Morgan State University
Facilities Master Plan Update

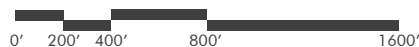
Drawing Key

- | | |
|---|-------------------------------------|
|  | Existing Buildings |
|  | Proposed New Construction |
|  | Proposed Renovation |
|  | Proposed Buildings to be Demolished |
|  | New/Modified Athletic Fields |
|  | New/Modified Open Green Space |
|  | New/Modified Parking & Roadway |
|  | Future Partnership/Development |



MORGAN STATE UNIVERSITY MASTER PLAN UPDATE

Proposed Development Plan



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Recommendations & Design Guidelines



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Recommendations & Design Guidelines

Morgan State University
Facilities Master Plan Update

The following guidelines are incorporated into the Morgan State University Master Plan Update. They should be adopted in the design of all Morgan State University projects, and appropriate portions should be considered for inclusion in the information shared with design teams before the beginning of each project. These guidelines should be considered in context with the other recommendations contained in the Master Plan report. When taken together, the report recommendations and the design guidelines combine to form the overall master planning recommendations.

Morgan State University should maintain a working Master Plan project review committee to review each project for conformance with the recommendations.

Morgan State's iconic Holmes Hall



Architectural Standards



The Earl S. Richardson Library

Many Morgan State University buildings have some historic architectural or design character. The buildings found within the Academic Quad represent many of the oldest buildings on campus and the most consistent historical character. Any project on new or existing buildings within the Academic Quad should take special design consideration for maintaining historical character or maintaining a consistent design character. The existing (or original) appearance is to be maintained through the preservation/renovation and maintenance of the architecturally significant buildings. Window replacements must replicate the original window appearance and configuration.

Buildings that do not represent the architectural quality of the surrounding campus should be renovated as the opportunities present themselves. The North Campus and West Campus feature a more modern design style than the rest of the campus but should continue to be developed with a consistent local character. Buildings within Morgan Commons feature a combination of the historical and modern design styles. The quarry stone that is featured in the historic Academic Quad buildings has been utilized in a more modern fashion in recent buildings designs, like the Richardson Library. This trend should continue in future Morgan Commons structures, such as the Student Services Center and the Health and Human Services Center.

Recommendations & Design Guidelines

Morgan State University
Facilities Master Plan Update

Historic Preservation

Morgan State University's campus was named a National Treasure by the National Trust for Historic Preservation in 2016. As a National Treasure, a preservation plan will be developed to steward the campus's historic structures. Two facilities, the University Memorial Chapel and Alumni House, are already on the National Register of Historic Places. The Chapel, built in 1941, was added to the historic register in 2010. The Alumni House, added to the historic register in 1998, is a contributing building to the former Sydenham Hospital for Communicable Diseases, later known as the Montebello State Chronic Disease Hospital, where numerous procedures for the treatment of communicable diseases were pioneered. Along with several buildings that still remain on adjacent property, the Alumni House was among the seven original hospital buildings. Designed by prominent Baltimore architect Edward Hughes Glidden, Sr. in the early 1920s, these buildings represent a great example of hospital planning from that era.

With the new preservation plan, the University will continue its role of stewardship of its historic properties. One route for this process is by applying the Secretary of the Interior's Standards for Rehabilitation when changes to historic structures are proposed. These standards are mandated for National Register properties when federal funds are used. Although not currently mandated for most Morgan State University's historic properties, the Guidelines are time-tested and widely used. Each individual project will require careful consideration in the application of the Guidelines.

Carnegie Hall, one of the oldest buildings on Morgan State's campus



The Secretary of the Interior's Standards for Rehabilitation

The Standards (Department of Interior regulations, 36 CFR 67) pertain to historic buildings of all materials, construction types, sizes, and occupancy and encompass the exterior and the interior, related landscape features and the building's site and environment as well as attached, adjacent, or related new construction. The Standards are to be applied to specific rehabilitation projects in a reasonable manner, taking into consideration economic and technical feasibility.

Recommendations & Design Guidelines

Morgan State University
Facilities Master Plan Update

A property shall be used for its historic purpose or be placed in a new use that requires minimal change to the defining characteristics of the building and its site and environment.

The historic character of a property shall be retained and preserved. The removal of historic materials or alteration of features and spaces that characterize a property shall be avoided.

Each property shall be recognized as a physical record of its time, place, and use. Changes that create a false sense of historical development, such as adding conjectural features or architectural elements from other buildings, shall not be undertaken.

Most properties change over time; those changes that have acquired historic significance in their own right shall be retained and preserved.

Distinctive features, finishes, and construction techniques or examples of craftsmanship that characterize a property shall be preserved.

Deteriorated historic features shall be repaired rather than replaced. Where the severity of deterioration requires replacement of a distinctive feature, the new feature shall match the old in design, color, texture, and other visual qualities and, where possible, materials. Replacement of missing features shall be substantiated by documentary, physical, or pictorial evidence.

Chemical or physical treatments, such as sandblasting, that cause damage to historic materials shall not be used. The surface cleaning of structures, if appropriate, shall be undertaken using the gentlest means possible.

Significant archaeological resources affected by a project shall be protected and preserved. If such resources must be disturbed, mitigation measures shall be undertaken.

New additions, exterior alterations, or related new construction shall not destroy historic materials that characterize the property. The new work shall be differentiated from the old and shall be compatible with the massing, size, scale, and architectural features to protect the historic integrity of the property and its environment.

New additions and adjacent or related new construction shall be undertaken in such a manner that if removed in the future, the essential form and integrity of the historic property and its environment would be unimpaired.

Recommendations & Design Guidelines

Morgan State University
Facilities Master Plan Update

Wayfinding



Existing gateway signage at the intersection of Hillen Road and E. Cold Spring Lane



Existing wayfinding signage

Morgan State University will work with the City of Baltimore to include additional listings of Morgan State University on the City's existing wayfinding signage system. Pedestrian wayfinding signs will be located at the major campus gateways to identify University buildings and other points of interest aligning with the path of pedestrian travel.

Morgan State University will work with the City of Baltimore to revise the street nameplates to include both the street and the University as district street signs, and to provide proper signage at Stadium Way intersections.

As a designated Historic Treasure, the University will be required to abide by the signage guidelines for historic buildings as dictated by the National Trust.

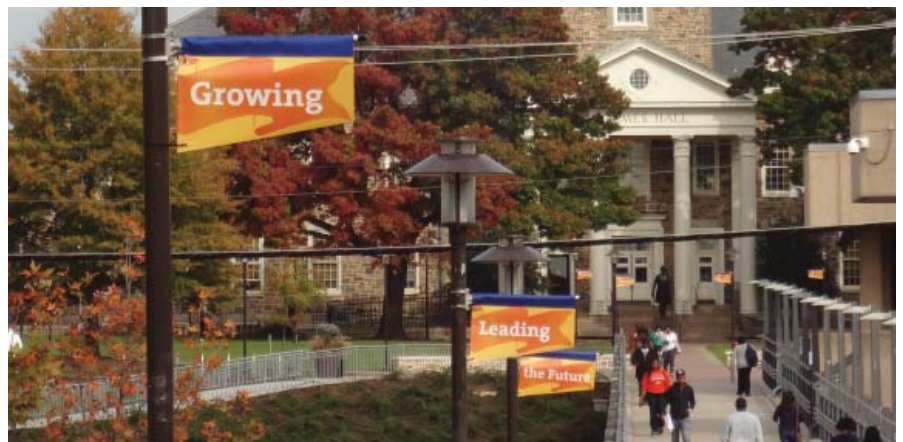
Campus Identification Signage

Locate Morgan State University campus identification signage at all major campus gateways. More prominent signage should occur at the intersections of Hillen Road with E. Cold Spring Lane and Hillen Road with Argonne Drive. Additional campus identification signage should be developed on Perring Way at the northern edge of campus and at the intersections of Stadium Way with E. Cold Spring Lane and Stadium Way with Argonne Drive.

The banner program will be continued (and enhanced) through campus and along Hillen Road, Perring Way, E. Cold Spring Lane, Argonne Drive, and Stadium Way. This will assist with expanding the presence of the University, especially when approaching by vehicle. The banners should be used to showcase not only the University in general, but also the campus neighborhoods. Each type of banner could be similar in style, colors, and shape, but feature additional relevant subject materials. The University should consult with a graphic designer to create a complete and cohesive banner/signage system.

Distinctive pedestrian scale signage should be located near the building entrances to identify the building, the University and to aid in marking the entry.

The existing and future pedestrian bridges are an opportunity to project the University identity. Carefully designed University identity graphics could be attached to exiting spans or be an integral part of future designs to add character and identity to the bridge.



Existing campus banners

Recommendations & Design Guidelines

Morgan State University
Facilities Master Plan Update

Campus Circulation

The following circulation recommendations were developed in conjunction with the **Morgan State University Bicycle Master Plan**. The recommendations are made to improve overall safety and to support vehicle, pedestrian, and bicycle circulation in and around campus. They are divided into short, mid, long, and future-term phasing based upon ease of implementation and the changing needs of Morgan State. The University does not have jurisdiction over any roadways outside of campus, but will continue to work with the City, State, and surrounding community to improve safety in and around campus. See the Bicycle Master Plan (attached in the Appendix) for additional analysis and recommendations.

Short-Term improvements are typical low cost, high impact, high feasibility projects. These can be seen as the low hanging fruit that provide momentum for implementing projects with higher capital costs.

Mid-Term improvements may take additional coordination and fund raising, but also will have a high impact on safety and improved circulation.

Long-Term projects require in-depth study for feasibility and design. These improvements will be more innovative and provide ideal conditions for bicyclists who may be interested in riding but do not feel safe in the current environment.

Future-Term recommendations provide the most protected facilities and require coordination with and study of vehicular traffic patterns. Potential impacts to vehicles are reduction in lanes and parking takes. Sometimes, these projects can be funded by grants, therefore decreasing implementation timing and becoming a catalyst project for the area.

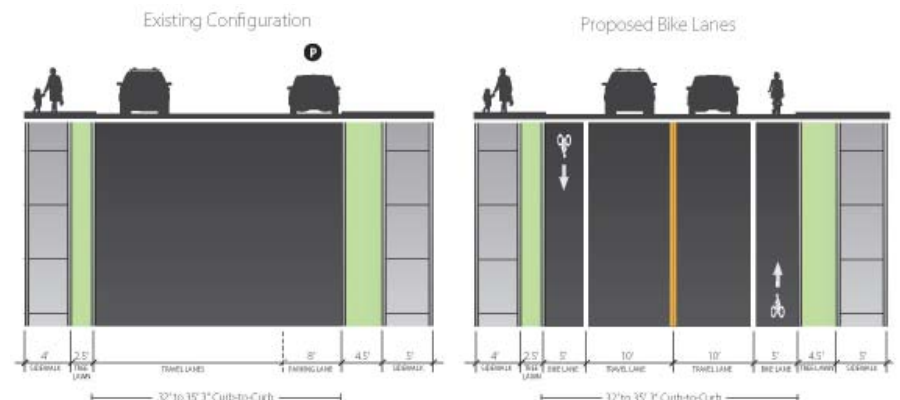
Short-Term On-Road Improvements

Pentwood Road (On and Off Campus): Add sharrows to this bike route to communicate to vehicles that bikes have the right to use this roadway.

East Arlington Avenue: Add sharrows to this one way street that connects Morgan View with the Main Campus.

Tivoli Avenue: Add sharrows to connect Argonne Drive with Havenwood Road.

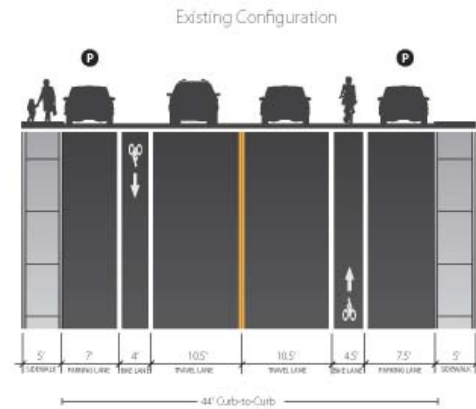
Havenwood Road: Add bicycle lanes. With the surrounding construction and lack of striping it is possible this may be a near-term striping project. If intercepted before striping is scheduled, bike lanes can easily fit within the existing curb to curb dimensions. Once the proposed Technology Transfer Center and future Northwood Shopping Center development is completed, Havenwood Road will no longer be an active thoroughfare.



Recommendations & Design Guidelines

Morgan State University
Facilities Master Plan Update

Argonne Drive (Existing Bike Lane from McCallum Drive to the East): This re-striping project will increase the width of the bike lanes. AASHTO standards with curb and gutter and parking are 5 foot lanes. Lane and parking stall narrowing may be feasible to increase the width of the bike lane (existing measurements right). Complete the connection to Walther Avenue.



Argonne Drive (from Hillen Road to the West): Re-stripe to provide bike lanes to connect with neighborhoods to the west of campus.

Stadium Way: Add sharrows to indicate this is a bike route through campus. Ensure gates provide sufficient clearance for bicycles.

Mid-Term On-Road Improvements

East Cold Spring Lane (Within Campus and Connecting with Neighborhoods to the East): Add bike lanes to provide separation along this critical east/west connection. The section below indicated a potential re-striping configuration for the segment of East Cold Spring Lane from Hillen, east, through campus and extended into the residential area beyond.

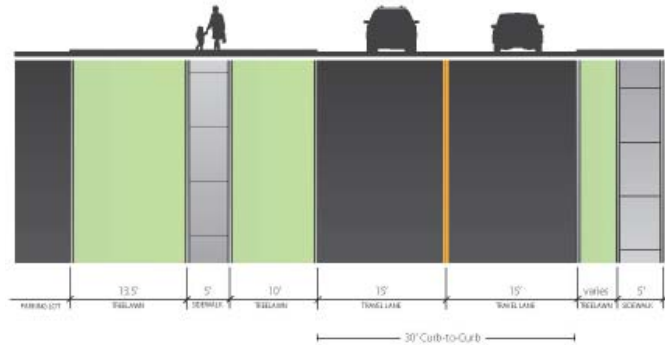


Recommendations & Design Guidelines

Morgan State University
Facilities Master Plan Update

Argonne (Near the Blount Towers): Re-stripe the road to include bike lanes, or construct a multi-use path within the vegetated strip. Options should be selected based on available funding, feasibility, and cooperation with the City.

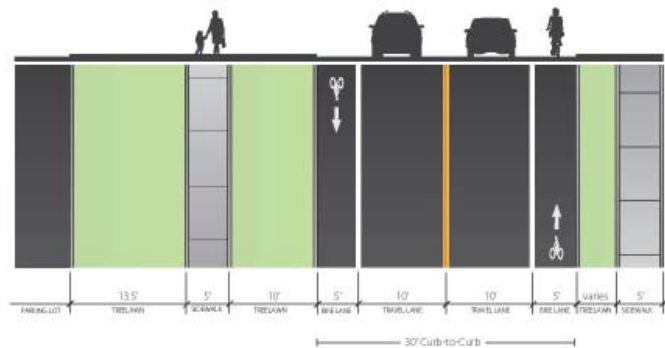
Existing Configuration



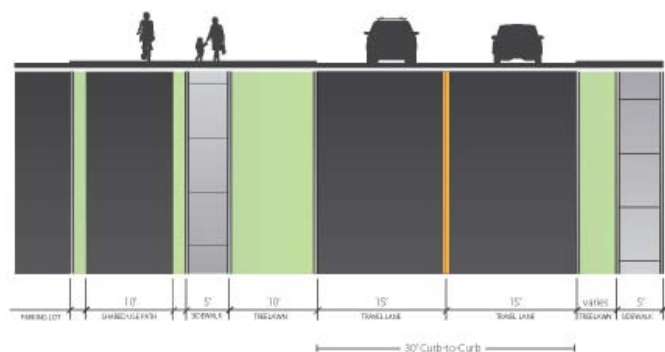
Bike lanes should be implemented, if possible, to connect the existing bike lanes to a transition point where a multi-use path may be implemented. Thorough design of on/off road transitions (and accompanying signage) will be required to communicate appropriate circulation and behavior to bicyclists, pedestrians, and motorists.

Argonne (near the Blount Towers) recommended sections:

OPTION 1: Proposed Bike Lanes



OPTION 2: Proposed Shared Use Path



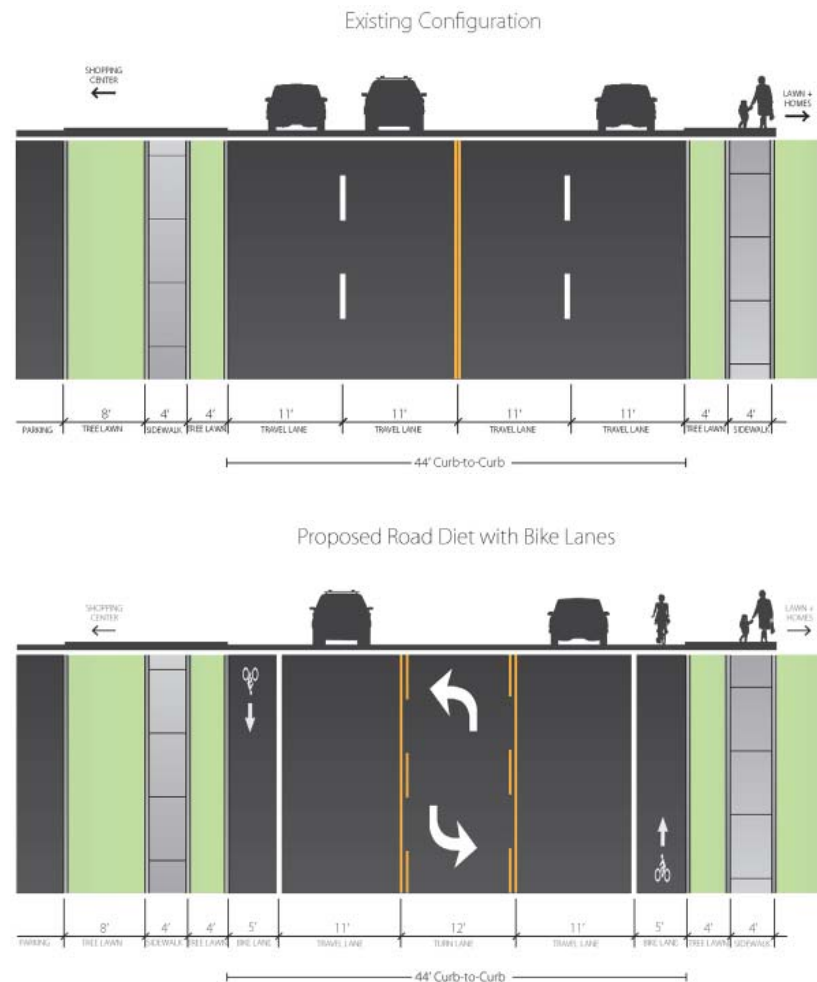
Recommendations & Design Guidelines

Morgan State University
Facilities Master Plan Update

Long-Term On-Road Improvements

East Cold Spring Lane (from Hillen Road to the West): The segment of East Cold Spring Lane between Loch Raven Blvd. and Hillen Road should be vetted for a road diet to accommodate the continuation of this bike lane, or sharrow, at minimum.

The section of East Cold Spring Lane near the cross road of Kelway Road is a candidate for a road diet.



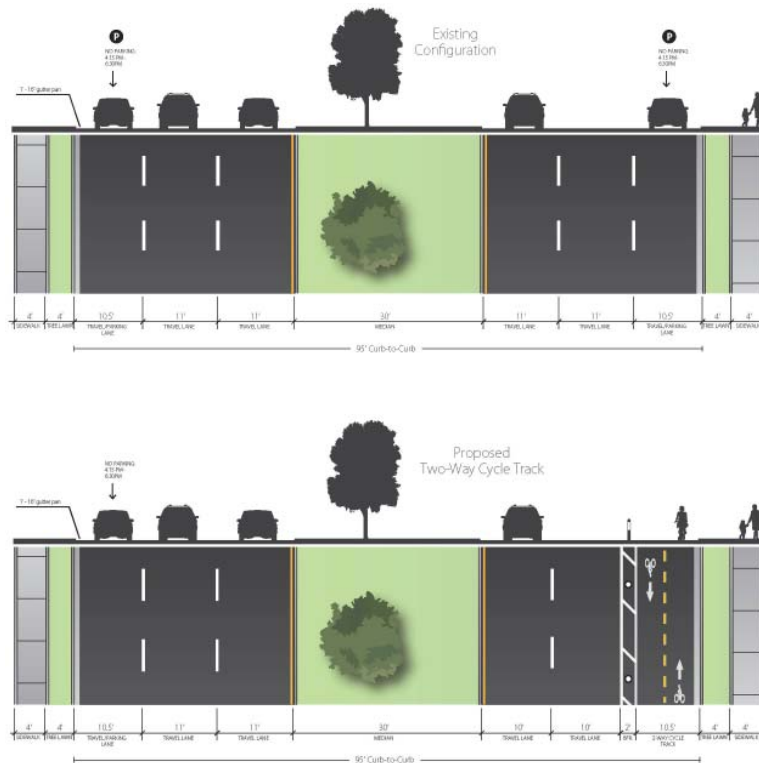
Multi Use Path Along West Side of Hillen Road between Argonne Drive and Havenwood Road: Add a multi-use path to complete the connection from Argonne Drive (within campus) to the new West Campus, Northwood Shopping Center, and bike lanes on Havenwood Road. This multi-use path should be wide enough to accommodate two-way bicycles and pedestrians (ideally 16 feet if striped for separation or 16 feet of path matching the current character of paths within the campus).

Recommendations & Design Guidelines

Morgan State University
Facilities Master Plan Update

Future-Term On-Road Improvements

Hillen Road: Improving Hillen Road to comply with the City's complete streets policy will be a major transformation for the campus as well as the City. The campus will take a dramatic shift toward becoming bike friendly and residents of Baltimore will gain a well-protected north/south route. The recommended cycle track will require thorough feasibility studies with community input. Parking loss will need to be understood, but can be compensated for with various methods which should be selected to suit the current contextual and cultural environments.



Loch Raven Boulevard: As the campus expands to the west Loch Raven Boulevard becomes a significant circulation route for students and faculty. Transit stops along this roadway also serve local residents. As the bicycling mode share increases, the median provides an opportunity to preserve roadway dimensions while providing a multi-use path for pedestrians and bicyclists. This option would require participation from the City and integration of the facility into the Baltimore Bike Plan.

Recommendations & Design Guidelines

Morgan State University
Facilities Master Plan Update

Short-Term Off-Road Improvements

Dismount Zones

Creating dismount zones for bicyclists (and other wheeled devices, i.e. skateboards) will reduce conflicts across pedestrian bridges. Installing signage and enforcing rules are the key to success. Dismounting will slow everyone to walking speed to reduce conflicts. Dismount zones are common on University campuses and pair well with well-placed bike parking and safe, well connected routes the divert bicyclists around the dismount zone (where applicable).

Example of dismount zone signage



Example of stairway runnel



Short to Long-Term Off-Road Improvements

Add Runnels to Stairways

Runnels in strategic locations can create connections for bicyclists that they otherwise may be inclined to avoid. By adding channels to stairways for bike tires, bicyclists can continue along straight line paths across topographic changes.

Mid-Term Off-Road Improvements

Widen the Path and Create a Bypass on North Campus

Widening this path will provide an off-road route for less experienced bicyclists. Bypassing narrow passages/breezeways will prevent bike/pedestrian conflicts.

Future-Term Off-Road Improvements

Create a Pedestrian Priority Zone in the Center of Campus

This pedestrian priority zone will need to be implemented with signage and enforced by campus police. This may become necessary when a critical mass of students and faculty are circulating on bicycles and they need to be advised to slow speeds and yield to pedestrians in the center of campus. Priority signs will be posted along the edges of this zone.



Example of pedestrian priority zone signage

Intersection Improvements

Intersection improvements are imperative to the safety of students and faculty. The first priority in the short term is to upgrade all intersections with high visibility crosswalks. Hillen presents the most immediate need, followed by crossings internal to campus and then others throughout the context. These modifications can be coupled with roadway improvements. MSU should work with the City to understand how on-street bikeways may be prioritized and couple the adjacent intersection improvements with the roadway improvements. If the City will not be making roadway improvements within two years, the University should work with the City to implement pedestrian and bicycle improvements in the short term. For intersection improvement guidance see Chapter 6. All intersections should be modified to the highest standards in safety and comply with Complete Streets Policy and ADA requirements.

Recommendations & Design Guidelines

Morgan State University
Facilities Master Plan Update

Bicycle Parking Improvements

Bicycle parking on campus should be upgraded in the short-term. Several existing racks are not secure, are rusted, and not usable. The best example of parking can be found on North Campus at the Center for the Built Environment and Infrastructure Studies (CBEIS) building. Bicycle parking at the CBEIS building consists of the preferred inverted “U-style rack,” are properly spaced, and are covered by the building so the racks are protected from the weather. Bicycle parking throughout campus should be upgraded in a similar design to better accommodate on-campus residents and visitors.

Purchasing bicycle parking requires knowing a few basic standards - see the standards below as indicated by the Association of Pedestrian and Bicycle Professionals (APBP). Barriers to entry in assessing these products are low and provide a branding opportunity through customized colors and logos. The following standards are emblematic of good parking equipment.

- U-lock compatible: parking must enable the user to attach a “u-lock” to the rack and to their bicycle
- Two-Point Locking and Support: u-locks must be able to attach to the rack by passing through the bicycle at two locations (typically the bike’s front wheel and bike frame’s down tube).
- Secure anchoring to the ground, preferably into a concrete base
- Easy for university staff to remove or relocate
- Some racks come with asphalt mounting kits that do not require concrete repair work to remove or relocate
- Rust-preventative coating and appropriate tube thickness to prevent cutting. Common metal coating types include: powder coat, thermoplastic, or galvanized steel.
- Weather protected: Where budget will allow, overhangs to protect bikes from weather are recommended.

Creating a Bike Parking Design Standard

When choosing bicycle parking solutions, university officials must balance the need for low- to medium- cost solutions with a variety of other considerations such as usability (is the parking solution intuitive?), capacity (number of bicycles per rack/corral), aesthetics, and pedestrian maneuverability.

The Association of Pedestrian and Bicycle Professionals (APBP) created the Bike Parking Guide, now in its 2nd Edition, to help cities and organizations choose bicycle parking and create design standards. Of the racks reviewed in the 2nd Edition guide, only the following meet all of the APBP design criteria:

- Inverted-U Rack
- Post and Ring Rack
- Bicycle Corral (APBP calls this an “Inverted U Series”)

Although racks that hold multiple bicycles are more expensive in the short-term, investing in a few low-capacity racks will likely mean the university must purchase more racks in the future. Overcrowded racks accelerate the demand for bicycle parking. Too many bikes attached per rack causes unattractive piles of fallen bicycles and irritation or danger to pedestrians. Diversifying bicycle parking types and providing enough spaces to meet future demand would result in a more sustainable bicycle parking supply.

Recommendations & Design Guidelines

Morgan State University
Facilities Master Plan Update

Mid-Term Transportation Integration Improvements

Add Bike Racks to the Bear Transit Shuttle

As the University makes strides to become more bike friendly and work with the City to improve contextual facilities, the Shuttle should be modified to include bicycle racks. This should be accomplished by retrofitting shuttle buses where possible in the near-term and establishing a goal of having bicycle racks on all buses in the long-term. This will expand the reach of bicycle riders around campus and provide security by allowing students and faculty to travel with their bikes instead of leaving them locked in another area of campus.

Improve Transit Stops

Both shuttle and MTA transit stops located near MSU campus should be improved to provide shelters, queuing areas for people with bikes, maps, and benches. These improvements should allow for sufficient space to board and alight as well as provide clearance for pedestrians moving along the sidewalk.

Programming and Recommendations for Education, Encouragement, Enforcement, and Evaluation

Equally as important as providing bicycle and pedestrian infrastructure is ensuring that users are familiar with the treatments and know how to use them. Education programs targeting the University community are recommended to complement existing efforts at the City level. Similar to education programs, encouragement programs provide incentives and benefits to the public to try bicycling as a mode of transportation.

Implementation

The recommendations within this plan are meant to become the road map to successfully modifying the policies, programming, and physical environment of Morgan State University to create a place that matches the vision of this Plan. Success will require effort from staff, faculty, students, Baltimore City, and local citizens to fulfill the vision of a bicycle friendly campus. As all plans should be, this document is considered a workbook. It should be consulted multiple times during the year to ensure implementation is being monitored. It will also likely be adjusted and modified each year as the campus grows, changes, and is affected by the City around it. While all recommendations may not be implemented exactly as suggested, yearly monitoring with a non-motorized transportation report card will help University Planners realign goals, funds, and initiatives to increase the safety and circulation in and around Morgan State University.

Recommendations & Design Guidelines

Morgan State University
Facilities Master Plan Update

Sustainable Design

In the broadest sense, the most important overall goal of sustainable design is to ingrain the key components of sustainability -- Economy, Environment, and Society -- in the University's culture. To achieve this goal, support is required from the University's management team and from the entire University.



The Morgan State University Climate Neutrality Committee was formed in response to the American College & University Presidents Climate Commitment, which Morgan's President signed committing to the elimination of global warming emissions and integrating sustainability into its curriculum. The committee is currently inactive but was comprised of the Director for Physical Plant, Asst. VP for Design and Construction Management, University Planner, Dean of the School of Architecture and Planning, and Student Government Association (SGA) President. Through this group, or through the creation of a new Sustainability Committee, the University can continue to broaden its sustainability efforts, by:

- Acting as the conduit to the campus community for informing and educating Morgan State University on the benefits to the environment, society, and economics gained through practicing sustainable principles.
- Serving as a campus leader on sustainability and assisting, advising and/or implementing policies and programs related to sustainability.
- Interacting with upper administration and the Morgan State University Board of Regents to discuss the benefits of sustainability. Through this discussion, meetings, and acceptance of the benefits the trustees should propose the integration and endorsement of sustainable design into Morgan State University's strategic plan.
- Signaling the University's commitment to sustainability by performing the tasks outlined in the following sections.

Sustainability Goals for the University:

- 1) Co-Curricular Education
 - Issue a Student Guide to Sustainability (completed)
 - Continue the Morgan State University recycling program: Bottles, cans, paper and cardboard
 - Continue participation in RecycleMania, a friendly competition among colleges and universities to reduce waste and increase recycling.
- 2) Buildings
 - New construction and renovations: Meet LEED Silver or higher for all new buildings, major renovations or interior improvements.
 - Building operations and maintenance: Meet LEED for Existing Buildings (EB) certification for 10% of Morgan State University's existing building square footage
 - Reduce water consumption: Reduce potable water consumption per square foot of building space by 10%
 - Green cleaning service: Morgan State University should continue to use a green seal certified cleaning company or one that meets the environmental standards for cleaning services.
- 3) Dining services
 - Local food: Morgan State University should set a goal of 3-5% of the food expenditures go toward food that is grown and processed within 150 miles of the campus.
 - Organic food: Dining services should purchase 3-5% of its food expenditures from organic certified food products.

Recommendations & Design Guidelines

Morgan State University
Facilities Master Plan Update

- Fair Trade certified coffee: Morgan State University's contracted food services coffee purchases should be Fair Trade certified to the extent possible.
- 4) Energy and climate
 - Reduction in energy: Achieve a three-year reduction in energy of 2%, defined by dividing total energy consumption by the amount of conditioned floor space.
 - Renewable energy: Maintain and increase energy from solar and/or wind, currently at 25%
 - Reduction of greenhouse gas emissions: Reduce by 5% from AY 2005-2006 Morgan State University's greenhouse gas emissions.
- 5) Grounds
 - Green roofs: Morgan State University will investigate the continued use of green roofs on campus buildings and work local consultants to define plant materials and a structure for supporting the plant materials.
- 6) Materials, recycling and waste minimization
 - Waste minimization: Demonstrate a three-year downward trend in Morgan State University's waste generated per capita.
 - Waste diversion: Establish and implement a program to achieve a 15% landfill diversion reduction within three years.
 - Electronic waste recycling program: Establish and implement a comprehensive electronic waste recycling and/or reuse program for Morgan State University owned electronic products to the extent practicable
 - Hazardous waste minimization: Establish and implement a policy of safely disposing of all hazardous, universal and non-regulated chemical waste.
- 7) Purchasing
 - Energy star purchasing: Morgan State University will purchase energy star qualified products, or the equivalent, for product categories covered by this program.
 - EPEAT: Morgan State University will purchase Electronic Product Environmental Assessment Tool (EPEAT) silver registered products, or the equivalent, for products covered by the standard.
 - Paper: Morgan State University will purchase or has a policy to purchase environmentally preferable copy paper and bathroom paper products to extent practicable
 - Vendor code of conduct: Morgan State University will have in place a vendor code of conduct that sets expectations about social and environmental responsibility where applicable.
- 8) Transportation
 - Bicycles: Provide locations around campus and in residence halls for bicycle storage.
 - Zipcars: Locate a zipcar depository on or near campus.
 - Fleet greenhouse gas emissions: Morgan State University will establish and implement a policy in which all the University's vehicles will emit only 0.5 or fewer pounds of carbon dioxide equivalent (CO₂e) per passenger mile traveled.
 - Encourage alternatives to single-occupancy vehicle transportation including walking, bicycling, van or carpooling, public transportation or riding a Morgan State University shuttle.
 - Set as a goal 25% of the entire campus community population that regularly uses the transportation alternatives stated above.

Appendix



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