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Barton Hall  
Lecture Halls

D RALLY POINT

Master Soften

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# 1 executive summary

# institutional overview



Temple University is a member of the Commonwealth System of Higher Education in Pennsylvania. From its modest beginnings as a night school within the Baptist Temple on North Broad Street, Temple University has grown into a dynamic urban university, enrolling almost 40,000 students in over 400 programs at the undergraduate, graduate, and doctoral levels. Students come from all 50 states and 123 nations. Located in the country's fifth largest city, Temple is the 28th largest university in the U.S. and the fourth largest provider of professional education in the country. Through its nationally ranked professional degree programs, Temple educates the largest body of practitioners in medicine, dentistry, pharmacy, law and podiatric medicine in the Commonwealth.

Today, Temple University is a school of choice for academic excellence. More than 25 programs are ranked in the top 100 in the nation, as noted by U.S. News and World Report. Temple has improved the size of its applicant pool and the academic profile of its students incrementally for several years, with the Fall 2014 incoming class having the highest academic profile in Temple's history. Temple's undergraduate student body is consistently ranked one of the most diverse in the nation. Students come to Temple because they want a quality education in one of the nation's great cities.

Temple University operates nine campuses within the Commonwealth and internationally, including locations in Tokyo and Rome. Temple's Main Campus in Philadelphia is the flagship campus of the University, and less than 2 miles from Philadelphia's city center. The remaining campuses and centers are located throughout greater Philadelphia and Pennsylvania, and consist of:

- Main Campus
- Health Sciences Campus
- Podiatric Medicine
- Temple University City Center
- Temple University Ambler
- Temple University Ft. Washington
- Temple University Harrisburg

# founding vision

Founded in 1888 by Russell Conwell, a Baptist pastor, orator and educational innovator, Temple has remained true to his vision of providing educational opportunity to students from every background and producing hard-working, talented, and world-ready individuals. His famous "Acres of Diamonds" speech laid out his beliefs in the inherent possibilities in every person's life, and the education of working men and women in Temple's own backyard: "The 'Acres of Diamonds' which I have mentioned through so many years are to be found in this city, and you are to find them. You don't need to go out of your own house to find out what to invent or what to make. Your diamonds are not in far distant mountains or in yonder seas. They are in your own back yard, if you but dig for them."



*Russell Conwell founder of Temple University*

“My story was Russell Conwell’s vision. His words sparked a movement that created a university to give people like me access to quality education. We should use his words again to unify alumni, build school spirit, and walk Temple into the future.”

- F. Clay S.  
Visualize Temple participant

# six commitments

During his inaugural address, Temple University President Neil D. Theobald, identified Six Commitments that embody the principles and values of the University. Visualize Temple is based on these principles and proposes initiatives which will further their realization:

- 1 a commitment to affordability**

At a time when many students across the nation are priced out of a high-quality higher education or burdened by mounting debt, Temple is committed to access, affordability and bold, innovative strategies to reduce student debt.
- 2 telling the Temple story**

Temple's reputation as one of the nation's finest urban research universities is growing, based on broadening awareness of the excellence and creativity of the faculty. The world needs to know how good a Temple education truly is.
- 3 harnessing the mind to help the city**

Temple is Philadelphia's public university and a powerful intellectual partner for the city and the Commonwealth of Pennsylvania. Temple's community of scholars is committed to using its expertise, creativity and energy to tackle the toughest challenges facing urban communities.
- 4 research that improves lives**

Temple's pioneering research enterprise is focused on breakthroughs and technologies that enhance people's everyday lives. These breakthroughs will have an impact on Philadelphia and in communities across the nation.
- 5 a student body that is as diverse and international as the real world**

Temple is one of the nation's most diverse universities, with a student body that represents the ethnicities, languages, religions and cultures of the world. Attracting students of all backgrounds and nationalities is key - homogeneity is a death sentence in the modern world.
- 6 the entrepreneurial spirit: ready for success**

Being "real-world ready" means providing opportunities across all disciplines to foster student entrepreneurship and innovation, so that Temple students will create their own success regardless of economic conditions.



# visualize temple

Visualize Temple is the University's campus master plan to guide the continued growth and evolution of the Temple University campuses, Philadelphia's leading public research university. It is the culmination of an eighteen-month long process driven by the input of over 3,000 Temple students, alumni, faculty and staff. Initiated by President Theobald, Visualize Temple identifies current challenges and opportunities at each campus and defines a collective vision for further campus transformation. Visualize Temple is a comprehensive master plan for the broader Temple University enterprise, coordinating the planning efforts for all seven campuses and centers from Philadelphia and Harrisburg.

The primary aim of this master plan is to provide a physical setting to support the continued growth in academic excellence, research, and quality of student life for the University. It builds off the work of previous planning successes initiated by the 20/20 Master Plan prepared in 2008. Since then, Temple University has constructed more than 1.5 million square feet of new learning and residential space, adding significant classroom and lab space and changing Temple from a commuter campus to a more residential campus.

This master plan is intended as a road map for the next ten years of campus improvement and investment for all campuses, described within a longer-term framework of future opportunities. It recommends a set of goals and a plan of action in response to the university's strategic initiatives, academic priorities, and the combined vision expressed by the campus community.

“This is an opportunity for us to collectively imagine the best of what Temple can become, and to take the first steps toward realizing that future together.”

-President Neil D. Theobald

# academic vision and enrollment projections

## Academic Priorities

The top priority for Temple University Provost Dr. Hai-Lung Dai is to enhance Temple's academic reputation through improving academic quality and achieve a ranking as one of the top 100 research universities in the nation. To this end, Provost Dai has initiated several strategic objectives as part of his vision of Excellence in Academics. These objectives have influenced the direction of Visualize Temple.

### enrollment projection

The Office of the Provost estimates Temple University's total enrollment will increase from approximately 37,000 to 39,000 in the next ten years. Enrollment growth is expected in master's level students and international students (both undergraduate and graduate). The combined increase in these two groups is projected at 2,000. Undergraduate enrollment will remain stable at approximately 28,000 students. A potential decline in in-state undergraduate enrollment will be offset by the anticipated growth in international undergraduate students. The number of professional students and research doctoral students are anticipated to remain constant.

### excellence in academics

Temple will support its top programs, and strengthen growing and emerging disciplines. Temple will invest in resources and gathering spaces for faculty, including the development of a new state of the art library as the academic heart of campus. The College of Public Health will consolidate and locate on Main Campus. The Honors College will double in size over the next ten years.

Temple University will innovate and adapt to changing pedagogies in education. Temple will launch a university-wide online and distance education effort and develop the physical infrastructure and training resources to make this possible.

### invest in research

Temple University sponsored research currently stands at \$70 million annually. Funded research is projected to increase to \$120 million over the next ten years. Current research expenditures are approximately 50% on the Main Campus and 50% on the Health Sciences Campus. Future growth is expected to have a similar mix in sponsored research for both campuses. The primary increase will come from the College of Science and Technology, the College of Public Health, College of Engineering, and Schools of Pharmacy, Dentistry and Medicine. Temple will invest in faculty and the physical facilities to support more sponsored and interdisciplinary research, and enhance inter-campus connectivity between main and health sciences campuses.

### enhance student life and enrich campus culture

Over time, Temple will increase on-campus housing, dining, and gathering spaces to continue the transformation to an urban residential university. Housing and services will need to accommodate a growing population of international students and non-traditional students. Consolidation of student services in convenient locations for each campus will provide more efficient and accessible resources for all Temple students.

# creating america's premier urban university

## Temple: Past. Present. Future.

### **past**

Temple University has deliberately cultivated resourcefulness, achievement, and opportunity during its 130-year history. "Perseverance Conquers" best defines Temple's unshakable determination and bold optimism. This is the foundation of the University's momentum. This is the legacy of making leaders, developing loyal alumni, and creating innovative problem solvers. This is the underpinning of Visualize Temple.

### **present**

Today, Temple is leveraging the tradition of perseverance to reach greater academic and research excellence. The University has developed robust program offerings and espouses the ideals of a "strong education [as an] essential factor in creating a better life." Concurrently, Temple is deepening its civic and community engagement. Temple has reinvested in the City of Philadelphia and is serving as a powerful engine of progress. This is the tradition of university engagement. This is the embodiment of institutional mission. This is the ethos of Visualize Temple.

### **future**

Temple is positioned to become one of America's premier urban universities. Under the direction of the president, the provost, and the Board of Trustees, the University has articulated a campus renaissance based on bold and strategic investments. Visualize Temple reflects this directionality and serves as an instrument to integrate fiscal, temporal, spatial, and physical futures. This is the future of urban higher-education. This is the Temple of tomorrow. This is Visualize Temple.

## Master Plan Goals

The 2014 Campus Master Plan embodies the past, present, and future and is based on seven planning goals. They include:

### **cutting edge instruction**

Renovate existing space, replace outdated space, and provide more robust online education to continue attracting top students, faculty, and researchers in a more globally competitive environment.

### **academic and research growth**

Double Temple's research capacity, add new facilities to address current and future shortfalls in academic and research space that are needed to achieve institutional priorities.

### **support innovation**

Encourage Temple's creative, educational, and scientific innovation through strategic consolidation, trans-disciplinary collaboration, and improved physical and technological connectivity.

### **a rewarding urban residential experience**

Provide an outstanding Temple experience and increased retention and matriculation through enhanced on-campus housing, dining, recreation, arts and athletics programs, transportation and student services.

### **strengthen the temple identity**

Enhance the physical presence and campus experience for each Temple location through architectural, urban and landscape design for the benefit of the University and surrounding neighborhoods.

### **engage the city**

Continue investment and development in campus edges and adjacent communities to remain an educational, cultural and economic anchor in the city, the region, and the Commonwealth of Pennsylvania.

### **institutional stewardship**

Careful prioritization of the next five to ten years of development, balancing resources while keeping Temple affordable.

# main campus recommendations

## Introduction

The Main Campus of Temple University is the flagship location and the symbolic address of the institution. Located prominently on North Broad Street, this campus enjoys the tradition and historic beginnings of the 1884 Baptist Temple. The Main Campus is a large and valuable urban asset, with more than 7 million gross square feet of facilities on 118 acres. This location is home to a majority of the student population and comprises approximately 30,000 undergraduate and graduate students, including a majority of the faculty and staff. Programmatically, the Main Campus offers the complete array of undergraduate, graduate, and professional programs and serves as the primary location for on-campus student housing. It includes a full spectrum of student life activities with dining, recreation, athletic, student union and performance venues. The Main Campus is also served by a robust transportation network linking the campus to the center of Philadelphia and greater metropolitan region.

The on-campus learning and housing experience is augmented by companion off-campus housing and adjacent mixed-use retail environments within a dynamic urban setting. More importantly, the campus is embedded within a diverse neighborhood in north Philadelphia. It is within this urban context that the students of Temple University learn to be true occupants of the City.

The following summary highlights executive-level recommendations and priority actions for each campus, organized by major master plan components. Detailed recommendations are described in Chapter 3, The Master Plan.

## Academic and Research Facilities

- Invest in new facilities to address spatial shortfalls. Add additional classroom space to the campus inventory.
- Remove Beury Hall and the Biology-Life Sciences Building. Replace with a new multi-disciplinary science and research building north of Engineering Hall.
- Expanded Engineering Hall for additional engineering and research space.
- Consolidate the College of Public Health onto Main Campus as an addition to Weiss Hall.
- Construct a new library and academic commons in the center of campus.
- Re-purpose Paley Library as a vibrant academic support hub with a welcome center, cafe, gathering and meeting space, academic support, and classroom space.

## Planning Framework

- Create clarity, vitality, and simplicity within the campus organization.
- Reposition undergraduate facilities within the heart of campus **defined by the library and new campus quad**.
- Grow specialized graduate research and professional activities to surround and support the academic core.
- Reinforce the street grid. Introduce thematic precincts (public, creative, technical, and professional) representing Broad, Norris, 12th, and Montgomery/Cecil B. Moore street corridors respectively.
- Promote intersections as visible manifestations of interdisciplinary activity.
- Reposition and expand north and south residential neighborhoods.
- Introduce an east residential neighborhood integral and adjacent to the campus core.

## Facilities Utilization and Enhancements

- Improve existing classroom, teaching lab, research lab, faculty office, study space and support spaces.
- Renovate Ritter Hall and Annex, Wachman, Gladfelter and Anderson to address qualitative deficiencies.

- Repurpose existing classroom and laboratory space to accommodate active learning pedagogies and 21st century technology.
- Expand online learning capacity through enhanced facilities, IT and training.
- Right-size classroom spaces to meet emerging course and program demands.
- Maintain and preserve historic structures.

## Student Life and Housing

- Develop new and replacement of on-campus housing to meet future demand.
- Provide a mix of traditional, suite-style and apartment style units to balance and replace aging on-campus housing.
- Enhance and increase the variety of current dining options; provide additional locations to serve future on-campus housing and animate campus gathering spaces.
- Increase student services and meeting space in the Student Center; provide space for non-traditional, commuter and international students.

## Athletics and Recreation

- Enhance and consolidate Temple Athletics facilities to match the caliber of AAC peers.
- Develop two student recreation and athletic zones; one at North Broad and Norris Streets, and one at the former William Penn High School site.
- Develop an additional indoor recreation facility to address current and future shortfall and consolidate leased space.

## Campus Character

- Increase campus density in the campus core to optimize the value of land and maintain a compact campus environment.
- Adopt a more consistent build-to line to reinforce the urban character of campus.
- Enhance the building relationship to the street; engage public

space, major street corners, and walks with building entrances, **transparency, and active ground floor uses.**

- Develop a coherent open space framework focused on a new central campus quad and an interconnected network of campus courtyards, plazas, and gardens.
- Extend the pedestrian character of Liacouras and Polett Walks to the edges of campus.
- Create welcoming gateways at SEPTA rail and subway stations and pedestrian entrances to campus.

## Gathering Spaces

- Provide indoor and outdoor gathering spaces at key intersections, destinations, and pedestrian crossroads.
- Animate gathering spaces with food, seating, amenities.
- Enhance the student experience and safety; extend the amount and availability of academic, dining and student life programs into the evening hours to activate the core of campus.

## Campus Circulation and Parking

- Increase the accessibility and quality of public transit and alternative transportation to reach campus.
- Continue working with SEPTA to improve rail and subway stations serving Main Campus.
- Continue both inter- and intra-campus shuttle services, adjust shuttle routes and service to accommodate shifting patterns of travel between campuses.
- Expand the on-campus and evening shuttles to serve the future athletics complex at North Broad Street and Girard Avenue.
- Evaluate security patrol boundaries and evening shuttle service to respond to changes in campus activity patterns.
- Adopt the 'shared streets' concept for campus streets in the **Landscape Master Plan to reduce pedestrian conflicts.**
- Increase utilization of existing parking facilities, particularly garages.
- Monitor parking availability as future development occurs.
- Implement parking demand management strategies to reduce future parking demand.

# landscape master plan recommendations

## Verdant Temple

The Temple University Landscape Master Plan, VERDANT TEMPLE, has been developed in parallel with this Master Plan document to provide the university with a clear vision and plan for implementation of a comprehensive campus landscape environment. The plan, developed under the leadership of Landscape Architects LRSLA Studio, The University Architect, and a Steering Committee comprised of faculty, staff, and students, will be published as a separate document in early November of 2014. VERDANT TEMPLE addresses all aspects of the physical environment of the campus through a systematic approach to open space, campus identity and gateways, pedestrian and vehicular circulation, streets, signage and wayfinding, paving materials and patterns, public art, vegetation, and stormwater management. The plan also establishes detailed Design Guidelines for comprehensive campus-wide landscape improvements moving forward. These thoughtfully designed improvements will have an immediate and lasting impact on the physical as well as social and economic aspects of campus life at Temple.

The Landscape Master Plan and Master Plan teams have been closely coordinated to ensure that all priorities and initiatives, which emerge as a result of the planning process, are complementary and integrated. The specific recommendations of the Landscape Master Plan which have been identified through the 18 month process of analysis and design, are summarized below, but described in greater detail within the VERDANT TEMPLE Landscape Master Plan Document.

## Summary Recommendations

### **create a significant green open space at the center of campus**

- Define the heart of Temple.
- Foster social interaction.
- Strengthen the identity of Temple within the community.

### **establish a new first impression**

- Create visually appealing and well-defined gateways at key entry points.
- Shape an intuitive and welcoming campus experience.
- Plan a variety of memorable, functional places linked in design and spirit throughout the campus.
- Enhance and integrate valuable campus heritage spaces in the landscape.

### **craft a consistent campus experience and improve the details**

- Implement an appropriately designed comprehensive signage and wayfinding system.
- Elevate the quality of the campus environment with the installation of consistent well-designed site furnishings and lighting.

### **leverage interstitial spaces**

- Contribute to social vibrancy through redesign and effective reuse of inefficient “leftover” sites.
- Explore opportunities to creatively manage stormwater as a functional visual amenity.

### **envision a VERDANT TEMPLE**

- Embed sustainable practices in Temple’s culture.
- Create a landscape that fosters learning through research, example and function.
- Establish and implement a strategic, bio-diverse campus-wide plant palette.

-  proposed new construction or renovation within 5 years
-  proposed new construction or renovation beyond 5 years
-  campus building
-  non-campus building

## Academic and Research

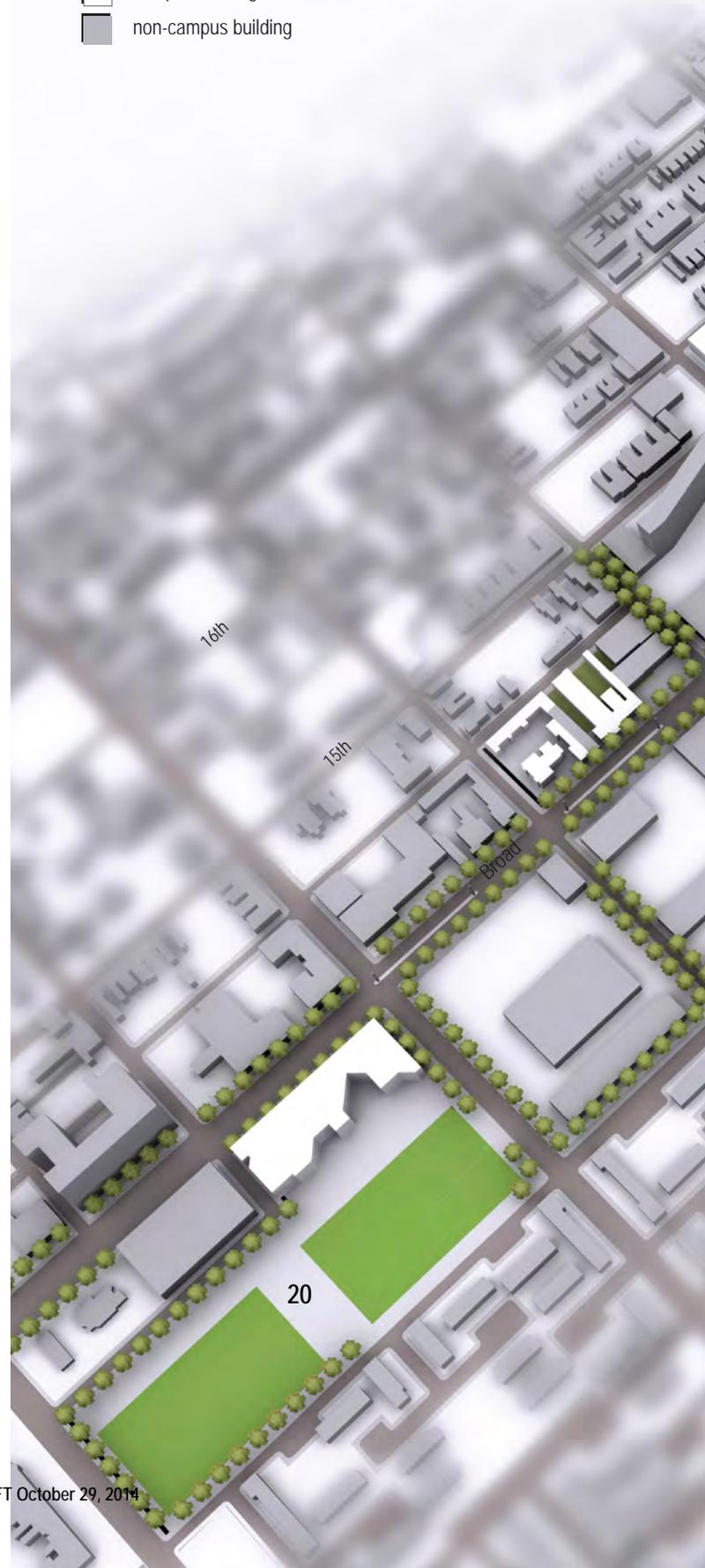
- 1 Grow interdisciplinary sciences
- 2 Expand engineering and research
- 3 Consolidate College of Public Health
- 4 Renovate Ritter and Ritter Annex
- 5 Enhance classrooms in Wachman, Gladfelter and Anderson
- 6 Improve faculty experience, consolidate administrative function
- 7 Renovate/expand law school
- 8 Improve fine and performing art space
- 9 Expand academic capacity
- 10 Develop new library and student support space

## Student Life and Campus Character

- 11 New housing to expand White Hall neighborhood
- 12 Replace Peabody Hall
- 13 Redevelopment of Johnson-Hardwick Hall
- 14 East campus residential development
- 15 New housing to expand Temple Towers neighborhood
- 16 Improve Student Center
- 17 Develop larger campus open space
- 18 Improve SEPTA stops

## Recreation/Athletics

- 19 Develop an indoor practice facility
- 20 Develop athletics/recreation zones
- 21 Expand indoor recreation
- 22 Renovate and upgrade space in Pearson-McGonigle





# health sciences campus recommendations

Temple University's Health Sciences Campus provides a unique platform for health sciences students interested in interdisciplinary learning, research, and patient care within a compact, urban environment. The campus is home to the School of Medicine, School of Pharmacy, the Kornberg School of Dentistry, and departments of the College of Public Health. Temple University Hospital serves as the clinical home for School of Medicine faculty and as one of the clinical teaching sites for the School of Medicine, School of Pharmacy, and select other health sciences programs. Shriners Hospital is also located on the Health Sciences Campus.

The 2009 opening of the Medical Education Research Building (MERB) has created significant student amenities on the north half of the campus, and freed up capacity in existing facilities for renovation to accommodate future research growth and faculty offices. South of Ontario Street, the Old Dental School has capacity for multiple functions. Combined, there is available space for the Health Sciences deans to accomplish their visionary programs in interdisciplinary health sciences education, research, and community health outreach. The campus would also benefit from additional amenities and campus open space to create places for more interaction and build a sense of community.

The following actions will support the continued academic, research growth, and quality of life goals for the campus. Recommendations include:

## Academic and Research Offerings

- Increase the research platform across the Health Sciences Campus in accordance with the Provost's goals.
- Relocate College of Public Health functions to Main Campus.
- Explore opportunities for greater trans-disciplinary programs in health sciences education to attract students.
- Reserve the site of the Old Medical School Building at Ontario and North Broad Street for future research and faculty office development.

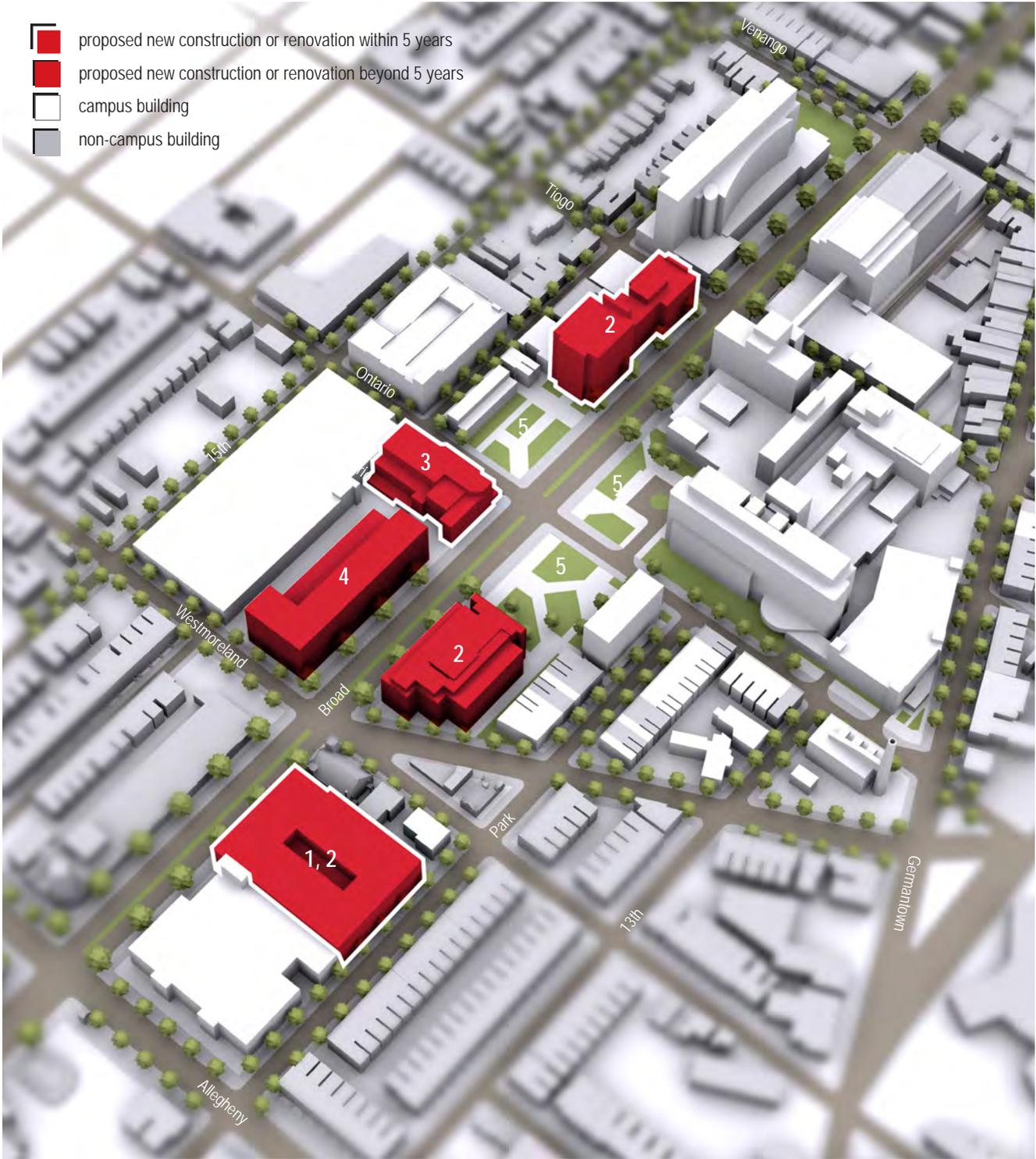
## Facilities Utilization and Enhancements

- Renovate the Old Dental School for dental clinic expansion, interdisciplinary research, student support space and community health resources.
- Backfill vacated space in the School of Pharmacy to accommodate growth in research.
- Renovate available space in Kresge Science Hall and Medical Research Building for research and faculty office space.
- Continue renovation, IT upgrades in the School of Dentistry.

## Student Life and Campus Character

- Renovate the Student Faculty Center to improve and increase meeting, dining, recreation, and support space.
- Develop graduate student apartments on North Broad Street, with ground floor retail, a grocery, and below grade parking.
- Develop the southeast corner of Ontario and North Broad Street as a signature campus quad and open space.
- Develop the site of the Old Medical School Building as an interim campus plaza and programmed open space.

- 1 Renovate Old Dental School
- 2 Expand research opportunities to create interdisciplinary research, instructional and office space in existing facilities
- 3 Renovate Student Faculty Center
- 4 Build student housing
- 5 Develop a central campus open space to create a stronger identity within North Philly and an inviting front door



# podiatric campus recommendations

This prime Center City location of the School of Podiatric Medicine lends itself to a variety of health education delivery programs. The site could accommodate several future development options with a vertical expansion of the existing facilities, including additional ambulatory care and its associated education and faculty support programs.

Depending on future need, Temple University can explore ways to better leverage this important asset. Recommendations include:

## Academic and Clinical Offerings

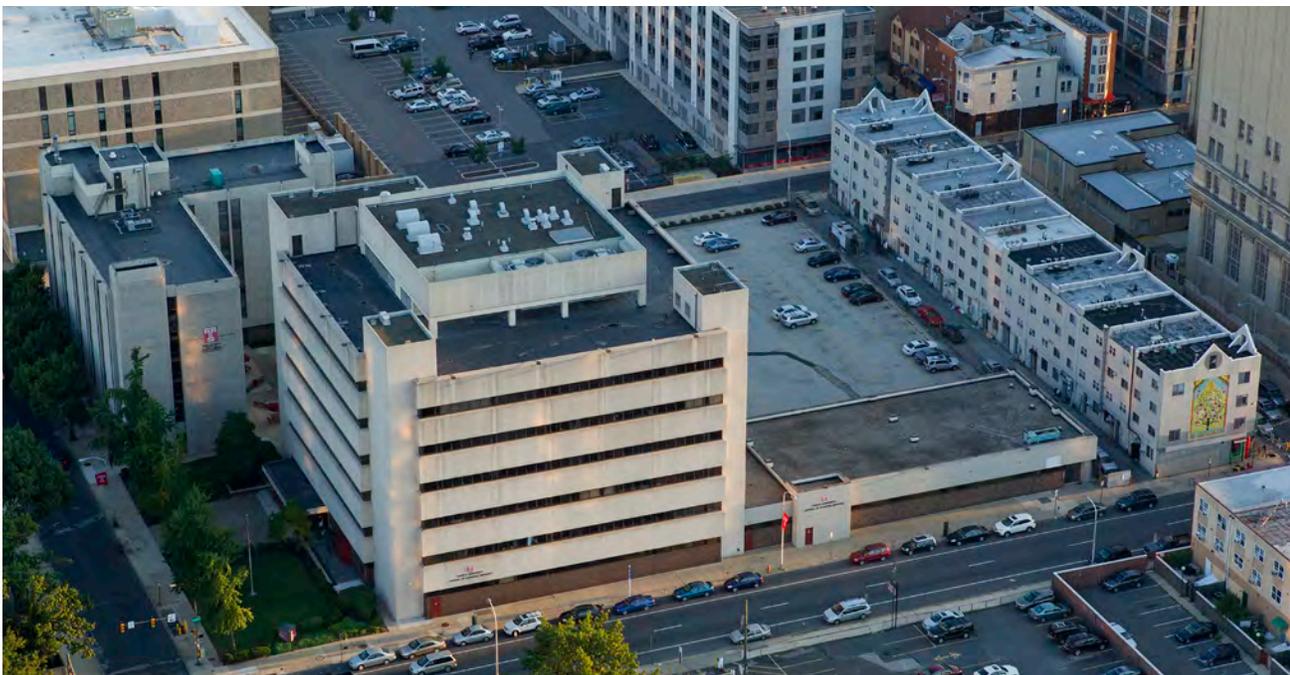
- Explore the potential for School of Podiatric Medicine expansion and/or joint Health Sciences clinical and interdisciplinary academic programs.
- Potential offerings could include operating rooms, imaging, clinical support space and faculty offices.

## Facilities Utilization and Enhancements

- Existing facilities could be expanded vertically (up to an eight-story addition, depending on need).
- Additional structured parking would need to be provided with significant expansion.

## Student Life and Campus Character

- Create additional faculty and student support space on campus.



*Aerial view of School of Podiatric Medicine*

# center city campus recommendations

The Center City Campus is a vital part of Temple University and prominent part of downtown Philadelphia. Located across from historic City Hall and adjacent to the new Dilworth Park, the campus remains a great location for delivering education to working adults, professionals, and lifelong learners. This University asset has long been associated with the business and professional life of Philadelphia and remains an opportunity to promote the “Temple Brand” in the heart of the City.

To fully realize this important campus resource, Temple University Center City should enhance three elements. They include:

## Academic Program Offerings

- Add credit degree programs targeting working adults and professionals in the City.
- Maintain and enhance the non-credit and lifelong learning programming.
- Enhance daytime programming to balance evening and weekend offerings.

## Facilities Utilization and Enhancements

- Increase classroom / laboratory utilization.
- Prioritize interior renovations based on current space utilization and academic program need.

## Student Life and Campus Character

- Enhance graduate student support spaces and amenities.
- Activate 1st floor uses with mixed-use and retail components.
- Redesign and activate the plaza/pedestrian mall connecting 15th and 16th Streets.



*Potential plaza improvements at the Center City Campus*

# ambler campus recommendations

The Ambler Campus of Temple University is an important asset containing unique programmatic and physical attributes. It is an educational destination in Montgomery County and a critical portal into the larger Temple University. The University should leverage Ambler's environmental and stewardship legacy. This tradition should be guided by the values of "hands-on, student-centered learning; community engagement; and respect for the environment."

As a means to accomplish this vision, the University should focus on the primary programmatic strengths of the School of Environmental Design including Horticulture, Landscape Architecture, Community and Regional Planning, and the Center for Sustainable Communities.

Ambler's future should be based on several foundational tenets. They include focusing academic and research activities, enhancing student life, and increasing overall campus utilization (facilities, grounds, and programs).



*Ambler Campus*

## Academic and Research Offerings

- Maintain and enhance programs supporting the environment, sustainability, and related degrees.
- Seek new partnerships for graduate clinical and research programs.
- Evaluate consolidation or elimination of redundant or obsolete program offerings.
- Protect the acreage north of Meetinghouse Road as an arboretum, outdoor laboratory, and immersive learning environment.

## Facilities Utilization and Enhancements

- Remove poorly functioning buildings (East, West, and Cottage Halls).
- Enhance credit production and establish higher classroom and laboratory utilization targets.

## Student Life and Campus Character

- Renew student life, staff, and faculty amenities.
- Reinvest in quality spaces including areas for eating, gathering, recreation, and socialization.

## Campus Circulation and Parking

- Add additional parking resources along Loop Drive north of Meetinghouse Road.

## Consolidate and Focus Resources

- Terminate the lease agreement and consolidate functions from Fort Washington to the Ambler Campus.
- Migrate all remaining competitive athletics elements, the Intercollegiate Athletics Fieldhouse, and soccer fields to the Main Campus.
- Monitor real estate market for potential sale of the southern tract.

# harrisburg campus recommendations

Temple University Harrisburg is located in the Strawberry Square complex within downtown Harrisburg. It is strategically situated in a vibrant mixed-use office and retail complex adjacent to the Pennsylvania State Capital and activities of the state government. The curricular focus of the campus remains on graduate degrees, professional development, and certificate programs. This campus, via the Freshman Year Program, is an important gateway into the overall Temple University educational community.

Temple University Harrisburg should focus on programmatic, student quality of life, and partnership opportunities to enhance this location. Recommendations include:

## Academic Program Offerings

- Develop market responsive graduate programs in public policy, public administration and other niche degrees.
- Balance undergraduate daytime credit production with graduate and professional evening and weekend offerings.

## Student Life and Campus Character

- Augment the academic support network for students enrolled in the freshman year program.
- Ensure students have access to adequate classroom, laboratory, and related facilities.
- Develop appropriate amenities for socializing and gathering, food, and recreational outlets.

## Partnerships

- Create partnerships with local food vendors and the Fitness U Gym in Strawberry Square.
- Monitor Harrisburg University of Science and Technology for Temple expansion or partnership opportunities.



*Harrisburg Campus*





← 1800  1900 →  
**Beasley Walk**



# campus engagement

Campus engagement, including outreach to students, faculty, staff and alumni, was an essential element of the master planning process. During the course of planning process, various committees, focus groups and open houses as well as online engagement was utilized to fully understand University needs.

## University and Faculty Committees

The planning team began with a series of kick-off meetings with the University's Council of Deans, Faculty Senate, and Student Government groups, then held update meetings during regular campus visits. An Executive Steering Committee was established to provide administrative input and review. The planning team also made periodic presentations to Temple's Board of Trustees.

## Focus Groups

Several focus groups were established to garner ideas and input during all phases of the master plan. Groups included University leadership from the office of research, student affairs (including University housing and recreation), athletics, institutional research, facilities, and parking and transportation.

## Open Houses

During the course of the master plan, a series of informal open houses were held to give the Temple community an overall update of the planning process and solicit input from students, faculty and staff. Open houses were held to maximize campus participation in concert with the online engagement tool.

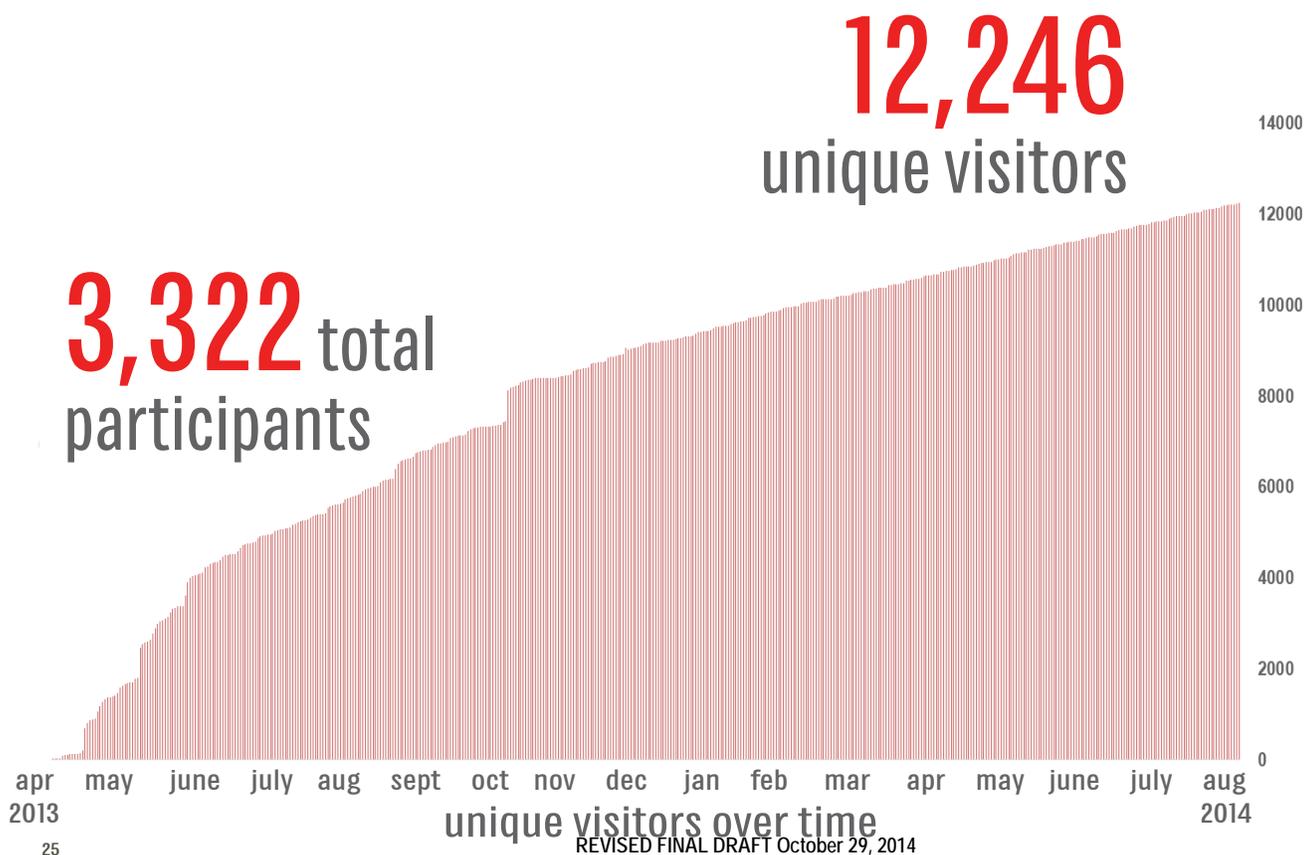
# online engagement

## visualize.temple.edu

To reach a wider audience, an interactive website called Visualize Temple was created to expand communication about the master plan and collect ideas and feedback from the broader Temple community of faculty, students, staff and alumni. The online component was particularly important to reaching alumni who are spread geographically across the country and may have lacked an opportunity to attend on-campus open houses and other engagement events held to advance the master planning process. The Visualize Temple site featured a number of topics and planning questions that rotated over the course of the master planning effort. Topics ranged from discussions about the future vision of Temple University to targeted subjects such as recreation, sustainability, campus culture, safety, learning environments, housing, dining and transit.

Over the course of the master plan, Visualize Temple had incredible participation. Over 12,000 people from the Temple community viewed the website, which received over 1,500 ideas and 2,300 comments from 3,300 active users. The majority of these participants came from the North Philadelphia area (19122 zip code), but there was also representation from members of the Temple community across Pennsylvania and New Jersey.

Many of the ideas from the site were woven into the physical master plan, such as improvements to and expansion of open space, a future center for alumni to improve engagement, and new and renovated study and collaboration space across the campus. A detailed report is available in the appendix to the master plan that summarizes and consolidates all of the feedback received from Visualize Temple.





TOPICS  
[MOST IDEAS]  
↓  
[LEAST IDEAS]

## CAMPUS VISION

- FUTURE VISION
- WHAT'S MISSING?
- FUTURE OF TEMPLE
- TEMPLE'S STORY
- COMMUNITY RELATIONSHIP
- COMMUNITY CONNECTIONS
- INTERNATIONAL COMMUNITY

## MOBILITY

- COMMUTE
- BIKE & SCOOTER ACCOMMODATIONS
- DISTANCE TO RECREATION FIELDS
- PARKING

## SERVICES

- CLASSROOM EXPERIENCE
- LIBRARY LOCATION
- LIBRARY OPPORTUNITIES
- IDEAL LIBRARY SPACE
- CURRENT STUDY/WORK HABITS

## INFRASTRUCTURE

- PHYSICAL ASSETS
- CAMPUS RECREATION & INTRAMURAL SPORTS
- SUSTAINABLE FEATURES
- OUTDOOR RECREATION FIELDS

## SAFETY

- CAMPUS SAFETY

## HOUSING

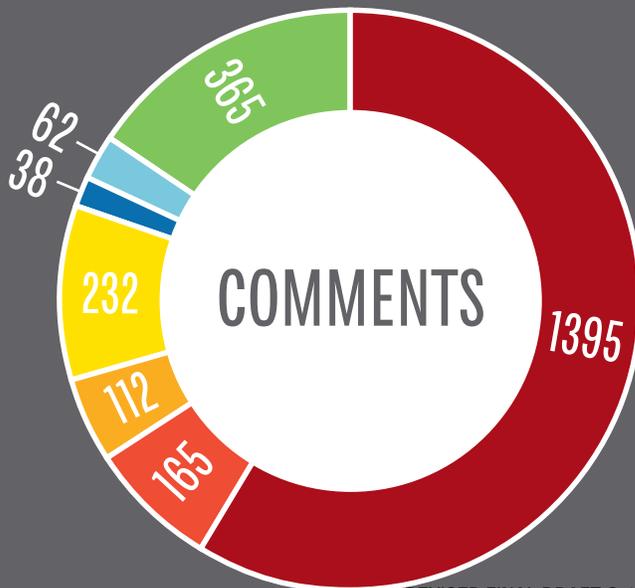
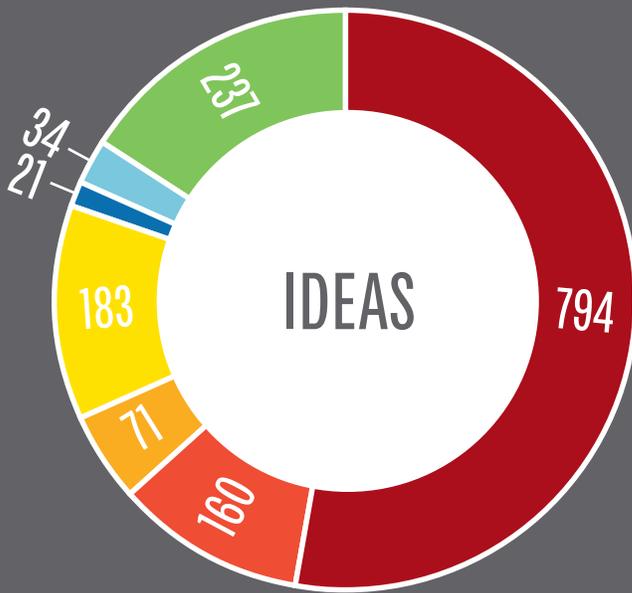
- HOUSING STRATEGIES

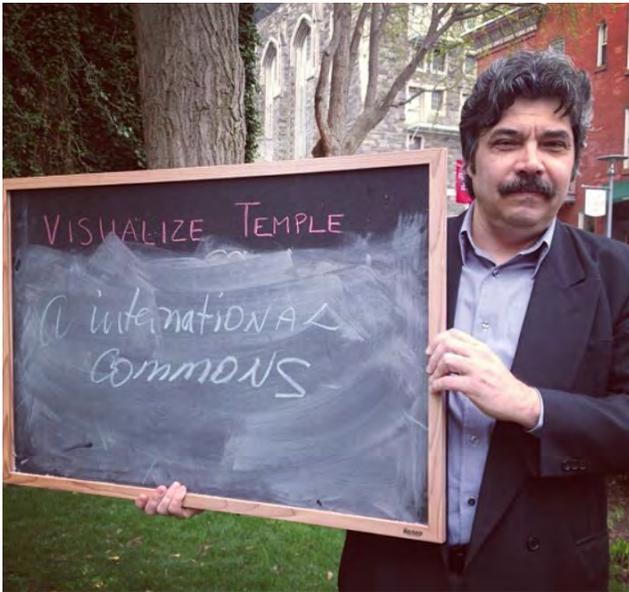
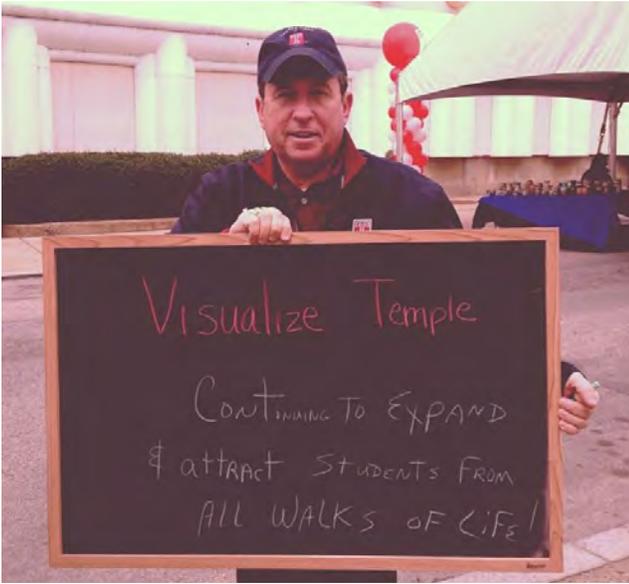
## URBAN DESIGN

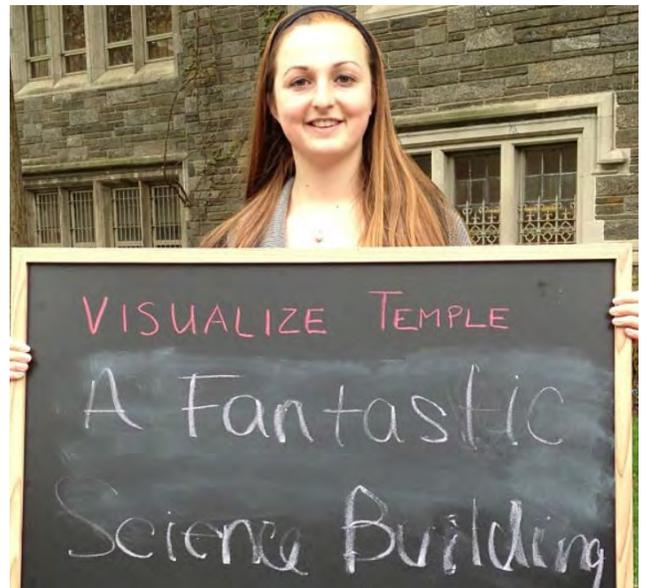
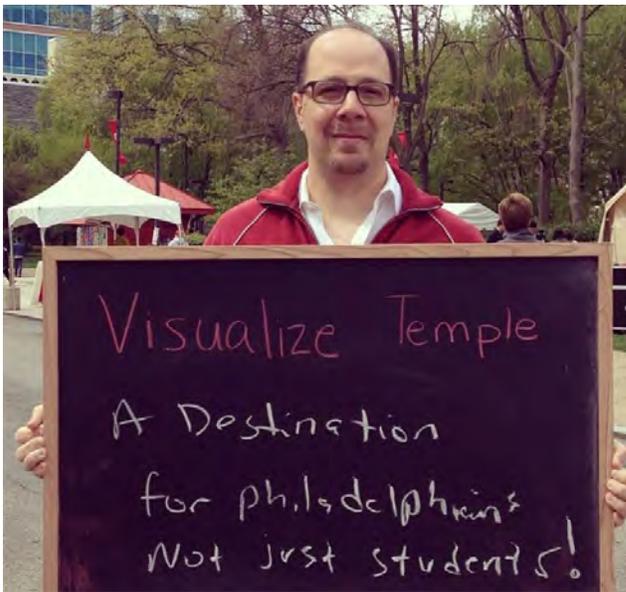
- LANDSCAPE CHANGE
- BROAD STREET
- NAVIGATION & WAYFINDING
- CAMPUS QUAD

## TOTAL

26	TOPICS
1500	IDEAS
2369	COMMENTS
163227	PAGE VIEWS
3322	PARTICIPANTS









# 2 plan context

# history

## The Beginning

In 1884, Russell Conwell formed his first class, teaching seven young men who sought knowledge in the Baptist ministry. Conwell was a leader in the Philadelphia community as a Baptist minister, orator, and influencer. As his class sizes and course offerings increased, Conwell and his students organized the Temple College, named after the new church facility that Conwell was building, which would be called "The Temple". Within several months, Temple College was chartered by the Commonwealth of Pennsylvania. Tuition was free and Conwell rallied in favor of providing offerings for both men and women.

By the early 1900's, the Temple School of Medicine had merged with Samaritan Hospital and the Health Sciences Campus was formed. It was also during this period that the College was incorporated as a University and course offerings became organized into today's familiar schools of business, education, liberal arts and the sciences to name a few.

## University Growth and Change

After Conwell's death in 1926 and a small decline during the depression, Temple emerged as a growing campus. The new Temple president, Charles E. Beury, had success in a major building campaign, adding several of the familiar neo-gothic buildings on Broad Street and renovating many of the health sciences buildings.

After World War II, American higher education institutions, with Temple being no exception, was flooded with the thousands of GI's returning to college. At the same time, other large cities including Philadelphia, were experiencing the decline of the industrial economy and the degradation of neighborhoods in which these businesses were vacating. With a huge influx of new students and urban blight spreading in North Philadelphia, Temple had few opportunities to grow within its existing boundaries and contemplated moving to suburbia. This action was curbed when the City discovered Temple's plans and was fearful that if Temple

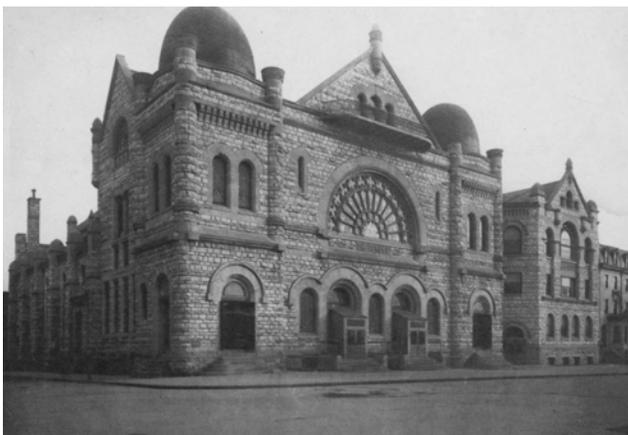
left, this neighborhood would experience accelerated decline. To help slow the downturn in this neighborhood, the City reached an agreement to allow Temple development rights within land bounded by Broad, Diamond, 12th and Cecil B. Moore Streets.

The 1960's brought great change to Temple. By 1965, the University became a state-affiliated institution in response to the need for additional funding from the Commonwealth. This relationship was necessary to keep tuition costs down, ensure a quality education, and expand enrollment. The state appropriated funds enabled Temple to add an astounding 26 million gross square feet (GSF) in new development from 1967 to the mid-1970's.

The 1970's and early 1980's presented much adversity to the Temple community. Enrollments began to decline as the last of the baby boomers left the University and the downturn in the national economy also contributed to financial stress. The Commonwealth experienced political ramifications that held up funding in 1977. Enrollments continued on a downturn into the early 1980's, even as new president Peter J. Liacouras took office. To help counteract the waning student population, President Liacouras created a new vision for Temple which concentrated efforts in re-branding, and the creation of strategic funding strategies.

## Temple Today

By the mid-1990's Temple experienced a period of growth and a new order was integrated into University administrative practices. By 2013, the University had over 37,000 students. New facilities on Main Campus include a new student pavilion, recreation center, dining commons, two new parking decks, a science and research building, and Morgan Hall, a new residence hall. Additionally, the Health Sciences Campus has opened a new medical education and research complex.



*Temple Colleges' first campus buildings: The Temple (foreground) and College Hall (right) on the corner of Berks Street and Broad Street*



*The growing Temple Main Campus, circa 1966*



*Ambler Junior College, circa 1930's*

## Regional Campuses

Over the University's 129 year history, Temple has branched out to other locations throughout Pennsylvania with campuses in Harrisburg, Ft. Washington, Center City and Ambler. To meet a growing need in the region, the Ambler Campus was acquired through a merger with the Pennsylvania School of Horticulture for Women in 1958. By the mid-1980's, Ambler had expanded to 187 acres and experienced a number of improvements to meet the growing student population, including a library, temporary classrooms and a science building. By 2013, the campus had been designated as an arboretum and several demonstration gardens were improved.

The Ft. Washington Campus was opened in 1997 with a focus on professional and graduate studies. Today, the campus continues to offer courses in professional degrees such as business and education as well as outreach programs for lifelong learning.

The Harrisburg Campus, located in the capital city of Pennsylvania, hosts programs for the working graduate and professional student. This campus was established in the early 1990's and is located centrally to the capitol building.

Finally, the Center City Campus was established in 1973 with the donation of a building from the Westinghouse Corporation. Enrollments at this campus skyrocketed and a new space on Walnut Street was acquired to accommodate auxiliary offerings of 14 Temple programs. By the late 1990's, enrollments at the Center City Campus began to dwindle as many students preferred the Main Campus. The Center City Campus now resides within a 6-floor space on Market Street, which is located directly across from the Philadelphia City Hall, serving professional, graduate and life-long learning students.

# regional campus context

## 1 Main Campus

The historic Main Campus is approximately 118 acres located on North Broad Street in North Philadelphia. This campus is home to the majority of academic, housing and student life components of the University.

## 2 Health Sciences Campus

This 24-acre campus is currently home to the Schools of Medicine, Dentistry and Pharmacy as well as a component of the College of Public Health. The Temple University Hospital is also located here.

## 3 Ambler Campus

The Ambler Campus is located approximately 17 miles from the Main Campus. This 187-acre suburban campus offers programs from the School of Environmental Design, and select liberal arts, business and education programs. This suburban campus also serves first-year, transfer and commuter students.

## 4 Center City Campus

The Center City Campus leases approximately 128,000 GSF of space directly across from Philadelphia City Hall. The campus provides adult and continuing education programs as well as an outreach youth music program. Business and liberal arts degrees are awarded from this location.

## 5 Ft. Washington Campus

This campus is located approximately 12 miles north of the Main Campus and leases approximately 22,500 GSF of space. Graduate degree programs in business, education, engineering and pharmaceutical specialties are offered here.

## 6 Temple Administrative Services Building

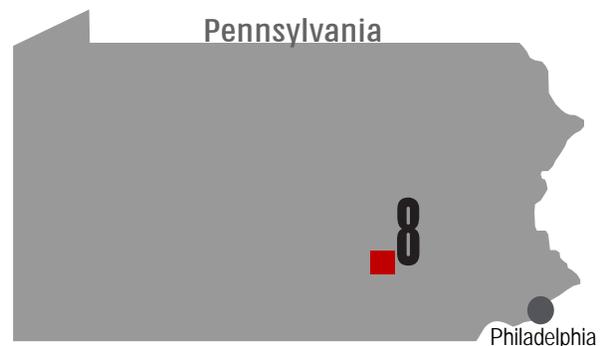
A 100,000 GSF space that houses approximately 800 administrative staff. The facility is home to accounts payable, Temple University Press, Human Resources, Purchasing and Institutional Advancement.

## 7 School of Podiatric Medicine

Located approximately 1 mile from the Main Campus, the School of Podiatric Medicine is a 145,000 GSF building which provides two degree programs in this field, plus houses several clinics through the Foot and Ankle Institute.

## 8 Harrisburg Campus

Located directly across the street from the state capitol, the Harrisburg Campus leases approximately 36,000 GSF of space. This campus serves the central Pennsylvania region and offers adult continuing education and graduate degrees in social work, community and regional planning and education.





3

5

10 mile radius

6

2

2 mile radius

1 mile radius

1

4

7

temple location

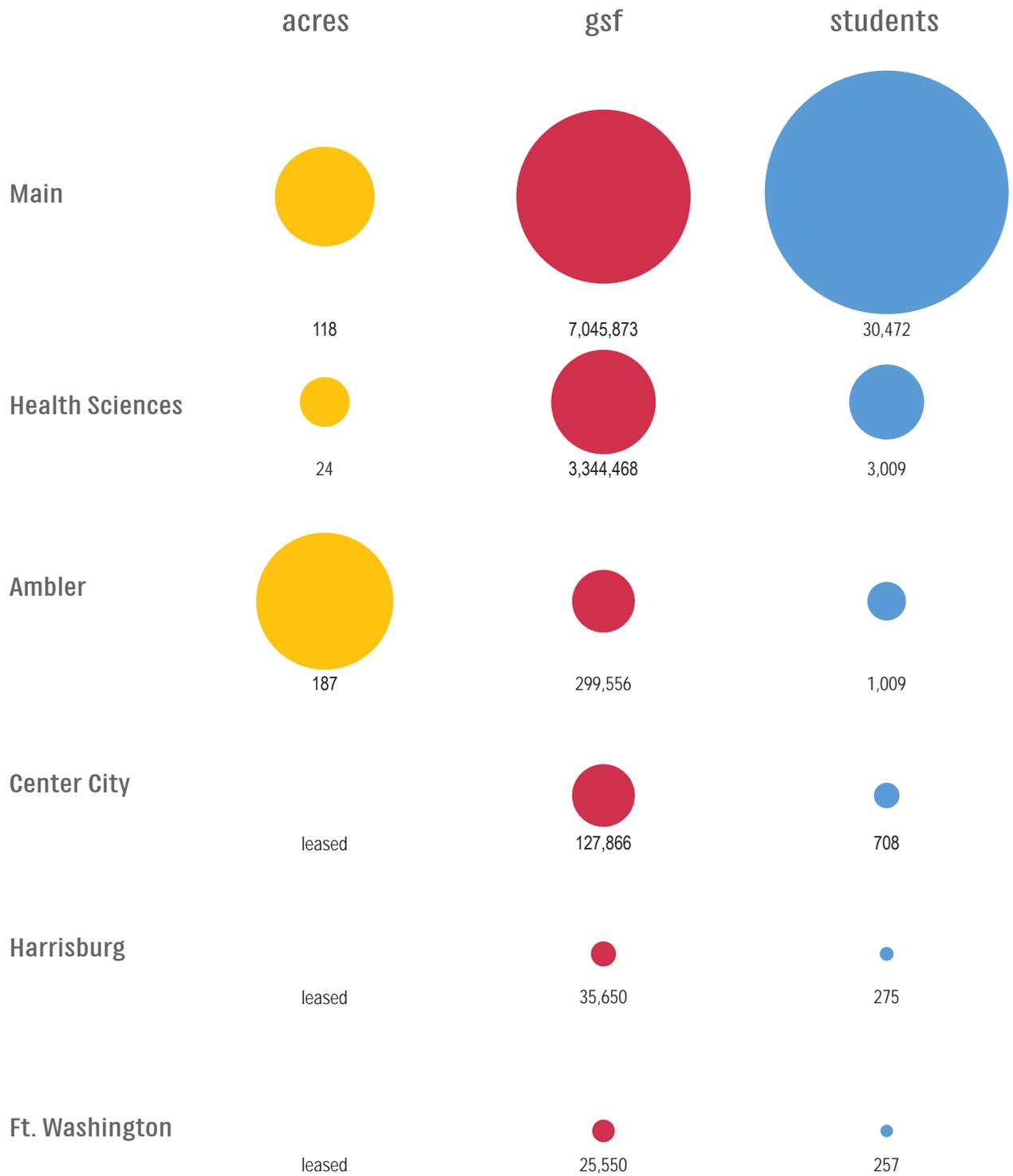
# analysis and campus metrics

## Introduction

This section discusses the context of each of Temple University's seven campuses located in the greater Philadelphia area. The Master Plan includes analysis and inventory of the Main, Health Sciences, Ambler, Center City, Podiatric Medicine, Harrisburg and Ft. Washington locations. Temple University serves over 35,000 students in 17 schools and colleges across nine locations. To understand the unique context of each location and its relationship within Temple University as a whole, the planning team analyzed each campus to inventory its strengths, opportunities and challenges.

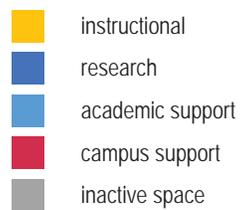
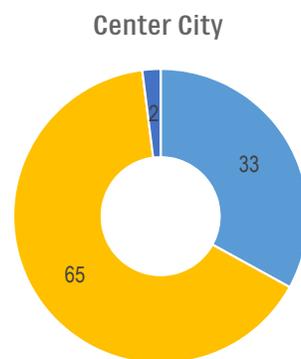
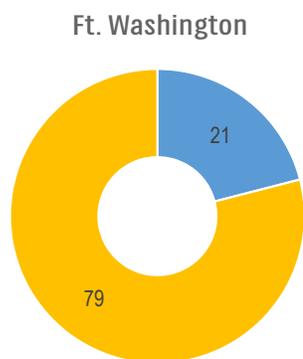
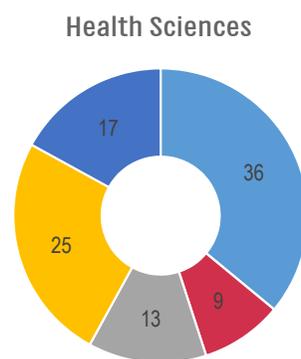
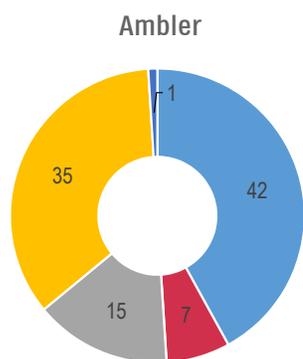
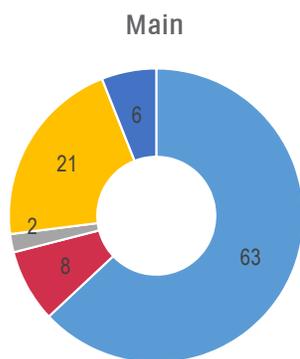
## Population and Physical Assets

The diagram on the right places Temple's campuses in order of student population, from largest to smallest. The 118-acre Main Campus serves the largest number of students and has the largest amount of building GSF of Temple's campuses. The Health Sciences Campus is the second largest, and the densest of Temple's campuses from a building area to campus acreage ratio. The Ambler Campus is Temple's largest at 187 acres, and is the least dense. The Center City, Harrisburg and Ft. Washington Campuses operate in leased space.



## ASF Summary by Campus

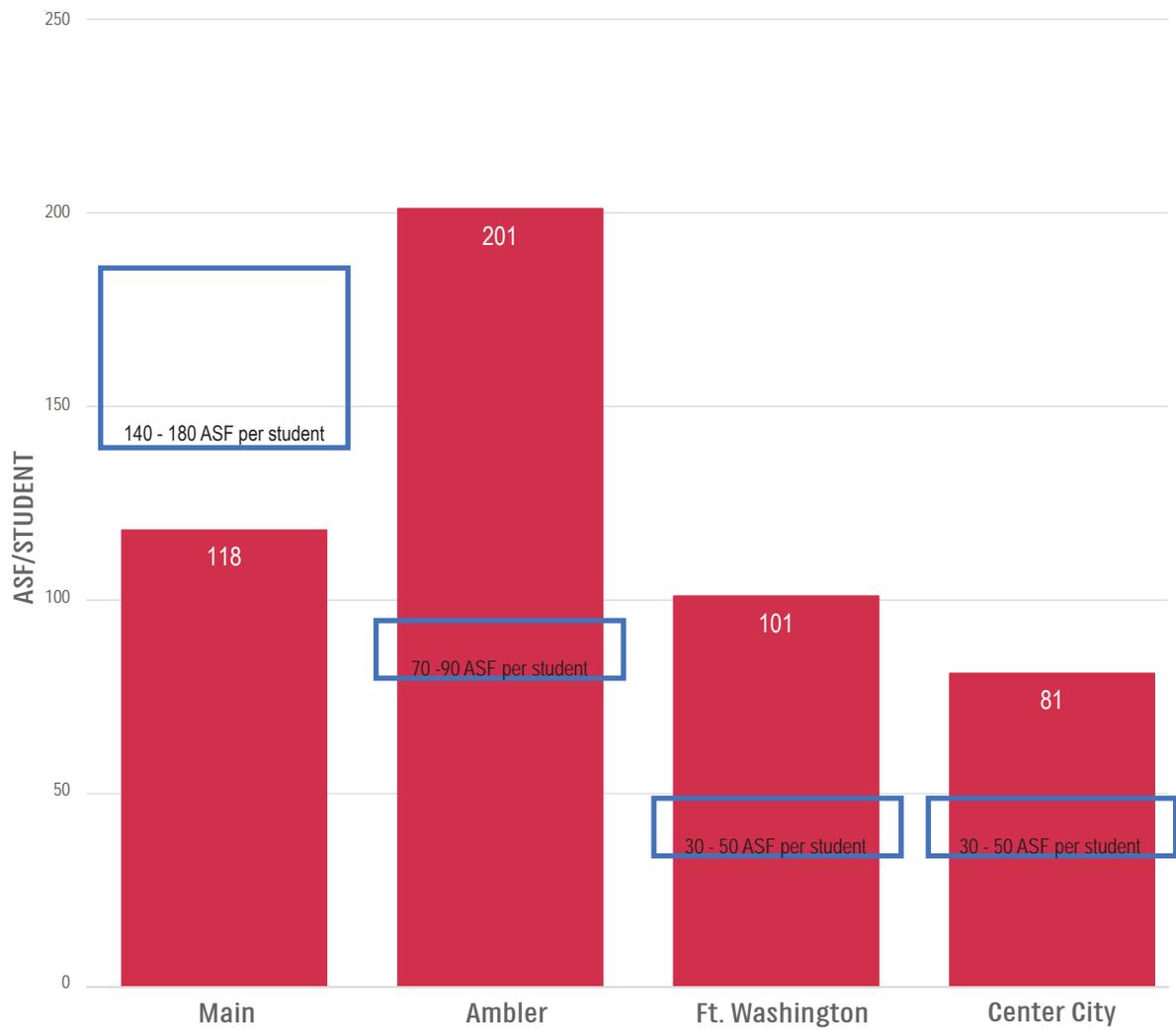
Each of Temple's campuses has a different mix of space types to support its various educational and research endeavors. The figures on the right show the mix of assignable square feet (ASF) by space type by campus. Main Campus has a characteristic proportion of space types for a large, research-driven university core campus with a residential component. Two locations, Ft. Washington and Center City, are primarily composed of instructional and academic support spaces as they primarily serve as instructional access points for Temple University. Many of the administrative support spaces for these campuses (such as human resources, financial aid, admissions) are provided at other campus locations. The Health Sciences Campus has the greatest percentage of research space of any Temple University location, which reflects strength in biomedical and related research. The Ambler and Health Sciences Campuses have a large amount of inactive space which could provide opportunity for redevelopment to meet future needs of Temple.



## Average ASF/Student FTE

The ratio of ASF per Student Full-Time Equivalent (FTE) can help establish a baseline for understanding the space needed to support Temple's mission. The average ASF/Student FTE is shown here by campus in red, with a blue box depicting a typical range for similar campus type. This analysis indicates there is a shortage of space at the Main Campus in the range of 22-62 ASF/Student. The Main Campus has the highest ratio because it provides many essential support and administrative functions that serve Temple's other campuses. This analysis suggests that the Main Campus may need net new space to serve its student population.

The Ambler, Ft. Washington and Center City Campuses in contrast have an excess of space to support their functions. This suggests that Temple may have the capacity to expand programming or condense functions on these campuses.

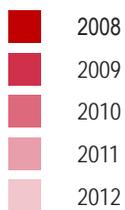
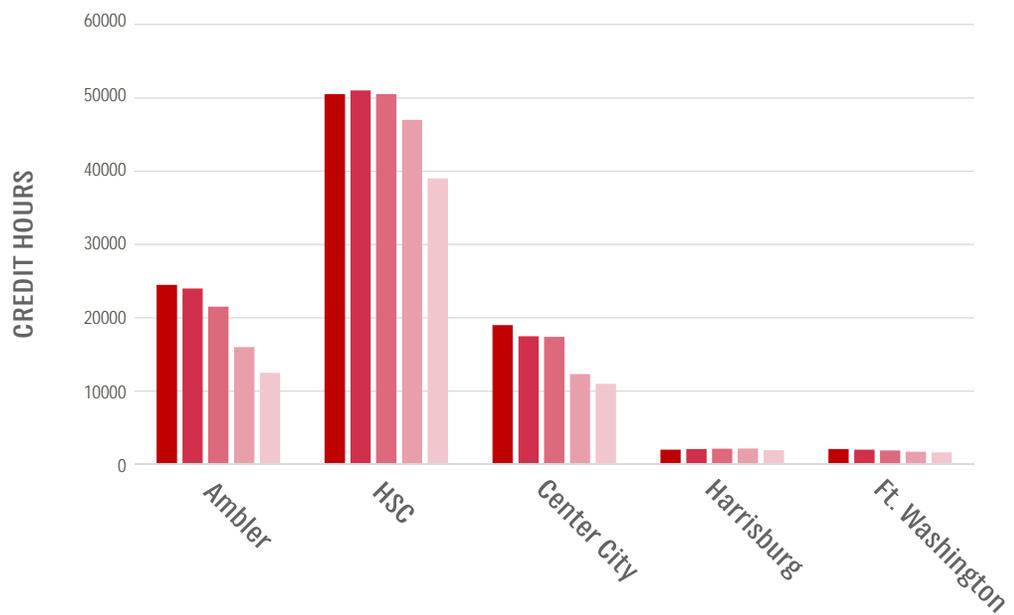
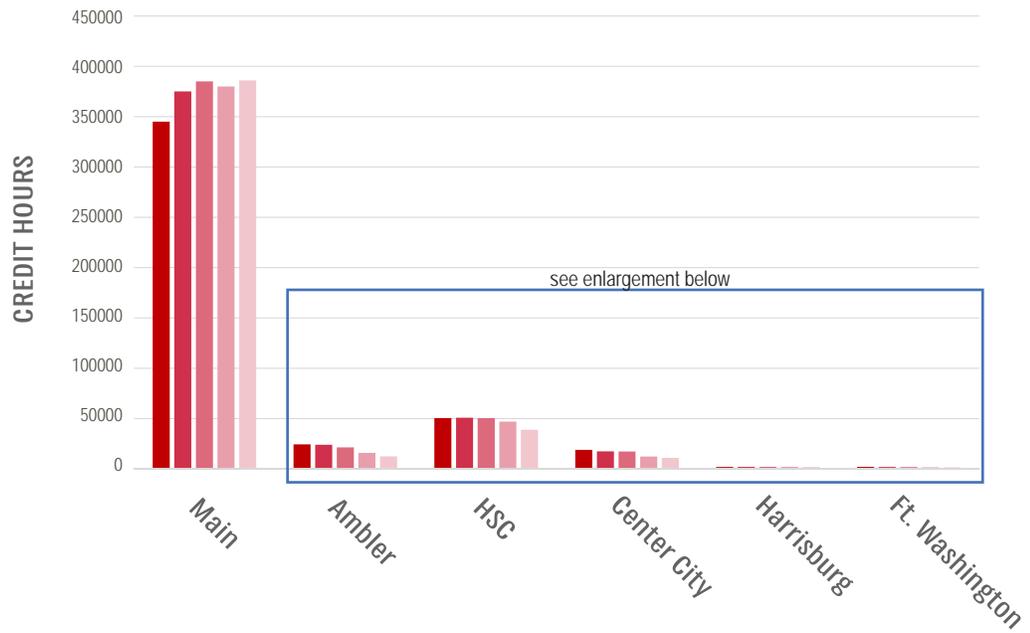


- average ASF per student FTE
- typical range of ASF per student by campus type (based on an in-house database institutions of similar size)

## Credit Hour Production by Campus

The planning team examined the credit hour production by campus over the past five years to better understand each campus context and trends. The Main Campus has seen the greatest growth in credit hour production since 2008 as students are increasingly enrolling at this campus. The vast majority of Temple's credit hours are produced at the Main Campus.

The enlargement graph on the bottom right shows a greater detail for the Ambler, Health Sciences, Center City, Harrisburg and Ft. Washington Campuses. Credit hour production at the Ambler, Health Sciences, Center City and Ft. Washington Campuses have been showing declines over the five-year period. The decline at Ambler has been the largest in terms of absolute hours. The Harrisburg Campus has seen a slight increase in credit hour production since 2008. Several campuses are home to non-degree granting programs and community outreach programs which are not reflected in these graphs.

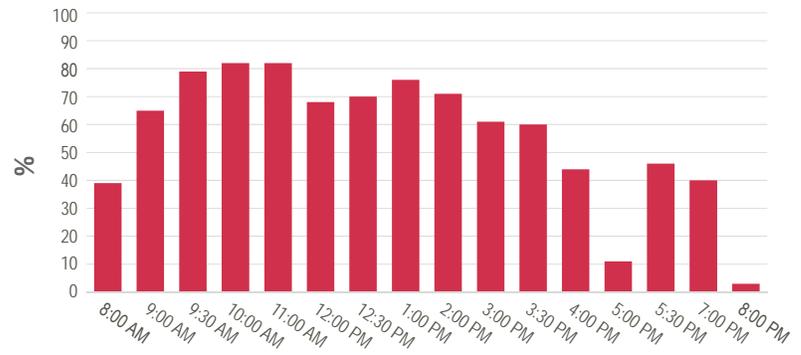


## Classroom Utilization

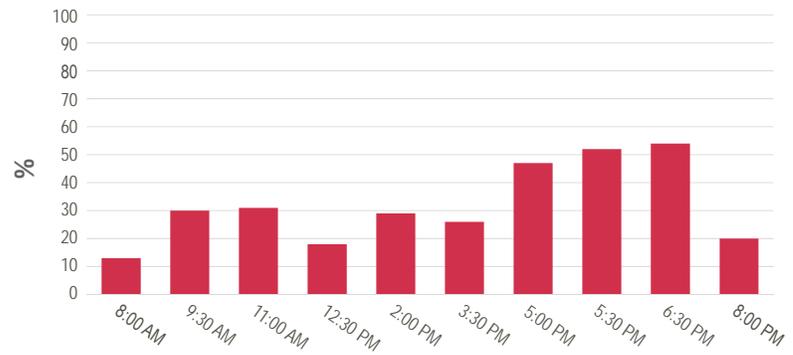
A utilization study was completed for Temple University's Main Campus in 2012, and the results are synthesized here to provide context for how space is used across Temple University. This utilization analysis includes all scheduled instruction on-campus with the exception of non-credit instruction.

The Main Campus is very well utilized throughout the day and reflects a pattern typical of a residential campus. The Ambler Campus may have capacity for greater use and reflects a mixed-use pattern of a small number of day-time classes with a larger evening student population. The Ft. Washington and Center City Campuses have almost no utilization during the morning and afternoon. Their highest rates of utilization are in the evening, which reflects the nature of their respective student populations.

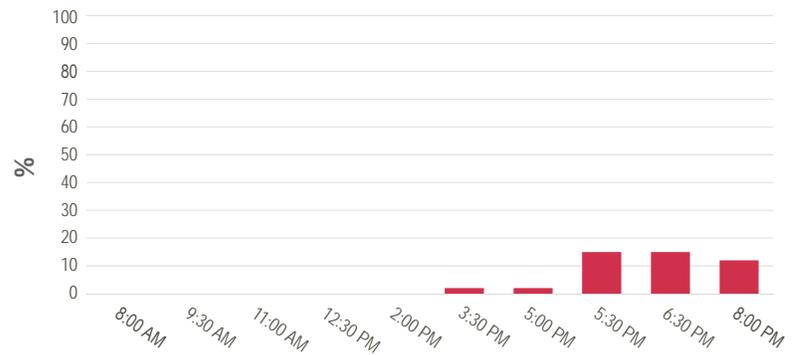
**Main**



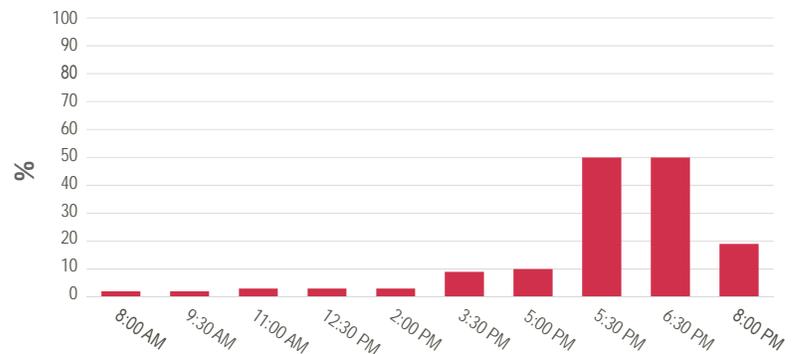
**Ambler**



**Ft. Washington**



**Center City**



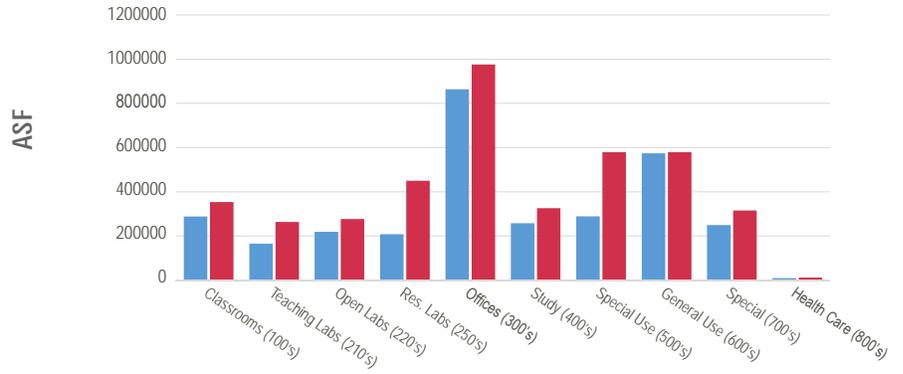
## Space Analysis

To understand current space distribution across all campuses, a study of space categories (Facility Inventory Classification Codes or FICM codes) was performed. This study looked at the ASF within several classifications as shown in the graphs to the right.

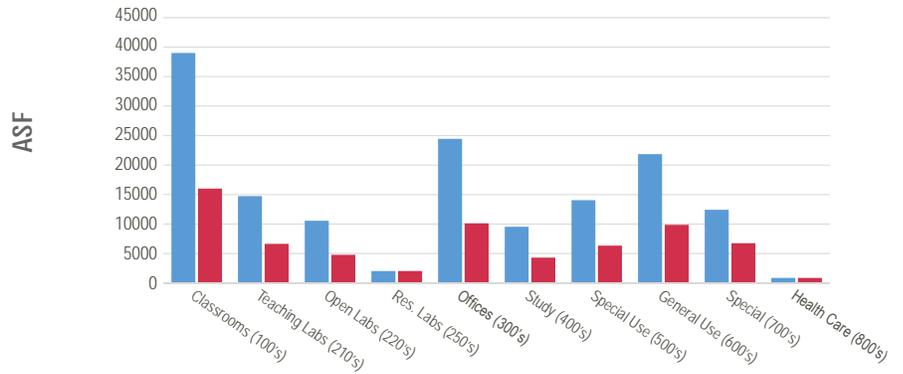
As a result of this study, Main Campus has the largest space demand and greatest projection of enrollment growth. The need will be met with renovation of existing space and the opportunity to implement several new buildings. On the Health Sciences Campus, the potential relocation of programs from the College of Public Health to Main Campus, combined with the amount of underutilized space, results in available space in existing facilities for growing research programs in pharmacy, dental and medical programs.

The regional campuses of Ambler, Ft. Washington and Center City have more space available than what is needed for existing and future enrollments.

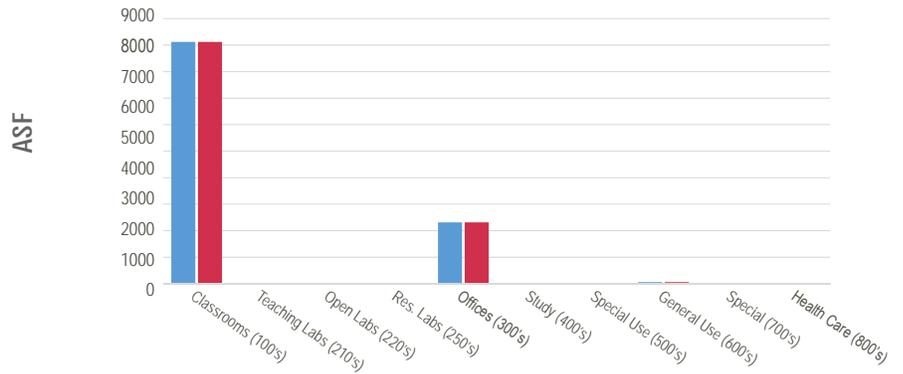
Main



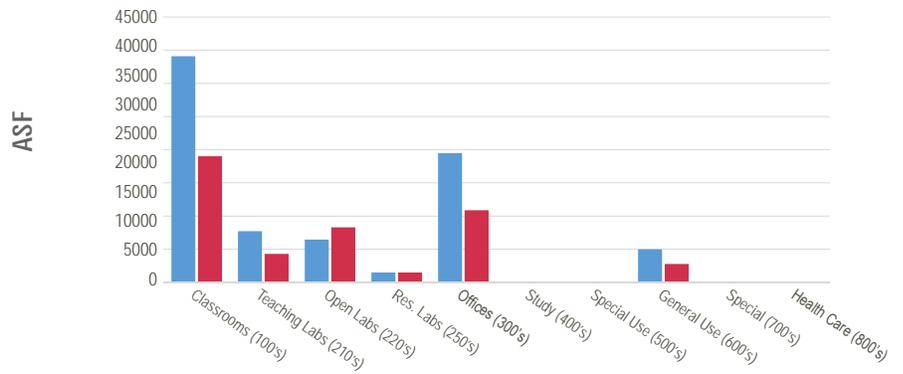
Ambler



Ft. Washington



Center City



■ base year existing ASF  
■ target year guideline ASF



# main campus analysis

REVISED FINAL DRAFT October 29, 2014



# main campus

## Academic Programs

Temple University offers hundreds of degree programs based within its 17 schools and colleges. Thirteen of those schools and colleges have space on the Main Campus: Tyler School of Art, Boyer College of Music and Dance, Division of Theater, Film and Media Arts, School of Media and Communication, College of Engineering, College of Science and Technology, College of Liberal Arts, College of Education, Beasley School of Law, Fox School of Business and Management, School of Tourism and Hospitality Management, and College of Public Health.

Some of these programs are consolidated or clustered on the Main Campus, while others are quite dispersed. The College of Public Health is one of the most dispersed units, with locations in nine buildings across the Main and Health Sciences Campuses. General or shared classrooms are located in several buildings across the campus.

tyler school of art	
boyer college of music and dance	
division of theater, film and media arts	
school of media and communication	
college of engineering	
college of science and technology	
college of liberal arts	
beasley school of law	
fox school of business and management	
school of tourism and hospitality management	
college of public health	
college of education	
general classrooms	



# Campus Facilities

## building use

The campus is arranged with the majority of academic and student support functions on the east side of Broad Street including the Student Center, Tuttleman Learning Center and Paley Library. Residence halls to the north and south create two distinct residential neighborhoods allowing students to easily access the academic components of campus. Most of the athletic and recreational functions, with the exception of the football practice facility, are located west of Broad Street.

## building age

The historic buildings on-campus, which line the east side of Broad Street from Polett Walk to Montgomery Avenue, include The Temple Performing Arts Center and Barrack Hall (formerly College Hall) and Conwell Hall. These buildings served the first 30 years of Temple College until the 1930's when Mitten Hall and Sullivan Hall (Temple's first library) were dedicated. As Temple began to grow and add academic programs in the late 1950's and 1960's, eight additional buildings were dedicated during that period, including existing Paley Library, Barton Hall and Beury Hall. This building boom expanded campus from a linear fashion along Broad Street to the beginnings of a new urban campus, extending to the east.

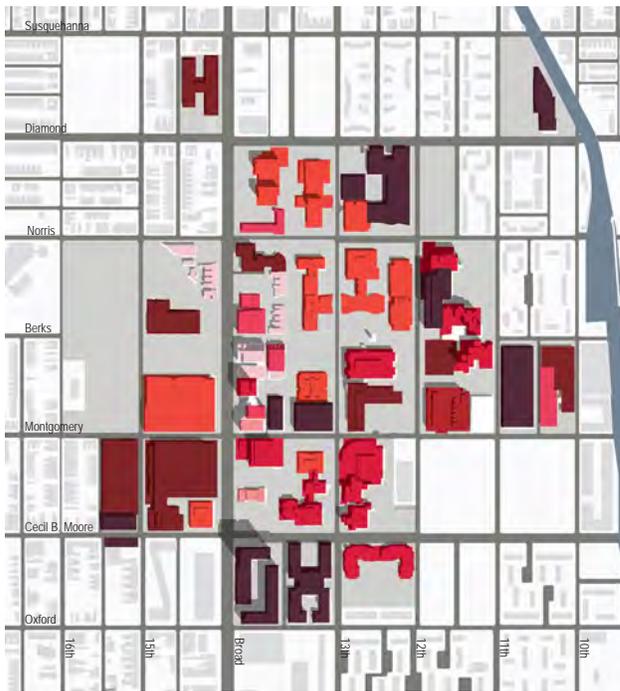
## building condition

Building condition evaluations are an ongoing University effort, and were recorded from the University database maintained by Entech Engineering. The condition of campus buildings are evaluated on a rolling basis using the Facilities Condition Index (FCI) rating system, which assesses facilities based on a ratio of maintenance and repair costs to current replacement costs and results in a ratio between 0.00 (excellent) and 1.00 (poor). This analysis is based on building systems, not on aesthetic factors or building function. Several buildings, due to outdated functionality and a low FCI rating, are recommended for removal. These buildings include Beury Hall, Barton Hall and Biology Life Sciences Building, Peabody Hall and the Triangle Apartment Complex.

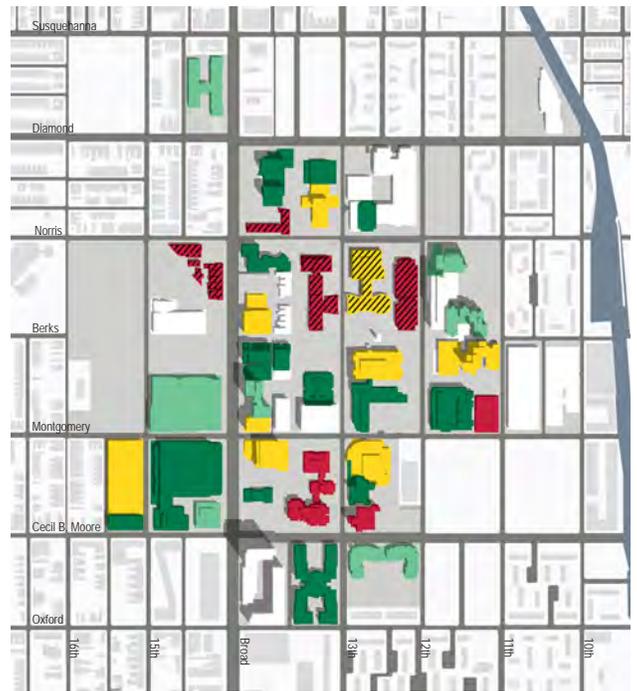
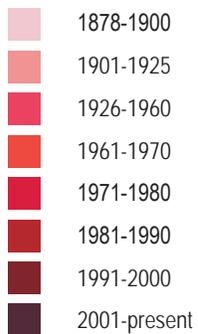


*Building Use*

- academic
- residential
- special
- administrative
- recreation
- athletics
- parking garage



*Building Age*



*Building Condition*



## Floor Area Ratio and Land Use

A majority of the academic buildings built in the 1960's average approximately four to six floors and do not maximize the potential of the parcel of land on which they are sited. For example, Beury and Barton Halls do not meet the street edge and have sprawling building footprints. This typology yields a lower Floor Area Ratio (FAR) as compared to the Anderson-Gladfelter block, which contains taller and more dense academic buildings. The Science Education and Research Center, Alter Hall, Klein Hall, and Wachman Hall take advantage of the urban setting and have provided an optimized footprint and building height. In particular, the design of the newer buildings such as the Science Education and Research Center and Morgan Hall meet the street and create active pedestrian space that enhances the student experience and Temple's urban context. This is in contrast with some of the older buildings that are set back from the street in such a way that the open space around them is less usable and minimizes activity. The location of building density in relationship to the street is a vital consideration for future development.

Residential FAR's vary, but generally respect the context of the surrounding land use in regards to building height. For example, White Hall, located north of Diamond Street, is only four floors, which is the same as neighboring buildings. The Morgan Hall complex, which has a much higher FAR than other campus zones, fits in with the urban context of Broad Street and has become a landmark for the campus.

Mixed-use areas on the west side of Broad Street house major venues such as the Liacouras Center and Pearson-McGonigle Halls. These facilities are quite sprawling due to their building program and thus result in a lower FAR.



- |   |  |
|---|--|
| <span style="color: green;">■</span> athletic/recreation use        | <span style="color: #f0d0d0;">■</span> 1-3 floors  |
| <span style="color: orange;">■</span> mixed use                     | <span style="color: #e08080;">■</span> 4-6 floors  |
| <span style="color: yellow;">■</span> residential use               | <span style="color: #d03030;">■</span> 7-10 floors |
| <span style="color: blue;">■</span> academic use                    | <span style="color: #800000;">■</span> 11+ floors  |
| <span style="color: gray;">■</span> parking use                     |  |
| <span style="color: purple;">■</span> facilities/administrative use |  |

## Use Density

Academic, administrative and residential uses vary in population density across the campus. The diagrams on the right depict where these uses occur by building and their height represents the population density of that use.

The administrative functions (shown in pink) are highly dispersed across the campus, and lack a central hub on the Main Campus. Buildings with administrative functions are rendered, with each building's 'height' graphically representing the amount of offices within each building.

On-campus residential uses (shown in yellow) are clustered at the perimeter of campus along the north and south edges. The height of each residential building indicates the number of beds available within. There is a greater density of on-campus beds along the southern edge of campus along Cecil B. Moore Avenue. There is no housing available in the campus center. The orange color represents the location of major off-campus residential buildings. Similarly, the off-campus housing is located around the campus perimeter, with many of the larger buildings located further south on Broad Street. Some of the properties to the east of campus are located on University-owned property.

Academic density is greatest to the east of Broad Street, particularly in the Gladfelter and Anderson Buildings. In green, the location and density of faculty office are shown. The number and location of classroom seats are shown in purple. The majority of classroom use is clustered in the buildings around the Paley Library which would indicate the location of greatest density of student movement between classes. There is an absence of classroom space immediately on Broad Street as compared with other locations on the Main Campus. The exception is the large classrooms located within the Pearson-McGonigle Building.



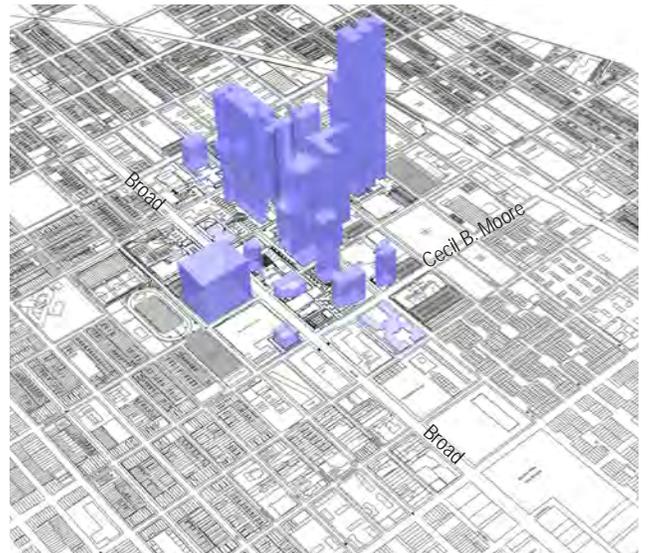
*Administrative Density*



*Residential Density*



*Faculty Density*



*Academic Density*

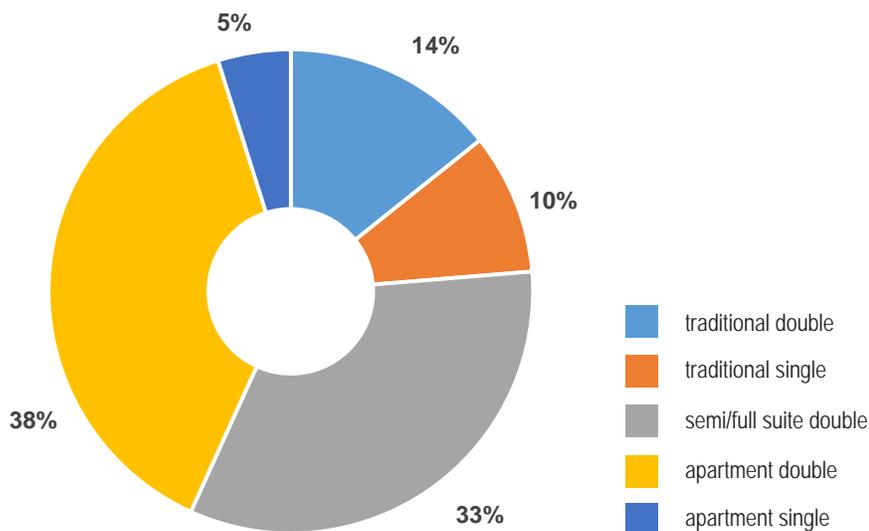
## Residential

The overall plan for residential life on campus reflects the vision set forth by President Theobald when first taking office: to provide an outstanding on-campus urban Temple residential experience. New facilities on campus are providing such experiences with important amenities that encourage retention and matriculation.

The Main Campus has two distinct residential districts, one to the north and one to the south for a total of 5,208 beds. Both districts are relatively balanced with the number of beds, except the southern district is slightly more compact and dense due to the

new Morgan Hall complex on the corner of Broad Street and Cecil B. Moore Avenue, which added 1,274 beds in the fall of 2013. Campus beds range from older, traditional style rooms to new apartment style facilities. Peabody Hall is the oldest residential building and has only 283 beds. The Johnson-Hardwick complex is the next oldest facility on campus and has 973 beds. This block presents itself for redevelopment as these facilities do not meet the needs of today's students. This block is also not optimized in regards to density and building footprint.

Existing Residential Type Composition



existing residential buildings ■  
 residential buildings to be removed ■



## Athletics and Recreation

The Main Campus has several facilities that support athletics and recreation. Due to its urban context, many of these facilities are shared to maximize the value of limited land resources. Through its careful programming, Temple is able to serve a very large student population with limited resources and space; however, the high use creates a great deal of wear and tear on existing facilities. Certain facilities, such as the interior field of the outdoor track, suffer because the existing natural turf cannot keep up with the demands of the space. As future facilities are developed, care should be given to selecting materials that can hold up to heavy use, including support infrastructure like lighting to extend the period of use into the night and evening.

### recreation

The existing recreation facilities are located to the west of Broad Street between Norris Street and Cecil B. Moore Avenue. The only dedicated indoor recreation facilities are located in the Independence Blue Cross Recreation Center. This facility includes two floors of fitness space and an indoor track accessible from the third level. Additional recreation space is located in Pearson-McGonigle, which includes court space; however, these spaces are shared with academic and athletic uses and are only available at certain periods of the day to students looking for informal recreation opportunities. Campus recreation also has leased space at Temple University Fitness just south of Cecil B. Moore Avenue. Operating several disconnected indoor recreation facilities increases the staffing and operating cost of providing these amenities, especially as recreation tries to balance a high level of service while maintaining affordable fees. Temple currently has a shortage in indoor recreation space of about 4 GSF per student as expansion in recreation and wellness space has not kept up with growing enrollment. There are few other gyms or recreation facilities available to students in the North Philadelphia area. This pressure is likely to increase as Temple's residential student population continues to grow. Community building through recreation and intramural sports may be limited by a lack of space.

Outdoor recreation spaces include the tennis courts, sand volleyball courts, Geasey Field and the outdoor track, which are also shared with academic and athletics uses. The lack of outdoor space is an obstacle to expanding intramural sports which could enhance student life and the residential experience on-campus. Currently, recreation cannot use these outdoor spaces until after academic and athletic uses have finished, typically after 6pm. The limited scheduling availability limits the number of sports and teams that can be fielded.

### athletics

Temple Athletics supports many teams on the Main Campus; however, several teams, such as women's and men's soccer, must travel to remote practice or competition facilities. The long commute times can interfere with student athletes' academic schedules, and the remote venues preclude other students from attending games and sharing in school spirit provided through athletic competitions. There is a desire to bring practice and competition spaces to the Main Campus, where possible, to overcome these limitations.

Temple Athletics has several facilities. The Edberg Olson complex is a dedicated athletics facility that primarily supports the football team. Women's and men's basketball play in the Liacouras Center. Pearson-McGonigle is home to the fencing, gymnastics and volleyball teams. The Student Pavilion was converted in the past year from recreation use to serve as indoor practice space for athletics. Geasey Field is shared by the lacrosse and field hockey teams, and the women's and men's tennis teams share the courts for practice space. The track is shared between the track and cross country teams with club sports, such as rugby. There is a shortage of space and quality in many of the athletic support spaces, such as office and training rooms.

- recreation field use 
- recreation building use 
- leased recreation building use 
- athletic field use 
- athletic building use 



## Spatial Structure

### open space

The campus lacks an appropriate amount of usable, public open space for a growing, urban residential campus of its size. "Beury Beach" is the most popular open space, located between Beury Hall and Paley Library within the campus center. This space is crowded on most days, particularly on sunny days with its open, southern exposure. Any overflow spills out onto neighboring lawn areas at Paley Library, and the plaza area surrounding the bell tower. Smaller and more public-type open space areas are located south of Tyler Hall and south of Klein Hall; however, both lack any site elements and consist only of open lawn.

Other open space areas include several residence hall courtyards that are accessible primarily for the building users. These areas are either surrounded by buildings and face inward providing a private backyard space for residents, such as the Temple Towers courtyard, or face outward to the street with fencing surrounding the space, such as the 1300 Residence Hall. Outward-facing and fenced spaces should be reevaluated to balance the need between semi-private residential use and more semi-public campus community use of open space.

Additionally, there are several grade separated spaces which are sunk approximately 4-5 feet below grade. These spaces, providing a more private setting for users, lose connection with the surrounding campus fabric and create safety concerns. Johnny Ring Terrace, Columbia Plaza, and the Founders Garden are spaces that need reevaluation to provide clear site lines and accessibility for all users.

### pedestrian network and pedestrian gaps

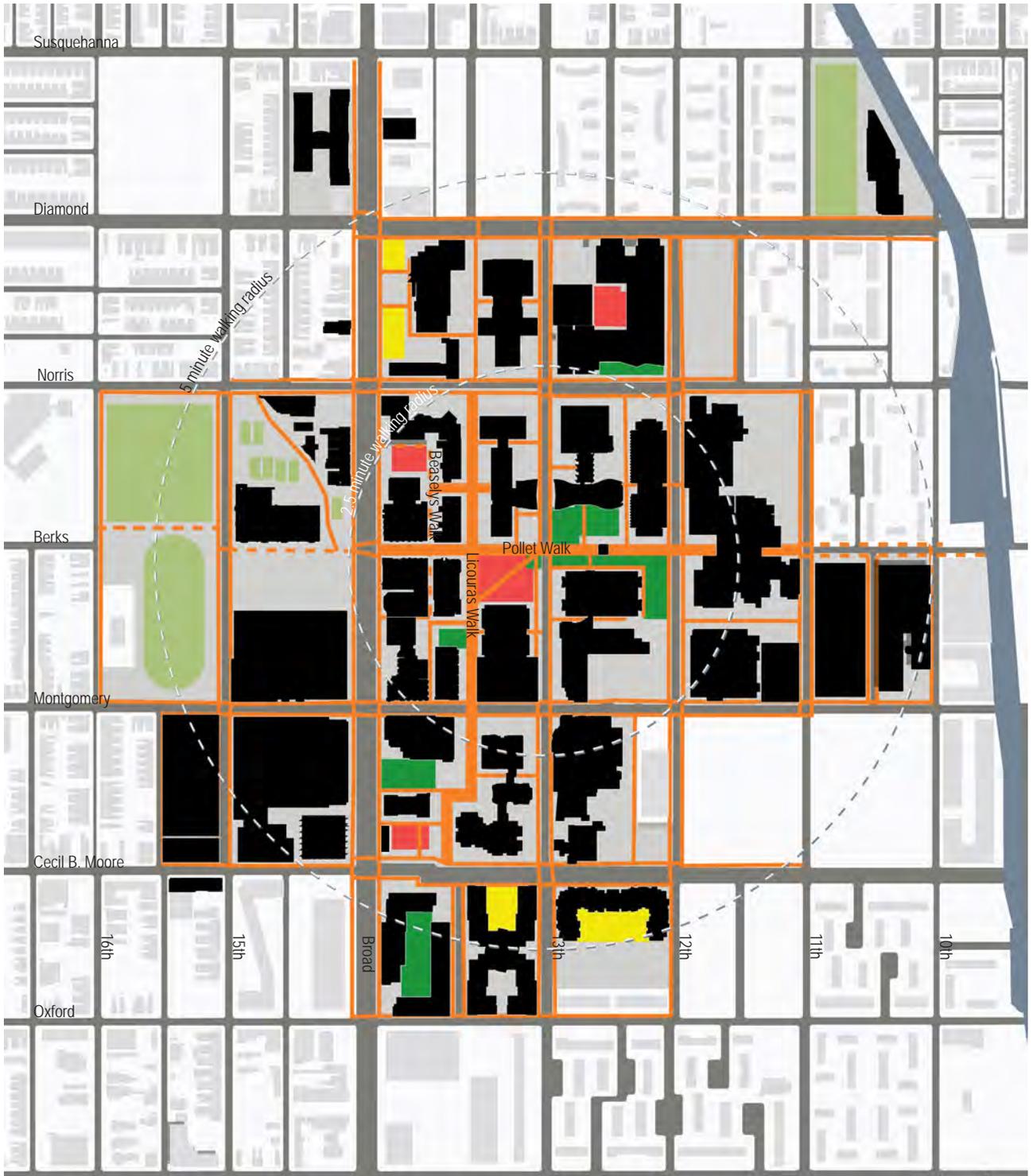
The campus pedestrian network lies within an urban context where sidewalks align with the existing north-south and east-west grid of North Philadelphia. There are very few diagonal routes as many campus buildings align directly with the street grid and generally use an entire block face. High pedestrian volumes are notable throughout campus, but are especially heavy along Polett and Liacouras Walks within the academic core.

Visual and physical barriers are present which provide some challenges to the pedestrian. The towers of Anderson and Gladfelter Halls connect by an overhead terrace across Polett Walk, which cuts off views to the east from Polett Walk into the surrounding neighborhood. As Polett Walk continues through the campus core, it is interrupted by heavy vehicular traffic volumes on 12th, 13th and Broad Streets, which makes pedestrian crossings difficult. Polett Walk continues to be a major pedestrian route to the west of Broad Street as many students live in these surrounding western neighborhoods; however, the context of campus tends to disappear at this point. Polett Walk should be strengthened as a major pedestrian walkway west of Broad Street through the athletics/recreation zone and along Berks Street to the east, where the walk should be enhanced to provide a safe sense of passage to the Southeastern Pennsylvania Transportation Authority (SEPTA) station.

Beasley's Walk is another potential pedestrian walkway that currently accommodates service vehicles and parking, and has an alley-like character. Beasley's Walk should be improved to provide a greater aesthetic appeal to pedestrians and limit non-essential vehicle parking and service access.

The University's Landscape Master Plan provides a more detailed analysis and recommendations for pedestrian movement and landscape character on-campus.

campus building	■
inaccessible open space	■
residential use open space	■
public open space	■
sports field	■
pedestrian network	—
connectivity gaps	—



less accessible



Founders Garden

residential use



Residential courtyard at 1300 Residence Hall



Plaza space between Anderson and Gladfelter Halls



Open space in front of Johnson Hardwick Hall

public



*Beury Beach open space*

## Getting to Campus

### public transit

As part of a large urban metropolitan area, Temple University students, faculty and staff have several options for travel to and between Temple campuses, beyond a private automobile. SEPTA (Southeastern Pennsylvania Transportation Authority) operates light rail and subway service between the Center City Campus, Main and Ambler Campus. The SEPTA Broad Street Subway Line connects the Center City location with two stops at Main Campus (Cecil B. Moore and the Susquehanna-Dauphin stations) and two stops at the Health Sciences Campus (Allegheny and Erie stations). Ridership on the Broad Street Subway Line at the five Temple-related stops has increased by 24% over the last 10 years. Several bus routes also serve the campuses and neighborhoods in Center City and North Philadelphia.

While the subway line is a significant infrastructure and transportation asset to the University, perceptions of safety and the condition of the stops limit its potential to more effectively serve University students, faculty and staff. Temple University has recently begun a partnership with SEPTA as a pilot program to improve the physical appearance and safety at the Cecil B. Moore subway station on Broad Street. This program could serve as a future model to enhance ridership for other Temple-related stations.

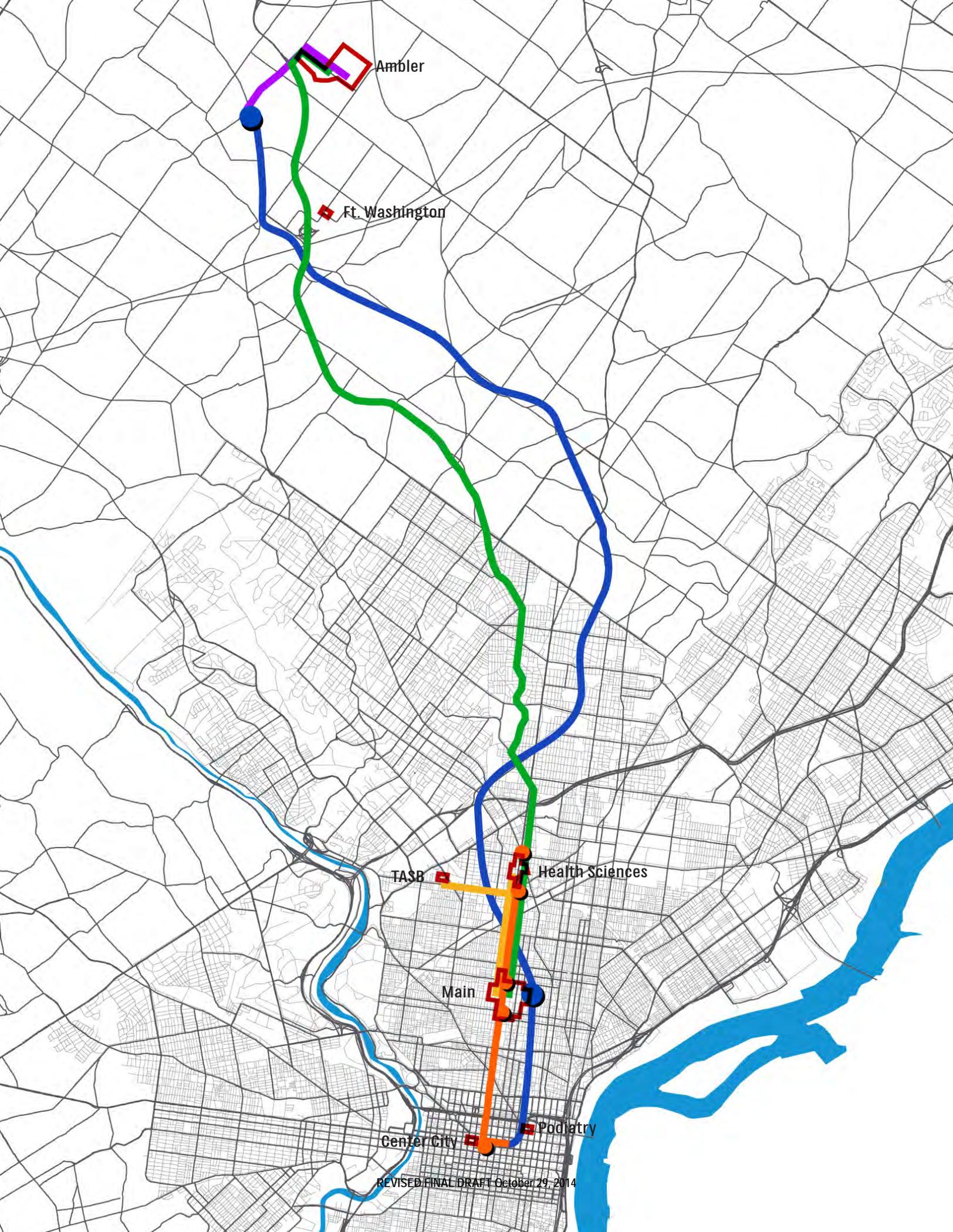
SEPTA's regional rail line also serves Main Campus, Center City and the Ambler location. The Temple University Station is the fourth busiest in SEPTA's commuter rail network, with about 7,000 passengers using the station on a typical weekday. Regional rail ridership has also seen a modest increase since 2005. The Temple University station at Main Campus is located at Berks and 10th Streets, a short two-block walk from the eastern edge of campus. SEPTA is currently making improvements to the platform and amenities at the station; however the streetscape condition and east campus entrance at 11th Street and Berks Street lack an inviting or welcoming presence for Temple University. Redesign of this corridor and entrance is a priority for the master plan.

### university inter-campus shuttles

Temple University operates daytime shuttle service connecting all of the Philadelphia regional campus locations, except for Podiatry and Center City Campuses. One shuttle originates from Main Campus and has stops at Health Sciences and Ambler. The second shuttle originates from the Ambler Campus and also stops at Health Sciences and Main Campus. A third daytime shuttle service operates between Temple Administrative Service Building, Main and Health Sciences. For those using rail to reach the suburban campuses, a shuttle operates from the Ambler regional rail station to the Ambler Campus.

Temple University has had to scale back its shuttle service between the Main and Ambler Campuses, due to the decline in student enrollment at Ambler. Shuttles run once an hour, and end at 5:30 pm. Ridership has decreased by 35% over the past few years, from a ridership of 4,298 average weekly rides in Fall of 2009 to a ridership of 2,778 average weekly rides in the Fall of 2012. This has increased the travel time for students commuting between Ambler and Main Campuses. Ambler also has evening classes until 10:00 pm, well beyond the last shuttle from the Ambler Campus. Students returning to Main Campus from late evening classes at Ambler take the shuttle to the Ambler station and catch a train.

temple location	
septa regional rail	
broadway street line (subway)	
main/hsc/ambler shuttle	
ambler station/ambler shuttle	
tasb/hsc/main shuttle	



Ambler

Ft. Washington

TASB

Health Sciences

Main

Center City

Podiatry

## Getting to Campus

### transportation mode split

Temple University's Main Campus is well-served by multiple transportation modes. The 2013 Temple University Transportation Survey shows that collectively, two-thirds (64%) of Temple students, faculty and staff commute to campus by walking, biking, car pool or public transit. Of the total population, 43% use bus, subway and/or regional rail. Only 36% commute by single occupancy vehicle.

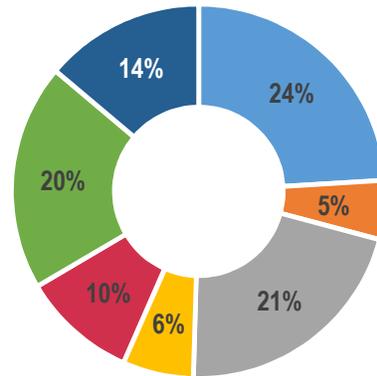
Over 70% of students walk, bike or take public transit to campus. Almost 30% commute by walking or biking, a significant increase from 2010, illustrating Temple's continued evolution from a commuter school to a residential campus.

For faculty, 48% drive alone vs. 43% that commute by public transit or car pooling. Staff have an even higher percentage commuting by public transit than faculty - 52% carpool or use transit, compared to 41% driving single occupancy vehicles.

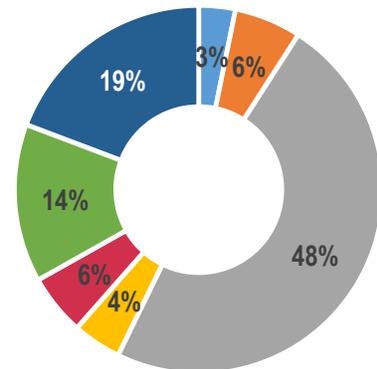
Transportation survey results from 2010 to 2013 indicate a shift in mode split for students, faculty and staff. All groups show an increase in arrival by walking, while only students have shown a decrease in all other modes. Faculty has shown an increase in arriving to campus in all modes except by carpool and by regional rail, while staff has experienced an increase in all modes but carpooling.

Students, faculty and staff indicated in the survey that they would increase use of public transportation if services became faster, more reliable and safer. Awareness of public car-sharing services such as PhillyCarShare, or Zipcar is slowly growing among faculty and staff, less so among students.

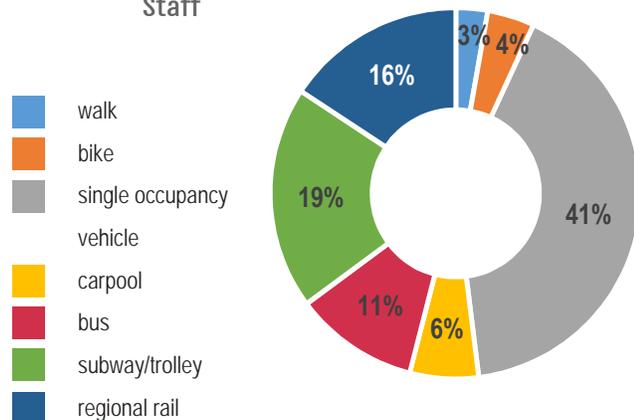
Students



Faculty



Staff



- walk
- bike
- single occupancy vehicle
- carpool
- bus
- subway/trolley
- regional rail



## On-Campus Transit

### owl loop

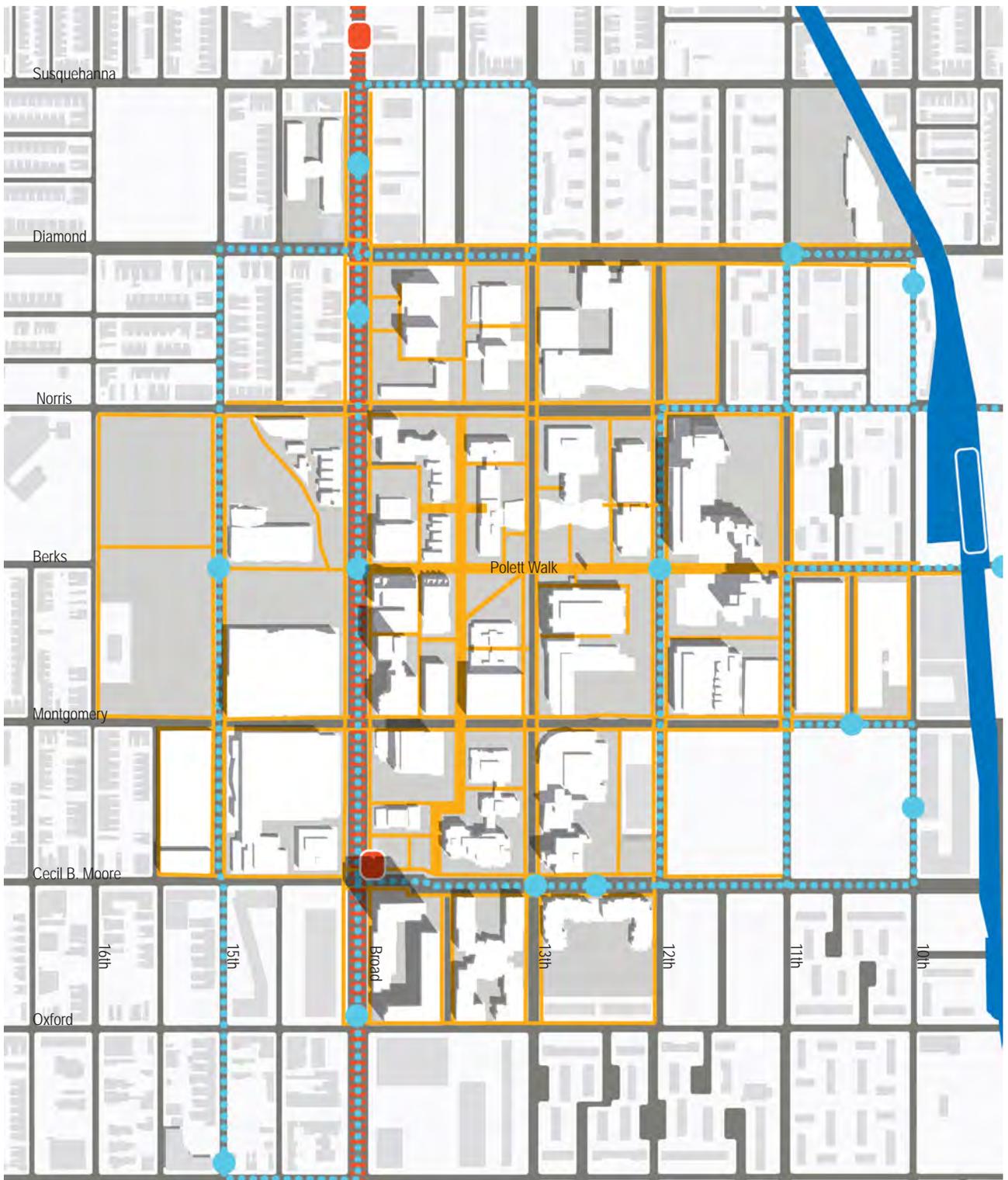
The Owl Loop shuttle is a fixed route service every half hour with designated stops throughout Main Campus, connecting residence halls with central campus. The system operates between the hours of 5:30 pm and 6:00 am. The shuttle picks up riders at the transportation hub located at 12th Street and Polett Walk next to Paley Library and drops off at designated stops, to every University-owned residence hall.

### TUr door

TUr Door service is also an evening service which operates from 5:30 pm to 6:00 am. The pickup location is the same as the Owl Loop service located at 12th Street and Polett Walk. This shuttle offers direct service to off-campus housing outside of the service area of the Owl Loop. The Owl Loop service boundary is 20th Street to 5th Street to the west and east, and Girard Avenue to Cumberland Street to the south and north.

Ridership for this service has steadily increased from 1,932 average weekly rides in the fall of 2009 to 3,047 average weekly rides in the fall of 2012 or an increase of 58%.

road network	
owl loop and stops	
septa regional rail	
septa regional rail, temple stop	
broad street line	
broad street line, temple stop	
pedestrian network	



## Campus Parking

As of Fall 2013, there are 3,510 parking spaces on-campus, including 1,205 in surface lots and 2,305 in garages. With a campus population of approximately 36,075 students, faculty and staff, Temple's parking ratio is 12.5 persons per 1 parking space. This ratio compares favorably with other urban universities in large cities with public transit.

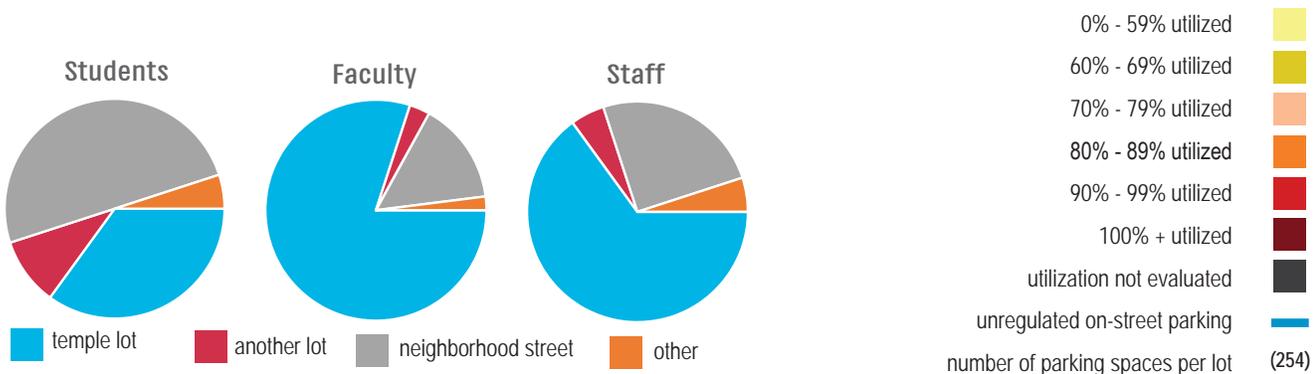
A parking utilization study conducted by University staff in 2012 demonstrated an overall parking utilization of 68% during peak weekday periods. At that time, total parking supply was 2,785 spaces for both surface and structured parking. The Montgomery Avenue garage was under construction and not included in the study.

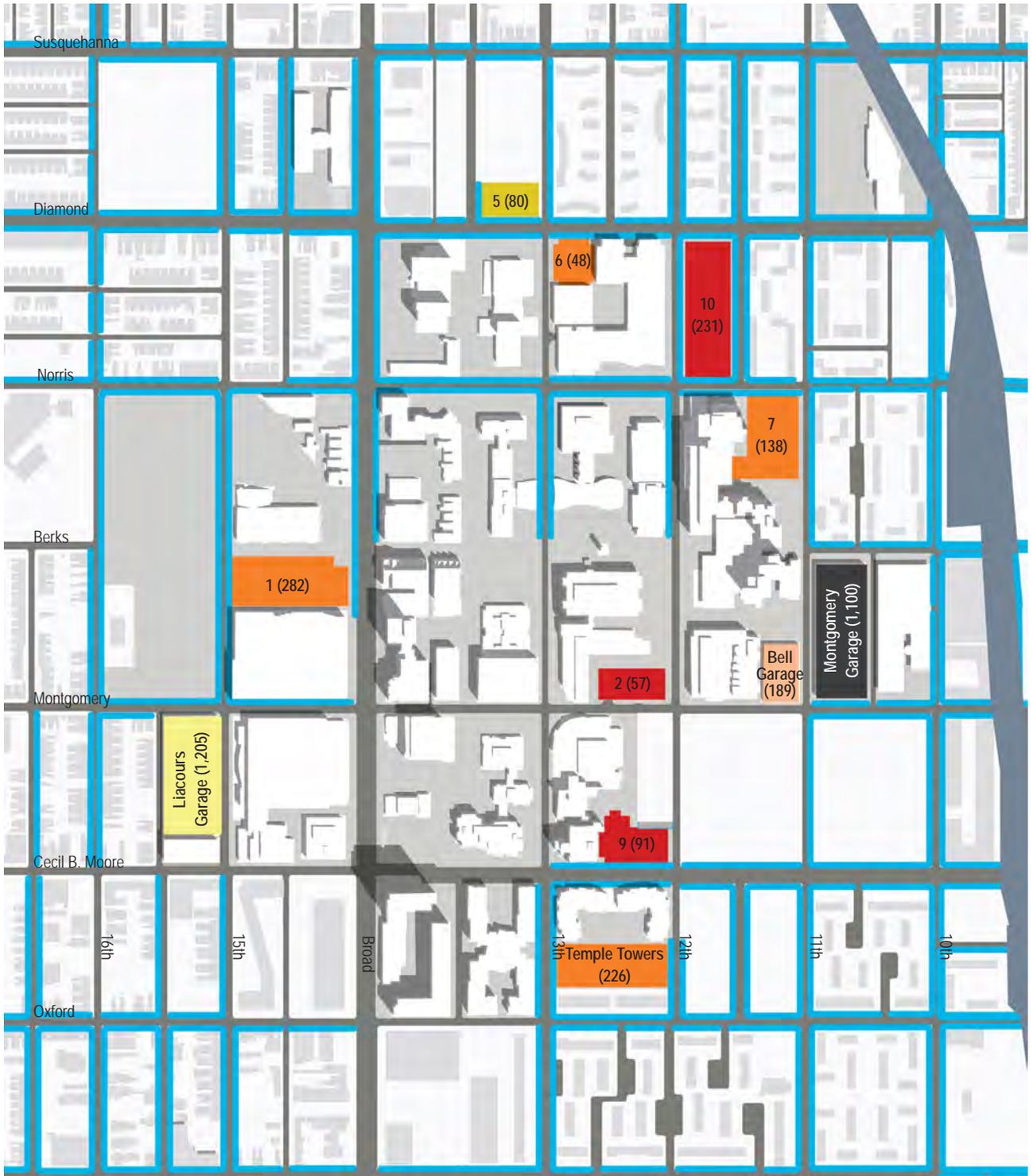
The surface lots nearer the core of campus had the highest utilization, with the majority of available spaces in the Liacouras Garage west of Broad Street. Since the opening of the Montgomery Garage in 2013, the University has closed access to several surface lots which include Lots 2, 5, 7, and 8, in order to increase occupancy rates within the garages and improve their financial performance.

Within the immediate area around the Main Campus, an estimated 3,450 unregulated on-street parking spaces allow Temple students, faculty and staff to park for free. These spaces compete with the paid parking spaces on-campus, and drive down the utilization of on-campus parking, impacting parking policy, operations, and funding. Fortunately, there has been an increase in student, faculty, and staff use of Temple parking facilities since 2010, offsetting this trend.

Temple has an opportunity to promote increased use of other modes of transportation such as subway, light rail and bicycle facilities. Improvements to these systems can have a positive influence on Temple's parking demand in the future. An increased use of transit would allow the University to lessen the need to construct additional parking facilities, and remove traffic from surrounding roadways.

## Where They Park:





## Service Areas

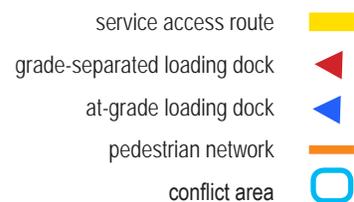
Service areas are necessary elements for most Main Campus University buildings. Challenges arise in an urban environment where constrained space, tight turning radii and narrow streets limit the necessary area needed to access and service buildings, and to separate pedestrians, parking and service vehicle traffic, while providing an aesthetically pleasing appearance.

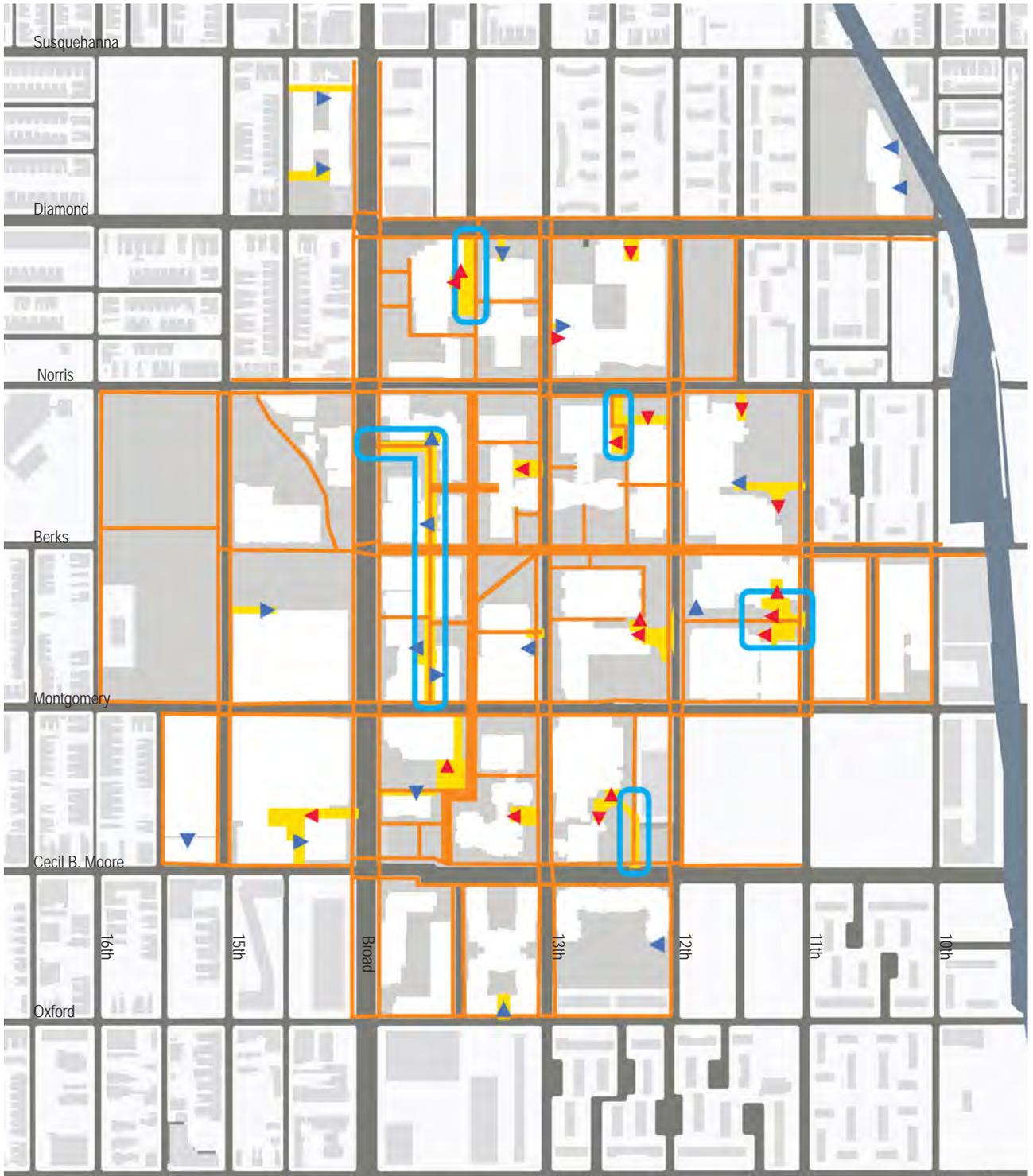
Several existing service areas present conflicts to the pedestrian, where there is not a distinct differentiation between service corridor and a pedestrian thoroughfare. As an example, Beasley's Walk is a combined pedestrian, service and parking access route that extends from Montgomery Avenue to south of Norris Street and lacks a design consistency conducive for safe pedestrian passage. This same issue is evident at the Johnson-Hardwick complex, where Liacouras Walk becomes a dead-end into the service access area.

The service area behind the Student Center has also become an ad hoc pedestrian route for students walking from Temple Towers into campus.

Some larger service and loading docks are accessed directly from adjacent streets, and provide no visual screening to adjacent neighboring residences, or separation between truck access and pedestrian circulation. The loading dock on Diamond Street serving Tyler School of Art is an example. Other docks blend in successfully to building architecture such as smaller docks at the Engineering Technology and Architecture buildings, while providing effective clearance and circulation for pedestrians.

The one-way street pattern of Temple's campus further complicates and restricts access to loading areas. The majority of building service and loading docks are accessed off of Norris Street, Montgomery Avenue, and 11th Street. Only a few docks are accessed off of 12th or 13th Streets: the Paley Library and Tuttleman Learning Center loading dock on 12th Street, and Barton Hall and the Fox School of Business loading docks on 13th Street.





## Campus Edges

Temple's campus developed along Broad Street and maintains an important physical connection to the urban grid. Temple's main pedestrian walks, Polett and Liacouras, run north-south and east-west in relationship to the road network. While many of the historic buildings maintain a good connection to the urban realm, some of the newer buildings have turned inward to the campus and fail to meet the street edge.

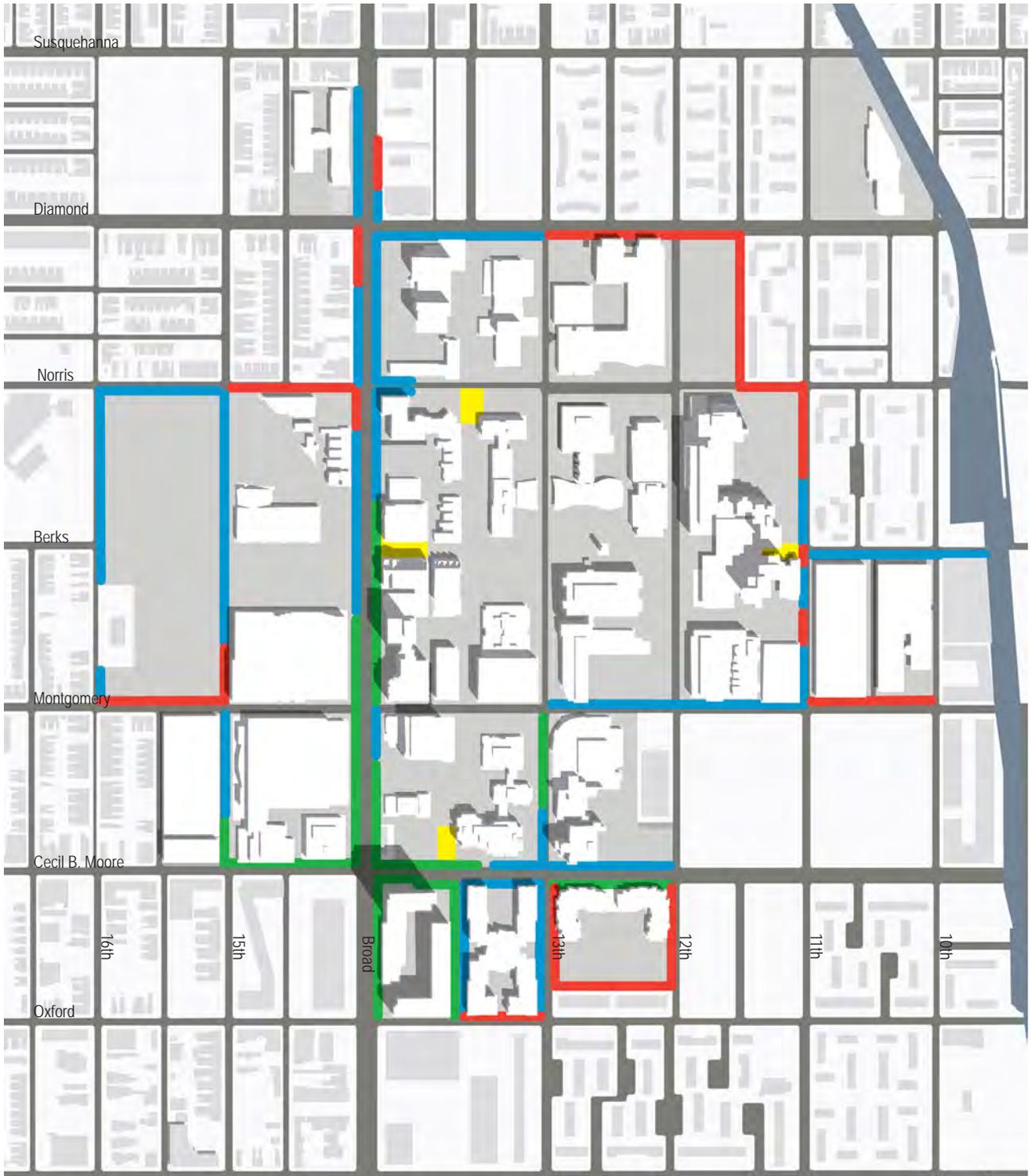
To understand the nature of this edge and the relationship of campus to its adjacent neighborhoods, the planning team mapped the existing quality of campus edges using several criteria: social activity and visibility to the street, density and location of active doorways, presence of windows, architectural character, presence of street trees and other pedestrian amenities, landscape quality, porosity of movement in the context of presence of fences, walls and changes in grade. It categorized the edges of Temple's campus into three categories based on the absence or presence of each of these qualities and mapped them in the diagram to the right.

Temple's good edges are shown in green, and tend to be clustered around the southeast corner of campus near the Cecil B. Moore subway stop. The Broad Street edge in this area of campus has some of Temple's most historic architecture with many active entrances along the street, a developed streetscape with trees, benches, gates and landscape beds, and views between the buildings, campus open spaces and the street.

Temple's poor edges tend to be located away from Broad Street, often where the campus meets the adjacent residential area. The buildings along many of these edges have turned their backs to the street and feature few active entryways, uniform facades, major service or loading points, and few, if any, street trees or landscape amenities.

There are four main pedestrian gateways into campus, shown in yellow in the diagram: Liacouras Walk at Cecil B. Moore Avenue, Polett Walk and 11th Street on the eastern side of campus, Liacouras Walk and Norris Street, and Polett Walk and Broad Street to the west.

- pedestrian gateway 
- good edge 
- fair edge 
- poor edge 





*Polett Walk and Broad Street pedestrian entrance*



*Broad Street at Rock Hall*



*Broad Street at Beasley Walk entrance*



*Broad Street at Cecil B. Moore Avenue*



*Lot 7 edge at 11th and Norris Streets*



*Tyler Building at Diamond Street*



*Ritter Hall entrance on 13th Street*



*Pearson-McGonigle Hall at Broad Street*



*Montgomery Avenue at 13th Street*



*Berks Street approach to Polett Walk*



*Broad Street and Norris Street intersection*

## Active Entrances and Porosity

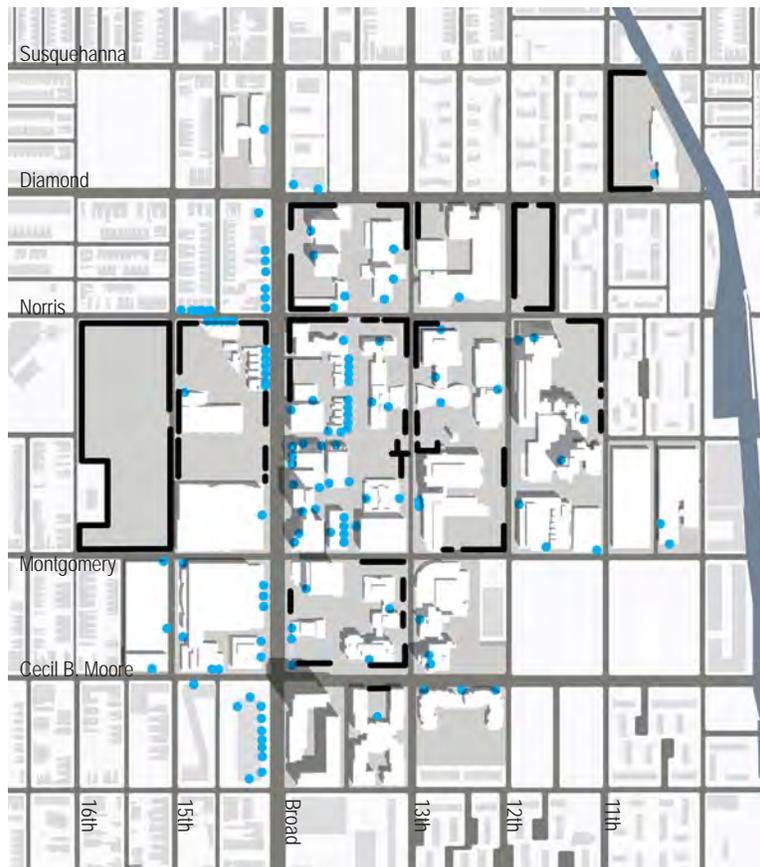
Understanding the pattern of campus activity beyond the typical work day is becoming increasingly important as Temple's population transitions from a predominantly commuter population to a greater residential population on and around campus 24 hours a day. These students live not only in on-campus housing, but an estimated 10,000 students live in the neighborhoods in North Philadelphia within walking distance of the Main Campus.

This activity and the availability of building spaces that remain open after hours are critical to understanding the student experience and availability of resources (library, study, dining, recreation and social spaces) and also to campus safety.

The diagram on the top right shows the active entrances in blue on Thursday at noon to demonstrate areas where there are more active building entrances and "eyes on the street". The black lines show the location of fences around the campus which limit pedestrian movement around buildings or open spaces. Openings or gateways within these fences, much as availability of doors in buildings, represent a greater porosity, or the ability to move easily and conveniently across the campus and in and through buildings. On an urban, pedestrian oriented campus such as Temple, greater porosity would be valuable. Areas around Broad Street and Liacouras Walk have a high number of entrances and few barriers which suggest a highly active zone. The area around the corner of Broad Street and Norris Street, as well as around the athletics and recreation facilities have few entrances or gateways and represent lower activity zones (with the exception of scheduled recreation and athletic events).

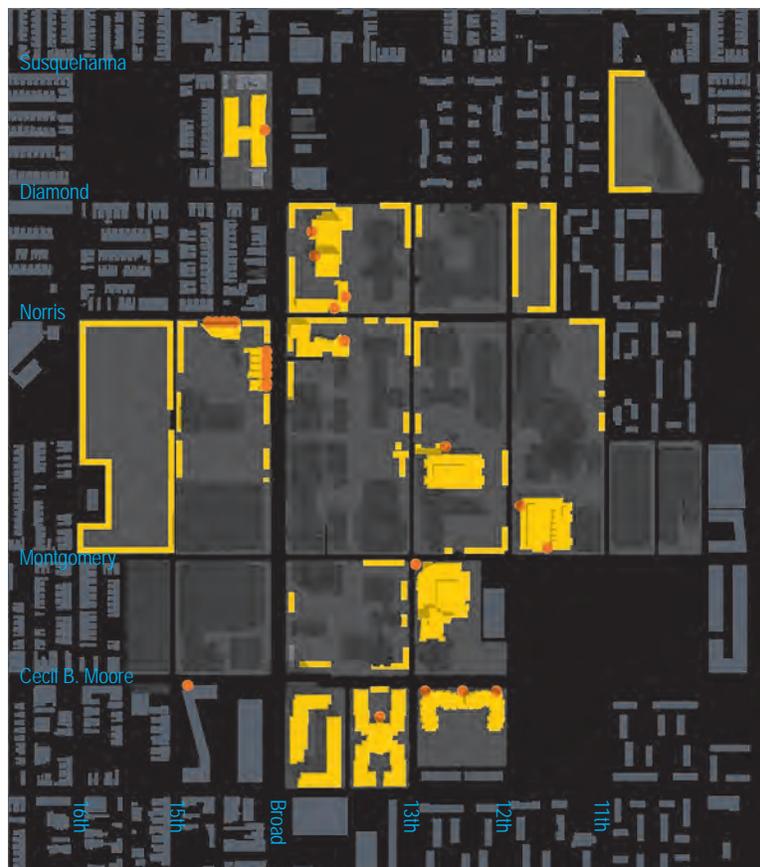
The diagram on the bottom right shows active entrances in buildings and openings in fences on Thursday at midnight to understand how this pattern of activity changes at night. In this case, the center of campus presents a large dark zone where

there is little activity and few "eyes on the street". Other than Paley Library and the Student Center, there are no active building areas to knit together the residential populations at the north and south campus perimeters. The fencing around many of these areas could create further isolation and limited porosity for a student on foot moving across the campus at night.



active entrances ●  
fences —

Active Entrances: Thursday Noon



active entrances ●  
open buildings ■  
fences —

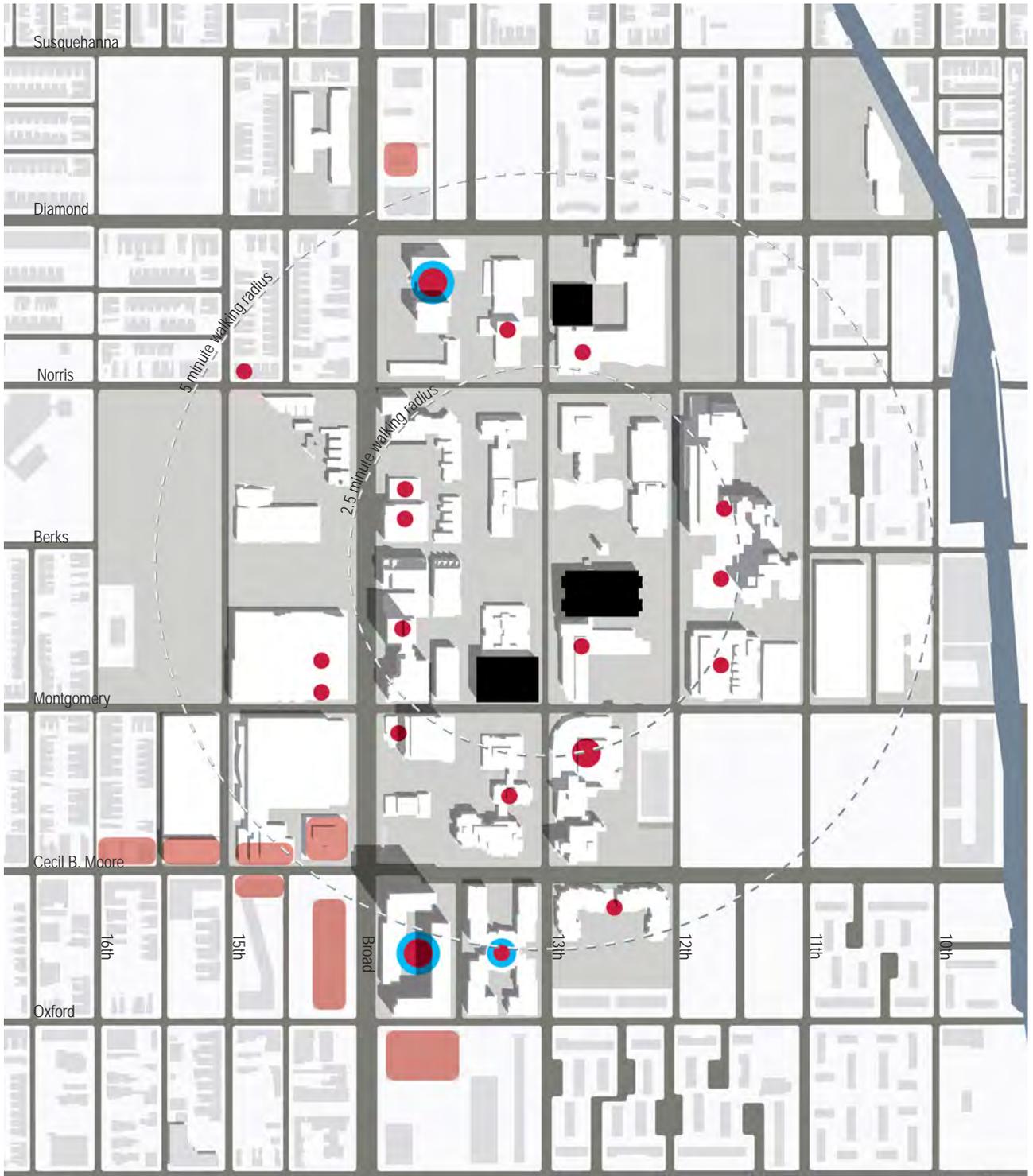
Active Entrances: Thursday Midnight

## Dining Opportunities

Dining locations and food availability are important elements of the student experience, especially on weekends and evenings for residential students. The diagram on the right shows the availability of dining on-campus and in several off-campus areas adjacent to campus.

On-campus dining is relatively well distributed across the campus provided through a combination of cafeteria, food court and grab-and-go venues. Off-campus dining options seem to be clustered on the southwestern edge of campus, which seems to align with much of the off-campus student population adjacent to the Main Campus. Temple's campus also has a large number of food trucks that park along Norris Street, Montgomery Avenue, 13th Street and 12th Street. Further analysis of the food trucks can be found in the Landscape Master Plan Report. Students and faculty have noted the lack of a restaurant on-campus.

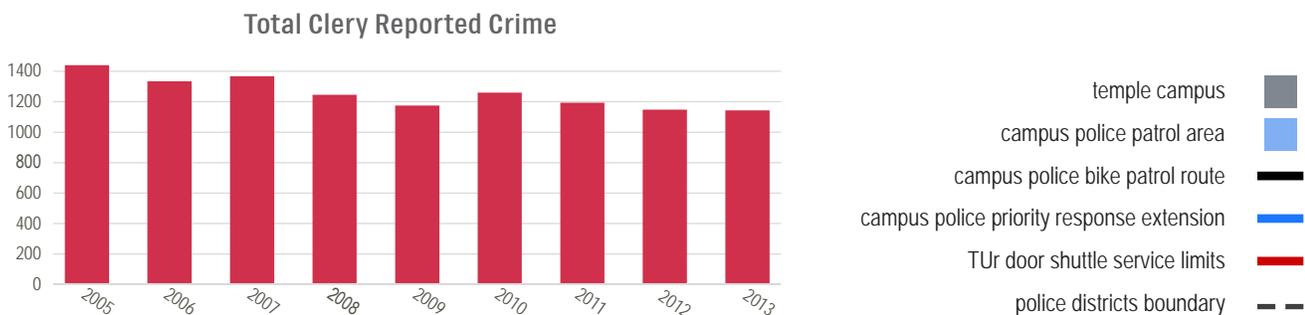
- small capacity dining 
- large capacity dining 
- dining open late 
- off-campus dining/food locations 
- 24 hour buildings 

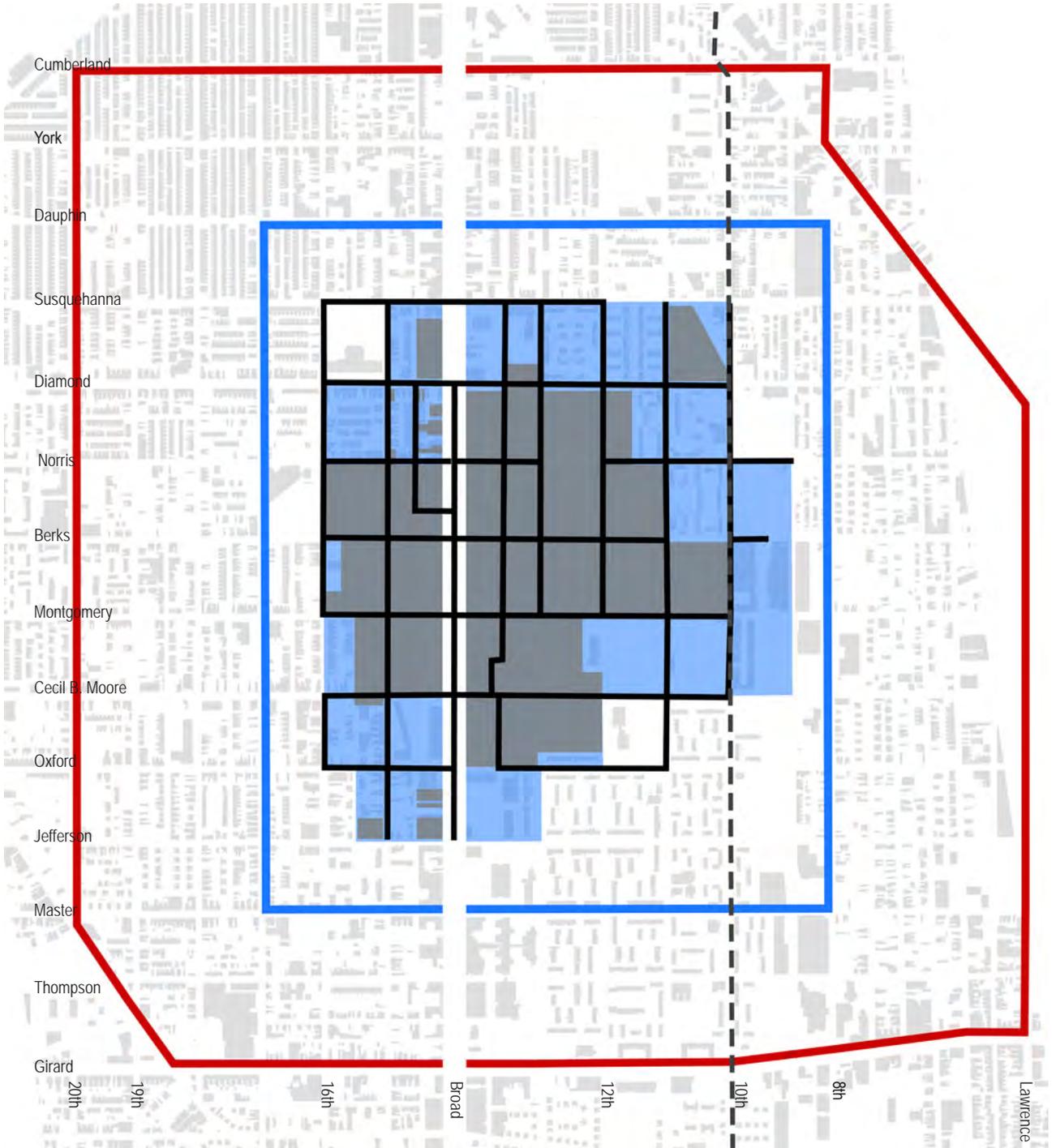


## Security

Temple University is dedicated to faculty, staff and student safety on- and off-campus. With increased funding over the last 10 years, and growth in University population, the Department of Campus Safety Services has been able to provide a greater campus presence. These efforts have resulted in a significant decrease in Clery Reported Crime. With the student population increasing, this has resulted in a significant decrease in crimes per capita.

Temple safety efforts also reach beyond the immediate campus boundaries in response to a large portion of students who live off-campus, especially to the west of Broad Street. The TUr Door shuttle service transports students from a central hub directly to their off-campus residence. An extension of the TUr Door service and police patrol areas should respond to future changes in campus growth.





# health sciences campus analysis





## History

The Health Sciences Campus began when Russell Conwell was asked to save a community hospital from closure. Within 1 year, by 1892, the renovated 20-bed facility was named Samaritan Hospital and was located at Broad and Ontario Streets. Within the next 13 years the hospital expanded, adding a maternity ward, administration building, dining facility and a power plant. During this time, Conwell recognized the need for modern medical education, and forged ahead with plans to open a medical school that realized the ideals of Temple University: provide a medical school that catered to part-time and working students, provide an affordable education, and welcome all nationalities and genders. Samaritan Hospital became a learning partner for Temple students and in 1906, the hospital and medical school merged.

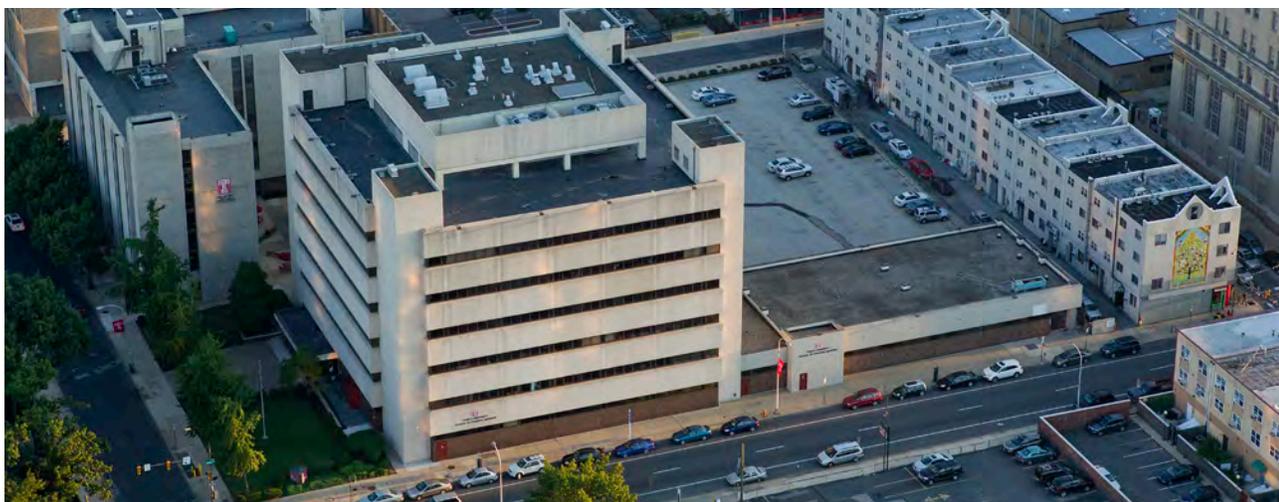
The School of Dentistry was officially established when Temple merged with the Philadelphia Dental College which was located at 18th and Buttonwood Streets. The facilities here were new and spacious and eventually the Schools of Pharmacy, Medicine and Podiatry moved to this location.

By 1932, the Medical School, which had faced some issues earlier with accreditation due to a lack of inadequate facilities, moved

into a new and modern facility at Broad and Ontario Streets. The school was now located directly across from the University Hospital. Soon after, the Dental and Pharmacy Schools, both of which were outgrowing their current 18th and Buttonwood location, moved into the former Packard Building on Broad Street and Allegheny Avenue.

Many changes on the Health Sciences Campus occurred from the mid 1970's. By 1974, Pharmacy outgrew the shared space with Dentistry and built a new facility one block to the north. By 1990, Dentistry took occupancy of a new facility next door to their old location at the Packard Building. Most recently, the campus welcomed the new Medical Education and Research Building which opened in 2009.

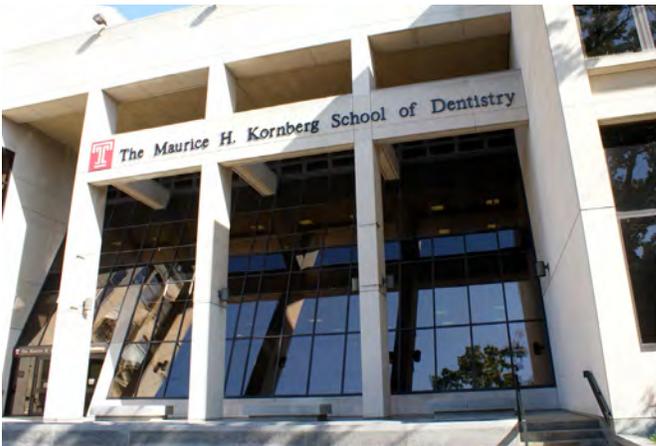
The School of Podiatry originally opened in 1915, but closed in 1960 due to low enrollment. By 1963, the school had reopened due to the efforts of several faculty members, functioning under a separate Commonwealth charter, called the Pennsylvania School of Podiatric Medicine. The school has been at its current location, at 8th and Race Streets, since 1973. In 1998, Temple University merged with the charter, creating Temple's fourth professional school.



*School of Podiatric Medicine, located at 8th and Race Streets*



*School of Pharmacy*



*School of Dentistry*



*Medical Education and Research Building*

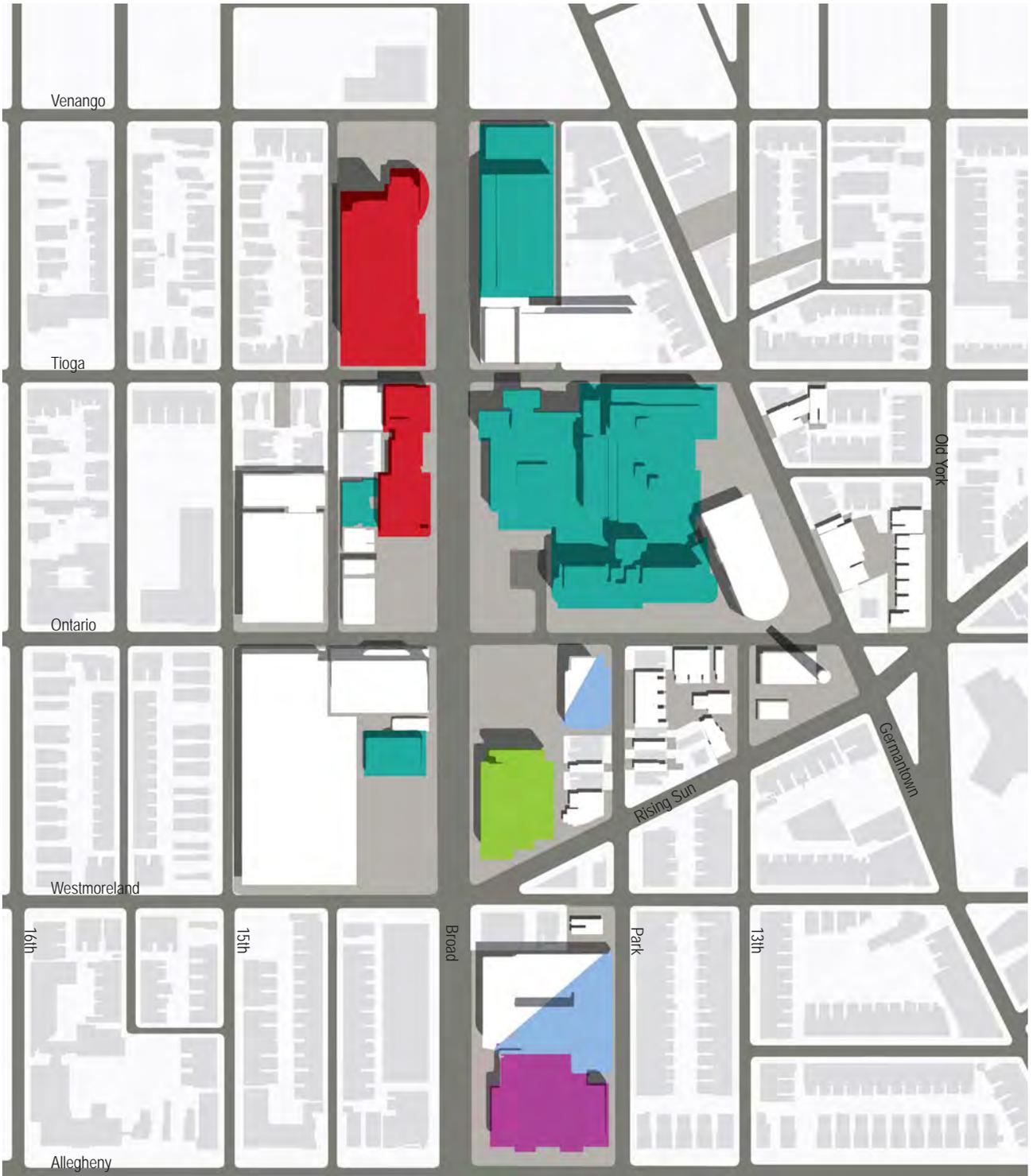
## Academic Programs

Currently the Health Sciences Campus has four schools and colleges focusing on the health-related fields of Medicine, Pharmacy, Dentistry, and components of Public Health.

Temple University Hospital serves as the clinical home for School of Medicine faculty and as one of the clinical teaching sites for the School of Medicine, School of Pharmacy and select other health sciences programs. School of Dentistry clinical programs are facilitated in new operatories within the School of Dentistry Building.

The School of Podiatric Medicine is considered a part of the Health Sciences Center, but is located at 8th and Race Streets, which is approximately four miles to the southeast.

school of medicine   
school of pharmacy   
college of public health  
(partially vacant/partially occupied facility)   
maurice h. kornberg school of dentistry   
hospital/clinical 



## Campus Facilities

### building use

The campus is arranged with most of the academic, research and clinical facilities facing Broad Street. The academic components are scattered and lack connectivity; each facility contains its own classroom, faculty office and research space. There is minimal integrated student life program definition other than what has been developed in each facility. The medical school and hospital are north of Ontario Street; the rest of the Health Sciences programs are south. There are four parking garages on the campus, two on the west side are dedicated to students, faculty and staff, while the other garages are for hospital use.

### building age

Many of the original buildings on-campus, such as the Old Medical School Building, and the original hospital have been replaced by more modern facilities. Currently, the oldest building on-campus is the former Packard Building built in 1925, and was the former location of the School of Dentistry. This building has tremendous opportunities yet currently stands largely vacant and is awaiting program definition and renovation. The new facility for the School of Dentistry was erected in 1990. Jones Hall (Temple University Health System), the School of Pharmacy and the Medical Research Building were built in the 1960's. The School of Medicine relocated to a new facility in 2009 at the intersection of Broad and Tioga Streets.

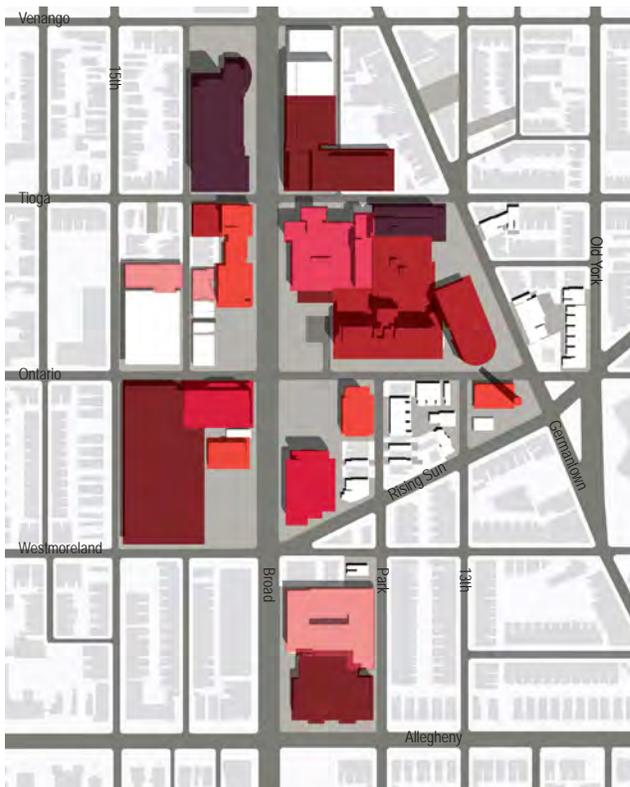
### building condition

Building condition evaluations are an ongoing University effort, and were recorded from the University database maintained by Entech Engineering. The condition of campus buildings are evaluated on a rolling basis using the Facilities Condition Index (FCI) rating system, which assesses facilities based on a ratio of maintenance and repair costs to current replacement costs and results in a ratio between 0.00 (excellent) and 1.00 (poor). The old School of Dentistry and the Medical Research Building are the major academic buildings on-campus that received a poor rating.

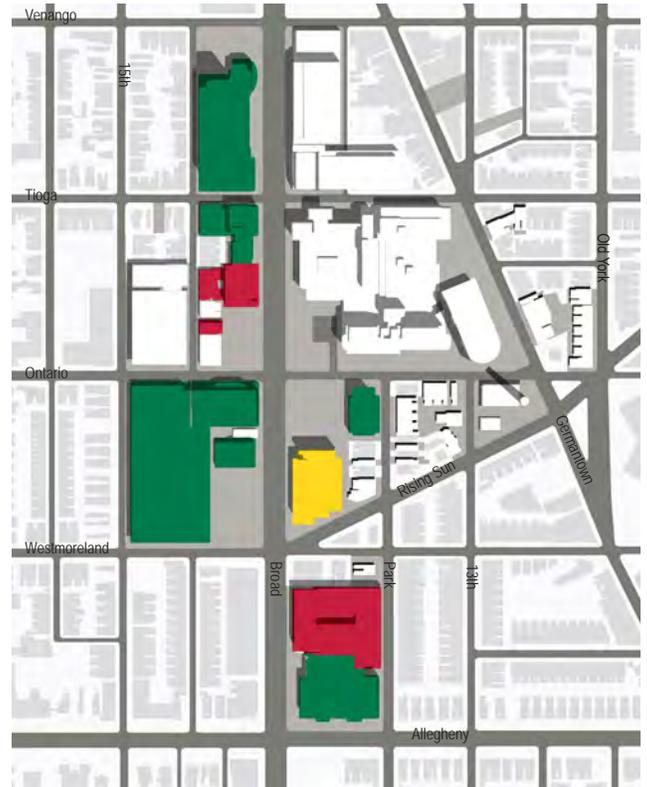
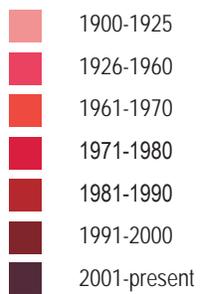


Building Use





*Building Age*



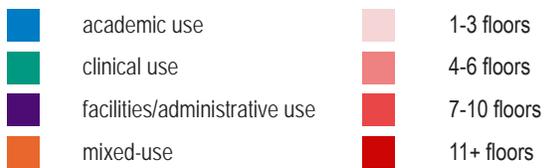
*Building Condition*



## Floor Area Ratio and Land Use

Academic use is siloed on the Health Sciences Campus. The School of Dentistry and Pharmacy are located to the far south while the Medical School is located to the far north. Clinical use dominates the east side of Broad Street as all of the hospital use is centrally located across from the Medical School.

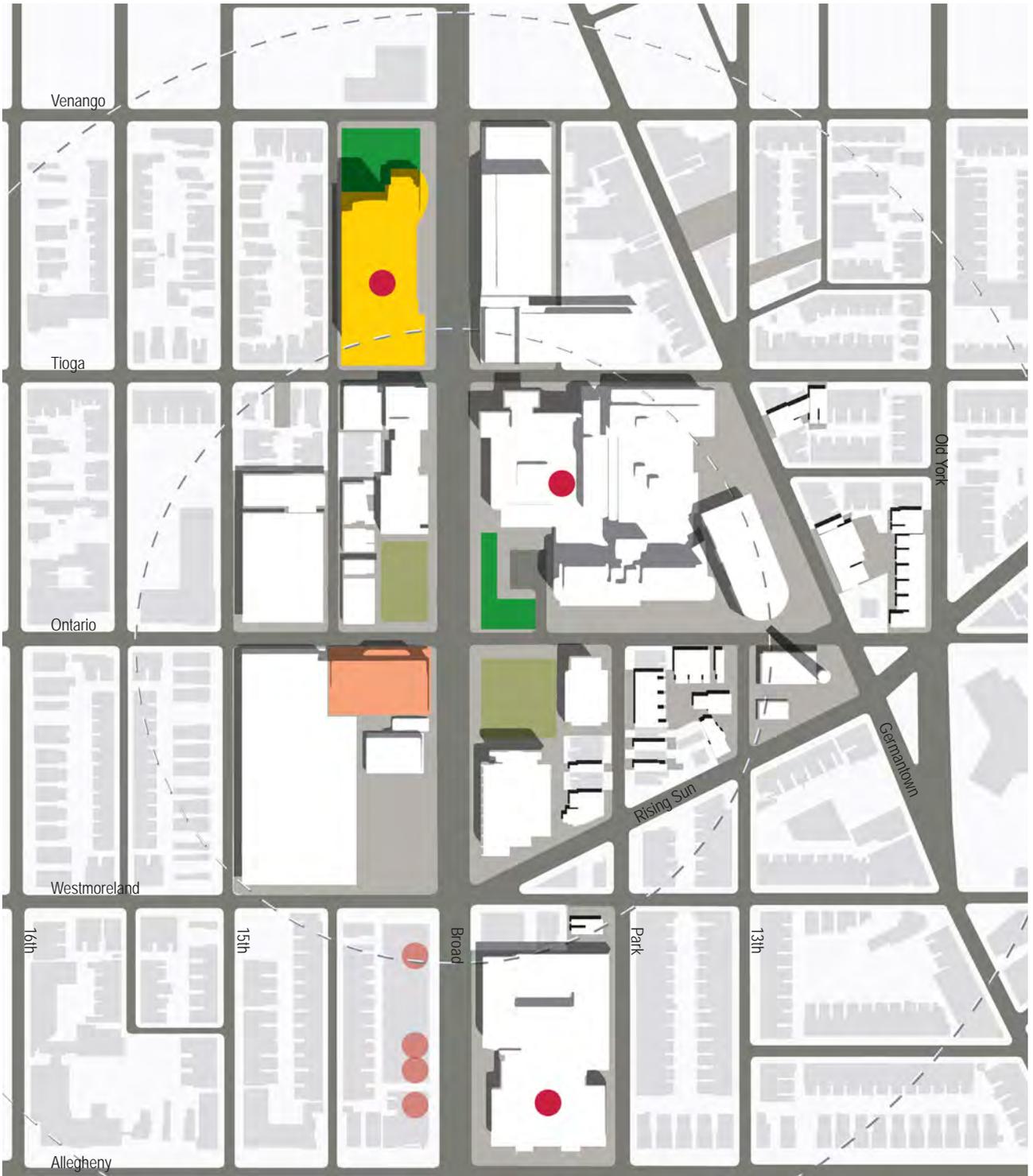
Several open lots at the corner of Ontario and Broad Streets have diminished activity along the street in the center of campus. This dead zone makes the distance between each end of the academic portions of campus seem even further apart as the route along Broad Street provides few nodes of exterior activity. A mixed-use block between Ontario and Westmoreland Streets on the west side of Broad Street contains the Student Faculty Center, a parking garage and surface parking lot, and a small clinical facility. For the developed sites, this campus utilizes existing available land very efficiently. Overall, the Health Sciences Campus yields a 3.5 FAR.



## Spatial Structure

In analyzing the Health Sciences Campus there is a lack of usable and well-developed open space. The primary urban structure follows the urban grid, with low- to mid-rise buildings that generally front North Broad Street. To the north of the Medical Research Building at the corner of Broad and Venango Streets is the Medible Learning Garden, which helps activate this end of campus. However, there are several vacant parcels in the center of campus created by the demolition of previous Temple health sciences facilities. These vacant sites minimize street activity and creates a disconnect between the ends of campus. Furthermore, there are few, if any, dining or common spaces which limits interaction and collaboration between schools.

- common space open past 12 am 
- open space 
- student faculty center to be renovated 
- vacant parcel without building 
- on-campus dining/food locations 
- off-campus dining/food locations 



# ambler campus analysis





## Environmental Framework

The Ambler Campus is located in Upper Dublin Township which is approximately 17 miles northwest of the Main Campus. The bulk of the campus lies within a small ridge located between two natural areas containing two small creeks, wooded areas and wetlands. Of the 187 acre campus, approximately 93 acres, or 49%, is not developable due to a combination of poor soil conditions, steep topography or dense tree canopy. The Ambler Campus consists of two tracts of land: the academic portion located on the northern tract, and the southern tract, which contains sports fields and a large parking reserve.





## Campus Facilities

### building use

All of the campus buildings are located within Loop Drive, a narrow roadway which provides a circuitous route around the entire campus. Most of the academic activity is located on the west side of campus, with the exception of the Learning Center and Library, which are located to the east and north, respectively. Two former residence halls, East Hall and West Hall, remain almost entirely vacant except for a small portion of West Hall, which is dedicated to administrative functions. The Dining Center, a former student cafeteria, also remains vacant and has been replaced by a smaller food outlet within the Learning Center.

### academic programs

The entire School of Environmental Design is located on the Ambler Campus and utilizes seven of the eleven academic buildings. Several outdoor areas which include separate garden spaces and wooded areas are used primarily by the horticulture and landscape architecture programs for teaching and research. Liberal Arts programs focusing on criminal justice, history and psychology and programs in social work, business and education occupy the remaining academic buildings.

### building condition

Building condition evaluations are an ongoing University effort, and were recorded from the University database maintained by Entech Engineering. The condition of campus buildings are evaluated on a rolling basis using the Facilities Condition Index (FCI) rating system, which assesses facilities based on a ratio of maintenance and repair costs to current replacement costs and results in a ratio between 0.00 (excellent) and 1.00 (poor). Several buildings on the Ambler Campus, due to outdated functionality and/or a low FCI rating, are recommended for removal and include East, West and Cotton Halls.



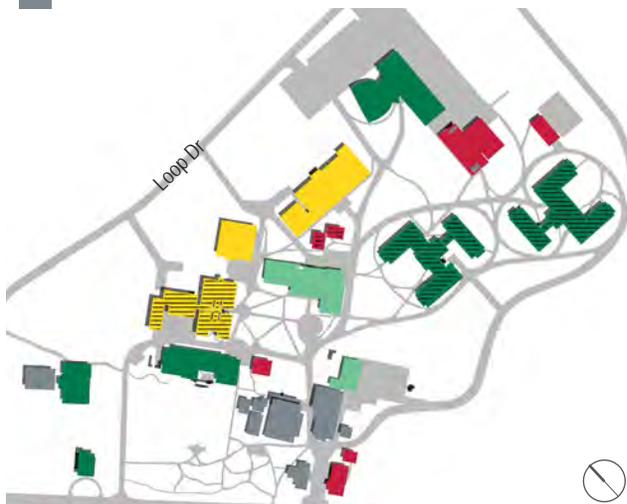
*Building Use*

- academic
- special
- administrative
- recreation
- vacant



*Academic Programs*

- general classrooms
- school of environmental design
- college of liberal arts
- no academic program



*Building Condition*

- excellent
- very good
- fair
- poor
- not evaluated
- recommended for removal



# 3 the master plan

# programmatic and spatial demand

## Future Space Needs

### academic space shortfall

Temple University's current ASF per student is 118 ASF/student, significantly lower than comparable urban peer universities at 150 ASF/student. Matching this target could add up to 458,500 ASF (733,700 GSF) in additional academic and support space (excluding research labs). This finding is supported by a 2012 Classroom Mix Analysis that also demonstrated a current deficit in classrooms and teaching labs on Main Campus. Projects in planning and design as of fall 2013 will meet less than half of this projected space demand.

### research growth

Funded research is projected to increase to \$120 million over the next ten years. Current research expenditures are approximately 50% on the Main Campus and 50% on the Health Sciences Campus. Future growth is expected to have a similar mix, with 50% (\$60 million) in sponsored research for both campuses. Temple will invest in faculty and the physical facilities to support more sponsored and interdisciplinary research, and enhance inter-campus connectivity between main and health sciences campuses.

### student life

As of fall 2013 Temple's current on-campus bed count was 5,208 beds (prior to the demolition of Triangle Apartments on North Broad Street). A student survey conducted in the fall of 2013 revealed a significant demand for more on-campus, Temple-owned and managed housing on Main Campus, in a combination of traditional, semi-suite, full-suite, and apartment-style units. Apartment style units (at 79%) had the largest market demand of all housing types.

The survey also revealed a modest demand for apartment style housing on the Health Sciences Campus, for a total of approximately 250 new units. There was no market demand for housing at any other Temple campus or center.

### recreation

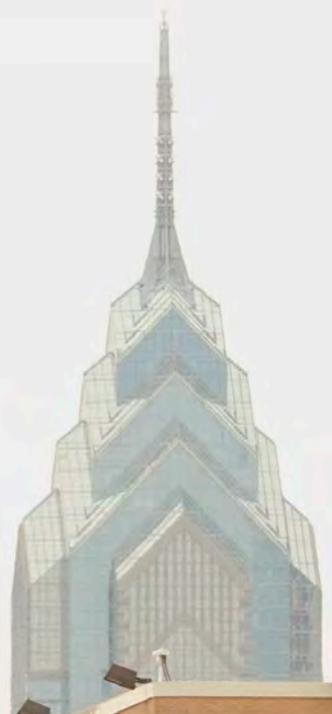
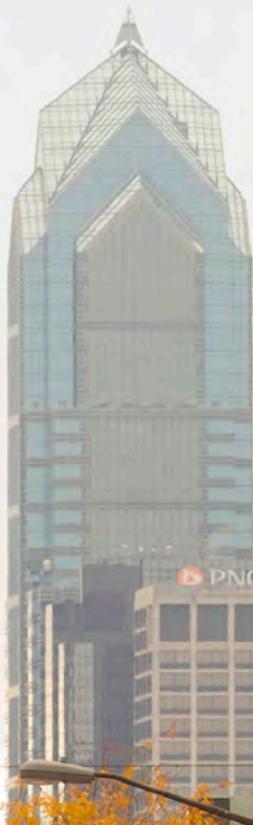
Temple has a significant shortage in recreation and wellness space on-campus to support its student body. Temple has a deficit of 4 GSF per student in indoor recreation space, for a total shortage of 120,000 GSF. This space would be for additional weight rooms, courts and multi-use spaces.

Additionally, Temple has a shortage in outdoor recreation facilities. Temple should try to allocate at least three acres to outdoor recreation space to yield five playing fields.

### athletics

Temple recently joined the American Athletic Conference which presents many new opportunities for its athletics programs. In order to raise the profile of Temple Athletics and improve the spectator experience, the Athletics program plans to relocate soccer to the Main Campus. Additional training, strength and conditioning, academic advising and coaches offices will be needed to allow Temple to remain competitive with its new conference peers.

The University's recent acquisition of the William Penn High School site at Broad and Girard Streets will help with the creation of new recreation and athletic facilities.



PNC

NO TURN ON RED

Cecil B Moore Av



ONE WAY  
←



NO TURN ON RED

Montgomery Av MONTGOMERY AV

← ONE WAY

Mobile

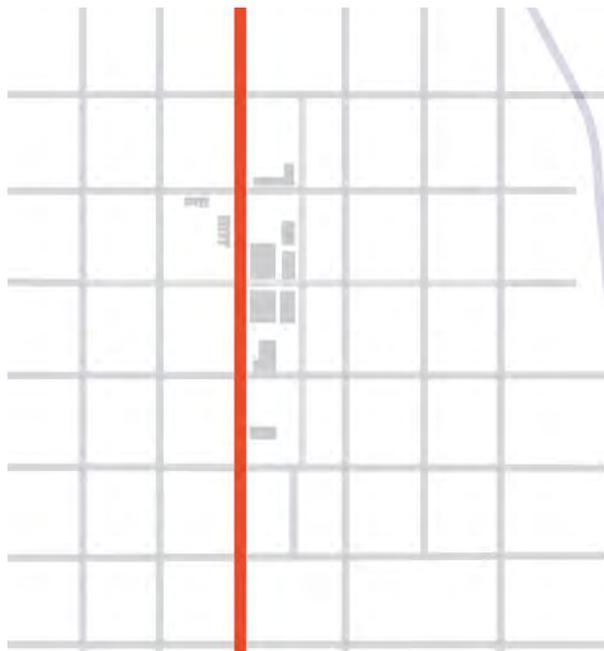


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# physical growth

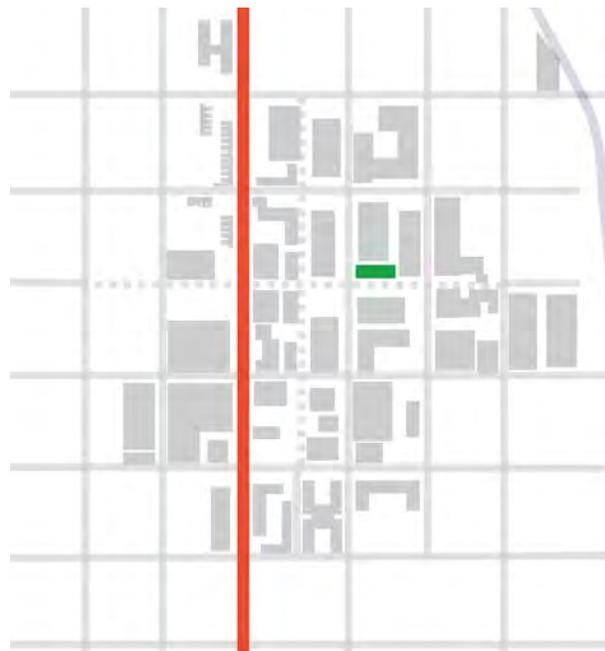
## The Early Campus

In the City, of the City  
The Temple on Broad Street at Berks, a Philadelphia  
Landmark on the city's main thoroughfare  
University development clustered on Broad Street



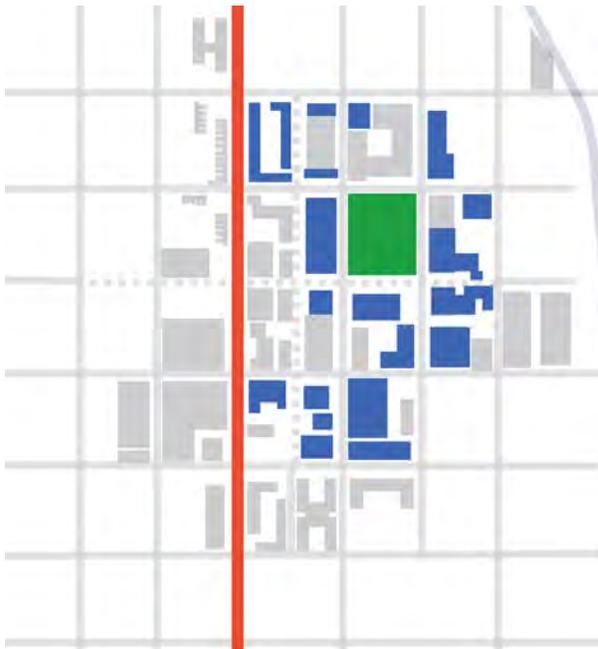
## Campus Growth

Significant growth 1960's to present  
Campus expands to east  
Urban pattern, linear - form follows street grid



## Campus Transformation

Future model  
Centripetal campus  
Focused reinvestment concentrated at heart of campus  
New central quad



## Connect To The Grid

Enhanced grid connects to the quad  
Importance of streets to reinforce grid  
Activate street frontage - doors, transparency, activity, streetscape



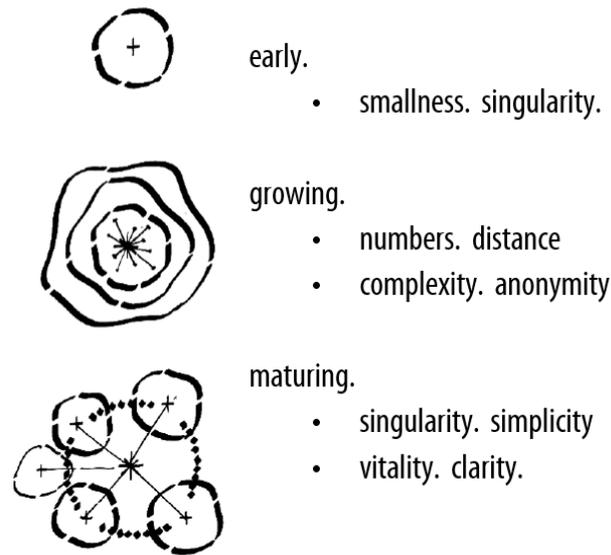
# planning framework

## Campus Evolution

A university campus originates as a singular building or place, with a definable center, a point of origin.

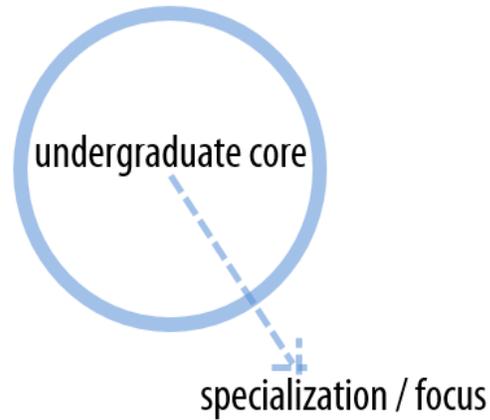
As universities grow, their physical campuses become more complex, adding programs, facilities, and services, each wave of growth more distant from the heart of campus.

A mature university campus brings order to previous rings of growth, creating specialized campus districts with their own center that relate back to the original heart of campus. This maturation restores a level of clarity and simplicity to a complex environment and allows for continued growth that supports a sense of campus.



## Planning Framework

For Temple University, the master plan seeks to restore that level of clarity for the Temple University campus, with a renewed focus on undergraduate programs at the academic core and increasing specialization/focus in graduate programs and interdisciplinary research toward campus edges.



The planning framework reinforces the core of campus with a concentration of undergraduate and scholarly activity centered on a new library and campus quad. North Broad Street, Norris Street, 12th Street, and Montgomery Avenue create an urban frame of loosely defined, thematic academic districts at the edge of the core: Creative Arts and Sciences along Norris Street; Sciences, Engineering, and Research clustered along 12th Street; Professions such as Law, Business, Education, and Health Professions along Montgomery Avenue; and academics, events, and administration on the public face along Broad Street. These themes establish an opportunity for identity, but do not imply a segregation of use. Each district will thrive as they incorporate different disciplines. The intersections of these districts create particularly visible opportunities for interdisciplinary activity.

Existing north and south residential districts are complemented by a new east side residential district, with the re-purposing of a high rise academic tower. A re-focused athletics, recreation, and academic district with an enlivened street presence anchors the west side of campus across Broad Street.



# main campus master plan goals

An aerial, isometric-style rendering of a city grid. The buildings are represented as grey blocks. A central diagonal street is highlighted with a row of green trees. In the foreground, two large green rectangular areas are highlighted, representing parks or open spaces. The background is faded to show the overall urban context.

cutting edge instruction

academic and research growth

support innovation

a rewarding urban residential experience

strengthen the temple identity

engage the city

institutional stewardship



# main campus master plan recommendations

## Academic and Research Initiatives

Visualize Temple proposes significant investment in new and renovated space to improve classrooms, research and teaching labs, faculty offices, student support, and meeting space. Replacement of Beury and Bio-Life Halls in a new Interdisciplinary Sciences classroom and research building, the expansion of Engineering for research, and a consolidated College of Public Health support the University's research goals.

### the academic heart

The academic core is anchored by a new library and central quad at the heart of campus. The new 200,000 square foot library will be a catalyst for learning, scholarly research and hub of intellectual engagement. This facility will significantly increase seating and study space, providing technology and space for discovery, creative activity, and faculty training. Paley Library is re-imagined as a vibrant hub of student services and academic support, including the relocation of the Welcome Center and Student Orientation, tutoring services, cafe, classrooms and meeting space.

### academic neighborhoods

The integration of interdisciplinary sciences with the creative and performing arts on Norris Street allows Temple University to showcase its strengths in these programs. Proposed additions to

Tomlinson Hall will create a more transparent facade, creating a 'billboard' to put Temple's achievements in the arts and sciences on display.

Development on 12th enhances this street as a major academic corridor with its concentration of sciences, engineering research, humanities, technology and health sciences. The new home for the College of Public Health next to Weiss Hall, and renovations to the Law School, and Ritter Hall/Annex strengthen the academic focus on professions on Montgomery and Cecil B. Moore Avenues.

### north broad street: temple's public face

Future development west of North Broad Street provides opportunities to continue to strengthen the urban character of Broad Street with the addition of program components such as student recreation, athletics and possibly academic space that activate the pedestrian environment. Preservation of Temple's historic assets retain the University's original character, while new additions to the Law School and Mitten Hall bring an opportunity for more transparent facades and visible activity, interfacing with the community and connecting to Center City.

### action list

- 1\* Build new library
- 2\* Grow interdisciplinary sciences
- 3\* Expand engineering and research
- 4\* Consolidate College of Public Health
- 5\* Renovate Ritter and Ritter Annex
- 6\* Renovate and enhance classroom experience in Wachman, Gladfelter and Anderson
- 7 Consolidate administrative function, improve faculty experience
- 8 Renovate/expand law school
- 9 Improve fine and performing arts space
- 10 Renovate Paley as student learning and academic support
- 11 Create additional space for future academic growth
- 12 Develop North Broad Street academic, athletics/recreation zone

\*represents a project within a 0-5 year timeframe, see chapter 4 for additional information

- proposed building 
- proposed renovation 
- preserve building 
- campus building 



## 21st century learning environments

Reinvestment in existing facilities are a key part of the President and Provost's mission to improve student success and the effectiveness of the learning experience at Temple University.

The renovation of existing academic buildings such as Paley Library, Ritter Hall, Ritter Annex, Wachman Hall, the Bell Building, Gladfelter and Anderson Halls, and the Beasley School of Law provide opportunities not only to upgrade existing space, but to introduce new academic environments. New models of learning such as active learning classrooms and evidence-based teaching practices increasingly require more flexible, technology-rich, multi-functional space. Explore and incorporate these new models when re-purposing and renovating existing space.

“New ideas need old buildings.”

- Jane Jacobs

Author, “Death and Life of Great American Cities”





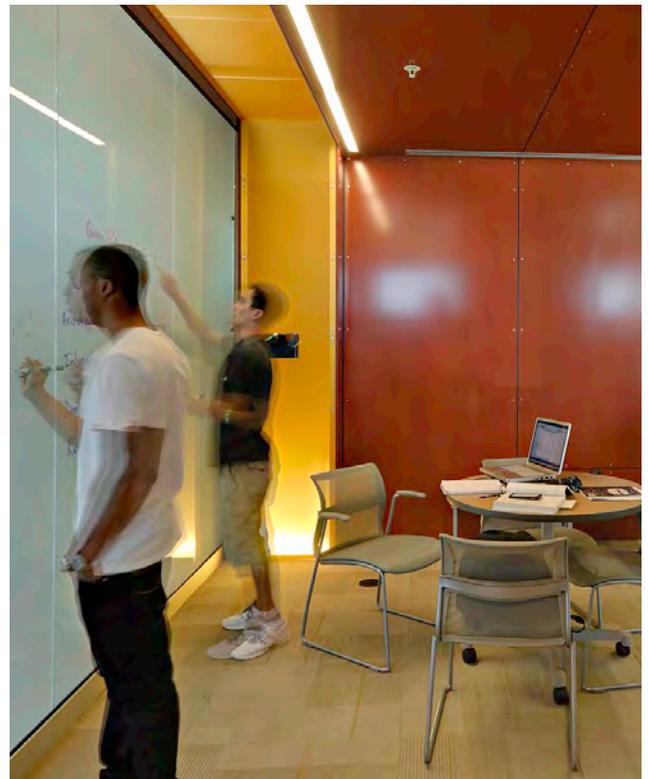
*Flexible team-based learning environments*



*Integrated classroom and lab environments*



*Interdisciplinary simulation-based learning*



*Student-centered, informal work space*

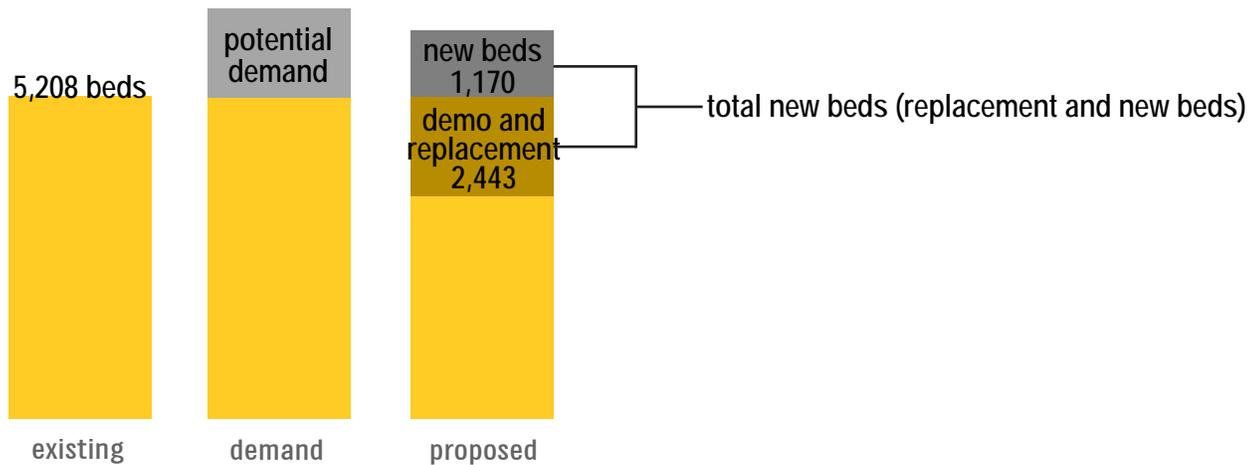
## Student Life Initiatives

### residential life

The Residential Life Market Analysis prepared for the master plan demonstrated a significant demand for additional beds on-campus, owned and managed by Temple University.

To meet the needs of the Temple student, a mix of traditional, semi-suite, full-suite and apartment-style units are recommended to balance the existing housing types.

The Howard Gittis Student Center on Main Campus is limited in meeting space and offices for student organizations. Future renovations should relocate non-student service functions and provide additional space for student organizations and social engagement to benefit the campus experience for residential and commuting students.



### action list

- 1 Expand White Hall neighborhood
- 2 Replace Peabody Hall
- 3 Redevelop Johnson and Hardwick Hall
- 4 Create east campus residential district
- 5 Expand the Temple Towers neighborhood
- 6 Renovate the Student Center

- proposed residential
- existing residential
- student center renovation
- campus building



## Student Life Initiatives

### lights on

Temple should provide more active, transparent and lit spaces at building ground levels, especially in the evening hours. This includes establishing additional food or retail hubs, common study spaces, or evening student programming to create lively and active zones throughout campus, particularly for buildings fronting the new campus quad and other campus public spaces.

### dining and food

With the proposed future replacement of Johnson Hardwick and Peabody Halls, Temple will have to replace the existing Esposito dining facility within the proposed residential complex. This new dining facility will need to be programmed accordingly based on the type of bed configuration that is planned for this complex, however, it should have an all-you-care-to-eat component to accommodate students with a traditional meal plan as the existing Esposito complex houses the only all-you-care-to-eat facility on campus.

If any new housing on campus is developed as apartment style, which would include a kitchen in each unit, then the facility should have a grab-and-go or food court (similar to Morgan Hall). The addition of beds on the east side of campus presents opportunities for smaller cafe style outlets within existing or proposed buildings. With the addition of the proposed library, new quad and proposed renovations in the heart of campus, up to 2,500 GSF of cafe or grab and go should be placed within the central campus core. The proposed recreational and athletic zone, on the west side of Broad Street, also provides an opportunity to add ground floor cafe spaces.

Additionally, a restaurant is also a highly desired element on campus. A restaurant will provide a unique dining experience for campus visitors, faculty and staff, alumni and future students.

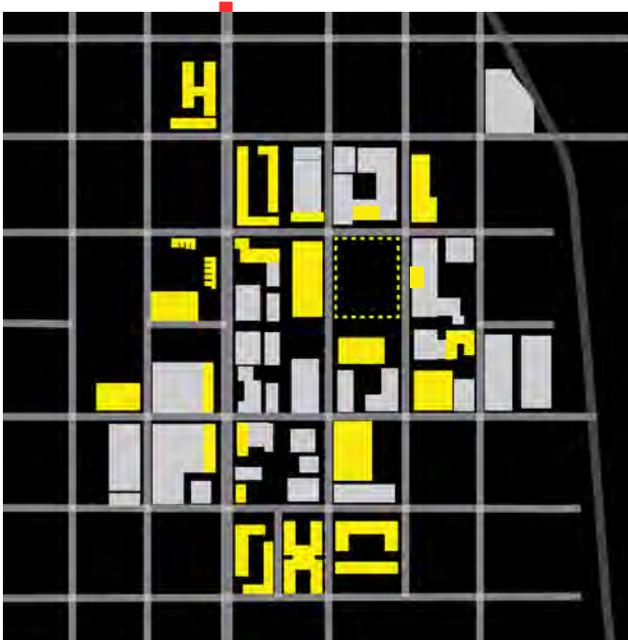
extended building or lobby hours	
proposed dining hall	
existing dining hall	
proposed food outlet/cafe/retail	
existing food outlet/cafe/retail	
existing food court	
existing off-campus food/retail area	



Lights on 2013



Food availability 2013



Lights on 2023 (proposed)



Food availability 2023 (proposed)

## Student Life Initiatives

### indoor recreation

To address the shortage in indoor recreation space, the master plan recommends the construction of a recreation building to the west of Pearson-McGonigle. This facility could house additional free weight space, multipurpose rooms and courts. It could connect via a bridge to the Pearson-McGonigle Building to maximize operational efficiency through its adjacency to existing recreation space. Depending on its final size and number of floors, the building could be designed to accommodate not only the existing gap in indoor recreation on-campus, but also could include the space currently in Temple University Fitness should Temple choose to end that leasing arrangement in the future and consolidate space.

### athletics and outdoor recreation

The plan recommends the development of two student athletics/recreation zone on-campus. The first zone should be located on the land bounded by Broad and 16th Streets to east and west, and Pearson-McGonigle and Norris Street to the south and north. The second zone should be located on the former William Penn High School site which Temple recently acquired at Broad Street between Master Street and Girard Avenue. This site will be redeveloped in partnership with the Laborers Union

to provide space for both athletics and recreation fields as well as a community job training center in the former school building run by the Laborers' District Council Education and Training/Apprenticeship Fund. Together, these two zones have sufficient space to provide much needed recreation fields and to support several of Temple's Division I athletics programs.

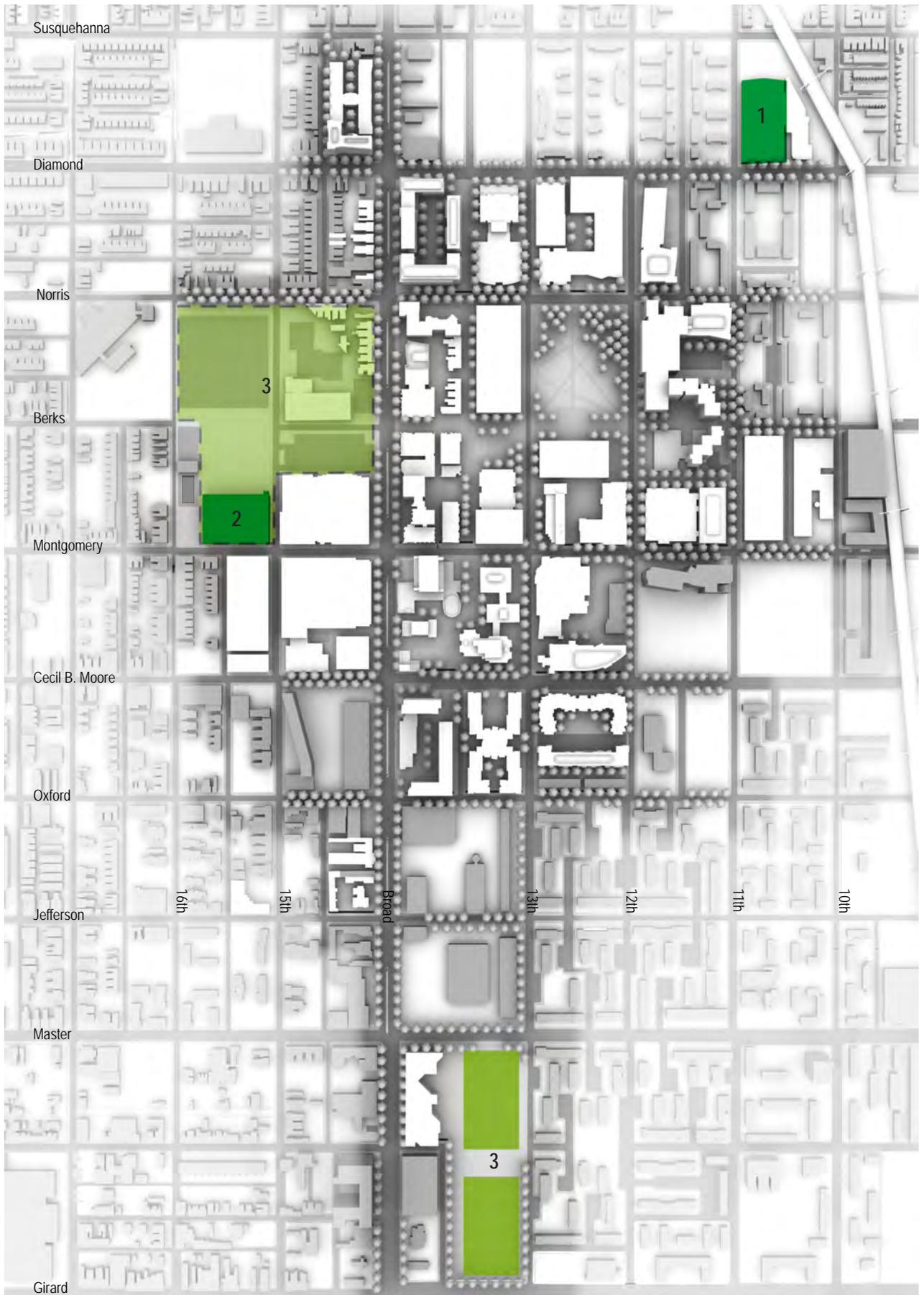
Additionally, a permanent structure should be built to enclose the field next to Edberg Olson to provide shared indoor practice space for Temple Athletics. These new facilities would provide the opportunity to realign coaches offices and training space to more efficiently use or renovate space in Pearson-McGonigle. This would allow Temple to provide a higher caliber of facilities to support its recent move to the American Athletic Conference.

These new facilities offer the ability to enhance Broad Street and increase activity along Temple's front door. They give Temple an opportunity to encourage greater student attendance of athletic events and build excitement among the student body and engage the community.

### action list

- 1 Enclose edberg olson field to provide permanent indoor practice facility
- 2 Construct indoor recreation center
- 3 Future athletics/recreation zone

- proposed recreation/athletic field 
- proposed recreation/athletic building 
- campus building 



## Urban Design Framework

Visualize Temple lays out a framework for future campus renovation and development to achieve the University's academic goals and mission. The urban design and campus open space frameworks create templates for the physical patterning and continued improvement of the built environment. Architectural guidelines describe a design philosophy to engage future designers to think about the idea of place at Temple and guide development in a way that strengthens the cohesive character of the campus and its connection to the community. The University's Landscape Master Plan, Verdant Temple, provides the landscape guidelines to enrich campus exterior space.

The Urban Design Framework defines a few, simple principles for maintaining and enhancing Temple's urban character:

### consistent build-to line

Temple's campus fabric evolved in response to the city's urban street grid. However, some buildings were conceived as stand alone objects separate from the street, creating a less congruous urban form. The master plan proposes a series of build-to lines for all campus streets as a starting point, or datum, to establish a sense of spatial coherency from one block to the next. For new construction or building expansion, a significant portion of the building should meet the build-to line at the street. Arcades and setbacks at entries or at small outdoor active spaces can be used to break up the linearity of the block or to transition to existing neighborhood edges.

### engage the corners

The street corners of campus blocks are a great opportunity for buildings to engage the public realm of the street. The visual presence of street corners are opportunities where Temple can put its academics, creative arts, and sciences on display. Depending on future building programming, expansion or new construction at street corners can include major building entrances, a greater degree of architectural interest, and/or transparency to showcase the activity within the building.

### active edges

Transparency at the ground floor, via building entries, lobbies, windows, and views into occupied space is highly encouraged. These elements animate building facades and add to the life of campus streets and public spaces. They also enhance a sense of security. Building loading docks and service yards should be screened from view at adjacent streets and campus public spaces.

### building heights

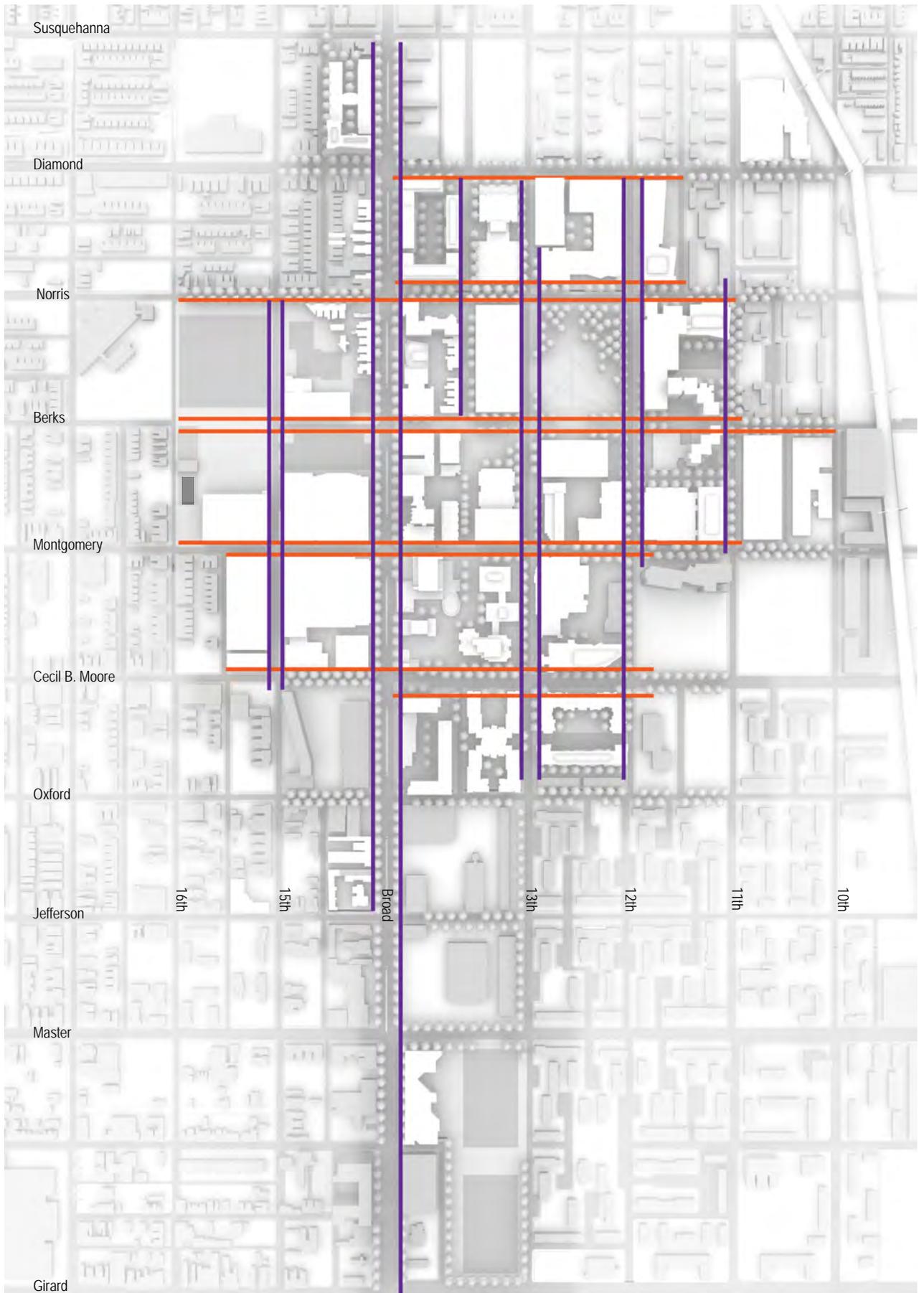
Existing building heights vary at Temple depending on the use, program, and era of the building project. Conwell Hall on Broad Street was the first mid-rise building; however Gladfelter and Anderson Halls paved the way for increased density on-campus. Morgan Hall Tower is the latest high rise and creates a new beacon and landmark for the campus, visible from center city.

The building heights proposed in Visualize Temple (Section 4, Phasing and Implementation of this report) reflect a density target intended to achieve the future space needs of the master plan. As program and funding are determined for future projects, proposed building heights will need to be validated in association with the master plan recommendations and the University Architect's office.

### landmarks and icons

From the Bell Tower to the Baptist Temple to Morgan Hall, Temple has outstanding landmarks that help define campus. Visualize Temple provides opportunities for new landmarks to build collegiate spirit.

setbacks  



# Open Space Framework

## landscape master plan

These open space elements correspond to the five major interrelated landscape typologies described in the separate Landscape Master Plan for Main Campus: the green, walks, spaces, streets, and margins. The Landscape Master Plan provides more detailed recommendations on the attributes and design intent for each landscape typology.

## campus quad

The proposed campus quad is a singular, iconic space forming the academic heart at the core of campus. As a multi-purpose space, its design will accommodate large-scale events, while also serving a myriad of informal student gatherings and individual study and relaxation.

## liacouras and polett walks

Liacouras and Polett Walks are reinforced as the primary pedestrian axes through campus. Polett Walk is extended to 16th Street and to 11th Street. Enhancements to Liacouras Walk will complete its design up to Diamond Street.

## campus pedestrian gateways

The existing main gate at North Broad Street and Polett Walk is a beautiful, human-scaled icon that welcomes all to campus. The master plan envisions several additional pedestrian gateways: along Polett Walk, Broad Street, and on Liacouras Walk. The design of these gateways should reflect their importance as highly visible portals into campus.

The Temple University regional rail station on Berks Street creates

## action list

- 1 Develop quad
- 2 Enhance Liacouras Walk, develop gateway at Liacouras/Cecil B. Moore/Diamond
- 3 Enhance Polett Walk
- 4 Create gateways on Polett/16th Street and Polett/Broad Street (west side)
- 5 Enhance gateway on Polett/11th Street and Berks/10th Street
- 6 Develop gateway and Cecil B. Moore Avenue and Susquehanna/Broad Street
- 7 Create urban plaza with the development of the athletics/recreation zone
- 8 Create gateway at new athletic/recreation zone at Broad/Thompson Street

an opportunity for a new urban gateway experience with enhanced streetscape elements, urban lighting, wayfinding, and landscape. Polett Walk is extended to 11th Street through the removal of the overhead platform at Gladfelter and Anderson Halls, and the redesign of a more welcoming gateway into Temple.

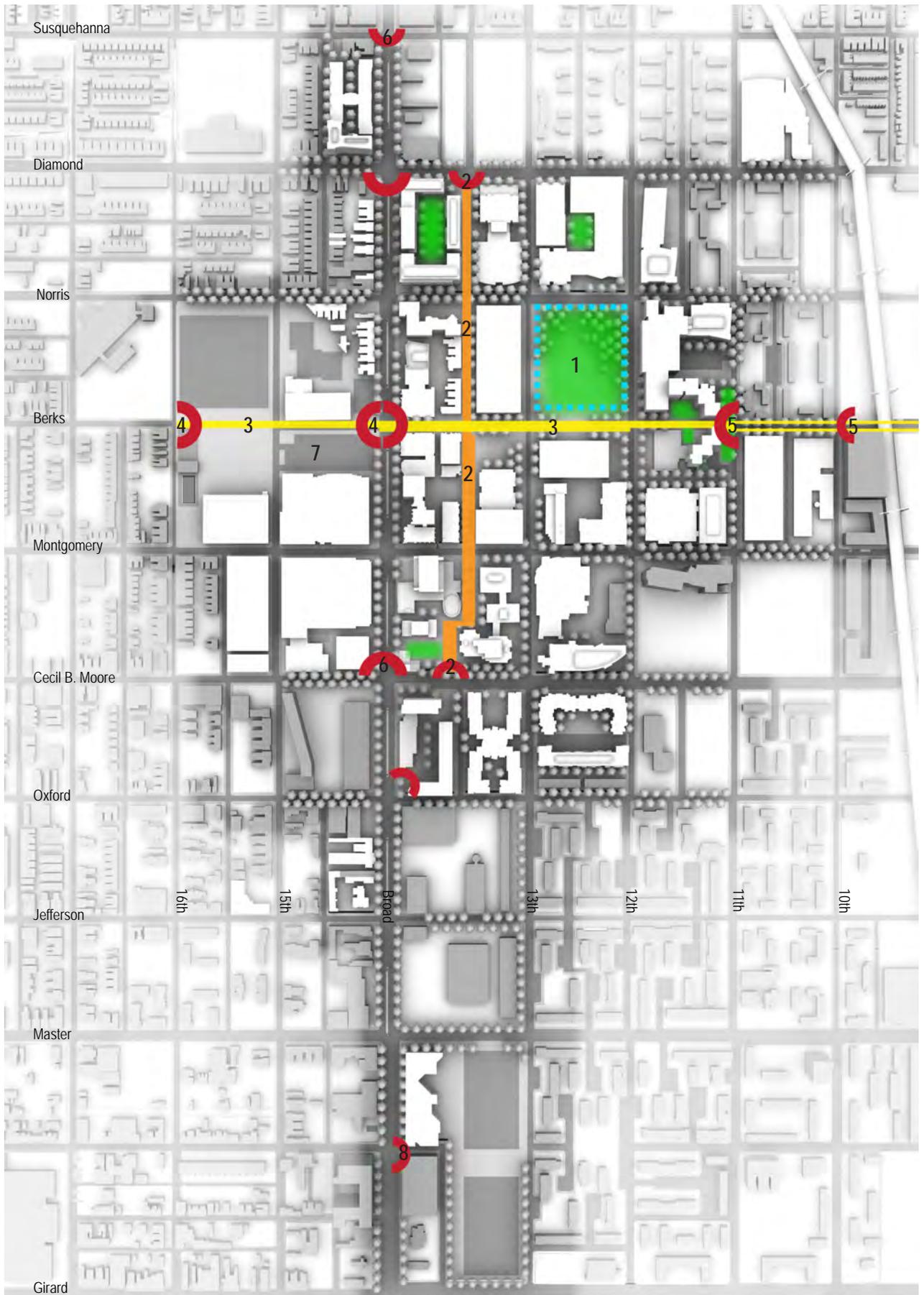
The SEPTA subway station and plaza at Cecil B. Moore Avenue and North Broad Street provide an opportunity to enliven this corner and brand it as part of Temple's campus. Redevelopment of the station could include the addition of a restaurant to activate the plaza. Enhancements to the streetscape on North Broad Street include a new median, lighting, street trees, and banners to reinforce the primacy of North Broad Street and its role as Temple's front door.

## new greens, courtyards, and plazas

The development of a multi-purpose urban plaza should anchor the western extension of Polett Walk along with the development of an athletics/recreation zone. It should provide flexible, programmable space for large outdoor events and include amenities to break down the scale of the space for daily use, with an inviting edge connecting Broad Street and strong spatial definition along Polett Walk.

Several new and re-imagined greens and courtyards are located at key positions connecting to Polett and Liacouras Walks. These courtyards provide gathering spaces off of the major pedestrian routes into campus, and act as smaller 'neighborhood' greens for campus redevelopment, both academic and residential.

- open space improvements 
- polett walk improvements and extension 
- liacouras walk improvements edge 
- broad street streetscape improvements 
- pedestrian gateways 
- underground stormwater opportunities 
- campus building 





*View to the west of the proposed east campus gateway*

REVISED FINAL DRAFT October 29, 2014



EMPLE MADE



View to the northeast at North Broad Street and Cecil B. Moore Avenue of South gateway and proposed SEPTA station redesign

REVISED FINAL DRAFT October 29, 2014





*View to the northeast of the proposed main campus quad*

REVISED FINAL DRAFT October 29, 2014



## Campus Streets

As an urban campus, the public streets within and surrounding Temple's Main Campus are an integral part of the campus open space and experience. Each street's functional hierarchy and character contributes to the urban campus experience. All campus streets can be enhanced by balancing multiple modes of travel, for pedestrians, bicyclist, public transit, vehicular and service traffic.

The Landscape Master Plan addresses the traffic considerations and functional characteristics of campus streets in more detail and proposes bike and pedestrian improvements to each street section. A summary of this proposed street typology is included here with the Campus Master Plan.

### pedestrian walks/restricted access

In addition to the primary pedestrian ways of Liacouras and Polett Walks, Beasley's Walk is redesigned as a more intimate pedestrian walk with restricted vehicular access.

### shared street, managed access

13th Street in the core of campus becomes a primary pedestrian corridor and link between the new library and central quad. 13th Street is proposed as a shared street balancing bicycle and vehicular traffic with increased space for pedestrian movement, and restricted access to vehicles during peak pedestrian periods and events.

Montgomery Avenue west of North Broad Street and a section of 15th Street are also opportunities to implement traffic management actions during major games and events in the athletics/recreation zone.

### shared streets

11th, 12th and Norris Streets and Montgomery Avenue are local connectors and one-way pairs planned as shared streets with additional bike lanes to facilitate bicycle movement around campus. Working with the city, the University may want to evaluate the removal of on-street parking on 11th Street to accommodate north bound traffic.

### local campus collectors

16th Street, 10th Street Oxford Street are local neighborhood collector streets that could be enhanced with bike sharrows for both campus and neighborhood mobility. The section of 13th Street south to Girard Avenue can be a secondary pedestrian and bike route from campus to the proposed new athletic and recreation facilities.

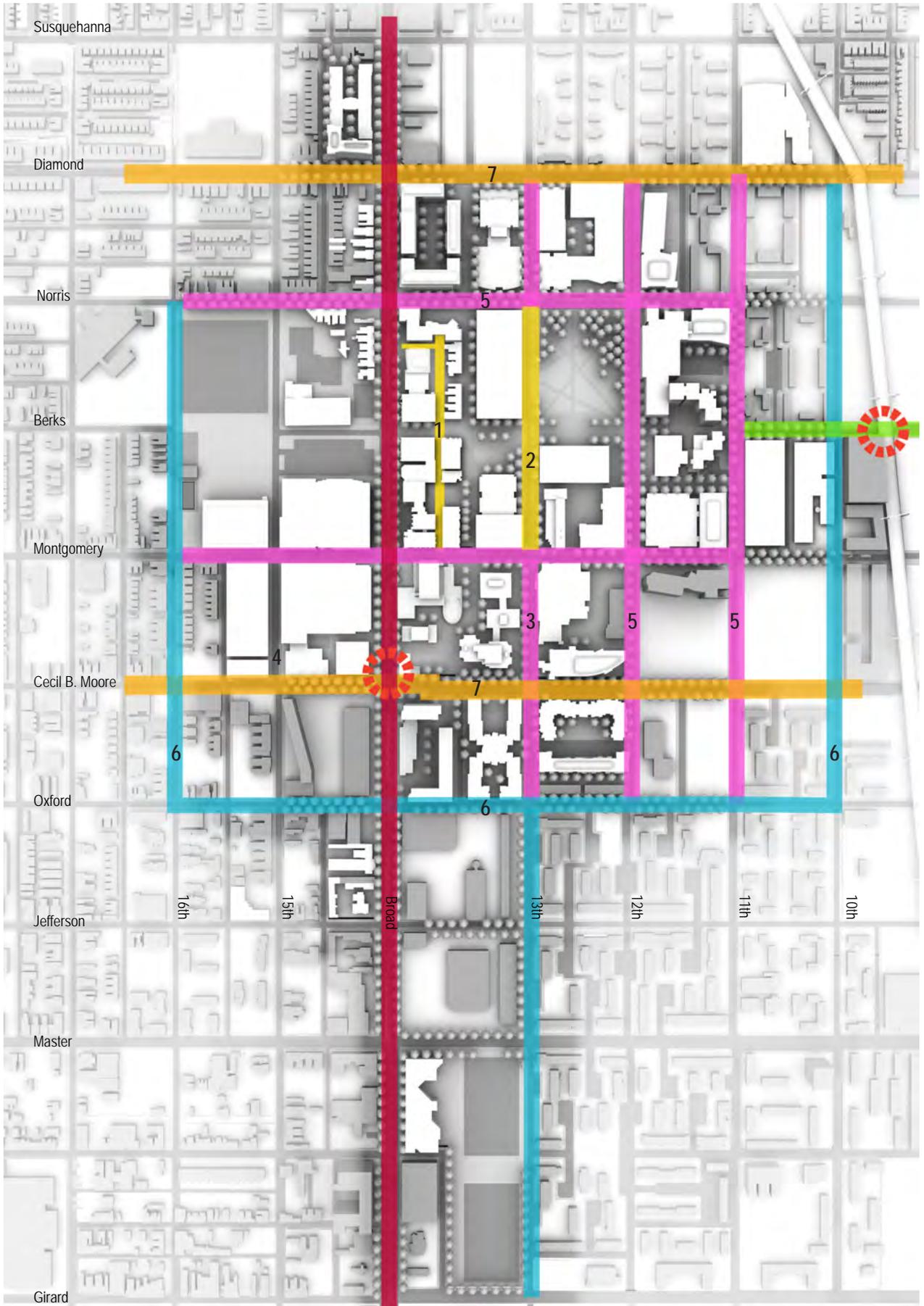
### minor arterials

Cecil B. Moore Avenue and Diamond Street are minor arterial streets forming the north and south boundaries of campus. As two-way streets, they are important vehicular corridors. New bike lanes are proposed for each street.

### action list

- 1 Redesign Beasley's Walk from a service corridor to a pedestrian environment
- 2 Transform 13th Street into a pedestrian corridor in the central core
- 3 Add improved bicycle and pedestrian facilities to 13th Street
- 4 Implement traffic management during events on broad and 15th Streets
- 5 Add improved bicycle and pedestrian facilities to 11th, 12th and Norris Streets
- 6 Create secondary bicycle and pedestrian routes on 16th, 10th and Oxford Streets
- 7 Add bicycle lanes to Cecil B. Moore avenue and Diamond Street

restricted access/pedestrian walk	
restricted access/shared street	
shared street and bike lane	
local connectors	
minor arterials	
campus gateway	
septa stations	
campus building	



## Getting to Campus

### public transit

Temple University should continue to work with SEPTA to improve both regional rail and subway line stations that serve all of its campus locations. Improved security, lighting and maintenance, including improvements to the walks leading to stations, can encourage ridership and help reduce the need for on-campus parking or inter-campus shuttles. The partnership program Temple University is undertaking with SEPTA at the Cecil B. Moore stop on the Broad Street Subway Line could be a working model for future improvements to Susquehanna-Dauphin, Allegheny, Erie and the regional rail station.

Streetscape improvements on Berks Street and a new eastern gateway at 11th Street with better lighting, pavement, landscape, and wayfinding will enhance the commuter experience walking from the Temple University regional rail stop to campus. The specifics of these improvements are documented in the Landscape Master Plan.

### university inter-campus shuttles

The continuation of the Ambler Campus, School of Podiatric Campus (and office functions at Temple Administrative Service Building) will require some continuing multi-campus transportation service. With the consolidation and relocation of some academic programs to different campuses (such as College of Public Health to Main Campus), it is recommended that Temple reevaluate existing inter-campus shuttle service to improve ridership, convenience, and efficiency.

SEPTA regional rail provides regular and frequent train service to and from the Main Campus station with stops at both the Ft. Washington and Ambler stations near the Ambler Campus. Increased use of this train line could allow the University to scale

back the existing Main/Ambler Campus shuttle to a shorter run between Ambler Campus and the Ambler or Ft. Washington rail stations. This would allow more focus and resources for a singular shuttle connecting Main Campus and the Health Sciences Campus.

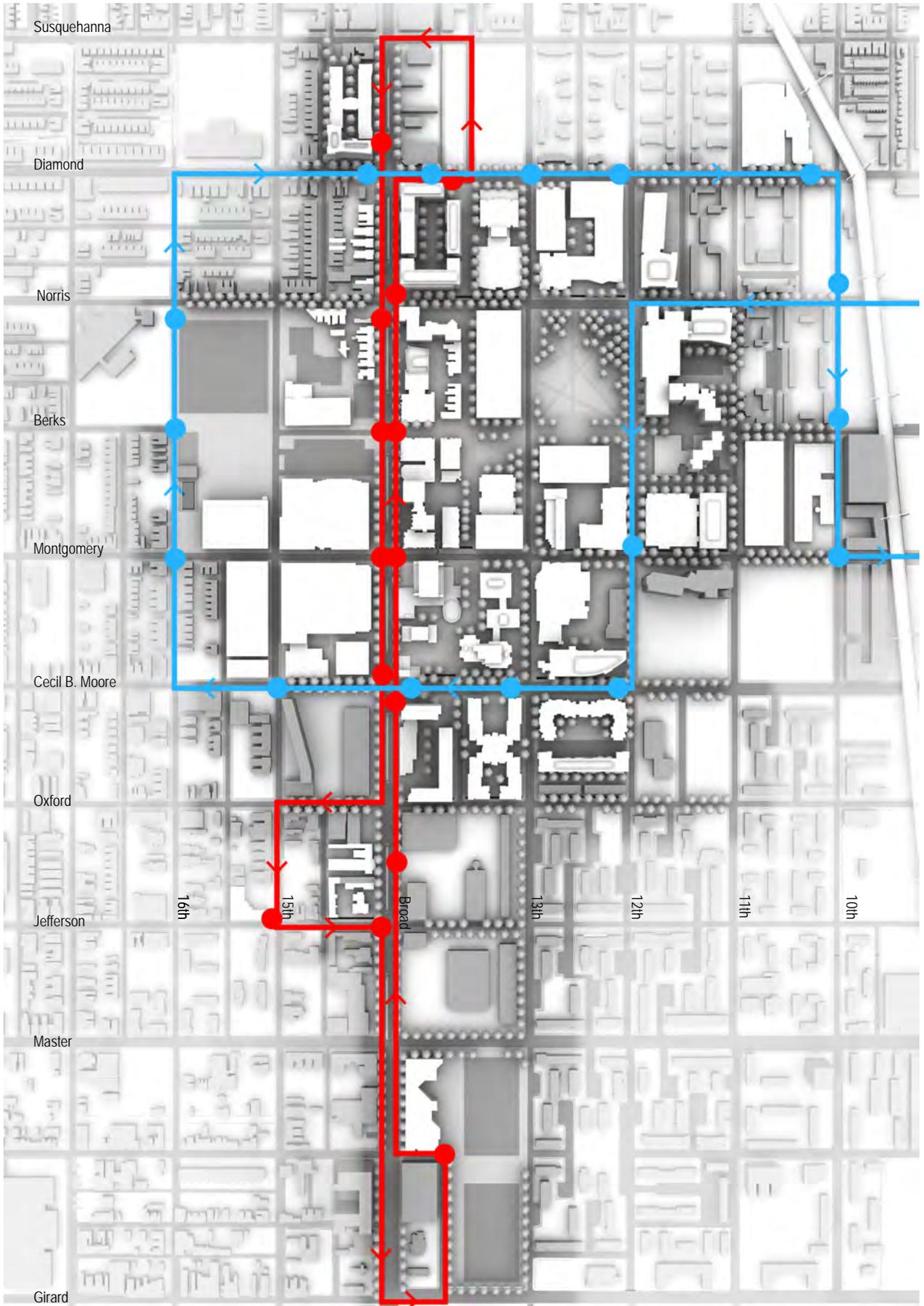
A second shuttle could consolidate connections between the Temple Administrative Service Building, Main Campus, Health Sciences Campus and potentially the School of Podiatric. Alternative means of access could include more car sharing options with dedicated parking to accommodate trips between Main and/or Health Sciences Campuses and satellite campuses.

### on-campus shuttles

Proposed development on the former William Penn High School site at Broad Street and Girard Avenue for athletics and recreation expansion will require a reevaluation of the Owl Loop and TUR Door shuttles. Both shuttle services should be expanded in the future to provide service to the new facilities at Broad Street and Girard Avenue.

Typically, the most efficient and user-friendly transit route is straight bar, there-and-back system. The Owl Loop might benefit by being broken into two segments: one route that traverses Broad Street north and south, and a second route circulating east - west. As future campus development occurs, Temple University transportation staff should consider conducting user surveys to determine preferred destinations and make modifications to the Owl Loop and TUR Door routes as needed.

- proposed owl loop route 1 and stops 
- proposed owl loop route 2 and stops 
- campus building 



## Parking

The Parking Utilization Study conducted in the fall of 2012 found that Main Campus had an overall utilization rate of 68% during peak periods, demonstrating that Temple University has sufficient parking for current demand. In 2013 Temple University closed some surface lots and opened the Montgomery Avenue Garage, adding more net capacity to parking by approximately 725 spaces. The construction of the Montgomery Avenue garage has built in extra capacity for the University to continue re-purposing surface parking lots as campus development sites. In combination with current unregulated on-street parking spaces, Main Campus has sufficient parking reserves.

Over the next five to seven years, near-term priority projects of the master plan will reduce the parking supply by 340 spaces through development of new facilities on existing surface parking lots. Over the same time period, the Main Campus population is expected to have modest growth, increasing demand. These two counter trends - diminishing supply and increasing demand - will drive up the utilization rate of existing spaces to approximately 90%, or operationally full. At that time, Temple will need to evaluate its parking policies, funding, and operations to manage a tighter supply.

In the long-term, additional campus development could reduce parking supply by another 660 spaces. The proposed re-allocation of some on-street parking to accommodate more pedestrian and bicycle traffic within the Landscape Master Plan will also impact the available supply of nearby parking. With continued campus population growth to achieve enrollment targets, Temple's Main Campus could have a future shortfall if the current parking ratios remain constant from today. This shortfall could be addressed through two options: reduce demand or increase supply.

### **integrated demand management strategies**

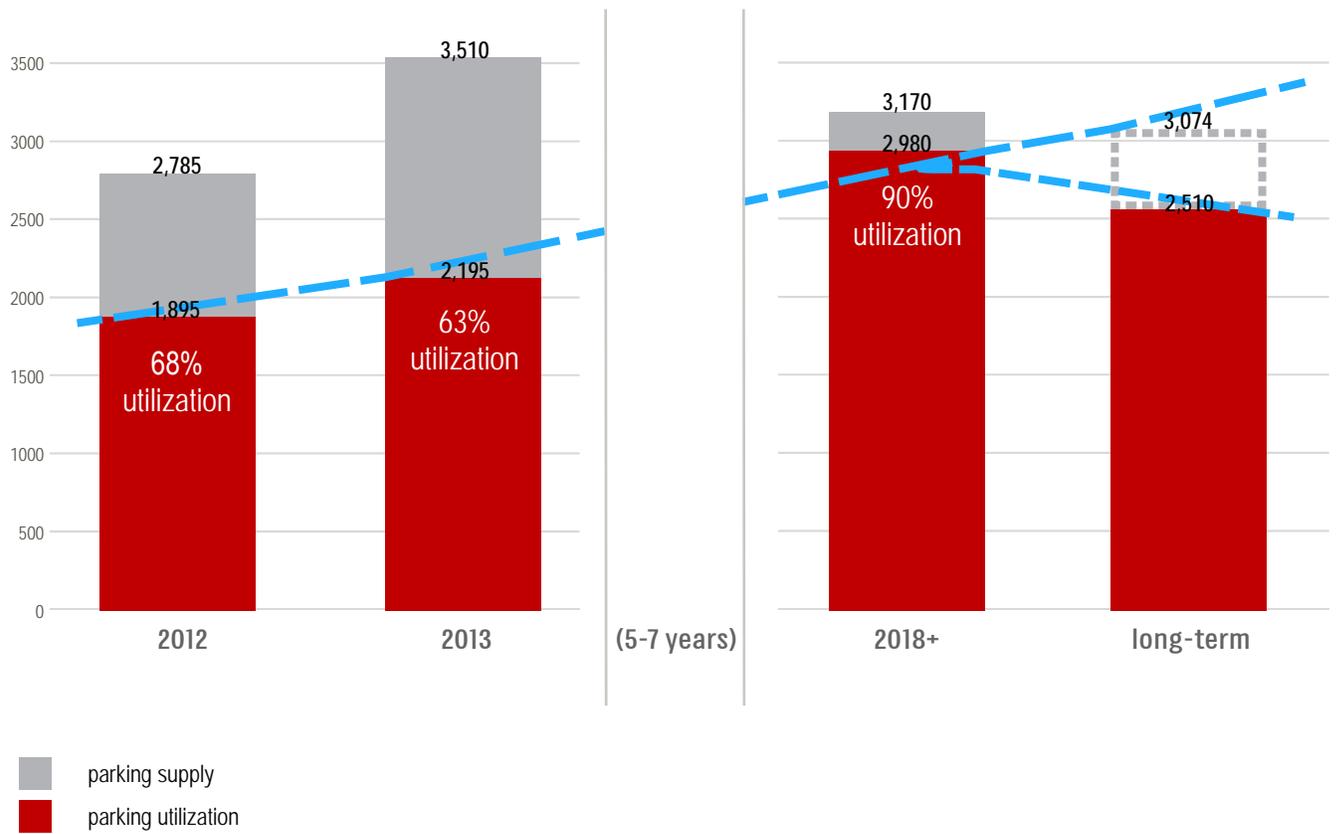
An integrated solution to reducing future demand for parking involves many factors:

- increasing the supply of on-campus housing
- increasing international student population (i.e. non-car owners)
- adding bike facilities to facilitate more bicycle commuting
- improvements to the safety and maintenance of existing Broad Street Line subway stops to increase transit use
- partnering with SEPTA and other transportation entities to increase ticket subsidies

If Temple can achieve a 5% reduction in the number of students, faculty and staff that commute by single occupancy vehicles (SOV) through these factors, it could potentially reduce future parking demand by 1,000 to 1,200 cars (even assuming a future growth in campus population).

With the reduction of existing parking inventories as current parking areas are used for new facilities, Temple may need to consider options to increase future parking supply, by either building another parking garage in proximity to campus, or by developing a remote surface parking lot near transit or with a shuttle back to Main Campus. As an urban campus, Temple has a shortage of available land, and so either option may require future acquisition of property to increase supply.

The multiple variables in estimating future growth, demand, and potential supply of parking is further complicated by factors beyond the University's direct control, such as the future availability of free on-street parking close to campus. Temple should continue to monitor its available parking supply, pricing, and policies to balance providing resources to its students, faculty and staff with financial sustainability in the future.



## Service Areas

### service access

Future service access must be carefully planned within the context of Temple's network of one-way streets and primary pedestrian corridors. The master plan proposes re-directing building service access away from 13th and 12th Streets so that both streets can evolve into more pedestrian and bike-friendly 'shared street' corridors on-campus. The majority of service areas will continue to be accessed off of Diamond Street, Norris Street, Montgomery Avenue, Cecil B. Moore Avenue, and 11th Streets. The athletics/recreation zone west of Broad Street will be accessed via a new service corridor from Norris Street to Montgomery Avenue.

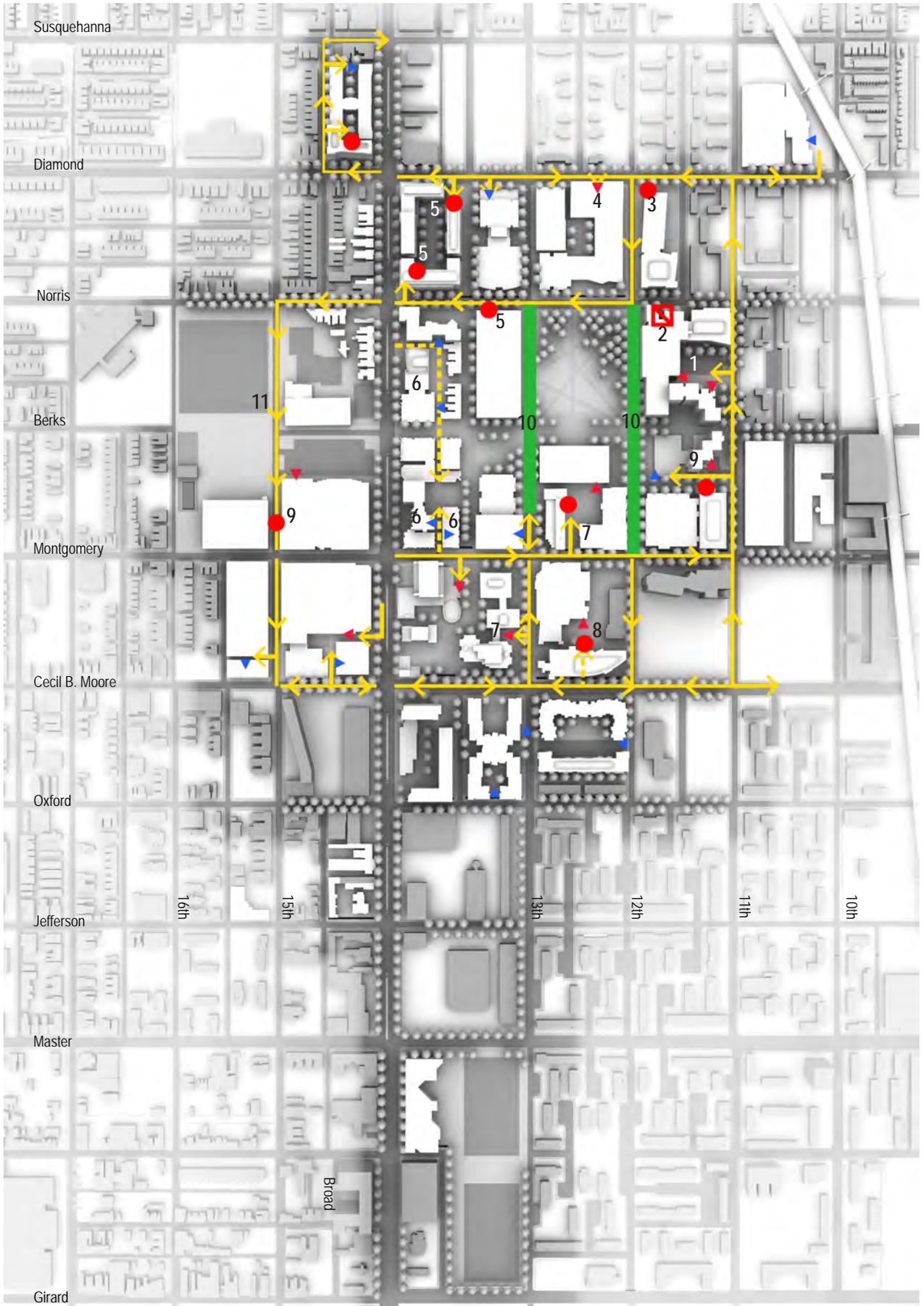
### service areas and loading docks

Temple should consolidate service areas and access drives as much as feasible for new construction and/or building expansion. Loading and service areas should be located within internal service courts and/or within buildings where possible, to minimize the visual impact. Creating landscape screens and changing operational practices to control access to various docks and closing dock shutters when not in use would greatly enhance the pedestrian experience. Reducing driveway widths, recessing and/or screening existing and future service areas and loading docks from adjacent sidewalks and public streets, particularly residential streets will improve the quality of the pedestrian environment. Policies on the parking of service vehicles needs to be established to prevent congestion within the pedestrian zone.

### action list

- 1 Consolidate service for engineering expansion
- 2 Remove existing loading dock from street frontage
- 3 Locate future service/loading dock within internal service court
- 4 Screen loading dock from street
- 5 Locate service/loading dock within building, recessed from street
- 6 Minimize vehicle traffic on Beasley's Walk, screen loading areas
- 7 Manage service access to limit traffic on 13th Street
- 8 Maintain service access off of Cecil B. Moore Avenue
- 9 Consolidate and screen service areas
- 10 Restrict/redirect service/delivery vehicle traffic
- 11 Develop new service access corridor for athletics/recreation zone

service access route, direction of travel	
existing at-grade loading dock	
existing grade-separated loading dock	
remove loading dock	
proposed loading dock	
restrict delivery vehicle traffic	
campus building	



# Security

## future growth

As the University expands and builds more facilities, the security boundary should extend to meet the growing campus population. Any growth to the south, along Broad Street corridor towards the William Penn High School site, should also be patrolled by campus police and campus police bike patrols. Facilities should be mixed when possible to maximize the number of users groups, number of users, and have an active use of the facilities throughout the day, week and year.

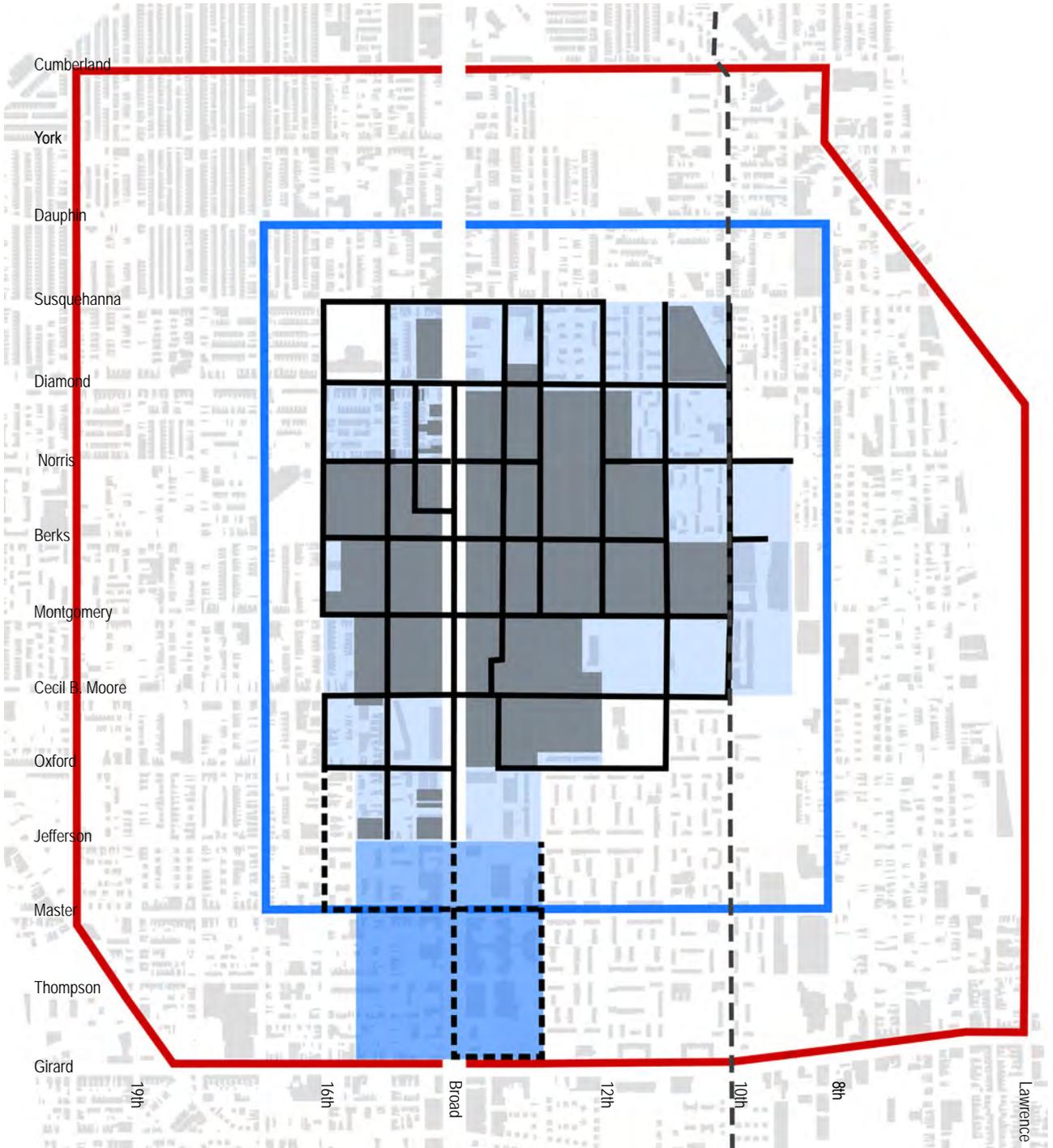
## lighting

The lighting philosophy for Temple is “the sun never sets on Temple” and it accurately describes the lighting on-campus. The increased lighting has contributed to the reduction of crime and incidents on-campus; however, the rising costs of electricity demands a reevaluation of the lighting scheme including lamp types, placement, aesthetics, and illumination levels to determine the appropriate and efficient lighting scheme for the future.

## campus streets

Temple police officers are currently providing traffic control on-campus during class changes to manage the conflict between pedestrian and vehicular traffic. 12th Street is the biggest area of concern, followed by 13th Street. This requires the police department to utilize their resources for areas other than police operations. Traffic should be managed on 13th and 12th Streets during peak pedestrian crossing times, without the use of the police officer resources. Automated barriers such as gates or bollards are inexpensive solutions until a permanent streetscape is implemented.





# health sciences campus recommendations

## Vision

Temple University's Health Sciences Campus provides a unique opportunity for health sciences students interested in new models of cross-disciplinary learning and clinical training. Home to the School of Medicine, School of Pharmacy, the Kornberg School of Dentistry, Temple University Health System, and Shriners Hospital, the Health Sciences Campus has the programmatic and physical platform for interdisciplinary learning, research, and patient care within close proximity.

The strategic framework developed by Navigant (2011) and the planning framework described in Temple Transformation: A Framework Plan for the Health Sciences (2012) represent a robust set of goals and physical vision that are time tested and consistent with the state of the Academic Medical Center industry. The effort of both reports was focused more on the School of Medicine and the Temple University Hospital System. This previous effort is combined with an expanded evaluation of the needs and opportunities for the Kornberg School of Dentistry, the School of Pharmacy, and student life in Visualize Temple, creating opportunity for a more integrated Health Sciences Campus for Temple University in North Philadelphia.

## Program Growth

The chart on the following pages represents program observations and opportunities across the spectrum of Temple's health sciences programs. In general terms, facilities across the Health Sciences Campus require program redevelopment to accommodate research expectations, integrated curricula, and faculty growth.

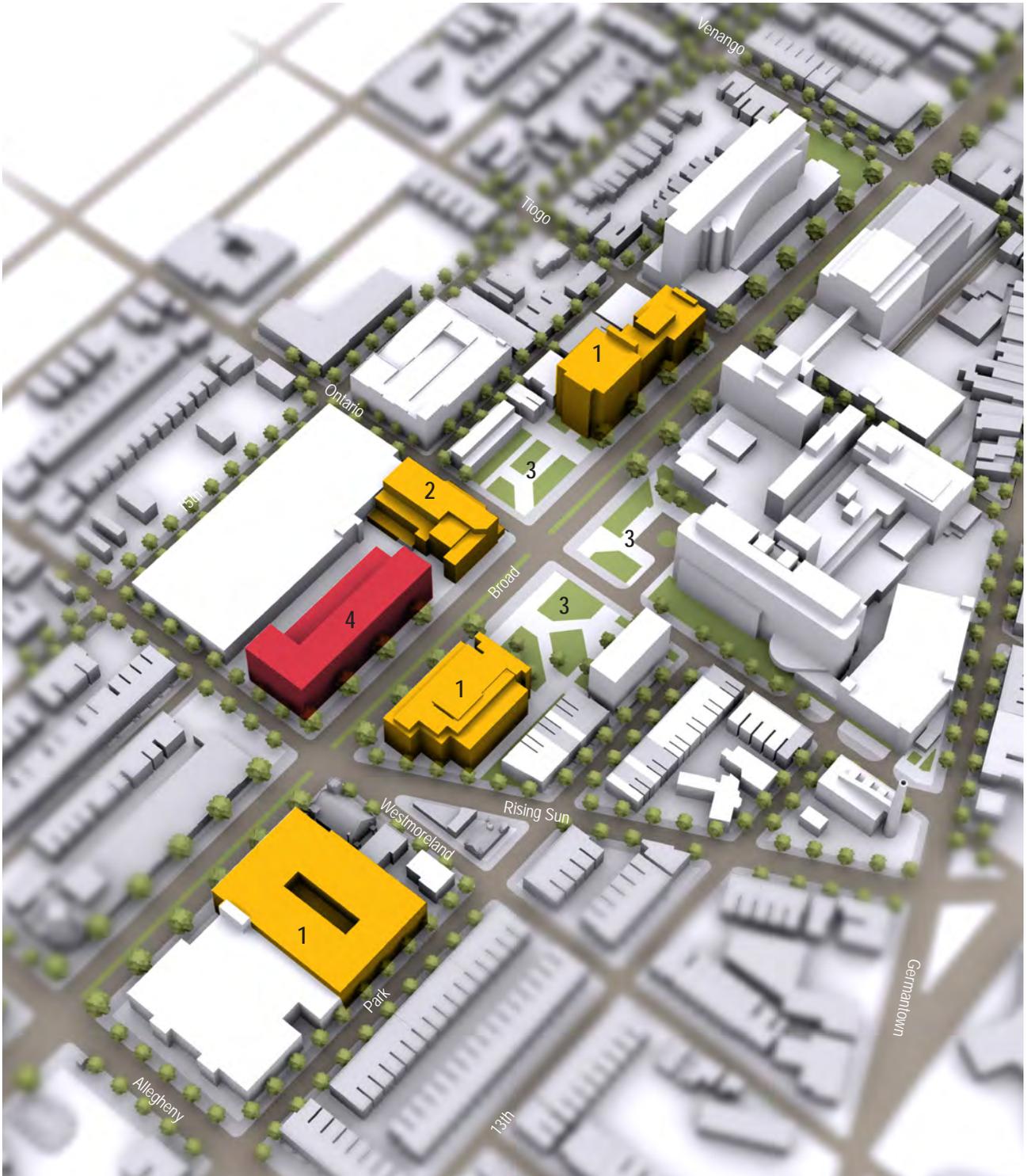
These cross-Health Sciences Campus considerations represent a tremendous opportunity within the context of a new North Philadelphia care delivery model construct, that could include: health-related educational programs transformation; unique trans-disciplinary program development to attract students; more **efficient and effective use of scarce resources**; and **the ability to facilitate economic and community redevelopment**.

Enhanced resource alignment across the Health Sciences Campus would suggest increased productivity and reduced duplication, supportive of emerging disciplines, new forms of knowledge management, and enhanced care delivery quality and value.

## Action List

- 1 Facilitate growth in research (medical, pharmacy, dentistry)
- 2 Reinvest in faculty-student center
- 3 Enhance open space areas
- 4 Develop graduate housing with ground floor retail

- proposed building 
- proposed renovation 
- campus building 



# health sciences schools macro-observations

	Education
Dentistry	<p>Inadequate student/faculty support space Need additional student/ technician work + learning areas No capacity for inter-professional curriculum + support</p> <hr/>
Public Health	<p>Scattered on two campuses, 'no home' Inadequate student/faculty support space Inadequate simulation space No capacity for inter-professional curriculum + support</p> <hr/>
Medicine	<p>No capacity for inter-professional curriculum + support</p> <hr/>
Pharmacy	<p>Requires additional space for additional faculty + fellows Program expansion Inadequate space for expanded dispensing lab Inadequate student/faculty support space No capacity for inter-professional curriculum + support</p> <hr/>
Podiatric Medicine	<p>Requires integration with other professional schools Inadequate student/faculty support space No capacity for inter-professional curriculum + support</p>

## Research

Limited inter-professional/interdisciplinary support

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Space resources not available

Limited inter-professional/interdisciplinary support

---

Appropriate consolidation from older facilities

Limited inter-professional/interdisciplinary support

---

Requires additional space for additional faculty + fellows

Limited inter-professional/interdisciplinary support

---

Limited inter-professional/interdisciplinary support

## Related Clinical

Requires incremental clinical expansion

Requires additional CAD/CAM + clean ceramic area

---

Fragmented/non-available

---

Maintain appropriate locations for clinical education

May require additional space for expanded clinical faculty

---

Requires additional space for additional faculty + fellows

---

Requires access to hospital-based clinical services

# school of medicine complex

## Vision

Temple University's School of Medicine is dedicated to excellence in education, research, and patient care. As part of Russell Conwell's original vision, the School of Medicine was founded to make quality medical education fully accessible to students from all walks of life, resulting in one of the most diverse student bodies in the country today. As part of the Temple University Health System, the School of Medicine is a main anchor for an integrated medical education, research and faculty office complex.

## Future Opportunities

The 480,000 square foot Medical Education and Research Building (the MERB) opened in 2009 on North Broad Street as the new home for Temple University's School of Medicine for both education and research. This facility is a significant investment in the Health Sciences Campus, containing medical education classrooms, faculty offices, research, academic support, and a medical simulation center. The facility also provides shared resources for Health Sciences Campus students, including the Ginsberg Library, cafe, and student common areas. The building has been designed to accommodate future expansion to the north for critical programs that need contiguous space.

The School of Medicine continues to expand its academic, research and clinical mission and plans to increase its research and clinical faculty. The existing Kresge Research and Medical Research facilities can continue renovations for select School of Medicine support programs including research and faculty offices. The site of the former Old Medical School Building at Ontario and North Broad Street has a highest land value/future use as a new or replacement multi-use research and faculty office facility. In the interim, it can be redesigned and programmed as Health Sciences Campus open space.



*Medical Education and Research Building and Kresge Building*

# school of pharmacy

## Vision

Temple University's School of Pharmacy is an educational and research-oriented institution dedicated to collaborative investigation into the pharmaceutical sciences at the academic and clinical levels. Planning recommendations focus on providing the physical resources for integrated pharmacy research, translational research, education, and enhanced student development programs.

## Future Opportunities

Originally constructed in 1974, the current School of Pharmacy Building is in generally good to fair condition, and supportive of current programs. Projected growth in research will require incremental expansion to optimize the value of program investments in translational and product development research, enhanced simulation and student support programs. This growth could require approximately 30,000 GSF of additional space. The planned consolidation of the College of Public Health to the Main Campus will free up space in the current Pharmacy Building. Combined with the relocation of other non-School of Pharmacy programs out of the building, enough square footage could be freed up to accommodate Pharmacy's future growth within its existing facility.



*Researcher at the School of Pharmacy Moulder Center for Drug Discovery Research*

# school of dentistry

## Vision

The Kornberg School of Dentistry provides excellence in clinical dental education, patient care, and community-based service and outreach. In the twenty-first century, technological advances and a greater emphasis on the integration of dental medicine and health care will improve community health outcomes. Physical resources must continue to support a fully integrated, state-of-the-art dental health program.

## Future Opportunities

The Kornberg School of Dentistry moved from the Old Dental School Building into its current facility in 1990. This facility underwent a recent renovation and upgrade to the school's clinics. As new technologies and practices are added to the curriculum, continued renovation of the existing building will be required for new labs, procedure spaces and equipment, including CAD/CAM technology for digital dentistry. Incremental expansion into the adjacent Old Dental School Building can optimize the value of program investments in additional academic, research, and/or clinical programs, and create space for student commons, educational support, and community clinics.

### old dental school building

The Old Dental School Building is an underutilized asset that can be re-purposed as a flexible adapter for interdisciplinary programs, research, and clinical needs. Renovations to this facility could support the development of a community health resource center with select Health Sciences Campus interdisciplinary research and student support functions. This facility can also create surge space for Health Science Center-wide programs.



*The Kornberg School of Dentistry Building*



*The Old Dental School Building, circa 1947*

# health sciences campus/student life

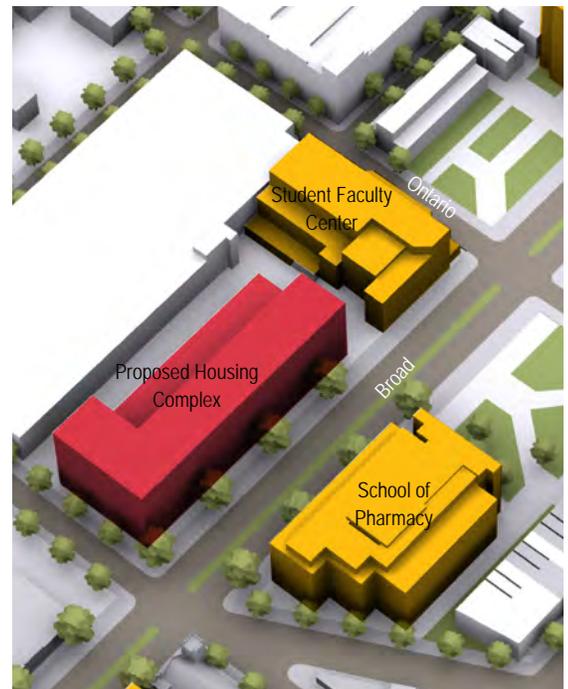
## Vision

Provide space for academic support, student services, student and faculty amenities, study, wellness, and informal gathering, while providing housing to attract health sciences graduate students and foster greater interdisciplinary interaction.

## Future Opportunities

Renovation of the existing Student Faculty Center can provide a multi-use campus and student life facility at the core of campus. The addition of amenities such as food service, fitness and wellness, conferencing, study and gathering space will greatly enhance the quality of campus life for the Health Sciences Campus, particularly for the programs south of Ontario Street. This facility can also be a touchstone and meeting place for faculty, staff and students visiting from Main Campus and other Temple locations.

To the south, future redevelopment of the parking lot on North Broad Street could add up to 250 graduate and resident beds in apartment style units. The development should include active ground floor uses such as retail and a small grocery to serve the campus population.



*Future student housing and renovated student faculty center on North Broad at Ontario Streets*

# health sciences campus - looking east

renovation of student faculty center for recreation, dining, study space, meeting and gathering spaces

relocate college of public health to main campus, future redevelopment of site for multi-disciplinary office, research, and clinical use - preserve corner as open space



Ontario West Parking Garage

proposed apartment style housing with ground floor retail, parking below

relocate programs, renovate interior space for additional research

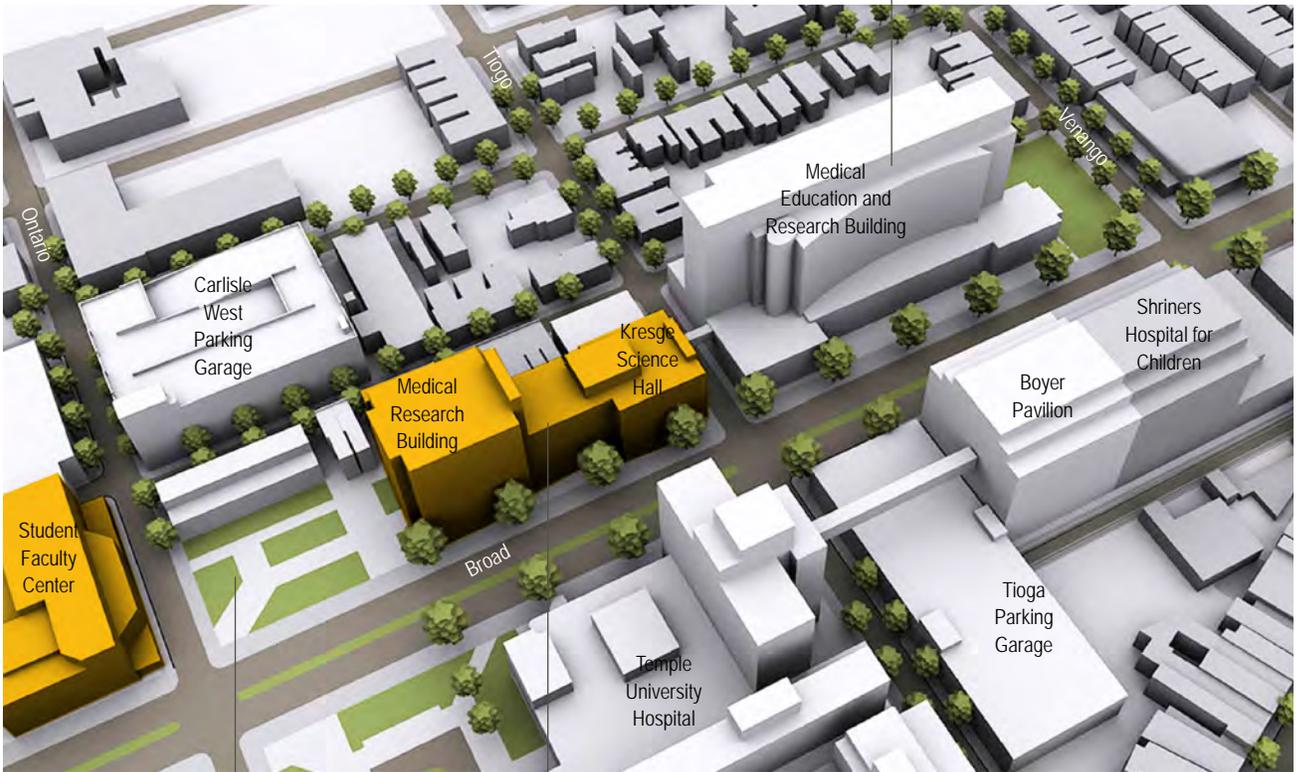
renovate for dental clinic expansion, interdisciplinary research and student support, and community health resource

continue renovation, upgrades for new technologies

- proposed building
- proposed renovation
- campus building

# health sciences campus - looking west

home of temple university  
school of medicine, opened  
in 2009



site of former medical school building, redesign and program as campus open space, reserve for long-term redevelopment

renovate medical research building and kresge buildings for continued research, support, and faculty office use

proposed renovation   
campus building

# school of podiatric medicine recommendations

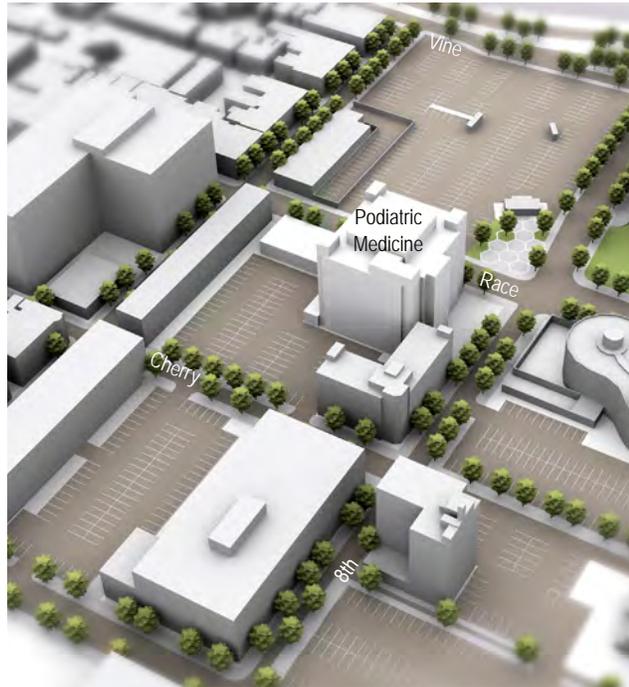
## Vision

This prime Center City location of the School of Podiatric Medicine lends itself to a variety of health education delivery programs. The existing facilities were constructed for vertical expansion capability and has the potential for an eight-story expansion of up to 125,000 GSF. This expansion would require capacity for an additional 400 parking spaces.

## Future Opportunities

This site is a readily accessible destination for a variety of development options around ambulatory care expansion and its associated education and faculty support programs. Potential program components in a 125,000 gsf expansion could include:

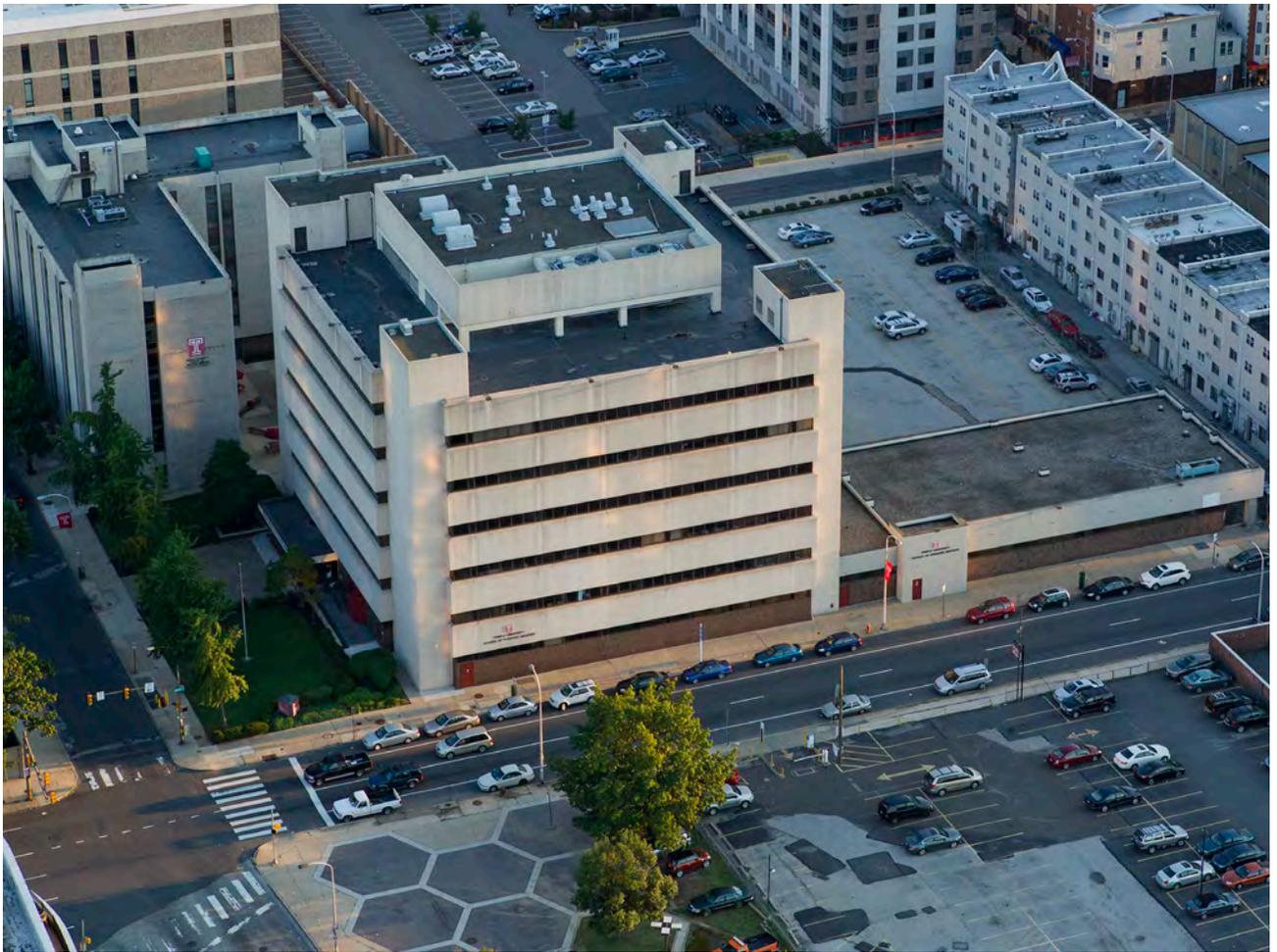
- Six operating rooms
- Up to twelve imaging modalities
- Related clinical support space
- Up to 30 faculty offices, with associated teaching and student support programs



*Existing Site*



*Temple School of Podiatric Medicine*



*Aerial view of School of Podiatric Medicine*

# center city campus recommendations

## Vision

### **a downtown philadelphia tradition**

The Center City Campus has been a vital part of Temple University and prominent part of Philadelphia civic life since 1973. Located across from historic City Hall and adjacent to the new Dilworth Park, the campus remains a great location for delivering education to working adults, professionals, and lifelong learners. This University asset has long been associated with the business and professional life of Philadelphia and remains an opportunity to promote the “Temple Brand” in the heart of the City.

The Center City Campus’ strength, programmatically, continues to be degree programs for working adults, career and professional development including select Bachelor of Arts (BA), Bachelor of Business Administration (BBA), and Bachelor of Sciences (BS), **Undergraduate Certificate Programs, and Graduate Degree Programs** through the Fox School of Business Master of Business Administration (MBA) and Master of Science (MS) programs. Other select degrees offered include Education, Environmental Design, Liberal Arts, Occupational Therapy, Social Work, and Music. Matching the diversity of these degree offerings to the conditions of the educational marketplace is critical to the vitality and future relevance of this campus.

Equally as important to degree offerings is maintaining and enhancing the non-credit Lifelong learning (Osher Lifelong Learning Institute) and the Temple University Music Preparatory through the Boyer College of Music and Dance. These programs fulfill an important need to retirees, children, and other community members.

Finally, access to the Center City Campus is nearly optimal for an urban location and serves as a model of multi-modal accessibility for the other Temple campuses. This access includes the Broad Street Subway local and express trains with stops at City Hall, bus stops in the 1500 block of Market Street, SEPTA Regional High Speed Lines at Suburban Station, PATCO Hi-Speed lines from New Jersey, the SEPTA Market-Frankford Elevated, and adjacent privately controlled parking resources. Temple University should continue to collaborate with these transportation providers to protect and enhance service to the Center City Campus.

## Future Opportunities

### **future vision. deliberate improvements.**

The Center City Campus is a tremendous asset to Temple University. Programmatically, Temple should continue to add relevant degree programs targeting working adults and professionals in the City. At the direction of the Provost and Campus Director, these additions should include graduate degree offerings from the Fox School of Business, Boyer College of Music and Dance, the College of Liberal Arts, and the School of Media and Communications. To fully utilize the leased space, the University should continue enhancing daytime credit programming to balance evening and weekend offerings.

Further, the University should bi-annually validate the quantity and utilization of the leased space. This evaluation should include monitoring overall credit and non-credit production, classroom and laboratory utilization by time of day, and day of week, and weekly student contact hours.

The University should also develop an annual facility upgrade schedule for the City Center Campus. The recent transformative **renovations to the first floor lobby, common space, café, and bookstore reflect the demand for high quality student space, state-of-the-art learning space, and appropriate aesthetic enhancements.** Future internal renovations should be completed incrementally, and prioritized based on current utilization and academic program need. The spaces utilized by the Fox School of Business should be considered near-term candidates for interior facility upgrades. All improvements to the City Center Campus should maintain “transparency” allowing the learning spaces to expose their function visually connecting the interior and exterior environments.

Finally, the University (and lessor) should consider collaborating with adjacent property owners to redesign and activate the plaza/ pedestrian mall connecting North15th and North16th Streets. Planning objectives should include maintaining clear sightlines to City Hall, adding bicycle parking, creating outdoor seating, adding tree canopy and pedestrian scaled lighting, and ensuring direct connectivity to Dilworth Park.



*Potential plaza improvements at the Center City Campus*

# harrisburg campus recommendations

## Today's Campus

Temple University Harrisburg is located in the Strawberry Square complex within downtown Harrisburg. It is strategically situated in a vibrant mixed-use office and retail complex adjacent to the Pennsylvania State Capitol and activities of the state government. Temple University has been offering classes in Harrisburg since the 1950's and officially opened the Temple University Harrisburg Campus in 1987. The curricular focus of the campus remains on graduate degrees, professional development, and certificate programs. Key academic offerings include Master in Community and Regional Planning, Master of Social Work, and a Certificate in Urban Education.

The Harrisburg Campus, similar to the Ambler Campus, is an important gateway into the overall Temple University educational community. This has been further amplified by the deployment of the Freshman Year Program. This innovative program introduces first-year students into the Temple University culture and allows transfer to either the Amber Campus or Main Campus after two successful semesters of study. This is a major step for the University and a resounding commitment to maintaining a physical presence in Harrisburg.

## Vision

To initiate the direction from the Provost's office and Campus Director, add market-driven graduate programs in public policy, public administration, and other niche degrees. These offerings should be tied directly to the conditions of the educational marketplace of Central Pennsylvania, and the activities surrounding the State Capital. Offering the proper degrees in Harrisburg, in part, validates the relevance of this campus. To maximize facility utilization, the institution should strive to balance undergraduate daytime credit production with graduate and professional evening and weekend offerings.

Second, Temple University should evaluate the space allocation, support structure, and overall amenities for students enrolled in

Freshman Year Program. These students enjoy the full benefits of enrollment at Temple University and should have a commensurate experience to their peers at the Ambler Campus and Main Campus in Philadelphia. Ensure students have adequate classroom, laboratory, and support facilities and appropriate amenities for socialization and gathering, food, and recreational outlets.

Third, create partnerships with local food vendors and the Fitness U Gym in Strawberry Square. Consider developing a program where student fees offset local recreational facility usage and OWLcards can be used with local food retailers.

Finally, monitor the Harrisburg University of Science and Technology as an opportunity for Harrisburg Campus expansion or partnership. This private institution is directly adjacent to Harrisburg Campus and contains the full complement of institutional space including residence halls, classroom, support, and laboratory spaces



# ambler campus recommendations

## Vision

### **leverage the asset. build from the original vision.**

The Ambler Campus of Temple University is an important asset containing unique programmatic and physical attributes. It is an educational destination in Montgomery County and a critical portal into the larger Temple University community. The University should leverage and expand the rich history and environmental stewardship as established in the 1910 founding of the Pennsylvania School of Horticulture for Women. This tradition should be guided by the vision of “hands-on, student-centered learning; community engagement; and respect for the environment.”

As a means to accomplish this vision, the University should build and expand from the primary programmatic strengths of the School of Environmental Design including Horticulture, Landscape Architecture, Community and Regional Planning, and the Center for Sustainable Communities. Further, the land acreage north of Meetinghouse Road and campus arboretum should be protected and developed as outdoor laboratories and immersive learning spaces.

## Future Opportunities

### **future vision and focused growth**

First, the Ambler Campus should develop a future vision based on maintaining and enhancing programs supporting the environment, suitability, and related degrees. At present, the Ambler Campus offers an array of undergraduate, graduate and professional programs. At the direction of the Provost and Ambler Campus Director, existing programs should be evaluated for duplication, mission specificity, and overall performance (credit production and enrollment). Using these criteria, develop relevant new programs and consider consolidation or elimination of redundant or obsolete program offerings.

In addition, priority should be given to on-site degree completion and block-scheduling. This will allow undergraduate students, in

particular, to complete multiple back-to-back prerequisites on the Ambler Campus minimizing migration between other campuses and expediting overall degree completion. This supports the Fly in 4 initiative and needs to be backed with an enhanced daily transportation network linking campuses.

Second, the Ambler Campus should strive for enhanced facility utilization. This includes increasing two measures—enhancing overall credit production and increasing facility classroom and laboratory utilization by weekly student contact hours, time of day and day of week metrics. Removal of East, West and Cottage Halls and consolidating these functions into other campus facilities will enhance overall utilization. Other poorly performing or outdated facilities should be monitored annually for re-purpose and/or removal.

Finally, dedicate financial resources to renewing student and faculty amenities. Reinvest in quality of life spaces including areas for eating, gathering, recreation, and socialization. This includes places for students to meet with peers and faculty members between classes, and additional space for commuter and non—traditional students to have a home base. Dependent on enrollment numbers and demand, consider either replacement and/or re-purposing of the vacant dining hall.

### **migrate ft. washington programs to ambler campus**

As a means to increase evening and weekend facility utilization, consolidate all Ft. Washington programmatic offerings to the Ambler Campus and terminate the existing lease agreement. This consolidation includes the Educational Leadership (M.Ed.), Master of Science in Education (M.S.Ed.), Pharmaceutical Quality Assurance (M.S.), Pharmaceuticals, and other offerings. Widener Hall and the Ambler Learning Center are primary candidates to accommodate migrated programs from the Ft. Washington leased space. To accommodate this increase in activity at the Ambler

Campus, additional parking resources will need to be developed along the Loop Drive north of Meetinghouse Road.

In concert with the Ft. Washington consolidation, seek new partnerships for graduate clinical and innovative research programs. This initiative is directly related to the Provost's overall academic mission and should specifically link to the unique vision of the Ambler Campus.

#### **athletics consolidation from ambler**

As articulated in the description of the Main Campus' recommendations, consolidate all remaining competitive athletics elements, the Intercollegiate Athletics Fieldhouse, and soccer fields to the Main Campus. As this consolidation occurs, monitor the real estate market for potential sale of the land area south of Meetinghouse Road.



# ROCK HALL

ESTHER BOYER COLLEGE OF MUSIC



# 4 phasing

# priorities for strategic implementation

The phasing plan provides a framework for the implementation of the master plan recommendations. The phasing diagrams shown in this chapter depict two major phases: a short-term strategic implementation horizon of zero to five years and a longer-term horizon beyond the five year mark. This provides Temple with a road map to act on strategic priorities while maintaining flexibility in implementation over the long run to take advantage of new opportunities, program growth and funding availability.

The planning team worked with Temple's leadership to ensure that the phasing order maximized Temple's resources and minimize campus disruption and the need to move programs or user groups multiple times.

Assumptions of GSF for building projects on the following pages are estimated. Actual building program should be evaluated at the start of each project to understand current program needs.



# main campus 0-5 year phasing

Key projects for the zero to five year horizon include a new library, an interdisciplinary science building, an expansion of the Engineering Research Building and Weiss Hall. These projects will allow Temple to advance its research efforts and provide a home for the College of Public Health. Renovations to Wachman and Ritter Halls will allow better allocation of space, and provide replacement space to enable Temple to demolish Barton and Beury Halls and the Biology-Life Sciences Building.

Future GSF shown represents and assumed capacity for the site. Final GSF will be determined during individual project programming definition, and one funding is identified.

Several projects that advance student life take place in the first phase of the master plan. Development of new recreation and athletics facilities at the William Penn High School site will provide space for large field activities. Additionally, the Edberg Olson Field would be enclosed with a permanent structure to provide indoor practice space.

Key	0-5 Year Proposed Building Project	GSF
1	Library	200,000
2	Interdisciplinary Science Building	358,000
3	Engineering Research Building	197,000
4	Weiss Hall Expansion/Renovation for College of Public Health and Neuroscience	285,000
5	Ritter Hall and Ritter Annex Renovation	264,000
6	Wachman Hall Renovations	
7	Gladfelter Hall Classroom Renovation	
8	Anderson Hall Classroom Renovation	
9	Temple SEPTA Station	15,000
10	Indoor Practice Facility	64,000
11	Student Athletics/Recreation Development Zone	
12	Regional Rail Station Improvements	

- proposed building 
- proposed renovation 
- proposed athletics/recreation development zone 



0-5 Year Projects

# main campus long-term phasing

Long-term projects include the development of additional housing, on the east side of campus and the replacement of Peabody, Johnson and Hardwick Halls. Additional renovations of classrooms and offices are shown, as is the development of new academic space to meet Temple's needs.

	<b>Long-Term Proposed Building Project</b>	<b>GSF</b>
1	Paley Renovation	185,000
2	Bell Building Renovation	245,000
3	Klein Hall Renovation	15,000
4	Klein Hall Expansion	41,000
5	Tomlinson Addition	66,000
6	Annenburg Addition	36,000
7	Future Academic and Faculty Office Expansion	179,000
8	Future Academic and Faculty Office Expansion	248,000
9	Future Academic Expansion	87,000
10	Mitten Hall Addition	31,000
11	Carnell Hall Improvements	76,000
12	Conwell Hall Improvements	68,000
13	Residential Hall - South of White Hall	134,000
14	Johnson-Hardwick Residence Replacement and Dining	364,000
15	Peabody Residence Replacement	224,000
16	Create Residential Units on East Side of Campus (relocate academic offices, potential for a new location)	
17	Temple Towers South Residence	123,000
18	Student Center Improvements	
19	Pearson-McGonigle Renovations	
20	Indoor Recreation Center	120,000

proposed building  
proposed renovation





Long-term Projects

# health sciences campus phasing

Short-term projects for the Health Sciences Campus include the renovation of the Old Dental School Building to provide additional academic and research space, and the renovation of the Student Faculty Building to improve common and social spaces on-campus.

Long-term projects include the second phase of renovation for the Old Dental School Building, renovation of the Pharmacy School, the potential to expand the Medical Education Building and the development of graduate housing.

## 0-5 Year Proposed Building Project

GSF

- |   |   |         |
|---|---|---------|
| 1 | Student Faculty Center Building Renovation            | 139,000 |
| 2 | Old Dental School Renovation Research Growth, Phase 1 |         |
| 3 | Kresge Hall and Medical Research Building Renovation  |         |

## Long-Term Proposed Building Project

GSF

- |   |  |         |
|---|--|---------|
| 1 | Old Dental School Renovation, Phase 2                          |         |
| 2 | Pharmacy School Renovation and Internal Research Expansion     |         |
| 3 | Continued Kresge Hall and Medical Research Building Renovation |         |
| 4 | Graduate Residence Building                                    | 115,000 |

proposed building  
proposed renovation





0-5 Year Projects



Long-term Projects



# 5 architectural design guidelines

## Purpose

The architectural design guidelines have been prepared to guide ongoing development of the physical environment of all Temple University campuses, taking into account the history of their evolution to-date, the surrounding context in which each campus exists and which also continues to evolve, and the mission and purpose of Temple University: to provide access to education for motivated individuals regardless of their status or station in life. It is this tenet which most uniquely distinguishes Temple University among other large urban research universities, and has had an unmistakable impact on Temple's physical development to-date. This tenet should be considered foremost among other principles and core values on which the University exists.

These guidelines address both architectural design and urban design aspects of the campus, and consist of formal and functional objectives which aim towards holistic thinking and resolution of the various aspects of physical design: scale, massing, materials, fenestration, architectural design style, density, interface between interior and exterior space, the relationships between buildings and between buildings and open space. These guidelines and the architecture of Temple should be considered in the context of the open spaces and circulation areas that unite the buildings throughout each campus.

These guidelines are intended to support the University's established planning goals, as documented in the 2014 Master Plan and Landscape Master Plan:

### **cutting edge instruction**

Renovate existing space, replace outdated space, and provide more robust online education to continue attracting top students, faculty, and researchers in a more globally competitive environment.

### **academic and research growth**

Double Temple's research capacity, add new facilities to address current and future shortfalls in academic and research space that are needed to achieve institutional priorities.

### **support innovation**

Encourage Temple's creative, educational, and scientific innovation through strategic consolidation, trans-disciplinary collaboration, and improved physical and technological connectivity.

### **a rewarding urban residential experience**

Provide an outstanding Temple experience and increased retention and matriculation through enhanced on-campus housing, dining, recreation, arts and athletics programs, transportation and student services.

### **strengthen the temple identity**

Enhance the physical presence and campus experience for each Temple location through architectural, urban and landscape design for the benefit of the University and surrounding neighborhoods.

### **engage the city**

Continue investment and development in campus edges and adjacent communities to remain an educational, cultural and economic anchor in the city, the region, and the Commonwealth of Pennsylvania.

### **institutional stewardship**

Continue to prioritize the next five to ten years of development, balancing resources while keeping Temple affordable.

These guidelines are intended to be prescriptive and to promote creative thinking, not so excessively detailed as to limit creativity and evolution. Like many urban campuses, Temple's campus environments are not defined by an overarching style or aesthetic character that can be imposed on all future development through design guidelines. Instead, these guidelines will establish broad concepts and ideas that are intended to inform those who will impact the physical environment moving forward and provide direction that will result in a unified organization and composition of buildings and open spaces, old and new, inside and outside. The eclectic nature of existing architecture at Temple is an asset that must be carefully managed moving forward, with changes to buildings and landscape preserving the best of what exists, while more thoughtfully integrating new buildings and landscape to create each campus as a distinct and memorable place.

Application of the guidelines is meant to encourage each individual design team's design vision and to promote architecture that is authentic for its own time; not replicating past styles, but enhancing existing buildings and landscape in the process. Most importantly, this conscious and celebrated architectural diversity will reinforce the historic evolution of Temple while also accurately representing Temple's diversity as an institution and a community. In this way, the guidelines will contribute to the continued transformation of Temple's physical presence within the community, driven by the university's aspirations to become a premier academic and research institution with global impact.

These guidelines reflect the primary principles of enhancing academic excellence and urban experience by guiding construction of distinctive, quality structures and the relationships between these structures. The Master Plan is organized by functional element while these guidelines are organized by campus guideline themes. Within each theme, more specific guidelines are provided that inform the intent and impact of the themes on the architecture of the campus. These themes are:

- 1 Stewardship and Strengthening of the Temple Identity
- 2 Engaging the City and Campus
- 3 Innovative Programming and Planning
- 4 Sustainability

The history and qualities of each Temple campus has informed the creation of these guidelines. The intent is to create a strong identifiable character for Temple University that supports the master plan goals. This will be achieved by physically reinforcing the core design principles that remain consistent while respecting the nuances and character of individual places within the campus.

## Context

The Temple University Main Campus is a unique and vibrant district within North Philadelphia, a predominantly residential section of the City of Philadelphia that retains few remnants of the wealthy industrialists who once lived here. Occupying 30 city blocks within the street grid of North Philadelphia, the campus covers land on both the east and west sides of Broad Street, Philadelphia's primary north-south access road. From its modest beginnings as a night school within the Baptist Temple on Broad and Berks Streets, the campus has grown to support the ambitious academic and research mission of the institution, serving nearly 40,000 students and 2,500 faculty and staff.

Bounded on the east by 10th Street, the west by 16th Street, and stretching from Girard Street on the southern end to Susquehanna Avenue on the northern edge, the campus is defined by an eclectic and at times chaotic mix of architectural styles, building materials, street types and open spaces. It is immediately apparent while approaching the campus from Center City that the early buildings located prominently on Broad Street were conceived of as civic buildings, significant architecturally, impressive, and urban in character. Moving back into the campus from Broad Street; however, the original vision of an urban environment conveyed in the Baptist Temple, Mitten Hall, Conwell Hall and Carnell Hall did not carry through to the interior of the campus, which retained the residential grid of the city, and to a large degree, a residential scale for decades after Temple's founding in 1884.

The boom in higher education in the late 1950's and '60's brought dramatic change; however, with the GI Bill funding students, and campus development responding to the influx. Science buildings, athletic facilities, faculty offices, and classrooms were built rapidly on individual city blocks as they were acquired through urban renewal and development of the area. Aesthetic issues such as cohesiveness and integration with the historic core of the campus or the creation of open spaces as organizing elements appear not to have been primary drivers of the Temple campus. Instead,

density and functionality needed to meet the needs of a growing population drove planning and design decisions.

Differences in scale and style across the campus today reflect this history of growth through the stylistic diversity of campus-ranging from traditional stone buildings on Broad Street to brutalist concrete structures of the '60s and contemporary glass and steel buildings of this century. The diversity of spaces and architecture reflect the urban nature of the campus and its continued growth and evolution over the past century as both a campus and an urban anchor in North Philadelphia. The guidelines encourage reinforcement of this essential connection between Temple and its urban Philadelphia context.



## Stewardship and Strengthening The Temple Identity

Across the Temple University Campus, each building is a reflection of its origins, its designer, its time, and its location in the city and campus. The buildings that comprise the campus represent changes in the physical and philosophical relationship between Temple and its neighbors and in the aesthetic changes in campus architecture over the life of the campus. These guidelines encourage the continued tradition of architecture being a reflection of the social, political, economic, and aesthetic forces in play when each new building and landscape is created.

The following sections of this document identify specific guidelines to be followed in order to preserve, enhance, and further the Temple character and identity that has evolved over the past century.

### architectural diversity

- New buildings should reflect equally the values, cultural forces, technologies and educational mission of their time.
- New buildings should convey the continued emergence of Temple University as a major research and educational institution.
- New buildings should convey the continued emergence of Temple University as a major cultural destination.

### historic and potentially historic buildings

- Several buildings, primarily the oldest and original campus buildings, are listed on the local, state and national registers of historic places.
- Work on these buildings or other buildings determined to be potentially eligible for the national register shall comply with The Secretary of the Interior's Standards for the Treatment of Historic Properties and local guidelines as applicable.
- Work on these buildings may be required to be reviewed by state and local authorities.

### broad street

Broad Street is one of the most important and prominent streets in Philadelphia. Its continued revitalization is a primary goal of the master plan. Broad Street is the location of the origins of Temple University and remains a key symbol of Temple for students, faculty and visitors. Broad Street serves as the hub of urban retail and entertainment activity for the campus and community while also serving as the primary approach to campus for individuals traveling by car, bus or subway. As Philadelphia's most vital north-south transportation route, Broad Street connects Temple and North Philadelphia as a community to Center City and South Philadelphia, providing opportunities for economic development, continued growth of the district as a cultural amenity, and as a key residential hub within the city.

The building massing, scale and materials selected for new buildings located on Broad Street should be appropriate for all new buildings with frontage on major streets in the city while also incorporating visual qualities and architectural character associated with existing Temple University buildings.

Design of new or renovated buildings should carefully consider the impact of programmatic elements within buildings, locating functions that benefit from visual transparency at the street level. Building setbacks from the right-of-way should be avoided in order to maintain a continuous urban edge, with prominent and welcoming building entrances. All efforts should be made to continue the development of a lively urban corridor along North Broad Street through inclusion of mixed-use developments, street-level transparency; retail or other active uses on main floor levels; entrances oriented to the primary sidewalk.



*Broad Street*

## Open Space Framework

### campus quad

The open space along Polett Walk immediately north of Paley Library has functioned as the primary campus gathering place since the 1960's. The existing Bell Tower and the Library itself, with its main-level arcade, is the one space nearly everyone on-campus passes through during the course of a day. Paley Library is arguably Temple's best example of mid-century modern design.

A key recommendation of the Landscape Master Plan is the creation of a significantly larger green space north of Paley Library and east of Barton Hall, the future site of Temple's new university library. Outdated research buildings north of Paley Library, including Beury Hall and Biology Life Sciences, will eventually be removed to increase the size of the existing open space, providing the campus with a major campus quadrangle, or center, more appropriately proportioned for an urban campus of this size.

For all new buildings or additions to existing buildings constructed within this campus core, massing shall minimize the blockage of sunlight in the future quadrangle. The buildings defining this quad shall have appropriately-scaled and situated entries and active and visually accessible ground-floor programming in all buildings. Building form, massing, materials and fenestration shall reflect the scale of the space, the programmatic function of the building and contemporary architectural language. New buildings shall address both the tactile experience of pedestrian engagement and entry which occurs at the ground level of buildings as well as the overall impact of buildings seen as a cohesive whole, forming outdoor spaces and serving as visual backdrop to important gatherings and daily campus interactions.



*Existing campus quad*

### liacouras walk

A stroll down Liacouras Walk is a journey through the history of Temple architecture. The walk is bounded by a number of historic buildings at the north end and culminates at some of the largest and most recent buildings at the southern end of the walk. The design of new buildings shall respond to the varying scales, massing and fenestration patterns of adjacent buildings and landscape, with the overall goal of creating an aesthetically and functionally cohesive environment.

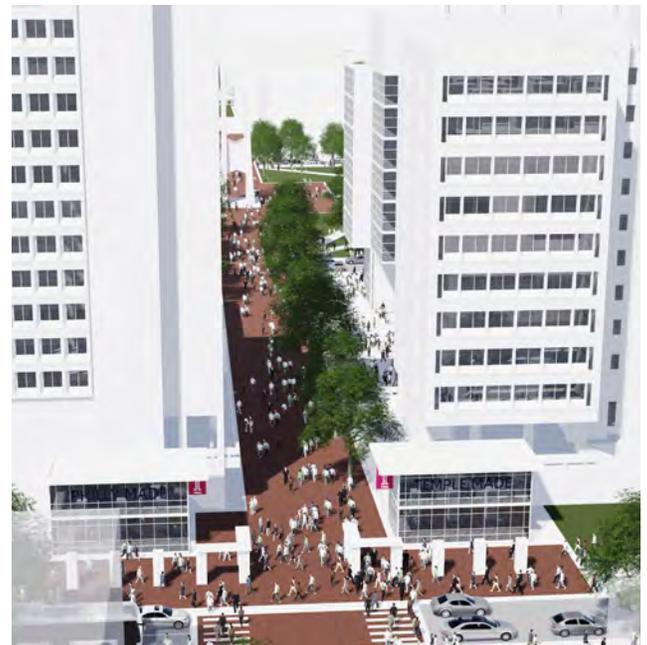
### polett walk

One of the few pedestrian spaces on the campus that was deliberately created through transformation of a public street, Polett Walk remains the primary east-west pedestrian route through the Temple campus. The Polett Walk ends abruptly at the east end of Gladfelter and Anderson Halls, though the campus

extends one more block along Berks Street to connect the campus to the SEPTA Regional Rail Station. The Landscape Master Plan proposes creation of a campus gateway at Berks and 10th Streets, and improvements to Berks Street from 10th Street to 11th Street to connect the SEPT station visually to the Polett Walk. Use of landscape and lighting as well as paving and signage will be incorporated to create this gateway to the campus. The design of new buildings along this walkway shall respond to the varying scales, massing and fenestration patterns of adjacent buildings and landscape, with the overall goal of creating a cohesive environment aesthetically and functionally.



Existing Liacouras Walk



Proposed Polett Walk east gateway

## Engaging the City and Campus

As is the case with many urban campuses in the US, Temple's Main Campus has evolved organically over time without the benefit of an overarching vision for its physical character or expansion opportunities. In general, each new building added since 1950 has been designed "facing inward" to address functional issues such as loading and unloading of deliveries and equipment, but without a focus on connecting new buildings with the surrounding residential context. Moving forward, the design of the campus must address, as a high priority, the architectural character and quality of buildings as they are experienced from the "outside" of the campus and how they will be experienced by neighborhoods in which Temple campuses exist.

New buildings and landscape should be developed in such a way as to improve the outside "edges" or boundaries of the campus which have historically been seen as a barrier of protection between the campus and community. Maintaining security and necessary privacy may be achieved through the "passive surveillance" created by increased transparency between inside space and outside areas, with clear organization and information for visitors: clear means of access, wayfinding, signage, and other design gestures which inform the visitors to campus and reduce the sense of insecurity. Diversity of uses is encouraged to promote activity and urban vitality at the campus edge. The edges that define the limits of campus at its urban interface must present a welcoming character and an identity appropriate to a leading academic institution while respecting the scale, texture and functions of the surrounding neighborhoods and commercial districts. Opportunities for the University to visually announce itself should be incorporated – these may include signage, architectural expression of programmatic activities and purpose, and streetscape design.

In particular, this master plan indicates significant development of two new corridors through campus. The amount of new architecture planned for 12th Street and Norris Street will provide a major opportunity to engage the communities along the northern and eastern edges of campuses. Very importantly, these streets

will provide a direct path from the campus edges to the newly enlarged quad in the heart of campus.

### active spaces and streets

- New architecture can maximize opportunities to create active campus spaces at and between buildings.
- Pedestrian-oriented streets take full advantage of Temple's distinctly urban environment.
- Building forms should define appropriately scaled campus spaces.
- Ground-level interiors in each building facing a campus space or a street (including campus edges) should house active functions and should be transparent and visually accessible.
- Canopies, colonnades, and other ground-level articulations and integration of building and public spaces, adjacent site and seat walls are encouraged.

### siting

- Buildings located on primary streets should be built at the lot or sidewalk line, without setbacks, to reinforce the integration of the campus with the Philadelphia city grid. In cases where the Landscape Master Plan has recommended continuation of adjacent setbacks or where extenuating circumstances prevent this approach, the design should ensure that continuity of the building line along the street edge is still accomplished through landscape.
- The building design and significant architectural features such as entries, towers, large areas of transparency, secondary and "retail" entries and other building forms can reinforce view sheds and the public spaces of campus.

### **entrances**

- Entrances to buildings should be considered a major design feature, easily identifiable and expressive of the activities of building programs and activities.
- Entrances should be located along prominent open spaces or primary pedestrian and vehicular routes to maximize visibility and identity.
- Projecting, recessing or otherwise articulating entrances to activate the relationship between the buildings, the street and campus open spaces is encouraged.
- Buildings should be sited and designed to create gathering places adjacent to their entrances.
- Separation of service and pedestrian entries improves safety and are encouraged.

### **ground planes**

- New buildings, their entries and their relationship to public ways shall encourage alignment of the ground floor and the ground planes.
- Large sunken areas, physical barriers and walks/ramps should not separate buildings from the surrounding green spaces and public spaces.
- Buildings should be oriented to engage with the public way at ground plane and not turn inward to courtyards or sunken gardens.

### **building corners**

- Buildings located on the grid of the city with original city street patterns should maintain and enliven the street corners.
- Locating entries or active interior spaces on building corners to engage the building with the exterior environment and passersby while extending and accentuating the city grid within the campus are desirable.

### **scale**

- Building scale should be a response to its context and surrounding buildings.
- Large buildings should incorporate design features to reduce their perceived mass, creating a human scale for the campus and architectural articulation appropriate for their context.
- Articulated masses, fenestration, changes in vertical height, and/or incorporating a variety of materials can provide architectural links between the city and the campus.
- Some buildings will be seen from above and therefore the roof tops of lower buildings should be considered a surface to be designed.

### **massing**

- Appropriate building massing should be compatible with its adjacent buildings, campus context and relationship to the city.
- Avoid negative impact of new buildings on the surrounding campus open areas and adjacent buildings by understanding shadows, reflective surfaces, campus view sheds and impact on-campus circulation paths.

## Innovative Programming and Building Planning

Innovative and creative programming of new buildings will provide opportunities to enliven the campus, engage the architecture with the open spaces of campus and can inform the massing and organizing of new buildings. In particular, mixed-uses, 24-hour environments and lively streetscapes will enhance the campus image, better integrate campus and city and provide a safer public environment for students, staff and neighbors.

Building designs should provide for future flexibility as programs and program requirements change over time. Internal partitions should be easy to reconfigure while maintaining the visual character of permanence and enduring quality. Floor-to-floor heights should allow for flexible, adaptable building systems. Net building area to gross building area ratios must be carefully established to ensure adequate unprogrammed casual/communal spaces that are conducive to informal, unstructured interaction. The type and size of loading/service docks are to be clearly delineated and agreed to by all parties before being accepted as part of the building program. Opportunities to minimize these service points by sharing with adjacent facilities are encouraged.

Student, faculty, staff and visitor health should be a key organizing principle for each building's programming and planning processes. New buildings should be programmed and planned with the goal of encouraging and increasing physical activity by all users.

## height/density

- Building heights and development density should be established to fully recognize the value of urban land in the programmatic context of this campus master plan. Height and density of the proposed facilities in this master plan have been indicated by the programmatic requirements of each facility and its location on-campus.
- Ground level spaces in blocks along Broad Avenue, Liacouras Walk, Polett Walk, and other locations when possible should include retail or storefront services to activate the public way.
- Buildings should take full advantage of opportunities for integration of functions, mixing retail, office, academic, housing and research functions vertically, as well as horizontally.
- To ensure adequate height for anticipated and future uses, floor-to-floor heights should be no less than 17' above ground level.

## health

- Accentuate stairs and ramps as primary building circulation components placing them in significant locations with design qualities and sizing that encourages their use over elevators or escalators.
- Organize programmatic functions within building to encourage increased episodes of walking and movement.
- Consider locating lobbies on second floors or classrooms and public spaces in locations that encourage walking and physical activity.
- Refer to the New York City Active Design Guidelines: Promoting Physical Activity and Health in Design for additional opportunities to provide campus and building design gestures that promote healthy building programming and design. See also <http://centerforactivedesign.org/> for more recent guidance.

## service points and exterior equipment

- Building service points and discrete connections to utilities must be carefully integrated into a building's design without compromising visual integrity and without creating a "rear" side of the building when all sides are part of a public way or space.
- Loading docks must be fully enclosed or visually screened and accessible from predefined campus and/or building service corridors.
- In particular, loading docks shall not impede upon or conflict with primary pedestrian paths, open spaces or streetscapes.
- Exterior rooftop equipment must be fully concealed with integral architectural building elements.
- All exterior equipment on grade must be located in a designated service yard area and must be visually screened with architecture and/or landscape elements. Screening must be continuous on all sides and extend above the equipment.
- Alternate screening configurations that include topography may be considered.

## Sustainability

As a member of the American College & University Presidents Climate Commitment (ACUPCC), Temple University has a Climate Action Plan. In addition to the initiatives focused on energy use and buildings, Temple University has sustainability initiatives focusing on the campus infrastructure, business operations, and food services and on increasing recycling and minimizing campus waste. Special initiatives are geared toward educating the students, staff and public about the need for and positive impact of sustainability initiatives in daily life as well as in large construction projects. These initiatives are outlined on the [Office of Sustainability's website](#) and, collectively, these initiatives indicate the commitment and creativity that Temple University encourages for the integration of sustainability measures across the campus.

Temple University has pledged that it will become carbon neutral by 2050. To help achieve this goal, Temple University is establishing a Green Building Policy. These principles will apply to all new building construction, to major renovations (in excess of \$1 million) and, where applicable and practical, to smaller renovation projects. Sustainable design should be a priority for all new building construction on-campus and the development of campus-wide infrastructure. Refer to Temple's Green Building Policy and the Office of Sustainability for additional information and latest principals and standards.

### **building orientation and size**

- Buildings should be oriented and designed in response to solar angles and direction of prevailing winds in order to reduce energy consumption.
- Appropriate shading options should be incorporated including architectural and landscape elements. Measures to optimize natural airflow and ventilation should be integrated.
- Building orientation should be conducive to maximizing daylighting and natural ventilation in interior spaces.
- Building size and proportion should maximize views out of the building.

### **building envelopes**

- Designers are encouraged to evaluate building envelope thermal performance and to design and select systems that reduce energy consumption for building heating and cooling.
- Building roofs are opportunities for significant sustainability opportunities for solar, green spaces, water collection and should be carefully considered to maximize their impact.
- Energy performance, passive building performance, daylighting and views out of buildings should be significant determinants of building envelope systems, materials and details.
- Glass and glazing systems shall consider mitigation of bird migration collisions due to reflective and/or transparency of the glass.

### **building systems**

- Life cycle costs and maintenance are primary components of campus sustainability goals.
- Reuse and re-purposing of building materials and furniture will reduce the amount of material going to landfills.
- Use of modular or pre-fabricated systems will reduce waste and are encouraged.

### **building materials**

- Maximizing recycled materials in construction projects is a goal for every building project, with a minimum goal for each project of 20%.
- Using materials for new construction that are easily recycled at the end of their life is encouraged.
- The use of durable and quality materials will extend the use of a facility and minimize costs for maintenance and future renovations will be encouraged.
- Utilize local and regional materials to the greatest extent possible.
- Utilize rapidly-renewable materials and certified wood products to the greatest extent possible.

### **indoor environments & health**

- No chlorofluorocarbons (CFC) in any new equipment.
- Low-volatile organic compounds (VOC) paints, sealants and carpet systems are the standard.
- Materials that can be cleaned and maintained with the products carrying the Green Seal are preferred over alternatives.
- Every building is encouraged to pursue the Leadership in Energy & Environmental Design (LEED) innovation credit for Active Design.

### **standards & metrics**

- LEED Gold for all new buildings or comply with ASHRAE 90.1-2010 energy code.
- 30% of LEED Credits will come from Energy and Atmosphere Category.
- Buildings not pursuing LEED shall target a 30% reduction in energy use below ASHRAE 90.1-2010. These buildings shall also be commissioned.
- All design teams shall utilize LEED professionals.
- All new appliances and equipment shall be Energy Star rated.



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# 6 acknowledgments

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