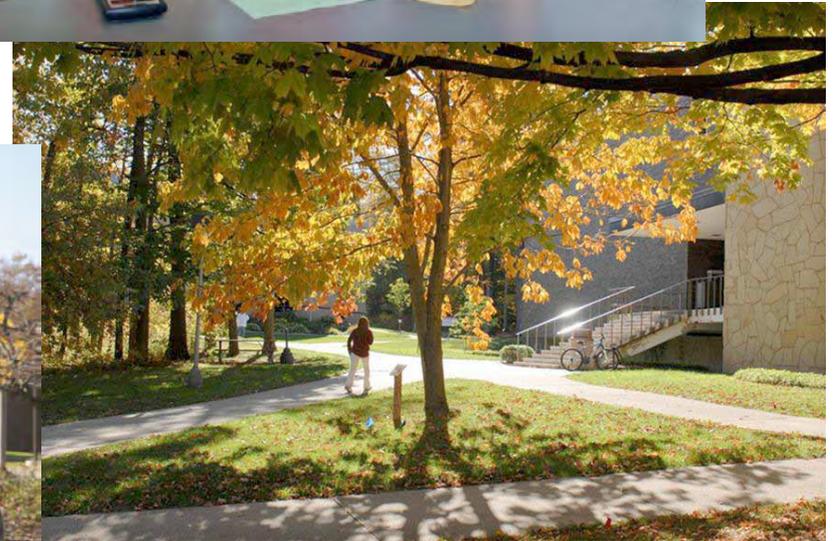
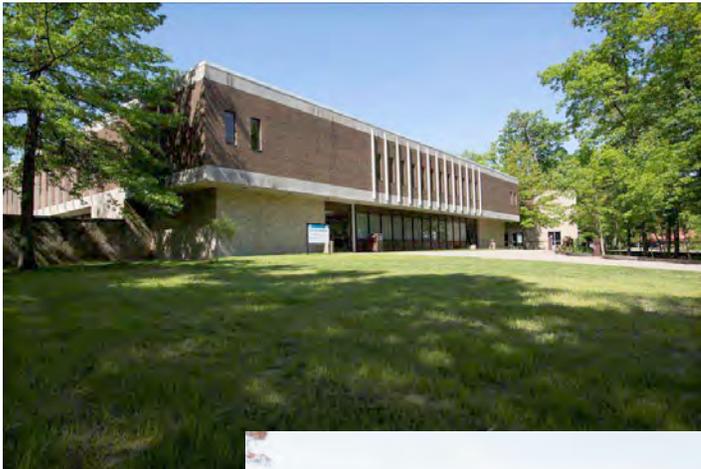


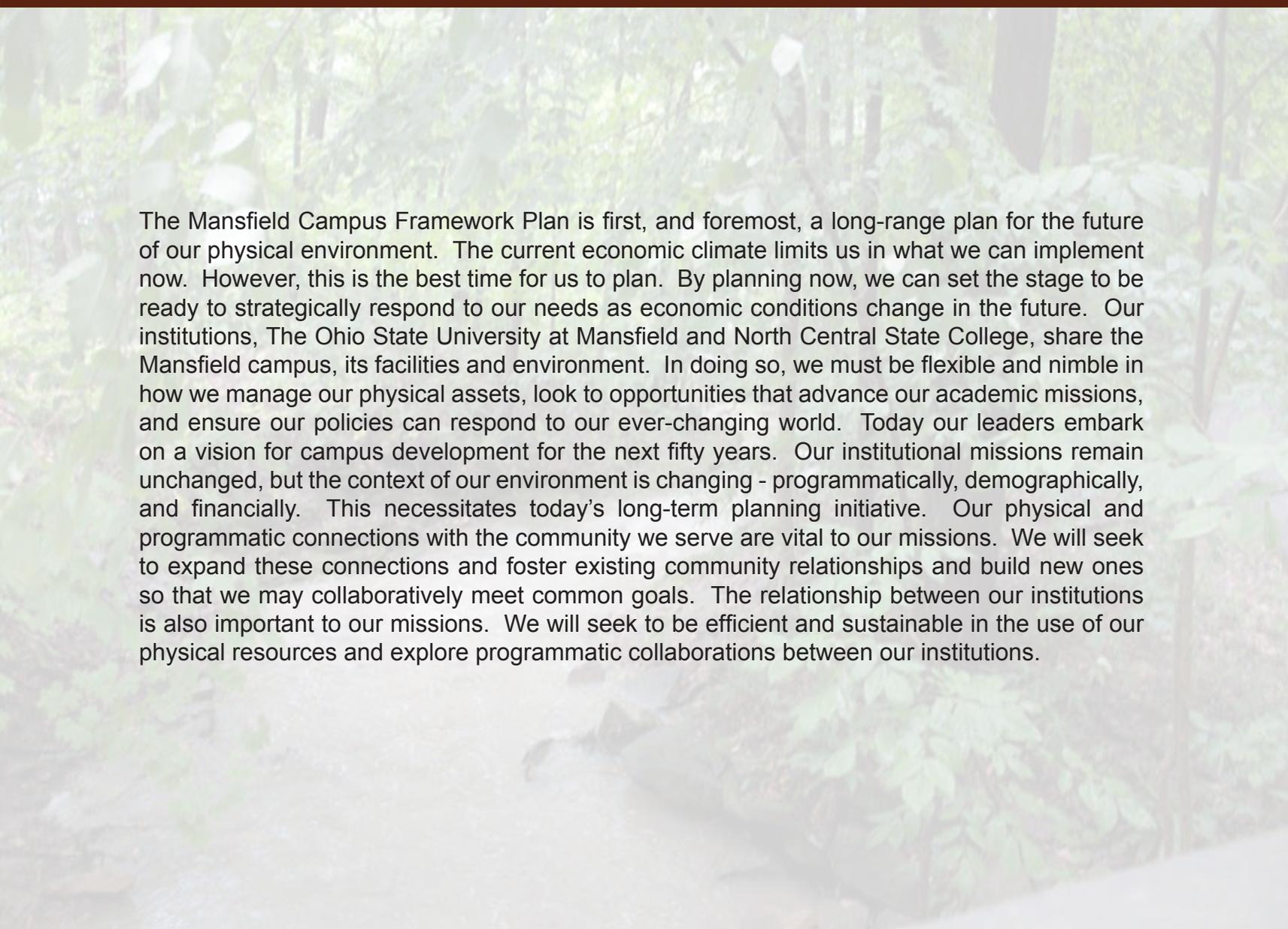
# Mansfield Campus Framework Plan

March 2013

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The Ohio State University at Mansfield  
North Central State College





The Mansfield Campus Framework Plan is first, and foremost, a long-range plan for the future of our physical environment. The current economic climate limits us in what we can implement now. However, this is the best time for us to plan. By planning now, we can set the stage to be ready to strategically respond to our needs as economic conditions change in the future. Our institutions, The Ohio State University at Mansfield and North Central State College, share the Mansfield campus, its facilities and environment. In doing so, we must be flexible and nimble in how we manage our physical assets, look to opportunities that advance our academic missions, and ensure our policies can respond to our ever-changing world. Today our leaders embark on a vision for campus development for the next fifty years. Our institutional missions remain unchanged, but the context of our environment is changing - programmatically, demographically, and financially. This necessitates today's long-term planning initiative. Our physical and programmatic connections with the community we serve are vital to our missions. We will seek to expand these connections and foster existing community relationships and build new ones so that we may collaboratively meet common goals. The relationship between our institutions is also important to our missions. We will seek to be efficient and sustainable in the use of our physical resources and explore programmatic collaborations between our institutions.

Dear Colleagues and Friends:

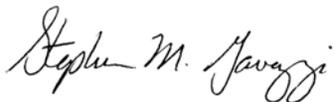
We are proud to share with you our shared Mansfield Campus Framework Plan.

Over the past year, The Ohio State University at Mansfield and North Central State College have been collaboratively involved in a process of examining how we think about our physical world. The Framework Plan will guide our decision making and physical change over the next 50 years, ensuring the academic missions of each institution drive the physical environment. It provides a holistic approach by integrating academic, physical and financial planning as we build toward our long-term vision for the campus. This plan gives us a toolbox of resources which will allow our two institutions to be flexible in a time of change and to encourage fiscal responsibility across the institutions.

This plan represents the careful work of many people, including strategic and physical planning leadership at Ohio State Columbus. At both NCSC and Ohio State Mansfield, our joint approach has included contributions from faculty, staff, students, trustees, and friends of the campus. In addition, our unified approach provided avenues for campus and public feedback regarding the plan through town hall meetings and web links.

The Framework vision is bold. With your dedication and commitment, we will move toward this vision with a spirit of unity and cooperation. Our solidarity in implementing the plan will enable our shared campus to continue providing the highest quality teaching and learning environment for our students and our communities far into the future.

Sincerely,



Stephen M. Gavazzi, Ph.D.  
Dean and Director  
The Ohio State University at Mansfield



Dorey Diab, Ph.D.  
President  
North Central State College

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**Table of Contents**

Executive Summary	5
Introduction	7
Framework Principles	9
Framework Strategies	10
Issues and Opportunities	16
Key Findings	20
The Framework	30
Physical Scenario	31
Financial Strategies	48
Conclusion	49
Project Team	50

*Over the course of the past year, our collaborative campus team, consisting of representatives from both The Ohio State University at Mansfield and North Central State College, developed this Mansfield Campus Framework Plan. Framework planning is the integration of programmatic, physical and financial planning in a holistic manner to meet our missions and address our needs. The framework provides us with a structure for decision making about the physical environment. Our Framework Plan will guide us over the next fifty years to meet the needs of our students, faculty, staff and the community we serve.*

*For more than forty years, our institutions have resided at the Mansfield campus sharing its physical environment in collaboration. Our “Mansfield Campus” vision embraces our collaboration and our institutional missions, and provides us guidance as we move forward into the future. The physical environment of our campus is nearing fifty years old. Thus, we are at a point in time where we need to make key decisions about our older facilities. We need to modernize our student life support facilities and provide social engagement opportunities, as demanded by today’s students. We also need to modernize our teaching environment to respond to today’s teaching methodologies. Deferred maintenance of our facilities, parking lots, roadways and pedestrian ways need addressed. And, we need to develop long-term strategies to manage our 640 acres of built and natural environment, a wayfinding plan that enhances the pedestrian circulation, and a road network that connects us well with the community while improving the on campus experience. Framework planning provides us with the best approach to*

*address our needs, build toward our long-term vision, and remain flexible so that we can respond to changes and opportunities.*

*Our institutional missions are rooted in community relationships. These relationships are important to grow and foster so that we may respond to the higher educational needs of our community and ensure access to affordable higher education. Additionally, our region has experienced economic decline, and thus we need to be ready to provide education and retraining in the skills local employers are looking for. Our institutions and our shared campus must connect with the community on many levels - programmatically, physically, visually, virtually, and philosophically. Through continued physical transformation, our environment can help us respond to our institutional needs and the needs of the community.*

*Over the last decade our institutions have experienced a decrease in enrollment and our region has seen declines in population age groups that are key to our enrollment changes. Further, we have experienced a decrease in state major capital funding. These realities and our ever changing world require that we transform how we think about our physical issues. The physical environment of our campus must support our institutions’ missions, and financial planning must give us the means to achieve the programs and facilities that we need to deliver our missions. Thus, we must be creative and flexible, maximize our advantages and leverage opportunities. Our framework provides us with the foundation and structure to meet our objectives.*

*The recommendations of our Framework Plan embrace our “Mansfield Campus” vision of campus transformation and community connection. In many ways, our plan is a framework of opportunities. This means our framework positions us to respond to community higher education, workforce development, and culturally enrichment needs in collaboration to meet common goals. We have developed a set of principles to guide our decision making so that we may continually transform our campus, and we developed strategies that reflect our principles and direct our efforts. These tools enable us to collaboratively meet our challenges and opportunities, and allow us to be flexible.*

*Our recommendations are organized into three strategic components - enablers, enrollment driven, and opportunities - to best illustrate them. Given the economic climate, time lines were not established. However, the recommendations are outlined in prioritized groups based on current understanding of potential drivers, logical sequencing, infrastructure needs, and opportunities. The priorities will assist us in guiding our decisions.*

*The key recommendations of our Framework Plan are:*

- Promote and leverage our internal and external partnerships for the betterment of our campus and the community we serve.*
- Address deferred maintenance and aging facilities through replacement of the Campus Recreation Center, Schuttera Maintenance Center, and Campus Bookstore, and through renovation/repurposing strategies for Bromfield, Eisenhower, and Kee Halls.*

- Promote an academic core by redefining the wooded quad, engaging the eastern stream, and freeing up building sites occupied by recreation and maintenance.*
- Enhance our campus access and connection with the community through relocating our Lexington-Springmill entrance and redefining our Route 39 entrance.*
- Modernize our student life support facilities, including the library, union and indoor and outdoor recreation, and provide a health clinic.*
- Plan for long-term replacement of student housing and examine how private off-site housing can meet our student housing demand.*
- Modernize our teaching spaces through classroom and laboratory improvements, maximize utilization of our current space through evaluation of course scheduling and classroom types needed before building new, and incorporate new academic buildings at the time enrollment drives such.*
- Address campus circulation and wayfinding via a modified road system with multipurpose pathways, improved parking and service accesses, a common signage plan, opening view corridors, and enhancing the bike path system.*
- Develop a land management plan that focuses on long term strategies for the use and preservation of our built and natural environment.*

*As our campus transforms and evolves, our Framework will assist us in making key programmatic, physical and financial decisions for the betterment of our students, faculty, staff and the community we serve.*

### What is a Framework?

A “Framework” is a structure to guide change over time. It integrates programmatic, physical and financial planning, transforming how we think about the physical environment. It is intended to outline physical solutions to our big issues. It is holistic, allowing for a comprehensive approach to our decision making. The result of the process is a set of principles that guide decision making, strategies that visualize the principles, prioritized needs, a physical framework to convey our vision, physical scenarios to move forward the vision, and financial strategies to meet our capital needs. Integrated planning recognizes that strategic initiatives drive physical needs, and these components identify our capital planning priorities.

### Why a Framework?

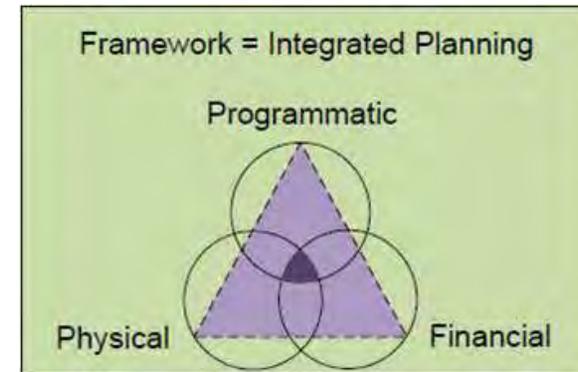
The Ohio State University Regional Campus Cluster Mission:

“We exist to provide The Ohio State University experience to a broad range of Ohioans at small campuses.”

North Central State College Mission:

“North Central State College exists for the citizens of its service region to have the knowledge and skills to succeed in their chosen path for learning, work or enrichment...”

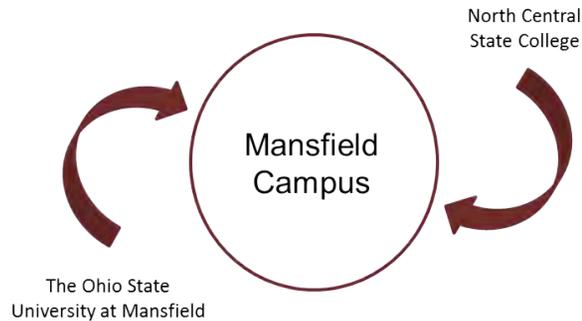
The missions of our institutions are rooted in access to higher education and our relationships with the community. In achieving our missions, our institutional partnership, as we share the Mansfield campus physical environment, plays a critical role in how we transform the physical campus to meet the needs of our students, faculty, staff and community. Our



world is ever-changing and complex. These realities require that we transform how we think about physical issues. To achieve our goals and build toward a long-term vision, we need to be flexible and nimble, maximize our advantages and target opportunities. Our shared environment is an asset to meeting our goals and positioning ourselves for the future.

The physical environment of the Mansfield campus is nearing fifty years old. The first building, Ovalwood Hall, was built in 1966, and over time our campus has transformed into today’s dynamic environment of academics, student life, recreation and community. We are updating our 2003 Mansfield Campus Master Plan within the framework planning context to address today’s issues and needs so that we may continue to transform our campus. Our institutional leaders of today are creating a vision for the next fifty years to respond to our changing world and the higher education, workforce development and cultural enrichment needs of our community and state. Our vision for the Mansfield campus is rooted in our shared physical environment, the opportunities it presents to continually transform our campus, leveraging our institutional collaboration, and connecting with the community to meet our common goals. Our vision embraces the One University goal of The Ohio State University and the vision

of North Central State College to revitalize the learning process through progressive educational programs to meet community educational and training needs and contribute to the well-being of North Central Ohio.



## Planning Process

The Mansfield Campus Framework Plan was created by a project team from the Mansfield campus including our leadership, faculty, staff and students of both The Ohio State University at Mansfield and North Central State College (NCSC). The plan was developed over the course of the past year through a series of focused team meetings. Team members engaged in discussions and exercises to identify issues and opportunities, review key data, understand anticipated programmatic changes, prioritize needs, create the vision and physical scenarios, formulate guiding principles and strategies, and develop financial strategies. Our initial findings were discussed with The Ohio State University at Mansfield Board and the North Central State College Board of Trustees at a joint working session. We presented the plan recommendations to both boards in late 2012 and further refined the plan. We conducted a series of meetings with the campus community and local community to obtain feedback. The final plan was endorsed by The Ohio State University at Mansfield Board and the North Central State

College Board of Trustees in March, 2013.

Throughout the process, the project team was assisted by staff of The Ohio State University, Office of Physical Planning and Real Estate. The final physical scenario graphics were prepared by Design Group of Columbus, Ohio.

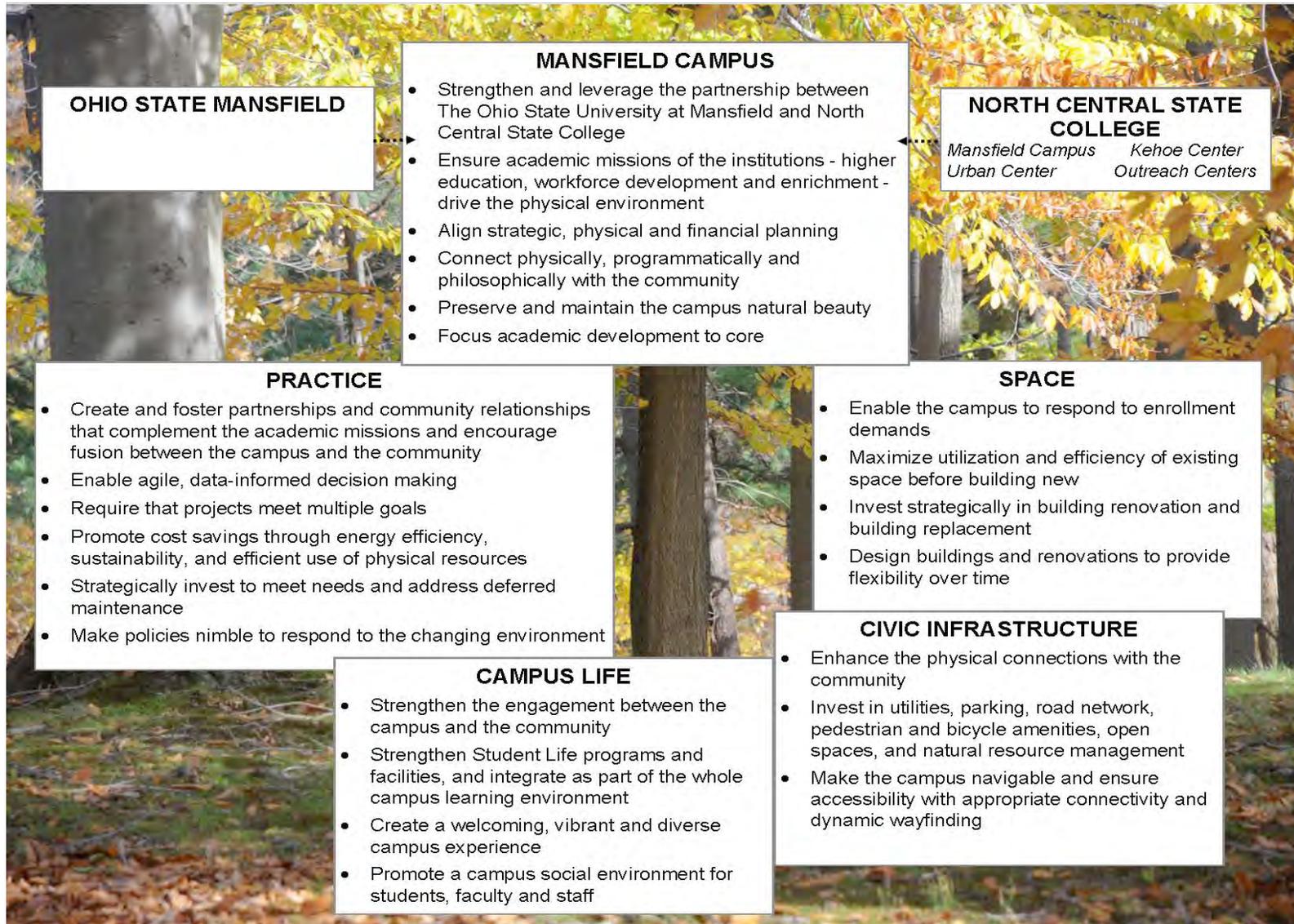
## How We Use the Framework

We will use the Framework Plan to inform and guide decision making about our physical environment and capital investment to achieve strategic programmatic objectives of both institutions. This document contains key ideas for transforming the Mansfield campus over the next 50 years. The ideas and organizing elements are represented in a physical framework that defines our "Mansfield Campus" vision. We evaluated several physical scenarios to make the Framework vision a reality. One such scenario is illustrated in this plan, but is not the only potential option. Our Framework is flexible and nimble to allow us to respond to changes and opportunities that may present themselves in the future, while maintaining our overall vision.

Physical strategies are represented in strategic components to identify elements of the plan that enable further transformation, address enrollment demands, and allow us to capture opportunities. Next steps will advance these elements through further analysis, detailed prioritization and financial strategies. The Framework will be used to identify capital needs and help inform each of our institutions' capital planning processes.

Our Framework Plan is a dynamic, living plan. Every few years we will revisit our issues and opportunities, the assumptions we are making, and our needs to ensure we can continue to respond to our changing world and meet our missions.

The **Framework Principles** embody our institutions' missions and our shared physical vision for the Mansfield campus environment. The principles will guide our decision making over the next fifty years allowing us as individual institutions to address our academic needs, and together address the needs of our shared physical environment as we incrementally build toward our larger vision.



The **Framework Strategies** reflect our principles and are a way to visualize them. They take the principles to the next level in defining them, and provide us with approaches to our physical environment and policy development.

### Framework Strategies

#### **Transform the Campus**

Strategies on how we can continue to transform the campus over the next 50 years.

#### **Enhance Campus Life**

Strategies about a program driven student life vision.

#### **Promote Partnerships**

Strategies to enhance our institutional and community partnerships.

#### **Empower Agile Data-Informed Decision Making**

Strategies on what data we should have available and how it can help inform our decisions.

#### **Manage Land Resources**

Strategies to ensure long term management of our built and natural environment.

#### **Modernize Space and Maximize Utilization**

Strategies to address our teaching space and student support space needs.

### Transform the Campus

Since the campus physical beginnings nearly 50 years ago, with the construction of our first building, Ovalwood Hall in 1966, our campus has been transforming. Today we have a dynamic place of academics, student life, recreation, natural resources, and community. As we move into the future we must continue this physical transformational process to meet our needs to serve the educational, workforce development and cultural enrichment needs of our region. We have a duty to be good stewards of our natural and built environment, manage our resources, address our deferred maintenance, incorporate efficiencies and flexibility in our buildings, and be sustainable in our practices.

Our main development will continue to be focused to the current developed area in the center of our site where we have existing infrastructure so that we may leverage our infrastructure and minimize our expenses. The core will focus our academic and student support uses and will be arranged to emphasize a wooded academic quad and engage the eastern stream into our daily lives. Buildings will frame spaces and will be developed with multiple stories and designed for flexibility and multiple purpose potential to respond to changing needs and programs over time. We will incorporate the building's second generation and repurpose potential in their original design. We will maximize the utilization and efficiency of our existing buildings before building new and will be strategic in decisions about building renovation, repurposing and replacement.

As we continue to transform our campus, we will enhance our

campus access, vehicular circulation, pedestrian wayfinding and physical connections with the community. Our Framework envisions a relocated main campus entry on Lexington-Springmill Road. Our current Lexington-Springmill Road entry is under overhead high power transmission lines and does not offer glimpses into the campus due to the topography. A strong physical and visual main entry is an important factor in our physical connection and engagement with the community, and infusing our campus into the community. Thus, an opportunity for us is to develop a main campus gateway, further south on Lexington-Springmill Road, locating it closer to developing areas of the community and at a point where visual connections can be made with campus facilities. We also envision a redesigned Route 39 campus entry to focus on the dynamic natural environment of our campus. Through environmental resources along this entry, such as the wetlands, we can celebrate our environment and natural beauty and connect it with the community.



Campus pedestrian and bike path

Our internal road network must meet our access needs and building service connections, discourage cut-through traffic, and complement our natural environment. The Framework envisions road realignment to meet these objectives, while also maximizing the use of existing road infrastructure. Coupled with the road network are improve pedestrian and bike paths that enhance wayfinding. These paths are envisioned along the roadways, within parking lots, connecting buildings and facilities on the campus, and extending through our natural environment and beyond to connect physically with the community. Our wayfinding should be dynamic and include not only paths, but uniform signage, pedestrian kiosks with maps, consistent treatment of building main entries, and improving view corridors.

While a considerable amount of our land is in a natural wooded state, our built environment incorporates the natural beauty. Our Framework recommends developing a consistent landscape strategy for our built environment that celebrates our natural setting through informal plantings and the use of uniform, simple site materials, while also enhancing efficiencies in long term maintenance.

### Enhance Campus Life

We have on-campus housing, dining, recreation and other elements that provide a campus life experience for our students. However, many of our student life support facilities, such as the student union, library, and indoor and outdoor recreation, are in need of renovation, modernization and expansion to meet today's facility needs and expectations of our students. While our on-campus housing is currently small, at 197 beds, demand exists for additional beds. What happens outside the classroom contributes to academic success. Thus, a program driven student life vision is our goal.

Our Framework identifies a long-term new on-campus student housing location that is more central and better connected to academics and student support facilities. On-campus housing at the regional campuses is not a current Ohio State funding priority, and thus we do not expect on-campus housing to be developed in the near term. However, given building life cycles, in the next 15-20 years we will need to consider the replacement of our current on-campus housing. In doing so, we have the opportunity to relocate it more centrally to better serve our needs. Further, we do have a current student housing need, and thus we will examine how off-campus private housing can meet this need.



Molyet Village Student Housing

The Campus Recreation Center carries deferred maintenance and needs renovation, is not sufficient in size to meet today's indoor recreation needs, is at an age where the future of the building should to be determined, and is currently occupying a site that would be best suited for academic needs. Kee Hall, currently used for NCSC student services, was constructed as an

engineering building. The current office, classroom and meeting spaces that occupy the building now are not well suited for the structure. There are issues with heating, air-conditioning and acoustics for the current uses. Our Framework contemplates repurposing Kee Hall to a recreation center, constructing a gym addition and incorporating the bookstore. In connection with indoor recreation, adjacent outdoor athletic and recreation fields are envisioned. Should opportunities be present to partner with the community, our Framework identifies an option of locating a new recreation facility along Lexington-Springmill Road.



Eisenhower Memorial Center  
Cafeteria



Campus Recreation Center  
Weight Room

To further our campus life vision, we will fully renovate Eisenhower Hall into a modern, contemporary student union with student activities, gathering places and dining options. We will build new outdoor recreation and athletic fields for casual

recreation and our sports teams. We will expand our walk and bike path system throughout our natural environment and encourage passive recreational opportunities. And, we will improve our cultural facilities including our theater. Through all of these physical assets we will promote an environment that encourages campus social interaction and activities, and will expand our educational, recreational and cultural offerings for the community we serve.

### Promote Partnerships

Ohio State Mansfield is part of The Ohio State University Regional Campus Cluster. We work in partnership with the regional campuses and the Columbus campus to strategically deliver academic programs and extend Ohio State to a broad range of Ohioans. We embody the One University vision of Ohio State - collaboration, integration, communication and partnership across all aspects of the university. We are trans-institutional, with a goal of making the campus and departments more permeable, seamless and agile; integrating teaching and learning, research and innovation, and outreach and engagement across the university.

NCSC and its facilities in the region, the main location at the Mansfield campus, the Shelby campus at the Kehoe Center in Shelby, Ohio, the Urban Center in downtown Mansfield, and outreach centers in Ashland, Bucyrus, and Willard, Ohio, provide access to an array of higher educational programs within the region. We are a model college of the 21st Century, a regional economic and innovation leader, and committed to meeting the educational and training needs of our region. United, our facilities play an important part in our mission and our connections with the community in integrating technical education, innovation, outreach and cultural enrichment.

Our two institutions come together in a shared physical environment in Mansfield, Ohio as the “Mansfield Campus.” Our shared physical environment presents continual opportunities for collaborative engagement between us to meet our missions and our common goals. We will continue to explore our collaborative opportunities, as a key foundation to the success of our institutions. We will work as partners to advance our vision for the physical campus, be agile and holistic in decision making, and ensure decisions are evidence-based and transparent.



Fallerius Technical Education Center



Riedl Hall

Our partnerships with the community are critical to our missions. We will foster existing relationships and build new ones with both public and private partners for the benefit of the community we serve and our campus, students, faculty and staff. In doing so, we will seek to engage in all partnership opportunities, including those of a physical and programmatic nature, such as physical connections, recreation facilities and health care facilities, and also those of economic importance and virtual partnership opportunities. We will leverage our partnerships with each other, the community and state.

### **Empower Agile, Data-Informed Decision Making**

Having data that informs our decisions is at the forefront of being agile and nimble as we respond to our ever changing world. Our academic missions must shape our physical environment. We do this through an integrated planning approach that coordinates programmatic, physical and financial issues into a process that can respond holistically to changing circumstances. Our organizational behavior is shaped around this model. We must be evidence-based and transparent in our decision making. We thus need to have available and accessible data about our physical environment, spaces, programmatic needs, and financial options to inform our goals and needs, and help us prioritize our needs and meet multiple goals. The decisions will allow us to formulate projects for our physical environment that will be considered for funding strategies.

### **Manage Land Resources**

A significant portion of our land is in a natural wooded state with creek and drainage corridors, changing topography, flood plains and wetlands. There are also several key utility corridors that cross the property. Our natural setting and beauty are an

important asset to us in our identity, recreation opportunities, programmatic development, and connections with the community. Thus, a long-term management plan is vital to leveraging this asset. Our Framework recommends developing a land resources plan that encompasses the natural and built setting, and explores woodland and habitat preservation, environmental education, recreation, development and revenue opportunities. We will seek to celebrate our natural environment in our buildings and site design.



Wetlands

### **Modernize Space and Maximize Utilization**

Teaching space utilization analysis reveals that we have existing square footage for programmatic growth. It is therefore important that we look at how we can maximize our existing teaching space resources to meet our needs before building new. In doing so, we will explore the mix of classroom types

that are needed and assess how our existing facilities can meet those needs through renovation potential. While we have space, it does not mean that all of our classrooms and teaching laboratories function well. Thus, we will seek to modernize our teaching spaces with current technology, equipment and resources. Our Framework envisions a renovated Bromfield Hall to modernize and improve the library, converting it to an information learning commons, and to renovate the second floor teaching and support spaces. To further maximize utilization, we will continue to explore teaching space sharing opportunities between our institutions, as well as consider how we may best use the day and week for course scheduling.



To meet increased space needs as demanded by increased enrollments, our Framework visualizes academic buildings focused to the core around a wooded academic quad, with flexible spaces to address changes over time. It is essential that new academic buildings and renovations are designed with

structure that enables modification to respond to changes in the way education is delivered, and designed to easily allow modernization of the learning environment. We will need financial strategies to keep up with a modernized environment and require appropriate operating budgets and renewal schedules for technology, furniture, equipment and other upgrades.

Our Framework also envisions modernized student support facilities including recreation, dining, the student union and activity spaces, and the library. And finally, our maintenance facility carries significant deferred maintenance, is not sufficient to meet our needs for campus maintenance operations, is at an age where the future of the building should be determined, and is currently occupying a site that would be best suited for academic needs. Our Framework relocates maintenance operations to a new building on a better suited site for the use.



Nine **Issues and Opportunities** face our campus. They encompass significant issues that impact our campus environment and operations, as well as important opportunities we should leverage in the future.

### Enrollment Trends

Both of our institutions have had fluctuating enrollment since 2001 and have experienced a recent decline. Collectively, we have had an 11% decrease in enrollment in the past decade. Strategically, both of our institutions aspire to grow in enrollment. Past trends suggest our enrollment may continue to fluctuate. This presents a particular issue for us in planning to meet our future physical needs. Over the last decade our region has experienced declining populations in those age groups that will reach college age in the next 5-20 years, and those of 25-44 years old that may return to school for further education or a career change. Our region mirrors the state in this regard, but is seeing declines at a faster rate than the state. This suggests our institutions may be challenged to capture students from our region. It also presents strategic planning questions for our institutions. What are the opportunities to capture students in the region and from a broader area? As our strategic objectives play out, our framework will need to remain flexible so that we can respond to enrollment demands.

Our student demographics and expectations are changing. Our students include a mix of traditional and non-traditional students both full- and part-time. The needs of our diverse student body are changing, including housing, dining options, financial assistance, on-line courses, dual enrollment opportunities, technology, student support facilities, and other needs.

**Issues and Opportunities**

- Enrollment Trends**
- Financial Sustainability**
- Impact of the Local Economy**
- Community Relationships**
- Campus and Institutional Identity**
- Facility and Property Asset Management**
- Physical Campus Perceptions**
- Modernization of Space**
- Social Engagement**



### Financial Sustainability

The national economic downturn, decline in state major capital funding, affordability of education, and resulting financial strain on students are all challenges to our financial sustainability. Institutionally, we must develop the financial resources to support programs, initiatives, technology, support functions and address deferred maintenance. Since 1997 our campus has had a 37% decrease in state major capital funding impacting the ability to timely address deferred maintenance, technology, and modernization of classrooms and student support facilities. As well, our institutions are faced with declining state share of instruction and tuition caps. To be operationally effective and efficient and to finance our anticipated capital needs, we need to consider our options over the long term. Our students' financial position can be challenged. Students are faced with questions

of viable sources to fund education and anxiety over student loan debt. How can we best serve the needs of financially challenged students? While our advantage is that our tuition is competitive and there are limited state supported schools in our region, we need to understand the needs of our diverse student body, their expectations, and financial resources to ensure we maintain access to and affordability of higher education.

### Impact of the Local Economy

Our region has experienced a decline in several industry sectors, including manufacturing, construction, retail and wholesale trade, finance, and insurance. Overall the region's economic recovery lags behind portions of the rest of the state. Some industry sectors, however, have seen growth, such as health care and education. What impacts do the economic changes in the region have on our institutions' enrollment and our faculty and staff recruitment and retention? As key employers in the region, what role do we play in the local economy in terms of education and workforce retraining? It is important that we understand the skills needed by our region's employers and what positions are going unfilled so that we may continue to provide the academic offerings that enable the workforce to gain those skills needed in the local economy.

### Community Relationships

Our institutional missions are rooted in community relationships. These relationships, both public and private, are important to build, enhance, grow and foster for the betterment of the region we serve and our campus, students, faculty and staff. What opportunities are there to further community relationships and foster collaborations to advance our common goals? What are the strategies to infuse our campus into the community and

the community into our campus to meet the higher education, workforce development, recreation and cultural enrichment needs of the community we serve? What are the opportunities to connect physically, visually and programmatically with the community?



Art Gallery

### Campus and Institutional Identity

While we are two distinct institutions, we share the campus physical environment. Thus, our institutional identities and a shared campus identity are both important in defining who we are, promoting ourselves to the community, and drawing the community to our campus. How may academic specialization of Ohio State Mansfield foster the institution's identity, as well as a common campus identity? How may all locations of NCSC unite in promoting an institutional identity, while also promoting a common campus identity at the Mansfield campus? What role does the campus natural beauty play in our campus identity?

How we identify our institutions and our campus is important to the students, faculty and staff, our campus culture, and the community.

### Facility and Property Asset Management

Our campus consists of 640 acres of woodlands, natural areas and a developed campus core. What is our long term plan to manage this resource? We need to consider the role the natural resources of our campus may play in our academic programming and research, community education and outreach, and recreational opportunities for the campus and community. Our built environment represents a considerable investment. We need to evaluate how to best use our facilities over the long term to meet our strategic programmatic plans and associated space needs, and develop strategies to address our buildings and site deferred maintenance so that these resources may continue to best meet our needs.



Aerial image of Mansfield campus looking east

### Physical Campus Perceptions

Our wooded landscape creates perceptions that everything is far away, especially during certain parts of the year when the natural vegetation obscures views of buildings. The natural beauty of our campus is an asset for us in many ways. How may we maintain the natural beauty and at the same time establish stronger visual linkages between our facilities? How should our buildings, parking, vehicular and pedestrian routes, and open spaces relate to one another to enhance navigation, access and visually pull our campus facilities together? On a community level, the campus is perceived to be far away from town. What are the opportunities to better connect the campus physically and visually with the community? How may our campus entries have stronger presence within the community?

### Modernization of Space

Our student life facilities (library, recreation center, dining and student union) are dated, lack the resources needed and expected by our students, and need to be brought into today's modernized world. Facility conditions can impact the student experience and may be factors in a student's enrollment decision. While we have made strides in improving our teaching spaces, we still have modernization needs for our classrooms, teaching laboratories and research laboratories in areas of technology, resources and equipment to meet today's teaching methodologies and research needs so that we may continue to effectively delivery our programs.

### Social Engagement

Our campus is not just a physical place, but is also a place of human interaction and social engagement. How does

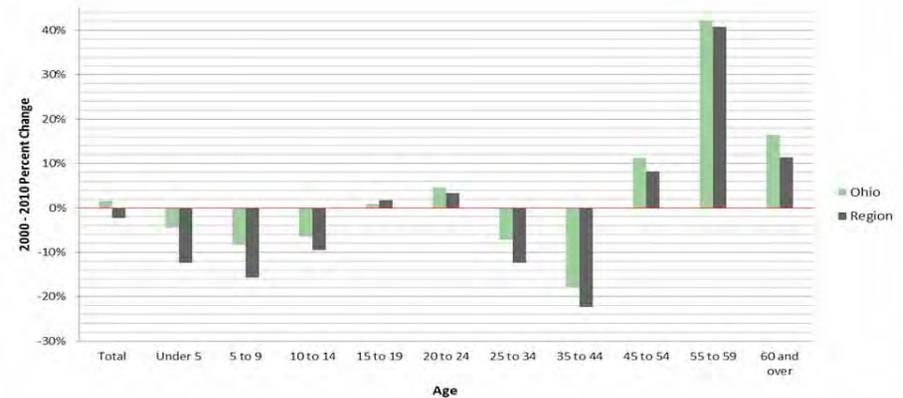
our campus environment and facilities engage all who come to campus? What are the opportunities to foster the social environment, encourage an interactive campus culture, and promote who we are as people? How can our physical environment help support the social environment?



The following **Key Findings** are considerations for our Framework and provide data related to our issues, needs and opportunities.

### Changing Regional Population 2000-2010

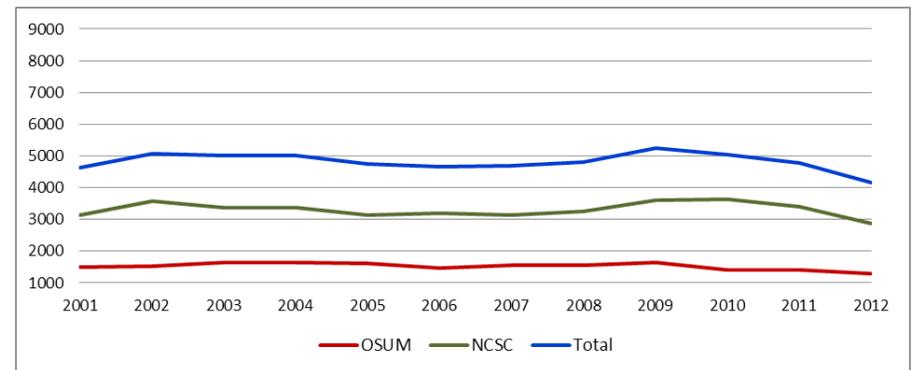
Our region is growing at a slower rate than the state in the college age population. Those age groups that will become college age in the next 5-20 years and those that may return to school for further education or career change are declining in the region at a faster rate than the state. This illustrates that our institutions are challenged in capturing students from our service area. Our region has been growing in those 45 years and older. This provides an opportunity to grow programs for retraining, continuing education and cultural enrichment for residents of the area.



Source: U.S. Census Bureau, 2000 and 2010  
 Region: Ashland, Crawford, Cuyahoga, Huron, Knox, Lorain, Medina, Morrow, Richland, Stark, Summit and Wayne Counties

### Changing Enrollment - Fall 2001-2012 Trend

Our institutions have had fluctuating enrollment trends since 2001 and recently have experienced a decline in enrollment. Collectively, our enrollment has declined by 11% since 2001. There are about 4,100 students between our institutions. Approximately 26% of NCSC students are at the Kehoe Center.



2001-2012 Enrollment Trend

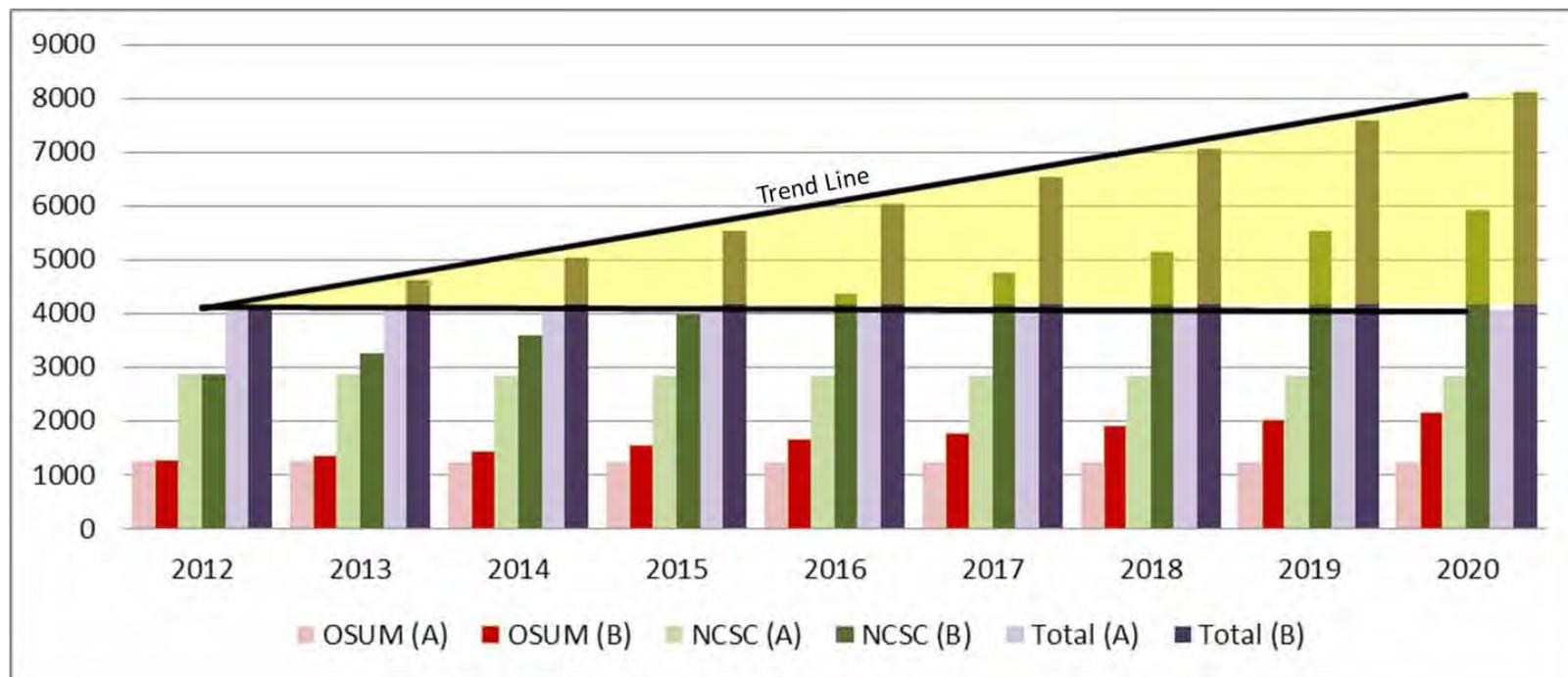
**Changing Enrollment - 2012-2020 Projection**

The project team analyzed potential enrollment through 2020 to examine “what could be.” Two parameters were used:

- (A) Basic enrollment projection assuming past trends would continue, and
- (B) Enrollment aspiration based on strategic objectives of our institutions

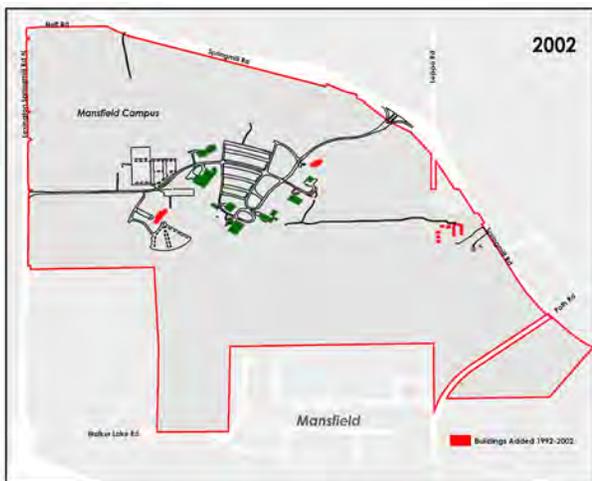
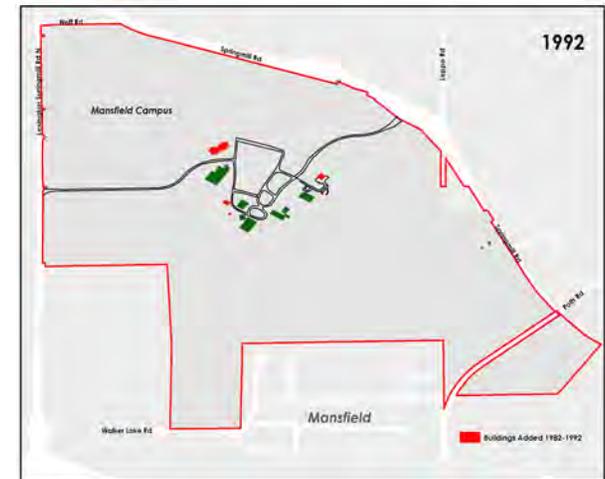
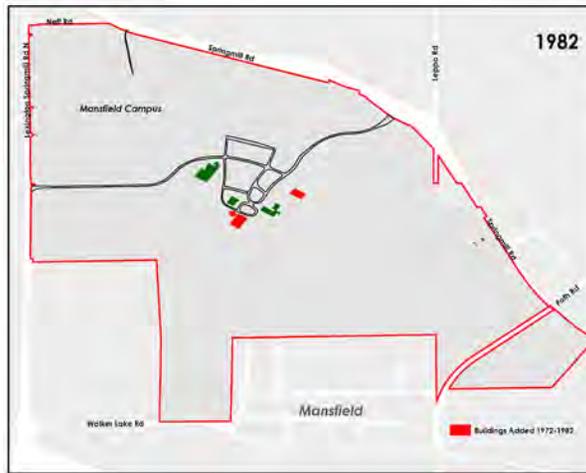
For (A), in the graph below, it was assumed that a slight decline in enrollment would continue until 2015 and then enrollment would level off to 2020. For (B), the enrollment impact of our strategic objectives was examined, showing an increase in enrollment to 2020, for a total of about 8,000 students between our two institutions. The area in yellow represents the range in enrollment that may be expected. Our framework is flexible to allow us to respond to changing enrollment demands over the long term.

**2012-2020 Enrollment Analysis**



50 Year Campus Transformation

Since our first building in 1966, Ovalwood Hall, our campus has steadily grown and changed over the decades. The series of maps below represent how the campus has transformed during its nearly 50 years of existence.

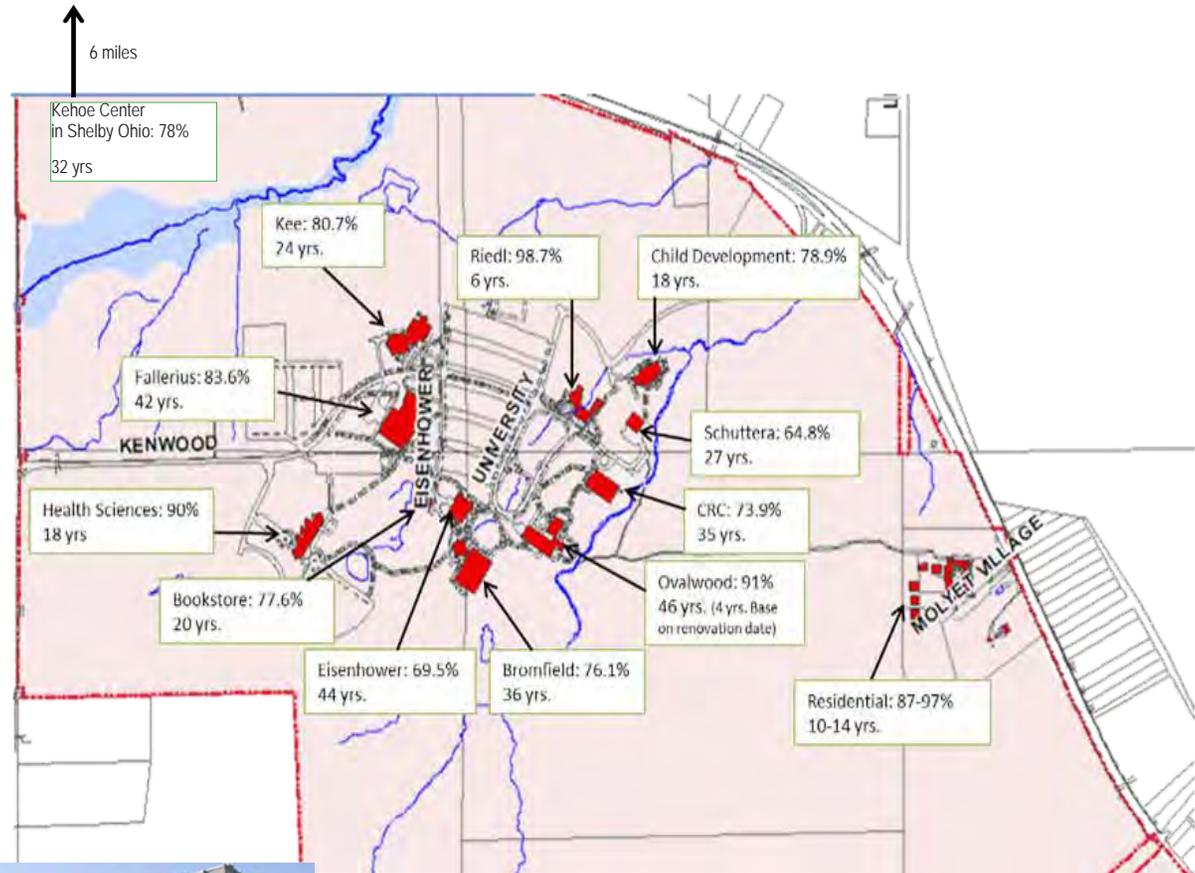


1965 Aerial: Future Site of Mansfield Campus



### Aging Structures and Changing Facility Conditions

As buildings and the systems and components within them age, it is necessary to make strategic decisions about reinvestment or replacement at key points in their life cycle. Generally, most of our deferred maintenance is carried by our older buildings, as represented by the lower FCI scores. A major reinvestment has been made in our oldest building, Ovalwood Hall. Key student support facilities, such as the Campus Recreation Center and Eisenhower Hall, have reached this critical decision point.



Campus Recreation Center

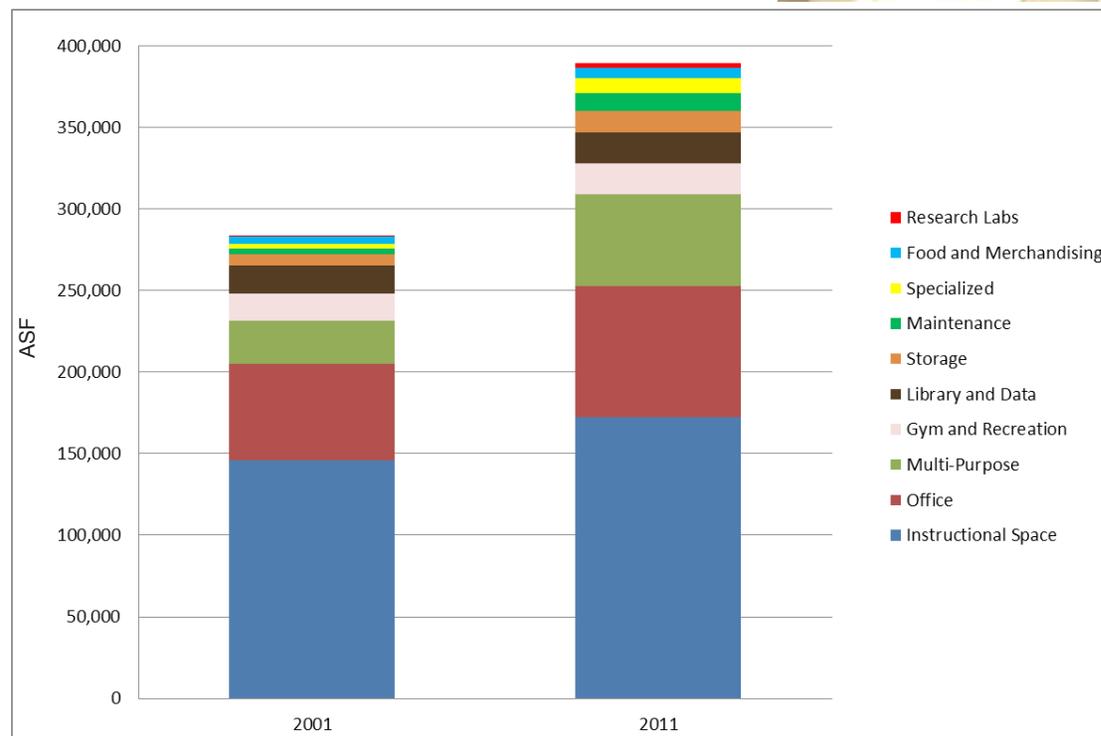


Ovalwood Hall

FCI = Facility Condition Index: A metric used to indicate the relative physical condition of a facility. The higher the FCI, the better condition the facility is in.

### Increasing Square Footage

Since 2001, one new building, Riedl Hall, has been built increasing the campus gross square foot by 9% and assignable square foot by 8%. In the same time period, Kehoe Center in Shelby, Ohio was acquired by NCSC. With Kehoe Center, the gross square foot has increased by 54% and assignable by 38%.



Increase in ASF by Space Type  
Data includes Kehoe Center

**Teaching Space Capacity**

Teaching space utilization analysis reveals that the campus and Kehoe Center have capacity to grow enrollment without increasing square feet. There is, however, a need to modernize teaching spaces and technology for today’s classroom and laboratory instructional needs.

The data is assessed against general guideline thresholds of a weekly use of 70% and a weekly seat fill of 67%. Both institutions have capacity, and that capacity varies between day and evening and from room type to room type. While this analysis provides insight into capacity, it does not address functionality of spaces and the degree to which the spaces meet modern technology and equipment for instructional purposes.

**Definitions:**

- Small Classroom = 1-24 seats
- Medium Classroom = 25-49 seats
- Large Classroom = 50-99 seats
- Lecture = 100+ seats
- Labs = any capacity

Day = 8:00 a.m. - 5:29 p.m.  
 Evening = 5:30 p.m. - 10:00 p.m.

**Ohio State Mansfield**

	Day		Evening	
<b>Use</b>	Day % Use		Evening % Use	
	Small CR	8	Small CR	2
	Medium CR	31	Medium CR	15
	Large CR	49	Large CR	11
	Lecture	13	Lecture	13
	Labs	24	Labs	8
<b>Seat Fill</b>	Day % Seat Fill		Evening % Seat Fill	
	Small CR	8	Small CR	2
	Medium CR	28	Medium CR	13
	Large CR	42	Large CR	8
	Lecture	5	Lecture	5
	Labs	17	Labs	7

**North Central State College**

\*Does not include Kehoe Center and Urban Center

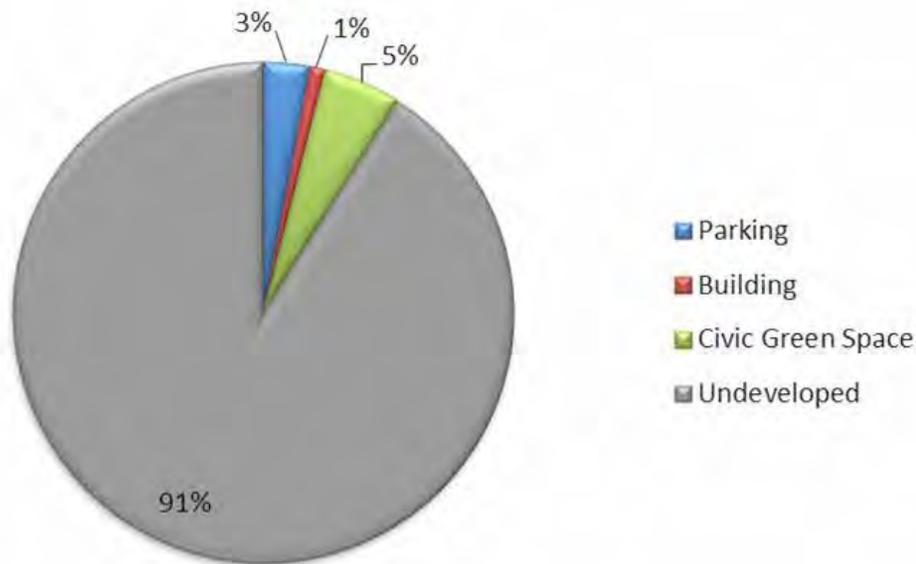
	Day		Evening	
<b>Use</b>	Day % Use		Evening % Use	
	Small CR	14	Small CR	17
	Medium CR	32	Medium CR	23
	Large CR	17	Large CR	11
	Lecture	61	Lecture	36
	Labs	50	Labs	18
<b>Seat Fill</b>	Day % Seat Fill		Evening % Seat Fill	
	Small CR	19	Small CR	24
	Medium CR	20	Medium CR	15
	Large CR	7	Large CR	6
	Lecture	34	Lecture	17
	Labs	46	Labs	18



Aerial image of Mansfield campus looking northeast

### Land Use

The Mansfield campus consists of 640 contiguous acres. Approximately 10% of it is developed with program uses, mainly to the center of the acreage. The balance is in woodlands. The campus terrain consists of streams, wetlands, floodplain, new and old growth woodlands, and changes in topography. Several key infrastructure routes, including overhead transmission lines, traverse the campus. The land has natural beauty and holds opportunities programmatically, financially, and in our connection with the community.



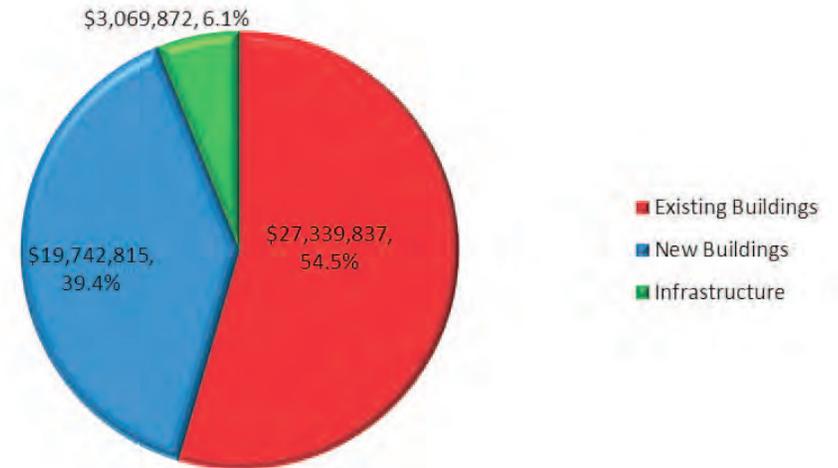
**Financial Climate**

Since 1997, Mansfield campus state major capital funding has decreased by 37% (in 2011 \$) and this trend is expected to continue. Since 1995, the campus has made \$50 million in investment including building Health Sciences Center and Riedl Hall, adding the Conard Learning Center to Bromfield Hall, and the NCSC acquisition of the Kehoe Center in Shelby, Ohio. Of the \$50 million in investment, over half has gone to our institution’s existing buildings.

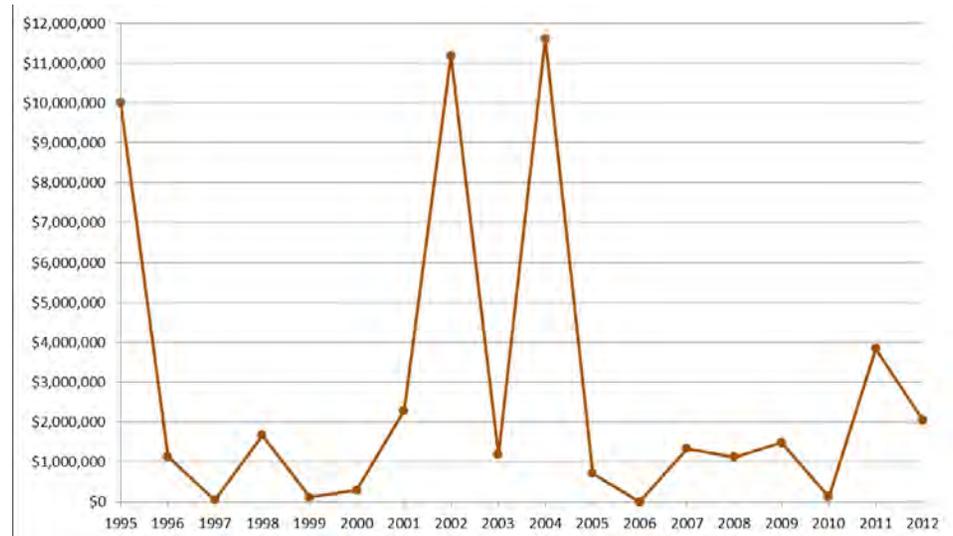
On average, over the last 18 years, the campus has invested \$2.8 million per year. While the actual expenditures fluctuate per year based on facility needs and financial strategies to meet those needs, the 18 year trend provides us with an understanding of historic investment patterns.

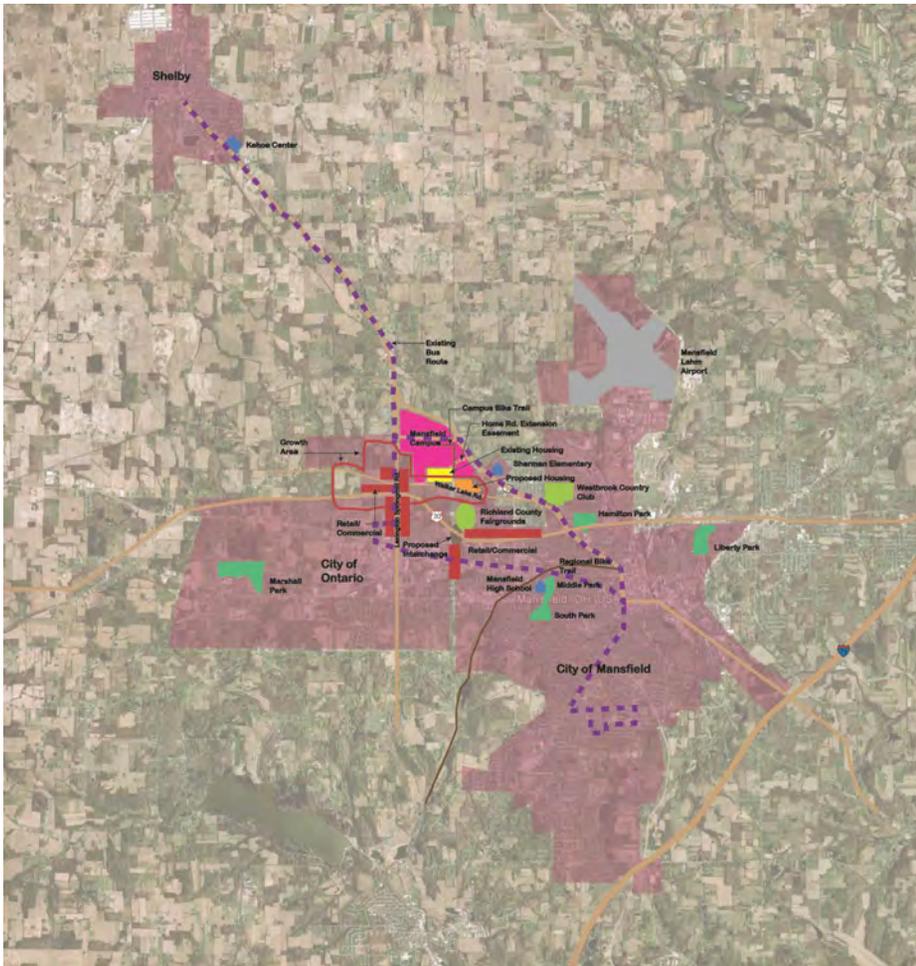
The current replacement value (CRV) of the Mansfield campus buildings, including Kehoe Center, is \$188.5 million. Industry professionals recommend budgeting annually 2% of the CRV to keep building systems functioning. Based on today’s CRV, the campus should budget \$3.8 million per year for the existing buildings.

**CRV** = Current Replacement Value: The amount in today’s dollars that it would cost to replace a facility at its current square footage without changing its use or program.



1995-2012 Investment

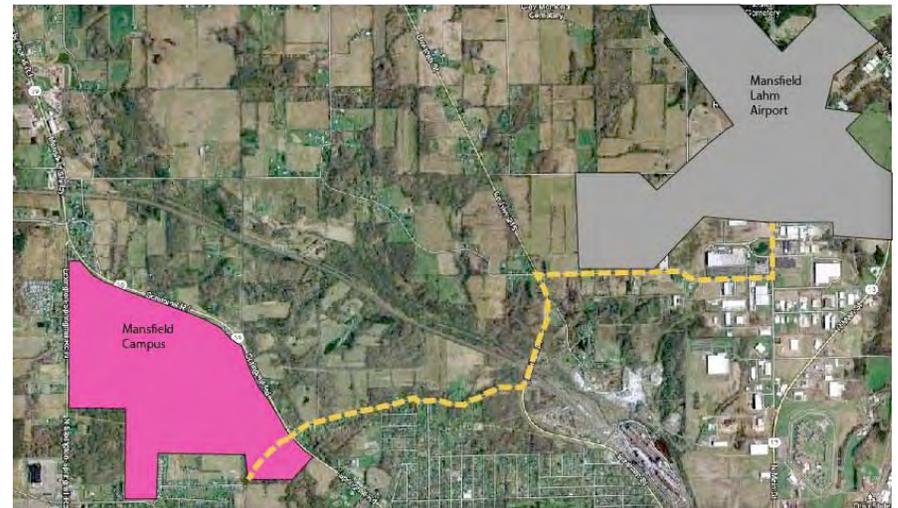




### Local Context

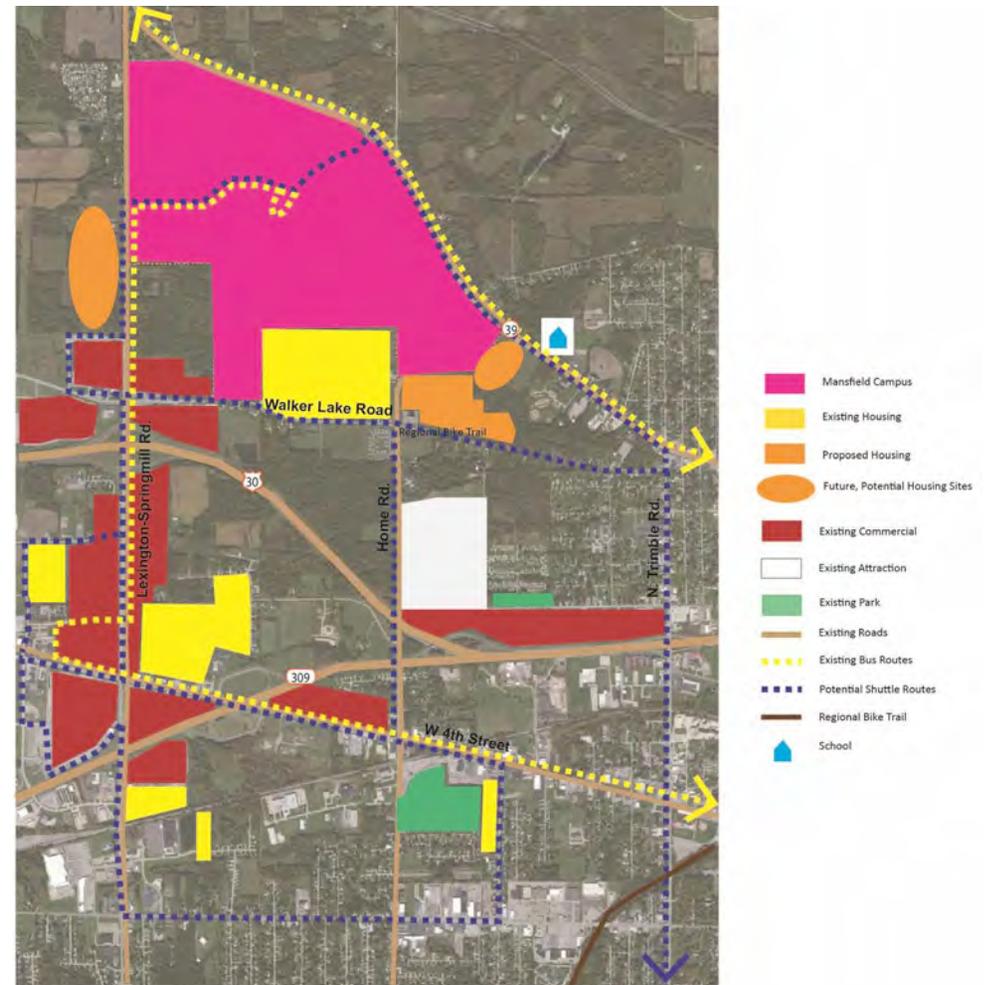
The Mansfield campus is located within the City of Mansfield on its northern end and is bordered by the City of Ontario. Six miles north along Route 39 is the City of Shelby where NCSC Kehoe Center is located. The Mansfield campus is located north of the Lexington-Springmill Road exit off Route 30. This interchange area has been developing with commercial uses and could be an area of potential further growth. To the south of the campus are residential developments. Several schools, parks and the Richland County Fairgrounds are located near the campus or within a quick drive of campus.

The Mansfield Lahm Airport and industrial park are northeast of the campus. The connection of campus to the airport is illustrated below. In the future, improvements along Poth Road could strengthen the physical connection.



The area in closer proximity to the campus is illustrated here and includes the existing conditions and potential areas of residential development. As this area develops, connections among the various elements and with the Mansfield campus can be explored. The campus and the area around it has the potential to emerge as a “campus district.”

While additional on-campus student housing is not a priority in the near-term, and we will need to plan for replacement of existing on-campus housing as that facility ages, we recognize the potential role off-campus, private sector housing may play to meet student housing needs. Housing, commercial development, parks, transportation and other facilities are all important to the future of a potential “campus district.” Shown here is a concept of how possible shuttle routes might serve the campus and nearby residential and retail uses, as well as connect to downtown Mansfield, Ontario and Shelby directly or by combining with existing routes.

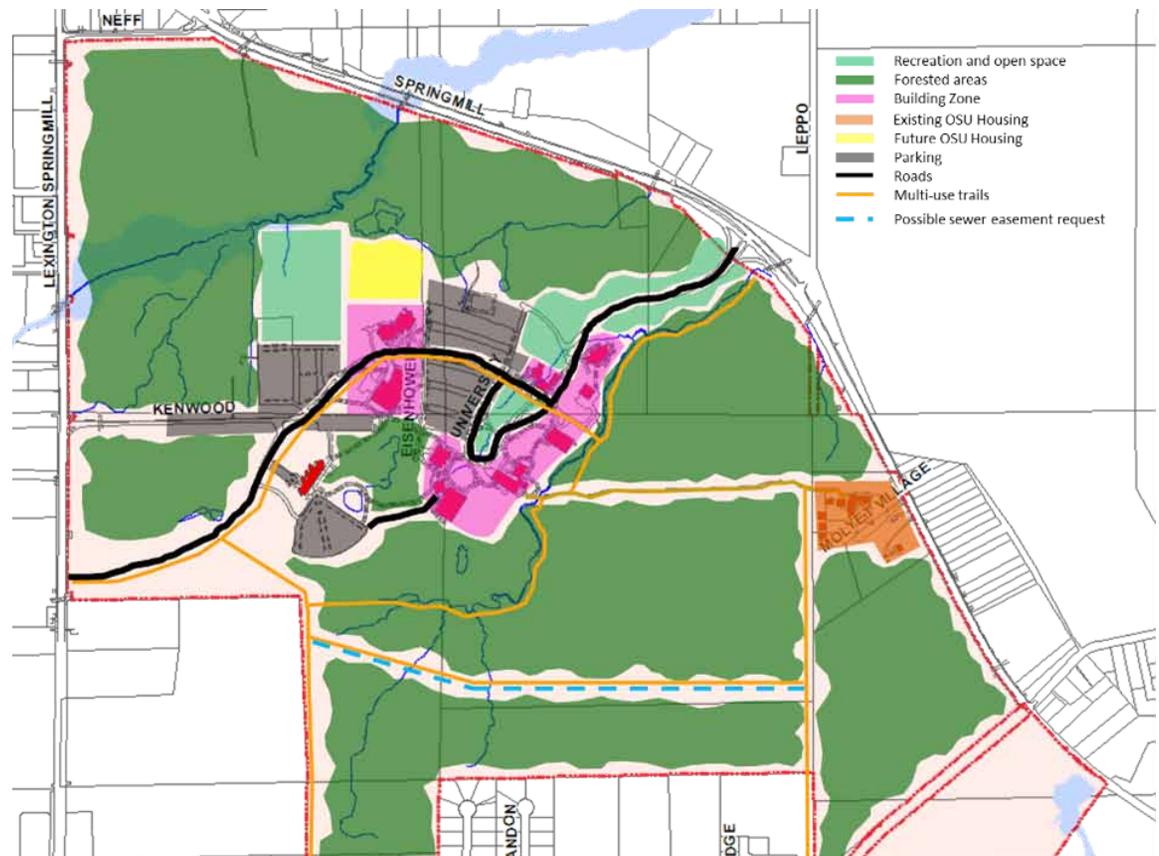


**The Framework** represents the big ideas and organizing elements of the plan. It embodies our principles and strategies and allows us to take advantage of the opportunities our physical environment presents. It allows us to better our environment, capitalize on our land and natural environmental assets, advance our institutional missions, engage with and infuse our campus into the community, and positions us to transform our campus for the betterment of our students, faculty, staff and community.

Elements of our framework include locations for our academic uses, on campus housing, and recreation and open spaces. It also illustrates infrastructure including roads, multi-use trails and parking. And finally, in the past there have been inquiries from the private industry regarding sewer extensions, as represented by the blue dashed line.

**Framework Objectives - Plan for Campus Transformation**

- Modernize the learning environment
- Modernize the student support environment
- Address facility conditions and deferred maintenance
- Enhance pedestrian circulation and wayfinding
- Expand bike path system
- Focus campus main entry to Lexington-Springmill Road and create gateway entry
- Establish the Route 39 campus entry as an environmental theme entry
- Improve interior vehicular circulation
- Physically connect the campus with the larger community
- Preserve, enhance and manage the natural resources
- Engage the eastern stream
- Plan for housing growth
- Provide for service needs



The **Physical Scenario** represents how our campus may change over time to meet our vision. Several long-term physical scenarios were developed to illustrate how the campus may change to meet our needs, embody our framework principles, and incrementally build toward our long-term vision to transform our campus over the next fifty years. One possible scenario is illustrated here, however it is not the only possible scenario.

In the scenario, new buildings are shown as masses for the purpose of identifying building sites and representing site capacity. New academic buildings are assumed to be three stories, with the potential of one of the stories being below grade. New residential buildings are assumed to be of a similar apartment style model as is currently on campus.



Health Sciences Center



Art Gallery



Campus pedestrian and bike path

**Existing Conditions**

The campus consists of 640 acres with over 470,000 total gross square feet. Our campus is developed mainly in the center of the site and is surrounded by woodlands. The topography, streams and woodlands create a beautiful natural setting that offers many advantages for our institutions' dynamic academic programs, as well as recreation opportunities for our students, faculty, staff and community. Our campus is located in the northern part of the City of Mansfield and adjoins the City of Ontario. Nearby are residential developments, commercial and retail options, and access to Route 30.



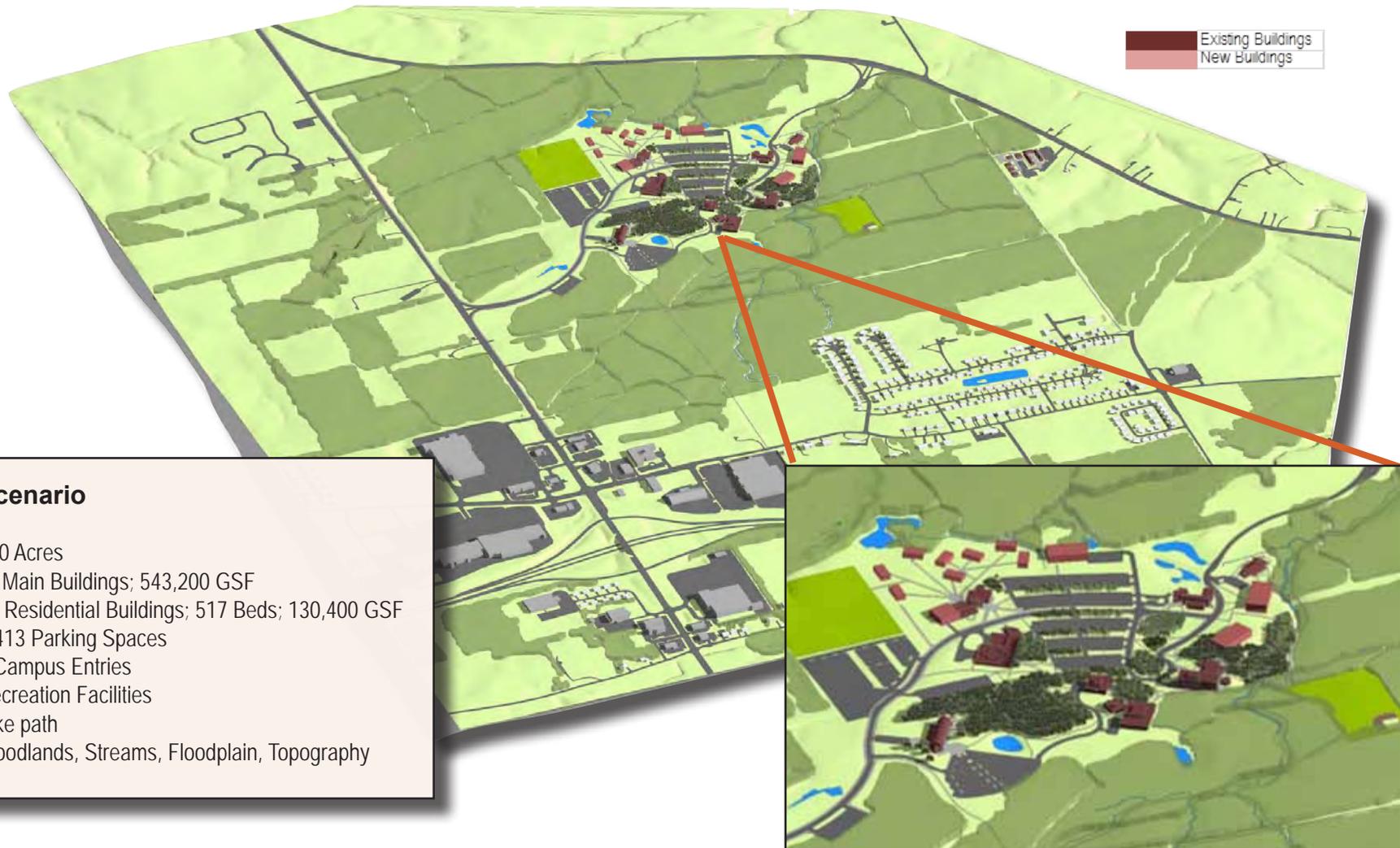
**Existing Conditions**

- 640 Acres
- 11 Main Buildings; 419,900 GSF
- 7 Residential Buildings; 197 Beds; 50,400 GSF
- 2,413 Parking Spaces
- 2 Campus Entries
- Recreation Facilities
- Bike path
- Woodlands, Streams, Floodplain, Topography



### Physical Scenario

One possible long-term physical scenario is illustrated here consisting of over 673,000 total gross square feet. The scenario reflects our principles and strategies, and is flexible in addressing our issues and opportunities. The next few pages illustrate the strategic components of the physical scenario representing those components that are *enablers* allowing us to strategically position ourselves for the future; those that are *enrollment driven*; and those that are *opportunities* to take our vision into the future.



**Scenario**

- 640 Acres
- 11 Main Buildings; 543,200 GSF
- 15 Residential Buildings; 517 Beds; 130,400 GSF
- 2,413 Parking Spaces
- 2 Campus Entries
- Recreation Facilities
- Bike path
- Woodlands, Streams, Floodplain, Topography

Scenario Strategic Components

Key elements of our scenario that are *enablers* and set the stage for us to transform the campus:

- ★ Address deferred maintenance through renovation of key academic and student support facilities and replacement of the Campus Recreation Center and Bookstore
- Reconfigure road and pedestrian networks, and implement wayfinding strategies to achieve improved campus navigation
- ◆ Address building service access needs to Bromfield and Eisenhower
- ▲ Develop a wooded academic quad
- Improve parking lot access



Library

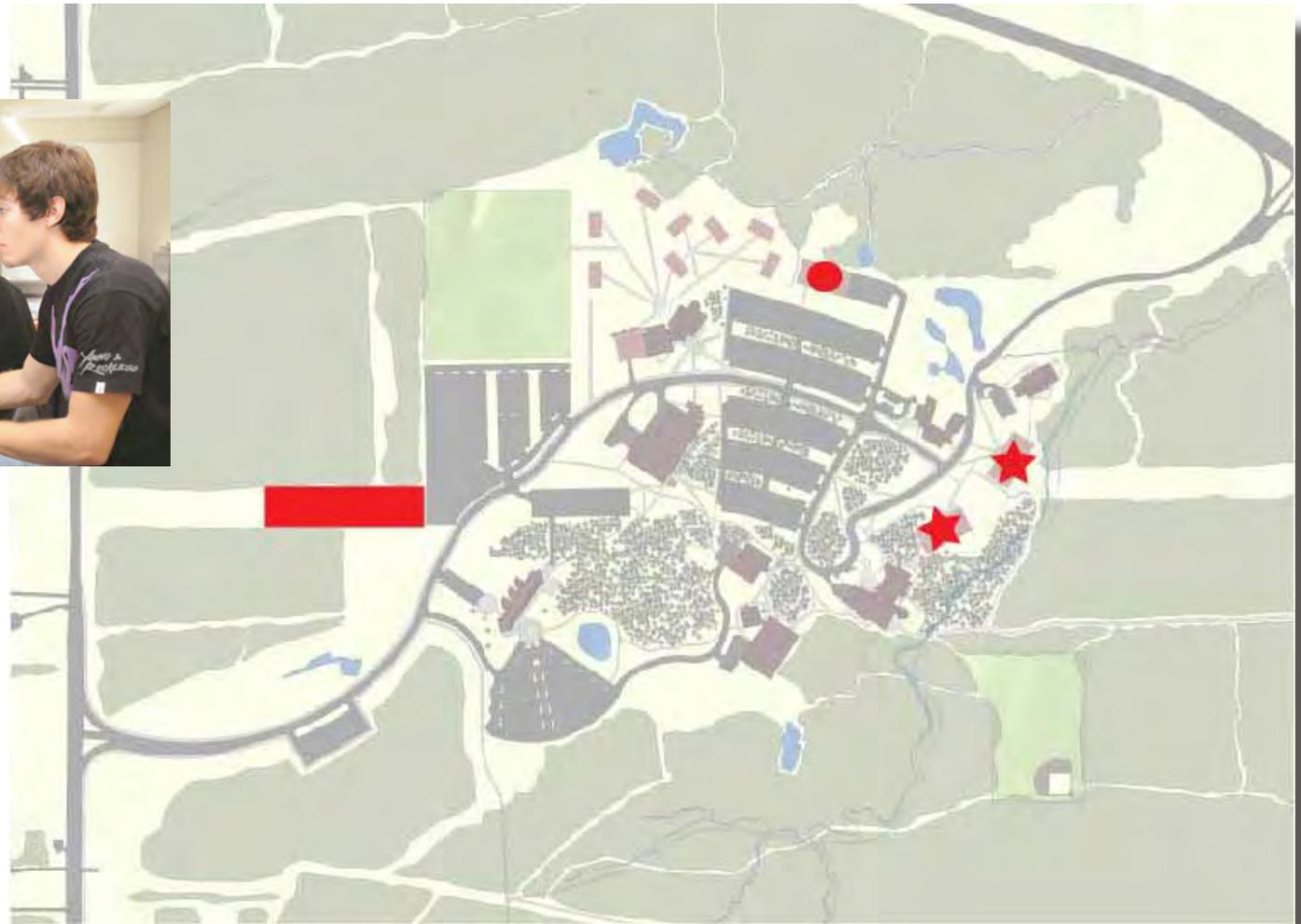


Campus Recreation Center Weight Room



Key elements of our scenario that are **enrollment driven** to address space needs based on enrollment demands:

- ★ Add new academic buildings through placement that further defines an academic quad
- Address parking needs
- Replace Schuttera Maintenance Center



The key elements of our scenario that may allow us to take advantage of **opportunities**:

-  Relocate Lexington-Springmill Road entrance and create new gateway main entrance
-  Develop on campus residential to add housing and replace Molyet Village when the buildings reach their useful life
-  Develop improved outdoor athletic and recreation fields
-  Expand the bike path system and connect it regionally
-  Incorporate a health clinic



Opportunities may be present to consider optional scenarios to the recreation center and health clinic. These alternatives include the potential of locating a new recreation center at the new Lexington-Springmill Road entry, and the possibility of establishing a stand alone health clinic across from the Health Sciences Building. Our framework is flexible to allow us to consider alternative scenarios, while still forwarding our physical vision.



Recreation Center Alternative Scenario



Health Clinic Alternative Scenario

The natural beauty of our campus is a key asset and helps define us. At the same time, it may create perceptions that buildings are far away. One way to maintain our natural environment while also enhancing campus wayfinding is to open key view corridors. Here is an existing view across the quad looking from the bus stop toward Ovalwood Hall.



Before: View across quad looking at Ovalwood Hall

The rendering below is not intended to illustrate specific site improvements. Rather, it is intended to provide an idea of how pedestrian wayfinding might be enhanced. By reconsidering the design of the quad, we can open up an important view shed for pedestrian wayfinding while maintaining our campus natural beauty.



After: View across quad looking at Ovalwood Hall

An opportunity of our framework is to relocate our current entrance off Lexington-Springmill Road further south and clearly define it as our main campus entry. This realignment does several things for us: 1) It enhances our west entry by moving it out from under the overhead power lines; 2) It creates views of our campus from Lexington-Springmill Road allowing the community to visually connect with the campus; 3) It places our entry closer to the commercial development at the interchange of Route 30 and Lexington-Springmill Road and thus connecting us better with the community.



Before: View looking east along Lexington-Springmill Road

The rendering below is not intended to illustrate a specific entry design. Instead it is intended to convey an idea and feeling of how a new entry from Lexington-Springmill Road may develop to allow for views of the campus, better connection of our campus with the community, and enhancing our presence in the community.



After: Rendering of new entry on Lexington-Springmill Road

Our framework recommends enhancing campus life through a program driven student life vision. Replacement of the Campus Recreation Center and renovation of Eisenhower Hall are fundamental parts of this vision. In addressing these student life facilities, we not only enhance the student experience, but we also address key deferred maintenance of these facilities. Below is the existing Campus Recreation Center and the current view towards Kee Hall (beyond the trees) from the northwestern parking lots.



Campus Recreation Center

Before: View looking northeast toward Kee Hall across the parking lots



Our framework physical scenario envisions the renovation of Kee Hall for a recreation center and bookstore, adding a gym to Kee Hall, developing outdoor athletic and recreation fields northwest of the gym, and developing on-campus housing in proximity to these recreational facilities. The rendering below is not intended to show specific building designs nor site improvements. Rather, it is intended to provide an idea and feeling of how an area of recreation and student housing may develop.



After: View looking northeast toward athletic fields, student housing and renovated Kee Hall with a gym addition

### Scenario Priorities

Our plan is a framework of opportunities. Funding is currently not in place to implement our vision, and the current economic climate limits us in implementing the vision now. However, our framework is the guide to our future so that we may target opportunities and appropriately direct funding at the time it is available. Currently, our campus is engaged in ongoing initiatives to renovate the Bromfield Library, and provide needed service and facility improvements to our student union and recreation facilities. Our framework embraces these current initiatives.

The goals of our framework and elements of our vision are essential to advancing our institutions, meeting our region's changing educational needs, expanding our presence, and ensuring our institutions remain competitive over the long-term. Knowing that it is not possible to achieve all elements of our vision at once, priorities are established. Priorities allow us to respond strategically when conditions change, opportunities present themselves, and financial resources become available. Priorities were established based on several factors - an evaluative process of assessing needs against criteria, an understanding of potential development drivers, and the need for sequencing priorities based on how one may enable another. The following page illustrates our priorities, grouped to best accomplish our vision based on current issues, enrollment trends and enabling projects. While this is focused on the illustrative elements of our vision, there are additional needs in areas of deferred maintenance, technology, and infrastructure planning that are important to our future and should be incorporated into capital planning.



**Mansfield Campus Priorities**

**1. Infrastructure for Transformation I**

- Build new entrance road from Lexington-Springmill
- New service drive to Bromfield and Eisenhower Halls
- New accessible parking and service lots at Bromfield and Eisenhower Halls
- Relocate parking lot access and remove intersection between Fallerius and Kee Halls
- Sidewalk repair
- North/south bike path at west property line
- Wayfinding signage

**2. Infrastructure for Transformation II**

- Rebuild existing road to new standards
- Connect bike path systems through campus core (12' path one side of road)

**3. Student Life and Services Transformation**

- Renovate 2nd floor Bromfield Hall academic space
- Determine new location of Kee Hall occupants
- Renovate Kee Hall for bookstore and fitness/wellness
- Demolish Bookstore
- Build pre-fabricated basketball facility addition to Kee Hall
- Demolish Campus Recreation Center
- Renovate Eisenhower Hall

**4. Academic Expansion I**

- Build new academic building 1
- Reconfigure loop road in core
- Repair remainder of loop road
- Landscape wooded Quad
- Demolish road at wetlands

**5. Academic Expansion II**

- Build new maintenance building
- Demolish Schuttera
- Build new academic building 2

**Opportunity Projects (could happen with any priority based on opportunities)**

- On-campus housing (can be done in phases)
- Create new recreation fields
- New bike path along gas easement
- New bike path along stream
- Trail head parking
- Health clinic

Below are the priorities for NCSC Kehoe Center and Urban Center locations.

**Kehoe Center and Urban Center**

1. Urban Center interior renovation
2. Kehoe Center 3rd Floor Renovation
3. Kehoe Center central heating system
4. Kehoe Center bridge



Kehoe Center



Urban Center

Below are potential projects in the vicinity of the Mansfield campus that involve the larger community. Our campus is a stakeholder in these potential projects and they have an impact on our vision.

**Community Projects**

- 1. Home Road extension
- 2. Sidewalks on Lexington-Springmill Road
- 3. Route 30 interchange at Home Road



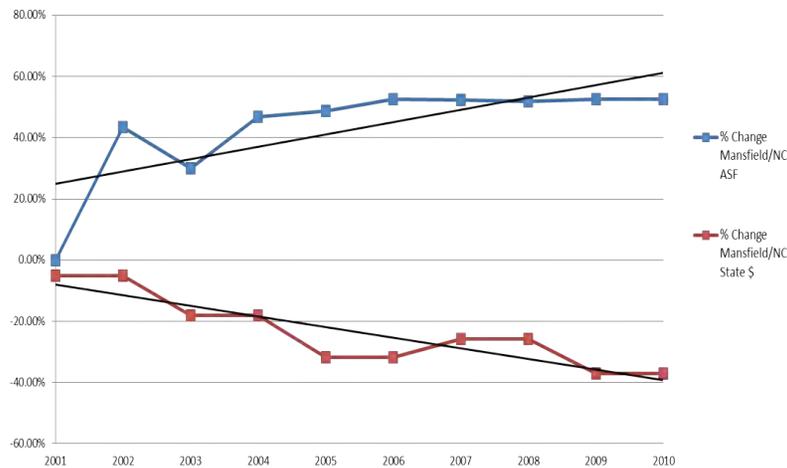
Lexington-Springmill Road



Home Road: Existing Northern Terminus



Home Road: Rendering of Extension Northeast



Rate of increase in ASF vs Rate of Decrease in Major State Capital Funding 2001-2010 (2011\$)

### Financial Considerations

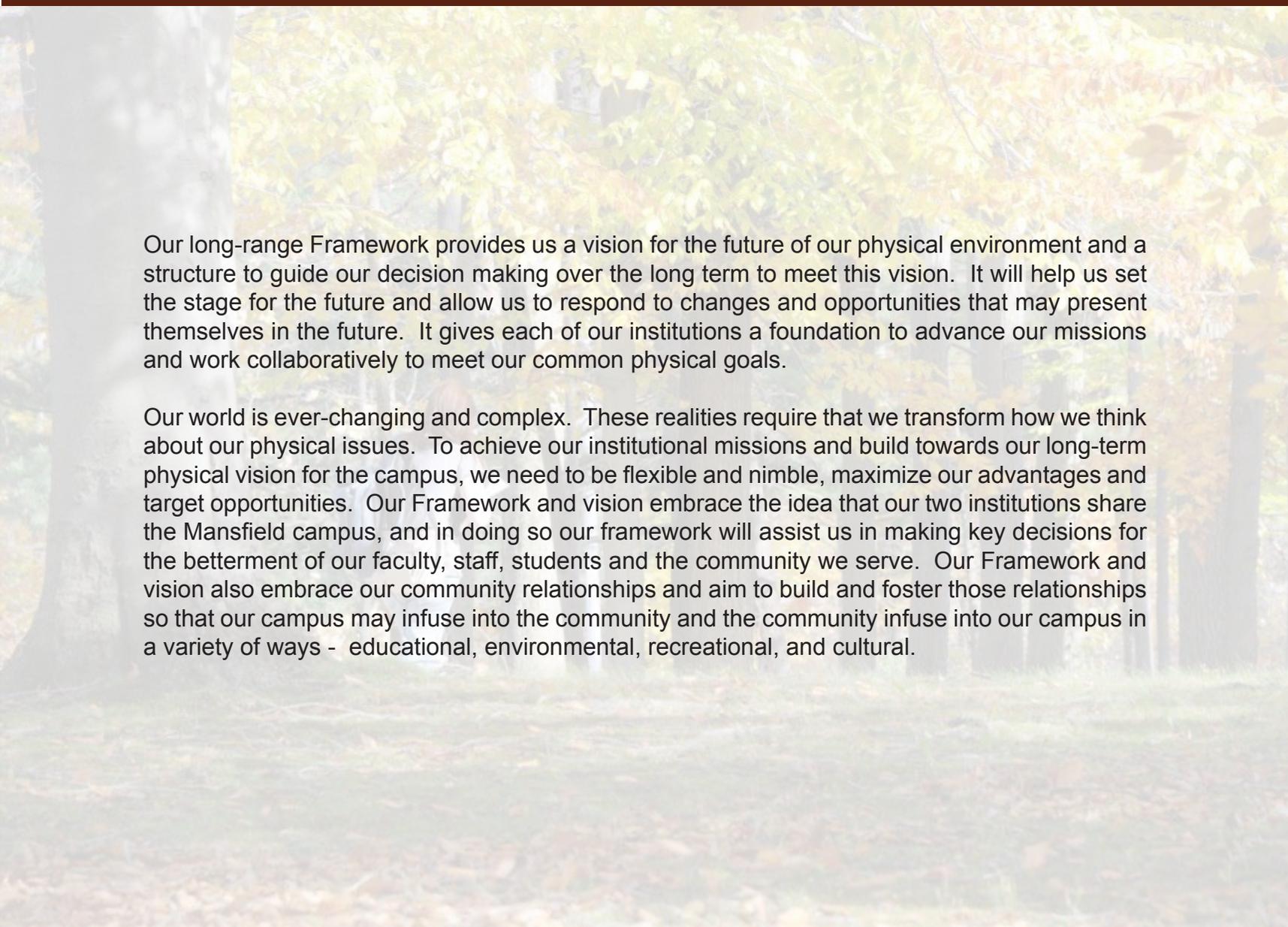
The state has directly felt the impact of the national economic downturn and so has our campus. Over the last 15 years, state funding for our major capital projects has decreased by 37%, while our assignable square foot has increased 54% since 2001 to address our needs. Our current rate of investment in major capital facilities is \$2.8 million per year. At this rate and without inflation, it will take 32 years to achieve our priorities. We are challenged by limited capital funding and competition for donors in our region. As are many institutions, we are also challenged with deferred maintenance, keeping up with our technology needs, updating teaching and student support spaces, maintaining a quality physical campus, and keeping tuition affordable.

### Financial Strategies

With the challenges of state funding, we need to be more strategic about our financial planning. As we move forward, our Framework sets a solid foundation for our financial planning. We need to be proficient in telling our story and justifying our needs and proposed projects. We must be flexible in our financial planning, look at creative ways to mix funding sources, and work to identify new revenue opportunities. We need to understand state priorities and identify where our high priority needs align with state priorities. And, we need to be nimble so that we are ready to respond to changing priorities.

Leveraging our existing facilities in today's financial climate is vitally important. We must strategically focus financial resources by using existing infrastructure to the extent feasible and appropriate for long term development, as well as maximizing the utilization of our existing spaces. On an annual basis we need to budget for our deferred maintenance, and carefully consider our reinvestments to address deferred maintenance needs.

Finally, our connections and partnerships with the community are of high importance to us and our institutional missions. We must build our presence in the community by connecting our campus physically, visually and programmatically with the community we serve.



Our long-range Framework provides us a vision for the future of our physical environment and a structure to guide our decision making over the long term to meet this vision. It will help us set the stage for the future and allow us to respond to changes and opportunities that may present themselves in the future. It gives each of our institutions a foundation to advance our missions and work collaboratively to meet our common physical goals.

Our world is ever-changing and complex. These realities require that we transform how we think about our physical issues. To achieve our institutional missions and build towards our long-term physical vision for the campus, we need to be flexible and nimble, maximize our advantages and target opportunities. Our Framework and vision embrace the idea that our two institutions share the Mansfield campus, and in doing so our framework will assist us in making key decisions for the betterment of our faculty, staff, students and the community we serve. Our Framework and vision also embrace our community relationships and aim to build and foster those relationships so that our campus may infuse into the community and the community infuse into our campus in a variety of ways - educational, environmental, recreational, and cultural.

Stephen Gavazzi	Dean and Director, Ohio State Mansfield
Donald Plotts	Former President, North Central State College
Dorey Diab	President, North Central State College
David Tovey	Associate Dean, Ohio State Mansfield
Karen Reed	Vice President for Academic Services, North Central State College
Carol Freytag	Fiscal Officer, Ohio State Mansfield
Koffi Akakpo	Vice President for Business and Administrative Services, North Central State College
Donna Hight	Chief Student Life and Retention Officer, Ohio State Mansfield
Peg Moir	Former Vice President of Student Services, North Central State College
Brian White	Superintendent, Physical Facilities, Security & Custodial, Ohio State Mansfield
Dean Schaad	Facilities Manager, North Central State College
Betty Preston	Chief Public Affairs Officer, North Central State College
Sara Rollo	Faculty, North Central State College
Forest Kunecke	Student, Ohio State Mansfield
Casey Britton	Student, North Central State College
Jim Ray	Project Manager, Facilities Design and Construction, Ohio State
Brenda Slack	Project Manager, Physical Planning and Real Estate, Ohio State