

MAIN

2011 Master Plan

University of Central Arkansas

UCA



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Executive Summary



Executive Summary

Vision, Goals & Guiding Principles

The 2011 Master Plan bases its recommendations upon a stakeholder-created University Vision. This vision statement was created through a collaborative discussion process, and is supported by a set of goals and guiding principles identifying performance benchmarks that must be met and the physical measures necessary to realize this vision.

Vision Statement

The University of Central Arkansas Campus of the Future will be a public destination that integrates a 21st century learning environment with the urban vitality of Conway and the greater region. UCA students, faculty, staff, alumni, visitors, neighbors, and potential development partners will experience a vibrant, twenty-four/seven campus. The UCA Campus of the Future will feature exemplary live/learn/work/play opportunities and environments that engage the learner, satisfy the curious, inspire the creative and attract the larger Conway community.

Process, Participants and Feedback

The master planning process consisted of a three-phase process targeted at creating an integrated, dynamic university. The three phases included:

Phase I: (3 months)

Information Gathering, Assessment and Organization)

- Kick-off meetings
- Data gathering and verification
- Review of previous materials

Phase II: (6 months)

Advanced Planning - Site, Building and Infrastructure Inventory and Analysis

- Stakeholder interviews
- Identification of campus vision, goals, principles
- Existing conditions analysis

Phase III: (3 months)

Concept Development - Visioning and Development of the Master Plan

- Campus framework alternatives
- Stakeholder feedback
- Final campus plan

The team met with students, staff, faculty and administration in one-on-one, small group and large public meetings, held over a series of on-campus visits. Stakeholder feedback identified the UCA community's primary concern, regardless of stakeholder group, to be the ability of the physical campus to accommodate future growth and development, while still maintaining campus character. Other issues included the need for more on-campus housing and dining (including a Greek Village), increasing levels of pedestrian-bicycle-vehicle conflict, a lack of flexible/informal outdoor gathering spaces, and utility upgrades/relocations and tornado-hardened facilities.

Campus Plan

The campus plan is divided into three major areas: land use; circulation, transit and parking; and open space. Within these areas, the 2011 Master Plan offers both large-scale, framework-level organizational principles, as well as building-specific recommendations.

Land Use

The Plan focuses, first and foremost, on the need to prioritize academic and student-focused uses within the core of the campus. A growing university places increasing demands on a finite amount of physical space—in order to best utilize ‘prime real estate’, the plan recommends that uses such as physical plant, non-student frequented administration and general parking be moved to perimeter or satellite, off-campus locations.

The plan also recommends that future development be located and oriented to emphasize three primary academic clusters. The central, historic cluster is existing, and includes the area in and around Old Main, Harrin, Bernard, Irby and McAlister Halls. A new and growing cluster is anchored by the College of Business, while a future health/science cluster north of Bruce Street will build around a new science building and new health care education building.

Other major building projects will include a new multi-media Learning Commons, replacing Torreyson Library and focusing on 21st century, integrated learning technologies; a Greek Village; a convocation center; and expansions to both the Student Center and the HPER Center.

Circulation, Transit & Parking

The Plan seeks to create a streamlined, logical circulation network that will significantly reduce modal conflict between pedestrians, cyclists and motorists. The plan removes significant amounts of scattered, interior surface parking lots and instead recommends a combination of consolidated perimeter lots and shuttle-served off-campus satellite lots. This parking management strategy means fewer cars circulating within the campus’s pedestrian-focused core, and offers the opportunity for a more streamlined roadway system and less parking access roads. Private vehicles are directed to a central north-south vehicular spine, fed from a number of smaller east-west feeder roadways, and service and delivery vehicles are limited to early morning/late evening hours. Emergency vehicles continue to have 24-hour access to all campus roadways.

Pedestrian and bicycle enhancements focus on a grid of non-vehicular and limited access spines connecting the campus’s academic and residential clusters. These spines will contribute to and enhance campus character, with aesthetic enhancements such as special paving, trees and ornamental plantings.

The Plan recommends changes to both shuttle routing and management, with changes aimed at promoting ridership through more predictable, reliable service.



Roadway changes focus on creating a pedestrian-first campus core.

Open Space

The Plan seeks to create a more legible system of open space which can act as a central organizing and wayfinding feature of the campus. Aligning with the land use emphasis of clustered uses, each academic cluster will offer both a signature ‘front door’ space as well as a more flexible, informal interior space. These clusters will be joined by open space corridors, underlining and promoting UCA’s commitment to a pedestrian-first campus. Some of these open spaces are already well-defined, such as the Harding Memorial Plaza and the (un-named) open space in front of the Student Center. Other spaces will be defined by new campus development, such as new ‘wing’ buildings adjacent to the College of Business which will provide enclosure to that buildings’ front lawn area and provide a classic campus ‘quad’ facing Donaghey Avenue.

The Plan also seeks to preserve and enhance the campus’s existing natural resources, including Stone Dam Creek and the Jewel E Moore Nature Reserve. The plan recommends daylighting of the creek, which will act as a central feature of a new informal open space in the southern portion of campus. Additionally, a resource management plan and enhanced, pedestrian-only pathways are recommended for the nature reserve.



Harding Memorial Plaza is an excellent example of a signature campus open space that aids in wayfinding.

Implementation

The 2011 Master Plan is based on a 20-year planning horizon, from 2011 to 2031. Expansion is broken into three phases: Phase I (2011–2016), Phase II (2016–2031), and Phase III (2031+). This phasing is designed to align with UCA’s self-identified needs and priorities, but should be viewed as a general guideline rather than a hard program. As with all extending planning efforts, phasing must be flexible and dynamic in order to accommodate changing economic realities and funding sources.

Key building projects in each phase are as follows:

Phase I (2011–2016)

- Health Care Education Building
- Science Building
(replacing Lewis Science Center)
- Learning Commons
(replacing Torreyson Library)
- Greek Village

Phase II (2016–2031)

- additional on-campus residential
- College of Business, north and south buildings
- Fine Arts (replacing Snow Fine Arts)
- Torreyson Library renovation
(College of Education)

Phase III (2031+)

- Convocation Center
- Married Student Housing



Expansion of the Student Center is one of several short-term priorities.



Section 1: Introduction



Introduction

The University of Central Arkansas (UCA) is located in Conway, Arkansas, approximately 25 miles northwest of Little Rock. As the county seat of Faulkner County, Conway is home to approximately 59,000 residents. The University was established in 1907 as the Arkansas State Normal School. Over the years it developed into the 342-acre University of Central Arkansas, or UCA. Today, the University houses academic, residential, student support and administrative functions.

Purpose

As the University's enrollment and academic offerings expand, so does the campus. Buildings, parking and green space compete for a finite amount of space. The 2011 Master Plan is needed to organize current and future land uses and circulation networks for efficient, sustainable future growth. The Master Plan establishes a framework of key steps, with time frame recommendations, needed to achieve appropriate development.

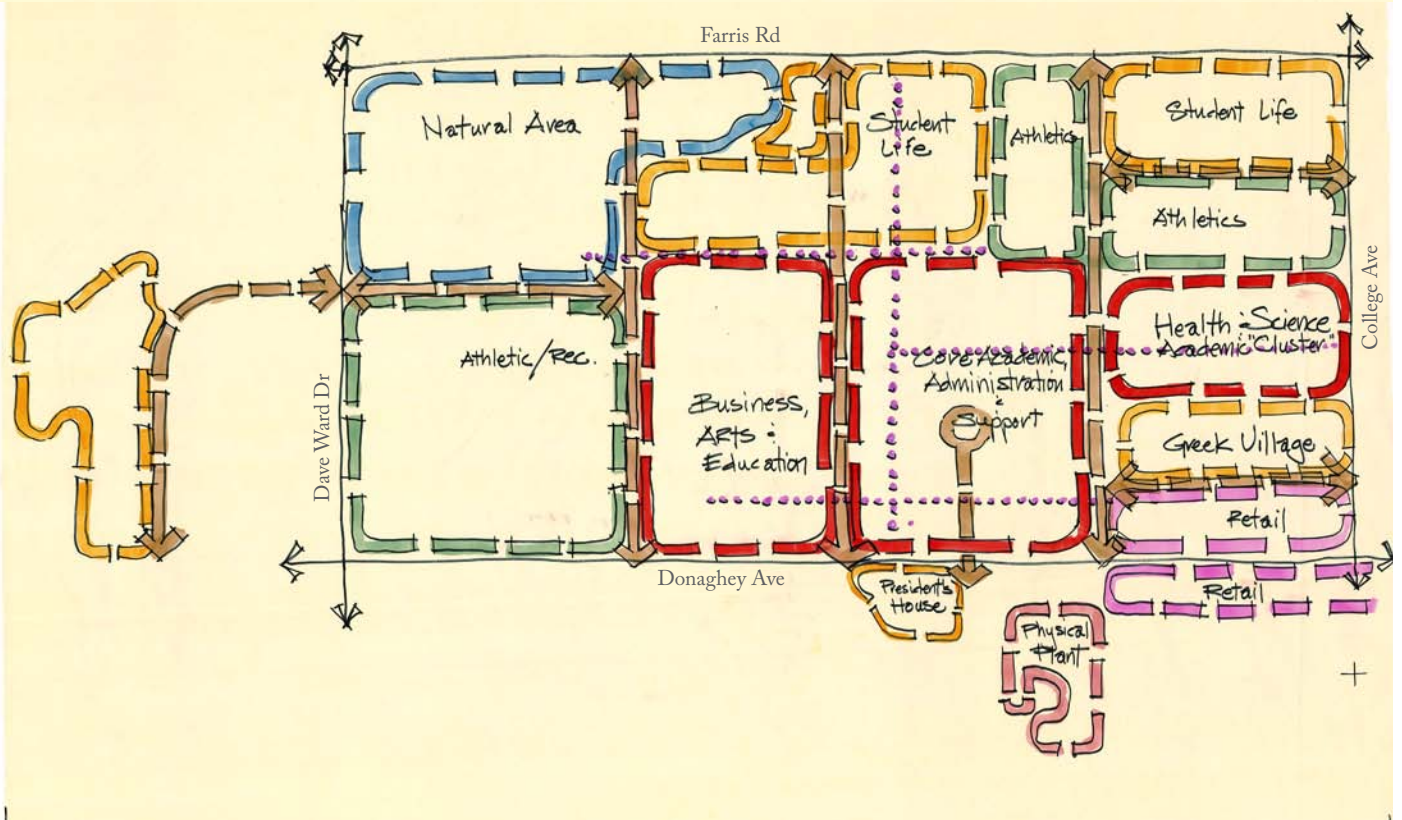
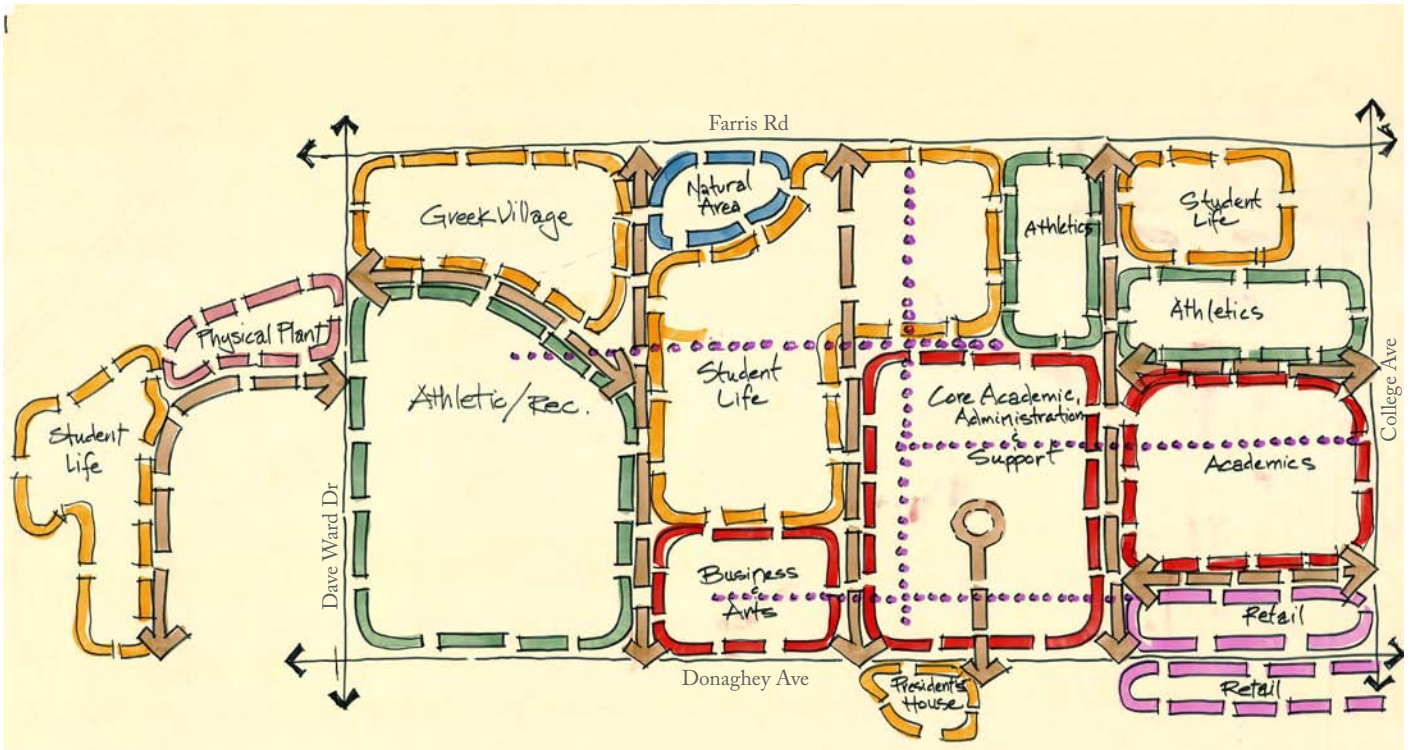
UCA has undergone significant physical and strategic changes since the previous master planning effort, completed in 2006, and re-imagines the campus in light of these changes. The 2011 Master Plan process coincides with the drafting of UCA's new Strategic Plan, and will reinforce and complement that plan, acting as its physical expression.



Torreyson Library from the campus green.



Campus entry monument outside Thompson Hall.



Two alternate campus land use frameworks evaluated by stakeholders during the Master Planning process.

Process & Participants

The master planning process consisted of a three- phase process targeted at creating an integrated, dynamic university. The three phases included:

- Phase I: Information Gathering, Assessment and Organization
- Phase II: Advanced Planning - Site, Building and Infrastructure Inventory and Analysis
- Phase III: Concept Development - Visioning and Development of the Master Plan

Phase I, a three-month effort, included kick-off meetings, a verification of the University's existing facility inventory, and an assessment of previous, ongoing and in-progress reports, studies and/or projects that were relevant to UCA and its context area. The results of this effort were compiled into a working paper titled "Master Plan Kick-Off & Stakeholder Interviews," which outlined key issues, available information, and a summary of each kick-off meeting.

Phase II was a six-month process that included stakeholder interviews, an inventory and analysis of existing campus conditions, and the identification of campus goals and objectives for future campus development. This information was compiled into a working paper titled "Campus Analysis."

Phase III, a three-month, highly engaged effort, included concept development, project visioning processes (including visioning charrettes), the refinement of charrette concepts, and finally the development of a master plan. The visioning process, with a summary of visioning charrettes, was compiled into a working paper titled, "Vision and Guiding Principles." This document guided the final concept and final master plan document.



Alumni Circle and Main Hall in the early years.

Planning Horizon

The 2011 Master Plan represents a 20+ year campus vision, with particular focus on near and mid-term development goals (5-year/2016, 5-20 year/2016-2031, and 20+ years/2031, respectively). This 2011 Master Plan also considers development vision and potential beyond this 20-year time frame, in order to ensure that long-term campus goals inform and are integrated into the decision making process for all campus projects.



Section 2: Context



Context

Community Context

Regulatory Framework

UCA is surrounded primarily by residential uses to the north, east and west and small office and commercial uses to the south along Dave Ward Drive. Notable surrounding developments include Conway Regional Medical Center which is located to the north of the campus across College Avenue and several pharmacies are located in the vicinity of the campus as a result. A small commercial strip is located along Farris Road between Robins and Bruce Streets.

Over the years, UCA has grown beyond its original 80 acre campus to its current 342 acres. Most recently the university has expanded into the residential neighborhoods east of Donaghey Avenue. As a result of this growth, a mixture of zoning is found on the UCA campus. The bulk of the campus is zoned S-1 (Institutional District). Other zoning designations include:

- R-1: One Family Residential District (single family detached)
- R-2: Low Density Residential District (duplex development)
- R-2A: Two- Family Residential District (duplex development-higher intensity)
- MF-1: Multi-Family District (up to 12 units/gross acre allowed)
- MF-3: Multi- Family District (up to 24 units/gross acre allowed)
- O-1: General Office District (low intensity/large lot development)
- O-2: Quiet Office District (office near to residential)
- C-2: Neighborhood Commercial District.



Commercial strip near the UCA campus.

The growth of the campus beyond its core boundaries of College Avenue, Donaghey Avenue, Farris Road and Dave Ward Drive and into the surrounding residential neighborhoods has potential for conflict between neighborhood and University uses. To mitigate potential problems, UCA must maintain open communication with its neighbors and the larger community.

The Conway Comprehensive Plan indicates that the future land use will likely be similar to what it is today: single family residential to the west of campus; single family residential and medical to the north of campus; predominantly multi-family to the east of campus; and, multi-family to the south of campus. The plan also proposes the creation of a "Neighborhood Convenience Center" at the intersection of Dave Ward Drive and Donaghey Avenue. Such a center would include "quick shop" small-scale retail sales and services.



Naturalized bike trail.

Planned and Proposed Community Projects

Several projects are either planned or proposed in the area surrounding the UCA campus. Conway recently completed a corridor study for Donaghey Avenue. Short-term recommendations include the construction of complete sidewalks on both sides of the street and painting arrows and/or place share-the-road signage in accordance with the Bicycle Master Plan. Long-Range recommendations include expanding Donaghey westward between Prince and Bruce streets to create a more urban streetscape complete with broad sidewalks and on-street parking. Between Bruce Street and Dave Ward Drive the recommendation is to create a parkway complete with four travel lanes, typical neighborhood sidewalks and a landscaped median. The plan also recommends the creation of a Specific Plan district that standardizes design and form throughout the corridor.

Conway is currently working on plans to improve Farris Road from Dave Ward Drive to Bruce Street. The proposed improvements will include a 36 foot wide road, no median, and a sidewalk along the neighborhood side of Farris. Additionally, the city is currently in the planning stage for widening College Avenue including the area from Donaghey Avenue to Farris Road. This improvement will include four lanes with a median.

Conway's Comprehensive Plan recommends the creation of a pedestrian trail along Stone Dam Creek that runs through UCA. The trail would link the campus with Laurel Park to the north and Lake Conway to the southeast. The trail system would be part of a greater interconnected greenway system that runs throughout Conway with links to key parks and natural features including the Arkansas River to the west and Beaverfork Lake to the north. Currently, the city plans to extend the trail south of Dave Ward Drive along Stone Dam Creek. UCA has submitted for a grant to install a bike trail with seating from Dave Ward Drive north along the creek to the bridge at Powell Street.

Existing Conditions

More detailed information about UCA's existing conditions can be found in Working Paper 3 – Analysis. The following contextual overview establishes a basis for the master planning process.

Land Use

Overview

The main UCA campus is bounded by Dave Ward Drive, College Avenue, Donaghey Avenue and Farris Road, with the majority of buildings located between Bruce and Beatrice Powell Streets. Most academic uses are centrally located around the historic core and are within a five-minute walk of each other. However, as the University expanded, some new academic buildings have become more scattered throughout campus. This trend can be seen in the recent addition of the new business school.

Administration and Student Support services are generally located along Students' Lane, though the library is located elsewhere in the historic core. As noted by various campus stakeholders, many student services are inconveniently located in different parts of campus and a clustered pattern would be more preferred.

A residential hall cluster is located in the center west of campus, with other halls scattered throughout campus. There are additional residential units north of Bruce Street and in satellite locations east and south of the main campus.

Recreation and athletics facilities are also scattered throughout the campus. A core area of fields is located in the southeastern portion of the campus, while remaining facilities are sprinkled on the western edge of campus.

UCA also owns several parcels in a residential neighborhood to the northeast of campus. These include scattered Greek housing and student religious organizations. There is also a senior housing facility, owned by UCA and host to many UCA healthcare internships, in the northwest corner of campus at the intersection of College Avenue and Farris Road.



Residential options include Baridon Hall, located on Students' Lane.



Estes Stadium, located adjacent to the campus's historic core.

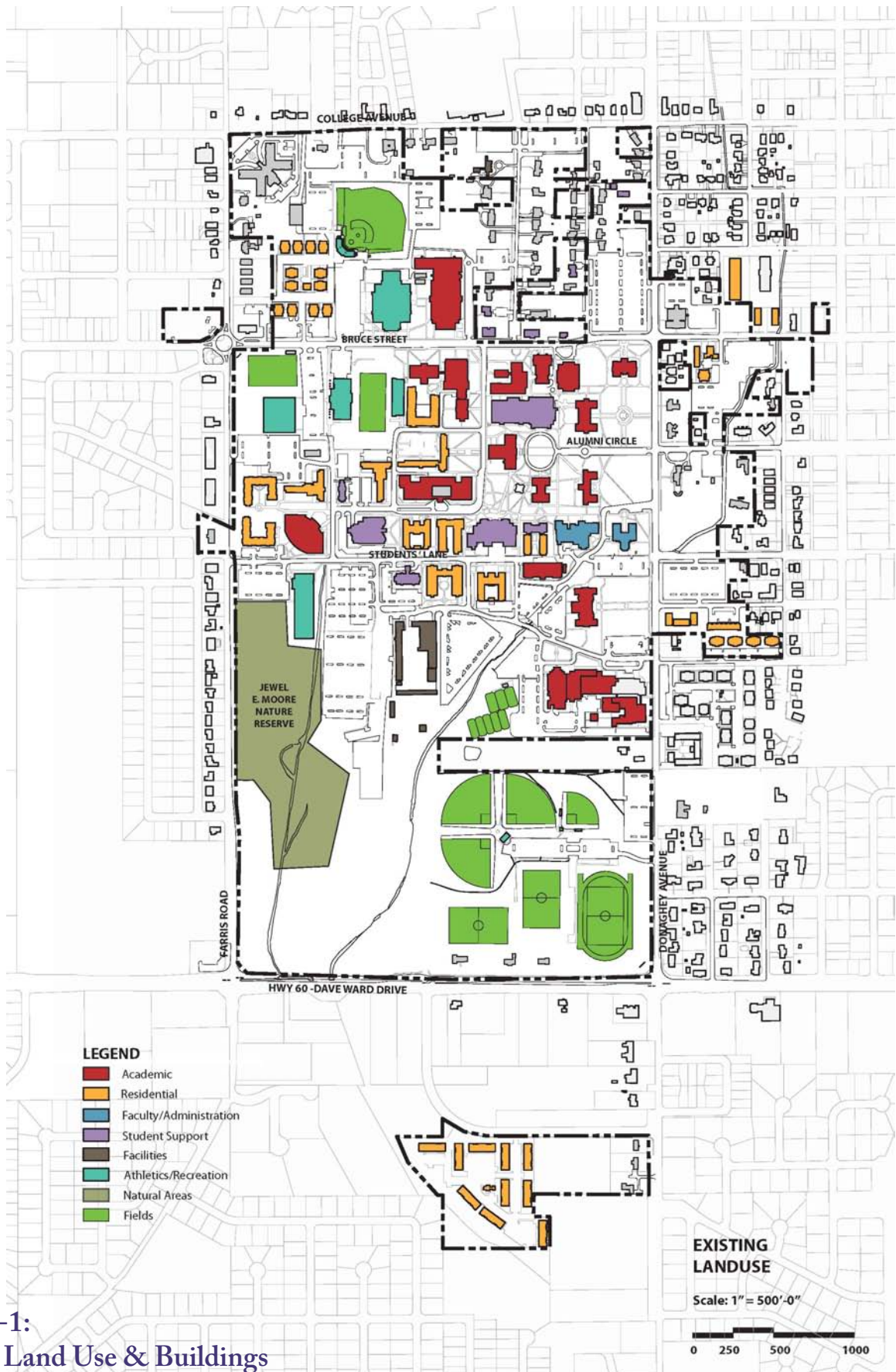


Figure 2-1:
Existing Land Use & Buildings

Residential Life

Residential life at UCA can be divided into two main types. The first group encompasses on-campus residence halls, most of which are centrally-located near academic, administrative, student support and athletic buildings. These residences include Farris, New, Hughes, State, Conway, Denney, Short, Carmichael, Bernard, Arkansas and Baridon Halls.

The second residential type includes off-campus satellite apartments that may require campus shuttle or other mode of transportation to access the main campus. There are three main satellite areas including the Bear Village Apartment Complex south of campus on Moix Boulevard; the Oak Tree, Torreyson Place, and Erbach Apartment Complexes located east of Donaghey Avenue; and the Elizabeth Place, College View and Baldrige Apartment Complexes located northeast of campus at Bruce Street and Donaghey Avenue. All satellite residential complexes lack connectivity to the main campus and to one another. The UCA Stadium Apartments are the only on-campus apartments and are located in the northeast quadrant of campus.

The majority of residential halls and colleges were constructed over 50 years ago and are in need of renovation or replacement. Farris and New Halls are the newest residence halls and are in high demand. According to the 2006 Master Plan there were 2,400 on-campus beds, and 1,623 off-campus beds. The plan proposed that future residence halls be located east of the HPER Center,



The Pepsi Americas center is used for a variety of campus athletics as well as summer sports camps.

in the current Physical Plant location. The campus's newest residence hall, Bear Hall, departs from this 2006 recommendation and is under construction near the football stadium.

Greek residences are located throughout campus in existing residence halls and in designated houses to the north and east of campus. The off-campus Greek houses lack connectivity to the main campus and to one another.

Recreation

UCA recreation facilities are generally shared with Athletics. The HPER Center, located at Students' Lane and Farris Road, is the only indoor facility dedicated to student recreation. At 72,000 square feet, it houses basketball courts, a track and a fitness center. Phase II, for which students have already approved a self-imposed student fee increase, will add a new pool, expanded fitness areas, racquetball courts, climbing wall and new locker rooms. The Farris Center is also an indoor recreation facility, but is shared with athletics and academics; it is classified as an academic building.

UCA has numerous intramural sports teams, who also share fields with athletics and recreation. Intramural teams share the soccer fields, softball complex, and tennis courts located in the southeastern portion of campus. Campus green space is generally unusable for intramural teams, due to size and configuration.



Greek housing is scattered throughout the campus and adjacent neighborhoods.

Athletics

The University of Central Arkansas recently achieved NCAA Division I status and will require athletic facility upgrades to meet NCAA standards. Currently, athletic fields are located at opposite ends of campus. An athletic cluster is located at the southeast corner of campus and includes a track, tennis courts, softball fields, and soccer fields. These facilities are shared with intramural sports, and this intensive use necessitates frequent sod replacement. The Pepsi Americas Indoor Sports Facility, as well as baseball and football stadiums, are located in the northwest quadrant of campus.

Athletics do not have centrally-located locker rooms, offices, storage, or meeting facilities. These uses are located in several converted homes scattered throughout campus. Stakeholders noted a need for consolidated office space and field houses, as well as additional practice fields.

Architecture

The University of Central Arkansas is characterized by a consistent “Georgian” architectural style. Buildings are typically around three stories tall, made of brick, and include fenestration, white molding, roof treatments and dormers that form an aesthetically pleasing whole. Old Main (1917) is the oldest building on campus and is located on Alumni Circle, defining the historic center of campus. Old Main and the placement and scale of adjacent buildings give form and identity to surrounding green space. Other campus buildings are more scattered in arrangement. These do not provide form to surrounding green space, creating a “sprawl-like” feel.



Thompson Hall illustrates massing and materials typical of most buildings on campus.



Old Main (1917) is UCA's oldest building and an illustration of the campus's Georgian architecture.

Circulation, Transit & Parking

Pedestrian Circulation

Paths and walks within the campus's historic core have been upgraded to red stamped concrete, which coordinates with the red mulch used throughout the campus in landscaped beds. The majority of pedestrian walks outside this core area are attached sidewalks along open, limited access and closed roads. Consequently, the pedestrian path system operates as a network of direct routes with little to no hierarchy. Additionally, many of these paths are shared with bicyclists that can make it unsafe for pedestrians. As noted in the 2006 Campus Master Plan, there is also a lack of safe and attractive routes from parking areas to the core campus.

Though the network of streets and walks on campus can seem a bit haphazard, the buildings define three view corridors or axes on campus that provide a sense of logic to the campus. The two major axes are located along Students' Lane and the corridor that runs in front of the Student Center and includes the east/west segment of Marion Ross Avenue. A potential third axis follows the alignment of the north/south segment of Marion Ross Avenue, which is now closed to vehicular traffic. Reinforcing these axes in the future development of UCA would help further create a sense of place and identity of the campus.



Sidewalks within the historic core have been upgraded to colored, stamped concrete.

Vehicular Circulation

On-campus vehicular circulation is disjointed with most traffic patterns resulting from parking lot access in the southern portion of campus. Parking lot access roads also serve as primary access for service vehicles. This condition leads to vehicular/vehicular conflict and pedestrian/vehicular conflict. Conflict occurs frequently where no dedicated service area exists, and trucks are forced to use the street for unloading/loading purposes.

UCA has one major vehicular corridor, Bruce Street, which bisects campus from east to west. The roadway's role as the campus's only east-west through-street causes significant conflict with the high number of (often-random) pedestrian crossings in this corridor. University leadership has expressed a desire to close Bruce Street to through traffic, a move which push additional traffic to College Avenue and Dave Ward Drive.

To enhance pedestrian circulation and safety, some internal campus streets have been designated as limited-use, abandoned or truncated. One such street, Marion Ross Avenue, is closed to general traffic during the school year and serves as a major pedestrian corridor. Designed for vehicular travel, however, the street's cross-section and character is not conducive to a true, pedestrian-oriented environment.



Campus roadways can become quite congested as students drop off friends for class.

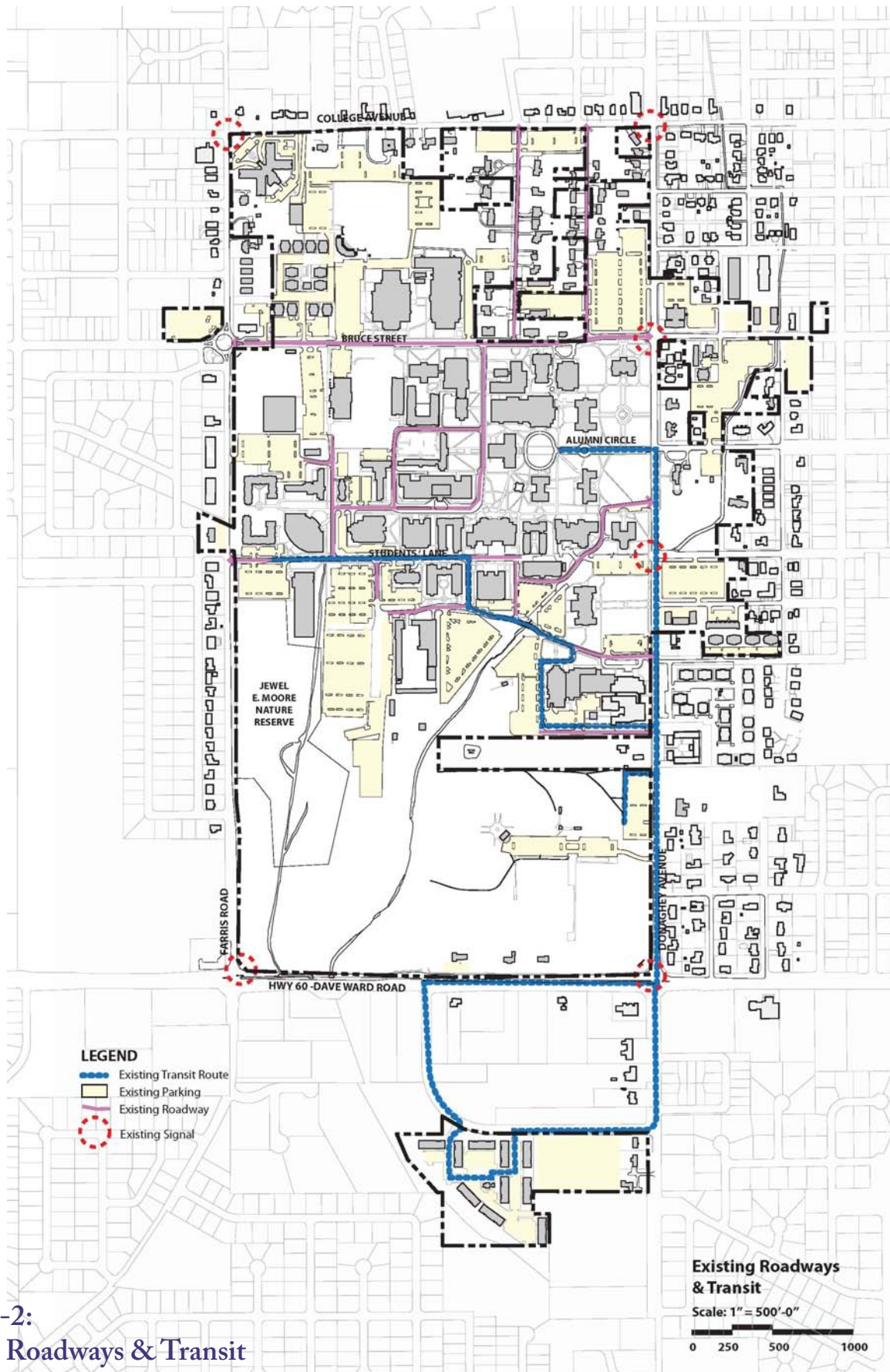


Figure 2-2:
Existing Roadways & Transit

Bicycle Circulation

UCA does not have a defined bicycle network. Cyclists must use pedestrian walkways or roadways without bicycle signage or striping, causing both pedestrian/bicycle and vehicular/bicycle conflicts. An increase in on-campus living has resulted in a corresponding increase in bicycle use, as well as increased modal conflict between pedestrians and cyclists. The number of bicycles locked to benches and signs has also increased, highlighting a need for more bicycle racks.

A shared bicycle program was implemented in 2010 and has proven successful. The program, based at the HPER Center, offers 25 bicycles with locks for short-term use.

Transit

UCA operates a three-route shuttle system; routes include the “Purple Route” which brings students from the Bear Village apartment complex south of Dave Ward Drive to Alumni Circle, the “Gray Route-South” which runs along Beatrice Powell Street to Students’ Lane and ends at the HPER Center, and the “Gray Route – Old Main” which begins at the softball fields north of Dave Ward Drive, runs along Donaghey Avenue, and ends on Alumni Circle.

The shuttle system has been in place for seven years, and averages 25,000–35,000 passengers per month. The system uses 9 shuttle vehicles with an average turnaround time of 15-minutes; time between shuttles could increase to 30–45 minutes if the system is expanded without additional buses. If the campus moves toward a satellite, off-campus parking program, reliable shuttle service would be critical to the success of the program.



Large, unbroken expanses of parking can have negative impacts on campus character for students and visitors alike.

Parking

As discussed in the 2006 Campus Master Plan, parking greatly influences future campus land use and design. With 7,756 spaces distributed across 70 often-adjacent parking lots (60 of those lots on campus), parts of the UCA campus feel like a “sea of parking.” The campus has no parking decks and the largest surface lots are found south of Students’ Lane. According to stakeholders, existing parking issues and the need for more parking are critical. As noted by a recent academic survey, this could be a perception issue since many outlying parking lots remain empty during the day. As is typical, students, faculty and staff prefer to park adjacent to their residence halls, classrooms, or offices.

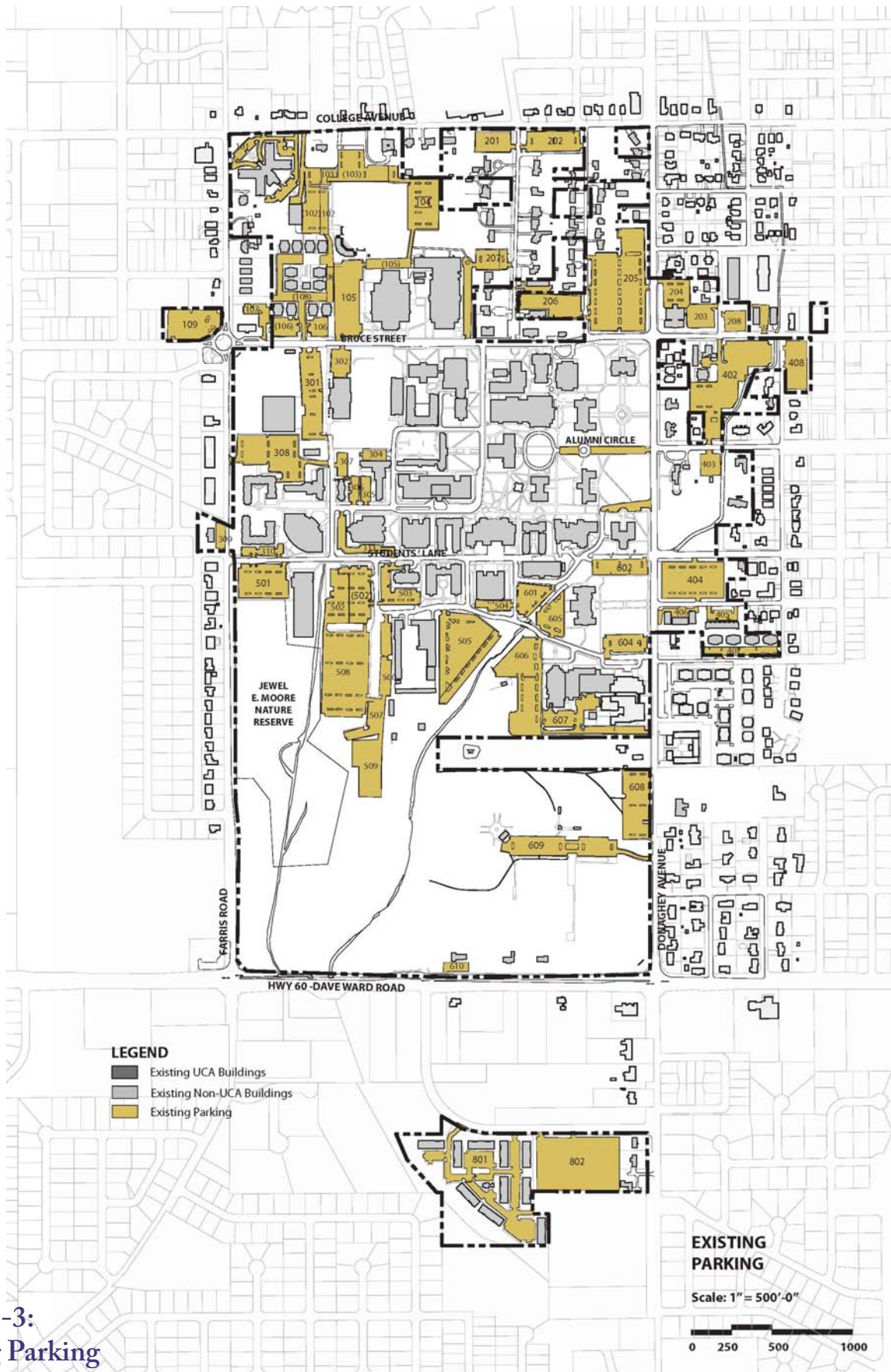


Figure 2-3:
Existing Parking

Open Space

Formal Landscapes

There are both primary and secondary formal landscapes on the UCA campus. Primary landscapes include formal greens, like the area in front of Old Main. This formal green was part of the original campus gateway along Alumni Circle. Students consider this area unusable as it feels too ceremonial to relax or play in.

Secondary formal landscapes include courtyards, gardens and plazas, and a number of these spaces are distributed throughout campus. The most well-used example is the quadrangle in front of the Student Center. Students consider this area the heart of campus and use it for gathering, relaxing, performing, studying and other activities. This area will also house a new open-air amphitheatre, already in the planning and design stage. Other campus courtyards, plazas and gardens lack connectivity to one another.

Natural Areas

The Jewel E. Moore Reserve brings a bit of nature to the UCA campus, offering multiple recreation trails, a small stream, and outdoor classroom space. However, lack of maintenance prevents optimal use of the Reserve. As discussed in the 2006 Master Plan, the small size of the Reserve and its lack of diversity limit its viability as a sustainable ecosystem.



The Jewel E. Moore Nature Reserve is considered a campus resource and ecological gem.

Natural Systems

The 342-acre UCA campus is located approximately 5 miles east of the Arkansas River. The campus has limited topographical variation except for Stone Dam Creek, the only stream on campus. It runs diagonally from parcels east of Donaghey Avenue at Bruce Street and then crosses into the main campus through a culvert at Robins Street. It is daylighted at Beatrice Powell Street, and continues southwest until exiting at Dave Ward Drive. A small tributary also runs through the Jewel E. Moore Reserve in the southwest corner of campus.

Stone Dam Creek's 100- and 500-year floodplains influence campus land use. The 500-year floodplain is contained within the Jewel E. Moore Reserve, while the 100-year floodplain cuts diagonally through campus and includes areas between 100 and 250 feet from the creek centerline. The majority of athletic and recreational fields in the southern portion of campus and the western campus boundary lie within the 100-year floodplain. These floodplains have significant impacts on the campus and must be considered in the master planning process.



Stone Dam Creek runs diagonally through campus, at times in an open channel and at times underground.

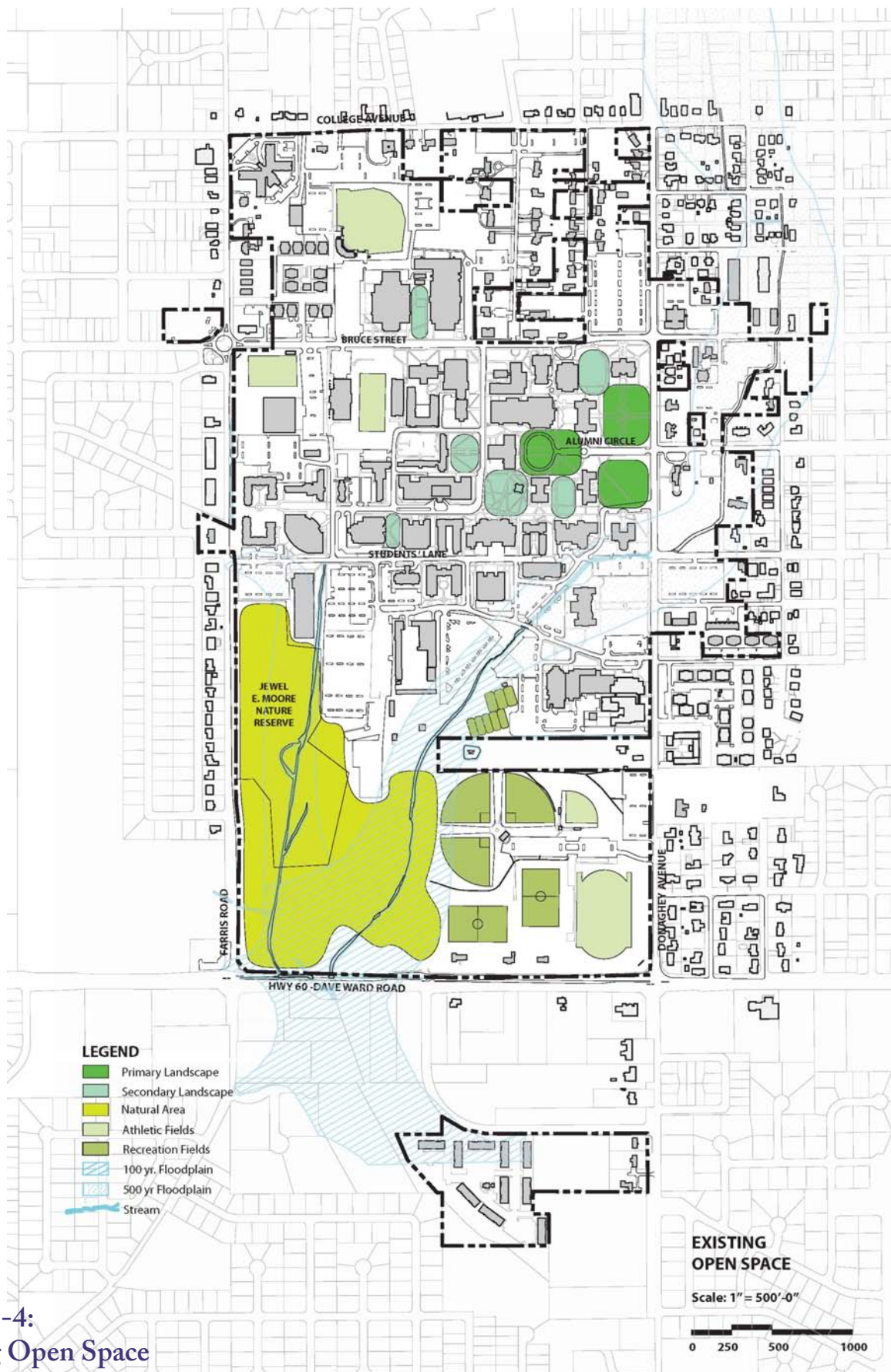


Figure 2-4:
Existing Open Space

Infrastructure

Electrical

The Conway Corporation maintains the public electrical system. It consists of underground conductors encased in concrete that are looped through pad mounted switches and transformers. The Physical Plant and HPER Complex are not connected to this system, and draw power from a facility adjacent to campus.

The existing electrical system is adequate for current needs, but is near capacity. Future development will require upsizing the conductors to provide for increased loads. Future building locations and street revisions may require relocation of electrical mains and services.

Natural Gas

Centerpoint Energy provides natural gas to the UCA campus with most on-campus gas lines owned by the University. Older private gas lines are steel and in need of replacement. Newer private gas lines are plastic. Private gas lines are routed as needed and are not located in utility corridors.

Of the eight on-campus gas meters, three serve multiple buildings, and five serve individual buildings. Meters are located at Farris Hall/Lewis Hall; Doyne Hall/ Meadors; Wingo Hall (multiple-building meter); Estes Stadium; Reynolds Hall; New Hall; the President's House; and the Softball Fields. An older, high-pressure gas line runs in a 50-foot easement across campus from Donaghey Avenue to Farris Road. This line was constructed in 1950 and is owned by OMR. In 2004, it was moved to make room for a new residence hall and a direct tap was added, although this tap has not yet been utilized.

Approximately 80% of the campus gas usage comes from transport gas. Two accounts are “unbundled” and are billed under the Large Commercial Service (LCS-1) - Transportation Sales Option (TSO) tariff and Small Commercial Service (SCS-1) - Transportation Sales Option (TSO) tariff. The other two accounts are “bundled” and are billed under the Small Commercial Service (SCS-1) - System Sales Option (SSO) tariff.

The University investigated the possibility of utilizing a combined billing or master metering approach on all gas meters located on campus in 2004, but has not pursued this approach. A combined billing could save money on utility costs.

Physical Plant staff also indicated that a number of unmarked or abandoned gas lines are known to exist on campus, but are not shown on existing maps. These utilities would need to be located and surveyed prior to any construction projects.

Future development can utilize new meters or upgrade existing master meters for additional loads as location allows, or can connect directly to the transport line. An in depth evaluation will be required to utilize the master meters to determine the available/required capacity.

Energy Management

UCA is unique in that it maintains a dedicated fiber optic distribution system for the Energy Management System. The system monitors chilled and heating water, most electrical meters and some gas meters. Each building is served by 3 pairs of fiber optic cables and is separate from the campus Ethernet system. This could be used to combine systems, thus reducing the maintenance burden on the University.



Campus utilities vary greatly in their ability to accommodate additional development.

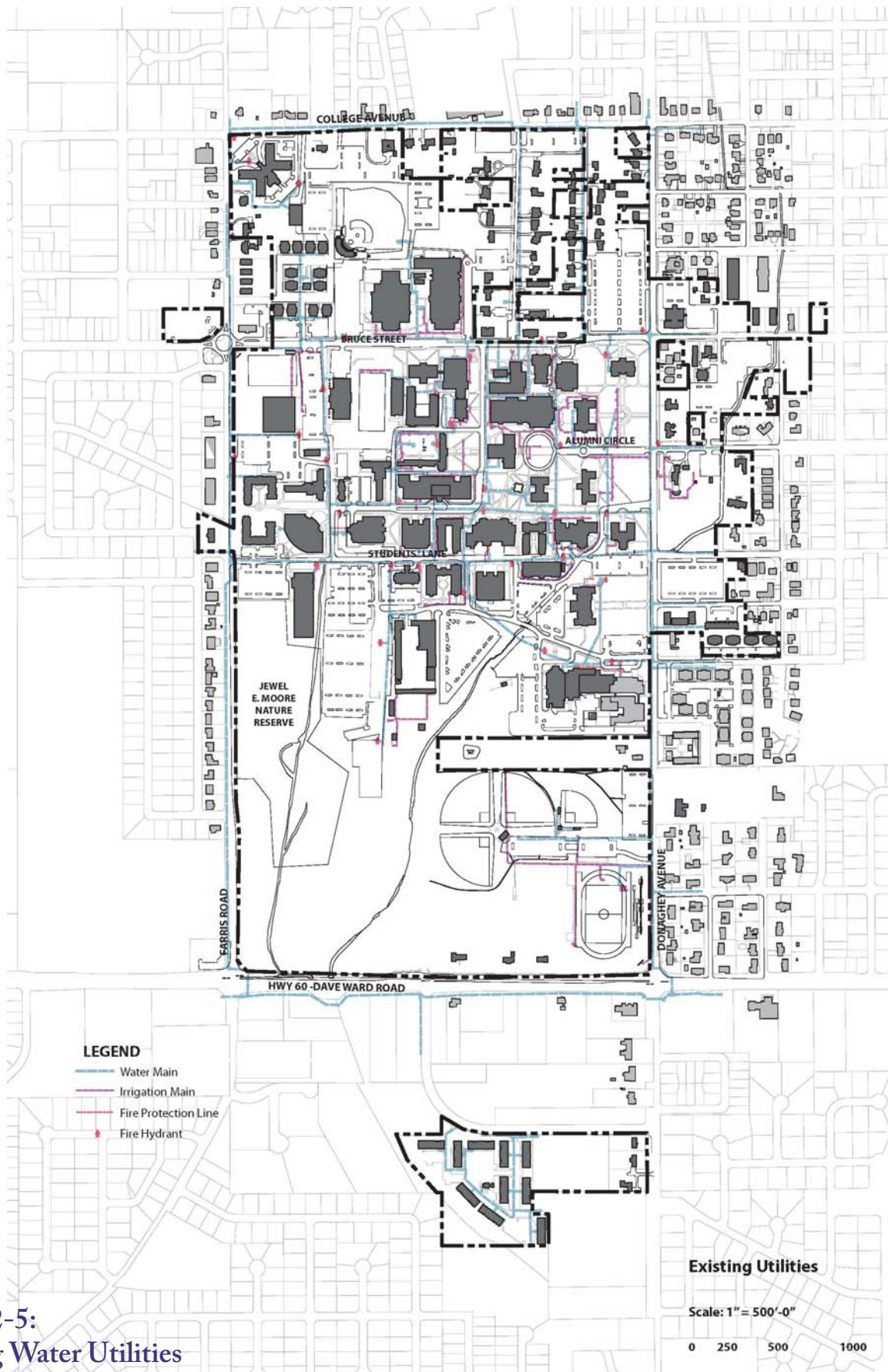


Figure 2-5:
Existing Water Utilities

Sanitary Sewer

The public sanitary sewer system is provided and maintained by the Conway Corporation. The gravity flow moves south into an interceptor that follows the main creek channel. Existing mains are at or near capacity for individual buildings, and sewer main extensions will be required from the main interceptor as development occurs.

In addition, several mains within the campus core run under existing buildings and will need to be moved prior to further development in the core area.

Chilled Water

The campus cooling needs are met via a district chilled water system. The system is laid out in a loop arrangement with one main loop. A second loop is in the process of being completed. All underground chilled water is fiberglass pipe, with the exception of a small amount of older piping located near Farris Hall and Lewis Hall. University personnel report no known “bottle necks” in the piping distribution system.

There are three main chilled water plants located on campus including the West central Energy Plant, the South Plant and the North Plant. There are also smaller chillers located in Old Main, McCastlain, Arkansas and Mashburn Halls.

The system is currently near capacity and will need to be expanded to accommodate new development. The University maintains a hydraulic model of the chilled water system that can be used to evaluate the addition of new loads to the system.

The University has considered expanding to the north and entering into a partnership with Conway Regional Medical Center to tie the two district chilled water systems together. This concept has been discussed with the hospital, but no decision has been made.

Potable Water

The potable public water system is provided and maintained by the Conway Corporation. Some water lines in the older parts of campus, and some waterlines after service meters, are owned and maintained by UCA. The waterlines in the northern half of the campus, in the area north of Students' Lane up to College Avenue, are generally older, small-diameter, dead-end runs that are at or very near capacity. The waterlines in the southern half of the campus from Students' Lane to Dave Ward Drive are generally in better shape and have some excess capacity to accommodate future development.

Buildings are served by individual meters and where applicable, fire protection lines.

Most future development can be served by line extension. Some areas may require line replacement or upgrading to achieve future design capacity.

Stormwater

The campus drainage system consists of private-, city- and state-maintained systems. As a state property, UCA is not required to comply with city stormwater standards. Current stormwater systems are inadequate to handle the increased impervious surface area that has evolved since original system installation. As a result, many parking lots flood during rainfall events higher than approximately 25-year rainfall events. Flooding is of relatively short duration, subsiding within 24 hours after the rain ends. Buildings that contain basements have sump pumps and are subject to flooding during power failures or pump failures.



Demands on existing utility and communications systems are anticipated to increase as the campus grows.

As campus development continues the following items and Best Management Practices (BMP's) should be considered to alleviate flooding and improve water quality:

- channel improvements
- detention ponds
- pervious pavement
- bio-swales
- green roofs
- water quality units
- rain gardens

A campus-wide hydrology study should be performed to identify the trouble areas and determine the best solutions.

Communications

The phone service is provided to the campus by Windstream and is distributed throughout campus on private fiber and copper lines owned and maintained by UCA. The original service was installed by Southwestern Bell and dedicated to the campus. The original service has been upgraded in several locations. While some cable/fiber routes are known by campus personnel, many are unmapped.

Arkansas Research and Educational Optical Network (ARE-ON) serves the campus through its own private network.

Cable TV and internet services are provided and maintained by Conway Corporation. The service is fiber at the campus perimeter and copper within the campus.

Stakeholder Input

Analysis & Visioning

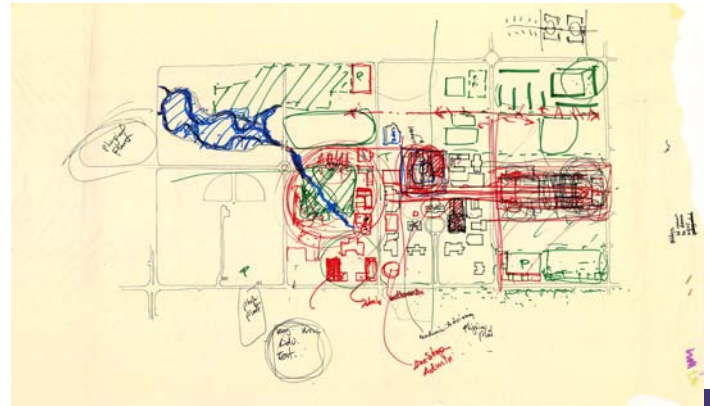
During the week of December 13, 2010 the Consultant Team met with 10 stakeholder groups to determine current attitudes towards the UCA campus.

The goal of each meeting was to identify the campus' strengths, weaknesses, opportunities and threats (SWOT). This SWOT analysis was critical to establishing a set of master planning goals and principles. These meetings also provided the Consultant Team with base knowledge of what was working on campus, what needed adjustment, and what needed to be fixed.

During the week of March 7, 2011, the Consultant Team held a two-day visioning workshop with faculty, staff and students to further establish core goals and design principles that would influence the 2011 Master Plan.

To encourage discussion, the Consultant Team prepared two alternative diagrams showing different future land use strategies for the UCA campus. These sketches were done in a "bubble diagram" format, and were meant to generate ideas and reactions, both positive and negative. General questions were posed to UCA faculty, staff and students., including: What is working on campus? What is not working? What needs improvement? What is 'sacred' and should not be changed? Although the group of participants was diverse, responses were similar and centered on a small group of issues.

More detailed information about the visioning process, the Consultant Team's alternative diagrams, and workshop outcomes can be found in Working Paper 4 - Vision and Guiding Principles.



Master Plan visioning sessions asked participants to diagram their concerns and ideas for the campus.

Primary concern centered on the campus's ability to adapt to and accommodate future growth. Outdated buildings and infrastructure, unusable green space, lack of parking and poor campus drainage were also cited as chief concerns.

Another issue identified by stakeholders is the lack of a defined bicycle and pedestrian network. As noted in the preceding Existing Conditions analysis, bicycles share unstriped walkways and roadways with vehicles, causing a high incidence of bicycle/pedestrian conflict. Similar concerns noted the lack of safe, well-defined pedestrian crossing points at the campus edge, causing pedestrian/vehicle safety issues.



Students identified the UCA Student Center and its adjacent open space as the 'heart' of campus.

Land Use

Campus Character

Overall, the look and feel of the UCA campus is generally regarded as positive. Mature trees, a fairly consistent 'Georgian' architectural style, and campus size are pleasing and establish guiding principles for future development.

Faculty, staff and students are generally pleased with campus character. They appreciate UCA's 'Georgian' architectural style and enjoy Main Hall, a structure in the historic core recently added to the National Register of Historic Places. They are also proud of the historic core's memorial trees, and note the importance of preserving this living tribute for future generations.

Students also identified the area in front of the Student Center as the 'heart of campus,' from both a pedestrian circulation and gathering standpoint.

Faculty, students and staff would like future development to follow UCA's architectural style. However, they feel that campus cohesion could be improved upon through the development of well-defined green spaces. Future buildings should be placed to define green spaces, and to create cohesive, usable spaces.

Residential: Greek Life

The leading residential issue for both administration and students is the creation of a Greek Village. Both groups view this element as a near-term priority, although it was noted that sororities, as a group, are more financially prepared than fraternities to build new facilities. The two groups also differ in their preferred management structure, with sororities preferring to lease both property and building and fraternities more inclined to lease just property and construct their own houses.

General Housing Pool & Student Retention

UCA's goal is to house one-third of the student body on campus. Administrators noted that the expansion of private, amenity-filled off-campus student housing has reduced the number of students living on campus, and that upgrades to campus housing will be needed to reach the one-third on campus housing goal. Suite-style housing with individual bedrooms is the preferred housing type, and aids in student retention. Administrators also identified freshman and sophomores as a priority for on-campus housing, to aid in retention and academic success.

Recreation and Athletics

Students noted a need for more outdoor recreation space, both formal and informal. Tennis, sand volleyball and ultimate Frisbee were mentioned as specific areas of deficiency, as well as a need for more flexible, multi-use fields. Students also identified a need for more unprogrammed open space, noting that the area in front of Wingo and McAlister is the only space available for larger-group games and activities during orientation week. Some students wondered if the 'horse pasture' adjacent to the president's house could be made available for general, informal student use.

Students also feel a strong need for expanded indoor recreation facilities, and have voted to raise their own fees in order to fund an expansion of the HPER Center.

Dining

Students and staff both noted the need for expanded dining opportunities, both in type of food offered as well as physical space. The potential for multiple dining facilities, in place of an expansion of the existing cafeteria, was well-received. There was also an interest in additional franchise food offerings in academic buildings, similar to the coffee shop on the ground floor of Torreyson Library. These stands could be small stores or simple food carts. Staff identified an issue with limited food opportunities during summer break and other times when the campus is not at peak operation, noting that it is difficult for remaining students to find regular food service.



Students identified a need for more flexible, outdoor areas for informal gatherings.



UCA offers both 'food court'-style dining (above) as well as traditional cafeteria services.



Students noted that cars in residential lots often do not move for weeks, while lots are placed in areas that often segregate campus uses.

Circulation and Parking

Students acknowledged that many of the cars parked in the large lots adjacent to the campus core are residential rather than commuter vehicles, and that they often are not moved for weeks. Given this usage pattern, students felt remote parking would be acceptable as long as a good transit link was in place. Administration noted that the majority of parking complaints come from on-campus residents, rather than from commuter students.

Students noted a need for more bicycle parking.

The Consultant Team also learned that the City of Conway plans to widen College Avenue to four lanes, and that when it does so it is likely to cede control of Bruce Street to the University. Community members tend to avoid using Bruce Street due to the high frequency and sporadic nature of student crossings, making the street a good candidate for pedestrian mall treatment and temporary closures for game days and special events. This idea interested both students and faculty.

Participants were also interested in the potential for retail uses along Donaghey.

Open Space Nature Reserve

Students and faculty also underlined the importance of preserving the Jewel Moore Nature Reserve, for its ecological value as well as its usefulness as a teaching laboratory.

Gathering Spaces

Students and administration both noted the need for a large indoor gathering space able to accommodate from 5000 to 15000 people. This need is currently not met on-campus. Sororities identified a need for 5 rooms with a capacity of 200 each. Administration identified a need for a space that could accommodate convocation, as well as a better conference space.

Students also expressed a strong desire for an outdoor gathering space that could accommodate 200 people. An amphitheater is currently being planned north of the Student Center to address this issue.

A welcome center was also identified as a campus need.

Police, Physical Plant, IT & Supporting Infrastructure

Police

Campus police are in need additional space, approximately double that which they currently occupy, as well as a hardened communications facility capable of withstanding a Category 5 tornado. Both police and students are happy with their current location adjacent to Hughes Hall; students note an added sense of security knowing the proximity of police. Police are interested in a more visible location near Alumni Circle, potential splitting their operations between a main station and an 'outpost' within the campus or at the current location.

Physical Plant

Physical Plant is extremely cramped in their existing space, with the loading dock being an area of particular difficulty. While Physical Plant is open to moving to another location on campus, they do note that they prefer to keep all their functions together. This parameter would make it difficult to move Facilities across any major street such as Dave Ward Drive or Donaghey St, since a lot of their equipment (riding mowers, golf carts) does not lend itself to crossing mixed traffic. Facilities is also interested in exploring the idea of a Central Receiving function.

IT & Supporting Infrastructure

IT needs additional fiber, as well as a hardened facility capable of withstanding an F5 tornado.

There are a number of utilities on campus that require upsizing in order to be able to provide capacity for campus



While Physical Plant indicated a willingness to relocate outside of the campus core, they also identified potential difficulties with moving equipment and supplies across a major roadway.

expansion; water service in the northern portion of campus was mentioned as a particular area of deficiency, as was sanitary sewer in Students' Lane and Sowder Street, both of which are at capacity. There is a desire for a second chiller plant and second loop on the northern portion of campus. Staff also mentioned that sanitary mains running through the center of campus or under buildings should be relocated.

Approximately 25% of the buildings on campus require upgrades to make them capable of withstanding an F5 tornado.



Section 3: Land Use Framework



Land Use Framework

Vision, Goals and Guiding Principles

Stakeholder meetings and the visioning charrettes produced a formal Vision Statement defining what the University hopes to be as it evolves into a 21st century institutions. This Vision Statement is supported by a series of Goals, which define specific benchmarks of success for meeting the Vision. These Goals are similar to those put forth in the 2006 UCA Master Plan, but are updated to reflect the 2011 master planning process and resulting Vision Statement. Finally, the Vision and Goals are completed with a set of Guiding Principles, which identify the specific physical and programmatic elements that will ensure the campus achieves its goals and vision.



Campus vision ensures integrity to the institution's roots, while moving education into a new future.

Vision Statement

The University of Central Arkansas Campus of the Future will be a public destination that integrates a 21st century learning environment with the urban vitality of Conway and the greater region. UCA students, faculty, staff, alumni, visitors, neighbors, and potential development partners will experience a vibrant, twenty-four/seven campus. The UCA Campus of the Future will feature exemplary live/learn/work/play opportunities and environments that engage the learner, satisfy the curious, inspire the creative and attract the larger Conway community.



Students are the heart of the University's mission.

Goals

In 2020, the UCA campus will be...

- ◇ *A campus of choice for faculty, undergraduate and graduate students, with excellent academic programs and state of the art facilities.*
- ◇ *A campus that honors its rich architectural heritage through preservation and adaptive reuse, while promoting innovative, contextual design without compromising contemporary academic and research space needs.*
- ◇ *A campus with a rich and diverse student life environment that encourages student-to-student, student-to-faculty, and student-to-community engagement.*
- ◇ *A pedestrian-focused campus that provides universal-accessibility throughout its grounds and facilities.*
- ◇ *A campus with an array of scenic, educational, natural and designed environments that establish a distinct UCA sense of place and enhance the student, faculty, staff and visitor experience.*
- ◇ *A campus with interdisciplinary and mixed-use facilities that support adaptability, compatible education, civic and commercial activities.*

A campus that has a strong inter-relationship with its host community while maintaining its identity through clear and well-designed way-finding, gateways and edges.

Guiding Principles

Principle 1: Enhance and maintain the campus's natural resources through sound environmental stewardship.

- ◇ Jewel Moore Nature Reserve
- ◇ creeks and associated habitat

Principle 2: Enhance and maintain the campus's cultural resources through appropriate design, planning and best management practices.

- ◇ Old Main
- ◇ memorial trees

Principle 3: Provide appropriate student life resources, including housing, dining and recreation, at levels that promote student retention and a sense of campus community.

- ◇ house one-third of student body
- ◇ provide additional dining options
- ◇ expand HPER Center

Principle 4: Increase usable green space for both active and passive use, with a focus on creating 'special places' within the larger University context.

- ◇ amphitheater
- ◇ additional recreation fields
- ◇ Bruce Street pedestrian mall
- ◇ Harding Fountain

Principle 5: Prioritize academic, residential and green space uses within the core campus area, with an emphasis on moving parking and non-student uses to the campus perimeter or remote locations.

- ◇ Old Main
- ◇ Physical Plant relocation

Principle 6: Maintain and enhance the University's existing character, with particular focus on the 'face' of the University at its edges on Farris Road, Dave Ward Drive, Donaghey Avenue, and College Avenue.

- ◇ Dave Ward Drive/Farris Road future land use

Principle 7: Cluster land uses and building programming so that departments and complementary disciplines are located in close proximity to one another.

- ◇ health and science cluster
- ◇ performing and visual arts cluster

Principle 8: Limit vehicular circulation and parking within the core of the campus, in order to promote a safe, welcoming pedestrian environment.

- ◇ remote parking for residential

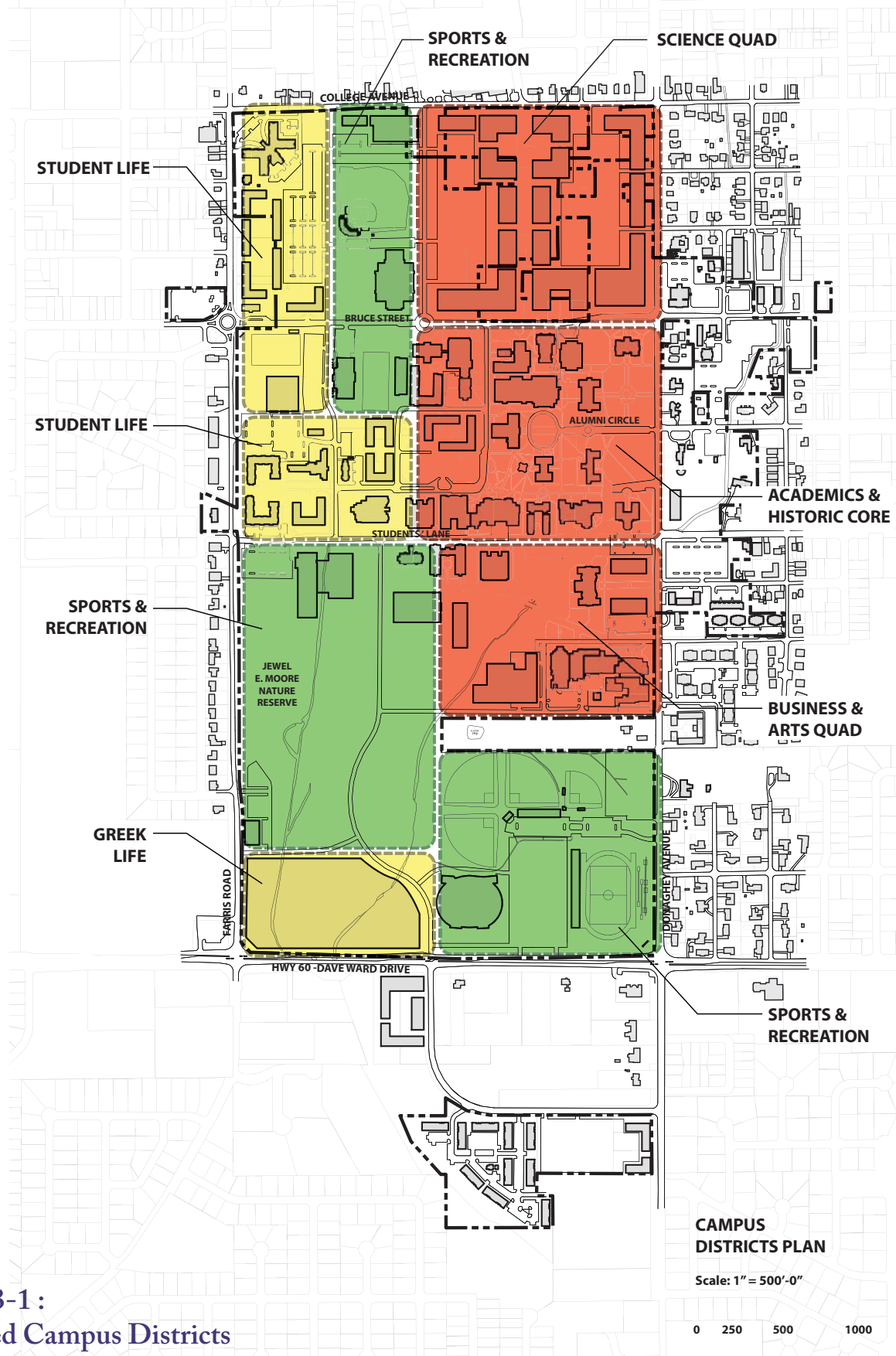


Figure 3-1 :
Proposed Campus Districts

Campus Framework

This Plan promotes the centralization and clustering of land use types and campus facilities to promote efficiency, functionality and sustainability.

Primary Land Uses

Academic

Clustering of academic uses promotes efficient, logical circulation and aids in class scheduling by ensuring that students do not have to traverse great distances in short between-class periods.

The majority of academic buildings are located between Bruce Street and Students' Lane, with the Lewis Science Center and College of Business being outposts north and south, respectively, of this central area. The 2011 Master Plan directs future academic growth to these two 'outlier' areas, in order to create a critical mass at each. This pattern will strengthen campus legibility by creating three central academic nodes arranged along a north-south axis through the campus.

Residential

Social cohesion and integration is essential to both student retention and academic performance, and clustering residential halls is an important aspect of creating community. The 2011 Master Plan recommends that future residence halls be located in close proximity

to the existing residential clusters on the west side of campus.

The plan also designates a zone in the southwest corner of the campus for a Greek Village. Although removed from the campus core, the quantity of housing anticipated for this area will be adequate to make it a free-standing cluster. The common theme of the cluster, and the fact that residents will choose rather than be assigned to this location--and their status as upperclassman--should mitigate the Village's somewhat isolated location.

Athletics & Recreation

With the exception of the University's existing baseball and football stadiums, the bulk of athletic and recreational facilities will continue to be concentrated in the southern portion of the campus.

Administration & Support

Donaghey Avenue is UCA's historic and current 'front door.' It is the route by which most visitors arrive to campus and this fact, coupled with the City of Conway's planned streetscape enhancements along the same corridor, make it the logical location for administrative and visitor-oriented services. Designating this area as an administrative zone also allows non-academic uses to cross over to the eastern side of Donaghey, where they will be adjacent to campus and free space within the core for academic uses.

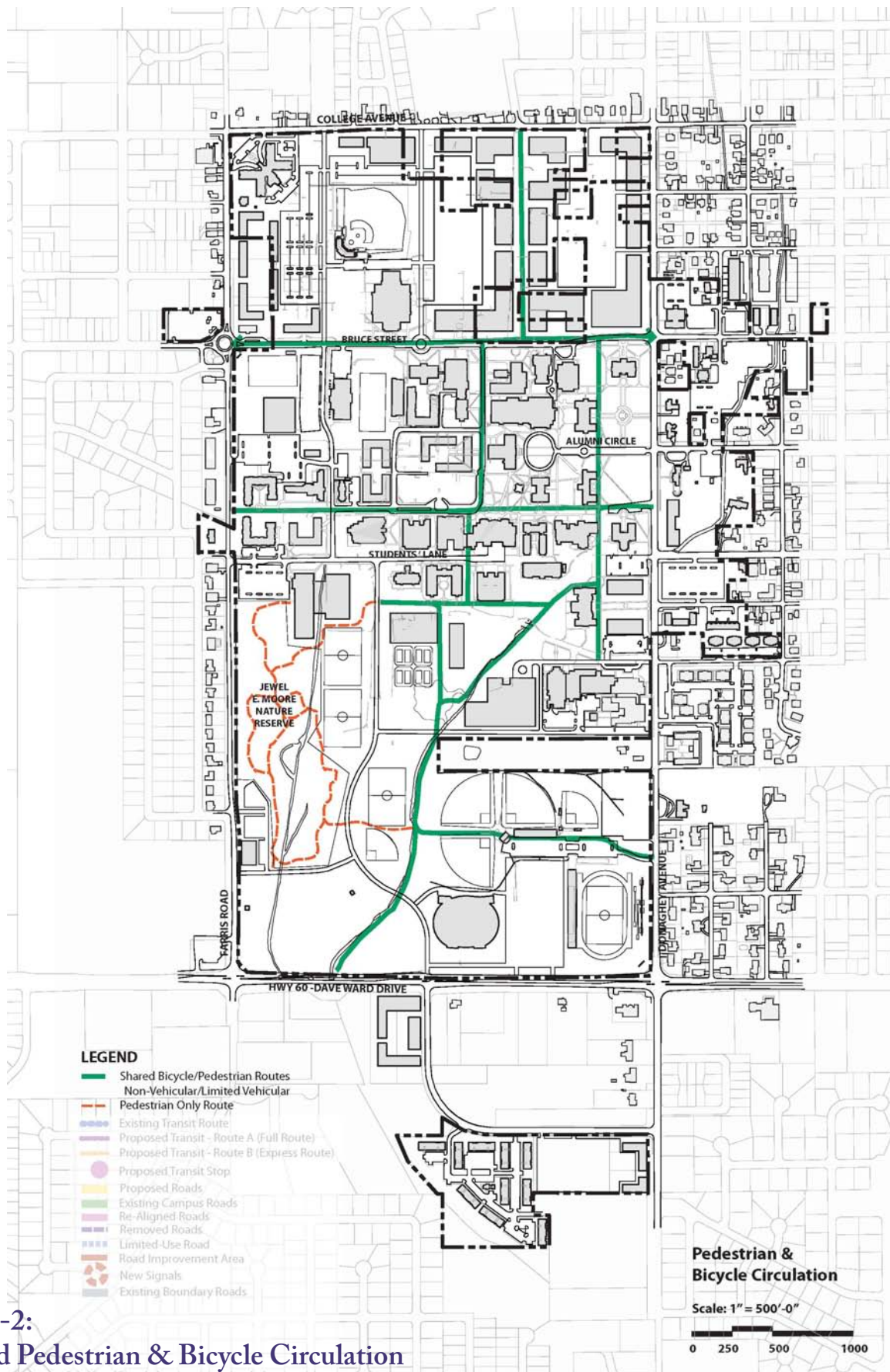


Figure 3-2:
Proposed Pedestrian & Bicycle Circulation

Circulation, Transit & Parking

Pedestrians & Bicycles

The non-vehicular framework shown at left is designed to offer students access to most campus destinations and origins with minimal potential for conflict with motorized vehicles. The framework draws two east-west pathways between the campus's two residential clusters to the academic core. The proposed Greek Village zone has a similar off-road pathway connecting it to academic areas. Similarly, the three academic zones or clusters described in the preceding 'land use' section are connected by two north-south spines.

UCA's layout does not lend itself to separate bicycle and pedestrian routes, as used at some other institutions. Instead, non-vehicular pathways will be shared, and design should take this dual function into account, particularly with respect to width.

Students have already identified a certain amount of bicycle-pedestrian conflict, and if the problem continues to be exacerbated, divided pathways should be considered. In this case, bicycles and pedestrians will follow the same routes, but pathways may be striped for a pedestrian side and a bicycle side. Alternately, if space permits, parallel pathways separated by a small median could also help define bicycle areas and pedestrian areas.

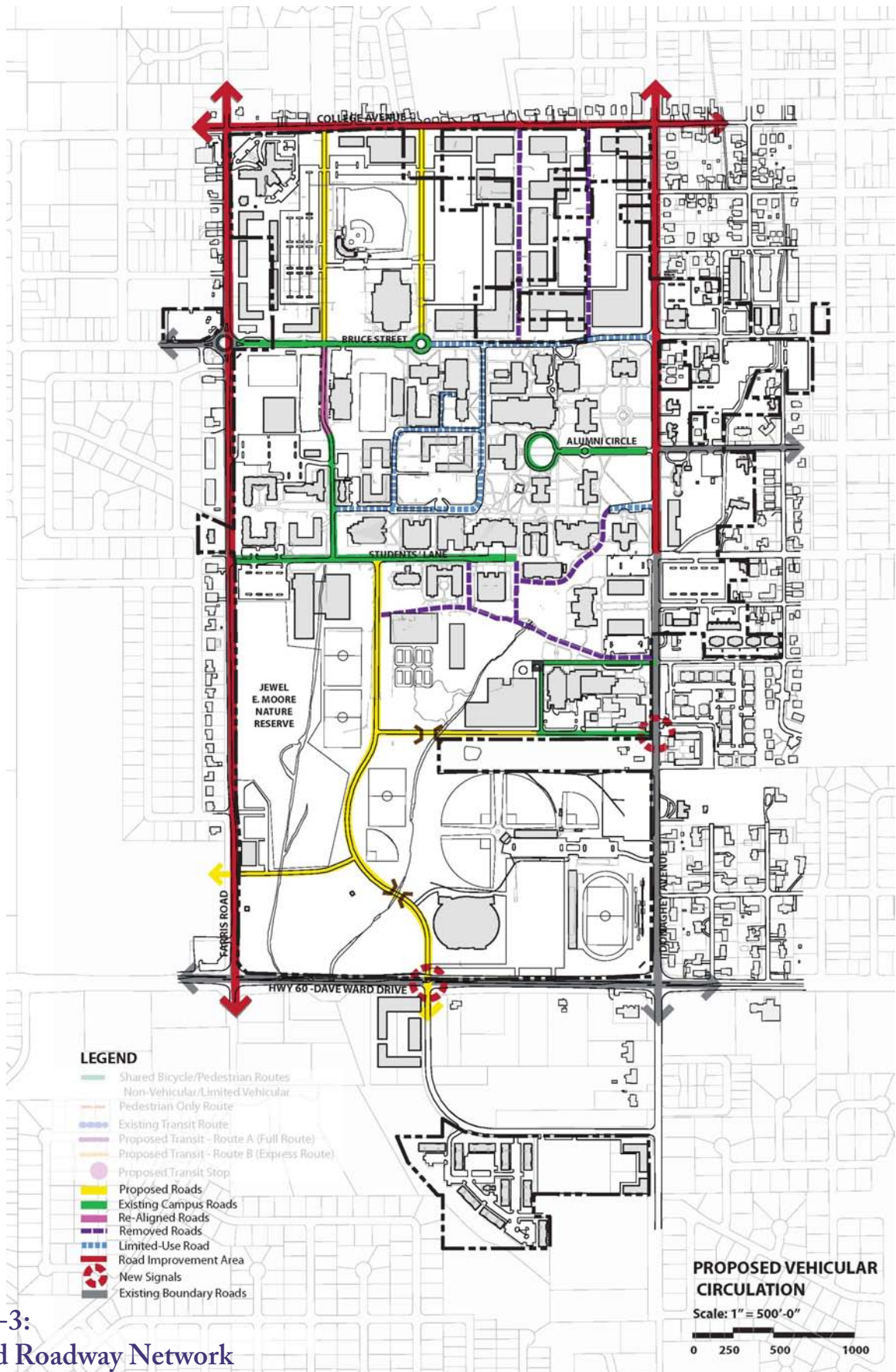
In order to preserve natural resources, the Jewel E. Moore Nature Reserve contains pedestrian-only pathways.



UCA has outlined a framework for a pedestrian-first campus.



Campus roadways should include dedicated, on-street bicycle lanes.



- LEGEND**
- Shared Bicycle/Pedestrian Routes
 - Non-Vehicular/Limited Vehicular
 - Pedestrian Only Route
 - Existing Transit Route
 - Proposed Transit - Route A (Full Route)
 - Proposed Transit - Route B (Express Route)
 - Proposed Transit Stop
 - Proposed Roads
 - Existing Campus Roads
 - Re-Aligned Roads
 - Removed Roads
 - Limited-Use Road
 - Road Improvement Area
 - New Signals
 - Existing Boundary Roads

PROPOSED VEHICULAR CIRCULATION
 Scale: 1" = 500'-0"
 0 250 500 1000

**Figure 3-3:
 Proposed Roadway Network**

Vehicles

UCA has underlined a desire for a pedestrian-first campus, with a particular focus on the campus's historic core. The roadway changes proposed at left do not seek to remove cars from the campus entirely, but instead to define more carefully how motorized and non-motorized traffic interact. Current campus circulation is disjointed and dispersed, making pedestrian-vehicular interaction frequent and often unpredictable. The modified campus network seeks to create a regular network with cars circulating on a smaller number of primary roadways.

Central Framework

The campus network has a single north-south vehicular spine, Moix Boulevard and WJ Sowder Drive. The two roadways meet at a slight offset at Students' Lane; this offset is advantageous, in that it reduces vehicular speed and discourages through-traffic not bound for destinations within the campus itself. The central section of Sowder Drive is realigned to become a stand-alone roadway, rather than a drive-through route within the parking lot adjacent to Estes Stadium. The creation of a dedicated roadway increased pedestrian safety within the parking lot, and allows for the creation of new pedestrian and bicycle facilities as part of the roadway itself.

East-west circulation is focused on the west side of campus, with Bruce Street, Students' Lane and Hillman Street (new) providing access to the Moix/Sowder Spine. From the east, only Sesame Street (extended) will provide internal campus access, also connecting to the Moix/Sowder spine. Directing campus access to the north, south and west will take some pressure off of already-congested Donaghey Avenue to the east. This strategic redirection of traffic reinforces the desire for a pedestrian-oriented historic core and 'front door' on the eastern side of campus, while also supporting the City's plans to make Donaghey a more 'complete', pedestrian-oriented street.

Limited Use

The plan also anticipates conversion of Bruce Street to a special campus mall, with limited vehicular access from the west side. All access will be closed from Donaghey to the Farris Center, except for emergency (full time access) and service vehicles (early morning/late evening access only). Enhanced paving materials and a focus on streetscape detail create a flexible promenade-type space that can be fully closed to vehicular traffic for tailgating, festivals and other campus events.

Emma Razor and Marion Ross Drives, both within the academic and residential core, will also be closed to regular vehicular traffic except for special events and move-in/move-out periods at the beginning and end of each semester. Emergency vehicles will maintain 24-hour access, while deliveries will be limited to early-morning and late-evening hours.

Closures

Several internal roadways, primarily providing access to surface parking reservoirs, will also be removed as those parking lots are removed (see next section for details). These streets include WD Wilson Way, La Niven Drive, and Beatrice Powell Street.

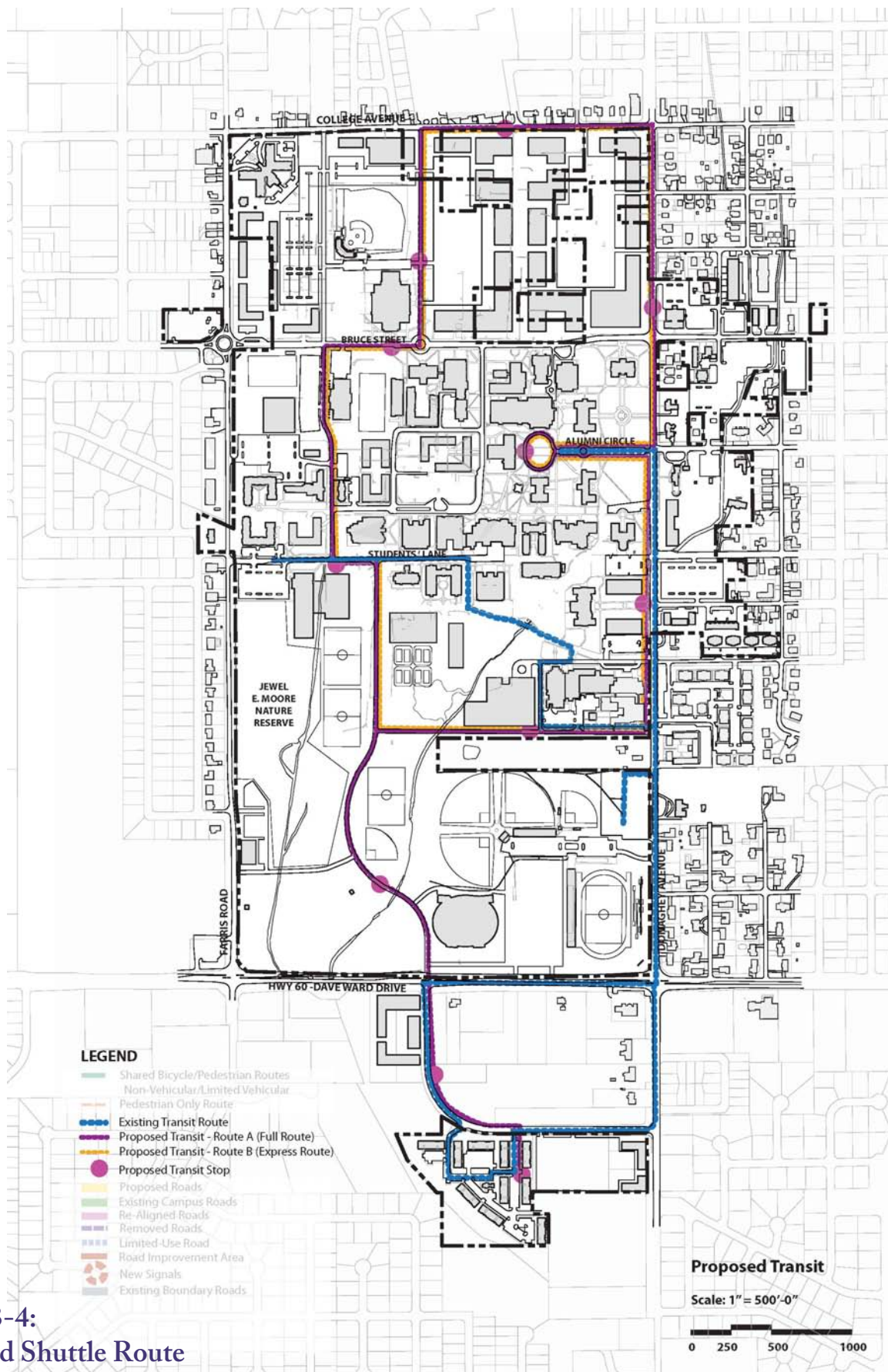


Figure 3-4:
Proposed Shuttle Route

Shuttle Service

The 2011 Master Plan recommends a new shuttle route that will take advantage of modified circulation patterns. Shown at left, the route will serve the campus's four residential clusters, with stops at the Bear Village Apartments, the new Greek Village, west Students' Lane and west Bruce Street (the west Bruce Street stop will also serve athletic events in the baseball and football stadiums). The shuttle will provide academic stops at the northern end of the health & science cluster, in front of the new learning commons (library), Old Main, the business cluster, and the arts cluster.

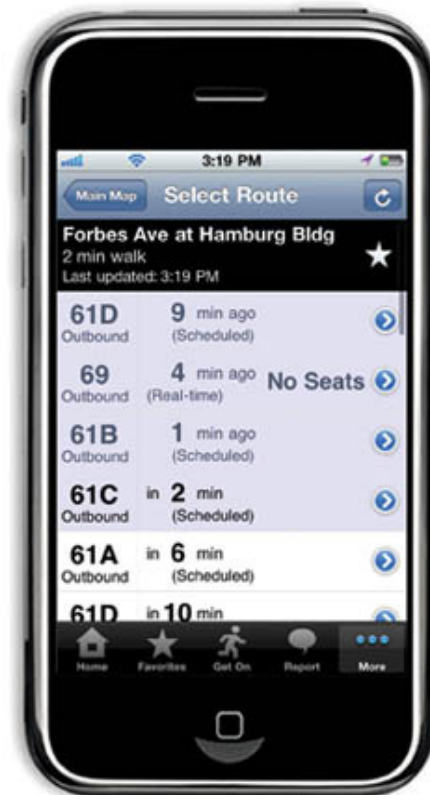
The new shuttle service is specifically routed to minimize travel on congested or high-traffic routes. The shuttle does not use Dave Ward Drive, and reduces the distance it travels on Donaghey Avenue. As the 2011 Master Plan removes Beatrice Powell Street entirely, the segment of the existing shuttle route running on this roadway has been removed.

In order to increase shuttle efficiency, the University may consider running two shuttle routes, with Route A serving all stops shown on the route, and Route B serving only the academic core and eliminating the stops at the Greek Village and Bear Village Apartments. The abbreviated Route B would thereby provide faster service during primary class hours when student may return less frequently to housing areas.

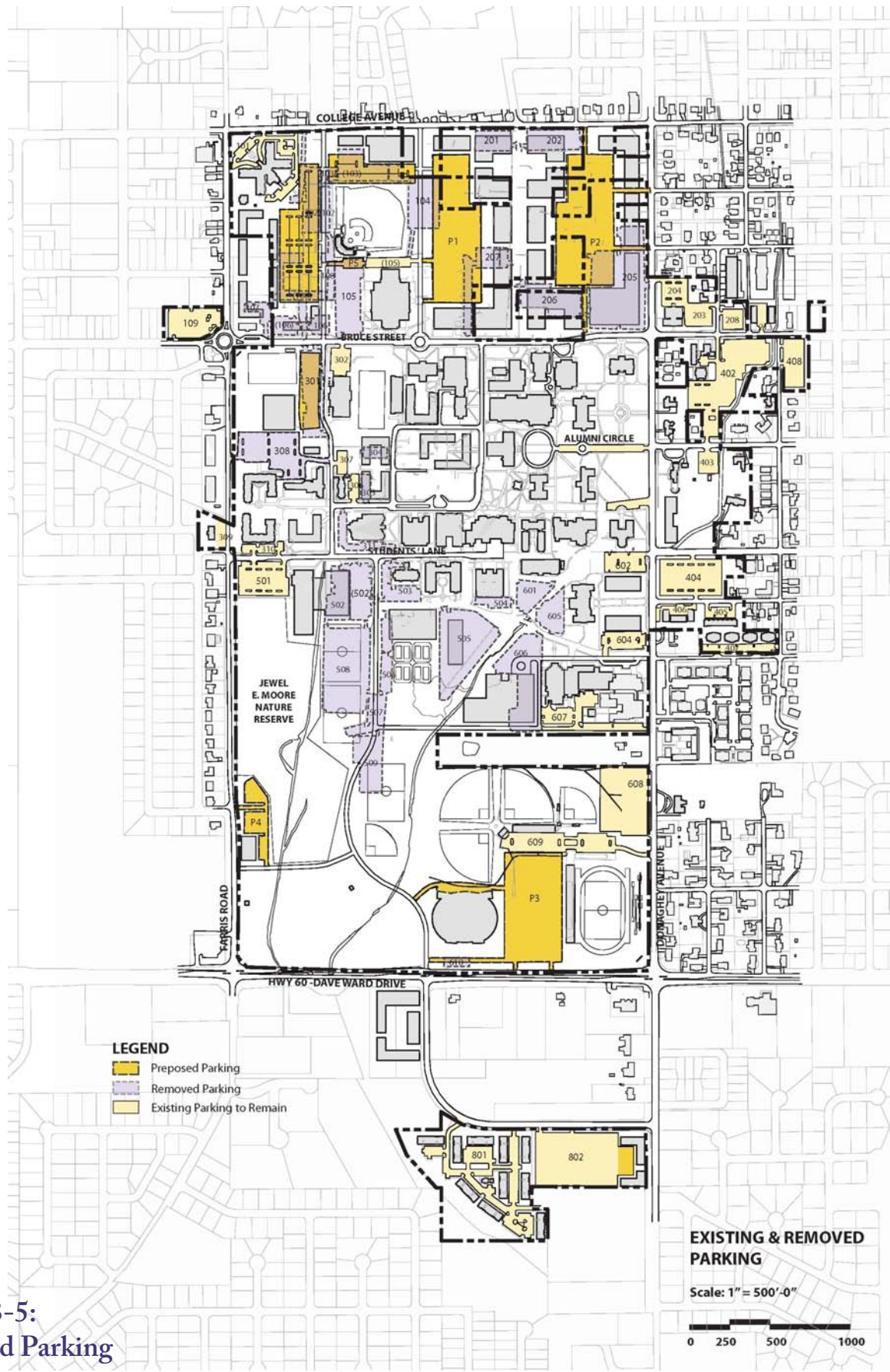
Reliability and headways are the two most-often cited complaints regarding campus transit, and are the reason many students do not use the shuttle. Shuttles should run in a bidirectional loop, and should be equipped with Intelligent Transportation System technology that allows students to access shuttle information via web and smart phone devices. Information should include not only shuttle schedule, but also arrival time of next shuttle. In order to enhance efficiency of boarding and alighting and keep shuttles running on times, shuttle vehicles should offer multiple entry/exit points and a combination of standing/seated configuration.



Shuttle vehicles should have multiple doors to promote efficient, quick loading and unloading.



Intelligent Transportation Systems (ITS) technology allows students to check when the next bus will arrive.



LEGEND
 Proposed Parking
 Removed Parking
 Existing Parking to Remain

EXISTING & REMOVED PARKING

Scale: 1" = 500'-0"



**Figure 3-5:
Proposed Parking**

Parking

The 2011 Master Plan recommends a new parking strategy in which the majority of parking is moved to the campus edge, or to remote locations. This shift allows valuable land within the core campus to be used for academic and residential functions, contributing to a more compact, pedestrian-friendly and aesthetically pleasing campus character.

The most important parking removal are those in the northeast quadrant of campus, in what is slated to become the health & science academic cluster, and those in the area south of Students' Lane, between the HPER Center and the College of Business.

In the northern area, removals are necessary to allow for the construction of the new Health Care Education Building, the replacement for the Lewis Science Center and the new Learning Commons, as well as the additional academic infill that will create critical mass in this area of campus. Replacement parking, although not at a 1:1 ratio, is provided on both sides of the new academic cluster. Dimensions of these two new, consolidated lots are carefully designed to preserve the option of constructing parking decks in the future.

Similarly, removal of the Students' Lane Area lots are essential to knit this portion of the campus, currently perceived as a 'sea of parking', back together and to provide development sites for the creation of the third academic cluster centered around the College of Business, Reynolds Performance Hall and a new Fine Arts building. A portion of the space freed by the removal of parking will also be used to expand recreational facilities. As in the north portion of campus, a new consolidated surface lot, again with dimensions compatible with a future parking deck, is proposed for the Dave Ward Drive edge of campus.



Surface parking should include internal landscape and designated pedestrian routes.

Not marked on the map are remote parking locations. These facilities should be acquired at the University's discretion and in accordance with the ratio of parking it chooses to provide. While a single or small number of larger lots would be easier and more efficient to serve with a shuttle, it may be easier to procure smaller lots. Smaller lots may also make it easier to be a 'good neighbor' and blend into adjacent neighborhood fabric. Regardless of size and location of the lot(s), shuttle service will be critical to the creation of these lots. Residential parking, where cars are used infrequently, is an excellent candidate for remote parking.

UCA should also revise its parking management strategies, including pricing structure and who is or is not eligible for campus parking, to align with new parking facilities and policies.

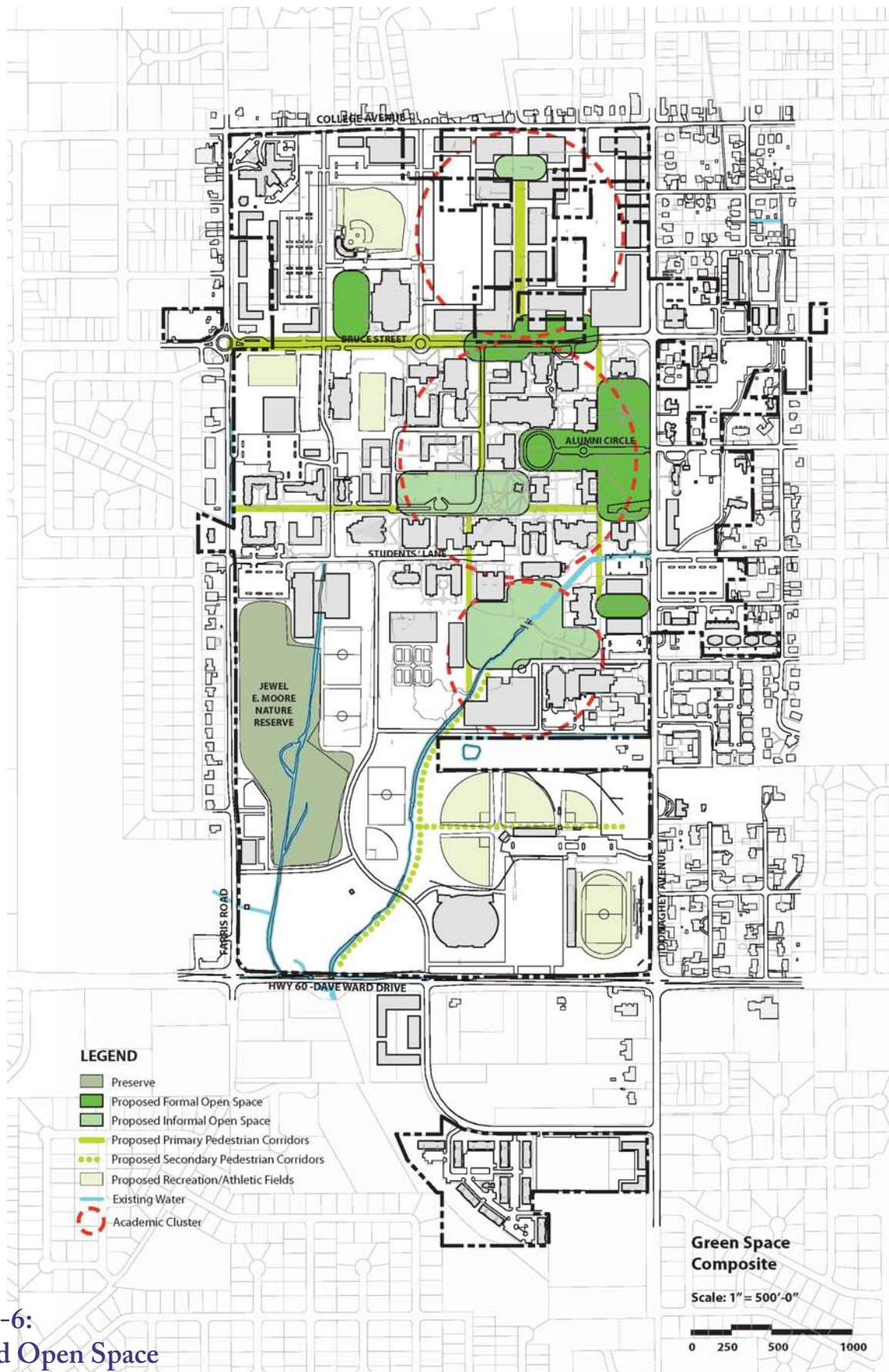


Figure 3-6:
Proposed Open Space

Open Space

Open space plays a key role in campus cohesion. This 2011 Master Plan identifies a framework of key open spaces, both existing and new, connected by pedestrian-oriented green corridors. Together, these two components organize the campus along several key spines, tying together academic clusters, residential nodes, recreation and administration.

Central Spaces

Each of the campus's three academic nodes has a formal 'front door' space, as well as a more enclosed, interior space. The 'front door' spaces are as follows: the 'S-shaped' green space on either side of Bruce Street, between the health/science cluster and the historic core; Alumni Circle and the two quad spaces between Thompson and Wingo Halls; the front lawn of the College of Business, facing Donaghey Avenue. The size and orientation of these spaces, particularly the two fronting on Donaghey Avenue, suggest more formal design focussed on aesthetics or organized events.

The interior spaces provide more intimate, sheltered space and are the 'living rooms' of campus life. The existing green in front of the Student Center typifies this kind of space, and students have underlined the need for more of this type of flexible, informal outdoor gathering space. The other interior spaces associated with academic nodes are the north green within the new health/science cluster, and the large open space, bisected by the creek, within the proposed business/fine arts expansion area.

Connecting Corridors

Marian Ross Drive, already a central campus spine within the historic core, expands to become the key corridor connecting all three academic clusters. Although this route is slightly offset at Bruce Street and Students' Lane, careful design of both paving and landscape will promote a feeling of continuity and legibility along this route.



Pedestrian malls like this one offer limited vehicular access and an enhanced pedestrian experience.

A second green corridor paralleling Donaghey Avenue will connect the eastern side of the three academic clusters. This spine connects only to the southern edge of the health/science cluster, terminating at the Learning Commons, but connects students to the central Marian Ross Drive spine via Bruce Street Enhancements.

North-south connectivity between academic clusters is complemented by east-west corridors connecting academics to residential and administrative functions. Bruce Street, now a partially closed/limited use roadway, is the first of these lateral connections. A second connection, immediately north of Students' Lane between existing Snow Fine Arts and Conway Hall, is also a limited use roadway connection with pedestrian enhancements. A third east-west corridor, this one exclusively non-vehicular, is immediately south of Students' Lane and connects the HPER Center and College of Business.

Additional, shorter corridors also connect sub-areas of campus.



Section 4: Campus Plan



Campus Plan

North Campus

Land Use

Residential Cluster

As the Stadium Park Apartments near the end of their life span, it is recommended that they be redeveloped into a more efficient style of housing. This change will support UCA's goal to increase its stock of on-campus housing. New residence halls can offer a variety of housing options, including suites, and should be arranged around a central open space designed to facilitate informal recreation. This shared public space should include small-scale areas with vertical screening, whether architectural or vegetative, to mitigate the feeling of being in a "fishbowl". It should also maintain a larger open area capable of accommodating casual recreation such as frisbee or volleyball. Parking can be provided east of the residences, with the option to convert surface parking to additional active uses, if necessary, beyond the timeframe of this 2011 Master Plan. Parking will be provided to the east of the new residential complex.

This new residential cluster will require the acquisition of a small number of parcels along Farris Road.

Athletics

Bear Baseball Stadium remains unchanged. New through-roads on either side of the stadium provide enhanced access and shuttle stops.

Health/Science Cluster

The area just north of Bruce Street and west of Augusta Avenue is identified as a future Science and Health Care Education Cluster. This location provides proximity to the campus core, visibility off College Avenue, Augusta Street, and Bruce Street, and can facilitate future educational opportunities with the adjacent Conway Regional Medical Center. The cluster will be laid out along and orient towards a central pedestrian spine (formerly Western Avenue), and will be anchored by the new Health Care Education Building, at the cluster's northern end, and a replacement science building, at the south end. Buildings at the cluster's northern and southern edges, along College Avenue and Bruce Street, respectively, should be designed with dual facades to create a presence on adjacent public streets as well as the internal pedestrian spine. Other buildings in the cluster will be constructed as existing programs and departments

Figure 4-1: Proposed North Campus Plan





The new Learning Commons will offer a variety of study spaces and facilities for a spectrum of learners and learning styles.

consolidate (such as Speech, Language & Hearing, currently located off-campus in a renovated residential structure) and expand.

Parking and service areas will be provided to both the east and west of the new Health/Science cluster. Both the east and west parking reservoir are sized to preserve the option of building parking structures on these sites.

A number of parcels, most of them single-family residential parcels (although some are currently used for non-residential purposes) must be acquired to move forward with the Health/Science cluster.

Donaghey Avenue Edge

The campus's northern Donaghey edge will be anchored by a new Learning Commons. This facility will replace the existing, outdated Torreyson Library and will be designed to offer a cutting-edge, multi-media, 21st Century learning resource based on the latest and most current technology. The Learning Commons will include flexible learning spaces focused on peer collaboration and exploration, including special areas for GIS, digital media production, and gaming. The Learning commons also offer more traditional solo and group study rooms, presentation practice rooms, computer stations and hook-ups.

The Learning Commons is envisioned as a resource for both UCA and the surrounding community, and is located at the campus edge to emphasize this dual function.

Occupying the northwest corner of Bruce Street and Donaghey Avenue, the new Learning Commons will be a signature campus building, designed as a campus gateway and landmark. The building should be designed with dual 'primary' facades on both Bruce and Donaghey, with its main entrance on the corner and a secondary entrance on both streets. Parking will provided behind the building and screened from the street by adjacent complementary buildings.

The Learning Commons may also include retail space, within the library itself or within the larger Learning Commons footprint. Student-focused retail, such as copying or small-scale dining, are examples of such retail. Additional retail shops in freestanding footprints may extend northward along the Donaghey Avenue edge.

Although the Plan proposes to locate the new Learning Commons on land already owned by UCA, the University should pursue acquisition of those parcels along Donaghey Avenue that it does not already own, in order to control the character and use of this important campus edge.

Circulation, Transit & Parking

Circulation

The 2011 Master Plan proposes significant changes in vehicular roadways in this section of campus. Most prominent among these changes is the conversion of Bruce Street to a limited use, pedestrian mall for most of its length within the campus. At the western edge, the majority of traffic will be routed north or south at W.J. Sowder Street (extended), while the campus shuttle will continue an additional block along Bruce Street and turn north at Emma Rasor Drive (extended). The entire length of Bruce will be redesigned and reconstructed with enhanced paving materials, widened sidewalks, and

upgraded furnishings, and will act as the campus's central parade/celebration street for game days and special events. Service functions will continue to use Bruce Street, but will be limited to early morning and late evening hours.

Other circulation changes include the closure of Western and Augusta Avenues, and the extension of WJ Sowder Street and Emma Rasor Drive. Roadway closures are necessary to make way for academic expansion, while the identified roadway extensions will provide vehicular access to the new western parking reservoir as well as transit circulation.



Bruce Street will change to a pedestrian mall and special events space, with limited-pedestrian use along a significant portion of its length.



Parking structures should be designed to offer active ground floor uses, such as retail, and to blend with existing campus architecture.

Transit

The new shuttle route will provide four stops in the north campus area: in front of the Farris Center, adjacent to Bear Stadium (also serving the western parking reservoir), in front of the new Health Care Education Building, and in front of the new Learning Commons.

Parking

As noted in the individual land use descriptions, the North Campus area will consolidate parking into two significant parking reservoirs on either side of the new Health/Science cluster. The location of these reservoirs allow them to serve multiple uses—sports and academics to the west, and academics, learning commons and retail to the east—while remaining screened from the street by buildings. Both lots are sized to preserve the option of building parking structures in these locations in the future. The eastern lot will offer two access points off Donaghey Avenue, and one access point off College Avenue. The western lot will be served by two to three access points off of the new campus road to its west, connecting College Avenue and Bruce Street.

A third parking lot adjacent to the residential cluster should be considered a long-term temporary use, with the option to use this area for athletic, residential or academic uses in the future, once the residential and academic expansion identified in this 20-year plan has been completed.

Open Space

Athletic Plaza

In addition to the informal-use open space described within the residential cluster, the north campus also includes a new formal plaza adjacent to the Farris Center, and a pedestrian spine and quad within the Health/Science cluster. The athletic plaza will host pre- and post-game events, and should be designed with flexibility in mind. It will act as a terminus for parades and events on Bruce Street, and should emphasize flexibility in its largely-hardscape design.

Science Green

The health campus is bookended by open spaces on each end. At the south, a green in front of the new science building will act as a 'knuckle' or connection point between the existing Marion Ross Avenue pedestrian spine and the new health/science spine. The approximately 200-foot offset between these two circulation corridors suggests that landscape and open space design will play an important role in creating visual and logical continuity between the two areas of campus. Open space should be designed to draw the eye and facilitate pedestrian wayfinding.

Health Quad

The northern space within the Health/Science Cluster will be defined by the four buildings surrounding it. This space will accommodate both active and passive, informal recreation, such as studying or a casual game of frisbee. The space should be designed for four-season use, with shade for summer and structural plants--those with interesting winter color or branching structure-- for winter interest.



Campuses should offer a variety of scales and types of outdoor spaces, including large quads (top), small group gathering areas (middle) and circulation spines (bottom).

Central Campus North: Historic Core *Land Use*

Residential

As UCA seeks to increase the numbers of beds available on campus, the most obvious area for residential infill is around the existing residential cluster in the west-central portion of campus. As referenced in the preceding Framework chapter, clustering residential uses fosters a sense of community, encourages friendships and bonding, and promotes student retention and academic performance. Mashburn Hall uses, isolated from other academic resources, should be re-homed within one of the campus's three identified academic clusters (refer to next section, *Academics*). This site is a natural residential site, adjacent to both existing residential and dining services. Additional residential infill will be directed to the Arkansas and State Halls area, both of which will be demolished for new, larger residential (Arkansas Hall) and residential mixed-use (State Hall) buildings.

Academics

Mashburn Hall, Snow Fine Arts and Torreyson Library are the focus of academic change within the north central area. Torreyson Library's holding will be moved entirely to the new Learning Commons, making this valuable space within the historic academic core for renovation and reuse as classroom and office spaces.

Professors within the Theater and Music Departments, currently housed in the Snow Fine Arts building, have expressed a desire for a larger, more modern facility and have noted a synergy in locating close to Reynolds Performance Hall, in the south central portion of campus. Preliminary evaluations show the Snow Fine Arts building to be too outdated for cost-effective renovation; this site should be converted to a central campus open space that will build on and extend the energy established in the 'heart of campus' green space immediately north of the Student Center. This green space should be a distinctly separate space, but complement the existing green.

Mashburn Hall will be demolished and re-used as a residential site. Although a full academic programming study will be necessary to assign appropriate office and classroom space, the Master Plan recommends that Torreyson Library be renovated as the new home for the Department of Education, currently occupying the bulk of Mashburn Hall. This location will locate the Department of Education in proximity to complementary departments often included in the Education curriculum, and will align with the Master Plan Vision of concentrating academic uses within the Historic Core.

Figure 4-2: Proposed Central Campus North Plan



Student Center

The Student Center, already identified as a priority for enlargement, will be expanded to the west. In order to preserve and extend the north-south Marion Ross pedestrian corridor, the Student Center expansion will be a freestanding building linked to the existing building with a second-level skyway connection. The expansion should present primary facades to both Students' Lane and Marion Ross Avenue.

Administration/Visitors' Center

Administrative functions will be shifted to the campus's Donaghey Avenue edge, making more space within the academic core available for academic uses. An exception to this strategy is Old Main; with difficult-to-remodel interior dimensions, Old Main does not suit the needs of many academic classrooms. While some classroom and academic functions will remain, a significant portion of administrative functions will shift to Old Main, in order to ensure an active, lively use for the campus's oldest building.

A new Visitors' Center will occupy Wingo Hall, with reserved parking in front of and behind the building. As most visitors arrive from the south and could pass Wingo Hall before seeing Alumni Circle and acknowledging arrival on the UCA campus, streetside signage will be particularly important in directing visitors to the new Visitors' Center.



Wingo Hall will offer a new one-stop visitors' center within the campus's historic core.

Circulation, Transit & Parking

Circulation

The 2011 Master Plan seeks to reinforce the pedestrian-first character of this historic core by limiting motorized traffic within the central academic area. Both Emma Rasor and Marian Ross Drives will change to limited-use roadways, with service and deliveries limited to early morning and late evening hours. Private vehicles will be allowed only during move-in and move-out periods, typically limited to a two- to three-day period at the beginning and end of each semester.

WJ Sowder Drive will become the campus's main internal connection and will be extended to Bruce Street and College Avenue. The portion of WJ Sowder Drive directly south of Bruce Street will be re-aligned in order to provide a dedicated roadway, in place of the current pattern directing traffic through the existing parking lot. This change promotes pedestrian safety and mitigates pedestrian-vehicular conflict by defining the expecting zone for each mode of travel. The roadway will maintain a narrow cross section, in order to keep vehicular speeds low, and will have sidewalk on both sides. Other speed-control features such as speed bumps or raised pedestrian crossings may also be considered if necessary to control speed.



As one of UCA's central pedestrian spines, Marion Ross will be upgraded to act as a pedestrian mall. General vehicular traffic will be limited to move-in/move-out days and service functions will be permitted only during late evening and early morning hours. Emergency access will be maintained at all times.

Transit

The new shuttle route will make three stops within the North Central Campus area: Students' Lane (serving academics and residence halls), Bruce Street (serving academics and athletics) and Alumni Circle (serving academics and administration).

Parking

The north central area of campus is densely packed with residential and academic uses. As such, space is at a premium and very little parking is available. The existing surface lot north of New Hall and Hughes Hall may be retained, but should be considered a temporary long-term use. It is likely that this area will be needed for residential or athletic expansion at some point in the future, although that time is likely to be beyond the 20-year timespan of this 2011 Master Plan. Until the site is redeveloped into a building site, vegetative screening along the Farris Road edge should be installed, in order to enhance the campus edge and project the collegiate character that UCA wishes to cultivate.

Open Space



This parking lot uses a low wall and plantings to minimize visual impact. Image: EPA Smart Growth.



Pedestrian circulation can promote and contribute to a consistent campus character, whether the corridor is an internal, pedestrian only pathway or shared, 'complete streets' at the campus edge (bottom).

Pedestrian Spines

The 2011 Master Plan does not propose any new open spaces within the North Central campus area, but does recommend changes to the design and use of existing pedestrian circulation spaces. The first of these spaces is Marion Ross Avenue. As noted in the circulation section, this corridor will emphasize non-vehicular circulation and should be redesigned to align with this goal. Enhanced paving materials and plantings, as well as character-defining furnishings such as pedestrian lighting, banners and benches should be included in this design. Attention should also be paid to the building facades along the corridor, many of which (such as Old Main and Meadors) are clearly the 'back' of the structure. While alterations to the essential materials and fenestration of the structures are unlikely, design of the adjacent landscape, vegetative screening and even the installation of large-scale artwork on/near/around the structure may be used to promote the pedestrian scale desired for the corridor.

The second pedestrian corridor will connect the Learning Commons, the Historic Core, and the southern School of Business academic cluster. Running through existing campus open spaces, this corridor does not require the same amount of pedestrian-oriented enhancements required of the Marion Ross corridor. Rather, it requires only an evaluation of existing sidewalks and whether or not those sidewalks align with the shortest/most desirable connections, often referred to as 'desire lines', between destinations. North of Alumni Circle, sidewalks are fairly direct and align with north-south desire lines, although they may need to be widened or redesigned to accommodate both pedestrian and bicycle traffic. South of Alumni Circle, however, routes are less well defined and social trails or 'cow paths' are likely to emerge as development draws more pedestrians to the College of Business/Fine Arts cluster area. A new, multi-purpose pathway from alumni circle to the College of Business should be constructed.

Central Campus South: Students' Lane Land Use

HPER Center

Two alternate locations – to the east and to the west –for HPER Center expansion were evaluated at the master planning level. The eastern location offers a strong advantage in mitigating pedestrian-vehicular conflict and creating a pedestrian-oriented campus. On this first point, an eastern expansion would place parking at campus edge and capture cars as they enter campus, rather than bringing them into the campus core. This strategy of minimizing vehicles within the core aligns with the Master Plan Vision of a pedestrian-oriented campus. In terms of pedestrian interest, a building façade to the east of the existing HPER center contributes enclosure and interest to the interior portion of Students' Lane, emphasizing the pedestrian priority on the roadway.

A western expansion, however, offers the opportunity for a gateway architectural feature at this important campus entry. Parking would then be located on the eastern side of the facility, and should pay special attention to screening and driveway cuts/entry and exit points.

Athletics

As noted previously, the 2011 Master Plan emphasizes the need to prioritize academic and student-oriented uses within the core campus. To this end, the Plan seeks to remove parking and relocate Physical Plant, uses which

occupy a significant, centrally located portion of this area of campus. This reclaimed space, south of Students' Lane and east of the Jewel E. Moore Nature Reserve, will be used for four new recreation fields and would accommodate UCA intramural teams. It would also include new tennis courts and a tennis facility just east of proposed recreation field expansion. This location is also just west of an existing creek, a campus amenity. The north-south arrangement of this proposed recreation expansion is critical to creating walkable, pedestrian connection between existing recreation/athletic fields in the southeast corner of campus with the HPER Center and residential halls adjacent to Students' Lane.

College of Business / Fine Arts Cluster

As noted in the preceding Central Campus North section, the south-central area of campus is the preferred location for a replacement facility for the outdated Snow Fine Arts building. A new fine arts building adjacent to the existing Reynolds Performance Hall would promote synergy and efficiencies between the two buildings' uses, and would serve as the anchor of this new academic cluster.

Two additional academic buildings to the north and south of the College of Business would frame the green in front of that building and create academic presence on Donaghey Avenue. An additional academic building to the northwest of the new fine arts building would complete the new cluster, and provide enclosure to a new open space at its center.

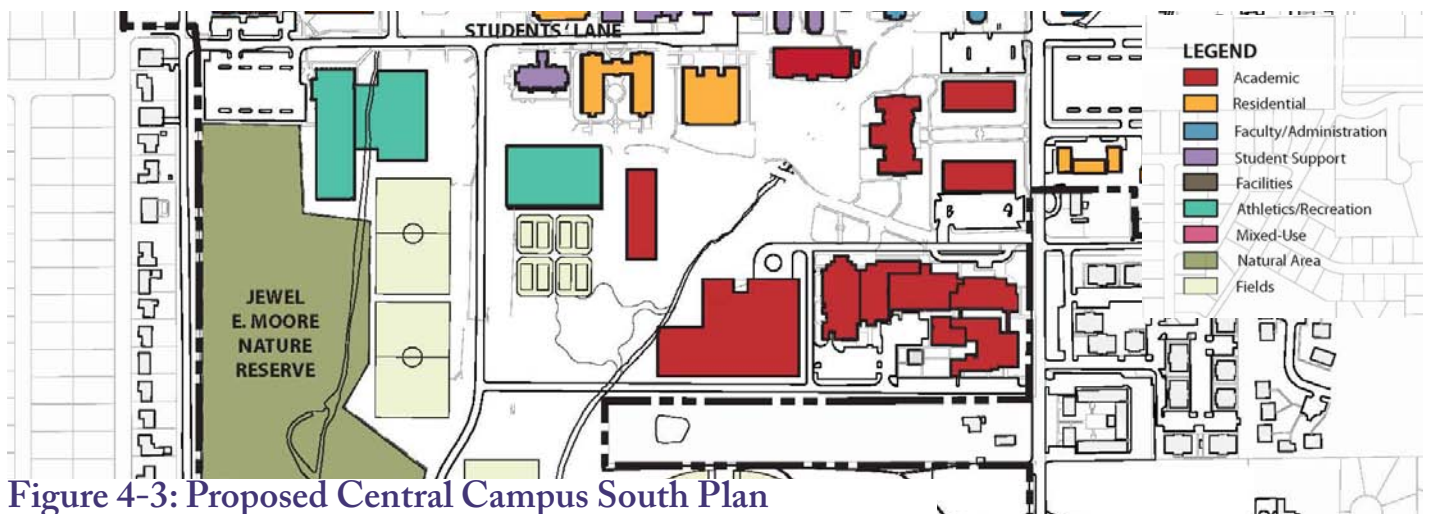


Figure 4-3: Proposed Central Campus South Plan



Parking management and enforcement are critical to an effective campus transportation plan.

Circulation, Transit & Parking

Circulation

The 2011 Master Plan focuses on carefully defined, streamlined vehicular access through campus. By eliminating smaller, fragmented, disconnected vehicular streets, the Plan clearly defines where pedestrians can expect to encounter vehicles and reduces the potential for pedestrian-vehicular conflict.

The majority of existing roadways in this section of campus exist to service the Physical Plant and large number of cluster parking lots. With the removal of these facilities, it becomes possible to remove the majority of roadways, and direct vehicles to a single north-south and a single east-west roadway. Roadways to be removed include: Beatrice Powell, WD Wilson Way.

In order to provide both access to the campus and internal connectivity, Moix Boulevard is extended into the campus and connects to Students' Lane. Serving similar connectivity and access functions in the east-west direction, Students' Lane is extended eastward and becomes a through-street to Donaghey Avenue, and Sesame Street is extended westward to the new Moix Boulevard extension.

Transit

The new shuttle route will make three stops in this area of campus: Students' Lane (serving the HPER Center and residential, already mentioned in the preceding section), the College of Business (serving academics) and the Reynold Performance Hall/Fine Arts Building (serving academics and athletic/recreational fields).

Parking

The majority of parking is removed from this section of campus, with the exception of special use lots adjacent to the HPER Center (general recreation parking), Wingo Hall (visitor parking only) and Reynolds Performance Hall (ADA parking for concerts and performances). It is up to the discretion of UCA whether they wish to replace the bulk of the parking removed in this area, or if they prefer to institute a more tightly controlled parking management parking with a limited number of permits. Some parking will be replaced in the new, consolidated lot on Dave Ward Drive (see next section); the remaining spaces, if replaced, should be relocated to remote lots with transit connection, as described in the 'Framework' section of this report.

Open Space

Jewel E Moore Reserve

The most significant open space in this portion of campus is the Jewel E Moore Nature Reserve. The 2011 Master Plan recommends careful introduction of low-impact, pedestrian-only trails within this area. UCA should also create a formalized management plan for maintenance and use of this delicate campus resource.

Campus Greens

The new College of Business/Fine Arts Cluster will offer two new open spaces. The first, fronting on Donaghey Avenue, offers the opportunity for a 'signature' campus open space, a 'postcard view' that defines the character of UCA for visitors and prospective students. Because of the open edge of this space, it will function much like the two spaces on either side of Alumni Circle, hosting formal events and acting as a pleasant visual respite.

The second space, behind the College of Business and a large courtyard for the new Fine Arts building, will be a more active use space and will provide opportunity for small and large group use, the type of space requested by students. The existing creek offers an opportunity to create a more naturalistic type of space than is currently found in the campus's other open spaces. The 2011 Master Plan recommends daylighting the creek through the space, and using it as the design centerpiece for this new informal, outdoor 'living room' for the campus.



Pedestrian-only paths will help preserve the delicate resources of the Jewel E. Moore Nature Reserve.

Pedestrian Connections

The campus's central and secondary pedestrian corridors will both extend to this new, third academic cluster. The Marian Ross corridor will connect into the informal space in front of the new fine arts building, while the secondary corridor will connect pedestrians to the front door of the College of Business. In order to maximize these connections, the Wingo Hall parking lot will be shortened on its western edge, to ensure uninterrupted access, and the new academic building northwest of fine arts should be sited so as not to interrupt this north-south line.

South Campus

Land Use

Greek Village

Student organizations have expressed a desire for a Pan-Hellenic housing cluster accommodating both sororities and fraternities. The Greek Village location at the southwestern corner of the core campus offers the opportunity to create a campus presence on Dave Ward Drive. The Village should be laid out to create an appropriate, architectural edge against the adjacent community fabric, and should internalize and screen parking. The Village should also be contained to the zone identified in this master plan, so as not to impact roadway alignments or the neighboring nature reserve.

Athletics

Modest recreation and athletic expansions include additions to existing recreation and athletic fields located in the southeast corner of campus. This area includes a new consolidated field house and stadium seating/facilities.

Convocation Center

Stakeholder interviews identified a need for a large indoor facility for 5000+ person events, such as Greek recruiting week, homecoming, convocation and large touring concerts and events. The usage patterns and requirements (intermittent but not regular use, attendance from on- and off-campus, significant parking) of such a facility

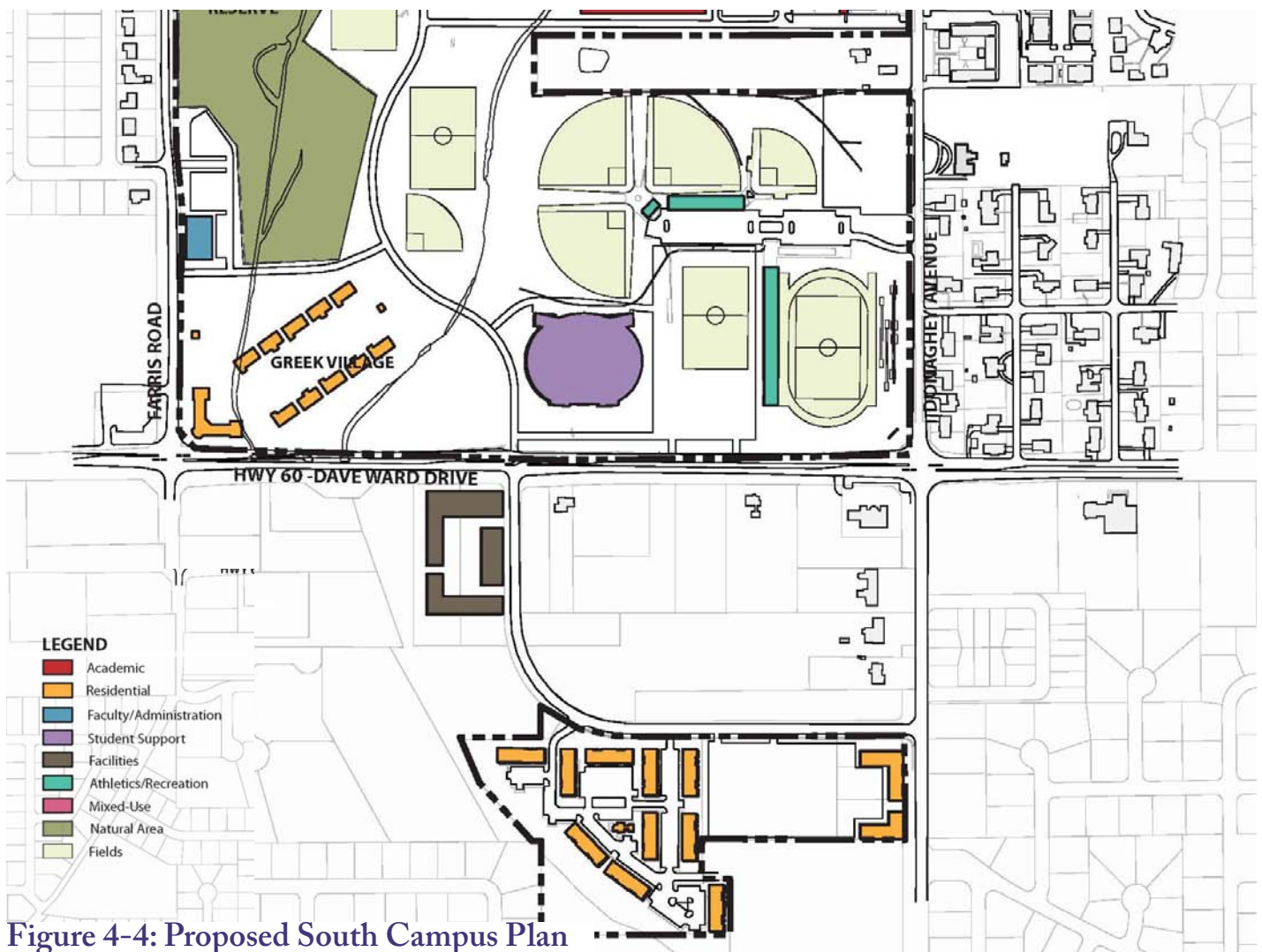


Figure 4-4: Proposed South Campus Plan

suggest it would be best located at the campus's edge, where it would not occupy valuable core space, would minimize vehicular circulation within the campus's central pedestrian areas, and would be easy to access for off-campus visitors. The 2011 Master Plan locates a new convocation and events center at the southern end of campus, fronting Dave Ward Drive. In tandem with the Greek Village, this new facility would establish a signature University presence on Dave Ward Drive and would be easy to access from the state highway. Adjacent parking, accessed from the new Moix Boulevard extensions and from Dave Ward Drive (right in/right out only) is sized to preserve the option for future parking decks.

Physical Plant

In order to free valuable core campus space, this Update relocates Physical Plant south of Dave Ward Drive. This location offers the advantage of campus proximity, as well as direct access from the state highway for Service and Receiving. Recognizing the logistical difficulties of crossing a roadway with certain pieces of equipment, the Plan maintains a small satellite garage for such needs in the northwestern corner of campus, near Bear Stadium. The bulk of Physical Plant functions, however, will transfer to the new site south of Dave Ward Drive.

Residential

A small area of residential life expansion, slated for married student housing, will take place on Moix Boulevard near the Bear Village Apartment Complex.

Circulation, Transit & Parking

Circulation

The 2011 Master Plan introduces a new campus access point at Dave Ward Drive. The Moix Boulevard extension will provide some congestion relief for Donaghey Avenue, and will serve as the major campus access point for the campus shuttle. Efficiency of the shuttle and usefulness of this route depends upon intersection signalization, and UCA should work with the State highway department on

this point. Without a signal, the road will likely function only as right-in/right-out campus access, and will force the bulk of traffic (including the campus shuttle) back to Donaghey Avenue. Like all roadways on campus, this new roadway should be designed as a 'complete street', with on-street bike facilities and sidewalks on both sides.

A small connector road off of Farris Road provides connector access to the West. This road is aligned to respect the nature reserve boundary, and to allow minimum spacing from the signal at the Dave Ward Drive and Farris Road intersection.

Transit

The new shuttle route will make two stops in this area of campus: at the Greek Village (serving residential and athletics/recreation fields) and at the Bear Village apartments (serving both campus- and privately-owned residential).

Parking

Parking in this area of campus is limited to internal parking within the Greek Village, for use of Village residents only, and the consolidated parking lot east of the new convocation center. This large lot will be serviced off the Moix Boulevard extensions and Dave Ward Drive (right-in/right-out only), and will provide athletics/recreational and general campus parking when it is not being used for events. During events, general parking will be prohibited and cars bearing regular parking permits will need to be moved off-campus for the duration of the event.

Open Space

Open Space within the south campus area is predominately athletics and recreation facilities, as described in the preceding section.



JEFFERSON D. FARRIS JR. HONORS HALL

Section 5: Implementation Plan



JEFFERSON D. FARRIS JR. HONORS HALL

Implementation Plans

Phasing

This 2011 Master Plan is based on a 20-year planning horizon, from 2011 to 2031. Expansion is broken into three phases: Phase I (2011-2016) identifies those projects that are expected to be undertaken within the next five years. Phase II (2016-2031) are projects necessary for University growth, and are expected to take place in the next twenty years. Phase III (2031+) are projects beyond the 20-year planning horizon of this report. These projects are included in this implementation plan as an overarching guide for campus land use and organization, a framework of where particular uses should and should not go in order to create a more cohesive, pedestrian-first campus. This phase is the most subjective of the three phases, and projects could easily move into Phase II, or even Phase I, if an interested donor or funding source is found.



Bear Hall groundbreaking, 2010. Image: UCA Echo

Phase I (2011-2016)

Land Use

New Construction

- B-1 Health Care Education Building
- B-2 Science Building
- B-3 Learning Commons
- B-4 Tennis Pavilion
with seating, storage, restrooms
- B-5 permanent stadium seating
with storage, office, restrooms
- B-6 Physical Plant relocation
with ancillary garage
- B-7 Greek Village
- B-8 Alumni Center

Expansion

- E-1 Student Center
- E-2 HPER Center

Renovation

- R-1 Wingo Hall (Visitors' Center)
- R-2 Old Main

Demolition

- D-1 Lewis Science Center
- D-2 Physical Plant
- D-3 Short-Denney Hall



3-D Massing Model: View of the health/sciences cluster at full build-out, with Donaghey Avenue in the foreground. Phase I buildings (Health Care Education, Science Building and Learning Commons) are shown in red.

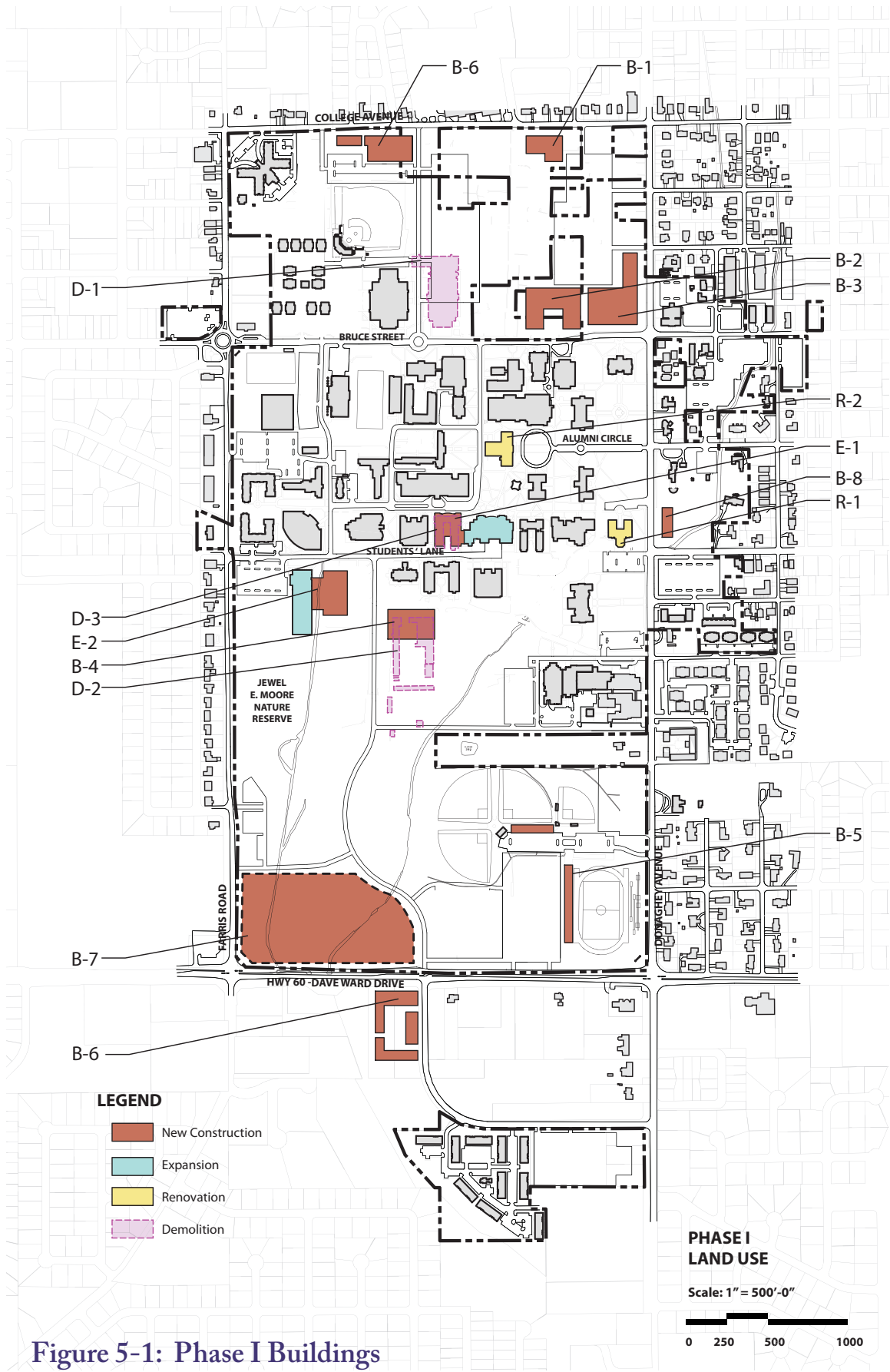


Figure 5-1: Phase I Buildings

Circulation, Transit & Parking

Roadways

- C-1 Hillman Street connection
- C-2 WJ Sowder realignment (historic core)
- C-3 Emma Rasor Drive extension
(north campus)
- C-4 Emma Rasor usage limitations
(historic core)
- C-5 Moix Boulevard extension

Transit

- Revised shuttle routing
(not shown on map: refer to page 56)

Parking

- P-1 Parking lot redesign
- P-2 Parking lot redesign
- P-3 Parking lot removal
- P-4 Parking lot removal
- P-5 Parking lot removal
- P-6 Parking lot removal
- P-7 Parking lot removal
- P-8 Parking lot removal
- P-9 Parking lot construction
- P-10 Parking lot expansion
- P-11 Parking lot construction

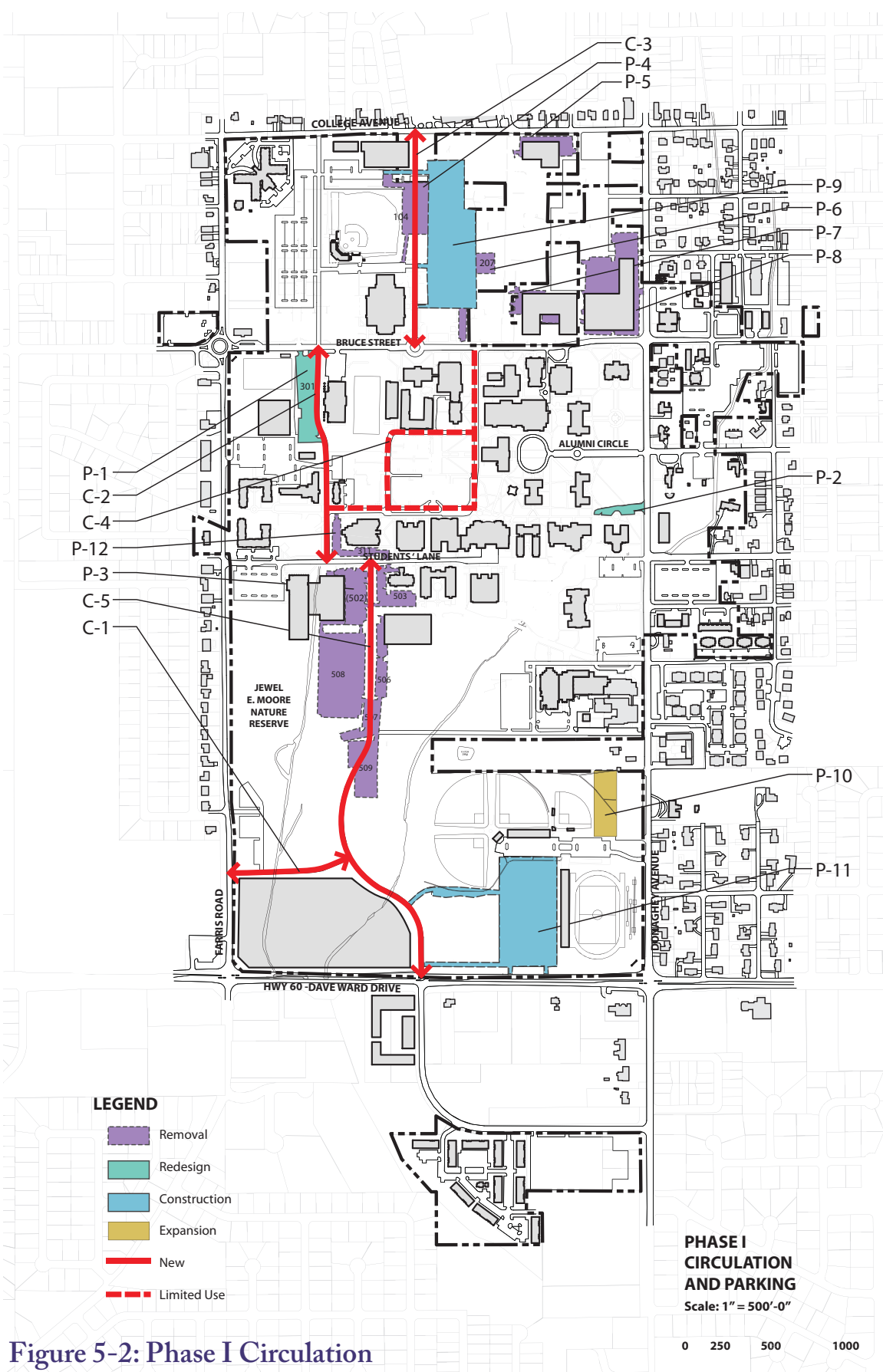


Figure 5-2: Phase I Circulation

Open Space

- OS-1 Student Center green redesign/
amphitheater
- OS-2 Creek restoration/enhancement/
channelization
- OS-3 Marian Ross pedestrian spine
- OS-4 Bruce Street 'knuckle'
- OS-5 Donaghey pedestrian corridor
- OS-6 Tennis court relocation & expansion
- OS-7 three (3) mixed-use fields
- OS-8 one (1) new softball field

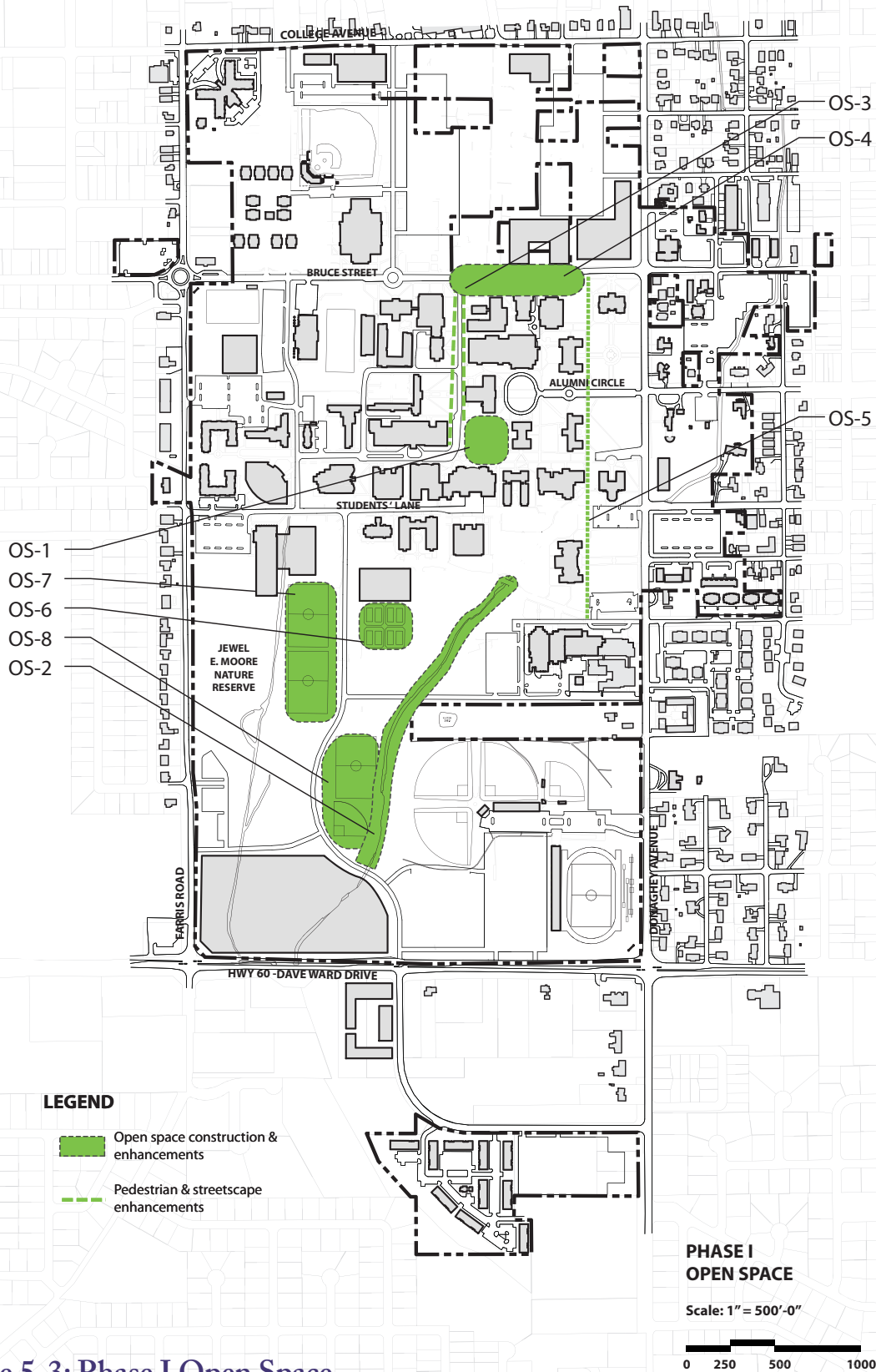


Figure 5-3: Phase I Open Space

Phase II (2016-2031)

Land Use

New Construction

- B-1 North Campus residential
- B-2 College of Business North
- B-3 College of Business South
- B-4 Fine Arts Building
- B-5 Historic core residential
(Arkansas Hall replacement)
- B-6 Dining/Mixed-use/Residential
(replaces State Hall)
- B-7 Central campus residential
(replaces Mashburn Hall)

Renovation

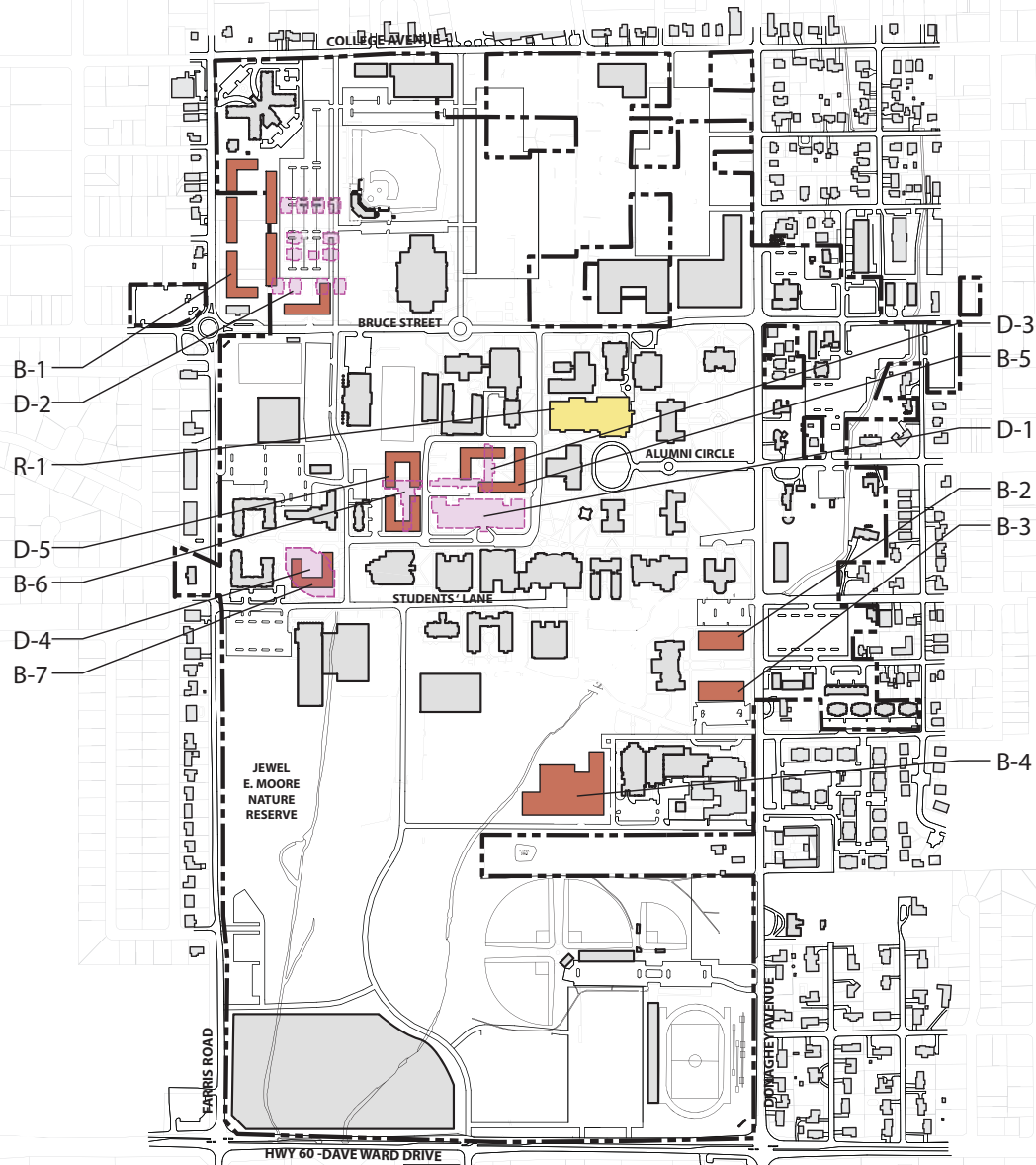
- R-1 Torreyson Library

Demolition

- D-1 Snow Fine Arts
- D-2 Stadium Park Apartments
- D-3 Arkansas Hall
- D-4 Mashburn Hall
- D-5 State Hall



3-D Massing Model: View of the fine arts/business cluster at full build-out, with Donaghey Avenue in the foreground. Phase II buildings (Fine Arts, College of Business North and College of Business South) are shown in purple.



- LEGEND**
- New Construction
 - Expansion
 - Renovation
 - Demolition

**PHASE II
LAND USE**

Scale: 1" = 500'-0"

Figure 5-4: Phase II Buildings

Circulation, Transit & Parking

Roadways

- C-1 Beatrice Powell removal
- C-2 Sesame Street extension
- C-3 Western Avenue closure
- C-4 WJ Sowder extension (north campus)
- C-5 Bruce Street closure (partial)
- C-6 Augusta Ave closure

Parking

- P-1 Parking lot removal
- P-2 Parking lot construction
- P-3 Parking lot removal
- P-4 Parking lot removal
- P-5 Parking lot construction
- P-6 Parking lot redesign
- P-7 Parking lot removal

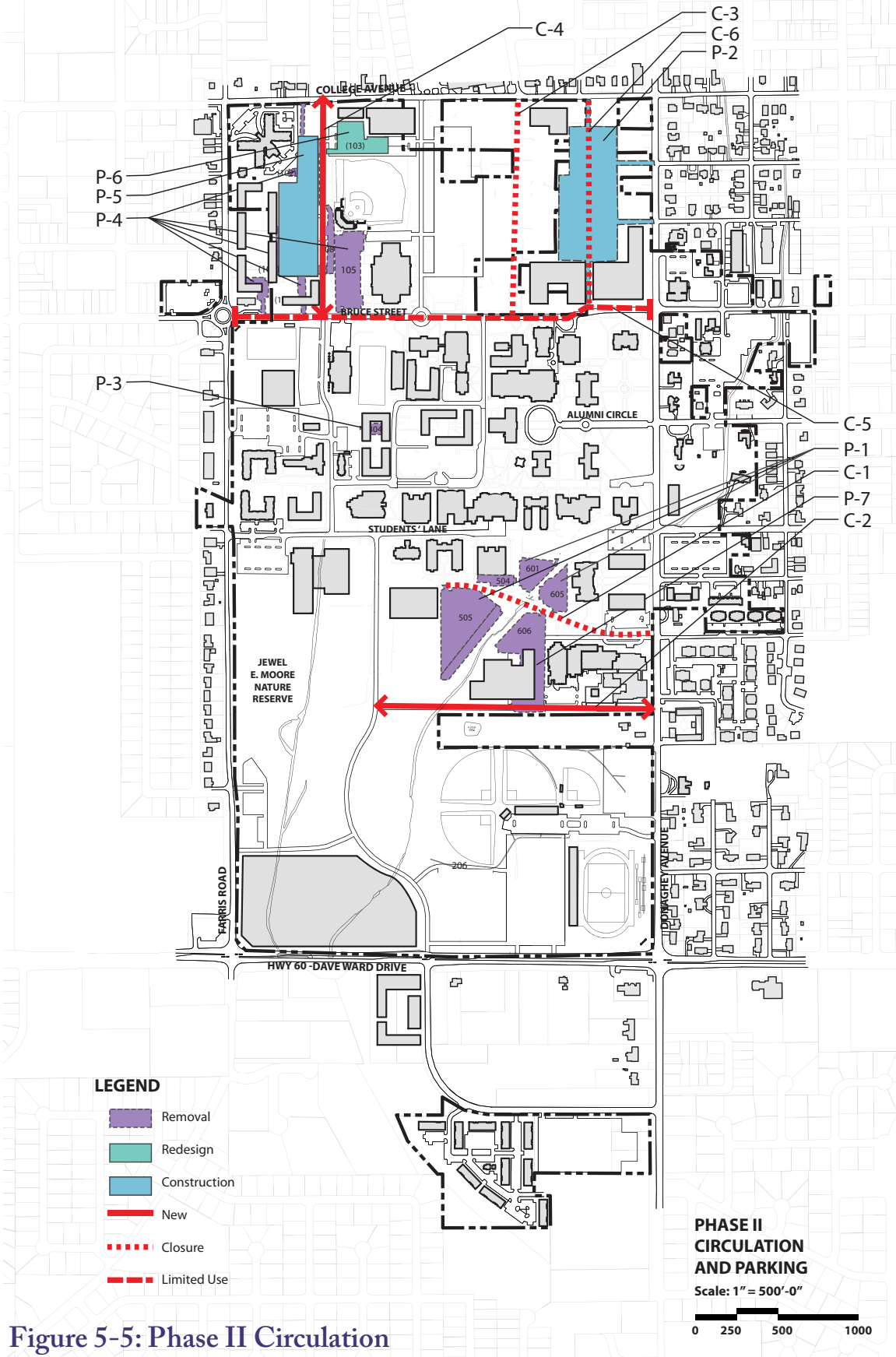


Figure 5-5: Phase II Circulation

Open Space

- OS-1 Snow Fine Arts quadrangle
- OS-2 Farris Center Plaza
- OS-3 Bruce Street streetscape
- OS-4 College of Business quadrangle
- OS-5 Fine Arts open space
- OS-6 Health/Science pedestrian spine
- OS-7 Moore Reserve pedestrian trails
- OS-8 Health/Science quadrangle

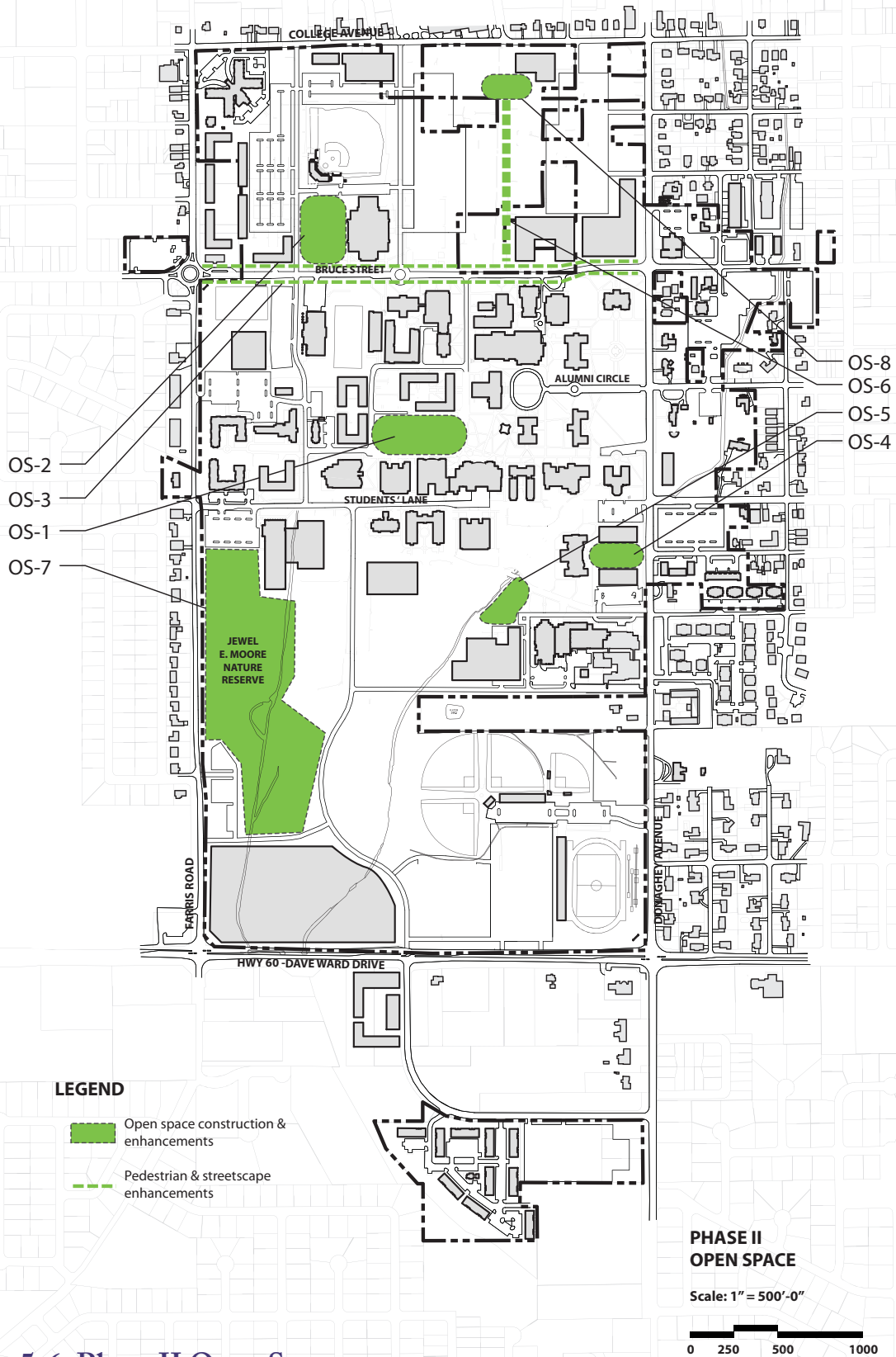


Figure 5-6: Phase II Open Space

Phase III (2031+)

Land Use

New Construction

- B-1 Convocation Center
- B-2 Administration building
- B-3 Infill science/health buildings
- B-4 Donaghey Ave infill
- B-5 Married student housing

Circulation, Transit & Parking

No Circulation, Transit & Parking actions in this phase.

Open Space

No Open Space actions in this phase.

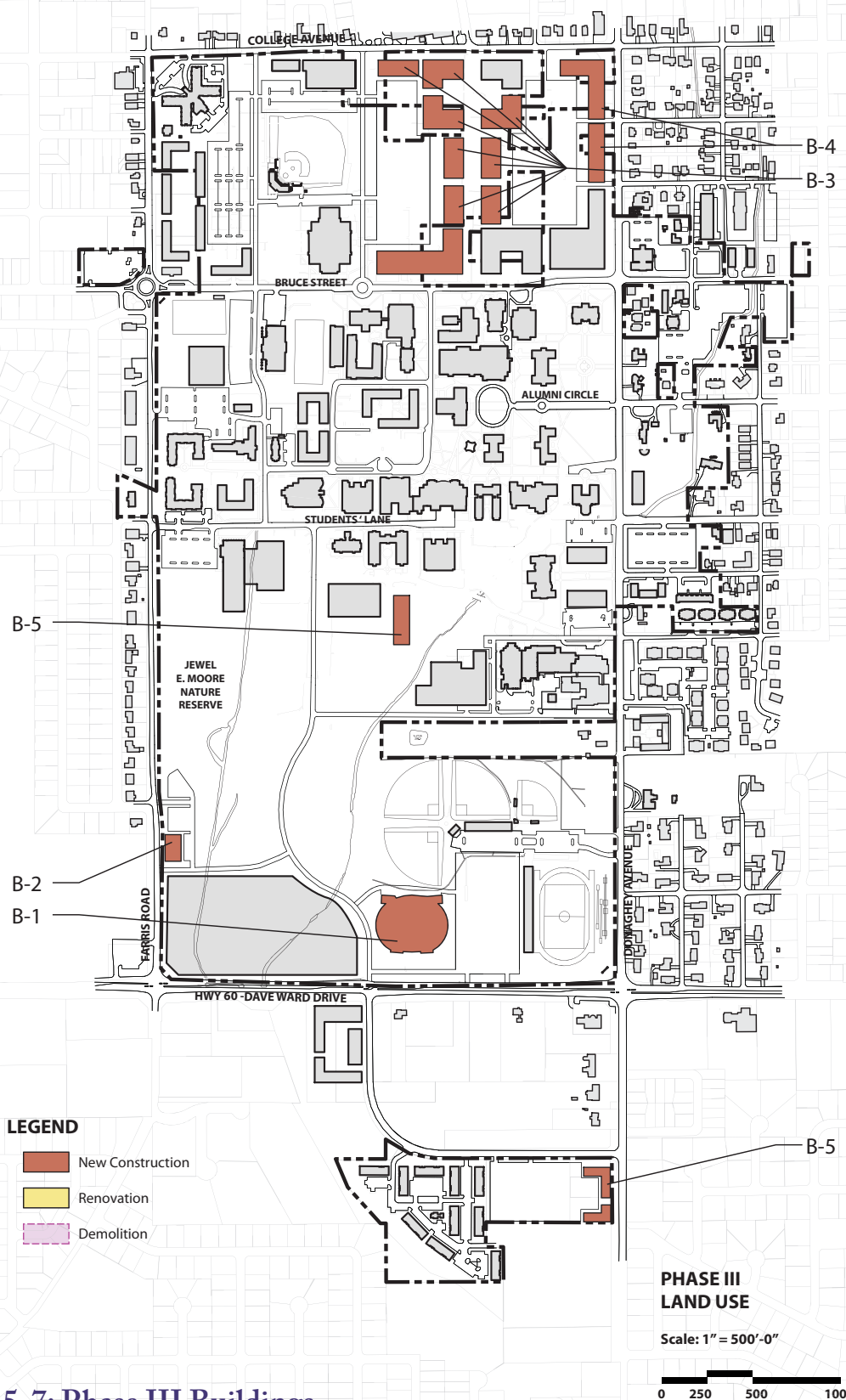


Figure 5-7: Phase III Buildings

Costing

The 2011 UCA Master Plan's extended development horizon and phased implementation make precise cost estimating impossible. The ranges given below are intended only to provide order-of-magnitude, planning-level costs as the University considers the phasing and programming of individual Plan components. The gross square foot (GSF) and lineal foot (LF) costs given include soft costs such as design, administration and contingency, but do not include typical site development costs such as grading and earthwork, demolition, utility upgrades and permitting.

Buildings

Academic & Academic Support

2011 costs suggest a range of \$250 to \$400/gross square foot (GSF). These figures include soft costs such as design, administration, contingency, but do not include typical site development costs, which could add an additional 5% to these square foot costs.

Physical Plant

2011 costs suggest a range of \$150 to \$225/GSF for construction of a new physical plant. Related site work, not included demolition of the existing facilities, could add an additional 5% to these square foot costs.

Residential

2011 costs suggest a range of \$220 to \$245/GSF for residential halls, although the University may prefer to use their own, recent square-foot costs for the construction of Bear Hall. Related site work could add an additional 5% to these square foot costs.

Athletics & Recreation

2011 costs suggest a range of \$190 to \$350/GSF for athletic facilities, with practice fields coming in on the lower end of the range and more formal, competition facilities at the upper end of the range. As with other land uses, related site work could add an additional 5% to these square foot costs.

Open Space

The 2011 Plan introduces a number of new campus open spaces, both hardscape and softscape, as well as a significant program of pedestrian upgrades and corridors. Costs for these types of spaces can vary greatly, dependent on types of materials, finishes and even necessary earthwork. Planning-level estimates should assume square foot costs between \$8 and \$15, with more formal and intensely designed spaces approaching the top end of this range.

Roadways

Central to the Plan's circulation recommendations are a number of new and re-aligned roadways. Above-ground costs, not including underground utilities (which will vary with the overall campus network), will approach \$600 to \$800/lineal foot (LF). This figure includes raised pedestrian sidewalk, crosswalks, landscaping, streetlights, curb & gutter and curb-to-curb asphalt. These costs do not include intersection signalization, which typically cost \$125,000 - \$175,000 per intersection.

Parking

The 2011 Plan recommends significant changes to campus parking. Typical lots for construction of surface parking range from \$2,000 to \$3,000/space. Costs for above-ground structured parking can vary greatly, depending on subsurface conditions, but typically run between \$17,500 and \$22,500/space.



Three-dimensional campus rendering, view looking northwest. Existing Sesame Street and Donaghey Avenue are in the image's foreground.



Three-dimensional campus rendering, view looking south. College Ave and the new health/sciences node are in the image's foreground.

Design Standards

Land Use

Core uses

- Prioritize academic uses within the campus core.
 - Locate non-student oriented uses adjacent to campus but outside the academic core. Examples of these types of uses include campus administration (registrar, financial aid, and similar uses with high student traffic may stay on-campus) and physical plant.
- Cluster similar uses together, and in accordance with the master plan's land use framework.
 - Cluster academic uses to promote learning synergies.
 - Cluster residential uses to foster community and student retention.

Building siting, massing & orientation

- Site buildings to respect and enhance existing campus fabric.
 - Locate buildings so that they do not compete with or obstruct views of existing campus landmarks, such as Old Main.
 - Locate buildings so that they do not interrupt major pedestrian corridors (existing and planned, refer to Master Plan framework).
- Site and orient buildings to enhance campus character and act as an aid to wayfinding.
 - Site and orient buildings to create a sense of place and provide enclosure/scale to campus open spaces.
 - Locate signature buildings at campus edges to reinforce campus character and act as gateways.
- Orient buildings to face major roadways and pedestrian corridors.
 - A building may have multiple 'primary' facades, if it faces multiple corridors.
 - Locate service and delivery functions to the rear or side of buildings, away from major pedestrian corridors.
 - Service areas should be consolidated and screened from view, or incorporated inside the building envelope.

Architecture

- Promote a consistent architectural style.
 - New buildings should reinforce the campus's existing Georgian architectural style.
 - Maintain new buildings in the two-to-four story range.
 - Favor materials and color schemes similar to those already present on campus.
- Rooftop or site-mounted mechanical equipment should be screened from direct view or incorporated inside the building envelope.

Green building

- Utilize local and sustainably-produced building materials wherever possible, in order to reduce resource expenditure associated with transporting building materials great distances.
- Utilize recycled building materials to the greatest extent possible.
- Re-use existing site elements and materials to the greatest extent possible.
- Incorporate low-energy, energy-conserving and recycled building elements to the greatest extent possible:
 - Self-regulating lighting fixtures
 - Low-flow plumbing fixtures
 - Low-emission and recycled carpets, paints and finishes

Circulation, Transit & Parking

Core Pedestrian Zone

- Limit or remove vehicular access within core pedestrian areas.
 - Limit service and delivery functions to early morning and late evening hours.
 - On internal roadways indicated on the plan, limit private vehicular access to move-in/move-out days at beginning and end of each semester.
 - Maintain emergency vehicle access (ambulance, fire, police) at all times.
- Ensure non-vehicular paths are of adequate width to accommodate both cyclists and pedestrians.
 - Interior mixed-use paths should be eight to 12 feet in width.

Complete Streets

- Prioritize pedestrian circulation on all campus roadways.
 - All roadways shall have sidewalks, six-foot width minimum, on both sides of the roadway.
 - Detached sidewalk with planted tree lawn with street trees between the roadway and the sidewalk is preferred, in order to create a pedestrian-scale environment.
- Provide dedicated bicycle facilities on all campus roadways.
 - Mixed-use roadways should include on-street bike lanes. Lanes shall be a minimum of 4' in width (5' if adjacent to curb), shall have a painted line on both sides of the lane, and shall use pavement markings denoting it as a bike-only lane.
- Utilize design features that promote slower vehicular speeds and increased pedestrian visibility.
 - Minimize width of vehicular travel lanes.
 - Include on-street parking as a buffer between moving vehicles and pedestrians.
 - Consider the following roadway design features: raised pedestrian crosswalks, raised and planted medians, pedestrian refuge islands, speed bumps.

Transit vehicle technology and management

- Select transit vehicles that allow quick, efficient loading and unloading.
 - Shuttles should have multiple doors, and a combination of standing and seated capacity.
 - Shuttle seats should be configured to face inward for efficient loading, rather than a more traditional front-facing pattern where a patron with the window seat must ask an aisle patron for egress
 - All shuttles should be ADA-accessible. Low-floor or 'kneeling' vehicles are preferred, to reduce loading and unloading time.
- All transit vehicles and transit stops should be equipped with Intelligent Transportation System (ITS) technology.
 - This technology should allow patrons to access information regarding next scheduled arrival/ departure, as well as actual anticipated arrival departure (usually achieved through real-time GPS links.)
 - Arrival/departure information should be available at the transit stop itself (via electronic reader) as well as via smart-phone or other web-enabled device.

Transit stops

- All transit stops shall be clearly marked with signage of an appropriate, pedestrian-oriented size.
 - Transit stops may also provide shelter (sun, rain), as appropriate to available funds.
- Transit stops should be located close to major campus destinations and origins, such as academic buildings and residential halls.
- Transit stops should be located so as not to promote illegal or unsafe pedestrian movement patterns.

Parking lot location & screening

- Minimize parking within the campus core.
 - Surface parking lots shall be placed as close as possible to the campus perimeter, in order to capture cars as soon as they enter campus and reduce the number of vehicles within the campus's pedestrian core.
 - Where possible, parking lots should be located at the rear of buildings so as to be screened from view from major pedestrian corridors and roadways.
 - Where surface parking is visible from the street or from major pedestrian corridors, vegetative buffers should be used to soften the visual effect of large spans of pavement.
- Use structured parking to minimize the amount of land dedicated to parking.
 - As parking demands increase and if financially feasible, transition existing surface parking to structured parking.
 - Parking structures should include active ground floor uses, such as retail (bookstores) or office (police, safety, security).

Parking lot planting

- Surface parking lots should use landscape berms and planting to soften the aesthetic impact of parking on adjacent uses.
- Surface parking lots should include interior landscaping equal to a minimum of 10% (5% if the lot has less than 100 spaces) of the lot area.

Parking management

- Parking should be managed in a way that reduces vehicular circulation (constant 'hunting' for a space) within the core.
- Management should include regulations and enforcement that minimize vehicular circulation for 'drop off' at classes.

Open Space

- Preserve existing natural and cultural resources.
 - Limit travel within the Jewel E Moore Nature reserve to pedestrian use only.
 - Prohibit construction activities within the drip line of the Alumni Circle Memorial Trees.
- Use context-appropriate landscape materials
 - Promote the use of native plants, in order to promote a local landscape character and minimize maintenance needs.
- Promote landscapes with four-season interest.
 - Landscapes should provide shade in the summer as well as visual interest in the winter.



Section 6: Appendix



Appendix: Working Paper Excerpts

The following pages include Working Paper excerpts related to stakeholder input. Additional information, including sign-in sheets and interim campus framework alternatives, may be found in the full version of the Working Papers, as identified below:

- o Working Paper 1 & 2: Master Plan Kickoff & Stakeholder Interviews (February 3, 2011)
- o Working Paper 3: Campus Analysis (March 2011)
- o Working Paper 4: Vision & Guiding Principles (April 2011)

UCA Master Plan Kick-Off Meeting

On Monday, December 13, 2010, WER and AECOM (“Consultant Team”) met with Dr. Lance Grahn, Provost and Vice President for Academic Affairs, Diane Newton, Vice President of Finance and Administration, and other key members of the University of Central Arkansas’s administration. The purpose of the meeting was to kick off the 2011 UCA Master Plan, identify key issues and opportunities for the University, confirm the stakeholder meeting schedule and finalize the end date of the master planning process. A listing of all kick-off meeting attendees is provided in Appendix A.

The Provost began the meeting by stressing three items. First, the master planning process should coincide with the strategic planning process, so that two plans complement and reinforce one another rather than operate as independent entities that have no correlation. Second, the Master Plan should review the recently completed facilities assessment to identify and plan for the potential redevelopment of existing campus facilities. Third, the Master Plan should help identify the maximum future University student enrollment supported by existing and proposed campus facilities.

In addition to meeting the aforementioned requirements, the Consultant Team stressed that the overarching purpose of the Master Plan is to reflect the unique character, quality and time of UCA by establishing a physical expression of the University’s strategic plan. The Master Plan will also establish a framework for development by identifying the key steps that need to occur at what point in time for development to occur appropriately. Finally, the Master Plan will help answer important questions such as where is UCA’s “Kodak moment?”

The Consultant Team proposed using an online survey directed at faculty, staff, students and alumni to obtain their feedback on the critical issues facing the University that should be addressed by the Master Plan. If conducted, the survey would be distributed by the University in early January and results would be presented during the visioning charrettes proposed for early March.

These visioning charrettes are a critical component of the UCA master planning process, allowing University faculty, staff and students to identify what types of facilities they would like to see on the campus and where they should be located, as well as other key issues and opportunities that need to be addressed or capitalized upon for the continued academic success of the University. Ideas developed during the charrettes will be refined into a final concept plan that will become the foundation for the final Master Plan, to be completed by July 1, 2011.

Additional Comments:

In addition to the above discussion related to the master planning process, the following observations were noted during the kick-off meeting:

1. There are a significant number of new buildings, expansions and renovations proposed on the UCA campus. Some of these projects may be opportunities for private fundraising by the University. As there is a strong architectural identity on the UCA campus, new buildings should have a similar character and quality. Noted projects include:
 - Arkansas Center for Math and Science Education and associated planetarium
 - ◇ To replace Lewis Science.
 - ◇ Potentially located on existing site with phased construction to allow continued use of old facility until new construction is completed.
 - The Department of Nursing facility will serve both UCA and the Conway Regional Medical Center.
 - ◇ Desire is to locate the facility on the north edge of campus adjacent to Conway Regional
 - Performing Arts Center
 - ◇ Proposed where the tennis courts and parking lots are currently located.
- ◇ No plans for current performing arts center (Snow Fine Arts). Potentially convert the building into new classroom space with auditorium style lecture halls.
 - Greek Village
 - ◇ Desire is to locate on southwest portion of campus.
 - Relocation of tennis courts (currently proposed location by baseball field)
 - Replacement of speech therapy building
 - Foundation Hall to serve for Alumni administrative functions and events. (Preliminary drawings have been completed for the proposed location adjacent to Presidents home.)
 - Expansion and renovation of the President's home
 - Student Center (Phase III)
 - ◇ Implementation of this final phase of the Student Center will require determining what happens to Short Hall. For example, should it be repurposed for faculty offices, torn down or renovated for another use?
 - HPER Center Expansion (Student Health Center)
 - ◇ Expansion will include a new Olympic sized pool for recreation.
 - Torreyson Library renovation
 - ◇ Can it be remodeled to be a 21st century library or not? If not, what could the building be used for? Could it be the new location of the College of Education?
 - ◇ If a new library is recommended, can the new building become an information commons with multiple uses? Potential site in the parking lot just north of Thompson Hall. However, this may be problematic as this site is on the edge of campus.
 - Potential parking deck proposed in the vicinity of the HPER Center
 - ◇ Located where marching band currently practices. Potential solution is to put turf on the football field to allow practice area for marching band.
 - New Residence Hall (Bear Hall)

- ◇ Located east of visitor grandstand of football stadium.
 - ◇ Will have a component that houses sky boxes overlooking field.
 - New College of Education facility is needed to replace Mashburn Hall.
 - ◇ Mashburn Hall is “weakly sufficient”.
 - ◇ A new facility would allow resurgence of centrality of teacher training programs to UCA.
 - ◇ Be nice to place education more at the center of the campus.
 - Centralize all admissions related activities in one place.
 - ◇ Enrollment management, registrar, financial aid all located separately
 - ◇ Potentially relocate administration from Wingo to Old Main and put admissions in Wingo.
 - Renovation of Old Main needed.
 - ◇ 100th anniversary in 2019
 - New location for Physical Plant Facility – perhaps off campus.
2. The University is currently applying for the creation of historic district on campus. Buildings to be included in the district include:
- Old Main
 - Harrin Hall
 - Wingo Hall
 - McCastlain Hall
 - Bernard Hall
 - McAlister Hall
 - President’s home
3. Traffic is a significant issue on the campus.
- Potentially consider re-opening alumni circle to traffic.
 - City has completed a corridor study for Donaghey Avenue. Goal is to make it more pedestrian friendly road, which would likely require some potential rezoning along street.
 - ◇ Hendrix Village is an example of how to rebuild houses along Donaghey Avenue to enhance front door image.
- Examine the merits of closing Bruce Street through the campus.
 - ◇ In City’s long term plan for UCA to control Bruce Street.
 - ◇ Quality of pedestrian space along this street needs to be enhanced.
 - Farris Road is to be widened and turned into a complete street with sidewalks and curb and gutter.
 - ◇ Storm drainage should be considered as part of the project due to frequent flooding.
4. Stonedam Creek
- Applied for a grant for restoration.
 - The creek is currently used by science students but otherwise sole purpose is drainage. Should be enhanced to make it an amenity for the campus.
 - City has plan for a recreation trail to the southern campus boundary. The trail should ideally continue through the campus.
5. There are areas of periodic flooding on the campus during significant rain events adjacent to Bruce Street.
- Stormwater management plan would be very old if there is one.
 - Floodways and floodplains need to be considered in the master planning process.
6. Signage and wayfinding is an issue on the campus. Currently the location of the campus’s “front door” is not clear. It is difficult to find things on the campus as well as to give directions to a particular building.
- Electronic sign on the corner of Dave Ward Drive and Donaghey Avenue has helped individuals locate the campus. This is the perceived entrance to campus.
 - Need comprehensive, cohesive wayfinding from the highway, to the campus, on the campus, to the buildings, in the buildings.
 - University of Wisconsin Milwaukee (good example of transformation).

7. There is a new public art design for alumni circle.
 - The design was selected through a competition however, there is disagreement as to whether it is appropriate or not.
 - The University has only \$15k for the \$1 million plan.
 - Determine if it is worth moving forward with the redesign as proposed.
8. A study is needed to determine the age of existing tree canopy on campus and identify a replacement strategy, if needed.
9. Residential housing issues:
 - Majority of facilities off campus are residential apartments. Off-campus Greek houses will likely relocate to proposed Greek village.
 - Housing is provided to 1/3 of students. The goal is to have as many living on campus as possible to improve campus experience.
10. UCA would like to have a stronger intercollegiate athletics program.
 - Would need a better basketball facility as Farris Center is getting old. It is also officially classified as an academic building.
 - It was noted that intramural and athletics have separate fields.
11. Baccalaureate program in culinary arts potentially desired
12. Meeting and conference space is needed on the campus
 - Such a space could be combined with a culinary arts program, if developed.
 - Some business engagement offices could be located downtown to free up existing on-campus meeting space.
 - Additional meeting space at the Student Center is desired.

Stakeholder Meetings: Recurring Themes

During the week of December 13th, WER and AECOM (“Consultant team”) met with over 10 stakeholder groups to discuss the 2011 UCA Master Plan. Meetings were held with the following groups: Campus Bookstore; Aramark Food Services; Council of Deans; Faculty Senate; Staff Senate; Athletics; Housing and Residential Life; Greek Life; Student Government Association/ Student Life; Alumni and Development Affairs; Facilities and Police; Sustainability; and various community representatives including local developers, city staff, UCA alum and other concerned stakeholders.

The goal of each meeting was to provide an overview of the master planning process and identify the strengths, weaknesses, opportunities and threats to the UCA campus. This “SWOT” analysis is critical in establishing a set of master planning goals and principals that will allow UCA to become a regionally and nationally competitive university in the 21st Century. “Strengths” are existing characteristics of the University should be leveraged and built upon to give it a competitive advantage over other schools. “Weaknesses” are those characteristics that UCA needs to improve in order to be competitive with its peers. “Opportunities” are potential areas that the University can use to help differentiate itself from other schools. “Threats” are those external issues that can fundamentally impact the University’s ability to become a 21st century institution.

During the various stakeholder meetings, several recurring themes emerged during the discussion regarding the Strengths, Weaknesses, Opportunities and Threats to UCA. These themes are summarized below. Detailed notes from each stakeholder meeting can be found in Section 3.

Strengths:

1. The campus is extremely beautiful with mature trees and similar “Georgian” style architecture.
2. UCA has highly competitive educational programs in the fields of science, nursing, occupational and physical therapy, nutrition and education.
3. The University has a strong distance learning program with over 400 online courses, which attracts a large number of students.

4. There is a strong Student Government Association on campus.
5. UCA is ranked as “Competitive” among its peer institutions.
6. Low faculty to student ratio.
7. Many students felt the University was the “right size”.

Weaknesses:

1. There is currently no comprehensive stormwater management strategy.
 - **There is poor drainage on campus with periodic flooding around Bruce Street and Farris Road.**
 - **A stormwater management strategy should address increasing retention on campus and potentially using stormwater for irrigation.**
2. The University lacks a comprehensive wayfinding system on the campus making it difficult to navigate both within and to the campus.
 - **Existing signage and maps are difficult to read.**
 - **There are no defined gateways to the campus.**
 - **It is difficult to arrive to campus by car, resulting in the perception that the University is unfriendly to visitors.**
3. Admissions related services are currently decentralized and existing offices are difficult to find resulting in a poor admissions process.
4. Upgrades are needed to existing student services support facilities.
 - **Potential improvements could be the completion of Phase III of the Student Center and the creation of a multifunctional event space.**
5. Availability of parking is a repeated concern.
 - **A parking management study is needed to determine if (1) lack of parking is a reality or a perception issue and (2) how parking can be better handled on the campus.**
 - **Noted issues include lack of ADA spaces, parking for special events (e.g. admissions, alumni, gallery, etc), and improved shuttle connections to outlying parking lots.**
 - **Additional issues that should be examined include charging students parking fees, development of structured or underground parking, and potential**

cost sharing for structured lots (e.g. Conway Regional Medical Center).

6. There is a lot of green space on campus but most of it is more formal in nature that is “looked at” rather than being green space that is “usable” by students, such as large open quads.
 - **The courtyard in front of the Student Center is the only “usable” greens space identified by stakeholders. It is heavily used and needs to be redeveloped with more seating, reconfigured sidewalks, and a better linkage to campus.**
7. More athletic fields and tennis courts are needed to support both intramural and athletic teams.
8. Infrastructure related to IT, HVAC and security is considered weak and in need of improvement by University stakeholders.
9. The existing library is in extremely poor condition and the potential for redesigning it to become a 21st century facility competitive with other institutions is unlikely. A new building is likely needed.

Opportunities:

1. There is a desire to establish comprehensive campus-wide sustainability standards/programs.
 - **Stakeholders need to be educated regarding current sustainability related trends among other universities and how UCA can get involved.**
 - **A systematic approach is desired to implement sustainability into operations including landscape standards, potential rainwater collection at Bear Hall and other buildings and possible heating through geothermal sources.**
2. The University needs a comprehensive renovation plan for campus housing in order to be competitive with other institutions.
 - **There is also a need for more apartments off campus, which are typically developed by private developers.**
3. The City desires to redevelop both Donaghey Avenue and Farris Road as pedestrian-friendly main streets with better crosswalks, improved lighting, traffic calming and potential rezoning. The Master Plan should look at how the University could take advantage of such redevelopment to better bridge both university and community needs. For examples,

a bookstore could be located on Donaghey Avenue to better attract both students and community members. This would also support the City and Donaghey Avenue development plan.

4. The need for meeting space on campus could be addressed through the creation of a conference/events center, which could attract local and regional events.
5. Public art is desired throughout campus. The University could attract local, regional and nationally-known artists for potential installations to gain notoriety. The existing arts program at UCA could also be leveraged into a statewide role.

Threats:

1. There is a lack of communication between faculty and students regarding current planning efforts.
 - There should be a standardized and centralized process for approving plans and development on campus.
 - Examine if there is a need for an ongoing relationship with master planners to assure continuity of vision set forth by the Master Plan.
2. No enrollment management plan.
3. University is in poor fiscal condition from actions taken in recent years.
 - The current administration is slowly improving the financial health of the institution, however, there are lingering perception issues regarding the University.

Detailed Stakeholder Meetings: Notes MONDAY, DECEMBER 13, 2010

Meeting with Campus Bookstore (Barnes and Noble)

The following observations were noted during the meeting with the Campus Bookstore representative.

Strengths:

- Current store size is adequate.
 - ◇ Retail= 5,000sf (would like to have 7-8,000sf).
 - ◇ Storage/receiving= 3,500sf.

Weaknesses:

- When campus at 13,000 students, space was tight.
- Any growth in student enrollment from current levels will result in space being outgrown.

Opportunities:

- Present location is fine.
- If relocated, a preferred location would be on the edge of the campus to better serve the community.
 - ◇ Currently serve very few community customers because the store is difficult to get to and there is no parking.
 - ◇ A location along Farris Road would be nice due to proximity to athletics.
 - ◇ Location should not be too remote from main student traffic pattern.
- Will see if interest in supporting a Public-Private-Partnership (P3) for a new site.

Threats:

- Arkansas has a 5 year time limit on contracts making substantial partnership investment in new bookstore facilities and other services, such as food, difficult.

Other:

- Single operation is preferred rather than satellite operations around the campus.
- Non-UCA visitor groups that frequent the bookstore include high school groups, band

campus, and visitors on Bear Facts Days.

Meeting with Aramark Food Services

The following observations were noted during the meeting with Aramark:

Strengths:

- Library has Starbucks (can take food and drink into library).
- Next fall: Einstein Bros Bagels opening in Business Building.
- Christian cafeteria is OK, seats 800, only cafeteria on campus.
- Sustainability efforts (primarily at Christian Cafeteria) include the following:
 - ◇ Tray-less in 2009
 - ◇ Solar power
 - ◇ Electricity consumption down 70%
 - ◇ All food is pulped and is used by a local farmer for feed
 - ◇ Recycled napkins, paper products

Weaknesses:

- Only place currently overburdened is the Student Center.

Opportunities:

- Finished an internal “market match” study recently to determine where foot traffic is at what times of day.
 - ◇ One facility considering being added (EcoGrill) by Doyle Science Center.
- Would like to take over existing bookstore area, if bookstore could move into other suitable location.
- Approximately 3,400 students have a meal plan.
 - ◇ If over 4,500 people are on a meal plan then would likely need to expand food services on campus.

Threats:

- None identified.

Other:

- Some meal plans offer meal equivalency to be used at retail locations.
- Aramark manages the “quick-e mart” in Bear Village.
- Have not discussed food options in Bear Hall.
- Current approval process for new services on campus: SGA to President to Board of Trustees.

TUESDAY, DECEMBER 14, 2010

Meeting with Council of Deans

The following observations were noted during the meeting with the Council of Deans:

Strengths:

- UCA is an institution of choice.
 - ◇ Very competitive status, don't want to lose this.
 - » Don't want to grow just for growth sake.
 - ◇ National scores are very competitive with other institutions.
- There is no peer in this state.
 - ◇ College of Education has offerings that are not provided elsewhere in the state.
 - ◇ Best science programs in the state.
 - ◇ Only professional-level occupational therapy program in the state.
 - ◇ One of two dietetic programs in the state.
- Several programs of national stature.
- Strength in the quality of the faculty.
- Low faculty: student ratio.
- Distance learning: ~400 online courses.
- Strong diversity of programs on the campus.
- Arts are strong at UCA- tremendous opportunity to transform strength into a regional and statewide role.
- Beauty of the campus.
- UCA considered a very safe campus.
- Strong performing arts programs requiring new, better facilities.

Weaknesses:

- Tutoring is not well funded or well organized on the campus.
 - ◇ Retention issue – some community colleges have better services.
- Admissions is difficult to find.
 - ◇ Can it be moved to Wingo?
- Strong science program (best in the state), yet abysmal science facilities.
 - ◇ 60% of students take at least one class in these facilities in any given semester.
- Poor HVAC system in older buildings.
- Variety of on campus circulation issues.
 - ◇ No infrastructure for biking.
 - » Need to have separate provision for biking, especially from Bear Village.
 - ◇ Notion of campus transportation is costly, inconsistent and not needed.
 - ◇ Perception that parking isn't adequate.
 - ◇ Deliveries are becoming difficult due to increasing landlocking of buildings.
 - ◇ Donaghey Avenue can be a dangerous road.
 - ◇ Student Center has daily deliveries from all sizes of trucks.
 - » Current area for deliveries is constantly backed up.
 - » Existing pedestrian / truck conflict.
 - » Catering kitchen is in a different building from Student Center.

Opportunities:

- New nursing department facility across from Conway Regional Medical Center (“Healthcare Education Center” official name).
 - ◇ 70,000gsf (3-4 floors); focused on continuing education for all healthcare professionals.
 - ◇ Conway Regional serves 5 counties.
 - ◇ Designed to have large auditorium and simulation labs.
 - ◇ To be funded with private donations.
- New performing arts building proposed adjacent to Reynolds Performance Hall.

- ◇ Preliminary renderings and floor plans have been developed.
- ◇ Opportunity to better draw in surrounding community.
- ◇ Opportunity for national recognition
- New science building proposed adjacent to existing Lewis Science Center.
 - ◇ Question of how to phase the construction because of need to continue to use academic space.
 - ◇ Question of what to do with portion of building that was built in 1967. Currently very run down, but houses a lot of classroom space; some debate as to whether to turn it into green space.
- Leverage potential connections between sciences and College of Business.
- Planning grant for study of what to do with Old Main.
 - ◇ Space in Old Main will move to new facilities.
- Create a “living learning community” for Farris Hall.
 - ◇ Faculty living on 1st floor, students on upper floors.
 - ◇ Potentially the location of the Honors College.
 - ◇ Need to determine how much space is needed for such a facility.

Threats:

- Beauty of the campus.
 - ◇ Is too much money being placed here rather than in academic programs?
 - ◇ \$500m in new structures are wanted on the campus.
- Do not rest on our laurels.
- Some potholes with previous administration.
 - ◇ Currently striving to improve fiscal condition.
- Currently no enrollment management plan.
 - ◇ Striving to find right balance between undergraduate and graduate population (<15% currently, goal 15-20%).
- Potential lack of adoption / implementation of Master Plan.

- ◇ Need to link master planning directly with academics.
- ◇ Need willingness to implement campus master plan.

Meeting with Faculty Senate

The following observations were noted during the meeting with the Faculty Senate:

Strengths:

- Increased efforts to beautify the campus.
- Similar architecture of the buildings.
- Increase in the number of international students.

Weaknesses:

- Parking is an issue.
 - ◇ Can structured parking be implemented on the campus?
 - ◇ Parking is a perception issue.
 - ◇ Recommend Parking Management Study.
- Residential halls & off campus residences.
 - ◇ Many cannot take the wear and tear of constant move-ins/move-outs.
 - ◇ Can the university get out of this area and have it handled by a private developer/management company?
- Limited ADA parking on the north side of campus.
 - ◇ Bear Hall will eliminate 8 ADA spaces that are needed by physical therapy visitors. (Physical therapy requires 6-8 ADA spaces at one time for members of the community.)
 - ◇ ADA issues along Bruce Street.
- Shuttle is not seen as reliable or dependable.
 - ◇ No real shuttle schedule — seems “makeshift”.
 - ◇ Preference for “airport shuttle” style buses, not 15 passenger vans.
 - ◇ Need shuttle connection to downtown as no bus system in Conway.

Opportunities:

- Sigma Nu could be purchased by the university

and reused for something else.

- Need space utilization study.

Threats:

- Asbestos issues in many building, such as Burdick.
- Many mature trees on campus.
 - ◇ Develop a replacement plan.
 - ◇ Student died after a rotten limb fell on him.
- Lack of money.
 - ◇ For example, old dorms built in the 50s and 60s while Hendrix has new apartment style dorms.
 - ◇ Business building went from 4 to 3 floors, but no planning for loss of space dedicated to the extra floor.
 - » Need to plan better.
 - » Auditorium is not big enough.
 - » Lesson learned: Build with future growth in mind, not just current enrollment levels. Don't build unless the University has enough financial resources to do it right.
- Library
 - ◇ Current library: dusty, dirty, no light open airy space, depressing.
 - ◇ 2nd most used building on the campus.
 - ◇ 3 printers for 10,000 students.
 - ◇ Need a smaller building that reflects:
 - » Market place for ideas on the campus
 - » Intellectual town square
 - » Where people can come together, give presentations
 - ◇ Spaces around campus where you can access library online materials.
 - » These were not built into the Business Building.
 - ◇ Library and learning commons should be the same space.
 - ◇ 400,000 titles, most used infrequently.
- Maintenance funds have been cut back.
 - ◇ Grounds look good, but the buildings are not

maintained.

- Science facilities are poor.

Meeting with Staff Senate, University Advancement and Enrollment Management

The following observations were noted during the meeting with the Staff Senate, University Advancement and Enrollment Management:

Strengths:

- Recent increase in the number of applicants.
- Many impressive facilities on campus.
- Mature trees.
- Presidents home.
- Old Main.
- Some highly competitive educational programs such as nursing and physical therapy.

Weaknesses:

- Special events center wanted for donors.
 - ◇ Current space is not large enough to entertain.
 - ◇ Donor base = alumni and other.
 - ◇ Meet the needs that we have, not necessarily through a new building.
 - ◇ Target to raise \$12m/year for the next 5 years.
- Admissions process is not the best as it is not in one centralized place on campus.
 - ◇ A campus welcome center would be great.
- Similar uses are generally not clustered on the campus. For example, there are no centralized student services.
- More rooms for student organizations are needed.
 - ◇ Very few rooms that fit over 100 people.
- After hours activities are desired such as a pool hall, bowling alley, something beyond bookstore and coffee shops that are in Student Center.
 - ◇ Could this be planned into the Student Center Phase III expansion?
 - ◇ Wayfinding is difficult.
 - ◇ Signage is difficult to understand.
 - ◇ Maps are currently very technical.

- ◇ Need better graphics that communicate clearly.
- ◇ Online app with scanning is desired in addition to better signage.
- No university sponsored day care.
 - ◇ Pay by private funds since not everyone uses it.
- Physical plant
 - ◇ Would like to bring physical plant employees that are currently off campus in the former site of ADEM onto campus.
- Parking
 - ◇ There is a need to reeducate students about parking. Lack of parking is primarily a perception issue. There is plenty of space in lots that are not in the center of campus.
 - ◇ Softball lot is the only one that has a shuttle connection.
 - ◇ Need better shuttle connections to other lots.
 - ◇ Place maps at each parking lot that showing walk times to different parts of the campus.
- Entry and Access
 - ◇ No entry from Dave Ward Drive.
- There is a curb cut, but it should be changed into a formal entrance.
 - ◇ Access to campus from Western and Augusta Avenues from College Avenue can be difficult since there are no traffic lights.

Opportunities:

- Improved facilities could enhance opportunities for research and create a potential revenue stream.
- Expand Brewer-Hegeman to host larger more upscale events to help generate revenue.
- Upgrade strip mall along Farris Road to create a main street retail area.
 - ◇ Better crosswalks, improved lighting, repave, traffic calming measures, large pedestrian/vehicular conflict.

Threats:

- Many prospective students go elsewhere because of poor facilities, such as the Lewis Science Center.

- Lack of communication or systems in place between departments so others aren't aware of what is being required of students.
- Poor digital infrastructure due to lack of funding for IT infrastructure.
 - ◇ Improve to Blackboard 9.1 (learning management system), which has a mobile app and could link to such information as shuttle routes, class schedules and a campus map.
 - ◇ Servers crash often.
 - ◇ Inability to support expansion of online class offerings.
 - ◇ Can impact grant submittals.
- Library is "dreadful".
 - ◇ Small, dark, dated.
 - ◇ A brand new library is needed, perhaps in a better location that has better access to the community.

- IT infrastructure is lacking.
 - ◇ Results in a tremendous amount of printing.
 - ◇ Need to use more utilize more online applications.
 - ◇ If you organize physically in a better fashion, it can reduce the amount of paper that is printed.

Opportunities:

- Establish standards in the master plan to become more sustainable (systematic approach to clearly implement sustainability into operations).
 - ◇ Landscape standards, air hand dryers, smart irrigation systems, LED lighting, rainwater collection; look at implementing those items that payback over time.
- Identify grant funding available for sustainable upgrades.
 - ◇ Likelihood of getting funding is a having a plan.
- Possible heating through geothermal.
- Establish on campus sustainability program that helps inform students, faculty and staff to improve the sustainability of the campus.
- Potentially re-label "Trash" as "Landfill".
- Commit to purchasing products made from recycled materials and certified as energy star.
- Look into commissioning of buildings (\$0.75-\$1.00/foot).
- Cost Containment Reports need to be submitted on an annual basis to the legislature.
 - ◇ Sustainability recommendations could be incorporated into this.
- Provide names of leading universities in the area of sustainability.
- IT support through Google, student government is looking into this.
- Have ability to connect to Arkansas Research and Education Optical Network (AREON), a high bandwidth fiber optic line that connects to other public Arkansas institutions, but campus equipment can't connect to it.

Meeting with Physical Plant and Sustainability Group

The following observations were noted during the meeting with the Physical Plant and campus sustainability group:

Strengths:

- Beauty of the campus grounds.
- Existing large district cooling system on campus.
- Recycling program (white paper, cardboard, plastics (1-7), clothing).
- Lighten Your Load move out program.
 - ◇ Anything you don't want goes into storage pods, which is then distributed to various charities, food banks, etc.

Weaknesses:

- Periodic flooding on campus.
 - ◇ Need to increase retention on campus.
- District cooling system is stressed with addition of Bear Hall, so requires additional chiller.
- Only 3-4 student groups that are focused on sustainability.
- Apartment communities do not have recycling.

Threats:

- Lack of funding for basic maintenance and

repairs, such as lighting and roofing.

- Legislature
 - ◇ Arkansas now has a State lottery process to fund scholarship tuitions.
 - ◇ UCA was allocated \$7.7m for the fall from the lottery.
 - ◇ Legislature has now cut the \$7.7m out of the budget thinking this was state appropriation rather than tuition fees.
 - ◇ Fear that this will continue given the passage of the Lottery

Meeting with Housing & Residential Life

The following observations were noted during the meeting with Housing and Residential Life:

Strengths:

- Prime position to grow residential student population.

Weaknesses:

- Admissions center is difficult to find, suggest moving to Wingo or other more visible location.
- Parking
 - ◇ ADA spots are being lost due to construction of Bear Hall.
 - » Some parking by Snow Fine Arts could be used as a replacement.
- Housing is currently scattered around the campus rather than being clustered.
 - ◇ Potential synergy between housing and football.
 - ◇ Potentially move the College of Education from Mashburn and put in housing if the building can be repurposed.
- Have a lot of green space on campus, but not much usable green space
- Improvement to all courtyards around residential halls is needed including the space between Farris and New Halls, courtyard by Short & Denney Halls, and areas around Conway and Carmichael Halls.
- Improved safety & security on some residential

halls is needed.

- Short and Denney Halls need a lot of work.
 - ◇ Its desirable due suite style housing with own bathroom.
- Visual enhancements are needed, such as repainting.
- Student Center courtyard needs a lot of work.
 - ◇ “Big Idea” project.
 - ◇ Small amphitheater would be nice that would allow for impromptu step shows, guitars playing, debates, and seating.

Opportunities:

- Students want apartments.
 - ◇ If you could put apartment style housing on campus, then need to clearly identify where it is going to go.
- Stadium Park apartments
 - ◇ 40 years old.
 - ◇ Improvements are being done.
 - ◇ Becoming increasingly desirable.
 - ◇ Currently four students per apartment, though may be better to have three per apartment.
 - ◇ Athletics would like to use these apartments – potential partnership.
 - ◇ Create into a “new urbanist village” with townhomes (eyes on the street), mailboxes, etc.
 - ◇ Sell some properties off the main campus in order to help fund the redevelopment of Stadium Apartments.
- Minton Hall to be removed.
 - ◇ Replace with either green space or parking.
 - ◇ Potential relocation of memorial garden?

Threats:

- Lots of negative press over the past few years, needs to be overcome.
 - ◇ With new administration some positives are starting to come out.
- New developments off campus.
- Housing is not competitive with other institutions.

- ◇ Need comprehensive housing renovation plan for all residential facilities on campus to bring the houses up to a competitive level with other institutions.
- ◇ \$18.9m estimated in needed investments to upgrade the housing (e.g. sprinklers, alarms, improved flooring, etc.).
- ◇ Current upgrades occurring at Arkansas Hall.
- ◇ Understand where next new housing facility will be located 5-6 years from now.

Other:

- 93% average occupancy rate of the residential dorms at the beginning of the semester, 91% by the end of the semester.
- Farris Hall currently houses the Honors College. May consider having this located in New Hall.
 - ◇ Both buildings are close to fully occupied because they are the newest on campus.
 - ◇ Bernard desirable because large style rooms and community style bathrooms.
- Housing goal not currently set, 35% on campus.
 - ◇ Freshman residency requirement is held to loosely.
 - ◇ Sophomore residency requirement was loosely discussed, but nothing has happened with that.
- Various residences have been purchased in the neighborhood.
- No other buildings besides Minton that are planned for removal.
 - ◇ Some may be repurposed for academic space or offices such as Short Hall, portion of Farris Hall, Bernard.
- HPER activities are programmed by HPER staff.

Meeting with Greek Life Organizations

The following observations were noted regarding the creation of a Greek Village during the meeting with Greek Life:

Strengths:

- Interest rates are low, good time to build.
- Strong enthusiasm for the Greek village concept.

Weaknesses:

- Currently “hodge-podge” approach to Greek housing.
- Existing walking paths that could be improved to strengthen connection- improve safety and security in this area.

Opportunities:

- Two fraternities are ready to do something (Sigma Nu, Sigma Phi Epsilon).
- Getting ready to celebrate 100 years of Greek life on the UCA campus.
- Could class be taught in this area as well (living/ learning type situation).
 - ◇ There could be a potential linkage with the College of Business.
- Establish clear design guidelines for Greek Village.

Threats:

- None identified.

Other:

- Originally looking at Western Avenue to create a traditional Greek Row.
- Did look at Donaghey Avenue but didn't work.
- Want a high traffic area, so it is visible.
- Focus now on southwest corner of the university on Farris Road and Dave Ward Drive.
 - ◇ 12.5 acres available at the corner.
 - ◇ Drainage issues.
 - ◇ Ideal location because it's visible, not adjacent to residential areas.
 - ◇ Recent study suggests that area could accommodate most of the groups within about 10 acres.
 - ◇ ~ 250 beds.
 - ◇ Each house 20-25 beds; meeting space.
 - ◇ One complex to house multiple meeting spaces and beds for 9 MPHC (African American Greek houses) houses (6 active)-too small to have own house.
- Funding Strategy:

- ◇ Raise as much money as possible through private dollars and then fund the rest through bonds. Groups would lease from the university.
- ◇ Could also be land lease and Greek houses build their own house
- ◇ UCA preference is to have everyone lease.
- ◇ E.g. West Georgia, Carrolton, Bowling Green State University have similar model.
- Parking for Greek village by the physical plant for easy and safe access, especially on meeting nights.
- Access off of Dave Ward Drive will be required at the existing curb cut, which will require crossing the water way.
- Need to address access off of Farris Road-would it impact the nature preserve?
- 9-10% of students are involved in Greek life.
- Want outdoor lighted fields and a turf all purpose field that is not dedicated to athletics or intramurals.
- ◇ E.g. Mirror room is in high demand, Brewer-Hegeman.
- ◇ Would like to have at least 5 different rooms that have a high capacity to meet the demand for such events as Greek Life recruiting.
- ◇ Preference for Student Center otherwise less participation.
- ◇ Meetings will be cancelled if they can't get a space.
- Student fees are already high.
 - ◇ If students are going to host a free event, then they don't want to have to pay to rent the space.
- Food Court is overwhelmed.
- Courtyard in front of Student Center.
 - ◇ Heavily used area.
 - ◇ Make it more user friendly with more seating, picnic tables.
 - ◇ Sod is often replaced since students walk across it.
 - ◇ Sophomore SGA group looking at interactive art to be placed there.
 - ◇ Courtyard should be another key area that students identify with similar to Alumni Circle.
 - ◇ Recommend reconfiguring sidewalks through that area as well as throughout the entire campus.
 - » A large walkway to link both ends of the campus.
 - ◇ Replace Minton Hall with green space when Bear Hall goes up.
- Need more usable green space.
 - ◇ 80-85 flag football teams.
 - » Currently play on softball fields (also used for ultimate and soccer).
- No childcare currently provided on campus.
 - ◇ Kids are being brought into classrooms, which is disruptive.
 - ◇ University administration does not want to get involved in this topic due to liability.
- Lighting

Meeting with Student Government Association / Student Life

The following observations were noted during the meeting with Student Government Association and Student Life:

Strengths:

- Over 200 student organizations.

Weaknesses:

- Need multifunctional event center space for student events/activities to support 300-2,500 participants
 - ◇ Currently use the Student Center ballroom, McCastilain Hall (limited due to use for classrooms), and HPER Center (but basketball court requires certain shoes).
 - ◇ Difficult to get into academic buildings.
 - ◇ Difficult to get daily activities scheduled due to state limitations.
 - ◇ Currently 800 events/semester in Student Center; events 2-3 times/day.

- ◇ Needs to be improved and increased.
- ◇ Study just completed.
- Library
 - ◇ Just raised student fees: \$3/credit hour = \$400,000 extra/semester for the library.
 - » Used for expanded hours, new subscriptions, adding power outlets, and new furniture.
 - » Some study rooms are locked permanently-can these be used?
- Lewis Science Center
 - ◇ Needs to be improved.
 - ◇ Adapting lab studies to the insufficient equipment that they have.
 - ◇ “[Lewis Science Center] is a time capsule to 1970.”
 - ◇ Asbestos present.
- Improve courtyards between Farris and New Halls.
- Sidewalks are in poor condition.
- Relocation of bike racks to sides of buildings rather than in front.
- Mashburn College of Education
 - ◇ High schools are better equipped than Mashburn.
 - ◇ Science, education and PT are programs why students come here and yet they have the worst facilities.
- Where is the gateway to the campus? Silence.
 - ◇ Marquis (electronic sign), the fountain (Kodak moment).
 - ◇ The track is in the wrong spot.
 - ◇ The four corners of the campus do not represent UCA.

Opportunities:

- HPER Phase II expansion.
 - ◇ Feasibility study completed.
 - ◇ Will be to the west into parking lot.
 - ◇ Includes 50m pool, expanded fitness center, 2 more fitness studios, more racquetball

courts, game lounge area, climbing wall, some classrooms, and additional locker rooms.

- ◇ Additional 80-90k sf .
- ◇ Hours 6-11pm M-Th; 6-8F; 10-3 Sat; 10-11 Sun.
 - » Hours could be extended upon completion of phase II.
- ◇ Cost estimate and plans to be completed beginning of January and will be presented to students at that time to determine how SGA will respond to the corresponding increase in fees.
- ◇ Pool could be used by others since no competitive swimming team at this point.
- ◇ No parking study done at this point, but has decreased.
- Expansion of Student Center desired.
 - ◇ Ballroom/auditorium, additional retail, potential housing on upper floors.
- UCA’s “Kodak moment”
 - ◇ The fountain
 - ◇ Alumni circle
 - ◇ Old Main
 - ◇ Could there be something better? (“U of A Fayetteville has a clock tower, we have a window.”)
- Could you reuse the “closed” roads as promenades? Would need to be redesigned.
 - ◇ Like a permanent outdoor stage/amphitheater.
 - ◇ Large green space in front of business school should be better used.
 - » Incorporate interactive art.
 - » Space has been used by flag football teams.

Threats:

- None identified.

Other:

- Space study only looked at academic buildings not auxiliary buildings.
- UCA is a teaching university not a research university and does not intend to be.

WEDNESDAY, DECEMBER 15, 2010

Meeting with Alumni and Development Affairs

The following observations were noted during the meeting with Alumni and Development Affairs:

Strengths:

- Similar architectural style among the buildings.
- UCA has a beautiful campus.
 - ◇ Maintenance of the campus needs to be maintained, but inside of the buildings need to be brought up to par.

Weaknesses:

- Parking
 - ◇ Parking deck or two needed.
 - ◇ Parking deck would need to meet the architectural style of the campus.
 - ◇ Don't want the community or the university fragmented by parking deck.
 - ◇ Could it be underground parking?
 - ◇ Should charge student parking fees.
 - ◇ Cost sharing with Conway Regional Medical Center for the healthcare education facility.
 - » Parking is an issue at the hospital as well.
 - ◇ Key special event locations have difficult parking (e.g. admissions office, alumni office, gallery, McCastlain, President's House, Reynolds, Brewer-Hegeman).
- Sidewalks are needed.
 - ◇ Farris Road will get sidewalks and center turning lane-upgrades to begin next year.
- Bruce Street
 - ◇ Storm sewer improvements are needed.
 - ◇ Level of service, ADA, visitor access, other access needs to be examined to determine if it can be closed.
 - ◇ Could have it redesigned to make it more pedestrian friendly, such as resurfacing, narrowing, speed bumps, etc?
- Finish renovation of Old Main and Alumni

Circle.

- ◇ Examine if the plan for Alumni Circle is viable, and if not what can be done.
- No true welcome center (needed if institution is serious about making an strong impression on prospective families).
 - ◇ Could Torrenson be the new welcome center? May be difficult to retrofit building without significant investment.
 - ◇ If use Wingo, then move administration to Old Main? Would need to look at access.
 - ◇ What about the President's House as a welcome center?

Opportunities:

- Greek Village should be supported.
- Connections to Stonedam Creek recreational trail being developed by the City.
 - ◇ Could some of these areas be used for recreational facilities for the campus such as pick up soccer games, baseball, etc.?
- Initiate a historical markers program on the campus.
 - ◇ Reflect the stories of the history of the campus throughout the area.
- Locate art throughout the campus.
- Bookstore should be very accessible to the community.
 - ◇ Redesign Donaghey Avenue as a main street, bookstore could be located there.
 - ◇ Could it be located on the first floor of a parking deck?
 - ◇ Moving the bookstore would alleviate some of the space demand in the student center.
- Potential need for a conference center on the campus.

Threats:

- The campus is "falling apart" – buildings need to be maintained.

Other:

- Commencement currently in the Farris Center.

- Will have first outdoor ceremony this year in the football stadium.

Meeting with Facilities & Police Department

The following observations were noted during the meeting with Facilities and the Police Department:

Strengths:

- Existing shuttle service on campus.
 - ◇ Started 7 years ago with vans.
 - ◇ Currently have 9 vehicles.
 - ◇ Shuttling from Bear Village (just over 600 students) and lot just north of Dave Ward Drive to the alumni circle.
 - ◇ Average around 25,000-30,000/month (will forward numbers).
 - ◇ Usually a small drop in the spring semester.
 - ◇ UA Fayetteville has Razorback transit which is very competitive.
 - ◇ Students expect a 15 minute turn-around, if expand then the headways start dropping to 30-45 minutes. 15 minutes should be the goal.
 - ◇ Will likely see a greater reliance on shuttle systems in the future as parking in the core of the campus is replaced by other uses.
- Warning system
 - ◇ Capable of timely notifications if something is happening on campus.
 - ◇ Have outdoor audible alarm system and PA system.

Weaknesses:

- Bruce Street is extremely dangerous.
 - ◇ People have been hit on this street (as well as Donaghey Avenue).
 - ◇ High priority to close the street.
 - » May lead to traffic jams around the rest of the campus on the other roads.
- Stormwater management
 - ◇ Flooding around Bruce Street.
 - » Need to work with the City to install a larger box culvert, currently a pinch point.

- ◇ Flooding along Farris Road.
- ◇ Need to have more retaining ponds on campus.
- ◇ No stormwater management study completed for the campus-Recommended.
- ◇ Nice to be able to reuse the stormwater for irrigation.
- ◇ Determine if there are there state guidelines for stormwater management.
- Safety
 - ◇ Surveillance
 - » Cameras should be included into any new building.
 - » There are cameras currently on campus.
 - ◇ Hold up alarms that could be placed at desks (e.g. cashiers, presidents office) – goal.
 - ◇ Warning system
 - » Have emergency text messaging system, but phones could be turned off during classtime.
 - » How have the messages displayed in classtime?
- Wayfinding
 - ◇ Very unfriendly campus to visitors.
 - ◇ Difficult to explain how to get to a facility.
 - ◇ West side entrances are obscure.
 - ◇ East side entrances are not well defined.
 - ◇ No parking facilities have any kind of identification.
 - » Can be a large issue when someone is calling for help. They can't describe what parking lot they're in.
 - ◇ Need consultant team help in actually coming up with the graphics for the signage.

Opportunities:

- Creating a wireless campus would allow for simple improvements to the existing warning system.
- Create a central receiving location on campus to

manage deliveries.

- ◇ There is currently a significant pedestrian / truck delivery conflict.
- Master Plan
 - ◇ Master plan should include a checklist for different buildings, so that buildings can be at the same level –security, fire, air quality, energy, etc.
 - » Could help guide budget expenditures over the next five years.
 - ◇ Need to have a continuing relationship with our master planners, so that when new ideas come up, there is adherence to the vision set forth in the plan.

Threats:

- No connectivity/communications to the bunker (no cell phones, network, radios).
- Buildings are not card accessed (goal).
 - ◇ Needs to be built into the master plan.
 - ◇ Entire campus should be controlled access.
- Outdoor audible alarm system and PA system cannot be heard inside buildings.
- Police Command Center is not a hardened facility.
 - ◇ Have backup generators, phones, radios, etc. at the City of Conway so could operate from there if needed.
 - ◇ Could not take a hit from a tornado.
- Master Plan
 - ◇ There should be a standard process for approvals of new ideas, plans, buildings, etc., currently no rhyme or reason to how things are implemented on the campus.

Other:

- Fairly direct relationship between access to the campus and crime.
 - ◇ Access to the campus is closed at night.
- There is no city bus system.
- “Undesirables” arriving by car.

Meeting with Athletics

The following observations were noted during the meeting with Athletics:

Strengths:

- No intention of moving any facility.
- Like where the facilities are currently located, though wish they were all together.

Weaknesses:

- Need a weight room to serve the athletics department – priority.
 - ◇ Women’s weight room in the old gym – needs an upgrade.
- Tennis courts are a priority.
 - ◇ Need 6, have 8, but only 3 that are good.
 - ◇ Getting push back from parents, recruits.
 - ◇ Zero spectator opportunities.
 - ◇ Doesn’t reflect a Division I program.
 - ◇ No indoor tennis needed.
 - ◇ Could be located on the 5 acre parcel across from Olympic Sports Area.
- Need a field house by the track and softball fields (“Olympic Sports Area”) – priority.
 - ◇ This would allow for lockers and offices for golf, tennis, track, softball and get them out of the houses they currently use. Baseball also uses a house on the northern end of campus. It would be nice to have a formal facility for their use as well.
 - ◇ Athletes: 80-track; 20-softball; 50-soccer; 10-tennis.
- Farris Center
 - ◇ Not a dedicated athletics facility, used by KPED group.
 - ◇ Need to request time for basketball practice.
 - ◇ If class going on, then teachers can ask players to be quiet.
 - ◇ If KPED and pool moved to HPER, could have academic center, locker rooms, practice gyms, etc.
 - ◇ No diving board.

- ◇ Memorabilia room.
- ◇ Used to seat 10k, now seats approximately 5k due to removal of bleachers.

Opportunities:

- Would like to consolidate all the coaches and offices. Perhaps in Buffalo Alumni Hall if there is a new alumni center?
- Artificial turf
 - ◇ Would consider have turf on football and softball fields.
 - » Football field used 5-6 times/year.
 - » If turf, then you could practice there and have marching band practice there instead of in the parking lot by HPER.
 - » However, there are advantages to having grass on the football field.
- Create centralized location for sports memorabilia.
 - ◇ Hall of Fame room where all those things are located.
 - ◇ Hallway in Farris Center has historical pictures.
 - ◇ No trophy room.
- Academic center for athletics would be nice.
 - ◇ Size needed: tutorial offices, academic advisors, small group areas, approximately 20k, perhaps under the horse shoe or in Farris Center.
- New basketball arena would be nice if a large donation was received but not a priority.
 - ◇ Updating Farris Center is needed to make it function better.
 - ◇ Would like to replace pool with a practice court (new pool would be in HPER).
 - » Sometimes busing to Little Rock to practice.
 - » Need a practice gym with a full size court.

Threats:

- None identified.

Other:

- Additional stands for football not a priority.
 - ◇ Crunch in the fall, but once November hits there are seats available.
 - ◇ If did expand, then do a horseshoe at the scoreboard end not Bruce Street side.
 - ◇ Bear Hall will have suites on the 5th floor that overlook the field.

Meeting with Community Representatives

The following observations were noted during the meeting with various key community representatives:

Strengths:

- Power capacity for the campus and city is fine.

Weaknesses:

- None identified.

Opportunities:

- Donaghey Avenue corridor study.
 - ◇ Not adopted, but council would embrace.
 - ◇ From Dave Ward Drive to Prince Street.
 - ◇ Increasing pressure to rezone corridor to more of a main street feel.
 - » Interim - would allow homes to remain but be repurposed (e.g. restricted office as conditional use); most intense use would be a medical office.
 - » Long term-transition homes that are not historic and changed to main street, mixed use environment. Examples include The Heights in Little Rock and Magazine Street in New Orleans.
 - ◇ Widening road from Dave Ward Drive to Bruce Street into a four lane boulevard.
 - ◇ East side of Donaghey Avenue should embrace the more retail, mixed use environment soon where the university has some of its properties.
 - » Haven't looked at changing land use or zoning on this stretch, but would be receptive to it.

Threats:

- Strip mall along Farris Road will likely stay as it is.

Other:

- City Engineer would have input on stormwater management for Donaghey Avenue.
- City would like to keep Bruce Street open as a city street.
- Sustainability
 - ◇ What are the trends? Where do you start?
 - » Start with the low hanging fruit.
- Be aware of heights of building due to conflict with AETN signal.
- Power supply
 - ◇ East of the campus are older sewer lines, older power lines.
 - ◇ If you change the use east of the campus, you will change the demand for the different types of power, water, wastewater, etc.
 - ◇ Would need to discuss how a facility gets served will be the main question.

UCA Visioning Sessions

Date: Wednesday March 9, 2011

Participants: Faculty & Deans

Science Quad

- New building will be named: Health Care Profession Education Center
 - Will be used for:
 - In-service for Conway Regional Medical Center
 - UCA Department of Nursing
 - Regional Health Education Center
- Move Lewis Science Center uses to temporary facilities; rebuild on same site; rebuild larger
- Math/Science/Education Planetarium; fundraising for now; needs to be attached to science building; have discussed a location directly east (on axis) with the Lewis site
- Chemistry: needs more space; athletics and physical therapy share adjacent/attached building to Chemistry
- Health programs (PT/Nursing/OT/Speech) are currently scattered across campus
 - PT doesn't need to move; there is a new gross anatomy lab in west dorm
 - Psychology occupies half of Mashburn Hall; also move to science quad
 - Arkansas Hall (residential); just renovated; favored by STEM students (science technology education math) b/c of proximity to those classroom spaces
- Bernard: offices (residential in two wings)
- Short: may transition to offices
- Student Center needs additional 40K SF; demolish Short and expand to the west
- Fine Arts are scattered

UCA Visioning Sessions

Date: Wednesday March 9, 2011

Participants: Facilities, IT, Physical Plant, Police

- Need IT capacity (fiber) between the campus and the civil defense building (about 2.3 miles south)
- Central receiving, with access from a main roadway, would be helpful
 - Dave Ward would be good; keep trucks out of campus center, main road (but then have to cross—that's the downside)
 - Need room to back in
 - Needs to be bigger than existing
- Relocating facilities: prefer to keep warehouse and offices together; can't cross street with lawn mowers and golf cars (or would need an underpass)
- Some sanitary mains run under buildings and/or down the center of campus (between Student Lane and Bruce) and should be relocated
 - Student Lane and Sowder street are at maximum capacity
 - Conway Corp provides sewer; charges actual infrastructure cost PLUS impact fee
- Not enough water capacity on the northern part of campus: 16" main in Student Lane; 6" in Bruce
- New drainpipe on Farris road; need to get new pipe to get water to there
- If add to HPER center, heat with solar
- Would be good to have a new chiller plant on the north part of campus; add a second loop
- Mayor has indicated that once the city widens College Ave, they will give Bruce St to UCA
 - The public already avoids using Bruce b/c so many students cross at random points
 - Students cross every 50' or so
 - With plans to widen College, make sure new health building is set back far enough
- Interior design is in the Behavioral Science department; they feel they should be in the Art Department
- Median in Donaghey would exacerbate current issues; would increase speed and increase pedestrian/vehicular conflict
- Trying to determine an appropriate use for Main Hall: museum, classroom, faculty lounge, administration, community theater? Parking is a big issue in determining use
- Irby Hall needs renovation; discussing physically linking Irby and Burdock; huge number of students through this area
- Police need twice as much space as currently have; would consider moving near Donaghey in the 'front' of campus and maybe keeping a sub-station where they are now
 - Need a hardened facility; during events (now), police stay in the dorms (for beds, showers)
 - A lot of people (students and the public) come to police station after hours, for all sorts of issues, b/c it's the only thing open
 - Communications center needs to be hardened to withstand hurricanes; could be moved to Burdock hall

- Facilities also needs Communications to stay running during weather or other events
- 25% of buildings are sub-standard; need to be Category 5 or 6 (now are Category 3)
- Moore natural area has 5-year moratorium on building; considering extending
- Farris will be widened to 4 lanes this summer
- Stream: grant application to enhance, will hear in next 6-8 months; some rare plants that don't grow anywhere else in AR; biology wants to use as outdoor classroom
- The path next to the stream is highly used by pedestrians; applied for grant for lighting

UCA Visioning Sessions

Date: Wednesday March 9, 2011

Participants: Student Government Association

- Tennis courts have high rate of usage; difficult to get a court; lights don't meet Division I standards (due to location of lights *on* courts); move courts north and closer to Dave Ward Drive; could use more courts
- Students use the outfield of the northwest baseball diamond for ultimate Frisbee practice; there is no other suitable, dedicated space
- Intramurals can only use the fields in the southern part of campus for game play; not allowed to practice there
- Need another multi-use field
- Would also like sand volley ball courts; the existing courts in the apartments don't feel public, feel like they're only for residents of those units
- Put new fine arts building where tennis courts are now, west of Reynolds Hall
- Make the creek an actual amenity, not just a ditch
- Concerned with what land uses or building might occupy the southwestern corner of campus (northeast corner of Dave Ward/Farris Rd intersection) in the future; this corner is important for the 'image' of the campus, and it should be a nice building; maybe the new science building could go in this location
- Very strong feelings regarding preservation of Jewel Moore nature reserve; do not take a roadway through it, do not reduce size; biologically important prairie and mature hardwood; most important area is the unwooded meadow area
- there is currently a ropes course in the Moore reserve, and plans for a disc golf course as well
- students recently voted to increase their own fees in order to expand the HPER center; want a pool and additional exercise facilities, climbing wall, racquetball
- need more bike racks, and better-located bike racks
- insufficient un-programmed open space on campus; would like to see the 'horse pasture' adjacent to the President's Home be made available for student use
- area in front of Wingo and McAlister Halls is the only place can use for large-group activities during orientation; do not design or put fountain or other feature in this space
- chapel: student body doesn't identify with this building; very 70's; some students were not even aware it was a chapel (thought it was a utility building)
- need to expand the student center
- parking behind Baroon and Carmichael is mostly residential parking, with very low turn-over; would support moving this parking to a remote, off-campus location
- the trash behind the dining hall needs to be moved or screened; even if screen it, you can't screen odors; prospective student tours are specifically told not to take this route
- Main Hall is the 'postcard view' of the campus, but needs renovation; the landscape does too
- Put a visitors' center in Main Hall?
- Location of campus police is good, very central; like knowing they are right there next to residential

- Students are very enthusiastic about constructing an amphitheater in front of the student center; it is funded, and should seat about 200; it is only minimally sunken; students had not considered the option of a flexible, multi-use plaza in place of an amphitheater, but were very interested in the idea
- Really like the idea of creating formal promenade between the student center and the new nursing building; don't have a space like that anywhere on campus
- The Meadors addition to Doayne doesn't fit in
- Okay to demolish Burdick
- Okay to build in the space immediately east of Burdick
- Need to provide for bike and longboard movement throughout campus
- Circulation: students' lane stays open, even at night (one of the few access points that does); Bruce street closes during games
- Like the idea of making Bruce a celebratory pedestrian-mall type street that closes on game days for parades and activities
- Greek Village: need a place to unify all the frats & sororities; prefer a location within the center of campus; don't like the Dave Ward/Farris location (last choice, but would be better than not having a Greek village at all)
 - Sororities sign an agreement every 2 years that if everyone can't build, no one will build
 - Most sororities are closer to being able to build than most frats
 - Need space for recruitment: 5 rooms that hold 200 people each, simultaneously
- Don't feel the need for a one-stop administration/registration facility; most are already in one place, so not really a problem
- Like the idea of retail along Donaghey Ave

UCA Visioning Sessions

Date: Thursday March 10, 2011

Participants: Housing & Residential Life

- Housing
 - freshmen should live on campus; better retention, better grades
 - suites are better for student retention
 - small single rooms, dorm style are more popular/more 'norm' now
- Welcome Center
 - Very much needed; put in Main Hall? Thompson Hall would be fabulous; put writing center (bottom, Thompson) and tutoring center (bottom, Main) together
- Library
 - Rethink what it should be
 - Computers very well-used
 - More food would be good
 - Put tutoring and writing center in there?
 - If more uses, need more parking
- Parking
 - Get more complaints from residential students than from commuters
- Advising
 - Being in center of campus is fabulous
 - Centrally located to students
 - Needs more parking
 - Current location was built *for* them
- Cafeteria
 - Need more than one
 - Cafeteria more cost-sensitive than food court
 - Food a problem in the summer; vendors shut down any time the campus is not in full swing (vacations, too)
- Main Hall
 - Best classrooms; large windows

UCA Visioning Sessions

Date: Thursday March 10, 2011

Participants: Student Life

- 'sacred' parts of campus (do not change)
 - memorial trees
 - ballroom and fireplace room in McAlister
- Food Services
 - prefer looking at multiple dining halls, instead of expanding the existing cafeteria
 - restaurant seating, not cafeteria seating
 - students complain that they get bored, too small
 - considering an Einstein's in the College of Business (may not happen)
 - there is a deli in BBA now
 - maybe start with carts to try a franchise location?
 - Need/desire for dedicated faculty/staff dining area?
 - Miro room, McAlister, faculty lounge?
 - Provost Ok with the idea, President not so much
 - On-campus restaurant (serving all, not just students or faculty)?
 - Other building needs
- Wingo: not well utilized now; would be a good Visitors' Center, not a one-stop
 - Convocation Center: where locate? On Farris site? On SW corner?
- Greek Village
 - Donaghey: visible, campus image
 - Also talked about locating on Augusta
 - Can't re-use houses on Western
 - Timeframe: gaining momentum; sororities are ready, frats are not
 - Frats want to build their own buildings on leased property
 - Sororities want to lease the building and the property
- Chapel
 - Used by frats, church services, individual prayer
 - Need this function, but not the current structure
 - Careful consideration of new location so that this function is not marginalized
- Amphitheater
 - Amphitheater design not determined; may not be depressed
 - Goal is to build by Aug 2011; need proposal by 3/28
 - Incorporate Legacy Walk
- Residential south of Dave Ward
 - Moix Blvd-new development
 - Salter Development: higher end development, favored by students with more funds; 2 developments in one: townhouse with garage on perimeter, apartments in interior

- University Park-directly east of Bear Village; Rushhow Properties (basically Bear Village, Phase 2)
- The Grove; west of Farris, less than a mile from campus; opened last year; reduced number of students living on campus
- One of 3 Moix properties: proposed hotel and strip mall; City Planning Board delayed/denied it; hotel and retail now approved

- Information Commons
 - President favors location N of Bruce, In August/Western area

- Visitor Center
 - Thompson better than Wingo, so don't drive by and miss it

- Housing
 - Students like to live near classes; like mixed-use buildings
 - Housing staff does not want to cluster residential buildings
 - Goal: 1/3 of students on campus, all freshman and sophomores on campus
 - Residential learning community is a great part of the system
 - Can push residential parking further out, even remote, but need better transit if do that

UCA Visioning Sessions

Date: Thursday March 10, 2011

Participants: Diane and Jack

- Need a large, open event space for 5K-15K people for graduation
 - Also to rent to students for their events (they rent spaces Thurs-Sat)
 - Currently use the Agora (private); not quite big enough
 - Potential to purchase Spirit Mobil Home Facility on Dave Ward Road (closed factory?)
 - SPIRIT could handle multiple events at one time
 - Also potential to buy an old barn south of campus, now used as a church
- Police building: expensive building, not impossible to tear down, but would be sad to see it go
- Greek Village: #2 (west) site better than #1 (east, near Donaghey); reserve #1 for academic expansion
- Public-Private partnerships *are* possible on state (UCA) land
- Do have the capacity to float a bond on E&G side for a building
- Need better conference space; Hageman doesn't work well
- Residential
 - STEM would like to be in Bear Hall
 - Other residential colleges would like to be in Arkansas Hall
 - Short Denny Hall: good shape, popular, paid for