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# 2022 Campus Plan - Executive Summary

*Zoning Commission Submittal - August 22, 2012*



ZONING COMMISSION

District of Columbia

CASE NO. 12-15

EXHIBIT NO. 8A1





On May 10, 2012 the Gallaudet University Board of Trustees unanimously approved the 2022 Master Plan. Developed over 18 months, this plan reflects the work and vision of the university leadership, the university community, neighborhood community members and the consultant team. The individuals and groups listed below played an integral part in the development of this plan:

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Construction Consultants, Inc.

The following document is an Executive Summary of the Gallaudet University 2022 Master Plan. The entire document is available upon request.



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## PREFACE

Gallaudet University is the world's only liberal arts university dedicated to the education of deaf and hard of hearing individuals through American Sign Language and English. The Gallaudet University 2022 Campus Plan (the Plan) is a ten-year campus development plan required by the District of Columbia Zoning Commission. The Plan provides guidance for the development of capital projects to support the mission and goals of the Gallaudet Strategic Plan 2010-2015(GSP) while ensuring the best use of the university's physical assets and fiscal resources.

The Plan sets a bold vision for the campus that builds upon the goals of the 2002-2012 Facilities Master Plan and responds to changes in higher education, the university's strategic goals and the surrounding community. Given the dynamic nature of academia in the 21st century and the university's physical surroundings, the Plan is intended to serve as an aspirational guide and a vision for the future development of the university. It is also intended to serve as a foundation for the university's Capital Budget Planning Process. The Plan has structured projects in a three-phase format to provide a manageable planning tool to university decision-makers to make informed decisions about potential projects over the next ten years.

Since its founding in 1864, the campus has been set apart from the city as an academic enclave. As the campus grew from its original 17-acre park-like setting, designed by Fredrick Law Olmsted, to the 99-acre campus of today, its primary university functions of academic, student life and administrative uses have been separated into distinct "functional use zones." The university operates the Laurent Clerc National Deaf Education Center (Clerc Center), a pre-kindergarten to 12th grade program located next to, but separated from, the university on the northern third of campus.

As higher education progressively moves from the traditional classroom-based toward experience-based learning, and as cultural and technological advancements expand communication access for deaf and hard-of-hearing individuals, the campus setting must evolve to support greater opportunities for interaction. With the surrounding community undergoing significant revitalization, unprecedented opportunities are emerging for students and university programs to engage DC's vibrant private and institutional sectors.

The Plan's vision is a result of a eighteen month inclusive and data-driven process led by the 18-member Campus Plan Steering Committee comprised of university leadership, students, faculty and staff. The university's planning team developed a rigorous analysis of existing facilities conditions and space utilization from the outset to establish a solid point of departure.

During the fall of 2011, university students, faculty and staff provided critical input through campus workshops, surveys and open forums. The workshops began with an Urban Land Institute Advisory Services Panel—a week-long planning workshop attended by nationally recognized leaders in urban planning and development, local residents, government officials and university representatives. The panel provided the university with a set of recommendations for the integrated development of the campus/community interface now incorporated into the Plan. Local residents also had an opportunity to offer their input through a series of workshops held both on campus and in community venues.

The analysis and participant input developed through this process has been synthesized into the nine chapters that comprise this document. Chapters 1 and 2 provide an overview of the university as well as the Plan's goals. Chapters 3 and 4 document the existing physical conditions and campus-wide space utilization. Chapters 5, 6 and 7 address the university's primary program needs for academic and administrative uses, campus life and housing and the Clerc Center. Chapter 8 embodies the recommendations for the physical campus as a whole.

The 2022 Campus Plan sets a vision for the physical campus that will enable the university to distinguish and advance Gallaudet's unique mission with respect to new developments in education and the city, while improving the quality of life in the local community. With the development of this Plan, Gallaudet not only aspires to the thoughtful stewardship of its beautiful and historic campus but also seeks to inspire the development of a vibrant and sustainable community on and around the campus that will lead Gallaudet from isolation to innovation.



## Overview of the Strategic and Master Plans

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The Gallaudet Strategic Plan 2010-2015 provides the university community with a roadmap that re-affirms the core values in Gallaudet's mission statement, sets forth a bold new vision with clearly articulated guiding principles and defines five critical goals for ensuring a university of excellence for future generations of students.

The GSP is the product of more than 18 months of hard work by faculty, staff, students, alumni and key stakeholders. The Gallaudet Board of Trustees was actively engaged in guiding and reviewing the process and the plan. This partnership between the Board of Trustees, the administration and the inclusive Gallaudet community establishes a strong foundation for the university.



# Strategic Plan Initiatives

- A. Grow Gallaudet's enrollment of full-time undergraduates, full and part-time graduate students and continuing education students to 3,000 by 2015.**
  - A.1 – Expand domestic recruiting to become “top of mind” for all deaf and hard-of-hearing (HH) students and hearing students seeking deaf/HH-related careers.
  - A.2 – Recruit non-traditional students through targeted programs.
  - A.3 – Actively recruit international students to achieve the current 15% cap.
  - A.4 – Increase enrollment of traditionally underrepresented groups (TUGs).
  - A.5 – Increase and broaden accountability for student enrollment
- B. By 2015 increase Gallaudet's six-year undergraduate graduation rate to 50%.**
  - B.1 – Create environment and support systems to encourage retention and successful degree completion.
  - B.2 – Institutionalize a clear “Path to Graduation” for all undergraduates.
  - B.3 – Increase acceptance of undergraduate students into majors.
  - B.4 – Increase and broaden accountability for student retention and graduation.
- C. By 2015 secure a sustainable resource base through expanded and diversified funding partnerships and increased efficiency of operations.**
  - C.1 – Increase breadth and depth of local and federal government relations.
  - C.2 – Grow revenue from grants, auxiliary enterprises and private fundraising.
  - C.3 – Increase student-related income through enrollment growth.
  - C.4 – Improve efficiency and effectiveness of all programs and services.
- D. By 2015 refine a core set of undergraduate and graduate programs that are aligned with the institutional mission and vision, leverage Gallaudet's many strengths and best position students for career success.**
  - D.1 – Optimize undergraduate majors and graduate programs to justify costs and outcomes.
  - D.2 – Develop five new comprehensive academic partnerships.
  - D.3 – Strengthen students' preparation for employment and career success.
  - D.4 – Increase faculty accountability for student learning and development.
- E. Establish Gallaudet as the epicenter of research, development and outreach leading to advancements in knowledge and practice for deaf and hard of hearing people and all humanity.**
  - E.1 – Establish Gallaudet's research agenda and set targets for externally-funded research proposal submission, funding and completion by 2015.
  - E.2 – Create infrastructure needed to support a world-class research enterprise.
  - E.3 – Enhance outreach integrating research and practice, particularly to benefit deaf and hard of hearing PK-12 students.

# 2022 Enrollment Projections

Gallaudet University has identified two projected enrollment growth targets for the next decade. A conservative 1.0 percent growth rate per year has been identified that is in-line with projected national trends and a 3.0 percent annual growth rate that represents an aspirational goal consistent with the GSP. The recommendations in this 2022 Campus Plan are based on a maximum projected university FTE enrollment of 2,003 and a Clerc Center enrollment of 325 students. The hope is that the transformative changes outlined by the GSP and the projects recommended by the Plan will spur a more aggressive enrollment growth rate that is closer to the aspirational 2022 growth projections.

| Student Category               | Actual - Year 2011 |       | Projected - Year 2022 |       |                      |       |
|--------------------------------|--------------------|-------|-----------------------|-------|----------------------|-------|
|                                | Enrollment         | FTE's | 1.0% growth per year  |       | 3.0% growth per year |       |
|                                |                    |       | Enrollment            | FTE's | Enrollment           | FTE's |
| University Enrollment Totals   | 1,611              | 1,442 | 1,804                 | 1,614 | 2,238                | 2,003 |
| University - Full Time Total   | 1,329              | 1,329 | 1,488                 | 1,488 | 1,846                | 1,846 |
| Undergrad Full Time            | 1,029              | 1,029 | 1,152                 | 1,152 | 1,429                | 1,429 |
| Grad Full Time                 | 300                | 300   | 336                   | 336   | 417                  | 417   |
| University - Part Time Total   | 282                | 113   | 316                   | 126   | 392                  | 157   |
| Clerc Center Enrollment Totals | 262                | 262   | 325                   | 325   | 325                  | 325   |
| KDES                           | 97                 | 97    | 125                   | 125   | 125                  | 125   |
| MSSD                           | 165                | 165   | 200                   | 200   | 200                  | 200   |
| Gallaudet Enrollment Totals    | 1,873              | 1,704 | 2,129                 | 1,939 | 2,563                | 2,328 |

## Notes:

1. Enrollment numbers provided by Gallaudet University as reported in the 2011 Gallaudet Annual Report of Achievements.
2. Based on assumption of part-time student taking two courses per semester (or a 40% credit load as compared to full-time student).
3. Clerc Center enrollment projections are listed independently of the University enrollment growth rates.







The Gallaudet 2022 Campus Plan is a ten-year update to the university's existing Facilities Master Plan required by the District of Columbia Zoning Commission. The 2022 Campus Plan articulates the university's vision for the campus and provides guidance for the physical development of campus facilities.

Led by a steering committee consisting of representatives from a cross-section of Gallaudet students, faculty and staff, the 2022 Campus Plan is the culmination of input from the campus community and beyond. Over 18 months, students, faculty and staff participated in series of campus workshops focusing on such topics such as sustainability, academics and research, DeafSpace design concepts and accessibility, and campus life.

Broadly stated, these workshops yielded a commitment to the following planning principles:

- Accommodate enrollment growth and support Gallaudet Strategic Plan goals.
- Increase and enhance on-campus housing.
- Revitalize the heart of the campus and increase density.
- Integrate physical accessibility and sustainability.
- Build new connections with the local community.

The following page describes a series of specific goals developed during the 2022 Campus Plan process. The major headings for these goals are based on the five Strategic Plan Initiatives and are intended to position the Plan and its subsequent projects to reinforce and contribute to the success of the Gallaudet Strategic Plan.

# Master Plan Goals

## A. GROW ENROLLMENT

### A.1 – Improve the physical appearance and “first impressions” of the campus.

- Create a Welcome Center with improved access to the campus for all visitors.
- Improve wayfinding - what do you do and where do you go when you get to campus?
- Catalyze improvements to the surrounding community.

### A.2 – Create student spaces and places on campus to improve “student life”.

- Create a new Student Center at the heart of the campus.
- Create a student gathering space for social activities and events.
- Establish a multi-cultural center to celebrate student diversity.

### A.3 – Enhance recreational and athletic facilities to enrich Gallaudet.

Upgrade to conference regulations as needed.  
Provide sufficient space for recreational activities.  
Allow community access to the athletic facilities.

### A.4 – Showcase Gallaudet’s rich deaf/bilingual history and cultural heritage.

- Create a deaf-life museum as a national showcase.
- Provide a public connection to the archives.
- Celebrate Gallaudet’s rich history.

## B. RETAIN STUDENTS

### B.1 – Create the best-proven learning environments for student-centric learning.

- Improve classroom design utilizing best practices and DeafSpace guidelines.
- Flexible/adaptable/technology smart/integrating captioning/etc.
- Enhance the “out-of-classroom” experience.

### B.2 – Improve quality of the residential experience.

- Provide multiple housing formats.
- Provide opportunities for faculty to live closer to the campus.
- Create living/learning communities; improve connections between faculty and students.

### B.3 – Improve accessibility on campus to become the model of access for all.

- Provide for sight-impaired/deaf blind experiences.
- Upgrade all buildings to be fully wheelchair accessible.
- Become a living laboratory for exploring all modes of accessibility through buildings.

## C. SECURE RESOURCE BASE

### C.1 – Open up the campus with new physical gateways to promote increased integration with the surrounding communities.

- Foster new partnerships with consortium institutions and local businesses.
- New gateway linking to 6th Street.
- Open up front of campus along Florida Avenue as a park.

### C.2 – Increase environmental sustainability across all aspects of the campus.

- Create an eco-friendly campus.
- Utilize sustainable initiatives to reduce operational costs.
- Upgrade utility infrastructure to reduce resource consumption.

### C.3 – Create real estate development opportunities that will optimize value for Gallaudet and the surrounding community.

- Create new revenue streams.
- 6th Street Development/Innovation Lab.
- Increase student internships with local businesses and entrepreneurial opportunities.

## D. REFINE ACADEMIC PROGRAMS

### D.1 – Relocate and redesign the University Library and Technology Service spaces to strengthen student success.

- Feature/emphasize the archives; give national presence; showcase to the world.
- Support inter-disciplinary studies and research.
- Illustrate how to incorporate technology.

### D.2 – Distinguish Gallaudet by maximizing Clerc Center’s visibility; provide improved facilities that will enable Clerc Center to excel at its mission.

- Improve connectivity between the university and the Clerc Center.
- Designated university research space in the Clerc Center.
- Significantly upgrade the facilities to current standards.

## E. GROW RESEARCH & OUTREACH

### E.1 – Develop facilities for world-class research and outreach programs that enable Gallaudet to attract top research talent.

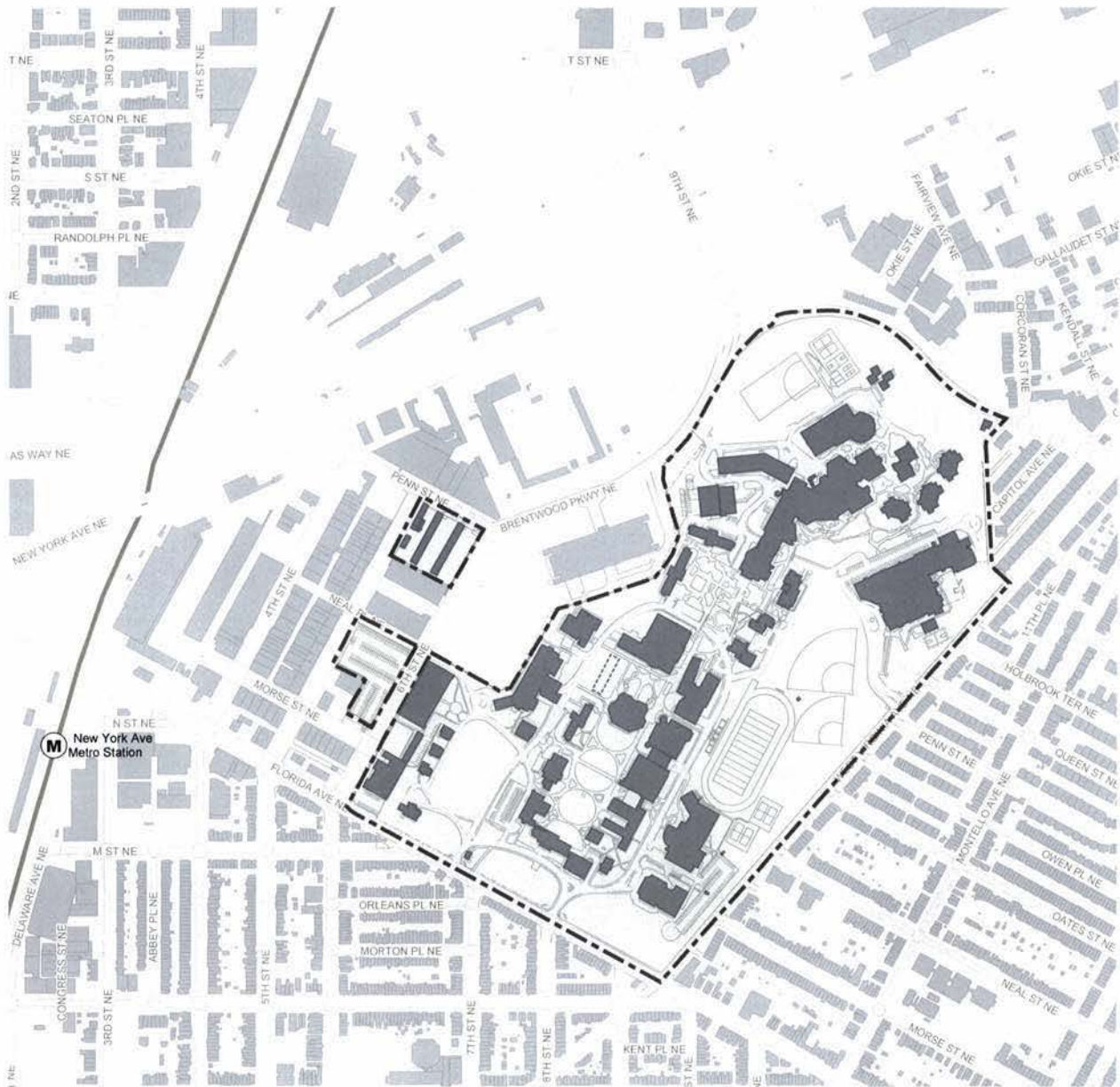
- Establish designated space for interdisciplinary programs and research.
- Develop research/incubator space such as an innovation lab.
- Foster collaboration among departments at Gallaudet.
- Provide a collegial environment that fuels innovative thinking.





# 2

## Campus Overview



Since it was established in 1864 by an Act of Congress and its charter was signed by President Abraham Lincoln, Gallaudet University has held the distinction of being the world's only liberal arts university with programs and services specifically designed to accommodate deaf and hard of hearing students. The university takes its name from Thomas Hopkins Gallaudet, a renowned early educator of deaf students.

Gallaudet University offers exemplary educational programs to deaf and hard of hearing students from pre-school through doctorate levels, all in a bilingual learning environment featuring American Sign Language and English that provides full communication access to learning and social interaction. The Kendall Demonstration Elementary School serves infants and their parents and continues service through the eighth grade. The Model Secondary School for the Deaf offers programs for students in grades 9 through 12. Both of these schools are part of the Gallaudet campus, which has a federal mandate to develop and disseminate innovative curriculum, materials and teaching strategies to schools and programs nationwide.

At the university level, Gallaudet continues to build upon its rich history as the premier institution of higher learning for the most qualified, diverse group of deaf and hard-of-hearing students, as well as hearing students pursuing careers related to the deaf community.

At all levels of learning, Gallaudet takes great pride in its long-standing mission of being a diverse, multicultural institution that provides the most up-to-date resources to ensure intellectual enlightenment and academic success. In the fall of 2011, Gallaudet had a total enrollment of approximately 1,900 students representing 40 countries. In addition, Gallaudet's six regional centers serve tens of thousands of individuals through conferences, leadership institutes, sign language classes, international programs and more. The University and the Laurent Clerc National Deaf Education Center have 980 employees, 475 of whom are deaf or hard of hearing.

Gallaudet University is fully accredited by the Middle States Commission on Higher Education. Deaf and hard-of-hearing undergraduate students can choose from a wide variety of majors leading to a Bachelor of Arts or Bachelor of Science degree. They also have the option of designing their own majors, in which they select classes from Gallaudet's many academic departments, and often take additional courses at any of the 13 other institutions of higher learning that are members of the Consortium of Universities of the Washington Metropolitan Area. Graduate programs, open to deaf, hard-of-hearing and hearing students, include Master of Arts or Master of Science degrees, specialist degrees, certificates and Doctoral degrees in a variety of fields involving professional services to deaf and hard of hearing people. The university also admits a small number of hearing, degree-seeking undergraduate students—up to five percent of an entering class.

As a federally chartered university, Gallaudet receives federal government appropriations for revenue support. Federal appropriations to Gallaudet are determined on an annual basis by the U.S. Congress as authorized under the Education of the Deaf Act, which is part of the Higher Education Act. Gallaudet's reliance on federal support has diminished



# Gallaudet University Facts and Statistics



CAMPUS LOCATION

over time—in recent years, the federal appropriation has comprised 65 to 68 percent of Gallaudet’s operating revenues.

Research has always been a hallmark of Gallaudet University. Gallaudet’s unique status among institutions of higher learning elevates research to particular importance because the world looks to the university for its expertise on vital issues affecting the deaf community. The prestige that Gallaudet holds was founded in its earliest days, thanks to the groundbreaking work of Dr. Edward Fay, whose exhaustive collection of data on deaf people and their families continues to be used by geneticists today. Research takes place throughout the campus, including the Gallaudet Research Institute, the Rehabilitation Engineering Research Center on Hearing Enhancement, the Science of Learning Center on Visual Language and Visual Learning, the Office of Institutional Research, the genetics program, the Technology Access program and through many individual efforts.

The 99-acre Gallaudet University campus, a portion of which is identified as a Historic District on the National Register of Historic Places, was designed by Fredrick Law Olmsted, who gained fame for designing many well-known urban parks, including New York’s Central Park and the U.S. Capitol grounds. The campus is located in northeast Washington, DC, in sight of the U.S. Capitol and the Washington Monument, in a

vibrant neighborhood that is pulsing with energy generated by new residential, business and commercial development. It is adjacent to an eclectic mix of restaurants in the newly renovated Union Market, to H Street NE and is in close proximity to Capitol Hill, the political hub of the nation. Gallaudet students have easy access to the world-class attractions of DC via the NoMa–Gallaudet University station on the Red Line of the city’s Metrorail and the Metropolitan Branch Trail. DC’s thriving business and political scene offers unprecedented internship and employment opportunities to students in almost any major.

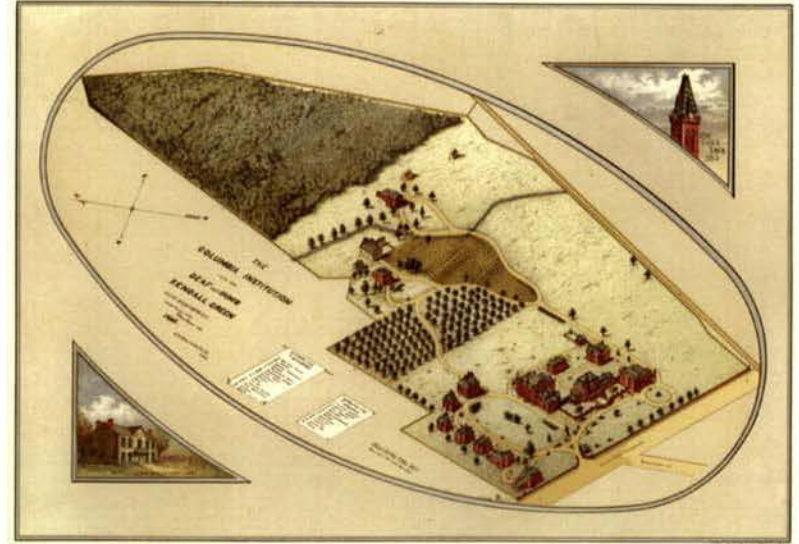
Gallaudet’s Board of Trustees recently approved the scope and intent of the 2022 Campus Plan, which articulates the university’s vision for the campus and provides guidance for the physical development of campus facilities. Led by a steering committee consisting of representatives from a cross-section of Gallaudet students, faculty and staff, the Campus Plan is the culmination of input from the campus community and beyond. Gallaudet’s facilities, including a residence hall that was completed in the summer of 2012, and the research-centered James Lee Sorenson Language and Communication Center, are built following the emerging architectural concept known as “DeafSpace,” in which building design features are used to maximize deaf individuals’ visual access in educational, work and living environments.

|                                     |                                                                   |
|-------------------------------------|-------------------------------------------------------------------|
| Established:                        | 1864                                                              |
| Type:                               | Private, quasi-governmental                                       |
| Revenues/Other Funding:             | \$182.5 Million for FY 2011                                       |
| Endowment:                          | \$150 Million at end of 2011                                      |
| President:                          | Dr. T. Alan Hurwitz                                               |
| Total Staff:                        | 980                                                               |
| Faculty and Teachers:               | 231                                                               |
| 2011 University Enrollment:         | 1,611                                                             |
| 2011 University FTE Enrollment:     | 1,442                                                             |
| 2011 Undergraduate Full Time:       | 1,029                                                             |
| 2011 Graduate Full Time:            | 300                                                               |
| 2011 University Part Time:          | 282 (113 FTE)                                                     |
| 2011 Clerc Center Enrollment:       | 262                                                               |
| International Students:             | 6% of student body                                                |
| Alumni:                             | 15,000+ internationally                                           |
| Land Area:                          | 99 Acres                                                          |
| Building Gross Square Feet:         | 2,643,300                                                         |
| Building Net Assignable Program SF: | 1,345,887                                                         |
| Total On Campus Parking:            | 1148                                                              |
| Motto:                              | Ephphatha (“Be opened”)                                           |
| Website:                            | <a href="http://www.gallaudet.edu/">http://www.gallaudet.edu/</a> |



# University History

Du Bois Tourist Guide Map of 1892



## THE EARLY YEARS

In 1856, Amos Kendall, a wealthy businessman who also had served as postmaster general during two presidential administrations, donated two acres of his 200 acre estate in northeast Washington, DC to establish housing and a school for 12 deaf and 6 blind students. The following year Kendall persuaded Congress to incorporate the new school, which was called the *Columbia Institution for the Instruction of the Deaf and Dumb and Blind*. From such modest beginnings evolved Gallaudet, a prestigious University of international importance.

The school was a collection of drafty wooden houses with a mix of classrooms, living quarters and support facilities where students and faculty lived, worked and studied together in an environment more akin to a home for an extended family than the institutional setting of state run residential schools. The social bonds—the sense of belonging and connection—formed in this more home-like setting must have provided a sanctuary for students who were afforded the opportunity to be with others with whom they could easily communicate.

Edward Miner Gallaudet, son of Thomas Hopkins Gallaudet, founder of the first school for deaf students in the United States, became the new school's first superintendent. Gallaudet's deaf mother, Sophia Fowler Gallaudet, became the school's matron.

Under Edward Miner Gallaudet's direction this small school grew into the Columbia Institution for the Deaf and Dumb, chartered by President Lincoln in 1864. Gallaudet understood the importance a prestigious campus setting would have for building a reputable institution, so he brought some of the very best architects of the time to the school to design a host of new campus buildings. The renowned architects Vaux and Withers of New York City were selected to design Chapel Hall, College Hall, the President's House, and the houses along Faculty Row, all in the Victorian Gothic style, which at the time was considered to be the cutting edge in architectural design. Needless

to say, such "progressive designs" did not respond directly to the physical, cognitive or cultural sensibilities of the institution's deaf community.

However, much like the earlier wooden buildings of Kendall's Institution, many of the first college buildings housed a wide mix of uses in close proximity—a spatial pattern that tends to foster social interaction conducive to the collectivist ways of Deaf culture. College Hall, for example, provided classrooms, administrative offices on lower levels and the boys dormitory on the top floor. Other activities, such as dining and worship, took place in the adjacent Chapel Hall. Over the years, Faculty Row provided multi-family housing for both faculty and students. In these early days it was possible to stay in visual contact with one's peers throughout the day—a continual reminder of belonging to a community.

Fredrick Law Olmsted, designer of Central Park in New York City, The Boston Commons and the Capitol grounds in Washington, DC, developed the school's first formal master plan in 1866. Olmsted's design for the campus organized the College Hall and Kendall School buildings so that they backed onto a shared service yard with spaces for the kitchen yard, boys' playground and the mechanic shop.

Kendall School faculty housing faced the service yard as well, making this area a lively outdoor space on the campus. The formal entry to the academic buildings in this cluster faced outward to the campus grounds bounded to the west by Faculty Row, a line of five brick houses for faculty and the President's House. These campus grounds were designed as a park-like "naturalistic" setting where pathways meandered through groves of shade trees and open fields offered a variety of spatial and sensory experiences. Within the informal campus quad between College Hall and Faculty Row students and faculty alike had many choices of places to either seek social interaction or solitude along the paths,





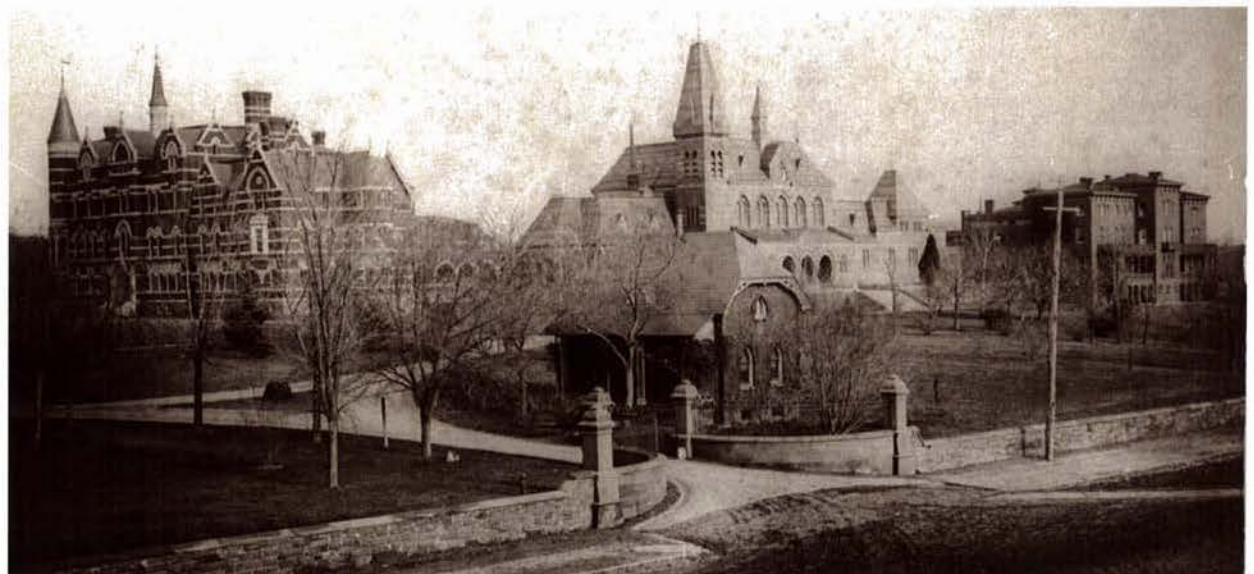
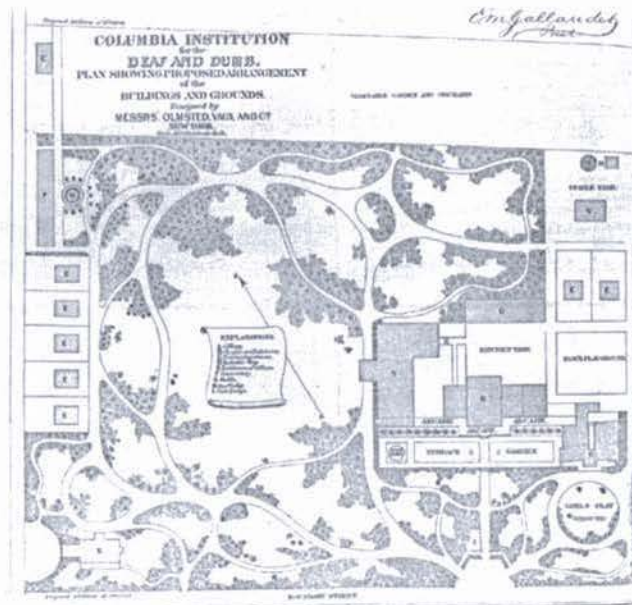


where one could linger within the shaded groves and gaze across the open fields. One can still experience this sublime campus experience by walking along the original pathways that surround the historic Olmsted Green.

Much like other college campuses, residential schools and asylums of the 1800s, the school's physical setting was away from the city. The spatial separation of these institutions from the main activities of the city carried a powerful political message of marginalization in the case of an asylum. In the case of a college campus, spatial separation was meant to reinforce the elite status of higher education. With the Columbia Institution for the Instruction of the Deaf and Dumb and Blind, it is possible to read its spatial separation from the city as both marginalization and as the founder, Thomas Gallaudet envisioned, an elite institution of higher education.

The Du Bois Tourist Guide Map of 1892 (previous page) provides an interesting view on this double reading. On the one hand, the institution's historic campus is rendered in the same three dimensional fashion assigned to other important landmarks, such as the Capitol, the White House and national monuments. Yet the campus, located north of Boundary Street (now Florida Avenue), is floating outside of the city's stark boundary with no apparent means to blend with the urban fabric.

This early disconnect from the city has continued to this day. By virtue of its location on the edge of the urban fabric, wide, fast-moving traffic thoroughfares rather than smaller scale walkable city streets have surrounded the campus. Together the wide streets and campus fence make a strong barrier between campus life and that of the city. Built on the edge of the city, where there has been little control over land use, the surrounding neighborhood has never had a coherent, pedestrian scale that enables easy connection to places to shop, live, work, or enjoy an evening on the town. As with other colleges, this kind of separation is a significant problem that tends to hamper an institution's ability to attract and retain good students who value a rich life beyond the classroom.





# University History

## DEVELOPMENT OF THE MALL CAMPUS

In 1870 President Gallaudet invested a great deal of effort to raise the funds necessary to purchase an additional 80 acres of Kendall's land to the east and north of the campus, not for the expansion of the Institution, but to provide a buffer to undesirable neighbors, such as slaughter houses and breweries, that he feared would one day move to the area. With this purchase the campus land area grew to 99 acres. Even though the campus did not physically expand until the 1940s, the direction of the campus' growth was set by the placement of existing buildings and the farm roads acquired in the Kendall Green purchase, rather than by a deliberate long range plan for the campus.

Throughout the first half of the 20th century, the college flourished. One survey of former students from the years 1931-1941 showed them engaged in 82 different occupations, including teaching, educational administration and scientific research.

Through an act of Congress in 1954, the name of the institution was changed to Gallaudet College in honor of Thomas Hopkins Gallaudet. By that time the school was thriving as student enrollment soared and it experienced significant growth both physically and institutionally.

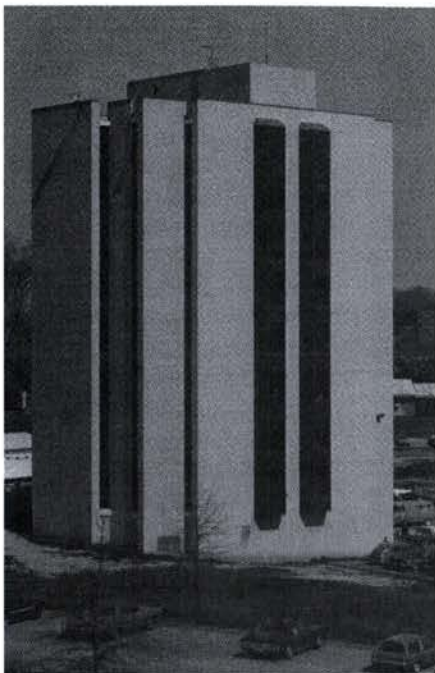
From 1945 through the early 1970s, the campus more than doubled in size with new classrooms, dormitories, a new library, a student center and a gymnasium organized around a campus mall north of Chapel Hall. This new portion of the campus was situated entirely within the confines of an existing access road that looped through the original pastures and orchards of the site. Lincoln Circle is now the long since improved version of this original roadway that separated the mall portion of the campus, today known as Olmsted Green, from the main quad in Olmsted's plan. This split is perhaps one of the first of many spatial separations that would affect the campus in the years to come.

The mall plan, a North American campus tradition, provided a rational means to organize the many different uses on the site in a way that seemed to support Deaf architectural principles. The plan separated the pedestrian realm of the landscaped mall from vehicular access located on the opposite side of the campus buildings. The mall provided excellent visual/physical connectivity, and it provided a common gathering place that fostered interaction and a sense of community. From most all points in the mall one could have clear visual access to all the activities taking place within it and to all the buildings surrounding it. A zig-zag pattern of walkways crossed the open mall leading pedestrians directly to building entries across the space.

Given the variety of all the uses placed around the mall, the new expansion was essentially a new campus unto itself. Students could live on the mall in dorms, such as Peet or Ely Hall, walk across the mall to the student center for a meal or to socialize, then go for a swim in the gymnasium next to the main academic building, Hall Memorial Building, or perhaps study in the Edward Miner Gallaudet Memorial Library located next to College Hall. The concentration of such a wide variety of uses around the mall enabled all of campus life to take place around a single space, allowing for many impromptu interactions between students, faculty and staff—a model setting for a collectivist culture.







With the exception of the library, all of the new buildings and campus improvements of this era were funded, designed and constructed by the federal government's General Services Administration (GSA). At that time, architects and planners at the GSA, like so many others in the profession, embraced modernism that was the popular design trend of the day. It was characterized by clean geometric façades with large expanses of glass and without ornament, with flat roof lines and with open floor plans. To some degree this was fortuitous, as many of the modernist principles that promote a sense of light and openness are at the core of Deaf architectural design principles. The four-story open lobbies in the Ballard Halls and the central open space of the library building were a few examples of early application of visu-centric design principles in these modernist buildings.

The best example of Deaf architecture on campus was the Student Union Building that served as the social heart of the campus. The fond memories and feelings of belonging that alumni from this era would share in interviews most frequently took place in this building. Here, students would meet for meals, socialize in the Rathskellar lounge or at the bowling alley located in the basement, or gather for a lecture or group study session in the student lounge. The facility rounded out its offerings with a chapel for worship, a bookstore and office space for student groups. All of these spaces were organized around a two-story courtyard allowing diffused natural light to pass through the building both at ground and basement levels. Large expanses of glass in the student lounge area faced the mall, allowing a generous visual connection between indoor and outdoor activities a rare occurrence on the campus today. An outdoor gathering area between the building and Ely Hall provided an inviting gathering space.

## LATE 20TH CENTURY MASTER PLANNING

In 1969, the US Department of Health, Education and Welfare agreed with the college's administration to establish the Model Secondary School for the Deaf on the Gallaudet campus. A year later, President Richard Nixon signed the bill that authorized the establishment of Kendall Demonstration Elementary School. Today, the two schools and several other programs devoted to the creation and the nation-wide dissemination of outstanding educational opportunities for deaf and hard-of-hearing students are part of Gallaudet's Laurent Clerc National Deaf Education Center.

The college's "growth spurt" continued throughout the 1970s and 1980s, peaking in October 1986 with the announcement that, by an act of the US Congress, the 122 year-old college had been granted university status. That fall, the student body totaled almost 2,000 undergraduate, graduate and preparatory students. Gallaudet counted among its alumni successful lawyers, investment bankers, scholars, entrepreneurs and many other professionals.

From the late 1970s through the 1990s, the patterns of student life changed significantly as a result of continued expansion and the planning decision to consolidate functional uses, such as student housing, academic activities and administrative services, to achieve greater operational efficiency. During this era, student housing, with the exception of Peet Hall, was consolidated around Hanson Plaza, on the north side of Lincoln Circle, yet the Student Union Building remained in its place on the mall. Foster Auditorium was added to Ely Hall, effectively eliminating the outdoor gathering area to the south of the Student Union Building that was once one of the most lively collective spaces on campus. A new Field House was constructed on the east side of Lincoln Circle. The new Merrill Learning Center was constructed within the landscaped area of the mall, and administrative offices were consolidated within the historic portion of the campus, far from the majority of academic spaces and student housing.

From a planner's perspective, these changes achieved the objective of consolidating uses, as one can see when comparing the existing and proposed functional use maps from the 1975 master plan. However, in terms of the experience of student life, the changes dispersed daily activities across the campus, thus weakening the lively social fabric. With wide distances to travel between daily activities, individuals naturally tend to limit their trips across campus only to those that are essential. In the past, by contrast, it was only a few steps to the Student Union Building where one could go for a chance meeting with friends. The fact that spaces for student activities were so remote from student residences could only serve to discourage some students from participating in student organizations.

As enrollment expanded in the 1970s and 1980s, it was necessary to construct new facilities at the outer reaches of Lincoln Circle that drew a stark dividing line between these buildings and the rest of the campus. Hanson Plaza, the campus' residential zone, was the most extreme example of the sense of separation this situation created. Located on the north side of Lincoln Circle and north of—or with respect to the rest of the campus, "behind"—Hall Memorial Building, the plaza and the dormitory buildings surrounding it were separated from the rest of the campus—they became a world of

their own. There were few points of visual or physical connection with the rest of the campus. Furthermore, the area lacked a cohesive architectural or landscape theme to give it a distinctive sense of place or even recall and connect with the fine architectural heritage of the older portions of the campus, adding to the sense of isolation and disorientation experienced at Hanson Plaza.

In 1990, a generous contribution from the W. K. Kellogg Foundation enabled the university to construct the Kellogg Conference Center, which has become a popular venue for meetings, seminars, wedding receptions and other events for both on and off-campus groups. Since then, three additional buildings have been constructed, including the technology-rich Student Academic Center.

Also during this era the Student Union Building underwent several renovations and was expanded to include the Student Academic Center. Architects and planners making these changes attempted to design a facility that it would encourage social interaction, but with the broader deployment of campus activities they could only meet with limited success. Combined, the new Student Academic Center and the Student Union Building are the heart of campus life today, with a wide mix of uses, such as classrooms, assembly halls and a computer lab, in close proximity to a host of other collective uses, such as the popular lunch spot The Marketplace, the Rathskellar lounge, the post office and book store. Unfortunately, these are mostly daytime uses, making the complex a lively place and popular gathering spot during the day, with levels of activity dissipating late in the afternoon.

The newest addition to campus is the James Lee Sorenson Language and Communication Center, a unique facility that provides an inclusive learning environment more compatible with the "Deaf Way of Being" than most of its predecessors. At the time of this printing, a new Living and Learning residence hall has recently been completed that was designed using the recently developed DeafSpace Design Principles described on the following pages. Both projects represent a commitment on the part of the university to develop a future for the campus that is more tuned to deaf cognitive and cultural sensibilities.







# Deafspace and Gallaudet

## INTRODUCTION

As the only liberal arts university in the world dedicated to the education of deaf and hard-of-hearing people Gallaudet University is committed to providing an educational setting attuned to deaf cognitive and cultural sensibilities. Accordingly, all new buildings, renovations and campus improvements will be designed in accordance with the university's DeafSpace Design Guidelines (Guidelines).

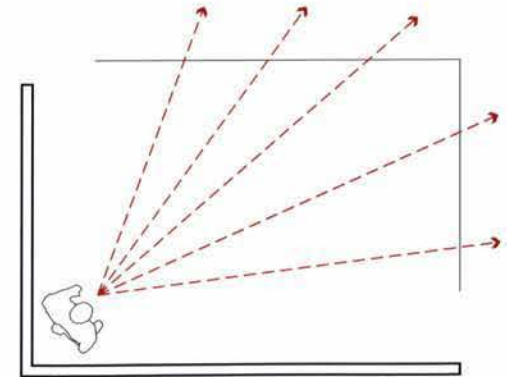
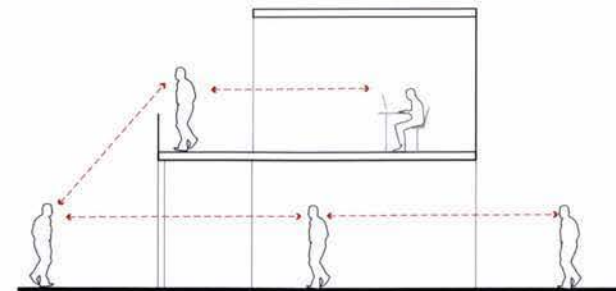
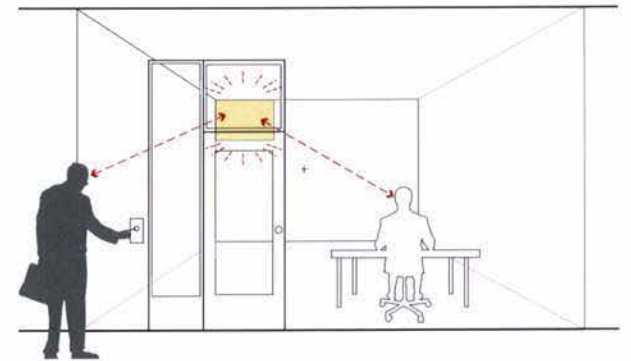
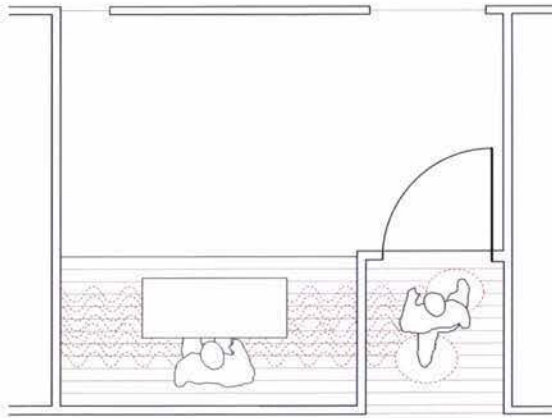
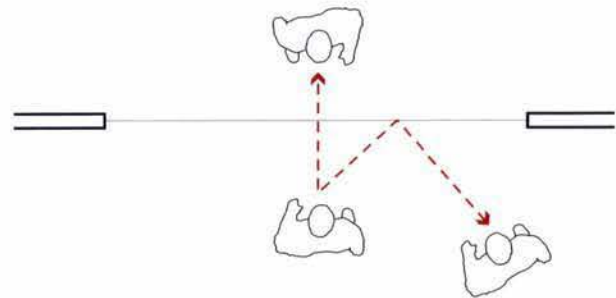
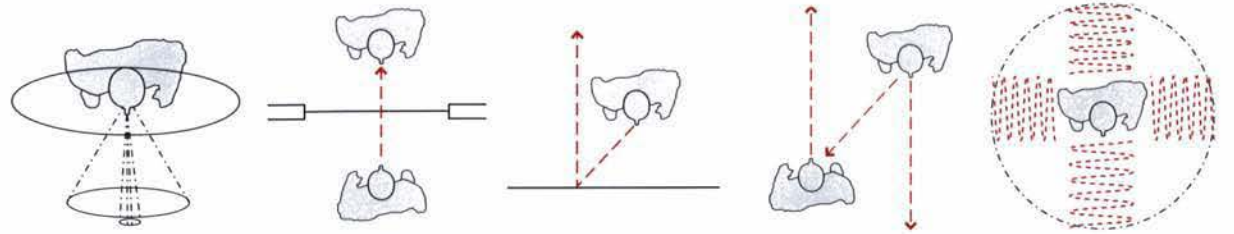
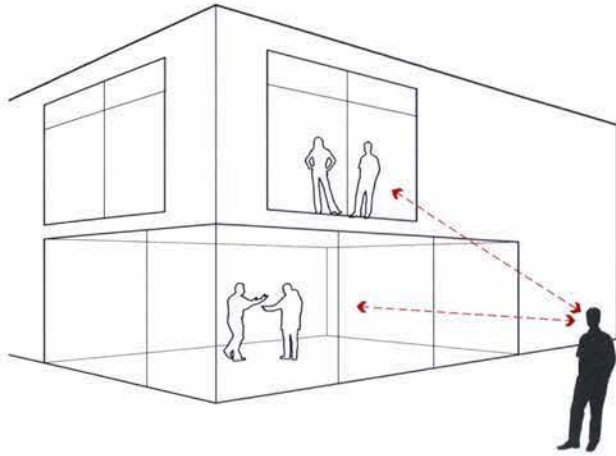
The Guidelines have been developed through research and design activities undertaken by the university's DeafSpace Project. The design concepts presented in the Guidelines are based on the simple fact that deaf people inhabit a rich sensory world where vision and touch are a primary means of spatial awareness and orientation. Many use sign language, a visual-kinetic mode of communication, and maintain a strong cultural identity built around these sensibilities and shared life experiences. The built environment, largely constructed by and for hearing individuals, presents a variety of surprising challenges to which deaf people have responded with a particular way of altering their surroundings to fit their unique ways-of-being. This approach is often referred to as DeafSpace.

When deaf people congregate, the group customarily works together to rearrange furnishings into a "conversation circle" to allow clear sightlines so everyone can participate in the visual conversation. Gatherings often begin with participants adjusting window shades, lighting and seating to optimize conditions for visual communication that minimize eyestrain. Deaf homeowners often cut new openings in walls, place mirrors and lights in strategic locations to extend their sensory awareness and maintain visual connection between family members.

These practical acts of making a DeafSpace are long-held cultural traditions that, while never-before formally recognized, are the basic elements of an architectural expression unique to deaf experiences. DeafSpace principles address five major aspects of the relationship between human experience and the built environment: Sensory Reach, Space and Proximity, Mobility and Proximity, Light and Color and finally Acoustics. A brief overview of each aspect follows. For further information see the Gallaudet University DeafSpace Design Guidelines.







## SENSORY REACH

Spatial orientation and the awareness of activities within our surroundings are essential to maintaining a sense of well-being. Deaf people “read” the activities in their surroundings that may not be immediately apparent to many hearing people through an acute sensitivity of visual and tactile cues, such as the movement of shadows, vibrations or even the reading of subtle shifts in the expressions or positions of those around them. Many aspects of the built environment can be designed to facilitate spatial awareness “in 360 degrees” and facilitate orientation and wayfinding.

## SPACE AND PROXIMITY

In order to maintain clear visual communication individuals stand at a distance where they can see facial expression and the full dimension of the signer’s “signing space”. The space between two signers tends to be greater than that of a spoken conversation. As conversation groups grow in numbers, the space between individuals increases to allow visual connection for all parties. This basic dimension of the space between people impacts the basic layout of furnishings and building spaces.

## MOBILITY AND PROXIMITY

While walking together in conversation signers will tend to maintain a wide distance for clear visual communication. The signers will also shift their gaze between the conversation and their surroundings scanning for hazards and maintaining proper direction. If one senses the slightest hazard they alert their companion, adjust and continue without interruption. The proper design of circulation and gathering spaces enable signers to move through space uninterrupted.

## LIGHT AND COLOR

Poor lighting conditions, such as glare, shadow patterns and backlighting interrupt visual communication and are major contributors to the causes of eye fatigue that can lead to a loss of concentration and even physical exhaustion. Proper electric lighting and architectural elements used to control daylight can be configured to provide a soft, diffused light “attuned to deaf eyes.” Color can be used to contrast skin tone to highlight sign language and facilitate visual wayfinding.

## ACOUSTICS AND EMI

Deaf individuals experience many different kinds and degrees of hearing loss. Many use assistive devices such as hearing aids or cochlear implants to enhance sound. No matter the level of hearing, many deaf people do sense sound in a way that can be a major distraction, especially for individuals with assistive hearing devices. Reverberation caused by sound waves reflected by hard building surfaces can be especially distracting, even painful, for individuals using assistive devices. Spaces should be designed to reduce reverberation and other sources of background noise.

These Guidelines shall be taken into account from the outset of all projects as they influence basic planning and budgetary decisions. Project design, program and budgetary reviews and approvals will account for strict compliance to the Guidelines for projects of all scales.







# 3

## Campus Physical Conditions Assessment



# Urban Land Institute Panel



At the outset of the 2022 Campus Plan process, the university sponsored an advisory services panel composed of eight volunteers with a variety of skills from around the country organized by the Urban Land Institute (ULI). The panel was tasked with providing advice on how to create a campus vision that integrates the university with the community while facilitating on-and off-campus development and renewal.

The group spent the week of September 12, 2011, on campus, interviewing over 60 people representing students, faculty, alumni and staff of the university; local area merchants and individuals from neighborhood associations; officials from the DC government, including the Mayor's Office, Parks and Recreation, DC Public Schools and city planners; local Advisory Neighborhood Commission members; local and citywide Chambers of Commerce members; representatives from other area universities and the Consortium of Universities of the Washington Metropolitan Area; and other stakeholders.

Since 1947, ULI has conducted over 600 such panels for universities, towns and cities, developers, military bases, historic areas, sustainable development zones and others. Panel members consist of urban planners and designers, architects, real estate developers and investment managers, among others.

**For this effort, the panel was asked to consider the following questions:**

1. How should Gallaudet best utilize its unique mission and stature?
2. How should Gallaudet leverage DC's emerging activity "clusters?"
3. Is the Innovation Lab a viable project?
4. What is an appropriate vision for campus edge development?
5. How can the study area's attributes create an authentic urban setting?
6. Is the repurposing/repositioning of select campus areas a viable idea?
7. How should neighboring uses be incorporated into the area's revitalization?
8. How should Gallaudet be organized to enable revitalization?
9. How much control over the revitalization process should Gallaudet exert?
10. What is the best way for Gallaudet to catalyze development in the area?

Out of this effort, the panel developed five recommendations for the university, the city and the consultant team to consider as it began the 2022 Campus Plan effort. These recommendations are listed on the following page.



## ULI WORKSHOP RECOMMENDATIONS

The panel's recommendations fall into five broad categories; each is listed below, with partial details of suggestions made in each category.

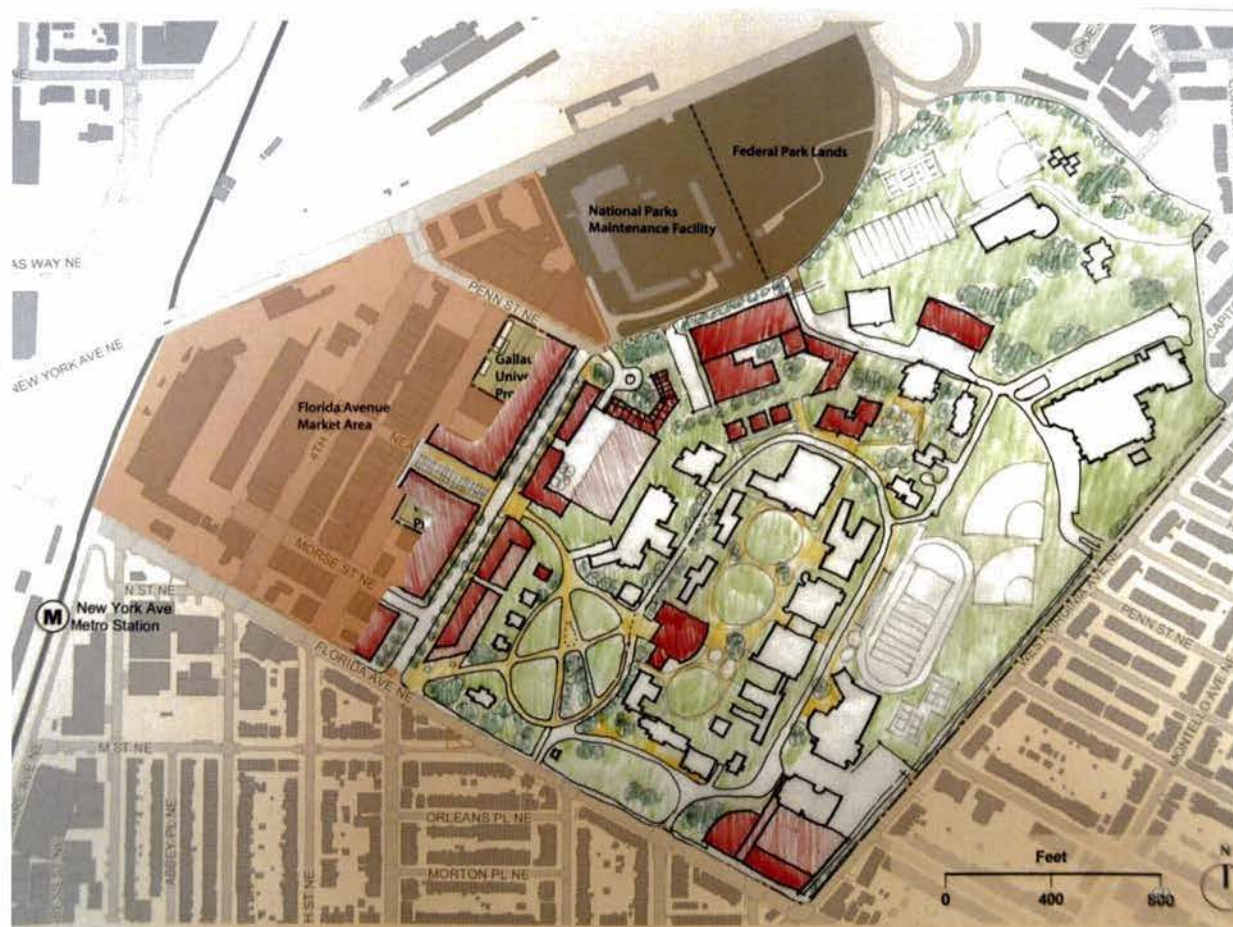
**1. Pull the university closer to its historic heart.** In effect, move back toward the core area on the south end of campus and reduce the feeling that the campus is too spread out. Pull away from Hanson Plaza, replacing those dormitories with housing elsewhere on campus—along 6th Street, Florida Avenue and so on. These actions will create a campus that is livelier and will reinforce Gallaudet's sense of community. The panel also recommend replacing the current library with an "Information Commons," on the current site of the EMG Building.

**2. Build bridges to surrounding neighborhoods and to the city.** Create a new, dramatic, wide pedestrian entrance to the university "Olmsted Gate" from the corner of Florida Avenue and 6th Street, sweeping up to Olmsted Green with House One on the right. This may also involve creating a development on the southeast corner of the campus (Florida and West Virginia Avenues) that includes retail facilities and family rental housing. The panel proposed including a university building in that area that would house a museum and archives, thus formally supporting, in a very public way, the deaf heritage that is such a prominent part of the fiber of Gallaudet. Other facilities that might be created there include an additional athletics building, which might be shared with the community.

**3. Create a new great space on 6th Street.** Conclude an agreement with the developers for the Gallaudet property on the west side of 6th Street. This development will begin a dramatic transformation of the university. In the view of the ULI panel, the development potential in this area is strongest for neighborhood-serving retail and multi-family rental housing. They suggest obtaining the baseball field on the east side of 6th Street, owned by the city and mainly used by Gonzaga High School, and use that area for ground floor retail, possibly with student apartments and/or other market-rate housing above.

**4. Create the capacity to pursue off-campus ventures.** Create a foundation run with an entrepreneurial spirit by a full-time, high-level staff member and supported by a board of its own to invest 5-10 percent of endowment funds into real estate surrounding the university. This will, over time, give Gallaudet control of the shape of development around the university, allowing us to control our destiny with our neighbors. The foundation might create prototype DeafSpace residential housing for faculty, staff and students.

**5. Forge new partnerships to advance the university.** Working with DC to create a "MSSD/Bilingual High School" composed of deaf, hard of hearing and hearing students in the current location of the Hamilton School, one of the District of Columbia Public Schools. The Model Secondary School for the Deaf (MSSD) would relocate to this space, and its current structure would be replaced by a large park on the northern end of the campus with sports fields and other recreation areas. These areas would primarily serve the proposed MSSD/Bilingual High School, but would also be open to the surrounding community, thus creating an enduring tie to a community currently without open spaces of any kind. Such a park would give the community what it has never had - open space for park land for the Ivy City and Trinidad communities.



Campus Plan Sketch from ULI Report

# 6th Street Area



Adjacent to Gallaudet's western edge, the 6th Street area is an underdeveloped campus/urban edge with industrial uses and character. This zone acts as a bridge between the Gallaudet campus and the historic Capital City Market area, a wholesale food distribution district originally constructed in the 1920s. The area is bounded by Florida Avenue to the south, 5th Street to the west, Penn Street to the north and the Olmsted Green and ferderally owned parkland to the east.

At present, there are several issues that prevent the Gallaudet University Campus from benefiting from its adjacency to the Market Area. The 90'-0" wide 6th Street right-of-way creates a strong barrier between the campus and the Capital City Market area. In addition, the university's Appleby Maintenance Facility and the 6th Street parking garage located along the eastern side of the street reinforce the hard edge separation between the campus and the city.

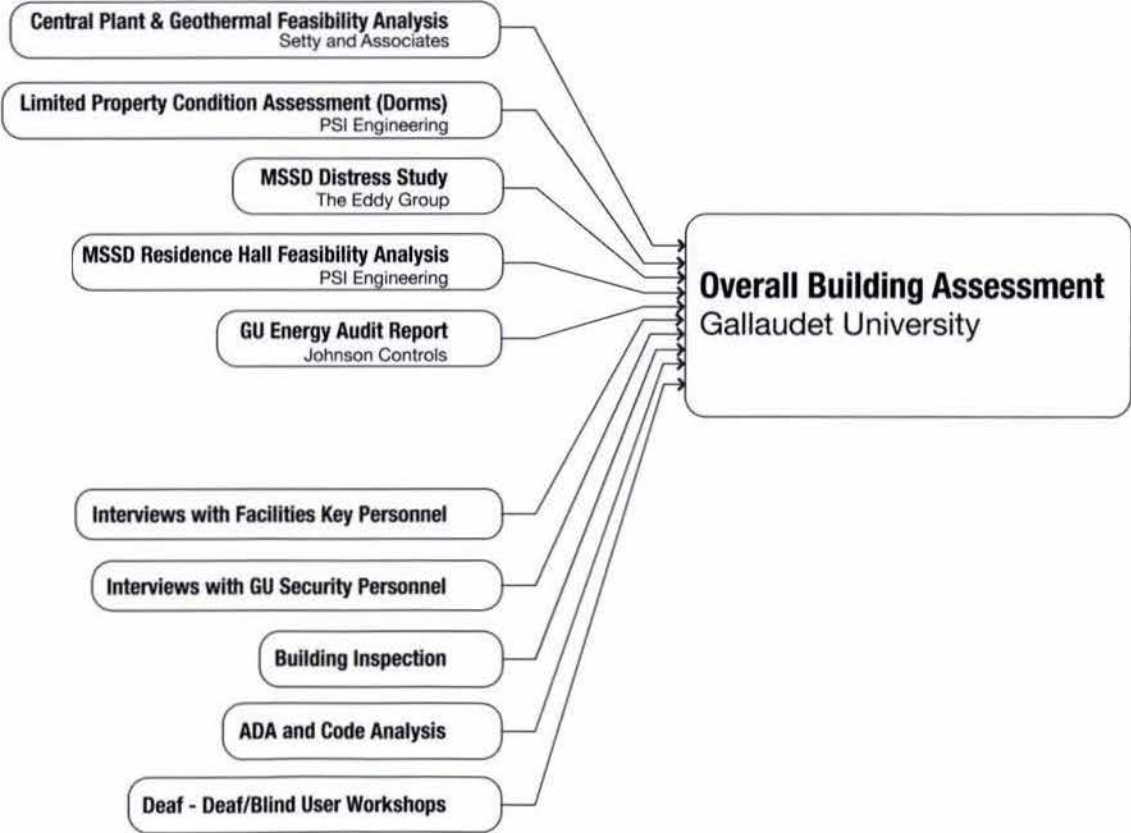
The university owns two separate areas of undeveloped land on the west (Market) side of 6th Street. These lots are currently used for overflow parking and materials storage. These properties are currently underutilized and they represent an opportunity for Gallaudet to take an active role in transforming the Capital City Market into a resource shared by both the Gallaudet and greater DC community.

To that end, the university directed the design team to consider how the 2022 Campus Plan could engage and inform future development along 6th Street with the goal of addressing the needs of the university community while projecting the image and spirit of Gallaudet beyond the confines of the campus proper.





BUILDING ASSESSMENT PROCESS





# Building Conditions Assessment

## SCOPE AND PROCESS

During the Campus Assessment phase of the 2022 Campus Plan, the consultant team evaluated the physical and operating conditions of the existing buildings on campus. This assessment began with consolidating a number of reports the university had previously commissioned, including *The Central Plant & Geothermal Feasibility Analysis*, the *Limited Property Condition Assessment* of the university Dormitories, the *MSSD Distress Study*, the *MSSD Residence Hall Feasibility Analysis* and the *Gallaudet University Energy Audit Report*.

The next step was a visual inspection of each building focusing on the physical condition of the architecture, followed by a series of interviews with key personnel from the Gallaudet Facilities Department to determine any operational issues associated with individual buildings M/E/P systems. In addition, a code review was done for each building to determine compliance with current building codes and identify major areas of concern with regards to fire-life safety. Finally an accessibility review was conducted to determine compliance with the Americans with Disability Act (ADA) and to identify any major obstacles to access or areas of potential danger.

Once completed the buildings were scored on each of these categories and given an overall building score to indicate overall conditions.

## RATING SYSTEM SUMMARY

The Building Conditions Assessment is based on a weighted average system that scores buildings in a number of categories and then multiplies them by a set of importance factors. These importance factors are used to increase the impact of critical categories while decreasing the influence of less critical categories. Critical categories tend to represent areas important to maintaining the health, safety and well being of users or areas that have high dollar values associated with maintenance or repair. The final ratings are determined by taking the sum of the total applicable points divided by the sum of the total applicable category importance factors. Final ratings are on a 0 to 100 scale, with 100 being a perfect score. The overall building rating uses the same logic, multiplying the scores from each category by an importance factor and then dividing the total by the sum of the applicable final category ratings.

Scores are then equated with a condition.

|        |                       |
|--------|-----------------------|
| 50-69  | = Poor condition      |
| 70-79  | = Fair condition      |
| 80-89  | = Good condition      |
| 90-100 | = Excellent condition |

| Bldg No. | Building Name                    | Architectural Condition | M/E/P Conditions | Code Compliance | Accessibility | Overall Building Rating |
|----------|----------------------------------|-------------------------|------------------|-----------------|---------------|-------------------------|
| 101      | Chapel Hall                      | 84                      | 85               | 82              | 81            | 84                      |
| 102      | College Hall                     | 82                      | 84               | 83              | 75            | 82                      |
| 103      | Dawes House                      | 59                      | 57               | 61              | 57            | 58                      |
| 104      | Kendall Hall                     | 63                      | 71               | 61              | 58            | 65                      |
| 105      | Fowler Hall                      | 75                      | 75               | 79              | 83            | 77                      |
| 108      | Ballard House                    | 78                      | 72               | 61              | 63            | 71                      |
| 109      | Fay House                        | 78                      | 74               | 61              | 65            | 72                      |
| 110      | Denison House                    | 89                      | 89               | 82              | 88            | 88                      |
| 115      | Peikoff Alumni (Ol' Jim)         | 87                      | 85               | 93              | 81            | 86                      |
| 214      | Kellog Conference                | 85                      | 84               | 85              | 92            | 86                      |
| 216      | EMG Memorial                     | 69                      | 74               | 81              | 78            | 74                      |
| 219      | Hall Memorial Bldg               | 84                      | 84               | 85              | 87            | 85                      |
| 223      | Elstad Auditorium                | 66                      | 62               | 71              | 64            | 65                      |
| 229      | Washburn Arts Building           | 84                      | 82               | 85              | 88            | 84                      |
| 230      | Ely Hall and Foster              | 64                      | 70               | 75              | 69            | 69                      |
| 231      | Student Union Building           | 85                      | 84               | 85              | 85            | 85                      |
| 232      | Student Academic Center          | 85                      | 84               | 85              | 83            | 84                      |
| 243      | Central Utilities Building       | 71                      | 76               | 77              | 63            | 72                      |
| 246      | Merrill Learning Center          | 59                      | 66               | 67              | 68            | 64                      |
| 248      | Field House                      | 80                      | 79               | 73              | 79            | 78                      |
| 265      | SLCC                             | 93                      | 89               | 90              | 91            | 91                      |
| 317      | Peet Hall                        | 66                      | 60               | 65              | 68            | 64                      |
| 327      | Ballard West                     | 58                      | 58               | 60              | 55            | 58                      |
| 328      | Ballard North                    | 65                      | 58               | 60              | 61            | 62                      |
| 335      | Clerc Hall                       | 82                      | 72               | 78              | 80            | 78                      |
| 336      | Benson Hall                      | 78                      | 69               | 67              | 80            | 74                      |
| 345      | Carlin Hall                      | 76                      | 69               | 75              | 80            | 74                      |
| 538      | University Dining Hall           | 73                      | 72               | 78              | 75            | 75                      |
| 560      | MSSD Main Building/Health Center | 62                      | 64               | 65              | 69            | 64                      |
| 584      | MSSD Res Hall B                  | 63                      | 65               | 75              | 68            | 67                      |
| 589      | MSSD Pool and Gym                | 76                      | 69               | 73              | 73            | 73                      |
| 641      | Kendall Demonstration Elementary | 74                      | 75               | 63              | 79            | 73                      |

## bldg# Building Name (Example)

### ARCHITECTURAL CONDITIONS

|                       | Poor<br>.5 | Fair<br>.75 | Good<br>.85 | Excellent<br>1.0 | Category<br>Rating | Category<br>Coefficient | Adjusted<br>Rating |
|-----------------------|------------|-------------|-------------|------------------|--------------------|-------------------------|--------------------|
| Exterior walls        |            | 100         |             |                  | = 75               | x 1.0                   | = 75               |
| Ext. doors & hardware | 100        |             |             |                  | = 50               | x 1.0                   | = 50               |
| Foundations           |            | 100         |             |                  | = 75               | x 1.0                   | = 75               |
| Roofs                 |            | 100         |             |                  | = 75               | x 1.0                   | = 75               |
| Windows               | 50         | 50          |             |                  | = 62.5             | x 1.0                   | = 62.5             |
| Ceilings              | 25         | 75          |             |                  | = 68.75            | x 0.5                   | = 34.38            |
| Interior doors        |            | 100         |             |                  | = 75               | x 1.0                   | = 75               |
| Elevators             |            | 100         |             |                  | = 75               | x 0.75                  | = 56.25            |
| Floors                | 25         | 75          |             |                  | = 68.75            | x 0.75                  | = 51.56            |
| Interior walls        | 25         | 75          |             |                  | = 68.75            | x 0.75                  | = 51.56            |
| Lighting              | 50         | 50          |             |                  | = 62.5             | x 0.75                  | = 46.86            |
| Stairs                |            | 100         |             |                  | = 75               | x 0.75                  | = 75               |

Subtotals > 10.5 728.13 / 10.5

69.4

Poor

### KEY

Excellent 90+  
Good 80-89  
Fair 70-79  
Poor < 60

### CODE

|                                 | Poor<br>.5 | Fair<br>.75 | Good<br>.85 | Excellent<br>1.0 | Category<br>Rating | Category<br>Coefficient | Adjusted<br>Rating |
|---------------------------------|------------|-------------|-------------|------------------|--------------------|-------------------------|--------------------|
| Use & occupancy                 |            |             | 100         |                  | = 85               | x 1.0                   | = 85               |
| Number of exits                 |            |             | 100         |                  | = 85               | x 1.0                   | = 170              |
| Seperation from other buildings |            |             | 100         |                  | = 85               | x 1.0                   | = 85               |
| Corridors                       |            | 100         |             |                  | = 75               | x 1.0                   | = 56.3             |
| Egress elements                 |            | 100         |             |                  | = 75               | x 1.0                   | = 150              |
| Fire protection systems         |            |             |             |                  | = 0                | x 0.5                   | = 0                |
| Required plumbing fixtures      |            |             | 100         |                  | = 85               | x 1.0                   | = 42.5             |

Subtotals > 6.25 503.8 / 6.25

80.6

Good



# Campus Building Conditions Methodology



## M/E/P/FP CONDITIONS

|                              | Poor<br>.5 | Fair<br>.75 | Good<br>.85 | Excellent<br>1.0 | Category<br>Rating | Category<br>Coefficient | Adjusted<br>Rating |
|------------------------------|------------|-------------|-------------|------------------|--------------------|-------------------------|--------------------|
| HVAC distribution            | 100        |             |             |                  | = 50               | x 2.0                   | = 100              |
| AHU                          | 100        |             |             |                  | = 50               | x 2.0                   | = 100              |
| Chiller (not central plant)  |            |             |             |                  | = 0                | x 2.0                   | = 0                |
| Boiler / heat exchanger      |            | 100         |             |                  | = 75               | x 2.0                   | = 150              |
| Pumps                        |            |             | 100         |                  | = 85               | x 2.0                   | = 170              |
| Plumbing fixtures            |            | 100         |             |                  | = 75               | x 1.0                   | = 75               |
| Plumbing piping              |            |             | 100         |                  | = 85               | x 1.0                   | = 85               |
| Emergency power & lighting   |            |             | 100         |                  | = 85               | x 1.0                   | = 85               |
| Electrical lighting fixtures |            |             | 100         |                  | = 85               | x 1.0                   | = 85               |
| Telecom / data               |            |             |             |                  | =                  | x 0.5                   | =                  |
| Fire sprinklers              |            |             | 100         |                  | = 85               | x 1.0                   | = 85               |
| Fire alarms                  |            |             | 100         |                  | = 85               | x 1.0                   | = 85               |
| Security systems             |            |             | 100         |                  | = 85               | x .05                   | = 42.5             |

Subtotals > 15.5 1148.5 / 15.5

74

Fair



## ACCESSIBILITY CONDITIONS

|                             | Poor<br>.5 | Fair<br>.75 | Good<br>.85 | Excellent<br>1.0 | Category<br>Rating | Category<br>Coefficient | Adjusted<br>Rating |
|-----------------------------|------------|-------------|-------------|------------------|--------------------|-------------------------|--------------------|
| Acc. entrance route/parking |            | 100         |             |                  | = 75               | x 1.0                   | = 75               |
| Building Entrance           |            | 100         |             |                  | = 75               | x 1.0                   | = 75               |
| Access to goods & services  |            | 50          | 50          |                  | = 80               | x 1.0                   | = 80               |
| Vertical circulation        |            | 100         |             |                  | = 75               | x 1.0                   | = 75               |
| Restrooms                   |            | 25          | 75          |                  | = 82.5             | x 1.0                   | = 82.5             |
| Signage & communication     |            |             | 100         |                  | = 85               | x 0.5                   | = 42.5             |
| Assembly spaces             |            |             |             |                  | =                  | x .75                   | =                  |

Subtotals > 5.5 430 / 5.5

78.2

Fair



## OVERALL BUILDING ASSESSMENT

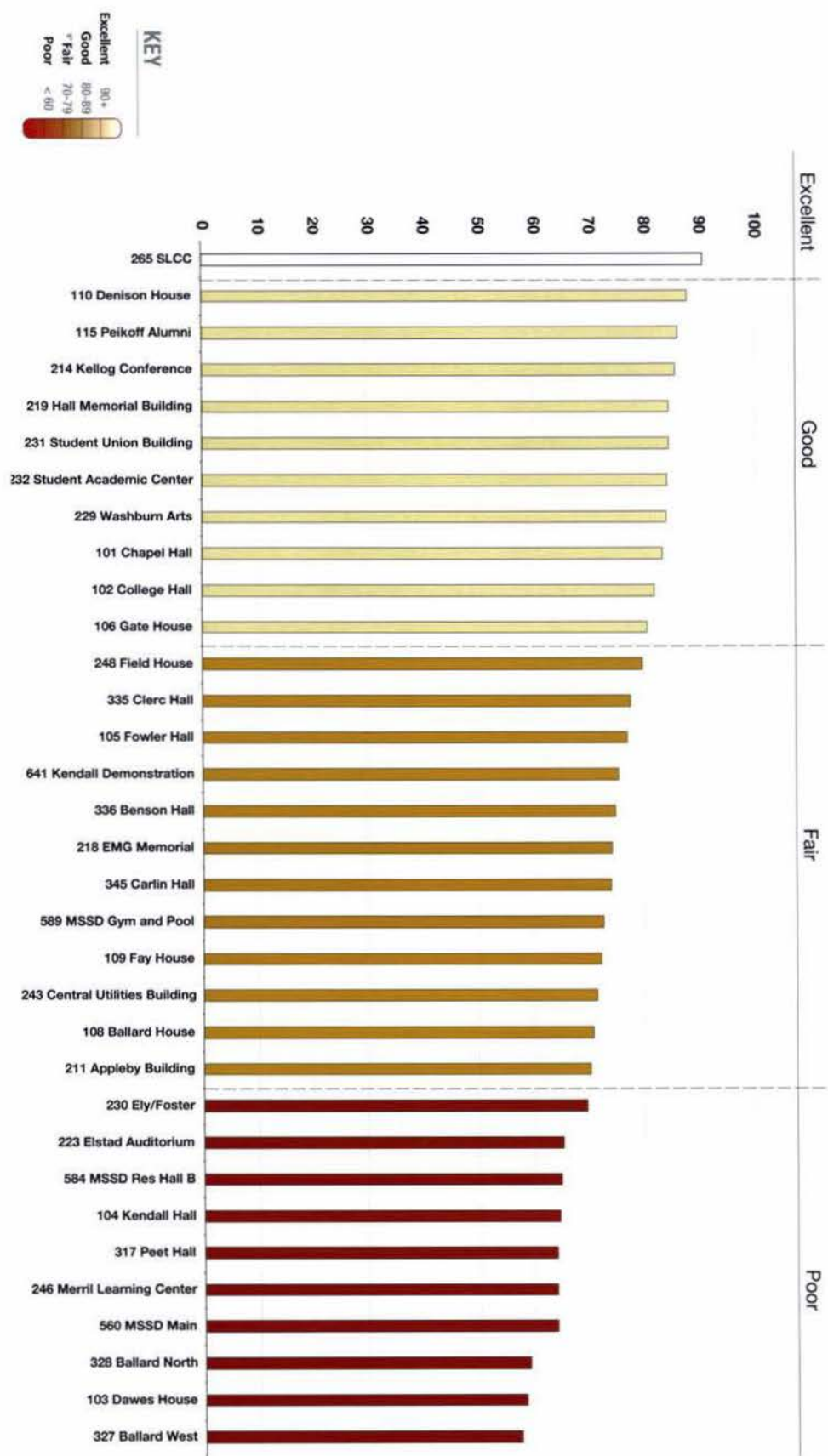
|               | Category<br>Rating | Category<br>Coefficient | Adjusted<br>Rating |
|---------------|--------------------|-------------------------|--------------------|
| ARCHITECTURE  | 69                 | x 2.1                   | = 157.5            |
| CODE          | 81                 | x 1.0                   | = 79               |
| MEP/FP        | 72                 | x 2.1                   | = 157.5            |
| ACCESSIBILITY | 78                 | x 1.0                   | = 83               |

Subtotals > 6.0 441 / 10.5

74.2

Fair

CAMPUS BUILDING CONDITIONS SUMMARY CHART





# CAMPUS BUILDING CONDITIONS MAP





# 4

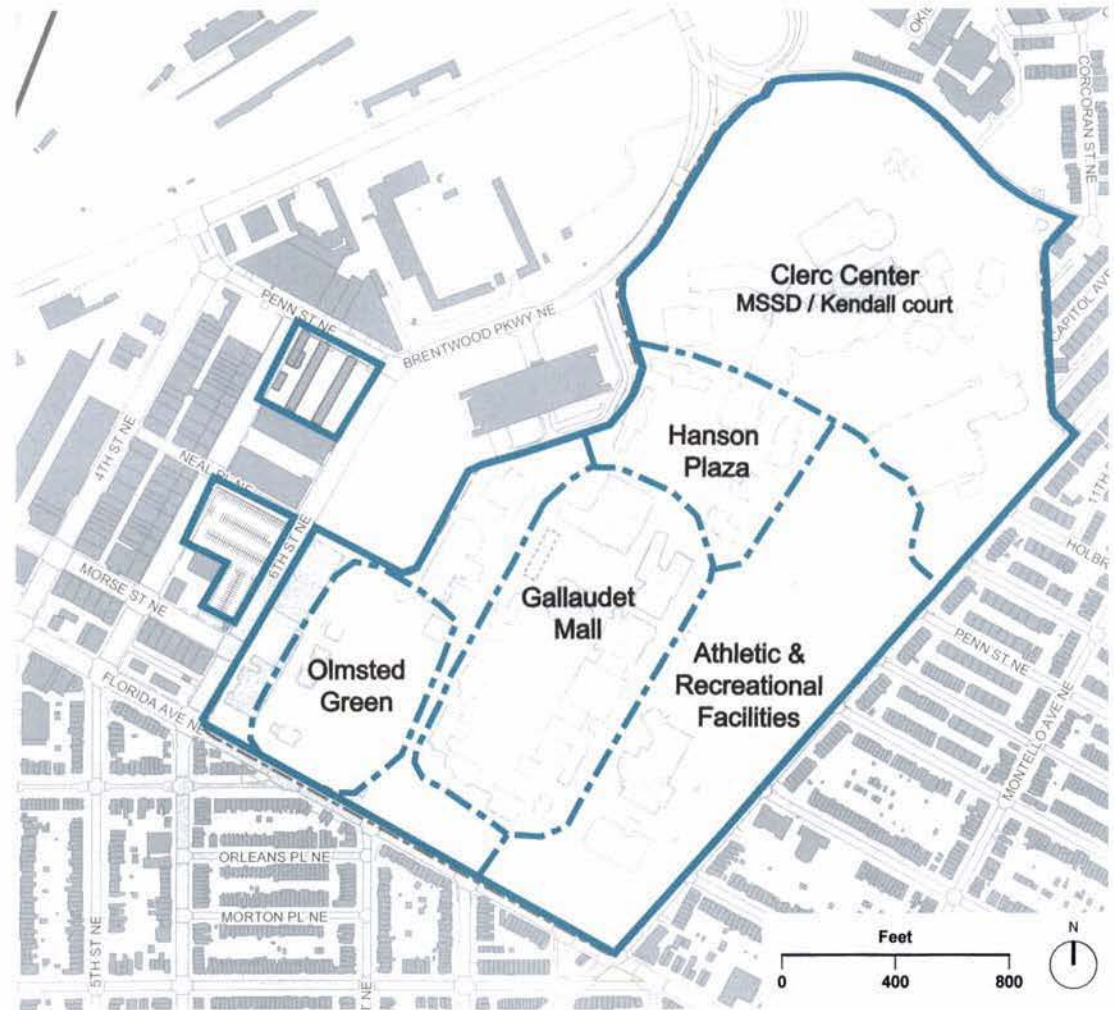
## Building Use



# Existing Campus Building Use Map

Gallaudet University's existing campus layout is comprised of five main quadrants of buildings. They are:

1. The Clerc Center - Situated at the northern end of campus, these buildings exist without any formal arrangement as a result of the sloped terrain. Switzer Drive divides the Clerc Center from the rest of the University campus.
2. The Olmsted Green - Located at the western edge of campus and named after the prestigious landscape architect who designed the open space, The Olmsted Green precinct contains many of the campus' historic buildings. Currently the green is being renovated to include an underground geothermal field.
3. The Gallaudet Mall - Adjacent to the Olmsted Green, the mall is the central precinct of the campus and is designed according to classical campus planning principles. Academic, administrative and residential buildings surround a formal green space. In the center of the green space is the hub of academic learning, the Merrill Learning Center. College and Chapel Halls anchor the south end, while Hall Memorial Building (HMB) anchors the north edge.
4. The university athletic and recreational facilities - To the east of the Gallaudet Mall are the university athletic and recreational facilities. The synthetic-turfed football field is the central feature of this quadrant. Adjoining the football field are the newly refurbished baseball and softball fields. At the south end of the quadrant sits the indoor athletic/recreational facility, the Field House. Just south of the Field House is the university's Elstad Theatre.
5. Hanson Plaza - Located between the Campus Mall and the Clerc Center Complex is the Hanson Plaza precinct, the only area that is solely devoted to student housing and dining. A tiered concrete plaza acts as the transition from the relatively flat southern campus to the sloped Clerc Center Precinct.



- 101 Chapel Hall
- 102 College Hall
- 103 Dawes House
- 104 Kendal Hall
- 105 Fowler Hall
- 106 Gate House
- 107 EMG Residence
- 108 Ballard House
- 109 Fay House
- 110 Denison House
- 115 Peikoff Alumni House
- 211 Appleby Building
- 214 Kellogg Conference Center
- 216 EMG Memorial Building
- 219 Hall Memorial Building
- 223 Elsted Auditorium
- 229 Washburn Fine Arts Building
- 230 Ely Hall
- 231 Student Union Building
- 232 Student Academic Center
- 243 Central Utilities Building
- 246 Merrill Learning Center
- 248 Field House
- 265 Sorenson Language & Communication Ctr.
- 290 Penn Street
- 317 Peet Hall
- 318 Living Learning Residence Hall
- 327 Ballard Hall - West
- 328 Ballard Hall - North
- 335 Clerc Hall
- 336 Benson Hall
- 345 Carlin Hall
- 537 Health Center
- 538 University Dining Hall
- 560 MSSD - Main
- 569 Central Receiving
- 581 MSSD House 100/200
- 582 MSSD House 300/400
- 584 MSSD Residence Hall "B"
- 589 MSSD Gym. & Pool Building
- 641 Kenall Demo. Elem. School
- 771 Security Kiosk
- 772 Grandstand
- 791 Field House Parking Garage
- 792 Hanson Plaza Parking Garage
- 793 KDES Parking Garage
- 794 MSSD Parking Garage
- 795 Sixth Street Parking Garage

LEGEND:

|                                 |                                 |
|---------------------------------|---------------------------------|
| Academic                        | Hospitality/Non-Student Housing |
| Administrative/Student Services | Clerc Center Academics          |
| Student Life                    | Clerc Center Athletics          |
| Residential                     | Clerc Center Residential        |
| Library                         | Parking Garage                  |
| Deaf Culture                    | Retail                          |
| Physical Plant/Operations       | Vacant                          |
| Recreation/Athletic             |                                 |



# Existing Building Data

Gallaudet University is comprised of over 2.6 million square gross square feet of built inventory. Years ago, the university established a protocol of designating buildings into five categories: historical, university, residential, Clerc Center, and parking garages. Nearly 40 percent of all building inventory is contained by the university designation. The Clerc Center and the residential buildings each account for approximately 20 percent of the physical assets. The parking garages and the historical buildings make up the remainder of the built environment.

The campus' historic buildings, located at the south end of the institution, average about 20,000 gross square feet each. The only large historic building is College Hall at approximately 50,000 square feet. College Hall is also the tallest building at the south end of campus. These characteristics are befitting of a building of this importance to the overall university.

The residential halls are all of similar approximate scale. Carlin Hall is the largest at 94,384 gross square feet. All of the residential facilities house less than 300 students each. Residential buildings with this scale encourage strong communal relationships between students, and allow for living/learning opportunities.

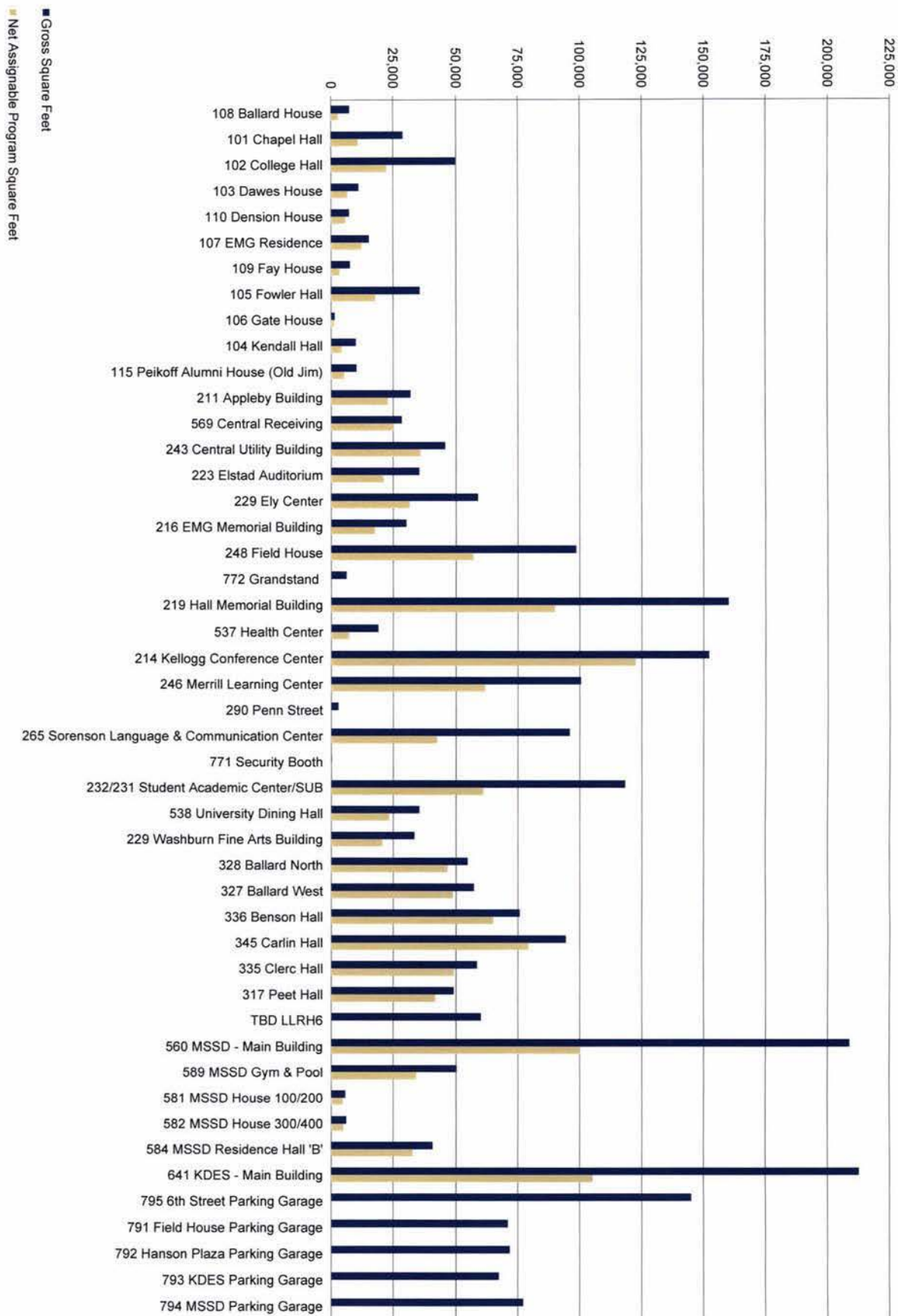
The Clerc Center's MSSD and Kendall School buildings are the largest facilities on campus. They were designed when their respective enrollments were much greater than the current populations of students. Each of these facilities also has a low net-to-gross square foot ratio. The net efficiency of programmable area for a K-12 classroom building should be around 70-75 percent. These two facilities are operating at slightly less than 50 percent efficiency.

The university buildings range in size from small, simple, non-academic structures to the Hall Memorial Building at 160,037 gross square feet. HMB dominates the northern edge of the Campus Mall in both its size and height. Other large university buildings include the Field House, Sorenson Language and Communication Center (SLCC), Kellogg Conference Center and the Merrill Learning Center. The majority of these facilities are operating at adequate net-to-gross square feet ratios.

| Gallaudet Building Number   | Building Name                                          | Year Built (or acquired)* | Year(s) Renovated (or Addition)** | Building Height | Net Assignable Program Square Feet | Gross Square Feet (GSF)* | % of GSF Total |
|-----------------------------|--------------------------------------------------------|---------------------------|-----------------------------------|-----------------|------------------------------------|--------------------------|----------------|
| <b>HISTORICAL BUILDINGS</b> |                                                        |                           |                                   |                 |                                    |                          |                |
| 108                         | Ballard House                                          | 1867                      | 1987                              | 35'             | 2,913                              | 7,408                    |                |
| 101                         | Chapel Hall                                            | 1871                      | 1999                              | 80'             | 10,834                             | 29,001                   |                |
| 102                         | College Hall                                           | 1879                      | 1992                              | 70'             | 22,371                             | 49,816                   |                |
| 103                         | Dawes House                                            | 1880s                     |                                   | 45'             | 6,626                              | 13,132                   |                |
| 110                         | Denson House                                           | 1880s                     | 1998                              | 35'             | 5,758                              | 7,287                    |                |
| 107                         | EMG Residence                                          | 1868                      | 1983                              | 35'             | 12,306                             | 15,202                   |                |
| 109                         | Fay House                                              | 1880s                     | 1997                              | 35'             | 3,311                              | 7,633                    |                |
| 105                         | Fowler Hall                                            | 1918                      | 1986                              | 45'             | 17,801                             | 35,674                   |                |
| 106                         | Gate House                                             | 1878                      |                                   | 20'             | 1,142                              | 1,408                    |                |
| 104                         | Kendall Hall                                           | 1885                      | 1982                              | 45'             | 4,284                              | 9,874                    |                |
| 115                         | Pelkoff Alumni House (Ole Jim)                         | 1880                      | 1981                              | 59'             | 5,395                              | 10,131                   |                |
| Totals                      |                                                        |                           |                                   |                 | 92,741                             | 184,566                  | 7%             |
| <b>UNIVERSITY BUILDINGS</b> |                                                        |                           |                                   |                 |                                    |                          |                |
| 211                         | Appleby Building                                       | 1981*                     | 1994                              | 40'             | 22,842                             | 32,047                   |                |
| 569                         | Central Receiving                                      | 1976                      |                                   | 35'             | 25,098                             | 28,482                   |                |
| 243                         | Central Utility Building (CUB)                         | 1976                      |                                   | 50'             | 36,103                             | 45,564                   |                |
| 223                         | Elsard Auditorium                                      | 1963                      | 1980**                            | 50'             | 21,060                             | 35,500                   |                |
| 229                         | Ely Center                                             | 1959                      | 1982                              | 31'             | 31,631                             | 58,888                   |                |
| 216                         | EMG Memorial Building                                  | 1956                      | 1983                              | 30'             | 17,588                             | 30,270                   |                |
| 248                         | Field House                                            | 1981                      | 1999**                            | 40'             | 57,041                             | 98,561                   |                |
| 772                         | Grandstand                                             | 2002                      |                                   | 20'             |                                    | 6,120                    |                |
| 219                         | Hall Memorial Building (HMB)                           | 1957                      | 1967**, 1992                      | 53'             | 90,031                             | 160,037                  |                |
| 537                         | Health Center                                          | 1976                      |                                   | 50'             | 7,169                              | 18,963                   |                |
| 214                         | Kellogg Conference Center                              | 1994                      |                                   | 90'             | 122,571                            | 152,144                  |                |
| 246                         | Merrill Learning Center (MLC)                          | 1980                      |                                   | 50'             | 61,794                             | 100,503                  |                |
| 290                         | Perini Street                                          | 1975*                     |                                   | 15'             |                                    | 2,805                    |                |
| 265                         | Sorenson Language & Communication Center (SLCC)        | 2009                      |                                   |                 | 42,349                             | 95,954                   |                |
| 771                         | Security Booth                                         | 1986                      |                                   | 15'             |                                    | 83                       |                |
| 232/231                     | Student Academic Center / Student Union Building (SAC) | 2002/1959                 | 1982, 2002                        | 49'             | 61,057                             | 118,294                  |                |
| 538                         | University Dining Hall                                 | 1976                      |                                   | 50'             | 23,394                             | 35,511                   |                |
| 229                         | Washburn Fine Arts Building                            | 1966                      | 1994, 2002                        | 30'             | 20,521                             | 33,541                   |                |
| Totals                      |                                                        |                           |                                   |                 | 640,249                            | 1,053,267                | 40%            |
| <b>RESIDENCE HALLS</b>      |                                                        |                           |                                   |                 |                                    |                          |                |
| <b># BEDS</b>               |                                                        |                           |                                   |                 |                                    |                          |                |
| 328                         | Ballard North                                          | 1965                      | 1987, 1997                        | 60'             | 46,627                             | 54,641                   |                |
| 327                         | Ballard West                                           | 1965                      | 1986                              | 50'             | 48,784                             | 57,169                   |                |
| 336                         | Benson Hall                                            | 1977                      | 1990                              | 90'             | 65,053                             | 75,679                   |                |
| 345                         | Carlin Hall                                            | 1979                      | 1998                              | 80'             | 79,386                             | 94,384                   |                |
| 335                         | Clerc Hall                                             | 1970                      | 1998                              | 80'             | 49,200                             | 58,495                   |                |
| 317                         | Peet Hall                                              | 1957                      | 1984, 1999                        | 65'             | 41,629                             | 49,070                   |                |
| 318                         | LRHS                                                   | 2012                      |                                   | 68'             |                                    | 60,000                   |                |
| Totals                      |                                                        |                           |                                   |                 | 330,679                            | 449,438                  | 17%            |
| <b>CLERC CENTER</b>         |                                                        |                           |                                   |                 |                                    |                          |                |
| 560                         | MSSD - Main Building                                   | 1976                      |                                   | 50'             | 100,157                            | 208,889                  |                |
| 589                         | MSSD Gym & Pool                                        | 1977                      |                                   | 50'             | 34,225                             | 50,235                   |                |
| 581                         | MSSD House 100/200                                     | 1977                      |                                   | 35'             | 4,669                              | 5,576                    |                |
| 582                         | MSSD House 300/400                                     | 1977                      |                                   | 35'             | 4,982                              | 5,948                    |                |
| 584                         | MSSD Residence Hall 'B'                                | 1977                      |                                   | 35'             | 31,894                             | 40,503                   |                |
| 641                         | KDES - Main Building                                   | 1980                      |                                   | 40'             | 105,291                            | 212,669                  |                |
| Totals                      |                                                        |                           |                                   |                 | 282,218                            | 523,820                  | 20%            |
| <b>PARKING GARAGES</b>      |                                                        |                           |                                   |                 |                                    |                          |                |
| <b># SPACES</b>             |                                                        |                           |                                   |                 |                                    |                          |                |
| 795                         | 6th Street Parking Garage                              | 1994                      |                                   | 35'             |                                    | 143,014                  | 271            |
| 791                         | Field House Parking Garage                             | 1981                      |                                   | 20'             |                                    | 71,005                   | 259            |
| 792                         | Hanson Plaza Parking Garage                            | 1976                      |                                   | 10'             |                                    | 71,694                   | 202            |
| 793                         | KDES Parking Garage                                    | 1980                      |                                   | 10'             |                                    | 67,369                   | 175            |
| 794                         | MSSD Parking Garage                                    | 1976                      |                                   | 30'             |                                    | 77,127                   | 196            |
| Totals                      |                                                        |                           |                                   |                 |                                    | 432,209                  | 16%            |
| <b>TOTAL</b>                |                                                        |                           |                                   |                 | <b>1,945,887</b>                   | <b>2,643,300</b>         |                |

\*Building gross square feet calculations include both basements and cellars as defined by DC Zoning Regulations. If cellars are excluded, the gross square feet would be reduced.







# 5

## Campus Academics and Administration



# Campus Academics and Administrative

## ACADEMIC ANALYSIS & FINDINGS

The 2010-2015 Gallaudet Strategic Plan (GSP) established goals that focus on improving and enhancing academics and research at Gallaudet. Goal D states “refine a core set of undergraduate and graduate programs that are aligned with the institutional mission and vision, leverage Gallaudet’s many strengths and best position students for career success.”

For the past few years, Gallaudet has been in the process of developing a plan to realign academics and research on the campus. The recent release of the Realignment of Academic Affairs (RAA) Report provides recommendations for changes to create stronger academic departments and programs. The primary change is the creation of three academic groupings: Graduate School, Continuing Studies and Outreach, and Research; School of Education, Business, and Human Services; and the College of Arts and Sciences. In addition, the RAA proposes some department rearrangements and consolidations.

Goal “E” of the GSP strives to “establish Gallaudet as the epicenter of research, development and outreach leading to advancements in knowledge and practice for deaf and hard of hearing people and all humanity.” Five research centers are proposed. Gallaudet currently has three research centers based around: 1.) the Department of Hearing, Speech, and Language Sciences; 2.) Department of Visual Language and Visual Learning in cooperation with the new Brain and Language Lab; 3.) the Technology Access Program. All three research centers are currently located in the SLCC. Two additional research centers are proposed focusing on education, and deaf histories and study. They will be formed in association with 4.) the Department of Educational Leadership and Teacher Preparation; and 5.) the Department of Deaf Studies and the Department of ASL, respectively.

The anticipated growth of each department was reviewed in conjunction with the senior academic leadership at Gallaudet and used to inform the space recommendations in this section. An initial rightsizing exercise was conducted for each existing department to determine the amount of space currently needed to support their mission. The exercise involved right-sizing offices and support space to meet department needs and DeafSpace guidelines as well as adding space for specific functions that are currently lacking. The layer of the RAA recommendations was then added to the department space use analysis and the final departments were determined. By joining some departments, many office support spaces can be consolidated for increased efficiency in space and operations. The university does not recommend right-sizing existing spaces, but any new construction or renovations should follow the recommended DeafSpace guidelines.

To support the GSP and the RAA, the 2022 Campus Plan recommends major investment into physical academic spaces over the next 10 years. New and renovated spaces are required to support the department changes and to accommodate growing departments and research programs.

## 2011 ACADEMIC ORGANIZATION & DISTRIBUTION

| 2011 Academic Departments                                               | Department Total (NET SF) |
|-------------------------------------------------------------------------|---------------------------|
| Office of the Provost                                                   | 5,661 SF                  |
| Research, Graduate School, Continuing Studies and International Affairs | 83,810 SF                 |
| Gallaudet Research Institute                                            | 6,626 SF                  |
| Graduate School and Professional Programs                               | 7,161 SF                  |
| College of Professional Studies and Outreach                            | 5,592 SF                  |
| ASL Diagnostics and Evaluation                                          | 2,550 SF                  |
| English Language Institute                                              | 2,553 SF                  |
| Visual Learning and Visual Language (VL2)                               | 1,692 SF                  |
| Brain & Language Lab (BL2)                                              | 2,205 SF                  |
| Technology Access Program                                               | 1,196 SF                  |
| Department of Administration and Supervision                            | 1,360 SF                  |
| Department of Business                                                  | 6,173 SF                  |
| Department of Counseling                                                | 4,339 SF                  |
| Department of Education                                                 | 6,571 SF                  |
| Department of Educational Foundations and Research                      | 2,235 SF                  |
| Department of Hearing, Speech, and Language Sciences                    | 15,609 SF                 |
| Department of Interpretation                                            | 5,700 SF                  |
| Department of Linguistics                                               | 4,828 SF                  |
| Department of Physical Education and Recreation                         | 7,220 SF                  |
| College of Liberal Arts, Sciences, and Technologies (CLAST)             | 98,219 SF                 |
| CLAST Administration                                                    | 2,000 SF                  |
| Department of ASL & Deaf Studies                                        | 4,838 SF                  |
| Department of Art and Media Studies                                     | 20,521 SF                 |
| Department of Biology                                                   | 9,317 SF                  |
| Department of Chemistry and Physics                                     | 7,240 SF                  |
| Department of Communication Studies                                     | 2,751 SF                  |
| Department of English                                                   | 6,850 SF                  |
| Department of Family and Child Studies                                  | 1,314 SF                  |
| Department of Foreign Languages                                         | 2,289 SF                  |
| Department of Government and History                                    | 1,917 SF                  |
| Department of Mathematics                                               | 3,934 SF                  |
| Department of Philosophy and Religion                                   | 974 SF                    |
| Department of Psychology                                                | 5,719 SF                  |
| Department of Social Work                                               | 3,438 SF                  |
| Department of Sociology                                                 | 1,051 SF                  |
| Department of Theatre Arts                                              | 24,066 SF                 |
| Registrar                                                               | 1,868 SF                  |
| Library                                                                 | 37,067 SF                 |
| Technology Services                                                     | 8,409 SF                  |
| Shared (Classrooms, Class Laboratories)                                 | 46,799 SF                 |
| <b>Total Academic Net Square Feet</b>                                   | <b>281,633 SF</b>         |

## 2022 PROPOSED ACADEMIC REALIGNMENT

| 2022 Academic Departments                                               | Department Total (NET SF) |
|-------------------------------------------------------------------------|---------------------------|
| Office of the Provost                                                   | 5,210 SF                  |
| Research, Graduate School, Continuing Studies and International Affairs | 23,508 SF                 |
| Gallaudet Research Institute                                            | 4,265 SF                  |
| Graduate School Dean's Office                                           | 1,000 SF                  |
| Graduate School and Professional Programs                               | 5,150 SF                  |
| Center for Continuing Studies                                           | 5,650 SF                  |
| Center for Bilingual Teaching (ASL Diagnostics and Evaluation)          | 2,350 SF                  |
| Visual Learning and Visual Language (VL2)                               | 1,692 SF                  |
| Brain & Language Lab (BL2)                                              | 2,205 SF                  |
| Technology Access Program                                               | 1,196 SF                  |
| <b>School of Education, Business, and Human Services</b>                | <b>59,928 SF</b>          |
| School of Education, Business, and Human Services Administration        | 1,000 SF                  |
| Department of Educational Leadership and Teacher Preparation            | 9,830 SF                  |
| Department of Counseling                                                | 3,250 SF                  |
| Department of Social Work                                               | 4,850 SF                  |
| Department of Public Affairs                                            | 4,650 SF                  |
| Department of Business Administration and Information Technology        | 7,700 SF                  |
| Department of Hearing, Speech, and Language Sciences                    | 15,758 SF                 |
| Department of Interpretation                                            | 5,670 SF                  |
| Department of Physical Education and Recreation                         | 7,220 SF                  |
| <b>College of Arts and Sciences</b>                                     | <b>115,148 SF</b>         |
| College of Arts and Sciences Administration                             | 1,000 SF                  |
| Department of Social Sciences                                           | 2,024 SF                  |
| Department of Deaf Studies                                              | 3,200 SF                  |
| Department of Media Arts & Communications                               | 30,163 SF                 |
| Department of Performing Arts                                           | 27,066 SF                 |
| Department of Languages and Literatures                                 | 9,100 SF                  |
| Department of ASL                                                       | 3,200 SF                  |
| Department of Natural and Mathematical Sciences                         | 26,507 SF                 |
| Department of Psychology                                                | 6,060 SF                  |
| Department of Linguistics                                               | 5,128 SF                  |
| English Language Institute                                              | 1,700 SF                  |
|                                                                         |                           |
|                                                                         |                           |
|                                                                         |                           |
|                                                                         |                           |
| Registrar                                                               | 2,168 SF                  |
| Library                                                                 | 42,282 SF                 |
| Technology Services                                                     | 6,600 SF                  |
| Shared (Classrooms, Class Laboratories)                                 | 64,099 SF                 |
| <b>Total Academic Net Square Feet</b>                                   | <b>203,704 SF</b>         |

## ADMINISTRATIVE RECOMMENDATIONS

The administrative use category captures all the departments that do not specifically fall under the academic or campus life categories. Administrative departments and other non-academic departments help support the university's core functions and student success. For the most part, little growth is expected for the administrative departments. The total amount of space will decrease between 2012 and 2022 mainly due to the right-sizing of offices and office support spaces and to the relocation of transportation services off-campus.

Currently, the majority of the administrative department space is dedicated to office and office support functions. Many of these departments are located in existing buildings, especially historic buildings, and the amount of square footage allocated to a space function fits and/or fills the existing rooms of that building which are typically larger than required for the assigned function. For all new building construction, it is recommended that office spaces and office support spaces adhere to the size targets as detailed in the DeafSpace Guidelines.

To enable the university to create a new campus gateway at the corner of Florida Avenue and 6th Street and to develop properties along the east side of 6th Street, the Appleby Building will need to be demolished. The Department of Transportation will be relocated to enable these projects. The university is in the process of studying nearby off-campus locations to service and store the shuttles and other campus vehicles. These functions require a large warehouse or industrial type space, away from the core of the campus. Although this new space will still be owned by the university, the area is not required by DC Zoning to be added to the university core campus square-footage.

The analysis also shows a reduction in area for the Technology Services Department due to the transfer of some functions and programs to other departments on campus. The ownership of the large lecture hall in the basement of the MLC is being transferred to the "shared" category under academics to promote greater use and allow scheduling by the Registrar. The TV and media production studio and support spaces will be transferred to the new Department of Media and Communications/Performing Arts to enhance use by these academic departments.

| Administrative Departments     | 2011 Existing<br>Department Total<br>(NET SF) | 2022 Proposed<br>Department Total<br>(NET SF) | Proposed<br>Change |
|--------------------------------|-----------------------------------------------|-----------------------------------------------|--------------------|
| Transportation                 | 19,562 SF                                     | 0 SF                                          | -19,562 SF         |
| Facilities/Grounds             | 3,281 SF                                      | 3,281 SF                                      | 0 SF               |
| Gallaudet Interpreting Service | 8,077 SF                                      | 10,200 SF                                     | 2,123 SF           |
| Department of Public Safety    | 2,660 SF                                      | 3,000 SF                                      | 340 SF             |
| Central Receiving              | 25,097 SF                                     | 25,097 SF                                     | 0 SF               |
| Facilities Department          | 35,668 SF                                     | 35,668 SF                                     | 0 SF               |
| Gallaudet Museum               | 2,688 SF                                      | 4,000 SF                                      | 1,312 SF           |
| Financial Aid                  | 1,887 SF                                      | 2,187 SF                                      | 300 SF             |
| Public Relations               | 1,780 SF                                      | 1,780 SF                                      | 0 SF               |
| Administration and Finance     | 9,628 SF                                      | 9,628 SF                                      | 0 SF               |
| President's Office             | 5,859 SF                                      | 5,859 SF                                      | 0 SF               |
| Human Resources                | 3,508 SF                                      | 3,508 SF                                      | 0 SF               |
| Gallaudet University Press     | 2,073 SF                                      | 2,073 SF                                      | 0 SF               |
| Department of Planning         | 1,662 SF                                      | 1,662 SF                                      | 0 SF               |
| Admissions                     | 4,459 SF                                      | 4,100 SF                                      | -359 SF            |
| Development                    | 4,517 SF                                      | 3,500 SF                                      | -1,017 SF          |
| Visitor's Center               | 2,048 SF                                      | 2,048 SF                                      | 0 SF               |
| Alumni Relations               | 5,395 SF                                      | 5,395 SF                                      | 0 SF               |
| Enrollment & Marketing         | 6,083 SF                                      | 6,450 SF                                      | 367 SF             |
| Technology Services            | 25,806 SF                                     | 18,952 SF                                     | -6,854 SF          |
| <b>Administrative Total</b>    | <b>171,737 SF</b>                             | <b>148,388 SF</b>                             | <b>-23,349 SF</b>  |



# Existing Classroom & Laboratory Utilization

## SUMMARY

A room utilization analysis seeks to demonstrate how well scheduled rooms (classrooms and class labs) perform in terms of use-measured in both hours scheduled and seats occupied. This quantitative method forms the framework for a more complex understanding of space use and can be applied to make decisions about space needs and renovation priorities.

There are 67 classrooms located on the campus primarily in HMB, the SAC and the SLCC. The classrooms in the SAC accommodate 24 stations and the classrooms in the SLCC accommodate 15 stations in horse-shoe arrangements. HMB contains a variety of classroom types from small seminar rooms to large-tiered lecture halls. The campus has 27 teaching class laboratories located primarily in HMB and Washburn. The majority of the labs accommodate less than 15 stations.

## FINDINGS

The space utilization analysis completed for Gallaudet University shows classrooms and class labs to be under-used on average. The majority of classrooms fall below the target utilization of 30 hours per week with the campus average being only 15 hours of use per week. The average percent occupancy when classrooms are in use for the entire campus falls at 72 percent which is just short of the 80 percent target occupancy. The target contact hours per station for classrooms is 24; Gallaudet's classrooms average 15 contact hours per station per week. The utilization for class labs is extremely low, with the average for all metrics falling short of their targets.

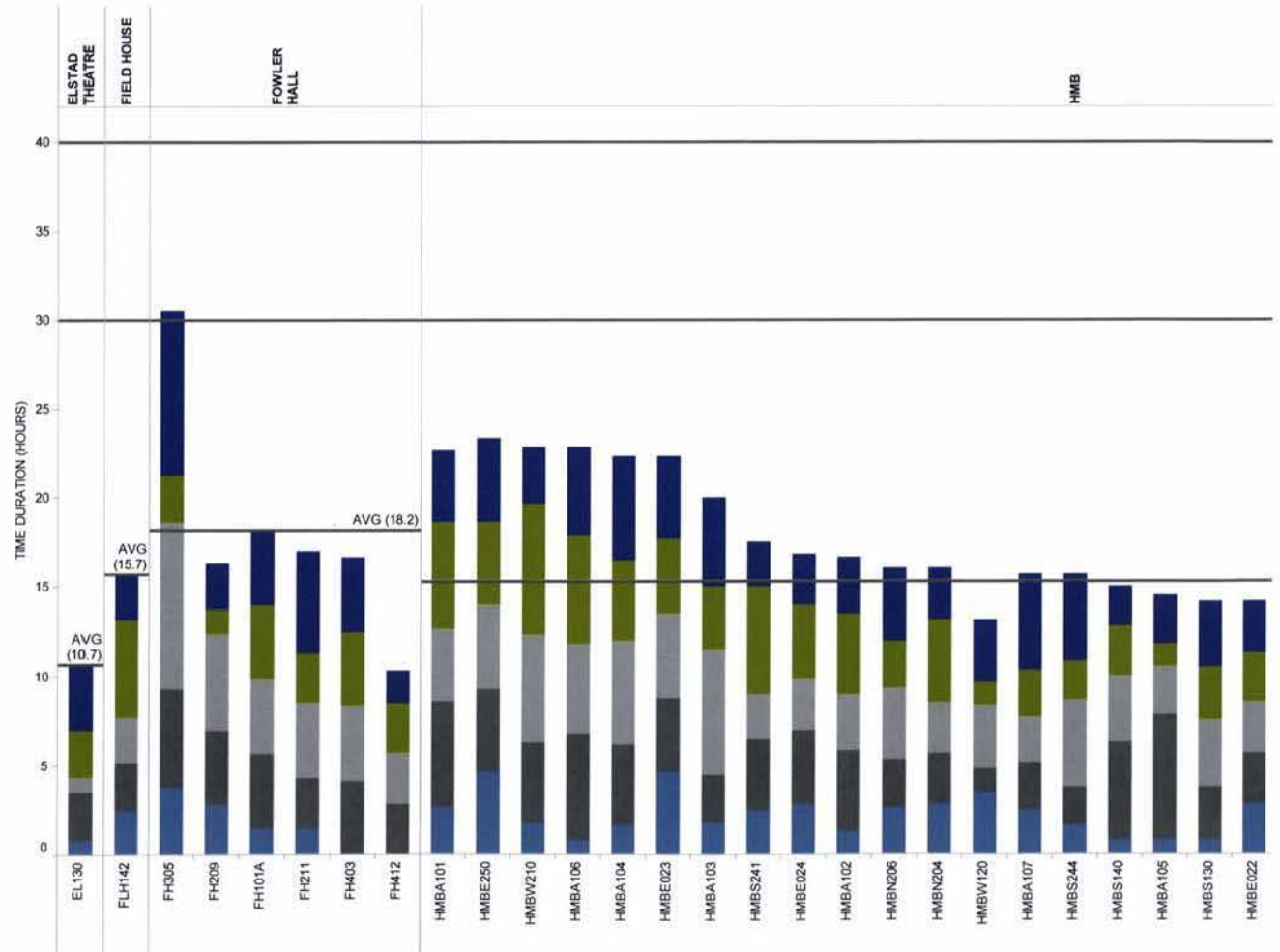
Analysis of square foot dedicated per student as recommended by the DeafSpace Guidelines in each type of classroom indicates that many of the existing instructional spaces (especially in HMB) are not appropriately sized. Ideally, if the campus classroom stock was right-sized for the current student enrollment, only 54 classrooms would be required, but an additional 5,000 SF of space would be needed.

## RECOMMENDATIONS

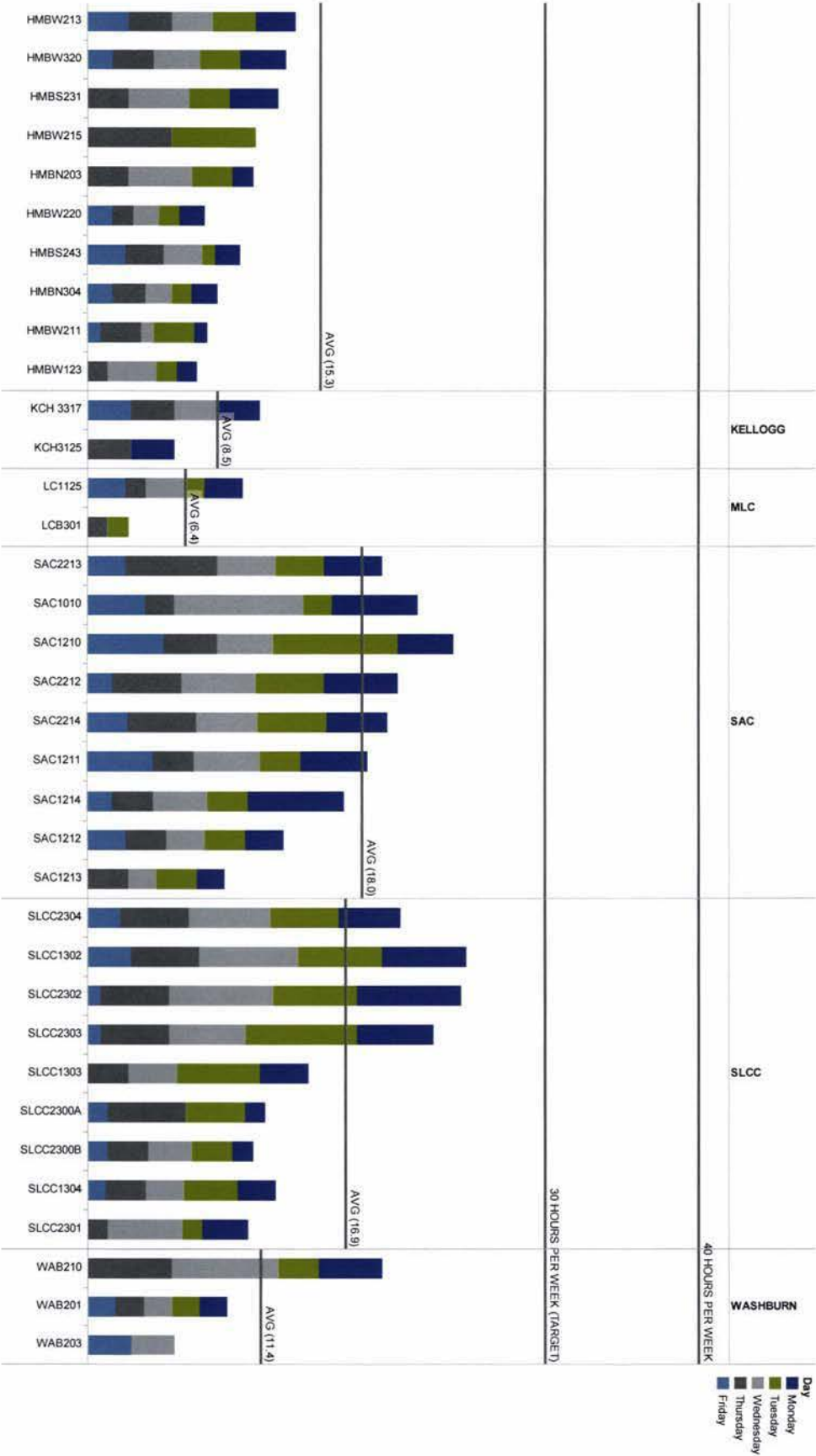
Increasing utilization of the teaching environments at Gallaudet can be accomplished in two ways: increasing student enrollment or downsizing the classroom stock. Both methods are recommended moving forward to 2022.

A classroom stock of 62 is recommended to accommodate the proposed increases in student enrollment by 2022. It is not recommended that the classrooms in existing buildings be right-sized, but all newly constructed classroom space should be built to DeafSpace Guidelines. These guidelines primarily recommend two types of classrooms: 15 person small classrooms with an enrollment of 12 students; and 25 person medium classrooms with an enrollment of 20 students. Small classrooms should be sized at 60 SF/student and medium classrooms at 48 SF/student.

## WEEKLY HOURS OF ROOM USE









# 6

## Campus Life and Housing



# Campus Life and Housing

## CAMPUS LIFE RECOMMENDATIONS

The student life experience plays a major role in the determination of the overall quality of an institution. When a student is considering which school they would like to attend, their first questions are commonly “where will I eat, where will I play and where will I sleep” as much as they ask about the quality of the academic programs available. Therefore, the student life facilities on campus must equal or exceed the students’ expectations for the university to attract the students it wants and needs to thrive.

Student life at Gallaudet University is comprised of dining, student organizations/Greek life, athletics and residence halls. The overall quality of the existing residence halls may be the university’s greatest weakness.

In order to solve many of the student life issues that currently exist on campus, it is recommended to consolidate student center functions near the main campus mall. With the construction of a new academic building, Hall Memorial Building (HMB) could be re-purposed to suit the needs of dining and student life. Its central location would be within a five minute walk of all campus buildings, thus promoting greater interaction between students and faculty during meals. New open-designed student organization and Greek life spaces will provide the needed square feet to promote student life, and will also have the added benefit of improving student recruitment. A large open plan ballroom addition to HMB can support student music venues and large assembly programs.

It is recommended that the university provide a separate indoor recreational facility adjacent to the Field House. The recreational facility will provide ample space for the campus’ non-athletes, and can also be utilized by the surrounding community. By co-locating the facility adjacent to Field House, Gallaudet staff can operate both facilities efficiently.

One final recommendation is to review the potential for the development of alumni housing adjacent to campus. There is a growing trend in the country for older alumni to re-connect with the academic institutions from where they have graduated. There is the possibility of Gallaudet coordinating a housing development on the west side of 6th Street with a private developer to provide housing customized for Gallaudet alumni. The alumni living adjacent to campus can take advantage of the cultural, athletic and educational offerings of Gallaudet University, and can become involved as university employees or participate in campus outreach programs. This synergistic approach would allow Gallaudet to give-back to alumni as well as alumni to give-back to Gallaudet University.

| Campus Life Departments                                                                                                                  | 2011 Existing<br>Department Total<br>(NET SF) | 2022 Proposed<br>Department Total<br>(NET SF) | Proposed<br>Change |
|------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|-----------------------------------------------|--------------------|
| Campus Ministries                                                                                                                        | 1,358 SF                                      | 1,886 SF                                      | 527 SF             |
| Chapel                                                                                                                                   | 909 SF                                        | 909 SF                                        | 0 SF               |
| Student Affairs Office                                                                                                                   | 1,734 SF                                      | 2,064 SF                                      | 330 SF             |
| Student Affairs Organizations (Buff & Blue Magazine, Bison TV & Tower Clock, Yearbook, Student Body Government, Graduate Student Assoc.) | 3,521 SF                                      | 3,521 SF                                      | 0 SF               |
| Student Organizations (Greek Life, Asian Student Assoc, Black Deaf Student Union, Latino Student Union)                                  | 7,747 SF                                      | 5,100 SF                                      | -2,647 SF          |
| Residence Life Office                                                                                                                    | 1,446 SF                                      | 3,600 SF                                      | 2,154 SF           |
| University Dining, Servery and Kitchen                                                                                                   | 23,394 SF                                     | 22,022 SF                                     | -1,372 SF          |
| Retail Dining, Servery and Kitchen                                                                                                       | 10,224 SF                                     | 12,224 SF                                     | 2,000 SF           |
| Bookstore                                                                                                                                | 5,411 SF                                      | 7,512 SF                                      | 2,101 SF           |
| Post Office                                                                                                                              | 2,792 SF                                      | 3,876 SF                                      | 1,084 SF           |
| Student Center Programs & Services                                                                                                       | 4,581 SF                                      | 5,595 SF                                      | 1,014 SF           |
| Campus Activities Offices and Info Desk                                                                                                  | 1,749 SF                                      | 2,349 SF                                      | 600 SF             |
| Meeting Rooms, Student Kitchen, Lounge                                                                                                   | 8,454 SF                                      | 9,654 SF                                      | 1,200 SF           |
| Office of Diversity and Equity for Students (Multicultural Student Affairs Office and Programs, Keeping the Promise, LGBTQA Office)      | 3,522 SF                                      | 3,723 SF                                      | 201 SF             |
| Student Academic Advising                                                                                                                | 6,379 SF                                      | 7,460 SF                                      | 1,081 SF           |
| Tutoring                                                                                                                                 | 2,134 SF                                      | 2,334 SF                                      | 200 SF             |
| Office of Students with Disabilities                                                                                                     | 3,962 SF                                      | 4,762 SF                                      | 800 SF             |
| Indoor Athletics                                                                                                                         | 45,673 SF                                     | 54,173 SF                                     | 8,500 SF           |
| Student Health Center                                                                                                                    | 7,169 SF                                      | 7,169 SF                                      | 0 SF               |
| Mental Health Center                                                                                                                     | 5,351 SF                                      | 5,351 SF                                      | 0 SF               |
| Foster Auditorium                                                                                                                        | 3,657 SF                                      | 0 SF                                          | -3,657 SF          |
| Multi-purpose event space/Ballroom                                                                                                       | 0 SF                                          | 7,000 SF                                      | 7,000 SF           |
| 24 hour lounge space                                                                                                                     | 0 SF                                          | 1,000 SF                                      | 1,000 SF           |
| ID Card Service Center                                                                                                                   | 0 SF                                          | 500 SF                                        | 500 SF             |
| Game Room/Entertainment Area                                                                                                             | 0 SF                                          | 1,500 SF                                      | 1,500 SF           |
| Copy Center                                                                                                                              | 0 SF                                          | 200 SF                                        | 200 SF             |
| Recreational Gymnasium                                                                                                                   | 0 SF                                          | 15,000 SF                                     | 15,000 SF          |
| <b>Campus Life Total</b>                                                                                                                 | <b>151,167 SF</b>                             | <b>190,484 SF</b>                             | <b>39,317 SF</b>   |

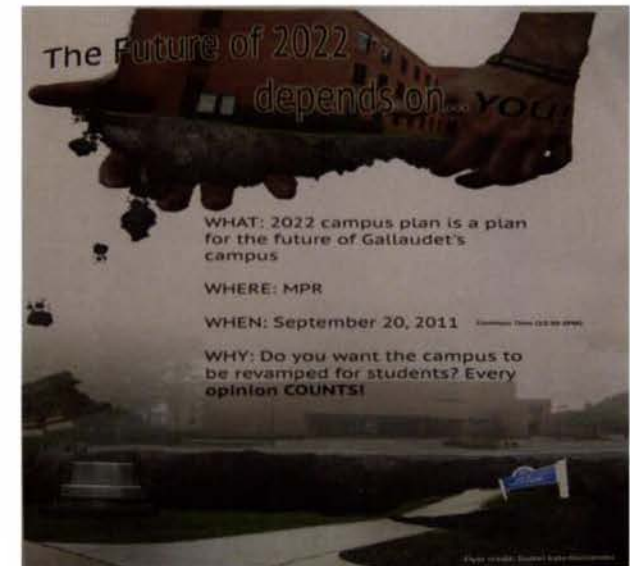
## CAMPUS HOUSING RECOMMENDATIONS

In 2010, Gallaudet University renovated Denison House into student housing creating the first living/learning community along Olmsted Green. In September 2012, a new residence hall, Living and Learning Residence Hall 6 (LLRH6), will open, providing housing for 175 students. To complement the opening of this new residence hall, Gallaudet is undertaking the renovation of the lobbies and student common areas in each dorm on-campus to provide updated and welcoming spaces. These projects mark a significant improvement to the campus' housing stock. The Denison House renovation provided housing near the campus' western edge, and strengthened the communal student experience. LLRH6 will complement Peet Hall with additional housing on the main campus mall, and will provide a living/learning student experience for a greater number of incoming freshman students.

In September 2012, Gallaudet's housing stock will be 1,280 beds providing approximately 79 percent of the total student enrollment. This represents a significant proportion of available on-campus housing stock compared with student enrollment. Upon completion of the proposed residence hall renovations and new construction, the university will be able to house 1,550 students, or approximately 69 percent of the total projected student enrollment of 2,238 students in the year 2022. This is an excellent ratio of on-campus housing to student enrollment.

In an effort to successfully serve the housing needs of students, Gallaudet plans to offer multiple housing style options. Privacy and living amenity requests vary from freshmen to upperclassmen to graduate and married students. Housing options should reflect these diversified needs. The first-year experience is an integral part in determining a student's decision to remain at a university for the full undergraduate term. Freshmen should be provided with modern single or double occupancy rooms with ample community spaces that encourage group interaction. Upperclassmen strive for greater privacy and more living amenities. Graduate and married students typically look for transitional housing that replicates the private housing market.

Currently, there is a lack of apartment-style housing for upperclassmen and graduate students. As such, these students are looking for housing in the private market off-campus. Gallaudet can re-capture these students by constructing apartment-style housing on-campus preferably along 6th Street. The renovation of Denison House has been a success in providing a communal living experience. It is recommended that the remaining existing faculty row buildings be renovated for the same purpose to enhance the living/learning experience. Additionally, the residence halls surrounding Hanson Plaza will need to be replaced with new housing that promotes community while providing greater amenities, such as suite-style living. Providing a mix of housing typologies and amenities allows the students to receive their optimum housing experience.







7

Clerc Center

# Clerc Center

## INTRODUCTION

The Laurent Clerc National Deaf Education Center (Clerc Center) at Gallaudet University provides services to parents and professionals to meet the needs of deaf and hard-of-hearing students. Their mission is to improve the quality of education for deaf and hard-of-hearing students from birth to age 21 throughout the nation. As part of this mission, the Clerc Center maintains two demonstration schools-the Kendall Demonstration Elementary Schools (KDES) and the Model Secondary School for the Deaf (MSSD).

KDES serves a student population from infant to eighth grade within a two hour radius of the campus, drawing students mainly from the District of Columbia, Maryland and Virginia. Approximately 100 students are currently enrolled in programs at the KDES, 80 percent of whom will matriculate to the MSSD.

The MSSD serves students from across the nation in grades 9-12. The current enrollment is 165 students, 90 percent of whom live at the school for the duration of the school year. Of the approximately 30 students that graduate each year, roughly half continue on to Gallaudet University.

## VISION

The Clerc Center has a strong identity that is sometimes lost in the larger context of the university. The Clerc Center and the university are actively working to strengthen the connection between the two institutions through various "points of intersection." These overlaps include experiential programs, research, facilities maintenance and business services, and use of space and other facilities.

The Clerc Center desires to create a much more consolidated and efficient campus, both from an operations standpoint and a physical one. Currently, the two school complexes are oversized for their needs and do not properly support the mission. In addition, the two school complexes are separated by steep terrain and lack of accessible pathways. A smaller campus and building footprint is desired to promote closer physical collaboration between the students and staff. A long term wish is to provide a more convenient physical connection between the Clerc Center and the university. The connection is truncated by Switzer Drive and the steep grade changes around Hanson Plaza.

## FACILITIES

The Clerc Center campus consists of five main facilities: the two school buildings, the MSSD gymnasium/natorium, playing fields and the MSSD residence halls. Both KDES and MSSD were built in the 1970s for student populations two to three times the size that they serve today.

The MSSD facility was built as a "school without walls" and does not support the modern day mission of the Clerc Center. The building has large areas of unused or under-utilized space, many inaccessible floor levels and mezzanines, very few exterior windows and outdated systems that have difficulty maintaining comfortable ambient air temperature and relative humidity levels. The building also has been affected by the soil stability issues at the campus (that have since been corrected) and problems with failures in the building envelope.

The KDES facility is in better shape than the MSSD facility. It is designed around a large central corridor, and has classroom space on the lowest level and ground floor with administrative space on the second floor. The upper floors of the building contain the Kendall Apartments. The spaces in the building are in need of some moderate finish renovations.

Of all the Clerc Center facilities, the MSSD gymnasium/natorium is in the best shape and functions properly to meet the students needs. The facility is used both during the day for school gym classes as well as evening hours and weekends for sanctioned sports teams and general student physical activity.

The playing fields for the Clerc Center are located uphill to the west of the MSSD gym building. There is only one playing field which supports the football, soccer and baseball sports programs and in general, the field is in poor condition. In addition, there are unused and deteriorated baseball, tennis and basketball courts adjacent to the playing field. The Clerc Center is often forced to use the University's fields but are subject to their schedule.

The Clerc Center currently houses students in two separate residence hall facilities. The girls are housed in MSSD RHB, the only remaining original MSSD residence hall. The other four halls were demolished after they became uninhabitable due to soil stabilization issues. The boys are housed in Ballard North, a residence hall facility that was formerly used for university students. This building is located at Hanson Plaza placing the MSSD students in close proximity to the university students which creates a less than ideal situation.

## RECOMMENDATIONS

The ten year plan recommendations focus improvements on the MSSD School and the Clerc Center playing fields. In addition, a new residence hall facility is already in the works and is slated for construction in late 2013. The new facility will combine all students in one facility (with separate wings for boys and girls) and provide space for various shared amenities as well as staff apartments. This new facility should help encourage enrollment retention and growth.

A new school building is planned for the MSSD students. The new building will provide modern spaces tailored to support the mission of the Clerc Center, and better serve the needs of the students and staff, while occupying a much smaller footprint. The new facility will contain classroom and teaching space, administration offices for both MSSD and National Outreach programs, a 300-seat auditorium, new library and media center, a new cafeteria and a new kitchen facility (to be shared with KDES). In addition to this new facility, new playing fields will be constructed to properly support the strong athletic programs. The playing fields will be turf with spectator bleachers and nighttime lighting.

The new facilities will greatly decrease the amount of square foot dedicated to each student going from 1,183 SF per student to 468 SF per student for the MSSD building and from 1,743 SF per student to 701 SF per student for the KDES building. The long-term aspirational vision, which extends out past the ten-year scope of this document envisions a compact and close knit campus for the Clerc Center that promotes and enhances it's mission both locally and nationally.

| Clerc Center                                   | 2011 Existing<br>Department Total<br>(NET SF) | 2022 Proposed<br>Department Total<br>(NET SF) | Proposed<br>Change | 2011 Existing<br>Building Total<br>(GSF) | 2022 Proposed<br>Building Total<br>(GSF) |
|------------------------------------------------|-----------------------------------------------|-----------------------------------------------|--------------------|------------------------------------------|------------------------------------------|
| Kendall Demonstration Elementary School (KDES) | 93,253 SF                                     | 62,629 SF                                     | -30,624 SF         | 212,669 SF                               | 87,681 SF                                |
| Model Secondary School for the Deaf (MSSD)     | 96,193 SF                                     | 66,800 SF                                     | -29,393 SF         | 208,889 SF                               | 88,620 SF                                |
| Shared Clerc Center                            | 15,972 SF                                     | 13,200 SF                                     | -2,772 SF          | in above                                 | 18,480 SF                                |
| MSSD Gymnasium                                 | 34,225 SF                                     | 34,225 SF                                     | 0 SF               | 50,235 SF                                | 50,235 SF                                |
| MSSD Residential                               | 79,521 SF                                     | not available                                 |                    | 95,144 SF                                | 55,000 SF                                |
| <b>Clerc Center Total</b>                      | <b>319,165 SF</b>                             | <b>176,854 SF</b>                             | <b>-62,789 SF</b>  | <b>566,937 SF</b>                        | <b>300,016 SF</b>                        |





