DRAFT
MANSFIELD CAMPUS
FRAMEWORK PLAN
The Ohio State University at Mansfield
North Central State College

January 2013
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.
<table>
<thead>
<tr>
<th>Table of Contents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Framework Principles</td>
</tr>
<tr>
<td>Framework Strategies</td>
</tr>
<tr>
<td>Meaning of the Framework</td>
</tr>
<tr>
<td>Issues and Opportunities</td>
</tr>
<tr>
<td>Key Findings</td>
</tr>
<tr>
<td>The Framework</td>
</tr>
<tr>
<td>Physical Scenario</td>
</tr>
<tr>
<td>Financial Strategies</td>
</tr>
<tr>
<td>Conclusion</td>
</tr>
<tr>
<td>Project Team</td>
</tr>
</tbody>
</table>
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, provide us approaches to them, and are a way to visualize them.

**Transform the Campus**
- Relocate Lexington-Springmill entrance closer to the center of activity to create a main gateway entry to the campus that engages the community.
- Redesign Route 39 entry to create a dynamic environmental entry to the campus.
- Improve wayfinding through improved alignment and quality of pedestrian paths and roads, uniform signage strategy including pedestrian maps, consistent treatment of building main entries, and improving view corridors.
- Expand the walk/bike path system through the campus and connect the system with the community.
- Develop consistent landscape strategy that includes informal plantings and uniform, simple site materials appropriate to the natural environment.
- Develop a wooded academic quad.
- Highlight the stream corridor by designing buildings and outdoor space that engage with this amenity.
- Address service connections.
- Focus new development to the current developed area of campus.
- Build new buildings with multiple stories and with flexibility to accommodate changes in use.
- Enhance the environment for the community to engage in education, leisure and cultural enrichment.
- Leverage existing infrastructure and plan for needs.
- Design the road system to complement the natural environment, meet access needs, and discourage cut through traffic.

**Enhance Campus Life**
- Plan for housing growth to be implemented at an appropriate time.
- Examine how off-campus private housing can meet housing demands in the near term.
- Create a program driven student life vision that includes recreation, dining, a variety of social activities and living-learning communities.
- Replace the Campus Recreation Center and Bookstore through repurposing existing facilities and adding a new gym.
- Renovate Eisenhower Hall as a modern, contemporary student union.
- Build new outdoor recreation and athletic fields.
- Develop passive recreational opportunities, such as expanding the walk/bike path system.

**Promote Partnerships**
- Explore collaboration opportunities between Ohio State Mansfield and North Central State College to advance common goals.
- Enhance and grow partnerships with the community and industry.
- Engage in all partnership options including physical, programmatic, economic and virtual.

**Empower Agile Data-Informed Decision Making**
- Have available and accessible programmatic, physical and financial data.
- Ensure policies are agile and nimble to respond to change.
- Use data to inform goals and needs, assist in prioritizing needs, and formulating projects.

**Manage Land Resources**
- Celebrate the natural environment in building and site design.
- Develop a land resources plan that explores woodland and habitat preservation, environmental education, and recreation, development and revenue opportunities.
Meaning of the Framework

**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 campus 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.

**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 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 evolved 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 process 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, leveraging our institutional collaboration, and connecting with the community to meet our common goals.

**How is the Framework Used?**

We will use the framework to inform and guide decision making about our physical environment and capital investment to achieve strategic programmatic objectives of both institutions. The framework contains key ideas for the future represented in a physical context. Several physical scenarios to make the framework vision a reality were evaluated by the project team. One such scenario is illustrated, but is not the only potential option. The framework plan is flexible and nimble to allow us to respond to changes and opportunities, while maintaining our overall vision.
Eight **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
- Our institutions have fluctuated in enrollment since 2001 and we have experienced declining enrollment since 2009. Since 2001, enrollment collectively between our institutions is down 11%.
- We have less high school graduates in our region and lower numbers seeking higher education.
- Our student demographics and expectations are changing. What do our traditional, pass-through, shared, virtual, first generation, and part-time students need?
- There are opportunities to grow our virtual courses. At the same time we need to understand the impact of virtual classes on our space needs.
- We have opportunities for increased dual enrollment with both high school and college students.

### Financial Sustainability
- The economic downturn has financial impacts on both institutions and our students.
- Major capital funding from the state has declined 37% since 1997.
- Our institutions are faced with declining state share of instruction, tuition caps and we cannot charge general fees.
- Our students are faced with declining financial aid and viable resources to fund education.
- We compete with all other agencies in the area for the same donors.
- Our opportunities include limited state supported institutions in our area and competitive tuition.
- There is a misconception about the financial relationship between the Columbus campus and Ohio State Mansfield.

### Impact of Local Economy
- Our region has experienced loss of businesses and a major decline in manufacturing. The region’s economic recovery lags behind portions of the rest of the state.
- The local economy impacts our enrollment and faculty/staff recruitment and retention.
- It is important to understand the expectations of employers in the region. Do our academic offerings enable the workforce to gain skills needed in the local economy?
- Our institutions contribute to the local economy by providing education and being major employers.
Issues and Opportunities

Community Relationships
- Engaging with the community is an important part of our missions.
- What is the most effective strategy to connect with the community, infuse into the community and meet the higher education, workforce development, recreation and cultural enrichment needs of the community we serve?
- What are the opportunities to increase and foster collaborations with the community?

Campus and Institutional Identity
- What are the identities for each institution, and our collective identity for the campus as a whole?
- What will be the academic foci of Ohio State Mansfield and what role do these focus areas play in campus identity?
- How do the multiple locations of NCSC unite in the identity of NCSC?
- How do we promote who we are to the community, draw the community to the campus, and infuse the campus into the community?

Facility and Property Asset Management
- The campus, its 600+ acres and large woodland areas are significant assets. How best do we manage this asset and what role does it play in our future?
- How do we best use our facilities over the long term to meet our strategic programmatic plans and associated space needs?
- What are the strategies to addressing our deferred maintenance over the long term?
- How do our facilities and property connect, integrate, and fuse with the surrounding community?

Physical Campus Perceptions
- Our wooded landscape creates perceptions that everything is far away.
- 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, while maintaining the natural beauty that helps define us?
- Campus is perceived to be far away from town; how do we physically and visually connect with the community?

Modernization of Space
- Our Student Life facilities need to be upgraded, including the library, student union, and recreation.
- Our classrooms and laboratories require modernization and technology upgrades to meet today’s teaching needs.
- Facility conditions impact the student experience and individual enrollment decisions.
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 & 2012-2020 Projection

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.
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.
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.
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.

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%.
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.

### Key Findings

#### Ohio State Mansfield

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#### North Central State College

*Does not include Kehoe Center and Urban Center*

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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.
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 **Existing 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
Several long term **Physical Scenarios** were developed to illustrate how the campus may change over time to meet our vision. 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
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
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.
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.
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
A key element 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.
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.
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
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 illustrate 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
   - Reconfigure 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
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
Considerations

- The state has directly felt the impact of the economic downturn
- While ASF has increased 54% since 2001, state funding for capital improvements has decreased 37%
- Our current rate of investment 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 the region
- We are challenged with deferred maintenance, keeping up with technology, the need to update teaching and student support spaces, keeping tuition affordable, and maintaining a quality physical campus

Strategies

- Ensure good planning; the framework sets a solid foundation for our future physical environment
- We need to be proficient in telling our story and justifying proposed projects
- Be flexible and creative in our financial planning
- Work to identify new revenue opportunities
- Identify high priority needs that align with state priorities
- Strategically focus resources by using existing infrastructure to the extent feasible and appropriate for long term development
- Address deferred maintenance through carefully considered reinvestment and budget for deferred maintenance needs on an annual basis
- Build our presence in the community by connecting our campus physically, visually and programmatically with the community
- Creatively use a mix of funding sources
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  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  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