2008 CAMPUS MASTER PLAN
Executive Summary
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In 2005, President Joel Seligman set in motion two initiatives to develop a new strategic plan and a comprehensive campus master plan. Since then, the two plans have been developed in concert resulting in a master plan that is complementary with the objectives of the strategic plan addressing the quality and growth of the institution.

Through a special subcommittee of the Board of Trustees Committee on Facilities, the University engaged the Baltimore based architecture and planning firm of Ayers Saint Gross to develop a campus master plan. The design team included civil engineers, transportation planners, landscape architects, and way finding specialists who held numerous meetings with faculty, staff, students, administrators, neighbors, community leaders, and planners. Throughout the process, the master plan was informed by the strategic plan and vice versa. The master plan encompasses the University’s major campuses aligned under the idea of “One University – One Plan”.

The campus master plan is intended to provide a framework for the orderly development of the University’s lands and facilities covering a period of at least twenty years. Given its time frame, a significant part of the plan is conceptual identifying zones of usage, development principles, and options. As specific projects are proposed, they will be considered in relation to both strategic planning and campus master plan objectives and will be subject to review and approval by the Board of Trustees.
Guiding Principles

Coherence
- Reinforce “One University - One Plan”
- Accommodate growth & improve quality
- Develop a sustainable campus

Compaction
- Maintain & renovate what we have
- Growth through infill
- Reinforce the University’s edges
- Maintain & improve our intimate scale

Connections
- Develop connections across a variety of scales
- Improve campus access and circulation with a new Kendrick Gateway
- Connect the campus by encouraging alternative means of transportation
- Extend the quality of the core campus to the perimeter

The concept of One University – One Plan builds on ideas of connectivity of interdisciplinary study and research. To accomplish this, the campus is subdivided into a series of interconnected districts based on a five to ten minute walk.

Each of these districts has a particular focus with a mix of uses and open spaces which serve multiple districts. Each of the districts are linked by a robust open space, bicycle pathways, and future shuttle bus routes which will reduce the perceived distances across the campuses to reinforce the idea of one interconnected university within the context of the city.
Coherence

*Reinforce “One University – One Plan”*

The proposed land use plan for the River, Medical, Mount Hope and South Campuses centers on a new interdisciplinary Education and Research core around which the Academic, Research, Clinical, Inpatient facilities can expand with housing, services, athletics and recreation at the perimeter. The South Campus becomes a center of interdisciplinary research as well as a neighborhood of graduate students and potential housing for faculty, staff and alumni.

Overall, the University has grown from approximately 1.5 million GSF in the mid-1920’s to over 11 million GSF today.

River Campus, Medical Center and South Campus Contiguous Land:
- 424 Acres

Total Campus Acreage including Memorial Art Gallery and the Eastman School of Music:
- 655 Acres
- Total Buildings: 163
- Building Area: 11,050,000 GSF
- Leased Area: over 900,000 GSF
Proposed Land Use Zones
Accommodate Growth and Improve Quality

The University’s pattern of growth is expected to continue into the future as needs for increased classroom, meeting, faculty office, research, residential, and clinical spaces continue to rise. The impact of interdisciplinary study and research will develop new paradigms which imply less compartmentalization and more collaboration across disciplines. This will require greater physical and virtual connections across disciplines and across campuses.
Develop a Sustainable Campus

The University of Rochester is committed to sustainable development and operating practices through the management of building design, construction, renovation, landscape, energy use, waste, emissions, transportation and procurement while maintaining regulatory compliance and exercising fiscal responsibility.

The values of a sustainable future are embedded in the plan to create an enduring, vibrant campus. Sustainable campus development will permeate decision making at all levels to encourage environmental innovation and integration of achievable sustainable living on and off campus. Initiatives identified by the University of Rochester Council on Environmental Sustainability are laying the groundwork to green the campus.

*Renewable Energy Sources*

*Rain Garden at Goergen Hall for Biomedical Engineering and Optics*
Compaction

Maintain and Renovate What We Have
The improvement and growth of the University will require new and renovated space. The University has been a good steward of its assets; however, many of the existing buildings and utility systems are thirty to eighty years old and are in need of reinvestment or replacement. The plan calls for a strategic match of program with appropriate new or renovated facilities.

Growth Through Infill vs. Sprawl
Converting acres of surface parking lots into new open spaces and building sites allows the University to grow in place as well as improve its identity, connections, and ability to develop interdisciplinary programs.

River Campus - Aerial View

- Existing
- New Construction
**Reinforce the University's Edges**

The campus is well integrated into the Rochester Community on multiple levels providing educational, medical, cultural, athletic, recreational, employment, and research resources. The strength and vibrancy of the adjacent neighborhoods is a high priority of the University. The plan calls for continuing to promote development in the neighborhoods across the river and collaborating with our neighbors to develop housing, retail, and services which will benefit the community and area along Mt. Hope Avenue.

**Maintain and Improve Our Intimate Scale**

The character and identity of the campus comes from the scale of the buildings and the open spaces which reinforce a collegial atmosphere. The proposed plan strives to maintain the scale and walkability of the River Campus and extend these qualities to the other campuses.
Connections

Develop Connections Across a Variety of Scales

- Between the College and the Medical Center
- Between areas of student life
- Between campuses
- Between the University and the City
**Improve Campus Access and Circulation With a New Kendrick Gateway**

Currently, access to the Medical and River Campuses are constrained by Elmwood Avenue and Mt. Hope Avenue. The overlap of students, faculty, and staff with patients and visitors to the Medical Center has created bottlenecks at peak traffic times. A prerequisite of the redevelopment and reorganization of the Medical Campus is a new south entrance from I-390 at Kendrick Road in order to shift traffic away from Mt. Hope and Elmwood. Kendrick is proposed to be realigned in order to improve the buildability of the Medical Campus and to align with a view of the Rush Rhees Library anchoring this new South entrance with one of the major symbols of the University.

![New Kendrick Interchange with ramp onto bridge and realignment of Kendrick Road](image1.png)

![New Kendrick alignment with Rush Rhees Library dome](image2.png)
Proposed Open Space Network

- Campus-Wide Open Spaces
- Proposed Atrium Connection
- Existing Buildings
- Proposed Buildings
Connect the Campuses by Encouraging Alternative Means of Transportation

The open space improvements will create a more walkable campus. Bicycle paths will connect the River, Medical, and South Campuses as well as tie into the city’s bicycle path network which will allow those who live near campus a healthy and economic alternative to driving a car. Shuttles will link all of the campuses by offering quick, convenient and reliable access.

Extend the Quality of the Core Campus Open Spaces to the Perimeter and Other Campuses

Building on the relationship between the buildings and grounds of the River Campus, the plan seeks to extend the quality of the buildings and grounds from these core locations to the perimeter of each of the campuses through new tree lined streets and paths, interconnected quads and courtyards, buildings that express the history of each campus while reflecting the innovation needed for the 21st century. Consistent plant and material palettes, light fixtures, benches, and signage will cohesively link all of the campuses.
Medical Center

The Medical Center has grown incrementally from its initial building which was built in the early 1920’s. Health care techniques, technology, research, building code, fresh air requirements, and patient expectations have changed over the decades. Many of the existing buildings no longer serve the function for which they were initially designed. While there is a significant investment in the existing facilities and continuing investment in the physical plant, it is time to replace the hospital in place by phasing redevelopment and focusing in-patient, specialty institute, and ambulatory care in specific zones.

The proposed plan focuses education, research, in-patient and out-patient care, as well as bridges to the community as an interconnected whole.

- The Medical School is linked to multidisciplinary sciences and humanities through improved connections to the River Campus.
- In-patient care is focused around the diagnostic and treatment core in the Strong Memorial Hospital.
- Centers and Institutes are located along Crittenden Blvd. to share access to the core hospital functions while creating a unique address.
- Out-patient clinics are potentially accommodated in the future further to the south to take advantage of the new interchange and campus entrance on I-390 as well as realignment of Kendrick Road which will improve the development potential of the mid campus.

Medical Center Current and Potential Projects 2009 to 2013

- Pediatric Replacement and Imaging Sciences Modernization (PRISM): The PRISM project includes an extension wing to the main Strong Memorial Hospital building that will consolidate and expand its current Imaging Sciences (Radiology) and Clinical Department, replace general care pediatric beds in the Golisano Children’s Hospital at Strong, and create space for incremental adult medical surgical beds.
- Clinical Translational Sciences Building (CTSB) Phases 1 and 2: The new CTSB will serve as an integrated home for clinical and translational research at the Medical Center. The new
facility will enable URMC to consolidate heretofore scattered programs and resources under a single roof including scientific disciplines, education and training programs, critical support operations, and several large clinical research programs.

- Ambulatory Surgery Center (ASC): The new offsite Ambulatory Surgery Center will accommodate ten operating rooms, two procedure rooms, pre- and post-operative care space, a materials processing unit to sterilize and prepare surgical instruments, and a family and patient waiting space.
- Parking structures and remote parking with shuttle service.

Beyond 2013
- Multi-disciplinary research facility bridging the River and Medical Campus programs.
River Campus

2009 to 2013
The proposed River Campus Plan builds on the original formal geometry, materials palette, and scale of the campus which will extend the quality and identity of the University from its core to its edges through the following recommended projects:

The Warner School will expand into a new building shared with the College in the vicinity of the Library Quad. Academic support space for the College will expand in Dewey Hall in space vacated by the Warner School.

New Science and Engineering building.

Renovation of the Computer Sciences building to allow for consolidation of departments.

Renovation of Bausch & Lomb to accommodate teaching labs will facilitate the expansion of research space in Hutchinson Hall.

Beyond 2013 or if Private Funding is Available
The Rush Rhees Library has undergone a recent improvement to introduce more natural light into the reading rooms and group study spaces. According to the campus plan, these new windows will ultimately overlook a new Library Quad proposed east of the Library which will expand green space on the campus.

Meliora Hall will be renovated with windows which will flood the interior with natural light. The Plaza will be enhanced with new seating, tables and improved lighting.

Todd Union and Strong Auditorium will be expanded and connected with additional performance and support space. Performances by faculty and students of the College, as well as the Eastman School of Music will link the campuses culturally as well as academically.
Fauver Stadium will be renovated and expanded with additional locker rooms, support spaces, improved concourses and meeting rooms. The baseball field, track and football field will be improved with new fencing, lighting, and synthetic turf.

The Goergen Athletic Center expansion will provide for a NCAA regulation track, court and support spaces, as well as a large gathering space / convocation space.

Expansion of the Sciences and Engineering Quad with new construction and renovation of Hutchinson Hall.
A new Multi-disciplinary science building will bridge between the River and Medical Campuses.

Student housing will expand in the North Campus Village with a mix of Suites and Apartments for upperclassmen and graduate students.

The Campus Center will be improved and expanded to better serve the needs of the River Campus. Morey and Lattimore Halls are two of the original buildings built on the campus and will be renovated and expanded for much needed general classroom and office space.
South Campus

The South Campus will provide expansion for the River Campus and Medical Center with office and research space adjacent to existing research facilities as well as improvements to the residential community for faculty, staff, graduate / medical students and alumni.

- Preserve wetlands and woods
- Improve vehicular access with the new Kendrick interchange
- Maintain a buffer to the existing adjacent residential community by providing new housing
Community Engagement

Collaborating with Rochester’s civic leaders and neighborhoods, the University can act as a catalyst to revitalize vibrant neighborhoods and contribute to economic vitality. The following examples anchor the east and west gateways to the campus while serving the needs of the adjacent communities.
Mt. Hope Development
A new mixed use college town along Mt. Hope Avenue which will provide retail and services for patients, visitors, faculty, students and staff as well as needed office space and residential units which allow faculty, staff and students to live near the medical campus.

- Retail, dining and services in support of the campus and the community
- Potential housing for graduate students, faculty and staff
- Potential office and support space for the University
- Direct connection to the Medical Center
- A new gateway to the University

Brooks Landing and Riverview Apartments
The University collaborated with developers, the City and the Nineteenth Ward neighborhood to create new retail, housing and office space to serve the community and the university’s needs.
The Eastman School of Music

For the Enrichment of the Community

The Eastman School is one of the world’s leading music schools. The Eastman Theatre remains a centerpiece of the Eastman campus, as well as a source of pride for the City of Rochester. As the entablature on the Eastman Theater reads, the Music School is for the enrichment of the community.

However, the facilities with incremental expansion over the years are beginning to show their age.

This has lead to the need to address the following:

- Outmoded facilities infrastructure
- Deferred maintenance
- Code / ADA compliance
- Pedestrian / vehicle conflicts
- Legibility of circulation
- Service and delivery logistics

The renovation of Eastman Theatre, already underway, improves facilities for the benefit of the School, the Rochester Philharmonic Orchestra, and other community users. A new addition provides needed performance, rehearsal, office, classroom and support spaces. The visitor experience will be greatly improved with additional restrooms, handicapped accessibility and lobby space. The proposed addition will extend the architecture along East Main Street with a new marquee and entrance to new performance spaces. Other improvements call for an improved streetscape with new paving, street trees, lighting and signage which will reinforce the identity of the school and the Cultural District.
The Memorial Art Gallery

The University of Rochester began in 1850 in downtown Rochester and moved to the University Avenue campus in 1853 where it remained until 1930. This historic site is a touchstone of the University’s beginnings as well as a major cultural and educational resource for the greater Rochester community.

The Memorial Art Gallery is refining its strategic plan which will focus on improving the visitor experience, expanding exhibition space to share more of the permanent collection, accommodate rotating exhibits of contemporary crafts and accommodate special exhibits. The University is collaborating with the City of Rochester, the adjacent neighborhoods, and art groups to expand the museum’s community presence. To create a more open and welcoming campus, an expanded sculpture garden is proposed which will tie into Rochester’s Art Walk. A possible addition to the building will expand exhibition facilities and improve access.
Conclusion

The strategic plan focuses growth and continuous improvement in far reaching areas of education, research, and service. The master plan creates the flexible framework to accept these and other dynamic initiatives in an orderly manner that builds on the campuses strengths. The result is a plan that is met with excitement and confidence with an approach to mission and campus as ONE UNIVERSITY – ONE PLAN.
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