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1. Introduction

1.1 Background and Mission

Chatham University is a nearly 150-year-old educational institution in Pittsburgh, Pennsylvania that currently has over 2,100 undergraduate and graduate students in over 60 degree programs studying on campus or online. The University’s programming is spread across three distinct yet interconnected campus locations: Shadyside, Eastside, and Eden Hall. Together they comprise a unique and varied student experience that includes urban, pastoral, and rural settings for high-quality education.

Over the past decade the University has experienced significant growth and change including the establishment of both Chatham Eastside and Eden Hall Campus, the founding of the Falk School of Sustainability and Environment, and the expansion of its student population as a coeducational institution. Through this change Chatham has grown its footprint and distributed programming across its three locations, leaving capacity to add back students, faculty, and programming at its Shadyside campus.

With the inauguration of the school’s 19th President and a new Strategic Plan, Chatham is poised to focus on strengthening the existing assets of its historic Shadyside Campus to serve the needs of its growing and diverse student population now and into the future.

Chatham’s Shadyside Campus has a unique pastoral character, set within an urban environment. The University seeks to further enhance this character and foster additional activity at the heart of their academic quad and enhance its presence along Fifth Avenue. By focusing on the inner campus core, the University will enhance student experience and reinforce its existing academic programming.

UNIVERSITY VISION

Chatham University will be recognized as an outstanding private university whose graduates are sought-after leaders and professionals committed to building a more equitable, healthy, and sustainable global future.

UNIVERSITY MISSION

Chatham University prepares its students to build lives of purpose, value, and fulfilling work. Through professional skill development and liberal arts learning, Chatham prepares its graduates to be informed and engaged citizens in their communities; to recognize and respect diversity of culture, identity, and opinion; and to live sustainably.
1.2 Planning Objectives

STRATEGIC PLAN CONNECTIONS
Chatham University's Board of Directors adopted a Strategic Plan in October 2017, which provides the foundation for the vision, mission, and goals for the University in the near future. A Plan for our Future, Rooted in our Past highlights the University’s unique legacy, strengths, and leadership and sets up a framework to enhance and build upon those assets:

- Enhance academic excellence and the student experience
- Expand leadership in sustainability and health
- Improve access and affordability through innovation
- Deepen partnerships for student and alumni success
- Build university capacity and capabilities

INSTITUTIONAL MASTER PLAN OBJECTIVES & FOCUS AREAS
The Institutional Master Plan, through thoughtful renovations, intentional additions, and infrastructure improvements, will support the academic and institutional goals of the Strategic Plan. The plan focuses on the following areas:

- Chatham Campus Character
- A Range of Academic Spaces
- Enhance Student Experience
- Sustaining Systems
2. Existing Conditions

2.1 IMP Boundary and Zoning

The IMP boundary area encompasses the majority of the Shadyside Campus and includes Chatham University-owned properties and properties under long-term lease-to-purchase arrangements. A University-owned property located within 1000-feet of the IMP Boundary at 126 N. Woodland Road is outside of a contiguous boundary with the campus and is not included in the IMP.

**ZONING**

The Shadyside Campus is predominately zoned RM-M and abuts a R1D-VL district for the majority of its perimeter. The Howe-Child Gatehouse is located in a RP district and is a City Historic Designated property. The Murray Hill Avenue City Designated Historical District, established in 2000, is located on the eastern campus edge.

The proposed EMI Zoning District aligns with the IMP Boundary.
The Shadyside Campus is predominantly zoned RM-M and abuts a R1D-VL district for the majority of its perimeter. The Gatehouse is located in a RP district and the Maryland Street parcels are in a R2-M district. The proposed EMI Zoning District aligns with the IMP Boundary except for the parcel at 126 N Woodland Road, which is outside of the contiguous EMI zoning boundary.
2.2 Projects Completed Over the Past 25 Years

In the past 25 years, investment on Chatham’s Shadyside campus has focused on stewardship of existing physical assets through thoughtful renovations, strategic additions, and ongoing systems maintenance and upgrades.

2.3.1 Campus Projects Completed Over the Past 25 Years

<table>
<thead>
<tr>
<th>Marker</th>
<th>Project</th>
<th>Use</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Anderson Dining Hall Entrance</td>
<td>Food Sales</td>
<td>2012</td>
</tr>
<tr>
<td>B</td>
<td>Athletic and Fitness Center</td>
<td>Public Assembly</td>
<td>2003</td>
</tr>
<tr>
<td>C</td>
<td>Art &amp; Design Center Renovation</td>
<td>Education</td>
<td>2005</td>
</tr>
<tr>
<td>D</td>
<td>Berry Hall Renovation</td>
<td>Offices</td>
<td></td>
</tr>
<tr>
<td>E</td>
<td>Café Rachel</td>
<td>Food Sales</td>
<td>2006</td>
</tr>
<tr>
<td>F</td>
<td>Carriage House</td>
<td>Public Assembly</td>
<td>2015</td>
</tr>
<tr>
<td>G</td>
<td>Chatham University Art Gallery</td>
<td>Public Assembly</td>
<td>2006</td>
</tr>
<tr>
<td>H</td>
<td>Dilworth Hall Renovation</td>
<td>Residential</td>
<td>2017</td>
</tr>
<tr>
<td>I</td>
<td>Howe-Childs Gate House</td>
<td>Residential</td>
<td>2000</td>
</tr>
<tr>
<td>J</td>
<td>Mellon Board Room</td>
<td>Public Assembly</td>
<td>2007</td>
</tr>
<tr>
<td>K</td>
<td>Pelletreau Apartments Balconies</td>
<td>Residential</td>
<td>2014</td>
</tr>
<tr>
<td>L</td>
<td>Science Complex</td>
<td>Tech / Science</td>
<td>1999</td>
</tr>
</tbody>
</table>
3. Needs of the Institution

3.1 Expectations for Growth or Change

Chatham University anticipates modest enrollment growth over the next 10 years as it continues to increase access to affordable education, enhance academic excellence and student experience, grow in capacity, and expand its leadership in the fields of sustainability and health.

Having expanded its programming across three locations, Chatham University has capacity to grow to 2,400 students within its current facilities on the Shadyside Campus. With thoughtful scheduling, purposeful renovations, and strategic building additions the existing campus assets will continue to serve the needs of the University.

Their continued strength in the sciences and health fields shows strain on the capacity of their special purpose spaces, such as research laboratories. Chatham will continue to adapt its existing physical assets to best serve the needs of its changing student population by enhancing student life amenities and offering additional campus housing opportunities.

The chart below details growth goals across students, faculty, staff, and residential beds.

<table>
<thead>
<tr>
<th>2018 Shadyside Campus</th>
<th>10-Year Growth Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,850 Students</td>
<td>2,400 Students</td>
</tr>
<tr>
<td>1,035 Undergraduate</td>
<td>1,400 Undergraduate</td>
</tr>
<tr>
<td>815 Graduate</td>
<td>1,000 Graduate</td>
</tr>
<tr>
<td>600 Faculty and Staff</td>
<td>700 Faculty and Staff</td>
</tr>
<tr>
<td>40 acres of land</td>
<td>(no change)</td>
</tr>
<tr>
<td>700 beds</td>
<td>1,000 undergraduate beds</td>
</tr>
</tbody>
</table>

“Chatham’s mission, vision and values, its willingness to embrace change when change is required, the fact that innovation is part of its institutional DNA—all of these are not just part of Chatham’s past; they are what inspire us as we set the course for Chatham’s future.”

David Finegold, D.Phil.
President
3.2 Current and Future Needs

The University needs have been established across five focus areas: Chatham Campus Character, A Range of Academic Spaces, Enhancing Student Experience, Campus Living, and Sustaining Systems. The list below identifies specific needs and design principles established through the planning process within each focus area.

CHATHAM CAMPUS CHARACTER
» Continue stewardship of existing buildings with thoughtful renovations.
» Enhance the character of Fifth Avenue to reflect the nature of Chatham’s arboretum.
» Increase connections between and across campus districts, bridging topography as necessary.

A RANGE OF ACADEMIC SPACES
» Create learning spaces for a wider range of class sizes.
» Create specialized lab spaces for growth in health and science-related programs.
» Create a large flexible space that’s sufficient for a 200-person event.
» Optimize existing spaces to build capacity for growth.

ENHANCE STUDENT EXPERIENCE
» Create a student resource center with access to a range of skills and services to prepare students for future employment.
» Increase transparency to strengthen the indoor/outdoor relationship between buildings and surrounding public spaces.
» Develop student-centered spaces that strengthen and promote academic collaboration and student connection.
» Increase athletic spaces to accommodate growth in sports teams and athletics activity.
» Increase the number of residential beds on campus.
» Provide amenities for residents that build community and enhance recreation opportunities.

SUSTAINING SYSTEMS
» Improve stormwater management across campus open spaces.
» Plan for campus infrastructure improvements in technology and energy.
» Continue to improve building performance through renovations and systems updates.
4. 10-Year Development

LEVERAGING EXISTING ASSETS
Chatham University’s growth over the next 10 years builds from leveraging existing physical assets and strengths found on campus. A series of meaningful and thoughtful interventions are proposed to improve the campus experience by connecting buildings and open space, elevating pedestrian-oriented connections, investment in infrastructure, and enhancing the character along Fifth Avenue.

The 10-year development envelope builds upon the existing conditions found on the Shadyside Campus and includes both visionary and pragmatic principles and guidelines which support measured growth while allowing flexibility for development in response to campus needs.

10-YEAR GROWTH BUILDS FROM EXISTING STRENGTHS
Recommendations for 10-year development projects include:

CHATHAM CAMPUS CHARACTER
» Connect to Fifth Avenue Bringing Chatham campus character to Fifth Avenue.
» Campus Character Improvements to open spaces as the surrounding buildings are enhanced.

A RANGE OF ACADEMIC SPACES
» In-Fill Connector Connecting Dilworth Hall and the Carriage House to improve accessibility across campus and to add classroom capacity.
» Bookending Buhl Increase lab capacity and strengthen student connections to residential along Fifth Avenue.
» Focusing Falk Renovating the Quad level floor to increase student activity, transparency, and connections.

ENHANCE STUDENT EXPERIENCE
» Amplify Athletics Increase athletic courts and strengthen connection to surrounding student life amenities and campus open space.

CAMPUS LIVING
» Doubling Dilworth Increasing student activity and residential capacity at the center of campus.

SUSTAINING SYSTEMS
» Continue investment in infrastructure and stormwater management systems to promote sustainability and enhance technology.
4.1 Proposed Development

NEW CONSTRUCTION
New building construction or building additions that alter or expand the building footprint will comply with the requirements for area, setbacks, height, and design guidelines described within the IMP document.

- **Buhl Hall and Labs**
  - Scope: Lab expansion
  - Uses: Technology / Science
  - New GSF: 13,000
  - Height: 3–4 stories

- **Athletic and Fitness Center**
  - Scope: Expansion of existing athletic facility
  - Uses: Education, Public Assembly
  - New GSF: 7,200–15,000
  - Height: 2–4 stories

- **In-fill Connector**
  - Scope: Accessibility connections and student life spaces
  - Uses: Education, Residential, Public Assembly
  - New GSF: 8,000–20,000
  - Height: 2–5 stories

- **Dilworth Hall**
  - Scope: Residential expansion
  - Uses: Residential, Public Assembly
  - New GSF: 25,000
  - Height: 3–5 stories

RENOVATIONS
Adaptive reuse projects focus on improvements within the existing building footprint, strategic limited additions to enhance indoor/outdoor connections, and adjacent site work. Existing building setbacks and heights remain.

<table>
<thead>
<tr>
<th>Building Name</th>
<th>Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anderson Dining Hall</td>
<td>Retail</td>
</tr>
<tr>
<td>Athletic and Fitness Center</td>
<td>Athletics</td>
</tr>
<tr>
<td>Beatty Hall</td>
<td>Residential</td>
</tr>
<tr>
<td>Braun Falk Coolidge Hall</td>
<td>Educational</td>
</tr>
<tr>
<td>Chatham Apartments</td>
<td>Residential</td>
</tr>
<tr>
<td>Chung Apartments</td>
<td>Residential</td>
</tr>
<tr>
<td>Hicks Estate</td>
<td>Residential</td>
</tr>
<tr>
<td>Jennie King Mellon Library</td>
<td>Educational</td>
</tr>
<tr>
<td>Linzer Apartments</td>
<td>Residential</td>
</tr>
<tr>
<td>Pelletreau Apartments</td>
<td>Residential</td>
</tr>
<tr>
<td>Thomson House</td>
<td>Offices</td>
</tr>
</tbody>
</table>
FIFTH AVENUE CHARACTER DISTRICT

The Fifth Avenue District remains primarily residential in character. Current buildings will be converted to dormitories to meet growth in student housing. The District will be defined by an enhanced front yard landscape, and the Thomson House will serve as a campus gateway.

4.1.2 Fifth Avenue District diagram framework

4.1.3 Site Plan showing the Fifth Avenue Character District Urban Design Diagram

- Enhance pedestrian experience by distancing the sidewalk from the curb
- Consolidate parking to provide room for improved Fifth Avenue streetscape
- Increase student access throughout campus
- Increase student access
- New Student Center at the Hokes Estate serves Fifth Avenue District
- Vehicular arrival
- Pedestrian arrival
Fifth Avenue looking toward main campus
5. Long-Term Vision

Chatham University’s long term vision for the Shadyside Campus identifies two potential building sites should there be a need for additional institutional growth. The programming for these sites is unknown but each has the capacity for a mixture of uses to take advantage of their respective locations on campus.

5.1 25-Year Development Sites

**JENNIE KING MELLON LIBRARY SITE**

The expansion of the existing library could build upon the gathering and conference spaces located within the library and the adjacent Eddy Theatre. This site has direct access to parking and loading on the lower level while also providing ground floor programming space on level with the quad. A building on this site would have excellent views.

**WOODLAND HALL SOUTH SITE**

A new building to the south end of Woodland Hall would offer unique opportunities based on its central campus location and the topography of the site. A mixed-use building in this area could house a student center, classrooms, offices, and a dormitory and activate the center of the campus. Situated on a sloped site, a new building in this location will bridge the topography.
5.1.1 Jennie King Mellon Library sketch

5.1.2 Woodland Hall South sketch

5.1.3 Proposed 25-Year Development Sites