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University of Maryland Eastern Shore

Master Plan

Executive Summary
March 2016

UNIVERSITY of MARYLAND
EASTERN SHORE

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Acknowledgments

Board of Regents

The University System of Maryland Administration

University of Maryland Eastern Shore Administration

University Facilities Master Plan Steering Committee

University of Maryland Eastern Shore Facilities Project Team

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INTRODUCTION

Steeped in history and academic inquiry, the University of Maryland Eastern Shore (UMES) campus aims to continue its commitment to higher education and legacy of sustainability. The Master Plan supports this history and legacy by addressing the need for a framework to guide immediate and long-term growth. Achieving campus growth while maintaining a high-quality, sustainable physical environment is one of the most significant issues facing modern academic institutions. Often, the pressure to expand threatens the very qualities that make the campus so attractive to faculty and students. Historically, at the UMES campus, development has occurred while maintaining the beauty and sense of place of the historic core. This historic architecture and landscape, coupled with its recent extensions, forms the defining image of the UMES campus.

The purpose of the plan is to guide the priorities of upcoming individual projects and suggest their most appropriate locations on campus. Additionally, the Master Plan is designed to be a living flexible document that can be adapted over time and updated as the needs and direction of the university evolve. To assist in the fulfillment of the plan's vision, guiding principles, rooted in the unique physical characteristics of the campus, are defined to help guide decision making by university administration and facilities teams. The Master Plan also identifies campus planning themes such as the pedestrian experience, the vehicular environment, etc. For each theme, campus planning best practices and recommendations are provided to guide future improvements. The guiding principles and themes provide tools for growth, allowing the campus to accommodate anticipated and unanticipated projects within a well-defined urban design and open space framework.

The 10-Year Master Plan is focused on the campus facilities' growth and development from 2016 to 2025. (A list of Future Opportunities is also included for more long-term development and to provide a structure for unanticipated or larger-scale development on campus.) While technically a facility-oriented master plan (not a full campus vision plan, or detailed space-needs/space-utilization assessment), the document strives to address some of the ambitions and concerns of the campus community's vision, while delineating a clear plan for the physical environment and facilities.

The aggressive plan for growth and a significant increase in enrollment over the next ten years will place great pressure on the physical academic, residential, and athletic facilities on campus. Strategic infill development can build upon existing infrastructure and create better definition of quads located near the center of campus, and larger expansion needs can be clustered along the newly proposed McCain Walk, improving links to the new Science facility. Athletic facilities should continue to migrate to the north incrementally, creating an athletic precinct as the current facilities reach the end of their useful lifespans. All new construction, renovation, and open space improvements should be considered as part of a unified vision to foster a vibrant, safe and walkable campus, build a sustainable future, and advance academic aspirations for UMES.

BACKGROUND & CONTEXT

REGIONAL CONTEXT AND CAMPUS LOCATION

The UMES campus comprises 745 acres located adjacent to the town of Princess Anne, Maryland and is approximately 20 miles south of Salisbury, Maryland and 20 miles north of Pocomoke City, Maryland. It is accessible to three major metropolitan areas (Washington, DC, Baltimore and Annapolis) by a straightforward system of Interstate and State highways. The campus is connected to adjacent towns by shuttle services. The towns of Salisbury, Pocomoke and Crisfield have commuter shuttles servicing the campus as well.

To the north, UMES is bordered by the Loretto Branch, and to the south, by the Manokin Branch. These branches of the Manokin River, which empty into the Chesapeake Bay, are not so significant in size and scale as to prohibit future expansion and acquisition of land beyond their borders, as was evidenced by the acquisition of the ENT Farm to the south east. To the east it is bordered by Forestation Reserves. To the west, the campus is bordered by an active freight railway line, which separate Hawk's Landing from the main campus.

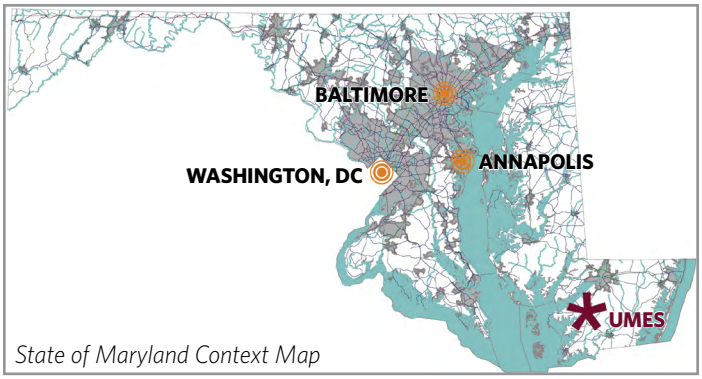
TOPOGRAPHY

The regional topography of the eastern shore area of Maryland is relatively flat and, due to it's proximity to the Chesapeake Bay, is laced by rivers as well as wetlands and swamps. The highest elevation in the Lower Eastern Shore is 65 feet above sea level. The land use is 25% agriculture, 40% forest, 32% water/wetland, and 3% developed.

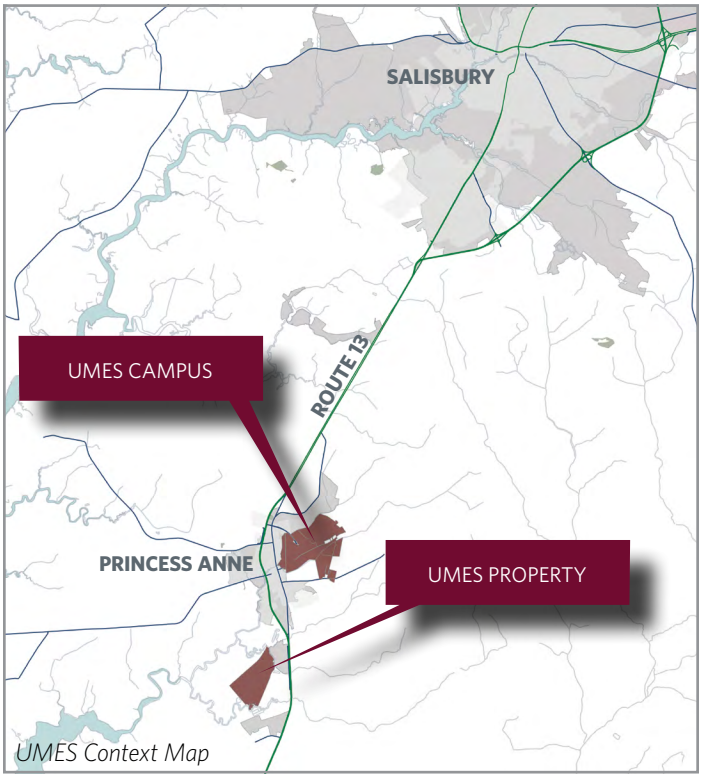
The topography of the campus reflects that of the regional environment. The majority of the campus is presently between the aforementioned Loretto Branch, which runs along Hawk's Landing to the west and along the boundary of campus to the north, and the Manokin Branch to the south. It is along the banks of these branches that the most change in elevation occurs throughout the campus. Otherwise, the topography varies by only a few feet over the entire 700 acres.

PHYSICAL AND ENVIRONMENTAL ANALYSIS

UMES is adjacent to Princess Anne and, with the exception of the ENT Farm, located between the Loretto Branch and the Manokin Branch, which split from the Manokin River at the west end of campus just east of Hawk's Landing. The Manokin River empties into the Chesapeake Bay. Due to its proximity to sea level there are no significant change in elevation.



State of Maryland Context Map



UMES Context Map

Campus growth is moving in a northeasterly direction, with the most potential for future acquisitions being just south of the historic quad on the opposite side of the Manokin Branch.

HISTORICALLY BLACK COLLEGES AND UNIVERSITIES

HBCU's were largely established after the American Civil War with the primary mission to educate black Americans. There are 107 institutions in the United States and they are considered a source of accomplishment and great pride for the African American community. UMES is the State's Historically Black 1890 Land-Grant Institution that is committed to launching students to leadership roles domestically and internationally in a variety of fields.

RECENT ACHIEVEMENTS

UMES has successfully implemented several projects in recent years that have advanced the campus both in terms of campus sustainability and academics.

- In 2008, the first set of geothermal fields were completed near Wicomico Hall.
- In 2011 Somerset Hall, a 1950s-era building was renovated and received a LEED "Gold"certificate and the 17-acre solar farm was completed.
- In 2014, innovative renewable energy solutions landed UMES as the top most eco-friendly public HBCU.
- In 2015, the "STEM" Engineering, Aviation, Computer and Mathematical Sciences Building was completed on the eastern edge of campus. In addition to classrooms, labs and faculty offices, the new building features conference rooms, a library, media production facilities, and central computing services. As a part of the campus' commitment to sustainability, it has been fitted with an eco-friendly geothermal heating and cooling system and a second set of geothermal fields were installed in the field to its east.

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WHAT WE HEARD

The Master Plan included input from the campus community to inform both the process and the recommendations. Students and faculty were provided questionnaires to provide input from the users directly. They were asked questions such as:

- Are there new types of campus spaces needed to foster the UMES academic missions?
- What do you like best about the UMES campus?
- Is there a single, significant asset of the campus planning, architecture, landscape, or overall environment you want to see protected, enhanced, or cultivated in any future plans?
- What would most improve the faculty and staff experience on campus?
- Do student residential facilities function well? How should they expand to capture projected growth of student population over the next decade?

The surveys provided insight on issues like the need for healthier food options that are closer to dorms and open late night, better sidewalks along main roads, upgraded student residences, and spaces for interdepartmental gatherings/engagements. We also learned about things that are currently working on campus such as some beautiful and park-like landscapes and the appreciation for the historic character of traditional brick buildings. Many of the issues brought to light have factored into the Master Plan recommendations and proposed plan. The adjacent mapping of issues summarizes what we heard.

CAMPUS STRENGTHS

HISTORIC CORE AND LANDSCAPES

The historic campus landscapes and core campus are well maintained, aesthetically pleasing, and create a campus character to be admired.

COMMITMENT TO SUSTAINABILITY

A commitment to sustainability is apparent and demonstrated on campus through several recent projects such as geothermal fields, solar fields, LEED building renovations and forest conservation areas.

ADVANCING THE BUILT ENVIRONMENT

Recent new construction on campus is providing needed spaces for academic advancement and contributing to the built environment.

SUCCESSFUL SPACES

Many students and faculty find the core campus quads to be successful spaces that people want to occupy. Specifically Sommerset Hall and Waters are nice areas to study in the grass. In addition, Carver is a valuable location for studying between classes and holding open events such as Pi Day.

CAMPUS CHALLENGES

GATEWAYS, WAYFINDING, IDENTITY

Campus gateways and arrival moments need improvement in terms of signage and arrival sequence. In addition, wayfinding on campus could be upgraded and the campus identity enhanced.

CONNECTIVITY

Pedestrian pathways are often interrupted by barriers such as fences or bioswales. Sidewalks and safe crossings should be built upon to improve connectivity throughout the campus.

MIDDLE ZONE SPRAWL

The campus core density creates a nice character and feeling of activity. UMES is set within an agricultural rural environment which also contributes to the campus character. However, there is a middle zone of sprawl between these two character-defining areas which is neither dense nor rural. This zone is in need of improvement and enhancement.

TEMPORARY STRUCTURES

While many of the buildings on campus are serving the campus population well, some growth has been accommodated with temporary structures. Many of these structures are also located within the floodplain. Temporary structures should be removed and an assessment of permanent buildings located within the floodplain should be performed.

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GOALS & GUIDING PRINCIPLES

GOALS OF THE MASTER PLAN

It is imperative to set goals for any campus planning process and master plan. The adjacent key goals summarize the intentions of the Master Plan Update.

GUIDING PRINCIPLES

Guiding Principles are a statement of priorities for a campus master plan. They articulate for a broad audience both within and outside the university the values that the university will seek to follow as it implements individual projects over time. The process of articulating principles helps the university to define what it cares most about in creating a master plan. Once defined, they provide a way of testing each proposed alternative or concept to see if it hews to these tenets. Guiding principles assist in making decisions not only during the planning process, but also long after the master plan has been published.

A set of principles should be both broadly applicable but also specific to the unique characteristics and values of the institution. They should allow the university to actively refer to them for guidance in making individual decisions, while providing flexibility as to how to achieve the larger goals they represent. Guiding principles also represent a public statement and commitment by the university to its extended community, which often includes surrounding residents and stakeholders.

MASTER PLAN KEY GOALS

- Fulfill UMES's commitment to the Board of Regent's directive that a Facilities Master Plan (FMP) be evaluated and updated on a periodic basis, including when substantial changes to the institution's mission statement have taken place
- Lay out a framework for the academic and physical growth of the University over the next ten years guided by projected enrollment growth and space needs
- Establish a development strategy that prioritizes projects in terms of siting, infrastructure capacity, funding, phased renovations of existing buildings, and phased new construction
- Determine the amount of future development that can be accommodated throughout campus
- Build upon the campus identity and provide an urban design framework for future projects and the overall campus evolution
- Retain the commitment Climate Change Mitigation through Climate Neutrality and campus-wide sustainability consistent with the USM system-wide sustainability initiatives

MASTER PLAN GUIDING PRINCIPLES

- Enhance the character of UMES's exceptional historic campus core
- Build upon and strengthen the compact, walkable historic core for short-term and mid-term growth, while preserving the rural quality of outlying areas and reserving them for potential long-term growth needs
- Preserve existing historic and agricultural landscapes and conservation areas while expanding the network of quads and interconnected open spaces
- Improve walkability, multi-modal connections, and access throughout campus
- Strengthen the campus identity at gateway arrival moments and throughout campus
- Create spaces that foster campus community, interdisciplinary encounters and informal gathering spaces for all students, faculty, and staff
- Plan and build in an environmentally sustainable manner which also responds to local landscapes, climate, and agricultural and rural context
- Foster design excellence in new projects

MASTER PLAN THEMES

Each of the campus themes captures forward looking issues on campus. Together the themes create a cohesive Master Plan which respond to and expand upon the campus-wide Guiding Principles.

SUSTAINABILITY

UMES has incorporated long term comprehensive sustainability concepts in its Master Plan. The sustainability strategic goals and implementation plans are evolving and comprehensive in nature.

Recommendations:

Build on the University's successes in the past and continue to foster high sustainability goals. The campus commitment identifies objectives in the following categories: building, energy, site, transportation, and water.

CAMPUS SPATIAL ORGANIZATION

The primary building and land uses consist of Academic, Research, Residential, Student Services, Administration, Athletic facilities and Support. The rich natural character of UMES is due in large part to the variety and quality of open spaces. Existing open spaces can be categorized as formal campus greens, informal campus greens, athletics fields, and agricultural landscapes. Though the open spaces on the main campus are linked together by a series of pedestrian paths, greenways and smaller quadrangles, presently the east campus is edgeless and the open spaces are undefined and poorly linked to the main campus. The vast majority of land is farm and forest. These natural features and rural qualities should be valued and respected as the university grows.

Recommendations:

1. Concentrate new building development in or near the historic campus core to:
   - Complete unfinished quads
   - Strengthen the close proximity of human-scaled living and learning spaces, providing more opportunities for interdisciplinary interaction
2. Create new quads, including one adjacent to the new Sciences building, that connect to the historic quad in a meaningful way
3. Plan landscapes that foster outdoor activity
4. Consider future development outside of the core for only strategic or very long-term uses
5. Strengthen pedestrian connections to existing precincts outside of the campus core, including to off-campus housing
6. Remove and replace temporary structures by infilling their uses within existing or new structures
7. Renovations should address building conditions, functionality, as well as health and safety and environmental constraints (such as the floodplain, ADA access, etc)
8. Land use patterns should properly distribute residential and academic buildings as well as parking to create an active dynamic campus
9. Establish an athletics precinct on campus which is robustly connected with trails, open spaces and bike paths

IDENTITY, WAYFINDING, AND ARRIVAL EXPERIENCE

The gateway arrival moment for all three campus approaches should be studied for an improved experience. Campus signage, landscape, or buildings at other gateways should be considered for an improved experience as well.

Recommendations:

1. Use consistent University logos, graphics, colors for all permanent and temporary signage on campus
2. Develop consistent buildings, roads, and pathways signage
3. Strategically place campus maps in kiosks for visitors and new students
4. Mark the points of entry to campus with strong entry signage, landscape design and/or architectural feature, with a stronger emphasis on the curving entry boulevard from the north

PEDESTRIAN EXPERIENCE

Overall connectivity on campus should be improved to ensure that the campus community can move about campus with ease from one destination to another. Campus paths should be both functional to connect as well as qualitatively contributing to the campus environment with carefully chosen paving and designed landscapes.

Recommendations:

1. Create connections and remove existing barriers on major pedestrian desire lines
2. Bridge over topography in key locations to create a more connected pedestrian network
3. Remove fencing or portions of fencing which act as a barrier to the pedestrian network
4. Create comfortable, safe pedestrian paths along roadways and safe crossings at key locations
5. Develop a consistent palette of hardscape, landscape and lighting for pedestrian paths

VEHICULAR ENVIRONMENT

A campus should be easily navigable for the campus community and visitors alike. Road hierarchy can define the overall campus circulation with clear routes to and from different precincts of campus, and service and access routes. Alternate forms of transportation such as bicycles and public transit are both sustainable and integral to maintaining a connected campus. UMES has made efforts to provide for these modes of transportation and should continue to do so. Service access and parking are a necessity to support an institutional system such as UMES. However, as many students live on campus, the campus environment should prioritize the pedestrian experience while providing service and parking access.

Recommendations:

1. Plan for parking that is accessible from the existing and future ring road, but screened with landscaping
2. Minimize parking in the campus core; existing lots should be evaluated for potential relocation where buildings or landscape would more appropriately contribute to the campus environment
3. Consider a porous parking surface such as gravel, grass pavers, or structured grass for new parking areas outside of the core campus
4. Eliminate road patterns which are confusing and intrusive; plan for circulation routes that help create a more clear and unified whole
5. Continue to assess and provide for infrastructure supporting public transit and bikes such as bike shelters, bus shelters and information on bus routes

CAMPUS LIFE

Many institutions have found that successful student experiences are linked to spaces outside the classroom. Informal gatherings, meetings, dining opportunities, and recreational space can often enhance the educational and student experience. New housing, dining facilities, and recreational spaces should enhance the student experience on campus.

Recommendations:

1. Infuse existing housing with communal spaces for teaching, learning, studying and informal gatherings
2. Plan for the replacement of obsolete, under-performing student housing that negatively impacts campus connections, security, and open space networks with more communal housing typologies that provide for a range of public, semi-public, and private spaces
3. Build new housing with robust opportunities for "sticky" collisions such as shared amenities, study nooks, classrooms, meeting rooms
4. Locate new housing in precincts that could benefit from student activities such as sites which are intermingled with academic uses or directly adjacent an existing student residence to create a "sister building" and shared quad
5. Renovate existing academic buildings to create flexible teaching and research venues to foster innovative teaching and learning models as well as cross disciplinary opportunities
6. Strategically locate programs in buildings and throughout campus to foster opportunities for collaboration
7. Strategically locate campus life amenities, particularly food-related, to encourage student interaction and overall campus vibrancy

CAMPUS CHARACTER

New buildings on campus should respond to the context in terms of scale, building height and massing, and materiality. Landscaping, plazas, entry points, and building footprints should all be studied in depth for new projects to ensure that the building feels a part of the existing campus.

Renovations or additions to existing buildings should consider the same recommendations if exterior modifications are within the scope of work. Building conditions and functionality should be assessed on an ongoing basis to identify buildings in need of both interior or core and shell renovations.

Recommendations:

1. Foster design excellence in new building and landscape projects through design competitions
2. Build to a scale and height that responds to the context - both in the historic core and in other precincts on campus
3. Connect new buildings into the landscape and infrastructure of their surroundings so that they feel connected to campus
4. Design new buildings which respect the historic nature of campus, yet create state of the art facilities
5. Use building materials which respond to the existing architecture on campus

2016-2025 Master Plan


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L5
S4
P3
R10
S3
NC14
R9
S4
NC13
L1
822
NC16
NC12
R6
S3
S2
P4
NC1
COLLEGE BACKBONE ROAD
L2
P2
R5
COLLEGE BACKBONE ROAD
VAUGHN RD
MARION DR
L7
NC3
S4
A2
NC2
P1
NC15
A3
HAWK LANE
R3
McCAIN DR
L11
L10
NC11
A1
R4
COLLEGE BACKBONE ROAD
A4
NC10
L6
R2
DEAN HARRIS COURT
S1
NC8
NC9
L3
L9
P. HYCHE BLVD
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2016-2025 MASTER PLAN

Proposed projects of the 10-year Master Plan are outlined for UMES and categorized as sites for new construction, campus life, major pedestrian paths, landscape & open space, gateways, transportation, and sustainability.

Potential Sites for New Construction

NC1	Welcome Center
NC2	Field House
NC3	Residential Dorm
NC4	Residential Dorm(s)
NC5	Pharmacy & Health Professions
NC6	Agricultural Research and Education Center
NC7	Farm Support (replacement facilities)
NC8	Academic Building
NC9	Criminal Justice Center & Police Station
NC10	Hawk's Landing Expansion
NC11	Residential Dorm
NC12	Tawes Replacement
NC13	President's House (replacement)
NC14	Potential Stadium Location (10,000 seat)
NC15	Expanded WESM Radio Station
NC16	Potential Conference Center Option
NC17	Potential Conference Center Option

Student & Faculty Amenities

A1	Cafe
A2	Quad Pavilions
A3	Convenience Retail
A4	Faculty Club

Major Pedestrian Paths

P1	McCain Walk
P2	Athletics Spine
P3	Campus Trail System
P4	Pedestrian Bridge

Landscape and Open Space

L1	Main Entry Allee
L2	Welcome Center Landscape
L3	Western Gateway Landscape
L4	Eastern Gateway Landscape
L5	Ropes Course
L6-L11	New Quads

Gateways

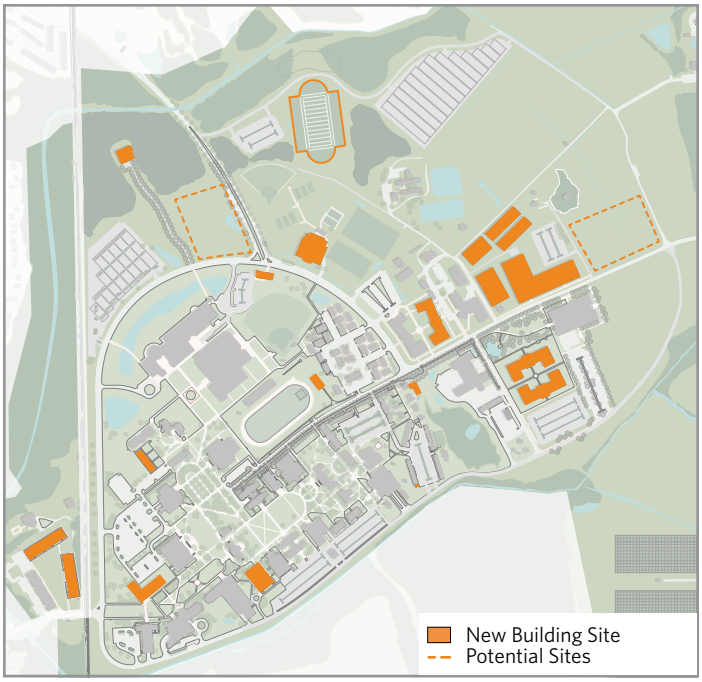
NC1	Welcome Center
NC5	Academic Building
NC9	Academic Building

Roadways & Parking

R1	Ring Road Completion
R2-R10	Proposed Altered and New Parking

Sustainable Initiatives

S1	Levee Road
S2	Bike Paths
S3	Solar Fields
S4	Forest Conservation

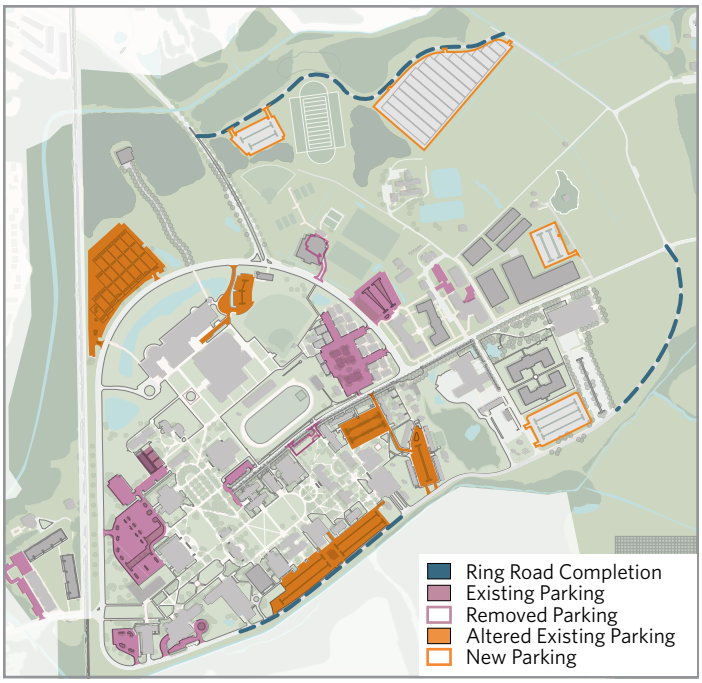


SITES FOR NEW CONSTRUCTION

New building construction on campus should consider the dynamic mix of uses campus-wide. Building sites have been identified by the Master Plan, and in some cases, could be considered appropriate for more than one type of building project.

GATEWAYS

The Master Plan proposes enhanced gateway arrival moments to campus through new construction buildings and associated site planning. This new gateways include a landscaped corridor leading to a new Welcome Center and new building sites at the eastern and western gateways.

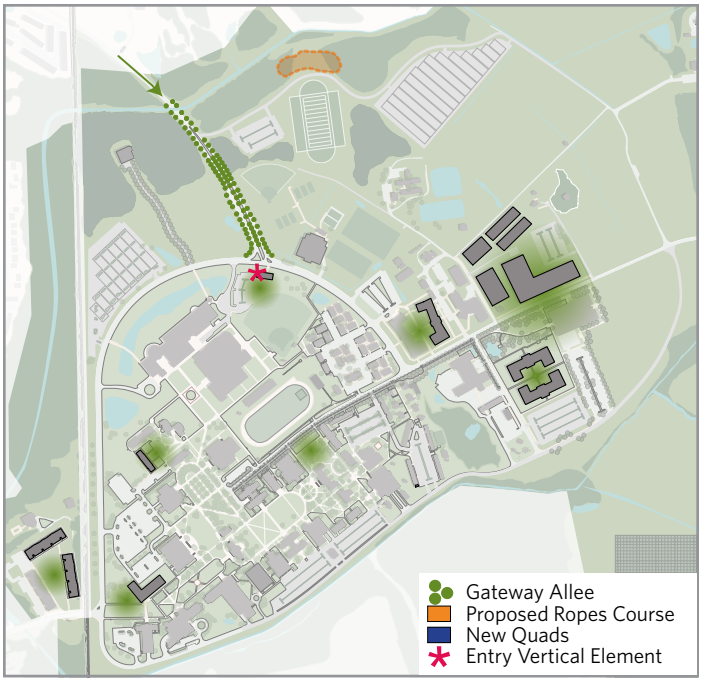


ROADWAYS & PARKING

Improved roadways and parking are imperative to enable and support campus growth and circulation. Major transportation improvements include the completion of the Ring Road and adding/altering several parking lots for a more cohesive campus parking strategy.

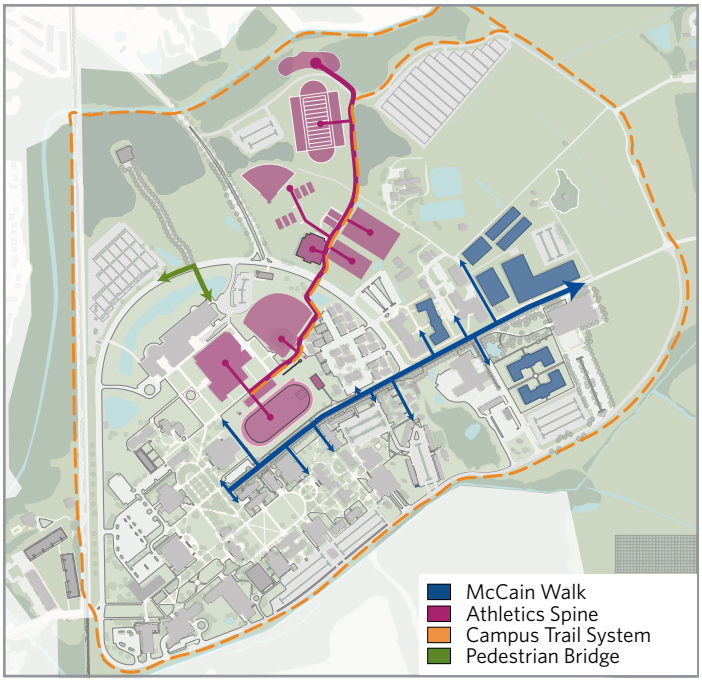
STUDENT & FACULTY AMENITIES

The Master Plan recognizes the need to provide for rich and active campus life for students, faculty, and staff. Invigorating the campus with dynamic hubs of activity can enrich the campus and present opportunities for gathering, informal interaction, and cross-disciplinary communication.



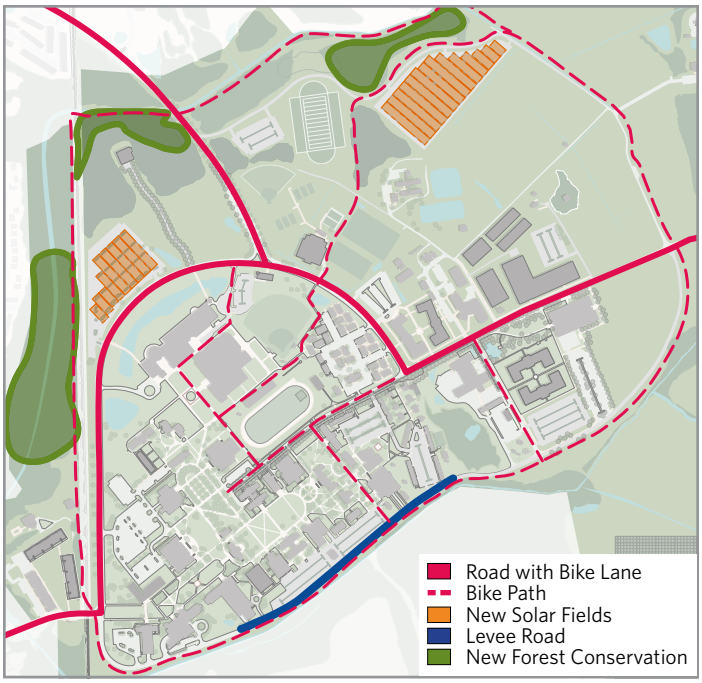
LANDSCAPE AND OPEN SPACE

Landscapes associated with new construction projects should be considered and designed along with the new building project. However, in addition, the Master Plan proposes an improved pedestrian experience through several independent projects focused on landscape and open space on campus.



MAJOR PEDESTRIAN PATHS

The Master Plan proposes an improved pedestrian experience through several projects focused pedestrian pathways improving and enhancing campus connectivity. These paths include McCain Walk, an Athletics Spine, a Campus Trail System, and a new Pedestrian Bridge along College Backbone Road.



SUSTAINABLE INITIATIVES

The Master Plan supports the campus wide commitment to sustainability and proposes several contributing projects, including a new Levee Road to the south, marked bike paths, additional solar fields, and future creation of supplementary forest conservation areas.

Proposed concept of McCain Walk connecting the historic core of campus to the recent and proposed development to the west. (above)

Before: McCain Drive (right)

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FUTURE OPPORTUNITIES

The future opportunities section provides a framework that builds off of the 10-year Master Plan. Opportunity sites are areas of campus which are natural extensions of growth or sites near the core campus which would be better suited for academic or residential uses.

OS1 MCCAIN DRIVE INTERSECTION SITE

The residential clustering at the intersection of McCain Drive and College Backbone Road will eventually reach the end of their building lifespan, when rebuilding outweighs renovation costs. This site will become a prime site for either new academic uses or residential uses, located at a key intersection near the core campus.

OS2 NORTHERN GATEWAY SITE

Should the existing baseball field move to the north side of College Backbone Road, the gateway site adjacent the proposed Welcome Center and fronting the main vehicular campus entrance becomes a prime site for either new academic uses or residential development near the core campus.

OS3 QUAD INFILL

New academic, residential, or student life development can complement the uses adjacent the Athletics Center and Student Services Center as well as strengthen the character of that quad. Should Nuttle Hall reach the end of its building lifespan, this area could be considered part of the development site as well.

OS4 TRACK INFILL

Should new athletic development north of College Backbone Road replace the functionality of the existing track, this site located in the core campus has the potential to become an informal open space with residential development surrounding.

OS5 EASTERN GATEWAY QUAD

A natural extension of the campus growth to the east, this site builds off of the Engineering and Aviation Sciences Complex and will contribute to the gateway experience from the east. This development should consider the existing geothermal wells which have the potential to create a quad open space.

OS6 EASTERN GATEWAY

A natural extension of the campus growth, this site builds off of the Agricultural Research and Education Center and will contribute to the gateway experience from the east.

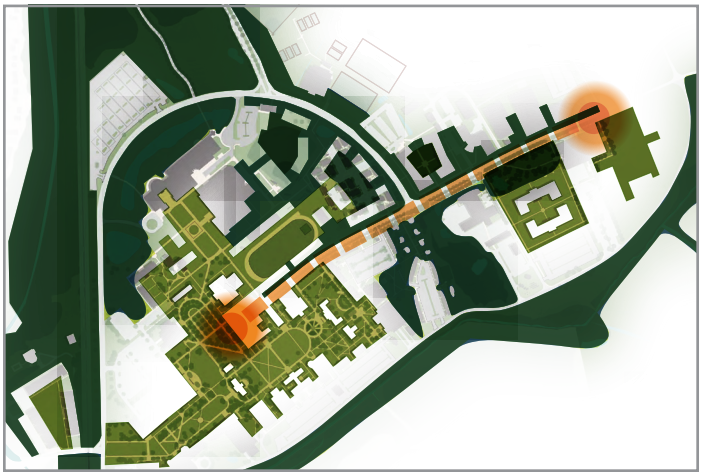
OPEN SPACE AND LANDSCAPE NETWORK

The Future Phase Master Plan outlines potential opportunities for development of new buildings and associated open spaces. The overall open space organization can be categorized as formal quad-like landscapes, and informal naturalistic landscapes with a strong east/west connector along McCain Walk.

New formal landscape areas associated with new buildings, often creating a semi-enclosed outdoor room. These spaces should build off of the existing historic landscape character in the core campus.

Informal naturalistic landscapes have the opportunity to depart from the formal axial language associated with formal quads and incorporate sustainable green infrastructure. These spaces can link to the existing forest and stream system, incorporate native plant species, and highlight the campus commitment to sustainability through bioswales, rain gardens, or bioretention systems.

A reimagined McCain Walk will link the campus east/west and strengthen both the open space connectivity and campus growth. Generous pedestrian walks with bike capacity and substantial supporting landscape can create a major campus link, connecting the historic core campus and a new hub to the east.



Open Space Network

- Naturalistic Landscape
- Formal Landscape
- Connector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