

UNIVERSITY OF MARYLAND, BALTIMORE

# FACILITIES MASTER PLAN

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**“ UMB is a beacon for people  
committed to improving human  
health and well-being. ”**







# President's Message

**JAY A. PERMAN, MD,**  
*President*

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Every 10 years, UMB has a cherished opportunity to imagine how our physical campus—our buildings, walkways, and open spaces—can advance our noblest goals: to improve the human condition and serve the public good.

In this Facilities Master Plan, we imagine a campus that serves our students with better and more ample spaces for learning, discovery, and interaction; a campus that encourages collaboration between disciplines and schools and speeds the translation of discoveries from bench to bedside; a campus that binds us more closely to one another and to our neighbors and partners in Baltimore.

On the north end of campus, we will transform outdated buildings and vacant lots in a way that creates cohesion while accommodating future development. We will continue to strengthen UMB's identity within Baltimore by establishing clearer streetscape connections and reinforcing major gateways to campus. We will partner with city institutions and agencies to build a vibrant and safe Westside community—a place that's rich in art, culture, and entertainment and in the creative people they attract.

UMB is a beacon for people committed to improving human health and well-being. They deserve a campus that facilitates this work, as does everyone who relies on that work each day. And so I'm indebted to the large group of stakeholders—inside and outside the University—who mapped this way forward for us all.





**“To improve the human condition and serve the public good of Maryland and society at-large through education, research, clinical care, and service.”**

**UMB'S MISSION**





# Introduction

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The 2016 University of Maryland, Baltimore (UMB) Facilities Master Plan is the culmination of many ideas generated through a rigorous planning process that involved the active participation of a diverse range of stakeholders. It is intended to be a framework for physical planning of the campus over the next 10 years and beyond. The plan grows from a comprehensive and inclusive analysis of the existing campus and its ability to support the University's mission and strategic plan. The plan expresses a vision that encourages innovation and collaboration while responding to the increased needs of UMB's educational, research, and service missions through renovation, redevelopment, and new construction of facilities. It seeks to create a vibrant, urban environment that attracts the best students, faculty, and staff and supports the University's ongoing role as an anchor for the community and leader in sustainable practices. Finally, the plan underscores the need for significant investment in the existing physical plant to ensure that it continues to support the University's record of excellence.



Founded in 1807, UMB is a seventy-one acre, approximately 4.4 million gross square feet (GSF) health science and human service campus in downtown Baltimore. UMB is Maryland's only public health, law, and human services university. There are seven schools that comprise UMB: Dentistry, Law, Nursing, Medicine, Social Work, and Pharmacy, and the Graduate School. These schools confer the majority of health care, human services, and law professional degrees in Maryland each year. The larger University community includes partner institutions such as the University of Maryland Medical Center (UMMC), the Veterans Affairs Medical Center (VA), the University of Maryland BioPark, sports and entertainment venues, retail, offices, apartments, and residential neighborhoods.

## 2017 Strategic Plan Themes

- 1 Health, Justice, and Social Impact
  - 2 Research and Scholarship
  - 3 Student Success
  - 4 Inclusive Excellence
  - 5 Partnership and Collaboration
  - 6 Efficiency, Effectiveness, and Assessment
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Work Group members engaged in the planning process.



This UMB Facilities Master Plan identifies current and projected physical space needs for the University and provides a general strategy and recommendations for future development of the campus. The recommendations suggest building footprints, program locations, landscape and open space networks, circulation, transportation, parking and service access, utilities, and development phasing. The foremost goal of the Master Plan is to establish a framework for future development that aligns with and supports the Strategic Plan and mission of the University.

In order to develop the Master Plan, the team organized the process into three major phases:

- Data gathering, needs analysis, and existing conditions assessment
- Development of plan alternatives
- Final plan development

Guiding the planning process was an Executive Committee, comprised of the UMB President, deans, and vice presidents, which was responsible for setting direction and approving the different components of the plan. The plan's development was managed by a Work Group consisting of representatives from each school and major administrative department, as well as the student government association, and faculty and staff senates. This group met regularly to provide information, develop options, and guide the development of the final plan. The process also involved

participation and input from others in the campus community, adjacent institutions, nearby neighborhoods, and various Baltimore City agencies through a series of formal meetings and informal open forums.

Individuals and groups involved in the planning process:

- President
- School of Dentistry
- School of Law
- School of Nursing
- School of Medicine
- School of Social Work
- School of Pharmacy
- Graduate School
- Vice Presidents
- Students (Open Forums)
- Student Government Association
- Faculty Senate
- Staff Senate
- University of Maryland Medical Center (UMMC)
- Veterans Affairs Medical Center (VA)
- UMB BioPark
- Southwest Partnership
- Facilities Management
- Auxiliary Services
- Parking & Transportation
- Baltimore City Planning Department
- Baltimore City Department of Transportation
- Baltimore Development Corporation
- Downtown Partnership of Baltimore
- Lexington Market
- Internal Community (Open Forum)
- External Community (Open Forum)





# UMB's Vision

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The University will excel as a pre-eminent institution in its missions to educate professionals, conduct research that addresses real-world issues affecting the human condition, provide excellent clinical care and practice, and serve the public with dedication to improve health, justice, and the public good. The University will become a dominant economic leader of the region through innovation, entrepreneurship, philanthropy, and interdisciplinary and interprofessional teamwork. The University will extend its reach with hallmark local and global initiatives that positively transform lives and our economy. The University will be a beacon to the world as an environment for learning and discovery that is rich in diversity and inclusion. The University's pillars of professionalism are civility, accountability, transparency, and efficiency. The University will be a vibrant community where students, faculty, staff, visitors, and neighbors are engaged intellectually, culturally, and socially.



**“ Creating a campus environment  
that fosters collaboration  
advances discovery.”**







# Key Themes

After engaging the campus stakeholders and analyzing the physical qualities of the campus, strong themes emerged. These themes guided the planning team's decision-making throughout the process and shaped the final plan recommendations. While the themes are diverse and address a variety of important topics, some aspects of each theme overlap with the others.





# 1 | Address Program Needs

At the heart of UMB are its academic programs. Ensuring these programs have the proper facilities to support their mission is fundamental to the success of not only this Master Plan, but of the University as a whole. The full-time equivalent student enrollment in 2016 indicates a modest 0.6% growth but it is anticipated that student enrollment will continue to grow at a greater rate over the next 10 years in response to the increasing need for health care workers. This is a dynamic time for higher education. Teaching pedagogies are changing and influencing the type of educational spaces needed across campus. Increased demand for computational and dry labs is affecting the quantity and type of research space needed. As collaborative and inter-professional education continue to expand, the University must provide sufficient space for socialization, study, special programs, and interaction. Changing approaches to clinical and service programs also need to be accommodated. The Facilities

Master Plan proposes opportunities to address all of these evolving trends to ensure that programs have sufficient facilities (quantities, types, and conditions) to carry out teaching and research, both now and in the future.

### CURRENT AND FUTURE FTE ENROLLMENTS BY SCHOOL

	<i>FY 2010 Actual</i>	<i>FY 2015 Actual</i>	<i>FY 2016 Actual</i>	<i>FY 2026 Estimate</i>	<i>FY 2016– FY 2026 % Change</i>
Dental School	796	729	719	688	-4.3%
School of Law	1,082	812	778	791	1.7%
School of Medicine	1,321	1,343	1,351	1,385	2.5%
School of Nursing	1,438	1,413	1,456	1,453	-0.2%
School of Pharmacy	799	947	948	920	-3.0%
School of Social Work	945	1,106	1,110	1,134	2.2%
Graduate School	-	17	57	84	47.4%
<b>CAMPUS TOTAL</b>	<b>6,381</b>	<b>6,367</b>	<b>6,419</b>	<b>6,455</b>	<b>0.6%</b>





## 2 | Support Innovation and Collaboration

Creating a campus environment that fosters collaboration across all facets of research advances discovery. This ranges from bench-to-bed connections between research labs and clinical care environments to inter-professional settings that bring together different disciplines to foster new ways of thinking. Shared spaces that support the needs of all schools naturally provide an opportunity for both formal and informal collaboration across disciplines. Technology transfer fuels economic development, advances new ideas, and improves health and wellbeing. UMB remains committed to supporting innovation, collaboration, and enhancements to health care delivery at all levels.



## 3 | Renew and Reinvest

UMB has made significant investments in new buildings, but older buildings are still in need of renewal. Due to building age and changes in programmatic function, some buildings on campus have spaces that are improperly sized, in marginal condition, or inefficient. The Facilities Master Plan considers ways to renew and rethink the use of buildings to support modern teaching pedagogies, research trends, and cohort sizes. Improvements include creating consistent technology across the campus and paying special attention to the ground floor conditions to ensure facades are pedestrian friendly and creating a successful campus streetscape experience. UMB will continue to work with the City to improve the neighborhoods and infrastructure in and around the campus.



## 4 | Create a Vibrant 24/7 Environment

UMB is part of an evolving downtown community. Mirroring the resurgence of cities nationwide, downtown Baltimore is shifting from a traditional business and institutional hub into a multi-use neighborhood. To create a more vibrant atmosphere and promote a safer environment, more people need to live around the campus. Additional housing, retail, and restaurants will generate new activity within the neighborhood and improve the campus community. To accommodate this growth, the Facilities Master Plan develops a cohesive strategy for properties that UMB

can influence, especially on the edges of campus. The plan promotes active street life and safety. This includes locating public spaces and campus amenities on the ground floor of buildings, installing new and brighter street lamps, and adding art and additional landscaping to enhance the street experience. Incorporating arts and culture across campus through partnerships with the Bromo Arts District and Lexington Market will build on the neighborhood's diversity of uses, helping to create a more vibrant, 24/7 environment.





## 5 | Enhance Circulation and Connectivity

The UMB campus has an established identity within downtown Baltimore, but the edges are often undefined. The creation of clearly defined boundaries through unified streetscape and visible gateways establishes an easily recognizable campus precinct and strengthens the identity of the University. The plan builds on the success of outdoor spaces, such as the one in front of the School of Nursing, and connects green spaces throughout campus. Creating stronger connections to the BioPark and neighborhoods across MLK Blvd is an important part of establishing a walkable campus. Likewise, drawing connections to the east across “The Gap” in the urban fabric between UMB and the rest of downtown will link the campus with recreational opportunities, the business center, arts and culture amenities, and a burgeoning residential community. Continuing to support connections to the established neighborhoods to the south and growing neighborhoods to the north are also critical to the campus.



## 6 | Improve Transportation Elements

UMB is rich in transit options, but lacks successful connections to all of the mobility options in and around campus. Safety, design, and conditions improvements to pedestrian routes leading to the subway and light rail stops will encourage more people to take public transportation, thus reducing the number of vehicles coming to campus. Continuing to build a bike-friendly environment by improving bicycle infrastructure will also help reduce the number of cars on campus. Capitalizing on Maryland Transit Administration’s new bus network and providing transit incentives for students, faculty, and staff will reduce parking demand. There are also parking resources outside of the campus boundaries that could be better leveraged to reduce the number of people bringing cars to campus, which can be a financial incentive for both UMB and its faculty, staff, and students.



## 7 | Unify All Aspects of Planning Through Sustainability

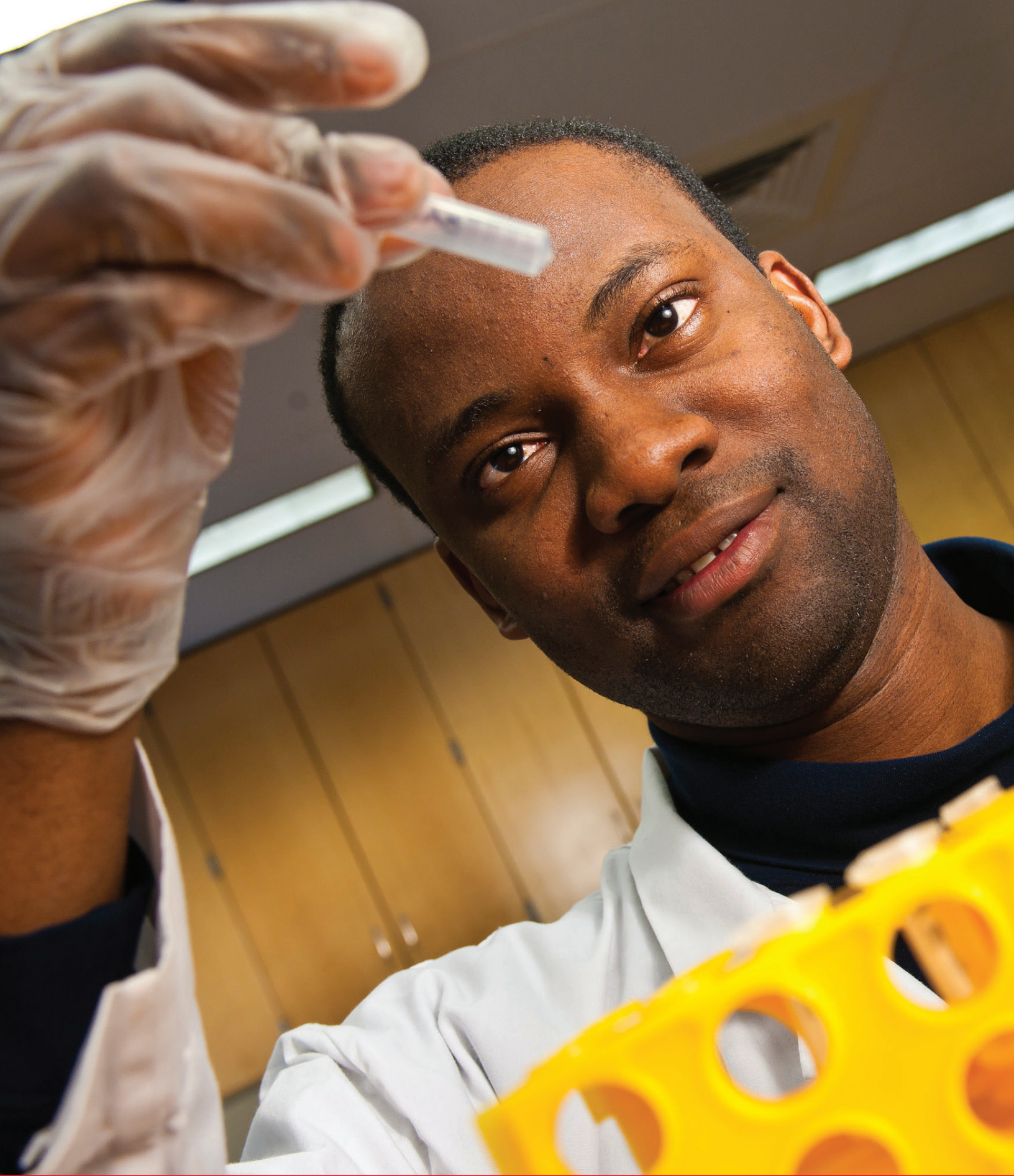
The University is dedicated to stewardship of the environment and ensuring that the campus continues to develop in ways that are ecologically, socially, and economically sustainable. Encouraging alternate modes of transportation, as opposed to single occupancy vehicles, promotes environmental sustainability. Encouraging students, faculty, and staff to live close to campus minimizes commuting and greenhouse gas emissions. Improving existing building systems and designing new buildings with the latest sustainable methods increases energy efficiency. Expanding the number of open spaces, enlarging and increasing the number of tree pits, and modernizing stormwater management strategies reduces the amount of runoff and impervious surface. Sustainability is an overarching theme that manifests itself in all planning decisions to ensure the University reaches its sustainability goals and the campus continues to thrive in the future.



## 8 | Uphold UMB as an Anchor Institution for the Community

UMB is bordered by many diverse neighborhoods whose conditions vary greatly. The University has the opportunity to help connect these neighborhoods and promote healthy living conditions and the development of positive, strong, and resilient communities. Leveraging strategic partnerships, considering the campus edges, and exploring opportunities for community development is mutually beneficial to both UMB and the surrounding neighborhoods. More opportunities for community integration, including inviting the community onto campus, is encouraged.







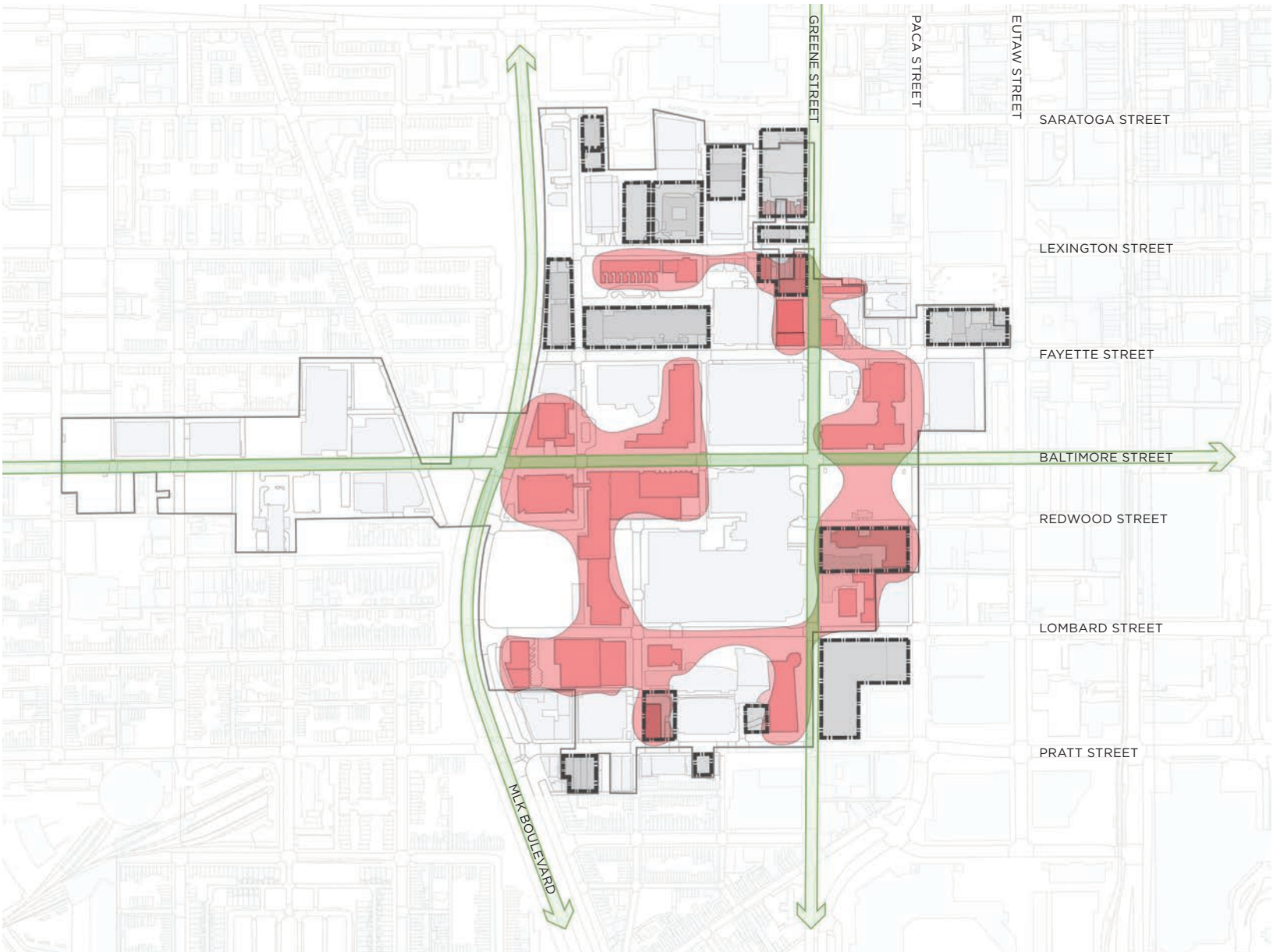


**“ High-quality open spaces  
and streetscapes create places  
where people want to live,  
work, and study.”**

## Plan Concepts

The Facilities Master Plan concepts illustrate how the key planning themes relate to the physical opportunities on the campus. There are four concepts that reflect the vision of the University and the direction of future campus development.





**PLAN CONCEPTS**

■ Building Renewal

▣ Redevelopment and Infill

## 1 | Building and Infrastructure Renewal

The most mature part of campus is south of Fayette Street, which forms a ring around two of UMB's partner institutions, UMMC and the VA. While some of the buildings are new or recently renovated, the majority of these buildings need some degree of renewal because of their age, outdated infrastructure, and/or evolving teaching pedagogies and research needs.

Building and infrastructure renewal is a perennial issue for higher education institutions. UMB's deferred maintenance backlog is over \$600 million and is expected to keep growing if current investment levels are not increased. Continuing to invest in campus buildings maintains and extends their useful life and provides opportunities to adapt to changing needs.

## 2 | Redevelopment and Infill

North of Fayette Street the campus has significant opportunity for the redevelopment of outdated and underutilized buildings as well as infill of open lots in between buildings. This is a rare opportunity for an urban campus, which typically has limited redevelopment and infill potential due to high demand for real estate. The University needs to capitalize on these large sites and underutilized or blighted properties to maintain capacity for large footprint buildings and interdisciplinary activities. This land bank to the north will be developed strategically in the short- to mid-term to improve the campus's character while still protecting the University's ability to accommodate large footprint developments in the long term. Developments in the north will also aim to translate the successes of the more mature parts of campus, building on the campus' sense of cohesion and thoughtful design.



### 3 | Campus Rejuvenation

High quality open spaces and streetscapes create places where people want to live, work, and study. These environments aim to be pedestrian-friendly, safe, and walkable. To continue evolving as a premier urban campus, UMB needs a framework that identifies important connections—to Downtown, to public transit, to adjacent neighborhoods, and across the campus.

The plan focuses on two important elements of a functional, welcoming, and sustainable public realm:

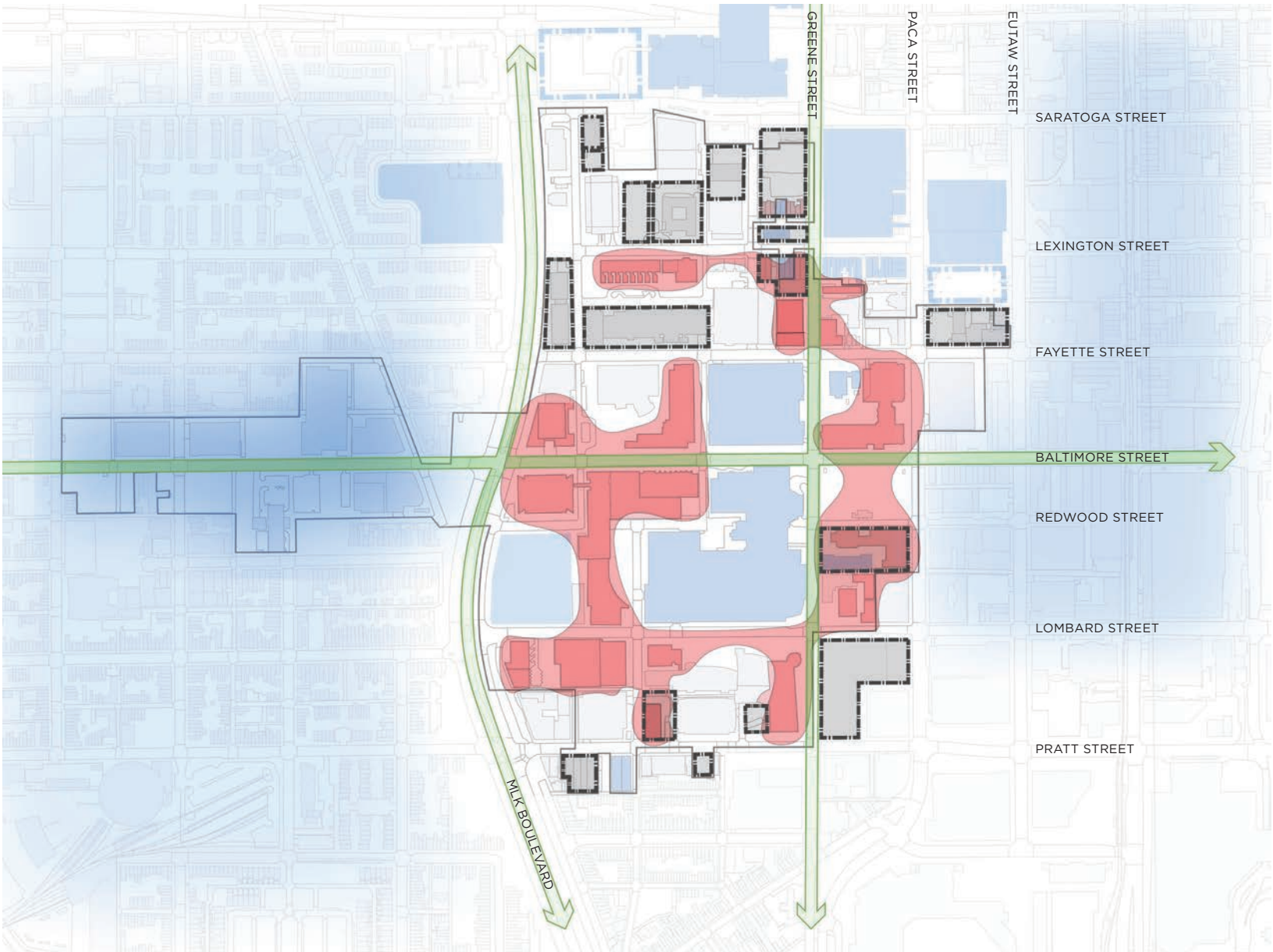
- Transportation: Increasing pedestrian safety and mobility options
- Landscape: Creating campus identity and welcoming spaces for people

The University will preserve and enhance its identity by maintaining and strengthening streetscapes and continuing to invest in high quality, distinctive open spaces. It is essential to expand the campus identity that exists in the mature, southern part of campus to the north and reinvest in stronger streetscape connections to all parts of campus. The green network will extend to the campus edges and the University will have the opportunity to capitalize on partnership opportunities to enhance the public realm surrounding campus. Martin Luther King, Jr Boulevard, Greene Street, and Baltimore Street are major campus links and gateways; they are key locations to target rejuvenation efforts to promote a distinguished campus precinct within downtown Baltimore.

### 4 | Partners and Areas of Influence

As an anchor institution in Baltimore, the University assumes a critical role in the City's renaissance. Its physical relationship with medical center partners and surrounding communities is key to establishing an urban environment where health, justice, and social impact are at the forefront.

Partnering with city institutions and agencies, UMB will continue to have a positive influence on the Westside community and beyond. Increasing activity and diverse uses around the campus will result in a more vibrant, attractive University neighborhood. Stronger pedestrian environments in and around the campus connect to communities and downtown, encouraging the mixing of students, faculty, staff, residents, and patients.



**PLAN CONCEPTS**

- Building Renewal
- Campus Rejuvenation

- Redevelopment and Infill
- Partners and Areas of Influence



**“The Facilities Master Plan promotes sustainable practices through responsible infrastructure, landscape, and transportation elements.”**





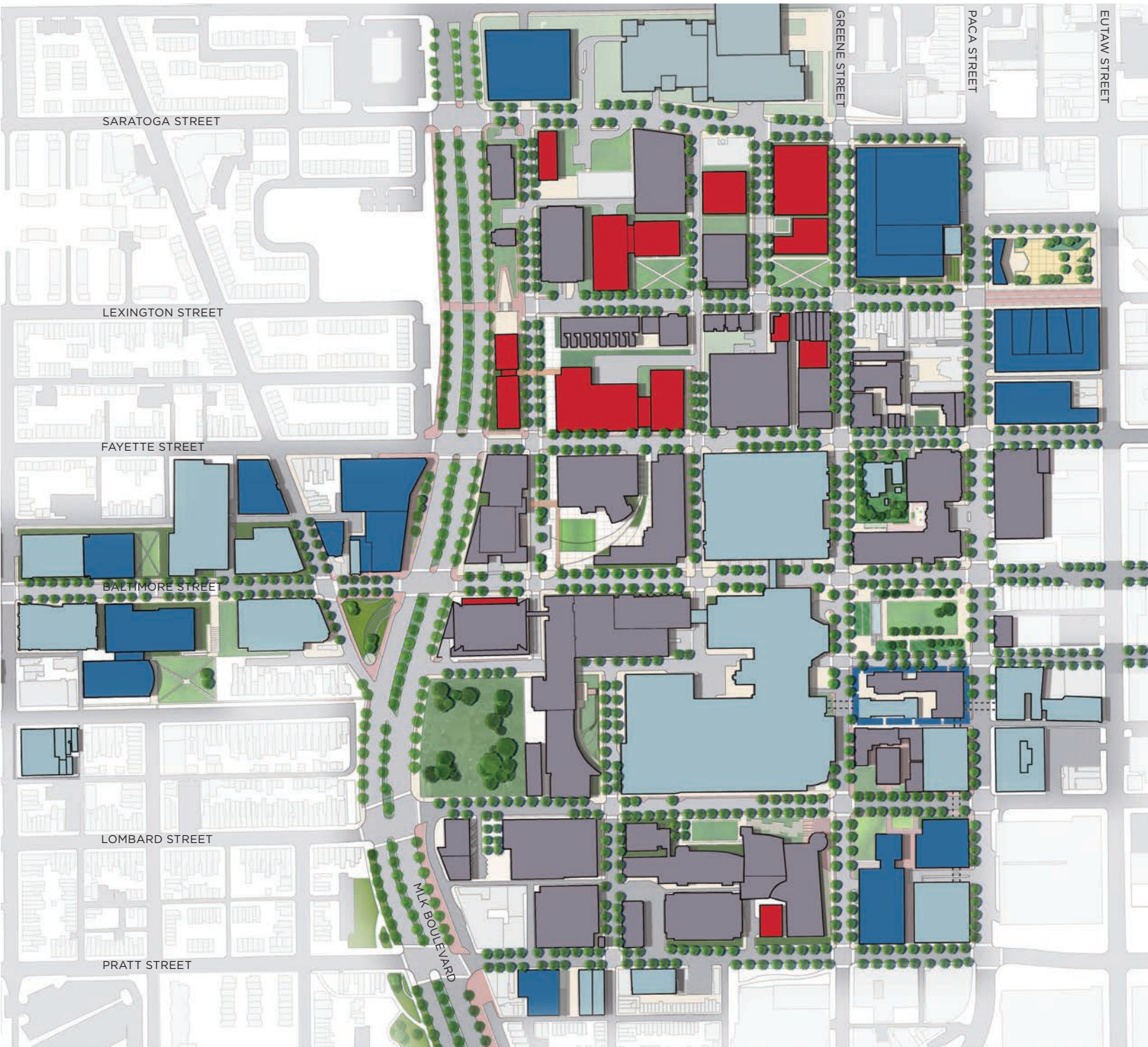


# Facilities Master Plan

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The Facilities Master Plan establishes an additional 1.5 million gross square feet of capacity for institutional growth. It also outlines improvements that renew aging facilities, enhance the campus environment, promotes sustainable initiatives, and create stronger physical connections both within UMB and the neighboring communities. The plan sets a general strategy whereby the University can direct the physical development of the campus. As with past planning, this master plan identifies a variety of sites for specific projects to be developed over the next 10 years while providing a more general framework for potential sites in the period beyond. This approach allows campus leadership to respond flexibly to conditions that exist at the time of project development.



**FACILITIES MASTER PLAN**

- UMB Existing
  - UMB Proposed Project Sites
- Existing Partnerships
  - Proposed Partnership Projects



# Key Features of the Plan

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The following features support the overall vision and key themes of the Master Plan.

## 1 | Collaboration and Facilities Renewal

- Address deferred maintenance to ensure the usefulness of facilities
- Preserve appropriate historic resources and renew facilities to support the mission of the schools
- Plan for the future redevelopment of older, underutilized, and/or blighted properties while maintaining large development sites for future use
- Create interdisciplinary and interprofessional facilities to promote innovation and collaboration across all schools
- Promote the development of shared campus resources which can be available for use by all schools
- Identify site opportunities for the new School of Social Work, Community Engagement Center, Interprofessional Education Center, and MPower Initiatives

## 2 | Landscape and Transportation

- Create a functional, iconic campus green by improving Plaza Park
- Invest in distinctive open spaces, especially to the north
- Collaborate with campus partners to address streetscape and crosswalk improvements
- Enliven blank building facades that detract from pedestrian-friendly streetscapes
- Create a safer pedestrian environment through crosswalk enhancements and curb extensions at key intersections
- Focus on creating gateways that clearly identify the campus
- Improve lighting across campus to promote safety and pedestrian comfort
- Expand stormwater management through rainwater harvesting, micro-bioretenion, green roofs, and controlled roof runoff
- Promote sustainable practices through responsible infrastructure, landscape, and transportation elements
- Establish additional dedicated bicycle facilities and routes in partnership with Baltimore City
- Encourage alternative modes of transportation by expanding transportation demand management strategies
- Improve connections to the light rail and subway to encourage ridership

## 3 | Partnerships and Campus Edges

- Embrace BioPark activities as an extension of UMB
- Focus on the growth and expansion of the Community Engagement Center
- Work with the City to improve MLK and create safer pedestrian crossings
- Enhance connectivity by creating stronger, safer connections to Lexington Market, BioPark, MetroWest, communities to the west and public transportation along Howard Street
- Revitalize Lexington Street to be a mixed-use, pedestrian-oriented corridor that anchors the northern part of campus
- Pursue partnerships with local developers to increase the amount of housing and neighborhood amenities on and around campus
- Work with the City and local developers to bridge “The Gap” in urban activity along Howard Street that separates UMB from the rest of downtown
- Establish a Museum District centered around Davidge Hall and further expand collaborative synergies with the Bromo Arts District









Artistic rendering of the campus looking southeast after Facilities Master Plan implementation



# Critical Capital Projects

The following projects have been identified as priorities for the next 10 years.

## 1 | Site Specific Investments

- Ongoing deferred maintenance/facilities renewal
- Medical School Teaching Facility (MSTF) renovation and infrastructure upgrades
- School of Nursing north renovation
- Davidge Hall restoration
- Bressler Research Building renovation
- Pharmacy Hall south renovation
- Howard Hall renovation
- 121 North Greene Street renovation
- University Plaza upgrades







Artistic rendering of Baltimore Street streetscape improvements and MSTF renovation with new entry



## 2 | Multiple Site Options

- Electric Substation and Electrical Infrastructure
- School of Social Work
- Inter-Professional Education Center
- Community Engagement Center
- Shared Resource Center
- MPower Initiatives
- Neuropsychiatric Research Institute
- Campus streetscape enhancements
- Campus-wide infrastructure improvements
- Retail/food, housing, and recreation partnerships







Existing view of the Lexington Street and Greene Street intersection looking southwest



Artistic rendering of the proposed Lexington Street and Greene Street intersection looking southwest





UNIVERSITY OF MARYLAND  
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1040 Hull Street #100  
Baltimore, Maryland 21230  
[www.asg-architects.com](http://www.asg-architects.com)