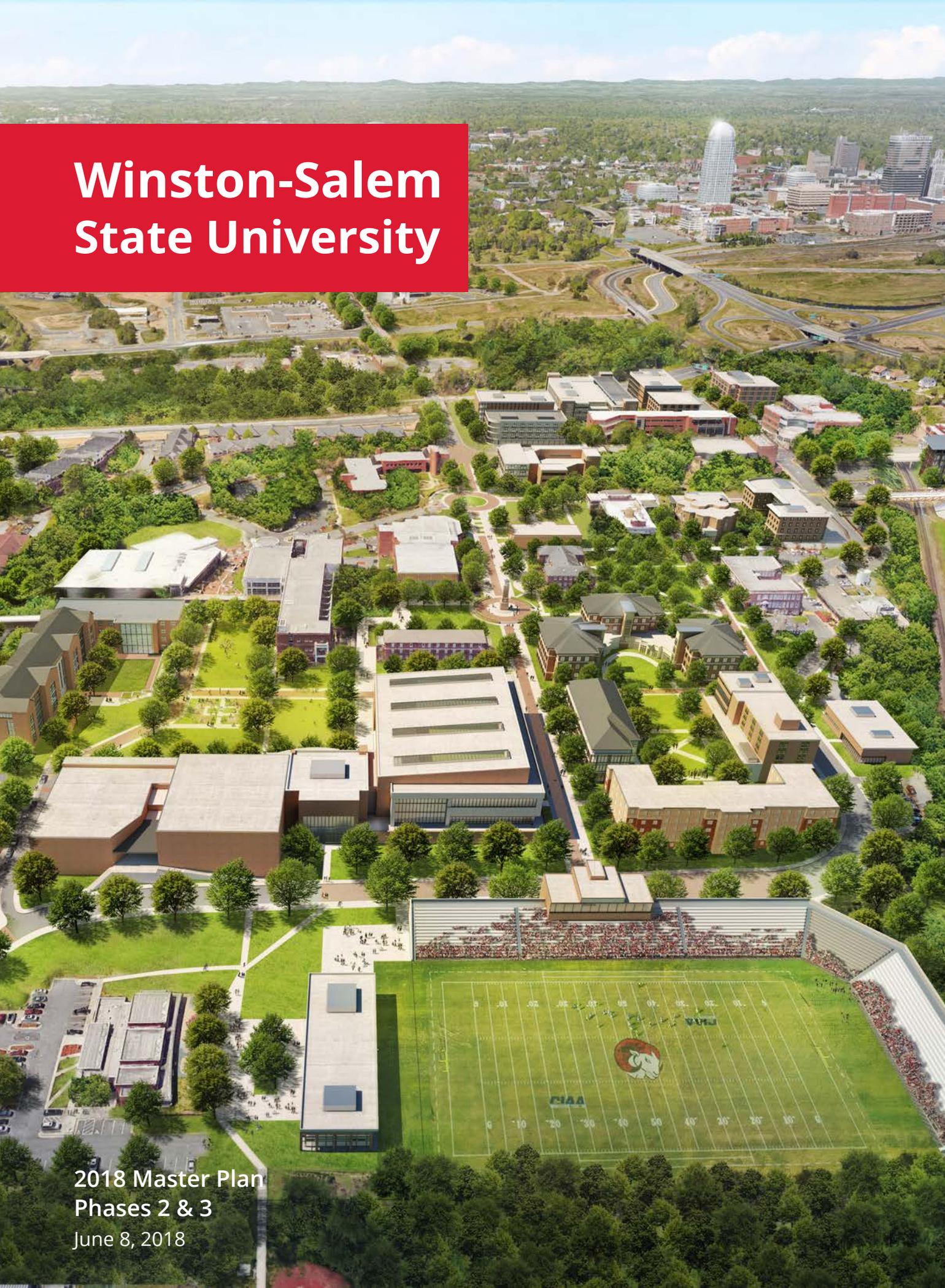
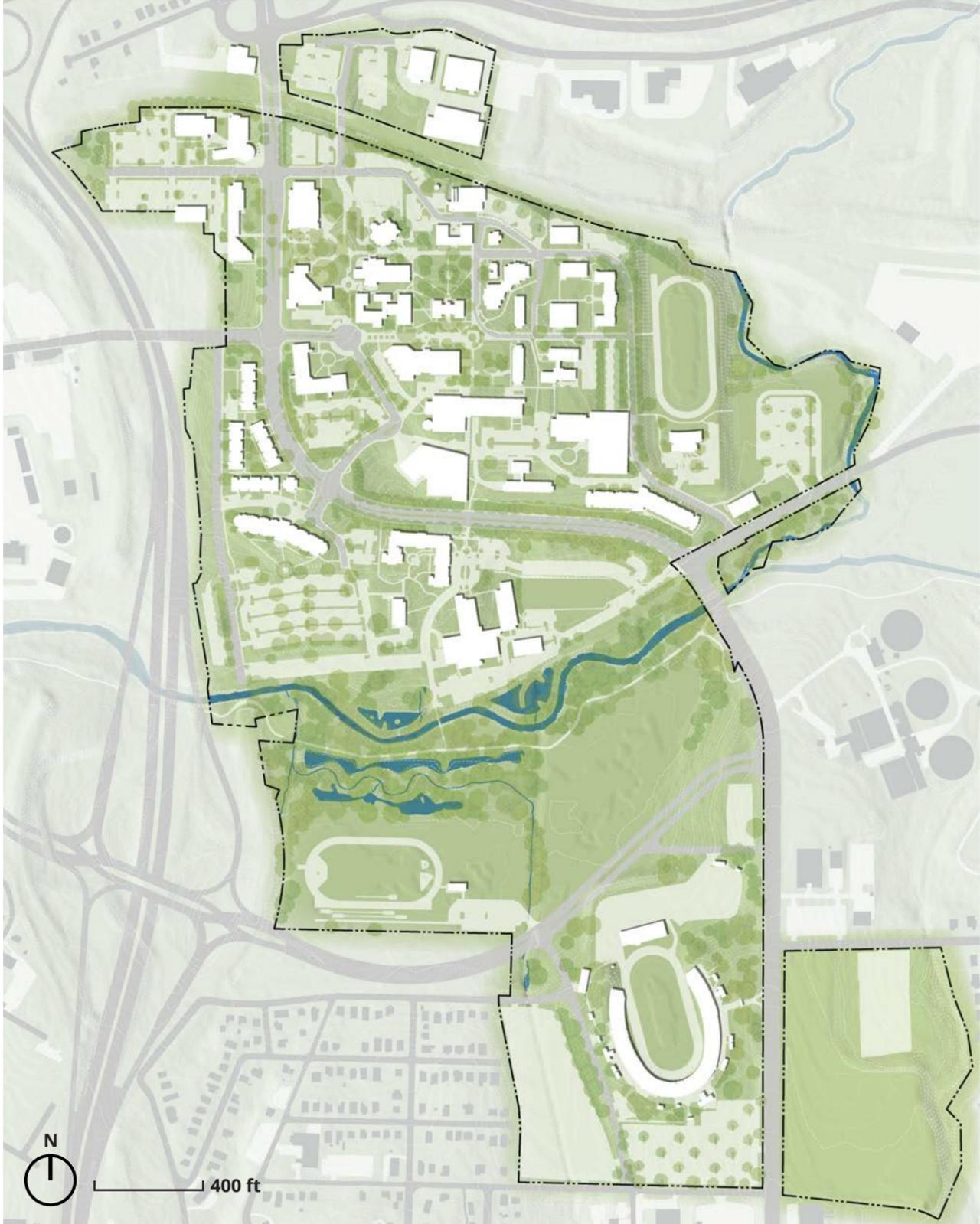


# Winston-Salem State University

2018 Master Plan  
Phases 2 & 3  
June 8, 2018



EXISTING (2017)



PROPOSED (LONG-TERM)



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# 1

## Introduction

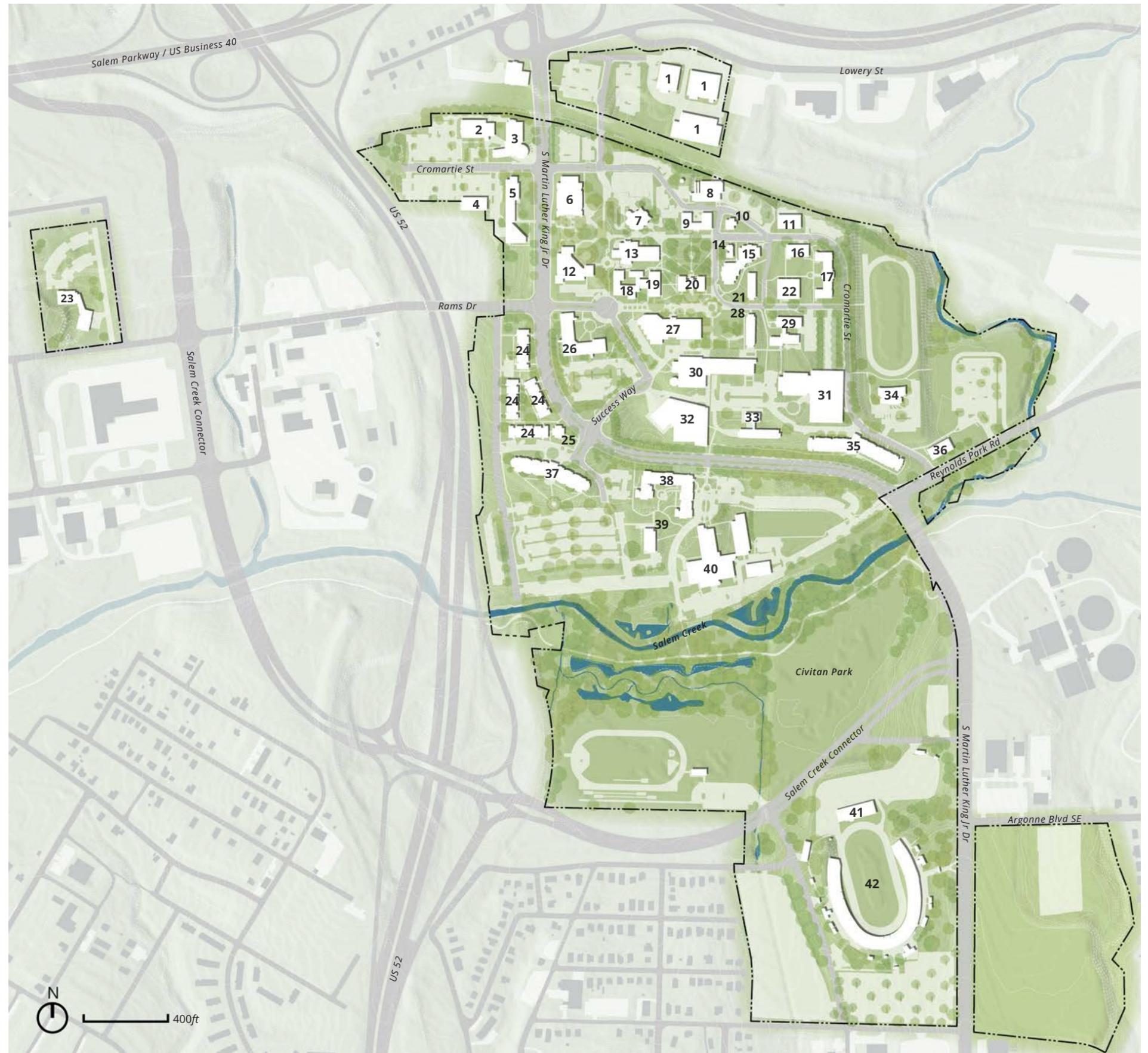
Winston-Salem State University's (WSSU's) 2018 Master Plan responds to changes in higher education, University priorities, and state and local contexts.

Importantly, the 2018 Master Plan (the 2018 Plan) draws from WSSU's recent Strategic Plan, ensuring that the physical campus responds to the broader goals of the University. Ultimately, the 2018 Plan provides an integrated vision for the campus informed by the 2017 Strategic Plan, the 2011 Master Plan, and recent campus development. The recommendations of the plan take into account the unique history and traditions of WSSU and provide a physical response to the University's Strategic Plan. The 2018 Plan is based on the understanding that the structure and form of the built environment is intended to ensure student success both within the University and beyond. This 2018 Plan comes at an important juncture as the University shifts resources away from increasing enrollment and directs them toward enhancing academic excellence, improving the student experience, and strengthening connections with the broader Winston-Salem community. In conjunction with this shift, WSSU's mission as a member of the community of Historically Black Colleges and Universities (HBCUs) is more important than ever.

# Existing Conditions – 2017

## Buildings

- 1. Lowery Street Buildings
- 2. W.B. Atkinson Science Building
- 3. Computer Science Building
- 4. Modular Unit (at F.L. Atkins)
- 5. F.L. Atkins Health Science Building
- 6. Williams Auditorium
- 7. Hauser Building
- 8. Old Maintenance Building
- 9. Carolina Hall
- 10. Alumni House
- 11. Physical Plant
- 12. Hall Patterson Building
- 13. Hill Hall
- 14. S.G. Atkins House
- 15. Martin-Schexnider Residence Hall
- 16. Atkins Residence Hall
- 17. H. Douglas Covington Hall
- 18. Fine Arts Building
- 19. Eller Hall
- 20. Blair Hall
- 21. Moore Residence Hall
- 22. Coltrane Building
- 23. Center for Design Innovation
- 24. Rams Commons
- 25. Rams Commons Community Center
- 26. R. J. Reynolds Center
- 27. O'Kelly Library
- 28. Pegram Hall
- 29. Old Nursing Building
- 30. C.F. Thompson Center
- 31. C.E. Gaines and Whitaker Complex
- 32. DJR Student Activities Center
- 33. Brown Residence Hall
- 34. Early Child Development Center
- 35. Foundation Heights Residence Hall
- 36. Modular Unit (at Reynolds Road)
- 37. Wilson Hall
- 38. Gleason-Hairston Residence Hall
- 39. A.H. Ray Student Health Services
- 40. Anderson Center
- 41. Bowman Gray Field House
- 42. Bowman Gray Stadium



Existing Conditions 2018

## Key Drivers of the 2018 Plan

The 2018 Plan is directed by a series of Key Drivers including previous planning work, recent developments, and programmatic considerations for the future of WSSU. Together, these elements give shape to the plan's vision and objectives and serve to guide the specific recommendations discussed in this report.

### THE KEY DRIVERS INCLUDE:

- 01: The 2011 Master Plan
- 02: Concurrent and Recent Investments
- 03: The Strategic Plan 2016–2021
- 04: Enrollment
- 05: Commitment to Liberal Education
- 06: Campus Life
- 07: Energy and Infrastructure
- 08: The MLK Corridor



The Future of the WSSU Campus

## 01: THE 2011 MASTER PLAN

The 2011 Master Plan responded to WSSU's 2010 Strategic Plan goals of academic excellence, student success, and community engagement; efficient and effective use of resources; and University culture and pride. Through recommendations for community engagement, land use and campus districts, landscape, campus life, mobility, and sustainable resource management, the 2011 plan provided a framework for physical development.

The 2018 Master Plan revisits recommendations that responded to the campus conditions of 2011 but now need to be reconsidered given changes in outlook and priorities.

### 2011 Master Plan Goals

The 2011 Master Plan identified four physical design and planning principles in response to the context, needs, mission, and Strategic Plan of the University. These principles, explained below, remain relevant as a guide for the 2018 Plan and represent the continuing physical planning efforts of the University.

**RESTORE THE CORE** - This is an initiative with both physical and programmatic meanings. Physically, it refers to re-energizing the heart of the campus with the addition of student housing, creating more usable outdoor space, and re-purposing existing buildings. Programmatically, it refers to reinvigorating the University's cultural values of sustaining community and perpetuating its proud history within the Winston-Salem community and beyond. The aim is to create a central core that serves the needs of the entire campus community well into the future, adds to WSSU's institutional identity, and makes the campus a more memorable place in the minds of alumni. It remains an important goal for the 2018 Plan.

**IMPROVE CAMPUS LIFE** - The 2018 Plan emphasizes the quality of the student experience for both resident and commuter students. Recommendations include new housing, dining, and recreational amenities in the core of the campus and the creation of social and collaboration spaces in academic and student life buildings.

**ENHANCE CONNECTIVITY** - The 2018 Plan provides recommendations for improving connectivity on several levels: 1) between academic programs, 2) between campus destinations, and 3) between the University and key destinations within the larger community.

**ADOPT AN ETHIC OF STEWARDSHIP AND SUSTAINABILITY** - The 2018 Plan focuses on sustainable environmental and physical design strategies. It includes updates to policy and implementation guidance with regard to sustainability.



2011 Master Plan

## 02: CONCURRENT AND RECENT INVESTMENTS

### 2011 Master Plan Progress and Implementation

WSSU has successfully implemented several of the recommendations from the 2011 Master Plan, including the construction of a Student Success Center at Hill Hall, the development of additional student housing in the eastern part of the core, and the expansion of the science district in the northwest corner of the campus. Other previous recommendations, while not yet implemented, are still relevant and can be adapted to the current campus context. Recently completed projects include:

#### Campus Projects

- |  |   |
|--|---|
| 1. Modular Unit relocation [Reynolds Park to F.L. Atkins] (2012) | 5. Center for Design Innovation (2015)                              |
| 2. Martin-Schexnider Residence Hall (2013)                       | 6. North Access Bridge and Parking Expansion (2016)                 |
| 3. DJR Student Activities Center (2013)                          | 7. New Freshmen Living/Learning (In-Progress, To be Completed 2018) |
| 4. Hill Hall Student Success Center (2014)                       |   |

#### Local / Regional Projects

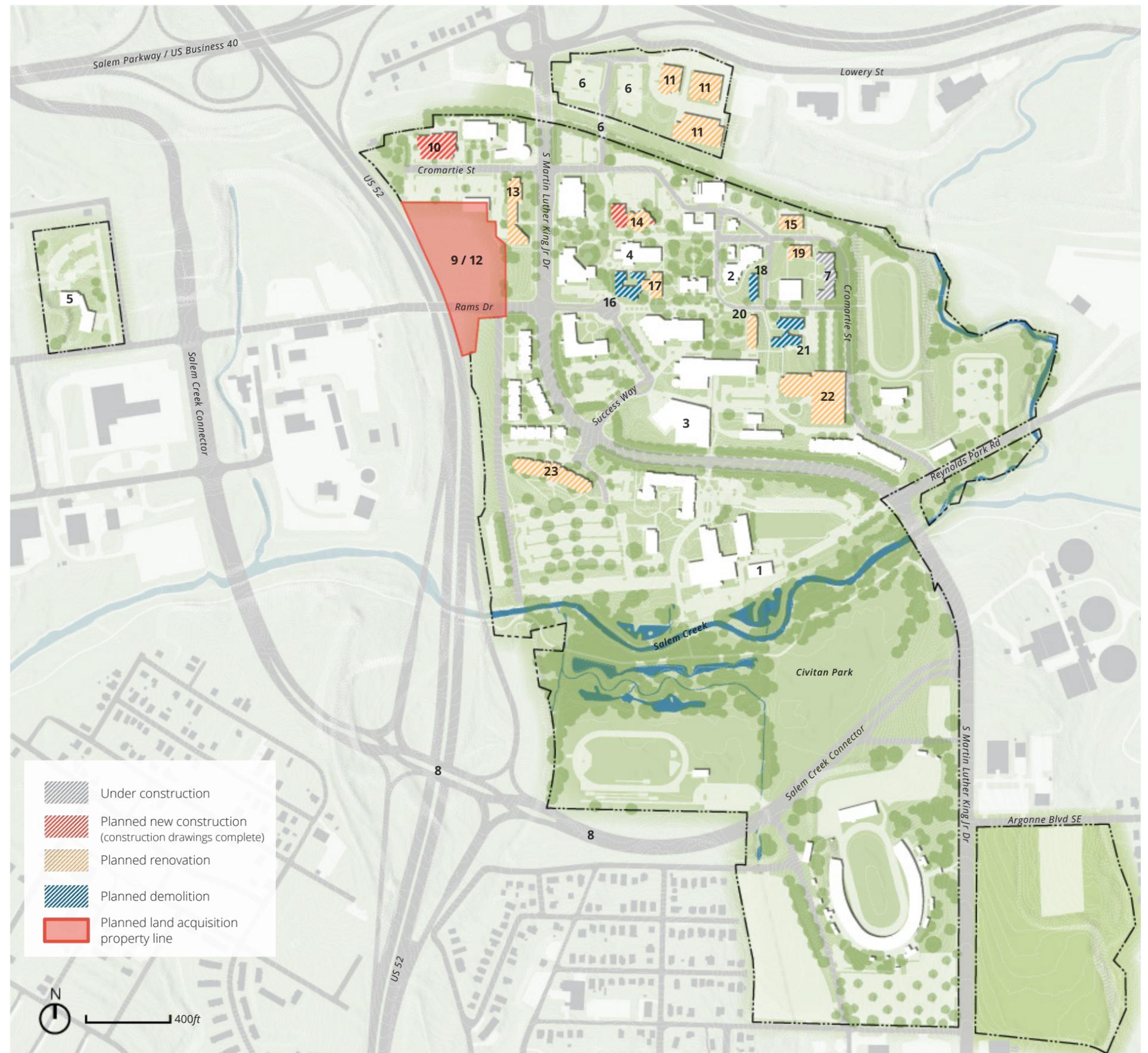
- |   |   |
|---|---|
| 8. Salem Creek Connector and US-52 Interchange (2017) | 9. Rams Drive US-52 Access Ramp Demolition (2017) |
|---|---|

### Other Recent Investments and Plans

Recent investments in academic student success and student life with the renovation of Hill Hall and the construction of the New Sciences Building, the DJR Student Activities Center, and H. Douglas Covington Hall have established precedents for quality of space as well as momentum for supporting the campus community. Planned demolition, renovation, and adaptive reuse projects are proposed to reduce deferred maintenance and provide the opportunity to explore open space strategies and new programmatic connections. These projects are addressed in the 2018 Plan and coordinated with a wider range of planning considerations.

### 2017-23 Six-Year General Fund Capital Improvements Project Listing

- |  |   |
|--|---|
| 10. New Sciences Building                            | 16. Fine Arts Building Demolition               |
| 11. Lowery Street Buildings Renovations              | 17. Eller Hall Renovation                       |
| 12. Rams Drive - U.S. 52 Access Ramp Parcel Purchase | 18. Moore Residence Hall Demolition             |
| 13. F.L. Atkins Health Science Building Renovation   | 19. Atkins Residence Hall Renovation            |
| 14. Hauser Hall Renovation & Addition                | 20. Pegram Hall Renovation                      |
| 15. Physical Plant Renovation (Visual Arts)          | 21. Old Nursing Building Demolition             |
|  | 22. C.E. Gaines and Whitaker Complex Renovation |
|  | 23. Wilson Hall Renovation                      |



Current Capital Projects

### 03: STRATEGIC PLAN 2016 -2021

The 2018 Master Plan responds to of the University's strategic goals as set out in the *Strategic Plan 2016 - 2021 – Experiencing Academic Distinction: Transforming Learning for the 21st Century* (the Strategic Plan). By bolstering the intellectual rigor of study in the liberal arts with the essential interpersonal skills necessary for today's global economy, WSSU provides students with a well-rounded liberal education through a combination of coursework, community service, internships, and living-learning opportunities. WSSU draws from its tradition of mission-driven education and continues to lead its fellow Historically Black Colleges and Universities (HBCUs) in carrying out equitable practices to ensure that students from all backgrounds thrive in their pursuit of a liberal education and achieve high levels of academic and professional success. This two-fold approach aligns closely with WSSU's motto "Enter to Learn. Depart to Serve," compelling students to apply their knowledge and skills toward the advancement of social justice.

Driven by WSSU's values of student-centeredness, excellence, stewardship, integrity, social justice, and trust, the Strategic Plan puts the needs of students first and emphasizes high levels of success for students, faculty, and staff. Additionally, the Strategic Plan positions the University to operate in an efficient, responsible, and respectful manner, ensures that equitable principles advance in response to injustices, and demands that all members of the WSSU community practice ethics, fairness, and transparency.

In light of these campus-wide values, the goals of the Strategic Plan compel the University to follow through on its commitment to providing high quality liberal education and advancing equitable practices.

#### Strategic Plan Goals

##### GOAL 1—STRENGTHEN LIBERAL EDUCATION

Through diversifying curricula, ensuring academic success via proactive services, recruiting and retaining exceptional faculty, and pushing beyond the boundaries of the classroom, WSSU will endeavor to provide students with the knowledge and skills necessary for today's international marketplace.

##### GOAL 2—ENHANCE QUALITY OF GRADUATE AND PROFESSIONAL PROGRAMS

Advancing diversity, promoting interdisciplinary learning, and strengthening the themes of health equity and community engagement will allow graduate and professional students to benefit from high quality training and education.

##### GOAL 3—BUILD COMMITMENT TO SOCIAL JUSTICE THROUGH ENHANCED COMMUNITY ENGAGEMENT

Following the University's commitment to serving the community, objectives under this goal will promote social justice through research and outreach.

##### GOAL 4—ENHANCE REVENUE AND STEWARDSHIP OF RESOURCES

In order to ensure that WSSU's excellence can be sustained, plans, policies, and practices must focus on effective and efficient use of resources, strategic partnerships must be sought to increase funding opportunities, and scholarships and grants must be provided to offset rising educational costs.

##### GOAL 5—ENHANCE THE QUALITY OF PHYSICAL AND OPERATIONAL INFRASTRUCTURE

Advanced technologies will allow students to engage with their education in new and exciting ways, and campus facilities must respond to these new methods of teaching and learning while maintaining a high quality environment and promoting operational and organizational excellence.

*Adapted from: WSSU Strategic Plan 2016 - 2021*

### 04: ENROLLMENT

WSSU's planned enrollment growth requires the University to respond to changing student needs through efficient use of resources and expanded facilities. The current five-year enrollment strategy targets moderate growth, with undergraduate enrollment projected to increase from 4,759 in 2016 to between 5,000 and 5,200 in 2021, and graduate enrollment slated to grow from 392 to a target of 600. In order to achieve more aggressive growth targets being encouraged by the state, WSSU will create an online extension school, with the goal of relieving the pressure such numbers would place on existing campus facilities. Graduate enrollment growth is projected to occur primarily within the School of Health Sciences. This growth aligns with WSSU's commitment to strengthening and expanding its Health Sciences programs and reflects the University's Strategic Plan goal of focusing on enhancing the quality and breadth of graduate and professional programs. To that end, the 2018 Master Plan identifies new facilities and renovation projects to support the growth targets and aspirational goals of the University.

### 05: COMMITMENT TO LIBERAL EDUCATION

Meeting the academic goals of the University requires spaces that support liberal education—spaces for students to collaborate, think critically, and extend their learning beyond the classroom. University officials point to several buildings that support the academic mission particularly well, including the Hill Hall Student Success Center, O'Kelly Library, and the soon-to-be-constructed New Sciences Building. Planned new buildings and existing building renovations offer the opportunity to enrich the academic environment by introducing engaging spaces that support the liberal learner. The 2018 Plan provides a renewed look at distributing learning environments and collaboration spaces throughout the campus core.

### 06: CAMPUS LIFE

Throughout the planning process, stakeholders across the University pointed to the need for more campus community "hang out" spaces. Spaces for study, collaboration, and impromptu gathering help to strengthen social ties and support academic, research, and campus life goals. The repurposing of underutilized spaces in the campus core supports the goal of developing a more integrated and vibrant campus life.

In addition to informal spaces, the University's commitment to investing in core campus facilities also includes the consolidation of athletics in the center of campus and the discontinuation of WSSU's use

of Bowman Gray Stadium. Consolidating athletics requires a new football stadium, as well as significant investment in current core facilities such as the C.E. Gaines Center. A robust athletics zone in the campus core is intended to enhance student life and alumni involvement.

Outside of the core, the desire to increase enrollment in the School of Health Sciences, requires student services, such as food and beverage amenities, west of Martin Luther King Jr (MLK) Drive to serve this large and growing population.

### 07: ENERGY AND INFRASTRUCTURE

Successful implementation of any future development plan relies on a forward-thinking approach to campus infrastructure, including building energy use, water supply, and waste removal. The 2018 Plan engaged WSSU's engineering staff and external engineering consultants to study existing and planned utility infrastructure and energy facilities, the findings of which provide a pathway for the University to achieve its sustainability goals. Recommendations for utility infrastructure and energy efficiency, as well as an update to the 2011 Green Design Checklist, are incorporated in the 2018 Plan.

### 08: THE MLK CORRIDOR

WSSU's desire to improve pedestrian movement across campus coupled with regional changes in transportation patterns, including the temporary closure of portions of US Route 421 / Business I-40, prompted a study of the Martin Luther King Jr. Corridor as part of the 2018 Plan. The MLK Corridor Study addresses pedestrian crossing and streetscape concerns and provides analysis to inform recommendations to the City of Winston-Salem and NCDOT. The MLK Corridor Study relies on traffic analysis and supplemental data to inform a series of alternatives and recommendations, which have been incorporated in the 2018 Plan. These include crosswalk improvements, changes to key intersection configurations, and revisions to traffic patterns.

## Planning Process

The planning process for the 2018 Plan consisted of three phases of work:

1) Inventory and Analysis, 2) Concept Plan, and 3) Documentation.

The process commenced in July 2017 with a two-day, on-campus work session with the WSSU Building Committee, along with administrators, faculty, and staff. Work continued through March 2018, including site reconnaissance visits and an additional work session with the Steering Committee. The acknowledgments section at the end of this document provides a complete list of participants in the planning process.

### PHASE 1: INVENTORY AND ANALYSIS

Phase 1 included interviews with WSSU stakeholders to establish the desired outcomes, principles, and goals for the 2018 Plan. The planning team conducted a preliminary investigation of space use and a physical analysis of existing conditions both on campus and within the surrounding community. The physical analysis focused on campus conditions, addressing such elements as program organization and academics, student life needs, open space structure, potential land acquisition, circulation patterns, utilities, and stormwater management. The integration of these various analysis topics revealed their underlying relationships to the goals of the plan. Findings were presented to the Building Committee and other stakeholders at an on-campus work session in November of 2017.

### PHASE 2: CONCEPT PLAN

The Concept Plan phase of work examined the most favorable and acceptable options for near-term and long-term campus development. The concept alternatives addressed options for land use, building use, reuse and program accommodation, circulation and parking, open space, and overall campus integration. The intent of this phase was to identify a preferred concept alternative or a hybrid of the alternatives and involved a number of presentations and discussions with the Building Committee, Steering Committee, and other stakeholders.

### PHASE 3: DOCUMENTATION

The Documentation phase of work for the 2018 Plan focused on the detailed development of the preferred plan components identified in Phase 2. The final documentation records the findings of the process and serves as a guide for decision-making and the incremental implementation of the 2018 Master Plan over the coming years. The 2018 Plan provides a vision for the future and illustrates the long-term build-out potential of the campus. It prioritizes immediate and long-term strategies, identifying specific target projects for implementation.



# 2

## Master Plan Vision

The WSSU 2018 Master Plan establishes a vision for a vibrant and attractive campus to serve the needs of students, faculty, and staff.

The vision is rooted in the goals and aspirations set forth by the institutional leadership as documented in the Strategic Plan 2016 - 2021. As the physical manifestation of the Strategic Plan, the 2018 Plan proposes a range of campus interventions that collectively form a comprehensive and coordinated vision for guiding incremental change on the campus. The 2018 Plan accounts for the current campus population while targeting the future needs of the institution. By 2022, the student population is projected to increase to 5,800, reflecting continued growth that requires the strengthening of the University's mission of advancing liberal education, enhancing the quality of graduate program offerings, and investing in physical resources. The 2018 Plan recommends a series of open space interventions that establish memorable places and destinations across the campus, while new facilities are proposed to support a robust campus life within the core, including an athletics and convocation center and a football stadium. Additionally, focused renovations to existing academic buildings create spaces that support the liberal learning environment, a key tenet of the Strategic Plan. This network of places and interventions is tightest in the core of campus, where housing, student life, academics, and community outreach intersect to create a rich sense of place.

# Master Plan Projects

## New Construction

1. Academic Building 1
2. Academic Building 2
3. Athletics and Convocation Center
4. Football Locker Rooms & Administration
5. Football Stadium
6. Health Sciences & Multi-Use Building 1
7. Health Sciences & Multi-Use Building 2
8. Learning Commons
9. New Science Building
10. North Campus Gateway Center
11. Parking Garage 1
12. Parking Garage 2
13. Residence Hall 1
14. Residence Hall 2
15. Student Life Building
16. Weight Room and Sports Medicine Building

## Renovation & Additions

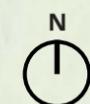
17. Atkins Hall Renovation and Expansion
18. Arts Building Renovation (in progress)
19. Eller Hall Renovation
20. Gaines Center Renovation
21. Hall Patterson Renovation and Expansion
22. Hauser Hall Renovation and Expansion
23. O'Kelly Library Renovation
24. Lowery Street Buildings Renovation
25. MSX Expansion
26. Pegram Hall Renovation
27. Reynolds Hall Renovation
28. Thompson Renovation

## Landscape Improvements

29. Blair Lawn
30. Eller Green
31. Living-Learning Quad
32. Gaines Lawn & Greek Plots
33. Pegram Green
34. Reynolds Lawn
35. Sciences Quad
36. Student Life Green
37. West Lawn



- New Building
- Renovated Building
- Existing Building



200 ft

## Vision Elements

The Vision for the 2018 Plan is centered around five Vision Elements that respond to the Key Drivers of the plan. The Vision Elements serve as goals for the plan and guide specific recommendations and interventions.

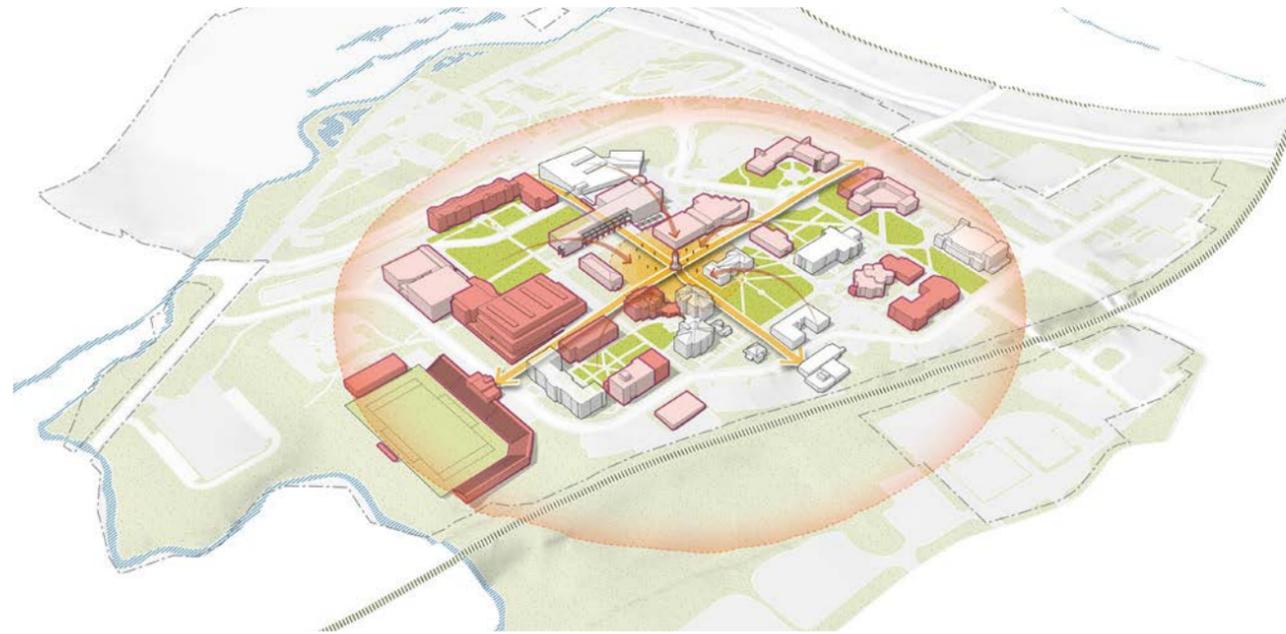
### THE VISION ELEMENTS INCLUDE:

- 01: Engage Communities & Enhance Connections
- 02: Restore the Core 2.0
- 03: Create a Vibrant Campus Life
- 04: Support Liberal Education & Graduate Programs
- 05: Pursue Environmental Stewardship



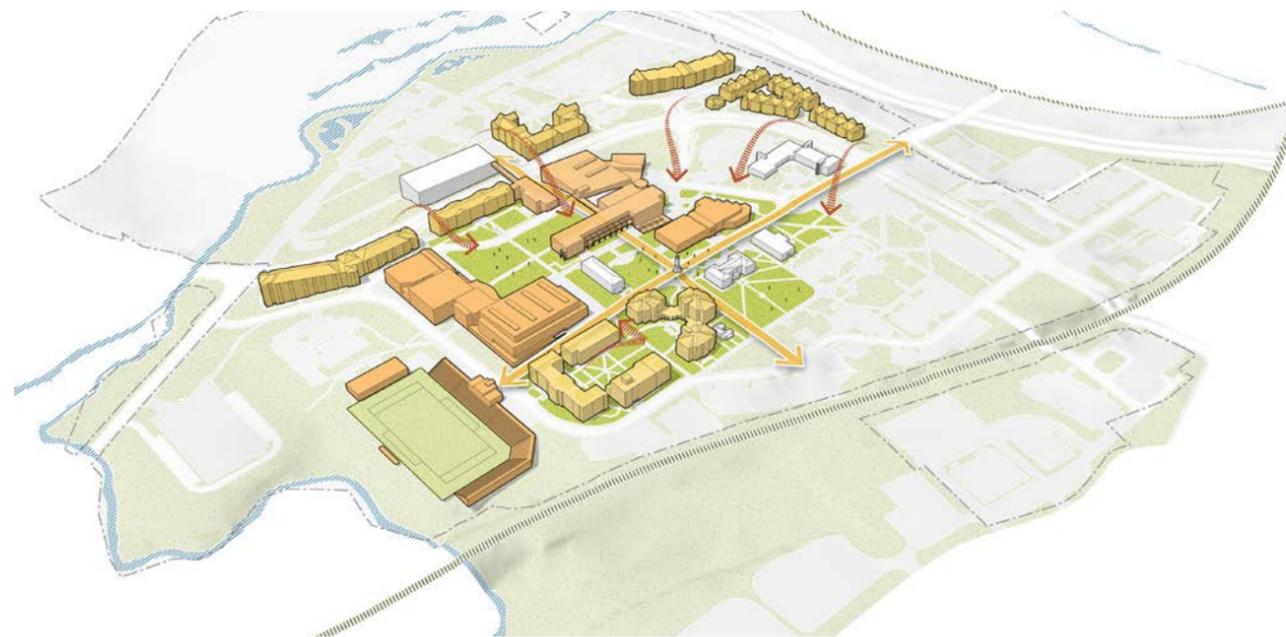
### 01: ENGAGE COMMUNITIES & ENHANCE CONNECTIVITY

Engagement and connectivity recommendations extend beyond WSSU to the greater community of neighbors, government entities, and partners. Enhancements to on-campus physical connections include accessibility considerations as well as long-term transportation planning. Improved connectivity to the Center for Design Innovation (CDI) is achieved through streetscape interventions along Rams Drive paired with potential future partnerships with the Wake Forest Innovation Quarter. Similarly, connections to the neighborhoods north of campus are coordinated with the East End Master Plan, renovation and activation of Union Station, and the potential mixed-use facility in the North Campus District at Lowery Street.



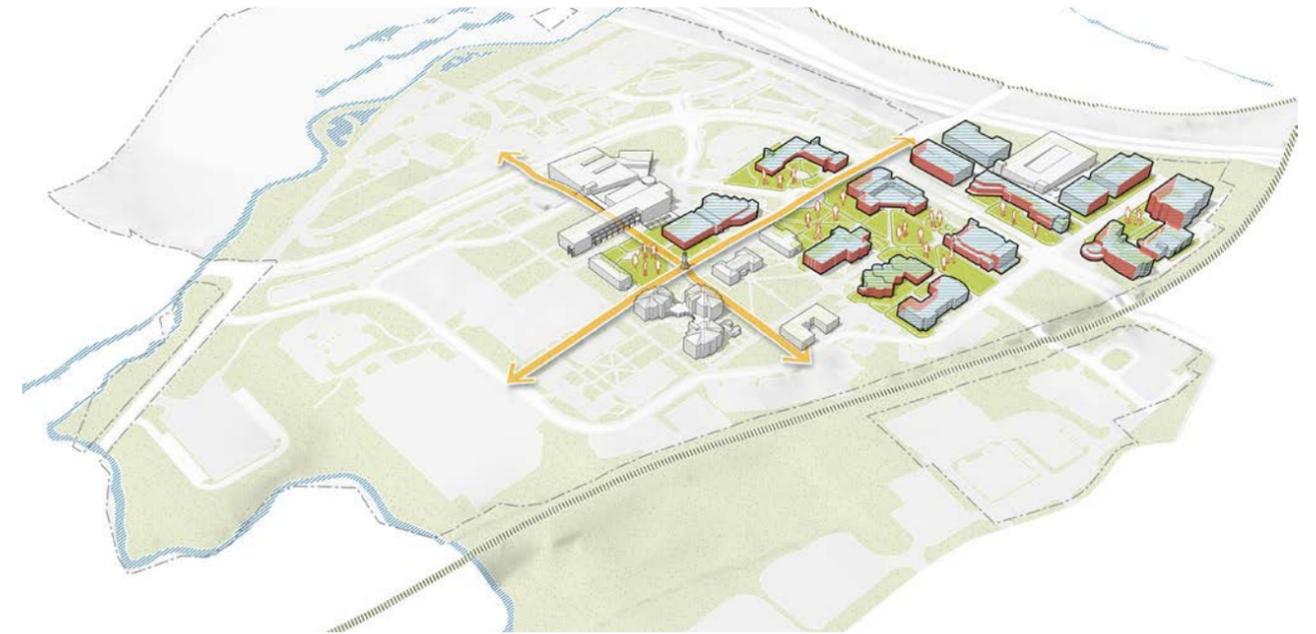
**02: RESTORE THE CORE 2.0**

The 2018 Plan creates a central core to serve the needs of the entire campus community, adding to WSSU's institutional identity and making the campus a more memorable place. Improved pedestrian circulation, accessibility, and open space help connect the core activities and facilities. Strengthened by the addition of athletics and key building interventions, the core becomes a place for the campus community to learn, socialize, collaborate, and celebrate.



**03: CREATE A VIBRANT CAMPUS LIFE**

The addition of student gathering spaces, both interior and exterior supports a vibrant campus life. The creation of a freshman residential quad in the campus core and the enhancement of connections across MLK improves the residential experience on campus. Consolidating athletics and recreation uses in the core activates the campus outside of class time and strengthens the bonds between students, alumni, and the greater Winston-Salem community through sports and other large events.



**04: SUPPORT LIBERAL EDUCATION & GRADUATE PROGRAMS**

Meeting the academic goals of the University requires spaces that support liberal education—spaces for students to collaborate, think critically, and extend their learning beyond the classroom. An activated ground plane extends learning outside of the classroom to the public realm. Positioning transparent classrooms and study spaces along the interface between buildings and external pathways puts learning on display. Focused academic development in the west part of campus creates an academic zone in the core and connects to the West Campus District across MLK.



**05: PURSUE ENVIRONMENTAL STEWARDSHIP**

The updated Green Design Checklist from the 2011 Master Plan provides guidelines, policy recommendations, and implementation strategies for sustainable environmental and physical design on the campus. The Green Design Checklist can be found in the appendix of this document.

# 3

## Master Plan Recommendations

The recommendations of the 2018 Master Plan are organized by campus districts and focus on new developments, strategic renovations, and open space design.

# Campus Districts and Zones

The 2018 Plan responds to the limitations imposed by topography, hydrology, and campus boundaries and organizes the campus into geographic districts as well as more specific programmatic zones.

Each district and zone concentrates complimentary building uses into geographic proximity and informs the character of open spaces, circulation typologies, and architectural style.

Proposed Districts and Zones include:

## CAMPUS CORE DISTRICT

- Academic Zone
- Campus Life Zone
- First Year Experience Zone

## WEST CAMPUS DISTRICT

## SOUTH CAMPUS DISTRICT

- South Campus Residential Zone
- Anderson Conference Center Zone

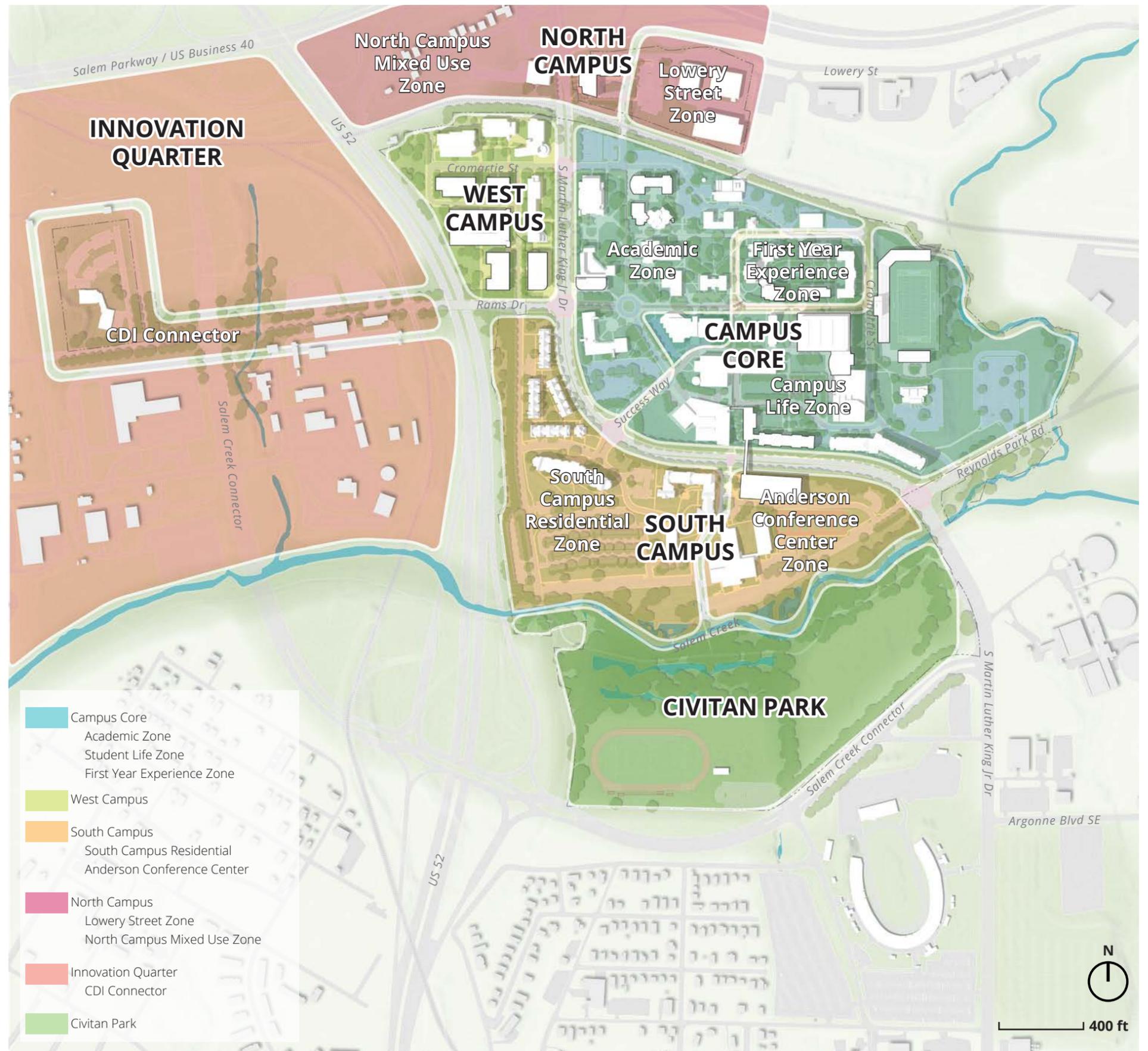
## NORTH CAMPUS DISTRICT

- Lowery Street Zone
- North Campus Mixed Use Zone

## INNOVATION QUARTER DISTRICT

- CDI Connector

## CIVITAN PARK DISTRICT



Campus Districts & Zones

## Campus Core District

Responding to the Restore the Core 2.0 initiative, the 2018 Plan repurposes buildings in the center of campus for new academic, housing, student life and student support uses. By strengthening the Campus Core, the plan ensures that the historic and cultural heart of the University is enhanced. The Campus Core District includes three main zones: Academic, Campus Life, and First Year Experience.

### ACADEMIC ZONE

The Academic Zone is located in the northwest part of the Core and includes Hall Patterson, Hauser, Hill Hall, Eller Hall, Carolina Hall, Blair Hall, R.J. Reynolds, Williams Auditorium, and O'Kelly Library as well as the proposed Learning Commons. With the exception of the science programming in the West Campus District, all academic uses are located in the Academic Zone. This includes the relocation of classroom uses of Coltrane Hall and some of the academic programming currently located in Anderson. These space moves make for a more compact and concentrated approach to student learning and, in the case of the vacated Coltrane Hall, create the opportunity for a more cohesive First Year Experience Zone. The academic focus of the facilities promotes a culture of learning and serves as the physical center of WSSU's commitment to liberal education.

### CAMPUS LIFE ZONE

The southern and eastern portions of the Campus Core are designated as the Campus Life Zone. Here, recreation, student services, and athletics uses are proposed to create an area focused on enhancing the campus life experience for students, faculty, staff, and visitors alike. The O'Kelly Library, C.F. Thompson Student Services Center, and DJR Student Activities Center form the student life spine of the zone. The zone will be enhanced by the renovation of Pegram Hall as a new faculty office building.

A renovated Gaines Center, a new athletics and convocation center on the site of the to-be-demolished Whittaker Gymnasium and Old Nursing Building, and a new football stadium on the site of the former intramural fields and track east of Cromartie Street infuse the zone with the community-driven vibrancy that accompany sporting events. Additionally, introducing athletics uses on campus reduces the costs associated with off campus competition locations and provides the opportunity to host other revenue-generating events.

To support the subsequent increase in visitors to the core due to sporting and other community events held in these facilities, and to account for the surface parking displaced by proposed development, a parking structure is proposed for the site east of Gleason-Hairston Terrace and is connected to the Campus Core via a pedestrian bridge. At the northern terminus of this bridge, Brown Residence Hall is demolished to allow for the development of a new student life building and residence hall. These proposed companion facilities include additional meeting rooms, event spaces, and updated residences while also providing an interior accessible route up the steep slope on the north side of MLK Drive.

### FIRST YEAR EXPERIENCE ZONE

The First Year Experience Zone creates a cohesive residential quad in the northeast portion of the Campus Core. The recently constructed H. Douglas Covington Hall anchors the east end of the quad, with a renovated and expanded Atkins Residence Hall, an expanded Martin-Schexnider Hall (on the site of Moore Hall) bounding the quad to the north and the west, respectively. With the academic uses of Coltrane Hall shifted to the proposed Learning Commons in the Academic Zone, the Coltrane site opens up for a new residence hall. The new quad at the center of this district creates a space for outdoor study, recreation, and social gathering, leading to a memorable campus experience.



# Academic Zone

## PROPOSED DEVELOPMENT

Proposed development in the Academic Zone is focused on providing spaces that support liberal education, student services, and administration. Proximate to the existing Georgian buildings such as Blair, Carolina, and Eller Halls, the architecture of this Campus Core district should respect the historic Georgian style. An accessible learning environment is achieved largely through a series of renovations to academic buildings, increasing the shared learning space at the entrance and along the exterior walls. Transparency along the ground plane is also a key element of the indoor/outdoor connections and ground floor activation.

### New Construction

#### Learning Commons

North of Hauser, the existing surface parking lot is redeveloped to create a new academic building known as the Learning Commons. The classroom, study, and lounge uses of the building allow for the demolition of Coltrane and concentrate academic uses within the Academic Zone. Further, the site's location along the perpendicular axes of Cromartie Street and the pedestrian pathway west of Hauser place the Learning Commons at a crossroads of growing importance. It will serve as a collaboration space connecting the academic activities of the core with the programs in the West Campus District west of MLK.

### Renovation

#### Eller Hall Renovation

The renovation of Eller Hall provides improved ADA access, additional administration space, and enhanced space use. The demolition of the adjacent Fine Arts Building allows for the creation of an inviting entry landscape as part of this renovation.

#### Hall Patterson Renovation and Expansion

As the home of the Communication and Media Studies, English, and World Languages departments, Hall Patterson is in need of a new broadcast studio and increased transparency to showcase the work of its students and faculty. Therefore, an addition along the building's southern facade increases capacity while presenting more openness to the campus along the entry spine of Rams Drive, thereby, enhancing the Rams Drive gateway to the campus

### Hauser Building Renovation and Expansion

The currently planned renovation and expansion of the Hauser Building converts the facility into a new home for the Music Department including practice, rehearsal, and performance spaces.

### Reynolds Center Renovation

By reimagining an existing interior corridor of traditional enclosed offices as an open and collaborative space with improved visibility from the building's entry, the Reynolds Center is reimagined as a more interactive facility better suited to supporting the needs of its Faculty of Business programming.

### O'Kelly Library Renovation

The renovation of the library includes the reduction of the stacks area on the ground floor and an increase of private, group, and social learning spaces.

### Open Space

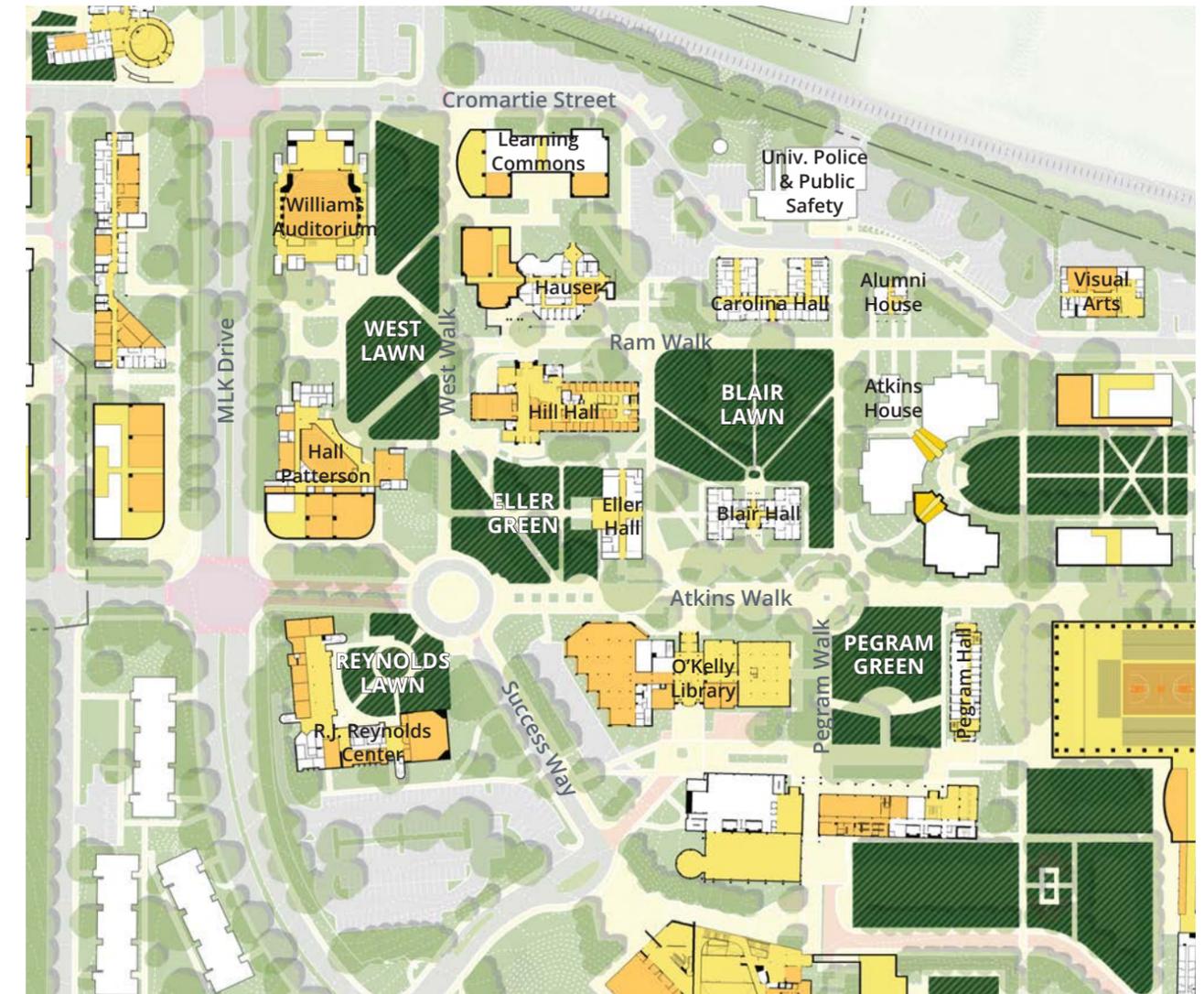
#### Eller Green

The demolition of the Fine Arts Building allows for the creation of Eller Green, a gateway landscape at the west end of the Campus Core. Imagined as a combination of shade trees, lawn, and ornamental plantings, Eller Green welcomes visitors and members of the WSSU community to the campus as they progress along Rams Drive to Atkins Walk.

#### West Lawn

The West Lawn is made possible by the reimagining of existing landscapes between Hall Patterson and Williams Auditorium. This open landscape better supports the uses of the adjacent buildings and, in conjunction with the proposed West Walk, addresses accessibility challenges posed by steep slopes in the area.

Enhancements to the existing landscapes of Blair Lawn, Pegram Green, and Reynolds Lawn are discussed in the Landscape Framework section of this report.





Enhancements to the gateway at Rams Drive provide a more welcoming experience and showcase the building and landscape improvements within the Academic Zone along Atkins Walk.

## Campus Life Zone

### PROPOSED DEVELOPMENT

The Campus Life zone centers on student life, recreational, and athletics uses. Like Thompson and the DJR, architecture in the Campus Life Zone can take on a more contemporary style, contributing to the vibrancy and energy of the district. Buildings that are visible from the campus core, like the entry for the proposed football stadium and the proposed athletics and convocation center, will take on more classic Georgian styling in order to more closely align with existing core buildings. The active ground plane within the zone focuses on social and active interaction. Like the Academic Zone, the interior spaces where students socialize are directly connected to adjacent outdoor spaces.

### New Construction

#### Athletics and Convocation Center

Due to the outdated conditions of both the Gaines Center and the Whittaker Gymnasium, a new facility is required for indoor athletic competition. In combination with a renovation to Gaines, a new arena located on the site of the to-be-demolished Old Nursing Building and Whittaker Gymnasium provides space for competition, practice, locker rooms, offices, training, and meeting rooms for men's and women's basketball, women's volleyball, and the Athletics Department at large. Holding 3,000 spectators, the new arena provides for increased attendance for students, alumni, and members of the larger Winston-Salem community and allows the facility to double as a convocation and events center.

#### Football Stadium

A new Football Stadium is planned on the site of the current intramural fields and track east of Cromartie Street. Holding 6,000 spectators, the stadium is sized to accommodate home and away fans without entering the Brushy Fork (Salem Creek) floodplain. An iconic entry and pedestrian plaza on Cromartie Street create an inviting atmosphere and activate the adjacent streetscape, while a proposed locker room and administration building provides space for coaching offices, storage, and other administrative uses.

#### Residence Hall

A new 275-bed residence hall is proposed on the site of Brown Residence Hall. In addition to providing updated housing capacity on campus, the building includes space for studying and gathering and programmatically strengthens the connection between the adjacent Foundation Heights and the rest of the Campus Life Zone.

#### Student Life Building and Pedestrian Bridge

The Student Life Building makes more efficient use of the Brown Residence Hall site and serves as the northern anchor of a proposed pedestrian bridge connecting the Campus Core to the South Campus District over MLK Drive. Programmatically, this building includes spaces for large events, student organization meetings, and alumni celebrations.

### Renovation

#### O'Kelly Library Renovation

O'Kelly Library's prime central location makes it the ideal gathering place for all members of the WSSU community. In its current layout, however, such interaction is made extremely difficult. The 2018 Plan envisions a redesign to the library's east facade, converting this currently blank wall to an entrance, study lounge, and café space fronting the social outdoor space of Pegram Green.

#### Thompson Lounge

Renovation to the vacated Ram Food Court creates a University Lounge. This new hang-out space connects to the enhanced Pegram Green and Gaines Lawn.

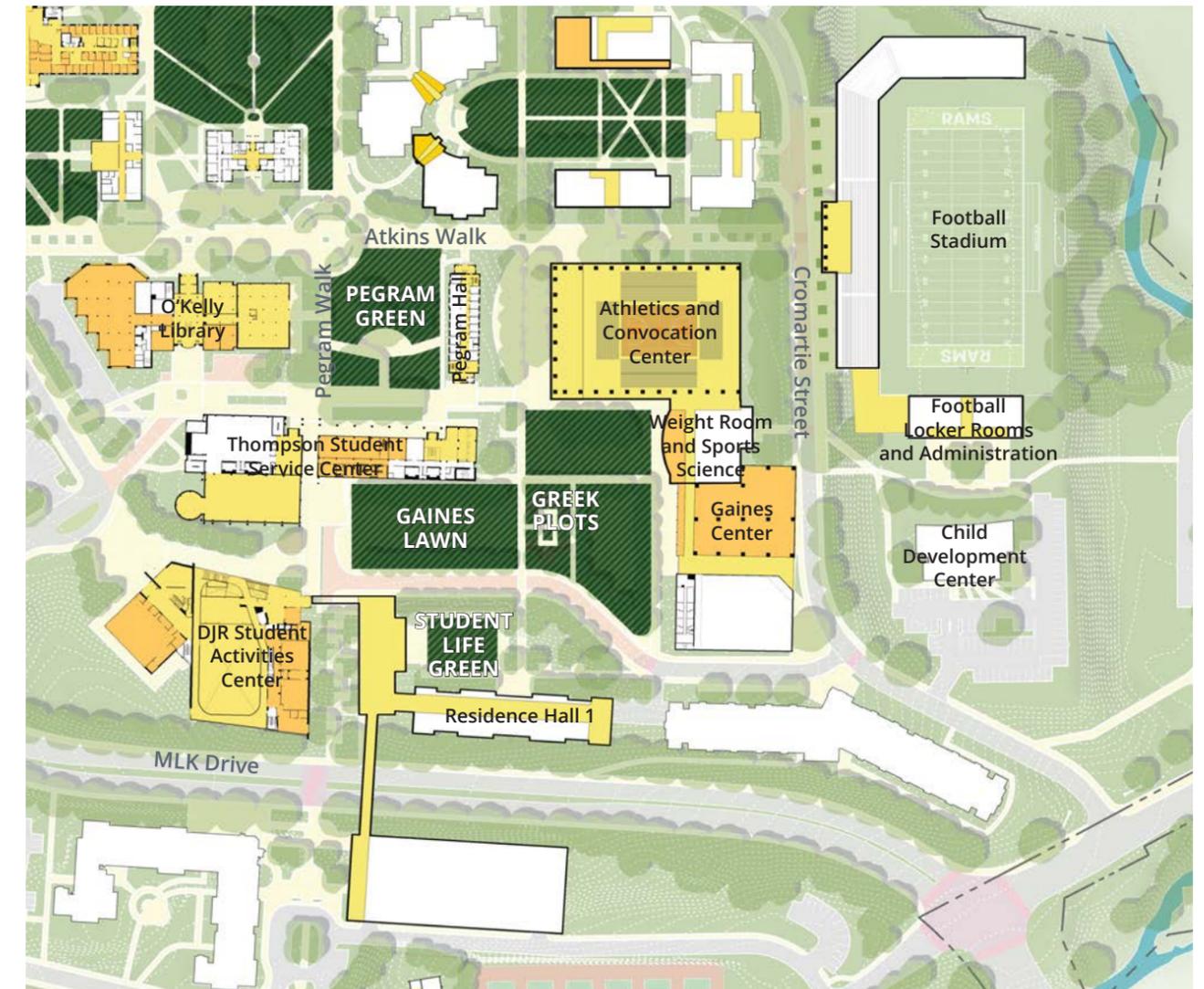
### Open space

#### Gaines Lawn

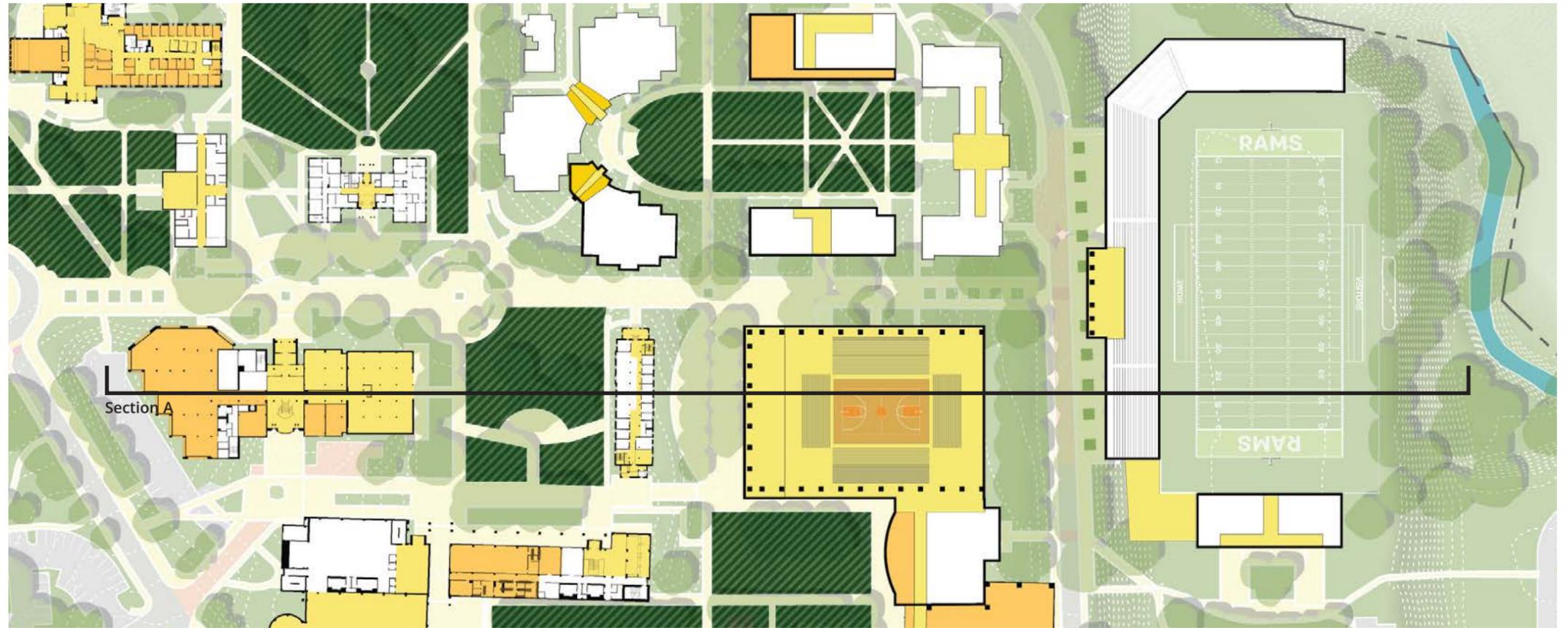
The development of the future athletics and convocation center is partnered with the proposed demolition of the Whittaker Gymnasium due to its age and poor condition. This redevelopment, in combination with the conversion of the adjacent surface parking lot to open space, creates space for additional outdoor gathering and recreation. Known as Gaines Lawn, this area supports both passive and active recreation and serves to connect the athletics facilities with the rest of the Campus Core. In addition, Gaines Lawn provides ample space for the relocation of the Greek Plots, which are organized around a central gathering space and circulation routes. This new location allows for strong connections between the plots, athletics facilities, and parking for alumni.

#### Student Life Lawn

The redevelopment of the Brown Residence Hall site creates an updated housing facility and a new student life events building while addressing accessibility challenges from MLK Drive to the Campus Core. In addition, it allows for the creation of a potential Student Life Lawn serving the needs of the adjacent student life events building. The lawn provides outdoor event space, recreation, and student gathering, and its proximity to the proposed parking garage south of MLK Drive make it ideal for alumni events.



Proposed development in the Campus Life Zone takes advantage of site topography to enhance the presence of WSSU Athletics in the Campus Core.



Section A



The Campus Life Zone is organized around the enhanced axes of Atkins Walk and Pegram Walk and a series of new and revitalized open spaces. Within this context, new athletics and student life facilities infuse the zone with activity and excitement.



A reimagined east entry to O'Kelly Library creates spaces for collaboration, dining, and outdoor study and engages with Pegram Green for improved cross-campus interaction.

## FIRST YEAR EXPERIENCE ZONE

### Proposed Development

Development in the First Year Experience Zone focuses on first-year residence halls and support spaces. Like the Academic Zone, these buildings should respect the historic Georgian style of the campus and maintain the current style of the residence halls on campus. The considerable grade changes within this small district pose challenges for ground plane connections. Where grades are able to be navigated, public and semi-public spaces with strong connections to the adjacent open space are proposed.

### New Construction

#### Residence Hall

With Coltrane's classroom uses relocated to the Learning Commons, development of the 175-bed New Freshman Residence Hall becomes possible. This 21st century facility integrates living-learning programming with contemporary unit types while defining the district's active quad. Further, the added housing capacity permits the demolition of the aging Brown Residence Hall for future development opportunities.

### Renovation

#### Atkins Residence Hall Renovation

To enhance the living-learning aspect of Atkins Residence Hall, a ground-level renovation and expansion is planned, providing additional study, lounge, and community spaces.

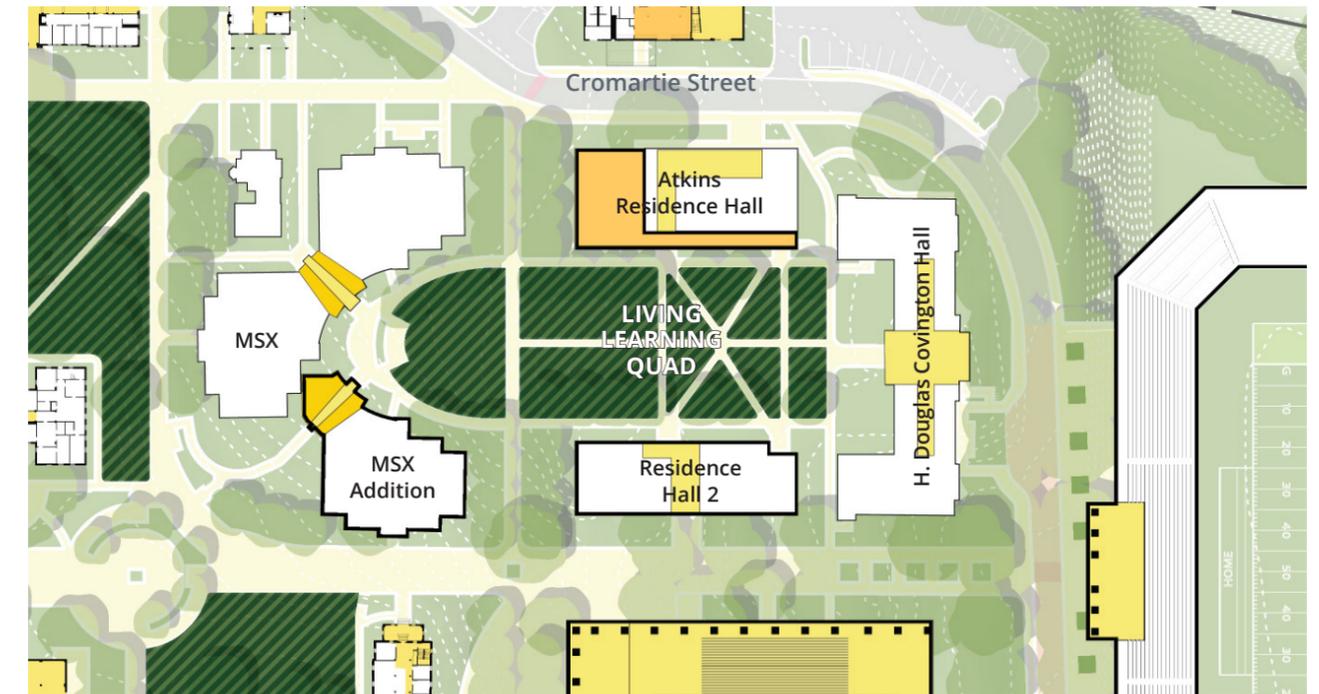
#### Martin-Schexnider Expansion

Replacing Moore Hall with a contemporary 110-bed residence hall in the form of a third Martin-Schexnider (MSX) tower upgrades on-campus housing facilities and helps to better define the central quad in this district.

### Open Space

#### Living-Learning Quad

The First Year Experience Zone in the Campus Core surrounds a newly imagined landscape quad, connecting the existing and proposed freshmen residence halls and creating a space for outdoor study, recreation, and interaction. The quad is defined by H. Douglas Covington Hall, a renovated and expanded Atkins Residence Hall, Martin-Schexnider Hall – including a proposed third wing, and the proposed freshman residence hall on the Coltrane site. Through the use of open lawn, direct circulation routes, and classic styling, the Living-Learning Quad serves as a critical space for the development of first year students and helps to build a lasting impression of the WSSU campus.



- Interior Public Realm
- Shared Learning Environment
- Open Space

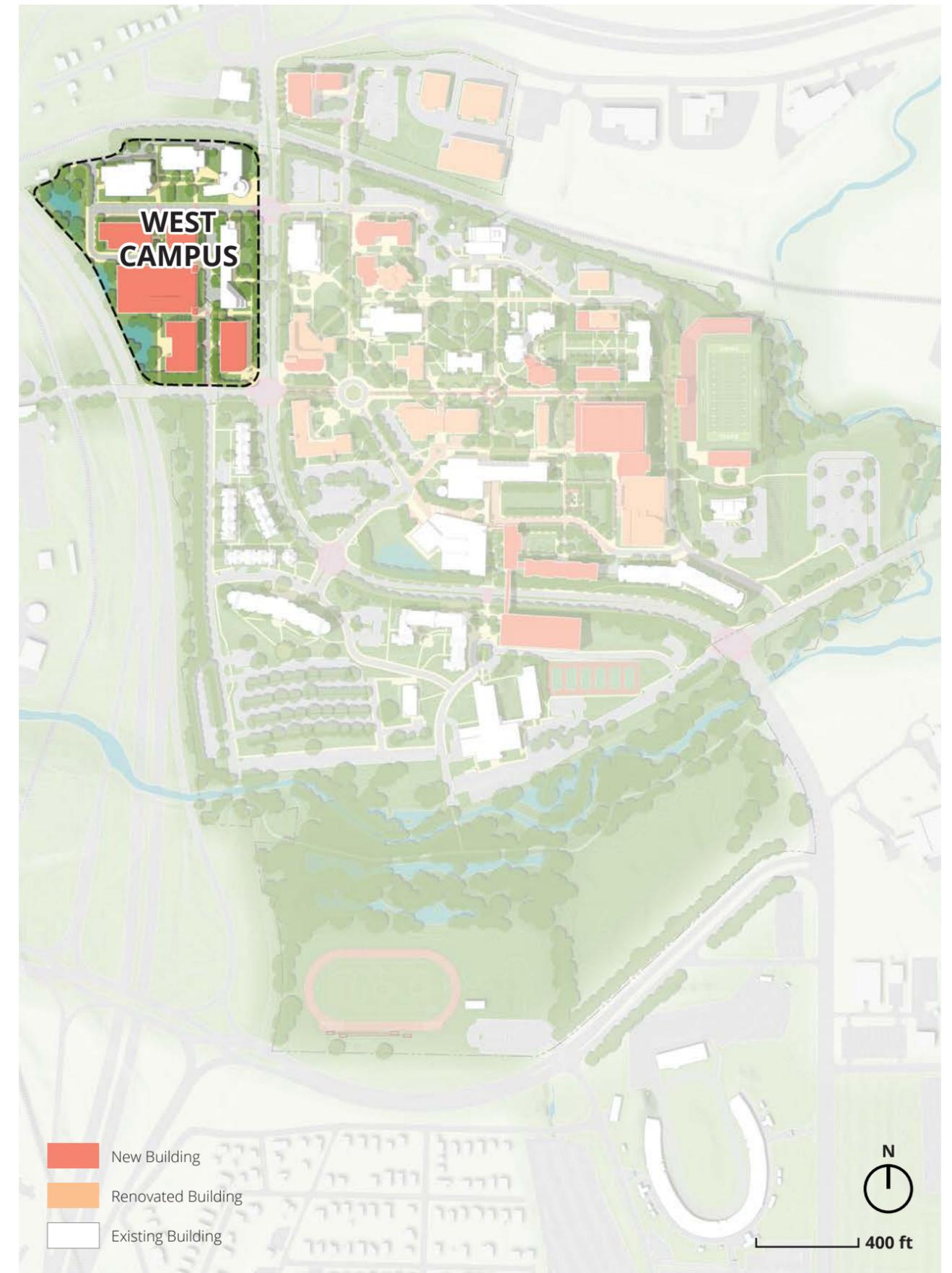


The new Living-Learning Quad serves as a vibrant social hub for the First Year Experience Zone. The siting of proposed and expanded residence halls provides ample space for gathering, recreation, and outdoor study.

## West Campus District

Located West of Martin Luther King Jr (MLK) Drive and north of Rams Drive, the West Campus District enhances and expands upon the existing health, computer, and general science uses located in F.L. Atkins, E.J. Jones Computer Science, and W.B. Atkinson Science Buildings, respectively. A Health Sciences Building is proposed south of F.L. Atkins to allow for the expansion of WSSU's health sciences programs.

Additional academic facilities, including the planned New Sciences Building, respond to the growth of science education on campus. Further, to respond to the needs of the large graduate student population and others in this district, a parking deck is proposed. To fully realize this development requires an agreement to lease or purchase land associated with the former U.S. 52 on-ramps from the federal government. Improved pedestrian connections between the West Campus District and the Campus Core District are discussed in the Mobility Frameworks section.



## West Campus District

### PROPOSED DEVELOPMENT

Programming of facilities in the West Campus District is centered around undergraduate sciences and graduate health sciences. Buildings in the district can take on a more aspirational and contemporary architecture. To support the technological nature of the district's program, the architecture will be lighter, with more transparency, and contemporary materials. Brick should be the dominate material.

Creating outdoor rooms between buildings will allow for a more active ground plane in the internal core of this district. Areas along MLK are challenging due to the high traffic volume, but internalizing building connections on the ground allows for a calm and protected pedestrian movement.

### New Construction

#### Health Science Building 1

Planned as an expansion to F.L. Atkins, this proposed health science building provides room for the anticipated growth of the School of Health Sciences including classrooms, labs, offices, and spaces for study and gathering. In addition, the building's location at the corner of MLK Drive and Rams Drive provides the opportunity to introduce outward-facing uses such as ground-floor convenience dining and retail in order to activate this major campus gateway, enhance connections to the broader community, and generate additional revenue.

#### Health Science Building 2

As the School of Health Science continues to expand, this long-term facility provides additional classroom, lab, and office capacity. Located on the former site of the U.S. 52 on-ramps, this development would require an agreement to lease or purchase this land from the federal government. Again, due to the site's location on the Rams Drive corridor, this facility could also include mixed-use amenities such as ground floor convenience dining and retail.

#### New Sciences Building

The planned New Sciences Building expands lab and classroom space in the West Campus District and allows for the creation of a public landscape and plaza south of the W.B. Atkinson Science Building.

#### Academic Buildings 1 & 2

To respond to long-term future classroom, lab, and office space needs, two additional academic buildings are accommodated on the site of surface parking lots A and B.

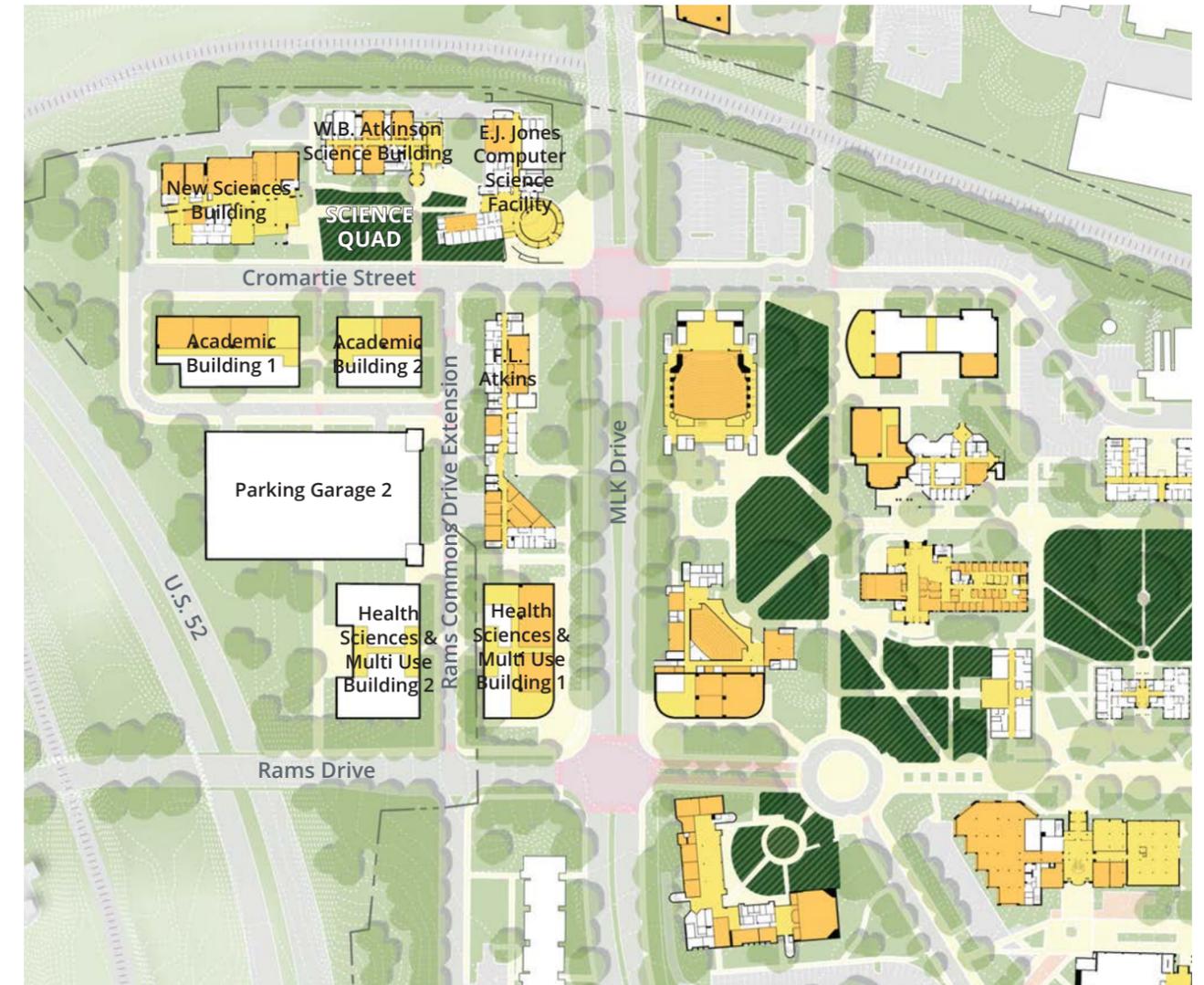
#### Parking Garage

To replace existing surface parking displaced by proposed development, and to cater to the needs of the large commuting and graduate student populations of the School of Health Science, a new 750-car parking garage is proposed on the site of the former U.S. 52 on-ramps

### Open Space

#### Sciences Quad

Designed in conjunction with the New Sciences Building, the Sciences Quad creates a much-needed open space in the West Campus District. Seen as the "front lawn" of the science-focused buildings north of Cromartie Street, the Sciences Quad provides seating, improved circulation, and student gathering spaces. As this district continues to expand, the quad will add to its vibrancy, improving the experience of the district's students, faculty, and visitors.



## South Campus District

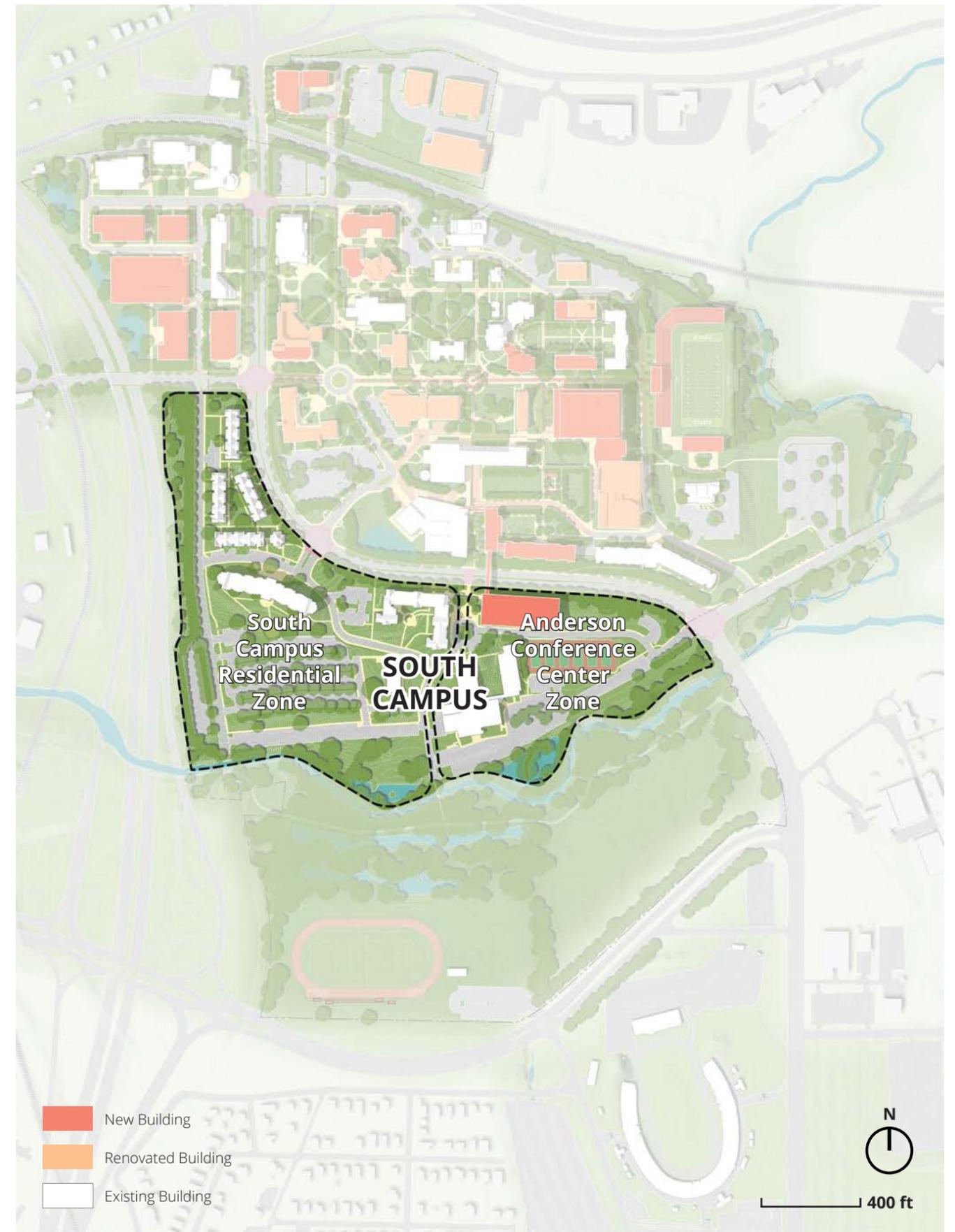
South Campus is bounded by Rams Drive and MLK Drive to the north and east, U.S. 52 to the west, and Civitan Park to the south. It is comprised of the South Campus Residential Zone and the Anderson Conference Center Zone.

### SOUTH CAMPUS RESIDENTIAL ZONE

The upperclassman dorms of Rams Commons, Wilson Hall, Gleason-Hairston Terrace, and Foundation Heights comprise the South Campus Residential Zone. Separated from the core by MLK Drive, the South Residential District provides the privacy and suite- or apartment-style housing typologies suitable for upperclassmen while remaining connected to the activities of the core via improved pedestrian connections. The A.H. Ray Student Health Services facility is also located in the South Campus Residential Zone.

### ANDERSON CONFERENCE CENTER ZONE

The Anderson Conference Center Zone is considered a unique district due to its particular uses. With the creation of the Learning Commons in the Academic Zone and the expansion of the West Campus District, it is recommended that scheduled class activities unrelated to programs in Anderson be relocated to the Campus Core with the goal of creating a more compact and easier to navigate academic community. Anderson is then free to serve as a more outward-facing facility, including a home base for student-teachers in the Department of Education, a conference center, and a space for the expansion of the divisions of Continuing Education, Distance Learning, and Evening & Weekend College. Continued availability of ample parking and easy access to MLK Drive, Reynolds Park Road, and U.S. 52 via the Salem Creek Connector are critical to the facility's success. A proposed parking garage north of Anderson and the existing tennis courts east of the building are also part of this zone.



# South Campus District

## PROPOSED DEVELOPMENT

Proposed development in the South Campus District supports existing upperclassman residence halls and the Anderson Conference Center through increased parking capacity and accessibility connections. Like the Academic Zone, these buildings should respect the historic Georgian style of the campus and the existing language of the residence halls. A significant amount of grade change in this district poses challenges for ground plane connection. Through the use of internal and external building connections and a pedestrian bridge over MLK Drive, campus users, including those with mobility challenges, can more easily get from the Campus Core District to the South Campus District.

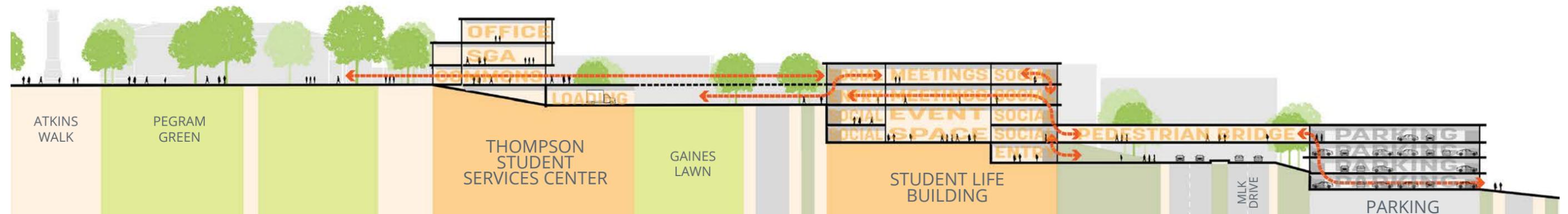
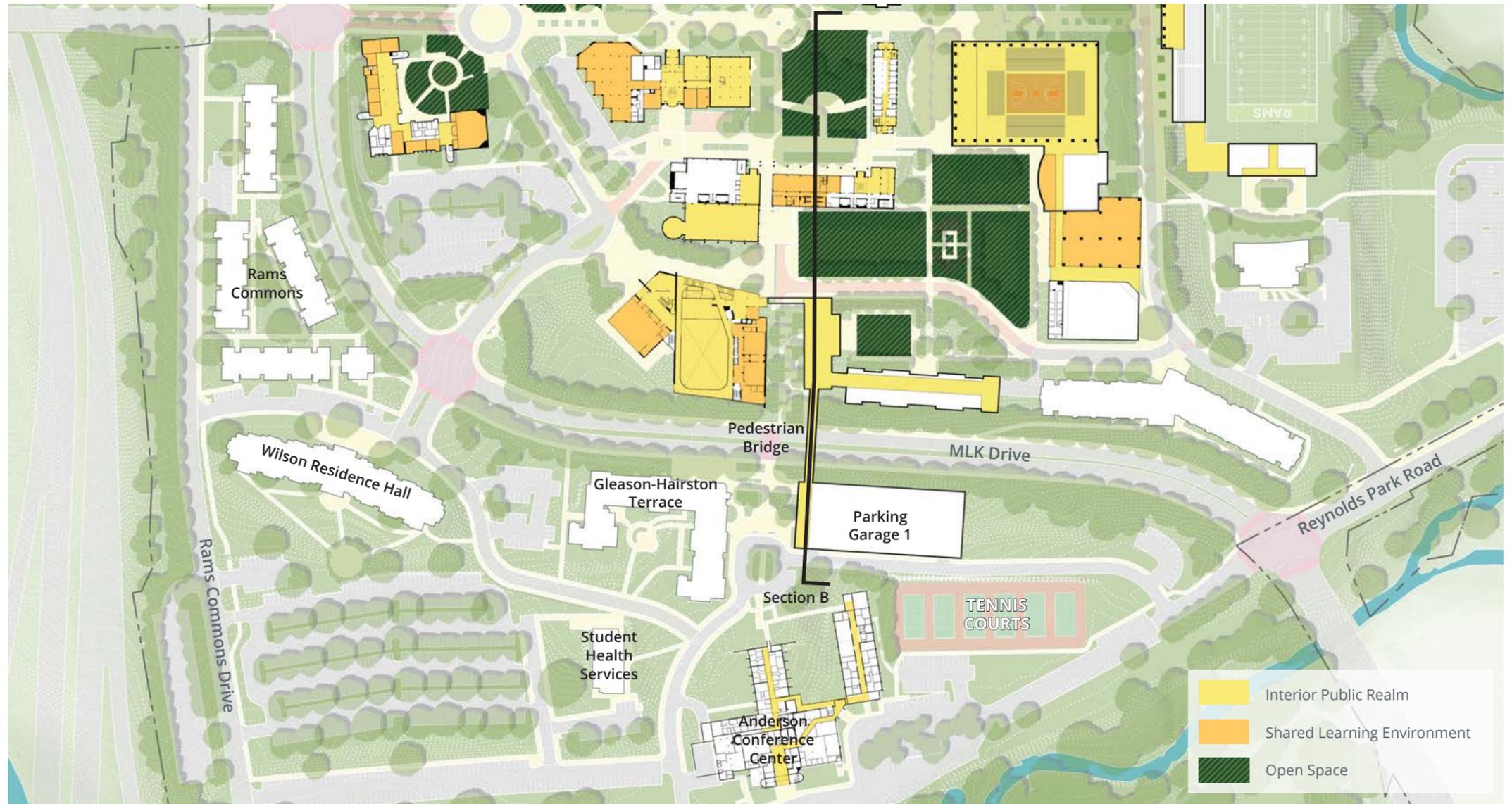
### New Construction

#### Parking Garage

To account for increased visitors to future sporting events and to replace parking displaced by development on existing surface lots, a new Parking Garage is proposed on the site of Parking Lot X east of Gleason-Hairston Terrace. In addition to providing needed parking capacity, the garage provides the opportunity to create a pedestrian bridge over MLK Drive, improving access across this busy thoroughfare.

#### Open Space

Open space is limited within this area of the campus due to the density of buildings, topography, and presence of MLK. The focus is on providing pleasant pedestrian connections between the Academic and Campus Life Zones, South Campus Residential Zone, and Anderson Conference Center Zone.



Section B

## North Campus District

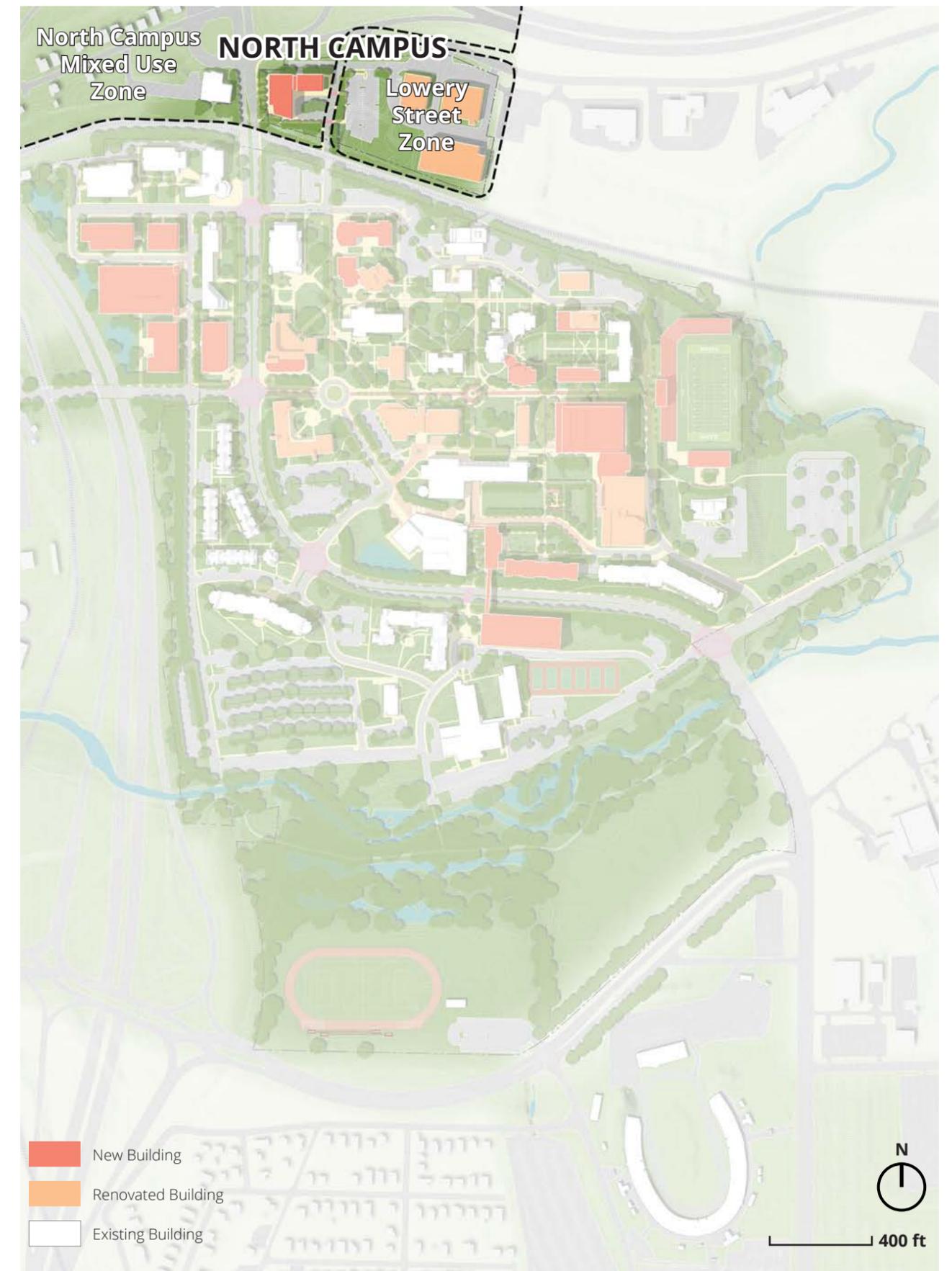
North Campus extends north from the Norfolk Southern railroad right-of-way to Lowery Street. While the campus boundary runs along the east side of MLK Drive, the 2018 Plan envisions North Campus as a district with a strong interface with the surrounding community, including Union Station and the East End neighborhood. The district is comprised of both the Lowery Street Zone and the more outward facing North Campus Mixed Use zone.

### LOWERY STREET ZONE

The Lowery Street Zone contains the three Lowery Street buildings, which are currently home to the Facilities Management Offices. The 2018 Plan proposes that these buildings be adapted to include other non-student-facing offices in order to free up space for additional academic and student life uses in the Campus Core. Consequently, an increase in the staff population of the zone may require additional daytime amenities like convenience food service and communal breakout and meeting spaces.

### NORTH CAMPUS MIXED USE ZONE

The North Campus Mixed Use Zone connects the WSSU campus to the neighborhood addressed in Winston-Salem's East End Master Plan, where the land between Business 40 and the WSSU Campus is designated for commercial development. This includes the renovation and reuse of the former Union Station and the potential use of adjacent WSSU land for commercial mixed use. To take advantage of this new development, a mixed-use building site is designated on the existing surface parking lot at the corner of MLK and Lowery Street. Potential uses for this building include dining, retail, and a welcome center for the University.



## North Campus District

### PROPOSED DEVELOPMENT

Development opportunities in the North Campus District focus on campus operations, administration, and outward-facing retail. The architectural language of potential development is intended to enhance the gateway to the campus from the abutting East End Neighborhood.

Given the City of Winston-Salem's plans for this area, proposed mixed use buildings can adopt a more contemporary architectural style but should respect the character and image established by Union Station. The planned renovation of Union Station and the recommendations of the East End Master Plan offer opportunities for active ground floor retail, including food and beverage service. New buildings in this district that front MLK Drive should have active, accessible, and transparent ground floors.

### New Construction

#### North Campus Gateway Building

A mixed-use building site is reserved along MLK Drive in the Lowery Street Zone to take advantage of land use changes envisioned in the City of Winston-Salem's East End Master Plan encouraging increased commercial and retail uses in the neighboring vicinity. Proposed uses include restaurants, retail, and a welcome center for the University. The North Campus Gateway Building is intended to activate the MLK Drive corridor, improve connections between WSSU and the surrounding community, and introduce additional revenue streams for the University. Parking for the facility will need to be considered as use mixes and building size are determined.

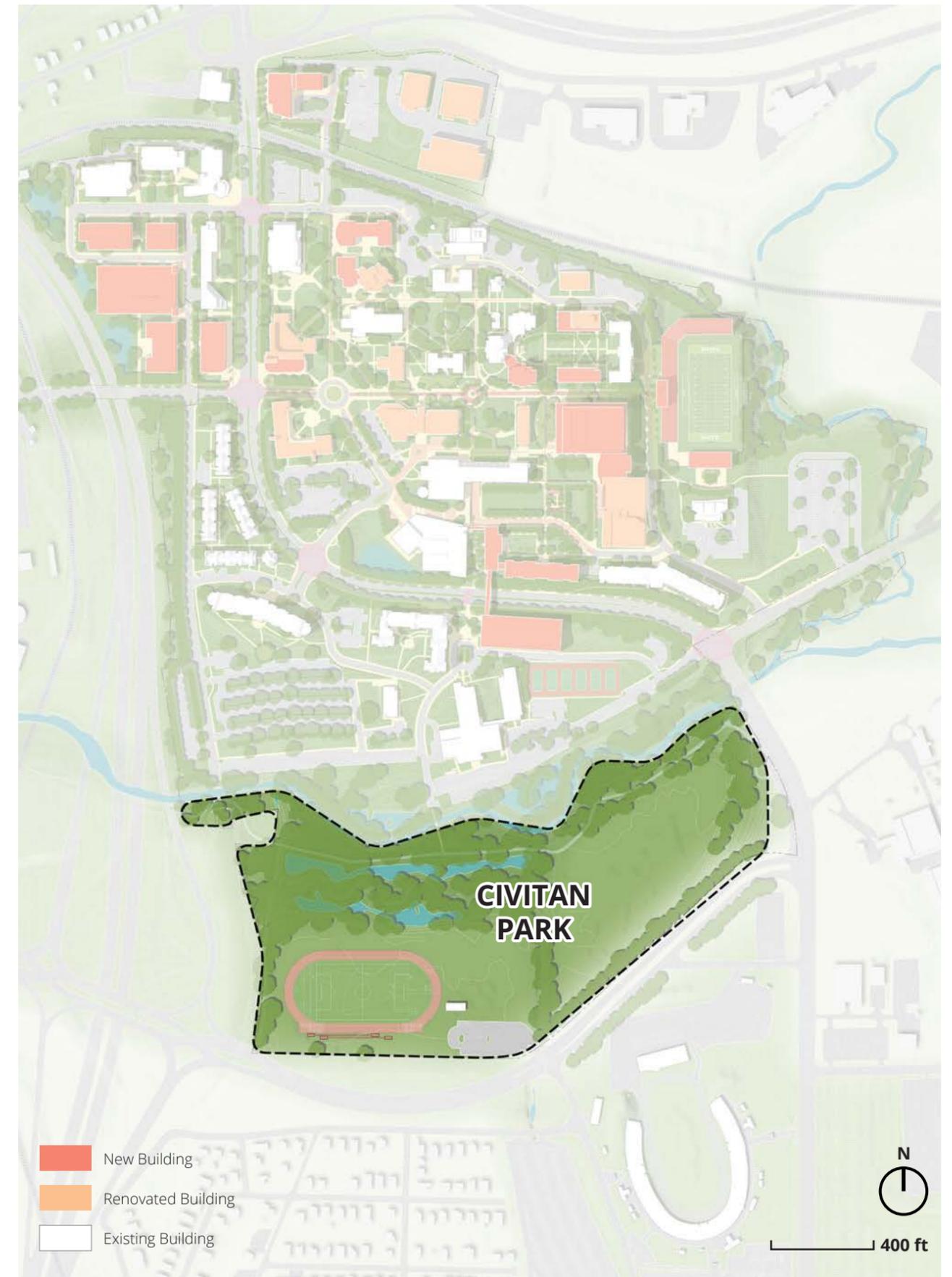
### Open Space

The open space strategy in this district focuses on the pedestrian experience and connection between this district, the West Campus District, and the Campus Core District. The character of the MLK streetscape is also important. It is recommended that the allée of willow oaks lining MLK Drive to the south and east along be extended to the Lowery Street area.



# Civitan Park District

While the extents of the Salem Creek floodplain prohibit competition-level athletics facilities, Civitan Park will continue to be leased from the City of Winston-Salem by WSSU for athletics practices, intramural sports, and informal recreation.

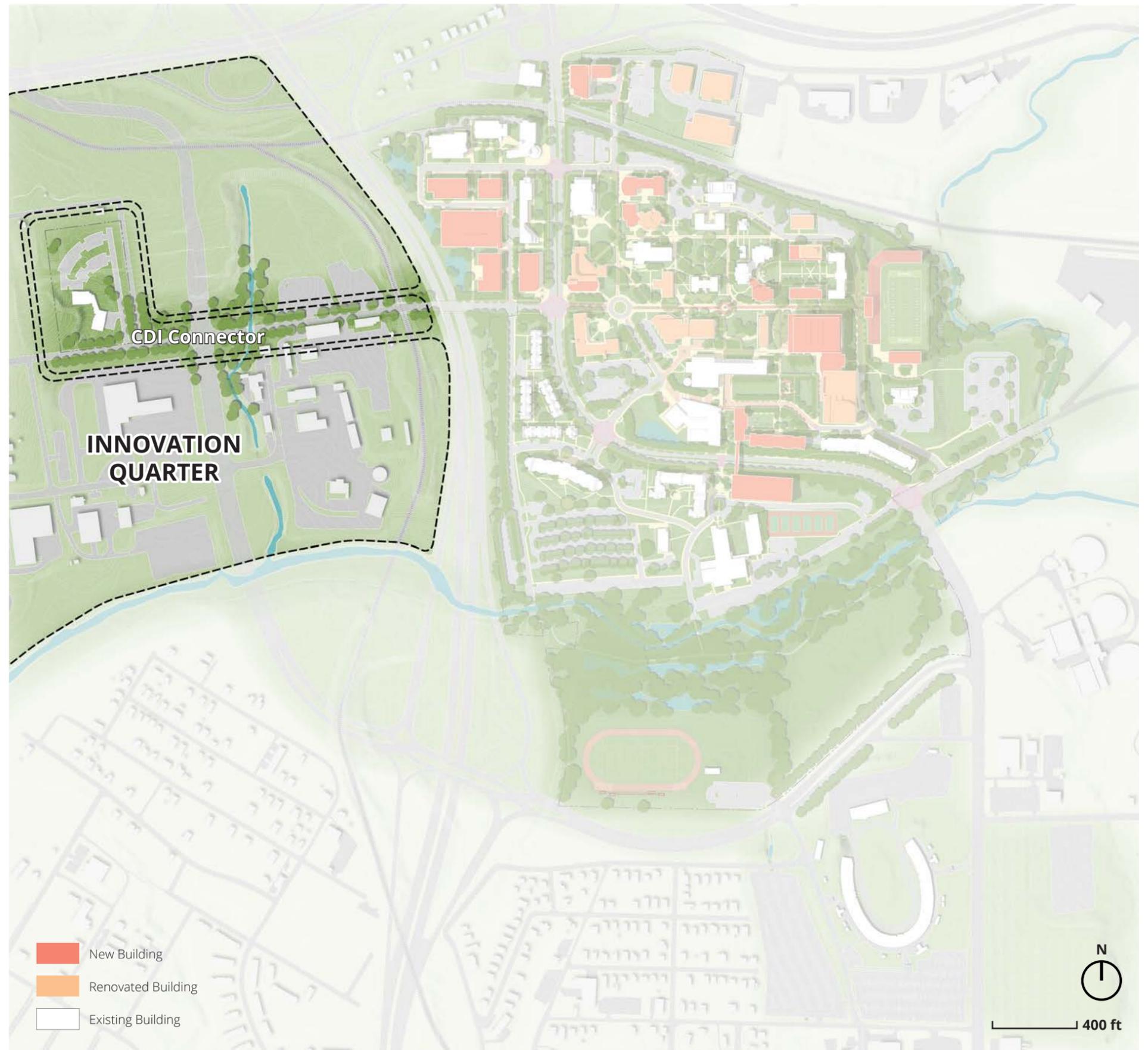


## Innovation Quarter District

The Wake Forest Innovation Quarter is a redevelopment district planned for research, business, and education in biomedical science, information technology, digital media, clinical services, and advanced materials. Stretching over 337 acres and 1.9 million square feet, this district is home to more than 150 companies, 3,600 workers, 1,500 students, and 8,000 workforce trainee participants. The 2018 Plan proposes continued WSSU engagement in the activities of the Quarter and recommends exploring potential development and partnership opportunities within the district. Specifically, the plan focuses on the stretch of Rams Drive between the WSSU Campus and the WSSU-affiliated Center for Design Innovation, referred to in the plan as the CDI Connector.

### CDI CONNECTOR

The area along Rams Drive leading to the Center for Design Innovation (CDI) is planned for future innovation partnerships as part of the Wake Forest Innovation Quarter. By creating a more active street frontage and improving pedestrian infrastructure, stronger connections between campus and the CDI are possible. The CDI Connector zone includes several potential development parcels where the University could focus on academic and research activities in association with private partners and the City of Winston-Salem. Potential uses along the Connector also include commercial mixed-uses such as retail and hospitality.



# 4

## Master Plan Frameworks

The 2018 Master Plan provides WSSU with a vision that will guide the future of campus buildings, open spaces, circulation routes, and infrastructure. Organized into flexible campus-wide frameworks focused on development, academics, campus life, land use, landscape, mobility, and community engagement, the plan frameworks set the direction for change on the campus while remaining adaptable to unforeseen conditions.

# Development Framework

The Development Framework reinforces the Restore the Core 2.0 tenet of the master plan vision while also promoting development on the campus periphery.

Development in the Campus Core focuses on the infill of surface parking lots, the redevelopment of sites currently occupied by buildings nearing the end of their useful lives, and targeted building renovation and expansion aimed at activating the campus and facilitating cross-community collaboration. Together, these strategies concentrate programmatic uses within appropriate campus districts while providing an array of campus life amenities and vibrant open spaces.

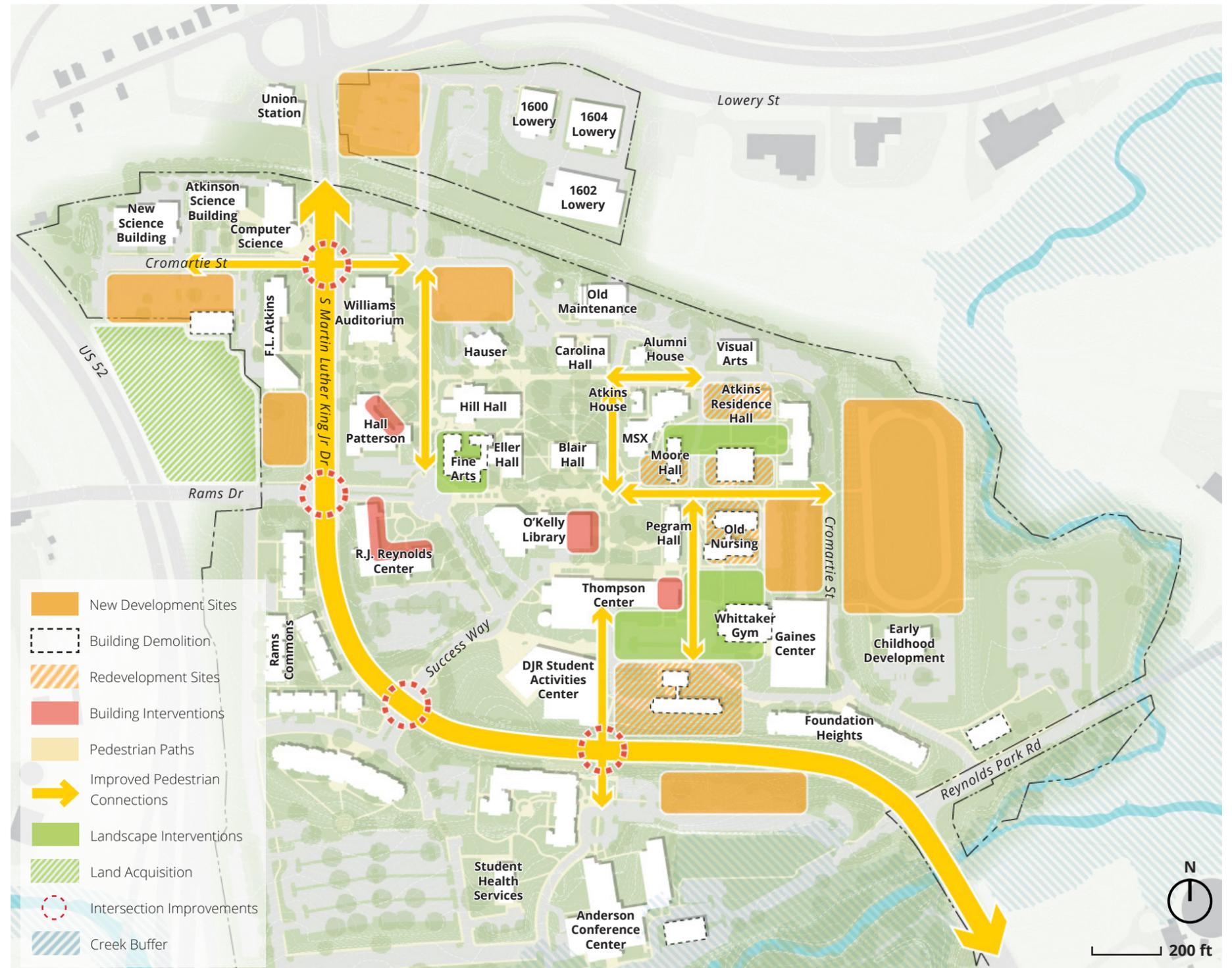
This district-based approach to development strengthens academic, residential, and campus life programming by grouping similar facilities in an effort to generate a critical mass of students, faculty, and visitors. From the classroom and lab buildings of the Academic Zone to the residence halls of the First Year Experience Zone, from the laboratories of the West Campus District to the new stadium and convocation center in the Campus Life Zone, proposed campus development creates dynamic new spaces for carrying out the University's mission. Organized around key circulation routes and active open spaces, future campus development contributes to a memorable campus experience.

## POTENTIAL DEVELOPMENT SITES

The WSSU campus presents several potential development sites. In the campus core, these consist of surface parking lots, including the lots north of the Gaines Center and the lot north of the Hauser Building. Parking capacity lost to this redevelopment is replaced in new parking structures. Additionally, several buildings that will have surpassed their useful lifespans offer the opportunity for demolition and redevelopment to more appropriately meet the needs of WSSU's evolving mission. Potential building sites include those vacated by demolishing Coltrane Hall, Old Nursing Building, Brown Residence Hall, and Moore Residence Hall while new open spaces are possible on the post-demolition sites of the Fine Arts Building and Whittaker Gymnasium.

Outside of the core, development opportunities exist west of MLK on the existing parking lots across Cromartie Street from the New Sciences Building as well as south of the F.L. Atkins Building at the intersection MLK and Rams Drive. In addition, the site of the recently demolished U.S. 52 highway ramps north of Rams Drive could be purchased by the University to further develop the West Campus District. Other potential development sites on the campus periphery include the parking lot east of Gleason-Hairston Terrace on the south side of MLK Drive and the parking lot at Lowery Street and MLK Drive.

Throughout the campus, small-scale building interventions are proposed to blur the line between interior and exterior campus spaces by increasing transparency and activating heavily trafficked pathways. These focused renovations are intended to support liberal education through improved collaboration and interaction.



Development Framework

### PROPOSED DEMOLITION

The 2018 Plan proposes demolition of buildings with a combination of a high level of deferred maintenance, low or outdated use, and structural inflexibility for renovation or reuse. The proposed demolition includes buildings already identified by the University (see Introduction Chapter), as well as others identified by the 2018 Plan. The buildings proposed for demolition are as follows:

- » Anderson Center Modular Unit
- » Brown Hall
- » Coltrane Hall
- » F.L. Atkins Modular Unit
- » Fine Arts Building
- » Moore Hall
- » Old Nursing Building
- » Reynolds Park Road Modular Unit
- » Whittaker Gym

### PROPOSED DEVELOPMENT

Proposed development supports WSSU's mission of providing high quality liberal education while strengthening campus life and providing responsible stewardship of resources. A district-based approach to campus development ensures that programmatic synergies are preserved and enhanced while the character of adjacent buildings and landscapes express compatible design characteristics. A district-by-district list of proposed developments is included in Chapter 5 of this report.



Proposed Building Use

# Academic Framework

The Academic Framework guides the development of classroom, lab, and support facilities across the campus.

The Framework rests on three core concepts: programmatic consolidation, building transparency, and opportunities for collaboration. These concepts, combined with WSSU's ongoing transition to technology-driven learning, respond to the demand for a new approach to higher education.

## PROGRAMMATIC CONSOLIDATION

Following the Restore the Core 2.0 concept of the 2018 Plan, the Academic Framework consolidates general academic uses in the Campus Core. While most academic facilities are currently located in the Academic Zone, the dispersed nature of activities in Coltrane Hall and Anderson distributes activity across the campus. Through the better utilization of latent capacity in existing facilities, the expansion of existing facilities, and the eventual development of the proposed Learning Commons academic building north of Hauser, academic activities can be condensed in the Academic Zone.

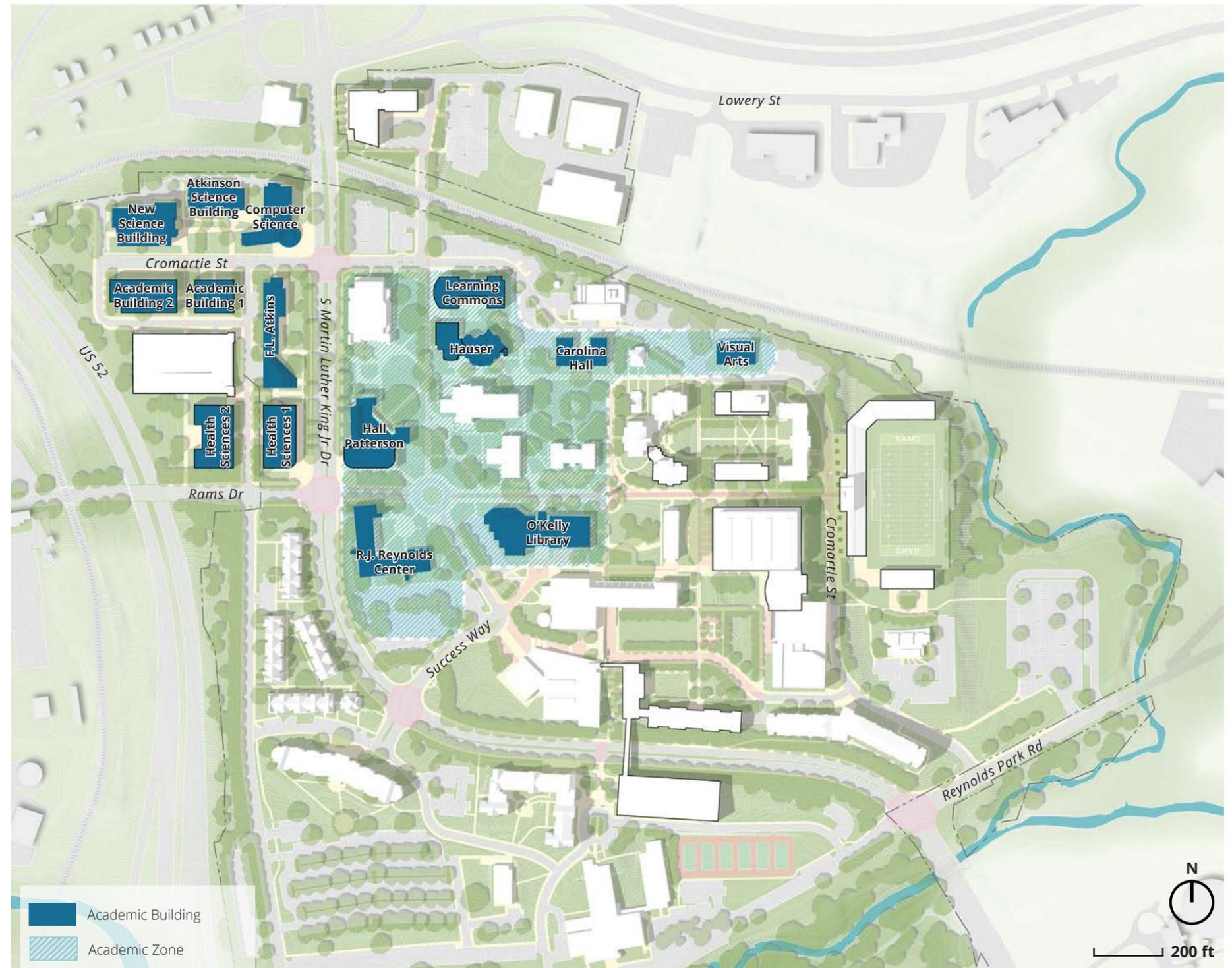
Science-related academic uses are also consolidated in the West Campus District. Here, new facilities provide the capacity for both anticipated growth and the relocation of programs currently housed in Anderson.

Geographically concentrating academic uses not only reduces travel time for students, it can also create a more vibrant campus atmosphere as this newfound proximity supports interactions between students and faculty alike. These interactions can result in stronger social bonds.

## OPPORTUNITIES FOR COLLABORATION

In addition to physical proximity and building transparency, strengthening the sense of community on campus and creating the potential for innovation requires spaces that provide the opportunity for collaboration. These casual study, lounge, and creative learning spaces can be integrated into existing buildings or specifically designed in new facilities and infuse academic buildings with vibrancy and life. Through open floor plans and flexible seating arrangements, these collaboration spaces encourage the kinds of impromptu meetings, group discussions, and social studying that result in creative ideas and meaningful connections.

The Academic Framework recommends the introduction of these spaces throughout the Academic Zone and the West Campus District. Proposed spaces include renovations to Hall Patterson, O'Kelly Library, and R.J. Reynolds, and the 2018 Plan envisions collaboration spaces in all future academic buildings.



Academic Framework



## Campus Life Zone

Existing housing in the Campus Life Zone consists of Brown Residence Hall and Foundation Heights. Due to the age of Brown and the accessibility challenges posed by the steep slope of its surrounding landscape, the 2018 Plan envisions the redevelopment of this site with a new residence hall and student life building. The proposed 220-bed residence hall provides updated upperclassman capacity that programmatically links Foundation Heights to the rest of the Campus Life Zone. Together with the proposed student life building, this new structure provides an accessible route from MLK Drive to the Campus Core via elevators and interior public passageways.

## South Campus Residential Zone

While first-year students are best suited for the living-learning communities of the Campus Core and some upperclassmen enjoy proximity to their classes, many upperclassmen prefer a different housing typology and desire a bit more separation from the academic uses of campus. The existing residence halls of the South Campus Residential Zone – Rams Commons, Wilson Hall, and Gleason-Hairston Terrace – achieve these goals through their suite- and apartment-style units and their physical separation from campus.

## FOOD SERVICE

Existing food service facilities include the Kennedy Dining Hall at the Thompson Student Services Center, the DJR Center Food Court, and small café-style options in the Anderson Conference Center, Hill Hall, Rams Commons, and the W.B. Atkinson Science Building. Additionally, faculty and staff dining is available in the Red Room in the Thompson Student Services Center. With the consolidation of academic programming and first-year housing in the Campus Core, Kennedy Dining Hall will continue to be WSSU's best option for large-format, on-campus dining.

Further, the success of the smaller, distributed vendors at the DJR, Hill Hall, and other locations indicates the demand for additional embedded dining options. Specifically, as the West Campus District grows, expanded convenience food service options are proposed to cater to this concentrated population. To that end, potential food service and retail is proposed in the F.L. Atkins expansion facility proposed at the northwest corner of MLK and Rams Drive.

## SOCIAL GATHERING

Throughout the analysis phase of the 2018 Plan, students, faculty, and staff consistently pointed to the lack of “hang-out” spaces on campus. Progress has been made over the last few years in the form of Hill Hall, the DJR, and renovations to the Thompson Student Services Center. The Campus Life Framework proposes additional lounge and “living room” spaces in several locations. Chief among these is the proposed renovation to O’Kelly Library. By opening up the east facade as a new entry, lounge space, and café, the Campus Life Framework leverages the library’s inherent programmatic draw to create a hub of social and academic interaction adjacent to one of WSSU’s primary open spaces, Pegram Green. The Framework calls for several other such interventions in existing buildings, including those with academic uses. By introducing space for both organized and informal gathering in existing facilities like Reynolds, Hall Patterson, Atkins Residence Hall, and Hauser as well as planning for such spaces in all new buildings, WSSU can promote a more collegial atmosphere throughout the campus.

Additional gathering space is proposed in the new student life building on the Brown Residence Hall site. This facility is envisioned as a meeting and event space for student organizations, Greek Life organizations, and alumni groups. Large meeting rooms, spacious event lawn, and proximity to the new Greek Plots location and proposed athletics and convocation center make it the ideal location for those involved in athletics celebration and other events.

Extending this approach to interaction to WSSU’s landscapes and major circulation routes serves to better integrate the interior and exterior spaces of the campus. The Campus Life Framework therefore recommends the activation of major campus open spaces and pathways through enhanced seating and gathering opportunities and landscape improvements aimed at creating and framing more usable space. For example, by relocating the Greek Plots from Pegram Green to the Gaines Center area, a major campus open space becomes more open and inviting to the entire campus community and the tradition of the Greek Plots can be better positioned in relation to homecoming and other alumni-driven athletics events. The Framework also recommends the creation of new outdoor spaces such as Gaines Lawn and the Living-Learning Quad, expanding the reach of social gathering spaces. Further, by continuing the University’s rich tradition of public art, campus landscapes can serve as both places to rest between classes and inspiration for reflection and discussion.

## STUDENT ACTIVITIES AND RECREATION

Organized student activities and active recreation also benefit from a comprehensive approach to indoor and outdoor space use. The success of the recently completed and award-winning DJR Student Activities Center, containing recreational sports and fitness facilities, a food court, game room, meeting spaces, and lounges, will continue to be the primary site of student activities and recreation. In addition, a proposed renovation of the vacated Ram Food Court on the east side of the Thompson Student Services Center into a University lounge enhances the campus experience for all students.

Outdoor recreation is also supported through the Campus Life Framework. While some existing facilities such as the intramural fields east of Cromartie and the Pit Basketball Court north of the Whitaker Gymnasium are displaced due to proposed development, recreational sports are accommodated at the proposed Gaines Lawn west of the Gaines Center and at Civitan Park.

## ATHLETICS

Campus athletics has the power to bring the entire University community together. With Rams sporting events occupying an important place in campus life, the Campus Life Framework aims to improve the experience of athletes and spectators alike.

While facilities for land-intensive sports like baseball, softball, and indoor track are not currently planned for the campus, new facilities are proposed for football, men’s and women’s basketball, and women’s volleyball.

### Basketball and Volleyball

By renovating the Gaines Center and replacing the Whittaker Gymnasium with a new arena and convocation center, the University can improve the quality of competition space, locker rooms, and training space for men’s and women’s basketball and women’s volleyball. This proposed facility supports a capacity of approximately 3,000 spectators and can serve as a convocation and events center in addition to its athletics uses. The facility also creates additional space for Athletics Department offices and academic spaces for the departments of Exercise Physiology and Health, Physical Education, and Sports Studies.

## Football

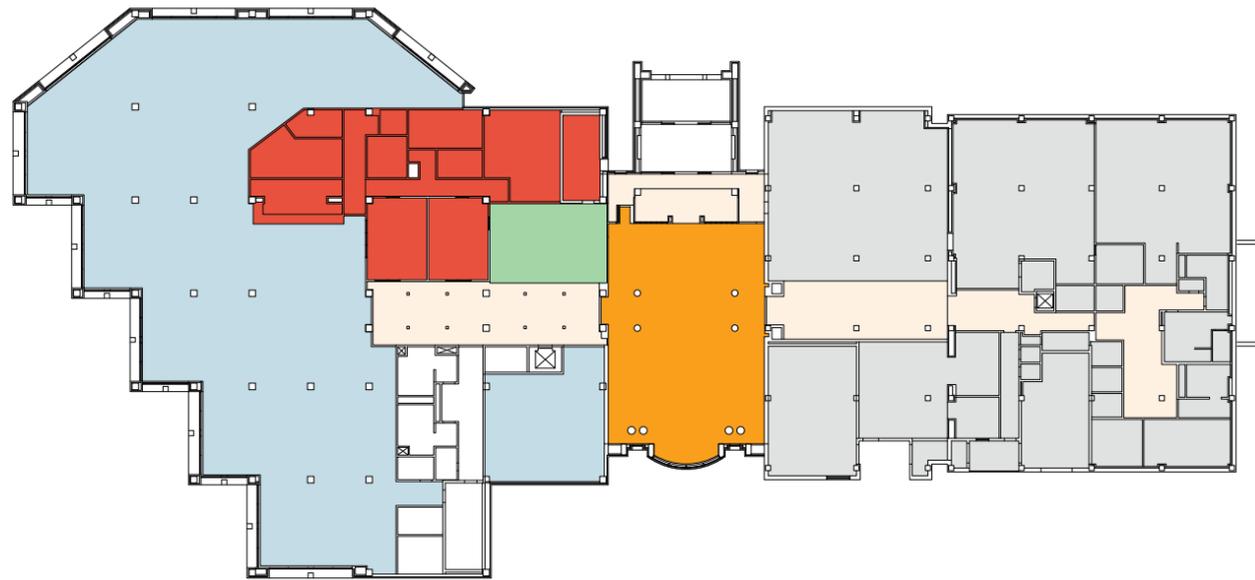
Currently, the WSSU Rams football team plays home games at Bowman-Gray Stadium, a city-owned facility that is leased for part of the year by the University. To better activate the Campus Core and more responsibly steward the University’s resources, a new on-campus stadium is proposed on the site of the intramural fields east of Cromartie Street. Utilizing the site’s topography, the Campus Life Framework envisions a unique and iconic stadium that is capable of holding approximately 6000 total fans. In addition, by owning the stadium outright, WSSU will be able to utilize the facility to host other community-facing, revenue-generating events such as concerts, pep rallies, and summer youth sports camps.

# Building Interventions

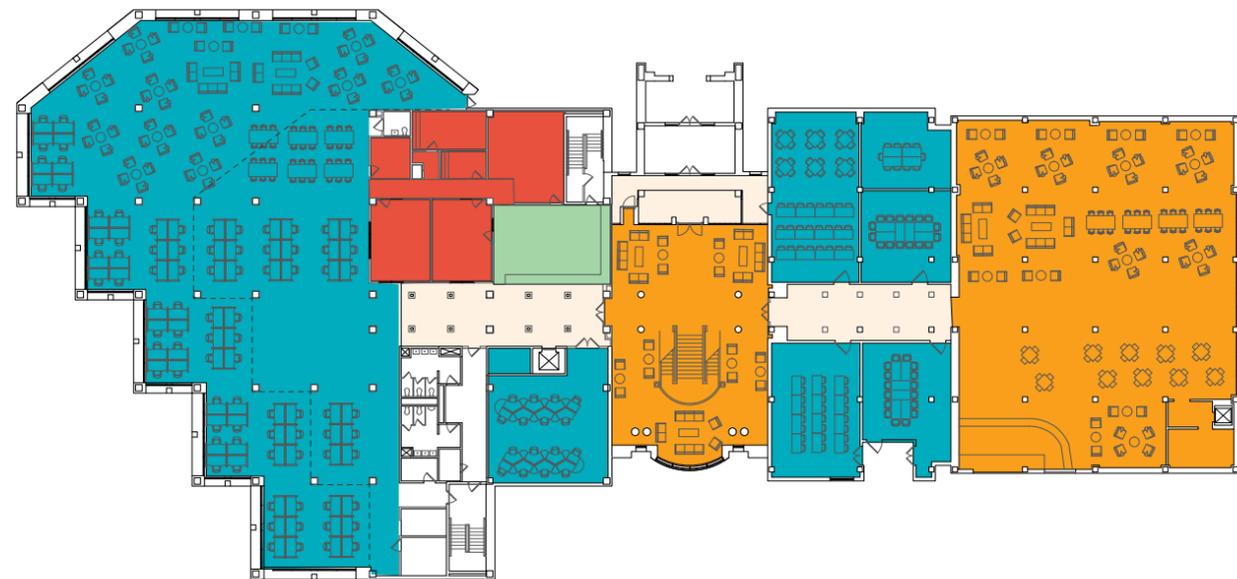
## O'Kelly Library

The O'Kelly Library transformation starts with the ground floor where book stacks and walled offices currently occupy areas with potential connection to key outdoor spaces. By reducing and relocating book stacks from the west wing of the ground floor to upper floors and consolidating offices, priority is given to individual and group learning with strong visual connections to Atkins Walk. In the east wing, the Archive space is relocated to upper floors and re-purposed as a series of small group study seminar rooms and a cafe that connects to Pegram Green.

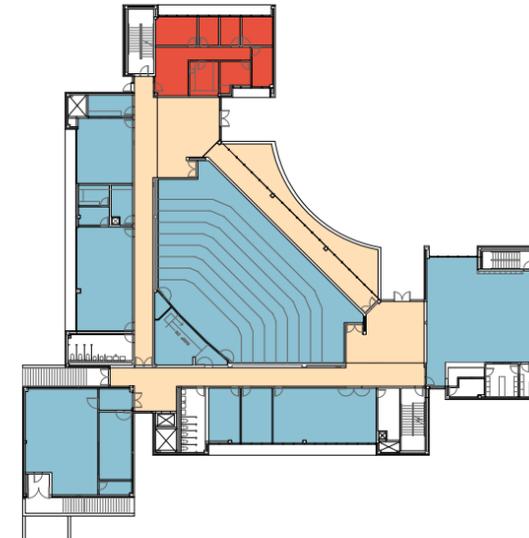
- Existing Learning Environment
- New Learning Environment
- Circulation
- Social Space
- Office
- Archives/Other
- Circulation Desk



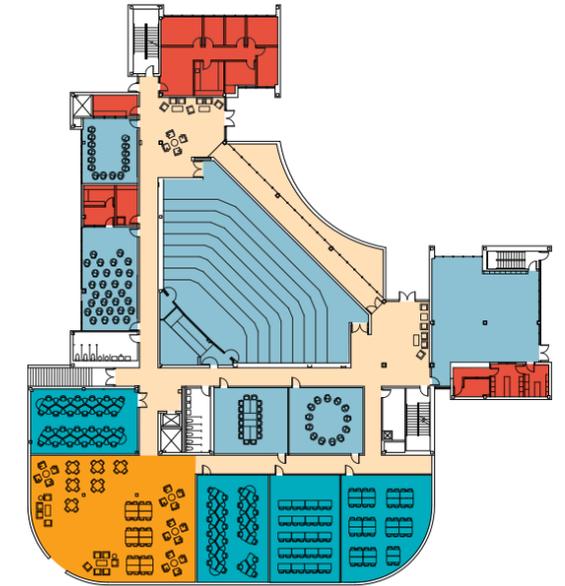
O'Kelly Library (current)



O'Kelly Library (potential)



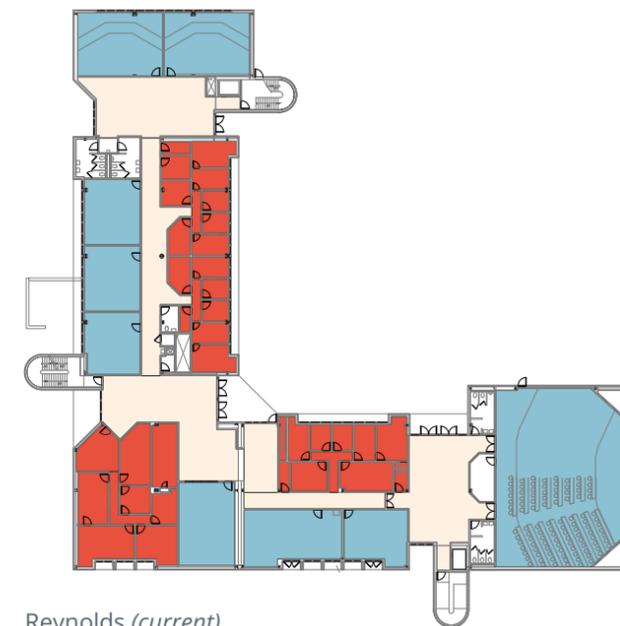
Hall Patterson (current)



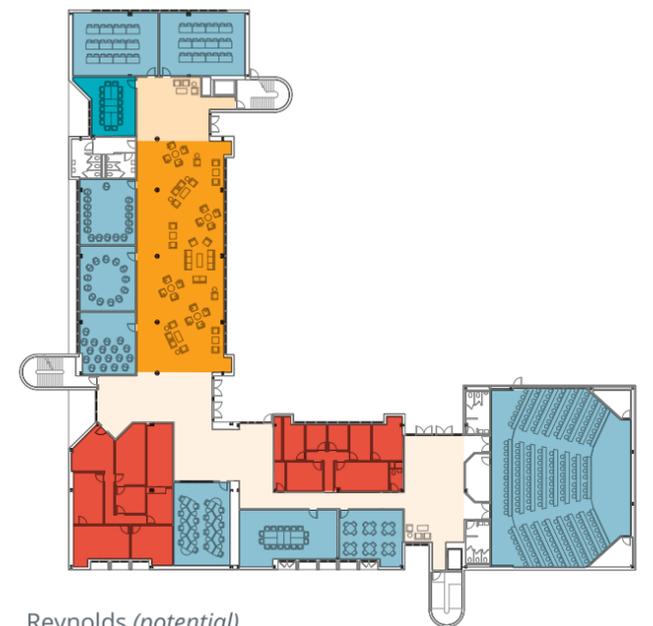
Hall Patterson (potential)

## Hall Patterson

A small addition to Hall Patterson on the south side allows for the right-sizing of current classrooms and the addition of four new classrooms geared towards new learning techniques and pedagogies. These new classrooms face the Rams Dive entrance and its enhanced open space, putting learning on display and supporting the liberal learning environment. A new entrance and social space from Rams Drive allow for a better connection from the South Campus Residential Zone to the Academic Zone via MLK and through Hall Patterson.



Reynolds (current)



Reynolds (potential)

## Reynolds Center

Consolidating and relocating faculty offices in the Reynolds Center allows for the creation of a large student social space for studying, gathering, and group work. This social space has a direct connection with the improved Reynolds Green at the main entry and enhances the indoor/outdoor connection.

## Landscape Framework

The Landscape Framework identifies broad recommendations for improving WSSU's outdoor public realm.

These recommendations focus on the organizational structure of the campus landscape including major campus axes, open space typologies, and stormwater management. For more detailed open space guidelines, see Chapter 4 of this report.

### LANDSCAPE CONTEXT

The Landscape Framework responds to the setting of the WSSU campus, and specifically its hilltop location. The topography of the campus creates opportunities for views from the campus core and makes the University visible from the surrounding streets. As the campus slopes down the 140 vertical feet from the Campus Core to Salem Creek, the dramatic shifts in topography also make pedestrian circulation difficult, especially for those with mobility impairments. In the low areas of campus around Civitan Park in the south and the large surface parking lot east of the Early Childhood Development Center, the 100-year floodplains of Salem Creek and Brushy Fork, respectively, encumber potential development sites.

It is within this topographic and hydrological context that the Landscape Framework operates. Its organizational recommendations are designed to navigate existing slope conditions and shape the landscape for clearer circulation, stormwater management, and a stronger sense of place throughout the campus.



Landscape Framework

## KEY LANDSCAPE CONSIDERATIONS

The Landscape Framework lays out several key considerations for organizing the campus landscape. These include the strengthening of major circulation routes, the activation of outdoor public spaces, the on-site management of stormwater, and the beautification of campus gateways and vistas.

### Circulation Routes

The Landscape Framework identifies several key routes that organize the campus and proposes recommendations related to the character of these spaces. The routes include:

#### Atkins Walk

The Landscape Framework calls for the continuation of this primary east-west promenade, which currently extends from MLK Drive at Hall Patterson and the Reynolds Center past Eller Hall and O’Kelly Library to the Clock Tower. By extending the walk as a pedestrian-only pathway from its current western terminus at the Clock Tower to the New Football Stadium along Price Street, Atkins Walk enhances the collegiate character of the Campus Core by further limiting vehicular access. Programmatically, this route connects the Academic, Campus Life, and First Year Experience Zones, linking a number of key facilities and open spaces. Visually, Atkins Walk creates views across the entire campus, with the Clock Tower serving as a central beacon. The inclusion of shade trees, seating opportunities, and pleasant landscaping along the edges of the promenade are intended to enhance the overall pedestrian experience.

#### Pegram Walk

Envisioned as the central north-south spine of the campus, Pegram Walk extends from Cromartie Street south towards Carolina Hall, Blair Hall, and the Clock Tower, running perpendicular to Atkins Walk. It then continues past Pegram Green and the reimagined eastern entry to O’Kelly Library before passing through the portal in Thompson Student Services Center and linking with the DJR Student Activities Center. With the potential redevelopment of the Brown Residence Hall site, Pegram Walk extends down the landscape slope east of the DJR via a new grand staircase. Improved accessibility is achieved via a proposed pedestrian bridge over MLK Drive associated with a proposed parking garage. This new connection extends Pegram Walk to the South Campus Residential District, linking this key campus life area to the Campus Core.

#### Ram Walk

RAMDITON, a week-long orientation event for new freshmen, culminates in the “Through the Archway” ceremony which serves as a rite of passage for new members of the WSSU community. The Landscape Framework supports this tradition through the preservation of Ram Walk which lies between Hauser and Hill Hall in the west to Carolina Hall in the east. Further, the Framework proposes extending the Walk east past Martin-Schexnider Hall and Alumni House in order to better connect to the First Year Experience Zone. This extension includes the continuation of the unique paving materials, seating opportunities, shade trees, and crepe myrtle planting islands of the Walk.

#### West Walk

Extending from the Rams Drive gateway north past Hall Patterson, Hill Hall, Hauser Building, and the Williams Auditorium, this reimagined pedestrian path links several existing academic buildings with the proposed Learning Commons north of Hauser. Through refined site grading, improved seating opportunities, and enhanced landscaping, an accessible pedestrian connection through the center of the Academic Zone is proposed. The proposed regrading and reconfiguration of pathways is intended to improve access for the mobility impaired.

#### West Cromartie Corridor

As the West Campus District continues to grow, connections to and through this area will become more critical. Landscape improvements are proposed along Cromartie Street, including widened walkways, shade trees, and enhanced landscaping to physically and visually strengthen routes across MLK Drive and through the heart of this growing district.

#### MLK Corridor

The MLK Drive corridor is one of the primary campus access routes for members of the WSSU community, making its visual impact of high importance. The willow oaks lining much of the roadway are extended to fill in areas without shade cover, completing the character of the streetscape. In addition to moving along the MLK Drive corridor, many users cross the roadway, a task made difficult by the volume and speed of vehicular traffic. Based on input from the transportation planners, the Landscape Framework recommends crosswalk enhancements and narrowed intersections at Cromartie Street, Rams Drive, Success Way, the mid-block crossing at Gleason-Hairston Terrace, and Reynolds Park Road to improve the pedestrian experience.

## Open Spaces

The Landscape Framework recommends improvements to existing open spaces and proposes new spaces in conjunction with other redevelopment projects in order to create a more vibrant and memorable campus landscape. Major open spaces addressed in the Landscape Framework include:

### Blair Lawn

This well-loved space between Blair and Carolina Halls continues to be an important space for reflection and outdoor study. Its adjacency to Pegram Walk and Ram Walk connect it to other campus life areas and make it a vital part of the WSSU campus identity. Recommendations for Blair Lawn include additional seating along circulation paths and the continued installation of interactive art pieces.

### Pegram Green

Pegram Green is envisioned as WSSU’s “outdoor living room.” Situated at the center of campus, a reimagined Pegram Green is intended to support large events, student gatherings, and outdoor study while serving as the backdrop to the campus life uses of the adjacent O’Kelly Library and Thompson Student Services Center. The Greek Plots are relocated to the proposed Gaines Lawn west of the Gaines Center. This move creates stronger connections between the Plots and the athletics uses of Gaines and the proposed Athletics and Convocation Center, while simultaneously opening up Pegram Green for use by the entire WSSU community. Additional seating and continued use of interactive art is also proposed.

### Eller Green

The demolition of the Fine Arts Building allows for the creation of Eller Green, a gateway landscape at the west end of the Campus Core. Imagined as a combination of shade trees, lawn, and ornamental plantings, Eller Green welcomes visitors and members of the WSSU community to the campus as they progress along Rams Drive to Atkins Walk.

### Living-Learning Quad

The First Year Experience Zone in the Campus Core surrounds a newly imagined landscape quad, connecting the existing and proposed freshmen residence halls and creating a space for outdoor study, recreation, and interaction. The quad is defined by H. Douglas Covington Hall, a renovated and expanded Atkins Residence Hall, Martin-Schexnider Hall – including a proposed third wing, and the proposed freshman residence hall on the Coltrane site. Through the use of open lawn, direct circulation routes, and classic styling, the Living-Learning Quad serves as a critical space for the development of first year students and helps to build a lasting impression of the WSSU campus.

### Gaines Lawn

The development of the future athletics and convocation center is partnered with the proposed demolition of the Whittaker Gymnasium due to its age and poor condition. This redevelopment, in combination with the conversion of the adjacent surface parking lot to open space, creates space for additional outdoor gathering and recreation. Known as Gaines Lawn, this area supports both passive and active recreation and serves to connect the athletics facilities with the rest of the Campus Core. In addition, Gaines Lawn provides ample space for the relocation of the Greek Plots, which are organized around a central gathering space and circulation routes. This new location allows for strong connections between the plots, athletics facilities, and parking for alumni.

### West Lawn

The West Lawn is made possible by the reimagining of existing landscapes between Hall Patterson and Williams Auditorium. This open landscape better supports the uses of the adjacent buildings and, in conjunction with the proposed West Walk, addresses accessibility challenges posed by steep slopes in the area.

### Reynolds Green

Through additional seating, shade tree planting, and enhanced ornamental plantings, Reynolds Green is transformed into a more welcoming entry to the R.J. Reynolds Center. Adjusted circulation routes address accessibility concerns while enlarged paved spaces at building entries lead to collaboration spaces created through the proposed building renovation.

### Student Life Lawn

The redevelopment of the Brown Residence Hall site creates an updated housing facility and a new student life events building while addressing accessibility challenges from MLK Drive to the Campus Core. In addition, it allows for the creation of a potential Student Life Lawn serving the needs of the adjacent student life events building. The lawn provides outdoor event space, recreation, and student gathering, and its proximity to the proposed parking garage south of MLK Drive make it ideal for alumni events.

### Sciences Quad

Designed in conjunction with the New Sciences Building, the Sciences Quad creates a much-needed open space in the West Campus District. Seen as the “front lawn” of the science-focused buildings north of Cromartie Street, the Sciences Quad provides seating, improved circulation, and student gathering spaces. As this district continues to expand, the quad will add to its vibrancy, improving the experience of the district’s students, faculty, and visitors.

## Stormwater Management

While a more thorough stormwater management study is required, the Landscape Framework makes broad recommendations for the on-site storage and treatment of stormwater. Traditional methods for stormwater conveyance generally depend on storm sewer inlets and pipes to drain developed areas and carry stormwater to local water bodies. Impervious surfaces associated with developed areas – building roofs, sidewalks, roads, and parking lots – prevent water from infiltrating naturally and returning to the water table. During large storm events, imperviousness and traditional conveyance methods can lead to flooding issues due to the concentration of stormwater volume. Additionally, as stormwater passes over these surfaces it collects sediments and pollutants and increases in temperature, impairing the waterways into which it eventually drains.

In an effort to reduce the impact of campus development on the surrounding Salem Creek Watershed, the Framework recommends reducing the volume of stormwater runoff whenever possible. In addition, the Framework identifies potential methods for improving the quality of stormwater with regards to suspended sediments and pollutants. All recommendations require further study and analysis prior to implementation.

Stormwater quantity can be addressed by reducing impervious surfaces throughout the campus. In established areas of campus, potential best management practices (BMPs) include the use of permeable paving materials, green roofs, and bioswales. In emerging areas of campus, where land availability is greater, interventions like detention basins and constructed wetlands can retain even larger quantities of stormwater. The detention basin southwest of the DJR is one recent example. Additional such structures are proposed along the U.S. 52 corridor in the West Campus District.

Stormwater quality can also be addressed through the aforementioned BMPs, as slowing the flow of stormwater and promoting infiltration can serve to remove suspended solids and other pollutants. In particularly impervious areas of campus, mechanical methods of filtration could be used for greater efficacy. The 2018 Plan includes several new landscapes designed to reduce impervious area and function as part of the stormwater management strategy for the campus, such as the Living-Learning Quad and Gaines Lawn.

## Campus Gateways and Vistas

The Landscape Framework recognizes the importance of visual character on the perception and reputation of the University. By improving the outward appearance of the campus in key, high-visibility locations, WSSU can enhance its image in the community and abroad and better reflect the quality of its education.

Recent efforts to improve campus gateways through signage and landscape planting have been well received. Potential continued enhancements include the introduction of seating elements to activate gateway spaces and updated plantings, furnishings, and lighting. This is especially true of the MLK Drive / Reynolds Park Road intersection which gains new importance as a major campus entry due the closure of the U.S. 52 / Rams Drive ramps and the construction of the Salem Creek Connector.

As the University explores creating a presence along the northern extents of the MLK Drive corridor, an additional gateway is recommended near Lowery Street, celebrating WSSU's connection to the adjacent neighborhood and reflecting the areas more urbane character. The design of this gateway builds on the renovation of the Union Station and the potential for a mixed-use building on WSSU land at the south east corner of MLK and Lowery Street.

Additionally, the Framework recommends improving the campus image along major view corridors. Chief among these are MLK Drive and U.S. 52. While the streetscape along MLK is addressed in the Circulation Axes section, consideration should also be given to shaping and shielding of views from MLK to the campus interior. The same is true along U.S. 52, where additional tree plantings can serve to conceal underdeveloped areas of campus and highlight the University's existing architecture and hilltop location.

## Mobility Framework

The Mobility Framework enhances the pedestrian, bicycle, transit and vehicular networks of the campus with the aim of providing a number of access options.

It eliminates redundant roads, simplifies vehicular circulation and reinforces the current practice of parking on the periphery. By strengthening the pedestrian-first environment of the campus, the Mobility Framework seeks to enhance the campus experience for all members of the WSSU community.

### PEDESTRIAN NETWORK

The Mobility Framework builds upon WSSU's policy decisions aimed at enhancing the pedestrian character of the campus. By strengthening major pedestrian pathways like Atkins Walk, Pegram Walk, Ram Walk, and West Walk, the Framework's recommendations provide organizational structure and improved wayfinding. Additionally, the introduction of additional pedestrian plazas such as along the east entry of O'Kelly Library and the west entry of the proposed Athletics and Convocation Center create pleasant areas for gathering and aid in cross-campus navigation. The expansion of pedestrian-only areas such as the proposed closure of Price Street further creates a more collegial atmosphere where students are not competing with vehicular traffic.

### Road Crossings

Crosswalks at major intersections along MLK Drive are enhanced through larger queuing areas and narrower intersection widths. These interventions improve pedestrian access across this busy thoroughfare. Specific intersections include those at Cromartie Street, Rams Drive, Success Way, the mid-block crossing at Gleason-Hairston Terrace, and Reynolds Park Road. Additional information can be found in the 2018 Master Plan - Phase 1 report.



Pedestrian Circulation

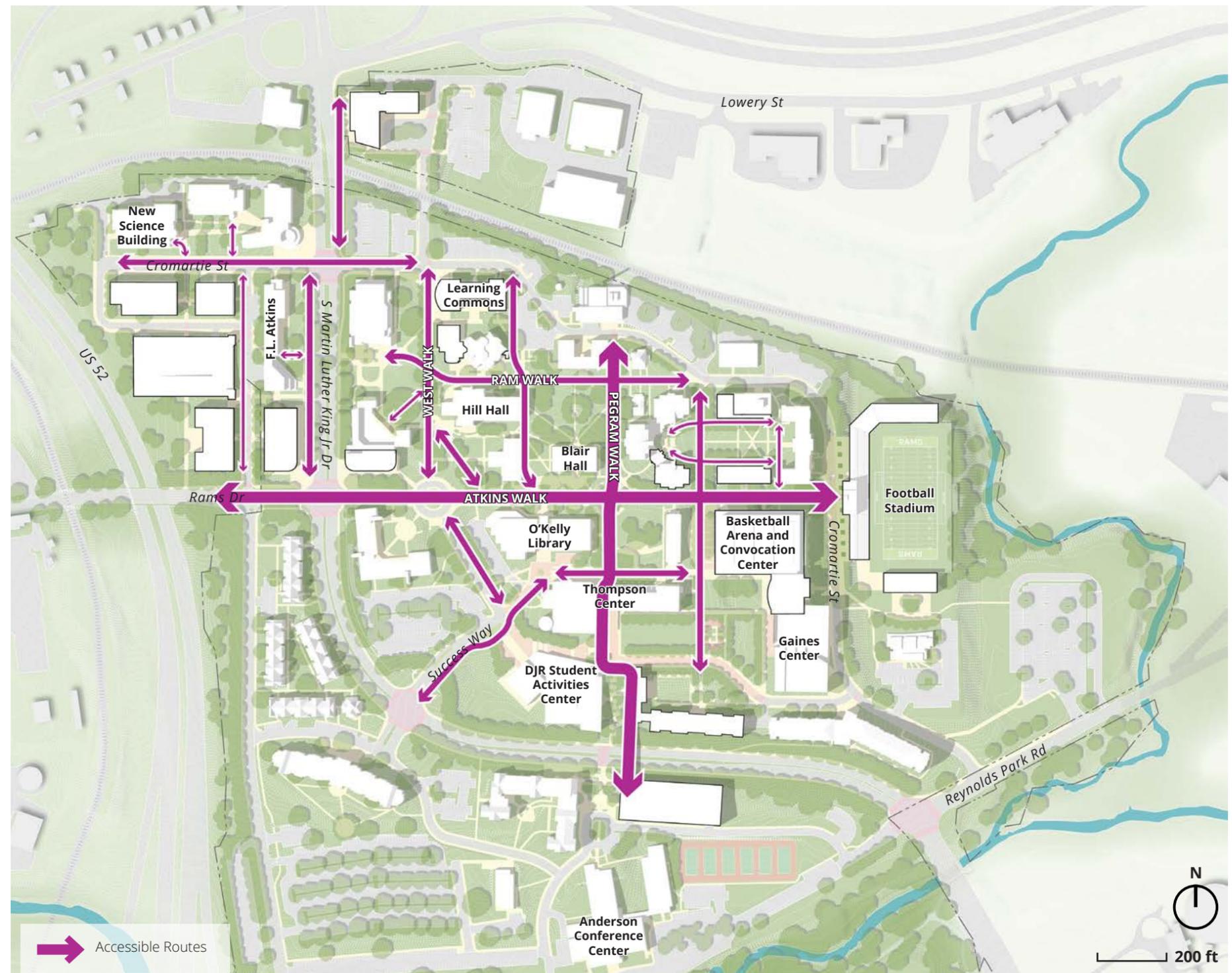
## Accessibility

The topography of the campus makes cross-campus navigation difficult for those with mobility impairments. Therefore, the Mobility Framework recommends refinements to grading in order to reduce the slope of major circulation routes, avoiding the need for stairs, ramps, and handrails where possible. This thinking also extends to building entries, where focused re-grading at entry thresholds could reduce the need for separate ADA-compliant entries. Interventions aimed at improving accessibility should be coordinated with new development and considered in annual capital and operating budgets. By creating high-quality accessible routes that do not require ramps and handrails, the University can improve access for all.

## BIKE NETWORK

Although biking is not currently a primary mode of transportation at WSSU, the Mobility Framework recommends the encouragement of bicycle travel as an alternative to the use of personal vehicles, especially among students. In order to provide for this mode shift, continued investment in bike infrastructure is recommended. This includes the installation of bike racks at key destinations in the core and other districts.

Consistent with the City of Winston-Salem's 2005 Comprehensive Bicycle Master Plan, WSSU should promote a "complete streets" approach to roadway design. Complete Streets are streets that are designed to ensure that roadway users, not just motorists, feel comfortable and safe. To achieve this multi-modal goal, bike lanes are included as a vital part of transportation infrastructure whenever possible.



Accessibility

## TRANSIT NETWORK

The Mobility Framework supports continued investment in the Ram Express shuttle routes. Existing routes remain popular and are largely unadjusted through the 2018 Plan with the exception of a minor change to the Black Shuttle route due to the proposed closure of Price Street. The Framework anticipates increased use of the shuttles given the to a continued move towards the reduction of parking in the Campus Core. Further, as peripheral districts such as the West Campus District and the North Campus District expand, route and frequency adjustments will need to be studied in order to continue to allow fluid movement across the campus without the use of personal vehicles and to provide access to remote parking areas.

Additionally, continued coordination with the Winston-Salem Transit Authority will allow the University to ensure its community members are able to access destinations throughout the greater Winston-Salem region.

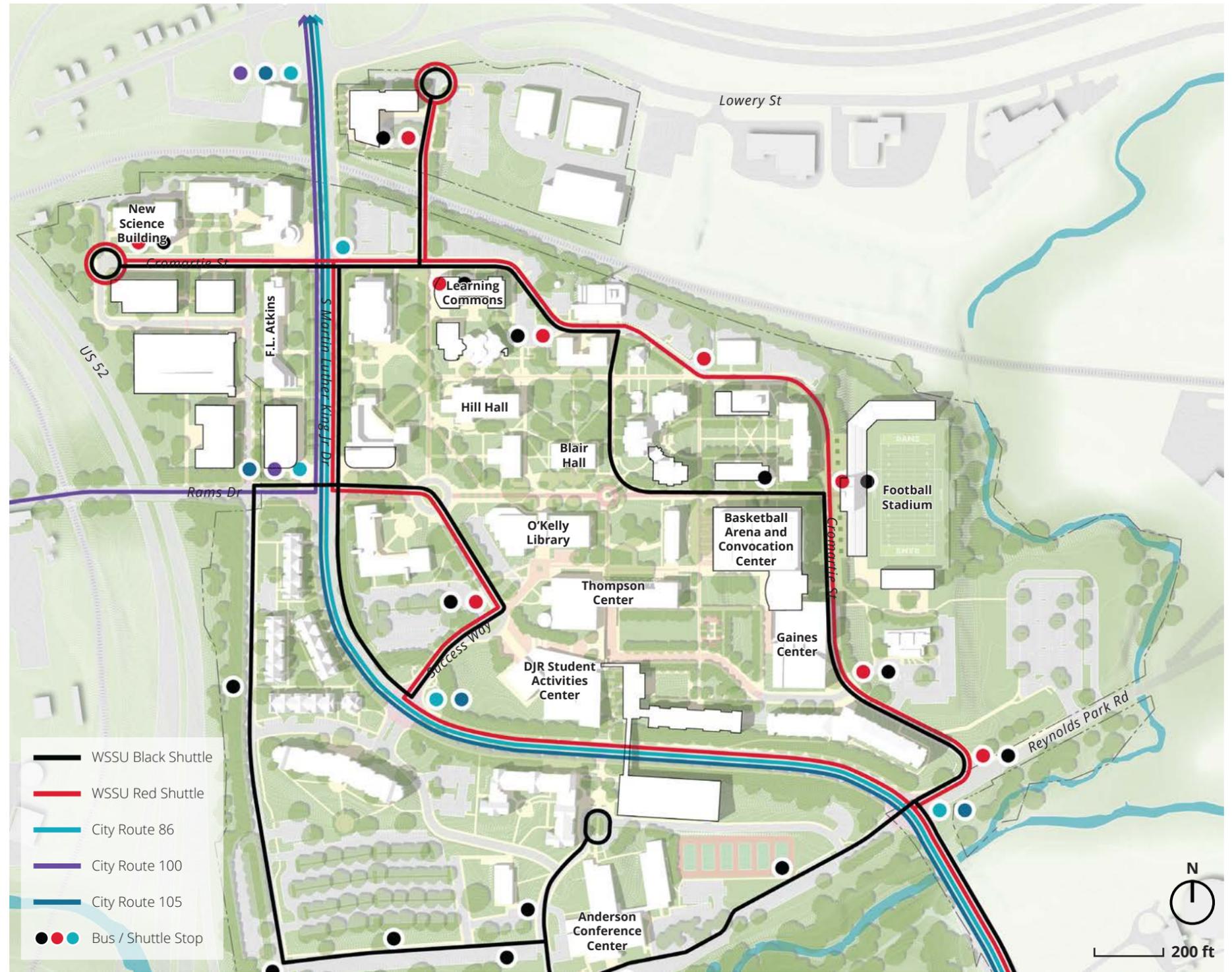
## VEHICULAR NETWORK

The Mobility Framework recognizes the continued need for vehicular access to and across campus while seeking to promote a pedestrian-oriented atmosphere. To that end, several road closures are proposed, including Price Street, Wallace Street, and the unnamed road between Martin-Schexnider Hall and Atkins Residence Hall. These closures allow for the creation of additional pedestrian pathways and open spaces. While vehicular traffic is prohibited, service and emergency vehicles will still be permitted on Price Street in order to maintain campus operations. Additionally, several existing parking access drives are slated for removal as their associated parking lots are converted to development sites. These include the access drives for the lot north of Hauser, the lot south of Thompson, and the lot in the West Campus District. Here, too, service and emergency vehicles will continue to be permitted as necessary.

In addition to these roadway closures, the Mobility Framework introduces two additional roadways. The first is located between Cromartie Street and Rams Drive west of F.L. Atkins. As the West Campus District continues to expand, this additional link will improve access to the site and reduce traffic loads on an already congested MLK Drive. The second roadway connects the Wilson Residence Hall entrance road to Price Street, running between Gleason-Hairston Terrace and the Student Health Services Building.

This new roadway is envisioned as a temporary route for accessing the proposed parking garage south of MLK from the west. When not in use, the ends of the roadway can be blocked off via bollards to reduce unnecessary vehicle traffic. To allow the roadway to act as a space for pedestrians when not open to vehicles, more decorative paving materials than asphalt should be explored.

These network adjustments, along with recent regional roadway changes like the U.S. 52 / Rams Drive ramp closures, the construction of the Salem Creek Connector, and the impending construction activity on U.S. Business 40 will clearly impact vehicular travel to and across campus. As surrounding conditions change, additional transportation studies may be required to determine additional roadway interventions.



Transit Network

### MLK Drive Improvements

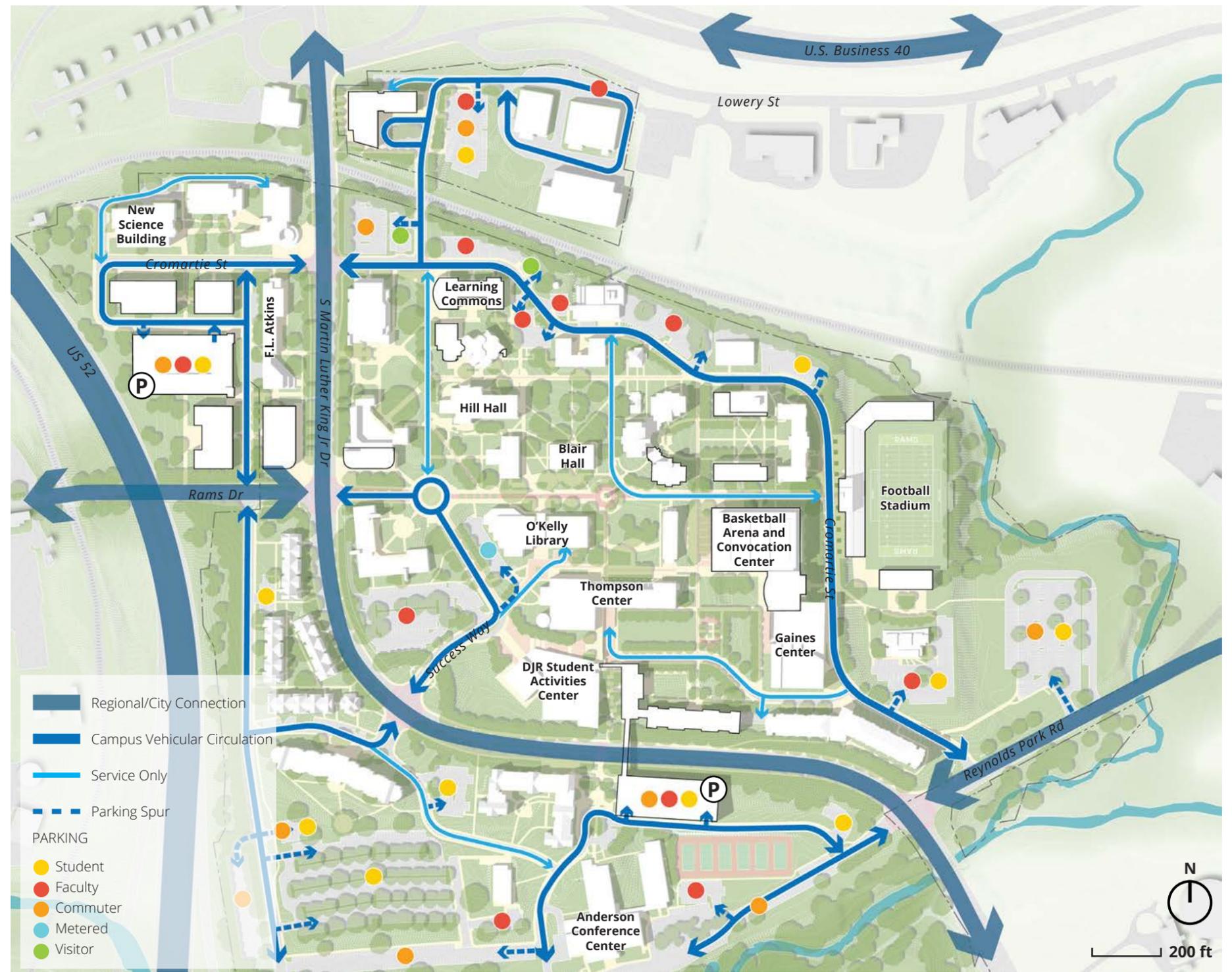
A detailed study of MLK Drive was conducted in 2017 and is available in the separate Phase I document of the 2018 Plan. The focus of this study was to assess the potential for traffic calming and improvements to the pedestrian experience along and across this important corridor. Due to current and projected traffic levels, the reduction of travel lanes is not possible at this time. However, lane width reduction, crosswalk expansion, curb alignment adjustments, and sidewalk improvements have been recommended to slow traffic and allow for more pleasant pedestrian crossings.

### Parking

A detailed parking study was also included in the separate Phase I document with a focus on assessing the need for future parking spaces based on projected demand. Due to projected enrollment increases and the reduction of surface parking by approximately 700 spaces to accommodate long-term development, additional spaces are required. This additional capacity can be gained through either the construction of on-campus parking structures or the use of more remote surface lots in coordination with a shuttle service.

While the use of remote lots may be possible in the short term as Campus Core parking is converted to development, on-campus structured parking will better meet the needs of the WSSU community. In response, a 500-space garage is proposed south of MLK Drive and east of Gleason-Hairston Terrace to provide daytime capacity for faculty, staff, and commuting students as well as night and weekend capacity for patrons of athletics events. A more detailed traffic study is required to determine loading and sizing considerations.

Additionally, a proposed 750-space garage in the West Campus District will serve the commuter-heavy population associated with programs in the district and can support the proposed commercial uses along Rams Drive and in the North Campus Gateway Building on Lowery Street. The development of this garage is contingent on the acquisition of the U.S. 52 on/off-ramp land. Should this land prove difficult to acquire or to develop, a revised parking analysis will be required. Collectively, the proposed garages accommodate surface parking spaces lost to new development and result in a net gain of approximately 550 spaces, raising the total on-campus parking count to 3,501.



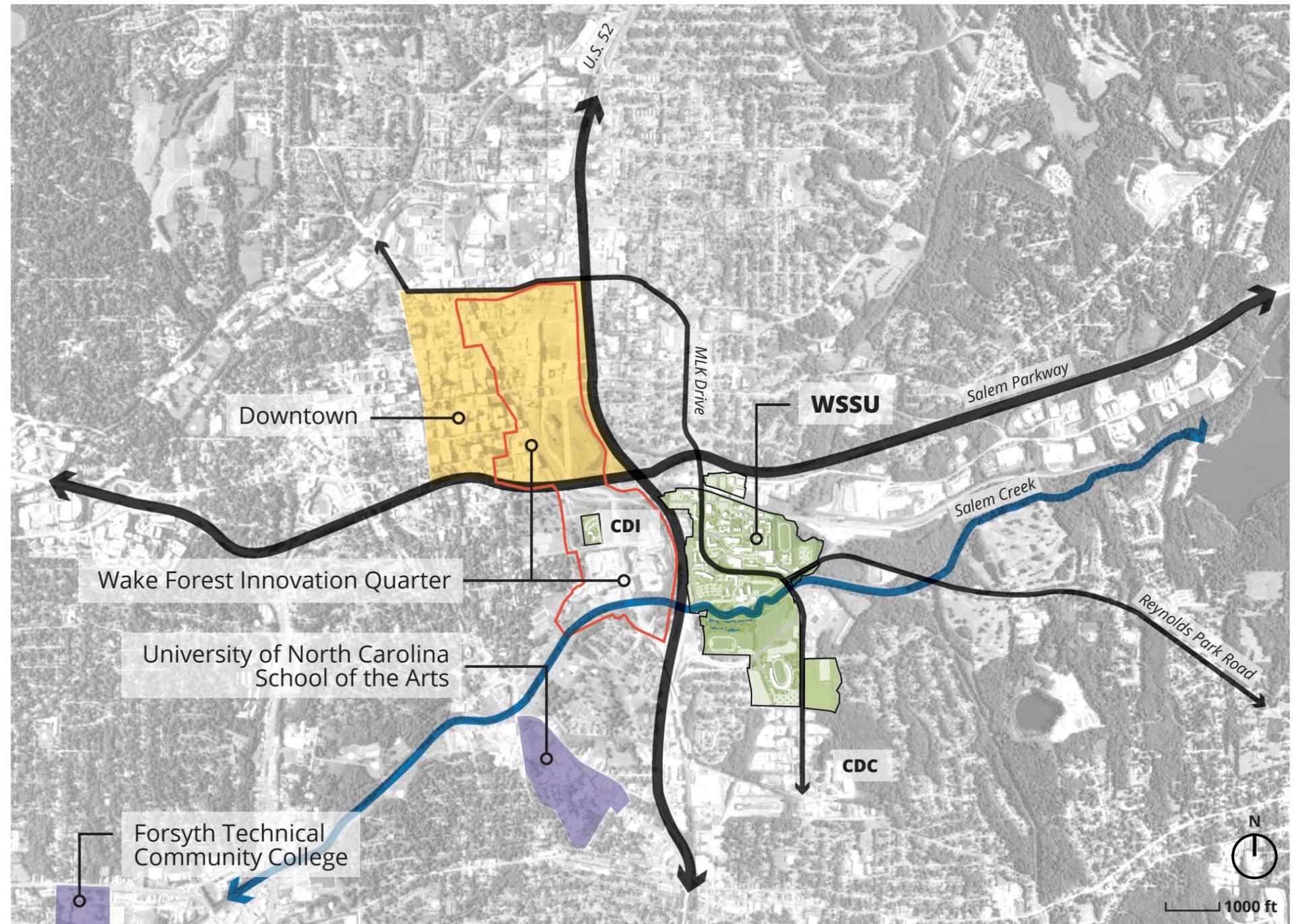
Vehicular Network

## Community Engagement Framework

The Community Engagement Framework illustrates the physical design concepts and programmatic strategies for strengthening connections between the campus, Wake Forest Innovation Quarter, the M.L. King Drive corridor, and downtown Winston-Salem.

Winston-Salem State University is just over a mile away from downtown Winston-Salem, which forms the Piedmont Triad region of north-central North Carolina with the cities of Greensboro and High Point. The Triad area is known for textile manufacturing, the tobacco industry, and a growing technology and biotechnology sector that benefits from the presence of over twenty institutions of higher education. Notably, WSSU is adjacent to the Wake Forest Innovation Quarter, a targeted center for technology-based research. The WSSU campus is buffered from neighbors by a combination of highways, railways, and open spaces that include the Salem Creek Greenway (a 4.5 mile paved trail) and Civitan Park (27.5 acres).

WSSU has a long history of involvement with the broader community. For instance, the Slater Academy, WSSU's predecessor, supported the creation of the area's first hospital for African-Americans in 1902 and helped train nurses to staff the wards. WSSU has maintained its long-standing interest in improving the public health of city residents, improving the education of the city's schoolchildren, promoting first time home ownership, and supporting the success of community and neighborhood development through a number of programs and courses of study.



Campus Context

## WAKE FOREST INNOVATION QUARTER CONNECTION

The Wake Forest Innovation Quarter a master-planned district that is being developed to support innovation in science and technology. The Center for Design Innovation, a WSSU Center of Excellence, has increased WSSU's presence in the Wake Forest Innovation Quarter, while connections to other institutions exist through the University's Biomedical Research Center. The continued development of strong relationships with multiple laboratories and businesses in the Innovation Quarter will benefit WSSU's efforts to build the reputation of their science and health sciences programs.

There also is the opportunity to strengthen the physical connection between the Innovation Quarter and the University. The 2018 Plan recommends that WSSU and the City of Winston-Salem partner in the design and construction of improvements along Rams Drive, which connects the main gateway of the campus to the Quarter. The objective would be to create a safe street for pedestrians, bicyclists and vehicles and a design that signifies the linkage between the University and the research park. Partnering opportunities with other institutions to create centers for innovation along Rams Drive further strengthens WSSU's connection to the Wake Forest Innovation Quarter.

## MLK DRIVE

Another area of importance to the relationship between WSSU and the surrounding context is the MLK corridor both north and south of campus. The 2018 Plan recommends that WSSU continue its efforts to strengthen the corridor. If a segment of the corridor to the north of campus is rezoned and targeted for public investment, the University could become an important partner in encouraging activity in the area. For example, ongoing plans to refurbish and repurpose the Union Station building provide an opportunity for public-private partnerships focused on transportation and commercial activities.

To the south of campus, the Simon G. Atkins Community Development Corporation, founded by WSSU, is part of the neighborhood offering business incubation, classes, computer and technology access, a conference center, and many other community benefits. The business incubator, known as the Enterprise Center, currently has 43 small and local businesses. The CDC also develops community homes with low interest rates and down payment assistance with the City of Winston-Salem and locates realty companies.

## PROGRAMMATIC CONNECTIONS TO THE COMMUNITY

Engagement with the community gains meaning when it moves in both directions—the University maintaining a presence around the city, and also the University inviting city residents to campus. WSSU holds a number of public events on campus throughout the year, ranging from sport games and concerts to professional development programs for area teachers. This pattern should be continued in the future, in order to help WSSU meet its strategic goal of Community Engagement. In particular, the recommended locations for parking garages and suggested improvements to the campus gateways are intended to make WSSU a more inviting place for local residents attending programs, and sporting events on campus.

# 5

## Master Plan Guidelines

The 2018 Master Plan guidelines focus on a series of topic-specific components including program, architecture, and open space each of which contributes to the master plan vision as a whole. In addition to incorporating the mission of the University, understanding existing typologies and opportunities within the built environment informs the master plan recommendations.

## Program Guidelines

### A multitude of programmatic uses on campus contributes to the activity and vibrancy of the University.

In addition to a robust liberal undergraduate academic environment, the University boasts a thriving graduate school focused on the growing field of Health Sciences. Recent investments to the core, including the Hill Hall renovation, have increased academic support and student services, while investments in student life, specifically in recreation, dining, and first year experience, provide students adequate social spaces on campus. Although these investments have contributed positively to the WSSU experience, opportunity for even more social environments exists, particularly within the intersection of academic and student life.

## ACADEMIC

The key academic buildings on campus, Coltrane, Hall Patterson, Reynolds, Carolina, and Hauser were all built during eras when pedagogy was different from today. The model of lecture-based learning with the teacher in the front has switched to discussion based and hands on learning often organized around group work or roundtable discussion. The University has introduced movable furniture in most classrooms on campus, which provides some of the flexibility needed for today's academic environments. Buildings in the West Campus District, including the New Sciences Building, offer spaces that support the recent shift in pedagogy as reflected in the teaching labs and experiential learning spaces. The space utilization analysis supporting the 2018 Plan revealed opportunities in classrooms and labs. Classrooms with low usage and utilization rates provide the opportunity for renovation in support of new pedagogies on campus.

### Academic Spaces Guidelines

- » Align assignable square footage (ASF) per student with teaching methodologies. For example, flexible layouts supporting contemporary teaching and learning methods often require a larger ASF per student (30-40) than the typical tablet-arm chair or lecture layout (15-25).
- » Locate new classrooms along high traffic areas with transparency to promote new learning typologies and to put learning on display.

- » Offer access to newly implemented learning environments to multiple departments across the University.

## ACADEMIC SUPPORT & STUDENT SERVICES

Academic support spaces include the O'Kelly Library and the Student Success Center at Hill Hall. Recent updates to the library, including new flexible furniture, have offered an impactful secondary space for students to hold group study or work sessions. This social learning space is very important to today's learners and its success highlights the demand for such spaces on campus. Since its implementation, the Student Success Center has provided students with a communal space to obtain the resources they need to achieve their full potential. Similarly, given its gracious size and the nationwide trend towards off-site book storage, the O'Kelly Library provides the opportunity to become a space for social and individual learning and a testbed for new models of study.

### Academic Support & Student Services Guidelines

- » Relocate non-student-facing administration to the periphery of the campus, such as Lowery Street and Anderson, to free up more space for academic and student support in the core.
- » Continue to support the Student Success Center model, with all services under one roof.
- » Support new learning models with future renovations to the Library, including social learning, group work, and group study.

## SOCIAL

With the desire to facilitate engagement spaces in addition to those in the residences halls, commuter lounge, and departmental enclaves, the University recently completed the DJR Student Activities Center, a first step in emphasizing activity-based socializing on campus. The campus community has expressed interest in a new typology of socializing on campus, centered on "hang-out" or lounge space in the evenings and weekends. As an example, stakeholders refer to the former dining space in Thompson Hall as a potential café or lounge.

### Social Spaces Guidelines

- » Locate social programming spaces at the intersection of academic and student life spaces and in relation to areas with other amenities and heavy foot traffic.
- » Implement a variety of social spaces on campus, geared toward different activities and times of day and week.

- » Provide easy access to campus-wide social spaces to all students (graduate, undergraduate, and commuter).

## DINING

Traditional dining options are available in the core campus at the recently renovated Kennedy Dining Hall. Additionally, the new DJR provides a food court with fast food options, and there are two grab-and-go express options east of MLK. A small café in Hill Hall offers students a quick snack or coffee. While the core campus is well-served by dining options, there is currently a lack of dining options in the South Campus and the West Campus Districts, both of which experience substantial student activity. Given the success of recent development and renovation within the core, the University has the opportunity to invest more in the west part of campus, as shown with the addition of the New Sciences Building.

### Dining Spaces Guidelines

- » Consider locating satellite dining and grab-and-go options south of MLK near or within the residence halls, and west of MLK in the West Campus District to allow a variety of communities to have quick and easy access to food.
- » Incentivize campus communities to come together in core facilities by providing additional destination dining options in the core.
- » Provide late-night and weekend options to serve the graduate population on campus and motivate undergraduates to remain on campus during off-hours.

## RESIDENTIAL

With nine residence halls, WSSU offers a variety of housing options for its students. Atkins, Brown, Moore Hall, and the recently constructed H. Douglas Covington Hall are the traditional residence halls with double and triple rooms. Foundation Heights and Gleason-Hairston Terrace Halls are apartment style, and Martin-Schexnider, Wilson, and Ram Commons Hall are all suite style arrangements. A total of 2,400 beds are currently provided, with a planned increase to approximately 2,800 beds following the demolition of Moore and Brown Halls and the completion of H. Douglas Covington Hall, the proposed First Year Experience Zone residence hall, the proposed Campus Life Zone residence hall, and the MSX expansion.

### Residential Spaces Guidelines

- » Encourage active residential areas by providing accessible amenities, such as food, social space, and support.

- » Continue to create residential communities, such as H. Douglas Covington Hall, that establish a strong first year experience.
- » Continue to provide a variety of housing options, and consider partnerships to create more options for student housing.

## ATHLETICS & RECREATION

University Recreation (UREC) at WSSU promotes a mission of connecting learning and lifelong wellness by providing activities and fitness facilities that offer students ways to balance stress with physical activity. The Donald Julian Reaves Student Center (DJR) offers three floors of activities including a running track, boxing area, and basketball courts. In addition to its physical facilities, UREC provides the social and staffing support necessary for student involvement in recreation. Students have access to personal trainers, group exercise classes, and club sports.

WSSU's athletics bring together students, faculty and staff, and community members. Existing on-campus facilities are the Whitaker Gymnasium and Gaines Center, the homes of women's volleyball and men's and women's basketball, respectively, and the women's tennis courts near Anderson. Off-campus facilities include Civitan Park, Bowman Gray Stadium, BB&T Ballpark, Twin City Field, and the JDL Fast Track. These off-campus facilities are either leased by the University or are available for WSSU's use through partnership agreements. Investment in athletics in the campus core with the addition of a new athletics and convocation center and a new football stadium offers the opportunity for improved stewardship of resources, easier access for athletes and coaches, and an enhanced spectator experience for students and visitors. Additionally, on-campus athletics facilities can also be utilized for recreational uses.

### Athletics & Recreation Spaces Guidelines

- » Continue to support recreation with the addition of outdoor recreation spaces proximate to the DJR and other student life areas.
- » Implement spaces for student life, recreation, and athletics to intersect in order to create a cohesive campus life experience.
- » Invest in athletics in the campus core in order to create a vibrant campus life, restore the core campus, and invest in universities own resources.

## Architectural Guidelines

As WSSU grows, each new generation of buildings reflects the architectural styles of the day.

The architectural guidelines for the 2018 Plan highlight the characteristics of each of the architectural styles present on the campus (Georgian, Brick Modern, Post-Modern with historical references, and Contemporary) and serve to align future building design with the surrounding context to create more coherent and visually pleasing campus districts. The guidelines also lay out recommendations for massing and materiality and introduce strategies for the activation of the ground floors of campus buildings.

### Georgian

In the center of the campus core lie a series of two- to four-story brick structures built in the Georgian-revival style: Blair, Carolina, Eller, and Pegram Halls. Their restrained ornamentation and classical architectural elements such as entry columns, simple geometries, and symmetrical balance lend gravity and stateliness to the campus. These modest, Georgian structures serve as symbols of the University's history.



Blair Hall



Pegram Hall



Eller Hall

### Brick Modern

Moving outward from this historic core, campus buildings from the second half of the 20th century such as Coltrane, Anderson, and Reynolds maintain the brick facades found on the older structures, but pivot stylistically to a more muted architecture with flat roofs, few windows, and select rounded walls. Many of these structures are nearing the end of their serviceable lives, and their more utilitarian styling makes them good candidates for either phased demolition or extensive renovation, as seen with the recent rejuvenation of Hill Hall. Additionally, these structures do not always serve new styles of learning and working, and therefore require considerable renovation to create spaces adequate for today's learner.



Anderson Conference Center



O'Kelly Library



R.J. Reynolds Center

## Postmodern with Historic References

WSSU's most successful recent buildings tend to draw from the classical styling of the historic Campus Core while incorporating several more contemporary elements such as a restrained use of new materials like concrete and aluminum that are complimentary to the campus-standard brick. Additionally, these structures often blur indoor-outdoor space through extensive glazing, airy structures, and innovative programming through the design of volumetric interiors. Specifically, Martin-Schexnider Hall and the recent Hill Hall renovation respond not only to the historic Georgian architectural style through a Post-Modern lens, but also provide symmetry and a sense of enclosure to the campus quad that they frame.



Hill Hall

## Contemporary

As WSSU continues to construct new buildings, care must be taken to preserve the architectural character of the campus while still allowing for design and programming innovations. The more contemporary styling of the Thompson Student Services Center and the DJR Student Activities Center contribute architectural interest and vibrancy. Their proximity to one another and separation from the more historic buildings allows them to shed Georgian stylistic elements without betraying the character of the campus.



DJR Student Activities Center



Thompson Student Services Center

## ARCHITECTURAL STYLES

To conserve the architectural heritage of the campus, the preservation of historic structures and thoughtful renovation strategies are needed. Using these strategies, upgrades to existing facilities can achieve programmatic goals and enhance the campus character while continuing to celebrate the University's historic legacy.

### Architectural Style Guidelines

- » Preserve historic buildings in the core that represent the architectural character of the University, ensuring that the deferred maintenance liability does not reach a critical point.
- » Implement strategic renovations for Georgian buildings that respect the character and style and do not compromise historic integrity.
- » Renovate Brick Modern buildings to elevate to the level of historic or contemporary buildings on campus. Renovations may include gutting the buildings and restructuring the layout, providing new fenestrations in the facade to allow for more natural light and transparency, and attending to a significant amount of deferred maintenance.
- » Strategically demolish Brick Modern buildings if deferred maintenance is high and renovation is not an option.

## BUILDING MASSING & MATERIALITY

Guidelines for the massing of future buildings ensure that new facilities are correctly scaled for their surroundings and programmatic uses. Materiality recommendations facilitate aesthetic coherence across buildings and strengthen the visual character of the campus.

The historic Georgian architectural style of the Campus Core serves as the reference point for massing and materiality guidelines. Georgian structures embody rigid symmetry in building mass, window layout, and door placement. The style also maintains strong horizontal lines and a clear organization of facades and interior layout. Georgian materials include red brick facades with stone or white painted mullions and columns.

On campus, Georgian buildings are typically small in scale and contain primarily office or classroom uses. Programs requiring different interior layouts or organizational structures, such as student centers and academic buildings, require adaptations to this historic style that include larger structures and additional glazing for improved transparency. Additionally, new materials offer opportunities for construction innovation, sustainability, and programmatic synchronicity. In addition to the widely used brick, prevalent campus materials include white trim and detailing, stone details, aluminum features, and clear glazing.

### Building Massing Guidelines

- » Maintain strong horizontal lines throughout campus, referencing the roofline, cornice and ground floor height of existing adjacent structures.
- » Clearly articulate the buildings base, middle, and top. The building base can be expressed through a consistent public ground floor height and coherent materiality.
- » Where possible, maintain symmetry through the entry sequence, interior layout, and facade details.
- » New building heights should be respectful of existing historic and recently implemented structures. Utilizing the campus topography can allow taller buildings to fit into the campus seamlessly especially as they front the core, such as the DJR.
- » Utilize brick as the main material while complementing it with contemporary materials such as aluminum, white-tinted concrete, and larger glazed openings.
- » Building massing and placement should not interrupt key campus view corridors to major public spaces or iconic elements, such as the Clock Tower.
- » Proper relationships between buildings must be maintained, ensuring a density that favors open space between buildings and plazas adjacent to key programmatic elements. The density should promote intimate open spaces, while leaving enough space between buildings for optimal solar access.

## ACTIVE GROUND PLANE

In a liberal education environment, learning should happen throughout the campus, requiring spaces that foster the development of interpersonal skills, social and emotional intelligence, and communication and collaboration with peers. Spaces that are provided for socialization and collaboration should also support critical thinking, creativity, and the exchange of ideas.

There is a desire to facilitate engagement outside of the residences halls, commuter lounge, and departmental enclaves by creating a campus “living room” complimented by a series of “hang-out” spaces. These spaces are best supported by the creation of an active ground plan that fosters interaction and collaboration. Key elements of an active ground plane include building transparency to provide visually connectivity and clear understanding of each building’s programmatic use, connections to social spaces on the ground floor with outdoor rooms, and enhanced open space connections through pedestrian pathways.

### Active Ground Plane Guidelines

- » Facades adjacent to pedestrian circulation, major landscape elements and social spaces should have a high level of transparency at the ground level.
- » Entrances to buildings should have clear hierarchy with an inviting front plaza and strong architectural elements.
- » All future building entrances should have universal accessibility, meaning all users, regardless of ability, have the same entrance sequence.
- » Public buildings should allow passage for pedestrians, extending the public realm to the interior of the building and enhancing the pedestrian network.
- » Long blank exterior building walls should be avoided, especially along major pedestrian paths.
- » Service and loading areas should avoid primary streets and pedestrian paths.

## Landscape Guidelines

WSSU's pursuit of a more holistic liberal education mission is driven not only by programmatic considerations, but also by a place-based learning approach.

By celebrating the unique environmental setting of the campus, the University can better connect students to their surroundings and promote a greater comprehension of ecological issues as well issues associated with climate change and environmental justice. Organized around several key pedestrian promenades and open spaces, the landscape guidelines of the 2018 Plan direct users through the campus and offer well-framed places to gather.

Existing campus landscapes provide limited opportunities for vibrant outdoor enjoyment. While some areas like Blair Lawn and Ram Walk contain pleasant views and seating opportunities, other existing open spaces like Pegram Green, the Reynolds Center entry lawn, and the Hall Patterson landscape occupy prime campus locations but lack the amenities and structure necessary to engage users. More prevalent still are the transitional landscapes surrounding campus buildings. These underutilized lawns and undifferentiated foundation plantings do not reflect the dynamic character of the University and fail to create an active campus atmosphere.

### PEDESTRIAN ROUTES

The landscape guidelines of the 2018 Plan envision a campus that is organized around several key pedestrian routes. The primary axis of the campus is formed by the terraced pedestrian promenade known as Atkins Walk that connects Rams Drive on the west to Price Street on the east. Flanked by the formalized

entry landscapes of O'Kelly Library and Blair Hall, the promenade currently terminates at the Clock Tower, marking the center of the Campus Core. Atkins Walk and its adjacent plantings reflect the historic charm of the early architecture of the campus. There is an opportunity to continue the promenade through the clock tower to Cromartie Street through the pedestrianization of Price Street.

Pegram Walk runs from Carolina Hall to the Thompson Student Services Center, passing Blair Lawn and Pegram Green. This north-south axis connects the student life uses of the campus and activates the University's most formal open spaces.

The secondary east-west axis, Ram Walk, takes the form of a pedestrian mall extending from the western edge of Wallace Street along the southern facade of Carolina Hall and continuing past Hill Hall. This more modest promenade is framed by crape myrtle trees and plays a critical role in the RAMDITON celebration, symbolizing entering freshmen's transition from "lams" to "rams" as they pass under the mall's historic stone arches.

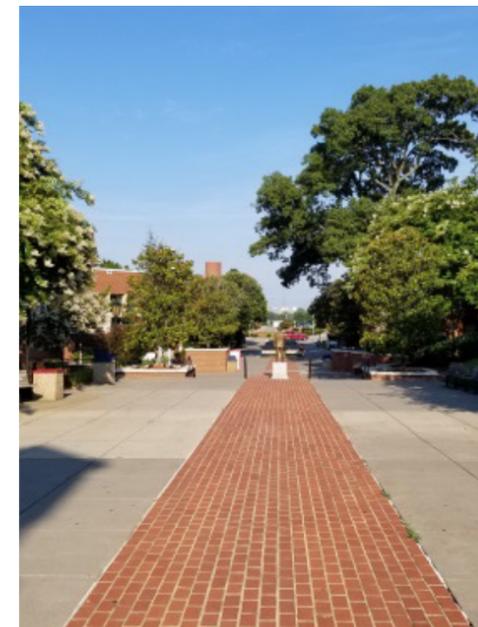
Additional axes include West Walk running from the Rams Drive gateway to Hauser, the West Cromartie Corridor connecting Williams Auditorium and the proposed Learning Commons with the West Campus District along Cromartie Street, and the MLK Corridor. These organizational paths define campus areas and connect different programmatic uses and populations.

### Pedestrian Route Guidelines

- » Encourage pedestrianization of major axes by limiting vehicular traffic to service and emergency vehicles in order to create a more collegiate atmosphere
- » Enhance scenic views along pedestrian axes through tree and landscape planting to create visual frames
- » Introduce additional seating along major axes to encourage gathering and socialization
- » Incorporate universal design principles in pathway design to improve accessibility in a seamless manner
- » Coordinate paving materials, lighting, and site furnishings to strengthen the visual identity of the campus



Ram Walk



Atkins Walk



Pegram Walk

## LAWNS AND QUADS

Lawns and quads serve as spaces for outdoor study, social gatherings, and large events. The most successful examples offer a combination of sun and shade, convenient circulation routes, seating options, and a sense of enclosure from building facades and tree plantings.

The most traditional of these spaces on campus is the tree-dotted lawn between Carolina and Blair Halls. While not technically a conventional campus quad, this space ties together the most historic structures of the campus and draws meaning from its proximity to the RAMDITON promenade. Pegram Green, with its open lawn and surrounding student life uses, takes on an “outdoor living room” character in the Master Plan and serves as the active heart of the campus.

Other major campus open spaces proposed in the 2018 Plan include the Living-Learning Quad, Eller Garden, Gaines Lawn, and the reimagined landscape between Hall Patterson and Williams Auditorium. Each of these spaces serves to extend the uses of the surrounding buildings to the outdoors.

As these spaces are designed, consideration will need to be given to form, amenities, and materiality in order to support the programmatic goals of the University and to align with the uses of adjacent buildings.

### Lawn and Quad Guidelines

- » Use buildings to frame campus lawns and quads in order to create a sense of enclosure
- » Where necessary, utilize trees to visually “step down” the height of surrounding buildings to create a more human-scaled space
- » Align circulation routes through lawns and quads with the desire lines of users to reduce maintenance
- » Provide seating opportunities along the edges of lawns and quads to allow places to rest and gather
- » Introduce site lighting where appropriate to encourage extended use of lawns and quads



Blair Lawn



Pegram Green

## PLAZAS

Like lawns and quads, plazas provide space for outdoor social and academic uses. These more paving-centric spaces are especially well-suited to high levels of pedestrian traffic. Plazas envisioned in the master plan include the shaded area north of Thompson Student Services Center just south of Pegram Green, the upper and lower DJR entry plazas, the entry plaza at the proposed athletics and convocation center, and the Williams Auditorium entry plaza. In addition, enhanced pedestrian spaces are proposed at major intersections along MLK in order to provide additional pedestrian comfort at important crossings. Just as with more vegetated open spaces, considerations of materiality, scale, and furnishings are important to the success of the space and its contribution to the character of campus.

### Plaza Guidelines

- » Create enlarged plazas at major building entries to create outdoor spaces for gathering between classes and informally extend building uses to the exterior campus
- » Enhance major pedestrian crossings with hardscaped plazas to introduce additional queuing space and seating amenities
- » Include a variety of seating options such as benches, movable seating, and seat walls to encourage adaptability and social interaction
- » Improve human comfort and microclimate considerations through the use of tree planting and strategic vegetation
- » Coordinate paving, lighting, and site furnishings to create a coherent campus character



Clock Tower Plaza



Thompson South Plaza



DJR Plaza

## NATURAL AREAS

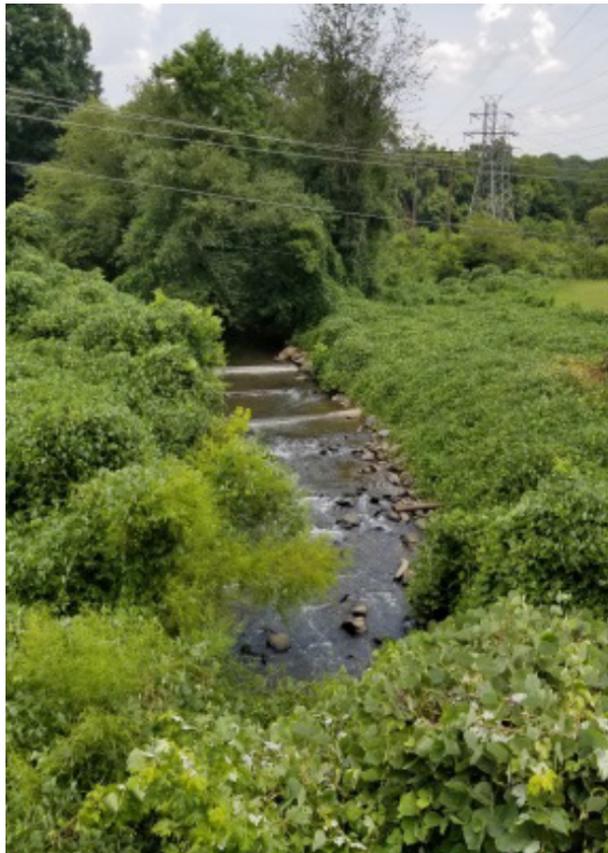
The landscapes surrounding Salem Creek and Brushy Fork offer a naturalized setting along the eastern and southern boundaries of the campus. Separating the constructed portions of campus from the recreational fields of Civitan Park, these riparian zones perform ecosystem services, provide habitat for local wildlife, and deliver quiet respite for students, faculty, and staff. In addition, on-campus areas dedicated to stormwater management include the detention basin at the DJR and the proposed basins along U.S. 52 in the West Campus District. Designing these areas as naturalized landscapes not only improves stormwater infiltration, but also creates pleasant campus amenities. The master plan's landscape guidelines ensure that campus natural areas serve to mitigate the University's impact on the surrounding environment, achieve broad sustainability goals, and provide the opportunity to engage students in outdoor education.

### Natural Area Guidelines

- » Protect riparian areas by avoiding development within 100-year floodplains and removing existing development such as parking lot spaces from floodplains when possible
- » Enhance existing natural areas by maintaining native vegetation and removing invasive species
- » Design stormwater detention facilities as naturalized vegetated campus spaces to add visual interest and improve infiltration
- » Incorporate outdoor education and recreation into natural areas through continued maintenance of trail systems and the introduction of site-sensitive outdoor classrooms



Stormwater Retention Pond at DJR



Salem Creek

## PUBLIC ART

The series of existing art installations on campus, from historical statues and artifacts to more whimsical abstract pieces, draws users into campus spaces and enrich the student experience. By coordinating the expansion of these installations with more active outdoor spaces, the dedication to the arts could be leveraged to further strengthen the campus landscape.

### Public Art Guidelines

- » Pursue the installation of additional art pieces in coordination with a campus-wide art plan
- » Encourage the development of local and student artists through active display of new pieces
- » Consider expanding the variety of mediums, including prints, murals, and digital installations



Southern Sunrise



(Other) Voices

## GREEK PLOTS

These compact landscape installations bear the colors and emblems of fraternities and sororities, providing a public location for celebrating these decades-old organizations. Most plots are currently situated in Pegram Green, with several others positioned south of Fine Arts. The 2018 Plan relocates the plots to the Gaines Lawn to activate the Campus Life Zone and improve accessibility during important athletics events. By arranging these plots in a more deliberate manner, their visibility is improved, enhancing their symbolism and potential for generating social interaction.

### Greek Plot Guidelines

- » Consolidate plots near athletics and student life uses to activate adjacent open space and improve access during major events
- » Situate plots within a more cohesive garden design to better celebrate their heritage



Greek Plots

# Implementation Metrics

## Development

2017 Existing: 1,865,100 GSF  
Demolition: 20,900 GSF  
New Construction: 1,002,100 GSF  
Proposed Total: 2,846,300 GSF

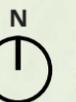
## Housing

2017 Existing: 2,400 beds  
Demolition: 370 beds  
New Construction: 770 beds  
Proposed Total: 2,800 beds

## Parking

2017 Existing: 2,951 spaces  
Demolition: 700 spaces  
New Construction: 1,250 spaces  
Proposed Total: 3,501 spaces

-  New Building
-  Renovated Building
-  Existing Building



200 ft



# 6

**Appendix**

## Green Design Checklist

The Green Design Checklist includes an extensive list of sustainable design strategies and best practices for a range of systems—building envelope, alternative energy generation, operations, piping, building HVAC and electrical systems.

Moving forward, all architects, landscape architects, engineers and other consultants working on the campus are required to consider the applicability of these best practices to their projects. Effort should be made to incorporate as many green design strategies as practical in the design of new construction and major renovation projects at the University.

### Design Process

- 1. Cost: benefit analysis**—The design team shall propose a structure, applicability and then execute cost: benefit analysis during the design process. The University will provide the design team with standard metrics such as the cost of capital, the NPV duration, life cycle assessment cost metrics for labor and utilities projections and use of carbon reduction estimates.
- 2. Commissioning**—Every major renovation and new construction project will provide for commissioning to ensure compliance of the facility with the Owner's Project Requirements. This document will address building performance parameters including energy efficiency, rating systems (when applicable), efficient maintenance, code compliance. The commissioning will be undertaken in compliance with ASHRAE Standard 202-2013 or its successor. The commissioning agent will be selected at the start of the design process and will be integrated into the entirety of that process.
- 3. Building envelope commissioning**—Consider building envelope commissioning for projects where indoor temperature and humidity control are critical. Follow LEED v4 guidance for building envelope commissioning.
- 4. Monitoring based continuous commissioning**—Consider monitoring based continuous commissioning that trends the energy performance

of buildings and reports deviations. Continuous commissioning is an effective means of notifying building operators about performance drift, which has been calculated by the Texas A&M Energy Systems Laboratory to occur at an average rate of 3% per year.

### Alternative Energy Generation

#### University Priorities

- 1. Photovoltaics: roof collector panels and parking lot shading**—Worth considering for new building designs and renovations (less likely to work relative to return on investment) with expectation that payback will vary depending on external finance factors. Need south facing orientation.
- 2. Photovoltaics: shading system integration**—Worth considering for new construction, see tax credit and utility incentive note above.
- 3. Photovoltaics: window wall integration**—Worth considering for new construction, see tax credit and utility incentive note above.
- 4. Reflective roofs (for membranes)**—Reflective room membranes with an SRI values greater than 78 for low sloped roof and 29 sloped roofs (>2:12) assist in reducing cooling load by reducing the solar energy absorbed by the roof membrane.

### Building Envelope

#### University Priorities

- 1. Air infiltration**—The architect will specify means of minimizing infiltration for every new construction project. This may include vapor/air barriers, vestibules, limited building pressurization, and envelope commissioning.
- 2. Building massing and orientation**—Appropriate for new construction and building additions: Linear buildings are best situated with maximum exposure to the south, for maximum daylighting, and maximum potential for passive solar systems. Eastern and western exposures need protective measures for low sun angles and glare. Passive energy systems are not as effective on these exposures. Northern exposures offer no passive solar system capabilities and offer daylighting opportunities. May be best suited for spaces that need to avoid sun glare, such as art studios, conference rooms, and auditoriums.
- 3. Energy saving equipment**—Appropriate for all construction projects. Specify EnergyStar where available.
- 4. Fume hood velocity**—In laboratories, specify low flow fume hoods with reduced face velocity requirements (100 feet per minute is generally standard, 70 feet per minute or less is considered high performance low flow hood). Implement variable flow control for fume hoods, with fast acting

control valves to maintain necessary space pressure requirements. Implement a sash management protocol to shut fume hood sashes and facilitate reduced air flow requirements for proper hood operation. Follow ANSI z9.5, which allows for lower air flow rates for fully closed fume hoods. As is appropriate, specify Energy Star certified equipment.

- 5. Enhanced daylighting**—Appropriate for new construction and to significant renovations.
- 6. External sunshades and sun screens**—Horizontal, appropriate for new construction and renovations.
- 7. Increase envelope insulation (above the building code)**—Appropriate for all new construction projects and may be appropriate to major renovations. ASHRAE 90.1-2016 or ASHRAE 189.1- 2014 is an appropriate standard.
- 8. Internal sunshades and sun screens**—Consider for all buildings, new and existing.
- 9. Light color asphalt shingles**—Appropriate for new construction and relevant renovations, highly reflective roof surfaces will reduce energy use by lowering solar gain and reducing air temperature at the roof surface.
- 10. Light shelves**—Consider for all buildings, new and existing.
- 11. Maximize glazing performance (glass and framing system)**—Appropriate for all new construction. Consider for major renovations that include window replacement. Best practice is to exceed the ASHRAE standard 90.1 u-factor and SHGC ratings appropriate for the climate zone. Typically, for improved performance, lower u-factors will reduce heating and cooling loads in a facility. Double pane insulated glazing units should be considered as a baseline, with the option to have improved frames, thermal breaks, insulate spacers or additional glazing panes to further reduce the u-factor in harsh climates. Triple pane glazing is being considered in heavily glazed areas to improve occupant comfort. Specify a minimum condensation resistance (CR) of 40-80 for window frames. Consider higher CR values for buildings that are humidified in winter.
- 12. Natural ventilation**—Appropriately size operable windows per CIBSE guidelines and link to building controls to shut off mechanical system. Complement with means of drawing air into the space, such as high volume low speed fans and low energy and low static, non-ducted fans.
- 13. Skylights/light wells/clerestory windows/roof monitors**—Can reduce electric load and enhance occupant enjoyment and comfort. Roof monitors that have vertical glazing and are less prone to leaks.

## Electrical

### University Priorities

- 1. Digitally addressable lighting and programmable relay panels for lighting circuits and daylight dimming**—Applicable to new construction and renovation. Identify which spaces need manual overrides and specify that the system returns to automatic operation automatically after a user specified period.
- 2. Fixture circuiting to allow for increased control**—Applicable to new construction and renovation. Circuit perimeter lights separate from other lights to enable perimeter lights to be dimmed/shut off for daylight harvesting.
- 3. Full cut-off light distribution for outdoor luminaries**—Applicable to new construction and renovation. Requires design consideration to reduce light pollution. Consider following LEED guidance.
- 4. LED lighting** - Applicable to new construction and renovation. Ensure proper specification of color temperature for the applicable space.
- 5. Liquid-filled transformers**—Applicable to new construction and renovation. Recommended for exterior applications.
- 6. Occupancy/Vacancy sensors for lighting control**—Applicable to new construction and renovation, generally with dual (sound and infrared) technology. Include motion and infrared as option.
- 7. Oversized conductors**—Applicable to new construction and renovation.
- 8. Photo-cells**—Applicable to new construction and renovation. These provide daylight sensing to automatically adjust the electrical light as supplement to daylight.
- 9. Power factor correction**—Applicable to new construction and renovation.
- 10. Right sizing of and high efficiency transformers**—Applicable to new construction and renovation.

### Operations

#### University Priorities

- 1. BAS controls**—consider a full building automation system for all new construction and major renovation. It provides a central location to turn off or setback various systems to save energy and provides a collection point for performance data to support diagnosing energy and water performance issues.
- 2. Electric meters for various types of loads**—Applicable to new construction and major renovation projects.
- 3. Sub metering** for gas, electric, water, chilled water, hot water, steam and/or condensate.

### Of interest to WSSU When Budget Allows for Inclusion

- 1. Building performance display**—This is a motivator, educator and applicable to new construction and major renovation projects.
- 2. Measurement & Verification (M&V)**—Applicable to new construction and major renovation projects.

### Thermal

#### University Priorities

- 1. Air change rates by space types**—Applicable to new construction and renovations. Consider reduced air change rates or setback air change rates while maintaining pressure relationships to adjacent spaces during unoccupied periods if applicable.
- 2. Chilled beams**—Applicable to new construction in high cooling load spaces.
- 3. CO2 based sensing demand ventilation**—Applicable to new construction, renovation and existing buildings. This ventilation is most effective in high occupant density spaces with fluctuating occupancies such as classrooms and conference rooms.
- 4. Computational fluid dynamic (CFD) modeling**—Applicable to new construction and renovation to maximize ventilation efficacy and minimize lab exhaust velocity.
- 5. Decoupled space conditioning and ventilation systems**—Applicable in new construction and renovation. Allow for reduced energy consumption by delivering space conditioning separate from ventilation air. This may include radiant systems, fan coils, and chilled beams.
- 6. Dedicated outdoor air system**—Applicable to new construction.
- 7. Displacement ventilation**—Applicable to new construction and likely tied to air-side heat recovery to remove humidity.
- 8. Dual enthalpy wheel (total energy) recovery**—Applicable to new construction and most effective with high outside air loads greater than 50%.
- 9. Premium efficiency fan/pump motors**—Applicable to new construction and renovation.
- 10. Electronic filters**—Applicable to new construction and renovation. The latest designs of electronic filters are easy to maintain.
- 11. Expand thermal comfort range consistent with applicable codes and standards**—Applicable to new construction and major renovation projects, code directs WSSU to design and operate its buildings at 76° in the summer and 68° in the winter.

- 12. Fan array technology**—Applicable to new construction and renovation to reduce fan noise and potentially eliminate sound attenuators. Also increases resilience of fan systems.
- 13. Geothermal (ground source) heat pump**—Applicable to new construction and renovation, but requires significant commitment to open land such as a ball field or parking lot.
- 14. Glycol runaround loop energy recovery**—Applicable to new construction and most effective with high outside air loads. Consider redundant pumps on essential power to eliminate the need for glycol and improve the efficiency of the run around loop and reduce maintenance cost.
- 15. Heat pipe energy recovery**—Applicable to new construction and most effective with high outside air loads.
- 16. High performance (reduced flow) fume hoods**—Applicable to new construction and renovation.
- 17. Heat recovery chiller**—Applicable to new construction and renovation; size to match heating and cooling demand.
- 18. Humidity and dewpoint sensing**—Applicable to new construction, renovation and existing buildings.
- 19. Kitchen hood demand ventilation**—Applicable to new construction and renovation of commercial scale kitchens.
- 20. Kitchen hood end-skirts**—Specify kitchen hood end skirts to reduce the amount of make-up air required to keep smoke out of the cook's eyes. End-skirt locations need to be coordinated with food service staff so they don't interfere with lines of sight and communication.
- 21. Low face velocity coil/filter sizing**—Applicable to new construction. Size air systems with low face velocity across all coils in the air stream and select components to minimize pressure drop while providing for desired performance.
- 22. Low velocity ductwork**—Applicable to new construction. Reduces pressure drop through larger duct work and reduces HVAC noise due to lower velocity.
- 23. Low temperature heating hot water**—Applicable to new construction and renovation.
- 24. Magnetic bearing chiller technology**—Applicable to new construction and renovation, as well as water and air-cooled chillers.
- 25. Nighttime building flush to pre-cool building with an economizer cycle**—Applicable to new construction, renovation and existing buildings.
- 26. Nighttime temperature setback**—Applicable to new construction, renovation and existing buildings.

- 27. Preheat coil as waterside economizer coupled with process cooling load**—Applicable to new construction for lab buildings with process loads.
- 28. Process energy recovery**—Consider water-to-water heat pumps to recover heat or coolth from process loads. The base heating and cooling loads need to match to make effective use of the recovered energy. Measure the loads directly rather than relying on design loads as they are often lower.
- 29. Radiant heating/cooling**—Applicable to new construction.
- 30. Relax design day values rather than designing to ASHRAE 0.4% criteria; accept warmer or cooler temperatures on an occasional basis**—Applicable to new construction and major renovation projects such as dormitories, offices, etc. where environmental control is less critical.
- 31. Rotary heat wheel (total energy) recovery**—Applicable to new construction and most effective with high outside air loads.
- 32. Solar preheat/reheat water**—Applicable to new construction and renovation.
- 33. Supply air static pressure reset**—Applicable to new construction, renovation and existing buildings.
- 34. Supply air temperature reset**—Applicable to new construction, renovation and existing buildings.
- 35. Underfloor air distribution**—Applicable to new construction and likely tied to heat recovery to remove humidity. Typically deployed in spaces that require flexibility. Energy savings will not pay for the added cost by itself.
- 36. Variable refrigerant flow system**—Applicable to new construction and major renovation.

### Water

#### University Priorities

- 1. Bioretention ponds**—These ponds should be considered as part of every building project where a basin can be fit into the landscape and filtering and treating of stormwater is needed to meet regulatory requirements.
- 2. Cooling coil condensate recovery**—Applicable to new construction and major renovation projects.
- 3. Dual flush toilet valves**—Applicable to new construction and major renovation projects. Can be an effective alternative to 1.28 gpf and lower toilets. Requires education (signage) for users to flush the appropriate volume.
- 4. High efficiency toilets**—Applicable to new construction and major renovation projects. Recommend 1.28 gpf or less as flow rate.

- 5. Instantaneous domestic hot water heaters rather than large stored water heaters**—Applicable to new construction and major renovation projects. But, not recommended for residence halls. Standby losses in domestic hot water systems can account for 50% of the energy consumed by the DHW system.
- 6. Low flow faucets**—Applicable to new construction and major renovation projects. Recommend 0.5 gpm public lavatories, 1.5 gpm private lavatories as flow rates.
- 7. Low flow (1/8 gallon) flush urinals**—Applicable to new construction and major renovation projects. Pint flush is acceptable. Waterless is possible.
- 8. Optimize water reuse**—Applicable to new construction and renovation projects. Combine captured rain water with cooling coil condensate in same vessel as part of water reuse system design.
- 9. Permeable pavers**—This is a valuable means of filtering stormwater and directing its flow on project sites that are void or nearly void of lawn area. Should be specified with a maintenance plan to ensure effectiveness over an extended time.
- 10. Rain gardens**—These can be created in any flood-prone open space area.
- 11. Rain water harvesting**—Appropriate for new construction and renovations; most cost-effective use is for lawn irrigation, otherwise water treatment is required.
- 12. Replace refrigerated with non-refrigerated drinking fountains**—Applicable to new construction and renovation projects. Recommend fountains with bottle refill. Can these be timed to occupancy hours?
- 13. Replace once through cooling with closed process cooling loop**—Applicable to new construction and major renovation of lab buildings.
- 14. Sensor operated faucets**—Applicable to new construction and major renovation projects. Recommend hard wire.
- 15. Point-of-use water heaters**—Applicable to new construction and major renovation projects.
- 16. Solar domestic hot water**—Applicable to new construction and major renovation projects, with south facing roof, most effective for residence halls.



