

**EWING
COLE**

A blue-tinted photograph of a classical building with columns and a ram statue in the foreground. The building has a portico with four columns. The ram statue is in the foreground, standing on a pedestal. The text 'WEST CHESTER UNIVERSITY' is overlaid in white on the right side of the image.

**WEST CHESTER
UNIVERSITY**

**CAMPUS MASTER PLAN
20230517**

V9 JANUARY 2025

TABLE OF CONTENTS

1. EXECUTIVE SUMMARY

- A. Context
- B. Goals & Objectives
- C. Jurisdictional Requirements
- D. Participants & Process
- E. Methodology & Timeline
- F. Key Outcomes & Recommendations

2. CAMPUS CONTEXT & DATA GATHERING

- A. Previous Studies & Reports
- B. Current Studies & Reports

3. ISSUES & NEEDS (2015-2025)

- A. Campus Objectives
- B. Residential Life
- C. Academic & Student Programs
- D. Space Utilization & Needs Analysis
- E. Highest & Best Use
- F. Deferred Maintenance Overview
- G. Campus-Wide Dining Analysis

4. SITE & LANDSCAPE

- A. North Campus Observations & Opportunities
- B. South Campus Observations & Opportunities
- C. Traffic & Parking Analysis

5. COMPREHENSIVE CAMPUS MASTER PLAN

- A. Overarching Themes, Projects, & Initiatives
- B. Master Plan Recommendations (by District)
 - a. District A: North Campus Academic & Support
 - b. District B: North Campus Housing & Support
 - c. District C: North Campus Support
 - d. District D: East Campus Academic & Support
 - e. District E: South Campus Housing & Support
 - f. District F: South Campus Athletics & Support

6. IMPLEMENTATION STRATEGY

- A. Overview
- B. Project Sequencing
 - a. 1-5 years
 - b. 6-10 years
 - c. 10+ years

7. APPENDIX

- A. University Enrollment Report and Projection Analysis
- B. Student Housing Development Study, January 2025
- C. MGT Housing Study, January 2025
- D. Transportation Study, January 2025
- E. Parking Study, January 2025
- F. Conceptual Storm Water Management Strategy, March 2025
- G. Campus Master Site Plan, March 2025

SECTION 1. EXECUTIVE SUMMARY

WCU
EXTON LOCATION



WCU
**GRADUATE
CENTER**

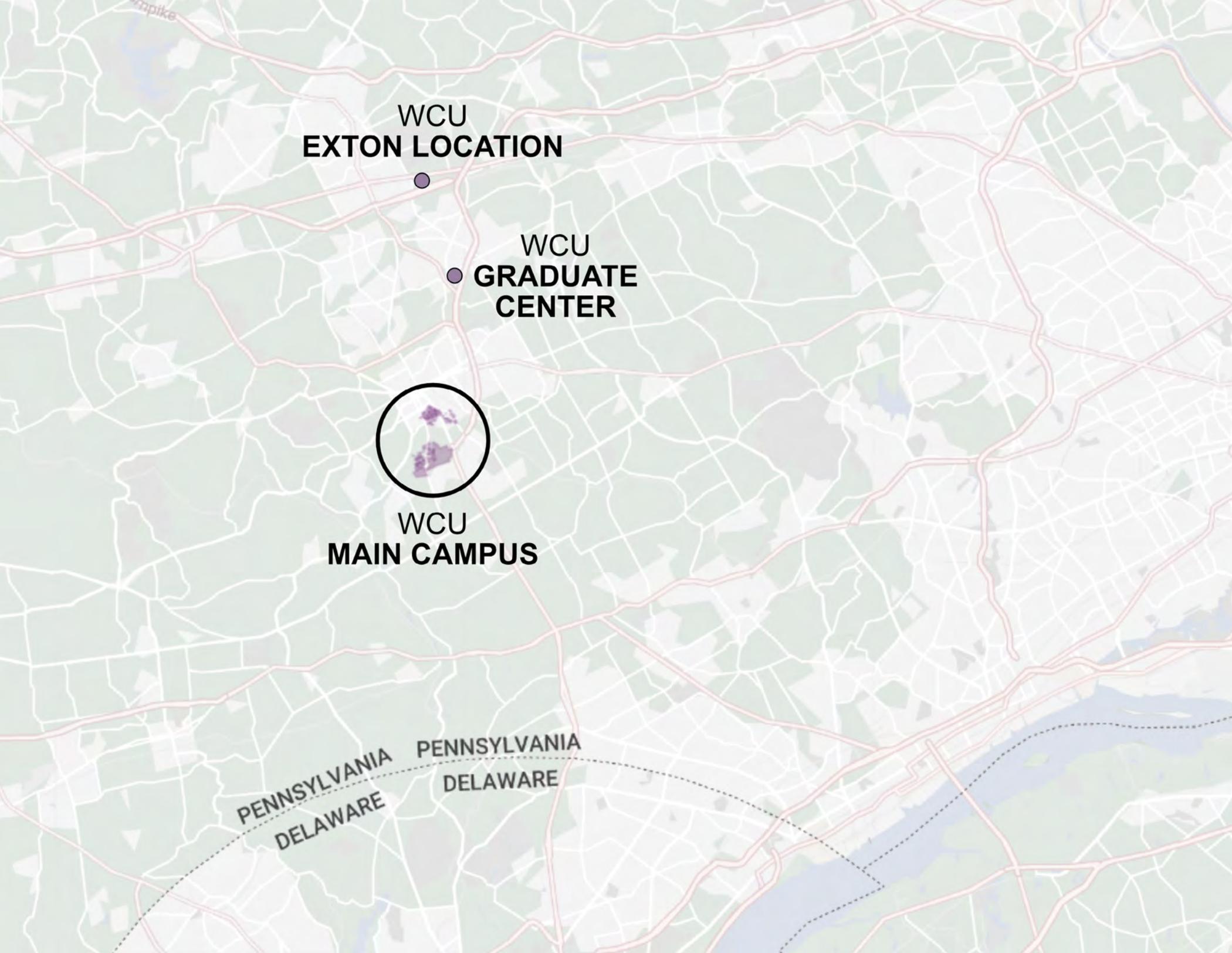


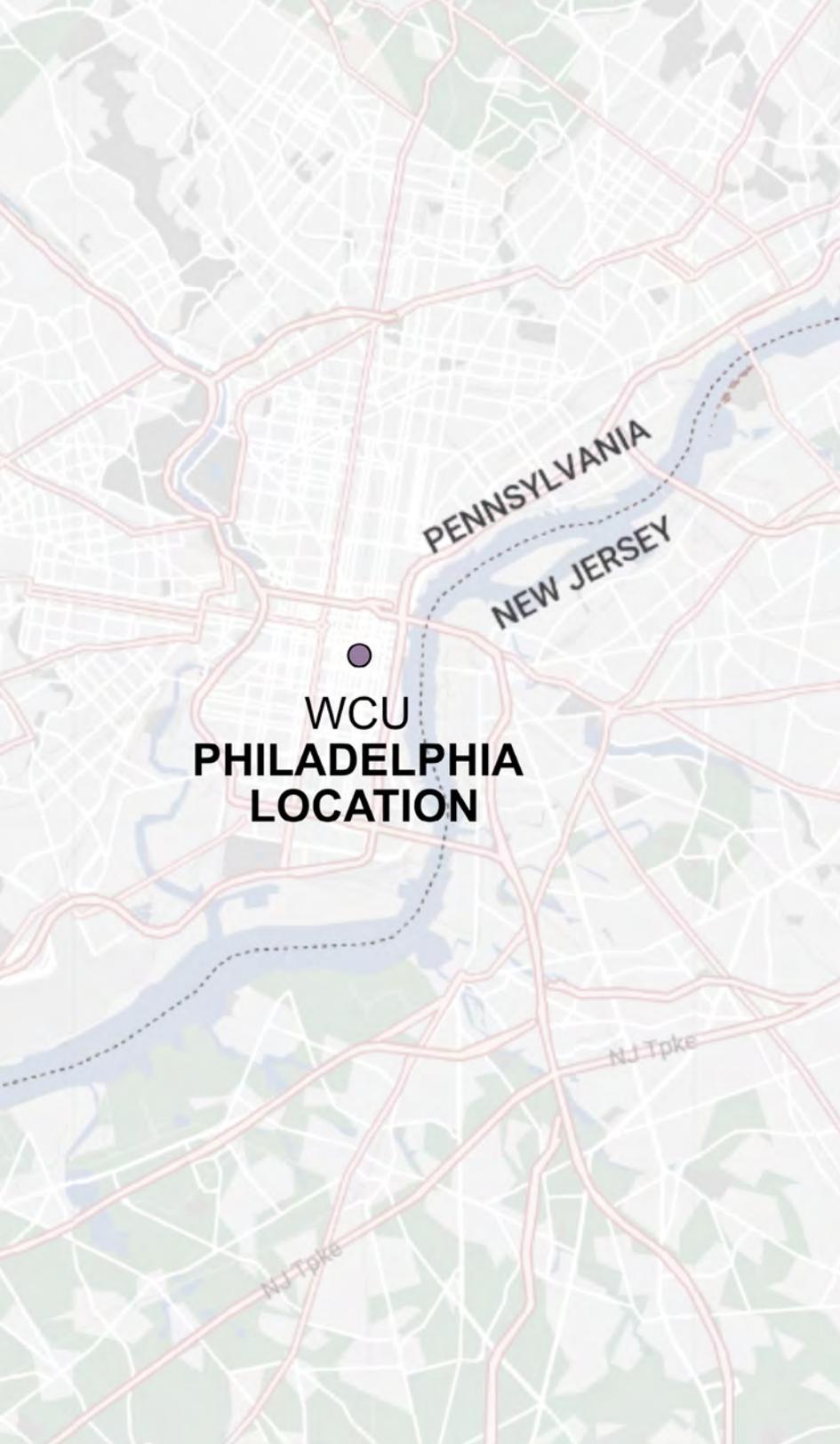
WCU
MAIN CAMPUS



PENNSYLVANIA
DELAWARE

PENNSYLVANIA
DELAWARE





A. CONTEXT

CAMPUS LOCATIONS

Founded in 1871, West Chester University (WCU) is a public research university with its main campus in West Chester, PA and satellite campus locations including a Graduate Center, an Exton location, and in Center City Philadelphia. WCU is the largest of the 10 state-owned universities belonging to the Pennsylvania State System of Higher Education (PASSHE) and the sixth largest university in the state of Pennsylvania.

PROJECT SCOPE

In 2023, WCU selected EwingCole, Architects, Engineers & Planners to provide a comprehensive update to the 2015 Master Plan, with a specific focus on improving and increasing the number of total student housing beds at WCU's North Campus and South Campus. Additionally this Campus Master Plan (CMP) is intended to fulfill the University's need to maintain compliance with jurisdictional obligations as they relate to West Chester Borough and West Goshen Township Planned Univeristy Campus District (PUC) and as such includes:

- University Enrollment Report and Projection Analysis
- University Housing Report and Analysis
- University Campus Transportation Study
- University Campus Parking Study
- Conceptual Stormwater Management Study
- Master Site Plan

This work began with the planning team taking into account past studies executed by WCU comissioned and completed after the 2015 campus plan. Additionally, an assessment of existing facilities, including building engineering systems was completed. A space utilization study was performed to identify and prioritize ongoing deferred maintenance activities. Site systems, parking, circulation, landscape opportunities, and financial analysis are also part of the overall framework that informs the recommendations of this updated Master Plan.



B. GOALS & OBJECTIVES

MASTER PLAN GOALS

The 2024 Campus Master Plan (CMP) is guided by both **aspirational and functional goals**. Functionally, the goals of the master plan are to:

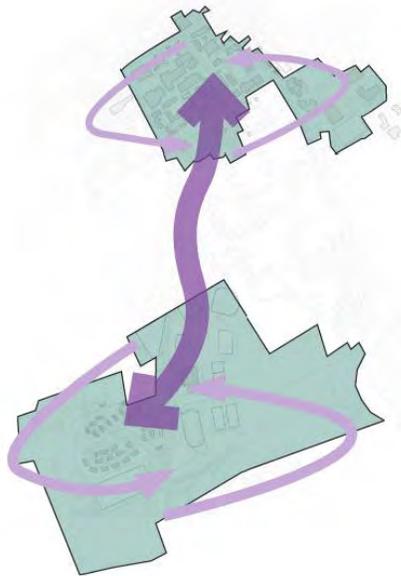
GUIDE NEAR AND LONG-TERM DEVELOPMENT, through an integrated approach to growth.

ESTABLISH CRITERIA FOR EVALUATION, by identifying key issues and potential capital costs.

PROVIDE A FRAMEWORK FOR IMPLEMENTATION, by prioritizing projects, needs and initiatives.

Aspirational goals of the master plan are linked to broader themes of Connectivity, Experience and Identity. These include

Reframe Campus **Connectivity**



by strengthening campus circulation, open spaces, pathways and linkages that support social and physical connection. This includes identifying opportunities for passive and active recreation in relation to existing and proposed buildings and reinforcing landscape hierarchies across campus - particularly at the North Campus “Superblock” where building density is greatest.

Enhance Living & Learning **Experience**



by providing places that support health, wellness and sustainability. This includes rethinking how residential life and support services are programmed, both within student housing locations, as well as what support services are clustered together for improved synergy.

Strengthen Campus **Identity**



by reinforcing the notion of a welcoming campus that supports a sense of belonging through access to student support programs and by creating memorable experiences. This includes the integration of new buildings or additions with open space, and the role of landscape planning and streetscape design to help orchestrate user experience.

C. JURISDICTIONAL REQUIREMENTS

PASSE, TOWNSHIPS, BOROUGH, & ZONING

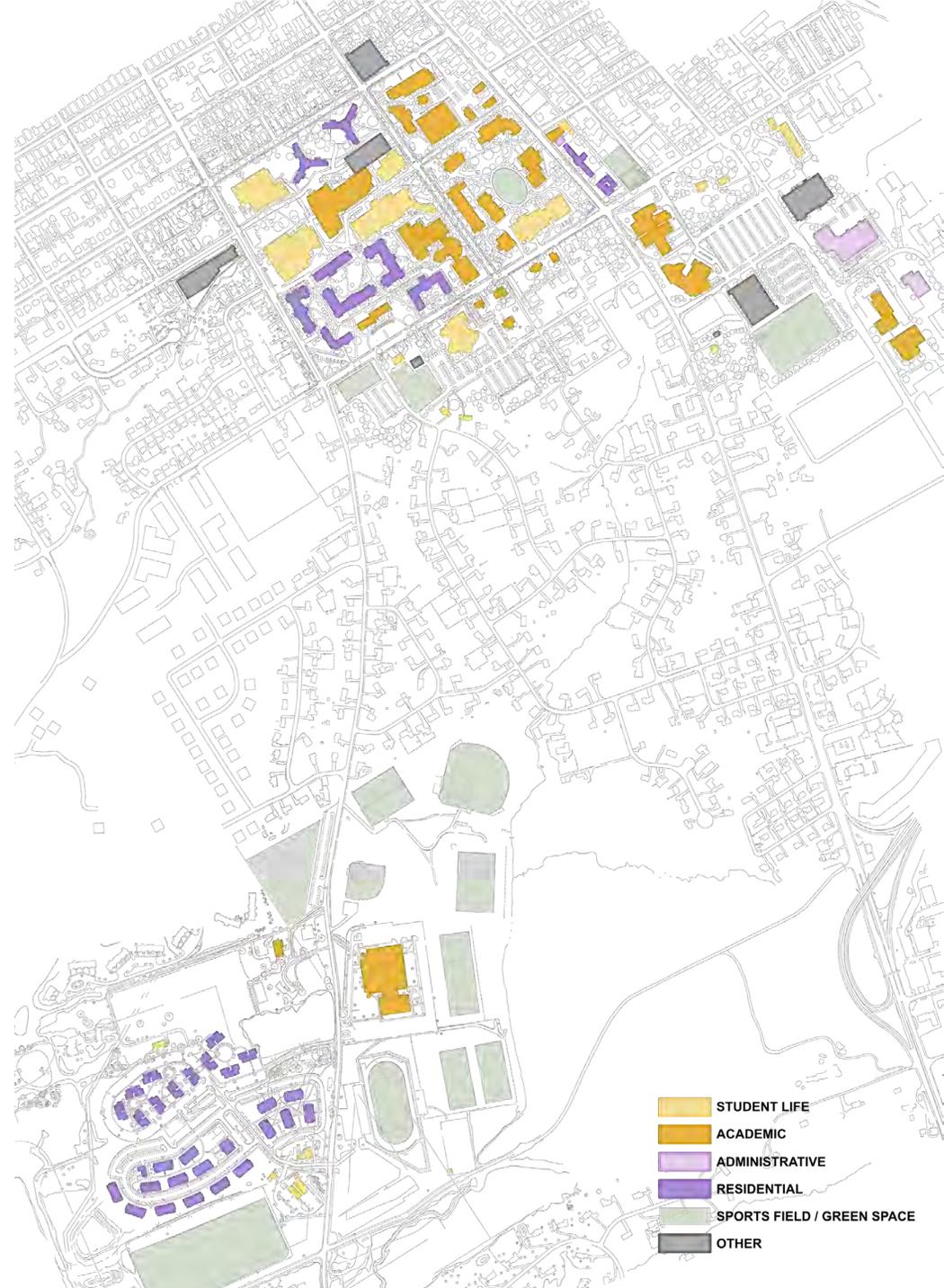
The North Campus and South Campus span three different municipalities, with specific zoning requirements that impact development including parking, building type, size and open space.

Borough of West Chester Requirements: Most buildings on the North Campus fall into the “Superblock,” which is a zone bounded by S. New Street, S. High Street, W. Rosedale Avenue, and Sharpless Street. The Borough of West Chester requires a 5-year outlook for the master plan.

West Goshen Township: The remainder of the buildings on the North Campus and the Athletic Facilities on the South Campus, are in West Goshen Township, which requires a 5-year outlook for the master plan.

East Bradford Township: The remainder of the buildings on the South Campus (mostly residential apartments) are within East Bradford Township.

Westtown Township: This adjacent jurisdiction has an interest in the development of University facilities.



JURISDICTIONAL PARAMETERS

The work of the Comprehensive Master Plan document is intended to satisfy jurisdictional requirements set forth by the authorities previously noted. Each of these jurisdictions have provided a Planned University Main Campus Overlay District (PUC) for development planning purposes.

BOROUGH OF WEST CHESTER

The current zoning district known as the PUC - Planned University Campus District was established in September 2021. The PUC area of the University is bounded by South High Street, University Avenue, Reynolds Alley, Sharpless Street, South New Street, and West Rosedale Avenue and is considered a stand-alone lot for the application of the area and bulk requirements for the PUC District.

- 90ft max building height
- All campus facilities allowed

WEST GOSHEN TOWNSHIP

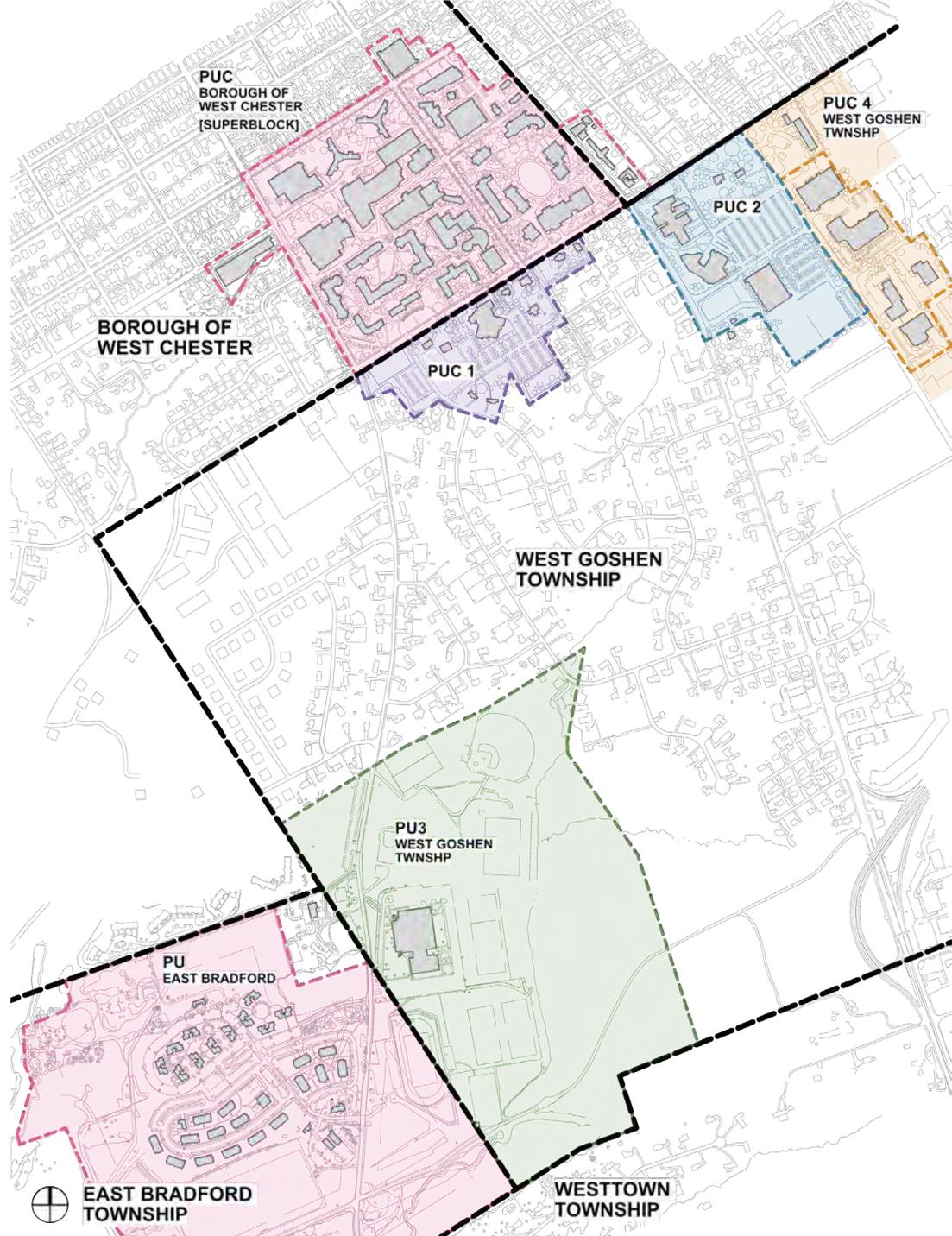
The current zoning district known as the Planned University Main Campus Overlay District (PUC) was established in May 2021. The PUC includes four (4) sub districts referred to as PUC Class 1, PUC Class 2, PUC Class 3, and PUC Class 4.

- No student housing allowed
- 50ft max or 4 stories

EAST BRADFORD TOWNSHIP

The current zoning district known as the PU Planned University District was established in April 2003.

- 40ft max or 3 stories
- 1 parking space per student bed



The Borough of West Chester and West Goshen Township as well as PASSHE, require a specific set of items to be included and considered in a master plan submission, as indicated in the chart below. PASSHE requires an implementation plan for recommendations spanning Short-Term (0-5 year); Mid-Term (5-10 year); and Long-Term (10-20 year).

Additionally, the University will submit a Campus Master Plan to East Bradford Township as part of the University's update to the Campus-wide Master Plan in accordance with Section 115-145 of the East Bradford Township Zoning Ordinance.

BOROUGH OF WEST CHESTER / WEST GOSHEN TOWNSHIP*		PASSHE
1	A University Enrollment Report & Projection Analysis	Physical Analysis of the Campus
2	A University Housing Report & Analysis	Solution Development
3	A University Main Campus Transportation Study	Space Allocations
4	A University Main Campus Parking Study	Site
5	A Comprehensive Stormwater Management Strategy	Buildings
6	A Master Site Plan	Infrastructure
7	The University shall be responsible for all improvements required by the Township Subdivision and Land Development Ordinance and other applicable ordinances and regulations for each phase of the University Campus Plan.	

* 5 Years for Borough of West Chester & West Goshen Township

0-5 Short Term; 5-10 Mid Term; 10-20 Long Term

D. PARTICIPANTS & PROCESS

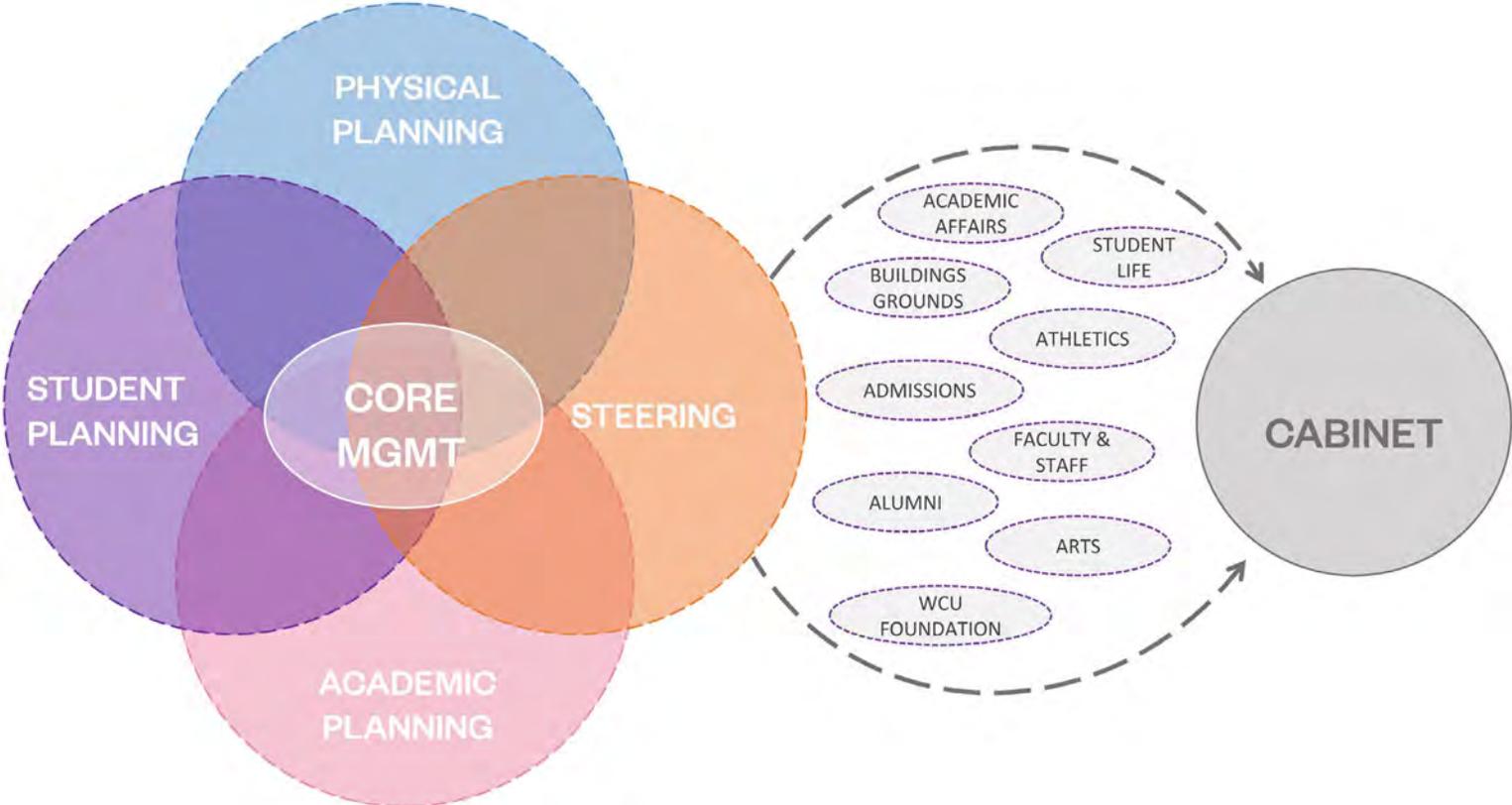
PROCESS

The master plan preparation process was managed by a core team led by EwingCole in collaboration with key stakeholders representing Student Support Services, Residence Life, Faculty & Staff, Academic Affairs, Athletics, Admissions, Arts, and Facilities & Grounds. Additional insight and support were offered through the Steering Committee, with input from the Executive Committee.

The Core Team met bi-weekly to manage the process and to advance activities related to each phase. Milestone meetings were open to all stakeholders, in

addition to several open forums that included input from students and faculty at large.

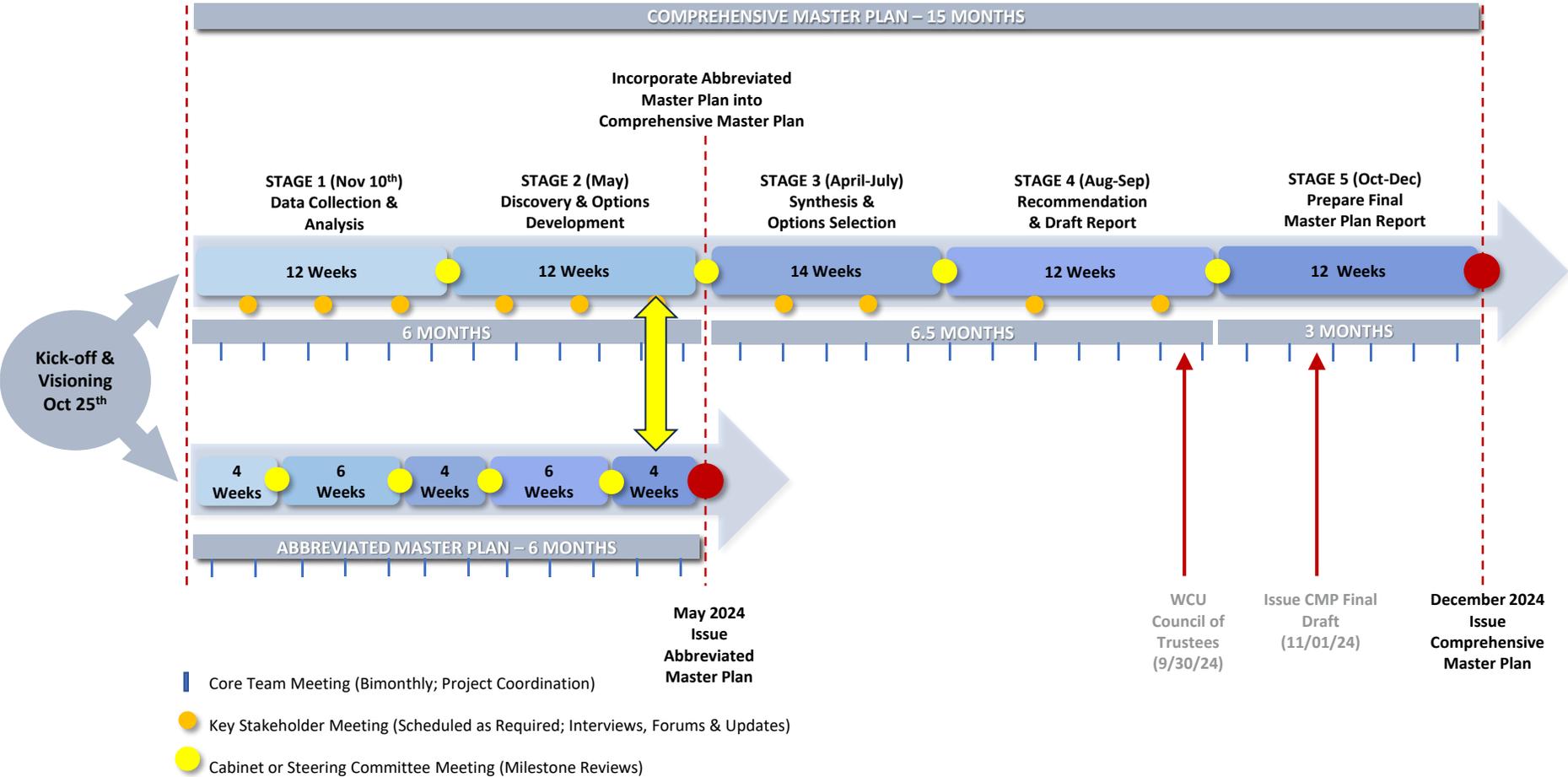
Additional members of the **EwingCole Master Planning Team** included **OJB, Landscape Architects; Chester Valley Civil Engineers; Porter-Khouw Food Service Consultants; CFP Inc., Space Utilization Analysts; Becker & Frondorf, Cost Estimating; PFM and Watchdog, Real Estate Management Services; MGT, Housing Need Analysts.**



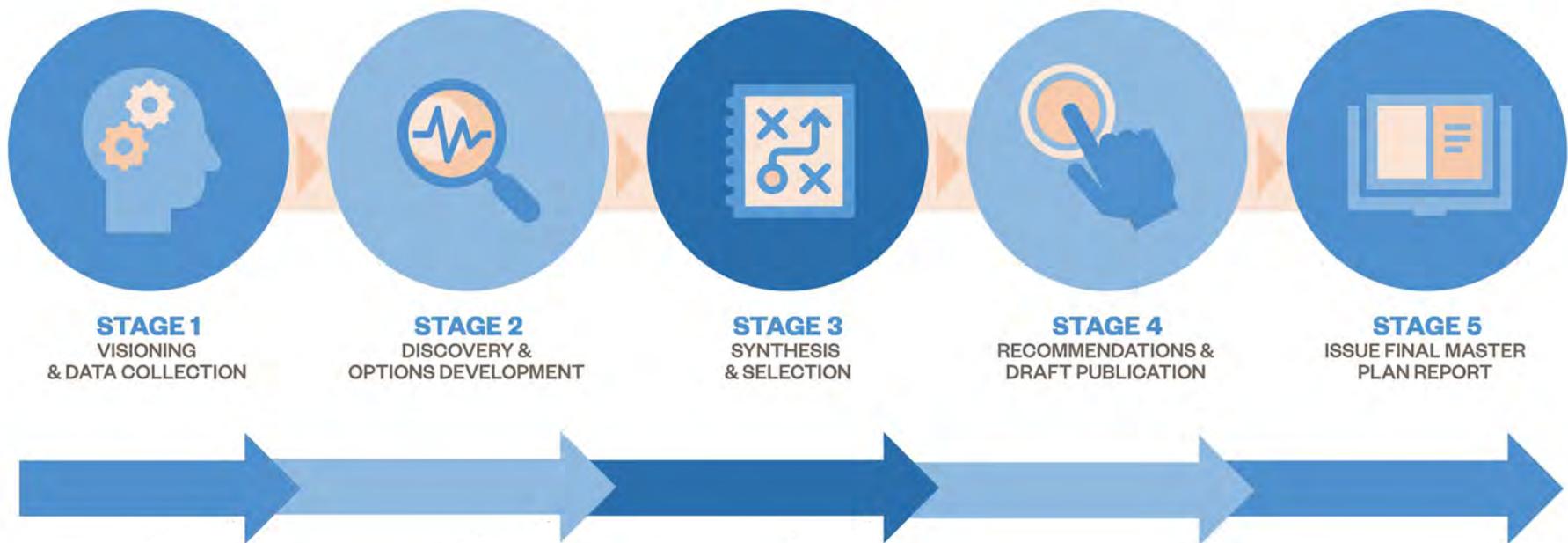
E. MASTER PLAN METHODOLOGY & TIMELINE PROCESS

The master plan was accomplished over a 15-month period, with a significant first milestone at six-months, with the issuance of the Abbreviated Master Plan. Note that the Abbreviated Master Plan, which was focused on Student Housing Development, was accomplished prior to the more Comprehensive Campus

Master Plan. It was important to WCU leadership to first understand and reach consensus on Student Housing strategies for increased bed-count, and then, how those strategies would be integrated into the final master plan recommendations



The master planning effort was accomplished with a **5 Stage Planning Process**, bracketed by a Visioning Workshop and culminating with the delivery of the Final Report. The work progressed sequentially, with evaluation and analysis, each stage building upon the next.



F. KEY OUTCOMES & RECOMMENDATIONS

RECOMMENDATIONS

By far, the most immediate recommendation is to begin the **implementation for the upgrade and expansion of student housing** and supporting residential life services.

The master plan also identifies a variety of other recommendations. Key among them are the renovation and **expansion of Sykes Student Union** to include additional dining, a **new Welcome Center** and a placeholder location for a future multi-level parking deck. Other recommendations include a **new Commons Building** at the South Campus, improvements to Campus Walk (Church Street) and upgrades along W. Rosedale Avenue.

STUDENT HOUSING DEVELOPMENT STRATEGY

A comprehensive Student Housing Development Study (a.k.a. Abbreviated Master Plan) was completed in June 2024 by the EwingCole team. Currently, WCU includes a mix of housing assets that are both self-managed and affiliated housing that is managed by University Student Housing (USH). The goal of the study was to develop strategies for increasing the number of WCU-managed beds and to bring them up to the same or similar standards as USH.

Construct New Lawrence Hall: The team analyzed the impact of new construction, partial additions and renovations, in response to how to achieve the most beds in a planning sensitive manner over a 10-year period. Through evaluation and discussion with WCU's leadership team, the best strategy for the North Campus starts with the demolition of existing Lawrence Center, an older building which currently does not maximize the site. Support services currently housed in Lawrence Center will be temporarily or permanently relocated to allow for a new Lawrence Residence Hall to be constructed. The strategy for decanting programs is addressed later in this report.

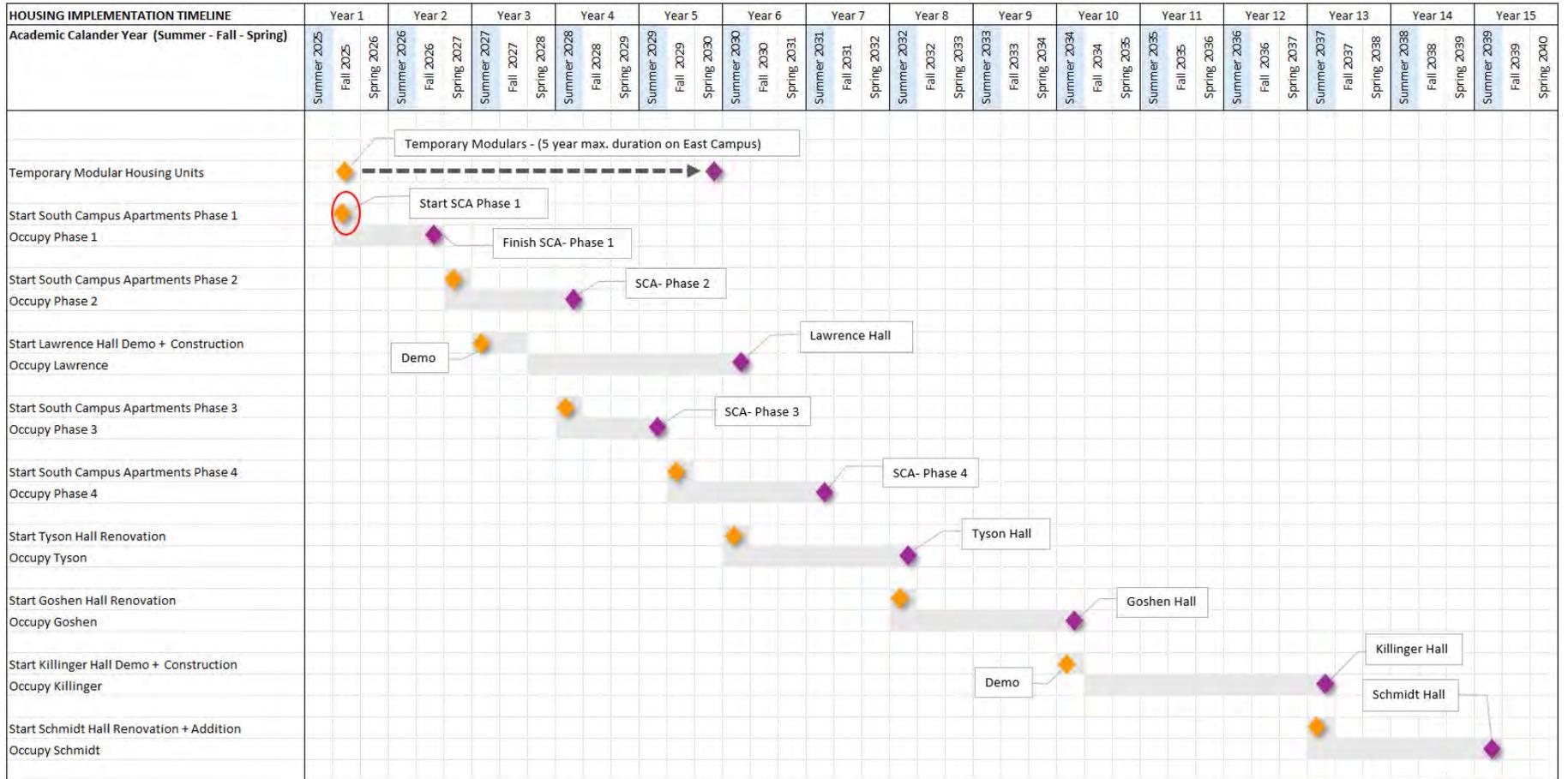
Multi-Year Housing Upgrades: Following the completion of Lawrence Hall, a multi-year strategy for upgrading existing WCU-managed student housing on the North Campus is recommended, as funding allows. This includes the renovation of Tyson, Goshen and Schmidt Halls, and the full replacement of Killinger Hall to maximize the number of beds and student support programs into a larger building.

Renovate and Expand South Campus Student Apartments: Simultaneously, a strategy for renovation and expansion to the existing Apartments on the South Campus will be initiated in a series of 4-phases. Currently, there are eleven two and three-story apartment buildings. The intent is to add an additional floor to each building, upgrade the existing apartments, and add new beds.

Temporary Modular Housing: To help achieve these goals, a zone of Temporary Modular Housing (128 beds) will be located at the M-1 parking lot on the East Campus. This will provide some flexibility by helping to balance the total number of beds while the new Lawrence Hall is constructed and South Campus Apartments are renovated. Note that these modular units are considered "additional" beds but serve as swing space as the existing beds are taken off-line for renovation and renewal. The temporary modular housing is permitted to remain in place for a period of five years from the date of initial occupancy.

Implementation Strategy: Ultimately, the master plan illustrates that it is possible to increase the total number of self-managed housing from 5,349 beds to 6,239 beds over a 10-15-year period, as financing allows.

The Student Housing Implementation Strategy illustrated on the following diagram tracks the balance of beds as projects are completed.



SECTION 2.
CAMPUS
CONTEXT
& DATA
GATHERING

A. PREVIOUS STUDIES & REPORTS

OVERVIEW

Building and Grounds projects that were recommended in the 2015 Master Plan and that have been completed include:

- Demolition of Speakman Hall & Construction of SECC (Science Engineering Center & Commons)
- Provision of additional dining options at 701 S. High St. (Saxby's & QDOBA)
- Renovation of Ruby Jones Hall
- Renovation of Anderson Hall
- Improvements to President's Walk

The 2024 Master Plan also incorporates findings and relevant considerations from earlier studies including:

- Sykes Student Union Feasibility Study.
- FHG Library Renovation Study.
- Old Library Study for Welcome Center.
- Student Housing Improvement Study (Killinger & Schmidt) with Student Housing Market & Feasibility Study.

The results of these studies have been carried forward and integrated with the 2024 Master Plan, but with the following two clarifications:

1. The Old Library, which is a historic campus building, needs considerable repair, regardless of its intended use. Building system and accessibility upgrades are required. The 2024 Master Plan does recommend that the Old Library be upgraded to current standards, but not renovated as a Welcome Center.
2. As a result of the 2024 Student Housing Development Study, Killinger Hall is not recommended to be renovated in place, but eventually demolished and replaced with a larger residence hall that maximizes the potential of the site by increasing the number of allowable floors and thereby increasing the total number of beds.

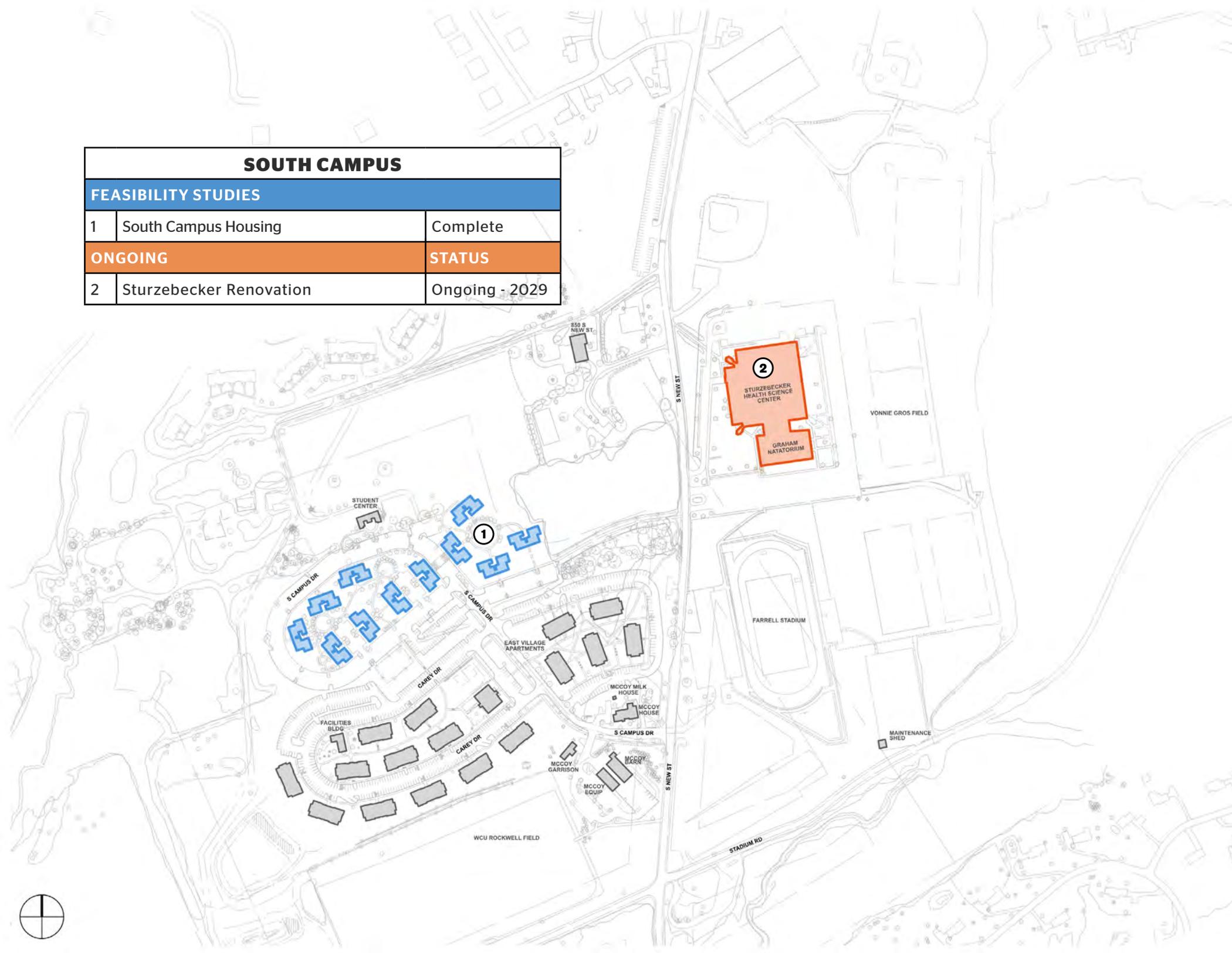
NORTH CAMPUS		
COMPLETED PROJECTS		
1	Demolish Speakman Hall & Construct "The Commons" + Garage	
3	701 S. High St New Dining	
4	Renovate Ruby Jones Hall (Minor)	
5	Renovate Anderson Hall Spaces Vacated by Business Depts.	
6	President's Walk (Phase 1)	
FEASIBILITY STUDIES		
7	Library Plaza Renovation	
8	Sykes Student Union Expansion	
9	FHG Library Renovation	
10	Old Library Renovation	
11	Student Housing Improvements	
ONGOING		STATUS
12	BPMC Mechanical HVAC Upgrades	Complete
13	Geothermal Well Field Expansion	In Planning
14	FHG Library Roof Replacement	2027
15	Blue Phone Upgrades (Video & Audio)	Ongoing
16	Security/Safety Screens at Parking Garages	Ongoing
17	Replacement/Deployment Programs for IT & AV Systems	Ongoing



SOUTH CAMPUS

FEASIBILITY STUDIES

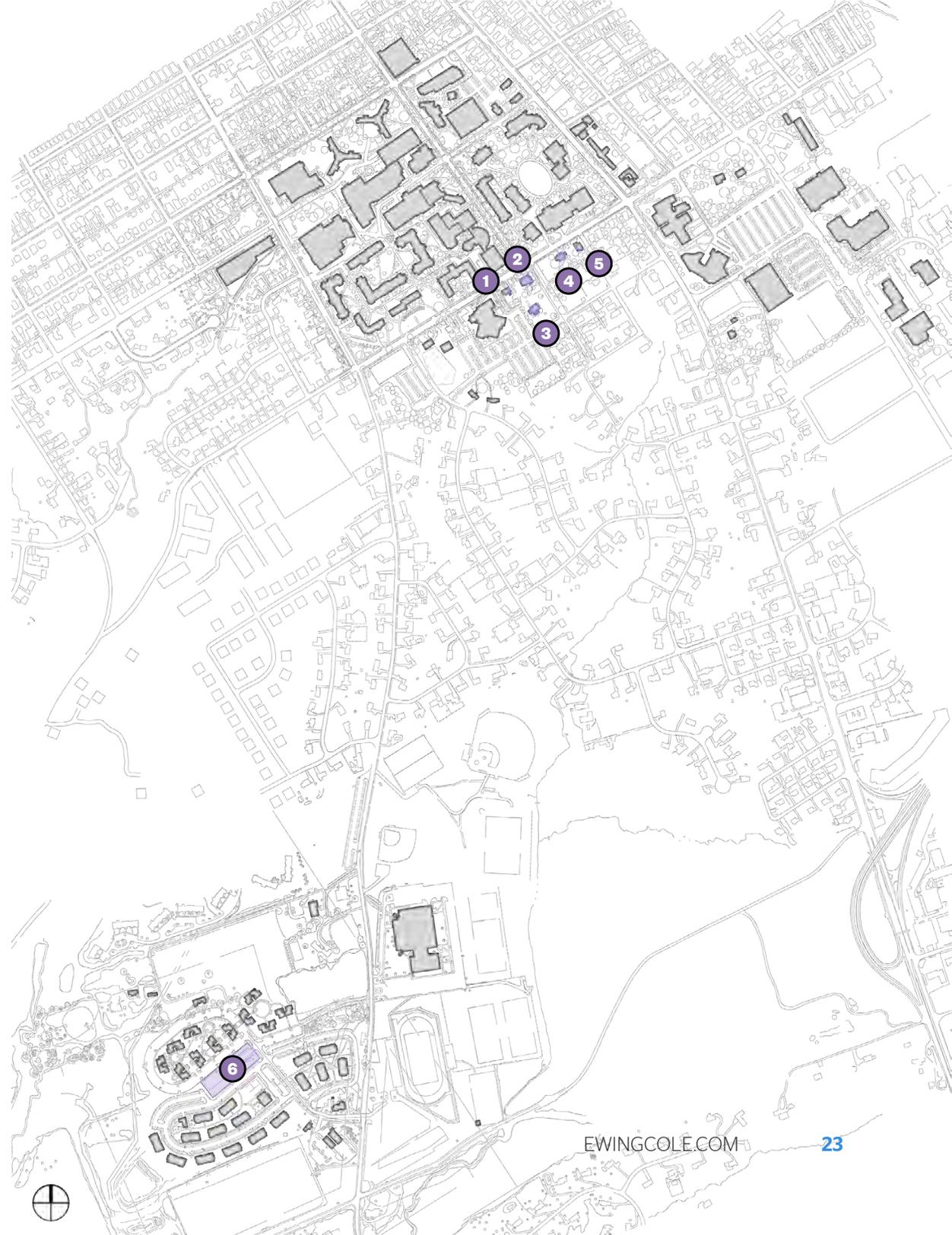
1	South Campus Housing	Complete
ONGOING		STATUS
2	Sturzebecker Renovation	Ongoing - 2029



BUILDING DEMOLITION RECOMMENDATION

The following buildings on North & South Campus are recommended for demolition in support of the proposed Master Plan Projects.

1. McKelvie Hall
2. Messikomer Hall
3. 101 Norfolk
4. 30 W Rosedale
5. 28 W Rosedale
6. Parking (Future Potential Commons Building Site)



Several of the recommendations highlighted in the 2015 Master Plan are also carried forward as recommendations in the 2025 Master Plan. These include:

- Sykes Student Union expansion for events, student support services and dining
- Multi-level parking structure behind Sykes Student Union
- FHG Library Renovations, based on the programming study developed by WCU
- Pedestrianization of S Church Street, in cooperation with West Chester Borough, while allowing emergency vehicle access
- Renovation of the Science Center Complex within the context of ongoing deferred maintenance
- Renovation of the Old Library to meet current standards for building systems and accessibility
- Renovation of Sturzebecker Health Science Center, which is scheduled for completion in 2029

The 2025 CMP Update took into account a myriad of previously completed studies and reports. Those studies and reports were evaluated in the context of the current campus culture and needs. As such, previously suggested recommendations and capital projects have been incorporated into this CMP update.





B. CURRENT STUDIES & REPORTS

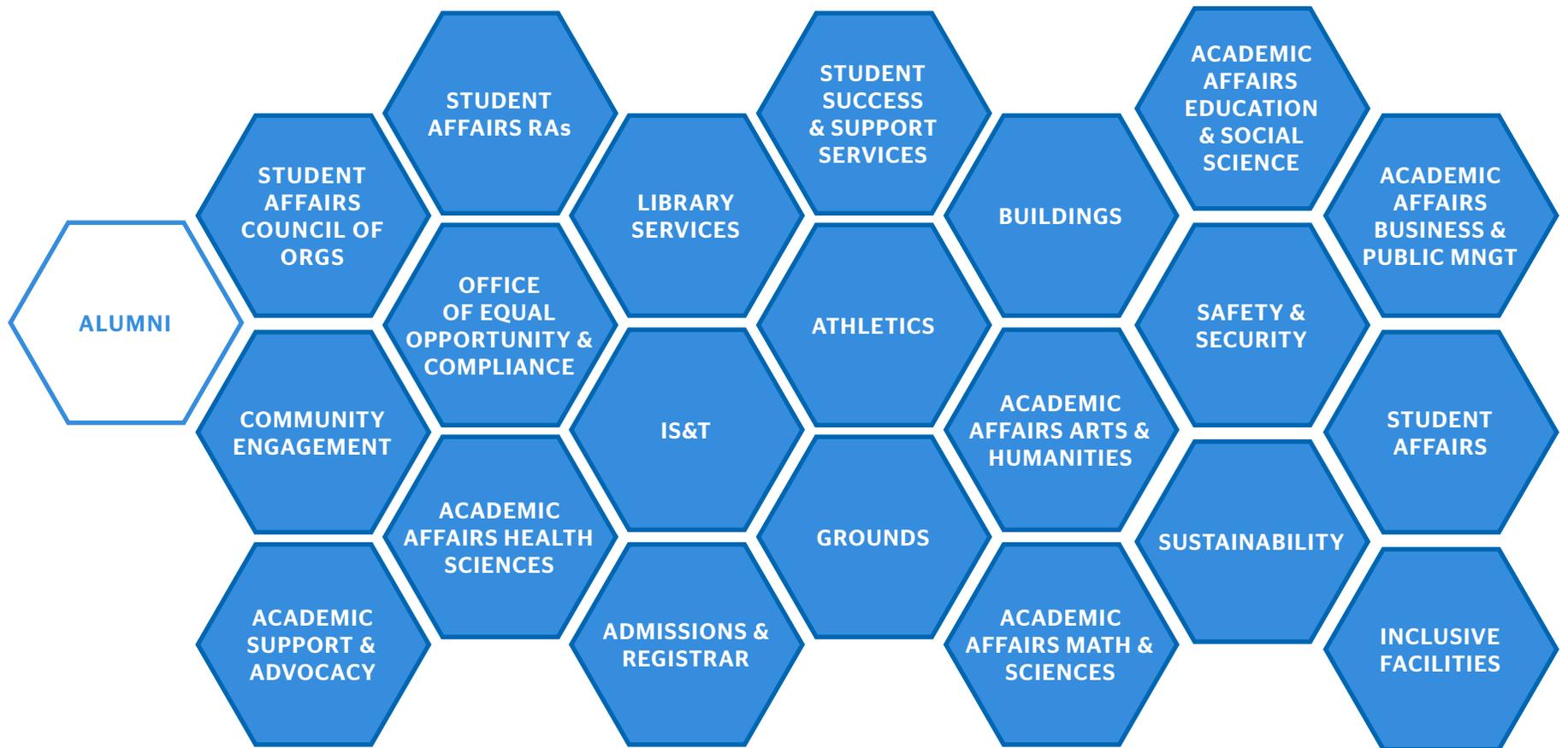
INFORMING 2024 CMP

As part of the 2024 Master Plan data gathering and information discovery process, several notable studies were completed that inform the recommendations in this report, including:

- MGT Housing Study (informed housing strategies).
- Student Housing Development Study (informed programming of room types, student support services, bed count scenarios and conceptual block-and-stack options).
- Existing Facilities Assessments (informed Deferred Maintenance planning).
- Space Utilization and Needs Analysis (informed efficiency and availability of space).
- Campus Dining Study (identified issues, needs and expansion locations).

Additionally, valuable information was generated through bi-weekly project meetings and other events including:

- Benchmark Surveys & Workshops (provided feedback related to potential projects, initiatives, and issues from the larger WCU community including faculty, staff and students).
- Interviews with Key Stakeholders (provided valuable insight into campus issues and academic program needs).
- Milestone Presentations with WCU core leadership team (provided oversight and input related to master planning strategies and evaluation of priorities).



Over the course of the CMP process the planning team met with a broad cross section of the WCU campus community. In cooperation with WCU leadership, twenty two (22) stakeholder groups were identified. Via stakeholder meetings the planning team was afforded the opportunity to gain insight directly from hundred individuals representing the diverse make up of the WCU campus community.

SECTION 03.

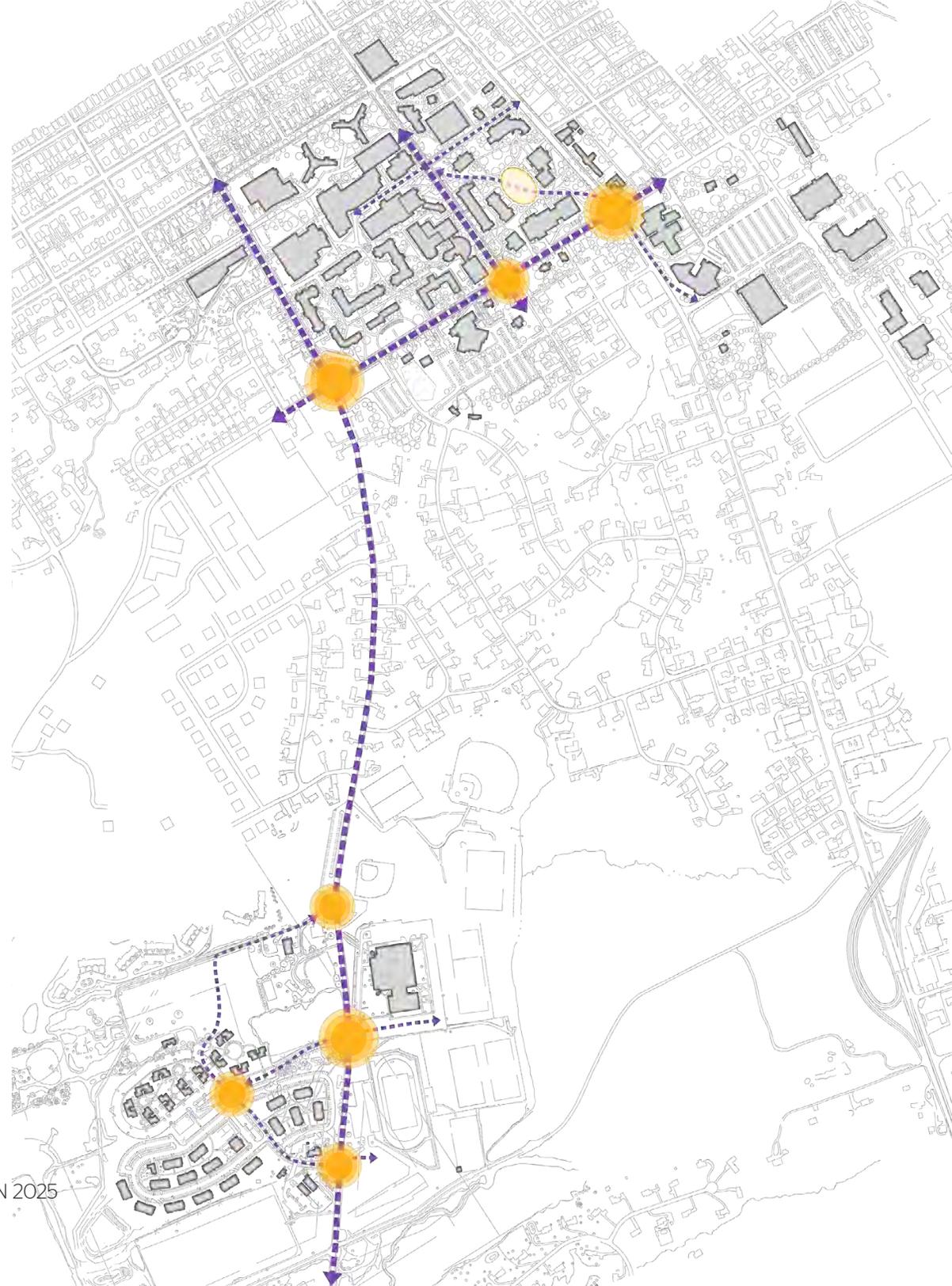
ISSUES & NEEDS

A. CAMPUS OBJECTIVES

OVERVIEW

The 2024 Campus Master Plan is guided by both **aspirational and functional goals**. Functionally, a master plan needs to provide a framework for implementation of recommended projects and initiatives, based on key issues and priorities of the institution.

Aspirational goals - or themes - focus on improving connectivity, enhancing user experience and reinforcing WCU's identity and brand. These themes are touchstones that accompany the physical recommendations of the campus master plan. For example, integrating the configuration of buildings with open space, improving user experience along campus pathways with site furnishings, creating iconic identifiable spaces, such as the President's Oval, in other parts of the campus, realigning student support programs at residence halls for increased access and synergy, and enhancing the visual image of WCU at key campus gateways through landscape and streetscape design.



B. RESIDENTIAL LIFE

2024 STUDENT HOUSING DEVELOPMENT STUDY OUTCOMES

- Recommended opportunities for swing space locations
- Established program benchmark criteria
- Identified buildings for major renovation and/or addition
- Identified sites and strategies for new construction
- Determined potential implementation scenarios



EXISTING ASSETS

Currently WCU includes a mix of housing assets that are both self managed and affiliated housing that is managed by University Student Housing (USH). These twelve (12) campus facilities are home to more than 5,300 students in total between both the “north” campus and the “south” campus. The University offers community-style (traditional dorm rooms) and suites on campus while offering apartment housing at the South Campus location.

The WCU managed housing accounts for more than 2,400 student beds. The majority of these units are traditional housing with the exception of the apartment offerings within College Arms and the South Campus Apartments.

College Arms	97
Goshen	558
Killinger	308
Schmidt	438
Tyson	558
South Campus Apartments	499
	2,458 Beds

The USH managed housing is primarily suite-style units and is home to nearly 3,000 students.

Allegheny	636
Brandywine	622
Commonwealth	651
University	265
East Village Apartments	264
The Village Apartments	524
	2,962 Beds

Generally, the USH managed buildings are newer, constructed between 2004 and 2014. The WCU managed buildings are older with College Arms being circa 1920s and majority of the University owned buildings having been constructed between 1959 and 1971 with exception of the South Campus apartments constructed in 1993.

As of Fall 2024, WCU has capacity for 5,420* student beds or ~31.5% of the total enrollment of 17,171** students.

- 14,449 undergraduate students
- 2,722 graduate students

*The 5,420 Total bed capacity includes swing space.

**Enrollment numbers are per WCU Office of Institutional Research.



College Arms Apartments (WCU)



Tyson Hall (WCU)



Commonwealth Hall (USH)



Goshen Hall (WCU)



South Camous Apartments (WCU)



East Village Apartments (USH)



Killinger Hall (WCU)



Allegheny Hall (USH)



The Village Apartments (USH)



Schmidt Hall (WCU)



Brandywine Hall (USH)



University Hall (USH)

STUDENT HOUSING PLAN DRIVERS

The WCU campus has strong collegiate attributes that include iconic spaces and places. Through a combination of renovations, additions and new construction, there is an opportunity for future student housing to:

- Increase the total number of student beds available on campus.
- Bring parity to the quality of housing offered by the University (both WCU and USH operated).
- Provide housing options to maintain all 1st year students on campus and ideally, the ability to house 1st and 2nd year students on campus.
- Offer a variety of options, and price points.
- Create places to empower and support the University's mission for building community on campus.
- Create opportunities for students to build community, both within residence halls and exterior spaces. Create places, both within residence halls and exterior open spaces, that empower and support the University's mission to improve and enhance student experiences.
- Accommodate physical accessibility.
- Address students' increased request for additional privacy.
- Accommodate the increasing level of student expectations.
- Build upon existing relationships between campus spaces.
- Reinforce the University image and brand.
- Address and prioritize the deferred maintenance needs of aging housing stock.
- Define an actionable implementation strategy that provides the necessary phasing consideration and/or swing space for renovation projects acknowledging an academic calendar.
- Establish a road map / framework that aligns with University's fiscal capacity over time.



**STUDENT
EXPERIENCE**



**BED COUNT
CAPACITY**



**IMPLEMENTATION
STRATEGIES**



**ACADEMIC
CALENDAR
ALIGNMENT**



**COST TO BUDGET
RECONCILIATION**

PROGRAMMING & PLANNING CONSIDERATIONS FOR HOUSING

- Expected occupants.
- Increased demand for amenities.
- Technology integration.
- Co-living spaces.
- Health, wellness and sustainability focus.
- Remote and hybrid learning adaptation.
- Cultural and international accommodations.
- Proximity to student transit.
- Safety, security and accessibility.
- Diversity of occupancy types (Single, Double, Triple) and variety of room types including Traditional Style, Suite Style, Pod Style, Apartment Style.

USC Iovine Young Academy



University of Delaware Caesar Rodney Hall



The Ohio State University South High Rises





FIRST YEAR HOUSING ELEMENTS CONFIGURATION

- Traditional Double Loaded Corridor
- Traditional Racetrack
- Pod Style
- Neighborhood Sizes 30-40

UNIT TYPE MIX

- Doubles (Primary)
- Medical Singles w/ Private Restroom (2 per 30-40)

RESIDENT ASSISTANTS (RA) AND ROOM ACCOMMODATIONS

- Recommend 1 RA per 30-40 students

TOILETS, SHOWERS, AND SINKS

- Provide single user rooms
- Recommend ratio of 1 per 6 students minimum

FLOOR LEVEL AMENITIES

- Floor lounge (flexible student configuration)
- Group study
- Corridor lounge
- Laundry



Student Housing Trends - First Year Housing

SUITE STYLE HOUSING ELEMENTS

UNIT MIX

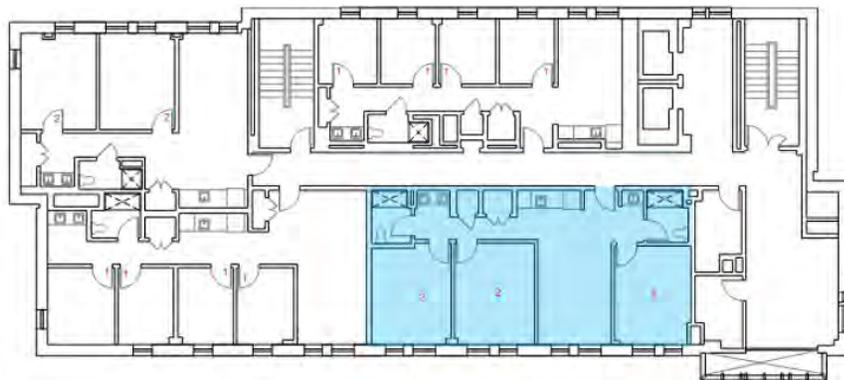
- 4-6 Bed Unit (single and doubles)

UNIT AMENITY

- Private Living Area
- Kitchenette
- In-suite Laundry

FLOOR AMENITY

- Lounge Area
- Quiet Study



Student Housing Trends - Suite Style

NORTH CAMPUS - KEY ISSUES & OPPORTUNITIES

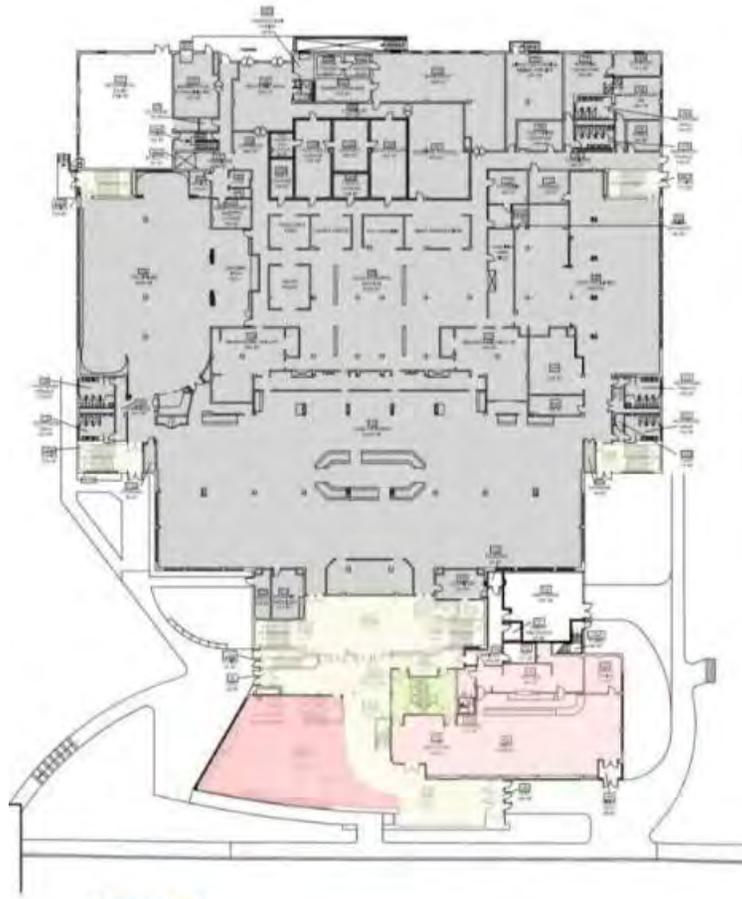
Through evaluation and discussion with WCU's leadership team, the best strategy for the North Campus starts with the demolition of the existing Lawrence Center, an older building which currently does not maximize the potential of the site. Support services currently housed in Lawrence Center will be temporarily or permanently relocated to allow for a new Lawrence Residence Hall to be constructed.

- Demolition of the existing Lawrence Center and construction of a new Lawrence Hall is the best opportunity to yield the greatest number of new beds in the short term.
- A new Lawrence Hall can improve pathway connections and open space synergies with the Student Recreation Center and SECC.
- Student Support Services can be realigned at the ground floor of Lawrence Hall, including additional café, classrooms and potentially the relocation of the Food Pantry from Commonwealth Hall, thus freeing up space for WCU Health Services in Commonwealth Hall.
- A comprehensive renovation strategy for Tyson, Goshen and Schmidt Halls will extend the life of these structures and provide a better mix of occupancy types.
- Killinger Hall is not recommended to be renovated in place, but eventually demolished and replaced with a larger residence hall that maximizes the potential of the site by increasing the number of allowable floors and thereby increasing the total number of beds and the ability to incorporate student support services.

The adjacent chart and diagram illustrates student support services in the existing Lawrence Center, as well as the older, unused cafeteria space that was replaced by the new cafeteria in the SECC.

EXISTING PROGRAM	
Level 1	
Einstein Bagel	2,425 sf
Chickie's & Pete's	3,700 sf
Unused Dining / Servery	46,000 sf
Level 2	
Academic Success Program	1,400 sf
Career Development Center	5,400 sf
Learning Asst & Resource Center	4,500 sf
Office of Educational Accessibility**	1,400 sf
Exploratory Studies Academic Advising	1,500 sf
Residence Life & Housing	3,500 sf
University College Dean's Suite	1,400 sf
Center of Women & Gender Equity	1,300 sf
Counseling Center	4,050 sf

** At the time of this report, OEA has been temporarily relocated to Wayne Hall.



Level 1



Level 2

SOUTH CAMPUS - KEY ISSUES & OPPORTUNITIES

The age and condition of WCU apartments at the South Campus requires significant upgrades. As part of a multi-year renovation strategy, it is also possible to add another floor to these freestanding apartment buildings, thereby increasing the total number of beds.

- The large open tract of land, known as the Glen Echo site, is situated between the student apartments and the neighborhood. By increasing the bed-count through the multi-year apartment renovation, the Glen Echo site - which is an open recreational field - remains as a buffer to the neighborhood.
- Strengthening the connection between South Campus housing and South Campus Athletic functions can be accomplished with improved streetscape, pathway design, lighting and signage, to reinforce a sense of place.
- Any increases to parking can be mitigated by utilizing the large surface parking lots across New Street, at the athletic fields. During field day or large events, students would be required to temporarily relocate their cars.
- Expansion to the existing Southside building or a new Commons Building with food service and shared meeting space is recommended as a strategy to reinforce a sense of community at the South Campus. Food service options could also be integrated with athletics programs.



TEMPORARY HOUSING CONSIDERATIONS

In response to the need to advance a robust housing renewal campaign, the University initiated analysis of opportunities to provide temporary on-campus modular housing to allow existing housing stock to be taken offline while minimizing impact to campus wide bed count offering. The Team worked with the University to evaluate multiple site locations and configurations on North, East, and South Campus locations.

The evaluations considered a variety of modular buildings that were readily available to WCU as well as bed count, proximity to other campus amenities and functions, access to necessary utilities, and jurisdictional constraints.

The University elected to implement a plan to provide 128 beds in a temporary modular configuration at the site identified as Lot M-1 (former parking area). It should be noted that the provision of these modular housing units are not “additional” beds for the University’s total bed count but rather are intended to allow for swing space to allow renovation work that cannot be achieved over the course of a summer term.

This does however maximize the University’s ability to offer on-campus housing solutions in lieu of students having to seek accommodations off-campus in an artificially inflated / overpriced housing market in areas directly adjacent to the University. Note that Lot M-1 is intended to revert to surface parking when North Campus bed-count goal is achieved. The temporary modular housing is permitted to remain in place for a period of five years from the date of initial occupancy.



M-1 Lot Aerial



M-1 Lot Street View



North and East Campus Site Considerations



South Campus Site Considerations

C. ACADEMIC & STUDENT PROGRAMS

OVERVIEW

Key planning issues related to Academic & Student Programs include:

- Continue to address deferred maintenance of existing buildings, infrastructure, technology, and interior spaces, to improve the longevity of facilities and quality of campus life.
- Provide a dedicated space for a new Welcome Center, which would house multi-purpose meeting and presentation space, as well as office and support space for Admissions.
- Accommodate increased demand for dining and student support spaces, specifically for clubs, associations and study areas for commuter students at Sykes Student Union.
- Provide additional large, multi-purpose spaces that can host academic lectures, forums and community events.

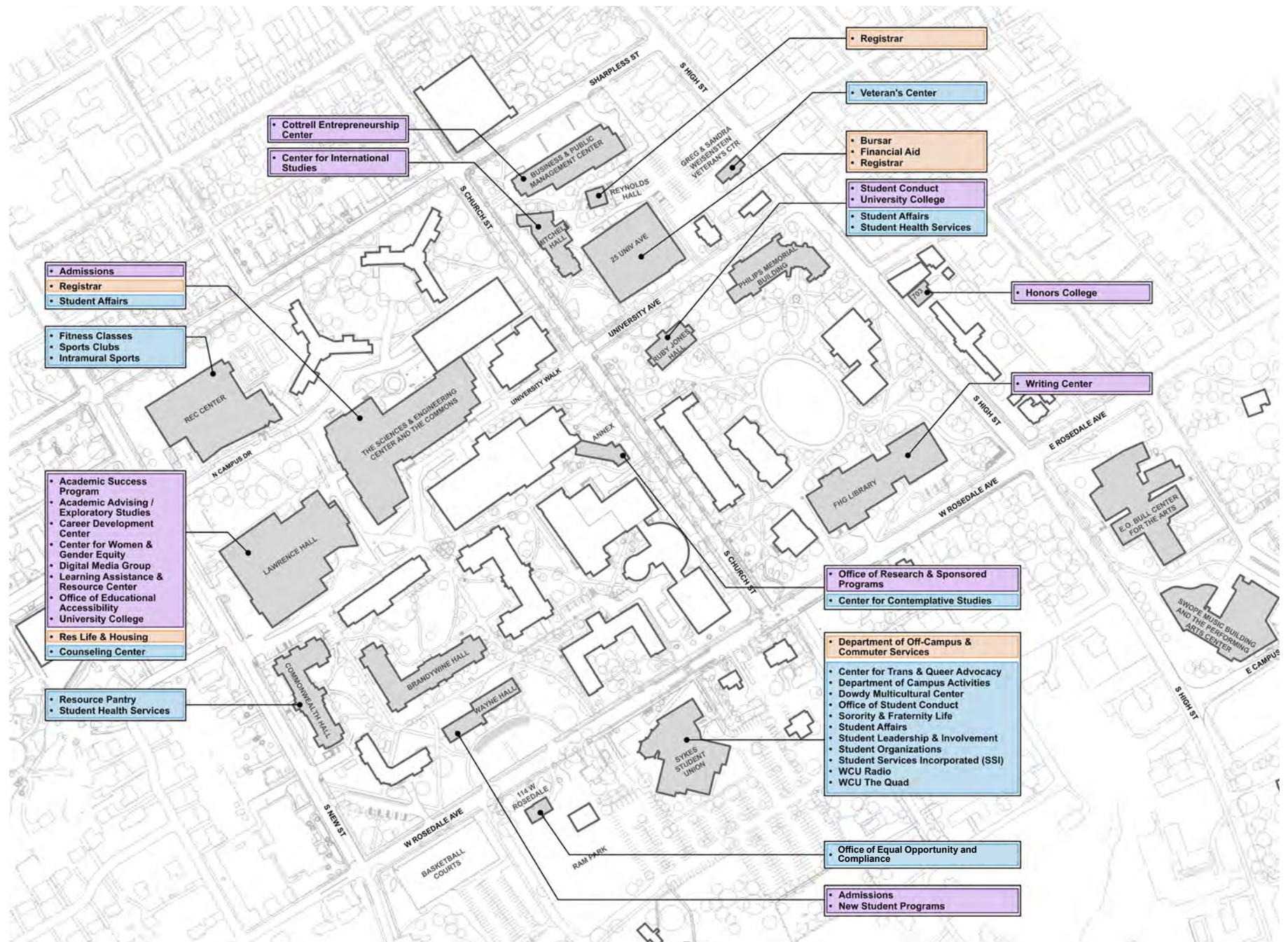
As WCU has grown, many of the program needs that support academic and student services have been impacted by the availability of adequate space. If that space exists, the physical condition of the space is often in need of renovation, system upgrades, or becomes inefficient due to evolving (expanding) program needs.

SPACE UTILIZATION

When a new academic building is constructed, it often is so well used, that it becomes overused, as in the case of the Business School, due to demand for classrooms of a particular size, specific technology, or the amount of informal student study and gathering space that was incorporated into the final construction. The SECC is another example of a successful new building that is over utilized, because there is not enough existing space in other buildings - such as the Sykes Student Union - to offset demands for increased access to food service or areas to host large events.

Over time, many of the programs that support students have been located based on where space is available, often decentralizing programs that would benefit from being grouped together. While not a reflection of the quality of programs, the daily life of students (and faculty) is impacted by a “convenience factor.” Student Support Services are currently scattered across the campus and in some cases, require realignment to make it more convenient for students to access those services.

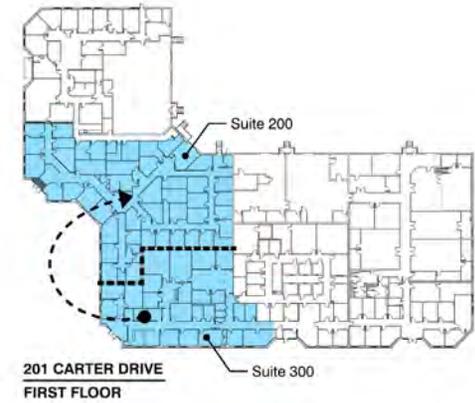
The following diagram shows the dispersion of student programs across campus, as well as a strategy for decanting programs in Lawrence Center to allow for demolition.



Existing Student Service Program Locations

The map below indicates proposed Lawrence program relocations. Programs in 201 Carter and Brandywine Hall must first be relocated before Lawrence program relocations can take place.

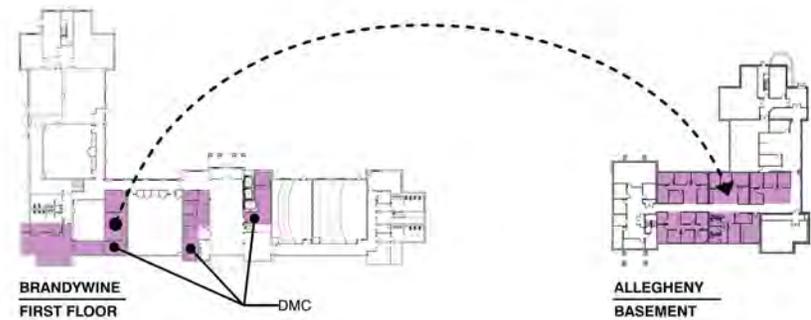
The two best options for realigning student support programs are to incorporate them into new construction as Lawrence Hall is built, and Sykes Center is expanded. Long-term, as the new Killinginger Hall is constructed, there is also an opportunity to incorporate student support functions.



Initial Program Relocation at 201 Carter Drive



Relocation of Existing Student Service Program Locations



Initial Program Relocation from Brandywine Hall to Allegheny Hall



Relocation of Existing Lawrence Center Student Service Programs. The Office of Educational Accessibility has been temporarily relocated to Wayne Hall at the time of this report.

D. SPACE UTILIZATION NEEDS & ANALYSIS

OVERVIEW

As part of the discovery process, Comprehensive Facilities Planning, Inc. conducted a space utilization and needs analysis to identify WCU's space needs based on defined programs and enrollment goals. Current and projected instructional space needs are analyzed in relation to the PASSHE space model and the Alternate space model. Note that the full report is included via the Appendix.

METHODOLOGY

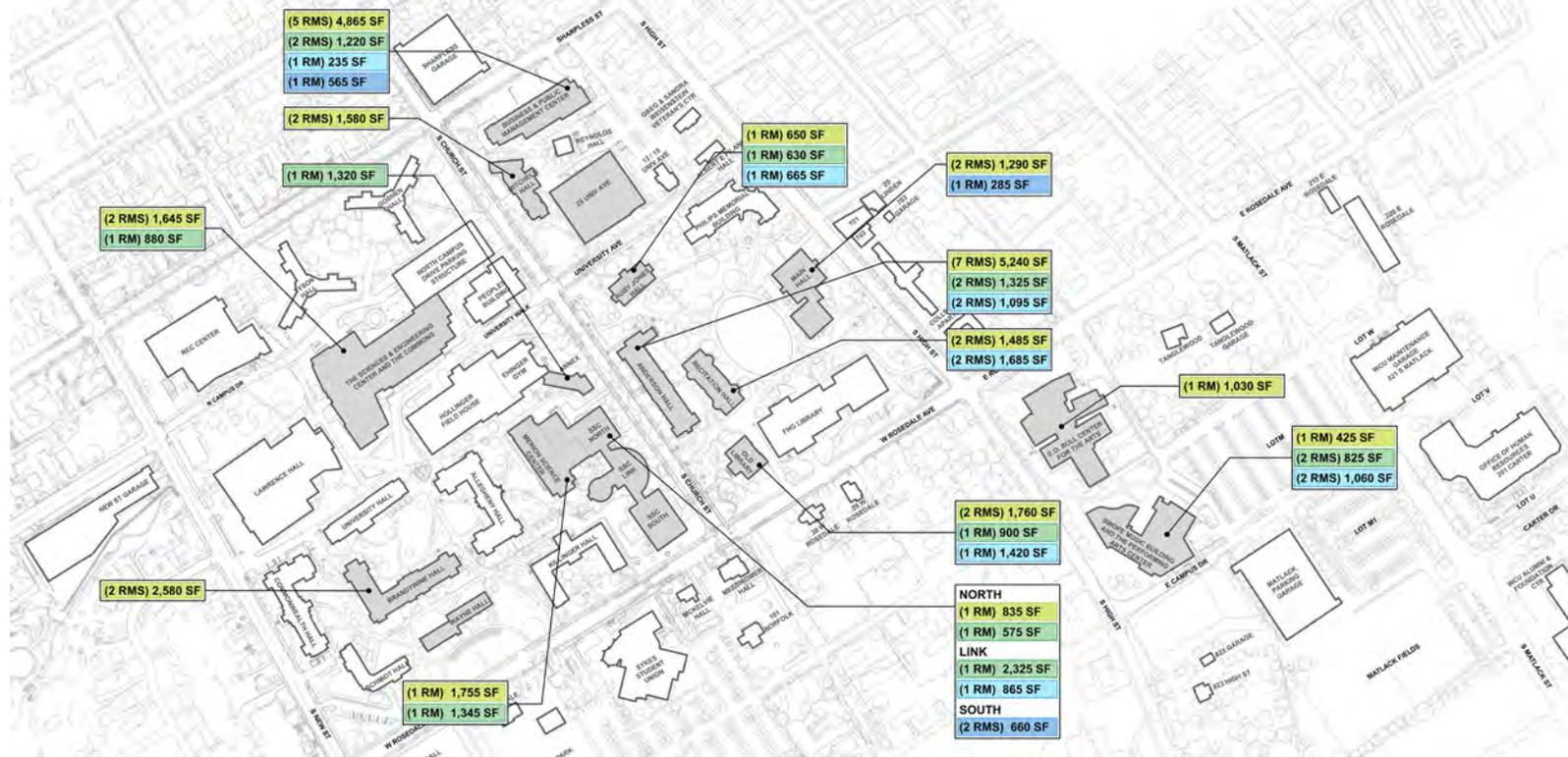
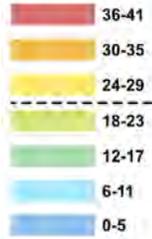
The study was developed through a data-driven modeling process based on a "snapshot in time" of conditions found and reported for the University (Fall 2023 and Spring 2024). Basic data collected includes the on-campus full-time equivalent (FTE) student enrollment, class schedule, personnel, library collections, building floor plans, and the building space inventory. This information was used to document the current utilization and to establish the relative quantities of space needed to support the current and future demand.

PASSHE GUIDELINES & ALTERNATIVE METHOD

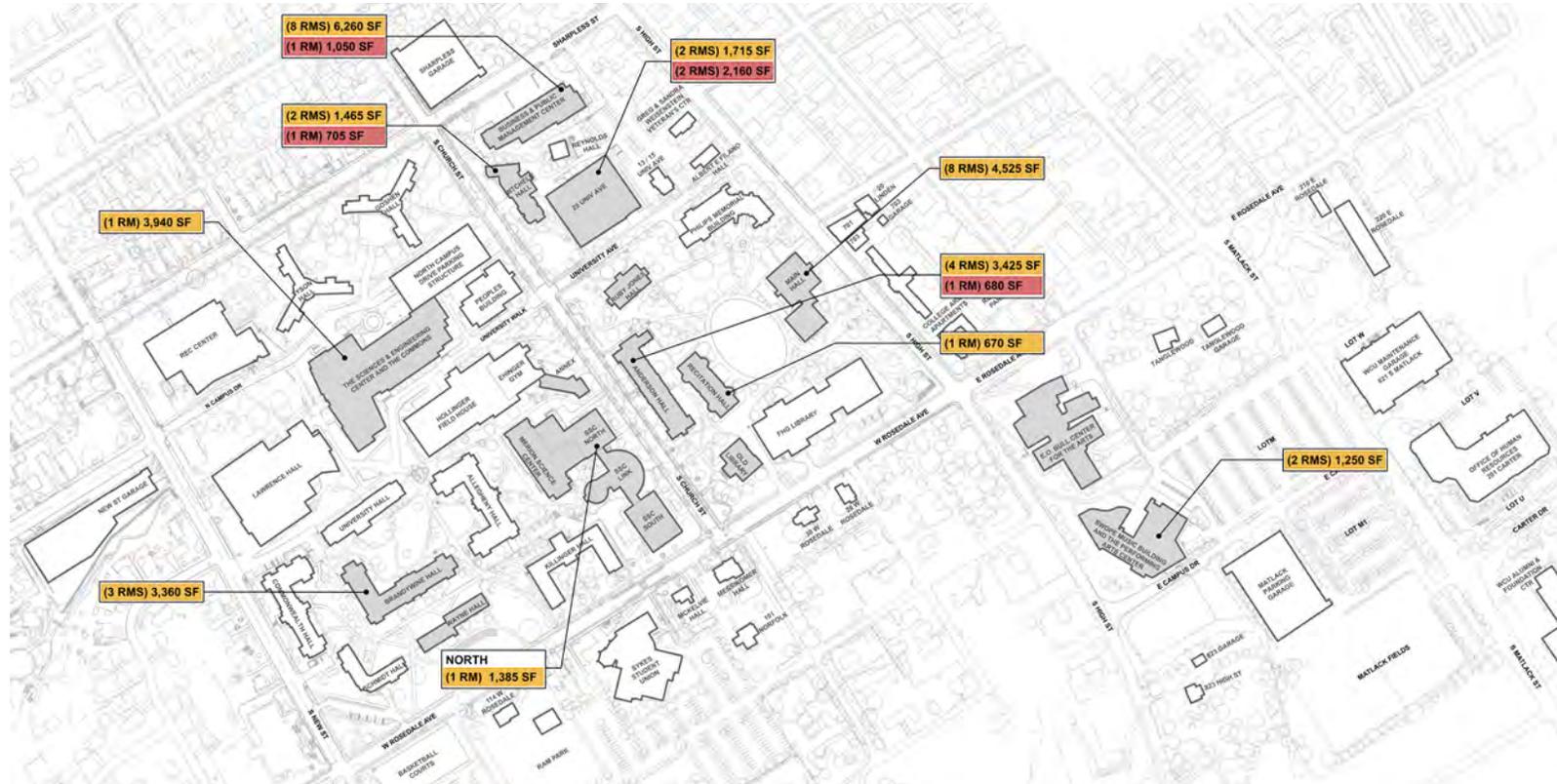
The Pennsylvania State System of Higher Education (PASSHE) space planning guidelines were applied for the office calculation. The remaining space types: classroom, teaching lab, research lab, library/study, general use, special use, support and health care are compared to the PASSHE guidelines using an Alternative method.

- The Alternative calculation methodology differs from the Pennsylvania State System of Higher Education (PASSHE) process in that the space need is calculated at the department level and rolls the result to the college or division level and finally to the campus level.
- The PASSHE calculations provide a campus wide "allocation" of space-by-space type (classrooms, instructional lab, research, etc.) using campus wide personnel and enrollment data multiplied by an appropriate "space factor". While this provides useful data at the campus level for capital planning, it does not provide detail as to which units have space surpluses or deficits.
- While the Alternate method uses the same "space factors" as PASSHE, the input data, personnel, enrollment etc. is at the department level and based on the current or proposed operating practices. This provides space surpluses or deficits by space type and by primary room type category.
- The space needs analysis is quantitative. All existing space is counted regardless of its quality or suitability. Conducted at a campus wide level, the analysis is intended for use within the context of long-range planning. The study is not intended to replace detailed program plan level analysis.

AVERAGE WEEKLY ROOM HOURS (WRH) OF USE



Underutilized Classrooms (Above) Overutilized Classrooms (Below)



SPACE NEEDS BY ROOM TYPE & ASSIGNMENT

The current and projected space needs are sorted by major room type in Figure O1 and O2 using the Alternate Calculation and PASSHE. The projected need is based on an enrollment of 12,435 full-time equivalent (FTE) students.

Room Type Description	Current ASF	Current ASF Need	Surplus (Deficit)	Projected ASF Need	Surplus (Deficit)	Comments
Classrooms	148,891	152,181	(3,290)	163,461	(14,570)	Deficit due to 20 ASF/seat applied
Teaching Laboratories	105,126	116,475	(11,349)	116,475	(11,349)	
Open Laboratories	31,794	31,810	(16)	31,810	(16)	
Research Laboratories	46,519	48,296	(1,777)	51,479	(4,960)	
Offices	332,543	294,759	37,784	303,859	28,684	Projected Need TBD
Library/Study	107,089	91,022	16,067	93,323	13,766	
Special Use Facilities	28,355	27,701	654	27,701	654	
Athletic/PE/Recreation	171,417	200,555	(29,138)	207,605	(36,188)	Need TBD
Assembly Facilities	48,543	46,676	1,867	47,459	1,084	
Exhibition Space	4,849	7,800	(2,951)	8,192	(3,343)	Art Gallery/Museum
Food Facilities	53,237	67,534	(14,297)	71,944	(18,707)	
Student Lounge	14,429	29,160	(14,730)	31,118	(16,689)	
Merchandising	14,044	14,830	(786)	15,809	(1,765)	Bookstore
Recreation	18,882	18,882	0	18,882	0	Game Rooms/Social Areas
Meeting Rooms	26,914	25,872	1,042	27,119	(205)	
Support Facilities	126,902	61,132	65,770	63,266	63,636	Includes shop/central storage
Health Care Facilities	5,091	3,999	1,092	4,234	857	
Inactive/Unknown	49,597	0	49,597	0	49,597	
Total	1,334,222	1,238,684	95,539	1,283,736	50,486	

Figure O1: WCU Alternate Current Space Need by Room Type

Room Type Description	Current ASF	Current ASF Need	Surplus (Deficit)	Projected ASF Need	Surplus (Deficit)	Comments
Classrooms	148,891	139,786	3,790	149,172	(281)	
Teaching Laboratories	136,920	190,270	(53,350)	203,045	(66,125)	
Research Laboratories	46,519	36,676	9,843	36,676	9,843	
Offices	332,543	303,036	29,507	303,036	29,507	Projected Need TBD
Library/Study	107,089	142,463	(35,374)	146,776	(39,687)	
Special Use Facilities	28,355	24,474	3,881	26,113	2,242	
Athletic/PE/Recreation	171,417	260,597	(89,180)	274,125	(102,708)	
Assembly Facilities	48,543	86,203	(37,660)	90,898	(42,355)	
Exhibition Space	4,849	12,617	(7,768)	13,400	(8,551)	Art Gallery/Museum
Food Facilities	53,237	118,055	(64,818)	125,096	(71,859)	
Student Lounge	14,429	13,117	1,312	13,900	529	
Merchandising	14,044	0		0	14,044	Included with Lounge
Recreation	18,882	0		0	18,882	PASSHE does not include this room type
Meeting Rooms	26,914	11,653	15,261	12,435	14,479	
Support Facilities	126,902	67,255	59,647	72,000	54,902	Includes shop/central storage
Health Care Facilities	5,091	5,496	(405)	5,731	(640)	
Inactive/Unknown	49,597	0	49,597	0	49,597	office/labs/vacant
Total	1,334,222	1,411,698	(77,476)	1,472,403	(138,181)	

Figure O2: WCU PASSHE Current Space Need by Room Type

OFFICE SPACE METRICS

Office space needs are calculated by multiplying the number of authorized positions by an office square foot module designated for each position. Figure 03 summarizes the WCU Main Campus office space need according to the staffing levels and PASSHE Guidelines as compared to the existing facilities space inventory. Student organization space is included in the office calculation but needs further input regarding overall space need. Personnel identified with office space located at the Graduate Center are not included in the FTE totals.

Position Type	FTE	Module	Additive	ASF Need
Faculty	791.9	150	40	150,457
Executive/Managerial	492.5	150	40	93,567
Clerical	179.9	150		26,979
Graduate Students	120.8	120		14,496
Student Workers	164.8	70		11,536
Student Organization Offices (TBD)				6,000
Total ASF Need				303,036
Existing ASF				332,543
Surplus				29,507

Figure 03: WCU Main Campus Office Space Summary

- The office space need illustrates the following major findings:
- The surplus of office space is likely due to the office service calculation using the PASSHE model.
 - Average office size in the position type category is likely due to mismatches of personnel to room types in the inventory.
 - A total of 1,593 rooms are classified as office space (excludes students) in the existing inventory. This compares to a combined total of 1,629 administrative, faculty, coaches or staff positions (excludes the personnel without office). The difference may indicate shared office use by assistant coaches and clerical staff.
 - The existing space identified as office service may include circulation space, and student workers. Multiple use within a single space makes it difficult to accurately distribute appropriate room use.

CLASSROOM SUMMARY & METRICS

The classrooms were analyzed to determine whether sufficient instructional space exists for the current and future profile of student population and course offerings. Specifically, the analysis documents the utilization of the classroom supply, determines the classroom capacity to meet current and future enrollments, and recommends utilization strategies for meeting these needs.

Figure O4 is a summary of the classrooms with scheduled use. The WCU Main Campus supply includes 142 General Use Classrooms, for a total of 117,088 assignable square feet (ASF). In addition, there are 9 Department classrooms 11 lecture halls, and 5 Seminar rooms for a total of 143,029 assignable square feet (ASF) and 5,862 assignable square feet (ASF) of classroom service space.

Campus	Rooms	Count	Seats	ASF	ASF/Seat	Service	Total ASF
Main	General Use Classroom	142	6,069	117,088	19.29	5,774	
	Department Classroom	9	161	3,938	24.46	88	
	Lecture Hall	11	1,447	20,714	14.32		
	Seminar Room	5	38	1,289	33.92		
	Total Inventory	167	7,715	143,029		5,862	148,891
Graduate Ctr.	General Use Classroom	10	266	8,199	30.8		
Exton	General Use Classroom	2	N/A	1788			
Philly	General Use Classroom	N/A	N/A	N/A			

Figure O4: Summary of classrooms with scheduled use

The PASSHE Classroom model assumes an ALL-DAY utilization goal of 37.5 Weekly Room Hours (WRH) 67% Station Occupancy (SO) and 20 ASF/Seat for the allocation. The Alternate Classroom model recommends a DAY utilization goal of 24.3 Weekly Room Hours (WRH) 64% Station Occupancy (SO) and 20 ASF/seat for modeling the classroom needs.

On the West Chester University Main Campus, classrooms are currently scheduled from 8:00 AM to 4:30 PM Monday to Friday, Friday ends by 3:00 PM. Therefore, the alternative classrooms needs are based on 40.5 hours available for scheduling classrooms during the daytime hours. Based on the available hours to schedule, classroom utilization goals of 24.3 Weekly Room Hours (WRH) and 64% Station Occupancy (SO) are recommended for modeling the classroom needs.

The Alternate classroom utilization expectation goals recommended for the WCU Main Campus for the daytime hours used in the alternate calculation are:

- 24.3 Average Weekly Room Hours of Use
- 68% Student Station Occupancy
- 20 ASF per Seat

Figure O5 identifies the classroom utilization in Fall 2023 and Spring 2024.

Campus	Term	Rooms	Day: 8:00 AM - 4:30 PM			All Hours-PASSHE		
			WRH	Avg WRH	SO%	WRH	Avg WRH	SO%
WCU Main	Fall 2023	154	3,513.0	22.8	67.6%	4,430.9	28.8	64.0%
WCU Main	Spring 2024	154	3,349.9	21.8	64.0%	4,200.3	27.3	60.3%
Grad Center	Fall 2023	10	64.6	6.5	58.4%	168.6	16.9	53.6%
Grad Center	Spring 2024	10	49.4	4.9	52.8%	144.5	14.5	52.2%
	Goal/Capacity			24.3	68.0%		38.0	67.0%

Figure O5: Classroom utilization in Fall 2023 & Spring 2024

West Chester Main Campus

- The Fall 2023 total Day Avg. WRH rate of 22.8 falls below the expected utilization rate of 24.3.
- The total SO% of 67.6% is below the expected seat fill of 68.0%.
- Average 18.4 ASF/seat for classrooms is slightly below the recommended average of 20 ASF/seat.

Graduate Center

- The Fall 2023 total Day Avg. WRH rate of 6.5 falls below the expected utilization rate of 24.3.
- The total SO% of 58.4% is below the expected seat fill of 68.0%.
- Average 30.8 ASF/seat for the classrooms exceeds the recommended average of 20 ASF/seat.

Figure O6 identifies the classroom utilization by building by Average Weekly Room Hours (WRH), on the West Chester Campus. The Hours Available column identifies the opportunity to increase the number of hours in the classrooms in each building if the utilization factors can be achieved. Negative numbers indicate the hours have exceeded the goal and there is no capacity for additional hours of use. The hours available column shows that 229 hours are still available (76 more 3-hour classes) in the classrooms if the 24.3 Avg. WRH goal could be met.

Building	Rooms	WRH	Avg. WRH	SO%	Seats	ASF	ASF / Seat	Hrs Avail 24.3	Rms Avail 24.3
25 Univ Ave	9	262.2	29.1	78.6%	377	7,665	20.3	(43.5)	(1.8)
Anderson	19	409.3	21.5	74.5%	868	13,592	15.7	52.4	2.2
Brandywine	5	126.2	25.3	61.1%	384	7,032	18.3	(4.7)	(0.2)
Bus and Pub	24	598.8	25.0	77.8%	1,163	26,074	22.4	(15.6)	(0.6)
E. O. Bull	1	21.8	21.8	85.1%	45	1,048	23.3	2.5	0.1
Ehinger Annex	1	15.1	15.1	67.5%	40	1,308	32.7	9.2	0.4
Main	22	573.8	26.1	62.4%	1,085	18,256	16.8	(39.2)	(1.6)
Merion	3	60.3	20.1	57.1%	232	4,213	18.2	12.7	0.5
Mitchell	10	269.6	27.0	49.0%	512	7,484	14.6	(26.6)	(1.1)
Old Library	4	62.3	15.6	75.3%	185	4,049	21.9	34.9	1.4
Recitation	14	319.8	22.8	64.9%	513	10,369	20.2	20.4	0.8
Ruby Jones	4	69.0	17.3	60.9%	162	2,748	17.0	28.2	1.2
Sci Comp L	2	25.4	12.7	78.2%	236	3,463	14.7	23.2	1.0
Sci Comp N	3	4.3	21.4	63.6%	160	2,765	17.3	8.7	0.4
Sci Comp S	2	56.8	28.4	79.6%	107	1,731	16.2	(8.2)	(0.3)
Sci Eng Center	8	93.6	24.2	64.4%	661	11,212	17.0	0.8	0.0
SOM/PAC	10	11.3	21.1	57.6%	278	5,222	18.8	31.7	1.3
Sturzebecker	11	123.1	11.2	72.1%	471	9,172	19.5	144.2	5.9
Wayne	2	50.3	25.1	67.2%	77	1,707	22.2	(1.7)	(0.1)
Total	154	3,513.0	22.8	67.6%	7,556	139,110	18.4	229.2	9.4
Goals			24.3	68.0%			24		

Figure O6 - Classroom utilization by Average Weekly Room Hours (WRH)

PRELIMINARY FINDINGS & RECOMMENDATIONS

1. The current supply of classrooms is sufficient to meet the current and projected demand, assuming utilization factors can be met.
2. There is an opportunity to optimize classroom capacity by creating more classrooms to accommodate 20-39 students. The best fit would suggest fewer rooms in the 1-19 and 30-39 size range, and six more rooms in the 20-29 seat size range. The amount of space required depends on the ASF/seat used.
3. Increasing the classroom ASF/seat will provide the opportunity to create active learning style rooms with furniture and technology that allow for collaborative instruction.
4. If utilization is increased for several labs with six or fewer hours within the same discipline, it may be possible to consolidate the number of labs and repurpose the rooms to accommodate the programs with a need for additional laboratory space. Further review of research space needs will be needed to verify the calculated space needs.
5. The existing office space is sufficient to accommodate any future personnel but may not be in the preferred location to meet the desired affinities. Note that there are 155 rooms in the inventory classified as an office with unknown assignments.

E. HIGHEST & BEST USE EVALUATION

Several key buildings on campus were evaluated for “highest and best use” as part of the 2024 Master Plan. These include: Wayne Hall, Killinger Hall, College Arms, FHG Library, Old Library, and Sykes Student Union.

WAYNE HALL

Wayne Hall is a nine-story building, of approximately 92,000 gross square feet. It was converted from residential use to academic use over a decade ago, and is now home to various offices, classrooms, research labs and departmental space for:

- Admissions
- Communication & Media
- Educational Foundations & Policy Studies
- History
- New Student Programs
- Office of Clinical Experiences & Candidate Services
- Psychology
- Women’s and Gender Studies

While the structure can certainly be reconverted back to a residence hall, the larger issue is that there is no available space on or near campus to house the approximately 58,684 square feet of useable academic space, not to mention the additional renovation and potential leasing costs that would be incurred under this strategy. Therefore, after evaluation, there was consensus with WCU’s leadership team that **leaving Wayne Hall programs in place** makes the most sense, financially and strategically.



KILLINGER HALL

Killinger Hall was evaluated by the master planning team for both renovation, addition, and replacement considerations. The existing 3-story building was purpose-built as a traditional residence hall in 1959 and is outmoded by today's standards for campus living. The building also has extensive and ongoing maintenance issues.

A 2017 Feasibility Study explored opportunities for renovation and modest expansion, including upgrades to bathrooms, interior finishes, building systems and improvements to common spaces. However, that study did not consider the full potential of the site, which allows for meaningful expansion. If the existing Killinger Hall is demolished and **replaced with a new Killinger Hall**, then the number of beds and student support services is increased significantly. Additionally, a new Killinger Hall has the potential to provide a **pedestrian bridge connection** across W. Rosedale Avenue, that could connect to the Sykes Student Union and proposed Welcome Center Expansion.



COLLEGE ARMS

College Arms is a three-building complex with structures constructed in 1920, 1930, and 1970 respectively and is currently used as apartment-style student housing. The buildings in this complex have a variety of maintenance needs, including exterior façade rehabilitation, repairs to sloped floor requiring structural enhancements, ceiling repairs and areas with moisture infiltration. Additionally, none of the buildings are fully accessible and will require upgrades for compliance.

As a part of the evaluations for both the Student Housing Development Study and the Campus Master Plan, the **consensus is for College Arms to remain in use as student housing**, acknowledging the deferred maintenance issues noted above.



721 South High Street



731 South High Street



733 South High Street

FHG LIBRARY

Francis Harvey Green (FHG) Library is prominently situated at the intersection of High Street and Rosedale Avenue and includes a plaza that serves as a gateway to the campus. FGH Library was built in two phases. The earlier 2-story building was constructed in 1966 and encompasses over 60,000 square feet. The newer 6-story building was constructed in 1976 and encompasses over 86,000 square feet. Both buildings require upgrades to mechanical, electrical and telecom systems. Additionally, roof replacement and facade repairs are to be implemented as part of the deferred maintenance program. A strategic plan for reprogramming the interior spaces of the buildings is currently being developed by WCU Library Services.

The master plan supports [the recommendation to upgrade and modernize FGH](#) to ensure that it continues to serve students and faculty needs.



OLD LIBRARY

Old Library was constructed in 1902 and is prominently situated at the intersection of Church Street (Campus Walk) and W. Rosedale Avenue. As part of the Quadrangle Historic District, it is an iconic example of neoclassical academic architecture. An earlier renovation study completed in 2018 suggested that the Old Library be gutted and repurposed for a Welcome Center and Admissions functions. This study also addressed upgrading building systems, and correcting accessibility issues by resizing restrooms, and adding a new stair and elevator at the east side of the building.

The 2024 Master Plan also recommends the complete renovation and necessary code related upgrades to the Old Library, although not for use as a Welcome Center and Admissions functions.

Factors contributing to this include:

- Currently, the building houses offices, classrooms, exhibit and support space for the Anthropology Department. There is no immediate space available on campus to relocate Anthropology.

- Tour groups have used the steps of the Old Library as a gathering space, but this is not an ideal way to accommodate prospective students and their families, especially during inclement weather, and with no access to restrooms.
- Based on 2024 Master Plan discussions, greater synergies can be achieved if a new Welcome Center is considered as an addition to the Sykes Student Union. In this scenario, a number of functions could be shared, including restrooms, access to larger, multi-purpose meeting rooms and availability of dining. There is also the ability to park behind Sykes, either with additional surface parking or a future multi-level parking deck.

The recommendation, therefore, is to renovate Old Library to house Anthropology offices, classrooms, exhibits as well as offices and support for Undergraduate and Graduate Administration.



Building Section with new Service Addition and Elevator

Plan & Section Graphics from 2018 Old Library Renovation + Addition Study



LEVEL 3



LEVEL 2



LEVEL 1



SYKES STUDENT UNION

Sykes Student Union is situated across from the North Campus along W. Rosedale Avenue. The building is well used and has undergone several renovations. One of the challenges is the flow of students back and forth across W. Rosedale Avenue, which is not ideal. Another challenge is the limitation of the existing footprint to expand dining and other student support functions.

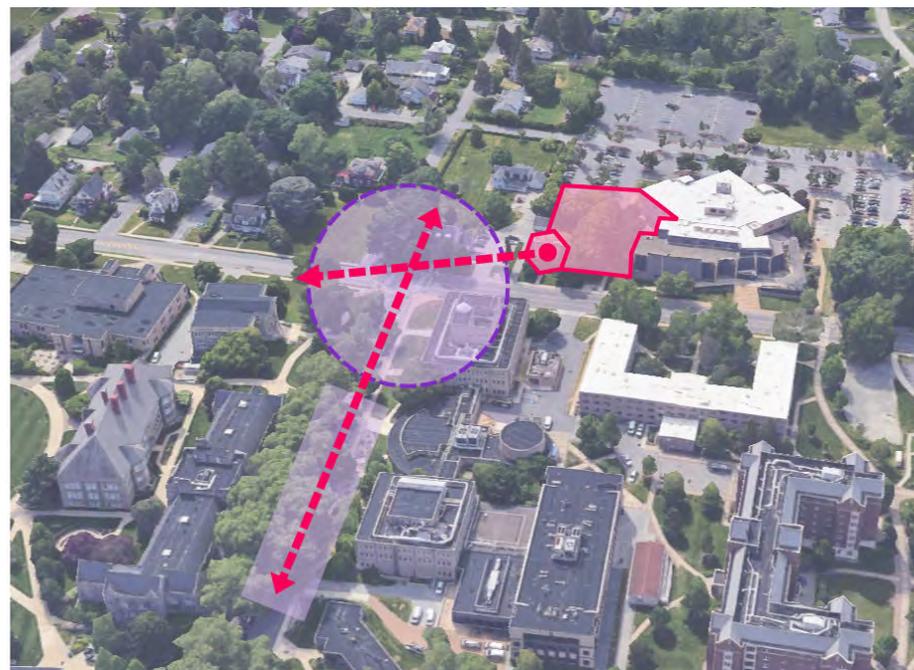
Renovating and expanding Sykes has been discussed in previous studies, including the 2015 Master Plan. While streetscape design and traffic calming improvements can be initiated, the challenges to the existing building footprint will continue to exist. A **building expansion (to the east)** along W. Rosedale Avenue, can alleviate program pressures for dining, multi-purpose meeting space for events, lectures, additional student support space for clubs and associations, and **a new Welcome Center including the Admissions office**. The expansion could be planned to accept a future pedestrian bridge across W. Rosedale Avenue, which would emanate from the future new Killinger Hall.



A new Welcome Center would eliminate the need to use other building spaces and improve the experience for potential students and their families. Since WCU does not currently have a Welcome Center, most of supporting functions are dispersed in several buildings on campus, including SECC, Lawrence Center, Wayne Hall, and Messikomer Hall. Positioning a **new Welcome Center as part of a Sykes Student Union Expansion**, has the potential to create an iconic exterior plaza at the end of S Church Street, which, along with the planned demolition of Messikomer, 28 & 30 W Rosedale houses, would also support improvements to W. Rosedale Avenue and the creation of a new programmable open space across Church Street in a prominent location.



Proposed Welcome Center Location



F. DEFERRED MAINTENANCE

OVERVIEW

Another contributing issue to the adequacy of academic and student spaces, is the backlog of Deferred Maintenance for the campus. The care of buildings and grounds is an ongoing and complex activity, specifically due to the amount of funding that is available in any given year. This leads to a constant reprioritization of what projects are the most important to accomplish. Replacing a leaking roof takes precedence over an interior space upgrade, for example.

As part of the information gathering phase of the master plan, the Existing Buildings Assessment included a visual survey and evaluation of over 80 buildings on campus, noting the condition of building exteriors and interiors, and adequacy of building mechanical, electrical, plumbing and fire protection systems. Summary analysis focused attention on facility systems that are in poor or fair condition to help in the prioritization of deferred maintenance projects. The full report is included via the Appendix.

It is recommended that WCU **increase the annual deferred maintenance budget** over the coming years to facilitate repairs and replacements that have been identified across campus facilities.

BUILDING CONDITION EVALUATION FORM

No.	Building Name	Year Constructed	Year renovated	Building area	Construction Type
115	BOU - Merion Science Center	1995		79,135	II-B

COMPONENT	SYSTEMS	TYPE	CONDITION RATING		COMMENTS
			GOOD	FAIR POOR	
1.0 Exterior Building Condition	1.1 Foundation/Structure	Concrete	X		
	1.2 Walls	Masonry	X		
	1.3 Roof	Low slope	X		
	1.4 Windows	Aluminum	X		
	1.5 Door	Aluminum 7' HW	X		
2.0 Interior conditions	2.1 Walls	CMU	X		
	2.2 Ceiling	ACT	X		
	2.3 Flooring	Tile, vinyl, carpet	X		
3.0 Accessibility	3.1 Building suitable		X		Elevator provided
	3.2 Accessible route		X		Ramps at entrances
4.0 HVAC Systems	4.1 Cooling Source	(2) roof mounted air cooled chillers. (2) 400 ton Trane water cooled chillers located in basement. (1) Baltimore Air Coil cooling tower on roof		X	Cooling tower has significant corrosion on fill and housing.
	4.2 Heating Source	Steam plant consisting of (3) steam boilers and condensate receiver serve the Air handlers in Merion. Science Center North South, and Link. (2) Aerto Benchmark 3000 gas fired hot water boilers serve Merion perimeter heating and VAV exhaust		X	Boiler flues exhaust to same area as mechanical room air intake.
	4.3 Air Distribution Equipment	(3) variable volume air handlers serve common areas, one for each floor. (2) dedicated air handlers in the basement serve the laboratories. Animal lab air handler is 100% outside air and utilized filter banks with HEPA and carbon filters.		X	Basement laboratory air handlers are approaching expected end of service life.
	4.4 Hydraulic Distribution - CHW	(6) base mounted end suction pumps located in basement serving secondary chilled water, primary chilled water, and condenser water systems.		X	Secondary pump casing insulation is damaged. Chemical bypass feeder is heavily corroded. No continuous vapor barrier at AHU connections, leading to damaged insulation from sweating.
	4.5 Hydraulic Distribution - HW	(2) 7.5 HP base mounted end suction pumps		X	Minor corrosion on pump housings, impeller, and flanges.
	4.6 Controls	Electronic BDC controls			
5.0 Plumbing Systems	5.1 Hot water generation		X		New Bradford-White electric water heater, and new Intellitool gas-fired water heater
	5.2 Domestic Water Booster Pump(s)				
	5.3 Domestic Water Reser. Pump(s)				
	5.4 Sump Pump(s)				
	5.5 Sewage Ejector(s)		X		Needed for basement waste. Waste from above by gravity
	5.6 Domestic Water Distribution				8-inch combined DW/FP service into the building splits to a 6-inch FP and 3-inch DW service.
	5.7 Sanitary System				
	5.8 Storm System (Primary)		X		
	5.9 Storm System (Secondary)		X		
	5.10 Gas Distribution		X		
	5.11 Medical Air		X		Bascom med air. skid provided for laboratories.
6.0 Electrical Systems	6.1 Power	Back Primary Switch Nmr Section -1500kVA 13.2kv 480/277V	X	X	
	6.2 Service Equipment	Siemens 2500A switchboard		X	Lack of etc. fresh labels on some equipment. Existing Siemens electrical distribution is near end of life. Capacitor bank on service may cause leading power factor.
	6.3 Normal Distribution System	File of panel manufacturers, MCC in mechanical	X	X	MCC is outdated, replace with distribution panel and VFDs.
	6.4 Emergency Distribution System	350KW 480/277V 3-phase nat gas generator		X	Gen set and ATS 1 & 2 are obsolete.
	6.5 Exterior Lighting				Replace fixtures with LED type fixtures. Upgrade lighting controls to meet current energy code requirements.
	6.6 Interior Lighting	Fluorescent lighting		X	
	6.7 Emergency Lighting	Fixtures acted up by gen set			
	6.8 Lighting Protection System				
	6.9 Devices	Simplex	X		
	6.10 Equipment	Simplex 4100U	X		8-inch combined DW/FP service into the building splits to a 6-inch FP and 3-inch DW service.
7.0 Fire Alarm Systems	7.1				
	7.2				
	7.3				
	7.4				
8.0 Fire Protection Systems	8.1 Wet Pipe System				
	8.2 Dry Pipe System				
	8.3 Stand Pipe				
	8.4 Fire Pump				
9.0 Security Systems	9.1 Access Control	Card readers at entrance/exist locations	X		
	9.2 Security Cameras	Interior and exterior IP Cameras	X		
	9.3 Intrusion Detection	NA			
	9.4 Mass Notification System	Written notification area of coverage	X		
	9.5 Blue light systems	Emergency Blue Light phones at building perimeter	X		
	9.6 Access Control	RFID Network	X		
10.0 Telecom Systems	10.1 Campus Backbone Infrastructure	SM-FCC, campus, backbone cabling	X	X	
	10.2 Data Center	NA			
	10.3 VDF	Dedicated to Telecom Systems			Call for a 4x structured cable system
	10.4 IDF's	NA			
11.0 Audio Visual (AV) Systems	11.1 Conference rooms	Projectors, screens, ceiling speakers. Video panels, video teleconferencing systems.		X	
	11.2 Class Rooms	Projectors, screens, ceiling speakers and other elements appropriate for classroom environment.		X	
	11.3 Auditorium	NA			
	11.4 Media centers	NA			
	11.5 Outdoor forums	NA			
12.0 Other Technology	12.1 Other Technology	NA			
	12.2 Other Technology	NA			
	12.3 Other Technology	NA			

SYSTEMS

- Exterior
- Interior
- Accessibility
- HVAC
- Plumbing
- Electrical
- Fire Alarm
- Fire Protection
- Security
- Telecom
- Audio-visual

115 – MERION SCIENCE CENTER



BUILDING CONDITION ASSESSMENT

Year Constructed: 1995
 Gross Square Footage: 73,888 gsf
 Construction Type: II-B
 Stories above grade: 3
 Fully Sprinklered: Y

1.0 Exterior Building Conditions

- 1.1 The Merion Science Center consists of a 3-story building with a basement and a 1-story addition, which connects to the Schmucker Science center north building. The exterior materials consist of brick veneer, metal panel and cast stone sill and coping; all observed to be in good condition. There is a greenhouse structure attached to the south façade; not assessed. There is a large mechanical well with metal grating on the west side of the building. The condition and function not assessed.
- 1.2 Roofing: The building has built-up low slope roofing assemblies. Condition of roofing and flashing to be reviewed.
- 1.3 Fenestration: Consists of aluminum framed windows and storefront systems with insulated glazing. All in good condition.

2.0 Interior conditions

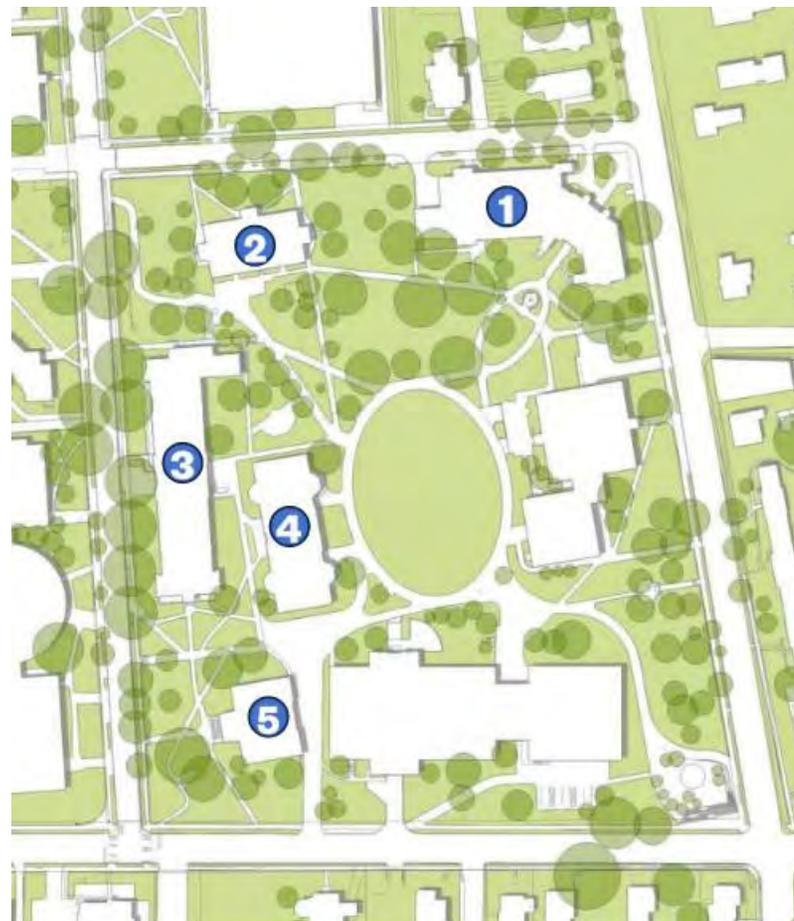
- 2.1 Interior partitions: Primarily painted concrete masonry units; all observed to be in good condition.
- 2.2 Ceilings: Suspended acoustic tile throughout; observed to be in good condition.

HISTORIC RESOURCES

Part of the logic for how to prioritize Deferred Maintenance is to consider those buildings that are part of the historic legacy of WCU. These structures are significant to the character and longevity of the campus and maintaining them is important so that they keep integrity and do not fall into disuse.

For example:

- The Quadrangle Historic District has been part of the National Register of Historic Places since 1981. These buildings include Philips Memorial Hall, Ruby Jones Hall, Recitation Hall, Anderson Hall and the Old Library.
- Philips Memorial Hall appears to be well maintained.
- Ruby Jones Hall and Anderson Hall have had recent renovations.
- Recitation Hall requires system upgrades, primarily related to electrical infrastructure.
- Old Library needs significant upgrades, including accessibility and code-related issues, upgrades to technology and building systems, and exterior masonry repairs. The Old Library warrants higher priority on the list of buildings needing deferred maintenance attention.



WCU Historic Resources



1. Philips Memorial Hall



2. Ruby Jones Hall



3. Anderson Hall



4. Recitation Hall



5. Old Library

ONGOING DEFERRED MAINTENANCE PRIORITIES

Other priorities for deferred maintenance include:

- Addressing significant building deficiencies in the Science Center Complex (comprised of Merion Science Center, Science Complex North, Science Center Link, Science Center South).
- FHG Library Renovations (as outlined in the FHG Strategic Plan).
- Geothermal Well Field Upgrades and Expansion (to increase capacity of the existing wells due to current campus demand is greater than the original design capacity of the existing geothermal well system).
- Upgrading and improving the HVAC system at Swope Music & Performing Arts Center (ongoing).
- Upgrading and replacing the existing roof system at FHG Library (ongoing).

The site plan on the following page indicates deferred maintenance project priorities on the North Campus.

PRIORITIZED RECOMMENDATIONS		
PRIORITIZED RECOMMENDATIONS		
1	Old Library (Historic Resource)	
2	Geothermal Upgrades	
ONGOING		
3	HVAC at Swope Music Building	
4	FHG Re-roofing	

G. CAMPUS WIDE DINING ANALYSIS

OVERVIEW

Overall, the campus dining analysis recommends a range of 20,000 - 30,000 additional square feet of new dining space on campus, to complement the dining facilities at the SECC and other satellite venues, and to provide a greater variety of food choice and access options. Recommendations are based on the size of the student population and in support of the goal of having more students live on campus during their first two years. The detailed Dining Analysis Report is provided via the Appendix.

METHODOLOGY

- Assessed all 13 Campus Dining Locations.
- Completed 8 focus group sessions (Student Affairs; Foundation / Alumni; Admissions; Athletics; Residence Life; Business & Finance; Dining Contracts; Off-Campus / Sykes). Completed Initial Assessment and recommendations for existing facilities.
- Incorporated Campus Wide Survey Results.

KEY FINDINGS AND RECOMENDATIONS

SHORT-TERM (0 - 3 YEARS)

- Anytime Dining concept (not all you care to eat).
- Expand Commons Dining Hours and Offerings (7am - Midnight 7 days per week).
- Update Meal Plans (4-tier unlimited plans).
- Just Walk Out (Amazon concept for both North & South campuses).
- Keep food trucks in short term.
- Consider café concept at future Lawrence (Panera example).

The Commons dining hall is currently operating at about 60% utilization. Several short-term recommendations to maximize the use of this space include:

- Optimizing hours of operation and on-board days.
- Enhancing meal variety and selection.
- Introducing non-food amenities.
- Improving meal plans.

These targeted strategies are designed to boost engagement, meet the diverse needs of the campus community, and ensure the facility is used to its full potential.

The Commons Anytime Dining Hall recommendations feature extended hours from 7:00 a.m. to Midnight, 7 days a week and an updated menu profile. All menu items will be available continuously throughout all hours of operation and students will

Meal Plan	Access	Flex Dollars	Extra Perks
Platinum Unlimited	Unlimited Access to the Commons & South Campus	\$350	5 Guest Meals & Parents Eat Free
Gold Unlimited	Unlimited Access to the Commons & South Campus	\$250	5 Guest Meals
Silver Unlimited	Unlimited Access to the Commons & South Campus	\$150	5 Guest Meals
Bronze Unlimited	Unlimited Access to the Commons & South Campus	\$0	5 Guest Meals
Commuter 75 Plan	75 Meals/Semester in the Commons & South Campus	\$350	N/A
Commuter 30 Plan	30 Meals/Semester in the Commons & South Campus	\$300	N/A

Meal Plans

have access to unrestricted take-out.

Meal Plans are recommended to be updated to include four tiers of unlimited plans varying in the amount of flex dollars. These plans are mandatory for North Campus Residents. It is recommended to keep food trucks, which are managed by West Chester Borough, along Church Street in the short-term due to capacity constraints at the Commons and at Sykes.

The Common's Anytime Dining Hall's updated menu is recommended to feature an array of menu categories informed by survey responses, including popular items such as chicken tenders, cheeseburgers, and subs. Additionally, there will be a comprehensive allergen-friendly and vegan station to cater to diverse dietary needs. Favorites from Einstein's Bagels and Chickie's and Pete's can be incorporated into the daily menu.

The goal of these recommendations is to shift the focus and student traffic into a community-driven location in the Commons. This aims to create an atmosphere conducive to the spontaneous formation of relationships between students and faculty. By fostering a vibrant and inclusive environment, these changes are intended to enhance the overall campus experience and strengthen the sense of community at WCU.

NORTH CAMPUS

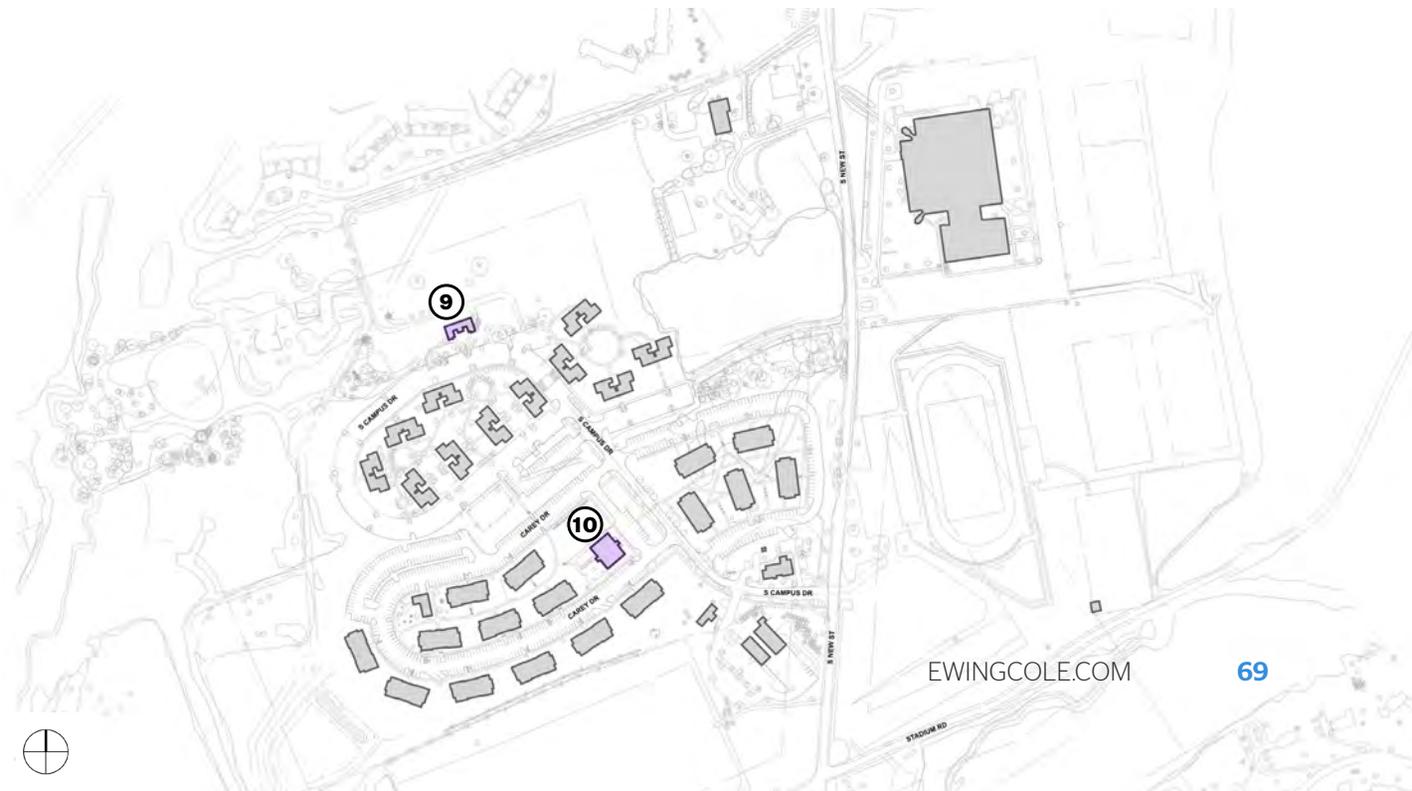
1. Power Up
2. The Commons Anytime Dining Hall
Freshens
Amazon Just Walk Out at Rammy's
3. Food Trucks*
*Managed by Borough not WCU
4. P.O.D. at Main Hall
5. Saxby's and QDOBA
6. Starbucks
7. Sykes Ram's Head Food Court
B+F
Bento Sushi
Chick-fil-A
EcoGrounds
The Spread & Greens To Go
8. P.O.D. at E.O. Bull



Short Term North Campus Dining (Above) Short Term South Campus Dining (Below)

SOUTH CAMPUS

9. Southside
10. Amazon Just Walk Out at the Village



LONG-TERM (3 - 10 YEARS)

- Expand +23,000 sf at Sykes with additional beds on campus.
- Consider food truck offerings long term (in event of Church St pedestrianization)
- New 10,000 - 15,000 sf Dining concept at South Campus (7am-10pm 7 days per week).

Increasing the number of beds by ~220 on the South Campus, along with implementing mandatory meal plans, will significantly boost dining revenue. This surge in demand justifies the need for a robust dining venue on the South Campus, with the capacity to accommodate all resident students and athletes practicing there. Additionally, this venue is recommended to be open to the public after athletic events, creating an opportunity to serve the broader WCU community.

A new 10,000 - 15,000 sq. ft. South Campus Anytime Dining Hall is recommended to be built, featuring hours from 7:00 a.m. to 10:00 p.m., 7 days a week, and including a menu profile comparable to the Commons Anytime Dining Hall. All menu items will be available continuously throughout all hours of operation and students will have access to unrestricted take-out. The increase of beds on North Campus could require an additional 23,000 sq. ft. at Sykes, when the building is expanded. With these improvements to dining programs, food trucks will no longer be required, however, this is up to the discretion of WCU. Currently food trucks park along Church Street. However, in the event that Church Street is pedestrianized, some reasonable accommodation on campus to locate food trucks should be planned for daily and/or special events.

The recommendation is that Meal Plans would be mandatory for North and South Campus Residents. Longer hours and unlimited take-out options at centralized dining locations on campus will provide students with a safe and wholesome area where they can easily access nutritious meals at their convenience. This approach will play a crucial role in mitigating any food insecurity issues on campus, ensuring that all students have reliable access to healthy meals. Improvements to the Meal Plans can be effectively leveraged during the recruitment of prospective students, highlighting the WCU's commitment to student welfare and overall well-being. Additionally, it will encourage current students to remain on campus for longer periods, fostering a stronger sense of community and engagement.

SECTION 04.
SITE &
LANDSCAPE

A. BUILDINGS & GROUNDS

OVERVIEW

Site conditions at the North and South Campus vary greatly. Analysis of the landscape and circulation issues gives insight into potential improvements that accompany master plan recommendations. A variety of prevalent issues emerged through meetings with WCU's Facilities Group, including:

- Prioritization of deferred maintenance projects
- Amount and availability of outdoor space - planted, open, recreation
- Acknowledgement of existing and future planned geothermal well fields and ongoing energy study
- Universal access to campus places and spaces
- Building and landscape maintenance requirements
- Parking considerations
- Improved opportunities for community gathering (indoors and outdoors).
- Encourage best practices for student / campus safety and security.
- Align with campus sustainability objectives.

The existing public roadways create clear boundaries for the North Campus as shown on the following diagram. While most of the campus favors pedestrian movement, there are also significant interruptions where vehicles and pedestrians clash.

- PRINCIPAL ARTERIAL
- MAJOR COLLECTOR
- MINOR COLLECTOR
- LOCAL DISTRIBUTOR
- UNCLASSIFIED ROADS
- PEDESTRIAN PATHS



North Campus is bounded by public streets

B. NORTH CAMPUS

OBSERVATIONS & OPPORTUNITIES

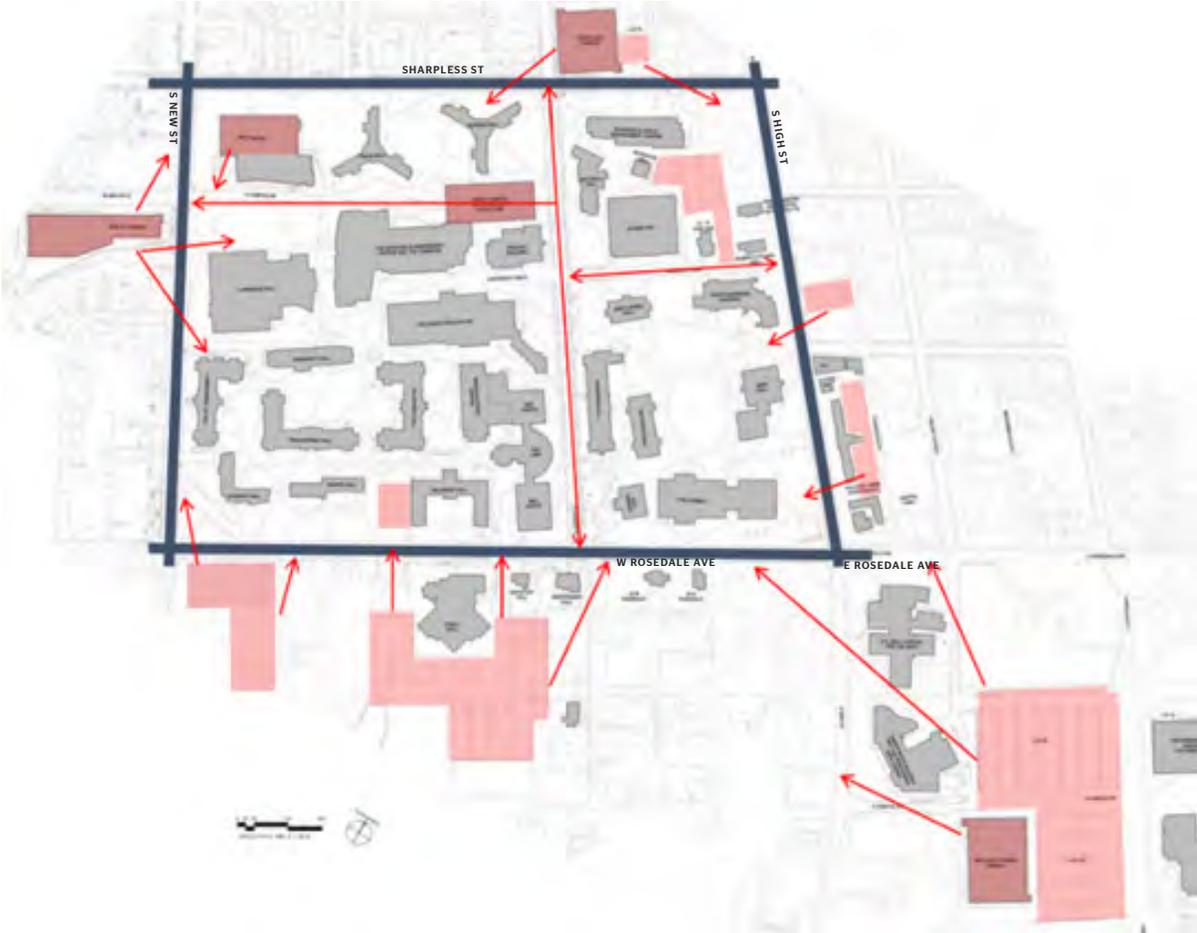
SUPERBLOCK

The highest density of buildings on the North Campus is within the zone known as the “Superblock.” Major public streets define edges of the superblock which is bounded by Sharpless Street, W Rosedale Avenue, S High Street and New Street. Within the superblock, there is multi-directional movement, across internal campus streets, pathways and external streets. Most parking is located outside of the superblock, at the edges of the site, except for the Student Recreation Center Garage and the Commons Parking Garage.

CLASH POINTS

The boundaries of the superblock create circulation “clash points” due to multi-modal use along the perimeter streets as well as within campus streets. Clash points occur between pedestrians, automobile access to parking garages and truck access to loading docks. Several of the service zones on the North Campus are not segregated from pedestrian traffic, including at Tyson & Goshen Halls, Lawrence Center and Killinger Hall.

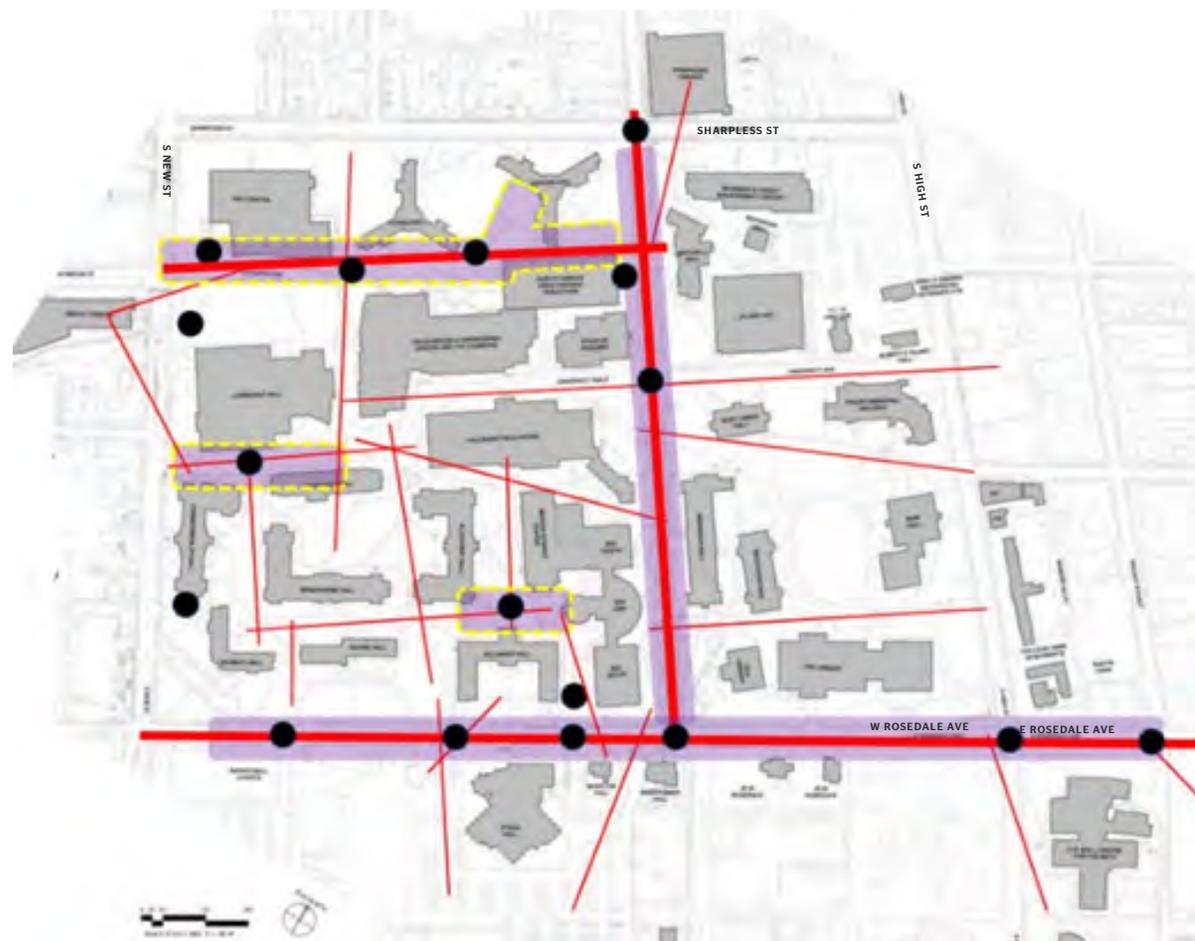
One of the most challenging clash points is along the access road to the Commons Parking Garage from S New Street. This road also connects to parking and service areas for the Student Recreation Center, SECC, Tyson Hall and Goshen Hall. This road also intersects primary pathways that students use to go to the Student Recreation Center, SECC, Dining and Residence Halls.



Superblock - Multidirectional Movement

One of the opportunities to reduce the clash points at Tyson and Goshen Halls is to reorient service access to Goshen Hall and restrict (and redirect) the current pedestrian path that runs along the north edge of the Commons Parking Garage. Examples of how this can be achieved are illustrated in the Recommendations Section of this report.

The other significant clash points occur along W Rosedale Avenue, due to the high level of pedestrian traffic to and from Sykes Student Union. Safety conditions can be improved by adding traffic calming devices at key crossings, specifically at Sykes and at the intersection of S Church Street and W Rosedale Avenue. In the future, with the development of a new Killinger Hall, a pedestrian bridge could span Rosedale and connect to Sykes Student Union, further improving traffic safety.

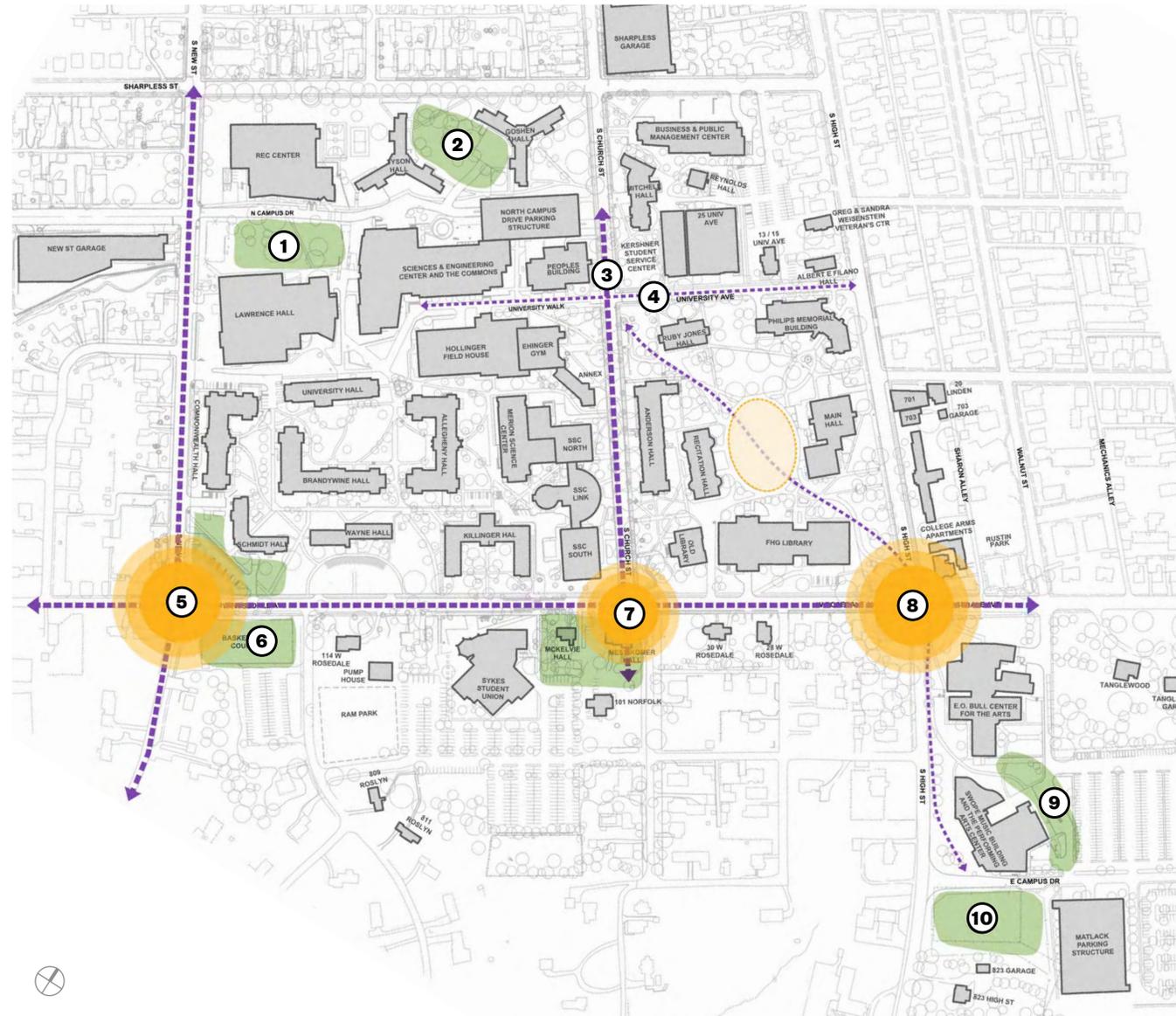


Superblock Clash Points

GATEWAYS

North campus “gateways” occur at key intersections along W Rosedale Avenue, at S New Street and S High Street, and at the intersection of S Church Street / University walk. These locations are key image and branding opportunities for WCU that can be enhanced through attention to landscape, planting, lighting and signage. The intersection of S Church Street and W Rosedale Ave becomes a primary opportunity that can enhance the North Campus. For example:

- Expansion of Sykes Student Union to the east along Rosedale, could include a new Welcome Center, with a new front-door and plaza at the foot of S Church Street.
- A new exterior space can be a gathering place for tours, photos, and outdoor events.
- An improved intersection would provide a better way for commuter students to cross Rosedale from parking behind Sykes and provide convenient access for prospective students and their families visiting the campus.

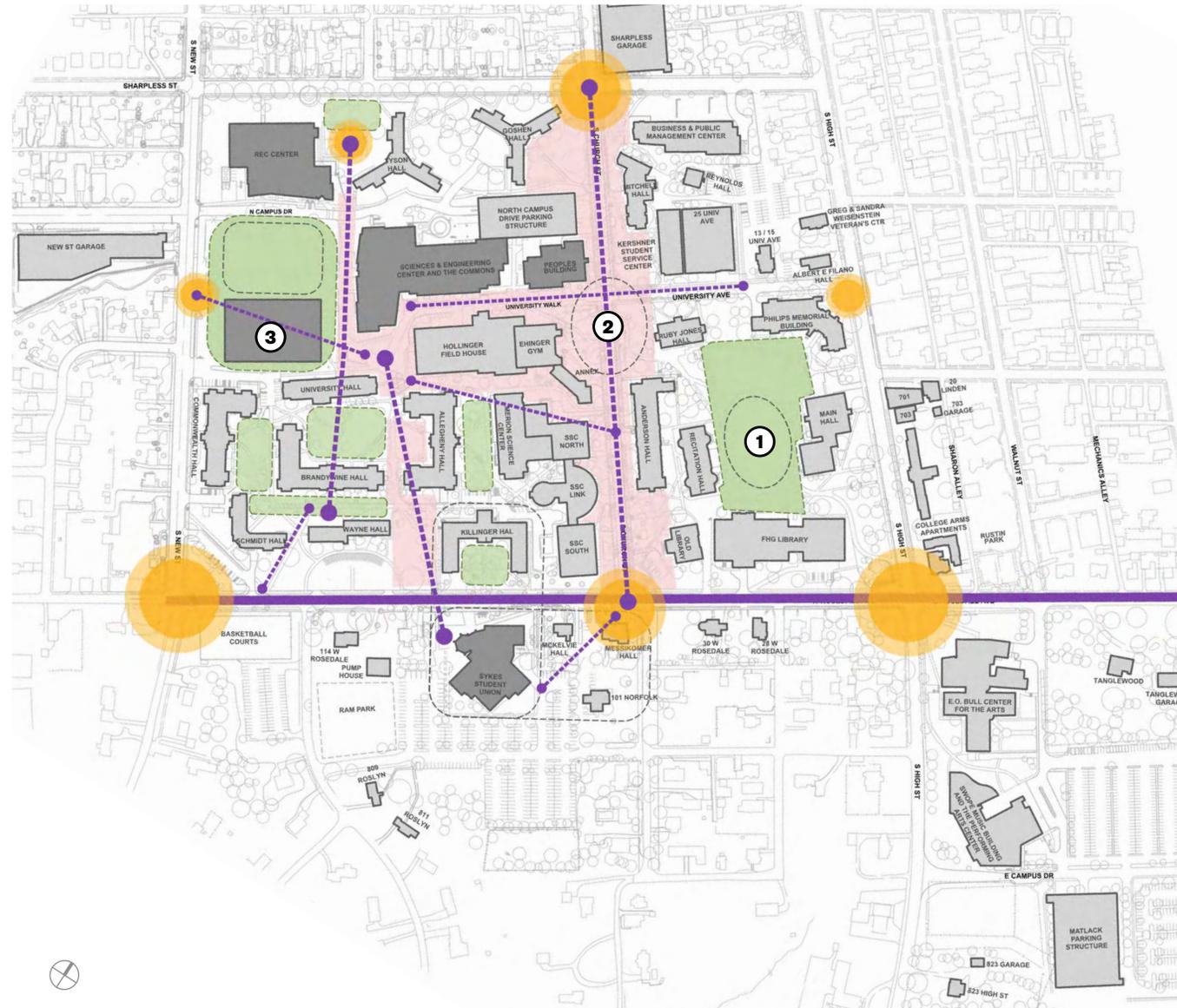


- | | | | |
|---|---|---|-------------------------------------|
|  | GATEWAYS |  | Church Street Corridor |
|  | CORRIDORS / PATHS |  | University Ave Corridor |
|  | LANDSCAPE OPPORTUNITY |  | University Gateway |
|  | Lawrence Open Space & Bus Pavilion |  | Rosedale & New St Corner |
|  | Tyson / Goshen Landscape |  | Ceremonial Gateway |
|  | Church Street Corridor |  | Regional / Civic Gateway |
|  | University Ave Corridor |  | President's Walk Extension |
| | |  | Meadows at Poetry Center |

North Campus Gateways

CONNECTIONS

The superblock is spatially organized into three zones: the Academic Quad, organized around the central landscaped oval; the middle Transitional Zone, organized around S Church Street / University Walk; and the Residential Zone, in which buildings, pathways and smaller green spaces or plaza occur. The Residential Zone does not currently have an exterior space that is hierarchically equivalent to the Academic Zone or the Transitional Zone. There is an opportunity here to create a new iconic green space across from the Student Recreation Center and the SECC.



North Campus has three spatial zones: Academic, Residential, and Transitional Zones

C. SOUTH CAMPUS

OBSERVATIONS & OPPORTUNITIES

The South Campus is accessed from New Street, with buildings and grounds organized on both sides of the street.

The East parcel is home to Farrell Stadium, Sturzebecker Health Sciences Center, multiple athletic fields, surface parking and open landscape areas, including the Gordon Environmental Center. Note that the renovation of Sturzebecker is scheduled for completion by year 2029.

The West parcel is home to apartment-style student housing, which is comprised of WCU-managed beds, known as South Campus Apartments and USH-managed beds, known as The Village Apartments and East Village Apartments. Units are accessed via perimeter loop roads and surface parking. Just north of the South Campus Apartments, is an open landscape zone known as the Glen Echo Site, which borders on residential neighborhoods.

The South Campus Apartments need complete renovation to achieve parity with USH-managed beds. As part of the renovation strategy, it is possible to increase the bed-count if another floor is added to each of the buildings.

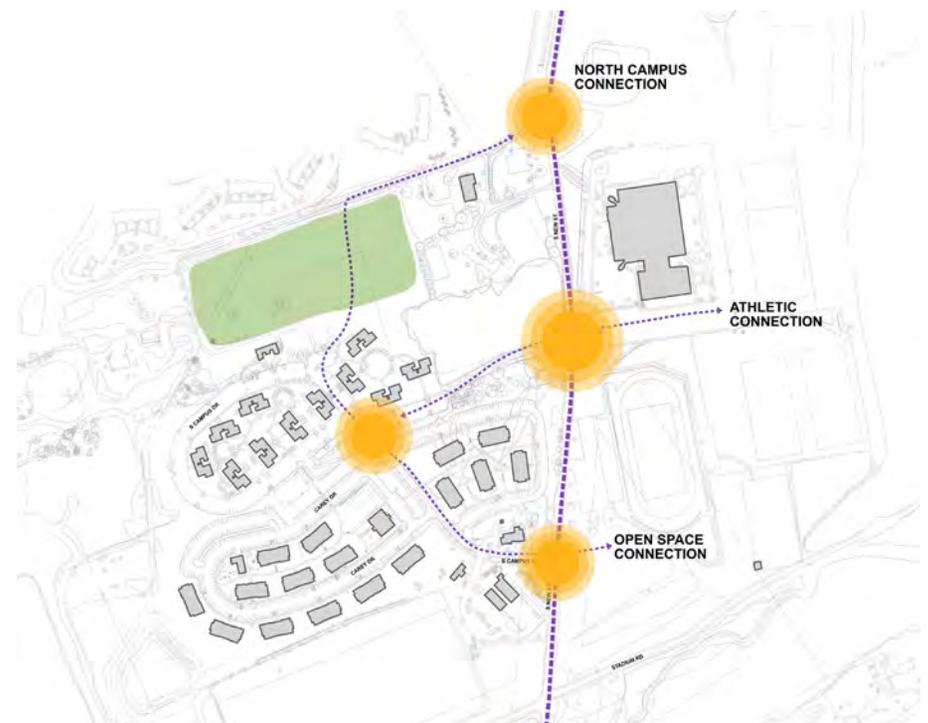
CREATE A SENSE OF PLACE

In addition to improving the existing South Campus Apartments and increasing the overall bed count, there is an opportunity to bolster the sense of place by:

- Positioning a new Commons Building with dining and event space at the heart of the South Campus, or expanding the existing Southside building. This shared-use building could be programmed to offer dining options that align with athletic and training programs.
- Creating a more intentional connection between west and east parcels could be achieved by a new pedestrian pathway, with improved lighting, signage and landscape. This new pathway would emanate from the new Commons Building and connect to Sturzebecker Health Sciences Center, thus creating a new gateway along New Street.
- Keeping the Glen Echo site as green space for passive recreation. Existing

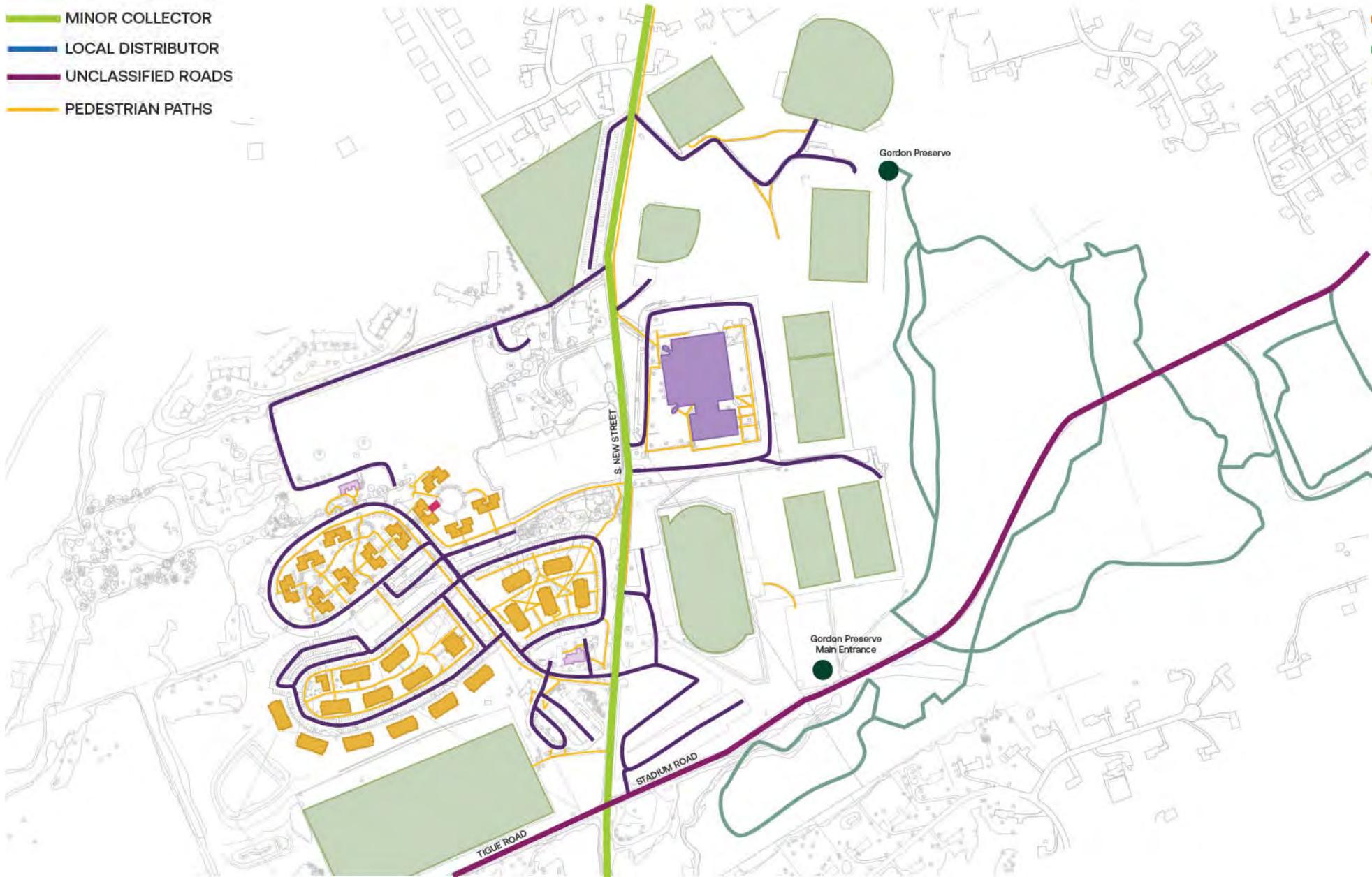
pathways through the open landscape could be added to create recreational loops and connect to the Gordon Environmental Center.

- Adding a bike lane along S New Street to improve safety and connections between North and South campus. Note that this would require collaboration and input between WCU and the surrounding community.
- As more beds and a new Commons Building are added to the South Campus, a parking strategy could entail allowing students to use the surface parking (Lot Q and R) next to Farrell Stadium, with the provision that on game days, those cars would need to park in other locations. This would reduce the need to add additional surface parking and preserve open space. Note that a more detailed implementation plan would be needed to clarify this approach.



South Campus Gateways

- PRINCIPAL ARTERIAL
- MAJOR COLLECTOR
- MINOR COLLECTOR
- LOCAL DISTRIBUTOR
- UNCLASSIFIED ROADS
- PEDESTRIAN PATHS



New St bisects the South Campus into an East and West parcel

D. TRANSPORTATION & PARKING ANALYSIS OVERVIEW

The full Transportation & Parking Analysis Report is in the Appendix.

PRELIMINARY TRANSPORTATION EVALUATION

TRAFFIC COUNTS/INTERSECTIONS

Vehicle and pedestrian counts were completed during the weekday morning (7:00-10:00 A.M.) and weekday evening (3:00-6:00 P.M.) peak time periods at the 25 intersections/locations (see aerials included in the Appendix). These counts were completed in early December 2023 or late April 2024 when classes were in session.

PEAK HOURS

Utilizing the 3-hour peak period (7:00-10:00 A.M. and 3:00-6:00 P.M.) a peak hour, which is the highest four consecutive 15-minute intervals (i.e. 7:30-8:30 A.M.), is determined for each intersection. The weekday A.M. and weekday P.M. peak hour traffic and pedestrian volumes are shown in the attached Figures.

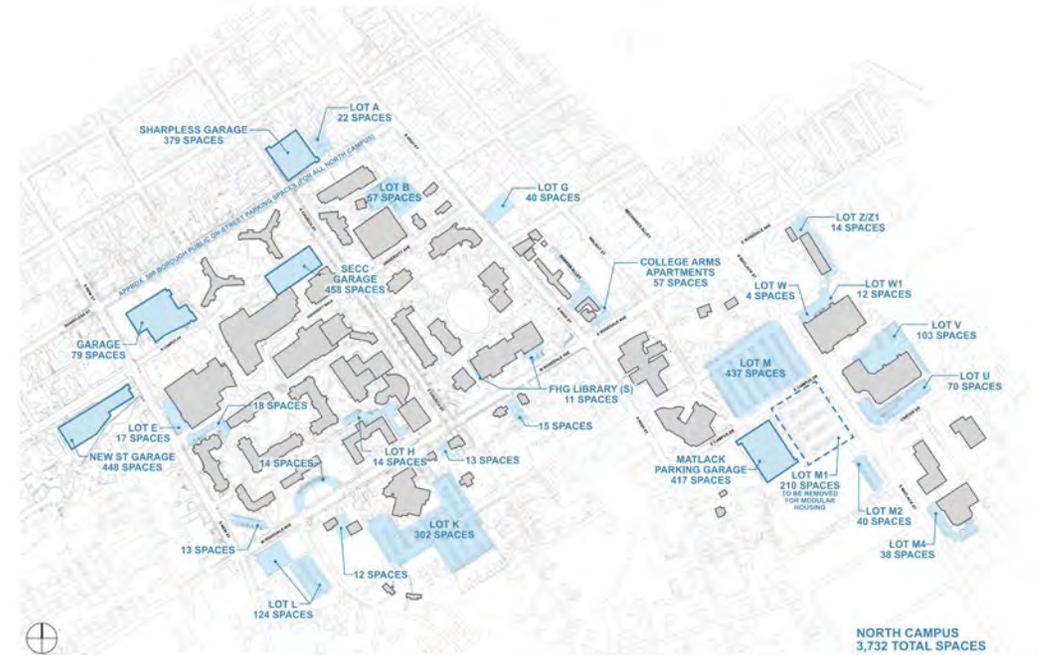
CAPACITY ANALYSIS

Capacity analyses were conducted for the weekday A.M. and weekday P.M. peak hours at the study area intersections for Existing Conditions. These analyses were conducted according to the methodologies contained in the Highway Capacity Manual, 6th Edition (HCM) using Synchro 11 software, a Trafficware product.

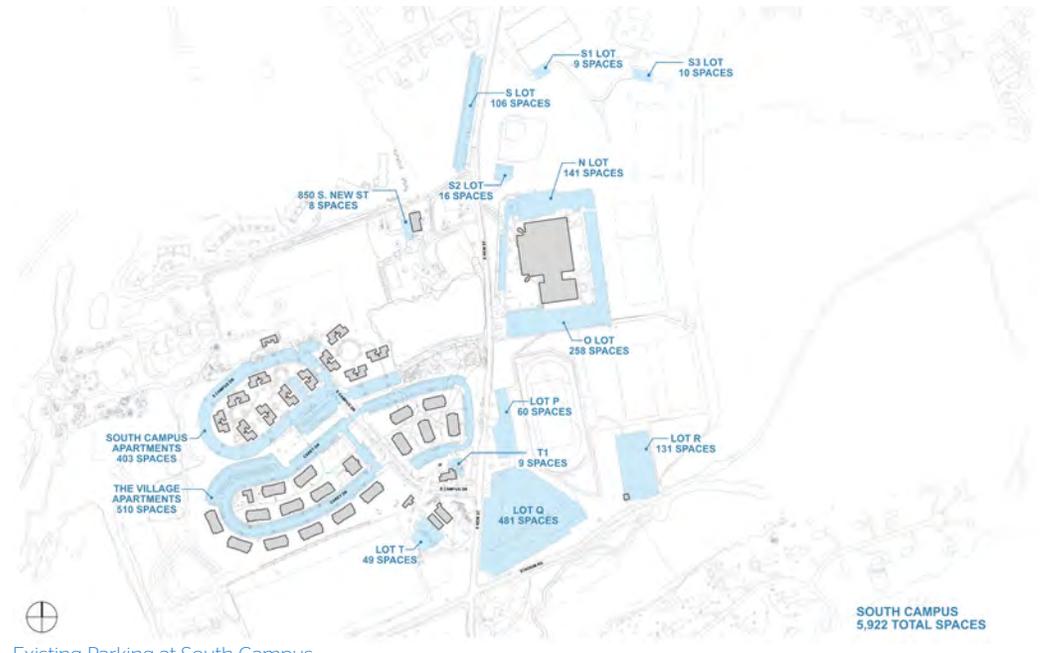
INTERSECTION OPERATIONS

A level of service (LOS) and queue matrix for the study area intersections are attached for the peak hours evaluated (included in the Appendix).

Preliminary evaluation of the **critical traffic items** based on results of the analysis indicate that overall, all intersections operate at a good level of service (ILOS B or better), and all movements except one operate at LOS C or better. At the S High Street / Sharpless Street



Existing Parking at North Campus



Existing Parking at South Campus

intersection, the eastbound approach operates at LOS E. Future analysis will need to evaluate if roadway improvements are required at any of the intersections in accordance with relevant ordinances. The future analysis will include the planned intersection improvements at the S New Street/W Rosedale Avenue intersection.

PRELIMINARY PARKING EVALUATION

EXISTING PARKING

Approximately 6,000 parking spaces are illustrated on the adjacent site plans.

- 3,547 North Campus
- 2,187 South Campus
- 500+ Borough of West Chester Campus Adjacent

PARKING COUNTS

Spot parking occupancy counts were completed during the weekday afternoon (11:00 A.M.-1:00 P.M.) and the weekday evening (4:00-6:00 P.M.) peak time periods at the parking areas in both the University's North Campus and South Campus. The surface lot counts were performed using drone imagining, and the parking garage counts were performed manually by a technician. These counts were completed in late April 2024 when classes were in session.

PARKING OCCUPANCY DATA

The following tables summarize the parking occupancy data collected North Campus and South Campus. This chart represents a sampling of mid-day peek and late afternoon times evaluated. **Of the nearly 1500 spots observed there were more than 350 available during the peak times.**

Preliminary evaluation of the **critical parking items** based on the results of the analysis indicate that the observed midday parking occupancy was higher than the observed evening parking demand. Additionally, the midday parking occupancy was identified as 80% on the North Campus and 48% on the South Campus.

Occupancy levels of specific lots vary, with some being near, or at, the number of spaces provided, and others being less than 50% occupied. Additionally, evening parking occupancy was identified at 47% at North Campus and 40% at South Campus. Note that future analysis will need to be completed as the master plan is implemented, in accordance with the applicable ordinance requirements.

Count Date and Approximate Count Time:		12/05 @ 11:00am-1:00pm			12/05 @ 5:00-7:00pm			12/06 @ 11:00 am-1:00pm			12/06 @ 5:00 pm-7:00pm		
Parking Lot	Total Spaces Provided	# Occupied	# Unoccupied	% Occupied	# Occupied	# Unoccupied	% Occupied	# Occupied	# Unoccupied	% Occupied	# Occupied	# Unoccupied	% Occupied
New Street Garage	447	371	76	83.0%	304	143	68.0%	387	60	86.6%	305	142	68.2%
Student Recreation Center Garage	79	41	38	51.9%	38	41	48.1%	31	48	39.2%	32	47	40.5%
The Commons Garage	457	376	81	82.3%	224	233	49.0%	371	86	81.2%	205	252	44.9%
Sharpless Parking Garage	383	237	146	61.9%	141	242	36.8%	226	157	59.0%	158	225	41.3%
A Lot	22	22	0	100%	7	15	31.8%	22	0	100%	6	16	27.3%
B Lot	57	52	5	91.2%	10	47	17.5%	51	6	89.5%	24	33	42.1%
G Lot	40	31	9	77.5%	13	27	32.5%	37	3	92.5%	12	28	30.0%
Totals	1485	1130	355	76.1%	737	748	49.6%	1125	360	75.8%	742	743	50.0%

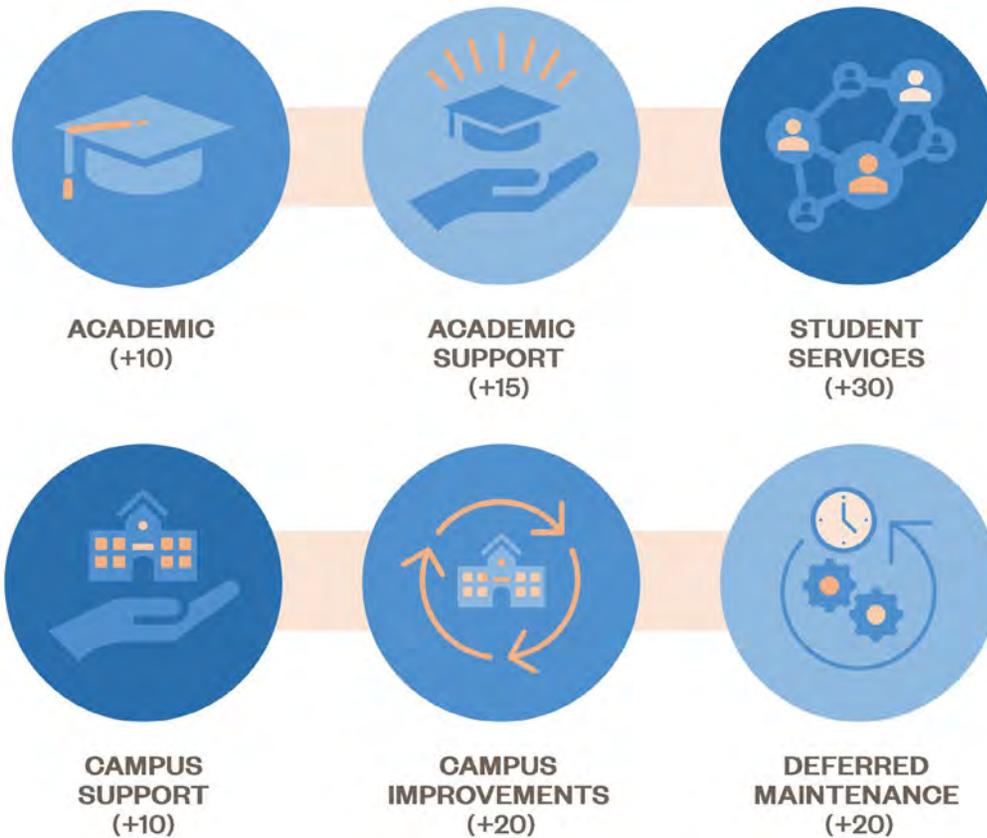
Summary of classrooms with scheduled use

**SECTION 05.
COMPREHENSIVE
MASTER PLAN**

A. OVERARCHING THEMES, PROJECTS, & INITIATIVES

DISCOVERY PHASE

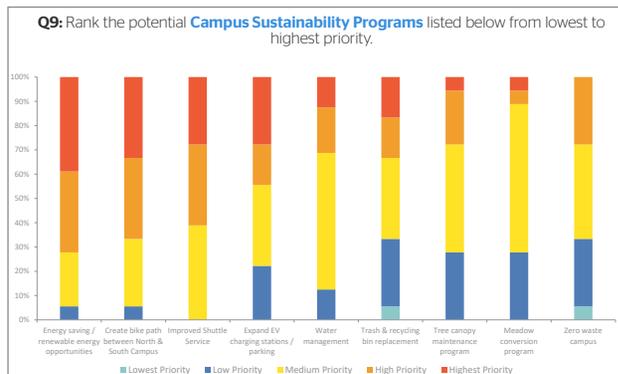
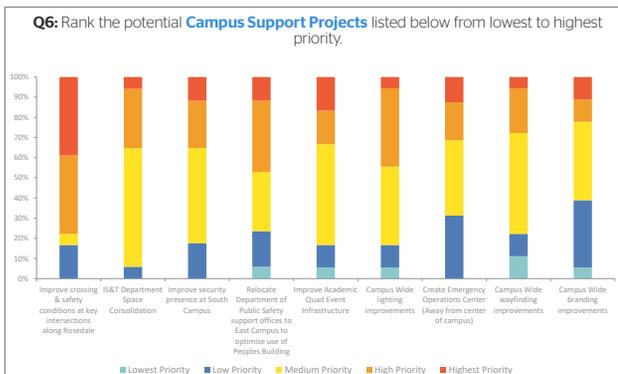
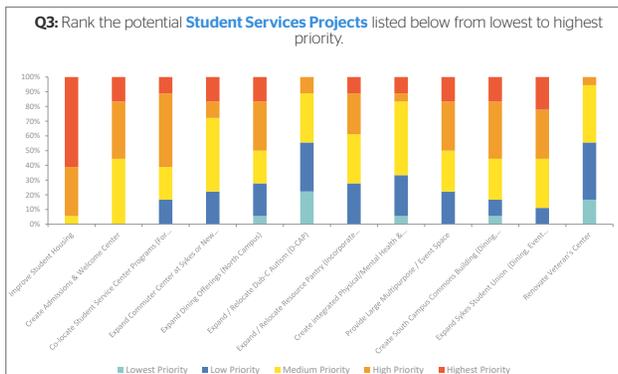
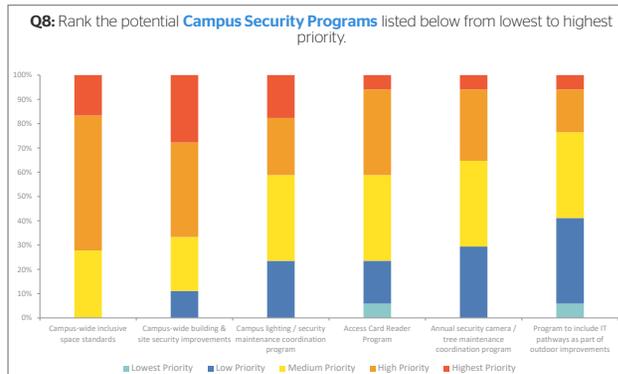
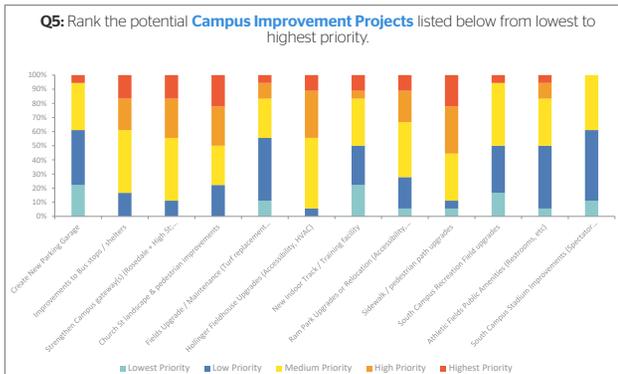
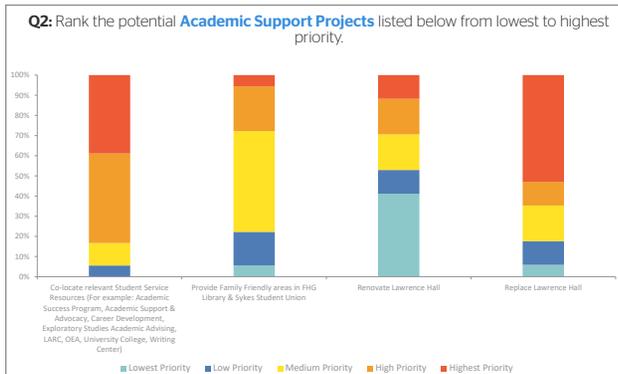
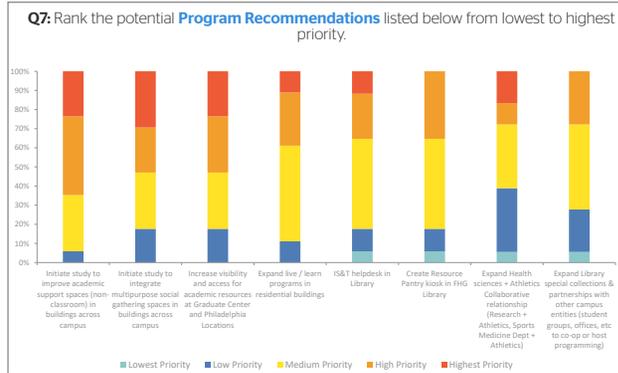
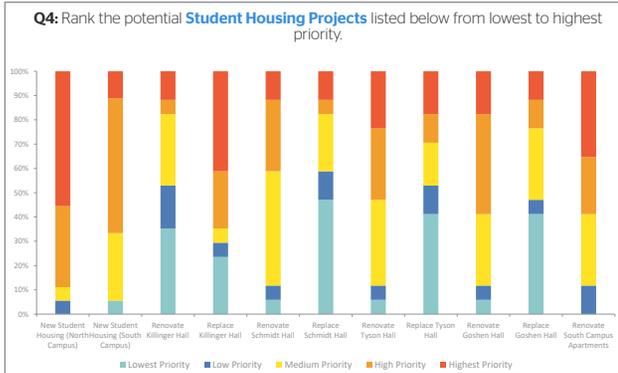
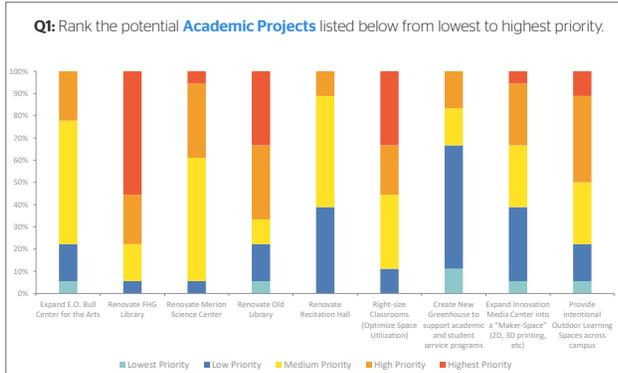
The discovery phase of the master planning process resulted in over one-hundred potential projects, initiatives and recommendations. The prioritization of those projects and initiatives, were vetted through a series of Stakeholder Meetings, with additional strategic input from the Steering Committee and WCU leadership. All of the key stakeholder groups at WCU were interviewed and included in update presentations, as master plan recommendations coalesced.



+100

Potential Projects
Initiatives or Studies

- + NEW CONSTRUCTION
- + MAJOR ADDITIONS
- + MAJOR RENOVATIONS
- + MINOR RENOVATIONS
- + DEFERRED MAINTENANCE



Excerpt of Results from Steering Committee Surveys

COMMON ISSUES & THEMES

A series of overarching themes resulted from the Stakeholder Meetings and reinforced via steering committee updates. The projects identified as part of the Master Plan recommendations are in support of these themes, which are summarized below.

The most immediate recommendation by far is to begin the implementation for the upgrade and expansion of student housing and supporting residential life services.

At South Campus, the first priority is the phased upgrade and expansion to South Campus Apartments. Expansion to the Southside building or a new Commons Building with food service, meeting and event space is also planned.

At North Campus, the first priority is to decant the remaining student support functions in Lawrence Center, so that the structure can be demolished and a new Lawrence Hall constructed.

Future phases for upgrading or replacing beds at North Campus are accomplished in a phased implementation plan as funding allows.

Another important recommendation is the renovation and expansion of Sykes Student Union to include additional space for dining, large events, student organizations, and provision for a Welcome Center & Admissions Offices.

Improvements to Church Street (Campus Walk) and upgrades along W. Rosedale Avenue, including a new plaza and streetscape improvements associated with the new Welcome Center, will improve pedestrian safety and provide a new iconic open space to reinforce WCU's brand.

COMMON ISSUES & THEMES	Prioritize Student Housing Upgrades	Develop phased implementation plan Realign student support programs
	Bolster Sense of WCU Community	Increase space options for events Provide options for peer interaction
	Improve Dining & Campus Amenities	Increase access & locations for dining Upgrade food service options
	Upgrade Communications	Provide access at residence halls Improve campus signage & wayfinding
	Promote Student-Facing Services	Realign programs for greater synergy Co-locate programs for socialization
	Improve Brand Identity	Update WCU brand at Main Campus Update WCU brand at satellite locations
	Improve Facilities to Improve Outcomes	Prioritize deferred maintenance Align support programs & services
	Promote Sustainable Practices	Incorporate health & wellness options Build awareness of "green practices"

Many of the issues identified during individual Stakeholder Meetings had common themes that impact Master Plan recommendations.

Projects were distilled into six main categories and further prioritized and organized into campus districts.

HOUSING

- Lawrence Hall - Demo & Build New Housing
- College Arms Apartments Renovation
- South Campus Apartments - Full Reno w/ Vertical Expansion
- Tyson Hall - Full Reno w/ Addition
- Goshen Hall - Full Reno w/ Addition
- Killinger Hall - Demo & Build New Housing
- Schmidt Hall - Full Reno w/ Entry Addition

ACADEMIC

- Science Center Complex Renovation
- Old Library Renovation
- FHG Library Renovation
- Sturzebecker Renovation
- EO Bull Center for the Arts Expansion & Landscape Improvements

STUDENT SERVICES

- Improve or Build New South Campus Commons Building
- Expand Sykes for Student Services, Dining, & Welcome Center

CAMPUS IMPROVEMENTS

- S Church St & University Ave Improvements
- Rosedale Ave Improvements
- Future Open Space
- Land Acquisition to Complete "Superblock"
- S New St and W Rosedale Ave Recreation Addition

- Improved gateway at S New St Across from Sturzebecker and Athletic Fields
- Improvements at Farrell Stadium
- Athletic Field Amenities (restrooms, concessions, etc)
- President's Walk Extension
- Planning Study for Tanglewood Residence & Grounds (highest & best use of property)

CAMPUS SUPPORT

- 210 & 220 East Rosedale
- Maintenance Garage
- 201 Carter Utilization
- 204 Carter vacant
- Alumni & Foundation Center
- 887 Matlack - relocate public safety

CAMPUS IMPROVEMENT PROGRAMS - SUSTAINABILITY

- Existing Geothermal Deferred Maintenance
- New St multimodal Campus Connector
- Gordon Preserve Connections
- Bike-share Program



B. MASTER PLAN RECOMMENDATIONS (BY DISTRICT) CAMPUS DISTRICTS & LANDSCAPE FRAMEWORKS

Master plan recommendations illustrated in this report are organized by “campus districts” which are based on the current use and configuration of the campus. For example, the North Campus superbloc is comprised of a predominately Academic District and a Residential District. The parcel along Rosedale Avenue is predominately a Student Support Services District. The east part of the campus is a mix of Academic and Facility Support. The South Campus is comprised of a Residential District and an Athletic and Health Sciences District.

Recommendations and improvements are described per district, categorized below, which include multiple types of buildings, infrastructure, programs, and spaces.

Campus buildings and landscapes create synergies that result in the visual character of spaces. For a physical environment as varied as WCU, it is useful to have a framework for landscape solutions that are scaled to use or specific location. Landscape solutions for a Residential Zone may be different from an Academic Zone, or areas that border public streets. Having a landscape framework is a way to create a dynamic campus that bolsters the brand identity of WCU.



DISTRICT A PROJECTS NORTH CAMPUS ACADEMIC & SUPPORT

- Science Center Complex Renovations
- Old Library Renovation
- FHG Library Renovation
- College Arms Apartments Renovation
- Church St Improvements
- Land acquisition to complete “superblock” (Corner of Sharpless & S High St)

DISTRICT B PROJECTS NORTH CAMPUS HOUSING & SUPPORT

- Lawrence Hall - Demo & Build New Housing
- Existing Geothermal Deferred Maintenance
- Tyson Hall - Full Reno w/ Addition
- Goshen Hall - Full Reno w/ Addition
- Killinger Hall - Demo & Build New Housing
- Schmidt Hall - Full Reno w/ New Entry Addition

DISTRICT C PROJECTS NORTH CAMPUS STUDENT SERVICES & SUPPORT

- Sykes Expansion - Student Services & Welcome Center
- Rosedale Ave Improvements
- Existing Geothermal Deferred Maintenance
- Future Open Space (Across S Church St)
- Recreation Improvements (Corner of W Rosedale Ave & S New St)

DISTRICT D PROJECTS EAST CAMPUS ACADEMIC & SUPPORT

- Temporary Housing
- Removal of Temporary Housing & Reinstate M1 Lot as Parking
- E.O. Bull Center for the Arts Addition & Landscape improvements
- Planning Study for Tanglewood Residence & Grounds (Highest and Best Use of Property)
- President’s Walk Extension (Landscape)
- 210 & 220 East Rosedale
- Maintenance Garage
- 201 Carter Utilization
- 204 Carter vacant
- Alumni & Foundation Center
- 887 Matlack - relocate public safety

DISTRICT E PROJECTS

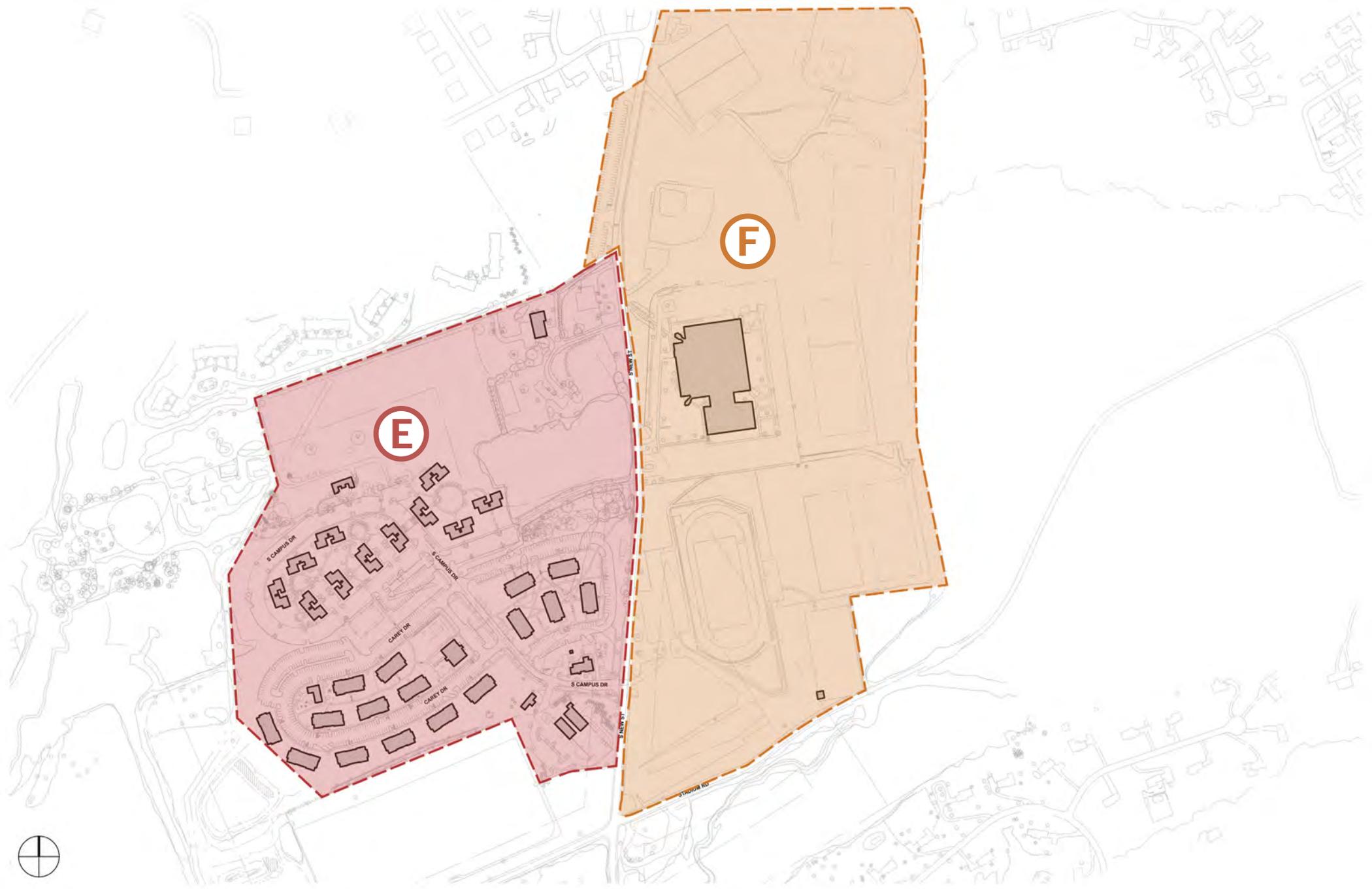
SOUTH CAMPUS HOUSING & SUPPORT

- South Campus Apartments Renovation & Vertical Expansion
- Expansion to Southside or New South Campus Commons Building
- South Campus Gateway Connection to Sturzebecker and Athletic Fields

DISTRICT F PROJECTS

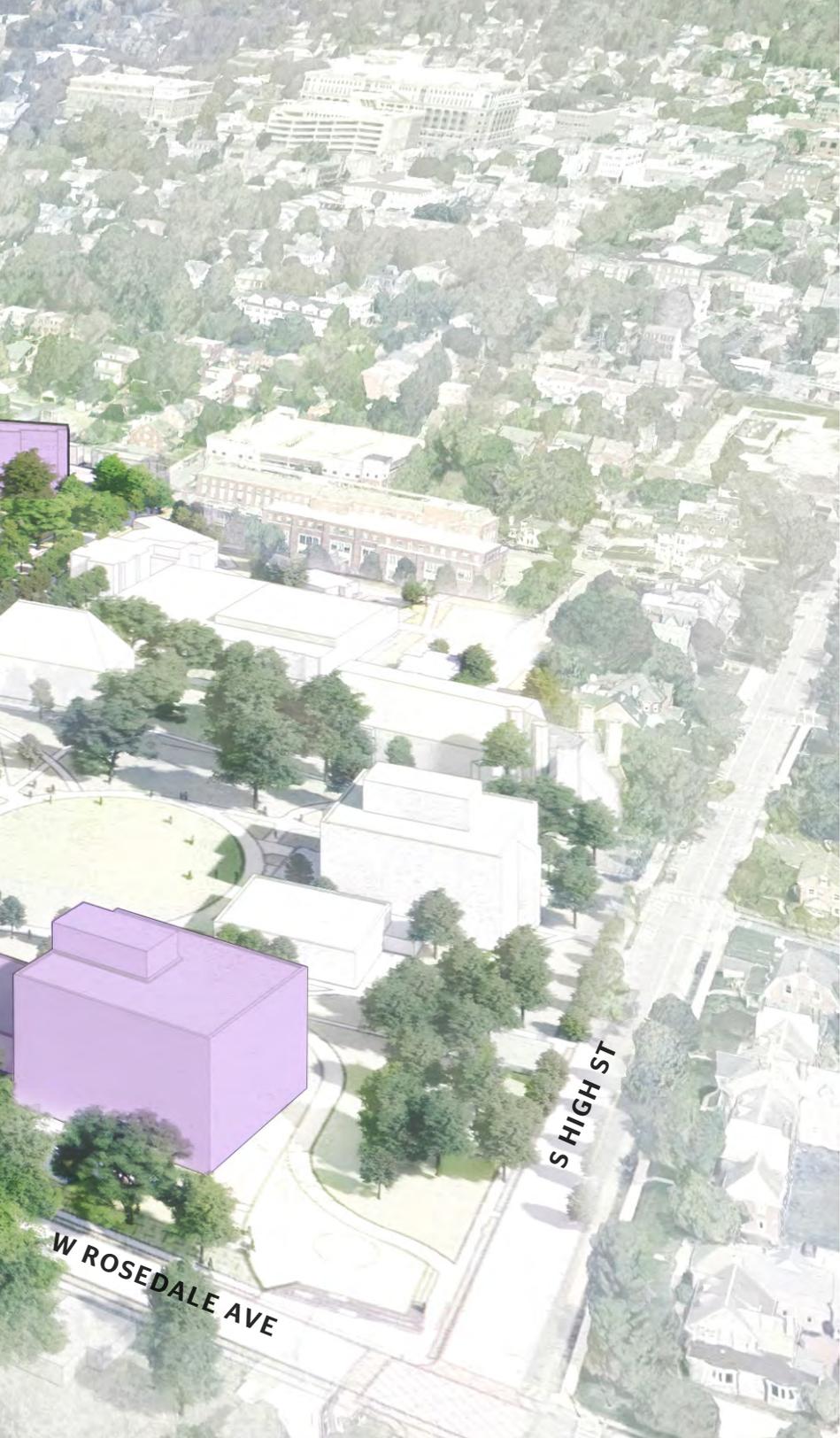
SOUTH CAMPUS ATHLETICS & SUPPORT

- Sturzebecker Renovation
- Farrell Stadium Improvements
- Athletic field amenities (restrooms, concessions, etc)
- Gordon Preserve Trail Connections
- S New St. Multi-modal Transportation



South Campus Districts





S HIGH ST

W ROSEDALE AVE

DISTRICT A PROJECTS NORTH CAMPUS ACADEMIC & SUPPORT

0-5 YEARS

1. Science Center Complex Renovation
2. Old Library Renovation
3. FHG Library Renovation
4. College Arms Apartments Renovation

6-10 YEARS

5. S Church St & University Ave Improvements

10+ YEARS

6. Land acquisition to complete “superblock”
(corner of Sharpless & S High St)



North Campus

SCIENCE CENTER COMPLEX RENOVATION

The Science Center is a complex of three interconnected buildings that house teaching labs, classrooms, student support spaces and offices.

Merion Science Center, constructed in 1995, consists of a 3-story, 73,888 SF building with a basement and a 1-story addition, which connects to the Science Center North and Merion Science Center on the first level.

Science Center North, constructed in 1965, is a 3-story 48,287 SF building with a basement level. The building has linkages to the Science Center – south and the Merion Science Center to the west on the first level.

Science Center South (SSC), constructed in 1968, is comprised of a 5-story, 75,226 SF building with a basement, and a 1-story link and planetarium, which connects to the Science Center North building.

Ongoing mechanical, plumbing, telecom, audio/visual and security system upgrades have been documented in the Existing Building Assessment Report. These include replacing the generator, changing interior lighting fixtures to LED type, and upgrading existing Category 5e cabling to Category 6 to align with current industry standards. Additionally, the 2023 Gordian Report recommends repairing spalling cast stone and masonry on the exterior facades and a full roof replacement.



Science Center Complex - Merion Science Center

FHG LIBRARY RENOVATION

The FHG Library, constructed in 1966, consists of a 2-story, 60,042 SF building and connects to the FHG Phase II library, which is a 6-story, 86,009 SF building. Both structures have basement levels. A variety of building system upgrades were identified as part of the Existing Building Assessment Report, including recommendations for mechanical, plumbing, electrical, telecom, audio/visual and security. Additionally, roof replacement and facade repairs are to be implemented as part of the deferred maintenance program. The ongoing Library Strategic Plan is based in part on a 2015 Concept for renovation and reprogramming both buildings, with the goal of modernizing interior spaces to more effectively support staff resources and current student needs.

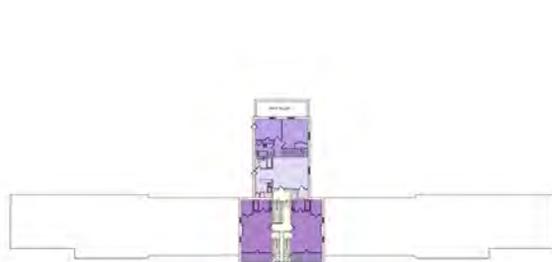
While there is a list of deferred maintenance projects associated with the FHG Library as noted above, these projects should be coordinated with the findings and recommendations of the Library Strategic Plan.



FHG Library

COLLEGE ARMS APARTMENTS RENOVATION

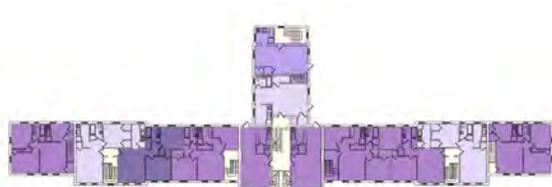
Continued use of the buildings for student housing to accommodate up to 97 beds, acknowledging the variety of deferred maintenance issues as part of on-going renovations.



3rd Floor
North Building



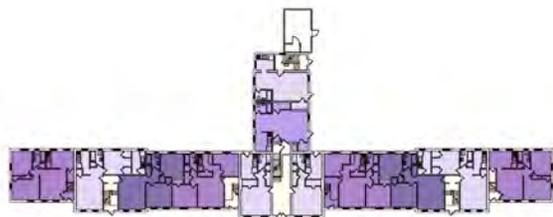
Attic Plan
South Building



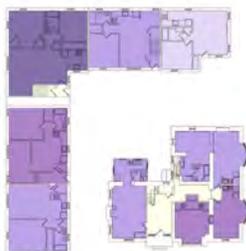
2nd Floor
North Building



2nd Floor
East and South Building



1st Floor
North Building



1st Floor
East and South Building



721 South High Street



731 South High Street



733 South High Street

OLD LIBRARY RENOVATION

Full renovation and system upgrades, to meet current building and accessibility standards is a minimum recommendation of this study. Program use of the Old Library is suggested to contain Anthropology offices, exhibits and support, as well as offices for Undergraduate and Graduate Student Affairs.

The challenging grade change between the street and the library entrance makes it inaccessible for visitors. The library lacks a social space for students and visitors to gather. And the iconic statue of the West Chester Ram is tucked away off the main path beneath existing trees. The Campus Master Plan envisions reconnecting the Old Library to the campus by transforming S. Church Street into an accessible green corridor for pedestrians. This shift from a car-focused street to a pedestrian-friendly space will allow campus programs to extend outdoors, creating more vibrant, interconnected spaces. The landscape design proposes to relocate the ram statue to sit proudly at the end of the corridor, becoming a prominent gateway feature that draws people in and celebrates the university.

The design will introduce a new courtyard at the Old Library, which will serve as a gathering space that invites students and visitors to relax and socialize. The design team sees an opportunity to integrate art into the courtyard to enhance the sense of arrival to the library and create a unique experience.





Building Section with new Service Addition and Elevator



LEVEL 3



LEVEL 2



LEVEL 1

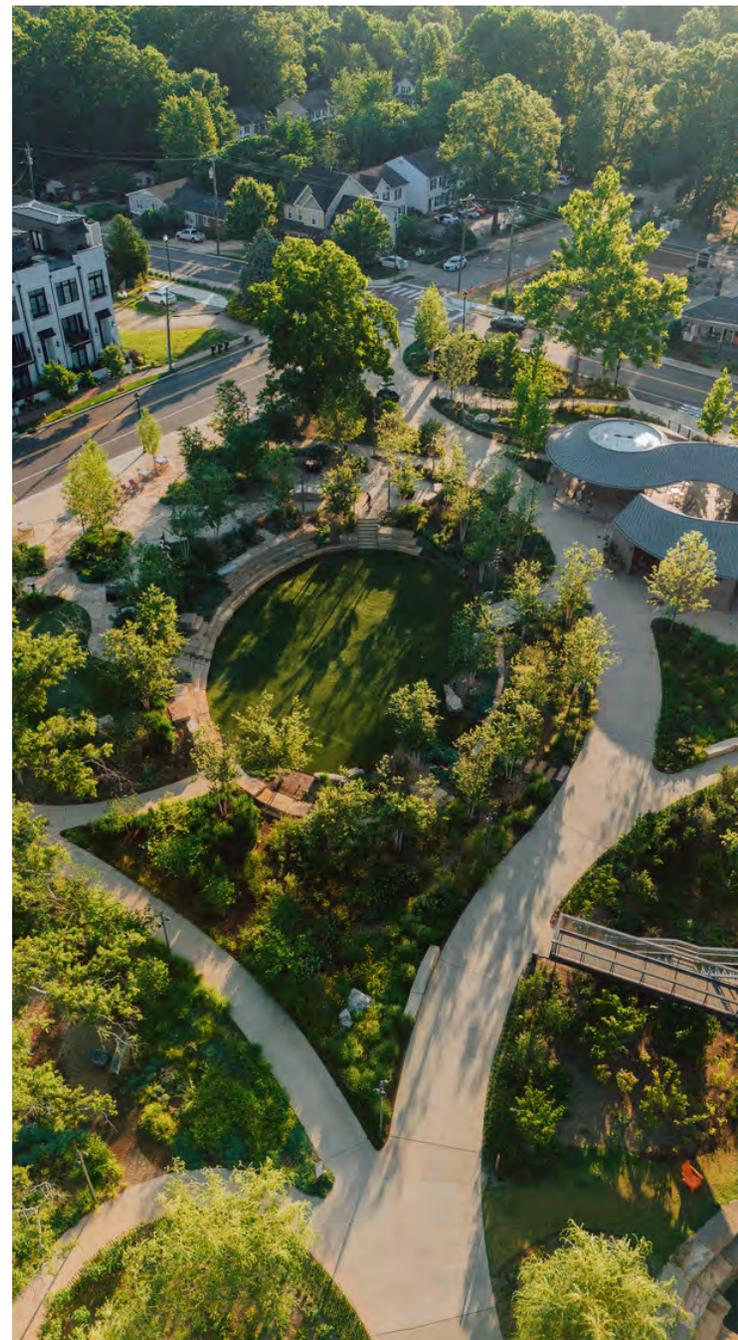
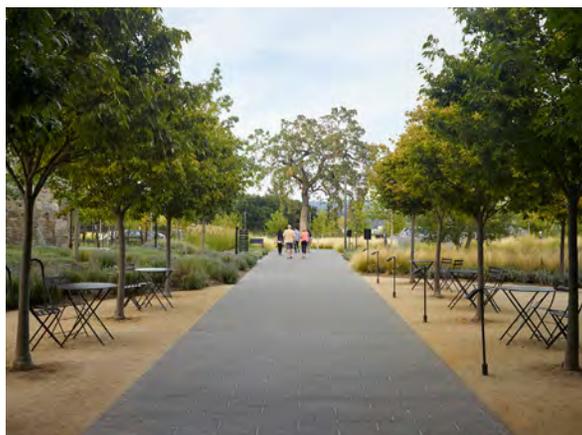
Plans, Landscape Plan, and Section from Previous Old Library Welcome Center Study

S CHURCH STREET & UNIVERSITY AVE IMPROVEMENTS

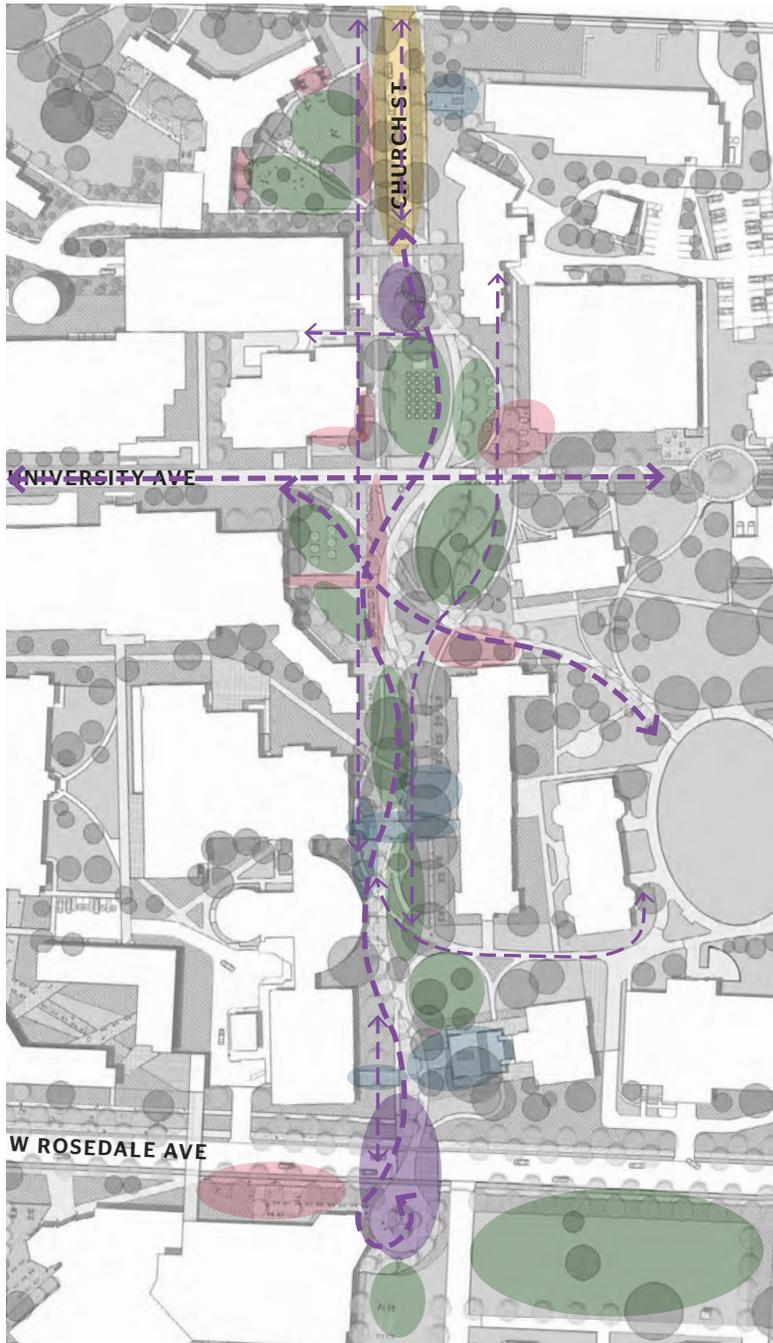
S Church Street and University Avenue offer an opportunity to tie the North campus together to support the creation of a true live and learn community. As West Chester University has built across these roadways, the character of the streets has remained fragmented with stately trees on both sides, although many continue to decline with age and stress. WCU has an opportunity to work with local governments to pedestrianize segments of these roadways within the heart of North Campus, unlocking pedestrian connectivity and safety throughout, and providing new programming to build upon the University's rich landscape character.

With the closing of S Church Street to regular, public vehicular traffic, a new green spine can be created knitting the campus together. The existing roadway can be raised and reinterpreted as a series of rooms and spaces that can be active or passive, large and small, while serving the variety of programmatic needs the University has. Service and emergency vehicle access would still be available, but concealed within the new structure of pathways and lawns.

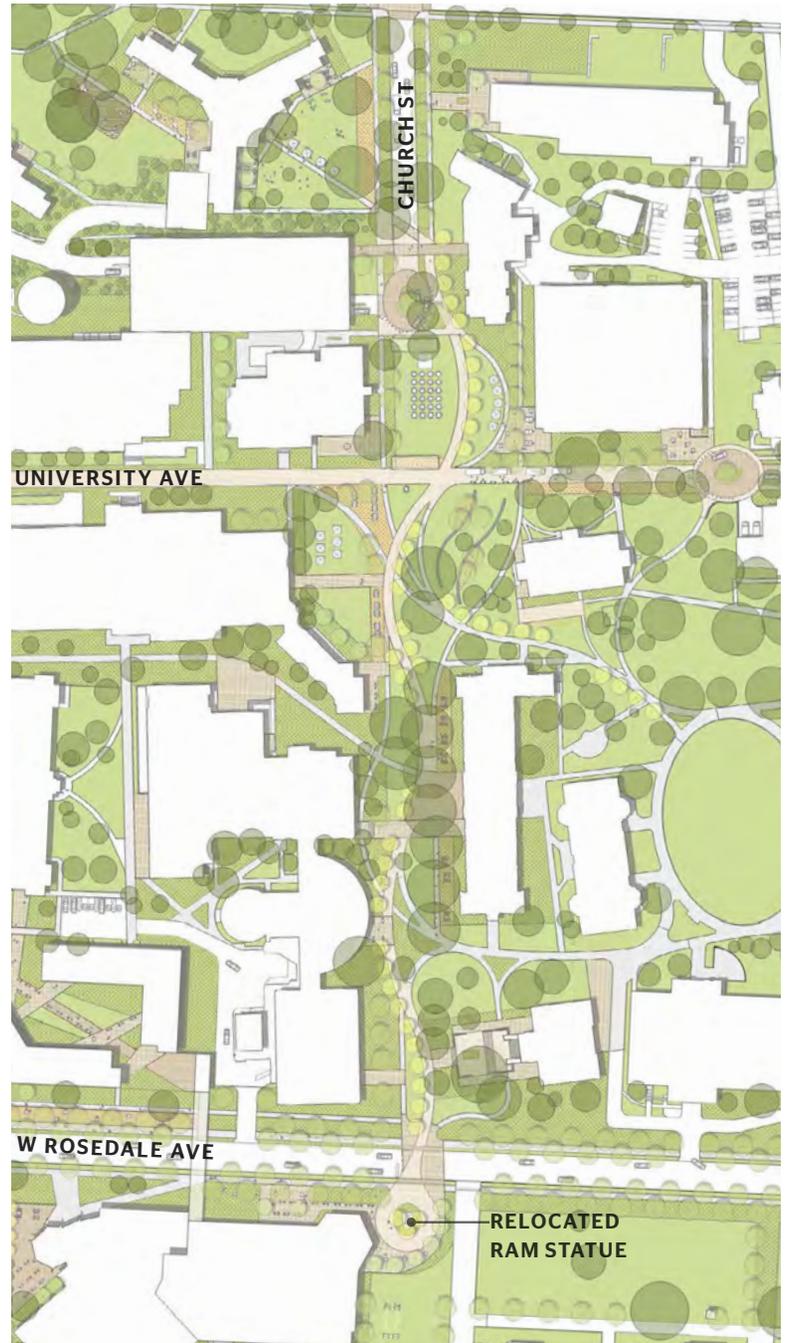
A key linchpin to the new pedestrian mall will be the intersection of University Avenue and S Church Street. A new energy should be focused on this crossroads building upon the existing University Avenue lawn and capturing the flow of the existing President's Walk around the Academic quad. With the removal of vehicular traffic from this area, expanded lawns, plaza space and seating areas can capture and support significant campus activity and daily use of the University, students, and community.



Example Landscapes for Consideration



- GATEWAY
- TRANSITIONAL CORRIDOR
- SOCIAL CENTER
- ACADEMIC SPACE
- MULTI-USE LAWN
- - - KEY PATHS



Church St & University Ave Landscape Plan



SHARPLESS ST

S NEW ST



DISTRICT B PROJECTS NORTH CAMPUS HOUSING & SUPPORT

0-5 YEARS

1. Lawrence Hall - Demo & Build New Housing
2. Existing Geothermal Deferred Maintenance

6-10 YEARS

3. Tyson Hall - Full Reno w/ Addition
4. Goshen Hall - Full Reno w/ Addition

10+ YEARS

5. Killinger Hall - Demo & Build New Housing
6. Schmidt Hall - Full Reno w/ New Entry Addition



North Campus

LAWRENCE HALL

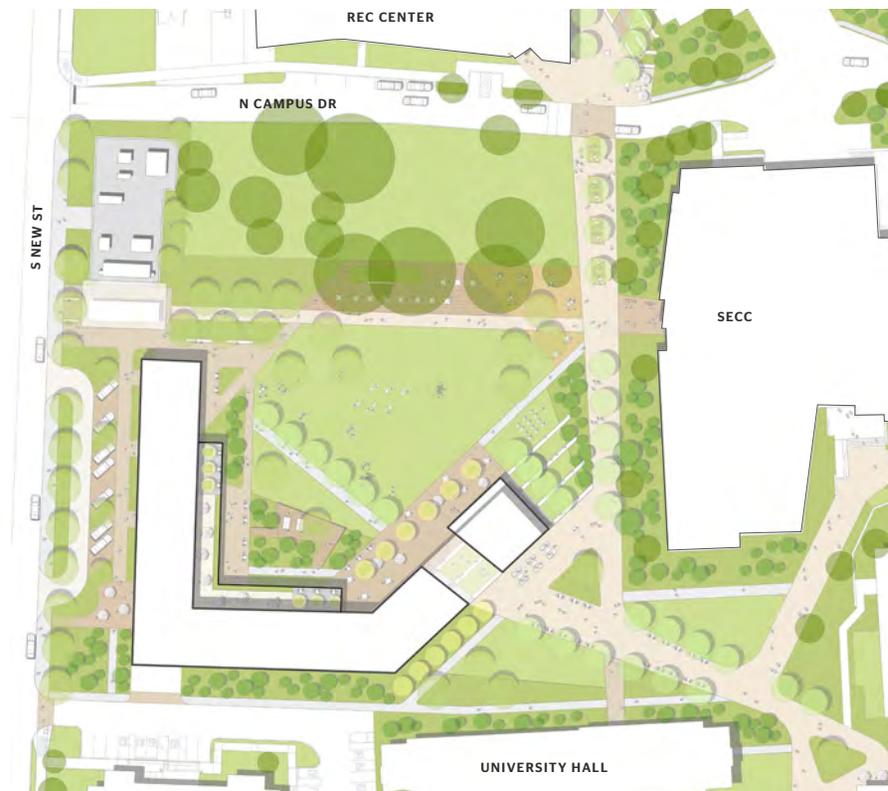
Demolition of the existing Lawrence Center and construction of new Lawrence Hall as part of a multi-year initiative to improve and increase the number of WCU-managed beds on campus. Prior to demolition, various Student Services and Support Programs will be decanted to temporary or permanent locations.

The first floor of the new Lawrence Hall will accommodate a variety of student-facing programs and services, including dining or cafe. The upper floors of the building are residential units. The new structure is positioned to take advantage of the existing open space known as Plum Run and will provide additional programmable open space for passive recreation, thus creating a new residential quad, bounded by Lawrence Hall, the SECC and the Student Recreation Center.

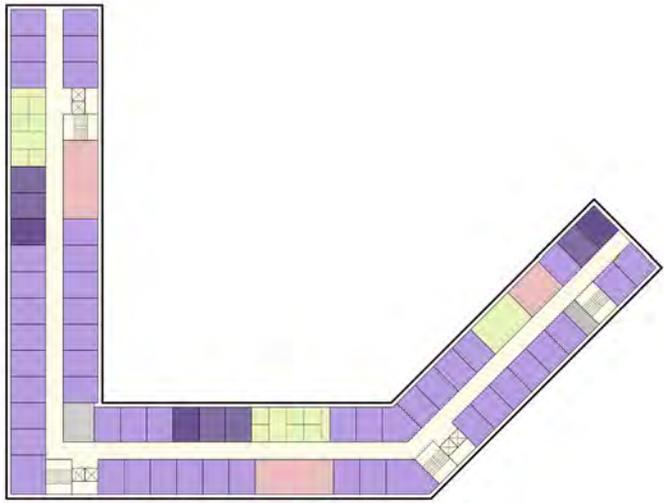
The existing landscape is characterized by significant topographic movement with the southeastern area near Hollinger Fieldhouse and University Hall sitting significantly higher than the northwestern corner of the site at the intersection of New Street and North Campus Drive at the interface of the Plum Run Creek corridor.

This new orientation supports focused transitions on grade allowing for a refocused plaza at Hollinger Fieldhouse and University Hall to support improved circulation through campus. The building's western face will also allow for a distillation of vehicular circulation and the creation of a dedicated bus stop and parking off of S New Street. Students will now be able to enter campus with clarity as to where they want to go and without concern of dodging car traffic.

The landscape takes cues from and reinforces the existing campus forest canopy and historic Plum Run creek. A mix of canopy and understory trees are intended to build upon the existing character while immersing students in a safe and ecologically friendly environment.



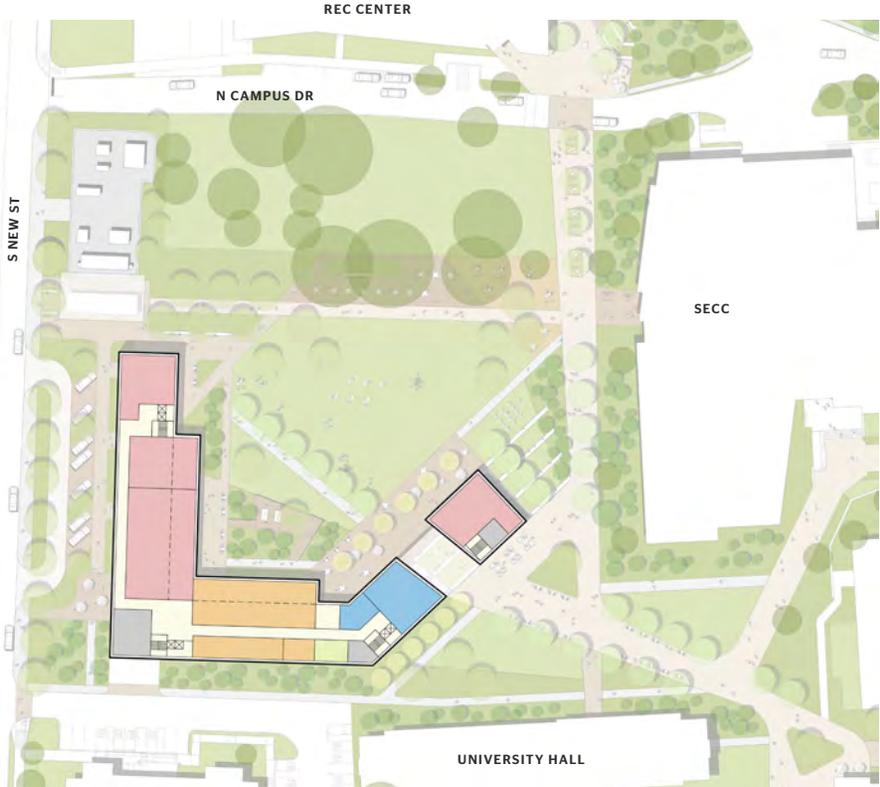
Site Plan



Typical Floor Plan

PROGRAM KEY

- ACADEMIC SUPPORT
- AMENITY
- BED - ADA SINGLE
- BED - DOUBLE
- BED - RA
- BUILDING SUPPORT
- CIRCULATION
- STUDENT AFFAIRS
- STUDENT SUPPORT
- TOILET ROOMS



Ground Floor Plan

KEY ATTRIBUTES

- Relocated bus stop
- Improved programmable outdoor space
- Direct campus connection

HOUSING METRICS

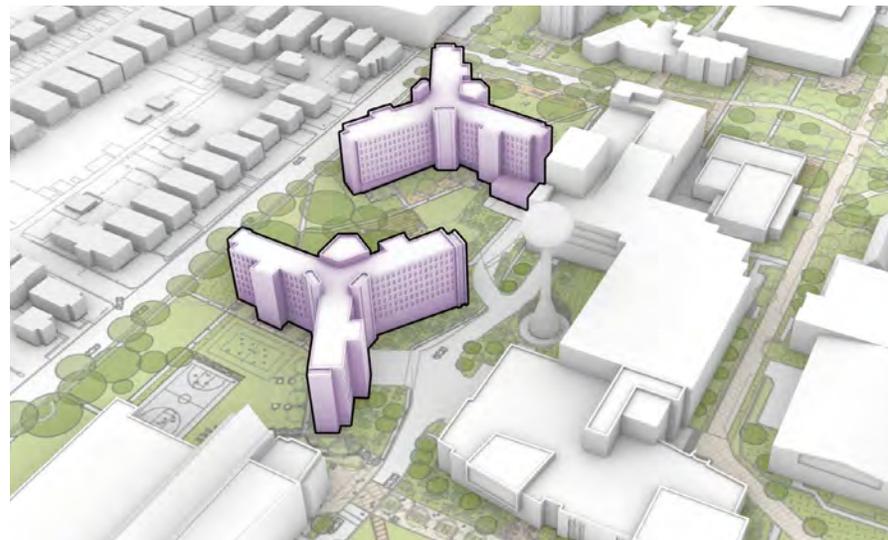
- 6-8 Stories
- 700-780 Bed Capacity
- Student Amenity (+/- 28 sf/student)
- Res Life support
- Live Learn Community Opportunity
- Building Support
- Dining Amenity

TYSON & GOSHEN HALLS

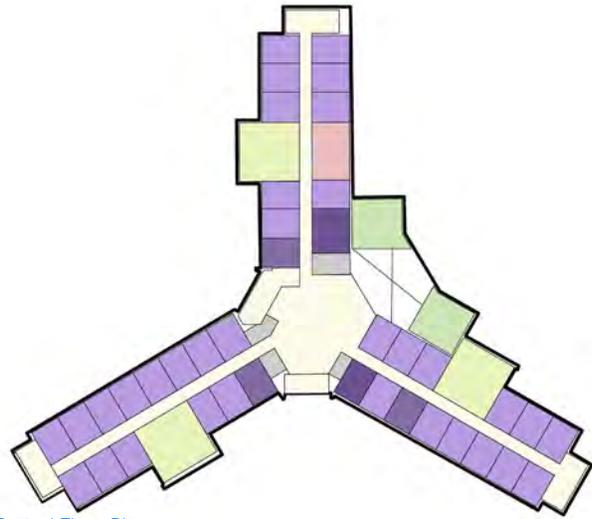
Multi-year phased renovation and upgrade of the existing buildings will improve parity with newer campus housing by rebalancing (reducing) the total number of beds per floor to provide a better quality of space for students. Building system and exterior façade upgrades are envisioned, along with strategic, modest additions to the central core of each building to improve functionality. Modifications to the loading service area at Goshen Hall are also recommended to reduce circulation clashes and improve the open space between the two Halls.

Tyson and Goshen Halls are located adjacent to residential neighborhoods to the north amongst a significant existing campus forest canopy, and have access to key amenities at the Student Recreation Center and Commons. The proposed landscape intends to build upon these key programming conditions.

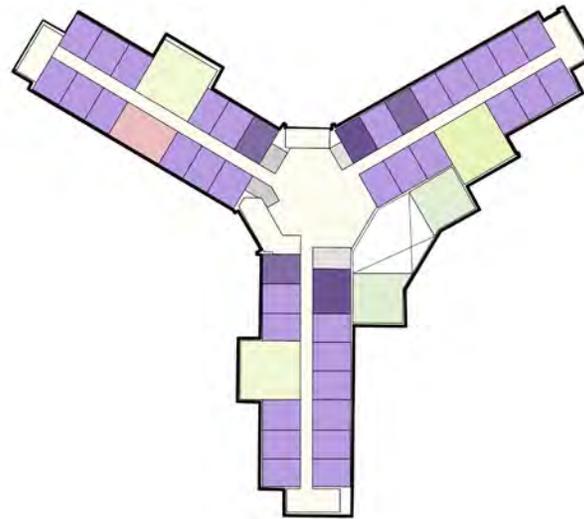
To the west, active recreation is reinterpreted to enhance use and connectivity with the recreation center. Between Tyson and Goshen Halls, residential focused programming builds upon and connects to the interior design while immersing students in the ecological history of Plum Run Creek and the existing tree canopies. The circulation pulls students from the recreation run corridor at Lawrence Hall and SECC through Tyson and Goshen Halls, further separating pedestrians from vehicles and back of house use in this area.



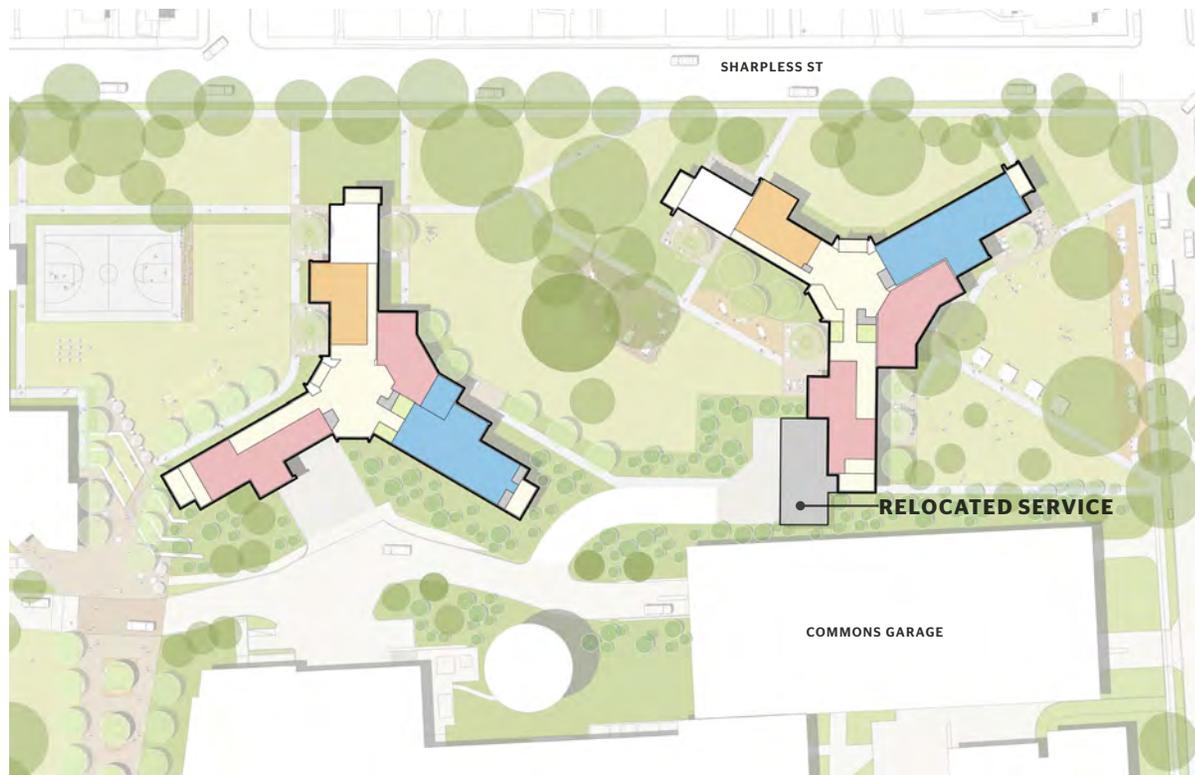
Site Plan



Typical Floor Plan



- PROGRAM KEY**
- ACADEMIC SUPPORT
 - AMENITY
 - BED - ADA SINGLE
 - BED - DOUBLE
 - BED - RA
 - BUILDING SUPPORT
 - CIRCULATION
 - STUDENT AFFAIRS
 - STUDENT SUPPORT
 - TOILET ROOMS



Ground Floor Plan

KEY ATTRIBUTES

- Improved service & pedestrian access
- Improved programmable exterior space
- Live Learn Community Opportunity with Addition

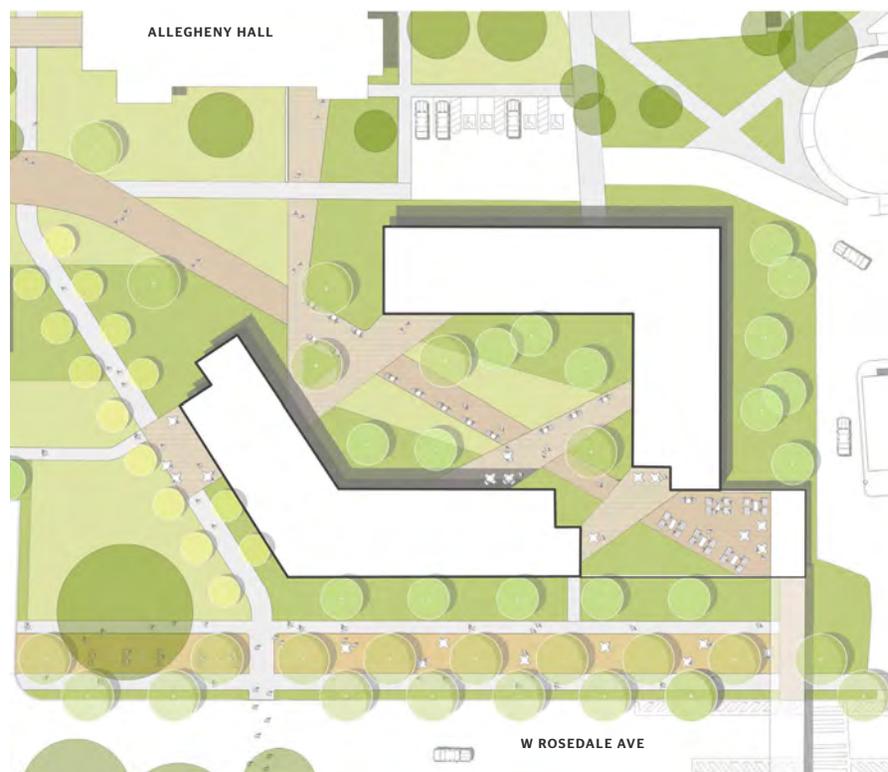
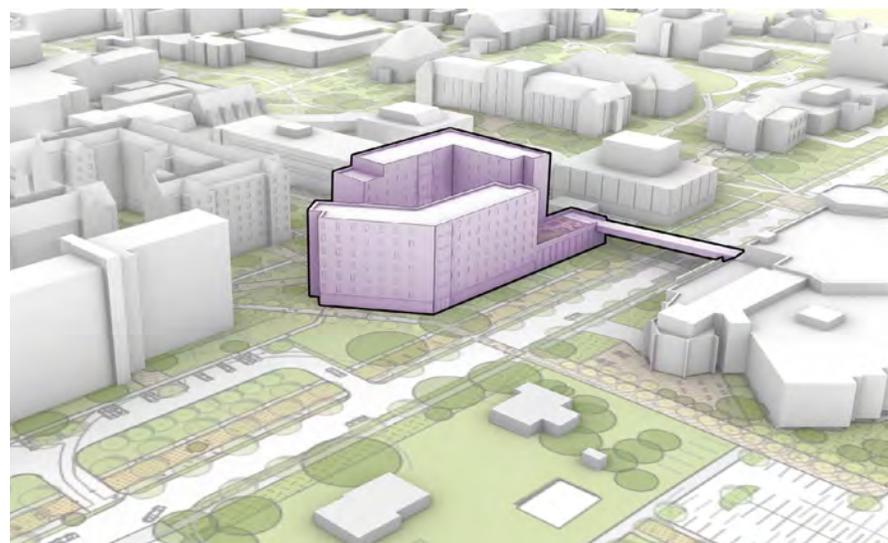
HOUSING METRICS

- 7 Stories
- 420-445 Bed Capacity
- Student Amenity (+/- 25 sf/student)
- Res Life support
- Improved Building Support

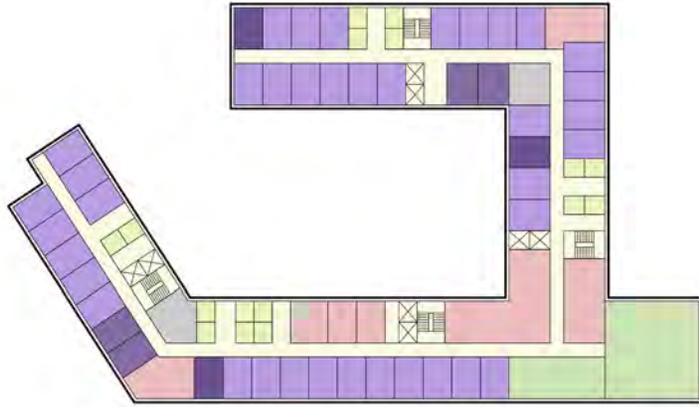
KILLINGER HALL

The existing older residence hall does not meet current expectations for residential life. Additionally, it does not take full advantage of the allowable height and density within the superblock. Similar to the objectives of a new Lawrence Hall, a re-envisioned Killinger Hall will significantly increase bed capacity and create opportunities for socialization space, program space, in addition to beds. Positioned along W Rosedale Avenue, a new Killinger Hall could potentially include a pedestrian bridge connecting to Sykes Student Union, across Rosedale, improving safety and creating greater campus synergies for full time and commuter students.

Killinger Hall's position at a nexus between the community lots, Sykes Student Union and amenities in the northern core of the campus will allow for programmatic variety of landscape spaces to support students and the school community.



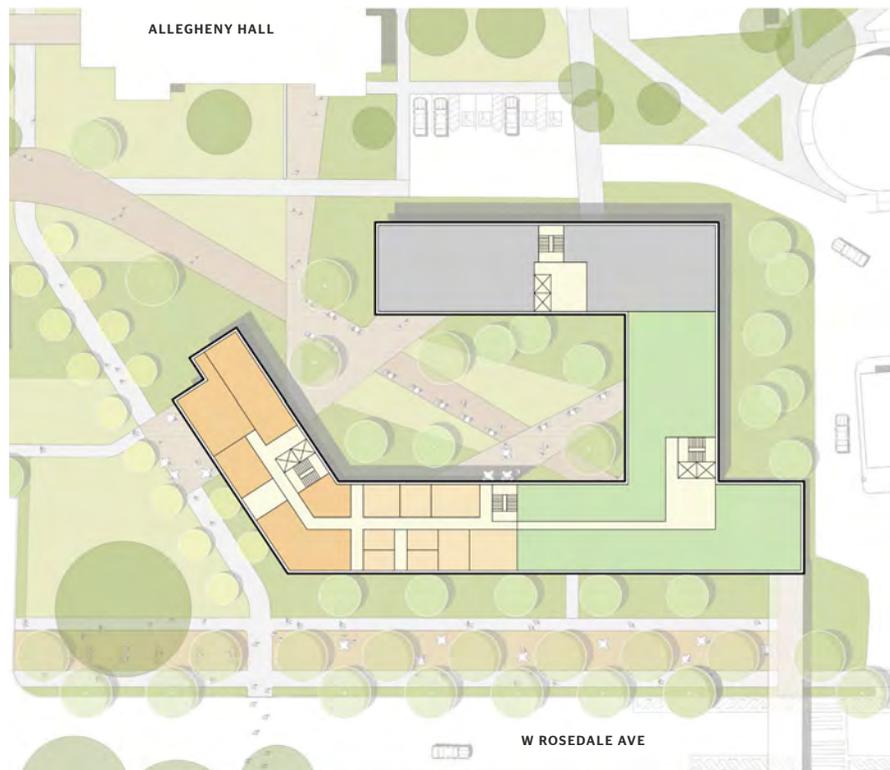
Site Plan



PROGRAM KEY

- ACADEMIC SUPPORT
- AMENITY
- BED - ADA SINGLE
- BED - DOUBLE
- BED - RA
- BUILDING SUPPORT
- CIRCULATION
- STUDENT AFFAIRS
- STUDENT SUPPORT
- TOILET ROOMS

Typical Floor Plan



KEY ATTRIBUTES

- Bridge connection to Sykes Student Union
- Live Learn Community Opportunity
- Elevated exterior program opportunity
- Create campus gateway

HOUSING METRICS

- 6-8 stories
- 545-585 Bed Capacity
- Student Amenity (+/- 30 sf/student)
- Res Life Support
- Building Support

Ground Floor Plan

SCHMIDT HALL

Due to the existing building's location, prominently sited at the corner of S New Street and W Rosedale Avenue, a building addition is recommended to reinforce this corner as a campus gateway and to provide the necessary space to increase amenity offerings. The basement level should also be expanded to create opportunities for daylight access to basement programs.

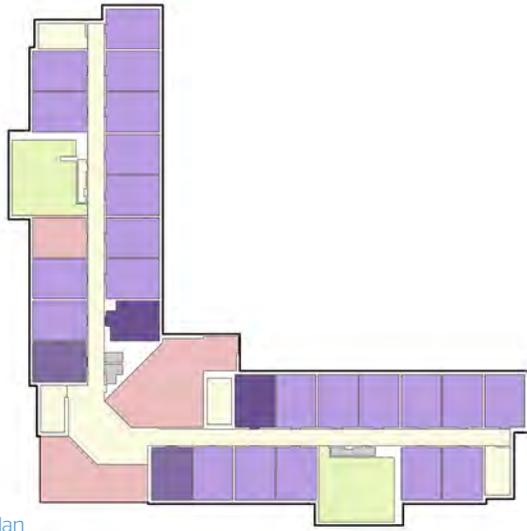
At the ground level, a lobby expansion affords the opportunity to resolve accessibility issues, as well create a more welcoming and secure entry lobby commons. Renovations to the existing building include overall interior upgrades such as lighting, signage, building systems and security, as well as exterior improvements.

The improved landscape removes the parking in front of Schmidt Hall and refocuses the building's main entrance to the streetscape. A path connects the courtyard to a plaza that sits at the intersection of the two streets, creating a transition zone and arrival moment for students. The landscape vision proposes an art installation that sits at the center of this plaza, further enhancing the sense of prominence and arrival.

At the rear side of Schmidt Hall, another courtyard space is introduced, mirroring the experience at the entry and providing a secondary area for students with more privacy. Existing trees are preserved, and flexible lawns border the pathways and building, offering spaces for recreation and relaxation.



Site Plan



Typical Floor Plan

PROGRAM KEY

- ACADEMIC SUPPORT
- AMENITY
- BED - ADA SINGLE
- BED - DOUBLE
- BED - RA
- BUILDING SUPPORT
- CIRCULATION
- STUDENT AFFAIRS
- STUDENT SUPPORT
- TOILET ROOMS



Ground Floor Plan

KEY ATTRIBUTES

- Improve accessibility
- Improve programmable exterior space

HOUSING METRICS

- 8 stories
- 3720-400 Bed Capacity
- Student Amenity (+/- 26 sf/student)
- Res Life Support
- Building Support

DISTRICT C PROJECTS NORTH CAMPUS STUDENT SERVICES & SUPPORT

0-5 YEARS

1. Sykes Expansion - Student Services & Welcome Center
2. Rosedale Ave Improvements
3. Existing Geothermal Deferred Maintenance

6-10 YEARS

4. Future Open Space (Across S Church St)

10+ YEARS

5. Recreation Improvements (Corner of W Rosedale Ave & S New St)



North Campus

SYKES STUDENT UNION EXPANSION

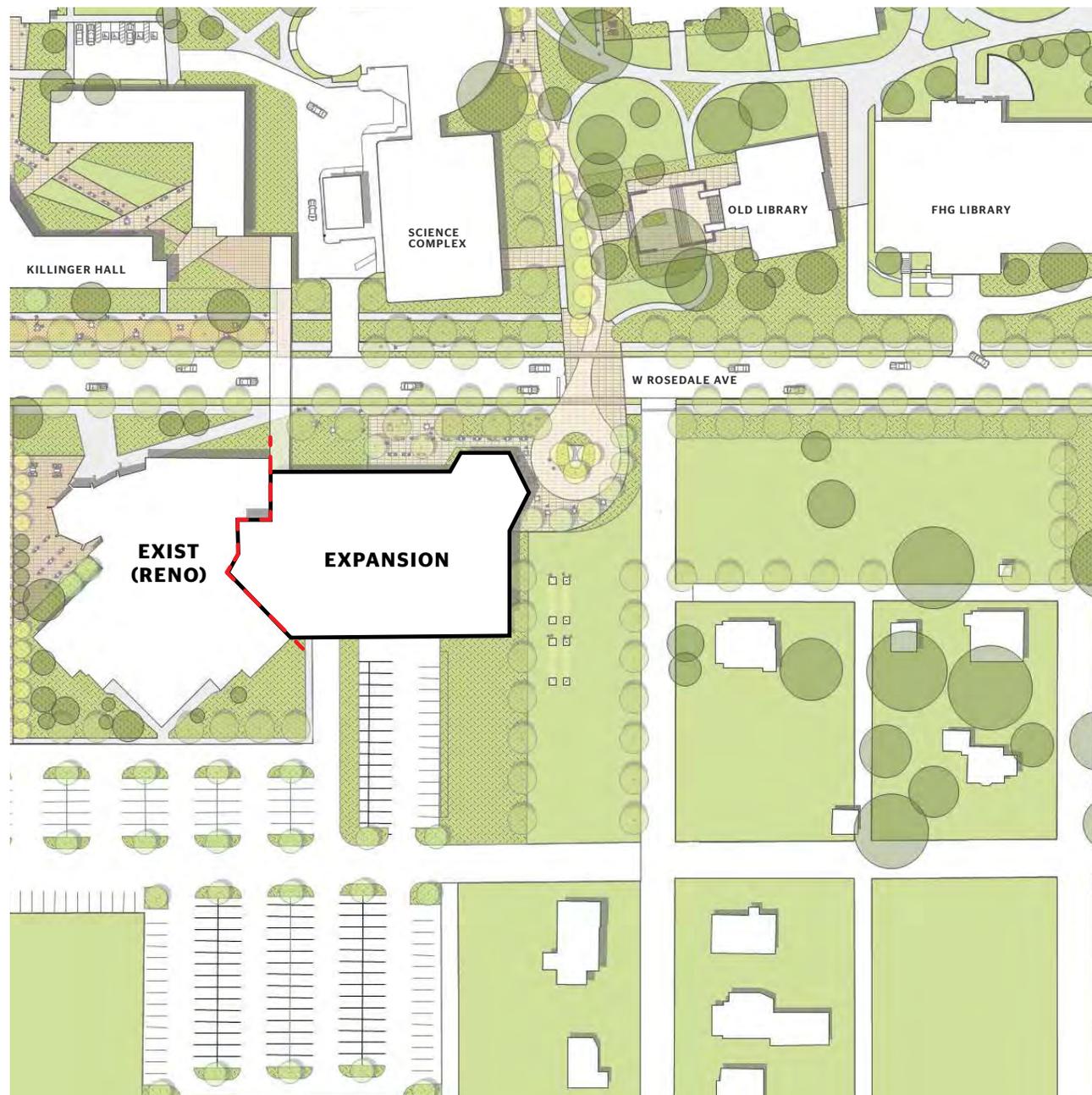
Sykes Student Union serves the WCU community and is an important destination for commuter students and full-time students. The existing building is at capacity and would benefit from increased space for dining, bookstore, office space for student organizations and multi-purpose space for large events and lectures.

WELCOME CENTER

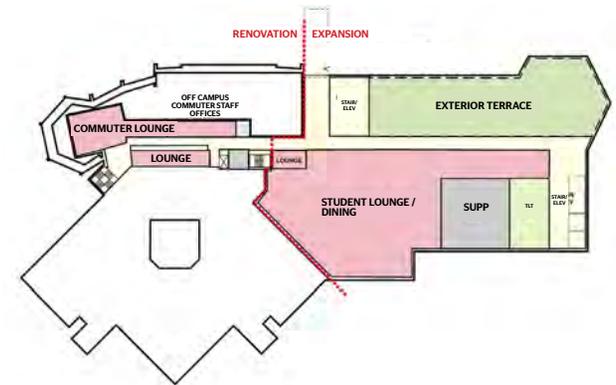
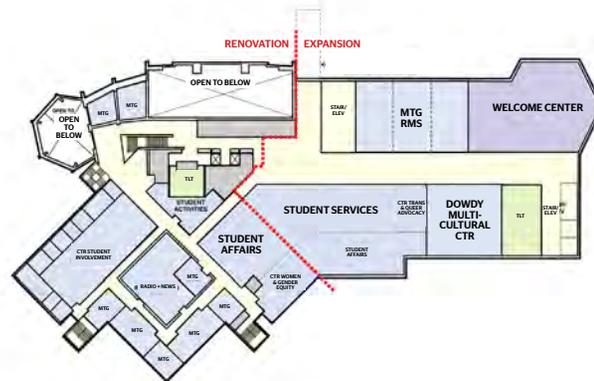
As part of the Sykes Student Union expansion, a new Welcome Center is recommended to be positioned directly east of Sykes in order to share core functions, access to dining, restrooms, and multi-use meeting space. The Welcome Center program would contain gathering and presentation rooms, as well as offices and support space for Admissions.

WELCOME CENTER PLAZA

The front door of the Welcome Center can be situated across from Church Street, along Rosedale Avenue, with the potential to create a new plaza or courtyard for tour groups to gather. This new exterior space is ideally located at the foot of Church Street and serves as a new gateway to the campus. One or more of the existing houses that are slated for demolition could also be an opportunity to create a new programmable open space across Church Street that is accessible and visible.



Site Plan

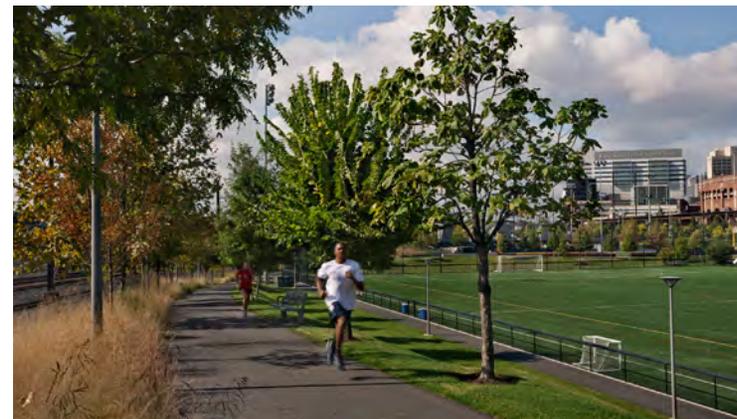


S NEW ST & W ROSEDALE AVE RECREATION AREA

The S New St. & W Rosedale Ave Recreation area is designed as a dynamic hub for outdoor sports and recreation, featuring a series of flexible sports courts that cater to a variety of activities. The courts are integrated into a richly planted landscape, providing a visually appealing and calming environment that fosters focus and engagement. Surrounding this active space, thoughtful landscape design helps to screen the adjacent parking lot and busy street, creating a more peaceful and immersive setting for students. This separation from the distractions of traffic and parking enhances the experience, allowing students to concentrate fully on their training or play. The landscape not only supports the recreational needs of the campus but also contributes to the overall sense of community and well-being.



New Recreation Area at corner of S New St & W Rosedale Ave



GEOHERMAL SYSTEM

Ongoing maintenance and improvement to the capacity of the existing geothermal system is recommended as part of the overall Buildings & Grounds deferred maintenance program. The existing system appears to be operating beyond capacity (thus inefficiently) and in need of immediate improvements and expansion. Repair of existing systems and previously identified well field expansion(s) should be implemented.

 EXISTING GEO WELL FIELD
 FUTURE GEO WELL FIELD



ROSEDALE AVENUE IMPROVEMENTS

Rosedale Avenue is a significant edge of West Chester University's North campus because it is anchored by two existing gateways at S High Street and S New Street. Both of these intersections are vital to the university experience as the intersection of High Street is a significant link to the region connecting the core of West Chester Borough to the US 202 corridor. S New Street is the primary physical thoroughfare connection between South and North Campus.

Between these gateways, the streetscape is varied with great assets in large street trees near Killinger Hall and Sykes Student Union, but also fraught with numerous curb cuts and limited safe pedestrian crossing opportunities, creating a lack of cohesiveness. Limited sidewalk capacity exacerbates the unfriendly conditions for pedestrians.

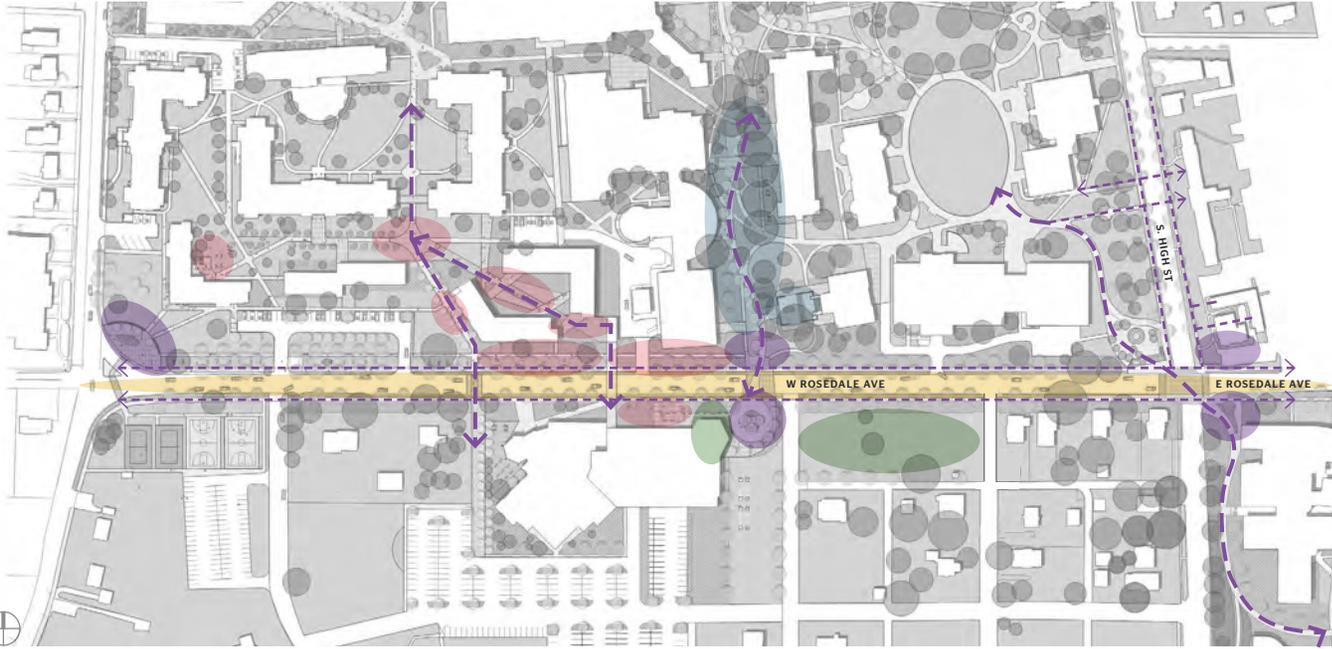
The Rosedale corridor is envisioned as two separate character zones along North Campus with the S Church Street intersection serving as the transition. Heading west from S Church Street to S New Street, the streetscape should redefine its focus to pedestrians leveraging its adjacency to Schmidt, Wayne and Killinger Halls. The relocation of existing parking at Schmidt Hall to Wayne Hall will open the corner of S New Street and W Rosedale Avenue to becoming a more welcoming gateway to campus. In addition, the reductions of curb cuts, the campus edge along Rosedale Avenue should be reconfigured to enlarge the planting street for street tree replanting and a widened sidewalk to support better pedestrian flow. Reducing the lawn areas will also be key and these spaces should be leveraged for supplemental flex programming and seating.

Pedestrian safety at key crosswalks, such as those at Killinger Hall and Sykes Student Union, can be improved by adding traffic calming measures including raising the crosswalk to curb height. At the S Church Street intersection, a new, significant plaza is suggested, linking the entry to the proposed Welcome Center with Church Street Walk and the iconic Old Library with the Ram Statue.

With S Church Street and the Old Library serving as the transition to the Eastern Segment of Rosedale, the emphasis should be on reducing the presence of parking at the back of FHG Library fronting and building upon the existing Gateway at S High Street. A focus should be on density of planting along this edge and building upon the street tree forest canopy to the East. Tactful use of paving materials should highlight crosswalks and curb cuts while blending the plaza into the streetscape.

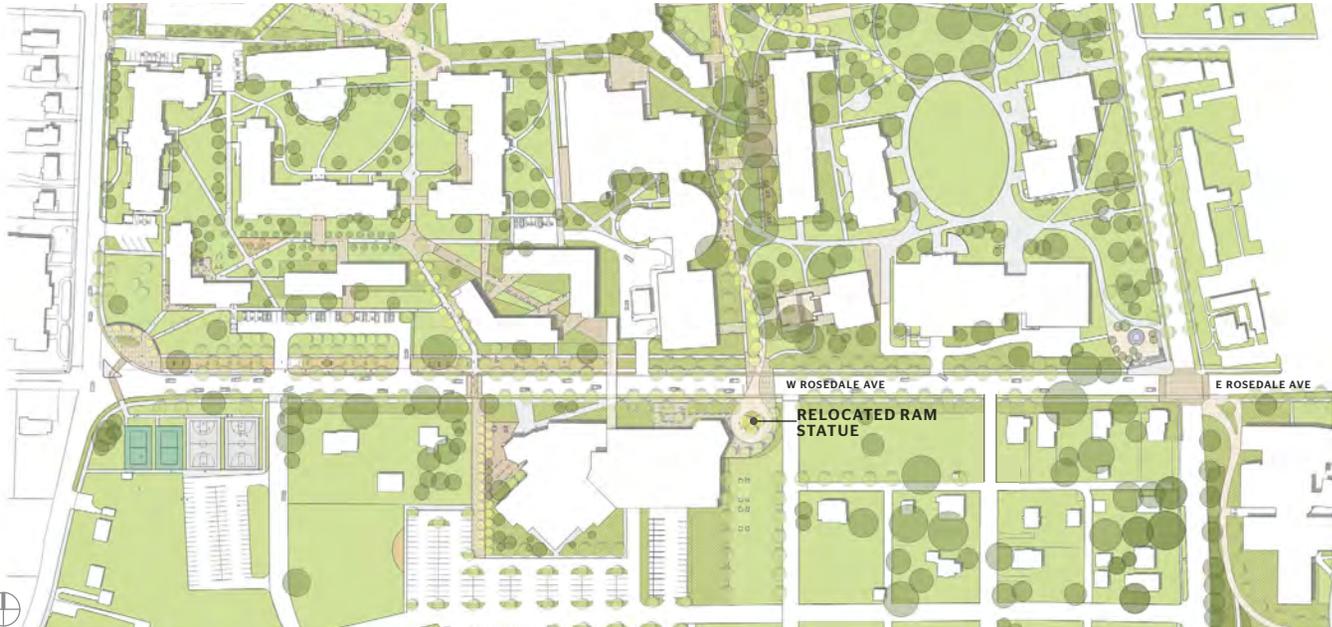


Example Landscape Opportunities for Consideration



- GATEWAY
- TRANSITIONAL CORRIDOR
- SOCIAL CENTER
- ACADEMIC SPACE
- MULTI-USE LAWN
- - - KEY PATHS

Rosedale Ave - Landscape Programmatic Framework



Rosedale Ave Improvements Site Plan

DISTRICT D PROJECTS EAST CAMPUS ACADEMIC & SUPPORT

0-5 YEARS

1. Temporary Housing
2. Removal of Temporary Housing & Reinstate M1 Lot as Parking

6-10 YEARS

10+ YEARS

3. E.O. Bull Center for the Arts Addition & Landscape improvements
4. Planning Study for Tanglewood Residence & Grounds (Highest and Best Use of Property)
5. President's Walk Extension (Landscape)

CAMPUS SUPPORT PROJECTS*

*Campus Support Projects can be implemented at any time

- 210 & 220 East Rosedale
- Maintenance Garage
- 201 Carter Utilization
- 204 Carter vacant
- Alumni & Foundation Center
- 887 Matlack - relocate public safety



North Campus

TEMPORARY HOUSING

The University elected to implement a plan to provide 128 beds in a temporary modular configuration at the site identified as Lot M-1 (former parking area). The provision of these modular units are not “additional” beds for the University’s total bed count but are intended as swing space to allow the University to take existing beds off-line for deferred maintenance and renovation work that cannot be achieved over the course of a summer term.



Temporary Housing Plan

E.O. BULL EXPANSION & LANDSCAPE IMPROVEMENTS

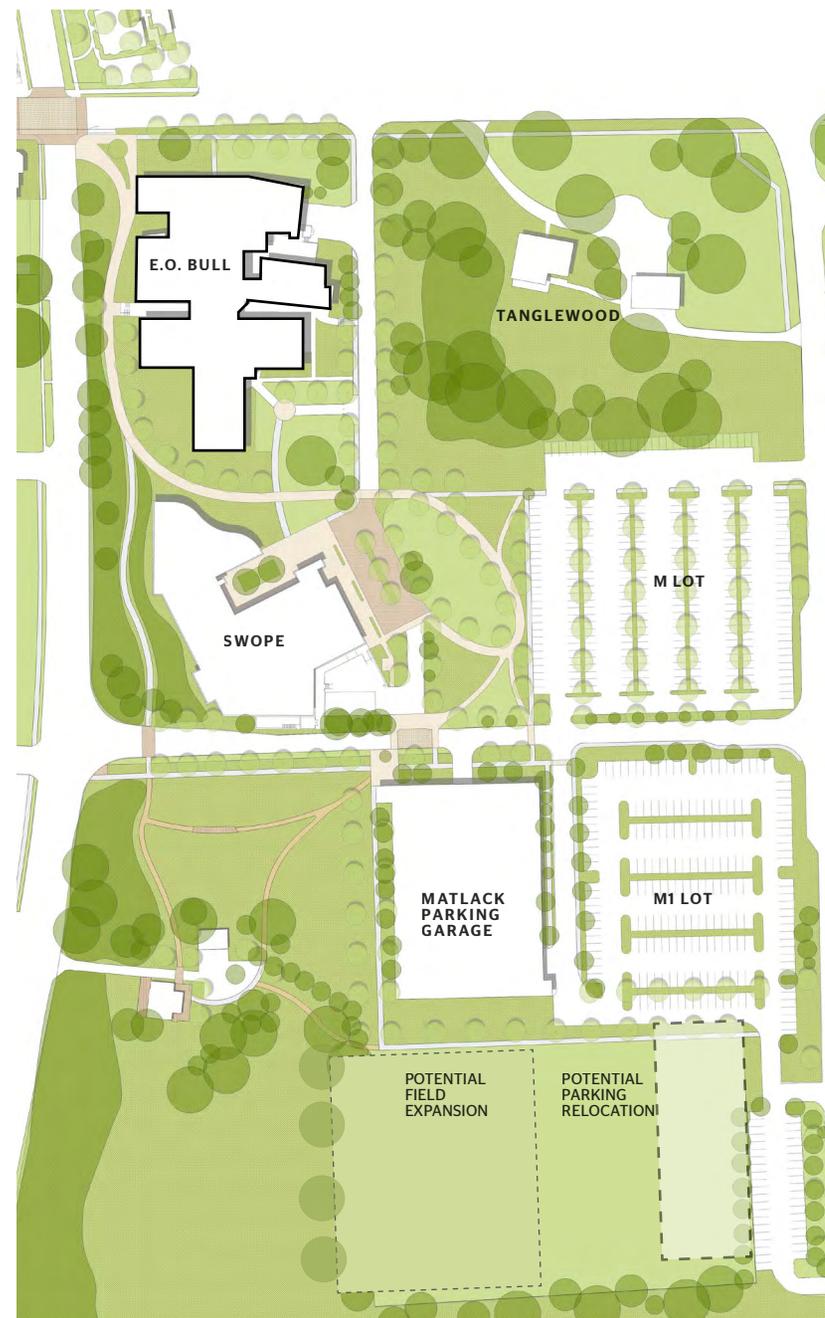
Landscape, streetscape, lighting and signage upgrades are anticipated for the Arts & Music Buildings. Interior renovations, accessibility and building system upgrades are included in the overall deferred maintenance program. There is also potential to expand the footprint of E.O. Bull along Rosedale Avenue to provide increased studio and event space.

PLANNING STUDY FOR PRESIDENT'S WALK AND TANGLEWOOD RESIDENCE & GROUNDS

This plan shows President's Walk redesigned to function as a prominent connector for students and visitors arriving at E.O. Bull Center and the Swope Music Building.

The new plaza is an expansion of the existing entry to Swope and establishes a more prominent gateway to the campus. The area will include water features, flexible seating areas, and tree groves that can host various groups of people and program. To accommodate the new plaza, a portion of the M Lot could be relocated south of M1 Lot with some minor adjustments to the boundaries of the existing field.

A more focused programming study to understand the issues and potential for these spaces is recommended as part of the master plan.



East Campus Site Plan

DISTRICT E PROJECTS

SOUTH CAMPUS HOUSING & SUPPORT

0-5 YEARS

1. South Campus Apartments Renovation & Vertical Expansion

6-10 YEARS

2. New South Campus Commons Building
- 2A. Alternate Location for Commons Building
3. South Campus Gateway Connection to Sturzebecker and Athletic Fields

10+ YEARS



South Campus



RENOVATION & ADDITION TO EXISTING STUDENT HOUSING

South Campus Apartments need complete renovation to achieve parity with USH-managed beds. As part of the renovation strategy, it is possible to increase the bed-count if another floor is added to each of the buildings. In addition, it is recommended to completely renovate the systems and finishes of each building.

GLEN ECHO SITE

The large tract of land, known as the Glen Echo site, is situated between the student apartments and the neighborhood. By increasing the bed-count through the multi-year renovations to South Campus Apartments, the Glen Echo site is recommended to remain an open recreational field, as a buffer to the neighborhood.



Site Plan

KEY ATTRIBUTES

- Complete renovation of all building systems & finishes
- Addition of full story (3rd floor to each building to add 4 units = 20 beds per building)
- Phased over 6 years

HOUSING METRICS

- 11 Buildings Wood Framed Construction
- 7 Buildings 3 1/2 Story
- 4 Buildings 3 Story
- 719 Beds Total (220 New Apartment Style Beds)



NEW COMMUNITY BUILDING

The existing Southside building at the edge of the Glen Echo site can be renovated and expanded to serve anticipated increased population on South Campus. This location, however, is not as well integrated with the new entry drive and pathway connecting to Sturzebecker Health Sciences Center.

Alternatively, a new Commons Building with dining, multi-purpose rooms and event space can be located within the existing surface parking lot between the South Campus Apartments and the Village Apartments.

This shared-use building can be programmed to offer dining options that align with athletic and training programs and help to create a sense of community for the South Campus.

There is also an opportunity to consider underutilized facilities, such as the McCoy Farm House & McCoy Barn, to better serve South Campus' community needs.

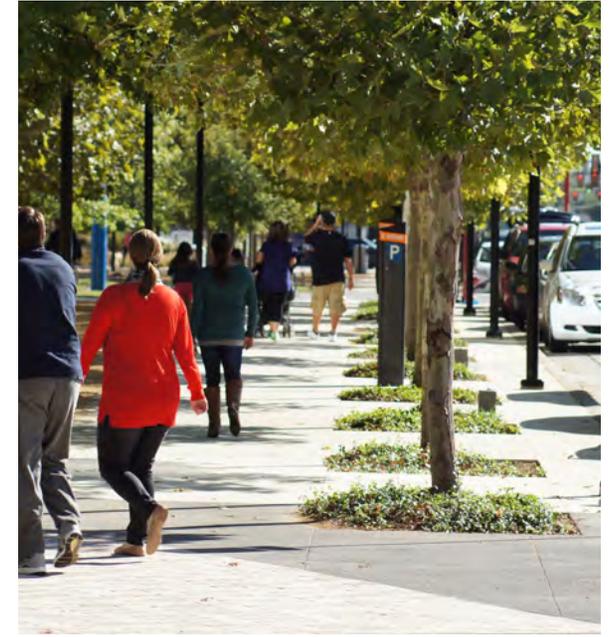


Site Plan

NEW GATEWAY CONNECTION

Currently both the Sturzebecker Health Science Center, Ferrell Stadium with associated athletic facilities and South Campus apartments lack defined entrances highlighting their prominence and connection to West Chester University's North campus. With the realignment of the athletics entrance and a new central entry drive to the apartments, the four-way intersection will create a new sense of hierarchy and sense of place for the South campus through improved streetscape, pathway design, lighting and signage.

The new entry drive and pathway connecting Sturzebecker with the residential zone, is anchored by the proposed new Community Building, which is situated at the end of the roadway.



Site Plan

DISTRICT F PROJECTS

SOUTH CAMPUS ATHLETICS & SUPPORT

0-5 YEARS

1. Sturzebecker Renovation

6-10 YEARS

2. Farrell Stadium Improvements
3. Athletic field amenities (restrooms, concessions, etc)

10+ YEARS

4. Gordon Preserve Trail Connections
5. New St. Multi-modal Transportation



South Campus



STURZEBECKER RENOVATION

The renovation of Sturzebecker is ongoing and scheduled for completion by year 2029.

FARRELL STADIUM IMPROVEMENTS

Long-term recommendations include renovation and technology upgrades to the press box, as well as related projects that are part of the ongoing deferred maintenance program.

ATHLETIC FIELD AMENITIES

Ongoing care and maintenance of the athletic fields as part of the deferred maintenance program.

GORDON NATURAL PRESERVE

The Master Plan aims to improve existing walking connectivity to the Gordon Preserve and to better tie into the adjacent residential community. Through a network of paths and a resilient planting palette, this landscape design aims to strengthen the community's relationship to the Preserve while also protecting its ecosystems and habitats.

S NEW STREET MULTI-MODAL TRANSPORTATION

Adding a bike lane along S New Street to improve safety and connections between North and South campus is recommended. Note that this would require collaboration and input between WCU and the surrounding community.



Sturzebecker Health Science Center



Farrell Stadium



Gordon Natural Preserve



Proposed bike lane along S New St Lined with Flexible Bollards for Safety

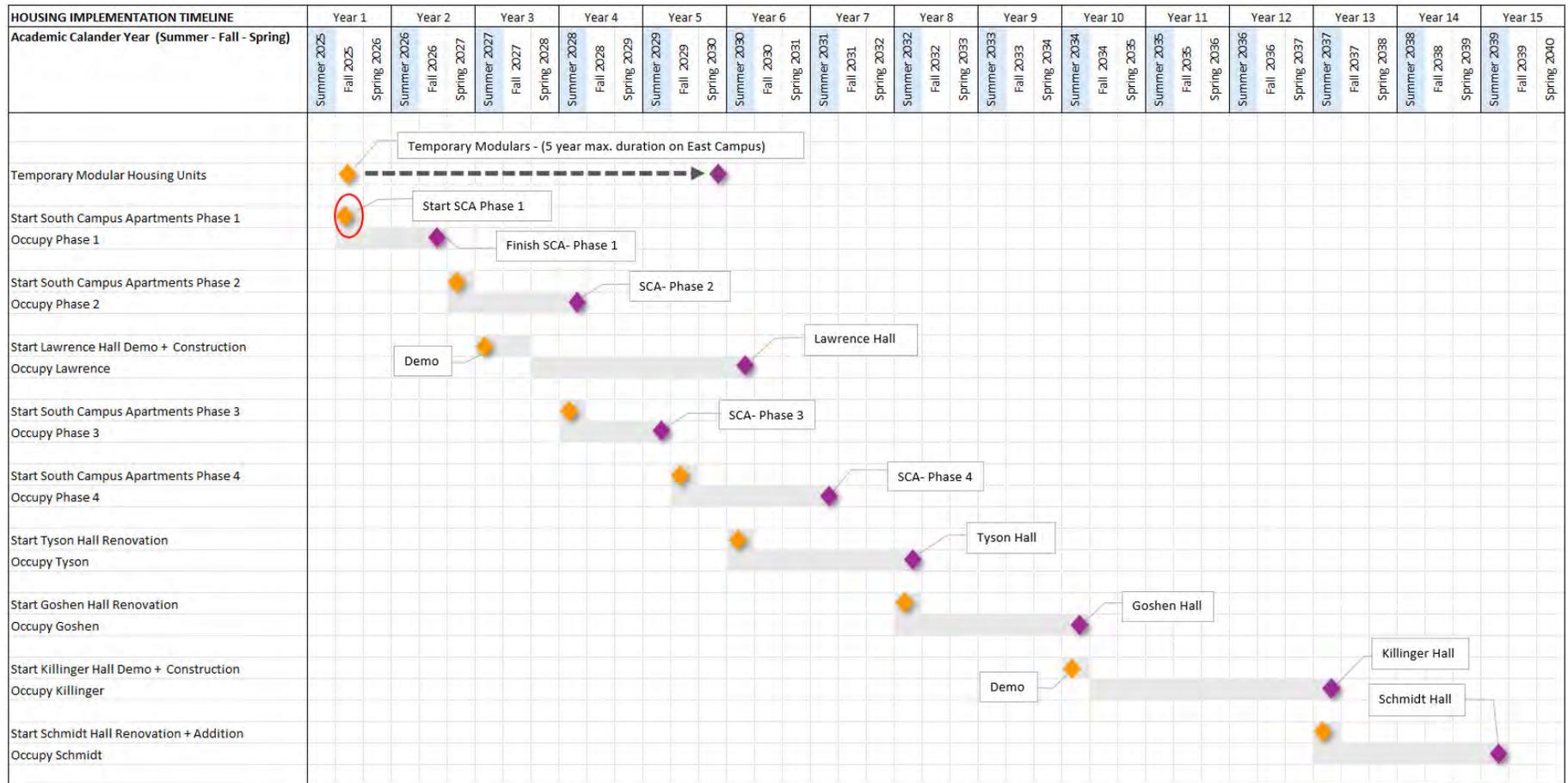


SECTION 06.
IMPLEMENTATION
STRATEGY

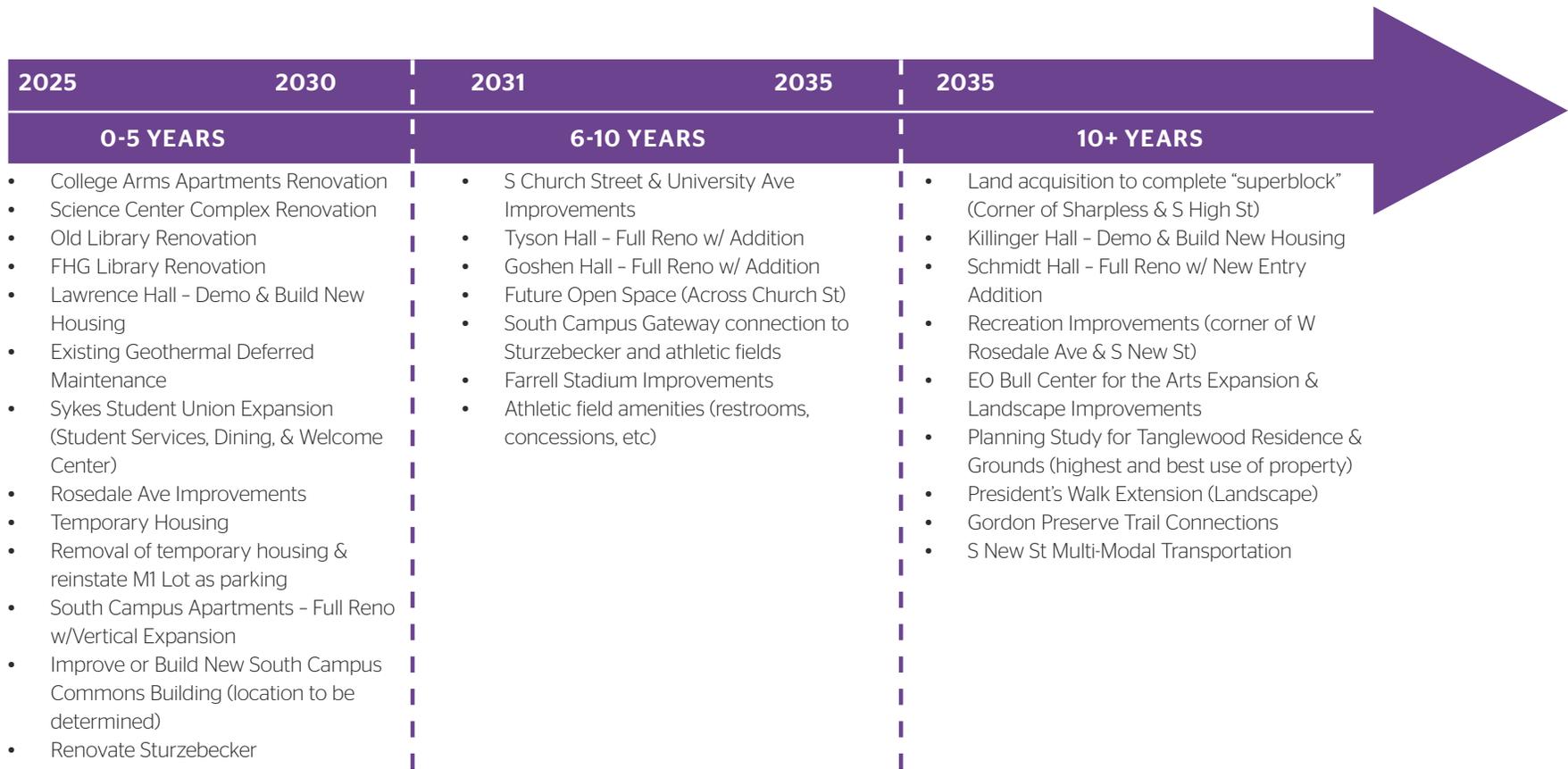
A. TIMELINE OVERVIEW

Construction and renovation timelines for student housing expansion projects are the primary determinants for overall master plan project implementation. The chart below indicates the strategy to increase the number of beds on camp over the next decade.

The following sequencing of recommended projects outlined in the master plan can be subject to the availability of funding, changes to project priorities or other factors that impact the development of projects.



Housing Implementation Timeline



[CMP Project Implementation Timeline](#)

*The following campus support projects which are not included in the above timeline can be implemented at any time

- 210 & 220 East Rosedale
- Maintenance Garage
- 201 Carter Utilization
- 204 Carter vacant
- Alumni & Foundation Center
- 887 Matlack - relocate public safety

PROJECT SEQUENCING (0-5 YEARS)

1. South Campus Apartments, with the intent for all beds to be online within 6 years. During the last year, temporary housing can be taken down and areas returned to use as surface parking.
2. South Campus Commons (alternate location 2A)
3. Sturzebecker Renovation
4. New Lawrence Hall, including decanting existing Lawrence Center programs, new beds, student support services, café and recreational space.
5. Science Center Complex Renovation
6. Old Library Renovation
7. FHG Library Renovation
8. College Arms Apartments Renovation
9. Existing geothermal deferred maintenance
10. Rosedale Avenue Gateway and improvements including traffic calming at pedestrian crossings, landscape, signage, and a new signal at intersection of W Rosedale and S New Street.
11. Renovation and expansion of Sykes Student Union to include included Dining, Student Support, Welcome Center and Admissions.
12. Temporary Housing
13. Remove temporary housing & reinstate M1 Lot as parking

CAMPUS SUPPORT PROJECTS*

*Campus support projects can be implemented at any time

- 210 & 220 East Rosedale
- Maintenance Garage
- 201 Carter Utilization
- 204 Carter vacant
- Alumni & Foundation Center
- 887 Matlack - relocate public safety





North Campus

PROJECT SEQUENCING (6-10 YEARS)

1. South Campus Gateway, including connecting paths linking the proposed Commons Building to Sturzebecker Health Sciences Center and athletic fields.
2. Farrell Stadium Improvements.
3. Athletic Field Amenities.
4. Tyson Hall Renovation w/ Addition.
5. Goshen Hall Renovation w/ Addition.
6. S Church Street & University Ave Improvements, including conversion to pedestrian way.
7. Future Open Space adjacent to the new Welcome Center Plaza along Rosedale Avenue.





North Campus

PROJECT SEQUENCING (10+ YEARS)

1. S New Street Multi-modal campus connector (bike lane & signage).
2. Trail connections at Gordon Environmental Center.
3. Schmidt Hall Full Renovation & New Entry Addition
4. Recreation Improvements at the corner of S New Street and W Rosedale Avenue.
5. Demolition of existing Killinger Hall and construction of new Killinger Hall for housing.
6. Land Acquisition for properties at the corner of Sharpless and High Streets.
7. President's Walk Extension (Landscape)
8. E.O. Bull Center for the Arts Expansion & Landscape Improvements.
9. Planning study for President's Walk and Tanglewood Residence & Grounds.





North Campus

**EWING
COLE**

WCU
**WEST CHESTER
UNIVERSITY**

**EWING
COLE**

OJB

CVE ChesterValley
ENGINEERS

TRD

P-O-R-T-E-R Khour Consulting
Foodservice Planning & Design®
Social Architecture™

**BECKER &
FRONDORF**
project management + cost estimating

pfm

WATCHDOG
REAL ESTATE PROJECT MANAGEMENT