



THE UNIVERSITY OF  
**TOLEDO**  
1872

# MULTIPLE-CAMPUS MASTER PLAN

**EXECUTIVE SUMMARY**





# Vision

The University of Toledo's beautiful campuses have served our students well for generations. This multiple-campus master plan ensures we continue to provide opportunities for our talented students and researchers to advance learning and discovery for years to come.

The University is committed to strengthening its vibrant academic core, increasing our robust research activity and attracting the best students, faculty, clinicians and researchers to our region. This master plan supports these goals with a focus on technology-rich classrooms, interdisciplinary research labs, consolidated and more easily accessible athletics facilities, engaging student life spaces, and enhancements to our outdoor areas and connections to the nearby community.

I appreciate the input from our many faculty, staff, students and community members who participated in the creation of this exciting master plan.

As the University evolves to serve future generations, we will grow and change, and this plan will serve as a guide to that evolution. With the support of our campus community, as well as our partners in local and state governments, our alumni, neighbors and friends, we look forward to the bright future that is mapped out on these pages.

Sincerely,



Sharon L. Gaber, Ph.D.

President, The University of Toledo



# Summary

Since The University of Toledo was established in 1872, our campuses have served us well. The multiple-campus master plan is a comprehensive vision — the first to systematically consider Main Campus, Health Science Campus, Scott Park Campus and three supporting centers. Through the master plan's major initiatives, it seeks to address each campus' most pressing issues and prepare each campus for decades to come.

## OUR MISSION

Our strategic plan describes a bold and forward-looking vision for the University. At our core, we are a transformative force for the world. The University of Toledo is:

- A comprehensive research institution, distinguished by strength in medicine, science, engineering and technology.
- A liberal arts university, dedicated to student-centered instruction that will improve the human condition.
- An engaged, public metropolitan university, partnering in community and regional renewal.
- A thriving and diverse community of students, faculty and staff, all united in support of wellness, outreach and service.

## THE FACILITY RESPONSE

This plan is the facility response to our strategic plan. It advances the University's purpose and identity through facility renewal and change. This plan seeks to be audacious in transforming existing assets to better meet our current and anticipated future needs. This facility vision is integrated, comprehensive and exciting.





## WHERE WE'VE BEEN, WHERE WE'RE HEADED

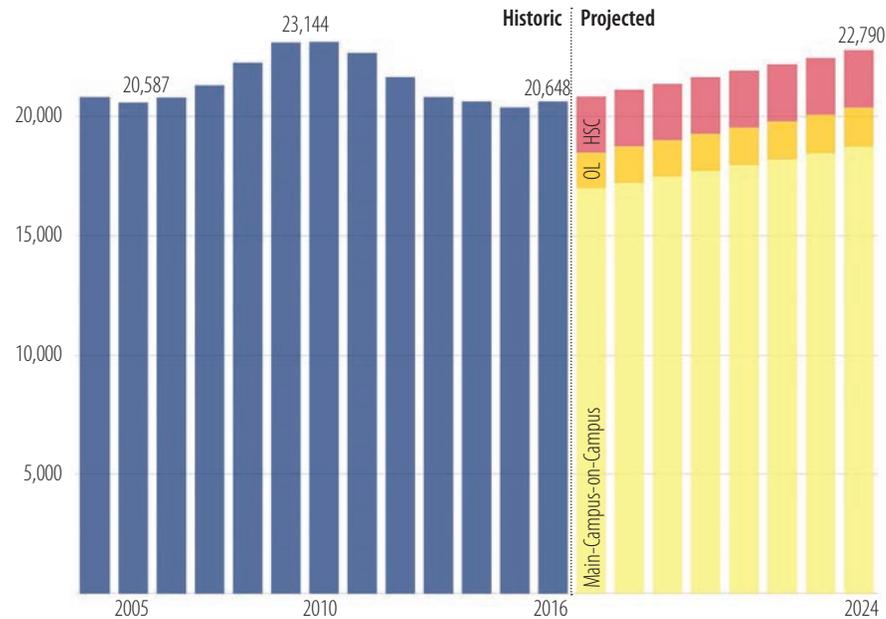
### ENROLLMENT TRAJECTORY

The University's student enrollment has varied during the past decade, with a high of 23,144 students in 2010 during the economic downturn and a low of 20,381 students in 2015. Enrollment started to grow again in 2016.

This plan assumes that student enrollment will continue to grow incrementally at 1 percent a year on average for 10 years. The majority of that growth will likely occur at Main Campus, with stable or moderate growth at Health Science Campus and in online-only programs. This plan assumes

that total student enrollment will grow to almost 23,000 students. Nearly 19,000 of those students will take at least part of their coursework on Main Campus.

Student enrollment growth will not occur equally among the colleges. We anticipate that the College of Engineering and College of Business and Innovation will lead enrollment growth for the next decade. On-campus enrollment at Health Science Campus will be relatively stable.



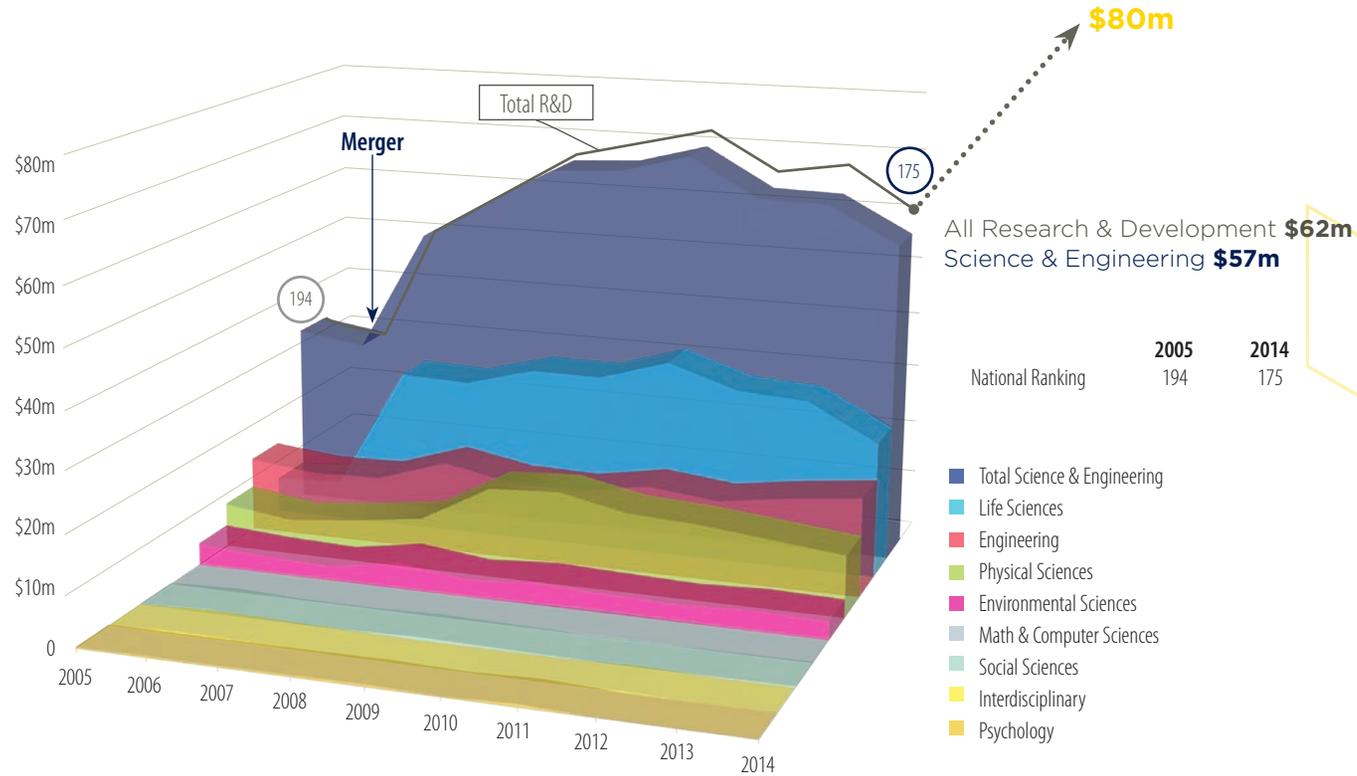
#### Historic and Projected Student Enrollment Levels

OL = Exclusively Online  
HSC = Health Science Campus

## RESEARCH GROWTH

Funded research activity has grown significantly since the 2006 merger with the former Medical College of Ohio. In 2014, all research activity totaled \$62 million, of which \$57 million was related to science and engineering.

The University has a goal to increase annual funded research to \$80 million/year within the next 10 years. To meet that research growth goal, we must continue to renovate and improve existing research labs, recruit additional researchers and place those new researchers in modern laboratory spaces.



### Historic Research Funding Levels

Science & Engineering Research Expenditures  
Natural Science Foundation, FY 2005-2014



## MASTER PLAN GUIDING PRINCIPLES

A campus master plan must be based on a comprehensive, forward-thinking and institution-wide foundation that will guide current and future campus decisions. The master plan guiding principles on the opposite page are that foundation.

These principles embody campus enhancement and preservation opportunities that will benefit our campuses and improve the environment in which we live, learn and work. In our vision-driven planning process, the guiding principles spurred analysis, shaped the assessment of alternative concepts and drove the recommendations in this plan.

The principles should continue to guide this plan's implementation going forward. They will outlast this plan's specific recommendations. This plan cannot anticipate every situation the University will encounter over the long term, but using the guiding principles as a foundation, University leadership can comfortably understand new concerns and make wise decisions regarding the future. The specific issues most assuredly will change, but the plan's guiding principles and campus structures must remain constant.

## Student Success and Student Life Experience

- Facilitate student academic success.
- Expand the formats of learning spaces to support a wide variety of student learning styles.
- Increase student satisfaction and engagement, while advancing diversity.
- Enrich the campus life experience.

## Campus Character

- Preserve and restore iconic buildings and exterior spaces.
- Create memorable places.
- Prioritize the pedestrian experience.
- Honor Ottawa River.

## Research, Scholarship and Creative Activities

- Foster intra- and interdisciplinary collaboration.
- Grow funded research expenditures and institutional reputation.

## Community Interface

- Strengthen community partnerships and relationships.
- Enhance campus edges.
- Increase student community engagement.

## Asset Stewardship

- Position physical assets for long-term fiscal sustainability.
- Increase facility utilization and efficiency.
- Promote environmental sustainability and energy efficiency.



## MASTER PLAN VISION

The University of Toledo is not just Ohio's third largest public university. We are a national leader in interdisciplinary instruction and research. We are one of the few universities in the nation that have colleges of business, education, engineering, law, medicine and pharmacy. This plan seeks to further integrate our colleges and disciplines.

### **INTERPROFESSIONAL CARE, INTERDISCIPLINARY RESEARCH**

Health Science Campus will remain the center of interprofessional medical care, education and research. Our teaching hospital, The University of Toledo Medical Center, will evolve to better serve the health-care needs of northwest Ohio residents. Our medical and life sciences activity will be located both on Health Science Campus and at ProMedica Toledo Hospital and Toledo Children's Hospital complex, as a result of the College of Medicine and Life Sciences' Academic Affiliation Agreement with ProMedica.

To ensure that we reach our \$80-million annual funded research goal, we will renew laboratories on Main Campus, Health Science Campus and at Lake Erie Center. Additionally, after we increase the pace of recruitment of highly productive researchers, we will construct a new research building on Main Campus.



## **CLASSROOM TRANSFORMATION**

Academic instruction remains our top priority, and this plan expedites the improvement of core academic spaces that front our historic center, Centennial Mall. This plan recommends investments in classrooms and teaching laboratories in our core academic buildings so that they can easily host a wide variety of technology-rich and interactive teaching styles. Just as we are renovating Carlson Library floor-by-floor, turning book storage spaces into an interactive learning environment, we will incrementally modernize our core teaching spaces.

## **INVIGORATED STUDENT LIFE**

Main Campus is the center of our student life, and this plan seeks to further strengthen student engagement. Through incremental renewal, Lancelot Thompson Student Union will continue to be the focus of student life, with newly renovated student meeting, service and gathering spaces. Our first dedicated outdoor recreational complex, adjacent to the residential neighborhood on the southwest edge of campus, will boost participation in club teams and recreational leagues. We will consolidate all athletics competition facilities into a compact athletics neighborhood on Main Campus, further boosting on-campus energy and Rocket pride.

New on-campus apartments at Dorr Street and Secor Road, a complete overhaul of Parks Tower and the removal of Carter Hall will make our residence halls more attractive, benefiting recruitment and retention. Students will increasingly want to live on campus since the University will offer a larger continuum of residential options. The restaurants and coffee shops at the expanded Dorr Street Gateway will provide a gathering place and social hub for the residents of the southwest residential neighborhood.

## **CAMPUS BEAUTY**

University Hall, with Centennial Mall in the foreground, is our most iconic campus scene. This plan proposes several changes that will further increase the beauty of the campus. We will create new picture-postcard images – the reactivated Memorial Field House as the backdrop for a new quadrangle south of it, and the proposed research building framing a new engineering quadrangle. Using the newly extended, constructed and connected University/Parks and Chessie Circle Trails, Toledo residents will bike to Main Campus and stroll through our open spaces and along the completed Ottawa River Walk.

## **CONNECTED AND MULTIMODAL**

We will make Main Campus more connected and welcoming of all modes. New bicycle trails will connect our campus to the region. A pedestrian bridge over Douglas Road will safely link our academic centers in Centennial Mall and the engineering neighborhood. New transit routes will connect our campuses and ProMedica Toledo Hospital. Our existing vehicle parking is underutilized. New parking regulations will increase its utilization and help manage the demand for the most convenient spaces. As demand warrants, the plan supports opportunities for parking expansion along Dorr Street.

## **REGIONAL IMPACT**

Main and Health Science Campuses will continue to be supported by our affiliated centers. Our visual art instruction benefits from the resources of the internationally renowned Toledo Museum of Art. Natural resource research and programming at Lake Erie Center and Stranahan Arboretum will expand. After University activities are relocated off Scott Park Campus, options for the ownership and maintenance of the property will be explored.

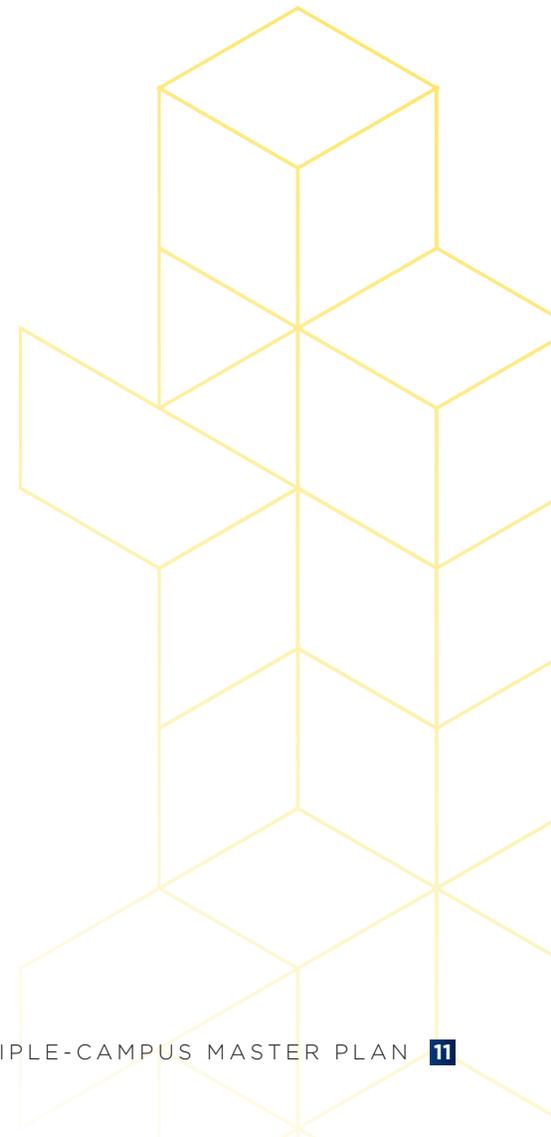
## **ROBUST LEADER**

Although exciting and comprehensive, this plan's vision will be achievable despite stable or declining financial support from the state of Ohio for higher education. Academic renovation investments will create fewer but better classrooms. We will remove underperforming facilities

such as Carter Hall, the Transportation Center and Westwood Building. Investments in University Hall, Lancelot Thompson Student Union and Parks Tower will extend the lives of those buildings. The new buildings will be flexible and sustainable.

We value our current partners including the state of Ohio. As we improve our campuses, we seek to identify opportunities to partner with adjacent neighborhoods, industry, institutions, alumni and athletics benefactors, enabling them to materially contribute to the University's continued success.

We seek to be a transformative force for the world. In response, this plan seeks to renew our campuses so that the University will continue to serve the students who entrust us with their education.





## MAIN CAMPUS MAJOR INITIATIVES

- 1 University Hall Repurpose and Renovation
- 2 Academic Renovations
- 3 Research Building
- 4 Union and Library Renovations
- 5 Student Housing Renovations
- 6 Student Housing Construction
- 7 Athletics Consolidation
- 8 Outdoor Recreation Improvements
- 9 Open-space Improvements

### LEGEND

-  Existing University Building
-  Proposed Renovation
-  Proposed New Building
-  Potential Public-Private Partnership
-  Gift-funded Building
-  Parking Garage
-  Off-campus Building
-  Athletics/Recreation
-  Campus Green Space
-  Campus Entrance







## REPOSITION THE ACADEMIC CORE

On Main Campus, the primary academic mission of the University is focused around Centennial Mall. This plan concentrates investments in classroom technology and layout in the academic core, making our teaching spaces more flexible and effective.

University Hall, Main Campus' iconic building, will remain a mix of academic and administrative offices. With greater classroom utilization in the academic core, we will refurbish the vacant and underutilized spaces in University Hall into administrative offices and move our Human Resources and Finance departments from Scott Park Campus to Main Campus for greater efficiency.

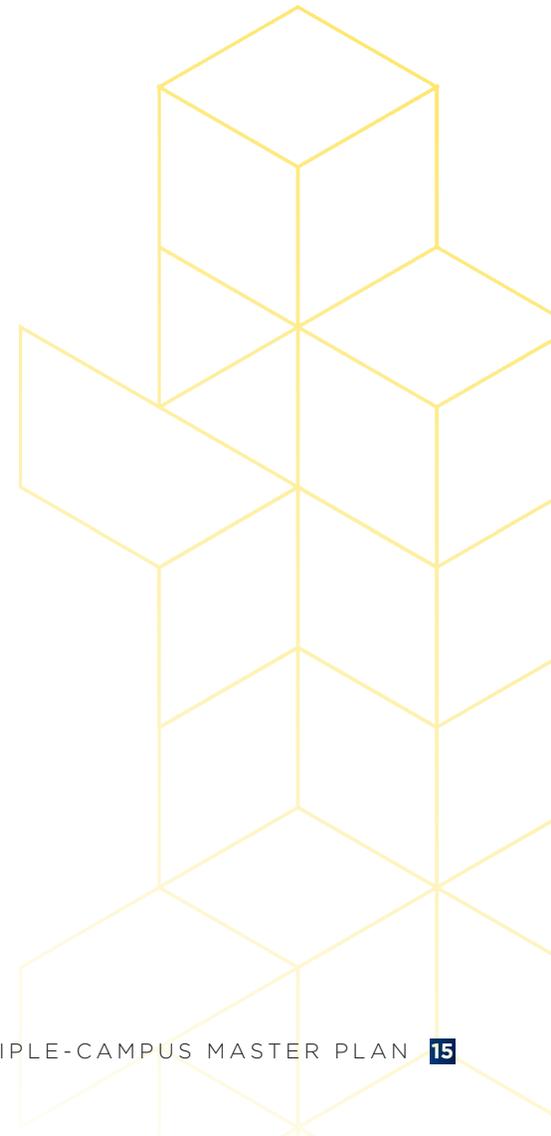
How students study and gather has changed, and the academic core buildings need to respond. The floor-by-floor transformation of Carlson Library that is providing less book

storage and more group study space will continue. A similar renovation approach in Lancelot Thompson Student Union will result in more student organization and gathering space and more convenient student support services.

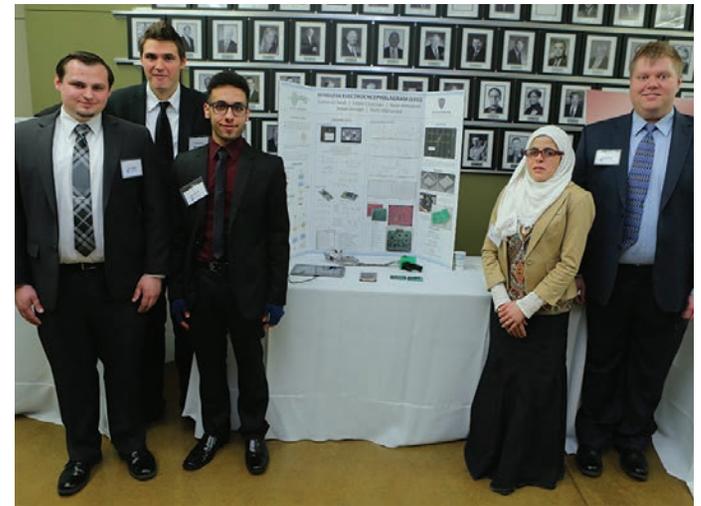
Centennial Mall's beauty is renowned. Improvements to other core open spaces will complement that distinctive space. We will redevelop the open space south of Memorial Field House to create a signature space that differs from Centennial Mall. Goddard Field north of Bancroft Street will become a shared community amenity, with two informal recreational fields. With a completed river walk, Main Campus' identity will be more closely tied to the natural beauty of Ottawa River.



A view of a new signature open space south of Memorial Field House, looking from the Center for Performing Arts toward University Hall.



A view of a new research building and engineering quadrangle.



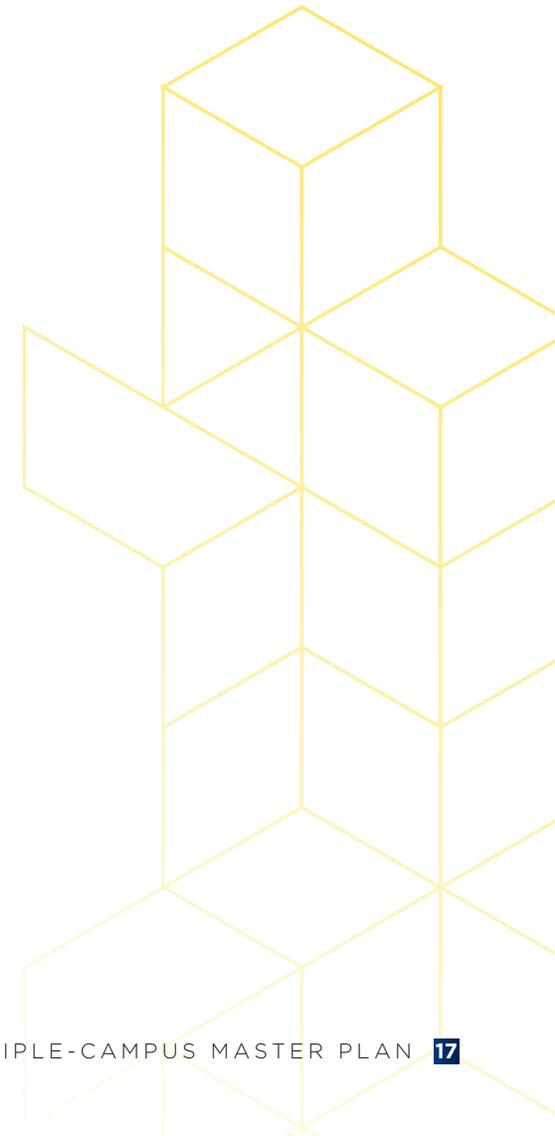
## INVEST IN RESEARCH

The University is recognized as a major force in contributing to the discovery of new technology and knowledge. We have a goal of increasing annual funded research to \$80 million per year. On Main Campus, the center of new science and technology research and instruction will be in the engineering neighborhood east of Douglas Road.

To further expand intra- and interdisciplinary collaborative research opportunities, we will construct a new research facility located west of Nitschke Auditorium. The most promising research innovations appear at the intersections among disciplines, so the new research facility will serve all colleges, with a focus on the Colleges of Engineering, Natural Sciences and Mathematics, Pharmacy and Pharmaceutical Sciences, Health and Human Services, Arts and Letters, and Medicine and Life Sciences.

We anticipate that the College of Engineering will lead enrollment growth for the next decade. We will renovate the high bay space and adjacent spaces in the North Engineering Building into classrooms to enable the college to continue to expand its programming. We will remove Palmer Hall and convert its site into the engineering neighborhood's first academic quadrangle.

To better connect the engineering neighborhood to the rest of campus, we will improve the pedestrian experience at the Douglas Road and Oakwood Avenue intersection. As part of the University's contribution to the emerging region-wide Chessie Circle Trail, we will construct a multi-use trail that runs along the east side of Douglas Road from Bancroft Street to Dorr Street, as well as a pedestrian bridge over Douglas Road near Savage Arena.



## CONSOLIDATE ATHLETICS

By consolidating the University's athletics programs and facilities onto a single campus, we will energize Main Campus student life through easier access to intercollegiate athletics.

The soccer program will move to Main Campus, playing on a new synthetic turf soccer field inside the existing track. We will relocate the track and field facilities now inside the track to areas adjacent to the track and to a portion of Carter Field.

A new integrated baseball and softball complex on the site of Carter Hall and a portion of Carter Field will anchor the athletics district. New plazas and pedestrian connections adjacent to the Glass Bowl Stadium will create a more vibrant game-day experience for Rocket fans.

A view of a new baseball and softball complex, at the south end of a consolidated athletics complex.



## ENHANCE STUDENT LIFE

Main Campus is the center of the University's student experience. Through strategic investments, we will make the campus more attractive for on-campus residents and commuter students.

We will invest in fewer but better traditional-style residence halls by renovating Parks Tower and removing Carter Hall East and West. The on-campus Greek presence will expand, with additional McComas Village houses and better village circulation and central open space.

To attract more juniors and seniors to live on campus, we will develop apartment-style

housing (with ground-floor retail) on Dorr Street, adjacent to the Dorr Street Gateway.

The Student Recreation Center has been recognized as one of the best of its kind in the nation. Yet, the growth of the University's outdoor recreational sports program is limited since it must now share Carter Field with football and the marching band. We will construct our first dedicated outdoor recreational complex south of Dorr Street between Secor Road and Byrne Road, which could include a new facility for The University of Toledo Police Department and others.

A view of a new dedicated recreational complex at Dorr Street and Secor Road, looking back toward Parks Tower.



## HEALTH SCIENCE CAMPUS

This plan supports the continued evolution of Health Science Campus. From the founding of Medical College of Ohio in 1964, to the merger with The University of Toledo in 2006, to the 2016 Academic Affiliation Agreement between the College of Medicine and Life Sciences and ProMedica, the campus on Arlington Avenue has continuously evolved.

Health Science Campus will remain the core of our academic medical operations, complemented by instruction and research at ProMedica Toledo Hospital. The University's four health-related colleges will continue to teach an interprofessional health education curriculum for graduate and professional

students. The University and ProMedica will collaborate to expand clinical research. Investments in existing laboratories will expand the research capacity and attract more researchers.

The University of Toledo Medical Center will remain a teaching hospital. In response to the changing landscape of health care in northwest Ohio and the nation, and to strengthen the University's training programs, The University of Toledo Medical Center will gradually add primary care and behavioral health options to meet the needs of our community and region.



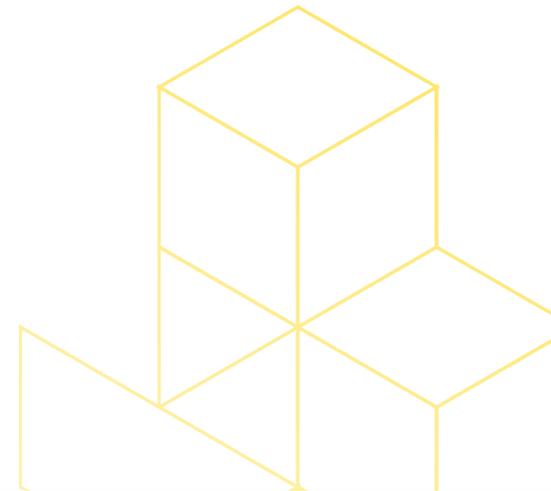
## OTHER CAMPUSES AND CENTERS

The University also has several other centers. Lake Erie Center is a state-of-the-art environmental research and teaching facility located on the shore of Lake Erie. It will remain a prominent research station focused on the natural resources of Lake Erie and the Great Lakes. As its programming and research intensity increases, this plan recommends investment in existing research laboratories to increase their productivity.

The Center for the Visual Arts will remain a University center at the world-renowned Toledo Museum of Art. Through internal renovations, the Frank O. Gehry-designed building will continue to serve the academic needs of the College of Arts and Letters.

Urban landscape ecology programming will increase at Stranahan Arboretum. As University and community participation and demand increase, the University may consider site improvements.

The University has largely removed its programming from Scott Park Campus. This plan provides a path to incrementally bring remaining athletics facilities, office functions and parking assets to Main Campus.



## OUTREACH AND COORDINATION

The master planning process commenced in Summer 2014. Throughout its 30-month duration, the planning process was inclusive and transparent in all stages.

The master plan commenced with interviews of dozens of campus and community leaders. Scores more of faculty, staff, students and community members participated in workshops, open houses, presentations and online forums to confirm campus analysis and inform future decisions. The master planning team repeatedly reached out to the community, meeting with adjacent neighborhood leaders and elected officials and staff from the city of Toledo. The University's website provided access to planning materials for review, and an online town hall facilitated concurrent and interactive discussions throughout the process.

The planning process was integrated with municipal planning, and city departments were consulted throughout the planning process. This plan will guide both University and city of Toledo projects within and adjacent to each campus.

As a result of this collaborative process, this plan has widespread understanding and support from the campus and the community.



## ADOPTION AND IMPLEMENTATION

UT President Sharon L. Gaber has approved this plan and the UT Board of Trustees accepted it in February 2017. This plan will guide the planning and design of campus facilities. Going forward, it will influence appropriate building and open space use, parking and transportation improvements and necessary utilities upgrades.

This plan should serve as a guide and its specific recommendations should be modified as additional information and needs develop. Even as specific recommendations are modified, the revised plans and designs should follow and support the master plan guiding principles.



## JOIN US AS WE BUILD OUR FUTURE

This plan charts the University's path for the future. It sets the overall vision for each campus, which we will achieve through many component projects.

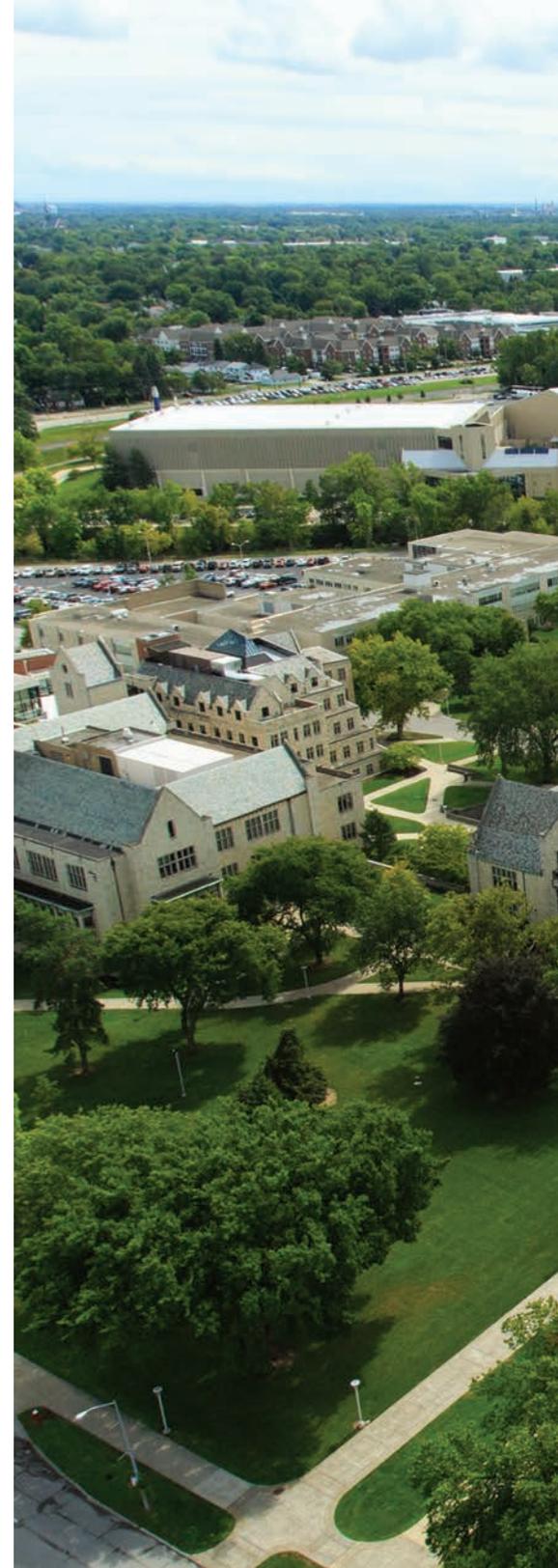
We will fulfill the vision incrementally and over time. The plan describes each project, how that project should be sequenced and an initial estimate of cost. The plan's vision will inform all facility decisions, from the largest of new buildings to the smallest of landscape efforts.

It will take collaboration among the University and our many partners to achieve our strategic goals and implement this vision. We seek to deepen our partnership with the state of Ohio, city of Toledo, industry leaders, students, alumni and friends.

Throughout the University's history, our success has depended on the generosity of the state of Ohio and the University's dedicated students, alumni and friends. This plan's proposed projects are opportunities for alumni and other friends to contribute to the University in a remarkable and lasting way.

Join us to make The University of Toledo a university of distinction. For more details about our vision, the projects that will fulfill that vision and opportunities to partner with us, please visit the website below:

[www.utoledo.edu/facilities/master-plan/](http://www.utoledo.edu/facilities/master-plan/)







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