



**FACILITIES MASTER PLAN:  
2015-2025**

**EXECUTIVE SUMMARY  
COPPIN STATE UNIVERSITY**



November 2016



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Director of University College: First Year Experience

Dr. Mary E. Wanza, Director of the Library

#### **Master Planning Team**

CSU Capital and Campus Projects

Cynthia Linhart, Academic Planning Consultant

Design Collective, Inc.

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## FACILITIES MASTER PLAN: 2015-2025 EXECUTIVE SUMMARY

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### INTRODUCTION

Founded in 1900 as a one-year training program, Coppin State University became a normal school in 1926 and a teachers college in 1930, grew into a comprehensive college in 1970, and in 1988 joined the University System of Maryland (USM). The University's history and location allow it to perform a unique role that has not been performed by any other institution within the University System of Maryland. As an institution of higher education and as a major public service provider, Coppin State University has produced exemplary role models and professional leadership. The University has been at the forefront of advancing academic excellence, social equity, and the dream of a brighter future for its students.

Named in honor of Fanny Jackson Coppin, an outstanding African American educator, and dedicated to teaching, Coppin as a Historically Black Institution, fulfills a particularly important mission for the State of Maryland. Active participation in the community by faculty and students provides practical evidence of a public service emphasis. The University advances faculty who are evaluated by students and peers as excellent teachers; evidence of scholarly contributions and growth is expected. Our faculty work in the Colleges of Arts & Sciences and Education, College of Behavioral and Social Sciences, College of Business, College of Health Professions, Graduate Studies, and the Honors College.



## INSTITUTION MISSION

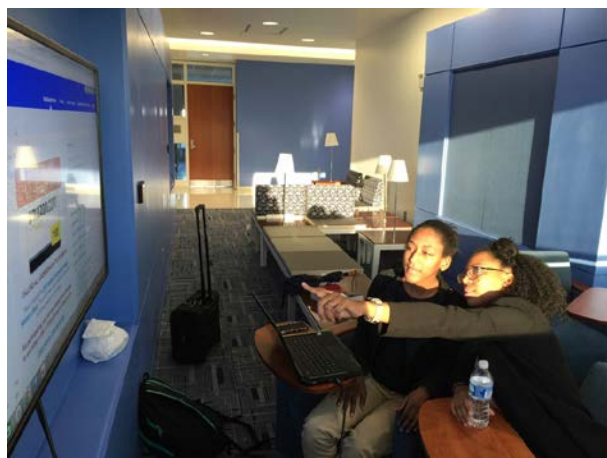
Coppin State University is an urban, comprehensive, and Historically Black Institution. Building on a legacy of excellence in teacher preparation in the metropolitan community, the university offers quality undergraduate and graduate programs in teacher education, liberal arts, health professions, technology and STEM disciplines.

Coppin as an anchor institution, is committed to providing educational access and diverse opportunities for all students while emphasizing its unique role in educating residents of Metropolitan Baltimore and first-generation college students. Coppin is committed to community engagement and partnering with businesses, governmental and non-governmental agencies to meet workforce demands; preparing globally competent students; strengthening the economic development of Baltimore, Maryland and developing stronger strategic partnerships.

As a constituent institution of the USM, Coppin will continue to adopt and support USM's strategic goals.

## CAMPUS ENVIRONMENT

Our strategy for enhancing persistence through graduation also includes creating an attractive campus environment. The unveiling of the new state-of-the-art Science & Technology Center (STC) has enhanced our campus environment and has become a symbol of excellence for the University. This new facility will assist the University in producing graduates to advance the state's Science, Technology, Engineering, and Mathematics (STEM) initiative. The new STC will provide our students state-of-the-art educational facilities that will enhance teaching and learning and lead to increased student persistence through graduation.



Part of Coppin's vision is to continue to create a 'safe and attractive environment' both on and around campus as a means of enhancing persistence through graduation. This includes providing more on-campus learning experiences such as more on-campus residential housing for our students. Research suggests that universities that provide more on-campus or near campus-learning experiences for their

students have somewhat higher persistence and graduation rates. Providing a more residential campus feel for CSU is an important strategy for enhancing persistence through graduation.

### COMMUNITY PARTNERSHIPS

Given the mission and location of the University, CSU has a civic responsibility to build strong community partnerships and to become engaged at the local, regional, national, and global levels. The successes achieved in Rosemont Elementary/Middle School and Coppin Academy through the Urban Education Corridor demonstrates CSU's commitment to its neighbors and serves as an example to others of how a university can anchor and stabilize urban communities. CSU students and faculty are involved in mentoring and other service activities in this corridor. Graduates from CSU secure teaching jobs in these schools, and many go on to get graduate degrees—making this a unique pre-K-20 partnership. These achievements show how important it is to make investments in the young students served through this Urban Education Corridor initiative. The far reaching effects touch kindergartners to eighth graders at Rosemont Elementary/Middle, the ninth to twelfth grade students enrolled at Coppin Academy, and our goal is for each and every one of the students to go on to enroll in college.

Moreover, Coppin regularly informs the surrounding community of upcoming capital projects on campus. CSU meet with various community organizations annually to discuss current and future capital projects. In these meetings, the University present and discuss its new buildings, planned expansion, and all other future capital projects. In addition, Coppin has a member on the board of directors for the Greater Mondawmin Coordinating Council (GMCC). The GMCC, was incorporated in 1976 by local residents as an umbrella organization to represent community associations and block clubs clustered around the Mondawmin Mall. The boundaries form a polygon with North Avenue on the south; Longwood Street on the west; Liberty Heights Avenue, Druid Park Drive and Druid Hill Park on the north and northeast; and Fulton on the east. Members of the GMCC and Alliance of Rosemont Community Organization, Inc. (ARCO) participated in the Facilities Master Plan focus groups.

### SUSTAINABLE PRACTICES

Coppin State University seeks to promote environmental awareness and engage the entire University community in enhancing sustainability. Sustainable practices are an integral part of the University's academic, operational and institutional policies and practices.



Colleges and universities across the United States are involved in an unprecedented movement known as sustainability. This growing phenomenon has led to higher educational institutions implementing innovative, practical, and bold solutions to minimize the impact on global climate change and to increase awareness of climate change issues. Topics such as alternative sources of energy, greenhouse gas effect, carbon neutrality and energy conservation are now part of our vocabulary and these initiatives are having a profound impact on how we live our daily lives. The University continues to make a concerted effort to focus on a number of community and statewide priorities that will place both CSU and the

University System of Maryland in the forefront of educational and institutional responses to global climate change. In March 2008, Coppin’s president signed the American College and University Presidents Climate Commitment (ACUPCC), a coalition of over 660 colleges and universities concerned about the impacts of global warming and dedicated to reducing campus greenhouse gas emissions. This agreement has provided an excellent opportunity to inform the University and the surrounding community about the impact of global climate change and has increased awareness of climate change issues.

### PROGRAM OFFERINGS

By virtue of its urban history and location, CSU is uniquely capable of addressing the preparation of students from the state of Maryland, Baltimore City, Baltimore County, and in particular, the citizens of West Baltimore. Given the economic and social conditions of West Baltimore, Coppin extends its institutional capabilities beyond the traditional classroom by providing experiential and authentic learning experiences to and in the community. Coppin was primarily a teaching institution and has integrated best teaching practices not only throughout its curriculum but also in support of its charter school affiliations and into its other community interactions.



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### STRATEGIC INITIATIVES

Consistent with our mission and keeping with the University System of Maryland recommendations and the Maryland Higher Education Commission, Coppin State University will pursue the following strategic goals:

- I. Enrollment: Enhance the enrollment management enterprise;



- II. Academic Transformation: Enhance the academic enterprise to ensure that students learn, are community engaged, graduate in four years or less, and are prepared to succeed in their future careers and other post-graduate opportunities;
- III. Student Experience: Address the needs of our multigenerational student population by creating a campus environment that supports learning inside and outside the classroom and encourages community engagement;
- IV. External Relationships: Maintain and establish external relationships and raise \$1.85 million;
- V. Resource Development and Stewardship: Develop infrastructure for continuous improvement of human and financial resources and facilities;
- VI. Information Technology: Maintain and strengthen IT infrastructure to enable innovative uses of technology for educational and operational excellence;
- VII. Middle State Reaffirmation: Strengthen assessment infrastructure required for Middle States reaffirmation;
- VIII. Data-Supported Decision-Making: Develop a culture of data-supported decision making.

Coppin State University aspires to be a preeminent Urban Comprehensive Historically Black Institution distinguished by its academic programs and its legacy of empowering students to be transformational leaders.

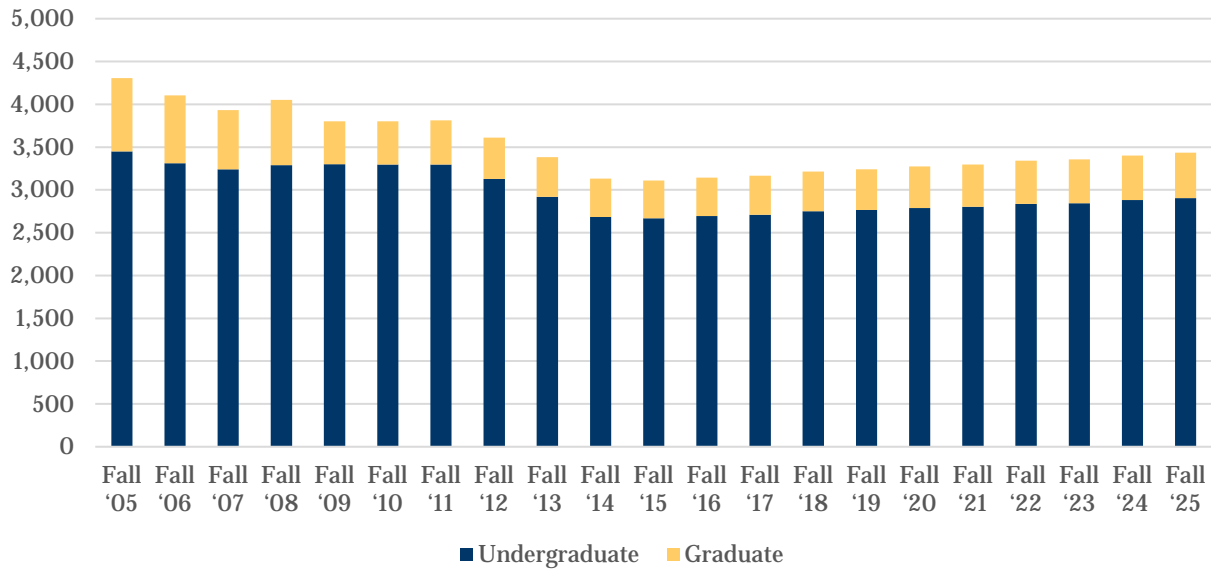
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## INSTITUTION DEMOGRAPHICS

Coppin State University's future direction has been translated into information and data that has been used to estimate the anticipated impact on its facilities. As this data is summarized, they show that Coppin expects:

**Steady turnaround of enrollment growth** of about 1% a year, translated into an overall rate of approximately 9% over the ten-year planning period, and comparable growth in credit hours.

### CSU Headcount Enrollment, 2005 to 2025



The projected growth of 9% overall is expected to differ significantly between the undergraduate level and the graduate level. Consistent with the Maryland Higher Education Commission (MHEC) projections, the University expects its undergraduate student body to reach 2,903 students by the fall, 2025, growing about 1% to 2% a year. At the graduate level, headcount enrollments are expected by the University to increase 21% to 531 by fall, 2025, reflecting University initiatives related to transfer students, graduate enrollment, including new programs, increased external and internal funding for graduate financial aid and support, new and renovated facilities, and provision of housing options. The University expects its percentage of graduate students in its enrollment mix to reflect 15% of the student body by 2025. Overall, Coppin expects to have a total headcount enrollment of about 3,434 by the fall of 2025, with a full-time equivalency of 3,609, an increase of 47% over the planning period, reflecting the results of Coppin’s efforts at student retention and graduation improvement on comparable, increased student credit hour loads. In terms of full-time day equivalent students, Coppin expects 2,448 FTDE, an increase of 36%, with more students attending during the day.

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#### CAMPUS ANALYSIS

Coppin State University’s tree lined 65-acre campus is located in the west central section of the City of Baltimore, a quiet setting in a busy city along West North Avenue. The University owns the 7.4 acre, former Lutheran Hospital site, located slightly more than 1½ miles to the south of the Coppin campus in the Rosemont community. Coppin State University is emerging as a comprehensive institution of higher education, with a strong sense of commitment to provide a variety of public service programs for the community.

The physical campus is split into a north section and a south section by West North Avenue. The southern section of the campus is bounded by Warwick Avenue to the east, the railroad tracks to the west, Baker Street to the south, and North Avenue on the north. The University recently finished the acquisition of 210 properties within these boundaries to complete the southern section of the University. This part of the southern section was occupied by mostly vacated row housing units. The northern section is bounded by Warwick Avenue and three public schools on the east, railroad tracks on the west, North Avenue to the south and Gwynn Falls Parkway on the north. The University's continuing plan is to establish an appropriate physical presence on the south side of North Avenue in order to extend its academic operations and better fulfill the community outreach dimension of its mission, while at the same time increasing and improving programs and services to its expanding student body.

### LAND USE ANALYSIS

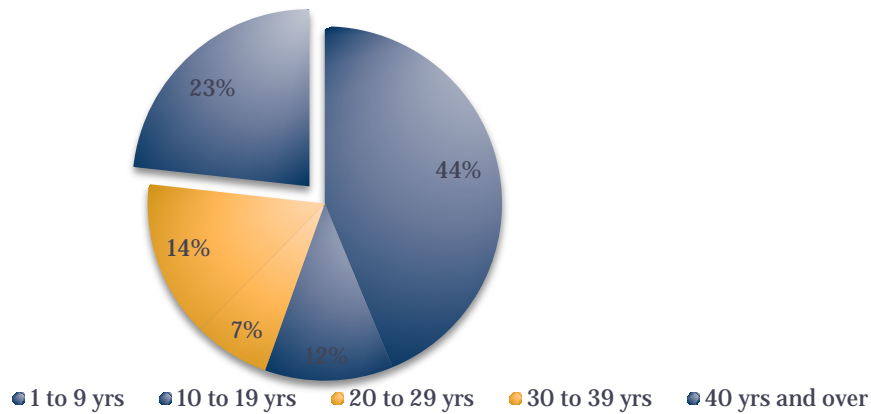
The existing Coppin State University campus consists of 14 buildings totaling 1,291,039 Gross Square Feet ("GSF"), 732,412 Net Assignable Square Feet ("NASF"). Following the proposed plan for campus development, Coppin State University has extended the northern section of the campus (north of North Avenue) to the Gwynn Falls Parkway. The Physical Education Complex (PEC) now anchors the campus northern most border and acts as a gateway for this end of campus. This complex adds approximately 246,350 GSF facilities to the University, as well as, a new loop road allowing easier access to the north side of the campus, athletic fields, tennis courts, and parking. The Talon Center, located just south of the Physical Education Complex and adjacent to the residence halls was completed in 2003, and is approximately 43,000 GSF.

The development of the southern section of campus (south of North Avenue) is almost complete. The first building completed on this side of North Avenue was the 168,100 GSF Health and Human Services Building (HHSB), finished in the fall of 2008. It was followed by the 150,443 GSF, Science and Technology Center (STC), finished in the summer of 2015. And with capital investment a Living Learning Complex will be the final developed area on the southern section of campus. CSU worked with the City of Baltimore regarding street improvements along North Avenue and Warwick Avenue in order to effectively integrate the University's front porch along North Avenue and the area south of North Avenue to create safe pedestrian travel. Coppin's organizing vision as a highly visible institution in West Central Baltimore, with a front porch on both sides of North Avenue, has been fully realized.

### FUNCTIONAL ADEQUACY & CONDITION OF FACILITIES

Since development of the previous 2009-19 Facilities Master plan, Coppin State University successfully received funding to demolish the old Coppin Center, expand campus across North Avenue, construct the new Science & Technology Center, and complete the HHSB ADA Bridge connection. Of the remaining eight existing buildings in need of renovation, which total 530,412 GSF, one is a historical building built in the late 1800s, one constructed in the 1950s, three in the 1960s, three in the 1970s and only one in

the 1990s. Three buildings on campus had additions, two were constructed in the 1970s and one in the 1980s, adding another 113,184 GSF.



Excluding the five buildings that have been constructed in the last ~15 years, Daley Residence Hall (2001), Talon Center (2003), the Health and Human Services Building (2008), the Physical Education Complex (2010), the Science & Technology Center (new, 2015), the status of the remaining owned facilities are desperately in need of repair, technology updates, and renovation. The oldest academic building on campus is the Parlett Moore Library which is 55 years old and its addition was completed 41 years ago. The youngest building in need of renovation is the Flossie Dedmond Residence Hall which is 24 years old.

In addition to the age of the buildings, the second major concern is the number of small-utilized Coppin State University buildings. In an institutional environment, using 50,000 GSF as a guideline for the definition of a small building is typical. The number of small-owned buildings at Coppin State University is significant. Four of the 13 buildings, or 33%, are considered small, and these buildings provide 159,894 GSF, or 17% of the University’s GSF. An additional four buildings are between 50,000 and 100,000 GSF and represent 283,382 GSF or nearly another 30% of the total University inventory of space.

Small buildings do not make efficient use of building sites. They lead to fragmentation of function and activities, reducing the ability of programs to build strong identities. In addition, they add considerably to utility usage and overall maintenance costs. Coupled with the age of University’s buildings, building size is an issue that must be carefully considered as the University and the State make decisions about renovation of a building versus demolition and new construction and/or divestiture of its land holdings and acquisition and/or construction of new, larger facilities. The campus has clearly demonstrated a need for both capital investments and for the renewal and reinvestment in existing facilities to address the existing deferred maintenance backlog.

<b>Academic</b>	<b>Construction Age</b>	<b>Renovation Status</b>
Percy Julian Science Center	49	1989, 27 yrs ago with addition
Grace Hill Jacobs Classroom	39	Never renovated
Parlett Moore Library	55	1975, 41 yrs ago with addition
James Johnson Auditorium	44	Never renovated
<b>Administrative</b>		
Miles Connor Administration	38	Never renovated, 1 <sup>st</sup> floor updated 2014
<b>Student Affairs Buildings</b>		
Flossie Dedmond Residence Hall	24	Never renovated
Tawes Center	50	1978, 38 yrs ago with addition

The University, to the extent possible, has attempted to retrofit buildings adapting them to contemporary needs. However valiant those attempts have been, Coppin’s facilities require substantial rehabilitation and expansion to meet its current and future programs.

The overriding concern with such aged buildings is the ability of these facilities to accommodate:

- increased use of discipline-based simulated laboratory environments, flexible seating arrangements, and instructional technologies;
- increased emphasis on team work and collaborative learning;
- changing faculty and administrative work stations;
- increased reliance on administrative technologies;
- accessibility by individuals with disabilities; and
- administrative, student, and facility support services.

Coppin uses Capital Facilities Renewal funds to fix aging building related issues and cosmetic repairs throughout campus to stabilize the aging infrastructure in buildings in need of renovation.

### VEHICULAR CIRCULATION & PARKING

The primary campus road access, Campus Loop Road, runs north-south along the western edge of the campus connecting to Presbury on the south and Gwynns Falls Parkway on the north. In addition, there is vehicular access to the east that connects Warwick Avenue to the Loop Road. With the expansion of campus to the south following the completion of the Science & Technology Center, the Loop Road was



similarly created along the west edge of the site connecting to the loop road to the north over West North Avenue. As part of the plan to expand landholdings and facilities development to the south of West North Avenue, the campus has also provided east-west access connecting the Loop Road to Warwick Avenue.

## PEDESTRIAN & BICYCLE CIRCULATION

The campus square, surrounded by Grace Hill Jacobs, Tawes Center, the Parlett Moore Library, and James Johnson Auditorium is the functional and figural center of the Coppin State University campus. This quad is the hub of campus pedestrian activity. At this central location there exists a level topography, multiple active building entrances with seating and high quality landscaping. From this central location, the extremes of the campus can be reached in approximately 15 minutes, and a walk from one end of campus, HHSB to PEC should take approximately 15 to 20 minutes.

The only major locations on campus where cars and pedestrians cross paths, on a major street, take place at North Avenue, Warwick Avenue, and Gwynn's Falls Parkway. While the pedestrian bridge from HHSB to the north side of the campus picks up a large portion of the pedestrian traffic that crosses North Avenue, there is a substantial amount of pedestrian traffic crossing at the intersection of North Avenue and Thomas Avenue during normal class hours to enter the new Science & Technology Center. Other than these major roads, regarding pedestrian movement, the remainder, and majority of pedestrian movement throughout the campus is unencumbered by vehicle movement.

As the south side of the Coppin campus continues to develop, additional precautions were taken to address the increase in the number of pedestrians crossing at North Avenue. Several North Avenue corridor enhancements have been done to improve the pedestrian experience and vehicular safety. These enhancements improved connectivity between the main campus and the developing campus to the south while creating a sense of place.

Coppin has begun the process of initiating a Campus Bike Plan; although the campus is small we are planning to supply a comprehensive bike plan that will support the campus community. Through our latest capital projects Physical Education Complex, Quad Renovation, and Science and Technology Center we've supplied nearly forty bike racks. The bike rack locations support north, middle, and south campus. Lockers and showers are available to the campus at the PEC Wellness Center and the STC ground floor.

As Coppin is located in an urban setting, our goal is to provide safe and secure facilities to prevent bike theft. Therefore, we are looking at various other storage options such as indoor wall mounted bike rack stations to provide bicycle parking that is:

- clearly labeled;
- accessible and well lit;
- sheltered from the elements; and

- located where there are people or security personnel.

Additionally, we are looking forward to participating in the fall 2016 launching of Baltimore City’s Bike Share Program; permitting the campus community to take advantage of the City’s new program and venture out into Baltimore’s existing transportation network.



### LANDSCAPE SIGNAGE & STREETScape

The Signage Design Plan developed for Coppin State University has been updated to include the new CSU Logo. This new signage design is a clear cohesive system of directional and informational signage. Both the interior and exterior designs work together to create an efficient wayfinding system that addresses changes on campus for students, faculty, staff, and visitors.



Signage is most often the first thing a visitor notices when touring a new destination. Implementation of Coppin University’s Signage Design Plan will give visitors a welcoming first impression with the inclusion of entrance signs, marking the key entrances to the campus. A visitor is then assured to find directional signs on each walkway, leading the way to parking facilities and University buildings and ultimately to their final room destination. In addition, building identification signage at a pedestrian scale and at eye level, helps confirm that a student or visitor has arrived at their end destination. The inclusion of the Coppin State University logo on almost every sign reinforces the sense of identity and belonging.

All of these efforts will contribute to a greater sense of hospitality by incorporation of a strong design that is sensitive to people’s need for comfort and clarity to directional wayfinding. This sense of welcome has always been present at Coppin, and is expressed through its faculty, staff, and students.

## PLANMARYLAND

In 2011, an executive order “PlanMaryland” was accepted as the State’s first long range plan for smart and sustainable growth. PlanMaryland provides the framework, process, and action for furthering Smart Growth in the state. To illustrate, the plan states it is to:

- Improve the way in which state agencies and local governments work together to accomplish common goals and objectives for growth, development and preservation;
- Stimulate economic development and revitalization in towns, cities and other existing communities that have facilities to support growth;
- Help accommodate a projected one million additional residents, 500,000 new households and 600,000 new jobs by the year 2035 without sacrificing our agricultural and natural resources;
- Improve our existing and planned communities without sacrificing our agricultural and natural resources;
- Save Maryland an estimated \$1.5 billion a year in infrastructure costs during the next 20 years through a smart growth approach to land use;
- Save 300,000 acres of farmland and forest over the next 25 years.

Coppin State University is in a Priority Funding Area located in an established community in a Targeted Growth Area.

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## DEVELOPMENT SINCE 2001

Continuing the planning effort initially set forth in the Office of Civil Rights Report of the Independent Study Team on the Revitalization of Coppin State University and the University’s Strategic Plan, Coppin State University’s previous Updated Facilities Master Plan 2009-19, presented below is a summary of the Capital Improvement Projects completed or in progress:



- Completion of a three phase Utility Infrastructure/Fire & Security Project (2010)
- Completion of the land acquisition and construction of the Physical Education Complex (2010)
- Completion of design documents for the construction of a 500 car Parking Structure (2010)
- Data Centers upgrade (Completed 2011)
- Renovated France Murphy Research building (Completed 2011)
- Renovated Campus Quad (Completed 2011)
- Demolished Coppin Center (Completed 2012)
- Land acquisition to accommodate the construction of the Science and Technology Center on the south side of West North Avenue (Completed 2013)
- Completed the construction of the Science and Technology Center (2015)
- Grace Hill Jacobs OCL bathroom upgrades, ADA Improvements (2015)
- Daly Hall Structural Corrections (Completed 2016)
- Completed the construction of Elevator Tower, ADA Bridge Project (Completed 2016)



Since development of the previous 2009-19 Facilities Master Plan, Coppin State University successfully received funding to demolish the old Coppin Center, expand the campus across North Avenue, construct the new Science & Technology Center, and completed the HHSB ADA Bridge connection.



## PLANNING CHALLENGES

Despite the recent campus additions of the Health and Human Services Building, Physical Education Complex, and the Science & Technology Center, most of CSU’s remaining facilities do not meet the educational, administrative, and student related support needs typically associated with living and learning in the 21<sup>st</sup> century and found at other institutions—both within the State of Maryland and within its peers. Many programs, services, and functions are fragmented within buildings, across buildings, and even across the expanding campus:

- A substantial number of the campus buildings, especially those supporting the academic mission and student life and development, are inadequate, aged, and not located contiguously;
- In addition to a classroom deficiency, those within the older buildings are inadequate to meet the University’s instructional delivery goals;
- Class laboratories are insufficient and inadequate to support discipline needs;
- Office space in older buildings is variously oversized and undersized, and inadequate; and



- Study and library facilities are worn and are insufficient to meet long-term campus needs.

Substantial investment is still required to bring CSU’s facilities in line with current needs, instructional and workplace technology, the planned enrollment changes, and the academic goals for instruction and research. CSU will continue to seek, creative public-private partnerships and strong institutional alliances to optimize State and other resources.

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## MASTER PLAN 2015-2025

### PLANNING ISSUES

The overriding goal of the *Facilities Master Plan* is to renovate, construct, and replace facilities and infrastructure to provide a state-of-the-art learning environment that attracts and retains academically competitive students, faculty, and staff. Specific objectives of this *Facilities Master Plan* are to:

- identify capital projects that address needs and find solutions that reflect logical and efficient functional relationships and maximize the use and reuse of existing facilities;
- support “highest and best use” of land;
- provide “surge” space to execute cost effective and safe building renovations; and
- result in a campus developed to reflect Coppin’s missions of instruction, research, and service through community interface.

Coppin has made an environmental commitment to the concept of reducing greenhouse gas emissions and combating climate change in its development and operations and is a premise and ongoing theme throughout the plan.

### PROPOSED PLAN

The proposed plan for campus development follows Warwick Avenue as its eastern boundary and pass the railroad tracks to include Walbrook Lumber as its western boundary and extends the campus north to Gwynn Falls Parkway and south across both North Avenue and Baker Street to the railroad tracks. The organizing vision is Coppin’s emerging presence as a highly visible institution in West Central Baltimore, with a front porch on both sides of North Avenue. As recommended in the 2009-2019 Facilities Master Plan, Coppin has organized this emerging presence into three major sectors of the campus, with identifiable and coherent functions and activities.

- **Campus Square** (historic core of the campus).
- **Campus Mall** (area south of North Avenue to HHSB on the west and Baker Street on the south and Warwick Avenue on the east).
- **Campus Commons** (area north of the Campus Square up to Gwynn Falls Parkway).

In addition, this plan assumes the implementation of the acquisition of Walbrook Lumber, approximately 6.5 acres, on the west side of campus across the railroad tracks. This will be used for a future conference center and additional parking.

To reiterate, the previous 2009-2019 Coppin State University Facilities Master Plan builds on the University’s commitment to develop a more sustainable campus and environment. All new construction projects will have a minimum of Leadership in Energy & Environmental Design (LEED) Silver certification standards. We will also preserve existing green space, continue to extend and expand the existing central utility distribution loop to existing and new buildings to improve energy efficiency, and design and develop parking and transportation projects and policy recommendations to reduce the University’s carbon footprint and traffic on local and state roads.

### PROPOSED CAPITAL DEVELOPMENT PROJECTS

The University’s proposed capital development projects for the ten-year planning period; as well as, projects beyond the planning period for both Sate and University funded projects are listed below. The projects are divided into an initial five-year program and a post year program, although funding may begin in the initial five year program and be completed in the post five year program. This plan does not imply approval of capital projects or funding. The sequencing of projects are critical to the successful and continuing operation of the University over this initial 10-year planning period.

Moreover, Coppin will continue its assessment of possible refinements and adjustments to the following proposed list of capital projects and priorities as future planning and campus development occurs including any new opportunities and constraints that may be presented to the institution.

- |   |   |
|---|---|
| 1. Renovate Percy Julian, College of Business           | 13. Construct Creative and Performing Arts Center       |
| 2. Renovate Grace Hill Jacobs                           | 14. Community Outreach Facility, Hebrew Asylum          |
| 3. Electrical Feeder Upgrade Project                    | 15. Wayfinding (Interior Signage) Phased                |
| 4. Living & Learning Facility                           | 16. Renovate Connor Administration Bldg.                |
| 5. Walbrook Lumber (Acquisition)                        | 17. Demo/Dev Frances Murphy Research & Warwick Entrance |
| 6. Mechanical Loop Project                              | 18. Construct Conference Center, Walbrook Site          |
| 7. Renovate Parlett Moore Library                       | 19. Construct College of Health Professions             |
| 8. Renovate Tawes Center for Student Services           | 20. Construct New Residence Hall #4                     |
| 9. Construct Baseball field & facilities, Lutheran Site | 21. Complete Site Improvements                          |
| 10. Construct Student Center                            | 22. Construct Parking Structure                         |
| 11. Construct New Residence Hall #3                     | 23. Upgrade Information Technology                      |
| 12. Wayfinding (Exterior Signage) Phased                |   |

RENOVATE PERCY JULIAN FOR THE SCHOOL OF BUSINESS (30,400 NASF/52,200 GSF)

The proposed project involves the design and renovation of the vacant Percy Julian Science and Arts Building and construct a 4,700 NASF/12,200 GSF addition for the College of Business and the School of Graduate Studies. The Percy Julian Science and Arts Building was vacated when the new Science and Technology Center opened in 2015. The project will address critical needs of the University's graduate education mission and the School of Business by modernizing instructional and support spaces. The project will also bring the building into compliance with current accessibility and building codes.

With the completion of this renovation, students will have access to specialized learning environments crucial for their academic and professional careers. A renovated Julian will bring to Coppin's students learning opportunities in the occupant disciplines that will allow them to be very competitive in the marketplace with their Coppin degree. The clinical facilities of the building will create a living laboratory where students can learn from service delivery in action, both through observation and participation as interns.

Students will benefit from instruction in classroom environments that can support advancing instructional technologies. The renovation will continue to add much needed, technologically equipped classrooms to the overall campus inventory, including specialized case classrooms which are standard in business and management instructional delivery, relieve demands for classrooms, and provide accommodation for future enrollment growth.

Faculty, staff, and students will enjoy and be motivated by the creative synergy fostered by proximity, rational spatial relationships, and appropriate teaching, research, and learning facilities. Expanding and renovating the former science building and locating the academic, clinical, and administrative units associated with accounting, management, marketing, management information systems, and entertainment management will bring programs, functions, faculty, and staff together in a single facility and cultivate a productive environment for all. Further, the provision of appropriately designed and equipped learning environments will facilitate effective teaching and learning.

Members of the central Baltimore City community will benefit from expanded access to quality business and personal financial services. This facility and the business development and financial clinics provided make a strong, tangible, and operational statement about Coppin's relationship to its neighborhoods, comprised of businesses and families, and its mission of service. Students, faculty, and staff are supported in the quality of their academic life by having facilities available that bring them together. The programmed study and lounge space support qualitative academic interchange and extend learning experiences for all the participants.

RENOVATE GRACE JACOBS OFFICE AND CLASSROOM BUILDING (140,855 GSF/ 68,891 NASF)

This project involves the renovation of the institution's major office/classroom building to create more appropriately sized classrooms and offices. Classrooms, laboratories, and office and conference rooms will be upgraded to facilitate the use of current technologies as well as multi-media and access to the

internet and local area networks. Other upgrades include modernizing the building's structural, electrical, and mechanical systems.

The academic units to be accommodated in Grace Jacobs include the Office of the Dean of Arts & Sciences and Education, the departments of History, Global Studies, Dance, English and Media Arts, Education, Instructional Leadership & Professional Development, and University College: 1<sup>st</sup> First Year Experience. In addition, a second computer center will be supported to provide the necessary system redundancy. Other offices will include University Relations and Client Computing Services.

#### ELECTRICAL FEEDER UPGRADE PROJECT

The proposed Electrical Feeder Upgrade project includes retrofitting the main switchgear with electronic fuses, replacing the A2/B2, A3/B3 and A4/B4 medium voltage feeders, replacing outdated medium voltage equipment at various buildings and installing a duct bank to provide an alternate path from the Electrical Vault to STC. The proposed project to improve the medium voltage system is the best alternative because it addresses and fixes the current problems and deficiencies throughout the campus. The medium voltage feeders and equipment for many buildings including the main switchgear are well beyond their life expectancies and are at high risk of failure. By addressing replacement of these items prior to an emergency situation due to failure, the project allows for the work to be phased. This results in minimal power outages and therefore minimal effect on the operations of the University. These alternations not only eliminate outages throughout the campus, but they are the most cost effective. New medium voltage feeders and equipment will make the electrical system reliable, safe and conform to today's current standards.

#### CONSTRUCT LIVING & LEARNING FACILITY

This proposed New Living & Learning facility would enhance graduation and retention rates. Coppin's Living-Learning Center will be organized around specific academic programs. Students of all classifications will be able to live among other students with similar interests and degree plans. As part of the emphasis on community, residents share common cohort classes and have access to other academic services and programming provided in the communities. This is critical to the accomplishment of Coppin's goals as identified in the enrollment projections. There has been growing student's demand every year for more campus housing. Students residing in adjacent neighborhoods have also indicated a desire to live on campus as it provides a better environment that is more conducive to educational needs. This new facility would be located on the southern end of campus north of Baker and south of Presbury.

Coppin is committed to high quality undergraduate and graduate education. The University is growing, and new facilities are critical to maintain the quality of academic programs, strengthen outreach effort, increase high enrollment growth, improve services to faculty and expanded student body as well as carry our intertwined public functions.

WALBROOK LUMBER ACQUISITION & STABILIZATION

The project scope would involve the acquisition of the Walbrook Lumber Company property currently for sale by the owner. The property is of approximately 6.5 acres located adjacent to the campus at 2636 West North Avenue. We would demolish the main building and use a portion of the lot for parking, and expand the lot as needed to accommodate our parking demands. A portion of the existing building structures may be temporarily used for campus surge space and storage. It is anticipated that the site be used as a conference center in the future.

MECHANICAL LOOP PROJECT (PHASED)

Coppin State University has identified the need for an additional sub-grade mechanical utility loop at the northern end of campus to link the Physical Education Center, the Talon Center, and the Daley and Dedmond Residential facilities together and connect them all to the central utility loop to the SCUP #2, currently located in PEC. Because the buildings located in the residential precinct of campus are not connected to the central underground utility loop to the south or the utility infrastructure extending from the Physical Education Center to the north, their mechanical systems operate independently, as stand-alone entities. Given the ages of the facilities (Dedmond Hall was built in 1991, Daley Hall was built in 2001 and the Talon Center was built in 2002), much of the heating and cooling equipment is aged, inefficient and environmentally unfriendly. As a result, each of the facilities is costly to operate, difficult to maintain, and susceptible to periodic failures and outages that cause interruptions which hinder the University's ability to properly serve its constituents. The Frances Murphy Research Center was not considered for inclusion in this program because the facility is slated for demolition.

In addition, with the completion of the southern campus, SCUP#3 on the site of Science and Technology Center the infrastructure conditions, alignments, and corresponding upgrade requirements to the Health & Human Services Building and all future buildings on the southern campus will need to be extended. This major mechanical loop project will need to be completed in two phases. Delineation of additional projects will be generated as planned development of the campus in realized.

RENOVATION/ADDITION TO PARLETT MOORE LIBRARY (90,000 GSF/ 54,000 NASF)

This project renovates Moore Library and provides an addition, which connects it physically to the new Student Center, reinforcing the concept of balancing student life. This project capitalizes on recapturing ground floor space currently used for other functions. The addition/renovation should reorient the patron entrance and major service areas of the Library toward the new Student Center. This addition could include the patron lounge area, where informal study breaks can be taken with refreshments. It should also provide for a variety of patron seating, including open seating, worktables, various sized group studies, and library instruction. Other study space has been allocated to other buildings across the campus to meet the overall load of study stations campus-wide. An additional 10% to 20% of patron seating could appropriately anticipate growth beyond the 10 year planning time horizon of this plan. The Cab Calloway Room should be retained as important exhibit space for the University.



### RENOVATION OF TAWES CENTER FOR STUDENT SERVICES (55,940 GSF/ 34,506 NASF)

This project renovates Tawes Student Services Building for the delivery of a number of student services, housing the majority of offices reporting to the Vice President of Enrollment Management & Student Affairs— Student Development, Enrollment Management, Career Development, Counseling Center, and Residence Life, as well as the Bursar. The overarching concept is to co-locate student services that allow for one-stop shopping from the student’s perspective. Renovation of Tawes as a Center for Student Services permits the relocation of supporting functions from Connor Administration building.



### CONSTRUCT BASEBALL FIELD & FACILITIES, LUTHERAN SITE

This proposed project would provide students with a well-manicured field, lighting, 90' diamond measuring 310' down the lines, 410' to center, and 380' in the power alleys. The facilities would include: a concession stand, covered bleachers with a capacity for 1500 spectators, restrooms, parking, press box, electronic scoreboard, batting cages, dugouts, and adjoining locker rooms with showers. The baseball field that was located south of North Avenue has been removed and now no substantial outdoor facilities exist south of West North Avenue. Coppin’s NCAA Division 1 Baseball team does not have its own field/facilities and must play their home games off-campus at the Joe Cannon Stadium twenty-six minutes away. They further cannot practice on-campus together on a field and must use ad-hoc spaces on campus when available.

CONSTRUCTION OF STUDENT CENTER (145,000 GSF/91,000 NASF)

This project involves the construction of a new Student Center. This location for the Student Center is important since it simultaneously provides convenient access for community patronage of the food court and bookstore via Warwick Avenue entrances and allows a physical connection to Parlett Moore Library. Similar to the concept executed at George Mason University, this connection of the Student Center and Moore Library reinforces a balanced student life between recreational activities and formal study.

The Student Center will support a broad spectrum of student development and recreation activities with a ballroom, 300 seat theatre, flexible meeting rooms, a fellowship hall; various sized quiet and recreational lounges, and various game venues. A food court with seating will be provided, as well as a bookstore. The location of these two facilities in the building should invite and facilitate community patronage. Finally, the Student Center provides office space to support various student organizations, as well as the administration staff of the center. Construction of the new Student Center relocates critical auxiliary functions from the current Tawes Center to this new facility and allows Tawes to be renovated for Student Services.

WAYFINDING (EXTERIOR SIGNAGE)

In accordance with CSU's signage master plan, a phased campus-wide comprehensive and consistent signage program throughout the exterior of the campus should be finalized. The campus already have some of the signage installed; however, with the implementation of the new logo almost every sign needs to be updated. The primary focus of this project is site-related signage.

CONSTRUCT CREATIVE AND PERFORMING ARTS CENTER (89,120 NASF/162,036 GSF)

Construct a new (89,120 NASF/162,036 GSF) Creative & Performing Arts academic building to support Coppin State University's programs and activities related to the academic programs in the Visual and Performing Arts (VPA). The major purposes of this project are to provide Coppin State University with visual and performing arts facilities that can support its current and projected academic programs offered through the department of VPA. Those programs include art history, visual arts, applied music, music theory, dramatic arts, speech, and the University's Urban Arts major, with sensitivity to the out-of-class needs for individual or group practice and/or performance. The new building will foster current and projected meeting, rehearsal, and performance activities related to the arts, including Alpha Psi Omega, Coppin State University Concert Choir, the Coppin Gospel Choir, the Concert Band, the Marching Band, athletic pep bands, Jazz Band, and the Coppin Players. The underlined units and/or programs to be included in the proposed project will also support the rehearsal and performance needs of Coppin's dance programs, including the Coppin State University Dance Ensemble and its community outreach programs. This will afford the University and the West Central Baltimore community with mix of performance facilities that can meet a broad range of performance venues in music, theatre, and dance and support The Arena Players, Inc.

In addition to classrooms, the creative arts are supported with studios for sculpture, ceramics, drawing, jewelry, woodworking, printmaking, painting and photography as well as a display gallery. Performing arts will be supported with choral and instrument practice and support rooms and a flexible “black box” theatre. This type of facility does not exist on campus. This building will be constructed on the site of the current Johnson Auditorium which will be demolished. According to a building assessment study conducted by Theatre Projects Consultants, their key findings are summarized as follows:

1. The JWJ building cannot be renovated to properly serve the Music and Theatre Departments at any cost. These programs should receive appropriately designed, newly constructed facilities as soon as possible.
2. The new Music and Theatre facilities require rehearsal studios and smaller performance venues for their academic mission. All academic departments should be moved from JWJ entirely and should be given new facilities that centralize their activities.
3. Consideration should be given to housing Dance (understood to be at the Physical Education facility) within the proposed new performing arts facilities.
4. While some aspects of JWJ could be renovated to very limited success, there are too many deficient items critical to program-fulfillment to be fixed with any degree of renovation effort. The JWJ building should be put on a timeline for demolition.
5. In addition to the small venues for academic programs, it is possible that a new large capacity auditorium will be required depending on campus missions. If there is to be realization of high-profile outreach programs, as identified by CSU, a venue will be required to replace and improve on Johnson Auditorium. The large multi-function venue at the Physical Education Complex may address only some of that outreach-mission. Performing arts typically do not work well at these types of venues.
6. The performance-support systems in the JA stage and house areas are in very poor condition, or are absent entirely. These include audience seating, lighting system, sound system, stage rigging, and projection. These systems will require at least some repair, replacement, and/or temporary equipment if the auditorium is to continue presenting events for any period of time. Some funding must be budgeted to keep these functions working until the stage is no longer used for performance events.

In summary, the study’s recommendations include the University to design and construct appropriate new facilities for the arts as quickly as possible.

#### COMMUNITY OUTREACH FACILITY, HEBREW ORPHAN ASYLUM

Investigate the opportunity(s) associated with being a prime location within the community that gives promise for the University to pursue joint and/or third party development with the Federal Government, City of Baltimore and the University for a possible community center, as well as academic related functions.

IMPROVE WAYFINDING (INTERIOR SIGNAGE)

In accordance with a 2007 study prepared by ASI-Modulx, there is need to implement a phased campus-wide comprehensive and consistent signage program, both internal to the buildings and throughout the exterior of the campus. The primary focus of this project is interior signage of all campus buildings.

RENOVATION OF CONNOR ADMINISTRATION BUILDING (44,394 GSF/ 21,606 NASF)

This project renovates Connor Administration with a significant remodel of the building to create better office space, which will include major renovations and efficient layout of various administrative offices. Upper floors will be dedicated to the President's office and supporting functions, vice presidents, including the functions of the academic vice president, continuing education and the academic computer and data processing. All of the vice presidential offices and a Data Center, except for the Office of Vice President for Enrollment Management & Student Affairs, which is to located in a renovated Tawes Center. This relocation allows the recapturing of critical space in Parlett Moore Library and the renovation of an addition to the library that connects it physically to the Student Center. With the completed renovation of Connor, the University will be able to co-locate all senior level offices in one location.

DEMOLISH/DEVELOP MURPHY RESEARCH & WARWICK ENTRANCE

When funding becomes available Coppin Academy will be relocated. The demolition of this building will allow the future construction of a new residence hall and/or expansion of the Talon Center to support the projected increase in faculty, staff, and students. In addition, the entrance to campus from Warwick Avenue will be reconfigured and developed to provide a welcoming arrival to the Campus Commons area adjacent to the residence halls.

CONSTRUCT CONFERENCE CENTER

The proposed Conference Center would include a 200 seat auditorium and one large meeting room with a moveable partition wall that can create two meeting rooms. This center would also include several small meeting and break-out rooms. The outside hallway can also be used for registration or breaks. There would be office space for building management and storage space for furniture used in events as well as various campus storage. This center could also be used by the community to host events, community meetings, and several other activities.

CONSTRUCT COLLEGE OF HEALTH PROFESSIONS (153,155 GSF/84,235 NASF)

The College of Health Professions (CHP) (153,155 GSF/84,235 NASF), will be comprised of the Helene Fuld School of Nursing and the School of Allied Health, plans extensive program expansion that is welcomed by the University of Maryland System. The Maryland Higher Education Commission has approved a new Bachelor of Science in Allied Health Sciences with a concentration in Health Information Management. The construction of a building for academic programs in the health professions and a resource for community health should accomplish several objectives:

- Provide state-of-the-art, technologically based classrooms and learning environments;
- Build an academic identity for Coppin’s commitment to the academic disciplines and professional practice as represented by the College of Health Professions, its two composite schools—Helene Fuld School of Nursing and the School of Allied Health—and operation of its Community Health Clinics;
- Reach out to the surrounding community and beyond with the delivery of health services through its physical therapy based Community Health Clinic and with opportunities for health fairs for students and the communities that Coppin serves and meetings for professional health care providers;
- Support for operations and future development through the presence of a satellite central utilities plant and core information technology, physical plant, and public safety function.

Through the construction of CHP, Coppin will be better positioned to execute the mandates of its mission, meet the emerging educational and career opportunities in these disciplines, address many of the critical facility deficiencies in its academic environment, and invigorate the development of the community.

#### CONSTRUCTION OF RESIDENCE HALLS #3 AND #4

Coppin’s third residence hall with 400 beds and fourth residence hall with 350 beds are included in this proposed campus development plan, bringing the number of residence beds to 1,400. The proposed plan locates these residence halls along Warwick Avenue, replacing the existing E parking lot. The demolition of Murphy Research Center provides much needed open space for supporting the flexible recreational needs of resident students located on the Campus Commons.

#### SITE IMPROVEMENTS PHASED

With the relocation of the Campus Loop Road to the perimeter of the main campus, a major goal for the campus site design has been accomplished. As the University undertakes its campus expansion along North Avenue and Warwick Avenue, it must take care to ensure that these edges and campus entrances set forth the presence of the University and are inviting to various communities served by the University. The City of Baltimore is planning a “street-scape” program for North Avenue, which involves sidewalks, street furniture, and plantings. The University’s efforts must coordinate and support this effort to improve these dimensions of city living. On the Campus Square, the University should retain and enhance the several successful areas of the campus that are of human scale and invite reflection. A landscape design should be developed and implemented for the plaza formed by Grace Hill Jacobs, James Johnson Auditorium, Parlett Moore Library, and the Tawes Center that softens the harshness of the space and reduces the scale to more human terms, while allowing this space to be used for large gatherings and outdoor events. Additional buildings to the campus should include appropriate site development requirements. Finally, comprehensive and consistent signage should be provided campus-wide, both internal to the buildings and throughout the exterior of the campus.



### CONSTRUCT PARKING STRUCTURE 1 (500 SPACES)

To contribute to the alleviation of the parking deficit on campus, a 500 space parking structure is to be constructed on Parking Lot H next to the Physical Education Complex. This would elevate the parking constraints on campus related to campus and sporting events.

### UPGRADING OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS

To the extent necessary, continue the implementation of infrastructure conditions, alignments, and corresponding upgrade requirements as may be required for information technology and telecommunications to support planned campus improvements. Delineation of specific projects will be generated as planned development of the campus is realized.

### CHANGES FROM THE PREVIOUS PLAN

This *Facilities Master Plan* encompasses and incorporates precursor-planning efforts set forth in the previous 2009-2019 Facilities Master Plan for the University. It supports the fundamental organization of the University campus. Secondly, it continues to reinforce the recommendations of the Independent Study Team on the revitalization of the University as these have been articulated in the University's strategic plan. In sum, this Facilities Master Plan represents a natural progression of Coppin State University's campus development, founded on enduring concepts, reinforced through careful and thoughtful evaluation of needs and issues, and propelled by strong conviction to the promise of Coppin's mission.

FACILITIES MASTER PLAN



- 1. Construct Parking Structure #1
- 2. Construct New Residence Hall #3(400 Beds)
- 3. Construct New Residence Hall #4(400 Beds)
- 4. Construct Student Center
- 5. Construct Conference Center(Walbrook Site)
- 6. Construct Creative & Performing Arts Center
- 7. Renovate/Addition Percy Julian, College of Business
- 8. Construct College of Health Professions
- 9. Construct Living & Learning Facility
- 10. Construct Baseball Field & Facilities(Lutheran Site)
- \* Renovation of Existing Buildings

PROPOSED CAMPUS PLAN



OFFICE OF CAPITAL AND CAMPUS PROJECTS

COPPIN STATE UNIVERSITY  
2500 WEST NORTH AVENUE  
BALTIMORE, MARYLAND 21216  
[www.coppin.edu](http://www.coppin.edu)