The University of Tampa seeks an accomplished and forward-looking leader to serve as its next president for a campus that enjoys both a rich legacy of excellence and a strong foundation on which to build future success.

For 90 years, The University of Tampa (UT) has been committed to providing exceptional learning experiences in a global context. The University is ideally situated on a beautiful 110-acre, residentially-based campus alongside the Hillsborough River, adjacent to Tampa’s dynamic downtown business district, which is a growing, vibrant and diverse metropolitan area. UT reflects this vibrancy with a distinguished faculty of 830; a talented student body of 10,600 undergraduate, graduate and professional students drawn from all 50 states and most of the world’s countries; a committed staff of 900; and top tier rankings in U.S. News & World Report, Forbes and The Princeton Review.

A highly attractive destination for students seeking a distinctive, top-quality education that includes easy access to internships, community service and outstanding recreational opportunities, UT has benefitted from singular leadership, experiencing several decades of remarkable program development, capital campaign success and enrollment growth. UT’s four-college model – the College of Arts and Letters; Sykes College of Business; College of Natural and Health Sciences; and College of Social Sciences, Mathematics and Education – has helped the University retain its small-school ambience and scholarly connections throughout a rapidly-evolving and ever-stronger institutional trajectory.

Building on this impressive platform, UT’s 11th president will imagine, develop and implement a bold vision for the future of the University, building upon its successes and securing its place as an institution of national and global impact and reach. Doing so will require innovative, energetic leadership in partnership with a committed and highly supportive board and a campus community that is eager to help cement that future. The new president must have a passion for higher education, a strong understanding of academic and scholarly excellence and the ability to motivate people to action, inspire engagement, build collaboration and develop potential. Doing so will require all the traits of great leadership including a sound grasp of and proven, successful experience in organizational finances, branding, institutional partnership-building and external relations. Previous successful experience in fundraising is strongly preferred.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy at the end of this document.

Executive Summary

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Context

Following what will be 30 years of service to The University of Tampa, President Ronald L. Vaughn has announced that he will retire at the end of the 2023-24 academic year. Vaughn’s tenure as president has been marked by remarkable growth and progress that has transformed UT into a dynamic, cutting-edge university. Key points of pride include:

- Academic programs have been expanded to more than 200 areas of study.
- The University’s annual operating revenue has increased from $20 million in Fall 1994 to an estimated $400 million for Fall 2023.
- Full-time enrollments have more than quadrupled to a predicted 10,700 undergraduate and graduate students for the upcoming academic year.
- The number of faculty members has grown from 150 to 830, with a similar growth in staff.
- Since 1997, UT’s campus has been transformed by over 70 projects that are either completed or underway, totaling almost $1 billion in value.
- UT’s annual economic impact, valued at $85 million in 1995, is now estimated at $1.4 billion, which directly benefits the Tampa Bay area.
Opportunities and Expectations for Leadership

For UT’s next leader, this presidency is a rare opportunity to build strength upon strength and continue to guide UT into the university of the future. This will be an exciting and invigorating time to take UT through its next phase of growth, progress and impact. In so doing, the new president will be encouraged to place immediate emphasis on the following inter-related imperatives aimed at advancing the University and adding value to its students, faculty, staff and community:

- **Lead UT into its next era of success**
  UT has a remarkable record of change and innovation, and the future will require continued vision, creativity and adaptability. Working in broad collaboration with faculty, staff, students, senior leadership, the Board of Trustees and community members, UT’s next president will develop a visionary framework for the University that is aligned with its strengths, aspirations, core values and mission, and that secures UT’s place as an institution of national impact and reach. These aspirations include a desire for increased visibility and the desire to bring others along so that UT is recognized as an institution that will guide UT into the next decade and beyond.

- **Build and steward UT’s resources**
  The University of Tampa raised approximately $250 million in its first two comprehensive capital campaigns. With the last campaign completed in 2018, UT is in the quiet phase of a campaign, with approximately $100 million raised to date. The next president will prioritize the need to cultivate a more intensive culture of philanthropy among UT constituents and invest in its fundraising organization and infrastructure.
  The new president will also commit sufficient personal time and energy to friend raising, fundraising and stewardship. The president’s principal role here is to ensure donors recognize the significance of their potential gift and how the gift will help the University accomplish its goals. The new president will lead the planning of efforts to increase corporate/foundation support and private philanthropic support by personally cultivating current and prospective donors.
  Finally, the new president will make engagement of UT’s approximately 43,000 alumni a priority. The president will travel regularly to meet with alumni as well as bring them back to campus, to raise their awareness of – and connection to – the University.

- **Advance a strong financial model**
  As financially sound as the University is currently, these are dynamic and challenging times for higher education as a whole, and UT must continue to be anticipatory and prepared. The president will work with the Board of Trustees to create a financial model for the University’s future, and to maintain current revenue levels from core operations while diversifying and developing new revenue sources. The board will welcome a new president who is entrepreneurial, nimble, transparent and innovative from a business and operational perspective, who can provide the necessary leadership for this effort.

- **Develop and communicate a more distinctive identity for UT that will extend its reputation nationally and internationally**
  Through its successful transformation over the past decades, UT has built a much stronger reputation for high-quality teaching and learning, community engagement and the student experience. This enhanced image has been celebrated by its core stakeholders (faculty, student, staff, alumni and its immediate community partners) but needs to further penetrate broader constituencies. While the University’s academic and student “product” is strong, focused efforts should be undertaken to bring the student experience to the next level while also gaining additional recognition for UT’s strengths and sharpening UT’s brand so that the University is even more identifiable and recognized, nationally and internationally.

- **Build community**
  UT’s next president will be a strong communicator, attentive listener, effective relationship builder and natural collaborator, approaching their transition into the UT community with energy, enthusiasm, an eagerness to engage others and the interpersonal qualities that bring people together. The new president will be expected to be an inclusive, empathetic leader with the capacity to build a supportive and integrated community where faculty, staff and students want to work and thrive together as one University. Doing so will require patience, good will, an understanding of inclusion and the desire to bring others along so that all are invested in the future of UT. This effort will be enhanced by consistent and clear communication to all of the University’s constituencies.

- **Build and sustain an exceptional team to take the University to the next level**
  People are at the core of any healthy enterprise, and UT’s next president will be an exceptional and collaborative leader of their team. The president will inherit a strong, seasoned and committed senior leadership team and will work closely with an equally talented and dedicated staff and faculty. To build on this, the president must establish clear goals toward which the administration, faculty and staff will work as one.
  The next president will recognize and amplify the talents that exist while hiring and developing new senior leaders who can help achieve UT’s priorities. The new leader should have a history of attracting talent, and developing and maintaining a strong leadership team.

- **Strengthen and build external partnerships and serve as UT’s champion in governmental outreach and advocacy**
  Founded as the first university in Tampa, UT remains fully invested in the dynamic and vibrant city whose name it bears. With an annual economic impact of $1.4 billion, UT has a direct and profound effect on the Tampa Bay area. Through the totality of its resources and collaborative spirit, the University empowers and sustains economic activity, business innovation and regional growth while providing access to critical talent and adding to the community’s culture and quality of life. UT takes seriously its role as an anchor institution in Tampa by applying its intellectual, creative and financial capital to the opportunities and challenges of the surrounding community, city, state and region.
  As the face and voice of the University, the next president will need to convey to all constituents a clear and enthusiastic commitment to UT, possess knowledge of its strengths and potential, and have the ability to communicate these strengths to others. The president must be able to navigate the Tampa and state political landscape and build positive working relationships with elected officials. The president must strengthen bridges to the local Tampa community by engaging actively with business and residential neighbors in discussing town-gown matters and by working in partnership to manage healthy physical and economic growth.
Professional Qualifications and Personal Qualities

The University of Tampa seeks:

**Vision:** A sophisticated understanding of the changing higher education landscape.

**Leadership ability:** The ability to provide both visionary and creative leadership; develop partnerships and build teamwork with the University’s various constituencies; and collaborate on decision-making with faculty, staff and trustees.

**Financial acumen:** An understanding of financial concepts, financial planning, and the economic model of colleges and universities.

**Strategic planning:** Experience in developing, implementing and evaluating strategic plans.

**Development of exceptional teams:** The commitment and capacity to identify and nurture leadership potential and to develop the skills, strengths and capacity of a team.

**Diversity, equity and inclusion:** Dedication to fostering an inclusive environment in which all constituents are valued and engaged, along with the skill to navigate a shifting political landscape.

**Relationship building:** Experience working effectively with a diverse range of constituents including faculty, staff, trustees, parents, alumni and the external community.

**Fundraising:** An enthusiasm for leading the University’s fundraising efforts through soliciting and stewarding private and public support and building successful external partnerships.

**Education:** An earned doctorate (including but not limited to a Ph.D., J.D., or Ed.D.) is preferred. In lieu of a terminal degree, candidates may have a demonstrated record of successful executive leadership and comparable credentials and/or experience sufficient to garner the respect and confidence of the community.
About The University of Tampa

Overview
From the gleaming minarets of Plant Hall — Tampa’s signature National Historic Landmark — to the $1 billion in new facilities and technology, The University of Tampa’s globally connected campus is at the heart of a vibrant urban oasis.

A distinguished faculty and approximately 10,600 students from all 50 states and most of the world’s countries are joined in a university ranked among the best by U.S. News & World Report, Forbes and The Princeton Review.

UT is a comprehensive, independent university that delivers challenging and high-quality educational experiences to a diverse group of learners. Four colleges offer more than 200 programs of study through a core curriculum rooted in a liberal arts tradition. Beginning with an innovative first-year student experience, UT students explore global issues, examine career possibilities and refine communication and critical-thinking skills. Graduate programs in each college, as well as a continuing studies program for adult learners, exemplify the University’s commitment to the professions and to the community.

The University’s 110-acre residential campus in downtown Tampa provides an historical and cultural setting for learning both on and off campus. Valuing the community’s global heritage, UT attracts students, faculty and staff from around the country and the world.

Visit UT’s beautiful, urban campus through a virtual tour.

UT Admissions Video

History
Founded by community leaders in 1931, The University of Tampa sought to provide local students with access to higher education. Leading the new institution was Frederic H. Spaulding, the former principal of Tampa’s Hillsborough High School and the man who had been the motivating force behind establishing the first local university for Tampa’s high school graduates.

In 1933 the University’s campus moved from a local high school to what is now known as Plant Hall. Plant Hall, the main academic and administrative building for the University, already had an extraordinary history. Formerly the Tampa Bay Hotel, the building represented and still remains a symbol of the city and its history.
Built between 1888 and 1891 by railroad and shipping magnate Henry B. Plant, the hotel was designed to surpass all other grand winter resorts. At a cost of $88.3 million (in today’s dollars), the 511-room giant rose to a flamboyant height of five stories, surrounded by ornate Victorian gingerbread trim and topped by Moorish minarets, domes and cupolas.

Today that fledgling university is seeing its original mission realized as it has been transformed into a comprehensive, metropolitan university. What was once a campus of one iconic building now brims with 71 modern and renovated buildings and 12 residence halls on 110 acres in the heart of Tampa.

Mission
The University is committed to the development of each student to become a productive and responsible citizen. To this end, UT ensures that students balance “learning by thinking” with “learning by doing.” Students are taught by highly qualified, experienced faculty members who are committed to teaching, academic advising and continued intellectual growth. Classes are conducted in personalized settings in which learning is enhanced through application. Students participate in learning partnerships with faculty and the community through independent studies, internships, research and other practical experiences that complement classroom learning. The University’s academic services and co-curricular activities support individual discovery and development and provide leadership opportunities. Involvement and participation inside and outside the classroom are valued. Through complete engagement with the educational environment, UT students are prepared for careers, graduate and professional education and lifelong learning.

UT’s full mission statement can be seen here.

Core Curriculum
Spartan Studies is UT’s new general education program that is completed by all undergraduate students at the University except for students in the Honors Program or those earning their Bachelor of Liberal Studies. The mission of Spartan Studies is to prepare students to be successful, contributing members of the global community by providing a strong, liberal arts curriculum. The 14-course curriculum is spread over four years, culminating in a multimodal, senior-year project that ties together both the general education experience and acquired expertise in a major area of study.
Diversity Commitment

UT commits itself to the values of diversity, equity and inclusion as fundamental to educational excellence.

UT embraces diversity in its many forms, including but not limited to sex, race, color, national origin, disability, gender identity or expression, sexual orientation, age, military or veteran status, marital status, genetic information, ethnicity, religion, spiritual belief, geographic origin, socio-economic status, language, political beliefs and first-generation status. UT seeks to enhance the diversity of its students, faculty and staff in the belief that doing so contributes to a more impactful learning environment for everyone in the UT community.

UT strives to address the impact of injustice and to overcome barriers to achievement by establishing conditions of equity that encourage all students, staff and faculty members to be successful socially, educationally and professionally.

UT commits to being an inclusive learning community characterized by the purposeful development and utilization of curricula and organizational resources that enable respect for the dignity and contributions of all members. For more on diversity, equity and inclusion at UT, see here.
Cost and Financial Aid
• Average 2023-2024 cost for full-time undergraduate students (tuition, fees, room and board): $46,100
• 92% of students receive financial aid
• $104 million in institutional aid
• About $204 million total aid (includes grants, loans and campus employment)

Academics
• Over 200 academic programs of study.
• Four colleges: College of Arts and Letters, College of Natural and Health Sciences, College of Social Science, Mathematics and Education and Sykes College of Business (AACSB accredited).
• Graduate studies: Two doctorate programs; three MBA programs, one M.Ed. program, two M.A. programs, and an MAPM program; 11 graduate certificates.
• Average SAT: 1,200 est.
• Average GPA: 3.5 (on a 4.0 unweighted scale)
• 1:17 faculty-to-student ratio
• Average class size: 21
• Faculty (full-time and adjunct): 830

Financial and Enrollment Facts
• The University has operated in the black since 1995, and employees have received annual pay increases without interruption by the Great Recession or the COVID-19 pandemic
• Projected 2023-2024 annual revenue: $400 million, and $1.04 billion in current assets
• 900 staff members
• 1,700 students employed on campus
• Fundraising: $20 million (2021-2022)
• Annual economic impact: $1.4 billion
• Endowment: $61 million (plus $50 million pledged). Also, the current capital campaign has a significant focus on expanding UT’s endowment including a Leadership Endowment Challenge of $25 million that UT expects to match with another $25 million in gifts.
• $1 billion in construction completed or underway since 1998
• Fitch Ratings has recently provided UT with an “A” financial rating with a “stable outlook” for bonds. S&P Global Ratings has provided an “A-” rating for bonds.
• UT has experienced sustained growth with 24 enrollment records occurring over the past two and a half decades.

Campus Facts
• 110 landscaped acres with 71 buildings/facilities and 12 residence halls
• Excellent academic, residential, athletic and fitness facilities
• 40 safety personnel provide 24/7 campus coverage. UT was recently rated by yourlocalsecurity.com as having the safest campus in Florida and the 19th safest campus in the U.S.
State-of-the-Art Facilities (Built Within Past 25 Years)

• Health Science and Human Performance Building
• Martinez Athletics Center
• General Peter J. Schoomaker ROTC and Athletics Building
• Sykes College of Business Building
• Vaughn Center (includes Student Center, Reeves Theater, Conference/Seminar Center and Barnes & Noble University Bookstore)
• Sykes Chapel and Center for Faith and Values
• Dickey Health and Wellness Center
• Cass Science and Communication Buildings
• Cass Science Annex
• Seven new residence halls
• R.K. Bailey Art Studios
• Poe Parkway Campus Grand Entryway
• Three parking garages for 3,340 cars
• MacKechnie Academic Building
• Marine Science Center
• Numerous new food venues including Chick-fil-A, Dairy Queen, Einstein Bros. Bagels, Tsunami Sushi, Star Ginger and Starbucks
• Recreational activities include canoeing, sea kayaking, paddle boarding, fishing, tubing, indoor rock climbing, water biking and day hikes
• More than 350,000 student and employee service hours provided annually to 300 community organizations
• Alternative Break Program includes nine domestic and international service experiences
• Army, Air Force and Naval ROTC units
• Over 20 student-led health and wellness initiatives
• Numerous diversity programs, including Dean of Students Diversity Advisory Group, Spartan Sustained Dialogue, Live Well UT and Diversity and Inclusion Student Organizations
• Career Services hosts over 300 events and 400 companies on campus with over 62,000 positions and 16,000 internships posted annually

Campus Additions Underway

• Plant Hall renovations
• Multipurpose Residence, Parking and Academic Building
• Chiller Plant #2

Campus Life

• Over 10,000 residence hall, University, community, and student organization events
• Almost 300 student organizations, clubs and teams
• 25 sororities and fraternities
• 29 food venue choices in five campus locations
• Eight campus publications
• Scarfone/Hartley Art Gallery
• Falk and Reeves Theaters
• Student-run, on-campus television and radio stations and newspaper
• Intramural sports, club sports and student recreation programs
• 54 categories of intramural sports and tournaments, up to 50 group fitness classes weekly, personal training services and free bike rentals
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SPARTAN ATHLETICS

UT Spartan teams have won 22 NCAA II National Championships

NCAA Division II Varsity Teams

• Baseball (men)
• Basketball (men’s and women’s)
• Beach Volleyball (women)
• Cheerleading (men’s and women’s) (non-NCAA)
• Crew (women’s)
• Cross country (men’s and women’s)
• Golf (men’s and women’s)
• Lacrosse (men’s and women’s)
• Softball (women’s)
• Soccer (men’s and women’s)
• Swimming (men’s and women’s)
• Tennis (women’s)
• Track (men’s and women’s)
• Volleyball (women’s)
Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as two separate documents, a CV or resume and a letter of interest addressing the themes in this profile. Professional references are not requested at this time.

WittKieffer is assisting The University of Tampa in this search. Additional information may be found on the WittKieffer site and The University of Tampa’s presidential search site. Review of materials has begun and will continue until an appointment is made. For fullest consideration, candidate materials should be received by Sept. 25.

Application materials should be submitted using WittKieffer’s candidate portal.

Nominations and inquiries can be directed to:
Robin Mamlet, Amy Crutchfield and Ashlee Winters Musser
TampaPresident@wittkieffer.com

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Tampa, Florida

The connection between UT and the Tampa community is an especially strong one. With 2.7 million people, the Tampa Bay area is West Central Florida’s center of government, commerce, communications, business, health care, scientific research, sports, culture and entertainment. It is also home to beautiful beaches and pleasant year-round temperatures.

Tampa has experienced rapid urban growth in recent years with major new developments in downtown including the Water Street neighborhood, the Heights District and Armature Works and the Tampa Riverwalk, a 2.5 mile long waterfront walkway linking downtown neighborhoods. Historic Ybor City, connected to downtown by a street trolley, is well-known for its vibrant nightlife, dining and entertainment.

The David A. Straz, Jr. Center for Performing Arts, Tampa Museum of Art, Glazer Children’s Museum, and the Amalie Arena are just a five-minute walk from campus. Busch Gardens, Zoo Tampa and the Florida Aquarium are also popular Tampa attractions. Students are only a 30-minute drive from the beaches and cultural attractions of St. Petersburg including the Salvador Dali Museum, the Museum of Fine Arts, the St. Petersburg MFA, the James Museum of Western and Wildlife Art, the Chihuly Collection, the Florida Holocaust Museum and others.

Tampa Bay residents enjoy sports activity. Bayshore Boulevard offers a 4.5-mile continuous waterfront sidewalk for walking, running, rollerblading and cycling. Fans root for the Tampa Bay’s Buccaneers football, Lightning hockey, Rowdies soccer, and Rays baseball teams. The area has long been home to many major league baseball teams’ spring training facilities — with Tampa serving as host for the New York Yankees.
Take a virtual tour!

ut.edu/utvirtualtour

Residence Halls:
1. Austin Hall
2. Barrymore Hotel
3. Browood Hall
4. Jenkins Hall
5. McKay Hall
6. McNeil Boathouse
7. Morris Hall
8. Palm Apartments
9. Smiley Hall
10. Stroz Hall
11. Ursu Hall
12. Vaughn Center

Academic, Administrative and Public Facilities:
21. Admissions Office
22. Campus Safety
23. Campus Store
24. Casa Building
25. Daly Innovation and Collaboration Building
26. Delamaris Avenue Garage
27. Dickey Health and Wellness Center
28. Dining Facilities
29. Faculty/Staff Offices
30. Falk Theatre
31. Ferman Center for the Arts
32. Graduate and Continuing Studies
33. Graduate and Health Studies Building
34. Health and Technology Complex
35. Health Sciences and Human Performance Building
36. Henry B. Plant Museum
37. Kennedy Boulevard Building
38. Landth Entrepreneurship Center
39. MacDonald-Kelce Library
40. Muskie Student Complex
41. Mail Services
42. Marine Science Field Station
43. Marine Science Wing, Plant Hall
44. Plant Hall
45. Plant Park
46. R.K. Bailey Art Studios
47. Registrar’s Office
48. Scarfone/Hartley Gallery
49. Schoonover ROTC Building
50. Science Annex
51. Science Research Laboratories
52. Science Wing, Plant Hall
53. Southard Family Building
54. Susan and John Sykes Ars Sonora
55. Sykes Chapel and Center for Faith and Values
56. Sykes Chapel and Center for Faith and Values
57. Sykes College of Business
58. Sykes Plaza
59. Technology Building
60. Thomas Parking Garage
61. West Parking Garage

Athletic and Recreational Facilities:
13. Baseball Field
14. Benson Alex Rosenman Aquatic Center
15. Benson Alex Rosenman Fitness and Recreation Center
16. Martinez Athletics Center
17. Naimoli Family Athletic and Intramural Complex
18. Naimoli Family Softball Stadium
19. Naimoli and Young Family Tennis Complex
20. Pepin Stadium

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18. Naimoli Family Softball Stadium
19. Naimoli and Young Family Tennis Complex
20. Pepin Stadium

Marine Science Field Station
5222 W. Tyson Ave.
(15 minutes from campus)

Barrymore Hotel
111 W. Fortune St.
(0.5 miles from campus)