

# Planning Process

This Salisbury University Facilities Master Plan (FMP) update establishes a framework for the physical growth and change of Salisbury University over the next 10 years, based on projected enrollment growth and space needs. The planning process was undertaken under the leadership of the Office of the Vice President of Administration and Finance, with assistance from a steering committee of broad representation from across campus and with the technical assistance of consultants from the firm of Cochran, Stephenson, & Donkervoet, Inc.



This planning process and data collection were undertaken in 2007, and the planning process was completed in 2008. Where enrollment and other demographic data are discussed in the report, numbers have been updated to reflect the University's modest growth in fall 2008. However, given the complexity of and time necessary to collect physical inventory data, numbers relating to inventory have not been updated and 2007 information is presented.

Several capital projects are identified and others are suggested in the FMP. The master plan does not attempt to design projects, but it does provide a conceptual site plan, illustrating the proposed development for the campus. This study is an

update of the 2003 master plan, with additional recommendations concerning student life and residence halls. The facilities assessment included is based on the material in the previous study with editing, as appropriate.

## **Planning Input**

In addition to the University Steering Committee meetings, input was sought from the campus community and its surrounding neighborhoods.

- In November 2007, an interview/focus group session occurred on campus with “town-gown” members. In addition to University and consultant staff, in attendance were representatives from the local Chamber of Commerce, the City of Salisbury, the Salisbury Area Property Owners Association (SAPOA), the Camden Neighborhood Association, and residents of the local community. At other “town-gown” meetings the University provided updates about future campus growth.

# SALISBURY

- In March 2008, University representatives and its consultant met with the Salisbury-Wicomico County Planning and Zoning Commission and presented tentative five-year, 10-year, and future vision plans.
- In May 2009, “A Leaders Look” event occurred on campus. Various stations, manned by University staff, were set up in the room and local leaders were given an opportunity to become familiar with Salisbury University’s comprehensive housing renovation plan, the Allenwood residence hall with first floor retail project, and the Franklin P. Perdue School of Business. In addition, one station was devoted to the University’s “future vision” for projects.

Simultaneously with the overall Facilities Master Plan process, market studies and surveys specifically related to student housing were taking place. This is more fully described in the “Student Housing & Residence Life” section of this Executive Summary.

## Planning Efforts

As the planning process got underway in December 2007, the team described previously began three simultaneous efforts:

- Using existing information and information provided by the University, the team created the base site plan. This formed the basis for all subsequent plans.
- University staff gathered and evaluated significant statistics regarding population trends, enrollment characteristics and trends, academic programs, and space inventory, and furnished them to the team.
- The team interviewed a wide range of constituencies from the University, the community, and local government.

Unique to this master plan effort was a focus on student housing and residence life, represented in the Student and Residential Life Needs Assessment (SRLNA) and the Comprehensive Housing Renovation Plan (CHRP). Beginning with a 2002 market study and informed by updated market data and two student surveys conducted during the early stages of this master plan, the SRLNA and CHRP identified significant needs to improve student life and student housing options. These needs were translated to recommended development projects, including new construction and renovation of existing student housing. This, in turn, helped to shape capital planning for the other campus facilities.



**Pocomoke Hall is a traditional residence hall built in 1967.**

# SALISBURY



The planning team evaluated the existing buildings and sites, determining suitability of the facilities for existing and future needs of the University. Several schemes for future projects were proposed and evaluated. A draft plan was developed and shared with the campus community and the Salisbury-Wicomico County Planning and Zoning Commission. Changes were made as appropriate and a final Facilities Master Plan prepared.



As a result of this planning and evaluative effort, the University underscores the following points:

- **Point 1:** Existing space is predicted to be well below the Department of Budget and Management's Space Planning Guidelines in 2017. For instance, the University will have 60.2 percent of laboratory space, 29.9 percent of study facilities, 63.8 percent of athletic facilities, and 42.2 percent of central computer facilities allowed.
- **Point 2:** As a USM-designated growth institution, the University has grown beyond recent enrollment projections. For example, enrollment projections through 2017 based on 2007 and 2008 data estimated a 6.8 percent increase in total fall full-time equivalent students (FTES) for the nine-year period between 2008 and 2017. Fall term FTES actually increased by 19.6 percent over a four-year period (from fall 2004 through fall 2008). This would strongly suggest 2007 projections are low and growth will likely be much higher through 2017. Without additional facilities, the ability to adequately serve higher enrollments will be strained.
- **Point 3:** While the University has a number of facility needs documented in this plan, the need for a new library cannot be overstated. The existing library was constructed in 1958 and renovated in 1975 when the University only served approximately 2,600 FTES. Given the University's current student body, the library has 4.87 square feet for every FTES. For the University's peer institutions, the average 2008 net square feet (NSF) per FTES ratio was 12.44.

The resulting recommendations are presented in this Executive Summary.

# SALISBURY