



CAMPUS MASTER PLAN

EXECUTIVE SUMMARY

NOVEMBER 2015



TOWSON
UNIVERSITY™

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TOWSON UNIVERSITY



INTRODUCTION FOUNDED IN 1866, TOWSON UNIVERSITY IS RECOGNIZED AMONG THE NATION'S BEST REGIONAL PUBLIC UNIVERSITIES, OFFERING MORE THAN 100 DEGREE PROGRAMS AT ITS 329-ACRE CAMPUS. WITH MORE THAN 22,000 STUDENTS, TOWSON UNIVERSITY IS THE SECOND-LARGEST PUBLIC UNIVERSITY IN MARYLAND. TOWSON PLAYS A KEY ROLE IN THE EDUCATIONAL, ECONOMIC AND CULTURAL LIFE OF ITS SURROUNDING COMMUNITY, THE BALTIMORE METROPOLITAN AREA, AND THE STATE OF MARYLAND.

The Towson University Campus Master Plan establishes a long-term vision shared by the university and its community partners for the successful future development of the campus. The 2015 Campus Master Plan builds on the strong foundation of the 2003 and 2009 Campus Master Plans—a process which incorporated the views of more than 65 campus and community groups and over 600 people, and required many hours of work by university staff and consultants.

As part of the 2015 plan process, the university met with numerous on-campus groups representing faculty, students, staff and alumni, as well as off-campus constituents including adjacent homeowner's associations, greater Towson residential associations, local business groups, county and state government, adjacent institutions, and state and county legislators. Input from these meetings was incorporated into draft plans that were shared with these constituents for feedback that was subsequently incorporated into the final plan.

The resulting vision for Towson University addresses both University System of Maryland requirements and community needs. It sets forth a framework for development of academic and student life buildings, as well as roads, pedestrian and bicycle pathways, parking, utilities and landscapes to connect and support these buildings. The plan also establishes guiding principles

for improving institutional image, creating a sense of arrival to campus, forming an identifiable campus that is connected to its larger community, and integrating man-made and natural environments.

The Campus Master Plan framework, principles and recommendations were developed to embody, support and advance the university's mission. However, the plan is more than that—it is an opportunity to create a better future for the students, faculty, staff, alumni, neighbors and partners of Towson University.

PROGRAM OVERVIEW

Excellence at Towson University begins with its commitment to a sound liberal arts education for every student. All students explore the historical development and interrelationships among the four central areas of knowledge — fine arts, humanities, science and mathematics, and social and behavioral sciences — and how each discipline addresses the world, investigates, reaches conclusions and presents findings—extending the reaches of human knowledge. The university assists all students in developing a range of intellectual skills that will continue to enrich and shape their lives long after their formal education has ended.

Towson University currently offers more than 100 bachelor's, master's and doctoral degree programs in the liberal arts, sciences and applied professional fields. The university provides innovative graduate courses and programs that respond to specific state, regional and national work force demands. The university's six undergraduate colleges — the College of Business and Economics, the College of Education, the College of Fine Arts and Communication, the College of Health

Professions, the College of Liberal Arts, and the Jess and Mildred Fisher College of Science and Mathematics — offer 64 undergraduate majors leading to the baccalaureate degree. The university also offers specialized programs, including minors, concentrations, tracks and double majors.

Towson University will continue to focus on program development that addresses critical work force needs, while continuing its commitment to its liberal arts foundation. Projected program growth in liberal arts, business, education, health professions, information technology, fine and performing arts, and interdisciplinary studies will provide for growth in areas that meet work force demand and focus on institutional strengths of the university. All new academic program initiatives will be developed in support and advancement of the university's mission.

UNIVERSITY MISSION STATEMENT

Towson University fosters intellectual inquiry and critical thinking preparing graduates who will serve as effective, ethical leaders and engaged citizens. Through a foundation in the liberal arts, an emphasis on rigorous academic standards, and the creation of small learning environments, we are committed to providing a collaborative, interdisciplinary and inter-professional atmosphere, excellence in teaching, leadership development, civic engagement, and applied and sponsored research opportunities at the undergraduate and graduate levels. Our graduates leave Towson University with the vision, creativity and adaptability to craft solutions that enrich the culture, society, economy, and environment of Maryland, the region, and beyond.



STRATEGIC PLAN AND ENROLLMENT GROWTH

IN KEEPING WITH THE UNIVERSITY SYSTEM OF MARYLAND STRATEGIC PLAN AND THE MARYLAND STATE PLAN FOR HIGHER EDUCATION, TOWSON UNIVERSITY WILL PURSUE THE FOLLOWING STRATEGIC PLAN GOALS:

TU2020 is the evolution of Towson University's two previous strategic plans, TU2016 and TU2010, and focuses their 46 action items on 10 institutional priorities. Each is aligned with potential funding opportunities from the state of Maryland, the University System of Maryland and the private sector.

Rooted in the philosophy that a liberal arts education is the base for all undergraduate programs, the success of the 10 priorities is threaded through and dependent upon these underlying principles:

- Faculty teaching/scholarship/research/service and staff commitment and development
- Expanded interdisciplinary credit and noncredit experiences
- Undergraduate and graduate education
- Community outreach
- The contributions of Cook Library

ABOUT TOWSON'S ENROLLMENT GROWTH

Determining the impact of planned enrollment growth is critical to understanding the needs of the institution. Through the 2015 Master Plan, the university has examined the impact of increasing enrollment to 25,000 headcount students on the Towson campus within the next fifteen years. This growth is paired with a change in the campus demographics, which are trending toward a higher percentage of traditional students. For a campus grappling with significant space needs under current enrollment levels, accepting additional students creates a challenge, but also an opportunity to enhance the character of the existing campus while accommodating the projected enrollment targets.

TOWSON UNIVERSITY GROWTH, 2009-2018 (PROJECTED)

Category	<i>Historical</i> Fall 2009	<i>Current</i> Fall 2014	<i>Projected</i> Fall 2024	<i>Projected</i> Fall 2029
Headcount Enrollment - Institution ¹	21,177	22,285	25,034	27,193
Headcount Enrollment - Towson Campus	19,500	20,459	22,982	25,000
FTE Undergrad Enrollment - Institution ¹	15,986	17,188	20,432	20,974
FTE Undergrad Enrollment - Towson Campus	15,533	16,320	19,400	19,825
On-Campus Student Housing	4,385	4,972	7,760	7,930
On-Campus + Adjacent Student Housing ²	5,495	6,082	8,870	9,040
Parking Spaces	7,279	7,776	9,290	9,490

Notes:

¹ *Institution includes: main Towson campus, satellite campuses, and online education*

² *TU Adjacent Student Housing includes: University Village (585 beds) and Towson Place (525 beds)*



In addition to its main campus, Towson University offers academic programs at several locations across Maryland.



A Focused Vision for Towson University



ACADEMIC EXCELLENCE AND STUDENT SUCCESS

Towson University's top priority, Academic Excellence and Student Success, is dependent on the teaching and mentorship of faculty. We will continue to improve graduation completion and retention rates, close the achievement gap, ensure a seamless transfer process and prepare globally conscious students for an expanding workforce. Commitment to this priority includes academic transformation and course redesign.

INNOVATION IN TEACHER AND LEADER PREPARATION

Towson University's historic reputation in teacher education continues to lead the nation as an example of best practices in teacher preparation and school leadership. Excellence and innovation in STEM, arts integration and special education will transform the future of the pre-K through 12 academic model for the youth of Maryland and the nation.

STEM WORKFORCE DEVELOPMENT

Towson University is a major contributor to Maryland's STEM workforce. In addition to teacher preparation, we will reinforce and expand our contributions to workforce development in STEM disciplines such as cybersecurity and forensic chemistry.

INNOVATION, ENTREPRENEURSHIP AND APPLIED RESEARCH

Towson University's focus on innovation and entrepreneurship facilitates collaborations and strategic partnerships with the community and the state. We will continue to support our faculty, staff and student applied research endeavors and connect their work to teacher transformation, innovation and entrepreneurship. We will continue to promote economic and workforce development to keep the majority of Towson graduates working in Maryland.

INTERNSHIPS AND EXPERIENTIAL LEARNING OPPORTUNITIES

Towson University will expand its emphasis on internships and experiential learning, and significantly increase corporate, educational, government and health care partnerships to help provide these opportunities.

A MODEL FOR LEADERSHIP DEVELOPMENT

Towson University is rooted in our strong commitment to civic engagement, civility and ethics. The university supports personal and professional growth by recognizing and developing positive leadership philosophies and styles. Our primary goal is to instill in our students the qualities essential for outstanding, lifelong leadership in all aspects of their lives. We are also committed to increasing credit and noncredit opportunities in leadership development for our faculty, staff and students.

A NATIONAL AND INTERNATIONAL REPUTATION FOR ARTS AND ARTS EDUCATION

Towson University alumni and their work garner national recognition in the arts with Emmy, Grammy, Oscar and Tony nominations and awards. The university is well known for its cultivation of talented artists and communicators, and we will continue to expand our national and international reputation in arts and communication

A MODEL FOR CAMPUS DIVERSITY

Towson University will further strengthen its commitment to diversity and continue to provide a safe, inclusive, welcoming and peaceful community respectful to all. The university will continue as a recognized national model for diversity and closing the achievement gap. Our institutional strategies will expand and continue to provide a forum for campus dialogue and action.

STUDENT, FACULTY, STAFF AND COMMUNITY WELL-BEING

Towson University is a major educator of health professionals in our region. We are dedicated to continue to empower our campus and our greater community to make choices for lifelong well-being and effective stewardship of our natural resources.

EXCELLENCE IN ATHLETICS

Towson University is committed to a financially stable, gender-equitable and competitive athletics program. The university will continue to support these goals by placing academics first. We will support opportunities for all university students to participate in a range of sports activities and leadership opportunities that support physical well-being and personal excellence



West Village Commons



EXISTING FACILITIES AND DEVELOPMENT SINCE 2009

THE 2009 MASTER PLAN DEVELOPED A LONG-TERM VISION FOR TOWSON UNIVERSITY BASED ON THE EFFECTIVE USE OF LAND, A RESPECT FOR THE NATURAL ENVIRONMENT, CONNECTIVITY AND A CLEAR CIVIC PRESENCE. THE 2015 CAMPUS MASTER PLAN FOLLOWS THIS FRAMEWORK AND REFINES THE PLAN TO MEET THE NEEDS OF THE UNIVERSITY'S STRATEGIC PLAN AND PROJECTED ENROLLMENT GROWTH.

In addition to the pressures of increased enrollment, the physical condition of many existing buildings has deteriorated due to heavy use and age. Many facilities require major renovations to accommodate the evolving needs of education and to allow existing buildings to function more effectively and efficiently. Towson University's strategy to address the existing space deficit while modernizing existing facilities necessitates the need for a careful phasing of capital facility projects.



DEVELOPMENT SINCE 2009

With the implementation of the 2009 Campus Master Plan, a number of major facility projects have been completed, are under construction, or are in design on the Towson campus.

2010

- Campus Gateway at Towsontown Boulevard

2011

- College of Liberal Arts Phase 2 added 193,000 GSF of academic space
- West Village Housing Phase II added 647 beds.
- West Village Commons provided needed dining, retail, meeting, office space, and other student service spaces.
- West Village Parking Garage added 1,500 parking spaces

2012

- The Institute for Well-Being and WTMD at City Center in downtown Towson

2013

- Richmond and Newell Halls renovated housing for 315 beds
- SECU Arena added a state of the art 5,000 seat multipurpose arena to the campus
- Ward and West renovation and addition for counseling and health services
- Public Safety Building consolidated units in a new 20,000 GSF building

2014

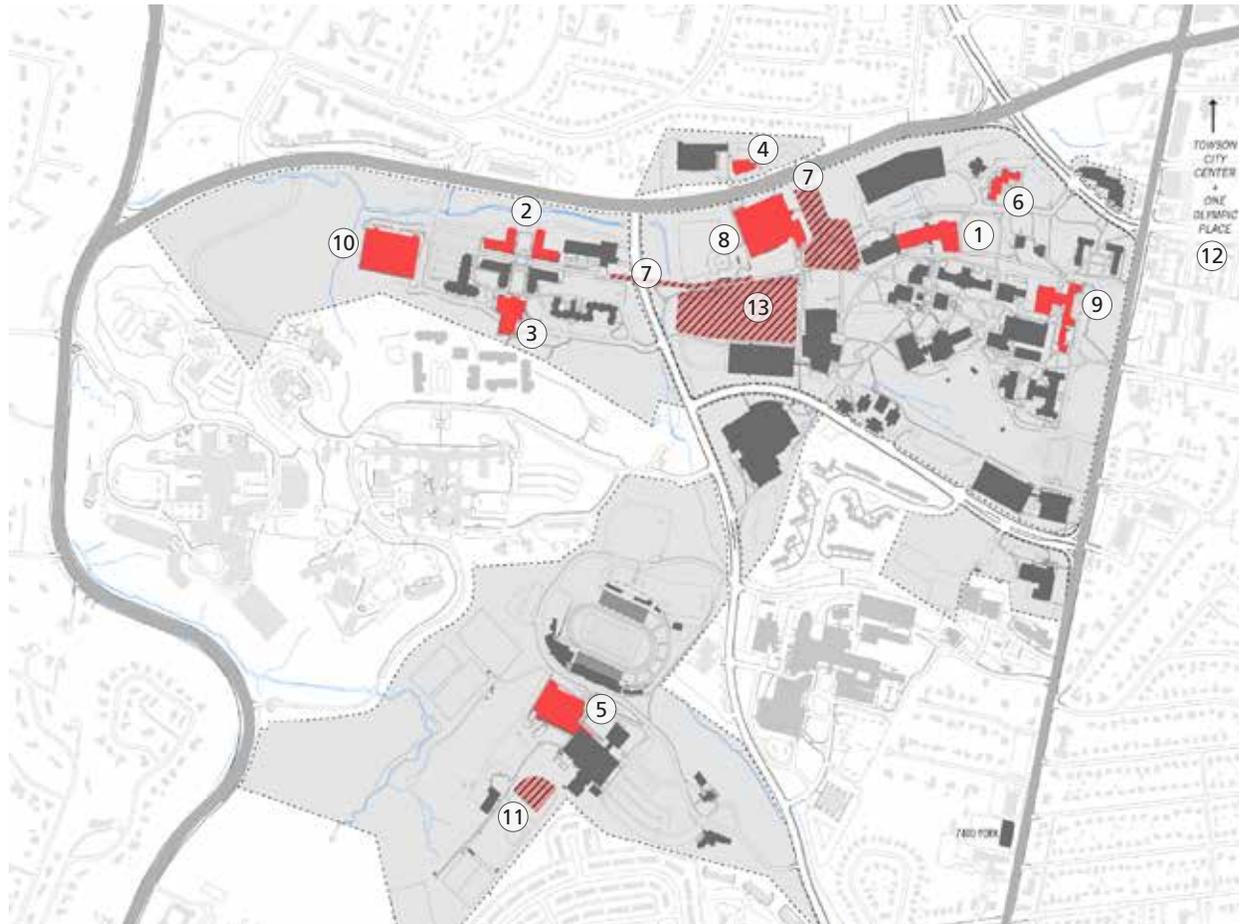
- Campus Site and Safety Phase II including a new pedestrian and bicycle bridge across Osler Avenue connecting the West Village to the Academic Core
- 7400 York Road renovated, 40,000 GSF
- Burdick Hall renovated, 45,000 GSF

2015

- Softball Facility Improvements
- Burdick Field / Campus Recreation turf fields completed
- West Village Housing Phase III & IV is under construction and will add 700 new beds by Fall 2016
- Burdick Hall expansion project, currently under construction, will add needed recreation space
- New Science Facility is in design
- Residence Tower renovation is currently in design to update the residence hall for 450 beds
- Newell Dining renovation is currently in design



Projects Completed Since 2009



1. *College of Liberal Arts Phase II*
2. *West Village Housing Phase II*
3. *West Village Commons*
4. *Public Safety Building*
5. *SECU Arena*
6. *Ward and West Renovation*
7. *New Gateway and Campus Site and Safety Phase II*
8. *Burdick Hall Phase III*
9. *Richmond and Newell Hall Renovations*
10. *West Village Parking Garage*
11. *Softball Facility Improvements*
12. *Clinics and WTMD at City Center in downtown Towson*
13. *Burdick Field/Campus Recreation turf fields*





PLANNING PRINCIPLES THE 2015 CAMPUS MASTER PLAN COMBINES THE FRAMEWORK OF THE 2003 AND 2009 MASTER PLANS WITH THE UNIVERSITY'S STRATEGIC PLAN GOALS THROUGH THE FOLLOWING PLANNING PRINCIPLES:

- A. Support Academic Excellence and Student Success
- B. Develop the campus to the responsible capacity of the land
- C. Create a compact, connected and comprehensible campus
- D. Develop a more sustainable campus
- E. Define clear edges and centers



A. SUPPORT ACADEMIC EXCELLENCE AND STUDENT SUCCESS

Towson University is located at the northern edge of the Baltimore metropolitan region, just south of Towson, the Baltimore County seat. The region is home to 22 colleges and universities, seven of which, including Towson, lie on the Charles Street and York Road corridors. Towson University has the largest enrollment of these institutions.

The university property is located directly adjacent to Sheppard Pratt Health System, University of Maryland Saint Joseph Medical Center and the Greater Baltimore Medical Center, creating a 500-plus acre area bounded by strong residential neighborhoods and the southern edge of the Towson central business district. While the focus of this physical master plan is for the Towson campus, education at Towson University is not limited only to courses offered at this location. Towson University has established partnerships with 14 Maryland community colleges — including those in Harford County, Hagerstown, and Southern Maryland — to create seamless transfer opportunities between associate degree programs and Towson University baccalaureate and graduate degree programs.

Currently, 45 percent of Towson University's students arrive on campus as freshmen, 39 percent transfer to Towson University, and 16 percent begin their affiliation with the university as graduate students. About 82 percent of undergraduate students are from the state of Maryland and more than 62 percent of those undergraduates are women.

Due to a competitive application process, the caliber of admitted freshmen has increased in recent years, with SAT averages of 1626 and a grade-point-average of 3.61. In fall 2014, Towson University received 22,999 applications for only 4,698 seats.

With the university now attracting increasingly stronger students, the 2015 plan serves as an important tool in providing the necessary resources and best possible facilities to enhance the academic, residential and recreational experiences of their collegiate career at Towson University.

B. DEVELOP THE CAMPUS TO THE RESPONSIBLE CAPACITY OF THE LAND

Towson University strives to balance the need to preserve ecological areas, create meaningful open space, build appropriate structures and maintain walkways and roads to serve the campus. This balance can be described as the responsible capacity of the land which maintains the collegiate scale of the campus.

Facilities Overview

The Towson University campus consists of 55 buildings comprising 5,612,095 gross square feet (GSF) (2,479,058 net assignable square feet (NASF)), of which 26 buildings are state funded totaling 2,215,218 GSF (1,332,531 NASF). Since 2009, institutional enrollment has grown nearly five percent.

Most of the academic buildings on campus have never been renovated, and those that have, were renovated over two decades ago. Many of these buildings are approaching or have reached the end of their useful life. The planned New Science Facility will provide 316,000 GSF of new research and teaching space for life and physical sciences and allow the adaptive renovation of Smith Hall for Visual and Communication Arts. The planned College of Health Professions Building will provide 250,000 GSF to consolidate the college from six current locations across campus.

The 2015 Campus Master Plan Capital Improvement Program includes recommendations for renovating a number of academic buildings, including Smith, Hawkins, Psychology, Stephens and Van Bokkelen Halls and Cook Library. To supplement and provide expansion space for academic support and community outreach functions, the university leases 64,887 GSF in the City Center in downtown Towson. This location serves as the primary community outreach facility and includes Towson's public radio affiliate WTMD and The Institute for Well-Being, which consists of The Hearing and Balance Center, The Hussman Center for Adults with Autism,



The campus is composed of 329 acres but is constrained by topography, forest conservation zones, reforestation areas, flood zones, and stream valleys. These elements add to the natural beauty of the campus and must be maintained.

The Occupational Therapy Center, The Speech, Language and Hearing Clinic, and The Wellness Center.

Auxiliary facilities comprise the remaining 30 buildings totaling 3,397,547 GSF (1,137,702 NASF). This includes 15 residence halls, two dining halls, University Union, West Village Commons, five athletic facilities, four parking structures, a childcare center, and a conference center hotel. Currently the Towson Center and Burdick Hall provide opportunities for student recreation. An addition to Burdick Hall is currently under design and will provide needed additional recreational opportunities.

In fall 2008, construction was completed on the first of five planned phases of housing in the West Village. Phase I and II added 1,315 new beds. The West Village Commons was completed in 2011 adding a mix of student services including dining, retail, meeting, office and other student service spaces which enhances the area's living and learning environment and serves as a central gathering space for current and future residential students. A 1,500 space parking garage was added to meet the parking needs of the West Village as well as the meeting facilities in the West Commons. The West Village build-out plan consists of one additional phase of housing, which will add 600 new beds once the Enrollment Services Building is replaced.

The university is currently adding 700 beds to West Village. This new housing will add enough capacity to the campus to facilitate the phased renovations of the Residence Tower and the Glen Towers over the next ten years. In addition, Newell Dining and Glen Dining Halls will be renovated at the same time.

One of the significant changes from the 2009 plan is a rethinking of the South Campus as a vibrant mixed use neighborhood with the addition of 1,000-1,200 new beds, dining, informal recreation, and parking. This new development will be primarily on the northern tip of the South Campus and connect to the Academic Core with a new pedestrian and bicycle bridge across Osler Drive. The new housing will be a unique neighborhood and could include approximately 300 beds of Greek themed housing with chapter rooms and student meeting space.

Space Needs Assessment

A space needs analysis was conducted to detail and identify current and projected space needs. According to the fall 2014 space data from the university's Space Guideline Application Process (SGAP) Report, the total space on campus is about 1.6 million NASF, excluding housing and parking facilities. Applying higher education guidelines to the identified space categories in Academic, Academic Support and Auxiliary Space reveals a deficit of 252,000 NASF as of fall 2014. Given the projected enrollment of 25,000 students, the space deficit is projected to grow to 613,000 NASF. Implementation of the planned facility projects proposed in the 2015 plan will result in approximately 1.4 million GSF or about 800,000 NASF of additional space in these categories, thus offsetting existing and projected space deficits generated by projected enrollment growth, and providing future capacity.



Rendering of new West Village Housing Courtyard

C. CREATE A COMPACT, CONNECTED AND COMPREHENSIBLE CAMPUS

The 2015 plan reflects the dramatic needs of the institution and the significant constraints of the campus setting. The need for academic space and additional housing capacity create the opportunity to better organize and concentrate these functions on campus. The 2015 plan organizes the campus into four areas: Academic Core, Student Life, West Village, and South Campus.

The Academic Core is centered around a new green space created at the entrance to Cook Library and is flanked by the proposed College of Health Professions Building and the College of Liberal Arts Building. In addition to anchoring the new space, these buildings functionally realign academic departments that are currently dispersed throughout campus. A building expansion to Cook Library will provide additional space for collections, student study and research.

The New Science Facility south of Stephens Hall will replace outdated research and teaching labs currently in Smith Hall which was built over 40 years ago. Once the New Science Facility is complete, Smith Hall will be renovated to accommodate the visual and communications technology programs. Renovation of Stephens, Van Bokkelen, Hawkins, and Psychology will help to consolidate academic space and complete the realignment of the academic functions and departments within the Academic Core.

More than 1,000,000 GSF of new building space has been identified in the Academic Core to accommodate additional academic and support buildings to sustain planned enrollment growth through 2029.



Rendering of Proposed Science Building



Rendering of Burdick Hall Expansion

Functional Realignment Diagram



	College of Business and Economics		College of Fine Arts
	College of Liberal Arts		College of Education
	Fisher College of Science and Math		College of Health Professions

Academic Core

A major goal of the 2015 plan is to complete the functional realignment of academic and academic support departments currently dispersed throughout campus. In 2011, The College of Liberal Arts was consolidated in one building. Consolidation of the remaining University Colleges will be achieved through the following projects:

- The Fisher College of Science and Mathematics department of biology, chemistry, and physics will move into a new classroom, lab and research building south of Stephens Hall and adjacent to the computer science and mathematics departments in 7800 York Road.
- The College of Health Professions is scattered around campus in six locations — Towson Center, Stephens Annex, Linthicum Hall, Burdick Hall, Enrollment Services and Van Bokkelen Hall. The new building will provide 250,000 GSF of new classroom and lab space, while some program space in Burdick Hall and Towson Center will be maintained.
- The College of Fine Arts and Communication will gain space in a renovated Smith Hall for visual and communications technology.
- The College of Business and Economics will utilize existing space in Stephens Hall and Van Bokkelen Hall for the foreseeable future.
- The College of Education, currently in Hawkins Hall, will expand into the adjoining Psychology Building.
- A building addition to Cook Library will add nearly 75,000 GSF which will accommodate new volumes and collections while providing collaborative study areas.
- Renovations of Stephens Hall and Smith Hall, as well as proposed future buildings will accommodate additional classroom space as needed.

Student Life

The area between West Village and the Academic Core serves as a focal point for student activity outside of the classroom. This area includes core student support services such as recreation, health, counseling and enrollment services.

Ward and West Halls were converted and expanded into the Counseling and Health Center, providing 31,000 GSF of student service space.

Burdick Hall and the University Union, along with adjacent recreation fields, currently form the bulk of the campus student life facilities. The renovation to Burdick Hall completed in 2014 has improved student recreation facilities and the planned expansion will bring the facility in balance with the projected enrollment. Three new artificial turf recreation fields were provided north of the Union Parking Garage to provide year round recreational field access.

The University Union was constructed in 1972 for student population of about 11,000. The building is the most heavily utilized facility on campus facility, but is overcrowded and does not have an adequate amount of space to serve the current student population. A complete renovation of the existing building is planned to address the building's aging infrastructure and an 80,000 GSF addition is planned to provide additional student spaces. The University Union renovation and addition project will provide much needed dining, retail, student service, and student group spaces to serve the current and future university needs.

To provide improved access for students and visitors, a new Enrollment Services Building is planned at the campus gateway entrance, between Burdick Hall and the Towsontown Garage.

West Village

In 2014, a new pedestrian and bicycle bridge was built across Osler Drive providing a much safer and convenient connection between the West Village and the Academic Core.

On the west side of Osler Drive, the university is approaching the last phases of the build out the West Village. Construction of a new Enrollment Services Building near the Towsontown Garage will allow for additional housing to be developed on the land occupied by the current Enrollment Services Building.

The area west of the West Village has the potential to add a mix of upper division, graduate, and faculty housing in the future as a unique campus neighborhood.

South Campus

In the South Campus, the Childcare Center was completed in 2007. The Towson Center renovation and the new 5,000 seat SECU Arena were completed in 2013.

The 2015 plan converts the South Campus into a vibrant community with the addition of 1,000-1,200 beds of new student housing. The development could include accommodations for Greek housing as well as dining facilities. The South Campus will be connected to the Academic Core with a new pedestrian and bicycle bridge which crosses Osler Drive. Additionally, new parking structures will accommodate students and visitors on campus for events at Johnny Unitas® Stadium and SECU Arena.

The Athletics facilities will be updated with new and improved competition and practice fields, a new field house with coaches offices, stadium improvements, as well as a potential natatorium, ice rink, or indoor practice facility to benefit competitive and recreational sports.

Landscape and Site Connections

The 2015 plan proposes a landscape that establishes a cohesive open space environment to help the university function better as a place of study and social interaction while enhancing its environmental stewardship. The proposed open space system builds upon three primary landscape typologies—natural, cultivated and transitional landscapes, linked by streetscapes and pedestrian pathways.

The 2015 plan proposes a hierarchy of pedestrian pathways, including primary/site service, secondary and tertiary paths, and trails. A key component of the 2015 plan is to connect the campus from “hilltop to hilltop,” mitigating current topographical challenges through pedestrian bridges and landscape treatments, which will enhance the quality of walking to destinations across campus. Primary paths are significant circulation routes that clearly link different campus areas. A strong east-west link between the Academic Core and the West Village will be completed with the Burdick Hall expansion project. A proposed north-south path links the Academic Core to the South Campus Core and is a pedestrian link to the Towson business area to the north, providing a safe and pleasant walking and biking path for the community. Secondary and tertiary paths link spaces and buildings within each core with trails—used primarily as recreational paths for bikes and pedestrians—that serve the university, neighboring institutions and the surrounding community.

The Osler Drive pedestrian bridge has been instrumental in improving the connection and cohesiveness of the campus. Likewise the proposed bridge connecting the South Campus to the Academic Core will greatly reduce the perceived distance between these centers.

Street and Pedestrian Paths



D. DEVELOP A MORE SUSTAINABLE CAMPUS

Towson University signed the American College and University Presidents Climate Commitment on August 30, 2007. In doing so, this placed the university among nearly 685 other leading institutions that have pledged to neutralize greenhouse gas emissions on their campuses. The university aims to achieve this goal by implementing a climate action plan integrating sustainability into the curriculum and taking the following immediate steps to reduce greenhouse gas emissions on campus:

- Amending its construction standards policy to require that all new campus construction is built to the U.S. Green Building Council's LEED Silver standard and/or IGCC Building Standards embracing low-impact design strategies.
- Providing access to — and encourage the use of — alternative transportation for all faculty, staff, students and visitors.
- Minimizing campus waste through source reduction, recycling, composting and additional material management.

Towson University has also pledged to reduce energy consumption. The university has embarked on the Department of Energy Better Building Challenge to reduce energy use by 20% by 2020. This can be achieved through proper building placement and design, development of efficient utility systems, and retrofitting existing buildings with new energy-efficient systems. In addition to energy conservation, the university actively pursues the integration of renewable energy sources with each new capital project.

Protection of natural resources such as wetlands, streams and floodplains, rare threatened and endangered species habitat, forests and specimen trees, and steep slopes are a high priority.

The university is situated within the fragile Chesapeake Bay watershed, along the western edge of the Jones Falls watershed. The campus retains components of the naturally-occurring forested character created by woodland stands along steeply sloping hills and riparian floodplain woodlands along streams. Portions of the Towson Run sub-watershed and its tributary channels are within the university property. Protecting the Jones Falls and enhancing campus streams through restoration is an important objective for Towson University. The university has placed a high priority on the restoration of the Glen and the remaining restoration of Towson Run.

Utility Infrastructure and Energy Systems

Powering, heating and cooling of campus buildings currently generates 58 percent of the greenhouse gases emitted by the university. Therefore, a goal of the 2015 plan is to improve energy efficiency, reduce carbon emissions, and provide operational redundancy within the Academic Core through expansion of the central utility loop. The first phase of the College of Liberal Arts and Campus Site and Safety projects expanded the central utility plant and developed a portion of the campus chilled water and steam loops. The 2015 plan proposes an additional chiller, which is anticipated to be accommodated in the Smith Hall renovation, along with the completion of the central utility plant loop. An additional boiler is also planned for the central utility loop within the next 10 years. This additional chiller and boiler capacity is needed to support new buildings in the Academic Core and planned enrollment growth.

Transportation and Parking Strategy

According to the greenhouse gas inventory, transportation accounted for 32 percent of the greenhouse gas emitted from the university. With this in mind, the 2015 plan includes transportation-related capital improvement projects, recommendations for operational changes, and proposed policy changes that are synchronized with the goals, land use and growth forecasts already presented. The combined effect of these recommendations is intended to promote sustainable solutions and create a transportation network for the campus that benefits Towson University, its neighbor institutions and local residents.

The most significant impact on the transportation system will be the university's desire to build more on-campus housing. Planned enrollment growth combined with additional new housing in the West Village and South Campus will result in a higher percentage of students living on campus and, therefore, walking or biking rather than driving to class on a daily basis.

The primary transportation goals of the 2015 plan are to:

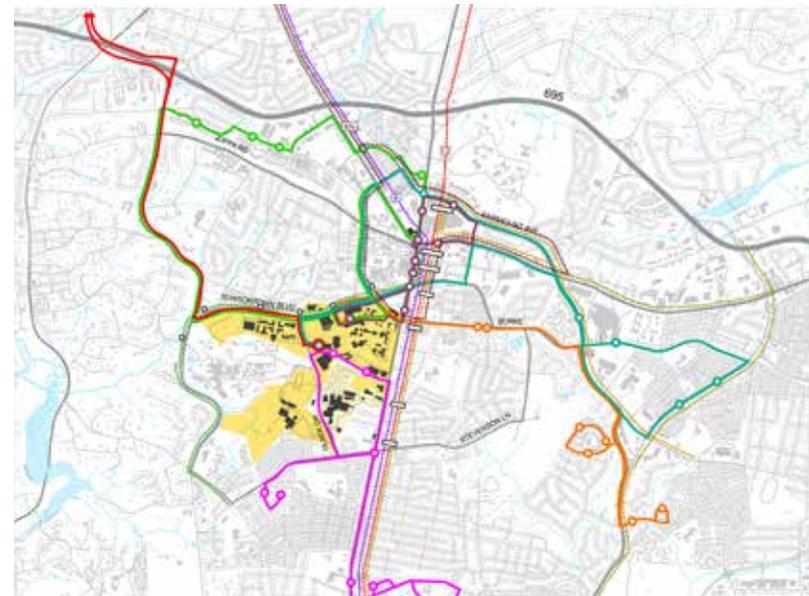
- Create a "Park Once, Pedestrian-Oriented" campus through improved walking paths, pedestrian bridges and green spaces which connect and enrich the pedestrian experience.
- Provide alternative means of transportation to reduce parking demand: on and off-campus shuttles, park and ride lots, carpooling and ridesharing incentives, doubling the number of on-campus bike racks, subsidized transit passes, and continue to increase access to Zip Cars.

Shuttle Routes

In an effort to better serve the campus community, the university operates six on- and off-campus shuttle routes. Two on-campus shuttle routes serve the primary destinations around the Academic, South, and West Village.

Six off-campus shuttle routes serve students, faculty and staff living in apartments or residential areas near stops along Kenilworth Drive, Goucher Boulevard, and the Timonium and Cockeysville areas. This service has significantly reduced the traffic count on and around campus, resulting in an increase of off-campus shuttle ridership to 300,000 riders within one academic year, as well as an increased use of intercept parking.

Shuttle Routes



TOWSON UNIVERSITY

TU SHUTTLE

MTA BUS ROUTE

Parking

The primary objective of the parking policy recommendations is to create additional incentives for parking outside the Academic Core, using the on- and off-campus shuttle routes and promoting a higher utilization of parking garages.

The proposed plan would bring the total number of parking spaces on the campus to about 9,490, an increase of about 1,700 net spaces over the existing count. The phasing plan for parking also allows a periodic reassessment and refinement of parking demand as each garage enters the design phase; at this stage the capacity could be increased or decreased to correspond to changes in campus population, travel behavior, or university policy that may occur over the next ten years.

In addition to the positive results from expanded shuttle routes, the incorporation of Transportation Demand Management (TDM) measures has also resulted in a relatively flattened demand for parking permits and an average of more than 750 available on-campus parking spaces daily during peak demand.

The university anticipates both facilities and enrollment growth and will provide adequate parking. Since 2009, TDM strategies resulted in parking demand rising modestly to 6,900, with 7,766 parking spaces available on campus. More aggressive TDM measures over the upcoming years will result in a minimal increase in demand, despite the expected enrollment growth.

The 2015 plan includes two additional parking garages: one west of the Administration Building and the other in the South Campus which will increase the on-campus parking supply to about 9,490 in the next fifteen years to accommodate projected demand.

Major Road Systems

Recommendations include:

- Working with Baltimore County and adjacent institutions to assess current and projected traffic demand on adjacent roadways.
- Construction of an exclusive right-turn lane along eastbound Towsontown Boulevard at Osler Drive.
- Remove merge lanes and create traditional right turn lanes at the Towsontown Boulevard and Burke, York Road and Burke, and Cross Campus Drive and York Road intersections.

Merge Lane Proposal



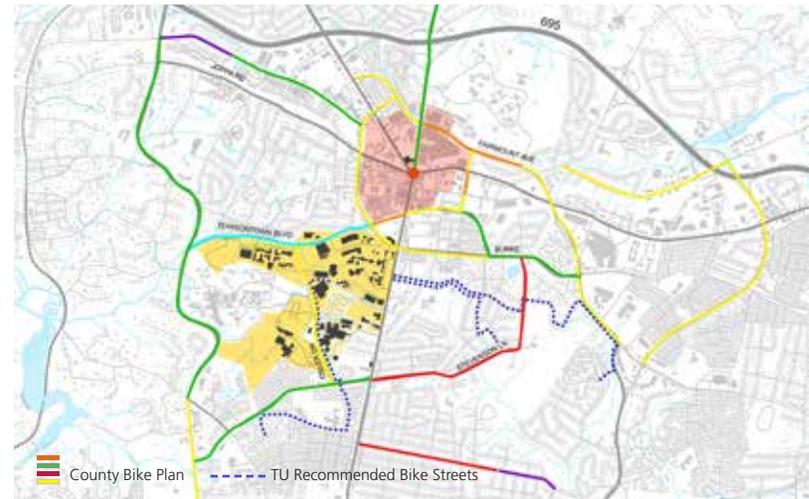
Pedestrian and Bike Circulation

The Towson Spokes bicycle plan has begun the transformation of Towson into a much more bike friendly community. The 2015 plan builds upon this framework with the development of a "bike beltway" around the campus perimeter. The new shared bike and pedestrian path will be built along Towsontown Boulevard, York Road, Cross Campus Drive, and Osler Drive. In addition to the new bike lanes, additional bike racks are proposed indoors and out to accommodate bike commuters and residents alike.

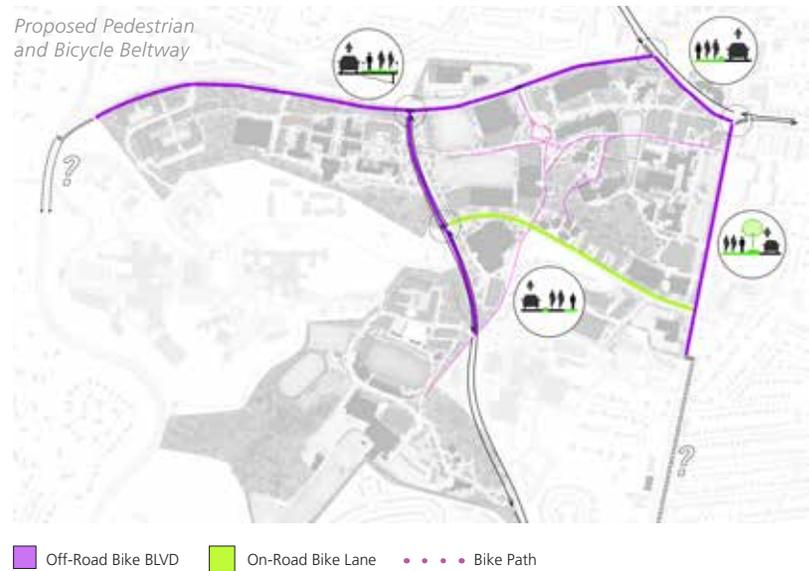
The following pedestrian and bike improvements are recommended to better connect the Academic Core to the surrounding activity centers:

- Provide a stairway, path and lighting to connect Towson Place Apartments with the walkway along the east side of the Center for the Arts.
- Construct new sidewalks along the west side of Osler Drive.
- Construct a pedestrian bridge over Cross Campus Drive to the future University Union expansion.
- Construct a pedestrian bridge over Osler Drive from the Center for the Arts to the South Campus.
- Provide bike lanes on appropriate new campus walkways and bridges.
- Develop a new bike and pedestrian "beltway" around the campus perimeter streets.
- Add bike racks in key areas of campus. Reassess locations and quantity on an annual basis. Increase bike storage and amenities.

Towson Spokes Plan



Proposed Pedestrian and Bicycle Beltway



E. DEFINE CLEAR EDGES AND CENTERS

While the historic frontage of Stephens Hall along York Road is the most recognizable edge of Towson University, the surrounding edges of campus are rather unclear to visitors. The existing campus lacks identifiable “gateways” and other secondary entrances that give it a “sense of place” and signal to an unfamiliar driver that they have arrived on campus. The university would benefit from an improved wayfinding system that allows visitors to easily access parking and buildings, either by foot or in a vehicle. The new brick piers and signage at Towsontown Boulevard and University Avenue create a strong gateway into this portion of the campus, but the other edges are undefined. Using the new gateway elements, campus edges and secondary gateways can be defined.

The campus landscape also plays an important role in identifying and distinguishing campus gateways. Gateways are located at each end of University and Burke Avenues and serve to identify visitor entrances. Visitor parking will be accommodated in campus garages, surface lots and by street parking. The future Enrollment Services building **A** will be located adjacent to the Towsontown Garage, with a convenient drop-off circle near the main campus gateway **B**.

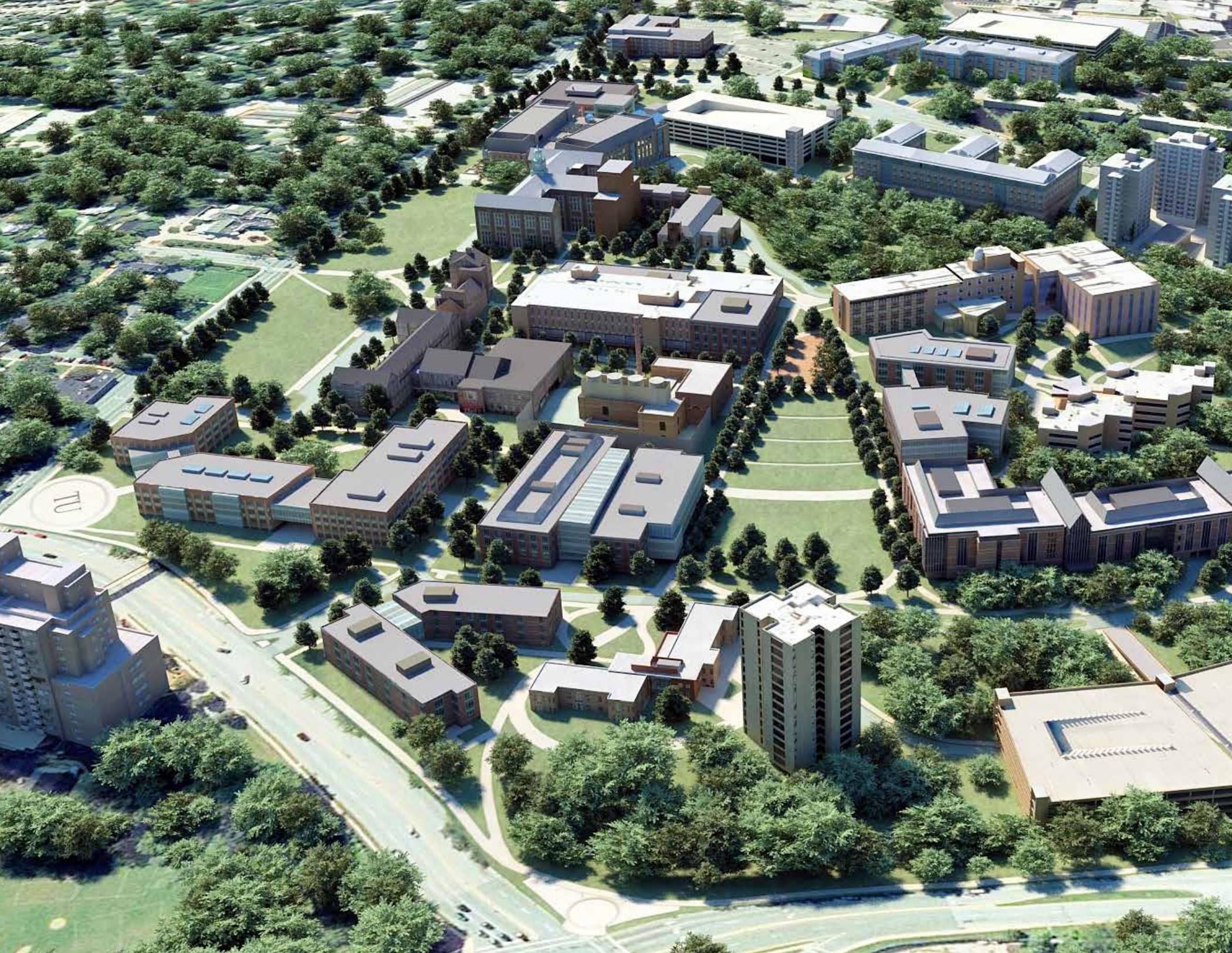
The 2015 plan was created with a goal of welcoming the community onto campus for cultural, educational, athletic, entertainment, and recreation opportunities. Campus venues such as the Center for the Arts, the University Union, Unitas Stadium and the SECU Arena are key to facilitating this connection between the community and the campus, and future construction will strive to foster this relationship.



Aerial rendering of new Enrollment Services Building and Union Expansion



The new Osler Drive bridge and Towsontown Gateway define the campus edges





2015 CAMPUS MASTER PLAN

THE 2009 CAMPUS MASTER PLAN PROVIDED A STRONG FOUNDATION FOR THE DEVELOPMENT AND GROWTH OF THE UNIVERSITY. AS PART OF THE 2015 CAMPUS MASTER PLAN PROCESS, THE UNIVERSITY FACILITIES TEAM AND AYERS SAINT GROSS WERE TASKED WITH EXPLORING THE RAMIFICATIONS OF STUDENT ENROLLMENT GROWTH OVER THE NEXT 10 YEARS. IN ADDITION TO PLANNING FOR THIS INCREASE, THE UNIVERSITY IS ALSO UNDERGOING A TRANSFORMATION FROM A LOCAL INSTITUTION WITH A LARGE COMMUTER POPULATION TO A TRADITIONAL FOUR-YEAR COLLEGE WITH REGIONAL STATURE. THE CHANGE IN THE NATURE OF THE INSTITUTION COMBINED WITH THE POTENTIAL FOR SIGNIFICANT GROWTH SUGGESTS THE NEED TO RETHINK THE CURRENT CAMPUS CONTEXT AND EXPERIENCE. THE 2015 PLAN ILLUSTRATES PLANNED BUILDING FOR THE NEXT FIFTEEN YEARS TO ACCOMMODATE ENROLLMENT GROWTH TO 25,000 STUDENTS AND LONG-TERM DEVELOPMENT OPPORTUNITIES FOR THE CAMPUS.

Towson university will add about 800,000 GSF of new academic and academic support space, 200,000 GSF of auxiliary and student services space, 90,000 GSF of recreation space, and approximately 400,000 GSF of new on-campus housing over the next decade. Construction of new facilities will be balanced with a comprehensive initiative to renovate existing buildings to support past and future enrollment growth and address deferred maintenance backlogs.

The Campus Master Plan also includes an assessment of the long-term building opportunities that define the responsible capacity of the land. Based on this assessment, the campus can accommodate a future 500,000 GSF of academic and academic support space, over 125,000 GSF of athletics space and over 1,000,000 GSF of housing—primarily in the area west of West Village. A plan map and corresponding list of facility projects that support both development scenarios are included on pages 30-31.



STATE-SUPPORTED PROJECTS

1. New Science Facility
2. New College of Health Professions Building
3. Visual Communications Technology - Smith Hall Adaptive Reuse
4. Hawkins Hall and Psychology Building Renovation
5. Cook Library Expansion and Renovation
6. Future Building
7. New Enrollment Services Building
8. Campus Pedestrian and Bicycle Beltway
9. Stephens Hall Renovation
10. Van Bokkelen Hall Renovation
11. General Services Building Expansion
12. Power Plant Updates
13. Future Buildings
14. Future Buildings

SYSTEM-FUNDED PROJECTS

15. New West Village Housing Phase III and IV
16. Burdick Expansion
17. Newell Dining Hall Renovation
18. University Union Addition and Renovation
19. Union Garage Expansion
20. Residence Tower Renovation
21. New South Campus Housing, Parking, and Pedestrian Bridge
22. Glen Towers and Dining Hall Renovation
23. New Glen Housing, Parking, and Pedestrian Bridge
24. Athletics Complex Improvements
25. Competition and Practice Field Improvements
26. West of West Neighborhood
27. Administration Garage
28. Center for the Arts Garage
29. New Residence Hall
30. New West Village Housing Phase V
31. Future Athletics Support

2015 Campus Master Plan Building Use Diagram



CAPITAL IMPROVEMENT PROGRAM

A summary of capital projects that are recommended as part of the 2015 plan have been included as a table on this page. These projects have been developed and prioritized to support and advance major university objectives for enrollment growth, addressing deferred maintenance backlogs through renovation and reinvestment in existing buildings, and physically reorganizing the campus to promote more effective and efficient use of the physical plant.

Beyond the campus boundaries, the institution will continue to address its impact on the state and the community in which it is situated. As a major generator of the educated workforce in Maryland, Towson University will need to respond to the changing conditions of the state economy and maintain its core mission to provide a solid undergraduate education.

PROPOSED CAPITAL PROJECTS

Project	GSF Construction	GSF Renovation	Type
1. New Science Facility	316,000		Academic
2. New College of Health Professions	250,000		Academic
3. Visual Communications Technology - Smith Hall Adaptive Reuse		220,245	Academic
4. Hawkins Hall and Psychology Renovations		125,000	Academic
5. Cook Library Expansion and Renovation	75,000	180,356	Academic
6. Future Building	228,000		Academic
7. New Enrollment Services Building	90,000		Academic
8. Pedestrian and Bike Beltway			
9. Stephens Hall Renovation		91,414	Academic
10. Van Bokkelen Hall Renovation		31,026	Academic
11. General Services Building Expansion	10,000		Academic
12. Power Plant Updates			Academic
13. Future Buildings	156,000		Academic
14. Future Buildings	216,000		Academic
15. West Village Housing Phase III/IV (700 beds)	240,000		Auxiliary
16. Burdick Expansion	90,000		Auxiliary
17. Newell Hall and Dining Renovations		103,000	Auxiliary
18. University Union Addition	80,000		Auxiliary
19. Union Garage Expansion (450 parking spaces)			Auxiliary
20. Residence Tower Renovation		102,000	Auxiliary
21. South Campus Housing, Parking, & Bridge (1,200 beds, 1,000 parking spaces)	450,000		Auxiliary
22. Glen Towers and Dining Hall Renovation		430,980	Auxiliary
23. New Glen Housing, Parking, & Bridge (700 beds, 400 parking spaces)	280,000		Auxiliary
24. Athletics Complex Improvements	60,000		Auxiliary
25. Competition and Practice Field Improvements			Auxiliary
26. West of West Neighborhood			Auxiliary
27. Administration Garage (900 parking spaces)			Auxiliary
28. Center for the Arts Garage (260 parking spaces)			Auxiliary
29. New Residence Hall (360 beds)	135,000		Auxiliary
30. New West Village Housing V (500 beds)	225,000		Auxiliary
31. Future Athletics Support	90,000		Auxiliary

* The total GSF area listed for parking garages includes the ground level only.



ACKNOWLEDGEMENTS

TOWSON UNIVERSITY

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 Council of Chairs
 Board of Visitors
 Towson University Alumni
 Towson University Foundation Board of Directors
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 Athletics
 Student Government Association
 University Advancement
 Provost's Office
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 Human Resources
 Office of Technology Services
 Campus Police
 Auxiliary Services
 Parking Services
 Facilities Management
 Operations & Maintenance
 Delegate Lafferty and Senator Brochin
 County Councilman Marks
 Towson Chamber of Commerce
 Greater Towson Committee (GTC)
 Greater Towson Council of Community Associations (GTCCA)
 University Relations Committee

Aigburth Manor Association
 Rodgers Forge Community Association
 Southland Hills Community Association
 Bike Maryland - Bike Friendly University
 Open Forums

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