



CAMPUS MASTER PLAN

Purdue University Fort Wayne
2019 Plan

DRAFT



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Report Issued May 2020

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10,000 Student Enrollment Plan
12,500 Student Enrollment Plan
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Acknowledgments

SUPPLEMENTAL DOCUMENTS

(separate from this document)

Space Needs Assessment Final Report
Housing and Dining Final Report

01

PLANNING CONTEXT





WHY NOW?

Purdue University Fort Wayne is at a significant point in its history. After more than 50 years functioning as a combined institution—Indiana University-Purdue University Fort Wayne—the campus officially split into two universities on July 1, 2018. This period of transition offers an opportunity for the University to enhance the Purdue brand, plan for a growing and increasingly diverse student population, and align the physical campus to University goals identified in the new strategic plan.

Through a collaborative process, the Purdue University Fort Wayne (PFW) Master Plan provides a comprehensive and bold evolutionary framework for development for the next 30 plus years. It is evidence-based, utilizing facility data, previous studies, and emerging ideas to inform future projects. The Master Plan is a roadmap to meet priority space needs and realize transformative projects. The Purdue Fort Wayne Master Plan is particularly important now because of the recent transition to PFW, enrollment changes and goals, the new strategic plan, and the 10 year duration since the last master plan.

Campus Transition

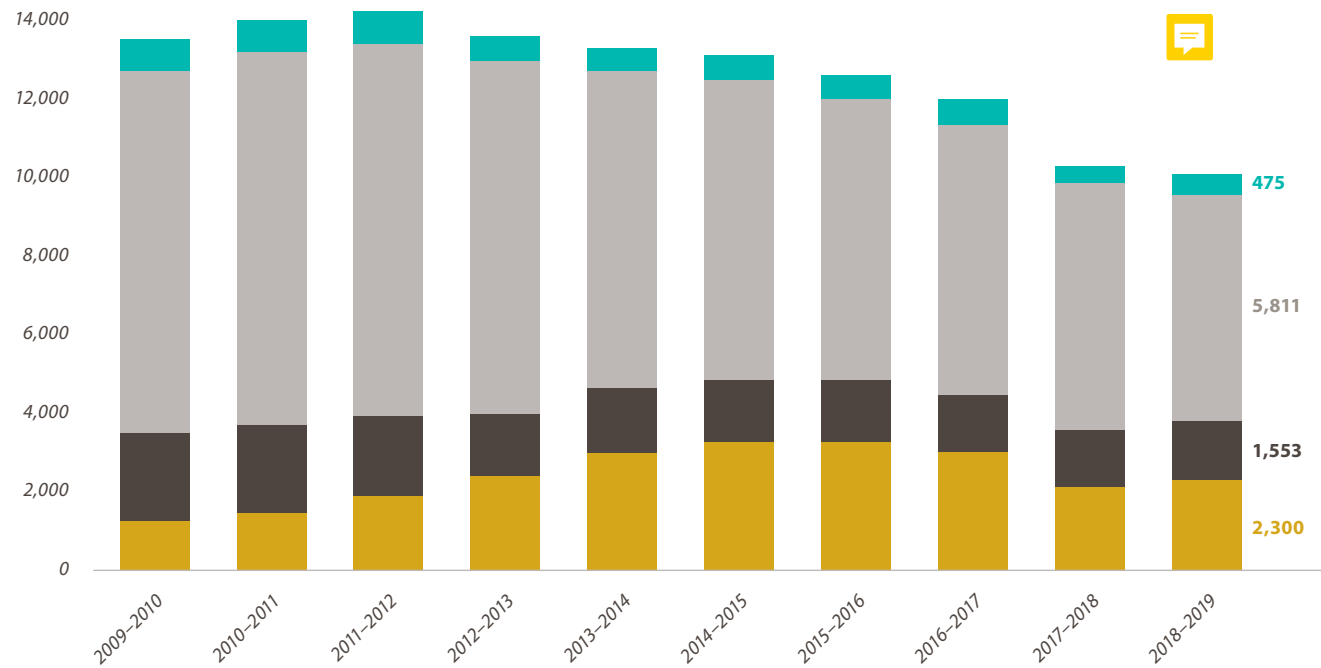
Following realignment, Purdue University Fort Wayne took authority for managing and operating much of the Fort Wayne Campus with Indiana University exclusively taking charge of the health sciences programs. During the process, the transition teams identified and adhered to goals that include striving for a seamless student experience, ensuring no duplication of missions, and guaranteeing IU students access to all student services offered by PFW.

In 2019, the Indiana Commission for Higher Education reaffirmed PFW's status as northeast Indiana's only Metropolitan University; removing limits set on the degrees that can be offered and the 10 percent cap for on-campus student housing, allowing growth to occur from both academic programs and a further geographic reach for recruitment. Altogether, the realignment with IU and subsequent classification as a Metropolitan campus provides an opportunity to further establish the presence and role of PFW in northeast Indiana.

Population and Demographic Shifts

The University's enrollment from Fall 2009 (prior to its split from Indiana University) to Fall 2018 (post-split and first year as Purdue University Fort Wayne) was analyzed to determine patterns of growth and decline. Over time, the University's enrollment has fluctuated; experiencing periods of growth from 2009 to 2011 and declines from 2012 to 2017. However, enrollment remained stable in the University's inaugural year (Fall 2018) as Purdue University Fort Wayne at 7,839 total undergraduate and graduate students, including online students.

The University has identified a target enrollment goal of 15,000 students which includes online-only students, almost doubling the current population. The 15,000 does not include high school students because they will not be taking classes on campus. Given regional population and economic trends, to meet this target the University will need to evolve its recruiting process, reach, and retention. It will also need to consider a cultural shift from a traditionally commuter campus to a more residential, student-life focused campus. Campus growth that draws students from across Indiana, the Midwest, and internationally supports not just PFW's goals, but the population and economic growth goals of the City of Fort Wayne.



Enrollment Trends

Historical Enrollment for IPFW and PFW (note: Fall 2018 figured do not include IUFW students)

- High School
- First-Time Freshmen
- Returning Undergraduate
- Graduate Students

“Let’s create havoc by engaging in campus-wide strategic planning that will help us develop our roadmap to success. A comprehensive strategic plan will guide every aspect of how we move forward as Purdue Fort Wayne —from academic planning to budgeting to philanthropy to capital expansion. With a clarity of mission and purpose, this institution will become a force to be reckoned with.”

Chancellor Ronald L. Elsenbaumer
Fall Convocation Address, August 20, 2018

Strategic Plan

In the Fall of 2018, the University began an eight-month process to develop a new strategic plan. Utilizing a comprehensive, inclusive, and transparent process, the strategic plan established a roadmap for the future success of PFW. It provides an opportunity to align the physical campus with goals of the University.

The Strategic Plan’s Core Values and Aspirations are the foundation for the recommendations in the Campus Master Plan.

**Empower everyone, every day,
to improve our world.**

—Vision Statement

Core Values

These values define PFW's beliefs and how they conduct themselves, underlining their work and interactions amongst themselves and external stakeholders daily and guiding their actions and behaviors.

- **Student First**—Foster a campus environment dedicated to the growth and wellbeing of the whole person
- **Excellence**—Achieve the highest standards of performance and outcomes in teaching, learning, research, service, and engagement
- **Innovation**—Value and encourage the pursuit of new ideas, entrepreneurial thinking, and interdisciplinary collaboration
- **Diversity and Inclusion**—Create an environment that is welcoming, respectful, and inclusive of all, both within and beyond the classroom
- **Engagement**—Establish mutually beneficial partnerships between campus and communities

Aspirations

These aspirations describe the long-term focus areas for the University that need to be addressed in order to achieve its vision.

- **Champion Student Success**—We will prepare students for academic, personal, and professional success. Through an enriching and supportive environment, students will be exposed to new thoughts and ideas, promoting confidence and maximizing their potential.
- **Enhance Quality of Place**—We will make Purdue University Fort Wayne an employer and university of choice—a place where all students, staff, and faculty feel valued and empowered. We will create pride in our campus, which will foster our growth and advance our reputation.
- **Embrace Diversity and Inclusion**—We will have an open and accepting university, one that welcomes all people, from anywhere in the world, regardless of where they are on life's path. We will create an atmosphere that values diversity of thought, experience, identity, and culture, thus building an educational environment that inspires fresh perspectives and global awareness, while also addressing barriers to provide equal access and opportunity to all.
- **Promote Community Engagement**—We will actively pursue community engagement through partnerships, structures, policies, and programs that support sharing and reciprocity with regional, state, national, and global constituents, and that emphasize the creation, integration, transfer, and application of knowledge for the benefit of everyone.



1966 Master Plan

[Need High Res image for 1966 Master Plan](#)

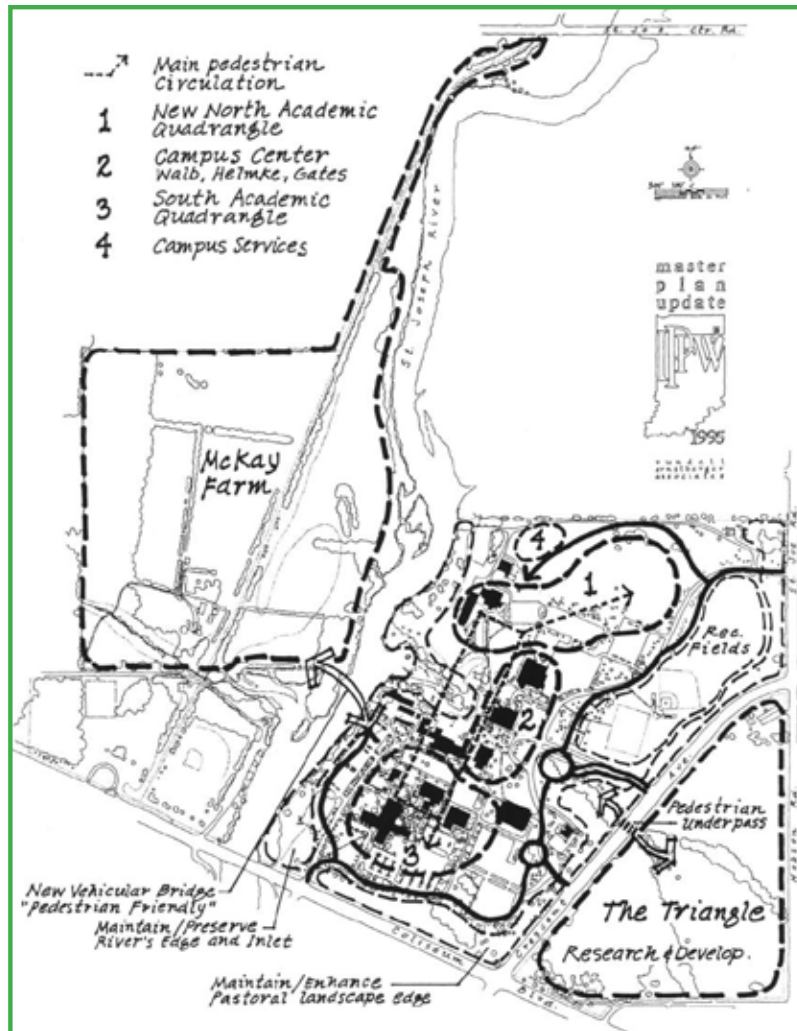
-- Major North/South Corridor

Planning History

Over the history of the University, master plans have played an important role in the development of the campus. The most impactful plan was the original 1966 Master Plan developed by Johnson, Johnson, and Roy. It provided a framework for development of the Main Campus that is still evident today. Envisioning growth to the north, the plan established a strong interior pedestrian corridor, known as Mastodon Way today, that has anchored development over the past 50 years. The plan also proposed a pastoral setting with strong landscapes and tree presence for the campus aesthetic, which still contributes to the natural beauty the campus exhibits today.

The 1995 Master Plan, by Rundell Ernstberger Associates, looked at the development opportunities for the larger campus, in particular identifying and locating future student housing facilities. The plan focused mainly on physical aspects including expansion opportunities to the northeast with a new academic quad, creation of a pedestrian connection to the Waterfield Campus, and preserving the River's edge.

The 2009 Master Plan, by Sasaki, and 2014 update explored significant institutional and housing growth for the campus, including housing 25 percent of the student population on campus and increasing the academic space by 60 percent. All these master plans envisioned the campus would grow to 15,000 full-time equivalent students.



1995 Master Plan

Need High Res image for 1995 Master Plan



2009 Master Plan

- Existing Buildings
- Proposed Buildings

PROCESS

The PFW Master Plan is the result of a three-phase process with facilitated, interactive workshops that engaged members of the PFW community in dialogue, fact-finding, and decision-making. The workshops included interview sessions, walking tours, community open houses, and concept development that contributed to the evolution of the plan. The planning team was led by Ayers Saint Gross, a national design firm with expertise in planning for higher education and included Brailsford & Dunlavey, a program management and development advisory firm with expertise in campus housing and dining and financial feasibility.

COMMITTEES

At the onset of the planning process, PFW established the following governance committees to guide the PFW Master Plan.

BOARD OF TRUSTEES

The Board of Trustees (BOT) endorsed the Master Plan and will oversee the implementation overtime.

EXECUTIVE COMMITTEE

The Executive Committee is comprised of senior leadership from the University. The committee provided direction and served as the ultimate decision makers, ensuring recommendations and priorities reflect the mission and strategic goals of PFW.

MASTER PLAN ADVISORY COMMITTEE

Master Plan Advisory Committee (MPAC) served as a sounding board during the master planning process with membership representing a broad cross-section of the University community. The committee met with the design team during each on-campus workshop to discuss the direction of the plan and obtain feedback on specific strategies and key concepts.

HOUSING AND DINING ADVISORY COMMITTEE

Housing and Dining Advisory Committee (HDAC) is an advisory group comprised of representatives from student life, housing, and dining that reviewed and informed the housing demand recommendation, planning concepts, and phasing strategies throughout the planning process.

SPACE NEEDS ASSESSMENT COMMITTEE

Representatives from PFW's existing space committee that reviewed and informed the proposed space metrics and needs assessment.

WORKING GROUP

The Working Group is a small group that worked closely with the design team throughout the planning process to review materials, coordinate meetings, and advise the overall process.

SCHEDULE

CAMPUS ASSESSMENT

Phase 1

FEB
2019

MAR

APR

MAY

JUN

JUL

ON-CAMPUS WORKSHOPS

1

2

3

4

Project Kick-off
—
Review Purpose & Establish
Goals of the Master Plan
—
Campus Tours

Interviews
—
Listening Sessions
—
Open House

Existing Conditions Analysis
—
Preliminary Space Analysis

Guiding Principles
—
Concept Plan
—
Draft Space Needs
Assessment

The 12-month planning process consisted of three phases of work: Campus Assessment, Concept Development, and Recommendations. There was an additional six months between the final workshop and the BOT presentation in August.

Campus Assessment

The assessment phase included defining the goals for the Master Plan, assessing the current conditions and programs on campus, and envisioning the key themes and guiding principles that informed the planning process and recommendations. This phase focused on the accumulation and analysis of data necessary to generate a realistic portrait of PFW regarding physical aspects of the campus including space usage, space needs, landscape character and quality, building use and character, athletic/recreation facilities, campus properties, and transportation. Interviews were held by college, administrative unit, or topic group to understand campus-wide and individual needs and opportunities.

This phase also included a **Space Needs and Space Adequacy Assessment** which examined how PFW can better utilize existing space to support a growing student population and policy and space optimization strategies to reduce the need for more space. Additionally, a detailed demographic and enrollment trends analysis was conducted to determine the demand and primary target market for campus housing. This effort took into consideration anticipated changes in enrollment over time and allowed the design team to analyze how fluctuations in a particular sub-demographic group could impact immediate demand for housing. An external market analysis was also performed to inform the housing demand and rental rates.



Concept Development

Upon completion of the assessment phase, the design team generated several alternative development scenarios in order to study PFW's campus in a greater level of detail and provide solutions that respond to the planning goals, enrollment growth, space needs, housing and dining demand, and physical opportunities and challenges for campus. Concepts explored alternatives for campus land use, gateways to campus, student housing, recreation and athletic facilities, and improvements to the open space network, circulation, parking, and service.

Additionally, the design team developed a financial model for housing and dining to test scenarios and phasing strategies. The housing model incorporated capital cost allocations, projected revenues, operating expenses, and debt payments. For dining, a preliminary financial assessment was developed to understand the program's financial performance in relationship to current facilities and concepts.

Recommendations

The recommendations phase synthesized the work developed during the previous phases. Before the plan was finalized, a draft plan was reviewed with the Advisory Committee and presented for feedback to the campus community during an open forum. The design team engaged with the Working Group, Advisory Committee, and Executive Committee to prioritize the proposed campus improvements and determine appropriate implementation and phasing. The final plan and report provide a roadmap for the University that will help guide near—and long-term decision making.

02

ENGAGEMENT

STAKEHOLDER INTERVIEW THEMES

The PFW Master Plan was developed in conjunction with frequent engagement through a variety of tools and mediums. Open houses, interviews, work-groups, and presentations allowed for in-person discussion sessions and one-on-one time with stakeholders. Some workshops included interactive components where participants identified locations on a map or wrote comments on graphic boards that were compiled and analyzed for use in the next project phase.

During the second workshop on campus, the design team conducted a series of departmental and topic area interviews aimed at understanding the university and individual department needs. After 27 meetings, a number of major campus-wide themes emerged:

- Transition
- Student Success
- Sustainability
- Academic Programs
- Engagement



Gateway signage at Coliseum Boulevard entrance

Transition

Many of the conversations with interviewees addressed the recent realignment of campus and the challenges and opportunities that could result from this transition, including:

- **Growth**—Support the increase in enrollment, programs, and physical campus size.
- **Branding**—Build on the global Purdue brand to meet growth goals.
- **Recruitment**—Expand the recruitment process, targeting students from outside the region as well as diverse demographics.
- **Culture**—Explore ways to support growth by enhancing and expanding the student life culture on campus.



Informal student study space on the Sky Bridge, connecting the library and student union

Student Success

Building on the strategic planning process, student success was a primary topic focused primarily around student life and cultural shifts.

- **Student Services**—Expand recreation and wellness activities, as well as strengthen tutoring and other academic support services.
- **On-Campus Housing**—Explore and increase additional housing options on campus to reinforce student success.
- **Dining Choices**—Locate and provide a range of dining choices that support a diverse population of students on campus.
- **Social Spaces**—Provide formal and informal study areas for individuals and groups as well as places for students to gather and hangout; indoor and outdoor spaces should be considered.



The Rhinehart Music Center drop-off was designed as a sculptural garden and a stormwater management system

Sustainability

From building operations to campus wide strategies, sustainability was discussed in each interview. There was a collective passion to incorporate and celebrate more sustainable strategies throughout the campus.

- **Celebrate**—Identify and promote various strategies on campus.
- **Natural Environment**—Enhance and maintain the natural character of the campus.
- **Built Environment**—Improve the quality of design and construction of the built environment through the lens of 'green' standards.
- **Energy**—Investigate appropriate ways for the campus to generate on-site energy and reduce dependence on the larger grid.
- **Pedestrian and Bicycle Culture**—Encourage a shift in culture by enhancing pedestrian pathways and incorporating bicycle pathways around campus.



Renovated classroom in Kettler Hall, designed for flexible teaching

Academic Programs

Teaching and learning are the core of the PFW mission. Ensuring that facilities and operations support the academic goals of PFW is critical.

- **Quality of Space**—Ensure reasonable comparability of space throughout campus.
- **Fragmentation of Departments**—Provide appropriate adjacencies between colleges and departments to increase efficiency and collaboration.
- **Alignment of Space with Pedagogy**—Schedule courses in appropriate teaching spaces; renovate/ provide more spaces that meet modern teaching pedagogies.
- **Course Scheduling**—Balance the utilization of space by providing classes five days a week (Monday through Friday).
- **Continuing Education**—Ensure space is available for courses and programs that do not fit in the 'typical' class schedule.
- **Interdisciplinary Goals**—Provide facilities and spaces that allow for interdisciplinary teaching, learning, and research.
- **Innovation**—Create a culture of innovation and entrepreneurship on campus.



Engineering, Technology, and Computer Science outreach program with local K-12 schools

Engagement

Engagement is an important part of the land grant mission. To that end, the Master Plan should strengthen connections to all people and environments in and around the campus.

- **Students**—Ensure students are engaged and feel like they are part of the campus community.
- **Community**—Build on successful community outreach programs; foster additional relationships with community partners by providing space on campus.
- **Industry**—Provide opportunities and spaces that support industry partnerships and real-world experiences for students.
- **Indiana University**—Engage IU students and faculty on campus.
- **Extension Program**—Support the land-grant mission; recognize opportunities to connect with the larger community and region through the Extension office.
- **St. Joseph River**—Look for ways to programmatically engage the river; consider the river within the larger campus framework.



Master Plan kick-off open house in Walb Student Union

OPEN HOUSE

During the second workshop, the design team also hosted an open house in the Walb Student Union to solicit input from a larger cross-section of students, staff, and faculty and better understand how the campus is used today. Using a series of maps and voting stickers, the design team asked a series of questions including:

- Where do you live?
- Where do you study and/or collaborate?
- What is your favorite and least favorite place on campus?
- What is your preferred location for new housing and dining?



- Students
- Staff

Where do you study and/or collaborate?

Most respondents studied in Walb Student Union, Helmke Library, Kettler Hall, and the Sky Bridge—all places that anchor the two major hubs of activity on campus. Other locations identified throughout campus are reflective of study space near classes or their department locations.



- Most Favorite
- Least Favorite

What is your favorite and least favorite place on campus?

Walb Student Union, Kettler Hall, Helmke Library, and Gates Athletics Center—all locations that have seen recent investments through additions or renovations—were acknowledged as the favorite places on campus. Respondents identified the Modular Classroom Building, Neff Hall, and the intersection of Crescent Ave and Lawshe as the least favorite places. Kettler Hall was also recognized as a least favorite due to the disparity of renovations and upgrades to spaces within the building.



- Housing
- Dining

What is your preferred location for new housing and dining?

Forty-one percent of respondents lived on campus. For new on-campus housing, respondents targeted West Campus, Waterfield Campus, and the area adjacent to the Lawshe Corridor as a desired location for new student housing. Respondents reinforced the desire for dining in the existing locations of Walb Student Union and Kettler Hall, while also identifying a desire for dining closer to the existing housing on the Waterfield Campus and for mobile food carts/trucks throughout campus.



Apartment style student housing located on Waterfield Campus



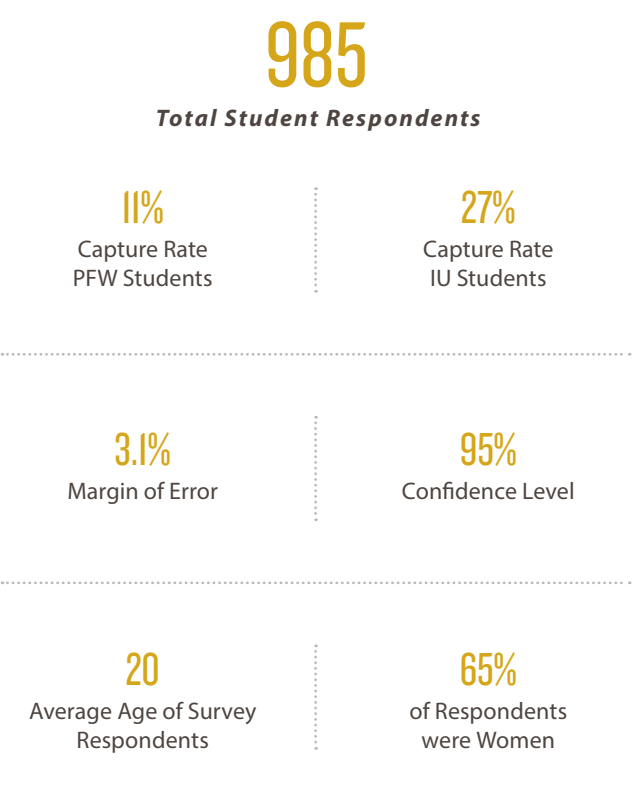
Dining area located in the basement of the Walb Student Union

HOUSING AND DINING SURVEY

The design team conducted an online survey to better understand student housing preferences, dining preferences, primary drivers for housing decisions, affordability concerns, and demand profiles. The survey was open for 18 days and had a total of 1,289 respondents, which included PFW and IU students, faculty, and staff. The process helped the design team understand consumer preferences and cost sensitivities, as well as attitudes regarding alternative amenity offerings.

Overall, student participants indicated high levels of satisfaction with PFW. Students reported deciding to attend PFW due to its proximity to home, affordability, and/or specific academic programs. Additionally, participants noted their satisfaction with the existing on-campus housing offerings at PFW. Though students indicated deciding to attend PFW for a myriad of reasons, the option to live in an apartment was an added incentive. Subsequently, with several affordable housing options in close proximity to campus, students indicated deciding to move-off campus to seek a more cost-effective housing option. Regarding dining, students indicated satisfaction with food quality, but lower levels of satisfaction with current hours of operation, menu variety, and the perceived value for price. Faculty and staff indicated similar factors as well as speed of service. The addition of speed of service reflects the need to have convenient grab and go options across campus.

Survey Statistics





Draft plan open forum

DRAFT PLAN OPEN FORUM

During the eighth workshop, the design team hosted an open forum in the Walb Student Union to solicit feedback from the campus community. Using a series of maps and diagrams highlighting the near and long-term vision and Master Plan goals, the design team asked for input on the proposed plan. The feedback from the more than 80 participants was overwhelmingly positive with participants strongly reacting to:

- Creation of a traditional college campus environment
- Activation and densification of the Main Campus
- Infill development and activation along Mastodon Way
- Locating and prioritizing housing and dining in the heart of the campus
- Removing and developing buildings or open spaces on existing surface lots
- Connection with the community through riverfront and open space development
- Enhancement of campus open spaces and pedestrian circulation
- Expansion of multi-use paths and trails

MASTER PLAN GOAL: CAMPUS IDENTITY

Strengthen RWU's identity and pride by celebrating its unique natural setting, enhancing visual spaces and buildings, and clarifying campus values and gateways.

CAMPUS MASTER | Rutgers University Fort Wayne February 2020 | **PURDUE** FORT WAYNE

03

ASSESSMENT



Photo of IPFW Campus in the early 1960s taken at the corner of Coliseum Boulevard and Crescent Avenue

CAMPUS HISTORY

For 70 years, Indiana University, Purdue University, and the Fort Wayne Art Institute offered higher education courses at separate locations throughout Fort Wayne. Then in 1964 Indiana University and Purdue University opened the combined campus of Indiana University-Purdue University Fort Wayne, on a site northeast of downtown. IPFW operated out of one single building, Kettler Hall, for the next seven years. Twelve years after the initial opening, the Fort Wayne Art Institute relocated to the IPFW campus completing the consolidation.

The 1970s were a time of rapid growth for the regional campus. The academic core began to take shape with the additions of Neff Hall and the Liberal Arts Building. The campus also expanded north during this time, establishing a student life hub with the completion of the library, student union, and sports center.

Steady campus growth occurred in the 1980s and 1990s. The primary academic core around Kettler Hall was built out, while the beginning of the Arts Campus started taking shape north of the sports center. The major facilities that opened during this time included the Visual Arts Building, Williams Theatre, Science Building, and the Engineering, Technology, and Computer Science Building. For the first time on campus, parking garages were introduced.

Since the early 2000s, the campus has seen a variety of investments that have shaped the campus into the place it is today. The first was the addition of student housing on the Waterfield Campus in 2004, which had a significant impact on campus culture. The construction of the Rhinehart Music Center, the last major academic facility, and supporting parking garage completed the current Arts Campus. Finally, in 2011 the University completed enhancements to student hub on campus with the addition of the Sky Bridge and expansion of the student union and sports complex.



1960–1969



1970–1980



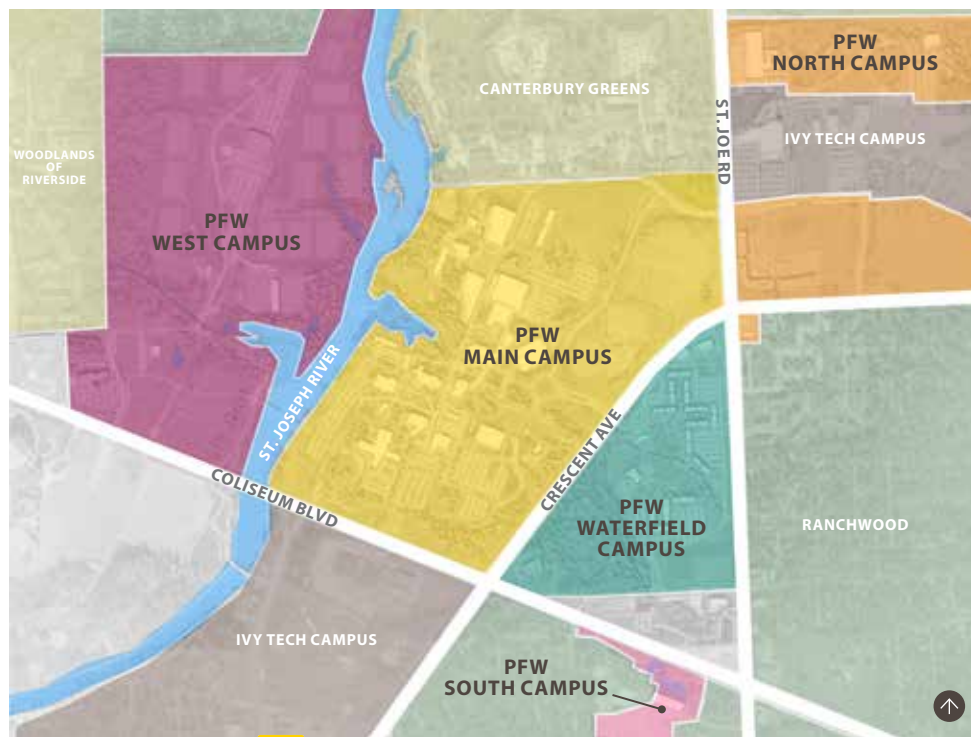
1981–1999



2000–2016

In 2015, the campus was designated a metropolitan university by the Indiana General Assembly, paving the way for increased funding, program growth, and an increase in on-campus housing. This was reaffirmed in 2019 after the campus realignment.

- Campus Buildings
- Academic
- Student Life
- Student Housing



PFW campus landholdings



THE CAMPUS TODAY

Today, the campus accommodates a community of scholars with over 8,000 students and 1,400 employees, including 650 full and part-time faculty. The campus population has historically been viewed as commuter-oriented and includes a large representation of first-generation students. The University has retention issues, particularly with sophomore and junior year students. All on—and off-campus housing choices are apartments which can cause isolation compared to traditional residence halls. Overall, the campus struggles to support a true student-life focused community.

The physical footprint of the campus consists of 688 acres of property, more than 50 buildings, and 3 million gross square feet of space.

Campus is structured into five smaller campuses:

- **Main Campus**, centrally located within the 688-acre site, is approximately 213 acres and is the primary location for the University's academic and student life facilities, as well as a majority of the athletic facilities and fields.
- **Waterfield Campus** is the only on-campus housing hub for the University.
- **West Campus** houses additional athletic facilities and hospitality functions. A large portion of West Campus is leased to a third-party recreational operator.
- **North Campus** is home to one academic building, the majority of campus facilities department, as well as the independently run Northeast Indiana Innovation Center (NIIC).
- Recently acquired **South Campus** is the planned location for the Doermer School of Business as well as additional academic and support services programs.

Architecturally, the campus comprises a mix of architectural styles and materials, though at a quick glance the collection of buildings appear to have a common material relationship. Campus buildings are low density in character, ranging from one to four stories, but are contextual to the surrounding neighborhoods.

Since 2000, newer buildings and additions such as the Sky Bridge, Gates Sports Center expansion, and the Rhinehart Music Center have incorporated more glass and architectural elements that define entryways and anchor pedestrian pathways and major open spaces. Even with the addition of these architectural elements, the campus lacks a sense of hierarchy.



Helmke Library



Kettler Hall



Gates Athletic Center



Rhinehart Music Center



Sky Bridge



Existing PFW Campus

- Existing PFW Buildings
- Non-PFW Buildings
- Property Line

CAMPUS ASSESSMENT

In conjunction with stakeholder interviews and campus tours, the existing conditions analysis of the physical campus was guided by two questions:

- How do we access and navigate campus?
- What physical components define the campus?

The user experience analysis was primarily focused on how people arrive to campus and how their experience is structured once they are on campus. Themes defining the analysis include access and gateways, vehicular circulation, and pedestrian networks.

The physical environment analysis was primarily focused on the natural and built components of the campus and their relationships. Themes defining the analysis include campus land uses, building development, space adequacy, and parking.

Through this process, thematic strengths and challenges were identified to inform the Master Plan goals, concepts, and ultimately the final recommendations.



Access and Arrival

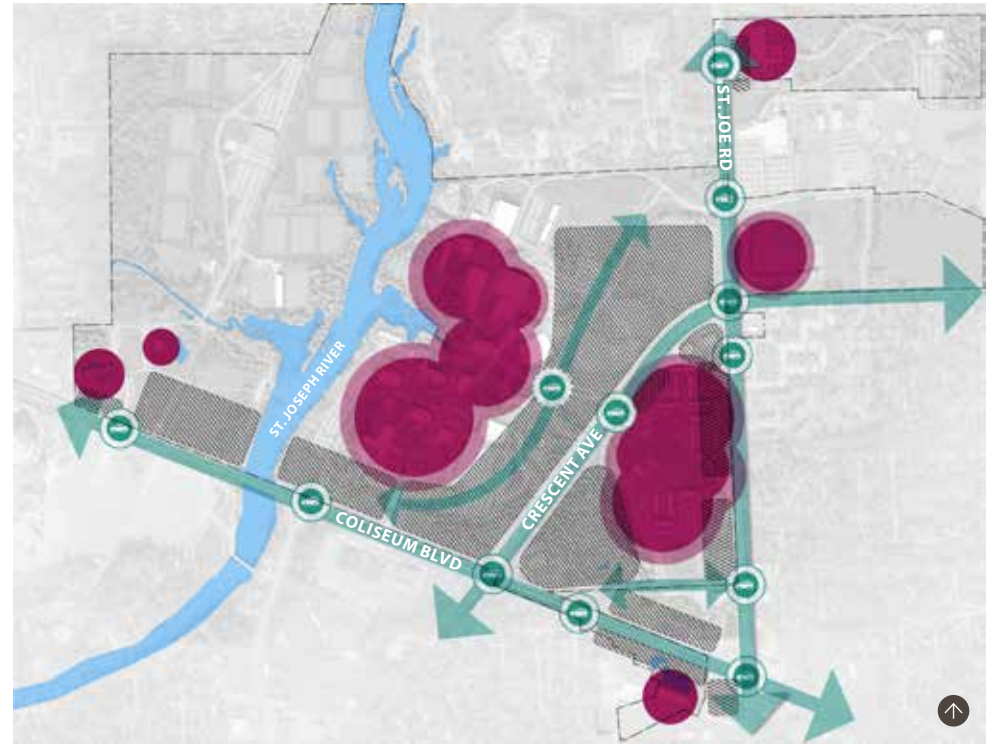
Overall the campus is located along high-volume traffic corridors, providing easy access to campus. Recent investments improved the Main Campus gateways, edges, and signage and wayfinding, but other areas of campus are lacking similar identification and branding. There is a lack of hierarchy and clarity between the three major gateways into Main Campus that results in confusion for visitors, particularly first-time visitors. Additionally, as a result of the campus development, the core building area is set back from the major access corridors and buffered by large areas of passive landscapes, surface parking, and vehicular circulation which blocks the visibility of campus from the gateways.

Strengths

- Campus is accessible from three primary roads: Coliseum Boulevard, Crescent Avenue, and St. Joe Road
- Bridges over the St. Joseph River and Crescent Avenue are visual cues visitors are arriving to campus
- The Main Campus has three defined primary gateways
- First-time visitors are directed to the gateway at Crescent Road, which brings them to the most active point on campus
- On-campus vehicular signage and wayfinding is clear and consistent

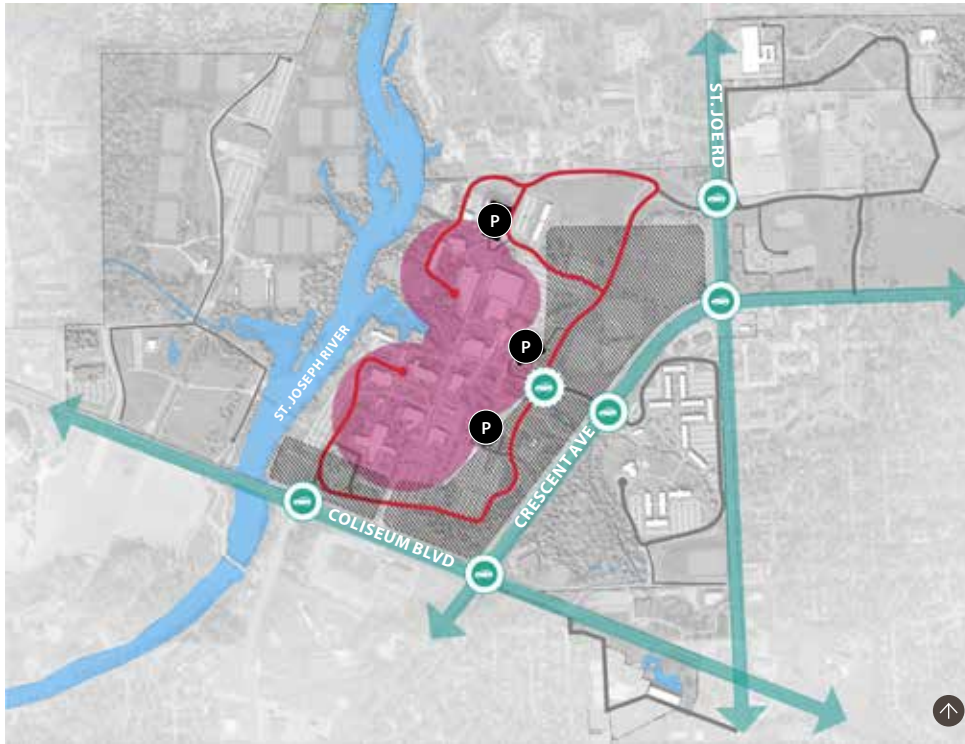
Challenges

- The three primary roads range from 4 to 7 lanes and are suburban, auto-oriented in character
- Primary gateways lack visual hierarchy, which complicates the visitor experience and access navigation
- Location of primary roads and gateways limit the visibility of the Main Campus core
- Secondary access points to areas other than Main Campus have minimal signage along the primary access roadways
- Visitors experience secondary access points prior to reaching primary gateways adding confusion
- Location of Admissions within the Walb Student Union is challenging for first-time students to find



Existing Campus Gateways

- Campus Development
- ➔ Primary Roadways/Vehicular Circulation
- Vehicular Gateways
- ▨ Buffers (Parking, Passive Landscapes, Roadways)



Existing Campus **Parking** and Vehicular Circulation

- Campus Development
- Campus Ring Road
- Primary Roadways
- **Gateways**
- Buffers (Parking, Passive Landscapes, Roadways)
- P **Parking Hubs**

Vehicular Circulation

There has been significant investment made on the Main Campus to simplify vehicular circulation to reduce conflicts for pedestrians. Challenges exist for linking the other campuses to Main Campus, which is currently isolated by the St. Joseph River and the three major access roads.

Strengths

- The implementation of a ring road has reduced pedestrian-vehicular conflicts in the academic and student life cores
- Parking, both surface and structured, are located adjacent to the ring road for easy access
- Parking garages are dispersed throughout campus and are visually and physically linked to the primary gateways

Challenges

- Access from Main Campus to other areas of the larger campus requires crossing the three major thoroughfares
- **The interior ring road is redundant to major thoroughfares**
- Surface parking areas and the ring road complicate pedestrian connectivity between the Main Campus core and other amenities such as the river, housing, and athletic fields

Pedestrian Network

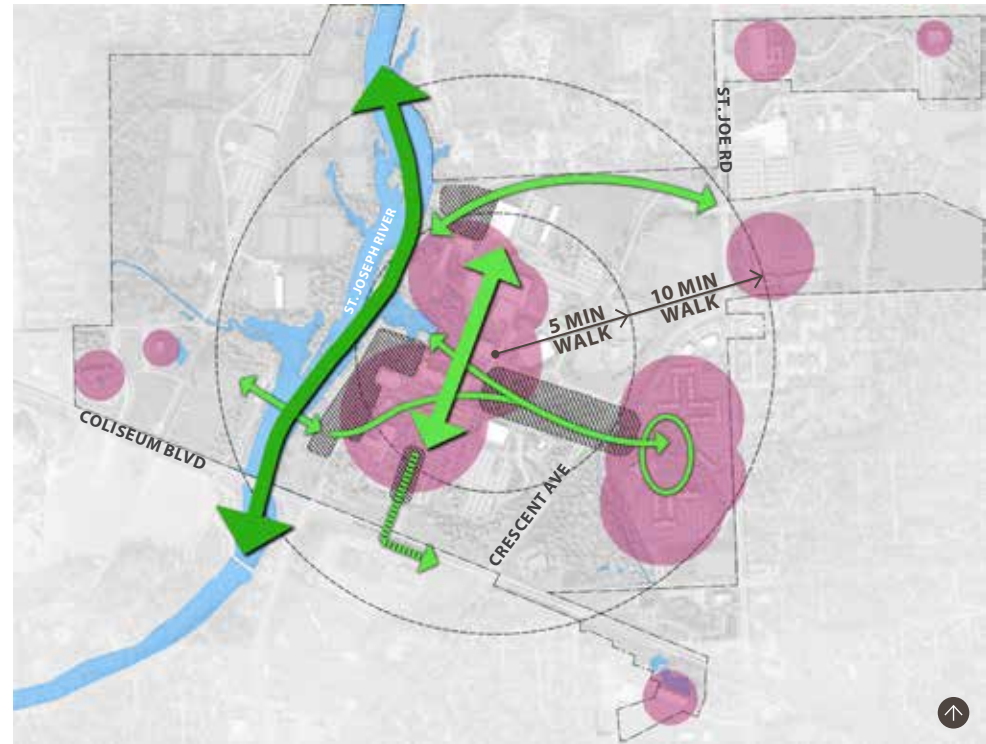
The campus has a robust network of pedestrian pathways within the Main Campus core. While the academic core of Main Campus is walkable in 10-minutes and anchored by the north-south oriented Mastodon Way, the walking culture on campus is limited by the commuter mindset of driving and parking close to a final destination. As a result, limited pedestrian infrastructure exists between Main Campus and the other campuses or along vehicular roadways.

Strengths

- The Main Campus core is within a 10-minute walk
- **Mastodon Way** serves as the primary pedestrian north-south spine for Main Campus connecting a majority of the buildings
- Investment in the internal spine connecting Gates to the library has been a huge success, particularly in creating areas for informal study space
- The east-west bridges and tunnels between the Main and Waterfield Campuses minimize pedestrian impacts
- The river trail, a regional community amenity, provides opportunities for the campus community to engage the river

Challenges

- Although the Main Campus is located within a 10-minute walking radius, the perceived distance of the walk is greater due to a lack of a consistent high-quality pedestrian experience throughout campus
- **There is limited pedestrian-oriented connectivity between Main Campus and other areas of the larger campus**
- Mastodon Way lacks activation and amenities that encourage pedestrian traffic, particularly in the north
- The internal spine currently only connects student life facilities minimizing impact as a larger campus connection
- Lack of amenities and branding along the east-west connection results in limited use by on-campus residents who typically opt to drive to Main Campus



Existing Pedestrian Connectivity

- Campus Development
- Pedestrian Campus Connections
- River Trail
- ▨ Buffers (Parking, Passive Landscapes, Roadways)



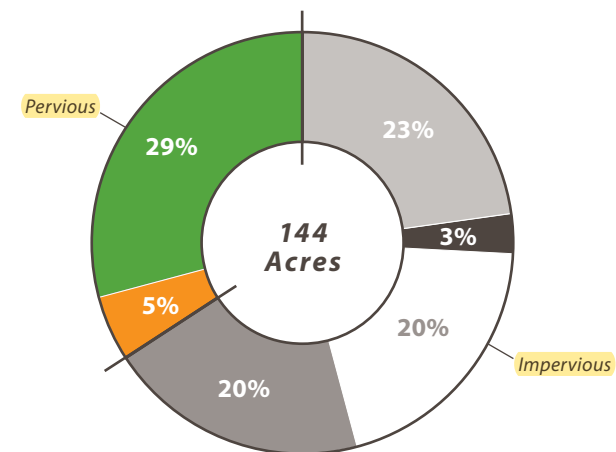
Existing Landscape Typologies

- Ecological Landscapes
- Passive Landscapes
- Athletic and Recreational Fields
- Surface Parking Lots
- Structured Parking
- Campus Buildings
- Campus Streets
- Active Landscapes

Physical Environment

The campus is set in a natural landscape adjacent to the St. Joseph River with a majority of the formal landscapes on campus acting as an extension of the natural environment. While there is a structural relationship between the various formal spaces on Main Campus, there is limited connectivity between these spaces and spaces on the other campuses.

Of the 688 acres contributing to the larger campus, approximately 80 percent is comprised of ecological landscapes that provide passive use. The remaining 144 acres (20 percent) are comprised of athletic fields, surface and structured parking, buildings, streets, paths, and formal landscapes. Sixty-six percent of the 144 acres is impervious.



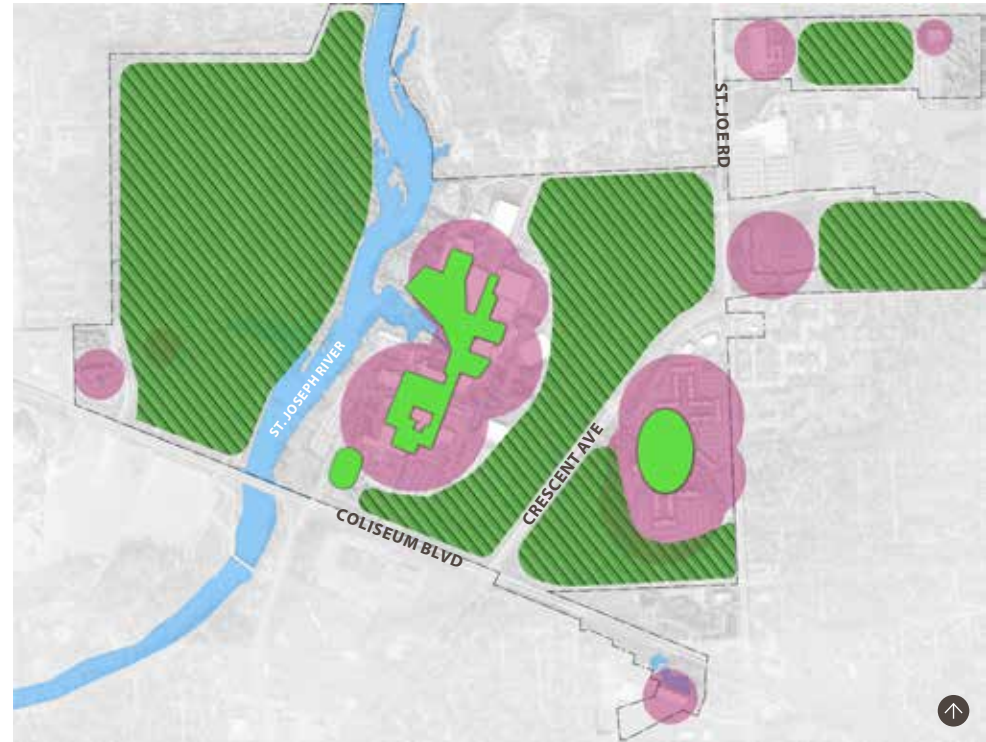
Distribution of landscape typologies within the 144 acres

Strengths

- The landscapes with the highest ecological health are a mix of forested land and riparian edges
- The University has a good mix of practice fields to meet the demands of the Athletic Department
- There is a strong formal open space network anchored by Mastodon Way. These formal landscapes are comprised of a combination of open quads, plazas, and some gardens

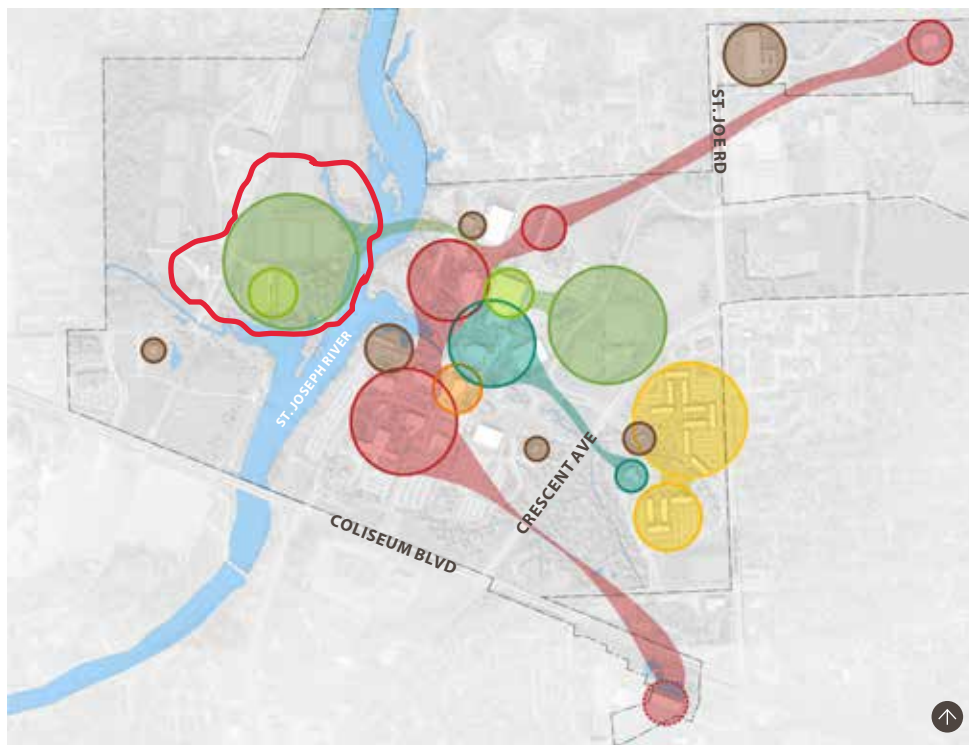
Challenges

- The Main Campus core has few Best Management Practices (BMP) to manage stormwater
- Ecological landscapes are under-utilized, due in part to the perception that they are hard to access
- Athletic fields are dispersed between West Campus and Main Campus with limited connectivity, creating maintenance challenges for ground crews
- The close adjacency between the baseball and softball fields limits the concurrent use of both facilities and results in scheduling challenges
- There is limited and ill-defined recreational outdoor space for non-athlete students
- There is a lack of appropriate low maintenance landscapes
- There is a lack of diversity in formal space. Currently, these spaces are defined almost exclusively with lawns, paths, and trees
- Limited programming exists for outdoor spaces. Flexibility was not built into the design of these spaces to accommodate a range of uses and experiences
- Inconsistent site furniture and lighting occurs across campus



Existing Open Space

- Campus Development
- Campus Formal Open Space
- Athletic, Ecological, and Passive Open Spaces



Existing Campus Development

- Academic
- Athletic (Facilities and Fields)
- Library
- Residential
- Student Life
- Support Services
- Structured Parking

Land Use and Development

Building development needs to balance access and adjacency requirements with existing conditions and natural features. Today, most campus buildings are organized by use. Housing is clustered on the Waterfield Campus with some student life space. Most of the student life facilities are located along Mastodon Way, central to the academic space on Main Campus. Academic space on three campuses presents the greatest challenge for students and faculty moving between facilities. Opportunities exist to increase efficiency and utilization of facilities and create a framework that improves appropriate access and adjacency requirements.

Strengths

- Compact development within Main Campus and Waterfield Campus
- Student life hub is ideally situated in the center of Main Campus, connecting the two academic hubs

Challenges

- Campus is comprised of a series of disconnected, single-use hubs
- Athletics' uses are dispersed throughout campus with limited connectivity
- Housing is isolated from other uses on the larger campus
- Acquisition of South Campus and relocation potential departments/services will cause adjacency and connection challenges

Parking

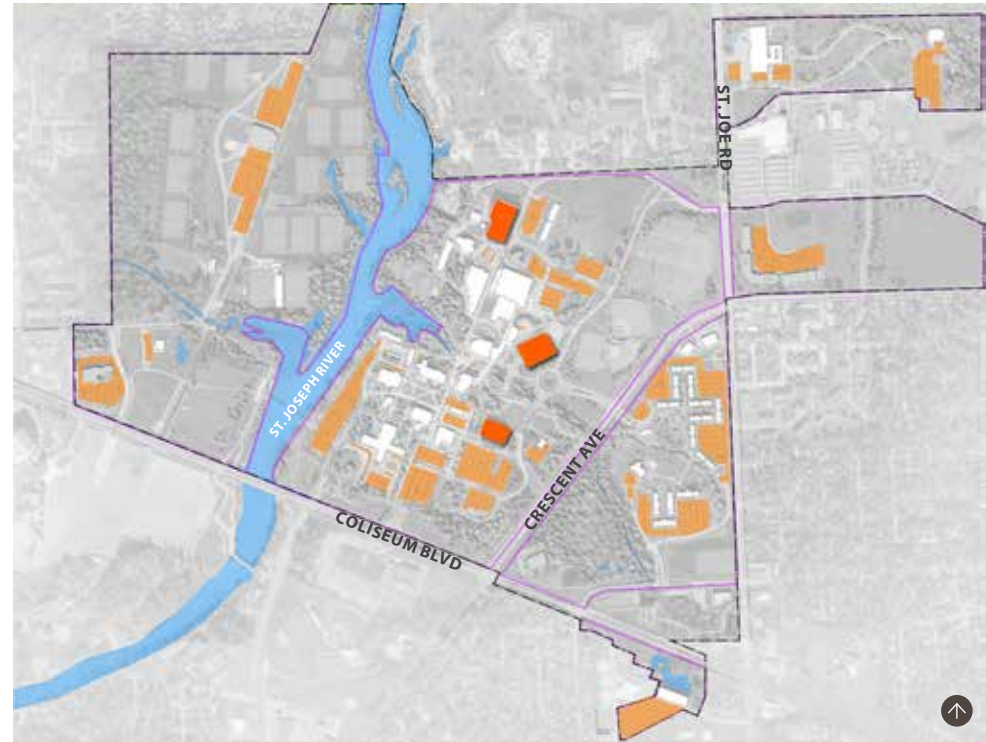
There is sufficient parking on campus, though the distribution of parking on the Main Campus should be investigated based on demand. While a majority of campus parking is in surface parking lots, the University has invested in parking garages and strategically located them along the campus ring road with easy access from the primary gateways.

Strengths

- There is adequate and accessible parking on campus
- Parking Garages 1 and 2 are heavily used given the proximity to the major academic and student life hubs
- Parking on the other four campuses appears to meet the demand

Challenges

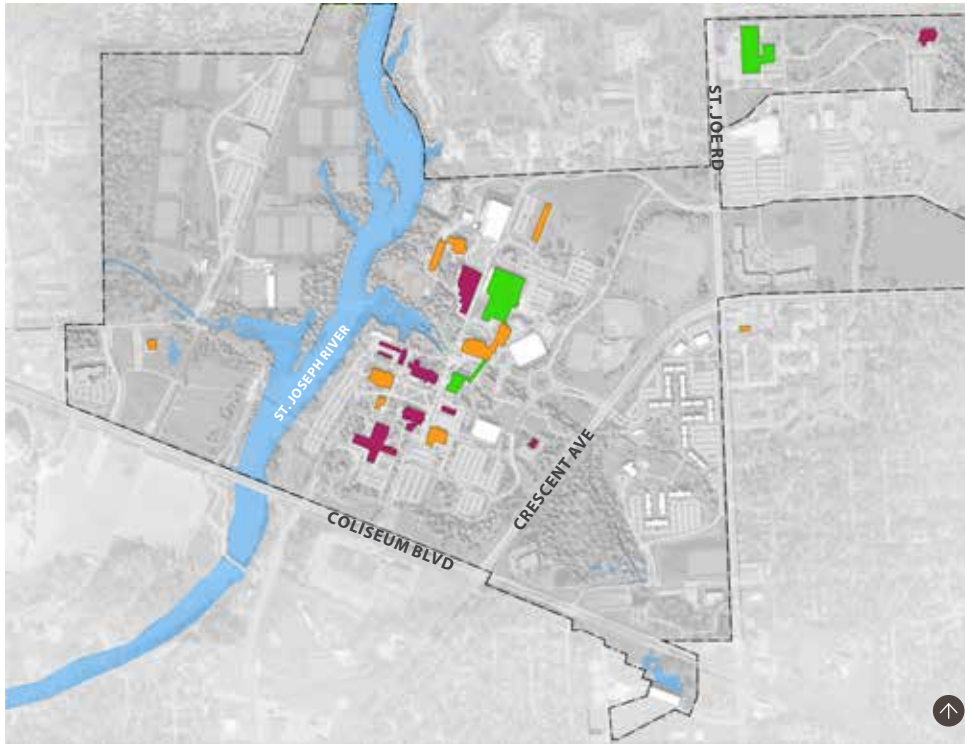
- On Main Campus, 15 acres are dedicated to surface parking which is equivalent to the land area of the Main Campus academic core
- While the majority of surface parking is located in the southern area of Main Campus, the number of spaces does not meet demand during peak hours on campus
- Parking Garage 3 is underutilized except for special events at Gates Athletic Center or Rhinehart Music Center because the location is not ideal for daily commuters to campus



Existing Parking

- Surface Parking (68% of total parking)
- Garage Parking (32% of total parking)

Area	Spaces	Acreage
North Campus	538	9.1
West Campus	1,069	5.6
Main Campus	5,147	19.4
Waterfield Campus	1,220	6.1
South Campus	565	2.6
Total Parking	8,539	42.8



Existing Space Adequacy

Rating	ASF	% Of Total ASF
Good	226,534	31%
Average	250,279	29%
Poor	311,500	37%

Space Adequacy

During the planning process, a building-by-building adequacy assessment of the PFW space inventory was completed. This exercise diagnosed functional adequacy of interior spaces such as classrooms, teaching labs, offices, research labs, and collaboration spaces. The functional adequacy considered the configuration, flexibility, and suitability of space as it relates to meeting the mission of the University and the intended purpose for that space. The understanding of functional adequacy paired with the space needs assessment can inform priorities for capital investment. PFW has a total of 1,657,000 assignable square feet (ASF) of space, of which 880,000 ASF in 20 buildings was assessed. Residential space, parking garages, and inactive/conversion spaces are excluded from the analysis.

The assessment determined that 37 percent of space on campus is not meeting users' needs (poor). Many of the buildings reflect their age in terms of design based on the size of offices, inflexible research labs, space inefficiencies, and misalignment of space and function. Instructional space is generally undersized for today's needs and there is a lack of informal and collaboration spaces throughout the assessed buildings. Within individual buildings, such as Kettler Hall, there is a space quality inequity due to limited renovation scope and budget.

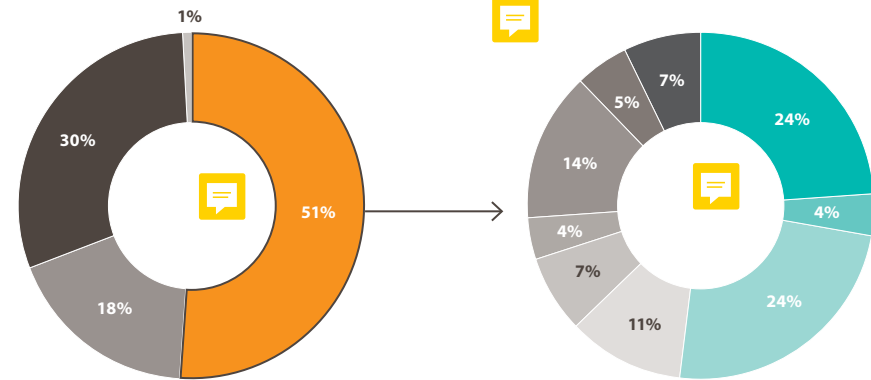
The quality of space varies on campus both between buildings and within buildings. Many of the older buildings on campus have spaces that appear dated and lack the ability to have a flexible teaching environment. Additionally, there is a limited amount of study and collaboration space within core academic buildings. Student services and student life spaces on campus are fragmented in various buildings and lack visibility and easy access. Recent investments within the Helmke Library and parts of Kettler Hall have been successful in improving the quality of space and addressing the need for more student-centered space. As a result, and confirmed through the open house, these spaces have become the favorite study and hangout spaces on campus.

Strengths

- With recent investments, **three buildings** rank as good including Gates Athletic Center and Helmke Library

Challenges

- Quality inequity exists between and within buildings
- Eight out of 20 buildings on campus rank as poor quality
- Over 51 percent of instructional spaces are inadequate (poor)
- **Over 61 percent of office spaces are inadequate (poor)**
- There is a lack of informal/collaboration space



Total Assignable Square Feet

	ASF	% of Space
ASF in Space Assessment	850,116	51%
Residential Space	305,071	18%
Parking Garages	490,044	30%
Inactive/Conversion Space	11,292	1%
Total PFW Inventory:	1,656,623 ASF	

Assignable Square Feet in Space Assessment

	ASF	% of Space
Instructional Space	205,254	24%
Research	33,991	4%
Office	205,890	24%
Other Department Space	90,431	11%
Library and Study Space	57,827	7%
Assembly and Exhibit	36,820	4%
Athletics	120,293	14%
Student Space	39,697	5%
Physical Plan	59,913	7%
Total PFW Inventory in the Space Assessment:	850,116 ASF	

04

MASTER PLAN VISION

MASTER PLAN GOALS

The overarching goal of the Purdue Fort Wayne Master Plan is to transform the indoor and outdoor environment in a way that creates a more vibrant, welcoming, and engaging campus that supports a culture of learning, discovery, and innovation. The Strategic Plan Aspirations described in Chapter 1 serve as the foundation for aligning the physical campus with the strategic goals of PFW. In support of those aspirations, the Master Plan has four core goals that inform the campus development framework.



SUPPORT STUDENT SUCCESS by providing high-quality and appropriate teaching, learning, and study spaces.



CREATE A STUDENT EXPERIENCE that promotes engagement with university life and supports holistic student development.



STRENGTHEN PFW'S IDENTITY and pride by celebrating its unique natural setting, enhancing iconic spaces and buildings, and clarifying campus edges and gateways.



CREATE A COHESIVE, WELCOMING, AND SAFE CAMPUS EXPERIENCE that promotes walkability, accessibility, and multi-modal forms of transportation.

PLANNING CONCEPT

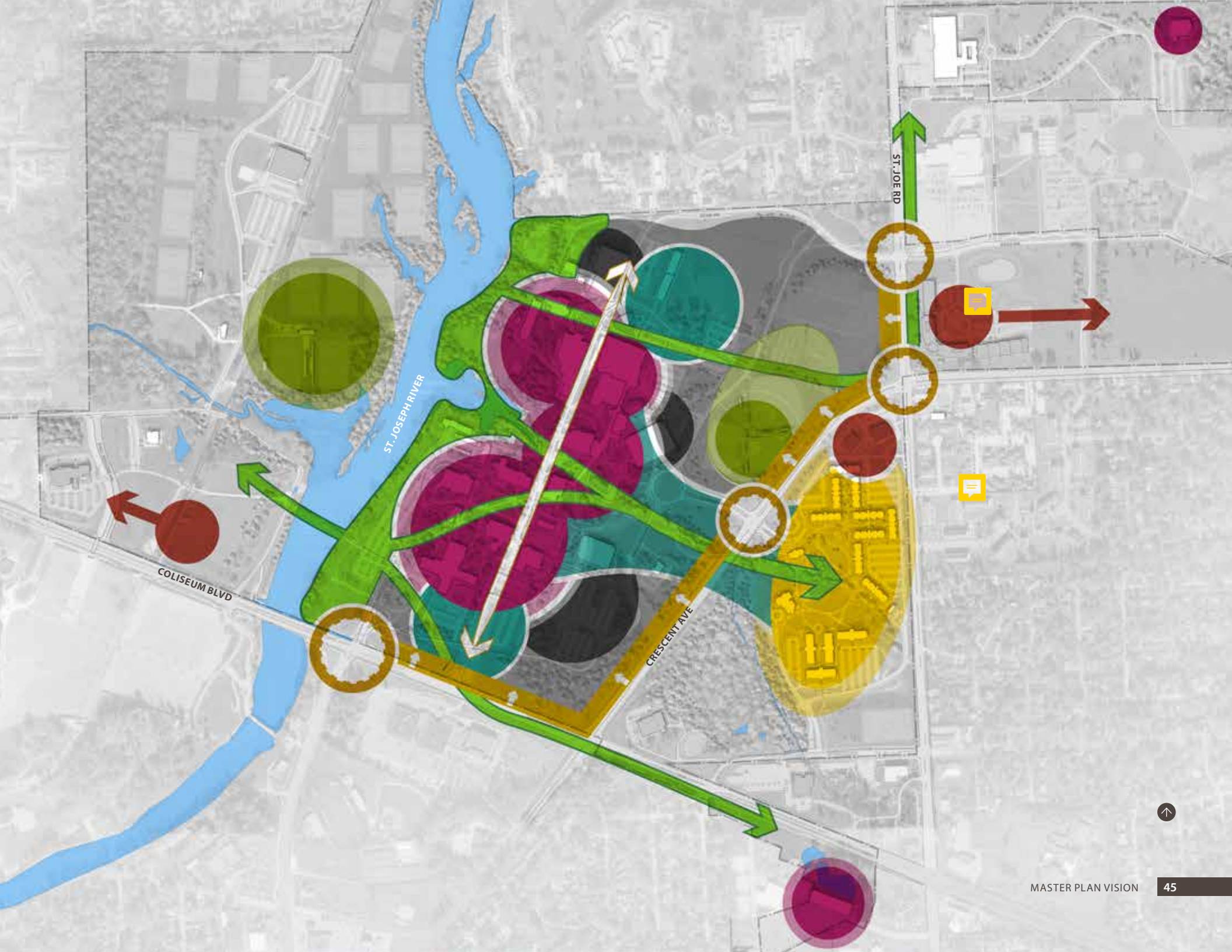
The planning concept complements the Master Plan goals by providing a broad and flexible framework for the testing of development scenarios. The concept serves as a diagrammatic set of physical planning strategies to achieve the Master Plan goals. Rather than encouraging further campus sprawl, the concept promotes enhanced connectivity, optimized land usage, and strategic expansion for a more active and integrated PFW campus.

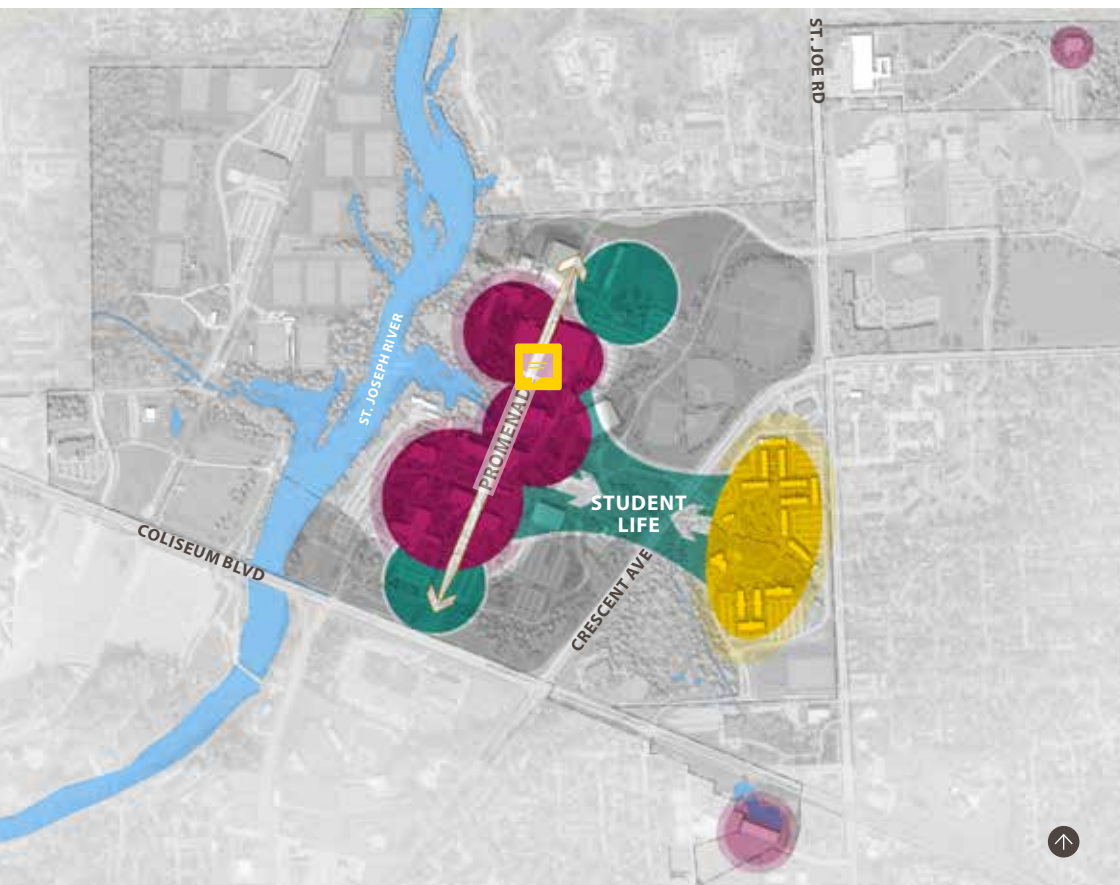
Together with the Master Plan goals, the five strategies that follow form the planning concept and provide the foundation for the Purdue University Fort Wayne Master Plan.



Planning Concept Diagram

- Campus Core Development
- On-Campus Housing
- Student Life Amenities
- Riverfront
- Athletic and Recreation Fields
- Important East-West Connections
- Campus Edge Opportunities
- Campus Gateway Locations
- Partnership Locations





Reinforcing Existing Assets

- Campus Core Development
- On-Campus Housing
- Student Life Amenities

Reinforce the Campus Core

- Connect the main academic core to on-campus housing
- Extend and terminate Mastodon Way
- Identify appropriate development opportunities within the existing Main Campus buffer

A key recommendation of the 1966 Master Plan, Mastodon Way continues to be the strongest organizational component with the highest concentration of activity on the PFW campus. Future buildings and open space development should expand, enhance, and ultimately terminate the existing primary north-south pedestrian connection. Student life development and campus amenities should also strategically be located between the main academic core and the existing on-campus housing on the Waterfield Campus to connect existing campus resources and amenities. Strategically placed development will also transcend campus buffers, promote walkability, and enhance campus life experience.

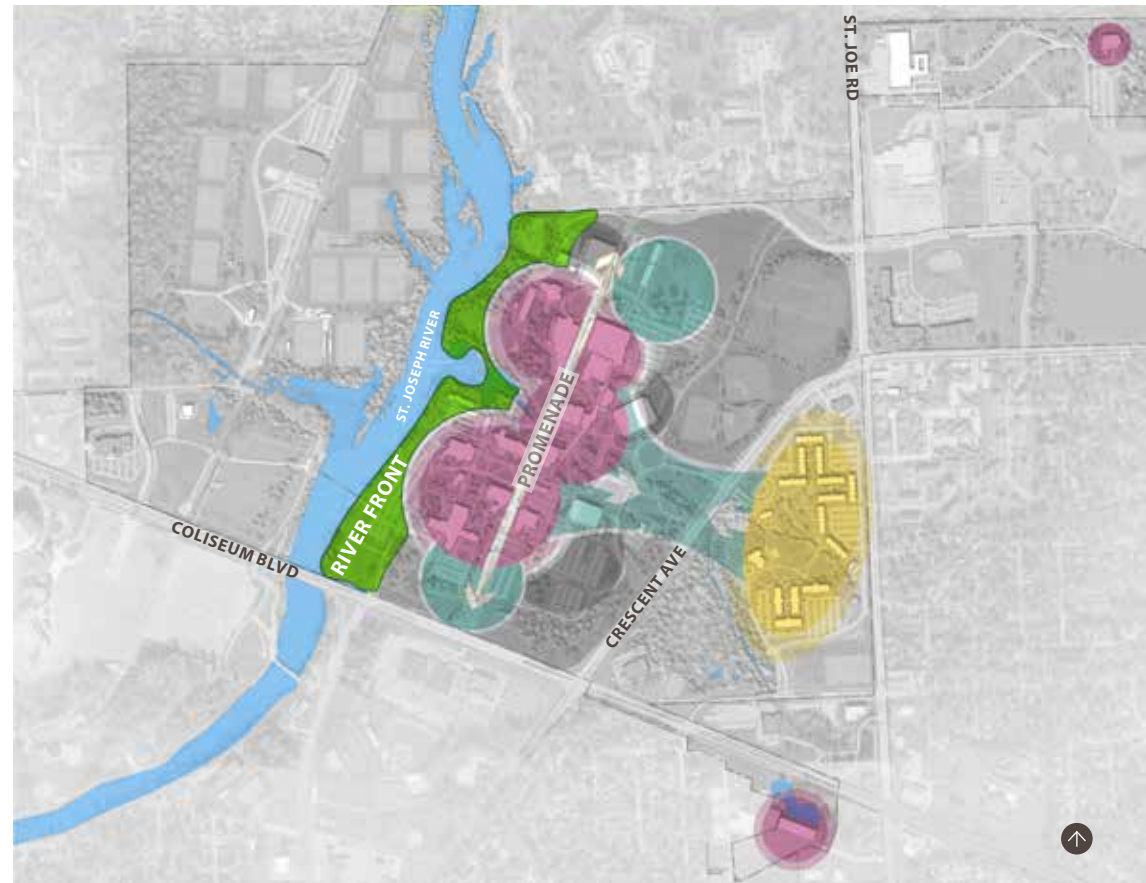




Engage the River

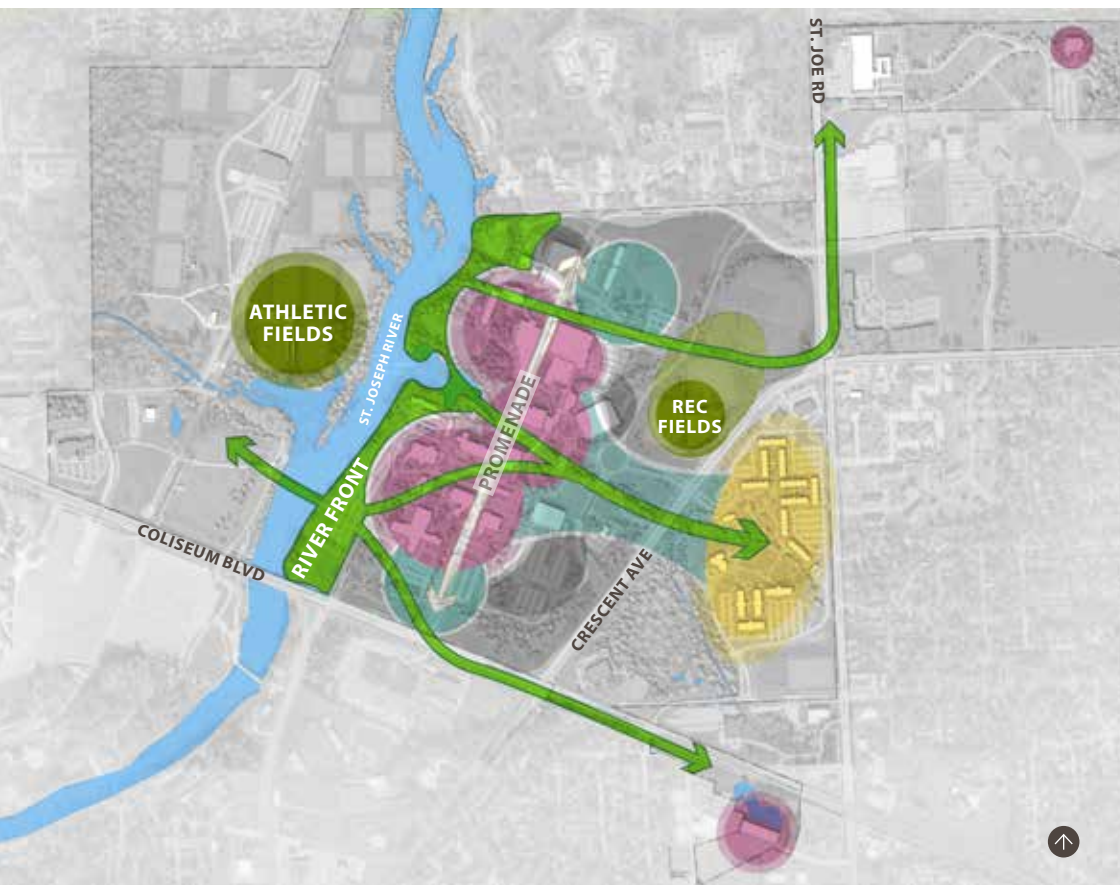
- Strengthen connections between the Main Campus and the riverfront
- Reclaim service and surface parking areas
- Activate and celebrate the riverfront

The St. Joseph River serves as the primary natural amenity of the PFW campus. Historically, core campus development has turned its back on the riverfront. This is evident by the existing surface lots with minimal programming along the river's edge. Efforts should be taken to maintain a symbiotic relationship that preserves the ecological character of the riverfront while providing opportunities for recreational use and enhanced connectivity with the larger Fort Wayne community. Future development in the core campus should front and embrace the St. Joseph riverfront.



Engage the River

- Campus Core Development
- On-Campus Housing
- Student Life Amenities
- Riverfront



Strengthen East-West Connections

- Expand pedestrian and bicycle networks
- Create new and enhanced campus open spaces
- Connect Main campus to other areas of PFW

A vibrant user experience is promoted by sustaining and expanding the pedestrian core as a cohesive system of quads, plazas, and walks that are supplemented by pedestrian and bicycle networks. New east-west connections overcome barriers that currently exist between the various PFW campuses and integrate academic, housing, student life, and athletic programs.

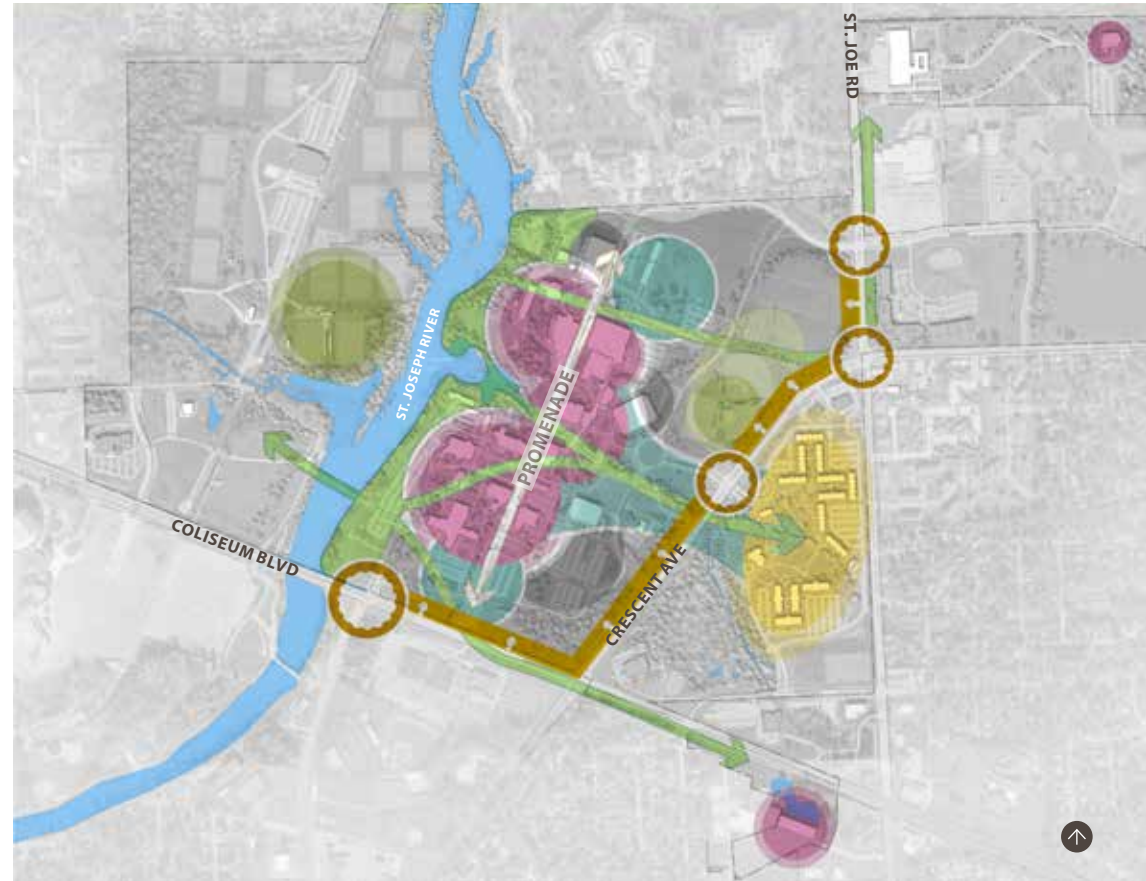
Strengthen East-West Connections

- Campus Core Development
- On-Campus Housing
- Student Life Amenities
- Riverfront
- Athletic and Recreation Fields
- ➔ Important East-West Connections

Define Gateways and Edges

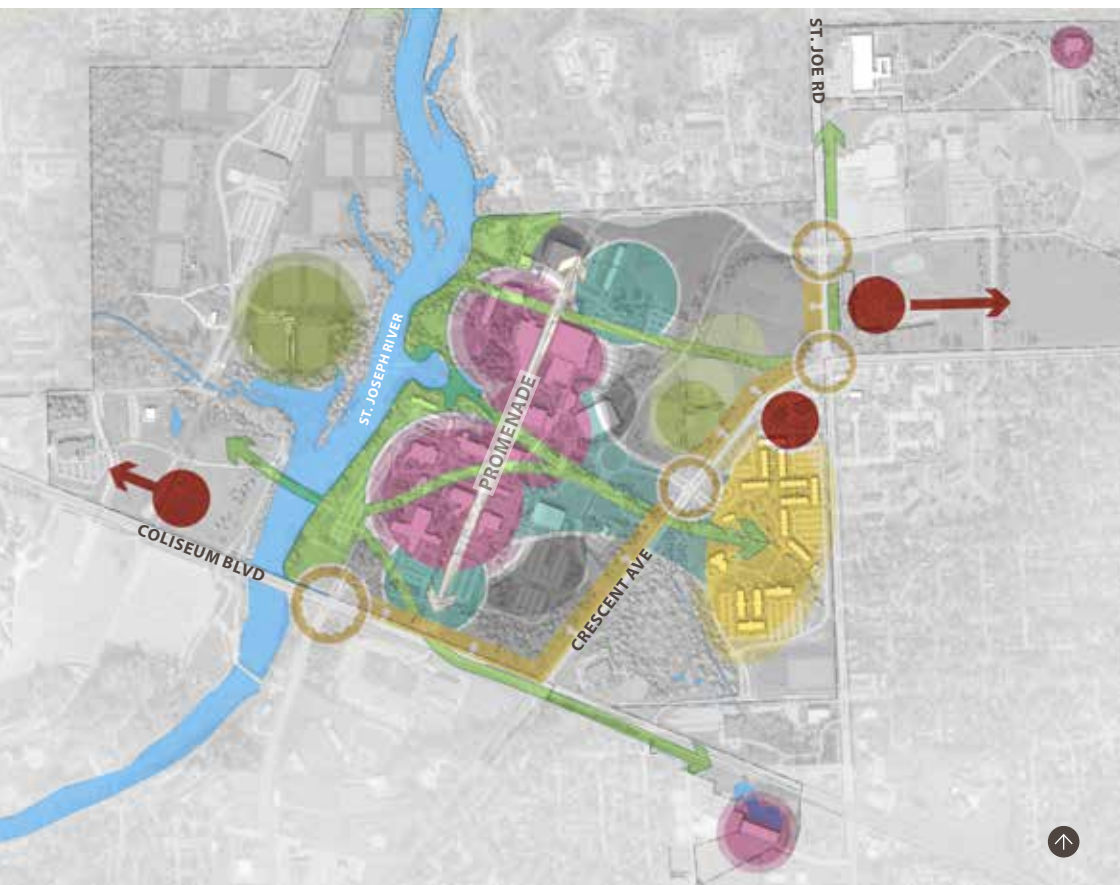
- Identify gateway hierarchy
- Create arrival experience
- Define and brand the edges

To create a clear and identifiable campus arrival experience, vehicular and pedestrian gateways require definition and hierarchy to bolster campus identity and wayfinding. Development around each gateway will be a combination of markers, intersection improvements, and building development. Campus edges are defined through streetscape elements and banners along Coliseum Boulevard, Crescent Avenue, and St. Joe Road.



Define Gateways and Edges

- Campus Core Development
- On-Campus Housing
- Student Life Amenities
- Riverfront
- Athletic and Recreation Fields
- ➔ Important East-West Connections
- Campus Edge Opportunities
- Campus Gateway Locations



Explore Partnership Opportunities

- Campus Core Development
- On-Campus Housing
- Student Life Amenities
- Riverfront
- Athletic and Recreation Fields
- Important East-West Connections
- Campus Edge Opportunities
- Campus Gateway Locations
- Partnership Locations

Explore Partnership Opportunities

- Expand cooperation with Northeast Indiana Innovation Center
- Develop a mixed-use gateway area west of the St. Joseph River
- Explore public-private partnerships

Land holdings east of St. Joe Road and west of the St. Joseph River present an opportunity to create public-private partnerships that support the University's mission and strategic goals. Development adjacent to the **NIIC** will continue to further business development in the broader region, expand experiential learning opportunities for PFW students, and leverage its proximity to the University. Landholdings west of the St. Joseph River, across from the **Venderly Bridge**, will best serve as a gateway to the community and private industry that amplifies and accelerates the strength of PFW.



05

THE MASTER PLAN



Proposed PFW Campus Master Plan

- Potential New Housing
- Potential New Buildings
- Existing PFW Buildings
- Non-PFW Buildings

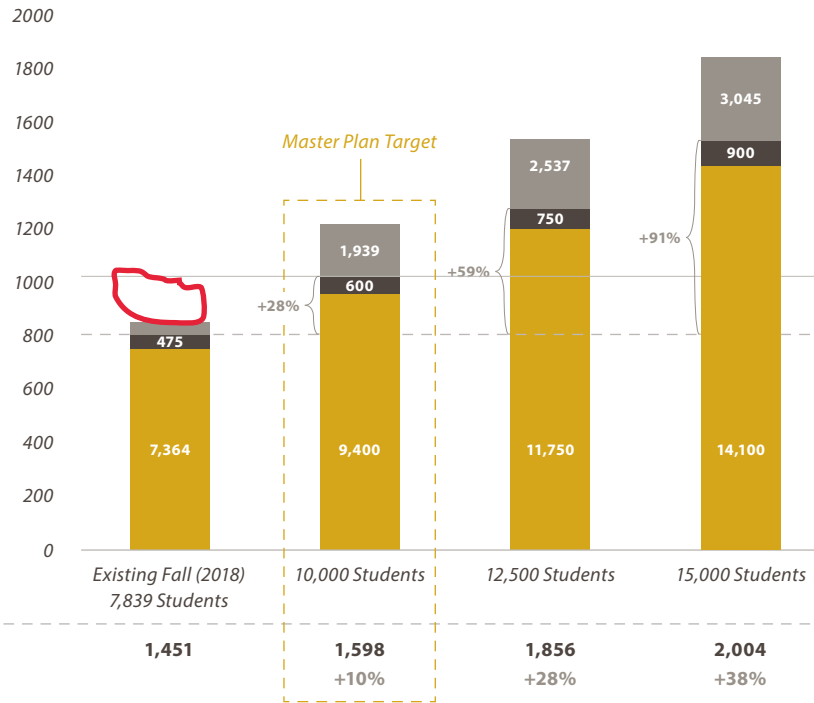
OVERVIEW

The PFW Master Plan provides a framework for development of the physical campus that aligns with the strategic goals and aspirations of PFW. Through a collaborative process, this Master Plan includes recommendations for investments that best reflect the University's shared values and strategic initiatives. It is evidence-based, utilizing facility data, previous studies, and emerging ideas to inform future projects. The Master Plan is a feasible roadmap to meet priority space needs and realize transformative projects that optimize land use and environmental stewardship. It provides direction on near-term needs while setting the University on a path for long-term development to support future growth with an understanding of the reasonable development capacity of campus.

While the planning concept established physical planning opportunities to meet the Master Plan goals, the enrollment targets, space needs assessment, and housing and dining study determined the programmatic needs for PFW.



STUDENTS



EMPLOYEES

1,451	1,598	1,856	2,004
	+10%	+28%	+38%

PFW Enrollment Growth Assumption

- Undergraduate
- Graduate
- IU

PFW Undergraduate and Graduate counts also include online-only students



Enrollment Trends

Enrollment growth impacts the physical campus development due to its direct correlation to campus space needs. The Master Plan acknowledges Purdue Fort Wayne's aspirations to become a 15,000-student body with an understanding that growth would occur incrementally. Three enrollment growth scenarios were developed as a part of the Master Plan: 10,000, 12,500, and 15,000 students. While the Master Plan explores development options for all scenarios, it aims to reach a goal of 10,000 within a 15-year time-frame.

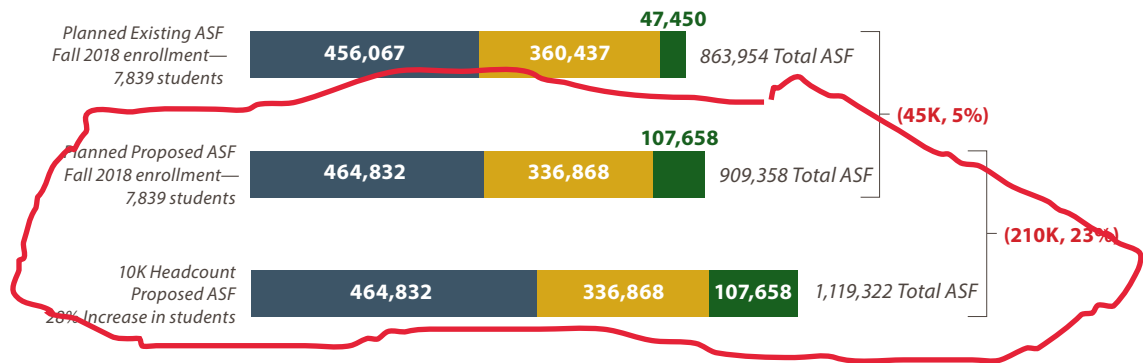
Enrollment would have to increase 28 percent from Fall 2018 to reach the 10,000 target of the Master Plan. Current enrollment trends are stable at around 7,800 students—however, with market repositioning and rebranding of the University, the expectation is that both undergraduate and graduate enrollment will grow. For planning purposes, a 10 percent increase in the number of faculty and staff is assumed resulting in an increase from 1,451 to 1,598 employees for a 10,000 student enrollment. The enrollment target of 10,000 students does not include Indiana University's enrollment, however, their aggressive growth model impacts the usage of campus resources and is factored into the campus space needs.

Academic Space Needs

To help support decision making, a space needs assessment was conducted to identify existing space distribution and utilization and determine the greatest needs today and if campus grows to 10,000 students. The data used in the assessment was provided by the University as a snapshot in time using Fall 2018 enrollment statistics, existing space data, and documented program needs. The metrics used to generate the analysis are based upon PFW's space guidelines, normative metrics applicable to institutions similar to Purdue Fort Wayne, as well as the experience of the design team.

The space needs assessment determined that at the macro level, PFW's space is in relative balance to support it's Fall 2018 enrollment after the completion of current capital projects, such as the Doermer Business School. After planned capital improvement projects, PFW will have 864,000 ASF across 30 buildings. At the Fall 2018 enrollment of 7,839 students, PFW has an overall deficit of 45,000 ASF, or 5 percent of existing space with the greatest area of need being student-centered space. Student-centered spaces include non-residential dining facilities, meeting spaces, student lounges, health and wellness, and recreational facilities, with spaces typically dispersed across campus. This need exacerbates as enrollment increases. However, overages in some space categories and units mask the need in others. The units with the greatest space needs are College of Engineering Technology and Computer Science, College of Visual and Performing Arts, and Athletics. The Academic Affairs and Enrollment Management and Student Affairs units also show significant need, primarily due to the campus-wide need for student-centered, recreation, and decentralized study space.

At 10,000 students, the overall need increases by 210,000 ASF, or 23 percent above the Fall 2018 need with deficits in academic space, support space, and student space.



Space Needs by Space Type

Academic Space Total

- Classrooms
- Instructional Labs
- Research Space
- Academic Offices
- Library and Study Space
- Other Academic Space



Support Space Total

- Administrative Offices
- Assembly and Exhibit Space
- Intercollegiate Athletics
- Other Administrative Space
- Physical Plant



Student Space Total

- Dining
- Recreation
- Student-Centered Space
- Student Health Care Facilities




Housing and Dining Needs

The desire to enhance the student experience requires a programmatic paradigm shift. For Purdue Fort Wayne to deliver this shift, it will need to adjust its student housing and dining offerings. The existing campus-housing inventory only includes apartment unit types located on Waterfield Campus, remote from the academic core. While these units are ideal for independent and upper-class students, they are currently being used to house incoming first year students who benefit from a greater sense of community offered by traditional residence halls. Dining, which is on Main Campus, is distant with limited hours that hinder student access. This situation creates isolation for first time students who require additional support networks and easy access to campus resources and student life activities.

Building new student housing neighborhoods on Main Campus provides the opportunity to diversify PFW’s housing inventory. Proximity to dining and student life amenities allows new housing to consist of a mix of traditional pod and suite style units, enhancing the residential experience.

As students mature, they typically transition from community-oriented residence halls to those that provide more independence. Incoming first year students should be located on Main Campus in a unit type that fosters collaboration and helps student develop socialization and life skills. Retention will follow satisfaction as students choose to continue their on-campus lifestyle. Suites and apartments will fulfill this need as the university builds a continuum of cohort offerings.

The student-housing spectrum suggests students should move along a range of residential living arrangements during their academic career. The appropriate quantity and quality is driven by market demands and goals of the University. Traditional residence halls have more communal space than suites and apartments because they lack those spaces within each unit. This encourages students to leave the comfort of their respective rooms and engage with other students in activities and community building. As students develop a social network and independent living habits, their needs shift to an upper-class unit typology. One that has more common space within the unit, such as suites and apartments.

	Total New Beds Per Phase	Total New Beds	Total Existing	Total Beds Inventory at Each Phase	PFW Capture Rate
Interim Growth Phase	367	367	1,198	1,565	20%
10,000 Total PFW Enrollment	1,314	1,681	630*	2,311	22%

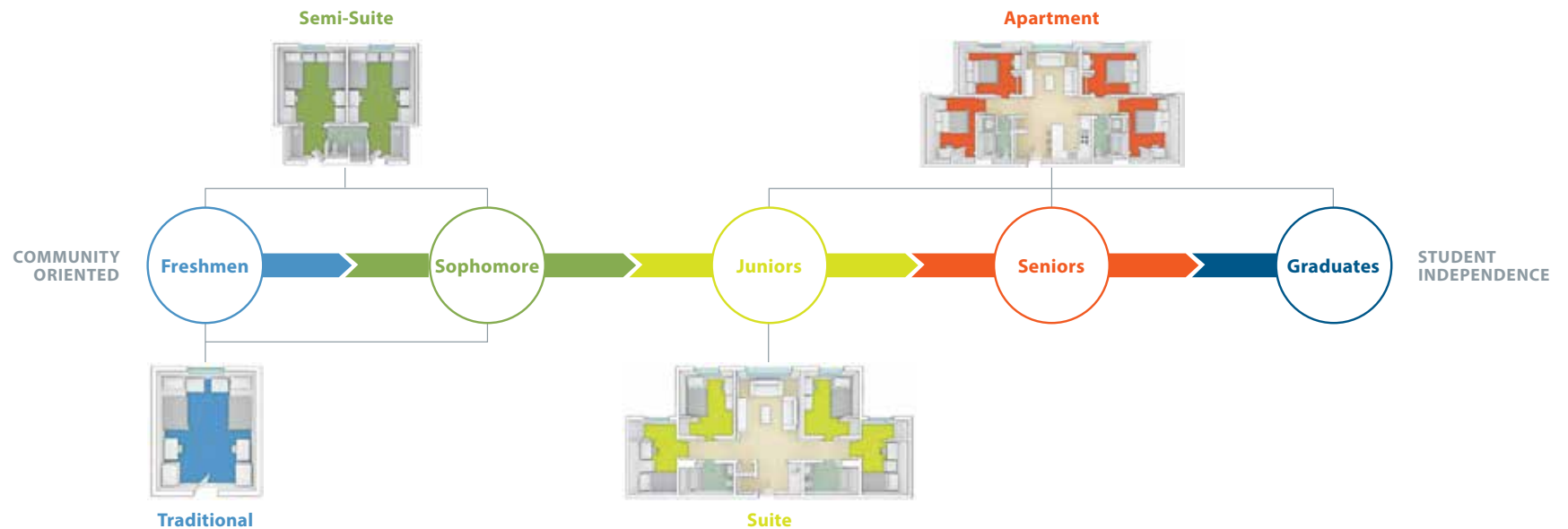
* assumes demolition of 568 beds of phase 1 Waterfield Housing

To meet demand and move towards housing 25 percent of students on campus, an additional 367 beds should be added on campus. For an enrollment of 10,000 students, an additional 1,314 beds are recommended. In the next 10 years, 568 beds from the existing apartments will need to be demolished, so replacement of those beds are also included in the planning for 10,000 students. The Master Plan recommends a total inventory of 2,311 beds with 1,260 traditional, 421 suites, and 630 apartments to accommodate 22 percent of the on-campus students with an total enrollment of 10,000 students. If enrollment grows to 15,000 students and PFW captures 25 percent of on-campus students, the total bed inventory would increase to 3,898 beds.



As on-campus housing increases in quantity, dining options will need to follow. In the short-term, to build momentum for enrollment growth, the current dining experience needs to be revamped. The renovation of existing facilities will mitigate operational barriers and maximize facility throughput. Once enrollment increases to 10,000 students, an additional 25,000 to 30,000 ASF of dining space will be required. Smaller grab and go dining venues will support a new dining facility at Waterfield Housing, P3 parking, and Kettler Hall.

The detailed analysis related to housing and dining that informed the Master Plan recommendations is provided in a supplemental document.



Student Housing Spectrum

GSF per bed ensures adequate *Outside the Unit* space is incorporated into new housing footprint.



3D rendered view of campus—existing

ACHIEVING THE MASTER PLAN GOALS

In the near term, the Master Plan establishes the foundation for PFW's transition into a metropolitan campus with the addition of program-specific academic facilities, as well as enhanced and expanded student life spaces that support enrollment growth from 7,800 students to 10,000 students.

The plan accommodates:

- 208,000 ASF of renovation to existing buildings
- 193,000 ASF of net new academic, student life, and campus support space
- 2,311 total beds of student housing (1,681 net new beds)
- Outdoor track and field facility
- Softball field
- Recreational fields
- Improved open space and circulation

While the design team explored the campus capacity to support 15,000 students, the goal of the Master Plan is to achieve a physical campus that can support 10,000 students while laying the foundation for further expansion. The four Master Plan goals collectively provide a framework for developing the physical campus in a way that is transformative, sustainable, and based on sense of place. The key drivers and strategies that support each goal are described in this section.



3D Rendered View of Campus, 10K Student Enrollment Plan

- Existing Buildings
- Potential New Buildings
- 1.** Gates Athletic Center
- 2.** Helmke Library
- 3.** Kettler Hall



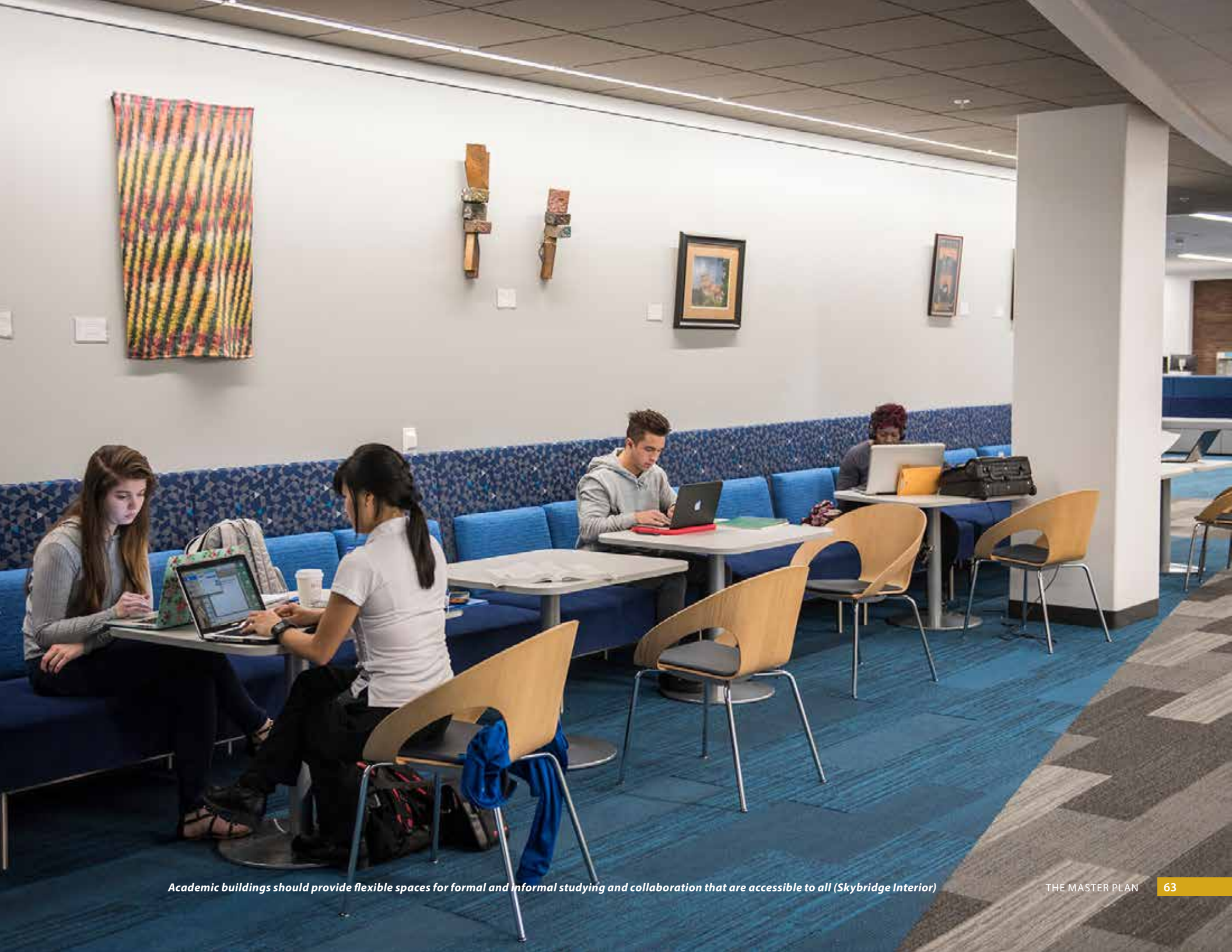
STUDENT SUCCESS

Support student success by providing high-quality and appropriate teaching, learning, and study spaces.

Investments in maintaining and building new high-quality academic facilities with sufficient support and students space is the most fundamental way of transforming the physical campus and aligning it to the Purdue Fort Wayne's Strategic Goals.

High-quality facilities are integral to attracting and retaining students, faculty, and staff. Creating and maintaining facilities conducive to teaching, learning, and studying are critical to student success. New academic buildings and proposed renovations identified in the Master Plan build upon existing academic clusters within Main Campus. New academic buildings should be interdisciplinary, leveraging adjacencies between facilities to encourage collaboration. Program-specific buildings will be located adjacent to existing program facilities. A majority of older academic buildings within the core are targets for renovations. All academic buildings will provide dedicated space for people to meet, study, and collaborate to foster growth and success of the campus community.

Projects identified as priorities in the near-term to support student success include the renovation of DBS, Kettler Hall, and Neff Hall, additions and renovations for PolyTech, Visual and Performing Arts, and the sciences. Once new buildings come online, programs can begin consolidating and vacating poor and remote spaces across campus, such as the Dolnick Center. Density will continue to be added along Mastodon Way as enrollment grows with new buildings and additions for the Visual and Performing Arts, Engineering, and Clinical programs.



Academic buildings should provide flexible spaces for formal and informal studying and collaboration that are accessible to all (Skybridge Interior)



Art Gallery

Clinical Building

Visual and Performing
Arts Expansion

Science Building Addition

Poly Tech Building

ST. JOSEPH RIVER

West Campus



COLISEUM DR

CRESCENT AVE



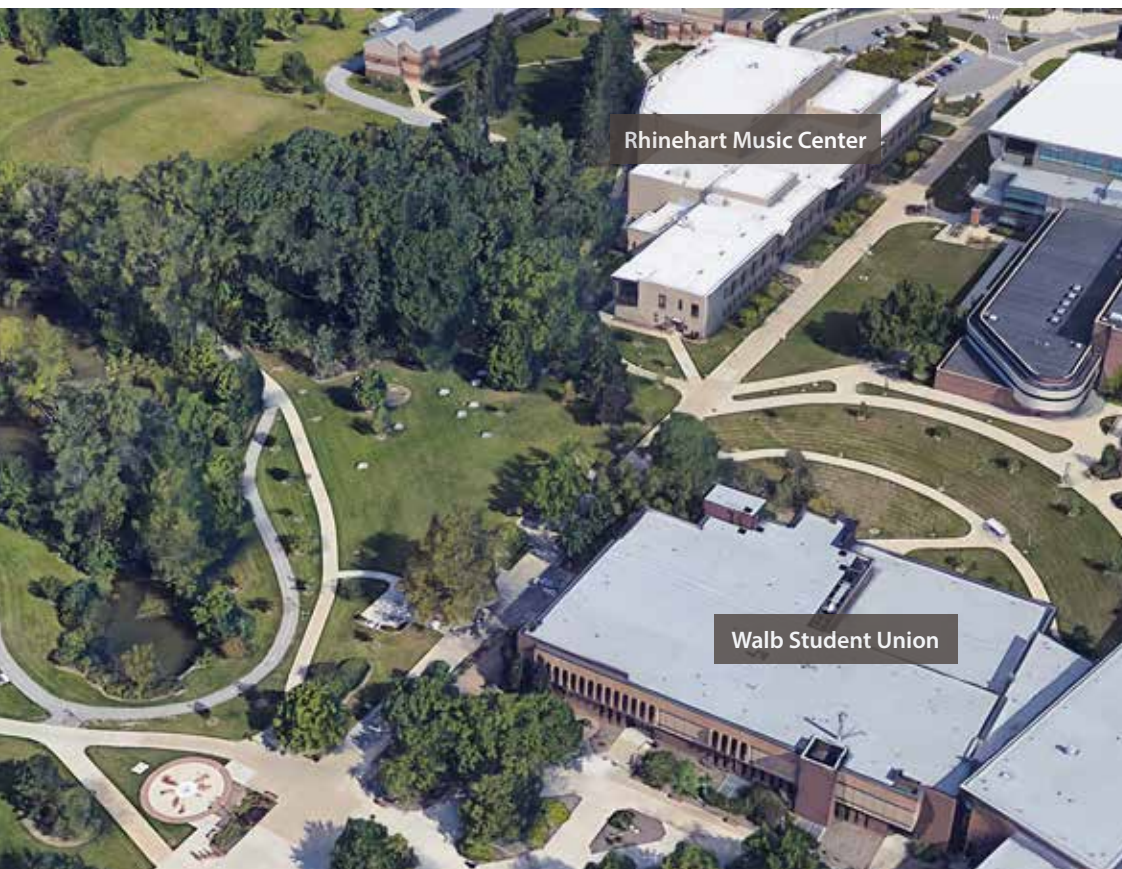
Key Drivers

- Reinforce Mastodon Way as a primary academic corridor of campus through infill development
- Improve the quality of instructional space to support modern teaching and learning pedagogies
- Provide more collaboration and study space across Main Campus
- Increase the accessibility, visibility, and amount of student academic support space so these resources are more integrated into students' educational experience
- Improve student retention by providing programs and spaces that increase students' engagement with university life and invest in their holistic development



Student Success Diagram

- Existing Academic Buildings
- Potential New Academic Buildings
- Academic Cluster



Recommendations

1. The inlet is enhanced by cleaning up the river's edge to provide better views from the new deck and opportunities for outdoor learning.
2. The Performing Arts and Music Technology Addition with ground floor gallery space, establishes a new front door to the Arts Campus that connects to the campus core.
3. The Arts plaza incorporates student art and sculptures into the landscape and includes larger areas of hardscaping to provide opportunities for outdoor events.
4. The Walb amphitheater is revitalized to incorporate a tiered lawn and stage area for outdoor performances and gatherings.
5. The lawn area along Mastodon way incorporates stormwater management facilities as well as art sculptures within the landscape.

-
- ◀ Existing Arts Campus looking north along Mastodon Way
 - ▶ Proposed Arts Campus





STUDENT EXPERIENCE

Create a student experience
that promotes engagement with
university life and supports
holistic student development.
Increase student retention
through greater connection to
community and student services.

Concentrating and connecting students within the campus core promotes collaboration and improves their overall experience. On-campus student housing, dining, and recreation play a significant role in overall student satisfaction and engagement with campus. This Master Plan proposes clustering new student housing into neighborhoods that promote a sense of community. Adding new housing closer to Main Campus will provide students a more traditional university residential experience. Each neighborhood provides a range of unit offerings and amenities. Dining is proposed to be central to housing and Main Campus in a facility that not only accommodates dining but also serves as meeting and study space when the food service area is closed. Placing it near the intersection of Mastodon Way and the new student life corridor will give greater access to the entire campus community. This new center will create synergies between the library, academic space, and dining resulting in a true heart of campus. A new recreation center will serve as a gateway to campus along Crescent Avenue and is proximate to housing on both the Main Campus and Waterfield Campus. Increased activity with rec sports, student organizations, and athletic facilities will enhance the vibrancy on campus and the overall student experience.

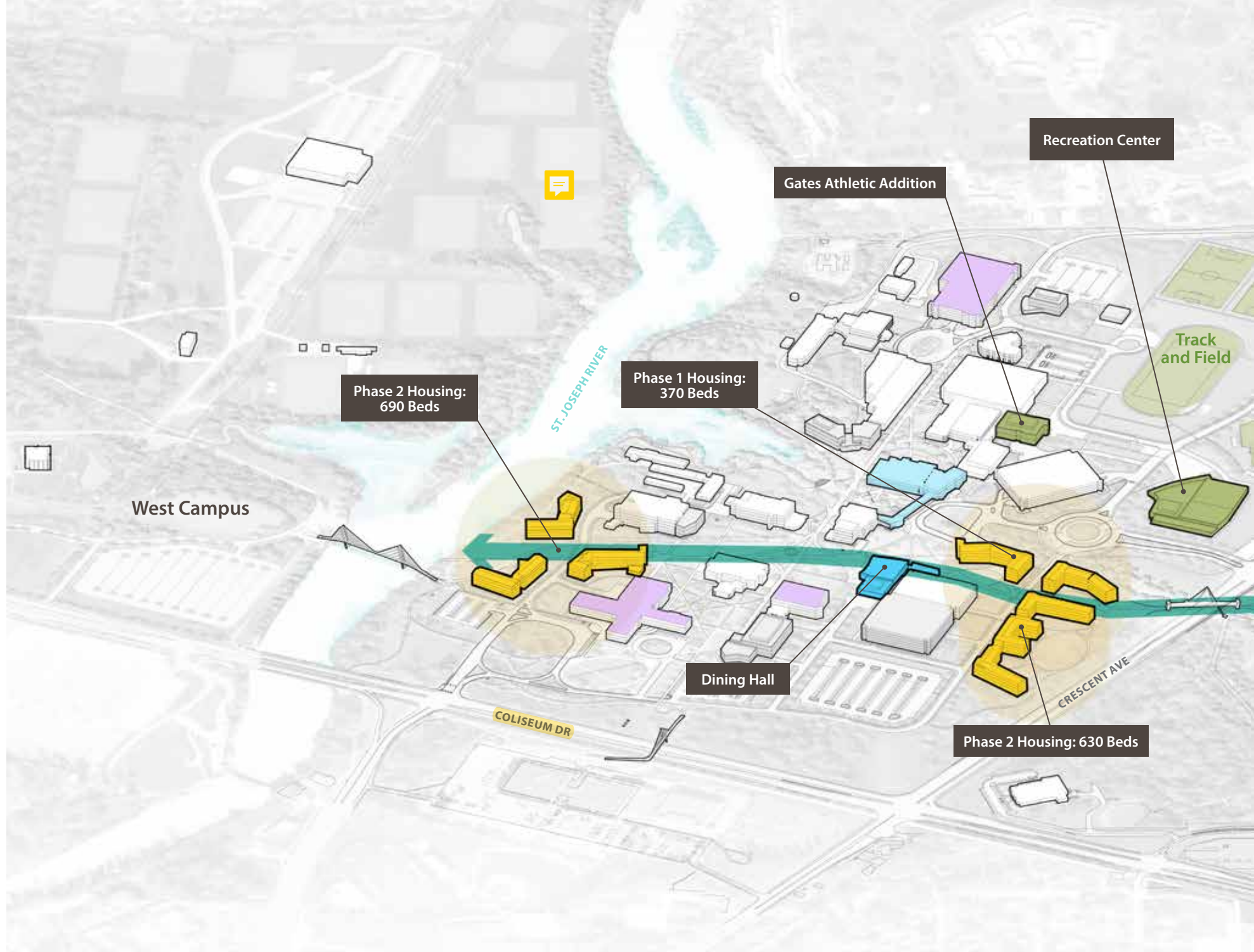
The proposed student life corridor becomes a thread that will enhance the connectivity between the Waterfield Campus and the Main Campus. The perception of distance is influenced by the experience. By adding new housing along this proposed corridor and dining in the current Advancement Building, the travel distance will feel shorter, encouraging walking. On-campus parking demand would likely decrease with more residents from the Waterfield Campus less likely to drive to Main Campus because of this enhanced experience. The new housing is designed to frame outdoor green spaces with the student life corridor linking these spaces together like a string of pearls. Ground floor transparency visually connects common spaces to the outdoors.

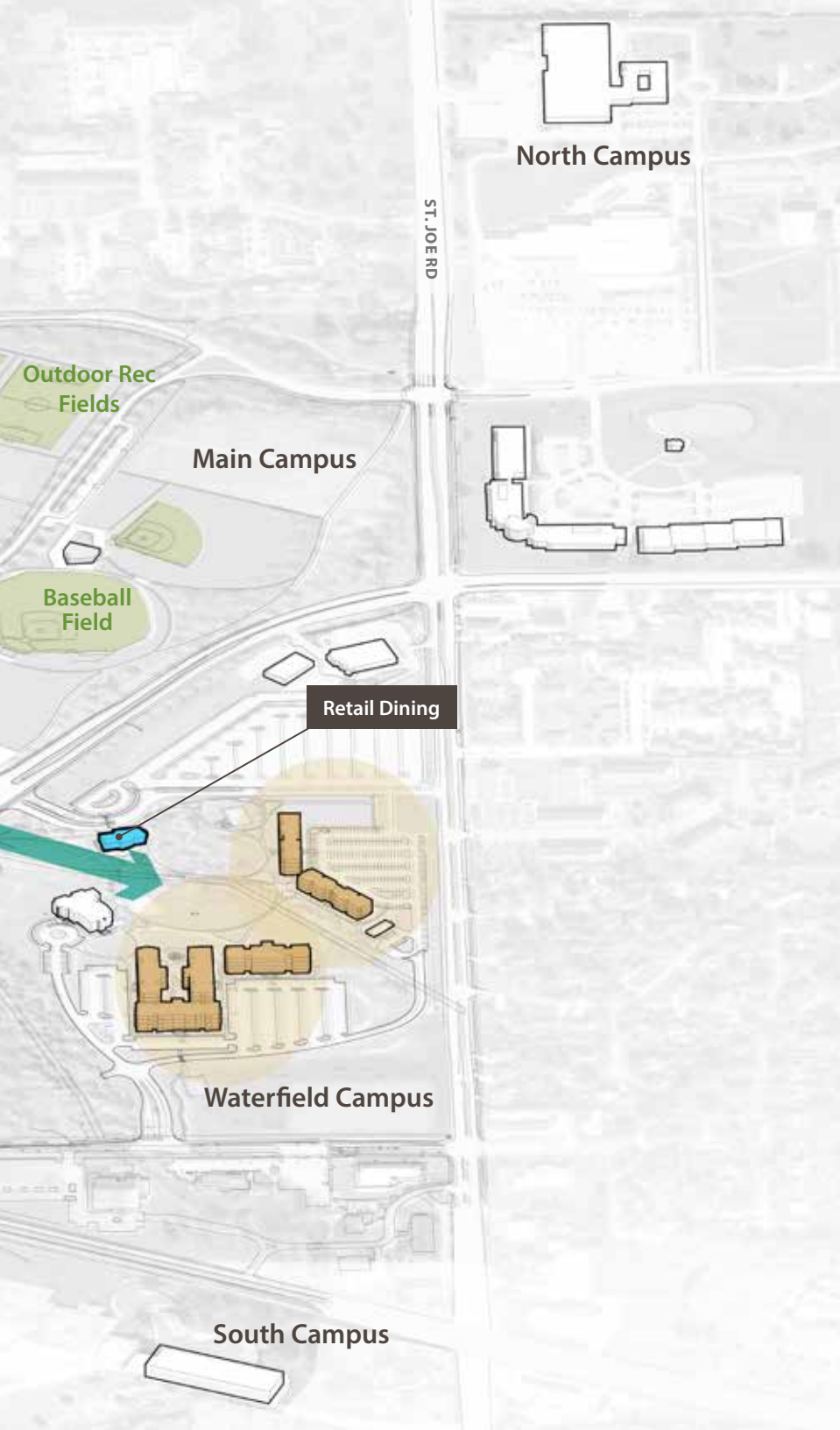


On-campus housing should be clustered into neighborhoods with a range of unit type offerings and outdoor spaces. Student life and communal spaces should be visible and easily accessible from major pedestrian corridors to promote activity. (Towson University—West Village)



Dining should be located in the campus core along primary student pathways connecting student housing with academic buildings. The facility should be designed with an active and visual open ground floor that promotes an indoor/outdoor relationship. (Goucher College—Dining Facility)





Key Drivers

- Increase student retention through greater connection with the campus community and student life services
- Enhance connectivity between the Main Campus and Waterfield Campus by building new housing on Main Campus proximate to academic and student life programs
- Create neighborhoods with a variety of unit offerings by adding traditional pods and suites to the housing inventory ensuring the appropriate amount of common space that aligns with the unit typology
- Dedicate current and future apartments to upper-class students who prefer more independent living
- Replace 568 beds on the Waterfield Campus (referred to as Phase 1 Waterfield housing) once the debt is retired
- Renovate existing dining in the short term to enhance student services and support the increase of on-campus housing
- Provide a new flexible hybrid dining facility as on-campus pod and suite style housing units increase in quantity
- Design the new dining facility to allow for future expansion of seating and front-of-house stations as well as flexible seating, collaboration, and event space
- Add outdoor green spaces with a recreation center that supports student wellness

Student Experience Diagram

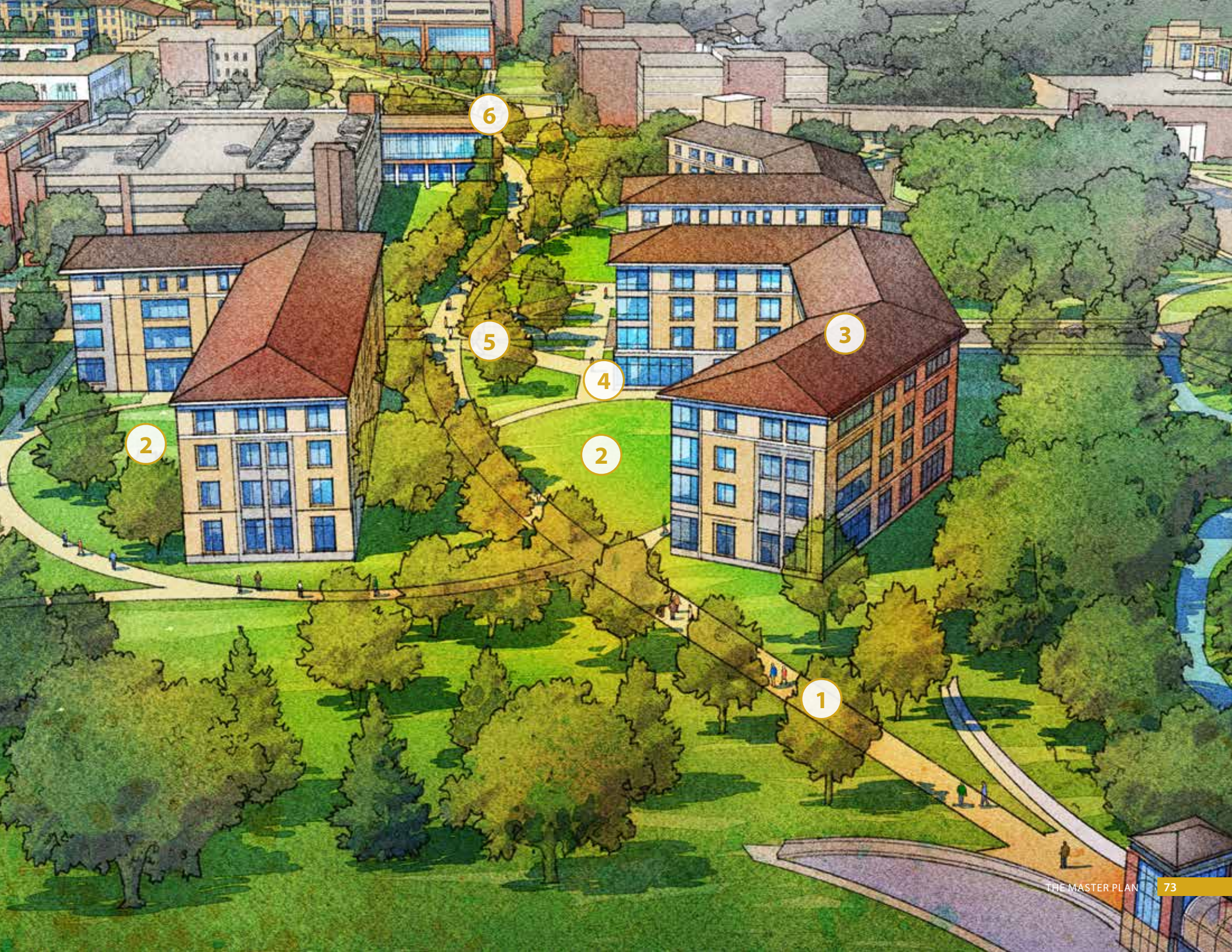
- Existing Housing
- Potential New Housing
- Housing Cluster
- ➔ Student Life Corridor
- Existing Dining/Amenities
- Potential New Dining/Amenities
- Potential New Recreation



Recommendations

1. The east-west path anchoring the new student life corridor is widened to accommodate bikes and scooters
2. Semi-private, residential village quad accommodates a variety of passive and recreational activities
3. The residential village offers a range of unit types and amenities appropriate for first and second year students
4. The ground level of the residential buildings is activated with student lounge and fitness spaces
5. Broyles Blvd is redesigned with an at-grade pedestrian crossing and traffic calming elements incorporated into the streetscape
6. The new dining hall acts as a central node along the student life corridor

-
- ◀ Existing east-west campus connection looking west towards the library
 - ▶ Proposed Housing Village





CAMPUS IDENTITY

Strengthen PFW's identity and pride by celebrating its unique natural setting, enhancing iconic spaces and buildings, and clarifying campus edges and gateways.

The campus open space network is the framework that knits together distinct areas of campus to create a cohesive identity. These spaces are often the first impressions of campus, therefore, it is important to prioritize open space enhancements in tandem with building projects.

The open space network includes a variety of space types and sizes that respond to their context to create distinctive experiences. They build on existing pedestrian corridors such as Mastodon Way and the St. Joseph Riverfront as well as the new student life corridor. Major nodes of activity along Mastodon Way create hubs that are driven by activity generated with the adjacent academic and student life programs. They serve to bring together the campus community with equitable spaces that encourage collaboration between disciplines, promote outdoor learning, and provide spaces for special University related events. The student life corridor stitches together a number of residential quads that are flexible in nature and provide passive recreational options and amenities based on the type of student housing offered. These residential quads have the unique ability to reinforce a sense of community for the adjacent facilities.

As campus development expands from the core towards major thoroughfares, the open space connections extend to the periphery, establishing a more welcoming and defined, yet porous campus. The campus periphery serves as a transition to and from campus and will consist of **pastoral** and ecological landscapes that encourage passive recreation and active learning ~~through observation~~. Multi-use trails will connect the networks of ecological landscapes showcasing PFW's unique natural setting. They provide the opportunity to welcome and engage with the larger community by hosting events or providing recreation opportunities.

Gateways also play an important role in defining campus character and strengthening campus identity. Creating a hierarchy of gateways through signage and investments in streetscape clarifies navigation and identifies when users arrive on campus. While all gateways are open to daily use, Coliseum Boulevard is proposed as the primary front door to campus. This drive, and its relationship with the new Welcome Center, creates a new campus arrival experience for prospective students and other visitors that best showcases PFW.



Main Campus and **Venderly Bridge**, view looking east from West Campus

Purdue Fort Wayne's open spaces consist of active, semi-active, residential, passive, and natural spaces. Collectively they contribute to campus vibrancy, promote health and well-being, clarify campus arrival, and create a sense of place that is uniquely PFW.



Monash University, Northern Plaza in front of dining hall

ACTIVE

Large formal campus spaces, typically defined by strong edges, path systems, plazas, gathering areas, campus activators, special features (such as fountains), and plantings that serve as centralized active spaces at the confluence of major pedestrian corridors.



Stanford University, Campus Walk

SEMI-ACTIVE

Large formal campus spaces along primary circulation routes, typically defined by strong edges, path systems, campus activators, and turf grass that are bucolic in nature.



Goucher College, first-year residential quad

RESIDENTIAL

Large flexible campus space, typically defined by housing complexes and consisting of turf grass, fields, and canopy trees reserved for active and/or passive recreational sports purposes.



Rochetaillée, Banks of the Saone River

PASSIVE

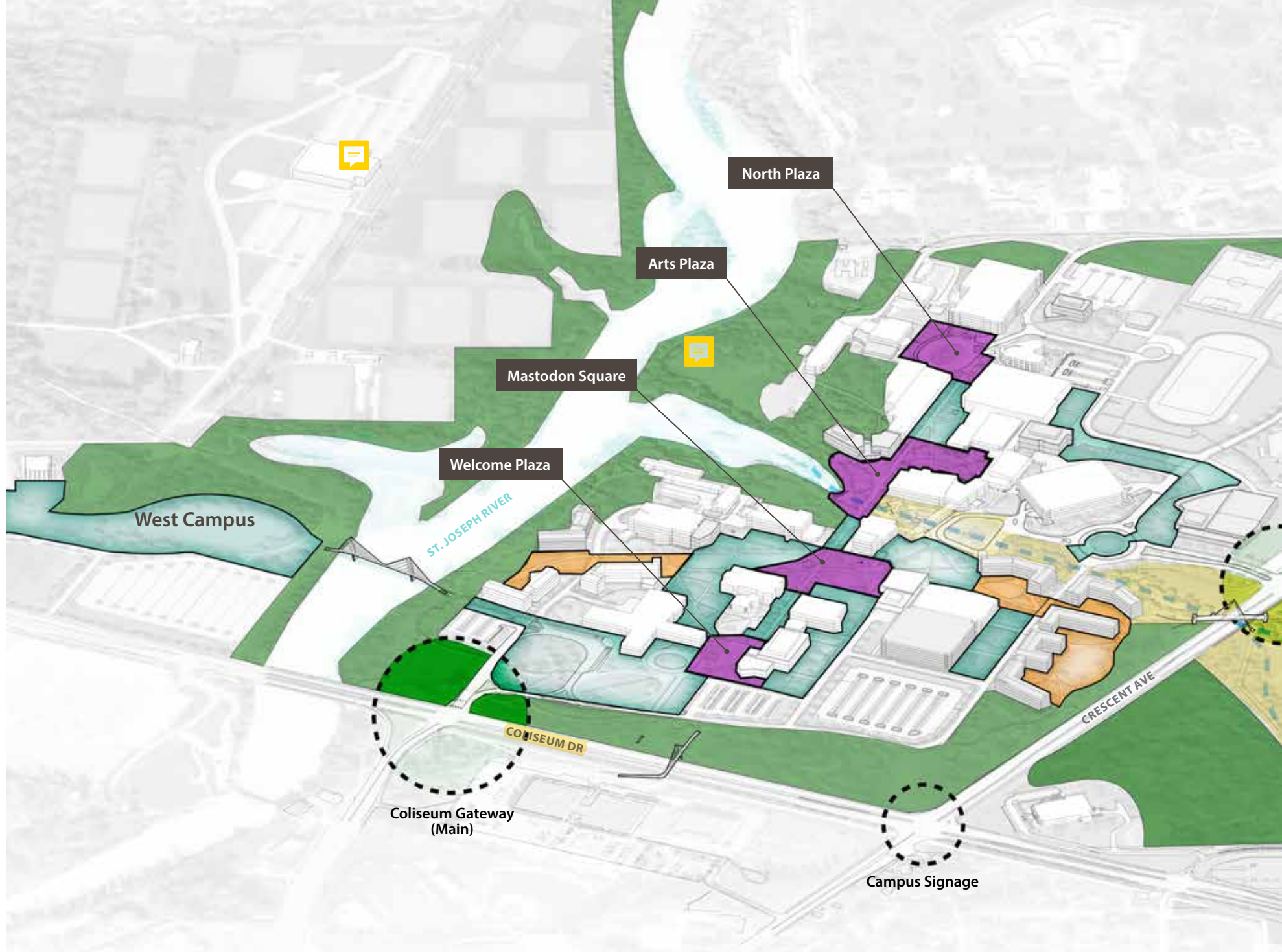
Large informal campus spaces, typically defined by fluid edges, ecological and natural landscapes, and multi-use trail systems that serve as recreational space and transition to the periphery of campus.

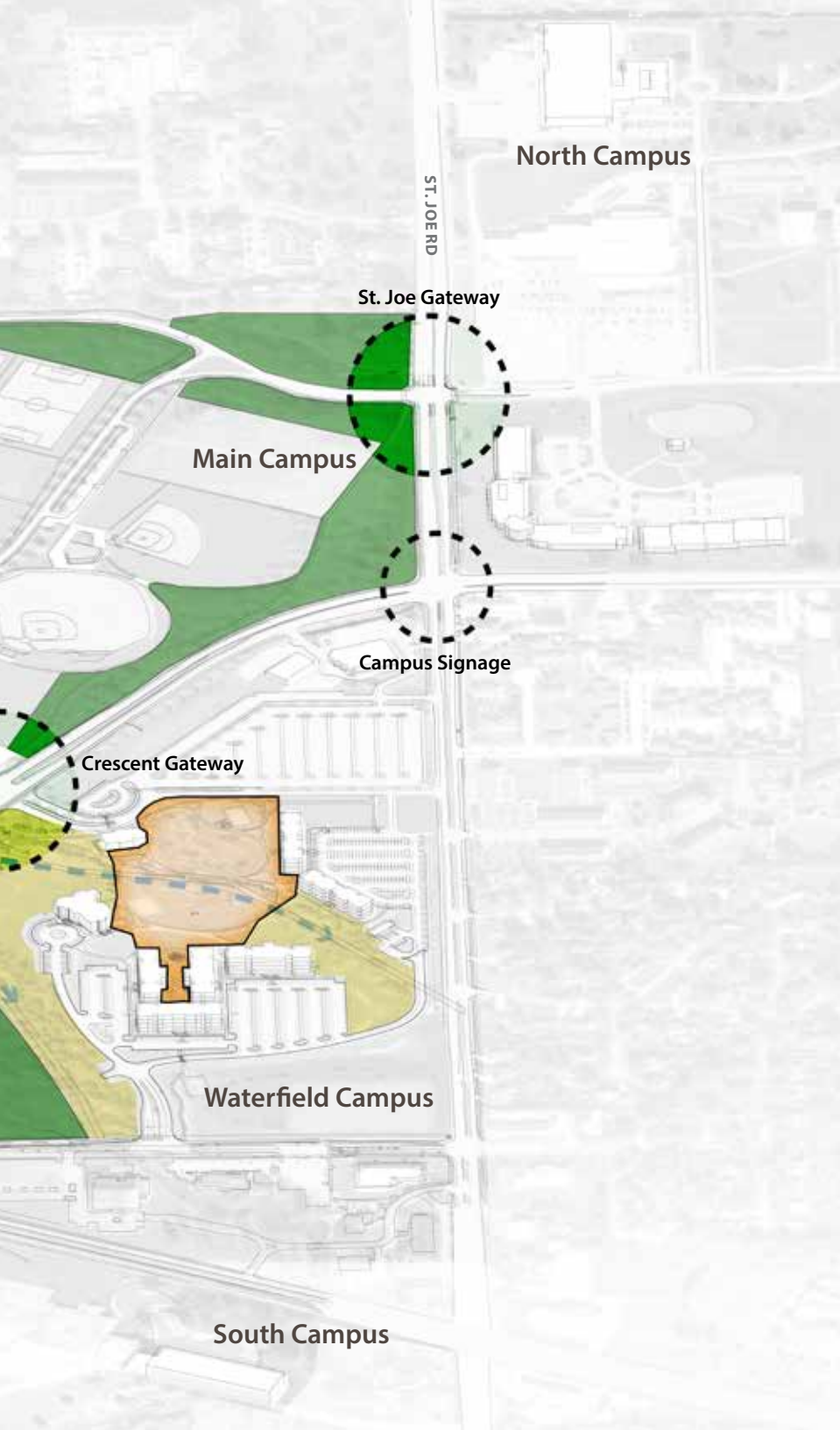


University of Maryland Baltimore County, Library Pond

NATURAL

Natural campus landscape, typically consisting of ecological features native to the site which permeate through campus along streams and tributary corridors.





Key Drivers

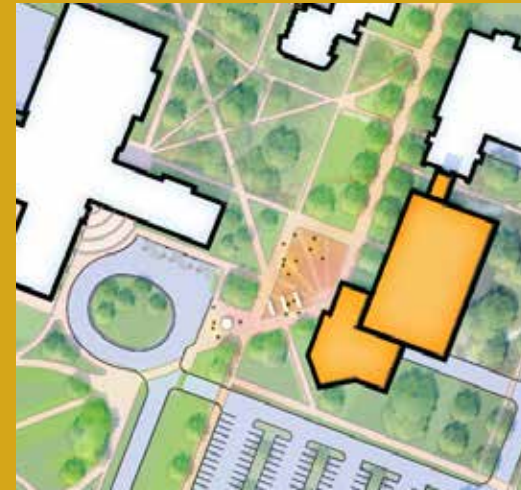
- Make campus grounds and facilities inviting to the PFW and surrounding communities
- Incorporate working landscapes that showcase sustainability and natural features
- Engage the river through a mix of programmatic uses and open spaces
- Clarify arrival experience for first time visitors through signage, gateways, and streetscape improvements
- Establish a network of active, passive, and residential spaces that support and enhance the primary public circulation corridors throughout campus

Campus Identity Diagram

- Active Landscape
- Semi-Active Landscape
- Residential Quad
- Natural Landscape
- Passive Landscape
- Stream
- Campus Gateway

Active Landscapes

Implementation of the expanded open space network will take time to develop, thus the Master Plan identifies priority areas for transformation. These nodes of activity along Mastodon Way serve as iconic gathering spaces celebrating PFW's identity and natural environment.



WELCOME PLAZA

Located at the terminus of the view corridor from the Coliseum Blvd Gateway, the Welcome Plaza should provide a hardscaped area capable of accommodating larger groups for campus tours and other events. The plaza should also display University branding, whether through signage or art.



MASTODON SQUARE

Mastodon Square is formed at the intersection of Mastodon Way and the student life corridor. This large gathering space acts as the civic heart of the campus. The space should be designed as a larger hardscaped area anchored by a water feature or signature art installation. The space should be sized to allow for a variety of campus events. Landscaped areas should be used to provide a buffer between the square and the outdoor dining plaza.



ARTS PLAZA

The new arts plaza, an extension of the potential art and events gallery, should blend the existing natural landscape with pockets of hardscaped areas, establishing a new front door to the Arts Campus. The space should be designed to accommodate student art and sculptures, as well as smaller outdoor campus events. The Walb amphitheater should be enhanced with a tiered slope and a stage to allow for various performances.



NORTH PLAZA

The Rhinehart Music Center drop-off area should be transformed into a pedestrian orientated plaza that removes parking and keeps the storm water facility and sculptures as an anchor. The paving material should be changed to a block pattern designed to celebrate the arts campus. The existing drop-off should be raised to the sidewalk level to promote continuous movement through the space. The drop-off zone should be delineated with bollards.





Key Elements

1. Mastodon Square
2. Outdoor Dining Plaza
3. New Dining Hall
4. Residential village, with tower element designed to anchor the student life corridor coming from the west.
5. Lawn space for passive recreation and lounging for students, as well as a placeholder site for future development

-
- ◀ Existing Mastodon Square looking east towards the Waterfield Campus
 - ▶ Proposed Mastodon Square looking east along the new student life corridor





CAMPUS EXPERIENCE

Create a cohesive, welcoming, and safe campus experience that promotes walkability, accessibility, and multi-modal forms of transportation.

As a campus with a robust driving culture, Purdue Fort Wayne relies heavily on its road networks. They serve as the primary means of navigating the campus. Existing road and pedestrian networks provide a strong framework for clarifying the circulation hierarchy throughout major campus corridors between vehicles, pedestrians, and bicyclists. Master Plan recommendations focus on streamlining vehicular circulation and its relationship to parking and improving pedestrian and bicycle infrastructure to promote a cohesive, welcoming, and safe campus experience.

Vehicular circulation recommendations in the Master Plan are based on the road typologies identified in the Assessment Phase. Primary roads such as **Crescent** and **Coliseum Avenue**, while not owned by the University, provide signage and branding opportunities prior to arrival on campus. The ring road will continue to serve as the main vehicular artery of the campus for students, faculty, staff, and visitors. Locating public facing buildings like athletics, performing arts, clinics, and the welcome center that engage with the community proximate to the ring road will ease navigation and mitigate traffic demand on campus. Safety, branding, and wayfinding enhancements along the road will help develop a collegiate character and greater pedestrian focus. Complete street strategies such as **road diets**, street trees, dedicated bike lanes, and traffic calming measures will help alleviate vehicular-pedestrian conflicts along the ring road; particularly near housing and student life programs.

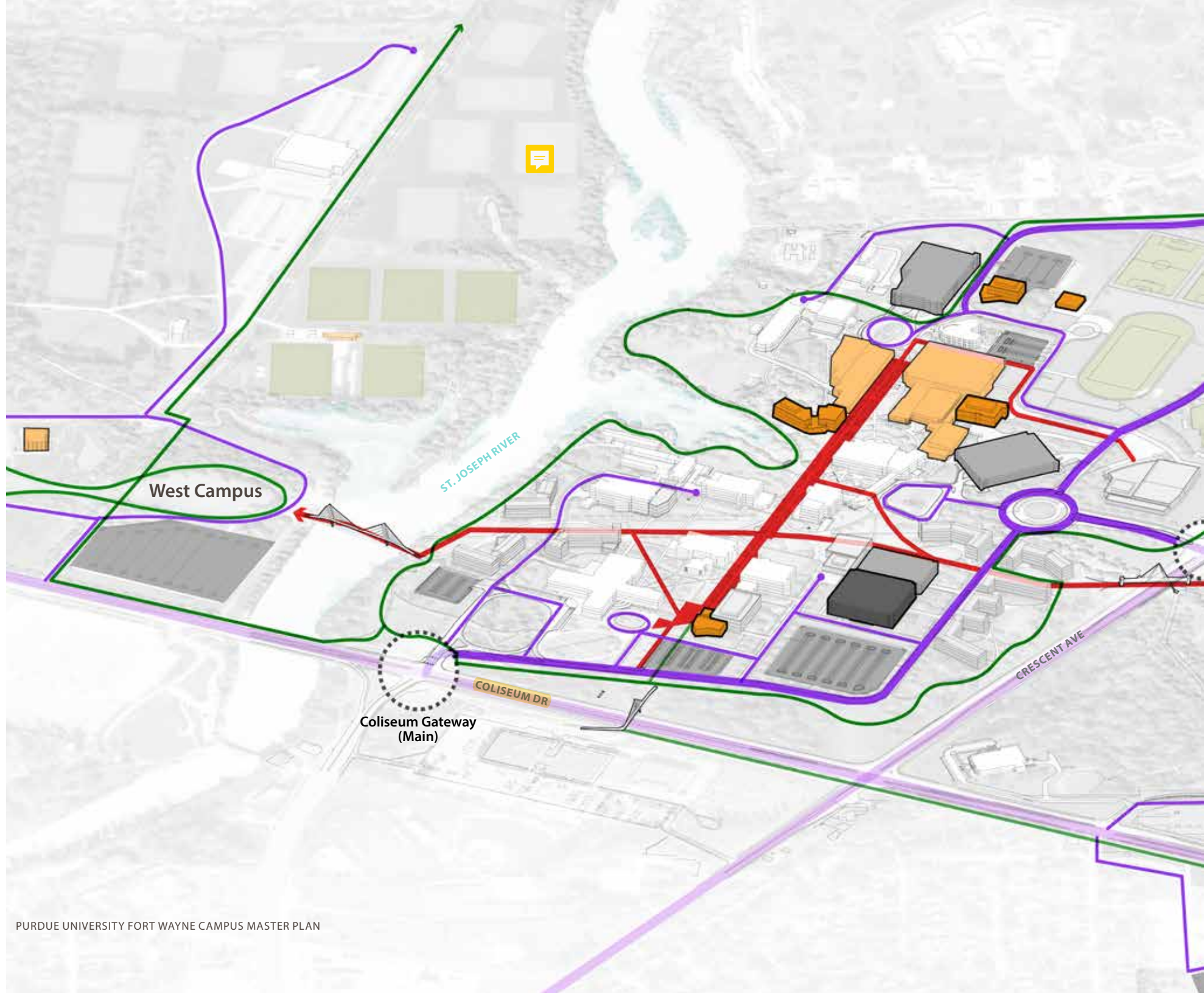
As campus foot-traffic increases with enrollment, it is critical that investments be made in enhancing and expanding major pedestrian-oriented connections both within Main Campus and between other campus properties. Pushing parking and vehicular circulation to the campus periphery creates the opportunity to pedestrianize the campus core and reduce pedestrian-vehicular conflicts.

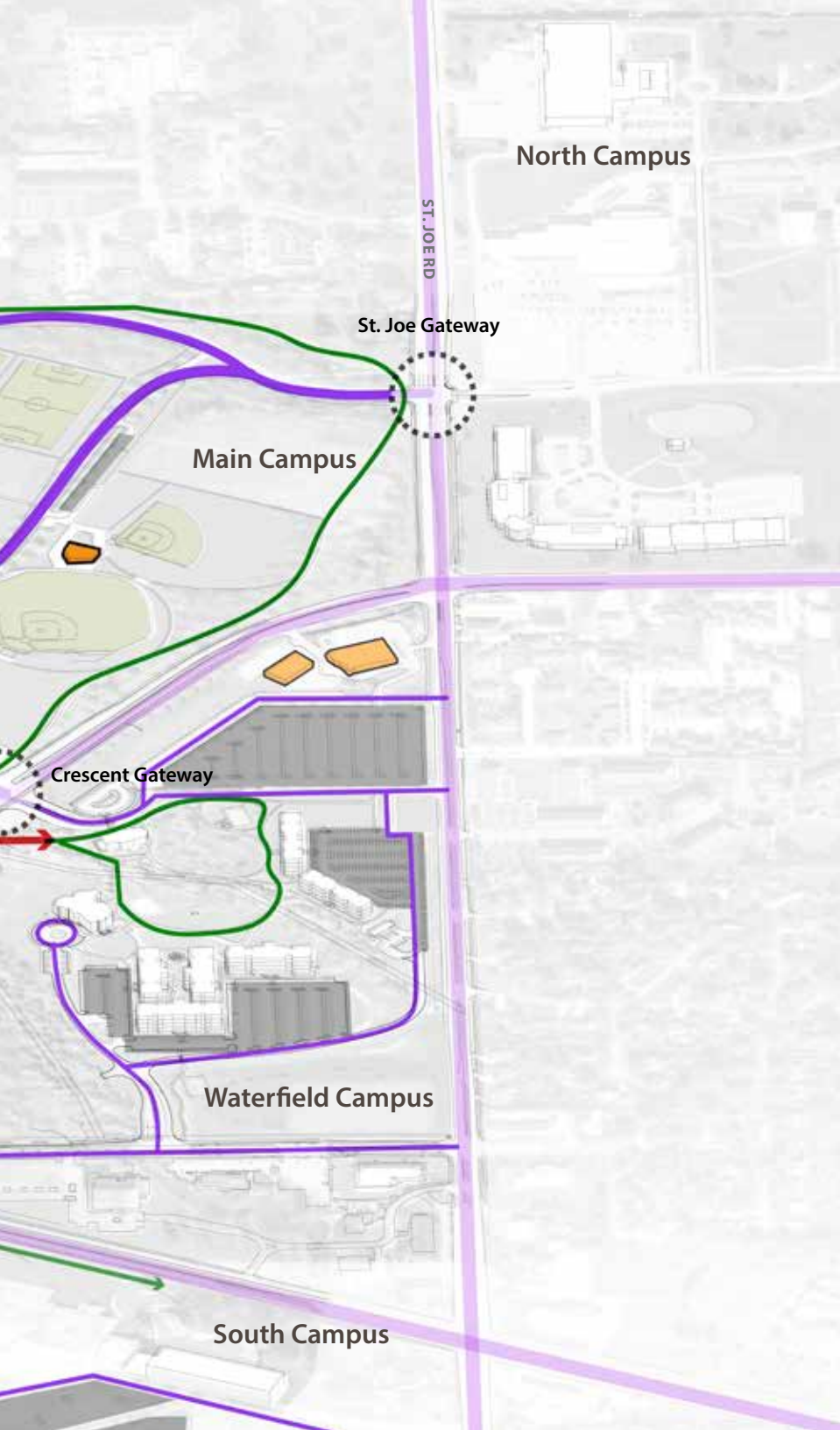
Further expansion of Mastodon Way for academic growth and a new east-west connection that links housing neighborhoods on the Waterfield Campus to the St. Joseph River will significantly enhance pedestrian mobility on campus. Both corridors will serve to create a pedestrian environment through multi-use paths and improved wayfinding and branding that promotes them as being corridors that prioritize pedestrian movement.

Bike infrastructure improvements will be integrated with pedestrian and road enhancements to provide dedicated bike lanes parallel to all major thoroughfares. Adding covered storage facilities along major routes will promote biking during various times of the year and mitigate the impact of extreme weather. Expanding the existing infrastructure, a new shared-use trail will encompass the Main Campus to provide a safe and recreational alternative to traversing the campus. New paths will connect to existing campus and city bike infrastructure. In partnership with the City of Fort Wayne, preferred roadways can be identified for additional bike infrastructure to provide a continuous network.



Campus streets should be designed to prioritize the pedestrian and incorporate Complete Street principles. Traffic mitigation measures should be implemented in intersections with high pedestrian volumes. (Pennsylvania State University)





Key Drivers

- Locate public facing programs in facilities that are easily accessible from the ring road and parking
- Build on the organizational strength of Mastodon Way by extending it to future academic growth areas
- Establish a strong east-west connection that engages the river and links multiple student housing neighborhoods
- Improve walkability and mobility between all areas of campus by enhancing dedicated pedestrian and bike routes and providing transit between campuses
- Provide accessible facilities that are accommodating and welcoming to all users
- Promote continued pedestrian safety by reinforcing vehicular circulation and parking along the campus periphery and creating clear and distinct intersections and crosswalks at gateways and vehicular roadways
- Transform roadways through **road diets**, dedicated bike lanes, and traffic calming strategies to create complete streets

Campus Experience Diagram

- Existing Public-facing Buildings
- Potential New Public-facing Buildings
- Potential New Parking Garage
- Existing Parking Garage
- Surface Lot
- Vehicular Circulation
- ↔ Primary Pedestrian Pathways
- ↔ Shared Use Trail



Key Elements

1. The enhanced Coliseum Gateway is designed to elevate this gateway as the primary visitor entrance into campus.
2. The shared-use path is completed, connecting to the new Coliseum Bridge and proposed campus loop.
3. The entry green replaces a surface parking lot to enhance the view corridor to the new Welcome Center. The space also offers students an area for passive recreation, particularly those students in Kettler Hall.
4. A new Welcome Plaza terminates Mastodon Way and serves as the primary visitor drop-off area.
5. A new building with space for Poly Tech, a PFW Welcome Center, and admissions office, serves as the anchor to the view corridor from the gateway as well as Mastodon Way.
6. Visitor parking for the Welcome Center is visible from the primary entrance and is easily accessed. Parking should be retrofitted with PV panels to generate renewable energy and showcase sustainability at PFW.

-
- ◀ Existing Coliseum Gateway looking north toward Kettler Hall
 - ▶ Proposed Coliseum Gateway looking towards the new Welcome Center



SUSTAINABLE INFRASTRUCTURE

Sustainability is at the forefront of issues important to Purdue Fort Wayne students, faculty, and staff. Collectively there is a strong desire to embrace initiatives campus-wide that integrate strategies from building operations to waste management. PFW has taken steps in previous years to implement numerous initiatives such as designing buildings to incorporate green building standards, adding bike infrastructure, introducing limited recycling and composting, and creating a database of existing campus vegetation. Many of these initiatives are not readily apparent to the campus community or the larger regional community. Clear communication of projects, initiatives, and the values of sustainability are key in fostering a sustainable campus culture.

Sustainability is embedded in each Master Plan goal, cutting across many aspects of future campus development. To expand upon these goals, additional sustainability topics were identified based on site considerations, campus mobility, energy, and the built environment.

Site Considerations

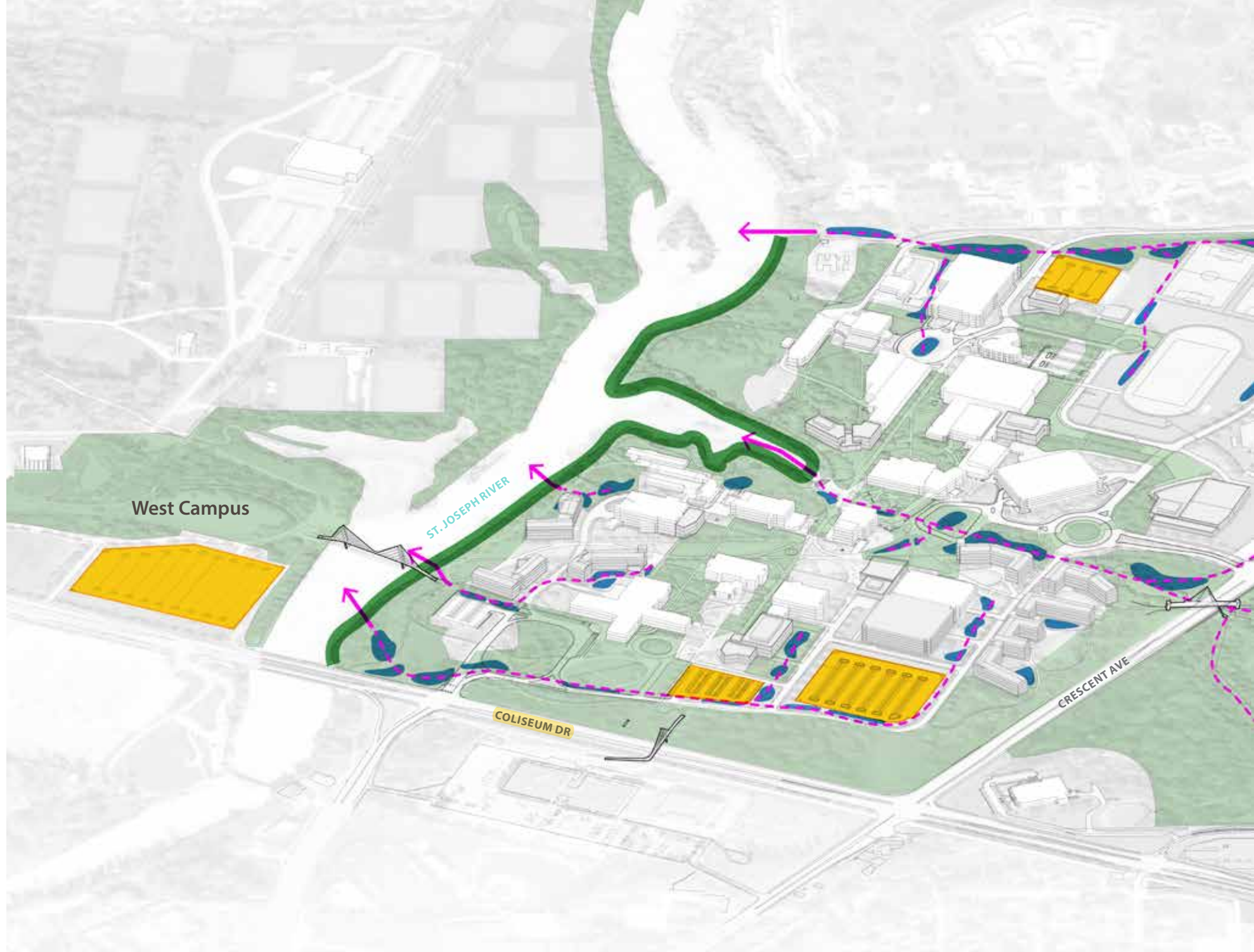
Strategies under site considerations include a broad range of initiatives that improve the environmental quality and maintain the natural character of the campus through land-use, landscape design, and stormwater management.

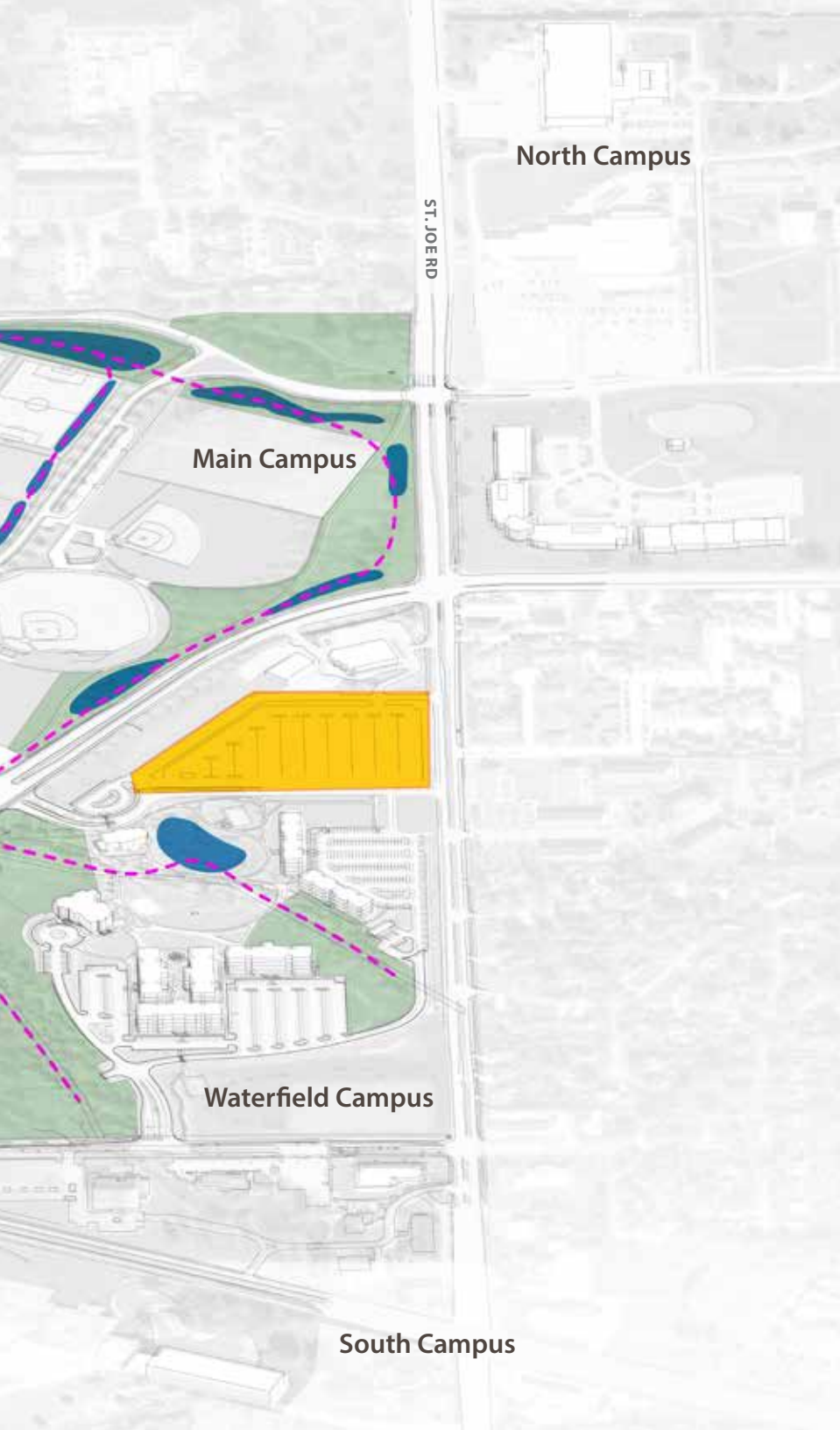
The St. Joseph River and its tributaries are a massive resource for Purdue Fort Wayne that should be celebrated and prioritized. Parking consumes a large portion of campus surface area, particularly along the river edge. Removing surface parking and establishing strategically placed parking garages will increase available space for future development, reduce the heat island effect, reduce impervious surfaces, and increase opportunities for stormwater management and permeable surfaces. Similarly, large quantities of turf grass across campus create considerable maintenance and environmental issues. Restoring the riparian edge along the river with native vegetation and more naturalized plantings minimizes soil erosion and enhances the filtering of contaminants from stormwater runoff. Additionally, the river can act as an outdoor classroom in itself, facilitating discussions and studies on habitat restoration, water quality resources, erosion control, and sedimentation controls.

PFW maintains a variety of disconnected detention ponds and rain gardens. New building and open space development provides the opportunity to establish a comprehensive and interconnected stormwater management system that goes beyond regulatory requirements and improves the quality of water leaving the site. Managing stormwater runoff protects aquatic ecosystems, conserves water resources, provides flood control, and protects public health.



Building sites and open space improvements provide opportunities to visibly express sustainable site features such as stormwater management through green roofs, permeable planters, and bio-retention ponds. (University of Delaware Interdisciplinary Science and Engineering Laboratory and plaza)





Key Drivers

- Focus new development in the campus core to leverage existing infrastructure and increase density and walkability
- Promote alternative transportation on campus by increasing pedestrian and bike infrastructure
- Develop and implement a comprehensive stormwater management and riparian edge protection strategy
- Reduce surface parking lots by utilizing parking garages and opening up land for habitat restoration and future building development
- Where surface parking lots are necessary, invest in pervious pavement and green infrastructure to help reduce stormwater run-off
- Utilize photo-voltaic infrastructure above parking garages and surface lots to generate electricity and reduce heat-island effect
- Promote campus-wide waste and recycling infrastructure
- Build energy efficient buildings that incorporate LEED and WELL standards, ensuring that their interior spaces are as healthy for occupation as they are functional

Sustainability Infrastructure Diagram

- Surface Parking with PV Coverage
- Stormwater Management Area
- Passive/Ecological Landscapes
- ↔ Hydrology Flow
- Riparian Edge Protection

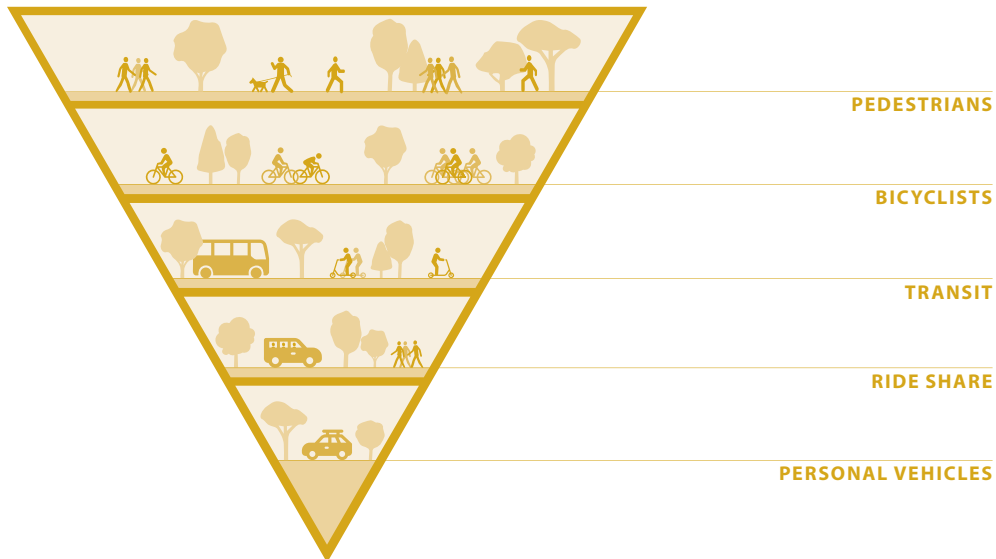


Enhancements to pedestrian networks and investments in bicycle infrastructure encourage active forms of transportation and reduce dependence on vehicles (Northern Pacific Avenue Complete Street Corridor, Fargo, ND)

Campus Mobility

Campus mobility is an important element that has a range of environmental impacts, which generally addresses reducing vehicle dependence and accommodating the mobility needs of all users.

Transit has a fundamental impact on campus experience. The Master Plan encourages a shift in culture and prioritizes active forms of transportation. Enhancements of pedestrian pathways and incorporation of bicycle paths around campus will encourage alternate modes of transportation. Additional investments in bicycle infrastructure will increase the perception of convenience and encourage use. Streets identified for enhancements should include green buffers that protect bicyclists and also serve as opportunities for stormwater management. Existing shared-use trail networks should be enhanced, encouraging activity and interaction with the natural environment. Wayfinding elements along trails will help bring prominence while also encouraging physical activity.



Energy and Built Environment

With climate change and public health issues at the forefront of global discussion, it is important that PFW proactively reduces the impact of its built environment and maintains healthy and comfortable interior spaces for all.

Purdue Fort Wayne firmly believes in creating and maintaining healthy interior and exterior environments. Future design and construction should occur with green building standards in mind. The Master Plan proposes new construction and renovation be designed to meet LEED Silver and incorporate WELL Building standards. WELL standards promote high quality and comfortable spaces that support the health and well-being of students, faculty, and staff.

The PFW Master Plan will increase the net new square footage of building area, naturally increasing emissions and energy usage. To mitigate this increase, investments in on-site energy will reduce dependence on the larger grid and promote the use of renewable energies. Large surface lots and roofs provide the appropriate surface area to utilize photovoltaic infrastructure to generate electricity and reduce heat-island effect. On-site energy generation integrated into future development should be considered and showcased to promote sustainability on campus.



Land use can be optimized by installing photovoltaic shading structures on large surface lots to provide a source of renewable energy, mitigate the impact of heat island effect, and provide shade for humans and vehicles (Solar City JS Beam Carport Parking Structure)

06

IMPLEMENTATION





The Master Plan incorporates planned projects and provides proposals that address PFW's immediate, priority needs while providing a roadmap and phasing for longer-term initiatives and transformations at an enrollment of 10,000 students and beyond. University enrollment targets drive the programmatic needs, which inform academic, housing, student life, and campus parking strategies outlined in the different plan phases. The Master Plan prioritizes renovations wherever possible and recommends new construction for specialized programs or to facilitate renovations of existing facilities. Depending on future priorities and changing demand, these projects can be implemented as needed in a manner that suits PFW's future needs and financial situation.

Near-term recommendations are informed by priority projects that align with the University's Strategic Plan, campus space needs, and the Master Plan vision for a vibrant, student-centered campus. The Purdue Fort Wayne Master Plan recommends academic and student life facilities, as well as open space improvements throughout the campus. Collectively these enhancements will drive the transformation of the physical campus experience, strengthen PFW's identity, and provide a holistic student experience.

The following graphics and tables depict the preferred implementation phasing strategy for the PFW Master Plan. Projects are prioritized based on current Capital Project Plans, PFW's Strategic Plan, the Space Needs Assessment, and the Housing and Dining Assessment. The physical development primarily focuses on Main Campus however, strategies are identified for the other campus properties to inform future decision making.

Proposed PFW Campus Master Plan—10,000 Student Enrollment

- Potential New Buildings
- Existing PFW Buildings



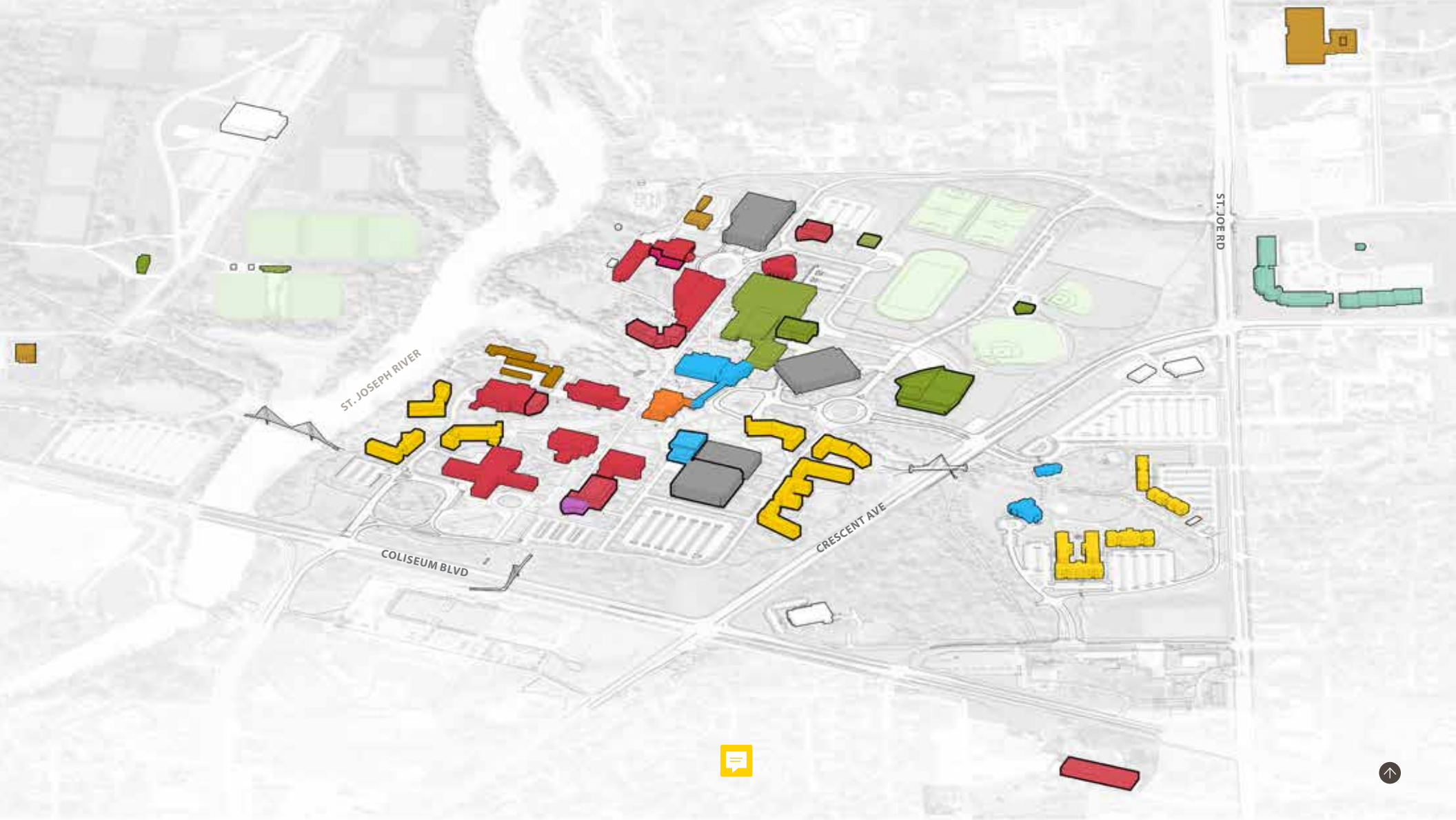
Existing Building Use

- Academic
- Athletic (Facilities and Fields)
- Library
- Residential
- Student Life
- Support Services
- Structured Parking
- Northeast Indiana Innovation Center
- Welcome Center

CAMPUS BUILDING AND LAND USE TRANSFORMATION

The campus today consists of a series of disconnected, predominately single-use hubs. As the campus population and programmatic needs grow, it is crucial for student success that these uses be carefully co-located to promote access and interaction. Creating a mixed-use Main Campus allows for the shared use of support facilities, greater interaction between disciplines, and efficient utilization of resources. The Master Plan identifies sites that ensure future development strengthens and densifies the existing academic core, enhances and grows student life on Main Campus, and introduces housing neighborhoods proximate to academic clusters.





Potential new building use



Walb Student Union atrium space and dining

Academic and Library

Main Campus, with over 213 acres of land, provides a plethora of opportunities for development but also the challenges that can occur with sprawl. To increase vibrancy on Main Campus, the Master Plan proposes densifying and infilling the campus core along Mastodon Way, with academic uses replacing surface lots and underutilized sites, as well as strategic building additions.

Housing

As PFW increases on-campus housing options, it is important that housing is located where socializing, learning, and studying occurs. The Master Plan focuses on establishing residential neighborhoods on Main Campus and providing quality student housing that blends the living and learning aspects of campus. New housing will provide a mix of new unit types, designed to meet the needs of students at different academic years.

Initial housing investments focus on connecting existing housing to the core of campus, as well as engaging the river. Together these neighborhoods will help anchor a new east-west student life corridor with dining, academics, and the library prominent at its core.

Student Life and Dining

Campus dining options will need to expand and adapt as the number and location of beds increase. Initially, renovations to existing dining facilities as well as small satellite dining options will accommodate demand. As campus continues to grow, a larger stand-alone hybrid dining facility will be required. This facility should be adaptable and located within the core of campus serving all of the campus community. WALB remains a focal point of campus with increased student-centered space and event space.

Athletics and Recreation

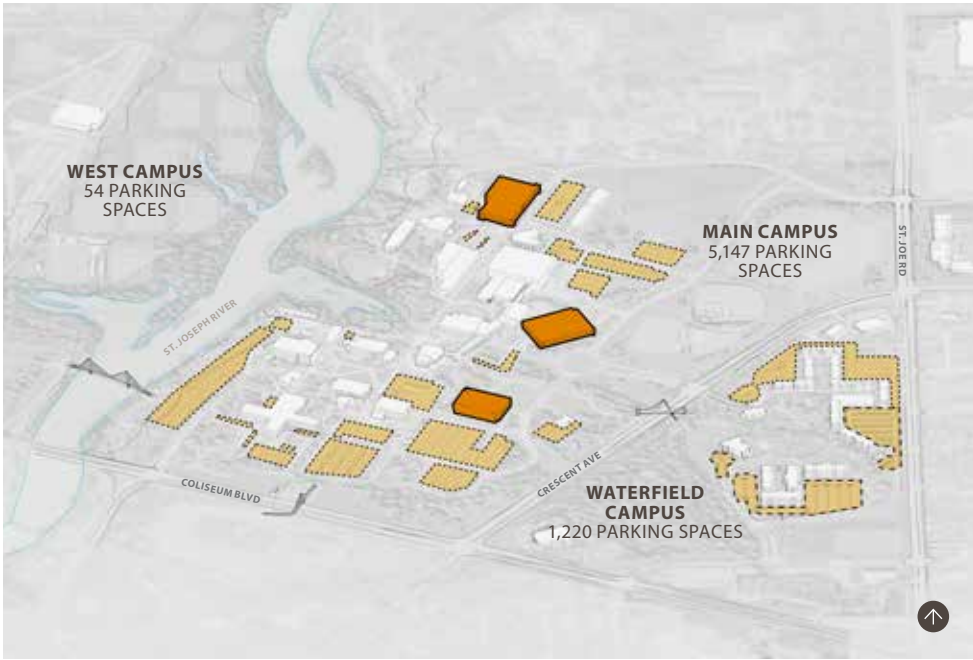
PFW's athletics and recreational options are limited. Dedicated spaces for both programs will require expansion to support a larger on-campus student population. The Master Plan envisions Gates remaining as the Athletic hub of the campus with an expansion to add space for physical therapy and campus health and wellness. Athletic fields will be located in the northeastern portion of Main Campus, including a new outdoor track and reconfigured softball field. As enrollment increases, a new recreational facility will provide much needed dedicated space for recreation by Crescent Gateway, closer to where students live. The facility has the potential to expand as needed to address future demand. Athletic fields for soccer remain on the west side of the St. Joseph River.

Administrative

Currently, administrative space is located in several buildings across campus. Kettler Hall, Gates Sport Center, Ginsberg Hall, Walb Student Union, and Support Services combine to house over 80 percent of the administrative space. The renovation of the recently acquired Doermer School of Business building allows for consolidation and relocation of administrative space, creating more opportunities for student-centered space within these existing buildings. The Master Plan does not recommend a stand-alone Administrative Building.

Partnership and Public Engagement

The University's visitor and recruiting experience lacks outward facing visibility. The Master Plan recommends building a designated space for a new Welcome Center, with access and visibility from the primary entrance into campus along Coliseum Boulevard. This space will serve to showcase PFW to prospective students and other visitors to campus. The Master Plan explored additional long-term partnership opportunities for other sites within the larger campus, including West Campus, South Campus, and Waterfield Campus.



Existing Parking

- Placeholder
- Placeholder

PHASE	EXISTING	PRIORITY	10K
Main Campus	5,147	4,491	4,885
		-656	+394
Waterfield Campus	1,220	1,220	1,527
		0	+307
West Campus	54	54	910
		0	+856
South Campus	0	565	565
		+565	0
TOTAL	6,421	6,330	7,887
		-91	+1,466

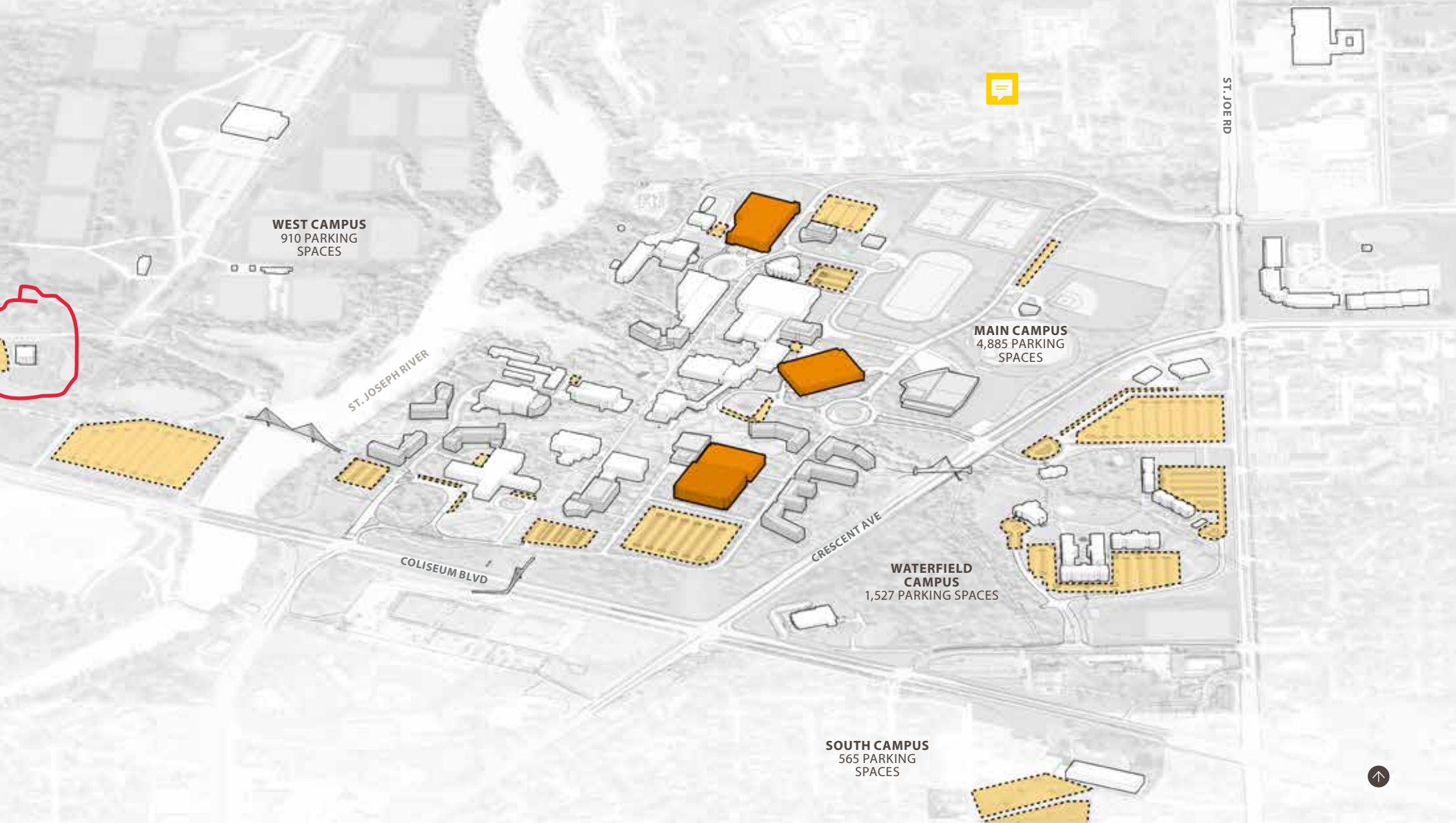
Note: Parking counts exclude spaces on North Campus and those associated with the Flex Building

Parking

With an existing inventory of 6,421 parking spaces, PFW has sufficient capacity to accommodate current demand. Easily accessible parking in combination with limited access to alternative transportation methods has led to an automobile-dominated environment that discourages walking. A majority (5,147) of the parking spaces are located within the Main Campus. However, the current distribution of these spaces has led to a perception of a parking shortage—especially in the southern portion of campus where there is the greatest demand.

Thirty-three acres of the Main Campus consist of surface lots, equivalent to the entire academic core. The Master Plan proposes removing a majority of the surface lots to create a more pedestrian-oriented environment and reduce vehicular conflicts. Any new parking spaces should be located on the periphery of the Main Campus to accommodate parking displaced by future building or open space development. Removal of surface lots along the St. Joseph River supports environmental stewardship by restoring natural vegetation and riparian edge protection and reducing the heat island effect.

The Master Plan provides 7,887 parking spaces with 48 percent accommodated in parking garages, an increase of 6 percent from today. On Main Campus, the percentage of spaces in garages significantly increases to 78 percent, an increase of 25 percent. This primarily is driven by the removal and replacement of existing surface lots with spaces in garages or lots on West Campus and Waterfield Campus. Commuter students and the increasing number of on-campus students would primarily use the spaces provided at the campus periphery. Recognizing changes in driving habits caused by autonomous vehicles and ride-sharing apps, the Master Plan does not recommend building more than one new parking garage. As the campus population grows and the physical campus expands, the Master Plan provides additional parking spaces to address future demand and evenly distributes them based on the need.



Potential new parking



Priority Projects Plan

- Potential New Housing
- Potential New Buildings
- Potential Building Renovations
- Existing PFW Buildings
- Non-PFW Buildings

PRIORITY PROJECTS— FALL 2018 ENROLLMENT

Priority projects reflect current planning, address the space needs for an enrollment of 7,800, and support the Strategic Plan goals. These projects meet the needs for current enrollment without growth and include **143,000 ASF of renovation, 94,000 ASF of new construction, 368 new student housing beds**, and a number of open space and outdoor athletics and recreation projects.



BUILDING RENOVATIONS					
#	PROJECTS	ACADEMIC	SUPPORT	STUDENT LIFE	TOTAL ASF
1	Doermer School of Business	35,000	21,000	1,000	57,000
2	Engineering, Technology, and Computer Sciences Building	17,000		1,000	18,000
3	Walb Student Union			5,000	5,000
4	Advancement Building to Retail Dining			3,500	3,500
5	Kettler Hall*	25,000	7,500		32,500
	Doermer School of Business backfill projects**	16,000	6,000	5,000	27,000
	Total	93,000	34,500	15,500	143,000
NEW CONSTRUCTION					
#	PROJECTS	ACADEMIC	SUPPORT	STUDENT LIFE	TOTAL ASF
6	PolyTech Building***	28,000		2,000	30,000
7	Music, Art, and Design Building	13,000		2,000	15,000
8	Gates Addition		13,000 (Athletics)	15,000	28,000
9	Welcome Center		15,000		15,000
10	Art Gallery	6,000			6,000
11	Traditional Pod Style Housing (368 beds)				
	Total	47,000	28,000	19,000	94,000
OUTDOOR ATHLETICS, RECREATION, & OPEN SPACE PROJECTS					
#	PROJECTS	TYPE			
A	Track and Field	Athletics			
B	Softball Field and Pavilion	Athletics			
C	Welcome Plaza	Open Space			
D	Mastodon Square	Open Space			
E	Student Life Corridor, East	Open Space			
F	Arts Plaza	Open Space			
G	Outdoor Rec Fields	Recreation			

*Majority of the renovation is for building support (restrooms, corridors, stairwells) exterior wall repair, window replacement, and re-roofing. Classrooms will be renovated to support modern teaching pedagogy as well as administrative support space in the building.

**Backfill renovations in Neff, Kettler, and Support Services

*** Consolidating Poly Tech into new space frees up space in the ETCS building to meet the needs for the rest of the college and help vacate Dolnick. Renovation of ETCS should be part of the project scope.



10K Students Plan

- Potential New Housing
- Potential New Buildings
- Potential Building Renovations
- Existing PFW Buildings
- Non-PFW Buildings

10,000 STUDENT ENROLLMENT PLAN

As enrollment grows to 10,000 students, additional space is needed to support the University mission and goals. As mentioned in Chapter 4, at 10,000 students, the overall space need increases by 210,000 ASF, or 23 percent above the Fall 2018 need with deficits in academic space, support space, and student space. Projects during this phase include **65,500 ASF of renovation, 126,000 ASF of new construction, 1,320 new student housing beds, demolition of 27,000 ASF and 568 beds**, and a series of open space projects. The net new construction for campus during this phase is **99,000 ASF and 752 beds**.

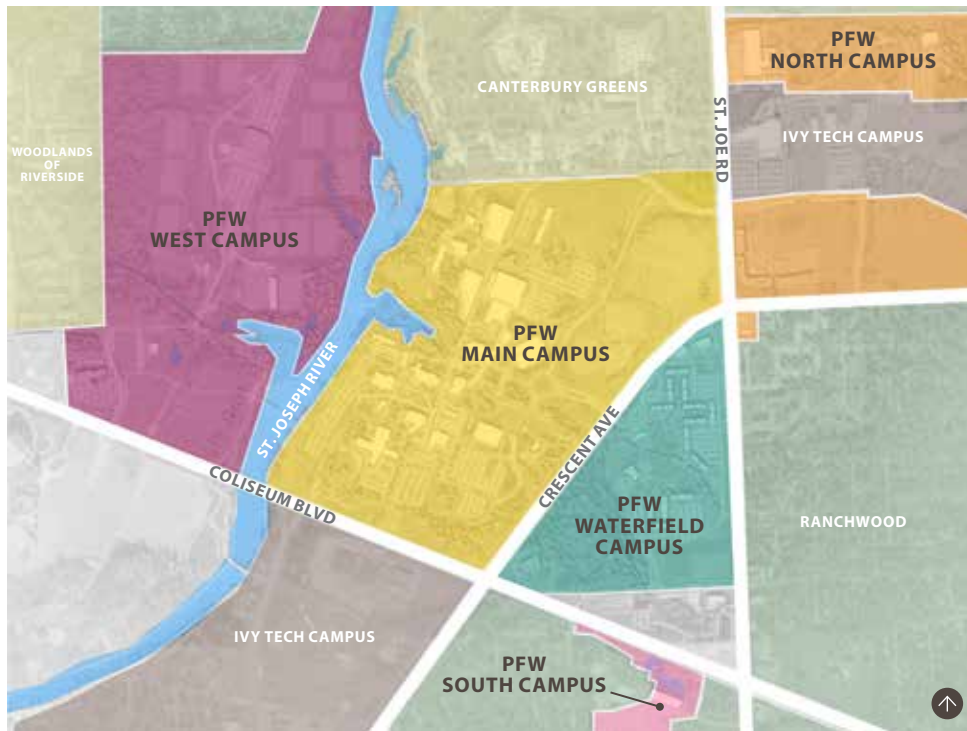


BUILDING RENOVATIONS					
#	PROJECTS	ACADEMIC	SUPPORT	STUDENT LIFE	TOTAL ASF
1	Science Building	22,000			22,000
2	Neff Hall	3,500			3,500
3	Kettler Hall*				40,000
4	Baseball Stadium (Athletics)				
	Total	25,500			65,500
NEW CONSTRUCTION					
#	PROJECTS	ACADEMIC	SUPPORT	STUDENT LIFE	TOTAL ASF
5	College of Visual and Performing Arts Building	21,000			21,000
6	Clinic Building	20,000			20,000
7	Science Building Addition	10,000			10,000
8	Pod and Suite Style Housing				
9	Dining Facility			15,000	15,000
10	Recreational Center			55,000	55,000
11	Allen County Extension Building		5,000		5,000
12	P4 Garage (1,060 Parking Spaces)				
	Total	51,000	5,000	70,000	126,000
DEMOLITION					
#	PROJECTS	ACADEMIC	SUPPORT	STUDENT LIFE	TOTAL ASF
	Allen County Extension Building		3,277		3,277
	Modular Classroom Building	7,120			7,120
	Modular Clinic + Classroom Building	3,075			3,075
	Dolnick Center	10,104			10,104
	Life Science Resources Center	3,534			3,534
	Phase 1 Waterfield Housing (568 Beds)				
	Total	23,833	3,277		27,110
OUTDOOR ATHLETICS, RECREATION, & OPEN SPACE PROJECTS					
#	PROJECTS	TYPE			
A	Student Life Corridor, West	Open Space			
B	North Plaza	Open Space			
C	West Campus Gateway Park	Open Space			
D	Crescent Ave. Roundabout	Open Space			

*Majority of the renovation is for building support (restrooms, corridors, stairwells) exterior wall repair, window replacement, and re-roofing. Classrooms will be renovated to support modern teaching pedagogy, student centered space will be added, and administrative support space will be renovated in the building. The exact distribution of space will be determined by a more detailed study.

Other Campus Area Considerations

The Purdue Fort Wayne Master Plan includes recommendations for other campus properties to support enrollment growth and the increased density on Main Campus. Projects on these properties include housing, campus support facilities, parking, and open space improvements.



Waterfield Campus

The Waterfield Campus will continue to serve as a hub for on-campus upperclassmen housing with opportunities for retail. The southern portion consists of mature vegetation with a wooded ravine that offers recreational opportunities for students. It connects to Main Campus via a pedestrian bridge over Crescent Avenue, providing easy access to campus facilities and resources. As the 568 beds become obsolete, a surface lot to support campus parking demand will replace it. While not required to support an enrollment of 10,000 students, three sites are identified for future apartment housing to provide replacement beds and address additional demand. Unlike existing housing, they will include first floor retail that engages the street along Crescent Avenue.



North Campus

North Campus consists of two property areas with **Ginsberg Hall and Dolnick Center** located on the north property and Northeast Indiana Innovation Center (NIIC) on the south property. With the relocation of academic programs to Main Campus and demolition of the Dolnick Center, the northern part of North Campus will serve primarily as campus support. For the south property, the Master Plan maintains the vision laid out for the NIIC of expanding eastwards with additional innovation, business, and housing programs.



South Campus

Acquired in 2019, South Campus provides over **60,000 ASF** of space and 565 parking spaces. Once renovation is complete, it will serve as the home for the Doerner School of Business (DSB) and other academic, administrative, and campus support functions. The DSB building also provides the opportunity to serve as academic and administrative swing space for Main Campus.



West Campus

The location of West Campus is ideal for serving as a visual gateway for the University and as a partnership site with the city and private businesses. As such, the Master Plan envisions relocating the Allen County Extension Center and gardens closer to the Alumni Center and Holiday Inn Hotel. In partnership with the City of Fort Wayne, a new community-oriented open space will connect the outreach hub of the campus to the core via the **Vanderley Bridge**. With the St. Joseph River floodplain limiting development possibilities, the area adjacent to Main Campus will serve as a surface lot, providing additional parking capacity.

07

CONCLUSION



3D Rendered View of Campus, 15,000 Student Enrollment Plan

- Existing Buildings
- Potential New Buildings
- 1.** Gates Athletic Center
- 2.** Helmke Library
- 3.** Kettler Hall





LOOKING FORWARD

The Purdue University Fort Wayne Master Plan provides a long-term vision for campus with near-term strategies and projects that support strategic goals to increase recruitment, retention, student success, community engagement, and enhance sense of place. The Master Plan focuses on identifying and providing solutions for current needs and needs for a campus enrollment of 10,000 students. All near-term recommendations fit within a larger development framework for campus. Additional growth and development capacity can be accommodated on campus, supporting an enrollment up to 15,000 students. The Master Plan recommendations strengthen and reinforce the existing campus development and lay the foundation for flexible development over time.

The PFW Master Plan was designed with inherent flexibility to support decision making and ensure the campus vision was able to be maintained with or without growth or large amounts of development. The Master Plan process and recommendations largely occurred during 2019 before the COVID-19 pandemic. While there is uncertainty regarding the impact COVID-19 will have on higher education and the PFW campus, having this Master Plan in place affords the University a roadmap for implementation with projects of varying scales that provide flexibility and will guide decisions related to capital projects and development of the physical campus.



**PFW Campus Master Plan—
15,000 Student Enrollment**

-  Potential New Housing
-  Potential New Buildings
-  Existing PFW Buildings
-  Non-PFW Buildings



08

APPENDIX



Priority Projects Plan

- Potential New Housing
- Potential New Buildings
- Potential Building Renovations
- Existing PFW Buildings
- Non-PFW Buildings

PRIORITY PROJECTS PLAN—FALL 2018 ENROLLMENT

BUILDING RENOVATIONS					
#	PROJECTS	ACADEMIC	SUPPORT	STUDENT LIFE	TOTAL ASF
1	Doermer School of Business	35,000	21,000	1,000	57,000
2	Engineering, Technology, and Computer Sciences Building	17,000		1,000	18,000
3	Walb Student Union			5,000	5,000
4	Advancement Building to Retail Dining			3,500	3,500
5	Kettler Hall*	25,000	7,500		32,500
	Doermer School of Business backfill projects**	16,000	6,000	5,000	27,000
	Total	93,000	34,500	15,500	143,000
NEW CONSTRUCTION					
#	PROJECTS	ACADEMIC	SUPPORT	STUDENT LIFE	TOTAL ASF
6	PolyTech Building***	28,000		2,000	30,000
7	Music, Art, and Design Building	13,000		2,000	15,000
8	Gates Addition		13,000 (Athletics)	15,000	28,000
9	Welcome Center		15,000		15,000
10	Art Gallery	6,000			6,000
11	Traditional Pod Style Housing (368 beds)				
	Total	47,000	28,000	19,000	94,000
OUTDOOR ATHLETICS, RECREATION, & OPEN SPACE PROJECTS			*Majority of the renovation is for building support (restrooms, corridors, stairwells) exterior wall repair, window replacement, and re-roofing. Classrooms will be renovated to support modern teaching pedagogy as well as administrative support space in the building. **Backfill renovations in Neff, Kettler, and Support Services *** Consolidating Poly Tech into new space frees up space in the ETCS building to meet the needs for the rest of the college and help vacate Dolnick. Renovation of ETCS should be part of the project scope.		
#	PROJECTS	TYPE			
A	Track and Field	Athletics			
B	Softball Field and Pavilion	Athletics			
C	Welcome Plaza	Open Space			
D	Mastodon Square	Open Space			
E	Student Life Corridor, East	Open Space			
F	Arts Plaza	Open Space			
G	Outdoor Rec Fields	Recreation			

*Majority of the renovation is for building support (restrooms, corridors, stairwells) exterior wall repair, window replacement, and re-roofing. Classrooms will be renovated to support modern teaching pedagogy as well as administrative support space in the building.

**Backfill renovations in Neff, Kettler, and Support Services

*** Consolidating Poly Tech into new space frees up space in the ETCS building to meet the needs for the rest of the college and help vacate Dolnick. Renovation of ETCS should be part of the project scope.





10,000 Student Enrollment Plan

- Potential New Housing
- Potential New Buildings
- Potential Building Renovations
- Existing PFW Buildings
- Non-PFW Buildings

10,000 STUDENT ENROLLMENT PLAN

BUILDING RENOVATIONS					
#	PROJECTS	ACADEMIC	SUPPORT	STUDENT LIFE	TOTAL ASF
1	Science Building	22,000			22,000
2	Neff Hall	3,500			3,500
3	Kettler Hall*				40,000
4	Baseball Stadium (Athletics)				
	Total	25,500			65,500
NEW CONSTRUCTION					
#	PROJECTS	ACADEMIC	SUPPORT	STUDENT LIFE	TOTAL ASF
5	College of Visual and Performing Arts Building	21,000			21,000
6	Clinic Building	20,000			20,000
7	Science Building Addition	10,000			10,000
8	Pod and Suite Style Housing				
9	Dining Facility			15,000	15,000
10	Recreational Center			55,000	55,000
11	Allen County Extension Building		5,000		5,000
12	P4 Garage (1,060 Parking Spaces)				
	Total	51,000	5,000	70,000	126,000
DEMOLITION					
#	PROJECTS	ACADEMIC	SUPPORT	STUDENT LIFE	TOTAL ASF
	Allen County Extension Building		3,277		3,277
	Modular Classroom Building	7,120			7,120
	Modular Clinic + Classroom Building	3,075			3,075
	Dolnick Center	10,104			10,104
	Life Science Resources Center	3,534			3,534
	Phase 1 Waterfield Housing (568 Beds)				
	Total	23,833	3,277		27,110
OUTDOOR ATHLETICS, RECREATION, & OPEN SPACE PROJECTS					
#	PROJECTS	TYPE			
A	Student Life Corridor, West	Open Space			
B	North Plaza	Open Space			
C	West Campus Gateway Park	Open Space			
D	Crescent Ave. Roundabout	Open Space			

*Majority of the renovation is for building support (restrooms, corridors, stairwells) exterior wall repair, window replacement, and re-roofing. Classrooms will be renovated to support modern teaching pedagogy, student centered space will be added, and administrative support space will be renovated in the building. The exact distribution of space will be determined by a more detailed study.



12,500 Student Enrollment Plan

- Potential New Housing
- Potential New Buildings
- Potential Building Renovations
- Existing PFW Buildings
- Non-PFW Buildings

12,500 STUDENT ENROLLMENT PLAN

BUILDING RENOVATIONS					
#	PROJECTS	ACADEMIC	SUPPORT	STUDENT LIFE	TOTAL ASF
1	Neff Hall	50,000			50,000
NEW CONSTRUCTION					
#	PROJECTS	ACADEMIC	SUPPORT	STUDENT LIFE	TOTAL ASF
2	Engineering, Technology, and Computer Sciences Addition	30,000			30,000
3	College of Visual and Performing Arts Building 2	48,000			48,000
4	New Business and Professional Studies Building	78,000			78,000
5	Library Addition	25,000			25,000
6	Dining Facility Addition			4,000	4,000
7	Rec Center Addition			34,000	34,000
8	Pod and Suite Style Housing (940 beds)				
	Total	181,000		38,000	215,000
OUTDOOR ATHLETICS, RECREATION, & OPEN SPACE PROJECTS					
#	PROJECTS	TYPE			
A	Outdoor Rec Fields	Recreation			
B	Outdoor Tennis Courts	Recreation			





15,000 Student Enrollment Plan

- Potential New Housing
- Potential New Buildings
- Potential Building Renovations
- Existing PFW Buildings
- Non-PFW Buildings

15,000 STUDENT ENROLLMENT PLAN

BUILDING RENOVATIONS					
#	PROJECTS	ACADEMIC	SUPPORT	STUDENT LIFE	TOTAL ASF
1	Liberal Arts Building	46,000			46,000
NEW CONSTRUCTION					
#	PROJECTS	ACADEMIC	SUPPORT	STUDENT LIFE	TOTAL ASF
2	College of Visual and Performing Arts Building 3	23,500			23,500
3	Engineering and Poly Tech Building 2	40,000			40,000
4	Arts and Sciences Expansion	51,000			51,000
5	Apartment Style Housing (650 beds)				
6	Retail Buildings				
7	P5 Garage (1,300 Parking Spaces)				
	Total	74,500			114,500



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