



ARCHITECTS AND PLANNERS, P.C.

# Campus Master Plan Update



February 2008



## Introduction

Cecil College's Campus Master Plan was envisioned as a living document that would be adjusted over time to reflect the changing needs of this vibrant institution. The Master Plan was adopted in January 2006 by the College's Board of Trustees. Since then much has been accomplished toward realizing the vision set out in the Plan. This Master Plan Update, prepared by JMZ Architects and Planners, P.C., highlights the many important steps the College has taken since 2006, identifies new issues that have emerged over the past two years, and provides recommendations to help ensure the continued relevance of the Master Plan.

This Update was developed for the Cecil College Board of Trustees in February 2008 as an amendment to the Campus Master Plan dated January 2006.

### Update Process

The Master Plan Steering Committee was reconvened for a meeting on January 15, 2008 with Robert J. Joy and Tenée R. Casaccio of JMZ. College representatives who attended this meeting were:

- Dr. Stephen Pannill, President
- Walter C. Thompson, Board of Trustees, Chair
- Dr. Christine Valuckas, Vice President of Administrative Services
- Dr. Mary Way Bolt, Vice President of Academic Programs
- Dr. Diane Lane, Vice President for Student Services and Institutional Effectiveness
- Steven diFilipo, Vice President and Chief Information Officer
- Jeff Bauder, Director of Facilities
- Lisa Taylor, Assistant to the Vice President of Administrative Services
- Georganne Scott, Purchasing Associate
- Zachary Rothwell, Student Representative

The College provided JMZ with the following material to review in advance of the meeting:

- Master Plan 2006 - Deferred Maintenance Projects Planning Document FY 2007-2010
- Building Equipment Inventory dated June 2007
- Building and Property Values Owned by College
- Management's Discussion and Analysis (Financial Year ended June 30, 2007)
- Enrollment Summary 2003-2007
- 3-Year Graduation Candidate Report 2005-2007
- 2006/2007 Graduate Candidate Report
- Graduation Candidate List for August 31, 2007 Conferral Date
- Accelerated Studies for the Adult Professions (ASAP marketing packet)
- Academic Division Meeting (ranking of academic priorities dated May 17, 2007)
- Faculty/Staff Opinion Survey, Fall 2006
- Information Technology Review dated May 17, 2007, prepared by Kaludis Consulting

Subsequent to the Steering Committee Meeting, JMZ was given an electronic version of a presentation made by Marshall Craft Associates for the schematic design of the Physical Education & Activities Building project dated February 7, 2008.



**Name Change**

On July 1, 2007, the College officially changed its name from Cecil Community College to Cecil College to reflect the increased opportunities available through newly developed programs and exciting partnerships with 4-year institutions.

## Capital Projects

### Deferred Maintenance Projects

The College has made excellent use of the Facilities Maintenance Projects list developed as part of the Master Plan, particularly when preparing and submitting funding requests to the County. Master Plan project costs are updated before funding requests are submitted. A summary of projects completed since 2006 is shown below.

Project Name	Estimated Project Cost	Revised Project Cost	Completed FY 2007
<b>Site/Campus Infrastructure</b>			
Install Nature Trail Signage	\$3,400	\$11,435	\$12,000
Repair Nature Trails	\$4,200	Included	Included
Install Site Lighting	\$56,800	\$56,800	\$25,000
Install Generators	\$1,012,500	\$90,000	\$25,000
Replace Hot Water Heaters	\$12,700	\$12,700	\$12,000
Temporary parking area 100-150 spaces	New	\$65,000	\$10,000
<b>Arts &amp; Sciences Building</b>			
Repair Roof Awnings	\$6,800	\$3,000	\$2,000
<b>Technology Center</b>			
Install Energy Saving Solar Film	\$2,300	\$2,300	\$1,000
<b>Elkton Station</b>			
Connect Heating System to Emergency Generator at Elkton Station	New	\$25,000	\$25,000

A notable improvement was made in the approach to providing emergency power through individual, portable generators for four buildings on the North East Campus. While the units support only life safety functions, this approach was substantially more economical than the Master Plan's estimate for centralized emergency power. In the near term, the College plans to include a generator in the Physical Education & Activities Building renovation.

Erosion management and walkway replacement were recently addressed in the quad area. The nature trails have also been widened and now include benches. The new trail signage matches those used by the Maryland state park system.

Future campus site improvements, such as the new campus entry drive, may benefit from the traffic study being done for the proposed Technology High School next to the North East Campus.

Projects scheduled for completion in 2008 are as follows:

- General: Installation of lightning protection at all buildings.
- Arts & Sciences Building: Concrete walkway repairs will continue. This building is almost 15 years old, and although it was not emphasized in the Master Plan, a thorough renovation of this building is warranted.
- Community Cultural Center: Theater aisle lighting will be provided. The second floor HVAC system will be replaced. On-going renovation of this building is necessary to improve indoor air quality, energy efficiency, functional use, and to enhance technology.
- Technology Building: Cracked quarry tiles in corridors will be covered with carpet. While this condition was not apparent at the time of the Master Plan, it should be addressed in the near future.
- Library: Carpet will be replaced.

Since the Master Plan was completed, a detailed evaluation of the HVAC system in the Arts & Sciences Building was conducted by Carrier. Their recommendation to convert to a chiller system rather than a split system should result in energy savings. The replacement A/C system funding was approved by the County in the FY2009 Capital Improvement Program.

With the rising cost of energy, the College should continue to search for smart capital investments like this that will lower operational expenses. In general, HVAC systems upgrades should be a top priority for the College, as they tend to pay dividends over time and quite often result in improved indoor air quality. When evaluating system replacements, consideration should be given to sustainable technologies.

As suggested in the Master Plan, sprinkler systems will be provided as buildings are renovated.

The diligent work of the Facilities Department over the past two years is reflected in faculty and staff surveys that show increased satisfaction with the physical environment.



PE&A Building: Progress Drawings  
(courtesy of Marshall Craft Associates)

### On-Campus Capital Projects

As the Master Plan was being completed, the College had just finalized the purchase of several adjacent tracts of land. While the planning team visited the structures that stood on two of these parcels, there was no intention for the College to use these facilities. Since then, the dilapidated barn was removed for safety reasons, the house at 1192 North East Road was demolished, and the houses at 1140 North East Road and 1152 North East Road remain as is.

The design of the first major capital project to come out of the Master Plan - the Addition and Renovation of the Physical Education and Activities (PE&A) Building - is currently underway. The architects, Marshall Craft Associates, have developed an attractive design that is consistent with the functional intent of the Master Plan and will provide a critically important health, wellness and fitness facility for Cecil's students.



The extensive use of glass curtainwall systems will display the internal activities of the building and will create an appropriate complement to the more solid, punctuated facades of the academic buildings. The project also includes the creation of a 200-car parking lot on the north side of the building, along with the relocation of the College's soccer field and tennis courts. The \$21.7 million project is scheduled to be complete in 2010. The State and County have committed full funding for this project.

The next major on-campus project will be construction of the Student Center, although it is unclear at this time when funding will be in place to

initiate the project. At that time, the Facilities Maintenance Building will have to be relocated and the campus roadways and parking will have to be reconfigured as suggested in the Master Plan. The future site design should consider public transportation and related traffic flow.

The final design of the PE&A Building may affect the Master Plan site plan. Since the design of the PE&A Building is ongoing, it would be premature to modify the site plan for inclusion in this report. However, the site plan should be updated once the PE&A Building's design is finalized.

### **Off-Campus Capital Projects**

The College is in the process of moving MATLI (the truck driver training program) to an off-campus site. The proposed new location would provide good access for students and ample room for the physical demands of the curriculum.

Development at the Bainbridge site has slowed due primarily to the soft housing market. While the County has committed to funding design in 2009, it is likely that the State will lag behind. In the interim, the College will need to expand its North East Campus science labs to accommodate its growing enrollments. This growth has been propelled by the Science, Technology, Engineering & Math (STEM) program and partnerships with the University of Maryland Baltimore County (UMBC) and Cecil County Public Schools.



Concept sketch for the Bainbridge Campus



Elkton Station

## Enrollment and Programs

### Enrollment

Credit enrollment is up an average of 10%. This exceeds the State’s overall growth rate of 2-3% and has earned Cecil College the honor of being the fastest growing community college in Maryland. Of particular interest is the fact that the College is now enrolling more full-time, traditional students who are seeking a true college experience. This has put added pressure on the College to provide facilities that support student life, such as recreation, food service and housing. Evening enrollment is also up, and Elkton Station is seeing increased utilization for credit courses.

Non-credit enrollment dipped slightly. Many low enrollment courses have been eliminated, which has resulted in a realignment of classroom assignments.

Non-credit enrollment is expected to regain strength in the coming year as the efforts of the new leadership in this area of the College are realized. As credit enrollment has soared, the practice of enrolling credit and non-credit students in the same course is not as prevalent as it was two years ago.

### Academic Programs

Accelerated degree options are now available in Social Work in collaboration with Salisbury University and in Leadership and Management with the help of Wilmington College. The College developed materials to market these “Accelerated Studies for the Adult Profession” in a creative campaign called “ASAP.” (The exceptional work of the College’s marketing department was recognized with a Gold Medallion Award from the National Council for Marketing and Public Relations.)

The University of Maryland - Baltimore (UMB) is bringing a Dental Hygiene program to Cecil County, but it is not expected to impact Cecil College’s physical space.

The design of the Physical Education and Activities Building currently includes space for a Physical Therapy Assistant program. Given the extensive regulations and high cost of this program, the College is carefully developing a business plan and may decide to partner with a Baccalaureate or







community college institution. The design also includes two new general classrooms and space for a Fitness Training program – a non-regulated, low cost program. A focus on life-long fitness and wellness is a trend that has served many colleges well in their efforts to attract additional students to their campuses.

The College has also committed to a Horticulture Program but the facilities implications are not yet known. As the Cecil County Public Schools creates and builds a new Technology High School, Cecil may be able to use their horticulture facilities, as well as other spaces in the evenings and on weekends. Similarly, the space needs are being evaluated for a Biotechnology degree that the College is working on with UMBC.

Interest in Environmental Science courses is increasing, so the College is offering them twice a year rather than just once. In fact, sustainability is discussed much more on campus than it was two years ago. Although the College has made a commitment to incorporate sustainable products and design into its facilities, the “green” certification of capital projects is still a funding challenge.

The planners conducted a brief review of degrees and certificates by program.

- The Law Enforcement program, which is offered in collaboration with the County, currently enrolls 40 students and is quite successful. However, the success of the program is not reflected in the degree and certificate completion numbers, as many of the students quietly leave to take jobs or graduate under General Studies for transfer purposes.
- Visual Communications continues to grow and bring recognition to the College.
- The Health Professions remain strong.

## Space Utilization

### Scheduling

The Master Plan suggested that efficiencies in the use of instructional space may be realized if a computerized room scheduling system were employed. Room scheduling at the North East Campus is still done manually, but at Elkton Station they are exploring the use of Microsoft Outlook for room scheduling.

Despite the lack of a computerized scheduling system, the College has been creatively scheduling spaces to maximize utilization. For example, the Math Lab in the Arts & Sciences Building is now open from 11:00 A.M. to 4:00 P.M. on Sundays and is also being utilized for assessment testing. The use of Science Labs on weekends is being discussed as well.

The accelerated degree programs and late starting sessions have been excellent ways for the College to maximize the use of its existing facilities and increase enrollment. The semester has been expanded to 18 weeks, allowing for two 9-week sessions in addition to the traditional full-term session. Each 9-week session offers a full complement of courses, thus doubling the College's potential FTE enrollment. The "late starts" allow the College to backfill spaces that become available when regular full-term courses are cancelled. These spaces would otherwise lay vacant for the remainder of a semester. While students reportedly prefer the 9-week sessions, this creative approach to scheduling may trigger a need to review faculty contract teaching schedules.

### Space Issues

With rapidly rising enrollment, the development of new programs, and the time it takes to secure funding, design and construct new facilities, it is no wonder that many of the space pressures identified in the Master Plan have been exacerbated in the past two years. As anticipated, the most acute needs are in the areas of science and technology, particularly the issues that would be addressed in Phase 2 of the Master Plan or through the construction of the Bainbridge Campus and its biotechnology and engineering labs.

ASAP



Pod-style Laboratory Tables

### Science

In FY2007 the College renovated a classroom for biology lab instruction. In addition, a traditional classroom and adjacent office space on the fourth floor of the Arts & Sciences (A&S) building is proposed to be transformed into a Biology Lab – a need recognized in the Master Plan. Like many community colleges, Cecil is wisely planning for computer use and team work in pod-style benches in this new lab. The existing Chemistry Lab with upper racks that obstruct student visibility is outdated and should be refurbished to reflect current science instruction pedagogies.

The Master Plan also described the need to expand the Physics Lab in the A&S Building. The space next to it that was identified for potential expansion has been converted to an Anatomy & Physiology Lab. Therefore, there is still a need for an appropriately sized Physics Lab. There is also a need for an Engineering Lab. Since the Electronics program is being phased out, the space it vacates on the third floor of the Technology Building may make a suitable home for Engineering/Physics.

Biotechnology and Genetics courses will initially be offered on campus in the A&S Building and will require a small dedicated prep room for DNA isolation. These courses will eventually be relocated to Bainbridge, but that is not expected to be possible until 2012 at the earliest.

### Visual Communications

The Master Plan recommended relocation of the Visual Communications program from the first floor of the A&S Building to a more generous and visible space in the Technology Building that will be vacated by others when the new Student Center is constructed. However, since the Student Center project is still well in the future, the needs of this growing program will be difficult to meet.

### General Instruction

The College reports a need for a large instructional space. Nursing, for example, has combined class meetings for 70 students and there is only one place on campus that can appropriately accommodate instruction of this many students at one time.

The Social Work accelerated degree program requires one dedicated classroom four nights per week. This is not an issue during the summer session, but spring and fall are expected to be problematic. These existing and future partnerships, such as the collaboration with UMBC in summer 2008, will be a classroom space management challenge.

#### Faculty Offices

As enrollment continues to grow and more faculty is hired, there will be an increasing demand for faculty office space. Space recently vacated by County Economic Development staff on the ground floor of the Technology Building and the possible relocation of the MATLI staff on the fourth floor of the A&S Building may help alleviate the current and short-term need for faculty offices.

#### Study Space

There continues to be a demand for individual and group study spaces. As the College attracts more traditional-age students, there will be a growing need for informal gathering spaces for students to meet and socialize. Since the College does not yet have a Student Center to house these social functions, the Library and Technology Building lounge are being used more extensively. While modern college libraries no longer expect absolute silence, inappropriate social use can make it difficult for students to find quiet study space and group study rooms to collaborate with their peers on academic assignments. This was identified as a high priority by the Academic Division faculty at their May 2007 meeting.



The existing Library

#### Summary

While the College has done a commendable job of adjusting space within the confines of the existing buildings, a satisfactory solution to the most pressing academic space needs may not be possible until the Student Center, Facilities Maintenance Building and new entry road are constructed. This combination of projects should be the College's top priority for State funding after the Physical Education & Activities Building.



Pressure to convert standard classrooms, like the one shown above, into “smart” classrooms will likely continue.

## Information Technology

An extensive independent Information Technology Review was completed in May 2007 in preparation for new College leadership in this critical area. The comprehensive report includes recommendations for immediate priorities, intermediate-term initiatives, and long-term goals for the College to consider.

The College’s growing enrollment is placing demands on the current IT infrastructure. The campus has seen substantial growth in the use of data and voice-over Internet protocol. Changes in instructional technology are driving the demand for more “smart” classrooms and broader use of various on-line sites, such as YouTube. For this to work effectively, the College will need a single, integrated Wide Area Network with appropriate security measures for students, administration and staff. A clean access system will also be needed to scan student devices for virus protection purposes. If a student does not have the required level of protection, he or she should be able to download it for free.

The intent is to move toward an Application Service Model for web-based services, as it is apparently less expensive to outsource this service than to provide in-house support. The Internet service provider (ISP) is reportedly not satisfying the College’s needs for growth and new IT initiatives, so a new ISP is being considered.

There are several other IT issues that will be addressed in the near future:

- There is a reported need to stabilize Local Area Networks on the campus.
- Most College software is current, but there is no policy in place for refreshing older software.
- The College is working on a plan to inexpensively convert any room to a video/teleconferencing room.

The IT “head end” equipment will potentially be relocated to the redesigned PE&A Building and could be connected to a new emergency generator. The IT offices will remain in their current location.

The College is in the process of establishing an approach to security for the PE&A Building. Once this is determined, it will set the general direction for security on future projects. Given the tragic events that have taken place on college campuses in the past year, the need for security systems at entrances and telephones in classrooms cannot be overemphasized. In addition to the need for upgraded technology in classrooms, security was also a priority set out by the Academic Division at the College.

## Master Plan Update Recommendations

- Actively pursue funding for the next phase of projects on the North East Campus (Student Center, Facilities Department and new entry road).
- Secure funding for the Bainbridge Campus development to meet the growing need for biotechnology, physics, and engineering programs.
- Complete deferred maintenance projects identified in the Master Plan. Add new projects as conditions change.
- Treat HVAC systems upgrades and replacements as a high priority, especially those that reduce energy.
- Refurbish older buildings (A&S and Community Cultural Center).
- Consider discontinuing low-enrollment courses to free up space for new or growing programs.
- Secure funding for a computerized scheduling system.
- Evaluate the benefits of 9-week sessions and make adjustments as necessary to insure student success and faculty acceptance.
- Carefully consider the facilities implications of new programs and new partnerships.
- Work toward space solutions for the following issues:
  - Science lab and support space
  - Visual Communications department relocation and expansion
  - Larger general instruction rooms
  - Dedicated classroom space for University partners
  - Additional faculty offices, perhaps in recently vacated space
  - Student study space
- Implement a plan and secure funding to address the recommendations in the IT Review, particularly those items that impact instructional technology and student access.
- Give special attention to campus safety and security.