



University of South Carolina Lancaster

Master Plan Report

September 2008

The **Boudreaux** Group

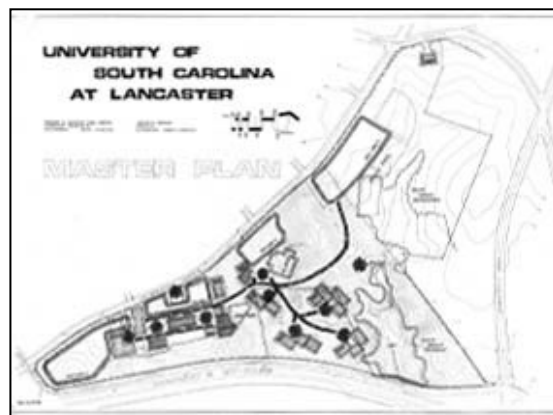
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I. EXECUTIVE SUMMARY

The University of South Carolina Lancaster stands at a very important and transformative juncture. During the 2007-2008 academic year, enrollment increased by 26%, a trend that will more than likely continue over the next few years. Also during the year, the University conducted a strategic planning process in order to define a clear mission and vision as well as to establish a solid direction for academic and outreach programs, university resources, and the physical environment of the campus. Simultaneously, the Lancaster County Commission on Higher Education hired The Boudreaux Group to create a conceptual master plan of the campus in order to paint the picture of the campus' future. These planning processes have become the foundation for the school's 50th anniversary celebration in 2009 and a call to action for the next 15 to 20 years of serving students in the Lancaster County area.

In 1978, Robert Marvin and Associates and Leslie Boney, Architect, completed a master plan for the campus. This plan has served the campus well; however, since 1978, the campus physical plant has changed significantly with the addition of property across Hubbard Drive and the construction of the Bradley Arts and Sciences Building, the Gregory Health and Wellness Center, the J.P. Richards Tennis Complex and the acquisition and renovation of the Carole Ray Dowling Health Services Center. In addition to these buildings, the campus is faced with not only increased enrollment, but opportunities for student housing and a critical need for parking, resulting in the construction of a new parking lot to provide some immediate relief to the parking shortage. With these changes and new opportunities and in concert with the strategic planning process, the administration decided that a comprehensive picture of the campus was needed in order to guide physical plant decisions... to allow the school to *plan* for future growth and development rather than to react to pressing needs.



1978 Master Plan

Through workshops, focus groups, individual interviews and campus visits, the master plan was developed. The master plan, while conceptual, represents the vision, ideas and challenges presented by numerous faculty, students, staff and community leaders. Clearly, USCL is a very special place to the community. USCL has an extraordinary opportunity to strategically align itself with and meet the unique needs of the growth in the Indian Land area of the county and the Charlotte metropolitan area as well as the needs for a local workforce that is diversified beyond the mill industry. In addition, the more academically rigorous entrance standards of the USC Columbia campus have prompted more freshmen to enter regional campuses across the state. These trends will continue to make USCL more germane and valuable to the local economy and the local culture. The increased enrollment proves that USCL is an asset and is serving an ever-growing need for affordably educating residents in order to attract new industries and to improve the local economy and quality of life.

The 2008 master plan represents a road map for the next 15 to 20 years. The plan addresses the major challenges of the campus: locations for new academic and faculty office buildings, gateways for the campus, and possible locations for student housing, recreation fields and parking. As envisioned by faculty, students and staff, USCL will have a traditional college campus look while employing innovative architecture, landscaping, and programs that encourage students to stay on campus beyond classroom time.

To begin implementation of the master plan, a detailed survey of the campus should be completed. This survey will document the topography, existing buildings and landscape elements, trees, utilities, roads and rights-of-way. This survey will serve as the foundation for future construction projects and will better inform the administration of ideal sites for new buildings, parking, recreation areas, housing and green spaces.

Visible progress early on will be critical to the success of the capital campaign and other funding opportunities and in building excitement for the 50th anniversary. The first priority is to create a major gateway to the campus on Highway 9. This gateway may include fencing along a portion of Highway 9, a large sign of brick and wrought iron at the intersection of Highway 9 and Crestfield Drive Drive, and may enclose additional parking at the Bradley Building. To reiterate, a detailed survey of the campus will inform the administration and design teams on how to move forward with this first step.

The master planning process brought students, faculty, staff and the community together to craft a vision for the campus. With the strategic plan and this master plan, USCL will continue to be a model regional campus through its leadership and quest for continued academic innovation and relevancy.

Master Planning Committee

The following faculty and staff provided invaluable counsel and insight into the master plan. The contribution of their time was gratefully appreciated.

Paul Johnson, Committee Chair
Business Manager/Director Planning

John Catalano
Dean and Professor of Philosophy

Ron Cox
*Associate Professor of History; Associate Dean,
Academic & Student Affairs*

Bruce Nims
Professor of English; Chair, Humanities Division

Shana Funderburk
Director of Public Information

Darlene Roberts
*Associate Professor Business; Chair, Business
Behavior Sciences*

Blake Faulkenberry
Director of Information Resource Management

Mark Coe
Assistant Professor, Clinical Psychology

Thomas Fox
Director of Facilities Management

Laura Humphrey
Director of Student Life

Noni Bohonak
Division Chair, Math, Science and Nursing

The following meetings were held in the fall of 2007 and early 2008 to gather input from members of the campus community and the greater Lancaster community. Minutes from each meeting are located in the appendix.

October 1: Kick-off Meeting with Committee
October 17: Focus Group with Lancaster County Commission on Higher Education and USCL Foundation
October 19: Focus Group with Faculty, Staff and Students
November 1: Focus Group with Lancaster County Chamber of Commerce
November 9: Joint Strategic Planning Workshop
January 18: Workshop with Committee

The thoughts expressed during these meetings inspired the recommendations in the following sections.

II. SITE ANALYSIS

A. Site Characteristics and Landscape Features

To begin the master planning process, gaining a clear understanding of the property through site analysis was important. The major site characteristics and landscape features were identified and studied in relationship to how they might impact future campus development and determine the property most suitable for construction.

The USCL campus is defined by three major roadways with distinct influences and characteristics: Highway 9, Highway 521 and Hubbard Drive.



1. **Highway 9:** The major thoroughfare into Lancaster from I-77, Highway 9 is home to several shopping centers and franchise restaurants and businesses. USCL enjoys significant frontage (*see photos below*) along Highway 9.



Highway 9: Major east-west thoroughfare with commercial development

2. **Highway 521:** Highway 521 is the route between Lancaster and Charlotte and is experiencing increased residential and commercial development. While USCL has no frontage along 521, it serves as a major access into the campus. Property along 521, which would create a major gateway into the northern section of campus, could potentially be added to the campus.



Highway 521: Major north-south thoroughfare with commercial development, primarily local businesses and gas stations

3. **Hubbard Drive:** Once a campus boundary, Hubbard Drive leads through campus and bridges the original campus with property that has been acquired in recent years. Hubbard Drive is a cut-through for Lancaster from shopping across Crestfield Drive to Highway 521, which diminishes a safe pedestrian environment on campus.



Hubbard Drive: Create a campus boulevard

Together, these boundaries create a campus that is safely accessible by car, yet prevent pedestrian access from downtown Lancaster, other nearby neighborhoods and the retail establishments across Highway 9, such as restaurants.

Major landscape features that influence future development include power lines, the topography and the “green” nature of the campus – the former lake site and the woods.

The **topography** of the campus (*represented by the red arrows on the photo on page 11*) creates a beautiful and natural landscape, which is highly valued by the campus and the community. Due to the steep topography, building is not recommended in the center section of campus between the maintenance building and the Gregory Center, around the former lake site or through the center of the northern section toward University Drive. Disturbing the natural terrain and the cost of mitigating the topography would be detrimental to sustainable and feasible construction. As stated in the executive summary, a detailed survey will help define the sites most suitable for construction. However, the topography does provide beautiful opportunities for walking trails and passive recreation that can extend wellness and fitness offerings outdoors and connect different areas of campus.



Steep, wooded property between the maintenance building and Gregory

The **restoration of lake** (noted in blue on the photo on page 11), whose dam was destroyed by Hurricane Hugo, can return a valuable asset to the campus and community. The lake can become a jewel along the walking trails, potentially connecting to a larger network of trails that lead to the Catawba River or Andrew Jackson State Park. This could lead to broader wellness programs as well as nature-based research opportunities such as fresh water habitat restorations.



Former lake site

The **green nature of the campus** (represented by the green areas on the photo on page 11) needs to be maintained and enhanced: preserve trees, plant more trees for shade and beauty, use more native plants in the landscape, and instill a conservation ethic across the campus community.



Crawford Rose Garden



Hardwoods in the former lake bed



Lichen in the woods

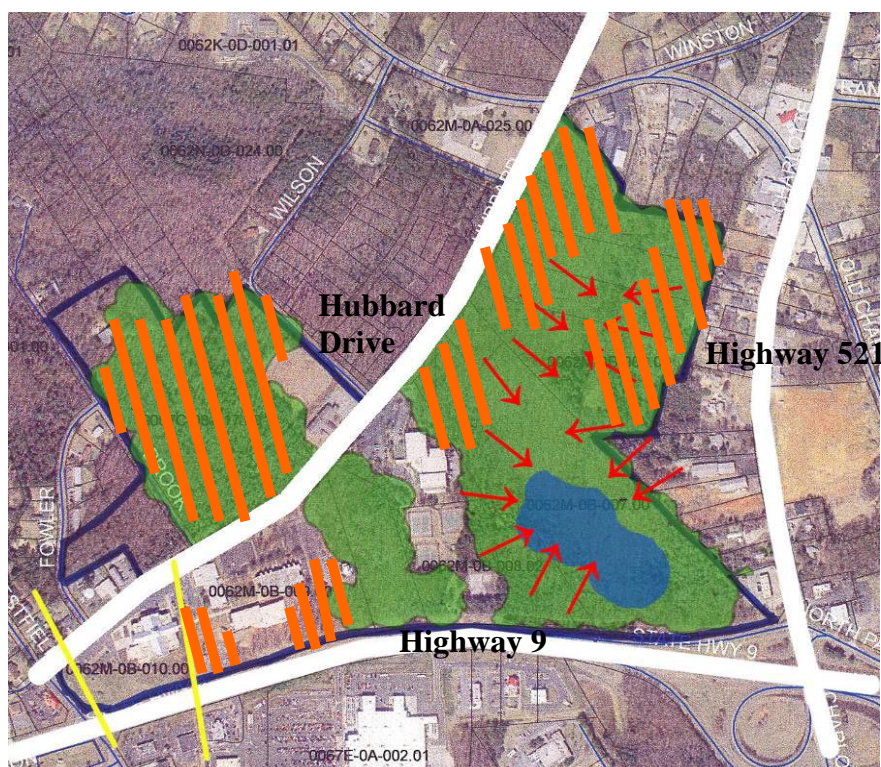


Hardwood forest

The **power lines** (represented by the yellow lines on the photo below) that cross the campus at its most visible corner (Highway 9) were viewed by the focus group participants as a liability. These are unsightly and detract from the beauty of the campus. The administration should begin working with Duke Power now to plan for burying the power lines so that the work can be done in concert with new building plans in order to be strategic and efficient.



Power lines through campus

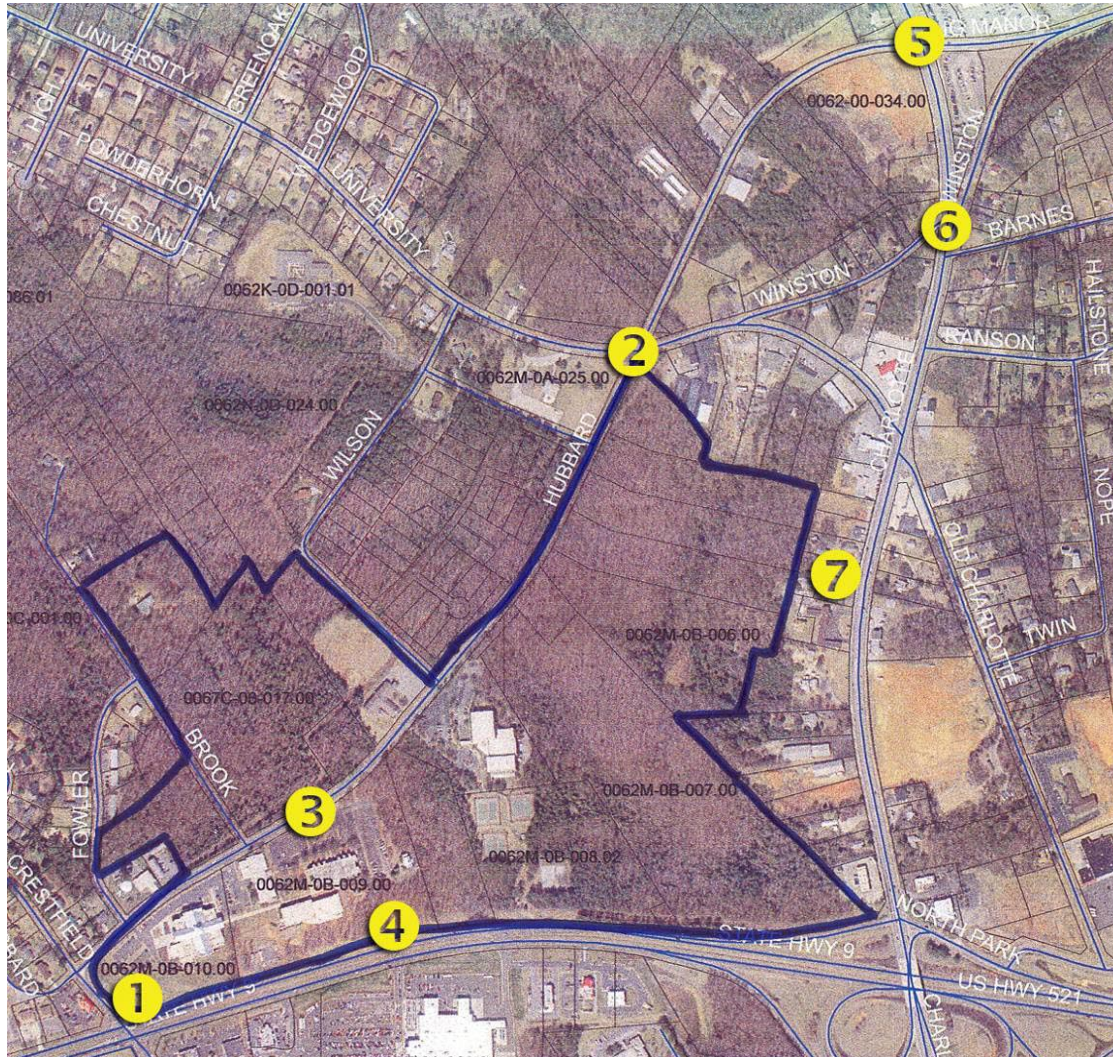


Based on these site features and the hopeful removal of the overhead power lines, the most suitable land for development is indicated in orange.

B. Gateways and Announcement

The USCL campus suffers from a lack of a distinct, collegiate identity. There is no identifiable front door to the campus, no gateway. As demonstrated in these photographs, the campus has “bleeding boundaries,” meaning there are no defined edges to the campus. There is very little to say, “*You are now entering the University of South Carolina Lancaster.*”

The master plan recommends seven locations for campus gateways and/or major signage.



Recommended gateways:

- | | |
|--|--------------------------------|
| 1. Highway 9 and Crestfield | 5. Highway 521 and Craig Manor |
| 2. University and Hubbard | 6. Highway 521 and Winston |
| 3. Hubbard Hall Campus Green | 7. Potential 521 Entrance |
| 4. Highway 9 and Wal-Mart Intersection | |

1. Main Gateway: Highway 9 at Crestfield Drive

Highway 9 is the ideal location for the main entrance into campus. This intersection, with the iconic Bradley Center for Arts and Science in the background, is the most visible part of campus; therefore, it is ideally suited to welcome visitors to the campus.

Signage along Highway 9 needs to address the speed of passing cars and the scale of the road. A fence is recommended along Highway 9 to the Crestfield Drive intersection, then continuing through campus along Hubbard Drive. This fence can be constructed in phases. The first phase recommendation is from the intersection of Highway 9 and Crestfield Drive down Highway 9 to the traffic light at Wal-Mart. The materials, lighting and landscaping need to reflect a traditional, academic character (brick, iron, stone) and should not compete with or attempt to mimic the commercial signage along Highway 9. The sign and fence also can define and screen additional parking, which is possible at the Bradley Center.



Bleeding boundaries: the campus needs a defined edge along Highway 9 in order to create a defined entrance and stronger campus identity and image.



Highway 9 and Crestfield: ideal main gateway and entrance into campus. The scale and materials of the existing signage and landscaping are inappropriate for a major intersection. Create an iconic gateway into campus at this intersection.

2. Intersection of University Drive and Hubbard Drive

The intersection of Hubbard Drive and University Drive is a campus edge and gateway and should be defined with signage that reflects the character of the campus. Provide directional signage at this intersection and well-maintained landscaping so that visitors will know they are entering a special place.



Hubbard and University: landscaping, streetscaping and signage can create an entry to a beautiful campus boulevard

3. Hubbard Hall Campus Green

A traditional college campus needs a center, a place that is identified as *the* life of the campus with a gateway or intersection through which students walk. The Crawford Rose Garden serves this need to a point; however, there is no iconic center or gateway that states “USCL.” The land between Hubbard Drive and Hubbard Hall is an ideal location to create this central gateway that can be identified as USC Lancaster. The land fronts the main administration building and is central to parking and other parts of campus. Furthermore, this space can create a strong pedestrian intersection with the proposed student housing, thereby creating the opportunity for a major crosswalk, an axis for the campus grid, an informal gathering place and a lovely campus green, serving much like the Horseshoe in Columbia. The campus green has potential as a naming opportunity for major giving during the 50th anniversary campaign.



Potential location for Campus Green: main entrance into the academic center of campus



USC Horseshoe: example gateway into a traditional campus center



Example of campus center gateway

4. Intersection of Highway 9 and Wal-Mart Access Road

This intersection can become the endpoint of the first phase of a campus fence. Due to its visibility along Highway 9 and where the Wal-Mart access road intersects with Highway 9, this location will effectively announce and define the campus. The scale and materials of the signage need to address the scale and speed of the highway while reflecting the image of the campus.



Highway 9 sign: inappropriate scale and materials to communicate college campus

A northern gateway on Highway 521 needs to be created that reflects the character of the signage and fencing on Highway 9 as well as provide direction to the campus. There are three opportunities on Highway 521 for creating gateways or major signage, as described below.

5. Intersection of Highway 521 and Craig Manor



Gateway and signage opportunity to address traffic from northern Lancaster County and Charlotte. Signage needs to be distinct and reflect the character of the new signage along Highway 9 as well as direct visitors to the Hubbard Drive gateway.

6. Intersection of Highway 521 and Winston Road



Gateway and signage opportunity to address traffic from northern Lancaster County and Charlotte. Signage needs to be distinct and reflect the character of the new signage along Highway 9 as well as direct visitors to the Hubbard Drive gateway.

7. Potential – Highway 521 entrance

The USCL administration should explore opportunities for acquiring property along Highway 521 between the Highway 9 interchange and University Drive. This will allow the campus to have an additional main gateway on this well-traveled road between Lancaster and Charlotte. This also will allow direct access into the outreach district of campus, which is ideal for future campus expansion, as described in the next section.

Wayfinding

Within campus, a clear wayfinding system needs to be developed that directs visitors to buildings and *within* buildings. For example, signage (affixed letters) can be placed more visibly and prominently on Hubbard Hall's and the Medford Library's facades, over their main entrances. Starr Hall's signage on the building can be painted and lighted at night in order to be more visible. Signage within the buildings can be more visible and provide better direction. Providing visible and clear signage truly welcomes visitors to campus and makes their experience enjoyable.



Hubbard Hall: potential signage location



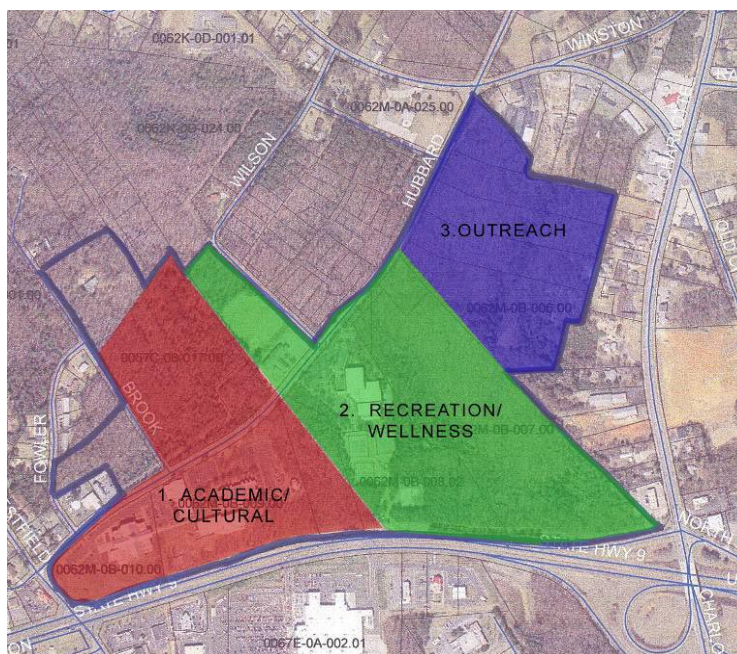
Medford Library: Potential signage location



Starr Hall: improved signage

C. Campus Districts

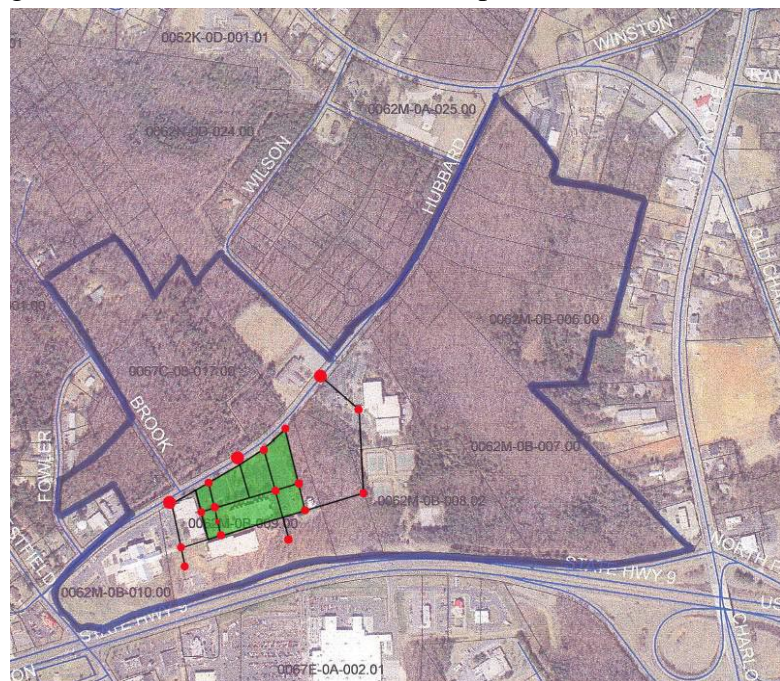
Hubbard Hall, Starr Hall, the Medford Library and the Bradley Building have established a clear academic core for the campus. It is important for the core to remain intact while allowing for new development to occur. The master plan proposes three districts, based on use, for the campus: 1) academic and cultural; 2) recreation and wellness; and 3) outreach. These districts build on the existing facilities and uses and provide for future campus development. Building and development need to concentrate, first, near the campus center, and then build out as necessary with extended walking paths to link the districts. This reinforces the pedestrian environment and maximizes existing infrastructure.



1. **Academic and Cultural:** The existing campus center serves as the academic core to the campus and should remain so. The Bradley Building integrated the arts and cultural programming into the campus and serves as a community center. This district should focus on uses that support the academic and cultural life of USCL, including student programming and support services such as housing, a student union, additional classroom buildings and Native American studies center. This district will serve as the campus center, much as the Horseshoe does in Columbia.
2. **Recreation and Wellness:** With the Gregory Center, the health services at Carole Ray Dowling and the tennis complex, the campus has established a distinct recreation and wellness area. The topography and the potential restoration of the lake provide for extending the recreation offerings to the outdoors. The land behind C.R. Dowling is ideal for new sports fields. Recreation and wellness become central to the campus through this district.
3. **Outreach:** USCL has an outreach mission to serve Lancaster County and neighboring counties through programs such as health services and recreation. As these programs and the community needs grow, the school is positioned to serve. The northern section of campus, with its access to Highway 521, will be an ideal location for facilities that provide outreach and community service programs. Also, the administration and Foundation should focus efforts on acquiring property along Highway 521. This will enable the school to create a gateway and major entrance on 521 and connect more directly with those who live in Lancaster and toward Charlotte.

D. Campus Grid

The existing campus is organized in a grid pattern defined by its buildings and by the axes of the sidewalks (*as illustrated below*). This grid should be enhanced and extended as the campus grows. To make an immediate impact with first efforts, the grid can be reinforced through



landscaping and signage. For example, the sidewalks can be terminated in ways that celebrate the entrances to buildings or with some of the school's fine outdoor sculpture as the terminus or focal point. Further establishing this grid will define a campus center - the campus green - thereby creating a traditional college campus feeling.

Landscaping and signage also can be used to unify the architecture and to create defined entrances into the major buildings on campus. The first-time visitor today will find it difficult to navigate to desired buildings and will gain little sense of being on a college

campus. The buildings, such as Hubbard Hall and Starr Hall, do not have entrances that convey their significance to the campus: administration and student services. These buildings should be clearly identified with signage and landscaping and, possibly, with enhanced lighting.

One specific example is Starr Hall (*as illustrated in the following photos*): the focal point is now on a trash can and random signs taped in the doorways. A lighted sign board could be added and the trash can moved to the side in order to give a more attractive façade to this very important building. The back entrance of Starr Hall is used as frequently as the front door. While this area is a loading zone, the entrance can be better defined with lighting, signage and some minimal landscaping. These small steps will go a long way in creating more campus pride.



The following photos note important focal points (red circle = terminus of axis) in the campus grid, which can be reinforced and better defined through landscaping, signage and lighting.



Signage, landscaping and lighting can create a more welcoming entrance into the Medford Library.



Powerful axis, yet compromised by placement of the bench and lack of a defined edge in the parking lot. Seating areas need to be out of the sidewalk and will benefit from shade trees. The sidewalk access should be clearly marked and kept free of disruptions, such as benches and parked cars.



Landscaping, lighting and signage should announce, more boldly and beautifully, the main entrance into the USCL administration building.



The sidewalk from the Rose Garden could terminate into a more pleasing focal point, such as a tree or sculpture, in order to extend the atmosphere of the garden. In the future, this sidewalk can lead into the campus green.



This sidewalk could terminate with sculpture or a well-defined access/transition into the parking lot.

E. Pedestrian Campus

Each focus group stated a desire for the USCL campus to become more pedestrian friendly. Hubbard Drive is viewed as a major deterrent to becoming a pedestrian campus, and participants were unanimous in their desire to make Hubbard Drive a beautiful boulevard and entry into campus, not a cut-through street for the City of Lancaster.

Street trees, expanded bike paths, pedestrian-scaled lighting and signage, well-defined sidewalks and crosswalks, and a lower speed limit (enforced) will make Hubbard Drive a beautiful path for accessing all of campus. Coupled with a reinforced campus grid, Hubbard Drive can become the central point for pedestrians with the creation of a campus green in front of Hubbard Hall. When one turns onto Hubbard Drive, the streetscaping needs to announce that one is entering *the University of South Carolina Lancaster* and a place where pedestrians are the priority (which is the case on college campuses across the country).

Crosswalks

Being able to safely cross streets is critical to creating a vibrant pedestrian environment. Two specific pedestrian crosswalk recommendations are offered that will greatly reinforce the collegiate campus feeling and perception of USCL: 1) Hubbard Drive, and 2) Highway 9 at Crestfield Drive.

First, crosswalks along Hubbard Drive are a necessity, particularly in light of the new parking lot on Hubbard and the future construction of student housing. Again, the campus grid will inform the best locations for crosswalks in building strong axial connections from the existing campus to new development and construction. In addition to providing safe walking zones for students and faculty, crosswalks are effective traffic calming elements. The design and materials of crosswalks as well the fact that they intervene into the edge of the roadway causes vehicular traffic to slow down. Vertical elements, such as trees and poles for pedestrian-scaled lights and banners further enhance the traffic calming nature of crosswalks.

Priority crosswalks should include:

- Hubbard Drive at the campus green (connecting to new parking and future student housing)
- Hubbard Drive at Carole Ray Dowling (connecting Carol Ray Dowling to the Gregory Center)



Recommended crosswalk locations at campus green



Recommended crosswalk locations at C.R. Dowling



Example of crosswalk at USC Columbia

Future crosswalks to begin planning for with regulatory agencies include:

- Highway 9 and Crestfield Drive intersection (crossing over Highway 9)
- Highway 9 and Crestfield Drive intersection (crossing over Crestfield Drive)

As USCL begins to provide more student programs and activities on campus, which will keep students on campus beyond classes, convenient access to food and retail will become increasingly important. The participants in the focus groups stated that safe pedestrian crossings on Highway 9 would be ideal. Rather than driving a few hundred feet for lunch or to pick up school supplies, wouldn't it be better to walk? Providing safe, well-defined crosswalks on Highway 9 will be a challenge, but one that will connect the campus to the city, connect students to retail services they need, and benefit the community-at-large. The school should begin negotiations with the SC Department of Transportation to explore this possibility.



Recommended: crosswalks at Highway 9 and Crestfield intersection

Landscape

The campus needs a landscape plan that will recommend appropriate trees and plantings for the entire campus. Currently, much of the landscaping is out-of-scale with the buildings, space between buildings and does not work *for* the campus. For example, there are few trees to provide shade. This is an issue for pedestrian comfort as well as for energy efficiencies in building operations. Also, the shrubs and other plants seem to be landscape gestures, just planted here or there... not planted for any visual or environmental impact. While the Crawford Rose Garden is lovely, the shrubs in the center do not allow people to sit on the stone wall or to experience the sundial. The shrubs are a deterrent and appear more as a fortress in the center of this beautiful space.



Opportunity for landscaping that has visual impact and defines the grid



Existing shrubs detract from the beauty and use of the Rose Garden

The campus has many outdoor areas for seating. However, these areas fall short of their full potential as desirable places for sitting or gathering due to no shade, which renders these places undesirable and uncomfortable. It is very important to provide shade, preferably with trees, to encourage people to use these places. For example, the outdoor area at Starr Hall can benefit from awnings or umbrellas or from planting shade trees around the patio.



Opportunity for awnings or umbrellas to make the patio more pleasant



With shade, outdoor seating areas will be more enjoyable and used more.

In short, the landscape is a very critical element in creating a pedestrian friendly, beautiful, accessible and energy efficient campus. Steps can be taken immediately to improve the landscape, allowing it to work *for* the campus.



USC Columbia Horseshoe: example of landscaping, pedestrian paths and focal points working in concert to create a beautiful campus center.

III. MASTER PLAN VISION

The vision was crafted through the ideas shared during the focus groups and workshops and is a collective statement of the hopes for and potential of USCL. This vision is intended to serve as a guidepost for decisions that can and will impact the campus environment.

USC Lancaster Master Plan Vision: 2008 - 2023

- The campus environment exemplifies higher education standards and communicates that USCL is a center of teaching excellence for undergraduate education.
- Lancaster is a university town with a growing intellectual capital base and well-educated workforce due to partnerships with USCL.
- USCL continues to be a major contributor to the economic vitality of the City of Lancaster and Lancaster County.
- USCL exemplifies the value of collaboration through its partnerships with municipal, county and state governments and authorities, service organizations, and business and industry.
- USCL is a traditional college campus with innovative services, programs, research and scholarship, facilities and resources and timeless architectural character.
- USCL is an iconic campus defined by well-designed gateways and fences, landscaping and facilities.
- USCL promotes wellness through the design of the campus, education programs and curricula, and through community outreach and service.
- USCL has a vibrant student life due to on-campus housing and dining, a safe campus environment, continuing education and enrichment programs for the community, a state-of-the-art student center, and increased and more diverse student activities such as intercollegiate and intramural sports, student organizations, and cultural and academic programs.
- USCL is a model campus due to facilities and infrastructure, campus environment, enrollment, faculty research, low student/faculty ratio, accessibility (location, costs and admission standards) to students from a large geographic region, partnerships with the local business community, and exemplary graduation rates.
- USCL develops and offers innovative and successful four-year degree programs.
- USCL facilities exemplify the best in campus design, planning and sustainability and help recruit and retain students and faculty.
-

VISION CONTINUED


- Hubbard Drive is a picturesque boulevard that weaves together the entire campus and is a popular walking, running and biking path for the community.
- The campus is a popular outdoor recreation place for students and the community with walking trails, an amphitheatre, the restoration of the lake, preservation of the forest and landscape, gardens and outdoor rooms, the integration of art in the landscape, and connections to a regional trails system (Catawba River, Andrew Jackson State Park).
- USCL is the research center for Native American cultural studies and health services programs in the southeast.
- USCL employs strategic and well-designed signage throughout campus, the county and the region.

USC LANCASTER STATEMENT OF VALUES FOR PHYSICAL PLANT

- . *uniformity in design elements*
- . *natural beauty... outdoor rooms, gardens, preservation and enhancement of landscape*
- . *timeless yet innovative*
- . *unique while reflecting the relationship to Columbia campus*

IV. RECOMMENDATIONS

A. Illustrative Master Plan

 Existing

 Proposed



See Appendix for enlarged plan

The master plan represents a 15-20 year phased development. New construction, as indicated on the illustrative plan, is conceptual building locations and not intended as actual building forms or size. This plan is intended to serve as a guideline for future campus development and as a representation of the vision shared by those who participated in the process. This plan and vision truly reflect the 50 years of success at USC Lancaster and the hope for the next 50 years.

B. Conceptual Sketches

Intersection of Highway 9 and Crestfield Drive



Existing



Proposed Gateway: defined pedestrian crosswalks; iconic signage and fence that define the campus boundaries as well as additional parking at the Bradley Building; appropriate street trees to define the edge and provide shade; lighting with banners to announce the campus and special events. (Although not shown in the above sketch for clarity, stoplights would remain a critical element at this intersection.)

Hubbard Drive

*Existing*

Proposed Campus Green: Create a campus green in the center of campus with brick fencing, landscaping, lighting, signage, seating and, possibly, a fountain. This campus green will serve as an iconic center for the entire campus and a forecourt to Hubbard Hall, serving USCL as the Horseshoe does USC Columbia.

C. Recommendations for Implementation

The following recommendations present a roadmap for moving forward as funding becomes available, as enrollment increases or new programs are created. This master plan, based on the vision stated on page 24, can be adjusted to meet future needs and should be updated every five years.

Phase I

- Continue and complete the space analysis/feasibility study (existing facilities vs. current and future space needs) to determine priority building needs
- Obtain a detailed, digital survey of entire campus (topography, utilities, buildings, roads, watersheds, rights-of-way, major trees and geographic elements, etc.)
- Develop campus design guidelines and design review process for campus projects
 - Architectural character and materials
 - Parking
 - Facilities
 - Landscaping
 - Lighting
 - Signage: interior and exterior
 - Maintenance Plan: cleaning of building exteriors, general updating of existing facilities, grounds, etc.
 - Security
- Design and implement new signage plan (major intersections and inside buildings)
- Complete new parking lot along Hubbard Drive
- Design and construct new campus gateway on Highway 9: phase I of campus fence and expanded parking at Bradley Center
- Negotiate with Duke Power to bury power lines throughout campus as master plan is implemented
- Develop architectural program and conceptual design for new Social Sciences building

Phase II

- Create Campus Landscape Master Plan (based on detailed survey) to include Campus Green, recreation/athletic fields, restoration of the lake, construction of accessible walking paths and crosswalks throughout campus, pedestrian connections with downtown Lancaster and Highway 9 retail, streetscape design for Hubbard Drive, and additional parking
- Design and construct Campus Green (Hubbard Hall at Hubbard Drive)
- Design and build student apartments
- Negotiate Hubbard Drive streetscape design and traffic calming elements with DOT and/or county, research grants and funding sources for implementing streetscape design (T-21, etc.)

Phase III

- Continue construction of campus fence
- Negotiate redesign of Highway 9 intersections to create pedestrian crosswalks
- Begin construction of streetscape design on Hubbard Drive
- Consider new campus gateway on Highway 521
- Update 2008 master plan

Phase IV

- Design and construct new Social Sciences building
- Continue construction of streetscape design on Hubbard Drive
- Continue construction of campus fence

Phase IV

- Complete streetscaping along Hubbard Drive
- Continue construction of campus fence
- Design and construct new Health Services Center
- Update master plan

V. APPENDIX

APPENDIX: FOCUS GROUP SUMMARIES (MEETING MINUTES)

October 1: Kick-off Meeting with Committee

October 17: Focus Group with Lancaster County Commission on Higher Education and USCL Foundation

October 19: Focus Group with Faculty, Staff and Students

November 1: Focus Group with Lancaster County Chamber of Commerce

November 9: Joint Strategic Planning Workshop

January 18: Workshop with Committee

The Boudreaux Group

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MEETING MINUTES

Project Name: Lancaster Campus Master Plan
Date: October 1, 2007
Project #: U-648-07

Attendees:

Ron Cox	Associate Professor of History; Associate Dean, Academic & Student Affairs
Bruce Nims	USCL-Professor of English, Chair, Humanities Division
Shana Funderburk	USCL-Director of Public Information
Paul Johnson	USCL-Business Manager/Director Planning
Darlene Roberts	USCL- Associate Professor Business, Chair, Business Behavior Sciences
John Catalano	USCL-Dean & Professor, Philosophy
Blake Faulkenberry	Director of Information Resource Management
Mark Coe	Assistant Professor, Clinical Psychology
Laura Humphrey	Director of Student Life
Noni Bohonak	Division Chair of Math, Science & Nursing
Irene Dumas Tyson	The Boudreaux Group
Heather Mitchell	The Boudreaux Group

****This memorandum conveys our understanding of the topics discussed and agreements reached. Each person receiving a copy of this memorandum is requested to review same and advise The Boudreaux Group, Inc. of any errors or omissions.***

A kick-off meeting was held at USCL Campus on October 1, 2007 to start the master planning process and establish goals and schedules. The following items were agreed to:

Main Points, Conclusions, Decisions, Follow-Up:

Item #1 Three focus groups will be held as follows with Shana, Trina and Paul coordinating:

Focus Group 1: Higher education commission. Invitations will be extended to the board of visitors and to the foundation. Mr. Bradley, a member of the USC Board of Trustees, should also be included in this meeting and if he is unable to attend, a separate individual meeting should be held with him.

Focus Group 2: Community and education leaders. This will be held in conjunction with a chamber of commerce breakfast, if possible.

Focus group 3: Student and faculty alumni and staff of USCL. This will be held on a Friday from 12:00-1:30 p.m. with lunch provided.

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- Item #2** The master plan committee will be referred to as the master plan project team, and Paul Johnson will act as the chair of the team.
- Item #3** The Boudreaux Group was presented with the campus security assessment and also with the agenda for the October 4 and 5 two-day strategic planning session. The results of their survey will be presented at this time.
- Item #4** The October strategic planning work session is going to lead up to the draft of the strategic plan which will be called the *Blueprint for Quality Enhancement*. The Blueprint will be presented to the Commission on Higher Education for Lancaster County in an all day work session on November 9.
- Item #5** The master plan project team was tasked with gathering informal data such as gathering input from campus colleagues about campus strengths and weaknesses, taking photos of what they like/don't like on campus, and compiling issues/challenges to share at the next project team meeting. These photos may include other campuses and case studies of ideas that could be implemented into the master plan.
- Item #6** *The Lancaster News* in the near future is going to be doing a four-or-five-day feature on assets of the USCL campus, a copy of which will be saved for The Boudreaux Group team to have as reference in the master planning process.
- Item #7** The project team brainstormed and discussed various issues and ideas that should be considered as part of the master planning process. All were encouraged to bring ideas to the table without regard to whether they were perceived as "good or bad." The following items were discussed:
- Fencing and signage is important to defining the campus and creating a secure environment.
 - Implementing aspects of the security plan
 - Creating a "pretty" campus and a central gathering and focus point
 - Enhancing the rose garden
 - Creating shade (it was noted that the walk to Bradley is quite hot and uncomfortable in the summertime)
 - Creating a digital news board to communicate campus events with the community
 - Identifying the main entrance to campus
 - Emphasizing Hubbard Drive and making it feel like you're on a college campus similar to Greene Street on the Columbia Campus
 - Making quick, short-term decisions on location of parking lot – roughly 150-200 parking spaces are needed now. Students are parking on the grass.
 - Locating a classroom building to be built in the near future

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Item #7
(continued)

- Studying space utilization of classrooms and making sure that the information that is part of the CPIP process is accurate
- Establishing a location for Residential Hall
- Reconstituting the lake that disappeared as a result of the dam being damaged during Hurricane Hugo
- Creating student seating areas outdoors
- Making Hubbard Hall less “generically ugly”
- Adding technologies to campus, increasing computer labs and smart classroom space
- Creating an amphitheater
- Instilling campus pride
- Creating opportunities for food spaces and food service
- Establishing a presence on Highway 521
- Incorporating general recreation and field space
- Establishing a Frisbee golf course on campus
- Providing space for student health services including expansion of the counseling center
- Providing growth space for administrative functions
- Creating additional space for information technology and network centers server space
- Establishing space for a career center
- Design bike racks throughout campus

Item #8

The Boudreaux Group needs the following items from Paul and/or Thomas Fox: a copy of the topography of campus as generated by the county government any campus plans that are in digital form, floor plans in digital form of all buildings on campus that are available and any documentation or design work that has been done on the proposed parking lot across from the current parking at the Bradley Auditorium.

Item #9

A county complex is being proposed for baseball and softball. It is envisioned that the USCL diamond will be a focal point of that complex and therefore not housed on USCL campus.

Item #10

Parking on campus is provided by a \$10 per semester sticker (\$5 for summer). Faculty and handicap parking is reserved with all remaining spaces available for students. More reserved parking is needed for faculty.

Item #11

In reference to the lake reclamation, grants have been applied for in the past in the neighborhood of \$85-\$90,000 through a biology professor to repair the dam and therefore reclaim the lake.

Item #12

Currently, a space utilization committee is looking for classroom administrative space while Hubbard Hall is under renovation summer ‘08. Attempts to update the space utilization of the campus would need to be coordinated with this group.

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- Item #13** Some iconic element to inspire traditions on campus would be nice, such as the Daniel Boone statue at Eastern Kentucky University. Students rub the foot of the statue for good luck. USCL could build on the local Andrew Jackson history.
- Item #14** The campus server and communications network need to be housed centrally in on location.
- Item #15** A true campus feeling comes from students and their energy and campus activities. Providing more extra-curricular programs, food service and athletics will contribute to a stronger campus atmosphere. USCL needs to move beyond the perception of being an extension of high school.

hm:bhs
cc: File.110
Johnson (For distribution)

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MEETING MINUTES

Project Name: USC Lancaster
Date: October 17, 2007
Project #: U-648-07
Location: CR Dowling

Attendees: Lancaster County Commission on Higher Education and USCL Foundation

D. Lindsay Pettus	Don Rushing
Vivian A. Gray	Charles A. Bundy
Charlene McGriff	Tim Thornton
Bruce Brumfield	Rosa Sansbury
Francis Faile, Sr.	Randy Collins
Lisa Bridges	Stan Johnson
Janice Dabney	Billy Boan
Tim Gause	Thomas Fox
John Catalano	Gene Purser
Ed Khoury	Heather Mitchell
C.D. Gregory	Irene Dumas Tyson

**This memorandum conveys our understanding of the topics discussed and agreements reached. Each person receiving a copy of this memorandum is requested to review same and advise The Boudreaux Group, Inc. of any errors or omissions.*

A meeting was held at 5:30pm on October 17, 2007 to discuss the USC Lancaster Master Plan with the Foundation and Commission. The following items were agreed to:

Main Points, Conclusions, Decisions, Follow-Up:

- Item #1** There are very few apartments, so students must commute. 57% of the students are Lancaster residents. York County is the largest feeder county. There is a critical need for student housing.
- Item #2** 25% of students are over the age of 25. Students 60 years or older get free tuition on a space available basis.
- Item #3** Appropriate and equitable funding is a priority.
- Item #4** Sun City is an untapped resource. Most residents travel to Charlotte for educational and cultural offerings. USCL could provide more cultural programs and continuing and adult education (such as USC Beaufort) or teacher certification. Sun City residents (and all retirees in the county) could be tapped as adjunct faculty and could develop a resident lecture series. The challenge is that there is no continuing education space (lack of facility and resources). Continuing education could generate income for the school.

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- Item #5** More opportunities for student life on campus are needed: athletics, more facilities and gathering spaces, food service, student housing.
- Item #6** The Catawba River is a unique and valuable asset: fresh water research, fresh water biology, future growth research and development, opportunities for trails and enhancing watersheds.
- Item #7** Research areas of academic and program, such as diabetes research and outreach, new areas of health and wellness, music, athletics, history and the Catawba culture. A Center for Native American Studies is desired and will contribute to the unique academic environment at USCL.
- Item #8** Want to avoid the “Community College” stigma - no “cake baking.” *Higher Education* is the main focus. Students should be proud to attend USCL and not view USCL as 2nd choice or last resort. USCL can be a first choice school. The administration needs to pay attention to student opinions - why they leave, what they want, what brought them to campus.
- The school’s image is changing, but slowly. Parents have pride. Pride starts with the look of the campus. Want USCL to mirror the USC Columbia feel and to reflect that USCL *is* USC— the Horseshoe, uniformity of buildings, brick, green grass, “walkable” campus, athletic fields, and defined boundaries. USCL can propel Lancaster from being a mill town into being a college town. Education is a key economic engine to the future of Lancaster.
- Item #9** Items Held Sacred
- trees throughout campus and Hubbard Hall
 - library: knowledge, wisdom, research
 - influence of the faculty on campus and within the community
 - Dean Catalano
 - rose garden
 - the students
 - community center - focal point of campus
 - statewide recognition
 - CR Dowling Center
 - two auditoria
- Item #10** The Lancaster public school system is a natural progression and market into USCL. High school students need to see USCL as a destination, while a stepping stone, to USC or other institutions of higher learning... not as an extension of high school. USCL is a school with unique disciplines that are challenging. Institute a junior scholars program and get high school students on campus.

Item #11 How will USCL impact the community with its growing enrollment? Enrollment was up 26% this year (largest increase of all USC regional campuses). This trend will continue, potentially increase, due to the impact of Life Scholarships and the rising SAT scores of the USC freshman classes.

This increase has created challenges for the administration regarding space for classes and faculty offices as well as parking for students and faculty. New classroom and offices are needed immediately.

Students who are not accepted into USC due to the rising SAT scores are raising the bar, the academic standard at USCL. It is important that USCL remains accessible and affordable to students who may not have opportunities to go elsewhere.

Item #12 The community supports, strongly, USCL becoming a four-year campus. Until this decision is made, USCL must focus on becoming the very best two-year college while continuing to offer some four-year degree programs.

Item #13 USCL needs a defined, very visible entry. Where should this be? Hubbard, while a major artery through campus and to the City, splits the campus and negatively impacts the pedestrian opportunities on campus. Dealing with Hubbard needs to be considered with the entry.

Item #14 Reclaim the pond and consider outdoor environmental labs.

Item #15 The 50th Anniversary is soon, yet what will we celebrate at 100?

- USC students have the highest graduation rate in the State.
- Lancaster is a celebrated college town.
- USCL continues to be an affordable place for students to get their start in quality higher education.
- USCL is a major contributor to the community – economically, talent for business and industry, wellness and cultural activities.
- USCL facilities and programs (academic, athletic and outreach) are viewed as models for other campuses.
- USCL alumni are successful business and community leaders.

Item #16 What can we give to industry? How do we produce talent for existing and potential industries *and* to attract industry? What is the connection between USCL and business and industry?

What is the impact of Sun City? What is the impact of Indian Land Growth?

How can USCL be a stronger community resource?

The administration should get the opinion of Dr. Sorenson and others at USC.

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- Item #17** Main Assets
- Opportunity for children to go to school who may not have otherwise
 - Personal Attention, maturity
 - USCL students have a very high graduation rate in Columbia
 - Student housing and activities will help build a successful reputation
 - Promote successes - tell the story
- Item #18** Promote the successes of USCL... tell the story.
- Item #19** Create the future: establish niche markets for USCL, do not react.

ett: idt

Cc: Attendees, file

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MEETING MINUTES

Project Name: USC Lancaster
Date: October 19, 2007
Project #: U-648-07
Location: Hubbard Hall

Attendees: USCL Students, Faculty and Administration

Trina McFadden	Shana Funderburk	Catherine Catalano	Angie Winkler
Reneé Steele	Danny Faulkner	Pam Ellis	Rick Walters
Avis R Clyburn	Tracey A. Mobley	Hanna Katayama	Adam Lynn
Tanya Laney	Blake Faulkenberry	Caleb Morrison	Max Bonek
CoSonja Allen	Dashelle Guy	Lori Ferguson	Stephen Criswell
Mark Ammons	Lori Harris	Thomas Fox	Theresa Polenski
H.B. Lucas	Shari Eliades	Peter Barry	Andy Yingst
Shemsi Alhaddad	Ann Scott	Courtney Catedge	Dominique H. Waller
Bill Riner	Wayne D. Thurman	Lynette Martek	Mark Coe
Ashley Moseley	Kenneth Cole	Jeremy Johnson	Preston Brewer
Bruce G. Nims	Walter Collins	Nicol Augusté	Todd Scarlett
Elise Wilson	Billy Hogge	Thomas Baker	Jenna Schwartz
Laura Humphrey	Ricquivious Smith	Dianne Evans	Karen Faile
Annette Golonka	Fran Gardner	Darlene Roberts	Stephen Criswell
The Boudreaux Group	Jill Armbruster		
The Boudreaux Group	Irene Dumas Tyson		

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A meeting was held at 1:00pm on October 19, 2007 to discuss the USC Lancaster Master Plan with the students, faculty and administration. The following items were presented:

Main Points, Conclusions, Decisions, Follow-Up:

Item #1	Reasons Why Student Are Here:
	<ul style="list-style-type: none">▪ Friends▪ Cheaper▪ The information DVD of the college▪ 1:1 attention▪ Smaller campus▪ Close to home▪ Scholarships▪ “Daddy made me”▪ Convenient - technology

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Item #2

Student Wish List:

- More sports (baseball, men's soccer)
- Nice dorms
- More parking
- Greek life
- Cafeteria
- Upgrades to buildings
- Child care facility
- More options for 4 year degree programs
- More student activities such as intramural sports, drama, Habitat for Humanity
- Student health services
- Landscape Elements- fountains and sculpture
- Amphitheatre
- Traditions - (maybe build on Andrew Jackson history)
- Community health services, psychology lab, rehabilitation, education, research
- Large courtyard - large gathering spaces for commencement
- Main entrance to campus (maybe 521?)
- Create cohesive campus
- Close Hubbard Drive to car traffic
- Major/distinctive signage - prominence?
- Well designed buildings
- More classroom space and faculty offices
- More displays, exhibits and informational kiosks
- Cosmetic upgrades to Hubbard Hall and Starr Hall
- Cyber café
- Greenway from by-pass and landscaping at Wal-Mart intersection on Highway 9
- All buildings must have operable windows
- Galleries
- Make the Center for Native American Studies a reality
- Consistency in building design
- Faculty/division focused offices
- Centralized administration
- More lab and research space
- ADA throughout
- Community message board- like FMU or Coastal
- Plumbing in art studios
- Facilities for four year nursing such as labs, mock ERs, etc.
- Build up, not out; keep the green space
- Public parking for library
- Designated faculty/staff parking areas
- Performance stage with dressing rooms
- Psych research lab
- Print shop
- Trail system throughout campus with fitness stations along the way
- Have the tallest building in town
- Advanced security system (emergency call boxes/intercom)

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Item #2, *continued*

- Sustainable buildings
- Recycling throughout campus
- Back-up generators for library and other buildings and program
- Planetarium
- Greenhouse for teaching and research
- Series of remedial classes to prepare students
- On-line courses and degrees
- Stronger connection to high school
- Look at land on 521 for expansion
- Growth
- Pedestrian connection to Wal-Mart

Item #3

What is Held Sacred:

- Personal relationship with community
- Small classes
- Devoted faculty and staff
- Price
- Trio
- Interaction with students; comfort; not feeling removed
- Open door policy with faculty and staff
- Free tutoring in all subjects
- The Rose Garden
- Connection with USC
- Students play big role in events and activities
- Green space

Item #4

Where Do You Want to Be at 100 years?

- Walkable campus - sidewalks to preserve campus
- Beautiful, classic college
- Four year school
- Big trees
- Individuality, unique identity from USC
- Not a lot of concrete
- Same buildings - not disposable
- Pride in being the best in the state for health services and Native American studies
- 24/7 campus with dorms and student life activities
- High academic expectations
- Serving those with less opportunity
- Figurehead for the six city area - THE school for higher education
- Faculty achieved perfect balance between teaching and scholarship

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Item #4, continued Where Do You Want to Be at 100 years?

- Maintain two year status with more four year degrees
- Transportation system - 24/7, growth, provide for commuters
- More academics, student organizations, internships, hands-on training
- Endowed chairs for faculty
- Buildings that accommodate and anticipate growth
- Be the 'sprawl buster' with green space;
- Create a sense of place and beauty

Item #5 Challenges:

- Critical lack of storage, especially labs and geology, but campus-wide
- Parking: garage (up not out); parking on the perimeter to preserve green space
- Open enrollment; no remedial programs for those not ready
- Lack captive audience without 24/7 campus life
- No student housing, no "life"
- Lack of security is keeping students away
- Too little computer lab space
- More space for all faculty and staff
- Devoted computer labs and printing, etc.
- Inadequate funding for students and price increases
- Beginning to have larger classes; losing personal touch
- Keep fiscal, physical enrollment growth in concept
- Severely understaffed across the board; particularly
- Counselors and Registrar
- Cost of books

ett: idt

Cc: Attendees, file

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MEETING MINUTES

Project Name: USC Lancaster
Date: November 1, 2007
Project #: U-648-07
Location: CR Dowling

Attendees: Chamber of Commerce Members

Franklin Sparkman	Leo Maguire	Pierce Horton	James Bradley
Gene McWhirter	Tee McWhirter	Doug Barnes	Sharon Novinger
Al Ferguson	Lynn Ferguson	Janice Dabney	Debbie Jaillette
Stan Emanuell	Terry Schonbeg	Mick Mulvaney	Chris Tipton
Patrick Kania	Marsha Patterson	Marion Hicklin	Denise Keating
Cherie Ellis	Jeffery Chandler	Jim Morton	Tim Hallman
Rick Walters	John Catalano	George C. Dobson	Eldridge Emory
Bob Williams	Marita Eden		
The Boudreaux Group	Irene Dumas Tyson		
The Boudreaux Group	Jill Armbruster		

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A meeting was held at 7:30 am on November 1, 2007 to discuss the USC Lancaster Master Plan with local business leaders. The following items were presented:

Main Points, Conclusions, Decisions, Follow-Up:

- Item #1 What are USCL's Greatest Assets?**
- Accessibility
 - Community involvement
 - It's Ours!
 - Academic integrity
 - Transferability of classes to four year institutions
 - Cost (low)
 - Classes taught by full-time faculty
 - Have some four-year programs
 - Low faculty/student ratio
 - Transferability of classes
 - Location – growth in area
 - Facilities
 - PE center available to the school and community
 - The dean, faculty and staff
 - Health programs and facilities
 - Change in perception: USCL is college, not the 13th grade

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Item #1

What are USCL's Greatest Assets?

- Inter-collegiate athletics
- Large scholarships and availability of aid
- Performing arts series
- Reasonable admissions standards
- Continuing education programs
- Tele-classes
- Collective rallying point for community
- Integral part of business and industry: recruiting, continuing education, workforce development
- Bring in future leaders through the students
- Non-traditional student programs
- Faculty and staff involved in community
- Facilities available to the community
- Non-traditional student programs like night classes for workers
- Health programs and facilities for cardiac and diabetes patients
- Nursing program/partnership with local hospital
- USCL has so much going for it
 - Strong leadership in John – keep him
 - Strong community support and leadership
 - Community takes care of itself, for example, the community raised \$8 million in private funds to build the Bradley Center
 - Praise for commission support of the master plan
 - USCL is the best two-year institution
 - Where we're going is even better than where we've been.

Item #2

Opportunities

- Lancaster recognized as a college town
- Recruit students from larger region –need more housing
- Become realistic alternative to Winthrop, USC or Clemson – more degrees, such as business, higher level degrees (four year Bachelors and MBA)
- Keeping Indian Land focused toward Lancaster
- Tap into knowledge/experience of Sun City area through guest lectures and courses; ensure Sun City residents identify with Lancaster
- USCL is major draw/asset to pull from Charlotte
- Keep Lancaster County from becoming part of Rock Hill or any other area – large university will keep focus/strength in the county
- Make it look like a traditional campus with signage, landscaping, a defined center (such as the Quad) so people would see the campus as a college
- Signage at major roads in order promote USCL to regional markets: South Charlotte area, Chesterfield, York, Chester, and Columbia metro area
- Apartment complex next to fire station on Hubbard detracts from the campus feeling and sense of security
- Expand nursing program (4 year) and other specialized programs – USCL is recognized for it
- Four-year degree – more graduates staying in community will attract more industry

- Item #2** **Opportunities** (*continued*)
- Widening/addressing Hubbard – adding lanes – doesn’t feel like a campus road
 - Close Hubbard – to make it into a real campus
 - Parking/traffic patterns – design to make safer and more accessible
 - What is campus identity? Bradley Center (Community), Starr Hall (Students), PE Center
 - USCL has to become community anchor – move from manufacturing to education
 - Demographic shift – more degreed citizens
 - Revenue-generating sports such as baseball instill school and community pride
- Item #3** **What would you like to see on campus?**
- Wellness program – something that educates the community; county health is deteriorating – need to provide this resource.
 - Something designed to grow – not a piecemeal plan
 - High-rise buildings – leave as little footprint as possible
 - Defined entrance (entry from north, Highway 521)
 - On-campus food service
 - Naming of streets to reflect campus
 - State-of-the-art athletic fields on campus: women’s softball, soccer, baseball – moving students across town for sports can cause safety problems and take energy away from campus
 - Continued focus on quality... the quantity will follow
 - Students feel a part of something bigger, sports, student activities
 - Equitable funding from state in relation to other 2-year – less funding per student than other 2-year – USCL largest 2-year
 - Need significant community effort to raise funding awareness and to have a successful capital campaign
 -
- Item #4** **As business community, what are you willing to do/what appeals to you most?**
- Education = Economic Development
 - Supporting a real need
 - Business community supports economic development
 - It’s Ours – community pride to rally
 - Complete the master plan, then implement the plan with updates every five years
- Item #5** **What will it take to sell the master plan?**
- The Boudreaux Group develops a quality plan
 - To build support: quality of plan, planned giving department – these are daily efforts
 - Recent business and industry layoffs are generating more USCL interest: times are tough; USCL is meeting a real community need with higher education and new workforce development
 - Regional feel will attract broader corporate support

Item #5

What will it take to sell the master plan? (continued)

- People take USCL for granted. Native residents view USCL as the old “extension” model – need to market what USCL has become and elevate its reputation.
- Engage high school students and their parents, early and often, on campus to change perceptions
 - Understand excellence in higher education and academics
 - Traditional campus feel = social opportunities and growth
 - Dorms will attract
- More active Board of Visitors
- Restart alumni association
- Innovative marketing
- Engage more young professionals on campus:
 - Get their support for the home team
 - investing in community
 - executive programs
 - provide activities on weekend and nights
 - personal contacts work best
 - promote successful alumni
 - promote rebirth of campus

Item #6

What can USCL Celebrate Most During the 50th Anniversary? 100th?

- Growth
- History and our future
- Excellence
- Accessibility
- Value to community
- Opportunity provided to hundreds of graduates and their successes
- “We are USCL” campaign
- Recognized as college town, not just bedroom community
- Emphasize connection to USC
- Center to community – keep kids here, grow kids here, work here; greatest community impact by not depending on Columbia
- Stand on own two feet like UNCC, UNCA. This will come as campus grows.
- Original vision to bring campus here 50 years ago – celebrate how it began
- Strategically plan USC and Legislative support for the vision
- Need all land that USCL can possibly buy now in order to meet needs 15+ years out, to support infrastructure; get commitments, tap into estate planning gifts
- Host USC leadership from Columbia and local political leaders – show them the plan and the vision
- Sequence: understand what is needed, what can be acquired, build support, then raise the funding
- Opportunity to purchase land on 521, east of Hubbard off Highway 9 Bypass
- Get corporate Wal-Mart buy-in and support annually
- Regional connections – friendships
- Community support of the arts and campus arts programming

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Item #7

Where Should New Buildings Be?

- Classrooms between PE and Hubbard
- Don't piecemeal – need big picture of campus
- Residential hall should not be on 521 – need to be secluded
- Master Plan should promote wellness: campus programs, physical plan, encourage students and citizens to adopt healthy lifestyles

Item #8

Challenges

- Traffic/parking
- Funding
- Growth without adequate funding
- Community's use of PE center – the required training deters people
- Seamless Internet connection – on-line courses
- Plans for state-of-the-art IT
- Area guidance counselors perceive/sell school negatively

ett: idt

Cc: Attendees, file

MEETING NOTES

Project Name: Lancaster Campus Master Plan
Date: November 9, 2007
Project #: U-648-07
Location: CR Dowling

Strategic Planning Session for the Lancaster County Commission on Higher Education, Board of Visitors, USCL Foundation and Administration

Irene Dumas Tyson attended the presentation of the campus strategic plan from 10:00 am – 3:00 pm. Paul Johnson presented the plan for discussion. The following represents observations from the presentation and discussion.

Observations:

- Item #1** Students are concerned by the number of non-students who use the facilities (security), such as the student center.
- Item #2** Want to keep small town feel on campus.
- Item #3** Need to do facilities space master plan in order to understand existing space, required space for faculty, staff and students and program needs.
- Item #4** Benefactor's survey: majority believe USCL needs to be four-year institution – this will be good for the community. Believe that students are not spending enough time on campus... they are missing out on the learning that happens outside the classroom.
- Item #5** From all surveys there was strong support for weekend classes, more evening and continuing education.
- Item #6** 70% want on-campus housing (school district survey).
- Item #7** Campus should continue to be an active part of the community – not an isolated ivory tower.
- Item #8** Impact of four-year college: planning for the possibility; important to keep an open door policy at USCL. Will a four-year institution keep new students out who might not get in elsewhere?
- Item #9** Housing = fundamental change in mission and scope from a two-year commuter institution. Housing = more staff, students activities, maintenance, etc., which will come at a price.

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- Item #10** Is the community ready to support a four-year? If USCL loses funding from Columbia, the campus will be dependent on the legislature; need to understand the economic impact on the community.
- Item #11** Surprise at high percentage of those who want sports
- Item #12** Sports = college feel and community building. Once had basketball team and cheerleaders; gives identity to school; gives reason to stay on campus; students want it – intercollegiate and intramural
- Item #13** Housing = need for student activities on campus, such as sports.
- Item #14** Nursing and business are the largest degree programs on campus.
- Item #15** 1,502 students
- Item #16** Equity funding: USC-L is below state funding among regional campuses; 25% enrollment increase will negatively impact the budget without more equitable funding.
- Item #18** Meet with Sorensen and others in Columbia about the USC-L master plan.
- Item #19** Dean Catalano wants to focus on more four-year degrees, not forcing a four-year campus. That's a political move. If USCL gives degrees and takes care of students, the politics will take care of the four-year campus. (per objective 1.2 – Columbia's issue, not USC-L)
- Item #20** Can't continue to offer more four-year degrees with existing students.
- Item #21** Mick Mulvany (legislator) is pushing parity funding.
- Item #22** Real shortage of faculty – facility impact (*do facilities projections*)
- Item #23** Need a dedicated basketball court and swimming pool for intercollegiate use. While there is a pool, there is an issue of different water temperature requirements for physical therapy vs. competitive swimming; include a therapy pool in the new health center.
- Item #24** "Blueprint for Quality Enhancement" will be submitted by February 1 to the Commission on Higher Education.
- Item #25** Don't lose sight of original purpose for USCL; don't raise standards so high that the students who need to get in cannot.
- Item #26** *Goal 3: Improve Physical Plant*
- 2010 earliest for new classroom building
 - 2009 proposed new housing constructed – approximately 250 beds

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Item #27 Survey is being done on housing – need to talk with Reggie Barner, Aiken Housing Authority about progress and site selection.

Item #28 Since Chamber focus group meeting, Dean Catalano has been getting calls from people with more ideas and excitement about the future.

idt:bhs

cc: File.110

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MEETING MINUTES

Project Name: Lancaster Campus Master Plan
Date: January 18, 2008
Project #: U-648-07
Location: Bradley Building Conference Room

Attendees:

Ron Cox	Associate Professor of History; Associate Dean, Academic & Student Affairs
Bruce Nims	USCL-Professor of English, Chair, Humanities Division
Paul Johnson	USCL-Business Manager/Director Planning
Darlene Roberts	USCL- Associate Professor Business, Chair, Business Behavior Sciences
John Catalano	USCL-Dean & Professor, Philosophy
Blake Faulkenberry	Director of Information Resource Management
Thomas Fox	Director of Facilities Management
Preston Brewer	Student
Jeremy Johnson	Student
Mark Coe	Assistant Professor, Clinical Psychology
Laura Humphrey	Director of Student Life
Noni Bohonak	Division Chair of Math, Science & Nursing
Irene Dumas Tyson	The Boudreaux Group
Heather Mitchell	The Boudreaux Group

**This memorandum conveys our understanding of the topics discussed and agreements reached. Each person receiving a copy of this memorandum is requested to review same and advise The Boudreaux Group, Inc. of any errors or omissions.*

A work session to review the campus master plan was held at 12:00 pm. The following items were agreed to:

Main Points, Conclusions, Decisions, Follow-Up:

- Item #1** Heather and Irene presented the draft master plan to the master planning committee. Paul Johnson reminded the committee that this is a conceptual master plan, which will provide a map for future development on campus.
- There was unanimous support for the plan. The following notes are comments and recommendations made by the committee.
- Item #2** It is very important to include some parking at Hubbard (where the campus green is recommended), particularly faculty parking with handicap spaces for faculty, visitors and students.

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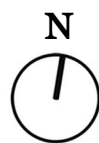
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- Item #3** Where will the fencing around campus begin? Where is the main entrance? The recommendation is to recognize the Highway 9 entrance as the main gateway into campus. The first phase of fencing and gateway should be at this intersection.
- Item #4** Would like to see a median/boulevard on Hubbard drive in order to lessen the distance for pedestrians. Likes the bump-outs and crosswalks.
- Item #5** It is very dangerous to cross Highway 9. Would like to see pedestrian crossing with signals. This is an issue to begin addressing as soon as possible with DOT.
- Item #6** Traditional design in architecture is good – it's timeless. The problem with the existing buildings is that one can tell when they were built – they look dated.
- Item #7** Bury the power lines!!! They are an eye sore and do not convey the image of a progressive institution of higher learning.
- Item #8** The university needs to take ownership of the campus.
- Item #9** Clean the buildings on the outside (can be done now) – the buildings look tired and grungy.
- Item #10** Continue to build municipal support for the campus and get their support for the capital improvements projects such as streetscaping along Hubbard, crosswalks and signals on Highway 9, power line relocation and gateway designs.
- Item #11** Improve the signage on Hubbard Hall and Starr Hall. It looks dated and is hard to see.
- Item #12** Develop a graphic plan for all signage – inside buildings, throughout campus and on buildings.
- Item #13** There was concern over the master plan recommendation to demolish the existing maintenance building. It is viewed as one of the nicest buildings on campus. Several recommended that it could be an ideal artist studio space – windows into the woods, lower level access and openness could be a good ceramics studio, and the building is in very good condition. The building was originally the campus security building.
- It was agreed that The Boudreaux Group would take another look at the building and rethink its use.

hm:bhs
cc: File.110
Johnson (For distribution)



September 2008



USC Lancaster

Campus Long Range Master Plan

Lancaster, SC

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AIA

Thank you for the opportunity to provide this Master Plan Report.
We look forward to helping you implement these ideas in the future.

Irene Dumas Tyson
Heather Mitchell
Anna Gray