



EXECUTIVE SUMMARY

Campus Master Plan 2025

SALISBURY UNIVERSITY

August 2025



Strategic Plan: The Salisbury Seven

1

WE WILL INVEST IN THE PEOPLE WHO DELIVER ON THE PROMISES WE MAKE TO OUR STUDENTS.

2

WE WILL CONSISTENTLY DELIVER A RIGOROUS, STUDENT-FOCUSED ACADEMIC PROGRAM TAUGHT BY WORLD-CLASS EDUCATORS ON A WORLD-CLASS CAMPUS.

3

WE WILL HAVE A CONTINUAL COMMITMENT TO INCLUSION, DIVERSITY, OPPORTUNITY AND EQUITY, AND THE CULTIVATION OF A SENSE OF BELONGING.

4

WE WILL STRATEGICALLY GROW TO SERVE THE NEEDS OF THE EASTERN SHORE, THE STATE OF MARYLAND AND THE NATION WHILE HOLDING FAST TO OUR IDENTITY AS A STUDENT-FOCUSED INSTITUTION THAT DOES NOT JUST SAY IT CARES ABOUT ITS PEOPLE; IT SHOWS IT WITH EVERY DECISION.

5

WE WILL BE KNOWN FOR OUR INNOVATIVE, HIGH-IMPACT PRACTICES AND OUR BELIEF THAT WE ARE EDUCATING THE WHOLE PERSON FOR A LIFETIME OF CIVIC LEADERSHIP AND COMMUNITY SERVICE.

6

WE WILL RAISE THE RESOURCES NEEDED TO SUPPORT SU'S PROGRAMS, ITS STUDENTS, AND ITS CULTURE.

7

WE WILL STRENGTHEN OUR INSTITUTIONAL IDENTITY AND REPUTATION.

Master Plan Goals, Drivers, and Key Issues

The Salisbury University master plan aligns the institution's physical development with its strategic vision as a premier comprehensive Maryland public university dedicated to empowering students with knowledge, skills, and core values that contribute to active citizenship.

This integrated approach connects the emerging strategic plan with anticipated enrollment stabilization and essential campus facility improvements, ensuring that infrastructure development supports academic excellence and student success.

As the university celebrates its centennial anniversary during the 2025-2026 academic year, the master plan reinforces Salisbury's commitment to providing excellent, affordable education while meeting the evolving needs of its diverse community.

MASTER PLAN GOALS

The Salisbury University master plan goals establish specific objectives that guide campus development to support the institution's mission and enhance the student experience.

Create a Framework Plan reflecting the Salisbury Seven

- Address space needs due to program shifts and enrollment targets
- Support long-term programmatic needs, diversity and inclusion, deferred maintenance, and decarbonization goals

Enable Key Capital Projects

- Plan for the Downtown Performing Arts Center
- Improve the College of Health and Human Services
- Implement the removal of Devilbiss Hall

Strategically Use Space to Support the University's Mission

- Take advantage of opportunities to provide space for campus needs as a result of the completion of the Blackwell Hall Renovation
- Re-envision the Guerrieri Student Union and Commons Building

Improve Athletics and Recreation

- Separate and expand facilities and fields for Athletics and Recreation
- Provide dedicated Fitness Center on Main Campus

Improve Access and Safety

- Clarify uses and connect East and West Campuses safely
- Densify West Campus

PLAN DRIVERS AND KEY ISSUES

Campus Context

Salisbury University is in Salisbury, Maryland. Salisbury is the county seat of Wicomico County and the largest city on the Eastern Shore with a full time population of a little over 33,000 according to the 2020 census. Salisbury is about 120 miles from Washington, DC and Baltimore, MD, 90 miles from the Maryland state capital in Annapolis, and about 30 miles from Ocean City, MD.

The Downtown Salisbury Campus offers services, culture, and education to the greater Salisbury community and the region. Salisbury University owns The Plaza Gallery Building and leases space in the Powell Building for the Museum of Eastern Shore Culture.

Planned or In-Progress Projects

Blackwell Hall was the university library until the Guerrieri Academic Commons was built in 2016. Blackwell Hall's renovation will bring together a one-stop shop for student services, admissions, and a welcome center which will greatly improve the visiting and first-time student experience. One of the benefits of the project is opening space within existing buildings across campus for repurposing or removal. For example, the Guerrieri Student Union second floor will be completely vacated allowing for the renovation and repurposing of the building as a space for student clubs and organizations, food service, personal recreation, and event space.

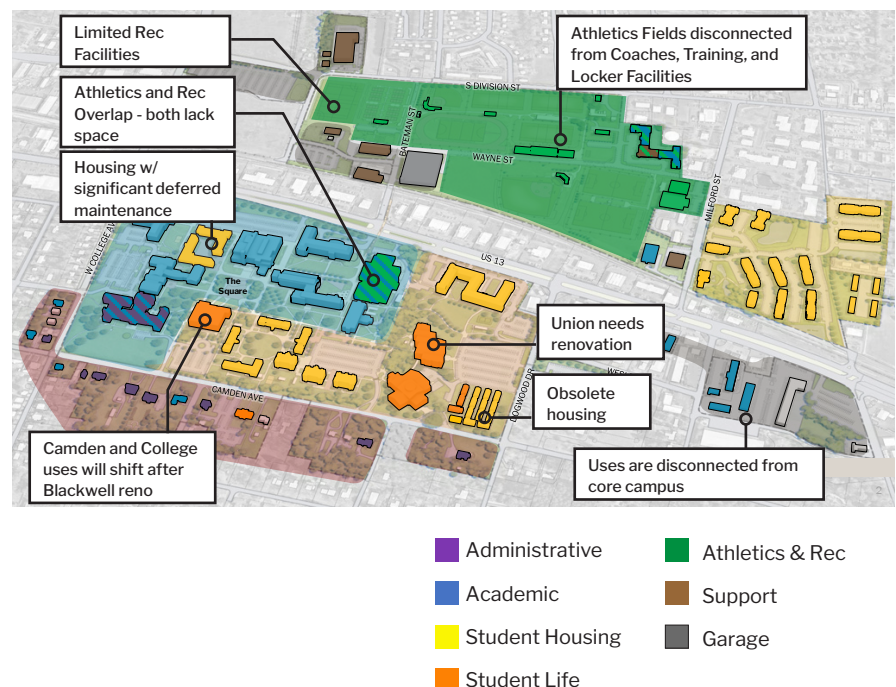
The University is developing a study for a new Performing Arts Center on the former Wicomico Public Library site at S. Division Street and Circle Avenue in Downtown Salisbury. The preliminary program includes a 600-800 seat proscenium theater, multi-purpose rehearsal space, classrooms and performance support spaces.

Campus Context



Context Map showing relationship between main campus and the downtown campus.

Existing Campus Zones



Main Campus

The Main Campus provides a wide array of education, culture, recreation, and athletics facilities. The campus is divided into the West and East Campuses by Route 13.

The West Campus is the prime academic core of the university in addition to the location of student housing, dining, union, athletics, recreation, administrative offices, and the library.

The East Campus is dominated by athletic and recreation fields and buildings with student housing, facilities maintenance offices and shops, and a parking deck. The east side of US Business Route 13 is fronted by commercial properties which minimize the visibility of the East Campus from Rt 13.

A tunnel at Bateman Street provides a safe crossing of Rt 13 but the ramps are slightly steeper than allowed by the Americans with Disabilities Act. It should be noted that there are no signalized surface crossings along the Rt 13 frontage between West College Avenue and Dogwood Drive, creating a safety concern for pedestrians and other vulnerable road users. A previous study proposed a series of traffic calming and safety measures which would slow the traffic, improve safe road crossings, and provide greater connectivity.

Facilities Condition and Decarbonization

The university has been a good steward of their facilities and have managed the campus deferred maintenance well. Only a few buildings are in fair or poor condition and are slated for renovation or removal as part of the 10 year master plan.

In addition to the renovation needs, the state of Maryland has instituted Building Energy Performance Standards (BEPS) for buildings larger than 35,000 gross square feet. The goal is to reduce the carbon footprint of the campus by eliminating the use of fossil fuels. A parallel study examined the quantity of power needed, renewable energy sources available, and recommendations for systems upgrades. In addition, the master plan examined scenarios involving building system upgrades, the impact of planned renovations, and potential stand-alone and linked projects to create district based infrastructure. Blackwell Hall is one of the first projects on the campus to meet the BEPS goals and will provide valuable lessons for future renovation projects.

Facilities Conditions Today



Key Issues

- Leverage Blackwell Hall Renovation to **improve utilization of workplace space**
- **Address deferred maintenance**
- **MD Building Energy Performance Standards (BEPS)** apply to buildings over 35,000 GSF

- Good Condition
- Fair Condition
- Poor Condition
- Under Renovation
- BEPS-covered building

Decarbonization Penalties start in 2030



Key Issues

- **Building Emissions Performance Standards (BEPS)** establish decarbonization targets for structures over 35,000 GSF, providing incentives to invest in energy-efficient systems and operational improvements.
- Reporting started in 2025
- Penalties on emissions beyond targets start in 2030 and increase annually
- Target emission goals starting decreasing in 2035 and reach 0 in 2040, penalties increase

- Highest Penalties
- Moderate Penalties
- Lowest Penalties

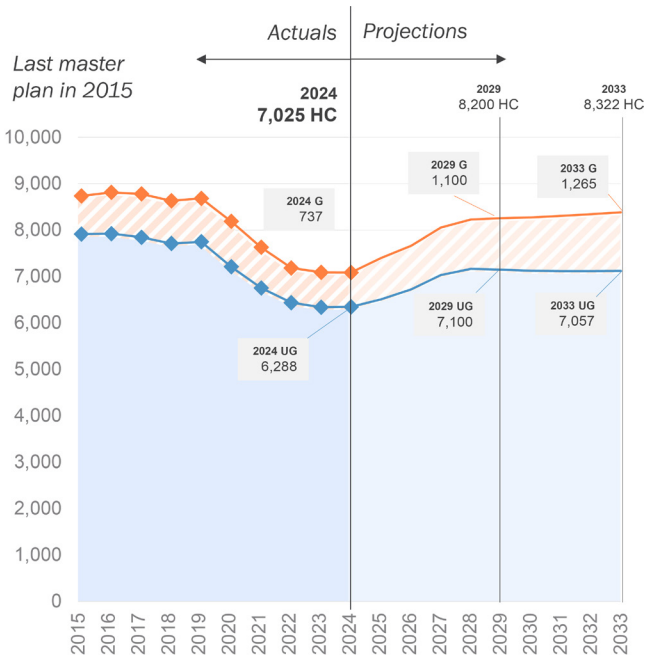
Enrollment Projections

Prior to the COVID-19 pandemic, Salisbury University’s enrollment remained relatively stable, but the institution experienced a significant decline of approximately 19% since 2019. Despite this overall decrease, Fall 2024 marked a positive turning point with the second-largest incoming class in the school’s history. Moving forward, the enrollment is projected to stabilize at approximately 8,200 to 8,300 total students.

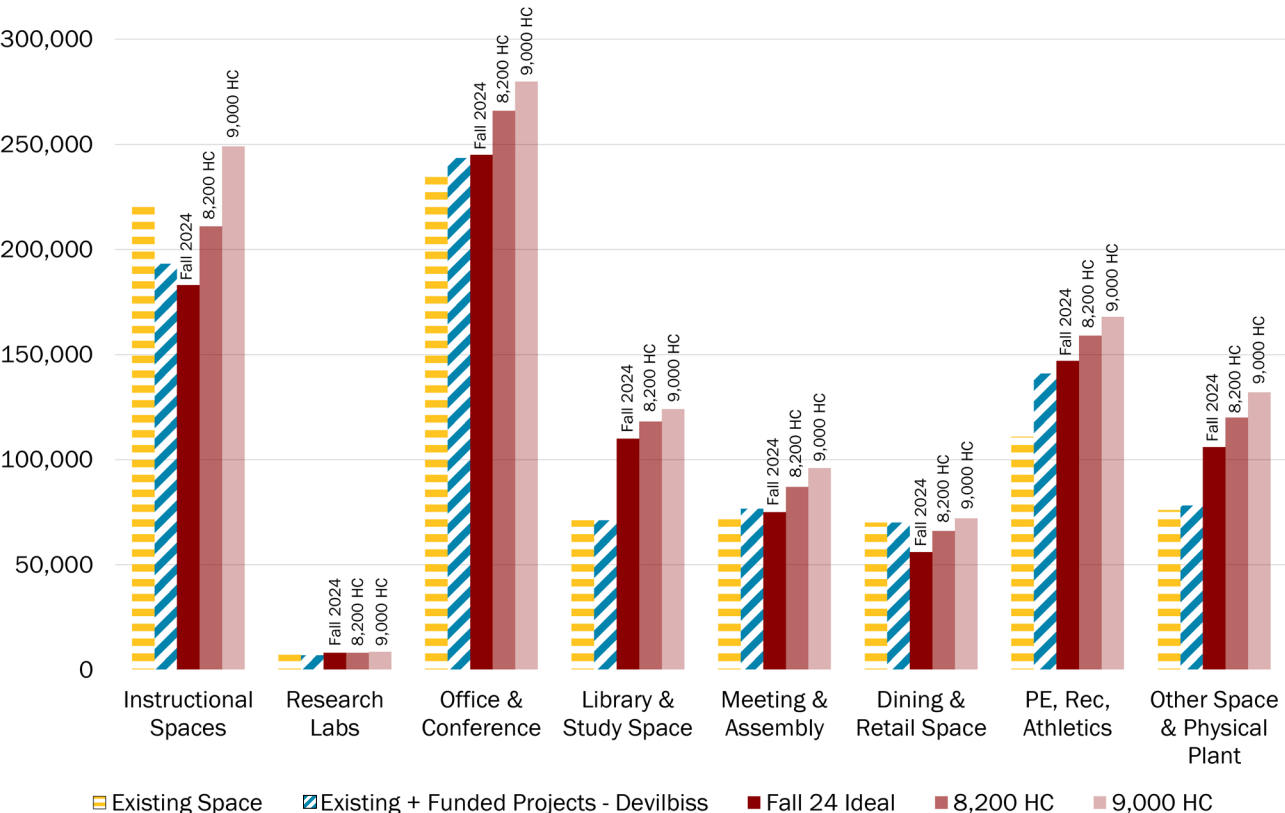
To better inform planning scenarios, space needs were modeled for two hypothetical enrollment thresholds in addition to Fall 2024.

Projected Space Needs Summary

The Salisbury University space needs analysis provides a comprehensive evaluation of current and future facility requirements to support the institution’s academic mission. This study examined existing space utilization patterns, assessed current projected needs based on improved space utilization and key capital projects, and identified future requirements aligned with the university’s enrollment targets of 8,200-9,000 students. The analysis serves as a foundation for strategic facility planning, ensuring that investments will effectively accommodate anticipated needs while maximizing efficient use of existing resources.



Enrollment Projections



Projected Space Needs

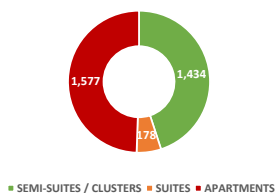
STUDENT LIFE

Campus Housing

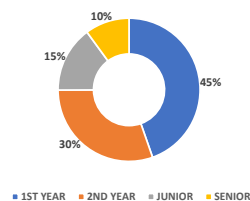
During the Fall 2024 semester, Salisbury University accommodated 50% of its full-time undergraduate students in on campus housing. First-year and second-year students must live on campus unless they are local residents. No graduate student housing is currently available on campus.

With 6,288 undergraduate students and 95-98% occupancy rates, the university currently lacks 200-250 beds based on live-on housing requirements and anticipated enrollment patterns.

ON CAMPUS BED TYPES



FALL 2024 HOUSING DEMOGRAPHICS

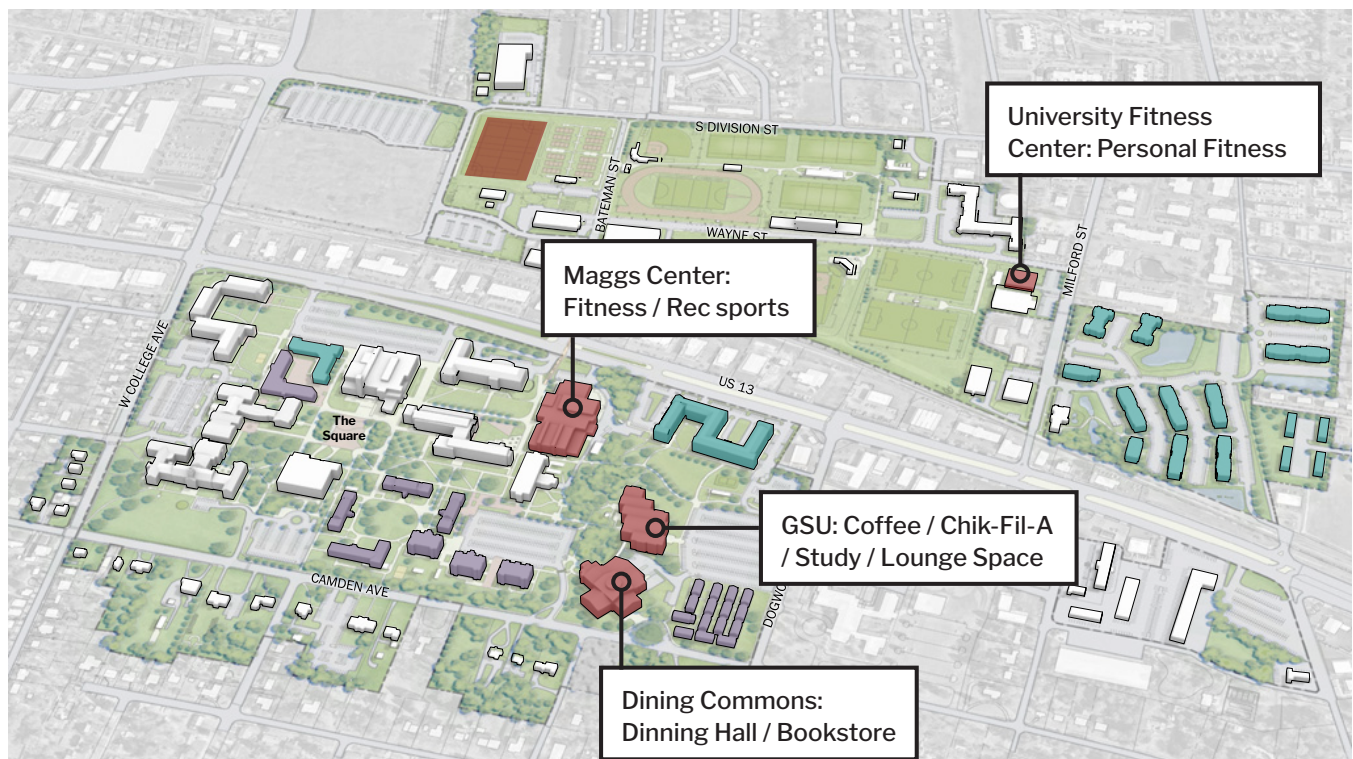


Projected Housing Demand and Unit Type Mix

Projected enrollment growth to 8,200 undergraduates will require an additional 600-650 beds. Dogwood Village, St. Martin, and Chesapeake Halls need significant capital investments or have become obsolete and may need removal. If all three are removed it would eliminate 585 beds that would require replacement. Therefore, the Master Plan recommends identifying locations for 1,100-1,200 new beds to meet current deficits and ten-year enrollment projections.

The university houses over 75% of first year and second-year students, but only 45% of total beds are semi-suites or cluster units which encourage community building. The remaining beds are apartment-style units which are better suited for upperclassmen. Adjusting the unit types to provide more traditional and semi-suite units is recommended to address the needs of first and second year students.

Student Life Today



Key Issues

- **Additional student housing needed focused on First Year Student's Needs**
- **More student organizations and meeting space**
- **More food service options** are requested by students
- **Collocate Student Services** in a central location

- Cluster / Semi-Suite
- Suites / Apartments
- Other Student Life

Student Organizations, Meeting Spaces, and Food Service

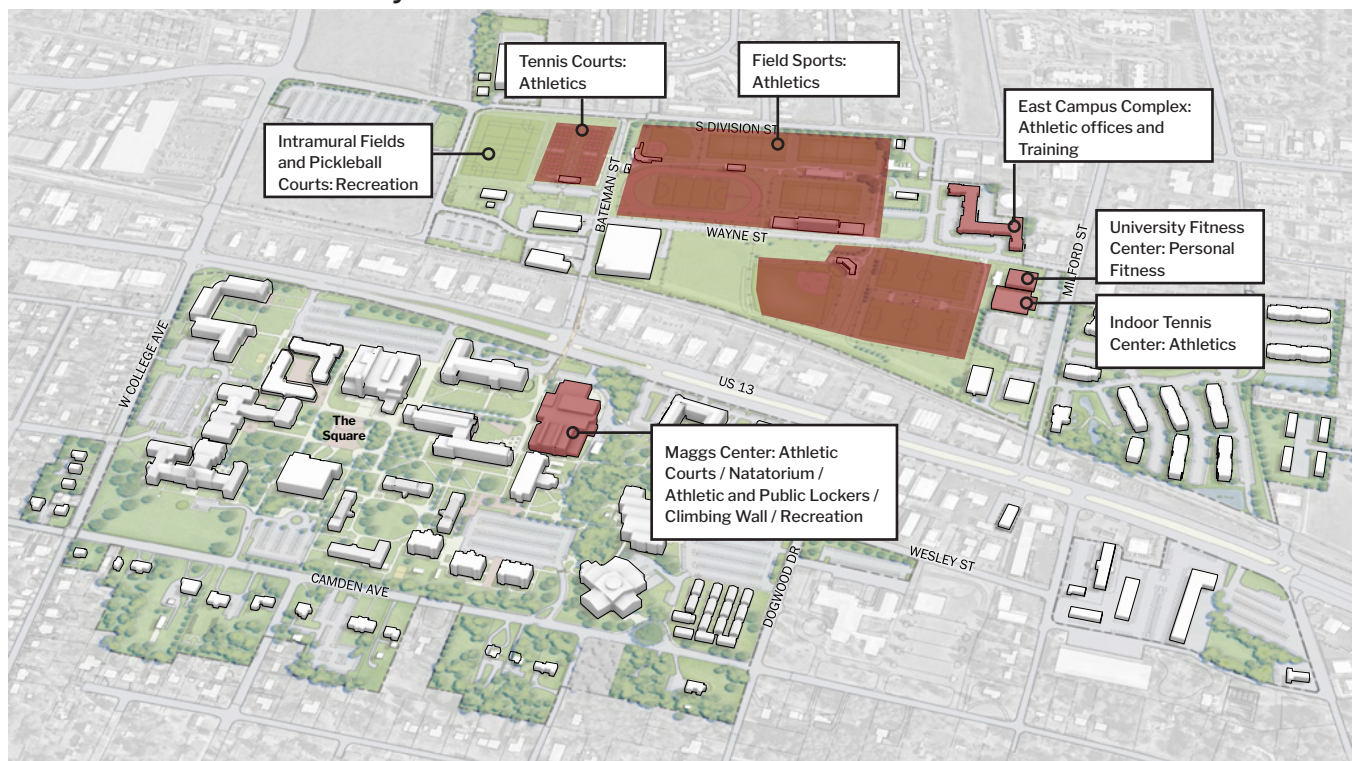
The lack of student organization and meeting spaces were mentioned in several stakeholder groups. The Blackwell Hall renovation offers the opportunity to repurpose the Guerrieri Student Union into a student center facility with dedicated space for student organizations and meeting spaces.

The university's Dining Commons provides all you can eat food court. There are a few other dining options in the GSU and Guerrieri Academic Commons, but the students have indicated in surveys and the stakeholder meetings that additional options would be helpful which can provide additional capacity for projected enrollment growth.

Health Sciences, Recreation, and Athletics

Currently the Maggs Center contains space for the academic Health Sciences program, campus recreation, as well as the natatorium, competition court sports, and nearly all athletic training, locker rooms, and coaches offices. The East Campus includes all competition and training fields as well as all intramural and recreation fields. The University Fitness Center (UFC) containing fitness studios and weight rooms and the Indoor Tennis Center which is in poor condition are also on the East Campus. The result is none of these programs are well served due to the quantity, quality, and location of facilities. The goal is to reorganize the East Campus and renovate the Maggs Center to provide dedicated support and training facilities for the East Campus fields, add capacity for indoor and outdoor recreation, and provide adequate academic space for the Health Sciences program.

Athletics and Recreation Today



Key Issues

- Recreation and Athletics overlap minimizing effective use of space and access to facilities
- Lack coaches and support spaces adjacency to field sports on East Campus
- Need to retain Natatorium in Maggs Center and improve court sports experience
- Strategic investment needed in specific sport facilities (field hockey, tennis)

■ Relevant Buildings

Key Takeaways

INSTRUCTIONAL SPACE

Capacity to accommodate near-term growth,
additional space need for long-term growth

OFFICE & CONFERENCE

Additional space needed
Rebalance office and meeting space

STUDY SPACES

Shortage across campus

MEETING & ASSEMBLY

Additional space needed

STUDENT LIFE

New housing needed to phase out older buildings
Refresh of the Student Union needed

PE, REC, & ATHLETICS

Consolidation of Athletics and additional Recreation
space needed

CAMPUS SUPPORT

Shortage of campus support spaces across campus

Guiding Principles

The Salisbury University Master Plan guiding principles provide the foundational framework for campus development decisions aligned with the institution's mission.



**STRENGTHEN THE
CAMPUS EXPERIENCE**



**BUILD-IN FLEXIBILITY
TO ADDRESS CAMPUS
PROGRAMMATIC NEEDS**



**DEVELOP THE CAMPUS
SUSTAINABLY**



**DEVELOP AMENITIES TO
SUPPORT TOWN AND
GOWN**



**CONNECT CAMPUSES
SAFELY**

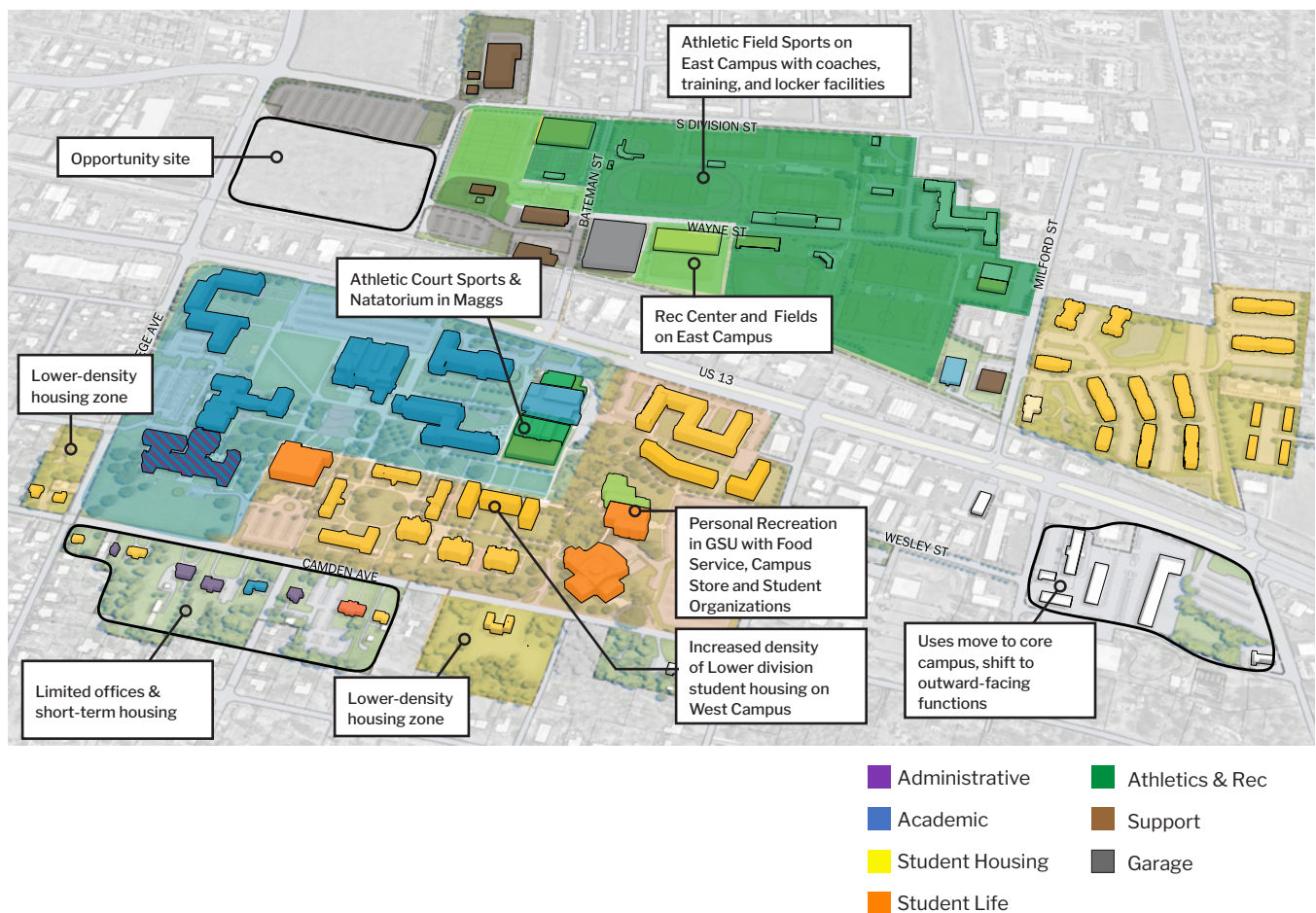


**CREATE CAMPUS
GATEWAYS AND IMPROVE
IDENTITY**

PROPOSED USE ZONES

The Salisbury University Master Plan creates a smart and adaptable approach to campus development that puts the university's mission first while carefully studying how much the campus can grow and how it should be organized. This plan ensures that as Salisbury University expands, it maintains a compact and well-connected campus. By focusing on thoughtful land use and strategic planning, the Master Plan will guide future construction and improvements while preserving the cohesive campus community that makes Salisbury University special.

Proposed Campus Zones



10 Year Projected Mission-Driven Initiatives

The Salisbury University mission-driven 10-year initiatives provide a strategic framework for campus development organized around key user group needs. These targeted initiatives ensure that facility improvements align with the university's commitment to academic excellence while supporting students, faculty, staff, and the broader community.

ACADEMIC

Improve instructional space flexibility, efficiency, and utilization

Elevate the College of Health and Human Services

- Maggs Center Renovation
- Conway Hall Programmatic Renovation
- Devilbiss Demolition

Downtown Performing Arts Center

CONNECTIVITY

Trails & Open Space Improvements

- Rail Trail
- Salisbury Mall Extension

Safety & Streetscape Improvements

- Rt 13 Pedestrian Crossings & Bike Lane
- Wesley St Streetscape Improvements
- Wayne St Streetscape Improvements

New Replacement Parking

- Dogwood Parking Lot

STUDENT LIFE

Food and Retail, Meeting, Clubs and Organizations, Wellness

- GSU Renovation
- Dining Commons Renovation

Housing

- New Lower Division Housing
- New Upper Division Cottage-Style Housing
- Dogwood Village Demolition
- Chesapeake & St. Martin Demolition

FACILITIES

Improve Efficiency and Alignment with Current Programmatic Needs

- Holloway Hall Programmatic Renovation
- Camden Ave Houses Reprogramming

Decarbonize Building Systems

- Individual building decarbonization
- Building cluster decarbonization

ATHLETICS & RECREATION

East Campus - Field Sports

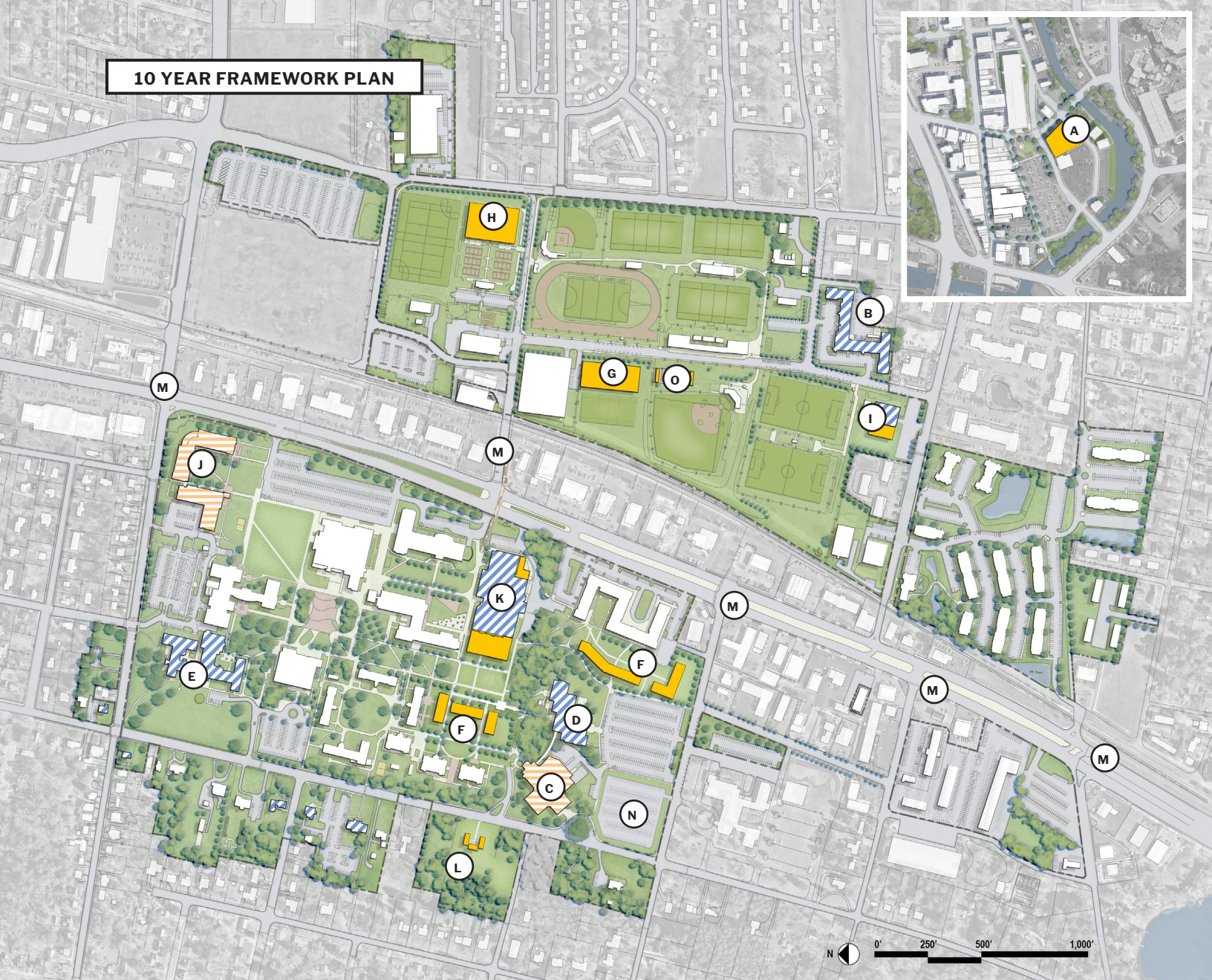
- East Campus Complex Renovations
- Outdoor Tennis Center Enclosure
- UFC Renovation and Locker Room Addition
- Track & Field Improvements
- East Campus Pavilion

Maggs Renovation & Addition - Court Sports

Recreation

- New Rec Center & Multipurpose Field
- Personal Fitness in GSU

10 YEAR FRAMEWORK PLAN



10 Year Proposed Projects

These projects proposed for a 10-year timeframe focus on strengthening the academic core, expanding housing for first and second-year students, and updating existing facilities while removing obsolete buildings. The framework also includes reorganizing athletics and recreation areas and improving connections between different parts of campus. These improvements will create a more unified and efficient university campus that supports student success and institutional growth.

- | | |
|--|--|
| (A) Downtown Performing Arts Center | (I) UFC Renovation and Addition |
| (B) East Campus Complex Renovation | (J) Conway Hall Renovation |
| (C) Commons Building Renovation | (K) Maggs Center Renovation and Addition |
| (D) Guerrieri Student Union Renovation | (L) Cottage Housing |
| (E) Holloway Hall Renovation | (M) Street/Connectivity Improvements |
| (F) New Residence Halls | (N) Dogwood Parking Expansion |
| (G) New Recreation Center and Field | (O) East Campus Pavilion |
| (H) Tennis Court Enclosure | |

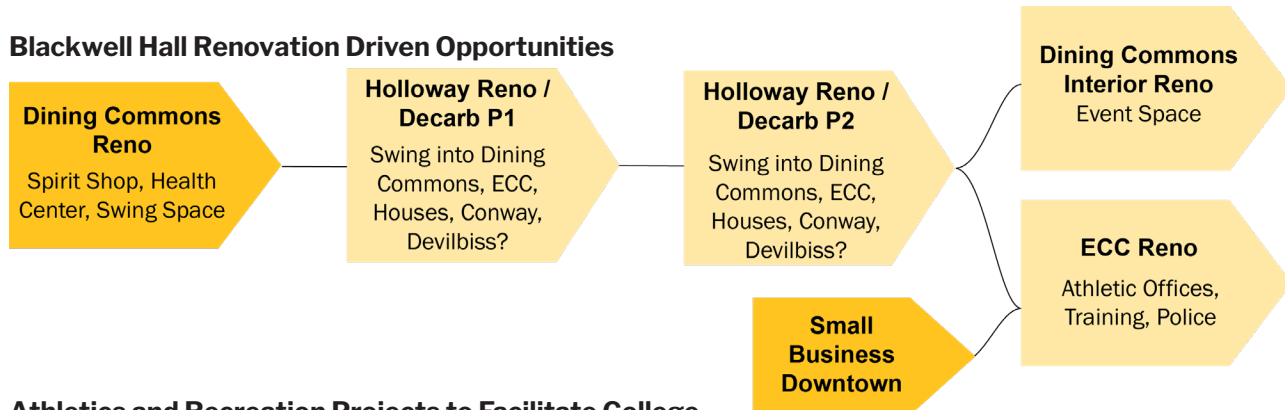
IMPLEMENTATION

A phased approach to implementation allows the university to prioritize critical needs while managing resources effectively and minimizing disruption to campus operations during the development process. Key projects include the renovation of Holloway Hall and the Maggs Center, the reorganization of athletics and recreation facilities, and the creation of replacement and new housing for first and second-year students. Select projects are “stand-alone” and can be completed independently. Many are interdependent and will require strategic phasing.

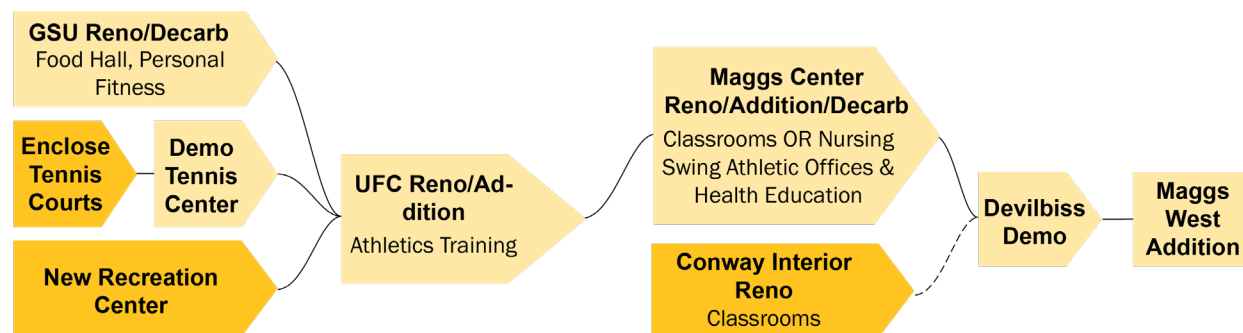
Project Implementation

- Starter Projects
- Dependent Projects
- Standalone Projects

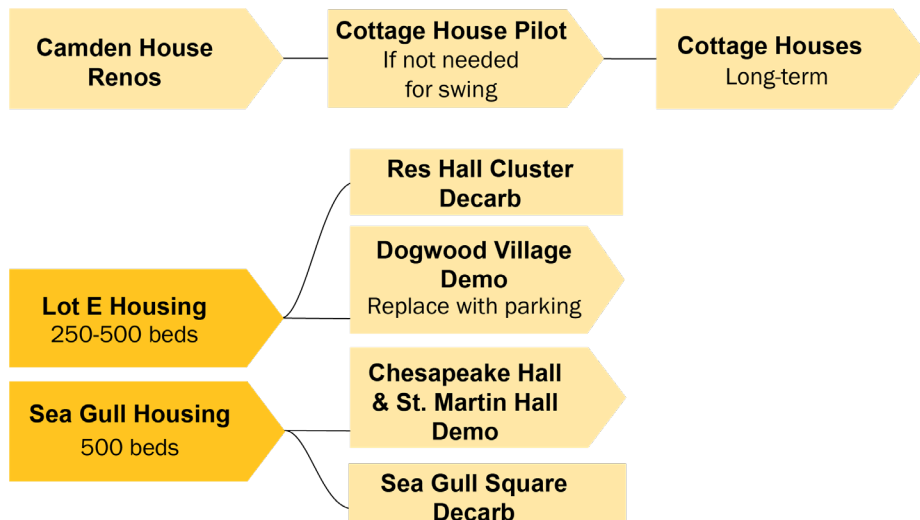
Blackwell Hall Renovation Driven Opportunities



Athletics and Recreation Projects to Facilitate College of Health and Human Services Consolidation



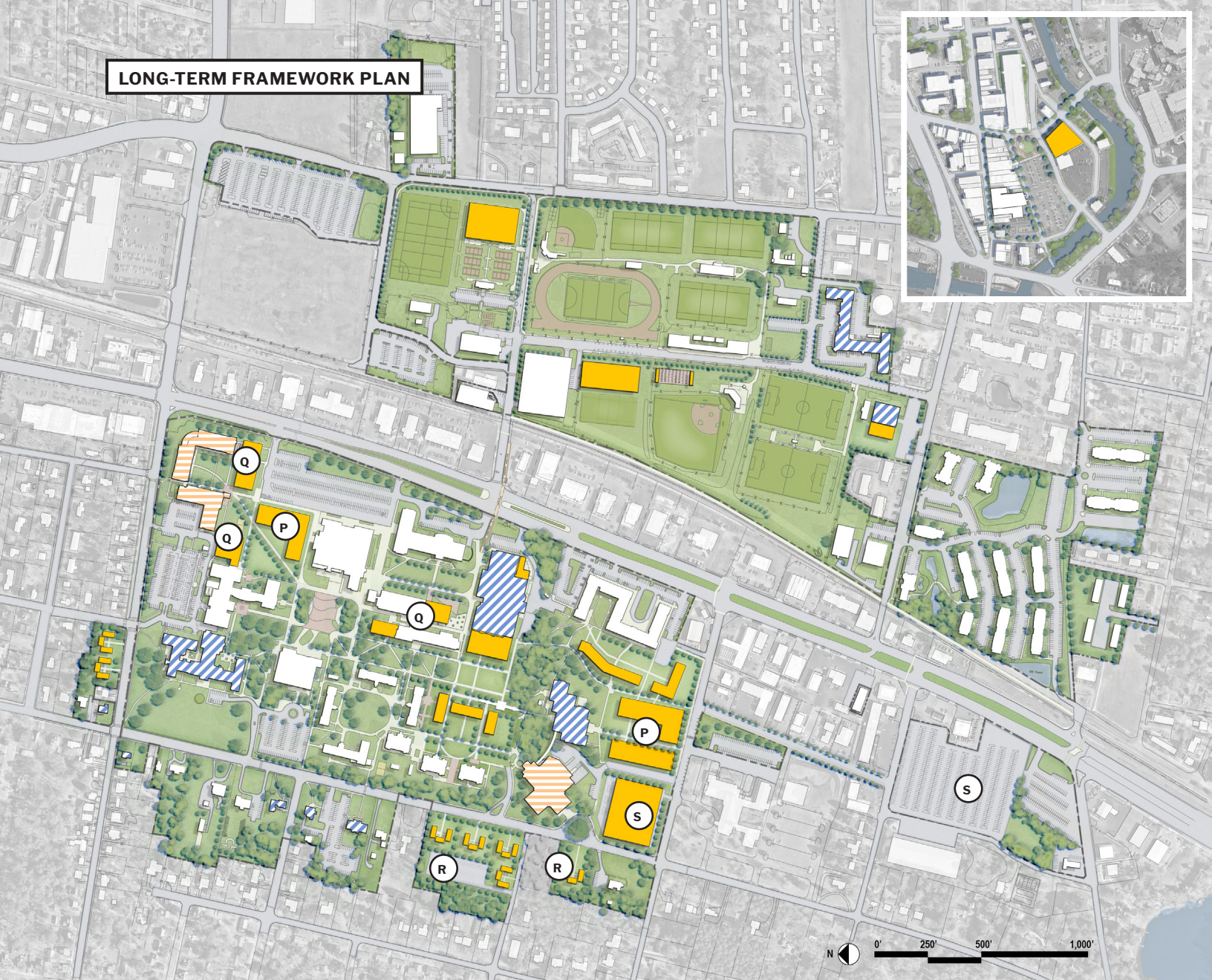
West Campus New Student Housing



Standalone Projects

Downtown Performing Arts Center	East Campus Pavilion
Rte. 13 Projects	Other Athletic Projects

LONG-TERM FRAMEWORK PLAN



Long-term Proposed Projects

The Salisbury University long-term development plan examines how much growth the campus can support while keeping its compact and connected character. This analysis looks at how well new facilities can meet mission driven needs without losing the walkable, unified campus that the campus community values. The plan ensures that any new development maintains the campus's integrated layout while making the best use of available space and resources for long-term success.

- (P)** New Academic Buildings (3 total)
- (Q)** New Academic Additions
- (R)** New "Cottage Style"
- (S)** Surface Parking and Future Parking Deck

