CUA

The Catholic University of America

Washington, D.C.

2012 CAMPUS MASTER PLAN

APRIL 2012

Letter from the President

To The Catholic University of America and the Citizens of the District of Columbia,

I consider it my distinct privilege, as President of The Catholic University of America, to share The Catholic University of America *2012 Campus Master Plan* with you. This planning document --- the result of great effort on the part of many --- presents the foundation for our anticipated, continued enhancement of The Catholic University of America campus environment.

The Catholic University of America was established in 1887 by the Catholic Church in the United States as a graduate research center, modeled after the great European universities of the nineteenth century. Dedicated to the advancement of learning in the light of Christian revelation, the University is home to 12 schools and 21 research facilities. Today our institutional mission extends to graduate and professional studies, as well as our fully integrated undergraduate program.

Our community of research, teaching, and learning exists to serve the Church, the Washington metropolitan area, the nation, and the world. During the past fourteen months the University has developed a *Strategic Plan* to implement its vision for the future. Our *Strategic Plan* sets forth over 200 specific actions to assist in achieving the University's four goals, which seek to 1) promote the distinctive Catholic culture of the University; 2) strengthen academic excellence; 3) enhance the student collegiate experience; and, 4) improve the experience of work. Our *Campus Master Plan*, developed in tandem with our *Strategic Plan*, addresses improvements to our facilities and landscape to support these goals.

The University's commitment to excellence in Catholic higher education entails teaching our students to value the great Catholic tradition of art and architecture, the natural beauty of our surroundings, and the importance of sustainability in our use of resources. We also seek to cultivate an appreciation of our place in the history and character of the great city that is our home. In pursuit of these ends, our *Campus Master Plan* includes initiatives to highlight our historic buildings, increase green space on campus, and improve sustainability. We believe that these efforts will benefit the experience of our students, faculty, and staff, as well as our neighbors in the Brookland area.

Our *2012 Campus Master Plan*, developed through careful reflection, broad consultation, and community engagement, celebrates our institutional character, mission, commitment, and tradition. In developing the *Strategic* and *Campus Master Plans* we have sought to integrate and balance responsible growth, change, and management of all our institutional programs – academic and otherwise – with the parallel evolution of our physical assets. We have renewed our commitment to provide facilities that support the intellectual, cultural, and spiritual life of the campus community through improvements that are respectful of our neighborhood environment.

As President of The Catholic University of America, and on behalf of the entire campus community, I pledge our best efforts to fulfill our unique yet timeless mission in a way that will continue to be a source of pride and satisfaction to the members of this community and to our city.

Sincerely yours,

John Garvey
President

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1.0 Introduction

1.0 Introduction

The Campus Master Plan, hereinafter referred to as the 2012 Master Plan, is a District of Columbia mandated document revised periodically that focuses on how the physical campus will be modified over time to best support the future vision of the University. Its present iteration, the 2002 Master Plan, was written in April of 2002 and approved by the D.C. Zoning Commission in May 2003.

The 2012 Master Plan illustrates a vision of the University well beyond the 15-year mandate. It looks forward to what the University's campus may be 20, 30, even 50 years from now so that as opportunities for growth present themselves, they are implemented in a thoughtful and cohesive manner.

The ultimate implementation of the 2012 Master Plan is based on the goals, objectives, initiatives, and priorities set forth in the University Strategic Plan. The Office of Facilities Planning and Construction evaluates each building proposal with respect to compliance with both the Master and Strategic Plans before initiating any new building or renovation projects.

1.01 The Catholic University of America's History and Mission Statements, Aims and Goals

1.01.1 The Catholic University of America's History

In 1887, Pope Leo XIII issued a letter of approval to Cardinal James Gibbons of Baltimore that placed the University "under the authority and protection of all the bishops of the country." Through its ecclesiastical faculties and its mission to promote scholarship and research within the context of Catholic intellectual life, the University maintains a relationship to the Holy See and the American Episcopacy that is unique among American institutions of higher education.

Since admitting the first graduate students in 1889 and the first undergraduates in 1904, The Catholic University of America (CUA) has forged a solid educational tradition based on its Catholic mission. The Catholic University of America was one of the earliest universities in the United States and the first Catholic university to offer the doctorate, awarding its first two in 1895. In 1900, the University joined 12 other doctoral-granting universities to form the Association of American Universities (AAU).

Today, The Catholic University of America maintains its commitment to graduate education and strives with renewed effort to be an international center of scholarship, where the pursuit of human knowledge is carried out in the best tradition of Catholic intellectual life. In addition to doctoral and other graduate and professional programs, the University continues to provide an undergraduate education grounded in the liberal arts, providing a firm foundation in philosophy and religion in the pursuit of knowledge. The University uses its graduate, scholarly, and professional resources, as well as its distinctive identity to provide undergraduates with an excellent education and a collegiate culture attuned to them.

The Catholic University of America has always adapted itself to meet the educational needs of its time. As a result, the University is presently well suited to meet its research, teaching, and service challenges through commitment to scholarship, the competencies of its faculty, the wide arc of its Catholic tradition, and its location in our nation's capital.

1.01.2 The Catholic University of America's Mission

As the national University of the Catholic Church in the United States, founded and sponsored by its bishops with the approval of the Holy See, The Catholic University of America is committed to being a comprehensive Catholic and American institution of higher learning faithful to the teachings of Jesus Christ as promulgated by the Church. Dedicated to advancing the dialogue between faith and reason, The Catholic University of America seeks to discover and impart the truth through excellence in teaching and research, all in service to the Church, the nation, and the world.

Aims and Goals of the University

As stated above, The Catholic University of America was founded in the name of the Catholic Church by Pope Leo XIII and the bishops of the United States of America as a national institution of learning. Given its origins and the historic role of its ecclesiastical faculties, CUA has a special responsibility to the Church in the United States. It is called to be an intellectual center of the highest quality, where the relation between revealed truth and human truth can be examined in depth and with authority. It seeks, moreover, to do this in the light of the American experience. The Catholic University of America is best described as a scholastic community that comprises faculty and students, whose focus is to discover, preserve, and impart the truth in all forms with particular regard to the needs and opportunities of the nation. CUA accomplishes this by engaging in discussions on public policy and thus provides the University with opportunities for influencing the resolution of crucial issues of our time. CUA welcomes the collaboration of all scholars of good will who, through study and reflection, contribute to these aims and goals in an atmosphere of academic excellence where freedom is fostered.

Similarly, CUA seeks to be of service to the Church, not only through preparation of clergy and other leaders for specific roles in the Church, but also through factual investigations and discussions of principles which influence policy. Thus, in dialogue and cooperation with contemporary society, The Catholic University of America is faithful to the challenge proposed by the Second Vatican Council for institutions of higher learning, namely, to put forth every effort so that "the Christian mind may achieve…a public, persistent, and universal presence in the whole enterprise of advancing higher culture". *(Gravissmum educationis,n.10).*

To serve its graduate, undergraduate and professional students, CUA desires to cultivate and impart an understanding of the Christian faith within the context of all forms of human inquiry. It seeks to ensure intellectual and academic witness to Christian inspiration in individuals and the community, and to provide a platform for continued reflection upon the growing treasure of human knowledge in the light of Christian faith. As such, CUA has a unique responsibility to serve and promote Christian thought and education. CUA simultaneously accepts the standards and procedures of American institutions and seeks to achieve distinction among its peers in the American academic community. In particular, it seeks to maintain a position of special excellence in the fields of theology, philosophy, and canon law.

1.02 Academic Programs Offerings

The Catholic University of America is fully accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools, which during its most recent review affirmed the University's accreditation through 2020. The University comprises 12 schools, in order of their founding: School of Theology and Religious Studies, School of Philosophy, School of Canon Law, Columbus School of Law, School of Arts and Sciences, School of Engineering, School of Nursing, National Catholic School of Social Service, Benjamin T. Rome School of Music, School of Library and Information Science, Metropolitan School of Professional Studies, and the School of Architecture and Planning. Eight of the schools offer Doctor of Philosophy degrees or other professional doctoral degrees, and three of the remaining schools also offer appropriate terminal master's degrees.

Undergraduate degrees are awarded by eight of the schools: Philosophy, Arts and Sciences, Engineering, Nursing, Social Service, Metropolitan, Music, and Architecture and Planning. Undergraduates combine a liberal general education curriculum within concentrated major fields of study or professional requirements. The University Honors Program offers multiple tracks of academic enrichment that complement the various major fields of study. The Metropolitan School provides programs of academic excellence that are accessible for working adults.

The Catholic University of America is distinguished by its commitment to the Catholic intellectual tradition as well as its uniqueness in that it is the only American university with ecclesiastical faculties granting canonical (i.e., accredited by the Vatican Congregation on Education) degrees in Theology, Philosophy, and Canon Law.

Campus research centers and facilities currently include: Architectural Practice Research Project; Center for Advancement of Children, Youth and Families; Institute for Astrophysics and Computational Sciences; Catholic Biblical Association; Institute for Christian Oriental Research, Center for Medieval and Byzantine Studies; Center for the Study of Culture and Values; Center for the Study of Early Christianity; Cognitive Science Laboratory; Center for Law, Philosophy and Culture; Center for Spirituality and Social Work; Center for International Social Development; Latin American Center for Graduate Studies in Music; Institute for Public Research and Catholic Studies; and the Vitreous State Laboratory.

1.03 Service to the Community

Service teaching and learning are integral parts of The Catholic University of America's mission. In a typical year, academic and administrative units of the University conduct more than 200 separate community service activities. Upon graduation, between 70 and 78 % of graduating seniors have participated in some form of community service or volunteer work. Outreach projects and programs are encouraged institutionally as an integral part of the collegiate experience as well as the University's mission. During the current academic year, 2011-2012, the University has launched the Cardinal Service Commitment to commemorate the 125th anniversary of its founding on April 10, 1887. This initiative challenges students, faculty, staff, and alumni to perform 125,000 hours of service before April 2012, the University's 125th anniversary.

The University actively develops partnerships between its students and the neighboring community that foster both student commitment to service and provide a tangible benefit to the community as a whole. For example, through the Catholic University Design Collaborative and the Urban Design Institute, the School of Architecture and Planning provides architectural services to nonprofit and community groups in the District of Columbia. Past projects have included a complete redesign of the Stuart-Hobson Middle School Library and Archives, as well as designs used in local high schools such as Eastern, Woodson, and Ballou.

Through the work of Columbus Community Legal Services, which is part of the Columbus School of Law, CUA operates the area's leading legal services clinic focused on reducing domestic violence and providing advocacy for the elderly. Students working in the clinic provide more than 24,000 hours of legal services and community education annually to low-income D.C. residents. Similarly, the University places nearly 200 students from the National Catholic School of Social Service and more than 300 undergraduate and graduate students from the School of Nursing in area hospitals, homeless shelters, schools, mental health clinics, and family and children's service agencies annually where they provide various services to a diverse group ranging from infants to the elderly.

Institutional dedication to service, however, extends beyond the traditional outreach projects and programs As a national institution committed to a strong local presence, the University utilizes all of its assets including its facilities and more important, its core of dedicated faculty and staff to address issues of local, regional, and national concern.

The University has taken a leadership role in urging continuous improvement of emergency prevention, preparedness, and response through communication with D.C. area university consortiums as well as local and federal agency coordination teams. CUA maintains integrated emergency prevention, preparedness, and response plans for potential threats or acts of man and nature. The tragic events of September 11, 2001, prompted a formal review of plans and implementation measures to ensure internal preparations and responses remain thorough and sound. While CUA has long-established, collaborative relationships with the D.C. Metropolitan Police and Fire Departments and other District agencies, the University's administration actively seeks opportunities to expand collaborative partnerships to benefit the broader community.

Catholic University makes it clear to its students that they accept certain responsibilities as members of the CUA community, including the obligation to practice responsible citizenship and to respect the rights of others both on and off campus. The University holds students accountable for off-campus behavior and collaborates with the Metropolitan Police Department and community leaders in addressing concerns that are brought to its attention. Action is taken when the University has evidence supporting a disciplinary action, such as when a student violates CUA's Code of Student Conduct. In 2000, the University created the "Expectations for Student Off-Campus Behavior and Living" policy which enables it to exercise disciplinary jurisdiction over students living on and off campus more effectively. The University takes all disciplinary concerns very seriously.

CUA has been actively involved in building relationships with local establishments and the Alcoholic Beverage Regulation Administration since September 2006. The University promotes responsible drinking for those of legal age and does not tolerate underage drinking. Specific guidelines are followed when a drinking infraction occurs. The Associate Dean who is responsible for overseeing the Alcohol and Other Drug Education program (AODE) notifies local establishments of the infraction. In turn, the Office of the Dean of Students (DOS) encourages local establishments to contact DOS if they encounter inappropriate alcohol consumption by CUA students on their premises.

Since 2006 the DOS has:

- Collaborated with the Alcoholic Beverage Regulation Administration through the D.C. Double Check 101 program
- Assisted the Alcoholic Beverage Regulation Administration and Metropolitan Police Department in closing a local establishment by tracking and reporting alcohol-related incidents involving CUA students at that location
- Entered into two voluntary cooperative agreements with local establishments
- Assisted University of Maryland College Park Police in closing a local establishment, by tracking and reporting incidents involving CUA students that occurred at the establishment in question

Promoting responsible environmental stewardship is a University priority. Students, faculty, and staff work together on the CUA Environmental Awareness Initiative. Through this collaborative program, the University has been partnering with a certified District-based disadvantaged minority vendor (ARC) for years. In addition, the University has been a leader in environmental protection. For example, through the generous support of Edward J. Pryzbyla, a CUA alumnus now deceased, and the help of Casey Trees, the University has planted over 300 additional trees on campus during the period covering the current Master Plan. In 2002, CUA was the first University in the Washington area to purchase a portion of its electricity from regional wind power projects. In 2008, the University received an Award of Excellence from the U.S. Environmental Protection Agency for its recycling efforts. In January 2009, CUA opened one of the first new LEED-compliant student residence hall in Washington, D.C., Opus Hall, which was subsequently LEED-certified. In December 2009, the University installed 1,000 solar photovoltaic panels on the rooftops of four campus buildings. In 2011, the number of solar panels was increased by 440. CUA's solar-power system is one of the largest in Washington, D.C., and is expected to generate more than 500,000 kilowatt hours of power each year.

The Brookland-CUA Neighborhood Improvement Partnership is further evidence of the University's collaboration with the community. This alliance brings together neighborhood and University members whose interests and talents are focused on beautifying public spaces and improving area signage to enhance the neighborhood's appearance.

An integrated transportation management program for the safe and secure movement and accommodation of human and material resources is essential to serve the campus and the neighborhood. CUA has an aggressive, integrated transportation management program to address ongoing needs and concerns.

1.04 Economic Contributions

The Catholic University of America is not only a local employer but also utilizes local goods and services which make it a major contributor to the local economy. Various calculations to gauge the University's impact on the local economy through its business activities and its students have been performed.

According to a study completed for the fiscal year May 1, 2010-April 30, 2011, the University provides approximately $28.8 million per year in salaries, wages, and fringe benefits to employees residing in the District of Columbia. The University's combined materials, services, and capital expenditures total approximately $22.0 million annually, with approximately $4.2 million to District-based businesses. An additional $1.3 million in taxes for expenditures and income tax is paid to the District of Columbia.

Approximately $4 million in financial aid is awarded to students residing in the District of Columbia to help offset the cost of attendance at the University. As a research institution, the University generates approximately $18.1 million in direct funds to the local area for sponsored research and millions of dollars in local revenue by its students and summer conference attendees.

As the University conducts its daily business, it seeks to continue to employ and contract with District-based individuals and organizations. To increase local employment opportunities, University positions have been listed with the D.C. Department of Employment Services. In addition, the University participates in local job fairs and D.C.-specific job fairs to encourage D.C. residents to apply for University positions.

Facilities construction and renovation create opportunities for purchased services, goods and supplies, as well as ongoing purchases once construction work is completed. The District government also collects fees from permits and bond issuances. CUA makes local capital expenditures for construction and equipment annually and continues to actively pursue and secure locally certified small and disadvantaged business participation.

2.0 Master Plan Overview

2.01 Campus Development History

The Catholic University of America Master Plan 1975-2000 was approved by the Board of Zoning Adjustment on October 6, 1975, in BZA Order No. 12002 for a 15-year term. In BZA Order No. 12308, dated April 13, 1977, the Board amended the plan to exclude the Varnum Campus and to approve certain interim uses for that campus. In BZA Order No. 13639, dated April 14, 1982, the Board approved an amendment to the plan that allowed for the use of three floors of an existing building as administrative offices for the President of the University. In BZA Order No. 14082, dated April 19, 1984, the plan was amended to change certain existing uses. Further in that order, the Board approved the construction of the athletic facility and a laboratory and classroom building for science and research activities. The Board approved the construction of eight low-rise dormitory buildings in BZA Order No. 14582, dated April 22, 1987.

The Catholic University of America Master Plan 1992-2002 was approved by BZA Order No. 15382, dated May 22, 1992, for a period of 10 years. This plan authorized construction of several buildings and indicated the phase-out of certain others. BZA Order No. 15382 allowed for a maximum enrollment of 7,500 full-time equivalent (FTE) students, projected to be distributed as 3,770 undergraduate and 3,730 graduate students. The maximum number of regular faculty and staff was projected at 1,710. A maximum of 1,939 parking spaces was to be provided on campus over the 10-year period of the plan to meet the projected maximum campus population, with a maximum FAR of 0.49 or gross floor area of 2,884,922 square feet.

In conjunction with the 1992 campus plan approval, BZA Application No. 15389 was also approved. This further processing case approved the construction of the Columbus School of Law facility. BZA Order No. 15389 allowed for construction, on the eastern portion of the campus, of a structure consisting of four stories and a height of 85 feet. This structure was eventually built to include a below-grade parking garage to accommodate up to 560 vehicles, serving the Law School and open to use by the entire campus community. The Columbus School of Law currently accommodates approximately 1,000 students and 100 faculty and staff.

There were several further processing cases approved under the 1992-2002 Master Plan. BZA Order No. 15922, dated April 15, 1994, was approved to allow the construction of new grounds maintenance and storage facilities near the intersection of Taylor Street and John McCormack Road, N.E. Pursuant to BZA Order No. 16316, dated January 22, 1999, the University was permitted to modify the approved plans for an addition to the North Dining Hall, and to construct a small storage facility. CUA obtained permission to place temporary manufactured housing units on the campus pursuant to BZA Order No. 16482, dated August 3, 1999. BZA Order No. 16534, dated February 9, 2000, granted the University permission to construct two new residence halls. These residence halls were occupied in fall 2001. In BZA Order No. 16613, dated December 8, 2000, the University obtained BZA approval to construct a university center to provide a central meeting and activities place for students, faculty, and staff. The Edward J. Pryzbyla University Center opened for students and administrative use in 2003.

The 2002 Master Plan was approved by Zoning Commission Order No. 02-20, dated May 23, 2003, for a period of 10 years. A limited update of the 1992 Master Plan, the 2002 Plan proposed no change to the enrollment cap of 7,500 FTE students or the faculty and staff cap of 1,710 approved in connection with the 1992 plan. Further, the 2002 Plan did not change the approved boundaries of the 1992 plan. The 2002 Plan authorized limited new construction and the phase-out of 165,846 square feet of existing building area. The Zoning Commission Order also set forth a maximum density of 0.44 FAR, well below the 1.8 FAR prescribed for the R-5-B Zone District and below the density of 0.49 approved by the BZA in the previous Master Plan.

There have been two further processing cases since the approval of the last Master Plan. In Zoning Commission Order 04-10, CUA obtained permission to maintain the temporary housing units situated in the center of campus immediately west of Centennial Village for an additional five years. Also, Zoning Commission Order No. 06-39 dated January 2007 granted the University permission to build a 402-bed dormitory facility. Opus Hall was opened in January 2009 and was the first LEED-certified student residence halls in the District of Columbia.

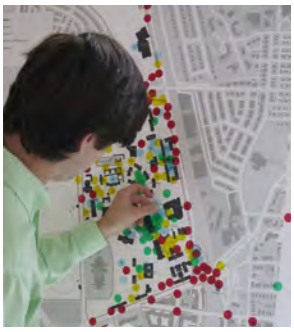
The campus was also expanded after the University acquired a large tract of property. In Zoning Commission Order No. 04-25 a 49 acre tract of land, formerly owned by the Armed Forces Retirement Home was annexed to the campus. This land is immediately west of the existing Main Campus and is bordered by Harewood Road, N.E. to the east, North Capitol Street to the west, the parking lot for the Basilica of the National Shrine to the south, and the former John Paul II Cultural Center to the north. When acquired the property was unzoned since it was formerly owned by federal government. In Order No. 04-25, the Zoning Commission zoned the property R-5-A, consistent with the Main Campus. The primary uses of the property are to provide areas of spiritual repose and facilities maintenance storage.

Other major projects, consistent with the 2002 Master Plan include: demolition of St. Bonaventure Hall and the former Bank Building in December 2007; full renovation of Keene Hall (now McGivney Hall) as an academic/office building completed in fall 2009; demolition of Conaty, Spalding, and Spellman Halls which allowed for the consolidation of all student residence halls onto the Main Campus in June 2011. The Zoning Commission approved the most recent amendment to the Campus Plan in December 2009 when it approved the removal of 8.9 acres south of Michigan Avenue from the University's campus. This parcel of land, formerly known as the South Campus, was approved for a mixed-used residential and retail development pursuant to Zoning Commission Order No. 08-24/08-24A-04-25.

Each of these cases was largely non-controversial. Historically, local citizens have supported the University's Master Plan-related actions.

2.02 Planning Process

The Catholic University of America Master Plan supports its future vision based on the distinctive character of Catholic higher education. Since its inception, the University has committed itself to engaging with as many faculty members, staff, students, alumni, neighbors civic and community leaders, as possible regarding its Master Plan. This collaborative planning process yielded the following Master Plan:



Observations and Analysis

During this phase, the data necessary to generate a realistic portrait of the University was gathered from extensive walking tours, community workshops, and submitted ideas and was then analyzed. This research and analysis helped to determine a set of goals and objectives reflecting the philosophies, culture, and setting of the University. These guiding principles, rooted in the University's Catholic mission and Strategic Plan, provided the foundation for the *Concept Framework Plan*.

Concept Development

The *Concept Framework Plan* was developed from the principles and information accumulated during the Observation Phase to establish a common vision for the development of the campus. Assuming a broad-brush stroke approach, similar to creating a sketch before a painting, the plan outlines the locations and relationships of open space, circulation systems, buildings, and focal points, capturing the essence of the campus and outlining the most elemental aspects of the Master Plan.

Campus Area Studies

During this phase of the planning process, scenarios for different areas of the campus were proposed, evaluated, and refined. These precinct plans focus on the Main Campus, clusters of residence halls, athletic facilities, campus edges, and vehicular and pedestrian connections.

Preliminary Plan

This stage reconciles ideas generated during the planning process, providing a tool for adjusting the Master Plan with campus and community input.

Final Plan

The *Final Plan* consists of documents and illustrations that assemble the work generated in previous phases. Specific campus guidelines are included to ensure future buildings and landscape designs are executed to support each part of the *Final Plan*. These guidelines include recommendations for massing, heights and specific positioning of future buildings, as well as a *Landscape Enhancement Plan* specifying guidelines for paths, vegetation, lighting, and outdoor furniture.

Public and City Involvement

A series of public forums were held in 2011 to vet the plan with stakeholders. Meeting invitations and Master Plan presentations were posted on the campus community relations website at http://community.cua.edu/ and were announced in publications as well as on other community websites. These open meetings fostered discussions of plan concepts among neighborhood residents, Advisory Neighborhood Commissions, civic associations, and community institutions. Community input was critical to defining the important issues.

Feedback during the process helped refine the Master Plan as follows:

- Balance on- and off-campus housing and student growth
- Find ways of decreasing pedestrian-vehicular conflicts at existing traffic intersections
- Build and increase interaction between the University and the neighborhood
- Increase pedestrian safety at campus edges
- Improve safety and cleanliness of Taylor Street, especially the wooded area
- Focus activity around Metrorail station
- Open activity centers to the community
- Maintain and celebrate the historic architecture of the campus
- Create more campus green space that can be shared and enjoyed by the University and the community.

2.03 University Planning Context

The Catholic University of America comprises a community of scholars deeply rooted in a tradition of Catholic of faith and values that serve as the foundation of its mission. The University's Strategic Plan designates four goals that are foundational to CUA's mission of excellence for the 21st century. They are:

Strategic Goal 1. Promote the Distinctive Catholic Culture of the University

Strategic Goal 2. Strengthen Academic Excellence

Strategic Goal 3. Enhance Student Collegiate Experience

Strategic Goal 4. Improve the Experience of Work

The 2012 Master Plan was developed as a facilities plan to support and respond to Strategic Plan priorities. The projected institutional facilities needed for the next 10 years and beyond to support academic, co-curricular, spiritual, residential, dining, athletic, recreational and essential support services, as guided by strategic decisions, were fundamental in developing the plan. The term *facilities*, is used to represent the variety of campus buildings, land, and environmental features, rather than limiting it to total buildings or additions. Replacement facilities for programs include practical reuses and relocation using existing facilities whenever appropriate.

The recommendations found in the 2012 Master Plan are the result of collaborative consultations, careful analyses of existing conditions, consideration of previous planning efforts, and incorporation of priorities set forth in the 2012 Strategic Plan. The University's Master Plan addresses fundamental institutional needs in a manner that is respectful of local community concerns and the surrounding neighborhood environment. The Master Plan also supports strategic initiatives as an essential element for the University to sustain a mission of excellence.

2.04 Enrollment and Personnel

Under 2012 Master Plan, CUA anticipates a maximum student enrollment of 8,750[1] full-time equivalent (FTE) students.

Background

In the 1990 Master Plan, CUA projected a maximum student enrollment of 8,000 FTE students by the year 2020. In both the 1990 and 2002 Master Plans, CUA agreed to a maximum enrollment of no more than 7,500 FTE students. Under the prior Plans, the FTE student enrollment was calculated by assigning a fraction to part-time students based on the number of credits they were taking compared to a full-time course load[2] as follows:

- Undergraduate Student FTE: the total number of semester credit hours awarded to undergraduate students divided by 15 semester hours
- Graduate Student FTE: the total number of semester credit hours divided by 9 semester hours.

See Application No. 15382 at 33 (Condition 5); Z.C. Order No. 02-20 (2003) at 10 (Condition 3).

Enrollment Methodology

Under the 2012 Master Plan, CUA will continue to calculate FTE student enrollment on a credit-hour basis, but will adjust its methodology to account for changes in program requirements (specifically, in the full-time course load for some students):

- Undergraduate Student FTE: total number of credit hours taken by undergraduate students divided by 12 semester hours.
- Graduate Student FTE: the total number of credit hours taken by graduate students divided by 9 semester hours.
- Law Student FTE: the total number of credit hours taken by law students divided by 12 semester hours.

The Zoning Commission has previously approved flexibility in adjusting the formula for determining FTE. See Z.C. Order No. 06-11/06-12 (2006) at 40 (Condition C-4(a)(ii)). Note that the change in method will increase the FTE value of each undergraduate student.[3]

[1]The CUA maximum enrollment has traditionally been calculated on an FTE basis; accordingly, for purposes of the Campus Plan, the CUA proposes its maximum enrollment based on FTE. The transportation study filed herewith, however, uses traditional head counts for its analysis per the request of DDOT.

[2]Accordingly, an undergraduate student taking 18 credits counts as 1.2 students (18/15), while an undergraduate student taking 6 credits counts as 0.3 students (6/15).

[3]Accordingly, under the adjusted FTE method, an undergraduate student taking 18 credits counts as 1.5 students (18/12), while an undergraduate student taking 6 credits counts as 0.5 students (6/12).

Total Number of Students

In fall 2011, CUA enrolled a total of 7,216 FTE students, including 4,544 undergraduate FTE students and 2,672 graduate FTE students.[4]

THE CATHOLIC UNIVERSITY OF AMERICA	
Planning, Institutional Research, Student Learning Outcomes Assessment	
FTE ENROLLMENT	
Fall 2006 - Fall 2011	
Fall 2006	6,493
Fall 2007	6,840
Fall 2008	7,064
Fall 2009	7,187
Fall 2010	7,316
Fall 2011	7,216

As demonstrated in the above chart, CUA has remained within the maximum number of students approved under the 2002 Master Plan, but is now approaching that limit. CUA expects continued growth in its student enrollment over the life of the proposed Master Plan. By fall 2027, CUA anticipates a total enrollment of 8,750 FTE students.

Faculty and Staff

Under the 2002 Master Plan, CUA projected a maximum faculty and staff population of no more than 1,710 faculty and staff based on headcount. CUA evaluated its compliance with its maximum faculty and staff population based on the number of full-time faculty, part-time faculty, and full-time staff and administrative employees, all based on headcount. Part-time staff were not counted. As of fall 2011, CUA employed a total of 1,698 faculty and staff based on the above method.

CUA has determined that notwithstanding past practice, part-time staff should also be counted. With part-time staff included, the total number of faculty and staff employed by CUA is 1,909.[5]
Going forward, the University will increase the maximum number of faculty and staff to approximately 2,130 by fall 2027. This increase from the cap in the 2002 Master Plan represents both (a) an adjustment due to the inclusion of part-time staff and (b) an increase in faculty and staff above current levels. This total includes all full-time and part-time faculty and staff employed by CUA, on a headcount basis.

[4] This was calculated pursuant to the proposed methodology.

[5] CUA currently employs a total of 1,909 faculty and staff, including: approximately 385 full-time faculty, 952 full-time staff and administrative employees, 361 part-time faculty, and 211 part-time staff.

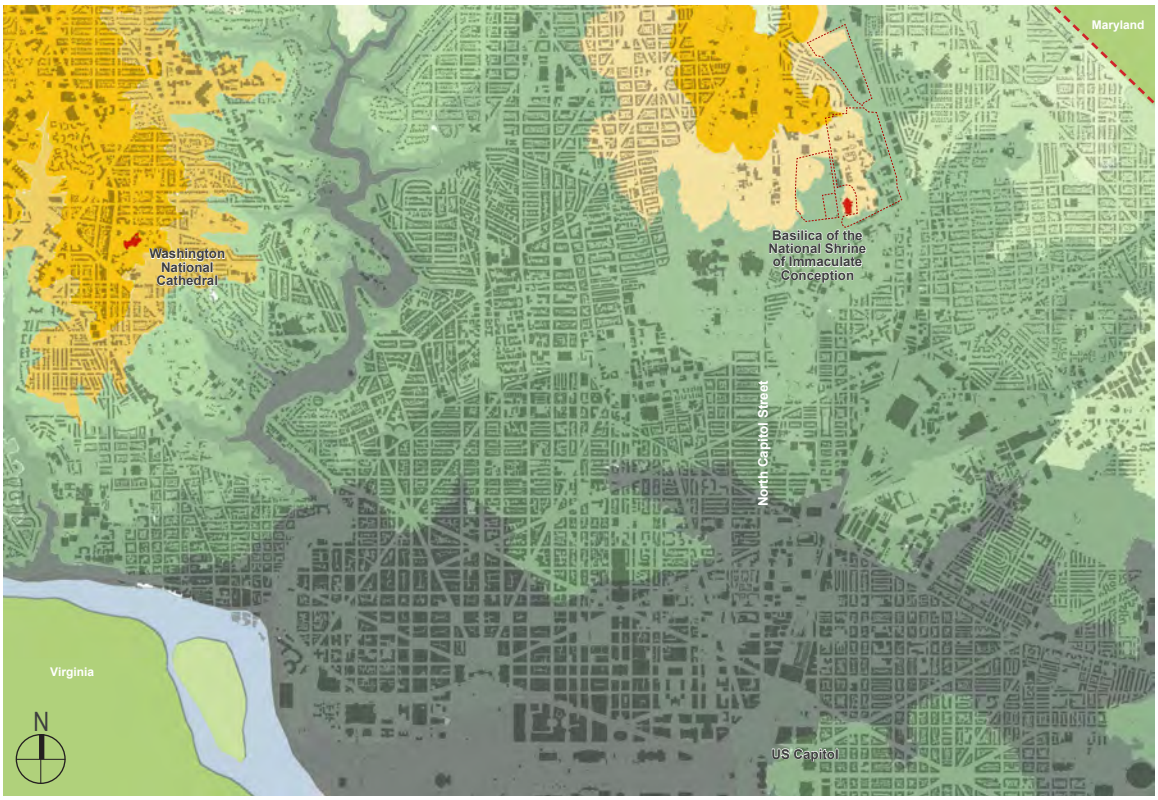
3.0 Existing Campus Overview

3.01 Campus Location

The University is located in Northeast Washington, D.C., on one of the hills encircling the city core. The site of a former Civil War fort, it is almost directly north of the U.S. Capitol Building. Exhibit 1 illustrates that with the acquisition of the West Campus, the University is directly east of North Capitol Street and bordered by North Capitol Street, Michigan Avenue, Taylor Street and John McCormack Road, with Harewood Road bisecting the campus.

The University shares its location with the Basilica of the National Shrine of the Immaculate Conception which is adjacent to CUA, is visible throughout the city, and serves as an important landmark and orientation point. The University is also within a few blocks of several major medical facilities, including the Washington Hospital Center, the Children's National Medical Center, the National Rehabilitation Hospital, and the Veterans Administration Hospital. Trinity Washington University, the former Pope John Paul II Cultural Center, the Armed Forces Retirement Home, as well as many other Catholic organizations, are also located in the vicinity. In addition to this concentration of large institutions, a network of green space extends north and south and includes Fort Slocum and Fort Totten Parks.

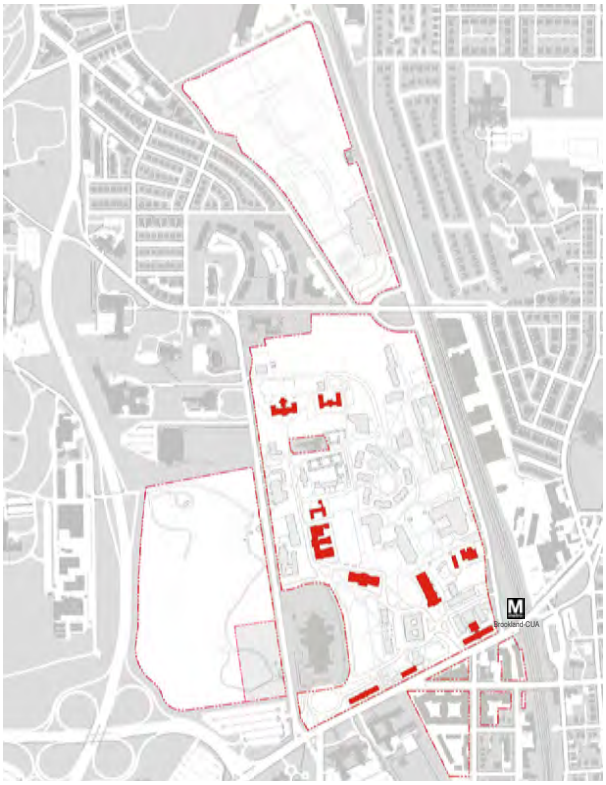
Small areas of commercial and residential uses are located around Hawaii Avenue across from the athletic complex and to the east near Michigan Avenue. The Brookland/CUA Metrorail Station is located near the intersection of John McCormack Road and Michigan Avenue, providing Metrorail access at the University's doorstep. Railroad tracks create a significant buffer between the campus and the adjacent Brookland neighborhood to the east.



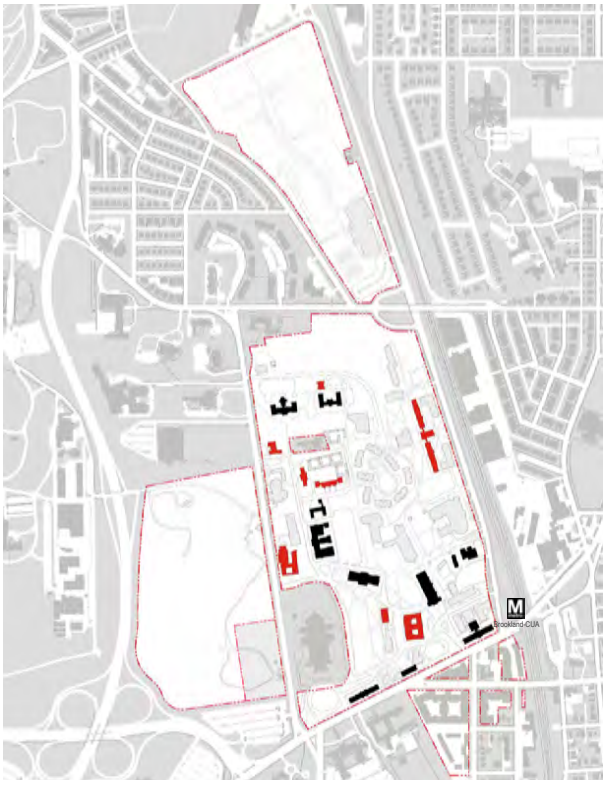
Regional context

Exhibit 1: Campus Location

3.02 Campus History



Campus development from 1888-1920



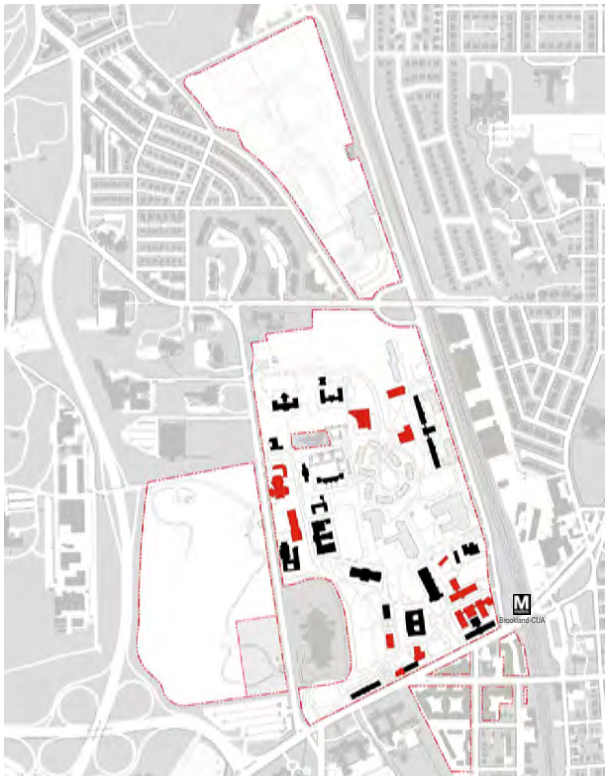
Campus Development from 1921-1950

Building Name	Year Built	Addition/Renovation
Caldwell Hall	1889	1960
McMahon Hall	1895	-
Marist Hall	1900	-
O'Boyle Hall	1900	-
Power Plant	1910	-
Gibbons Hall	1912	-
Father O'Connell Hall	1914	1959, 1962, 2010
Maloney Hall	1917	1926
Salve Regina Hall	1917	1920, 1924, 1967, 1985
Edward M. Crough Hall	1919	1989,1997

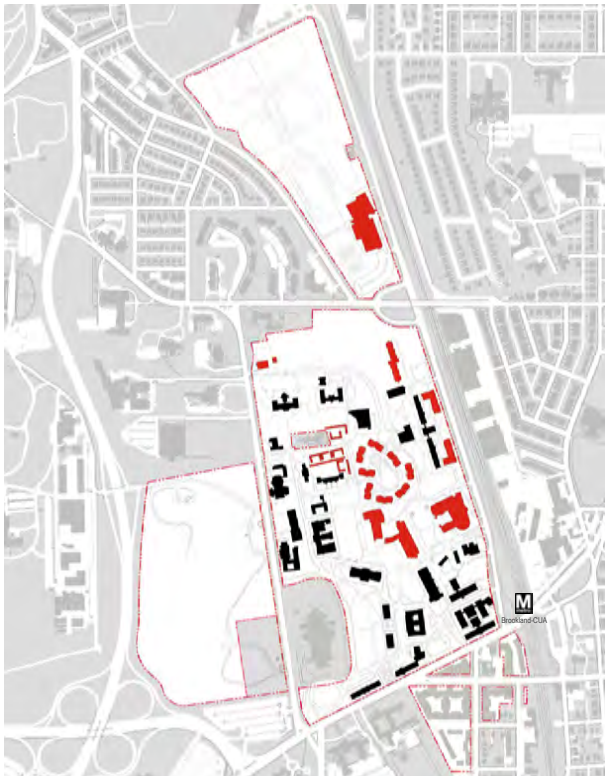
Building Name	Year Built	Addition/Renovation
Mullen Library	1925-1928	1958
Ward Hall	1930	1955, 1974
Marist Annex	1932	1999
Curley Hall + South	1939	-
Nugent Hall	1940	1948
Ryan Hall	1946	-
Regan Hall	1949	-
Shahan Hall	1949	-
St. Vincent de Paul Chapel	1949	1991

Existing Buildings

New Buildings



Campus development from 1951-1980



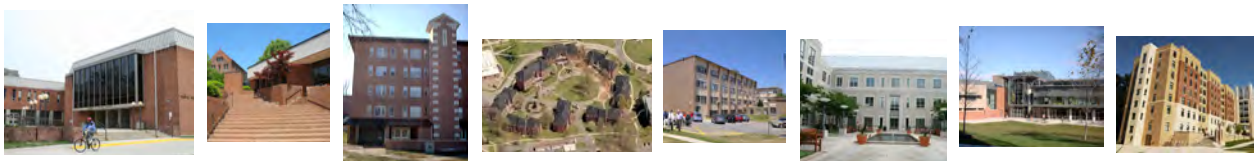
Campus development from 1981-Present

Building Name	Year Built	Addition /Renovation
McGivney Hall	1957-1958	2009, 2010
Father O'Connell East	1959	2010
McCort-Ward Building	1961	-
Gowan Hall	1961	-
Pangborn Hall	1961	-
Eugene I. Kane Student Center	1962	1999
Father O'Connell West	1962	2010
Flather Hall	1962	1997
Nursing-Biology Building	1966	-
Leahy Hall	1966	-
Hartke Theatre	1970	-
Aquinas Hall	1970	-

Building Name	Year Built	Addition/Renovation
Raymond A. DuFour Athletic Center	1985	-
Hannan Hall	1987	-
Centennial Village	1988	-
Columbus School of Law	1994	-
Curley Court	1999	-
Millennium North + South	2001	-
Pryzbyla Center	2003	-
Ground Complex	2008	-
Opus Hall	2009	-

Existing Buildings

New Buildings



3.03 Existing Campus

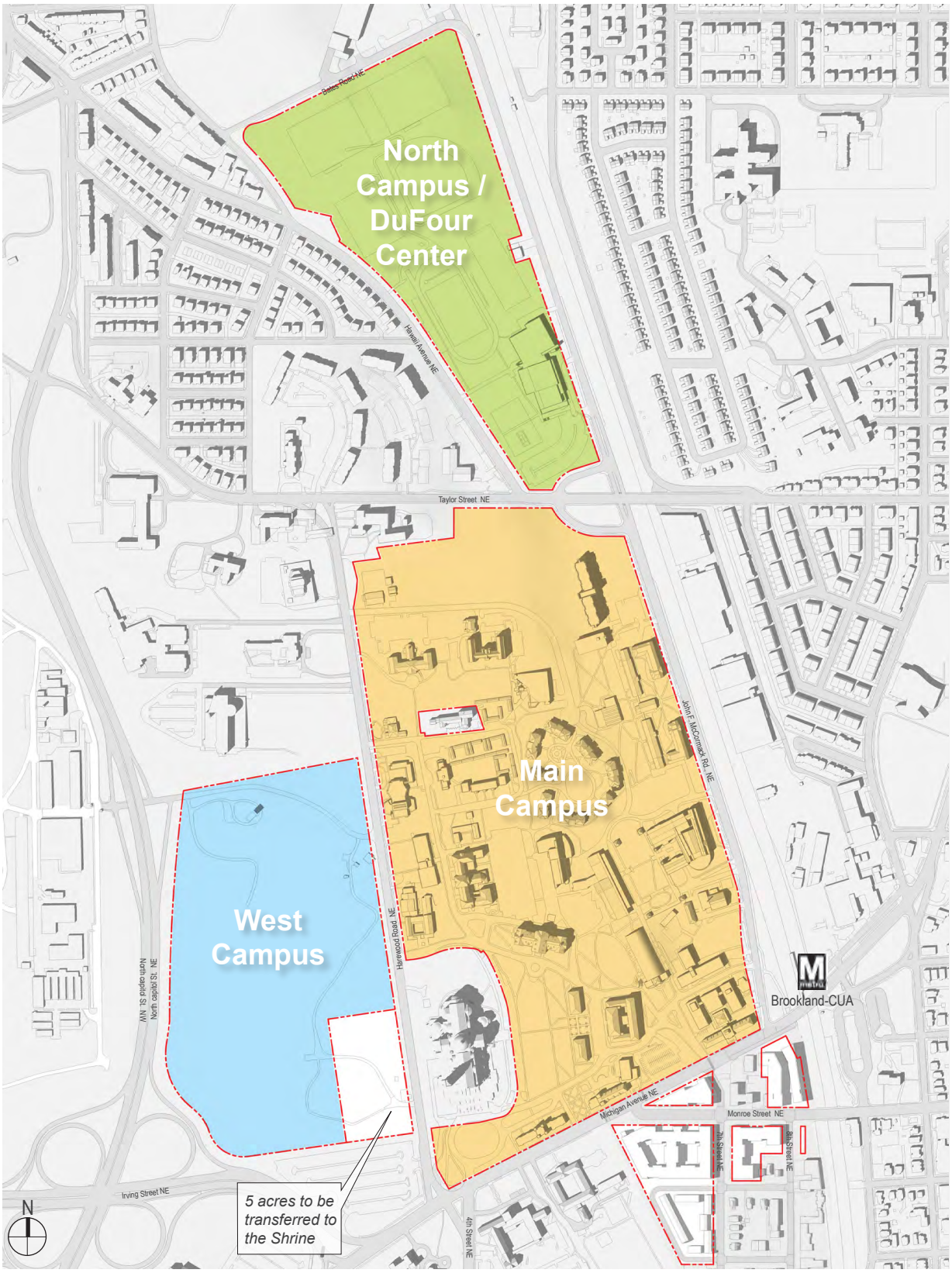
Catholic University facilities are all located on campus, within areas described as Main, North and West Campuses. The majority of university buildings are concentrated in the Main Campus area. As illustrated in Exhibit 2, most of the academic facilities, campus residences, student life facilities and worship centers are located on the Main Campus bordered by Taylor Street, John McCormack Road, Michigan Avenue and Harewood Road. The DuFour Athletic Center is situated on North Campus, located on the north side of Taylor Street, on a parcel of land approximately 37 acres in size and bordered by Hawaii Avenue to the west and John McCormack Road to the east. The West Campus area consists of 49 acres of land to the east of North Capitol Street, five of which will be transferred to the Shrine. After the transfer, the total campus area will be 176.4 acres.

The campus is located within Advisory Neighborhood Commission 5C. The campus is zoned R-5-A. The R-5-A Zone District allows for a Floor Area Ratio (FAR) of 1.8 for colleges and universities. The maximum height for an institutional structure in the R-5-A Zone District is 90 feet, provided that the building is removed from all lot lines for a distance equal to the height of the building. All existing and planned construction falls well within these limitations and meets requirements for site coverage and yard setbacks.

The Catholic University of America Property	Acreage	Zoning	Allowable FAR
Main Campus	95.3	R-5-A	1.8
North Campus (DuFour Center)	37.0	R-5-A	1.8
West Campus	49.1	R-5-A	1.8
	181.4		

Existing campus building massing

Exhibit 2: Existing Campus



Main Campus North Campus (DuFour Center) West Campus

3.04 Existing Building Use

As illustrated in Exhibit 3, the University's administrative offices are primarily located in McMahon, Leahy and Nugent Halls. Academic buildings primarily occupy the southeastern quarter and western half of the Main Campus.

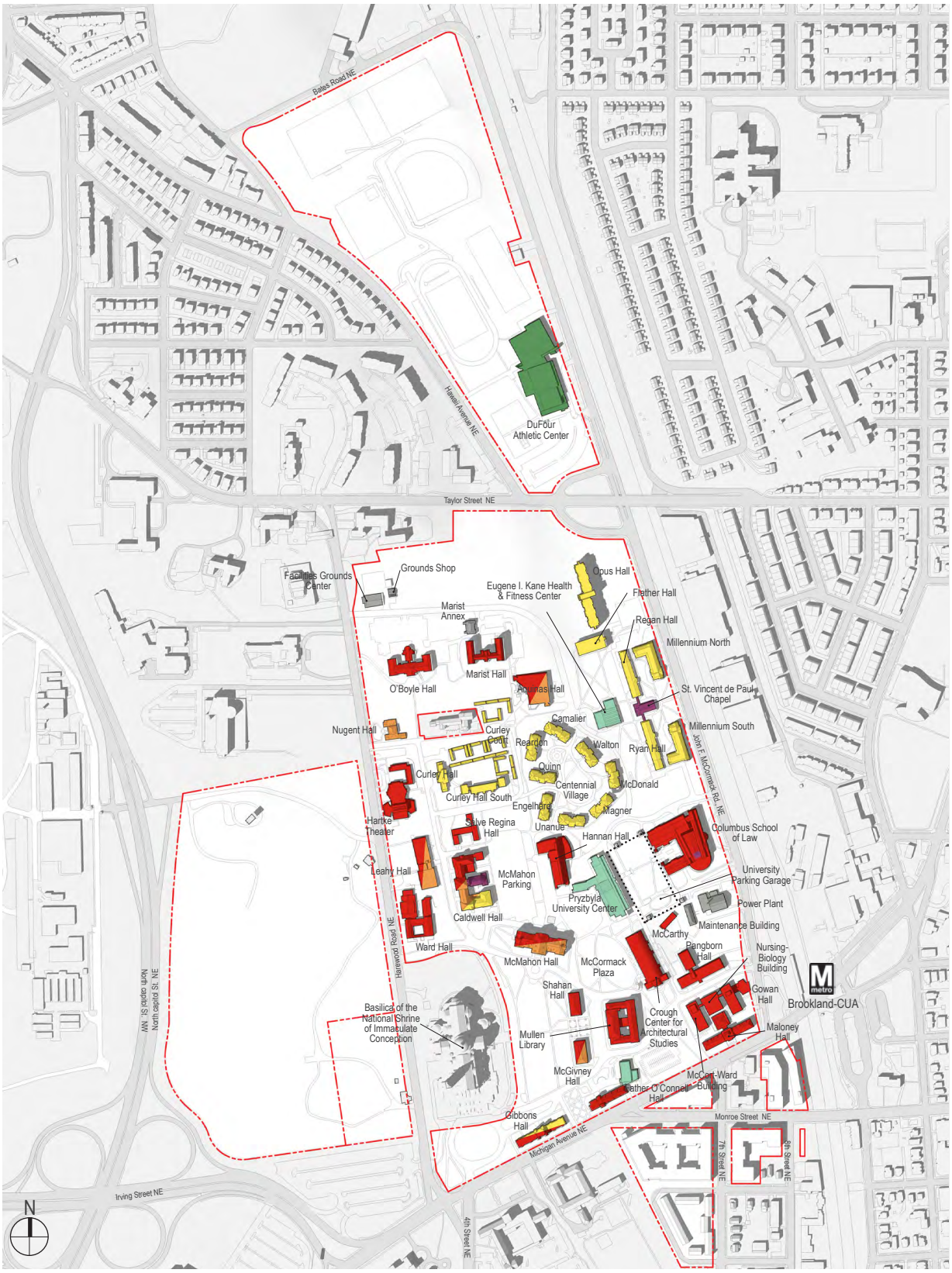
Student Life facilities are consolidated in the Edward J. Pryzbyla University Center. The center provides space for offices, programs, assemblies, meetings, and dining. Students worship in St. Vincent's Chapel, located in the northeastern residential housing cluster, although religious facilities are also located in Caldwell Hall and the Columbus School of Law. An athletic complex, known as DuFour Athletic Center, is located on John McCormack Road, just north of Taylor Street.

Residential uses in the northeast portion of the Main Campus have increased over the course of the past two campus plans. The most significant change has been the phasing out of the South Campus and its three residence halls the consolidation of all on-campus housing onto the Main Campus in order to meet goals set by the University as well as the local community, and to provide new high-quality campus housing. Three new residences --Opus Hall, Millennium North and Millennium South --and interim housing units that constitute Curley Court, have been added to the supply of campus housing currently available. Gibbons Hall, built in 1912, is a residence hall in the southern end of the Main Campus with an academic program currently located in the building's lower level. Caldwell Hall is a mixed-use academic and special residence facility. Curley Hall is a residence for religious faculty and the campus ministry religious community. The former North Dining Hall was converted into the Kane Health and Fitness Center and is centrally located within the northeast residential housing cluster.

Support and service facilities are located in two areas on the Main Campus. The Power Plant and the Maintenance Shop Building contain maintenance and utility services and occupy a small area in the southeast corner of the campus. Grounds equipment, vehicles, and a materials handling building complex are located in the northwest corner of the Main Campus in a maintenance yard.

Aerial view of residence halls occupying the northern portion of campus (reference: www.bing.com/maps/)

Exhibit 3: Existing Building Use



3.05 Existing Open Space

Open spaces on campus provide not only pedestrian circulation but also act as recreational spaces that contribute to the campus experience. These green spaces foster a unique pastoral setting within the urban context of Washington D.C. However, the campus open-space network is frequently interrupted by steep slopes, redundant vehicular circulation corridors, and surface parking lots. In addition, while some of the open spaces are organized and well-defined, others are poorly outlined and isolated. Overall, there is a lack of cohesiveness and hierarchy to open spaces that leads to disorientation on campus.

Some of the most powerful open spaces on campus are small, such as the Law School and Ward Hall courtyards and the space between the wings of Caldwell Hall. These areas function as outdoor rooms and allow a more intimate setting compared to the large campus greens.

In studying the existing topography and spatial organization of the campus, the following needs and concerns have been raised:

- Need for a cohesive sequence of diverse spaces
- Need for well-defined open spaces, integrating architectural edges and natural, landscaped spaces
- Conversion of major surface parking lots at the core of campus into organized open spaces that serve the University community and strengthen the pedestrian experience

Interconnected and defined open spaces on Main Campus

Exhibit 4: Existing Open Space

3.06 Existing Landscape Character

The Catholic University of America is blessed with a beautiful natural landscape. Set on the southern slope of one of the highest points in the city, the campus is graced with extraordinary views, rolling topography, and pastoral plantings.

The landscape is an essential component of campus coherence and its connection to the adjacent institutional environment. Furthermore, it has the ability to unify the varied mosaic of architectural styles.

While intermingled and at times indistinguishable, for planning and design purposes the campus landscape can be organized into three distinct typologies:

Pastoral Landscape

The pastoral landscape dominates the core of campus. Pastoral qualities are exemplified by rolling topography, winding pathways, informal plantings, and mown turf. Large trees, the majority in the Red Oak family, dot the campus landscape. These notable trees, most in fair to good condition, fit the scale and age of the campus, but are surprisingly rare in number.

Picturesque Landscape

The large patch of woodlands to the northern portion of the Main Campus and a cluster of trees to the south of Curley Hall embody the picturesque nature of the campus. The 'north woods' are native second-growth woodland with a few large trees found within the forest. The canopy is generally healthy, dominated by the oak family (White, Southern, Northern Red, and Chestnut Oak) in the western sections, giving way to Hickory, Tulip Poplar, Maple, and stands of Beech in the lower eastern sections. A swale runs through the western section with a large stand of rhododendrons on the north-facing slope and stands of Paw Paw in the upper elevations. Invasive species dominate all edges with groundcovers in much of the eastern section.

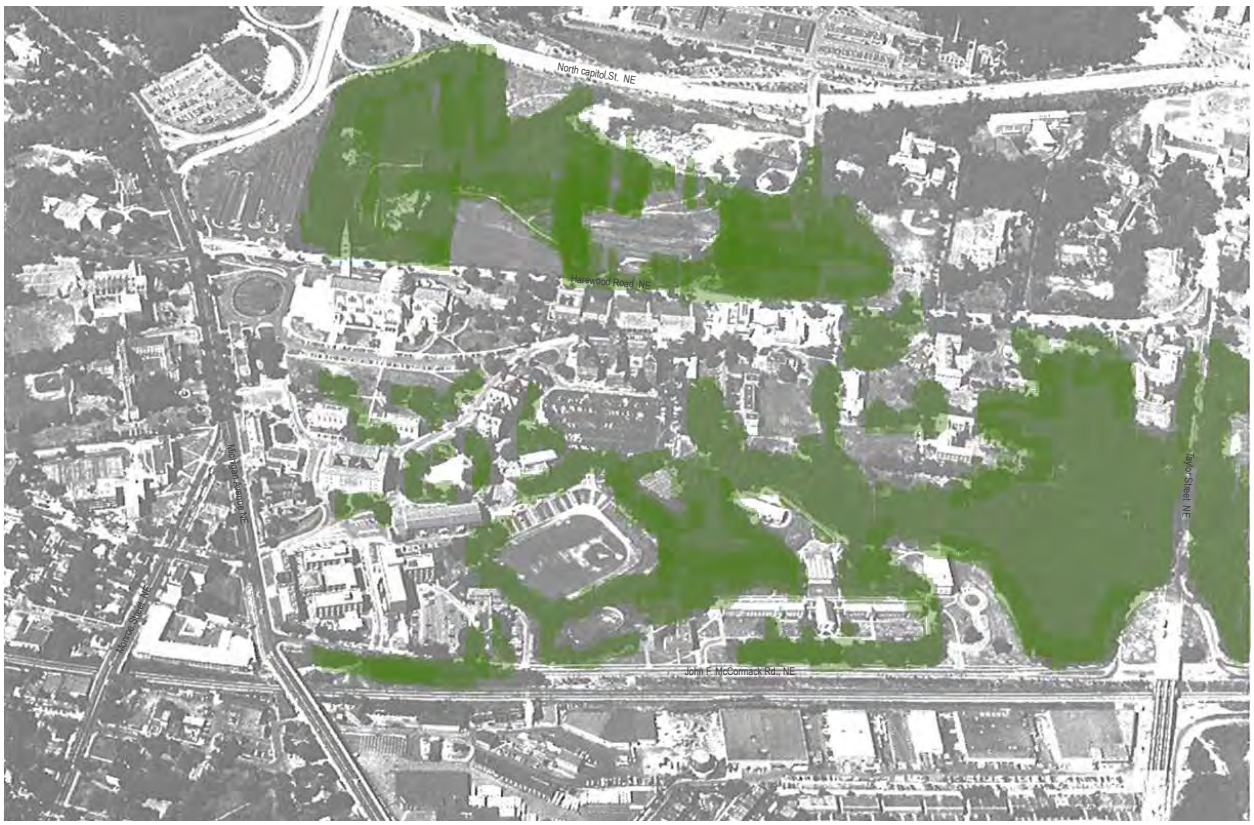
This wild landscape is quite disconnected from the rest of campus, with only a small portion reaching the campus core. The picturesque landscape was once deeply embedded and interwoven into the fabric of the campus, shaping most of the open spaces. The construction of Centennial Village and several other buildings in the last century destroyed large areas that extended south into the campus core.

Formal Landscape

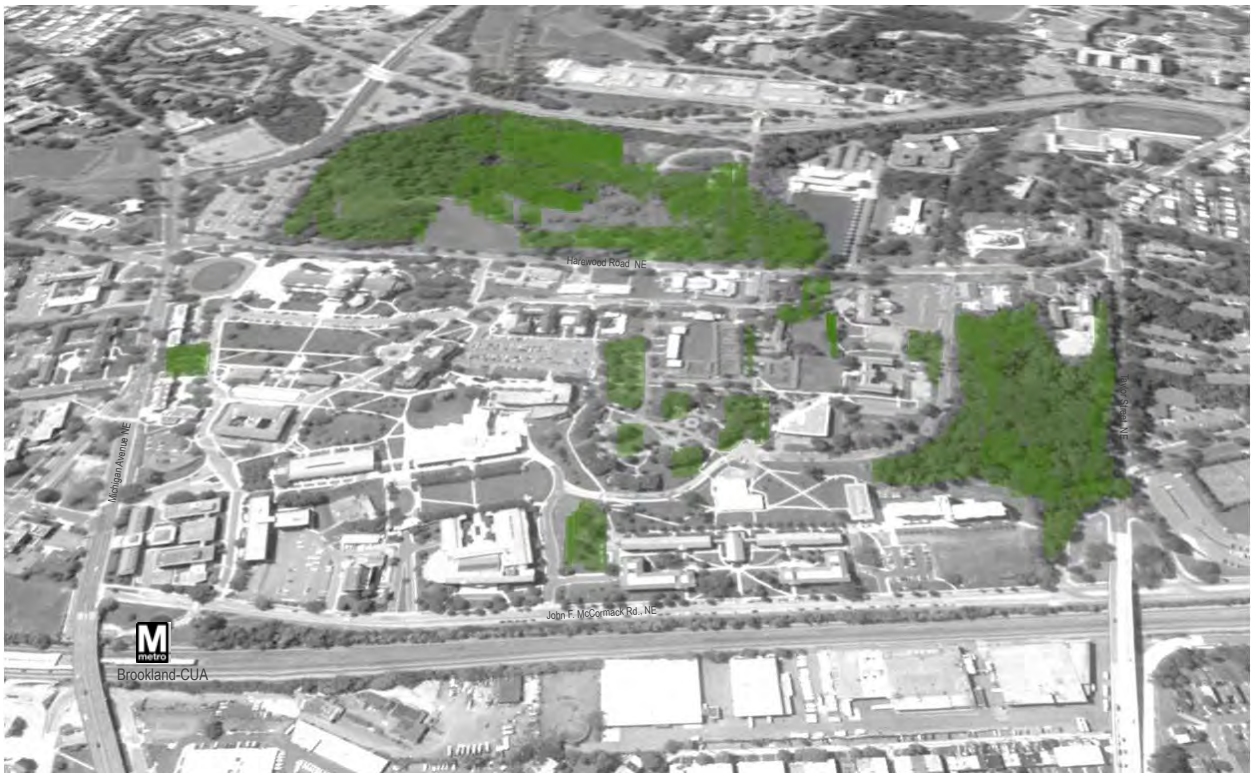
Formal landscaped spaces, such as the Law School Quadrangle and the Mall, represent an important component of the campus landscape. Characterized by terraced topography, straight paths, and regularly spaced plantings, this landscape type adds diversity and organization to the campus.

In studying the existing topography, the following needs and concerns have been raised:

- The natural landscape is a critical part of the identity and experience of the campus
- While the pastoral landscape is the dominant typology of the campus core, the picturesque and formal landscapes are important components that enrich campus topography
- The campus is deficient in notable large trees that reflect the age of the campus and offset the large scale of its buildings
- The picturesque landscape of the campus has been substantially diminished as the campus has grown in recent years. Its restoration should be a priority.



Campus woodlands 1970



Campus woodlands 2010

3.07 Existing Topography

The campus' existing topography and spatial organization allow for dramatic views both within and beyond the campus boundaries. As shown in Exhibit 5 the campus is set along a ridge line that runs through the center of campus. The edges of the Main Campus, defined by John McCormack Road, Harewood Road and Michigan Avenue, are lower than the campus core, resulting in a natural ascent to the campus center. This ascending experience has a spiritual quality and gives the campus core a strong physical presence. In some cases this upward sloping is celebrated by building placement and landscape design. In other instances, the topographic grade change inhibits campus connectivity.

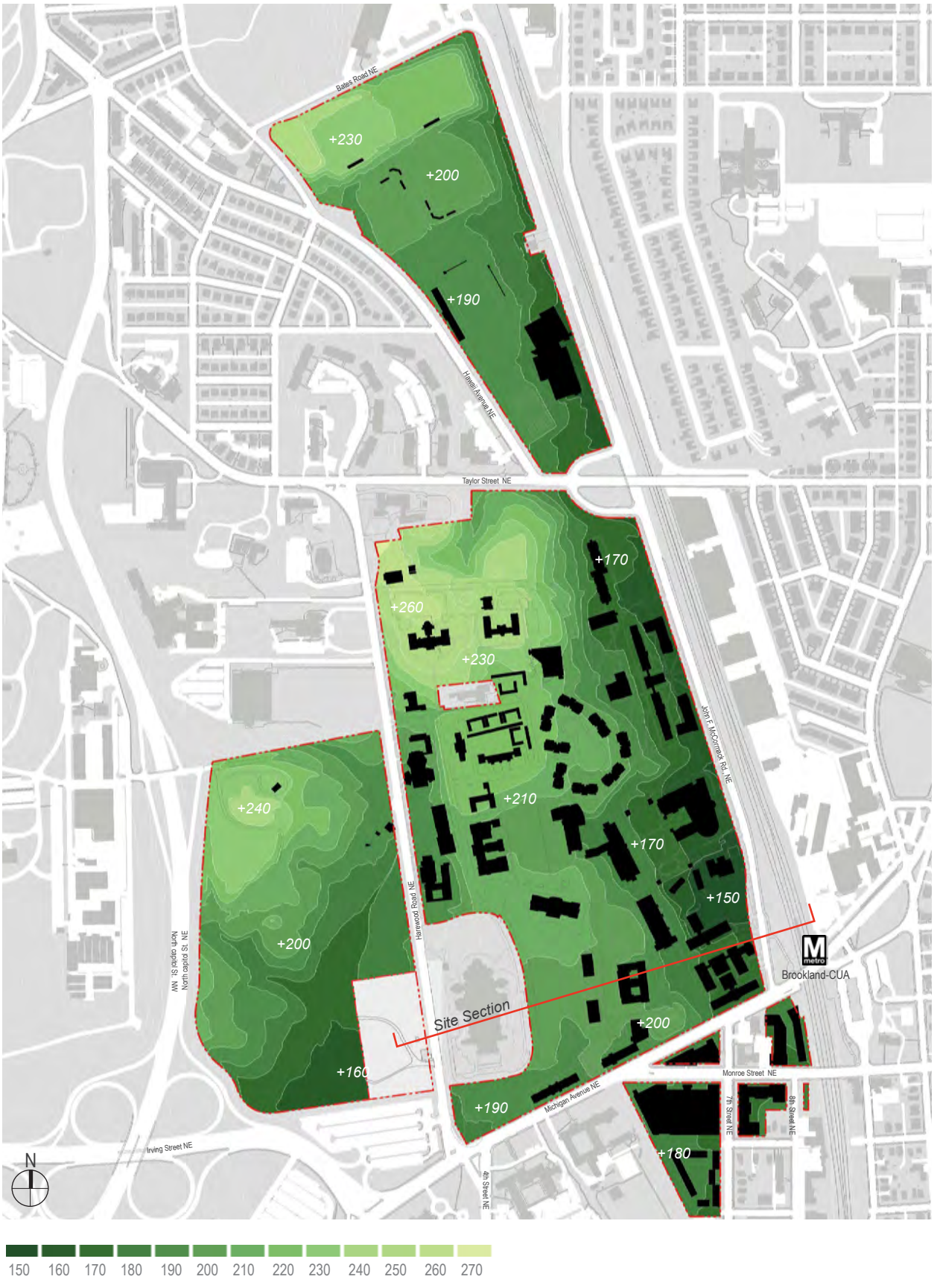
There is more than 100 feet of topographical change from the Brookland/CUA Metrorail Station to O'Boyle Hall. This lengthens walking times and deters bicycling in certain areas of campus.

In studying the existing topography, the following needs and concerns have been raised:

- Topographical changes should be managed and celebrated as transitions within campus spaces
- Accessibility needs to be carefully considered

Site Section illustrating grade change from Harewood Road and John McCormack Road to the campus core

Exhibit 5: Existing Topography



3.08 Existing Steep Slopes

As shown in Exhibit 6 there are several places on campus where the slopes are greater than a 15% incline. These conditions hinder accessibility, connectivity, and separate areas of campus. This division is obvious between the Salve Regina, a visual arts building, and Hartke Theater, a performing arts building; between Centennial Village and the Law School Quadrangle, as well as between Opus Hall and Marist Hall, where proximate and desired adjacencies are disconnected by steep slopes.

These dramatic slopes, despite their challenges, contribute to the unique pastoral quality of the campus. It is important that the rolling nature of the campus be preserved and that accessibility and connectivity be sympathetically accommodated.

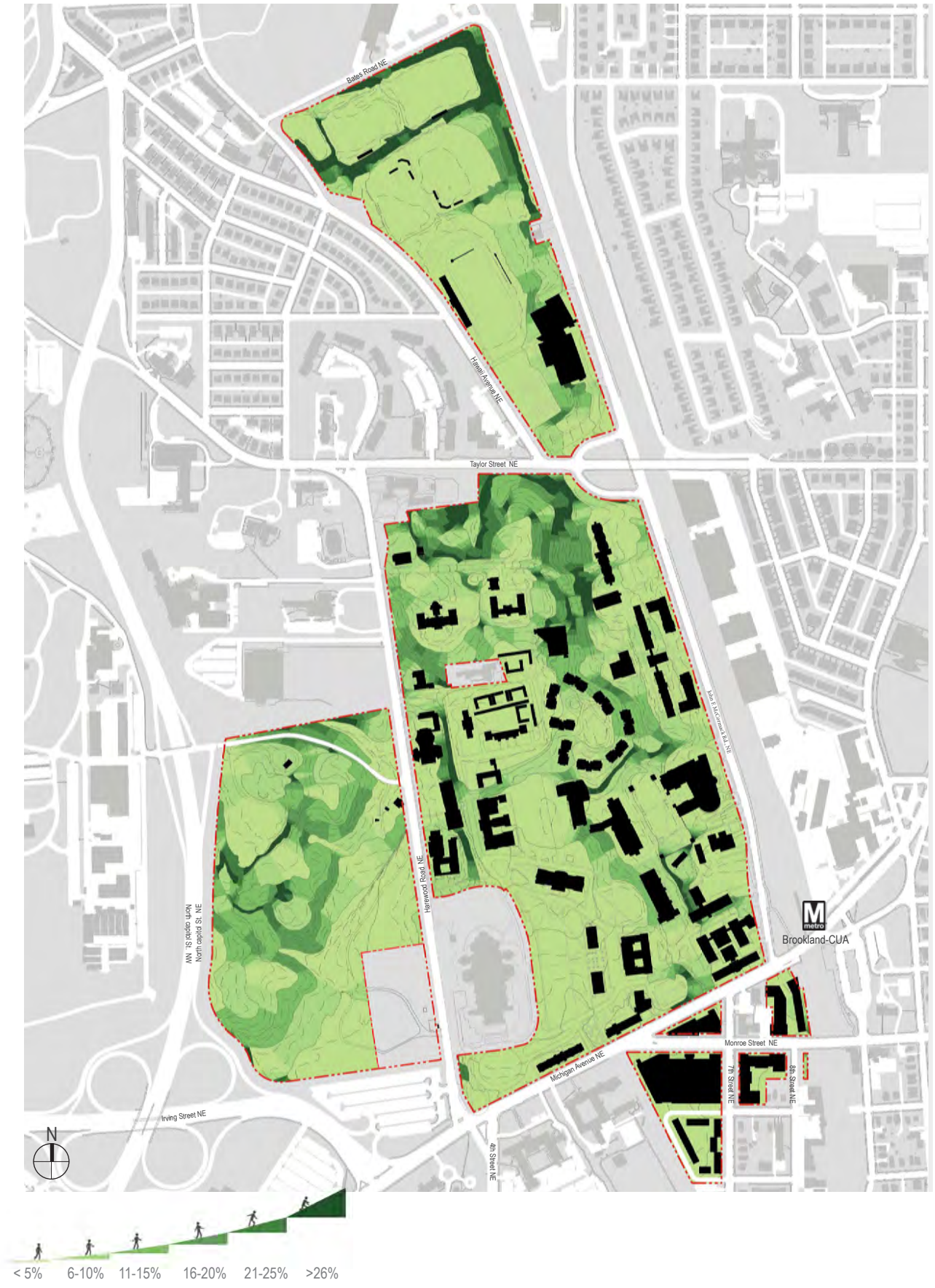
Where steep grades can only be negotiated by stairs, it is important that nearby buildings enable easy elevator access to provide accessibility. Buildings such as the Pryzbyla Center accomplish this by embracing the change in elevation, allowing for dynamic interior spaces that connect different exterior levels of campus.

In studying the existing steep slopes, the following need and concern have been raised:

- New building locations should limit costly and environmentally-damaging grade changes.

View of campus slopes looking east

Exhibit 6: Existing Steep Slopes



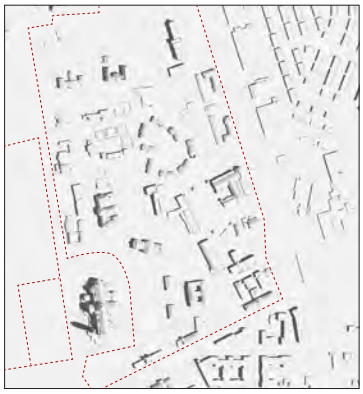
3.09 Climate, Sun Path and Wind

Located in Washington D.C., the campus experiences four distinct seasons. Temperatures range from an average high of 80 degrees (Fahrenheit) during the summer to an average high of 38 degrees (Fahrenheit) in the winter. Annual rainfall averages 40 inches and snowfall averages more than 10 inches per year. Washington, D.C., faces a low winter sun and a high summer sun positioned in the southern sky. Winter winds approach from the northwest and summer winds from the southwest.

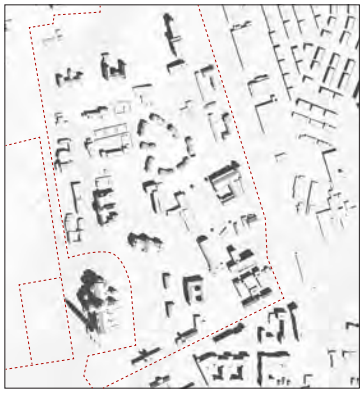
Ideally buildings should orient their long façade to the north and south in order to minimize sun exposure and prevent overheating. The Ward Hall and Columbus School of Law courtyards are orientated in such a way as to capture southwesterly winds in summer and block cold northwesterly winds in winter. This orientation expands the comfort zone of these spaces to be used more often throughout the year.

In studying the climate, sun path, and wind, the following needs and concerns have been raised:

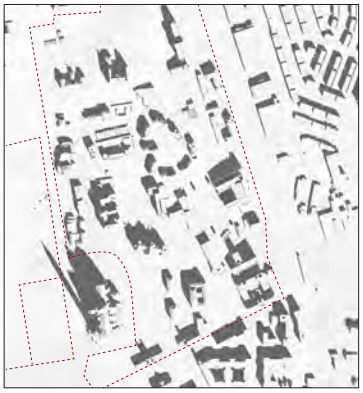
- Need for shading (e.g., architectural devices, trees) on the southern exposure of buildings
- When possible, buildings should be oriented to limit east-west exposure
- New courtyards should be oriented to capture cool summer breezes and winter sun for warmth
- Deciduous trees should be planted along glazed façades facing south, east, and west to shade the summer sun and reduce heat gain



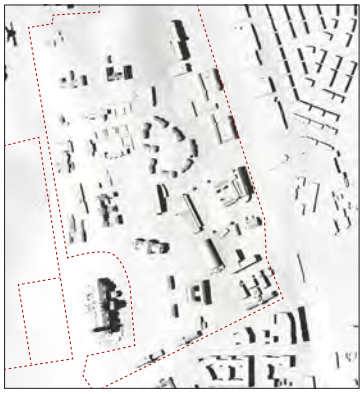
10:00 am June 21st



10:00 am September 21st

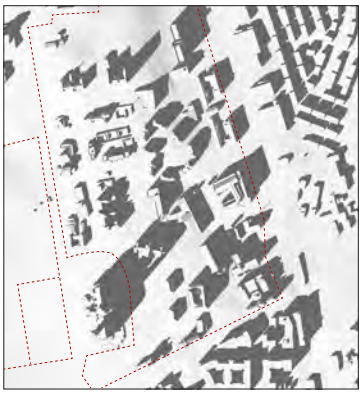


10:00 am December 21st



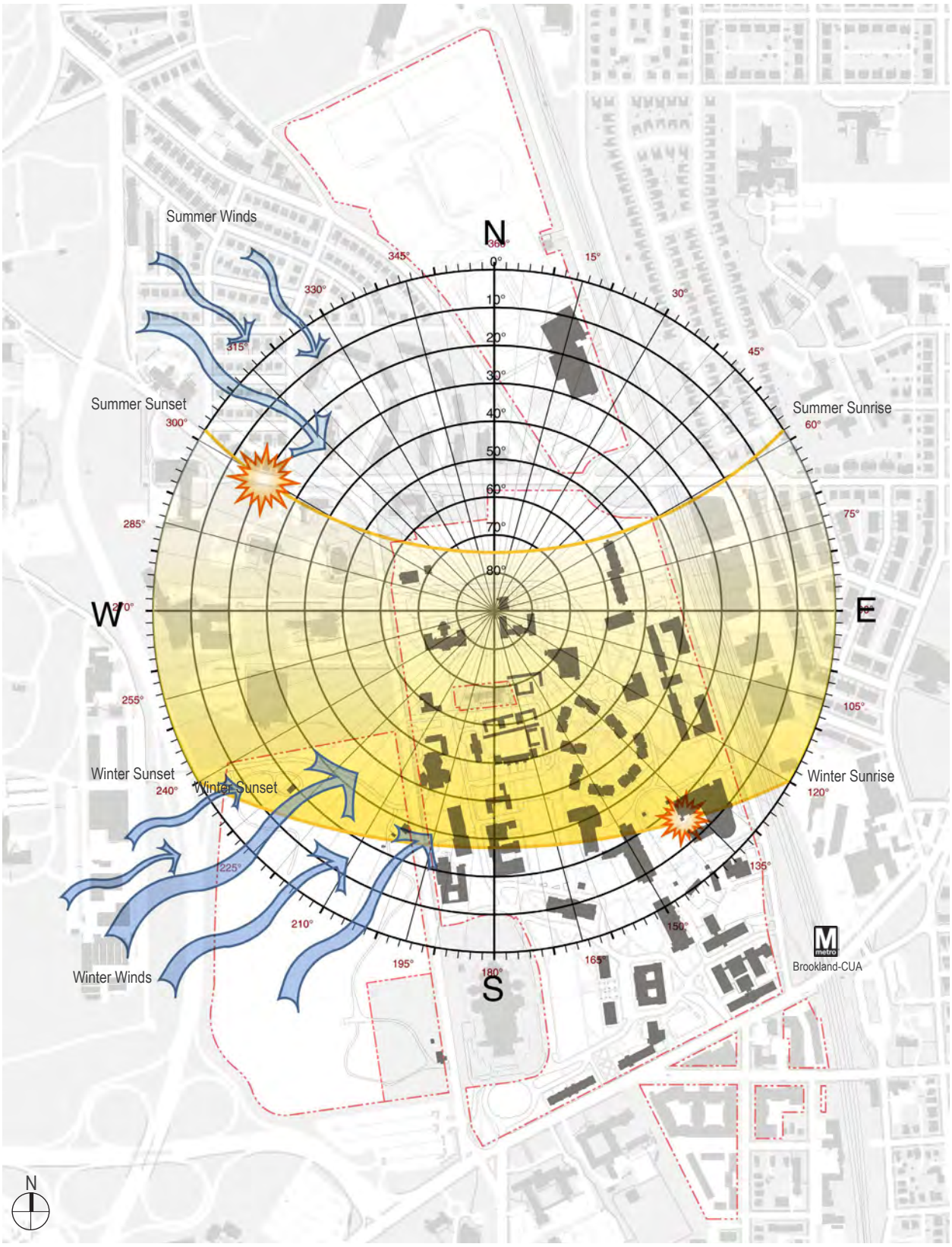
3:00 pm - June 21st

3:00 pm - September 21st



3:00 pm - December 21st

Exhibit 7: Sun Path and Wind



3.10 Existing Focal Points and Views

The Catholic University of America's campus affords significant views within and beyond its grounds. At the highest topography, the Capitol is visible as are pictorial scenes of the horizon. Significant architectural features, such as Gothic turrets and impressive building entries, frequently terminate campus walks. Occasionally, these views are framed by buildings or landscape, while others appear accidental.

The Basilica of the National Shrine of the Immaculate Conception provides a dramatic backdrop and an orientation point for the campus. Exhibit 8 illustrates significant views that should be maintained and celebrated in developing the Master Plan. These views and focal points provide orientation and cohesiveness and contribute to a memorable campus experience.

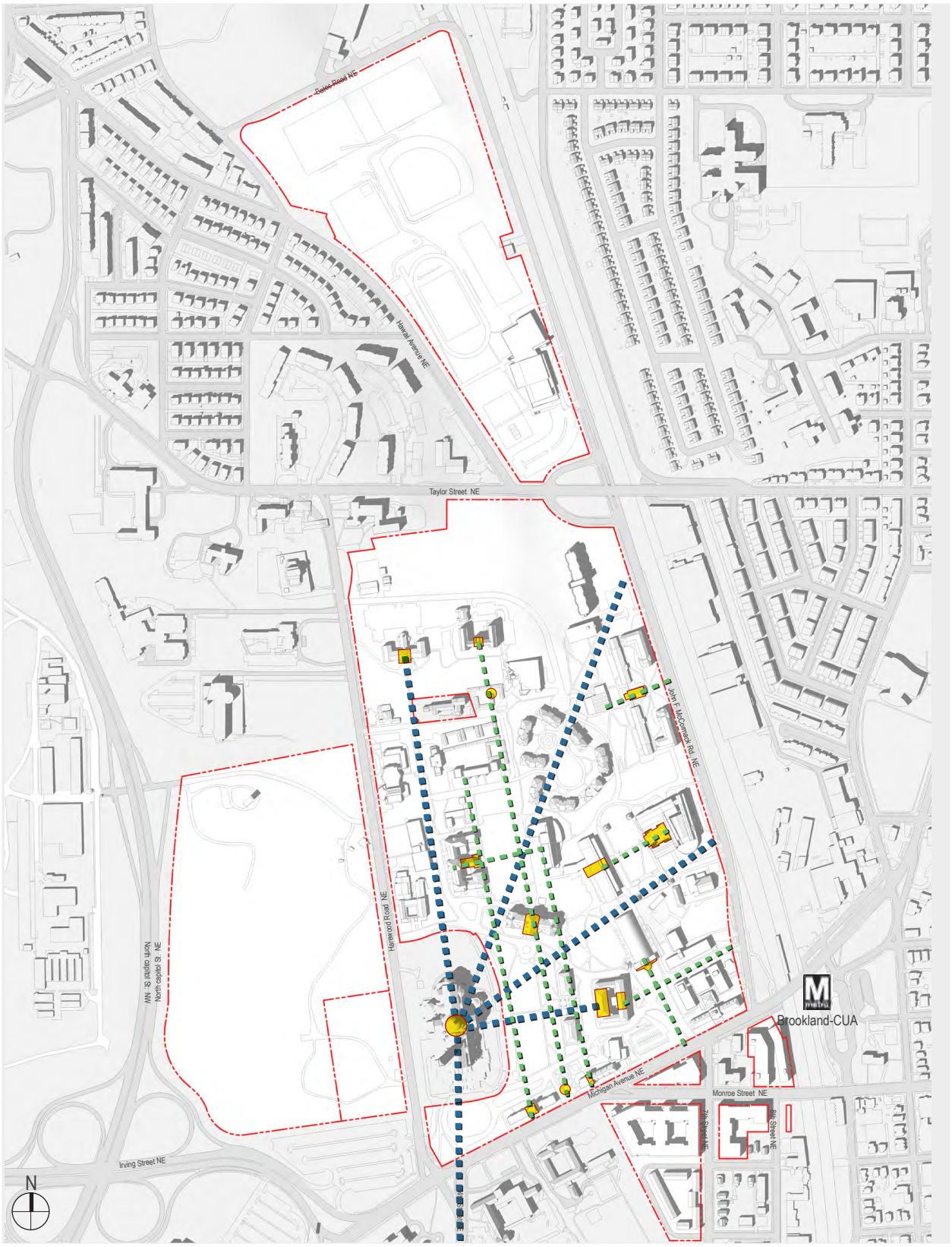
In studying significant campus views, the following needs and concerns have been raised:

- Existing significant views should be emphasized and celebrated
- New view corridors should be developed to create a more cohesive and connected campus
- Views to the The Basilica of the National Shrine of the Immaculate Conception should be maintained and reinforced
- Views should be created to celebrate historic buildings

View from the ellipse looking toward McCormack Plaza

View from the hill south of O'Boyle Hall

Exhibit 8: Existing Focal Points and Views



3.11 Existing Pedestrian Circulation

The Catholic University of America has an extensive pathway system connecting various regions of its campus. Existing pedestrian walkways and circulation paths lack both hierarchy and organization and are confusing as a result. In addition, efforts to improve cohesiveness and increase pedestrian safety have lacked coordination and thus conflicts between pedestrian and vehicular use of walkways and service roadways continue.

As illustrated in Exhibit 9, most academic buildings are surrounded by roads and parking areas, creating unavoidable pedestrian use of vehicular zones. Undesirable pedestrian-vehicular conflicts are routine, particularly in the southeastern portion of the campus near the Library and along the roadway leading from the Brookland-CUA Metrorail Station to the campus entrance on John McCormack Road. Furthermore, the campus lacks standardization of pavement materials and walkway widths that would enhance hierarchy and coherency throughout the campus.

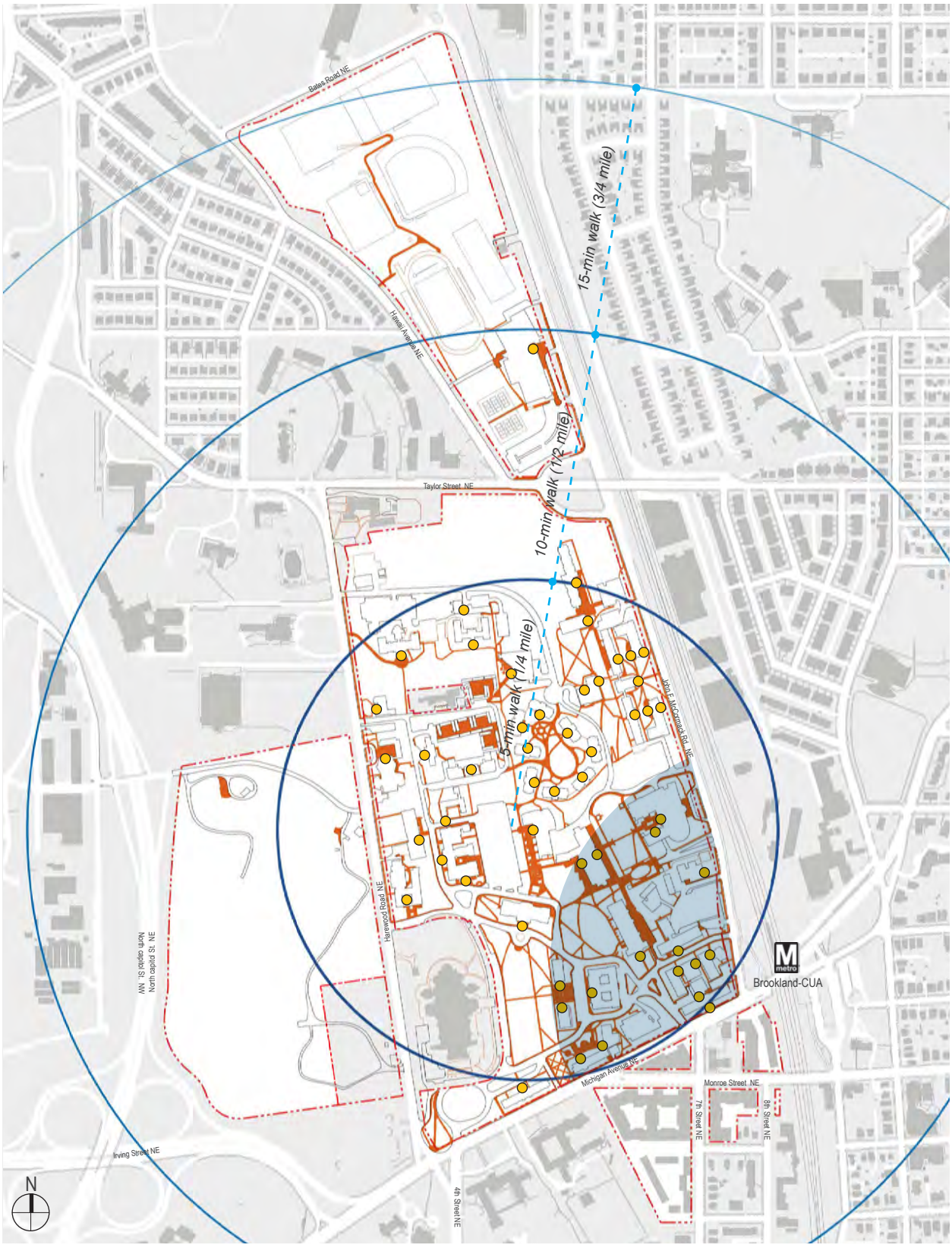
These confused roadways also make the use of bicycles on campus a challenging endeavor. In addition, existing walkways are too narrow for the number of pedestrians using them during class transitions, which further discourages bike use. Moreover, differences in elevation between the southeastern and northwestern regions of the campus present challenges for pedestrians, particularly for pedestrians with disabilities.

In order to access certain areas of the campus located at its periphery such as the DuFour Athletic Center, pedestrians must either cross Taylor Street or walk along John McCormack Road and under the Taylor Street overpass. Students have cited the inaccessibility of the DuFour Center as one of their concerns. Access to the neighborhoods in Brookland to the south and east of the campus involve encountering significant traffic on Michigan Avenue, a main traffic artery, or traversing the Michigan Avenue, Monroe Street, or Taylor Street bridges. The pedestrian crossing on John McCormack Road to the Brookland-CUA Metrorail Station is the most active crossing near the campus. It is marked with a high-visibility crosswalk, identified with pedestrian warning signage, and located on a one-way section of the road. Despite these precautions, pedestrian activity inevitably conflicts with traffic on the roadway.

In studying the existing pedestrian circulation, the following needs and concerns have been raised:

- Walkways' primary function should be geared to pedestrians
- Vehicular parking should not dominate the campus at the expense of pedestrian walkways and green spaces
- New pathways should address topographic challenges to the greatest extent possible
- Proper pathway widths should be provided to support pedestrian flows on campus
- Some sidewalks surrounding the campus should be widened
- Improving connectivity between the main campus and the DuFour Athletic Center would reduce pedestrian safety concerns

Exhibit 9: Existing Pedestrian Circulation



3.12 Existing Bicycle Circulation

Although the University's campus size and urban location would, at first encounter, seem to encourage bicycle use on and around campus, varying campus conditions pose challenges for bicycle circulation. On-campus residents attempt to utilize bicycles to navigate campus but are met with difficult mixed-use pathways, many of which are too narrow to accommodate both pedestrian and bicycle traffic. In addition, many campus roadways and pathways are outfitted with slotted drainage grates that are not compatible with bicycle tires, posing a bicycle safety issue. Off-campus residents take advantage of city bike lanes, paths, and routes to commute downtown. Limiting campus conditions include: topographical changes that result in steep slopes or the need for staircases, and narrow sidewalks on and around campus that result in bicycle-pedestrian conflicts.

Existing Bicycle Supply	Spaces
Total bicycle spaces	393

On-campus roadways provide additional opportunities for bicycle access and circulation; however, the circuitous roadway network reduces connectivity between critical destinations. Numerous intersections and on-street parking exacerbate bicycle-vehicular conflicts throughout the campus. Conflicts on relatively active roadway corridors, such as the campus driveway from John McCormack Road at the Brookland-CUA Metrorail Station to the Mullen Library, induce bicyclists to share narrow sidewalks with pedestrians, which limits mobility.

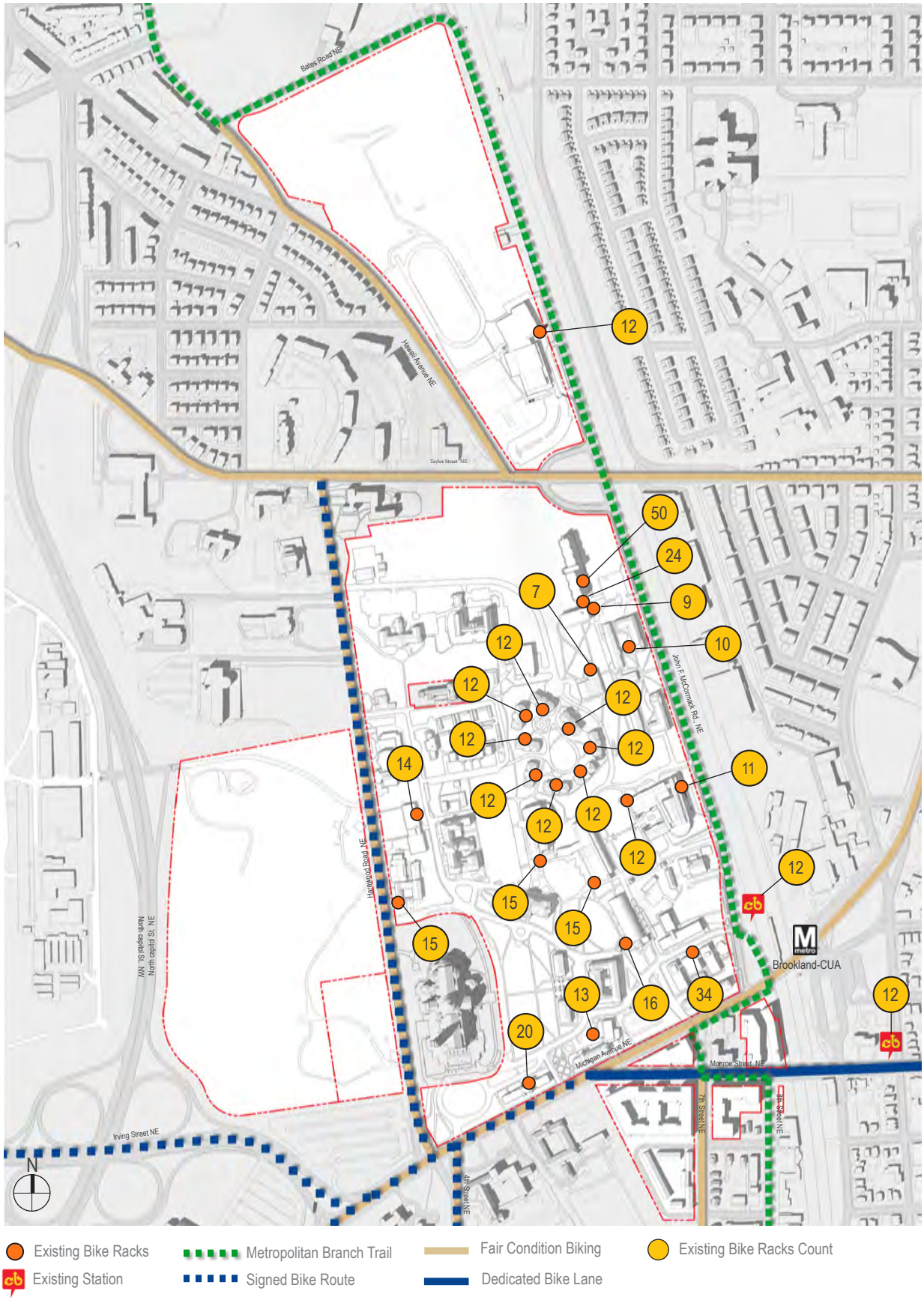
The north-south oriented Metropolitan Branch Trail provides bicycle access to the campus. This trail generally follows the WMATA/CSX rail corridor as well as bicycle lanes or signed bicycle routes on several streets in proximity to the campus. The CUA campus is also supported by a Capital Bikeshare station on John McCormack Road at the Brookland-CUA Metrorail Station.

Many of the campus buildings, particularly the dormitories, have convenient bike racks that are easily accessible to entrances. Bike rack designs on the campus range from individual racks for bicycles that enable users to lock the wheel and frame (typically provided at newer buildings) to outmoded front-loading racks that may limit the ability to lock the bicycle's frame.

In studying bicycle circulation, the following needs and concerns have been raised:

- Bike paths should be implemented to avoid bicycle-pedestrian conflicts and to encourage use of bicycles
- Bike path and sidewalk improvements should be made to reduce bicycle-vehicular conflicts
- Bike racks should be provided at each building entrance or near each cluster of buildings
- New buildings should conveniently accommodate bicycles and covered or indoor bicycle parking should be provided at key facilities
- Bike racks should conform to DDOT standards to improve bicycle security and promote attractive design

Exhibit 10: Existing Bicycle Circulation



3.13 Existing Vehicular Circulation

Regional vehicular access to the University campus occurs along North Capitol Street, Michigan Avenue, Monroe Street, Irving Street, and 4th Street, N.E. Direct vehicular access points to the campus are located along Michigan Avenue to the south, Harewood Road to the west, and John McCormack Road to the east.

Primary access to The Catholic University of America campus is located at two entrances on Michigan Avenue. The entrance at the intersection of Michigan Avenue and 4th Street also serves as the entrance to the Basilica of the National Shrine of the Immaculate Conception. A second entrance is provided at the intersection of Michigan Avenue and 7th Street.

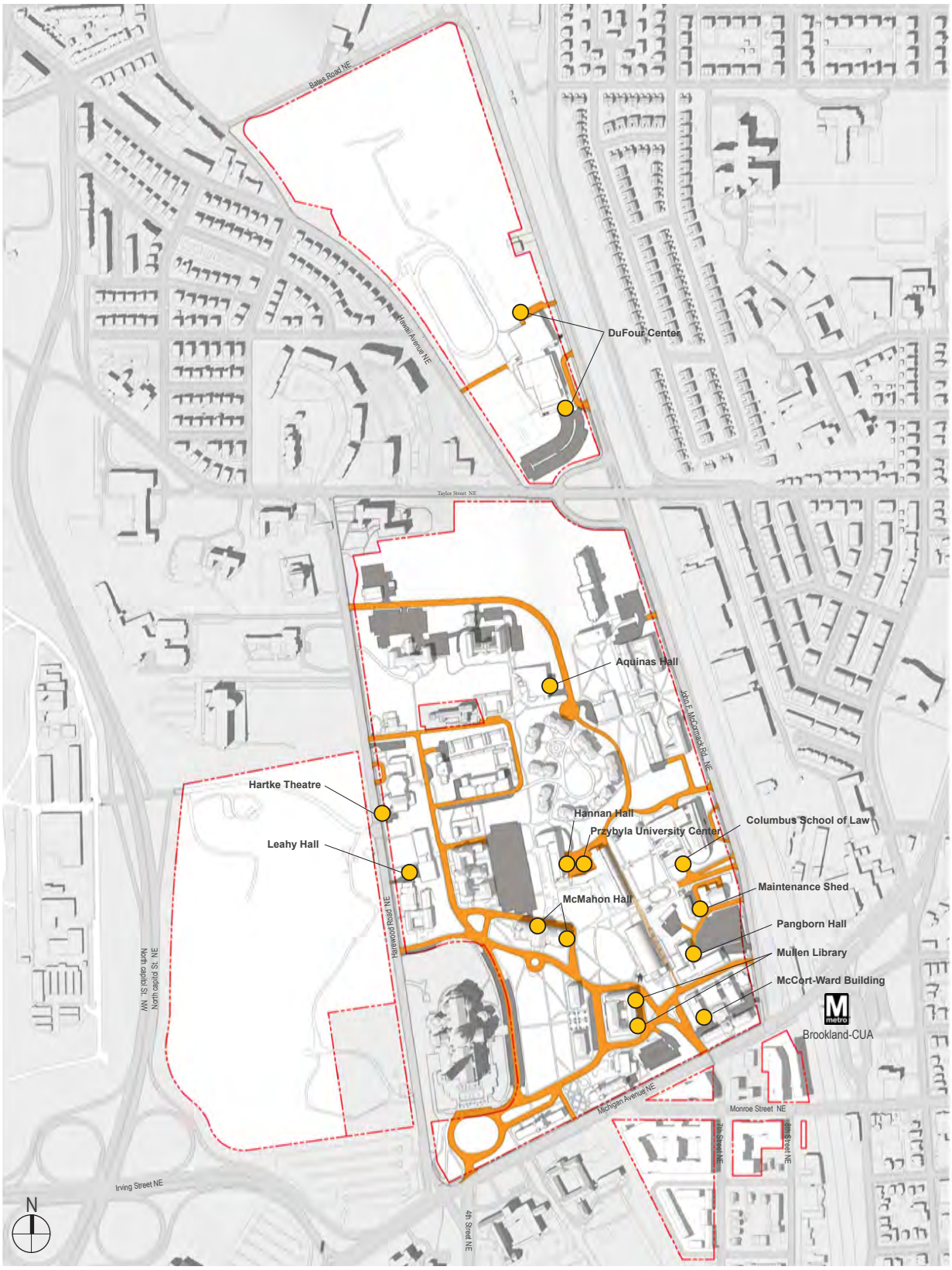
Harewood Road and John McCormack Road carry local traffic and service secondary entries to campus. John McCormack Road provides access to six entries onto the campus, including entry to the University Garage, the Pangborn and Opus parking lots, a service entrance to the Power Plant and maintenance shops, and two entries to campus roads. Harewood Road provides access to three entries, including campus roadways to the north of the Shrine, north of Hartke Theater, and north of O'Boyle Hall.

Currently, the vehicular entrances do not provide a clear sense of arrival on campus, with the possible exception of the entrance on Michigan Avenue/Fourth Street, which is dominated by the Shrine. The campus gateways should be consolidated and enhanced with streetscape improvements, University signage, and wayfinding devices for both motorists and pedestrians to simplify access and improve the sense of arrival to the campus.

The campus is served by a network of internal roadways that also traverse public roadways. The campus roadway network provides direct access to parking facilities, most buildings, and service areas. The primary service and loading facility on the campus is located at the Pryzbyla Center, which is accessible from John McCormack Road via a campus roadway.

The current campus roadway network has redundant connections, some of which encompass buildings and allow vehicular access to areas dominated by pedestrian activity. The presence of multiple proximate entrances, connected by internal roadways, creates surplus entries and cut-through opportunities. As seen in Exhibit 11, some campus roads serve as short-cuts, connecting city roads through pathways in the center of campus. The campus roadways in the southeastern quadrant of the Main Campus in particular have become a cut-through for campus and local traffic between John McCormack Road and Michigan Avenue. Cut-through traffic on the campus increases vehicular-pedestrian conflicts in high-activity areas near the Mullen Library, Crough Center (School of Architecture building), and north of the Law School building. Excess vehicular access also impedes campus security and identity.

Exhibit 11: Existing Vehicular Circulation



Vehicular Circulation

Existing Loading

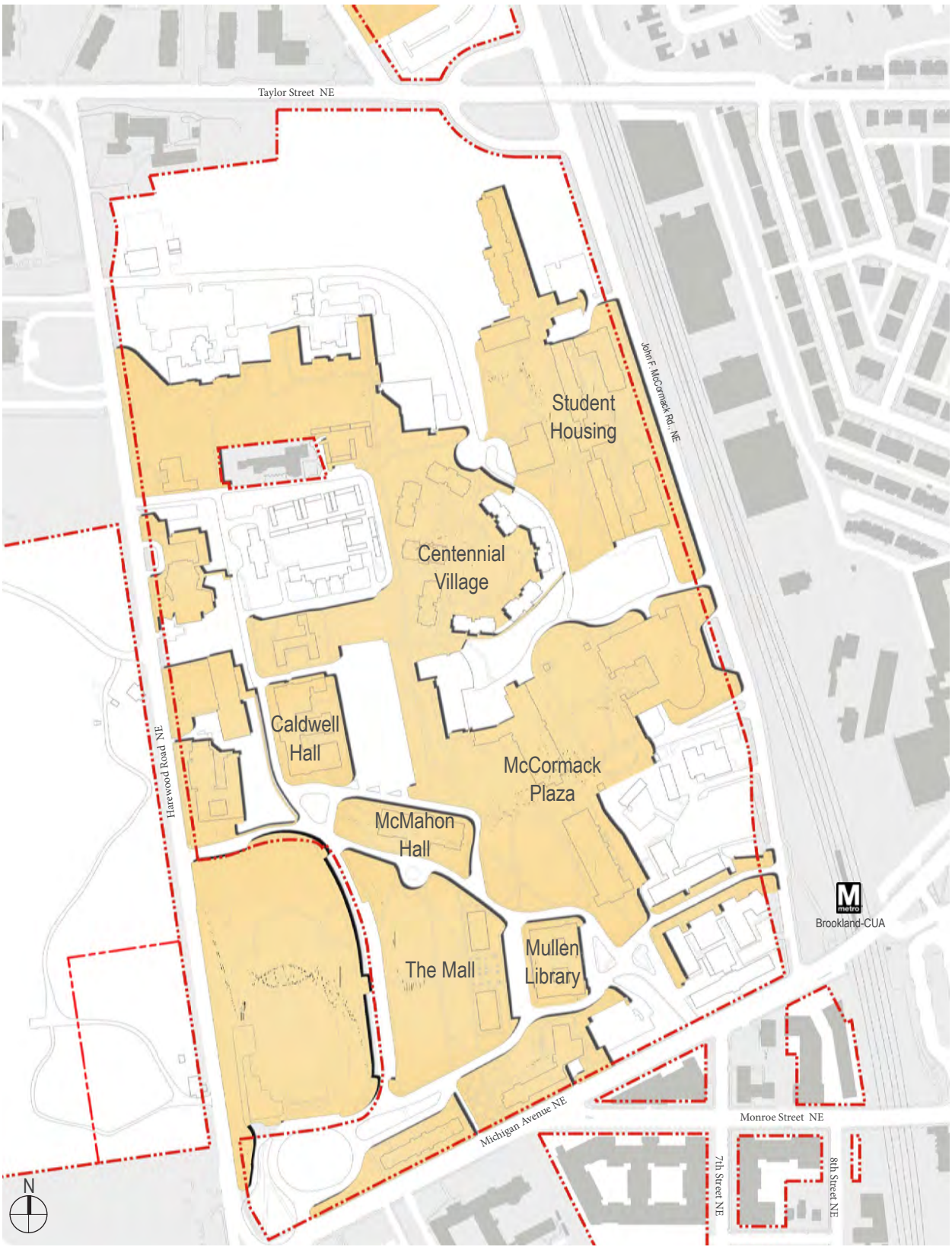
Many campus roads serve as significant pedestrian access corridors, further increasing vehicular and pedestrian conflicts. The most significant confluence of vehicular and pedestrian traffic occurs it the southern portion of the Main Campus, which consists primarily of academic buildings that serve students and faculty throughout the day. As previously stated, the campus driveway on John McCormack Road, opposite the Brookland-CUA Metrorail Station, is the site of significant pedestrian, bicycle, and vehicular traffic. Pedestrian-vehicle conflicts in this area are prevalent as pedestrians from the Metrorail station must cross John McCormack Road to access the campus. The one-way restriction permitting northbound traffic only on John McCormack Road at Michigan Avenue forces traffic going south on John McCormack to turn into the campus at this driveway.

In studying the existing vehicular circulation, the following needs and concerns have been raised:

- The University lacks a main entrance that establishes an identity for the campus
- Vehicular circulation should not dominate the campus at the expense of pedestrian and bicycle circulation and safety
- Campus cut-through routes and redundant connections should be eliminated to minimize pedestrian-vehicle conflicts on campus roadways and along the campus edges
- Some roads would better serve the campus as primarily pedestrian and bicycle access ways, allowing limited vehicular access only for transit, service, and emergency response vehicles
- Personal vehicles should be limited to entering the campus to park, allowing the campus core to be designated foremost for pedestrian and bicycle mobility

Steep slope constraints to the pedestrian environment

Vehicular constraints to the pedestrian environment



Pedestrian islands created by vehicular circulation and steep slopes

3.14 Existing Parking

The Catholic University of America provides permitted parking in numerous locations throughout the campus. Currently, CUA operates one parking structure (the University Garage) with gated access for faculty and staff, commuting students, and resident student parking. All other parking facilities on the campus are surface parking lots or on-street spaces along campus roadways. CUA operates and maintains a total of 1,927 parking spaces on the campus. Regional parking within the campus is summarized below:

Existing Parking Supply	Spaces
Lower Main Campus	1,323
Upper Main Campus	447
North Campus (DuFour Center)	157
TOTAL	1,927

Surface parking lots and on-street parking within the campus contribute to conflicts between pedestrians and bicyclists and create problems with vehicular circulation. The McMahon parking lot, located in the center of campus, is a major conflict area. Not only does this large centralized, 274-space parking lot create vehicular and pedestrian conflicts, it also negatively influences the identity of the University. Many students engage in the risky practice of walking between cars in the McMahon parking lot in order to access the Pryzbyla Center and Caldwell, McMahon and Leahy Halls, as well as the southern end of the Main Campus. In addition, several parking lots located in the southeastern portion of campus, in proximity to academic buildings and the Brookland-CUA Metrorail Station, contribute to vehicular traffic within the most active region of the campus. Surface parking is not typically the highest and best use of campus property within the academic core and in proximity to a transit station.

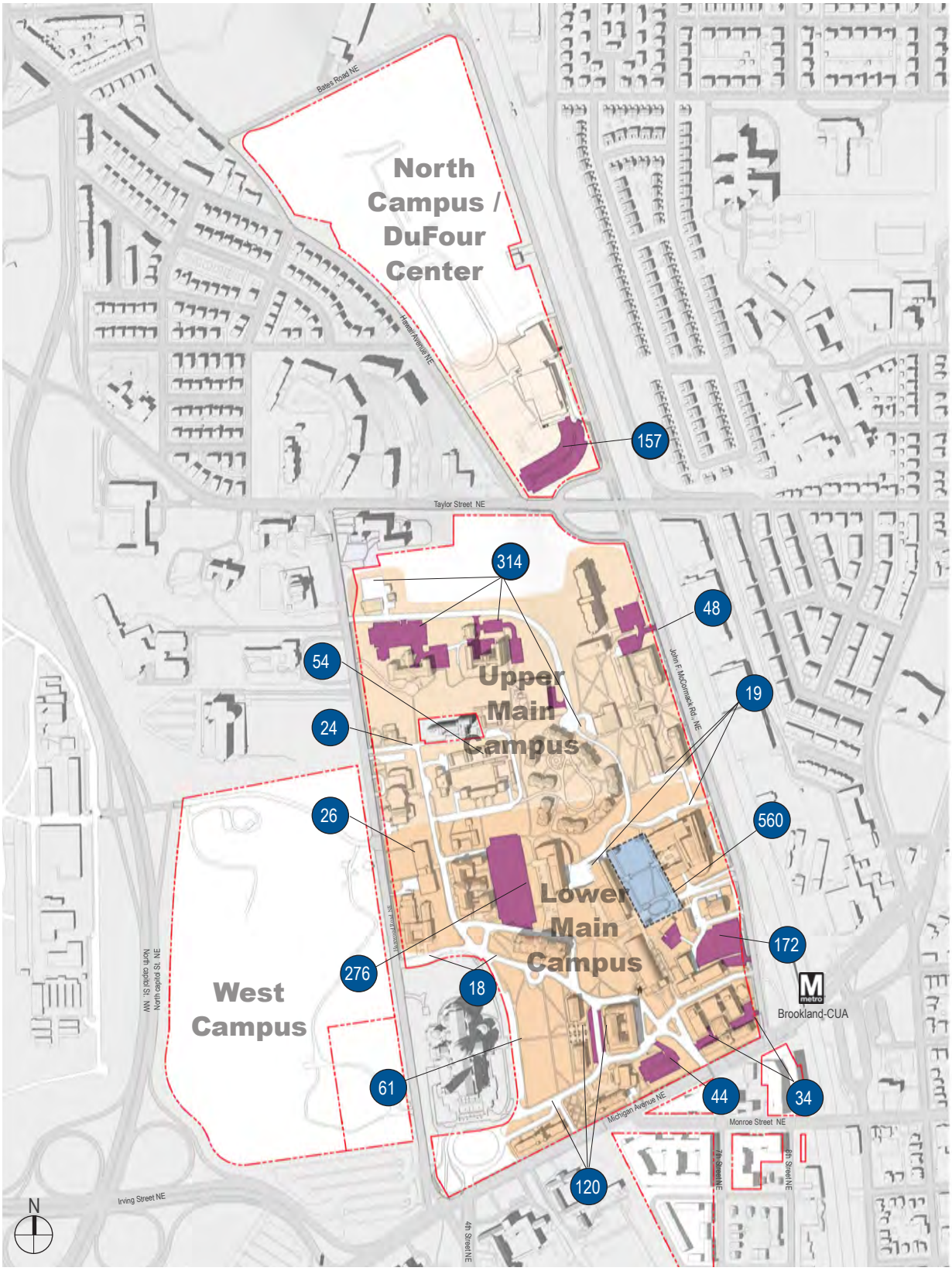
The DuFour Athletic Center, north of the Main Campus, provides additional surface parking. This parking is underutilized during typical weekday operations, but is insufficient to meet parking demands during major athletic events. When the DuFour Center parking lot fills up, vehicles often park in the residential neighborhoods to the west of the center. Residents of the neighboring community have expressed concerns about excessive on-street parking associated with athletic events.

Public on-street parking is available on several streets surrounding the campus. Harewood Road is designated for three-hour parking during typical weekdays. Four-hour metered parking administered by the District of Columbia is provided on John McCormack Road. Parking on Hawaii Avenue, Monroe Street, and 7th Street is unrestricted.

In studying the existing campus parking, the following needs and concerns have been raised:

- Vehicular parking should not dominate the campus at the expense of pedestrian walkways and green spaces
- Extensive parking provided within the campus core promotes internal vehicular circulation and pedestrian-vehicle conflicts
- Cars and surface parking lots throughout the campus have a negative visual impact
- Parking supply constraints at the DuFour Athletic Center during major athletic events result in significant off-campus parking in surrounding neighborhoods

Exhibit 12: Existing Parking



3.15 Existing Impervious Surface

Paved surface parking lots, roads, sidewalks, and buildings constitute a significant portion of the campus. The charts below further describe the campus's impervious surface. Currently, paved roads extend throughout the campus and encircle many buildings that were once independent institutions prior to becoming part of the University. Exhibit 13 illustrates the relationship of pervious to impervious surfaces.

The preponderance of vehicular routes is detrimental to the campus environment. These roadways have fragmented open spaces, turned buildings into islands, and created conflicts with pedestrian accessibility, as mentioned in sections 3.11-3.14. In addition, the considerable quantity of impervious surfaces has contributed to higher levels of stormwater runoff, a decrease in the amount of groundwater recharge to support vegetation, and urban heat island effect.

In an effort to offset its impervious surface footprint, the University has converted several roofs into "green" roofs. The Law School Quadrangle is a green lawn that sits above 560 parking spaces (equivalent to a 200,000 square foot surface lot), and although costly, it serves as a good model for reducing the visual impact of surface parking lots, enhancing the pedestrian environment, and reducing impervious surfaces.

In studying impervious surfaces, the following needs and concerns have been raised:

- Impervious surfaces must be reduced throughout in order to improve the campus's aesthetic
- Impervious surfaces must be reduced to curtail and control the amount of stormwater runoff and increase groundwater recharge in order to sustain healthy vegetation
- Large amounts of dark impervious surfaces, such as asphalt, increase urban heat island effect
- Surface parking lots should be shaded and incorporate low-impact design strategies to reduce their negative environmental impact

Overall Campus Areas (acreage)	
Impervious Surface	
Roads	12.7 acres
Surface Parking	10.6 acres
Building Footprints	17.9 acres
Sidewalk	14.8 acres
Pervious Surface	125.4 acres

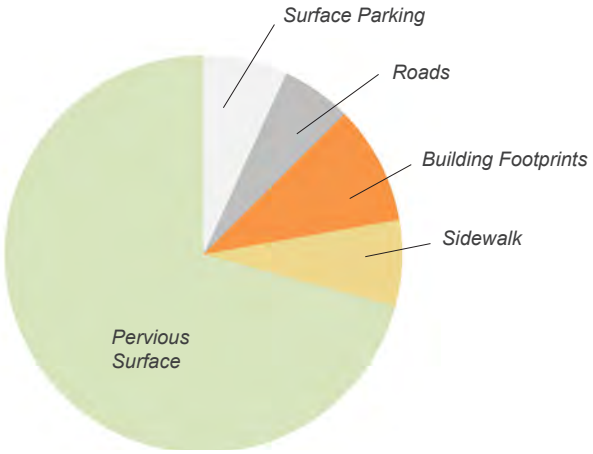
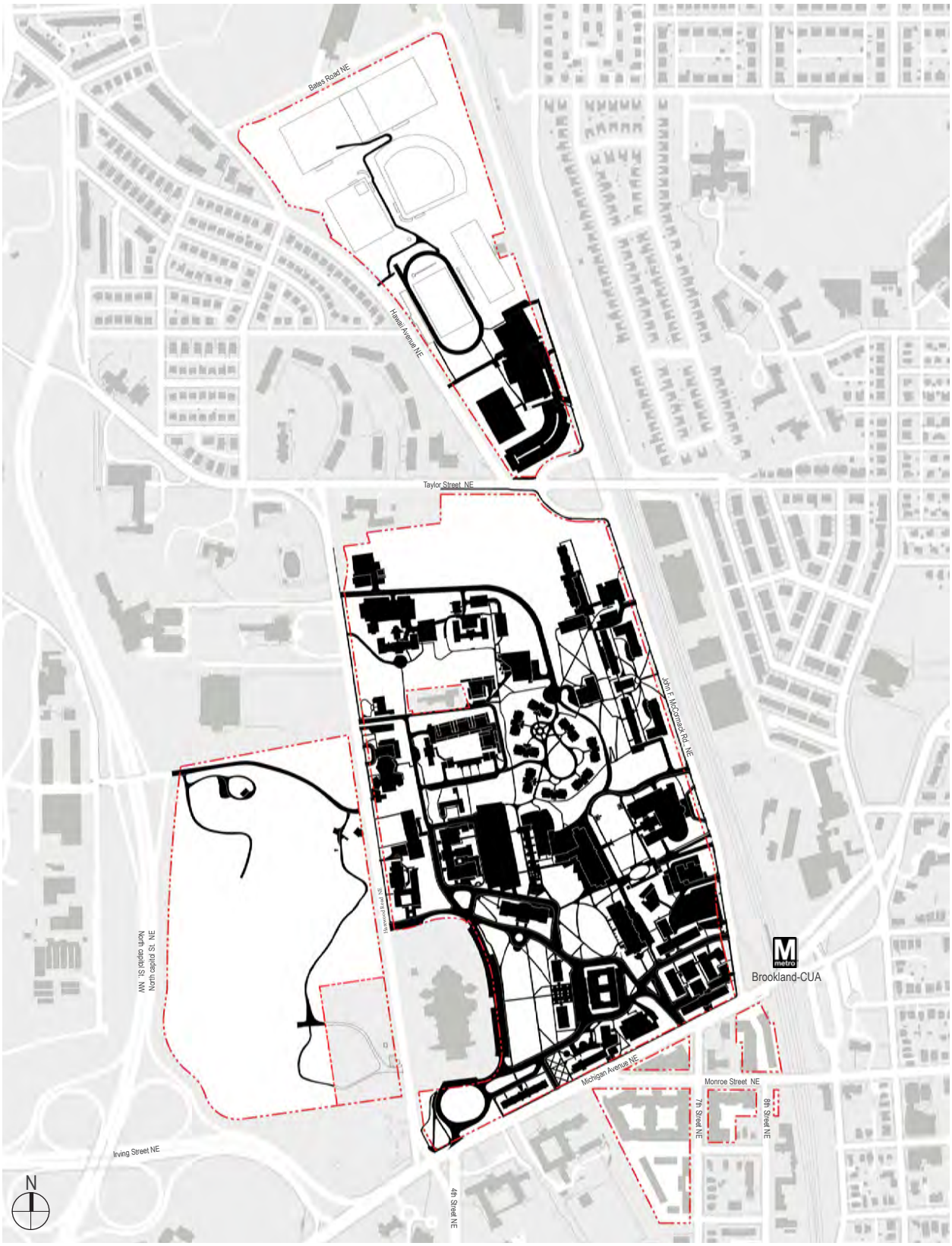


Exhibit 13: Existing Impervious Surface



3.16 Existing Student Housing

As shown in Exhibit 14 the University's student housing offers a variety of options, including traditional rooms, semi-suite units, suites, and apartments. Current policy requires all full-time freshmen and sophomores to live on campus, leaving the remainder of units to upperclassmen. Since 2002, the University's occupancy rate, consisting primarily of undergraduate students, has averaged 96.83%, with an estimated fall 2011 occupancy rate of 98.1%.

Even with the wide variety of housing types offered at CUA, there is a deficit of traditional housing units that often accommodate first- and second-year students. This deficit creates a conflict between the housing requirements of upper and underclassmen. In addition, the number of different housing types creates preferences for the most highly prized units within the housing lottery system which in turn results in the fact that many upperclassmen choose to move off-campus if a certain unit type is unavailable.

The lack of amenities on campus that address student life issues such as recreational and common space facilities associated with residence halls discourages students from living on campus. The deficiency of student-devoted spaces as well as the allure of housing with amenities not found on campus contribute to the low residential retention of upperclassmen.

In studying student housing, the following needs and concerns have been raised:

- Disparity exists within each housing unit type
- There is a need for an increase in traditional unit types in order to create a sense of community for underclassmen
- Lack of on-campus amenities and student-devoted spaces contributes to low student housing retention rates

Traditional (Common bath)		
Caldwell Hall*	51	beds
Flather Hall	176	beds
Gibbons Hall	116	beds
Regan Hall*	136	beds
Ryan Hall*	178	beds
Seton Hall	51	beds
Total Units	708	beds

Semi Suite (designated bath)		
CV-Camalier House	86	beds
CV-Engelhard House	74	beds
CV-Magner House	62	beds
CV-McDonald House	52	beds
CV-Quinn House	74	beds
CV-Reardon House	74	beds
CV-Unanue House	70	beds
CV-Walton House	86	beds
Gibbons Hall	28	beds
Total	606	beds

Suite (designated bath and living space)		
Millennium North	36	beds
Millennium South	36	beds
Opus Hall	402	beds
Total	474	beds

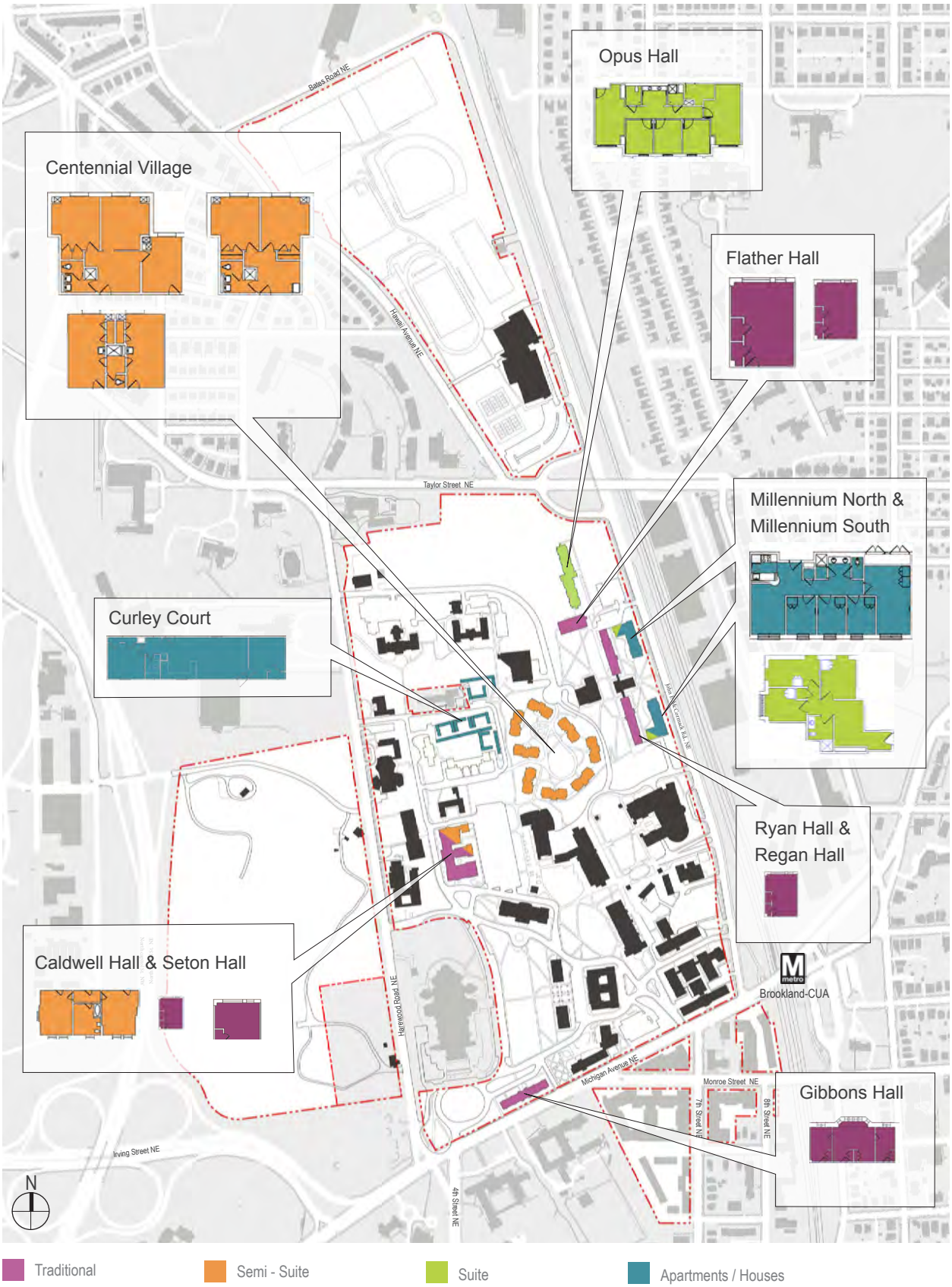
Apartment** (designated bath, living space, & kitchen)		
Curley Court	98	beds
Millennium North	134	beds
Millennium South	144	beds
Total	376	beds

Total Beds	2,164	beds

** Building contains a mix of unit types and is categorized by the dominant type*

*** Currently 53 apartment beds are leased offsite by the University at the Cloister*

Exhibit 14: Existing Student Housing Types



3.17 Existing Sacred Spaces

Interior and exterior sacred spaces are critical to the mission of The Catholic University of America. They support the spiritual growth of students, faculty, staff, and visitors alike. It is important that both interior and exterior spaces share symbiotic relationships. An example of such a relationship is Saint Vincent's Chapel. The 200-seat chapel opens to a green space clearly defined by four student residence halls. This organization articulates the chapel as the communal and spiritual heart of the residential community.

The Mall, framed by the Mullen Library and the Basilica of the National Shrine of the Immaculate Conception, creates a grand space that reflects the University's mission of combining faith and reason. Other small exterior spaces that invite spiritual repose are the courtyard at Caldwell Hall, the wooded area south of Curley Hall, the Marist Memorial Garden, and the gardens around Nugent Hall. The large wooded area just south of Taylor Street offers an opportunity for respite from the campus and from the surrounding urban scene and recalls the natural landscape that existed prior to the development of this area of Washington, D.C. As such, it is an important asset to preserve and celebrate.

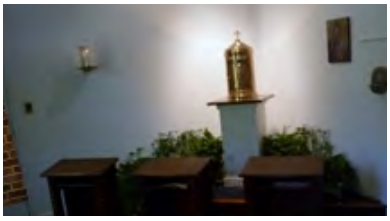
Despite the successes described above, where interior and exterior spaces integrate seamlessly, there are instances where spiritual spaces are disconnected and hidden. For example, Caldwell Chapel's beautifully sculpted apse which faces the heart of the campus unfortunately overlooks the McMahon parking lot. Not only does this diminish the spiritual impact of the University's Chapel, it also disconnects it from the rest of the campus. Another example of a lost opportunity to take full advantage of its beauty as a spiritual space is the statue of Saint Mary between Caldwell and McMahon Halls. What was meant as a quiet and contemplative space is lost to the distractions of the surrounding roadways, as it is situated on an island surrounded by traffic and disconnected from pedestrian pathways.

In studying sacred spaces, the following needs and concerns have been raised:

- Places of repose should be cleared of any vehicular disturbances
- Spaces should be close to pedestrian pathways to increase accessibility and use
- Interior spiritual spaces, such as chapels, should be accompanied by landscaped exterior spaces

Basilica of the National Shrine of the Immaculate Conception

Mary, Mirror of Justice Chapel

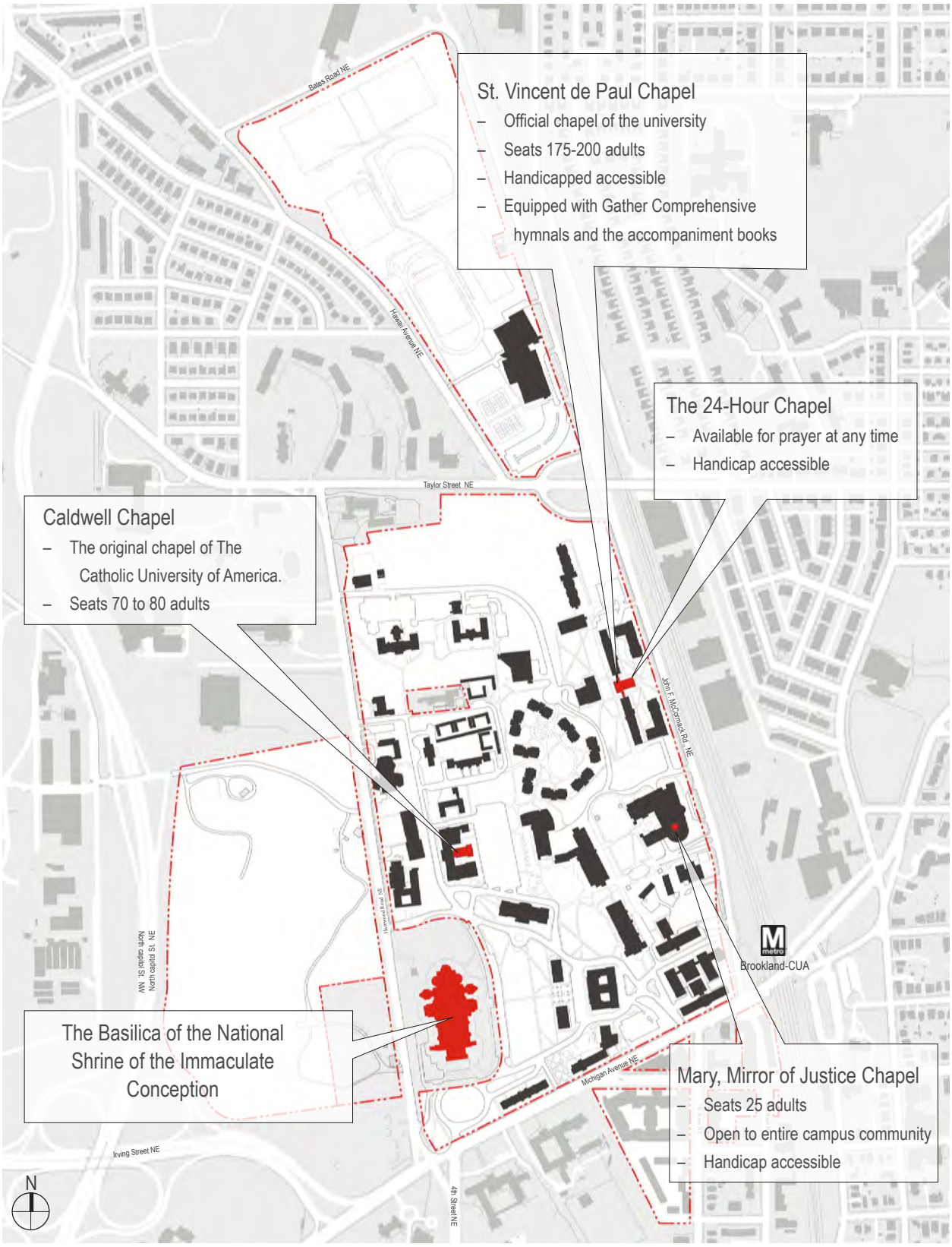


The 24-Hour Chapel

Caldwell Chapel

St. Vincent de Paul Chapel

Exhibit 15: Existing Sacred Spaces



Worship Spaces

3.18 Architectural Character

The Catholic University of America has a rich inventory of significant buildings representing the evolution of American collegiate architecture over more than a century. The University's oldest building, the Romanesque Revival-style Caldwell Hall, was dedicated in 1888 and became the first structure completed for the campus. The second major building to open on campus, McMahon Hall, was built to be compatible with Caldwell Hall and dedicated in 1895.

Complementing these early structures are the Mullen Library, designed in an Italianate Romanesque Revival style, and the Victorian Romanesque Marist Hall. Successive buildings dating from the early 1900s are designed in a Collegiate Gothic style. They include Gibbons Hall (1912), Father O'Connell Hall (formerly Cardinal Hall) (1914), and Maloney Hall (1917). Neoclassicism is represented in O'Boyle Hall, originally built in 1900 for Holy Cross College. Even the University's brick power plant (1910) reflects a high level of design, craftsmanship, and detail.

By the mid-20th-century, the campus had grown to embrace the era of modernism. The 1949 Saint Vincent de Paul Chapel was built in a Colonial Revival style but with Deco-influenced simple shapes and materials. More modern in appearance are several boxy buildings from the 1960s, including Gowan, McCort-Ward and Pangborn Halls. These buildings form a unified complex in the southeast corner of the campus. The Hartke Theater, opened in 1970, exemplifies the bold, geometric structures of the period.

The postmodernism of the 1980s and 1990s is also evident on campus, primarily in the striped and rusticated Columbus School of Law and the renovated Crough Center for Architectural Studies, which represents an adaptive reuse of a former gymnasium. Recent years have witnessed a return to the glass and metal of modernism, as in the 2003 Edward J. Pryzbyla University Center.

Edward J. Pryzbyla University Center

John K. Mullen Library

Gibbons Hall

McMahon Hall

3.19 2002 Campus Plan Highlights

The Master Plan approved by the Zoning Commission in 2003 was a limited scope update of the previous 1992 Master Plan. The plan proposed a number of options to reduce the amount of vehicular circulation on the campus in an effort to create a more pedestrian-oriented environment.

The following is a summary of the major accomplishments from the 2002 Master Plan:

West Campus

- Incorporated into the Campus Plan through - Zoning Commission Order No. 04-25
- Purchased April 29, 2004

St. Bonaventure Hall and former Bank Building

- Demolished December 2007

Opus Hall

- Approved through Zoning Commission Order No. 06-39 dated January 2007
- Opened January 2009
- The first LEED-certified student residence hall in the District of Columbia
- 402 new student beds

McGivney Hall

- Full renovation and re-activation of a vacant building (formerly Keene Hall) as an academic and office facility
- Renovations completed fall 2009

South Campus Redevelopment

- Demolition of Conaty, Spalding, and Spellman Halls – completed June 2011
- Consolidation of student residences onto Main Campus
- Agreement with Abdo Development to construct a mixed-use transit-oriented development
- Developer received approval of PUD through Zoning Commission Order No. 08-24
- Removed from boundaries of The Campus Plan

In addition to the major, but limited, building construction, numerous improvements to existing facilities and the campus environment included: accessibility modifications for persons with disabilities, additional pedestrian pathways, campus security and safety feature enhancements, additional railings, ramps, lighting, emergency telephones, and cameras. The 2002 Master Plan proposed options to enhance existing open spaces within the campus. Over 300 new trees, outdoor furnishings, and plantings were added to preserve and enhance the campus environment.

While the 2002 Master Plan included the potential for the construction of 735,500 square feet for new academic and administrative buildings as well as 450,000 square feet for residential and student life buildings, the enrollment numbers did not support the need to implement plans for maximum levels of projected construction.

4.0 Proposed Plan

4.01 Planning Principles

One of the goals of CUA's Master Plan is to support the University's Strategic Plan and its Catholic mission founded on the integration of intellect and virtue. The Master Plan aims to help CUA achieve academic excellence and encourage individual growth through a well-planned physical environment that integrates academic and residential life.

Another goal of the Master Plan is to serve as a planning guide to infrastructure, new building construction, landscaping, renovation and sustainability. In particular, entrances, edges, open spaces and connections within the campus and neighborhood are highlighted.

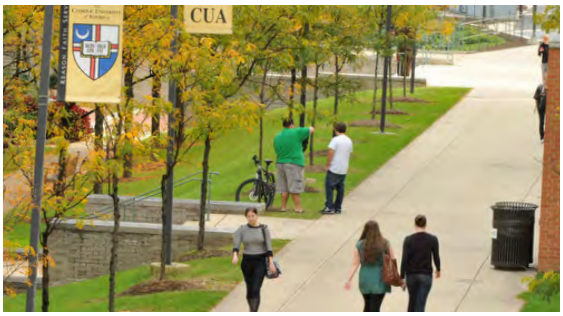
Key planning principles emerged during the plan development process and shaped our approach to the campus setting as follows:

Reflect the University's Catholic mission and values

Improving the physical organization of the campus will connect academic buildings and sacred spaces to residential halls as well as to social and recreational facilities with the result that faith and learning carry over into everyday student life. Outdoor sacred spaces will be improved to encourage individual and group reflection throughout the campus. Service and outreach to the community will be encouraged through improved pedestrian pathways and distinctive thresholds between the campus and its surroundings. Being good stewards of the campus reflects a fundamental aspect of the Catholic faith and its values. By honoring and nurturing the natural environment through beautification and sustainability of the campus, CUA celebrates God's creation.

Support academic excellence

In order to integrate students' intellectual and social lives seamlessly, campus residential halls will incorporate spaces for learning group activities as well as student amenities. New academic buildings as well as renovated existing spaces will be designed to enhance interdisciplinary collaboration, resulting in increased connections between departments and programs. Sacred and open spaces will be reconfigured in order to provide a stimulating campus setting where opportunities for learning outside the classroom can occur.



Foster a collegiate atmosphere and a vibrant campus experience for students, faculty, staff, and visitors

Each distinctive area of campus will enjoy a renewed sense of vibrancy and synergy through improvements to the delineation of quadrangles, sacred spaces, new and renovated buildings, and landscaping. This will also contribute to the integration between learning and living activities. Student life will be enhanced by improving and creating better integrated pedestrian pathways, underground parking, and residential halls that integrate both learning spaces and outdoor recreational areas. Faculty and staff will benefit from better organized and expanded academic buildings. Campus entrances from the nearby Metrorail station, Michigan Avenue, and Harewood Road will be clearly marked, reducing confusion at entrances and will be designed to lead visitors into the heart of the University.

Create a more cohesive campus

Creating additional pedestrian pathways will result in a more cohesive, walkable setting, while connecting buildings on campus. New gateways will establish a sense of arrival and enhance the University's identity. View corridors will be preserved to frame vistas of campus and city landmarks, and serve as organizing devices within the Master Plan. Campus boundaries and entrances will be restructured by new buildings, landscaping, and signage at strategic points and will also connect the University to the surrounding neighborhood.

4.02 Overview

The Master Plan follows guiding principles set forth by University representatives. These goals take physical form through a series of design tests for specific campus areas, referred to as “precinct studies.” The following steps represent key plan attributes that contribute to the cohesiveness of the Master Plan.

- Improve connections between the campus core and the Metrorail station, and between the student housing precinct and the DuFour Athletic Center
- Improve open spaces and the pedestrian environment on campus
- Build upon the picturesque, pastoral, and formal landscape qualities of the campus
- Strengthen axes and focal points to serve as organizing devices on campus
- Separate vehicular and pedestrian traffic
- Create a new and scenic vehicular approach from North Capitol Street through the West Campus
- Nurture sacred and contemplative spaces
- Enhance the historic qualities of campus spaces and buildings
- Improve connections, safety, lighting, signage, and landscape edges
- Support continued leadership in sustainable design
- Enhance student housing and on-campus amenities
- Create a Transportation Demand Management Plan

Existing view of Law School open space

Proposed view of campus looking north

Proposed view of Law School open space

4.03 Existing Condition

Existing Buildings to Remain

Building No.	Building Name	Use	No of Stories	Total Gross Area (SF)
001	Caldwell Hall	Academic + Housing	5	168,583
002	McMahon Hall	Administrative + Academic	4	99,429
003	Marist Hall	Academic	4	62,167
004	O'Boyle Hall	Academic	4	65,260
006	Power Plant	Facilities	3	24,002
007	Gibbons Hall	Academic	4	48,944
008	Father O'Connell Hall	Administrative + Academic	5	72,364
009	Maloney Hall	Academic	4	64,144
011	Edward M. Crough Center for Arch. Studies	Academic	2	43,354
012	John K. Mullen Library	Library	4	122,667
013	Ward Hall (south wing)*	Academic	3	19,708
014	Marist Annex	Facilities	3.5	6,612
015	Curley Hall	Priestly Residence	3	19,315
016	Curley Hall South	Priestly Residence	3	24,338
017	Nugent Hall	Administrative + President's Residence	4	13,582
018	Ryan Hall	Housing	3	32,016
019	Regan Hall	Housing	3	30,164
020	Shahan Hall	Academic	4	28,717
021	St. Vincent de Paul Chapel	Religious (Chapel)	2	7,276
023	McGivney Hall	Academic	5	37,633
024	Gowan Hall	Academic	4	34,803
025	McCort-Ward Hall	Academic	4	32,040
026	Pangborn Hall (south wing)*	Academic	5	55,912
027	Flather Hall	Housing	5	40,120
031	Hartke Theater	Academic + Performing Arts	2.5	51,440
032	Aquinas Hall	Academic	3	44,428
033	Raymond A. DuFour Athletic Center	Athletic + Recreational	3	98,871
034	Hannan Hall	Academic	4.5	91,000
043	Columbus School of Law	Academic	4	188,412
044	Chemical Storage Building	Facilities	1	380
046	Millennium South	Housing	3	53,680
047	Millennium North	Housing	3	51,984
048	Edward J. Pryzbyla University Center	Student Life	3	100,000
049	Grounds Maintenance	Facilities	1	5,760
050	Materials Handling Building	Facilities	1	2,500
051	Opus Hall	Housing	7.5	127,999
			TOTAL	**1,969,604**

** Areas after Demolition*

Exhibit 16: Existing Condition

4.04 Proposed Master Plan

Buildings to be Demolished

Building No.	Building Name	Use	No of Stories	Gross Floor Area (SF)
005	Maintenance Shop	Facilities	1	6,262
010	Salve Regina Hall	Academic	3	11,110
013	Ward Hall (north wing)	Academic	3	37,902
022	McCarthy Building	Academic	1	2,606
026	Pangborn Hall (north wing)	Academic	4.5	25,347
028	Eugene I. Kane Student Health and Fitness Center	Recreational	1	16,139
029	Leahy Hall	Administration	3	56,471
030	Nursing-Biology Building	Academic	3	30,507
035	CV Engelhard Hall	Housing	3	19,083
036	CV Magner House	Housing	3	19,083
037	CV McDonald House	Housing	3	19,083
038	CV Quinn House	Housing	3	19,083
039	CV Unanue House	Housing	3	19,083
040	CV Camalier House	Housing	3	19,083
041	CV Reardon House	Housing	3	19,083
042	CV Walton House	Housing	3	19,083
045	Curley Court	Housing	1	20,141
			TOTAL	**359,149**

Proposed Buildings and Building Additions

Building No.		Use	No of Stories	Gross Floor Area (SF)
A		Academic	4	68,000
B		Academic	4	124,000
C1		Student Life	3	27,000
C2		Student Life	2	12,000
D		Academic	3	31,000
E		Academic	3	26,000
F		Academic	3	121,000
G1		Residence Hall	3	39,000
G2		Chapel	1	3,000
H		Academic or Residence Hall	3	79,000
I		Student Activity	3	133,000
J		Academic	3	26,000
K1		Residence Hall	4	50,000
K2		Chapel	1	3,000
L		Residence Hall	4	38,000
M		Residence Hall	4	38,000
N1		Residence Hall	4	64,000
N2		Chapel	1	2,500
O		Athletics	2	122,000
			TOTAL	**1,004,500**

Square Footage Summary	Total Square Footage
Existing Buildings to Remain	1,969,604
Proposed Buildings	1,004,500
Total Proposed Building Square Footage	**2,974,104**

FAR Summary	FAR
Allowable F.A.R.	**1.8**
Existing F.A.R.	**.30**
Proposed F.A.R.	**.39**

Exhibit 17: Proposed Master Plan

4.05 Proposed Building Demolitions

The Master Plan proposes a long-term blueprint for the campus that is intended to create a cohesive setting. In order to support this ambitious vision, it is recommended that several buildings be razed. Given that the Master Plan is a 15-year road map, building demolitions have been separated into three categories: near-term building demolitions, framework plan building demolitions, and other potential building demolitions.

Near-term building demolitions identify structures that need replacing because they are either in poor condition, are underutilized sites, or both. It is anticipated that these buildings will be razed during the first five years of the plan. These buildings include:

1. Curley Court (trailers) – These trailers are scheduled for demolition during 2012, since the permits held for these temporary structures will expire. In addition, they detract from the visual impact of the campus.
2. Maintenance sheds by the Power Plant – These industrial sheds located near the University Power Plant impede further development of the area and are in poor condition.
3. Salve Regina Art Department – This building is not only in poor condition but would also require expansion in order to facilitate arts program enhancements.

Framework plan building demolitions categorize buildings that, if razed, would improve campus connectivity as well as support the framework proposed by the Master Plan. These buildings include:

4. Pangborn Hall north wing – It is recommended that the north wing this building be razed to allow development of the precinct as an open space and a gateway to campus from the Metrorail station. This demolition would also permit maximum expansion of the parking garage.
5. Leahy Hall – This building, which is not architecturally or historically significant, impedes the visual impact of the campus from Harewood Road by blocking the monumental view of Caldwell Hall, a historic and architecturally significant building.
6. Ward Hall north additions – These poorly planned additions impede the monumental view of Caldwell Hall, do not utilize space efficiently, and have failing building systems.
7. Centennial Village – In poor condition with an inwardly focused orientation, this cluster of buildings occupies a central location that creates a barrier dividing the campus. Its demolition would enhance student housing's connectivity to the campus core.

Other potential demolitions would contribute to the improvement of open spaces. These buildings include the following:

8. Nursing/Biology Building – This structure reflects poor space planning and impedes the view to the historic Maloney Auditorium. Demolition would create an intimate courtyard between the Metrorail station and the Mullen Library.
9. Kane Fitness Center and Health Center – The Master Plan proposes the expansion of athletics and recreation spaces at the DuFour Center as well as a new student activity building located at the center of campus. These additional facilities would allow the Kane Center to be razed or repurposed.

Exhibit 18: Proposed Building Demolitions

4.06 Proposed Buildings

The Master Plan proposes new buildings that would provide state-of-the-art spaces to support academic, administrative and student life. These future structures would be sited carefully in order to create new quadrangles and reinforce existing open spaces on campus as shown on Exhibit 6. These proposed new buildings would be grouped according to three types of spatial definition as follows:

Framing open spaces

The construction of new buildings has been proposed in order to delineate the southern end of the Law School Quad, the northern end of the McMahon Quad, and the Curley Hall courtyard. An addition to the west side of the Pryzbyla Center would help define the central open space on campus in front of the Mullen Library. New residential halls next to Opus Hall and north of Marist and O'Boyle Halls would be positioned to frame open spaces for student recreational and social activities.

Defining campus edges and thresholds

A new structure near the Brookland/CUA Metrorail Station would help direct pedestrian traffic from the transit stop into the heart of the campus. Another building at the north end of the Law School Quad would create a transition between the academic campus to the south and the residential halls to the north. Along Michigan Avenue, a new building would provide a natural barrier between the tranquility of campus and the noisy, disruptive traffic on Michigan Avenue.

Building on existing structures

New infill within academic, residential and recreational precincts would aid in expanding programs, reinforcing uses and defining distinctive areas on campus. This infill includes additions to the Pryzbyla Center and the DuFour Athletic Center to meet the needs of new fitness and sports programs; an expansion of Ward Hall that would result in framing views of historic Caldwell Hall more advantageously; an addition to Aquinas Hall; new residential halls east of Marist Hall to meet on-campus student housing needs; and new additional buildings in the arts precinct to accommodate expanding programs.

Proposed residence halls and chapel

Exhibit 19: Proposed Buildings

Existing Buildings

Proposed Buildings

4.07 Proposed Building Use

An important goal of the Master Plan is to nurture the foundational idea of uniting intellect and virtue by connecting academic and residential life on campus. Academic and residential precincts intersect at activity nodes that are strategically located at major hubs and outdoor spaces on campus and are a part of daily campus life. Nodes include dining facilities, chapels, library and other communal spaces that provide students the opportunity to collaborate, worship, and socialize outside the classroom.

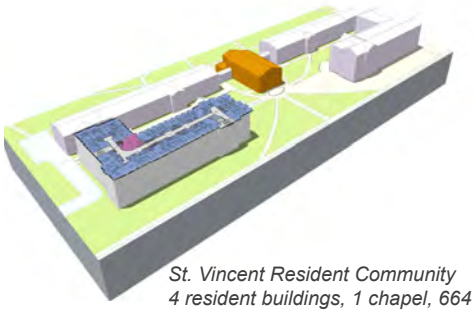
New buildings recommended by the Master Plan would bolster activity nodes by augmenting existing uses and framing open spaces. A new student activity building sited near the Pryzbyla Center is recommended in order to create a student life core at the heart of campus. Adding a gallery and café within the existing Arts Precinct will act as a termination point to a new east-west open space and activate the west side of campus nearest Harewood Road. A café within a new building near the Metrorail Station and a 24/7 student space in a new structure on the Law School Quad would connect to public transportation nodes on the east side of campus. In addition, renovations to Mullen Library would result in collaborative and team-based learning by making the building an activity hub that would draw students to it.

Residential Life

New residential neighborhoods will be organized around chapels and open space, as Ryan, Reagan and Millennium Halls currently relate to the St. Vincent Chapel. Through the quad format, the new and existing residential halls will be connected and integrated into the network of open spaces on campus. The chapel within the heart of each residential community will provide both a spiritual hub and a cohesive identity for each housing cluster.

The space needs for student Resident Halls will be accommodated by new construction and the repurposing of existing buildings for residential use. Four residential enclaves that will build on the character of existing structures and transform them into living-learning communities are suggested for the north end of campus. They include new housing and chapels added to the current sites of Curley, Opus, Marist and O'Boyle Halls to link the existing buildings and to create three new residential neighborhoods. Now home to various academic departments, Marist and O'Boyle Halls once served as residential units and can therefore be easily converted into student housing.

In addition, each of the four suggested residential precincts will provide varying connections to the community, from the unit and floor lounge to the outdoor gathering space and chapel. Amenities within each building will include study spaces and classrooms, as well as apartments for resident advisors in order to integrate academic and student life.

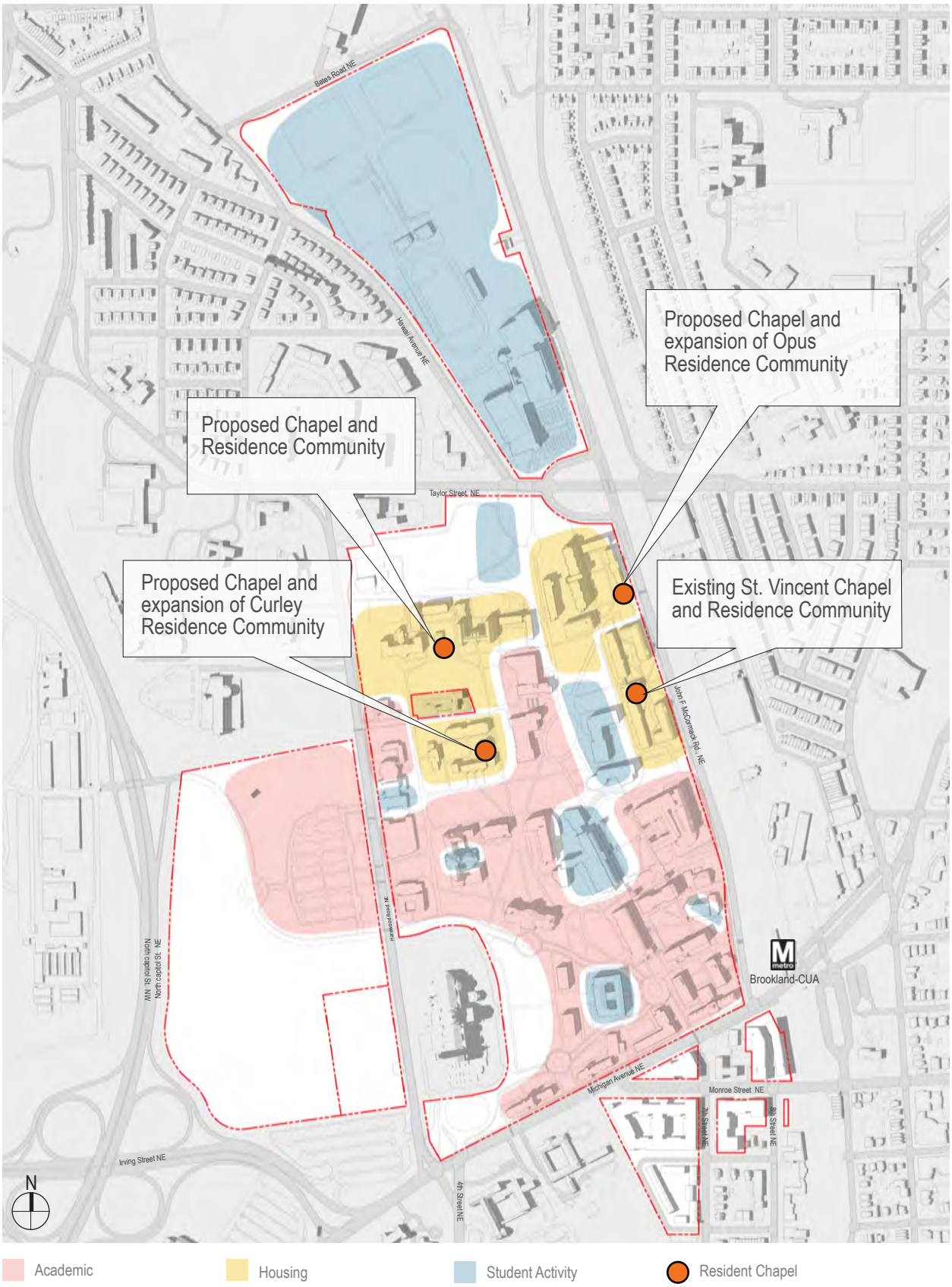


St. Vincent Resident Community
4 resident buildings, 1 chapel, 664 beds

Cascading Scales of Communities Concept

Scale of Community	Number of Beds	Shared Amenities
Unit	1	
Cluster	6	
Wing	18-24	Study, Lounge, Bathroom
Floor	36 -48	Floor Lounge, Resident Assistant
Hall	100-180	Building Lounge, Resident Minister"
Complex	500-800	Chapel, Exterior Open Space
Total Proposed Beds	2,870	

Exhibit 20: Proposed Building Uses



Academic Buildings

Complementary academic disciplines such as architecture and engineering, and arts and sciences, would be clustered to strengthen academic departments and interdisciplinary learning. Existing as well as new spaces near the Metrorail station would be more densely clustered in order to maximize their academic use, particularly by commuting students and especially the professional schools' large, part-time populations. Proximity to public transportation would reduce dependence on cars for these types of students.

Space Needs

As part of the Master Plan, a *Space Needs Study* was conducted to provide an analysis of the quantities and types of spaces required at the current student enrollment level as well as at projected future levels (15-year planning horizon). Normative guidelines for private universities with similar enrollment levels and missions were applied and empirical information was gathered during on-site meetings. Key findings include the following:

- Projected student enrollment growth and related growth in faculty and staff will impact future space needs. Currently, existing facilities comprise 910,300 useable square feet of space, excluding residence halls. At the 15-year planning horizon, application of the guideline shows a need for 947,800 useable square feet; the current deficit is almost 37,500 useable square feet.
- In actuality a much greater space deficit exists but is currently offset by surplus office space. The deficit, exclusive of the office space surplus, is 103,400 useable square feet. Therefore, space needs should be considered by space category. There is no manner of offsetting the deficit for library or athletics/ physical education/recreation space with the surplus of office space.
- Projected student enrollment growth and building demolition requires new residence halls. At the 15-year planning horizon there is a need for 1,355 newly constructed beds. 665 replace those lost by the demolition of Curley Court and Centennial Village. The remaining 670 beds are needed to reach the goal of housing 70% of undergraduate students. This accounts for a total of approximately 406,500 gross square feet of building area that will be accommodated by new construction and the repurposing of existing buildings for residential use.
- Classroom and service space is in relative balance at the 15-year planning horizon. However, the existing stock of classroom space does not support the contemporary learning environments required by today's students. Active learning spaces supporting group discussions and project-based learning through imbedded technology and flexible furniture are the types of instructional environments now being constructed on campuses all over the country. As a result, while Catholic University does not require additional classroom space, it does require modifications to its current classroom inventory to update them in order to support contemporary learning environments.
- Teaching laboratories and service spaces have a deficit of almost 4,400 useable square feet at the 15-year planning horizon. The School of Engineering and the School of Music require additional teaching laboratory space. While the sciences do not currently need more space, the existing spaces in Maloney Hall, McCort-Ward, and the Nursing-Biology Building do not meet contemporary standards for science facilities.
- Open laboratories and service spaces are in relative balance overall at the 15-year planning horizon. However, the amount of existing space could be distributed more effectively, as some schools have a space surplus while others have a space deficit. For example, additional studio space for the School

of Architecture and Planning in the Crough Center will be needed based on current and projected enrollment growth. Additional practice rooms for individuals and ensembles will also be needed for the School of Music.

- Faculty growth requires additional research laboratories and service spaces at the 15-year planning horizon. The guideline generates research space for 100 % of the tenure/tenure-track faculty in any department that currently has research space (Psychology, Physics, Engineering, Chemistry, and Biology). The guideline includes an allocation for graduate students as well.
- The space category that comprises offices and services remains in surplus at the 15-year planning horizon. The existing offices are larger than what the guidelines allocate. A surplus of office space is not uncommon on a campus with historic buildings where offices exceed contemporary standards.
- The deficit in the space category of chapel spaces illustrates a need for a 400-seat chapel. The University currently does not have a chapel larger than St. Vincent's, which has a capacity of approximately 200 people. Chapels seating between 400 and 500 people are common on campuses with similar student enrollment levels and missions.
- The library guideline within the *Campus-wide Space Needs Analysis* includes Mullen Library as well as the Archives, Engineering, Law, Music, Nursing, and Physics libraries. Mullen Library has 62,700 useable square feet of existing space whereas the guideline shows a need for almost 97,700 useable square feet at the 15-year planning horizon, resulting in a deficit of 35,000 useable square feet. The need for additional space primarily stems from the lack of group study rooms, an information commons, and student gathering areas in the current facility. This type of space is crucial on campuses and especially important in a library when it does not exist in academic buildings.
- Athletics, physical education, and recreation space have a deficit of almost 54,800 useable square feet. Additional space is needed to provide team rooms, booster/hospitality areas, practice facilities, and student recreation space.
- Assembly and exhibit space have a deficit of almost 11,000 useable square feet. This space supports the academic mission and does not include conference center facilities. Existing spaces are primarily housed in Hartke Theatre, with several spaces also in Salve Regina, Caldwell Hall, Ward Hall, and Mullen Library. The space deficit results from several factors, including the fact that the University does not have a significant gallery space for displaying artifacts or student artwork. In addition, the existing academic performance areas do not include sufficient support spaces.
- Student center space is in deficit by almost 27,400 useable square feet. Although the Pryzbyla Center is a newer building, it lacks adequate lounge space, office areas for student organizations and clubs, and dining facilities.
- The amount of physical plant space is in relative balance at the 15-year planning horizon.
- Overall, the amount of department space designated as "other" is in balance at the 15-year planning horizon. Department space designated as "other" includes all other useable square feet space that does not fall into, or has not been allocated into, other space classifications. Examples of this space category include lounge areas, the Law School's food service, study areas within academic buildings, media production spaces in Ward Hall, meeting rooms, central computer areas such as in Leahy Hall, and mail services in McMahon Hall.
- Healthcare facilities are in relative balance at the 15-year planning horizon.
- There is almost 39,300 useable square feet of inactive/conversion space. Around 32,000 useable square feet of this space is in O'Connell Hall, which is currently under renovation for various Enrollment Services functions. The remainder of this space category comprises small areas scattered throughout the campus.

4.08 Proposed Open Space Network

The proposed Master Plan illustrates a network of outdoor spaces that sequentially connect and enhance the campus landscape. These linked areas include the following characteristics:

Variety of sizes and uses

From large quadrangles to intimate courtyards, the outdoor spaces on campus provide places to reflect, meet, socialize, and recreate. They help to connect buildings and create transitions within the campus.

Variety of landscape quality

The existing campus offers pastoral, picturesque, and formal landscapes. These settings should be enhanced with shrubs, trees, flowers, grassy areas, fences, outdoor furniture and pathways keeping their distinctive topography and existing plantings in mind. Future landscape designs should augment meandering pastoral qualities, extend them to campus edges, and intensify the formal character of quadrangles in the campus core.

Variety of topography

The campus rises from low-lying streets to a high, north-south ridgeline at the central core. Future buildings and outdoor spaces should be integrated with this terrain and celebrate the changes in topography. Campus edges should be clearly articulated and defined with landscaping, signage, and buildings.

Variety of connections

Pedestrian paths and view corridors should be reinforced and strengthened in order to span outdoor campus spaces and to connect buildings with activities. Clearly defined routes between the following areas are recommended: student housing precincts and the Metrorail station; the DuFour Center and Main Campus; and the Metrorail station entrance and campus core, in order to improve the University's link to public transit. These additional physical and visual connections will strengthen the network of campus open spaces, thereby improving access as well as sightlines throughout the entire campus.

Proposed open space between McMahon Hall, Caldwell Hall, and Hannan Hall

Exhibit 21: Proposed Open Space Network

— Building Edges

4.09 Proposed Landscape Framework

The proposed Landscape Framework builds on the distinctive campus landscape typologies (formal, picturesque, and pastoral) discussed in the assessment of Landscape Character. Although these typologies are interdependent and overlapping, for planning and design purposes they are discussed independently and included in the *Framework Plan* to provide greater clarity and coherence to the campus structure.

Formal landscapes

These orderly settings are concentrated in the southern and southeastern portions of campus where they engage the surrounding neighborhood and connect to the Metrorail station. They include the Mall between Mullen Library and the Basilica of the National Shrine, as well as the Law School Quadrangle. Current patterns of development as well as anticipated density benefit from the strong ordering principles and terraced topography associated with formal landscape typology.

Picturesque landscapes

Restoration of the north woods, the last remaining contiguous native landscape on the campus core, is central to the recommended restoration and expansion strategy. Picturesque landscape "fingers" should be extended to define the northern and western boundaries of the Main Campus; to initiate a stronger connection to the West Campus; and to enrich the outdoor landscaping space experience.

Pastoral landscapes

These natural areas are characterized by large, informally spaced canopy trees, rolling topography, and serpentine paths, and should be woven through the entire campus in order to form a coherent structure of open spaces that responds to the natural land form. As noted in the assessment, the campus lacks large mature trees reflective of its age. Planting high canopy trees should be a current and ongoing priority so that over time, the pastoral landscape will reflect the historic character of the campus and soften the presence of its largest, most imposing buildings.

The *Landscape Enhancement Plan* reinforces the principles of the *Master Plan* with more detailed recommendations for the systemic components of the landscape including plantings, paving, lighting, and furnishings. Implementing a cohesive approach to the campus landscape will improve both its continuity and performance.

Proposed formal landscape in front of Mullen Library

Exhibit 22: Proposed Landscape Framework

Pastoral Formal Picturesque

4.10 Proposed Focal Points and Views

The proposed open space framework of the Master Plan is designed to highlight axes and focal points as organizers to the campus by revering historic buildings, enhancing existing focal points and views while capturing potential new ones, and maintaining the Basilica of the National Shrine as a visual backdrop and orientation point for the campus.

Some of the newly proposed views and focal points include the following:

- A restored open space in front of Caldwell Hall that is framed with the renovated and expanded Ward Hall to the south and the new arts building to the north
- A new student activity building terminating the Law School Quad that would mark the campus intersection between new east-west and north-south open spaces
- A new diagonal view corridor connecting the Basilica to a new chapel anchoring the cluster of student housing around Opus Hall
- New views of the surrounding neighborhood from various campus high points

4.11 Proposed Edges and Perimeter Enhancement

The Master Plan proposes improvements along the boundaries of the University to strengthen the identity of the campus and its connections to the community. These improvements will be achieved by enhancing buildings, sidewalks, and landscape elements as follows:

Buildings

Create collegiate edges around the University by grouping buildings to draw academic and student life to the periphery of the campus.

Fill “missing teeth” along major corridors, such as Michigan Avenue, to establish a more prominent presence for the University within the neighborhood.

Line the streets around the campus perimeter with significant buildings and provide connections to campus open spaces in order to link the University with the surrounding community.

Sidewalks

Widen sidewalk zones around the entire campus to improve pedestrian safety as well as campus connectivity.

Create gateways at sidewalk and campus pathway intersections to mark the entrances to the campus.

Landscape

Plant trees around the campus perimeter to create a buffer between pedestrian walkways and vehicular traffic.

Enhance campus identity with a consistent low wall around the campus perimeter.

Create ceremonial entrances by improving landscape and signage at key vehicular arrival points on campus, including the intersections of 7th Street and Michigan Avenue, and Scale Gate and Harewood Roads.

Exhibit 23: Proposed Focal Points and Views

4.12 Proposed Pedestrian Circulation

Creating a pedestrian friendly campus is a core principle of the Master Plan. This effort to improve pedestrian circulation centers on removing vehicles from the campus core and, when possible, separating vehicular and pedestrian traffic. Vehicular access should be designed to provide a campus drive experience with a narrow roadbed section.

The Master Plan establishes a clear hierarchy of networked primary, secondary, and tertiary paths that are intended to provide convenient and logical access to buildings and their entrances. Primary paths are specified along major pedestrian corridors and will be a minimum of 16 feet wide. Secondary paths, not as heavily used by pedestrians as primary paths, are designated to be a minimum of 8 feet wide and will connect major open spaces. Tertiary paths are those within a specific open space or those that provide localized access to buildings and are designated to be a minimum of 6 feet wide.

A new multi-use pathway connection between the main campus and DuFour Athletic Center will be provided via a proposed bridge over Taylor Street. The bridge will take advantage of the topographical features of the campus by connecting from a high point on the Main Campus to an expansion of the athletic building. The multi-use pathway is proposed for a design width range of 16-20 feet.

The Master Plan proposes to convert and focus several campus roadways into pedestrian and bicyclist corridors by limiting vehicular access to transit and service vehicles only. The access limitations will both ensure primary use by pedestrians and bicyclists and also resolve pedestrian-vehicle conflicts at several campus locations by reducing vehicular traffic in areas with high pedestrian activity. These areas include corridors near the Brookland-CUA Metrorail Station, Pryzbyla Center, Law School and the residential region of the campus. The University will install gate systems or other security measures to restrict access to the campus core on these roads. The University will also install new high-visibility crosswalk markings and pedestrian warning signage conforming to DDOT standards at intersections and other key locations.

The Master Plan also provides guidelines for enhancing pedestrian safety along the campus edges, including Michigan Avenue, John McCormack Road and Taylor Street. Enhancements include widening sidewalks to a minimum of 6 feet, adding street trees and a planting strip to buffer pedestrians from vehicular traffic, and improving sidewalk lighting. The University supports planned pedestrian facility improvements along public roadways in proximity to the campus, including measures identified in plans for the South Campus redevelopment and Brookland Small Area Plan. The University supports measures to improve pedestrian mobility and safety at key pedestrian crossing points, including the Michigan Avenue/7th Street, and John McCormack Road/Metrorail entrance intersections.

Exhibit 24a: Proposed Pedestrian Circulation

Shared Walkways (Limited Service and Transit Access and Accommodates Bikes)

Primary Paths (Accommodates Bikes)

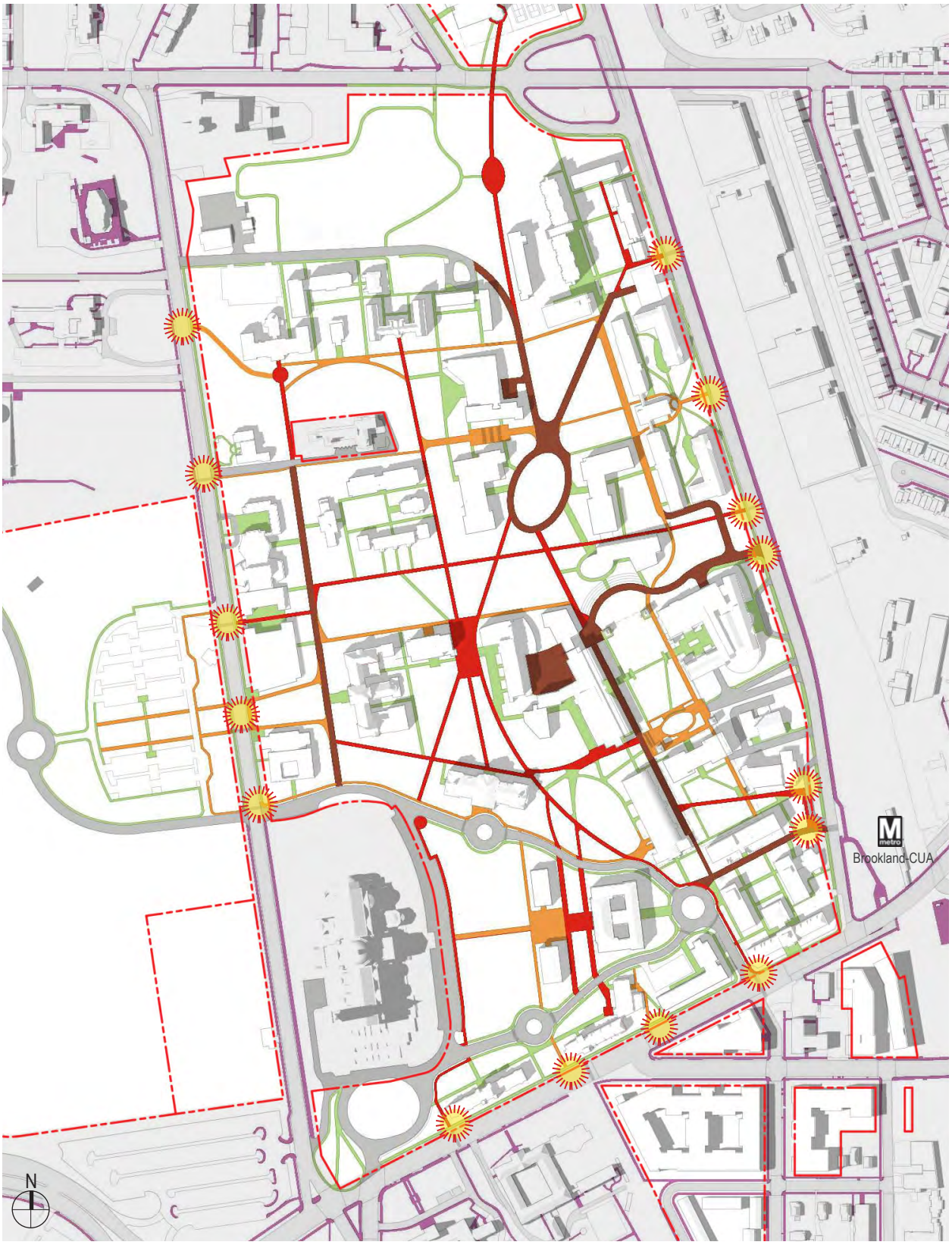
Secondary Paths (Accommodates Bikes)

Tertiary Paths

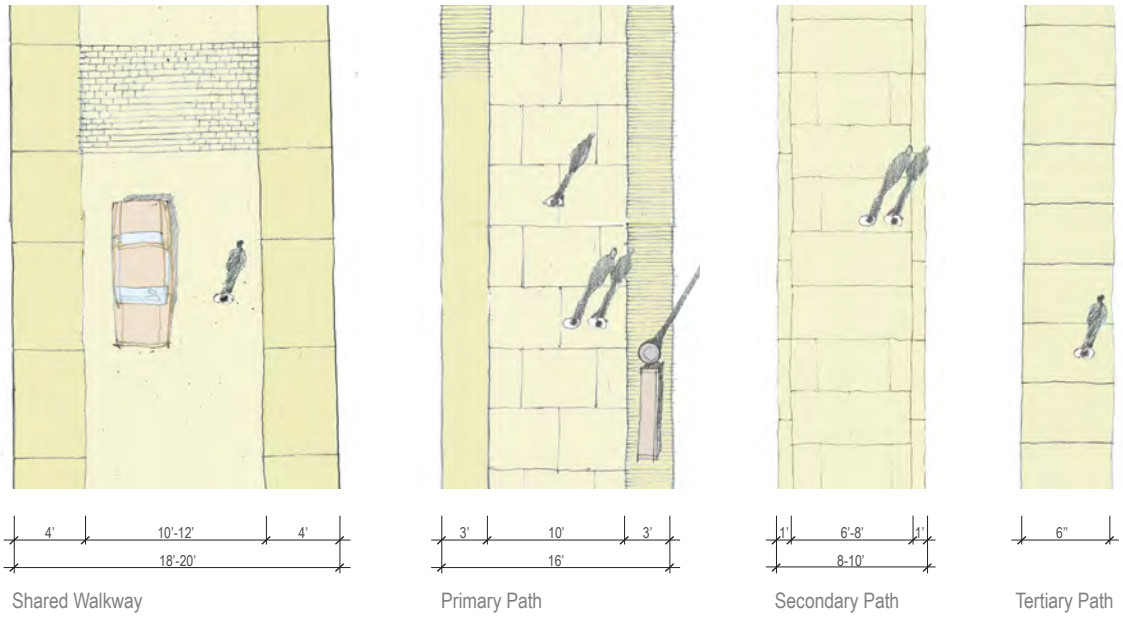
New Building Entrances

Existing Building Entrances

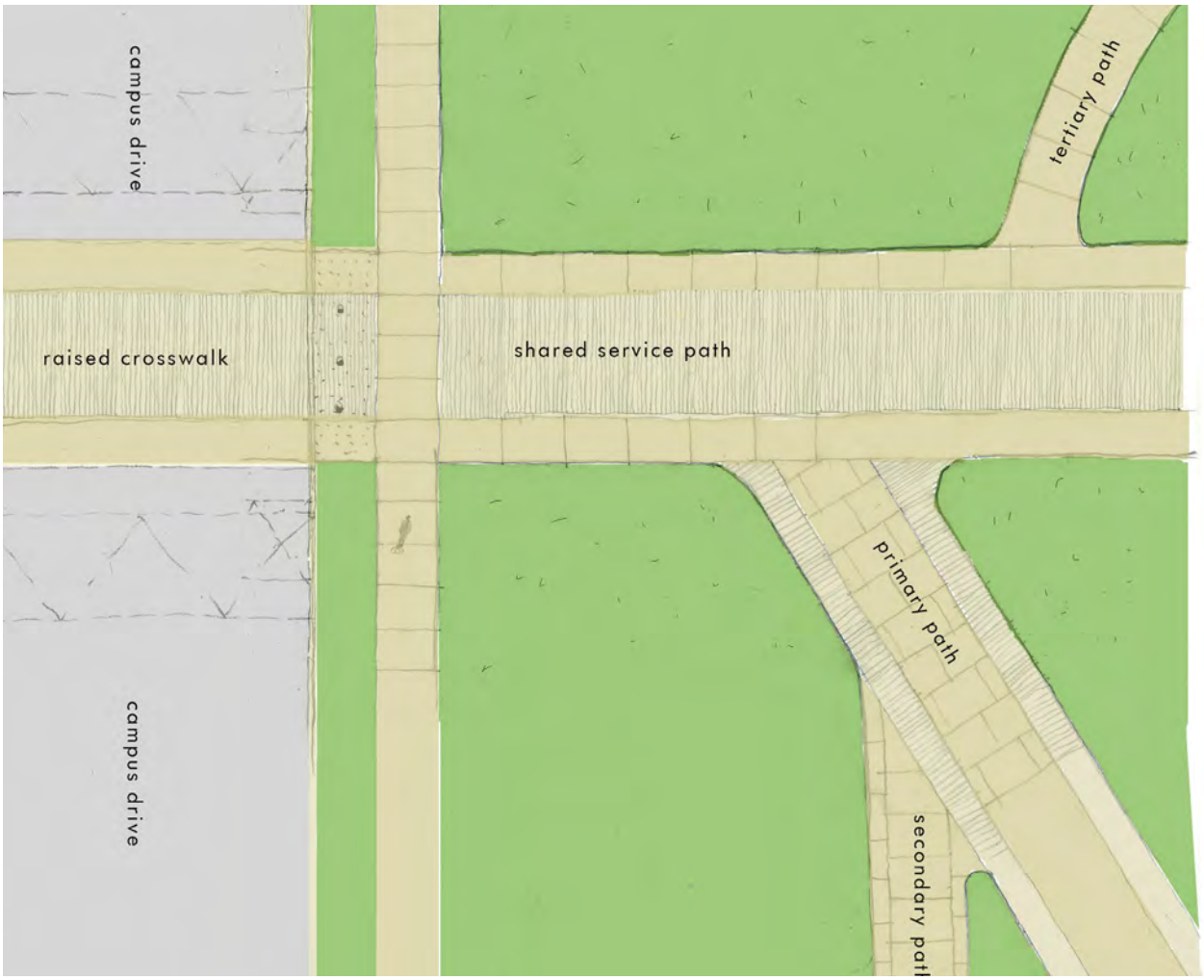
Exhibit 24b: Proposed Main Campus Pedestrian Circulation



Proposed Path System

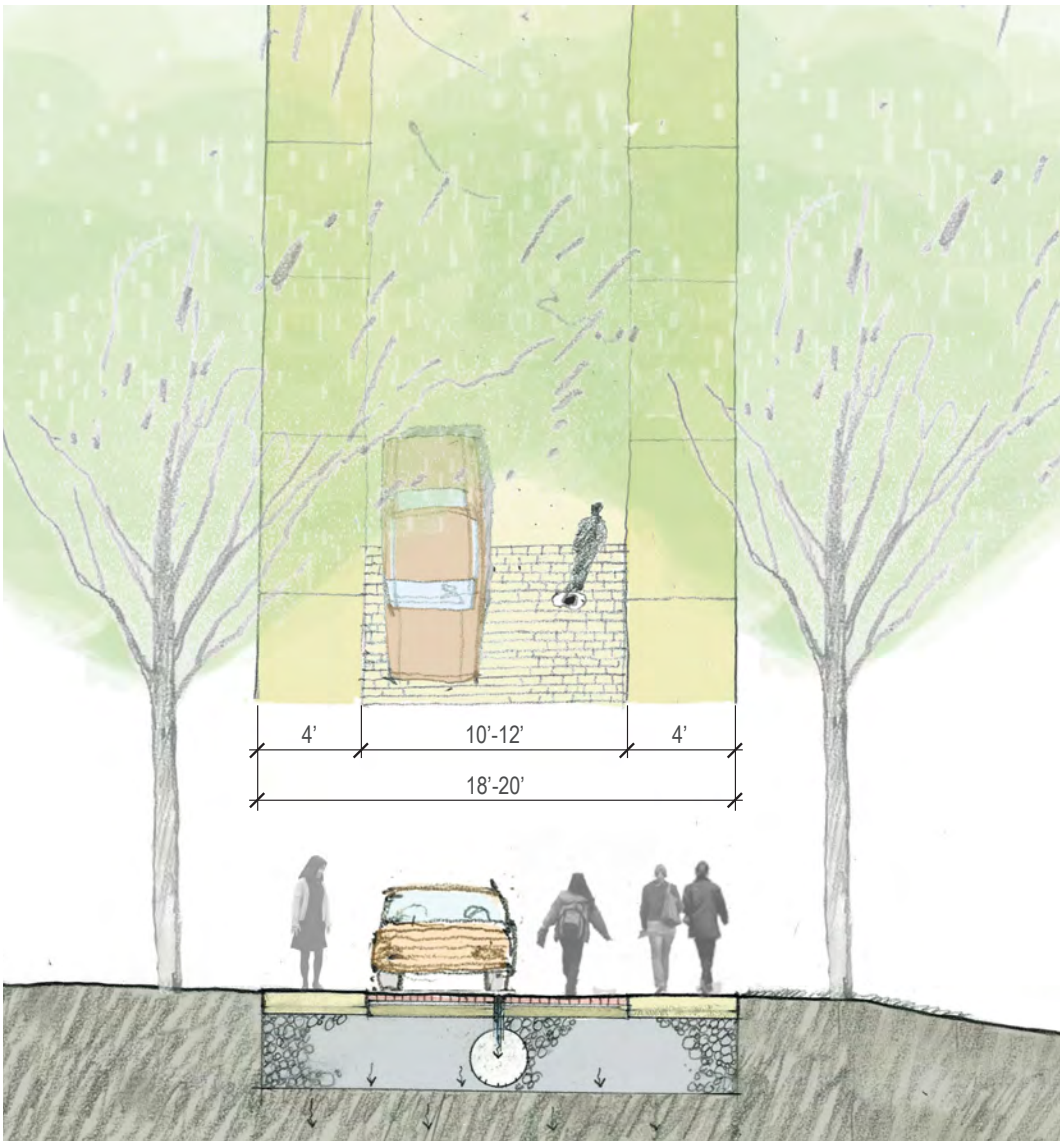


Shared Walkway | Primary Path | Secondary Path | Tertiary Path



Proposed Path System - Plan views

Shared Walkways



Recommendations for shared walkways

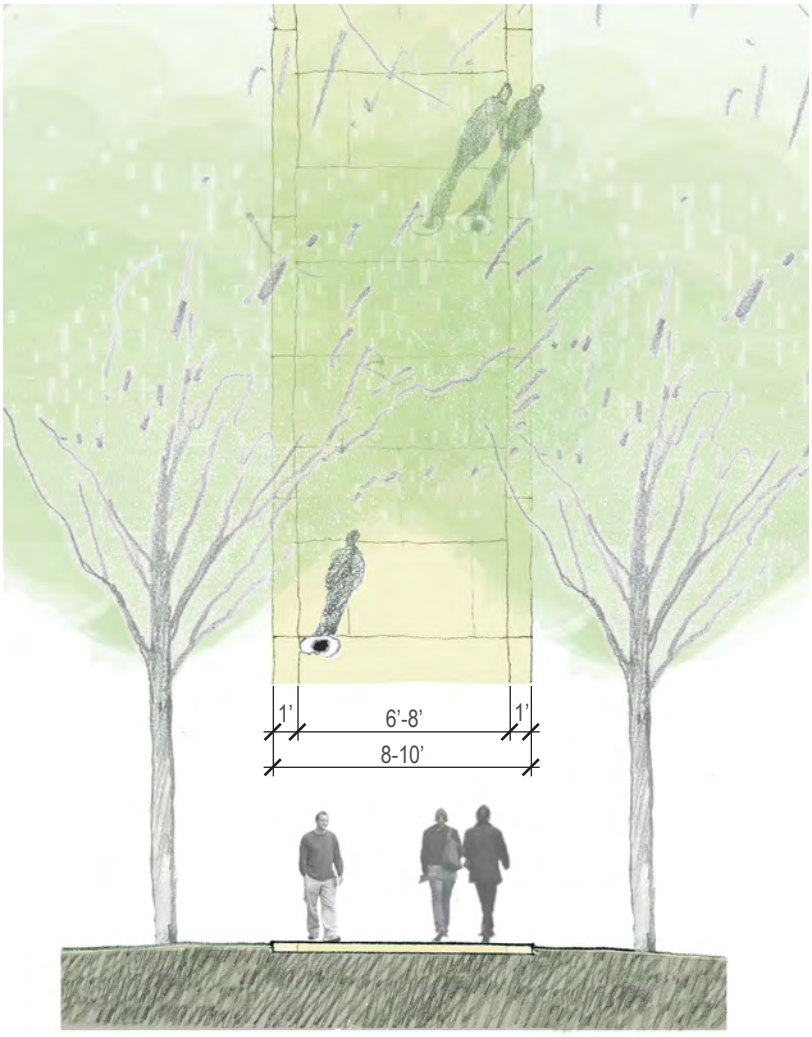
- Mainly for pedestrian and bicycle use with vehicular use limited to service and emergency.
- Width 18-20ft total with 4ft wide bands on either side (cast-in-place concrete with saw-cut joints or concrete unit pavers)
- No curbs
- Center width of 10-12ft can be asphalt, concrete pervious unit pavers (or other pervious paving surface), concrete unit pavers with trench drain in center
- Shade trees on both sides, where possible

Primary Paths

Recommendations for primary paths

- Pedestrian and bicyclist use for campus wide connection
- Framework Plan maps primary bike route from Metro to Athletic Center
- Width 16ft total with 3ft wide bands of unit pavers on either side
- Center width of 10ft wide should be cast-in-place concrete with saw-cut joints
- Site lights and site furnishings placed within 3ft wide band, space lights and furnishings minimum 20ft apart when on opposing sides
- Shade trees on both sides, where possible

Secondary Paths



Recommendations for secondary paths

- Pedestrian and bicyclist use for connection between campus precincts
- Width 8-10ft total with 1ft wide scored bands on either side
- Entire width should be cast-in-place concrete with saw-cut joints
- Site lights and site furnishings shall be placed along but not on path
- Shade trees on both sides, where possible

Tertiary Paths

Recommendations for tertiary paths

- Pedestrian use for connection within distinct campus precincts
- Width 6ft total cast-in-place concrete with saw-cut joints
- Site lights should be placed along but not on path
- No site furnishings should be placed along tertiary paths
- Shade trees on both sides where possible

4.13 Proposed Bicycle Circulation

As outlined in the Existing Conditions section, the topography of the campus creates challenges for bicyclists. To resolve this difficulty, the Master Plan proposes the creation of a pathway that follows a generally consistent topography line and provides an uninterrupted and clearly delineated bicycle route through the center of campus. The bicycle route will connect the Brookland-CUA Metrorail Station, Metropolitan Branch Trail and Michigan Avenue entrance with key destinations on the Main Campus and North Campus such as the Pryzbyla Center, new recreation facilities, the residential region of the campus, and the DuFour Athletic Center. The connection between the Main Campus and the DuFour Center will be provided via a proposed bridge over Taylor Street. The bicycle route will connect to the Metropolitan Branch Trail at both the northern and southern ends of the route. Creating this clearly designated path will also help to minimize pedestrian and bicycle conflicts at the campus core.

The Master Plan proposes the addition of bike racks adjacent to all buildings or clusters of buildings. Clearly visible bike racks will be located adjacent to the main building entry. As new residence halls are built and old ones are renovated, bike storage rooms will be provided within the buildings. Covered bike parking will also be accommodated in proposed parking structures.

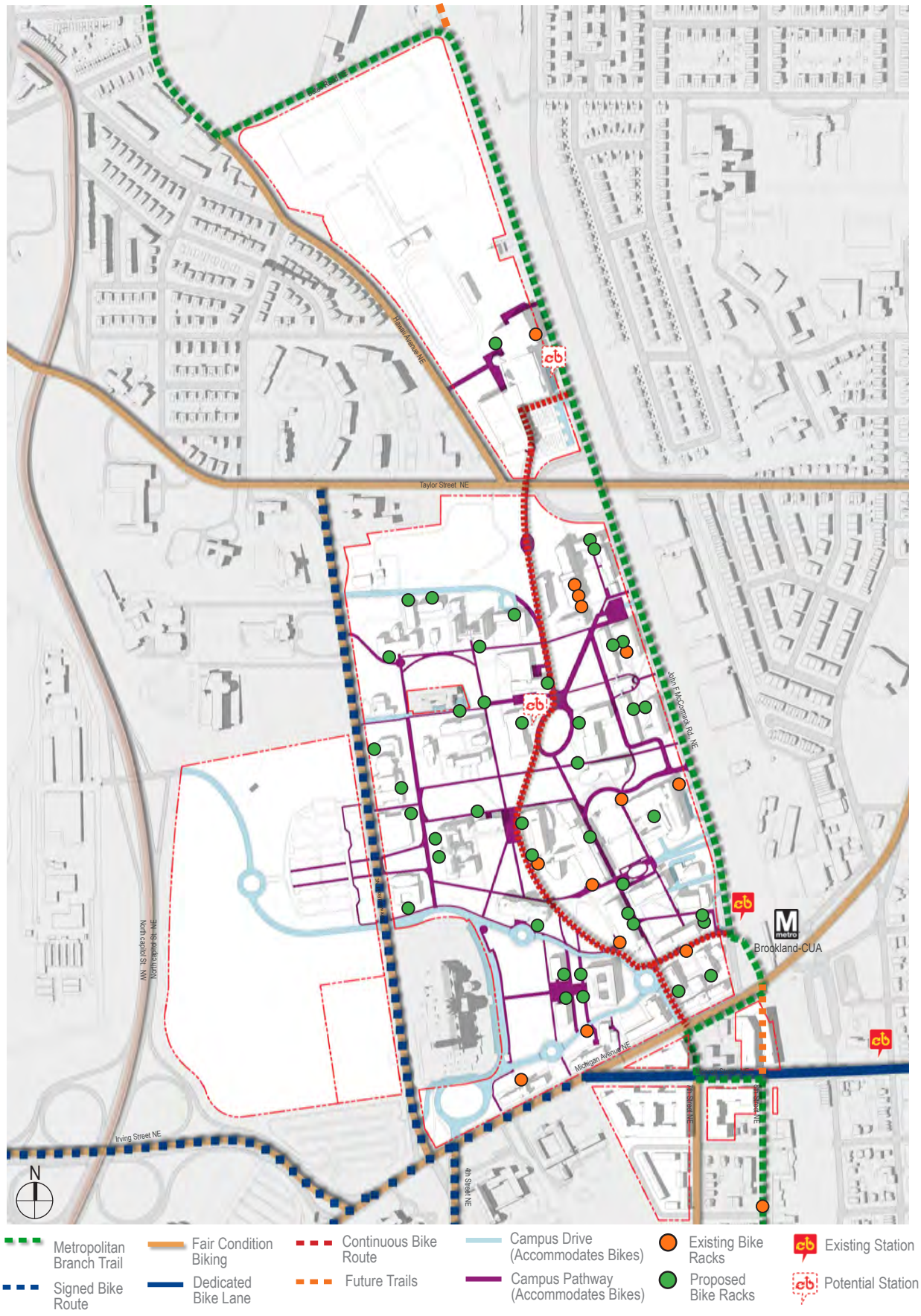
In addition, the Master Plan calls for increasing the overall amount of bicycle parking on the campus based on bicycle parking guidance from peer institutions. The bicycle parking standards include provisions for at least one bike space for every five campus residents plus an additional bike space for every 15 full-time students and/or employees. Based on projected resident and employee levels, implementing this policy at existing and proposed buildings will result in 657 additional spaces for bicycles (more than 1,000 bike spaces total). It is recommended campus residents be provided with covered storage accommodating at least 10 percent of the residents inside residence halls. Additional covered parking will be provided at major activity nodes, such as the Pryzbyla Center and proposed student center.

The Master Plan also recommends installing new Capital Bikeshare stations within the CUA campus. Potential sites for new Capital Bikeshare stations have been identified in the center of the campus and at the DuFour Center. Proposed Capital Bikeshare stations will be located along the proposed campus central bicycle route which will provide access to the Metropolitan Branch Trail at the north and south ends of campus.

The Master Plan also recommends that the University review existing on-campus pathways and roadways to identify and restructure those that are not conducive to bicycle activity. Existing impediments to bicycle traffic, such as drainage grates with longitudinal bars, present potential safety issues for bicyclists. The University supports planned bicycle facility improvements on public roadways surrounding campus, including those recommended in the DDOT *Bicycle Master Plan* that will improve bicycle mobility and safety in proximity to campus.

Standard	2027 Master Plan Conditions	Proposed Bicycle Spaces
One bicycle space per 5 residential beds	2,870 beds	574 spaces
One bicycle space per 15 full-time students	5,660 students	377 spaces
One bicycle space per 15 full-time employees	1,490 employees	99 spaces
Total		1,050 spaces

Exhibit 25: Proposed Bicycle Circulation



4.14 Proposed Vehicular Circulation

The Master Plan proposes vehicular access and circulation modifications on campus that will provide essential access to parking facilities and transit while minimizing pedestrian-vehicle conflicts. Existing campus roadways connect to multiple public roadways surrounding the campus and provide access to parking facilities within the campus core. Currently, the existing campus roadway network is not only used by campus- related traffic to access parking but also by off-campus vehicles seeking alternatives to the public roadway system.

Pedestrian-vehicle conflicts are common on several campus roadways, particularly in proximity to the Brookland-CUA Metrorail Station and between the academic core and the residential precinct on the northern part of the Main Campus. Many of the campus roadways are characterized by circuitous or redundant connections, isolating individual buildings from direct pathway access and creating confusing travel patterns for drivers.

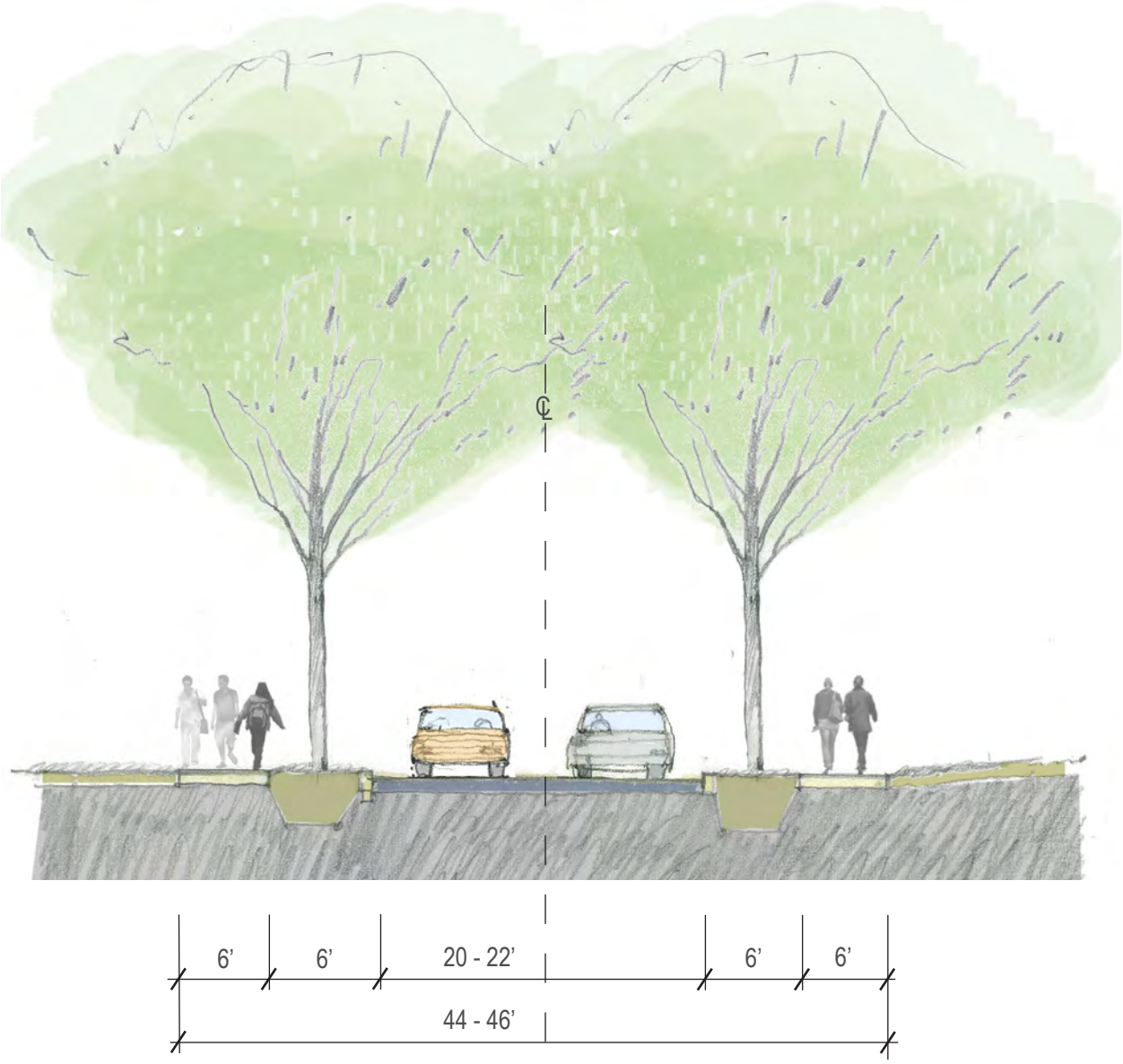
The proposed campus roadway network will reduce overall vehicular circulation within the campus by eliminating several existing roadways and by restricting access on some existing roadway corridors with dense pedestrian activity to service vehicles only. By limiting access to these roadways using gates or barriers, CUA will improve safety for pedestrians and bicyclists, and also eliminate access to unauthorized vehicles. The campus roadway connection from John McCormack Road to Mullen Library would particularly benefit from limited access since it is a high-volume pedestrian corridor to and from the Metrorail station. Access by general traffic to this section of roadway will be restricted. In addition the intersection at the Michigan Avenue entrance (from 7th Street) with campus roadways behind the Mullen Library will be redesigned as a roundabout.

Improvement to intersections will enable the University to convert road surfaces to open space or pathways, reduce pedestrian-vehicular conflicts, and simplify wayfinding through the campus. Road access restrictions will also reduce vehicular circulation and pedestrian-vehicle conflicts on roadways north of the Law School, through the residential precinct, and along the roadway between Nugent and Ward Halls.

The Master Plan proposes a new roadway connection from North Capitol Street through the West Campus (realigning Scale Gate Road) that intersects with Harewood Road opposite the campus driveway north of the Basilica. The new roadway connection on the West Campus will provide the University with a presence on North Capitol Street and access to temporary parking facilities proposed on the West Campus. By providing direct access to the West Campus from North Capitol Street, the proposed roadway connection will reduce vehicular traffic on local streets in proximity to the campus. The proposed intersection at Harewood Road will provide appropriate traffic control and high-visibility crossing apparatuses for pedestrians to travel between the Main Campus and West Campus.

The Master Plan establishes roadway cross-section standards for existing and proposed campus roads. Campus roads will be constructed or modified to provide two travel lanes and eliminate on-street parking. Additional space will be provided to accommodate streetscapes and sidewalks along campus roadways.

Exhibit 26: Proposed Vehicular Circulation

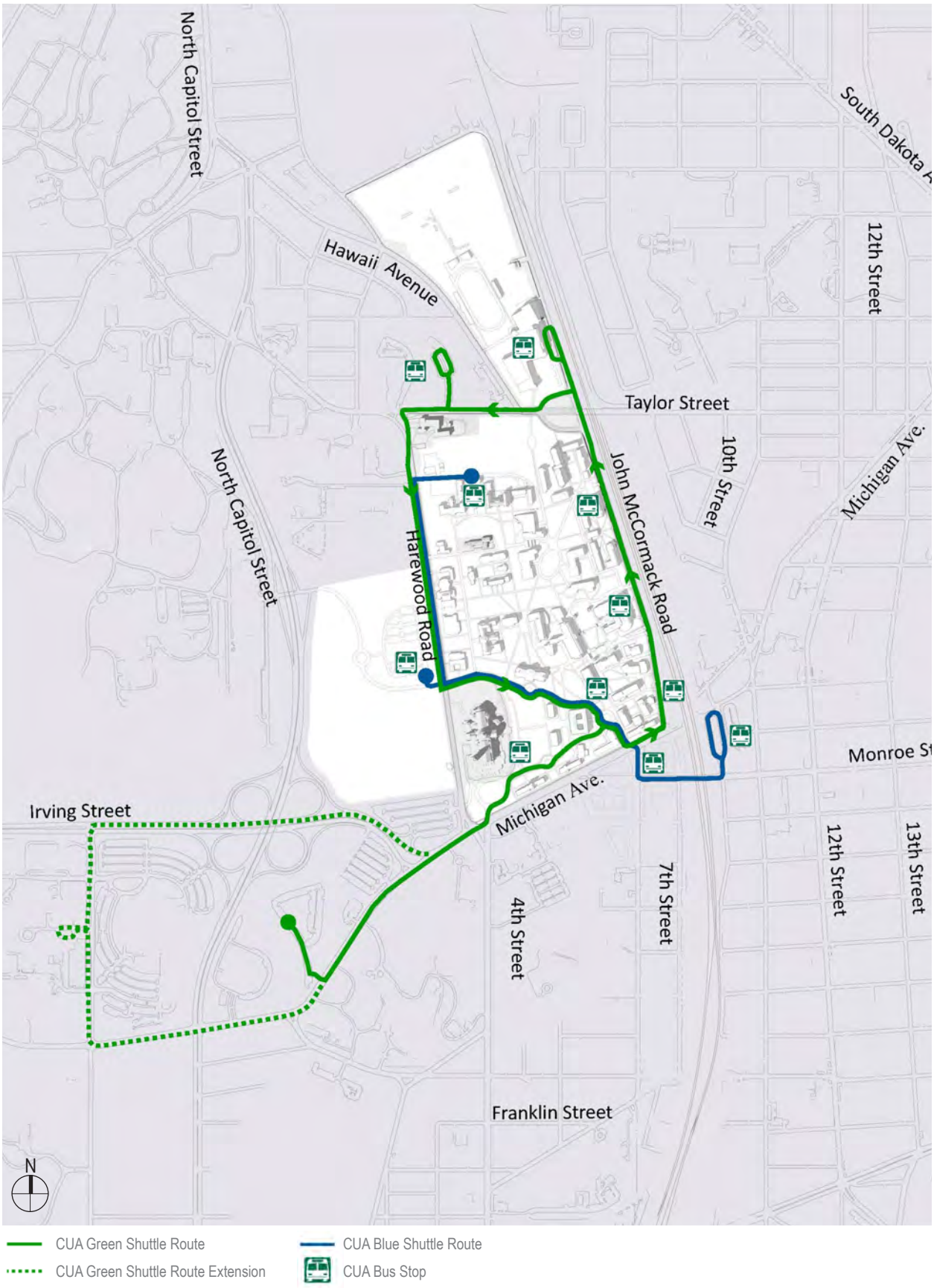


Proposed Main Campus drive

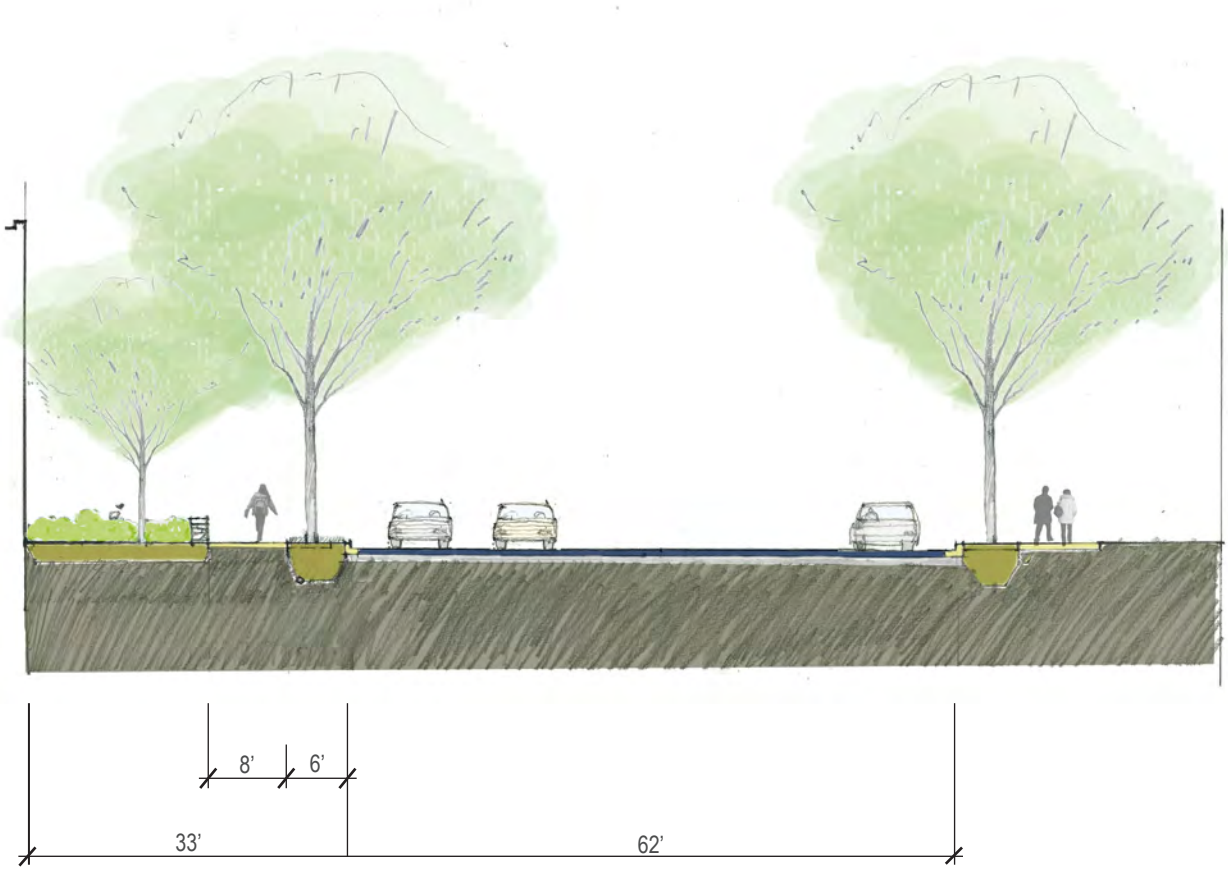
After careful review, the Master Plan proposes to retain the existing one-way northbound section of John McCormack Road near the Metrorail station with a vehicular turnaround and drop-off area to be constructed along McCormack Road, south of the Power Plant and in proximity to the Metrorail station. The plans for the redevelopment of the South Campus show that 7th Street will be realigned with the existing CUA driveway intersection on Michigan Avenue. This shift will improve both vehicular access to the campus as well as accommodations for pedestrians.

The remaining campus roadway network will provide access for all vehicles, including transit and service vehicles. The CUA Shuttle system will continue to serve multiple on-campus stops as well as additional off-campus destinations including the academic core, the northern part of the Main Campus, residential precincts, West Campus, DuFour Athletic Center, the Brookland-CUA Metrorail Station, South Campus redevelopment, apartment complexes, and possible extension to the Washington Hospital Center. Service vehicles will continue to access the Pryzbyla Center and other service and loading areas via existing roadway connections.

Exhibit 27: Proposed Transit Routes



Street Section: Michigan Avenue



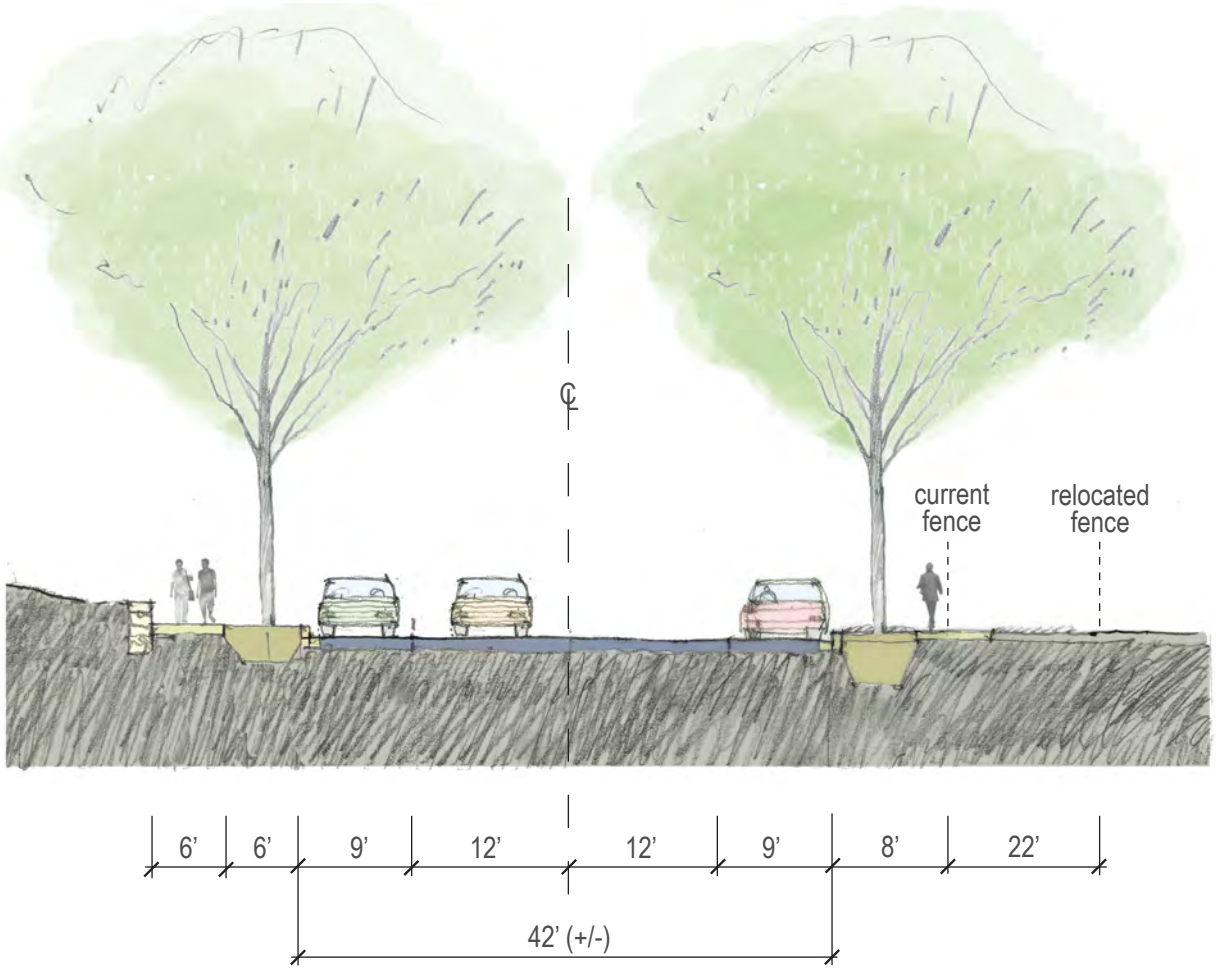
Michigan Avenue

Michigan Avenue Streetscape

- Widen existing planting strip to 6ft wide, where possible, on both sides of Michigan along campus boundary
- Plant shade trees in planting strip
- Widen sidewalk to 6ft
- Replace concrete curbs with granite curbs and use Washington Globe street lights
- Reinforce boundary and distinguish campus from city with a low fieldstone wall with limestone coping
- Add plantings between sidewalk and building to create a distinct campus edge

Michigan Avenue Existing Condition

Street Section: Harewood Road

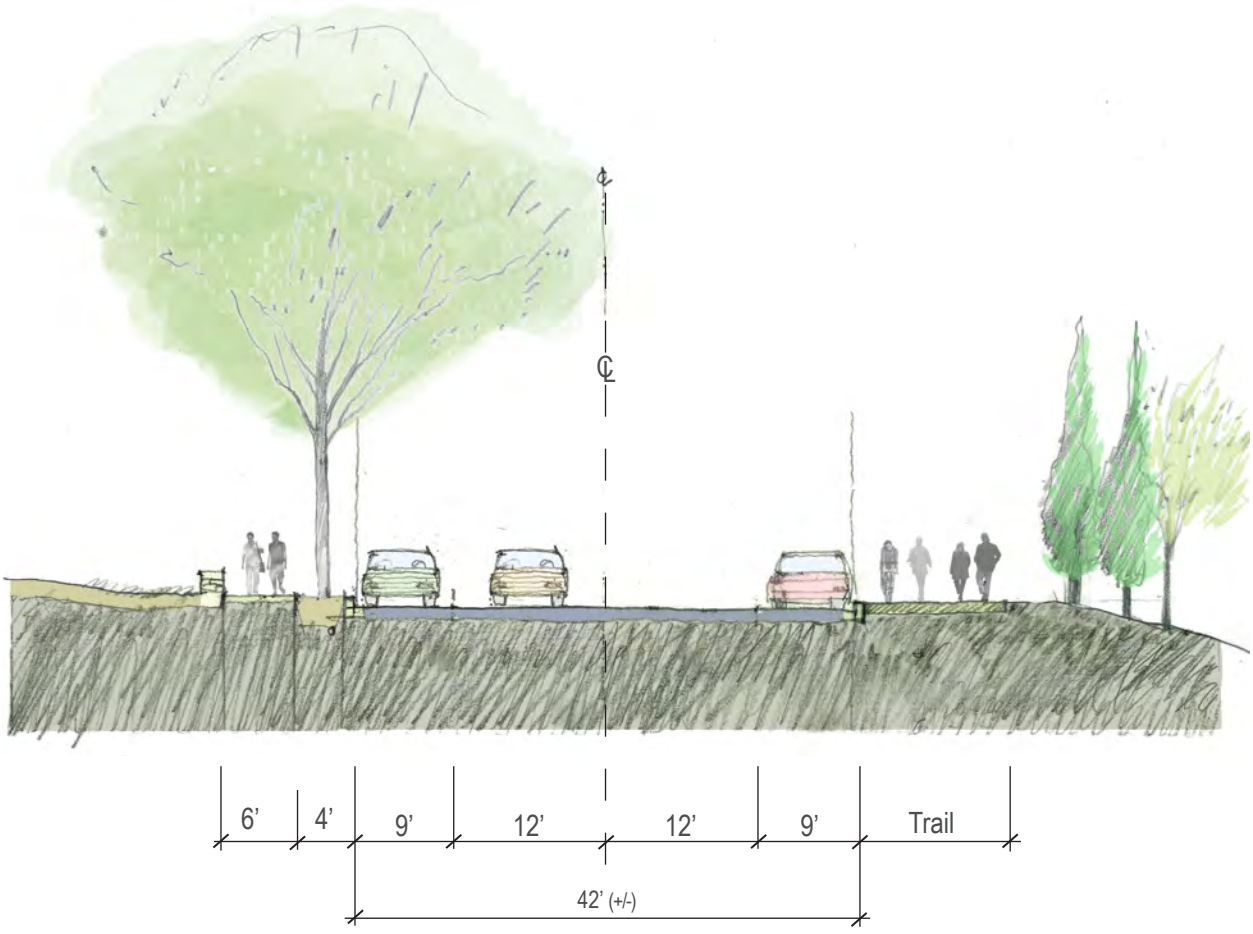


Harewood Road

Harewood Road: Roadway remains the same but improve both sides of street

- Bury power lines
- Retain existing road condition with street parallel parking on either side
- Widen sidewalks to 6ft wide on both sides
- Replace concrete curbs with granite curbs and use Washington Globe street lights
- Reinforce boundary and distinguish campus from city with a low fieldstone wall with limestone coping on the east side of street along campus boundary
- Repair and relocate existing iron fence 22ft or more from current location

Street Section: John McCormack Drive

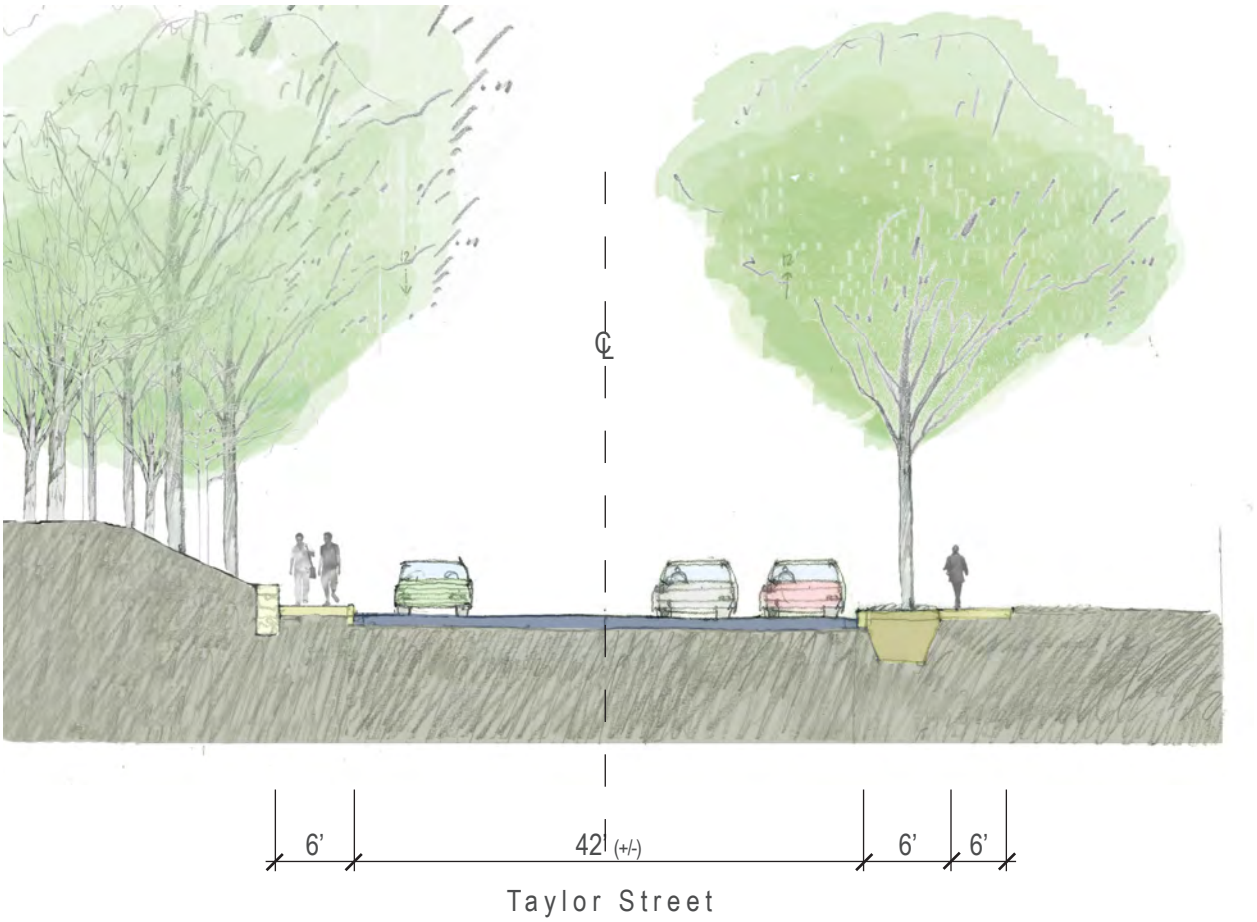


John McCormack Drive

John McCormack Drive Streetscape Improvements mainly west/campus side of road.

- Widen existing planting strip to 6ft wide, where possible.
- Plant shade trees in planting strip.
- Widen sidewalk to 6ft.
- Replace concrete curbs with granite curbs and use Washington Globe street lights.
- Reinforce boundary and distinguish campus from city with a low fieldstone wall with limestone coping.

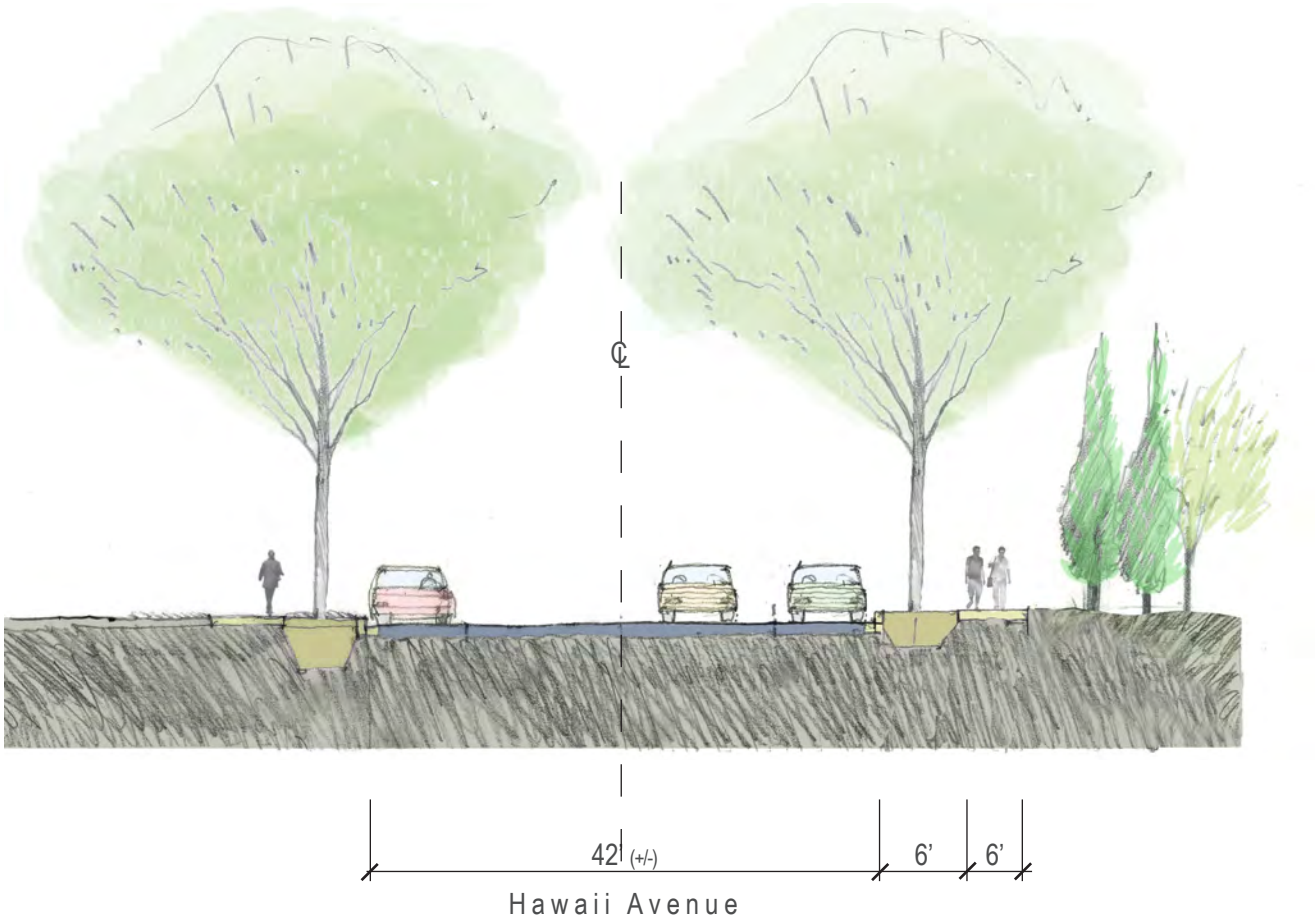
Street Section: Taylor Street



Taylor Street: Improvements to Campus side

- Widen sidewalk to 6ft.
- Replace concrete curbs with granite curbs and use Washington Globe street lights
- Reinforce boundary and distinguish campus from city with a low fieldstone wall with limestone coping along campus boundary

Street Section: Hawaii Avenue



Hawaii Avenue: Improvements to Campus side

- Add a sidewalk and planting stripe adjacent to the DuFour Center expansion
- Plant trees to screen athletic uses and the back of bleachers

4.15 Proposed Parking

The Master Plan proposes to reduce overall parking and remove large surface parking lots, as well as smaller parking clusters and most internal on-street parking, to create a safer, greener, and more interconnected campus. Fewer surface lots in the core campus would reduce internal roadway circulation and minimize conflicts between vehicles and pedestrians. The parking plan would reduce overall surface parking by approximately 700 spaces and would enhance the campus core experience by converting parking lots and on-street parking into open spaces and non-automotive pathways. Removing surface parking would also reduce the amount of impervious pavement on campus, which would in turn improve stormwater runoff management. Parking removal and consolidation would also release sites for future buildings and outdoor spaces.

As a near-term parking solution, a new surface lot is proposed for the clearing on the West Campus. The lot would be directly accessible from North Capitol Street via a realignment of Scale Gate Road and would reduce vehicular traffic on local streets in proximity to the campus. Locating parking at the edges of campus would also discourage multiple car trips, especially within the campus. The proposed West Campus lot would make it possible for large surface lots at the campus core, such as the McMahon lot, to be replaced with open spaces or new building facilities, which would in turn improve the campus pedestrian experience as well as the overall campus experience by providing congruity of green spaces. Future garages will allow the removal of additional parking lots such as the Pangborn lot.

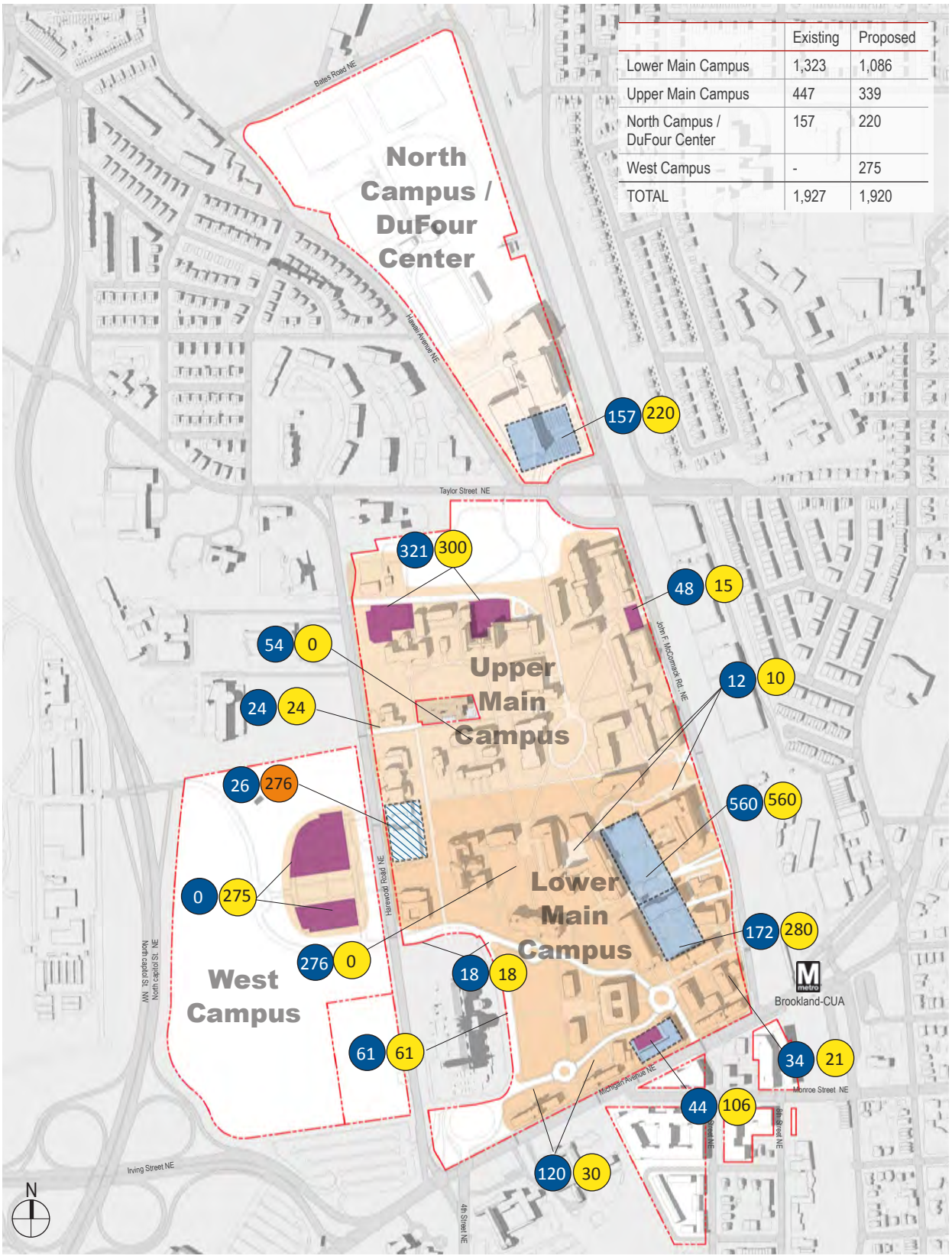
The Master Plan proposes to expand the existing University Garage and to construct new parking structures at both the DuFour Center and next to O'Connell Hall. The plan proposes a small decrease in the overall parking supply on the campus to 1,920 spaces, representing a net decrease of seven parking spaces. Additionally, the University will reduce parking in the core academic and residential precincts of the campus.

The University's parking plan supports its goal to reduce long-term parking demand and to benefit the surrounding community in several ways. For instance, the current number of parking spaces in the southern end of the Main Campus, which is the core academic and social center of the University, would decrease by over 300 spaces. Parking spaces in the Main and West Campus areas will decrease by 70 spaces.

The limited number of spaces currently available at the DuFour Center parking lot are unable to adequately accommodate parking during many athletic events. The plan proposes a parking expansion at the DuFour Center (63 additional spaces) to enable the majority of vehicles, including team and visitor buses, to park at the athletic center. The new DuFour parking structure would minimize the impact from vehicles circulating and parking in surrounding neighborhoods.

New or replacement parking provided on the West Campus and at the DuFour Center would be situated on the periphery of the campus. Locating parking at the edges of campus would have the positive result of diminishing the convenience of single-occupant driving as well as minimizing driving between different regions of campus. Access to new parking facilities would be provided on or in proximity to public street networks and would significantly reduce the need for vehicles to circulate within the campus core. A significant reduction in vehicle-pedestrian conflicts in several areas within the campus core would also result from these peripherally located parking facilities.

Exhibit 28: Proposed Parking Restriction



	Existing	Proposed
Lower Main Campus	1,323	1,086
Upper Main Campus	447	339
North Campus / DuFour Center	157	220
West Campus	-	275
TOTAL	1,927	1,920

Surface Parking
Parking Garage
Existing Parking Count
Long-term Garage
Long -Term Parking Count
(not included in calculation)
Proposed Parking Count

4.16 Sustainability Initiatives

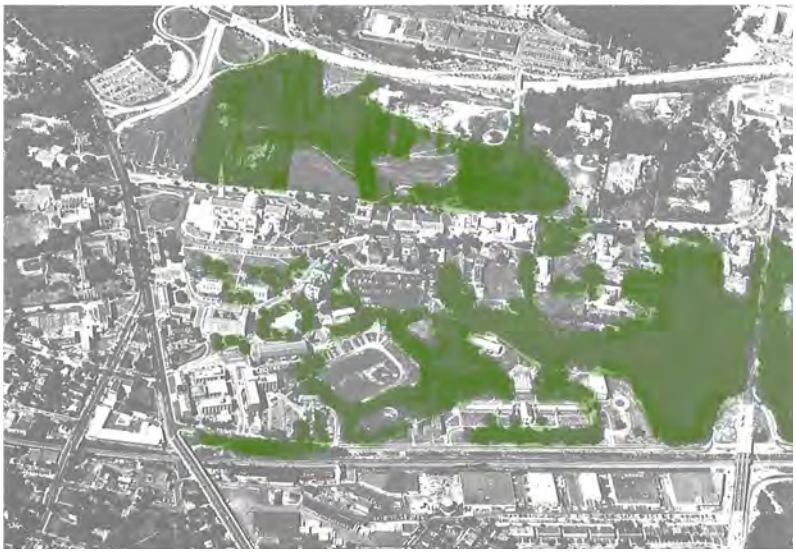
The Catholic University of America is committed to environmental stewardship as an important part of expressing its Catholic mission. The University supports the creation of a sustainable campus environment through landscaping, grounds and facilities maintenance, building construction, and renovation projects.

The Master Plan recommends that the University continue to expand its current initiatives and outlines campus-wide strategies that can further this mission, including the following:

- Reduce impervious surfaces by eliminating redundant vehicular streets currently dominating the campus
- Continue to install green roofs on new and renovated buildings when feasible
- Increase tree cover across the campus by planting large canopy trees in identified green corridors
- Implement low-impact stormwater designs, such as rain gardens and vegetated swales, as part of the landscape to reduce and filter runoff
- Continue metering program development for existing buildings to identify campus energy use
- Assess existing plant operations and distribution systems to determine ways of reducing carbon emissions. Improving the existing system's efficiency to that of a typical steam plant could result in a reduction of 500 metric tons of carbon emissions per year.
- Consider specific retrofit programs for buildings with high-energy uses
- Reduce energy consumption and carbon emissions by incorporating a district chiller plant in the initial planning for new construction
- Locate and design buildings to shield and reduce east-west sun exposure, capture summer winds and limit significant regrading of the existing terrain
- Ensure new buildings and major building renovations meet or exceed LEED guidelines
- Implement the proposed *Transportation Demand Management Plan* that reduces vehicular trips and provides incentives for using alternatives modes of transportation such as Metrorail and bicycling, while creating disincentives for driving to campus
- Encourage students to become active participants in realizing a more sustainable campus with academic initiatives and activities, such as challenges to conserve energy in student residences

Past

During the early history of the campus, the young but fairly dense and healthy woodland in the north campus extended fingerlike into the center of campus. Campus spaces were carved out with the woods shaping those spaces. Links to the main woodlands remained and provided a continuous greenway that wove through the built environment.



Campus woodlands 1970

Current

As the campus grew, the construction of Centennial Village and several other buildings in the last century destroyed large areas of the woodland fingers that extended south into the campus core, leaving only remnants in varying states and conditions. More recently, Opus Hall construction cleared the eastern portion of the north woods.

Campus woodlands 2010

Future

With the picturesque landscape reaching back into the campus, the pastoral landscape extending out from the campus core to the edges of campus, and the shaping of new formal spaces, the open spaces and greenways will weave together to unify the campus landscape.

Future proposed woodlands

4.17 Energy Utilities Recommendations

The goal of the utility plan is to identify projects that will serve future facilities and ensure that existing and future utilities are adequate, reliable, and efficient.

In order to reduce energy use and carbon emissions, both building load demands and the efficiency of generating steam and chilled water to serve building loads need to be determined. The following recommendations identify where the University can minimize load while maximizing generation efficiency. Areas of improvement for the domestic water system are also included.

Existing Buildings (Load)

- Continue metering program development to identify campus energy use
- Consider specific retrofit programs for high-energy use buildings (once identified)

Chilled Water System (Generation)

- Include district chiller plants in the initial planning of new construction
- Ensure the phasing of chiller plants is consistent with the future growth and chiller replacement
- District chiller plants should include a small standalone facility or be incorporated into future buildings
- Use the district chiller plant to reduce potential electric use by 15%

Existing Power Plant

Steam (Generation)

- Assess conditions of the steam plant and steam distribution to improve system efficiency and identify causes of distribution piping failures
- Improving system efficiency could result in a $100,000 per year savings and a reduction of carbon emissions by 500 metric tons per year
- This efficiency correlates to a 17% reduction in natural gas use
- Implementation of a cogeneration system is not currently recommended due to the absence of a summer thermal load. This should be reevaluated based upon the initial implementation of a District cooling system and the potential for a steam-driven chiller to create a summer thermal load.

Electric (Supplied by PEPCO)

- The existing electric system can support the future growth without major upgrades

Domestic Water

The University is studying the potential of installing a two-million-gallon water tank on campus. The following are key findings from this study:

- The Van Ness Reservoir, the water storage system, is a considerable distance away from the demand center, the 2nd High Service Area, in which the University is located.
- When the pumping station is not operational, there is a significant pressure drop to overcome
- There is a history of service interruptions with the 42-inch main that supplies the CUA campus.
- A storage tank located on CUA property represents a solution to the pressure and reliability concerns in the Brookland area and provides system redundancy if the 42-inch main or the Bryant Street Pumping Station are out of service.
- Selecting a location for elevated water storage requires a balance between a site at the highest ground elevation available and a site closest to the customers in need. The higher the ground elevation, the shorter and less expensive a tank will be; the closer to its customers, the shorter and less expensive the large water mains will be. The hill west of the railroad tracks between the campus and the Brookland neighborhood provides excellent potential sites for a water tank at a relatively close distance to its customers.
- CUA campus buildings and the greater Brookland neighborhood will benefit from the project through more consistent and reliable water pressure, with fewer service interruptions and service problems, such as air in the lines.
- D.C. Water customers would benefit from reduced operational costs by using more gravity storage for maintaining optimal pressure. The energy cost resulting from pumping water comprises a large percentage of water utility costs. By shifting pumping to non-peak hours and using gravity to supply pressure during peak periods, reduced costs for D.C. water and subsequently D.C. water rate-payers can be realized.

Sanitary Sewer / Stormwater

- These two systems are municipal systems and will be addressed on a building-by-building basis.

4.18 Historic Preservation

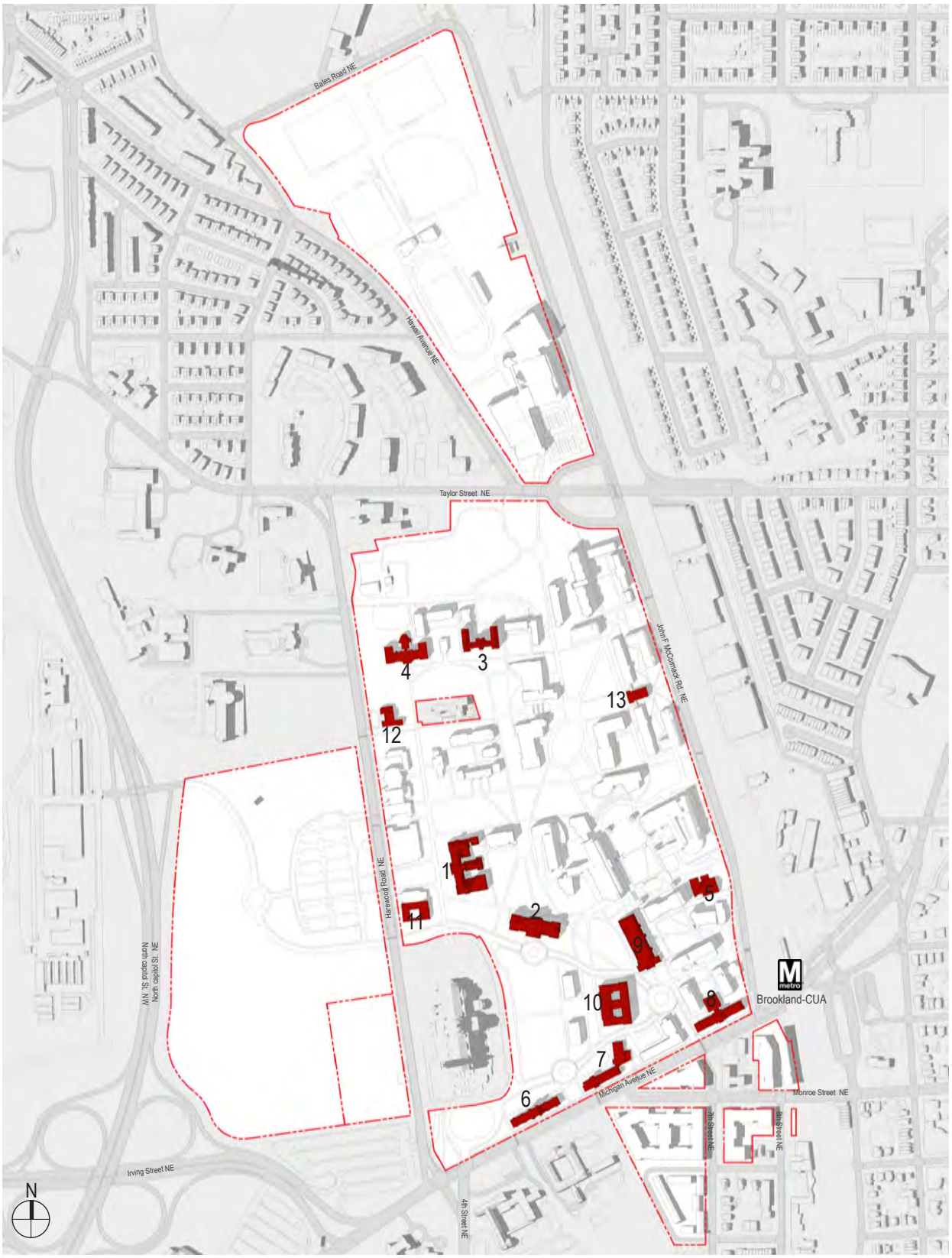
An integral part of the Master Plan includes a historic survey of Catholic University's buildings. The survey is intended to promote the conservation of historically and architecturally significant structures on campus. Partnering accurate data with long-term planning for facility and infrastructure upgrades is a key component to capital improvement.

The Catholic University of America has served as a focal point for national Catholic culture and education for over a century and therefore is a significant icon in the nation's capital. Over a dozen campus buildings qualify as architecturally significant including such major historic structures as Caldwell and McMahon Halls and the Power Plant.

The Historic Survey has identified architecture from The Catholic University of America's first seventy years (1884 to 1954) as particularly significant. Over twenty buildings constructed in this time period have survived. Many of them have great architectural and historical merit– some less so. Nevertheless, all of them have their own contributions to the campus experience. The buildings listed below have particular architectural and historical merit:

1. Caldwell Hall, 1888
2. McMahon Hall, 1895
3. Marist Hall, 1900
4. O'Boyle Hall, 1900
5. Power Plant, 1910
6. Gibbons Hall, 1912
7. Father O'Connell Hall, 1914
8. Maloney Hall, 1917
9. Crough Center, 1919
10. Mullen Library, 1925
11. Ward Hall, 1930
12. Nugent Hall, 1946
13. St. Vincent de Paul Chapel, 1949

Exhibit 29: Buildings With Historic Significance



Historically-Significance Structures

5.0 Zoning Regulations

5.0 Zoning Regulations

In all respects, the application fully complies with 11 DCMR 210 et seq.

A. The use is a college or university that is an academic institution of higher learning. (Subsection 210.1)

The University was formally established as a center for graduate studies in theology at the Third Plenary Council of Baltimore in 1884. On April 21, 1887, the University was formally incorporated under the laws of the District of Columbia, and in 1928 a special act of Congress expanded the University's authority, extended its services, and increased the membership of its governing body, the Board of Trustees. In 1964, the University elected to avail itself of the non-profit corporation provisions of the District of Columbia Code by filing a Statement of Election to Accept with the appropriate authorities of the District of Columbia. Thus, CUA is clearly an academic institution of higher learning.

B. The use is located so that it is not likely to become objectionable to neighboring Property because of noise, traffic, number of students, or other objectionable conditions. (Subsection 210.2)

The University has a unique location and low intensity of use. As a result, CUA does not create objectionable conditions on neighboring properties. While the University is located primarily within residential zone districts, it is surrounded by many other institutional uses, rather than residential homes. To the north of the campus is the Capuchin College and Pope John Paul II Cultural Center; to the south of the campus is a new mixed-use development by Abdo Development; to the east of the campus are the CSX railroad tracks and to the west of the campus is North Capitol Street. The campus is insulated from residential uses and is largely self-sufficient, minimizing any impact it would have on surrounding properties. In addition, the network of streets surrounding the campus acts as a natural buffer between the entire campus and nearby property owners. Specifically, Michigan Avenue is a natural buffer between the campus and the new residential development approved for CUA's former South Campus; North Capitol Street buffers the campus from the residential neighborhoods to the west and the CSX railroad tracks buffer the campus from the residential neighborhoods to the east.

The new buildings that the University is proposing are largely on the interior of the campus, which will further buffer the use from neighboring properties. While some of the new projects are closer to the perimeter of the campus they generally involve additions to existing buildings. Most of the new construction will be for academic purposes, the use of which will not generate a great deal of noise since the buildings will be used primarily during daytime hours, which will help minimize any intrusion on neighboring properties.

The University has moved all of its residential uses onto the Main Campus in an effort to minimize its impact on neighboring properties. The University removed the South Campus from the boundaries of its Master Plan in 2008. The South Campus previously included three residence halls; the University made a conscious decision to eliminate the residence halls from the South Campus and to move student residences onto the Main Campus so that they were insulated from neighboring properties. The 2012 Master Plan effectuates this goal and sites the new residential uses on the northern portion of the Main Campus.

The 2012 Master Plan also maximizes the pedestrian experience on the campus by reducing the presence of vehicles, which will have a positive effect on trip generation and traffic on and near the campus. The new philosophy of reducing vehicular circulation on the campus by consolidating parking and closing on-campus roadways will encourage more people to walk rather than drive. The University anticipates that the new circulation pattern will have a positive effect on traffic for a campus that was more focused on the car than the pedestrian.

Finally, the proposed student enrollment will not create an objectionable condition. The current total student enrollment in fall 2011 is 7,216 FTE, within the cap of 7,500 FTE students set forth in the 2002 Master Plan. The Applicant is proposing to increase the student cap gradually over the next 15 years. As explained in more detail herein, the University anticipates a maximum enrollment of 8,035 (headcount) students in 2027. This is a modest increase of the cap approved in 1992[1]. As noted above, the University has moved its residential buildings to the Main Campus, which will locate a large portion of its students on campus, and out of neighboring communities. Further, by improving pedestrian connections within the campus, trip generation to and from the site will decrease as driving within the campus will be discouraged. The University is also proposing to construct an academic building both along Michigan Avenue and across the street from the Metrorail Station in order to more firmly anchor the University along Michigan Avenue and to passively guide pedestrians directly onto the Main Campus. All of these measures will help to ensure that the gradual increase in the number of students will not be objectionable for neighboring property owners.

Similarly, an increase in the number of faculty and staff at the University will not create objectionable effects. There are currently 1,909 faculty and staff members employed by the University. The University proposes to increase this number to 2,130 by 2027. Again, the measures that the University is undertaking to encourage public transportation and discourage driving will help minimize any impact from the increase in faculty and staff levels. The University is also adopting a strong transportation demand management plan, the details of which are included in the transportation study filed simultaneously herewith.

C. The Main Campus and North Campus are located within the R-5-A[2] Zone District. The West Campus is located in the R-5-A Zone District. All development under the amended Master Plan when added to all existing buildings and structures on the campus, does not exceed the gross floor area prescribed for the R-5-B District. (Subsection 210.3)

For colleges and universities located in a residential district, the maximum bulk normally applicable in zoning districts may be increased provided the total bulk shall not exceed that prescribed for the R-5-B District (1.8 FAR). In the 2002 Master Plan, a FAR of .44 was approved, far below the .49 FAR approved in the 1992 Master Plan and well within the 1.8 FAR that is permitted. Over the course of the 2002 Master Plan, the University acquired the West Campus, which added 49 acres of unimproved land area to the campus, reducing the University's FAR considerably. The University also removed approximately 8.9 acres of land

1 This increase also accounts for the new methodology for calculating enrollment.

2 These Campuses are also located within the Diplomatic Overlay.

from its campus, reducing the net addition of land to approximately 40 acres. In addition to the changes in the campus boundaries, CUA constructed two new residence halls on the Main Campus. The current FAR of the campus is .30.

The University is proposing a number of changes to its campus, including the demolition of approximately 359,149 square feet of existing building area and constructing approximately 1,004,800 square feet of new building area. The new construction will be dedicated to a variety of uses, including student life, housing, and athletics. The primary focus of new construction will be for academic purposes. In all, the campus will include approximately 2,974,104 square feet of gross floor area if all proposed work (demolition and construction) is completed.

The campus currently consists of approximately 181.4 acres of land; however, the University anticipates transferring approximately five (5) acres, or 217,800 square feet, of land area to the National Shrine, a neighboring property owner also affiliated with the Catholic Church. Upon transfer of the property, the University's campus will be reduced to approximately 176.4 acres of land. Upon completion of all anticipated demolition, construction, and the land transfer, the FAR of the campus will be .39, which is still well below the .44 approved in the 2002 Plan, the .49 FAR approved in the 1992 Plan and well within the 1.8 FAR that is permitted under the Zoning Regulations.

> D. The University herein submits its amended plan for developing the campus as a whole showing the location, height, and bulk, where appropriate, of all present and proposed improvements, including but not limited to: a) buildings and parking and loading facilities, b) screening, signs, streets, and public utility facilities, c) athletic and other recreational facilities and d) a description of all activities conducted or to be conducted on the campus of the capacity of all present and proposed campus development. (Subsection 210.4)

Buildings

The University's plan for developing the campus as a whole is discussed throughout the 2012 Master Plan and depicted on the plans included herein. The University has studied its campus and has determined that there are several changes it can make in order to support the University's strategic growth. Through this Master Plan, the University strives to better frame its open spaces, define the campus edges and thresholds, and build on existing structures.

Open Spaces

Through a combination of razing existing structures and constructing new buildings, the University hopes to better define the central open space as well as the residential open spaces that will be used for student recreational and social activities. The residential quads will help establish a sense of community among the students, as well as connect the residential buildings to the greater network of open spaces on the campus.

Defining Boundaries

There are three main focal points for the University's efforts to define the boundaries of the campus: at the Brookland/CUA Metrorail Station, along Michigan Avenue, and north of the Law School Quad. The University is proposing to construct a four-story academic building across John McCormack Road from the Metrorail Station. An academic building at this location will draw students and visitors directly onto the campus from the exit of the Metrorail Station. It will also more firmly establish the connection between the Metrorail and the campus, making the transition from the Metrorail to the campus seamless.

The University is proposing a four-story academic building along Michigan Avenue at its intersection with 7th Street, N.E. This will create a presence for the University along a heavily traveled thoroughfare and is consistent with principles of good urban planning. Not only will the building provide a continuous line of development along the northern side of Michigan Avenue, it will also complement the mixed-use development approved for the south side of Michigan Avenue. A building at this site will add definition to the intersection of Michigan Avenue and 7th Street. It will also further articulate the streetscape on the northern side of Michigan Avenue and make it more pedestrian-friendly.

The Master Plan also proposes a student activity building north of the Columbus School of Law. The proposed building will mark the transition between the residential portion of the campus to the north and the academic buildings to the south. This will help better define the campus interior.

Adding onto the Existing

The University proposes infill development to complement its existing resources. By adding onto existing buildings, the University can better serve its students by expanding programs. Expanding campus facilities will benefit academic services, athletics, the arts, residential spaces, and student life. The University has thoughtfully considered the proposed additions and how the new construction will fit into its first goal of better defining the campus open spaces. Expanding existing buildings works in concert with this goal, as it occupies an area that is already dedicated to University infrastructure. This preserves more open space elsewhere to be reserved for framing campus views and providing passive recreation space for students.

Parking

The University is reducing the number of surface spaces on the campus, many of which are located in the center of the Main Campus, and locating parking in one primary lot on the West Campus in the short term. The proposed plan reduces the number of surface spaces by nearly 700 and allows them to be converted to pedestrian paths or green space. Ultimately, the University will phase out the surface lot on the West Campus once it builds garages on the periphery of the Main and North Campuses. Once completed, these garages will provide approximately 1,920 spaces, a net decrease of seven spaces above what is currently provided today.

Loading

Loading is currently scattered across the entirety of the Main Campus and heavily concentrated in the center of the campus. This is not only inefficient, it is also not consistent with the University's desire to improve pedestrian conditions on campus and to create a peaceful and calm campus experience. The proposed Master Plan moves all loading activity to the east and north of the campus. There will be four main locations for loading and all are on the periphery of the Main Campus. Three of the four loading areas can only be accessed by service drives that will not be open to vehicular traffic. The fourth will be accessed from John McCormack Road and will have a minimal presence on the campus. Consolidating the loading and shifting it to the campus periphery will enhance the campus experience while preserving green spaces and pedestrian walks.

Screening

The University comprises three different forms of landscaping: formal, picturesque, and pastoral. The formal landscapes are largely centered in the southern and southeastern portions of the Main Campus and provide a connection with the Metrorail station. Their formal nature complements the Mullen Library and the Basilica of the National Shrine, as well as The Columbus School of Law. The proposed Master Plan will bolster the existing landscaping with defining features.

The picturesque landscapes are naturalistic landscapes in the northern and northwestern parts of the Main Campus. These landscapes will be strengthened and will ultimately provide a connection with the West Campus. The pastoral landscapes are natural areas characterized by large, informally spaced canopy trees, rolling topography, and serpentine paths. The University wants to expand these so they are woven throughout the entirety of the campus. The existing pastoral landscapes will be strengthened with shrubs, trees, flowers, grassy areas, fences, outdoor furniture, and pathways.

Signs

The University will provide increased signage at the Metrorail station and the campus entrances at Michigan Avenue and Harewood Road to guide visitors directly on campus and into the heart of the University.

Streets

A key component of this Master Plan is to introduce an entrance to the University from North Capitol Street and to enhance the pedestrian experience by limiting vehicular circulation on campus. The University is proposing to introduce a new vehicular approach from North Capitol Street, which would traverse the West Campus and provide access to the Main Campus. The University also proposes to close a number of existing campus roadways to vehicular traffic and to consolidate parking in a single location that will reduce the number of surface parking spaces on the campus. Limiting vehicular circulation on campus will increase pedestrian activity, activate the campus, and minimize vehicular and pedestrian conflicts.

Public Utility Facilities

There are no current plans for any utility expansions for the University, and no special utility development conditions are expected to be required in the next 15 years, other than noted in Section 4.17. General upgrades and improvements are, however, anticipated as part of the Master Plan implementation, including the potential construction of a water tower

Athletic and Recreational Facilities

The heart of the athletic community is on the University's North Campus and centered in and around the DuFour Center. The North Campus includes a baseball field, tennis courts, a track and a football field, in addition to the state-of-the-art gymnasium. The University plans to construct a 122,000 square foot addition to the gymnasium to expand its athletic facilities and services. The addition will also provide a stronger connection to the Main Campus on the south side of Taylor Street.

The University provides a number of passive open spaces for student recreation. These open spaces are located in the residential area, adjacent to the student life building and interspersed around the academic buildings. In addition, the West Campus has not yet been developed (nor is any development being proposed in connection with this Master Plan). In addition, there are several areas of spiritual repose on the campus that are available to students.

Campus Activities

The campus comprises four primary types of buildings: academic, housing, student life and athletics. The majority of the academic buildings are located toward the southern end of the Main Campus, while the residential uses are clustered on the northern end of the Main Campus. The student life buildings separate the residential from the academic buildings. The athletic buildings are located on the North Campus, across Taylor Street from the Main Campus. The construction proposed in connection with this Master Plan will strengthen and support this site plan.

E. Within a reasonable distance of the University campus, and subject to compliance with 210.2, the Commission may permit the interim use of land or improved property with any use that it determines appropriate. (Subsection 210.5).

No interim use of land is proposed by the University.

F. When a major new building that has been proposed in a master plan is instead moved off-campus, the previously designated site shall not be designated for or devoted to a different major new building until and unless the Commission has approved an amendment to the master plan applicable to the site; provided that for this purpose a major new building is defined as one specifically identified in master plan. (Subsection 210.6)

No such change is contemplated in this Master Plan.

G. Compliance with the Policies of the District Elements of the Comprehensive Plan. (Subsection 210.7)

The campus is designated for institutional use on the District of Columbia's Land Use Map. College and University use is consistent with this designation. Master Plan 2012 also carries out many important policies of the Comprehensive Plan pertaining to architectural character, physical and symbolic imagery, streetscapes, sidewalks, and urban parks and places. The proposed Master Plan will encourage private sector growth and provide employment opportunities. In addition, the continued vitality and strength of the University is an important factor in furthering the goal of stability in Ward 5. The Master Plan is also consistent with the Upper Northeast Area Element and the Brookland/CUA Small Area Plan, which both call for strengthening the connection between the University and the Metrorail station.

H. The Proposed Buildings Are Within the Floor Area Limit for the Campus as a Whole. (Subsection 210.8)

As discussed above, the 2002 Master Plan allowed for an FAR of 0.44; however, the acquisition of the West Campus reduced the FAR significantly to 0.36 and the elimination of the South Campus and the improvements on that campus further reduced the FAR to .30, which is the current FAR for the University campus. Upon completion of all of the construction and the five (5) acre land transfer to the National Shrine, the FAR for the University will be .39.

I. Referral to the District of Columbia Office of Planning and the District of Columbia Department of Transportation. (Subsection 210.9)

The University and its representatives are submitting the 2012 Master Plan to the Office of Planning and the District Department of Transportation for review.

6.0 Acknowledgements

6.0 Acknowledgements

The Catholic University of America 2012 Campus Master Plan -- the result of great effort on the part of many -- ranging from the Board of Trustees, to University administrators, faculty, staff and students represents the foundation for its anticipated, continued enhancement of The Catholic University of America campus environment. Ayers Saint Gross Architects and Planners, a professional consultant firm, spearheaded the Master Plan's development, along with their team of sub-consultants, Michael Vergason Landscape Architects, RMF Engineers, Vanasse Hangen Brustlin Inc., S3 Design, and Paulien and Associates.

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Board members are listed as of September 1, 2011

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AT THE TIME OF THE PROCESSING OF THE 2012 CAMPUS MASTER PLAN

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FOR THE 2012 CAMPUS MASTER PLAN

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Charles Nguyen	School of Engineering - Dean
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Andrew Metzler	Graduate Student
Erin Tumey	Graduate Student
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Victor David	Undergraduate Student
Helen Marie Berg	Undergraduate Student
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Cheryl Pendergast	Public Safety
Ralph Albano	Sponsored Research
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Amy Wilson	University Development

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