

The background of the entire page is a solid blue color with a white topographic map pattern. The map features numerous contour lines of varying thickness and spacing, creating a sense of depth and terrain. The lines are irregular and organic, typical of a natural landscape map.

GOUCHER | college

Goucher College

Campus Master Plan

2022

Letter From the President

There are many places an introduction to this campus master plan might begin, but perhaps the best place is with a question: Why create a campus master plan at all?

Goucher College possesses an enviable academic legacy. It also has a long and distinguished history of valuing architectural excellence and innovative campus planning. So, to answer the question, "Why create a campus master plan?" one would be wise to look to Goucher's past.

A history of design excellence runs deep at Goucher. The college's original campus in Baltimore City, located in a neighborhood known today as Old Goucher, boasted several buildings designed by Stanford White of McKim, Mead, and White, one of the most esteemed architects of the day.

Fifty years later, in 1938, faced with the challenge of designing an entirely new campus on 421 acres of largely undeveloped land north of Baltimore, Goucher College leaders made the bold decision to hold a national architectural competition and selected Moore and Hutchins's visionary modernist design. That design took its inspiration from the natural setting and utilized the local quarried Butler stone that defines the campus to this day.

Then, in 1957, after the college's original land had been bisected by the new interstate highway, a young architect and planner, Hideo Sasaki, and his firm were retained to lead Goucher's second campus master plan. It was Sasaki who refined many of the natural environmental elements that comprise the bucolic campus landscape that we know today.

Very different concerns were at the fore when Goucher College commissioned its next campus master plan in 1993: how to plan for the additional athletic facilities and residence halls that a college aspiring to grow to 1,200 students would need in future years.

Now, as the college community looks ahead to Goucher's 150th anniversary in 2035, we have turned once again to Sasaki's firm to help us imagine a campus that will be home to not only 2,000 undergraduate students but also extensive graduate, summer, and continuing education programs.

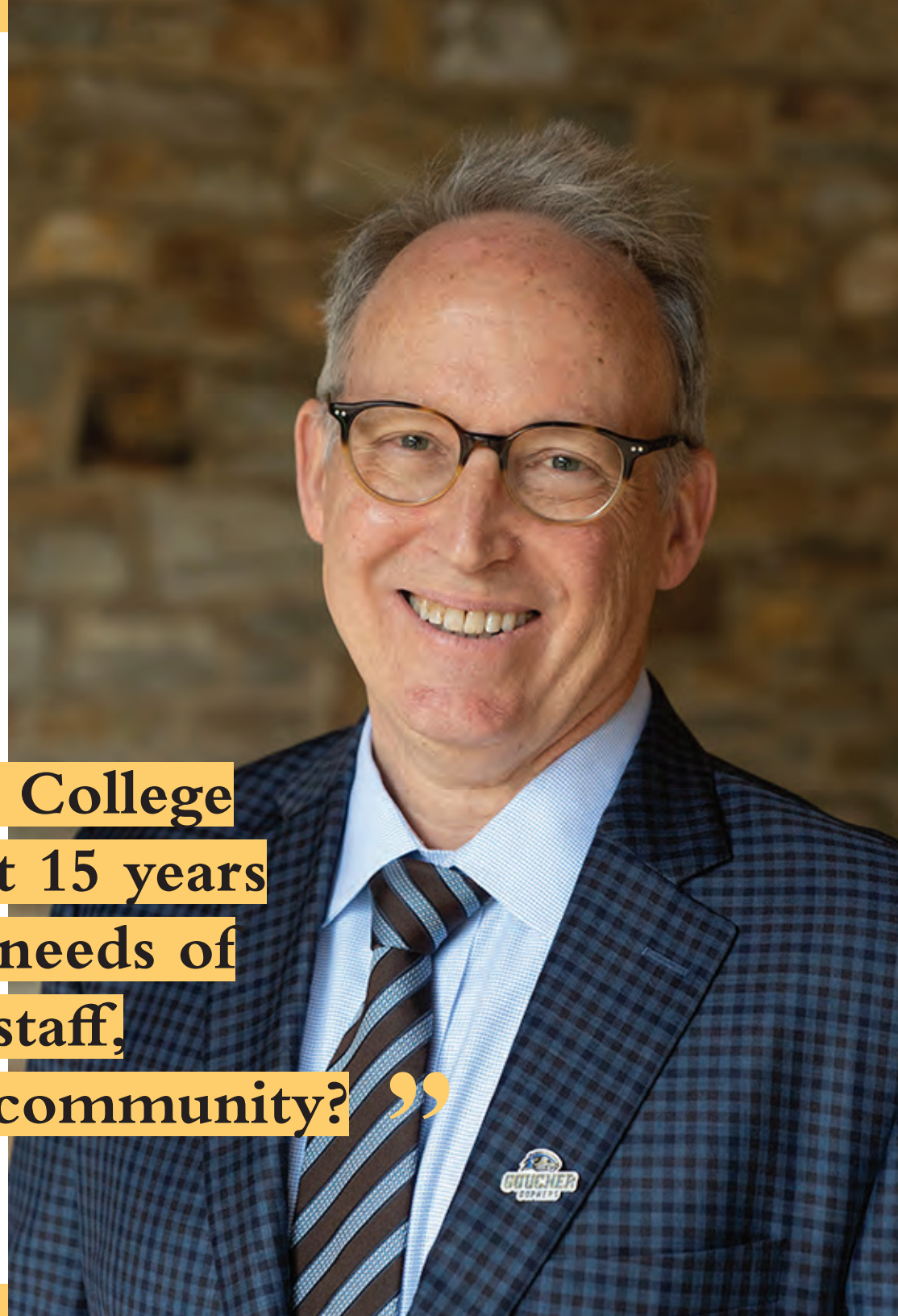
This plan is the first comprehensive assessment of Goucher's campus in almost 30 years. Aspects essential to college life today (e.g., the internet) were not even widely available at the time the last plan was completed. How should Goucher College progress over the next 15 years to meet the evolving needs of our students, faculty, staff, and the surrounding community?

That is the question, and the answer, to why create a campus master plan at all.

I want to thank the hundreds of individuals—students, faculty, staff, alums, trustees, and community members—who contributed their time and ideas to this plan and helped make the final product as rich and multifaceted as it is.

Kent Devereaux, 12th President of Goucher College

“ How should Goucher College progress over the next 15 years to meet the evolving needs of our students, faculty, staff, and the surrounding community? ”





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EXISTING CAMPUS CONDITIONS, 2021



PROPOSED CAMPUS PLAN



Introduction

ABOUT GOUCHER COLLEGE

Goucher College was founded in 1885 as the Woman's College of Baltimore City by a group of influential Methodists. The group was led by the Reverend John Franklin Goucher, who, with his wife Mary Fisher Goucher, deeded the college the land to begin its original campus in downtown Baltimore. The college was renamed in Rev. Goucher's honor in 1910.

A major shift came in 1921 when Goucher's president, William Guth, purchased 421 acres of land in Towson, Maryland, for a new campus. In 1938, Goucher College commissioned a campus master plan through a national design competition. Following carefully planned growth during the period of World War II, the campus continued to develop in the 1950s and '60s with the construction of academic and residential life buildings. Throughout this period, the Towson area surrounding Goucher College experienced significant urbanization, which also resulted in a decrease in the college's land holdings.

Throughout the 1970s and '80s, Goucher College invested in campus renovations and the construction of the Todd Dance Studio, the stables, the Moment Wing (Hoffberger Science Building), and the Pearlstone Student Center. Goucher College would become a co-ed institution in 1986. To modernize the then-aging original campus buildings, Goucher completed a series of renovations in the 1990s.

Since 2008, Goucher has invested over \$200 million in capital improvements, starting first with the construction of the Ungar Athenaeum and renovation of the Julia Rogers Building, and continuing with campus life improvements such as the Mary Fisher Dining Center, the First-Year Village, and the Schroedl Tennis Center. Goucher College received national recognition for its campus efforts when the Towson campus was placed on the National Register of Historic Places in 2007.

Aerial view of Van Meter Highway, 2020 ►



▲ Aerial view of the Goucher College Towson campus, 1951



PURPOSE OF THE PLAN

The 2022 Goucher College Campus Master Plan (CMP) translates the key pillars set forth in the Goucher College Strategic Plan 2021-2025 into a vision for the physical transformation of Goucher's campus over the next 15 years. The CMP builds on a legacy of planning at Goucher College by identifying areas for investment in existing structures and landscapes and looks to the future of education and pedagogy by illustrating a coordinated approach to growth and consolidation aligned with Goucher's priorities.

Key Pillars from the Strategic Plan referenced throughout the CMP process include the following:

Exploration

Enhance student success in developing global perspectives and in Goucher programs regardless of background.

Opportunity

Commit to inclusivity for students, faculty, and staff that makes people feel safe, valued, and welcome without compromising one's identity.

Strength

Develop adequate financial resources to achieve outcomes for students by creating a distinctive brand identity, investing in new technologies, and developing partnerships.

Goucher selected the Boston-based architecture and campus-planning firm Sasaki to embed these pillars into the CMP. The CMP integrates several recent capital projects and educational delivery updates with the historic legacy of Goucher's Towson campus and the Goucher community's goals for the future. These elements were embedded into the CMP through involvement by the representatives from Goucher College and the wider community who were involved throughout the planning process.

The 2022 Goucher College
Campus Master Plan provides
a clear road map for where
Goucher is going from now until
the 150th anniversary of the
college in 2035 and beyond.



STRUCTURE OF THE PLAN

How to use this document:

1

Introduction

Learn what the CMP is, who was involved in the process, and why this plan is relevant to Goucher College.

2

Planning Foundation

Review a summary of the research, assumptions, and analysis that influenced the vision presented in the CMP.

3

Planning Principles

Discover the basis for planning at Goucher College today.

4

Campus Master Plan

Explore the proposed vision and the detailed district strategies that will guide physical investments at Goucher College for the next 15 years, as well as the context analysis and engagement that informed the six overarching frameworks of the plan.

5

Implementation Strategy

Understand how the projects illustrated in the CMP might be evaluated and prioritized as the plan is refined and implemented through design and construction projects.

6

Sustainability Strategies

Evaluate suggestions for specific initiatives to address sustainability at Goucher College and understand how they might be evaluated and prioritized in the future.

7

Appendix

Review technical and process materials created to support the CMP process and the final CMP document.

PLANNING PROCESS

The CMP process consisted of three phases of work over the course of 12 months and included the following:

Phase 1: Discovery & Analysis

The project began with a broad investigation to understand campus history, current conditions, key issues, and master-plan drivers. The planning team conducted stakeholder interviews, developed and launched a project website, released an online survey to the campus community, toured campus, and analyzed existing physical campus conditions. In addition, the team reviewed previous planning studies and enrollment trends. Review and discussion of the analysis with the CMP Steering Committee and other stakeholders helped establish master-plan drivers, goals, and objectives and define program and campus environment needs to be accommodated in the plan.

Phase 2: Concept Alternatives

Phase 2 built upon the findings of Phase 1 to develop concept alternatives that integrate recommendations related to buildings and land use, landscape and open space, mobility, and infrastructure. The concept alternatives tested different development approaches to accommodate the space needs and planning considerations identified in Phase 1. The goal was not to select a single alternative but to identify common high-priority elements that emerged across the alternatives and that could be combined into a hybrid option or preferred direction.

Phase 3: Implementation & Documentation

The final phase of the CMP process involved refining the preferred plan by adding district-level detail, reconciling the various planning and design components of the plan, and preparing cost estimates to explore implementation timelines. The resulting plan and its component elements describe a comprehensive vision for the development of Goucher College that retains flexibility in order to accommodate further refinement to funding strategies and project priorities.

Phase 1:

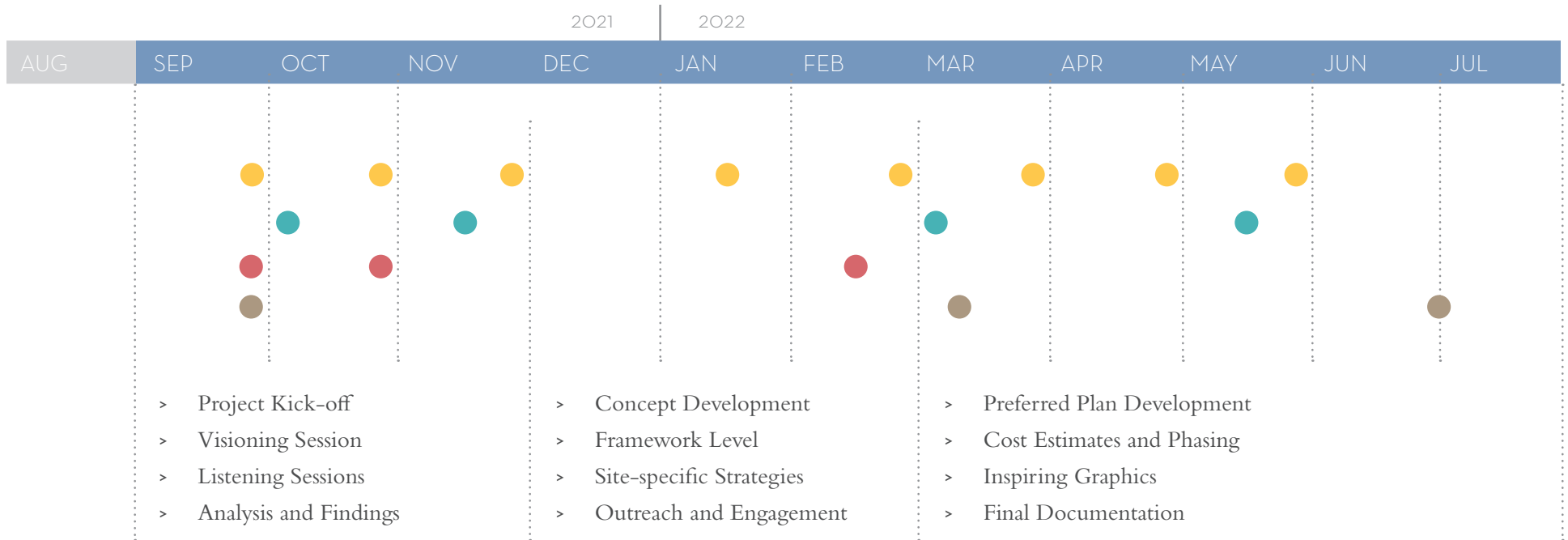
Discovery & Analysis

Phase 2:

Concept Alternatives

Phase 3:

Implementation & Documentation



- Project Management Team
- Master Plan Executive Steering Committee
- Campus-wide Engagement
- Facilities Committee of the Board of Trustees
- Board of Trustees

ENGAGEMENT

The Goucher community was involved throughout the planning process, including faculty, staff, alumnae/i, friends of the college, the Board of Trustees, and local partners. In addition to weekly project management meetings and monthly Steering Committee meetings, the team employed a variety of strategies to engage a broad and representative cross-section of constituents at key milestones. This included the creation of a project website to host information about the planning process; the latest engagement materials, including a community-wide mapping survey called MyCampus; and project-related graphics. In addition, the team tailored engagement strategies to each group to reduce barriers to participation and address specific questions, including, but not limited to, the following:

Faculty:

Academic Center Listening Sessions, Academic Center Directors (virtual), Provost (virtual), Open Faculty Focus Group Sessions (virtual), Open Faculty Session

Staff:

Department Listening Sessions, Library (virtual), Campus Operations Working Group (virtual), Utilities Engagement by the engineering firm RME, Open Staff Focus Group Sessions (virtual), Open Staff Session

Students:

Precedent Intercept Tabling, Open Student Focus Group Sessions (virtual), Survey (virtual with prizes), Concept Intercept Tabling, Draft Plan Intercept Tabling, Open Student Session

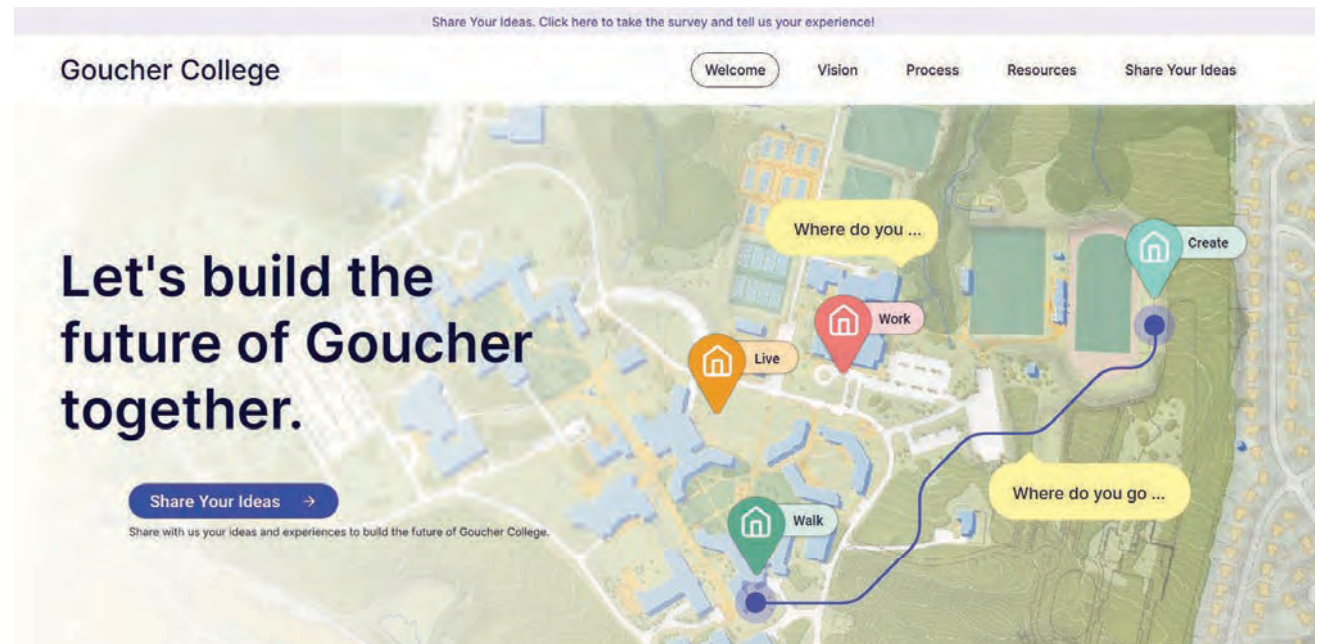
President's Cabinet and Goucher Partners:

Individual Focus Sessions

Board of Trustees:

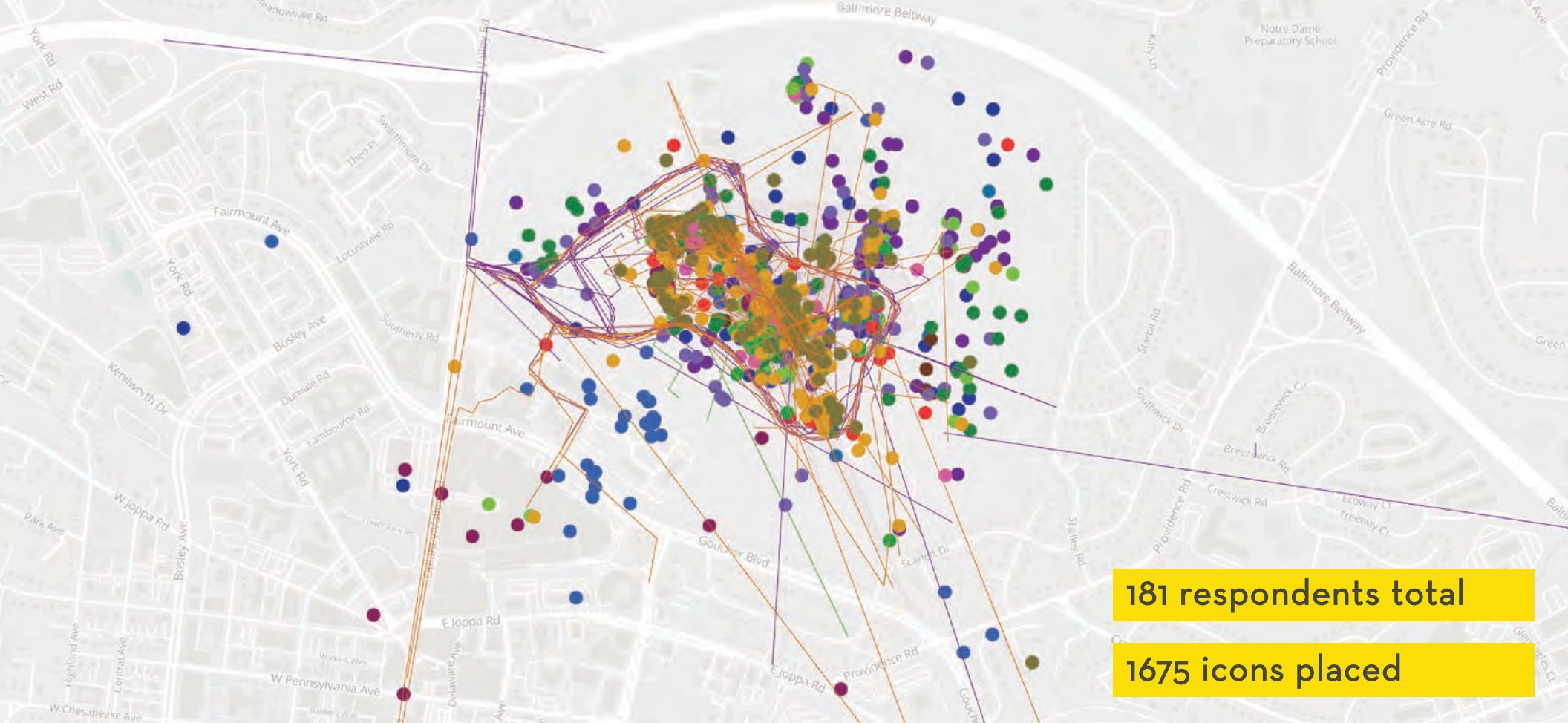
Presentations and Discussion

Student intercept tabling at Mary Fisher Dining Center ►



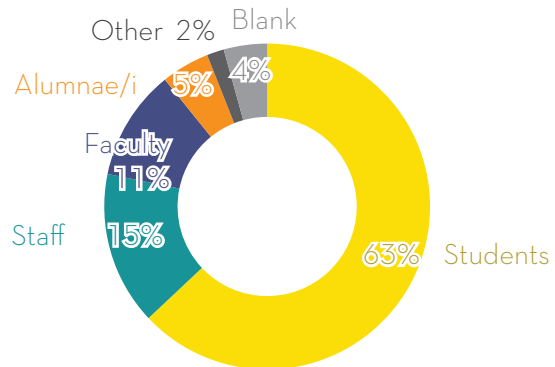
▲ Website landing page



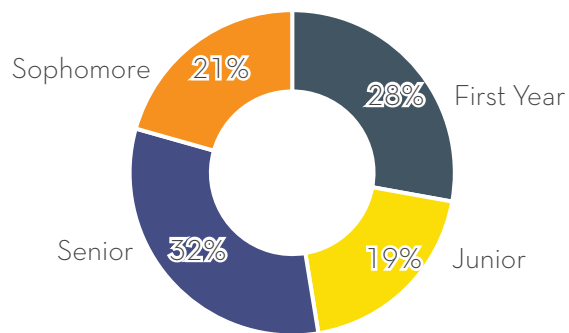


▲ MyCampus overall results

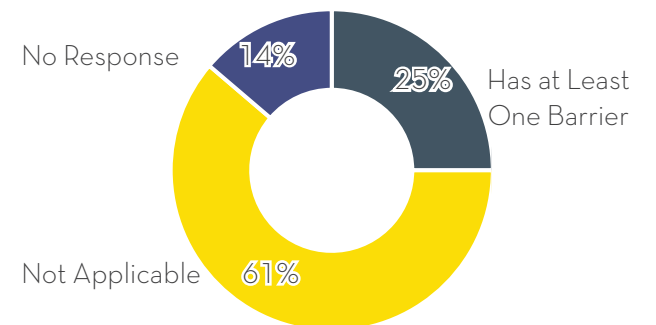
Respondents



Proportion of Respondents by Class (Student)



Proportion of Students, Faculty, and Staff Who Reported Accessibility Barriers



▲ MyCampus responses and demographic breakdown



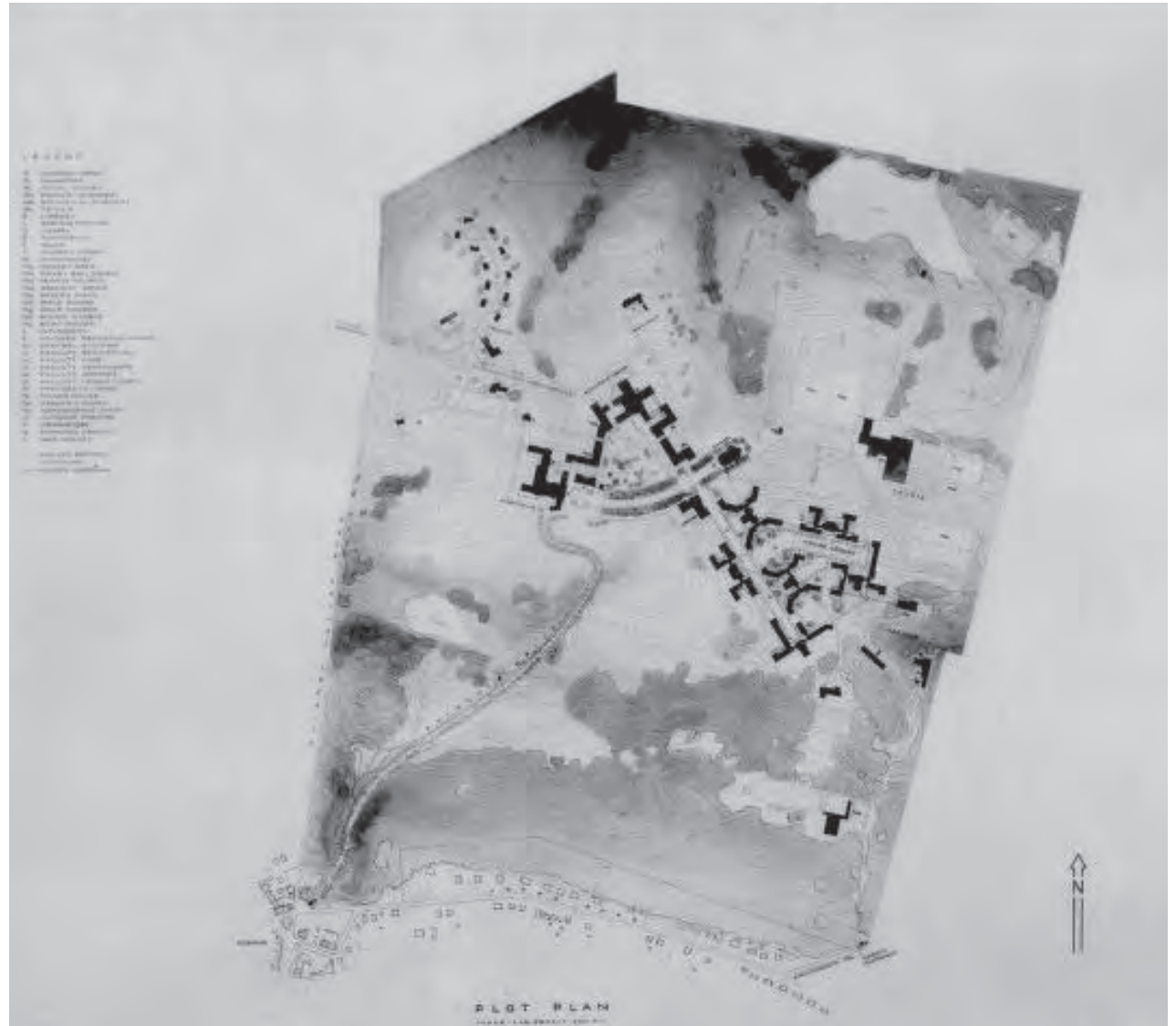
Engagement sessions throughout the process ▶



Planning Foundation

HISTORY OF PLANNING AT GOUCHER COLLEGE

Launching one of the nation's first architectural competitions in 1938, Goucher selected Moore and Hutchins based on a modernist design that built off the natural setting and utilized the indigenous quarried Butler stone in the first campus master plan.



▲ Moore and Hutchins plan for Goucher College



In 1957, Hideo Sasaki and Associates led the second campus master plan. The natural environment was integrated in the vision, while the planning for future campus development advanced and reinforced informal learning environments.

1958 Sasaki Principles

As described in the *Goucher Alumnae Quarterly*, Fall 1958 edition, Hideo Sasaki recommended that as Goucher College looks to the future the buildings must not “be evenly dispersed over the entire campus, but as has been the method heretofore, should be placed in ‘clusters’ with ‘green fingers’ stretching out between the groups and beyond. ... Certain landscaping techniques should be applied so that there can be ‘ebb and flow’ from one area to the other, while each retains its distinctive character, and that the rather vast seeming distances between the various centers should be scaled down with the addition of such features as intermediate ‘plazas’ where small groups can congregate.”

◀ Hideo Sasaki with campus drawings for Goucher College

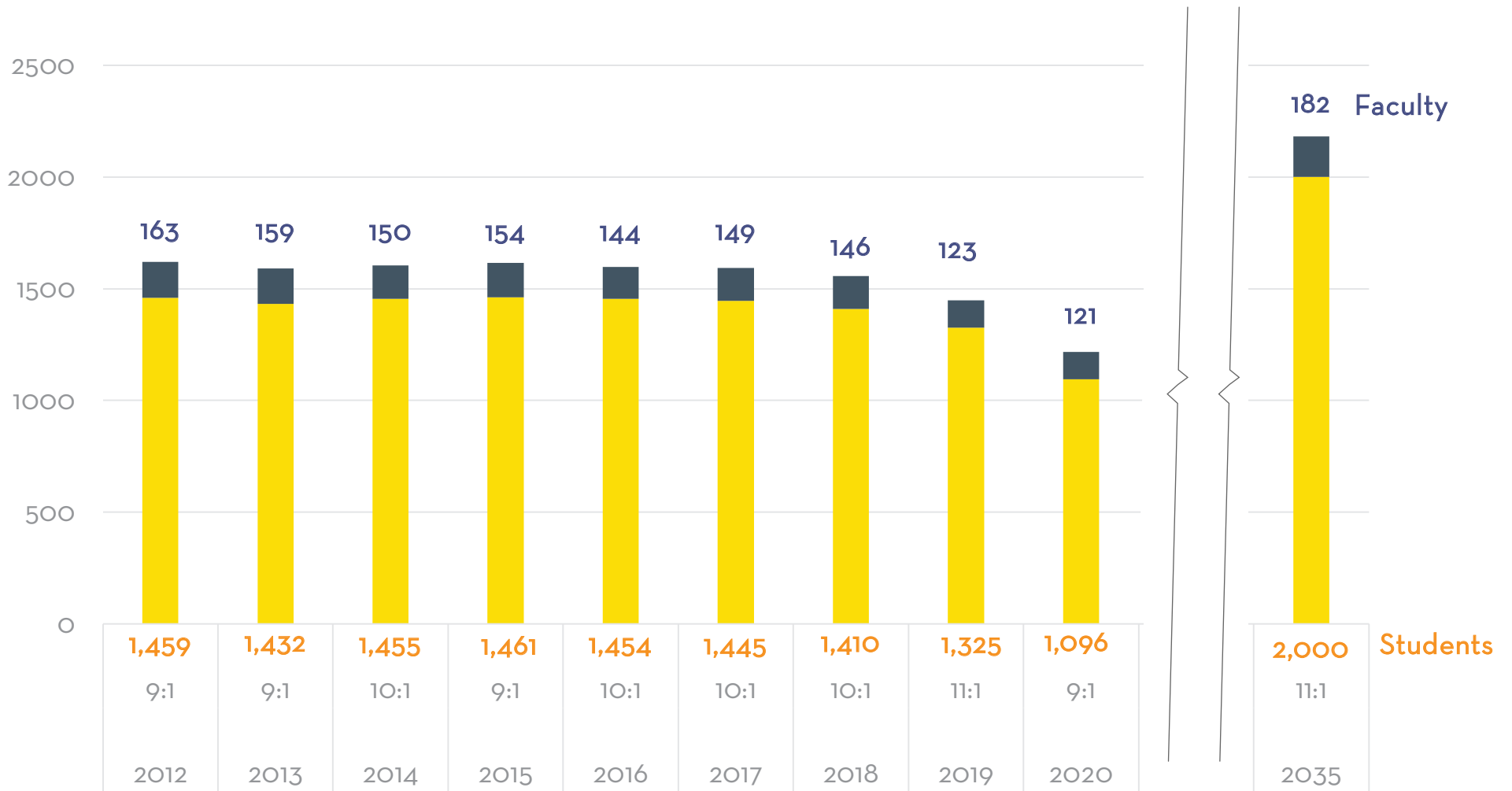
PLANNING ASSUMPTIONS

Growth Projections

Early in the CMP process, it was established that to align with the goals of the Strategic Plan, the CMP should create a vision for the campus to accommodate a total undergraduate enrollment of 2,000 students over the next 10 to 15 years. While the implementation of projects outlined in the CMP is flexible and incremental, the full development plan accommodates a scenario where this enrollment target is met. The full development plan scenario assumes that growth in the graduate and post-bac pre-med programs, from 128 in-residence graduate students and 32 post-bac pre-med students, will minimally impact on-campus presence. The 128 in-residence graduate students represent a portion of the 850 total graduate students, the majority of whom are enrolled online. Although Goucher's graduate programs are 90 percent online, an increase in graduate numbers from 900 to 1,500 over the coming decade will result in a slight growth in on-campus usage. Additionally, the full development plan scenario assumes that only approximately 85 percent of the undergraduate student population will reside on campus at any given time.

Therefore, the CMP illustrates a vision with approximately 1,700 undergraduate students on campus, plus a total of 200 graduate and 64 post-bac pre-med students who will use campus facilities but will not reside on campus, since currently no graduate student housing exists on Goucher's campus and the CMP does not include plans to add graduate student housing. Additionally, student-to-faculty and student-to-staff ratios are expected to reach 11 to 1 and 4.75 to 1, respectively. In the full development plan scenario, the expected on-campus population of student, faculty, and staff full-time equivalents (FTE) are 1,700, 222, and 429, respectively.

It is further noted that recent reductions in undergraduate enrollment and associated faculty roles allow for a focus on enabling renovation projects in the near term due to the availability of swing space. Data from 2020 available at the outset of the CMP process indicates that current student, faculty, and staff FTE are 1,096, 121, and 235, respectively.



Source (2012-2020) Goucher Fact Book

Student Enrollment and Faculty FTE Analysis and Assumption











CAMPUS CONTEXT

Residential Community

The area of Towson surrounding Goucher College continues to urbanize while remaining a predominantly residential urban form. The immediately adjacent Campus Hills neighborhood as well as the growing Towson Park neighborhood enjoy access to the campus forest, including a 2.5-mile loop trail. While some additional access control and safety measures may need to be investigated over the next 10 to 15 years, direct access from the surrounding communities and for regional visitors will be maintained.

Existing Goucher campus, with Hoffberger Science Building in the foreground looking south toward the academic quad and with Kraushaar Auditorium to the right

Existing campus plan with zoning overlay

-  Special Exception To Permit a Private College
-  DR 1 NC: Residential Neighborhood Commons
-  DR 1: Residential (1 unit/acre)
-  DR 2: Residential (2 units/acre)
-  DR 3.5: Residential (<5 units/acre)
-  DR 5.5: Residential
-  DR 10.5: Residential (10.5 units/acre)
-  DR 16: Residential (16 units/acre)
-  RAE 2: High-rise Residential (80 units/acre)
-  BMDT: Business Major (Large Scale Comm.)





Community Institutions

Goucher College maintains close working relationships with several institutions in the greater Towson and Baltimore areas. These institutions are important not only because of their involvement on campus but also because of the broader connection to the community that their relationship with Goucher fosters. Current quantity and quality of space for these institutions will be maintained, potential programmatic and operational improvements are described, and new relationships will be explored. Current institutions engaged throughout the CMP process include the following:

- ① Edenwald senior living community
- ② Peabody Institute and Peabody Preparatory
- ③ North Baltimore Aquatic Club (NBAC), represented on campus in the Goucher Swimming Pool, located in Baltimore
- ④ Northeast Towson Improvement Association and the Baltimore County Department of Public Works and Transportation, represented on campus by the connection between Goucher College and Towson at the nearest bus stop

Development Parcels

To aid in the development of new partnership opportunities, two development parcels were identified as part of a concurrent planning process, led by U3 Advisors on behalf of Goucher College. These parcels present a significant opportunity south of the Goucher Road entry to campus at the corner of Dulaney Valley and Southerly roads. It is important that care be taken in the development of these parcels to minimize any negative impact to key features of the Goucher College entry experience, including the Guth Memorial Gateway, the impression of arrival at a rural-scaped campus, and the woodland buffer, which refers to the 200-foot wooded band at the perimeter of the campus as illustrated in the 1958 Hideo Sasaki master plan.

- ⑤ & ⑥ Two development parcels

Forest Buffer

As described by the Baltimore County Government, Article IX: Protection of Water Quality, Streams, Wetlands and Floodplains, Section 14-336: Definitions, "Forest buffer means a wooded area, including trees, shrubs, and herbaceous vegetation, which exists or is established to protect a stream system." The Goucher College campus includes four forest buffer areas and several adjacent existing stormwater management easements. The plan proposes no development within the forest buffer and explores methods to remove existing structures from the forest buffer and to mitigate impacts to the existing stormwater management system. For additional detail, refer to the Goucher College Campus Existing Conditions Plans, Existing Easement Plan, prepared by Pennoni Associates Inc., dated March 27, 2019.

- ⑦ ⑧ & ⑨ Forest buffers



I-695 Baltimore Beltway

Dulaney Valley Rd

Fairmount Ave

Goucher Blvd



Planning Principles

PLANNING PRINCIPLES

The CMP is guided by the following principles, which build upon the Community Principles and Key Pillars outlined in the Strategic Plan. Principles describe the values that inform decision making during implementation of the plan. For each principle a series of goals and strategies were created. Goals describe the end-state of the plan and provide benchmarks to evaluate projects. Strategies describe specific actions to achieve the goals and are embedded within the CMP rather than being listed here. Refer to the Steering Committee presentations in the Appendix for a complete list of the goals and strategies.

1.
Inclusion



2.
Exploration



3.
Community



4.
Sustainability



5.
Design Excellence



Inclusion

Inclusion Goals:

- > Acknowledge the multitude of narratives that define the campus's history.
- > Ensure basic needs are met, including access to food, shelter, and mental and physical health and wellness services.
- > Employ principles of universal design to make navigation of campus zones more intuitive and inclusive, and to ensure equitable access to the physical campus spaces by all members of the campus community, including those with physical, auditory, visual, and silent disabilities.
- > Prioritize multimodal access and integrated mobility system improvements that promote efficient and diverse means to access campus.

To foster an inclusive physical environment where individuals can bring their whole selves to campus.



Exploration

Exploration Goals:

- > Provide small-scale, flexible learning spaces—including place-based and virtual environments—to meet Goucher’s space needs in support of its Strategic Plan.
- > Encourage interdisciplinary collaboration through the strategic location of departments and introduction of engagement spaces.
- > Amplify global perspectives, connections, and education opportunities.
- > Embrace the campus as a living lab, including outdoor learning classrooms, test beds, and applied learning experiences from inside and outside the classroom, both on and off campus.



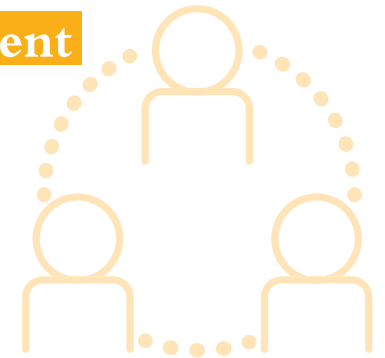
**To promote discovery, exploration,
and interdisciplinary collaboration
to realize student and faculty success.**

Community

Community Goals:

- > Provide multiple accessible and inclusive indoor and outdoor campus life spaces to promote interaction and dialogue.
- > Provide meaningful residential experiences across all class years in a way that supports relationship-building and student development.
- > Rally community spirit and Gopher pride through expanded and improved athletics, recreation, and wellness facilities.
- > Support lifelong learning opportunities.
- > Enhance the connectivity between Goucher, Towson, and the greater Baltimore region through continued support of community partnerships, outreach, and public programming in areas of shared interest.

To encourage impactful engagement experiences within and between students, faculty, staff, visitors, community members, global partners, and alumnae/i.





**To be recognized as a leader
in comprehensive sustainability
planning and resilience.**

Sustainability

Sustainability Goals:

- > Carbon: commit to carbon neutrality.
- > Water: promote circularity with water systems.
- > Ecology: adapt campus landscapes to improve environmental and ecological health and increase biodiversity.
- > Mobility: promote sustainable transportation modes to decrease carbon emissions, congestion, and parking demand.
- > Health and Wellness: promote physical, emotional, and cognitive well-being through campus design.
- > Operations: minimize waste through campus operations.
- > Resilience: plan for a more resilient campus to protect human health and safety, maintain essential infrastructure services and operational continuity, and preserve investment in the physical campus.
- > Education: incorporate educational and applied learning opportunities in all aspects of sustainability.

Sustainability strategies and priorities are detailed in the Sustainability Strategies section of this document.

Design Excellence

Design Excellence Goals:

- > Balance Goucher's modernist legacy and historic aesthetic with contemporary learning environments and identity expression.
- > Optimize and reflect thoughtful stewardship of limited resources, including financial and physical resources.
- > Apply the highest and best use of Goucher land when determining outcomes.
- > Be visionary, flexible, and implementable.

**To match the physical
environment to the value
of the Goucher experience.**





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Entrance-College Center-Goucher College

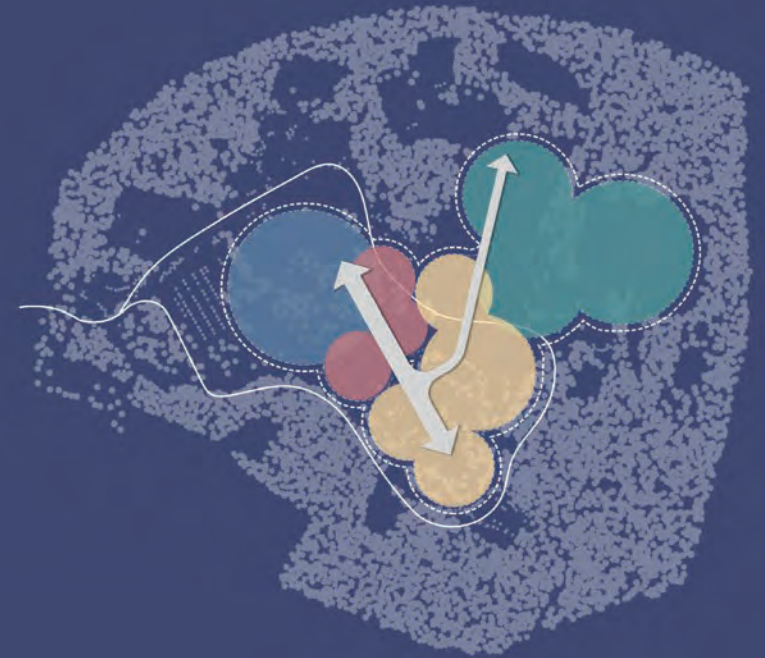


Campus Master Plan

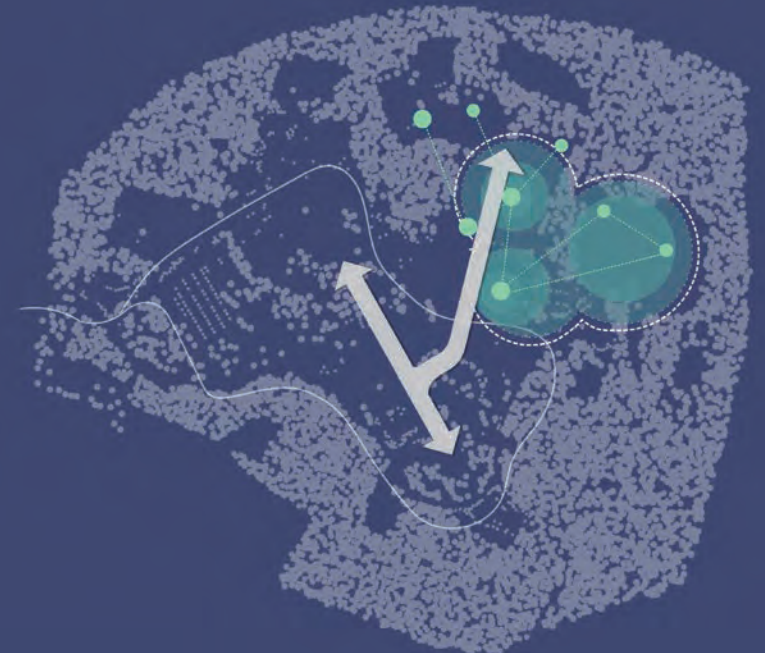
VISION

The Goucher College CMP is rooted in the campus community, one that embraces exploration and opportunity to create a shared strength. This is a bold vision for the next 15 years that illustrates the tangible steps that Goucher College will take to create a physical environment that prepares students to make a difference in the world. The plan reinforces several big ideas, including the desire to accomplish the following:

- > Reinforce existing campus districts
- > Bolster Van Meter Highway as the campus life corridor
- > Create a campus heart focused on engagement
- > Integrate sports and recreation into campus structure
- > Promote inclusion and accessibility on campus
- > Create a healthy, sustainable, and resilient campus

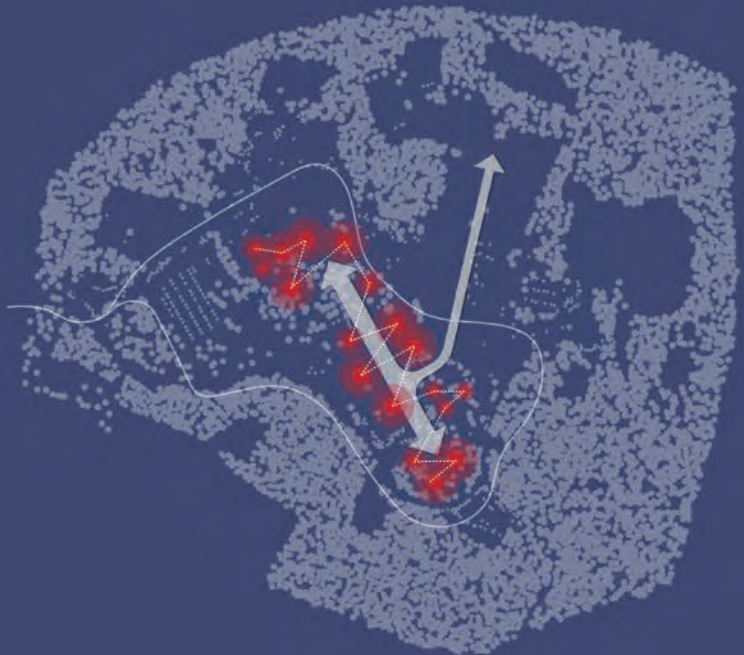


Reinforce Existing Campus Districts

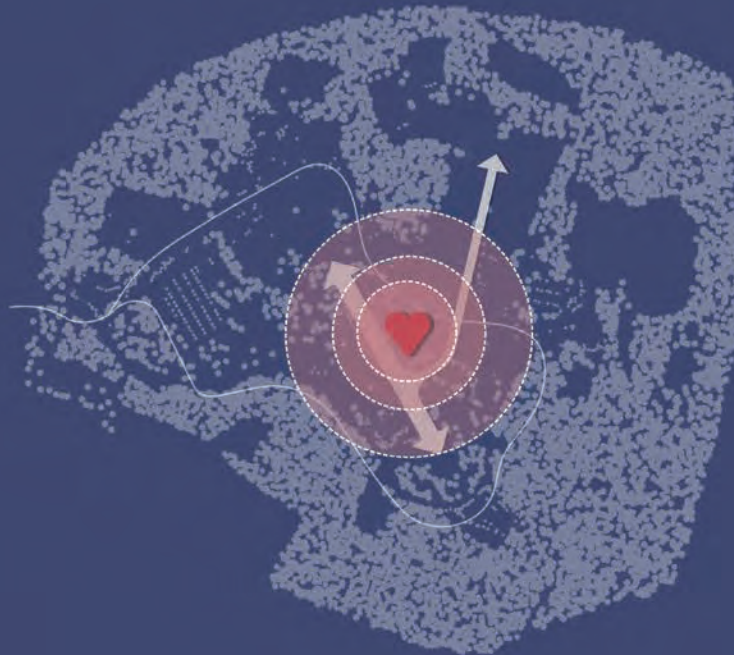


Integrate Sports and Recreation Into Campus Structure

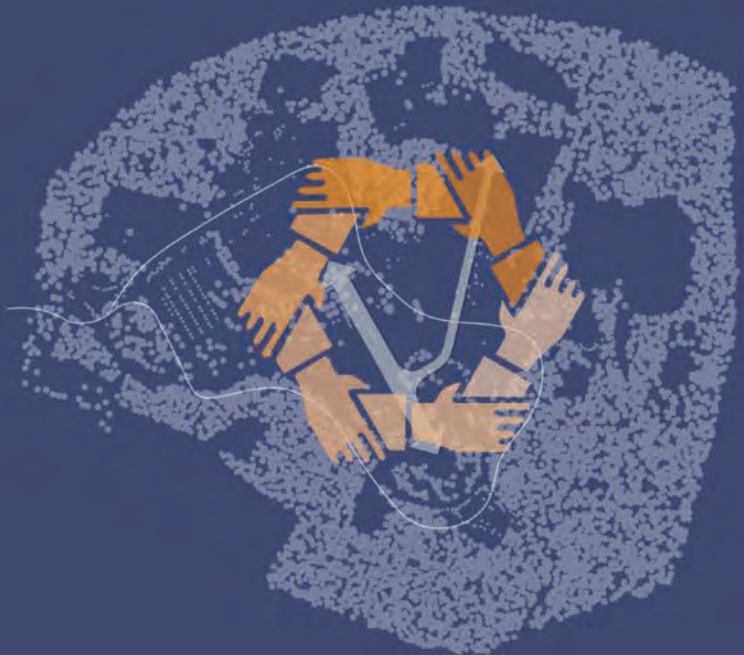
Six big ideas diagram ►



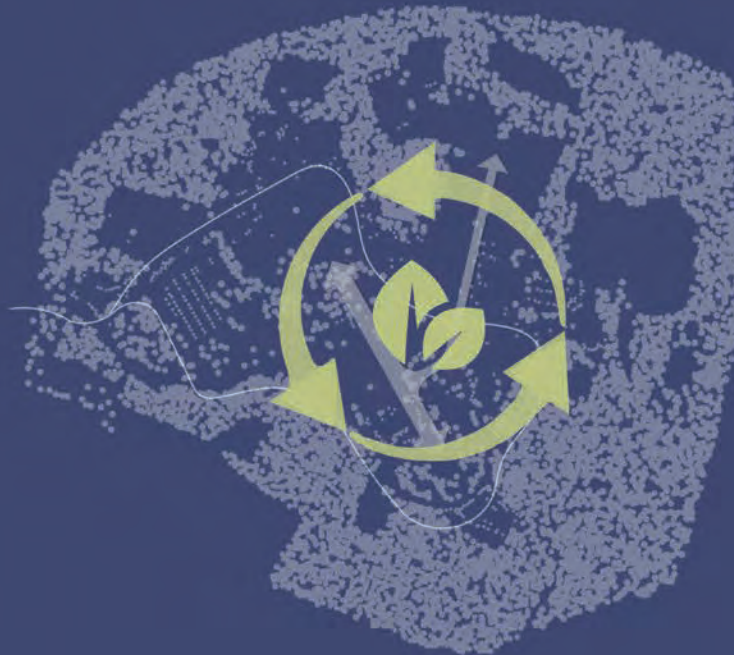
Bolster Van Meter Highway as the Campus Life Corridor



Create a Campus Heart Focused on Engagement



Promote Inclusion and Accessibility on Campus



Create a Healthy, Sustainable, and Resilient Campus

PLANNING FRAMEWORKS

The following planning frameworks describe key recommendations in greater detail:

- > Development Framework
- > Building and Land Use Framework
- > Open Space Framework
- > Inclusion Framework
- > Mobility Framework
- > Infrastructure and Sustainability Framework

Proposed axonometric illustrative plan ►





I-695 Baltimore Beltway

Southwick Dr

Goucher 'Campus Loop' Rd

Goucher 'Campus Loop' Rd

Goucher 'Campus Loop' Rd

Squires Rd

Southerly Ct

Fairmount Ave

Goucher Blvd

Scarlett Dr

Development Framework

Context

Goucher College is located just outside Baltimore, Maryland, and in 2021 is composed of 287 acres with 1,100 undergraduate students and 900 graduate students. Across 42 undergraduate academic programs, 95 percent of students have hands-on learning experiences with faculty research, internships, and community engagement work, and 100 percent of students engage in a study abroad program, choosing from 65 study abroad programs in 35 countries. The average class size is 16 undergraduate students at a student-faculty ratio of 10 to 1. The campus comprises approximately 1.2 million gross square feet (GSF) across 45 buildings. References for the preceding information as well as additional resources are available on the Goucher College website.

Existing Goucher Campus, with Ungar Athenaeum in the foreground looking northeast toward the First-Year Village ►



Proposed Development Framework

The CMP balances renovation and new construction projects to maintain and enhance the campus structure. In alignment with the goals of inclusion and sustainability, renovation and deferred maintenance projects are prioritized where possible to include upgrades to building systems and access. Where programmatic or use goals cannot be feasibly achieved through renovation, the plan proposes selective demolition and new construction to build space for community, encourage exploration, and promote design excellence.

The full CMP development vision for Goucher College includes the demolition of approximately 230,000 GSF, including areas associated with the equestrian paddocks, surface parking, Stimson Hall, the natatorium, and the gatehouse; new construction of approximately 508,000 GSF, including approximately 180,000 SF associated with the equestrian paddocks and new parking; and approximately 529,000 GSF of renovation, including approximately 39,000 SF associated with equestrian paddocks.

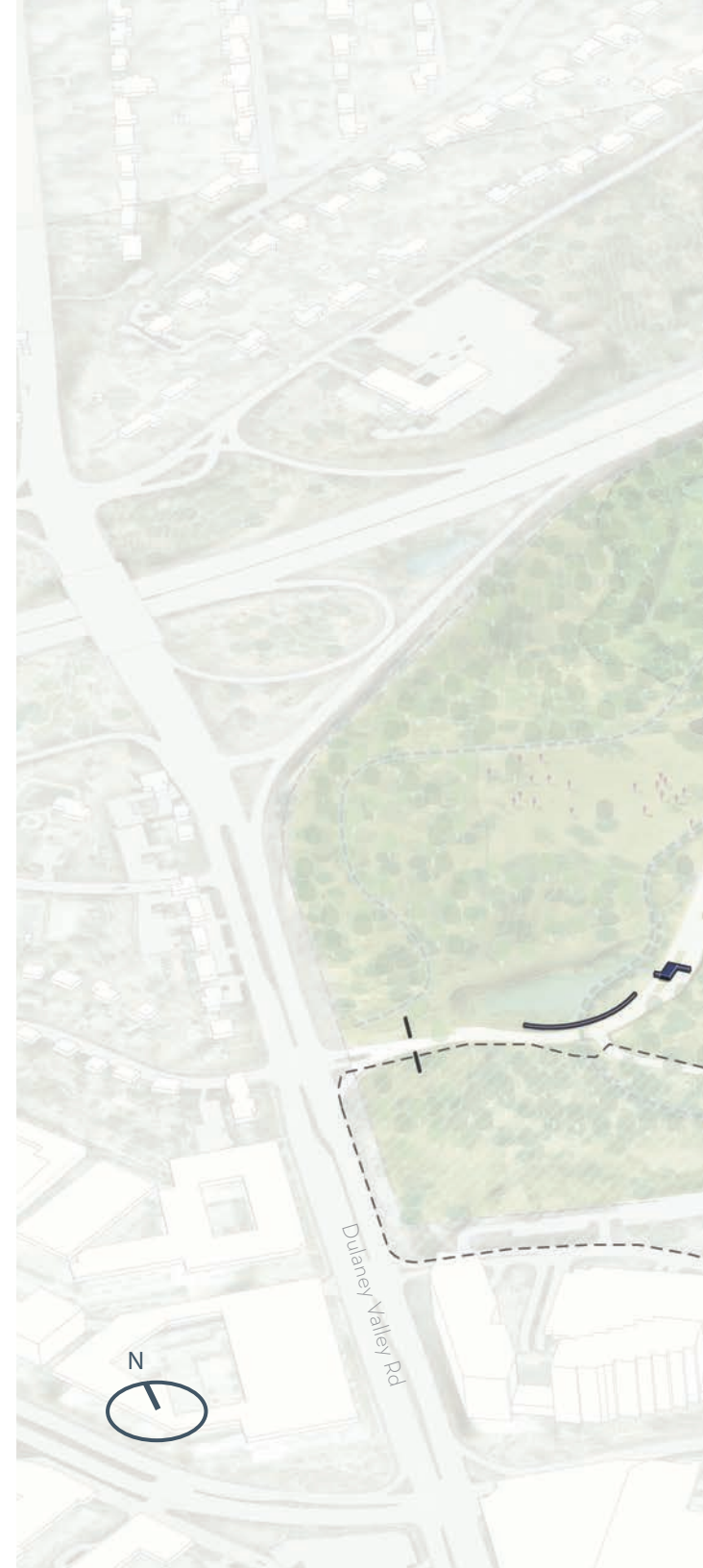
Priority projects include the development of an approximately 47,000-GSF Science Innovation Center, conceptualized as an addition to the Hoffberger Science Building, and an associated greenhouse. Additionally, the plan proposes renovations to the Dorsey College Center, Kraushaar Auditorium, and Merrick Lecture Hall, as well as the relocation of the gatehouse, to enhance the public entry to the campus. Renovations to the Hoffberger

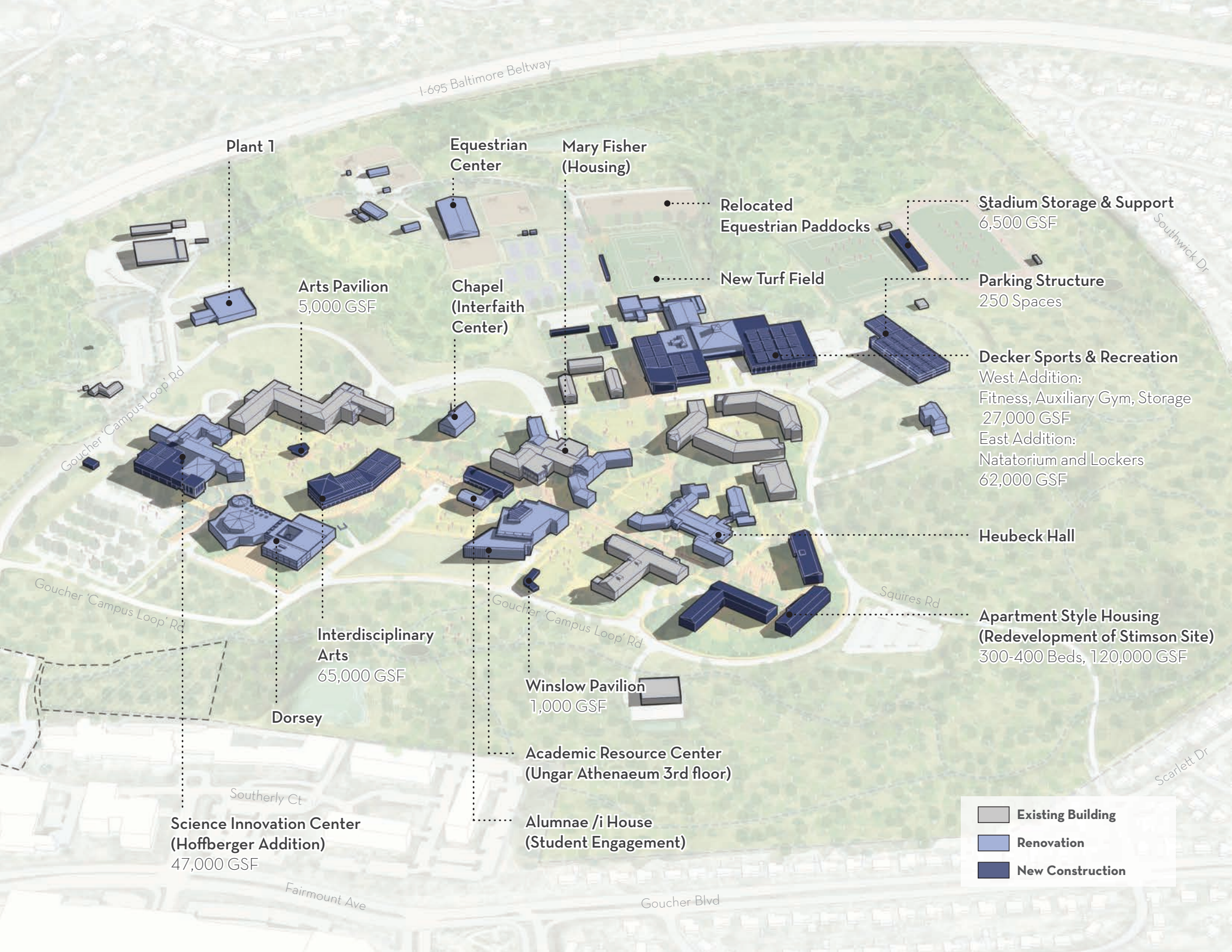
Science Building, following the construction of the Science Innovation Center, and comprehensive systems upgrades to Heating and Cooling Plant #1 are proposed to enhance the functionality of these facilities and the campus utility systems overall.

Additional enhancements to the academic quad include construction of an approximate 65,000-GSF Interdisciplinary Arts Building to consolidate the visual and performing arts programs from across campus. The demolition of Stimson Hall to the east as well as the relocation of equestrian paddocks to the north that currently encroach on the forest buffer will enable future projects across campus. Finally, the plan recommends resurfacing the track and updating stadium storage and support structures.

Proposed enhancements to the experience of campus include accessibility upgrades to the entry and academic quad, Winslow Great Lawn, and residential quad landscapes and building entries and the continuation of the north pathway from Van Meter Highway toward the equestrian facilities as the proposed Sports and Recreation thoroughfare. Additionally, the long-term vision includes consolidation of select parking to a parking structure in the northeast of campus, the redevelopment of the Stimson Hall site, and renovations and additions to the Decker Sports and Recreation Center (SRC).

Proposed axonometric plan looking north with proposed conditions colored by development strategy ▶





Plant 1

Equestrian Center

Mary Fisher (Housing)

Relocated Equestrian Paddocks

Stadium Storage & Support
6,500 GSF

Arts Pavilion
5,000 GSF

Chapel (Interfaith Center)

New Turf Field

Parking Structure
250 Spaces

Decker Sports & Recreation
West Addition:
Fitness, Auxiliary Gym, Storage
27,000 GSF
East Addition:
Natatorium and Lockers
62,000 GSF

Heubeck Hall

Interdisciplinary Arts
65,000 GSF

Apartment Style Housing
(Redevelopment of Stimson Site)
300-400 Beds, 120,000 GSF

Dorsey

Winslow Pavilion
1,000 GSF

Academic Resource Center
(Ungar Athenaeum 3rd floor)

Science Innovation Center
(Hoffberger Addition)
47,000 GSF

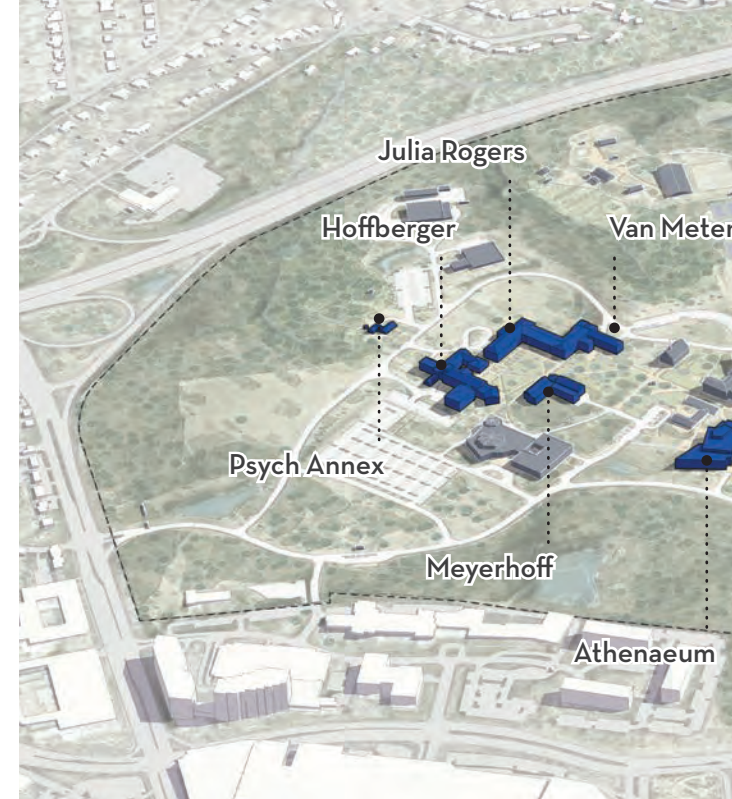
Alumnae /i House
(Student Engagement)

- Existing Building
- Renovation
- New Construction

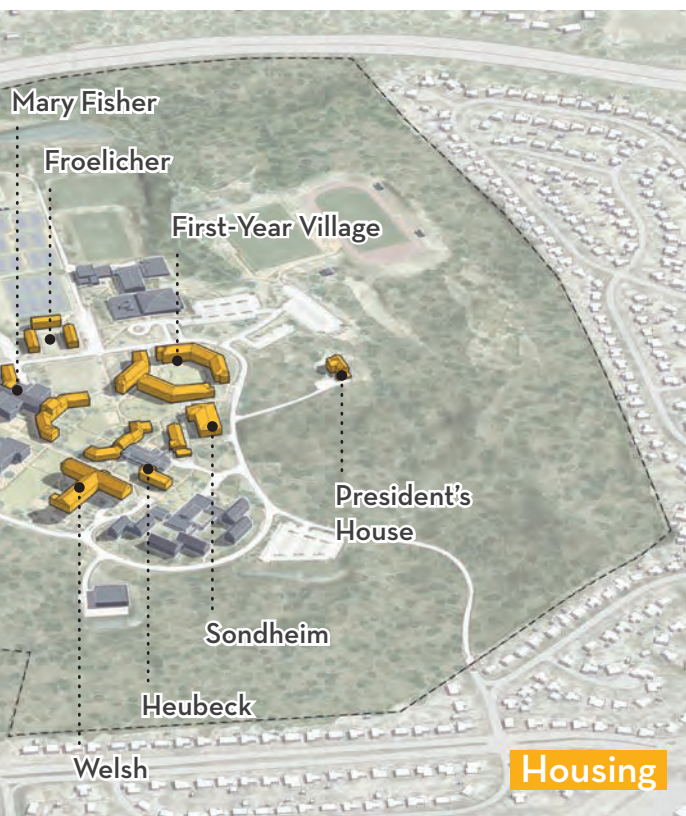
Buildings and Land Use Framework

Context

The conceptual organization of Goucher College began in 1938 with the Moore and Hutchins plan, which established a "free plan" that relied on the creation of "informal zones or nodes based on the function the buildings would serve, linked together by pedestrian pathways," anchored by a central node and a loop road surrounding the main campus buildings, and providing vehicular access without conflicting pedestrian paths. In collaboration with Hideo Sasaki, beginning in 1957, Goucher invested in "unifying the landscape planning for campus" and fully interconnecting the campus nodes while maintaining distinct landscape gathering spaces. For additional information about the historic campus, please refer to the source for all quotations in this section, the National Register of Historic Places documentation, certified on July 13, 2007.



Existing building use diagrams ▶



Overall, students, faculty, staff, and visitors still understand and use the campus today based on these principles, although the core of campus has shifted from its initial location at the chapel to the new cluster between the Ungar Athenaeum and Mary Fisher Hall. The campus loop road is increasingly used as a pedestrian route both due to its proximity and accessibility to campus entries and possibly the underutilization of the woodland paths due to their lack of signage, wayfinding, and lighting. Similarly, the academic cluster has become increasingly dispersed as programs associated with the arts utilize space throughout the entire campus for dance, music, theater, and the visual arts. The dispersed yet interconnected nature of the campus experience is illustrated by the clusters and branches of aggregate responses to the MyCampus mapping survey. Each dot represents a unique icon placed by students, faculty, and staff. Each line represents a unique path taken by the campus community.

A desire expressed throughout the CMP engagements was to define clear and universally accessible entry points to the clusters as well as to individual buildings. Accessible routes are often indirect and lacking in functional infrastructure elements. A proposal for accessibility is described in more detail in the Inclusion Framework section.

MyCampus engagement (Campus Core + Pedestrian + Reflect, relax, or be spiritual + Spend free time) ►





Proposed Buildings and Land Use Framework

The CMP proposes a land use framework that further defines building use districts as a reinterpretation of the original clusters and aligns building and landscape use to promote the flow of campus activities. Clearly defined districts also help rationalize a progression from district to district and informs wayfinding as described further in the Mobility Framework section.

Co-locating Program in Districts

The CMP reinforces existing campus districts, including the Academic District to the west, Residential District to the east, and Sports and Recreation District to the north, all anchored by the Campus Core in the heart of campus. Support facilities are located along Goucher Road, known as the campus loop road, outside of the campus core. Within the academic district, the CMP recommends that all arts programs, including satellite spaces associated with the performing arts for dance, music, and theater, be consolidated within a new interdisciplinary arts building. Completing the academic quad, as described by the CMP, will foster exploration and align with the academic mission by creating space for interdisciplinary collaboration and exploration. Additionally, this increases access to the arts for visitors and community partners, including the Peabody Institute, by reducing the distance between each program and Kraushaar Auditorium.

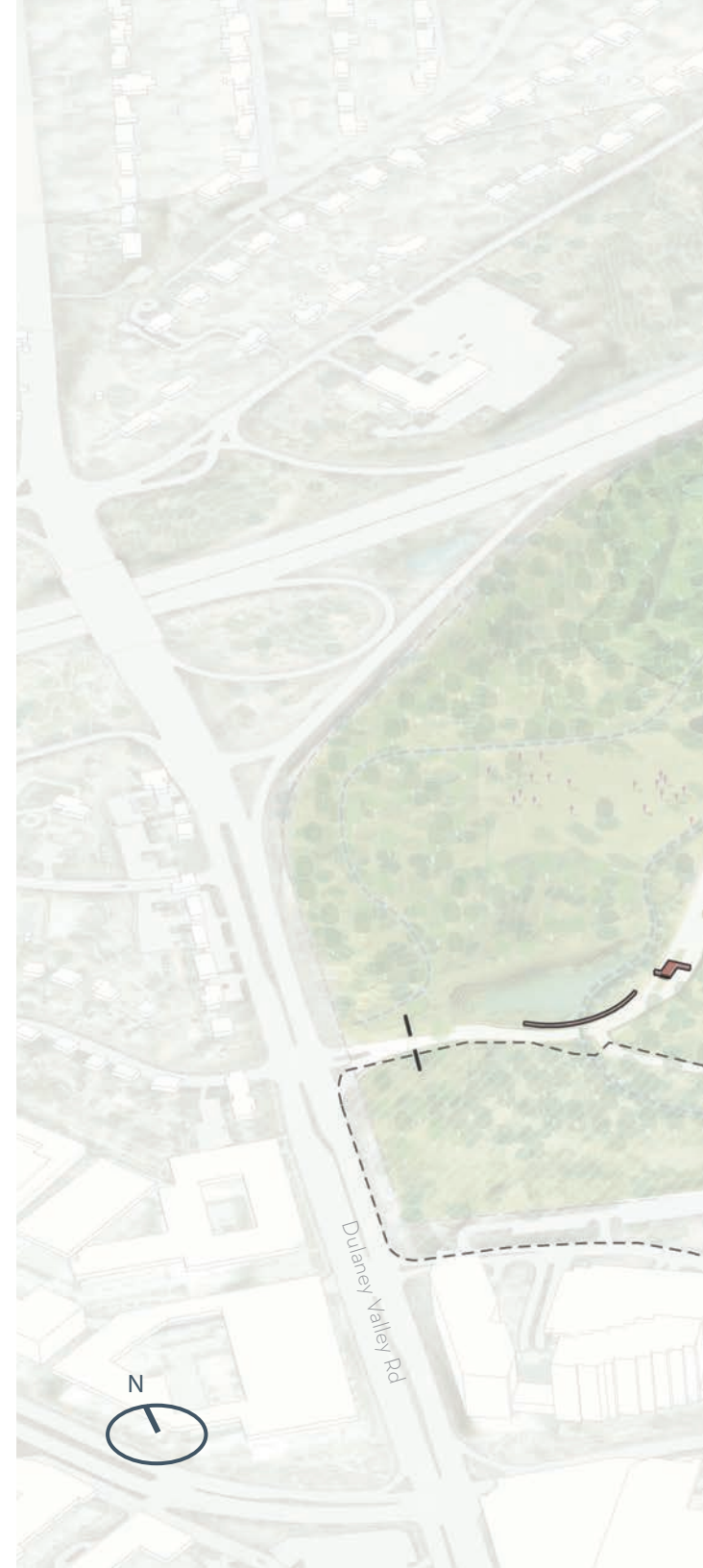
Additional proposed clustering of uses within districts includes the following:

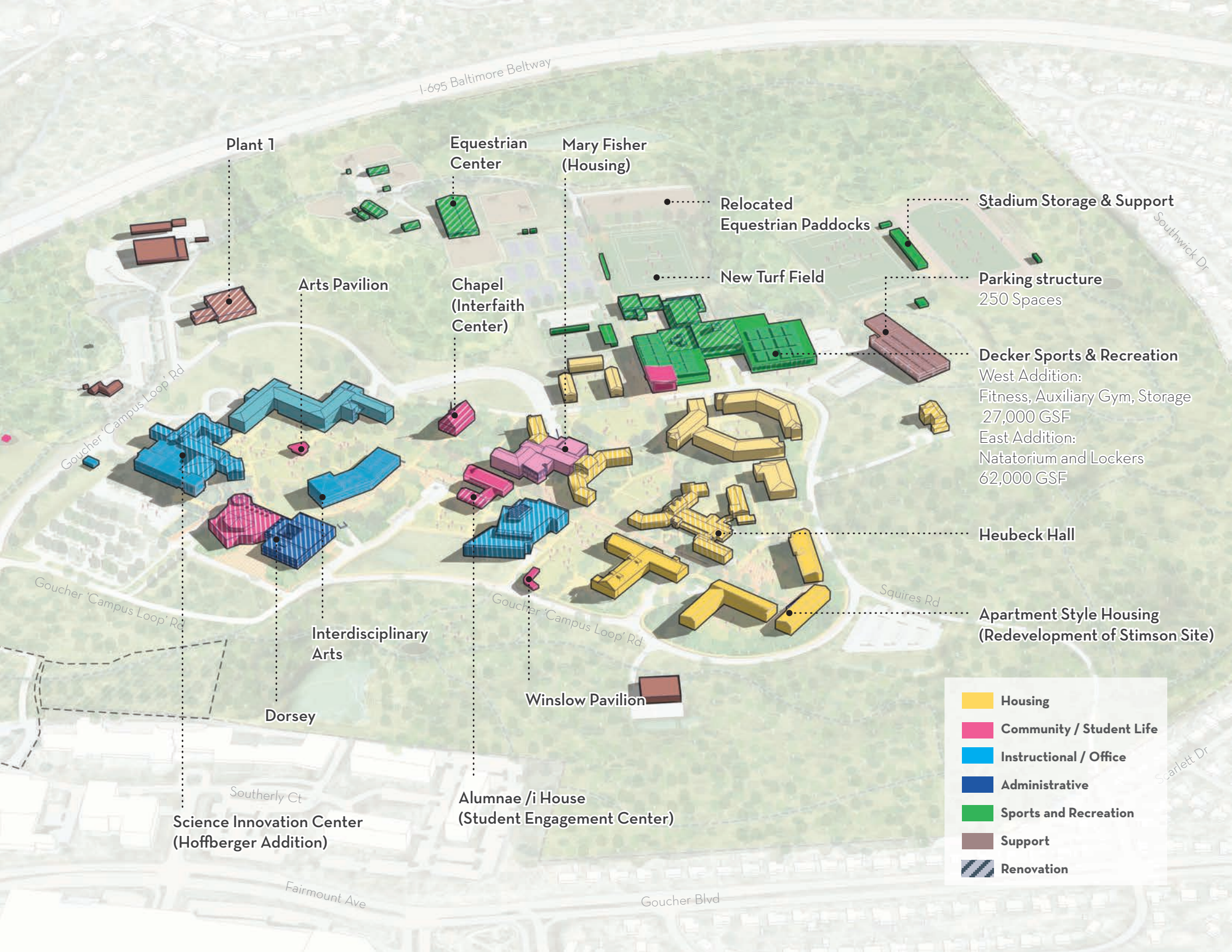
- > Creating an administrative hub in the Dorsey College Center that can accommodate flexible work styles and flagship community academic programs, such as the Goucher Prison Education Partnership (GPEP)
- > Reorganizing the equestrian and sports and recreation facilities to support student athletes and eliminate conflicts with the forest buffer
- > Reusing the Stimson Hall site as housing and landscape zones to create an active, student-life-centered terminus to Van Meter Highway.
- > Relocating a variety of academic and career support services from Van Meter Hall and the Julia Rogers Building into the Ungar Athenaeum and the Learning Commons to increase utilization of the space and provide for greater interdisciplinary interaction at the campus core

Aligned Building and Landscape Use

The CMP proposes building upon the legacy of planning at Goucher by investing in three land use concepts that align the use of buildings and landscape. First, creating fully accessible quads for each major use district surrounded by restored woodlands. Second, framing major active ground floor uses with fully accessible plaza spaces to encourage indoor and outdoor use for all. Finally, providing the infrastructure necessary for events and gatherings through the pairing of large event-oriented landscape zones with pavilions to support and augment event programming.

Proposed axonometric plan looking north with proposed conditions colored by building use ►





Plant 1

Equestrian Center

Mary Fisher (Housing)

Relocated Equestrian Paddocks

Stadium Storage & Support

Arts Pavilion

Chapel (Interfaith Center)

New Turf Field

Parking structure
250 Spaces

Decker Sports & Recreation
West Addition:
Fitness, Auxiliary Gym, Storage
27,000 GSF
East Addition:
Natatorium and Lockers
62,000 GSF

Heubeck Hall

Apartment Style Housing
(Redevelopment of Stimson Site)

Interdisciplinary Arts

Winslow Pavilion

- Housing
- Community / Student Life
- Instructional / Office
- Administrative
- Sports and Recreation
- Support
- Renovation

Science Innovation Center (Hoffberger Addition)

Alumnae /i House (Student Engagement Center)

Dorsey

Southerly Ct

Fairmount Ave

Goucher Blvd

I-695 Baltimore Beltway

Goucher 'Campus Loop' Rd

Goucher 'Campus Loop' Rd

Goucher 'Campus Loop' Rd

Squires Rd

Southwick Dr

Scarlett Dr

Comprehensive Network of Student Life Spaces

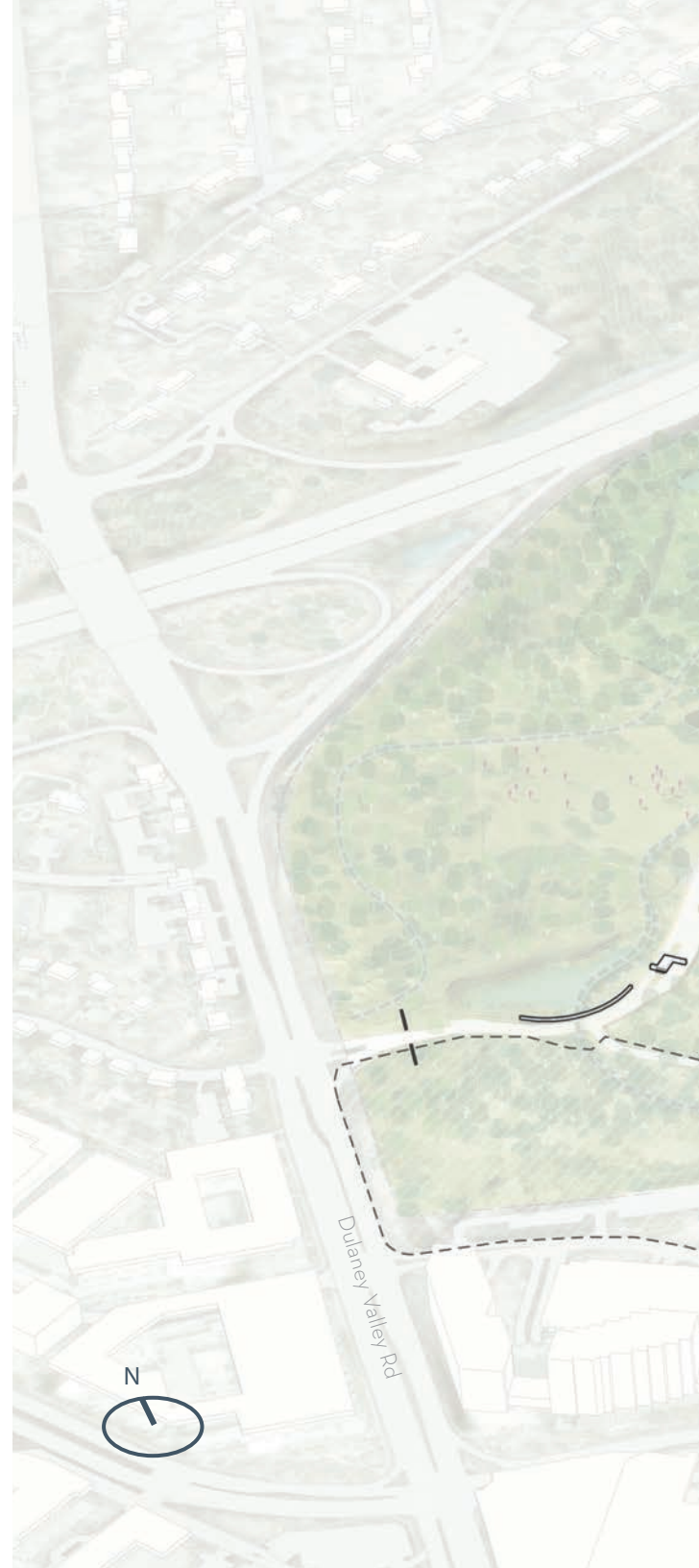
The Goucher College Student Life Master Plan, completed in 2014, focused on a five-year horizon for the creation and renovation of spaces where student life takes place but did not extend to a long-term vision for the creation of additional dedicated student life spaces for gathering and community growth. Throughout the CMP process, students and advocates repeatedly requested additional dedicated student life space on campus. The CMP proposes bolstering the feeling that the heart of campus is located between Mary Fisher Hall and the Ungar Athenaeum by adding dedicated, student-focused space for gatherings, student government, and student organization programs. Adding appropriately sized and functional space develops a compact Campus Core that complements the Academic, Residential, and Sports and Recreation districts.

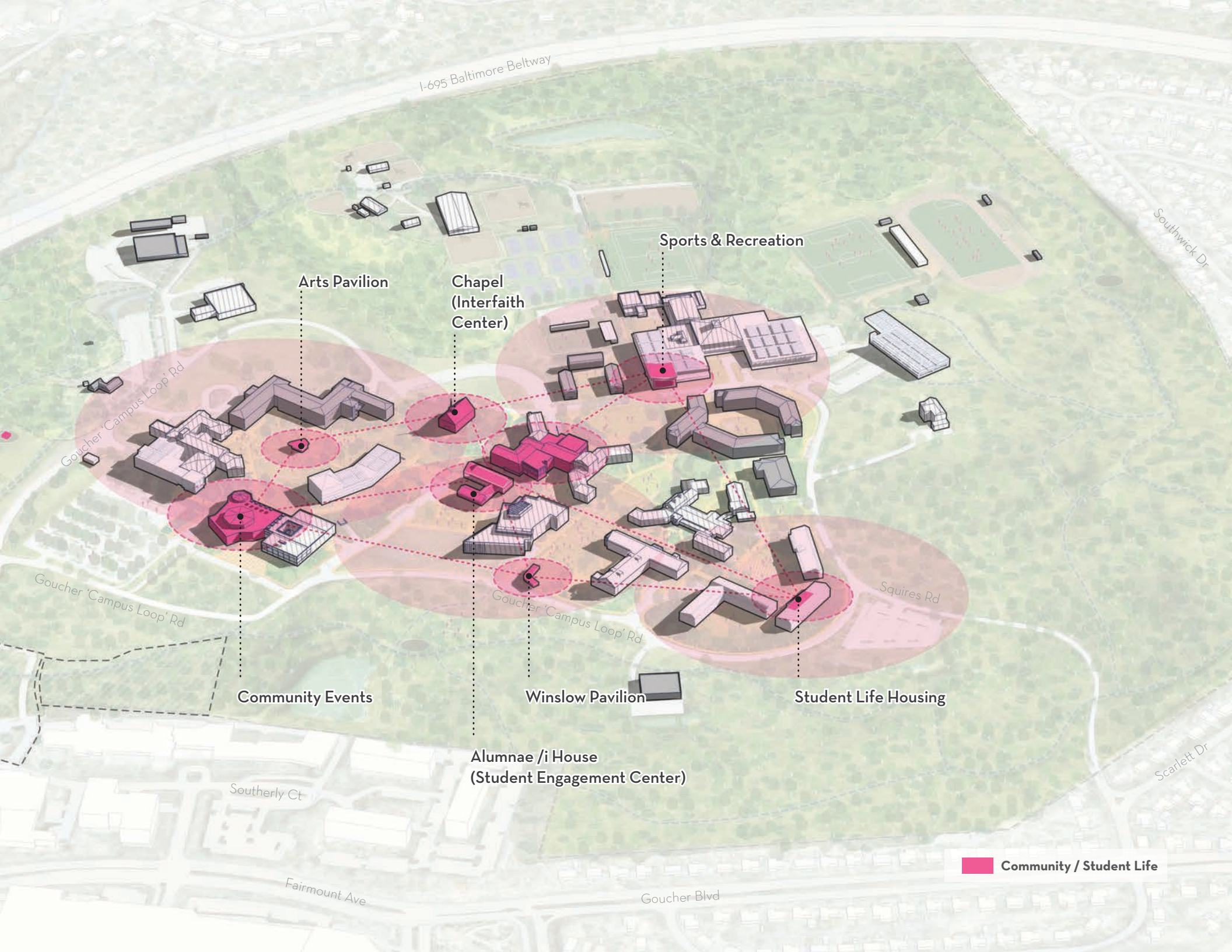
To cultivate the sense of a welcoming student experience across the campus, student life hubs are proposed throughout campus. CMP campus engagements illustrated that the Mary Fisher Dining Center, the Ungar Athenaeum, the SRC, and the equestrian paddocks are especially welcoming already. This is largely due to the staff working in these areas. Conversely, areas that could use improvement or that have been significantly impacted by policies implemented as a result of the COVID-19 pandemic include the academic buildings, residential halls, and gathering spaces such as Alice's Café and the Gopher Hole. The CMP proposes that new student life hubs be appropriately sized to complement and support student activities. Each of these hubs is designed to replicate this success and reflect a unique sense of place and purpose.

Goucher Alumnae/i on Campus

As far back as the early 1900s, Goucher's alumnae have called the Goucher campus home: from occupying space in the Alumnae Lodge and Goucher House located on the old city campus to being a familiar part of what anchored fond memories to campus life when they were in Froelicher and Van Meter Halls at the Towson campus. A permanent physical space on campus was solidified when a programming effort under the leadership of the Committee on Planning a Permanent Alumnae House (Chair Virginia Merritt 1915 and Vice Chair Janet Jeffery Harris 1930) resulted in a Robert Hutchins design suitable to meet the needs of all alumnae, and later alumni. Construction of what is now known as Buchner Hall was completed in June of 1956. A number of renovations and expansions have been completed over the years to help "Make Our House a Home." The original dining hall, lounge, bedrooms, and dormitory spaces have been changed into the offices and gathering spaces we have today. What never changed is the notion that the Alumnae/i Association still has its home on the Goucher campus. This notion is not planned to change over the 15-year span of this plan. In fact, the notion will be reinforced as the presence of Goucher's Alumnae/i Association on campus is reinforced by another expansion of the building. The plan calls for the creation of a larger facility, bringing together the Goucher students of the past with the students of the present and future.

Proposed student life framework ►





I-695 Baltimore Beltway

Southwick Dr

Sports & Recreation

Arts Pavilion

Chapel
(Interfaith
Center)

Goucher 'Campus Loop' Rd

Goucher 'Campus Loop' Rd

Goucher 'Campus Loop' Rd

Squires Rd

Community Events

Winslow Pavilion

Student Life Housing

Alumnae /i House
(Student Engagement Center)

Southerly Ct

Scarlett Dr

Fairmount Ave

Goucher Blvd

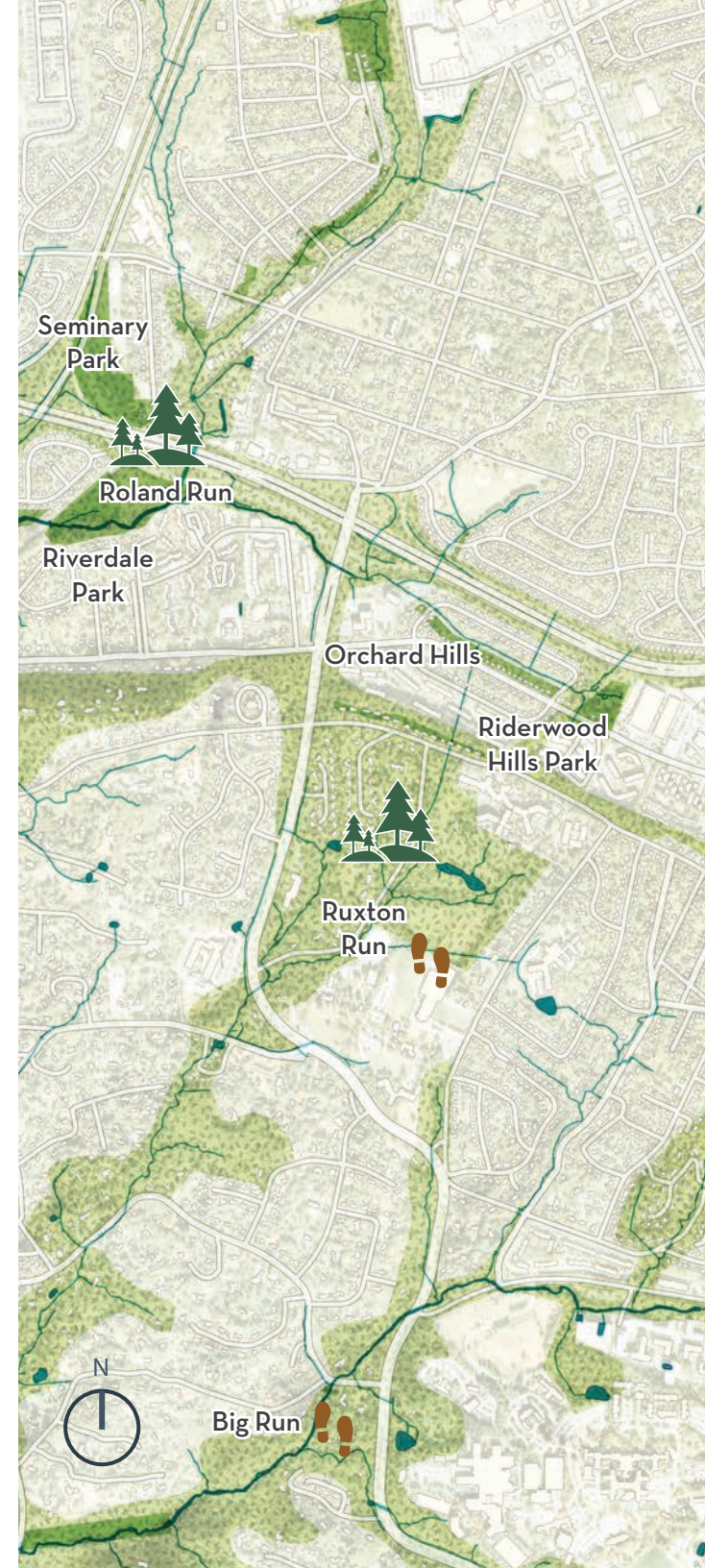
 Community / Student Life

Open Space Framework

Context

To appreciate the importance of the open spaces on campus, it is first necessary to understand the regional context. Goucher sits within the Southeastern Plains ecoregion. The area is defined by pine, hickory, and oak forests. Despite heavy urbanization framed by Interstate 695 and Dulany Valley Road, several routes frequented by wildlife, otherwise known as runs, and wildlife preserves exist in proximity to the campus. Additionally, the campus is punctuated by several branches of the Long Quarter Branch stream and river complex. Several stormwater management features exist throughout the campus's landscape in a concerted effort to manage heavy storm events. Consequently, a high priority is protection of natural resources such as wetlands, streams and floodplains, rare threatened and endangered species habitat, forests and specimen trees, and steep slopes. It should also be noted Goucher is situated within the fragile Chesapeake Bay watershed.

Existing regional ecology diagram ▶





Loch Raven Reservoir
Cooperative Wildlife
Management Area

Glen Ellen
Trail



Seminary
Road
Trailhead

Long
Quarter
Branch



Towson Run

Long
Quarter
Branch

Hampton
National
Historic Site

Notre Dame
Prep School

Cromwell
Valley Park

Goucher College

Minebank Run
Stream restoration



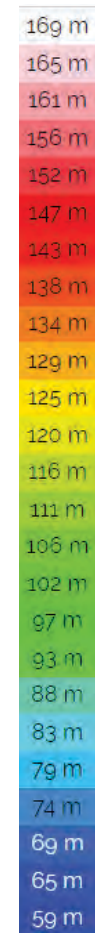
Prospect Hill
Park Cemetery

YMCA

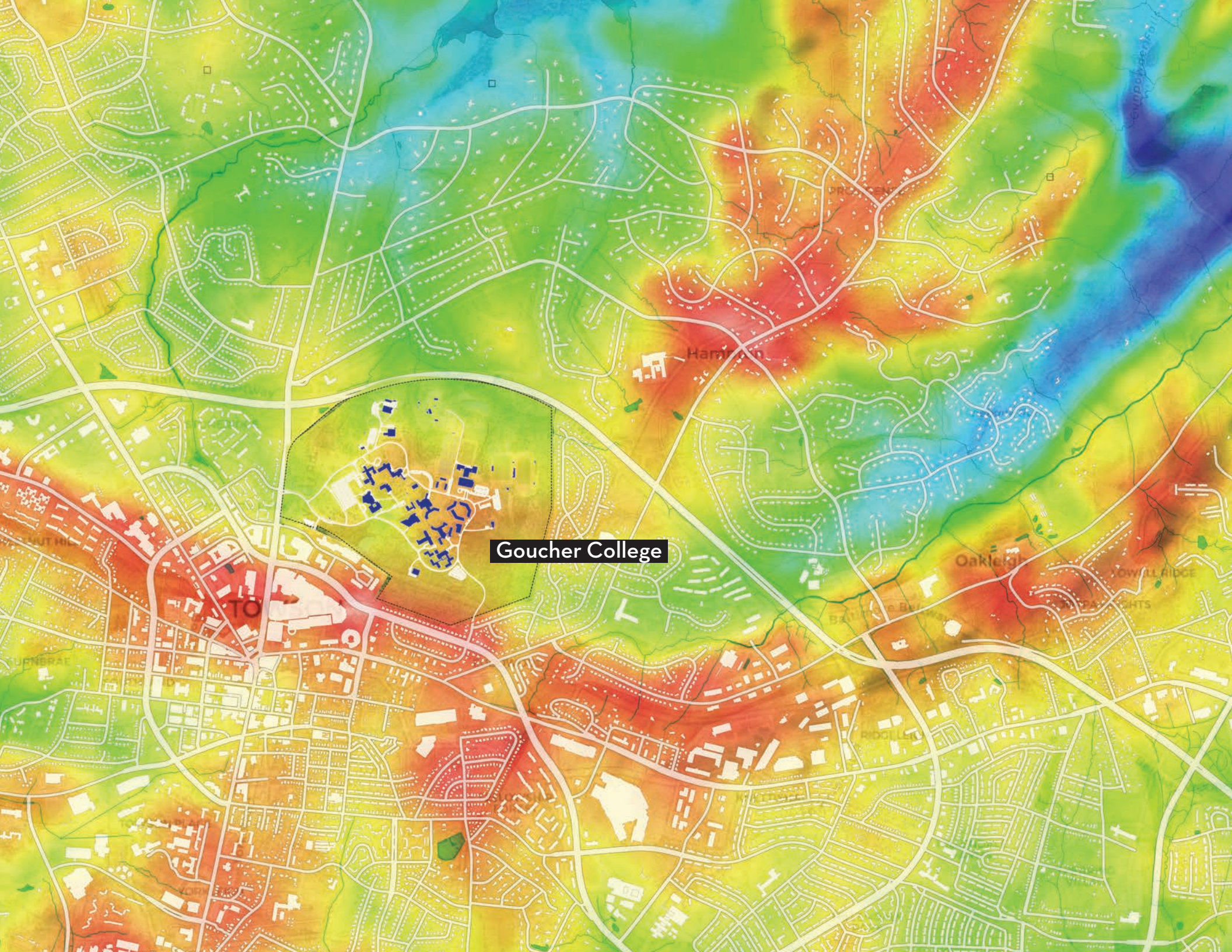
Minebank Run

Towson
Reservoir

The regional topography is defined by the Piedmont physiographic province, which is characterized by a rolling topography of gentle to steep sloped hills and stream valleys. Accessibility is a big concern on campus, and the many rolling hills and steep slopes add to the complexity of the site. Slopes along steep banks are predominantly located along the forested edge of campus and can often reach slopes of 20 percent or greater due to the 130-foot grade change between the highest and lowest points on the campus. The campus core straddles several hilltops with slopes ranging from 3 to 5 percent. Existing grade changes across campus impact accessible routes, as the running slope of accessible walking surfaces must not exceed 1:20, or 5 percent, and cross slopes must not exceed 2 percent.



Existing regional topography diagram ▶



Goucher College

As established in the original master plan and reaffirmed in its 1958 updates, a principal tenet of planning at Goucher described in the *Goucher Alumnae Quarterly*, Fall 1958 edition, is that “the emphasis be upon the informal rather than the institutional or monumental,” and that the “natural loveliness of the landscape be preserved.” This tenet is perhaps more important now than ever in planning for open space to preserve “an environment conducive to repose and meditation as well as intellectual inquiry” as Goucher embarks on an ambitious plan to invest in significantly renovating buildings across campus, in achieving the goal of universal accessibility, and in preparing for growth in student enrollment.

Throughout the CMP process, the Goucher community expressed both a strong affinity for the different types of spaces, from activity lawns to naturalized meadows and the woodlands, and a desire that open spaces match the programmatic and maintenance needs of the Goucher community. In fact, the campus is best experienced through multihour walking tours of the diverse open spaces and landscapes, and many students, staff, faculty, community members, and visitors can be seen enjoying the variety of spaces. Simply put, open spaces on campus are well-loved.



▲ Campus walking tour



Student Life Greens



Student Life Greens



Student Life Greens

▲ Five campus landscape typologies (s



Academic Quad



Courtyards



Forest Greens



Stormwater Facilities



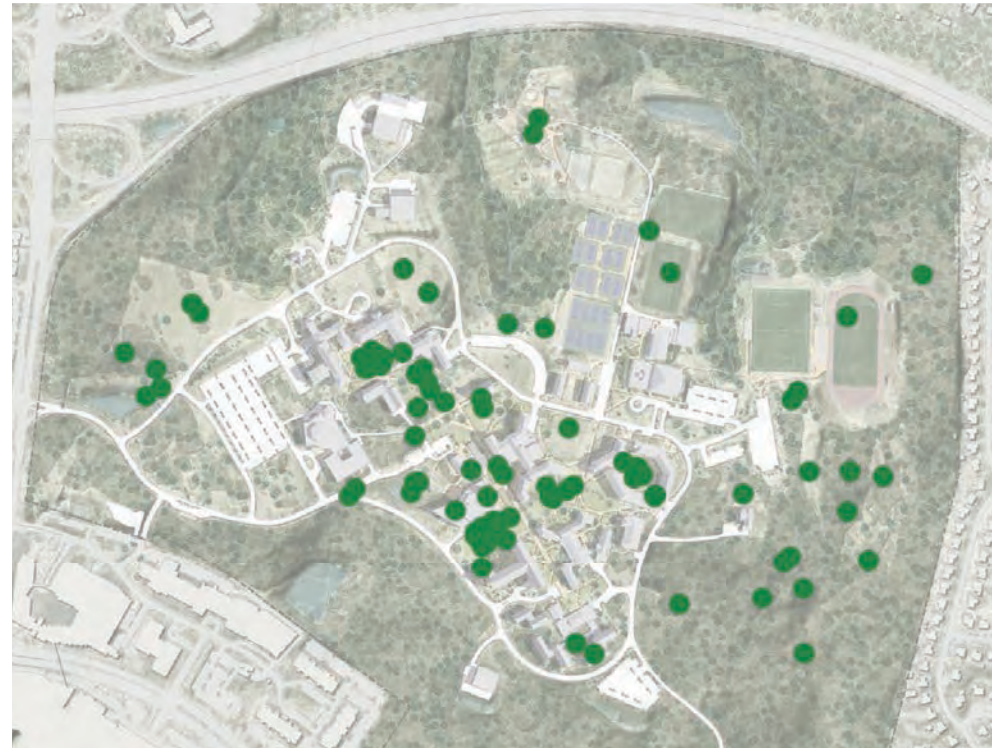
Academic Quad



Courtyards



Courtyards



▲ MyCampus engagement (What are the best outdoor spaces?)

student life greens, academic quad, courtyards, forest greens, stormwater facilities)

Proposed Open Space Framework

The CMP proposes open spaces that affirm the original planning tenets through investment in accessible entry and arrival experiences, places for gathering, sustainable landscapes, and intentional stormwater zones.

Entry and Arrival Experience

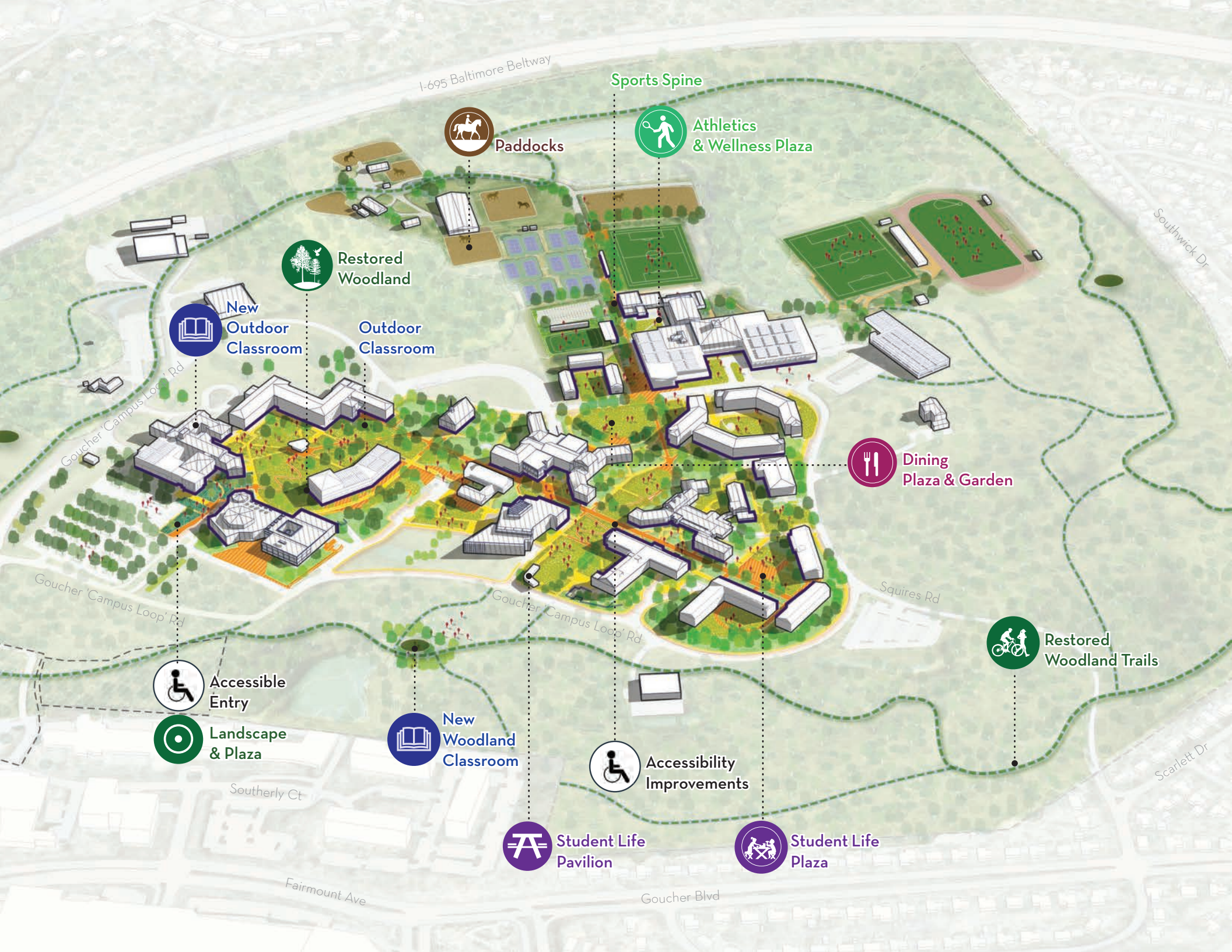
The Goucher entry sequence and gatehouse are reimagined to accommodate the potential for streetscape improvements and increased urbanization near the Dulaney Valley Road entry and to the southwest of campus, to clearly define the entry and preserve the sense of transition to a rural environment while remaining inviting to the surrounding community, and to directly align with a proposed universally accessible entry plaza and pathway to the academic quad. The proposed entry and arrival experience improvements maintain key elements, including the Guth Memorial Gateway and linden tree allee, while also supporting proposed circulation improvements to major destinations for students and visitors, including a drop off near the proposed Interdisciplinary Arts Building and a proposed new structured parking garage near the Sports and Recreation District. Circulation and wayfinding are improved for visitors arriving at campus for major athletic and arts events by positioning the proposed gatehouse along the entry road prior to the beginning of the campus loop road. Similarly, the relocation of the loop road allows for the expansion of the wooded area to the east of the proposed gatehouse, creating an additional buffer area and open space between the campus proper and surrounding development.

Places for Gathering

The CMP defines and proposes several active open spaces to complement the surrounding buildings and the activities of each campus district. While flexible in nature, these outdoor spaces are proposed to meet the needs of specific uses while remaining accessible to all Goucher community members. This includes, among other spaces, proposed outdoor classrooms accessible from the academic quad and directly from building interior space to provide instruction variety, enhanced and expanded areas for engaging with food-producing landscapes such as a dining plaza and garden to the north east of Mary Fisher Dining Center, utility connections and other supportive elements proposed in large gathering areas similar to Winslow Great Lawn that host events and performances, and areas for event-specific gathering such as the proposed sports spine and plaza adjacent to the SRC. Other gathering spaces proposed in the CMP support smaller groups or occasional use, such as residential courtyards, plazas proposed near building entries, and restored woodlands areas.

Proposed open space framework ►





I-695 Baltimore Beltway

Sports Spine

 Paddocks

 Athletics & Wellness Plaza

 Restored Woodland

 New Outdoor Classroom

Outdoor Classroom

 Dining Plaza & Garden

 Restored Woodland Trails

 Accessible Entry

 Landscape & Plaza

 New Woodland Classroom

 Accessibility Improvements

 Student Life Pavilion

 Student Life Plaza

Goucher 'Campus Loop' Rd

Goucher 'Campus Loop' Rd

Goucher 'Campus Loop' Rd

Squires Rd

Southerly Ct

Fairmount Ave

Goucher Blvd

Southwick Dr

Scarlett Dr

Sustainable Landscapes

Significant landscape elements of Goucher's campus, including the woodlands and forest buffer ecological zones, contribute not only to Goucher's identity but also to the health of the regional ecology. The CMP proposes investing in these zones through concerted maintenance, specific interventions encouraging exploration and stewardship by the Goucher community, and investment in the long term health of these landscapes by engaging a campus ecologist. Concerted improvements to sustainable landscapes across campus are proposed through the preservation and restoration of the woodlands and forest buffer ecological zones, the cultivation of a campus plant palette that reflects indigeneity, and the inclusion of educational and wayfinding signage along improved connecting trails to and through the woodlands from the campus core and surrounding community, including the adjacent Edenwald senior living community.

Stormwater Zones

The CMP proposes regular maintenance and the restoration of stormwater management facilities throughout the campus, both to protect the fragile Chesapeake Bay watershed through management of heavy storm events and to encourage learning through informed investigation and access to these areas without artificial barriers such as fencing.

Proposed open space framework ►





I-695 Baltimore Beltway

Southwick Dr

Goucher 'Campus Loop' Rd

Goucher 'Campus Loop' Rd

Goucher 'Campus Loop' Rd

Squires Rd

Southerly Ct

Scarlett Dr

Edenwald Senior Living Community

Fairmount Ave

Goucher Blvd

Stormwater Zone

Inclusion Framework

Context

As stated in the Strategic Plan and the Community Principles available online, “Goucher College is a community of individuals ... who support one another even as we recognize our differences.” The CMP process engaged a variety of representatives from the Goucher community, and throughout many sessions accessibility and inclusion were central discussion topics concerning the proposed projects and implementation. To embed in the CMP the Goucher community commitments of respect, inclusion, communication, service and social justice, and responsibility, the process explored the relationship between topics, including but not limited to history and identity, accessibility and adaptation, safety, and inclusion. The process was guided by the Goucher College Diversity Statement.

Diversity Statement

“We at Goucher College are dedicated to social justice, diversity, and multiculturalism as fundamental components of our mission and ethos. We champion an inclusive community, embrace and respect different perspectives, and value diversity in all its forms and intersections, including ability, age, culture, ethnicity, gender identity and expression, nationality, race, religious and spiritual belief, sexual orientation, and socioeconomic status. Understanding that power, privilege, and other forces of inequality play a role in shaping our individual and collective experiences and identities, we are committed to productive dialogue and meaningful action in addressing our differences. We approach this ongoing work with courage, integrity, care, and respect.”

The Center for Race, Equity, and Identity (CREI) is intended to be a central part of how inclusion is experienced at Goucher College today. CREI, currently located in the Ungar Athenaeum, focuses on improving the experiences of and outcomes for all marginalized students. Throughout the CMP process, the Goucher community expressed a desire for CREI to be more visible and accessible to all. Accordingly, the CMP presents an opportunity for CREI to relocate to the heart of the campus in the new Student Engagement Center, so more of the Goucher community can experience transformation through “community building, education, engagement, and the exploration of identities.”

Goucher College Class of 2023 ►





The Hallowed Ground Project

Goucher College, which was founded in 1885, after slavery was abolished in the United States, purchased the land in Towson in 1921. Prior to Goucher's existence, the Hampton estate belonged to former Maryland Gov. Charles Carnan Ridgely, who bequeathed part of it to his daughter, Harriet Ridgely Chew, and his new son-in-law, Henry B. Chew, when he died in 1829. Ridgely also bequeathed some 20 enslaved men, women, and children to the Chews. In 1921, descendants in the Chew family sold 421 acres of their land to Goucher College. Before the sale, the Chew family inserted a clause in the deed of sale that stipulated, "no part of said land or premises shall ever be leased, sold, transferred to or occupied by any person of the African Race."

Additional information regarding the ongoing project is available in the Appendix and online.

Accessibility







Throughout the campus, there is a need for consistent accessible routes to complete Goucher's accessible network. Gaps and inconsistencies in the accessibility features that exist today cause frustration and unequal experiences for sectors of the Goucher community. Specifically, the lack of an accessible infrastructure forces wheelchair users to use inconvenient, difficult to navigate, and circuitous routes. However, mobility barriers are not the only physical features discussed in the CMP. In the CMP survey and engagements, the Goucher community also expressed barriers to experiencing the campus environment, including but not limited to chronic health conditions and sensory-related barriers. Existing on-campus resources related to accessibility and accommodation include the following:

- > Office of Accessibility Services
- > Counseling Center
- > CREI



Accessibility analysis ►



-  Accessible door (Power operated)
-  Accessible door (Manually operated)
-  Accessible Parking
-  Non-accessible Entry
-  Accessible Route
-  Identified Grade and Route Conflict

Safety

Campus lighting and the contribution it plays in creating a safely navigable public realm is a key consideration in overall campus safety, in addition to access and security considerations. Throughout and following the CMP process, Campus Operations is auditing light levels around campus and developing recommendations for investment in path lighting and additional emergency blue-light phone locations. CMP engagements indicated that among all campus buildings, residential buildings and buildings in the campus core with small, well-lit clusters of open space are generally considered safer. Additionally, controlled OneCard-supported access to residential halls increases the feeling of safety but can make student interaction more difficult, indicating a desire for shared or broader access to some gathering spaces. Similarly, Van Meter Hall at the west end of Van Meter Highway and most student-life buildings along the center of Van Meter Highway, including the Ungar Athenaeum and Mary Fisher Dining Center, are considered safe.

In general, buildings further from the campus core, especially those with poorly lit outdoor spaces far from other gathering spaces, and in particular the unused Stimson Hall site, are considered unsafe. Similarly, in CMP surveys and engagements, a correlation exists between the buildings that require maintenance and those that are considered unsafe. Similarly, community members, especially students, often indirectly referenced accessibility and safety concerns when indicating buildings and areas with outstanding maintenance needs. Overall, consistency in experience across campus is desired and recommended. Existing on-campus resources include the following:

- > Office of Campus Safety
- > e2Campus Emergency Notification System, sending text message alerts about emergencies and campus closings
- > CampusShield app for students to access GopherHelp

Light location analysis ►

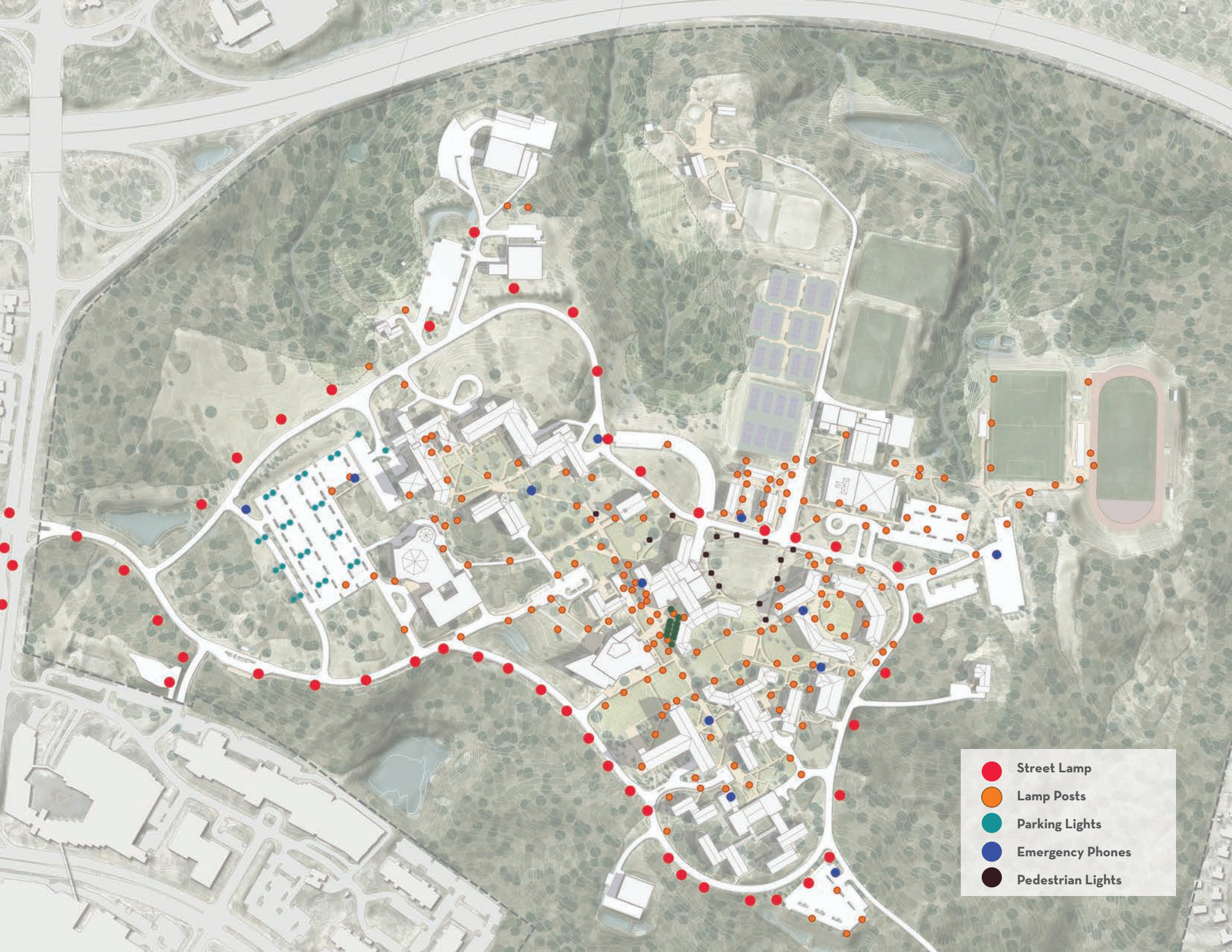


▲ MyCampus engagement (not accessible, not safe)



▲ MyCampus engagement (safe)





- Street Lamp
- Lamp Posts
- Parking Lights
- Emergency Phones
- Pedestrian Lights

Proposed Inclusion Framework

The CMP builds upon the opportunities outlined in the strategic plan and proposes investment in “initiatives designed to foster a climate of inclusion and confront the legacies of racism, antisemitism, and sexism.” These are the commitments to the Goucher community, “Our People,” to becoming an inclusive institution that attracts and retains a highly qualified and diverse faculty and staff.

The CMP proposes beginning with holistic accessibility planning and upgrades, including the development of accessible design standards for internal and consultant use in renovation and new construction projects and an accessibility map for campus to be shared with new Goucher community members. Pairing these initiatives with the prioritization and implementation of proposed CMP projects will enable Goucher to close gaps in the accessibility network and to identify opportunities for incremental upgrades as maintenance projects are completed. Several proposed projects focus on arrival points to buildings in the campus core and universally accessible access through main campus corridors. The CMP proposes investment in identifying and creating mobility amenity and access zones to coordinate with partner projects such as the Towson Loop expansion, which is further detailed in the mobility section of this document.

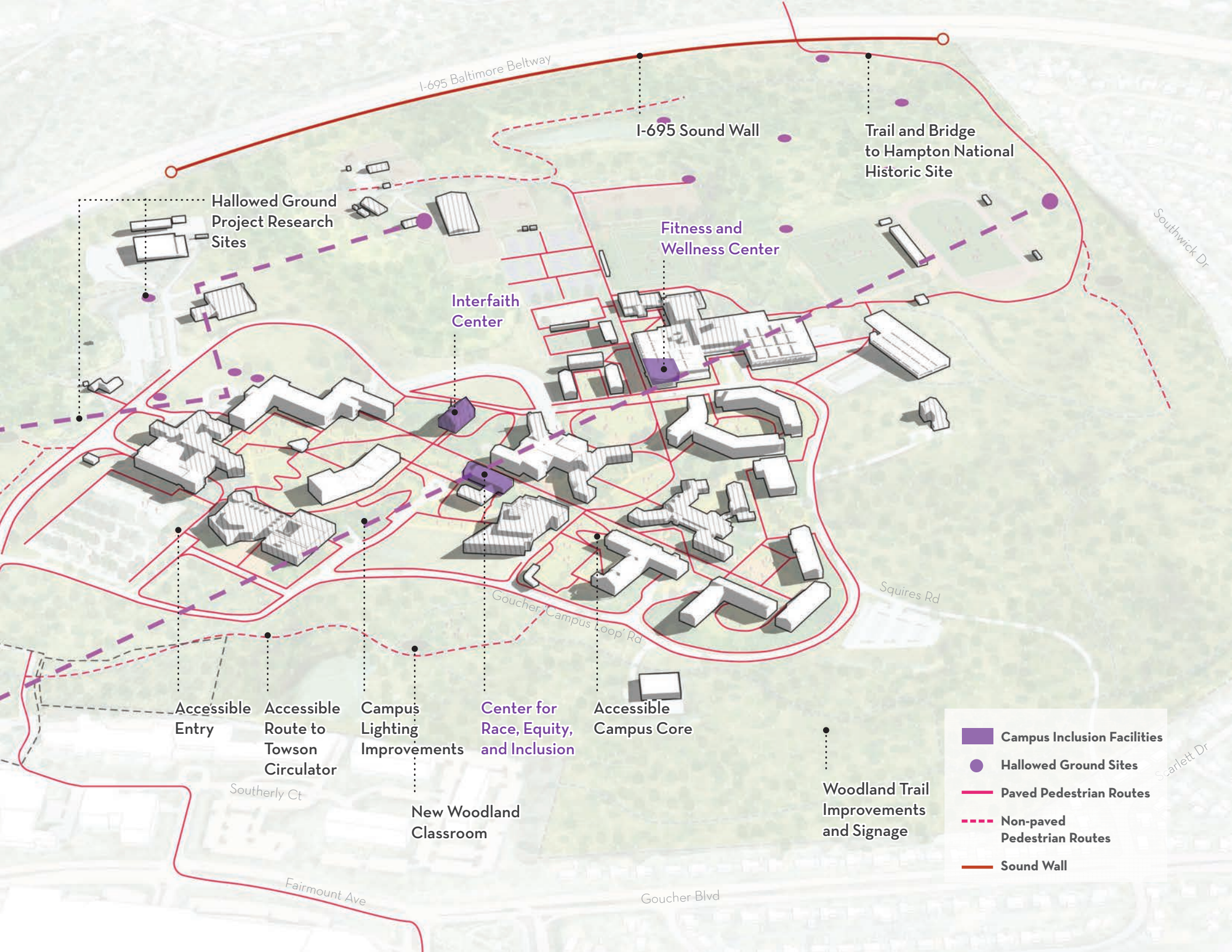
Concurrent with and supporting the development of accessibility design standards, the CMP proposes the development of holistic design standards that diversify the building material, landscape, site, and plant palettes with the goal of promoting and

celebrating the diverse identities of the Goucher community while maintaining consistent accessible elements. Focus areas described in the CMP include the creation of an art walk celebrating the number of pieces across campus as well as potential additions to the collection representing a broad range of artist backgrounds and locations for murals to support identity expression.

Finally, the CMP recommends elevating and learning from successful initiatives already in place at Goucher College. CREI would relocate to the proposed Student Engagement Center at the heart of campus along Van Meter Highway, with sufficient space for expansion and proximity to other dedicated student spaces. While CREI is a successful place for students to grow and learn, faculty and staff at Goucher have limited common space. The CMP proposes setting aside space for faculty and staff learning and gathering in a model echoing that of CREI. Similarly, the CMP recommends taking guidance from the research team and the descendant families identified as part of the ongoing Hallowed Ground Project to define signage and other memorials to commemorate the history of the land prior to Goucher College relocating to Towson. The CMP also proposes a connection to the Hampton National Historic Site to the north of Interstate 695 via a woodland trail in coordination with the Hallowed Ground Project.

Inclusion framework ►





I-695 Baltimore Beltway

I-695 Sound Wall

Trail and Bridge to Hampton National Historic Site

Hallowed Ground Project Research Sites

Fitness and Wellness Center

Interfaith Center

Accessible Entry

Accessible Route to Towson Circulator

Campus Lighting Improvements

Center for Race, Equity, and Inclusion

Accessible Campus Core

Woodland Trail Improvements and Signage

New Woodland Classroom

Southerly Ct

Fairmount Ave

Goucher Campus Loop Rd

Squires Rd

Goucher Blvd

Southwick Dr

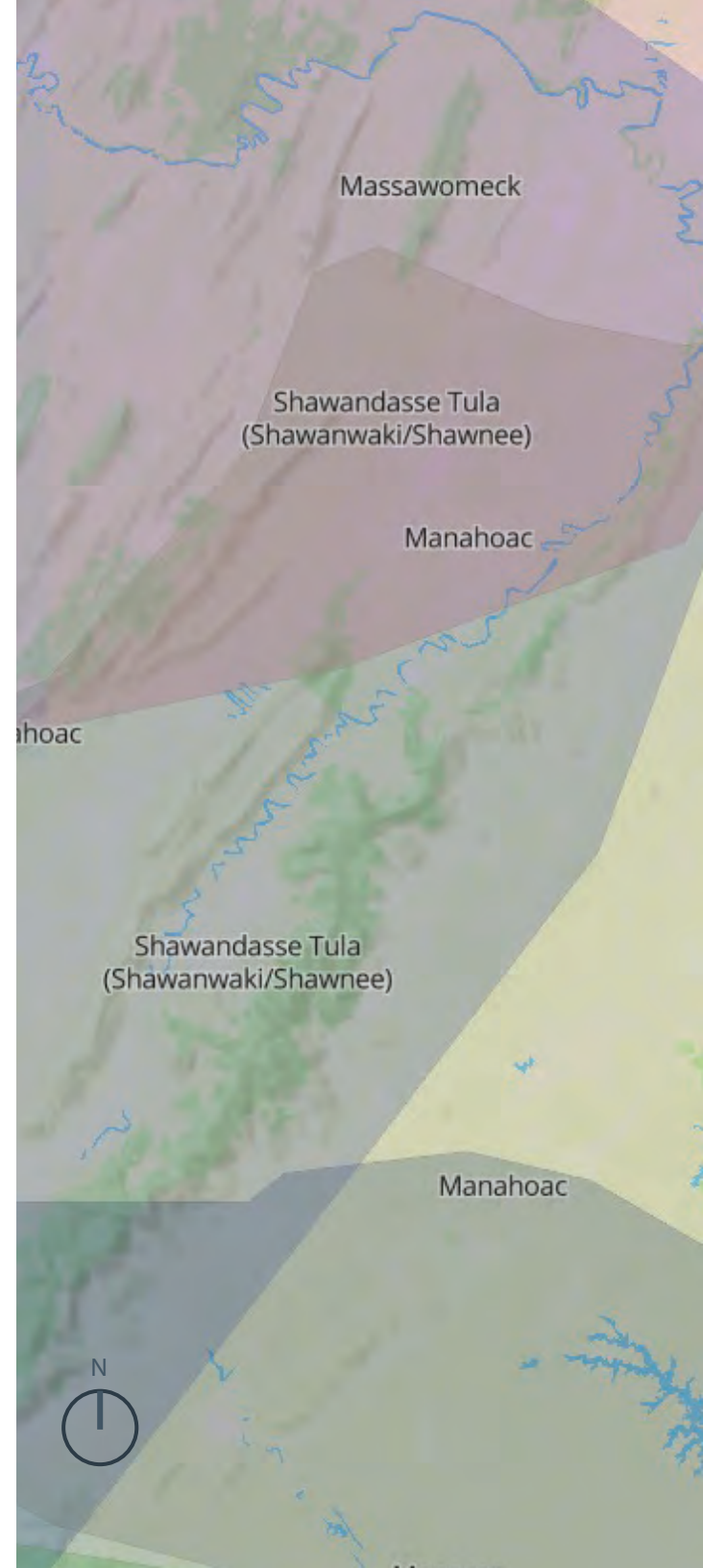
Scarlett Dr

- Campus Inclusion Facilities
- Hallowed Ground Sites
- Paved Pedestrian Routes
- Non-paved Pedestrian Routes
- Sound Wall

Indigenous Land Acknowledgment

The CMP process established that Goucher College will undertake indigenous land acknowledgment research and develop plans for subsequent action in a method referencing that which is developed and underway for the Hallowed Ground Project. According to the publicly accessible website, native-land.ca, Goucher College operates on the ancestral territories of the Piscataway Conoy Tribe, Iroquoian-speaking Susquehannock peoples, and Cedarville Band, Wild Turkey Clan, of the Piscataway Conoy Nation.

Indigenous Lands, source: <https://native-land.ca/> ▶





Goucher College

Tockwogh

Piscataway

Piscataway

Ozinie

Susquehannock

Nacotchtank
(Anacostan)

Doeg

Nacotchtank
(Anacostan)

Patuxent

Matapeake

Choptank

Doeg

Patuxent

Choptico

Lenapehoking
(Lenni-Lenape)

Transquaking

Choptico

Piscataway

Wicomico

Assateague

Patawomeck

Cuttatawomen

Nentego (Nanticoke)

Pocomoke

Manokin

Pocomoke

Nandtaughtacund

Pissaseck

Onawmanient

Annemessex

Mattaponi

Rappahannock

Sekakawon

Chincoteague

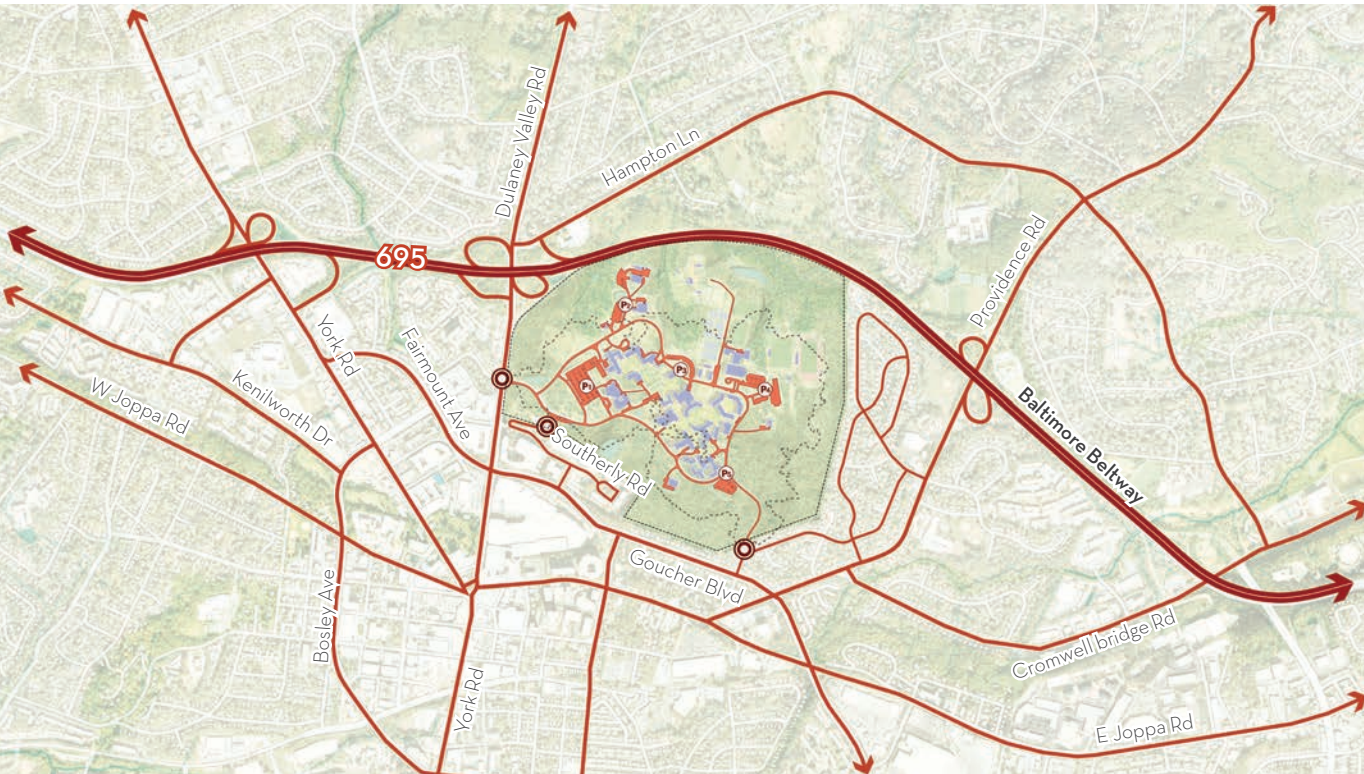
Mobility Framework

Context

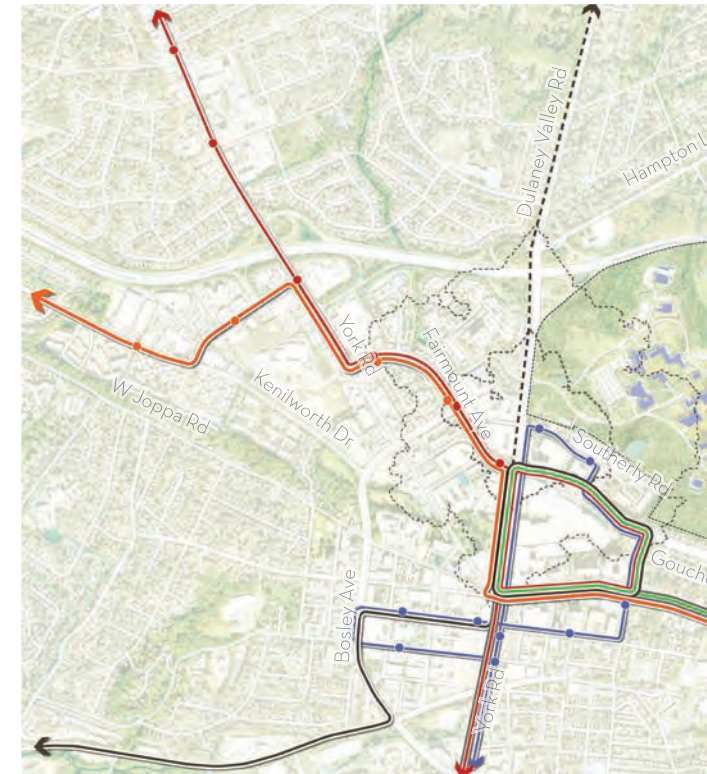
Situated in Towson, an unincorporated community in Baltimore County, Goucher College, which was once surrounded by rural farmland, is now easily accessible by vehicle. Vehicular access to campus is provided by way of the Baltimore Beltway (Interstate 695), Dulaney Valley Road, and Fairmount Avenue (Goucher Boulevard). Transit and bicycle infrastructure continues to improve in the Towson area, with additional investments from Baltimore

County in the Baltimore County Circulator (the Loop) and with regional improvements in streets inspired by the Baltimore Complete Streets Manual, completed in March 2021. Currently, transit access is located along Southerly Road and Fairmount Avenue, within a 10- to 15-minute walking travel time from the campus core. The bike network is part of a largely shared street system within Towson that occasionally has dedicated bike lanes. A major

regional connector, the Towson Bike Beltway connects Goucher College to Towson University and many of the surrounding neighborhoods.



▲ Regional vehicular circulation



▲ Regional transit

Regional Vehicular Circulation

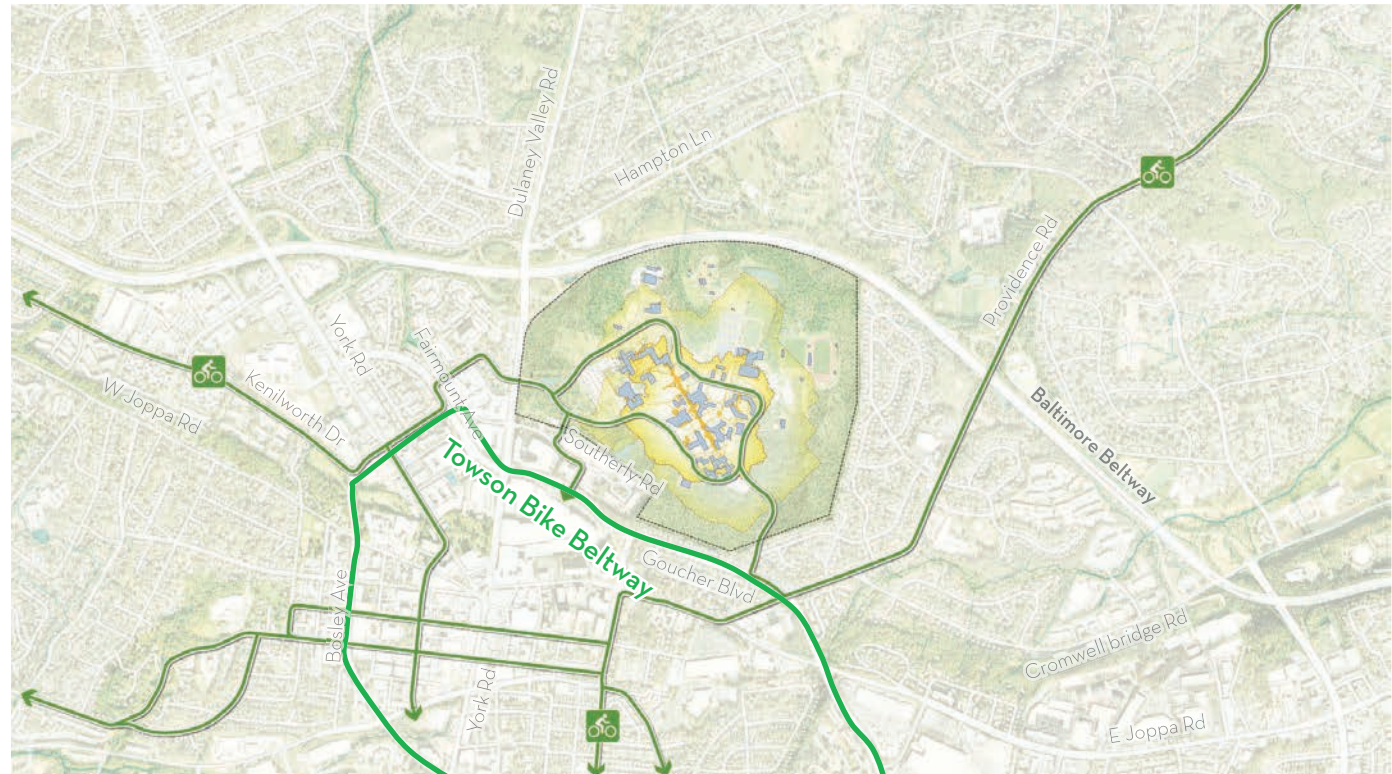
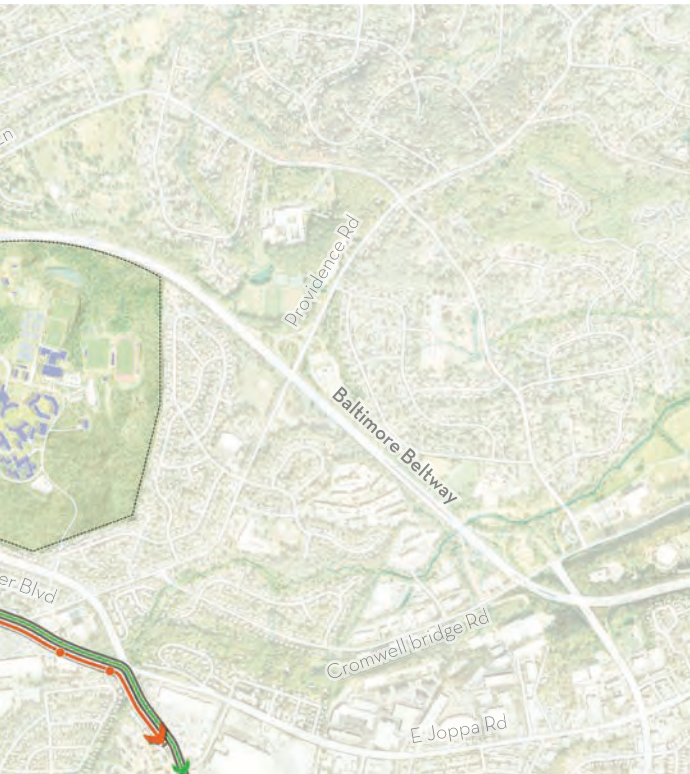
- █ Expressway
- █ Arterials
- █ Access Roads
- █ Campus Road
- █ Parking Accessibility
- 5-minute Walk

Regional Transit

- █ City Red Link
- █ City Green Link
- █ Local Bus Link
- █ Purple Loop
- █ Orange Loop
- 5-minute Walk

Regional Bike Circulation

- █ Type: Path Commonly Used by Cyclists
- 5- and 10-minute Isochrone



▲ Regional bike circulation

As referenced in the Open Space Framework section of this document, campus edges, the entry sequence, and on-campus organization of roadways and circulation has a planning and design legacy that began in 1938 with the original campus plan by Moore and Hutchins. The CMP process identified a desire to improve transit, bike, and non-motorized mobility options through on-campus investments and coordination with future regional planning and implementation efforts. Similarly, by simplifying vehicular circulation routes and rationalizing parking options to meet the needs of the Goucher community and visitors, it is possible to improve the on-campus experience for all without sacrificing convenience. Throughout the CMP process, the Goucher community specifically emphasized a desire for continuous, wider sidewalks along Goucher Road, easy access to regional transit, and adherence to parking ratio best practices and peer benchmarks.

On the 287-wooded acres of campus today, ample parking exists for the Goucher community, bike circulation occurs along shared streets and shared paths within the campus core, and Van Meter Highway is a significant pedestrian corridor that connects the academic core to the residential areas of the campus. Throughout campus, bike infrastructure includes racks, pumps, and storage for campus users. A main feature of the campus experience, the Goucher College woodland trails offer a two-and-a-half-mile loop along the wooded periphery. While individuals can experience the campus core within an averaged 10-minute walk, accessibility barriers increase difficulty in circulation and a lack of consistent signage and trail upkeep limit the interaction with the woodland trails, particularly for students. Quantitative usage data was not collected as part of the CMP process.

MyCampus engagement (Drive + Pedestrian) ►

	Location	Student FTE
Lewis & Clark College	Urban Periphery	3,201
Loyola University Maryland	Urban	5,099
Colgate University	Rural	2,870
Goucher College Existing	Urban Periphery	1,114
Goucher College Proposed	Urban Periphery	2,000

▲ Parking ratio comparison





— Drive Path
— Pedestrian Path

Proposed Mobility Framework

The CMP proposes a simplified understanding of campus land use that is clear and understandable for the Goucher campus community and visitors alike. The land use components define a progression around campus. At the center are the clear and accessible main connecting pathways between each district. Beyond the main districts is the campus loop road, which facilitates vehicular circulation and rapid accessible access to entry points for each district. Furthest out from the core are the support facilities and the woodlands with connection points to the surrounding community. The land use and route to an adjacent land use should be clear at each step in this progression.

Prioritize Non-vehicular Movement Within the Core

Within the campus core, as defined by the area within the campus loop road, the CMP proposes prioritizing non-vehicular movement consisting of pedestrians, bicycles, and those moving through other means. To encourage safe and efficient movements, clearly marked and dedicated drop-off zones and accessible parking spaces are located at specific areas along the campus loop road to align with universally accessible routes into and across the campus core. The CMP proposes implementing consistent guidelines for bicycle and pedestrian pathways and ensuring safe separation of routes as well as the accessibility and lighting improvements described in the Inclusion Framework section. Corresponding with the Land Use Framework section, the CMP proposes universally accessible and well-lit pathways to connect to well-lit, accessible building entries and to a proposed sidewalk network along the campus loop road.

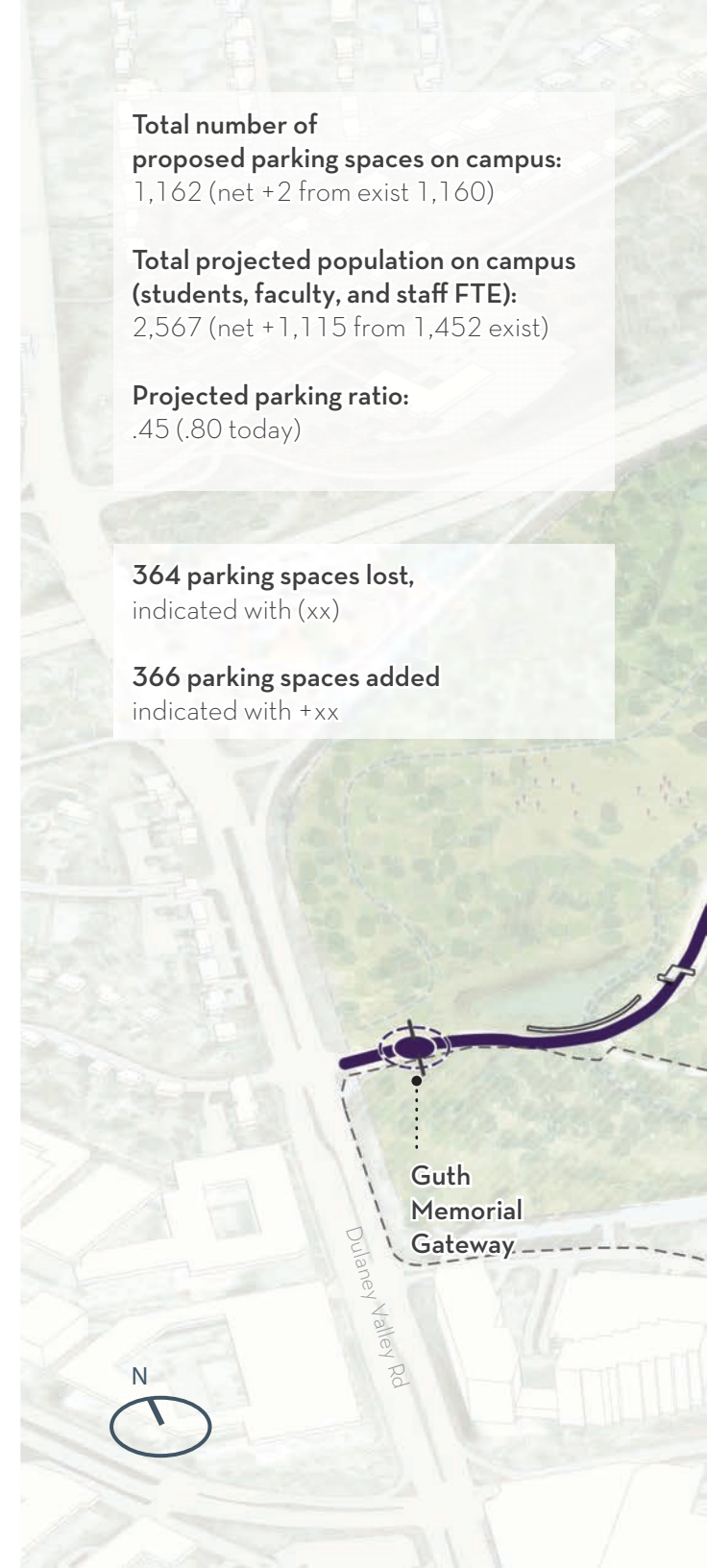
Total number of proposed parking spaces on campus:
1,162 (net +2 from exist 1,160)

Total projected population on campus (students, faculty, and staff FTE):
2,567 (net +1,115 from 1,452 exist)

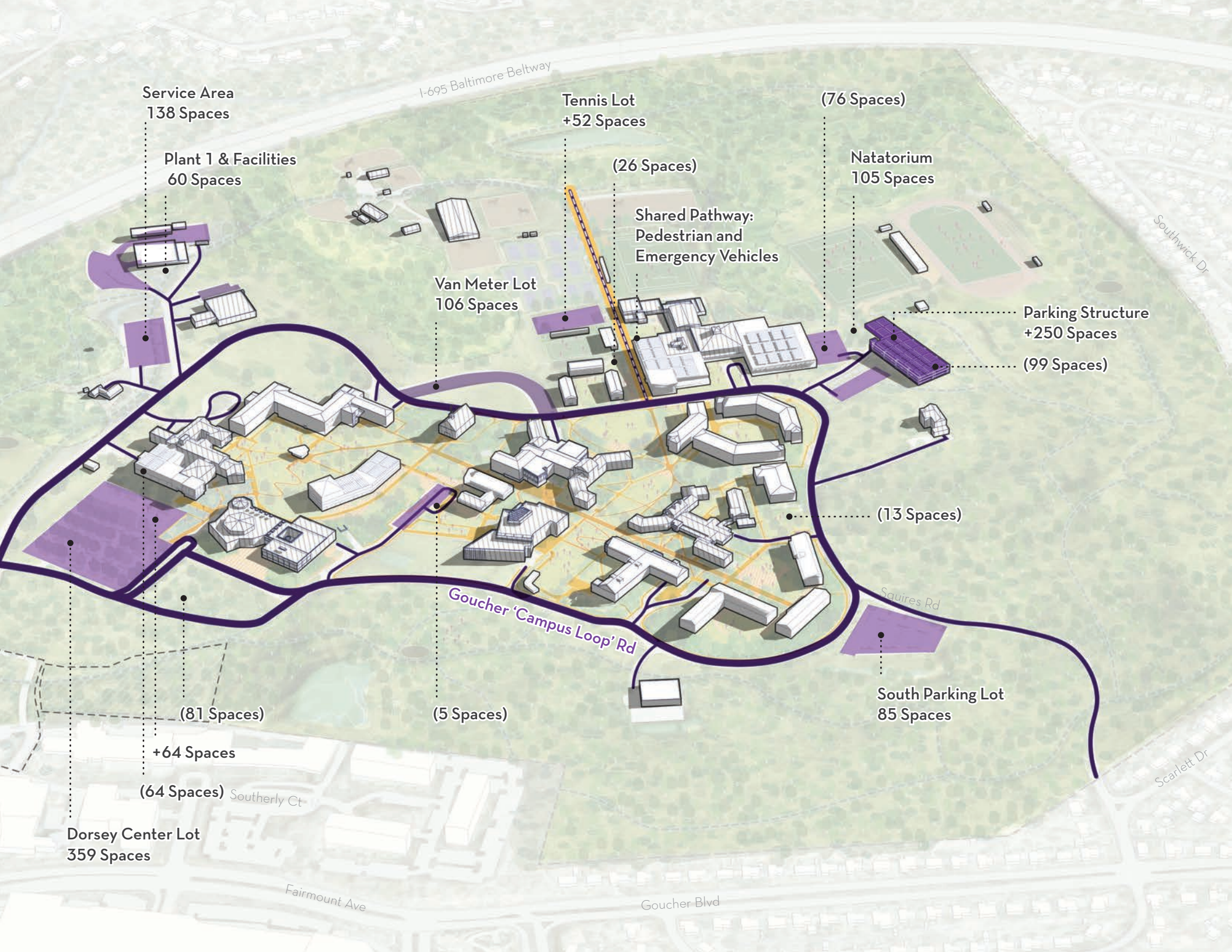
Projected parking ratio:
.45 (.80 today)

364 parking spaces lost,
indicated with (xx)

366 parking spaces added
indicated with +xx



Mobility framework ►



Service Area
138 Spaces

Plant 1 & Facilities
60 Spaces

Tennis Lot
+52 Spaces

(76 Spaces)

(26 Spaces)

Natorium
105 Spaces

Shared Pathway:
Pedestrian and
Emergency Vehicles

Van Meter Lot
106 Spaces

Parking Structure
+250 Spaces

(99 Spaces)

(13 Spaces)

Goucher 'Campus Loop' Rd

Squires Rd

(81 Spaces)

(5 Spaces)

South Parking Lot
85 Spaces

+64 Spaces

(64 Spaces) Southerly Ct

Dorsey Center Lot
359 Spaces

Fairmount Ave

Goucher Blvd

Scarlett Dr

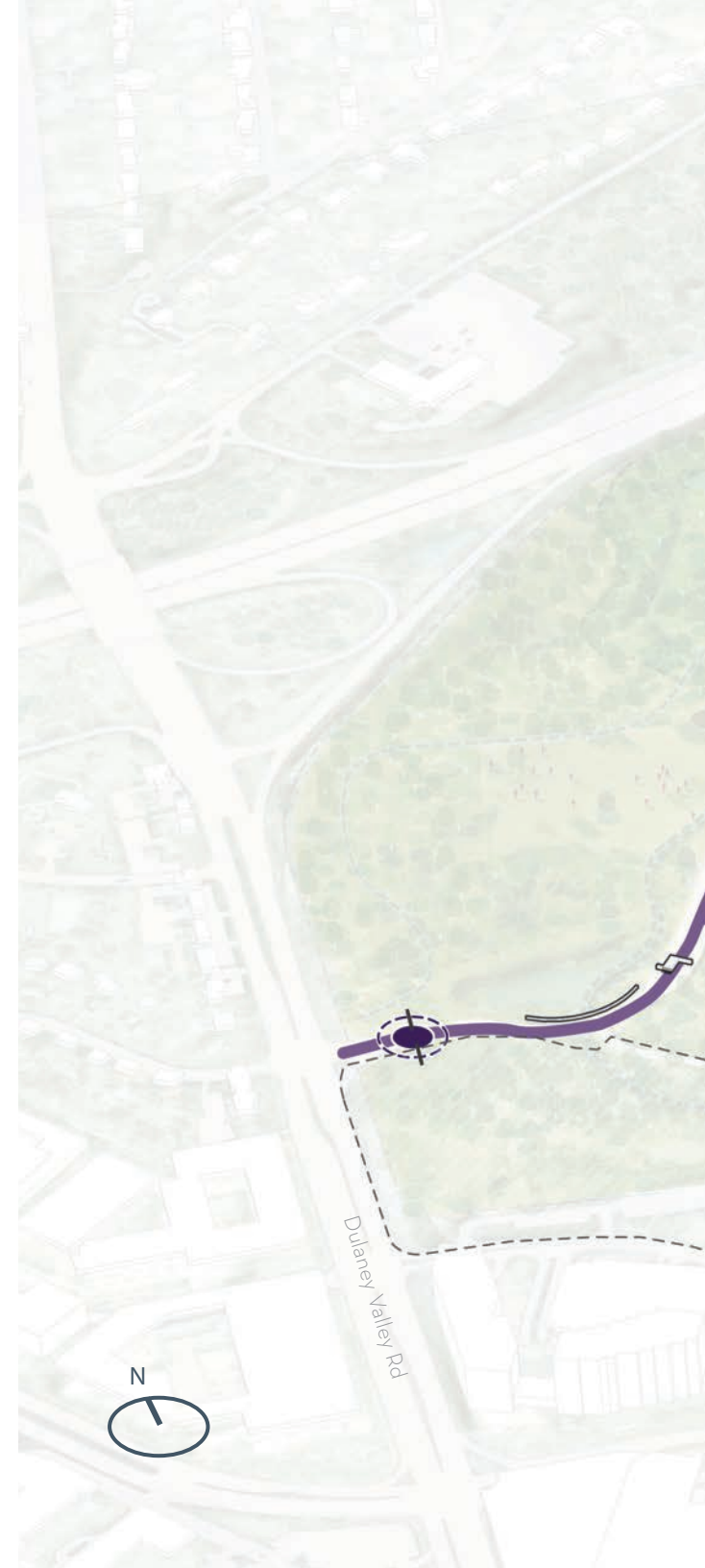
Southwick Dr

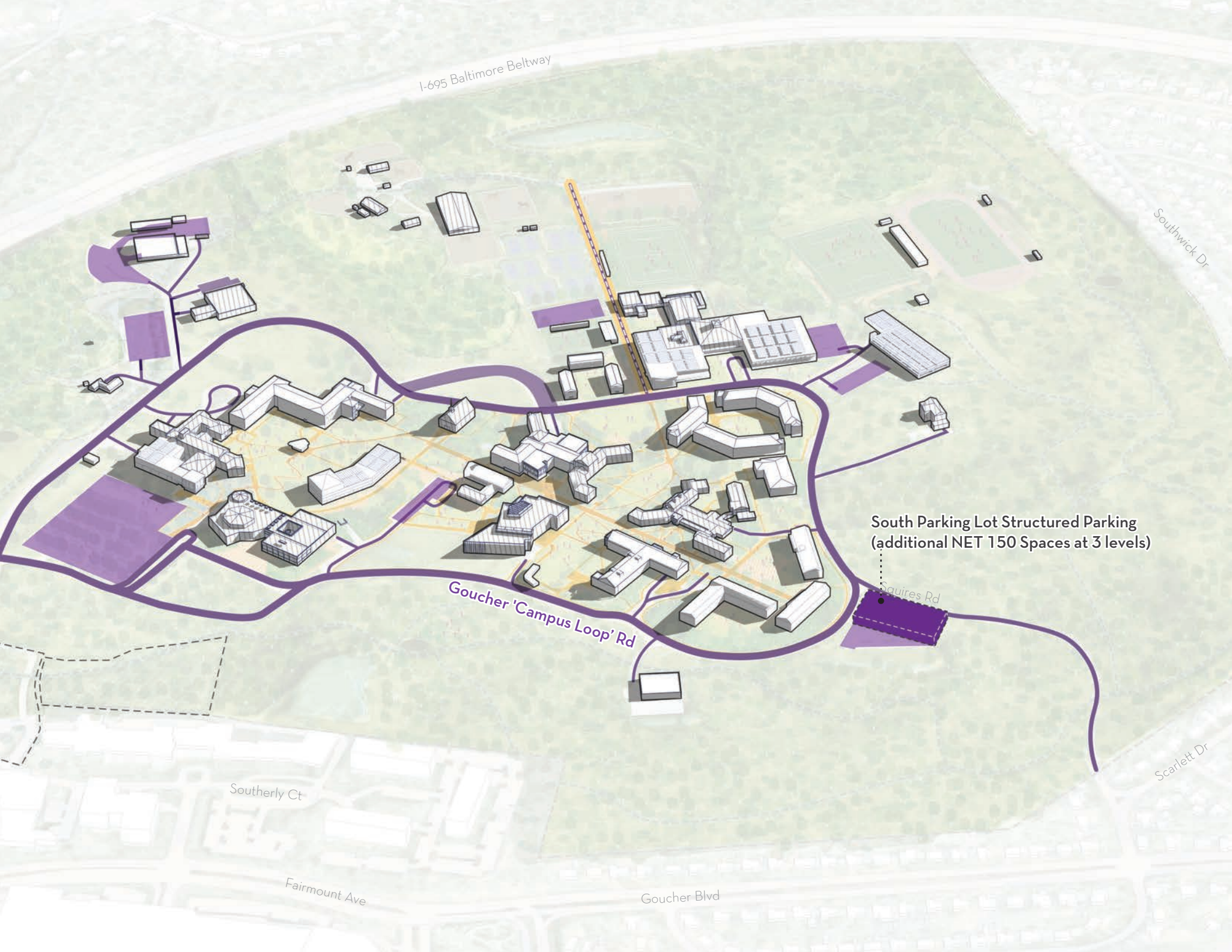
Promote Efficient Movement To, From, and Within Campus

The CMP proposes maintaining the main campus entry along Dulaney Valley Road and simplifying the entry sequence to position the proposed gatehouse so that visitors arriving to campus by car or bus proceed through a landscape buffer and arrive at the gatehouse prior to making a decision on which branch of the loop road to take further around campus. The proposed gatehouse serves as a wayfinding point for circulation at Goucher College, clearly delineating a clockwise route toward Heating and Cooling Plant #1, campus facilities, and the Sports and Recreation District, and a counterclockwise route toward the proposed drop off at Dorsey Center, the accessible entry to the academic quad, the new Interdisciplinary Arts Building, the Student Engagement Center, and residential facilities. The realignment of the entry sequence to the north provides an opportunity to create a non-vehicular pathway toward the proposed transit stop on Southerly Road, improving the transit access experience.

The CMP proposes a subtle realignment of campus parking to align with the goal of a simplified campus experience and a reduction in paved surfaces. Overall, the supply of parking is proposed to increase slightly while a significant portion of spaces are consolidated in a structured parking facility adjacent to the Sports and Recreation District to accommodate peak loads. Where parking is maintained near the entry and at key points along the campus loop road, accessible spaces should receive priority and integrate into universally accessible arrival plazas. Following this approach, the proposed drop-off plazas near Kraushaar Auditorium and the Interdisciplinary Arts Building are integrated into the arrival experience. To improve functionality and efficiency of vehicular circulation for the Goucher community and campus visitors, the CMP proposes investment in signage and wayfinding aligned with the four campus districts. Additionally, parking location, parking count, and parking usage data will be collected by Goucher College as planning and design efforts advance beyond the CMP to enable data-informed decision making.

Parking alternatives ►





I-695 Baltimore Beltway

Southwick Dr

South Parking Lot Structured Parking
(additional NET 150 Spaces at 3 levels)

Squires Rd

Goucher 'Campus Loop' Rd

Scarlett Dr

Southerly Ct

Fairmount Ave

Goucher Blvd

Infrastructure and Sustainability Framework

Context

In 1994, Goucher College invested in transitioning from individual heating and cooling systems to a centralized system. There are two cooling (chilled water) and heating (hot water) plants (north and south). The heating and cooling equipment in Plant #1 (north) was installed in 1994 and has reached the end of its service life. The replacement of units in Plant #1 should be included over the next five to 10 years. Plant #2 (south) was constructed in 2004. When operating together, the two plants are sufficient to provide heating and cooling for the existing buildings on campus.

The two plants are able to operate simultaneously to provide either heating or cooling but cannot provide both heating and cooling at the same time. This lack in functionality is due to the design of the First-Year Village building systems, completed in 2018, with dual temperature (two pipe) heating and cooling instead of four pipe heating and cooling. Consequently, the First-Year Village buildings can only be supplied with either heat or cooling at one time, increasing coordination and maintenance conflicts in the spring and fall months when decisions regarding providing heat or cooling must be balanced with fluctuating weather. The campus community and facilities staff expressed frustration that the plants cannot be used to the full extent of the flexibility for which they were initially designed.

The campus is supplied with electricity at two voltages from the main substation. The original supply is a 4,160 volt system, installed in the 1970s, which was supplemented by a 13,200 volt system, installed in the early 1980s. The majority of the original 4,160 volt oil switches and feeders were replaced in the 1990s. Overall, it was reported that the electrical supply functions well with some inconsistencies in inclement weather.

For additional information, please refer to Goucher Campus Master Plan (Utilities), completed by RMF as part of the CMP process.

Student-built hydroponic system growing lettuce to be sold to Bon Appetit and eaten on campus ►



Proposed Infrastructure and Sustainability Framework

Efficient Infrastructure

To support the development of facilities proposed in the CMP outside of the campus loop road, a green district is proposed. The green district is composed of buildings in the Sports and Recreation District that should be designed for individual heating and cooling systems that have sustainable designs, including but not limited to geothermal and heat pump technologies. Conversely, the CMP proposes that buildings located within the campus loop road connect to the central heating and cooling system; major investments are required to improve the efficiency of that system. As a result, the CMP proposes investment in efficient commercial equipment at the green district to achieve near-term sustainability goals.

Beyond the replacement of equipment in Heating and Cooling Plant #1, the CMP proposes updates to the central cooling systems, including adding chiller capacity to support future growth of the campus. No additional heating generation is required to support the proposed campus development. The CMP proposes further updates to the central heating and cooling systems to allow for the evaluation of green technologies such as geothermal. To make this evaluation possible, all buildings supplied by the central heating and cooling system must be designed at a heating supply temperature of 140°F. The CMP proposes the design of all renovation and new

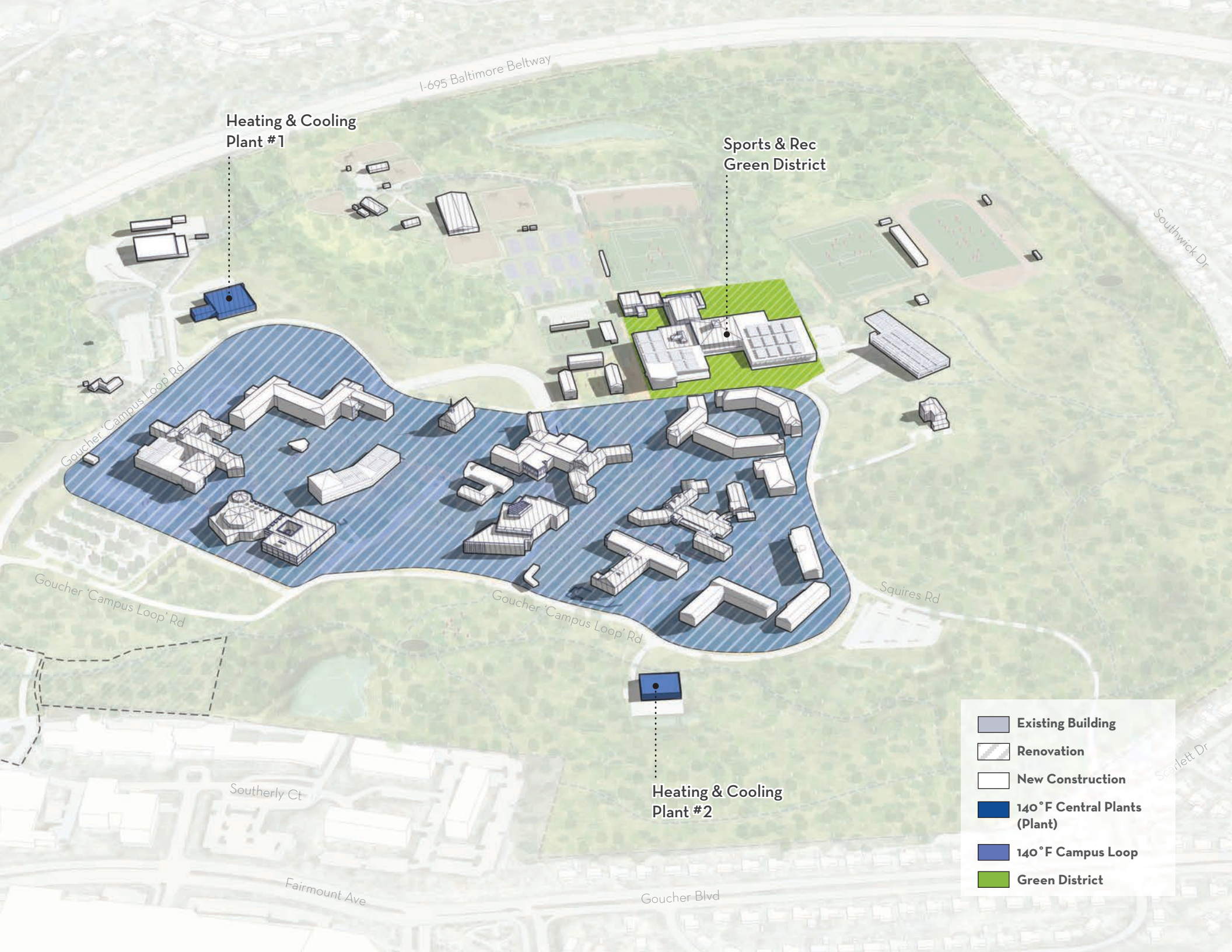
construction projects should meet this heating supply temperature, and, as funding becomes available, the renovation of the following existing buildings to transition the entire central heating and cooling system to 140°F to enable exploration of green technologies.

- > Julia Rogers Building
- > Van Meter Hall
- > Mary Fisher Hall (Partial)
- > Ungar Athenaeum
- > First-Year Village
- > Sondheim House
- > Welsh Hall

While this process would entail significant investment, the heating and cooling plants would require significantly less energy to operate at 140°F as opposed to the current 180°F. Furthermore, it is possible to complete these upgrades incrementally and to reevaluate the entire system at multiple points in the future. Converting to a 140°F heating supply temperature is the natural progression from the current infrastructure system. As a holistic upgrade, it is the most expensive yet provides the biggest carbon reduction.

Infrastructure framework ►











Heating & Cooling
Plant #1

Sports & Rec
Green District

Heating & Cooling
Plant #2

-  Existing Building
-  Renovation
-  New Construction
-  140°F Central Plants (Plant)
-  140°F Campus Loop
-  Green District

Sustainable Campus Environment

Throughout CMP engagements, it was reinforced that sustainability is a central piece of the Goucher College experience. From the woodland buffer to student-built gardens and environmental sustainability learning requirements, the desire to go beyond Goucher's existing Silver STARS rating from the Association for the Advancement of Sustainability in Higher Education (AASHE) is evident. The CMP proposes embedding sustainability in the main physical components of campus, while the Sustainability Strategies section of the report goes into greater detail regarding how Goucher will be recognized as a comprehensive leader in sustainability and resilience through the prioritization and implementation of additional visionary and tangible strategies. Across campus, the CMP proposes that sustainability is a consideration in each of the following categories that complement and help achieve Goucher's sustainability goals and priorities.

- > Buildings
- > Landscape
- > Mobility
- > Infrastructure

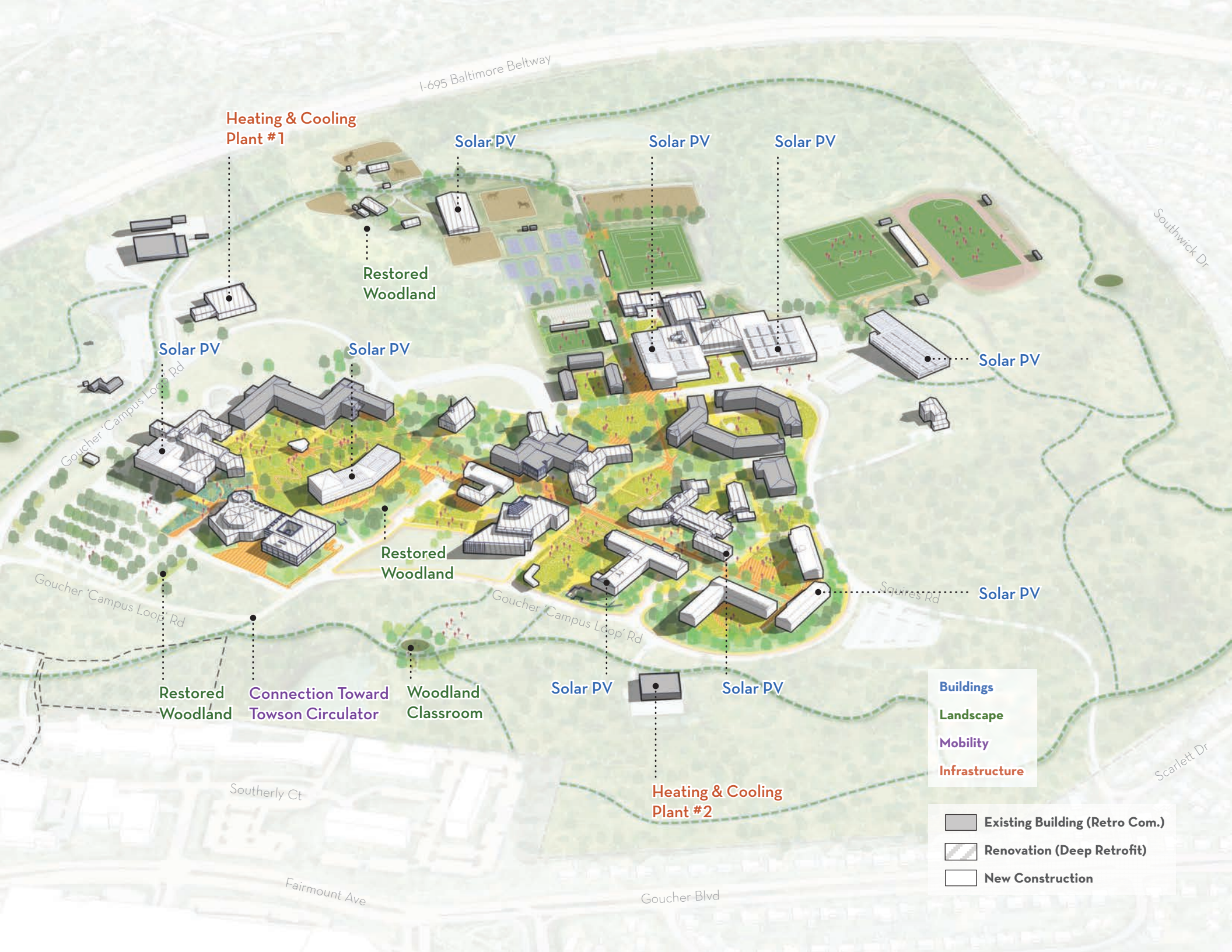
The CMP proposes significant renovations in several buildings as well as retro-commissioning—a lower-cost, baseline investment that includes adding sensors, energy recovery, demand control, updated lighting, and the like. Retro-commissioning is expected to produce efficiency gains in the range of 5 to 10 percent.

For buildings where significant renovations are proposed, deep energy retrofits should be undertaken concurrently. Deep energy retrofits are more costly and typically include investment in building elements and systems, including but not limited to insulation, windows, and variable air volume (VAV) systems or heat pumps. Coupled with long-term investments in upgrading the entire campus heating system to run at a lower temperature of 140°F, these deep energy retrofits can be expected to return 30 to 50 percent efficiency gains.

Similarly, design of all buildings, including both new construction and renovation, should accommodate a campus heating system running at 140°F. Additional physical strategies that can be applied holistically are the investment in solar photovoltaic (PV) arrays when undertaking roof repairs and other more maintenance-intensive strategies, which are detailed in the Sustainability Strategies section of this document. Sustainability strategies are cross-cutting throughout the CMP recommendations, and detail is also included in preceding sections and the Sustainability Strategies sections regarding proposed investments in landscape restoration, multimodal mobility, and upgraded infrastructure.

Proposed axonometric plan looking north with select sustainability strategies illustrated ►





I-695 Baltimore Beltway

Heating & Cooling Plant #1

Solar PV

Solar PV

Solar PV

Restored Woodland

Solar PV

Solar PV

Solar PV

Goucher 'Campus Loop' Rd

Restored Woodland

Solar PV

Goucher 'Campus Loop' Rd

Goucher 'Campus Loop' Rd

Squires Rd

Restored Woodland

Connection Toward Towson Circulator

Woodland Classroom

Solar PV

Solar PV

Buildings

Landscape

Mobility

Infrastructure

-  Existing Building (Retro Com.)
-  Renovation (Deep Retrofit)
-  New Construction

Heating & Cooling Plant #2

Southerly Ct

Fairmount Ave

Goucher Blvd

Southwick Dr

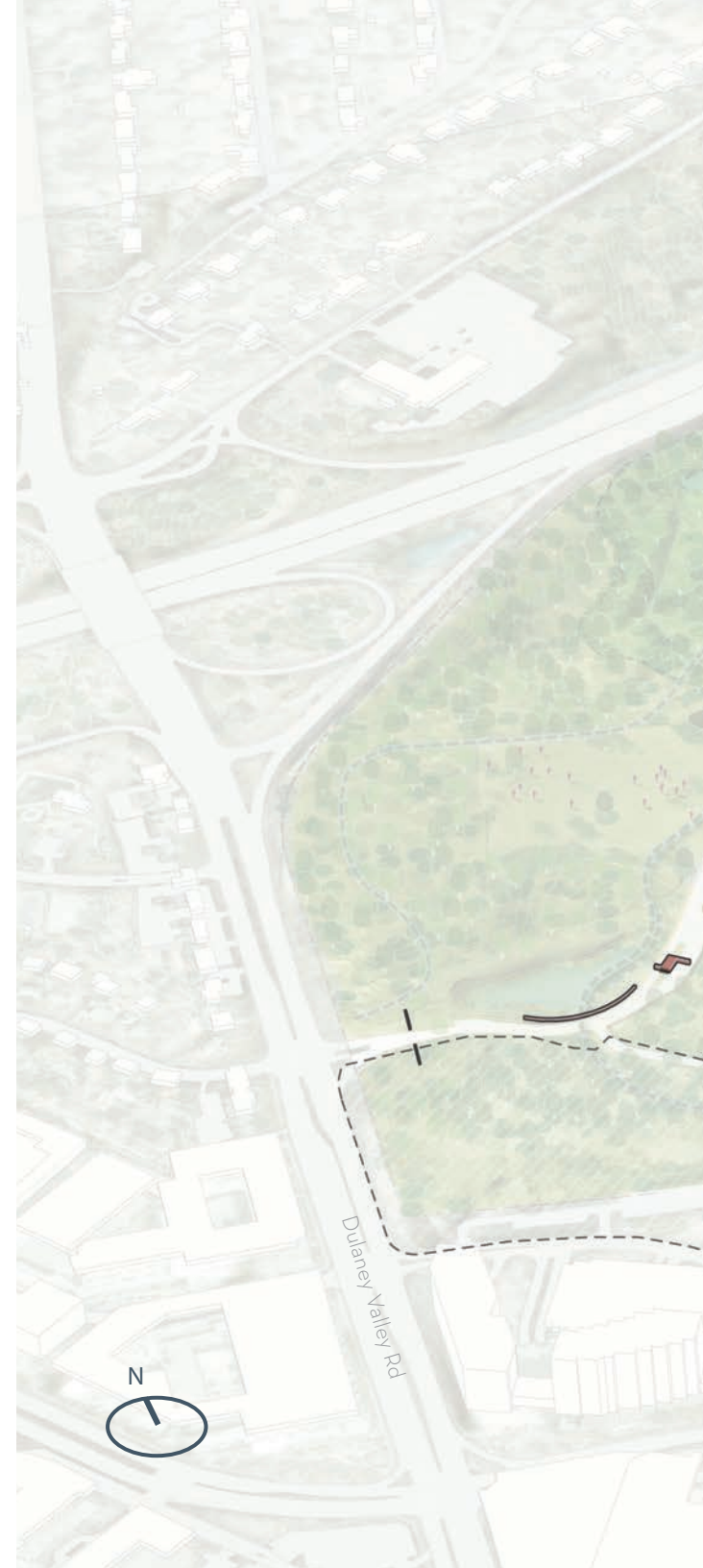
Scarlett Dr

CAMPUS DISTRICTS

Districts

As established in the Planning Foundation section, Goucher College's campus is divided into four primary districts: the Academic District, Campus Core, Residential District, and Sports and Recreation District. The following section describes the proposed recommendations for each of these districts.

Illustrative campus districts, including, counterclockwise from southwest to northwest, the Academic District, Campus Core, Residential District, and Sports and Recreation District, as well as Campus Operations.



I-695 Baltimore Beltway

Sports and Recreation District

Campus Operations

Southwick Dr

Academic District

Campus Core

Residential District

Squires Rd

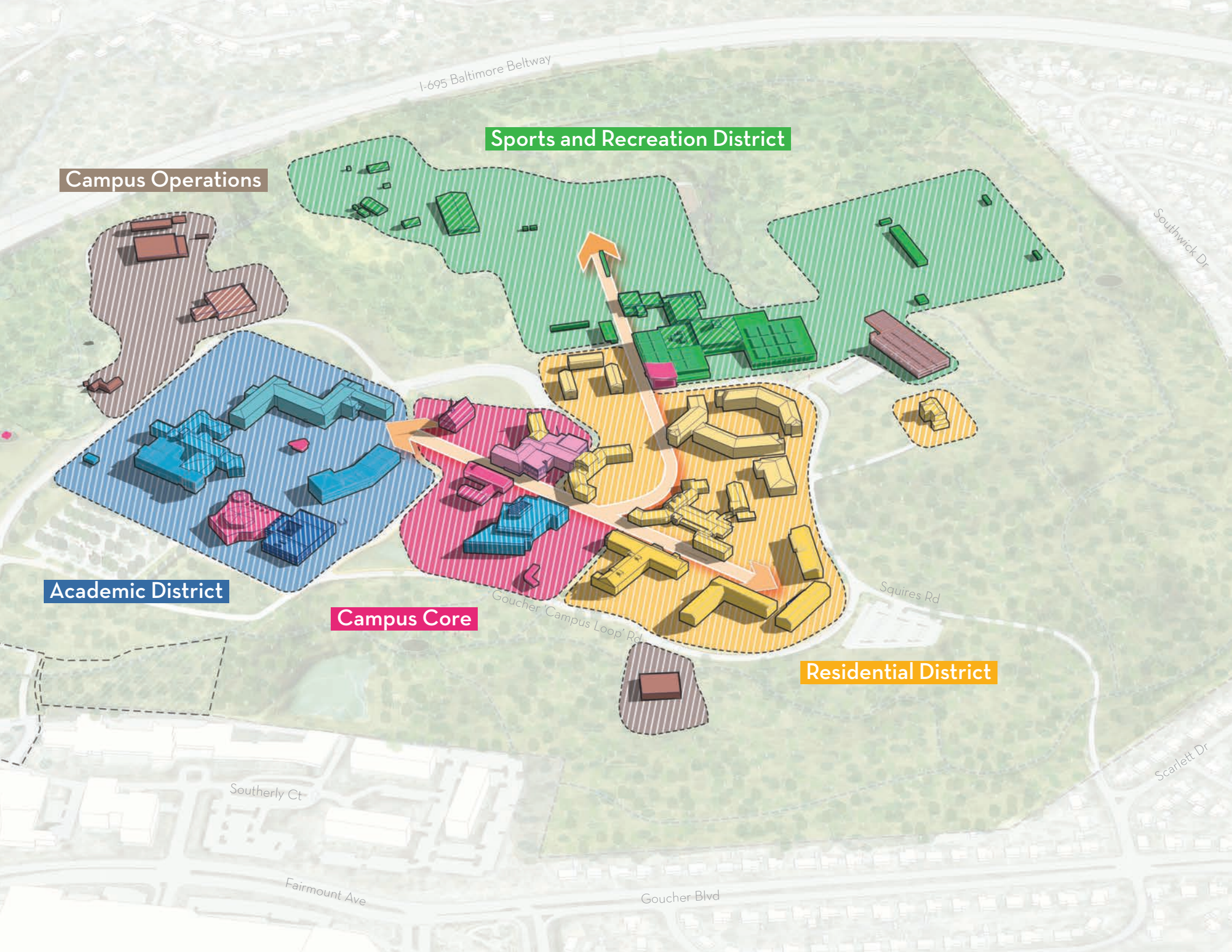
Goucher 'Campus Loop' Rd

Scarlett Dr

Southerly Ct

Fairmount Ave

Goucher Blvd

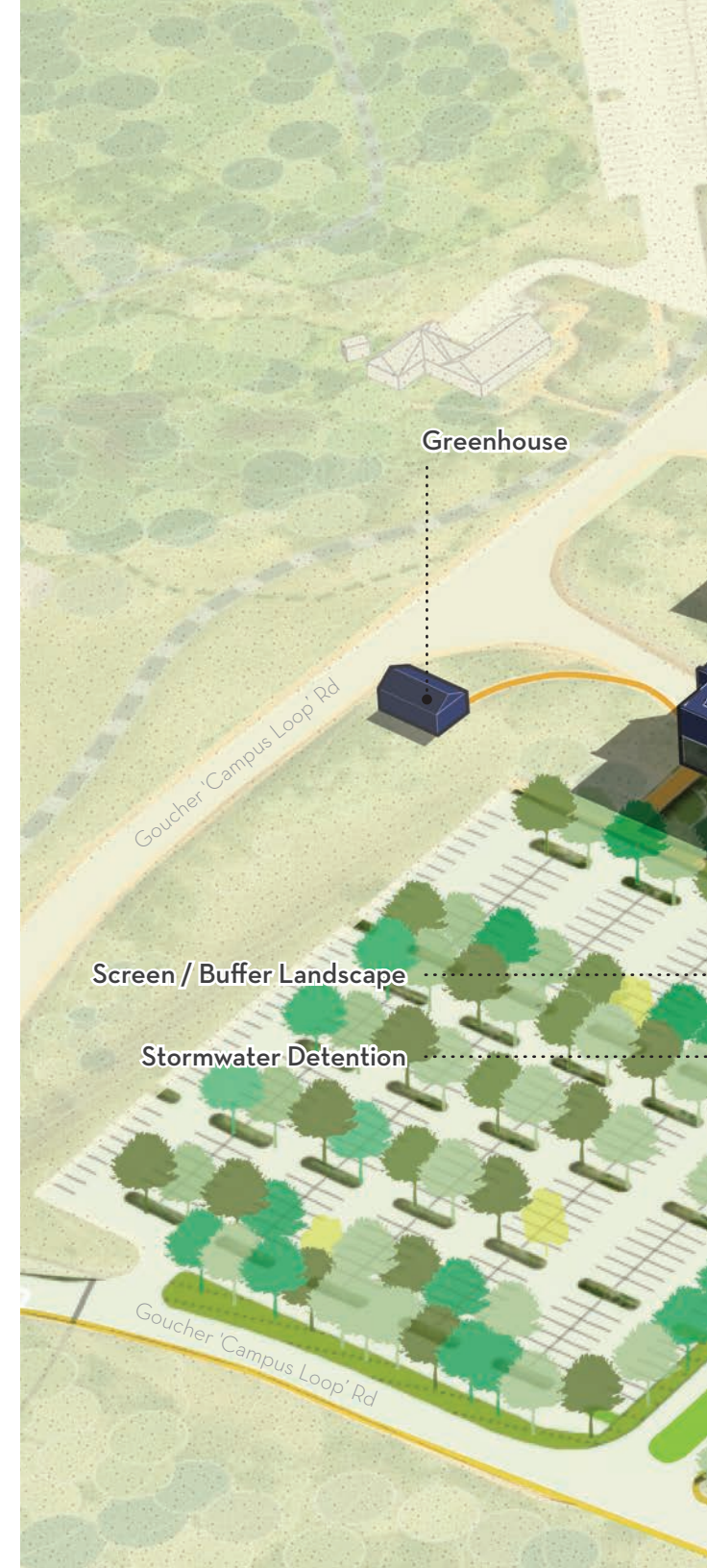


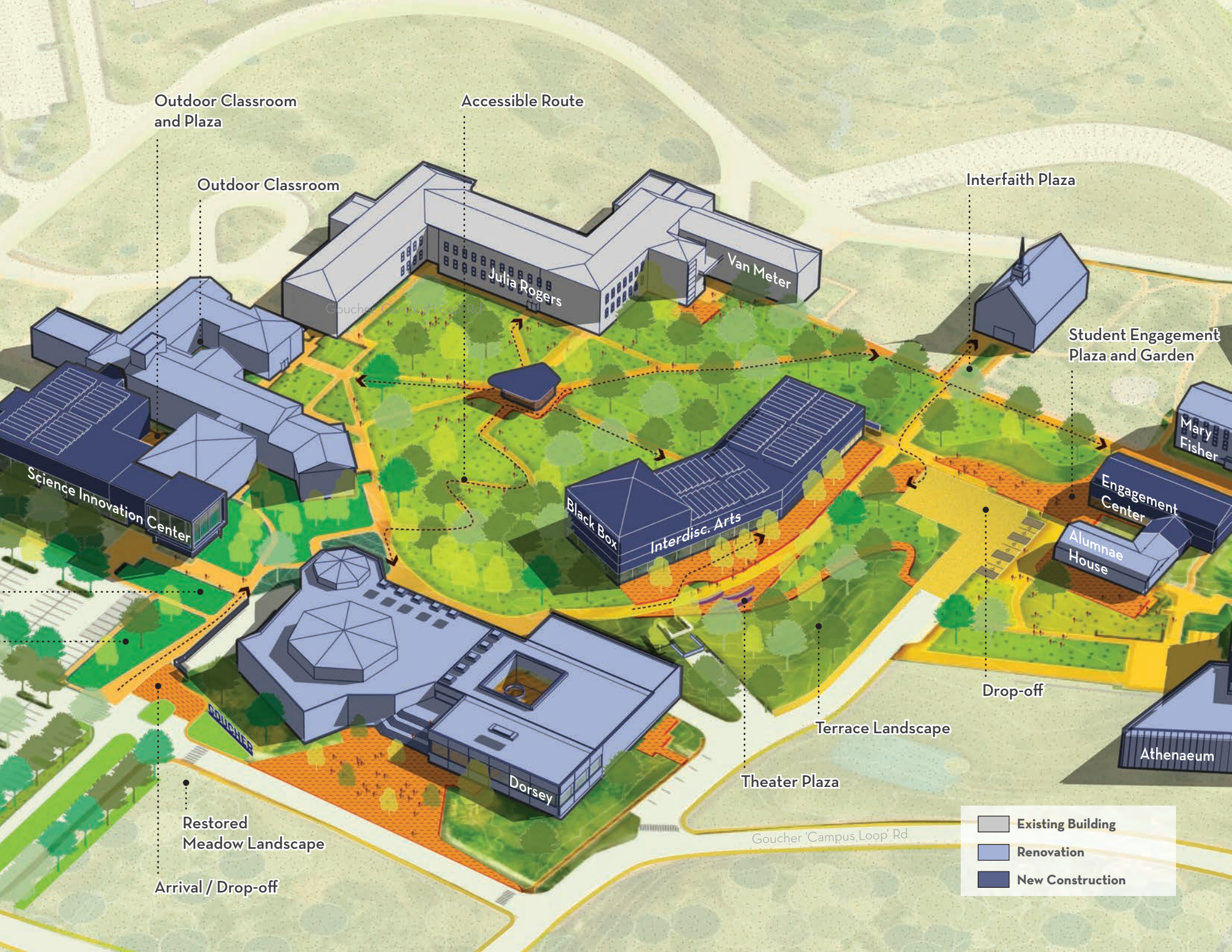
Academic District

Context

The Academic District, composed of the westernmost portion of the campus inside the campus loop road, serves not only as the administrative and instructional hub of the Goucher College campus but also as the main entry point for most visitors to campus. Consequently, the proposed CMP projects for the Academic District described in this section take into consideration the function of the district both for the Goucher campus community and as a front door for the campus itself.

To provide the Goucher College administration flexibility in customizing programs to meet the ever-evolving higher education landscape, specific programs may be omitted in CMP proposals regardless of their connection to Goucher's past or future success. As part of future planning and design efforts beyond the CMP, the Goucher College administration may provide additional detail regarding individual project program composition for consideration by the Board of Trustees.





Outdoor Classroom and Plaza

Accessible Route

Outdoor Classroom

Interfaith Plaza

Julia Rogers

Van Meter

Student Engagement Plaza and Garden

Science Innovation Center

Black Box Interdisc. Arts

Mary Fisher

Engagement Center

Alumnae House

Dorsey

Drop-off

Terrace Landscape

Athenaeum

Theater Plaza

Restored Meadow Landscape

Arrival / Drop-off

Goucher 'Campus Loop' Rd

- Existing Building
- Renovation
- New Construction

Academic District

Key Recommendations

- ① **Science Innovation Center**

A priority project of the CMP, the Science Innovation Center enables Goucher College to achieve curriculum goals established in the Strategic Plan. The Science Innovation Center is proposed as an approximately 47,000-GSF addition to Hoffberger, facing the Dorsey parking lot and composed primarily of instructional classroom and lab spaces. The placement of the building aids in creating an accessible interior connection between the Dorsey parking lot and the academic quad.
- ② **Main Arrival and Drop-off**

The CMP proposes a realignment of the entry sequence that reconfigures the Dorsey parking lot to create a new, tree-lined entry that terminates at a drop-off plaza between Kraushaar Auditorium and the proposed Science Innovation Center. The arrival and drop-off sequence should accommodate a sustained vehicular turnaround concurrently with drop-off as well as daily bus and service vehicle turnaround to meet the needs of large groups and vendors accessing Kraushaar Auditorium.
- ③ **Accessible Quad**

The academic quad is reimagined as a universally accessible quad traversed by multiple pathways maintaining a navigable grade between buildings and main entry points. Proposed functional landscapes and stormwater areas mitigate the heavy rain events, reduce the amount of manicured lawn grass, and allow for landscaping with indigenous vegetation.
- ④ **Dorsey Renovation**

Substantial renovations are proposed to the 38,000-GSF Dorsey College Center to address deferred maintenance needs, infrastructural upgrades, and program goals while restoring the building to highlight its original mid-20th century design by Pietro Belluschi. It is proposed that the renovation process consider the creation of workspaces for flexible and hybrid workstyles in addition to updating and rationalizing the spaces for the Goucher College administration.
- ⑤ **Hoffberger Renovation**

Following the construction of the proposed Science Innovation Center, renovations are proposed to the 82,000-GSF Hoffberger Science Building, originally constructed in 1953, to update the instructional classrooms, common spaces, and faculty offices to meet the needs of today and address deferred maintenance, sustainability, and accessibility issues.
- ⑥ **Interdisciplinary Arts Building**

Proposed as an approximately 65,000-GSF instructional, exhibit, and performance hub, the Interdisciplinary Arts Building is intended to accommodate the current and future needs of the visual and performing arts programs (music, dance, theater, visual arts, design, and media) at Goucher College. Consolidating space from Meyerhoff, the Todd Dance Studio, and distributed practice rooms, and accommodating use by strategic partners such as the Peabody Institute's prep program, the Interdisciplinary Arts Building would replace Meyerhoff in the academic quad. While further design is required, conceptually the Interdisciplinary Arts Building could be constructed on axis with the Interfaith Center (formerly the Chapel). The creation of accessible routes from the Dorsey College Center to Van Meter Highway as well as from the Student Engagement Center drop-off to the academic quad helped determine the building's placement.
- ⑦ **Arts Drop-off and Engagement Plaza**

A large drop-off area and plaza adjacent to the Interdisciplinary Arts Building is shared with the proposed Student Engagement Center to integrate the functional circulation elements required for the Interdisciplinary Arts Building with the experience of arriving at a main hub along Van Meter Highway and an accessible entry point to the campus core. The drop-off and plaza should accommodate a tour bus turnaround and dedicated accessible parking spaces serving students, visitors, and alumnae/i.
- ⑧ **Arts Pavilion**

An approximately 5,000-GSF Arts Pavilion is proposed to activate the center of the academic quad and provide flexible space for gathering, exhibitions, and performances. The CMP engagement process indicated an affinity for an open and inviting structure with the potential for a small refreshments station.
- ⑨ **Outdoor Classrooms and Woodland Classrooms**

Accessible from the academic quad and directly from interior building space, outdoor classrooms are alternative instruction spaces that provide easily traversable ground materials, accessible seating and multiple heights of writing surfaces, easily visible and non-backlit presentation surfaces, and solar shading. Less furnishing and infrastructure intensive but still accessible, woodland classrooms are proposed at key areas surrounding the campus core to encourage further exploration of the campus woodlands.



Academic District

MAIN ARRIVAL AND DROP-OFF

Proposed view of the main arrival and drop-off viewed from the Dorsey College Center parking lot with the proposed Science Innovation Center to the left, sustainable landscapes and an accessible path to the center, the academic quad beyond, and Kraushaar Auditorium to the right



▲ Existing conditions, 2021



Arts Pavilion

Interdisciplinary Arts



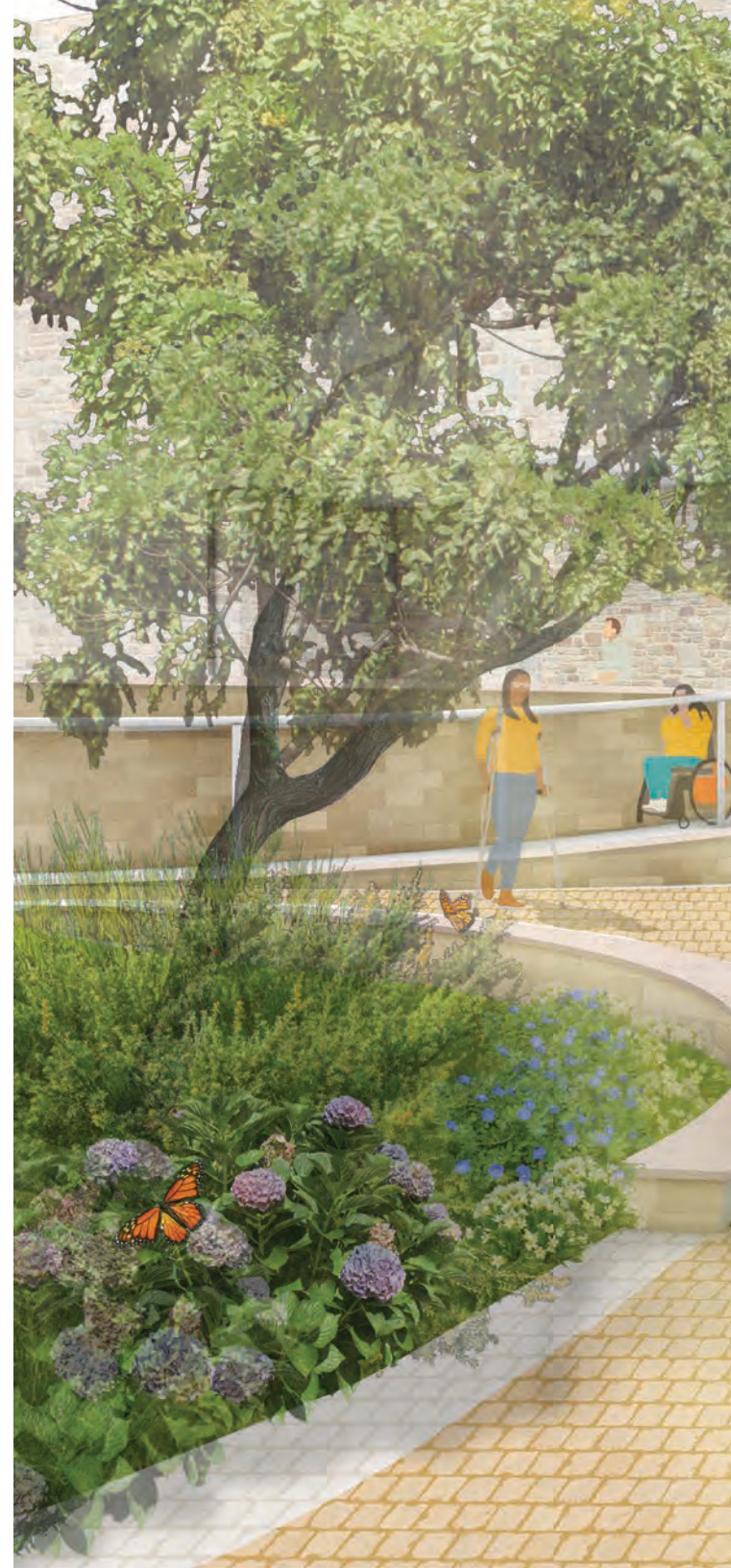
Academic District

OUTDOOR CLASSROOM

Proposed view of the outdoor classroom in the existing Hoffberger courtyard ► viewed from the northeast corner of the courtyard at the building egress looking toward the academic quad in the distance, an accessible ramped entry to the lower grade of the outdoor classroom, and several heights of seating and writing surfaces in the foreground



▲ Existing conditions, 2021





Academic District

INTERDISCIPLINARY ARTS BUILDING

Proposed view of the Interdisciplinary Arts Building viewed from the proposed gathering space to the south of the building looking toward the Interfaith Center (formerly the Chapel) with the arts drop-off and engagement plaza to the right beyond a restored woodland and sustainable landscape.



▲ Existing conditions, 2021





Academic District

WOODLAND CLASSROOM

Proposed view of a woodland classroom ►



▲ Existing conditions, 2021

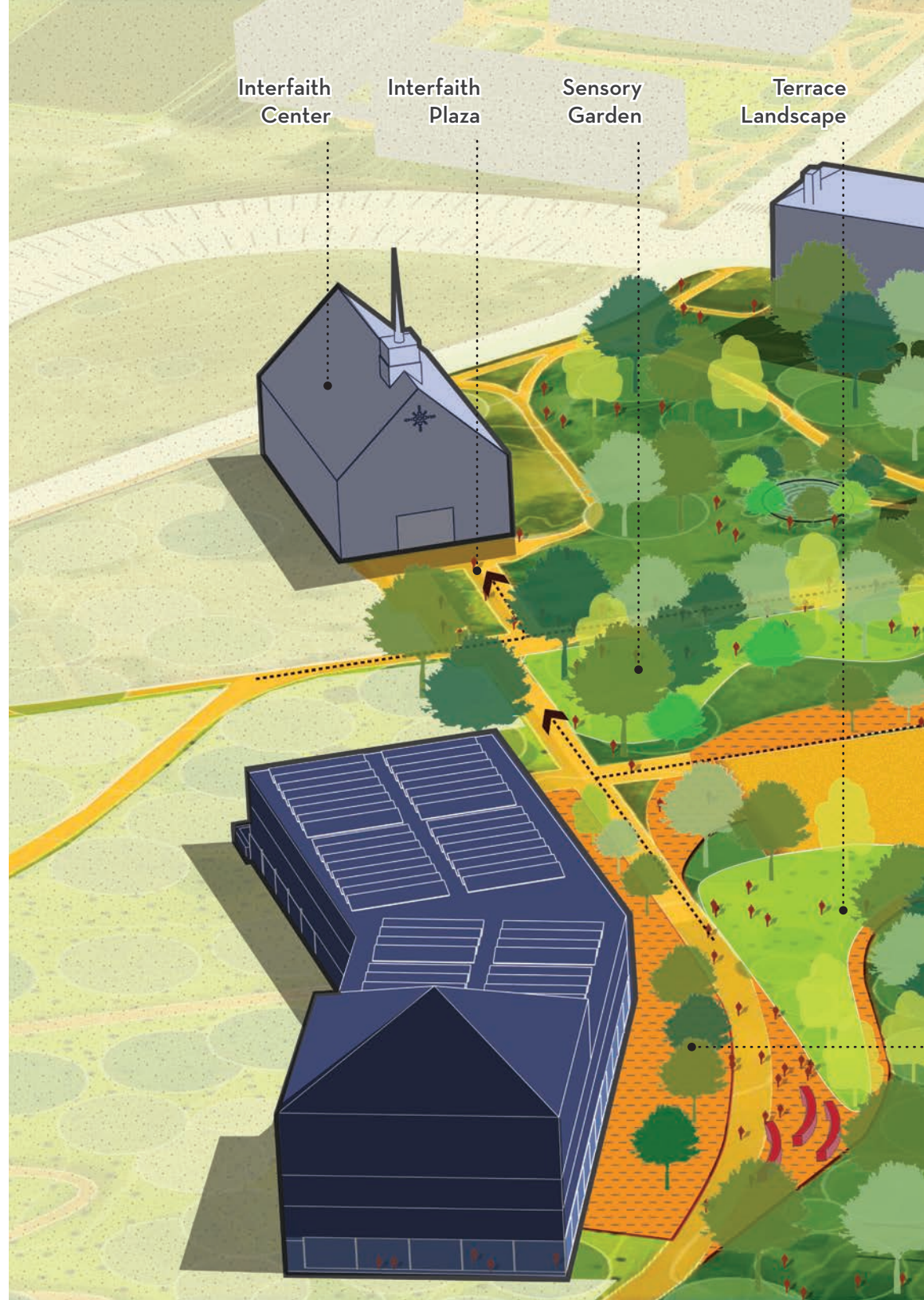


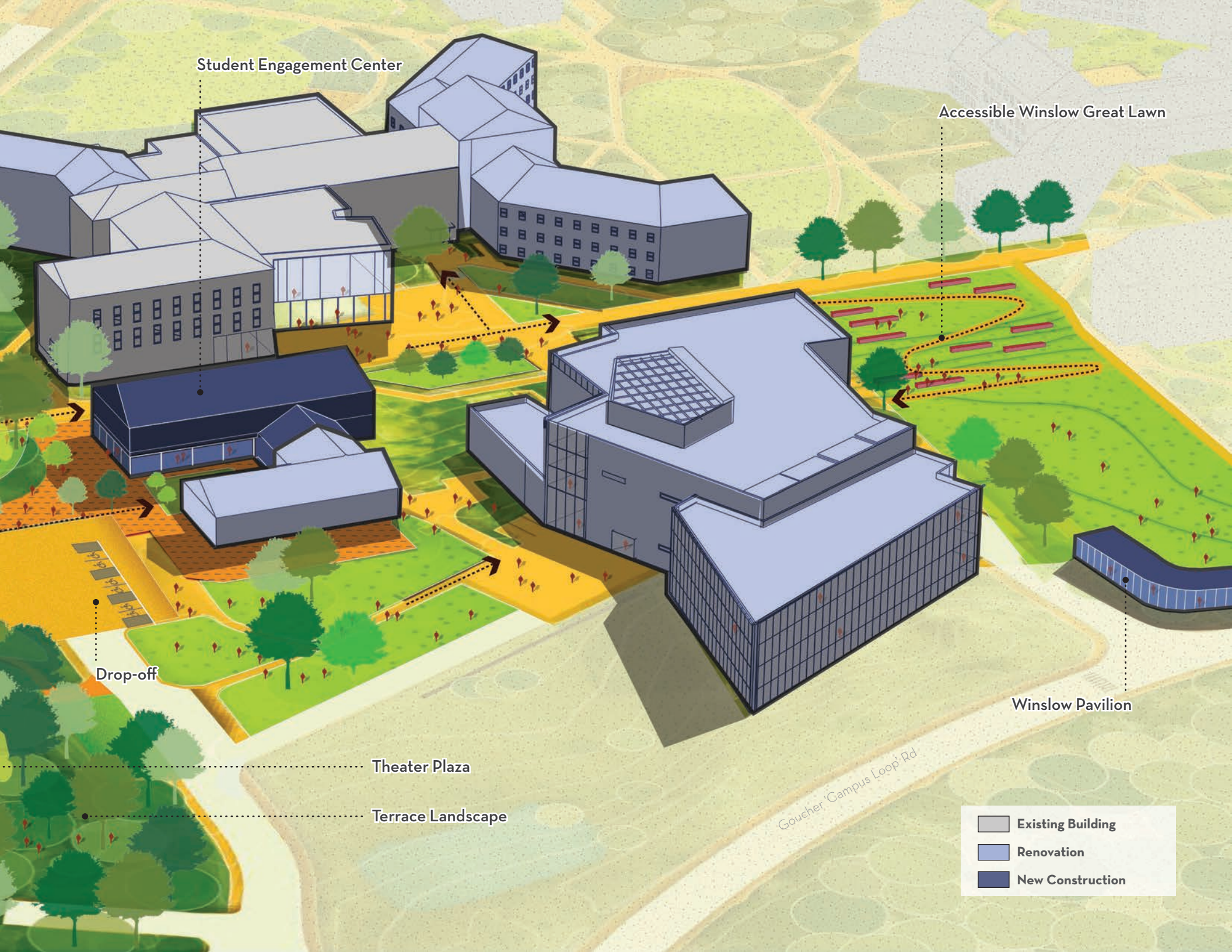


Campus Core

Context

The Campus Core, composed of the buildings and open spaces along Van Meter Highway between the proposed Interfaith Center (formerly the Chapel) and the easternmost edge of the Ungar Athenaeum, knits together the campus core with a series of interconnected outdoor spaces and complementary programs. The CMP process identified the possibility for additional student-facing programs to be relocated from the Academic District into underutilized space within the Ungar Athenaeum to support the creation of a true Learning Commons.





Student Engagement Center

Accessible Winslow Great Lawn

Drop-off

Theater Plaza

Terrace Landscape

Winslow Pavilion

Goucher Campus Loop Rd

- Existing Building
- Renovation
- New Construction

Campus Core

Key Recommendations

① Student Engagement Center

The Student Engagement Center is proposed as a repositioning of the Alumnae/i House toward the activity of Van Meter Highway, Mary Fisher Dining Center, and the Ungar Athenaeum. An approximately 15,000-GSF addition is proposed to replace the approximately 4,000-GSF northern bar of the building, which would be demolished to create direct access off of Van Meter Highway. Previous programming efforts established a guiding vision of a physical home on campus for Goucher's alumnae/i and the Goucher Alumnae/i Association. This vision is reinforced through the proposed creation of a larger facility that brings together past Goucher students with present and future Goucher students. The CMP proposes that CREI be relocated to the second floor of the addition, with additional offices for student government, student organizations, and meeting spaces on the ground floor. Additionally, improved access through the building to the east is proposed to facilitate connection to the Ungar Athenaeum and the Athenaeum drop-off area.

② Student Engagement Center Drop-off, Plaza, and Garden

A new drop-off and plaza shared between the Student Engagement Center and the Interdisciplinary Arts Building as well as a sensory garden between the proposed Student Engagement Center and Van Meter Highway are proposed to fully integrate accessible access into the Campus Core, provide areas for rest, and to experience the proposed diverse palate of indigenous plantings. Goucher students, visitors, and alumnae/i will benefit from the accessibility improvements and proximity of the garden.

③ Interfaith Center

The CMP proposes an approximately 10,000-GSF renovation and potential addition to the existing Chapel to convert it to an Interfaith Center that supports all aspects of religious and spiritual life at Goucher College. Further discussion with the Goucher College Chaplain, campus community, and partners is recommended to further define the goals and objectives for this project following the CMP.

④ Accessible Winslow Great Lawn and Accessible Residential Quads

The CMP establishes a vision for a fully accessible Winslow Great Lawn and residential quad access through the regrading of the slopes on either side of Van Meter Highway that connect to these open spaces. Care should be taken to provide full access to any seating and resting spaces created on these slopes directly from the accessible paths.

⑤ Winslow Pavilion

A an approximately 1,000-GSF pavilion is proposed at the southern edge of the Winslow Great Lawn to support formal and informal programming and events.



- Existing Building
- Renovation
- New Construction

Campus Core

STUDENT ENGAGEMENT CENTER

Proposed view of the Student Engagement Center viewed from Van Meter Highway looking east, with Mary Fisher Dining Center to the left and the proposed Student Engagement Center to the right



▲ Existing conditions, 2021





Campus Core

STUDENT ENGAGEMENT CENTER

Proposed interior view of the Student Engagement Center viewed ▶ from inside the Van Meter Highway entrance, with student government and student organization spaces to the left, connection to the existing Alumnae/i House and Advancement spaces in the middle, and a stair up to the second floor CREI spaces to the right; additional meeting rooms and gathering spaces are seen to the front and right



▲ Existing conditions, 2021



DENT GOVERNMENT

LET'S MEET!

Learn. Advocate. Be.



Campus Core

WINSLOW GREAT LAWN

Proposed view of the accessible Winslow Great Lawn viewed from the southern edge of the lawn near Welsh Hall, with Alice's Café in the Ungar Athenaeum visible to the left and the proposed continuous accessible ramping and seating areas seen in the middle



▲ Existing conditions, 2021

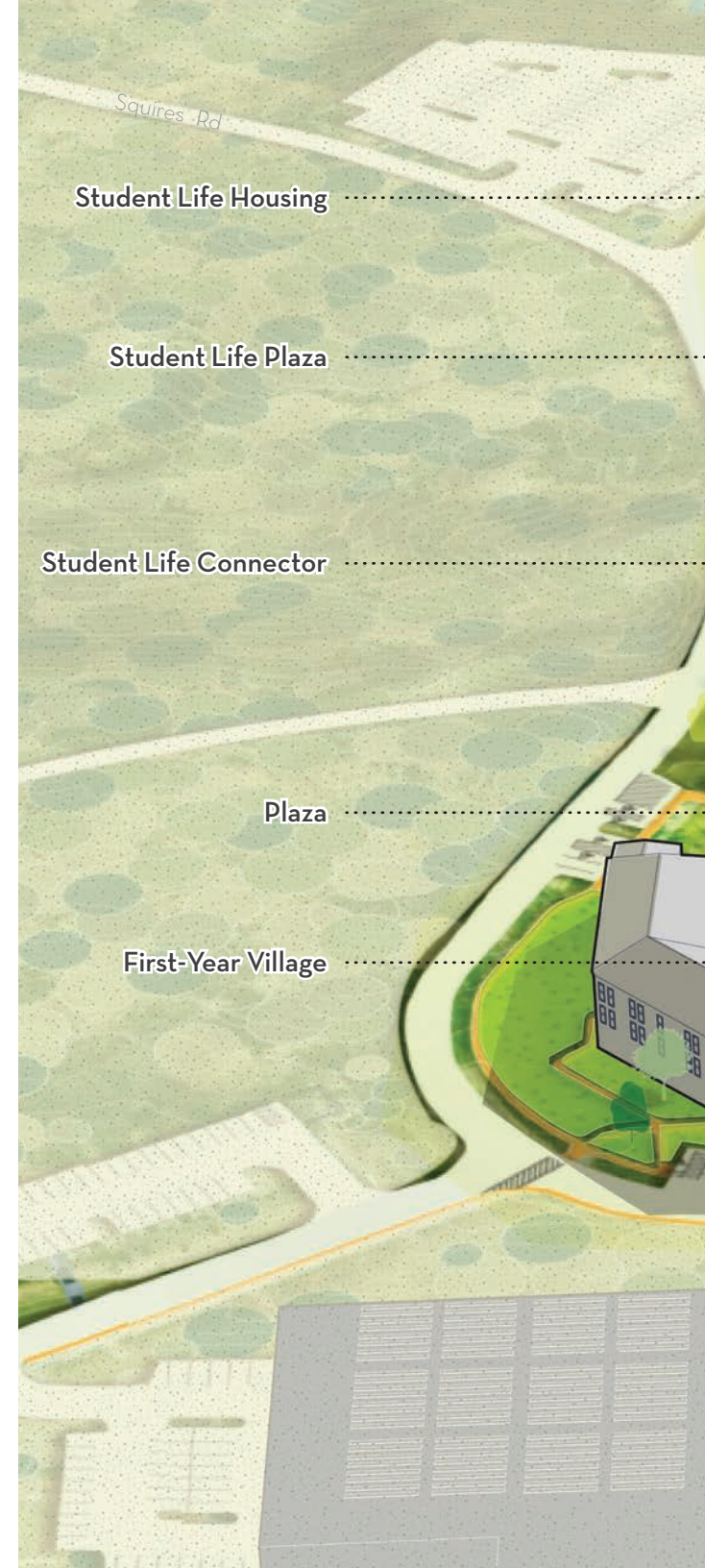




Residential District

Context

The Residential District is composed of the eastern portion of the campus core, with the majority of residential buildings organized as clusters within the campus loop road and one cluster to the north of the loop road, adjacent to the Sports and Recreation District. The CMP proposes projects to improve accessibility, address maintenance and renovation concerns in existing residential buildings, improve connectivity throughout the district, and support the expected enrollment growth through new construction.





Accessible
Winslow Great Lawn

Winslow Pavilion

Goucher 'Campus Loop' Rd

Accessible Residential Quads

Dining Plaza and Gardens

Froelicher Quad

- Existing Building
- Renovation
- New Construction

Residential District

Key Recommendations

- ① **Student Life Housing**

Throughout the Residential District, the CMP proposes several renovation and new construction projects to elevate existing buildings to the current accommodation standards and to accommodate expected enrollment growth. To that end, the CMP proposes approximately 120,000 GSF of additional housing concentrated on the former Stimson Hall site following its demolition. The proposed additional housing and renovation projects should include spaces for gathering and individual exploration and expression along the main pathways. Additionally, accommodations for housing 5 to 10 percent of faculty on campus should be included in all future housing projects, both new construction and planned renovations. Proposed projects include the following:

 - a. Renovation to Heubeck Hall
 - b. Renovation to Mary Fisher Hall
 - c. Stimson Hall site redevelopment
- ② **President's House Renovation**

The CMP includes addressing deferred maintenance and implementing renovations to the President's House, originally designed by Hideo Sasaki in 1957, to restore its historic elegance while meeting the needs of its use today as a primary site for fundraising for Goucher as well as providing a residence for Goucher's president and their family.
- ③ **Accessible Residential Quads**

Related to the proposed accessible Winslow Great Lawn, the CMP proposes regrading the slope to the north of Van Meter Highway between the two existing stairs to create an accessible ramp from the lower grade of Van Meter Highway up to the grade of the existing residential quads. Similarly, the CMP proposes regrading and installing ramps where necessary at the entrances to residential buildings surrounding the quads to enable accessible entryways.
- ④ **Student Life Plaza and Outdoor Game Area**

Flexible activity areas are proposed between Heubeck and the proposed student life housing to foster student interaction. There is potential for a portion of this area to be completed following the demolition of the existing Stimson buildings and prior to the construction of the proposed housing.
- ⑤ **Student Life Connector**

The CMP proposes investment in the pathway along the eastern edge of Heubeck to foster connection between the proposed student life housing on the Stimson Hall site and the First-Year Village, as well as to create an accessible and well-lit pathway inset from the campus loop road. Renovations to select community spaces within the existing residential buildings along this connector should be considered to add activity and introduce new accessible entryways.
- ⑥ **Van Meter Highway Terminus**

Associated with the proposed student life housing on the Stimson Hall site, a space dedicated for residential gathering and exploration is positioned at the end of Van Meter Highway. The CMP proposes an active student space that would appear as a beacon, visible while traversing the campus core, and would provide a location to host specific student life programming.
- ⑦ **Housing Courtyards**

Intimately scaled courtyard spaces are proposed surrounding the proposed housing to provide dedicated space for the residents, separate from the activity of Van Meter Highway and with views and connections toward the woodlands.



Residential District

VAN METER HIGHWAY TERMINUS AND STUDENT LIFE PLAZA

Proposed view of Van Meter Highway terminus and student life plaza ►



▲ Existing conditions, 2021

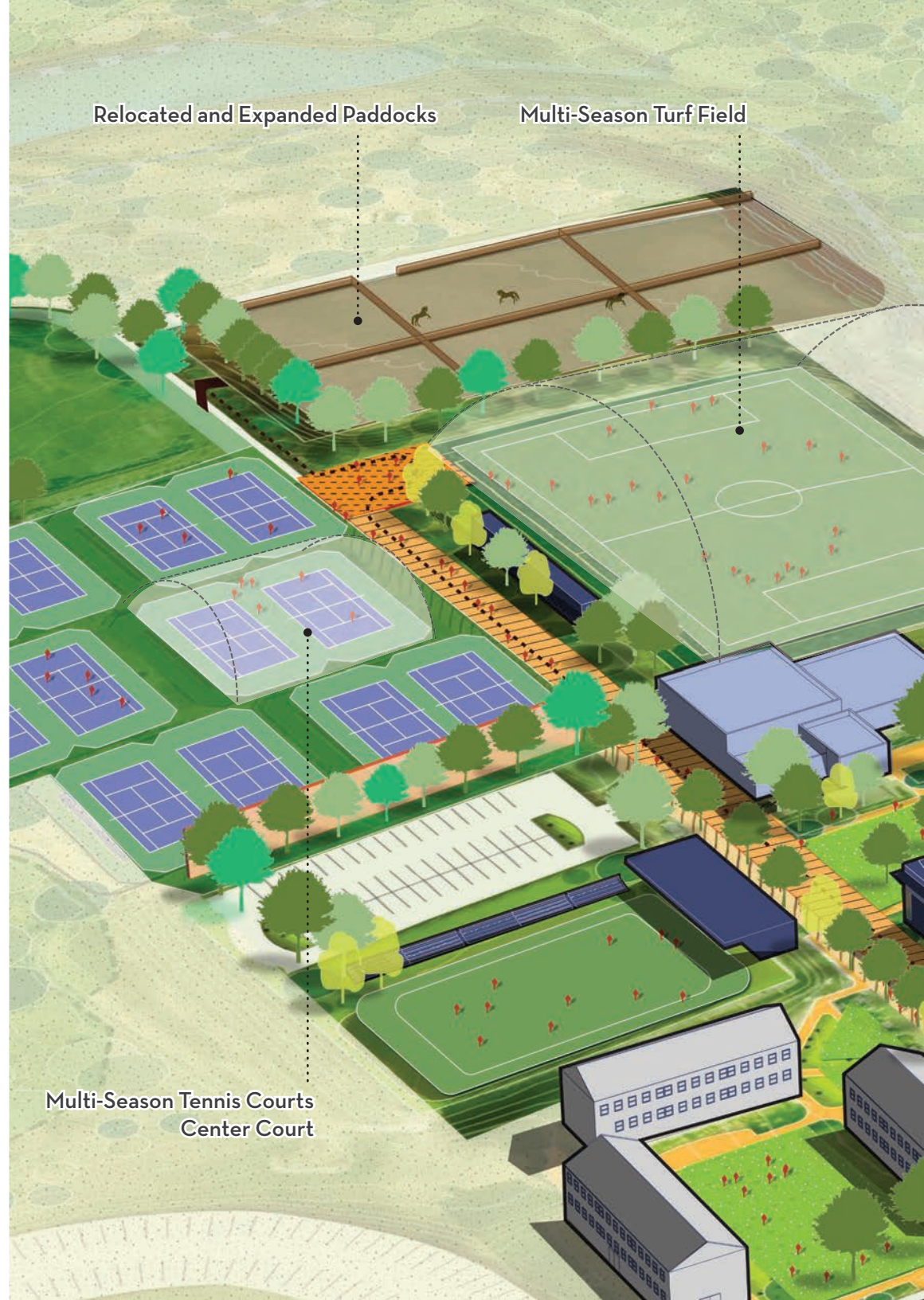


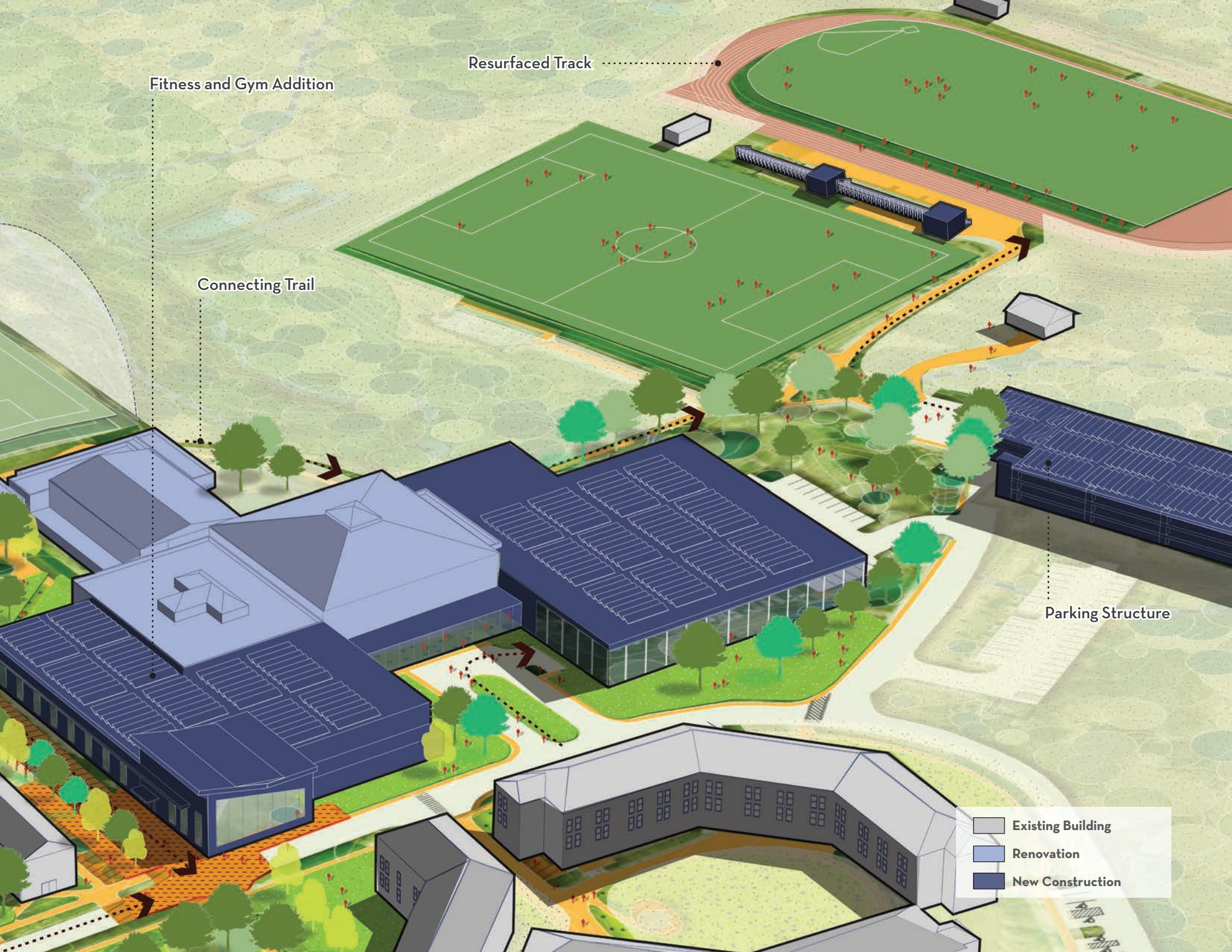


Sports and Recreation District

Context

The Sports and Recreation District is a destination for both the Goucher College community and visitors to campus. The district must be flexible in order to be approachable and accessible to the campus community while still accommodating large-scale events. The CMP proposes a realignment of the Sports and Recreation District around a central spine, creating an enjoyable yet functional experience of exploring sports and recreation at Goucher.





Fitness and Gym Addition

Resurfaced Track

Connecting Trail

Parking Structure

- Existing Building
- Renovation
- New Construction

Sports and Recreation District

Key Recommendations

- ① **Multi-season Turf Field**

To extend the use of the field, the CMP proposes converting the existing grass field north of the SRC into a lit turf field. This field would benefit from proximity to the enhanced SRC facility and additions.
- ② **Stadium Support and Concessions**

Situated between the resurfaced track and Beldon Field, a new 6,500-GSF stadium support building provides access to storage, concessions, and restrooms.
- ③ **Relocated and Updated Equestrian Paddocks**

In an effort to shift existing equestrian structures out of the forest buffer zone, the CMP recommends relocating and expanding the paddocks north of the proposed turf field. This location maintains proximity to existing equestrian facilities while enhancing the quality of space.
- ④ **Fitness and Gym Addition and Renovation to Sports and Recreation Complex (SRC)**

The CMP proposes an approximately 27,000-GSF addition to the west side of the SRC, including additional spaces for fitness, an auxiliary gym, and storage. Also proposed are renovations to existing spaces as well as the repurposing of the Todd Dance Studio for fitness and outdoor activity support uses after the relocation of all dance classes to the new Interdisciplinary Arts Building.
- ⑤ **Resurfaced Track**

In an effort to support existing recreation and athletics programs, as well as to support broader community use, the CMP recommends that the track be resurfaced.
- ⑥ **Natatorium and Lockers**

An approximately 45,000-GSF natatorium is proposed to replace the existing 10,000-GSF swimming pool, which would be demolished as part of the CMP. The proposed natatorium would provide facilities to support the future of swimming at Goucher as well as use by partners such as the North Baltimore Aquatic Club (NBAC), with one of only two 50-meter Olympic-quality indoor swimming facilities in Maryland. An additional 17,000 GSF is proposed as part of the east addition to the SRC for lockers and support.
- ⑦ **Parking Structure**

A structured parking garage with approximately 250 spaces is proposed to the east of the SRC. The CMP proposes that this structured parking will consolidate distributed parking across campus and serve to accommodate peak parking loads during events in the Sports and Recreation District.
- ⑧ **Sports and Recreation Spine and Connecting Trail**

The proposed Sports and Recreation Spine converts the existing 54-foot right of way between the SRC and tennis courts and converts it into a 20-foot shared street that prioritizes pedestrian movement, while accommodating vehicular, service, and emergency access. Widened sidewalks, additional trees and vegetation, seat walls, and differentiated paving help reinforce pedestrian movement.



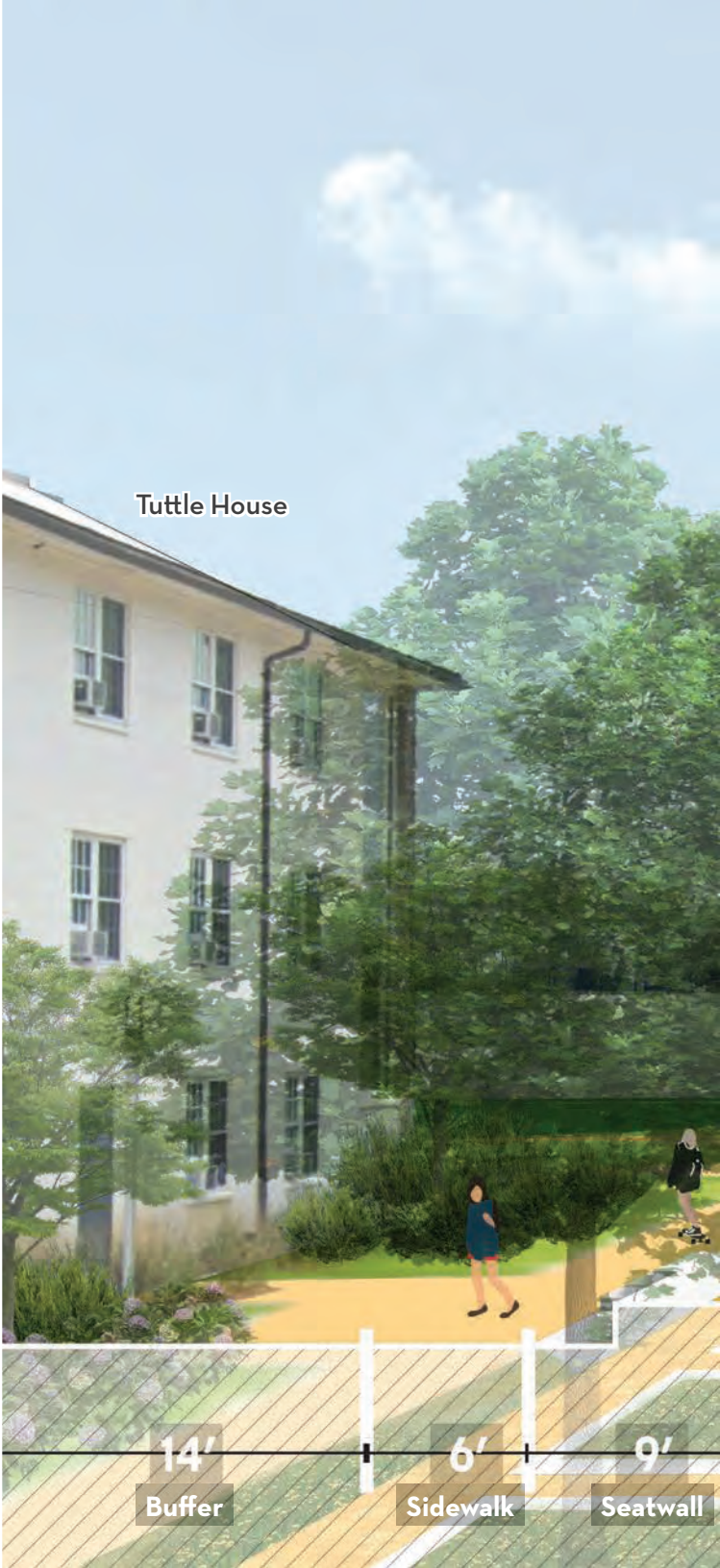
Sports and Recreation District

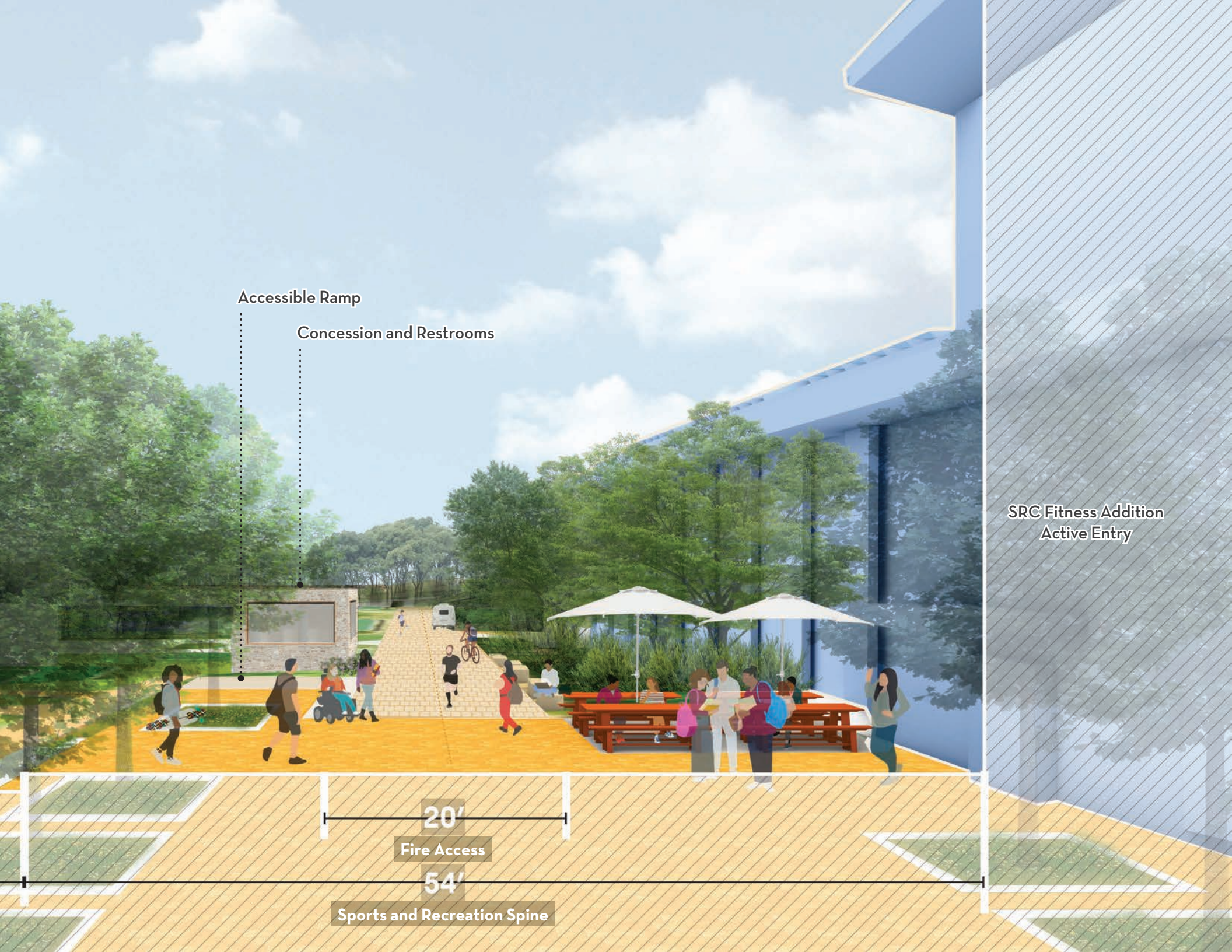
SPORTS AND RECREATION SPINE

Proposed view looking north toward the equestrian facilities along the Sports and Recreation Spine, with the Schroedl Tennis Center visible to the left and the proposed SRC gym and fitness center addition to the right



▲ Existing conditions, 2021





Accessible Ramp

Concession and Restrooms

SRC Fitness Addition
Active Entry

20'

Fire Access

54'

Sports and Recreation Spine

Campus Operations

Context

A functional and efficient Campus Operations is critical to support the Goucher College campus and the well-being of Goucher College employees and partners that work in the Campus Operations area or its associated facilities. The CMP proposes maintaining direct access from the campus loop road, with additional signage and wayfinding to aid in deliveries and operations.

Key Recommendations

- ① Plant #1 Renovation
Please refer to the Appendix for additional information.



I-695 Baltimore Beltway

Goucher Campus Loop Rd

- Existing Building
- Renovation
- New Construction

1



Implementation Strategy

FRAMING

The master plan establishes the physical armature for development, within which individual projects can be implemented. This framework-oriented approach is designed for flexibility and is further reinforced by minimizing projects requiring significant enabling or prerequisite projects. Projects can be implemented opportunistically as funding becomes available; it also affords the opportunity to adapt to college priorities.



WOLFE

WOLFE HOUSE & BUILDING MOVERS

WOLFE HOUSE & BUILDING MOVERS

WOLFE HOUSE & BUILDING MOVERS

APPROACH AND METHODOLOGY

The implementation strategy for Goucher College consists of developing a project matrix that groups projects into three overarching phases:

- > Phase One: 2023 to 2028
- > Phase Two: 2028 to 2033
- > Phase Three: 2033 to 2038

Rough order-of-magnitude cost estimates were prepared for individual building, landscape, infrastructure, and mobility projects. All cost estimates reflect 2022 dollars and include a 30 to 40 percent construction cost mark-up in the project costs. Recognizing that phase one projects reflect priority projects, a peer review of cost estimates has been performed, while phases two and three reflect broader project cost ranges. The project cost ranges apply a 6 percent compounded annual escalation rate to the expected capital investment in each phase, assuming all projects are constructed in the earliest year of their phase and the final year of their phase.

Phase One : Priority Projects (2023 - 2028)

Phase one priority projects approach \$70 million and consist of the following projects:

- > Science Innovation Center
- > Renovate Physical Plant 1
- > Renovate Dorsey Center
- > Greenhouse Relocation
- > Entry Improvements, Including New Gatehouse and Dorsey Parking Lot Reconfiguration
- > Renovate Select Floors of Athenaeum as a Resource Center and Backfill Vacated Spaces
- > Demolish Stimson Buildings
- > Equestrian Center Improvements
- > Turf Field
- > Stadium Storage and Support Building

Phase Two (2028 - 2033)

Phase two projects approach \$96 million to \$125 million and consist of the following projects:

- > Hoffberger Renovation
- > Student Engagement Center
- > Outdoor Classroom
- > Renovation to President's House
- > Renovation to Track
- > Interdisciplinary Arts Building
- > Merrick and Kraushaar Renovation
- > SRC Renovation and West Addition
- > Accessibility Improvements to Residential Quad
- > Woodland Trails
- > Renovate Chapel Into Interfaith Center
- > Hallowed Ground Interpretive Signage

Phase Three (2033 - 2038)

Phase three projects approach \$115 million to \$150 million and consist of the following projects:

- > New Student Residential Halls on Former Stimson Site
- > SRC East Addition
- > Natatorium
- > New Parking Structure
- > Heubeck Hall Residential Renovation
- > Mary Fisher Residential Renovation
- > Winslow Lawn Improvements
- > Athletics and Recreation Spine Mobility Improvements



Sustainability Strategies

FRAMING

The CMP process approached sustainability planning through several visioning sessions with the president and work sessions with the Steering Committee. The planning process established sustainability goals and a set of sustainability strategies to be referenced and adapted by a campus sustainability leader to be identified following the CMP. The process culminated in assigning scores to each of the sustainability strategies according to their impact on six prioritization criteria (values from 0 to 4) and then scoring all strategies using a prioritization tool employing a weighted scoring system for each prioritization criteria established together with the CMP Steering Committee (values from 1 to 5).

Following the initial prioritization process, the impact scores of all strategies were assessed and adjusted to reduce overlap between prioritization criteria areas and to ensure that the range of scores across strategies accurately reflected the impact of each strategy. Through this process, the impact scores on carbon neutrality were reduced for many strategies, resulting in a smaller number of strategies receiving high aggregate scores in the second round of weighted scoring. The sustainability strategies that received the highest scores are considered high-impact strategies and should be considered for implementation to meet Goucher College's sustainability goals.

The results of this process can be updated at any time using the prioritization tool created during the CMP process and by adding or removing strategies, adjusting the impact values of individual strategies, adjusting the scoring criteria, or adjusting the weighting system.

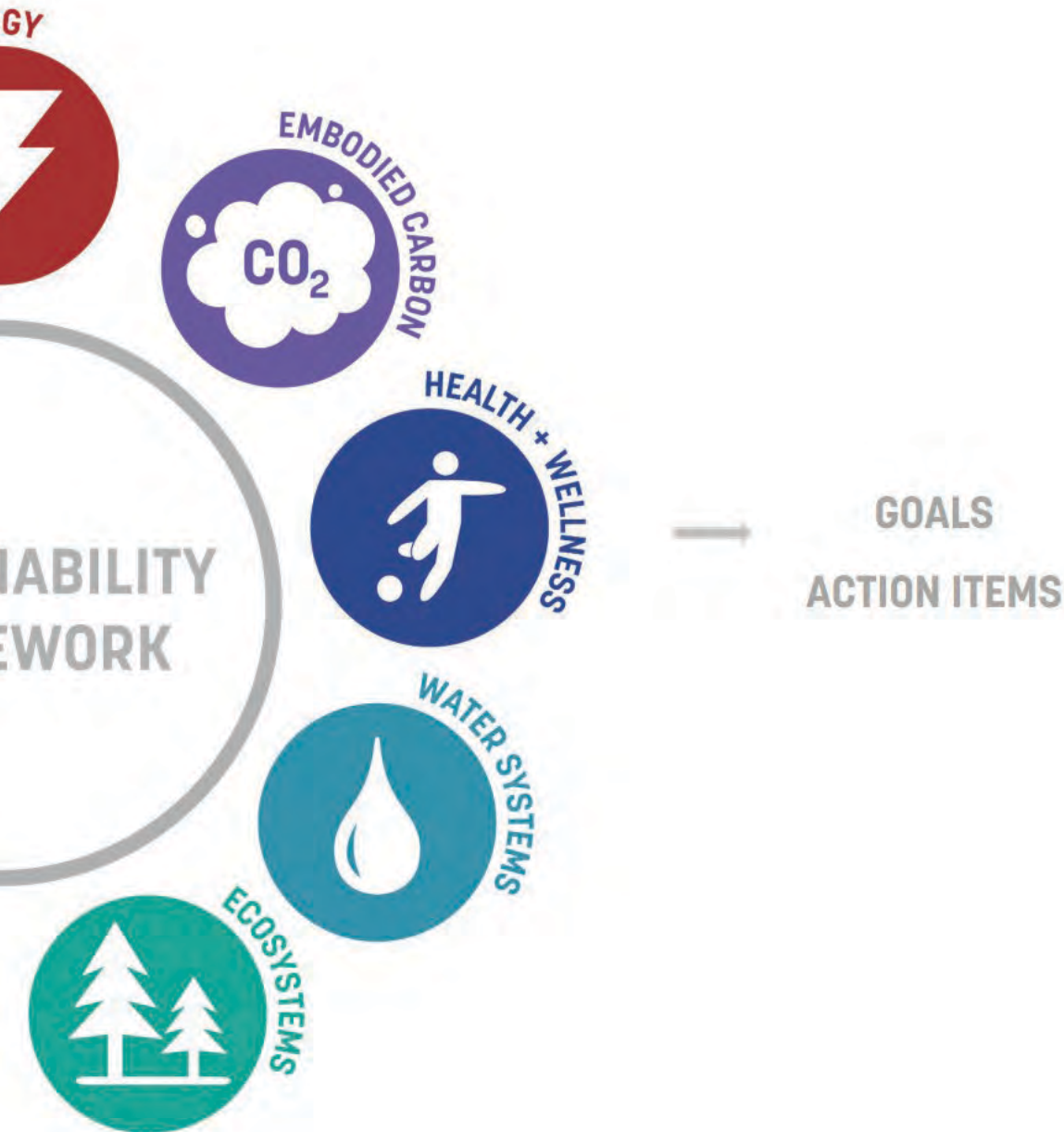


GOALS

Rather than selecting a specific building standard or certification system to guide implementation projects, Goucher College will continue to develop goals and strategies based on its specific campus environment and in relationship to peers and partner institutions. To that end, the following objective and goals were developed in CMP visioning sessions with the president.

Objective: To be recognized as a comprehensive leader in sustainability and resilience.

- > Commit to carbon neutrality.
- > Promote circularity with water systems.
- > Promote sustainable transportation modes to decrease carbon emissions, congestion, and parking demand.
- > Adapt campus landscapes to improve environmental and ecological health and increase biodiversity.
- > Promote physical, emotional, and cognitive well-being through campus design.
- > Minimize waste through campus operations.
- > Plan for a more resilient campus to protect human health and safety, maintain essential infrastructure services and operational continuity, and preserve investment in the physical campus.
- > Incorporate educational and applied learning opportunities in all aspects of sustainability.



DEVELOPMENT OF STRATEGIES

Following the establishment of the objective and goals, a series of sustainability strategies were developed to provide specific actions to undertake throughout the CMP implementation process.

This list is by no means exhaustive but rather a representation of potential impactful actions that could be undertaken within the CMP timeframe to accomplish the sustainability goals of Goucher College. These strategies should be updated and new strategies added as new technologies, monitoring methods, funding sources, and other resources or information become available.

Carbon

- > Project specific: When designing new structures, incorporate passive design strategies to reduce energy demand, such as siting buildings in optimal orientations relative to the sun, wind, and shade.
- > Consider addition of PV arrays when replacing roofs (requiring structural analysis to ensure it can support the weight) or on new construction.
- > Increase the tree canopy throughout the forest and campus environment to sequester carbon.
- > Complete an energy audit to identify the least energy efficient buildings.
- > Project specific: Require all new buildings be high-performance buildings with an energy use intensity (EUI) of 25 kBtu/sf/yr, and be powered by a clean energy source, such as solar PV arrays, biomass, geothermal, or electricity.
- > Explore the need for upgraded electrical service.
- > Consider renovating dining hall kitchens to eliminate natural gas, substituting electrical induction cooktops for gas ranges.
- > Address the least energy efficient buildings through retro-commissioning.
- > Address the least energy efficient buildings through renovations and deep energy retrofits.
- > Upgrade and modernize infrastructure, including a renovation to Heating and Cooling Plant #1, to reduce energy and support carbon neutrality goals.
- > Retrofit existing heating and cooling system from a medium temperature hot water system to a 140-degree low temperature hot water system via electric heat pumps or electric boilers; this could be through a combination of renovations to existing buildings on the existing loop along with the creation of micro districts associated with new construction separate from the loop (potential candidate for geothermal with ground source heat pumps).
- > Electrify grounds maintenance equipment.
- > Project specific: Reduce embodied carbon by renovating versus demolishing and building new structures, where possible; consider the Zero Carbon Certification Standard.
- > Install individual meters to track energy use on a building-by-building basis.

Water

- > Designate low-mow and no-mow areas (including meadows) to reduce the lawn area on campus, which will reduce the number of acres requiring irrigation.
- > Require low-flow fixtures.
- > Reduce the area associated with surface parking, assuming no replacement of parking spaces.
- > Convert grass to turf fields.
- > Introduce bioswales or "green fingers" to encourage the conveyance, infiltration and treatment, and detention of stormwater.
- > Harvest rainwater in cisterns throughout the campus, particularly at individual buildings.
- > Consider introducing a wastewater treatment facility on campus to convert wastewater into water that can be used for non-potable uses.
- > Restrict the use of potable water for irrigation and mechanical functions; rather, consider the use of treated condensate or greywater systems for such use.
- > Where possible, and in parking lots in particular, employ permeable pavers to absorb rain and surface runoff.
- > Consider introducing energy recovery from wastewater for campus mechanical systems.
- > Install composting toilets.

Mobility

- > Encourage multimodal transportation to, from, and within campus, including pedestrian, bike, transit, micro-mobility, accessible, and vehicular use of campus.
- > Provide incentives to boost ridership of public transportation.
- > Connect to the Towson Loop and other public bus systems.
- > Increase the number of rideshare vehicles on campus.
- > Create visible mobility amenity zones, including showers, lockers, informational kiosks, EV charging stations for e-scooters, and service stations.
- > Electrify Goucher's fleet of service vehicles.
- > Concentrate parking in parking structures on the periphery of campus where parking demand is most acute.
- > Distribute EV charging stations throughout parking lots, especially in lots closest to residence halls and in parking structures, should they be introduced in the future.

Ecology

- > Develop a budget for trail maintenance and enhancements.
- > Introduce meadow landscapes throughout campus.
- > Establish targets for canopy cover and open space coverage.
- > Develop a tree success plan.
- > Develop a diverse plant palette, including native and indigenous plants, to increase the biodiversity and resilience of the landscape and reduce water use.
- > Restore woodlands along the forest trail, in the area surrounding Stimson Hall, and in the academic quad.
- > Hire an arborist to maintain the canopy and implement the tree succession plan.
- > Restore stream beds to address erosion and ecological health and to better leverage stream corridors for recreation and leisure.

Health and Wellness

- > Project specific: Maximize natural light in facilities to achieve both wellness and sustainability benefits.
- > Invest in non-vehicular mobility facilities, including pedestrian pathways, forest trails, bike and micro-mobility lanes, wayfinding, bike repair stations, and mobility amenity zones.
- > Increase the quantity and quality of outdoor spaces, including outdoor classrooms and outdoor gathering areas.
- > Leverage the forest as a resource for recreation, forest bathing, respite, and contemplation.
- > Monitor air quality with a building management system.
- > Improve athletics, recreation, and wellness facilities on campus, including new dance facilities, fitness center, natatorium, locker rooms, and grass and turf fields.
- > Project specific: Require health product declaration standards for building materials.
- > Improve air quality by increasing ventilation and filtration standards for both existing and new facilities, including the use of operable windows with integrated sensors.
- > Consider co-location of mental and physical health services.

Operations

- > Update Goucher College's Climate Action Plan to prioritize projects and establish key performance targets.
- > Retain a campus sustainability manager to oversee sustainability initiatives and operations.
- > Create a free store to informally recycle goods.
- > Establish a target for waste diversion, and implement a plan to achieve the target.
- > Establish a single-stream program for recycling.
- > Consider instituting a composting program.
- > Continue to partner with a food provider that values and sources food locally.

Resilience

- > Restore stream corridors to address erosion and protect against flooding.
- > Consider positioning the SRC as an emergency refuge, with backup power from an alternate source and access to refrigeration, shower, and communications facilities.
- > Create redundancy in the electrical system to ensure continuity of service and protect fluctuation in service.

Education

- > Make sustainability features visible on campus, such as solar PV arrays and bioswales.
- > Distribute interpretive signs throughout the campus highlighting sustainability features such as bioswales, meadows, and building and landscape materials.
- > Incorporate campus sustainability features into the curriculum, employing the physical environment in applied learning opportunities.
- > Enlarge and uplift existing and former student initiatives such as the campus garden and bee club.
- > Share operational programs broadly to inspire trust in sustainability initiatives.

PRIORITIZATION CRITERIA AND METHODOLOGY

The sustainability prioritization criteria are the following:

Direct Impact on Carbon Neutrality

- > Embodied and operational carbon

Contribution to a Healthy Campus

- > Water, ecology, health and wellness, resilience, education, etc.

Ease of Operations and Maintenance

- > Ability to simplify operations and maintenance from baseline condition

Near-term Impact and Implementability

- > Minimal reliance on enabling projects and outside factors, including timeline

Ability to Fund

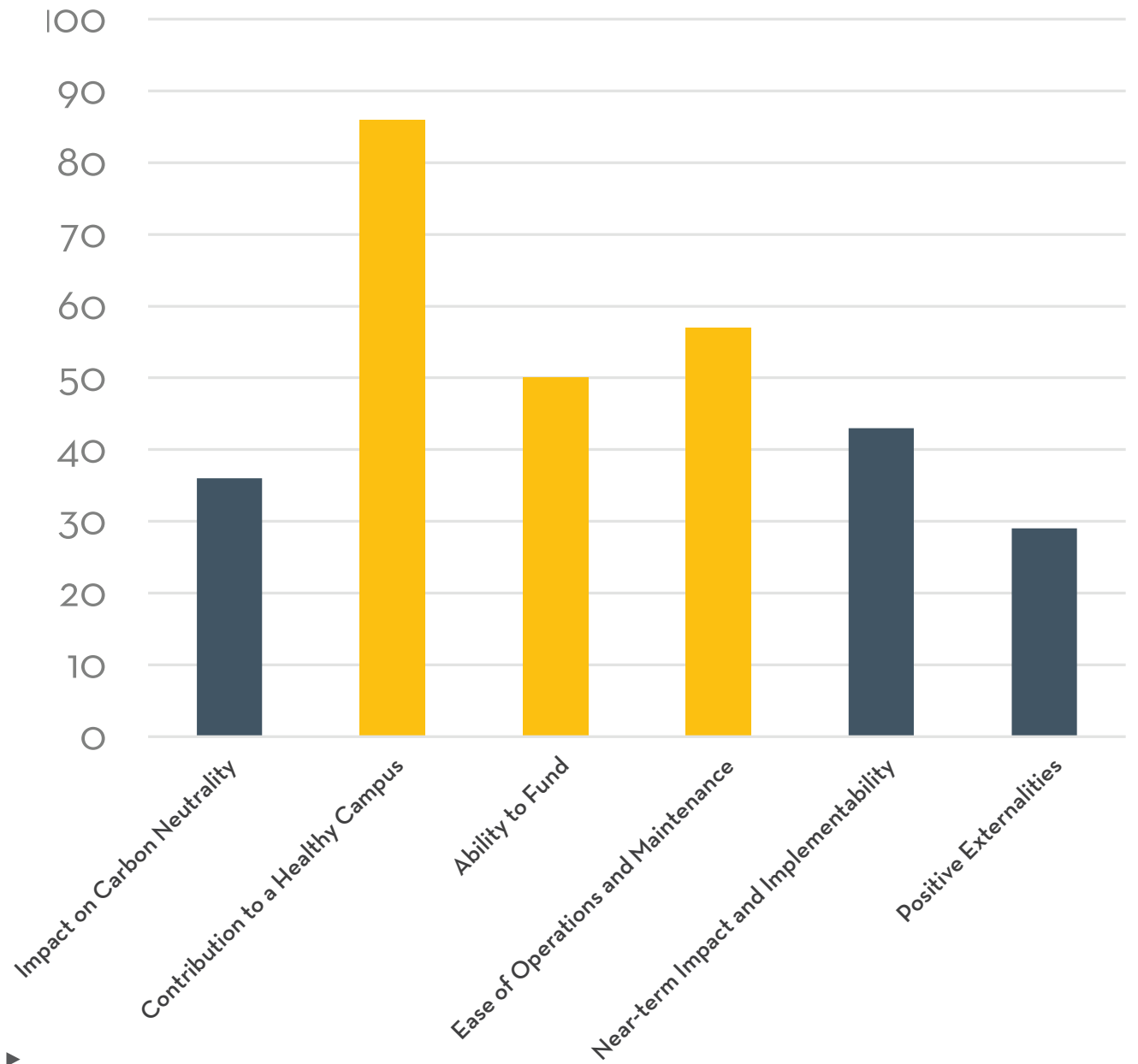
- > Cost of the project and available funds balanced with attractiveness to donors and funding bodies

Positive Externalities

- > Impact on community, equity, mobility, etc.

Weighting was assigned to each of the prioritization criteria in a collaborative process that resulted in the following values:

- > Direct Impact on Carbon Neutrality: 5
- > Contribution to a Healthy Campus: 3
- > Ease of Operations and Maintenance: 1
- > Near-term Impact and Implementability: 1
- > Ability to Fund: 2
- > Positive Externalities: 1



Sustainability prioritization criteria ►

HIGH-IMPACT STRATEGIES

1 Operations

Update Goucher College's Climate Action Plan to prioritize projects and establish key performance targets.

2 Carbon

Project specific: When designing new structures, incorporate passive design strategies to reduce energy demand, such as siting buildings in optimal orientations relative to the sun, wind, and shade.

3 Carbon

Consider addition of PV arrays when replacing roofs (requiring structural analysis to ensure it can support the weight) or on new construction.

4 Carbon

Increase the tree canopy throughout the forest and campus environment to sequester carbon.

5 Operations

Retain a campus sustainability manager to oversee sustainability initiatives and operations.

6 Carbon

Complete an energy audit to identify the least energy efficient buildings.

7 Carbon

Project specific: Require all new buildings be high-performance buildings with an energy use intensity (EUI) of 25 kBtu/sf/yr, and be powered by a clean energy source, such as solar PV arrays, biomass, geothermal, or electricity.

8 Carbon

Explore the need for upgraded electrical service.

9 Carbon

Consider renovating dining hall kitchens to eliminate natural gas, substituting electrical induction cooktops for gas ranges.

10 Carbon

Address the least energy efficient buildings through retro-commissioning.

11 Carbon

Address the least energy efficient buildings through renovations and deep energy retrofits.

RECOMMENDATIONS

The CMP process recommends that a campus sustainability leader be identified to reevaluate, adapt, and begin the process of implementing the sustainability strategies.



Acknowledgments

Those listed below or otherwise not named are acknowledged for their participation in the Goucher College CMP.

President

- > Kent Devereaux

Board of Trustees

- > Tara Abdullah-Nri
- > Kimara Ahnert
- > Patricia Batza
- > Robert Bull Jr.
- > Kara Bundy
- > Melinda Burdette
- > Tinisha Cheatham
- > Richard Davis
- > Kent Devereaux
- > Dante Disparte
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- > Ralph Segall
- > Jodie Slaughter
- > Lisa Stromberg
- > Stewart Thomsen
- > Marilyn Warshawsky
- > Craig Watson
- > Betsy Weingarten
- > Jonathan Wexler
- > Wendy White
- > Margaret Winslow

President's Cabinet

- > Dr. Aarika Camp, Vice President, Student Affairs
- > Stephanie Coldren, Vice President for Marketing & External Relations
- > Tara de Souza, Interim Vice President for Marketing & External Relations
- > Michele Ewing, Vice President for Advancement
- > Jonathan Lindsay, Vice President of Enrollment Management
- > Dr. Elaine Meyer-Lee, Provost & Senior Vice President, Academic Affairs
- > Erik Thompson, Vice President of Campus Operations
- > Dave Valentine, CFO & Vice President for Finance & Administration

Steering Committee

- > Mark Beggs, President & CEO, Edenwald
- > Khine Cho, Student
- > Stephanie Coldren, Vice President for Marketing & External Relations
- > Michael Curry, Professor of Theatre
- > Kent Devereaux, President
- > Maggie Elligson, Director of Human Resources
- > Lisa Hill, Associate Director of Admissions
- > Becki Kurdle, Emerita Trustee
- > Rachel Leeds, Student

- > Caroline Leipf, Alumnae & Alumnae of Goucher College
- > Dr. Jenny Lenkowski, Assistant Professor of Biological Sciences
- > Jaquelin Machado-Contreras, Student
- > Ali Schiller-Smith, Director of Annual & Affinity Giving
- > Rob Smith, Associate Vice President & Deputy Information Officer
- > Erik Thompson, Vice President of Campus Operations
- > Dave Valentine, CFO & Vice President for Finance & Administration
- > Betsy Weingarten, Trustee
- > Jon Wexler, Trustee

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- > Andy Voytek, Director of Facilities Management Services
- > Kristen Welzenbach, Curator of Special Collections and Archives
- > Dr. Andrew Wu, Director of Athletics

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- > Ben Zunkeler, Planner, Project Manager
- > Andy McClurg, Transportation Planner
- > Anna Scherling, Studio Assistant
- > Diana Fernandez-Bibeau, Landscape Architecture Lead, Senior Associate
- > Eric Youngberg, Software Developer
- > Fanke Su, Landscape Designer
- > Hannah Cho, Planner
- > Hannah Gibson, Urban Designer
- > Hyeji Sheen, Urban Designer
- > Ian Scherling, Landscape Architect
- > Jose Miranda, CAD Tech
- > Kai Ying Lau, Data & Design Tools
- > Kartiki Sharma, Urban Designer
- > Ken Goulding, Planner
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- > Stephen Kun, Planner
- > Tamar Warburg, Director of Sustainability, Architect
- > Timo Gale, Product Manager and Experience Designer
- > Phillip Bruso, Planner

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- > Andy Jones, Mechanical Engineer

M.A. + Associates

- > Michael Withers
- > Darrell Wheelless

Engagement Participants, Subject Matter Experts, and Community Members, including:

- > Faculty Focus Groups
- > Student Focus Groups
- > Academic Center Directors
- > Director of Corporate, Foundation and Gov't Grants
- > Alumnae/i Advancement
- > North Baltimore Aquatic Club (NBAC)
- > Library and Learning Commons
- > Alumnae & Alumni of Goucher College
- > Hallowed Ground Project
- > Northeast Towson Improvement Association
- > Peabody Institute and Peabody Preparatory
- > Center for Data, Mathematical, and Computational Sciences



Appendix

The Goucher College CMP – Appendix, prepared as a separate document, contains the following items.

- 1 RMF Utilities Master Plan
- 2 Engagement Summary
 - > Survey, Polling, and Interactive Visioning Engagements
 - > MyCampus Survey
 - > Miro Board Exports
- 3 Stakeholder Participation
- 4 Analysis Findings
- 5 Prioritization Studies
 - > CMP Vision
 - > Sustainability Strategies
 - > Capital Projects
- 6 Steering Committee Presentations
- 7 Planning Principles, Strategies
- 8 The Hallowed Ground Project
- 9 Welsh Hall Study
- 10 Student Engagement Center Study
- 11 Athenaeum Study



SASAKI