Campus Master Plan
Executive Summary
Dear Members and Friends of Washington Adventist University,

In the fall of 2008, the WAU Board of Trustees approved the University’s strategic plan (WAUPlan). This approved plan identified seven strategic themes:

- Encourage faith development that is deliberate, personal, and critically aware;
- Engage and value people;
- Create a distinctive and distinguished learning culture;
- Transform governance and the physical campus;
- Expand and strengthen financial resources;
- Embrace and explore the opportunities of the nation’s capital; and
- Implement an institutional assessment plan and metrics.

It is exciting to report that we are making significant progress in implementing the Plan. The spirit is growing at Washington Adventist University! We are now at a critical point in the development of a master plan to facilitate expanded enrollment growth, new undergraduate and graduate programs, higher technology, increased aid to an aging infrastructure, and the modernization of the physical campus. During the past year, we engaged Performa Higher Education to work with trustees, students, faculty, staff, Washington Adventist Hospital, and the community to gather data in developing a long-term master plan for the University.

I am happy to report that there was a high degree of excitement among the participants to create a master plan to support the learning community far into the future. A major highlight of the Plan is that there is a consistent focus on what is best for our students’ learning experience. It is a bold plan that provides an excellent foundation by addressing essential academic and environmental priorities. This plan builds on the work of previous administrations, along with input from the leadership of Washington Adventist Hospital and Adventist HealthCare, Inc.

The campus master plan is our facilities blueprint for the future, and like any plan, priorities will be revised and new and better ideas will emerge. The Plan described in this document is an ambitious undertaking and provides for the necessary direction needed to make sound financial decisions and articulates specific needs for future academic programs and buildings.

With the invaluable feedback offered by the campus community, and the innovative support provided by the professional staff at Performa Higher Education, the campus master plan is designed to help the University chart a successful course of action for future growth and development. The plan is a tribute to all who share in the mission and vision of Washington Adventist University.

With its strong academic reputation, the University has a distinguished record of educating students for a wide variety of careers. We are in a position to provide students with a transforming educational experience. You will discover that as we invest in our students, they will yield extraordinary returns.

Sincerely,

Weymouth Spence, President
Washington Adventist University - Campus Master Plan

EXISTING

1 Wilkinson Hall
2 Morrison Hall
3 Richards Hall
4 Sligo Church
5 Music Building Phase 1
6 Weis Library
7 Science Building
8 Gymnasium
9 Health Sciences (future academic)
10 Halcyon Hall
11 President’s House
12. Wellness and Recreation Center/Welcome Center/Health Sciences
13. Washington Adventist Hospital
14. Health Sciences Addition
15. Music Building Phase 2
16. Student Suites
17. Facility Building

LEGEND

A. Academic Quad
B. Flower Avenue Skywalk
C. Playing Field
The Campus Master Plan

Strategic Themes

- Encourage faith development that is deliberate, personal, and critically aware.
- Deeply engage and value people.
- Create a distinctive and distinguished learning culture.
- Transform governance and the physical campus.
- Expand and strengthen financial resources.
- Embrace and explore the opportunities of the nation’s capital.
- Implement an institutional assessment plan and metrics.

Critical Projects

A campus master plan is one element of integrated planning and must be based on sound operational and strategic planning. Washington Adventist University has developed a strategic plan that addresses the campus culture, its physical and financial resources, and the opportunities presented by its location.

The campus master plan identifies projects that will help close the gaps between where the University is today and where it would like to be in the future, grounded in those strategic themes and objectives.

A Village of Health, Education and Wellness

Washington Adventist University is partnering with Adventist HealthCare to explore opportunities for expanded access to health, education, and wellness in Takoma Park. Those opportunities include a greater emphasis on primary care, chronic disease management, holistic medicine, and research; opportunities in education, especially in the life sciences; sharing facilities for wellness and a focus on whole-person care and development of mind, body, and spirit; and sharing programming and physical space. Given the stringent codes for new construction in Takoma Park, making best use of existing facilities is clearly an advantage of such a partnership.

Conceptual Master Plan

Strategic themes, space analyses, site and facilities assessments, and visioning work with a variety of campus constituencies resulted in a set of space related themes to guide the campus master plan. These themes unite around three core concepts:

- Shaping a more student focused University
- Making best use of existing facilities
- Taking advantage of campus-community opportunities

Space Themes

- Creating a welcome that tells the WAU story.
- Creating vibrancy through student spaces, more outdoor activity, and a clear student focus.
- Using spaces and places to reflect intentionality in developing the whole student.
- Creating spaces that are appealing enough for informal connection with faculty and staff.
- Building on the best of what’s old but adding modern amenities, especially in core facilities like the library.
- Addressing issues of adjacencies, organization, flow and the campus core.
- Ensuring that spaces address the needs of adult students, co-curricular programs, and community connections.
Focus on WAU Students

- Opportunities for involvement and leadership
- Distinctiveness of the metro location
- Spaces for student activity and interaction
- Quality learning environments
- Space for growing programs
- New and improved student housing
- More parking

Shaping a More Student Focused University *(not in priority order)*

1. Develop a campus master plan that tells the WAU story: diversity, freedom to discover, and opportunity.
2. Transform Wilkinson Hall over time into a lively campus living and learning center that highlights student opportunities, supports learning and student success, and facilitates engagement and contemporary services and programs.
3. Include signs, kiosks, and other strategies to reference location and to inform students of internships, independent study, and other opportunities in the Washington, DC area.
4. Relocate staff to create a better first impression and to provide critical support for development of the whole student.
5. Develop standards for classroom technology, furniture and finishes to create a more attractive and exciting learning environment and demonstrate commitment to academic quality.
6. Create new state-of-the-art spaces for signature, growing programs related to health sciences, most notably the nursing program; complete the second phase of the music building.
7. Renovate existing student housing and add new types of housing (suites, townhouses, apartments) to the mix to increase residentiality and generate summer revenue.
8. Identify immediate steps that will help alleviate parking congestion and the serious conflicts between cars and pedestrians on campus.
**Making Best Use of Existing Facilities** *(not in priority order)*

1. Maximize the use of Wilkinson Hall as the facility most ready for renovation and the facility that already stands as the campus center.
2. Renovate furniture, finishes, and the servery in the dining hall to make that space useable at all hours of the day.
3. Use available leased space in the hospital for programs with ties to the health and life sciences, for administrative functions that are not student focused, and as an alternative dining location for students, faculty, and staff.
4. Construct an addition to the hospital parking deck as a shared transportation center, including university buses and patient transport vehicles. Construct a new facilities/security building off Garland if hospital space is not available.
5. Renovate Health Services for faculty office, classrooms, and engagement spaces to be relocated from Wilkinson Hall.
6. Renovate the Weis Library as the campus welcome center to create a new entrance and accentuate connections with the hospital; renovate the library to administrative space if hospital space is not available.
7. Continue to use the Village concept to most efficiently address stormwater requirements; add green roofs as an efficient means of reducing total runoff; and develop long-range parking renovation plans that reduce total impermeable surfaces on campus.

**Reuse Existing Facilities**
- Adaptive reuse of Wilkinson
- Selective use of hospital space
- Renovation of Health Sciences as new academic center
- Village partnership to minimize stormwater impact
Taking Advantage of Campus-Community Opportunities
(not in priority order)

1. Develop strategies that will physically connect the campus across Flower Avenue, including a pedestrian bridge and balcony on the second floor of Wilkinson.
2. Reinvigorate the campus core by removing parking and creating a landscaped academic quad with pathways that link the campus and the hospital.
3. Work collaboratively with the hospital to share excess parking as the best strategy for addressing stormwater runoff into the Potomac River.
4. Construct a new health and wellness center on campus that will provide for co-curricular needs of students and fitness, rehabilitation and other needs of community members; add space for health sciences, business and social work programs and a welcome center if hospital space is not available.
Facility Projects

Center for Living and Learning

Phased renovation of Wilkinson Hall would eventually turn the facility into a living-learning center combining the components of the student center for which it was designed and a new higher education library. The new Wilkinson Hall would house a renovated dining facility, student government and organization offices and workspaces, student life offices, the chaplain, larger book store, and mailroom. A learning commons would include library resources relocated from Weis but would focus on student learning and student success by including in study area spaces the programs and services currently located in the Center for Learning Resources. Finally, the radio station should be relocated as part of the demolition of the General Services Building and located in Wilkinson to highlight it as an opportunity for students and to make much more apparent its connection with WAU. One seminar room and a 50 seat-classroom would remain in Wilkinson. This project would eventually renovate all of Wilkinson Hall, approximately 79,000 gross square feet.

Detailed Descriptions of Projects

Following are descriptions of the facility and site projects in the campus master plan: renovation of existing facilities, new construction, site work, and land acquisition. Building programs and sizes are projected and require additional refinement during design. These descriptions should be seen as starting points in that process. Washington Adventist University is widely viewed as an oasis and all design work should respect that perception.

Student centers are more than places to eat and “hang out.” They should make student opportunities visible and accessible: involvement, leadership, internships, field placements, and so on are WAU strengths.

The University should look for vegetarian dining in presentation or food court concepts that do not require a large commercial kitchen. Existing equipment and all utilities will need to be upgraded and replaced. A large kitchen is available nearby at the hospital and presents the opportunity for collaboration in meal preparation.

If hospital space is not available, central administrative functions would be relocated to the library and nursing, health sciences, business, social work, and SGPS programs would be included in the new health and wellness building.
The learning commons replaces the traditional library as a place for active, collaborative study. Locating the Center for Learning Resources there means that help surrounds students in a learning environment rather than requiring students to seek it out.

The University has enough classrooms to meet current and projected enrollments. Campus master plan projects redistribute those classrooms across facilities and address the quality of the spaces.

**Academic Quality**

As a partner in the Village of Health, Education, and Wellness, the University needs to find better space for its programs in nursing and health sciences. Given local building codes, the most efficient strategy is the use of 48,000 square feet of space that should become available in the hospital. The nursing program would house offices for full- and part-time faculty, two skills labs, a simulation lab, and exam rooms. Health sciences programs would relocate and upgrade respiratory care, medical chemistry, and pulmonary labs and support space. These related programs would also share student resource centers. The total space need is estimated at between 12,000 and 15,000 net square feet.

In addition to these programs, offices for the programs in Business and Social Work and the administrative offices for the School of Graduate and Professional Programs and central administrative functions (accounting, human resources, advancement, the American International Medical program and the Center for Medical Services Admissions) would also relocate to the hospital from Wilkinson Hall. Finally, the University should create a shared business center for students using hospital space and should also create nine classrooms there.

The Health Sciences Building would be totally renovated and expanded as a new academic center housing several programs moved from Wilkinson Hall. In addition to faculty offices, this academic center would include four classrooms of varying sizes and student engagement spaces—project rooms, tutoring labs, or student gathering areas. These spaces between classrooms and faculty offices encourage discussion and interaction.

The foundational work already begun with the new Music Building would continue with construction of phase 2 of that project. This work has already been programmed and a plan is in place.

In the future, both Richards Hall and the Science Building should be renovated to improve the quality of the learning environments there and also to address significant mechanical, electrical, and plumbing/fire protection issues in those facilities.
Welcome Experience

The Weis Library is too small to transform easily into a contemporary learning commons, so the campus master plan renovates this facility as the new welcome center for the campus. Guests to campus would be directed to enter via the road between the University and the hospital, a route that reinforces the beauty of the campus amidst an urban setting. The offices of admissions, registrar, financial aid, student billing would be housed here along with a new welcome lobby and reception area. The basement of the building would be used as a remote access collection area for the library.

Co-Curricular and Community Connections

Major construction in the campus master plan is focused on a new health and wellness building. This facility is key to living the Adventist mission on campus, it is important to the quality of life for students and student-athletes, and it serves as a physical and programmatic bridge to the community. The new home of the WAU athletic program, the building also houses a new competition gym, rehabilitation and recreation pool, and the campus health and fitness center. While focused on WAU students, it would also serve the community as one of only a few pools in the area. The health and wellness center is estimated at 100,000 gross square feet and would also include a 100 stall parking garage.

Student Housing

Washington Adventist currently provides limited variety in student housing. With the exception of some house on the campus perimeter, all other housing is traditional and men and women live in separate facilities. In order to make University housing more attractive to students and to potential summer residents, the campus master plan includes renovations and new suites and town house apartments.

Morrison Hall, the men's residence hall, has never had a significant renovation. This facility would be completely renovated and would include a combination of traditional and suite style student housing (suites of bedrooms with their own bath and kitchenette). Halcyon Hall has received a minor renovation but would receive the same attention subsequent to Morrison.

New suite, townhouse or apartment style housing would be located on property east of the campus across Greenwood, beyond that on Garland, or north of the campus across Maplewood.
WAU needs 500-600 parking spaces to address current needs absent street parking in the neighborhood. Projected five- and ten-year growth could increase that need to over 1,000.

Site Work

A common experience at WAU consists of negotiating a parking spot as close to the campus core as possible. Limited parking space creates both a poor first impression and a safety hazard. A new academic quad would be created in place of the parking and hard surfaces currently in the center of the campus. This quad would feature pathways connecting major academic buildings, Wilkinson, and the hospital. Centered in the quad would be a plaza and water feature. This would be a pedestrian friendly zone with only delivery or service vehicle access. Transportation of rehab patients on this service road should be restricted to four trips in the morning and four in the afternoon and should only occur during class times to reduce conflicts with students. In addition to demolishing existing parking in this area, the General Services and Transportation building would also need to be demolished. Facilities and security functions would be relocated either to the hospital or to a new facility off Garland. Buses and support operations should be relocated to space shared with hospital service vehicles; otherwise the new facilities building would need to include transportation functions.

Given restrictions on stormwater and tree removal and the absence of space, WAU should explore sharing parking and transportation facilities with the hospital. The relocation of many of the existing hospital functions will leave a smaller facility, fewer employees, and fewer visitors, all of which govern parking needs in the Montgomery County code.

Finally, the beautiful WAU campus is dissected by Flower Avenue and pedestrian flow from one side to the other maintained with a traffic/walk light. The campus master plan includes a second story balcony on the west side of Wilkinson Hall outside the dining hall. This feature creates outdoor dining and it allows for a pedestrian footbridge across the street.
Campus Master Plan A
(Includes Hospital Space)
Scope of Work

- No or Minor Renovation
- Moderate Renovation
- Major Renovation
- New Construction
Campus Master Plan B
(Excludes Hospital Space)
Scope of Work

- No or Minor Renovation
- Moderate Renovation
- Major Renovation
- New Construction
The Action Plan – Phase 1

While institutional priorities are an important consideration, Phase 1 projects are not always the highest priority projects. Natural sequencing and scheduling, resource allocation strategies, and code requirements also play a role in determining what projects should be completed first.

Foundational projects are those projects that generate momentum for future projects.

The phased action plan assists the University with the implementation of the campus master plan by aligning enrollment, financial projections, and facility needs along a timeline.

High priorities in phase 1 are creating a better first impression, focusing on students, and telling the WAU story.

Recommendations for the first phase of projects combine foundational projects; low-cost, high-impact work that can be undertaken immediately; strategic corrective maintenance activities; and high priority projects. The selection of phase 1 projects is influenced by ten-year resource allocation modeling and the natural sequence and scheduling of projects.

The major foundational project at WAU is the first phase of the new music building, which has created a new home for a noteworthy program and supports a core student activity. In addition, this project relocates the music department from Morrison Hall and provides some flex space for other short-term relocations. Foundational projects such as the music building are also important in creating momentum for subsequent campus master plan projects.

Phase 1 projects address most specifically the need to focus on WAU students and revolve around the best use of Wilkinson as the center of campus activity and on relieving parking problems in the core.

Detailed space programming and schematic design should begin immediately for the phased conversion of Wilkinson Hall into a Campus Center for Living and Learning. Programming the spaces and developing a concept for the final outcome are critical in several ways: this work would create a detailed project phasing schedule; the phasing work would be more efficient and cost-effective (no space should be remodeled twice); and this work would result in a realistic project budget based on resources available.

Regardless of the final phasing of the Wilkinson project, there are short-term actions that can help tell the WAU story more effectively through spaces and places.

The University should study the cost and feasibility of relocating the accounting offices from just inside the front door of Wilkinson. This eliminates an immediate first impression that billing is the major student focus at WAU!

The accounting office space could then be renovated to create a campus welcome center. This would include a lobby and reception area and, if space is available, interview rooms would be constructed with views of the student activity in Wilkinson lobby. The lobby areas would be refinished and refurnished to create a more student-focused emphasis. Information kiosks, signs and banners would highlight student opportunities and the benefits of the metro DC location. An example is the existing Metro map on the third floor of Wilkinson that identifies destinations of interest to students.

Upstairs, the furniture and finishes in the dining hall should be updated. The goal is to create a space that is open to students all day and evening, that invites conversation and engagement among students, faculty and staff, and that serves as student hangout space.
Low-cost, high-impact projects recommended to the University include creating a more defined edge and identity along Flower Avenue by using and maintaining banners; establishing a point of arrival from the north by adding signs at the northwest corner of the playing field on Flower that matches the signs on Carroll; repairing and maintaining cracking concrete at iconic sites like the fountain and the flags; painting one wall in classrooms an accent color and establishing furniture standards based on the new nursing classrooms; removing the carpet in the Wilkinson lobby and refinishing the floor; and adding kiosks and other branded materials and displays in Wilkinson lobby. Some of these are incorporated in phase 1 projects.

Strategic relocations would permit a feasibility study on the renovation of Morrison and Halcyon Hall. A residence life experience plan, for example, would include examination of the kind of student residential experience the University desires, a complete inventory of existing and desired housing types, an analysis of the impact on bed count and housing revenue, and the projected need for new beds. Given the current demand for University housing, renovation of either facility would need to be phased and scheduled for minimal impact on capacity and revenue. A major focus of any housing study should also be to create housing that is attractive for summer use, including participants in the new medical residency collaboration.

Finally, parking is a significant problem at WAU, shared by both prospective and matriculating students. Short-term, first phase solutions include reclaiming parking currently being provided to hospital employees and considering surfacing the lot on Greenwood being used for special events.
Washington Adventist University is located in a residential area of Takoma Park, Maryland, only minutes from the nation's capital. As the University continues to develop its connections with that locale, its own distinctive identity among Adventist Universities, and its programs and services, a campus master plan is a necessary component.

Often described as a “road map,” the master plan might also be considered a compass – that is, it should provide both specific directions and a general orientation to the institution’s future. The Campus Master Plan should be seen as a “living document,” the specifics of which may change as the planning context and institutional needs change. Those necessary changes notwithstanding, Washington Adventist University should remain true to the general orientation of placemakers described here.

The Washington Adventist University Campus Master Plan is intended to be the physical response to the University’s ongoing planning efforts and growth. This Campus Master Plan is unique to the needs of WAU as identified by the President, his Cabinet, and the Board of Trustees with input from the campus constituency and the assistance of Performa Higher Education. While it is unique, it is also based on higher education design standards and best practices.

One of the major strengths of this plan is the process used to develop it. First, every effort was made by the Cabinet and by Performa Higher Education to insure that the process was inclusive and transparent. Second, all constituents were asked to take an institutional rather than an individual perspective on the needs of the University. Third, decisions about projects and priorities were made objectively and strategically based on key decision drivers that placed the University’s most important needs first. And, finally, the Action Plan will assist the University’s implementation of the plan in achievable and progressive steps.

On behalf of Performa Higher Education, it is our pleasure to submit this final executive summary of the Washington Adventist University Campus Master Plan. Our team has enjoyed being a partner in the University’s growth and vision. We have seen the commitment of the leadership team, faculty, and staff to the campus and its students. That commitment is perhaps the most important ingredient to meeting the challenges of the future.

Sincerely,

Dean Rodeheaver, Senior Planner and Project Manager
Carolyn Glime, Senior Planner
Philip Bolender, Campus Architect
Amy Schwalbach, Campus Planner
Joretta Nelson, Student Success Consultant
Gerry Francis, Affiliate Consultant

Performa
we believe in private higher education in its lasting impact on lives its ability to transform individuals and the world • And we believe in lifting colleges higher by developing holistic strategies by seamlessly integrating practical tools to meet enrollment issues, control financial challenges, and address facility concerns while embracing traditions, history and culture • With a greater focus on—and commitment to—the entire institution, environments can be transformed, positive lasting experiences created, people elevated, and results realized • We do this to strengthen and ensure the longevity of private higher education.