Master Planning
Recommendations
Final Report

Duquesne University Master Plan & Supplement

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PART I

1. INTRODUCTION ................................................ 3
   The Mission of Duquesne University 3
   1.1 Master Plan Summary 5
   1.2 Mission and Objectives 6
   1.3 Strengths & Weaknesses 8
   1.4 Master Planning Prioritization 9
   1.5 University Needs 10
   1.6 Campus Building List 11

2. CAMPUS ANALYSIS ........................................... 13
   2.1 Aerial Photo 14
   2.2 Existing Campus Plan 15
   2.3 Existing Land Uses 16
   2.4 Open Space 17
   2.5 Roads & Parking 18
   2.6 Vehicular Movement 19
   2.7 Topography 20
   2.8 Visual Quality/Axes 21
   2.9 Opportunities and Constraints 22

3. MASTER PLAN .................................................... 25
   3.1 Master Plan 25
   3.2 10-Year Master Growth Development Plan 26

4. SUBMISSION REQUIREMENTS .................. 33
   4.1 Transportation Management Plan 33
   4.2 Environmental Protection Plan 35
   4.3 Open Space & Pedestrian Circulation 36
   4.4 Urban Design Guidelines 41
   4.5 Neighborhood Protection Strategy 42
The Mission of Duquesne University

Duquesne University of the Holy Spirit is a Catholic University, founded by members of the Congregation of the Holy Spirit, the Spiritans, and sustained through a partnership of laity and religious. Duquesne serves God by serving students-through commitment to excellence in liberal and professional education, through profound concern for moral and spiritual values, through the maintenance of an ecumenical atmosphere open to diversity, and through service to the Church, the community, the nation and the world.
1.1 MASTER PLAN SUMMARY

Duquesne University is moving forward into the 21st century by completing its first comprehensive master plan. Through the request of the City of Pittsburgh as well as the desire of the University administration, Duquesne spent most of 2003 coordinating and refining its goals and objectives for future growth. With the assistance of the recently completed University Strategic Plan and Mission Statement, the administration, students, faculty, and staff carefully crafted their needs into a single vision for the future. This report is a culmination of that process.

The Master Plan process consisted of meetings with a University Core Committee and an Advisory Committee. The Core Committee consisted of the University President, Dr. Charles Dougherty, and the President’s Cabinet. The Advisory Committee was a 20-25 person committee of campus constituents consisting of university students, faculty, and staff. Both groups were instrumental in the programming and development of this report.

The purpose of this Master Planning Report is to provide Duquesne University with a comprehensive development plan for the next ten years and a guide for development over the next twenty-five years. This report outlines development strategies and recommendations for existing and future campus housing, academic space, student life and athletic facilities, campus land use, traffic and parking, and outdoor recreation and formal green spaces.

The Chapel and Administrative Building
1.2 MISSION & OBJECTIVES

From the University’s Strategic Plan 2003-2008
Dated 10-15-02

Vision Statement

Duquesne University will enter the first ranks of American Catholic higher education by emphasizing our Spiritan identity and mission, enhancing the quality of our students’ experience and developing our national reputation for academic excellence.

In developing this Campus Master Plan Duquesne University is anticipating an increase from 9,600 students to 10,500 students (head count). The major purpose of the institutional Master Plan is to plan for the growth of 900 additional students (600 undergraduates, including 300 resident students, and 300 graduate students) in the academic, residential, parking and ancillary areas of the campus. A secondary purpose of the Master Plan is to describe and illustrate how the existing campus can accommodate this growth without compromising, but also enhancing the quality of the campus.

Following are the three strategic planning goals of the University. Each goal is followed by a brief description (an excerpt) of the objectives that the University has defined in the strategic plan to advance the institution in reaching that particular goal. Listed under the objectives are the Master Planning initiatives being anticipated to fulfill these objectives.

1. STRATEGIC PLANNING GOAL: DUQUESNE UNIVERSITY WILL EMPHASIZE ITS SPIRITAN IDENTITY AND MISSION.

Strategic Planning Objectives:

1.1 Employment – contribute to the university’s Mission.
1.2 Programs – students, faculty and staff will cover the university’s mission.
1.3 Management – training and support the university’s mission.
1.4 University core – will be revised to better embody the mission and global perspective.
1.5 Ethics – incorporated into all degree programs.
1.6 Focus – on human dignity and social justice.
1.7 Ministry – infuse and influence throughout the campus.
1.8 Retreat programs - will be increased
1.9 Financial aid – will be increased
1.10 Diversity – will be increased.

Master Plan Initiatives:

A. Create places and spaces on campus for Spiritual reflection and introspection:
   1. Gardens
   2. The Grotto
   3. Shrines and statues
   4. Overlooks

B. Enhance the physical campus environment to create a quality fitting of the university’s identity and Spiritan history.
2. STRATEGIC PLANNING GOAL: DUQUESNE UNIVERSITY WILL ENHANCE THE QUALITY OF THE STUDENT EXPERIENCE.

Strategic Planning Objectives:

2.1 Admissions – will be more selective
2.2 Student recruiting – will emphasize leadership and service
2.3 Leadership and service – expand activities and service opportunities
2.4 Honors college - enhance and link programs of distinction and innovation
2.5 Students – will exemplify the university’s values
2.6 Student advisement – will be enhanced in academic and career support
2.7 Residential life – facilities will be improved and the quality of residence life enhanced
2.8 Master Plan – will be created with a vision for future development
2.9 Varsity sports – will support competitive teams

Master Plan Initiatives:

A. Create and enhance facilities for student life programs and services.
B. Evaluate the Duquesne Student Union for potential enhancements, including student leadership and service.
C. Review the residence halls for possible renovations, reuse or decommissioning.
D. Improve the campus pedestrian movement and minimize pedestrian and vehicular conflicts.
E. Improve the campus connection with Forbes Avenue
F. Increase the quality of campus life by proposing landscape, signage, walkways, and other campus enhancements.
G. Provide adequate parking to handle the daily and event use and the increase in student population.
H. Expand student recreation and varsity sports facilities.
I. Plan for a football/soccer field grandstand.

3. STRATEGIC PLANNING GOAL: DUQUESNE UNIVERSITY WILL DEVELOP A NATIONAL REPUTATION FOR ACADEMIC EXCELLENCE.

Strategic Planning Objectives:

3.1 Faculty – new teacher scholars will be hired, mentored, rewarded and retained.
3.2 Academic Programs – will be reviewed for quality.
3.3 Special emphasis – on ethics, leadership, forensics, biotechnology, technology – enhanced teaching/learning and community outreach.
3.4 Faculty and academic programs – endowment will increase.
3.5 Scholarly productivity – will be increased
3.6 Grant funding – will be increased
3.7 Undergraduate outcomes – will be assessed
3.8 Graduate studies – will be strengthened
3.9 The library – will be an improved academic resource
3.10 Instructional technology – will be updated.

Master Plan Initiatives:

A. Develop a program and plan to improve and expand the academic spaces including classrooms, laboratories, lecture halls, multipurpose learning environments, seminar rooms, etc. to accommodate the additional students and the enhanced academics.
B. Plan for additional offices for faculty, adjunct faculty and graduate students.
C. Specialized science laboratories for teaching and research will be planned.
D. Community outreach programs will continue and expand.
E. Technology enhancements will be added to teaching environments.
F. A School of Music Recital Hall is being planned.
G. The library will be evaluated for potential enhancements to serve the university and community.
1.3 STRENGTHS & WEAKNESSES

At the onset of the Master Planning process, students, faculty and staff participating on the Advisory Committee, as well as the President’s Cabinet were asked:

“What are Duquesne University’s strengths and weaknesses?”

The following is a list of responses from the President’s Cabinet at our Kickoff Meeting on December 20, 2002.

STRENGTHS

Catholic identity
Academics
Density/urban campus
Relationship/juxtaposition with Downtown
Separate from Downtown but inviting
24-hour campus life
Residential character of campus
Security/hard to find
Access from the Parkway
Students own the place
Scale of the campus
“The Grotto”/Alumni Spot
50% of students work
Admissions
Trinity Hall Garden

WEAKNESSES

Hard to find
Not inviting (Forbes Avenue)
Poor marking and signage
Relation to Uptown/Forbes
Weekday campus only
Signage from Liberty Bridge
Lack athletic/recreation facilities
Campus entries
Number of meeting rooms (in Union)
East side of campus

The following is a list of responses from the Advisory Committee at our Kickoff Meeting on January 30, 2003.

STRENGTHS

Contained campus
Growth potential
Good relationship with community
“Homey”
Close to city but separate
Real spirit
Top quality Catholic institution
Good student body
Very good academics
Safe, urban campus
Clean & classic
“City on the hill”
Friendly campus
Sense of community
Intimate gathering area
“The grotto”
Campus organization
“Academic walk”

WEAKNESSES

Traffic during events
Parking during peak times
HVAC in music building
Ballroom availability
Fisher’s facade
Gumberg Library/Duquesne Union
Utilities Building (location)
Too few residence halls/beds
Campus entries, signage needs to be unified
More seating & sidewalks
1.4   M A S T E R   P L A N N I N G   P R I O R I T I Z A T I O N

On March 25, 2003, the Advisory Committee was asked to prioritize a list of campus planning initiatives. The following list reflects those results in order from 1 to 18 (most important to least important).

1. Improve the overall campus image, i.e. entrance, signage, etc.
2. Make improvements to the on-campus housing - type and style of choices.
3. Increase the student recreation possibilities on campus.
4. Make improvements to the on-campus parking availability.
5. Increase the number of classrooms on campus.
6. Improve and expand the University’s “presence” along Forbes Avenue.
7. Make improvements to and increase the campus open/green space.
8. Improve the organization and the visual vitality of the Library, with the goal of increasing usage.
9. Improve the pedestrian safety and “sense of place” at the circle in front of the Union.
10. Add a permanent grandstand with spectator amenities at Rooney Field.
11. Improve the organization and circulation through the Student Union.
12. Improve the pedestrian walkways throughout the campus, fashioned similarly to “Academic Walk”.
13. Improve the exterior facades of the less distinctive buildings on campus.
14. Make improvements to the Locust/Forbes Garage. Improve vehicular and pedestrian circulation, lighting, signage, etc.
15. Make improvements to the campus landscape - trees, flowers, seating areas, etc.
16. Improve the access to, and the environment around “the Grotto”.
17. Provide more pedestrian access routes to Forbes Avenue, from the campus.
18. Improve the exterior campus lighting.
1.5 UNIVERSITY NEEDS

As Duquesne University planned for the next ten years of development, a list of needs emerged. They are as follows:

1. The student population will grow from 9,600 to 10,500 over the next ten years.

2. The campus will become more residential.

3. The academic facilities will require renovations, additions, and new construction while increasing academic excellence.

4. The overall campus image will be improved.

5. There is a need to accommodate additional parking on campus and to improve the existing parking environment.

6. The Spiritan identity of the campus will be enhanced.

7. The campus green space will be enhanced and improved.

8. The pedestrian movement on campus, especially at the circle in front of the Duquesne Union, will be enhanced and made safer.

9. The recreation, housing, student union and library facilities will be improved to increase the student life experience on campus.

10. The University desires a stronger “presence” along Forbes Avenue, while maintaining campus safety and security.

Academic Walk
### 1.6 CAMPUS BUILDING LIST

This information was compiled by the Duquesne University Facilities Management Department and summarizes the type and square feet of the buildings on campus.

<table>
<thead>
<tr>
<th>Year Built/ Acquired</th>
<th>Building</th>
<th>Type</th>
<th>Gross Square Feet</th>
<th># Stories</th>
<th>Height (in feet)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1878</td>
<td>&quot;Old Main&quot; Administration Bldg.</td>
<td>Admin</td>
<td>57,488</td>
<td>5</td>
<td>116</td>
</tr>
<tr>
<td>1878</td>
<td>Chapel</td>
<td>Religious</td>
<td>7,882</td>
<td>1</td>
<td>65</td>
</tr>
<tr>
<td>1909</td>
<td>Des Places</td>
<td>Academic</td>
<td>33,760</td>
<td>5</td>
<td>70</td>
</tr>
<tr>
<td>1917</td>
<td>Physical Plant Building</td>
<td>Service</td>
<td>33,792</td>
<td>4</td>
<td>64</td>
</tr>
<tr>
<td>1918</td>
<td>McAnulty College</td>
<td>Academic</td>
<td>100,752</td>
<td>6</td>
<td>100</td>
</tr>
<tr>
<td>1920</td>
<td>Public Safety Building</td>
<td>Service</td>
<td>22,936</td>
<td>2</td>
<td>40</td>
</tr>
<tr>
<td>1922</td>
<td>Rangos School of Health Sciences</td>
<td>Academic</td>
<td>51,300</td>
<td>4</td>
<td>50</td>
</tr>
<tr>
<td>1922</td>
<td>School of Law</td>
<td>Academic</td>
<td>113,152</td>
<td>4</td>
<td>38</td>
</tr>
<tr>
<td>1922</td>
<td>Canevin Hall</td>
<td>Academic</td>
<td>50,325</td>
<td>4</td>
<td>65</td>
</tr>
<tr>
<td>1928</td>
<td>Mary Pappert School of Music</td>
<td>Academic</td>
<td>59,462</td>
<td>3</td>
<td>50</td>
</tr>
<tr>
<td>1929</td>
<td>Laval House</td>
<td>Service</td>
<td>4,955</td>
<td>3</td>
<td>30</td>
</tr>
<tr>
<td>1932</td>
<td>St. Ann Hall</td>
<td>Residence</td>
<td>114,016</td>
<td>6</td>
<td>67</td>
</tr>
<tr>
<td>1953</td>
<td>Assumption Hall</td>
<td>Residence</td>
<td>54,800</td>
<td>3</td>
<td>37</td>
</tr>
<tr>
<td>1956</td>
<td>Trinity Hall</td>
<td>Residence</td>
<td>32,016</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>Trinity Hall Garage</td>
<td>Garage</td>
<td>3,900</td>
<td>1</td>
<td>14</td>
</tr>
<tr>
<td>1957</td>
<td>Rockwell Hall</td>
<td>Academic</td>
<td>165,503</td>
<td>10</td>
<td>134</td>
</tr>
<tr>
<td>1962</td>
<td>St. Martin Hall</td>
<td>Residence</td>
<td>108,000</td>
<td>15</td>
<td>150</td>
</tr>
<tr>
<td>1967</td>
<td>Duquesne Union</td>
<td>Service</td>
<td>169,460</td>
<td>6</td>
<td>73</td>
</tr>
<tr>
<td>1967</td>
<td>Utilities Building</td>
<td>Service</td>
<td>17,325</td>
<td>2</td>
<td>30</td>
</tr>
<tr>
<td>1968</td>
<td>Richard King Mellon Hall of Science</td>
<td>Academic</td>
<td>188,868</td>
<td>4</td>
<td>58</td>
</tr>
<tr>
<td>1968</td>
<td>Duquesne Towers</td>
<td>Residence</td>
<td>281,445</td>
<td>17</td>
<td>180</td>
</tr>
<tr>
<td>1978</td>
<td>Gumberg Library</td>
<td>Library</td>
<td>122,736</td>
<td>5</td>
<td>81</td>
</tr>
<tr>
<td>1987</td>
<td>Forbes Ave. Parking Garage</td>
<td>Garage</td>
<td>200,000</td>
<td>6</td>
<td>85</td>
</tr>
<tr>
<td>1988</td>
<td>A.J. Puluumbo Center</td>
<td>Athletic</td>
<td>100,000</td>
<td>2</td>
<td>90</td>
</tr>
<tr>
<td>1992</td>
<td>Locust St. Parking Garage</td>
<td>Garage</td>
<td>207,000</td>
<td>11</td>
<td>100</td>
</tr>
<tr>
<td>1993</td>
<td>Locust St. Parking Garage Ext.</td>
<td>Garage</td>
<td>147,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1995</td>
<td>Bayer Learning Center</td>
<td>Academic</td>
<td>55,000</td>
<td>3</td>
<td>56</td>
</tr>
<tr>
<td>1995</td>
<td>Mendel Hall</td>
<td>Athletic</td>
<td>7,500</td>
<td>4</td>
<td>52</td>
</tr>
<tr>
<td>1995</td>
<td>Beard Press Box</td>
<td>Athletic</td>
<td>1,842</td>
<td>3</td>
<td>48</td>
</tr>
<tr>
<td>1996</td>
<td>Fisher Hall</td>
<td>Academic</td>
<td>212,000</td>
<td>7</td>
<td>84</td>
</tr>
<tr>
<td>1997</td>
<td>Vickroy Hall</td>
<td>Residence</td>
<td>76,500</td>
<td>8</td>
<td>96</td>
</tr>
<tr>
<td>1998</td>
<td>Fisher Hall Pedestrian Bridge</td>
<td>Bridge</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2004</td>
<td>Brottier Hall</td>
<td>Residence/Garage</td>
<td>315,400</td>
<td>24</td>
<td>251</td>
</tr>
<tr>
<td>2004</td>
<td>Parking Deck</td>
<td>Garage</td>
<td>44,500</td>
<td>2</td>
<td>16</td>
</tr>
</tbody>
</table>

3,326,568 Total Gross Square Feet
2. CAMPUS ANALYSIS

Duquesne University’s campus sits on an elevated plateau (the “Bluff”) on the east side of downtown Pittsburgh, Pennsylvania. This location provides numerous views of downtown Pittsburgh to the west and north, as well as a sweeping vista over the Monongahela River Valley and the Southside neighborhoods to the south. Because of its elevated position above the surrounding neighborhoods and downtown, Duquesne University is often referred to as “the campus on the hill” and “the university in the sky.”

In the map above, the yellow area illustrates University-owned property. The red line outlines the City of Pittsburgh’s zoned EMI district (Educational Medical Institution) that encompasses Duquesne University and its neighbor, Mercy Hospital. This Master Plan will be considering only the property that Duquesne University currently owns.
2.1 AERIAL PHOTO

The aerial photograph above was taken on March 14, 2003 by Keddal Aerial Mapping. It illustrates the precious little green space on campus as well as the urban context in which Duquesne resides. The large shadows cast by several of the residence halls (lower right corner of campus) and the parking garage (center top of campus) reflect the large scale and height of these buildings. The large white square on the Arthur J. Rooney Field is a removable dome that is set up in winter to provide for climate controlled athletic and recreation space. Along the bottom edge of the photo is the shore of the Monongahela River. The county jail is shown in the lower left, and Mercy Hospital is shown to the right of the photo.
2.2 EXISTING CAMPUS PLAN

This plan illustrates the Duquesne University campus as it exists today. The red outline defines the present University-owned property. The campus currently occupies about 48 acres. Steep hillsides are evident by the many topographical lines along the campus' southern and western edges. Each of these topographical lines represents a change of ten vertical feet. The lowest and highest points of the campus are along its northwest and southwest corners, respectively.

These steep grade changes as well as interstate roadways define the southern and western edges of the campus. In most cases, the major grade change and natural environs provide enough separation from these roadways to prevent any negative impact on the campus's environment. The change in elevation to the north occurs mostly within the university’s limits as the terrain falls rapidly between Locust Street and Forbes Avenue. These physical boundaries along with Mercy Hospital to the east, assist in making the campus an easily defined, cohesive, and undivided entity.

The location of Duquesne University’s campus can make access to the University difficult or at least confusing. The exit from the Parkway East (Route 376), via the Boulevard of the Allies, is clearly marked, but the entrance to the university from the Boulevard can easily be missed. Forbes Avenue, Fifth Avenue and Chatham Square (Street) provide local access to the campus from downtown and the surrounding neighborhoods. However, there is no clear visual connection with the university’s core due to the hillside, making vehicular and pedestrian circulation difficult to understand. The major entrance at McAnulty Drive is clearly marked as an entrance to Duquesne University, but directions for visitor parking and access to the campus is somewhat unclear.
2.3 EXISTING LAND USES

Duquesne University is a well organized campus despite being located in a dense urban area and its history of growing out of series of scattered acquisitions. The large parking garage, which serves a majority of those on campus, is located along the perimeter of the campus, adjacent to Forbes Avenue. Student housing is located in the southeast corner of the campus with the administrative functions in the southwest corner, both with pleasing views over the Monongahela River Valley. The University’s recreation and athletic facilities are located close to both the student residents as well as the university parking garages. At the heart, or center, of the campus is the Duquesne Union, Gumbert Library, and most of the campus’ academic facilities. The only possible drawback has been the expansion of some of the academic functions away from the central core of the campus and onto the campus perimeter.

Two objectives of the Master Plan include:

- Plan future growth and development to both retain and enhance the current campus organization
- Find ways to better connect academic buildings that are located farther from the core of the campus
2.4 OPEN SPACE

Since Duquesne is an urban campus and evolved from a tight city street grid, there is not a large amount of natural open green space on campus. The majority of Duquesne's open space on campus is around "Academic Walk", a former street that was converted into a pedestrian walkway several years ago. Academic Walk is the most pleasant of all of the pedestrian areas on campus. It is surrounded by several smaller open lawn areas, most of which do not get a lot of use. Some reasons for this include their relationship with the residential areas on campus and their adjacency, for the most part, to academic buildings. Two fields that do receive a large amount of use, though, are McCloskey and Rooney Fields. These fields are closer to the residence halls and are often used for recreational, athletic, intramural sports, and informal play.

One initiative, accomplished this past summer, was the removal of three of the four tennis courts previously located in the southeast part of the campus. The primary reason for their removal was to "open up" this portion of the campus for more use by the student residents living on campus.

Two objectives of the Master Plan include:

- Retain as much green/open space as possible
- Enhance and improve the usability of the existing green/open space
2.5 R O A D S & P A R K I N G

Though the campus is surrounded on two sides by interstate highways and by Forbes Avenue, a major local arterial street, on the north, the campus itself contains much smaller and more intimate roads. All of the streets within the campus boundary are privately owned and maintained by Duquesne University.

The campus road network is organized primarily as a loop road system with access off of Forbes Avenue onto McAnulty and Stevenson Streets forming a loop together with Bluff Street. McGee and Locust Streets provide access and egress to and from the parking garage. The vast majority of parking on campus is provided for in the Locust Street and Forbes Avenue Garages. The remaining parking is provided by on-street meters and a few scattered permit parking lots. Currently all buildings on campus can be accessed by service vehicles.

Several objectives of the Master Plan include:

- Provide clear signage for access to campus as well as navigation through campus.
- Improve parking by improving garage circulation, removing parking where it is inappropriate, and provide adequate numbers of parking spaces for the campus.
- Retain and improve service to each building.
2.6 VEHICULAR MOVEMENT

The majority of vehicular traffic arriving at Duquesne University arrives at one of two locations: the intersection at Forbes Avenue and McAnulty Drive on the north side of campus or at Stevenson Street and Bluff Street in the southeast corner of campus. From these points, most vehicles make their way towards the Locust Street or Forbes Avenue Garages. Along the way there are several pedestrian and vehicular conflict points, illustrated in brown, above. These are points of either heavy vehicular traffic or heavy pedestrian and vehicular traffic. The largest of these conflict points occurs at the north entrance to campus (at the intersection of McAnulty Drive and Forbes Avenue) where the majority of the cars coming to campus arrive and depart. Another major conflict point exists in the area directly in front of the Duquesne Union, where many motorists enter and exit the parking garages while numerous pedestrians cross Locust Street.

Two objectives of the Master Plan include:

- Alleviate the conflicts between vehicles and pedestrians.
- Provide a safer and more pedestrian-friendly environment.
2.7 TOPOGRAPHY

The Duquesne campus is made up of several plateaus separated by mild to severe sloping terrain. The tan highlighted areas illustrate the flat areas of campus and their approximate height above sea level. Most of the central and southern campus is relatively flat and easily walkable with the most significant terrain changes occurring along the northern side, where the campus meets the city and Forbes Avenue.

From the highest point on campus to the lowest point, there is a change in elevation of over 90'. The lowest point on campus occurs in the northwestern corner of campus and the highest point is close to the southwestern portion of campus. Though this slope is not constant from top to bottom, it is a significant change in elevation.

Several objectives of the University Master Plan include:

- Create stronger connections to and from these various campus plateaus
- Provide a stronger connection from the campus to Forbes Avenue
- Use new and existing University buildings to connect these plateaus to one another and provide convenient indoor pedestrian circulation
Without a doubt, the southern edge of the Duquesne University campus offers the greatest views from campus over the Monongahela River Valley, particularly the view from Academic Walk across Arthur J. Rooney Field to the southside slopes on the opposite side of the river. The view of downtown Pittsburgh in the distance from the western end of campus is also very pleasing. These views provide an interesting juxtaposition of small scale on-campus pedestrian features and the larger, multistory high rises and landscapes in the distance. This kind of visual vitality provides Duquesne University with a unique quality.

On campus, there is much visual vitality with the variety of architectural styles and contrasting scales. While the variety of scales provides a pleasant environment to pedestrians, the contrasting architectural styles do not always work well together. One strategy for the future visual development of Duquesne is to adopt a campus-wide style or a compatible vocabulary of materials to adhere to.

Several objectives of the University Master Plan include:

- Preserve existing views from campus.
- Enhance the environment for best enjoying these views.
- Provide guidelines for a more unified visual appearance for the campus.
2.9 OPPORTUNITIES & CONSTRAINTS

The following is a list of opportunities and/or constraints for multiple areas of the campus. The plan above illustrates many of the following areas or precincts on campus. They are as follows:

Assumption Commons- There is an opportunity to enhance both the quality and quantity of student housing as well as outdoor recreational space adjacent to it on campus. Though, space to expand is minimal.

Trinity Green- The Administrative Quad is located at the opposite end of Academic Walk, where the Administration Building and Trinity Hall are situated. Symbolically, this area of the campus is the mind and soul of Duquesne University (the “Old Campus”). There is a great opportunity to enhance the Spiritan quality of this place and create a formal green quad for the “Old Campus.”

The Grotto- Directly adjacent to the Trinity Green is the Grotto. There is an opportunity to enhance the Grotto by tying it more closely to the center of campus, as opposed to being situated at the end of a parking lot.

Academic Walk- This is the backbone of the campus. It is the primary pedestrian walk on campus that connects the students to the University’s academic, administrative, and residential facilities.

Bluff Street- This is the hard southern edge of the campus. While being a constraint to southern expansion of the campus, it could also prove to be an opportunity for the university by enhancing its character as a linear park/promenade.
Union Plaza- This area, directly in front of the Duquesne Union and Gumberg Library, is the point of arrival for most people coming to Duquesne University. One goal is to strengthen the pedestrian character of this area in a similar manner as Academic Walk has been enhanced. It is also important to adjust the parking garage ingress and egress in order to reduce the amount of vehicular traffic in the plaza.

Forbes Avenue/Front Campus- The primary opportunity here is the possibility to create a better connection between the University and its neighbors and the city. It is also possible to provide a more visually friendly face to the campus as well as a possible ‘front door’ for future campus visitors.

The Campus Entries- Strengthen and enhance all of the existing campus points of entry.

Athletic Fields and Open Green Space- It is important to enhance and improve the amount and usability of the open space throughout the campus.

Objectives of the University Master Plan include:

• As with all good master plans, the objective is to maximize the opportunities and minimize (and improve) the constraints.
3.1 MASTER PLAN (10-year plan)

The above 10-year Master Plan for campus development is the result of months of discussion and refinement by Duquesne University students, faculty and staff as well as the product of discussion with many of Duquesne University’s city neighbors. Some of those include, the Uptown Business Committee, Uptown Residents, and Mercy Hospital. This plan represents the future growth that Duquesne University may experience within the next ten years, as well as a base for even more distant development. All development is shown on current University-owned property and is inclusive of academic, recreational, athletic, housing, and parking uses. All of the building footprints shown in red are proposed new structures. An outline of their use and requirements can be found on the following pages. A more detailed analysis of the Transportation Management Plan, the Environmental Protection Plan, Open Space and Pedestrian Circulation, the Urban Design Guidelines, and the Neighborhood Protection Strategy can be found in Appendix ‘A’ of this report.
3.2 10-YR. MASTER GROWTH DEVELOPMENT PLAN

The following list of master planning projects is in no particular order of future development or phasing. The phasing and development of these projects are subject to factors such as current University need and available funding resources.

1. Athletic and Recreation Complex
Location: Site of the existing Public Safety Building, east of A.J. Palumbo Center and south of Gibbon Street
Description: Athletic and recreation facility with academic support. The building should provide a direct pedestrian connection through to the A.J. Palumbo Center. This facility should also contain an entrance near the east side of the building.
Maximum Footprint: 18,000 gsf
Maximum Floor Area: 90,000 gsf
Maximum Height: Five stories plus a mechanical penthouse (100’)
Setback: 12’ from Stevenson Street curb
2. McAnulty College Expansion
Location: Parcel east of existing McAnulty College
Description: Academic building
Maximum Footprint: 9,000 gsf
Maximum Floor Area: 54,000 gsf
Maximum Height: Six stories plus a mechanical penthouse (120’)
Setback: 35’ from Locust Street to provide a vehicular drop-off. No further south than south face of the Duquesne Union

3. School of Music Recital Hall
Location: Parcel west of existing Mary Pappert School of Music
Description: Academic building with potential pedestrian bridge connecting the Locust Street Parking Garage with campus at the level of Academic Walk.
Maximum Footprint: 18,000 gsf
Maximum Floor Area: 72,000 gsf
Maximum Height: Four stories plus a mechanical penthouse (80’) from Locust Street
Setback: 35’ from Locust Street to provide a vehicular drop-off. No further south than south face of the Duquesne Union

4. Bayer Learning Center Vertical Expansion
Location: Above existing Bayer Learning Center
Description: Academic Building
Maximum Footprint: 15,500 gsf
Maximum Floor Area: 46,500 gsf
Maximum Height: Two or three stories (pending engineering study) plus a mechanical penthouse (Additional 50’)

5. North Residence Hall
Location: Site of existing Des Places building (north of Seitz Street, south of existing Public Safety Building, and east of McCluskey Field).
Description: Suite-style residence hall with 430-460 beds and potential ground level social, dining, and meeting room space
Maximum Footprint: 12,500 gsf
Maximum Floor Area: 150,000 gsf
Maximum Height: Twelve stories plus a mechanical penthouse (160’)
Setback: 20’ from Stevenson Street curb and 10’ from Seitz Street curb
6. South Residence Hall
Location: Site of existing Saint Ann and Assumption Residence Halls
Description: Residence hall with 650-750 beds and potential social, dining, and meeting room spaces - the design of this facility could also contain two levels of parking for up to 200 autos beneath the building
Maximum Footprint: 30,000 gsf (addition of a garage beneath may increase the footprint and total area)
Maximum Floor Area: 300,000 gsf
Maximum Height: Ten stories plus a mechanical penthouse (150’)
Setback: 30’ from Stevenson Street curb and 40’ from Bluff Street curb

7. Vickroy Hall Vertical Addition
Location: Site of existing Vickroy Hall
Description: Vertical addition on existing residence hall for 250 new beds
Maximum Footprint: 10,500 gsf
Maximum Floor Area: 63,000 gsf
Maximum Height: Six stories plus a mechanical penthouse (Additional 90’).
8. **Rockwell Hall Vertical Addition**  
**Location:** Site of existing Rockwell Hall over the northern portion of the building  
**Description:** Academic vertical addition  
**Maximum Footprint:** 10,000 gsf  
**Maximum Floor Area:** 40,000 gsf  
**Maximum Height:** Four stories plus a mechanical penthouse (Pending engineering study - Additional 60’)  
**Setback:** 30’ from Forbes Avenue curb and 15’ from Shingiss and Boyd Street curbs

9. **Future Academic Building**  
**Location:** At the corner of Locust Street and McAnulty Drive (Location of existing parking deck)  
**Description:** Academic facility for classrooms, laboratories, offices, and ancillary uses. Also considering possible use as a residence hall.  
**Maximum Footprint:** 18,000 gsf  
**Maximum Floor Area:** 90,000 gsf  
**Maximum Height:** Five stories plus a mechanical penthouse (Pending engineering study - 100’)  
**Setback:** 45’ from Locust Street curb and 35’ from McAnulty Drive.

10. **Fisher Hall Addition**  
**Location:** Site east of existing Fisher Hall, abutting Watson Street assumes integration of existing Fisher Hall Annex or its demolition  
**Description:** General purpose university mixed use facility for support and/or administrative, academic, and laboratory uses - potential of ground level parking  
**Maximum Footprint:** 17,000 gsf  
**Maximum Floor Area:** 85,000 gsf  
**Maximum Height:** Five stories plus a mechanical penthouse (100’)  
**Setback:** 15’ setback from Forbes Avenue

11. **Vertical Pedestrian Campus Entry - Connecting Forbes Avenue to the Student Union Plaza**  
**Location:** Immediately to the east of Gumberg Library, occupying the space between the library and the Utility Building and aligning with the center of Chatham Square Street  
**Description:** Elevator and lobby connecting the lower portion of McAnulty Street (near the campus entrance) to the upper campus level at Union Plaza, near the entrance to the library  
**Maximum Footprint:** 1,000 gsf  
**Maximum Floor Area:** 2,000 gsf  
**Maximum Height:** 80’ plus a mechanical penthouse  
**Setback:** From side of Utility Building to allow service
12. **Gumberg Library Addition**

**Location:** Site of existing Gumberg Library  
**Description:** New entry to the library, renovation, and potential library vertical addition  
**Maximum Footprint:** 23,500 gsf with a full (1 story) vertical addition  
**Maximum Floor Area:** 23,500 gsf  
**Maximum Height:** Not to exceed 20’ above existing library roof plus a mechanical penthouse

13. **Rangos School of Health Sciences Addition**

**Location:** West side of existing Rangos Health Sciences Building at Trinity Green  
**Description:** Academic addition with focal point on the south face of the addition  
**Maximum Footprint:** 6,000 gsf  
**Maximum Floor Area:** 12,000 gsf  
**Maximum Height:** Two stories plus a mechanical penthouse (35’)

14. **Duquesne Union Plaza**

**Location:** Area between Utilities Building, Duquesne Union, and Library and extending to McAnulty Hall and the Law Building  
**Description:** Public plaza, focal point, arrival and welcoming point for most persons to campus, as well as a place for students to gather and meet

15. **Parking Garage Addition**

**Location:** East of existing Forbes Avenue Parking Garage  
**Description:** Parking garage - with potential street level retail or offices and potential university housing above (the Master Plan requires a range of 240 - 530 additional parking spaces)  
**Maximum Footprint:** 31,000 gsf  
**Maximum Floor Area:** 248,000 gsf  
**Maximum Height:** Not to exceed the existing Forbes Avenue Garage  
**Setback:** 40’ from Forbes Avenue and 20’ from the Magee Street curb

16. **Duquesne Union Vertical Addition**

**Location:** North side of Duquesne Union over existing bookstore and deli  
**Description:** Program space for Duquesne Union expansion  
**Maximum Footprint:** 10,500 gsf  
**Maximum Floor Area:** 10,500 gsf  
**Maximum Height:** One-story addition plus a mechanical penthouse  
**Setback:** Equal to setback of existing one-story addition on north face of Duquesne Union
17. **Locker Room Building Addition**

**Location:** Site north of the existing football locker room building  
**Description:** Additional locker rooms for men's and women's sports along with renovation of existing facilities within the Duquesne Towers.  
**Maximum Footprint:** 2,500 gsf  
**Maximum Floor Area:** 2,500 gsf  
**Maximum Height:** Not to exceed the existing height of the football locker room building

18. **Grandstand for Arthur J. Rooney Field**

**Location:** Along south edge of Arthur J. Rooney Field  
**Description:** Permanent grandstand for 1100-1500 bleacher seats. Concession stand and public restrooms should be provided within new construction or incorporated into the existing Beard Press Box.  
**Maximum Footprint:** 9,000 gsf  
**Maximum Floor Area:** 9,000 gsf  
**Maximum Height:** Grandstand should be no more than one-half story above Bluff Street so the view of the Southside Slopes from Academic Walk is not blocked.

19. **Bluff Street Walkway and Plaza**

**Location:** Walkway would extend along Bluff Street from the Grotto on the west to Stevenson Street on the east. The plaza is to be located at Rooney Field, along Bluff Street.  
**Description:** A landscaped walkway, with seating, an overlook, and plaza along the southern edge of the campus, taking advantage of the view over the Southside Slopes.

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**Plan of the proposed grandstand and Bluff Street plaza**

**Section through the proposed grandstand and Bluff Street**

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**MASTER PLAN 25-YEAR DEVELOPMENT PLAN**

20. **Future Multi-Purpose Building**

**Location:** Parcel west of Administration Building and south of Trinity Hall  
**Description:** Multi-Purpose Facility with parking level beneath. A direct pedestrian connection from the Trinity Green to the Grotto should be provided.  
**Maximum Footprint:** 10,000 gsf  
**Maximum Floor Area:** 20,000 gsf  
**Maximum Height:** Two stories plus a mechanical penthouse (50’).
4.1 TRANSPORTATION MANAGEMENT PLAN
by Trans Associates

The considerations studied in the Parking and Transportation Management Plan included the parking, traffic and pedestrian aspects of the proposed Master Plan. A summary of the findings is detailed below.

PARKING ANALYSIS

Currently there are 3,070 parking spaces on the Duquesne University campus, of which 2,712 spaces are off-street (lots and garages) parking spaces and 358 spaces are on-street metered parking spaces. Parking accumulation counts performed on the campus during October 2003 revealed a current parking demand of 2,968 parking spaces. Based on a comparison of current parking supply and demand, it is estimated that the current parking status varies between a parking surplus of 102 spaces and a deficit of 205 spaces, depending on efficiency of use of the parking spaces.

Removal of some on-campus parking spaces is anticipated in conjunction with construction of various Master Plan projects. A future parking supply of 2,845 on-campus parking spaces is projected for year 2014. Based on projected student and personnel numbers, a future parking demand of 3,085 parking spaces is projected to occur in year 2014. Therefore, a parking deficit of 240 to 524 spaces, varying with parking efficiency, is projected to occur in year 2014 on the Duquesne University campus if all proposed Master Plan projects have been implemented.

To mitigate the projected future parking deficit, approximately 240 to 530 parking spaces need to be provided for the campus. The Parking Management Plan (PMP) developed as part of the campus Master Plan has identified measures which could be implemented in order to mitigate the projected 2014 parking deficit. These measures could include:

- Satisfy parking demand for up to 240-530 parking spaces on the campus through implementation of parking demand reduction and supply increase strategies;
- Use of off-site satellite parking facilities, with shuttle service if appropriate;
- Construct additional parking spaces as needed;
- Implement parking demand reduction strategies, such as:
  - Carpool/vanpool matching;
  - Preferential parking locations for carpools/vanpools;
  - Discounts on public transit passes;
- Changes/increases to parking rate structure for lease and/or transient parking;
- Discounts on parking rates for carpools/vanpools;
- Differential parking lease rates varying based on parking location.

Parking supply/demand conditions should be evaluated prior to the construction of each Master Plan component, with a review of necessary associated parking mitigation measures to be performed during each development phase.

TRAFFIC ANALYSIS

Nineteen (19) intersections, both on and off-campus, were studied to determine traffic conditions within the master plan area. Field data was collected for each of the study intersections for use in the traffic analysis.

Traffic analyses were performed to determine improvements that would be necessary to mitigate degradations in intersection performance related to the construction of the Master Plan components. The following Master Plan development components were included in the 2014 full build-out Master Plan analysis:

- Removal of approximately 334 parking spaces from the campus in various locations;
- Construction of an approximately 330-space addition to the Forbes Avenue garage;
- Removal of Seitz Street between Locust Street and Vickroy Street;
- Removal of Vickroy Street;
- Construction of an approximately 200 space parking garage on Stevenson Street under new student housing; and
- Reconfiguration of the Locust Street garage to permit access to only 50 visitor parking spaces from the western garage entrance (across from the Student Union).

In addition, analysis of vehicular and pedestrian accident data was performed for the intersections of Forbes Avenue/Boyd Street and Forbes Avenue/Armstrong Tunnels. The January 2000 through April 2003 accident analysis shows that a total of ten (10) vehicular accidents and four (4) accidents involving pedestrians occurred at Forbes Avenue/Boyd Street, and six (6) vehicular accidents and one (1) accident involving pedestrians occurred at the intersection of Forbes Avenue/Armstrong Tunnels.
Based on the intersection traffic and accident analyses, the following improvements are recommended:

- Forbes Avenue and Armstrong Tunnels
  - Optimize traffic signal timings;
  - Modify traffic islands to improve pedestrian safety;
  - Improve crosswalk paint markings;
  - Install additional advisory signage in the Armstrong Tunnel approaching Forbes Avenue; and
  - Improve lighting at the intersection.

- Forbes Avenue and McAnulty Street/Chatham Square
  - Optimize traffic signal timings.

- Fifth Avenue and Magee Street
  - Optimize traffic signal timings.

- Fifth Avenue and Chatham Square/Washington Place
  - Optimize traffic signal timings.

- Forbes Avenue and Boyd Street
  - Prohibit left turns from Boyd Street onto Forbes Avenue.

An alternative analysis of the intersections of Forbes Avenue/McAnulty Street/Chatham Square and Forbes Avenue/Magee Street was performed to determine if the intersections could accommodate an expansion of the Forbes Avenue garage of 530 parking spaces, instead of the previously analyzed Forbes Avenue garage expansion of approximately 330 spaces combined with the 200 parking space garage under new housing on Stevenson Street. Based on the preliminary analysis, it appears that with optimized signal timings, these intersections could accommodate the traffic generated by a 530 space Forbes Avenue garage expansion. If this scenario is chosen, further analysis will be required.

PEDESTRIAN ANALYSIS

Three pedestrian movement counts were performed along the Forbes Avenue corridor, while one was conducted within the Duquesne University campus at the Locust Street garage entrance.

Based on these pedestrian counts, and also on observations performed throughout the campus, very high pedestrian activity was observed at many locations on the campus, particularly along Locust Street within the vicinity of the Locust Street garage and the Student Union. This is related to the proximity of many important buildings, such as the Student Union, and the location of access to most of the parking on campus. As the Locust Street garage currently operates, the major entrance for the garage is located along Locust Street directly opposite the Student Union, which creates a conflict point for pedestrians and vehicles.

In order to reduce the pedestrian/vehicular conflicts, and also to make parking for selected visitors easier, the existing Locust Street garage entrance could be restricted to visitor parking only, with 50 parking spaces offered with direct ingress/egress from this driveway. This restriction of parking to selected visitors at the Locust Street access point will drastically reduce the number of pedestrian/vehicular conflicts at this location. Garage access will continue via Forbes Avenue (two ingress/egress access points), Locust Street (one ingress/egress access point for special visitors and one egress-only access point), and McAnulty Drive (egress only). The vehicles reassigned from the Locust Street access point will now access the garage via Forbes Avenue. The two main garage vehicular access points will be on Forbes Avenue.

SUMMARY

The transportation study has determined appropriate measures to mitigate the traffic, parking and pedestrian impacts related to the Duquesne University Master Plan.
4.2 ENVIRONMENTAL PROTECTION PLAN

The City of Pittsburgh has outlined several Environmental Overlay Districts within the city that require additional approval and compliance. Duquesne University is not a part of any of these City of Pittsburgh Environmental Overlay Districts, which are as follows:

- FP-O Flood Plain Overlay District
- RF-O Riverfront Overlay District
- LS-O Landslide-Prone Overlay District
- UM-O Undermined Area Overlay District
- VP-O View Protection Overlay District
- SM-O Stormwater Management Overlay District

Even though Duquesne University does not fall into any of these districts, it is recommended that the institution continue to take steps to promote a safe and sustainable environment. Due to its proximity to the steep rock escarpment called ‘The Bluff’, efforts should be taken to be certain that no new development or changes to the campus lead to excessive erosion or storm water runoff from this southern most portion of the campus.

Furthermore, views to and from the campus over the Bluff should be preserved, if not enhanced by all future development. Duquesne is in a unique location and should take advantage of every opportunity that its campus provides.

The Armstrong Tunnel, that passes below the center of the campus, presents a unique concern to Duquesne in any future development within its proximity. New development should not compromise the structural integrity or drainage capacity of the tunnel.
4.3 OPEN SPACE & PEDESTRIAN CIRCULATION

Since the majority of students, faculty, staff, and visitors to Duquesne University arrive on campus via the Forbes Avenue or Locust Street Garages, the need to develop strong pedestrian connections from these garage lobbies to the campus is of primary importance. The parking garages are very tall and quite deep making it difficult for first-time visitors to navigate or orient themselves. The garages are in need of additional lighting and pedestrian orienting signage and graphics to direct visitors to their preferred destination.

The pedestrian path through the garage, highlighted above in blue, has the most potential for enhancement and connections to the rest of campus. The primary point of arrival on campus is the area directly in front of the Duquesne Union. In the future, alternate connections to campus could be developed by linking campus visitors to the A.J. Palumbo Center, the new School of Music Recital Hall, the Duquesne Student Union, and the Academic Walk.

A vertical connection from Forbes Avenue to the Union Plaza would create a new “front door” for the campus and would be much more accommodating for pedestrian visitors and students coming to campus. The diagram also indicates the four bus stops along Forbes Avenue.

Once on campus, Academic Walk (shown in orange) is intended to remain the primary pedestrian ‘street’ on campus with secondary connections to other points around campus.

A redesign of Bluff Street is intended to include an enhanced walkway and pedestrian park. This long linear tree-lined park is envisioned to connect the Grotto with the student residences along Stevenson Street. This route should also contain University standard light fixtures and seating benches facing the Southside Slopes. The stairs leading to the 10th Street Bridge should be maintained and enhanced for those students who live in and frequent the Southside.
PRIMARY OPEN SPACES

The Master Plan recommends the enhancement of the two major open spaces on campus; Trinity Green and Assumption Commons which anchor Academic Walk at either end. A third outdoor gathering space should be developed outside the student union as “Union Plaza”. These three open spaces are augmented by the existing McCloskey and Rooney Fields as outdoor athletic, recreation and sports venues on campus.

Enhancements to the Bluff Street side of campus are also recommended. Part of the proposed continual Bluff Street walkway includes a new street level plaza along Rooney Field will be the centerpiece of the developed Bluff Street walkway.

Trinity Green

This outdoor space is formed by Trinity Hall, the Chapel, and the Administration Building and will be more defined with the future addition to Rangos Hall and the future construction of a Multi-Purpose Building south of Trinity Hall.

This area of campus is more passive and contemplative in nature. The Spiritan influence of Trinity Hall, the sculptures in the green space, and the adjacent Grotto on the edge of the bluff contribute to this passive feeling. The landscape and character of the site appurtenances (i.e. benches, trash receptacles, tables, etc.) should reflect the passive and contemplative environment of Trinity Green. This precinct of campus would be visited for quiet outdoor study, reflection and prayer. The walkways, parking areas, site lighting, etc., should be located and designed in sympathy with this passive environment.

It is also recommended that roadways within the Trinity Green area not be regular asphalt, but perhaps pavers or stamped asphalt. This will help to bring out the desired atmosphere as well as unite the area and reduce the speed of traffic.

The rear entrance of the Administration Building could be reconstructed to its original character, creating direct access from Trinity Green for visitors to the Admissions office.

Special attention should be paid to the Grotto and approaches to the Grotto. A stair connection from the Grotto to the upper level of the center of the Trinity Green should be created as well as maintained and enhanced in the design of the future Multi-Purpose Building. Also, the sidewalk along the edge of the bluff should be reclaimed from parking, restored, and enhanced. This side of the Bluff Street walkway should be developed in the character of the Trinity Green and as an approach and buildup to the Grotto.
Bluff Street Plaza

Along with a new grandstand for Rooney Field, a plaza has been proposed along Bluff Street. This plaza will occupy the middle portion of the Bluff Street walk and will act as a focal point for the campus.

The length of sidewalk and roadway along the proposed grandstand would be developed into an single open plaza. Roadway and sidewalks would be clearly demarcated, but for sporting events and other special events, this area could be closed to traffic and used as an entirely pedestrian plaza. This area should be designed using a variety of paving types and colors. Textured paving should be used even in the roadway to slow traffic, making this a more pedestrian friendly area even when it is not closed off for special events.

An overlook could also be developed opposite the Beard Press Box to give a focal point to the campus’s southern edge and take advantage of the excellent view over the Southside Slopes.

This space could act as a celebratory plaza - used before games for tailgating, during games for mingling, concession lines, etc., and after games for postgame parties. This plaza can also be seen as a formal front to Duquesne University as more of the campus is visible from this location than anywhere else and a lot of visitors enter campus from this direction. Banners and festive signage should be used to announce events and display University spirit and pride.
Assumption Commons

Assumption Commons is a contrast to the passive Trinity Green. Assumption Commons is located in the highest density residential precinct of campus and is surrounded by the Towers residence hall, St. Martin, and Vickroy residence halls. In the future, it will be edged by the proposed North and South residence halls.

This mix of hard and soft landscaping should allow for students’ social and informal recreation activities such as concerts, sunning, games, people-watching, group discussions, etc. during the day and evening. This space could be used for Student Activities programming as well as spontaneous activities. The location of a stage, sound system, power, and lighting as well as seating and hard surface areas should be well thought out, with University input, and designed to accommodate student and University needs. Student drop-off, pick-up, deliveries, move-in/move-out, emergency vehicle access, lighting, landscape, walkways and roadways all have to be considered.

The topography of this part of campus slopes from south down to north, and should be plateued to accommodate maximum recreational activity. Visually connecting Assumption Commons with McCloskey Field is important to achieve the perception of a large, open, green, active recreational and social space for Duquesne students.

The south east corner of the Assumption Commons area is a major vehicular entrance into the campus as well as the beginning of the Bluff Street walkway. A new plaza and focal point should be developed at the entry to the proposed new South Residence Hall at the intersection of Stevenson Street and Bluff Street. Also, along the north side of Bluff Street, new naturally shaded seating niches could be developed off of the sidewalk to take advantage of the view and offer pleasant, small-group gathering spaces as an alternative to the openness of the main Assumption Commons space.
Union Plaza

Probably the most active open-space on campus is the space on the north side (in front) of the Duquesne Union. “Union Plaza” is the first outdoor space experienced by students, faculty, staff, and visitors as they arrive on campus from the Forbes/Locust parking garage. The Union Plaza is located between the Duquesne Student Union and the Utilities Building and is flanked by the Library entrance and the Locust Street Parking Garage entrance.

Union Plaza becomes the “distributor” of persons to the campus: those people going to the west to Rangos Hall, the Library, and the Law Building; to the east to Palumbo Center and McAnulty College and to the south through the Student Union to Academic Walk and the facilities located along Academic Walk.

Primarily the plaza must be made safe. Currently the number of autos and pedestrians crisscrossing the area creates a situation which makes pedestrians feel unsafe crossing Locust Street. The relocation of the main parking garage entry from in front of the Union to Forbes Avenue will minimize this hazard.

It is recommended to redesign the facades of both the Library and garage entrances (including the existing parking office building) in an architectural character more sympathetic with each other and this precinct of the campus. Screening the Utilities Building with landscaping as a backdrop for the plaza is recommended. The careful location and placement of an electronic display screen to buffer the Utilities Building should also be considered. This screen can be used periodically to display and promote University events, broadcasts and replays of athletic, cultural, academic symposiums, etc. It will bring the message and exposure of those activities to more students. When the plaza is closed to traffic, the electronic screen area can be used to program activities for students i.e., movies, speakers, small concerts, etc. The hard scape surface for the plaza and the extension of the plaza pavement in both directions down Locust Street is recommended to be a similar material, color and texture as Academic Walk.

The Plaza should have a pedestrian focus and needs to be thoroughly designed so that it functions properly and makes the best first impression of the campus.
4.4 URBAN DESIGN GUIDELINES

Duquesne University originated 125 years ago with the construction of the Administration Building and the Chapel. The University steadily expanded from this location over the years. Some facilities were built by the university while others were existing buildings that were acquired. Many of Duquesne’s more recent facilities are located on its northern and eastern boundaries. This accounts for the dramatically different style and material palettes located there. In the past few years, though, there has been a resurgence of the more contextual and traditional campus vocabulary in lieu of more contemporary building styles and materials. Two examples of this resurgence are the Bayer Learning Center and Vickroy Hall. It has been recommended that the University proceed in this manner to avoid the addition of more styles to an already diverse campus. One of the objectives of the Master Plan is to increase the overall quality and visual vitality of the eastern precinct of campus, matching the quality that the west and original precinct of campus already possesses. All new structures on campus should be sympathetic and reflective of the university standards, their context, and their unique functional use through architectural means. (For additional elaboration on guidelines and recommendations, see Appendix A, Section 7.1 - Guidelines and Recommendations.)

Setbacks
This Master Plan has set out to create safer, more comfortable, and pedestrian-friendly environments both inside and outside campus buildings. Setbacks have been determined with the intent of forming recreational and formal quadrangles and courtyards for pedestrian use. Where new structures are adjacent to streets, setbacks have been established to provide a comfortable street-front with lighting and landscaping and avoid the ‘canyon effect’ that is somewhat evident today on Forbes Avenue and Stevenson Street.

Height
The Duquesne University campus has a variety of building heights- from the modest 2-story Trinity Hall to the enormous 17-story Duquesne Towers. While most buildings on campus are somewhere in between, an observer’s perception has to do with their location on campus. What appears to be a one or two story building from one location is actually a five or six story building from another. Because of this, all maximum heights for new buildings are taken from the low side of the site. While it is intended that no new buildings reach 17-stories, it is recommended that certain sites reach 8-10 stories because of the precious little land area Duquesne has to expand. This 8-10 story height sets a very comfortable height for some structures on this elevated urban site.

Bulk and Massing
Because of Duquesne’s unique location along an elevated south-facing river valley, all new buildings should strive to provide maximum natural daylight, views to the exterior, and natural ventilation where possible. All new structures should have a comfortable pedestrian-oriented scale to them, even when combining two smaller structures into one larger one. Larger structures should be visually broken down into several smaller scaled units to avoid the monolithic presence that the parking garage currently presents. New and existing rooftop equipment should be enclosed in a penthouse structure or blocked from view with screen walls.

Landscaping
The Duquesne University campus contains a variety of landscaping needs. Everything from the dense, urban character of Forbes Avenue to the recreational Assumption Commons, to the formal gardens at McAnulty College and the quadrangle of Trinity Green. Trees and landscaping should be carefully chosen to compliment the given character and scale of the space. All plant material should be native to western Pennsylvania and commit to a sustainable and easily maintainable environment.

Administration Building Entrance
Duquesne University Master Plan
WTW Architects • February 27, 2004

4.5 NEIGHBORHOOD PROTECTION STRATEGY

Duquesne University does not have a residential neighborhood that is directly adjacent to its campus. With Mercy Hospital to the east, city highways to the south and west, and the commercially-zoned property along Forbes and Fifth Avenue, Duquesne’s closest residential neighborhood is Uptown, which is located east of Mercy Hospital.

The Duquesne University community is very active in social service and volunteer enterprises. There are over 7,200 Duquesne University volunteers, of which over 6,500 are students. There are almost 1000 agencies served by the Duquesne University Volunteers program. The programs that the university sponsors or operates serve the Uptown, Hill District, and other local communities. It is the goal of Duquesne to continue and enhance these and other social service programs for the adjacent communities.

It has been noted that the University does not have a welcoming presence on Forbes Avenue. The university has no pedestrian ‘front door’ on Forbes Avenue, in particular near the main entrance to the campus at McAnulty Drive and Chatham Square. One of the initiatives of the Master Plan is to create a welcoming ‘front door’ close to Forbes Avenue. This new entrance is envisioned as an addition between the Gumberg Library and the Utilities Building. This entrance would serve as a vertical connection for pedestrians on Forbes Avenue who are either dropped off or arrive to the campus by public transportation. It is also a symbolic gesture to the city and local residents in the Uptown area that the campus welcomes them. Also, this new entrance would also make for an easier connection from campus to Forbes Avenue and make downtown more accessible for the university community.

A second initiative is underway to include an entrance into the new Athletic and Recreation Facility near the east edge of the campus. This would allow for easier circulation between Uptown, Mercy Hospital, and the University campus.

Duquesne University remains committed to continue work with the Uptown Neighborhood Association. The University has had continued representation at meetings and on subcommittees for years. Duquesne has hosted meetings and events on campus for the Association and continues to offer meeting space on campus for the Association.

Duquesne University Volunteers - Vision for Service

The DUV Program represents Duquesne University’s commitment to its mission of service to the less fortunate. Service is not a requirement at Duquesne, but rather a shared commitment. Students, faculty and staff choose to take responsibility to serve the community in various capacities. Reflecting this spirit of service, the DUV program provides community service and outreach opportunities for all students and employees. Together, we focus on serving the Pittsburgh community, but also reach out to any locations where help is needed. In fact, our assistance extends to myriad local and surrounding communities and as far as across the globe.
APPENDIX

5. MASTER PLAN PROGRAM ......................... 45
   5.1 Academic .................................. 45
   5.2 New Housing ................................. 47
   5.3 Parking ..................................... 48

6. PROJECT DESCRIPTIONS ......................... 49
   6.1 Duquesne Union ............................. 49
   6.2 Gumberg Library ............................. 51
   6.3 Vertical Connection from Forbes Avenue 52
   6.4 McAnulty College/School of Music Recital Hall 53
   6.5 Fisher Hall Addition ......................... 54
   6.6 Future Academic Building .................. 54
   6.7 Arthur J. Rooney Grandstand ............... 55
   6.8 Locker Room Addition ....................... 56
   6.9 Multi-Purpose building ...................... 56

7. CAMPUS/SITE ENHANCEMENTS ................. 57
   7.1 Guidelines and Recommendations .......... 57

8. ADDITIONAL INFORMATION .....................
   • List of President’s Cabinet and Advisory Committee
   • List of City Council Representatives Involved
   • List of Community Groups Involved
   • Enlarged Campus Master Plan (back pocket)
   • Exhibit A: Campus Property Map (back pocket)
     • Exhibit A-1: Campus Property Information

The Appendix of the Master Plan is information which the University should find as a useful reference tool in realizing the plan. The Appendix is an addition to the material which is required to be submitted by the Pittsburgh Department of City Planning in Part I.
5.1 Academic

Based on our meetings with Duquesne University’s Academic Council in the Spring of 2003, the Provost, Deans, along with input from the Master Plan Advisory Committee and the President’s Cabinet, the following programmatic initiatives have been established. When beginning each individual project, a more detailed architectural program should be prepared.

Duquesne University currently has 9,600 students (head count) and desires a student population of 10,500. The University is made up of ten Schools that house the University’s academic programs. The needs of these ten Schools have been listed below. These needs include additional classrooms, teaching labs, and offices for faculty necessary to accommodate the anticipated 900 additional students on campus over the next ten years. The student population growth is divided approximately as 600 undergraduates and 300 graduate students.

Additional space needs over the next 10 years to accommodate anticipated academic growth are as follows:

McAnulty College & Graduate School of Liberal Arts
Located in College Hall, Rockwell Hall, Des Places Language Center, and Fisher Hall

Proposed program components:
Common Space
14 Faculty Offices
3 Teaching Labs, including a Macintosh Lab (35-40 person classrooms)
Specialized Lab for advanced computer science 35-40 persons
CATI (Computer Assisted Telephone Interviewing) Lab for the Policy Center and Social Services

Range of additional space needed = 11,000-14,000 gsf.

A.J. Palumbo School of Business & Donahue Graduate School of Business
Located in Rockwell Hall

Proposed program components:
Common Space
Adjunct Faculty Space (Shared space for 6 persons)

Range of additional space needed = 3,500-5,000 gsf.

Mylan School of Pharmacy
Located in the Bayer Learning Center and Mellon Hall

Proposed program components:
Three Teaching Research Labs
Nine Faculty Offices

Range of additional space needed = 14,000-16,000 gsf.

Mary Pappert School of Music*
Located in the School of Music Building

Proposed program components:
School of Music Recital Hall (600-800 seats)

Range of additional space needed = 70,000-90,000 gsf.

*Exempt from City Zoning parking requirements because it is used by the public only on evenings and weekends.

School of Education
Located in Canevin Hall

Proposed program components:
One Multimedia Classroom for 35-40 students Common Space
Macintosh Lab for 35-40 students
PC Lab for 35-40 students
One Science Education Classroom for 35-40 students
Nine Faculty Offices
One shared Office for three Adjunct Faculty
Workroom/Lunchroom

Range of additional space needed = 3,000-5,000 gsf.
School of Nursing
Moving to Fisher Hall
No additional academic space anticipated. Space need to be met with move to Fisher Hall.

John G. Rangos, Sr. School of Health Sciences
Located in Rangos School of Health School & Fisher Hall

Proposed program components:
Two Teaching Labs (24 students)
Two Research Labs

Range of additional space needed = 6,500-9,000 gsf.

Bayer School of Natural & Environmental Sciences
Located in Mellon Hall of Science and the Bayer Learning Center

Proposed program components:
Five Teaching Labs (1 Physics, 2 Biology, 2 Chemistry at 800 nsf each)
Three Teaching Labs (1 Chemistry, 2 Biology at 1400 nsf each)
One Core Instrumentation Facilities
Six Faculty Offices
Six Research Associate/Post-doctoral Fellow Offices
Shared work space for graduate students
Prep Room
Student Lounge/Tutorial Centers
Seven Faculty Research Labs

Range of additional space needed = 20,000-24,000 gsf.

School of Law
Located in the School of Law Building
No additional academic space anticipated. Space needs have been met with the addition/renovations to the School of Law Building.

School of Leadership & Professional Advancement
No additional academic space anticipated. Space needs are met by using the University’s academic facilities in the evenings and on the weekends.

Proposed program components:
Study Lounge/Common Space
Evening Classrooms

Classrooms
(Scheduled and controlled by the University Registrar)

Requested by McAnulty College of Liberal Arts
4 Classrooms, each seating 40 students
4 Seminar/conference/graduate classrooms, seating 20 persons each

Requested by A.J. Palumbo School of Business
2 Tiered classrooms, for 70 students each
1 Classroom/seminar/conference room, for 20 persons

Requested by the School of Education
3 Classrooms each seating 25-30 persons

Requested by the Bayer School of Natural and Environmental Sciences
1 Classroom/conference room, for 20 persons

Range of additional space needed = 16,000-19,000 gsf.

Range of total additional academic space needed
= 169,500 – 215,500 gsf
5.2 NEW HOUSING

During the past decade there has been an increased demand by incoming students for options in student housing. More and more other colleges and universities are renovating existing and constructing new residence halls that offer suite-style and apartment-style accommodations. Many students and their families are willing to pay more to reside in these rooms over the traditional dorm-style units with shared bath and toilet facilities.

Currently Duquesne University has a residence hall which offers suite-style accommodations. But, the majority of their units remain as dorms. Less than 10% of the University’s student housing options include suite-style rooms. Now that Duquesne is planning to expand its student residence population by up to 300 beds, it is an opportune time to evaluate different housing options.

Of the 900 students to be added by 2014, Duquesne would like to house 300 on University property. The square footage range listed below accounts for a variety of housing types that will accommodate the 300 additional students, including space for appropriate common spaces and amenities. No new housing units should be below grade. Common amenities such as lounges, dining areas, and meeting rooms should be planned for these lower floors.

Range of additional housing space needed
= 115,000 - 170,000 gsf*

*Assumes approximately 400 sq. ft. per bed for 4 bed/2 bath suite style residence hall
5.3 PARKING

Parking on any college or University campus is a high priority. With the addition of students, faculty, and staff over the next 10 years comes the need to meet the additional parking requirements. New parking spaces as well as those spaces that may need to be relocated because of other planning objectives have to be accounted for. It is estimated that 340 parking spaces will need to be relocated due to Master Plan initiatives and up to 190 additional new parking spaces will be required for Duquesne University (530 total spaces).

Along with finding a location for the additional parking spaces, the Master Plan must also determine the best means to access these spaces. Currently most of the students, faculty, and staff at Duquesne University park in either the Locust Street Garage or the Forbes Avenue Garage. These garages each have one primary entrance. The Forbes Avenue Garage is accessed from Forbes Avenue, next to the Facilities Management Building. The primary Locust Street Garage entrance (and exit) is located on McAnulty Drive, directly in front of the Duquesne Union. One of the concerns with the Locust Street entrance and exit is the safety of the pedestrians who pass through this area every hour to access the garage, Union, and Library. One of the initiatives of the Master Plan is to create a safer and more pedestrian friendly “Union Plaza” in this area and eliminate most of the vehicular traffic entering and exiting the garage in this location.

The plan diagram below illustrates one possible way to facilitate parking 330 additional cars in a new parking structure as well as relocate the Locust Street Garage entrance from McAnulty Drive to Forbes Avenue. This new entrance would allow for several lanes of vehicles to enter any of the three garages. Each area of the garage would be card controlled with a gate. The entrance at McAnulty Drive, in front of the Duquesne Union, would be reserved for special University visitor and handicapped parking only.

Several other initiatives for the parking garages include: 1) adding more lighting and signage to assist with wayfinding within the garage, 2) adding a lobby at the Union Plaza to give pedestrians a safe and comfortable place to enter the garage as well as increase the appearance of the garage from the Union Plaza, and 3) consider placing university offices and/or retail on the lowest levels of the Forbes Avenue Garage in the new and existing parking structure to present a more friendly and urban facade along Forbes Avenue.

It is also suggested that a parking garage be located on the lowest two levels of the proposed South Residence Hall. This garage could facilitate up to 200 cars.

Range of additional parking space needed

\[= 220,000 \text{ - } 250,000 \text{ gsf}\]
Originally built in 1967 and renovated several times since, the Duquesne Union is the ‘heart’ of University’s Student Life. Home to student organizations, meeting rooms, dining areas, and lounge space, the Duquesne Union offers students, faculty, and staff a central place to meet, eat and relax. One initiative of the Master Plan was to study the Duquesne Union and present recommendations for circulation and program locations within the facility, as well as consider uses for a potential future addition.

The intent of this new layout is to separate the more private, intimate functions from the more public, active ones. For instance, a primary student dining area is located on the fifth floor of the Duquesne Union. It is open to the ballroom which is on the fourth floor. Banquets, dinners, and events intended to be scheduled in the ballroom are limited by the time in which the dining area on the fifth floor is open. Also, the corridors outside the meeting rooms on the sixth floor are also open to the ballroom below. Anyone talking while leaving a meeting room or walking along the corridor can easily disrupt an event occurring in the ballroom.

Another concern with the existing layout of the Duquesne Union is the lack of visibility of several functions in the building. Most students, faculty, and visitors to the Union enter the building on the second or third level. The functions on these floors are visually open to those passing through the Union. However, uses such as the recreation center and the server/dining area are not as visible and are often underutilized. Moving these functions to areas of the building that are more visible or altering the existing building to make these areas more visible will increase their utilization. It is estimated that more than 50% of those visiting the Duquesne Union are there to dine on the fifth floor food service area. Locating the food service area on a lower level would not only decrease the amount of time and trips spent by staff carting food up as many floors on the service elevator but would also reduce the amount of students using the passenger elevators to reach and retreat from this floor. The plans on the following page illustrate a simple way in which to reorganize the uses within the Duquesne Union to benefit all program users. The concept is to locate all active public use spaces (bookstore, food service, recreation center, retail, and lounge areas) to the lower three floors. It is recommended that the floors between these three levels be opened up with intercommunicating stairs in order to provide more visual exposure to each of these levels. Currently levels two and three are somewhat open to one another along the north end of the Union. This opening between the floors should be expanded, and an additional opening, connecting through to the first floor, should be created to increase awareness of the functions on that level.

The organization of these lower levels is as follows: the Commuter and Recreation Centers should be located on the first floor, the Bookstore and Retail operations and the Information Desk on the second floor, and Food Service and Lounges on the third floor.

North-south cross section through reorganized Duquesne Union
With the addition of 900+ new students to the university, an increase in food service, seating, and possibly meeting rooms will be necessary. This additional growth could occur within square footage gained from moving these functions to the third floor as well as a potential future addition on level three to the Union above the Bookstore and Deli.

The upper three floors have been shown containing the more private and quiet union uses such as Administrative Offices, Student Organization Offices, Meeting Rooms, the Faculty Dining Area, and the Ballroom. In order to make the Ballroom more usable at all times of the day, we suggest closing off floors five and six with glass to decrease noise transferred between the upper floors and the fourth floor. We also recommend that partition walls be added to the fourth floor in order to provide the potential to break the ballroom up into smaller more usable spaces when a very large room is not necessary.

These changes will not only provide for easier operations and control of the Union but also make it a more vibrant and exciting place for students to read, relax, and hang out in their spare time.

Range of additional space = 0 – 10,000 gsf.
The Gumberg Library Director and staff believe that the Library is in need of additional seating for individual study, additional space for Archives, a new computer/learning lab, group study areas on all floors, and a casual café/lounge. The University is working to confirm these needs. If confirmed, there are a couple of possible solutions. One option is to make space within the existing Library by rearranging the current layout. Building a vertical addition onto the existing Library is another option. In order to discover the best solution, a more detailed program and feasibility study should be completed.

Assuming that an addition is needed, our study investigated locations and sizes for potential future expansion to be included in our Master Plan Growth Development Plan. This study outlined a number of expansion possibilities including additions to the south and west, as well as vertically. Of the options investigated, the vertical addition appears to be the best option for the Library and the campus. The vertical addition will preserve the green space surrounding the Library and present enough space to fulfill the Library’s needs.

Along with the vertical addition and modifications to the internal arrangement, some modifications to the exterior of the Library can help fulfill the recommendation to create a more friendly presence on Forbes Avenue as well as improve the Library’s interior. Currently, floors 1 through 3 are almost completely artificially lit and not very comfortable spaces to spend much time. Removing much of the wall on the north face of the Library, fronting Forbes Avenue, and replacing it with glass would improve the interior spaces of the Library by bringing in indirect light from the north. It would also improve the University’s presence on Forbes Avenue by providing a personal connection. This new facade would allow people passing by to see into the library and observe the activity within the building. Stacks should be moved further away from these glazed areas and replaced with the much needed seating, individual study, lab, group study, and café/lounge areas which would share in the natural light and extensive views over downtown Pittsburgh.

The addition of glass along this facade would prove a valuable step toward improving the interior spaces of the Gumberg Library as well as presenting a friendlier face toward Forbes avenue and the city.

Range of additional space = 0 - 23,000 gsf
Duquesne University Master Plan
WTW Architects • February 27, 2004

6.3 VERTICAL PEDESTRIAN CAMPUS ENTRY CONNECTION FROM FORBES AVENUE

Duquesne University does not currently have a strong presence on Forbes Avenue. As a result, pedestrians approaching campus from the North and from downtown Pittsburgh have few options for ascending the steep grade change between Forbes Avenue and the center of the campus. These options include climbing McAnulty Drive, using the elevator in the Forbes Avenue Parking Garage, or crossing over Forbes Avenue using the bridge from Fisher Hall. These options are not convenient and require previous knowledge of the campus.

A new vertical connection from Forbes Avenue to the upper campus is proposed between the existing Gumberg Library and the Utilities Building. There is an existing archway over the entrance to McAnulty Drive that announces an entry onto Duquesne University's campus. This new vertical connection lies on axis with this archway and would serve as the campus's front door, connecting Forbes Avenue directly to the plaza in front of the Student Union. (See Section 4.3 of this report for further detail on the Student Union Plaza.) It would be a sculptural piece of architecture, containing only elevators and a stairway.

Range of additional space = 1,500 – 2,000 gsf
The current need for Academic Space and the future consolidation of the School of Liberal Arts is addressed through a major addition to McAnulty Hall. The need for a Recital Hall for the School of Music is addressed through an addition to the west of the existing School of Music Building. These two projects will “fill in” the space between McAnulty and the School of Music, necessitating the removal of a portion of Seltz Street.

The two additions are connected with a pedestrian bridge accessing the Locust Street parking garage and connecting to Academic Walk. A pedestrian concourse separates the two additions, which forms a new lobby to each addition.

The architectural character of these two additions should be similar. Although it would be more economical to construct both additions at the same time, it could be possible to construct them separately. Each addition should be compatible and should set the vocabulary for the future refacing of McAnulty Hall and the School of Music Building.

Service access should continue off of Locust Street with provisions for large truck access to the Recital Hall. The possibility also exists of providing a public drop off on Locust Street for both facilities.

Range of additional space = 100,000 – 126,000 gsf (fulfills components of the Academic Program)

*Exempt from City Zoning parking requirements because it is used by the public only on evenings and weekends.
As the need arises for a multiplicity of university spaces such as support spaces for Facility Management, offices, storage and possibly additional auxiliary offices and academic space, the east side of Fisher Hall (where the Fisher Hall Annex is located) emerges as a possibility. Service access can be accommodated off of Watson Street for University vehicles and other deliveries or to accommodate the service, repair or storage of University vehicles.

The potential exists to integrate an addition onto the Annex, or to decommission the Annex and construct a standalone building. The construction could range from a 2 to 5 story building, depending on University space needs. The architectural character should be harmonious with Fisher Hall and respectful of the size and mass of the surrounding structures. The existing parking lot on Forbes Avenue could remain for “special” or visitor parking. This lot should be buffered from Forbes Avenue with landscaping.

Also suggested for Fisher Hall improvements is a renovated facade with more transparency at street level. The possibility also exists of removing a portion of the first street level bay of the building to create a wider exterior sidewalk along Forbes Avenue. The current walk is narrow and “close” to the high-speed traffic along Forbes Avenue. The WDUQ radio station offices and studio could possibly relocate to the street level of Fisher Hall to increase their exposure and strengthen the University’s presence on Forbes Avenue.

Range of additional space = 70,000 - 85,000 gsf

6.6 FUTURE ACADEMIC BUILDING

The need for Academic Space for laboratories, classrooms and support spaces is addressed with a proposed Academic Facility on the recently acquired property where the existing Brottier Hall (Citiline) freestanding parking deck is located. This site is directly above the Armstrong Tunnel and must be evaluated for the structural feasibility of building over the tunnel. Pending the results of this feasibility, the site is large enough to support an 18,000 GSF foot plate. Strong consideration should be given to accommodating pedestrian traffic passing through this building to access the Fisher Hall Bridge. The building set back should align with the face of Gumberg Library on Locust Street and the face of the Law Building on McAnulty Street. The intersection of these two streets could be the primary entry to the building.

Range of additional space = 70,000 - 90,000 gsf
Rather than continually erect and dismantle temporary seating each year at Rooney Field, Duquesne would like to construct permanent stands to seat 1,100 - 1,500 with added conveniences. Public toilet rooms, a concession area, and additional storage for athletic events are all part of this initiative.

The seating area and restrooms would be built into the existing hillside. They would span approximately from 10 yard line to 10 yard line with the height of the entire structure not being higher than 6’ above Bluff Street so as not to block the view to the Southside Slopes from Academic Walk. The toilet rooms would be reached from the lower level of the grandstands, while the concession booth would be located beneath the existing Beard Press Box. Storage could be placed under the seating area.

The adjacent sidewalk and roadway would be developed into an open plaza. Roadway and sidewalks would be clearly demarcated, but for sporting events and other special events, this area could be shut off to traffic and used as an entirely pedestrian plaza. An overlook could also be developed opposite the Beard Press Box to give a focal point to the campus’s southern edge and take advantage of the excellent view over the Southside Slopes.

Range of additional space =7,000–9,000 gsf
(not including the plaza).

*Exempt from City Zoning parking requirements because it is used by the public only on evenings and weekends.
6.8 Locker Room Addition

Duquesne University currently lacks enough locker rooms to support the four teams and visiting teams that use Rooney Field. The existing locker rooms are located in a one-story extension to the Duquesne Towers and are directly adjacent to A.J. Rooney Field. Additional locker rooms were initially proposed as part of the new grandstands, however further studies revealed that an addition to the north side of the existing facilities would be a better option. This addition will offer enough space to fulfill the existing needs (including approximately 70 lockers) as well as create a new more symmetric facade along the east edge of the athletic field. The proposed addition will also offer an independent entry for both the home and away team.

Further planning and design will be necessary to determine the proper arrangement of locker room support facilities, including offices and training rooms.

The existing one-story addition to the Duquesne Towers is currently one of two buildings on the Duquesne campus that has exposed concrete block on the facade. This addition should also serve as an opportunity to reevaluate the facade of the entire one story portion of the building.

Range of additional space = 2,000 - 2,500 gsf

6.9 Multipurpose Building

As the University grows and expands, so does the need for spaces to share the information and experiences with the community. A new Multipurpose Building is being discussed as a possible space to bring together the community, students, faculty, staff, and public.. This facility is part of the much broader 25-year plan for the University. The site for this structure is west of the administration building on the prominent point overlooking downtown and the Monongahela River Valley with views extending all the way to Mt. Washington. This Multipurpose Building has also been planned to complete the quadrangle of buildings around Trinity Green.

Range of additional space = 18,000 - 20,000 gsf.
During the course of preparing the Master Plan, a number of campus tours and numerous discussions with the President’s Cabinet and the Master Planning Advisory Committee took place to assess methods of improving the appearance of the campus. The Facilities Management group currently does a very good job in maintaining a visually attractive campus, including planting seasonal flowers. The following list contains recommendations for methods of enhancing what already exists.

This is an outline of Guidelines and Recommendations for campus future enhancements to be considered by the University.

1. PEDESTRIAN MOVEMENT

The goal is to create a more pedestrian friendly and accessible campus

1.1 “Point of Arrival”/Union Plaza

- Emphasize pedestrian safety
- Eliminate some parking
- Create a visitor “arrival place” on campus
- Repave Locust Street with pavers, create a plaza
- Landscape and screen utilities building/electronic visual wall screen
- Revise garage and library entries/facades at Plaza
- Add a focal point. A fountain or a Duquesne icon (sculpture)
- Create a new pedestrian vertical campus entry to connect Forbes Avenue and the Union Plaza

1.2 Locust Street to the East and West of Union Plaza

- Emphasize pedestrian movement to the West and to the East, repave portions of Locust Street with pavers
- Landscape/soften the edges of the street
- Emphasize intersections with pedestrian walks to the South (to Academic Walk)
- Enhance outdoor gathering in front of the Union, Law Building, Library, and McAnulty Halls
- Plan for vehicular pull off and service to Proposed Recital Hall facility

1.3 Locust Street to A.J. Palumbo and through to Mercy Hospital

- Plan for interior pedestrian connection to the new Athletic and Recreation Complex
- Plan for exterior pedestrian walk along McCloskey Field and (or along) Seitz Street to Mercy Hospital
- Plan for an entrance to the new Athletic and Recreation Complex at the termination of Locust Street across from Mercy Hospital

1.4 Connecting Locust Street with Academic Walk and beyond

Pedestrian Connections:
- Through the Student Union
- Beside the Union
- Through the Law Building
- Through McAnulty College
- From the parking garage through McAnulty Green to Academic Walk

1.5 New Vertical Pedestrian Campus Entry in line with the Intersection of Forbes Avenue and McAnulty Drive

- Emphasize the pedestrian with walks and paving in this area
- Maintain service and deliveries to the lower level of Gumberg Library and to the front and side of the Utilities Building
- Construct a transparent elevator tower for use by pedestrians, entered at the lower Forbes Avenue elevation and rising to the Student Union Plaza elevation next to the Gumberg Library
1.6 Improvements to the bridge over the Boulevard of Allies and to the steps to Second Avenue

- Establish a Duquesne University/City partnership to improve these steps
- Conduct an annual clean up
- Make improvements and continue maintenance of the stairway
- Clean up/maintenance of lighting
- Site improvements at landing at Second Avenue:
  - Concrete walk at Second Avenue
  - Better lighting
  - Better signage
  - Provide trash receptacles (with regular city pick) up at the base of the steps

1.7 Armstrong Tunnel Improvements

- Establish a Duquesne University/City partnership to improve tunnel portals and tunnel walkway
- Establish a regular program for interior tunnel walkway and lighting maintenance
- Improve signage at South Tunnel Portal:
  - Provide safety signage for motorists (in tunnel)
  - Provide warning light improvements
  - Provide directional signage
- Make safety improvements at North Portal:
  - Turning lane modifications
  - Triangular planter – that minimizes the width of the pedestrian crosswalk on Forbes Avenue

1.8 Bluff Street Walkway

- Create a continuous walkway along the Bluff from the Grotto to Stevenson Street
- Reduce existing parking on the south side of Bluff Street
- Add vintage street lighting
- Redesign walkway – consider pavers
- Add street trees/and overlook benches
- Create a plaza at Rooney Field along Bluff Street
- Eliminate unplanned vegetation below the bluff that interferes with the view of the Southside Slopes

1.9 Other Pedestrian Connections on Campus

The following pedestrian connections should be strengthened through improvements to sidewalks, landscape, signage, and continued maintenance:

- Through Rockwell Hall to Trinity Green
- Fisher Hall Bridge at the Proposed Academic Building to Locust Street
- Forbes Avenue via Shingiss Street and Boyd Street to Locust Street
- Forbes Garage elevators to the Union Plaza
- Magee Street bus stop to campus
- Stevenson Street bus stop to campus

2. CAMPUS ENHANCEMENTS

2.1 Assumption Commons/East Residence Hall Neighborhood Active Open Space

- Create an open active green space for programmed and spontaneous student activities
- Provide access and drop off for Vickroy Hall
- Strategically locate a focal point (fountain or sculpture) within Assumption Commons
- Provide new walkways/available for emergency vehicles and move-in move-out rush
- Provide new landscape (trees to buffer N.W. winds)
- Provide new lighting
- Plan open space for games, sunning, socializing, etc.
- Provide a pull off at Stevenson Street for pickup/deliveries
- Plan for events, i.e. concerts, movies, etc. – provide power, lighting, etc.
2.2 Trinity Green (Passive and Contemplative)

- Revise roadways and walkways
- De-emphasize auto but allow vehicular circulation and some parking
- Sensitively landscape
- Add new benches
- Create a new focal point

![Existing conditions on Stevenson Street](image)

2.3 The Grotto

- Routinely maintain the Grotto area
- Sensitively landscape using appropriate planting
- Soften the overlook/bench area with plantings and softer paving
- Provide a stair to the Grotto from Trinity Green when redevelopment permits

2.4 McAnulty Green

- Enhance the existing McAnulty rose garden
- Enhance the adjacent green space with sensitive landscape/planting
- Create a walkway south of the proposed School of Music Recital Hall to Academic Walk
- Create a focal point as indicated on the Master Plan

2.5 Duquesne Towers/Vickroy Hall Gathering Area

- Reconfigure the hard surface space in front of Duquesne Towers
- Create a focal point (fountain)
- Consider adding an information kiosk announcing student events (possibly electronic)
- Add benches
- Add a landscape wind buffer

2.6 Stevenson Streetscape

- Establish a University character on the west side of Stevenson Street with landscaping and appropriate signage
- Establish a complementary architectural character with the proposed North and South Residence Halls along the eastern edge of the campus
- Create a campus portal at Seitz Street along Stevenson Street
- Provide convenient pedestrian access into the campus along Stevenson Street as well as a convenient connection to the east and Mercy Hospital
- Near the termination of Locust Street provide a public entry from Stevenson Street to the new Athletic and Recreation Complex
- Configure the east facade of the new Athletic and Recreation Complex addition to be sympathetic with the mass and scale of the adjacent Mercy Hospital Buildings and the hospital’s pedestrian bridge over Locust Street
- Define new walks/location and texture
- Define new landscape and street lighting locations
- Provide additional short term parking and a pull off for deliveries

2.7 Forbes Avenue Streetscape

The goal is to create a University presence along Forbes Avenue

- Eliminate the old trolley poles – use city standard for the new poles with arms for special event University banners
- Make sidewalk and curb improvements
- Add repetitive landscape:
  - Landscape the Fisher Hall parking lot street edge
  - Add landscape in front of Palumbo Center
  - Add repetitive classic street lighting the entire length of the University property
- Explore the possibility of demolishing Mendel Hall and create a Duquesne University park-let with landscape, flowers, and University identification
- Create “Duquesne University” signage integral within the hillside (escarpment) along Forbes Avenue at Brottier Hall
- Clean up the hillside around Brottier Hall
- Plant spring and fall flowers
- Focus on visual improvements from grade to 14-16 Ft. above grade, for the maximum visual impact along the Forbes Avenue streetscape
- Strengthen (with a new face) the existing signage at Rockwell Hall with “Welcome to Duquesne University”
- Provide power for seasonal lighting along Forbes Avenue
3. SIGNAGE IMPROVEMENTS

3.1 Way-finding

- Continue using the city’s way-finders program to locate the University
- Enhance the way finders signage, if desired, by adding additional signs

3.2 University Identity

Focus on University signage at the following locations on Forbes Avenue:
- Rockwell Hall, University park-let or Brottier Hall hillside
- Special event banners along Forbes Avenue
- On Forbes Avenue at the vertical pedestrian connection (elevator) to Union Plaza
- Integral signage on the facade of the Forbes Avenue parking garage (i.e. “Parking for Palumbo Center and Duquesne University events”)
- At Palumbo Center add emphasis on identifying “Duquesne University”
- Study ways to maximize the “Duquesne University” visibility on the entry arch at Forbes and Chatham Square during the day, continue lighting the gateway at night.
- Above Crosstown Boulevard - near the Grotto
- At Stevenson and Bluff Street i.e., “Welcome to Duquesne University”

3.3 External Building signage

- Continue with a building signage system similar to what is proposed for Rockwell Hall
- For applied building signage use die cast lettering of uniform font and size.
- For post and panel signage, where needed or appropriate (i.e. on Mellon Hall) use a consistent panel color with lettering of uniform font and size.
- Integrate the University seal on the building signage, where appropriate.

3.4 Internal building signage

- Continue with the existing (i.e. Fisher Hall) signage system (or establish a new system and design that could be “updateable” by Facilities Management)
- Use a hierarchical design approach

Note: It is recommended that a University wide signage program be developed and implemented based on the foundations established in the Master Plan - the use of a graphics/signage consultant is suggested

Example of proposed exterior building signage

4. LANDSCAPE IMPROVEMENTS

Locate (or revise) appropriate landscape at the following locations:
- Bluff Street walkway - provide uniform species and size
- Overlook at The Grotto - use easily maintained and slow growing species
- Trinity Green - use more formal landscape
- Assumption Commons - use trees as a wind buffer from the NW winter winds, and define the green active edge with shade trees
- McAnulty Green - use smaller scaled garden type flowers and shrubs
- Along Locust Street - provide uniform species and size (consider Locust Trees)
- At the University point of arrival at “Union Plaza” - landscape buffer the adjacent utilities building with conifers
- Stevenson Street streetscape - provide uniform species and size
- Forbes Avenue streetscape - provide uniform species and size where appropriate
- Towers/Vickroy Hall gathering area - use trees and shrubs as a wind buffer from the NW winter winds
5. MATERIAL VOCABULARY/COLOR PALLET

The following is an outline of recommendations for the future new construction:

- Family of color for new construction in the Assumption Commons area:
  - Brick - Browns (dark reds) and neutral colors similar to the Vickroy Hall pallet
  - Site appurtenance, railings, standards, black-painted metal. Continue with the custom cast metal bench ends, with “Duquesne University”, cast into the benches.

- Continue with the existing paver color family and texture for the pedestrian walkways - use a concrete base for all walkways to adequately accommodate service and emergency vehicles.

- For new construction at McAnulty College and the Music School Recital Hall use stone or cast stone on the facade to relate to the facade of the existing buildings. Consider removal/revisions to the existing curtain wall on McAnulty Hall.

- For the Rangos Hall addition, use matching dark red brick on the facade.

- For the future proposed Multi-Purpose Building next to Trinity Hall use matching brick and similar geometry and details that relate to the Trinity Hall architecture.

- For the vertical addition to Bayer Hall, match the existing architecture; materials and details of Bayer Hall; with the possibility of eliminating the mansard mechanical equipment screen.

- The vertical addition to Rockwell Hall will prove challenging structurally, but the character of the addition should be in keeping with the family of materials/colors/details of the existing building.

- For the future Academic Building at the corner of McAnulty Drive and Locust Street, use a palette of lighter brick colors but relates to the darker brick of the Law Building and the Rangos School of Health Sciences Building.

- For the Fisher Hall Addition, consider a lighter palette of materials (brick or panel) relating to the value (lightness) of Fisher Hall and take advantage of the natural southern and northern light for maximum transparency.

6. SUSTAINABLE DESIGN

Incorporating sustainable or Green design into all projects is recommended:

- Green buildings typically enjoy lower operation and maintenance costs than conventional buildings.
- Green buildings are designed for increased comfort and productivity.
- It is recommended that Duquesne University establish sustainable goals and guidelines for design, construction and operation at the outset of each project.
- Green building aspects to consider in each project include: site quality, building envelope, mechanical issues and interior systems, materials integrity, and the design and construction process.

7. PHASING AND IMPLEMENTATION

Phasing the future projects suggested in the Master Plan is difficult to determine due to the number of internal and external influences driving a particular project. The source of funding is a primary force in determining the phasing. To assist in phasing, a project priority list should be determined and a preliminary implementation schedule should also be established. It is important to review the Master Planning initiatives on a regular basis. This could be done each quarter during the President’s Cabinet meeting, when past, current, and future Master Planning projects would be reviewed, and a schedule for future projects would be discussed, debated and determined. The President’s Cabinet should remain the decision maker in determining the implementation of future projects. Facilities management should be the management entity for administering these projects. Facilities management should also maintain an electronic campus base map of current conditions, locations of proposed renovations, additions, and new building sites. An up-to-date digital base map of campus utilities should also be maintained as a reference.

This Master Planning Report serves as the University’s framework for making physical planning decisions about the future form of the University. It should be used as a reference for all relevant decisions during the life of the Master Plan.
**MASTER PLANNING MEETINGS & PARTICIPANTS**

Duquesne University

**Cabinet**
- December 20, 2002
- February 12, 2003
- April 2, 2003
- May 14, 2003
- May 21, 2003
- June 5, 2003
- August 20, 2003
- October 29, 2003

- Dr. Charles J. Dougherty, President
- Dr. Ralph Pearson, Provost
- Rev. Sean Hogan, Exec. VP, Student Life
- Carol Carter, VP, University Advancement
- Rev. Timothy Hickey, C.S.Sp. Exec Director, Mission and Identity
- Ms. Linda Drago, University Secretary and General Counsel
- Mr. Stephen Schillo, Vice President, Management and Business

**Masterplanning Advisory Committee**
- January 30, 2003
- March 25, 2003

- Deans:
  - Dave Seybert, School of Natural and Environmental Sciences
  - Ed Kocher, School of Music
  - Constance Ramirez, McAnulty College

- Undergraduate Students:
  - Chris Ochtun, Student Government Association President
  - Becky Grandinetti, Student Government

- Graduate Students:
  - Rocky Krivijanski, Graduate Student Organization
  - Jessica Jurasko, Student Bar Association President

- Faculty Members:
  - Tom McCue, School of Business Administration
  - Joan Kiel, Health Management Systems
  - Rev. John Sawicki, Political Science
  - Emma Mosley, School of Education

- Laverna Saunders, Library
- Alice Sivulich, Programs and Activities
- Brian Colleary, Athletics
- Gust Flizanes, Facilities Management
- Conrad Goldstrohm, Facilities Management
- Jim Miller, University Relations
- Rev. Sean Hogan, Student Life
- Stephen Schillo, Management and Business

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December 11, 2003

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Dr. Kyle Selcer, Pre-Health/Post-Bac Program
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Dr. Jim Phillips, Sponsored Research
Ms. Roberta Aronson, Study Abroad (Italy) and Honors College
Dr. Laverna Saunders, University Librarian
Ms. Susan Wadsworth-Booth, University Press
Mr. Scott Hanley, WDUQ
Dr. Emma Mosley, HUD Collaborative

Academic Vice Presidents:

Mr. Eugene R. Mariani, Academic Affairs
Dr. Ralph L. Pearson, Provost & Academic Vice President
Dr. Dorothy Frayer, Center for Teaching Excellence
Dr. Heinz Machatzke, Office of Research

Others in Attendances:

Dr. Doug Bricker, School of Pharmacy
Celeste Corsi, Admissions
Ruth Newberry, Computing and Technology Services

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February 13, 2004

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Rev. Timothy J. Hickey, C.S.Sp., Exec. Director  Mission and Identity, Duquesne University
Rev. John A. Sawicki, C.S.Sp.  Trinity Hall, Duquesne University

Duquesne University – Trinity Hall Observer


Campus Wide Presentations:

April 24, 2003
December 9, 2003
December 10, 2003

Students, Faculty, Staff

Uptown Community Action Group

April 10, 2003

Tonya Payne – President
Members of the Executive Board
Various members of the Uptown Community Action Group and residents

Mercy Hospital

February 12, 2003

Ms. Monika Adams, Director of Property and Resource Management
Mr. Kim Blasko, Director of Facility Engineering

City Council

April 24, 2003 - Ms. Barbara Burns and Mr. Sala Udin
May 12, 2003 – Mr. Gene Ricciardi, Council President