

# memorandum

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to Coastal Carolina University Master Plan Committee and Steering Committee

from Sasaki Associates

project name Coastal Carolina University Master Plan

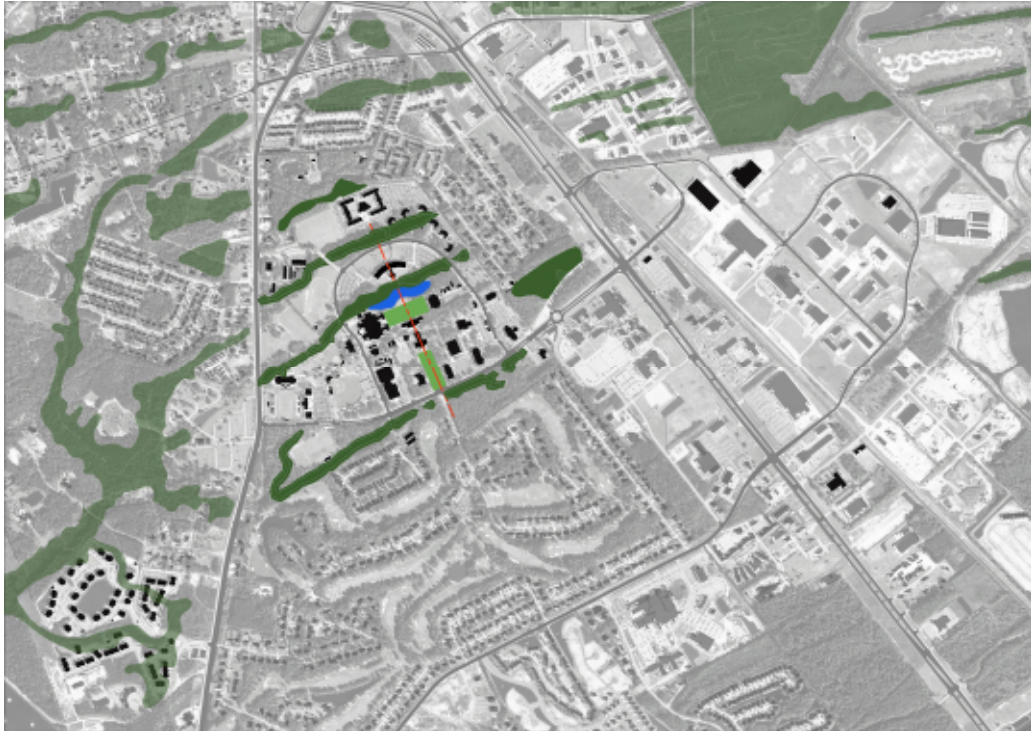
project # 94657.00

subject Master Plan Summary

## **1.0 INTRODUCTION**

Coastal Carolina University has completed a year-long comprehensive planning process for the University which has resulted in the development of a long range Campus Master Plan. The Master Plan responds to the University's Mission Statement, defines the University's facility needs for future growth, and illustrates the location of new facilities and the design character for the growing campus.

The proposed Master Plan will consolidate all academic facilities within a compact pedestrian academic core framed by Chanticleer Drive. The entire campus is viewed as part of the learning environment, so new residential and recreation facilities are placed within walking distance of the academic core. In order to support student life, a new student union complex, framing Spadoni Park and the Graham Family Bell Tower, is proposed. The distinctive campus landscape of wetland sloughs is celebrated and proposed academic buildings frame new landscaped quadrangles. Blanton Circle is proposed to be redeveloped as a landscape quadrangle by removing the existing driveway and parking. A new landscape feature is proposed to mark the campus gateway at US 501 and athletic facilities are consolidated on the west side of the academic core to provide a green landscaped edge to the campus along SC 544. Parking is moved to the perimeter of the academic core and new parking areas are provided to accommodate projected growth. In order to make the campus more accessible, additional campus entries from US 501 and SC 544 are provided on the north side of the campus.



## 2.0 EXISTING CAMPUS

Located in the Myrtle Beach Metropolitan Region, Coastal Carolina is a rapidly growing institution. From its entering class of 53 students in 1954, Coastal Carolina has grown to over 8,500 students in 2010 on a campus of more than 600 acres.

The existing core campus was initially contained within a triangular frame of highways: US 501 and SC 544. In recent years, the University has acquired land and facilities east of US 501 in the Atlantic Center and west of SC 544 at University Place, a large student residential complex.

The core campus has a bucolic landscape and is distinguished by a pattern of east-west wetland sloughs, leading to its characterization as “the University campus in the woods.” Buildings and landscape elements are arranged in a classical design along a north/south axis with the original campus structure, the Singleton Building, fronting a formal horseshoe drive, Blanton Circle. As the academic core has grown northward to Prince Lawn and the Wall Building, additional buildings have been sited in relationship to the central axis. Chanticleer Drive, a loop drive springing from University Boulevard, frames the academic core.

The East Campus, across US 501 from the main campus, contains approximately 93 acres of land with a mix of research, academic, auxiliary, and recreation facilities.

The University golf course, immediately south across University Boulevard from the main campus, contains an 18 hole golf course on 200 acres and a small clubhouse of approximately 8,500 gross square feet (gsf). The course is intertwined with Quail Creek, an attractive neighborhood of single family homes.

University Place, a former private condominium development about one-half mile across SC 544 from the edge of the core campus, provides 1,911 beds of student housing and 1,893 parking spaces for students on approximately 54 acres of land.

### **3.0 CAMPUS HISTORY**

The Coastal Carolina campus has a distinctive personality that is rooted in its history, physical setting, and programs. Founded in 1954 by the Horry County Higher Education Commission, Coastal Carolina is distinguished by the extraordinary support from its community. As noted by Ray Talbot, Jr. in Coastal Carolina University, the First 50 Years, “The Horry County Higher Education Commission and the largess of the people of Horry County in supporting it is one of the most important and unique aspects of the Coastal story.” Strong community support continues, and is reflected in the Coastal Educational Foundation and Student Housing Foundation which complement the University’s founding commission, the Horry County Higher Education Commission.

The University’s academic strengths lie in more than fifty baccalaureate programs and master’s degree programs in education, writing, coastal marine and wetland studies, and the MBA. In addition to the University’s more traditional curricula, the academic program is distinctive in its offerings in marine science and golf management.

### **4.0 PLANNING PROCESS**

The Coastal Carolina University Master Plan evolved through a series of meetings with the University’s Master Plan Committee, Steering Committee, and various stakeholders, including interviews and meetings with students, faculty, staff, community members, and the City of Conway. The project commenced in March 2010. Subsequent work sessions during the summer and fall of 2010 allowed the Master Plan Committee and stakeholders to test alternative scenarios for the University’s growth needs, using a comprehensive analysis of existing conditions as a foundation. In July, the University hosted a Master Plan Charrette with a cross section of campus representatives to identify and test alternative strategies for growth. The planning process concluded with the presentation of the draft master plan to the Master Plan Committee in December 2010.

### **5.0 GOALS**

The goals for the Master Plan were established by the University, the Steering Committee, and the Master Plan Committee over the course of a 9-month planning process that also engaged faculty, students, and staff. The goals address the University’s mission and governance, as well as the physical development of the campus.

#### **5.1 University Mission**

- Recruit highly qualified students, faculty, and staff.
- Embrace the teacher-scholar model of education with emphasis on high quality teaching, faculty research, and collaboration in the community, state, nation, and world.

- Serve the educational needs of the greater Conway and Myrtle Beach region.
- Provide leadership as a regional center of economic and intellectual resources, lifelong learning, and cultural, recreational, and athletic programs.

## **5.2 Governance**

- Clarify the process of planning, land acquisition, site selection, programming, and development of new facilities.
- Shift from a reactive mode to a strategic mode for campus planning.

## **5.3 Physical Development of the Campus**

### ***Academic Space***

- Retain a compact academic core focused on Prince Lawn and Blanton Circle.
- Prioritize and site new academic facilities, including: science facilities, library expansion, classroom and office building, arts and sciences building, and education building.
- Relocate existing academic activity on East Campus back to the academic core.

### ***Housing***

- Provide additional on-campus housing to accommodate the freshman/sophomore residency requirement.
- Provide a pedestrian connection to University Place and improve supporting dining facilities.

### ***Student Life***

- Build campus community and foster informal learning with a new student union complex.
- Introduce smaller food venues within the academic core.

### ***Athletics & Recreation***

- Provide facilities to support the growing intramural and club sports programs which have doubled in the past two years.
- Develop a long-range intercollegiate athletics program and facilities master plan, recognizing the importance of proximity to the heart of campus.
- Relocate support facilities to the East Campus.

### ***Campus Environment/Design***

- Develop architectural and landscape design guidelines for the campus.
- Improve the landscape quality of the existing campus and redevelop Blanton Circle as a pedestrian quadrangle.
- Maintain the bucolic character of the campus, and ensure that new buildings are compatible with existing architectural vernacular.
- Develop a plan for public art.

***Transportation & Parking***

- Create a pedestrian focused campus with parking at the periphery.
- Provide pedestrian access to the campus from residential areas north of the campus.
- Make the campus more bicycle friendly and foster regional bicycle connections.
- Develop safe and effective connections from the core campus to east campus across US 501 and to University Place across SC 544.
- Provide additional campus entries from US 501 and SC 544.
- Develop a comprehensive transportation demand management plan.

***Community Context***

- Build upon the broad community support which Coastal Carolina has fostered since its founding.
- Support the leadership roles which the faculty and staff of the University play in the City and the County.
- Develop appropriate facilities to welcome more community and external groups to campus.
- Respond to community partnership opportunities, including: student convocation center, student dining, student union, theater, large banquet space, and alumni center.

**6.0 EXISTING CAMPUS CONDITIONS**

The University is responsible for approximately 322 acres and buildings totaling 1,243,000 gross square feet. The remaining acreage is owned or maintained by the Coastal Educational Foundation, CCU Student Housing Foundation, or the Horry County Higher Education Commission. The campus is organized into four districts: Main Campus, East Campus, the Golf Course, and University Place. Outside of Conway, the University has facilities in Myrtle Beach and at Waites Island.

**6.1 Campus Land and Building Use*****Main Campus***

The Main Campus houses almost all of the academic and student life buildings. The campus core, within Chanticleer Drive, contains most of the academic space as well as student activity centers and administration. From the Student Dining Hall in the north to the Kearns Hall on University Drive is approximately 0.5 miles, or a 10 minute walk. The academic core is surrounded by the athletics and recreation district to the west, residential district to the north, and a zone of administrative support and outreach to the east. The heart of the academic campus is Prince Lawn framed by several classroom buildings: Edwards, Wall, Smith Science, and Prince.

***East Campus***

The east campus lies across US 501 from the main campus and represents approximately 93 acres of land. The existing uses include a mix of research, academic, auxiliary, facilities, outreach, and recreation. Approximately 70,000 gsf of instructional space is presently located on the East Campus in the Coastal Science Center.

***Golf Course***

The 18-hole golf course, immediately south across University Boulevard from the main campus, is located on approximately 200 acres and includes a small clubhouse of approximately 8,500 gross square feet. The course is intertwined with an attractive neighborhood of single family homes, Quail Creek. A small district of private homes, Quail Creek Village, sits between holes 3, 4, and 5, and on the northeast, two University residence halls, Azalea Hall and Magnolia Hall.

***University Place***

University Place, owned by the Coastal Carolina University Student Housing Foundation, is located about one-half mile from the edge of the main campus. The district is approximately 54 acres of land with 1,911 beds of housing and 1,893 parking spaces. The district offers independent living for students and the large number of beds helps meet the University's new sophomore residency requirement.

**6.2 Transportation & Parking**

The main campus is held within the triangular frame of US 501, SC 544, and University Boulevard. Vehicular access on to the Main Campus is limited to University Boulevard's intersection with US 501 and SC 544 and Founder's Drive, which connects to US 544. University Drive within the Quail Creek neighborhood provides access from the south.

University Place is approximately one mile from main campus, or a 20-minute walk, mostly by narrow sidewalk directly adjacent to SC 544. Few students walk at present and approximately 10% ride a Coast RTA shuttle. The majority of students drive, either alone or in groups. University Place has a total of 1,893 parking spaces, or almost one per resident.

East campus is also about one mile from main campus. The walk to east campus is inhospitable and dangerous, involving crossing US 501 and railroad tracks. East campus is served by the Teal Shuttle on 15 minute headways in the morning and 30 minute headways in the afternoon.

On the interior of the main campus, Chanticleer Drive is a campus loop road framing the academic core. Founders Drive gives the only other access to public streets, connecting Chanticleer Drive West to SC 544.

***Parking***

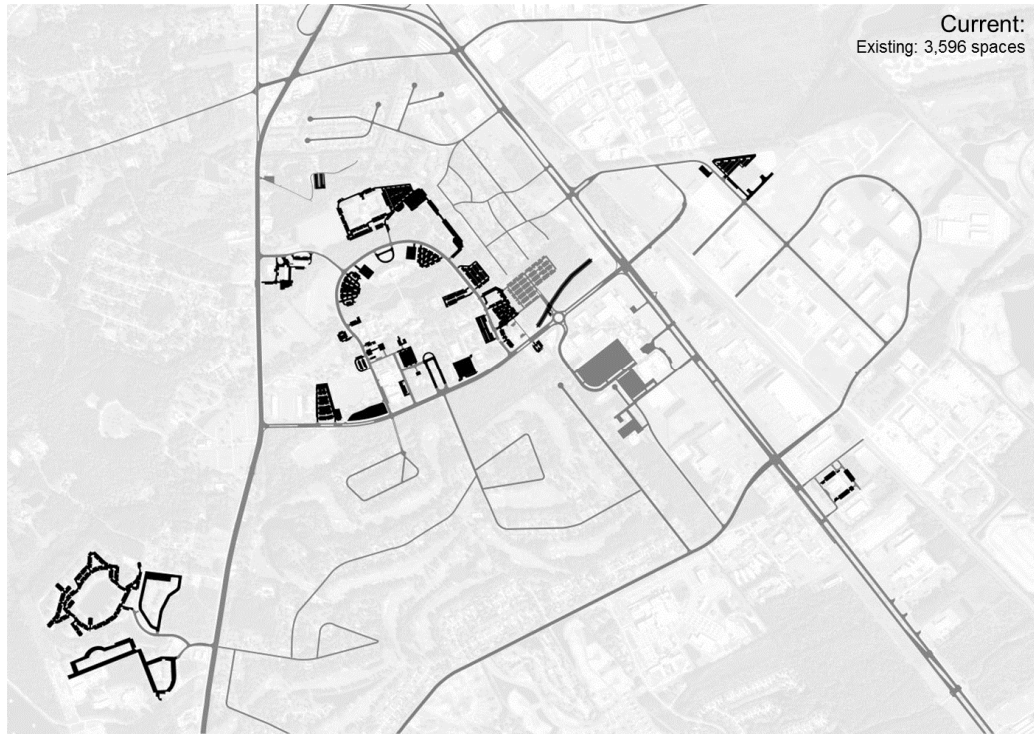
At present, there are a total of 6,100 parking spaces on campus, of which 3,596 are on the main campus. Approximately 81% of main campus spaces (2,922) are available for student use, and 14% (506) are dedicated to faculty/staff (who also can use student spaces). A 500-space parking lot is currently in design and will be built behind the Welcome Center. Some 1,319 of the 3,596 existing main campus spaces lie inside Chanticleer Drive.

Table 1: Existing Parking

Lot	Student	F/S	Disabled	Other	Total
<b>CORE CAMPUS</b>					
A	21		2	4	27
B		52	4		56
C	137				137
D	44	50	6		100
E	134	23	6	1	164
G	83	49	6	15	153
I		5	4		9
J	93	58	5		156
M	30		5		35
O	5	16			21
P		17	2		19
Q		26			26
R	204		3		207
S		51	3		54
AA	63		4		67
BB	289		8		297
CC	46				46
DD	105				105
EE	241	5	7		253
HH	245				245
II	217	8	5	13	243
LL	45		3		48
NN	79	4	2		85
QQ	271		7		278
SS	46		5		51
UU	49	12			61
WW		54	3	15	72
Auxiliary @ LL	30				30
Elvington	123				123
Welcome Ctr overflow	207				207
Chanticleer Dr.	47	15	4		66
Independence Dr.	46				46
Atheneum Cir		61	2	21	84
Canterbury Ln	7		2	1	10
Tom Trout Dr.	15				15
<b>Core Campus Total</b>					<b>3,596 Spaces</b>
<b>UNIVERSITY PLACE</b>					
University Place	1,831		62		1,893
<b>University Place Total</b>					<b>1,893 Spaces</b>
<b>EAST CAMPUS</b>					
Coastal Band Hall	22		1		23
Foundation Center	112		4		116
B&C Marine/Wetland	47		1	4	52
Coastal Science Ctr.	374	46	5	3	428
<b>East Campus Total</b>					<b>619 Spaces</b>
<b>Total</b>	<b>5,308</b>	<b>552</b>	<b>171</b>	<b>77</b>	<b>6,108 Spaces</b>



**Figure 1: Existing Parking**



**Existing Parking Demand**

Parking demand on the Core Campus in the Fall of 2009 at the peak hour was estimated at 3,429 spaces.

**Table 2: Parking Demand at the Peak Hour in 2009**

	Existing Population (Fall 2009)	Main-Campus Occupancy Parking Spaces	Parked Cars/ Capita
Faculty/Staff	1,255	941	0.75
Commuter Student	5,224	1,971	0.38
Main Campus Resident Student	1,211	325	0.27
University Place Resident	1,911	192	0.10
<b>Total</b>		<b>3,429 Parking Spaces</b>	



## 7.0 SPACE NEEDS ANALYSIS & PROGRAM FOR PLANNING

Through the master planning process, the Master Plan Committee established 12,500 headcount students, including undergraduate and graduate students, as the target enrollment for the space needs assessment. Additionally, a long term growth scenario of 18,500 headcount students was tested.

### 7.1 Building Space Needs

Given the imperative to maximize the use of existing space, a comprehensive analysis was carried out of existing instructional, office, and research space at the University, utilizing State of South Carolina space standards, national standards including CEFPI (Council of Educational Facilities Planners International), and Sasaki models.

To accommodate an enrollment of 12,500 students, there will be a total need for 681 headcount faculty (511 FTE) and 1,124 headcount staff (1,005 FTE), based on projections provided by the Provost's office. From a facilities perspective, the analysis shows the need for approximately 336,000 gsf of academic and student life space, 1,270 beds of residential use, and 34 acres of recreation fields. Academic and student life space needs are as follows:

• Classroom	34,000 gsf
• Lab	37,385 gsf
• Office	84,770 gsf
• Student Life	148,925 gsf
• Support	27,540 gsf
• <u>Health/Clinic</u>	<u>3,540 gsf</u>
	<b>336,160 gsf</b>

Additionally, due to the inefficiencies and connectivity issues associated with classes scheduled on the East Campus, the University wishes to relocate 69,385 gsf of academic space at the Coastal Science Center on the East Campus back to the main campus.

A major deficiency exists currently in student life space. Approximately 150,000 gsf of student life space is suggested by national standards to support 12,500 headcount students.

In summary, new facilities needed to support an enrollment of 12,500 headcount students include:

• Academic	336,160 gsf
• Housing	1,270 beds
• Recreation	34 acres
• Parking	1,300 – 2,000 spaces

## 7.2 Parking Space Needs

Based on the Parked Cars/Capita ratios shown in Table 2, an estimated 5,030 parking spaces will be required on the core campus when student enrollment reaches 12,500 students. For planning purposes, a demand of 5,100 spaces is assumed. The estimated demand rises to 7,687 if future enrollment reaches 18,500 students. These estimates of future demand assume that residents of University Place will park at University Place and utilize the proposed new pedway or campus transit to reach the campus.

**Table 3: Future Parking Demand and the Peak Hour**

	12,500 Student Enrollment
Faculty/Staff	1,423 Parking Spaces
Commuter Student	2,099
University Place	0
Resident Students	1,148
Visitors	83
HP, Other	<u>277</u>
Total	5,030 Parking Spaces



## 8.0 THE MASTER PLAN

The Master Plan builds upon the existing classical form of the existing campus, reconfigures Chanticleer Drive to allow growth of the campus northward, reinforces the pedestrian nature of the campus by placing parking to the perimeter, and makes the campus more accessible by providing new vehicular and pedestrian connections to the north and to University Place.

### 8.1 Core Campus

The Master Plan recommends that the University continue the development of new academic facilities in the core, strengthening the existing pattern of uses. This strategy is illustrated in current plans for the Swain Science Annex adjacent to Cathcart Smith Science Center and the Academic Classroom Building near the Wall College of Business Administration.

Given the need for 225,000 gsf of academic space and 150,000 gsf of student life space to accommodate an anticipated enrollment of 12,500, the Master Plan recommends the following actions and facilities for the campus core:

- Reduce the existing surface parking area within Chanticleer Drive to provide new academic building sites and open spaces, and to improve pedestrian movement and campus aesthetics.
- Relocate academic programs currently on East Campus back to the academic core while maintaining applied research on East Campus.
- Utilize the existing parking lot at the Cathcart Smith Science Center to create a new science quadrangle flanked by new science laboratory buildings.

- Create a new campus social activity center with the expansion of the student center framing Spadoni Park and the Graham Family Bell Tower.
- Convert the Singleton Building primarily to academic uses, moving back of house administration functions to the Atlantic Center on East Campus.
- Place one new academic building on the Horseshoe between the Singleton Building and Atheneum Hall.
- Place a second academic building adjacent to the Wall Building.

Significant additional capacity will remain in the academic core for additional facilities should the campus continue to grow.

### **8.2 North Campus/Elvington Property**

The Master Plan recommends that the Elvington property be developed as a mixed use residential village for as many as 1,200 students. The proposed reconfiguration of campus streets, which will restrict through-traffic on the loop of Chanticleer Drive in front of the Wall Building, will make pedestrian access from the Elvington property and other facilities on North Campus safe and convenient.

New development on the North Campus will be connected to the academic core with a pedestrian path between the new Student Recreation and Convocation Center and the Rivers residence halls. The path will cross the existing wetland slough and the east-west leg of Chanticleer Drive, which will be closed to general traffic. Pedestrian connections from the North Campus will be enhanced by the recommended removal of parking south of the Rivers residence halls and between the new convocation center and Santee Hall.

### **8.3 Athletics and Recreation**

The Master Plan recommends the consolidation of intercollegiate athletics and the creation of several new outdoor athletic facilities for intercollegiate teams and recreational use along SC 544 on the western side of campus. Recommended new facilities include a relocated soccer field with bleacher seating, a renovation and expansion of the baseball stadium. A proposed pedestrian concourse links the center of campus to the football stadium and the baseball park, facilitating pedestrian circulation between venues and key campus destinations.

### **8.4 East Campus**

The Master Plan recommends that East Campus be utilized for commercial and applied research facilities, “back of house” functions, recreation facilities, and parking. The Plan also recommends the relocation to the campus core of 70,000 gsf of academic space presently housed within East Campus’ Coastal Science Center, freeing the building for other uses such as Facilities, Planning and Management.

Priority projects on East Campus include the recently completed extension of University Boulevard across US 501 and associated parking, as well as implementation of new multi-purpose fields for student recreation. In addition, a twelve court competition tennis complex is

envisioned for East Campus. In the future, the feasibility of a pedestrian bridge at the University gateway to provide a safe pedestrian connection from the core to East Campus across US 501 should be explored.

### **8.5 University Place and Fire Tower Property**

University Place should be maintained as independent living for students. Principal recommendations of the Master Plan include a pedestrian and bicycle connection safely linking the core campus to University Place, incorporation of dining facilities at University Place, and redevelopment of the Fire Tower Property for student parking.

### **8.6 Open Space**

The goals of the Master Plan relative to open space are to retain and celebrate the distinctive existing natural features of campus such as the wetland sloughs, to “green” the campus core by reducing existing surface parking within Chanticleer Drive, to redevelop Blanton Circle as a new campus quadrangle, and to enhance the image of the University at the University Boulevard entry at US 501. Specific open space recommendations include the following:

- Retain and celebrate the distinctive pattern of the existing wetland sloughs on campus.
- Redevelop the “horseshoe” at Blanton Circle as a pedestrian quadrangle by removing the existing vehicular drive and parking. The horseshoe is envisioned as a campus “front door” and open space framed by academic and student life uses.
- Site new building programs to frame open spaces creating new campus quadrangles.
- Develop a landscape statement at the University Boulevard/US 501 entrance to the University featuring a large pond in an open landscape.

### **8.7 Pedestrian Circulation**

Improved pedestrian connections and walkability are a major goal of the Master Plan. The Plan clarifies the pedestrian pattern within the core by removing barriers such as interior streets and surface parking lots, improves connections to the Rivers Residence Halls, and provides a pedway connection to University Place residences. Recommendations of the Master Plan include:

- Provision of an uninterrupted east-west pathway from the student union complex to the baseball park and the football stadium.
- Clarification of pedestrian connections around the Wall Building to the Rivers Residence Halls, the new Convocation Center, and the proposed student residences on the Elvington property.
- Removal of the existing frame of parking lots on the south and west sides of the Rivers Residence halls to improve pedestrian access and aesthetics, and to provide new pedestrian access to the proposed residences on the Elvington property.

- Provision of a new pedestrian and bicycle path from University Place to the core campus via a crossing of SC 544 at the signalized intersection with Wofford Road, through the Fire Tower property and the west side of the second and third fairways of the University golf course.

## **8.8 Transportation & Parking**

### ***Vehicular Circulation***

The principal Master Plan goals for vehicular circulation are to make the core campus more accessible for pedestrians and vehicles with additional connections to US 501 and SC 544 and to relieve the constraints that the Chanticleer Drive loop in front of the Wall Building presents to pedestrian crossings and the future growth of the core campus to the north.

The Master Plan illustrates the provision of two additional entries to the core campus from US 501 and SC 544 by extending the “legs” of Chanticleer Drive northward and connecting outward to US 501 and SC 544. On the east, Chanticleer Drive is connected to the existing Carolina Road, which intersects with US 501. The western leg of Chanticleer Drive is extended north through the Elvington property to a new intersection with SC 544.

In order to permit expansion of the intercollegiate athletic complex and to draw the intersection of University Boulevard with SC 544 closer to the University Place residential complex, the Master Plan illustrates the relocation of the western end of University Boulevard southward to the edge of the wetland slough.

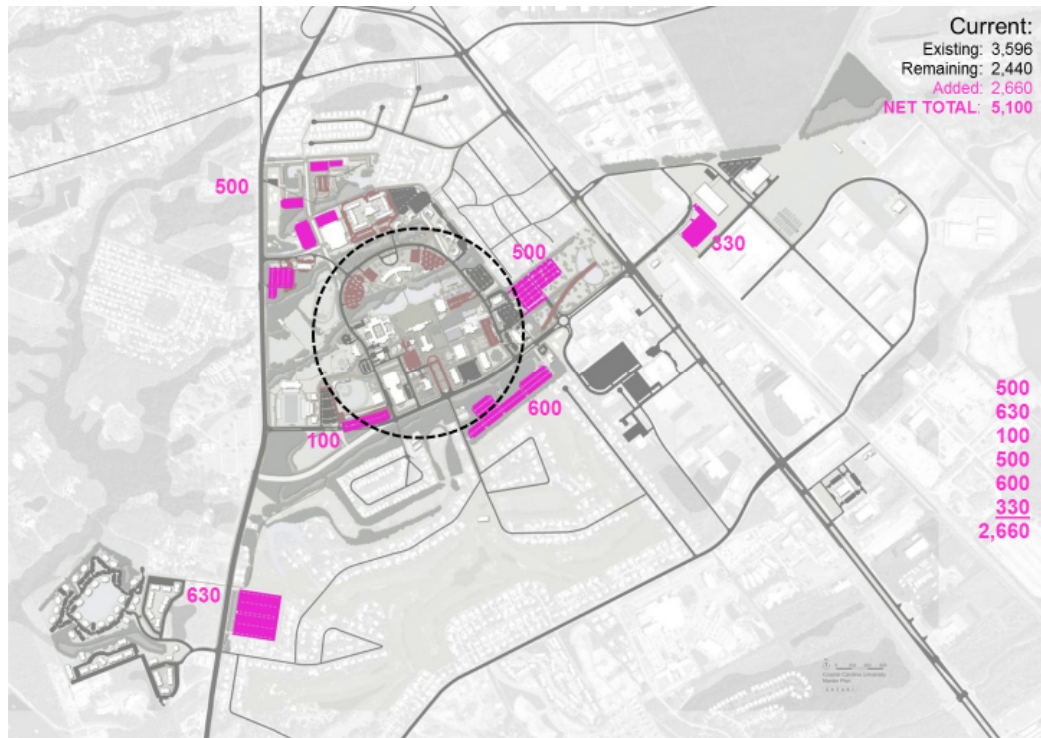
The extension of the eastern and western “legs” of Chanticleer Drive north and outward to US 501 and SC 544, respectively, is coupled with a proposed new east/west connector drive between the extended “legs” located north of the River Residence Halls and the new Student Recreation and Convocation Center. The proposed new configuration will allow the existing loop of Chanticleer Drive in front of the Wall Building to be restricted to visitor and service access.

### ***Parking***

The proposed parking plan achieves the University’s goals to provide adequate and convenient parking while reducing surface parking within the academic core. Reduction of surface parking within the academic core, defined as the area framed by Chanticleer Drive, frees sites for academic buildings, improves the pedestrian environment, and enhances campus aesthetics.

Coastal Carolina has a total of 3,596 parking spaces on the core campus, 1,893 parking spaces at University Place, and 619 spaces on East Campus. Parking demand on the core campus in the Fall of 2009 is estimated at 3,400 spaces. An estimated 5,030 parking spaces will be required on the core campus when student enrollment reaches 12,500 students. These estimates of future demand assume that residents of University Place will park at University Place and utilize the proposed new pedway or campus transit to reach the core campus.

**Figure 2: Proposed Parking**



The Master Plan illustrates the required 5,100 parking spaces, primarily in the campus core, at the 12,500 student enrollment level. The parking count in the proposed large new parking areas is dependent upon the project site design and level of landscape provided. At least 2,660 new spaces can be added to the existing supply while some 1,150 spaces within the academic core of Chanticleer Drive have been removed.

**Table 4: Proposed Parking**

Academic Core	Spaces Existing	3,596 Spaces
	Spaces Removed	1,156
	Spaces Remaining	2,440
	Spaces Added	2,660
Total Parking Spaces Available in Core		5,100 Spaces

**Table 5: Proposed New Parking Areas**

Fire Tower	630 Spaces
South of University Boulevard	600



US 501 Entry	500
Elvington Tract	500
East Campus	330
Baseball	100

### ***Transportation Demand Management***

“Transportation Demand Management” is a comprehensive approach to mobility which seeks to make the campus more accessible to all modes of transportation including walking, biking, and transit while reducing automobile traffic and parking demands in the core campus.

The Master Plan embodies a series of elements which will significantly enhance accessibility and mobility.

- The reconfiguration of Chanticleer Drive with new street and sidewalk access to US 501 via Carolina Road and SC 544 via the Elvington Property provides pedestrian access for the first time to resident students living in off campus housing to the north of the River Residence Halls. At present, these students must drive to the campus via US 501 or SC 544.
- Removal of significant surface parking areas and clarification of the pedestrian pathway network within the academic core defined by Chanticleer Drive significantly enhances pedestrian and bicycle movement within the core.
- Limiting vehicle traffic on the loop of Chanticleer Drive in front of the Wall Building to visitor and service access will improve the safety of pedestrian crossing and enhance pedestrian movement from existing and proposed student residences and the Student Recreation and Convocation Center to the north.
- The Master Plan illustrates the reconfiguration of the west end of University Drive southward toward University Place. The proposed reconfiguration, coupled with the proposed pedway through the golf course from University Place, will provide safe and convenient access for pedestrians and bicycles and will allow the University to restrict University Place residents from moving their cars on to the campus.

In implementing the Master Plan, a series of additional steps should be considered by the University:

- Prioritization of Parking – Faculty, staff, handicap, visitors, and working students should have priority to park in and near the academic core. University Place residents should utilize their existing parking at University Place. Students commuting by automobile should be assigned perimeter locations in the proposed new parking areas at the Fire Tower, south of University Boulevard and at the US 501 entry.
- Headways and routes of the University transit system should be improved to service students at University Place and other students in private off campus residences within a mile of the academic core.
- Students living off campus within a one mile radius should be encouraged to walk, bike or use the transit system and be restricted from commuting to campus via automobile unless handicapped or working off campus.

### **8.9 Campus Infrastructure Assessment**

A comprehensive assessment was carried out of Coastal Carolina's on-campus infrastructure systems, including stormwater, potable water, sanitary sewer, electric power, and wetlands. These systems generally were found to be in good condition and perform adequately for existing development on campus.

As the campus grows over the next decade, wetlands and stormwater are anticipated to pose the greatest challenge. Wetlands are a prominent element of the character and function of the campus landscape. A comprehensive stormwater study needed to address phases of development. In general, new utility infrastructure will be required to accommodate the significant growth being planned. The existing systems will remain a vital part of the ultimate integrated infrastructure system. Further engineering studies are recommended to determine capacity thresholds for existing campus systems.

### **9.0 IMPLEMENTATION**

The Master Plan for Coastal Carolina provides guidance for the location and size of new facilities that will be required to support an enrollment of 12,500 headcount students. Development will be phased incrementally in response to need and available resources. The nature of the process for administering the Master Plan in the forthcoming years is critical to its successfully achieving the vision of the plan. The following elements are proposed for the governance structure.

#### **9.1 Official Standing of the Plan**

The Master Plan should be given official standing within the University by virtue of its approval by the University Board of Trustees. In addition, the City of Conway's proposed new institutional zoning ordinance will give legal standing to the Plan.

#### **9.2 University Policy for Permanent Improvements**

The University Office of Facilities, Planning and Management has developed a policy for the "Management of Permanent Improvements." The policy addresses the governance – both the process and the administrative approvals required – of projects at two scales: "Permanent Improvements" costing more than \$500,000 and those costing less than \$500,000. The Department's Project Managers will play a key role in serving as the "gate keepers" of the Master Plan.

#### **9.3 Administration of the Master Plan**

##### ***Master Plan Committee***

The University should establish a standing integrated Master Plan Committee with representatives from the Provost's Office, the Office of Facilities, Planning and Management, and

a representative from the Vice President of Finance & Administration Office. The role of the Committee, along with Project Management within the Facilities Group, is to serve as “gatekeepers” of the Master Plan, directing and controlling planning and design decisions, making formal recommendations to senior leadership, and systematically reviewing projects in a prescribed review format.

### ***Project Planning & Design***

The project planning and design process is typically characterized by four principal steps: determination of need, site selection, facility programming, and project design.

Determination of need is critically dependent upon sound data relative to space and infrastructure, parking, and open space requirements. Site selection will derive from the University’s Master Plan which will become a legally binding document when it is incorporated into the proposed zoning ordinance.

Facility programming is typically the responsibility of User Committees under the purview of the appropriate vice president. The typical weakness of this process is the difficulty of controlling the requests for space and the personalization of the design. Strong management from the Department of Facilities, Planning and Management is required along with sound data from the Provost’s office relative to space needs. A User Committee will benefit from professional consultation of an architect/planner from either within the Office of Facilities, Planning and Management or from a consulting planner/designer. The Master Plan Committee, with representatives of the User Committee, would typically be responsible for project design review.

The scheduled reviews and products required for each phase of the project planning and design process should be established and routinized. Sasaki recommends: an initial meeting with the project architect or engineer to clarify the site, program, scope and budget, and intent of the University; reviews at the alternatives phase, schematic design phase, design development phase and documents phases of work; and conducting a post construction project assessment.

Sasaki recommends that future designers be given the illustrative master plan and 3D model as a base on which to work and that the University require electronic submissions in 2D and 3D. The University should require that electronic submissions follow the layering and detail conventions established by the Master Plan illustrative and 3D model. The illustrative plan and 3D model can then be used to evaluate and refine designs as they are developed.

### ***Campus Planning & Design Consultation***

Many campuses retain on call outside professional planning and design consultants on a continuing basis. Their role is to consult on an as needed basis with the Office of Facilities, Planning and Management, to support the Master Plan Committee in providing any interpretation of the Master Plan that is needed including the definition of critical site orientations, and to participate in the project review process with the Master Plan Committee.