



THE UNIVERSITY OF
TOLEDO
1872

MULTIPLE CAMPUS MASTER PLAN





Vision

The University of Toledo's beautiful campuses have served our students 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 the Main Campus, the Health Science Campus, the 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 VISION AND MISSION

This plan advances the University's purpose and identity. The University is now preparing a new strategic plan, a process that started in Fall 2016. This plan seeks to support both the current and emerging University strategic plans.

UNIVERSITY VISION STATEMENT

The University is a transformative force for the world. As such, the University will become a thriving, student-centered, community-engaged, comprehensive research university known for its strong liberal arts core and multiple nationally ranked professional colleges, and distinguished by exceptional strength in science and technology.

UNIVERSITY MISSION STATEMENT

The mission of the University is to improve the human condition; to advance knowledge through excellence in learning, discovery and engagement; and to serve as a diverse, student-centered public metropolitan research university.

The core values are:

- Compassion, Professionalism and Respect
- Discovery, Learning and Communication
- Diversity, Integrity and Teamwork
- Engagement, Outreach and Service
- Excellence, Focus and Innovation
- Wellness, Healing and Safety





WHERE WE'VE BEEN, WHERE WE'RE HEADED

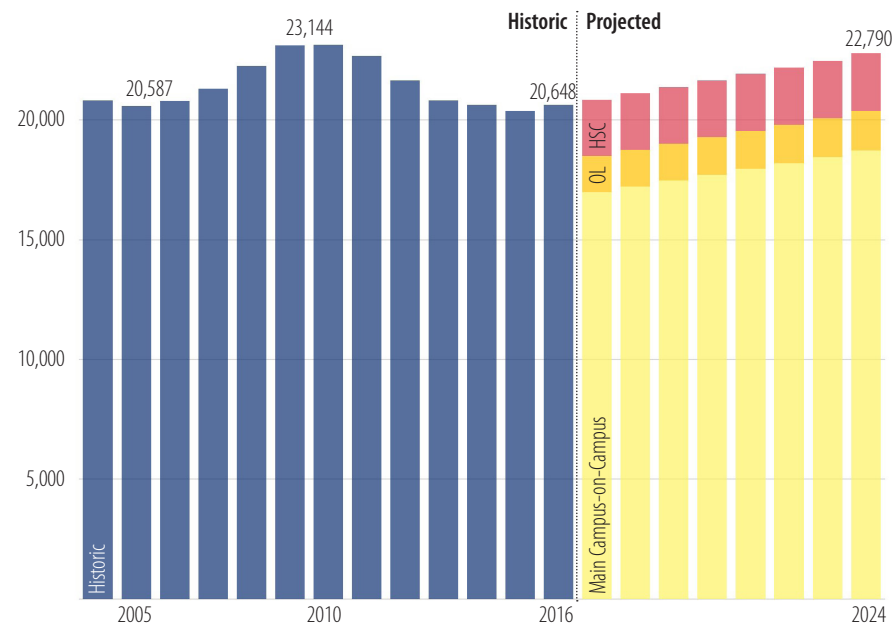
ENROLLMENT TRAJECTORY

The University's student enrollment has varied during the past decade, with a high of 23,114 students in 2010 during the economic downturn and a low of 20,381 students in 2015. After a decline, 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 ten years. The majority of that growth will likely occur at the Main Campus, with stable or moderate growth at the 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 be on the Main Campus for at least part of their coursework.

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 the Health Science Campus will be relatively stable.



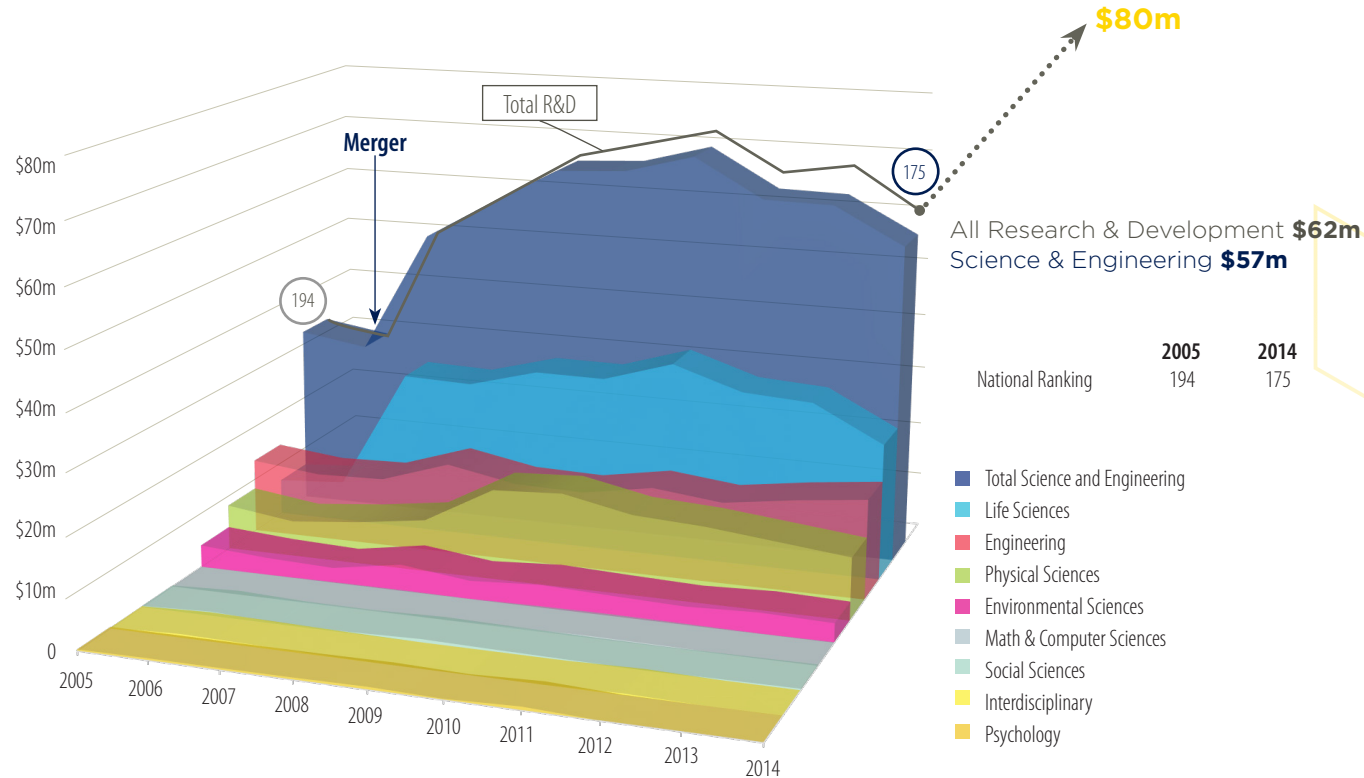
Historic and Projected Student Enrollment Levels

OL = Exclusively Online
HSC = Health Science Campus

RESEARCH GROWTH

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

The University has a goal to increase annual funded research to \$80 million/year within the next ten years. In order 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 new laboratory space.



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 ideas regarding campus enhancement, preservation and transformation opportunities that will strengthen our campuses. In our vision-driven master 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.

The guiding principles will outlast this plan's specific recommendations. This plan cannot anticipate every situation the University will encounter over the long-term. 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 the Ottawa River.

Research, Scholarship and Creative Activities

- Foster intra- and inter-disciplinary 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

Our strategic plan will describe a bold and forward-looking vision for the University. This plan is the facility response to our strategic plan. It seeks to be equally audacious in transforming existing assets to better meet our current and anticipated needs. This vision is integrated, comprehensive and exciting.

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.

INTERDISCIPLINARY RESEARCH, INTERPROFESSIONAL CARE

The Health Science Campus will remain the center of inter-professional 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 academic health science center activity will be located on both the Health Science Campus and the ProMedica Toledo Hospital and Toledo Children's Hospitals complex, as a result of the College of Medicine and Life Sciences' Academic Affiliation Agreement with ProMedica.

A new research building on the Main Campus will further empower us to reach and surpass our goal for funded research. The new research facility and continued renovations of laboratories on the Main Campus, on the Health Science Campus, and at Lake Erie Center will demonstrate that we are committed to ground-breaking interdisciplinary research. We intend to increase our pace of recruitment of highly-productive researchers.



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 teaching styles, all technology-rich and interactive. The Carlson Library renovation that is currently underway serves as a guide for incremental yet effective renovations.

INVIGORATED STUDENT LIFE

The Main Campus is the center of our student life and this plan seeks to further strengthen student engagement. Through incremental renovation, the Lance 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. All athletic competition facilities will be consolidated into a compact athletic neighborhood on the Main Campus, further boosting on-campus energy and Rocket pride.

New on-campus apartments at Dorr Street and Secor Road, a complete renovation 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 one of the most beautiful campus scenes in the region, and this plan creates opportunities to further the beauty of the entire campus. We will create new picture postcard images – the renovated 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 be able to bike to the Main Campus, and stroll through our open spaces and along the completed Ottawa River Walk.

REGIONAL IMPACT

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

ROBUST LEADER

Although exciting and comprehensive, this plan 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. Facilities in poor condition such as Carter Hall, the Transportation Center, and the Westwood Building will be removed. Investments in buildings like University Hall, Lance Thompson Student Union, and Parks Tower will extend their lives. 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 athletic 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 transform our campuses to enable the University to continue to grow and improve.

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

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

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

The Centennial Mall's beauty is renowned. That signature space will be complemented by improvements to other core open spaces. We will redevelop the open space south of Memorial Field House to create a signature space that complements but is different than Centennial Mall. Goddard Field north of Bancroft Street will become a shared community amenity with two informal recreational fields. The natural beauty of the Ottawa River will be more a part of the Main Campus identity, so the Ottawa River Walk will be extended along both sides throughout campus.



A view of a new signature open space south of the 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 the 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 inter-disciplinary 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.

The College of Engineering graduate programs were ranked 18th in the nation by the Princeton Review, and we anticipate that the college will lead enrollment growth for the next decade. The high bay space and adjacent spaces in the North Engineering Building will be renovated for classrooms to enable the college to continue to expand its programming. Palmer Hall will be removed, and the site converted to 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.

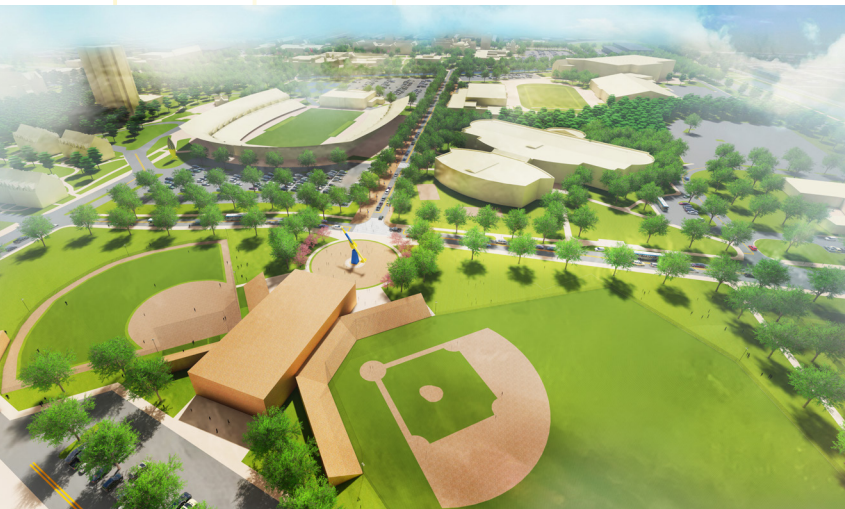
CONSOLIDATE ATHLETICS

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 the 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 athletic complex.



ENHANCE STUDENT LIFE

The 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 provide apartment-style

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

The Student Recreation Center has been touted 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 its 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.

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 the Health Science Campus. From the founding of the 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.

The 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 inter-professional health education curriculum to graduate and professional students. Investments in existing research space will expand the research capacity and attract more researchers.

The University of Toledo Medical Center will remain our 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 more primary care and behavioral health options.



OTHER CAMPUSES AND CENTERS

The colleges at the Main and Health Science Campuses are supported by multiple centers.

The Lake Erie Research 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 School of Visual and Performing Arts.

Urban landscape ecology programming will increase at the Stranahan Arboretum.

As University and community participation and demand increase, this plan recommends site improvements.

The University has largely removed its programming from the Scott Park Campus. This plan provides a path to incrementally bring remaining athletic facilities, back offices, and parking assets to the Main Campus.

XX Replace Scott Park image. Hi-res image requested from MarComm.



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 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 master planning process.

The master planning process was integrated with municipal planning and leadership throughout. City department leaders were interviewed at the plan outset and 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 all groups on campus and in 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, not a straitjacket, 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 next decades. It sets the overall vision for each campus, which will be achieved through many component projects.

The vision will be realized 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 detail about our vision, the projects that will fulfill that vision, and opportunities to partners with us, please visit the website below.

www.utoledo.edu/facilities/master-plan/







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