1-Executive Summary

1.1 Introduction

The University of Cincinnati's Clermont College campus is in the midst of significant changes based on enrollment growth and academic mandates that will impact the evolution of the campus. To help guide the evolution of the campus, a comprehensive master plan was produced. This master plan provides a long range vision and framework to achieve the campus' vision and guide future investment decisions and growth. The plan outlines the physical framework, discusses the goals and policies to guide the location, scale, design and implementation of new investments and provides recommendations for a ten year timeframe. Issues addressed include, but are not limited to, academic programming, space needs, building expansions, building locations, landscape, infrastructure, pedestrian and vehicular circulation and parking. The plan identifies priorities and recommendations for improving the appearance of the campus and provides a basis for identifying and allocating resources. The master plan supports and aligns with the College's Mission Statement and Strategic Plan 2010. This master plan also allows for objective implementation of the plan as participants change.

The University of Cincinnati—Department of Planning, Design and Construction has facilitated the master planning process and the production of this master plan document. As part of that process, an educational facilities planning consultant, Comprehensive Facilities Planning, Inc., was retained to collect and analyze the facilities' utilization information and outline recommendations regarding space needs. In addition, a landscape architecture firm, Vivian Llambi Associates, Inc., was hired to provide graphic representations of the master plan vision.

The most recent master plan developed for the Clermont Campus was in the early 1990’s. Periodic updates to campus master plans every 10 years or as needed, are important, to ultimately create a successful and vibrant campus. From a more technical perspective, updating master plans accommodates shifts in academic priorities, changes in the student population, allows a fresh look at existing space, allows the university to address changes in the political climate as relates to funding from the state and
also empowers constituents to create and implement the plan. This master plan update will provide a means to frame future investments and growth to achieve the college’s goals.

1.2 The Master Planning Process

The Clermont College master planning process was organized into several phases, beginning with inventory and evaluation of existing conditions, identification of planning issues, establishment of goals and objectives, development of alternative plan concepts and concluding with the refinement of those alternatives - based on campus priorities - into a recommended campus master plan.

Phase 1 - Inventory and Evaluation

This phase of the process included gathering information, such as existing campus land use, existing campus improvements (circulation, parking, buildings and open space), verifying the college’s Mission Statement and Strategic Plan 2010, collecting current and projected enrollment data, current and anticipated programmatic information, current space utilization data, conducting building assessments and utility infrastructure surveys and developing a site conditions analysis.

Phase 2 - Constituent Input, Issues, Goals and Objectives

Working meetings, input interviews and open forums were held to obtain input from the college and its constituents as well as input from nearby governmental units. This input, along with the inventories and evaluation data, provided the basis for determining the goals and objectives portion of the master plan.

Similar participatory processes were used to review and comment on the alternative concepts and the recommended plan. As a result of using this type of planning process, the college has obtained a valuable and comprehensive document with which to plan for the future.

The following constituent groups have provided information and input that was used in the development of the recommended plan:

- Dean’s Office
- Athletic Department
- Technology Services
- Students
- Criminal Justice / Police Academy
- Public Information / Arts
- Facilities Services
- Administrative Services
- Business Division (Academics)
- Humanities Division (Academics)
• SME Division (Academics)
• Academic Services
• Faculty Planning
• Faculty Senate
• Student Life / Student Government
• Staff Council
• Mailroom Services
• Public Safety
• Outreach and Development
• Allied Health (Academics)
• Student Services
• The Library Staff
• The Learning Center Staff
• First Responders
• Advisory Council
• Clermont County Administration,
Planning, Economic Development and Utility Departments
• Batavia Township
• Village of Batavia
• Economic Development Corporation
of Clermont County

Phase 3 - Alternative Plan Concepts

Conceptual site plans and strategies were developed to examine and test potential solutions, ideas and or scenarios for both short-term and long-term growth needs of the campus. These ideas addressed the campus needs, issues, goals and objectives that were identified in the previous planning phase. Big and small ideas, academic priorities and other needs and wants were discussed and funding strategies are identified as part of outlining planning scenarios.

Phase 4 - Recommendations and Implementation Strategies

The recommended plan was developed from the alternative plans, incorporating comments and discussions about the alternative plans and input received from the master planning committee as well as identifying realistic funding scenarios for implementation. The plan was further refined through the process of review, evaluation and discussion with the college’s administration and constituency groups.

1.3 Key Planning Issues

The following represents several of the key issues that have been identified and should be considered when future decisions are made relative to the growth and investment in the campus.

Academic and Collegiate Restructuring

The University of Cincinnati has re-evaluated the academic plans for its regional branch campuses (UC Clermont and Raymond Walters College). This re-evaluation is in response to recent changes in higher education in the State.
degrees that compete with Clermont College. These will be considered as part of the analysis of programmatic decisions. The following educational institutions compete with Clermont College in the Cincinnati region.

- Northern Kentucky University
- Gateway College
- Xavier University
- Miami University - Hamilton Campus
- Miami University - Fairfield Campus
- Sinclair College - campus in Warren County and Dayton
- Cincinnati State
- ITT Technical College

In addition, University of Cincinnati Uptown Campus and Raymond Walters College should be considered as programming decisions are made.

**Demographics**

The demographics in the vicinity of the UC Clermont College campus indicate that a major portion of the college’s student population is from the southeastern portion of the state; including Adams, Brown, Highland, Clinton and Clermont Counties. These counties continue to be growth areas for the college for the foreseeable future. UC Clermont College is in the unique position to respond to many of the general trends in higher education for this region of the state since UC’s Clermont campus is the closest institution for higher learning geographically to these counties and to the students seeking learning opportunities. The balancing of meeting these students’ needs and the State of Ohio’s vision must be considered.
Enrollment Growth Projections

Student enrollment projections continue to increase. Ten to fifteen percent annual increases have occurred in the recent past while a 14.8% increase was recorded from fall 2008 to the fall 2009. Future growth is projected in the range of 3% per year. Providing the necessary amount of academic space and appropriate support space to accommodate increasing enrollments is a key element of this plan.

Physical Campus Issues

According to the space planning consultant assisting the university, Comprehensive Facilities Planning, Inc. (CFP), the facilities on the Clermont Campus are presently used at a high level of efficiency and therefore additional or expanded spaces are necessary to meet current and future needs.

The additional space needs as identified by campus priorities and the space analysis conducted by CFP, Inc. include:

- Classrooms (size of room: 30-49 occupants/room)
- Teaching Laboratories (Biology, Police Academy, Machining/CAD, Allied Health)
- Faculty Offices
- Library or Learning Commons
- Learning Center
- Expanded cafeteria and food choices
- Bookstore
- Student Spaces
- Public Safety Facilities

Other physical issues to consider include:

- Additional parking is needed to meet the demands of an increased student population.

1.4 Key Goals and Design Principles

The following goals and design principles were identified as priorities based on constituent input and university planning standards. These guide decision making as additional resources are allocated towards improving the campus.

- Create an environment that supports the mission of Clermont College and its programs as far as instruction, extension and professional service.
New signage was installed at key locations when the new road and new parking lots were constructed in summer of 2009. New signage follows the guidelines outlined in the 2005 Clermont College Signage Plan as well as UC branding strategies.

- Develop a master plan and land use plan that will guide the growth of the Clermont College Campus in a way that conserves financial resources and balances growth with existing natural resources. (See the land use plan map on the next page.)

- Establish an entry with a clear sense of arrival to the campus. Improve branded signage and wayfinding information, including mapping, identification and directional signage throughout the campus and in the immediate vicinity of campus.

- Create a centrally located welcome center to provide assistance and key services to students, staff and visitors.

- Buildings, entrances and open spaces should be designed to provide an inviting and human scaled environment to be defined with appropriate signage, lighting, landscaping and site furnishings. The outdoor gathering areas should be part of the campus identity and provide informal opportunities to gather as community. Good connections from new and existing facilities to the existing campus core should be provided.

- A palette of materials that can be modified while maintaining an overall uniform appearance for the campus should be identified.

- Academic facilities should meet the needs of teaching and scholarly endeavors as defined by the academic and or strategic plans. As much as possible, facilities for like disciplines should be physically adjacent or clustered; integrating teaching, and offices.

- Facilities should anticipate and support changing technologies and
The campus land use plan outlines recommended uses of land to help focus growth in appropriate locations and as a result, balance new investment with preservation of environmentally sensitive areas.
identify future expansion areas, including any future land acquisitions.

- Provide energy efficient buildings using environmentally sensitive building methods that limit the impact of adding facilities to the natural campus environment.

- Develop attractive parking areas convenient to future facility locations. These parking areas should be connected to the campus facilities by well-lit pedestrian walkways to provide convenient and safe routes. Parking should be accessible and safe for students with or without disabilities, especially for those attending evening classes.

Several additional specific goals/design principles are reflected in the Long Range Development Plan (see page 1-15) as follows:

- Separation of pedestrian and vehicular traffic, which enhances the safety of pedestrians.

- Incorporate the use of three story buildings into the campus to provide greater efficiencies in the built environment and to minimize the size of building footprints and their impact on the natural environment.

- Incorporate parking decks into the campus to minimize additional surface parking and as a result, help preserve existing natural areas.

- Utilize sustainable development and design techniques to help reduce the campus’ carbon footprint.

- Create a campus plan that connects buildings through the use of green spaces / quads and has an axial organization for visual and physical connections.

### 1.5 Key Master Plan Concepts and Recommendations

The recommendations in this section are based on the space needs and data as outlined by UC’s space planning consultant in Chapter Five, balanced with the observations and input from college constituents and the design principles that evolved through the planning process. Ultimately, the college will prioritize functional space needs and match proposed projects with funding streams in order to implement components of the plan, but the ideas and site plans in this section outline the framework to plan for and accommodate growth.

**General Concepts**

- Utilize the Campus Land Use Plan, the 10 Year Development Plan and the Long Range Development Plan drawings to guide the location of buildings, parking decks, pedestrian connections and preservation areas. These drawings reflect the organization of buildings around green spaces and parking on the perimeter of campus.
• Utilize sustainable design and construction techniques for new buildings, renovations or additions to existing buildings as well as parking infrastructure or other applications as appropriate.

• Utilize the design principles outlined in Chapter Six of this plan to guide architectural and urban design of buildings as well as the planning and maintenance of the landscape.

• Continue to follow and implement the guidelines of the Signage Plan that was adopted in 2005.

Concurrent Projects 2009-2010

• Concurrent with this master planning process, several infrastructure projects related to parking and circulation were completed in 2009 including the construction of two surface parking lots totaling 220 parking spaces and the creation of a new access drive connection from campus—south to Bauman Road.

• Concurrent to this master plan, short term space needs were resolved by leasing 40,000 gsf of space in the new UC East campus, which is about three miles east of the Clermont College campus. An additional 40,000 gsf of space was leased by the UC Uptown campus for a total of 80,000 gsf of space being leased by UC at this location. Evaluation of how this space and location meets UC Clermont’s needs should be discussed as future decisions are made.

M10 (Ten Year) Development Plan Concepts (See the Ten Year Development Plan drawing on page 1-12.)

• Renovate a 5,500 sf area of the Edith Peter Jones building to create five updated classrooms. This includes a new roof over the renovated area. This
project is estimated to cost approximately $2.7 million.

- Build a 39,000 gsf three story addition to the Student Services Building located on the west and south elevations of the existing building. Proposed uses are ten to fifteen classrooms, office space and student services functions. Utilize a geothermal system for heating and cooling with the location of the geothermal wells to be determined. This project is estimated to cost approximately $16.5 million.

- Continue to evaluate the use of the UC East campus for classroom and teaching lab space needs.

- Renovate the southwest corner of McDonough Hall to create four science teaching labs. This project is estimated to cost approximately $2.6 million.

- Build a new parking deck over a portion of the existing south parking lot as shown on the Ten Year Development Plan.

- Shift the rotary / drop off circle to the southwest creating a building area south of the West Woods Academic building and that will help delineate and frame the primary quad.

- Re-configure the green / primary quad area creating the framework for an axis of green space connecting this quad with additional buildings to be constructed to the south. The new primary quad would include an outdoor dining area, new site furniture, plantings and signage. Sidewalks would reflect the actual pedestrian routes that connect destinations to each other.

- Create an outdoor amphitheatre for academic or cultural lectures etc.
• Implement enhancements within and around the southerly parking lots to improve pedestrian safety and connectivity to the campus.

• Implement environmental sustainability management strategies on campus to include timber stand management and pond management.

**Long Range Development Plan Concepts** *(See the Long Range Development Plan on the opposite page.)*

• Build a new access drive along the west boundary of the west parking lot that then curves to extend along the southern boundary of campus. The new access drive would connect to the existing southerly drive at a rotary. Remove a portion of the existing access drive after the new drive is completed. The section to be removed extends from the existing East Parking lot westward around the curve to the circle drop off area.

• Build one or two new parking decks on the perimeter of campus. One on the remaining areas of the south lot and a second one on or near the south half of the west lot. Provide pedestrian connections and paths to campus from these new parking decks.

• Continue to evaluate the use of the UC East campus for classroom and teaching lab space needs.

• Build one new building of approximately 30,000 to 40,000 gsf on the west side of the primary quad as outlined on the Long Range Development Plan to ultimately complete framing of the quad.

• Build an addition on the south side of the West Woods Academic building. This addition and a new building to the south, could be connected (possibly with a colonnade) or combined if it makes sense at the time.

• Construct three new buildings to help create and frame a secondary quad located on the south side of the Student Services building. The total new space in these three buildings would be approximately 150,000 gsf.

• Implement parking lot landscaping and pedestrian safety improvements as shown on the Long Range Development Plan

### 1.6 Implementation and Financing of Priority Projects

Implementation of the plan is a function of matching project priorities as determined by the college, with funding streams that would pay for projects. Funding is generally from two types of sources, State of Ohio funds or funds generated by the college. State funds are generally used for new building construction and renovations of existing facilities that have educational and administrative functions; while local college funds are used for parking (decks and surface lots), roads and amenity space such as bookstores or food service, as well as grounds and landscaping projects.

Based on the college’s priorities, coordination of funding requests to the state as well as the planning, design and construction of projects should be a collaborative effort between Clermont College and UC’s Planning, Design and Construction department as well as the University Architect’s office.