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THE UNIVERSITY OF BALTIMORE

FACILITIES

MASTER PLAN

2024



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ACKNOWLEDGEMENTS

PLANNING TEAM

The planning team was led by Ayers Saint Gross who worked with the UBalt Facilities Master Plan Task Force along with expert consultants: Burdette, Koehler, Murphy & Associates, Kittelson & Associates, Inc., Site Resources, Inc., and Forella Group. The FMP was developed with ongoing campus engagement and with regular input from the President's Executive Leadership Team and the Governance Steering Council. We thank all involved for their contributions to UBalt's Facilities Master Plan.

FACILITIES MASTER PLAN (FMP) TASK FORCE

recommending group to the President

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01

OVERVIEW, PROCESS, AND ENGAGEMENT

University Overview

The University of Baltimore offers career-focused education for aspiring and current professionals, providing the region with highly educated leaders who make distinctive contributions to the broader community. At UBalt, we are the University of Baltimore and the University for Baltimore, as we are actively involved in the progress of the City and State and engaged with our surrounding communities.

UBalt offers 44 academic degrees (25 graduate and 19 undergraduate) as well as certificate programs. Part of the University System of Maryland, UBalt has four schools and colleges: the College of Public Affairs, the Merrick School of Business, the School of Law, and the Yale Gordon College of Arts and Sciences. Our campus is located in vibrant Midtown Baltimore, surrounded by arts, entertainment, education, and residential communities. We are steps from Penn Station along major vehicular, transit, and bicycle routes.

UBalt is different by design. UBalt students differ from traditional students and within UBalt, our students have differing needs and preferences that are important to their academic success. Unlike most universities, the majority (58%) of UBalt students are graduate students, by design. Our undergraduate students are mostly

upper division (juniors and seniors) who come to UBalt as transfers, and the median undergraduate age is 28 compared with 22 for the USM system as a whole. 46% of all UBalt students attend part-time, reflecting their status as working adults. Additionally, the majority of our undergraduate students are low-income or first-generation. UBalt is Maryland's only 4-year university designated as a Predominantly Black Institution (PBI) based on our undergraduate student profile.

UBalt focuses on what matters to our students, and we strive to keep costs to students low. At UBalt, we enable older, working students to fulfill their educational goals while balancing the realities of their responsibilities for their families and work. Our flexible scheduling includes in-person, online, and hybrid courses available during daytime, evening, and weekend hours to accommodate students' varied schedules. We understand our unique student populations have different scheduling needs, different space needs, different modality needs, and different amenity preferences, and we operate intentionally with these differences in the forefront to support the success of our students. UBalt ranks in the top 17% nationally for social mobility according to the 2023 Washington Monthly College Guide.

The 2024 UBalt Facilities Master Plan (FMP) aligns the vision for our physical campus in Midtown Baltimore with our mission, vision, values, and the students we serve. As we prepare for the University's centennial in 2025, the FMP addresses the key issues and opportunities facing our campus. It considers future enrollment patterns and educational delivery methods to anticipate space needs and renewal opportunities that support UBalt's strategic goals. The FMP better aligns the physical campus with the needs, preferences, and success of UBalt's non-traditional student populations, now and into the future.



Process and Schedule

Campus engagement with the FMP planning process kicked off in September of 2023. It was organized into three phases: campus assessment, concept development, and recommendations. Each phase was reinforced by engagement with the campus community and key leadership to guide the development and refinement of the plan and reflect the voice of the UBalt community.

The planning team was led by Ayers Saint Gross, a national design firm with expertise in planning and design for higher education but with roots in Baltimore spanning over 100 years. Ayers Saint Gross was joined by Kittelson & Associates, a transportation engineering firm with deep experience in Baltimore; BKM Engineering, a systems engineering firm specializing in mechanical, electrical, and plumbing; Site Resources, a civil engineering firm that provided stormwater, sewer, and water systems analysis; and Forella

Group, a cost estimating firm with recent experience on campus.

The planning team met regularly with three University groups throughout the academic year in addition to broad campus engagement:

FMP Task Force

The FMP Task Force was responsible for guiding and coordinating the successful completion of the FMP, fostering substantive campus engagement and acting as liaisons with constituent groups across campus, including faculty, staff, students, and academic and administrative units. This seven-member group reported to the President and was integral to the planning process and the plan content, offering valuable insights on all aspects of the master plan. Their contributions strengthened the plan by rigorously challenging and validating proposed ideas and opportunities and by regularly

communicating campus-wide through meetings, presentations, and written updates.

The President's Executive Team

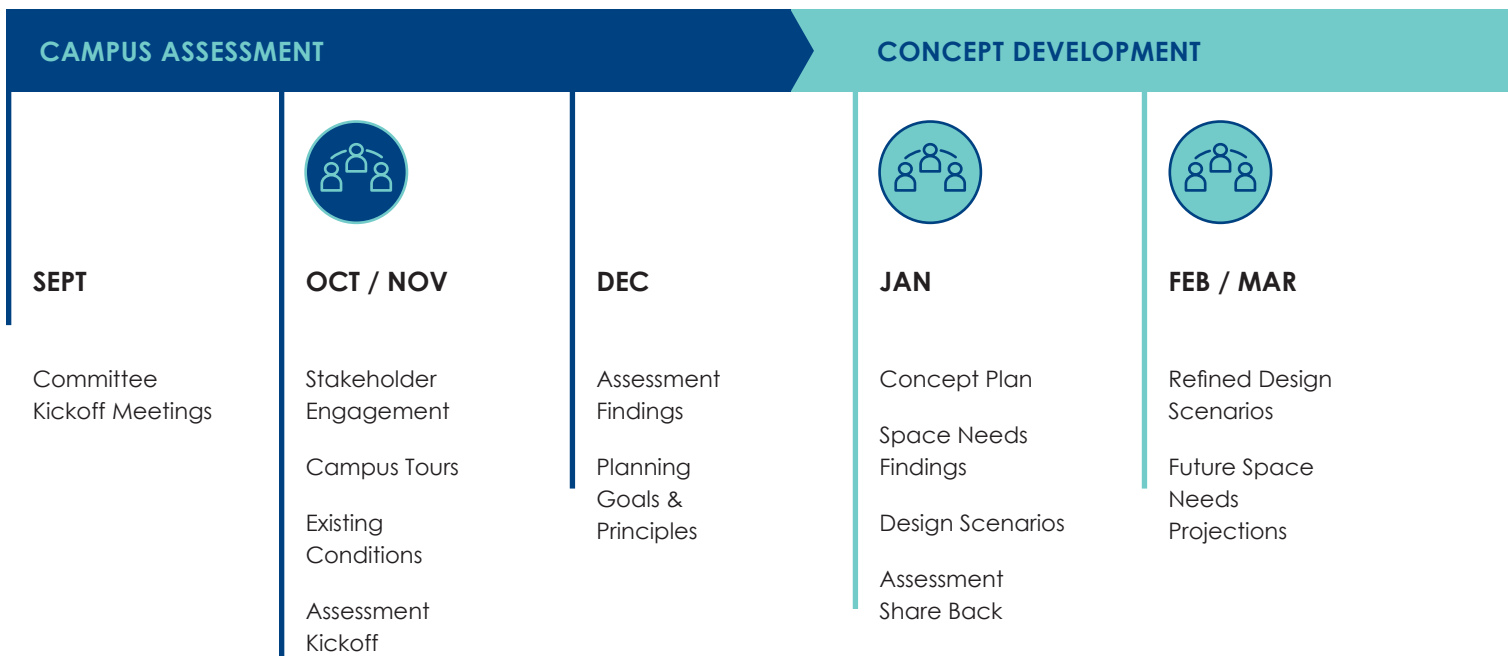
The Executive Team provided University-wide strategic perspective for the Facilities Master Plan. Comprised of key leadership and led by President Schmoke, the Executive Team is a diverse group of institutional leaders whose many varied perspectives strengthened the ideas grounded in the plan.

Governance Steering Council

The Governance Steering Council represents the interests of UBalt's shared governance bodies—the Faculty Senate, the Staff Senate, the Student Government Association, and Student Bar Association. Members of the Steering Council provided insightful and nuanced perspectives to the FMP, offering constituent views regularly as the plan developed.

2023

2024



CAMPUS ASSESSMENT

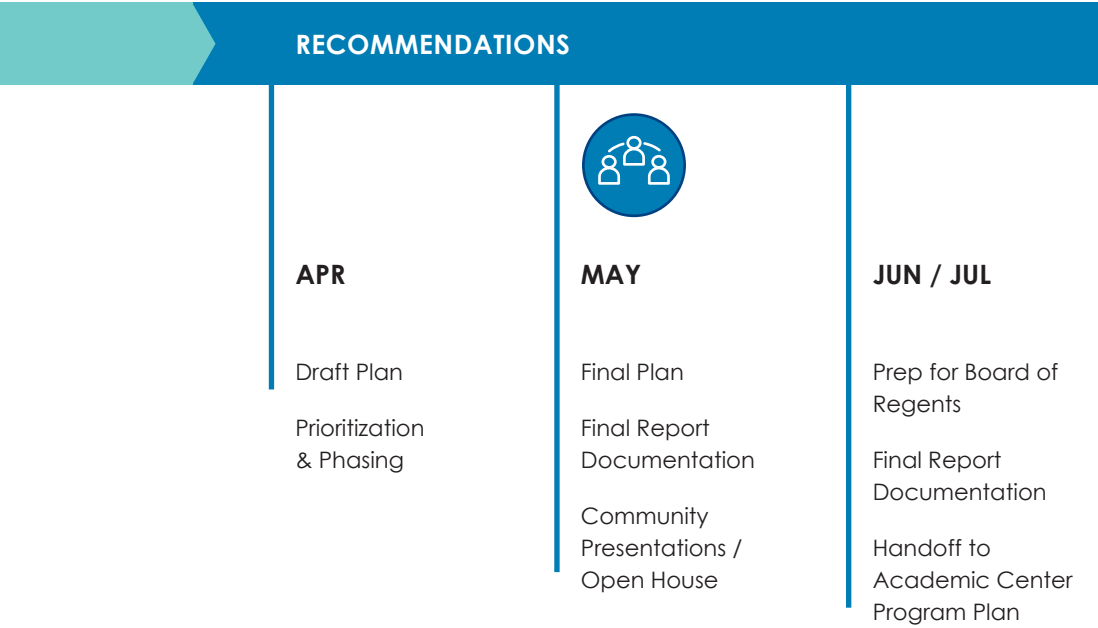
The Campus Assessment phase overlaid quantitative and qualitative data with the lived experience of the UBalt community. The Planning Team reviewed UBalt's strategic plan, engaged extensively with stakeholders, toured campus facilities, and conducted a space utilization analysis. This analysis compared UBalt's learning, workplace, and student support inventory with Maryland SGAP metrics and UBalt's internal operations and priorities. The planning team summarized campus strengths, challenges, and opportunities, identifying key themes and drivers for the Facilities Master Plan. Planning principles for the physical campus were crafted to align with UBalt's strengths and goals based on these findings.

CONCEPT DEVELOPMENT

Findings from the space analysis informed future needs and helped develop a concept plan. Alternative development scenarios and design ideas were generated to address pressing campus needs. Future enrollment projections and curriculum delivery methodologies further informed scenarios and design considerations. The scenarios, driven by space use, quantity, and quality, were shared with stakeholders and leadership and refined based on their feedback. Core campus scenarios explored how to enhance vibrancy, density, and identity through building renewal, public realm and open space interventions, and campus branding.

RECOMMENDATIONS

The final phase compiled and refined the work generated during the previous phases. Before finalizing the Facilities Master Plan, community stakeholders and key committees reviewed the draft plan and provided recommendations and feedback. Cost estimations were completed for proposed projects, and an implementation framework was created to outline immediate and long-term steps. All these components, along with additional details and developments, were documented in a final report and executive summary and presented to the Board of Regents in the fall of 2024.



These touchpoints included extra stakeholder engagement

Engagement Summary

A carefully crafted engagement strategy sought broad stakeholder feedback and input using multiple modalities, reflecting the diverse ways UBalt engages with its community. In total, over 500 connections were made through virtual listening sessions and town halls, on-site poster sessions, and an asynchronous online survey.

In addition to the regular and comprehensive input from the FMP Task Force, President's Executive Team, and Governance Steering

Council, the larger campus community was invited to participate in critical decision points throughout the planning process. Smaller meetings and interviews with representatives from each college and administrative unit guided the development of the space needs assessment and planning principles.

CAMPUS COMMUNITY ENGAGEMENT

Twenty-one listening sessions were held across schools and colleges, providing the foundational input and ideas for the master plan. They provided an understanding of campus strengths, challenges, and opportunities and insight into UBalt's unique culture and how it operates within and beyond the geographic boundaries of its Baltimore campus. Though staff

FALL 2023 ENGAGEMENT

330+

Connections with the Campus Community Across Multiple Modalities

100+

Participants in 21 Listening Sessions

63

Poster Session Participants

25+

Town Hall Participants

145

Survey Responses

SPRING 2024 ENGAGEMENT

180+

Town Hall Participants

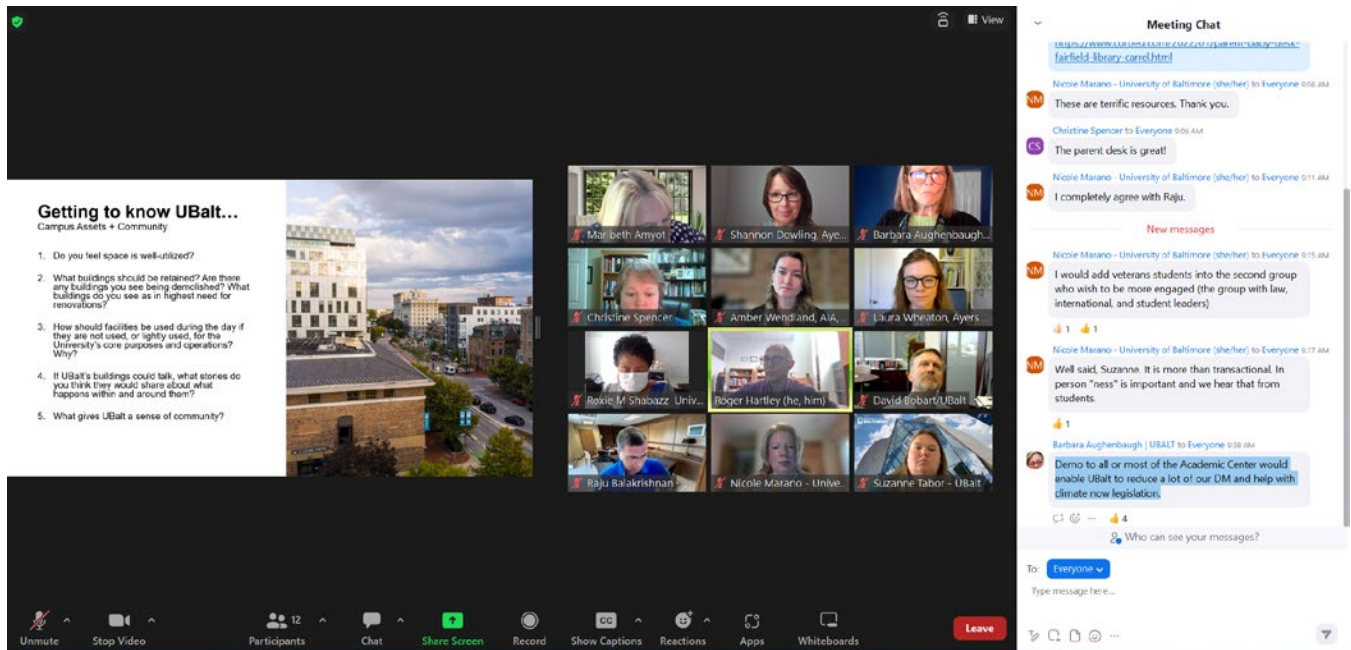
In addition to coordination / engagement with community and City partners



Angelos Law Center Poster Session



Thumel Business Center Poster Session



members took advantage and participated at the most significant ratios, faculty and graduate students also took advantage of these virtual opportunities for engagement.

Listening sessions were organized by topic as part of the overall master plan and were complemented by some targeted deeper dives into specific academic and institutional space needs. Frequent issues mentioned during the sessions included thoughts about outdoor space, safety, sustainability, wayfinding, and instructional needs.

Sixty-three participants engaged with the Planning Team during poster sessions held at multiple locations on campus timed to coincide with high-volume class changes. Most participants were from the Law School, which has the largest on-campus presence, but the team also spoke with graduate and undergraduate students from other colleges, as well as faculty and staff. Additionally, an online survey garnered 145 responses from a diverse cross-section of students, staff and faculty across schools, colleges, and administrative departments.

PARTICIPANTS

- | | |
|--|---|
| President Schmoke | RLB Library, CELTT, plus Law Library representative |
| President's Executive Team | School of Law |
| Advancement and External Relations | Student Success and Support Services plus ECI |
| Business Affairs and Shared Services | UB Foundation + Alumni Leaders |
| Center Directors | Technology Services |
| College of Public Affairs | Yale Gordon College of Arts and Sciences |
| Cross-College Lab Workgroup | Virtual Faculty & Staff Open Forum |
| Division of Enrollment Management and Student Financial Services, including Bursar | Virtual Student Forums |
| Facilities, Campus Safety, and Crime Prevention | Baltimore City Department of Planning |
| Government Relations and Presidential Strategic Initiatives | Baltimore City Department of Transportation |
| Governance Steering Council | Community Listening Session |
| Human Resources | |
| Merrick School of Business | |
| Provost Office Staff | |

Key Themes

Key themes that emerged from the early engagement included a desire for more consistent quality of the physical spaces to better align with UBalt's values; co-location of spaces of similar space type to increase vibrancy; specific desired space types including hybrid active learning classrooms; improved definition of the physical campus grounds; and potential for strategic partnerships to further activate campus facilities during the day when fewer students are taking classes.

During the spring of 2024, two town halls were held to update the campus community on progress after the draft plan and final plan workshops. These virtual webinar-style sessions included a presentation and Q&A period. There were approximately 180 attendees at the two sessions combined.



QUALITY & CONSISTENCY

Improve physical space quality to reflect campus values

Ensure space quality consistency between buildings/disciplines



ADJACENCIES

Co-locate in-person instructional spaces to increase vibrancy

Co-locate related student-facing services



DESIRED SPACE TYPES

Modern, active learning environments with seamless hybrid capabilities

Plug-and-play spaces for virtual interactions

Flexible meeting/event spaces for large gatherings

Fitness center



CAMPUS AS A PLACE

Define campus as a distinct place within the city

Improve wayfinding

Increase pedestrian safety through crosswalk improvements

Improve perception of safety - notably the walk to Fitzgerald Garage



PARTNERSHIPS

Engage strategic partnerships to activate campus during the day

02

INSTITUTIONAL PROFILE

Mission

The University of Baltimore offers career-focused education for aspiring and current professionals, providing the region with highly educated leaders who make distinctive contributions to the broader community.

Vision

To be the premier regional university for career advancement, where leaders grow, thrive and learn to apply their skills for solving local and global challenges.

Values

Student Growth and Success

Ethical Engagement

Pursuit of Knowledge

Affordability

Community and Civic Engagement

Responsible and Resourceful
Stewardship

Diversity, Equity and Inclusion

Different by Design

The University of Baltimore was founded in 1925 as a private night School of Law and College of Business Administration. The University expanded its program offerings and student profile in the years that followed and became a public institution in 1975. In 1988, UBalt joined the University System of Maryland. As The University of Baltimore approaches our 100-year anniversary in 2025, we continue to deliver quality education to mostly non-traditional students, yet with a much-expanded scope and impact. UBalt's focus on adult learners remains a key priority, with a target enrollment mix of 60% graduate students and 40% undergraduate students.

Nearly all undergraduate students join UBalt as transfer students, and UBalt primarily emphasizes upper division (junior and senior level) students, including community college graduates. The median age of our undergraduate students is 28, compared to a USM median of 22. Consistently at least 50% of UBalt undergraduate students are first-generation and/or high financial need students, as defined by the U.S. Department of Education. Based on our undergraduate student profile and certain University criteria, UBalt

is recognized as a Predominantly Black Institution (PBI), the only four-year university in Maryland with this distinction and one of approximately 67 nationwide.

UBalt has a long-standing tradition of combining in-person and online education. Students enroll in a mix of in-person and online courses to gain connections with faculty and classmates while maintaining the convenience of online courses to meet their busy schedules. Our academic programs, student services, and operations are offered with flexible options, including in person, online and hybrid course offerings during the day, evenings, and weekends. UBalt offers excellent teaching and a supportive community for graduate, professional, and non-traditional undergraduate students in an environment distinguished by outstanding student outcomes. UBalt provides over 50 student organizations outside of the classroom. Reflective of our student profile and interests, the University does not offer residence halls, meal plans, or intercollegiate athletics.

UBalt students achieve high levels of success. The University was reported in the top 5 percent for earning performance rank and in the top 17% nationally for social mobility as compared with master's colleges and universities throughout the United States, according to 2023 Washington Monthly.

The University provides the region with highly educated leaders who make a difference to the community. UBalt has a total of more than 63,000 living alumni with more than 43,000 living in Maryland. The University alumni are leaders in law, business, government, communications, the nonprofit sector, and other areas.

In addition to the main campus in Baltimore, some programs are offered at the Universities at Shady Grove (USG) one of the USM Regional Centers in Montgomery County, Maryland, and in partnership with other USM institutions, and at the Jessup Correctional Institution through our Second Chance program. The 2024 Facilities Master Plan focuses on the core Midtown Baltimore campus of approximately 5 acres.

STRATEGIC PLAN

As the University prepares for its centennial in 2025, UBalt strives to build upon its legacy and leverage its strengths to forge a bold future. UBalt's strategic goals are:

- 1 Position UBalt as the region's premier **professional, career-focused** university.
- 2 Strengthen **student success**.
- 3 Solidify UBalt's commitment to **community engagement and service**.
- 4 Organize for long-term **financial stability**.
- 5 Achieve excellence in **research, scholarship and creative activity**.
- 6 Strengthen UBalt's commitment to **diversity, equity and inclusion**.

With nearly a century of success as a career-minded university for Baltimore and the State of Maryland, UBalt is well positioned for the changes underway in higher education and committed to a continuing role as an anchor institution in Baltimore.

THE UNIVERSITY OF BALTIMORE IS DIFFERENT BY DESIGN

UBalt focuses on what matters to our students and strives to keep costs to students low. We enable our older, working students to fulfil their educational goals while balancing the realities of their responsibilities for their families and work.

86%

Of all UBalt students originate from MD (and 30% from Baltimore City)

58%

Of UBalt students are graduate students

47%

Of all UBalt students are members of an Underrepresented Minority race

46%

Of all UBalt students attend part-time

50%

Consistent percentage of undergraduate students that are low-income or first-generation

28

Median age for undergraduate students (compared with USM median of 22)

UBalt is Maryland's only 4-year University designated as a Primarily Black Institution

UBalt has no residence halls and no athletics programs

UBalt Ranks High for Earning Performance, Social Mobility, and ROI

- Ranked #1 for earning performance among Maryland public master's universities and within the top 5 percent among all master's universities nationwide by *Washington Monthly*, 2023.
- Positioned in the top 17 percent nationally of master's universities for social mobility by *Washington Monthly*, 2023.
- Ranked in the top 25 percent in the Best Bang for the Buck – Northeast, a measure of schools that help non-wealthy students attain marketable degrees at affordable prices as reported by *Washington Monthly*, 2023.

03

EXISTING CONDITIONS










Campus Context

The University of Baltimore is located in the Midtown neighborhood of Baltimore, approximately one mile north of the Inner Harbor. The University is transit-rich, easily accessible by car, bike, train, and bus routes. It is adjacent to Penn Station, making it a 45-minute train ride north from Washington, D.C., and a one-hour-and-fifteen-minute ride south from Philadelphia. UBalt is close to numerous arts and cultural institutions, including the Maryland Institute College of Art (MICA), the Lyric, the Joseph Meyerhoff Symphony Hall, the Charles Theater, and Station North. The campus is also near significant existing and planned development activities, such as the Penn Station Redevelopment and the Charles Street retail and dining corridor. Surrounded by this array of assets, UBalt's campus serves many community stakeholders beyond students, faculty, and staff.





CAMPUS CONTEXT

-  UBalt Core Campus
-  Charles St. Commercial Corridor
-  Maryland Ave. Bike Route
-  UBalt Parking
-  MICA Campus
-  Station North Arts District
-  Station North Arts District
-  The Charles Theatre
-  The Lyric Baltimore
-  1/4 Mile Walking Radius
-  Vehicular Flow of Traffic



The core campus includes eight buildings on approximately five acres. Over a quarter of the campus by gross square feet is represented by the Academic Center alone. Due to our unique student body, UBalt does not have residence halls, significant food service, or intercollegiate athletic programs.

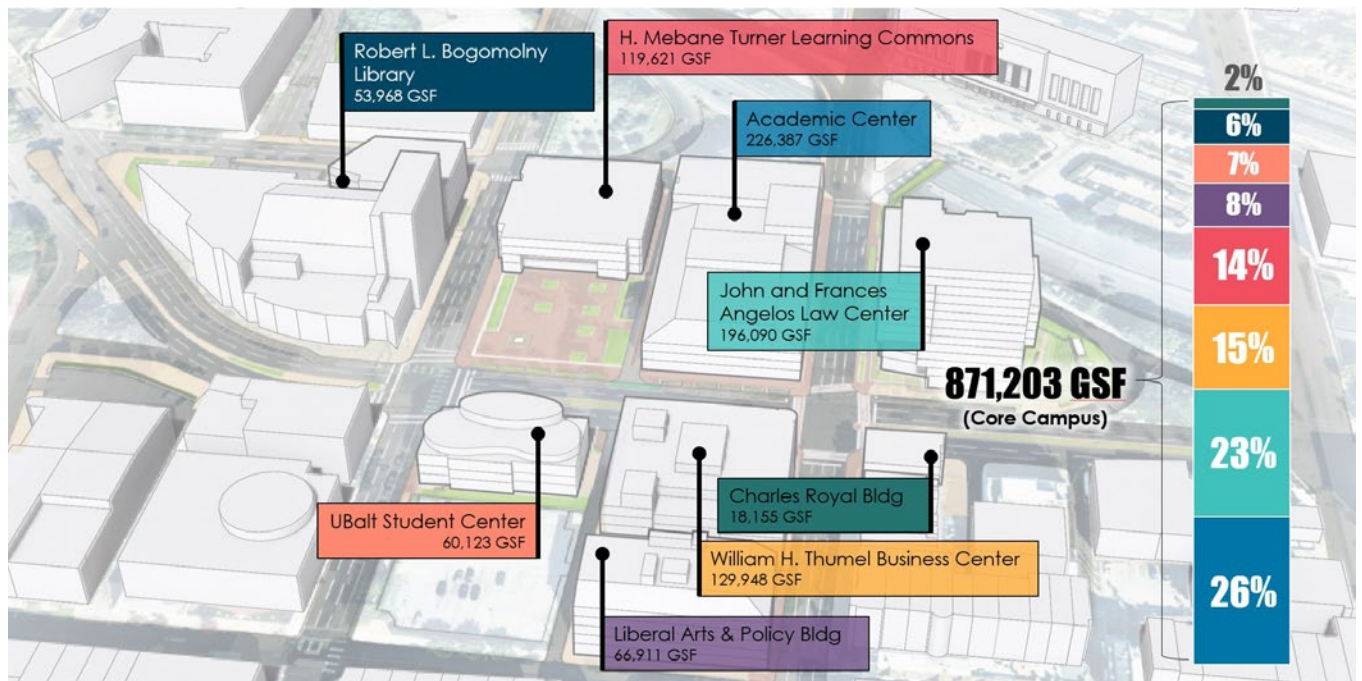
The campus is centered around Gordon Plaza and immediately flanked by the Academic Center and the H. Mebane Turner Learning Commons. The John and Frances Angelos Law Center, the William H. Thumel Sr. Business Center, the UBalt Student Center, and the Robert L. Bogomolny Library all face this block. The Liberal Arts and Policy building and the primary structured parking for the campus are located

approximately one block from this core. Parts of the upper floors of the Turner Learning Commons are currently leased to Baltimore City for use as the Police Academy training center.

UBalt's total campus is 1,067,495 GSF. The Facilities Master Plan focused on the core campus in Midtown Baltimore and studied 871,203 GSF. The 196,292 GSF of campus space not studied as part of the Facilities Master Plan are fields and related buildings located in Mount Washington and leased to Baltimore City for recreation, four vacant buildings in Mount Vernon that UBalt intends to sell, and the Maryland Avenue Garage, which is largely leased for monthly commuter parking.

UBalt owns the land to the north of Oliver Street and east of Maryland Avenue to the railroad tracks. This land is ground leased to the Fitzgerald mixed-use development and a potential new mixed-use development is being evaluated. The parking garage at the Fitzgerald is the primary parking location for faculty, staff, and students.

Most of the campus is zoned TOD-4, except for the Charles Royal Building, which is zoned C-2. The TOD-4 zoning provides tremendous flexibility for proposed uses and allows a building height limit of 100 feet by right.

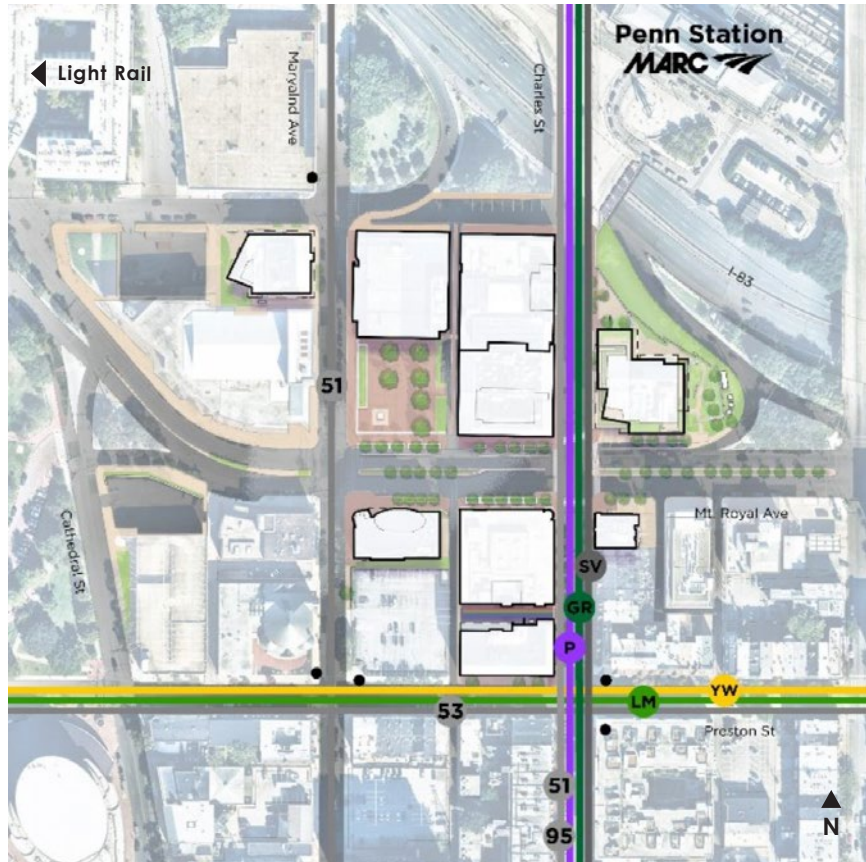


Note: The bar to the right shows the percentage of interior space represented by each campus building

Transportation

TRANSIT ACCESS




UBalt is well-connected by public transportation, with a concentration of transit services on the Charles Street and Preston Street corridors. Four high-frequency CityLink routes—Green and Silver on Charles Street and Yellow and Lime on Preston Street—ensure reliable service throughout the day. Complementing these are three local MTA routes (51, 53, and 95), the free Charm City Circulator Purple Route, and the UBalt Shuttle, which offers convenient, frequent service for the campus community. Charles St features a dedicated bus lane during the evening peak period, enhancing the efficiency and reliability of transit services. Additionally, Penn Station provides access to Amtrak and MARC trains, further integrating the university into the regional and national transportation network. Access to the Light Rail is approximately one block west of campus, adjacent to the Fitzgerald, making it readily accessible as well.



BICYCLE FACILITIES

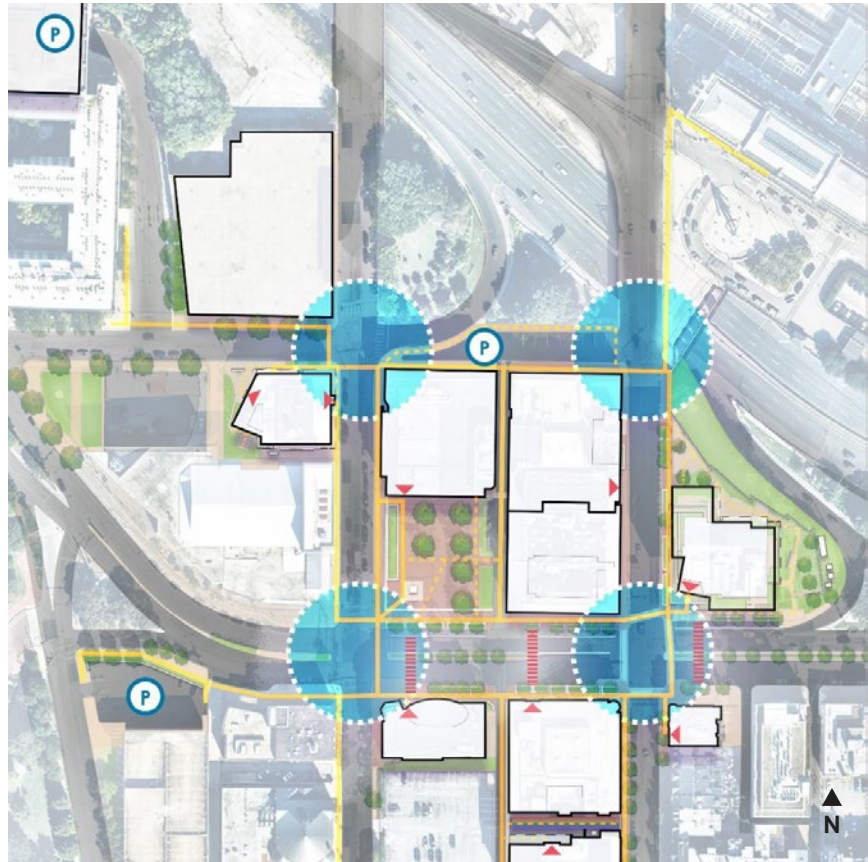
The combination of bicycle facilities enables access to and from the campus, as well as clear connectivity to the surrounding community with no major gaps. Maryland Ave and Mt. Royal Ave provide comfortable bicycle lanes that are separated from vehicular traffic. Charles St has a shared bus-bicycle lane, and while it provides space for bicyclists, it is less comfortable than the Maryland Ave and Mt. Royal Ave cycle tracks. Bicycle parking is available and easily accessible throughout the campus via bicycle racks, on-street U racks, and at the Penn Station bicycle corral.



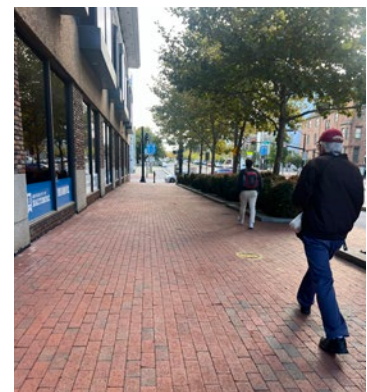
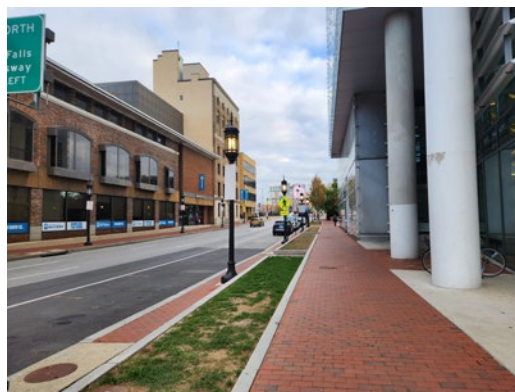
-  Bicycle parking
-  Separated bicycle lane
-  Non-separated bicycle lane

PEDESTRIAN CIRCULATION AND SAFETY

The University of Baltimore campus is dense and compact, as desirable for an urban campus, with block sizes ranging between 300 and 600 feet. These short blocks contribute to a walkable environment, offering frequent opportunities to cross streets. While sidewalks exist on both sides of the road throughout the campus and the surrounding neighborhoods, though their width and condition vary. Students, staff, and faculty share the streets with other pedestrians and experience minimal separation from traffic. They are only completely separated from other modes of transportation in areas like Gordon Plaza and Inclusion Alley.



- Primary Pedestrian Route
- Secondary Pedestrian Route
- Secured Access Route
- P Campus Parking
- Campus Gateways
- Primary Building Entrances
- Unsafe Pedestrian Crossing Areas

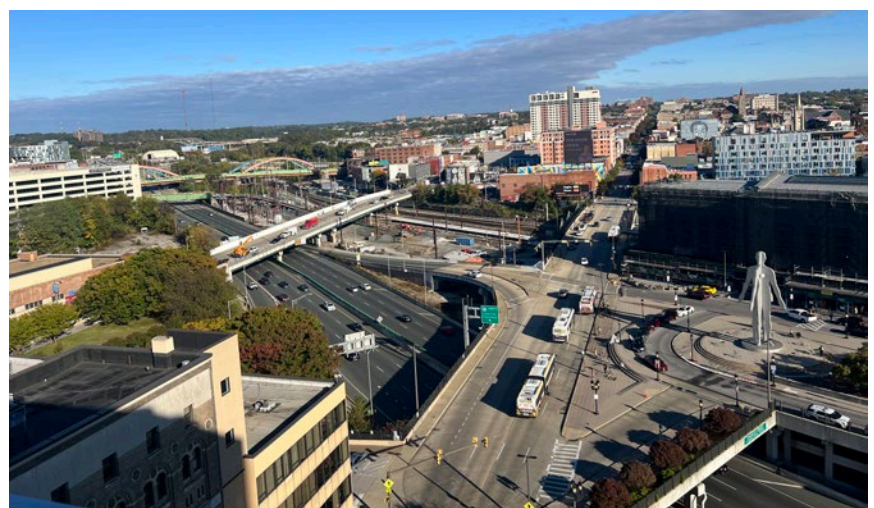
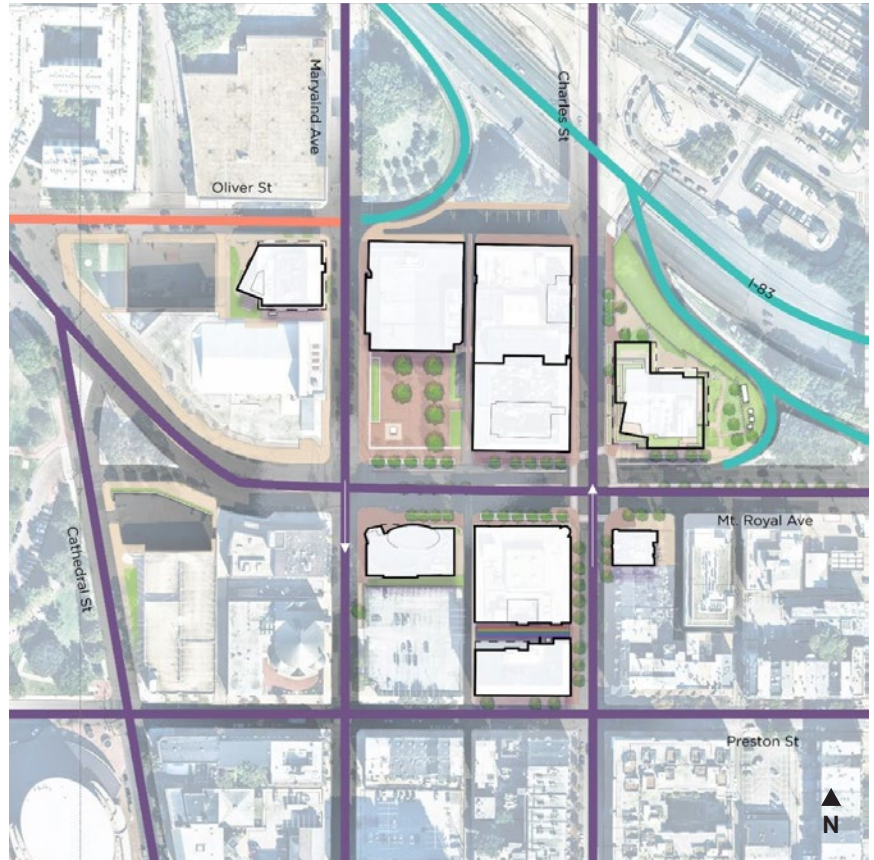


Pedestrian realm along Charles Street

VEHICULAR CIRCULATION

The University of Baltimore campus is connected to a network of major roads and freeways, making vehicles a part of the campus experience. Interstate 83 (I-83) runs along the north side, with off-ramps connecting to Maryland Avenue and St. Paul Street, facilitating easy access to and from the campus. Charles Street and Maryland Avenue run through and alongside the campus, respectively, serving as key arteries for motorists, bicyclists, and transit passengers. Mt. Royal Avenue and Preston Street further enhance east-west accessibility to the campus. This well-integrated road grid underscores the campus's connectivity by both freeways and major roads, accommodating vehicular traffic despite fluctuations in post-pandemic volumes.

Charles Street traverses The University of Baltimore and is primarily used by evening peak period motorists heading north of campus en route to I-83 and by transit passengers heading to Penn Station or further north. South of Mt. Royal Avenue, Charles Street has full-time parking on the west side, two travel lanes, and part-time parking on the east side that doubles as a dedicated bus lane between 4:00 and 6:00 pm. North of Mt. Royal Avenue, Charles Street has three travel lanes and one part-time parking lane on the east side that doubles as a dedicated bus lane during the evening peak period. Beyond Oliver Street, Charles Street widens further to accommodate an additional lane for motorists entering I-83.



View of the vehicular circulation on Charles Street from the Angelos Law Center Rooftop

Public Realm & Campus Open Space

As a campus that seamlessly exists within the urban fabric of Baltimore City, thresholds onto campus are important moments to distinguish the institution. These points exist at the intersections of Maryland Avenue, Mt Royal Ave, Charles Street, and Oliver Street. The campus threshold at Charles Street and Mt Royal Avenue is highly visible within the city, whereas the two thresholds along Oliver Street hold more regional prominence, being highly visible to Penn Station and I-83. Existing signage, wayfinding, and streetscape character on campus help articulate the campus gateways and edges, however the frequency and consistency of these elements are irregular, diluting some of the legibility of campus.



Conditions at Charles St. and Mt Royal Ave.

Gordon Plaza, located at the northeast corner of Mount Royal and Maryland Avenues, serves as the primary open space for the campus. This largely brick plaza features a statue of Edgar Allan Poe, shade trees, and limited planting beds. Other open spaces on campus include Inclusion Alley, situated between the Liberal Arts and Policy Building and the UBalt Student Center, and small green areas adjacent to the RLB Library and the Angelos Law Center. Inclusion Alley is a narrow space that has been enhanced through student-led improvements, such as painting the ground in a rainbow pattern and adding tables and chairs. It also provides direct access to the rear of the Liberal Arts and Policy Building. The green spaces north of the Academic Center and Turner Learning Commons, located between Oliver Street and I-83, are not owned by UBalt but contribute to the arrival experience by car and foot from the north. While the campus borders many of the major commuting routes for those who work in the central business district, there is a lack of cohesiveness and branded presence in building design and signage to promote awareness of the campus boundaries and identity.



- | | | | |
|--------------------------|--------------------------|----------------------|-----------------------|
| Active Space | Roof Terraces / Garden | Planting Buffers | Main Building Entries |
| Passive Space | Parking Lot | Streetscape Planting | Vehicular Circulation |
| Secure Access Open Space | Underutilized Open Space | Fence | |

CORE CAMPUS BUILDINGS



Academic Center from southwest



Academic Center from northeast



William H. Thumel Sr. Business Center



UBalt Student Center



Robert L. Bogomolny Library



Charles Royal Building

CORE CAMPUS BUILDINGS



H. Mebane Turner Learning Commons



Liberal Arts and Policy Building



John and Frances Angelos Law Center

Gordon Plaza is the central heart of campus; however most building entrances are not oriented towards the plaza. As such, wayfinding on campus both within and outside buildings is a challenge. The greatest challenge is the Academic Center. Its substantial footprint and relative impermeability functionally act as a barrier in the middle of campus. Additionally, the Liberal Arts & Policy Building lacks entrances on the prominent campus corridors, requiring visitors to walk around the Thumel Business Center and enter from Preston Street or Inclusion Alley. Although the library has an open and welcoming ground level, it is aligned with the west entry, away from the main campus, and requires stairs from the closer east entrance. The Business

School's entrance, while facing Gordon Plaza, is positioned mid-block, leading to jaywalking across Mt. Royal Avenue and leaving the prominent corner of Charles and Mt. Royal as an impenetrable façade. The Angelos Law Center and UBalt Student Center are exceptions, with their main entrances oriented toward the nearest corner and crosswalk leading to the campus core. These entrances are clearly articulated through their architecture and substantial glazing, creating a connection between indoor and outdoor spaces. The Turner Learning Commons also fronts onto Gordon Plaza with significant glazing, but the lack of other primary building entries to this space diminishes its impact.



View of Inclusion Alley

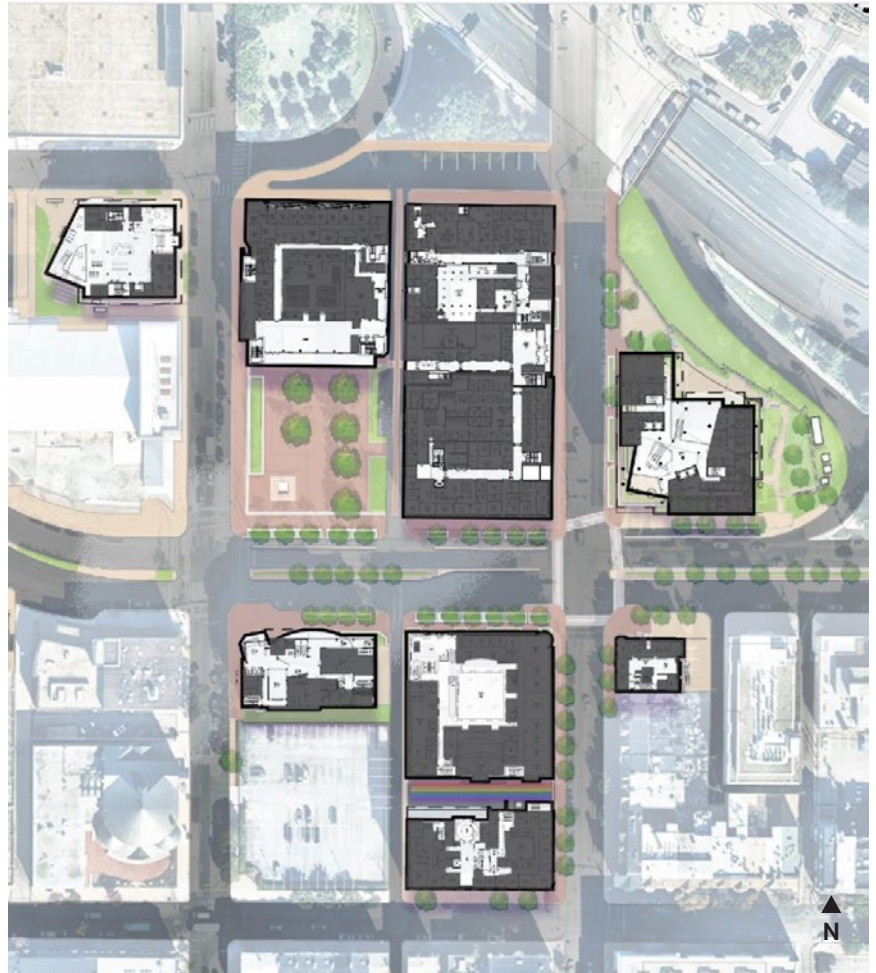


View of Gordon Plaza from Mt. Royal Ave



Ar

The Nolli Plan at right illustrates these disconnected public-facing spaces. The white areas on the plan represent ground-floor lobbies, corridors, and other open spaces, while the shaded areas denote enclosed programmatic spaces such as classrooms, offices, or meeting rooms. The plan reveals few direct connections between the entries of adjacent buildings and highlights that many older buildings, particularly the Academic Center and the Turner Learning Commons, lack well-functioning or generous indoor circulatory spaces on their first floors.



Angelos Law Center Ground Floor Experience



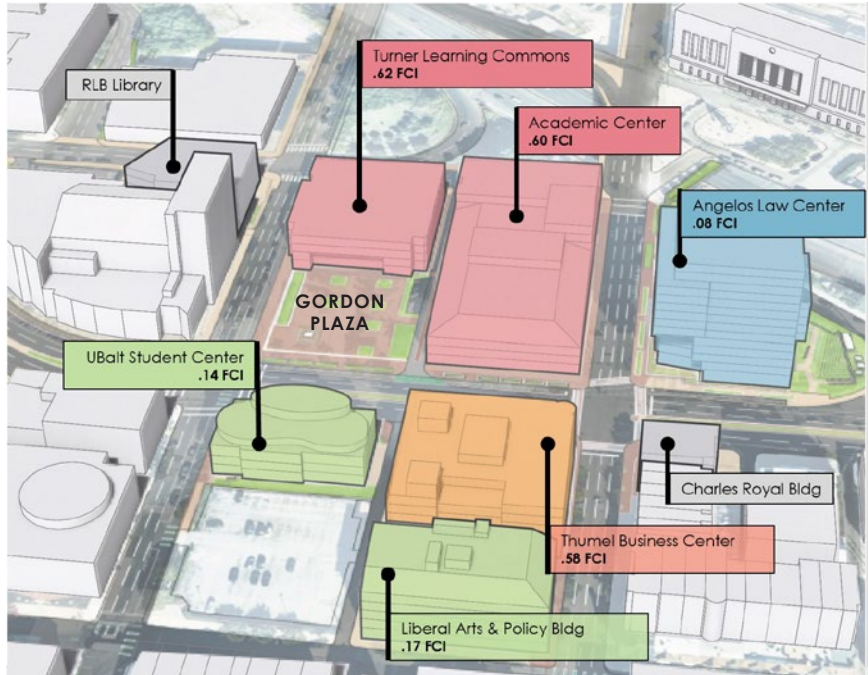
Thumel Business Center Ground Floor Experience

Building Condition

Building age varies greatly, and the quality of facilities varies significantly by building. Of the eight core buildings studied as part of the Facilities Master Plan, all but the Charles Royal Building and RLB Library had a facilities condition assessment conducted in 2024 by Gordian.

The Academic Center, Turner Learning Commons, and Thumel Business Center were all found to be in deficient condition or nearly so. Their combined FCI (facilities condition index) cost represents 87% of the \$161.2M total for the campus. 55% of campus interior space is in these three buildings, making the impact of their condition on the overall quality of campus space substantial. 43% of the cost is represented by the Academic Center alone, and it represents 26% of campus interior space.

The buildings with the highest FCI represent the highest dollar amount in deferred systems maintenance for the building compared to replacement cost. Addressing deferred maintenance alone will not address the functional or programmatic limitations of these buildings, particularly the Academic Center. Large-scale renovations have not been undertaken for these facilities, so systems and finishes are outdated. There are clear visual and experiential differences between buildings with the highest FCI and newer facilities in better condition. These include both the quality of learning environments and the extent and quality of nearby study and collaboration spaces or circulation areas.



*Excludes W Chase Buildings, Cathedral Building, Maryland Ave Building + Garage

SPACE QUALITY

- <10% FCI = Excellent
- 11-20% FCI = Good
- 21-40% FCI = Fair
- 41-60% FCI = Poor
- >60% FCI = Deficient
- FCI not assessed

The Academic Center, Thumel Business Center, and Turner Learning Commons are deficient or nearly deficient.

Addressing deferred maintenance alone does not address the functional or programmatic limitations of these buildings.

38%

2024 OVERALL CAMPUS FCI (\$161.2M)

43%

Of total FCI cost is represented by the **Academic Center**

87%

Of total FCI cost is represented by the **Academic Center, Thumel Business Center, and Turner Learning Commons**

Information from 2024 Facilities Condition Assessment performed by Gordian.

The Academic Center, in particular, is made up of three original buildings that were constructed at differing times (two are over 100 years old) and for differing purposes, and then subsequently connected for use as an academic building. The building has many well-documented deficiencies beyond the need for facilities renewal that cause it to under-perform.

Building requirements for active learning have also evolved since most of the facilities were originally constructed, and UBalt's pedagogical nature of combining virtual, hybrid, and in-person coursework results in a need for high-performing, technology-forward active learning classrooms that can integrate a hybrid learning experience and better support adult learners. Some classrooms have been retrofitted with technology to enable hybrid course delivery, but not all classrooms feature the physical characteristics that enable the most successful conversions to that pedagogical approach. In addition, the physical needs of adult learners—such as comfortable, modular seating, waist-high power outlets, personal storage space, and access to break rooms and kitchenettes—are not programmed into the older facilities.

The Academic Center currently supplies lower quality instructional spaces when compared to newer facilities such as the Angelos Law Center, creating inequities in the student experience.

ACADEMIC CENTER INSTRUCTIONAL SPACES



ANGELOS LAW CENTER INSTRUCTIONAL SPACES



Energy Use

Maryland is implementing Building Energy Performance Standards (BEPS) as required under the Climate Solutions Now Act of 2022. The goal is for covered buildings to achieve zero net direct greenhouse gas emissions and energy use intensity standards by 2040. Standards require facilities over 35,000 GSF to electrify or otherwise eliminate their onsite greenhouse gas emissions. A compliance fee will be imposed on facilities that do not meet standards, and the fee will increase annually between 2030 and 2050. Interim standards begin in 2030 and final standards will be implemented in 2040.

Most of UBalt's building inventory will need systems replacements or modifications by 2040 to avoid fees. A review of two years of past building-level energy usage data predicts that UBalt will have one non-compliant building in 2030 for an annual alternative compliance cost of approximately \$17,300. By 2035, UBalt will have five non-compliant facilities resulting in fees over \$100,000 annually, and by 2040, the planning team anticipates UBalt to have seven non-compliant facilities with fees over \$340,000 annually. This does not include buildings that may be proposed as acquisition in this plan. As relocation and renewal plans outlined in the FMP are carried out, energy use may be impacted by changes in space use and occupancy.

Utility service for each building is via City of Baltimore utility mains located in adjoining City public street rights-of-way. More information on existing utilities is available in the appendix. While The University of Baltimore has strong building-scale metering data available, it will be a challenge for the institution to comply with BEPS as every building in its portfolio will require some amount of intervention between now and the legislation final achievement of carbon neutrality in 2040. The projects proposed through this planning effort strive to mitigate the impact of alternative compliance with BEPS alongside meeting programmatic and enrollment drivers.

The University of Baltimore has building-scale utility data available for every facility studied as part of this planning effort, which well equips the University to respond to Maryland's Building Energy Performance Standards (BEPS). As part of this work, the Planning Team was able to use historic operational data to estimate the carbon emissions associated with operating each facility and measure those carbon emissions against the BEPS requirements and their escalation over time. As a result, The University of Baltimore can quantify the economic impacts of continuing "business as usual" operations as well as the economic impacts of renovation and renewal against the BEPS legislation, a valuable foundation to inform further development of a compliance plan.

04

SPACE NEEDS ASSESSMENT

Enrollment Profile

The University of Baltimore features a study body that is composed of several distinct groups of students with different needs. Within each group, there are subsets that contain different student profiles that use space and interact with the physical campus differently. For the purposes of this analysis, the student credit hours (SCH) are primarily grouped into online, in-person daytime, and in-person evening. Full-time day equivalent (FTDE) students are calculated using SCHs for courses that begin from 8:00 a.m. and prior to 5:00 p.m. Monday through Friday. Full-time night equivalent (FTNE) students are

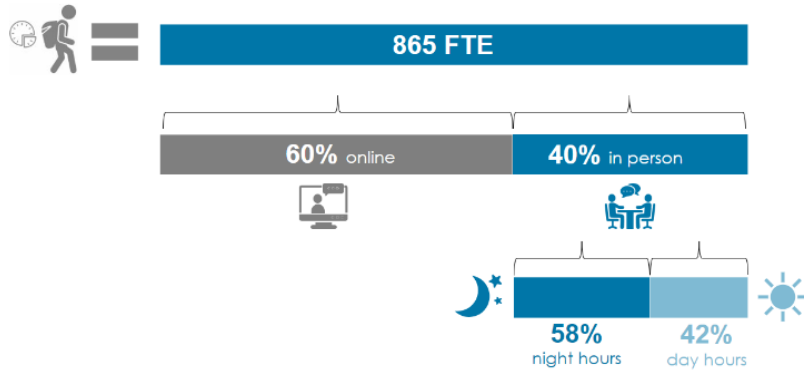
calculated using SCHs for courses that begin on or after 5:00 p.m. Monday through Friday and on weekends at any time. Also for this analysis, although Law students are recognized as graduate students, they are separately reported, creating three student categories: undergraduate, graduate (except Law), and Law.

Currently, on a cumulative basis, undergraduate students at the The University of Baltimore receive approximately 60% of credit hours online. Importantly, this SCH metric is cumulative and does not mean that 60% of headcount students are entirely online and do not interact with the physical campus. Of the in-person credit hours, 58% are in the evening, and 42% are during the traditional day.

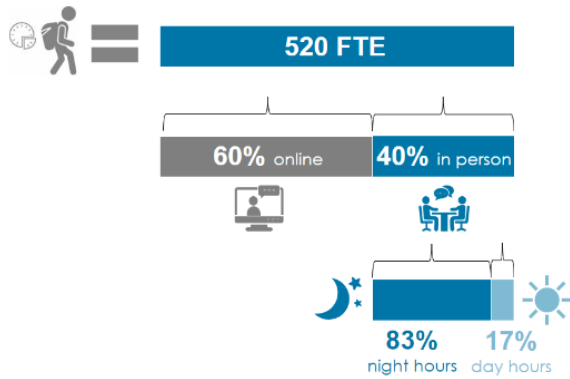
Graduate students share a similar split of online to in-person, with 60% of all SCH offered online. Of the in-person hours, 83% are offered at night, and 17% are offered during the day.

Law students have 89% of their SCH in-person. 75% of the in-person SCH are during the day, and 25% are during the night.

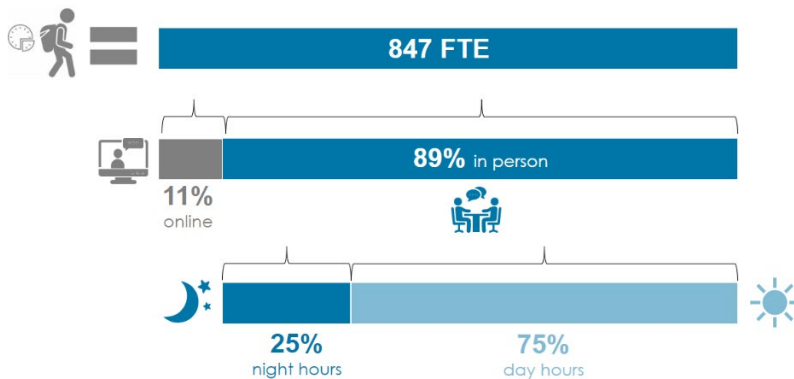
UNDERGRADUATE STUDENT CREDITS



GRADUATE STUDENT CREDITS

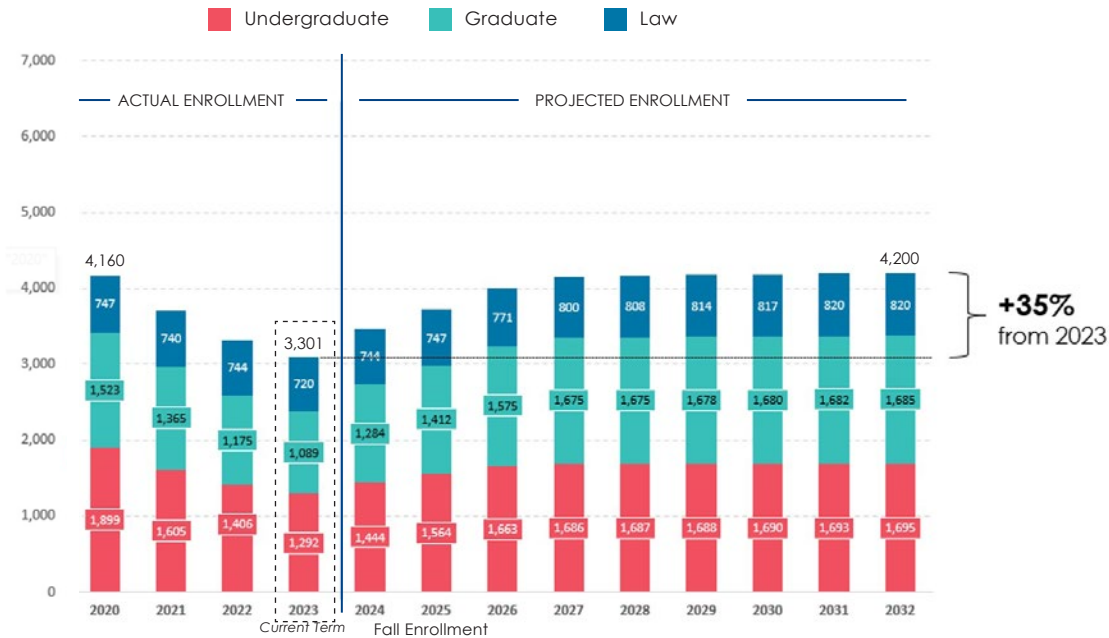


LAW STUDENT CREDITS



Enrollment Trends

10-Year Hence Enrollment projections show UBalt restoring enrollment to its 2020 levels by 2032.



FACULTY AND STAFF PROFILE

There is a total of 1,064 headcount, or 743 FTE employees.

Emp. Group - IPEDS Codes	Emp. Group - Name	Sum of FTE	Count of ID
A	Management and Directors	127	127
B	Business and Financial operations	101	115
C	Information Technology	59	60
D, O, P, R	Community Service, Social Service, Legal, Arts, Design, Entertainment, Sports and Media Occupations; Spec. Ed; Speakers; Development	63	68
F, N	Graduate Assistant, Student Workers	78	247
I	Instruction	201	310
J, K	Librarian & Library Tech	20	20
Q	Security Officers	44	45
S	Admin Assistants and Office Clerks	44	65
T, U	Maintenance	6	7
GRAND TOTAL		743	1,064

Space Usage Evaluation

In assessing the space utilization and space needs of both law and non-law student body at University of Baltimore, it is important to consider the utilization patterns of each student group. For example, the law student body primarily, though not exclusively, utilizes campus resources during daytime hours, though law also offers evening classes. The non-law student body, by contrast, takes the majority of course hours during the evening hours.

This contrast in scheduling suggests that a one-size-fits-all approach to space planning would be ineffective at accurately capturing the needs of both groups of students. By evaluating and planning for these two demographics independently, the findings can be integrated into a comprehensive space utilization strategy that reflects the demands of the entire institution.

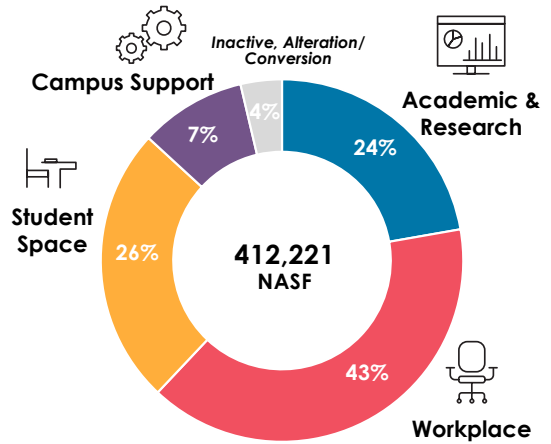
Existing Space

UBalt's total campus is 1,067,495 GSF with corresponding NASF of 638,534. As described in the Existing Conditions section of this report, the Facilities Master Plan focused on the core campus in Midtown Baltimore and studied 871,203 GSF with NASF of 466,098. Removing core campus space that is leased primarily to Baltimore City for use by the Police Training Academy, and some space that is in conversion results in 412,221 NASF. Throughout this analysis, space for which UBalt has access during the evenings (which is our peak period) yet is leased to others during the day is included in NASF available to UBalt.

SPACE QUANTITY DETAIL

Overview Category	Space Group	Space Category	NASF
Academic and Research	Instructional Space	Classrooms	60,084
		Class Labs	18,581
		Open Labs	9,636
	Research Space	Research Labs	3,368
Workplace	Workplace	Office	99,555
		Office Service	52,617
		Conference Space	11,865
Student Space	Library + Study	Stack	35,678
		Study	21,588
	Lounges	Library Service	1,473
		Lounges	8,916
	Other Space Types	Student Recreation	1,876
		Meeting Space	32,669
Campus Support	PE + Athletics	Physical Education & Athletics	14,190
	Assembly & Exhibit Space	Assembly Space	3,607
		Exhibit Space	539
	Other Academic Space	Media Production	598
	Clinic Space	Clinic Space	7,009
		Central Computing Space	2,041
	Physical Support	Physical Plant	7,482
		Central Service	1,928
		Hazardous Materials	50
		Other Space Types	Food Service
Inactive, Alteration/Conversion	Inactive, Alteration / Conversion	Inactive, Alteration / Conversion	15,181
TOTAL			412,221

CORE CAMPUS EXISTING NASF BREAKDOWN BY SPACE GROUPING



Core Campus defined as the following buildings: Academic Center, Bogomolny Library, Thumel Business Center, Charles-Royal Bldg, Angelos Law Center, Turner Learning Commons, Liberal Arts & Policy Building, UBalt Student Center.

Instructional Space Utilization and Evaluation

The University of Baltimore has 59 classrooms available for scheduling. Of these, 22 are located in the Angelos Law Center and the remaining 37 are in various other buildings. The differences in modality and times of instruction across student populations and, therefore, in the physical and technology requirements in classrooms, makes it important to separate and categorize both student populations (undergraduate, graduate, and Law) and classrooms to assess utilization and optimize the mix of classrooms needed for various instructional delivery needs.

In the analysis that follows, the classrooms for undergraduate and graduate course delivery are evaluated against a utilization target of 10 WRH, which reflects a usage start time pattern of approximately 2.5 hours per evening Monday through Thursday. With most evening classes

starting at either 5:30 or 6:00 p.m. that means each room is in use between 5:30 and 8:00 p.m. or between 6:00 and 8:30 p.m. for classes that meet once per week. The classrooms for law course delivery is assessed against for both daytime and nighttime, though space needs are benchmarked against the typical daytime metrics, as daytime is the peak timing for law courses.

The importance of this categorization is emphasized by analyzing the quantity of students in classes during the daytime and nighttime periods. For undergraduate and graduate courses and classrooms, there are approximately five times as many students in classes during the evening as compared to the peak of the day. For law, however, the number of students is far more balanced, though the heaviest use is during the morning hours.

Number of Students in classrooms by each hour:

ACADEMIC CENTER, THUMEL BUSINESS CENTER, RLB LIBRARY, LIBERAL ARTS & POLICY, TURNER LEARNING COMMONS, STUDENT CENTER

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8 AM	0	0	0	0	0	39
9 AM	7	14	7	14	0	61
10 AM	11	23	11	23	0	61
11 AM	27	106	48	120	0	51
12 PM	23	89	44	103	0	41
1 PM	23	56	34	63	0	59
2 PM	76	141	39	202	0	49
3 PM	68	125	47	189	0	49
4 PM	32	65	35	104	0	15
5 PM	177	191	131	203	0	0
6 PM	424	476	311	490	0	0
7 PM	424	472	309	486	0	0
8 PM	54	77	55	108	0	0
9 PM	24	28	22	44	0	0
10 PM	18	14	11	25	0	0
11 PM	0	0	0	0	0	0

Angelos Law Center classrooms show steady use through the day and evening, while classrooms in other buildings face challenges during nighttime hours. Demand significantly ramps up in the evening, leading to issues finding available and appropriately sized spaces. Difficulties to accommodate evening classroom needs indicates a potential requirement for reevaluating space allocation strategies or considering expansion to alleviate pressure at peak times.

Current recorded daytime usage does not capture intended future use of UBalt space by Baltimore City College high school, a college preparatory high school. Their leased use of the space will provide valuable experiences to these students on a portion of UBalt's campus and swing space while their current high school facilities are being renovated. Uses by City College will generally conclude by 3 p.m., resulting in higher utilization on campus.

ANGELOS LAW CENTER

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8 AM	0	0	0	21	0	0
9 AM	71	168	121	175	42	16
10 AM	113	301	172	277	42	16
11 AM	143	284	198	266	32	12
12 PM	38	15	43	15	0	0
1 PM	145	152	135	102	0	0
2 PM	252	204	209	104	0	0
3 PM	193	278	144	222	0	0
4 PM	106	90	77	70	0	0
5 PM	89	94	73	56	0	0
6 PM	191	217	175	163	0	0
7 PM	178	163	165	167	0	0
8 PM	141	100	149	161	0	0
9 PM	0	29	9	29	0	0
10 PM	0	0	0	0	0	0
11 PM	0	0	0	0	0	0

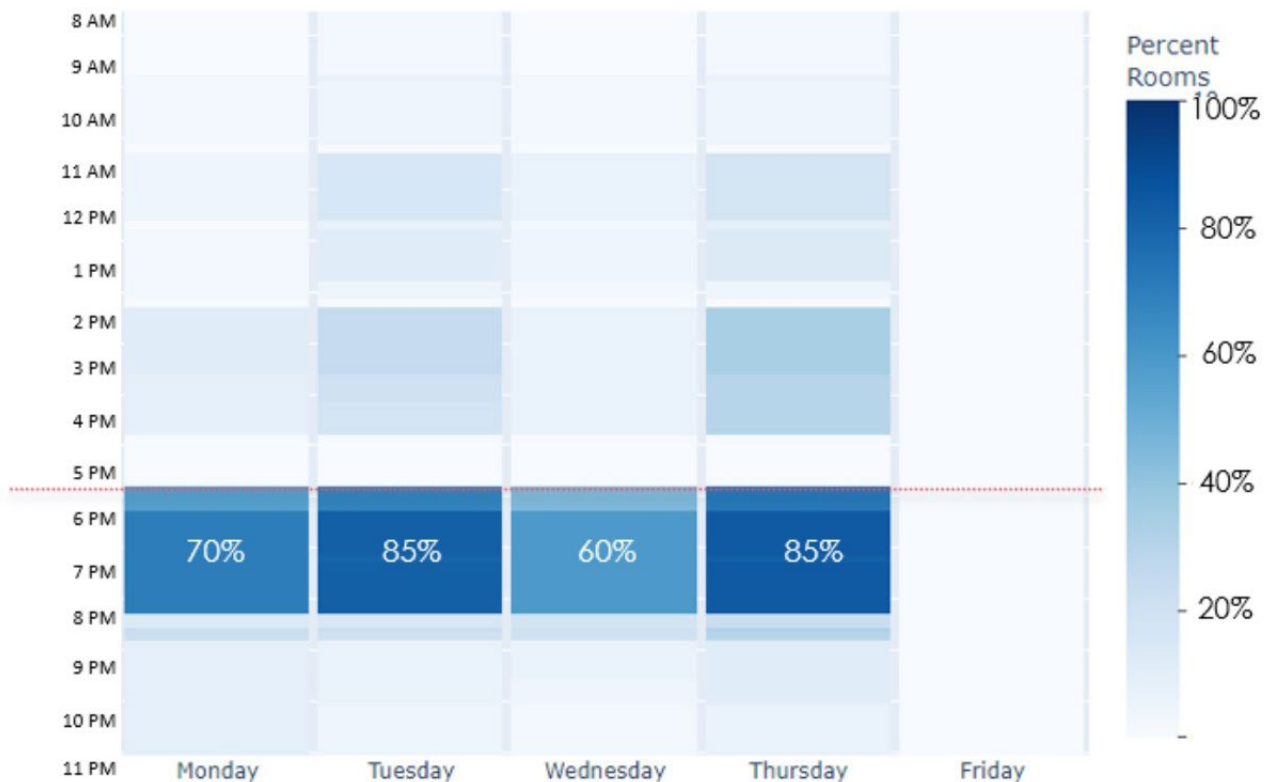
Of note is that 85% of all schedulable classrooms are in use during Tuesday and Thursday evening hours. Additionally, if any classrooms become unavailable and are removed from the pool, there will be significantly fewer rooms, leading to a shortages during peak hours.

Because rooms are currently scheduled at a relatively high-level during peak hours, and enrollment is expected to increase, the increase must be accomodated by filling more seats in existing classes. In the event that additional classes are to be needed, the pressure during peak periods will likely increase, as the modality is expected to stay the same.

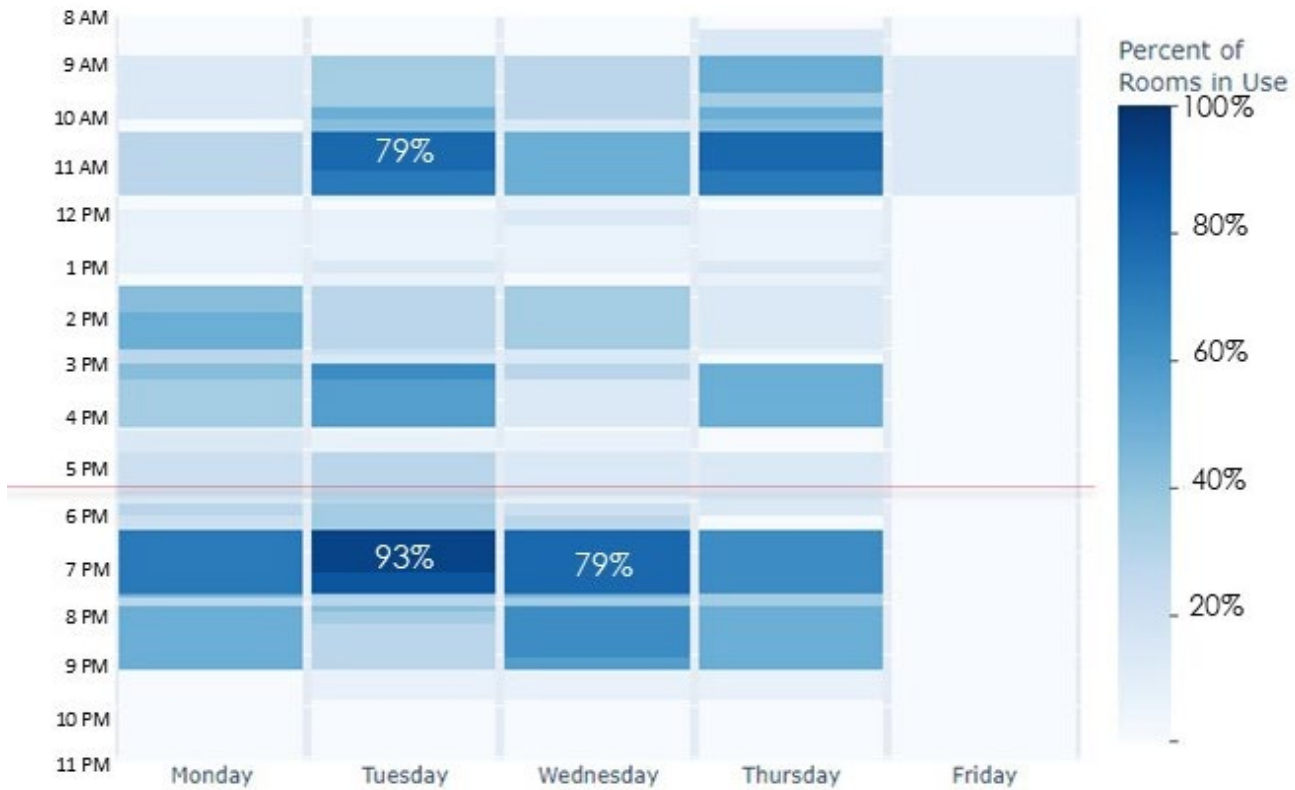
Additionally, given the increase in flexible instruction, there is an opportunity to increase the quantity of hybrid-enabled classrooms, also known as SMART/Bee-Flex rooms.

CLASSROOMS IN USE

ACADEMIC CENTER, THUMEL BUSINESS CENTER, RLB LIBRARY, LIBERAL ARTS & POLICY, TURNER LEARNING COMMONS, STUDENT CENTER



**CLASSROOMS IN USE -
ANGELOS LAW CENTER**



Despite the Law school teaching the majority of their credit hours during the day, there is limited excess capacity within the ALC to accommodate scheduling from other areas in the evening hours. During the Fall 2023 semester, the ALC primarily hosted evenings classes from the Law School. However, the facility also accomodated courses from both the College of Arts and Sciences and the School of Business during these hours.

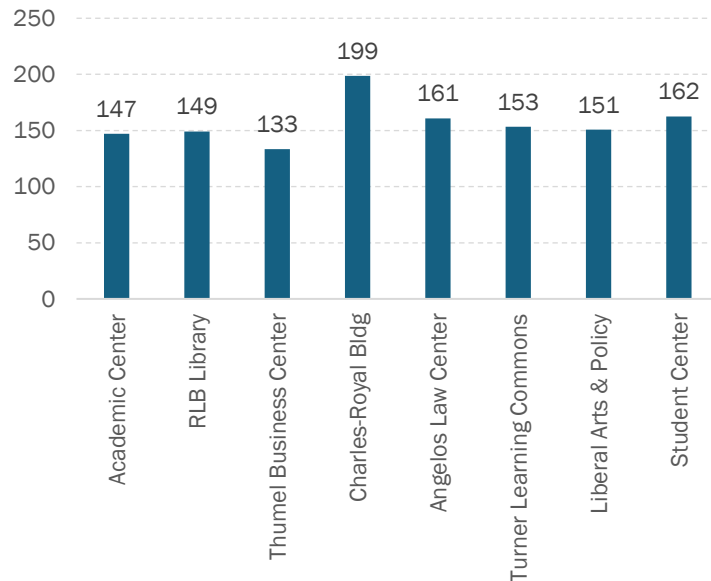
Office Space

Overall, office and workplace accounts for approximately 178,000 NASF at University of Baltimore, 43% of space on the core of the academic campus. Given the high proportion of overall space devoted to office, it is critically important that the space is designed and utilized effectively.

The current analysis of office spaces at the institution reveals a surplus of space. This surplus can be attributed to several factors. First, an excess of physical office units compared to the actual headcount of faculty and staff. Second, oversized legacy offices are located throughout buildings that were not originally designed for use as University buildings and that have not undergone comprehensive renovations and would be expensive to downsize. Third, an overabundance of office service space that is also a consequence of building design.

Addressing this surplus in office space presents an opportunity for strategic reallocation. The institution could consider repurposing some of these areas to better meet other space needs on campus, such as expanding student services, creating more collaborative spaces for students and faculty, or enhancing research facilities. Additionally, revisiting building designs during future renovations or new construction could prevent a recurrence of this issue, ensuring that office space is efficiently designed and balanced to need.

AVERAGE OFFICE SIZE



Student Space & Support Space

As a non-residential campus largely enrolling non-traditional students, UBalt has different amounts of NASF in some categories when compared with standards for traditional universities. In implementing the Facilities Master Plan and conducting Facilities Program Planning analysis, UBalt will examine each of these categories carefully. Currently, UBalt has less NASF than standard, for example, in several student and support space categories, such as lounges, study space, and athletics and physical education. Rather than addressing each categorical situation individually, the University intends to rebalance the overall space portfolio to better serve our students and mission as buildings are renovated.

05

PLANNING VISION

The 2024 UBalt Facilities Master Plan aligns the vision for our physical campus in Midtown Baltimore with our mission, vision, values, and the students we serve. The FMP addresses the key issues and opportunities facing our campus today. It considers future enrollment patterns and educational delivery methods to anticipate future space needs and renewal opportunities to revitalize key campus spaces that support UBalt's strategic goals. The FMP better aligns the physical campus with the needs, preferences, and success of UBalt's non-traditional student populations, now and into the future.

PLANNING PRINCIPLES

The Facilities Master Plan is intended to be a framework for physical planning over the next decade and beyond. The following planning principles were developed with strong campus community engagement and serve as a foundation for the FMP to guide its development, priorities, and implementation.

1

Foster a sense of place that reinforces the identity of UBalt as an anchor institution of and for Baltimore.

2

Create a vibrant and inclusive campus that matches the unique needs and priorities of our non-traditional professional and career-focused student body.

3

Ensure learning environments are flexible and adaptable to meet the evolving needs and priorities of our students and community.

4

Realign and renew existing space to reduce deferred maintenance and prioritize student recruitment, retention, growth and success.

5

Strengthen the pedestrian experience through safe streets and active first-floor experiences.

Strengths, Challenges, and Opportunities

Through engagement, analysis, and observation, key aspects of UBalt became evident as strengths, challenges, and opportunities. The Facilities Master Plan intentionally amplifies the strengths and addresses the challenges and opportunities through the design proposals for the physical campus.

DISTINGUISHING STRENGTHS

- Unique student body
- Successful experience with teaching, learning, and working in flexible, multiple modalities
- Nationally recognized student outcomes for social mobility
- Location within Baltimore City and the region
- Passionate campus community
- Exceptional transit access

CHALLENGES

- Aging facilities, inconsistent space quality, and space features ill-suited to adult students
- Enrollment shifts
- Technology investment requirements for multi-modal operations
- Inconsistent architectural expression and condition
- Identity and branding limited on campus

Concept Framework

In understanding the core opportunities and challenges for UBalt over the horizon of this plan, **three drivers became evident:**



VIBRANCY

To meet the diverse needs of our student body, UBalt offers a wide range of educational and service delivery methods. Consequently, at any given time, some of our students may be on campus while others are engaging remotely. A desired aspect of the FMP is to enhance the campus environment by intentionally creating vibrant clusters of students, faculty, staff, and community members—rather than physically dispersing them—and to build strong infrastructure to foster meaningful engagement among those who are interacting remotely and those who are on campus.



DENSITY

Active environments thrive when there is density of space and people. Currently, the densest building on campus, Angelos Law Center, is also the most active. UBalt's proximity to Penn Station and incredible transit access also positions campus to be good stewards of density through transit-oriented development.



IDENTITY

UBalt enjoys some of the most iconic buildings and spaces in Baltimore City, such as the Angelos Law Center and the RLB Library. However, other campus buildings have varying, nondescript styles, creating a lack of architectural cohesion. Therefore, enhancing streetscapes, establishing a branded presence, and incorporating thoughtful design in new buildings and facades are important for improving campus visibility and identity.





Aerial Rendering of UBalt's Campus in the Future



UBalt Today

Space Strategy

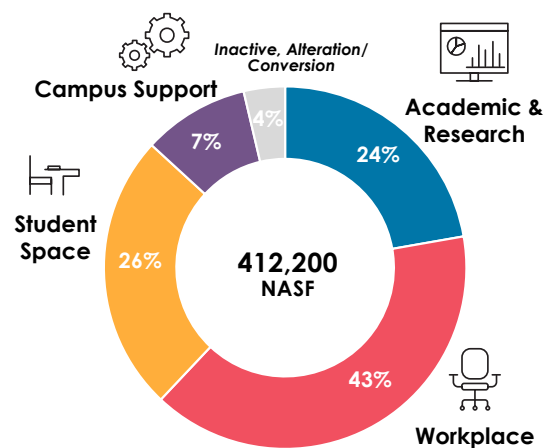
UBalt has recently assessed our current and future space needs in consideration of space inventory, course and service delivery methods, enrollment, and student body profile. Presently, our assessment shows calculated surpluses in classrooms, teaching labs, and office spaces. We will be implementing two actions to address the space surpluses: (1) right sizing the Academic Center Replacement for current and future needs, with the Academic Center Replacement anticipated to be smaller than the existing facility, and (2) proposing revisions to existing classroom and lab space allowance methodologies to better reflect UBalt's unique student population.

Past enrollment declines along with other factors have resulted in calculated surpluses in current net assignable spaces in classrooms and labs. Classrooms continue to be heavily used in the evening, often exceeding recommended usage. The current space surplus represents an opportunity to renew campus spaces and potentially re-align building programs for increased vibrancy and functionality.

UBalt projects to grow our enrollment over the next decade by 3% on average annually. The 10-year space needs projection more closely aligns with current space availability.

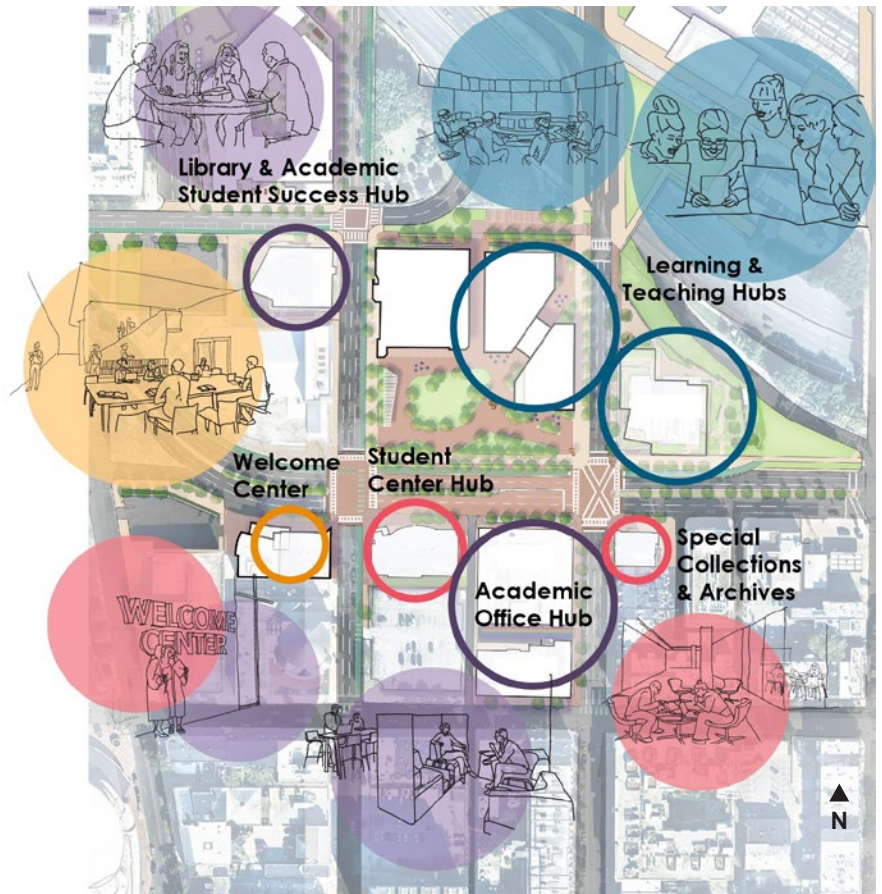
Moving forward, focused and regular investment in instructional spaces for active and flexible technology-forward hybrid courses is important for our adult learners and to accommodate evening peak hours. Classrooms should be co-located to cultivate vibrancy and informal learning and collaboration spaces should be infused throughout academic facilities. Student comfort and belonging should be prioritized inside and outside the classroom through space, furniture, and technology choices targeted to adult learners. Where beneficial, student-facing services and amenities should be co-located for easy access and interchange across programs that support student success.

**CORE CAMPUS EXISTING NASF
BREAKDOWN BY SPACE GROUPING**



Core Campus defined as the following buildings: Academic Center, Bogomolny Library, Thumel Business Center, Charles-Royal Bldg, Angelos Law Center, Turner Learning Commons, Liberal Arts & Policy Building, UBalt Student Center.

The 10-year plan proposes organizing the campus as a series of hubs, allowing the concentration of similar activities and promoting vibrancy. This helps break down programmatic silos and encourages interdisciplinary collaboration. Organizing the hubs around a redesigned and expanded Gordon Plaza reinforces a central heart of campus and aids in clarifying wayfinding on campus.



HUB ORGANIZATION

Proposed Projects

ACADEMIC CENTER REPLACEMENT & SITE IMPROVEMENTS

The Facilities Master Plan will renew campus spaces through a targeted strategy of replacement, acquisition, and renovation. The key opportunity on which the plan focuses is the replacement of the Academic Center, which currently represents over a quarter of the campus internal space and 43% of the deferred maintenance. A new, smaller, and more efficient academic building on this site will include modern, hybrid learning spaces that prioritize the adult learning experience. It will encourage interdisciplinary learning, collaboration, and innovation by co-locating lab, classroom, and study spaces for multiple colleges, and support student-faculty interaction through shared spaces for informal and formal collaboration.

A smaller footprint will allow for a renewal and expansion of Gordon Plaza to connect more strongly to the Angelos Law Center to the west and Penn Station to the north as well as extending across Mount Royal Avenue to the Thumel Business Center and the UBalt Student Center. This improved, dynamic outdoor space will serve as the heart of campus for the UBalt community and bring improvement to our surrounding neighborhoods, featuring additional trees and native plantings, stormwater management best practices, and a variety of outdoor places for people to study, eat, and gather.

Project List

1. Academic Center Replacement & Site Improvements
2. Welcome Center
3. Energy Performance and Sustainability Upgrades*
4. Facilities Renewal
 - a. *Thumel Business Center*
 - b. *Turner Learning Commons*
 - c. *Angelos Law Center (limited)*
5. Strategic Programmatic Renovations
 - a. *Charles Royal Building*
 - b. *UBalt Student Center*
 - c. *RLB Library*
 - d. *Liberal Arts and Policy Building*
6. Pedestrian Safety Improvements**
7. Campus Branding and Lighting (throughout campus)

*Required by MD Building Energy Performance Standards

**All streetscape improvements require coordination with Baltimore City DOT and DPW for traffic and stormwater



OLIVER STREET

MARYLAND AVENUE

CHARLES STREET

PENN STATION

3 5

RLB LIBRARY

3 4

TURNER LEARNING COMMONS

6

1

ACADEMIC CENTER

GORDON PLAZA

3 4

ANGELOS LAW CENTER

6

MOUNT ROYAL AVENUE

2 3

WELCOME CENTER

3 5

UBALT STUDENT CENTER

3 4

THUMEL BUSINESS CENTER

5

CRB

3 5

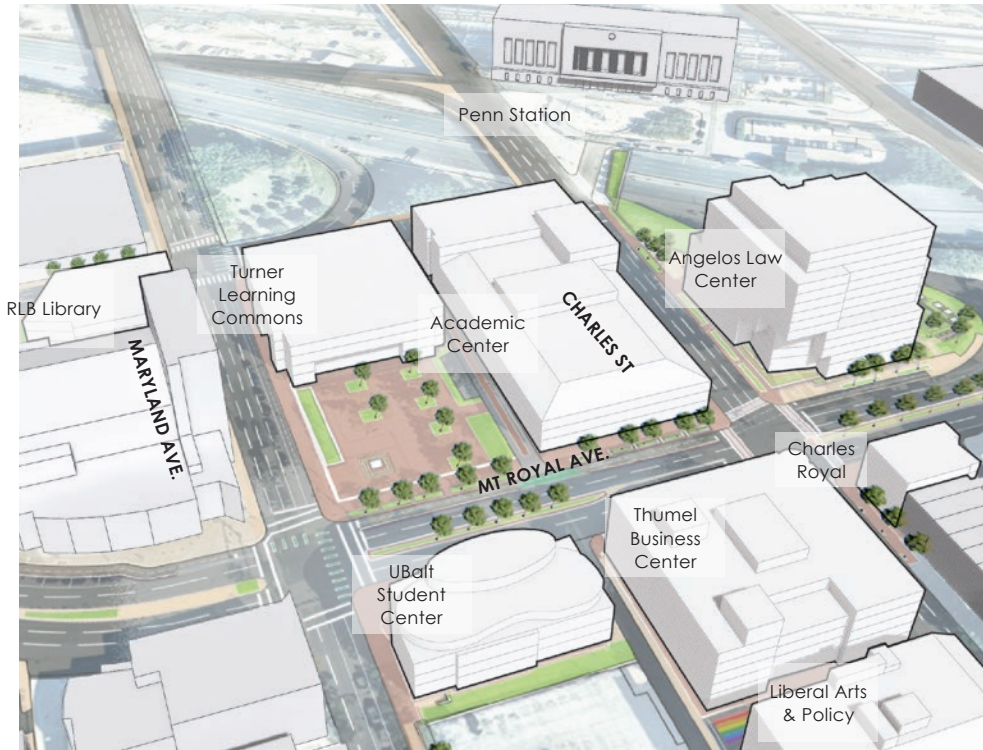
LIBERAL ARTS & POLICY

PRESTON STREET

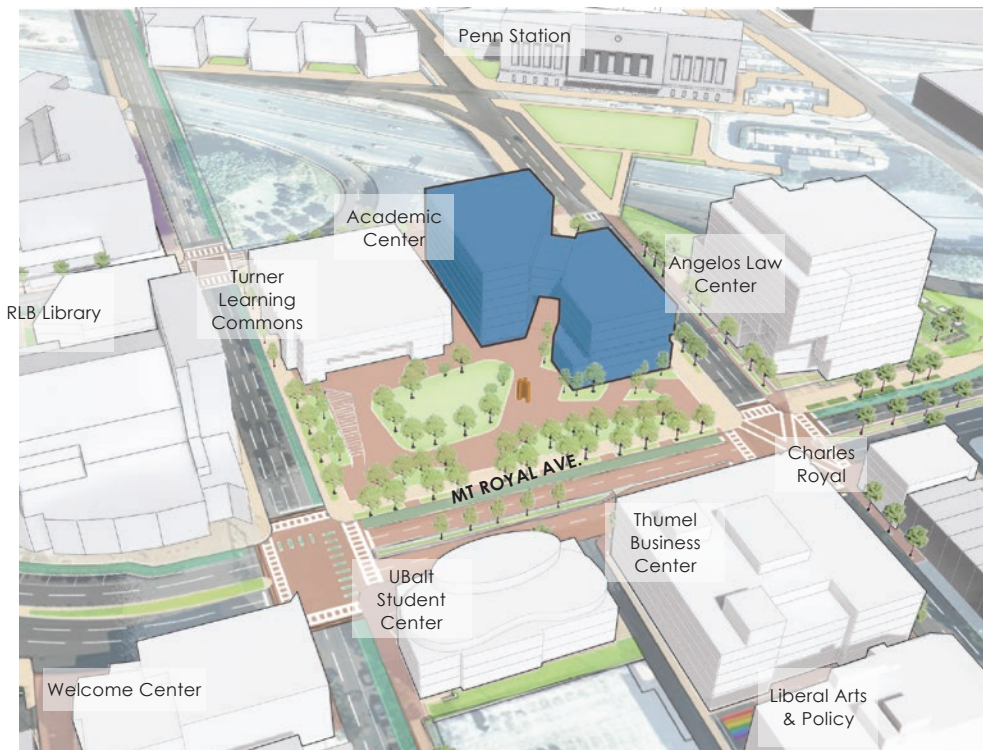


Through its Bee-Flex instructional delivery, UBalt has developed an intentional, well designed, technologically predictable flexible hybrid experience for UBalt students. However, not enough of UBalt's instructional spaces are equipped to reliably and seamlessly deliver optimal Bee-Flex style learning experiences. An Academic Center replacement allows UBalt to more precisely align its instructional inventory with its course offerings, methodologies, and capacities. It allows UBalt to invest in state-of-the-art learning experiences that prioritize the adult learner.

This investment will enable UBalt to provide high quality learning environment, including in-person, online, and hybrid settings, for our students who enroll in multiple modalities, and do so at a quality level that is on par with the quality of the learning environment currently available to our law students, who enroll mostly in-person. The Academic Center Replacement will be intentionally designed for our busy, adult UBalt learners who generally are taking a menu of in-person, online, hybrid, evening and daytime classes. The success of these students is supported by flexible, well-equipped classrooms designed for the ergonomic needs of older students rather than those of traditional age.



Existing



Proposed

Through the design of this new space, UBalt will have the opportunity to purposefully design the learning experience for the student taking courses completely in-person, completely online in a hybrid synchronous methodology, and for students who take a mix of online and in-person classes. Formal, scheduled instructional space can be complemented with touchdown space for virtual calls, recordings, and in-person connections and relationship-building.

Specifics of the proposed Academic Center Replacement will be more thoroughly developed during the Facilities Program Plan - Part 1 and Part 2 work, to be completed during 2024-25. Current high-level design thinking and placeholder amounts are provided in the FMP as order of magnitude estimates for now.

PRECEDENT COLLAGE OF GREAT TEACHING SPACES



Classroom De-densification | *Goucher College*



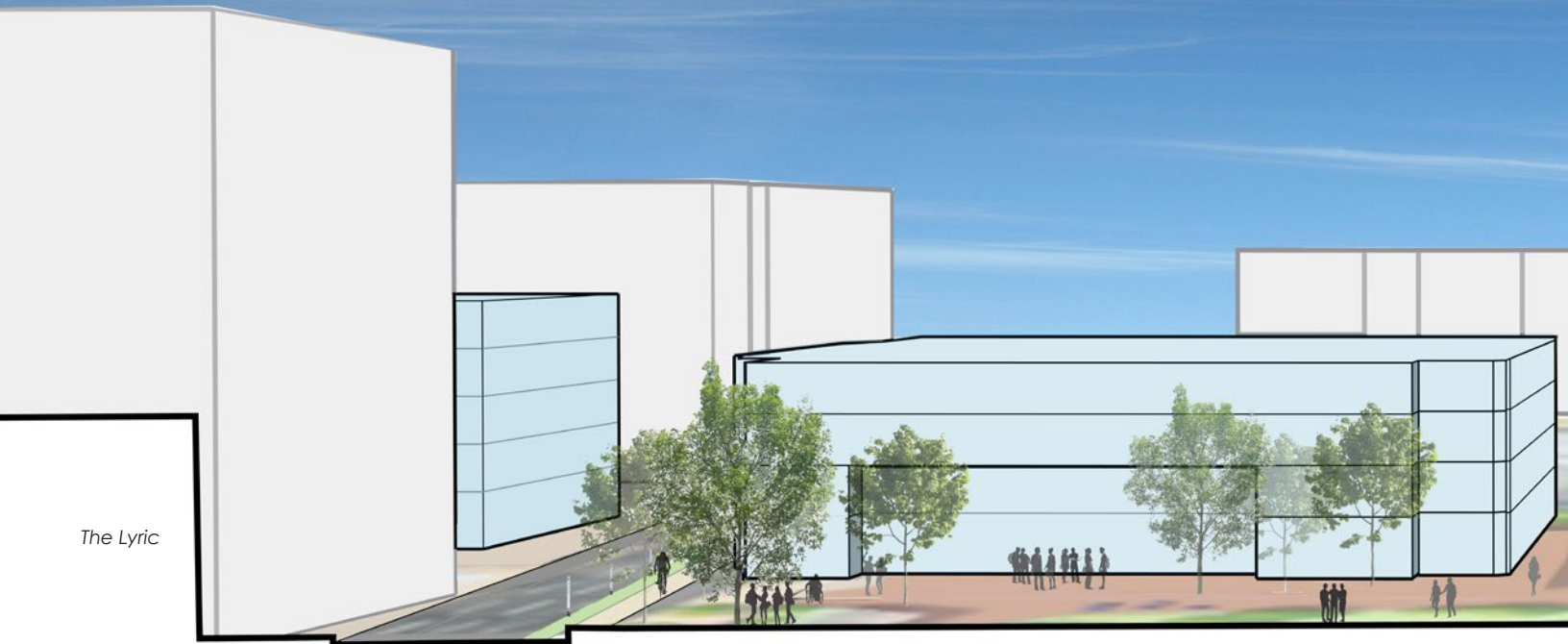
Classroom De-densification | *Steelcase*



Hybrid Conference Room | *Google Headquarters*



Hybrid Virtual Classroom | *KU Leuven, Belgium*



The existing Academic Center has 113,201 NASF. The proposed Academic Center Replacement is estimated at approximately 74,000 NASF if 101 W Mount Royal is acquired as described below, and estimated at approximately 92,000 if 101 W Mount Royal is not acquired. Because substantial cost savings will be gained for the Academic Center Replacement, net of the acquisition costs for 101 W Mount Royal, further discussion of the Academic Center Replacement in this plan assumes 101 W Mount Royal will be acquired.

With a more efficient grossing factor, the estimated GSF of the replacement building is 134,000 square feet, about 60% of the size of the current Academic Center. At a potential seven stories, the taller profile is more comparable to the adjacent 12-story Angelos Law Center than the previous Academic Center. A two-level roof profile with lower roof to the south can

create opportunities for both green roof / event space and onsite power generation through solar panels.

The Academic Center Replacement will be designed to comply with the Maryland High Performance Green Building Program and the requirements of the Climate Solutions Now Act Building Energy Performance Standards. These and other design attributes should contribute to a minimum LEED silver certification. The proposed building HVAC system should consider new technologies available and prioritize energy efficiency and energy recovery strategies. Highly efficiency air-to-water or water-to-water heat pumps and heat recovery chillers may be considered. Other technologies including solar photovoltaic and thermal storage may also be considered and integrated with the building design.



Angelos
Law Center

The existing Academic Center and proposed footprint of its replacement fall within the 500-year floodplain. The State of Maryland does not regulate the 500-year floodplain. Per the City of Baltimore's Floodplain Overlay District, areas designated as a "0.2% Annual Chance Flood Hazard" (500-year floodplain) comprise the Flood Resilience Area Subdistrict, and therefore there may be additional requirements related to design, flood-proofing, storm drain capacity analysis, and permitting for any proposed improvements within the City of Baltimore public right-of-way. Choices made during design, such as where mechanical and electrical equipment is located within the building and other floodproofing strategies may help proactively respond to the potential future changes to floodplains and associated flood events.

The estimated condensed footprint is 24,700 square feet, approximately half of existing, and returns significant space to the public realm. This proposed footprint is divided by a broad pathway that connects the revitalized Penn Station with Gordon Plaza. This visual and physical connection reinforces the role of UBalt as an anchor institution of and for Baltimore through the campus design. Visitors to Baltimore will exit the station to see the prominent Academic Center Replacement and Angelos Law Center with a glowing aperture to the heart of campus at Gordon Plaza. From Gordon Plaza, the view to Penn Station references both the current connectivity of UBalt to the region, as well as the metaphorical connection that a UBalt education is a pathway to careers throughout Baltimore City and the State of Maryland.



UBalt Seen from Penn Station in the Future



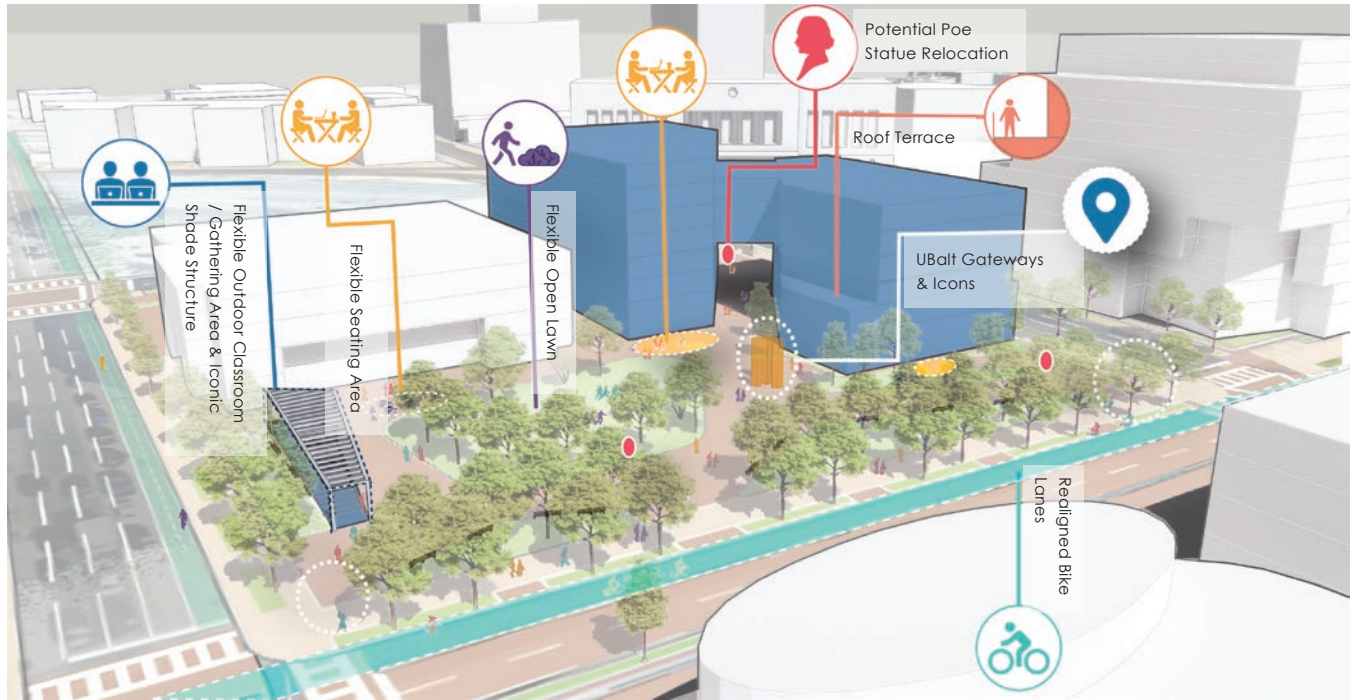
The Academic Center Replacement project involves re-sizing and relocating the building footprint within the existing site (that spans Charles Street between Mount Royal Avenue and Oliver Street) and will therefore necessitate related site changes to integrate Gordon Plaza. Gordon Plaza is the largest open space on campus and its central location within the campus offers opportunities to solidify its role as the heart of the University. Improving connections with Gordon Plaza and incorporating needed renovations will result in a vibrant public open space with emphasis on accessibility, safety, and creating an enriching urban learning environment.

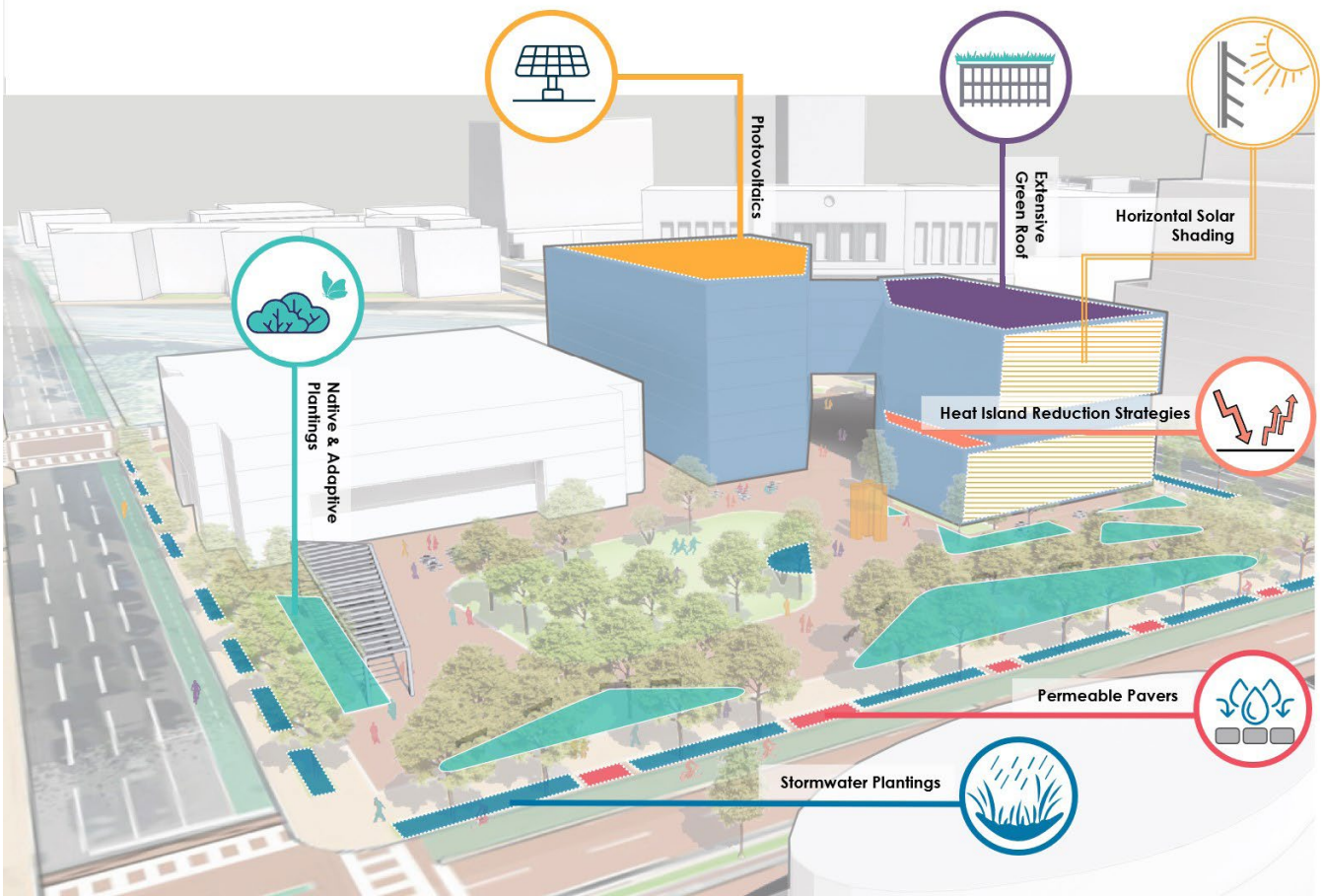
The current Academic Center occupies a significant portion of Gordon Plaza; however, its entries are primarily along the east building façade facing Charles Street resulting in no user access to the plaza from the building. Future designs of the Academic Center Replacement entries will allow access from Charles Street as well as from inside Gordon Plaza, encouraging users to activate the block. The southern part of the first floor of the Academic Center has potential to become a more public-facing space.

The south facing plaza will include a prominent shade structure, a generous open lawn, and flexible programed pockets for outdoor education and gatherings. Attention between interior and exterior programming during the design and implementation phase will result in strong indoor and outdoor connections and activities. Limited movable furniture in strategic, high visibility areas, embrace the urban context of the campus and provide users with flexibility.

Gordon Plaza is flanked on three sides by prominent streets and within close proximity to Penn Station making it experienced by multiple modes of transit users such as motorists, pedestrians, and cyclists. The corners of the block are of high-visibility and, with UBalt owning the buildings on all four corners, are gateways into the campus and can be utilized for branding as well as to improve the physical and visual presence of the University at these edges. Investments into elevating the streetscape can create a welcoming environment for both campus users as well as those who travel through the campus every day. An allée along W. Mount Royal Avenue allows pedestrians who wish to streamline their way

through the block to do so while creating a unique experience on campus. Future upgrades should evaluate the existing visual and physical permeability into the center of the plaza from the streetscape. In areas where limited physical access is desired, it is encouraged to select design elements, such as fencing and planting, that is visually permeable from the street to improve the sense of safety for users. Additionally, the plaza will prioritize the pedestrian experience with the removal of Morton Street and public vehicular access that currently bisects the center of the block. The removal of Morton Street offers several benefits to placemaking and the user experience as it allows universal accessibility across the block and a centralized lawn for users, an amenity that is not currently present on campus nor nearby.





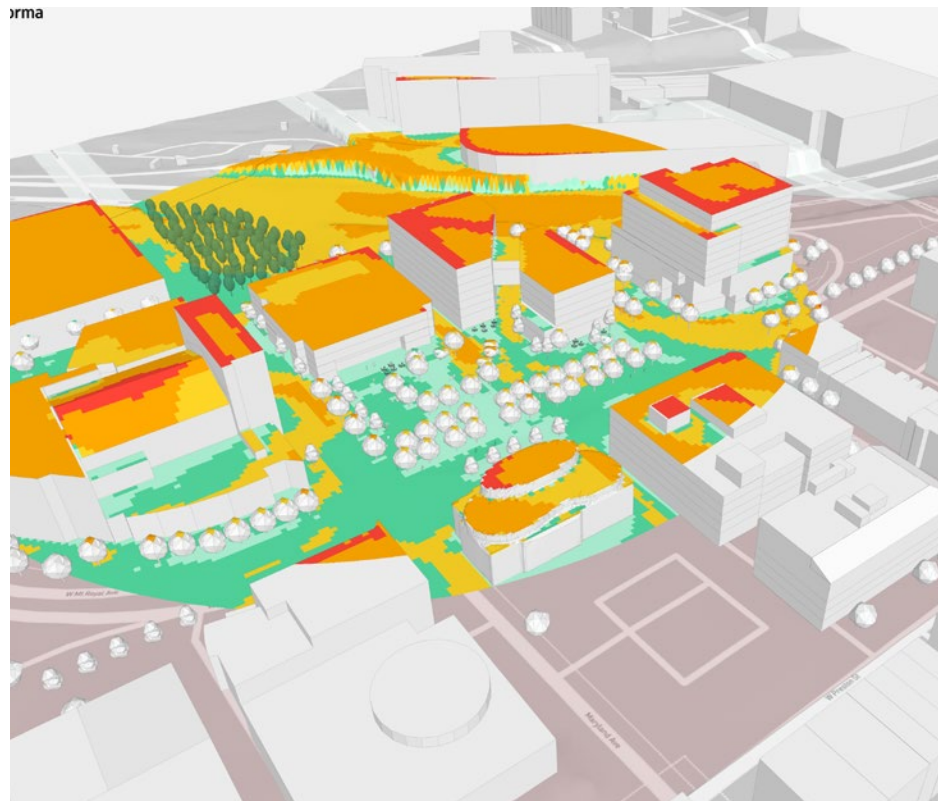
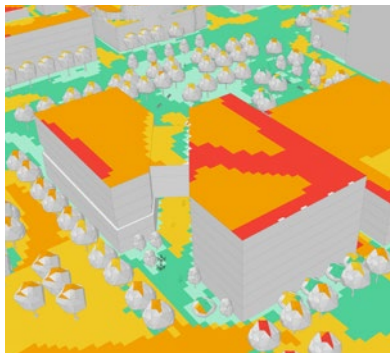
Sustainability interventions proposed throughout the Academic Center Replacement, including the Gordon Plaza site, are to be integrated into the programming of the site. Future designs should incorporate best management practices (BMPs) and environmental site design (ESDs) into the programming of the site while also creating a consistent character across the campus. Utilizing common materials, such as permeable pavers, stormwater facilities with a cohesive native and adaptive plant palette, and replicable design elements will reinforce the campus character. The Academic Center Replacement is anticipated to incorporate additional sustainability elements into the building, such as green roof, photovoltaics, horizontal solar shading, and materials to reduce heat island for roofs and on-structure gardens and gathering areas.

Per current regulations, this project would likely be considered "redevelopment" (existing site impervious area exceeding 40%) from a stormwater perspective. Current stormwater management requirements for projects classified as "redevelopment" require at least a 50% reduction of existing impervious area, 50% of the existing impervious area to be treated for quality management, or a combination of the two totaling at least 50% of existing impervious area. Any stormwater facilities located within the public right-of-way that are proposed to meet onsite/private stormwater requirements will require approval by and coordination with the City of Baltimore.

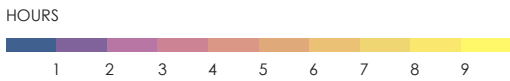
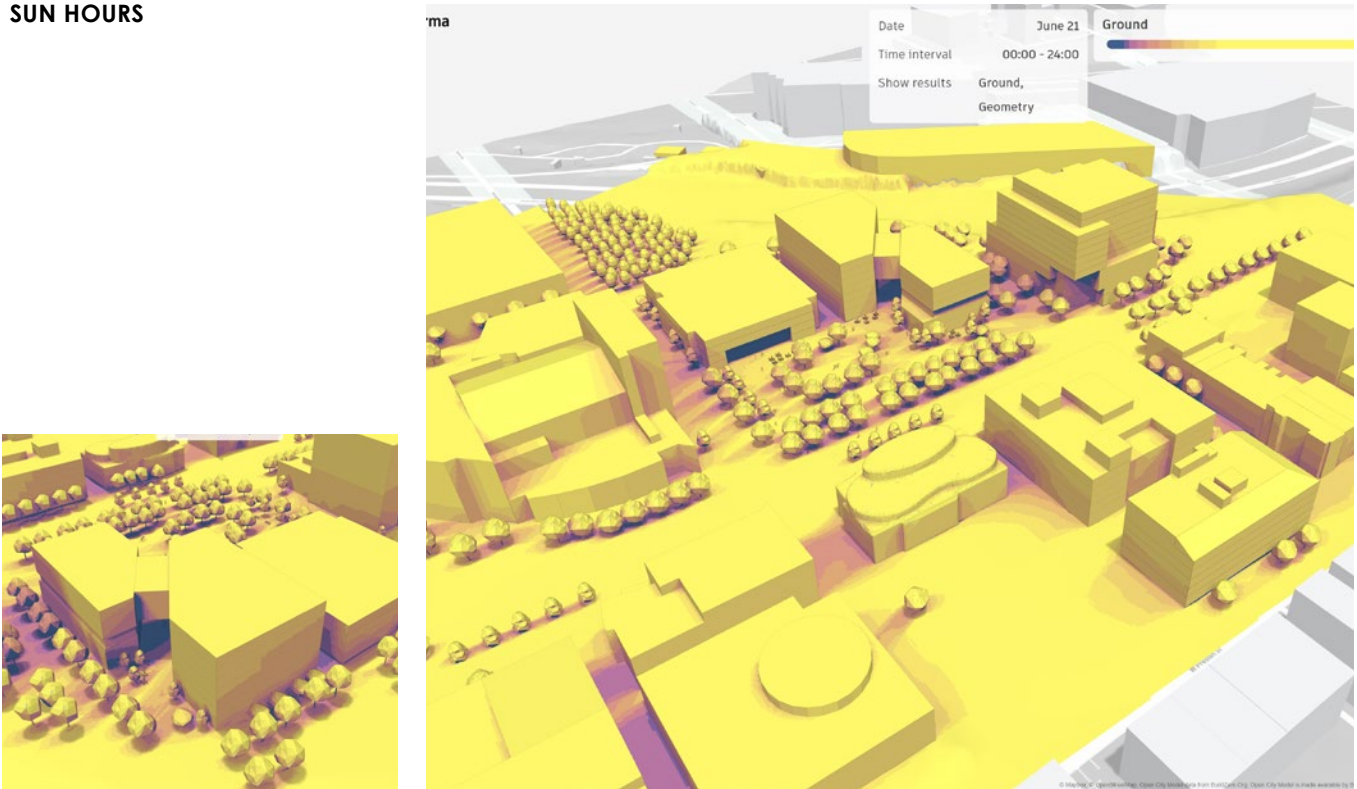
Proposed strategic improvements along Charles Street complement the Academic Center Replacement, including the Gordon Plaza site, by addressing safety concerns where Charles Street intersects the UBalt campus. The proposed changes between the intersection of Mount Royal Avenue and Charles Street and heading north to Penn Station are centrally focused on reducing vehicular speeds and improving pedestrian safety. The proposed reduction in lanes, from four to three travel lanes, is proposed to reduce vehicular speeds along Charles Street. As part of the improvements, one of the travel lanes is expected to become a dedicated bus lane, aligning with future transportation plans.

Environmental analyses were conducted of the proposed Academic Center Replacement massing within the campus context. A wind analysis showed mild winds in Gordon Plaza and at high traffic pedestrian corners such as the expanded pedestrian space on the northwest side of North Charles Street and Mount Royal Avenue and the southwest side of North Charles Street and Oliver Street. Slightly higher winds more appropriate for strolling or walking may occur along streets and in the pathway between Gordon Plaza and Penn Station. Uncomfortable winds are not expected in any of the new occupied spaces, although some could occur at North Charles Street and Oliver Street, Morton Street, and on the upper roof of the Academic Center Replacement.

WIND ANALYSIS



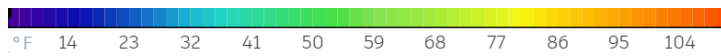
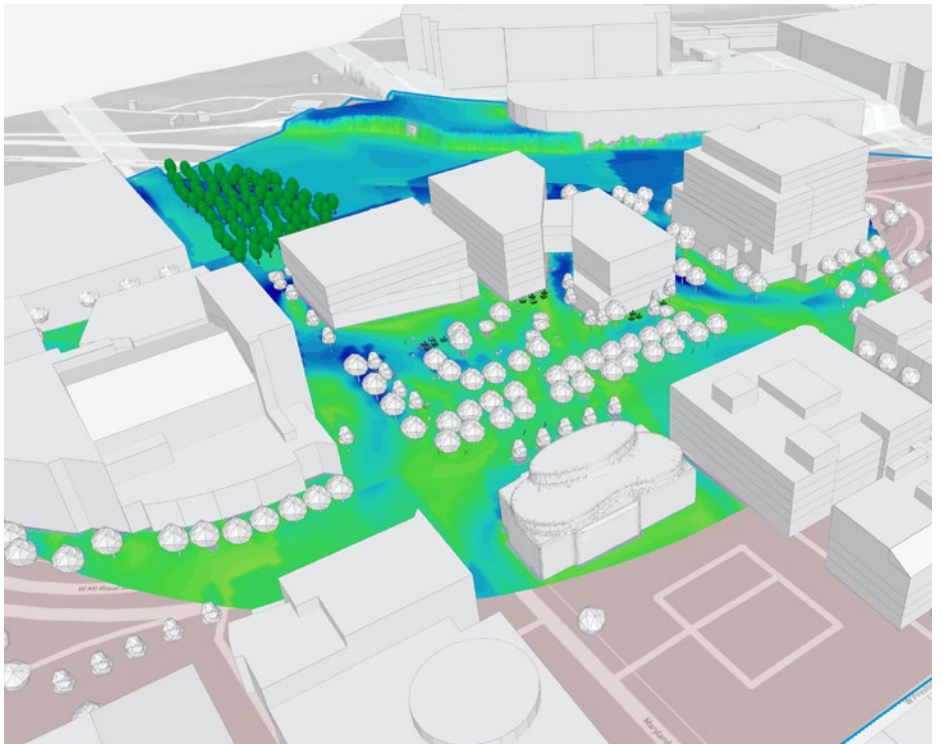
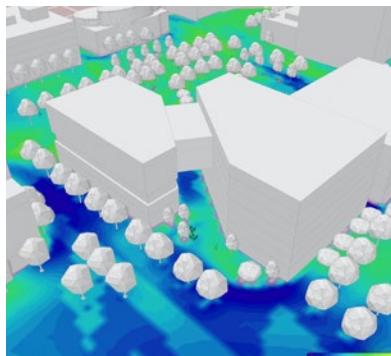
SUN HOURS



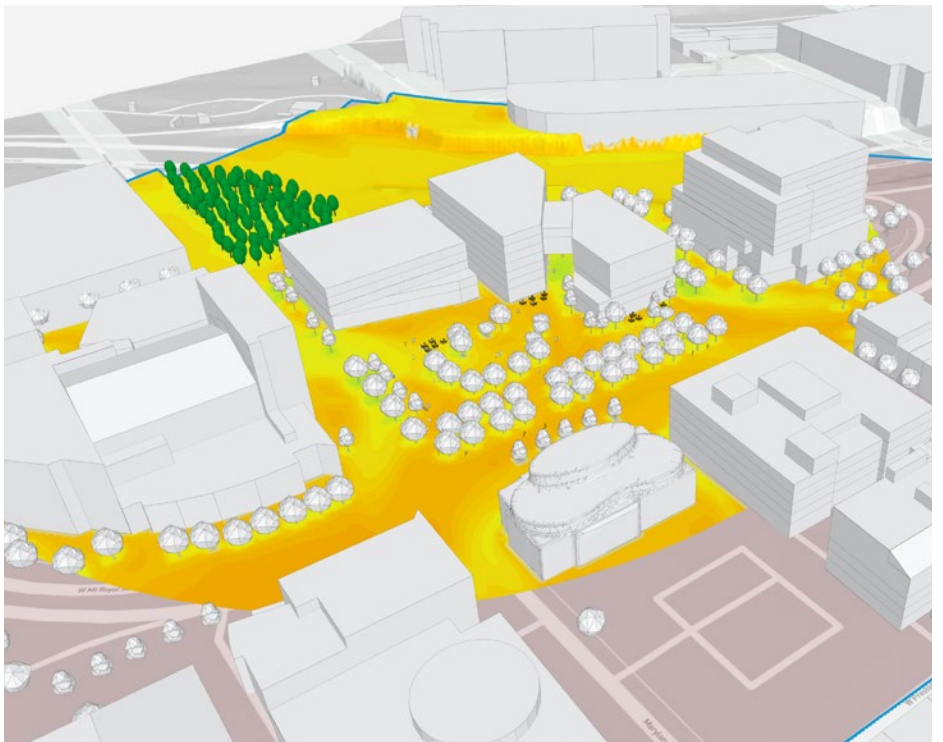
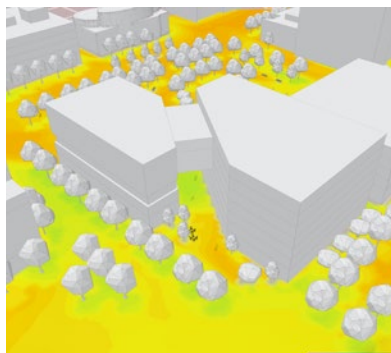
Gordon Plaza is south-facing and thus has and retains strong sun exposure. The massing of the Academic Center Replacement allows for shallower floor plates and increased access to daylighting and views than the current “full block” footprint.

The good sun exposure and mild wind creates a warmer microclimate in winter in Gordon Plaza, allowing for greater utilization. Areas with stronger wind such as North Charles Street and Morton Street will feel colder. Conversely, that sun exposure makes shade structures and trees important placemaking components in this space to improve comfort in summer.

**MICROCLIMATE
(SUMMER)**



**MICROCLIMATE
(WINTER)**



UBALT WELCOME CENTER

The FMP recommends the creation of a UBalt Welcome Center through acquisition of the existing building at 101 West Mount Royal Avenue. The four-story, 36,340 GSF building is adjacent to the UBalt Student Center and diagonally across from Gordon Plaza. Securing this strategic location in the core campus enables related, outward-facing administrative functions to co-locate there from the Academic Center and serve

prospective and enrolled students in non-academic matters as well as donors, alumni, and other UBalt friends. Purchasing this facility will directly reduce the needed size of the Academic Center Replacement, resulting in lower costs to the State, net of the acquisition, plus operational improvements for UBalt when compared with proceeding with Academic Center Replacement project alone.

The 101 West Mount Royal Avenue building has amenity spaces such as a lobby, first floor conference and meeting rooms, and event space that are well suited for use as a much needed UBalt Welcome Center. UBalt's existing small parking lot, located adjacent to the building to the west, will provide easy parking for visitors. The proposed presence of the offices of enrollment management, admissions, financial aid, records / registration, bursar, advancement and external relations, public relations / communications, fundraising, donor relations, government relations, and certain executive offices within the building make it a logical starting point for prospective students and visitors. An 1,800 square foot conference room on the second floor offers additional event space which was heard as a need during listening sessions with the campus community, including sessions with units proposed to be housed in this building.



At left: Building at 101 West Mount Royal Avenue today, with UBalt Student Center, Academic Center, and Angelos Law Center beyond

ENERGY PERFORMANCE AND SUSTAINABILITY UPGRADES

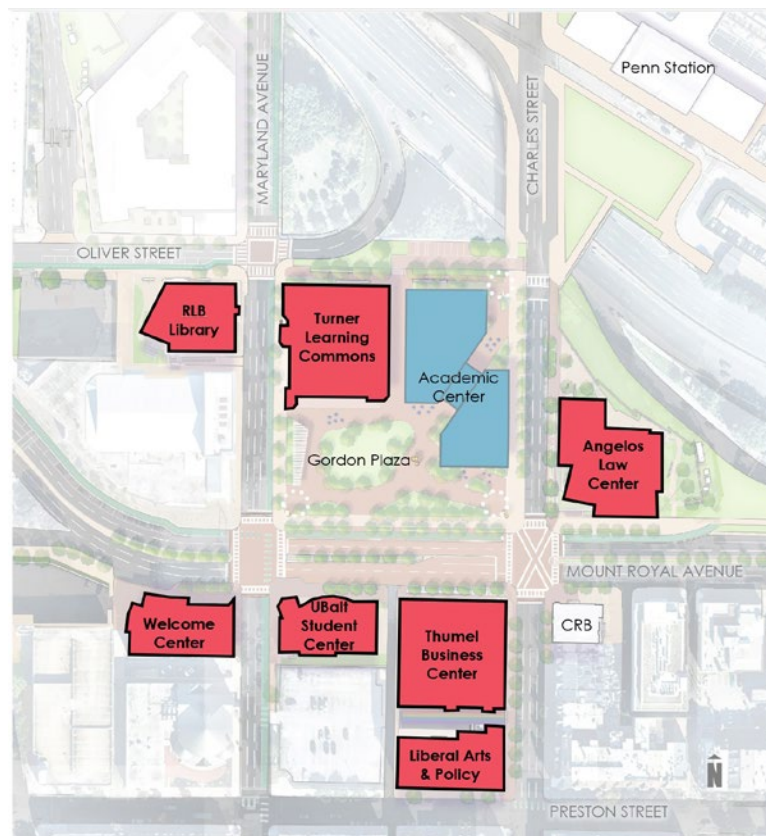
The new Building Energy Performance Standards coming from the Climate Solutions Now Act of 2022 require decarbonization of all primary existing campus buildings except the Charles Royal Building by 2040. Alternate compliance fees for not meeting interim emissions standards start in 2030. Sustainability upgrades are an opportunity to also address required building systems renewals and replacements.

The extent of upgrades that will be required in each building requires further study. A study is currently underway for the Turner Learning Commons, UBalt Student Center, and Thumel Business Center. Building systems currently powered by natural gas will need to be transitioned to other systems. Additional building upgrades may be needed to ensure the total power consumption for each building remains under the energy use intensity (EUI) permitted under the standards for that building type.

Noncompliance fees are calculated by the amount of carbon emitted. The cost per ton increases annually starting in 2030, with allowable thresholds decreasing in 2034 and again to zero in 2040. The amount of fee levied against the University will depend on the improvements achieved by these milestone dates as well as the utilization of the buildings. Changes in utilization and the corresponding HVAC, lighting, and plug load impacts of that utilization may alter the carbon emitted by a building and the estimated noncompliance fee under the new energy standards.

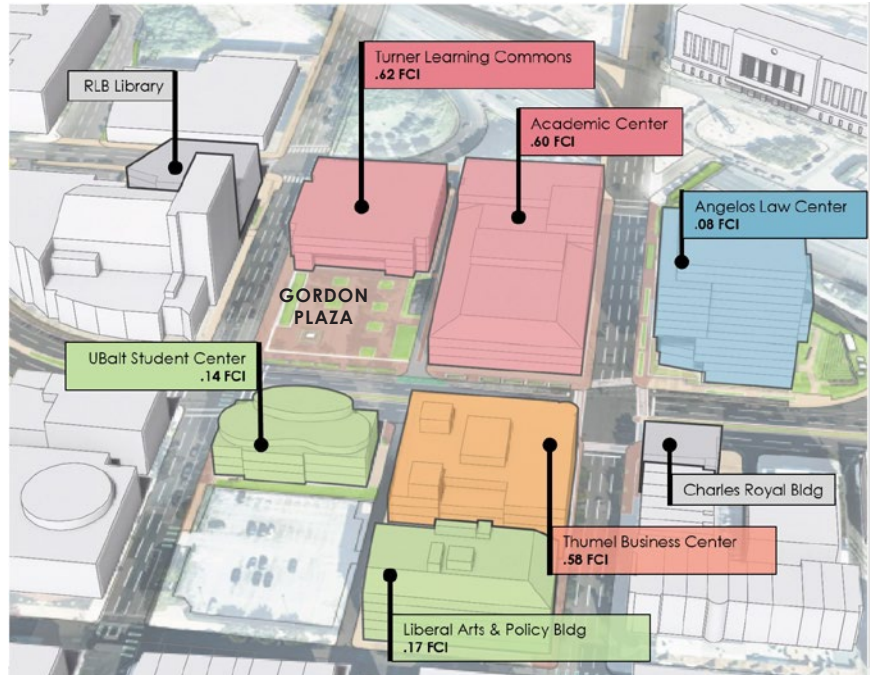
The Academic Center Replacement will address the need for improvements at the current Academic Center. The buildings that will require upgrades before 2030 to avoid noncompliance fees include:

- Turner Learning Commons
- Thumel Business Center
- UBalt Student Center
- Liberal Arts and Policy Building
- RLB Library
- Angelos Law Center
- Welcome Center



DEFERRED MAINTENANCE

Facilities renewal investments to remediate accumulated deferred maintenance is a key driver for building renovation needs. The high facilities condition indices at the Turner Learning Commons (.62) and Thumel Business Center (.58) are similar to the current rating of the Academic Center of .60. By industry standards, 0.60 is the threshold for the lowest possible rating on a five-point scale and is indicative of building systems beyond their useful life. With 43% of UBalt's deferred maintenance cost being in the Academic Center, and another 44% being in the Thumel Business Center and Turner Learning Commons, by replacing the Academic Center and renovating the Thumel Business Center and Turner Learning Commons - three buildings in all - approximately 87% of UBalt's deferred maintenance will be addressed, along with attainment of mandatory Building Energy Performance Standards for these large buildings.



*Excludes W Chase Buildings, Cathedral Building, Maryland Ave Building + Garage

SPACE QUALITY

- <10% FCI = Excellent
- 11-20% FCI = Good
- 21-40% FCI = Fair
- 41-60% FCI = Poor
- >60% FCI = Deficient
- FCI not assessed

The Academic Center, Thumel Business Center, and Turner Learning Commons are deficient or nearly deficient.

Addressing deferred maintenance alone does not address the functional or programmatic limitations of these buildings.

38%

2024 OVERALL CAMPUS FCI (\$161.2M)

43%

Of total FCI cost is represented by the Academic Center

87%

Of total FCI cost is represented by the Academic Center, Thumel Business Center, and Turner Learning Commons

Information from 2024 Facilities Condition Assessment performed by Gordian.

While evaluating renovations to the Turner Learning Commons, considerations for opening the ground floor to better connect to Gordon Plaza should be considered. This would entail replacing the solid glass panes along the ground floor with pivoting doors that open to connect interior and exterior gathering spaces for events. Replacing the glass on levels one and two with more transparent panes will also help make this building feel more connected to campus.

Smaller amounts of deferred maintenance are documented at the Angelos Law Center, Liberal Arts

& Policy Building, and UBalt Student Center. The 2024 facilities condition assessment did not investigate the RLB Library, which was renovated in 2018, nor the Charles Royal Building. This plan does propose a focused purpose renovation for the Angelos Law Center to modify or update the building skin, glazing, and exterior blind system along with any related changes to mechanical systems. For all buildings, deferred maintenance should be addressed where possible in the course of other projects and renovations.



EXISTING TURNER LEARNING COMMONS FACADE



PROPOSED TURNER LEARNING COMMONS FACADE IMPROVEMENTS



PROGRAMMATIC INTERIOR IMPROVEMENTS

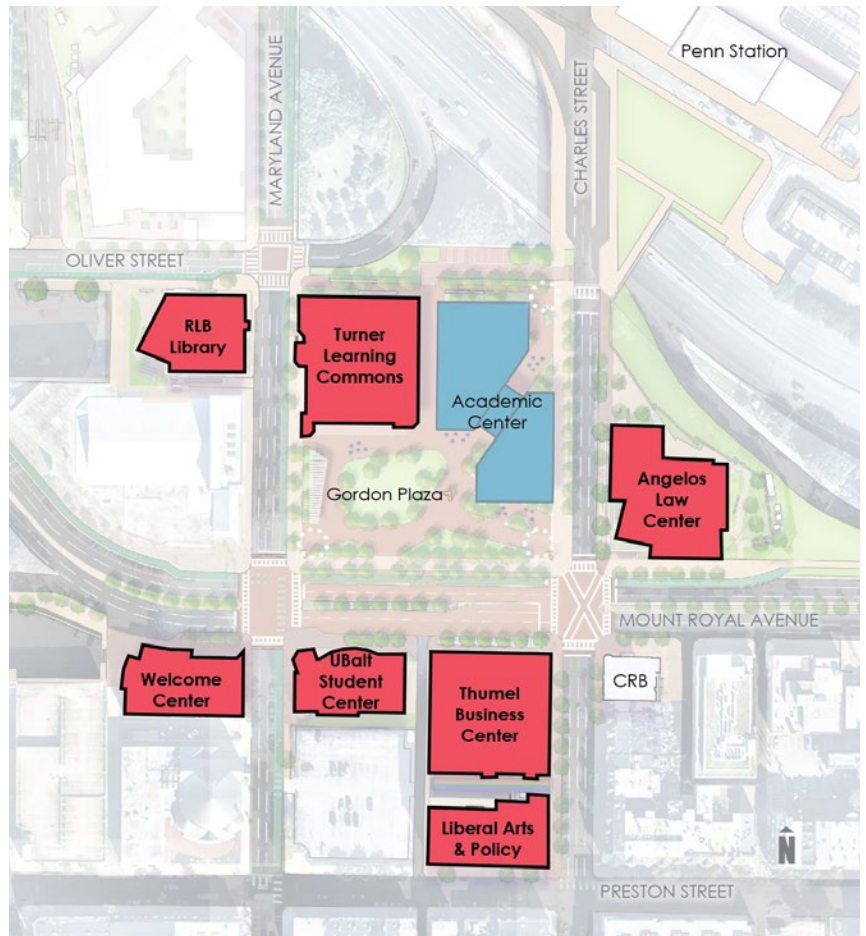
The University of Baltimore (UBalt) innovates to meet the needs of its diverse student body. By offering flexible instructional and service modalities, UBalt enables older, working students to achieve their educational goals while balancing family and work responsibilities. Courses are available in-person, online, and in hybrid formats, allowing students to create schedules that fit their lives, fostering connections with faculty and peers while ensuring convenience and success. In addition, the COVID-19 pandemic accelerated UBalt's build-out of its online services, and now all student services are available on-campus and online.

Despite these advancements, UBalt's facilities have not kept pace with the demand for cross-platform learning and student support spaces. To address this, UBalt plans to make programmatic improvements to some buildings to align with a long-term space strategy that organizes campus through hubs. This hub strategy will concentrate similar activities, promote vibrancy, break down programmatic silos, and encourage interdisciplinary collaboration while promoting clear wayfinding. This includes updating classrooms with modern technology and designs suited for hybrid and active learning. Key interventions will focus on the RLB Library, the UBalt Student Center, and potentially the Thumel Business Center.

While planning for the Academic Center Replacement is underway, UBalt can upgrade existing classroom technologies and furnishings, which will later be integrated into the new building. Refreshed furniture should include modular, rearrangeable desks with at least 720 square inches of surface area and ergonomic, mobile chairs. Technology upgrades should include ceiling speakers, microphones, instructor and student cameras, document cameras, video recorders, lavaliers, CPUs, projectors, digital whiteboards, confidence monitors, and LCD screens in all instructional spaces. These enhancements will provide scheduling flexibility, a seamless experience for all students, and equity across UBalt facilities. The Planning Team recommends establishing furniture and technology standards to ensure consistency and usability for both instructors and students.

In addition to instructional upgrades, strategic investments will enhance campus support, student life, and informal study and gathering spaces. These areas are vital for community-building, offering students a quiet place to study and opportunities for networking aligned with their career paths. Clear, consistent, and efficient environments that foster a sense of belonging are crucial for adult learners' success.

A study is underway to evaluate the benefits and renovations associated with moving our Special Collections and Archives to the Charles Royal Building for increased visibility. By relocating Special Collections and Archives to this stand alone building in a prominent corner location, these special UBalt library resources can be made more public-facing in a way to encourage community access. Additional projects are queued for evaluation at the Liberal Arts & Policy Building, and possibly the Thumel Business Center. Minor façade and entryway renovations may occur to align with campus open space and identity strategies.

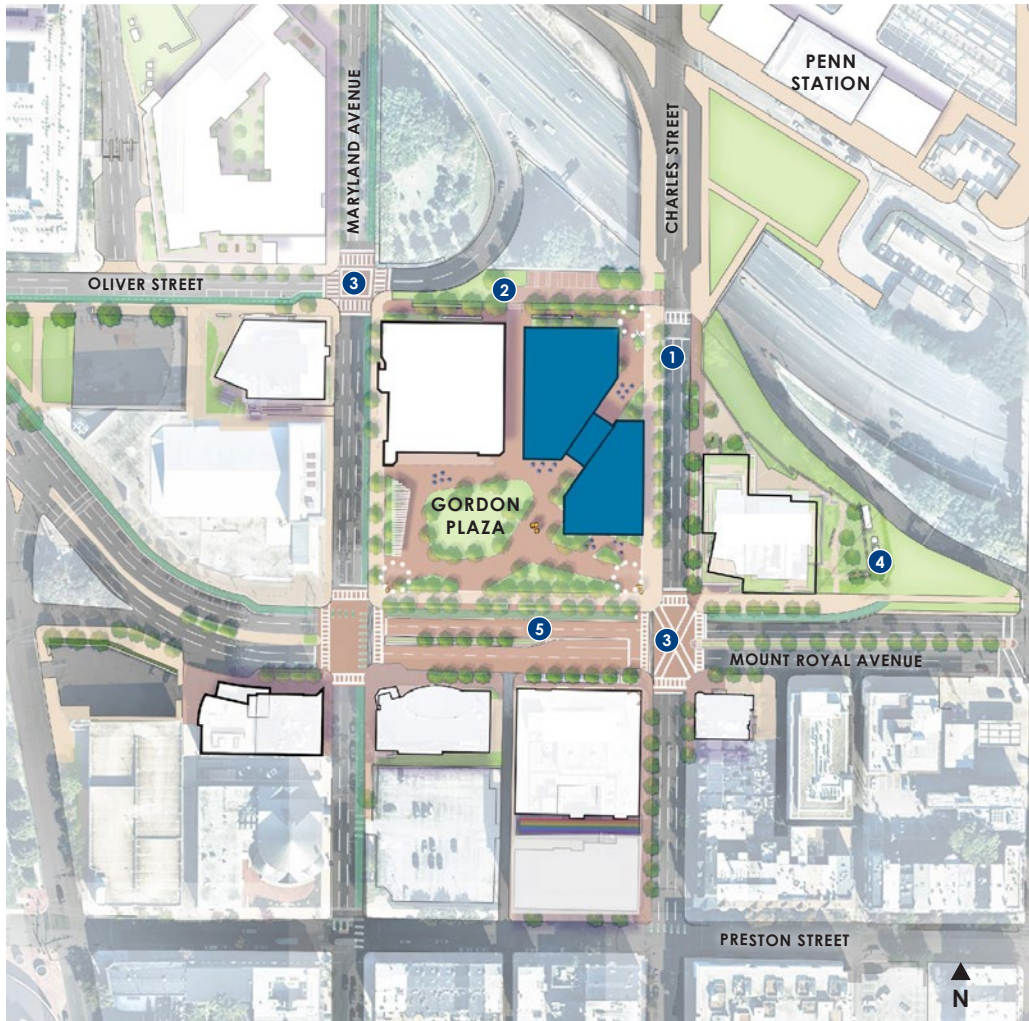


Charles Royal Building

Site Development, Landscape, and Urban Design Projects

Street improvements are recommended to improve pedestrian safety and nurture a sense of place that is uniquely UBalt but also interwoven with and welcoming to the surrounding community. All improvements in the public right-of-way including crosswalks, roadway changes, and signaling adjustments require coordination with the Baltimore City agencies. While the timing of work at Gordon Plaza is tied to the Academic Center Replacement, other projects on the surrounding primary streets can be completed as funding is available. Identified campus branding and lighting projects include a new signage monument at the Maryland Avenue exit off of I-83, improved building and entryway signage, and new pedestrian-level lighting. As evening is a peak time for on-campus classes, building-mounted and open space lighting becomes a critical element of cultivating campus identity.

Storm drain capacity and drainage area studies would be required by the City of Baltimore to analyze impacts of many of the proposed projects. Additional storm drain infrastructure—inlets, manholes, pipe—may be required. Due to the size, material, and age of some of the storm drains and sanitary mains, the City may require camera inspections of existing large utilities to assess condition prior to and at completion of construction activities.



PEDESTRIAN SAFETY IMPROVEMENTS

Pedestrian Safety and Sense of Place*

- | | |
|---|--|
| <ul style="list-style-type: none"> 1. Academic Center Replacement & Site Improvements <ul style="list-style-type: none"> a. Reduce North Charles Street from 4 to 3 lanes between Mount Royal Avenue and Oliver Street 2. Oliver Street Promenade 3. Crossing Improvements** <ul style="list-style-type: none"> a. Raised crosswalks at Maryland Avenue and Oliver Street b. Signal change for pedestrian scramble at North Charles Street and Mount Royal Avenue | <ul style="list-style-type: none"> 4. Partial closure of I-83 exit 4 offramp** 5. Tabletop Mount Royal Avenue between Maryland Avenue and Charles Street |
|---|--|

*All require coordination with Baltimore DOT and DPW for traffic and stormwater

**Timing independent of other projects



Charles Street and Mount Royal Improvements

CROSSING IMPROVEMENTS

The University of Baltimore campus stretches across several prominent streets and intersections. Improvements are recommended at two key intersections to improve pedestrian safety: the Charles Street and Mount Royal Avenue intersection and the Oliver Street and Maryland Avenue intersection. The Charles Street and Mount Royal Avenue intersection's significant high-traffic vehicle, pedestrian, and cycling crossings offer an opportunity for a different approach than other intersections within the campus. Due to the high volume of users navigating the intersection, a "Barnes Dance," or pedestrian scramble, is proposed in this location. A pedestrian scramble requires a change to the traffic light in which all vehicles come to a stop allowing pedestrians to freely cross the intersection in any direction. This typically includes additional signage in the intersection indicating the pedestrian scramble.

The Oliver Street and Maryland Avenue intersection faces similar challenges with vehicles traveling at high speeds, particularly at the I-83 off ramp. Although this intersection does not have as significant a pedestrian volume, it is the primary intersection used by the UBalt community when walking between campus and the parking garage. Proposed improvements to this area include the incorporation of pavers at the crosswalks and intersections and the tightening of the turning radiuses. The addition of material changes as well as physically tightening the turns will encourage motorists to decrease speeds, shorten the length pedestrians need to cross, and provide a physical and visual cue to all to slow down and be cognizant of other users.



Oliver Street and Maryland Avenue Intersection Improvements

OLIVER STREET PROMENADE AND CROSSING IMPROVEMENTS

Additional improvements are planned for Oliver Street to improve the street's role within the campus fabric by establishing a pedestrian promenade. This promenade will incorporate the streetscape character established by the University while improving the pedestrian experience through the campus through elevated site material, integrated native and adaptive plantings, and improved lighting. The long-term vision of Oliver Street is to enhance the pedestrian experience by tabling the entrance into the existing parking lot so that it creates universal access to the Academic Center Replacement and Gordon Plaza. Additionally, Oliver Street will transform from a parking lot to primarily a promenade with limited parking spots for ADA users and other

potential uses. Currently, Oliver Street provides vehicular access to Morton Street for loading dock deliveries to the Academic Center and emergency vehicle access to portions of campus. The future promenade can continue to provide those functions for the Academic Center Replacement. As part of this vision to create a raised table condition at Oliver Street, Morton Street will be removed transforming the Morton Street block to a pedestrian-only environment. Fire vehicle access is proposed to remain in between the Turner Learning Commons and the Academic Center Replacement. As such, vehicle-rated pavers are recommended in the central portion of the plaza where fire and safety vehicles may need to access the plaza.

TABLETOP MOUNT ROYAL AVENUE

The University of Baltimore campus holds prominent properties along Mount Royal Avenue. Future investments into the streetscape along Mount Royal Avenue in addition to the street itself can improve the experience for the pedestrian and average university user. Proposed is a raised table condition extending to the western edge of Maryland Avenue to the easternmost edge of Charles Street. A tabletop is another term for raising the street to the same elevation of the adjacent sidewalk, improving pedestrian circulation and accessibility while also slowing motorists down. By including the two intersections of Maryland Avenue and Charles Street, UBalt can create a consistent character to the buildings located on the corners of those blocks. In addition, the raised table will contain vehicular grade pavers to compliment the university streetscape character. Due to the proposed changes residing in the public right-of-way, future coordination with Baltimore DOT and DPW will be required.

Morton Street currently bisects the center of Gordon Plaza and provides vehicular access through the block from Oliver Street to Mount Royal Avenue. Feedback from University users shed light on current circulation and concerns for safety. A proposed near term intervention to address pedestrian safety in this area is to include a midblock crossing at Morton Street for pedestrians to cross from Gordon Plaza across Mount Royal Avenue to the Student Center, Business Center and new UBalt Welcome Center. This will remain in place at least until the table topping of Mount Royal Avenue is implemented.



Mount Royal Avenue Tabletop



Morton Street Midblock Crossing



Partial Closure of I-83 Exit 4 Off-ramp

PARTIAL CLOSURE OF I-83 EXIT 4 OFF-RAMP

The I-83 exit 4 offramp occupies the eastern most edge of the university campus spilling out onto Mount Royal Avenue. Currently an underutilized vehicular exit, the closure of this offramp offers significant opportunity to the university and the community if closed. The existing St Paul Street offramp can accommodate the vehicular volume of exit 4. The closure of the offramp at exit 4 limits the number of vehicles entering Mount Royal Avenue at a higher speed from I-83 and offers an opportunity to refine the streetscape.

Currently, the Mount Royal Cycle track between the offramp and Charles Street does not align with the rest of the cycle track to the west. A road diet is proposed between the exit 4 offramp and Charles Street with the removal of the dedicated right turn lane. This allows for two (2) travel lanes, aligning with the current road condition of Mount Royal Avenue to the west. In addition, the closure of the removal of the dedicated right turn lane allows for the realignment of the Mount Royal Cycle track, improving the multi-modal circulation at this prominent intersection.

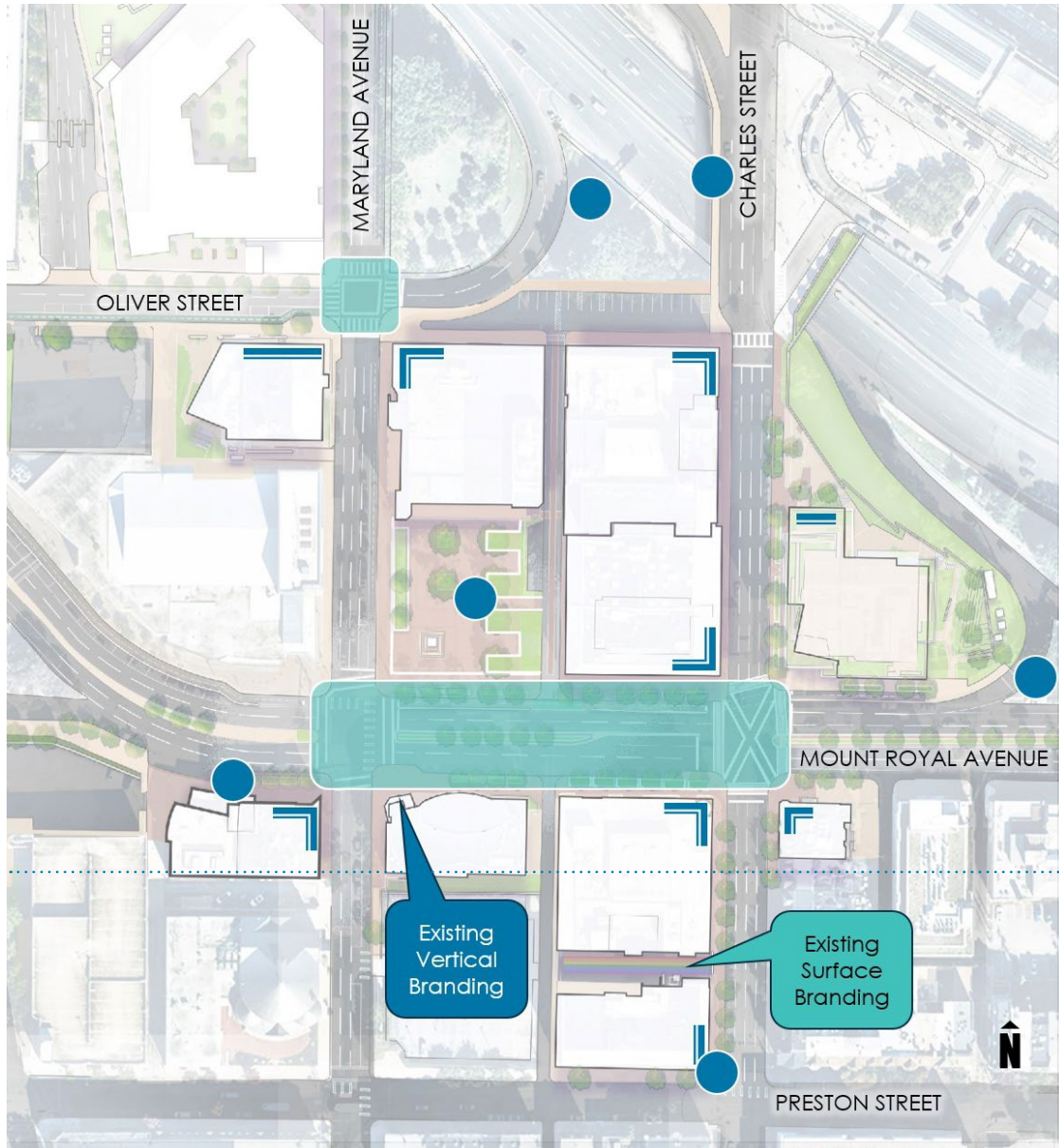
Campus Branding and Placemaking

The University has begun implementation of a placemaking initiative with visual markers throughout campus to foster a sense of place that reinforces the identity of UBalt and our brand.

A cohesive graphic brand effectively creates visual continuity of the institution's logos, colors, fonts, and graphic application which can be seen online on the University's website and social media platforms. The Facilities Master Plan proposes establishing similar guidelines for the built environment, interior and exterior, to achieve the same continuity for the physical campus.

All of the aspects of the physical campus contribute to the sense of place experienced when at UBalt. Consistency in the approach to those elements strengthens the perception of that unique experience and reinforces the identity of the University. The location of UBalt's campus within a dense urban fabric makes the exterior expressions of this identity all the more important to clearly define the campus within the City. It is also an opportunity for the campus to support quality of life not only for students, faculty, and staff, but the wider community.

The following sections outline some of the possibilities for integrating branding and placemaking into existing and new elements of the built environment. This plan also recommends establishing landscape or site guidelines that can guide future investments on campus to create a cohesive character. Guidelines often include recommendations for site furniture, hardscape, lighting, and planting. Site signage and physical campus branding guidelines can be incorporated or established as a separate document.



CAMPUS BRANDING, PLACEMAKING & LIGHTING

Potential Early Improvements*

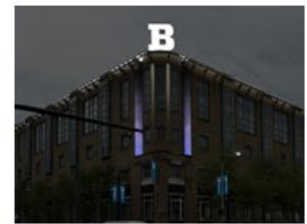
- Iconic Elements
- Building Mounted Signage
- Surface Branding

*All interventions in the public right of way require City coordination

ICONIC ELEMENTS



BUILDING MOUNTED ELEMENTS



SURFACE BRANDING

(temporary and permanent examples from other institutions)



LAMPPOST BANNERS

Lamppost banners are a relatively inexpensive way to outline the campus in a way immediately visible to pedestrians and vehicular traffic. UBalt uses its new “Banner B” logo on several lamppost banners throughout the campus. In an urban context, banners offer a way to “outline” the campus visually where more suburban or rural campuses might utilize hedges, lawns, or fencing.

SURFACE BRANDING

Surface branding focuses on horizontal surfaces that can be walked or driven on. They provide a more immediate and tactile experience, especially for pedestrians. Surface branding can occur within the campus boundaries or within the adjacent right of way when coordinated with the City. Existing examples include the painted rainbow on the concrete surface of Inclusion Alley, and the brick pavers defining Gordon Plaza from the rest of the streetscape.

A variety of mediums can be used for surface branding. The most straightforward and temporary is chalk. Campus events and temporary initiatives can be supported through stenciled or hand-drawn surface signage, weather permitting. Paint on concrete or asphalt surfaces is next in both ease of application and durability. The type of paint and the amount and type of traffic the surface will receive are major factors in how quickly the branded treatment will wear. Thermoplastic pavement markings last even longer in both pedestrian and vehicular



settings and can be custom-ordered in colors, patterns, and logos. Paving materials are a more permanent way to reinforce brand. While generally these are not overtly branded, utilizing a consistent paver or brick to highlight or define campus surfaces in a way that contrasts with the surrounding sidewalks and streets signifies both a threshold and contributes to the sense of place. The site work to be done at Gordon Plaza as part of the Academic Center Replacement will be a key opportunity to reestablish a consistent paving material for pedestrian spaces.

This plan recommends focusing surface branding around key intersections and leveraging pedestrian safety and crosswalk improvements as a way to incorporate branded elements. Crosswalks, curb extensions, and the roadway surface for the proposed tabletop at Mount Royal Avenue are all opportunities to utilize custom colors, materials, or patterns. The main entrance to the UBalt Welcome Center on the west side of the building is an additional potential opportunity as part of a crafted brand experience for students and visitors approaching the Welcome Center.



ICONIC ELEMENTS

Iconic elements can include but are not limited to sculpture, freestanding signage, and other unique placemaking elements. The statue of Edgar Allen Poe in today's Gordon Plaza is a defining element of that place and the campus as a whole. Iconic elements contribute to the overall experience of a place but can also take on a virtual life of their own. Students often gravitate towards these elements at key milestones such as graduation for photos – memorializing the campus along with their achievements.

As such, the placement of iconic elements needs to consider both where they will be easily seen and how much space is needed for people to interact with them if that

is expected or intended. Street corners allow for visibility from passing cars as well as pedestrians. With the reduced footprint of the Academic Center Replacement, the corners of North Charles at Mount Royal Avenue and at Oliver Street will offer new locations where iconic elements can be utilized. Iconic elements can also be used to mark the entrances to prominent spaces such as Gordon Plaza or buildings such as the UBalt Welcome Center. This plan recommends consideration of a new campus location for the Poe statue that will enable Gordon Plaza to become the home for a more UBalt-branded iconic element while preserving and respecting the traditions associated with the Poe statue.

BUILDING BRANDING

Building branding leverages the vertical exterior surfaces to complement streetscape and surface-level interventions. These strategies can be highly visible and offer opportunities to identify the campus from a distance. The UBalt Student Center currently features an example of this type of branded element on the glazing of its multistory entrance and stairway volume visible from eastbound Mount Royal Avenue and southbound Maryland Avenue.

The adjacency of I-83 to the UBalt campus is a significant opportunity for campus visibility. The north facades of the old and new Academic Center and the Angelos Law Center both face southbound I-83 and pedestrians exiting Penn Station to the south. The north façade of the Turner Learning Commons is visible from the I-83 exit to Maryland Avenue and from southbound Maryland Avenue itself. The south façade of the current Academic Center has strong visual prominence from North Charles Street, and reflects a near-term opportunity. The design of the Academic Center Replacement should take into consideration this view and its potential impact on placemaking and branding.

Materials for building branding can leverage existing glazed surfaces with applied film graphics. For windowless exterior walls, banners, murals, or other applied imagery or signage are all options. Each building should have consistent identification signage for wayfinding, and on large buildings secondary entryway signage may be helpful.

LIGHTING

Lighting is a critical component of creating a safe and accessible campus, in addition to being an opportunity to reinforce campus branding, placemaking, and identity. That baseline functionality is even more crucial at UBalt given the significant number of in-person classes are held during the evening and often end (if not begin) after sunset. The physical form of pedestrian lighting also contributes to the campus brand in similar ways to other campus furnishings such as seating, bike racks, and waste receptacles. Pedestrian lampposts should be coordinated with those used by the City of Baltimore in the surrounding areas. Lighting installations can also be for experiential or aesthetic reasons, creating a particular ambiance in a space or highlighting architectural elements of a building. These can range from strategies as simple as string lights hung over an open gathering space to custom manufactured lighting elements.

PLACEMAKING INITIATIVE

In Spring 2024 a Placemaking Vision initiative was completed by UBalt in partnership with Ayers Saint Gross and Flux Studio. The Placemaking initiative was launched to begin moving toward implementation of the FMP Principle to foster a sense of place, particularly with the University's upcoming 100 year anniversary celebration throughout calendar year 2025. The initiative included the development of a vision and concepts that announce the University's presence, visually clarify the campus edges of campus, enable wayfinding, and create a positive, lasting impression for students, faculty, staff, and others. Design, lighting, and signage opportunities were considered and specific, high impact locations were identified for potential Placemaking design concepts, consistent with UBalt's brand and the FMP.

Institutional Presence

UBalt's campus is largely distributed horizontally across a series of low-rise buildings, yet the campus is the most transit-accessible in the region and located in an area of Baltimore that can support density and height. This density and height is most clearly seen in the Angelos Law Center, which unsurprisingly is also one of the most visually prominent buildings. The Academic Center Replacement presents an opportunity to cultivate more campus vibrancy through additional height and density that also creates a visual prominence relating to the adjacent Angelos Law Center.

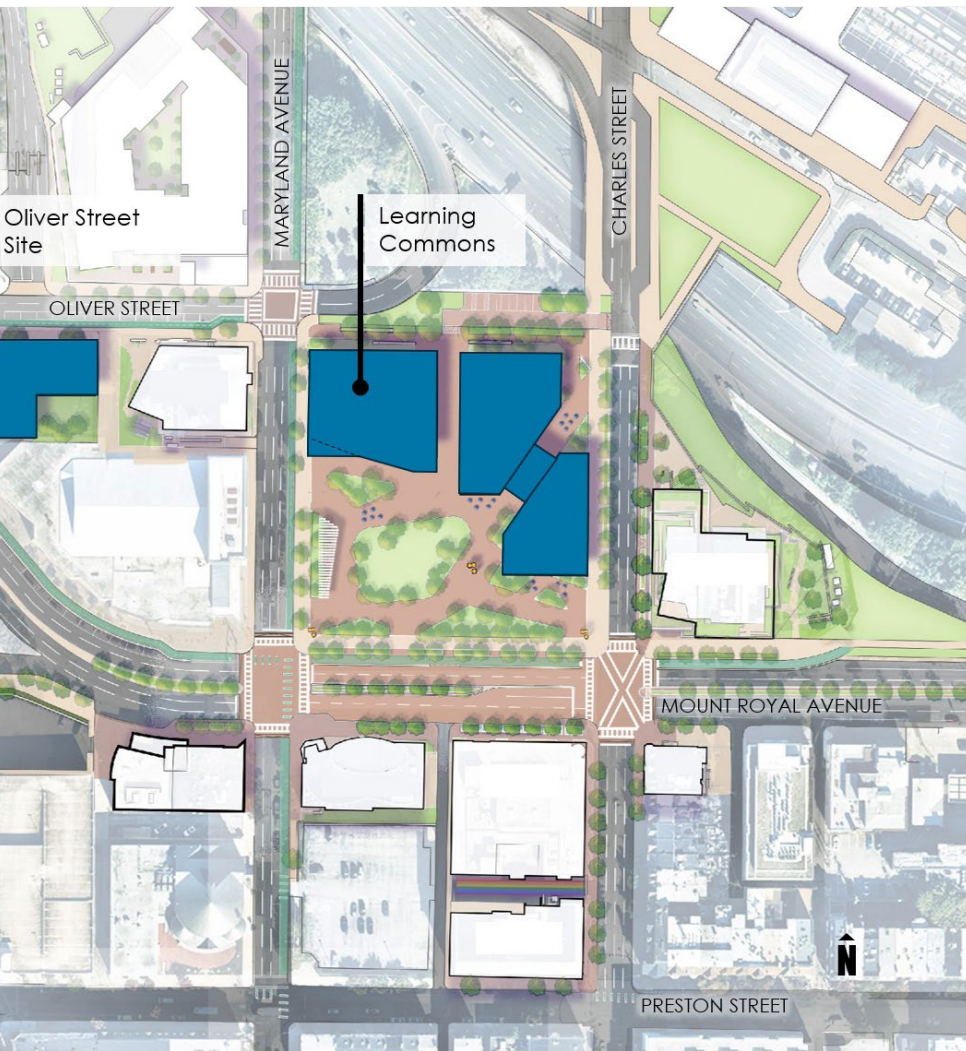


Height of anticipated Academic Center Replacement



Height of Academic Center Replacement if program increased





Long-term opportunities to strategically deaccession buildings can generate more density and vibrancy in the core of campus at the Academic Center Replacement site. The Liberal Arts & Policy Building is the clearest candidate for this because it pulls energy further south, away from the heart of campus around Mount Royal Avenue, Charles Street, and Gordon Plaza, and its footprint is more easily converted into other uses from a redevelopment perspective.

The current service parking lot to the west of the RLB Library represents an opportunity to densify the urban fabric in the long term with a potential new building of some program. Should the Turner Learning Commons ever be replaced, this is an additional opportunity for a taller massing and to create a building footprint that responds to the renewed Gordon Plaza.

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IMPLEMENTATION

#	Project Name	Space Type	Phase	
1	Academic Center Replacement	Academic	Near-Term	
2	Welcome Center Acquisition	Administration	Near-Term	
3	Energy Performance and Sustainability Upgrades	Varies	Near-Term	
4	a William H. Thumel Sr. Business Center	Academic	Near-Term	
	b H. Mebane Turner Learning Commons	Academic	Near-Term	
	c John and Frances Angelos Law Center	Academic	Near-Term	
5	a Charles Royal Building	Academic	Near-term	
	b UBalt Student Center	Student Life	varies	
	c Robert L. Bogomolny Library	Academic	varies	
	d Liberal Arts & Policy Building	Academic	varies	
6	a Oliver Street Promenade	Open Space	Mid-Term	
	b Maryland / Oliver Crosswalks	Open Space	Near-Term	
	c Charles / Mount Royal Crosswalks	Open Space	Near-Term	
	d I-83 exit 4 partial closure	Open Space	Long-term	
	e Mount Royal Ave Tabletop	Open Space	Mid-term	
7	Campus Branding and Lighting	Open Space	varies	

*Placeholder figure pending Facility Program Part 1 and Part 2 to be completed early 2025

	Project Description	Floors Above Ground*	Total NASF	Total GSF
	Approximately seven-story academic building for multiple colleges. Potential for public-facing café space on first floor with classrooms, class labs, event space, and limited office space on rest of first floor and upper floors. Renovation of existing plaza hardscape and softscape and expansion into space made available by smaller footprint of new Academic Center. Total plaza area including expansion estimated at 95,000 SF. Closure of westmost lane of North Charles Street. Curb moves inward to convert this space to expanded sidewalk and planting space.	7	74,000*	134,000*
	Acquisition of 101 West Mount Royal for use as the UBalt Welcome Center, primarily serving prospective and continuing students, UBalt alumni and donors, and visitors. This building will house non-academic activities and operating units that are in the existing Academic Center. The Academic Center Replacement project will be reduced in scope to focus on academic uses and reduced in size and cost as a result of this acquisition.	4		36,340
	Required by Maryland Building Energy Performance Standards for decarbonization. An engineering study is underway to identify options for the Thumel Business Center, Turner Learning Commons, and UBalt Student Center. Standards apply to all buildings with the exception of the Charles Royal Building. Academic Center Replacement is expected to comply with the standards upon construction. Other buildings are expected to comply through phased renovations for the purpose of compliance.	n/a	n/a	n/a
	Remediate deferred maintenance as identified in 2024 Facility Condition Assessment prepared by Gordian.	5	64,160	129,948
	Remediate deferred maintenance as identified in 2024 Facility Condition Assessment prepared by Gordian.	4	64,208	119,621
	Facility renewal of building skin, glazing, exterior motorized blind system, and wind screens. May require enhancement to heating and cooling system.	12	105,751	196,090
	Structural, code, and interior renovations to adapt the building use for UBalt archives and special collections.	5	8,948	18,155
	Renovations to remediate deferred maintenance and to reprogram the Student Center for use as a co-curricular hub designed for UBalt's nontraditional, older student populations.	5	30,058	60,123
	Renovations to reprogram the building for continued use as a library plus as a hub for Student Academic Success.	5	40,535	53,968
	Renovate and reprogram the building to reflect and incorporate decisions made for other campus buildings.	5	33,705	66,911
	Hardscape and landscape improvements to parking and pedestrian walkway on former section of Oliver Street between North Charles Street and Maryland Avenue	n/a	n/a	TBD
	Replacement of 2 existing crosswalks with raised crosswalks on the south and west sides of the intersection.	n/a	n/a	840
	Re-signal the intersection for a pedestrian scramble. Consider re-striping the crosswalks with branded thermoplastic if significant time expected before Mount Royal Ave Tabletop project. Priority pedestrian safety project.	n/a	n/a	227
	Remove the portion of the ramp at I-83 S exit 4 which connects to Mount Royal Avenue, while leaving the portion that connects to Saint Paul Street. Replace with new topsoil and sod. Priority pedestrian safety project.	n/a	n/a	3,500
	Raising the roadway of Mount Royal Ave to curb height between Charles Street and Maryland Avenue. Assume paving material to match Gordon Plaza above.	n/a	n/a	40,000
	Series of lighting and exterior branding initiatives.	n/a	n/a	n/a

Emissions Reduction Measures

GHG EMISSIONS REDUCTION

The projects recommended through this planning effort strive to mitigate the impact of alternative compliance with BEPS alongside meeting programmatic and enrollment drivers. Implementation of this planning effort is anticipated to reduce the institution's overall greenhouse gas emissions profile by replacing the Academic Center, which has a substantial on-site greenhouse gas emissions profile, with fully electrified construction that can comply with BEPS. Taking this step, among others, advances the institution toward broader statewide goals of decarbonization.

WATER + WASTEWATER

As an institution in the Chesapeake Bay watershed, just a few miles from Baltimore's Inner Harbor, The University of Baltimore has a unique and important relationship to water stewardship. Within buildings, The University of Baltimore should ensure high-efficiency WaterSense labeled flush and flow fixtures are installed whenever such facilities are renovated or constructed. In alignment with LEED requirements, The University of Baltimore should target the following maximum flush and flow rates for interior fixtures:

- Toilets: 1.28 gpf
- Urinal: 0.50 gpf
- Public lavatory (restroom) faucet: 0.50 gpm
- Private lavatory faucet: 1.50 gpm
- Kitchen faucet: 1.8 gpm
- Showerhead: 2.0 gpm

Furthermore, The University of Baltimore should work to ensure any permanent irrigation systems leverage weather sensors and high-efficiency systems to minimize water consumption. Drip systems are preferable for planting beds while spray irrigation should be limited to lawn areas only.

Where clothes washers, dishwashers, and/or ice machines may be required by building programs, care should be taken to purchase ENERGY STAR rated equipment. Work should also be undertaken to minimize process water use in cooling towers and any heat rejection and cooling equipment.

Taken together, this suite of strategies helps to minimize the generation of wastewater that could strain the municipal system. Where possible, consideration for on-site stormwater retention and reuse should be advanced. Alternatives to potable water sourcing including stormwater capture, condensate, and treated greywater should be considered when they can be paired with appropriate secondary uses that preserve the health and safety of the campus community.

REFUSE AND RECYCLING

The University of Baltimore leverages a two-stream system to manage refuse and recycling: blue bins support recycling and grey bins support landfill wastes. As The University of Baltimore continues to advance toward waste minimization and diversion, the institution should:

- Ensure blue and grey bins are always collocated, making recycling and landfill options equally accessible to campus users.

- Ensure landscape maintenance contracts require composting of landscape wastes. While the urban context of The University of Baltimore has limited landscape area, the maintenance of that landscape still produces compostable waste that can be productively returned to soils as opposed to landfilling such wastes.
- Consider incorporating waste minimization and diversion requirements into food service operator agreements. Where food service is provided on campus, contracts could be written to require waste minimization and diversion by operators. Such requirements might include pre-consumer composting of food wastes as well as the provision of compostable or recyclable carryout containers and utensils.
- Consider incorporating post-consumer composting in food service areas. While demand for post-consumer composting may not be substantial across all of The University of Baltimore's facilities, where foodservice is concentrated, introducing composting infrastructure could substantially reduce wastes sent to landfill.
- Incorporate waste audits into its operations. Engaging the campus community in high-visibility waste audits with well-publicized data sharing can increase awareness about the impact of individual behaviors on campus waste diversion outcomes.
- Develop partnerships to divert durable goods such as furniture from landfill. There are myriad non-profit organizations in Baltimore City that redirect unwanted durable goods from landfill into secondary uses. Building partnerships with such organizations could support The University of Baltimore in further reducing wastes sent to landfills.

ENERGY SUPPLY OPTIONS

While buildings at The University of Baltimore today use both grid-supplied electricity and natural gas to meet their energy needs, this planning effort makes recommendations in alignment with the Maryland Building Energy Performance Standards (BEPS) to minimize and ultimately eliminate on-site combustion from natural gas.

The current Academic Center is proposed for demolition and redevelopment, with massing proposed to preserve the opportunity for on-site energy generation on both towers. Placing the taller mass to the site's north preserves open conditions on the south tower to maximize the potential for on-site generation from photovoltaics. As the design solution for this site is more fully developed, care should be taken to ensure the taller of the two masses remains situated on the north end of the site to maintain this opportunity to supply energy on-site.

While open space on campus is minimal given the urban context of The University of Baltimore, future study could explore whether there is capacity for geothermal under Gordon Plaza. This area is anticipated to remain open space in perpetuity and if conditions below grade are appropriate, could be leveraged to provide geothermal energy. While geothermal loops under buildings remain relatively uncommon in the United States, this technology is emerging elsewhere in the world. If conditions are conducive, it may be worthwhile to consider this strategy as redevelopment of the Academic Center site advances.

LEED + MARYLAND'S BUILDING ENERGY PERFORMANCE STANDARDS

Maryland has long held a requirement that projects built to serve public higher education institutions in the state must achieve at minimum LEED Silver, a two Green Globes Rating, or the Maryland Green Building Council's supplement to the International Green Construction Code (IgCC) enacted in November 2014. The concurrent advent of Maryland's Building Energy Performance Standards (BEPS) and the evolution of green building rating systems including LEED and Green Globes creates a dynamic environment in which to build at The University of Baltimore.

In the last 8 years, LEEDv4 has been the dominant green building rating system used across higher education in the State of Maryland to demonstrate the high-performance attributes of new construction and major renovation projects that have been developed. The University of Baltimore has prior experience using LEED - the John and Frances Angelos Law Center as well as the Langsdale Library Renovation achieved LEED Platinum and LEED Gold, respectively. LEEDv4 remains in widespread use even as LEEDv4.1 has become available in the marketplace. The most typical certification pathway for projects in Maryland today looks like registering a project under LEEDv4 and then selectively upgrading various credits to their LEEDv4.1 counterparts where it is advantageous to the project seeking certification.

While USGBC has not published a registration sunset date for either LEEDv4 or LEEDv4.1, LEEDv5 has

been made available for its first public comment period in April and May 2024. While additional public comment windows may occur through the duration of 2024, USGBC has already announced its intentions publicly to open LEEDv5 for registrations in early 2025. Depending on the specific development timelines for projects in both the near- and long-term, this means The University of Baltimore is likely to navigate LEEDv5 as part of the implementation of the projects identified in this campus plan.

At the same time, Maryland's Building Energy Performance Standard sets a course for decarbonization in the operation of state facilities that is more aggressive than the energy standards currently incorporated into LEEDv4 or LEEDv4.1, and is likely to be well-aligned with the final direction LEEDv5 will take. Dense, urban environments such as The University of Baltimore are anticipated to continue having an advantage under LEED. As a result, future design teams should primarily focus on meeting BEPS because in meeting BEPS and LEED's prerequisite requirements, it is likely projects recommended through this planning effort will be able to readily achieve LEED Silver or better certification outcomes in alignment with State of Maryland requirements.

UTILITIES GROWTH

A summary of the anticipated future campus cooling and heating demand for each building has been included below for reference. The estimates below are based on building square footage, and anticipated cooling and heating loads based on building type and energy efficiency improvements from proposed renovations.

As the University proceeds with energy efficiency improvements and carbon reductions, it is anticipated that new construction and renovations will address sustainability measures on a building-by-building basis. The current master plan does not contemplate providing a centrally located BGE primary medium voltage substation and switchgear to feed individual buildings on the campus.

The Angelos Law Center and RLB Library buildings' electrical systems will generally remain as they are unless full electrification were implemented. At that point, HVAC system changes/upgrades would require an electrical service capacity increase to power the electric heat. The service equipment location and configuration would be coordinated with UBalt, BGE, and the design team.

ESTIMATED FUTURE BUILDING HEATING AND COOLING DEMAND

Building Description	Functional Use	Gross Area (SF)	Estimated Building Heating Load (BTUH/SF)	Estimated Building Heating Load (MBH)	Estimated Building Heating Load (SF/Ton)	Theoretical Building Cooling Load (Ton)
Academic Center Replacement	Academic	134,000	25	3,350	400	335
Welcome Center	Administrative	TBD	TBD	TBD	TBD	TBD
Thumel Business Center	Academic	129,948	25	3,249	400	325
Turner Learning Commons	Academic	119,621	30	3,588	400	300
Angelos Law Center	Academic	196,090	25	4,903	400	490
Charles Royal Bldg	Academic	18,155	25	454	400	45
UBalt Student Center	Student Life	60,123	30	1,804	400	150
RLB Library	Library	53,968	25	1,349	400	135
Liberal Arts & Policy Bldg	Academic	66,911	25	1,673	400	167
Totals		778,816		20,370		1,950

Method for Updating the Plan & Continued Community Engagement

The 2024 Facilities Master Plan exists as part of a continuum of planning for The University of Baltimore campus. It builds on the investments of the past and leverages the opportunities of today to outline a roadmap for renovation and renewal.

As UBalt moves forward with specific initiatives, additional planning with clarify and confirm the details of each project. For the new Academic Center, Program Part 1 and Part 2 Plans are intended to be completed by early 2025. For the Welcome Center a Part 1 Plan for acquisition has already been submitted. Further studies will be completed to define

the scope for the other projects outlined in the facilities master plan. Each of these stages in project development through to design and construction are additional opportunities to connect with campus stakeholders and reaffirm the goals for that project and the campus as a whole.

PROJECTED ELECTRICAL LOAD DATA

Building	Usage	Area (SF)	Load	Service Size		Generator kW (6)
			VA/SF (1)	480/277V	208/120V	
Academic Center (2)	Academic	134,000	25	4000A	---	250
Thumel Business Center	Academic/Admin	129,948	25	4000A	---	250
Turner Learning Commons	Student Life	119,621	25	3500A	---	125
Angelos Law Center (3)	Academic/Admin	196,190	25	4000A, 2000A	---	800
Charles Royal Building (5)	Academic/Admin	18,155	---	---	800A	---
UBalt Student Center	Student Life	60,123	25	2000A	---	80
RLB Library (4)	Admin/Library	53,968	25	1600A, 800A	---	250
Liberal Arts & Policy	Academic/Admin	66,911	25	2000A	---	80

(1) kVA is based on full electrification except where noted otherwise

(2) Proposed new construction

(3) Built 2013, LEED Platinum; electrification will increase load and require additional service (shown bold)

(4) Renovated 2018; electrification will increase load and require additional service (shown bold)

(5) Limited renovation planned; no service upgrade planned

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CONCLUSION

The 2024 University of Baltimore Facilities Master Plan aligns the physical campus more closely with the institution's mission, vision, and values. It addresses key issues and opportunities facing the campus today and looks ahead both towards UBalt's Centennial in 2025 and towards a 10-year future and beyond. The five principles outlined in the planning vision are a flexible framework to guide decision-making as the institution continues to evolve and grow.

UBalt serves a unique student body that is composed of distinct groups of students who require a more modern campus that better supports multi-modal active learning and operations for non-traditional adult students. The plan leverages needed redevelopment in the campus core to address deferred maintenance and re-imagine the heart of campus. This new core will reinforce the campus identity while knitting into the surrounding urban fabric. It will thoughtfully create concentrations of students and cultivate a vibrant atmosphere of collaboration. These investments will position the institution to remain The University **of** Baltimore-and-The University **for** Baltimore for years to come.







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