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**TOPIC:** University of Maryland, Baltimore: Facilities Master Plan Update

**COMMITTEE:** Finance

**DATE OF COMMITTEE MEETING:** January 27, 2011 (presentation and information)

**SUMMARY:** University of Maryland, Baltimore requests Board of Regents approval of this update to its 2002 Facilities Master Plan (FMP).

The University of Maryland, Baltimore is located in Baltimore City along the western edge of the downtown. The University is the State's academic health and law center with more than 6,300 students, most of whom are graduate and/or first professional students. The University awards more than 61 percent of all professional practice degrees in Maryland in dentistry, law, medicine and pharmacy. In FY 2010, the campus was awarded \$567.1 million in research grants and contracts. The campus is comprised of 61 acres with 65 buildings having almost 6 million gross square feet (GSF) of space. As per the FY 2009 SGAP report, the University has an existing space deficit of almost 1.6 million net assignable square feet or about 2.6 million GSF, most of which is attributable to the shortage of research laboratories and offices.

The University has used the 2002 FMP to guide its development. Several recommendations included in the approved plan have been implemented including: Nathan Patz Law Center and School of Social Work' Hilda Katz Blaustein Research Center, Health Sciences Facility II, Pine Street Annex Conversion, Saratoga Building and Garage, University Suites, Dental School Building, Lexington Building, Southern Management Corporation Campus Center, Addition to Pharmacy Hall, BioPark Building 1, BioPark Building 2, and BioPark Garage. Additionally, the University has acquired several properties included in its acquisition zone.

The FMP Update builds upon the 2002 plan and is based on the University's mission and Strategic Plan. The plan update is based on a conviction that the physical environment must be equal to the excellence of the University's academic, research and service programs. Key features of the Plan Update include: a set of new construction and renovation projects necessary for the schools to fulfill their missions, especially additional research space to enable the research enterprise to grow as proposed in the USM Strategic Plan; creation of a vibrant campus community through an enhanced, consistent design guidelines that make recommendations for improvements to the public streets running through the campus, extension of the open space and landscaping network, transformation of Martin Luther King, Jr. Boulevard into a green corridor, creation of gateways at campus entry points and redevelopment of Plaza Park; commitment to sustainable practices; greater inter-professional activities; commitment to addressing the backlog of facilities renewal and deferred maintenance; consideration of the University of Maryland Medical Center facility needs and plans; and, recognition of the University's role in revitalizing neighborhoods surrounding the campus. The Plan Update, like the 2002 FMP, is opportunity based. Planned projects are assigned to multiple locations across campus rather than one site to allow for flexibility and responsiveness to conditions that exist at the time of project development.

The Plan Update builds upon the University's commitment to evolve into a more sustainable campus. Through its companion document, the UMB Design Guidelines, all aspects of the built environment have sustainability recommendations and requirements, including incorporation of LEED standards for new and major renovation projects, "greening" of the campus and continual improvements to energy efficiency.

**ALTERNATIVE(S)**: The FMP Update documents UMB's long term planning objectives and is consistent with the University's mission, strategic plan and the current enrollment growth projections.

**FISCAL IMPACT**: The FMP Update will present a challenge to the capital and operating budgets to implement. Approval of the Plan Update does not imply approval of capital projects or funding. These items will be reviewed through the normal procedures of the capital and operating budget processes.

**CHANCELLOR'S RECOMMENDATION**: That the Finance Committee consider the University of Maryland, Baltimore University Facilities Master Plan Update and materials as presented today for formal action at the Committee's March 2010 meeting; subsequently recommending approval to the full Board of Regents for their April 2010 meeting, in accordance with the Board's two-step approval process.

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COMMITTEE RECOMMENDATION:	DATE:
BOARD ACTION:	DATE:
SUBMITTED BY: Joseph F. Vivona	(301) 445-1923

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# University of Maryland, Baltimore Facilities Master Plan Update / Executive Summary



January 2011

# UNIVERSITY OF MARYLAND, BALTIMORE FACILITIES MASTER PLAN UPDATE JANUARY 2011

## EXECUTIVE SUMMARY

This 2010 Facilities Master Plan Update (“2010 Plan Update” or “Plan Update”) identifies current needs of the University of Maryland, Baltimore’s physical plant and provides recommendations for the University’s projected needs during the next decade. The recommendations suggest functional relationships, building locations, landscaping, circulation, parking and services, utilities, and development phasing to enhance the campus. As well, the plan continues to identify opportunities that will improve the University’s identity and sense of place with updated and expanded Urban Design Guidelines. The Guidelines, in coordination with the 2010 Plan Update, make recommendations for consistent streetscapes, campus gateways, and open space connections, and they affirm the University’s commitment to sustainable practices. The two documents work together to build a strong, identifiable presence for the campus.

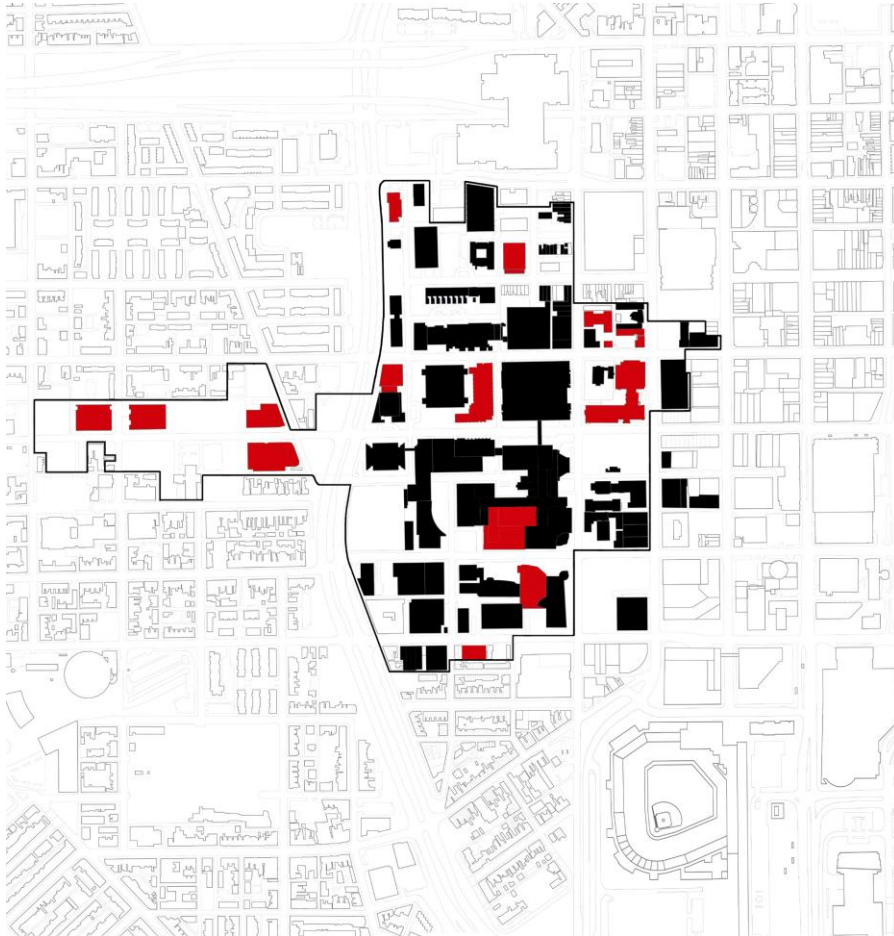
An Executive Committee, chaired by then President David J. Ramsay and made up of the deans and vice presidents, was responsible for setting the direction and approving the 2010 Plan Update. A Working Committee, with representatives from each school and major unit on campus, met regularly to provide information, develop options, and guide the Plan Update’s development. The process also involved participation and input from others in the campus community, adjacent institutions, and nearby neighborhoods. During the planning process, there was a change in University leadership when Dr. Ramsey retired in the spring of 2010. The University’s new President, Dr. Jay Perman, has since reviewed and accepted this Facilities Mater Plan Update.

The 2010 Plan Update is based in the conviction that the University’s mission must be supported by a physical environment equal to the excellence of its academic and research programs. Technically advanced space in which to teach, see patients, conduct research, and provide services to the community are essential, as is a setting that supports and promotes higher education endeavors and safety. As well, the following points will have an impact on the need for new and upgraded facilities:

- A projected campus population in 2018 of 7,130 students, 2,939 faculty members, and 4,275 staff members
- Increased cross-professional and interdisciplinary program activities
- New and expanding clinical programs within each School
- Continuous growth in research funding and activity

As the founding campus of Maryland's public higher education system, the University of Maryland, Baltimore has historic structures dating from the 1800s and newer structures built during the 1960s, 1970s, and 1980s that will require substantial renovation and renewal. Facilities renewal will continue as a major strategy for the campus to maximize the potential of the built environment.

## PHYSICAL ACCOMPLISHMENTS SINCE 2002 PLAN



Projects completed since the 2002 Facilities Master Plan include:

- Nathan Patz Law Center
- Health Sciences Facility II
- Pine Street Annex Conversion
- Saratoga Building and Garage
- University Suites at Fayette Street
- Dental School
- Lexington Building



- Southern Management Corporation Campus Center
- Addition to Pharmacy Hall
- BioPark Building 1
- BioPark Building 2
- BioPark Garage

## ENROLLMENT

Headcount enrollment is projected to increase by 15.9 percent by year 2018 to 7,130 students. FTDE enrollment will increase by 24.9 percent to 7,032 with full time students increasing and part time students decreasing. The Schools of Social Work and Law will experience the smallest enrollment growth while the School of Pharmacy will have the largest growth in enrollment.

## FACULTY AND STAFF

By year 2018, the faculty is projected to increase by 24.2% to 2,939. Staff projections are projected to follow a similar trend with a projected 5,400 staff on campus in 2018. These increases will result from enrollment and research growth as well as new programs and initiatives.

## PLANNING PRINCIPLES

The 2010 Plan Update continues the University's commitment to planning principles identified by previous plans. It does not propose drastic changes to University strategies for growth and development. Rather, it represents further refinement of the phased implementation of the 2001 Facilities Master Plan. Principles embraced in the 2010 Plan Update include:

### *Campus Identity and Campus Edges*

Create prominent borders at the campus edges that strengthen the identity of the campus within downtown Baltimore. Reinforce the campus community and the high quality of the academic environment that the University has established. Improve the portals surrounding the University to recognize the city-campus transitions and further the branding of the University. Implement a consistent exterior signage and wayfinding system on campus.

### *Identity for Each School as a Place On Campus*

Strengthen the identity of each school and their adjacent green space while providing for projected expansion of future programs.

### *Connectivity of Open Spaces*

Create a network of open spaces that identifies and links the campus facilities together. These spaces should celebrate the university environment while acknowledging the urban setting. Distinguish the specific environment in a manner that supports the school while contributing to the University setting within the City. Reinforce and enhance the pedestrian paths that connect the activity centers and open spaces on campus to create a safe, healthy environment.

### *University Plaza as Campus Green*

Create a recognizable campus green. This landmark should be a visible and memorable icon within the University's landscape and satisfy both university and civic aspirations.

### *Traffic, Parking, and Transit Service*

Lead an effort that promotes life-safety issues by creating street systems that are pedestrian friendly. Implement measures that will calm traffic and put roads that run through and around campus on a "diet." Embrace Transportation Demand Management (TDM) strategies in concert with parking management plans to maximize the potential of on-campus and neighboring parking facilities, bus circulation routes, and other transit options.

### *Neighborhood Connections*

Improve connections to the surrounding residential and business communities to stimulate revitalization, promote economic development, and encourage commercial enterprises that will enhance the campus community.

### *Sustainable Initiatives*

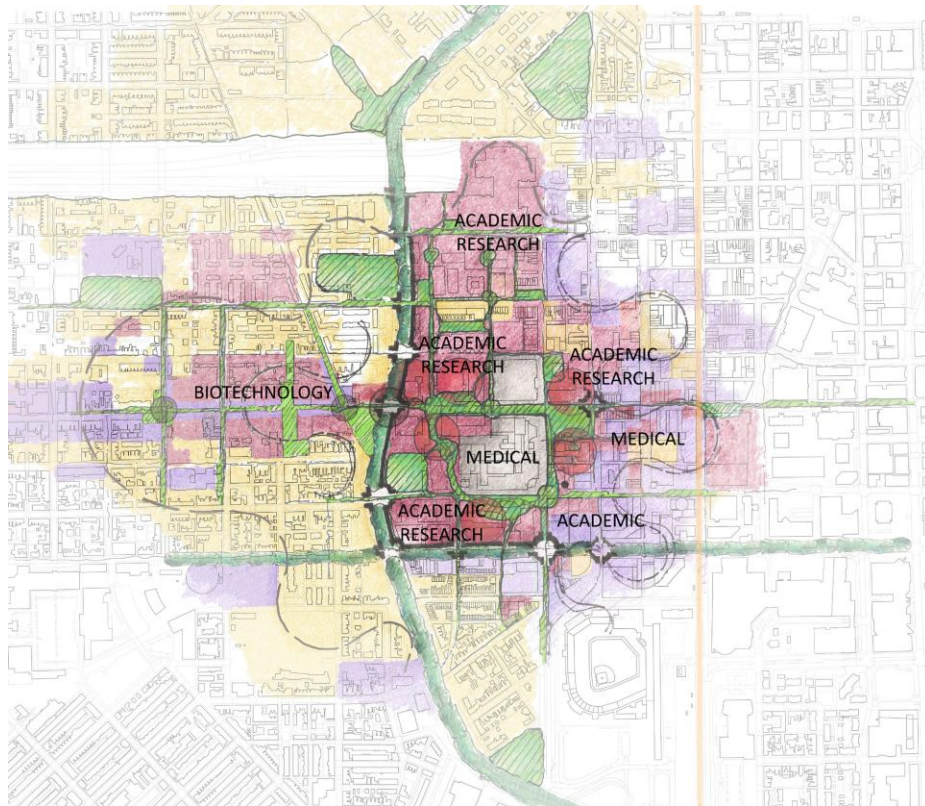
Support programs that promote environmental sustainability. Institute campus policies requiring LEED silver building ratings for new construction and major renovation projects, recycling of materials, and carbon footprint reduction initiatives. Recycle and preserve historic resources wherever possible.

In recognition of the complexities of the urban context, the Plan Update identifies multiple site options for each future project. This approach provides the flexibility to respond to opportunities as they arise. Projects have been grouped into short-term (first five years), long-term (second five years), and beyond (post-10 years). However, the University's ability to fund projects through various funding strategies will affect project implementation. There are seventy-five projects identified by the plan. Not all are construction or new building projects, some are landscape improvements, infrastructure upgrades and building renovations. As well, this list includes projects to be completed by the University of Maryland Medical Center (UMMC) and the University of Maryland BioPark. As with all master

plans, the Plan Update presents the optimally desired development outcomes. The projects and their timeframes must be tempered with the realities of today's economy.

The campus looks in all directions for continued development, and the 2010 Facilities Master Plan Update highlights partnerships with the private sector as a means for implementation.

## CONCEPT PLAN



After examining the existing campus conditions and programs, a Concept Diagram was created. The diagram reflects the vision of the University and the direction of future campus development. Planning issues of particular significance that surfaced during this phase include:

- A need to provide sufficient, excellent facilities for the schools and programs to carry out their missions
- Creation of interdisciplinary/inter-professional facilities where the schools and programs can come together to conduct research, provide clinical services and address societal issues facing Marylanders



- Establishment of campus gateways and boundaries to create an easily recognized campus precinct within Downtown Baltimore
- Enhancement of the campus environment through the implementation of sustainable architecture, landscaping, and streetscaping
- Promotion of sustainable practices
- Identification of potential locations and growth sectors for additional buildings to accommodate future growth for research and related support facilities, offices, and interdisciplinary facilities
- Need for renewal of existing facilities
- Accommodation of additional housing for students, faculty, and staff on campus and in the surrounding neighborhoods
- Development of “24/7” neighborhoods surrounding the campus
- Perimeter development that complements the campus community
- “Greening” of the campus wherever possible
- Historic preservation of the older campus buildings and recycling of older buildings where appropriate
- Improved clarity, civility, functionality, and safety for pedestrians and vehicular traffic (reduce the amount and speed of traffic on campus)
- Creation of positive open spaces on campus
- Development of University Plaza to result in a premier urban park
- Provision of sufficient parking for faculty, staff, students and visitors along the campus perimeter and encouragement of mass transit alternatives
- Marking of the campus through an exterior signage and wayfinding system

## THE PLAN

In the broadest sense, the 2010 Facilities Master Plan Update sets a general strategy whereby the University can direct the physical development of the campus. It does not differ drastically from the 2002 Plan, although it more strongly embraces sustainability and the creation of a positive, identifiable campus precinct in downtown Baltimore. Both the 2002 Plan and the 2010 Plan Update employ the same tactic: identifying a variety of sites for specific projects to be developed over the next ten years, while providing a more general framework of potential sites in the period beyond. This approach allows campus leadership to be flexible and respond to conditions that exist at the time of project development.

This 2010 Plan Update looks outward, beyond the campus boundaries, to the surrounding communities. As is illustrated by the Master Plan Update, much of the University’s future development will occur in three areas:

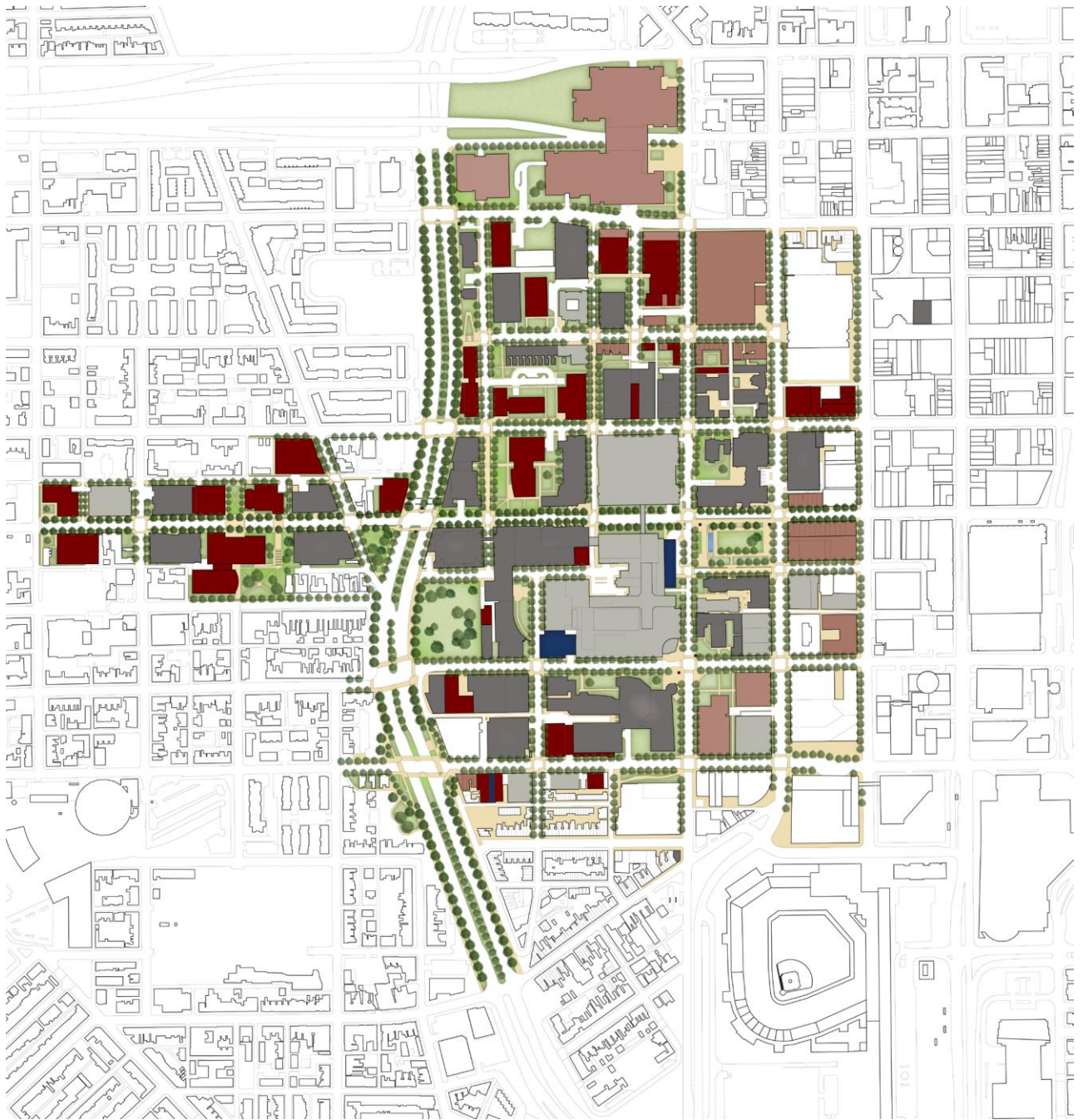
1. West of Martin Luther King, Jr. Boulevard, within the BioPark
2. North of Fayette Street, between Martin Luther King, Jr. Boulevard and Greene Street

### 3. East of campus, in the WestSide Renaissance's mixed-used, neighborhood development

Key features of the 2010 Plan Update include:

- Improvement of public streets on campus to help identify the University precinct, enhance pedestrian safety, minimize the impact of vehicular traffic on campus, and upgrade the campus environment.
- Creation of gateways at entry points to the campus that clearly mark and identify the campus precinct boundaries within Downtown Baltimore.
- Identification of projects necessary for the schools to fulfill their missions
- Incorporation of sustainable practices into the Design Guidelines.
- Expansion of the landscape and open space improvements to incorporate sustainable practices.
- Rework of University Plaza to be a premier urban park and gathering spot for campus community.
- Extension of the "ring of green" on campus through landscaping streets to connect pocket parks.
- Transformation of Martin Luther King, Jr. Boulevard into a lush, green corridor.
- Consideration of the University of Maryland Medical Center facility needs and plans.
- Expansion of the UMB campus community west of Martin Luther King, Jr. Boulevard, particularly along West Baltimore Street.
- Improvements to the eastern edge of the campus toward Lexington Market and the University Center Light Rail station on Howard Street.
- New Urban Design Guidelines - a companion document that contains updated and expanded architectural and landscape design guidelines for the University's physical plant, with emphasis on sustainable practices.
- Investment in supplemental electric utilities to address future campus demands.
- Continued investment/purchase of available and desirable properties for specific purposes as well as for future development.
- Continual expansion of the research enterprise, including Health Sciences Facilities III and IV, as well as a Neuropsychiatric Research Facility.
- Expanded emphasis on inter-professional, multi-disciplinary research and service.
- Commitment to renew existing facilities to ensure their continuing usefulness.

Following is the Master Plan Update with the existing facilities in gray and potential development sites in reddish-brown; the darker color indicates sites owned by the University while the lighter color indicates properties owned by others but of interest to the University.



FACILITIES MASTER PLAN UPDATE