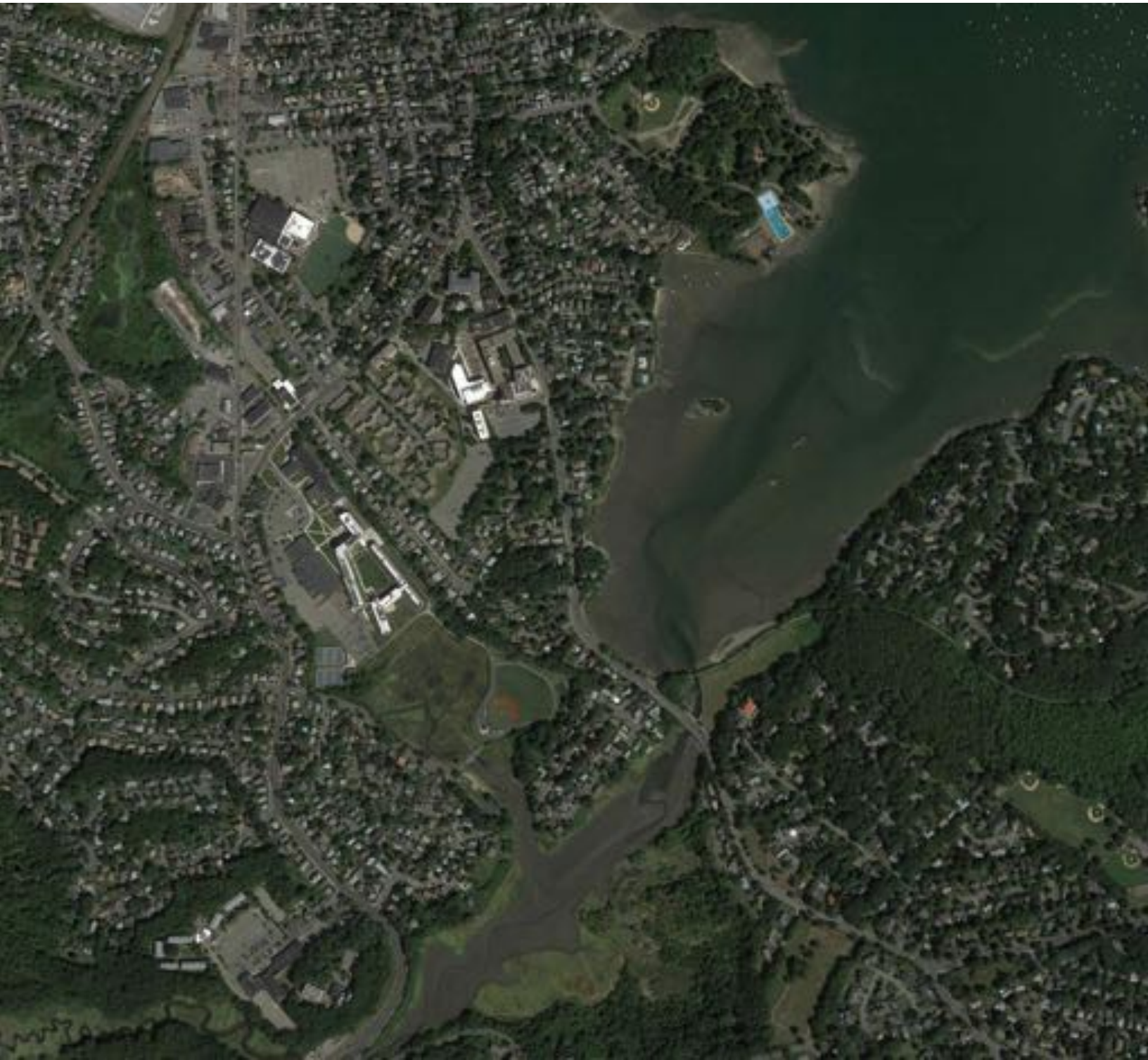


SALEM STATE UNIVERSITY



Massachusetts Division of Capital Asset
Management and Maintenance

S A S A K I

BHE0501 S31

Campus Master Vision Report
July 2013

SALEM STATE UNIVERSITY

Campus Master Vision Executive Summary

Massachusetts Division of Capital Asset
Management and Maintenance

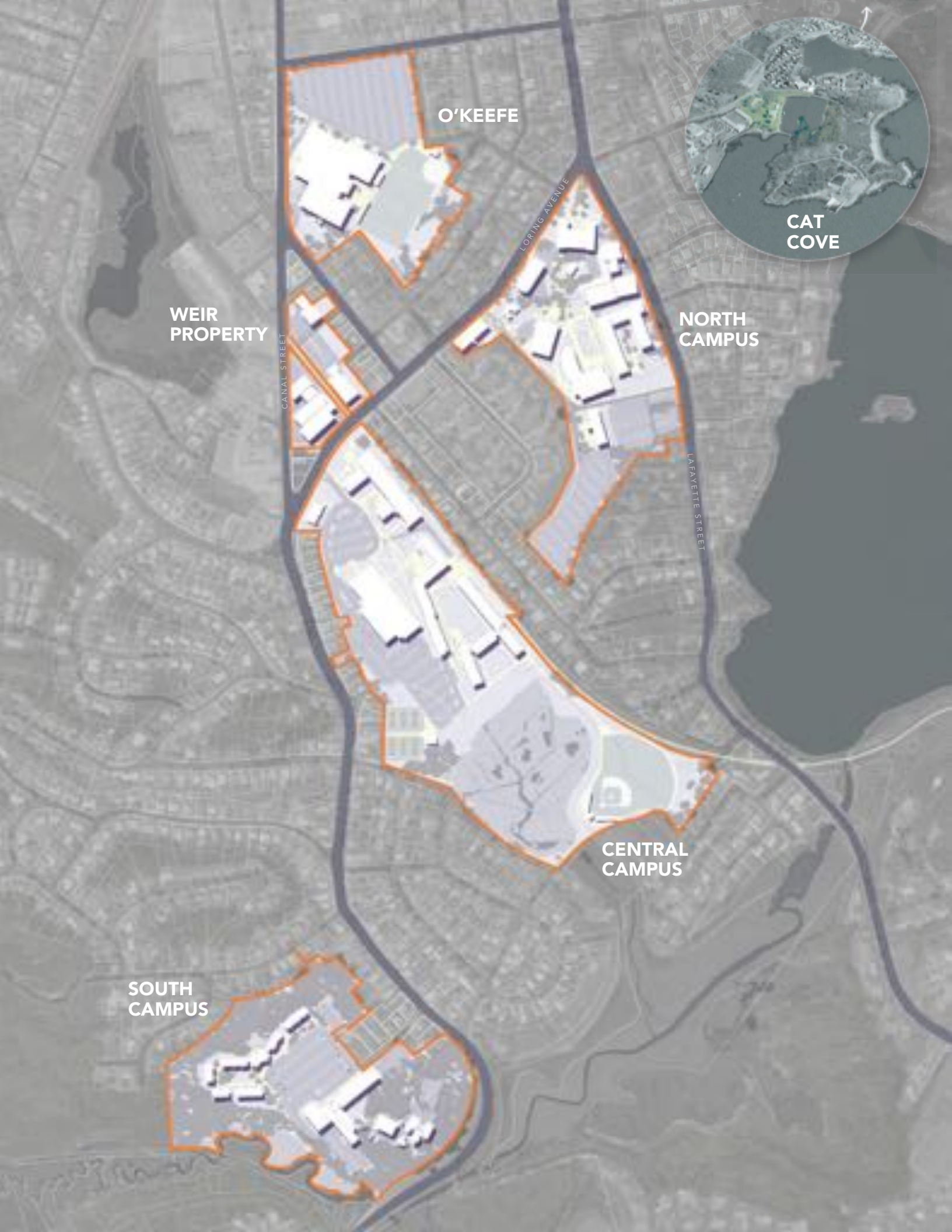
S A S A K I

BHE0501 S31

CONTENTS

Executive Summary	7
Principles	11
Planning Process	12
Key Program and Facility Needs	13
Urban Design Considerations	13
Existing Campus Environment	17
Current Landholdings and Campus Organization	19
Building Use, Condition, and Quality	21
Open Space and Pedestrian Circulation.	23
Parking and Transportation	25
Accessibility and Wayfinding	27
Space Analysis	29
Capital Development Vision Towards 2040	37
Strategic Academic and Enrollment Plan	39
Program Needs	41
Functional Organization and Planning Principles	41
Opportunity Sites within Current Landholdings	43
Sustainability and Smart Growth	53
Campus Image and Arrival	53
Opportunity Sites Beyond Existing Landholdings	55
Development Strategies for Campus Districts	57
North Campus	59
Central Campus	60
South Campus	64
O’Keefe Complex	64
Weir Property	64
Cat Cove	64
Implementation Program	67
Projects in Progress.	69
Projects in Years 1-5 of Implementation Program	69
Projects in Years 6-10 of Implementation Program	73
Projects in Years 11-15 of Implementation Program.	73

EXECUTIVE SUMMARY



**WEIR
PROPERTY**

CANAL STREET

O'KEEFE

LORING AVENUE

**NORTH
CAMPUS**

LAFAYETTE STREET

**CENTRAL
CAMPUS**

**SOUTH
CAMPUS**



**CAT
COVE**

The Salem State University Campus Master Vision establishes a vision for the future of the institution’s presence in the greater North Shore region – a vision rooted in the academic mission of the University, and one that advances its role in the community and economic development.

Salem State University’s strategic priorities include the following:

- Providing distinguished academic programs and innovative educational experiences;
- Advancing students’ intellectual, personal, and professional growth;
- Promoting civic engagement, social justice and connection to place; and
- Positioning the university to meet the challenges and opportunities of the future.

Implementation of these institutional priorities requires a transformation of the campus physical environment at Salem State University.



CAT
COVE

O'KEEFE

WEIR
PROPERTY

NORTH
CAMPUS

CANAL STREET

LORING AVENUE

LAFAYETTE STREET

P

CENTRAL
CAMPUS

SOUTH
CAMPUS

Principles

The proposed Campus Master Vision for guiding the continuing development of the Salem State University campus looks forward to a planning horizon of 2040 and is rooted in the following principles for improved functional organization and operations, enhanced experience of place, and sensitivity to the surrounding neighborhood and city context:

- **Flexibility** The vision provides a road map for coherent campus development, while preserving the campus's ability to adapt to a variety of future conditions.
- **Connectivity** The vision strives to improve vehicular access and safety, enhance pedestrian activity and establish a compact core. The existing and proposed pattern of campus uses maximizes programmatic synergies and allows for more convenient connections among and between the different parts of the Salem State University campus.
- **Identity** The vision establishes a physical framework that places appropriate emphasis on the definition and character of the university's boundaries, gateways and street edges, creates memorable open spaces, and improves campus wayfinding.
- **Community** The vision builds on the concept of a living-learning environment with recommendations for integrating academic and residential uses; provides appropriate student life amenities; and enhances partnerships with the surrounding neighborhoods and the City of Salem.

Guided by these principles, the Vision considers the best use of the existing campus zones (North Campus, Central Campus, South Campus, the O'Keefe site, the Weir Properties, and Cat Cove), possible connections between these zones, and opportunity sites for future expansion.



THE CONSULTANT TEAM TOURED ALL CAMPUS FACILITIES, INCLUDING CAT COVE (ABOVE)

Planning Process

The planning effort commenced in the summer of 2012 under the guidance of the Master Vision Task Force, the President's Executive Cabinet, and the Massachusetts Division of Capital Asset Management and Maintenance. The process was highly inclusive and transparent, designed to provide deliberate and interactive engagement with the Salem State campus community, the broader Salem community, the Commonwealth, Massachusetts State College Building Authority, and other local partners. The process included on-campus work sessions, stakeholder interviews, presentations to the university community and the Salem State University Neighborhood Advisory Committee, and interactive online surveys.

Key Program and Facility Needs

The analysis phase of work revealed a series of key program and facility needs. Addressing these program and facility needs directly impacts the university's ability to achieve its mission and provides the basis for the following recommendations articulated in the Campus Master Vision:

- Specialized instruction space – laboratories, studios, etc. with sufficient capacity and appropriately equipped to meet contemporary standards -- to support teaching and research in the sciences and the arts;
- Learning space that supports active and experiential pedagogies and relieves the pressure on existing classrooms;
- Student interaction spaces including lounge, study, student organization, and group work spaces;
- Office space to support full-time and part-time faculty;
- Faculty collaboration spaces;
- New residence halls to improve both the quantity and quality of the living-learning community;
- More distributed dining facilities;
- Adequate parking for Salem State students, faculty, staff, and visitors.

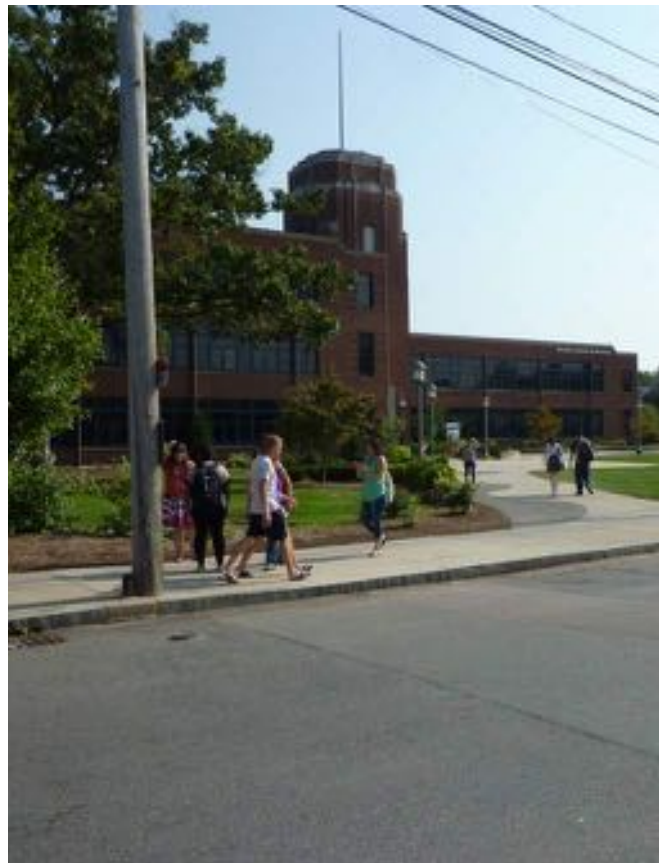


EXISTING CLASSROOM ON NORTH CAMPUS

Urban Design Considerations

In addition to the above-listed programmatic needs, the Salem State University campus faces numerous physical planning and urban design challenges. The following design responses address the challenge of creating a campus-not just a collection of buildings. Providing connectivity between the several SSU real estate units is the key.

- Establishing a strong collegiate identity for SSU at campus edges and gateways;
- Providing clarity and safety for circulation of vehicles, bicycles, and pedestrians;
- Strengthening the whole campus as part of the learning environment, including outdoor spaces;
- Maximizing real estate potential by leveraging existing assets and strategically investing in properties that advance SSU's mission.



VIEW OF CENTRAL CAMPUS FROM LORING AVENUE



**WEIR
PROPERTY**

O'KEEFE

**NORTH
CAMPUS**

**CENTRAL
CAMPUS**

**SOUTH
CAMPUS**

**CAT
COVE**

CANAL STREET

LORING AVENUE

LAFAYETTE STREET

7

3

2

1

9

6

4

5

P

7

Capital Improvement Priorities

These design responses translate into the following series of primary capital improvement priorities:

- ① A new laboratory facility, linking to a renovated Meier Hall, to meet significant program demands for both sciences and the arts -- the renovation to Meier Hall will enhance academic space, resolve building systems and exterior façade issues, and activate an important edge along Lafayette Street and College Drive;
- ② A renovated Sullivan Hall to support modern learning environments;
- ③ Potential conversion of the Horace Mann Laboratory School from a Salem Public Schools facility to a Salem State University facility; Harrington Building, in turn, would be adapted for use by Salem Public Schools;
- ④ A new residence hall on North Campus to enhance the overall living-learning community around the University's academic core;
- ⑤ Mixed-use living-learning residence halls on Central Campus, creating a critical mass of students who live on-campus;
- ⑥ A redeveloped, larger Campus Center to foster community interests, including space for commuter students, meeting spaces, student organization space, and dining;
- ⑦ Improved indoor and outdoor recreation facilities, including a fitness center addition and new recreation fields at O'Keefe and South Campuses;
- ⑧ A redeveloped and expanded Cat Cove aquaculture research facility that will support the university's instructional, research and economic development roles;
- ⑨ A new partnership facility on the Weir Property to include a Welcome Center housing institutional advancement, bookstore and admissions; science-technology labs; administrative offices; and relocated Enterprise Center functions.

Should the programs and enrollments at Salem State University dictate a need to expand the capacity and configuration of campus facilities beyond the current boundaries, the following two off-campus zones present prime opportunities for capturing useful development potential:

- Ⓐ Canal Street Corridor: Potential long-term development of the Canal Street corridor to support a mix of compatible private and institutional uses, in keeping with the creation of a more lively and attractive gateway to Downtown Salem.
- Ⓑ Rainbow Terrace: Potential long-term partnership between the University and the Salem Housing Authority to reimagine land use at Rainbow Terrace;



POTENTIAL CONNECTIONS BETWEEN NORTH & SOUTH CAMPUSES

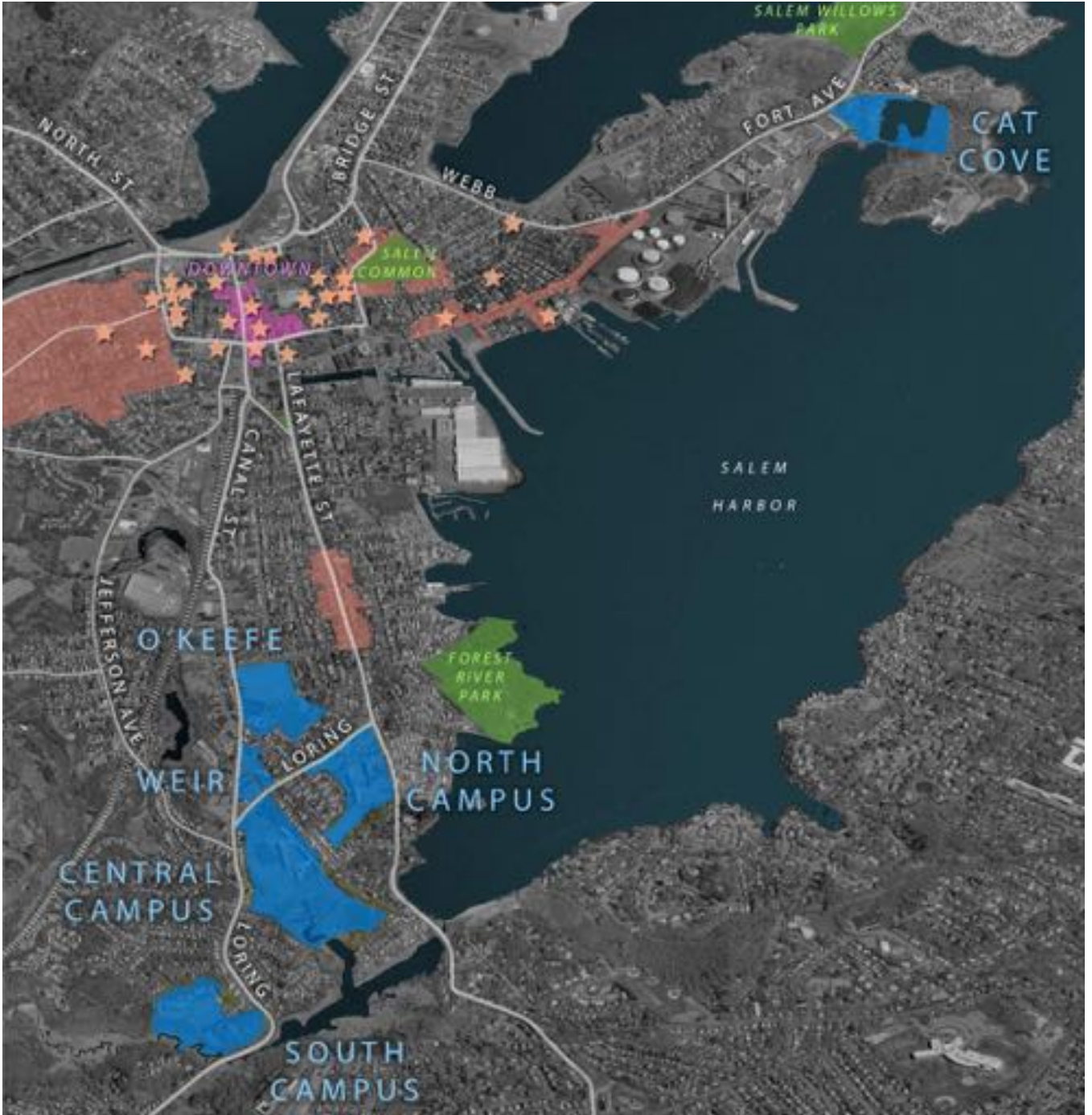


POTENTIAL CANAL STREET AND RAINBOW TERRACE CAMPUS CONNECTIONS

- ◀ PROPOSED CAMPUS DEVELOPMENT
- Proposed Residential
- Proposed Academic / Student Life

- Potential Land Acquisition
- Vehicular Corridor
- Pedestrian Corridor

EXISTING CAMPUS ENVIRONMENT



▲ SALEM STATE UNIVERSITY CAMPUS CONTEXT

- Campus Property
- Historic District
- Downtown Salem
- Public Park
- ★ National Historic Landmark

Current Landholdings and Campus Organization

Founded in 1854 as the Salem Normal School, Salem State University (SSU) initially served as a women's teachers college. In the early twentieth century, Salem State moved to its current location at the intersection of Lafayette Street and Loring Avenue and expanded in the 1970s and 1990s to Central and South Campuses. Additional Salem State properties include the O'Keefe Complex, Cat Cove and the recently acquired Weir Property.

A master plan completed in 2007 identified the need to enhance connections between Salem State's numerous campuses; to modernize buildings, especially on North Campus; and to solidify campus identity through landscape improvements and by establishing a gateway entrance to campus. The 2007 plan placed highest priority on a Science and Learning Commons, Center for Creative and Performing Arts, and Sullivan Building modernization. It also advised pursuing infrastructure, parking, and stormwater improvements; acquiring property to accommodate campus growth; and addressing deferred maintenance of key buildings.

Since 2007, Salem State has made many improvements, such as the construction of the new Library and Learning Commons, the Fitness and Recreation Center, and the Marsh Residence Hall and the acquisition of the Weir Property, followed by renovation of the Stanley Building for academic and administration functions. This Campus Master Vision will continue to advance these goals and accommodate new priorities. The unanticipated closure of the existing library building in late 2007 required that construction of a new library become the highest priority for facilities development. The new Library and Learning Commons building was funded in the Commonwealth's 2008 higher education bond bill.



O'KEEFE

WEIR
PROPERTY

NORTH
CAMPUS

CENTRAL
CAMPUS

SOUTH
CAMPUS

Building Use, Condition, and Quality

Each of SSU's three primary campuses – North, Central, and South – offer both academic and residential facilities. This mix of uses helps foster a sense of an integrated learning and living environment, whereby the residence halls become an extension of the learning taking place within the formal academic spaces. The Campus Master Vision recognizes this pattern of facilities embodying a mix of uses as a tremendous asset for the University, and endeavors to strengthen this use pattern wherever practical.

Both North and Central Campuses also offer student life facilities, whereas South Campus has only limited dining options and very little meeting and study space for students. This deficiency in student life facilities, combined with the distance of the South Campus academic spaces from North and Central Campuses, make South Campus a less than ideal location for core academic functions. Students cannot travel from South Campus to any of the other campus locations in the ten minutes provided for class changes. As the academic enterprise becomes increasingly interdisciplinary and about collaborative learning, the distance factor between the campuses will limit student choice in course and schedule offerings, and impact the efficient utilization of available teaching space.

Building condition and space quality remain significant issues at SSU. While the University has several facilities worthy of investment, the availability of limited funding poses challenges with respect to the upkeep of the physical plant. Meier Hall and Sullivan Hall, both critical academic buildings in strategic locations, are in need of comprehensive modernization. Facilities on Upper South are deteriorated and in severe need of renovation or redevelopment. Unlike the North Campus buildings, the cost to renovate Upper South facilities may exceed replacement cost or, at least, not achieve an acceptable cost-benefit threshold.

◀ EXISTING BUILDING USE

- Residential
- Academic
- Athletics / Recreation
- Administrative
- Student Life
- Support
- Community Partnership
- Vacant



**WEIR
PROPERTY**

O'KEEFE

**NORTH
CAMPUS**

**CENTRAL
CAMPUS**

**SOUTH
CAMPUS**

CANAL STREET

LORING AVENUE

LAFAYETTE STREET

Open Space and Pedestrian Circulation

Open space plays a significant role in distinguishing the Salem State campus setting from its surrounding suburban context. Campus landholdings include a salt water marsh, which has undergone ecological restoration and acts as an aesthetic, instructional, and recreational amenity. Recent projects, such as the North Campus Quadrangle built in conjunction with the Library and Learning Commons, as well as the Central Campus Quadrangle between Atlantic and Marsh Halls, have had a transformative impact by creating a sense of place and providing outdoor “rooms” for accommodating campus activities.

Of equal importance are the linear landscapes in the campus setting. As the University strives to better connect its campus units, attention must be paid to the linkages between them, with the aim of facilitating convenient, safe and accessible pedestrian movement.

While the experience of the SSU campus setting is one of fragmented districts, there is considerable potential for the development of a relatively compact, well-connected cluster. For example, the center of the Rainbow Terrace housing area is advantageously sited for SSU, having the O’Keefe Complex, Weir Property, and North and Central Campuses all within a five-minute walking radius. However, non-campus owned parcels, heavily trafficked roads, and areas with steep grades create obstacles to ease of movement between campuses. The enhancement of the streets between campus units, such as Loring Avenue and Broadway, to create a welcoming, attractive and safe environment for pedestrians and vehicles is key in the continuing improvement of the campus setting.

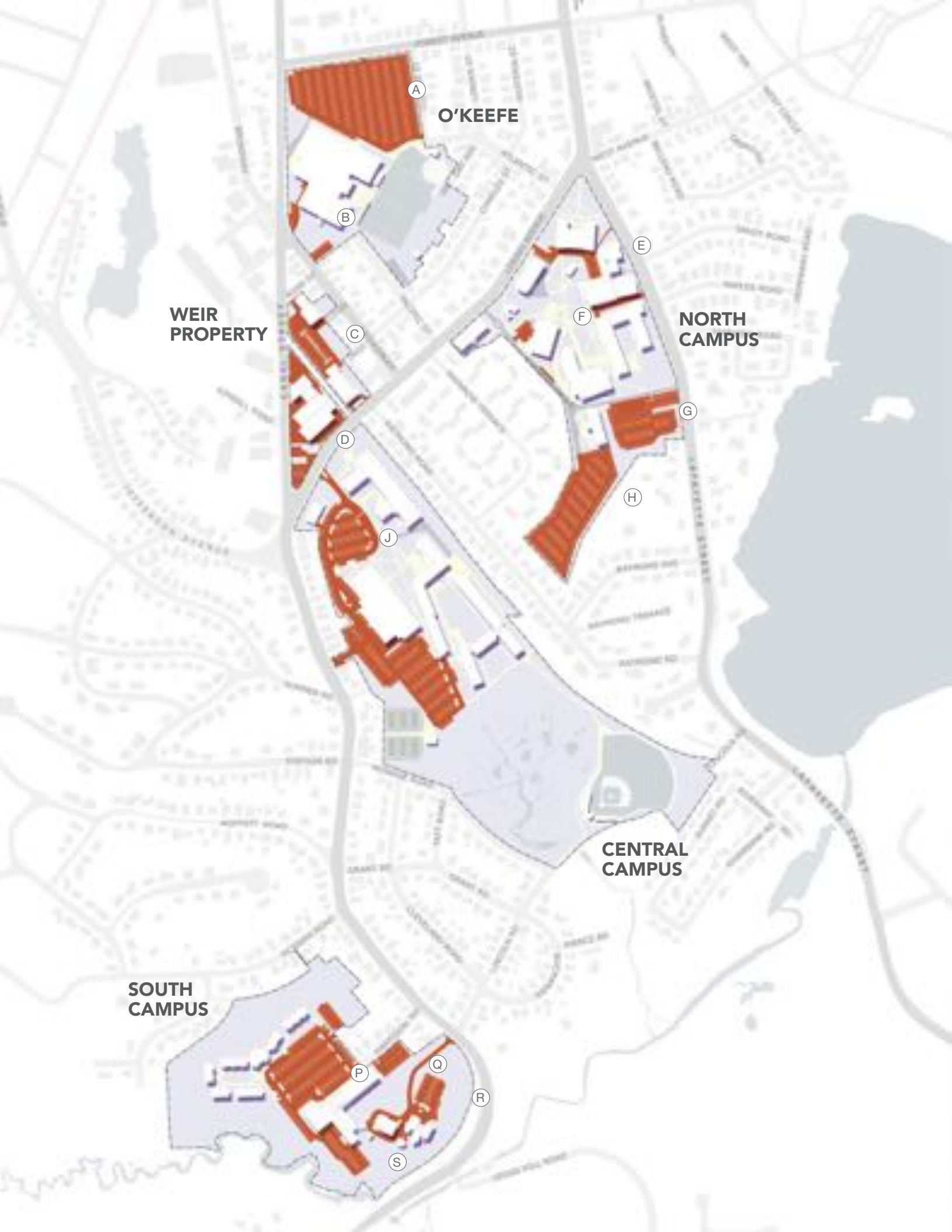


FACILITIES ON NORTH CAMPUS, CENTRAL CAMPUS, O’KEEFE, AND THE WEIR PROPERTY FIT WITHIN A 5-MINUTE WALK RADIUS

■ Pedestrian Circulation

◀ EXISTING LAND USE

- Plaza
- Front Lawn
- Quadrangle
- Courtyard
- Athletics / Recreation
- Topographic Divide
- Wetland



O'KEEFE

WEIR
PROPERTY

NORTH
CAMPUS

CENTRAL
CAMPUS

SOUTH
CAMPUS

Parking and Transportation

Parking

To determine the parking need generated by the campus, and to provide guidance in the development of the parking program for the Master Vision, a comprehensive survey was taken of occupancy in campus parking lots. Table 1 shows the results of the parking survey over two days, in terms of parking spaces occupied by lot and time of day.

The survey revealed definite patterns in the use of the total parking inventory of 2,611 spaces available in university parking lots. Parking proximate to the academic core is highly utilized. On the other hand, the O’Keefe Center lot’s occupancy peaks at 85%-88%, with a minimum available capacity of 83 spaces. Lots C and D at the Weir Property, with 78 and 60 spaces respectively,

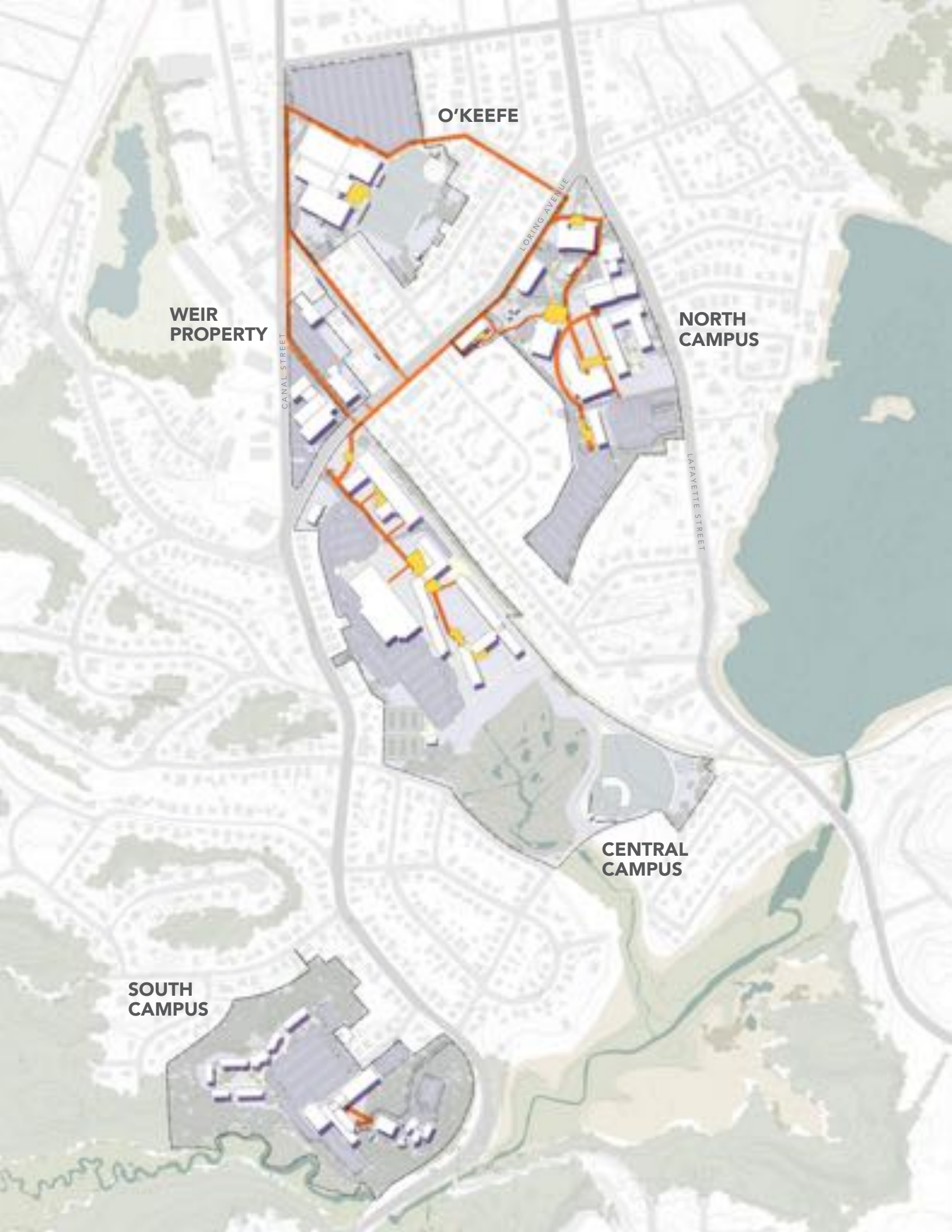
are significantly over-subscribed. On North Campus, all lots except Lot F (18 spaces) experience peak occupancies over 90% at some time of day. Likewise, in Central Campus, Lot J has peak occupancy over 90%. Given the size of Lot J, however, there are more available spaces at all times. At the peak hour of occupancy, 12:00-1:00 on Tuesday, there are 39 vacant spaces in all of Lot J: 25 permit spaces and 14 Enterprise Center spaces.

One of the few instances of noticeable difference between Tuesday and Wednesday occupancy occurs in the Enterprise Center portion of Lot J. On Tuesday occupancy peaks at 90% at 12:00-1:00, while on Wednesday it peaks at 85 % at 11:00-12:00.

Parking is somewhat less congested at South Campus than elsewhere. The main lot, with 352 spaces, does not exceed 77% occupancy, with 88 available spaces. Looking at South Campus as a whole, there are never fewer than 124 vacant spaces out of a total of 533.

LOT	Capacity	7:00-8:00	8:00-9:00	9:00-10:00	10:00-11:00	11:00-12:00	12:00-1:00	1:00-2:00	2:00-3:00	3:00-4:00	4:00-5:00	5:00-6:00	6:00-7:00
A	705	6%	27%	58%	77%	78%	85%	67%	55%	38%	35%	25%	16%
B	23	22%	28%	35%	39%	57%	52%	65%	65%	61%	52%	43%	30%
C	78	31%	53%	87%	98%	103%	108%	110%	86%	62%	72%	38%	27%
D	60	5%	62%	110%	122%	123%	123%	116%	62%	67%	47%	40%	33%
E	37	19%	59%	81%	100%	100%	100%	82%	82%	100%	100%	81%	65%
F	18	6%	44%	66%	61%	78%	78%	78%	72%	72%	56%	56%	50%
G	190	4%	23%	100%	100%	110%	100%	100%	87%	84%	85%	78%	67%
H	362	10%	40%	83%	91%	88%	87%	88%	79%	67%	66%	67%	52%
J South	314	75%	83%	90%	90%	89%	89%	88%	85%	77%	60%	76%	78%
J North	157	29%	59%	76%	87%	90%	84%	82%	90%	83%	77%	70%	68%
Enterprise	134	4%	20%	84%	89%	85%	81%	78%	78%	71%	60%	42%	22%
Subtotal	2,078	20%	42%	76%	86%	90%	81%	83%	75%	63%	61%	52%	43%
P	352	43%	63%	77%	72%	76%	73%	72%	68%	64%	58%	61%	57%
Q	45	0%	24%	67%	89%	85%	81%	89%	84%	62%	60%	58%	18%
R	61	3%	25%	66%	92%	80%	74%	57%	62%	57%	61%	62%	84%
S	75	4%	13%	49%	71%	75%	72%	48%	35%	29%	24%	23%	23%
ALL	2,611	22%	43%	75%	83%	81%	88%	80%	73%	62%	59%	52%	44%

PARKING LOT UTILIZATION - WEDNESDAY, MARCH 6



O'KEEFE

**WEIR
PROPERTY**

**NORTH
CAMPUS**

**CENTRAL
CAMPUS**

**SOUTH
CAMPUS**

CANAL STREET

LORING AVENUE

LAFAYETTE STREET

Traffic

The primary purpose of the traffic analysis was to develop an accurate picture of the movements along Loring Avenue, which is the main connector between North campus, Central campus and the Weir and O'Keefe properties on the north side of Loring. Vehicular traffic conditions were found to be similar in the AM and PM peak hours, with relatively balanced flows of traffic in both directions along Loring Avenue.

The intersection of Loring with Lafayette Street and West Avenue functions at Level-of-Service (LOS) 'E' in peak hours, indicating congestion and less-than-optimal traffic conditions. At the other signalized intersections – the two adjacent signals at the confluence of Loring, Canal, and Jefferson – LOS is measured as acceptable in both peak hours. It should be noted, however, that in practice they are subject to some friction and overlap, and that instances were observed of illegally stopped vehicles blocking lanes and causing inefficiencies.

At the five unsignalized intersections between Canal and Lafayette Streets, LOS measurements indicate varying levels of average delay for the side streets. Delays are significant – averaging over 50 seconds – at both the Raymond Road and Broadway approaches to Loring Avenue. However, at the other three intersections, importantly including the two SSU driveways, LOS is acceptable in both peak hours.

Pedestrian volumes are high along and across Loring at all times of day. In the mid-day, upward of 600 people were observed walking along the south side of Loring in a single hour. Loring Avenue is, thus, SSU's most important pedestrian corridor and could be seen as the university's most important open space.

Pedestrian crossings of Loring Avenue are also significant, as students walk between the O'Keefe Center and North or Central campus. Over 300 crossings of Loring at Linden Street were observed – more than five per minute over a whole hour.

Conditions were also observed at the southern driveway to the Central campus parking lot. During the PM peak hour, when northbound traffic on Loring Avenue is heavy, drivers exiting the lot at this point must wait for someone to stop and let them enter the roadway. While this usually happens fairly quickly, the situation does suggest that a better level of service is desirable for the parking lot exit. Also, as discussed above, the redevelopment of Central campus will ultimately involve displacement of most of the existing parking lot, perhaps requiring its consolidation in a garage at the southern edge of Central campus. The existing driveway from the lot onto Loring Avenue east of Canal will become a pedestrian-oriented path and a spine of Central campus' main open space, and will no longer have direct access to parking. The driveway configuration for Central campus should therefore be reconsidered.

Accessibility and Wayfinding

A campus-wide assessment of accessibility to programs, services and facilities is under way at the direction of DCAMM. The information and fieldwork for this assessment will be completed in early 2014, with recommendations to follow. The goal for the assessment is the development of a plan for how SSU will meet its equal access obligations under the Americans with Disabilities Act (ADA) in a strategic, effective and timely manner.

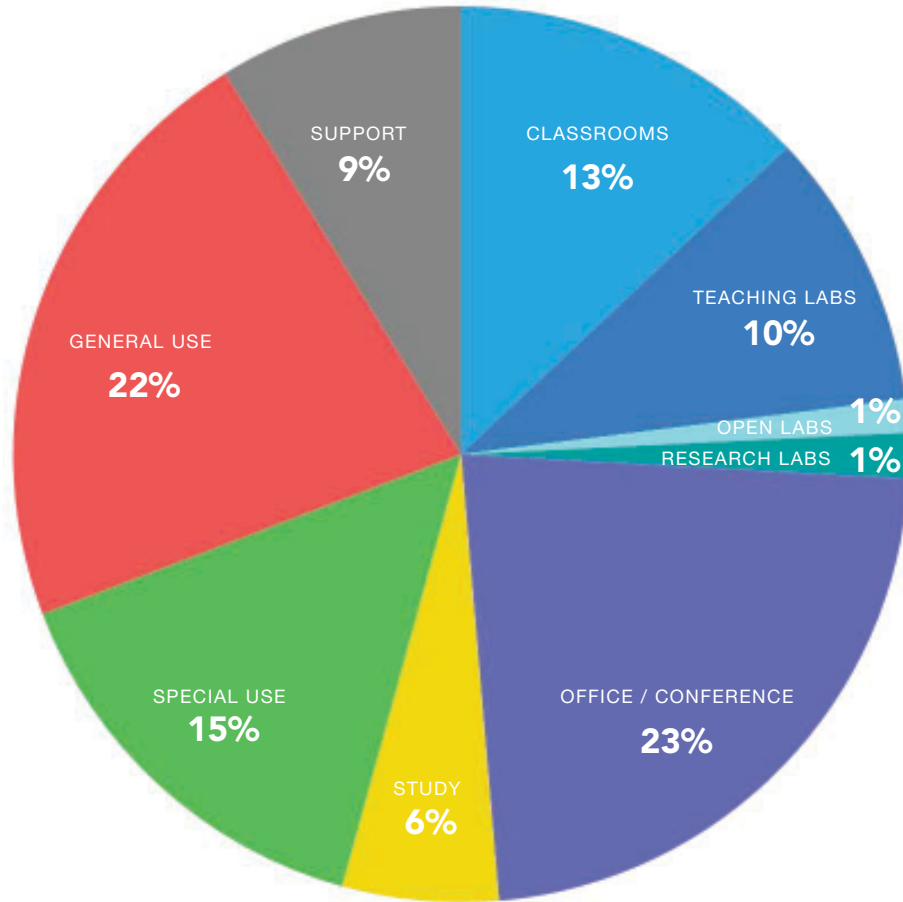
The result of this accessibility assessment will be a set of prioritized recommendations regarding strategic improvements aimed at compliance with the ADA. The current effort will assess in broad terms what needs to be done to bring SSU's programs and facilities into compliance with the ADA. Data from the assessment will be used to inform capital funding requests and resource allocation decision-making. Recommendations will include an implementation plan for ADA compliance by informing project scopes of work and establishing priorities for facility management, maintenance and repair.

Upon completion of the campus-wide assessment of accessibility to programs, services and facilities at SSU, the data and recommendations will be coupled with the Campus Master Vision to guide future investment and capital improvements.

Loring Avenue is SSU's most important pedestrian corridor and could be seen as the university's most important open space.

PEDESTRIAN CIRCULATION

- Plaza
- Pedestrian Corridor



▲ NON-RESIDENTIAL SPACE TOTALS 695,762 ASSIGNED SQUARE FEET (INCLUDING THE NEW LIBRARY AND O'KEEFE EXPANSION)

Space Analysis

Introduction

Modern campus learning environments place heavy demands on space. The trend in campus facilities is towards formal learning environments and student life spaces which overlap. New technologies and pedagogical approaches demand flexible classroom capabilities. Maximizing the use of existing space has become more important as universities face operating budget pressures and strive to be as sustainable and efficient as possible. The analysis of existing space capacity and use patterns at Salem State informs master plan priorities, addressing the distribution, quantity, and characteristics of academic, student life, and office space campus-wide.

Using the University's space inventory and class schedule, current space use patterns were analyzed to determine opportunities for increased efficiency and possible consolidation. Natural science labs in Meier Hall were the focus of a suitability assessment, and potential divestment of south campus academic space was explored.

DCAMM and Sasaki space allocation and utilization standards and guidelines, which are reflective of higher education industry standards, were applied when applicable. Spaces in the database are coded according to Facilities Inventory and Classification Manual (FICM) categories, a commonly used system of classifying campus space types.

Inventory Overview

Excluding residential, health services, and unassigned space, Salem State University contains 580,444 assignable square feet (ASF). Space categories include classroom, teaching lab, research lab, office, study, special use, general use, and support. The O'Keefe fitness addition and new Learning Commons increase the total to 695,762 ASF. The old Library and Horace Mann Laboratory School are not included in this space analysis.

Instructional space (Classrooms and Teaching Labs) comprises 24 percent of available ASF on the SSU campus; office space (which includes conference rooms) occupies an equal proportion. Research space occupies only 1-2 percent of nonresidential ASF. The O'Keefe addition and new Library and Learning Commons will increase, respectively, the proportions of general use and study space available at the University.

Although Central Campus is at the geographic center of Salem State, its functions are largely residential and low-density. Academic and administrative space is concentrated on the North Campus.

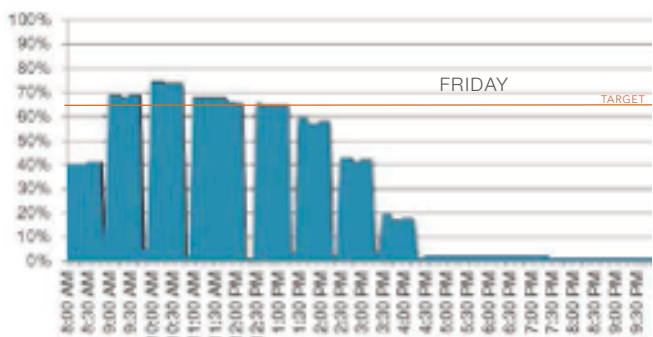
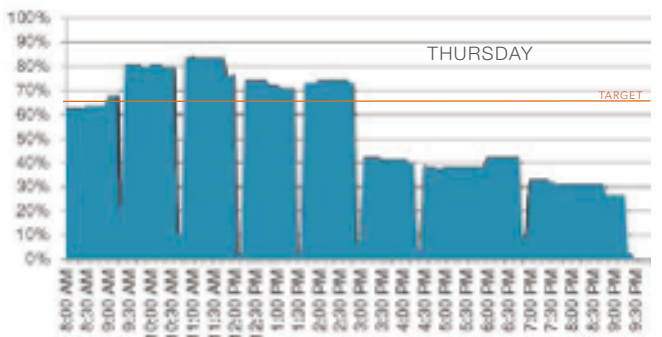
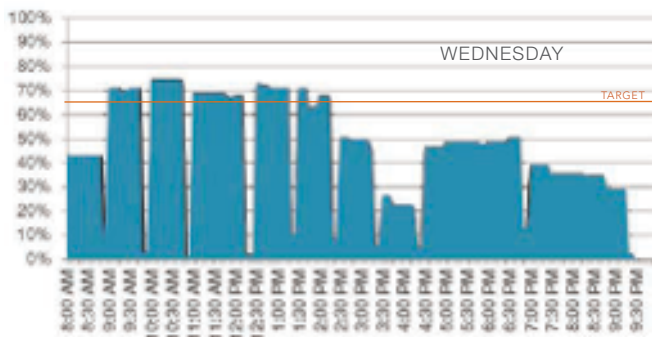
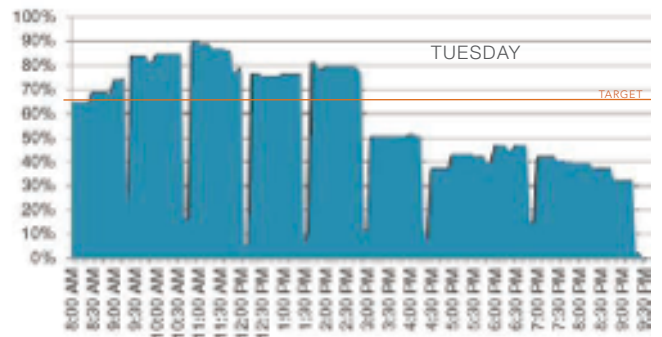
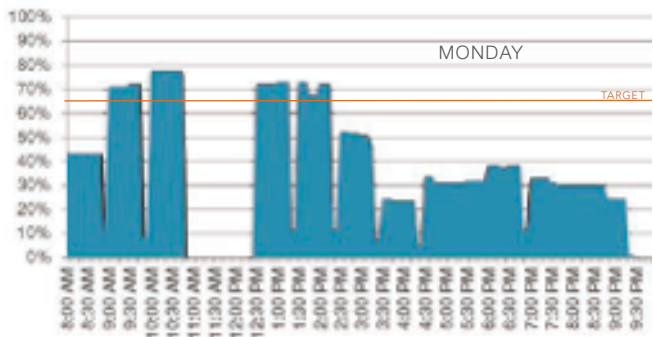
Office

Although Salem State's overall quantity of office ASF appears to be adequate to support full-time faculty, the university's significant adjunct population may be underserved. SSU's ratio of office station to full-time equivalent faculty and staff is 0.90, much higher than the conventional ratio of 0.75. This ratio suggests that there is adequate office space based on the total number of undifferentiated employees. However, isolating faculty offices reveals why there is a sense of limited faculty office space. SSU has 359 faculty-assigned offices, but over twice as many faculty members. Salem State has 424 part-time faculty and 337 full-time faculty members. Assuming that nearly all full-time faculty have an office, very few offices remain for sharing by part-time faculty. The extent to which part-time faculty are provided office space will be an important policy decision that stands to significantly impact the quantity of office space needed in the future. Additionally, office quality is a significant issue for the University. Office size and quality varies across the University and should be addressed during building improvements and interior upgrades.

Student Lounge and Study

With the construction of the new Library and Learning Commons and the new fitness and recreation center at the O'Keefe complex, Salem State has 45,177 ASF of student lounge and study space. This includes Study Rooms, Open Stack Study Rooms, Study Service, Lounge, and Lounge Service areas.

Over 40 percent of student lounge and study space is located in residence halls, even with the addition of the new library. This percentage is significant, especially in light of Salem State's large commuter student population. The proportion of student life space located in residence halls is likely to increase as Salem State continues to invest in its residential communities. To balance this investment, additional student study space accessible to commuter students should be a priority in renovation and new construction projects in order to support learning outside the classroom for non-residents. For example, current temporary library space on Central Campus may be converted to study lounge space once the new library opens.



◀ CLASSROOM UTILIZATION HISTOGRAMS

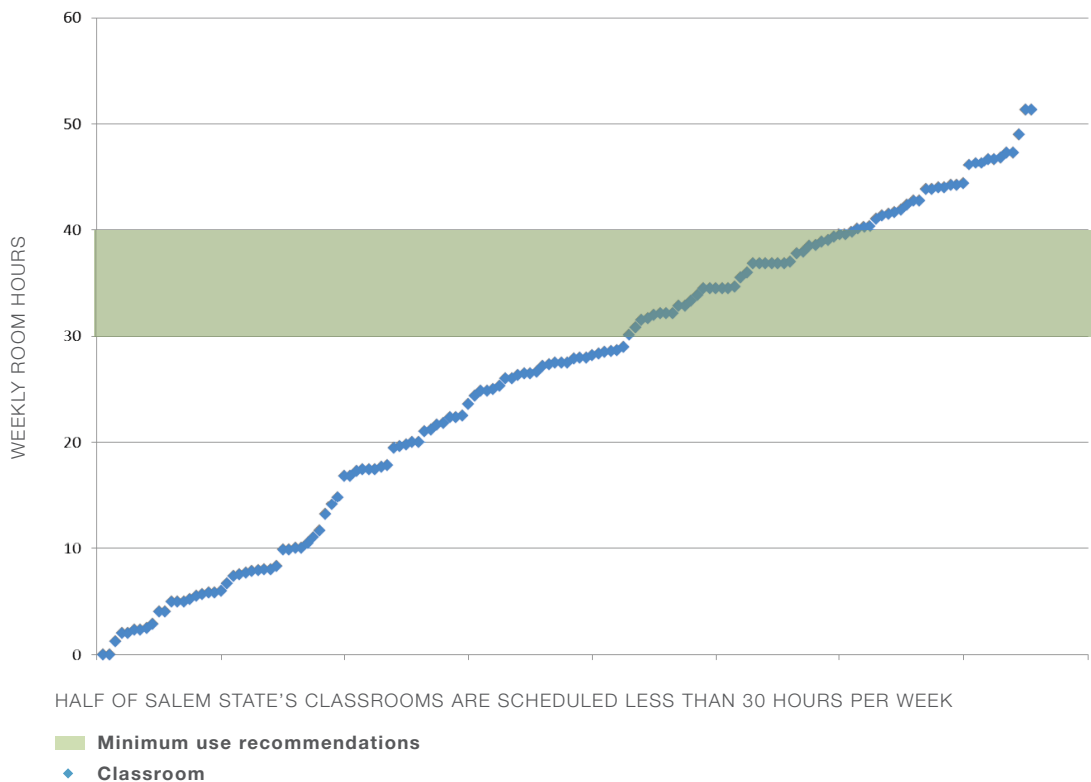
Monday, Tuesday and Thursday register the most consistent usage. There are significant opportunities to improve use in the afternoons after 3:00 PM and on Mondays from 11:00 AM to 1:00 PM.

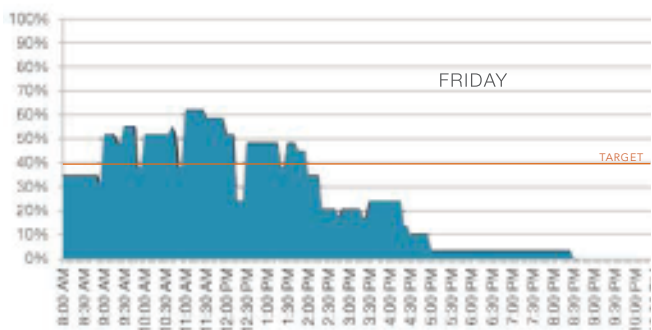
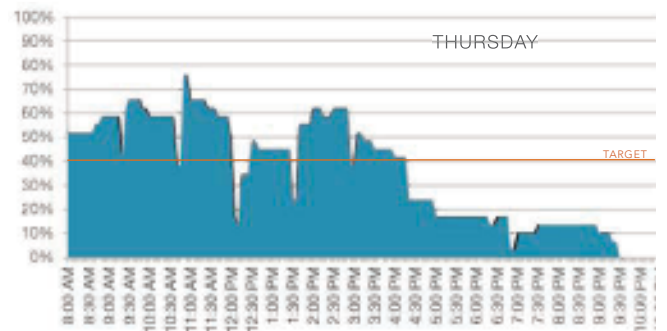
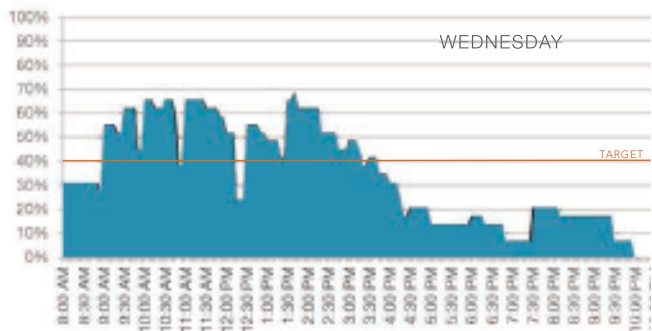
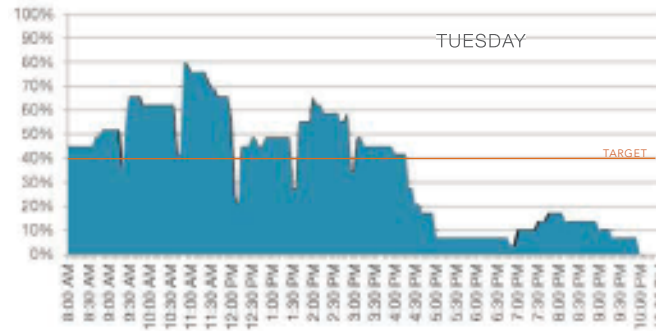
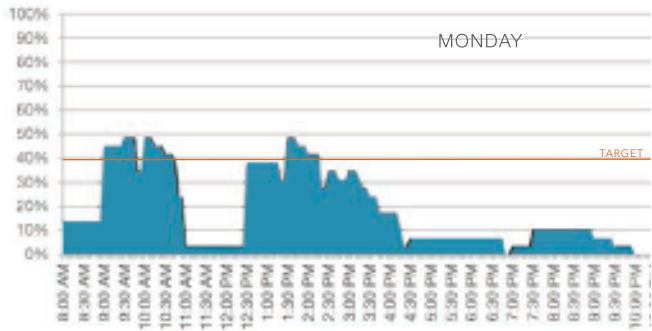
Instructional Spaces

When evaluating general classroom and lab use, industry norms used by Sasaki indicate a utilization target of 65 percent for classrooms and 40 percent for class laboratories. DCAMM's standards are slightly higher at 67 percent and 50 percent, respectively. The resulting target for use of individual classrooms is 30 to 40 weekly room hours (WRH); lab utilization will vary by discipline. In terms of station occupancy, DCAMM applies a 67 percent standard for classrooms.

When evaluating scheduled use patterns, Monday, Tuesday and Thursday register the most consistent usage. There are significant opportunities to improve use in the afternoons after 3:00 PM and on Mondays from 11:00 AM to 1:00 PM, which is currently reserved as the University's general activity period when no classes are scheduled. Central Campus classrooms have the highest average weekly room hours (WRH). Some North Campus classrooms in Meier and Sullivan Halls are also in high demand.

Space quality and location are likely contributing factors for rooms with low utilization. Seven of the ten lowest utilized classrooms are in the Academic Building on South Campus, presumably due to both substandard quality and location. SSU has a 48 percent seat fill rate; the DCAMM standard is 67 percent. The gap between seat fill and classroom capacity indicates that there may be a gap between classroom stock and ideal class size from a pedagogical perspective. Faculty indicated that seminar teaching spaces are in high demand.





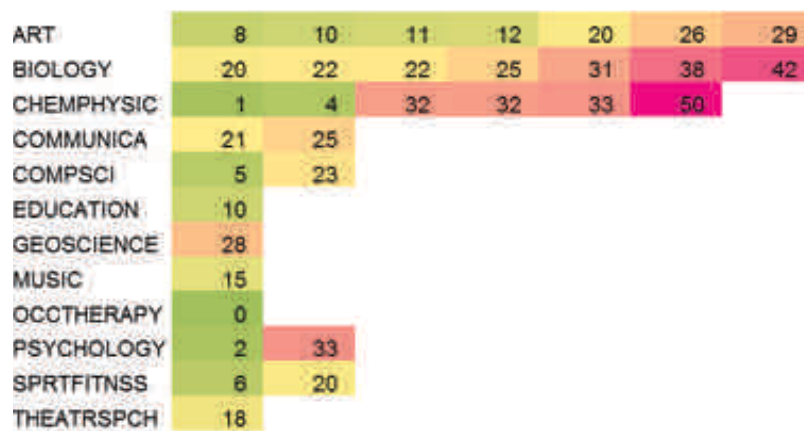
◀ TEACHING LAB UTILIZATION HISTOGRAMS

Biology, Chemistry/Physics, Geoscience, Art, and Psychology have the highest lab utilization.

Lab Utilization

Because of the specialized nature of the space, utilization expectations are lower for teaching labs than for classrooms: 25 hours per week for individual labs, with 40-50 percent room utilization. SSU's labs most consistently achieve 40 percent utilization (or higher) between 9:00 AM and 2:00 PM Tuesday through Friday. Monday utilization is lower, in part because public holidays limit meeting opportunities for once-per-week labs. Additional evening sessions are an opportunity for improved use of existing lab space.

In addition to analyzing overall use patterns, the analysis isolated the use of individual rooms and sorted these spaces based on departmental ownership. Biology, Chemistry/Physics, Geoscience, Art, and Psychology have the highest lab utilization. Other labs are scheduled less than the 25 hours-per-week recommended standard. These data do not reflect unscheduled use of the labs for individual projects, practice, research and other purposes.



LAB UTILIZATION, BY DISCIPLINE

Low Utilization  Heavy Utilization
 Hours the room is scheduled per week

Building Condition and Quality

Improved wet lab facilities were cited as one of Salem State's most urgent space needs. These facilities are concentrated in Meier Hall, a building poorly suited to wet lab renovation based on low ceiling height and mechanical systems limitations. Rather than investing in Meier Hall's current wet labs, SSU's lab needs could be more efficiently satisfied with the addition of a new wing, creating space more suited to web labs for instruction and research, and allowing current wet lab space to be cost-effectively converted to dry lab, general classroom, or office use.

Many of Salem State's fine art studios are in poor condition, located in basements with poor ventilation and light. Faculty cite the need for greater collaboration among fine arts disciplines and the clustering of studio space, which is currently divided between several campus buildings. Performance and gallery space is also needed.



BASEMENT ART STUDIOS IN SULLIVAN LACK NECESSARY VENTILATION

South Campus

Many buildings on Upper South Campus are in poor physical condition. The isolation of both Upper and Lower South complicates transportation and parking. Divestment of South Campus' academic functions could be possible if Meier Hall's current wet lab space were relocated to an addition and the current labs spaces were backfilled with dry labs, classrooms, and offices. The Weir property may be an alternative site for Institutional Advancement, and the courthouses in downtown Salem may be an alternative site for the School of Social Work.

Assigned space for all of South Campus, excluding Bates and the gymnasium, totals 64,000 SF. This equals 60 percent of the total space in Meier Hall. Depending on the potential of a Meier Hall addition, back-fill of the existing facility could significantly accommodate the relocation of South Campus academic programs.



ALUMNI HOUSE ON UPPER SOUTH CAMPUS



POOR BUILDING CONDITION ON UPPER SOUTH CAMPUS

CAPITAL DEVELOPMENT VISION TOWARDS 2040



Strategic Academic and Enrollment Plan

Strategic Academic Plan

The strategic plan, written in 2013, establishes Salem State's mission, values, goals, and objectives through 2016. Goals focus on academic excellence and innovative educational experiences, students' intellectual, personal and professional growth, promotion of civic engagement, social justice and connection to place, and best practices in the business of being a university. The concrete objectives support the mission, vision, and values of the university.

Mission Statement

Salem State's mission is to provide a high quality, student-centered education that prepares a diverse community of learners to contribute responsibly and creatively to a global society, and serve as a resource to advance the region's cultural, social and economic development.

Vision

Salem State University will be a premier teaching university that engages students in an inspiring transformational educational experience.

- We put students first in all that we do and are committed to their success.
- We are a community of learners where all faculty, staff and students have the opportunity to grow as individuals.
- We are innovators, offering a unique brand of public higher education that inspires students to reach higher and achieve more.
- We remain true to our heritage as a liberal arts university while we prepare students for today's workforce.
- We serve the communities of the North Shore while we create an ever more globally aware and culturally diverse campus environment.

Developing a unified campus identity remains a priority for Salem State, especially as it continues transitioning to university status. This movement toward greater cohesion appears in current academic, facility, and student life plans. Financial security, global awareness, community connections, and sustainability also inform the university's strategic priorities. Specific goals in the strategic plan include: improve career services, counseling, multicultural affairs, safety, and athletics; create a technology master plan; and increase civic engagement and collaboration with North Shore businesses.

Salem State's mission is to provide a high quality, student-centered education that prepares a diverse community of learners to contribute responsibly and creatively to a global society, and serve as a resource to advance the region's cultural, social and economic development.

The academic plan strengthens graduate education at Salem State and shows a desire for increased coordination among various departments and colleges, manifested through the development of interdisciplinary programs and accelerated Master's degrees. The plan renews commitment to a liberal arts foundation, especially regarding foreign language requirements. Minimum enrollment standards for all programs are being instated to ensure academic quality and efficient resource allocation. To accommodate a variety of student needs, the plan also calls for continued expansion of online offerings. Space and facilities planning will consider these changes, especially the anticipated increase in interdisciplinary collaborations, so that the built environment enables the interactions that the university is pursuing.

Accelerated Master's (or "4+1" programs) may be developed in the following disciplines: Criminal Justice, Geography, Geological Sciences, History, Psychology, Sport and Movement Science, Childhood Education, and Adolescent Education and Leadership.

Anticipated academic changes focus on interdisciplinary possibilities and the streamlining of low-enrollment programs. For the Bertolon School of Business, there are possible Interdisciplinary collaboration in Hospitality and Tourism between Management and Geography. The college may also add MBA concentrations, such as Accounting.

In the College of Arts and Sciences, interdisciplinary programs would include an Environmental Studies/Sustainability offering among Biology, Chemistry/Physics, Geography, and Geological Sciences; a Hospitality and Tourism offering between Management and Geography; collaboration among Communications, Theatre and Speech, Art+Design, and IDS; a Global Studies offering among Foreign Languages, Geography, History, Music, Political Science, Sociology, etc.; increased Health and Wellness programming involving Sport and Movement Science and Health and Human Services departments. To streamline offerings in the natural sciences and Mathematics, eliminate B.A. degrees in favor of stronger B.S. programs. Possible additions are B.A. degrees in Philosophy and Dance, Ph.D. programs in Geography and Counseling Psychology, and a low-residency MFA. The college will provide literacy coursework for writing, computers, and finance through English, Computer Science, and Economics departments.

Many of the College of Health and Human Services suggestions focus on Education. Plans streamline and strengthen Education's undergraduate and graduate degrees in collaboration with other departments; including Literacy, Counseling+Learner Development; Art+Design, Biology, Mathematics, and Sports and Movement Science. Possible doctoral programs in Criminal Justice (in collaboration with UML) and Social Work are being investigated. Current Nursing Master's degrees are being phased out in favor of a Nurse Practitioner option.

Enrollment Plan

Anticipated enrollment informs space planning, especially for classrooms and residences. Undergraduate enrollment has increased slightly since 2005; however, graduate enrollment has declined. Salem State continues to draw a majority of its students from Massachusetts (97 percent).

Salem State believes it can easily grow to 8,000 undergraduate students without significant growth in overall faculty and staff, though an increase in the number of full-time faculty is essential. Growth is needed due to budget constraints. Undergraduate enrollment will increase by 1 percent annually; graduate enrollment will increase by 5 percent annually. Programs targeted for growth include Education, Business, Criminal Justice, Biology, and Psychology. Much of the growth in undergraduate programs will come from substantial increases in graduate and retention rates, as well as increased partnerships with area community colleges.

Existing facilities are a limit to growth, particularly up-to-date science facilities.

Developing a unified campus identity remains a priority for Salem State, especially as it continues transitioning to university status.

Program Needs

The analysis phase of work revealed a series of key program drivers. These drivers provide the mission-based impetus for the recommendations articulated in the master vision:

- High-quality laboratory space to support teaching and research in the sciences and the arts;
- Learning space that supports active and experiential pedagogies and relieves the pressure on existing classrooms;
- Student interaction spaces including lounge, study, student organization, and group work spaces;
- Office space to support full-time and part-time faculty;
- Better faculty collaboration spaces;
- New residence halls to improve both the quantity and quality of the living-learning community;
- More distributed dining facilities;
- Adequate parking for Salem State students, faculty, staff, and visitors.

Functional Organization and Planning Principles

A key strength of Salem State's functional organization and physical configuration is its mix of uses across campuses. Each of the three primary districts – North Campus, Central Campus, and South Campus – features a dynamic relationship between academic environments, living-learning communities, dining, and support services. The Campus Master Vision celebrates this mixed use character and plans for a future that continues this richness and energy in the placement of uses and siting of facilities. In addition, the vision is rooted in principles of flexibility, connectivity, identity, and community.

- **Flexibility** The vision provides a road map for coherent campus development, while preserving the campus's ability to adapt to a variety of future conditions.
- **Connectivity** The vision strives to improve vehicular access and safety, enhance pedestrian activity and establish a compact core. The existing and proposed pattern of campus uses maximizes programmatic synergies and allows for more convenient connections among and between the different parts of the Salem State University campus.
- **Identity** The vision establishes a physical framework that places appropriate emphasis on the definition and character of the university boundaries, gateways and street edges, creates memorable open spaces, and improves campus wayfinding.
- **Community** The vision builds on the concept of a living-learning environment with recommendations for integrating academic and residential uses; provides appropriate student life amenities; and enhances partnerships with the surrounding neighborhoods and the City of Salem.

Guided by these principles, the Campus Master Vision considers the best use of the existing campus districts (North Campus, Central Campus, South Campus, the O'Keefe Complex, the Weir Property and Cat Cove), possible connections between these zones, and opportunity sites for future expansion.



O'KEEFE

WEIR
PROPERTY

NORTH
CAMPUS

CENTRAL
CAMPUS

SOUTH
CAMPUS

CANAL STREET

LORING AVENUE

LAFAYETTE STREET

Opportunity Sites within Current Landholdings

The existing Salem State University campus setting, while dense, still offers several opportunities for redevelopment and infill. The following pages detail opportunity sites, by district, which can be renovated and/or redeveloped to achieve programmatic needs.



SOUTH CAMPUS ACADEMIC BUILDING IS IDENTIFIED AS AN OPPORTUNITY SITE



NORTH CAMPUS REPRESENTS A DEVELOPMENT OPPORTUNITY



P

4

4

3

1

2

P

TENNIS & CENTER

SULLIVAN BUILDING

ADP

DINING

GARDEN CENTER

ECC

HALL

RESEARCH

UNIVERSITY & LEARNING CENTERS

POWELL

MONTICELLI

SCHOOL OF BUSINESS

HARRIS HALL

ATLANTIC HALL

MONTICELLI

North Campus

- ① Meier Hall is a critical campus asset that occupies a strategic site on North Campus. The building is a solid structure with renovation potential and with an underutilized courtyard. The adjacent site, once occupied by the campus library, can be redeveloped to support modern teaching labs.
- ② The area south of Lafayette and east of College Drive (in the vicinity of Peabody Hall) currently provides parking. This area is well-suited for mixed use academic/residential uses, as well as structured parking.
- ③ The future of Horace Mann Laboratory School as an elementary school within the Salem Public Schools is unknown. The building represents a potential opportunity for reuse by SSU to meet academic/administrative space needs. Plans for this facility should include redevelopment at the corner of College Drive and Loring Avenue.
- ④ A new building and green amphitheater negotiate the slope between upper and lower North Campus, transforming an existing accessibility challenge into a gracious campus linkage. The building's elevator provides ADA access between levels, while a landscape of stepped grass terraces extends the new library quad open space up to the upper north quadrangle.



EXISTING MEIER HALL STRUCTURAL AND MECHANICAL SYSTEMS ARE POORLY SUITED TO WET LAB USE



A PROPOSED MEIER HALL ADDITION AND INFILL PROVIDES HIGH-PRIORITY WET LAB SPACE AND SYSTEMS UPGRADES

- Proposed Addition
- Courtyard Atrium
- Existing Circulation Cores



2

3

1

P

SCHOOL OF BUSINESS

MASON HALL

ATHLETIC HALL

LIBRARY

D

Central Campus

- ① The two large surface parking lots flanking the Enterprise Center represent opportunity sites, with replacement parking provided in a new parking structure.
- ② Campus Police is located at a critical gateway to campus and does not represent the highest and best use of the site. Campus Police should be relocated and the site redeveloped.
- ③ The Enterprise Center building, while providing important campus facilities, does not represent the highest and best use of the land with its large, single story footprint. Enterprise Center functions can be relocated and the current building site reused for mixed use academic/residential environments.



ENTERPRISE CENTER DOES NOT REPRESENT HIGHEST AND BEST USE OF VALUABLE CENTRAL CAMPUS PARCEL



South Campus

- ① All of Upper South (Academic Building, Alumni House, Preschool) is physically disparate from Lower South. The age and rehabilitation needs of Upper South suggest potential for redevelopment, either by the University or another entity. Current academic space occupied by SSU can be replaced on North or Central campuses.

Cat Cove

- ② Efforts should be made to expand, renovate, or replace the existing structures, particularly the laboratory facilities. There is ample land on which to do so, including the large existing parking lot, which sits at a higher elevation than the current facility.



CAT COVE



1

P

GASSETT FITNESS &
RECREATION CENTER

O'NEALE
CENTER

STANLEY

2

SCHOOL OF BUSINESS

INDUSTRIAL

BCC

SULLIVAN
BUILDING

O'Keefe Center

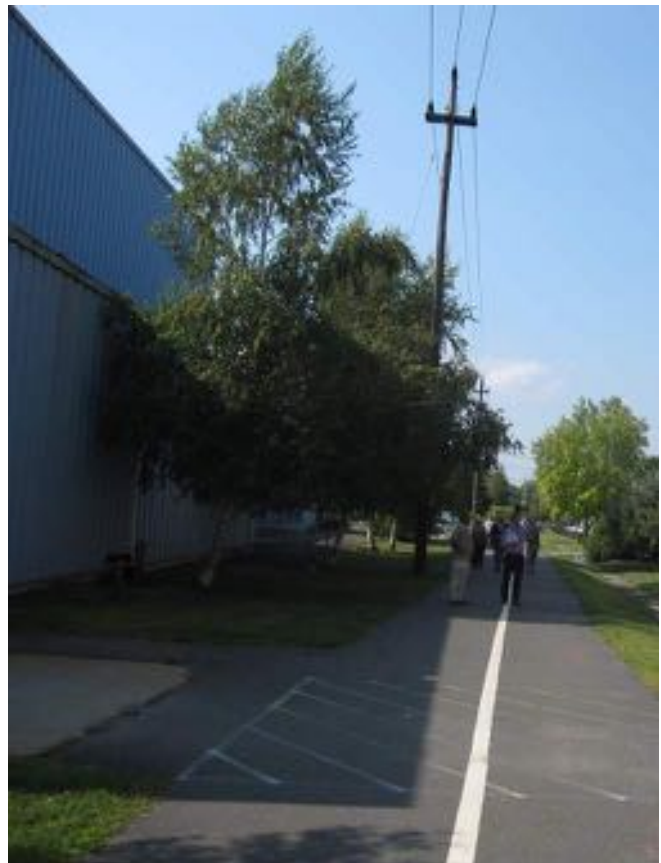
- ① The large parking lot along Forest Avenue offers a redevelopment site, potentially for structured parking and playing fields.

Weir Property

- ② The Weir Property occupies a critical site at the intersection of Loring Avenue and Canal Street. Recent investment has been made at the Stanley Building, but the other buildings offer opportunities for redevelopment.



O'KEEFE CENTER



WEIR PROPERTY



PEDESTRIAN AND BICYCLE PATH EXTENDING THROUGH THE WEIR PROPERTY



O'KEEFE EXISTING PARKING



O'KEEFE PROPOSED

Sustainability and Smart Growth

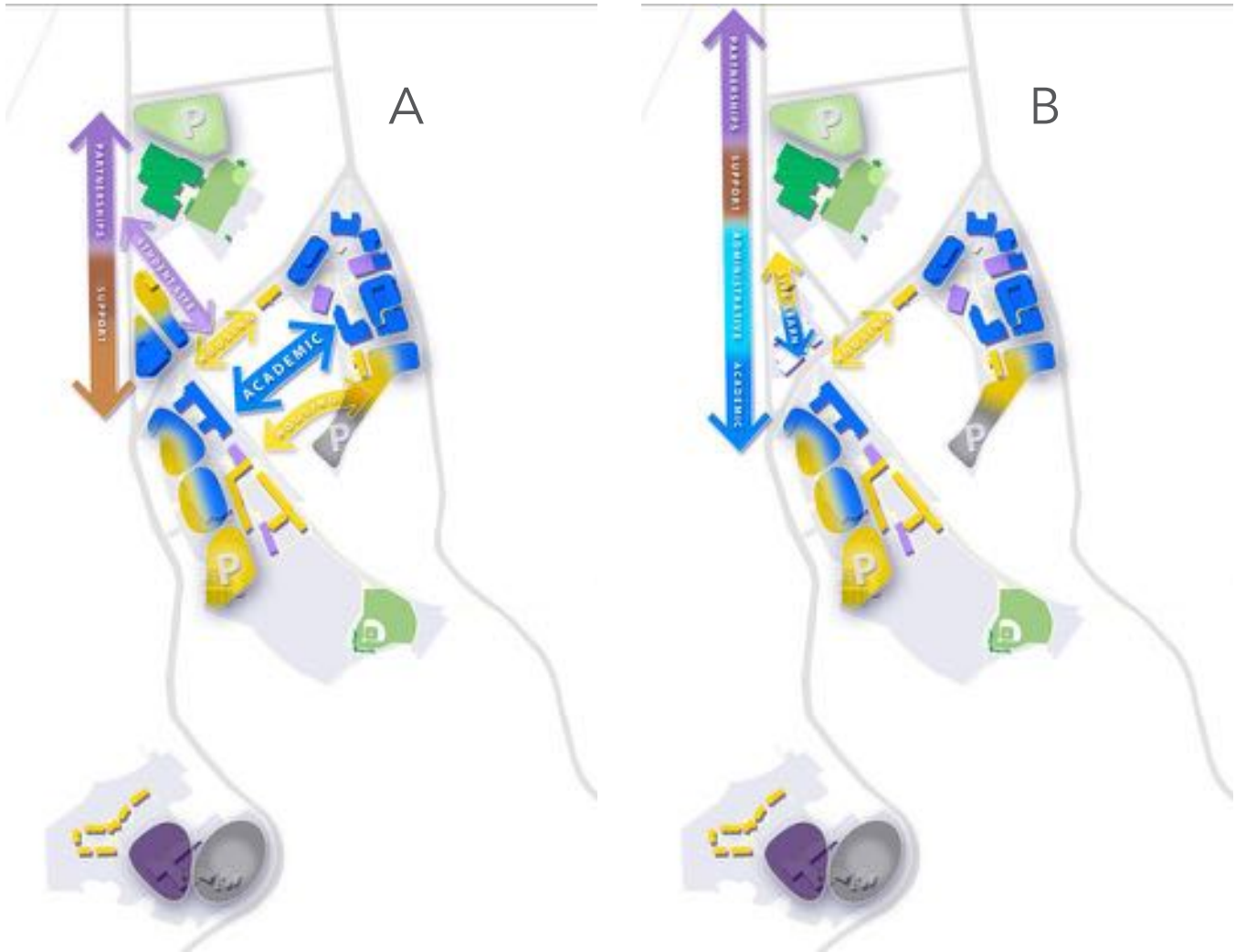
One of the guiding principles of the master plan is a focus on enhancing and expanding the pedestrian environment on campus. This principle encourages compact, walkable development that improves pedestrian and vehicular safety, enhances the sense of place on campus, encourages social connections and physical wellness, and discourages driving between destinations. Rather than adding additional remote parcels to the campus landholdings, the master vision selects adjacent parcels for growth or, where possible, seeks to transform existing facilities and densify or create parking structures within the existing campus footprint. In addition to conserving resources, this strategy concentrates energy and vitality, making it visible to campus users.

The plan also addresses the enhancement of campus open spaces. Future facilities are sited to frame open spaces and pedestrian corridors. Recent projects on campus, such as the Central Campus quadrangle, have set a high standard for sustainable development that should be continued as resources allow. Energy and resource conservation, stormwater management, and the pedestrian environment should be considered at a campus-wide scale and then implemented on a project-by-project basis. A future opportunity includes the renovation of Canal Street for infrastructure improvements by the City. SSU should coordinate with the city to achieve a campus-appropriate streetscape. All future implementation projects should follow stormwater management best practices, including on-site detention and infiltration, and treatment for water quality mitigation where possible.

Campus Image and Arrival

The Salem State University physical environment is made up of five separate land parcels which create a fragmented campus setting. Wayfinding between the different SSU campus parcels can be a challenge for both vehicles and pedestrians. Multiple locations also make it more difficult to establish a distinct and coherent identity within the physical fabric comprising the University buildings and grounds, and particularly along its public edges. Today, the University lacks a formal “front door” to clearly communicate a point of arrival for newcomers. Major entry-exit points rely on signage and lack the types of prominent architectural and landscape features that signal a gateway or entrance plaza. Convenient vehicular circulation into and out of the various campus districts is hindered by the surrounding pattern of city streets and the complicated geometry of adjacent major intersections.

The Campus Master Vision proposes several enhancements to improve campus image along its public frontages as well as a simplification of vehicular circulation. Parking structures are located at the periphery of campus, and vehicular traffic is limited in many areas in order to create a safer and more inviting pedestrian campus environment. In the long term, on the North Campus, the existing vehicular road off of Loring Avenue is transformed into a pedestrian gateway accessible only to service and emergency vehicles. A new road, an extension of Broadway, within what is now Rainbow Terrace, creates a link through campus to Lafayette Street; student, faculty, staff and visitor vehicular traffic access the new parking structure by this route. On Central Campus, daily traffic circulates to the proposed parking structure via an access way from Loring Avenue across from Sumner Road. The existing vehicular entrance off of Loring Avenue across from the Weir Property is transformed into a pedestrian thoroughfare accessible only to service and emergency vehicles. Throughout the campus, street trees, tree lawns, and appropriately scaled sidewalks improve the character of the University’s public frontages. Additional detail about these recommendations is included in the circulation and open space sections within the Development Strategies for Campus Districts chapter.



▲ OPTIMAL LAND USE VARIES ACCORDING TO POTENTIAL PROPERTY ACQUISITIONS

- Academic
- Housing
- Support
- Student Life
- Outdoor Athletics / Recreation
- Street/Parking

Opportunity Sites Beyond Existing Landholdings

The Campus Master Vision focuses on establishing a connected and compact, mixed-use cluster to reinforce an expanded future core campus setting for Salem State University. Acquisition of several adjacent land parcels will enable the development of this transformative configuration.

Loring Avenue serves as a north-south linking corridor that abuts each major campus district; therefore, efforts should be made to acquire frontage along this corridor to establish continuity of uses, a stronger identity and street presence for the University, as well as safer pedestrian connections. Frontage parcels along Broadway offer the ability to better connect Central Campus to both the Weir Property and the O’Keefe Complex. These parcels could be used to accommodate additional housing for graduate students, faculty, and/or staff.

Two key additional larger parcels offer opportunities for long-term University benefit. The first strategically important parcel is Rainbow Terrace, a 136-unit public housing development that occupies the land between North and Central campuses. This land parcel is very well suited for University academic buildings, with potential for a mix of uses, including additional student residences along Loring Avenue adjacent to Bowditch Hall. Importantly, the acquisition of Rainbow Terrace would help unify North and Central Campuses into one contiguous, compact, pedestrian-friendly core. Should Rainbow Terrace not be available over the long term, land west of Canal Street could offer potential space for expansion or relocation of University administrative and support uses. If this latter direction is pursued, the Weir Property could become an important academic use expansion zone.

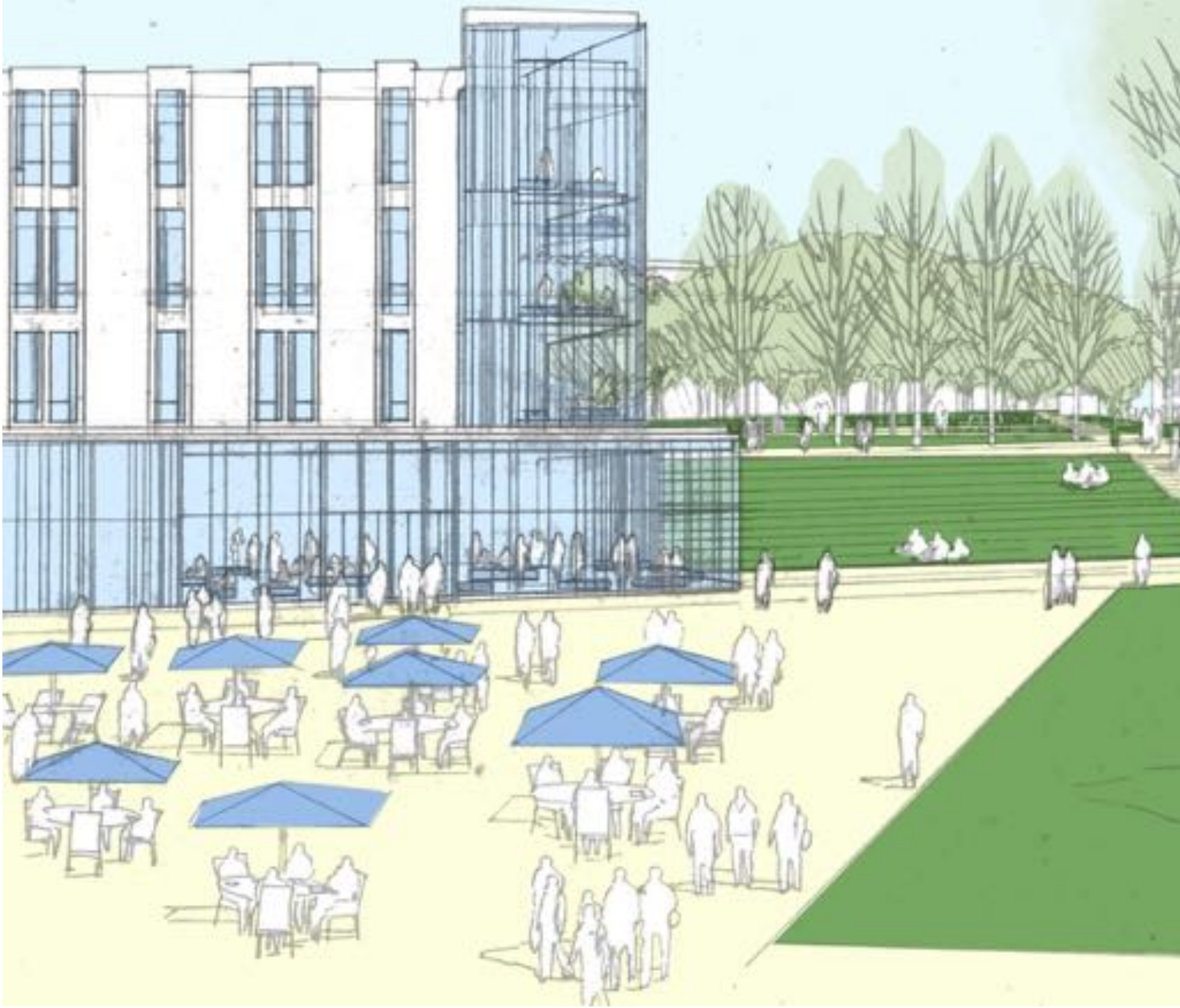


LONG-TERM DEVELOPMENT POTENTIAL AT RAINBOW TERRACE. CONNECT TO O’KEEFE AND WEIR VIA BROADWAY IMPROVEMENTS



LONG-TERM POTENTIAL DEVELOPMENT ALONG CANAL STREET CORRIDOR. MINOR CONNECTION BETWEEN NORTH AND SOUTH CAMPUSES VIA LORING AVENUE CONNECTOR

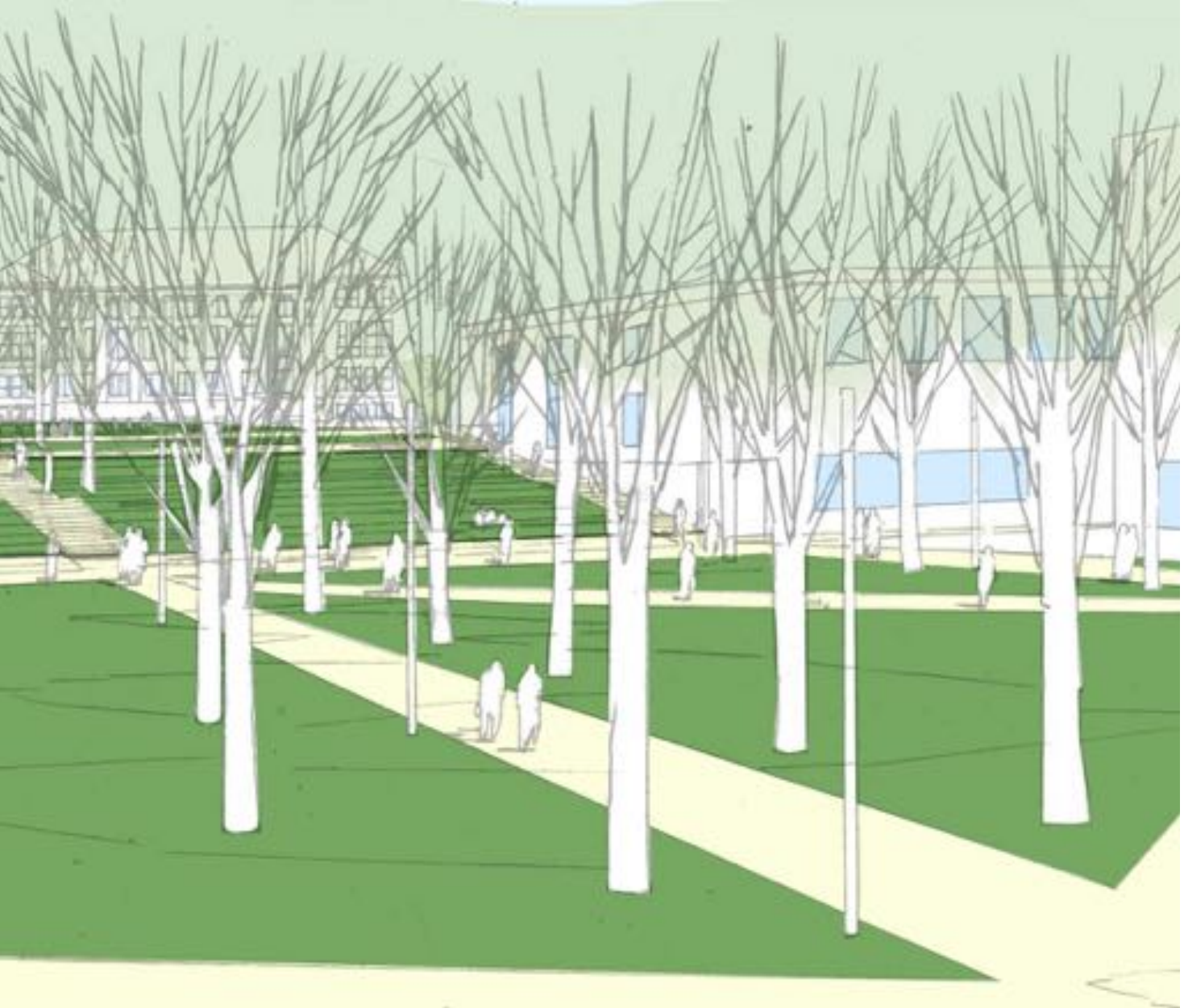
DEVELOPMENT STRATEGIES FOR CAMPUS DISTRICTS



VIEW OF THE PROPOSED GREEN AMPHITHEATER LINKING UPPER AND LOWER NORTH QUADRANGLES. A NEW BUILDING IS SHOWN AT LEFT AND THE CORNER OF THE EXISTING DINING COMMONS IS SHOWN AT RIGHT.



EXISTING VIEW OF THE ELLISON CAMPUS CENTER PLAZA AND PLANTED SLOPE BETWEEN UPPER AND LOWER NORTH CAMPUS.



North Campus

Capital Projects

North Campus continues to serve as a major academic hub for SSU, anchored by the new Library and Learning Commons. Existing academic facilities, such as Meier and Sullivan Halls, undergo renovation to support modern learning environments. The need for high quality science laboratories is met through an addition to Meier Hall, with the freed-up existing space backfilled to accommodate studios for the arts, as well as general classrooms, offices, and dry laboratories. The Meier Hall courtyard is captured as an attractive covered atrium suitable for both informal use and formal gatherings.

Beyond the classroom, residential and student life uses support and complement the academic environment within this district. The existing first-year community at Peabody Hall is enhanced through the addition of a new adjacent residence hall, creating an enlarged, thriving living-learning community adjacent to the nearby recent investment in the Library and Learning Commons.

Over time, the outdated and undersized Ellison Campus Center is redeveloped to provide important space to foster student community needs, including space for commuter students, meeting spaces, and student organization space. An expanded and modernized Campus Center would benefit from the

inclusion of a state-of-the-art food service facility replacing the current dining commons, which is accommodated in the converted gymnasium abutting the Mainstage Theater. The space freed up by the relocation of the dining commons is converted to provide flexible space for varied fine and performing arts uses (art gallery, black box theater, etc.).

The Horace Mann Laboratory School building represents an opportunity to partner with the City of Salem to potentially relocate the elementary school to the Harrington Building on South Campus, thereby recapturing valuable space for SSU within the high-demand North Campus academic zone and providing a more appropriate facility for the Lab School. Freeing up the Horace Mann Building for University use could allow relocation of the School of Social Work and the Institutional Advancement offices from the Alumni House and Academic Building on Upper South Campus, both of which are substandard, aged structures. Further investment in these old Upper South Campus buildings is questionable. Relocation of the School of Social Work and Institutional Advancement to the general vicinity of Central Campus, North Campus and the O’Keefe Complex would provide advantageous clustering of academic uses.

Once relocations of existing uses are complete, Upper South Campus could be redeveloped for alternative University functions or surplus. Existing surface parking is replaced by a new parking structure, located south of Peabody Hall, to serve all of North Campus.

Circulation and Open Space

The recently completed North Campus Quadrangle, framed by a modernized Meier Hall and the new Library and Learning Commons, serves as the heart of the North Campus district. There is an opportunity to extend this open space up to the Upper North Campus through the removal of the existing trailers in the center of the upper quadrangle—the space should be transformed into a large lawn crisscrossed by campus walkways and dotted with shade trees. Service and emergency access to buildings within this new quadrangle should be preserved by developing walkways that are wide enough to accommodate vehicles but that appear pedestrian in character. The steep slope and retaining wall that divides the Upper North Quadrangle from the North Campus Quadrangle will be transformed from a barrier to a linking landscape with a series of grass terraces supported by seat walls that step gradually down the slope. The grass terraces, which will overlook the North Campus Quadrangle, should be planted with canopy trees for shade to encourage informal use of the space between classes. A future new building could be located at the western edge of the slope as shown; the building should feature an architecturally attractive and transparent atrium-style lobby that can be accessed at the elevations of both the Upper North and North Quadrangles. Convenient accessibility between the quadrangle elevations could be provided via an elevator within this atrium space.

The future living-learning communities proposed in the vicinity of Peabody Hall offer opportunities to enhance pedestrian connections back to the North Campus Quadrangle. Over time, the construction of structured parking on North Campus will allow the replacement of existing surface lots with green space. New facilities should be designed to bridge topographic divides with internal elevators. A direct pedestrian route should be developed from the Peabody Hall area back to the space between Meier Hall and the Library and Learning Commons.

Central Campus Capital Projects

Central Campus is the location of several significant academic programs housed in the Central Campus Classroom Building, a large share of the campus’s residential capacity (Marsh and Atlantic Halls), and several important support functions (bookstore and admissions in the Enterprise Center Building).

At the same time, Central Campus has significantly more development capacity. Relocation of both Campus Police and the Enterprise Center, combined with reuse of the two large parking lots, will free up prime centrally-located land. This valuable real estate can be redeveloped to accommodate new residence halls, helping the University move closer to its goal of housing 50 percent of enrolled students on campus. As academic program needs are more clearly defined, there is potential for the ground level floors of these residential buildings to host academic programs and provide student life space for commuter students, expanding the University’s living-learning communities.

Circulation and Open Space

The Quadrangle between Atlantic and Marsh Hall is popular with students, with its contemporary aesthetic and functionality as a working ecological landscape projecting a positive image of the campus to visitors. As surface parking on Central Campus is replaced with structured parking over time, there will be opportunities to extend this landscape towards the public face of the campus. A new civic-scale quadrangle between the existing classroom building and future living-learning community to the south will act as a welcoming pedestrian campus gateway. Plazas for gathering and shaded seating areas should be developed to accommodate activity spilling out from these two flagship facilities. A smaller-scale interior courtyard at a future residence hall on the site of the existing Enterprise Center will offer a more private landscape for passive recreation.

A key landscape area for the Central Campus is that between the proposed facilities and Loring Avenue. This zone, visible to all travelling along Route 1A, plays a major role in shaping the image of the SSU campus in the minds of passersby. Transformation along Loring Avenue frontage from a residential to an institutional “front yard” landscape will communicate the

presence of the University and improve campus wayfinding, in a manner similar to the park-like landscape around the “prow” of the historic North Campus on the corner facing the intersection of Loring Avenue and Lafayette Street.

Loring Avenue

Three alternatives to the current entry/circulation/egress conditions to Central Campus from Loring Avenue were tested, all of which are premised upon the closure of the northern driveway from the parking lot onto Loring Avenue across from the Weir property:

Signalize the existing southern driveway. With the closure of the other driveway, the southern driveway would carry significantly more traffic than it does today, exacerbating the problem of exiting during peak hours. Signalization would resolve that problem. It would also increase delays on Loring Avenue in both directions. For that reason, and also given the proximity of the existing driveway to the signal at Jefferson Avenue, and to the intersection of Loring with Sumner Street (less than 200 feet to the south), the City of Salem and the Massachusetts Department of Transportation (MDOT) might not respond favorably to a request for a signal at that location. Close the southern driveway as well as the northern one, create a new driveway from the lot directly into the intersection of Loring Avenue with Jefferson Avenue. This new driveway would be incorporated into the intersection, and would be under control of the existing signal there. The driveway would be on land currently occupied by two houses on Loring Avenue.

Capacity analysis and animated traffic simulation were performed to test this concept. It was found that the Loring/Jefferson intersection (which is integrated with the immediately adjacent Loring/Canal intersection) could function at an adequate level of service (LOS) with the introduction of the new driveway approach. To function most efficiently, the signal timing would need to be designed with the (westbound) driveway approach and the opposing (eastbound) Jefferson Avenue approach having a green light at the same time. (This would allow the heavy left-turn volumes on each approach to run simultaneously; a split-phase signal, giving the eastbound and westbound approaches separate green phases, would operate less efficiently.) However, with eastbound and westbound approaches sharing a green phase, the westbound left turns and the eastbound right turns would conflict as they come together in the southbound departure lane, significantly increasing congestion and queuing, particularly on the eastbound Jefferson approach, and also potentially causing a safety hazard.

To solve this problem, it would be necessary to widen the southbound departure from one lane to two. Widening Loring Avenue in this way would largely solve traffic operations issues. However, it would require land takings on one side of the street or the other. In any case, this driveway would be located some 800 to 900 feet north of the proposed parking garage, and would induce traffic a considerable distance through the southern part of Central Campus.

A second option is to close the southern driveway as well as the northern one and use a stub street that leads to the intersection of Loring Avenue and Sumner Road, to create a new driveway south of the southern driveway. The intersection would need to be signalized to operate at an adequate LOS.

This solution comports best with the location of a new garage at the southern end of Central campus. It is far enough away from the Jefferson/Loring intersection; it meets an existing intersection (Sumner Street); and it would provide direct access to the new garage without traversing the pedestrianized campus. It is, however, not quite as far as it should be from the next intersection of Loring and Monroe to the south – less than 300 feet.



NEW NORTHERN DRIVEWAY WITH ADDED SOUTHBOUND LANE



NEW SOUTHERN DRIVEWAY



PROPOSED CENTRAL CAMPUS NEW RESIDENCE HALL, COURTESY OF WILLIAM RAWN ASSOCIATES



EXISTING ENTRY TO CENTRAL CAMPUS OFF OF LORING AVENUE, WITH THE SCHOOL OF BUSINESS AT LEFT AND CAMPUS POLICE AT RIGHT.



Loring Avenue between Lafayette Street and Jefferson Avenue is the most important, visible and heavily traveled pedestrian corridor at SSU. The University should work with the City of Salem to enhance its streetscape, sidewalks, crosswalks and general safety. Street trees, upgraded sidewalks and curbing, enhanced crosswalks and better lighting will improve not only the environment for pedestrians but the University's public image. Consideration should be given to traffic calming measures to increase pedestrian safety.

In connection with the redevelopment of Central Campus and the construction of a parking garage near the tennis courts to replace existing surface parking, the University should engage with the City of Salem and, potentially, MDOT regarding the optimal vehicular access solution. The University may need to perform additional traffic studies, including a signal warrant analysis, and may need to assist financially with the construction of a new signal or the alteration of the existing signal at the Loring-Jefferson intersection.

South Campus

Capital Projects

South Campus, with its upper and lower areas, represents a significant opportunity for SSU. Many options remain under consideration. One approach proposes the relocation of existing Lower South Campus academic uses to North Campus, into space made available by the Meier Hall addition, space improved through renovations to Sullivan Hall, and space available in the Horace Mann Laboratory School Building in the event that this building is repurposed for SSU use. The public school that is now located within the Horace Mann Laboratory School Building could be relocated to South Campus's Harrington Building. Lower South Campus would continue to house the Bates residences for university students. The physically disparate Upper South Campus and the poor condition of the buildings there pose significant financial and technical challenges for redevelopment to serve University needs. The potential development value of this property for non-university uses warrants further consideration.

Circulation and Open Space

The potential reuse of the Harrington Building as a public elementary school would reduce the demand for surface parking on South Campus, allowing the development of a small recreational field adjacent to the Bates townhouses. This new facility would provide a much needed student life amenity within this campus parcel, as well as give Bates a green threshold between its front doors and the large surface lots at the Harrington Building.

O'Keefe Complex

Capital Projects

The O'Keefe Complex property will continue to provide critical athletic and recreational facilities to support the increasingly residential student population. In the short-term, the new addition to the O'Keefe Center building will provide enhanced fitness facilities. Over the long-term, the O'Keefe Complex site offers additional capacity for expanded turf fields and structured parking. Given the low topographical elevation of major sections of the O'Keefe Complex land parcel, site drainage measures require careful attention.

Circulation and Open Space

The construction of a parking garage on the O'Keefe surface lot will allow for the creation of a synthetic turf recreation field. A flexible pathway to serve both as service and emergency vehicle access and as a pedestrian thoroughfare should be developed between O'Keefe and the new parking structure. This space has the potential to be used for ceremonial, athletics and recreation events and should include lighting, banners and canopy trees along the walkway.

Weir Property

Capital Projects

Given its proximity to Central Campus and the O'Keefe Complex, the Weir Property serves as a critical parcel linking these two campus districts. The location and visibility of the Weir Property suggest that it is best suited for administrative uses and could be redeveloped to house such functions as a university welcome center, admissions office, alumni center and institutional advancement offices. The property's location at the edge of campus makes it a potential site for a development project that involves a public-private partnership. The program for the partnership project could include science facilities, relocated Enterprise Center functions and University administrative departments. A portion of the property bordering Broadway could be developed for faculty or graduate student housing, which would serve as a transition to the private residences to the east of Broadway.

Circulation and Open Space

The Weir Property will be one of the densest and most urban areas of the campus. Attention should be given to the development of a pedestrian grid of paths through this neighborhood to encourage walking and to enhance wayfinding. Small-scale gathering areas and open spaces should be created in association with individual buildings. The enhancement of the Broadway and Canal Street streetscapes to include consistent sidewalks and street tree planting will aid in connecting Central Campus and the O'Keefe Complex. The north and south tips of the triangular Weir Property should be transformed into formal park spaces to enhance the campus's image along Canal Street and Loring Avenue. More information on the Weir Property can be found in the 2008 Loring-Canal Vision Corridor Study.

Cat Cove

Cat Cove represents a significant opportunity for Salem State University to grow a unique research facility focused on the marine sciences. The facility's coastal location, in an area with multiple redevelopment opportunities, also offers the potential to welcome area visitors. Investment in the existing research facilities will improve the laboratory's ability to advance the study of aquaculture, marine organisms, and ecosystems, and support efforts to sustain the marine fishing industry along the coastline of Massachusetts and beyond. Meanwhile, the development of a potential Marine Welcome Center will provide a place to demonstrate research activities to the community and expand education, outreach and economic development opportunities.

IMPLEMENTATION PROGRAM



The Campus Master Vision guides a set of capital projects that will be realized over time. The following list specifies an approximate timeline in which various projects can be implemented.

Projects in Progress (as of July 2013)

Berry Library / Learning Commons

The new Library/Learning Commons will include 124,000 gross square feet, with a collection of approximately 325,000 books, periodicals and media, and 300,000 electronic books and 57,000 journals. It will also serve as home for the Center for Academic Excellence, the Commonwealth Honors Program and the Mary G. Walsh Writing Center, along with disability services and the student support services TRIO Program.

Gassett Fitness and Recreation Center

The Gassett Fitness and Recreation Center contains 39,000 gross square feet, along with 9,000 gross square feet of renovation to the existing O'Keefe structure. The new facility will provide top-tier exercise equipment, locker rooms, studios for dance and yoga, two recreational basketball courts, and lounge areas. By reconfiguring the second-floor basketball courts, the university will be able to accommodate 1,000 attendees for lectures and conferences.

Biology Laboratories Update

This modernization improves approximately 4,000 square feet of laboratory space in Meier Hall.

Salem Diner Acquisition

Salem State University will acquire the Salem Diner, which occupies a site facing the intersection of Canal Street and Loring Avenue. The University's food service provider, Chartwell's, will offer a limited menu to Salem State students and the community in this iconic building.

Projects in Years 1-5 of Implementation Program

Gordon Mainstage Theatre Modernization

The Mainstage Theater Modernization project is currently in implementation with the Design Phase scheduled for completion in June 2014. Occupancy of the renovated facility is projected for November 2015. The total project cost for this 32,200 square foot facility is an estimated \$18,600,000.

This project calls for the transformation of the existing Mainstage Theater into an updated teaching facility for the Theater and Speech Communication Department and a public performance venue for the University. The building program includes a renovated 490-seat audience chamber, stage improvements, scene shop improvements, additional space for rehearsals, a lobby/student lounge, an art gallery space, and meeting space. Theatrical teaching and specialized support spaces in the building program include control booths for lighting, sound and stage management, mechanical room for theatrical equipment, green room and production offices, labs for lighting and sound, and a set-building workshop.

New Residence Hall I

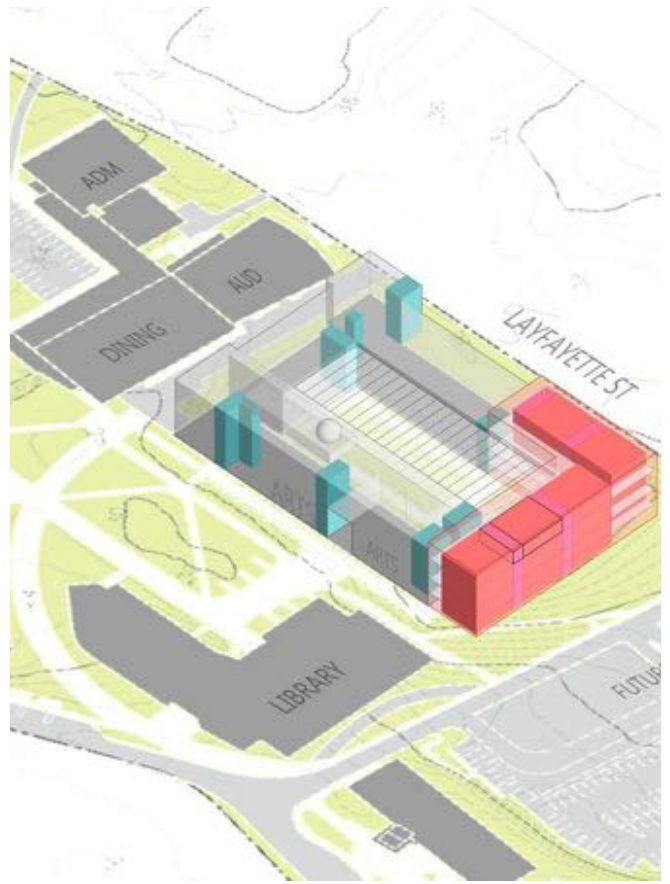
Planned for Central Campus, this new residence will provide approximately 400 beds for a total of 120,000 gross square feet of space. Occupancy of the new residence is scheduled for fall 2015.

Parking Garage I

This parking structure will provide 800 parking spaces. The building program for the parking garage may include 8,000-10,000 square feet of space to accommodate the SSU Campus Police Department.



INTERIM LIBRARY



PROPOSED MEIER HALL RENOVATION + ADDITION



UPPER QUADRANGLE OPEN SPACE IMPROVEMENTS



WEIR PROPERTY BUILDINGS TO BE DEMOLISHED

Repurpose Interim Library

The interim library occupied 22,000 gross square feet of space distributed over two stories at the southern end of the Central Campus Classroom Building. This space was vacated upon the opening of the new Library and Learning Commons and will be repurposed for the following interim and long-term uses.

The ground floor will be used in the short-term to house the relocated Campus Police Department until such time that new permanent premises are developed for the department. The second floor will be repurposed as a one-stop shop for student services, consolidating the business function of the Financial Aid, Registrar, Student Accounts and other offices into one location where students can receive convenient, coordinated customer service.

Science Laboratory Building Addition

The proposed addition to Meier Hall contains 20 teaching and research labs totaling approximately 70,400 gross square feet. This recommendation is based on a preliminary design concept that also proposes to roof-over the existing underutilized Meier Hall courtyard. The conversion of the open courtyard into an atrium will eliminate the need for expensive building enclosure upgrades to Meier Hall and provide a large gathering space. The possibility of connecting this enclosed courtyard with the newly created quadrangle to the west of Meier Hall has the potential to dramatically reveal the exciting activities in the academic core of the North Campus and provide interesting opportunities for student and faculty collaborations, especially between the science and arts communities.

Fine Art Studio Relocation

Art Studio improvements will be included as part of a phased modernization of Meier Hall. The scope of this project may include the relocation of art studio space currently located in the basement of the Sullivan Building.

Upper Quadrangle (North Campus) Open Space Improvements

Upper Quadrangle will be redeveloped to provide a functional and attractive open space, incorporating the landscape design vocabulary (materials, planting, details, etc.) used in the recently completed Lower Quadrangle developed as part of the Library and Learning Commons project. The recommended overall goal for the North Campus open space is to functionally improve and visually unify the environment with a consistently applied landscape design approach. Coordination of open space improvements and site development associated with building projects will result in a high quality campus setting.

Demolition of Weir Property Buildings

Demolition of two of the buildings on the Weir site will provide interim surface parking with a capacity for an additional 150 cars, which will serve as replacement parking once the new residence hall is constructed. The Stanley Building, which has been extensively renovated, will remain as an important campus facility.

Downtown Site/Courthouses/Housing

Downtown Salem continues to be evaluated for potential accommodation of self-contained academic programs. Housing for graduate students, faculty and staff has also been identified as a potential opportunity.

Instructional and Office Upgrades

The University plans to budget an allowance of \$500,000 per fiscal year in its deferred maintenance program to incrementally refurbish existing teaching and office spaces.

Property Acquisition

The University will pursue opportunities as they become available to acquire properties that will support development of the facilities identified in the Master Vision.

Central Campus Roadway and Entry-Exit Improvements

Development of expanded or new facilities on Central Campus and acquisition of abutting properties that may become available will allow for improvements to campus entries/exits and roadways, including the revision of traffic patterns between the campus and Loring Avenue.

Ellison Campus Center Redevelopment

Ellison Campus Center is outdated and undersized, and its architectural form does little to animate its immediate surroundings; this facility is recommended for redevelopment. The current facility provides approximately 50,000 gross square feet of existing space. While cost-effective renovation of the existing structure requires further analysis, an addition to add up to 50,000 gross square feet will provide needed additional space for student activities. Alternatively, the entire site could be redeveloped to make way for a new facility of approximately 100,000 square feet. The building program and architectural design of a revitalized campus center provides the opportunity to create a bustling student-centered facility in the geographic heart of the North Campus, complementing the lower quadrangle.

New Residence Hall II

Planned for North Campus, this new residence will provide approximately 400 new beds for a total of 120,000 gross square feet of space.



EXISTING HORACE MANN SCHOOL



EXISTING OUTDOOR PLAYING FIELDS, SIMILAR TO THOSE THAT COULD BE DEVELOPED AT O'KEEFE AND SOUTH CAMPUSES



SULLIVAN BUILDING



EXISTING CAT COVE MARINE SCIENCE CENTER

Partnership Facility

A new partnership facility would be located on the Weir Property, at the intersection of Loring Avenue and Canal Street. The facility would provide science labs, where SSU could partner with the private sector on research. In addition, the facility would provide replacement space for the Enterprise Center functions, allowing the site of the existing building to be redeveloped.

Projects in Years 6-10 of Implementation Program

Meier Hall Modernization

Meier Hall, which consists of 160,000 gross square feet, will undergo an extensive renovation. Although the architectural fabric of Meier Hall is ill-suited for “wet” science laboratories, it has potential for reuse as a classroom, office and “dry” lab research facility. The practical need to renovate Meier Hall coincides with the University’s desire to consolidate the visual arts in a more visible and appropriate location and create a center for science discovery and learning at the heart of the SSU academic core.

Given Meier Hall’s unsuitability for retrofit as building systems-intensive science laboratory space, the development of a new building adjacent to Meier Hall is proposed in order to satisfy teaching and research space needs. Connecting this new science facility to Meier Hall may not only strengthen SSU’s vibrant learning hub but also provide an economical way to service Meier Hall with major new mechanical equipment accommodated in adjacent new construction. Given the size of Meier Hall, it is likely that renovation of this structure will involve phased implementation and may require a need for short-term swing space.

Horace Mann Laboratory School Building Repurposing

Should Salem Public Schools relocate the Horace Mann Laboratory School (with the Harrington Building on the South Campus being a possible alternative location), the current Horace Mann Laboratory School Building on North Campus will be renovated to serve as a classroom and office building to serve the University.

Instructional and Office Upgrades

The University plans to budget an allowance of \$500,000 per fiscal year in its deferred maintenance program to incrementally refurbish existing teaching and office spaces.

Property Acquisition

The University will pursue opportunities as they become available to acquire properties that will support development of the facilities identified in the Master Vision.

North Campus Roadway and Entry-Exit Improvements

Development of expanded or new facilities on North Campus and acquisition of abutting properties that may become available, including Rainbow Terrace, will allow for improvements to campus entries/exits and traffic circulation patterns through the campus.

New Residence Hall III

Planned for Central Campus, this new residence will provide approximately 400 new beds for a total of 120,000 gross square feet of space.

New Outdoor Playing Fields

New recreation fields will be provided on the surface parking lots at both O’Keefe and South Campuses. While they may not be regulation-size, they will provide appropriate space for intramural and informal recreational activities.

Projects in Years 11-15 of Implementation Program

Sullivan Building Renovation

Sullivan Building, which is approximately 84,000 square feet, will undergo an extensive renovation to modernize classrooms and improve general building interiors and systems.

Cat Cove Marine Science Center

Redevelopment and expansion of the Cat Cove facilities will support aquaculture research and economic development activities.

Parking Garage II

This parking structure will provide 800 parking spaces. It will likely be located on Central Campus, on the site of existing surface parking.

Instructional and Office Upgrades

The University plans to budget an allowance of \$500,000 per fiscal year in its deferred maintenance program to incrementally refurbish existing teaching and office spaces.

Property acquisition

The University will pursue opportunities as they become available to acquire properties that will support development of the facilities identified in the Master Vision.

