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2013
CAMPUS MASTER PLAN

FAYETTEVILLE STATE UNIVERSITY

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2013
CAMPUS MASTER PLAN

Lappas + Havener, PA • Landscape Architects • Campus Planners • Durham, North Carolina

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- Appendix H**
Millennial Campus Master Plan
(DMR Architecture 2012)



The 2013 Fayetteville State University's Campus Master Plan provides an update the University's current Campus Master Plan completed in 2008 to more accurately reflect today's campus condition and to articulate a vision for the University's continued physical development and future growth. The 2013 Plan represents an aspirational plan for the campus as well as describing a realistic physical and functional setting that will facilitate achievement of the University's strategic goals and support its academic mission.

Specifically the Plan identifies new buildings, renovations and additions to existing buildings, new infrastructure and open space improvements that will increase the capacity of the campus to accommodate a projected enrollment of nearly 9,600 students within the next 20 years. These recommendations will require approximately \$500 million in capital improvements. Priority projects are also identified for implementation within the immediate six-year time horizon.

During the process of developing the University's 2013 Campus Master Plan, a number of Advisory Committees and other members of the University community have participated in multiple interviews and work sessions with the planning team to determine the direction for Fayetteville State's future. The first phase of the planning process included an evaluation of existing conditions and organizational patterns found on campus. The second phase of the process focused on developing a series of planning objectives that address the University's immediate and long-term facility needs. In the final planning phase, the consultant team led the University through a process of alternative planning scenarios, generating concepts for new facilities, building sites and the enhanced quality of campus open space.

The resulting Campus Master Plan describes a wide range of planning solutions that are strategic and action-based and reflect the evolving role of the institution, academic direction and goals for campus sustainability established in the University's 2009-2014 Strategic Plan.

PLANNING FRAMEWORK / GUIDING CONCEPTS

Development strategies formulated in the Master Planning process establish a conceptual framework upon which specific campus recommendations and plan configurations are based. The guiding concepts for the Campus Master Plan are as follows:

Campus Character

- Connect people in a welcoming, home-like atmosphere designed to engage students for learning in the 21st century global environment.
- Organize the campus community around a framework of vibrant precincts that embody the characteristics of residential and academic neighborhoods.

Open Space

- Create recognizable campus entrances and unified edge treatments that enhance public views and campus identity within the broader Fayetteville and regional community.
- Create a "heart of campus" comprised of interconnected campus spaces and landmarks that are pedestrian-friendly and celebrate the University's mission and heritage.

Buildings and Land Use

- Demonstrate good stewardship of campus resources – promoting building reuse and infill to create stronger campus organization, interaction among academic programs and the efficient use of available land.
- Strengthen the concentration of classroom and research buildings within the nucleus of campus, connecting the campus Library with the academic core.
- Create a variety of housing types for students to increase diversity within the on-campus living community.

Circulation

- Simplify vehicular circulation and concentrate major parking facilities at the campus perimeter, creating a more understandable and walkable academic environment.
- Strengthen the pedestrian walkway system to connect and unify the eastern and western portions of campus.

COMPONENTS OF THE PLAN

The 2013 Campus Master Plan achieves a balance of new development, renovation and removal that make the best long-term use of available land and financial resources while accommodating future growth and supporting campus goals. Principal components of the Plan will significantly enhance the function and character of campus, better serving the university students, faculty and staff as they are implemented.

Open Space Enhancements

- Create a new ceremonial main entrance on Murchison Road and elegant secondary approaches to campus.
- Create new campus landmarks, connectors and plazas for outdoor gatherings such as Heritage Way, Founders Plaza, Bronco Walk, Alumni Plaza and Library Mall.
- Create an improved Academic Quadrangle that provides a unified place for social interaction, connections with academic activity and sense of campus community.
- Create a new Environmental Research Park with a linear green space and Storm Garden Terrace along W. T. Brown Drive that overlooks the Cross Creek woodlands.

Academic Facilities

- Construct new academic buildings to keep pace with new and expanding programs, projected student growth and to facilitate departmental and unit integrity
- Expand space provided for the fine and performing arts, humanities, professional programs, graduate and undergraduate studies.
- Continue to improve the concentration of research, teaching laboratory and classroom buildings that create a hub of academic facilities dedicated to the sciences.
- Develop the future off-site campus for research, housing, community outreach and other programs that support the University's core academic mission.

Library

- Upgrade and expand Chesnut Library to provide better access to technology space, digital resources, group project rooms and student / faculty interaction areas.

Administration

- Construct a new Visitor / Welcome Center that consolidates campus orientation, admissions and Alumni relations into a facility located near the main campus entrance.
- Repurpose Cook Hall as a campus reception hall and gathering place for students, faculty, alumni and visiting dignitaries.
- Create a new Alumni Center designed to strengthen alumni relations and institutional development.

Student Life

- Expand and modernize the existing Jones Student Center with state-of-the-art dining and student amenities and social commons attractive to resident and commuting students.
- Create a landmark plaza at the entrance to the Student Center as a new campus gathering space.
- Provide a prominently located Student Success Center that brings together academic and cultural enrichment, tutorial services, counseling and advisement opportunities.

Residential Life

- Reinforce the development of two new residential villages in concert with future academic expansion. Provide informal study and technology lounges and social commons in all new residential buildings.
- Renovate viable existing residential halls, modernizing their building systems, living areas and creating additional communal study and social spaces.

Student Recreation

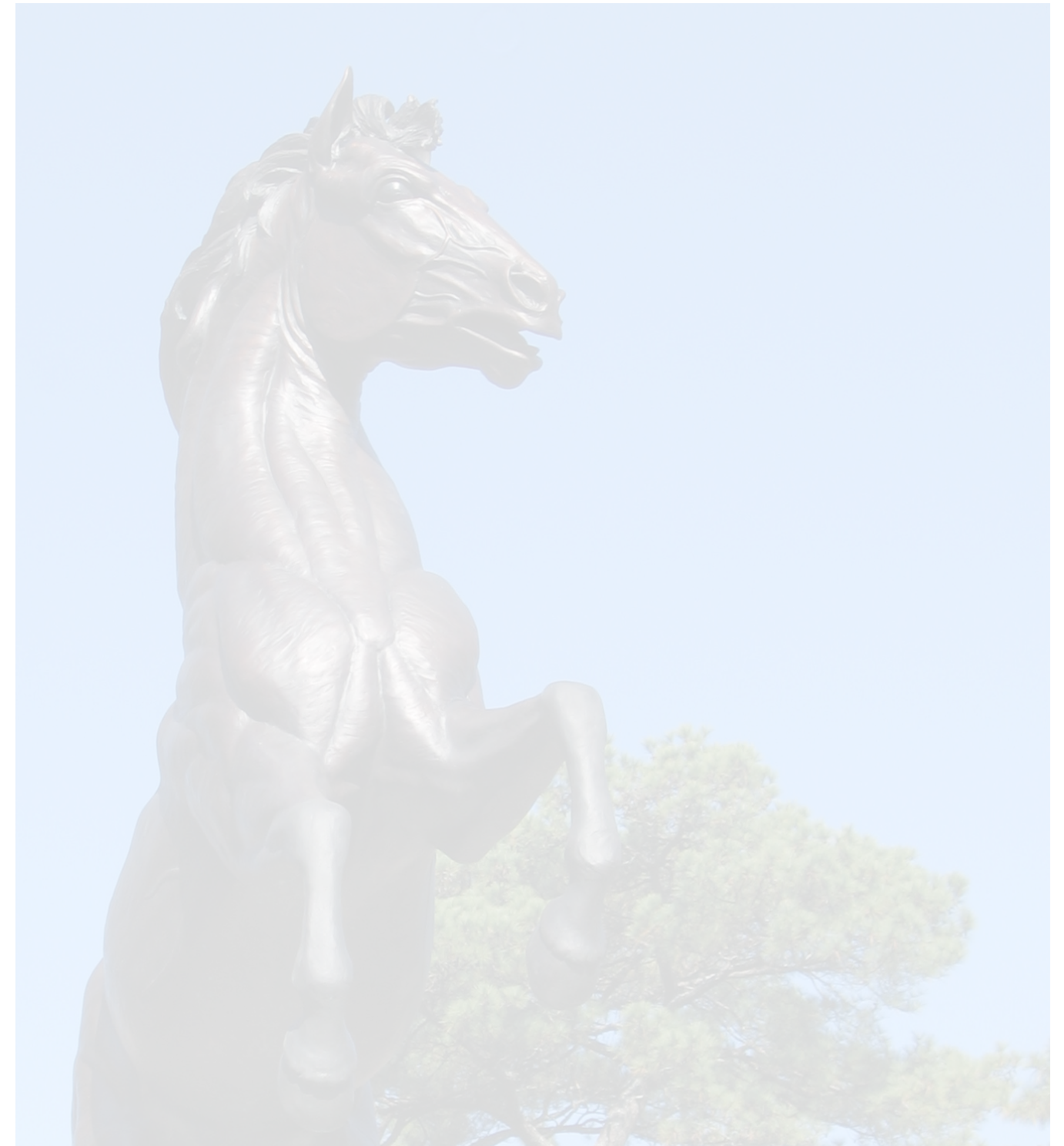
- Construct a new Student Health and Wellness facility that provides fitness, intramural sports and informal recreation opportunities for students, faculty and University employees.
- Increase the number of outdoor play fields and paved ball courts throughout campus.
- Develop community partnerships to help augment existing University facilities serving student recreation and athletics.

Athletics

- Upgrade and expand football stadium, competition and practice fields.
- Construct a new Fieldhouse for athletics training, locker rooms and office space.

Roadway and Parking Improvements

- Realign W.T. Brown Drive as the main, continuous campus thoroughfare.
- Close portions of Martin Luther King, Jr. Drive and Edgecombe Avenue to general daily traffic to assist in campus clarity and wayfinding.
- Remove obtrusive parking lots from pedestrian quads and campus green spaces.
- Consolidate the majority of parking near the perimeter of campus to minimize vehicular traffic within the campus core.



PURPOSE OF THE PLAN

There is change underway at Fayetteville State University and an optimism for the future as the University enters the first decades of the 21st century. The development of this 2013 Campus Master Plan Update will play a critical role in preparing the University to keep pace with a rapidly evolving educational and funding environment, growth in its academic programs and student enrollment, and the challenges of recruiting and retaining high quality students, staff and faculty. The Campus Master Plan Update will be instrumental in aligning new strategic initiatives with the continued physical improvement of the Fayetteville State University campus. As a template for the University's development of its facilities and environs, this updated Campus Master Plan will help ensure that the University can continue to actively manage the development challenges and opportunities ahead.

This is an important point in time in the evolution of Fayetteville State University. The University's strategic plans support teaching of the highest quality, enhancement of its core academic disciplinary areas, professional education and enhanced information technologies. The University is steadfast in its commitment to maintain a vital learning community that embraces new academic and research programs while enhancing the beauty and sustainability of its physical environment. It will do so in a manner that maintains the University's unique identity and fulfills its strong tradition of social responsibility and mission of public service.

The current climate of change at Fayetteville State University is complemented by an undercurrent of continuity with its past. The 2013 Campus Master Plan Update provides a clear vision for its enduring legacy as an attractive campus environment, expressing the school's values of excellence, community and sustainability. The University's future aspirations are expressed in a combination of new buildings and open space improvements and changes to campus that are planned to occur by Year 2030. In preparation for the University's anticipated growth over the next several decades, the 2013 Campus Master Plan Update offers a practical planning tool that is comprehensive in its breadth and that will address the University's ideals, ambitions, current and future facility needs.

MASTER PLAN UPDATE PROCESS

This summary report represents the culmination of a nearly two-year long revision and master planning process. The primary purpose of this Campus Master Plan Update is to refine the broad vision for the Fayetteville State University campus and the framework for its future development. Its findings and recommendations serve to replace the University's most recent campus master plan completed in January 2008.

The 2008 Campus Master Plan, also prepared by Lappas + Havener, PA, provides a springboard for the new 2013 Campus Master Plan Update. While many of the principles of the 2008 Plan remain relevant, fundamental changes have occurred in the University's planning context – acquisition of significant new property, a new strategic plan for the University, and a system-wide commitment to sustainable growth. These changes present opportunities to rethink the FSU campus in ways that were not previously possible nor considered. Specific recommendations within the Campus Master Plan Update also reflect new academic and student life facilities built since 2008, the priorities of the current University leadership, new academic initiatives and goals for the campus environment.

The Master Plan Update process was conducted largely through the work of six master plan sub-committees formed by members of the University community, including University executive leadership, administrative staff, faculty and students. Members of each sub-committee met with the Lappas + Havener, PA planning team and members of the University Facilities and Management Department to provide insight from their respective areas of interest and expertise. Current campus conditions, goals for future improvement and development options were discussed, evaluated and refined. Committee work sessions and planning presentations have addressed the following campus components:

- Academic growth
- Student life
- Student housing
- Open space
- Parking
- Sustainability
- Stormwater management
- Community initiatives

During the course of the planning study, regular visits to campus by the Lappas + Havener, PA team, personal interviews with University administration, faculty and staff were successfully incorporated into the process. Input from a wide variety of University stakeholders confirmed the findings of the consultant's analyses, provided critical assessment of planning alternatives and helped to guide the Plan's final recommendations.

Throughout the Master Plan Update process, there was constant interaction between the planning team and the University Facilities and Management Department, which provided valuable data, background information and support needed by the consultant team. At various points during the study, the team presented their findings to invested groups such as faculty, department heads, student leadership, administrative staff and academic leadership. The final outcome is this 2013 Campus Master Plan Update whose proposals and recommendations are understood and supported by the full range of the University community.

NEW PLANNING INITIATIVES

The 2008 Campus Master Plan has at its nucleus a number of fundamental planning principles that are still relevant today and important to maintain for the future. The 2013 Campus Master Plan Update follows the basic campus framework established in the 2008 Plan for campus-wide systems including land and building uses, circulation improvements and the overall structure of campus open space, while accommodating new goals for the campus grounds and facilities.

Since the preparation of the 2008 Plan, a number of important changes have occurred on campus. Several new facilities have been constructed on campus following the recommendations of the 2008 Plan - most notably the recently completed Nursing Education Building and two newly constructed facilities, the new Science and Technology Building and Renaissance Hall, a new student housing building.

More importantly, there are a number of recent changes to the University's strategic academic plan, internal campus initiatives and external changes within the surrounding Fayetteville community that will impact the University and contribute to the new directions and recommendations of the 2013 Campus Master Plan Update. Aligning recommendations

for the long-range physical development of the FSU campus that combines these internal and external factors has been the driving force for the current campus master planning effort.

These new planning initiatives create a dynamic context in which the strategic directions of the 2013 Campus Master Plan Update establishes recommendations for improvements to the FSU campus environment. They are listed below and will be discussed in further detail in the following chapters of this report:

University Strategic Plan

The Future is Calling outlines new goals and institutional priorities established for the 2009-2014 strategic direction of Fayetteville State University.

UNC Tomorrow Response Plan

FSU's plan to incorporate the UNC Board of Governor's May 2008 directives and challenge to all State of North Carolina institutions of higher education for new academic programs, sustainability and community engagement.

Base Closure and Realignment Commission (BRAC) Initiative

Specific academic programs, enrollment impacts and facilities needed as a result of the planned growth of the populations of nearby Fort Bragg and Pope Air Force Base.

Murchison Road Corridor Plan

A land use and economic revitalization study completed by the City of Fayetteville in January 2009 for the 4 ½ mile Murchison Road Corridor that connects downtown Fayetteville, Fayetteville State University and Fort Bragg.

Campus Sustainability Initiatives

A coordinated series of programs and best practices initiated by FSU in response to its commitment to implement resource conservation, environmentally and socially responsible practices and "green" technologies into its campus development and daily operations.

Stormwater Management

A comprehensive campus approach to integrate stormwater and water quality measures compliant with Cape Fear River Watershed regulations, federal and state mandates, and the 2009 City of Fayetteville Stormwater Ordinance.

Ten-year Academic / Enrollment Plan

Long range enrollment projections (2008-2017) for the University and the development of its academic programs.

A Plan that is Strategic and Action-Based

The 2013 Campus Master Plan Update seeks to reflect recent changes, identify current and newly emerging campus needs and provide recommendations that will allow the University to knit together the campus into a more vibrant, functional, and beautiful academic environment. Long-range planning goals and strategies are outlined that will help guide the University's decision-making for the orderly growth, continued improvement and enhanced character of the FSU campus for the next 20 years.

The 2013 Plan will also present a series of specific planning proposals for building projects and site improvements that can be achieved in the near term. Thus, the 2013 Campus Master Plan Update provides Fayetteville State University with a planning framework that is both strategic and action-based.

INTRODUCTION

ORGANIZATION OF THE PLAN

The Campus Master Plan Update process followed a logical step-by-step planning approach. Each phase of the study is built upon the information received and the conclusions made in the preceding phases. The underpinnings of the 2013 Plan, its working assumptions, findings of the campus analyses, the conceptual foundations proposed for campus development and specific plan recommendations are fully presented in this summary document.

The 2013 Campus Master Plan Update report is organized in a manner to lead the reader through the study in the same sequence in which it was conducted. The Plan is divided into six main sections:

Planning Context

The Planning Context provides historical background of the University's previous campus planning efforts, its academic mission and student composition, regional context, campus evolution and a summary of recent campus construction activity since the 2008.

New Strategic Directions

New Strategic Directions outlines the current University leadership's new priorities, programs and strategic initiatives enacted since the 2008 Campus Master Plan that will affect the comprehensive planning and physical improvement of the FSU campus.

Existing Campus Patterns

Existing Campus Patterns explores the conditions of the Fayetteville State University campus in its current state. The analysis evaluates the campus in terms of its visual character, how it is organized, how it functions, and how these attributes collectively contribute to its current physical form. The conclusions drawn from the analysis of existing conditions establish the basis from which campus planning objectives and recommendations for future development are formulated.

Space and Facility Needs

Space and Facility Needs presents an inventory of existing building conditions, classroom and space utilization data, a comparative look at peer institutions, and a statistical rationale for facility needs based on projected University enrollment, student housing and academic program growth.

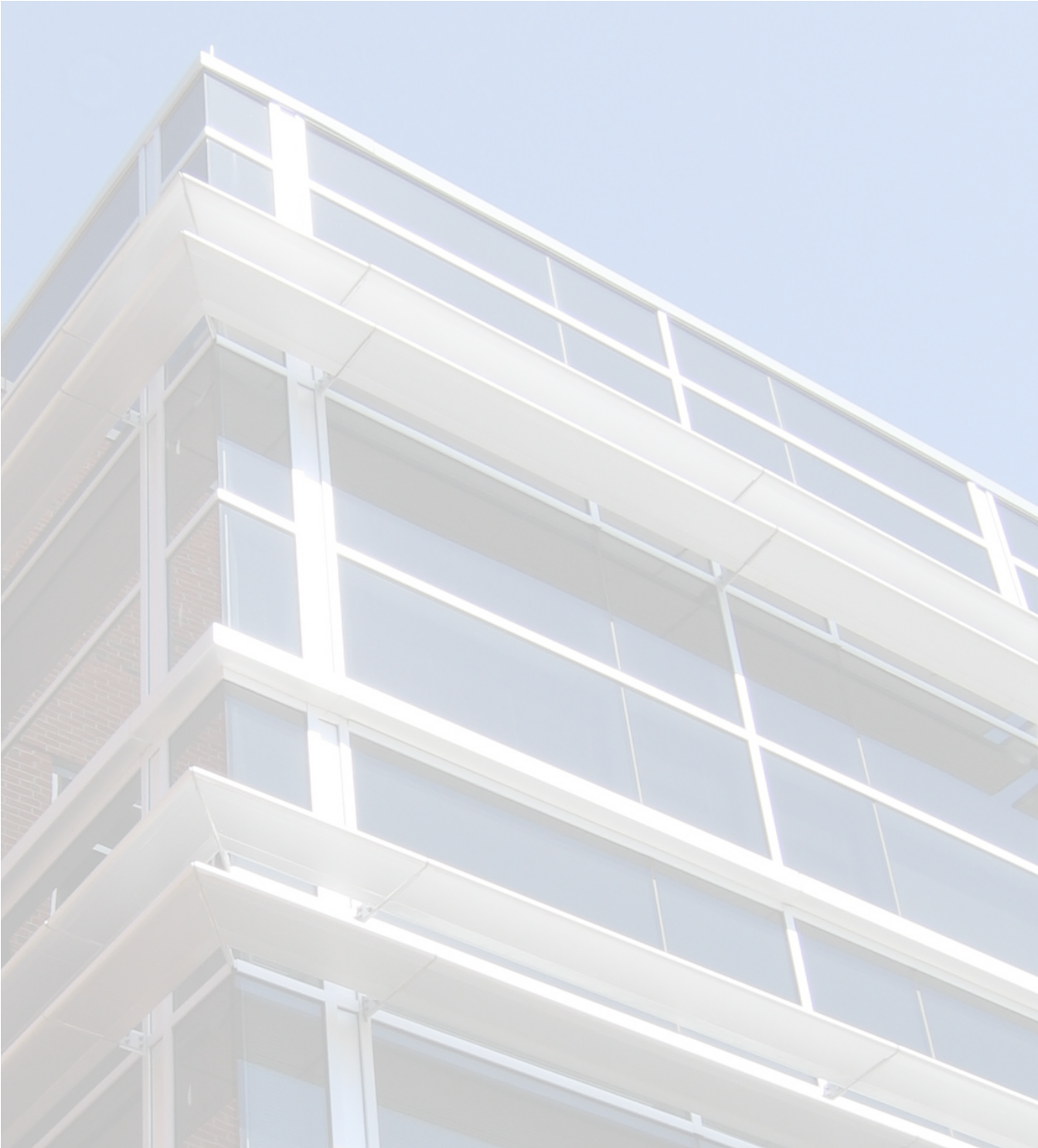
Shaping the Future

Shaping the Future articulates an organized response to the University's facility needs and projected enrollment growth anticipated over the next several decades. This vision for FSU describes broad goals for strengthening the structure of the campus by enhancing its distinct campus areas or precincts. Building, circulation and campus open space improvements are proposed to meet future needs and redefine the organizational and aesthetic quality of the University.

Implementation / Action Plan

Implementation / Action Plan outlines a series of concrete steps formatted as specific recommendations and capital projects that will help make that the Plan's vision a reality. Improvements for the campus are identified for implementation in three time horizons as a means of establishing priorities for the basic components of the Plan. The listing of projects will provide a decision-making framework to help the University guide campus its construction efforts to meet immediate needs as well as those to come in future years.





PREVIOUS PLANNING EFFORTS

THE 2008 CAMPUS MASTER PLAN

In October 2006, Fayetteville State University commissioned a multi-disciplinary team of specialists headed by landscape architects and planners Lappas + Havener, PA to conduct a comprehensive assessment of the physical campus and a master planning process for its future growth. The result was the 2008 Campus Master Plan that responded to the goals and priorities of the time. Many of the faculty assessments and basic planning principles established for campus growth have ongoing relevance and continue to help inform campus and facilities management decision-making today.

Studies were conducted by the Lappas + Havener, PA team to determine the condition of existing buildings, the functional and aesthetic character of campus, current and future facility needs, and alternatives for future building locations and open space organization. Many of the findings in these analytical studies form the background for the current Campus Master Plan Update.

The 2008 Campus Master Plan also included recommendations from six planning and design disciplines: land use planning, landscape architecture, architecture, academic space planning, athletic facilities and transportation. Detailed findings from specific studies from the team of consulting specialists may be found in separate Technical Appendices to the 2008 Campus Master Plan report.

In addition to Lappas + Havener, PA, the primary planning team also included:

- Shepley, Bulfinch, Richardson, and Abbot Boston, MA Academic Space Needs Planning Campus Architectural Assessment
- SEPI Engineering Raleigh, NC Traffic Assessment
- sfL+a Architects Fayetteville, NC Student Housing Building Conditions Study

The general direction that guided the 2008 Campus Master Plan process was initiated in November 2006 with a visioning workshop held with the University's Chancellor, academic and administrative leadership and student body representatives. Expectations and goals for the various stages of the planning process were established. Discussions ranged from current perceptions of campus, recent trends, facility conditions, anticipated growth and aspirations for the future. Many of the initial insights that emerged from the visioning workshop helped form the philosophical underpinnings of the study and a number of high-level issues were raised that had an impact on the direction of the 2008 Campus Master Plan. The basic findings of the Campus Master Plan were reviewed in progress presentations delivered to the Board of Trustees at their March, April and June 2007 and March 2008 meetings.

Concurrent with the 2008 master planning effort, the University engaged several consultants to conduct adjunct planning studies, including a Residential Life Master Plan (Gould Evans Architects), Athletic Facilities Study (Clough Harbour & Associates), Wayfinding/Signage Master Plan (Little & Little), and a Utilities Master Plan (Moorman, Kizer & Reitzel). These efforts were conducted parallel to the 2008 Campus Master Plan. However to date, only elements of the Wayfinding / Signage Master Plan have been implemented.

THE 1999 CAMPUS MASTER PLAN

Much of the physical form of the Fayetteville State University campus before the late 1990's was the result of incremental growth, primarily accomplished without adherence to a singular, formalized comprehensive planning approach. This led the University to engage Clark Nexsen and Sasaki Associates, Inc. to conduct a campus planning study beginning in April 1999. However a majority of the recommendations proposed in the 1999 Campus Master Plan remain unrealized.

The 1999 Campus Master Plan did, however, lay the groundwork for several important campus improvements - most notably the extension of W.T. Brown Drive across the rail tracks to Administration Drive - joining the eastern and western halves of campus. This was a first step in unifying the campus into a more functional and cohesive campus environment. Other specific recommendations for campus improvements, including the placement of significant buildings constructed in that era, including Lyons Science Annex, a new classroom / laboratory building, and Bronco Hall, a new dormitory facility, were not located per the layout shown in the 1999 Plan.

BACKGROUND

HISTORICAL HIGHLIGHTS

In 1867, seven visionary black citizens of Fayetteville - David A. Bryant, Nelson Carter, Andrew J. Chesnutt, George Grainger, Matthew Leary, Thomas Lomax and Robert Simmons - purchased two lots on Gillespie Street for the purposes of establishing a school dedicated to the education of black youth. The Howard School, as it became known, was the genesis of Fayetteville State University, led by first principal Robert Harris.

A decade later in 1877, the Howard School became not only the first public normal school for African-Americans in North Carolina, but also the first state-sponsored institution for the education of African-American teachers in the South. It was renamed the State Colored Normal School that same year and in 1907 State Colored Normal School was moved to its current Murchison Road site. The school was again renamed Fayetteville State Teachers College in 1939, Fayetteville State College in 1963, and acquired its present name, Fayetteville State University in 1969.

In 1972, by act of the state legislature, it was made a constituent institution of the University of North Carolina and now serves as a regional Comprehensive Level I university offering baccalaureate degrees in 38 areas, master degrees in 20 areas and doctoral degrees in Educational Leadership. It is fully accredited by the Southern Association of Colleges and Schools (SACS) and The National Council for Accreditation of Teacher Education, among others, and continues to enroll large numbers of African-American students, currently about 70% of its total student population. In Spring of 2007, Fayetteville State University celebrated its 140th commencement ceremonies, graduating nearly 500 students. At May 2011 commencement, the University conferred 599 degrees including 117 master's and 6 doctorate degrees.



PLANNING CONTEXT

ACADEMIC MISSION / STUDENT COMPOSITION

The primary mission of Fayetteville State University is to provide quality education to its students through a basic liberal-arts foundation, specialized professional training, and specific graduate programs. The University is composed of a number of different schools and colleges - the College of Basic and Applied Sciences, the College of Humanities and Social Sciences, the School of Business and Economics, and the School of Education.

Of the most recent graduates, the three most popular undergraduate majors were Bachelor of Science in Criminal Justice, Bachelor of Science in Business Administration and Bachelor of Science in Psychology. Of the master's programs, the top three were Master of Social Work, Master of Education in Teacher Education and Professional Development, and Master of School Administration.

Since 2008, some of the newest academic programs available include Public Administration (Intelligence Studies), Homeland Security and Bachelors of Social Work. In May 2011, FSU received unanimous approval by the North Carolina State Board of Nursing to initiate its 4-year degree, Bachelor of Science (BSN) beginning Fall 2011.

Sustainable Growth in Enrollment

Throughout the decade of the 1990's, enrollment at FSU grew by 60%. Student enrollment continued to grow throughout the early 2000's; and by the 2006-2007 academic year Fayetteville State University welcomed a record-breaking number of students, enrolling 6,692 students for the Fall and Spring semesters. FSU's enrollment dropped from 6,692 to 6,217 in 2008 when the University raised its admissions standards for incoming freshmen. The number of students went down to 5,781 the next year when FSU increased the level of academic performance needed to stay in school. Yet as student enrollment went through its anticipated drop, student retention improved to expected levels.

Today (this Plan utilizes a 2011 statistical baseline) there are 5,930 students attending classes at Fayetteville State. Nearly three-fourths of the student body is enrolled as full time students, with an overwhelming majority of the students being North Carolina residents. Only 5% of the University's enrollment is from out-of-state or are international students.

Through the policies of elevated admissions standards and the addition of new academic programs, FSU is establishing a pattern of sustainable growth. The University has adopted a goal of incrementally increasing enrollment on campus by at least 2% each year. The total student population is expected to increase 29% in the next ten years, growing to 7,676 students by the year 2021.

An important component of FSU's current growth pattern is the strength of its graduate programs. In the Graduate School, enrollment increased by 41% from spring semester 2010 the Spring semester 2011. From Fall 2010 to Spring 2011, enrollment increased nearly 12%, from 678 to 766 graduate students.

Improved Student Retention

The composition and social diversity of the current student body at Fayetteville State University presents a number of administrative and planning challenges. One of the most critical challenges facing the University, historically, has been that of student retention.

On June 9, 2008 Dr. James A. Anderson was named as the 11th chief Executive of Fayetteville State University and began his duties as Chancellor. Under his leadership at Fayetteville State an active commitment and strategy has been enacted to build levels of student retention and graduation rates that will ensure the continued success of the institution. The administrative decision to elevate the academic stature of the University's student body, in addition to the economic recession since 2008, has precipitated the University's lower enrollment. However, the purpose for elevating the enrollment and performance standards has resulted in positive results regarding improved student retention.

For students making the transition from first to second year programs, the retention rate at FSU in Fall 2010 was 70% just below the national average of 71.2%. In 2011, FSU's enrollment realized a 2.6 % increase in retention of its first year students, exceeding the national average for the first time.

During much of the past two decades, average 4-year and 6-year graduation rates were considerably lower than national peer institutions. The current 4-year graduation rate at FSU 11.8% and 30.5 % for 6 years. Senior management is committed to achieve more positive results in graduation rates that will at a minimum match per institutions.

In addition to the enhanced academic quality of the student body, a key strategy implemented by the University has been to expand and improve student support services including academic advisement, developmental and supplemental courses, positively influencing the climate on campus of learning, engagement and collaboration. In that sense, the goal to enhance students' academic and social experience is embedded in the 2013 Campus Master Plan Update by providing a guide for the continued improvement of the physical campus setting as a holistic learning environment.

Special Challenges

A fundamental tenet of Fayetteville State University's educational mission has been to serve the underserved. To that end, the University has one of the lowest tuition rates in the UNC system. While this is unmistakably a needed and deeply valued service, it does introduce practical challenges in terms of supporting and stabilizing its student population as well as the University's ability to command needed capital funding.

Another challenge inherent in the composition of the University's student population is that 49% of the school's students are considered non-traditional. Non-traditional students may generally be described as those that are adult learners, over the age of 24, many of whom hold part-time jobs or are providing care for dependents. Twenty percent of the University's students are military affiliated, a trend line that is continuing to increase within Fayetteville State University's population. Additionally, over 70% of all students are non-campus residents and commute to class on a daily basis.

Further, a substantial number of Fayetteville State University students include first-generation college students. The particular challenges of providing not only appropriate academic support but to provide an overall learning environment that cultivates a welcoming and comfortable sense of community among faculty, staff and both commuter and resident students is crucial. Responding to the diversity and specific needs of the University population is imperative for the school to continue building loyalty among alumni, improving morale within the University community to help attract quality faculty and to retain an increasingly talented pool of students.



Renaissance Hall Courtyard

THE CAMPUS TODAY

Today, Fayetteville State University's campus currently serves over 5,930 students in 62 state-owned buildings. There are 27 academic / administrative facilities, 10 residence halls and a student apartment complex, and 13 auxiliary / support facilities. During the course of developing this Campus Master Plan Update two facilities are under construction; a new science classroom / laboratory facility and a new residential hall, adding an additional 158,600 gross square feet to the University's physical assets. With their completion, the campus now provides a total of 1,571,651 square feet of building space for the University enterprise.

The FSU campus occupies some 170 acres of land. A number of outlying vacant parcels totaling an additional 66 acres are located north and west of campus proper and represent the remainder of University landholdings. These properties hold little value as a land resource that can be efficiently integrated with the current academic campus and were not considered as part of the Master Plan study area.

For the purposes of this Campus Master Plan Update, the analysis of current character and function is concentrated on the 156 acres of core campus, south of Langdon Street. An additional 14 acres lie north of Langdon Street in two parcels. One tract directly adjacent to Seabrook Park is currently undeveloped open space and the other houses the adjacent City of Fayetteville Fire Station and the FSU practice football field. In 2010, the University also purchased two small residential lots at the northeastern corner of the Langdon/ Murchison Road intersection.

A year later, the University acquired a nearly 6-acre parcel of land located across Murchison Road from the main campus that is currently being planned as a satellite research campus and developed as a public-private partnership. The future campus expansion will provide FSU with innovative research components to its academic enterprise and important community outreach opportunities for the greater Fayetteville region.

Leased facilities located off-campus include the University Bookstore and a number of civic engagement and veterans services, all sited in the Bronco Square Shopping Center across from the main campus on Murchison Road. The FSU Chancellor's Residence is located off-campus on Sky Drive on Fayetteville's near northside.

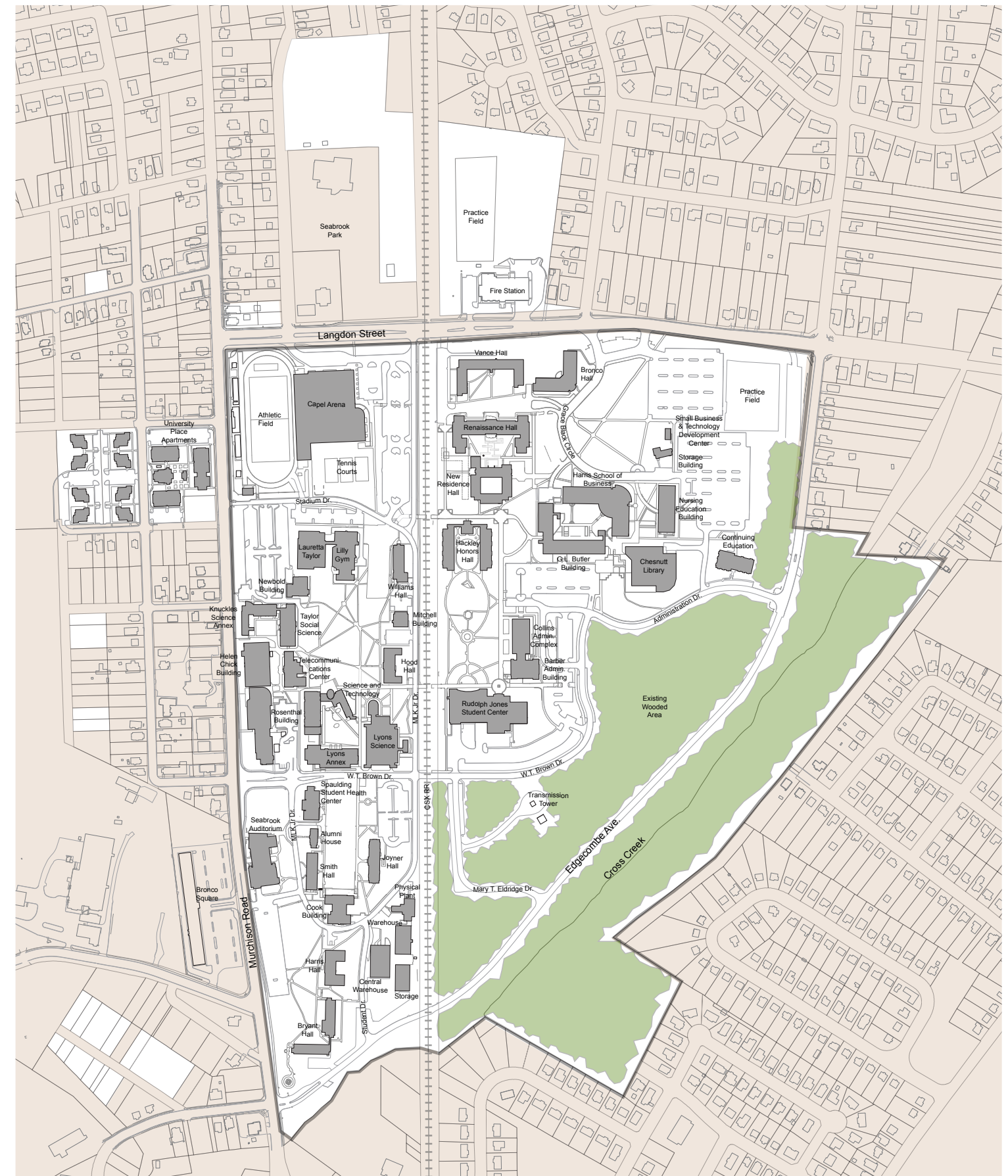
The 190-bed apartment complex, University Place Apartments (UPA), until 2012 was owned by the Fayetteville State University Foundation and leased by FSU Residence Life for student housing. It is now part of the University-owned facility inventory.

FSU also maintains three satellite facilities as part of its educational outreach program – one at Fort Bragg Army base in Fayetteville, one at Seymour Johnson Air Force base in Goldsboro, NC and another facility at Fort Sam Houston, Texas.

The need to conserve land resources and manage growth within the core campus area on Murchison Road over the next 15 to 20 years will be critical for the University. There is a common perception among many in the University community that the campus is landlocked and there is very little available land on which to build new facilities. There are several factors that contribute to this perception and make possible new building sites difficult to recognize:

- There is a large amount of area currently dedicated to land-consuming surface parking facilities.
- Existing building density is relatively low, especially in the eastern portion of campus.
- There is a number of one-and two-story buildings that currently limit the efficiency of the campus to accommodate current or future demands.

Given the time horizon addressed in this Plan, it is unlikely that the University will exhaust the building sites actually available within the core campus area to accommodate its anticipated academic and residential growth by Year 2030. It may however be necessary for the University to seek sites within that period for some auxiliary uses, varsity athletic facilities, student recreation fields and parking facilities.



PLANNING CONTEXT

REGIONAL CONTEXT

Fayetteville State University is located about one mile northwest of downtown Fayetteville, North Carolina, the sixth largest city in the state with a population of over 205,000 people. Fayetteville is situated on the Cape Fear River at the edge of the Sandhills of southern North Carolina, a strip of ancient beach dunes that generally divides the Piedmont region from the Coastal Plain. Fayetteville is home to several other institutions of higher education - Methodist College and Fayetteville Tech Community College - as well as to Fort Bragg U.S. Army post, the world's largest military installation, which exerts considerable influence on much of the City's civic character.

The University is connected to national air travel by the Fayetteville Regional Airport, located 8 miles to the south of campus. Fayetteville is also well integrated into North Carolina's state and federal highway system. Along the eastern edge of the city, Business Route 95 connects the city to Interstate 95, the nation's primary north-south travel route along the eastern seaboard. I-95 links the region to Interstate 40 which runs from Wilmington to the southeast and through the Raleigh-Durham metropolitan area to the north. The city is also served by a network of smaller state and federal highways connecting it to small neighboring towns in all directions. Most significant is US Route 401 which runs through Fayetteville connecting it with Lillington to the north and southwest to Laurinburg.



Downtown Fayetteville

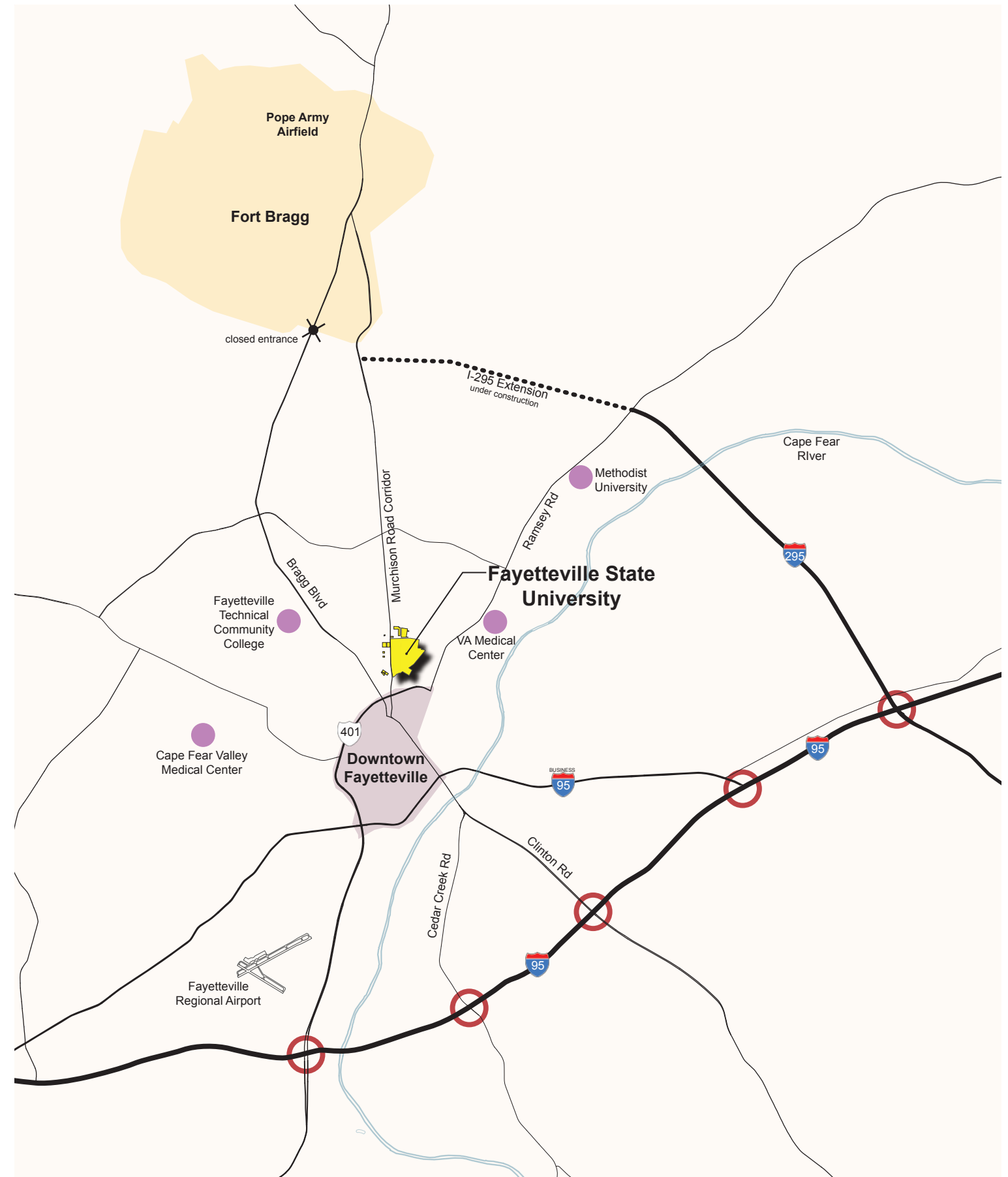
The Fayetteville State University campus is located outside the central business district loop of the city along the eastern side of Murchison Road and the southern side of Langdon Street. Murchison Road is the most direct route from campus to downtown, but its visual quality over the past few decades has eroded as the general business and shopping activity in downtown Fayetteville has declined. Langdon Street connects Murchison Road east to Ramsay Street (Business 401), another principle route that connects downtown and the recently constructed I-295 spur.

THE APPROACH TO CAMPUS

The perceived image of the University goes beyond its specific campus boundaries and is initially formed by the experience of how people find their way to campus. This is especially for first-time visitors and guests, whose "first impression" of Fayetteville State University is influenced by the character of the roadways, land uses and development adjacent to the campus.

The campus today is difficult to find and not well marked along City and regional thoroughfares. Directional signage on surrounding vehicular routes leading to campus lacks consistency.

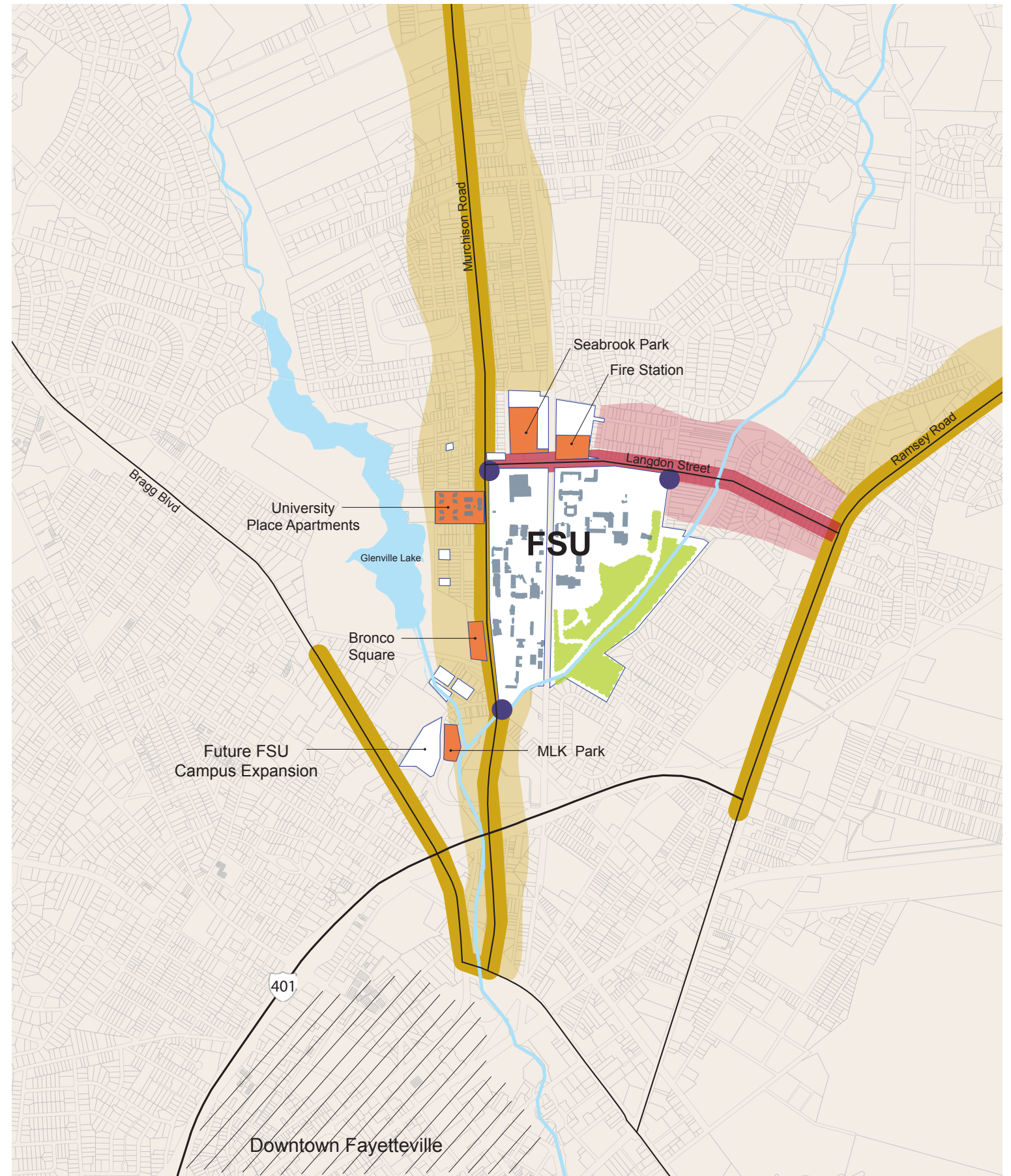
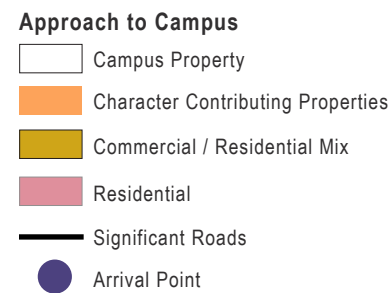
- The roadway connection from campus to downtown Fayetteville is unclear and unsigned. Murchison Road provides the most direct north-south connection but exhibits a rather chaotic mix of land uses between Ft. Bragg and downtown Fayetteville.
- The majority of traffic from I-95 is currently routed to the Ramsey Street commercial strip and through the rundown residential neighborhood along Langdon Street.
- The planned westward extension of I-295 to Murchison Road (scheduled for 2014 completion) will assist in directing traffic to campus along a more clear and direct route from I-95 to a main campus entrance on Murchison Road. In the future, this travel route will be the most prominent and widely used approach to campus for first-time visitors.
- Presently both Bragg Boulevard and Murchison Road connect the downtown business district with Ft. Bragg and carry public traffic through the Army base to points north. However for security purposes, the Army plans to close public traffic on Bragg Boulevard leaving Murchison Road as the only north-south public road through the base. This closure will add significant traffic on Murchison Road.



- Many of the neighborhoods and commercial development surrounding campus are of relatively low visual quality, with areas of dilapidated housing and unused storefronts directly across the street from campus, on both Langdon Street and Murchison Road. The poor visual quality residential and aged commercial structures do not assist wayfinding or sense of arrival and detract from a positive campus impression.
- The presence of a few recently-developed properties adjacent to campus, such as the University Place Apartments, Bronco Square retail center, the local fire station and Seabrook Park have helped introduce development of a scale and character that is supportive of the desired collegiate image.

Implementing a coordinated graphic wayfinding system providing signage at prominent off-campus locations and along all regional thoroughfares that direct visitors to campus along the clearest route available should be a priority. Future improvements and the development of a cohesive streetscape along Murchison Road could help announce the University as a distinct identifiable campus district within the City.

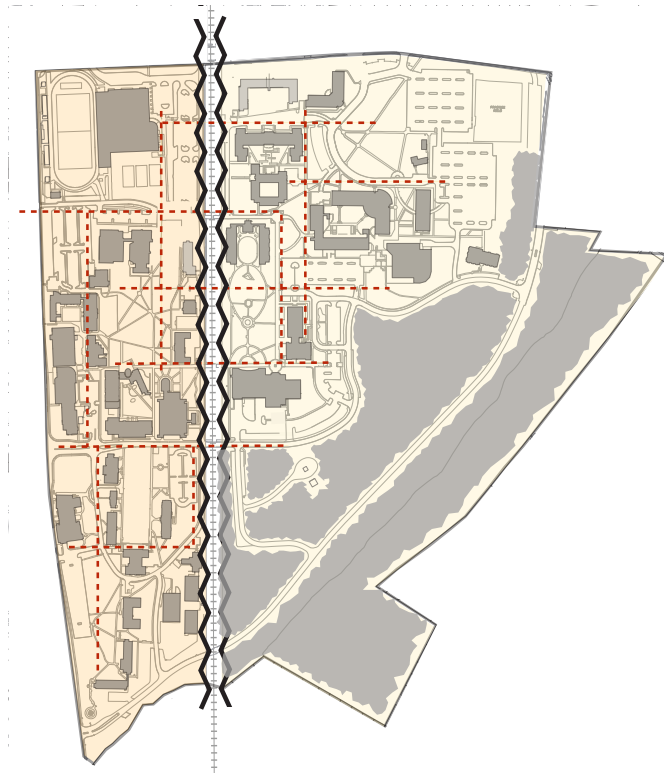
- As vehicular traffic volumes on roadways immediately adjacent to campus continue to increase, traffic calming measures should be encouraged and appropriate safety improvements introduced for campus pedestrians walking to and from surrounding University and non-University destinations.
- Planning proposals for the upgrade and redevelopment of commercial areas and City initiatives to transform Murchison Road into a civic corridor that links downtown, Fayetteville State University and Ft. Bragg with a more unified “boulevard” character should be monitored and supported by the University.
- As the FSU satellite research campus evolves, clear pedestrian and vehicular connections should be developed in concert the Murchison Road corridor improvements and campus identification elements.



PLANNING CONTEXT

BASIC CAMPUS STRUCTURE

The organization of the Fayetteville State University campus can be understood by examining the basic physical structure of its built and natural features. The form of the campus is generally described by its perimeter road edges, forested preserve, its building layout, density and resulting network of open space.



The campus has two visually porous edges along its public interface - the street frontages north at Langdon Street and west along Murchison Road. In visual contrast, the most dominant natural feature on campus is the dense wooded area that follows the alignment of Cross Creek and creates the southeastern edge of campus. Campus buildings have generally been laid out to follow a 90-degree, orthogonal grid. Very few buildings deviate from this pattern. In contrast, the ground plane - comprised of open space, partially-enclosed quads, walkways and landscape exhibits a more informal, random quality, lacking both structure and definition.

The University is composed of two, weakly connected sides of campus with very different characters. The campus is separated by the CSX railroad that bisects the property along its north-south alignment. The eroded drainage ditches on both sides of the tracks and unkempt appearance further contribute to its presence as a physical barrier, potential hazard, and a visual eyesore. The west side of campus is dominated by a relatively ordered open space structure with its mature landscape and more defined building edges that are arranged to help frame the open spaces.

The east side of campus, by contrast, is generally fragmented, composed of groups of buildings with little organization or relationship to open space. Buildings on the eastern portion of campus appear to have been developed independently from one another and are

less than effective in reinforcing a strong collegiate environment. Recent new buildings such as Nursing Education, Science and Technology and Renaissance Hall, however, are beginning to exhibit a more desirable building density and are effectively creating defined outdoor spaces with adjacent campus structures.

The overall ambiguity in campus form and organization as it exists today is a characteristic that camouflages the potential strength that underlies the University campus. Enhancing connectivity through the reorganization of campus uses and increased physical links can create a more unified and cohesive campus. A more connected campus will not only increase its functional and operational efficiency, but will increase the University's image as a more visually appealing and memorable learning environment.

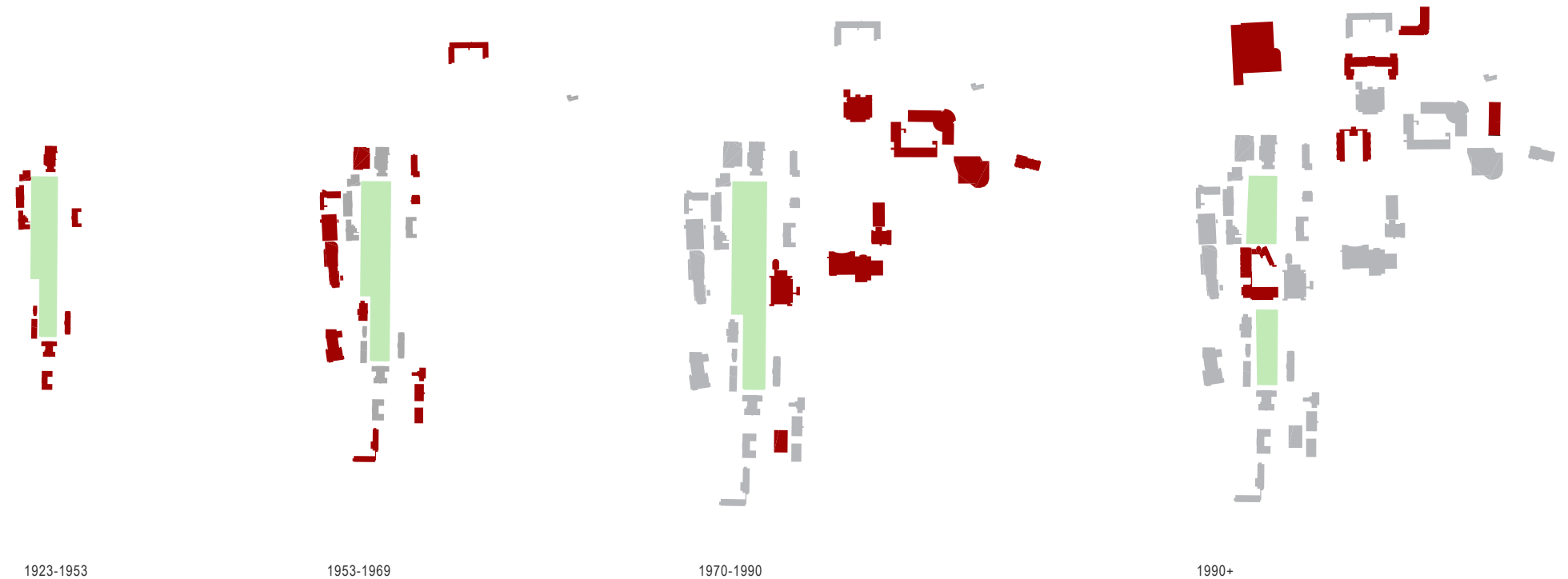
CAMPUS EVOLUTION

It is useful to examine the evolution of today's campus form in order to understand its basic physical structure. Campus growth has occurred in four time periods that reflect distinctive patterns of campus development.

The evolution of the campus provides important cues for its future. As illustrated in the accompanying series of diagrams, the site has evolved over a period of nearly 90 years, from 1923 to the present day.

- Original buildings on campus constructed over a thirty year period were clustered on two ends to create a large mall-like open space. Cook Hall is the oldest extant building on campus (1923) and anchors its southern end.
- Development prior to 1960 occurred west of the railroad tracks intensifying that side of campus, but buildings built during the 1960's were placed primarily at the edge of campus along perimeter streets.
- Subsequent development between 1970 and 1990 shifted emphasis from the central axis on the western side of campus to the eastern side with the addition of several major classroom buildings, Chesnutt Library and the Jones Student Center.
- More recent buildings, erected since the 2000's were constructed by infilling in selected areas, including Bronco Hall, Lyons Science Annex, Nursing Education and two newly-constructed facilities, the Science and Technology Building and Renaissance Hall.

While the campus has grown over the years in a general southwest to northeasterly direction, it has done so without the corresponding development of a strong supportive pedestrian and open space framework. To institute those critical connections and strengthen the character and function of the spaces between campus buildings, will be one of the primary goals of this Campus Master Plan Update.



1923-1953

1953-1969

1970-1990

1990+

PLANNING CONTEXT

Vehicular / Parking Improvements	Completion
Nursing parking	Fall 2009
Taylor Lilly Gym Parking	Spring 2009
Lot G Vance parking expansion	2009
MLK repaving	2009

Another important infrastructure project completed since 2008 is the realignment, widening and installation of a traffic signal at the W.T. Brown intersection at Murchison Road. This project, designed and funded by the North Carolina Department of Transportation provides the first step in creating a recognizable primary entrance into campus from Murchison Road.

Campus Infrastructure Improvements

By Fall 2010, the following infrastructure projects were implemented throughout campus:

- Rosenthal roof replacement
- Chick roof replacement
- SBE fire alarm replacement
- New Res Hall sprinkler installation
- SBE chiller replacement
- Chesnutt Library chiller replacement
- Football scoreboard replacement
- Nursing high voltage grid expansion

By 2011, the following four buildings had received lighting, HVAC and window upgrades as part of an American Recovery and Reinvestment Act (ARRA) grant:

- Felton Chapel Arena
- Lyons Science
- Lilly Gym
- Chesnutt Library

2012 CONSTRUCTION PROJECTS

At the time of writing this Campus Master Plan Update report, several important campus projects are being implemented. Two significant building projects are nearly complete. The first, a new student residential facility, Renaissance Hall, is scheduled for opening in Fall 2012. The second, the new Science and Technology Building is anticipated to open early 2013. This classroom / lab building represents the final project to be constructed with funds from the 2000 North Carolina Higher Education Bond.

Other building projects, parking and open space renovations include:

Building Projects	Completion
Renaissance Hall	Fall 2012
Lilly Gym renovation (north)	Fall 2012
Science and Technology	Early 2013

Vehicular / Parking Improvements	Completion
Renaissance Hall parking	Fall 2012

Campus Open Space Improvements	Completion
Nursing Courtyard	Summer 2012
Nursing / Library Plaza	Summer 2012
Cook Quad	Fall 2012
Renaissance Hall / New Res Courtyard	Fall 2012
Lilly Gym accessible walks	Fall 2012
Science & Technology courtyard	Early 2013





FSU STRATEGIC PLAN 2009-2014

The task of the 2013 Campus Master Plan Update is to translate Fayetteville State University's core values and institutional priorities into a corresponding set of physical development strategies that will help strengthen the intellectual and social fabric of the University. Prior to undertaking this Campus Master Plan Update, the University embarked on a new Strategic Planning initiative drawing from all its academic, administrative and support units. The directives of Strategic Plan 2009-2014 are designed to guide FSU in achieving its institutional goals and objectives through the current years.

FSU has long been a student-centered institution of opportunity and diversity that operates simultaneously in a local and global context. *The Future is Calling* is the guiding theme for the six strategic priorities established by the Office of the Chancellor during the Strategic Planning process that underlie all areas of campus endeavor. The University's Strategic Plan is based on a core set of values that helped direct the underlying philosophy of the 2013 Campus Master Plan Update. They provide focus for the University's current academic and institutional goals:

Graduation and Retention Rates

- Increase student retention and graduation rates to that at least among the top third of its national peer institutions.

Economic Transformation

- FSU will be a leader in the economic transformation of Southeastern North Carolina.

Intellectual and Cultural Center

- FSU will be the foremost cultural and educational center in Southeastern North Carolina.

Leadership and Global Citizens

- FSU will continue as a leading institution of opportunity and diversity committed to developing learned and responsible global citizens.

Collaborations and Partnerships

- Expand collaborations and partnerships to increase service, access to service learning and outreach activities. Pursue a leadership role in the BRAC Initiative.

Fiscal Resourcefulness and Sustainability

- Develop a comprehensive environmental sustainability policy and implementation plan.

UNC TOMORROW RESPONSE PLAN

In January 2008, the UNC Board of Governors unanimously adopted the UNC Tomorrow Commission's Final Report and Recommendations which provides a "road map" for steering the State's higher education system toward fulfilling its commitment to the people of North Carolina. The UNC Tomorrow initiative charges the University of North Carolina and its 17 constituent institutions to more directly and proactively respond to the economic and educational challenges of the 21st century over the next 20 years.

Fayetteville State University's response to this challenge is to meet the needs of Southeastern North Carolina through specific programs and curricula, scholarship and research efforts, and engaged public service. The University's commitment to the mission of the University of North Carolina and the objectives of UNC Tomorrow are foundational to the direction expressed in the 2013 Campus Master Plan Update.

The framework under which FSU's specific initiatives are linked to its current Education Plan will permeate the entire University community. By aligning appropriate academic programs with strategic economic plans for the region and local community, the University should increase its capacity to respond to and lead regional economic transformation and community development. Strengthening all its academic programs, especially in high-need areas, such as teacher education, nursing, business and new programs in science, technology, entrepreneurship, the social sciences and other emerging areas is critical to the success of meeting the challenges of the UNC Tomorrow mandate.

FSU is uniquely positioned to continue its long-standing tradition of providing higher education to underserved geographic regions and underrepresented populations. The immediate service area of the University includes Cumberland County and five adjacent counties – Bladen, Harnett, Hoke, Robeson and Sampson. Compared to the state as a whole, these six counties have lower median family incomes, higher rates of children living in poverty, and lower percentages of adults, ages 25 and older, who have baccalaureate degrees. Furthermore, five of these six counties are projected to have higher-than-average ethnic diversity by 2015.

Through current programs and services provided by FSU-sponsored entities such as the Small Business and Technology Development Center, the Fayetteville Business Center, the Entrepreneurship Institute and the Bronco Square Retail Plaza, the University will continue to provide a variety of community outreach programs. These include extension services, start-up assistance, incubator opportunities, management expertise and office and retail space to small businesses as well as entrepreneurial education to its students and the community-at-large.

The University's position as the preeminent cultural and educational leader in Southeastern North Carolina is critical in focusing its teaching, scholarship, community outreach and public service resources throughout the region. To that end, the University has instituted the following community service programs as part of its educational and social mission:

- Civic Engagement and Service Learning (formerly Community Justice Institute)
- Community Computing and Learning Center
- Veterans Student Center
- Veterans Business Outreach Center
- Extended Learning and Continuing Education

The research and studies conducted under the auspices of these institutes – as well as opportunities directly offered by these programs for underserved populations – are designed to advance the State of North Carolina's objectives directed by the UNC Tomorrow initiative for expanded academic advancement, social equity and economic growth in Southeastern North Carolina.

BASE REALIGNMENT AND CLOSURE COMMISSION (BRAC)

The congressional Base Realignment and Closure Commission (BRAC) decision to relocate the U.S. Army Forces Command for all continental U.S. soldiers and the U.S. Army Reserve Command from Fort McPherson in Atlanta, Georgia to Fort Bragg Army Base and Pope Army Airfield in Fayetteville will create substantial new growth in local population, business opportunities and increased demand for specialized higher education programs.

The transfer of over 25,000 military and civilian personnel from Fort McPherson and other reassigned military personnel and their families are projected to add over 40,000 people to the Fayetteville area. Already the home of the Army's 82nd Airborne Division and U.S. Army Special Operation Command, Fort Bragg is the nation's largest military installation.

These moves will also bring thousands of new defense and military contractors seeking access to military purchasing and logistics as well as homeland security contractors to the region. FSU is poised to play a vital role in providing innovative research, education and workforce training programs to meet the requirements of new and emerging defense industries. Planned growth for Ft. Bragg and Pope AFB resulting from the BRAC decision will spur specific academic programs and enrollment at Fayetteville State University that will be substantial and long-term, and over time, create increased demand for new and expanded campus facilities.

In Fall 2011, Fayetteville State University announced the opening of its Center for Defense and Homeland Security focusing on defense intelligence, management and security programs. The new Center will conduct research for the mitigation and recovery from natural and man-made catastrophic disasters. Among other current national priorities, the Center will conduct innovative research on emergency management, cyber security, counter measures for chemical and biological terrorism, and critical infrastructure protection. Augmented by related programs in International Studies, Public Administration Environmental Studies, eighteen faculty members from the University will be involved in the work of the new Center, most from science, technology, engineering and mathematics (STEM) disciplines.

Nearly one in four adults in living in the Fayetteville community are veterans of military service. More than 700 students at FSU are veterans, up from 500 just two years ago. The impact of this demographic shift has directly influenced the University's community engagement priorities and its efforts to strengthen its "military friendly" practices.

In 2010, Fayetteville State opened one of eight new Veterans Outreach Business Centers (VBOC) funded by the Small Business Administration that year, to increase the total of 15 centers located throughout the nation. The VBOC provides entrepreneurial education and training and provides support for gaining access to federal contracts and business capital. In March 2012, the Veterans Student Center opened to provide FSU students with a wide range of assistance as they transition into and out of the University, support in acquiring GI Bill certification and navigating issues associated with veterans benefits programs.

NEW STRATEGIC DIRECTIONS

COMMITMENT TO SUSTAINABILITY

The University of North Carolina Sustainability Policy, adopted in 2009 by the University's Board of Governors, has required that all constituent institutions establish responsible development and resource management - or "sustainability" - as a core value of campus operations, planning, capital construction and purchasing practices. Sustainable development and management principles at Fayetteville State University are critical and essential to the University's commitment to environmental health, responsibility and social equity.

The recommendations found within the 2013 Campus Master Plan Update embrace the principles of sustainability not only as a central tenet of its underlying strategic direction, but as tangible, demonstrable components of campus life. In the past several years, FSU has initiated several major programs to minimize its environmental footprint. These include employing resource conservation practices from tackling energy efficiency in its buildings, to reducing greenhouse gas emissions, to developing the campus in a more "smart and sustainable" manner.

FSU SUSTAINABILITY POLICY

Guiding Fayetteville State University's sustainability initiatives is a campus-wide Sustainability Coalition comprised of academic and administrative leadership, faculty, staff and students. In December 2011, the Sustainability Coalition's Steering Committee drafted a Sustainability Policy that was approved by the Chancellor. The FSU Sustainability Policy echoes the major categories identified in the 2009 UNC System-Wide Sustainability Policy and are applied to the following areas:

- Master Planning
- Design and Construction
- Operations and Maintenance
- Climate Change Mitigation and Renewable Energy
- Transportation
- Recycling and Waste Management
- Environmentally Preferable Purchasing

The concept of sustainability is central to the vision of a 21st century "green" campus. There are several dimensions to sustainability. At the planning level, sustainability calls for the intelligent use of the land, favoring both building siting criteria and open space design strategies that promote density and indigenous landscape materials. Sustainable architectural design employs natural systems of heating, cooling and ventilating buildings supplemented only as needed by mechanical systems. Building components incorporate local and recycled materials. At the operational level, sustainability requires the University to encourage students, faculty and staff to conserve and recycle materials, to make individual choices about transportation that reduce dependency on fossil fuels, and to make choices about maintaining campus systems that reduce waste and minimize the impact of potentially toxic substances on the surrounding environment.

COMMITMENT TO LEED CONSTRUCTION

The most visible manifestation of the University's recent sustainability efforts may be seen in the design and construction standards to which new facilities on campus are being built. In 2011, the University adopted the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) Silver, or equivalent, as a minimum standard for all its major facility construction and renovation projects. Campus facilities are also required to conform with the recently-adopted North Carolina Senate Bill 668 mandates for reduced energy consumption.

Renaissance Hall, a new residential hall for 336 students and recently completed in Fall 2012, will be FSU's first certified LEED Silver building. Incorporating a number of "green" design and construction practices, such as energy-efficient lighting and HVAC fixtures, sustainable building materials and finishes, and a state-of-the-art geothermal heating and cooling system, the 86,000 square foot, Renaissance Hall is projected to be the most energy efficient building on campus.

Similarly, the new 72,000 square foot Science and Technology Building, and scheduled for completion in Spring 2013, will also be a certified LEED Silver building. The facility is designed to use one-third less energy consumption than current baseline code requirements.

The University has also built its first "green parking lot." As part of the renovation and conversion of the Mitchell Building to the Campus Police Station, a semi-permeable paver system in conjunction with landscaped bio-retention rain gardens was installed in 2011. The innovative parking design allows infiltration of its generated stormwater runoff to be naturally treated through a designed mixture of aggregate and soil layers. Bio-basin plantings continue the natural filtration and pollutant removal process. Through interpretive signage, the project serves as a visible sustainability demonstration project.

STRATEGIC ENERGY AND WATER PLAN

A number of major climate change mitigation and renewable energy initiatives have been undertaken by the University as the foundation of its campus sustainability policies. These "green" design strategies, building principles and operational practices are critical to helping achieve the University's goal of ultimately reaching climate neutrality.

A number of legislative mandates have initiated the need for the University to adopt a Strategic Energy and Water Plan and provide guidance for its objectives. The most notable is Senate Bill 668 which calls for energy consumption for all State owned buildings to be reduced by 20% by 2010 and 30% by 2015. Toward this end, FSU is required to update its resource management plan, including strategies for achieving consumption reduction. Since July 2009, when the University first developed its Strategic Energy and Water Plan, FSU has refined and submitted its resource management plan on an annual basis to the State Energy Office.

Another legislative mandate, Senate Bill 1946, has also established energy efficiency improvement requirements for State-owned facilities, including requirements for 30% reductions for major construction projects and 20% reductions for major renovation projects.

The Bill has also outlined reduction standards for water usage. Under these standards, all campus facilities must be designed and engineered to consume 20% less indoor potable water use for major construction or renovation projects and 50% less consumption of potable water use for outdoor use, including landscape irrigation.

The objective of FSU's Strategic Energy and Water Plan is to guide the fiscally and environmentally responsible usage of resources in accordance with state legislation, while striving to ensure a safe positive learning environment and an acceptable level of comfort for students, faculty, staff, and visitors. The measurable standards established within the Strategic Energy and Water Plan has already resulted in positive improvements to campus facilities, efficiencies to its operation and reduction in the use of the University's energy and water resources.

A major contribution to the implementation of the Strategic Energy and Water Plan's objectives occurred in 2011 when a full-time Energy Manager position was created as part of the FSU Facilities Planning Department. The Energy Manager's primary role is to oversee all energy-related activities on campus including to accurately measure, analyze track current energy usage and to implement all energy reduction strategies for campus buildings and facilities. This position joins the University Facilities Management Department's Sustainability Officer and Sustainability Coordinator in leading the implementation of campus sustainability programs.

Greenhouse Gas Emissions Inventory

As a 2010 signatory of the American College and University Presidents' Climate Commitment (ACUPCC), Fayetteville State University has committed itself to following a set of guidelines that integrate institution-wide measures for reduced address its energy and resource usage and set a course for its long-term plans for achieving carbon neutrality. The decision to join ACUPCC is indicative of the University's long-term commitment to climate action.

The University completed its first comprehensive greenhouse gas (GHG) emissions inventory in May 2011 as an initial step required under the ACUPCC program. Total gross GHG emissions for the 2009 baseline year were 29,138 metric tons. This baseline establishes a benchmark against which future progress towards carbon neutrality can be measured and helps establish priorities for reducing FSU's primary emission sources.

Climate Action Plan

In June 2012, the University developed a customized Climate Action Plan (CAP) in response to the GHG inventory for campus-wide emissions or its "carbon footprint." The CAP creates a long-term road map for achieving carbon neutrality (no net GHG emissions) for all its operations by a target date of 2050. The climate neutrality goal of the CAP is aligned with FSU's annual Strategic Energy and Water Plan, campus growth projections and the facility and development recommendations of the current Campus Master Plan.

The goals adopted in the Climate Action Plan set the cap for total net GHG emissions of 25,000 metric tons of carbon dioxide or a 40% from the "business as usual" forecast and a 14% reduction from 2009-level emissions. Due to improved building energy efficiencies resulting from campus sustainability policies, between 2009 and 2011, the University has reduced its total gross emission by approximately 4% while increasing its total building square footage by nearly 100,000 gsf during the same period of time. This trend indicates the campus will more than likely move toward becoming more energy efficient as older buildings are replaced or renovated and newer more efficient buildings are constructed.

Operations and Maintenance Initiatives

The University is further developing its leadership role by instituting a number of sustainability initiatives that meet today's energy and environmental challenges throughout campus in how it conducts its facility operation and maintenance practices.

- Energy Use Upgrades:**
 A number of facility and fixture upgrades have been incrementally installed throughout the campus grounds and a variety of buildings. Collectively, these improvements are contributing significantly to reduced energy and water consumption at FSU. These include converting street, parking and sidewalk lighting fixtures to LED fixtures, implementing greater use of recycled materials in landscape maintenance practices, energy-efficient window upgrades, low-flow shower heads and plumbing fixture, installing occupancy sensor switches, sub-metering campus buildings for improved the measurement of energy usage and water conservation management.



- Environmentally Preferable Purchasing:**
 One of FSU's chosen tangible actions as a signatory of the American College and University Presidents' Climate Commitment was to establish an ENERGY STAR appliance purchasing policy that is anticipated to provide considerable progress toward meeting its energy reduction goals.
- Recycling and Waste Management:**
 The University waste diversion programs help conserve resources and reduce the cost of managing its solid waste through a comprehensive single stream recycling collection program implemented for its housing and dining operations, automotive shop and landscape maintenance programs. In 2011, FSU's recycling efforts kept almost 86 tons of materials out of the landfill.
- Transportation:**
 Since 2008, FSU has purchased a total of 19 environmentally-friendly, electric utility vehicles for use by its Public Safety, Facilities Management and Maintenance staffs. As transportation options progress, gas-powered utility vehicles are to be phased, reducing FSU's carbon footprint with a greater reliance on electrical and alternatively-fueled vehicles.

Stewardship and Community Awareness Programs

Important to the success of campus sustainability programs is the ongoing commitment of the University to foster awareness of these practices as they are introduced to the campus environment. As sustainability and conservation programs become integrated with the everyday activity of campus life, they become part of the FSU culture.

Toward this end, in 2008, the University established the FSU Green Team, a student environmental organization, whose mission is to assist in the sustainability efforts of the school by advocating student involvement in green initiatives. The Green Team's involvement with initiatives such as campus recycling programs and sustainability awareness events help engage faculty, staff, and students through a variety of educational and promotional activities and service-learning experiences across campus.

A number of events and partnerships with local environmental and conservation groups have been forged through the acquisition of local, federal and corporate grants. These funding opportunities have assisted the University to promote education, student research and community engagement related to a number of sustainability issues.

STORMWATER MANAGEMENT INITIATIVES

One of the areas of recent increased regulation and environmental improvement that affects the exterior spaces of campus is the field of stormwater management. Fayetteville State University is subject to stormwater regulations which fall into two primary categories - State-mandated watershed protection measures, and mandates related to the National Pollutant Discharge Elimination System, or NPDES. In January 2009, the City of Fayetteville enacted its Stormwater Management Ordinance thereby empowering it to assure compliance with the federal NPDES Phase II stormwater management program and the State of North Carolina watershed protection requirements. The purpose of these stormwater management regulations is to mitigate the impacts of downstream flooding and to improve water quality within the Cape Fear River watershed as well as nearby water bodies supplying municipal drinking water.

Watershed protection measures that impact the FSU campus are related to the University's proximity to nearby water resources such as Glenville Lake and Cross Creek. The Watershed Protection Ordinance establishes overlays for portions of the campus that cap the allowable impervious (built-upon) coverage for either 50% or 70% of the affected campus area. These caps, however, pertain only to the net increase in development that has occurred since the enactment of the program in 1993. In all practicality, the protections mandated by the watershed protection regulations will not present restrictions to currently planned or likely planning scenarios that anticipate future campus growth.

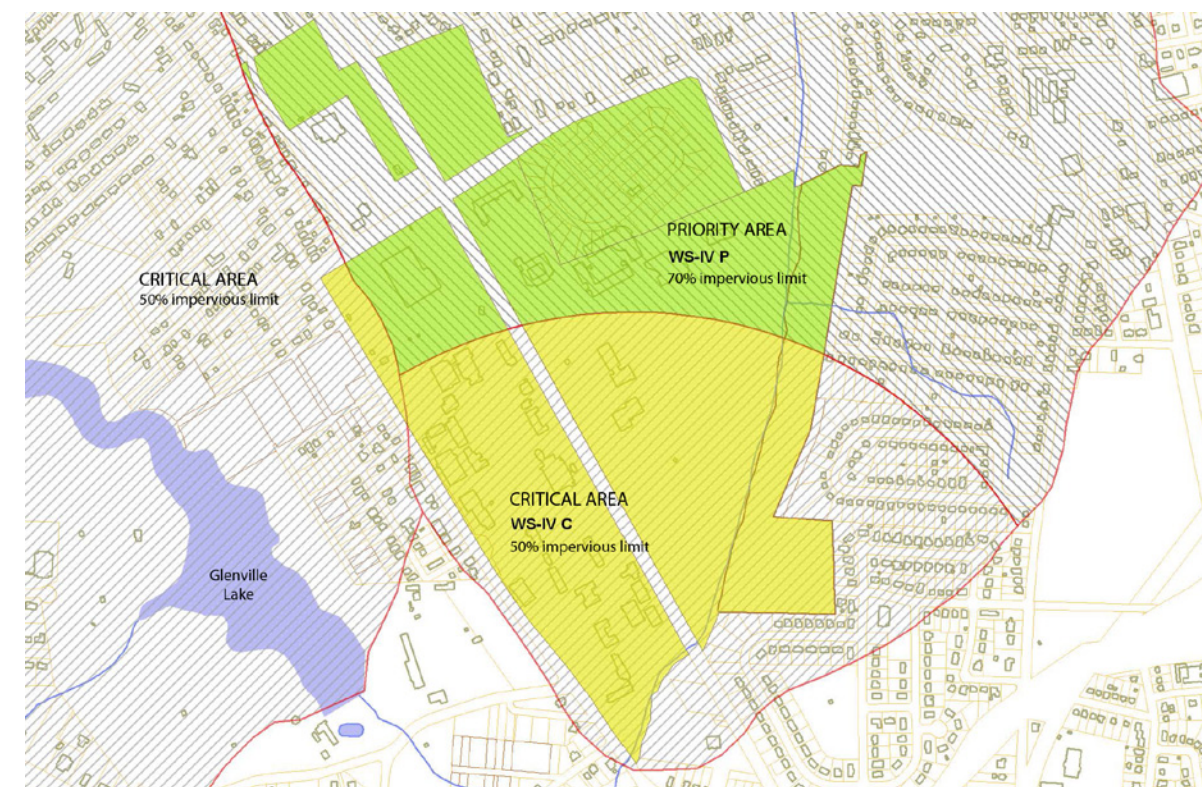
The other aspect of stormwater management regulation is a series of standards, also enforced by City Ordinance, requires that new development projects properly store and control the quantity of runoff generated by its individual construction site. Under these standards, the FSU campus is designated as a "low density"

development as long as the post-1993 development of impervious cover does not exceed 24% of the total campus land area. Current campus coverage is approximately 11%. While continual monitoring and reporting to the City is needed to assure compliance, this "low density" threshold will most likely not be met, following current or future development and open space patterns being envisioned for the FSU campus. Should the 24% threshold be exceeded at some point in the future, however, water quality enhancements needed to treat the runoff before it is released downstream will be required to be constructed retroactively across campus.

Campus Stormwater Management Plan

In 2011, the University initiated the development of a Campus Stormwater Management Plan to achieve regulatory compliance while also assuring that these measures would be coordinated with the goals for campus growth, and integrated with the development and open space recommendations established in the 2013 Campus Master Plan Update. The Stormwater Management Plan provides a strategic guide for current stormwater management practices as well as future stormwater system improvements that are expected to accompany new construction projects within the University campus boundaries. The stormwater infiltration and storage strategies proposed in the Plan will provide effective stormwater collection, recovery, pollutant reduction, flood and runoff control for the FSU campus as well as downstream, off-campus waters.

The University is also implementing a program to monitor incremental changes to campus as University projects are implemented over time. The spatial database developed as part of its Campus Stormwater Master Plan, allows Facilities Management staff to efficiently and accurately track changes to the campus environment in relation to the regulated built-upon area and watershed protection thresholds.



Watershed Protection Limits

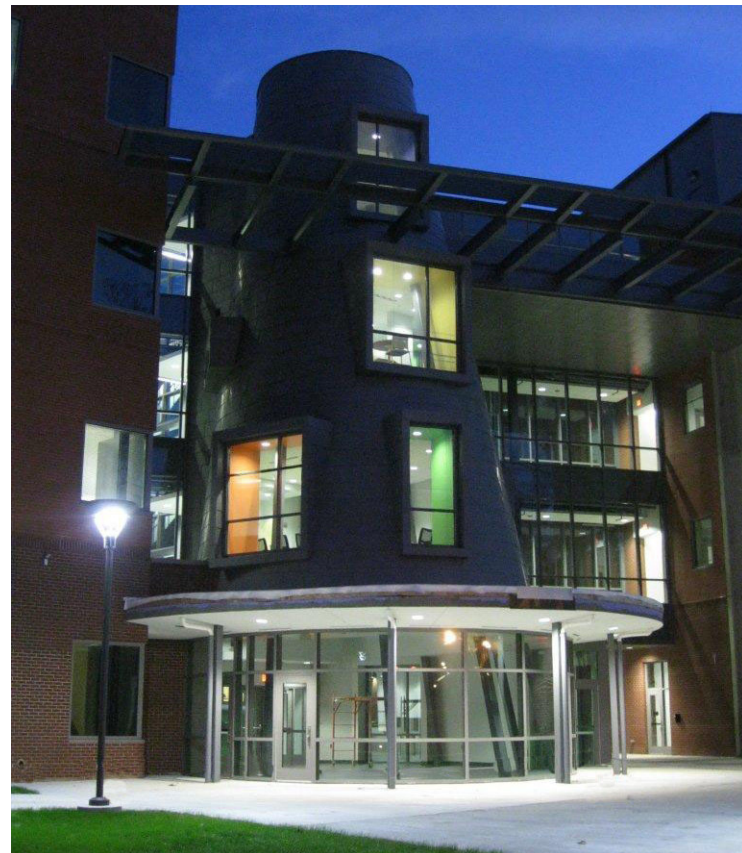
NEW STRATEGIC DIRECTIONS

Critical to both the University's sustainability goals and its aspiration for enhanced community outreach, FSU is currently developing a Memorandum of Understanding (MOU) with the City of Fayetteville. The MOU will formalize the agreed-upon protocols and conditions of approval for the University's Stormwater Master Plan as it relates to the general objectives of the City of Fayetteville's Stormwater Management Ordinance. The MOU will serve as the foundation of a joint City–University partnership serving environmental management and resource protection affecting the entire Fayetteville community.

Proposed Keystone Projects

Two keystone projects are identified within the Campus Stormwater Management Plan that provide models for the tangible demonstration of the University's commitment to sustainable development principles. Both projects would be dramatic and transformative in nature, integrating a progressive approach to stormwater management that exceeds statutory regulations and introduces innovative educational and research opportunities for science-based programs. Beyond their functional aspects, they would create new and beautiful social spaces on the FSU campus.

These model stormwater management projects are proposed at the following campus locations – the Academic Quadrangle and the wooded area near Cross Creek. The implementation of these state-of-the-art projects would place Fayetteville State University as an innovative leader in environmental stewardship within the City of Fayetteville community and the University of North Carolina system of higher education.



STRENGTHENED PRESENCE IN THE COMMUNITY

The anticipated internal growth within the Fayetteville State University campus over time will present a variety of design pressures and opportunities. An equaling compelling influence on the evolving organization of the FSU campus is the need to connect the University with the surrounding City of Fayetteville community. Forging stronger connections to the City, adjacent neighborhoods and businesses is a strategic objective and major thrust of the 2013 Campus Master Plan Update.

The confluence of FSU's plans for the continued improvement of its campus with a number of current public and private planning and economic revitalization efforts presents a unique opportunity for the University to fundamentally change the character of its immediately surrounding environs. As an active partner with the City of Fayetteville and associated private developers, the University's presence and influence can have positive impact on local business and job creation, property values, tax base and physical appearance of the community surrounding the FSU campus. Aligning development strategies of the City, surrounding neighborhoods and the University will be a critical factor in maintaining an economically sustainable and relevant academic community within the City of Fayetteville as time goes on.

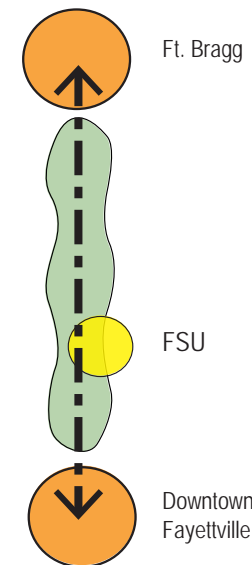
Murchison Road Corridor

Over the past few decades, the 4 ½-mile Murchison Road Corridor that links downtown Fayetteville's business and cultural districts with Fort Bragg has seen disinvestment in its businesses, infrastructure and housing stock. Today, the majority of the Corridor is a fairly rundown mix of commercial strip and residential development with quite a bit of vacant property.

In May 2008, spearheaded by a 17-member task force representing a broad cross-section of area residents, business representatives, local community leaders, the City of Fayetteville produced a land use and strategic economic development plan for the area extending from downtown and Rowan Street to Fort Bragg and the future I-295 Fayetteville Outer Loop corridor extension to the north. The resulting Land Use and Economic Development Report: Murchison Road Corridor presented a comprehensive view of the Corridor, established an approach for future land use, redevelopment and revitalization, identified specific catalyst sites and opportunities for new infill projects including expanded retail, office, conference and hotel space that could occur within the Corridor.

The City is also implementing road realignments that will make the physical link between downtown and the Corridor northward more direct and understandable. Roadway and transportation improvements include lane widening, streetscape and pedestrian improvements along Murchison Road, a new Rowan Street bridge and simplified vehicular connections with downtown.

Fayetteville State University is the largest landholder in the southern portion of the Murchison Road Corridor and is committed to strengthening its role in the Corridor's redevelopment efforts. As a key stakeholder in the revitalization of the Murchison Road



Corridor, FSU has embraced its role as an agent and catalyst for change. Over the last twenty years the University has been at the forefront of the redevelopment of the Murchison Road Corridor. The Fayetteville State University Development Corporation currently owns 50% interest in the Bronco Development, LLC, a public / private partnership that owns Bronco Square Retail Plaza, a 30,000 square foot shopping complex located immediately west of the FSU campus, and 100% ownership of the Fayetteville Business Center, a small business incubator located further north on the Corridor.

Continued leadership by the University as a key cultural and economic development partner will become increasingly important as plans for the Corridor revitalization become reality. FSU is poised to expand its role and effectiveness in addressing community needs and revitalizing neighborhoods along the Murchison Road Corridor. Improving the quality of life in neighborhoods around the campus will reflect favorably on the University as it continues to advocate for progress and economic renewal in the area. An active retail district is part of the classic model of a university / town edge and its successful development along Murchison Road could encourage students to spend more time around campus and bridge the gap between the City and FSU, offering mixed-use / commercial uses that serve both communities.

VISION FOR FUTURE CAMPUS EXPANSION

Strengthening the University's commitment to building a stronger campus community, with enhanced visibility throughout the City of Fayetteville is vital to the institution's physical growth and the expansion of its academic and service enterprise. The expansion of the University beyond the current boundaries of its core campus area is critical for FSU's continued long-range development as a regional university and a path for it to thrive as a 21st century educational institution.

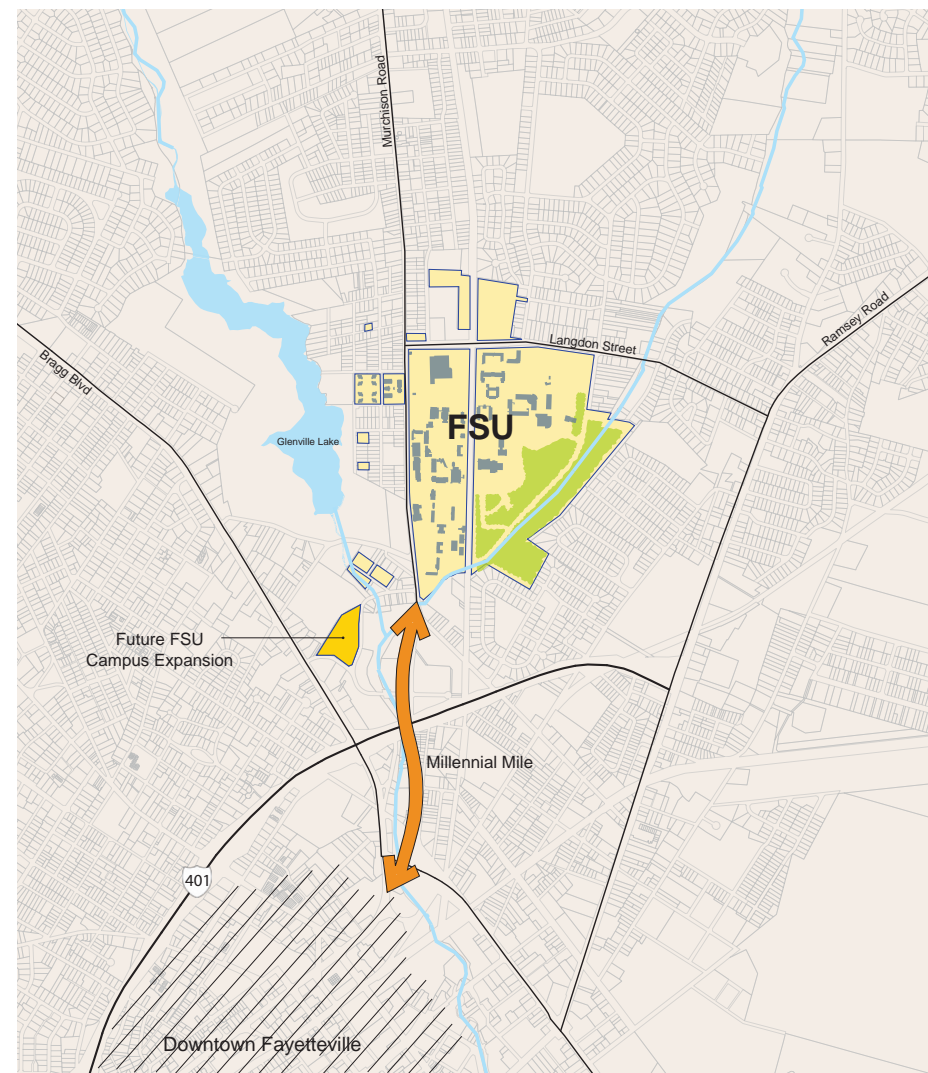
The 2008 Murchison Road Corridor Study identifies a 35-acre site located between Murchison Road and Bragg Boulevard, near the southwestern tip of the FSU campus as a catalyst site for the potential revitalization of this part of Fayetteville and as a potential expansion area for the campus anchored by academic and research buildings and a strong civic function linking with the community.

The development site is comprised of three contiguous tracts of publically-owned land totaling approximately 20 acres, including the nearly 6-acre former Washington Drive School site, a 13-acre tract owned by Cumberland County. Stretching along the northern property line of the County property is a .88-acre vacant parcel owned by the City of Fayetteville. Immediately north of the core parcels are a number of small residential lots, many vacant, twelve with very small residential structures and one with a vacant restaurant structure. The ownership of these parcels is mixed, including City of Fayetteville, Cumberland County, FSU and a number of private citizens. Twelve lots in this area, totaling approximately 3 acres, are currently owned by the University. About 85% of these FSU-owned parcels are within the limits of the 100-year floodplain.

Directly across the street from the development site is the City of Fayetteville's Martin Luther King, Jr. Memorial Park, which extends along Blue Street to Washington Drive and southward to Bragg Boulevard. The Fayetteville / Cumberland County Senior Center is located within the MLK Memorial Park allowing various agencies to provide essential services for seniors living in the Fayetteville metropolitan area.

In 2010, Fayetteville State University was awarded a 3-year, \$500,000 grant from the Department of Housing and Urban Development to implement a "Planning Project for the Southern Murchison Road Corridor". The grant is focused on initiating a vision plan for possible development of the 35-acre catalyst site. Options for potential development and investment opportunities are being explored with a focus on research and a mix of supporting businesses and services that could create an innovative public-private investment and meet multiple community goals.

Undertaking this venture could also create service learning and co-curricular opportunities for FSU students in a wide variety of areas such as education, business, healthcare, the environment, homelessness, literacy and senior services. Opportunities for special education programs specifically tailored for the needs of the new military and space for private defense contractors, defense and military-related businesses may also be an appropriate response to BRAC-related growth at Fort Bragg.



In mid-2011, the University acquired the 5.94-acre parcel of land identified as the "seed" property that could begin the process of promoting future campus growth within the catalyst site. Vision plans for the future development of the site consider a new state-of-the-art, technologically advanced education, research and civic hub. It would be a place to locate academic and high tech research facilities that would attract national research interest and a variety of specialized collaborations with FSU, enhancing the University's attractiveness as a regional and national inter-disciplinary research center. Facilities located here would be capable of supporting research conferences, academic and community events. Future campus expansion activity could prompt further redevelopment throughout the Murchison Road Corridor, provide an appropriate complement to the FSU campus as well as a community amenity for the City of Fayetteville and Cumberland County.

The University is encouraged to pursue formal designation as a "Millennial Campus" as defined by the North Carolina General Statutes for this property. Within the framework of Article 21B, Session Law 2007-117 and Board of Governors approval, Fayetteville State would gain the financing and operational flexibility to successfully attract research and development partners, advancing the regional economy similar to UNC Chapel Hill's Horace Williams campus (UNC North) and NC State University's Centennial Campus.

Millennial Mile

A primary focus of Fayetteville State's influence on development and revitalization within the Southern Murchison Road Corridor is the area joining the future campus expansion and the Martin Luther King, Jr., Drive overpass to the south. This portion of the Corridor is being conceived by the University as the "Millennial Mile" and is viewed as a critical link between the University and the downtown Fayetteville community. The Millennial Mile is seen as having great importance physically and symbolically as a town-gown connection – one that would receive the University's active engagement in the surrounding neighborhood, generating advocacy and investment for transportation, housing and business improvements.

OPEN SPACE CONNECTIVITY

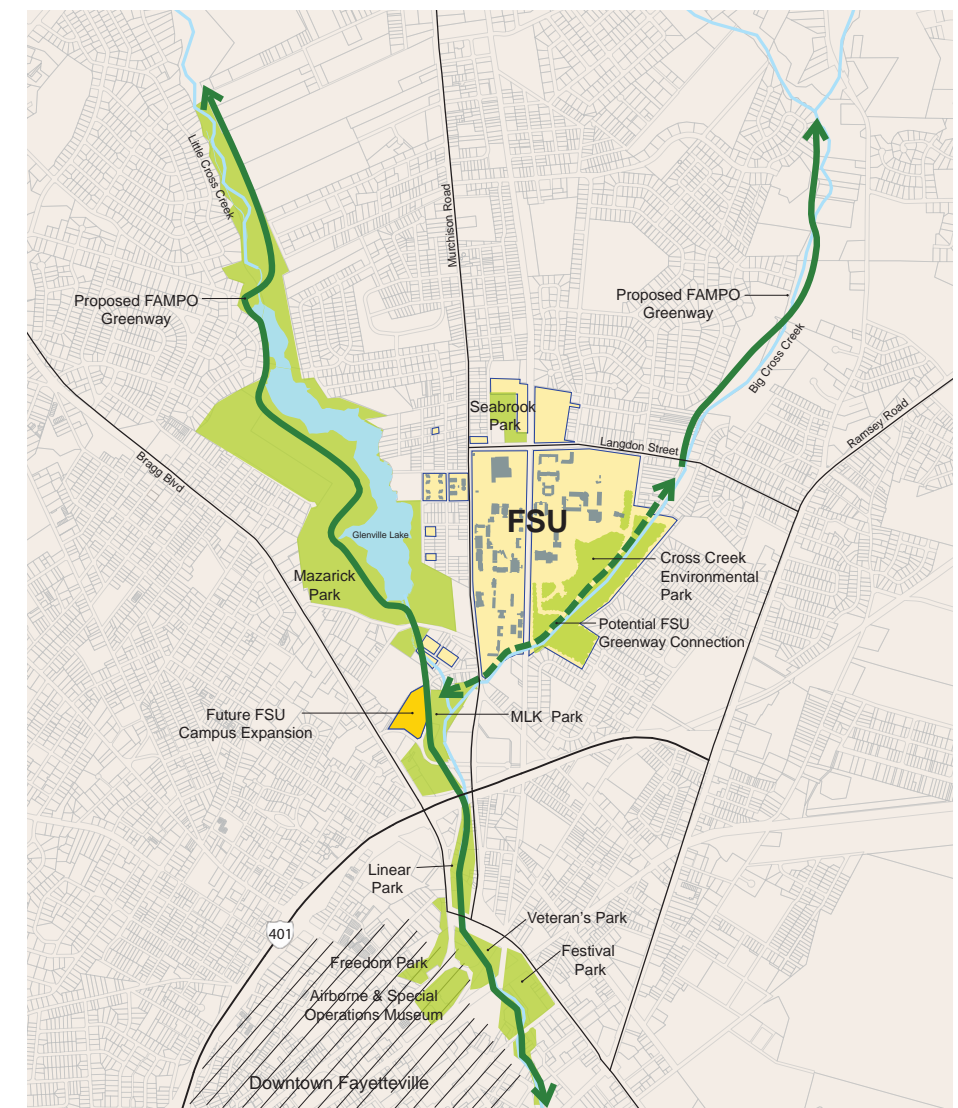
The Fayetteville State University campus and its newly-acquired site for future campus expansion are advantageously located within the City of Fayetteville's broader network of community open spaces. Within this green corridor formed by a series of public parks, streamside environments and natural areas, the FSU campus is intrinsically linked with the City's recreational system and downtown cultural attractions.

As the green corridor of open space stretches along the banks of Little and Big Cross Creek, it provides an important community amenity within the Murchison Road Corridor connecting with downtown Fayetteville. Less than one mile south of the FSU campus is the newly-opened Veteran's Park and adjacent Airborne and Special Operations Museum, Freedom Park and Festival Park. This emerging cultural district currently attracts over 750,000 visitors a year and will continue to be major tourist destination that augments visitation to the downtown business district.

At Martin Luther King Jr. Memorial Park, Little Cross Creek continues to the west joining with Milton E. Mazarick Park, an 80-acre community recreational facility, located one block north of the proposed future campus expansion site. The Park adjoins the shoreline open

space associated with the Municipal Water Treatment Plant at Glenville Lake. The eastern tributary known as Big Cross Creek extends across Murchison Road into the main campus of Fayetteville State University. The proposed development of the Cross Creek Environmental Education Park as part of the University open space and stormwater management system presents an opportunity to create a direct and continuous open space connection between the main FSU campus and the City's open space and recreational greenway trail network.

Within these green corridors, the proposed multiple-use Big and Little Cross Creek Greenways, are currently being planned by the Fayetteville Area Metropolitan Planning Organization (FAMPO) that would connect multiple parks, the campus expansion site, the City's downtown, and ultimately provide a recreational link southward to the Cape Fear River. The University is encouraged to continue its discussions with FAMPO to coordinate the proposed greenway through the campus expansion site in a way that is advantageous to the connectivity of FSU with the greater community.



NEW STRATEGIC DIRECTIONS

CREATING A UNIVERSITY DISTRICT

Fayetteville State's commitment to the economic redevelopment of the Murchison Road Corridor and other municipal planning initiatives will strengthen the University's role as a community leader and facilitator for change while providing a powerful stimulus to physically improve the areas that surround its campus.

In 2009, the University began preliminary discussions with the City of Fayetteville regarding the positive benefits of creating a Campus District that would help define and influence the character of properties adjacent to the FSU campus. Guidelines established for the District would help define desired land uses, establish long-range development goals and provide guidance for the revitalization of nearby properties that would be compatible with FSU's educational and community service mission.

Establishing a Campus District would require many discussions among the University and its neighbors. The benefits from such a participatory process could allow the University and the neighboring community to actively create a collaborative vision for the future character of the District, encouraging the proper mix of retail services and helping to preserve the diverse neighborhoods adjacent to the campus. As partnership networks with local governmental agencies, adjacent neighborhoods and business organizations are strengthened, opportunities to facilitate investment in the properties surrounding the FSU campus will become more apparent. As future investment gains momentum, property values will be stabilized and enhanced, incompatible development deterred and a more predictable and economically sustainable course of development for the University District should emerge.

Projects at the town-gown interface should be conceived and designed to enhance the area's visual and experiential quality. Murchison Road should be envisioned as a "seam" linking the FSU campus and the broader Fayetteville community rather than a border dividing them. The University is encouraged to develop alliances with local business improvement organizations to better connect the campus to local commercial activity. Landscape improvements should create a "green" edge at the campus perimeter through an integrated program of landscape and access improvements at the campus perimeter. Cooperation with owners and developers of neighboring residential areas along Murchison Road, Langdon Street and adjacent minor residential roads can be encouraged to help beautify and spur investment in this part of the City.

Support of City initiatives to improve the visual quality, pedestrian safety, traffic calming, streetscape character and transit service throughout the Murchison Road Corridor should be encouraged. Identification of campus gateways comprised of plantings, monumentation and signage at strategic locations would help designate the University District as part of a comprehensive wayfinding and identity system.

Effective strategies for a safe living and business environment, will provide a higher quality of life for students, staff and faculty of Fayetteville State University, residents and local business owners, and ultimately help achieve a stronger sense of community within the University District and for the whole of the Fayetteville region.



EXISTING CAMPUS PATTERNS

There are several attributes of the Fayetteville State University campus that interact to define how the campus is perceived and organized as a cohesive, understandable academic community. These attributes have been studied and are presented in terms of their contribution to the campus character and campus function.

CAMPUS CHARACTER

Several physical components shape the aesthetic identity and current character of the campus:

- Landform / Physiography
- Campus Entrances and Edges
- Campus Scale
- Building Character
- Building Orientation and Entries
- Campus Open Space
- Campus Monuments

CAMPUS FUNCTION

Campus function is most determined by the physical organization, efficiency and clarity of the following patterns:

- Campus Roads
- Parking
- Pedestrian Circulation
- Building and Land Use

The following pages present a series of discussions and maps that diagram the existing conditions on the 156 acres comprising the core campus area from a number of analytical viewpoints. Cumulatively, they provide a basis of understanding and useful insight into a number of physical campus needs, areas for improvement and positive characteristics on which to build and reinforce.



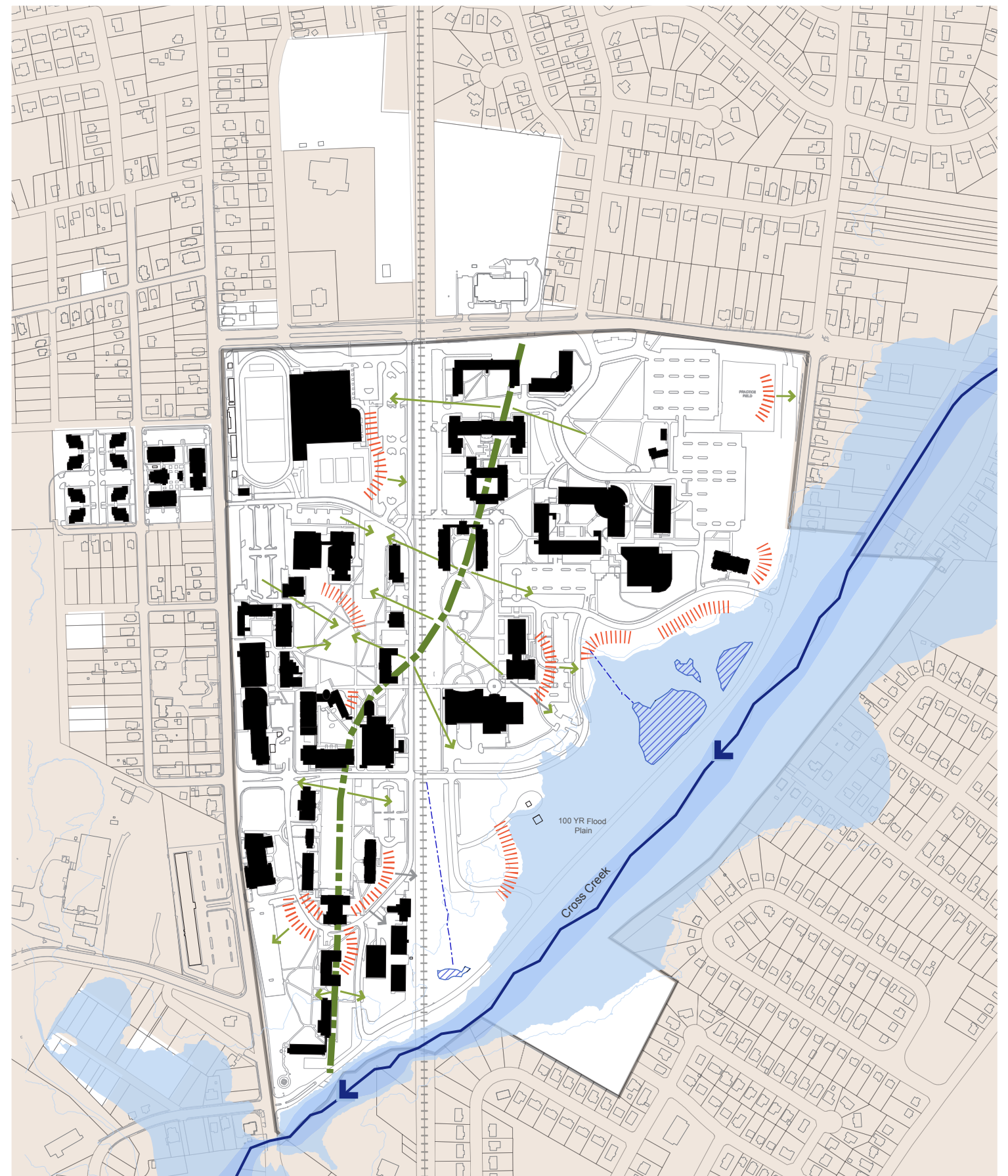
EXISTING CAMPUS PATTERNS

LANDFORM / PHYSIOGRAPHY

The campus property exhibits the landform and vegetation typical of its location at the edge of the Sandhills physiographic province and its boundary with the Upper Coastal Plain. The campus is generally characterized by open, broad, flat topography with the majority of abrupt grade breaks and steeper slopes associated with edge of floodplains and drainageways.

The general lack of steep slopes is beneficial to campus flexibility and presents no serious constraints to the development of future building sites. However, from the perspective of a pedestrian accessibility, topography does present some challenges to the full utilization of campus open space, especially at the large quad space near Laretta Taylor and Lilly Gym and the transitional areas leading into the open quad near Cook Hall. Several major buildings such as Capel Arena and the Administration Building are adversely affected by significant grade changes at their main entrances, making walkways difficult and accessibility from adjacent parking areas problematic.

Cross Creek and its forested floodplain form a distinct boundary on the southeastern edge of the campus. The wooded bottomland is comprised of over 44 acres with several pockets of jurisdictional wetlands located along the main drainageways flowing into the creek. Potential for development within this area is limited due to the existing soil characteristics, drainage pattern and wetlands. Given its position as the low point of campus topography, the woodland may also present opportunities for stormwater management and controlled runoff areas. The woodland does, however, serve many valuable functions for the University community - it is a scenic area, a "living laboratory" for students of botany, biology and environmental science and a reminder of the fundamental ecological forces that have shaped the Fayetteville region.



CAMPUS ENTRANCES AND EDGES

The entrances and edges of the FSU campus are the first recognizable features identified by visitors, but they also aid in orienting oneself to the University. For that reason, it is important to understand the concept of entrances and edges and how their characteristics affect campus legibility and image.

A common concern for much of the University community, and a basic challenge presented by the current condition of campus, is that first-time and infrequent visitors have difficulty finding their way around campus. These difficulties affect the overall understanding of where to go and how to get there in an easy, comfortable manner.

- The campus lacks a dominant, clearly marked main entry that provides access to the majority of campus destinations. Existing multiple entry drives present too many options into campus and are presently developed without a singular image or sense of hierarchy.
- Reducing the number of choices that motorists have to make entering campus from Langdon Street will improve wayfinding.
- Arrival points and identification signage on Langdon Street and Murchison Road do not correlate with logical campus destinations, compounding the confusing image of the campus for the visitor. This is especially true at initial campus identification points for visitors traveling west on Langdon Street and north on Murchison Road directing visitors onto Edgecombe Drive where the wooded separation from campus buildings and landmarks makes orientation difficult and confusing.

The perimeter edge of campus - the interface between the campus and the community - is not cohesively formed as an easily identified, recognizable visual element.

- The campus edge is loosely defined by various types of entry signage, fences, walls and styles of planting that presents an image and message that is difficult to understand. Existing entrance monumentation and signage lack consistency in their use of materials and are constructed without a sense of hierarchy relating to their function or relative importance.
- Currently the most prominent visual features at the edges of campus are the two Bronco statues on Murchison Road, marking the southwest and northwest corners of the campus boundary.



EXISTING CAMPUS PATTERNS

Much of the visual character of the campus edge is porous, allowing views into the interior of campus, while other views are blocked by built elements such as the athletic field wall or buildings close to the street providing a more urban presentation of campus. By itself, this variety is not problematic; however, a more controlled strategy that directs views toward positive campus attributes and prevents views onto unsightly ones would be beneficial in creating the desired public image of campus.

- Campus buildings that front surrounding public streets such as Seabrook Auditorium, Rosenthal, Chick and Bryan Hall as well as Vance and McLeod student residential halls along Langdon Street are inwardly focused and do not present an appropriate architectural response to their public location.
- Open views of green space are available from very few points along the campus perimeter. About two-thirds of “first impression” views into campus are directed through parking lots.

The newly-constructed entrance at W.T. Brown Drive and Murchison Road, as currently designed, leaves little room for the appropriate alignment of sidewalks, entrance plantings and monumentation such as columns and walls without additional grading work and site modifications. As the I-295 spur is extended to Murchison Road and the Murchison Road Corridor is further revitalized, this will become the primary vehicular access into campus and should be designed to create a clearly identifiable and welcoming sense of entrance to the University.

Implementing gateway features marking the campus district at key intersections and defining campus edges will be critical in creating a successful wayfinding system. Treatments including a new signage system and landscape improvements to complement wayfinding should be designed to clearly announce the University realm and delineate one’s arrival at the campus. A graphic image for the University should be developed that relies less on the Bronco mascot and more on a statement that reflects the mission, goals and stature of the University.

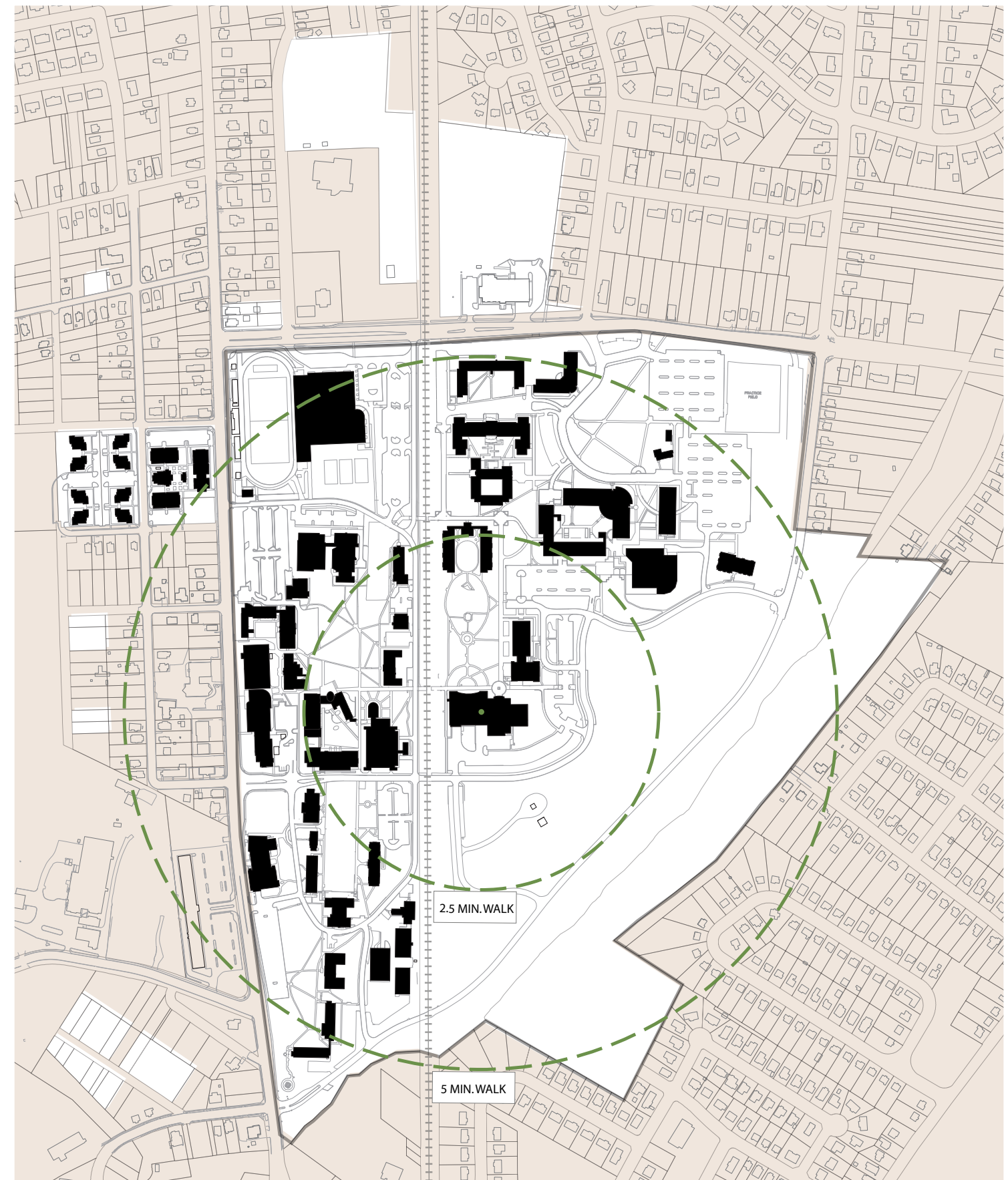
CAMPUS SCALE

Another defining component of the Fayetteville State University campus character is its size. The existing scale of campus is one of the most important but often unappreciated resources of the University that contributes to the atmosphere and beauty of the campus today.

The adjoining campus plan depicts superimposed circles representing 2 ½ and 5-minute walking distances from the Jones Student Center, based on a normal walking rate of 3 miles per hour. This is a reasonable method to assess the scale and walkable nature of campus.

- Almost all the core campus area can be reached with a 5-minute walk. Walking diagonally across campus takes about eleven minutes.
- With the exception of the residential halls at the southernmost end of the campus, the University Place Apartments across Murchison Road, the athletic practice fields across Langdon Street and the northernmost parking areas, most campus destinations lie within a distance that is easily accessed by pedestrians.

The compactness and scale of the Fayetteville State University campus provide the opportunity to enhance the friendly atmosphere of today’s campus and will be a great asset in creating an even more walkable and accessible campus - one that permits and encourages academic and social exchange that is so vital to university life.



BUILDING CHARACTER

The massing, scale and architectural style of campus buildings are important contributors to the University's sense of identity and character. Buildings also play an important role shaping the character of campus open space into traditional elements such as quadrangles, commons and courtyards.

The overall spatial pattern of buildings at Fayetteville State University can be characterized as having low to moderate density, with the dominant configuration of buildings based on a 90°, orthogonal grid. In opposition, the pattern on the ground plane - the walkways and spaces between the buildings – exhibits a feeling that is more episodic and informal. Campus open space is configured with an informal, relaxed character rather than by grand gestures of the Beaux Arts tradition found on many larger American university campuses. This eclectic combination of styles in campus composition has evolved over the years to give the Fayetteville State University campus its unique character. This special character should be recognized and the interplay of buildings and open space be expanded upon as the campus grows and is developed in the future.

Today, the campus has over 50 permanent buildings representing a mix of older, historical structures, newer academic and student residential buildings. The quality of the buildings varies widely and is presumably due to the vagaries of state funding for construction and operations. Some of the older buildings have had extensive renovations in recent years but most have not. The exterior of most campus buildings are of average architectural quality presenting a neutral appearance, neither contributing nor detracting from, a positive campus character.

The campus lacks historic landmark buildings, with the exception of Cook Hall and Joyner Hall that exhibit a distinctive traditional style and detail. These legacy structures date from the early 1920's and 1930's and are constructed in neo-Georgian style with exposed redbrick facing and limestone or white wood trim. Their characteristic architectural style and detailing are important components of the campus's original and current identity. It will be important that future buildings constructed in their proximity be responsive to the traditional quality of the original campus structures and achieve harmony in terms of their scale, massing and materials.



Harris Hall

As the campus has evolved over the past eighty years, each new building has been added in a way that expressed its particular time. As a result, there is not a single overriding building style, and many architectural treatments may be found side by side. Brick in various shades of red to brown, however, remains the predominant material composing the facades. Recent new buildings such as Lyons Science Annex and renovation projects such as Lilly Gym's northern facade and Knuckles, have begun to successfully integrate panelized metal as an exterior component to their predominantly brick facades to create a more contemporary, but overall compatible look.



Nursing Education Building

The new Science and Technology Building, however, is a great example of how architectural form can positively add to the campus in a way that reflects a contemporary aesthetic, presenting an iconic element with its 3-story metal-clad entrance cone. The building's exterior reflects the nature of the state-of-the-art research activity occurring within the building's classrooms and labs. As the northwestern academic quad evolves over time, the innovative look of the Science and Technology Building establishes a strong precedent for in this part of the campus to adopt a more contemporary aesthetic.

There is a conspicuous lack of developed rooflines on the majority of campus structures. One notable exception is the Joyner Hall, whose hipped roof is articulated by a dormered entrance and gabled end walls. An unsuccessful exception is the expansive metal roof of Chesnutt Library which presents an unfortunate overbearing quality. The Library is somewhat monolithic in character and could benefit from greater transparency especially at the first floor entrance to create a more inviting quality and linkage between indoor and outdoor functions.

Over two-thirds of buildings have an architectural presence that does not contribute to campus character based on their condition, general appearance and performance. 13 structures within campus core do not contribute to a positive campus identity. The most problematic buildings are:

- Newbold
- Mitchell
- Storage Building (former police) and adjacent modular
- Vance Hall
- Bryant Hall

Campus buildings lack an overall consistency in architectural style. Several buildings especially those constructed in the 1960s and 1970s exhibit an architectural style, material and scale that are reflective of that time, but today are seemingly out of context, especially juxtaposed with more traditional campus buildings. The most prominent examples are:

- Lyons Science
- Williams Hall
- Chick Building

Several single-story buildings at the northern west quad lack the presence and scale to function as strong space-defining structures or are large enough to support their assigned use or functions. Their age, condition and dated appearance add to their negative quality:

- Telecom
- Williams Hall
- Mitchell
- Newbold

Lilly Gymnasium is not prominent enough as a terminus building to anchor the quad. Its main southern facade is a single story addition, recently renovated in 2012, with multiple steps that disconnects the building from the adjacent open space.



New Res entrance

Of the 15 buildings located east of the rail tracks, most are newer, dating from the 1970's and 1980's and exhibit relatively neutral architectural appearance and most provide a scale that adds positively to the collegiate character and quality of that part of campus.

- The newest of the academic buildings, Nursing Education, is architecturally neutral and provides continuity, borrowing much of its material, color and detailing from nearby structures. It's siting is a good example of how infill architecture can assist in shaping space, creating a well-defined and welcoming pedestrian courtyard with the adjacent Library and SBE Building.

EXISTING CAMPUS PATTERNS

- The newest student residential building, Renaissance Hall, is architecturally well-developed and also creates a positive open space relationship with adjacent structures and sets the stage for future housing in the northern residential precinct to be developed in a cohesive manner.

Many residential structures on campus are poorly articulated, have exterior corridors and room entrances, including Vance and Bryant, Honors and New Residential. These do not provide an adequate sense of security for residents nor a strong sense of social community.

- McLeod Hall, formerly Bronco Hall is architecturally well developed, but it lacks a positive relationship with adjacent buildings diminishing its ability to create a connected sense of neighborhood for residents. The building is somewhat dependent upon future infill development to gain a sense of connectivity.
- The University Place Apartment complex, located across Murchison Road, is an excellent example of a well-scaled, architecturally integrated collection of buildings and landscaped spaces, giving it a unique but compatible identity.

The Facilities Management complex, associated shops and warehouse buildings do not contribute to campus character. They are, however, located in a way that makes them somewhat inconspicuous, but could benefit from additional visual screening or be moved to an off-site location.

Buildings at the main W.T. Brown campus entrance present a mixture of images and message:

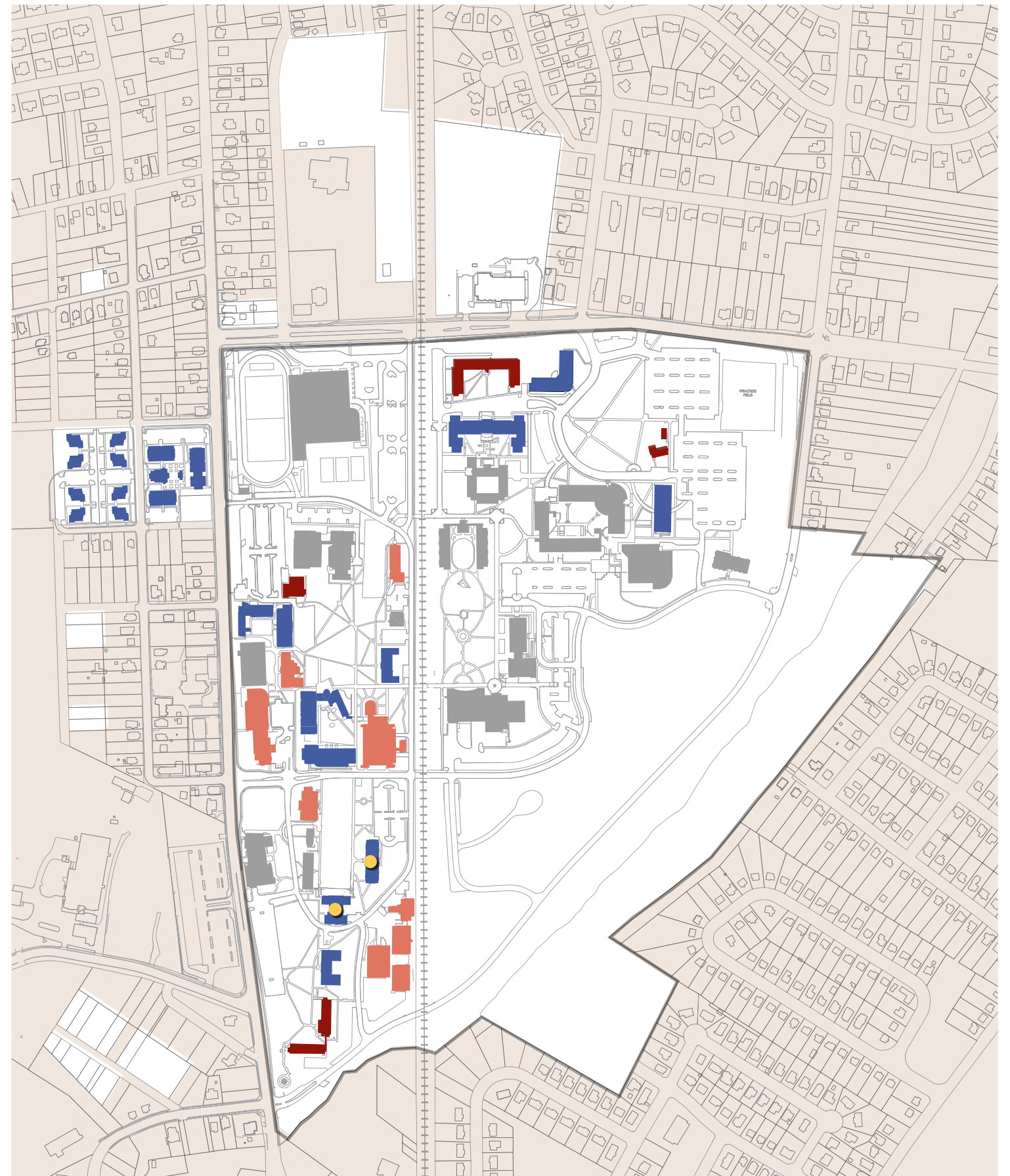
- The residential character of Spaulding Infirmary and the Alumni House and the low, 2-story Rosenthal Fine Arts building lack the scale, visual prominence and strong institutional character to successfully function as gateway buildings.
- The new Lyons Science Annex presents a stark, blank brick end wall as part of the entrance image.
- Seabrook Auditorium, despite its unfortunate presentation to Murchison Road, presents a very positive and welcoming image with its spacious front lawn, open and transparent quality of its entrance canopy and contemporary lobby. The combination of architectural elements hints at a modern adaptation of the traditional Southern front porch and is a positive component of the campus' first impression character.

Given the eclectic mix of building styles and form on campus today, it is more important for new buildings as they are conceived to be contextual and complementary than to strictly adhere to a particular architectural style or time period. This mix of architectural styles should be viewed as a positive, but places added weight to the importance of exterior space and landscape – the space between the buildings – to be developed in a cohesive manner that will unify the campus.

Future buildings dedicated to such uses as laboratories, sports and recreation facilities, student commons etc. will likely be larger in scale and mass than traditional buildings and therefore will need to have good articulation of facades, abundant transparency at the ground floor levels and entry plazas that invite informal gathering.

Building Character

- Obsolete Buildings
- Buildings that Do Not Contribute to Campus Character
- Buildings of Neutral Character
- Buildings that Contribute to Campus Character
- Legacy Buildings



BUILDING ORIENTATION AND ENTRIES

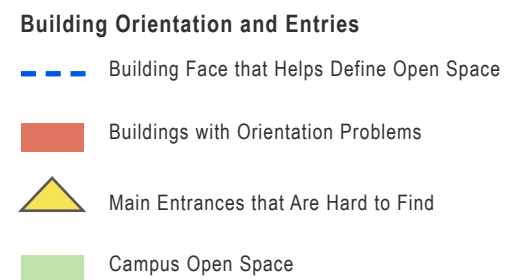
The relationship of buildings to adjoining campus quadrangles, courtyards and main pedestrian corridors contributes to the efficient functioning and legibility of campus as an easily understood built environment. The manner in which buildings are oriented to one another and the articulation of their entrances helps define the character of campus as a well organized assemblage of buildings and open space.

Many campus buildings at Fayetteville State University have been developed with a distinct front and rear to the detriment of their overall character and image. Poor orientation of many buildings facing major campus open spaces and walkways makes main entrances difficult to locate, and in many cases exposes “back-of-house” functions to active pedestrian areas and adjacent quadrangles. The evolution of this type of building orientation contributes to the inconsistent quality of open space found throughout campus. These buildings are indicated in orange on the adjacent diagram. Difficult-to-find building entrances are identified with a yellow triangle.

Many important buildings with a strong public function have difficult-to-find entrances and diminished pedestrian interaction due to their lack of a prominent entrance, isolated siting or underdeveloped pedestrian connections:

- Chesnut Library
- Capel Arena
- Collins Administration
- Continuing Education

Most residential halls on campus have been sited in isolation to one another without a clear relationship to adjacent residential structures. This lack of relationship as a unified group of buildings framing a common open space has diminished the ability of these buildings to create viable social spaces or a strong sense of residential community. This is most evident in the older corridor-style dormitories but is also true for some newer residential structures. The newly constructed Renaissance Hall, however, displays a more desirable characteristic.



EXISTING CAMPUS PATTERNS

CAMPUS OPEN SPACE

The arrangement and layout of campus buildings and the visual character of the open space that occurs between the structures has a profound influence on the quality of people's experience at Fayetteville State University. Quadrangles and courtyards often enable collegial interaction, allowing people to meet informally or accidentally. They are essential to the quality of the University environment and in creating an atmosphere for learning and lasting memories that can be meaningful parts of the college experience.

The success of spatial organization at Fayetteville State University is mixed – due to the underdeveloped form and character of the quads. Much of the existing open space suffers from a lack of definition at its edges. Typically associated with a well-developed open space system is the presence of student gathering places such as plazas, courtyards and building forecourts that promote social and intellectual exchange and enrich the aesthetic experience. These are in serious deficit on today's campus.

- Large quad spaces generally lack definition due to their size and lack of continuity of the surrounding building edge to provide definition and appropriately-scaled sense of enclosure.
- Several faculty / staff parking lots are obtrusively located, diminishing the visual and functional quality of campus open space. These are depicted as red hatched areas on the adjoining diagram and illustrate the confusing mix of the vehicular and pedestrian domain in many parts of campus
- There is the need for a wider array of outdoor gathering spaces to fully complement the campus open space network and a need for more seating areas to foster a greater sense of campus community.

The historic core of campus has the most well-defined quad space on campus, anchored by Cook Hall, the original dining hall and oldest structure on campus. The Cook Hall quadrangle has a scale, large canopy trees, and a feel that is a valuable part of the University's campus composition, one that has promise to be further defined as an iconic campus space. This will be remedied with the comprehensive renovation and relandscaping of Cook Quad currently under construction.

- Scheduled for completion in late Fall 2012, the Quad project will restore the quality of this historic open

space through the removal of temporary parking and the addition of new walkways, building entrance pavements and plantings, walkway trees, lighting and pedestrian furnishings.

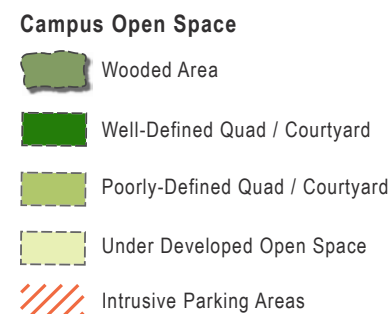
- Two buildings, Alumni House and the Infirmary, have a contradictory presence on the quad, are out-of-scale and residential character, and detract from the institutional legacy of the original campus.
- Currently, parking for Spaulding Infirmary and remnant parking that once served temporary modular classroom units, now removed, still encroach into the Quad, compromising the quality and continuity of the space.

The northern west quad is currently not realizing its potential as a successful campus open space because of its vast size and the inability of adjacent structures to provide adequate enclosure. The space however is partially shaded by large trees and is widely used for fraternity and sorority displays.

- The building edge as it currently exists, is not strong enough to contain the size of the open space in a meaningful, well-defined way.
- The topography in this area creates a central bowl-like space whose side slopes present challenges to pedestrian accessibility throughout the quad.

The current framework of open space in the majority of the eastern portion of campus does not exhibit an overall discernible structure, thus contributing to an ambiguous sense of place. Current open spaces are generally diffused, lack hierarchy in importance and use. It is difficult to discern or perceive meaningful connections as one walks from one open space to the next.

- The majority of the northern and northeastern quadrant of campus near Capel Arena and around the residential Bronco Hall, Vance Hall, and is characterized by broad stretches of vacant open lawn, with limited tree plantings, a lack of purposeful walkways and the intrusion of



EXISTING CAMPUS PATTERNS

parking. These areas are undeveloped spatially and do not provide of seating areas, places supporting impromptu gathering or informal recreation. The lack of developed landscape treatment and pedestrian amenities contribute to its sense of isolation and ambiguity.

- The addition of Renaissance Hall to this part of campus is very promising in terms of its contribution to creating the density of buildings needed to shape outdoor spaces.
- The large open space framed by the Honors Dorm, Administration complex and the Jones Student Center is organized around an informal pattern of walks and large canopy shade trees. While this space is one of the most pleasant areas on campus, it conveys little relationship to the overall campus spatial order. It stands isolated by the rail tracks and limited east-west pedestrian connections.

Buildings that are more densely spaced create good definition of open space and interesting courtyard spaces. These are the best social spaces on campus - as evidenced by people informally gathering and meeting there.

- School of Business / Education courtyard provides a good model to emulate as a successful space because of its combination of its comfortable scale, clear entrance thresholds, compact proportions, articulated building entrances, and places for people to sit in both sun and shade.
- Nursing Education courtyard is good newly-constructed example of a well-scaled, well-defined exterior space that functions simultaneously as building entrance, pedestrian flow space, and gathering area.
- The Knuckles / Taylor / Chick courtyard design is outdated but holds similar promise as a successful space because of its defined sense of enclosure and well-scaled proportions.
- Chesnutt Library entry plaza is not currently meeting its potential as a student gathering space, suffering from its positioning on a large parking area and the lack of a well-delineated pedestrian connection to other parts of campus.
- However the newly constructed plaza transition, completed in summer 2012, provides an accessible route between the Nursing Courtyard and the Library plaza as well as a pattern of seatwalls and tree rows that may provide a successful design vocabulary to be used elsewhere on campus in similar spaces
- The entrance plaza at the Jones Student Center is a popular gathering place but lacks sufficient hardscape area, seating and site furnishings to accommodate the

number of students attracted to the space. The fountain is too small to anchor its prominent location. As the current design for the Student Center renovation and expansion evolves, a greater emphasis on "entrance" both architecturally and on the ground plane, should be given.



Hackley Honors courtyard

- The new Renaissance Hall courtyard will provide a great connection between the adjacent New Res hall and should serve as a model for future outdoor social spaces to be developed within campus residential precincts.

The visual quality of many campus open spaces is diminished by the prominence and lack of vegetative screening or built enclosures for service and loading areas and utility/mechanical equipment. Transformers and air handling units are poorly placed and poorly disguised in many areas – along



Nursing / Library transition plaza

pedestrianways, intersections and open green spaces. In some cases their location precludes the use of the open space around them, such as behind Bronco Hall or posing pedestrian safety issues such as at the W.T. Brown and Martin Luther King, Jr. intersection. These utilities should be relocated to more orderly and logical sites as incremental campus improvements and adjacent building projects are undertaken.

Campus landscape is generally underdeveloped to convey a consistent and unified aesthetic, although efforts within the past two years have made great improvement toward enhancing and unifying the campus. Continued plantings that provide seasonal color in key locations and tree plantings that define movement corridors, help scale large buildings and articulate open spaces should be further encouraged.

The largest campus open spaces rely on the use of informally spaced mature shade trees, a sweeping ground plane, and simple furnishings and paving to establish their classic character. Tree plantings have not been used as a structural, space-defining element on campus as a counterpoint to the informal character of existing large trees.

Wooded areas associated with Cross Creek bottomlands create a valuable visual greenbelt, but is underutilized in terms of its providing a more diverse aesthetic and recreation experience.

CAMPUS MONUMENTS

In general, the campus lacks an outward sense of its institutional heritage, its traditions and rich history of the school. While there are a number of existing monuments, they are generally small isolated markers and are sporadically placed around campus.

Without a clear relationship to their context or to each other, the origin of some commemorative elements is unclear and their meanings are often difficult to discern.

- The location of the monument honoring the seven founders of the University is located in a large expanse of lawn at the edge of campus where few pedestrians are encouraged to walk.
- The historic gate structure is largely unnoticed. In its current location on Murchison Road it is overwhelmed in scale and style by the modern architecture of Seabrook Auditorium.
- The most prominent of markers on campus relate to the Bronco athletic mascot. While appropriate in certain locations, and engendering a sports-oriented school spirit, they do little to contribute to a sense of permanence and tradition that can enrich and deepen the college experience

or nurture alumni attachment and affection. A hierarchy of importance should be established for monuments on campus, with historical figures taking precedence over Bronco mascot displays.

Today's campus also lacks a prominent landmark, recognizable structure or iconic architectural symbol to help create institutional identity. Such a feature could be a prominent campus building, a well-developed landscape space or plaza, or a series of spaces that embrace and celebrate the school's heritage and helps to tell the Fayetteville State University story.



Ezekiel Ezra Smith Memorial

EXISTING CAMPUS PATTERNS

CAMPUS ROADS

The wayfinding and orientation issues presented by the existing approach to campus and its entrance and edge conditions are exacerbated by the configuration of the internal campus roadway system, especially for first-time and infrequent visitors. These difficulties also affect the functioning and efficient movement through campus by students and faculty on a day-to-day basis.

The existing campus roadway system does not provide logical, efficient internal circulation through campus and creates a pattern of travel routes that is fragmented and confusing.

- Campus roads do not reinforce an understanding of campus layout or easily direct visitors to important public destinations such as the Administration Building, Admissions and Library.
- Routes throughout campus are circuitous and unclear and depend heavily on signage for wayfinding especially from Edgcombe Drive that skirts the southeastern edge of campus along the Cross Creek natural area.
- Many vehicular routes, such as Administration Drive and Stadium Drive terminate directly into parking lots, contributing to difficulty in orientation and in understanding how the campus is organized.
- Martin Luther King, Jr. parallels the rail tracks from Langdon Street to W.T. Brown providing a cut-through function, further dividing campus and interfering with critical east-west pedestrian movement. Views along this road are largely of building rears, small parking lots, unscreened utilities and service areas.
- Grace Black Circle, a remnant of the residential subdivision that once occupied the northeast portion of campus is unrelated to the campus buildings around it and does little to organize circulation or the framework of campus development.

The road network is also significant for its impact on campus security. The number of vehicular entry points, makes controlling access into the campus during the nighttime very difficult.

The visual experience encountered along many main campus roads forms a less than positive impression of the University environment and is compromised by the number of service and loading areas and parking lots easily seen from the car.

- The quality of the viewshed from the main campus entrance at W.T. Brown and Murchison Road is

compromised by parking and service areas located behind Rosenthal Fine Arts and distant views of parking adjacent to Joyner Hall.

- As one continues through campus on W.T. Brown, additional service docks, unscreened parking lots, storage areas and trash receptacles diminish the visual quality and image formed along the main campus drive. An improved and planned sequence of views should be developed from the main vehicular entrance and continue through campus on all roads.

Two important projects currently under construction or in the planning / design phase of development will significantly change the existing character and importance of W.T. Brown Drive as the primary campus travel route.

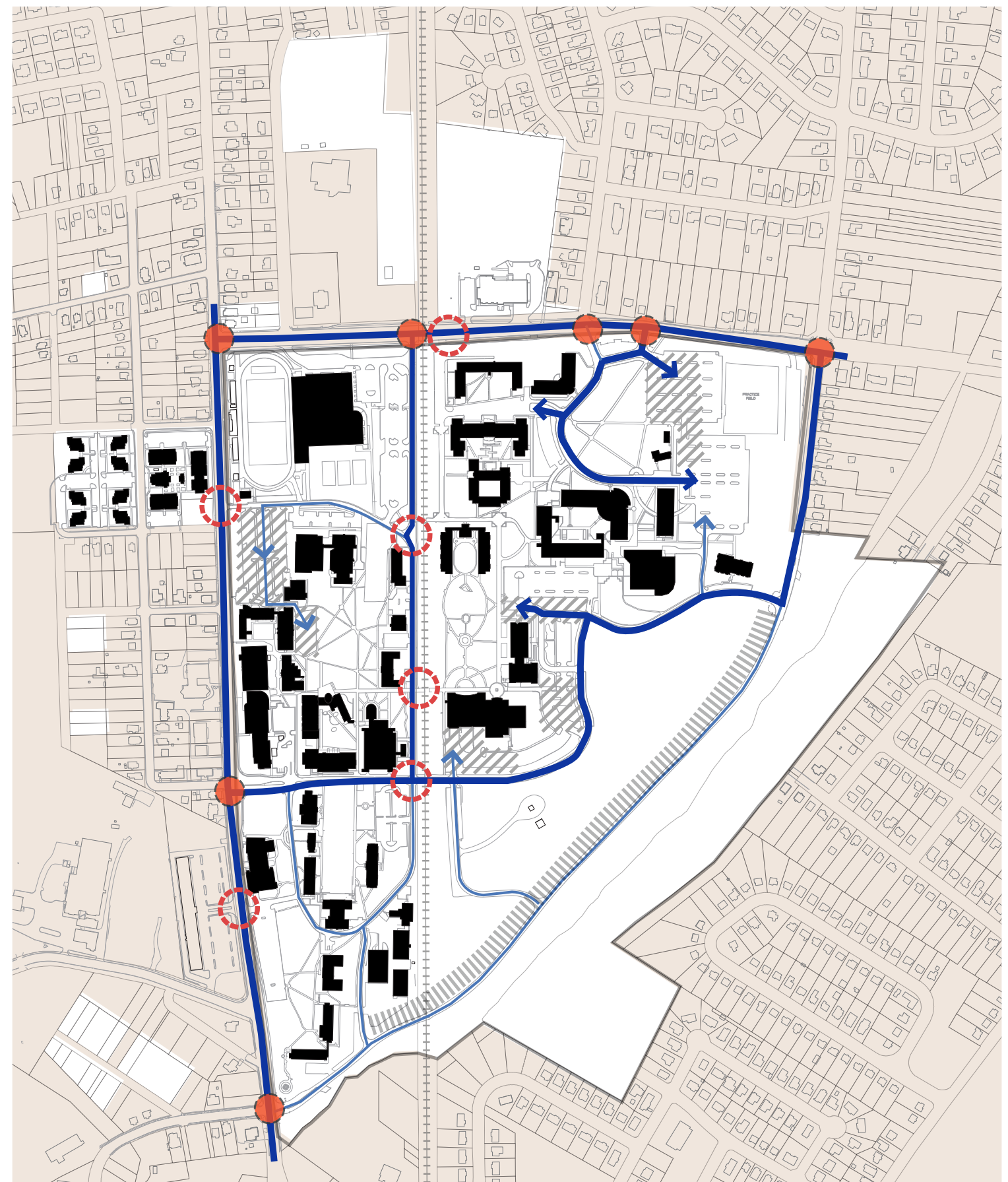
- The renovation of Cook Quad is a key element of improving the main campus entrance sequence as well as the visual experience along WT Brown Drive.
- The planned renovation and expansion of the Jones Student Center, scheduled for completion in Spring 2015, will create a new building entrance facing W.T. Brown Drive, further increasing pedestrian activity and enhancing architectural interest along the primary campus drive. The renovation will also mitigate the visual impact of existing service areas from the roadway vantage point.

Alternative Transportation

There are currently two City of Fayetteville bus stops on the FSU campus. In addition, the University's evening and weekend shuttle system offers an easy and cost effective way for students, faculty, staff, and visitors to access the FSU campus. Shuttle buses operate free of charge, providing increased safety at night and point-to-point service around campus. Nine shuttle stops are located near major academic buildings, parking lots and residence halls. The shuttle system also provides service to a number of frequently-visited off campus destinations, including area shopping malls, discount and grocery stores and urgent health care facilities.

Campus Roads

- Major Roadway
- Minor Roadway
- /// Areas of Confusing Circulation
- Campus Entrance
- Pedestrian / Vehicular Conflict Areas



PARKING

Today, Fayetteville State University is primarily a commuter university with a large proportion of its student population living off-campus, elsewhere in Fayetteville and surrounding towns. Of the 5,930 graduate and undergraduate students currently enrolled, only 1,480 live in on-campus housing. Of those on-campus residents, approximately 75% drive. Because of the large percentage of commuters, parking and ease of access to the campus are key concerns. Yet for all its convenience, the automobile tends to isolate people and diminishes the sense of campus community.

Parking is a major land-use on-campus occupying over 15 acres or 19% within the core academic area, a greater percentage than is covered by campus buildings. While certainly a necessary component for the campus' proper functioning, parking at tends to be overly dominant due its often-intrusive location in campus open spaces and in the lack of edge landscape treatments and visual buffers. The campus lacks large quantities of surplus land that would be needed to accommodate additional surface parking.

Parking Supply

Many members of the university community feel that the current parking supply is inadequate. This is especially true during peak class time hours scheduled between 9:00 am and 12:00 pm. However the shortage seems to be a result of perceived inconveniences associated with the distribution of assigned spaces locally, rather than the overall number.

In 2010, the University instituted a parking policy that disallowed freshman on-campus residents from being issued a parking pass. Thirty special exemptions were issued; however, the policy has helped significantly to alleviate a degree of pressure on the demand for on-campus parking spaces.

The current parking supply on campus totals 2,249 spaces and is widely dispersed in surface facilities located throughout campus. Lots are designated for use by students, faculty and staff, visitors, resident students and commuters. Despite perceptions of some, the current supply (0.38 spaces / person) is adequate to meet the current needs of campus during peak periods with high demand buildings being generally well-served.


While wide distribution of parking throughout campus is in one sense positive, the convenience provided is at the expense of the overall visual quality and pedestrian-friendly feel of the campus.

- Overcrowded conditions are minimal and localized to parking adjacent to student housing. Perhaps in response to perceived time and distance pressure, some students choose to park in undesignated areas rather than paved lots farther out. Most campus destinations, however, are within a five-minute walk from available parking areas.
- Commuter lots serving three-fourths of the student population, tend to be larger in size and located at campus perimeter. This may also be a factor in a perceived parking shortage, given that this user group, who relies nearly exclusively on driving to campus and perhaps facing additional time pressures, must park at greater distances from their campus destination.
- In general, lots currently assigned to faculty and staff are located closer to building destinations. However, about 25% of lots are obtrusively located, diminishing the quality of many important campus open spaces.
- There is a shortage of visitor spaces, limited to 18 spaces and available in only one location on W.T. Brown Drive, near the Collins Administration Building.
- The gravel parking lot located in the far northeastern corner of campus is not fully currently utilized and is occupied primarily by campus police and other service vehicles.

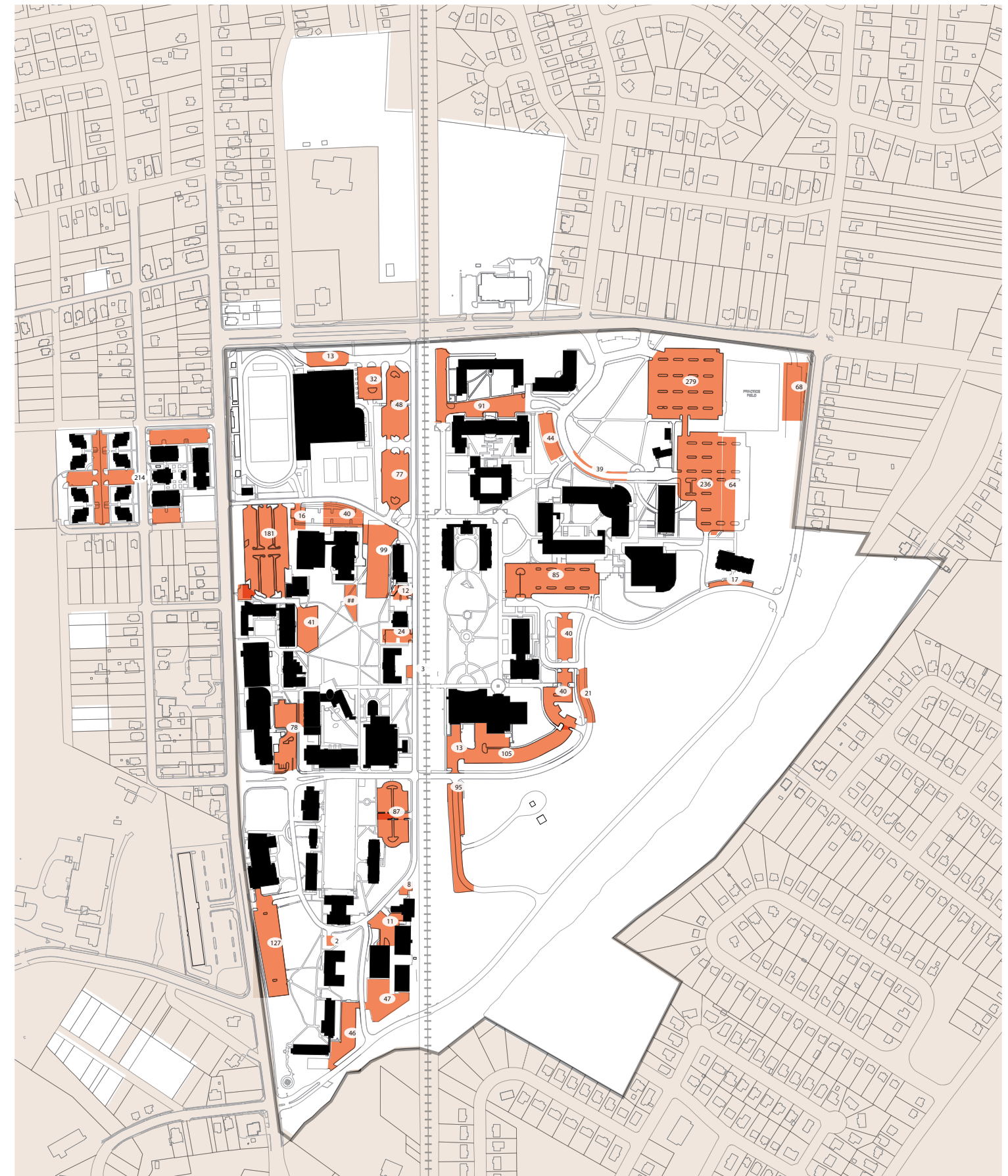
Many existing parking facilities are inefficiently and awkwardly laid out. Many lots lack clear circulation, clear access and egress points, adequate plantings at the perimeter for screening and definition, sufficient interior plantings for shade and sufficient walkway connections.

- Many existing roadways are part of the existing parking lots, creating conflicts between motorists and pedestrians and motorists wishing to park and those passing through the parking lot, especially in the large commuter lots in the northwestern quadrant of campus.
- Parking lots often form barriers to safe and direct pedestrian circulation, particularly between Williams Hall and Lilly Gym, between Chesnut Library and the Administration building, and between Vance Hall and the rest of campus. Stronger and more defined pedestrian connections are needed in these locations.

Parking

 Parking Areas

 Total Spaces Per Lot



EXISTING CAMPUS PATTERNS

- Vehicular routing through several parking lots is unclear and confusing for drivers, particularly at the Administration Building complex, near Vance and McLeod Hall and the lots near the Laretta J. Taylor Building and Knuckles Science.

In 2011, the University completed a Campus Parking Inventory and Management Plan whose purpose is to serve as a comprehensive planning tool for the University to track the distribution and allocation of faculty, staff and visitor spaces in various campus precincts. As new buildings and open space improvements are being conceived, the effects of parking displacement, and/or additions can be planned and managed for more efficient operation of the parking resource. Distribution and allocation of parking assigned to various user groups – faculty, staff, students, visitors and spaces for the physically disabled – may be easily tracked and adjusted.

The Plan also provides a cursory study of handicap parking throughout campus, noting compliant and non-compliant conditions in terms of slope, curb cuts and ramping, accessible aisles and routes, signage and markings. Over time, the campus should continue efforts to bring all parking spaces within full accessibility compliance.



PEDESTRIAN CIRCULATION

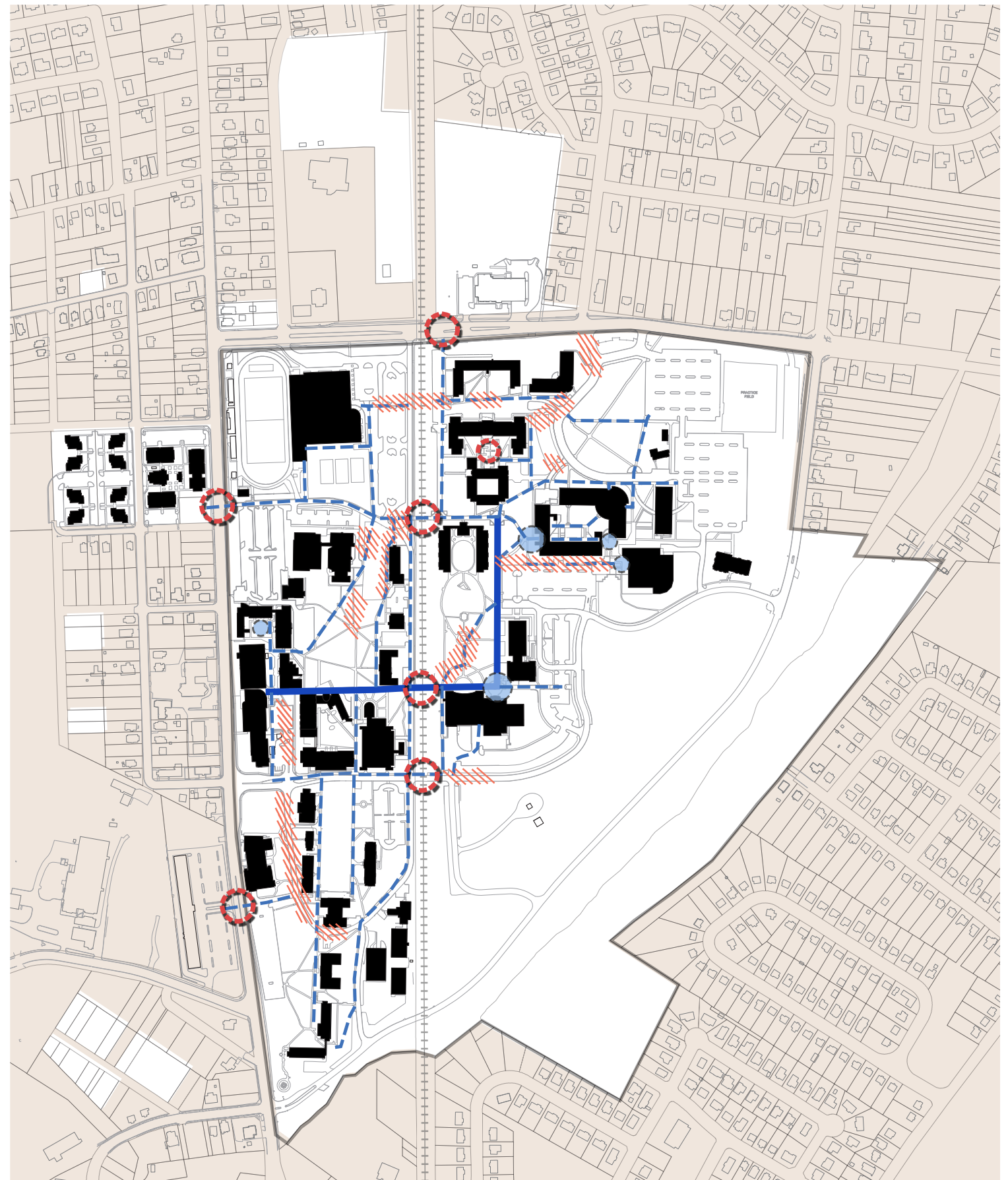
A well developed system of walks and pathways can provide safe and efficient pedestrian movement through a campus and is an important component in linking its open spaces in a contiguous and understandable manner. Comfortable walking routes and gathering spaces contribute to a positive campus “feel” and encourage social interaction among students.

The current pedestrian circulation network at Fayetteville State University provides weak internal connectivity, especially in its ability to join the eastern and western portions of campus across the CSX rail tracks. Awkward vehicular intersections and intrusive parking lots also detract from the efficiency and quality of the pedestrian environment. Campus connectivity will be better served with a unified system of walks that reflects a hierarchy in walkway size and importance. Coupled with the lack of clarity of many important pedestrian routes, the need to restore the pedestrian environment as a principal organizing feature on campus is evident.

- Designated pedestrian crossings are currently limited to two locations in addition to the one associated with the W.T. Brown vehicular crossing. This is detrimental to creating the sense of a “walkable” campus and encourages unauthorized crossing of the tracks at several locations, particularly between Vance Hall and Capel Arena.
- With the construction of Renaissance Hall introducing a greater concentration of students residing in this part of campus, the need for a controlled pedestrian crossing and east-west campus connection is increasingly important.
- Currently there are two primary walks, both connecting to the Jones Student Center. Both lack a proper terminus or proper connection to another major landmark or student gathering area.

Pedestrian Circulation

- Major Walkway
- - - Minor Walkway
- Student Gathering Areas
- Road / Railroad Conflicts
- /// Inadequate Pedestrian Facilities



- Within the campus interior some major pedestrian movement patterns are not currently served by continuous walkways. Many walks are undersized with inadequate width to support the amount of pedestrian traffic using them. Undersized and missing walkway connections are indicated by red hachure on the adjacent campus diagram
- The most important walkway connections currently needed are to Chesnutt Library and those linking the southern residential halls with academic buildings to the north. While there is a minor walkway along Martin Luther King, Jr. it is not adequately sized for the pedestrian traffic received and has a discontinuous feel due to the multiple crossings of vehicular drives, small parking lots and service areas.
- Diagonal circulation across the campus is accommodated in a limited way by undersized or non-existent paths; for example, in the quad space near the Student Center and near McLeod and Vance Residential Halls.
- Several minor walkways have circuitous alignments in comparison to the pedestrian desire lines. Path layout is arbitrary in many locations and contributes to pedestrians cutting across lawn or through planting areas.



There are numerous points of serious conflict between vehicles and pedestrians throughout the interior of campus.

- The intersection of Martin Luther King, Jr. and W.T. Brown as currently designed, does not accommodate pedestrians utilizing the parking lot south of the Student Center and the location of transformers inhibits proper safe sight lines for students crossing the street.
- The configuration of the Stadium Drive and Martin Luther King, Jr. Drive intersection is particularly awkward for pedestrians and drivers alike.
- Between Williams Hall and Lilly Gym, and between the Library and the Administration building, pedestrians must traverse a parking lot, creating an unpleasant and hazardous condition. Several other parking facilities do not accommodate pedestrian movement, including the large commuter lots north of the Library, south of the Student Center and the lot near Knuckles and Taylor.

Many at on and off-campus roads lack proper safety features at road crossings. The most troublesome pedestrian safety concerns occur at several locations along Murchison Road and Langdon Street where students from campus are using facilities located outside core area of campus and must rely on unsafe mid-block crossings.

- To reach softball diamonds in Seabrook Park and football practice fields located north of campus student-athletes from the Chapel Arena dressing rooms must cross Langdon Street at an unmarked mid-block crossing.

- Residents living in the University Place Apartments must cross five lanes of Murchison Road traffic to enter campus. Many students going to the Bronco Square retail center are faced with similar undesignated crossings and unsafe vehicular conflict.
- As the future campus expansion develops southwest of main campus, accommodations for pedestrians crossing Murchison Road will become a critical element in creating safe connectivity for students, faculty and visitors.

Many well-used pedestrian routes are laid out as straight, axial connections but lack proper terminus, landmark or special feature to justify such a strong gesture. No landmarks on campus currently help people navigate campus, but as new buildings and open spaces are developed they should be designed such that plazas, architectural features and landscape treatments provide visual cues to assist in wayfinding throughout campus within the pedestrian system.



EXISTING CAMPUS PATTERNS

BUILDING AND LAND USE

The physical arrangement and location of campus uses, when considered as a system, become instrumental in determining the function of campus as a cohesive environment. The pattern of building and land uses not only helps shape the architectural and spatial character campus, but also creates its organizational structure.

The current building use pattern at Fayetteville State University is relatively dispersed and intermixed. That is, rather than having precincts or clusters of buildings that are exclusively dedicated to academic, residential, administration or student life, such uses are distributed rather broadly around campus and in locations on both sides of the railroad tracks.

- Several areas of campus, such as the two quads on the eastern side of campus contain many buildings of dissimilar use.
- The original campus quad, near Cook Hall, is key part of the University's image, but supports relatively little program and its varied uses create a less than successful, coherent mix of uses.
- Coupled with Chesnut Library, academic buildings such as the new Nursing Education, School of Business and Economics, Education Building and the Jones Student Center have shifted much of the focus in activity away from the historical campus core.
- The Physical Plant has a positive location at perimeter of campus but lacks sufficient buffering to mitigate its visual impact to adjacent traffic and residential uses. Material and vehicle storage associated with ground maintenance

Lack of adjacency and consolidation is a common problem for many University programs and administrative functions. Several academic departments and schools, student affairs, academic affairs and functions are located in multiple buildings, creating operational inefficiencies.

- Capel Arena is formally an academic building, while notably housing athletic functions. Shared uses and space, including offices, athletic courts and training facilities with between the athletic department and academic recreation programs, create serious scheduling conflicts and operational difficulties for both departments.

- Chick Building currently houses first year retention support services, while general academic advisement and the career office are located in the School of Business and Economics. The location of career counseling with a specific academic department disconnects its function from a majority of students, especially freshman, sophomores and transfers.

Absent on the campus today is a strong center of activity or concentration of functions and student attractions that create a traditional "heart of campus". The common generators of student activity –library, dining, bookstore, social lounges, recreation – are underdeveloped and also widely dispersed on campus.

While the Fayetteville State University campus does not exhibit strictly defined concentrations of buildings grouped together by similar use, there are some patterns that are emerging and beginning to create somewhat discernable campus precincts. Significantly, the new buildings constructed since 2008 and those currently under construction, are beginning to provide a level of infill that is reinforcing this pattern.

- Two recognizable academic districts are emerging on either side of rail tracks. On the west side, newer science buildings combine with several older classroom buildings to give a dominant character and purpose to the northwestern quad.
- The construction and siting of the new Science and Technology Building creates a defined courtyard space linking it with Lyons Science and Lyon Annex. This is an important development in the evolution of the campus building / land use pattern as a distinct concentration of science classrooms, labs and research functions has emerged.

Building and Land Use

- Administration & Support
- Academic
- Student Life
- Student Housing
- Athletics
- Athletic Field

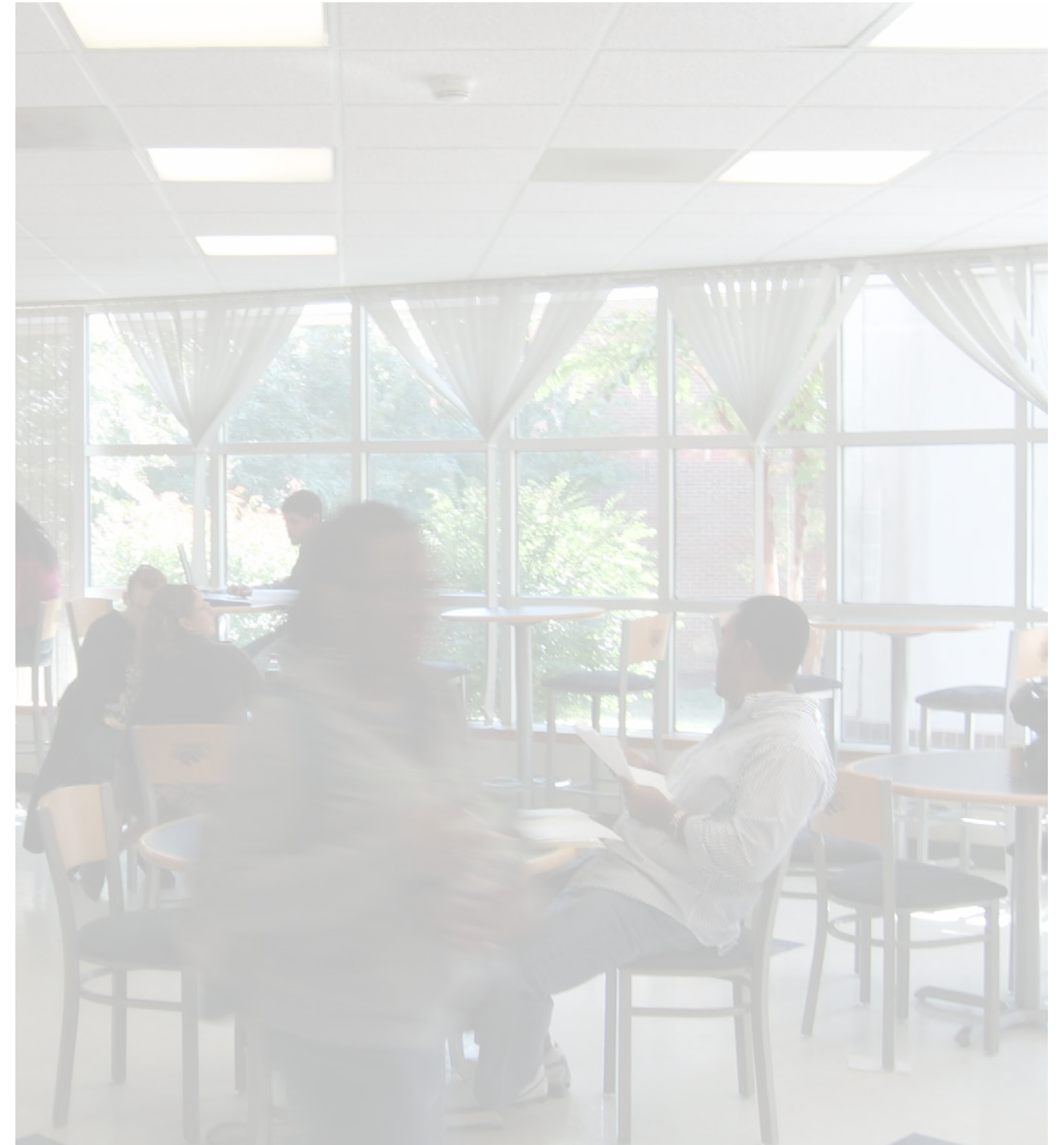


EXISTING CAMPUS PATTERNS

- On the east side of the tracks, three large classroom buildings, the School of Business and Economics, Education Building and the new Nursing Education facility combine with the Library to create a second concentration of academic buildings.
- Student residence halls, accounting for nearly two-thirds of the total campus building square footage, exhibit a more dispersed pattern across campus and are less focused toward one another, adding to their somewhat isolated feeling. This is especially apparent in the northwestern quad where Williams Hall and Hood Hall occupy space in larger academic portions of campus.
- The combination of undefined open space, the location of Cook Quad and orientation of the two southernmost dorms, BryanT Hall and Harris Hall, residents endure a somewhat isolated and separated feeling for residents from main campus.
- The northern cluster of residential buildings is, however, beginning to emerge as a more defined precinct sharing common use and campus function. With the addition of the new Renaissance Hall, the northern residential precinct is now taking on a critical density of buildings and student population that is significant and easily discernable.

As the campus grows and is further developed, it will become increasingly important to consolidate uses, developing concentrations of student life, academic districts that encourage co-curricular activity and interdisciplinary functions and residential areas that encourage a sense of connection and community.





SPACE AND FACILITY NEEDS

The first step in articulating a vision for future campus development is to define the specific space and facility needs that will meet the strategic objectives and projected growth of Fayetteville State University. Recommendations outlined in this Campus Master Plan Update represent a physical planning response to those identified space and facility needs.

Several factors were studied to determine the current capacity and needs for existing and future facilities on the Fayetteville State University campus. These include:

- Projected Enrollment Growth
- Emerging Space Needs
- Space Utilization and Capacity
- Existing Building Suitability

The efficient use of campus facilities is of increasing concern to most colleges and universities. This concern is partially a reflection of the high costs involved in constructing and maintaining buildings, but it also stems from a broader recognition of the importance of continuous, ongoing space planning and facilities management. The effective allocation and utilization of space is essential if Fayetteville State University is to maximize its resources and accomplish its objectives in the areas of instruction, research and student services.

PROJECTED ENROLLMENT GROWTH

The University is poised for continued growth in its student enrollment as a result of enhanced academic programs, the addition of new undergraduate and graduate-level programs and the school's ability to attract an ever-increasing level of quality in its teaching faculty. Demand for student-oriented facilities will be driven by an increasingly market-savvy student population with sophisticated expectations about education, residential life and student amenities. Building upon its targeted enrollment growth in the coming decades, facility needs at Fayetteville State University will be evident in all of these areas.

The University's strategic academic goals parallel the legislative mandate established by the North Carolina General Assembly in HB 1264 of preparing the State's population for science and technology-based training as the North Carolina shifts from its traditional manufacturing economy. These curriculum objectives will be achieved by expanding instruction in new degree programs and research capabilities with a focus on science, education and technology in years to come.

Substantial growth is expected in all currently-offered academic programs at Fayetteville State with the fastest growing student enrollments projected to be in the Basic and Applied Sciences, Nursing and Business Education. Programs in Elementary Education, Business and Management, Criminal Justice, Social Work, Psychology, TV Communication and Production, Mathematics and Computer Science are among the academic programs anticipated for substantial enrollment gains. Growth in FSU graduate programs, especially in the Masters of Business Administration degree program, is anticipated to expand at least 3% annually for the next decade.

Baseline for the Plan

For the purposes of this Campus Master Plan Update, the following assumptions for enrollment and on-campus residency provide a platform for projecting campus-based needs

for future space and facilities. Current enrollment in Fall 2011 is 5,930 total students with 5,198.5 full time equivalents (FTE's). A planning target has been established by the University's Office of Enrollment Management to increase its total student enrollment by 29% by year 2021, and continuing at an annual 2-2 ½ % growth rate. This projection of increasing the University's total enrollment to 9,587 students by year 2030 was adopted as the baseline for this study.

Faculty and staff growth is expected to mirror student enrollment projections at current student ratios. The University employs a total of 555 people in its faculty, administration and support staff. There is currently a total of 345 faculty members teaching at the University. Of those, 297 are full time. The high percentage of full time faculty and minimal reliance on adjunct faculty members is an important factor in Fayetteville State University's academic teaching and research strength. The current student-to-faculty ratio is 17:1.

EMERGING SPACE NEEDS

Student Housing Issues

Student housing on the Fayetteville State University campus is designed to provide a continuum of experience for students that ranges from a structured residential experience to more independent living. The current housing facilities on campus supply 1,589 beds, including 328 beds in the University Place Apartments. Currently nearly 29% of all undergraduates live in campus-based housing, including 80% of new freshmen. For all FSU residential halls, occupancy rates since 2001 have been consistently high, averaging above 97%.

With the addition of 336 new beds in Renaissance Hall, campus housing will accommodate over 25% of today's total student population. The University's goal is to accommodate at least 30% of the University's enrollment in on-campus housing within the next 15-20 years which would require a minimum of an additional 1,093 beds over the current inventory.

There is currently a need for a greater variety of housing options at FSU to create a more sustainable residential community on campus. Coupled with diversification in housing styles, enhanced living environments that add social space, wellness and fitness and dining opportunities into the residential setting will help upgrade the FSU's student housing offerings. In order to meet the University's goal, a combination of new housing facilities as well as new units to replace those in existing but obsolete residential halls will be needed. No married student housing exists today, nor is any anticipated to be constructed during this planning period.

The cost to remedy code compliance issues and renovation needs have outpaced the benefit and life cycle of both Vance and Bryant Halls. These two buildings, while among the largest of the residential facilities, are the top student housing candidates for replacement. Additionally, two existing housing facilities, following recommendations of the 2008 Campus Master Plan, have recently been converted from their residential use to office functions. In 2010, Williams Hall was repurposed from housing to its current use as Residential Life administrative offices. Hood Hall is currently undergoing its transition from housing to office space.

Integral to the University's on-campus residency goal is having the capacity to house more freshmen in locations that are in close proximity to the core of campus. The strategy for consolidating freshmen living in a central location could assist with student recruitment goals

and foster higher retention through enhanced opportunities for more vigorous involvement in campus life and stronger linkages with academics.

In nearly all of the University's existing residential halls there is a shortage of social lounges, project / study rooms fitness facilities and computer commons, especially when compared with the residential offerings of peer institutions.

Technology / Learning Space

In today's world of higher education, technology and pedagogy are converging. Given the high comfort level with technology and penchant for team-oriented behavior, the University student of today is substantively changing instructional space – as well as the very nature of instruction. Because today's students socialize, study and collaborate in groups, the learning environment is no longer strictly place-bound. What this implies for campus facilities is a need for creating a greater number of multipurpose spaces for group activities, including small group / seminar rooms and blended social / academic spaces. As veteran multi-taskers, today's students do not view spaces as single purpose in nature – making adaptability the most critical characteristic of today's campus learning spaces.

As the Fayetteville State plans for the future, the need for flexibility in the delivery of instruction and therefore its academic facilities is critical. The campus must be re-envisioned to foster the multi-disciplinary interaction and information sharing this new culture demands. The changing technology-driven delivery of academic instruction has promise to increase student enrollment through distance learning. Blended courses combining on-line instruction time with traditional on-site learning may increase the classroom utilization capacity on campus to a degree that is not yet realized or easy to precisely determine.

Currently approximately 40% of classrooms on campus are outfitted with "smart" technology. The University has established a goal that 100% of all new classrooms incorporate state-of-the-art technology, in order to accommodate the ability for faculty to work with students in various locations and in various time frames. As new academic space is planned, computer laboratories and classrooms will need to provide flexibility in space and furnishings along with improved technology including adequate power and data connections, increased wireless access, voice, data and video connectivity and secure telecommunications utility rooms.

While technology will play an increasingly important role in the delivery of instruction, the University's academic units do not anticipate any diminished needs for classrooms, offices, gathering spaces and areas for support services such as advisement, counseling, study lounges and libraries. However, the influence of technology is an area where the University will need to continue to monitor in order to properly assess its impact on the school's specific facility needs and space management policies.

New Research Infrastructure

A state-of-the-art research facility opened in 2009 on the FSU campus as a joint collaboration between Fayetteville State University and the University of North Carolina at Pembroke. The facility is expanding a broad range of research and educational opportunities for FSU students and faculty, regional industry and governmental entities. Housed in the Lyons Science Building in a lab officially named the Southeastern NC Regional Microanalytical and Imaging Center, (SENCR-MIC), the facility features a highly advanced imaging tool called an Electron Probe Microanalyzer. The microprobe is capable of magnification to 300,000 times that of the naked eye, providing a resource found in only a few institutions worldwide.

SPACE AND FACILITY NEEDS

The Center held a grand opening ceremony in January 2010, marking a turning point in the advancement of the University's research infrastructure. The microprobe, as the term implies, enables detailed surface analysis that reveals a wealth of information about both hard and soft samples, allowing highly sophisticated research in areas of the environment, metallurgy, material science, toxicology, fire science, forensic science, and defense research.

Funded through a Department of Defense grant, the microprobe is a "for fee" research technology that is already commanding interest and use from researchers in many disciplines across the country and several foreign countries. The SENCRC-MIC is promoting a variety of specialized collaborations with the University and elevating FSU's attractiveness and capability as a regional and national inter-disciplinary research center. Over time, it is anticipated that this, and other advances in FSU's research capabilities and infrastructure will fuel greater demand for specialized space within campus and its satellite research Millennial Campus.

Campus-wide Space Concerns

The Campus Master Planning team conducted interviews and group work sessions with the University's academic and administrative unit heads and received higher level input from the Chancellor and University leadership on issues that ranged from existing facilities, perceived space shortages, the expected demands of new programs, pedagogic changes, and under-addressed opportunities for campus. Several common concerns emerged from the meetings and identified the following general needs.

There is a critical need for additional community space throughout campus such as social lounges and informal study space as well as exterior common spaces such as forecourts or outdoor seating areas.

- There is a lack of facilities where non-residential commuting students can connect with other students in the University. Especially needed are recreation and dining options and student gathering spaces. Plans for the Jones Student Center expansion and renovation should, to a large degree, help to alleviate this issue.
- Every academic unit would benefit from additional meeting space for faculty and students.
- There is a campus-wide lack of group study space, seminar and conference rooms that serve graduate students and programs.
- Informal leisure and exterior recreation space directly associated with dormitories is significantly lacking.

Dining is recognized as an integral part of campus life, especially in its contribution to increasing "cross traffic" on campus. There could be increased food choice and price options, dining locations and broader options in dining styles.

- There is need for a more user-friendly presentation of campus services for students and visitors.
- There is desire for an easy-to-find welcome center for prospective students families and campus visitors.
- There is a need to consolidate and provide additional space for student affairs – advisement, counseling, wellness and office space for student government and organizations.

Improved locations and additional space for faculty offices campus-wide would provide better access to students and would promote increased collaboration and interaction among fellow peers.

- There is a shortage in conference and work room space serving faculty development activities such as grant writing and sponsored research.
- There is no faculty lounge, commons or dining area on campus.

The University lacks the facilities needed to host regional and national conferences. These facilities could also be used by instructional and research programs, student functions, as well as the local Fayetteville community.

- There is currently no place for alumni functions or gatherings serving the University's now more than 20,000 alums.
- There is need for a flexible event / multi-purpose space for large meetings, with sit-down dining capacity for at least 500 people.

There is an ongoing need to upgrade computing facilities and expand technology infrastructure throughout campus.

- The campus needs a new Data Center and technology hub. Space for such a facility has been allocated within the new Science and Technology Building.
- The campus needs additional TV / multi-media conferencing space.
- There is need for additional computing labs throughout all campus academic and residential buildings.
- There are no research-grade computing facilities on campus.

There is a need for separate intercollegiate athletic, student recreation and fitness, and Physical Education facilities.

- Current sports facilities are inadequate in number to support the entire campus population and program demand. Many athletic support facilities in Capel Arena are in substandard condition.
- The condition of competition-level track facilities and athletic practice fields is also substandard.
- Indoor intramural sports now housed in Lilly Gym will be outgrown soon.
- There is a shortage of student recreation facilities including intramural recreation facilities and informal play fields.
- There is a concern for overall campus security especially regarding the intrusion of non-students from the adjacent Murchison Road area.

Early College High School Programs

Two partnership programs with the Cumberland County School system, present unique challenges for the Fayetteville State campus in terms of space allocation and management, especially in light of the success and anticipated growth of the Early College High School Programs. Since its inception in 2005, the Cross Creek Early College High School program and its current 237 students are housed in the Butler Building. There is substantial

competition for space and problematic interaction with other University student and academic departmental needs, highlighting the need for more appropriate space that is tailored specifically for the early college program.

In Fall 2012 the Cumberland International Early College High School was initiated. With over 50 students focusing on language and cultural studies of strategic interest, including Spanish, Arabic and Mandarin Chinese, the program is currently housed in the Knuckles Building. The presence of other international studies classes and faculty in Knuckles currently creates a less problematic operational and space issue than occurs in Butler.

It is anticipated that these programs will continue to expand at a rate of at least 60-65 students per year, reaching a projected combined enrollment of 500-600 students. As both early college programs continue to grow, their space demands will need to be effectively managed to reduce conflict with other University programs and to maintain the integrity of the early college programs. Compounding the demand for space and pressure created by the growing Early College High School programs is the fact that these students are not currently entered into the UNC General Administration reporting of the University's enrollment and ensuing facility needs.

SPACE UTILIZATION AND CAPACITY

Space and facility needs at Fayetteville State have been analyzed using projected enrollment growth, space utilization and existing building suitability. Annually, the Office of Facilities Management updates the campus space inventory with input from Institutional Research, and the Registrar's Office reports classroom scheduling and usage to determine current space utilization.

In conjunction with development of the 2008 Campus Master Plan, the University Facilities Management staff conducted an updated room-by-room inventory within its academic buildings. Rooms were designated by number, physically measured for size, assigned functions using standardized room use codes and each room's occupant designated by departmental user according to Post Secondary Education Facilities Inventory and Calculation Manual (FICM) methods. Subsequently the FSU Facilities Management Department has taken on a significantly more rigorous reporting of campus building resources to more accurately reflect its space data provided for the UNC General Administration facilities inventory.

In addition, anecdotal information was gathered from the University leadership interviews and campus facilities were analyzed in relation to other public North Carolina institutions of similar size and mission. Projections for Fayetteville State University's future space needs are based on normative space standards as well as with facility data collected from a group of peer Master's I institutions that include Appalachian State University, North Carolina Central, UNC-Pembroke, UNC-Wilmington, Western Carolina and Winston-Salem State University.

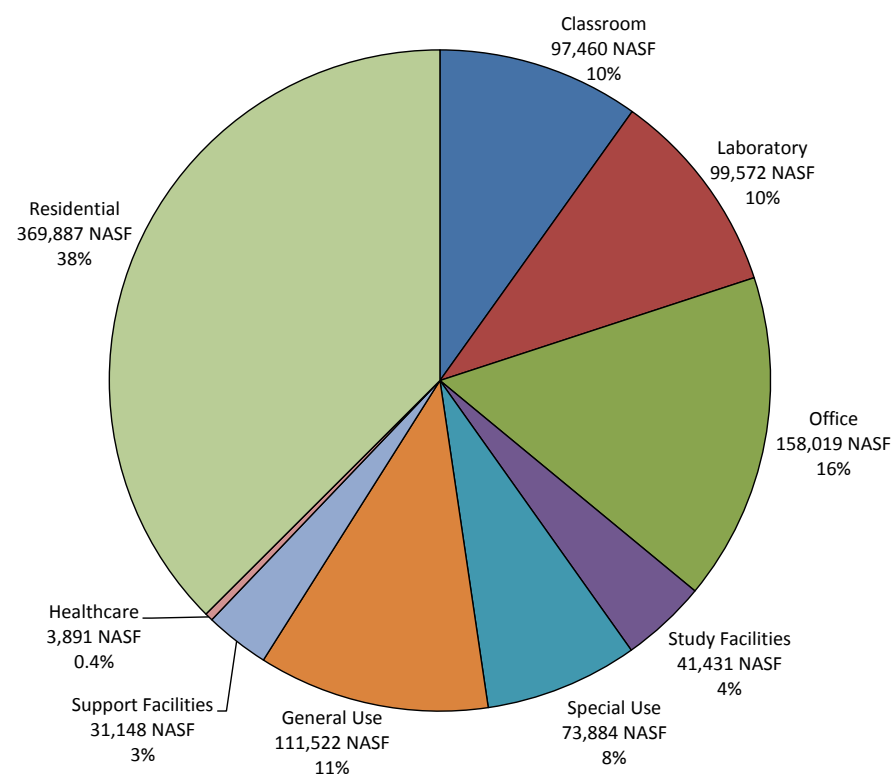
The resulting comparative figures should not be thought of as strict standards, or targets to necessarily reach or surpass, but rather as a way to help place Fayetteville State University in a broader context. As such, they can also assist in understanding the University's competitive advantages or disadvantages.

Assignable Space

The UNC General Administration's Space Utilization and Analysis Group, which is a division of Institutional Research and Analysis, publishes an annual facilities inventory and utilization study on the status of space usage at all North Carolina institutions of higher education. For the purposes of this Campus Master Plan Update, data from the 2011 State of North Carolina Facilities Inventory & Utilization Report for administrative and residential buildings was used. These figures have been adjusted to include space provided within recently constructed buildings and facilities still under construction in 2012 to more accurately reflect the current building capacity and specific needs at FSU. Building area has been expressed in net assignable square feet (NASF) which is the area assigned to a specific use or program, excluding public space, mechanical, electrical and other building system areas as well as general circulation space. Net assignable area is measured from the inside of wall to inside of wall surfaces.

The total net assignable square footage for the entire Fayetteville State University campus was reported in the 2008 Campus Master Plan as 756,510 square feet. Major changes to the FSU facility inventory since the 2008 Plan include construction of the new Nursing Education Building, Renaissance Hall and Science and Technology Building which account for an additional 121,168 net assignable square feet. Also in 2008, the University Place Apartments located west of campus on Murchison Road and previously owned by the Fayetteville State Foundation, came under the full control and ownership of the University. Together, these existing and new facilities bring the current updated campus total to 986,814 net assignable square feet.

The following chart offers a snapshot view of the current allocation of assigned space using space codes per the NCEC Facility Inventory Classification Manual:



Space by Room Use

The space categories diagrammed above follow conventional definitions however the following points of clarification may be useful to note. Classroom space includes general purpose classrooms, lecture halls, seminar and other non-lab instructional uses. General Use space includes such uses as assembly and exhibition space, meeting rooms and lounges, and food facilities. Special Use includes athletics and physical education spaces, greenhouses and other specialized functions.

The new Renaissance Hall and Science and Technology Building, while not yet completely occupied at the time of writing this Plan, have been assigned for their eventual residential, classroom, laboratory and office uses. The planned expansion of the Jones Student Center is not entered into these figures.

The overall distribution of space by room use on the Fayetteville State campus is not out of alignment with the peer averages:

Percentage Distribution of Assignable Area by Room Use Code

	Classroom	Laboratory	Office	Study	Special Use	General Use	Support	Health Care	Residential
Peer Average	6.5 %	9.0 %	18.1 %	5.5 %	9.6 %	13.4 %	3.4 %	0.3 %	30.9 %
FSU	10 %	10 %	16 %	4 %	8 %	11 %	3 %	0.4 %	38 %

Benchmarking

In order to assess the University's its current condition and better evaluate its competitive positioning, it is useful to take a comparative view through an external perspective as one institution among a group of peers. Benchmarking allows an objective snapshot of populations and facilities data to answer important questions in comparison to peers, to help gauge progress and status.

The State of North Carolina University system collects data from each of its campuses on a yearly basis and publishes a series of analyses in its Facilities Inventory & Utilization database. The most recent records published in 2011, reflecting Fall 2010 statistics, provided the basis to compare space utilization at peer institutions against the data collected for Fayetteville State University's current situation, as well as to project its future space and facility needs.

A common metric to generally assess the amount of space needed in university academic facilities, one can multiply the full-time equivalent (FTE) student enrollment against the average square footage available per FTE student. FTE is the unit of measure which is equal to a full course load in a particular program. Today's total enrollment at Fayetteville State University is 5,930 with an FTE enrollment figure of 5,198. Based on the current ratio of FTE to total full-time and part-time student of 87% and a projected head count growth to 9,587 students within the planning horizon of this study, the University will have an FTE enrollment of 8,404 at a year 2030.

The campus today has 446,328 NASF assigned to its academic functions. The following chart examines where the University stands in comparison with its UNC peer group as well as national norms to help determine the amount of space is needed in academic facilities to meet its expected future growth:

Square Feet of Academic Facilities per FTE Student

Fayetteville State (2011)	86
UNC peer average (2011)	82
National norm (2006)	93

With the recent construction of a number of new facilities at FSU, the increased amount of academic space on campus since the issuance of the 2008 Campus Master Plan, Fayetteville State has become more in line with state standards, moving a from below peer group average to an above average position based on square footage of academic space provided per FTE student. Since 2005, the University's academic space provided on campus has increased 11%, now ranking 3rd in its institutional peer group and 9th in the entire UNC University system.

From the perspective of total NASF in facilities per FTE student, a projection of future space needs may be made. Based on FSU's peer group comparison, the total space needed beyond its current building supply to accommodate planned enrollment growth, can be determined.

	NASF	FTE	Average NASF / FTE Enrollment
Fayetteville State (2011)	952,294	183	190
UNC Peer Average (2011)	1,643,999	9,358	176

Using the comparison shown in the table above, the need for space projected for FSU's 8,404 FTE in Year 2030 ranges between the factor of its UNC peer group (1,479,104 NASF) and that extrapolated at current allocation levels on the Fayetteville State campus (1,596,760 NASF).

A generalized grossing factor of 1.65 is typically used to convert NASF to GSF of building space. Therefore the estimated total building area comprising the FSU campus in Year 2030 would range between 2,440,522 and 2,634,654 gross square feet of building area.

These figures can then be fine-tuned by taking into account existing academic, administrative and student residential space planned to remain in operation over the next few decades. The Campus Development Plan illustrated in this 2013 Campus Master Plan Update reflects these findings.

A more detailed analysis of space needs at Fayetteville State University may be viewed in the Technical Appendix to this Campus Master Plan Update report. It is interesting to note, the specific space needs identified in this analysis generally echoes those discussed in the University leadership meetings, with the most severe deficits in space occurring in study space, athletics, lounge space, offices, meeting rooms and support facilities.

As FSU continues to grow and academic space is expanded on campus, the additional instructional space will facilitate the development of new educational programs, help Fayetteville State University fulfill its educational mission, achieve a higher status in the UNC system, as well as within the Southeastern United States and national field of competing institutions.

SPACE AND FACILITY NEEDS

Classroom Analysis

Classrooms are a major component of the instructional facilities at Fayetteville State. Utilization of this important resource can have significant impact on real and perceived space needs as well as overall campus space management policy. While a detailed analysis of classroom utilization was not conducted as part of this Campus Master Plan, many of the conclusions from the 2008 Campus Master Plan updates are still relevant. The results of the 2008 classroom analysis may be viewed in the Technical Appendix to this report.

Three aspects of classroom space and use were analyzed as part of the classroom utilization study:

- Station size
- Class hour Utilization
- Seat Utilization

Station size is calculated by dividing the net square footage of each classroom by the number of seats. Typically this ratio should be around 20 SF per seat, though fixed seat lecture halls have less SF per seat (often 12-15 SF per seat) and computer classrooms or classrooms with special equipment or furniture will have a larger SF per seat. Since the 2008 Plan, the average SF/seat at Fayetteville State has increased as a result of new campus construction, by over 12%. Current room data indicates the University is now on par with its institutional peer group in terms of space provided per instructional seat.

Yet many of the rooms at FSU remain tight - with more than the recommended number of seats - and therefore may not be optimally suited for today's less formal, interactive teaching style. This is a common issue on many University campuses, especially when considering classrooms located within older buildings. A benefit could be realized from decompressing the classrooms by removing seats.

Classroom and laboratory utilization rates at Fayetteville State, from purely statistical viewpoint as compared with peer institutions, are currently showing slight diminishment in efficiency. This largely due to decreases in the University's enrollment over the past few years. These numbers reflecting class hour utilization, in both daytime courses and evening classes, and seat utilization which compares average class size with seating capacity, should begin to improve as enrollment continues to grow within the University's implementation of higher academic standards and resultant increases in student retention.

In addition to these typical space utilization rates, the relationship between course size (enrollment) and classroom size (capacity) may also be considered. Consistent with comparisons within the 2008 Plan, there remains a fairly consistent imbalance - an insufficient number of classrooms in the 10-30 seat range and an overabundance of classrooms in the 30-70 seat range. Many classes on campus are being seated in larger-than-needed rooms. The exercise of "rightsizing" existing classrooms could improve the balance, but there still appears to be a need for rooms in the 15-30 seat range and small seminar spaces, as opposed to larger classrooms as new buildings are being contemplated.

EXISTING BUILDING SUITABILITY

Although the Campus Master Plan Update focuses on growth at Fayetteville State University, the conditions of its existing buildings and facilities are an important component of the University's future and its ability to fulfill its academic mission. Campus space currently totals over 1.5 million square feet in 27 academic and administrative buildings, 13 support facilities and 11 residence halls.

Historically, the overall condition of Fayetteville State University's physical resources has been one of the most challenging in the 17-institution UNC system. This has not been a reflection on campus operations or maintenance programs, but rather a result of the combination of aged structures and limited renovation resources over a long period of time.

Since the writing of the 2008 Campus Master Plan, however, Fayetteville State has undergone an aggressive period of new construction and building renovation encompassing instructional and laboratory space, administrative functions, and student residential facilities. Campus renewal since the mid-2000's has begun to reverse the trend that was once characterized FSU as a "predominantly aging campus". Seventy-five percent of campus buildings are new or have been newly renovated. This recent surge in construction has provided seven substantial new facilities, totaling 455,734 sf and the renovation of nearly 350,000 sf of building space occurring on campus in the past decade.

As part of the construction activity since 2008, the University substantially improved the level of universal accessibility within its facilities, more than doubling the percentage of accessible square footage to the current 89% of assignable space.

An important campus function also noted in the 2008 Plan as "critically lacking," was a contemporary, peer-competitive Student Center. The University is currently planning the comprehensive renovation and major expansion of the Jones Student Center, scheduled for completion in Spring 2015. This project will contribute significantly to providing a more up-to-date space for student services, conferences and meetings, dining options and social spaces for FSU's commuter students and on-campus residents.

Despite the aggressive building campaign in the past few years, Fayetteville State remains a campus where 25% of its buildings predate 1950, with another 25% were constructed prior to 1970. While renovation and ongoing maintenance efforts by the University have brought value to many campus buildings, there remains some that clearly are reaching the end of their life cycle as efficient and effective facilities. A pressing concern in the coming decades will be the need to address both cosmetic and functional upgrades in older buildings in ways that are strategically directed and fiscally efficient.

More than half of the academic classroom and lab spaces are state-of-the-art, having been constructed or undergone major renovation in the past 20 years. Conversely, the advanced age and deteriorating condition of many student residential facilities are of major concern. Despite recent construction efforts, approximately 30% of the total residential gross square footage is over 45 years of age. Insufficient funding for maintenance and facilities renewal has resulted in enormous deferred maintenance needs and an increasingly obsolete housing inventory, especially compared with peer institutions.

Indoor athletic facilities are generally in good physical condition, but are severely over-programmed, accommodating varsity athletic programs as well as academic physical education and some student recreation functions.

CURRENT BUILDING CONDITION

As buildings continue to age and undergo the dynamics of campus change, the University will be continually faced with evaluating its facilities in relation to a variety of issues. Options for the level of capital investment planned for campus buildings may range from - incremental to major renovation, repurposing to replacement.

Given the current limitation of institutional resources, and following the principals of the sustainable use of campus assets - including its building stock - the University must adopt a rigorous decision-making process to guide appropriate levels of reinvestment. Existing buildings should be reused and modernized for new uses whenever feasible. Buildings should be removed only when they can no longer be maintained affordably or efficiently adapted for their currently programmed or new uses. Repurposing must be balanced against the increasing cost of new construction.

The assessment of campus buildings as potential candidates for redevelopment, renovation or removal should be evaluated against the following criteria:

Programmatic appropriateness

- Does the building have the capacity to accommodate the proposed program?

Campus context

- How will a change in the building's location and use affect the organizational coherence of the campus?

Building character

- Is the building's architectural character meaningful or historically significant?

Physical attributes

- What is the condition and design constraints presented by the structural frame and column spacing, floor-to-floor heights, hallway widths and availability of long-span spaces?
- What is the age and condition of major mechanical and electrical equipment and the relative cost of upgrades needed to meet current fire and accessibility codes and energy efficiency goals?

Financial impact

- How does the cumulative cost of upgrading and maintaining an existing facility by extending its life cycle compare with the cost of new construction for its replacement?

Summary of Underperforming Buildings

A number of structures on the FSU campus have been identified as underperforming buildings. These are buildings that do not currently accommodate their assigned functions due to their physical condition, inadequate size or inherent layout constraints that make modernization or conversion to other uses impractical. These facilities are candidates for removal in the near term or eventual replacement in the future as University resources allow.

Candidates for Near-term Removal

Several buildings have reached the end of their effective life cycles and are functionally obsolete. These buildings are in poor condition and should be considered for very limited or no reinvestment.

- Newbold
- Vance Hall
- Bryant Hall
- Williams Hall
- Storage Building (former Public Safety)
- Modular (Small Business & Technology Development Center)

Candidates for Minimal Reinvestment

Because of constraints inherent in their size, physical layout or general condition, several buildings are limited in their ability to support current programming. Major investment needed for long-term benefit is economically questionable and inappropriate.

- Spaulding Infirmary
- Alumni House

Candidates for Careful Reinvestment

These buildings may need to serve the campus for a longer period of time, but would require significant investment to prolong their useful life cycle. Future investment should be carefully considered due to their age, condition and level of expenditure required to bring the buildings to contemporary efficiencies and standards.

- Rosenthal
- Chick
- Telecom
- Physical Plant

ACADEMIC / ADMINISTRATIVE BUILDINGS

The following excerpts are largely from the academic and administrative building assessment conducted by the architectural firm Shepley Bulfinch Richardson and Abbott as part of the 2008 Campus Master Plan and updated to reflect current campus conditions. Walkthroughs of the buildings were conducted to investigate the quality of space and identify issues related to potential reuse of the facilities. The on-site building reconnaissance was augmented by discussions with University Maintenance and Operations staff to verify conditions not easily obtained from visual inspection.

Despite considerable progress made since 2008, there remain some consistent issues facing a substantial number of the academic and administrative buildings on campus:

- **Accessibility:** The majority of buildings have not been fully renovated to meet the Americans with Disabilities Act (ADA) code.

- **Life Safety:** A number of buildings are not sprinklered or lack fire alarm systems that meet code. In addition, the campus fire alarms are not monitored at a central location. Additional egress and exit lights are needed throughout the campus.
- **HVAC:** A number of buildings require replacement of all or major parts of their heating, ventilation and air conditioning systems.
- **Windows:** Original, single glazed windows in metal frames; require replacement. Many are failing, although there has been significant progress made in energy-efficient replacements since 2008.

Barber Administration Building

- **Age:** Built in 1981. The basement was built out for Financial Aid in 1990.
- **Use:** Senior administrative offices, the Admissions office and Financial Aid.
- **Size:** 3 story 29,162 GSF, 13,458 ASF.

Barber and Collins serve as the primary administrative offices for the campus and will remain so for the future. However, some units will need to be relocated in order to accommodate growth and reorganization of other units. The current location of Admissions is problematic, given the relative difficulty to find the building and its basement location. Recent upgrades to interior spaces should continue throughout the building.

G. L. Butler Building

- **Age:** Built in 1977.
- **Use:** School of Education offices and teaching spaces, general assignment classrooms, the 206 seat Butler Theater, classrooms and offices for Cross Creek Middle College (a high school-college program), the campus's sole server room, and some ITTS staff.
- **Size:** 3 story 75,418 GSF, 42,157 ASF.

Butler should continue to serve as a general academic classroom building with moderate interior upgrades. There are space issues related to the middle college, which will be doubling in population and occupies a wing with an overabundance of office space. ITTS would like to keep the existing machine room as a redundant facility after a new server room is constructed elsewhere.

Felton Capel Arena

- **Age:** Built in 1995, with an addition in 2005 that added bleachers to the stadium, concessions, lockers rooms, etc.
- **Use:** Gymnasium with a 4,500 seat arena, weight room, pool, dance studio, athletics and physical education offices.
- **Size:** 3 story 106,324 GSF, 64,554 ASF.

Funded as an academic building, Capel provides high quality recreation and athletic facilities for the campus and should serve this purpose for a number of years to come. Support facilities such as athletics weight room, training and rehab facilities are substandard. Office space is inadequate to meet the needs of both Athletics and Physical Education and team meeting space is lacking. The roof of Capel has leaked since installation, but electrical and mechanical systems are in good condition.

C. W. Chesnutt Library

- **Age:** Built in 1987.
- **Use:** Library, with stacks, study rooms, processing space, offices, and classrooms.
- **Size:** 4 story 81,866 GSF, 57,729 ASF.

Built as the campus library 20 years ago, Chesnutt will continue to serve that function for many years to come. Because of its design, it is not well suited for another use if a new library were ever contemplated in the future. The one program deficiency noted in the library is a café/commons space. An addition to provide one would help in meeting current trends on University campuses. The chiller and boiler were recently replaced. Its steeply pitched metal roof has had numerous recurring issues with leaking and needs replacement.

Helen T. Chick Building

- **Age:** Built in 1968.
- **Use:** Designed as a library, since 1990 Chick has contained a mix of offices, classrooms, student support services, and the Bookstore.
- **Size:** 3 story 34,077 GSF, 19,262 ASF.

Important student support functions housed in Chick suffer from the building's undesirable layout and condition and have outgrown the facility. Overall the interior is very grim. There are significant access and internal wayfinding difficulties, low floor to ceiling heights, exposed utilities along internal walls, and moisture damage to the foundation and floor slab. Heating, cooling, plumbing, power need full upgrade/replacement. Renovated teaching spaces are reasonably up to date, but offices are in poor condition. The building should be considered a candidate for very careful reinvestment, given its age and concrete coffered slab construction that severely limits its renovation potential or ability to be adapted for another use. It is notable that the 1960's modernist exterior does however present an interesting example of that stylistic era into the eclectic architectural mix of campus buildings.

Collins Administrative Complex

- **Age:** Built in 1970.
- **Use:** Administrative offices.
- **Size:** 3 story 17,348 GSF, 9,963 ASF.

Collins and Barber together make up the majority of the administrative space on campus, since its opening. Due to overcrowding, some functions, primarily those that serve students, are being relocated. While the location where these services are going might be debated, given the difficulty of locating Collins and Barber relative to other buildings on campus, the idea of moving them out of the Administrative building is supported.

Continuing Education Building

- **Age:** Built in 1976. Renovated in 2007.
- **Use:** Primary use is for offices and classrooms for Extended Learning Programs, Sponsored Programs, and overflow faculty offices.
- **Size:** 1 story 9,545 GSF, 6,603 ASF.

SPACE AND FACILITY NEEDS

The Continuing Education building is in good condition and will serve the campus for many more years. The recent renovation updated the interiors and provides a generous, attractive lobby space. Its edge location on campus is appropriately suited for activities that primarily draw people from off campus as opposed to on campus constituents. At one story, it may not use the site as effectively as possible, but it is not known whether additional floors could be added to the existing structure. There is ample land around the building if an addition were desired.

H. L. Cook Building

- Age: The oldest extant building on campus, Cook was built in 1923. Renovated in 2005.
- Use: Original campus dining hall, now used for offices and training space for ITTS.
- Size: 2 story 18,257 GSF, 14,419 ASF.

For the past decade the Cook Building has been used for administrative and faculty office swing space. It currently houses Information Technology and Telecommunications Services (ITTS) offices. The very high quality of the large open space should be preserved, perhaps as an eventual student lounge/café or campus meeting space. This building provides a good anchor for the southern end of the Quad, provides an important historic presence and would best serve the campus in a more public function.

Harris School of Business

- Age: The School of Business was built in 1991.
- Use: Offices and teaching spaces for the School of Business as well as general assignment classrooms (on the first floor), offices in use by Math and Science faculty, Career Services and Advisement. It also houses the 325 seat Shaw Auditorium.
- Size: 3 story 79,734 GSF; 53,745 ASF.

The School of Business is one of the newer classroom buildings on campus and will continue to serve as a good quality academic building. Expanding Business programs will require the eventual relocation of other departmental faculty and perhaps Career Services and Advisement out of the building (the University will want to relocate these functions to be co-located with other like units as well). The interior is in good condition but are perhaps a bit bland. The single ply membrane roof and inadequate flashing is near the end of its life and needs replacement. Recent renovation of a student commons / food outlet has been a very successful amenity.

Rudolph Jones Student Center

- Age: The Jones Student Center was built in 1972, with a major renovation and addition for dining hall in 1999.
- Comprehensive renovation and 40,000 sf expansion is planned by Spring 2015.
- Use: Dining, student organization office space, retail food options, administrative offices, a bowling alley and a game room
- Size: 2 story 29,653 GSF, 18,302 ASF.

Jones is outdated as a student center with an inefficient and awkward interior layout, inadequate lounge space and furnishings. Large amounts of space have been reallocated for other purposes within the facility. The dining addition's roof is metal and membrane, but the original portions of asphalt roof leaks and needs to be replaced. The building's planned renovation and expansion will bring the Student Center up to more contemporary standards for this type of facility.

Joseph Knuckles Annex

- Age: Built in 1968, with a recent addition and renovation completed in 2005.
- Use: Built as the second science building on campus, Knuckles now houses offices for Government and History, Social Sciences, and general use classrooms. In Fall 2012 space was provided in Knuckles for the Cumberland International Early College High School program.
- Size: 3 story 22,548 GSF.

Knuckles is a particularly pleasant and well organized building. A 2005 renovation project added an elevator and lobby space and ADA code upgrades were performed throughout. The interior renovation has resulted in very pleasant space and some of the best floor to ceiling heights of any building on campus. With Taylor Social Science, it creates a good concentration of academic space on the western edge of the campus and should continue to be used for academic office and teaching space.

Lilly Gymnasium

- Age: Built in 1938. Renovated 2008 (north) and 2012 (south).
- Use: Original gymnasium on the campus. The office area will be renovated for conversion to administrative/student services offices. The gym and recreation space will remain.
- Size: 3 story 32,508 GSF.

Recent renovations will provide space for the University Registrar, part of Admissions, and Financial Aid as well as ADA accessible exterior entrances to the building. Intramurals will remain, resulting in a fairly odd mix of administrative/student support offices with recreational use. The south facade is not attractive, but is located at a significant site facing the open Quad. Recent renovations have increased pedestrian accessibility from the Quad, but eventually an addition or reworking of this facade should be considered to provide a more attractive and successful interface with the adjacent large lawn.

Lyons Science Annex

- Age: Built in 2008.
- Use: Current use is offices, teaching spaces and research labs for the natural sciences.
- Size: 4 story 81,723 GSF, 45,719 ASF.

The recently opened Lyons Annex provides laboratory space, classrooms and offices for the biological and natural sciences and also houses the forensic science and criminal justice programs. The facility also includes multi-use spaces such as a large dividable lecture hall, conference rooms, two commuter lounges and a spacious 86-work station open-use computer lounge.

Lyons Science Building

- Age: Built in 1981.
- Use: Current use is offices, teaching spaces and research labs for the natural sciences; general assignment classrooms, planetarium and the Southeastern North Carolina Regional Microanalytical and Imaging Center(microprobe).
- Size: 4 story 76,686 GSF, 45,719 ASF.

Plans for a major upgrade to Lyons have been contemplated for several years. Fume hoods, duct work, HVAC, MEP will all need replacement/upgrading if continued lab uses are envisioned. Interiors should be uniformly upgraded. Given the amount of laboratory space, and its connection to the new Lyons Annex, continued use for sciences makes sense. There has been thought of converting many of the laboratories in Lyons to classrooms, which may hold some credence given the upcoming opening of the new Science and Technology Building. Classroom needs have not yet been determined. There is a proposed plan to reclad Lyons with brick to make its exterior appearance more compatible with the rest of campus.

Mitchell Building

- Age: Built in 1955. Renovated in 2011.
- Use: Renovation converted from a day care facility to Public Safety.
- Size: 1 story 3,304 GSF, 2,364 ASF.

The investment in Mitchell to relocate Public Safety from its current outdated facility makes short term sense, but it will soon prove to be inadequate in terms of space for that function. Mitchell (and the adjacent Williams dorm), given their relatively small footprints and height occupy a site that could be much better used for more contemporary academic or student services purposes as the campus evolves. One idea that has received some support for a longer term location for Public Safety is in the ground floor of a future parking structure.

James Paige Alumni House

- Age: 1924.
- Use: Originally used as the President's House, Alumni House was then a faculty dining room. It has been repurposed as offices for Alumni, Publications, Marketing and Development.
- Size: 2 story 2,622 GSF.

The Alumni House does not adequately meet the office, storage or alumni social space required. The residential scale of this building is out of place on the Cook Quad, and will not provide an appropriate arrival experience when the new W.T. Brown entrance is completed. Its inefficiencies as an office building and its lack of a historic character make it a good candidate for removal or replacement by a more substantial and functional building.

Physical Plant Building

- Age: 1969.
- Use: Originally the campus laundry, now used for offices and support spaces for the Facilities Department.
- Size: 1 story 4,746 GSF.

The layout of the building is somewhat convoluted having two entrances - one that leads to the Associate Vice Chancellors office area, and one that provides access to the Planning and Construction offices. This second entrance and restroom facilities are not ADA compliant. The Physical Plant building, along with the adjacent shops and storage buildings, while on the periphery of the campus, should be considered candidates for relocation. The site they occupy is a prime building site, perhaps most potentially for surface parking or a future parking structure. Given the grade change from the road, it would be possible to place a fairly large structure in this location while minimizing its visual impact.

Rosenthal Building

- Age: Built in 1966. In 1999 an addition was completed.
- Use: Originally built for Music, now houses offices and studios for the visual arts and music, an art gallery, and classrooms. There are also two outbuildings for kilns.
- Size: 2 story 26,353 GSF, 18,909 ASF.

Rosenthal is fairly dated and utilitarian art studio and office space. It is low (only two stories), and dark, presenting an unwelcoming facade to Murchison Street and the new W.T. Brown Drive main campus entrance. There is evidence of water infiltration and mold. A new arts facility is being considered and should be programmed to replace Rosenthal as well as provide additional program space. Rosenthal can then be demolished and another, more substantial structure built on its site.

J. W. Seabrook Auditorium

- Age: Built in 1953. Renovated in 2005.
- Use: Major auditorium/performance space, with 875 seats.
- Size: 2 story 35,193 GSF, 10,640 ASF.

Seabrook Auditorium is comfortable and will continue to serve as the major performance space on campus. The 2005 major renovation included interior upgrade, addition of back-of-house and new entrance lobby and more than doubled the size of the building. The new lobby is generously sized and creates a significant “beacon” at the entrance to the campus. Its location, with the front “porch” and lawn area that it presents to the new main entrance, are very attractive and should be maintained.

Science and Technology Building

- Age: Under construction. Scheduled completion Spring 2013.
- Use: Math, general chemistry, physics, computer science, biotechnology and forensic science classrooms, labs and offices.
- Size: 4 story 72,101 GSF, 37,805 ASF.

The new multi-disciplinary facility will help accommodate projected growth in technology curriculums providing additional space to house Science, Technology, Engineering and Mathematics (STEM) programs including general chemistry, physics, forensics, computer science and mathematics departments. Space for a main campus IT data hub is provided on the lower level. The 4-story office wing and 4-story lab wing are connected by a 4th floor bridge and feature a metal-clad cone-shaped entranceway to create a new iconic

architectural element on campus. The facility is certified LEED Silver.

Southeastern North Carolina Nursing Education and Research Center

- Age: Built in 2010.
- Use: Nursing program and Department of Psychology classrooms, training rooms and offices.
- Size: 3 story 37,458 GSF, 22,241 ASF.

This new instructional facility will help accommodate growth in the generic nursing and Registered Nurse to Bachelor of Science degree in Nursing programs. Spaces include classrooms, offices, three labs including a state-of-the-art simulation laboratory, computer lab, conference rooms, seminar and study rooms, student and faculty lounges. The facility is nicely sited to create an outdoor courtyard between the Library and Business School.

Spaulding Infirmary

- Age: Built in 1955, with a renovation and addition completed 2003.
- Use: Student health services.
- Size: 1 story 8,511 GSF, 4,695 ASF.

The residential scale of this building is out of place on the Cook Quad, and will not provide an appropriate arrival experience when the new W.T. Brown entrance is completed. Its inefficiencies as a health services building make it a good candidate for removal or replacement with a more substantial and functional building.

Lauretta J. Taylor

- Age: Built in 1969. Renovated 2008.
- Use: Built as the women’s gymnasium. The pool was covered over in 1999 to create additional office space. Recent renovation for academic office and teaching space use as well as day care.
- Size: 2 story 36,903 GSF.

Taylor is a fairly attractive building that will take on more prominence as an edge building to the large lawn area after Newbold is demolished. Its recent renovation and repurposing as an academic building makes good sense given its location relative to other academic buildings.

Taylor Social Sciences

- Age: Built in 1939. Renovated 2008.
- Use: Designed as the first science building on campus. It is currently undergoing renovation and will return to academic office/teaching space use when complete.
- Size: 2 story 20,554 GSF, 12,593 ASF.

Recent renovation for major interior and accessibility upgrades, asbestos removal and replacement of HVAC systems have extended the effectiveness of this facility. Taylor houses the departments of History, Political Science, Social Work and Army ROTC. Lack of a public entrance directly onto the adjacent Quad is an unfortunate limitation.

Telecommunications Building

- Age: Built in 1937. The basement was renovated for distance learning in the mid 1990’s.
- Use: Built as the original library for the campus. It currently houses the campus radio station and distance learning classrooms.
- Size: 2 story 12,582 GSF, 8,140 ASF.

Needs full renovation / replacement of building systems and interior upgrades. The main entrance is on a fairly narrow path where the Chick entrance stairs are located. The side it presents to the large lawn area is not attractive. Eventual replacement of this building should be considered, as its layout is not conducive to contemporary standards for academic space.

Williams Hall

- Age: Built in 1955.
- Use: Current use is office.
- Size: 2 story 11,488 GSF, 5,985 ASF.

Williams Hall was originally designed for classrooms, was used for many years as a residential hall and, since 2010, has provided space for Residential Life offices. Williams will remain off-line as a residential hall until its removal and replacement with a new campus building. The overall condition of the building needs major roof renovations and improvements. Williams Hall occupies a strategic location on campus. Given its size, location and condition, its replacement is recommended.

RESIDENTIAL BUILDINGS

The building conditions assessment for student housing at Fayetteville State University was conducted by consulting architects, sFL+a Architects. The assessment was implemented through non-intrusive, visual observation of the existing housing facilities to identify conditions that will affect the use and continued operation of the buildings.

Anticipating the conversion of Hood Hall dormitory to an office use, residential halls account for 529,569 gross square feet of space, or one-third of the total campus building area, and supply a potential of 1,860 beds. Of the currently available beds, there is a 96% to 97% occupancy rate within the university student housing facilities.

University Place Apartments

- Age: Built in 2002.
- Use: Apartment style suites, exterior corridor.
- Size: 3 story 126,514 GSF, 328 beds.

This is the University’s only contemporary, apartment-style living, offered in 190 units, and provides student housing in the only off-campus location. Originally constructed and leased from the University Foundation, the University initially received no revenue, but provided maintenance labor, management and telephone service for the residents. In 2012 the facility came under the full control and ownership of the University.

SPACE AND FACILITY NEEDS

Bronco Hall (now McLeod Hall)

- Age: Built in 2005.
- Use: Suite style rooms, interior corridor.
- Size: 4 story 57,980 GSF, 242 beds.

Bronco Hall was the newest housing facility on campus until the construction of Renaissance Hall in 2012 and generally meets current competitive standards. Common space is undersized, but there are computer rooms located on each floor, large multipurpose lounge and a meeting space located on the first floor. Overall security of the building is good with a single entry, electronic access that is visually well supervised. There are no apparent building deficiencies that cannot be addressed by maintenance or as part of the annual capital improvement budget.

Bryant Hall

- Age: Built in 1966.
- Use: Traditional style rooms, interior corridor.
- Size: 3 story 40,662 GSF, 195 beds.

Bryant Hall provides housing for first-time freshmen and is unfortunately isolated in its location at the southernmost end of campus. The administrative spaces and common areas including a computer lab, multipurpose lounge and game room are located in the northern wing but are not well identified. The double loaded corridor configuration provides increased security and control since rooms do not open directly outside. Interior finishes need moderate renovation and electrical and mechanical systems need to be upgraded. Replacement is recommended.

Harris Hall

- Age: Built in 1938.
- Use: Traditional style rooms, interior corridor.
- Size: 3 story 26,688 GSF, 86 beds.

Harris Hall provides traditional style, two-party rooms and common restrooms on each floor. The double corridor configuration provides increased security and control since rooms do not open directly outside. The original building construction is wood, masonry and plaster finishes. Previous renovations resulted in exposed piping and wiring conduit. Extensive work is needed to bring the building into compliance with current building codes and facility standards. Replacement and/or upgrades to all major building systems and components are needed.

Hackley Honors Hall

- Age: Built in 1995.
- Use: Suite style rooms, exterior corridor.
- Size: 2 story 37,500 GSF, 84 beds.

The building is a U-shaped configuration with rooms opening directly to an outside courtyard. Security fencing and electronic access control has been added to help alleviate this problem, but introduces serious aesthetic issues. The administrative spaces and common areas located at the entrance between the two wings, but are not readily identified. The overall condition of building needs only minor renovations and selected work to upgrade existing building systems and components. A future addition should be considered to increase its room capacity and enhance security by enclosing the courtyard and better controlling access to the units.

Hood Hall

- Age: Built in 1939.
- Use: Traditional style rooms, interior corridor.
- Size: 2 story 17,516 GSF, 65 beds.

Hood Hall is a traditional style residence hall located adjacent to several academic buildings. It has interior double loaded corridor, two-party rooms and common restrooms on each floor. The original building construction is wood masonry and plaster finishes. Previous renovations resulted in exposed piping and wiring conduit, but extensive construction and repair work is needed to bring the building into compliance with current building codes and facility standards. Replacement and/or upgrades to all major building systems and components are needed. Given its size, location and condition, Hood Hall is a good candidate for eventual replacement or converting this facility to another, better use. In 2012 plans were begun to take Hood off-line as a residential hall and convert its use to office functions.

Joyner Hall

- Age: Built in 1930.
- Use: Traditional style rooms, interior corridor.
- Size: 3 story 18,984 GSF, 98 beds.

Joyner and Smith Halls are two residence halls located on an otherwise academic/administrative quad. Joyner was recently used as temporary office swing space in the mid-2000's. Interior finishes were upgraded when the building was returned to its use as a dorm in 2010. The original building construction is wood masonry and plaster finishes with exposed piping and wiring conduit. Extensive construction repair work is needed to bring the building into compliance with current building codes in facility standards. Replacement and/or upgrades to all major building systems and components are needed.

New Residence Hall

- Age: Built in 1976.
- Use: Suite style rooms, exterior corridor.
- Size: 3 story 51,670 GSF, 186 beds.

The overall condition of the building needs moderate renovations and improvements, especially bathrooms upgrades. The administrative space and common areas appeared to be adequate and are very well identified. Moderate renovations and improvements can bring this facility into compliance with current building codes in facility standards.

Renaissance Hall

- Age: Under construction. Scheduled completion Fall 2012.
- Use: Suite style rooms, interior corridor.
- Size: 3 story 86,499 GSF, 336 beds.

Renaissance Hall will be the newest housing facility on campus and is an important component in modernizing the Northern Residential Precinct. Funded through a special purpose entity to expedite its construction, Renaissance is a high-performance, "green" student residence facility, utilizing multiple alternative energy sources and technologies for energy efficiency. The residence hall provides a mix of 2 and 4 BR suites, study areas, meeting rooms, student lounge, common laundry and kitchen and a "smart" classroom / learning lab. The facility is certified LEED Silver.

Smith Hall

- Age: Built in 1953.
- Use: Traditional style rooms, interior corridor.
- Size: 2 story 20,604 GSF, 65 beds.

Smith is a traditional style residence hall with interior will double loaded corridor wars, two-party rooms and common restrooms on each floor. The administrative space and common areas are minimal and not well identified. The original building construction is wood masonry and plaster finishes. Extensive renovation reconfiguration of spaces will be required for continued use of this facility as a desirable residence hall.

Vance Hall

- Age: Built in 1966.
- Use: Suite style rooms, exterior corridor.
- Size: 3 story 55,917 GSF, 240 beds.

Vance is the largest residential structure on campus and the one needing the greatest remedial improvement. The administrative space and common areas are minimal, not centrally located and not well identified. Security and uncontrolled access is a great concern. Replacement and/or upgrades to all major building systems and components are needed. Previous renovations and improvements included exposed piping and wiring conduit. Extensive work, including fire safety sprinkling, is needed to bring the building into compliance with current building codes and facility standards.

Since 2011, the facility has had very limited student occupancy in preparation of the opening of nearby Renaissance Hall. In the short term, Vance may provide some temporary swing space, if needed, until the time at which it is replaced with a new housing facility.



“Cultivating Connections and Community”

- *Cultivate a sense of shared community among students and faculty.*
- *Organize the campus community around a framework of academic and residential neighborhoods.*
- *Reinforce connections with the surrounding Fayetteville community.*
- *Enhance connections with the University's heritage and past traditions.*
- *Connect the campus with the 21st century global community through a commitment to diversity and sustainability.*

CAMPUS DEVELOPMENT PLAN

The capital improvements outlined in the 2013 Campus Master Plan Update will result in significant new building expansion and aesthetic enhancement of the Fayetteville State University campus. Illustrated in the following Campus Development Plan, they articulate a vision for the future of the University that will encourage planners and designers to think about each new element of the FSU campus as a contribution to a larger whole. The successful implementation of these projects – incrementally and collectively – will direct the evolution of the campus at Fayetteville State University toward a greater sense of identity, connectivity and community.

The Campus Development Plan presents an illustrative depiction of how the campus may look within 20 years, accommodating the University's projected growth to 9,587 students by Year 2030. The total estimated campus population at this point – including students, faculty and staff – would be nearly 11,150 people.

The Year 2030 Plan depicts a total of over 2.5 million square feet in campus facilities. Of this projected campus total, 1,402,676 square feet of the current campus building inventory is designated for continued use over the next several decades. A total of 1,137,500 square feet of new academic, research, administrative and student life facilities and residential facilities will result in approximately \$500 million in building and open space improvements, expressed in 2013 dollars.

The existing structures are proposed for removal, totaling 168,975 gross square feet. Two residential halls - Vance and Bryant - are the largest of the facilities ranging from 2,000 to under 26,500 square feet each, represent facilities that are aged, inefficient and not well-suited for serving the future needs or advancement of the University's academic enterprise.

Existing buildings to remain are indicated on the Campus Development Plan in tan; proposed new facilities in white. Building footprints shown on the Plan generally assume a 4-story building height for most academic, administrative and student housing facilities. The precise massing, height and configuration of individual buildings is to be determined during pre-design and schematic design phases for each project, as they are undertaken.

KEY COMPONENTS OF THE PLAN

The key design components of the Plan are:

- Recognizable campus entrances and unified edge treatments that enhance public views and campus identity.
- Simplified campus circulation and parking concentrated at the campus perimeter, creating a more “pedestrian-friendly” environment.
- A strengthened academic core that spans both halves of campus and reunifies the Library with supporting classroom and research buildings.
- Two “residential villages” offering a variety of housing types and enhancing the University's sense of community.
- Expanded student life facilities providing a wider array of student support, wellness, recreation and social opportunities, connecting commuting and residential students.
- Open space improvements that encourage social interaction, opportunities for academic research and tangibly demonstrate the principles of sustainability.
- A defined “Heart of Campus” comprised of interconnected campus spaces and landmarks that embody the University's heritage and aspirations for future generations of students.

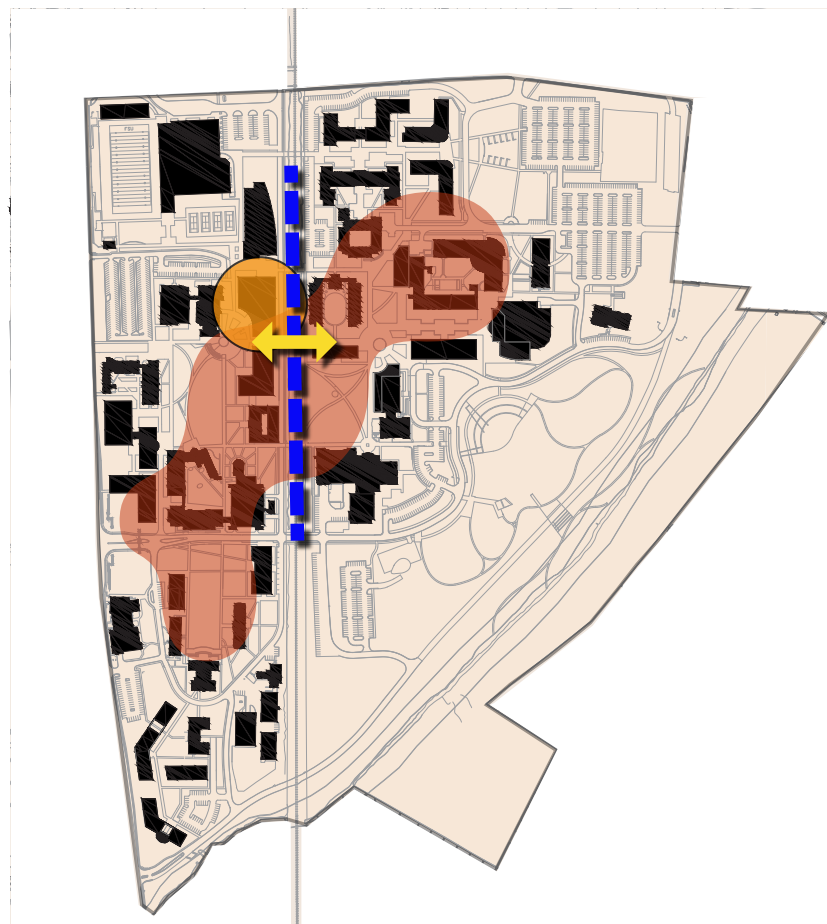


SHAPING THE FUTURE

CREATING A PEDESTRIAN-FRIENDLY HEART OF CAMPUS

The concept of a unifying Heart of Campus, once fully realized, embodies the most transformative change recommended in the 2013 Campus Master Plan Update. As such, it represents the primary organizational improvement and top priority development strategy for linking East and West campus. The impact of implementing this concept would dramatically renew the physical identity, cohesiveness and collegial character of the entire Fayetteville State University campus.

A pedestrian-friendly Heart of Campus can be created with modification to existing patterns of vehicular circulation, open space and pedestrian movement systems. Selective street closure would minimize vehicular / pedestrian conflicts and reduce the amount of traffic that currently breaks up the integrity of the academic core. This recommendation, in conjunction with the strategic placement of a new east-west connecting walkway and the creation of new gathering spaces, together, would create a more walkable, pedestrian-oriented campus.



Approximately 50-60 acres, or about one-third of the total area of FSU's core campus, would form the Heart of Campus. This walkable core area would be created by three improvement strategies that should be implemented concurrently:

1. Construction of a major academic building – the new Teacher Education Building (at the site of Williams Hall) as the pivot point between primary north-south and east-west pedestrian “desire lines” across campus, activated by proposed new outdoor gathering spaces.
2. Addition of a new pedestrian connection across the CSX rail tracks, joining the future Teacher Education Building and proposed Founder’s Plaza with the Student Center Quad to the east, a new Student Success Center, Alumni Plaza and Student Mall leading to Chesnut Library.
3. Closure of Martin Luther King, Jr. between Capel Arena and W.T. Brown Drive to through-campus vehicular traffic.

These three concepts would effectively knit together the University's major campus open spaces and landmarks – historic Cook Quad, the Academic Quadrangle, the Student Center Quad and the proposed Student Mall that would re-link Chesnut Library to the campus core. As the core area of campus is enhanced with a connected series of safe, attractive open spaces, plazas and student social spaces, the Fayetteville State University campus would move closer to achieving its potential as a more interactive, vibrant learning community.

RECOMMENDATIONS FOR CAMPUS-WIDE SYSTEMS

The 2013 Campus Master Plan is characterized by the inter-relationship of several physical and spatial systems whose interaction proposed improvement creates the groundwork for developing a friendly, active, more functional and understandable campus at Fayetteville State University. The coordinated implementation of these system improvements will provide a planning framework around which campus development and specific campus projects can be achieved.

These campus-wide systems are:

- Entrance and Edges
- Building and Land Use
- Circulation
- Parking
- Open Space
- Heritage Space
- Stormwater Management

Articulating these campus-wide systems individually and integrating them with one another is foundational to the success of the Master Plan recommendations. Collectively, their ongoing improvement will restructure the organization and visual character of campus. The following maps illustrate the planning framework, objectives and recommendations for the basic functional, organizational and aesthetic systems that make up the Fayetteville State University campus.

ENTRANCES AND EDGES






A holistic approach to developing a clear sense of arrival at Fayetteville State University that includes gateways, controlled edge treatments and distinctive entrance monumentation will impart a stronger identity for the campus and help clarify the visitor experience.

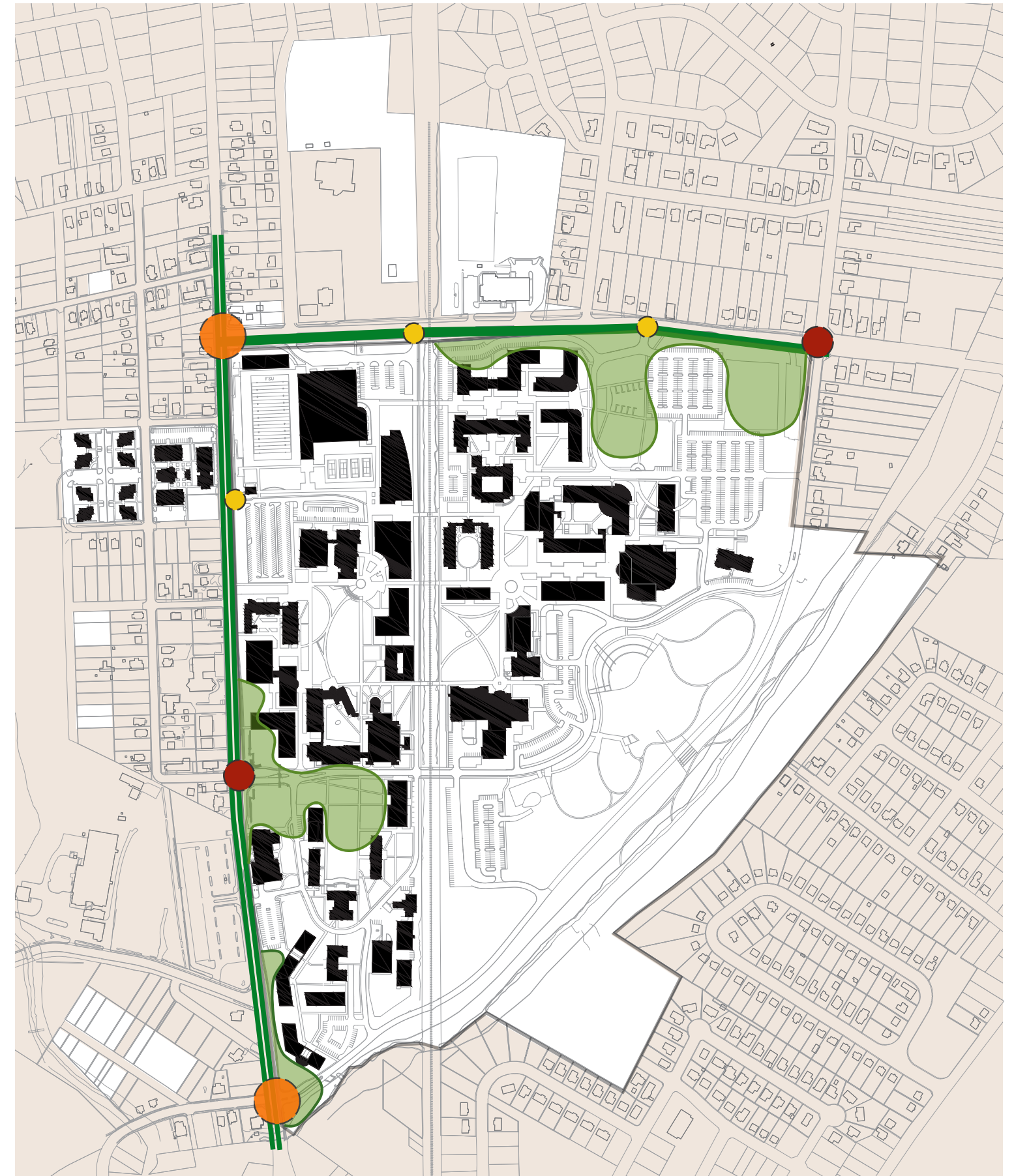
Planning Objectives:

- Marking campus at key arrival points along Murchison Road and Langdon Street as a unique district within the City of Fayetteville is critical to creating an appropriate and notable image for the University. Developing distinctive gateways that announce campus at its outer boundaries and unifying its edges with campus monumentation, fencing and signage will contribute to the University's presence and stature in the community.
- A new front door to the University located at the intersection of Murchison Road and W.T. Brown Drive will present an inviting entrance and welcoming experience while helping to direct and orient visitors to their campus destinations. The entrance is to be open and receptive in character with views across spacious lawns and directed onto landmark architecture.
- Along Langdon Street, the number of vehicular entrances into campus should be reduced and a hierarchy of monumentation introduced that will provide clarification for visitors arriving from the north.

- The joint efforts of both the City of Fayetteville and the University will be critical in creating a coordinated image along Murchison Road and Langdon Street, providing a safer and more pedestrian-friendly linkage between the campus and surrounding neighborhoods and businesses.
- The face of campus and its streetscape identity along Murchison and Langdon will be beautified by continuous sidewalks, street trees and a consistent palette of landscape materials that delineates the campus edge. Views into campus will be directed through a planned rhythm of new buildings, campus green spaces and open recreation fields.
- Intersections and pedestrian entry points into campus will be announced with paving and planting treatments. Traffic-calming measures should be installed within the vehicular travelways of Murchison and Langdon to improve pedestrian safety.

Entrances and Edges

-  Campus Identification Point
-  Monumental Entrance
-  Secondary Entrance
-  Streetscape Edge
-  Entrance Viewshed



SHAPING THE FUTURE

BUILDING AND LAND USE

Increased building density at Fayetteville State University will optimize the limited land area on campus and help create well-defined exterior green spaces that promote a more pedestrian-friendly campus. To meet the space and facility demands of the school's projected growth, the displacement of inefficient land uses such as surface parking and land-intensive one-story structures is a long-term necessity.

Planning Objectives:

- Strategically place buildings in support of their respective functional programs, reinforcing the organization of campus uses in logical and easily understood ways. This concept supports the idea of "learning communities," that will foster operational efficiencies, promote cross-disciplinary dialogue and improve collaborative interaction among students and faculty. The emerging concentration of science classroom and lab buildings on the northwestern Academic Quadrangle is a good, recently-constructed example.
- Proximity of like uses should also be considered when locating new buildings or considering an existing structure for retrofit to another use. Synergies gained through similar functions being proximate to one another, the promotion of inter-disciplinary pursuits, academic links and campus organizational goals all come into play.
- The Plan reinforces many established land use patterns currently found on campus, building on concentrations of academic functions by adding a greater number of classroom buildings in the western quads as well as in the vicinity of Chesnut Library to the east. The academic core of campus is surrounded by two student residential clusters and additional recreational, athletic and student life functions.
- Two main activators of campus life – an expanded and modernized Student Center and a new Student Health and Wellness Center – anchor each side of campus and will draw students from one half of campus to the next.
- Functions that encourage strong public use such as visitor orientation and athletic venues are placed near the periphery of campus. Athletic venues remain in the most northwestern reaches of campus.
- Expanded Student Center and meeting facilities, administrative functions and performing arts facilities are located along the dominant campus road, W.T. Brown Drive, and are connected to interior campus spaces.

Purposeful Infill

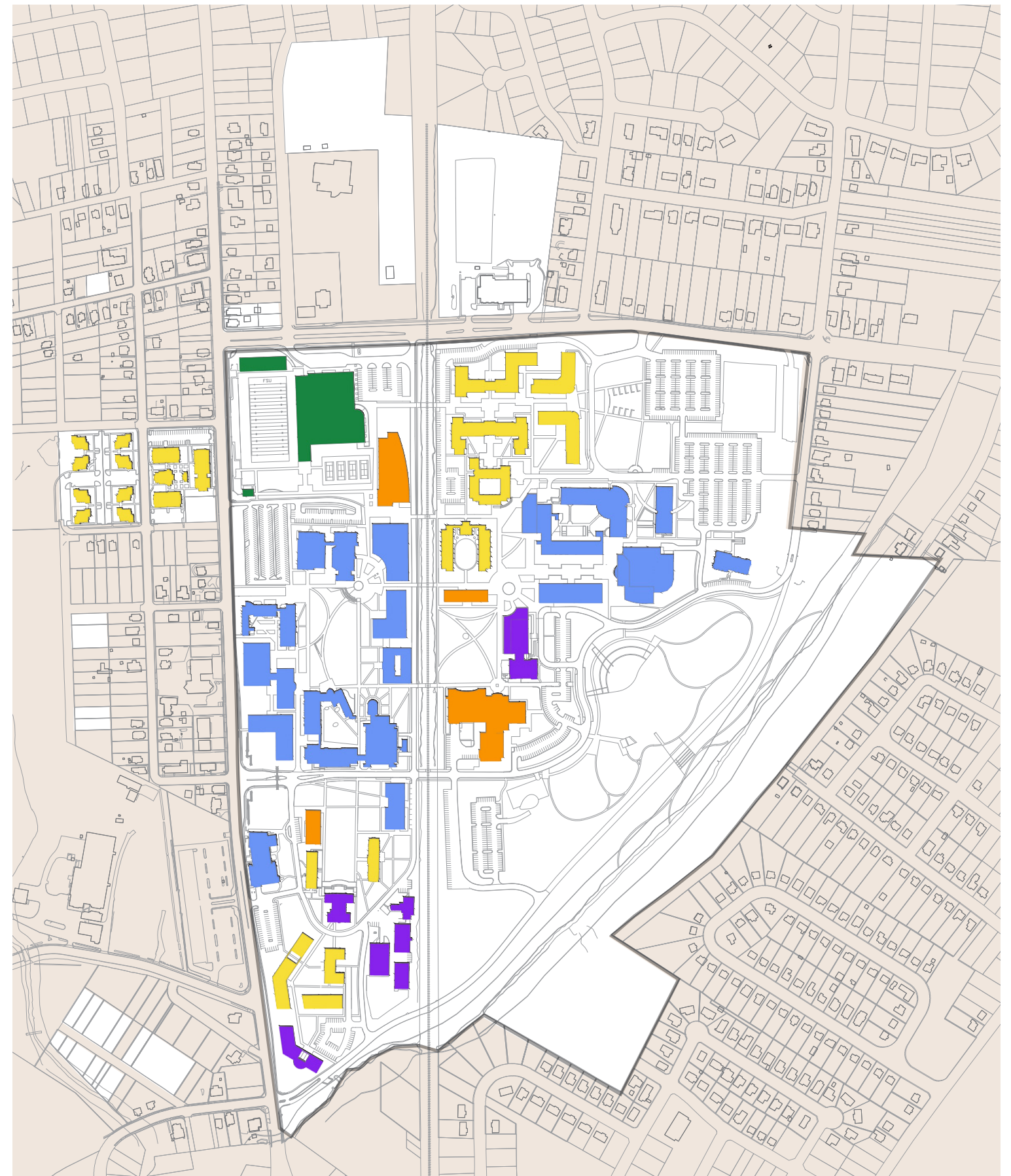
The core campus at Fayetteville State remains a landlocked land area, with few unencumbered development sites remaining. To maintain the desired open space and landscape character that gives the campus its identity and to provide adequate outdoor gathering and recreation space for the growing campus population, the University must carefully consider the viability of increasing density, where appropriate, to maximize the efficient use of land.

The concept of "purposeful infill" should guide the selection and future development of building sites throughout campus.

- By "in-filling" new buildings in close proximity to existing buildings, replacing buildings and small parking lots that do not efficiently utilize their current sites, the Plan is capable of expanding the building area on campus by upwards of 65%, while retaining the intimate scale that exists today.
- The building density depicted on the Plan also allows for future building sites that will accommodate future enrollment expansion and campus growth.
- As the density of buildings continues to be developed, future planning should balance the prevailing scale of campus with the square footage advantages gained from increased building heights.
- New buildings should be located such that they don't stand in isolation but rather relate to other campus buildings.
- Infill buildings should create and frame new public spaces wherever possible. Orient building entrances to help activate adjacent open spaces and pedestrian circulation paths.

Building and Land Use

- Administration & Support
- Academic
- Student Life
- Student Housing
- Athletics



The purposeful siting and arrangement of new buildings and building "infill" supports the University's commitment to the sustainable use of its campus resources. By congregating similar land uses, considering increased building heights and creating a more compact academic environment, the campus growth pattern will reflect the wise use of its limited land area, while efficiently controlling the extent of building coverage and impervious paving.

Renewed and Expanded Student Life Facilities

The University has established the priority of strengthening its Student Life programs, facilities and services as one of the pillars of the 2013 Campus Master Plan. As these facilities are developed to meet 21st century demands, they will play a significant role in recruiting and retaining students, improving positive outcomes for student success and generally enhancing the quality of life of the FSU student body.

Student Life facilities play a critical role in supporting the learning environment, integrating students into the social community of the campus, affiliating them with the institution and improving a number of educational and success outcomes. The University's priority on the development of these facilities will help further a nurturing culture of supportive services that allow students to focus on academic achievement and campus life.

The vitality of Student Life offerings at FSU will be reinforced by the provision of new high-quality facilities proposed in the 2013 Campus Master Plan Update:

(A) Student Health and Wellness

A priority project in the University's Capital Improvement Plan, the proposed new Student Health and Wellness Center will provide an important social and recreational component to campus life. A centerpiece of the FSU community, the new Center will enhance the short and long-term fitness of students, faculty and staff as part of the University's holistic health and education mission.

(B) Jones Student Center

The existing 40-year old Student Center is currently planned for a comprehensive renovation and an expansion of nearly 60% its size. Opening is scheduled for Spring 2015. The planned improvements will offer students a wide range of on-campus amenities from cyber cafes and study lounges to multiple dining options that include food courts, casual sit-down cafeteria or grab-and-go kiosks. A large multi-purpose ballroom and meeting facility will provide a much-needed events venue for the campus community.

(C) One-Stop-Shop Enrollment Services

In Fall 2012, the conversion of Lilly Gym was completed, now housing the combined functions of admissions, financial aid, student accounts and registrar's office into one central location. The One-Stop-Shop helps facilitate enrollment services, removing service-related barriers and increasing student satisfaction and support.

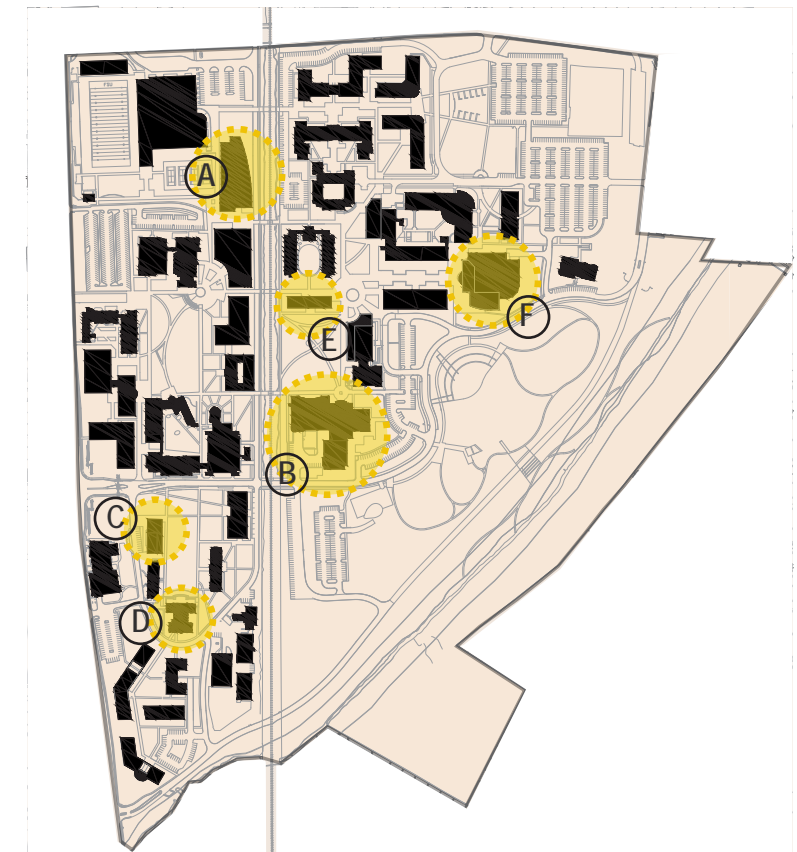
As the campus population grows, this location may become outdated, benefitting more from a location close the primary campus entrance on W.T. Brown Drive and combined with a Welcome Center.

(D) Cook Hall

The return of historic Cook Hall back into its original role as an all-campus facility will create a new gathering place for the University community. Serving as the "campus living room", Cook Hall will provide a multi-purpose space where students, faculty, administrators and visiting dignitaries may meet, conduct official receptions, entertain and interact through educational enrichment programs. Ceremonial and social events.

(E) Student Success Center

The mission of a Student Success Center would be to provide a single point of access for student advocacy services, helping students to define, clarify and achieve their academic, personal and professional goals. The Center would be an innovative campus resource, promoting student retention and success through academic support programs and academic advisement facilities.



Learning resource facilities such as language and writing tutorial labs, math and computer technology coaching would be augmented by career and occupational information offices, job assessment and counseling services, advanced degree placement and employment assistance for part-time jobs and service-learning opportunities.

(F) Chesnut Library

The 2013 Campus Master Plan calls for the expansion of the existing Chesnut Library to better accommodate the learning style of contemporary FSU students. The expansion would provide a Learning Commons, an academic lounge or forum for students to collaborate, enjoy fellowship, experience learning and discovery in a multitude of meaningful ways.

The Learning Commons would provide group work areas and study rooms, student and faculty lounges and multi-purpose café / study venues. The facility would contain many technological features, including computer workstations, moveable whiteboards, SMART boards and digital media production areas designed for group work and presentation practice.



Thomas Jefferson University

SHAPING THE FUTURE

VEHICULAR CIRCULATION

By shifting general automobile patterns and parking to the campus perimeter, the interior core of campus may be reclaimed as a pedestrian-oriented environment while still allowing daily vehicular traffic to move safely and efficiently to desired campus destinations. As the core area of campus becomes a largely auto-free zone, linking the eastern and western halves of campus, there will also be an enhanced perceptual connectivity – that is, a campus that is more readily understood, especially by first-time visitors.

As future campus projects are conceived, they should be designed to contribute to the functional organization and clarity of campus. As the campus vehicular circulation system is modified and additional cross-campus pedestrian connectors built, visitor wayfinding and a more cohesive understanding of campus organization will be achieved.

Campus Roads

Complementing building and land use improvements, the creation of a pedestrian-friendly Heart of Campus is supported by two circulation improvement strategies that should be implemented concurrently:

- Closure of Martin Luther King, Jr. Drive to daily traffic between Capel Arena and W.T. Brown Drive.
- Addition of a new pedestrian walkway connection across the CSX rail tracks linking the Academic Quad, Student Center Quad and future Library Mall.

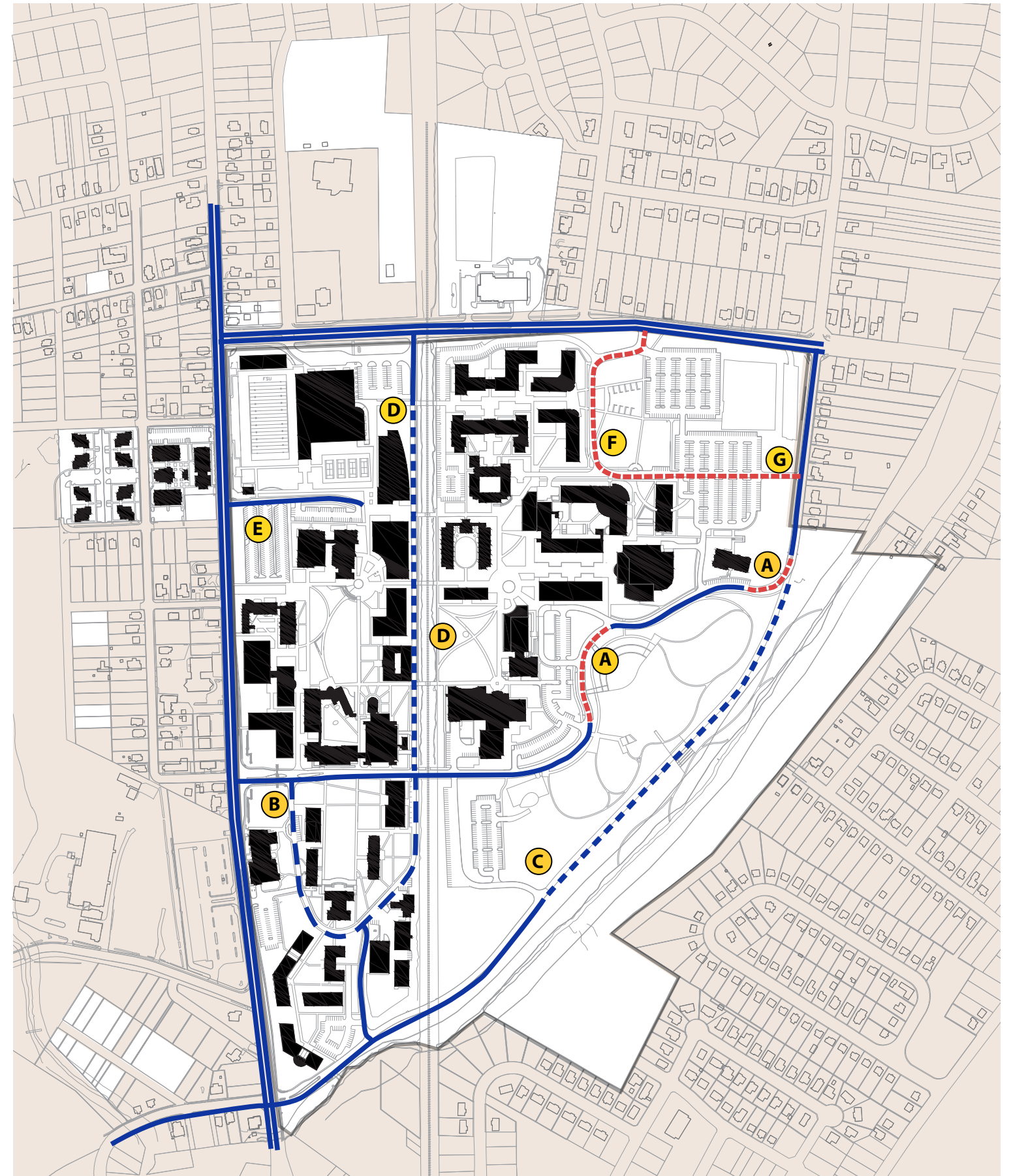
Closing MLK Drive to through vehicular traffic and “pedestrianizing” its character brings together many elements that will transform the FSU campus, including its beautification strategy, improved wayfinding and connectivity, as well as supporting important sustainability initiatives. While through vehicular traffic within the proposed pedestrian zone would be removed from daily use, emergency, service and handicapped access would remain intact. As large parking facilities are moved out of the central area to more edge-of-campus locations, convenience to parking is increased and vehicular traffic in the core area of campus becomes less necessary.

The Plan depicts additional street closures that currently break up the integrity of the academic core and contribute to orientation difficulties, making the current campus difficult to navigate. The following adjustments to road alignments, closures and entrance clarification will contribute to more efficient traffic flow, increased safety and enhanced campus organization:

- Ⓐ Realign W.T. Brown Drive to become the primary campus circulation spine - clearly connecting the main campus entrances at Murchison Road and Edgecombe Drive in a continuous fashion.
- Ⓑ Convert Martin Luther King, Jr. Drive at Seabrook Auditorium to a one-way loop.
- Ⓒ Discontinue Edgecombe Drive as a through roadway between Administration Drive and Student Center parking facilities.
- Ⓓ Discontinue Martin Luther King, Jr. Drive as a through vehicular road between Capel Arena and W.T. Brown Drive.
- Ⓔ Reopen Stadium Drive for limited traffic (right in / right out only) off Murchison Road. Discontinue at Student Health and Wellness Center plaza.
- Ⓕ Realign Langdon Street entrance drive near residential precinct. Realign Grace Black Circle.
- Ⓖ Create secondary parking access from Edgecombe Drive.

Campus Roads

-  Major Roadway
-  Minor Roadway
-  Repurposed Existing Road
-  Realigned or New Roads



“Pedestrianized” Streets

Several existing roadways are planned to be converted from full-time, through vehicular traffic to drives that are more restricted in function and create a more walkable, pedestrian-friendly campus. These include:

- MLK Drive between Capel Arena and W.T. Brown Drive.
- MLK Drive loop by Cook Hall.
- Edgecombe Drive between Administration Drive and the Student Center parking facility.

These roadways would not be eliminated completely, but would be redesigned, allowing the flexibility to re-open them to vehicular traffic during special events. Their design, however, would take on the character of a more pedestrian-scaled experience through material use and detailing, lighting, pedestrian furnishings and landscape treatments. Service vehicles, emergency access and parking for the disabled will remain accessible.



UNC Greensboro

Pavement would be strategically removed, creating “neck-downs” that help delineate crosswalks and parallel parking spaces while providing ample area for planting street trees. As these drives take on a more pedestrian scale, they would contribute to the campus “greening” strategy as well as mitigating stormwater impacts throughout campus by reducing impervious land cover.

Alternative Transportation

The University should continue to encourage the use of public transportation by students, faculty and staff. Increased use of alternatives to the car as the primary mode of transportation to and from campus will help promote alternative commute options, reducing on-site parking demand and supporting campus sustainability goals.

As the campus continues to mature and as parking is consolidated, a focus on increasing improvements to the service level and efficiency of the existing campus shuttle system should be given. Shelter locations should consist of paved areas, benches, information kiosks and other amenities that help encourage the use of the shuttle system. Service should maintain connection to campus parking facilities, main classroom facilities and pedestrian routes, as well as access to external public transit.

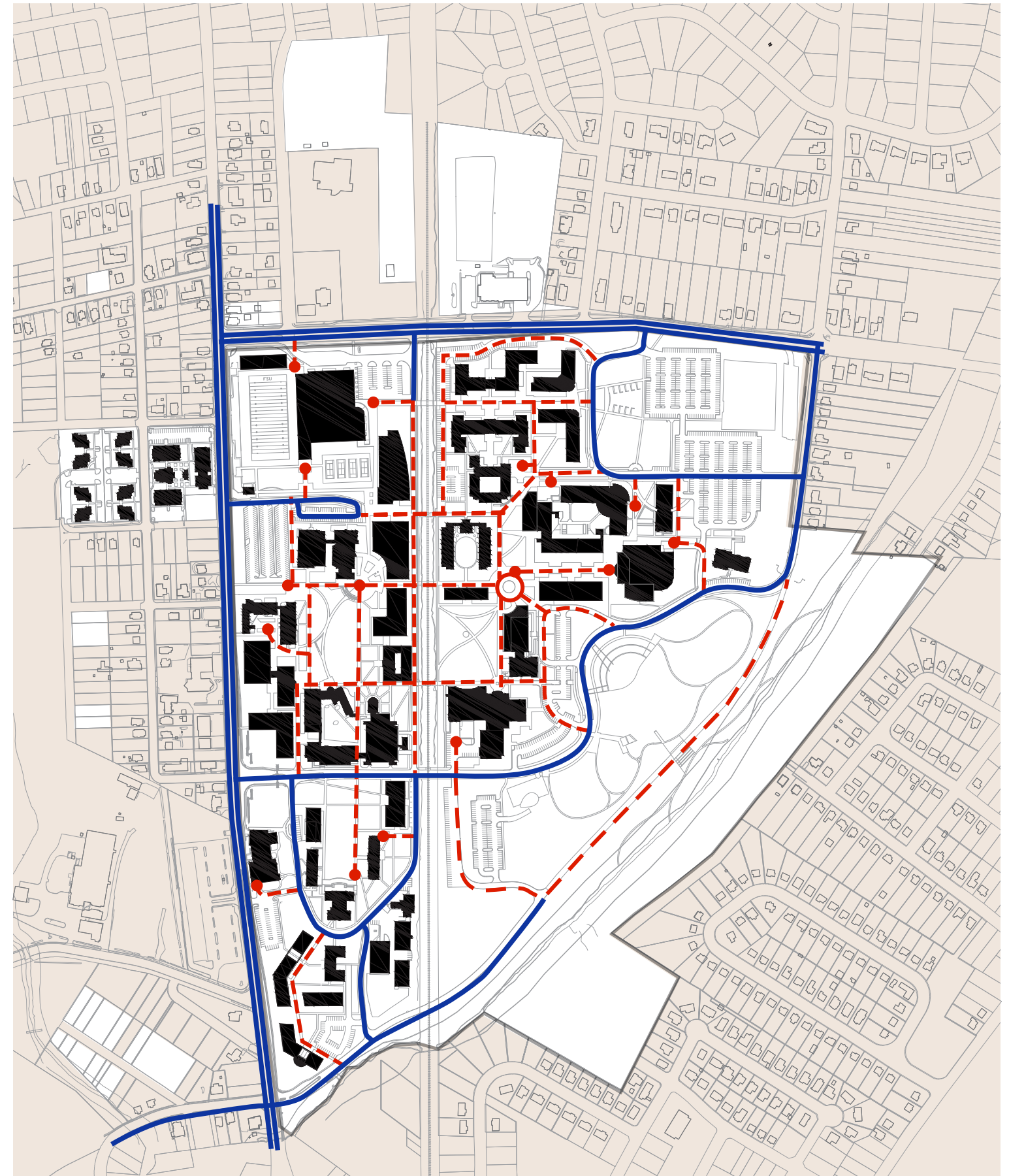
EMERGENCY / SERVICE CIRCULATION

Service, delivery and emergency accessibility to all buildings should not be compromised as the campus road patterns change and general vehicular access is restricted within the campus core. Access for the physically disabled should be maintained throughout campus.

- Introduce several wide walkways that will also provide limited access to University-operated maintenance vehicles within the interior of campus academic quads and residential villages. These walks would have the construction integrity to allow service, fire vehicle and limited access to dorms at the beginning and end of each semester, but designed using the materiality and aesthetics of a pedestrianway.
- Areas to be dedicated exclusively to building loading and services, to the removal of trash or to mechanical equipment should be designed so that their visibility from public areas, including walkways, is minimized.

Emergency / Service Circulation

- Primary Vehicular Circulation
- - - Service & Fire Access



SHAPING THE FUTURE

PEDESTRIAN CIRCULATION

One of the most powerful development strategies for improving the Fayetteville State University campus is the idea of strengthened connectivity through an improved network of accessible pedestrian walkways:

- Increase the number of east-west pedestrian linkages across the CSX rail line in two new locations that would connect the following key campus precincts:
 - Academic Quad with the Student Center Quad.
 - Capel Arena and future Student Health and Wellness Center with the Northern Residential Village.



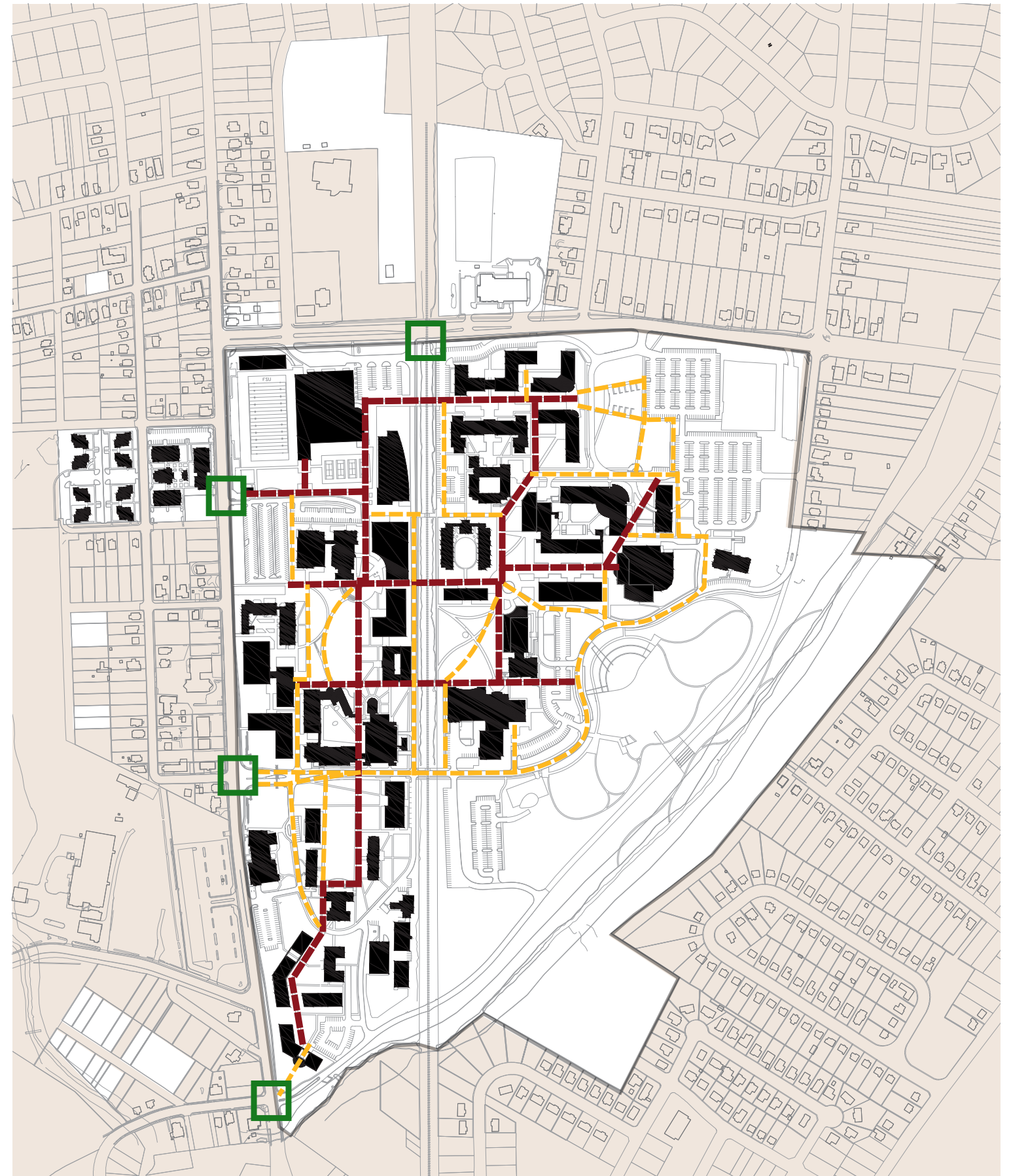
- All five new and existing pedestrian / rail crossings within the core of campus would be enhanced by improved lighting, pavement and landscape treatments.
- The southernmost crossing at Edgcombe Drive would be improved by reconstructing two drainage culverts, repairing the vehicular pavement and accommodating future pedestrian and bicycle use.
- Clarify the pedestrian circulation system by removing unnecessary walks, increasing walkway widths where needed and providing suitable connections to parking.
- Install traffic calming devices to help designate important off-campus pedestrian access points.

The hierarchy of pedestrian walks based on current patterns of movement and anticipated future development should be reinforced by standardized pavement widths, surface treatment and materials.

- Material options should include concrete and brick to identify primary and secondary walkways throughout campus.
- Primary east-west and north-south pedestrianways should be constructed of brick surfaces. Where appropriate, sub-base construction should be provided to support live loads of fire and emergency vehicles as well as routine campus maintenance use.
- Secondary walks should utilize concrete only or concrete with minimal brick accent. Accent patterns should respond to adjacent existing treatments.
- Announce and delineate building entrances with the use of brick infill panels as a welcoming device.

Pedestrian Circulation

- Primary Walkway
- Secondary Walkway
- Enhanced Pedestrian Crossings



PARKING

The 2013 Campus Master Plan Update provides a parking strategy in which the majority of parking spaces are consolidated in large lots and the parking supply is distributed in several key locations across the campus. The goal for parking is not to maximize the number of spaces in front of each building, but instead to provide a balance of parking locations that are convenient and connected to campus destination points with well-defined walkways. A comprehensive solution to parking on campus will involve changes in the physical layout, changes in policy and management and most difficult, changes in attitudes about parking.

The current campus inventory supplies 2,618 parking spaces to serve its entire population of students, faculty, staff and visitors. Enrollment projections for the Year 2030 will require an additional 1,662 spaces, bringing the University's total supply of approximately 4,230 to serve the future campus population within the next few decades.

Parking demand in the face of anticipated student growth represents one of the most pressing challenges to be addressed by the University within the planning horizon of this Campus Master Plan. Given the limited resource of land area at Fayetteville State University, a parking strategy dominated by on-campus surface parking is not viable in the long-term. It would not only detract from the desired pedestrian-oriented, "green" character of campus but also consume potential sites for future buildings.

Planning Objectives:

- The recommended strategy for parking at Fayetteville State University is to implement a combination of consolidated surface lots and off-campus alternatives to meet the demand for parking anticipated within the planning horizon of the 2013 Campus Master Plan Update.
- Perimeter parking sites indicated in the Plan facilitate efficient movement from city streets and are distributed to serve concentrations of academic, residential buildings and special event venues. Their locations will help maintain the campus core as a primarily pedestrian zone.
- Small pockets of accessible parking for disabled students, faculty and visitors will be provided throughout the campus.

Mid-term Strategies

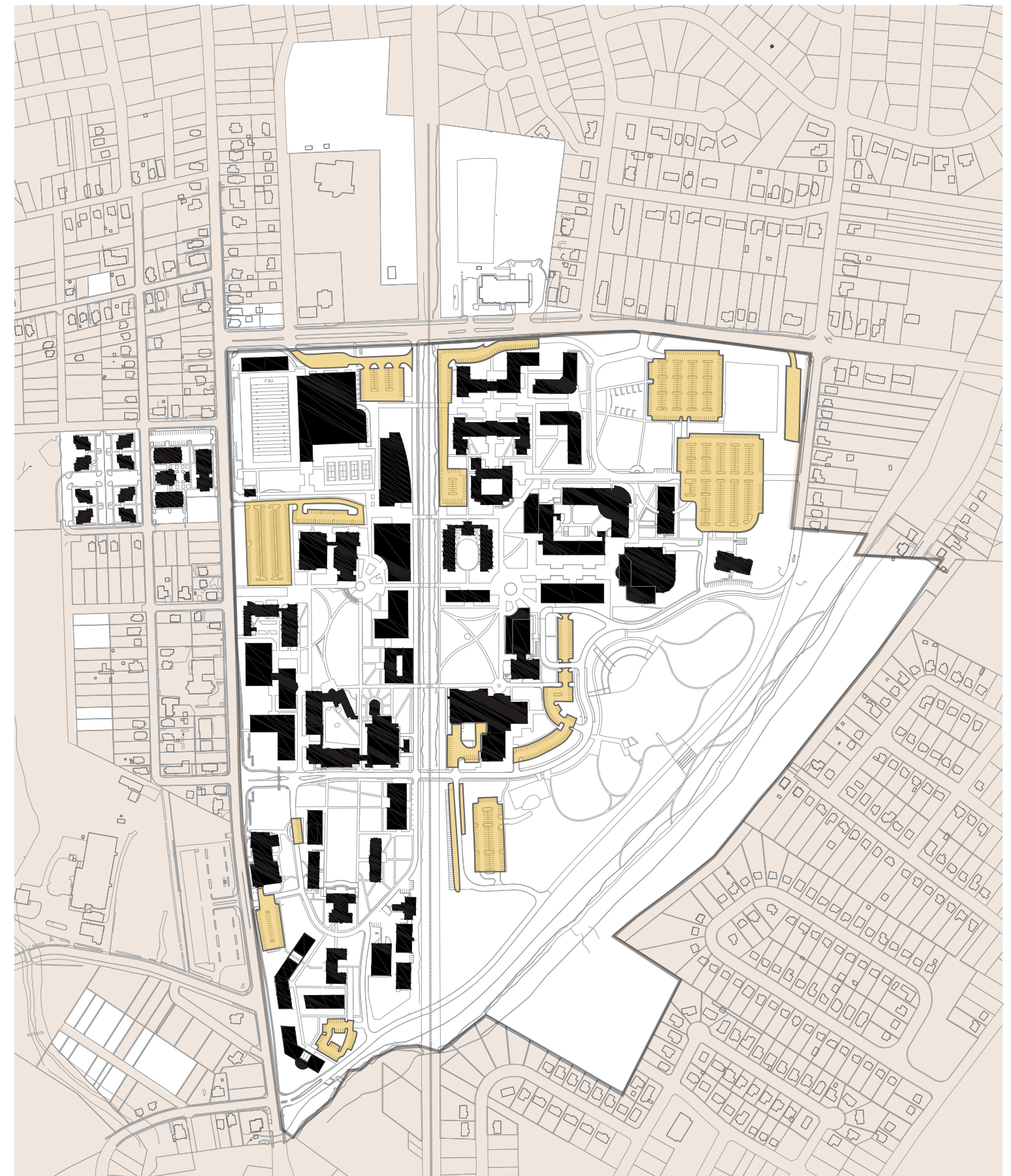
Within the initial years of implementing the next new buildings and open space improvements recommended in the Plan, the campus will begin to reach a critical threshold in available on-campus parking. With the construction of the next building projects – Jones Student Center, the proposed Teacher Education and Humanities Buildings, Vance Hall replacement, and new Student Health and Fitness Center, it is anticipated that approximately 475 parking spaces will be displaced. Associated open space development and renovations may displace an additional 50 parking spaces. Limited space is available for construction of new surface parking spaces, but it is projected that only 355 spaces may be built in conjunction with these planned projects.

During the same time, it is anticipated that student enrollment will grow to create the demand for an additional 70 parking spaces. At that point, the demand for on-campus parking will total nearly 2,700, exceeding the supply that surface parking will be able to provide on-campus by at least 240 spaces.

- During this period the University should consider some administrative strategies that may have potential benefit to "stretch" the capacity of existing parking facilities. These may include additional permit limits, pricing strategies and class scheduling strategies that extend demand beyond the typical peak class time hours.
- Additionally, incentives to encourage alternative forms of transportation to campus should be encouraged to promote local and regional transit, bicycling, walking and car pooling.

Major Parking Facilities

 Surface Parking



SHAPING THE FUTURE

- Temporary parking facilities located on and off-campus may also provide a useful interim solution. Depending upon the timing and sequence of existing buildings being displaced as part of the University's ongoing capital improvements, the resulting pressure of increased parking demand may be alleviated through a flexible parking management strategy.
- The following on-campus locations could provide substantial temporary parking spaces each until which time they are needed for construction of new campus buildings:

- | | |
|------------------------------------|----------------|
| Ⓐ Vance Hall site | 200 spaces |
| Ⓑ Bryant Hall site | 135 spaces |
| Ⓒ Future campus expansion property | 350-400 spaces |
| Ⓓ FSU property at Seabrook Park | 120 spaces |

Prior to academic and research facilities being developed on the future campus expansion site, a suitable interim use would be surface parking. The available land area on the property could support a significant number of parking spaces in a location that would be readily secured and allow for reasonable pedestrian and/or campus shuttle connection with main campus.



Long-term Strategies

As the campus continues to grow, it may become necessary to consider structured parking as a long-term solution to increased parking demand. It is recognized that the initial construction cost and length of debt service make the feasibility of multi-level parking structures currently difficult at FSU, especially given the existing structure of parking fees.

However, beyond the physical cost of developing parking, the University must consider the "opportunity cost" of the excessive land consumption needed for surface parking. With limited land available for future building sites within the current boundaries of campus, structured parking - especially that combined with program space for academics, student services and administration - may become a more sustainable solution. Long-term recommendations including possible locations and specific planning objectives for structured parking are further discussed in the Future Growth section of this report.

Other strategies for off-campus locations may also provide viable facilities to mitigate long-range parking shortages.

- Partnerships to create off-campus parking options should be explored. Shared parking opportunities with private institutions, retail centers and/or undeveloped properties within the community may provide an alternative solution to immediate and future campus parking needs.
- It is recommended that the University conduct a study to identify potential off-campus sites and develop a financial pro-forma to determine potential permit fees, land rental expenses, construction cost and operational costs for required security and shuttle services.

OPEN SPACE

Open spaces that recall the American college campus tradition of large canopy trees and grass quadrangles, courtyards and open lawns will be the Plan's organizing framework. The 2013 Campus Master Plan establishes a cohesive system of open spaces that connects the various precincts of the campus in a unified way.

Planning Objectives:

- Create a hierarchy of open space from large to small, open to enclosed, activated entry spaces and quiet courtyards that are comfortable and inviting to use. These spaces should be well served by pedestrian linkages and visually connected from one campus space to the next.
- Orient building entrances toward common exterior open space, developing entranceways and forecourts to encourage their use as impromptu gathering and meeting places.
- Unify campus spaces with a consistent approach to paving materials, seating, lighting, signage and site furnishings. Create transitional areas between major campus spaces that are designed with complementary treatments.
- One of the most attractive features of the existing campus is the scale and character of its courtyards. Courtyards are iconic to most academic environments, dating back to the first residential colleges at Oxford and Cambridge. The Master Plan continues the pattern of intimately scaled courtyards, such as those found at SBE, the new Nursing Building, Knuckles / Taylor and the new Renaissance Hall within proposed academic and residential buildings as places for quiet activity and respite.

- Develop a comprehensive approach to the design of thresholds marking entry into various campus spaces that incorporates the use of architectural portals and canopies as well as site features and landscape treatments.
- Architectural portals are an increasingly ubiquitous feature on the FSU campus. Portals aligned with major axes reinforce the overall campus structure, clarify wayfinding and provide inviting points of entry, marking the transition from one defined open space to the next, or marking the entrance into a smaller courtyard space. The portal at the new Science and Technology Building is the most recently-constructed example and represents a great example of a feature that adds character and identity to the campus.



Portal at SBE Courtyard

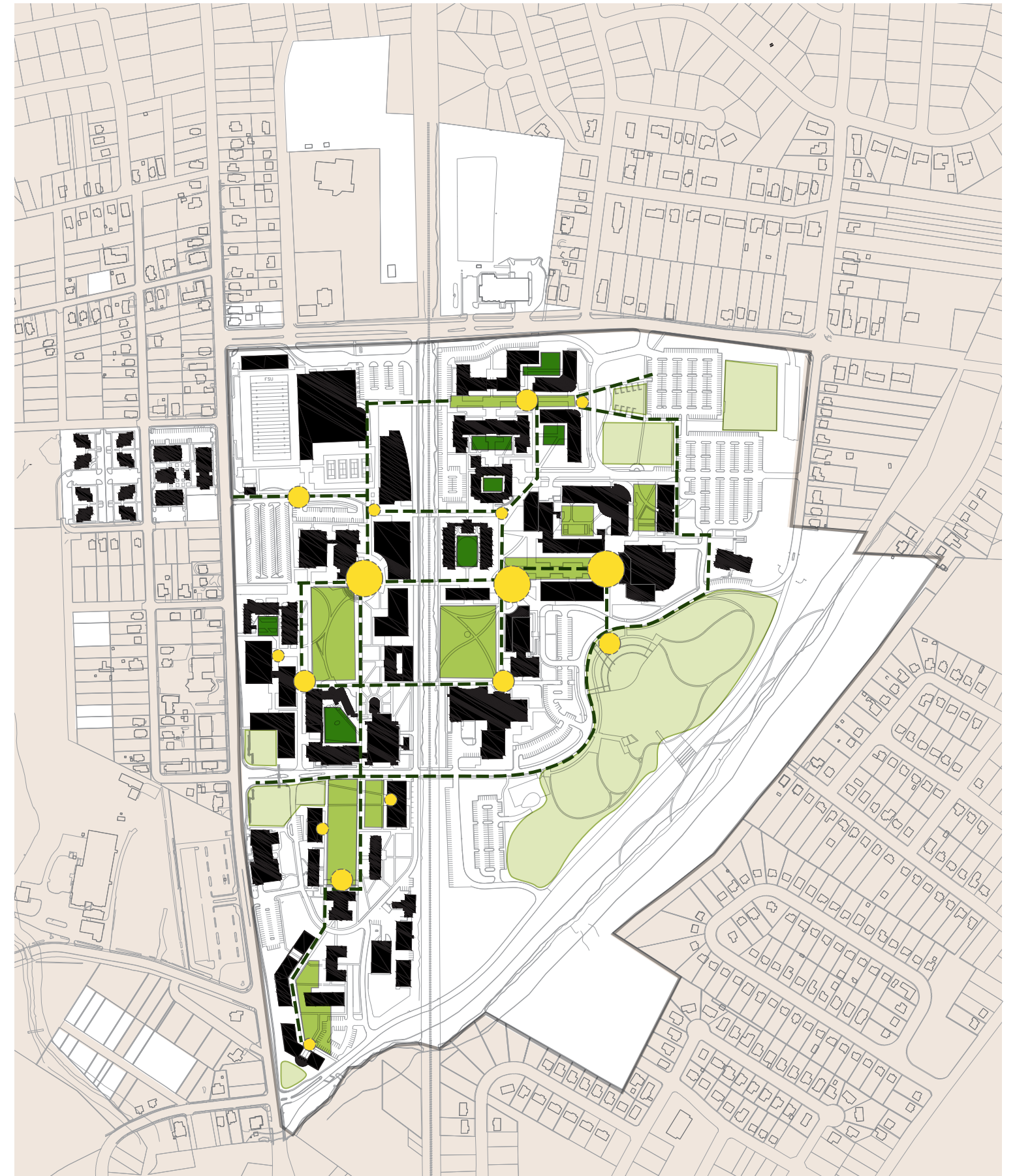
- The creation of park-like feature is a major open space goal for the campus. The riparian woodlands and stream corridor along Cross Creek are recommended for preservation as a natural open space that will complement the built uses on campus, provide stormwater mitigation, habitat and multiple-use functions for academic programs and recreational activity.



Renaissance Hall Courtyard

Campus Open Space

- Major Connections
- Plazas
- Quads
- Enclosed Courtyards
- Common Open Space



SHAPING THE FUTURE

LANDSCAPE

Landscape materials provide needed shade, human comfort and seasonal interest throughout campus and should continue to be maintained, managed and replanted to ensure their contribution to campus as a sustainable resource.

- Provide tree plantings - as specimen plantings and in mass, as rowed allees, groves or bosques - that are compatible in scale to adjacent buildings and open space.
- Shrub plantings at building foundations should perform the important functions of framing, providing scale, grounding buildings and adding visual interest to adjacent walkways.
- Limit the use of ornamentals, annuals and planting treatments that require greater levels of maintenance to specific high profile areas of campus. Reduce high maintenance turf areas where practicable, especially under trees with deep shade and small areas of turf requiring substantial amounts of hand labor.

Landscape treatments may also contribute to critical functional improvement to the open space of the FSU campus:

- Ameliorate rail corridor conditions through a partnership with CSX Railroad to regrade and stabilize corridor side slopes. Utilize plantings to visually screen the corridor from roadside views and to highlight locations of pedestrian crossings.
- Utility installations and service equipment that obstruct pedestrian circulation, are conspicuously located, or otherwise detract from the visual quality of campus should be relocated or screened with brick enclosures and/or opaque landscape treatments.
- Ongoing campus-wide landscape initiatives and enhancement programs should continue to refurbish existing exterior spaces, including replanting lawns and trees to improve the quality of the pedestrian experience and overall campus aesthetic.

The University is encouraged to explore a policy that would incorporate funding for site projects within the requirements for each major construction project. Project budgets for each new building and major building renovation should incorporate funding for associated site, open space and landscape improvements as part of the capital project budget. This could be calculated on a percentage of the construction cost of the building or calculated on an estimated construction cost associated with a specific open space need determined during the development of the initial project budget.

In this way open space and landscape is treated as a required part of campus development rather than an additional or optional amenity. The decision to fund open space and site improvements through individual capital building projects would represent an important commitment to the development of the campus' civic structure, ultimately enhancing the quality of the University's teaching and learning environment.



Ohio State University

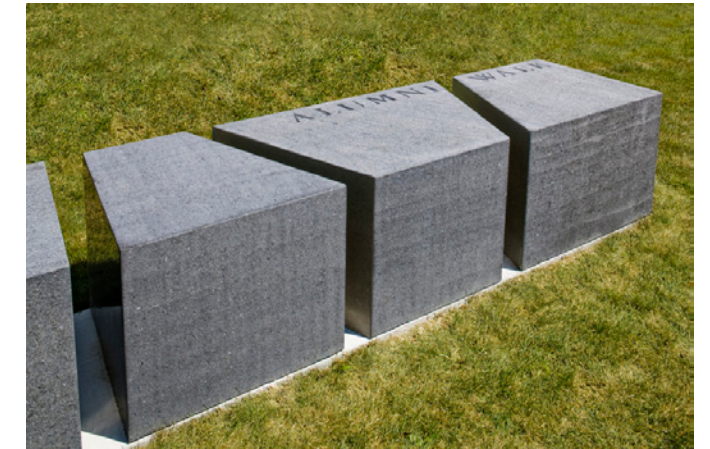
HERITAGE SPACE

Universities are products of history and tradition. They are not only institutions of learning, but also places of cherished memory, meaning and culture. The development of meaningful campus spaces has great power to become part of the transformational experience of Fayetteville State University. Through the development of these heritage spaces, the University becomes a memorable place – not just a collection of buildings – that creates lasting loyalty and emotional resonance for students, alumni and visitors.

Within the proposed Heart of Campus, the Plan's open space and facility recommendations will help improve campus organization and build a spatial framework that would impart a strong and compelling symbolic identity for the campus. The planned network of interconnected open space, linked pedestrianways and plazas will provide a matrix within which commemorative elements and heritage spaces may be developed to help tell the Fayetteville State University story.

Planning Objectives:

- The foundation for implementing this concept begins with current redevelopment of the original campus open space, the quad anchored by Cook Hall. This is a place where the institutional values can be communicated through the physical setting and landmarks that speak to both links to the past and aspirations for the future. Cook Quad is central to establishing the image of the University for prospective students and their families as an institution that is dedicated to academic excellence and advancement.
- Create Heritage Way – a new pedestrian path that links the historic Cook Quad with the rest of campus and provides a campus pedestrianway and series of outdoor spaces that reconnects the Library with the University's original academic core.
- The spaces should be developed in a way that symbolically connects Fayetteville State's humble schoolhouse beginnings with the University's aspirations for the future and global purpose.
- Landmarks within the Heritage Walkway can be designed to honor University founders, illustrious alumni, distinguished mentors, institutional values, donors or benefactors.



Bates College



University of Missouri



University of Missouri

- The Heritage Way would include the following new landmark gathering spaces:

- (A) Founders Plaza
- (B) Alumni Plaza
- (C) Library Mall

As campus open space and pedestrian connections are developed, site elements as plazas, pergolas, fountains, bell towers, ceremonial stairs and other “place markers” can enrich the built environment of the University. Building forecourts, architectural portals, elements at key intersections and pedestrian crossroads, and threshold markers at entry points into campus neighborhoods can be introduced to provide a series of iconic elements throughout campus, establishing a greater symbolic identity for FSU.



Ball State University



Morgan State University

Heritage Space

- Campus Landmarks
- Secondary Points of Interest
- Heritage Way



SHAPING THE FUTURE

STORMWATER MANAGEMENT

Stormwater management is an emerging environmental concern, increasingly regulated by Federal and State law, for the purposes of reducing downstream erosion and flooding, and mitigating the impacts of urbanization on water quality. The Campus Master Plan Update approaches stormwater management at Fayetteville State as a highly integrated component of the overall campus fabric rather than as an "add-on" to it. The specific mechanisms for controlling storm runoff on campus are to be organized and developed in conjunction with campus building patterns, green spaces and pedestrian-oriented landscapes.

The FSU Campus Stormwater Management Plan, completed in 2012, establishes strategies that will assure compliance with regulatory mandates, mitigate the impact of its runoff in ways that will improve on-campus and downstream water quality, while fulfilling its expectations for future campus growth. The management strategies are multi-purpose and will enhance the sustainable function of the campus by using a wide variety of stormwater storage and treatment methods.

The Campus Stormwater Management Plan provides specific guidelines for measures that are able to provide social and recreation value and promote their use for observation and study in the biological physical and natural sciences. Through these multi-faceted strategies, stormwater management at FSU can move beyond the purely functional to become an active contributor to campus aesthetics and the University's academic and research endeavors.

Planning Objectives:

- One of the most important aspects of the proposed approach to stormwater management that supports the Campus Master Plan vision, is the re-connection of the campus drainage network to a protected and enhanced Cross Creek riparian buffer.
- The proposed management strategy discourages the use of conventionally-engineered, wet pond approaches, in favor of state-of-the-art stormwater technologies that are more subtle, natural surface features and may more readily blend with the campus environment.
- The Campus Stormwater Management Plan suggests a hybrid approach to planning for stormwater management best practices that responds to existing topography and soil characteristics as well as existing building densities and future patterns of campus development.

- The hybrid management approach supports the University's current campus form. In denser parts of campus, integrated stormwater features that work at the landscape level are to be used. These methods including infiltration swales, rain gardens, subsurface storage and permeable paving are easily fit into an urbanized campus pattern and are more readily maintained.
- In the more open eastern half of campus, existing drainage patterns and available land area allow for a more collective approach to storm management. There, larger, more centralized stormwater controls such as bio-retention basins and terraces and constructed wetlands may be employed.

- RAIN GARDENS**
infiltration + aesthetics
- UNDERGROUND STORAGE**
detention + protection
- RIPARIAN BUFFER**
improve + protect
- INFILTRATION TERRACES**
infiltration + aesthetics
- LOW-FLOW SWALES**
filtration + infiltration
- STORMWATER WETLANDS**
increased habitat + detention
- EXISTING WETLANDS**
ecosystems + flood protection
- STORMWATER RETROFIT**
improve current system
- DETENTION POND**
aesthetics + detention



KEYSTONE STORMWATER PROJECTS

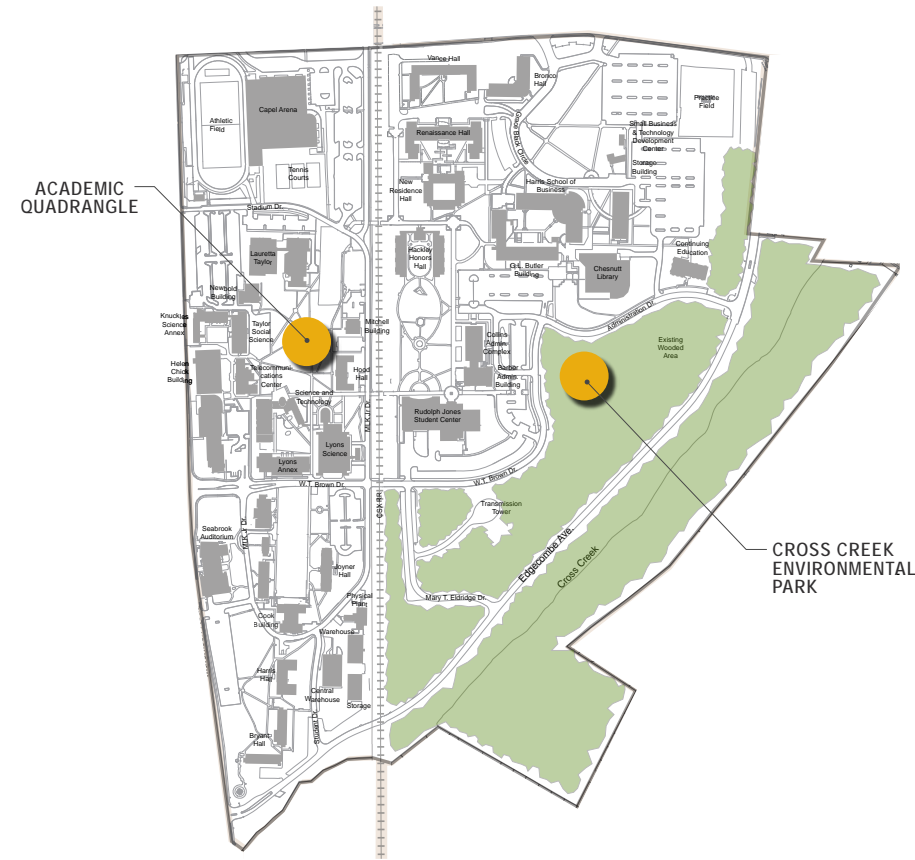
Two keystone stormwater projects proposed in the 2013 Campus Master Plan that present the potential to dramatically change the character of the campus environment – the western Academic Quad redevelopment and Cross Creek Environmental Park. Their specific functions and designs are potentially transformative in nature and would place Fayetteville State University at the forefront of integrating stormwater management into its campus landscape. The projects would visibly display the University’s commitment to the principles of sustainable development. Their specific design features are described in greater detail in the Campus Precinct Plans section of this report.

Academic Quadrangle

In the western portion of campus, a combination of a series of small-scaled measures in conjunction with a more centralized feature is proposed. Because of the relatively tight arrangement of existing and future buildings in this part of campus, smaller measures located directly adjacent to the source of imperious runoff - rooftop and parking surfaces - will be effective. Management of a 25-acre watershed area is also possible in a more consolidated manner, embodying the multi-faceted, holistic campus stormwater strategy. This keystone project creates a demonstrable example of campus sustainability while serving as the focal aesthetic feature within the proposed redevelopment of the Academic Quadrangle.

Cross Creek Environmental Park

In the eastern portion of campus, it is possible to take advantage of the campus’s large underutilized wooded area with its pockets of natural wetlands and Cross Creek riparian buffer as another proposed keystone project. The development of this unique feature will place the University at the forefront of cutting-edge stormwater management techniques. The proposed Cross Creek Environmental Park will treat the majority of the eastern half of campus and visibly demonstrate a continuum of built and natural filtration systems. Further, the project will create a park-like place that functions simultaneously as a “living laboratory”, passive recreation area and new campus landmark.



Constructed wetland



Bioretention terraces



Rain garden



Bio-basin



Rain garden



Porous pavement

SHAPING THE FUTURE

CAMPUS PRECINCTS

In order to depict the 2013 Campus Master Plan recommendations and specific proposals in greater detail, the campus has been conceptually divided into nine geographical areas, or “precincts”. The boundaries of each precinct reflect an area that generally exhibits a predominant land use, although within some precincts there is some overlap among campus uses. In these cases, the form and organization created by the arrangement of buildings and open space has a visual strength that is readily perceptible and identifiable as a unified whole.

The Precinct Plans illustrate proposed development sites, facilities and amenities recommended for the future improvement of the Fayetteville State University campus. Specific projects are identified and described in terms of their programmed use and their contribution to overall campus organization and character.

The FSU campus is comprised of the following precincts:

1. Cook Quad
2. Southern Precinct
3. Academic Quad
4. Athletics Precinct
5. Northern Residential Village
6. Recreation Precinct
7. Library / Academic Precinct
8. Student Center Quad
9. Cross Creek Precinct

Enhancing Connections and Community

The overarching goal of the 2013 Master Plan to enhance and strengthen the connections among various campus precincts, begins with reinforcing established land use patterns of the campus. The Plan also establishes new circulation spines across the campus to connect new facilities, strengthening the campus core and improving wayfinding. Increased building density, supported by the continuous open space that comprises the Heart of Campus will function as the primary campus connector, linking together the two halves of campus, east and west.

Beyond the physical connections created within campus, is the notion of cultivating social community that arises from a well-organized, coherent campus environment.

The primary direction of this Plan is to design an environment that encourages support and interaction so that the campus becomes a place where individuals can come together in comfortable surroundings to work, study and play together, and ultimately develop a sense of belonging to Fayetteville State University. Essential to this, is the idea of developing a series of academic and residential villages, each having its own character and identity, that work together to form the campus community.

The concept of the campus village at Fayetteville State University extends beyond that of a common geographic area and proximity of like uses, to one that embraces the social aspects of campus life. Each village is to be designed as an arrangement of buildings oriented around a shared open space, the village’s physical and social hub, which is activated by building entrances, forecourts and informal gathering spaces. This model can be applied to both academic and residential villages:

- Academic villages can be created by locating buildings based on co-curricular or academically compatible functions to encourage interdisciplinary learning and facilitate interaction among academic departments.
- Residential buildings clustered together will create social gathering spaces encouraging casual interaction among students as well as academic collaboration. An active and robust residential life can be further enhanced by the presence of recreational, dining and support uses providing a broad range of student services and amenities within each residential village.



COOK QUAD

Reinstating the historic Cook Quad as the symbolic heart of campus is critical to developing the image and memorable character of the Fayetteville State University campus. The proposed mix of buildings, functions and site improvements planned for Cook Quad physically embodies the University's purpose as a place of learning that is rooted in history and tradition. As a heritage space, the precinct will not only connect students, alumni and visitors with the University's past, but will celebrate its continuity with the academic mission, spirit and culture of today.

BUILDINGS

Visitor Center / Admissions Building

A new 8,500-10,000 square foot building dedicated to public welcoming functions including public information and student enrollment offices and consolidates several important functions for visitors, prospective students and their families. The Visitor Center will be merged with the existing Alumni House to provide over 12,000 square feet for this important campus facility that sets the tone for the FSU student experience.

- The location of the Visitor Center / Admissions Building allows it to be one of the first structures that prospective students would encounter as they enter the campus. The Visitor Center should be more than a place to get parking permits - it should highlight Fayetteville State's academic, athletic and community strengths and should orient all visitors to the rest of campus.
- Provide space for offices and personnel needed to manage and administer all aspects of student enrollment into the University. Functions should include admissions, credit transfer, registration, financial aid, orientation to academic, housing and dining options.



- Architecturally the building should have a strong but welcoming presence on the Quad as well as from the W.T. Brown Drive / Murchison Road campus entrance views.

Alumni House

While the existing James Paige Alumni House does not have strict historic significance, it does hold cultural value to the University. A detailed structural and architectural assessment should be conducted to determine the viability of incorporating the existing structure into, or in conjunction with, the design and construction of the new combined facility.

- Architecturally merged with the new Visitor Center / Admissions facility, the original 2,600 square foot Alumni House should be renovated to incorporate needed space for office and support for visitor orientation and student enrollment functions.
- Provide parking and accessible walks as part of the campus welcome experience. Provide a generous reception space for families and prospective students.

New Academic Classroom Building

The new 60,000 square foot general classroom building, in its proposed location, will add a symbolic connection to Cook Quad. As core academic functions are returned to the historic precinct, it will also provide a new signature piece of architecture, replacing a large surface parking lot as part of the campus arrival experience.

- Provide smart classrooms, technology rooms, faculty and administrative offices, study lounges and common areas.
- It is important that the form and massing of this building be designed as a transitional building between the smaller-scaled, traditionally-styled structures within Cook Quad and the larger, more contemporary Lyons Science and Lyons Annex buildings nearby.

Seabrook Auditorium

- Improve and expand the front exterior space at the entrance to Seabrook. Eliminate raised planters and other visual obstructions outside the front doors, allowing better spatial connection between the generously-sized interior lobby and the exterior front porch space.
- Develop the pedestrian connection from the existing drop-off area to the main auditorium entrance with enhanced paving, lighting and pedestrian amenities, giving it a more gracious, processional quality.
- Provide a more aesthetically-pleasing facade or planting treatment along the Auditorium's southern elevation.



SHAPING THE FUTURE

Cook Hall

The significant architectural features and character of Cook Hall should be preserved to reflect its value to the University as its oldest existing structure. Functionally, however, Cook Hall should be repurposed from its current departmental office usage and be returned to its original role as a more public, all-campus facility.

- Conceived as the new “campus living room,” Cook should be converted into a multi-purpose gathering space and campus reception hall for alumni functions, ceremonial events and visiting guests.
- Construct a dome, large cupola or similar architectural feature to give the building additional height and presence as a visual anchor to the Quad.
- Renovate and reconfigure interior spaces, taking advantage of the original central dining hall space as a large gathering hall and developing a number of other small reception lounges to accommodate a variety of functions and sizes of groups.
- A new entrance patio should be designed as an event overflow space, outdoor reception area and transition space that connects Cook Hall to the Quad’s open lawn.
- Student lounges may be located within Cook Hall to help provide additional social space serving the nearby Southern Residential Village. Create a student entrance to the building’s lower level to encourage pedestrian access and improved connection from the adjacent residential halls.

Student Residences

- Renovate Smith Hall. Incorporate additional social spaces, study commons and computer lounge areas through interior reconfiguration or modest building expansion.
- Address “back-of-house” issues along the building’s interface with the Cook Quad lawn, providing appropriate utility and mechanical equipment enclosures and well as a more inviting and articulated entrance from the Quad’s pedestrian walk.
- Renovate Joyner Hall. Incorporate a social spaces, study commons and computer lounge areas through interior reconfiguration or modest building expansion.

CIRCULATION / PARKING

- Provide a small, easy-to-find parking area reserved for campus visitors in a convenient location near the Visitor Center / Admissions Building.
- Convert the drive that currently divides Cook Quad and the Southern Residential Village into a one-way loop, thus reducing vehicular traffic and allowing a stronger pedestrian

connection between the academic and residential precincts. Provide up to 12 parallel parking spaces interspersed and delineated by tree islands.

- Remove surface parking lot to create site for the new academic classroom building.
- Reconfigure parking at Seabrook to provide space for new residential buildings and outdoor spaces.

PEDESTRIAN CONNECTIONS

Heritage Way

Create a distinctive core of identity and social spaces, comprised of several prominent campus pedestrianways, open spaces and campus landmarks that collectively would be called Heritage Way. Heritage Way would join the grounds of the University’s original buildings with the rest of campus, providing a continuous pedestrian link between the historic Cook Quad precinct, the academic core and Chesnutt Library. The Way would symbolically connect Fayetteville State’s history with a vibrant new heart of the contemporary campus community.

- The design of Heritage Way should integrate site elements that reflect the University’s history, founding principles and inspirational messages into thematic features.

- Heritage Way performs an important campus function linking Cook Quad, with the Academic Quadrangle to the north, providing connections from the historic Alumni Gates at Seabrook, new Visitor Center / Admissions Building, new Academic Classroom Building, the Science Courtyard and Founders’ Plaza at the new Teacher Education Building.
- From the new Teacher Education Building, Heritage Way would continue eastward past the new Student Success Center, across campus to another major campus landmark, the new Alumni Plaza, and merge with the pedestrian mall leading to Chesnutt Library. Serving as a major pedestrian spine through campus, Heritage Way should provide a variety of opportunities for seating, informal gathering and people-watching along its route.

Cook Quad Connections

- Strengthen side passageways next to Cook Hall to improve the linkage with Southern Residential Village and the Quad’s open space.
- Provide a new walkway on the west side of Seabrook Auditorium connecting residence halls, parking and W.T. Brown Drive.

SITE / LANDSCAPE IMPROVEMENTS

The historic Cook Quad precinct will be characterized by the re-development of its 1½-acre primary open space. Visually, the precinct’s open lawn will become an extension of the new campus entranceway at Murchison Road, imparting a more ceremonial character to the arrival experience for students and visitors. The lawn will be activated by coordinated streetscape elements along its edge at W.T. Brown Drive and outdoor gathering spaces and entry courts developed at entrances to new and existing buildings. In conjunction with the enhancement of the Seabrook Auditorium entrance court and monumentation at the Murchison Road campus entrance, the entire visitor experience should be greatly improved, both functionally and visually.

Cook Quad

- Anchored on one end by historic Cook Hall, Cook Quad will be formed by the building faces of the new Visitor Center, Academic Classroom Building, Smith and Joyner residential halls. The redevelopment of the primary green space within the historic precinct is scheduled for completion in Winter 2012.
- Improvements include an open lawn with flanking sidewalks, plantings and rows of shade trees that complement existing mature trees and restore the original canopied character of the Quad. Building entrances are articulated with new, widened walkway pavement, brick entrance panels, benches, bike racks and flowering trees. Safety is enhanced with installation of new campus-standard LED lighting fixtures.
- Preserve the two large cedar trees to frame views of the new Academic Classroom Building from across the lawn and from the new campus gateway at Murchison Road.
- Construct a new patio forecourt at Cook Hall providing a gracious outdoor gathering space for campus functions as well as an exterior complement to its historic character. Provide a series of broad steps as a transition to the adjacent open lawn.
- Construct a small plaza at the southern entrance to the Visitor Center / Admissions Building as a counterpoint to the Cook Hall patio, encouraging a functional synergy during special events and campus gatherings.

BUILDING DISPLACEMENTS

- Remove Spaulding Infirmary allowing the expansive open lawn to become a visual extension of the new campus entrance.



Cook Quad

SOUTHERN PRECINCT

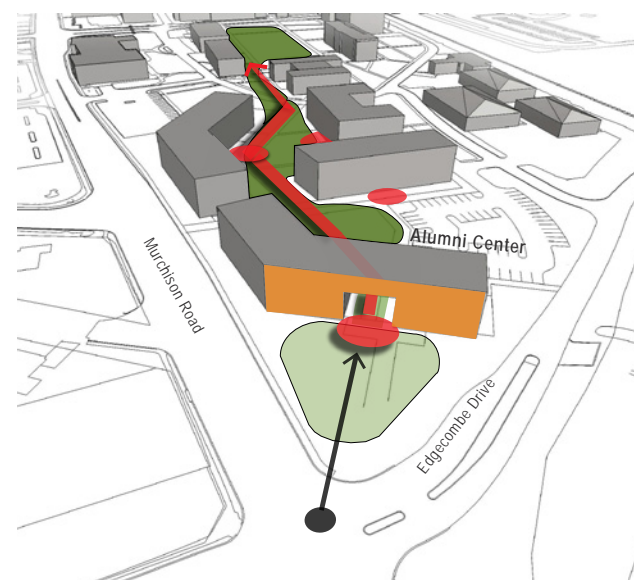
The Southern Precinct is comprised of three distinct campus functions – the Southern Residential Village, the existing Facilities Management Complex and a new Alumni Center. The buildings within the precinct should be designed in a way that is responsive and complementary to the creation of an attractive campus edge along Murchison Road, including a signature building that forms a backdrop to the campus arrival point at the Murchison Road / Edgecombe Avenue intersection.

BUILDINGS

Alumni Center

The proposed location for the new Alumni Center lies at the crossroads of FSU's original main campus and the newly conceived campus expansion site. The site is a pivotal one in that it symbolically joins the traditions of the University's original academic mission with newly emerging research focus and strengthened community outreach programs. Here, Fayetteville State's alums would connect institutional endeavors and the aspirations of the current student body.

- Construct a 38,500 square foot building providing space dedicated to University alumni affairs, institutional development offices, public relations and communications. Meeting and space Conference space could also provide additional revenue from the facility's operation, including private meetings and community events.



View from Campus Gateway

- The Alumni Center should be designed in a manner that addresses its location and prominence as the first campus building visible to visitors traveling northward on Murchison Road. A prominent atrium or covered portal may provide a distinctive architectural element that sets the building apart as a campus arrival landmark as well as permitting views from off-campus into the interior open space.
- The building should be an iconic gateway structure but compatible with the adjacent residential halls.

Southern Residential Village

The Southern Residential Village is comprised of three new student housing structures sited in conjunction with existing Harris Hall and arranged around a shared open space to encourage social interaction among the residents. This grouping of residential buildings would provide a range of suite and apartment-style living units and would be ideally suited for upperclassmen housing.

The new 4-story residential buildings and renovated Harris Hall would create a distinctive, architecturally-unified village atmosphere. The potential bed capacity identified within the Southern Residential Village could provide upward of 443 beds. The development of new student housing facilities in the Southern Residential Village should be deferred until current security issues in this part of campus subside.

- Orient residential halls around an internally-focused open space for informal social activity and recreation. The buildings should also form a strong urban edge along the Murchison Road frontage.
- Locate new residential buildings to allow the existing primary water main that serves campus from Murchison Road to remain in its current location undisturbed.
- Renovate Harris Hall, modernizing all building systems and upgrading its interior residential spaces. Add interior common space for student gathering and study lounges. Create a more pedestrian-friendly and universally accessible exterior entrance along its western elevation.



SHAPING THE FUTURE

Facilities Management Complex

The existing complex of 1-story offices, warehouses, shops, support space and parking serving the Facilities Department will be retained in place until which time a suitable off-campus location may be found. In the near term, efforts should be made to provide a more effective and attractive visual barrier from adjacent roads and nearby residential buildings.

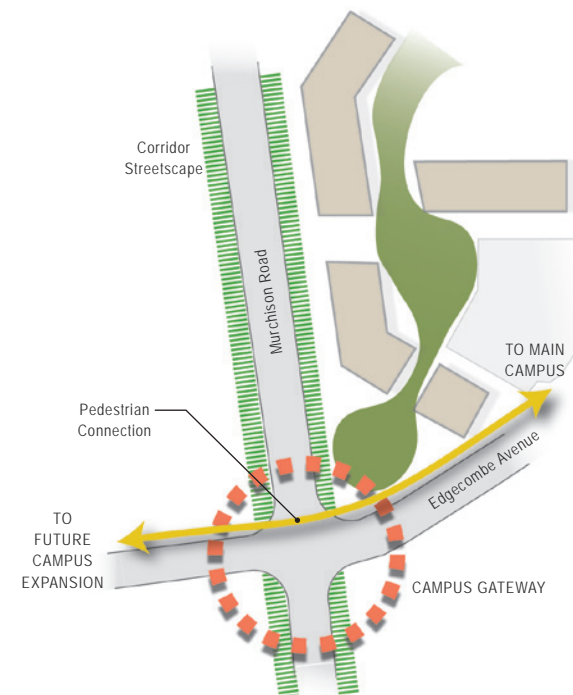
- The Facilities Management Complex consolidates staff and administrators responsible for all aspects of the University's facility planning, design and construction, as well as building and grounds maintenance.
- The administrative building provides meeting and conference space, presentation facilities, project record, and document storage, and offices for the Associate Vice Chancellor for Facilities Management, the University Architect, project managers and facilities staff. The existing building is awkwardly laid out and severely undersized for current level of use and demand.
- While located on the periphery of the campus, this function should be considered for relocation in the long-term, most likely to an off-campus site.
- The current location is a prime development site, occupying over 2½ acres of property. While not located within the 100-year flood plain, the site is intermittently subject to flooding, making its future potential as surface parking or a future parking structure an attractive one. Given the grade change from the adjacent road, it would be possible to place a fairly large structure in this location while minimizing its visual impact.

CIRCULATION / PARKING

- Parking demand for the Southern Residential Village and the adjacent Cook Quad will remain relatively underserved until which time the Facilities Management Complex is removed and a large surface parking or structure may be constructed.
- Reconfigure existing surface parking areas at the rear of Seabrook Auditorium to accommodate new building construction. Provide new surface parking in limited quantities near the proposed residential buildings where possible.
- Provide a new surface parking, up to 50 spaces and pedestrian drop-off plaza that would separate the Alumni Center from adjacent residential development.

PEDESTRIAN CONNECTIONS

- Create a strong north-south pedestrianway to help link the Southern Residential Village with Cook Quad, connecting with Heritage Way amenities and Academic Quadrangle northward across W.T. Brown Drive.
- Connect all residence halls within the Village and parking facilities with an efficient and well-planned walkway system.
- Provide clear and accessible walkways connecting the parking structure with important public destinations such as Seabrook Auditorium, new Visitor Center / Admissions Building and Cook Hall.



SITE / LANDSCAPE IMPROVEMENTS

- Create a well-defined, semi-enclosed grassed commons as a focus for the new residential halls with walls, columns or other built elements or plantings to mark the entrance and threshold into the Southern Residential Village at primary pedestrianways.
- Provide forecourts at all residential building entrances with "front porch" seat walls and small paved gathering areas for students to meet and socialize, giving the precinct its own distinctive character as a residential village.
- Provide open lawn areas and recreational courts for informal play.

Create a distinctive Campus Gateway at the intersection of Murchison Road and Edgcombe Avenue. The Campus Gateway should encompass the entire intersection and incorporate the siting, orientation and views to the new Alumni Center. These two prominent University features will create the first impression and mark arrival to the campus district for all travelers going north on Murchison Road from downtown Fayetteville.

- The Gateway features should be conceived as an entrance zone and be designed to a large, civic scale. Elements should include identifiable campus monumentation, signature landscape treatments and signage. The University should acquire necessary construction and landscape easements to capture all four quadrants of the intersection.



University of Georgia

- Gateway signage should identify directions to the main FSU campus entrance and to the new Millennial Campus to the west of Murchison Road.
- The Gateway should include well-defined crosswalks that are delineated with special pavement materials and patterning as a visual threshold into the campus district. The intersection pavements will add to the visual imagery of the campus entrance as well as to provide a functional pedestrian safety feature.
- A wide, well-defined pedestrian walkway should continue through the Gateway intersection to provide a clear connection between the main Fayetteville State campus and its new Millennial Campus to the west of Murchison Road.

BUILDING DISPLACEMENTS

- Remove Bryant Hall.



UNC Greensboro

ACADEMIC QUADRANGLE

The Academic Quadrangle creates a crossroads of activity, where academics, campus social life and environmental stewardship at Fayetteville State University intersect. The Academic Quad is comprised of five new academic buildings or significant expansions with capacity of over 360,000 gross square feet, existing classroom buildings and a consolidated science complex.

The focal point of the Quad's open space is a proposed Stormwater Garden and new social spaces that function as major components of the University's "greening" and sustainability initiatives. Founders' Plaza located at the entrance to the new Teacher Education Building will be a major destination for the student community. Situated as part of the University's Heritage Way, the plaza will provide a critical link between the concentrations of activity in the eastern and western portions of campus.

Architecturally, as the Quad's edges are further developed with appropriately-scaled infill buildings, they will provide a more mature definition of the Quad as a distinctive campus space. The specific design of new buildings within Academic Quadrangle may exhibit more contemporary forms and use of materials than are found in the historic Cook Quad, reflecting the vitality of today's student community and the University's commitment to state-of-the-art instruction. Well-articulated architectural portals, especially between buildings forming the northern and western edge of the Quad should create identifiable thresholds linking the Academic Quadrangle with adjacent campus precincts.

BUILDINGS

Teacher Education Bldg.

The proposed new 130,000 square foot Teacher Education Building symbolically recalls the heritage of the University's beginnings as the Howard School and the University's enduring dedication to the training of teachers. As FSU's core teaching tradition is celebrated with a new state-of-the-art training facility, it will also provide a new signature building, anchoring the north end of the Academic Quad.

- Provide classrooms, teaching labs, technology rooms, faculty and administrative offices, conference rooms, study lounges and common areas.

- The building's façade should have a free-flowing, transparent quality that encourages interaction with exterior plaza activity at its northern and southern faces and pedestrian connections to other campus precincts.

Lilly Gymnasium

Lilly Gym is currently used for a mixture of student services and campus administrative uses including intramural sports and administrative functions such as financial aid, bursar, cashier, admissions, and registrar's offices. While operationally advantageous, the one-stop-shop for student enrollment would logistically benefit from a more easily-found and prominent location on campus.

- Given its location in the Academic Quadrangle, Lilly Gym would be better suited serving a singular, purpose focused on academic and / or supportive office uses. Consider renaming Lilly Gym to better reflect its current or planned usage.
- Consider a phased approach to repurposing Lilly Gym as it converts to student life functions. In the short term, the existing basketball court should continue to be used for student recreation programs, but as the proposed Student Health and Wellness Center comes on-line, the basketball court space in Lilly should be converted into another use.
- Redesign the southern elevation of Lilly Gymnasium to provide a more architecturally prominent stature, giving it a stronger presence on the Academic Quadrangle lawn. The renovation of the building façade should be complementary to the design of the future Founders' Plaza and Teacher Education Building.

Hood Hall

Convert the 17,500 square foot Hood Hall from its current use as administrative office space to a general academic classroom facility. Provide a 12,500 square foot addition to enhance its purpose and whose design is sympathetic to the existing architectural character of the building.

- Locate the Hood Hall addition along the eastern side of the existing structure to create an interior courtyard, allowing natural light into the interior spaces.
- Construct a new entrance on the southern elevation allowing improved connection with the major east-west pedestrianway that links the Academic Quadrangle with the Student Center precinct.



SHAPING THE FUTURE

Lyons Science Building

- Convert the existing 76,000 square-foot Lyons Science Building to an academic classroom building. Many of the building's wet labs are outdated and these functions would be better served in the Lyons Annex and new Science and Technology Building. The renovation of the structure would include converting existing labs to classroom space, upgrading acid labs, and converting the remainder of space to offices and science and technology classrooms.
- Proposed renovations would include a re-cladding of the building façade, adding a predominantly brick exterior, as well as interior renovations for new program uses.
- Provide a more architecturally prominent entrance at the eastern side of building, strengthening its connection to the adjacent east-west campus walkway and pedestrians traveling to and from the Jones Student Center.

Lyons Annex

- Improve the terrace on the building's north side as an asset to the recently-constructed Science Courtyard.
- Replace building landscape along W.T. Brown Drive with simplified plantings compatible with the design vocabulary established for the landscape at the Murchison Road campus entrance and recent renovation of Cook Quad.

Science and Technology Building

The new 4-story 72,000 square foot building, scheduled for occupancy in early 2013, defines the southern edge of the Academic Quad and occupies the intersection of two prominent pedestrian corridors. Its location creates a new science precinct in conjunction with two adjacent science lab and classroom facilities. Its configuration creates a semi-enclosed courtyard that is shared by the Lyons Science Building and the Lyons Science Annex. The inter-disciplinary research center is a high performance building, whose 36% energy savings contributes to its certification as a LEED Silver or Gold facility.

- The new building provides facilities and research laboratories that accommodate growth in new programs and research needs in the STEM disciplines. Classroom, laboratory, research and office space for general chemistry, physics, forensics, computer science and mathematics departments as well as a campus data center are housed in the building. Space for the new homeland security academic program has been provided and will be up-fitted as construction resources become available.

- The zinc-clad Discovery Forum cone creates an iconic campus landmark and expresses the mathematical basis of the STEM disciplines. The cone provides the building's primary entrance space, contains student commons amenities, conference space and vertical circulation to the upper levels of the building. The Discovery Forum sets the stage for the use of more bold architectural forms and contemporary materials in new buildings as they are constructed within the Academic Quad.
- A paved pedestrian space at the base of the cone is conceived as a "front porch," defining the primary building entrance and sense of arrival along the Academic Quad. The upper-level bridge connecting the office and lab wings of the building creates a portal and transition into the enclosed Science Courtyard.
- The facility's design creates a contemporary blend of study and social spaces that foster student-faculty interaction through large public spaces, small-group areas, and Eco-café and exterior gathering spaces.



New Academic Buildings

- As existing classroom buildings within the precinct reach the end of their life cycle as effective instructional space, construct three additional academic buildings focused around the Academic Quadrangle open space. These buildings should create a strong building edge, defining the Quad's configuration and generating pedestrian activity within the Quad.
- Construct a new 80,000 square foot academic building to replace Rosenthal. The new structure should be designed as a campus gateway building, complementary to the open and

transparent quality of Seabrook Auditorium and configured in a way to help define an open green space as part of the main campus entrance viewshed.

- Construct a 55,000 square foot addition onto the existing Chick Building as a new academic classroom wing, renovating the existing space primarily into office uses. The combined facility would replace the existing Telecommunications Building and be designed with an entrance feature that acts as a terminus to the main east-west pedestrian corridor extending eastward to the Student Center.
- The existing single-story Mitchell Building is situated along an important edge of the Academic Quadrangle and will look progressively out-of-scale as large, new buildings are constructed within the precinct. The site can support upwards of 85,000 square feet of academic space in a 4-story structure that would complement the Quad's redevelopment. However, given the recent investment in Mitchell's conversion to the campus police station, its replacement should be considered later within the time frame of this Master Plan.

CIRCULATION / PARKING

- Close Martin Luther King, Jr. Drive as a through campus road to daily vehicular traffic between the Capel Arena and W.T. Brown Drive, open to emergency and University vehicles only. This could be easily achieved by placement of large planters, removable bollards or electronic gates at either end preventing through traffic.
- Reconfigure the surface parking area immediately, near Rosenthal, north of W.T. Brown Drive, allowing controlled vehicular access and improved visual quality at the main campus entranceway.
- Remove parking lot currently located in front of Taylor Social Science that negatively impacts the quality of the adjacent campus open space and its redevelopment.
- Reconfigure surface parking area to gain additional spaces at site of the Newbold Building, once demolished.

PEDESTRIAN CONNECTIONS

- Provide a continuous rectangular walkway as an organizing framework for the Quad. The walkway would join all buildings that form the Academic Quadrangle and unify the pedestrian experience around the open lawn and stormwater garden. Construct walkways in such a manner to support emergency vehicles and fire access where needed.

- Construct a dominant north-south pedestrian corridor as part of Heritage Way connecting the proposed new Teacher Education Building, Founders' Plaza, Science Courtyard and Cook Quad to the south. Incorporate benches, seatwalls, pavement inlays and other thematic site finishes and details at intersections and thresholds.
- Continue the design of Heritage Way as a unifying campus feature incorporating the new east-west pedestrian corridor from the Teacher Education Building to the proposed Alumni Plaza. Reinforce the connection with thematic design elements at the new rail crossing, lighting, special pavement and landscape treatments to help designate the pedestrianway.
- Enhance the existing rail crossing near the Student Center and the associated east-west walk, providing connections to new building entrances to Hood and Lyons Science.
- With the removal of daily traffic at Martin Luther King, Jr Drive, the cross-section of the roadway should be redesigned as a shaded pedestrian walk. The "pedestrianized street" should look like a campus walkway, yet allow the occasional necessary service, handicapped access and security vehicles.

SITE / LANDSCAPE IMPROVEMENTS

The existing Quadrangle may be currently characterized as a large open expanse of sloping lawn, shaped in a bowl-like form with few shade trees and a random system of pedestrian walks. Once the location of a perennial stream that ran in a north to south direction, the drainageway over the years has been re-graded, interrupted by buildings, and is now routed underground as part of the campus stormwater system until it surfaces on the far southern boundary of campus near Edgcombe Avenue.

The proposed redevelopment of Academic Quad is to be multi-functional in nature - introducing new walkways, seating and gathering spaces that would collectively create a vibrant campus place while also providing a series of biobasins and rain gardens that would store and cleanse stormwater from adjacent building rooftops and parking areas.

The design components of the redevelopment plan for Academic Quad include the following spaces and amenities:

- Walkway Framework
- Academic Lawn
- Stormwater Garden
- Overlook Terrace

Walkway Framework

The bowl-like grassed interior area should remain as an informal, slightly sloping lawn but re-shaped at its perimeter to create a defined upper walkway terrace. The rectangular alignment of the perimeter walk would provide a framing device for the Lawn, linking building entrances with an ordered, tree-lined accessible walkway at the top of the slope.

- Between the walkway and face of buildings a landscape zone would be defined and characterized by grass lawn, shade trees, entry forecourts, foundation plantings and small rain gardens that would begin the process of filtering stormwater runoff.
- Construct discernible forecourt spaces at academic building entrances as an extension of the architecture, creating informal gathering and sitting spaces that activate the building edge and Quad perimeter, allowing views onto the open lawn.

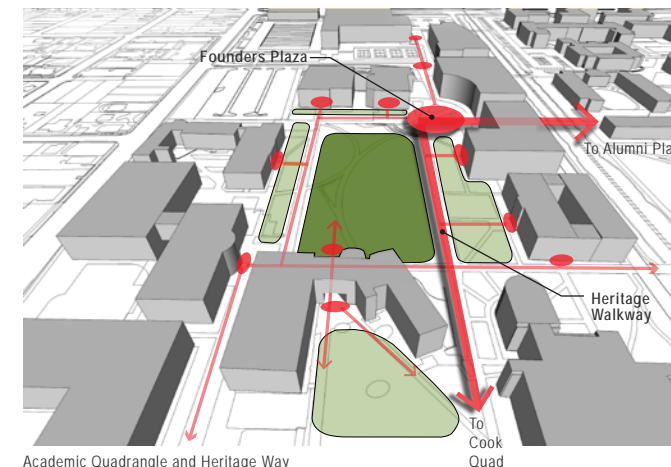
Academic Lawn

The Quadrangle's main open space - the Academic Lawn - should be refurbished and redesigned to function as a significant exterior space and organizing feature for the entire campus.

- The large expanse of the Academic Lawn and associated walks and building entrance spaces would allow a variety of active and passive activities to occur within the Quad. If laid out carefully, large ceremonial events, including graduations, could be held here.
- Maintain the existing open character of the space by keeping it free from structures. The interior should be a sunny open lawn with a random sprinkling of flowering trees. Secondary pedestrian walkways could crisscross the lawn as needed to provide convenience and efficiency to the campus walkway pattern.



Academic Quadrangle



Stormwater Garden

The 25-acre area comprising the Academic Quad and its surrounding watershed is proposed as a holistically-planned environmental management and campus renewal project. Incorporating stormwater capture, filtration and groundwater reuse strategies capable of treating current and future development planned within the Quad, the design would be fully integrated into the structure of the campus green space.

The Stormwater Garden would be designed as a stylized, naturalistic landscape that would capture and filter runoff in a loosely concentric arrangement of tiered bio-retention areas. The filtration device would create a unique landscape feature on campus as well as provide an opportunity to re-circulate captured stormwater for reuse in the campus irrigation system. The Garden would serve as a highly visible and tangible demonstration of the University's commitment to incorporate sustainable design principles into the development of the FSU campus.

Overlook Terrace

The focus of the Stormwater Garden would be a terraced seating space, carved into the adjoining hillside. The Overlook Terrace would provide informal seating off the main interior walkway and provide a structural counterpoint to the Stormwater Garden. The Garden and Terrace would create a comfortable setting that would blend the goals of function and aesthetics with the character of FSU's improved social spaces.

Science Courtyard

The Science Courtyard, framed by three contemporary classroom / laboratory buildings, should continue to be developed and refined as an informal gathering area and outdoor classroom space. The courtyard should be a quiet setting for reading, reflection and studying that will encourage interdisciplinary dialogue between students and faculty, extending the academic community outside the classroom walls.

- The Courtyard improves the building - open space connection to the existing upper terrace of Lyons Annex. Connections to the north-south segment of Heritage Way into the Science Courtyard are critical to assure fluid access into the Courtyard and will help to further animate the space.

Science and Tech Green Roof

- Develop a rooftop garden above the upper lab / office connector wing to further extend the indoor-outdoor aspect of the building as well as its visible demonstration of sustainable building practices. The structural components of the connector have been constructed to accommodate such a garden.

Knuckles Courtyard

Refurbish the courtyard that links Knuckles, Taylor Social Science and Chick providing a more contemporary design and inviting gathering space. Provide shaded seating areas, plantings, and improved paved surfaces for accessibility and pedestrian connection to adjacent buildings.

Transitional Plazas

Create strong pedestrian connections among to the new academic buildings proposed to eventually replace Telecom and Rosenthal buildings. Orient building entrances to shared paved spaces that incorporate tree plantings, seating and site furnishings and provide a comfortable spatial transition from the classroom buildings to the adjacent open Quad.

SHAPING THE FUTURE

Founder's Plaza

Create an active plaza at the southern entrance to the new Teacher Education Building as an outdoor venue for informal social interaction, meeting and people-watching. Given its prominence at the entrance of a major new academic facility as well as its campus location at the juncture between the north-south and east-west segments of Heritage Way, this space should be designed as a main campus gathering place.

- A grand stairway and sunny, south-facing terrace will overlook the Academic Lawn and Stormwater Garden providing a strong link to the Quadrangle, becoming a popular place for casual student gatherings.
- Taking advantage of the existing grade differential, a dramatic water wall and cascade could provide a strong visual and acoustic dimension to the plaza. Reclaimed spring water currently controlled by a sump in the boiler room of Lilly Gymnasium could be utilized as a source for the water feature at the upper plaza level. The spring water is currently pumped from the Lilly Gymnasium into the existing stormwater pipe system and conveyed downstream.

- Incorporate sculptural elements into the water feature to symbolically link the activity of today's students with the school's heritage and its original founding as an institution dedicated to educating teachers.
- Create a strong physical and visual connection and threshold space between the Teacher Education Building, and the Student Health and Wellness Center to the north.

BUILDING DISPLACEMENTS

- Remove Williams Hall to accommodate new Teacher Education Building.
- Replace Telecommunications, Rosenthal and eventually Mitchell with new academic buildings.
- Demolish Newbold.



Founder's Plaza

ATHLETICS PRECINCT

The Athletics Precinct contains venues serving the University's competitive athletics program and student recreation amenities in both large indoor and outdoor facilities.

Athletics is an important part of student life, alumni connection and community spirit at Fayetteville State University. The University is an NCAA Division II school with approximately 200 student-athletes participating in ten varsity sports in the Central Intercollegiate Athletics Association (CIAA). There are teams in men's basketball, cross-country, golf and football and women's basketball, cross-country, softball, tennis and volleyball. There are also bowling and cheerleading programs for women.

The University's commitment to its Student Life programs and promotion of student recreation and wellness on campus as a contributor to academic performance and student retention is reflected in the facilities planned within the Athletics Precinct. Expanded indoor recreational facilities on campus will serve a number of goals in terms of fulfilling specific programmatic needs for student life amenities as well as enhancing many components of a well-balanced college experience.

BUILDINGS

Felton J. Capel Arena, the University's indoor athletic venue, and Nick Jeralds Stadium are located in the northwestern corner of the campus at the intersection of Langdon Street and Murchison Road. Both facilities are currently compromised by over-use and over-programming from the combined use by the Athletics Department, Physical Education Department as well as by informal recreational use by students and faculty. Capel Arena is currently the only space on campus capable of handling very large group events such as graduation, concerts and faculty convocations.

This Master Plan addresses a number of athletic upgrades that may alleviate some pressure, but a long-term and more complete solution is dependent upon a robust commitment to building substantial facilities for student recreation, intramural facilities and an athletics complex that expands the venues for a number of competitive sports, including track & field, tennis, soccer, baseball and softball. These efforts will require substantial capital investment for facilities and acquisition of land by the University at a yet to be determined location.

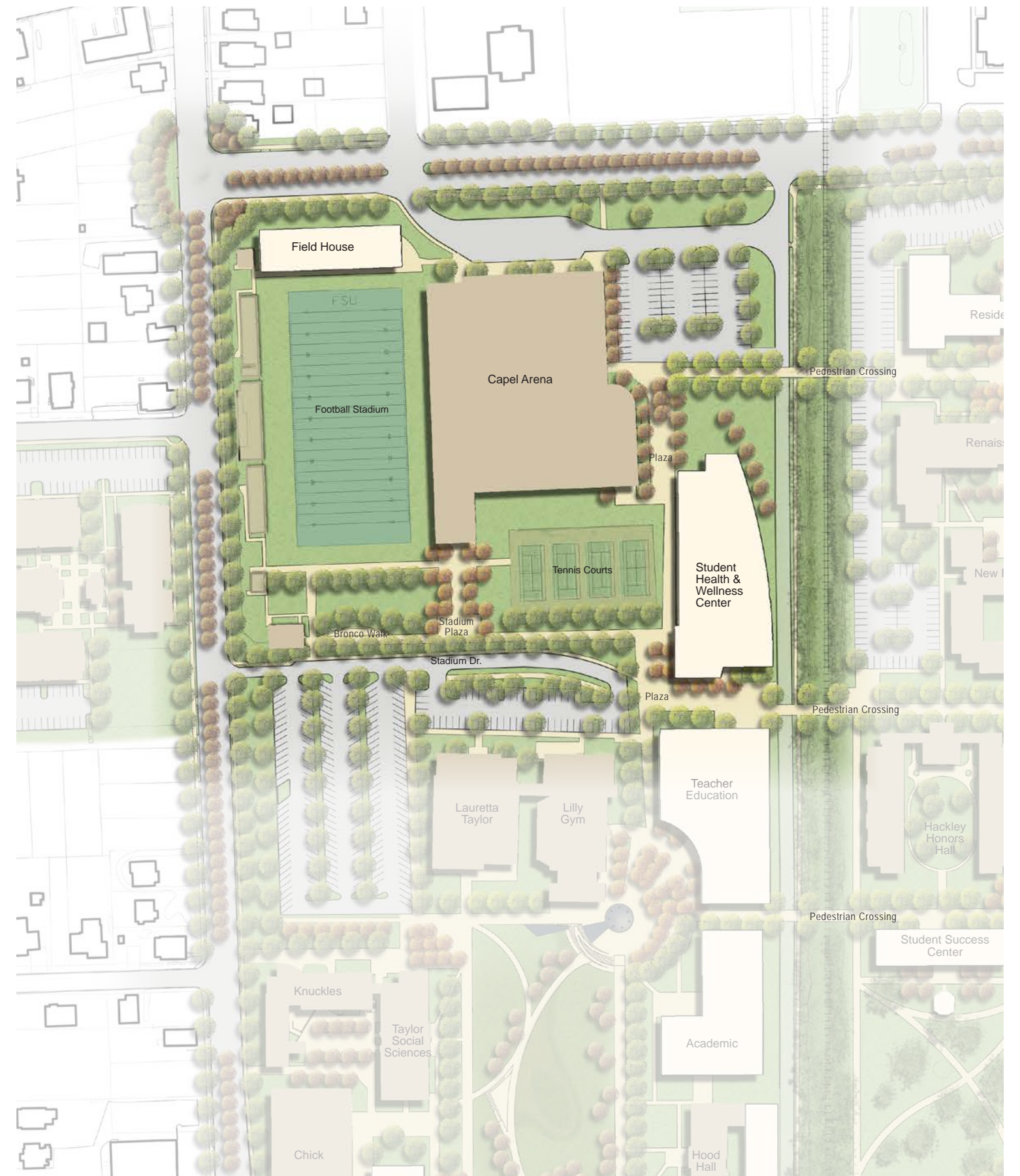
Because available land for growth on the Fayetteville State University campus is limited, a short-term strategy for sharing varsity practice fields with intramural uses is a necessity. However, the need to expand facilities for both programs is a critical part of moving the University's athletics and student life offerings forward in order to remain competitive with peer institutions. The University should undertake a more detailed planning effort, beyond this Master Plan, to determine specific athletics and student recreation needs and a long-term strategy for implementing the needed indoor and outdoor facilities.

Student Health and Wellness Center

Construction of a 90,000 square foot Student Health and Wellness Center will present opportunities for expanded fitness and recreation functions for students, faculty and University employees. The new multi-purpose facility complex would be located in the northwestern portion of campus near major concentrations of athletics, student housing and classroom facilities and would provide an anchor for student activity in that part of campus.

Program options in the Student Health and Wellness Center would include activities and facilities in which to stay or get fit, socialize with colleagues and engage in healthy competition through participation in intramural teams, club sports, special events or informal drop-in play.

- Provide a multi-purpose gymnasium large enough for multiple basketball courts, volleyball courts and flexible activity / court area that includes racquetball and handball courts, indoor running track, climbing wall, and game rooms.
- Incorporate campus health services including the Student Infirmary.
- Incorporate new wellness programs promoting healthy and active lifestyles for the University community. These could include personal training, nutrition consultation and cardiovascular conditioning, group exercise facilities, strength training rooms and studios for dance, aerobics and the martial arts.
- Provide social commons, lounge space and food services including a juice bar and sports café. Support space could include offices for intramural programs, fitness assessment, recreation equipment check-out and locker facilities.



SHAPING THE FUTURE

Football / Track Stadium

Replace the existing natural grass playing field and asphalt jogging track with an infill-type synthetic turf playing field, sized to accommodate games and practice functions. The synthetic turf field surface would provide an all-weather surface for both competitive play and practice that is durable and long lasting.

- Renovate approximately 3,800 square feet of existing building space beneath home side seating to accommodate equipment and maintenance storage, concessions and support space.
- Reconstruct the visitor side grandstand seating to provide a capacity of 2,400 seats and a 1,200 square feet visitor's press box.
- Construct additional rows of tiered seating at the home side of the stadium, increasing capacity by up to 900 seats.
- Upgrade exterior façade of the existing home side press box. Reconfigure interior of the existing press box to include office space.
- Construct a brick wall at the perimeter of the playing field to help define home, visitor and north end zone edges.

Fieldhouse / Training Facility

Construct an approximately 22,000 square foot multi-purpose building at the north end zone of the stadium to address many critical space shortages and conflicts in Capel Arena currently shared by both the Athletics and Physical Education Departments.

- The Fieldhouse should include space for two training rooms including wet pools and rehab facilities, fitness and weight rooms, player /film meeting room, up to 8 coach's offices, locker areas, equipment storage areas and public restrooms.

Capel Arena

Continue to maintain and upgrade current facilities located within the Arena including the indoor jogging track, swimming pool, racquetball courts, basketball and volleyball courts. As proposed additional facilities are constructed, repurposing and / or specific user designation may become possible for facilities such as the aerobics studio, weight training and athletic training rooms. Renovate offices, locker rooms and training and rehab spaces where current space shortages have led to overuse or temporary modification.

Football Practice Facilities

The existing practice football field located north of Langdon Street should be replaced with a synthetic turf surface to increase its availability for play in heavy demand periods and a variety of weather conditions.

CIRCULATION / PARKING

- Reinstate Stadium Drive as a right-in / right-out only intersection off Murchison Road allowing access to parking facilities. This will allow a light volume of traffic without creating safety issues previously encountered at this location when functioning as a full access / egress intersection.
- Discontinue Stadium Drive to daily through traffic at Capel Arena parking entrance and the Student Health and Wellness entrance plaza.
- Reconfigure existing surface parking at Capel Arena to accommodate Student Health and Wellness Center. Allow a delineated pedestrian walk to connect the parking area with an improved Arena entrance plaza and new rail crossing to the east.

PEDESTRIAN CONNECTIONS

- Provide a new pedestrian crossing at the CSX rail tracks connecting Capel Arena and Student Health and Wellness Center with the Northern Residential Village.
- Construct Bronco Walk as a multi-purpose pedestrian space that links the University Place Apartments, football stadium plaza, surface parking facility, Student Health and Wellness Center and connect to student housing facilities to the east and Academic Quad to the south.
- Improve safety measures at pedestrian crossings across Murchison Road joining the University Place Apartments and across Langdon Street to access the football practice facility.
- Enhance pedestrian accessibility at the entrance to Capel Arena.

SITE / LANDSCAPE IMPROVEMENTS

Bronco Walk

The construction of Bronco Walk as a unique feature within the Athletics Precinct will provide an array of important campus functions and spaces. Comprised of a series of walkways and active plazas, the physical linkages and festive character of Bronco Walk will help build campus connectivity and community.

As a transitional space, the Walk should be designed as a pedestrian-dominant place with vehicular movement limited to specific parking destinations, accommodating daily campus functions as well as special events. Bronco Walk will be anchored by two important new plaza spaces:

- Stadium Plaza, a new entrance space located at the south end of the football stadium, will provide entry control and ticketing functions while embracing the pageantry and excitement of game-day festivities.
- An entrance court to the new Student Health and Wellness Center will include a lively seating areas and a seamless transition into the lobby. The plaza will also be joined with multiple walkway connections to the adjacent Academic Quad and other campus destinations.

As a main east-west pedestrianway, the Walk will connect the precinct's facilities in a festive collection of walking spaces, animated by bold paving patterns, benches, seatwalls, flags and banners.

- Use shade trees to help structure the space and a combination of smaller flowering trees and detailed plantings to enliven the Bronco Walk landscape.
- North-south connections into adjacent academic buildings and through exterior architectural portals will help connect Bronco Walk to adjoining campus facilities, linking the Athletics Precinct with Academic Quadrangle.

SHAPING THE FUTURE

Hackley Honors

Existing Hackley Honors Hall provides 84 beds in a centralized campus location. Its courtyard holds a prominent position along the new east-west pedestrian walkway that connects the Academic Quad and Chesnutt Library. The proposed Student Success Center would provide a southern edge to the courtyard.

- Hackley currently houses 50 students enrolled in the Global Scholars Program. Encourage its further development as a learning community.
- Given its proximity to the core of campus, student activity and support functions, a renovated Honors Hall would also be a good candidate for conversion to an all-freshman residential facility.

New Res

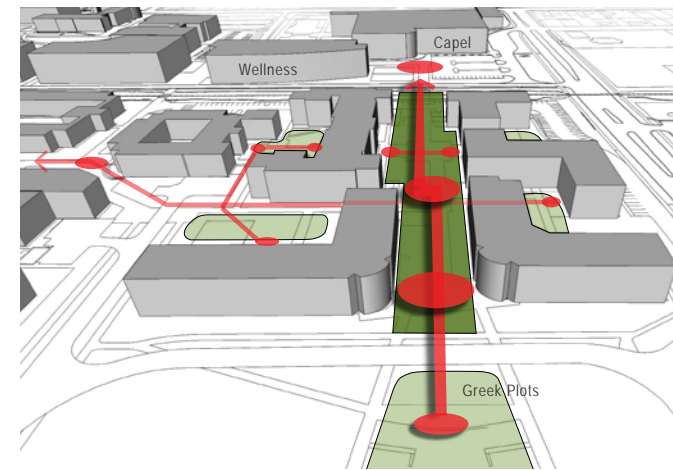
- Renovate New Residential Hall (built 1976) upgrading its existing living suites, bathrooms and adding space for informal study and new social areas.
- Consider renaming New Res to better reflect its stature in the University's housing offerings.

CIRCULATION / PARKING

- Enhance signage and monumentation at the Langdon Street / Edgecombe Avenue intersection marking an important arrival point to campus and access to a number of major campus facilities.
- Close the current campus entrance at Langdon Street and Grace Black Circle. Provide access into the Northern Residential Village from an enhanced existing campus entrance drive off Langdon Street serving adjacent parking.
- Realign Grace Black Circle and provide up to 15 parallel parking spaces.
- The majority of parking serving the Northern Residential Village will be in the existing 574-space surface parking areas located to the east in the Recreation Precinct.
- Provide handicap and emergency vehicle access via the new drive and surface parking located north of the Vance replacement building and west of existing New Res. Provide 000 new parking spaces.
- Remove existing surface parking lots to accommodate planned building and open space improvements.

PEDESTRIAN CONNECTIONS

- Construct a new east-west walkway crossing the CSX Railroad to provide a safe and controlled pedestrian link between the residential halls, Capel Arena and future Student Health and Wellness Center.
- The alignment of the east-west walkway will also begin to define a mall-like pedestrian space that would link entrances to Renaissance, McLeod and the two new residential halls. Activate the mall edge with entrance forecourts and outdoor patio spaces. The walkway will also provide emergency access as well as temporary access to the residential halls during move-in and move-out days.



Northern Residential Mall

- North-south pedestrian connections linking the Northern Residential Village with the Student Center Quad should be strengthened between Alumni Plaza and the residential buildings.
- Provide east-west pedestrian walks to join the residential district with relocated Greek Plots, intramural fields and nearby parking facilities.

SITE / LANDSCAPE IMPROVEMENTS

New student residential buildings are configured to create a hierarchy of shared public space and semi-private student areas of different sizes and functions. The linear pedestrian mall and defined courtyard spaces will become the main organizing features within the Village.

- Provide a defined open space threshold between the residential district and adjacent open lawns, Greek Plots and parking areas. Develop as a paved commons and tree-

canopied transitional space between the Northern Residential Village and the adjacent parking and recreation areas.

- Create a new plaza forecourt at the entrance to McLeod Hall with enhanced pedestrian amenities and a stronger pedestrian connection to adjacent open space and the new residential structure south.
- The linear lawn area will provide informal, play areas for residents and provide an open space connection between the Capel Arena athletic facilities and the intramural and practice fields to the east of the residential precinct.
- Locate a gazebo or other outdoor pavilion as a focal structure and informal gathering place within the open linear lawn area.
- Create entrance courtyards off the more public lawns, giving each new residential building a sense of private outdoor space and identity. Provide comfortable seating areas in both sun and shade, paved and landscaped areas. These can be good locations for quiet, passive activities, exterior places to lounge, read, socialize and study.
- Provide informal recreational fields near the residence halls to serve the needs of all students. Basketball courts, volleyball courts and spaces for events such as outdoor barbecues should be conveniently located to residence halls.

BUILDING DISPLACEMENTS

- Remove Vance Hall.

RECREATION PRECINCT

The vision for student recreation and community on Fayetteville State's campus as a positive contributor to improved academic performance and student retention is reflected in the facilities planned within the Recreation Precinct. Expanded opportunities for outdoor recreation and play will serve a number of goals in terms of fulfilling specific programmatic needs for student life and enhancing many components of a well-balanced college experience.

The Recreation Precinct also provides the largest concentration of vehicular parking on campus, serving the Northern Residential Village, Chesnut Library and new academic facilities in the eastern portion of campus.

BUILDINGS

- None proposed.

CIRCULATION / PARKING

- Retain existing 471-space and 171-space surface parking facilities. Enhance aesthetics and shade provided within the parking lots with the addition of a regularly-spaced pattern of shade trees.
- Expand existing Nursing lot by 68 parking spaces. Create a secondary drive that connects the parking facilities with Edgecombe Avenue.
- Parking and storage currently in use by the Facilities Department is to remain until its relocation to an off-campus site and conversion to student parking.

PEDESTRIAN CONNECTIONS

- Link parking and outdoor recreation fields with accessible walkways. Provide connections to adjacent residential halls and academic buildings.
- Provide two diagonal walks connecting large parking areas with the Northern Residential Village. Locate in conjunction with Greek Plot design to provide a framework within which the Pan Hellenic amenity may be defined.



SHAPING THE FUTURE



Pan-Hellenic Plaza

SITE / LANDSCAPE IMPROVEMENTS

Greek Plots

The development of a new campus space located southeast of Bronco Hall will consolidate Greek Plot exhibits for the nine member fraternities and sororities of the National Pan-Hellenic Council. Relocated from Academic Quad, the exhibit space will be designed as a unified campus place as well as providing recognition of individual Greek organizations. The new Greek plaza will be fully accessible and located near a major concentration of student residences, putting it in the “hub” of circulation and campus activity.

The Greek Plots will play a central role as a meeting location and symbolic space for impromptu or organized gatherings, especially during homecoming activities and other special events. The Plots will also provide a dedicated sacred space to allow continuation of the tradition of marking territory by the individual fraternities and sororities.

The Greek Plot complex is comprised of three primary design components:

- Pan-Hellenic Plaza – A public campus space designed to anchor and organize plots. The plaza would incorporate an inspiration wall and paving elements that commemorate the values and history of the Pan-Hellenic Council as a contributor to campus life and culture.
- Individual Greek Plots – Each fraternity and sorority would have its own area of ground, defined by the adjacent walkway, concrete seat wall and concrete banding allowing placement of artifacts and individual expression within.
- Interior Lawn – A communal space marked by flowering trees and lawn that unifies the individual plots.

Event Lawn

- The Event Lawn is a flexible, one-acre open grassed area serving multiple purposes, including informal recreation for all FSU students as well as programmed special events. Beneath its surface, the Lawn houses the geothermal well system servicing nearby Renaissance Hall. Tree plantings

must be controlled and limited in terms of number, placement and ultimate size in order to avoid potential conflicts with the geothermal system.

- A temporary stage area located near Greek Plots should be furnished with electrical outlets to service lighting and sound equipment during special group events.

Intramural / Recreation Field

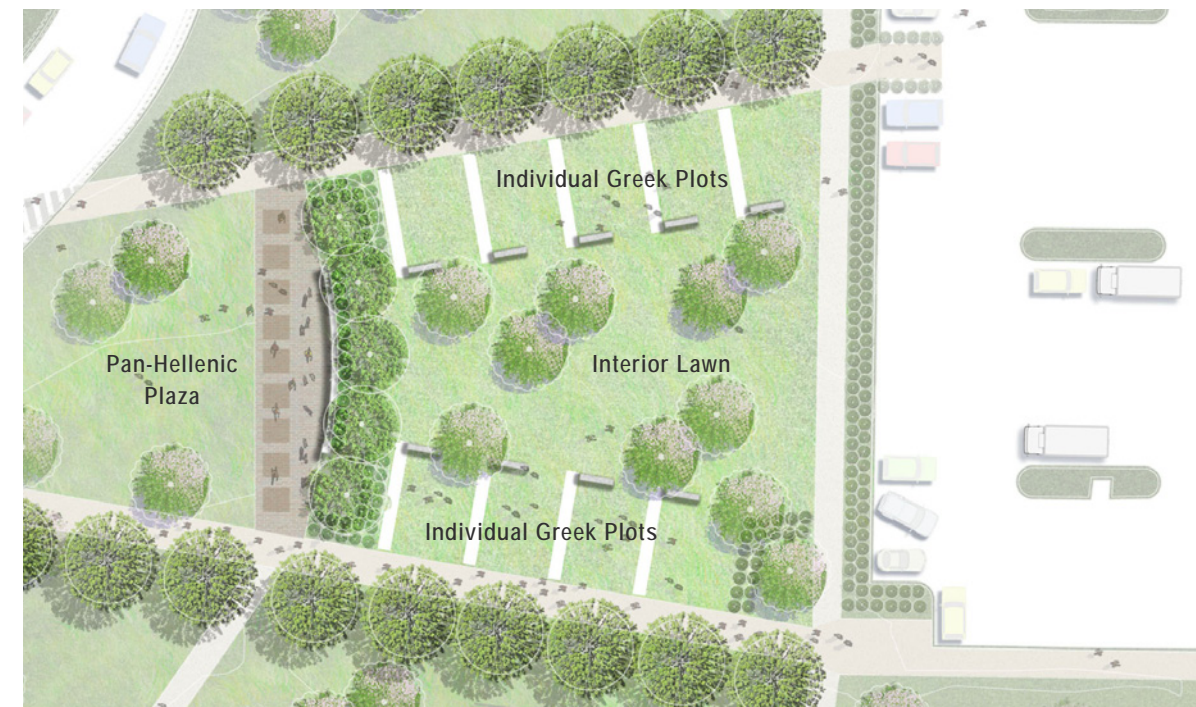
Approximately 400 students participate in a variety of men’s and women’s intramural team sports in both Spring and Fall semesters. Informal play fields are currently in severe deficit on the FSU campus. Given the limitations of available open land within the current campus boundaries, off-site alternatives should be explored. As these programs continue to grow, the University should begin to seek partnerships with other public institutions and private facilities to help satisfy the increasing demand for recreation fields.

- Retain the existing open grassed area for intramural field sports and informal play, including football, soccer, ROTC and band practice. The open recreation field will also provide a visual amenity and green transition from the adjacent residential neighborhoods, Langdon Street campus edge and University buildings.

- Consider converting the grass surface to artificial turf to minimize long-term maintenance and lengthen play times, especially during winter and early Spring months and periods of inclement weather. Provide field lights and bleachers to extend potential play time and spectator participation.
- Opportunities to locate sand volleyball courts, paved courts for outdoor basketball and informal seating areas throughout campus, especially in conjunction with residential halls, should be developed.

BUILDING DISPLACEMENTS

- Remove Storage Building (former Campus Security Building) and adjacent modular unit.



Greek Plots

LIBRARY / ACADEMIC PRECINCT

The Library / Academic Precinct creates an expanded intensity of new academic buildings in the eastern half of campus that currently includes the Harris School of Business and Economics, G. L. Butler Building and Nursing Education. In providing a critical mass of new classroom buildings and additions, the Precinct will stretch the academic functions of campus from its traditional core to create a major concentration of classroom and academic buildings focused around Chesnutt Library.

BUILDINGS

Nursing Education Building

In 2010 the new 37,500 square foot Southeastern North Carolina Nursing Education and Research Center opened, and now supports the Department of Nursing and the newly-established Bachelor of Science in nursing program. The facility is equipped with classrooms, clinical training laboratories, examination and treatment rooms, community clinic, faculty and administrative offices, a variety of computer and resource labs, auditorium and instructional seminar rooms. Sited to form a pedestrian courtyard between the Library and SBE, the Nursing facility has created an important campus open space as well as an increased density of academic space in this part of campus.

Humanities / Social Sciences Building

A new 85,000 square foot Humanities / Social Sciences Building would provide opportunities to realize the University's aspirations for expanded fine and performing arts programs. The new building would also provide additional academic classrooms, group study lounges, studios and an auditorium seating at least 450 people for school and community events. Located on the site of an existing surface parking lot, the facility would help define important campus open spaces, creating a strong building edge for the Library Mall as well as the Alumni Plaza.

- The facility would provide the required space to complement existing theater functions provided in Seabrook Auditorium and to supplant the existing Rosenthal arts facilities with new and expanded space for visual arts studios, arts classrooms, exhibit space and galleries.

- The new facility would also house new and expanded practice space for choir and orchestral groups, rehearsal space for theatrical productions, scene and costume shops, dressing rooms, and space for new programs in music technology, television and radio production, mastering and recording.

Chesnutt Library

The Charles Waddell Chesnutt Library is the central repository of information for Fayetteville State University and the surrounding Fayetteville community, serving nearly one-quarter million patrons annually. Named for the third president of the University and the first successful African-American novelist, the library provides nearly 80,000 square feet of space, seating for nearly 800 people and a capacity of 500,000 volumes and nearly 1.5 million total items of microform.

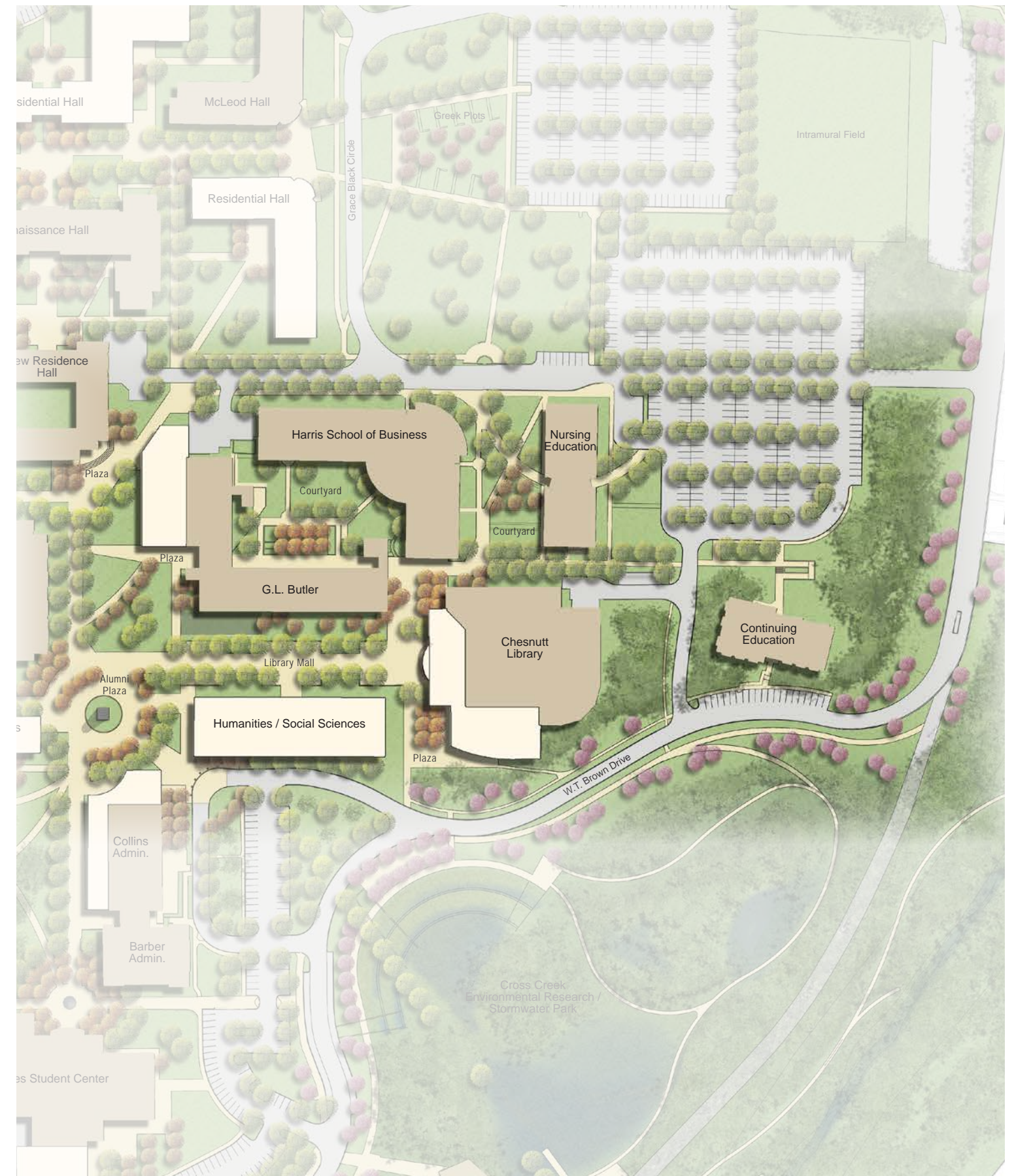
The Library is more than simply a repository for books – it is an important and symbolic place on campus for student study, research and technology resources.

- Reconfigure first floor space and provide additional 16,500 gross square feet of building area for an Information Commons. The Commons could concentrate computer and study lounges, group workrooms, and digital media and reprographic resources. Provide informal study space for individuals and flexible seating in a coffee shop or café style venue.
- Provide increased space for library skills training, multipurpose rooms for meetings and presentations, records retention and library administrative offices.

Butler Building Renovation

The 75,000 square foot G.L. Butler Building currently houses administrative offices and classrooms for the School of Education. Built in the 1970's, the facility has not had a major renovation since its construction 35 years ago.

- Update interior finishes and reconfigure interior spaces to create additional conference and meeting rooms, student workrooms, study lounges and common areas for students and faculty.
- Expand the existing Butler Building on its western elevation by approximately 30,000 square feet to provide additional classroom, faculty and administrative office space.



SHAPING THE FUTURE

CIRCULATION / PARKING

- Reconfigure parking at Collins Administration to create a drop-off at the new Humanities / Performing Arts Building and Alumni Plaza.
- Remove existing surface parking adjacent to Chesnut Library and Butler to accommodate construction of the Library Mall and the Humanities / Performing and Fine Arts Building.
- Expand parking east of the Nursing Building, constructing an additional 68 spaces. Create a second vehicular access to Edgcombe Avenue, allowing cars to freely move through the parking facility, connecting with Grace Black Circle.

PEDESTRIAN CONNECTIONS

- Provide additional pedestrian linkages to connect the Library and academic buildings in this precinct with the nearby Cross Creek research and recreation area.

SITE / LANDSCAPE IMPROVEMENTS

Library Mall

The most prominent site improvement planned for the Library / Academic Precinct is the creation of a new pedestrian mall as a major component of Heritage Way. The Library Mall will provide a physical, visual and social link extending from the main entrance of Chesnut Library to the new Alumni Plaza, allowing a seamless pedestrian connection along the east-west segment of Heritage Way to the new Teacher Education Building and Academic Quad.

- Design the Mall as a wide, tree-lined walkway animated by a variety of seating walls and benches, enhanced by the Library forecourt and the northern entrance to the new Humanities / Performing and Fine Arts Building.
- Maintain existing equipment access at the south side of Butler. Construct a screen wall to provide separation from pedestrian spaces.



SBE Courtyard

The SBE Courtyard serves as a positive model for campus courtyard development – well-defined, properly scaled and enlivened with building entrances and access to student amenities and food outlets.

- Update and renovate the exterior courtyard enclosed by the School of Business and Economics and Butler Building, providing additional seating to what currently exists. Reconfigure paved and landscape areas.
- Enhance the portal threshold between the courtyard and the primary north-south pedestrianway to strengthen connection with nearby residence halls.

Nursing Courtyard

The landscaped space and diagonal courtyard walk through the Nursing Courtyard creates an important pedestrian and open space link between Chesnut Library and supportive parking facilities.

- Continue to add plantings with year-round color within the space to encourage the courtyard's popularity as an area for students and faculty to sit, study and relax in a quiet, well-planted garden setting.
- Consider introducing an overhead pergola structure to provide a light shade canopy. The pergola must be robust in its proportions and scale to stand aside the Library and adjacent large academic buildings.



Library Mall

STUDENT CENTER QUAD

The Student Center Quad is comprised of two existing campus facilities whose functions serve critical campus management, student life functions and interface with the public conducting business at the University. These two facilities, the Collins Administration Building and the Rudolph Jones Student Center will continue to anchor the functional aspects of the Quad.

The most important change to this campus precinct will be the comprehensive renovation and expansion of the existing Jones Student Center to provide a state-of-the-art facility that will serve the entire University community. An additional component to University student support facilities – a Student Success Center – will provide a new anchor the northern edge of the Quad.

BUILDINGS

Rudolph Jones Student Center

A revitalized Student Center that reflects the social energy and diversity of the campus will strengthen the heart of the University community. As the social focal point of the University, the new Student Center will provide a significant concentration of student activities, amenities and support services and will become a place where both resident and commuting students are able to form meaningful connections to campus life.

The Student Center is located at the juncture of the primary pedestrian corridors that join the eastern and western halves of campus, linking residential and administration functions and the academic core of the University. The mix of uses within the Center and its adjacent outdoor gathering spaces will attract students during the day and evenings with safe and inviting activity around the clock.

- Student Center construction that combines a new 40,000 square foot addition with redevelopment of existing space will provide a total of nearly 110,000 square feet of space, making this facility the hub of student life on campus. Currently under design, the new facility is anticipated to be opened Spring 2015.
- The Center will accommodate seminar and meeting space, informal study and technology lounges, expanded administrative offices for student affairs, residential life, student government and other student organizations. Support services such as commuter lockers, the University card office, post office and automated banking services will be offered.

- Dining services will continue to operate in this facility, taking advantage of its central campus location for students on a daily basis as well as for special events. The existing kitchen and dining room will be reconfigured, upgraded and modernized.
- Dining capacity within the Student Center should accommodate upwards of 500 persons.
- Space for social events will be augmented with food in a variety of menu and service styles, places for casual dining in coffee shop and café style venues and a food court making this facility the center of student dining on campus.

Beyond its role as a student commons, the renovation and expansion of the existing Rudolph Jones Student Center is envisioned to become a state-of-the-art meeting facility. This conversion would allow the University to host seminars and major conferences more effectively, generating both scholarly goodwill and support for the University's areas of academic excellence.

- Provide a multi-purpose ballroom for conference and meeting functions capable of seating up to 500 people. The multi-purpose room would accommodate large faculty gatherings, alumni reunions and other campus events.

The exterior design of the building should respond to its surroundings on all sides and create a visually prominent entrance feature and welcoming image along W.T. Brown Drive.

- Convert the current service and "back of house" functions into an attractive and compelling public entrance to the new Student Center facility. Mitigate negative views to service docks.
- Orient meeting rooms and common circulation space in ways that allow views onto the adjacent existing wooded area.
- Construct a lower terrace associated with the southern entrance as an outdoor amenity, encouraging informal seating, but large enough for programmed events and gatherings with views directed onto the new Linear Park and Cross Creek woodlands beyond.



SHAPING THE FUTURE

Student Success Center

Create a Success Center that consolidates many important resources and services aimed at providing information and support for students' academic success and career goals. Placing these services in one facility that is prominently located on campus, would visibly express the University's commitment to the priority of advancing student progress and achievement.

- The Student Success Center would include space for academic advisement, skills development and tutoring, enrichment and outreach programs, international student services, personal counseling and first-year support programs designed to ensure a smooth transition for a successful college academic and social experience.
- Provide space for job and career counseling and placement services.
- Other compatible uses to be considered may include expanded facilities for continuing education testing, faculty learning centers, telecommunications and distance learning labs and resource rooms, and campus video conferencing facilities.

Collins Administration

Collins Administration should continue its current campus function as the executive management and business center of the University. The facility should be expanded to relieve current office and meeting space shortages in 18,000 square feet of additional building area needed to improve the operational efficiency of the school's administrative functions.

- The addition to Collins Administration should be designed to help spatially define the new Alumni Plaza as a new campus landmark that will highlight the precinct's open space.
- Improve entrances and internal circulation of the building especially to provide better physical access and visual connection between the Administration Building and the adjacent Oak Lawn open space.
- Improve entrance visibility and clarity for visitors arriving from the public parking area east of the building.

CIRCULATION / PARKING

- Reconfigure existing parking areas and access drives to the east of Collins Administration to accommodate new patterns of arrival and movement. Create an elegant, articulated drop-off at the Humanities / Performing and Fine Arts Building.

- Displace parking to accommodate Student Center expansion. Construct additional 115-space lot across W.T. Brown to augment campus parking supply. Maintain existing woods as a visual screen from W.T. Brown Drive.

PEDESTRIAN CONNECTIONS

- Construct the east-west segment of Heritage Way to link the Alumni Plaza with the new Student Success Center and Academic Quadrangle to the west
- Add a diagonal walk through the Oak Lawn in response to increased pedestrian traffic to Alumni Plaza and the concentration of academic buildings in the northeastern portions of campus.

SITE / LANDSCAPE IMPROVEMENTS

Oak Lawn

The Oak Lawn, between the new Student Center, Collins Administration Center, and new Student Success Center serves as an important, serene transition between the two major academic precincts of campus and provides a shady landscape setting for important Student Life functions.

- The tall canopy of mature oak trees creates a stately character and unique landscape on campus. The Oak Lawn should be preserved as a passive campus open space. Begin a tree replacement strategy to help assure the sustainable longevity of the campus character
- Replace the existing wooden gazebo with an open, pavilion-like structure of similar size, but one that exhibits a more substantial and permanent quality through its design, proportions and materiality.
- The existing azalea garden outside the Student Center should be preserved and expanded as maintenance resources allow. The garden adds a valuable landscape amenity and diversity to the campus landscape.

Student Center Entrance Plazas

- Create an expanded forecourt at the existing northern entrance of the Student Center giving it additional use as a gathering space that is in scale with its public prominence and location. Include enhanced outdoor seating, plantings and a water feature to serve as an entrance focal point. The focal element should be scaled – larger than what currently exists - to provide a proper relationship with distant views and the size of the adjacent Oak Lawn area.

- The entrance plaza holds additional importance as a campus crossroads being located at the juncture of two important campus pedestrian routes - the east-west pedestrianway that links the Student Center with the Academic Quadrangle and the pedestrianway extending north to Alumni Plaza and student residential halls beyond.
- Create a prominent entrance plaza on the Student Center's southern side. The plaza should accommodate pedestrian entrance functions and present an inviting, welcoming sense of arrival from W.T. Brown Drive.
- Introduce landscape islands within existing paving to help screen parking and dining hall service functions from W.T. Brown Drive views and Student Center entrance.

Alumni Plaza

Create a new campus attraction that is a major student and alumni gathering place located within the interior of the eastern portion of campus. Alumni Plaza would be developed as part of the Heritage Way sequence of outdoor walks and gathering spaces. The Plaza will function as a vibrant crossroads connecting the Library Mall, the Student Center Quad connection to the Northern Residential Village and the east-west leg of Heritage Way.

- Introduce a vertical landmark as a prominent wayfinding and orientation feature such as a bell tower, carillon, clock tower or other iconic element that could be visually linked in many directions to other campus symbols.
- The iconic feature will serve a new campus symbol, and as such, the design of the element and its setting should reflect the inspirational mission of the University and the aspirational values of its students and alumni.



Alumni Plaza

CROSS CREEK PRECINCT

The existing bottomland forest that borders Cross Creek and forms the easternmost edge of the Fayetteville State campus provides a valuable natural feature, but is relatively unused as a campus open space or amenity. Interspersed with several pockets of low wetlands, the 40-acre woodland presents a unique environmental asset that, with the development of a major stormwater management facility, creates an opportunity to transform itself into a meaningful open space as well as a multi-purpose education and recreation feature.

SITE / LANDSCAPE IMPROVEMENTS

Linear Park

Create a new Linear Park that stretches along the edge of W.T. Brown Drive through the length of the Cross Creek Precinct, providing a place of symbolic identity in the eastern portion of campus. Utilize the existing roadway shoulder and level areas and expand usable area by selective clearing and removing understory thicket. This may be achieved without encroaching onto the adjacent low-lying areas or steep side slopes.

- The undulating tree line and beautified edge treatment will enhance the aesthetic appeal and image of the University as one drives through campus on W.T. Brown Drive.
- The area should be developed as a manicured open space



Cross Creek Woodlands

with pathways and benches to form a pastoral, park-like environment. The Linear Park will provide opportunities for informal, passive recreation and serve as an enhanced visual element between the woodlands, W.T. Brown Drive and the renovated Student Center.

- The Linear Park should be landscaped as primarily open lawn accented by sweeping drifts of flowering ornamental trees, placed near the woodland edge and the paved, curvilinear walking path.

Overlook Terrace

Introduce a new University landmark to this part of campus as a centerpiece for the Linear Park. The Overlook Terrace would allow views onto a series of tiered bio-retention basins, enhanced wetlands and bottomland forest. Properly scaled for its setting, the terraced observation area would accommodate a range of programmed and impromptu student and visitor gatherings.

- The Overlook Terrace will provide a focal element for the Park and provide a new campus symbol that reflects the University's environmental sustainability mission.
- Orient the plaza to maximize its visibility from W.T Brown Drive and align with views from the Chesnutt Library plaza to the north, the new Alumni Plaza to the northwest, and with the Student Center entry plaza to the southwest.

Environmental Research / Stormwater Park

The combination of topographic, hydrologic and vegetative characteristics within the Cross Creek bottomland forest presents a unique opportunity to create an innovative Environmental Research / Stormwater Park that would serve as a model for demonstrating the University's active responsibility in caring for its natural resources. The Stormwater Garden can become an environment that embodies stewardship, education and beauty. Its implementation would place Fayetteville State at the forefront of creative environmental design, state-of-the-art stormwater management technologies and as a leader among universities in combining environmental stewardship with the physical development of its campus.

Through the implementation of "green" technologies and innovative design, this previously underutilized campus green space is proposed to be transformed into an outdoor learning environment for multiple fields of study as well as providing a quiet respite for students, faculty and visitors.



SHAPING THE FUTURE

Woodlands

The vast majority of the existing woodlands bordering Cross Creek is proposed to be maintained as a nature reserve for academic observation, study and research in the biological physical and natural sciences. The riparian woodlands and vegetated Cross Creek stream buffer are recommended for enhancement and restoration, where needed, serving the University as a natural open space that will complement the built uses on campus.

- The woodlands should continue to be used, as they are today, as an “outdoor laboratory” for a variety of environmental science and other academic programs.
- Preserve and protect unique natural features including the 100-year old cedars and poplars and jurisdictional wetlands from disturbance.
- Prior to any construction, a plant rescue effort should be undertaken to identify and transplant any small woodland wildflower, herbaceous layer and fern plantings of value.

Stormwater Garden

Nearly all of the eastern half of campus naturally drains into the Cross Creek area, making it a logical place for the management and water quality treatment of campus stormwater runoff. The cross-section of topography, proposed elements and existing natural features in the Cross Creek Precinct are advantageous to creating an educational stormwater landscape that provides an attractive and unique alternative to conventional stormwater management.

The proposed design for the Stormwater Garden would create a demonstration place that tangibly exhibits the relationships of the built campus environment with the hydrology and vegetation that are indigenous to the Sandhills region of North Carolina. The Garden’s implementation would convert a portion of the wooded lowlands into an interpretive amenity that would increase its use and visibility as a place of both aesthetic and environmental diversity.



Overlook Terrace

The cross-section of natural features and built environments that would comprise the Stormwater Garden offers a unique opportunity to express the narrative of how water moves through the Fayetteville State campus and interacts with natural systems and processes. The improvements to water quality resulting from the project are expected to be principally that of sediment removal, nitrogen and phosphorus, and urban micro pollutants reduction generated from buildings, parking and other campus impervious surfaces.

Each designed and natural feature would highlight an important step in the stormwater filtration process. The sequence of built and natural environments reflects the progression of storm runoff flowing from the upper elevations of the urban campus environment to the lower elevations of stream-side ecologies and to the Cross Creek drainage channel itself. Occurring in sequence, they are:

- Campus upland
- Bio-retention terraces

- Constructed wetlands
- Natural wetlands
- Vegetated riparian buffer
- Cross Creek drainageway

The Stormwater Garden would create an innovative blend of environmental technology, educational interpretation and landscape aesthetics – improving regional water quality while providing valuable wildlife habitat and an artful landscape feature for students, faculty and campus visitors to enjoy.

Bio-retention Terraces

A series of bioretention terraces, providing vegetated filtration areas would combine to detain stormwater and enhance water quality as part of the campus-wide stormwater management strategy. The bio-retention terraces are, in effect, stylized versions of the naturally-occurring pockets of wetlands that exist in the bottomland forest.

- Colored concrete flumes punctuate the terraces, marking the movement of water from one terrace to the next. Water from the flumes is aerated as it spills over the concrete steps and flows into level spreaders that outline the upper side of the terraces, ensuring effective distribution of water into the next step of treatment - constructed wetlands.

Constructed Wetlands

Downstream, the proposed Stormwater Garden will be enhanced by introducing a constructed wetland as a transition between the bio-retention terraces and the natural wetland areas.

- The design of the constructed wetland will incorporate temporary wet pools, edge and submergent plantings and specified soil media to continue the treatment process for improved water quality. The wetland will also control outflow, slowly releasing the storm runoff over a period of three to four days into the downstream natural forested wetlands.
- The development of intensive vegetated areas within the bioretention terraces and constructed wetland will remove sediment, nutrients, and pollutants by a variety of mechanisms. Solids and debris will be removed mechanically by screens at the uppermost bio-retention terrace. Suspended sediment and associated pollutants will be removed by filtration within the soil media comprising the bio-retention terraces, with removal occurring through eventual uptake by the terrace and wetland plantings.

CIRCULATION / PARKING

Reconfigure W.T. Brown Drive as the primary campus vehicular drive by eliminating confusing T-intersections and smoothing out abrupt turns.

Discontinue Edgecombe Avenue between W.T. Brown Drive from the north and the entrance into new Student Center parking area from the south. Convert the discontinued portion of Edgecombe to become part of the campus recreational walkway system.

Construct a new 115-space parking area accessed from Edgecombe Avenue to serve nearby Student Center. Retain the service drive connection to access the transmission tower.

PEDESTRIAN CONNECTIONS

Construct the main pedestrianway through the Linear Park as an important segment of campus walkway circuit. Provide adequate traffic calming measures on W.T. Brown Drive and connect to Student Center entrance.

Develop pedestrian trails making the natural area more inviting and accessible to campus activity. Provide future connection with the planned municipal greenway network that would follow Cross Creek and its tributaries.

Trails and walkways through the existed wooded area provide informal recreation opportunities for students and faculty while leaving large areas of the low-lying woodlands undisturbed for continued academic use. Tie the walks into the overall campus pedestrian system.

Provide a small bridge and pedestrian access to nearby Ramsey Street Alternative School to encourage shared environmental education programs and student teaching opportunities.

DISPLACEMENTS

Relocate transmission tower as a long-term campus goal. Provide adequate visual screen from W.T. Brown views through use of fencing and plantings.

Relocate recycling, maintenance and materials storage functions to Facilities / Management Complex when constructed in the future.

IMPLEMENTATION AND ACTION PLAN



IMPLEMENTATION / ACTION PLAN

The Campus Master Plan is conceived as a set of guidelines to help direct planning and decision-making over the next ten to twenty years for campus improvements that may total upwards of \$500 million for their construction, expressed in 2013 dollars. The Campus Master Plan will serve as a reference for all physical improvements - regardless of scale - to ensure that every project undertaken by the University contributes to the long-range campus vision and overall functional and aesthetic clarity of the campus.

In order to accommodate future needs and changes at the University, some of which might be unforeseen, the sequence of proposed implementation for individual projects should remain flexible. As specific projects are brought forward for implementation, fine-tuning of development objectives and program elements should be expected and may naturally occur without altering the Master Plan's basic planning direction or development framework.

Development Phasing

The long-range strategy for converting the recommendations of the Campus Master Plan into reality will require a commitment to an aggressive, yet realistic development program. Priorities for implementing capital projects identified in the Plan should be based on the need for modernizing existing facilities and the demand for those most required for the sustained growth of the University. Other factors such as ease of construction, physical constraints, cost and available funding will also affect the timing of specific projects.

As part of the capital planning process, the Fayetteville State biannually submits to the University of North Carolina System, Six-Year Plans for the following:

- Appropriated Capital Improvements
- Non-Appropriated Capital Improvements
- Repair and Renovation Funding

Project priorities are developed by FSU Facilities Management, in concert with the Chancellor and the Chancellor's Cabinet, and are submitted for review and approval by the UNC Board of Governors. The following phasing time line lists new building construction, renovations and additions, displacements and site improvements proposed for action within 1-6 year, 6-12 year and 12+ year planning horizons.



PHASE ONE 1 TO 6 YEARS (2013 - 2018)

Projects identified for Phase One implementation represent those facilities that respond to the highest priority needs for new instructional, residential, recreational, student support space and infrastructure improvements that have been submitted to the UNC Board of Governors. Additionally, a series of site enhancement projects have been identified that will result in the immediate functional improvement and beautification of the Fayetteville State campus.

Construction for the items identified in Phase One Action Plan is anticipated to begin within the next six years. Preliminary construction estimates for these improvements indicate an investment of nearly \$175 million for proposed new buildings and renovations, and an estimated \$4 1/2 million for additional open space, pedestrian and parking projects. The five projects that are in the University's current Appropriated Capital Improvements Plan are designated as such. All other projects listed are non-appropriated. Additionally, the four Student Life buildings proposed for Phase One and the new Alumni Center have been designated according to their funding source.

Phase One recommendations for the Fayetteville State University campus are depicted in the following Action Plan diagrams:

BUILDING IMPROVEMENTS

New Buildings

- A Teacher Education Building (appropriated)
- B Humanities / Social Sciences Building (appropriated)
- C Student Health and Wellness Center (student fees)
- D New Residence Hall (self-sustaining revenue)
- E Welcome / Admissions (privately funded)
- F Alumni Center (privately funded)

Renovations / Additions

- 1. Rudolph Jones Student Center (student fees)
- 2. Lyons Science Building renovation (appropriated)

DISPLACEMENTS

Building Demolition

- A Vance Hall
- B Williams Hall
- C Newbold
- D Bryant Hall
- E Spaulding Infirmary

Road Removal

- X Stadium Drive

Parking Lot Removal

- 1. Lot at Teacher Education Building site
- 2. Lot at Humanities / Social Sciences site

- 3. Spaces at Student Center expansion site
- 4. Lot east of Taylor Social Science
- 5. Spaces north of Renaissance Hall
- 6. Lot at Student Health and Wellness Center

SITE IMPROVEMENTS

Infrastructure Improvements

- Stormwater and Sewer Management Infrastructure (appropriated)

Open Space / Landscape

- A Main Campus Entrance at W.T.. Brown and Murchison (appropriated)
- B Academic Quad renovation and stormwater feature
- C Founders Plaza at Teacher Education Building
- D Library Mall
- E North Residential Village Mall
- F Cross Creek Stormwater Garden
- G Greek Plots
- H SBE portal / plaza improvements
- I New Res entrance plaza
- J Alumni Center gateway improvements

Pedestrian System

- 1. Murchison Road entrance walks
- 2. Academic Quadrangle sidewalk improvements
- 3. Pedestrian crossing at CSX tracks and walk between Hackley Honors and Teacher Education Building
- 4. Pedestrian crossing at CSX tracks and walk between Capel Arena and Northern Residential Village
- 5. New Res walkway improvements

CIRCULATION IMPROVEMENTS

Roadways

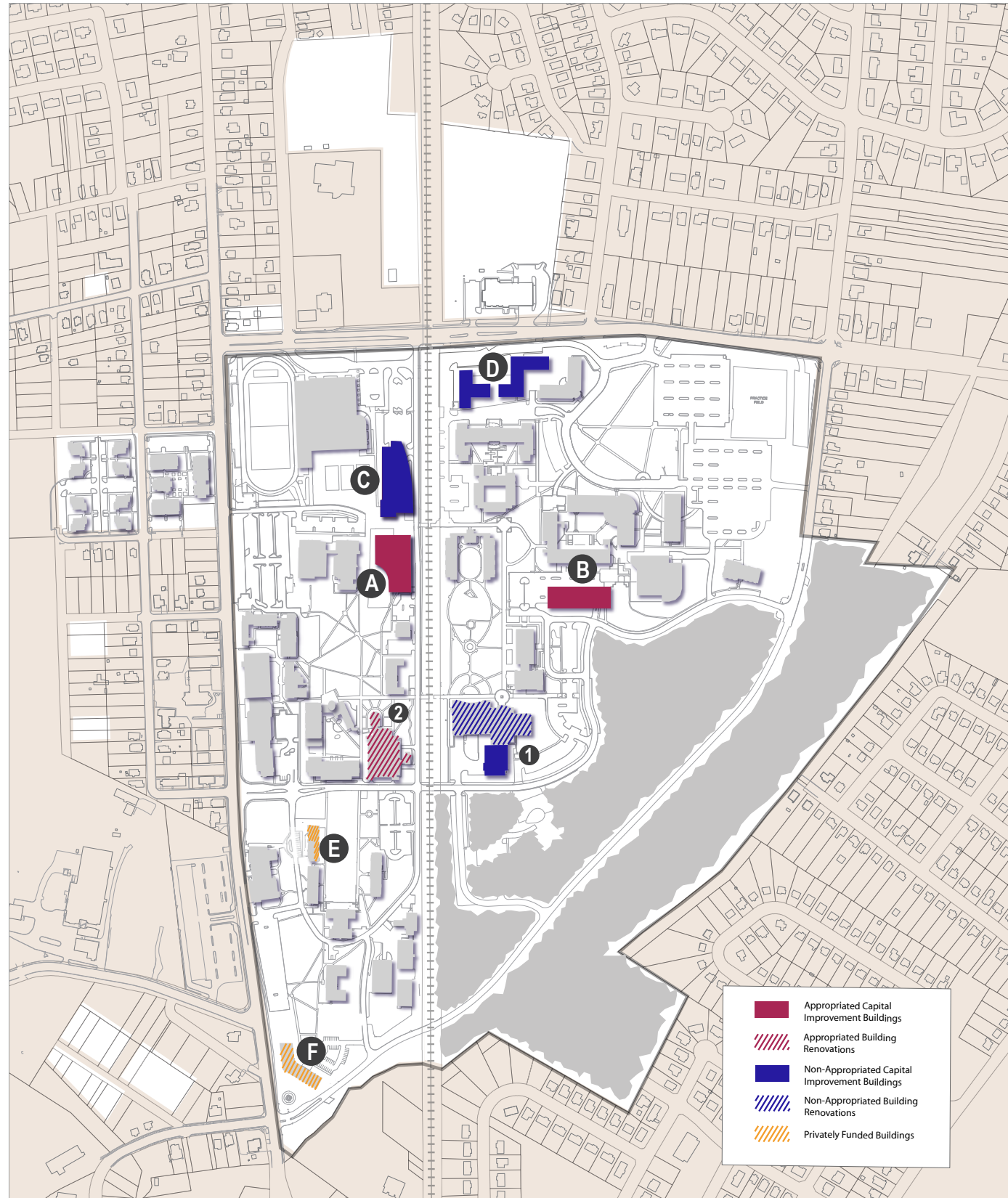
- A Remove Grace Brown Circle one-way entrance off Langdon Street
- B Close Martin Luther King, Jr. Drive to through traffic
- C Close Edgecombe Avenue to through traffic
- D Reinstate Stadium Drive / Murchison access to right-in / right-out only

Parking

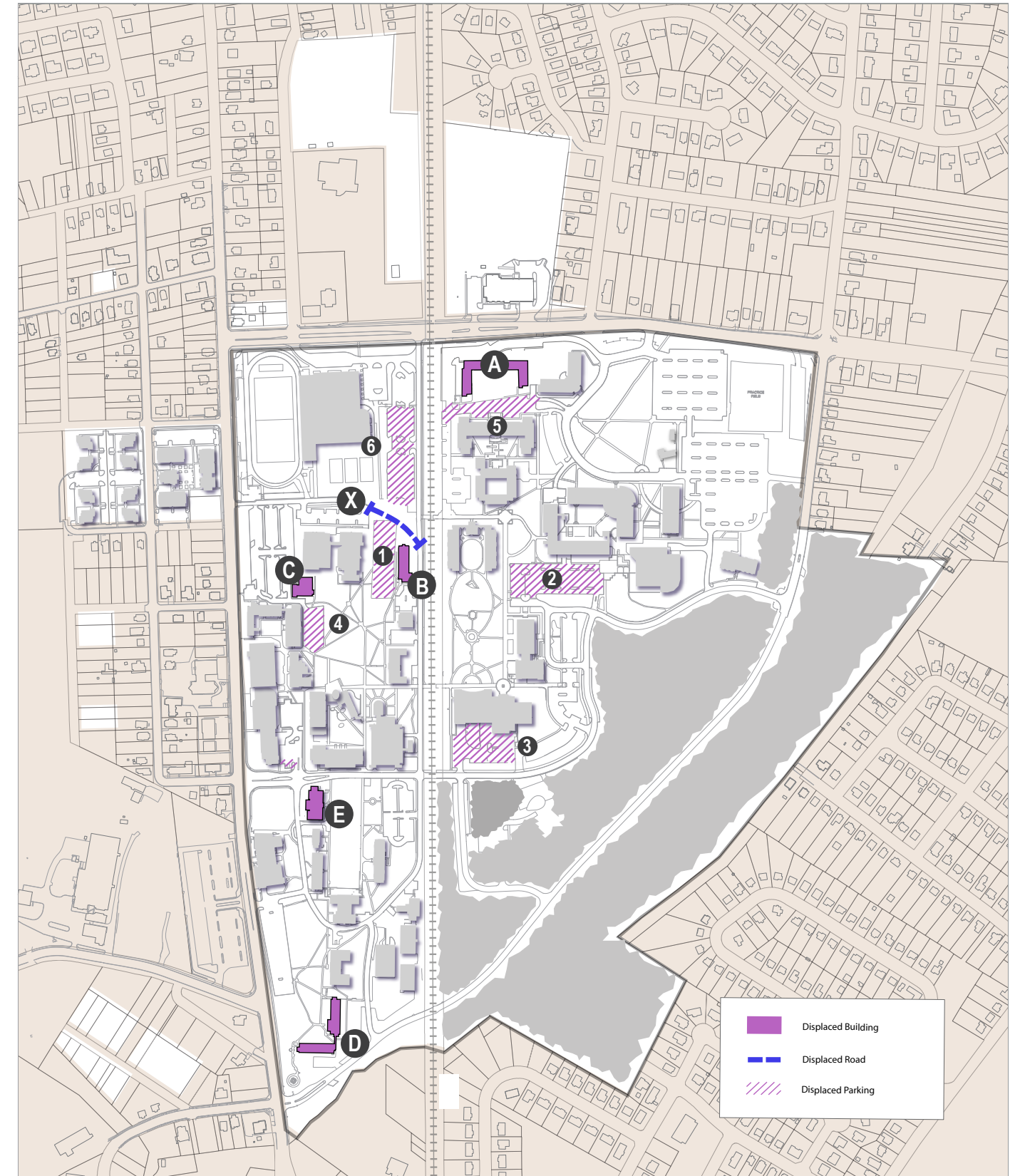
- 1. Construct 115-space lot south of Student Center
- 2. Expand lot at Nursing lot to incorporate 68 new spaces
- 3. Reconfigure lot between Rosenthal and Science and Technology
- 4. Construct 97-space lot at Vance replacement building and 74-space lot west of New Res.
- 5. Construct 15-space lot at Welcome Center / Admissions
- 6. Construct 50-space lot at Alumni Center

IMPLEMENTATION / ACTION PLAN

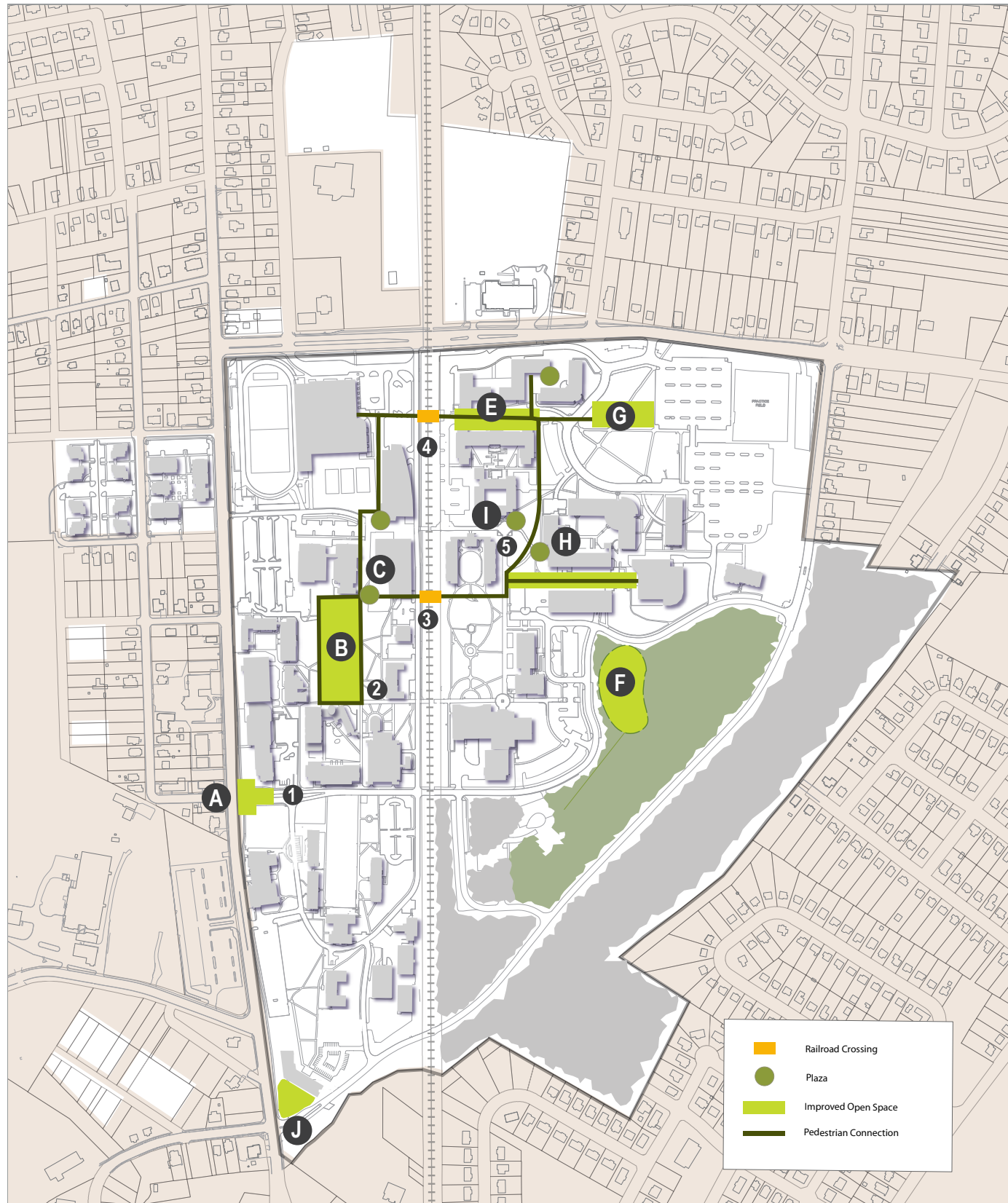
PHASE ONE: BUILDING IMPROVEMENTS



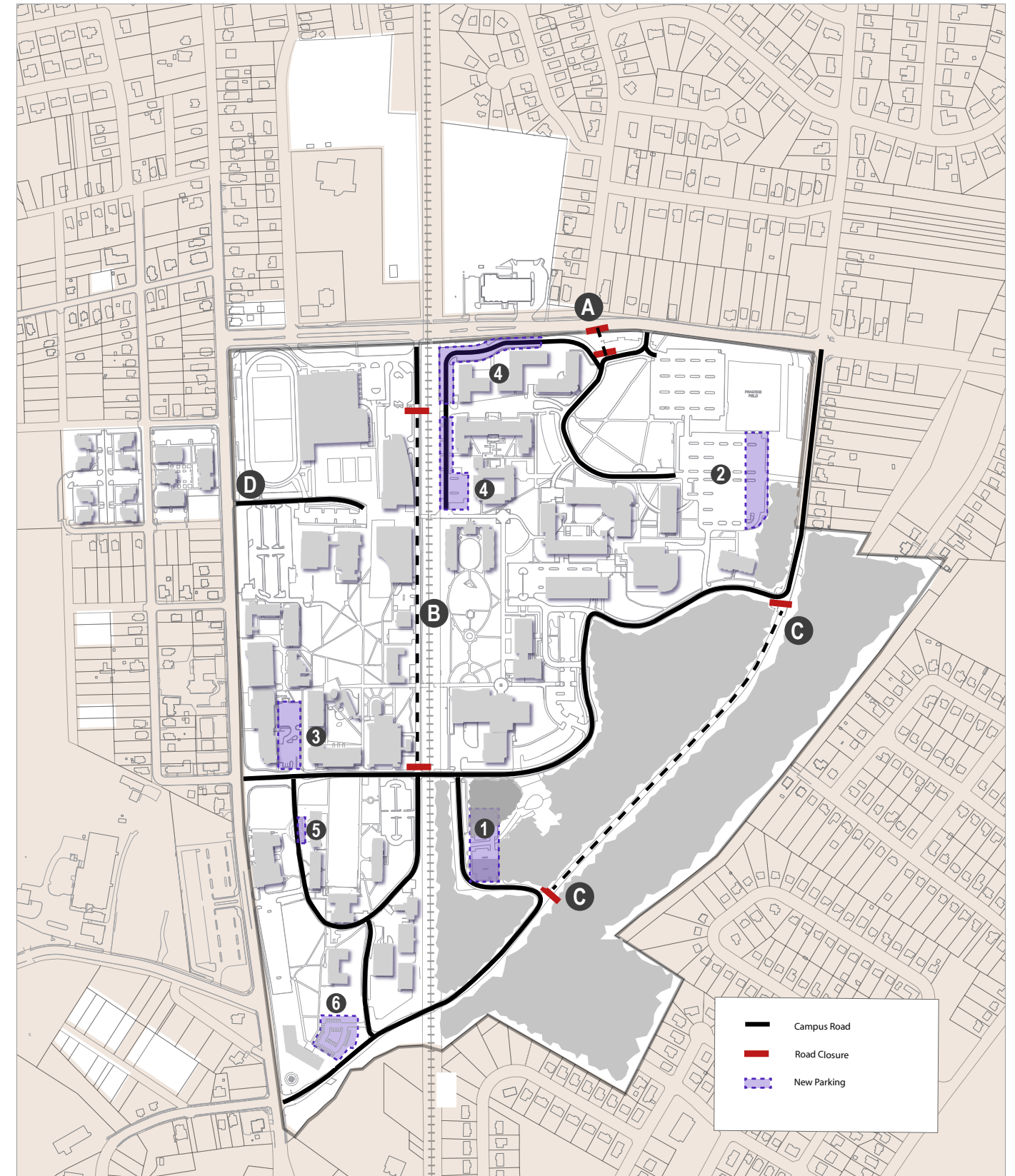
PHASE ONE: DISPLACEMENTS



PHASE ONE: OPEN SPACE IMPROVEMENTS



PHASE ONE: CIRCULATION IMPROVEMENTS



IMPLEMENTATION / ACTION PLAN

PHASE TWO 6 TO 12 YEARS (2019-2024)

Phase Two improvements are focused on the continued development of important academic and student support facilities as well as campus circulation improvements and the construction of significant new pedestrian plaza spaces. The prominent new facilities will be:

New Buildings

- Student Success Center
- Academic Building(s)
- Northern Residential Hall

Renovations / Additions

- Chesnutt Library addition
- Chick Building renovation
- Butler Building renovation

Building Demolition

- Storage Building (former Police Station)
- Modular Building

Parking Lot Removal

- Lot at site of new residence hall

Circulation / Parking

- Realign Grace Brown Circle
- Construct parking connection to Edgecombe Avenue
- Realign W.T. Brown Drive near Collins and Continuing Education Buildings

Pedestrian / Open Space / Landscape Improvements

- Cross Creek Linear Park
- Cross Creek Overlook Terrace
- Bronco Walk
- Oak Lawn renovation
- Student Center Plaza
- Knuckles Courtyard renovation
- Cook Hall Patio

PHASE THREE 12-18+ YEARS (2024 – 2030+)

Phase Three improvements focus primarily on the expansion of campus through significant building additions, academic infill and new housing in the southern precinct. This phase includes the construction of new academic buildings to replace existing, aged-out facilities and the construction of new residential buildings as demand warrants.

New Buildings

- Academic Buildings
- Southern Residential Halls
- Stadium Fieldhouse

Renovations / Additions

- Hood Hall addition
- Butler Building addition
- Collins Administration addition

Building Demolition

- Mitchell
- Rosenthal
- Telecom

Parking Lot Removal

- Reconfigure lot south of Seabrook

Pedestrian / Open Space / Landscape Improvements

- Cross Creek Environmental Research Park
- Southern Residential Village Green
- Martin Luther King, Jr. Drive "pedestrianization"
- SBE Courtyard renovation
- Library Forecourt
- Academic Courtyards and Forecourts

FUTURE GROWTH PLAN

There are a number of key challenges that Fayetteville State University will face beyond the twenty years of growth and campus improvement addressed in this Campus Master Plan Update. The constraints of the current budget climate experienced by the State of North Carolina in recent years will have obvious impact on the extent and pace at which recommended plans for the Fayetteville State campus may be implemented. Keen stewardship of FSU's available resources that include maximizing the life cycle of its current building stock, and the effective use of its limited land area will be paramount to the future success of the University's continued physical development.

Over time, the University must establish more sustainable thresholds for repurposing its buildings and develop strategies for reinvestment to extend their continued use. Careful assessment of land-intensive facilities such as surface parking and inefficient buildings must be undertaken. The potential for specific facilities to be housed off-campus, thereby making on-campus real estate available for growing programs most critical to the University's core mission must be explored. The long-range strategic planning needed to realize off-site expansion should include efforts to identify favorable opportunities for property acquisition as well as the cultivation of community partnerships that complement the University's ability to achieve its goals for the future.

CONTINUED BUILDING INFILL

Learning to accommodate growth within a constricted physical context is essential for Fayetteville State. The 2013 Campus Master Plan Update illustrates a plan that accommodates facility needs and campus population growth anticipated by Year 2030. Beyond those indicated in the 2013 Plan, additional building sites have been identified in the following diagram. These represent infill opportunities that are consistent with the goals of the Campus Master Plan. Long-range flexibility should be maintained for the use of these possible building sites to respond to the specific needs of the time. As the demand for campus facilities continues to grow, these sites will take on an important role in terms of increasing campus density and providing expansion opportunities for a range of campus needs.

- Ⓐ Over 3 acres located directly east of Chesnutt Library represent one of the largest development sites for future growth within the current boundaries of campus. New buildings constructed as an academic cluster could contribute up to 200,000 square feet of building space for future facility expansion. The existing single-story Continuing Education Building would be replaced with a multi-level structure as part of this development scenario. Creative design approaches will be able to take advantage of the topographic changes that exist on this site, maximizing usable square footage while creating architectural interest.
- Ⓑ The current site of the Knuckles / Taylor parking lot presents an opportunity to construct a significant new academic building. A 4-story academic classroom building of potentially 85,000 square feet could be placed in this location, forming the northwestern corner of the Academic Quadrangle. Alternatively, the building could also have structured parking incorporated into its design, occupying the upper levels, while providing over 20,000 square feet of programmed academic / administrative space on the ground floor.

- Ⓒ An expansion to the eastern end of the planned Humanities / Social Sciences Building could provide upwards of 30,000 square feet of additional academic space as future demand warrants.
- Ⓓ An expansion to existing Hackley Honors Hall could supply an additional 50 beds to the University's housing offerings, providing a total of 174 beds in this centrally-located residence hall. The addition would create a private, enclosed courtyard as well as to provide a strong building edge to the new pedestrian walkway that connect east and west campus.
- Ⓔ An expansion to the proposed new residential hall south of McLeod Hall could provide an additional 85 beds, creating a total of 322 beds in this facility. The addition would also create a more enclosed courtyard for informal student gathering and recreation.



LONG-TERM PARKING CHALLENGES

Vehicle parking represents one of the most critical challenges for the University to meet its facility needs in the near-term as well as into the future. During the development of this Master Plan, it was recognized that the parking demands of the projected student population within the next few decades and beyond would exceed the current available land resources of the University.

One campus resource sometimes considered to accommodate parking demand is open space. Open space that exists at Fayetteville State today, is vital to the desired campus character and the University's goals for sustainable development. Land designated as campus open space should be considered as a permanent land use. These areas, as indicated in the Campus Master Plan, are critical in not only providing desired green space for a healthy learning environment, but also in maintaining conformance with the statutory regulations for stormwater management and regional watershed protection.

Surface parking is a very land-consuming use, especially considered within the context of Fayetteville State's limited campus land area. Within the first phases of the Master Plan's recommended construction, land currently used for surface parking will continue to be consumed by new campus buildings. As the campus population continues to grow, it will become necessary to consider a combination of strategies to properly address the University's ever-increasing parking demand. Temporary parking facilities on-campus may provide a reasonable solution to meeting increased near-term demand. A potential solution to the long-term need for parking facilities could also be met through University-developed lots or shared-facility arrangements in off-campus locations. The allocation of temporary on-campus parking and provisions for off-campus parking facilities has been previously discussed in the Campus-wide Systems section of this report.

A second solution to increased long-term parking demand is the construction of structured parking or parking decks. If implemented, new parking structures should be located at the campus perimeter for ease of access and to help maintain the campus core as a primarily pedestrian zone. Where possible, structured parking should be designed with multiple functions, incorporating needed programmed space such as maintenance, support and campus police facilities on the first levels of the decks to help increase the security in and around the parking structure. Certain academic and administrative uses and student services may also be compatible within an integrated mixed-use design.



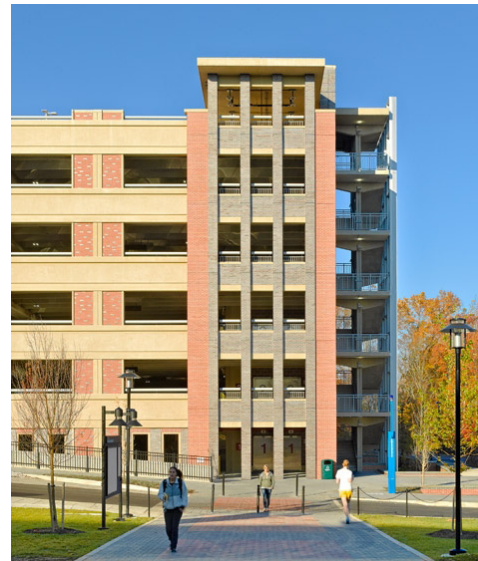
Pomona College

IMPLEMENTATION / ACTION PLAN

The following diagram illustrates a concept for placement of potential future structured parking facilities that would be consistent with the organizational goals established in the 2013 Campus Master Plan.



- Parking serving the Southern Precinct and adjacent Cook Quad could be consolidated into a 475-space parking structure located at the current site of the University's Facilities and Maintenance complex. This location would take advantage of the low topographic elevation, helping to scale a multi-level parking structure in relation to adjacent academic and residential buildings.
- Parking serving the Athletic Precinct and Academic Quadrangle could be provided with a structured parking facility located on the site of the existing Knuckles / Taylor surface parking lot. A multi-level structure could provide up to three times the current parking supply, or approximately 550 spaces. Access would be from the reinstated right in / right out intersection at Stadium Drive and Murchison Road.
- The Northern Residential Village and adjacent Library / Academic Precinct could be served by construction of an 800-space parking structure sited at the existing surface parking lot in the northeastern corner of campus. Primary access to the parking structure would be from the Langdon Street entrance, allowing easy access from the public street network while limiting penetration of daily vehicular traffic into campus.



Towson University



St. Joseph's University

FUTURE FACILITY LOCATIONS

Facility deficits in the long-term that will be difficult – or cannot – be solved within the available land area of the current boundaries of main campus will require envisioning future University facilities in, what are today, off-campus locations. Future facilities developed outside the current property boundaries of the Fayetteville State University campus should be located in a manner that maintains desired functional patterns within core campus. Safe and efficient connections between off-campus locations and main campus should be incorporated into a managed growth scenario.

It is important to distinguish between those campus functions that are critical to the core mission of the University and those that are supportive. Building and land uses critical to the core mission of the University such as main academic and student life functions should remain in the heart of campus. Classroom buildings should remain on main campus, especially those serving underclassmen. Good candidates for remote sites may include housing, research activities, parking, facilities, community outreach programs, campus support and some athletic and recreational uses.

Athletics / Student Recreation

Improving the capacity of current sports venues will require immediate expansion in order to fulfill current need as well as the programmatic vision for athletics at Fayetteville State. Expanded athletics facilities may require a minimum of 40-50 acres of additional land in order to develop an athletics venue that could include a competition-level track, and a field sports complex for soccer, baseball and softball.

In the case of needed student recreation facilities, FSU currently is under-invested, especially in relation with those offered at competitive peer institutions. There is a critical shortage of outdoor recreation fields serving the University's intramural programs as well as those for informal, unprogrammed student play. Options for joint-use partnerships with local institutions, municipal parks, recreation clubs and / or other local community facilities should be explored for both competitive athletic use and general student recreation.

Student Housing

The existing University Place Apartments, located across Murchison Avenue west of main campus, represents FSU's first - and currently only - off-campus student housing facility. Long-range development opportunities for residential growth that include student housing facilities may be desirable on properties along the main campus edge, creating a more vital and sustainable campus district.



UMass Amherst

Research Facilities

The new campus expansion site offers tremendous growth potential as a public-private research facility that encourages diversified entrepreneurial opportunities through creative research, technological development and business innovation. Programs and facilities located here would create strong functional synergies with the University's science, technology and business programs while creating jobs and economic prosperity for the greater Fayetteville region.

- Advanced research and development labs and business incubators that combine the expertise and resources of the University with allied start-up enterprises would elevate Fayetteville State's stature among North Carolina institutions of higher learning as well as its ability to command greater research funds.

- University-sponsored community outreach programs could also effectively operate from the satellite campus expansion site. Programs such as criminal justice, public and social policy institutes, continuing and adult education, childhood development studies, social work and counseling, business entrepreneurship programs, and military and defense-related studies could all benefit from a community-based presence separate from main campus.

Facilities and Maintenance Operations

Support functions such as central receiving and distribution, warehouses, equipment storage and maintenance shops making up the Facilities and Maintenance Operations complex may be located in an off-campus location while still retaining their critical campus role. Also associated with this facility could be areas for landscape material storage and surface parking for the University motor pool, security and service vehicles and maintenance employees.

- Ideally arranged in an enclosed “working quadrangle” to allow for efficient interaction among the various facilities, the complex should provide a total of at least 50,000 square feet of combined building space for these functions.
- The facilities compound should be configured to allow parking and necessary operations to occur without impacting the visual quality of neighboring properties.

UNIVERSITY DISTRICT VISION PLAN

The University District Vision Plan suggests a framework for considering future land uses and potential re-development that is compatible with the long-term advancement of the University’s academic enterprise and the strategic revitalization of the area surrounding the Fayetteville State campus.

The Vision Plan illustrates potential locations for campus identity features, community connections, streetscapes and suggested development goals that would strengthen nearby businesses and neighborhoods as well enhance as the character of the University. Collectively, these area-wide improvements would help create a more coherent, recognizable and sustainable campus district within the City of Fayetteville.

- The Plan calls for a coherent identity that considers the needs of the community by stabilizing residential housing stock, creating more student housing options off-campus

and encouraging the creation of mixed-use developments in areas nearby campus.

- The conservation and strengthening of existing owner-occupied neighborhoods as a healthy and stabilizing influence in the community is encouraged.
- The revitalization strategy calls for the development of neighborhood shops and restaurants, as well as homes ranging from single-family detached to town homes to student or market-rate housing. The additional supply of homes may provide opportunities for faculty, students, and staff to have the choice of living near campus and downtown, and have the opportunity to walk to class or an office, business or cultural venue.

Such revitalization challenges are often met by University partnerships with the private development community or in some cases the University’s sanctioned real estate office or foundation. Successful creation of a viable University district requires bringing together the University’s leadership with the efforts and resources of the local business community, neighborhood coalitions and a strong partnership with the City. As social, civic and physical progress is realized through the development of interconnected, compact and walkable mixed-used neighborhoods, the University’s role will become elevated as a major advocate and leader in Fayetteville’s 21st century civic and community identity.



Neighborhood Conservation and Campus Edge Policies

At the time of writing this Master Plan report, an important element toward further defining the vision for the area surrounding the Fayetteville State University campus was initiated. The University, in conjunction with the City of Fayetteville, has begun a process to formulate zoning and development strategies that would apply to properties in and around campus.

The objective is to explore a Neighborhood Conservation Overlay Zoning District and other development policies that would help direct the district's future civic health and vitality. The regulatory mechanisms adopted would help deter incompatible development in the vicinity of the FSU campus and provide a more predictable course of development for both neighborhood property owners and the private development community.

Integrating the University's priorities for growth with the City of Fayetteville's re-development strategies and proposed plans for the Southern Murchison Road Corridor will be an essential part of the process. The district planning process would actively solicit participation by area citizens, work cooperatively with surrounding neighborhoods, commercial organizations, and business and church leaders to identify the key issues and opportunities within the University District.

Several key growth issues will be examined:

- "Edge" effects – the impacts of development at the edges of the FSU campus including both the impacts of campus development on adjacent properties as well as the impacts to campus from development on nearby properties.



Boulder, Colorado

- Parking demands – the management and necessity for adequate parking facilities within the district.
- Permitted uses – the need to coordinate land uses in the vicinity of the FSU campus to minimize negative impacts and maintain desired campus and neighborhood character.
- Intensity of uses – the need to address intensity of permitted land uses, with consideration of visual quality and traffic impacts.
- Conservation of community character – the need to protect and strengthen desirable existing land uses, physical features and neighborhood resources.

The anticipated outcome of the planning process would be to draft a new Neighborhood Conservation Overlay Zoning District as well as other guiding policies that could be considered for incorporation into the Fayetteville Unified Development Ordinance.

Land Acquisition Strategy

As the University considers land acquisition beyond the current limits of today's campus, it is imperative to maintain a philosophy for acquiring property that is based upon respect for its neighbors and the goodwill of the community. No specific properties or prescribed time line have been established for the acquisition of additional properties; however, the need for such has been identified as an important component in planning for the future needs of the FSU campus. It is critical that the University undertake a measured program to continually evaluate and purchase neighboring properties as they become available in order to build the inventory of necessary land for future campus growth.



Boston University

MASTER PLAN UPDATES AND FUTURE STUDIES

Effective implementation of the 2013 Campus Master Plan, as well as future iterations of the Plan, will be facilitated by adopting a stronger, more integrated planning approach that coordinates multiple components of the University's strategic planning efforts. Improving the physical structure of campus as recommended in the Campus Master Plan represents only half of the puzzle. To become fully effective, the strategy for capital investment in the University's physical assets should align with the goals and managed inputs from University finances, academic and enrollment planning, and facility operations.

Active integration of the University's physical development plan with its Academic Plan and Capital Plan will require close coordination and cooperation between Facilities Management and the office of Budget and Financial Planning. Another key to successfully implementing the Campus Master Plan will be the coordination of activities among the Provost's Office, colleges and academic units linking programs and projects, with University officials associated with planning and development including the University Architect, directors of space management, transportation and parking, utilities, environmental compliance and sustainability functioning as an integrated team.

Campus Master Plan Review and Update

Implementation of a Campus Master Plan by definition is a long-term and ongoing process, and its proposals and recommendations should be viewed as a working document. The University should update the document every six to eight years to ensure the integration of its strategic planning efforts, for the continued improvement and enhancement of the Fayetteville State campus.

It is recommended that the University also engage in a continuing process of producing and Annual Action Plan that would outline priority facility needs and propose projects for immediate implementation. These action items would be based on the recommendations of the Campus Master Plan as well as priority construction and maintenance needs that arise. The determination of priority projects should be aligned with the University's capital and operating budget request process.

Future Needed Studies

There is an ongoing need for a number of planning and design studies that will complement the Campus Master Plan and provide the University with a coordinated approach to its facility planning, management and development initiatives. The recommended future studies would help guide University facilities and maintenance staffs, as well as outside design professionals working on campus, to develop plans consistent with the intent of the 2013 Campus Master Plan and future master planning efforts.

Recommended studies include:

Architectural and Site Design Guidelines

Develop a framework of design guidelines that address the existing diversity of architectural styles at FSU and provide a philosophical approach and design guidance for buildings, campus spaces and site features that will result in a controlled and unified campus aesthetic. Guidelines may further develop appropriate design parameters for various campus precincts and "villages" as described in the Campus Master Plan.

Campus Design Standards

Develop specific campus standards for products used for site furnishings, lighting and signage and materials for walkway paving, walls, monumentation and security features.

Campus Entrance and Edge Plan

A plan for coordinated campus identity features, landscape treatment, fencing, monumentation and campus identification signage.

Landscape Design / Management Plan

Coordinated planting programs, irrigation strategies and landscape maintenance standards that will assure the sustainability of the campus landscape over time. Horticultural practices such as canopy tree replacement strategies, general plantings, turf reduction. Maintenance practices, mulching and composting, also naturalization strategies for forested areas, streambank habitat and wetland enhancement would be included.

Campus Heritage Plan

Location, design and historical or inspirational content for commemorative markers, monuments that would bring the "Fayetteville State story" out of the archives and into the physical environment of the campus. Identify donor opportunities.

Lighting Master Plan

Coordinated fixture placement, hierarchy and illumination levels to demarcate roads, parking and pedestrian spaces.

Utility and Infrastructure Plan

Update campus base map to indicate accurate locations of above-ground utility equipment and routing of underground utilities, including water, sanitary sewer, electrical, telecommunications, fiber optic systems. Evaluate the feasibility and cost effectiveness of centralizing campus heating and cooling systems.

Comprehensive Sustainability Plan

Consolidate in-progress initiatives addressing campus building and land resources – building systems and materials, maintenance practices, energy efficiency, water conservation, stormwater management, purchasing practices and recycling.

Parking Management Plan

Develop a financial management plan devoted to parking that includes strategies for reducing demand, a sustainable permit and fee structure and development of new facilities. It is recommended the University adopt a policy whereby existing parking permanently displaced due to the construction of new buildings, additions or major open space projects be included in the individual project's budget. If the project cannot reasonably replace a like number of parking spaces on campus, a per-space fee would be assessed. This is an approach that has found success on several University campuses.

Campus Zoning

Prepare a zoning strategy that unifies the multiple parcels, parcel ownership and zoning designation for the property currently comprising main campus. Consolidate various parcels through a recombination process and explore viability of an Office & Institutional (O&I) zoning designation. While O&I presents a compatible land use designation, the University should explore options with the City of Fayetteville for flexibility in allowable building heights, building separation and setbacks.

Similarly, an appropriate zoning designation should be agreed upon for the campus expansion property as a "Millennial Campus" that allows for a wide mix of uses and flexible development standards that would be beneficial to its innovative development. These determinations may be incorporated into the proposed regulations established within the Neighborhood Conservation Overlay Zoning District.

Detailed Facility Growth Plans

The following components of campus life should be studied in detail to identify their specific facility deficits and needs, growth trajectory and strategic goals for improvement. The following facilities and programs should be evaluated:

- Athletics
- Student Recreation
- Library
- Residential Life
- Information Technology
- Space Management
- Campus Security