

A Campus Within Context



A Comprehensive Master Plan for East Carolina University

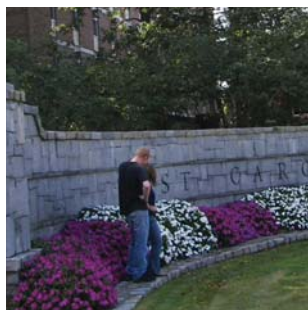
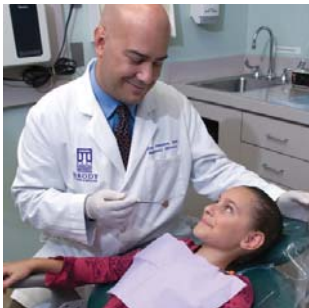
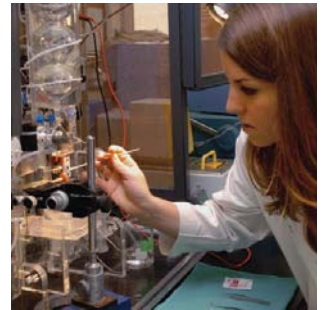


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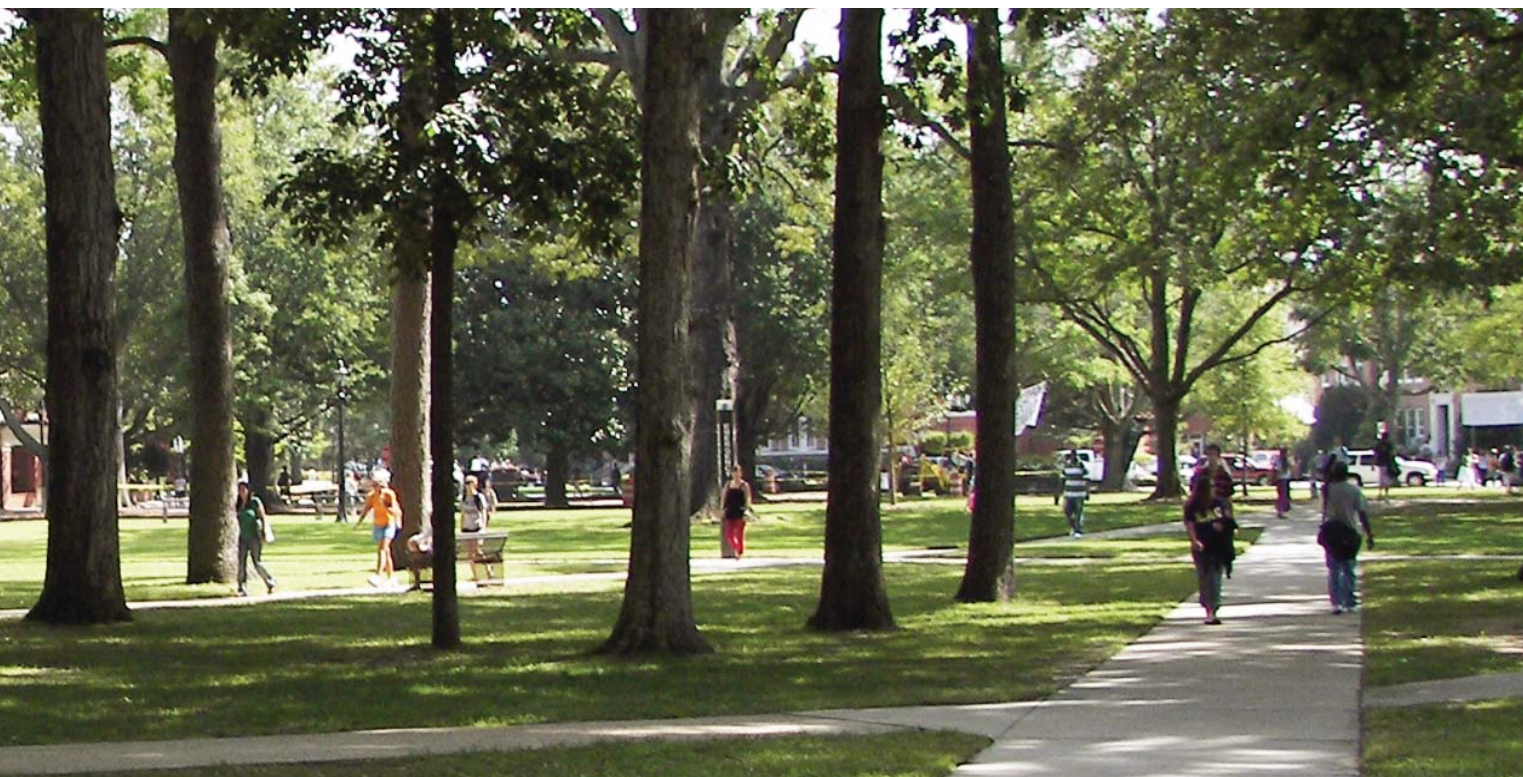


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one | introduction

Institutional Vision and Mission

The Comprehensive Master Plan for East Carolina University, first and foremost, reflects the strategic direction, values, and mission of the University. With this new plan in place, the University will meet the needs for future growth and create a socially, economically, and environmentally sustainable campus plan that represents the hopes and aspirations of the University, region, and state. It will also unite ECU's four diverse campus environments into a coherent and connected campus plan, as well as utilize the campus to support and enhance the University and the community.

ECU Mission

To serve as a national model for public service and regional transformation by:

- Preparing our students to compete and succeed in the global economy and multicultural society
- Distinguishing ourselves by the ability to train and prepare leaders
- Creating a strong, sustainable future for eastern North Carolina through education, research, innovation, investment, and outreach
- Saving lives, curing diseases, and positively transforming health and healthcare
- Providing cultural enrichment and powerful inspiration as we work to sustain and improve quality of life

ECU Vision

East Carolina University delivers on the promise of opportunity.

We open doors. We improve lives. We transform the present, and we discover the future. In these ways and more, we serve our community, our state, our nation, and our world as together we reach toward our greatest potential.

Tomorrow starts here.





Introduction

Master Plan Purpose and Intent

A Long-term Vision

The Campus Master Plan provides a new long-term vision for campus anticipating approximately fifteen-years of growth, integrating the needs of the Main Campus, Health Sciences Campus, West Research Campus, Varsity Athletics, and Student Housing, as well as the campus interface with the City of Greenville. In the past, planning has been done for each of the campus properties independently. This planning effort has been the first to look at all University-owned properties at East Carolina University collectively and envision them as one University.

Comprehensive Effort

The planning effort is remarkably comprehensive in that it looks at all aspects of the campus and its intertwined systems. Detailed studies have been done for space utilization and space needs, building condition and deferred maintenance, campus safety and security, utilities and infrastructure, traffic, transit, parking, academics, research, clinics, athletics and student life including housing, dining, and recreation.

Guided by Key Themes and Goals

The Master Plan is a composite collection of key themes, planning principles, goals, objectives, ideas and recommendations for campus improvement and growth. There is an overall vision for the University and separate recommendations, within the context of the whole, for each neighborhood or district.

Transparent Review Process

As the embodiment of institutional vision and a tool for building consensus, the master planning process has been inclusive, transparent, and iterative, requiring ongoing commitment and input from ECU leadership along with the full participation of students, faculty, staff, alumni and the community of Greenville.

A Visionary Road Map Tool

The Master Plan is a tool for addressing the physical, social, intellectual, and sustainability challenges ECU will face in the approaching decades and provides a realistic road map for implementation of the recommendations. It has been crafted to address five-year planning horizons out to fifteen-years, as well as a longer vision for land use beyond the fifteen-year time horizon.

Provides Future Relevance

The Master Plan is intended to be a “living document,” capable of accommodating unanticipated institutional needs and maintaining relevance well beyond the fifteen-year “near-term” study period. It provides strong direction while remaining flexible to accommodate the inevitable changes that will occur.

Introduction

How To Use This Report

The Campus Master Plan represents over three years of dedicated effort by East Carolina University to produce the volume of information assembled before you. The range of voices embodied in this report is vast and includes ECU students, faculty, staff, administrators, alumni, and the local community. Considerable time has been invested in the master planning process and ECU is encouraged to value this contribution by using the Master Plan Report as a valuable tool to guide all future improvement decisions across campus.

A Living Document

The Master Plan Report is the culminating product of ECU's comprehensive master planning process. It is designed to serve as a living document, allowing flexibility in its application as specific planning initiatives and goals evolve over time. In order to address this possibility, the Master Plan Principles exist as the most important information outlined within this report and provide the fundamental guiding framework that should advise all future planning initiatives at ECU.

Application of this Report

In order to reap the greatest benefit from this report, it is recommended that ECU establish a structure to review all future exterior improvement projects at the University for their adherence to the Campus Master Plan. For example, this could involve establishment of a Master Plan Implementation Committee that would meet on a monthly or bimonthly basis and

have diverse representation from the campus community. This group would have a comprehensive understanding of the Master Plan Report and would review each project to determine its compliance with the goals of the Campus Master Plan. All exterior improvements on campus from small projects such as signage, underground infrastructure, and lighting to significant development initiatives such as building expansion or construction should pass before the Master Plan Implementation Committee for consideration.

Deviations from the Campus Master Plan would be allowed, but only when the committee comes to the same conclusion based upon their overall understanding of the Master Plan goals. The Master Plan Report should assist in the decision making process for development initiatives at ECU and the Master Plan Implementation Committee should serve as the entity to ensure that ECU stays on task to reach its long-term goals, as defined within this document.

Lasting Value

As time progresses, East Carolina University is encouraged not to lose sight of the bigger picture embodied within the Master Plan Report. The overriding value of this document is found in its power to guide all future planning efforts on campus towards common strategic goals through adherence to the Master Plan Principles and the wide range of voices that they represent.





Project Overview

Process

Task 1: Project Organization: Work Plan - Identification of Key Stakeholders and Schedule

Drawing from dialogue with the ECU senior administration and the SmithGroupJJR team, a Work Plan and Project Schedule was submitted by the SmithGroupJJR team. The Work Plan and Project Schedule identified project milestones for deliverables, advisory-group participation, and leadership decision-making. It also outlined SmithGroupJJR team campus visits, recommended meeting dates, and illustrated the duration of critical tasks. During this phase, SmithGroupJJR proposed a stakeholder and decision-making structure that recognizes both the unique aspects of ECU and our experience with peer institutions; following University review, the advisory committees were formed and finalized.

Task 2: Campus Overview - Data Collection

The objective of this task was to formalize the SmithGroupJJR team understanding of ECU's expectations of the Campus Master Plan and to gather and analyze existing information. This data collection included, but was not limited to, the University's Strategic Plan, enrollment projections and growth targets, demographic and patient encounter studies for the Health Sciences Campus, existing documentation of campus infrastructure and facilities, and University landholdings. This assembled data is a strategic, quantitative, and physical record of the campus, and the material required to begin identifying program opportunities, influences, and constraints that will guide the master planning effort.

Task 3: Quantitative and Qualitative Analysis - Capital Needs Assessment

Beginning with data gathered during the Campus Overview, the SmithGroupJJR team performed a needs assessment resulting in the Campus Space Program. The needs assessment is based on systematic, organized evaluation of quantitative, qualitative, program-driven, and campus environment needs. It includes an evaluation of existing facilities for both condition and functional adequacy, and identifies facilities for replacement and re-purposing. As the statement of needs was established, order of magnitude costs were generated for each project in the Campus Space Program. The needs and costs identified are overlaid with the strategic goals of the University that developed a list of priorities which steered physical planning.

Task 4: Physical Planning

The conclusions reached in the preceding tasks begin to take form in the Campus Master Plan. The priorities identified in the Campus Space Program are located "on the ground;" spatial and system relationships were developed, including traffic patterns and parking, service, and pedestrian circulation. The connection between distinct areas of campus were identified and reinforced. Areas requiring special programmatic consideration, like the Health Sciences, were developed in detail. This phase of the work was highly graphic, iterative, and dependent on the ECU Advisory Committee participation. It was during this creative, generative phase, that the Campus Master Plan took "shape." Architectural Design Guidelines were also completed during this phase.

Task 5: Refinement of Master Plan / Prepare Implementation Plan

After the University approved a direction for the physical plan, SmithGroupJJR refined the plan to its final graphic representation. Simultaneously, financial strategies for funding proposed development were explored, resulting in an integrated plan for achieving the vision of the Campus Master Plan.

Task 6: Final Review and Deliverables

At this time, the University has reviewed the final draft documents. The final report and Campus Master Plan documents were completed along with the final versions of the Capital Projects Plan, and Facilities Database software.

