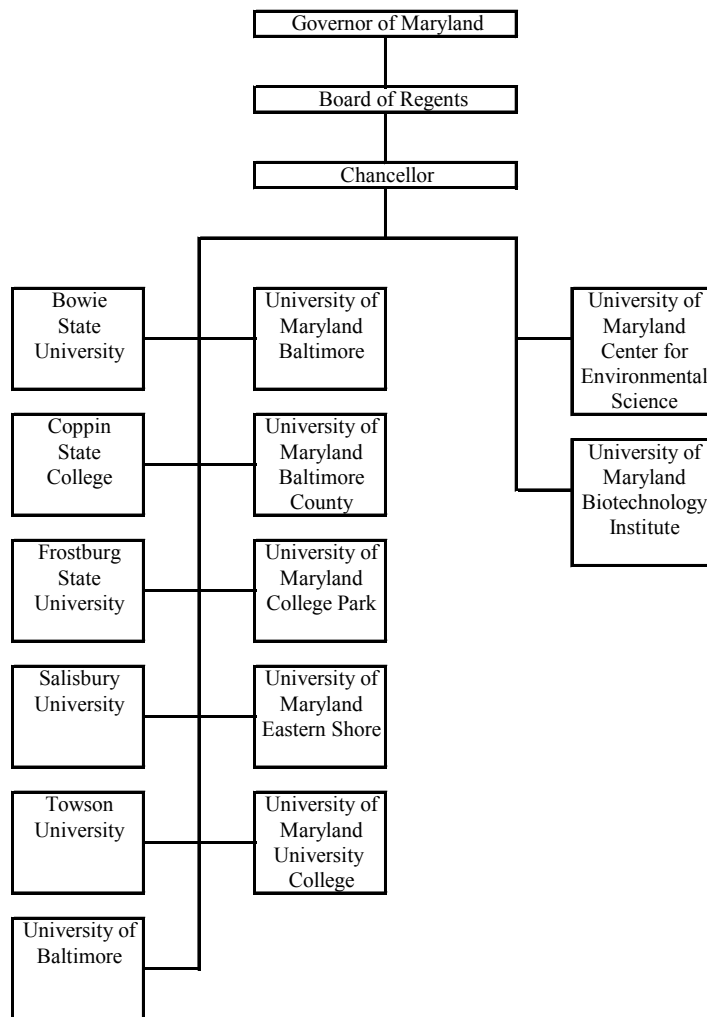


CHAPTER 1 OVERVIEW

OVERVIEW OF THE UNIVERSITY SYSTEM OF MARYLAND

The University System of Maryland (USM) is a public corporation and a charter system consisting of eleven degree-granting institutions and two major research and public service components. As the nation's 12th largest university system, USM enrolls approximately 130,000 students worldwide. It is governed by a seventeen member Board of Regents, appointed by the Governor of Maryland, and approved by the Maryland General Assembly. The Board, operating through the System's Chancellor and administrative staff, is responsible for setting policy for the institutions within the System. The Board of Regents is also responsible for selecting the President of each of the System's institutions.

**FIGURE 1.1
UNIVERSITY SYSTEM OF MARYLAND
ORGANIZATION CHART**



OVERVIEW OF SALISBURY UNIVERSITY

Salisbury University (SU) is one of eleven degree-granting institutions in the University System of Maryland. SU is a nationally accredited, four-year comprehensive university offering fifty distinct undergraduate and graduate degree programs. Serving nearly 7,000 students, Salisbury University is the largest of six higher education institutions on Maryland's Eastern Shore. As the City of Salisbury's second largest employer, the University is a major driver of the economy of the Lower Eastern Shore region.

The University's 162-acre campus is located along U.S. Route 13 on the southern edge of Salisbury in Wicomico County, Maryland. The following maps show the relationship of Salisbury, Maryland within the Delmarva Peninsula (Figure 1.2), and between the campus and Metropolitan Salisbury (Figure 1.3).

FIGURE 1.2
SALISBURY, MARYLAND
LOCATION MAP

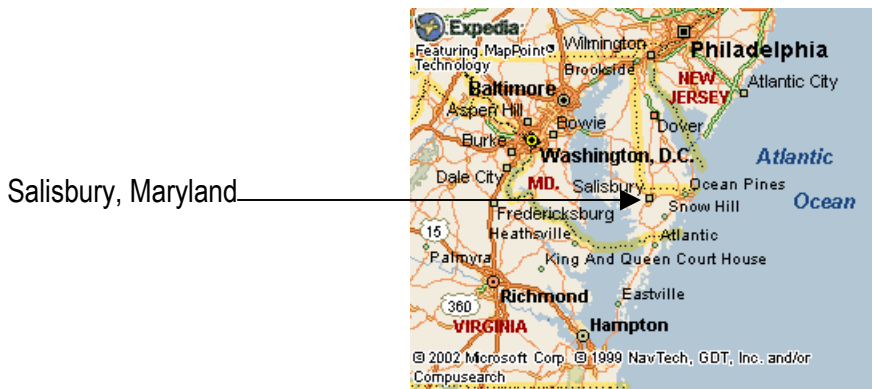
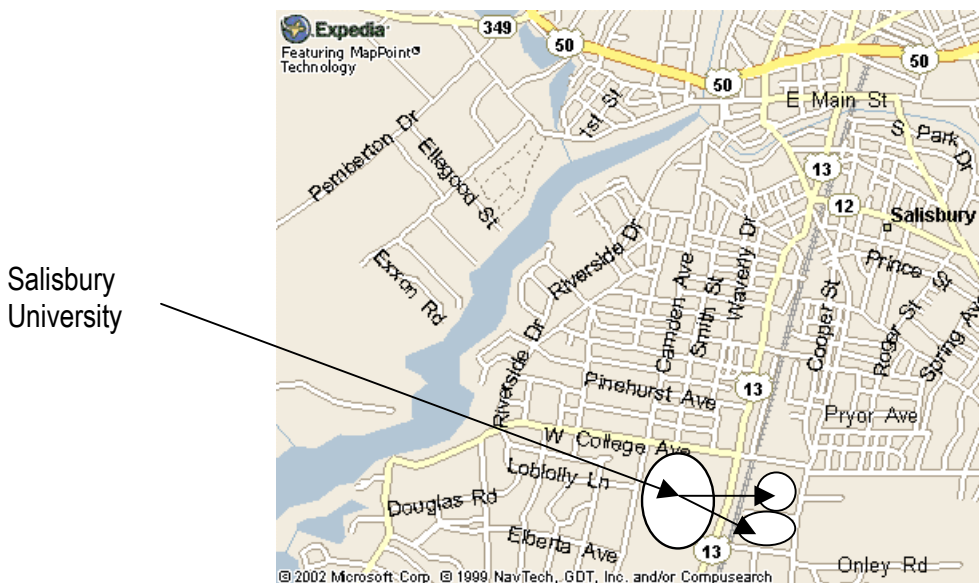


FIGURE 1.3
SALISBURY UNIVERSITY
CAMPUS LOCATION MAP



HISTORY AND CHARACTER

In 1922, a commission established by the Maryland General Assembly chose Salisbury as the site for a new two-year teachers college. The new college, created to train elementary school teachers, began operations as the State Normal School at Salisbury in September 1925.

The School became a three-year college in 1931 and a four-year institution in 1934. In 1935, it was renamed the State Teachers College at Salisbury by the General Assembly and authorized to grant the Bachelor of Science degree. The teacher education program expanded in 1947 to include preparation for junior high school teachers, and again in 1960 to include teachers for the high school level. Authorization to grant the Master of Education degree was received in 1962.

In 1963, the five state teacher colleges in Maryland became state colleges. With the word "teachers" deleted from the name, the State Teachers College at Salisbury was renamed Salisbury State College. For the next twenty-five years, the institution expanded rapidly, increasing its enrollments and stabilizing its academic programs.

Salisbury State College became one of eleven degree-granting institutions of what is now known as the University System of Maryland when the System was formed in 1988. That same year, Salisbury State College was renamed Salisbury State University. In 2001, Salisbury State University became Salisbury University.

Recognized as an outstanding public education institution, SU was recently ranked as a "Top-Tier" institution by the U.S. News & World Report. Although it is a predominately undergraduate liberal arts university, Salisbury offers graduate programs, mainly in applied disciplines. Salisbury University's students represent every subdivision in the State of Maryland.

THE UNIVERSITY SETTING

Salisbury University's campus is situated just south of the city of Salisbury's business district. Its location, along with its rich history and traditions, make SU an integral part of the local and regional community.

Metropolitan Salisbury, Maryland (Wicomico County) has a population of 70,000 people and lies thirty miles west of Ocean City, Maryland; one hundred fifteen miles southeast of Baltimore, Maryland and Washington, D.C.; one hundred twenty five miles south of Philadelphia, Pennsylvania; and one hundred twenty five miles north of Norfolk, Virginia. Salisbury is the county seat of Wicomico County as well as the commercial and government center for Maryland's Lower Eastern Shore.

The Salisbury area is a center of business and agriculture with high technology industry, top quality medical care, world class institutions of higher learning, museums, libraries, the Salisbury Symphony Orchestra, and many other cultural, social, and recreational activities. Maryland's second largest airport is located in Salisbury. It is the only airport on the Eastern Shore offering commercial airline service. The metropolitan area has secluded harbors, water front parks and trails and waterways for hiking and biking, fishing, canoeing and kayaking. One of the nation's most exciting ocean resorts, Ocean City, is only a half-hour away.

Although located in a developing and progressively urban setting, Salisbury University, just as does the city of Salisbury and Wicomico County, remains strongly rooted in the communities and rural heritage of the Lower Eastern Shore.

MISSION

Salisbury University has adopted a mission statement that reflects its purpose, which is "to prepare its graduates to pursue careers in a global economy and for meeting the state's workforce needs."

FIGURE 1.4
SALISBURY UNIVERSITY
MISSION STATEMENT

Salisbury University is a regional comprehensive university emphasizing undergraduate liberal arts, sciences, pre-professional and professional programs, and select, mostly applied, graduate programs. The University creates a superior, active, and engaged relationship between academic programs, the faculty, staff, and students and unites diverse and highly qualified faculty and staff in serving academically capable students from both the Western and Eastern Shores of Maryland and other states and nations. Salisbury University prepares its graduates to pursue careers in a global economy and for meeting the state's workforce needs. The University promotes and supports applied research, diversity initiatives, targeted outreach programs, K-16 partnerships, cultural events, and civic engagement in all aspects of community life. Salisbury University recognizes excellence, student-centeredness, learning, community, civic engagement, and diversity as the fundamental values on which it is founded and upon which it serves the State of Maryland.

VISION

Salisbury University strives to build on its recognition as a "top-tier institution" while achieving national eminence as one of the country's best public comprehensive universities.

FIGURE 1.5
SALISBURY UNIVERSITY
VISION STATEMENT

Salisbury University will continue as a premier regional university that is recognized nationally for excellence by its peers and regionally for its commitment to model programs in civic engagement. Undergraduate research, service learning, international experiences, and co-curricular activities will continue to enrich the traditional academic curriculum and enable students to connect research to practice theory to action. The University will provide graduates who will be recruited by the best employers and graduate schools, and who will contribute to the economic vitality of the state and the nation. The University will continue to enhance the quality of life for its students, the state, and the region, and will explore opportunities to provide doctoral programs in areas of need.

VALUES

Salisbury University is guided by established core values of excellence, student-centeredness, learning, community, civic engagement and diversity. These values are not only explicit in the University's mission, but are also in keeping with its vision.

Excellence: Excellence, the standard against which all University activities and outcomes are measured, connotes the perfection and the quality for which we strive and hold ourselves accountable. We accept the notion that the quality of a university depends on the heads and hearts of those in it.

Student-Centeredness: Our students are the primary reason for our existence. Our focus is on their academic and individual success and on their health and well being. We are committed to helping students learn to make reasoned decisions and to be accountable for the outcomes of the decisions they have made.

Learning: We believe that learning is fundamental to living a life with purpose in an increasingly inter-related world and that our role is to teach students not what to think, but how to think. The University introduces students to a system of ideas about the nature of humanity, the universe, and the world created by art and thought. Through active learning, service learning, international experience and co-curricular activities, students connect research to practice, and theory to action.

Community: Salisbury University takes pride in being a caring and civil place where individuals accept their obligations to the group, learn through their interactions and relationships with others, where governance is shared, and where the focus is on the common good. We honor the heritage and traditions of the institution which serve as a foundation for future change.

Civic Engagement: The University stands as a part of, rather than apart from, the local and regional community. Recognizing its history and traditions, we seek to improve the quality of life for citizens in the region. We believe it is our responsibility to enrich cultural life, enhance the conduct of public affairs and contribute to the advancement of the region. We seek to instill in our students a lifelong commitment to civic engagement.

Diversity: Salisbury University views itself as a just community where there is respect for the value of global, societal and individual differences and commitment to equal opportunity. Diversity is purposefully cultivated as a way to strengthen and enhance our University community.

STRATEGIC INITIATIVES

Salisbury University is currently in the process of developing a strategic plan that prioritizes the University's strategic initiatives through 2008. In the meantime, SU's most recent *Management for Results* document identifies the following six "key goals" that support the University's mission and vision:

- **Goal 1:** Provide quality undergraduate/graduate education.
- **Goal 2:** Prepare graduates to become productive members of society and the workforce.

- **Goal 3:** Promote educational, economic, cultural, and social development in the state and the region.
- **Goal 4:** Broaden access to and diversity in higher education.
- **Goal 5:** Increase revenue from alternative sources and maximize the efficient use of state resources.
- **Goal 6:** Improve retention and graduation rates.

INSTITUTIONAL PEERS

Salisbury University considers the following institutions as performance and aspirational peers:

Performance Peers:

Central Washington University
Eastern Illinois University
Humboldt State University
Northern Michigan University
Sonoma State University
SUNY Oswego
SUNY Plattsburg
University of Massachusetts Dartmouth
University of North Carolina Wilmington
Western Oregon University

Aspirational Peers:

Appalachian State University
The College of New Jersey
Rowan University
Truman State University
University of Wisconsin-Eau Claire

ACADEMIC PROGRAMS

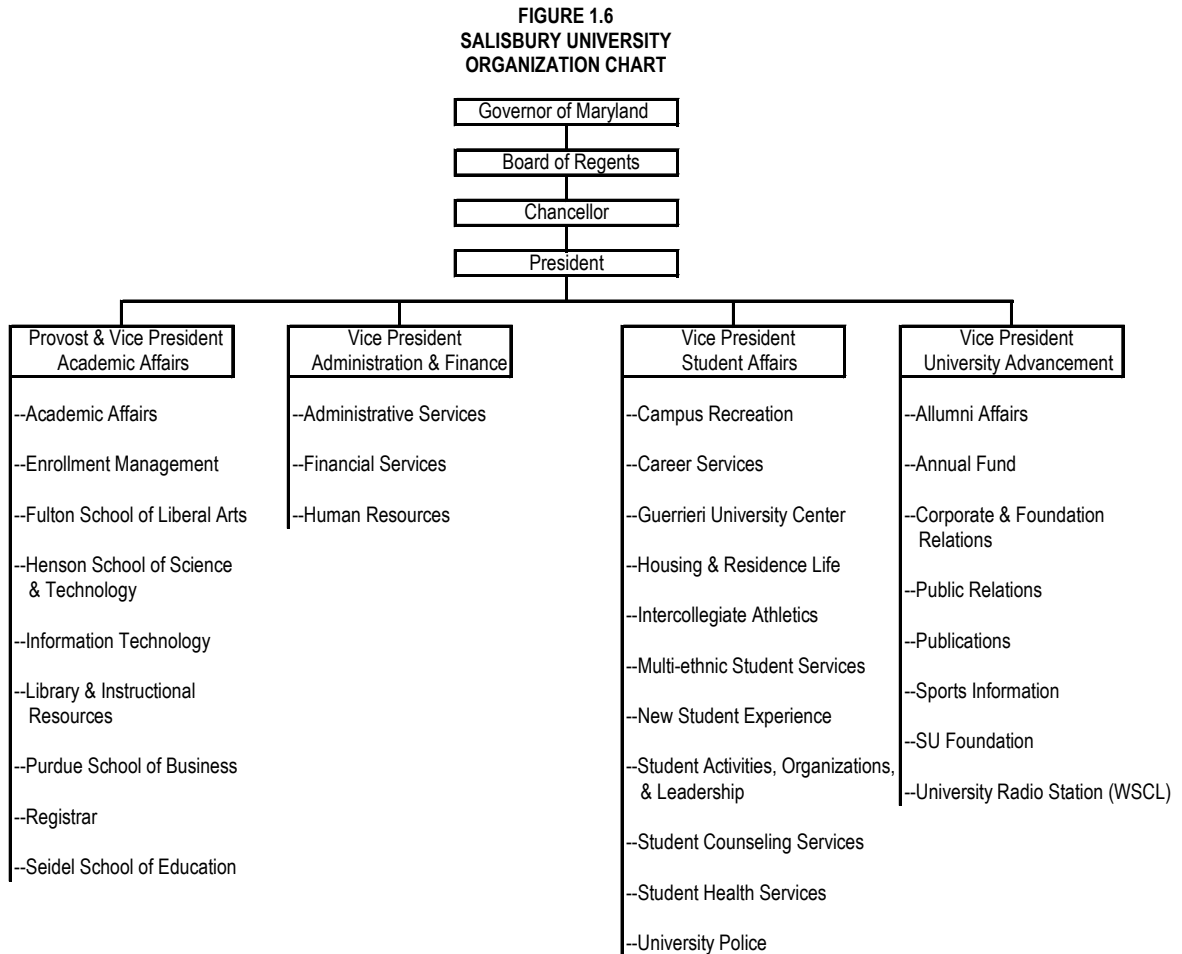
A wide range of undergraduate and graduate degree programs, continuing education programs, and flexible personal and professional development education programs are offered at Salisbury University. Degrees awarded in undergraduate programs include Bachelor of Arts, Bachelor of Fine Arts, Bachelor of Science, and Bachelor of Arts in Social Work. Degrees awarded in graduate programs include Master of Education, Master of Arts, Master of Business Administration, Master of Science, and Master of Social Work. A Certificate of Advanced Study is awarded in Teaching and Learning with Technology. A variety of non-credit programs and special courses of varying lengths that are not part of the regular undergraduate or graduate degree programs are also offered. A more thorough examination of Salisbury University's academic programs is presented in Chapter 2. Salisbury University is fully accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools. Programs within the University are fully approved or accredited as follows:

- **Department of Chemistry:** American Chemical Society Committee on Professional Training
- **Respiratory Therapy and Athletic Training:** Commission on Accreditation of Allied Health Education Programs (CAAHEP).
- **Social Work:** Council on Social Work Education.

- **Business:** International Association for Management Education (AACSB).
- **Medical Technology:** National Accrediting Agency for Clinical Laboratory Sciences (NAACLS).
- **Environmental Health Sciences:** National Environmental Health Science and Protection Accreditation council (NEHSPAC).
- **Nursing:** National League for Nursing Accrediting Commission (NLNAC).
- **Teacher Education:** National Council for Accreditation of Teacher Education (NCATE).

GOVERNANCE AND ORGANIZATION

The University System of Maryland's Board of Regents is the governing authority for Salisbury University. As referenced in the beginning of this Chapter, the Board is responsible for setting policy for the institutions within the System as well as for selecting the President of each of the System's institutions. The President has overall operational authority and responsibility for Salisbury University and as such, exercises general supervision of all departments. As shown in Figure 1.6, the President shares administrative responsibility with four vice-presidents, each with a broad range of responsibilities. Students and faculty also participate in the governance of the University through standing and ad hoc committees.



STUDENT GOVERNMENT

Salisbury University encourages students to assume the responsibilities of self-government, recognizing this as an important facet of higher education. The Student Government Association (SGA) serves as "the voice of the student." Managing and directing many activities associated with campus life, the SGA consists of a Senate of elected representatives from the Freshman, Sophomore, Junior, Senior, and Graduate classes, and an Executive Board. The Executive Board includes the President, Executive Vice President, Vice-President of University Affairs, Vice-President of External Affairs, Vice-President of Public Relations, Treasurer, Speaker of the Senate, and non-voting advisors. SGA members play a significant role in representing the student body on various University committees that help improve the overall quality of student life.

FACULTY AND STAFF

During the academic year 2001-2002, Salisbury University employed 291 full-time faculty, and 657 full-time staff. In addition, the University employed 163 part-time faculty and 214 part-time staff. Table 1.1 illustrates the distribution of personnel who are critical to implementation of the learning experience at Salisbury University.

TABLE 1.1
SALISBURY UNIVERSITY
FACULTY AND STAFF

| Category | 2001 (Actual) | | | FTE |
|----------------------------|---------------|-----|-------|-------|
| | FT | PT | Total | |
| Faculty ¹ | 291 | 163 | 454 | 332 |
| Total Faculty | 291 | 163 | 454 | 332 |
| Executive/Administrative | 69 | 0 | 69 | 69 |
| Professional | 154 | 45 | 199 | 165 |
| Clerical/Secretarial | 143 | 56 | 199 | 157 |
| Technical/Paraprofessional | 33 | 0 | 33 | 33 |
| Skilled Crafts | 15 | 0 | 15 | 15 |
| Service/Maintenance | 243 | 113 | 356 | 271 |
| Total Staff | 657 | 214 | 871 | 711 |
| Total Faculty and Staff | 948 | 377 | 1,325 | 1,042 |

Data Source: Salisbury University Office of Institutional Research,
Assessment & Accountability, November 2002

¹Includes 50 Full-Time contractual faculty

STUDENT BODY CHARACTERISTICS

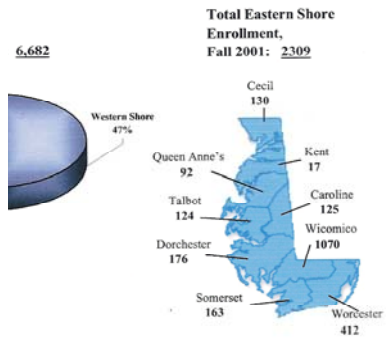
The student body of Salisbury University is comprised of individuals with a wide variety of ages, experiences, goals, and educational backgrounds. Table 1.2 shows the diversity of the student body in the Fall semester of 2001. The University is a community of 6,682 credit students of whom 80.8% are full-time and 19.2% are part-time. Females comprise 58.1% of the student body and minority student enrollment is 10.8%. Students age 24 and under represent 82.2% of those enrolled while 1.4% are age 50 and over. The State of Maryland is home to 81.8% of the student body. Of the 5,460 students originally from Maryland, 3,151 (57.7%) are from the Western Shore while 2,309 (42.3%) are from the Eastern Shore. The county with the largest single representation is Wicomico County with 1,070 students, or 16.0% of the University's student population. The majority of SU's students (90.7%) are enrolled in undergraduate programs.

TABLE 1.2
SALISBURY UNIVERSITY
HEADCOUNT STUDENT BODY CHARACTERISTICS
Fall 2001

| Characteristic | Number | Percent of Total | Characteristic | Number | Percent of Total |
|----------------------------|--------|------------------|------------------------------|--------|------------------|
| Full-Time/Part-Time | | | Residence | | |
| Full-Time | 5,398 | 80.8% | Anne Arundel | 506 | 7.6% |
| Part-Time | 1,284 | 19.2% | Baltimore County | 444 | 6.6% |
| Total | 6,682 | | Carroll | 194 | 2.9% |
| Gender | | | Frederick | 250 | 3.7% |
| Male | 2,802 | 41.9% | Harford | 266 | 4.0% |
| Female | 3,880 | 58.1% | Howard | 276 | 4.1% |
| Age | | | Montgomery | 475 | 7.1% |
| 20 and Under | 3,095 | 46.3% | Prince George's | 259 | 3.9% |
| 21-24 | 2,401 | 35.9% | Wicomico | 1,070 | 16.0% |
| 25-29 | 448 | 6.7% | Worcester | 412 | 6.2% |
| 30-34 | 250 | 3.7% | Rest of Maryland | 1,308 | 19.6% |
| 35-39 | 176 | 2.6% | Rest of United States | 1,159 | 17.3% |
| 40-49 | 219 | 3.3% | Inaternational/Other Foreign | 63 | 0.9% |
| 50-59 | 66 | 1.0% | Eastern Shore Region | 2,309 | 34.6% |
| 60 and Over | 27 | 0.4% | Western Shore Region | 3,151 | 47.2% |
| Ethnicity | | | Student Level | | |
| African American | 496 | 7.4% | Undergraduate (Full-Time) | 5,280 | 79.0% |
| Asian/Pacific Islander | 122 | 1.8% | Graduate (Full-Time) | 118 | 1.8% |
| Hispanic | 88 | 1.3% | Undergraduate (Part-Time) | 780 | 11.7% |
| International | 58 | 0.9% | Graduate (Part-Time) | 504 | 7.5% |
| Native American | 22 | 0.3% | Total Undergraduate | 6,060 | 90.7% |
| White | 5,576 | 83.4% | Total Graduate | 622 | 9.3% |
| Unknown | 320 | 4.8% | | | |

Data Source: Salisbury University Office of Institutional Research, Assessment and Accountability, November 2002

FIGURE 1.7
SALISBURY UNIVERSITY
TOTAL ENROLLMENT AND DEMOGRAPHICS



CAMPUS FACILITIES

Buildings

The campus facilities inventory includes 50 buildings that contain approximately 1,300,000 gross square feet (GSF) of space. The University classifies these buildings into three categories: state supported, non-state supported (auxiliary), and leased.

TABLE 1.3
SALISBURY UNIVERSITY
CAMPUS BUILDINGS

| Building | Code | Built | GSF | NASF | Primary Use |
|-------------------------------------|------|-----------|---------|---------|---|
| State Supported | | | | | |
| Admissions House | AD | 1930 | 7,700 | 4,337 | Office |
| Alumni House | AH | 1996 | 7,818 | 3,490 | Office |
| Blackwell Library | BL | 1958 | 67,125 | 40,025 | Library |
| Caruthers Hall | CH | 1955 | 53,523 | 33,446 | Instruction, Office |
| Community Outreach Center | CO | 1935 | 2,000 | 1,839 | Offices |
| Devilbiss Science Hall | DH | 1967 | 59,886 | 38,153 | Currently undergoing renovation |
| Faculty Development | FD | 1937 | 3,085 | 1,388 | Lounge, Meeting |
| Foundation Center | FC | 1925 | 5,468 | 2,435 | Office |
| Fulton Hall | FH | 1991 | 95,000 | 49,703 | Instruction, Office |
| Greenhouse | GR | 1994 | 5,150 | 5,010 | Greenhouse |
| Grounds Storage | GS | 1999 | 1,875 | 1,875 | Vehicle and equipment storage |
| Guerrieri University Center Annex B | GB | 1951 | 768 | 695 | Office, Meeting |
| Holloway Hall | HH | 1924 | 118,127 | 64,193 | Office, Assembly, Instruction |
| Honors House | HO | 1956 | 3,946 | 3,590 | Office, Recreation, Study, Instruction |
| Maggs Annex | MX | 1984 | 1,792 | 1,225 | Office |
| Maggs Annex A | MA | 1951 | 768 | 671 | Office |
| Maggs Gymnasium | MC | 1977 | 113,904 | 75,860 | Instruction, Office, Athletic/Phys.Ed./Recreation |
| Maintenance Building | MB | 1980 | 24,949 | 19,495 | Maintenance Shop, Storage |
| Power Professional | PP | 1989 | 30,695 | 25,129 | Instruction, Office |
| President's Residence | PR | Est. 1930 | 5,264 | na | Residence |
| Regents Retreat | RR | Est. 1965 | 1,080 | 1,080 | Residence |
| Storage Facility | SI | Unknown | 4,800 | 1,680 | Storage |
| Student Art Center ¹ | SA | 1942 | 2,457 | 1,535 | Office |
| Tennis Barn | TB | 1975 | 20,000 | 19,500 | Athletic/Phys.Ed./Recreation |
| University Police | UP | 1965 | 6,050 | 4,451 | Office |
| Sub-Total State Supported | | | 643,230 | 400,805 | |

Data Source: Salisbury University Department of Physical Plant, October 2002

¹Student Art Center was formerly known as Philosophy House.

TABLE 1.3 (Continued)
SALISBURY UNIVERSITY
CAMPUS BUILDINGS

| Building | Code | Built | GSF | NASF | Primary Use |
|--|------|-----------|-----------|---------|---------------------------------------|
| Non-State Supported (Auxiliary) | | | | | |
| Athletic Storage | AS | 1999 | 2,250 | 2,250 | Athletic storage |
| Athletic Team Building | AB | 1984 | 3,403 | 2,178 | Athletic/Phys.Ed/Recreation |
| Beacon House ² | BH | 1943 | 2,559 | 1,791 | Residence |
| Chesapeake Hall | CP | 1977 | 45,116 | 30,828 | Dormitory |
| Chester Hall | CR | 1974 | 48,118 | 32,291 | Dormitory |
| Choptank Hall | CK | 1972 | 48,118 | 32,135 | Dormitory |
| Commons Building | CB | 1997 | 124,589 | 70,462 | Dining, Bookstore, Office, Meeting |
| Dogwood Village | DV | 1985 | 26,880 | 20,225 | Dormitory |
| Guerrieri University Center | GC | 1988 | 72,718 | 36,126 | Student Activities Center, Office |
| Manokin Hall | MK | 1964 | 21,735 | 13,612 | Dormitory |
| Nanticoke Hall | NA | 1968 | 36,290 | 23,222 | Dormitory |
| Pocomoke Hall | PO | 1967 | 21,735 | 13,599 | Dormitory |
| Scarborough Leadership Center | SC | 2001 | 8,400 | 5,124 | Student Organizations Meeting, Office |
| Severn Hall | SV | 1990 | 48,118 | 31,952 | Dormitory |
| St. Martin Hall | SM | 1986 | 54,205 | 42,824 | Dormitory |
| Ward Museum | WM | 1992 | 30,000 | 21,000 | Museum |
| Wicomico Hall | WI | 1951 | 21,735 | 13,607 | Dormitory |
| Sub-Total Non-State Supported | | | 615,969 | 393,226 | |
| Leased | | | | | |
| Allenwood Center Offices ³ | AW | Est. 1972 | 15,468 | 6,760 | Instruction, Office, Research |
| A&E Services | AE | Est. 1950 | 1,535 | 1,073 | Office |
| Camden House | CN | Est. 1940 | 2,680 | na | Inactive |
| Philosophy House ⁴ | PL | 1929 | 3,340 | 1,984 | Office |
| Resolution Center | RC | 1934 | 2,917 | 1,315 | Office |
| Sub-Total Leased | | | 25,940 | 11,132 | |
| Campus Buildings Summary | | | | | |
| State Supported | | | 643,230 | 400,805 | |
| Non-State Supported (Auxiliary) | | | 615,969 | 393,226 | |
| Leased | | | 25,940 | 11,132 | |
| Total Buildings | | | 1,285,139 | 805,163 | |

Data Source: Salisbury University Department of Physical Plant, October 2002

²Beacon House was formerly known as International House.

³Allenwood Center consists of four (4) buildings.

⁴Philosophy House was formerly known as Language House.

Subsequent to this facilities inventory (Fall 2001) Salisbury University has constructed a 144,723 gross square foot Henson Science Hall. This new academic building contains 82,154 net assignable square feet of space. The University is in the process of expanding the east campus by acquiring the Dresser facility for future development and use.

Parking

Salisbury University currently has 22 parking lots that can accommodate 3,108 cars.

**TABLE 1.4
SALISBURY UNIVERSITY
EXISTING PARKING LOTS**

| Lot Location | Faculty & Staff | Residents & Commuters | Handicapped | Visitors | State Vehicles | Reserved | Total Spaces |
|---------------------------------------|-----------------|-----------------------|-------------|-----------|----------------|----------|--------------|
| Admissions House | 12 | | 1 | 11 | | | 24 |
| Alumni House | 16 | | 1 | | | | 17 |
| Asbury Church (Leased) | | 99 | | | | | 99 |
| Baseball Field | | 50 | | | | | 50 |
| Blackwell Library | 221 | | 3 | | | 6 | 230 |
| Caruthers Hall | 47 | 308 | 8 | | | | 363 |
| Chesapeake Hall | 7 | 493 | 4 | | | | 504 |
| Commons Circle (Metered) | | | | 10 | | | 10 |
| Devilbiss Hall | 88 | 205 | 9 | | | | 302 |
| Dogwood | 28 | 361 | 5 | | | 1 | 395 |
| Holloway Hall | | | 2 | 12 | | | 14 |
| Indoor Tennis | | 20 | 2 | | | | 22 |
| Leadership Center | 8 | 92 | 4 | | | | 104 |
| Maggs | 26 | | 2 | | | | 28 |
| Physical Plant | 63 | | 2 | | 68 | | 133 |
| Power Professional | 52 | 83 | 8 | | | 2 | 145 |
| St. Martins Hall | | 250 | | | | | 250 |
| Stadium | | 85 | | | 30 | | 115 |
| Student Art Center (Philosophy House) | | 9 | 1 | | | | 10 |
| Tennis Courts | | 8 | | | | | 8 |
| University Police | 47 | 98 | 3 | | | | 148 |
| Wayne Street | | 137 | | | | | 137 |
| Total Campus | 635 | 2,298 | 55 | 33 | 98 | 9 | 3,108 |

Data Source: Salisbury University Office of Student Affairs , January 2003

Outdoor Athletic Facilities

The University has ten acres of athletic fields. On the main campus there are twelve tennis courts of which six are lighted. The other outdoor athletic facilities are located on the east campus. These include the 2,500 seat Sea Gull Stadium that is used primarily for football and men's lacrosse. There is an all-weather, 400 meter, eight lane track with grass infield. The infield is used primarily for field events and women's field hockey. There are individual fields dedicated to soccer, softball, intramural sports, and varsity practice. The State's only baseball diamond with an Astroturf infield is located on Salisbury University's east campus.

FIGURE 1.8
SALISBURY UNIVERSITY
LAYOUT OF CAMPUS FACILITIES

