



**TOWSON
UNIVERSITY**

**2020 CAMPUS
MASTER PLAN**

EXECUTIVE SUMMARY

Executive Summary

Introduction

Towson University is one of the nation's top 100 public universities and the second-largest university in the prestigious University System of Maryland. On its 329-acre campus, located eight miles north of Baltimore, undergraduate students acquire a broad background in the liberal arts and sciences, which supports concentrated coursework in their major field of study. 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 Fisher College of Science and Mathematics – offer more than 60 undergraduate majors. Towson University also offers more than 80 graduate and certificate programs that respond to specific state, regional and national workforce demands.

TU is an anchor institution not only for surrounding Towson, but also the Greater Baltimore region, providing opportunities for education, economic development, and cultural life.

The Towson University Campus Master Plan establishes a long-term vision shared by the university and its community partners for the stewardship of the campus in support of the university's mission. It focuses on alignment with Strategic Plan 2030: Leadership for the Public Good, envisioning a campus where the TU community educates, innovates, engages, includes, supports, and sustains.

The planning process took place during the COVID-19 pandemic. Limited in-person meetings were supplemented by numerous virtual engagements with faculty, students, and staff, as well as with off-campus constituents including Towson residential associations, local business groups, county government, and state and county legislators. Input from these meetings was incorporated into draft plans as they were advanced.

The resulting vision for Towson University addresses both University System of Maryland requirements and community needs. It sets forth a long-term framework for sustainable development of academic, research, and student life buildings, as well as landscapes and infrastructure to connect and support these buildings. It also establishes a detailed roadmap for upcoming investments on campus.

Towson 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.

The Campus Today

Towson University's campus houses a residential university community of 22,000 undergraduate and graduate students in a mature campus setting carefully integrated with its natural features, particularly in the area around the Glen Arboretum. The campus is also directly adjacent to the increasingly vibrant Towson core, though pedestrian connections between downtown Towson and the campus are lacking.

The campus consists of 55 buildings totaling to more than 6 million gross square feet. The facilities are clustered into four clearly defined campus districts. The Academic Core is compact and because of recent investments, it is well connected to the Campus Life Center and West Village residential community by Towson Way. South Campus, a remote campus district, houses primarily athletic and campus support functions.

One of the distinctive elements of the campus' natural form is topography, which also creates accessibility challenges. University investments over time have improved the accessibility of the campus grounds, particularly east-west circulation associated with Towson Way. Accessible north-south connections are very limited.



Natural landscape features define the Glen area of campus.

Development Since 2015

The 2015 Master Plan illustrated responsible use of campus capacity to support projected growth, and several major projects have been advanced since its completion. Investments in recent years have embodied TU's commitment to sustainability, diversity, student success, and engaging in downtown Towson.

2016

- West Village Phase III & IV
- Solar Panel Installation

2017

- Newell Dining Hall Renovation
- Glen Bridge replacement

2018

- Burdick Hall Expansion
- Residence Tower Renovation
- Residences at 10 W. Burke
- Field Hockey Complex
- Auburn House Restoration

2019

- Dean Chapman Quad

2020

- South Campus Athletic Fields
- Glen Dining Renovation
- Women's Soccer Complex

2021

- Science Complex
- The StarTUp at the Armory
- 401 Washington Ave
- University Union Phase I

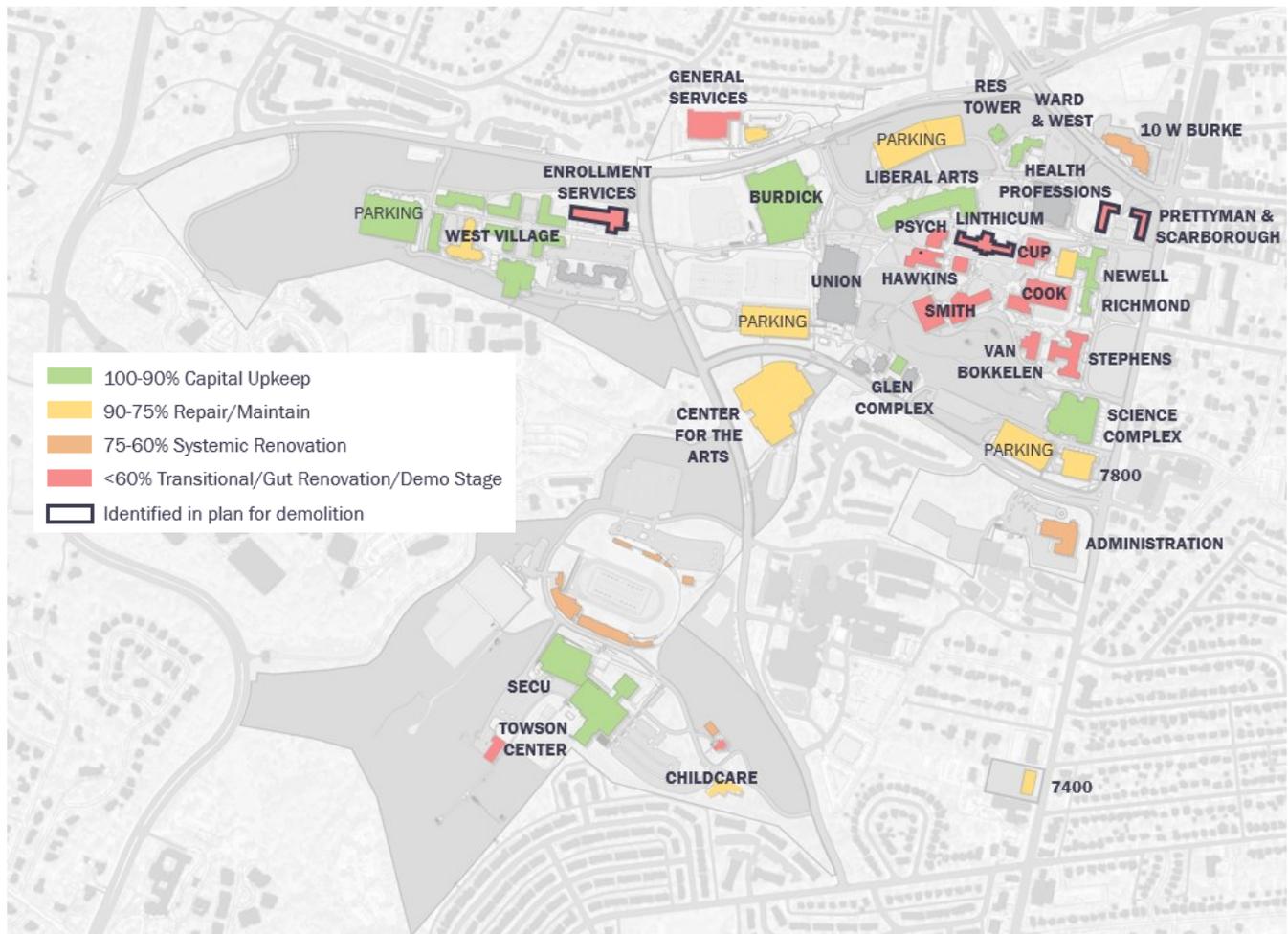
In Progress

- College of Health Professions Building (complete 2024)
- Glen Towers Renovation (complete 2025)
- University Union Phase II
- 7400 York Road

Along with the pressures of increased enrollment, the physical condition of many existing buildings has deteriorated due to heavy use and age. Pedagogy, research, and associated technologies have evolved significantly since many campus buildings were designed and built. Many facilities require major renovations to accommodate the evolving needs of teaching and research and to allow existing buildings to function more effectively and efficiently or be considered for demolition. Towson University’s strategy to responsibly address existing space deficits while modernizing existing facilities necessitates the need for a careful phasing of capital facility projects.



Towson Way connects the Campus Life Center to West Village



Building Condition Summary, data from Gordian FY19 Report

Alignment with the Strategic Plan

Strategic Plan: TU 2020-2030 Leadership for the Public Good

With more than 150 years of leadership advancing higher education, Towson University has established a rich history of academic success and a proven dedication to improving lives. Building upon this established excellence, TU strategically looks to the future with both purpose and passion. As part of the university's relentless commitment to advancing the public good, this plan serves to define objectives and deliver transformative outcomes.

The 2020 Campus Master Plan is the first to align directly both with the TU Strategic Plan as well as the recently completed Self-Study for Middle States re-accreditation. This three-way alignment ensures a focused and comprehensive vision is articulated throughout all three documents.

Vision

Towson University is a national leader in student-centered education, where students will develop the knowledge, skills, and dispositions to become ethical leaders in a global society. Our faculty model the highest values of the scholar-educator, with a steadfast devotion to intellectual rigor and the pursuit of innovative scholarly and creative activities. We embrace our role and responsibilities as an anchor institution for the Greater Baltimore region and the state of Maryland.

Planning Principles

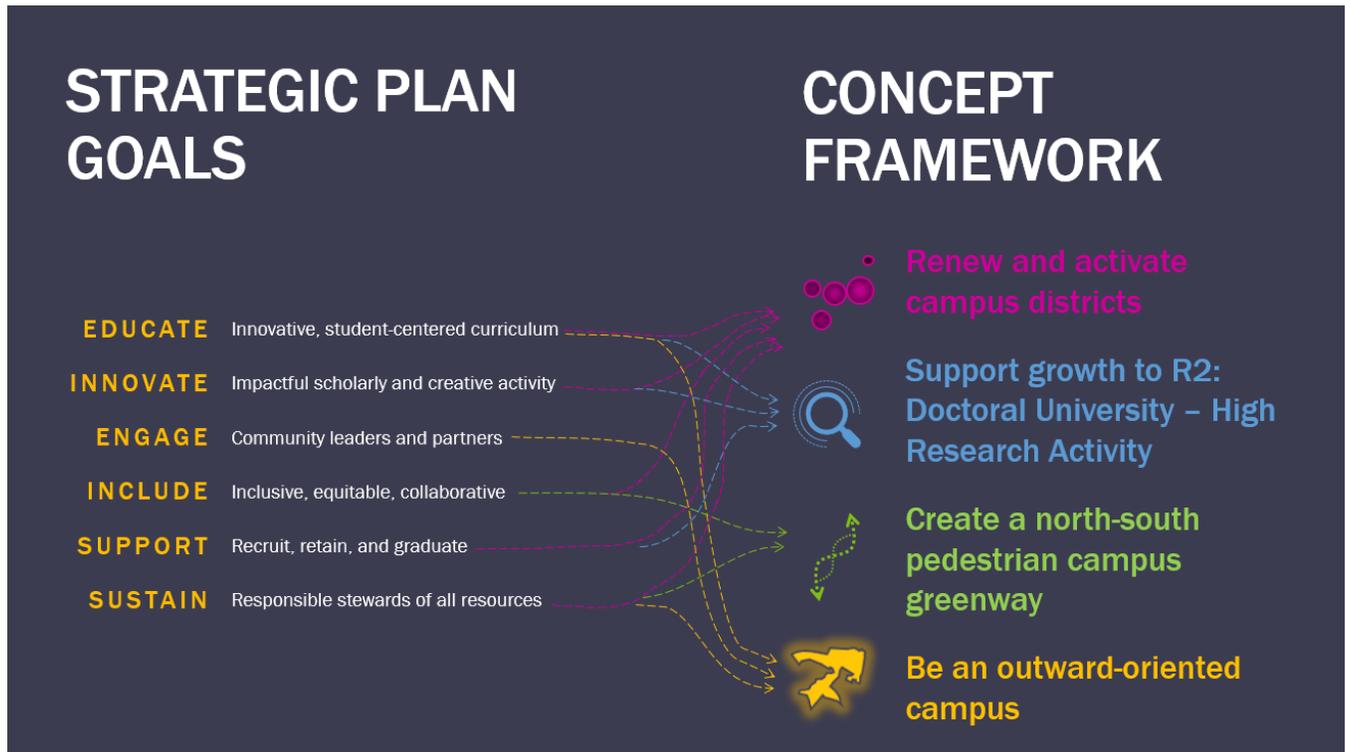
The Facilities Master Plan aligns directly with the TU 2020-2030 Strategic Plan: Leadership for the Public Good, by applying the strategic plan goals as master planning principles. As expressed in the strategic plan: "These goals must serve as guiding intentions at the center of every decision we make and every action we take."

- **Educate:** We will achieve national recognition for our innovative student-centered curriculum emphasizing engaged learning, in-demand academic programs, and new approaches to instruction and learning in the liberal arts, business, health professions, STEM, arts, and teacher preparation.
- **Innovate:** Our faculty are leaders in scholarship and creative activities and will be fully supported in their efforts to generate new knowledge and new creative works.
- **Engage:** We will serve as community leaders and partners extending the talents of our students, faculty, and staff beyond our campus boundaries to create opportunities for leadership, entrepreneurship, civic engagement, and experiential learning.
- **Include:** We will build an even more inclusive, equitable, and collaborative community where people from all backgrounds, identities, abilities, and life experiences are welcomed, valued, and supported.
- **Support:** We will recruit, retain, and graduate students of the highest caliber, offer outstanding student success services, and provide an engaging campus experience that reflects the educational values of Towson University and produces graduates prepared for careers or advanced education.
- **Sustain:** We will act as leaders in advancing sustainability of all resources—environmental, human, and financial.

Concept Framework

The concept framework is a broad-brush organizational diagram used to structure the campus physical plan. The framework is based on the Strategic Plan goals, which translate to four big ideas to guide investments in the physical campus:

- **Renew and Activate Campus Districts:** Campuses evolve over many generations of investment, and to maintain an exceptional educational environment, TU will continue to reinvest in established areas of campus. The plan includes improvements – renovations, new facilities, and open spaces – in each major district.
- **Support Growth to R2: Doctoral Universities – High Research Activity:** The Strategic Plan establishes a vision for increased research activity on TU’s campus that will require a range of supporting infrastructure including appropriate space to support innovative work.
- **Create a North South Pedestrian Campus Greenway:** The master plan proposes a series of interconnected circulation improvements that facilitate clear and accessible north-south pedestrian circulation that links South Campus to downtown Towson. These connections are further multiplied by a new multi-modal transportation loop around the Academic Core and Campus Life Center.
- **Be an Outward-Oriented Campus:** In the spirit of engagement and Towson’s role as an anchor institution, the physical campus should welcome community members onto campus and encourage students, faculty, and staff to participate in community life. This master plan introduces part of downtown Towson as a new campus district with an emphasis on engagement.



Path to R2: Doctoral Universities – High Research Activity

R2: Doctoral Universities – High research activity is a Carnegie Classification® with the following two requirements:

- Minimum 20 research/scholarship doctoral degrees awarded annually
- Minimum \$5M in research expenditures annually

Towson University currently offers three doctoral degrees that are categorized in research/scholarship, with roughly 100 students enrolled total. Decreasing the time to degree in these programs by offering more full research scholarships and RA positions would likely increase the number of degrees awarded annually to the minimum 20 within 3-4 years. TU's goal, however, is to award 30-40 research/scholarship doctoral degrees annually. Therefore, 3-5 new doctoral programs will be explored as new opportunities in the next 3-5 years.

TU currently spends roughly \$3.5M annually on research. Academic Affairs investment funds can be used as an incentive to increase research expenditures to the \$5M minimum threshold within the next 2-3 years.

The new Science Complex and Center for Health Professions buildings will provide infrastructure needed to support the increased levels of research. Research space expansions will focus on key areas including TU's fast-growing cyber fields and spaces that can accommodate highly collaborative and interdisciplinary research doctoral programs.

2030 Plan

The 2030 Plan represents the priority projects for Towson University. They include strategic new construction and renovations of key and historic facilities, along with campus safety and accessibility projects that promote greater connectivity between sections of campus. The proposed plan reflects the dramatic needs of the institution and the significant constraints of the campus setting. The need for technology-rich academic space to facilitate current and future pedagogies as well as research growth to achieve an R2: Doctoral Universities – High research activity designation creates the opportunity to better organize and concentrate the functions on campus.

In the Academic Core, new construction and renovations of academic buildings provide modern active learning environments for TU students. The College of Health Professions building shifts those programs out of Linthicum Hall, which presents substantial maintenance challenges and can be demolished to open a new green space focused north south through the academic core. A new academic building for the College of Business & Economics activates the eastern terminus of Towson Way and extends it northward to create a new northeastern gateway to the campus at the intersection of York Road and Burke Avenue serving over 2,000 students living just to the north. This project enables a comprehensive renovation to Stephens Hall, which along with a renovation of Van Bokkelen Hall creates a new home in historic structures for the College of Education.

The Academic Core is further renewed with renovations to Smith Hall that will create space for the Mass Communications, Electronic Media and Film, and Communication Studies departments as well as campus-wide active learning classrooms, open study, and collaborative space. Renovations to the Cook Library will create new study and collaboration spaces and house resources that support student success, consistent with the role of the contemporary library in campus life. Further south, planned renovations to the Administration Building and 7400 York Road will further integrate these spaces into the Academic Core and support teaching and research initiatives. At the border of the Academic Core and Campus Life Center, a new Student Services Building functions as a key resource for students and visitors center for prospective families, welcoming them onto campus from the formal entrance off Towsontown Boulevard. These investments in the heart of campus around a dynamic new green space and reaching towards downtown Towson signify an engaged institution that is an anchor for the larger community.

Student housing lost by the demolition of Prettyman and Scarborough Halls (to make the site available for a new academic building), is replaced in West Village through a Phase V Housing project with parking podium. Lot 2 is removed and converted to recreational open space, further activating Towson Way along the approach to West Village. With this project, the West Village residential complex is fully realized.

A multi-modal campus loop around the Academic Core and Campus Life Center supports pedestrians and cyclists in navigating campus and encourages more sustainable commuting practices including the use of transit shuttles. New paths and a bridge lead south from the Campus Life Center around the Center for Fine Arts and into the heart of the Athletics District in South Campus. This accessible greenway includes a new bridge over Osler Drive and Auburn Drive and formally defines the entrance to the district. It also expedites the walk to the Academic Core for commuter students assigned parking on South Campus. Nearby, a new electrical substation increases the power capacity available to serve campus and meet future needs. Within South Campus, a fieldhouse expansion adds an athletic achievement center.

Flexibility for the Future

The campus master plan will inform university decision making years into the future. Many circumstances evolve and change over time, including potential growth and change of the campus community and the physical space they require. The space assessment is a tool to explore potential future facilities needs quantitatively. The space projections applied in this assessment use Fall 2019 enrollment as a baseline. As Towson is designated as a growth institution by the University System of Maryland, the university projects 0.5% annual growth. This trajectory would result in a 5.5% increase from year 2019 to 2030.



Towson University proposed campus in 2030

2030 (Near Term) Plan



Legend

- | | | |
|--|---|---|
| ■ Open Space | ■ Off-Campus Housing | ■ Near-Term Renovation |
| ■ Recreational / Athletic Field | ■ TU Building | ■ Primary Pathway |
| ■ Wooded | ■ Near-Term New Construction | ■ Surface Parking / Road |

Proposed Capital Development Projects 2020-2030

1. New College of Health Professions Building + Open Space
2. Electrical Substation
3. Smith Hall Renovation
4. New Student Services Building
5. New West Village Housing Phase V, Garage + Open Space
6. New Academic Building for College of Business & Economics
7. South Campus Pedestrian Bridge
8. Multimodal Transportation Enhancements
9. Stephens Hall Renovation
10. Van Bokkelen Hall Renovation

Long-Term Vision

The long-term vision explores additional development sites and their potential uses. Many expansion opportunities are additions to existing facilities to leverage past investment and increase density in areas of existing use for greater walkability of campus. In the Academic Core, potential additions are shown to Cook Library and the Administration Building. New standalone facilities could be constructed at three sites along Cross Campus Drive for additional academic, research, or STEM-focused space. The development sites do not represent the full capacity of the land, a level of growth that is not anticipated within the timeframe of the 2030 Plan. Long-term projects should be assessed against TU space and programmatic needs, strategic goals, and the carbon footprint of new construction.

Planned renovations of Stephens Hall and Van Bokkelen Hall as part of the 2030 Plan create an eventual opportunity for the College of Education to vacate Hawkins Hall and Psychology Hall. Hawkins Hall and Psychology Hall both have non-rectilinear floor plates that would make future classroom and office renovations challenging. This plan explores the eventual demolition of these buildings along with Lecture Hall and the creation of a new, sloped green space connecting Cook Library and the University Union, expanding the vibrant environments at the Beach and Freedom Square. Portions of this new green space and others throughout campus are candidates for tree planting, both as part of formal afforestation efforts and informal plantings to increase the campus tree canopy. An expansion of the tree canopy would align with the Sustain goal of the Strategic Plan. Sustainability is integrated throughout the plan using the United Nations Sustainable Development Goals as a lens. TU's goal of carbon neutrality by 2050 is an essential focus requiring a multi-faceted plan encompassing high energy performance, electrification, offsets, and other investments.

A campus multi-modal loop wraps the Academic Core and Campus Life Center, including off-street pathways alongside York Road, Bosley Avenue, Towsontown Boulevard, and Osler Drive. Combined with bikeable portions of Towson Way and the North South Greenway, the campus multi-modal loop greatly increases connectivity, links to proposed Baltimore County bike routes, and makes it easier for bike commuters to access campus.

Key Takeaways

- The 2020 Campus Master Plan is aligned both with the 2020-2030 Strategic Plan and Self-Study for Middle States re-accreditation.
- The plan supports modern teaching pedagogies and research endeavors to achieve TU's vision as a national leader in student-centered education and growth to become an R2: Doctoral University: High research activity.
- The plan utilizes strategic renewal and divestment to address facilities with deteriorating building conditions, reducing overall deferred maintenance and improving overall energy efficiency.
- The plan increases connectivity within and around campus to create a welcoming, inclusive, and sustainable environment for students, faculty, staff, and the surrounding community.