



TAYLOR
UNIVERSITY

CAMPUS MASTER PLAN

2023

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Prepared By:



Fort Wayne, Indiana | 206.422.4241
Charlotte, North Carolina | 980.449.0600
designcollaborative.com



This is an exciting time to be at Taylor University. With more than \$100 million of planned investments in campus improvements over the coming years, combined and alongside millions more in external funding for our community, we are leaning into the mandate in Jeremiah 29 to help our surroundings to flourish, for the glory of God.

Two years ago, we undertook a comprehensive strategic-planning process that would guide Taylor over the coming years. My inaugural year coincided with the University's 175th-year anniversary, which we celebrated through the formation of the 175th Commission—a group of several hundred Taylor supporters and friends, faculty, staff, students, parents, and alumni. We convened this group several times across the country, collecting thousands of data points and spending hundreds of hours praying over and analyzing the results of these discussions. This process resulted in *Taylor Thrives*—our strategic plan that outlines 125 objectives under 3 essential elements that must thrive within the Taylor ecosystem: our campus, our community, and our mission.

As we transitioned last year to implement *Taylor Thrives*, we needed to take a comprehensive look at our capital and infrastructure needs and devise a plan by which we might align and allocate resources to address these needs. Drawing from the expertise of the extended Taylor family, we formed a Master Planning Advisory Council, which, under the direction of Special Assistant to the President Ron Sutherland helped draft a new campus master plan. As part of this, dozens of events and hundreds of conversations across many months led us to identify five ways to synergize our physical capital with the objectives outlined in *Taylor Thrives*.

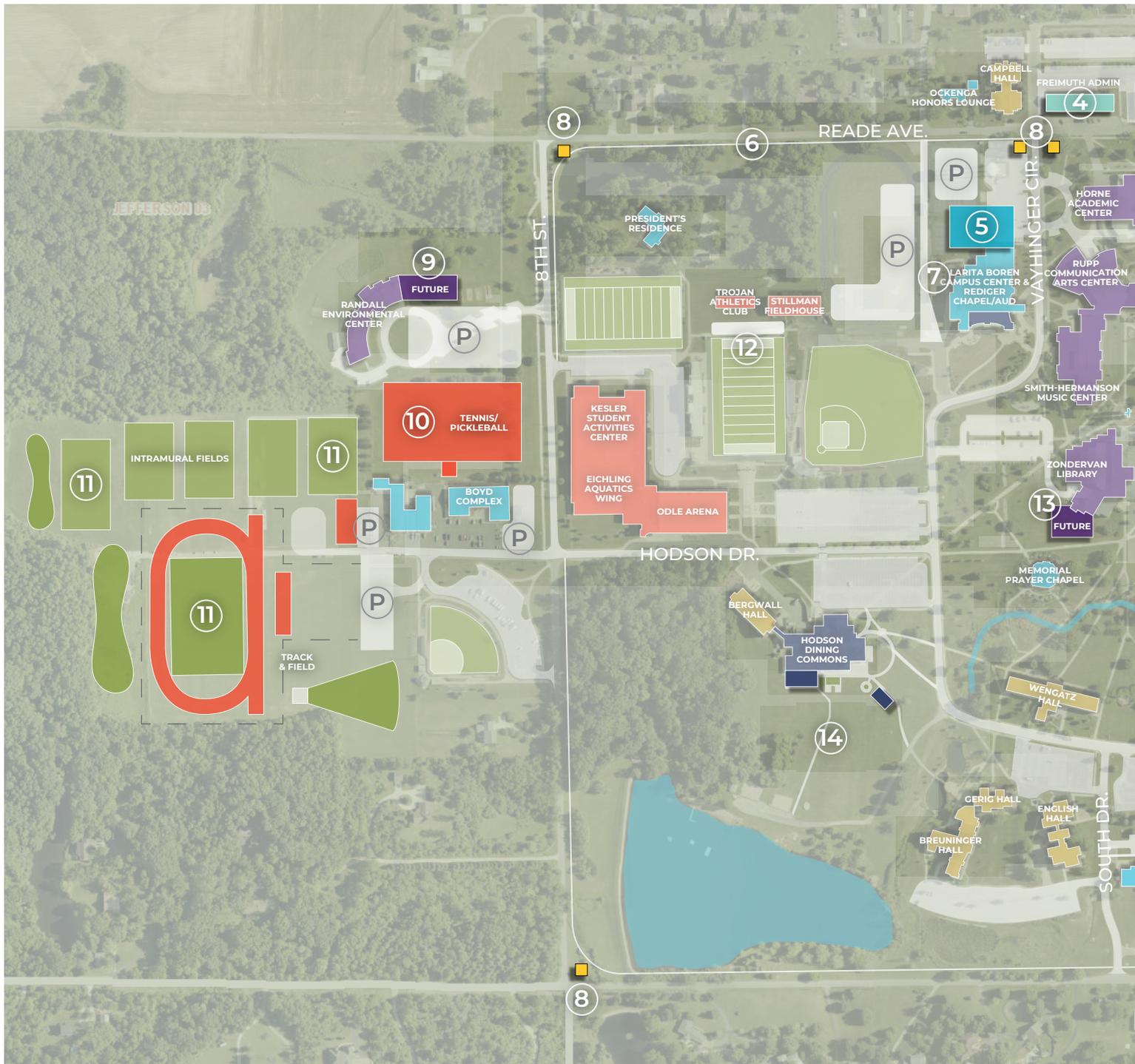
First and foremost, we need a **Warm Welcome**. While Taylor's campus is beautiful and our community is spectacular, we believe improvements to the "front door" of campus will serve us well in the years ahead. We are also investing in developing more **Engaging Opportunities** through improvements and expansions in residence life, dining and event space, athletics, and campus worship spaces. As our community continues to grow and our faculty continue to innovate and develop new programs, we must also create **Enhanced Learning** environments through renovations to academic buildings and classroom spaces.

We must also consider the needs which might arise in the coming years. **Future Planning** which leverages the University's significant land assets is imperative as we steward well the resources God has entrusted to us. Finally, we were blessed in this process with the announcement of the Lilly Endowment's College and Community Collaboration grant-making initiative. While Taylor has sought **Community Impact** for more than one hundred years, the opportunity for significant, additional investments spurred our thinking even further. We feel a missional imperative to love our neighbors and to "seek the prosperity of the city" where we live.

We are excited about the many initiatives and opportunities set forth in the following pages, and as we step into this calling as a community, we thank God for the resources he has entrusted to us. Like the wise steward in Matthew 25, we pray that these investments will multiply the impact of God's resources for His purposes in the lives of our students.



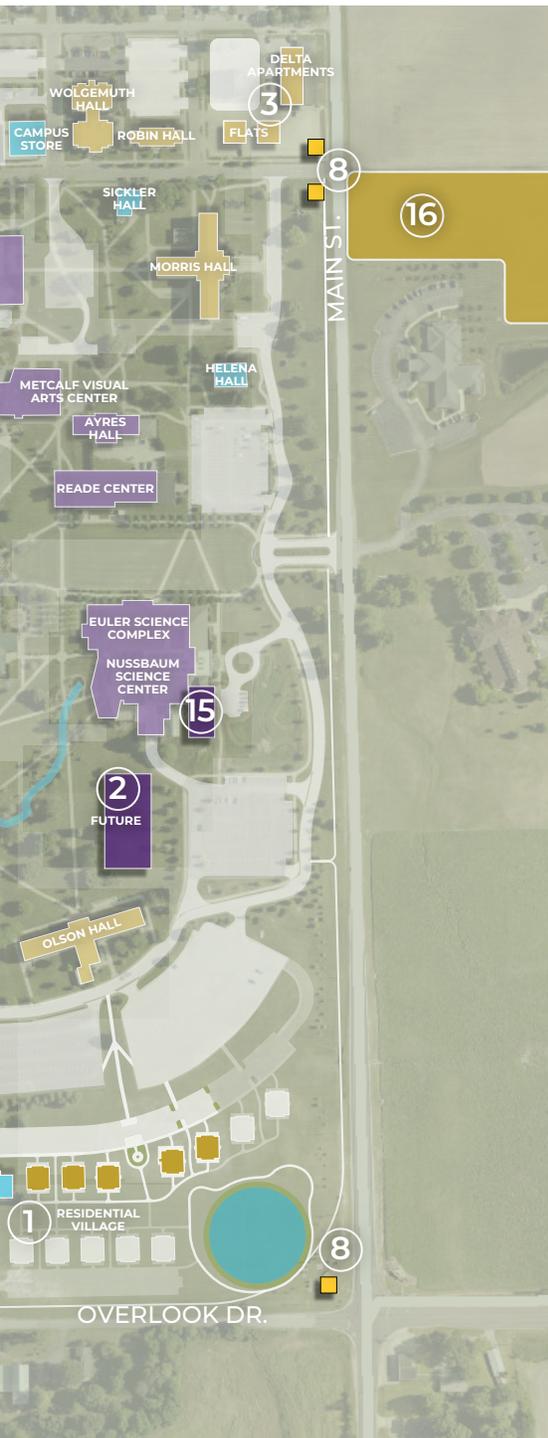
With blessings,
D. Michael Lindsay
President and Professor of Sociology



- Academic
- Residence Halls
- Dining
- Misc. Buildings & Structures
- Athletics
- Athletic & Intramural Fields

- 1** Residential Village
- 2** Future Building
Up to 72,000 SF, 3 Floors
- 3** Reade Avenue Flats/Delta Apartments
- 4** Future Building
- 5** Welcome Center/
Admissions/Advancement

- 6** Reade Avenue Improvements
- 7** Chapel Expansion
- 8** Entry Improvements & Markers
- 9** Randall Addition
Up to 30,000 SF, 1 Floor
- 10** Tennis & Pickleball Courts
- 11** Track & Field Venue
& Intramural Fields



CAMPUS MASTER PLAN

A Campus Master Plan marks a place in time in the life of a University, reinforcing strategic planning objectives and planning for the short-and long-term physical improvements on campus. It provides a visual outline of the current physical capital and the future planning, but it should also be a flexible document allowing for changes in the life of the University and the students it serves. This document also provides a vision for further connection to the surrounding community, building on the important legacy and connection Taylor University has with the Town of Upland. The Taylor Campus Master Plan is the product of many months of input from various stakeholders, design and planning of leadership, faculty, consultants and advisors, and serves as a key communication tool for future discussions.

The Campus Master Plan Map reinforces many of the Taylor Thrives strategic plan objectives and provides the visual outline for the information contained in this summary document. The overall Map shown here illustrates the existing features of the Taylor University campus with a focus on the “core campus” bordered by Reade Avenue, Main Street, Overlook Drive, and 8th Street. The University is blessed to own several hundred acres in surrounding areas in all directions, and these areas have a significant influence on the surrounding community (and are addressed later in this document). The existing building and site infrastructure is illustrated and the Map Key includes 16 key projects currently in various stages of the planning process. In the forthcoming pages, these projects are further defined as they exist currently. Some (like the Hodson Event Center, Plaza and Pavilion) are under construction. Others (like the Welcome Center/ Admissions and Advancement building) are in the early stages of design, planning, and funding. And some (like a new building south of Nussbaum marked on the Map as #2) are placeholders for developable parcels for future exploration.

- 12** Trojan Athletics Club
- 13** Future Zondervan Addition
Up to 45,000 SF, 3 Floors
- 14** Hodson Event Center, Plaza & Pavilion
- 15** Nussbaum Addition & Renovation
- 16** Master-Planned Residential Community



The following pages provide further detail on the projects and are organized by the five synergizing principles and the objectives outlined in Taylor Thrives: Warm Welcome, Engaging Opportunities, Enhanced Learning, Future Planning, and Community Impact.





SECTION 1

WARM WELCOME

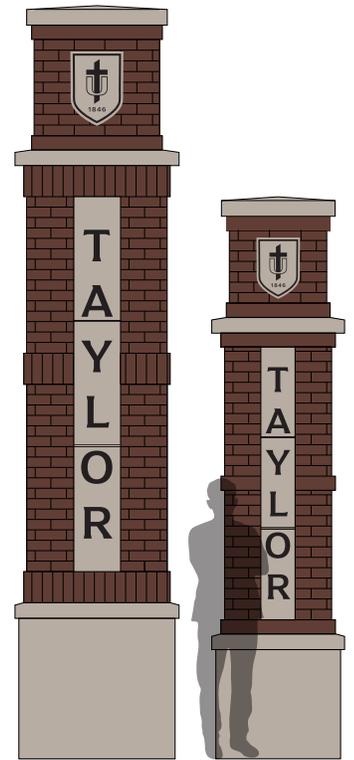
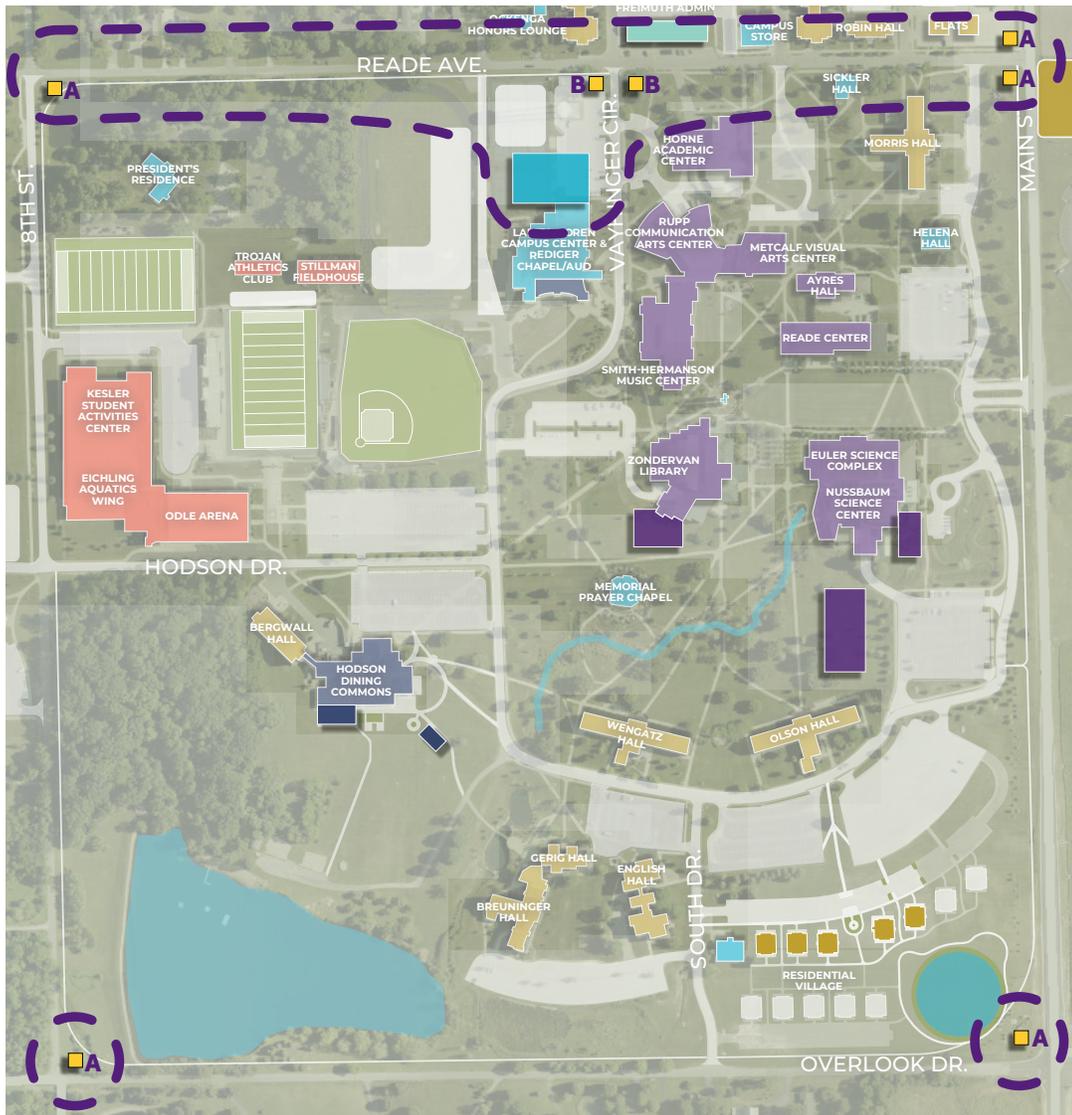
The theme of the February 2023 Board Retreat connected Disney’s proven welcoming experience to Taylor University’s aspirations for continuing to provide (and improve) the warm welcome for prospective students, existing students, returning alumni, donors and all other campus visitors. There are many ways a warm welcome is accomplished through human interactions and communication, and the physical improvements to campus outlined in the Master Plan intend to reinforce these experiences.

READE AVENUE IMPROVEMENTS, MONUMENT MARKERS & WAYFINDING

The intent of the Master Plan is to re-orient the main entry to campus along Reade Avenue, providing strong connections to Main Street to the east and 8th Street to the west. The main entry of campus will be at the intersection of Reade Avenue and Vayhinger Circle. Reade Avenue will be improved by

providing additional street trees, enhancing and adding street lighting, re-paving the street and curbs, eliminating much of the on-street parking (and providing for additional off-street parking), and providing a landscape median between Reade Avenue and Main Street.

AREA OF FOCUS



A 16ft. tall

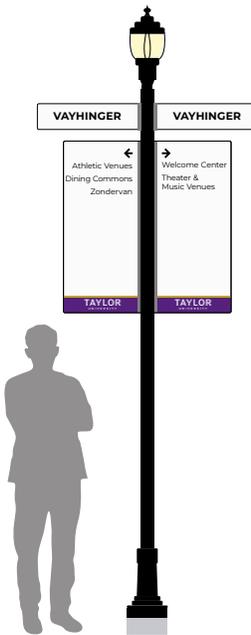
B 12ft. tall

At Reade Avenue, new campus wayfinding elements will be introduced. This includes marking the corners of the “core campus” with 16-foot tall monument markers, two marking the east entry to Reade Avenue. Taylor University branding standards will be included on these markers and throughout

the University. Wayfinding signs on street lights will also be introduced on Reade Avenue, and these signs will continue throughout campus. The illustrations depict the other improvements to the updated wayfinding system proposed.



Example



Vehicular:
Double



Vehicular:
Single



Parking
Signs



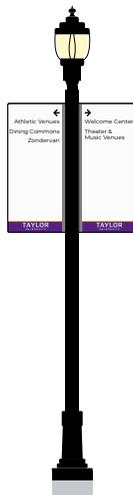
Specialty
Signs



Pedestrian
Maps



Pedestrian:
Single



Pedestrian:
Double



On-Building
Naming Signage

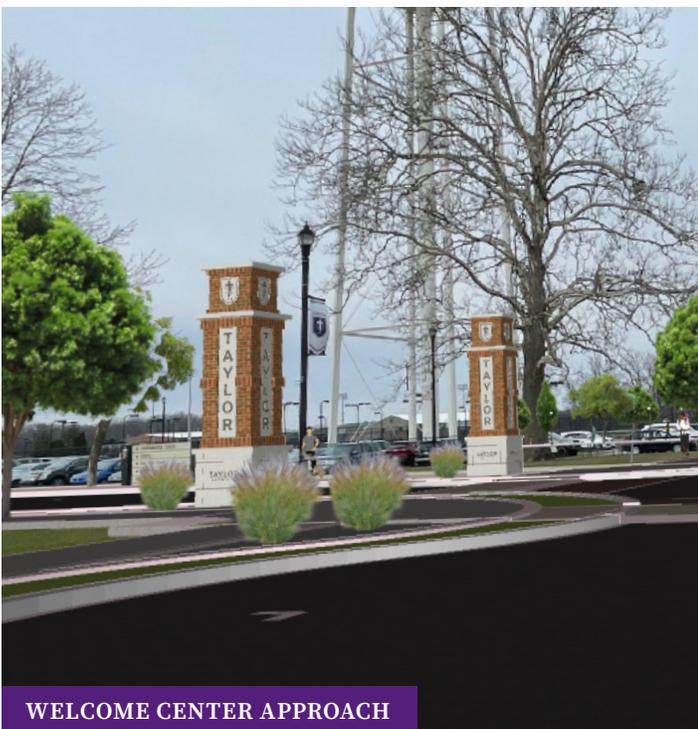
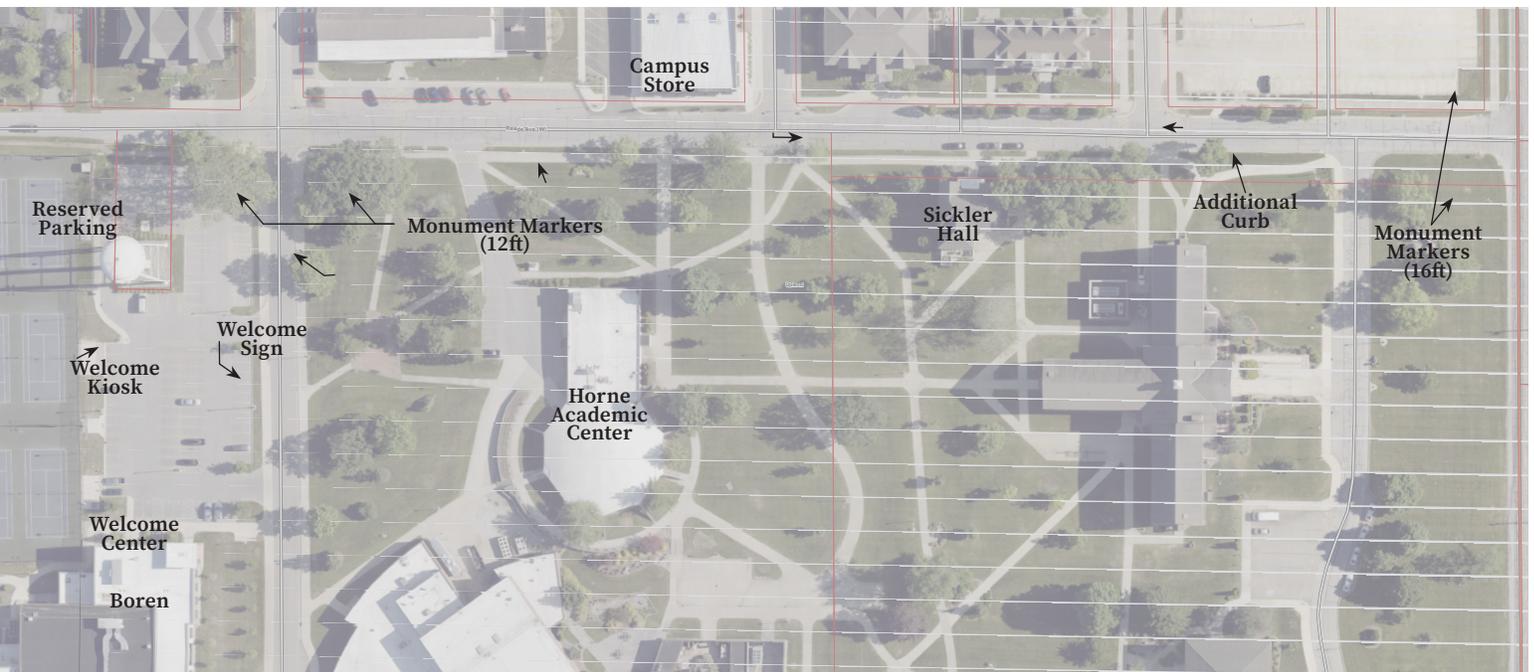
READE AVENUE SITE PLANS

The illustrations depict the key concepts for the Reade Avenue improvements. In addition to the monument markers, street trees, street lighting, and median improvements, the intersection at Reade Avenue and Vayhinger Circle will

feature brick pavers, highlighting the entrance to campus and introducing the main “red carpet” connection to the new Welcome Center.



READE AVENUE & 8TH

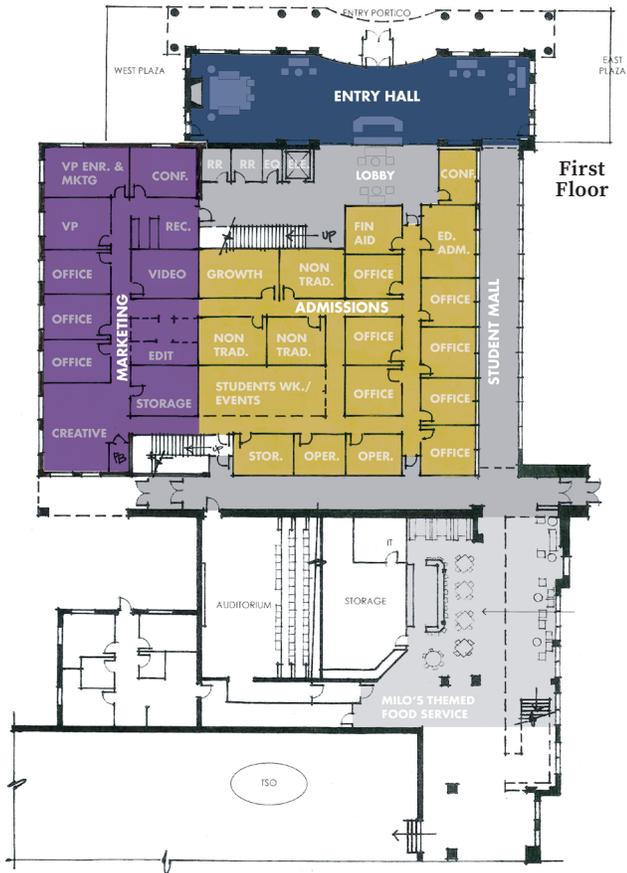


WELCOME CENTER

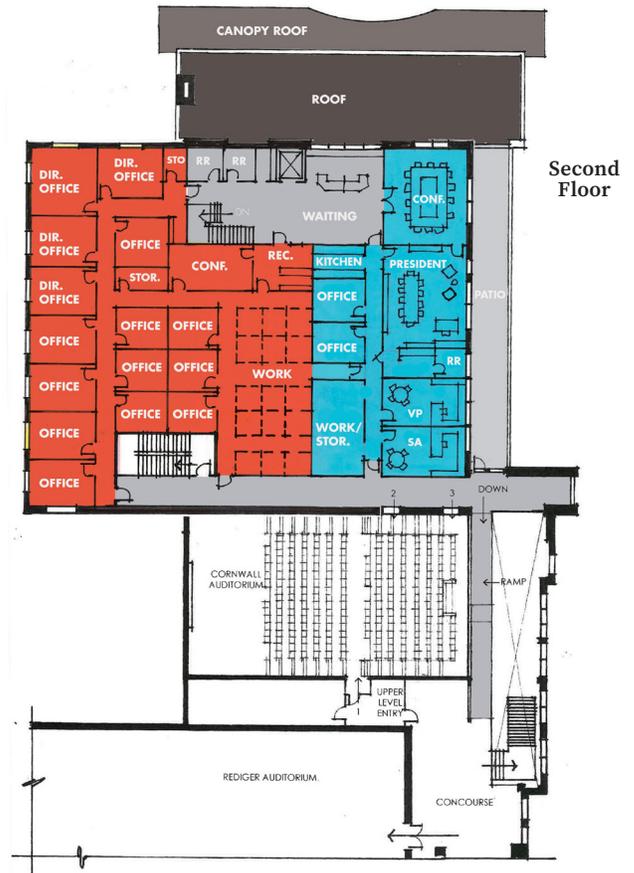
The new Welcome Center will greet prospective students, parents, and visitors to campus and will be the first and last stop on a complete campus experience. Situated near the new Reade/Vayhinger campus entrance and anchoring the north end of the Boren Campus Center, the Welcome Center will house Admissions, Alumni & Parent Relations, Marketing, Advancement, and the President's offices. Special reserved parking for guests and a choreographed entry sequence leads to the "front door" of campus, the Welcome Center lobby. This space will be warm, modern, and welcoming, with restrained Taylor branding and a central hearth and fireplace.

Admissions counselors will greet prospective students and parents and start the campus experience. Around the corner in the existing Boren space will be connections to a new vibrant café. On the second floor of the Welcome Center, guests and visitors can connect with the President's office and the offices of the Advancement team. From this second floor, views to the new Horne Academic Center and new connections to the planned expansions of the Rediger Chapel (described later in this document) and Cornwall Auditorium reinforce the links to the campus proper and to the Campus Center.





First Floor



Second Floor







SECTION 2

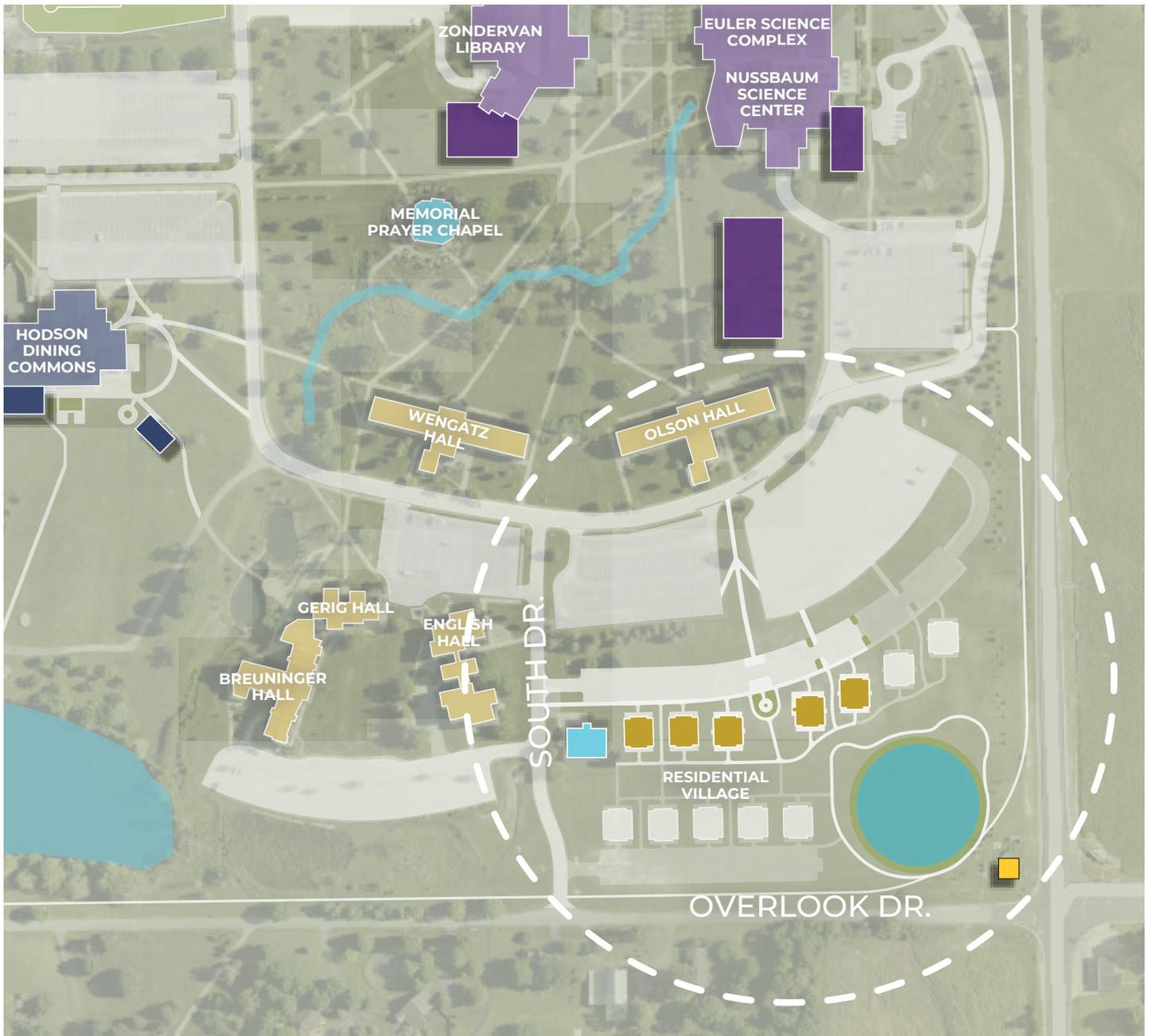
ENGAGING *OPPORTUNITIES*

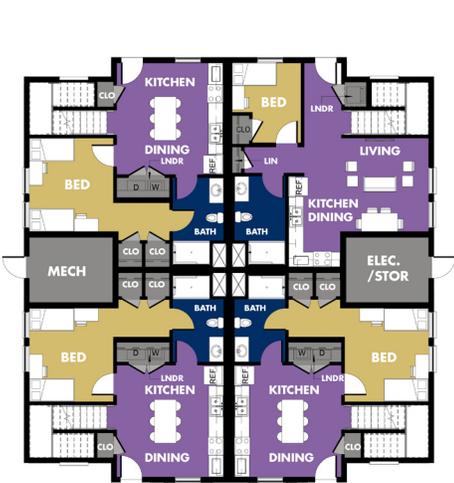
At Taylor University, students and visitors are invited to pour themselves into their on-campus experience. These new improvements and expansions in residence life, dining and event space, athletics, and campus worship spaces will bring life to this invitation.

RESIDENTIAL VILLAGE

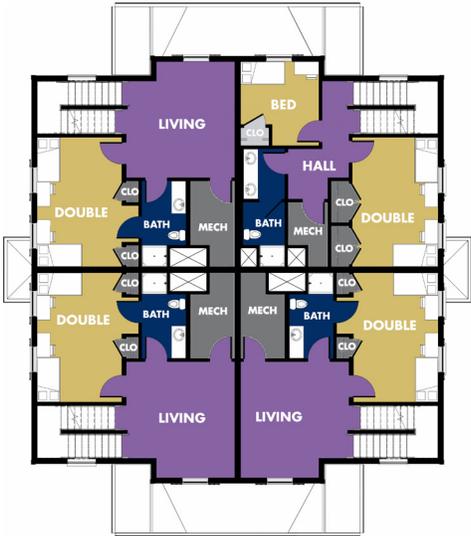
Located in the southeast corner of the core campus, the new Taylor Residential Village will anchor the corner and greet northbound traffic on Main Street to the Taylor University experience. Typically, these residential village type units are reserved for upper class students. By placing the village in this location, students are given a greater opportunity to stay

connected to their former residence halls. The size, scope and scale of the Village also allows for alternative housing uses, including faculty housing, summer conferences, and short-term guest stays.

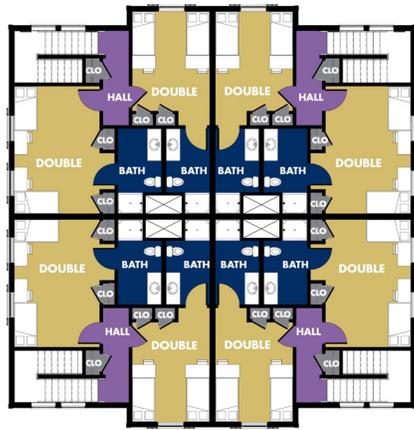




First Floor



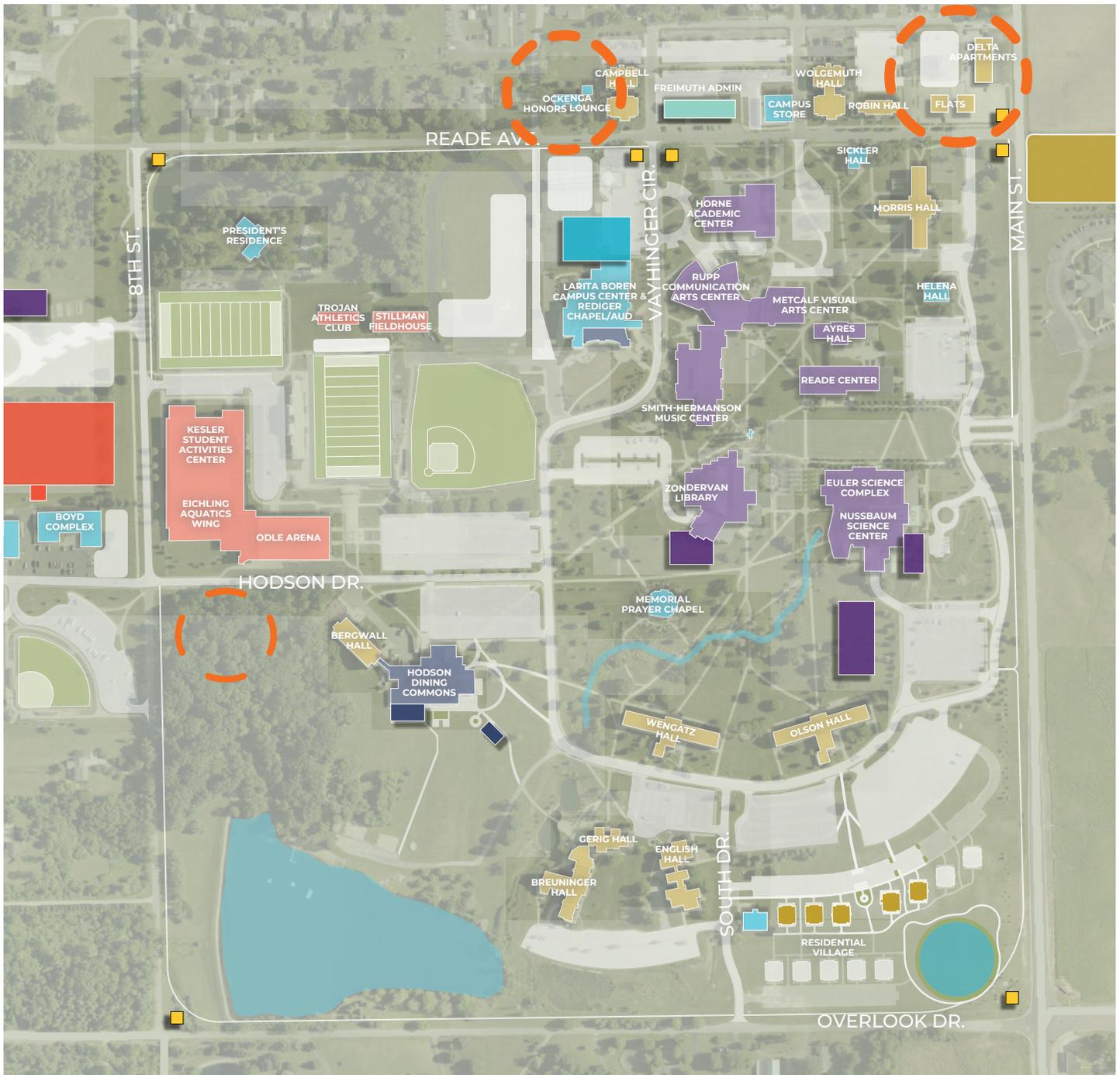
Second Floor



Third Floor

RESIDENTIAL VILLAGE: FUTURE HOUSING LOCATIONS

A part of the future planning includes identifying opportunities for future housing. The recent acquisition of the Delta Apartments on the northeast side of campus allows for flexibility of future graduate (or underclass student) flats.

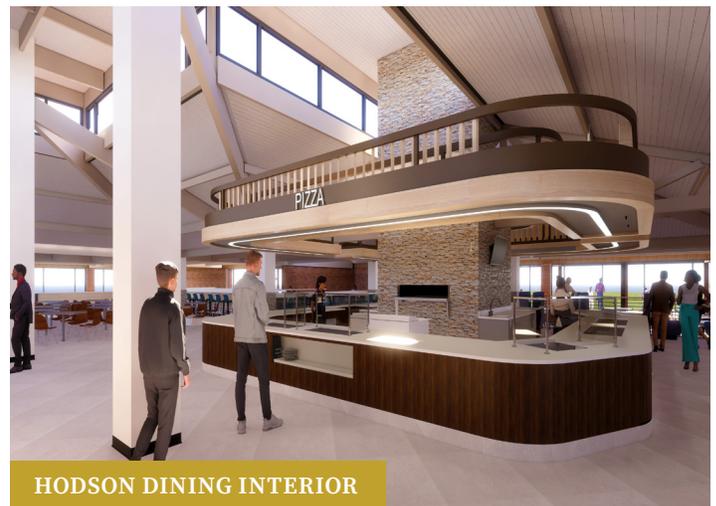




HODSON DINING COMMONS & EVENT CENTER

One of the most ambitious projects currently under construction on campus is the major re-construction of the Hodson Dining Commons. Historically, Hodson has been the place for experiencing Taylor University engagement. Students, staff, faculty, visitors, and alumni have always converged in this place, and the improvements and additions will be major. In addition to key upgrades to the dining experience, the kitchen and food service areas are being completely renovated. This will be a brand new kitchen. A new 600-seat Event Center will allow for large gatherings and is designed to flexibly accommodate smaller groupings and presentations. The outdoor improvements take advantage of a long-overlooked opportunity; engaging views to the south and

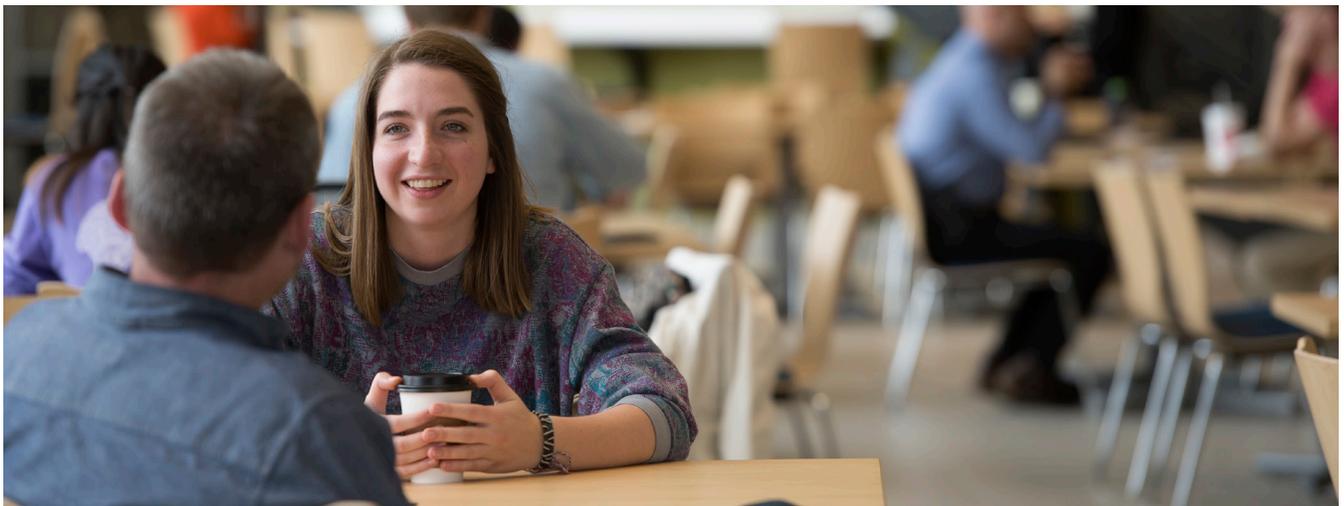
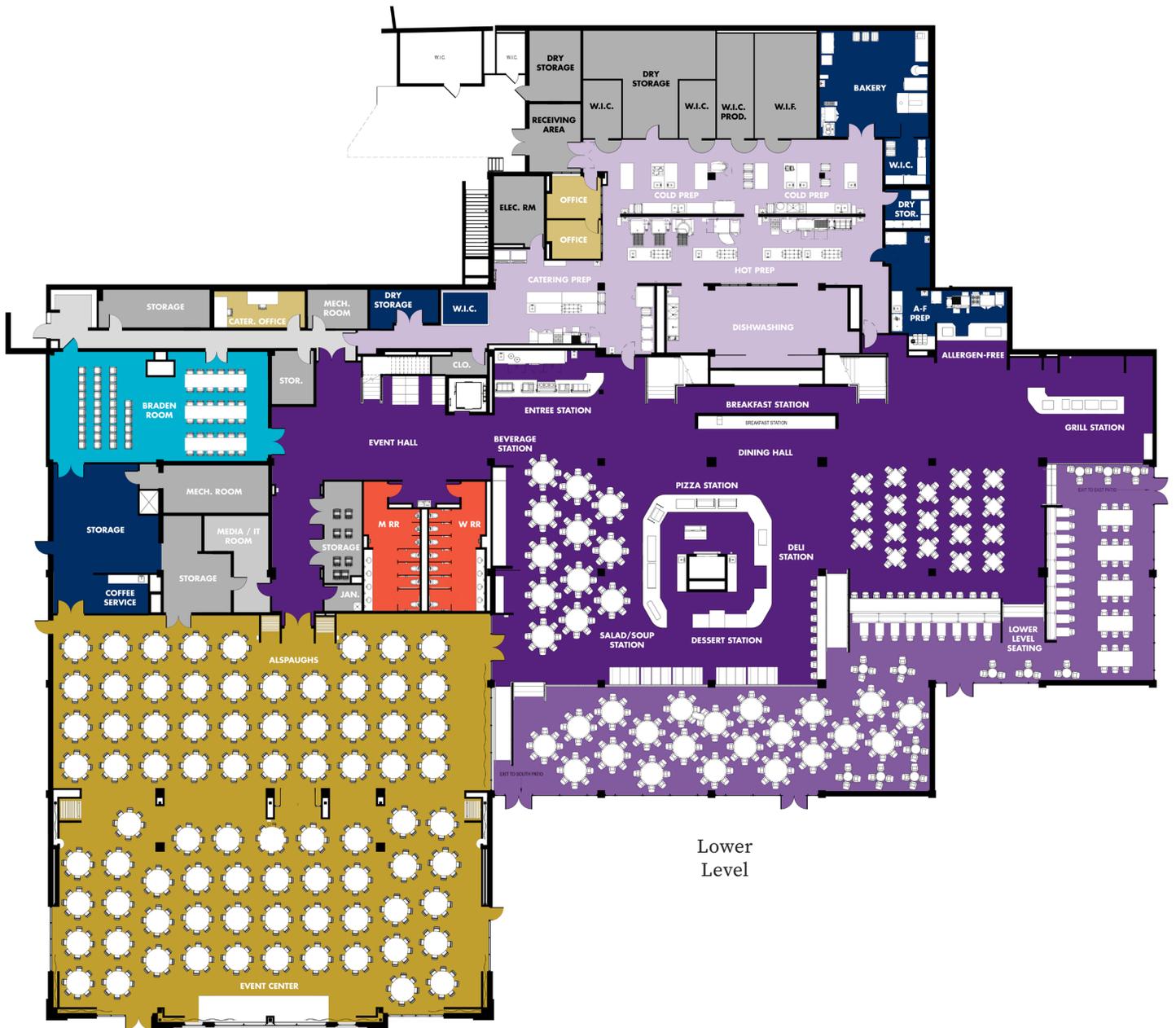
to the lake and providing for expanded outdoor Event Center connections. Placed adjacent to the south side of Hodson Dining Commons will be a variety of patio spaces, pergolas, gathering fire pits, and a large pavilion. The outdoor seating areas will create wonderful venues for enhanced relational-based meal opportunities. The pavilion will be a new outdoor anchor on the south side of campus and will host a wide variety of events, residence hall wing or floor functions, and other campus wide activities. The pavilion sits at the base of a natural lawn amphitheater, so accommodations for concerts and speaking engagements are part of the plan. Altogether, this and other dining upgrades around campus will double Taylor's capacity for dining on campus.

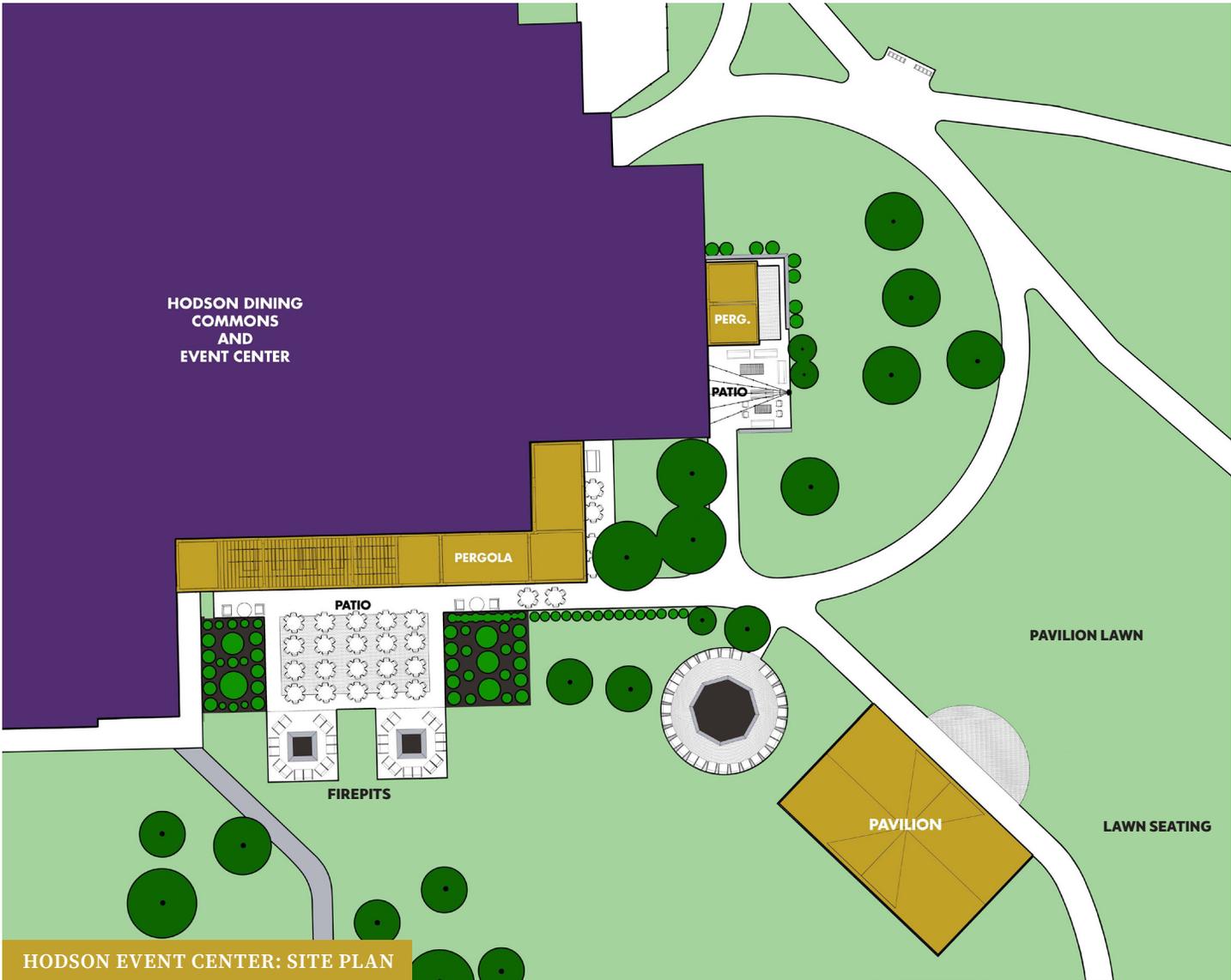


HODSON DINING INTERIOR

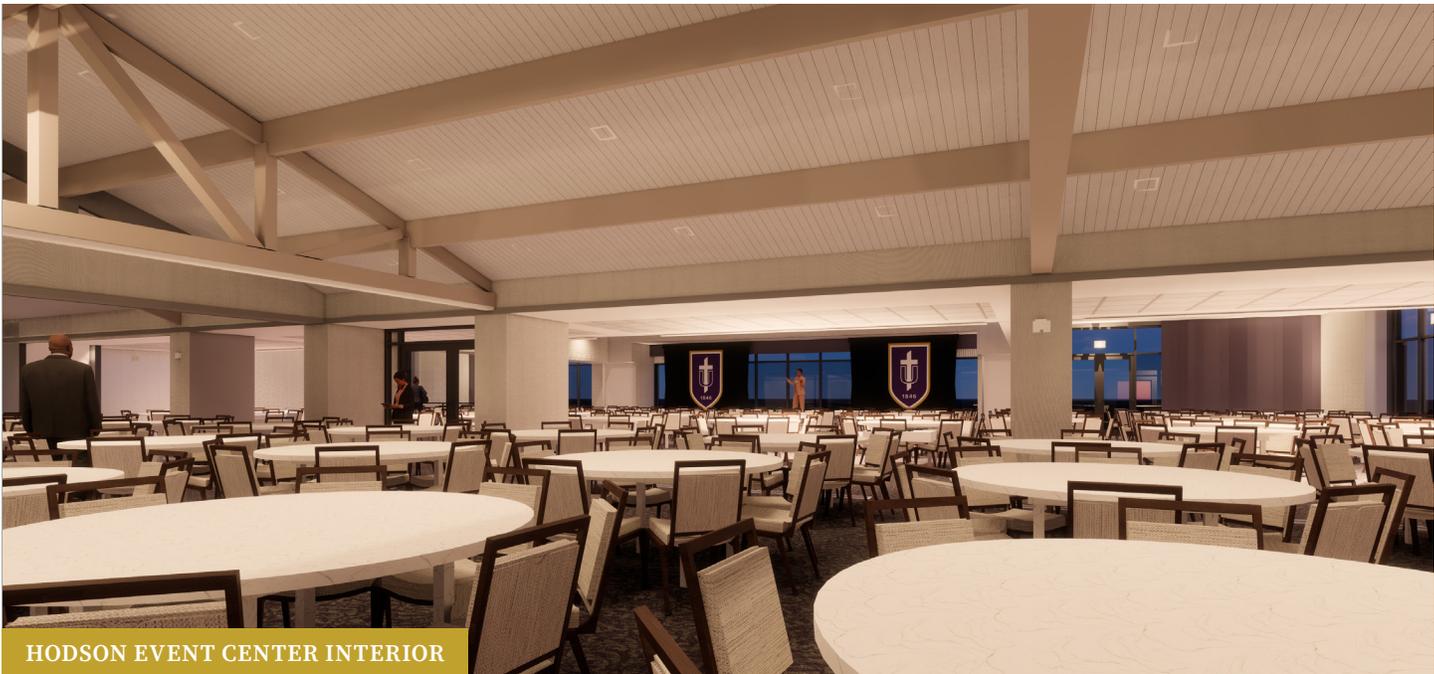


HODSON DINING INTERIOR





HODSON EVENT CENTER: SITE PLAN



HODSON EVENT CENTER INTERIOR



HODSON EVENT CENTER AMPHITHEATER



HODSON EVENT CENTER PATIO



HODSON EVENT CENTER PLAZA

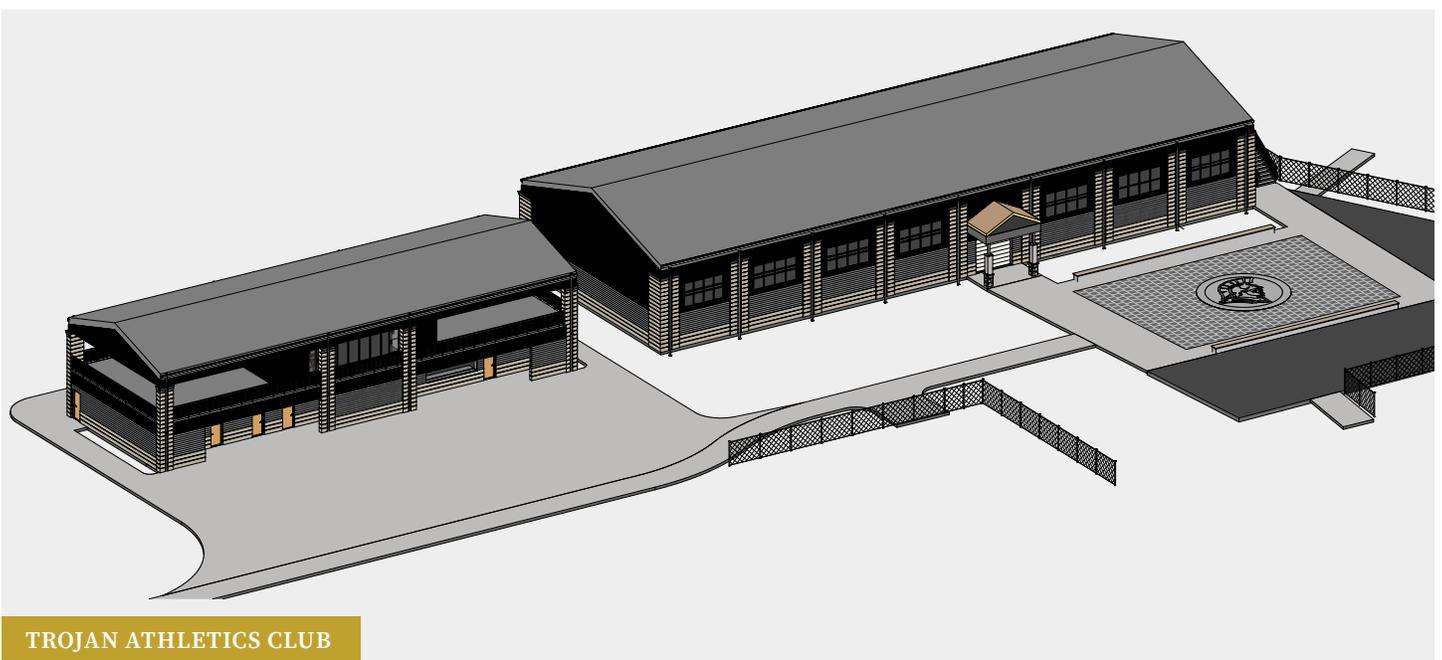
STILLMAN FIELDHOUSE & TROJAN ATHLETICS CLUB

Athletics have always been a part of the Taylor campus engagement, and major improvements to the Stillman Fieldhouse over the winter and spring were introduced in 2023. Next up will be a plan for further engagement with the

loyal Taylor athletic boosters, the Trojan Athletics Club. The building will house expanded restrooms and concessions for the stadium, as well as locker room expansions and a stadium overlook and meeting spaces.



STILLMAN FIELDHOUSE

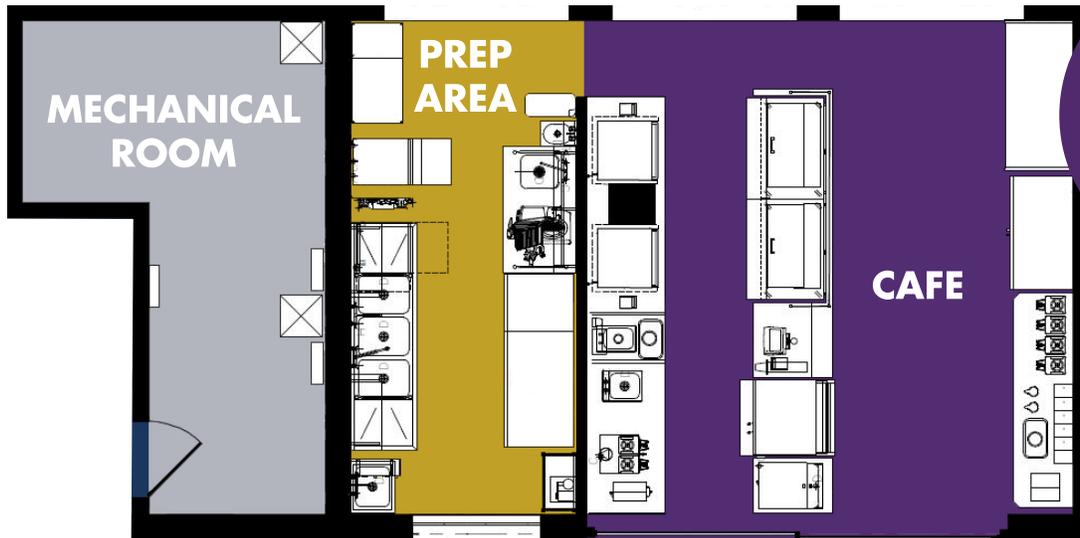


TROJAN ATHLETICS CLUB

ZONDY'S

Located in the Zondervan Galleria, another engaging student dining space is under construction. Zondy's will add a third dining location on campus and create another opportunity for

intentional student gathering and engagement. The menu will feature the popular Trojan Deli as well as beverages and grab-n-go options.



REDIGER CHAPEL

As the student and campus population grows, the Rediger Chapel (the heart and soul of the Taylor University campus experience) will also see planned growth. With a goal of up to 750 additional new seats and expanded presentation and

experiential capabilities, a design study in the coming months will yield options for this expansion as a part of the Welcome Center project.





SECTION 3

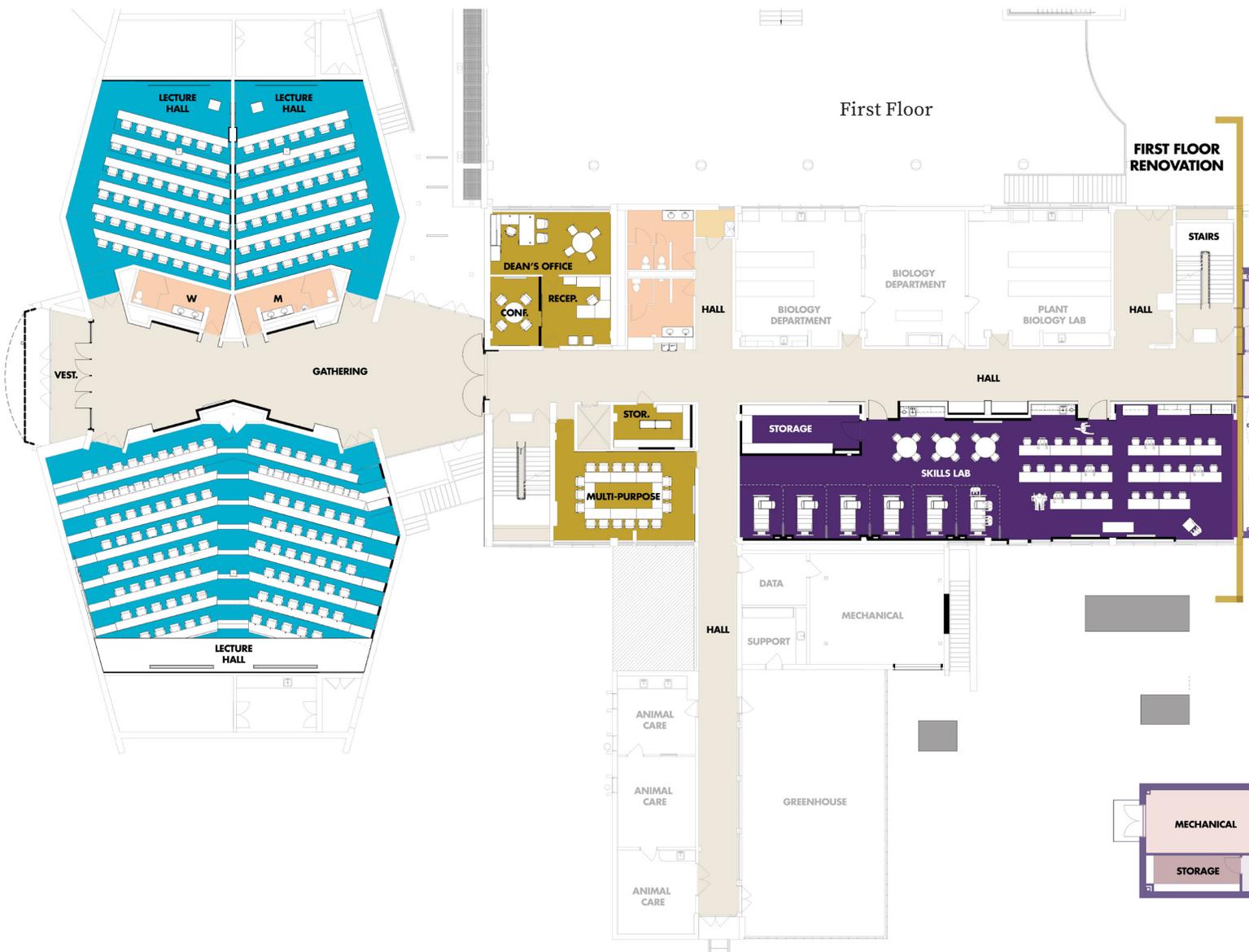
ENHANCED LEARNING

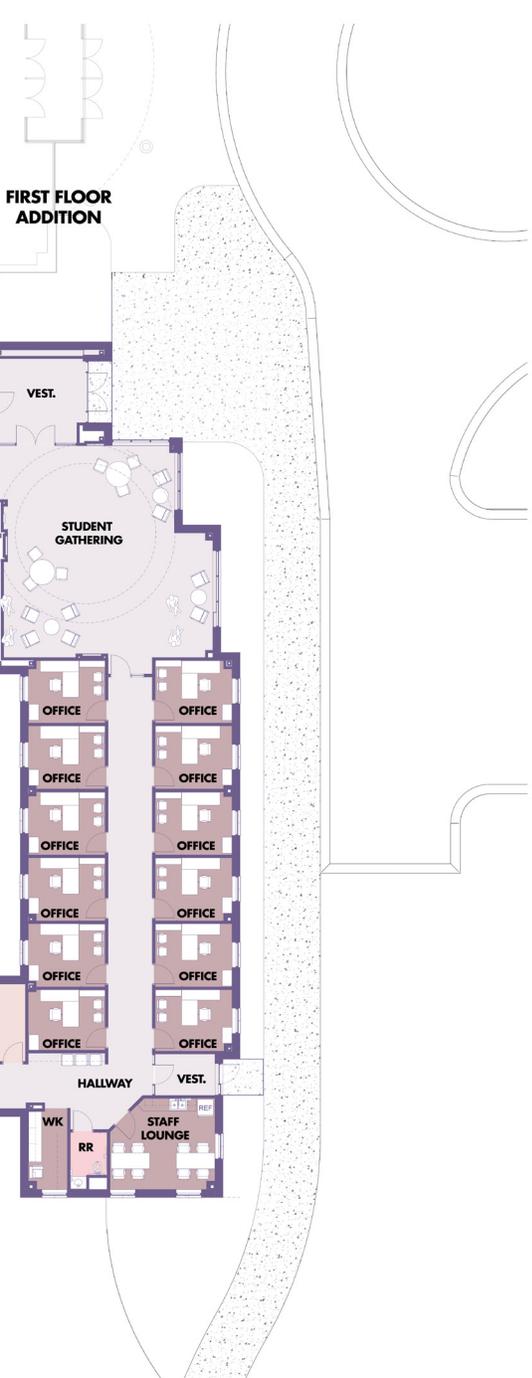
The Master Plan focuses on a variety of improvements and renovations as the academic experience continues to expand, innovate, and develop new programs and new ways to learn. Learning happens in classrooms, but it also continues in the adjacent building spaces and spaces between buildings. The success of the Film and Media program and the addition of the new Nursing program are obvious enhancements to the Taylor University campus physical environment, and the master planning process recognizes the importance of continuing to enhance all academic environments.

NUSSBAUM RENOVATIONS

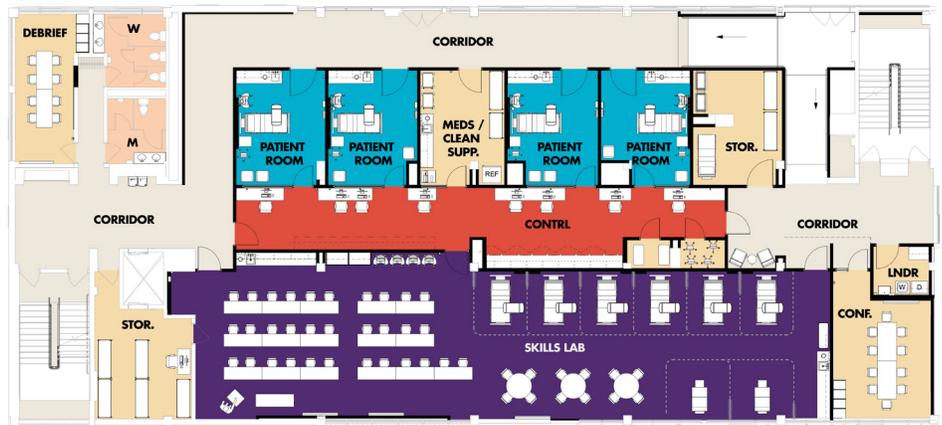
Originally built in 1965 and renovated with the Euler expansion in 2011, Nussbaum Hall will be renovated with a multitude of infrastructure needs, and upper floors upgraded to enhance the academic programs of Biology and Chemistry. The new Nursing program will occupy the first and second

floors with classrooms, lab spaces, simulation labs, and fully renovated auditorium classrooms. The Nursing offices will occupy a one story building addition to the east, providing a new “front door” for Nussbaum and a key gathering space for students.

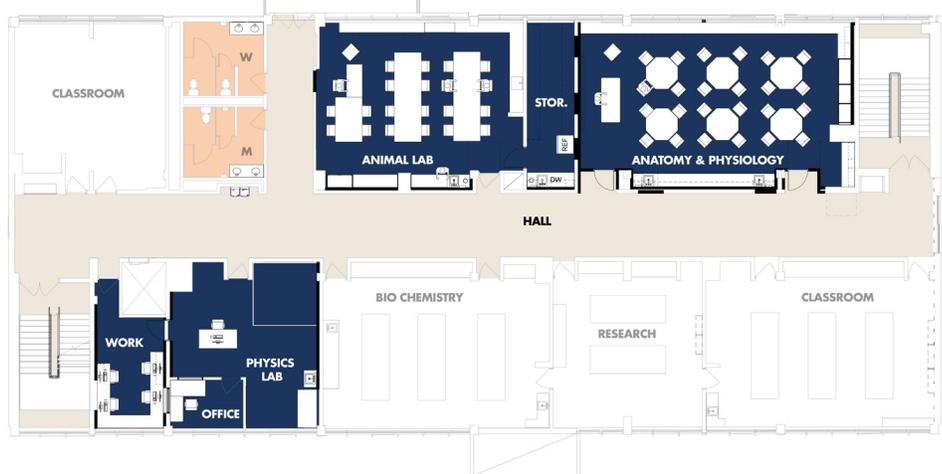




Second Floor



Third Floor





NUSSBAUM SCIENCE CENTER EXTERIOR



NUSSBAUM SCIENCE CENTER INTERIOR COMMON AREA LOOK



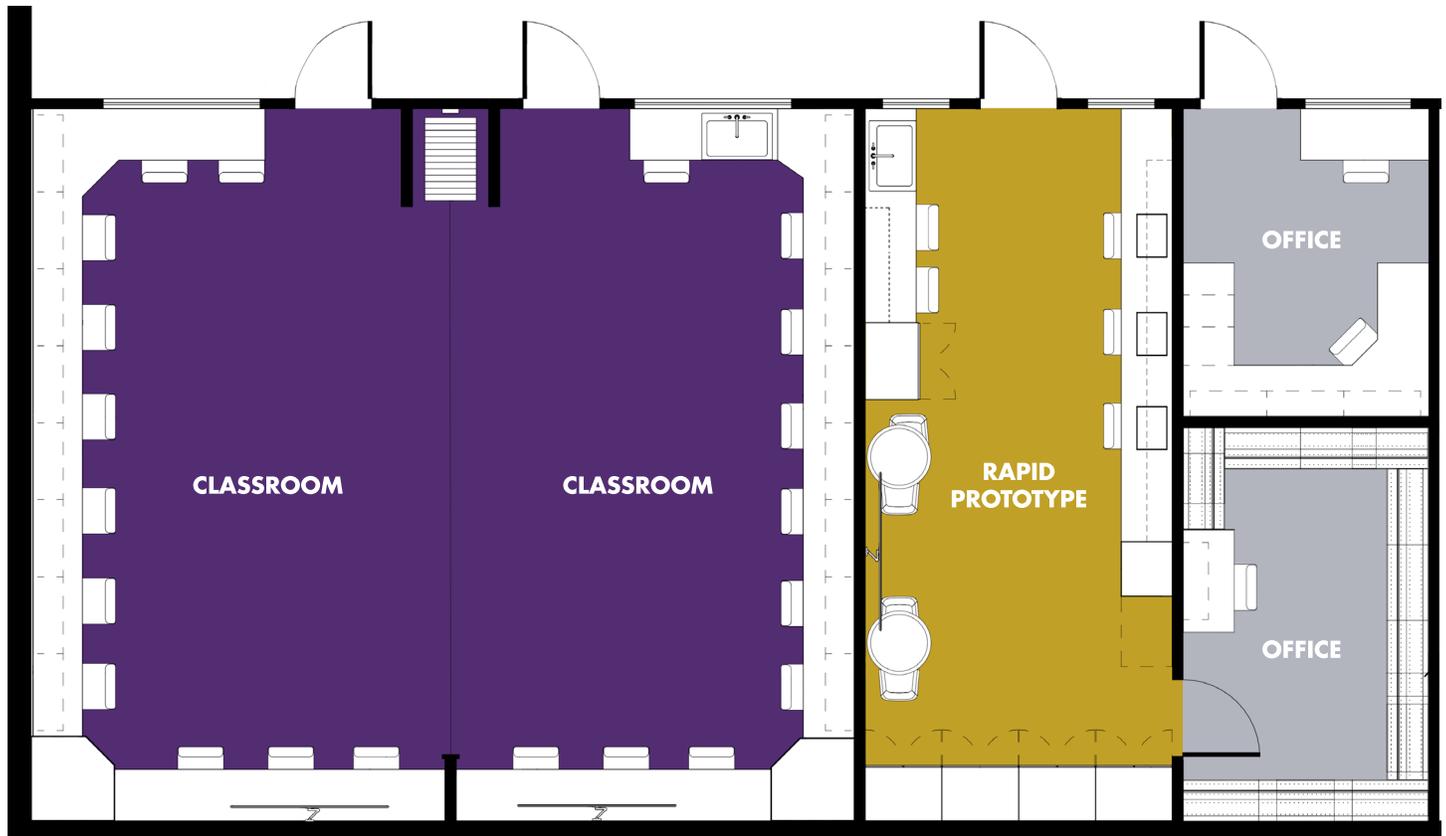
NUSSBAUM SCIENCE CENTER NURSING SIM LAB



NUSSBAUM SCIENCE CENTER NURSING SIM LAB

EULER PHYSICS LAB

With the planned Nursing program going into Nussbaum Hall, the main Physics lab was relocated into the lower level of Euler the summer of 2023 and is serving students with expanded classroom, lab, and hands-on physics assets.



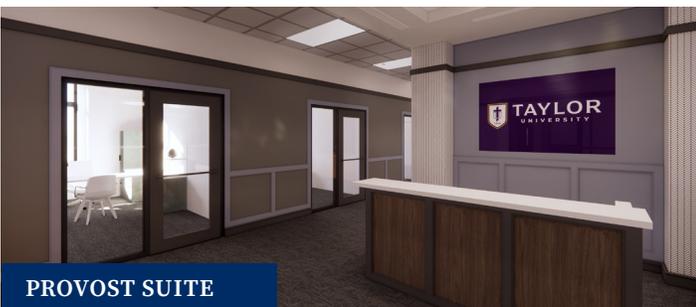
HORNE ACADEMIC CENTER

The Horne Academic Center is currently under construction and will house Taylor’s new Center for Innovation and Entrepreneurship and growing Film and Media program, a program with over 900 external awards and distinguished graduates who are transforming the film and television industry with their work. Film and Media viewing auditoriums, sound stages, editing suites, and general classrooms support the nationally-recognized program. The new facility will also have dedicated space to support Taylor’s educational

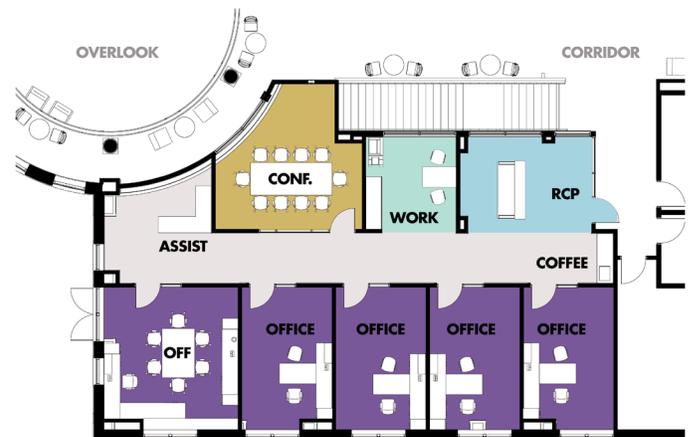
offerings in entrepreneurship, a growing area of focus for the University. The Horne Center will feature a rotunda dome entry hall, paying homage to the domed Student Union that occupied the site from the 1950’s to 2022. A multi-purpose conferencing space occupies the first floor and will house Taylor volunteer meetings (including Board of Trustees) and other community gatherings. A recent addition to the Horne Center program is the Provost Suite, occupying a key space on the second floor.



SCREENING ROOM



PROVOST SUITE



Provost Suite, Second Floor Plan

INTERNAL SPACE ALLOCATIONS

With the addition of the Horne Academic Center and the planned buildout of the Welcome Center, vacated space in Rupp and Ayres become strategic possibilities. The Provost has begun planning with the English & Modern Language Department (currently in Reade) and the departments that will remain in Rupp (Communications and Music/Theatre/Dance) to move English & Modern Languages to Rupp. This will keep with Rupp's historic focus on "communication" disciplines. Similarly, with the President's Office and Admissions/Marketing moving to the Welcome Center,

the Provost has begun conversations with the Business Department to prepare their move to Ayres. Ultimately, moving English & Modern Languages to Rupp and Business to Ayres provides significant space in Reade to allow for a long overdue, multi-year renovation of Reade. The department that will immediately benefit from these adjustments will be the Psychology Department, allowing the department to move their faculty offices from Ayres, to Reade, and more synergy with their current lab spaces in Reade.





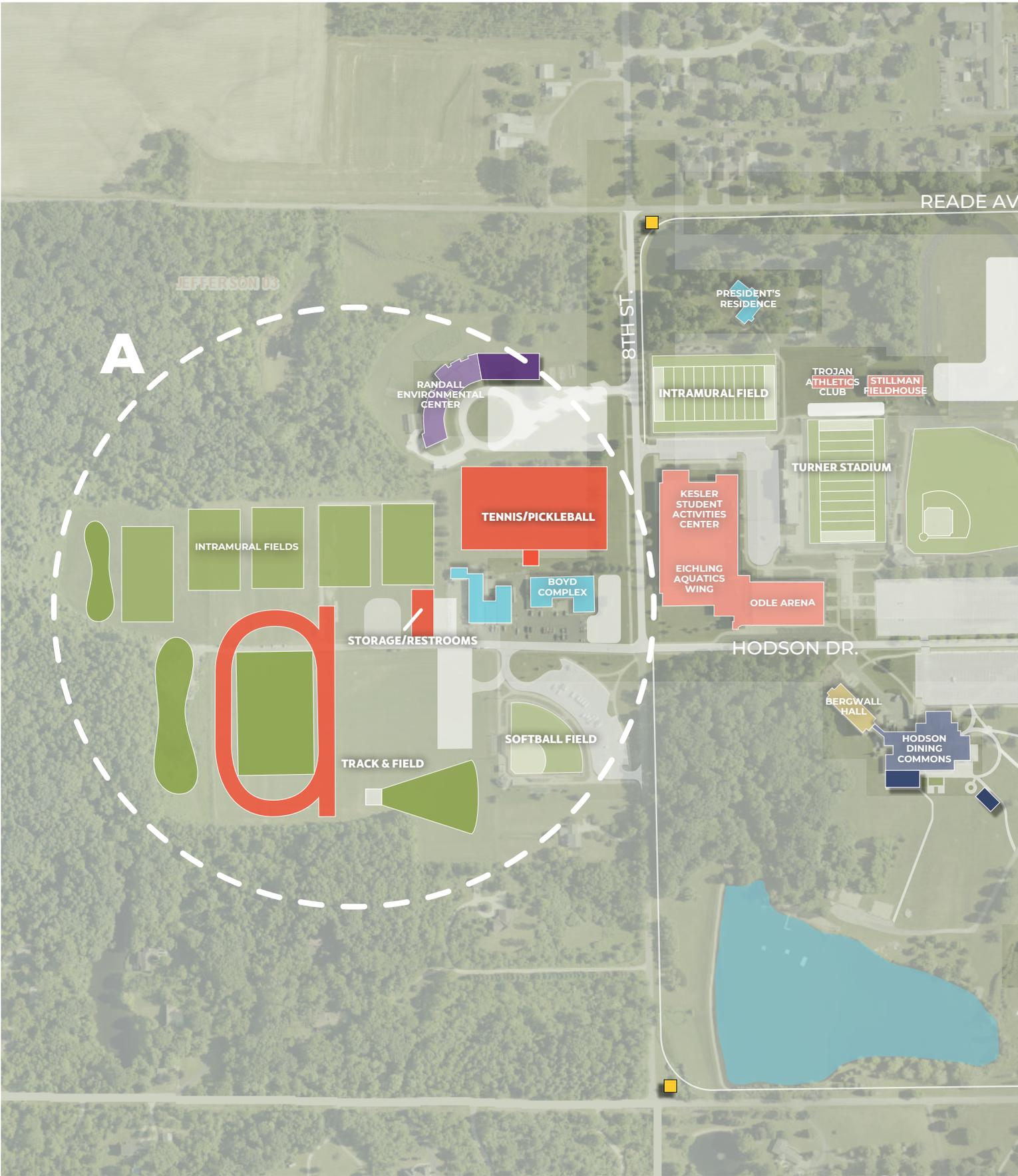


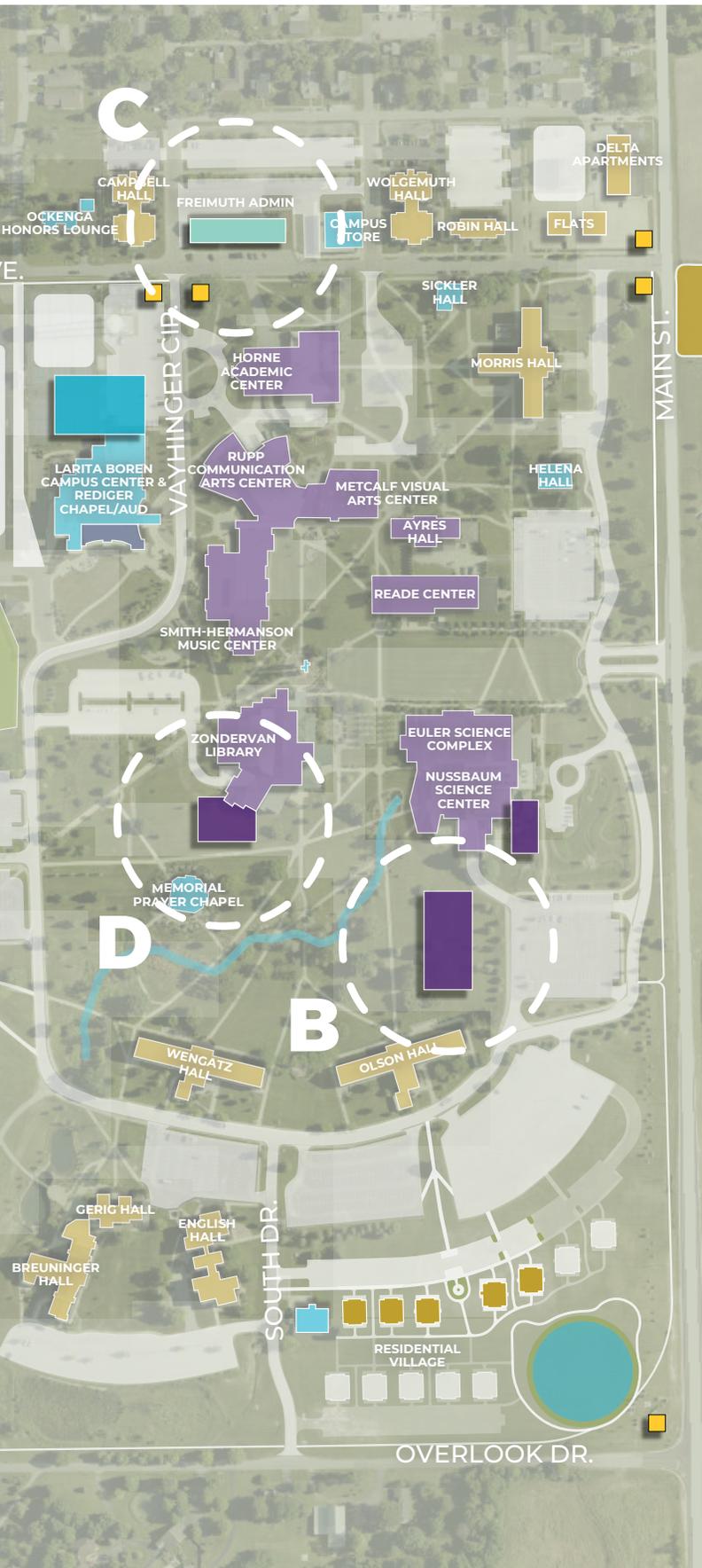


SECTION 4

FUTURE PLANNING

Longer range planning for the Taylor University campus include relocating athletic venues and identifying key building pad locations with undetermined program expansions. It is inevitable to see future growth of the campus, so future infrastructure planning is important for future flexibility.





FUTURE BUILDINGS

A Track, tennis, and intramural field relocations

With the location of the new Welcome Center, the track and tennis facilities are planned to be constructed west of 8th Street, adjacent to the softball field. (Pickleball courts will also be a part of the tennis facility). The current track and tennis infrastructures are in need of repair, so this construction will also contribute to improvements in these venues. A restroom building and additional storage will also be a part of this area planning. With the Residential Village taking the place of several intramural fields in the southeast corner of campus, the ground north of the new track will be re-graded and improved.

Future building pads have been identified in 3 locations, total square footage growth in the range of 150,000 square feet. Again, this is defined as future growth, with no program needs yet identified.

- B Future Building South of Nussbaum**
- C Future Building in Place of Freimuth**
- D South Zondervan Addition**





SECTION 5

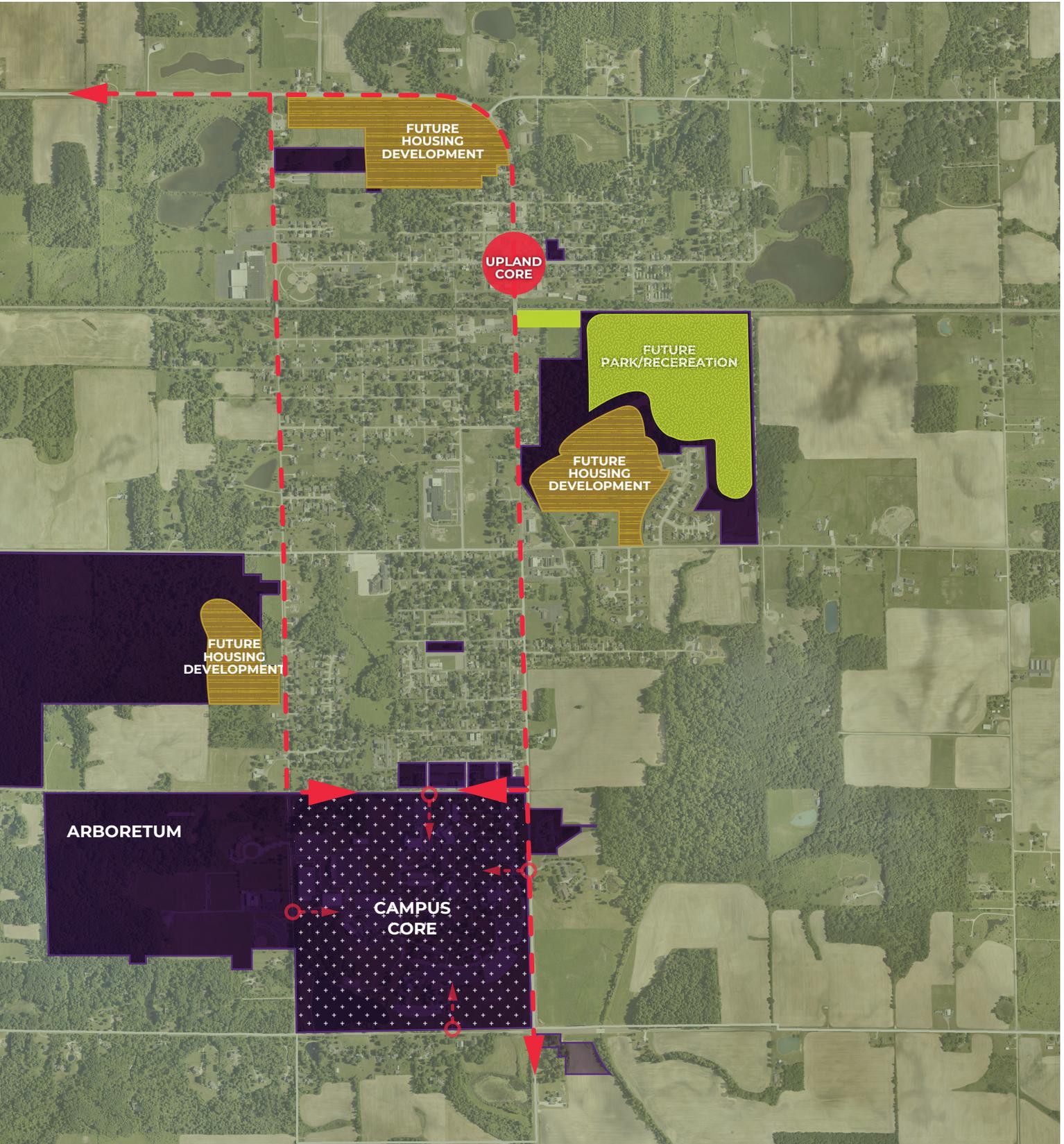
COMMUNITY *IMPACT*

For over one hundred years, Taylor University has influenced (and been influenced by) the physical development of the surrounding community. From direct links to the Town of Upland and extensive property acquisitions to the west of campus, it is mission-centric for this Master Plan to address connections to be made with neighbors. The College and Community Collaboration initiative, put forth by the Lilly Endowment, reinforces this imperative.

THE BIG PICTURE

West of the campus core, Taylor University has land holding of several hundred acres, consisting mostly of open fields and natural wooded areas. This space also includes dedicated Arboretum space, with designated restrictions on this land. A new Canoe Trail head is in development for connections to the river. North and southeast of Upland, the Taylor holdings seem to be appropriate for long-term community housing sites. Giving land and recreation opportunities back to the community south and east of the Upland core provides for community benefit.



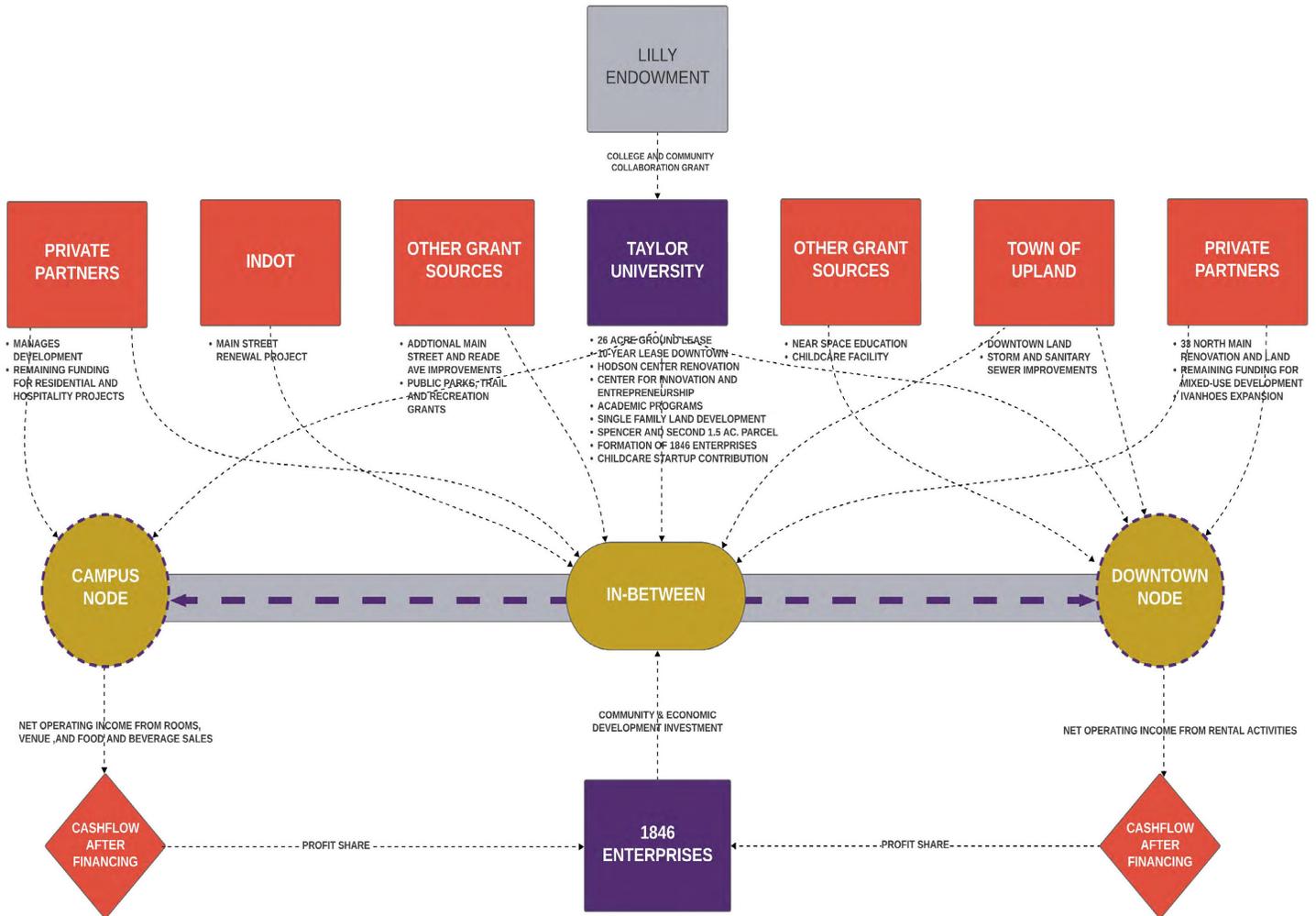


LILLY ENDOWMENT PROPOSAL HIGHLIGHTS

In the proposal for the Lilly Endowment’s College and Community Collaboration initiative, Taylor University and the Town of Upland look to continue their decades-old partnership with a comprehensive renewal project, titled the Main Street Mile Initiative, which activates and connects two pivotal nodes in the community via the north/south Main Street. The downtown node combines a STEM park and mixed-use development in the core of Upland. The campus node features a new Collegiate Inn, event lawn, event venues, and visitor housing. Main Street is the

connector, with improvements to pedestrian and vehicular ways as well as lighting and streetscapes. Buoyed by State of Indiana investments through INDOT, the Main Street Mile will also include other investments in public/private partnerships and grants as well as the proposed College and Community Collaboration grant by Lilly Endowment. The “Path to Thriving” for the Upland and Taylor University is leveraged by over \$100 million of investments by the University (as illustrated in this Master Plan) and the support and commitments from several notable constituents.

MAIN STREET MILE





CAMPUS NODE: HOSPITALITY SITE PLAN



CAMPUS NODE: HOSPITALITY SITE PLAN



DOWNTOWN NODE



DOWNTOWN NODE SITE PLAN

THE PATH TO THRIVING

\$250,000
PLANNING GRANT

BOREN WESTERN ART GALLERY
\$7 MILLION

COLLEGIATE INN TOWNHOMES/COTTAGES
\$22.8 MILLION

ENGINEERING EXPANSION
\$2.2 MILLION

KERSHNER COMMONS
\$7.59 MILLION

UPLAND TRAILS
\$2.25 MILLION

ACADEMIC PROGRAMS
\$1 MILLION

CHILD CARE CENTER DEVELOPMENT
\$500,000

DOWNTOWN MIXED-USE BUILDING
\$3.7 MILLION

welcome center
\$20 MILLION

BUILDING INFRASTRUCTURE
\$8 MILLION

UPLAND STORMWATER IMPROVEMENTS
\$1.25 MILLION

UPLAND HEALTH CENTER RENOVATION & INVITATION PROGRAM
\$1 MILLION

ATHLETIC FIELD IMPROVEMENTS
\$1 MILLION

IMPROVEMENTS & RENOVATIONS
\$1.68 MILLION

CENTER FOR INNOVATION & ENTREPRENEURSHIP
\$5.5 MILLION

BRANDING, WEBSITE, & TECHNOLOGY INVESTMENTS
\$5 MILLION

HORNE ACADEMIC CENTER
\$29.6 MILLION
(\$3.5 MILLION FOR ENTREPRENEURIAL HUB)

TENNIS & PICKLEBALL COURTS
\$1 MILLION

MASTER PLANNED RESIDENTIAL COMMUNITY
\$11 MILLION

NURSING PA/MS
\$25 MILLION

1846 ENTERPRISES START-UP
\$2.5 MILLION
COMMUNITY & ECONOMIC DEVELOPMENT
\$3 MILLION

IVANHOES DEVELOPMENT PLANNING
\$1.175 MILLION

UPLAND SEWER IMPROVEMENTS
\$1 MILLION

TRACK MOVE/REBUILD
\$2 MILLION

STUDENT SERVICES CENTER
\$4 MILLION

READE CENTER
\$1 MILLION

RENOVATIONS
\$1.3 MILLION

MAIN ST. READE AVE.

CAMPUS RENOVATIONS
\$7 MILLION

INDOT MAIN STREET IMPROVEMENTS
\$18.2 MILLION

STILLMAN FIELDHOUSE
\$3.2 MILLION

WHEEL ROOM & LOBBY
\$1.2 MILLION

ZONDERVAN LIBRARY RENOVATIONS & CAFÉ
\$2.8 MILLION

ADDITIONAL MAIN STREET IMPROVEMENTS
\$1.2 MILLION

RESIDENTIAL VILLAGE
\$24 MILLION

SPENCER & SECOND RESIDENTIAL DEVELOPMENT
\$2.1 MILLION

Hodron DINING COMMONS
\$16 MILLION
(\$9.95 MILLION FOR EVENT SPACE)

Ayres

RENOVATION
\$2 MILLION

IMPROVEMENTS TO TOWN FACILITIES
\$640,000

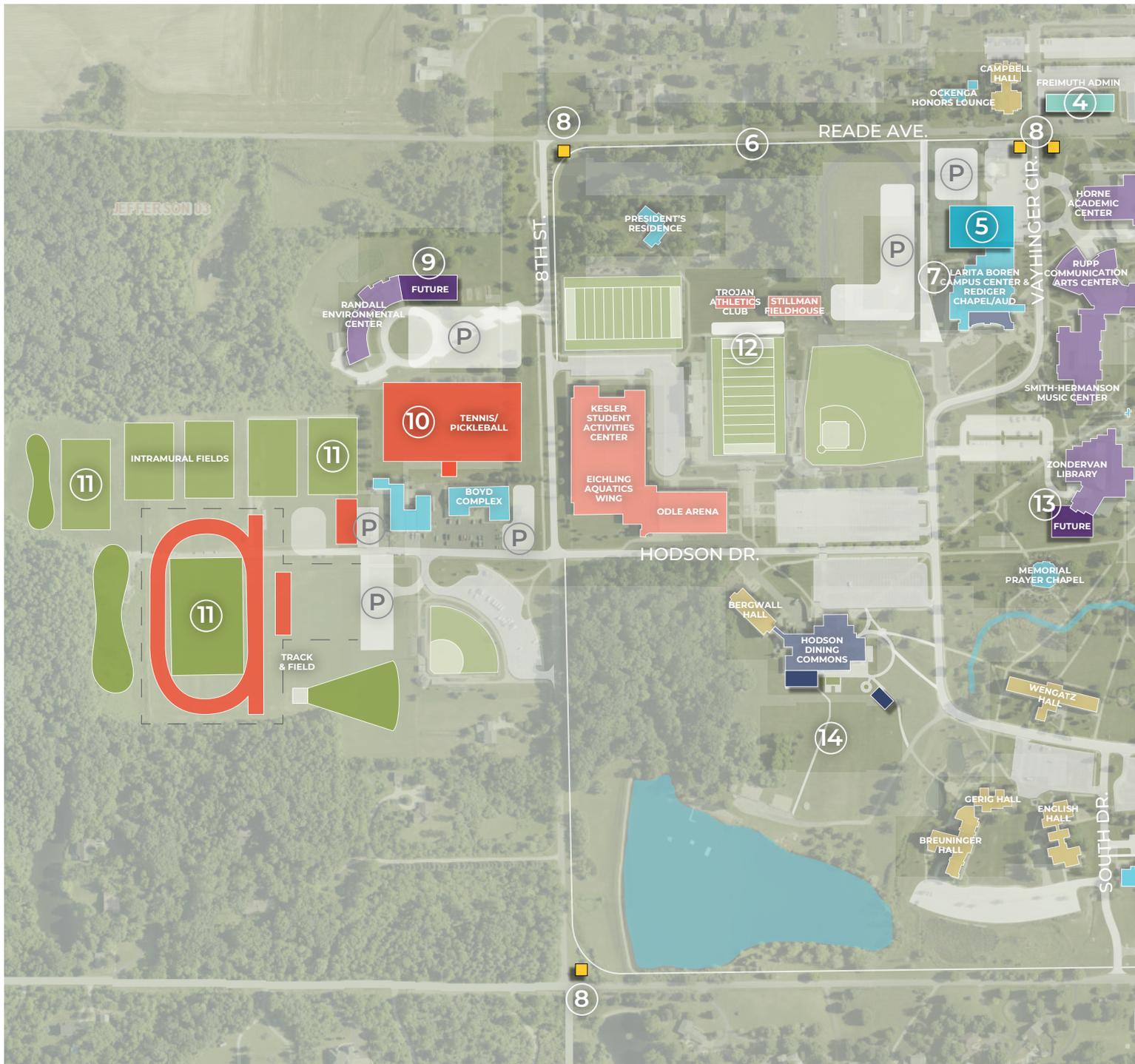
\$250 MILLION IMPACT!





SECTION 6

SUMMARY & *ACKNOWLEDGMENTS*



- Academic
- Residence Halls
- Dining
- Misc. Buildings & Structures
- Athletics
- Athletic & Intramural Fields

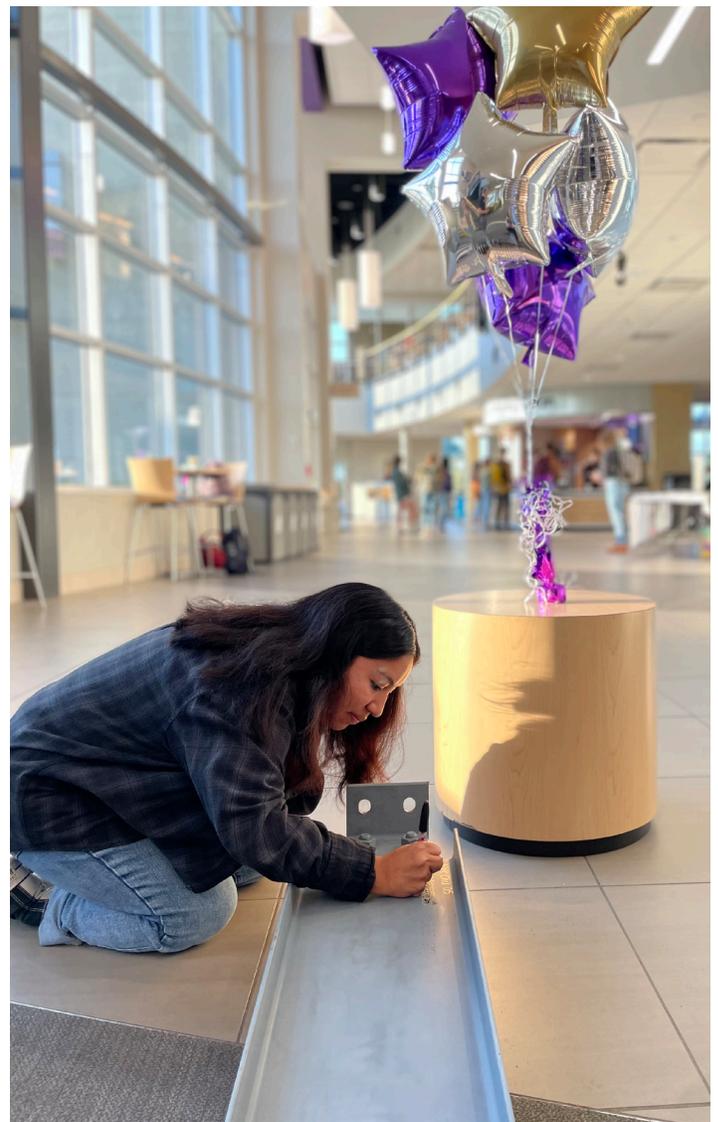
- 1** Residential Village
- 2** Future Building
Up to 72,000 SF, 3 Floors
- 3** Reade Avenue Flats/Delta Apartments
- 4** Future Building
- 5** Welcome Center/
Admissions/Advancement

- 6** Reade Avenue Improvements
- 7** Chapel Expansion
- 8** Entry Improvements & Markers
- 9** Randall Addition
Up to 30,000 SF, 1 Floor
- 10** Tennis & Pickleball Courts
- 11** Track & Field Venue
& Intramural Fields



OVERALL MASTER PLAN

With a focus on Warm Welcome, Engaging Opportunities, Enhanced Learning, Future Planning and Community Impact, Taylor University commits this Master Plan to the current and future students, and to the fulfillment of God’s mission through them.



- 12** Trojan Athletics Club
- 13** Future Zondervan Addition
Up to 45,000 SF, 3 Floors
- 14** Hodson Event Center, Plaza & Pavilion
- 15** Nussbaum Addition & Renovation
- 16** Master-Planned Residential Community

ACKNOWLEDGMENTS & PROCESS STATEMENT

The Master Planning process built on the Taylor Thrives strategic planning process and the 3 identified essential elements of the Taylor University ecosystem: our campus, our community and our mission. The Master Planning Advisory Council, under the direction of Special Assistant to the President Ron Sutherland and the architectural and

engineering design firm of Design Collaborative led to this documentation of the Taylor University Campus Master Plan. In addition to hundreds of informal discussions and planning efforts, the formal process of engagement included multiple meetings with both Off Campus and On Campus groups. This process is outline below.

OFF CAMPUS GROUPS

Board of Trustees: The Campus Master Plan architects met with the Taylor University Board of Trustees in February 2023 and again in May 2023.

Board of Visitors: The Board of Visitors held an interactive session with the Campus Master Plan architects in the Fall of 2022.

Campus External Advisory Group: A group of Taylor connected individuals met with the Campus Master Plan architects in the Fall of 2022 and over teleconference in the Spring of 2023. This group included mostly those with real estate development experiences.

ON CAMPUS GROUPS

Senior Leadership Team: Reviewed the Campus Master plan, particularly the internal space reallocation in the spring and summer of 2023.

University Cabinet Meeting: In April of 2023, the University Cabinet reviewed in detail the current draft of the Campus Master Plan with Will Hagen and Ron Sutherland.

Student Government Leadership Session: Ron Sutherland met with the student leaders in the Fall of 2022 and asked several interactive questions designed to give feedback on the various aspects of the Campus Master Plan.

Employee Survey: Employees were surveyed about ways in which they think campus space should be allocated for future use in early 2023.

University Assembly: This group comprises those who are managers on campus and reviewed the Campus Master Plan in the Spring of 2023.



TIMELINE: COMMUNITY ENGAGEMENT AND INFORMATION GATHERING, 2021 TO PRESENT

MARCH 16, 2021

Michael Lindsay announced as the 18th president of Taylor University.

MARCH 2021

The public-facing Helena building is selected as the new home for the Boren Art Gallery.

SUMMER 2021

Taylor expands its work with the local health clinic, including ownership of the building. This accelerates the Invitation community health program.

SUMMER/FALL 2021

Intensive on- and off-campus strategic planning work begins, including dozens of small listening groups, surveys, and larger forums resulting in thousands of responses and hundreds of pages of written feedback.

OCTOBER 2021 - APRIL 2022

Regional gatherings hosted to gain broader insight on the strategic plan.

FALL 2021

Taylor hears about the importance of economic development and health concerns in Grant County, items soon implemented into the strategic plan. This begins to shape future directions.

JANUARY 2022

Taylor also hears about the importance of entrepreneurship and strengthening it locally. This too becomes a key element in the strategic plan and a way to expand the focus of the planned film and media arts building.

FEBRUARY 2022

Taylor expands the plans for the newest academic facility to include an entrepreneurship focus, resulting in additional philanthropic and community support.

SPRING 2022

President Lindsay begins talking more directly about the need to recruit businesses and non-profits to get started or relocate to Upland, including in his widely distributed Light and Faith newsletters to 30,000 constituents.

SPRING 2022

Faculty and staff are encouraged to become more civically engaged as part of a larger strategy to move Taylor from an enclave mentality to an engagement mentality. Release time is granted to vote during the work day.

FALL 2022

Taylor expands efforts to engage the community and broadens the role of a Taylor vice president to engage in local and state relations.

FALL 2022

Taylor engages a firm to assist in piloting a program of building houses on University property that we could sell to faculty and staff.

FALL 2022

A retiring vice president is selected as president of the town council, and Taylor begins regular conversations with community stakeholders, anticipating Indiana's READI 2.0 initiative.

FALL 2022

Taylor establishes a Master Planning Advisory Council to help the University think about real estate and economic development initiatives on the University's 1,000-plus acres.

SPRING 2022

A campus master planning process formally begins.

FEBRUARY 17, 2023

The Lilly Endowment, Inc. announces College and Community Collaboration (CCC) Initiative and makes a request for proposals.

TIMELINE: CONTINUED

MARCH 30, 2023

Taylor submits the planning grant proposal for the CCC.

MAY 5, 2023

Taylor receives a \$250,000 CCC planning grant.

MAY 31, 2023

Taylor completes the strongest fundraising year in school history.

MAY 9 - AUGUST 4, 2023

Taylor hosts more than a dozen specific listening events and projects attended by hundreds of individuals engaging a wide range of groups from the local community.

SUMMER 2023

Marsh Collective, our community development counsel, hosts three charrette events attended by University and community representatives to ensure mutual support of the plan.

SUMMER 2023

Taylor visits Notre Dame, Purdue, College of the Ozarks, and Sewanee, and analyzes 20+ institutions across the United States to understand effective community development.

AUGUST 2023

Taylor welcomes its largest incoming class in school history.

AUGUST 2023

Based on broad and significant community input and support, Taylor submits its College and Community Collaboration proposal.

DECEMBER 21, 2023

Taylor University received word that Lilly Endowment Inc. had awarded \$30 million supporting Taylor's *Main Street Mile Initiative*.





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