

MOREHOUSE SCHOOL OF MEDICINE

2 0 2 0 C A M P U S M A S T E R P L A N



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LORD, AECK & SARGENT ARCHITECTURE

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MSM 2020 MASTER PLAN

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EXECUTIVE SUMMARY

G O A L S A N D O B J E C T I V E S

Morehouse School of Medicine (MSM), with the leadership of President John E. Maupin, Jr. and his senior staff, and the guidance and advice of the Board of Trustees undertook a serious planning initiative in 2008-2010. Beginning with the development of *Soaring to New Heights of Excellence and Service*, the College's five year strategic plan covering the period from July 2009 to July 2014, and extending to the development of this *Campus Master Plan*, the School is positioning itself for a visionary period of sustained growth and broad support ambitious in aspiration and scope.

Additionally, to help deter the shortage of physicians in Georgia, MSM has developed plans to increase its class size to 75 by 2020. Implementation of this expansion plan (which shall add 300 students over a 4 year period) shall necessitate growth in the number of teaching faculty , both basic science and clinical, to insure the delivery of a high quality medical education.

The School's Mission and Vision Statements set the tone for the planning efforts

Mission Statement

Morehouse School of Medicine is dedicated to improving the health and well-being of individuals and communities; increasing the diversity of the health professional and scientific workforce; and addressing primary health-care needs through programs in education, research, and service, with emphasis on people of color and the underserved urban and rural populations in Georgia and the nation.

Vision

Morehouse School of Medicine will be known as the nation's leading community-focused, research-driven, student-centered medical school, recognized for its:

- *Pre-eminence in the conduct of research and translation of discovery into community solutions and improved patient care that contributes to the elimination of health disparities*
- *Model educational environment that nurtures and supports the achievement of academic excellence*
- *Leadership in creating models and best practices of integrative, culturally competent and community-empowered health and health-care*
- *Significant contributions to the diversity of the health-care and scientific workforce and the development of leadership committed to improving the health of vulnerable populations and the nation's health-care system.*

The Strategic Plan asserts six areas of strategic focus to guide its development over the next five years

01.1

Academic Excellence

Expanding educational programs and sustaining the highest standards of teaching excellence and professional competence

Research Excellence

Creating a culture of outstanding scholarship throughout all components of MSM and strengthening the competitive quality and national reputation of the research enterprise

Health Services Excellence

Broadening the patient base and assuring the highest quality of patient care and level of customer service

Community Value

Growing philanthropy and enhancing community engagement and value recognition

Operational Excellence

Fostering the highest standards of operational performance, fiscal discipline and service benefit

Outstanding Workplace

Creating a work environment that is personally and professionally rewarding and conducive to the highest levels of performance

The plan articulates 20 major goals across the focus areas further detailed through 78 actionable initiatives calibrated through measurable performance criteria that will help the School's administrators responsible for implementing the plan to gauge their progress in achieving the goals.

As School leaders worked to establish the focus areas, goals and initiatives as their guides to making decisions and appropriate investments in programs and people, they have sought to explore the potential of the Westview campus to better support and more intentionally symbolize MSM's mission and vision. Accordingly, the School engaged a multi disciplinary planning team led by Lord, Aeck & Sargent Architecture supported by Dober Lidsky Mathey, campus and facility planners, and Clement & Wynn, program manager, to conduct a study to investigate the existing conditions, determine future needs and describe the buildings, landscapes and campus utility and amenity systems needed to realize the vision.

Planning Process

The team worked closely with MSM's leadership and the Campus Planning Committee guiding them through a planning process with four-phases:

1. Information Gathering / Appreciative Inquiry – to analyze and assess existing and future program and facility issues
2. Vision Development – to identify, describe and prioritize MSM's on-coming needs and develop conceptual alternatives for meeting those needs
3. Refinement – to select and synthesize the best elements of the alternatives into a refined plan
4. Realization – to develop the preferred plan and the implementation steps, schedule and investments needed to execute the plan

For further details on the process, please see the Appendix 6.1.

Working collaboratively with the Campus Planning Committee composed of a broad-based group of the MSM community, the planning team identified seven critical plan drivers in the vision development phase as summarized below:

- The desire to increase the MD class size from 56 to 70 students per year. This significant increase drives a need for expanded classroom and teaching lab space, improved student life space, and enhanced student services.
- The goal to double research activity on campus.
- The desire to co-locate the Master of Public Health Program with the MD program to achieve academic synergies.
- The recognition that at the heart of a 21st century medical education is a cutting-edge library providing a wide range of enhanced electronic services to its patrons .
- The vision to create a home for Morehouse Medical Associates in a mixed-use development on the expanded Westview Campus.
- The challenge of meeting increased parking demand associated with growth while minimizing the impact of parking facilities on campus financial and spatial resources.
- The desire to create a more cohesive, beautiful campus managing increased density through attention to architectural and landscape details.

In addition to these major plan drivers, the Committee identified a more detailed and varied set of school-wide goals and improvements that the plan should address. Some of these issues are programmatic and operational rather than facility-oriented. These goals are listed as they were discussed by the group:

- Solve utility issues (i.e. power surges), typically from provider.
- Address comfort issues (heating/cooling) in facilities.
- Align needs with design.
- Ventilation needs in teach/research lab.
- Functional adjacencies. Bring groups back together.
- Student services needs to adapt and grow to meet demands.
- Provide storage.
- Develop space standards/guidelines.
- Increase visibility.
- Signature building
- Coordination with community (other AU Institutions).
- Facilitate remodeling adaptability built into labs
- Translational Research Institute. Enable this at MSM.
- Consider interaction space.
- Link to community.
- Interdisciplinary.
- Bioinformatics Hub/data coordination.
- Library as community health information portal (outreach opportunity).
- Provide multi-use interactive disbursed throughout.
- Expand mid-sized conference room facilities (50-100).
- Accessible to community (create a worthy blue room).
- Consider mini medical school in campus planning.
- Banquet facilities.
- Cafeteria — café.
- Conference hosting.
- Student facilities adjacent to research spaces (carrels).
- Power demand associated with computers; particularly in conference rooms.
- Centralized shared equipment rooms critical equipment (-80) with monitoring systems.
- Emergency power provisions.
- Consider auxiliary animal facility with expanded research.
- Multi miscellaneous lab space (group and non-group).
- Dedicated 1st year (75).
- Dedicated 2nd year (75).
- Updated Gross Anatomy Lab (90).
- Dedicated wet lab for 50 graduate students.
- Growth: 30% increase (M.D. student class of 70) in 5 years.

Through an interactive process in the Appreciative Inquiry phase, the planning team identified yet another layer of issues expressed by department, center, institute and administrative & support unit leaders. There was significant overlap with the issues listed above, but detail at this level was very useful to the team in assessing the adequacy of the existing facilities and the dimensions of the space needs to meet the demands of future programs. During the Vision Development phase, the team created a room-by-room description of the high priority facilities applying standards appropriate to the MSM situation and strategic goals.

Using this description as a point of departure, the design team developed a number of options to meet the needs. Working closely with the Campus Planning Committee and the Senior Administrative Team, the planning team has presented, refined and synthesized the best features of the alternatives into the final Campus Master Plan 2010-2020.

P L A N E L E M E N T S

To respond to the drivers and address the needs, the Plan proposes seven major initiatives sequenced into two phases. To address the high-priority needs of a rapidly-expanding research program, the first phase of plan implementation proposes additions to the Medical Education Building and the Multidisciplinary Research Center. These projects will provide a significant increase in state of the art research space, and will allow renovation and reallocation of existing research space. Phase II completes the plan by building a major New Academic Building to meet the needs of the expanding enrollment by expanding and improving the School's medical library, instructional lab space, and vivarium space. A new central dining facility is also included in this project that will greatly enhance student life resources on campus.

These new buildings will allow a thoroughgoing renovation of the Gloster and MEB buildings creating a complex with a true focus for students and the School's instructional programs. Site adjustments will take place in concert with the new construction and renovation projects. In addition as the current parking deck reaches capacity and existing on-grade parking is removed to create building sites and campus landscape, additional temporary parking will be created on the West Campus. Longer term, a site will be reserved for a second parking deck on campus to accommodate the requirements for convenient parking for the larger population of students and researchers projected for the future. This deck will have program space associated with it. At this writing the highest-priority use for this space is a Community Health Building that would serve the combined health care needs of students in the Atlanta University Center area, clinical research needs and a new fitness center for the School.

While not thoroughly studied as part of this plan, the School also intends to develop its West Campus property to accommodate a mix of uses including a new home for Morehouse Medical Associates, the School's practice plan, an apartment building and single-family townhouses to provide much needed high-quality housing in the area for MSM's affiliates and others.

This visionary plan proposes the construction of up to 148,500 gross square feet (GSF) of new facilities on the Westview Campus in the coming 10 years. The cost of this new construction in 2010 dollars is estimated at \$105 million. High-priority renovations of a combined 139,000 GSF on the Westview campus are estimated at \$27.8 million. These significant investments will help to realize MSM's strategic goals and the transformation of its campus to support this critical growth and the extension of the School's mission.



2010 PLAN



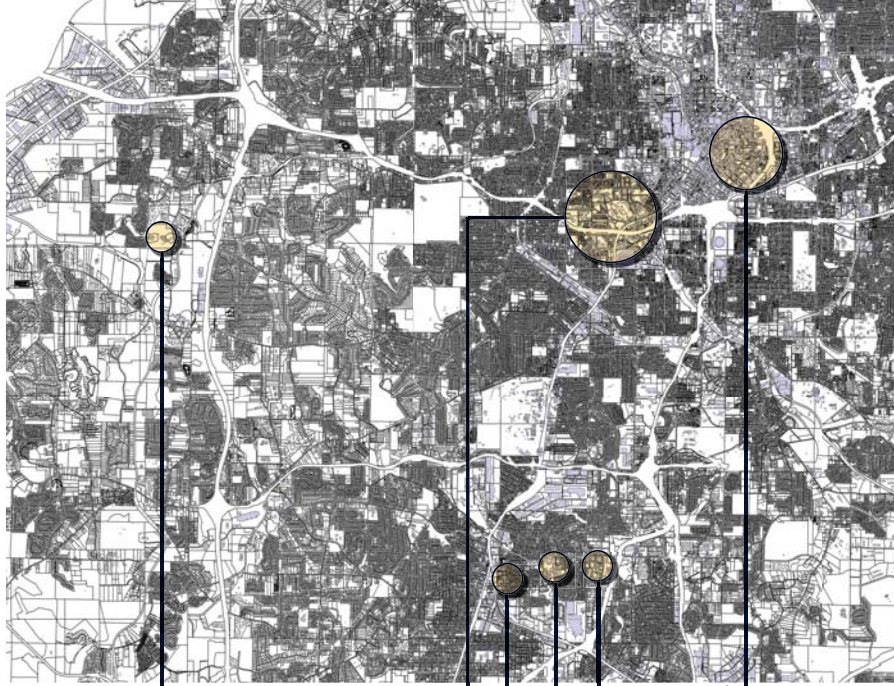
2020 PLAN



general

02.1

M S M C A M P U S L O C A T I O N S

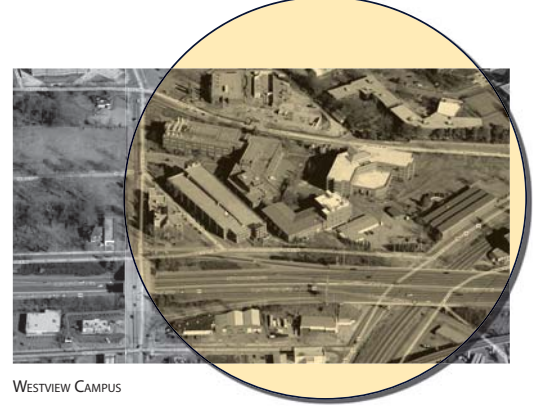


Family Practice Center

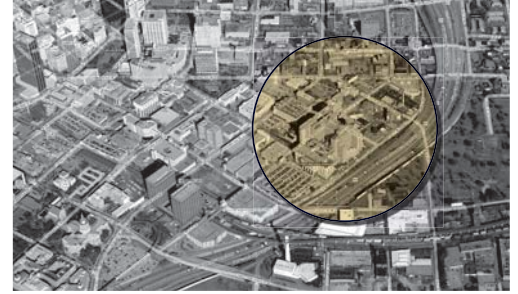
Westview Campus

The Buggyworks
 South Fulton Medical Center
 Prevention Research Center

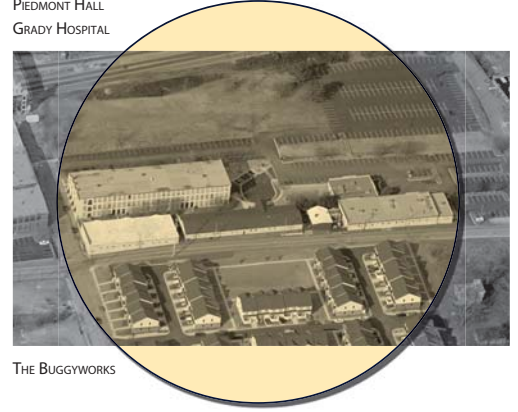
Morehouse Medical Associates
 Piedmont Hall
 Grady Hospital | OB Cancer Center



WESTVIEW CAMPUS



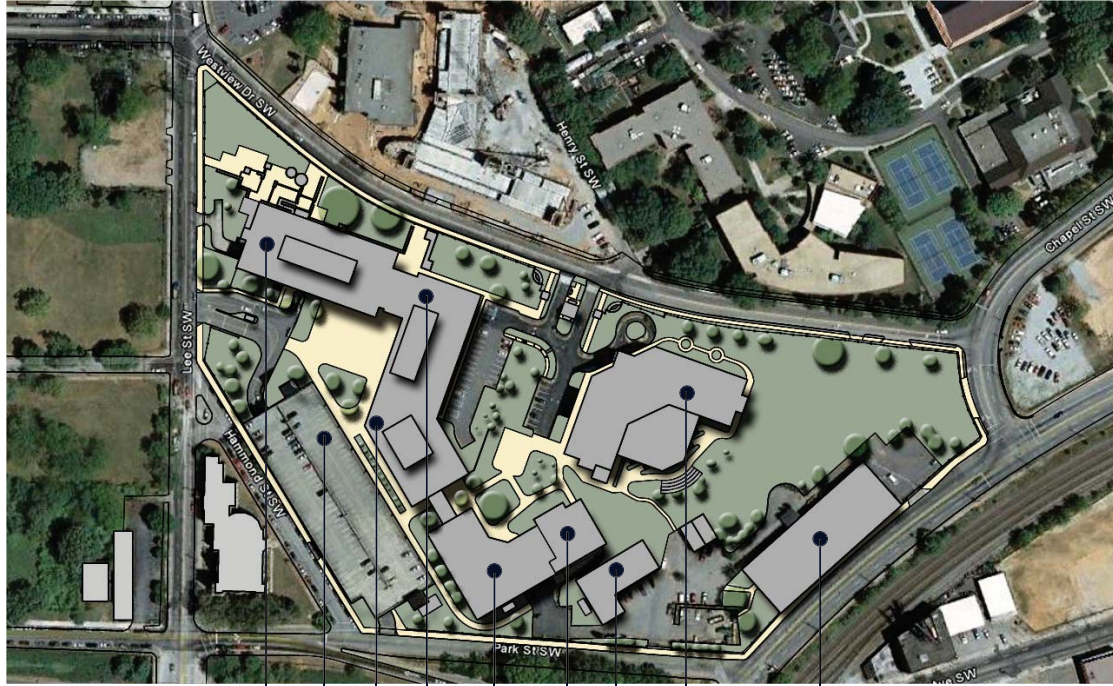
MOREHOUSE MEDICAL ASSOCIATES
 PIEDMONT HALL
 GRADY HOSPITAL



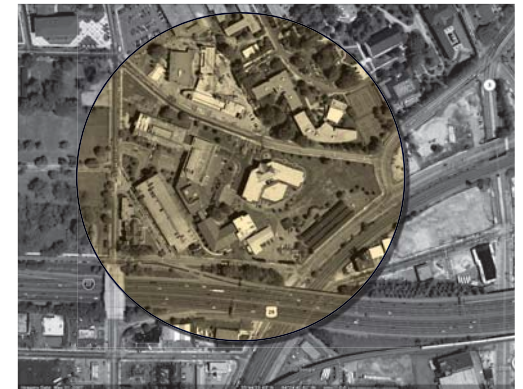
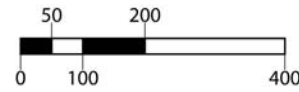
THE BUGGYWORKS

02.2

2 0 1 0 W E S T V I E W C A M P U S S I T E P L A N



- Hugh Gloster Building [HG]
- Parking Deck [PD]
- Research Wing [RW]
- Medical Education Building [MEB]
- Multi-Disciplinary Research Center [MRC]
- Multi-Disciplinary Research Center Annex [MRC]
- Maintenance Building
- National Center for Primary Care [NCPC]
- Harris Building [HB]



Aerial imagery courtesy of Google Earth

Morehouse School of Medicine (MSM) located in Atlanta, Georgia, was founded in 1975 as the Medical Education Program at Morehouse College. In 1981 Morehouse School of Medicine became an independently chartered institution and the first medical school established at a Historically Black College and University in the 20th century. MSM is among the nation's leading educators of primary care physicians. Our faculty and alumni are noted in their fields for excellence in teaching, research and public policy, and are known in the community for exceptional, culturally appropriate patient care.

The School is accredited by the Liaison Committee on Medical Education and the Commission on Colleges of the Southern Association of Colleges and Schools to award the Doctor of Medicine, Doctor of Philosophy in Biomedical Sciences, Master of Public Health, Master of Science in Clinical Research, Master of Science in Biomedical Research and Master of Science in Biomedical Technology degrees.

