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FOREWORD

Message From Chancellor Sartarelli

Dear UNCW Community,

The University of North Carolina Wilmington has always thrived by embracing an ambitious vision of the future. Our founders started small, opening Wilmington College in 1947 with 238 students, but their goals grew as the college did. In the early 1960s, the college relocated from a single building near downtown Wilmington to a large site on the outskirts of the city. Over the years, as our institution joined the UNC System, and grew into a robust and successful university with a national reputation for excellence, our Main Campus (approximately 661 acres) became a landmark of learning and leadership along one of Wilmington’s critical corridors.

Our Strategic Plan, combined with the university’s commitment to effective stewardship of UNCW’s Main Campus and our high-tech research center on the Intracoastal Waterway, inspired this Master Plan. Our goal with this plan is simple yet profound: we want to build on the excellent foundation left for us by previous generations, carefully developing the places and spaces that will position UNCW to continue soaring, as Seahawks always do, far into the future.

Sincerely,

Dr. Jose V. Sartarelli, Chancellor

Dr. Jose V. Sartarelli
Chancellor, UNCW
The 2017 UNCW Campus Master Plan provides a ten- to twenty-year vision and a framework for the development of the University’s campus and facilities. It builds on the 2005 and 2010 Master Plans, incorporates ongoing studies and projects completed since the adoption of the 2010 Master Plan, and is closely aligned with the 2016–2021 Strategic Plan, "Giving Flight to Imagination."

Planning Process and Campus Community Engagement

The Campus Master Plan reflects a collaborative effort between senior leadership and a Planning Advisory Committee set up specifically for this planning effort. A comprehensive outreach and engagement strategy with the campus community throughout the master planning process and the off-campus community invited comments and input that informed the plan. The UNCW Board of Trustees received updates and participated in workshops throughout the master planning process. The master planning process included two phases:

- **Phase I: Data Gathering and Assessment** encompassed an existing conditions analysis, including review of ongoing studies, and a detailed Space Needs Analysis that examined current and future space needs, including the impact of online and distance learning.

- **Phase II: Development of Campus Master Plan** encompassed development of program, options, and draft recommendations.

Existing Conditions

The 2017 Campus Master Plan is an update to the 2010 Master Plan and integrates ongoing projects and studies completed in the interim. The Campus Master Plan analyzes existing conditions related to built environment, natural areas, landscape, open spaces, circulation, and parking. It also reviews existing facilities and spaces related to student life (dining, athletics, and recreation), residential life, academic life, and arts and culture. Existing conditions analysis and on-campus and off-campus community engagement identified the following issues addressed by the Master Plan:
• Concerns about the impact of current and future enrollment growth on facilities and spaces while maintaining the existing character of the natural and built environment.
• Increased pedestrian, bicyclist, and skateboarder traffic on Chancellor’s Walk and improving pedestrian safety on campus streets.
• Significant need for outdoor athletic and recreational fields and their proximity to existing and proposed student life and residential areas.
• Need for additional parking in the short term with the goal of reducing long-term parking demand.

The Campus Master Plan identifies planning and design principles that guide the Plan recommendations. These principles emphasize the role of campus facilities and spaces to provide state-of-the-art learning and research environments while enhancing coastal university qualities and retaining existing campus character.

Space Needs Analysis

The Campus Master Plan provides a development framework to accommodate the current and projected increase in the number of freshman, transfers, graduate, military-affiliated, online, and international students, as well as faculty and staff, as outlined in the UNCW 2016-2021 Strategic Plan. The baseline used for the Space Needs Analysis is Fall 2016; the target year of 2021 was set to coincide with the horizon year for the 2016-2021 Strategic Plan.

The University provided a projection of 16,133 headcount on-campus student enrollment for Fall 2021, a 17.7% increase over Fall 2016 (13,710 headcount students), and 3,867 headcount online students for Fall 2021, a 27% increase over Fall 2016 (2,030 online headcount students). The Plan also addresses the impact of the projected increase in sponsored research funding on campus facilities and spaces from $13 million in Fall 2016 to $30 million in Fall 2021.

For the purposes of space planning, Institutional Research & Planning and Academic Affairs Resource Management used several years’ worth of Student Credit Hour (SCH) production data from each of the academic units to create a model for future projections. In particular, they calculated the specific SCH-to-Student Headcount ratio for both regular term instruction (RTI) and Distance Education (DE) at the undergraduate (UG) and graduate (GR) levels. By using the specific counts for the Fall 2016 cohort, they were able to approximate the official university headcount in the various categories. Once the proper ratio was established, data were modeled for the varying levels (UG RTI, UG DE, GR RTI, and GR DE) to calculate approximate headcounts through the next several years to achieve the various goals within the UNCW Strategic Plan, but most notably the 20,000 overall student headcount. This provided a rough estimate of just over 16,000 main campus students. The model was not designed to provide specific enrollment projections or goals for each of the academic units.

A conservative approach was used in these estimates, notably these estimates over-expand the potential for Distance Education to minimize the impact on space needs. The original model was designed only for space planning estimate purposes and would need to be examined year over year to compare to actual headcount, which has numerous factors not included in the original estimates. The model can be adjusted to increase the amount of RTI students. Since the time of this exercise, the Fall 2017 official headcount already outpaces the projections for FY18 by approximately 800 RTI students.
FIGURE 1. MASTER PLAN FRAMEWORK
HIGHLIGHTS OF THE SPACE NEEDS ANALYSIS:

- There is an overall space deficit on the Main Campus of 223,898 Assignable Square Feet (ASF). This deficit increases to 418,754 ASF in 2021 with projected increases in enrollment and research. The projected deficit assumes currently planned new buildings will be in place.

- An additional 50,194 ASF of research laboratory space on the Main Campus will be required to accommodate the increased research expenditure goals of the University.

- The College of Arts and Sciences will have the greatest need for additional space in 2021, with a deficit of 227,554 ASF (more than 50%) being projected.

- A new Allied Health Building, estimated to have 87,559 ASF, will eliminate the current deficit for the College of Health and Human Services and will provide some room for growth beyond the 2021 space needs.

- Academic Affairs Provost reporting units indicate a significant deficit in 2021, which is primarily in library space.

- The new Administrative Annex will allow 27,485 ASF of existing space to be converted to academic offices.

- No additional space need is generated for online courses unless a class is meeting on campus as the home group for synchronous distance learning. Space for Distance Education administration and production is incorporated into office and other department space categories.

* Allied Health Building was named Veterans Hall during a groundbreaking ceremony held on Thursday, January 18, 2018

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**Campus Master Plan Framework**

The 2017 Campus Master Plan is a guide for future development of UNCW’s Main Campus and the Myrtle Grove Campus. The Master Plan establishes four broad design principles to guide the development of the Main Campus:

1. Strengthen the academic core along Chancellor’s Walk and provide collaborative learning and study spaces throughout campus.

2. Expand the pedestrian campus with three major pedestrian walks and enhanced bike, pedestrian, skateboard, and vehicular circulation.

3. Create additional campus open spaces.

4. Develop new athletics, recreation, and arts and culture spaces.

These principles provide a framework for UNCW to address current and future space needs while maintaining existing natural areas and enhancing the pedestrian-oriented character of the campus. They are based on the findings of the existing conditions analysis as well as feedback received from extensive campus community and off-campus community engagement. While the Campus Master Plan provides a guiding framework for decision-making, the site, program, and architectural design details of individual projects must be approved by the Board of Trustees.
Master Plan Recommendations

The Master Plan Framework recommends various projects to meet current and future space needs. The projects are aligned with the 2016–2021 Strategic Plan and with the findings of other ongoing studies and projects separately undertaken by UNCW and reviewed as part of the master planning process. The total proposed building area for academic space and research facilities exceeds the projected space need to provide flexibility to accommodate future changes in space needs and academic programs. The actual size of the building project needs to be determined through a detailed programming exercise.

The Master Plan proposes:

- 495,000 gross square feet of new academic and research facilities across three distinct phases, including shared collaborative learning spaces that are greatly needed within the Main Campus. The new facilities strengthen the academic core along Chancellor’s Walk and connect them with campus student and residential life.
- An approximately 48,000 gross square foot addition to the west side of Randall Library to meet the needs of students, faculty, staff, and the community.
- New administrative spaces and academic support spaces to support current and future increases in student enrollment.
- Additional indoor and outdoor athletic and recreational facilities that meet current and future needs.
• Locations that can accommodate the increased demand for on-campus student housing and connect on-campus residential areas more tightly with the academic core (UNCW is evaluating development of new on-campus student housing with or without public private partnerships.)
• Parking and circulation improvements for vehicles, pedestrians, bicyclists, and skateboarders to increase walkability and pedestrian safety.
• Recommendations to increase and monitor Transportation Demand Management (TDM) strategies to reduce current and future parking demand. Parking strategies are provided to meet the growing need to accommodate visitor parking and support increased arts, cultural, and adult education events on campus.

The Campus Master Plan incorporates and enhances UNCW’s Sustainability Action Plan goals related to natural resources (outdoor educational opportunities, sustainable landscape, water management), site development, circulation, and parking (reduce parking demand) to achieve the UNCW sustainability goal of becoming carbon neutral by 2050.

The Myrtle Grove Campus

The Master Plan Space Needs Analysis shows the current research space surplus of 15,009 ASF becomes a deficit of 15,552 ASF in 2021 to accommodate the anticipated increase in research activity. Such a need shall be accommodated within the Myrtle Grove Campus in the next five years either by re-allocating existing space in relation to the Main Campus or by constructing a new addition to the existing academic buildings. The analysis also shows a surplus in office space, which could be the result of personnel assigned to the Main Campus.

The UNCW Center for Marine Science (CMS) Self Study completed Spring 2017 outlines the need for on-campus housing at the Myrtle Grove Campus. The 2010 Campus Master Plan identified future residential development sites within the campus to support visiting scientists, international collaborators, and summer programs centered at CMS. The 2017 Campus Master Plan identifies these sites within the Myrtle Grove Campus to accommodate on-campus housing if such a need is deemed financially feasible.
01 / INTRODUCTION ABOUT ENGAGEMENT
ABOUT

About UNCW

The University of North Carolina Wilmington (UNCW) is part of the University of North Carolina multi-campus university system. The University has five undergraduate colleges / schools—University College, the College of Arts and Sciences, the College of Health and Human Services, the Cameron School of Business, and the Watson College of Education—and the Graduate School. It is recognized as the state's coastal university, with coastal and marine sciences and scholarships woven into the academic fabric of each of the University's colleges and schools.

UNCW’s Main Campus is located within the City of Wilmington in New Hanover County. The approximately 661-acre campus is located minutes from the city’s historic downtown, the Wilmington International Airport, and the Town of Wrightsville Beach. College Road, on the western edge of the campus, is the city’s main north-south thoroughfare.

A satellite Myrtle Grove Campus is located on the Intracoastal Waterway approximately six miles south of the Main Campus. This campus includes the Center for Marine Science, MARBIONC Building, and the Shellfish Research Hatchery. The Myrtle Grove Campus has access to a marina and dock area.
Align with the Strategic Plan

Address Space Needs + Online Education

Create a comprehensive Space Management System

Integrate all Completed & Ongoing Studies
In addition to the Main and Myrtle Grove campuses, UNCW also owns the Ev-Henwood property in Brunswick County, Long-Term Ecosystem Reserve (LTER) near Cape Fear River in Pender County, and Broadfoot property on Middle Sound in northern New Hanover County. These properties are not included within the purview of the 2017 Campus Master Plan.

About the Campus Master Plan

The following four goals guide the development of the 2017 Campus Master Plan:

1. The plan is aligned with the aspirations of the Strategic Plan. UNCW updated its Strategic Plan in 2016. The plan highlights a core set of actions to meet academic, student, athletic, and arts and cultural needs of the campus community through 2021 based on enrollment metrics. This Campus Master Plan provides a development framework for facilities and campus spaces that are based on the Strategic Plan goals and priorities.

2. The plan addresses space needs and online education. The Campus Master Plan includes a comprehensive evaluation of the current and future space needs for UNCW including the impact of Distance Education on space and facilities.

3. The plan integrates all completed and ongoing studies. Since the completion of the 2010 Campus Master Plan, the University has completed an Outdoor Fields and Facilities Enhancement Plan, a conceptual Parking Study, a Multi-Modal Transportation Study, a Dining Enhancement Study, a Housing Master Plan, and a Stormwater Master Plan. The 2017 Campus Master Plan takes these studies into account in its new development framework for the next phase of campus projects and initiatives.

4. The plan recommends a comprehensive space management system. UNCW is in the process of upgrading its space management system. The Campus Master Plan includes criteria for evaluating an effective space management system.

The Campus Master Plan does not include recommendations for campus utilities and infrastructure (energy generation, HVAC systems, water, sewage, gas, electrical, and communications, etc.). Further study to analyze existing campus utilities and infrastructure capacity and improvements shall be conducted by the University following the Campus Master Plan.
Planning Process

A team of consultants developed the Campus Master Plan in close collaboration with senior leadership and a Planning Advisory Committee set up specifically for the Campus Master Plan. The process was iterative and included two major phases. The adjoining diagram illustrates the major phases of the plan.

Phase I: Data Gathering, Assessment, and Analysis
Phase I included gathering data, analyzing existing conditions, and reviewing previous plans and ongoing studies. The consultant team toured the Main Campus and Myrtle Grove Campus to see outdoor and indoor spaces, including classrooms, labs, the library, shared spaces and meeting rooms, and gathering areas. The campus map was updated to reflect changes that have taken place since the last Campus Master Plan and ongoing projects. This phase also included documenting existing space and determining current and future space needs based on projected growth in enrollment.

Phase II: Campus Master Plan Development
Phase II included evaluating program options and alternatives to develop a framework for future development and recommendations for renovations, as well as strategies for circulation, parking, natural areas, open spaces, and stormwater management.
FIGURE 5. PLANNING PROCESS

PHASE I: DATA GATHERING + ASSESSMENT

- Inventory + Analysis
  - Project Initiation
    - Existing Conditions Analysis

- Opportunities + Constraints
  - Space Needs
    - Review of Inventory
  - Management Programs
  - Planning + Design Principles

PHASE II: CAMPUS MASTER PLAN UPDATE

- Program
  - Program Needs
    - Master Plan Framework
    - Alternatives Evaluation

- Alternatives
  - Proposed MP Framework + Preferred Alternative
    - Determination of Projects / Priorities
    - Phasing Strategy
    - Funding Strategy

Round 1
- Nov. 28-30 2016
- Presentation
  - Dec. 9 2016
- Meeting 1
  - Nov. 29 2016
- Website Dev.
- CAMPUS COMMUNITY OUTREACH

Round 2
- Update Visit
  - Jan. 10 2017
- Campus Survey
- CABINET MEETINGS

Round 3
- Feb 8-9 2017
- Meeting 2/3
  - Apr. 14 & 18 2017
- Meeting 4
  - May 23 2017
- Meeting 5
  - Jun 19 2017
- MP Presentation
  - Jun. 27-28 2017
- WEB/ONLINE SURVEY
- PLANNING ADVISORY COMMITTEE MEETINGS

MP UPDATE
- DEC. 2017
Engagement

Campus Community Engagement

Every phase of the planning process included comprehensive campus community outreach and engagement. Traditional and web-based/social media tools were used. Campus-wide charrettes, open houses, and surveys were done on campus to solicit input. A Campus Master Plan website was also used to solicit input as well as to provide up-to-date information on the progress of the planning process. Community engagement and outreach specifically included:

1. Planning Advisory Committee Meetings and conference calls to review updates and interim Master Plan milestones.
2. Regular updates and presentations to the Board of Trustees.
3. Several rounds of campus-wide community outreach and engagement sessions with faculty, staff, and students, including:
   - Open house sessions for students (at suitable central campus locations in the afternoon or evening hours).
   - Focus group meetings within each academic college and/or divisions of the University with students, faculty, and staff senate groups.
   - Meetings with the senior leadership including academic leadership, program directors, campus police, etc.
   - Meetings with the Student Government Association.
   - An on-campus community survey via email, social media, and the Campus Master Plan website.
   - Meetings with senior leadership at the Myrtle Grove Campus.

We engaged students, faculty, alumni, and staff, as well as members of the surrounding community.
Off-Campus Community Engagement

Engagement also included an online survey of the off-campus community. The Campus Master Plan team and the Planning Advisory Committee met with City of Wilmington leadership during the master planning process.
02 / PLANNING CONTEXT

RELEVANT PLANS PROJECTS
A number of previous and ongoing relevant plans and studies informed the development of the Campus Master Plan.

**UNCW Strategic Plan**

The Campus Master Plan is closely aligned with the priorities and actions of the 2016-2021 Strategic Plan. The Strategic Plan was based on extensive engagement with the campus community. Selected recommendations from the Strategic Plan that impact campus facilities and spaces include:

- **$12.8M → $30M** increase sponsored research
- **$100M** in gift commitments
- **1192 → 1250** increase SAT scores
- **230 → 1,000** international students
- **76% ↑** in transfers
- **29 → 100** Fortune 500 companies to recruit on campus
- **23.5% ↑** in freshmen
- **47% ↑** in graduate students
- **200 additional active recruiting scholarships**
- **47%** in graduate students
- **10-20 new chairs/professorships**
- **76% ↑** in student/faculty/staff satisfaction
- **200** additional active recruiting scholarships
- **increase level of engagement**
- **improve rankings**
- **230 → 1,000** international students
- **1192 → 1250** increase SAT scores
- **29 → 100** Fortune 500 companies to recruit on campus
- **200 additional active recruiting scholarships**
- **47%** in graduate students
- **10-20 new chairs/professorships**
- **76% ↑** in student/faculty/staff satisfaction
- **200** additional active recruiting scholarships
- **increase level of engagement**
- **improve rankings**

▲ UNCW Strategic Plan 2016-2021: Priorities + Key Metrics
• Attracting high-quality, diverse students, faculty, and staff. The Strategic Plan calls for increasing the number of freshman, transfers, graduate, military-affiliated, online, and international students, as well as faculty and staff.

• Advancing research and scholarly activities. The Strategic Plan foresees an increase in sponsored research funding from $12.8 million in 2013–14 to $30 million by 2020–21.

• Continuing to be a regional leader in engaging the Wilmington community with continuing education, Osher Lifelong Learning Institute (OLLI) programs, and hosting a series of activities focusing on arts and culture.

• Being in tune with community needs, undertaking community engagement related to facilities for OLLI and others. This includes growing OLLI, Quality Enhancement for Nonprofit Organizations (QENO), Swain Center, Center for Innovation and Entrepreneurship (CIE), and Feast Down East.

• Coordinating academic, student life, athletic/recreation, and arts and cultural needs.

The campus has experienced steady enrollment growth over the last decade. The Campus Master Plan addresses the impact of current and future enrollment growth as well as the projected increase in sponsored research facilities and spaces.
Previous Campus Master Plans

**2005 CAMPUS MASTER PLAN**
The 2005 Master Plan proposed a new, 99,000 square foot expansion of the Student Recreation Center and the Health Sciences Quadrangle (East Campus Commons). The plan also proposed expanding Randall Library on the west side, a number of parking decks, a mixed-use center at Hurst and Hamilton Drives, and a convocation center at South College Road and Hurst Drive. The University has completed work on the Student Recreation Center expansion and constructed McNeill Hall and the Teaching Lab Building as the first and second academic buildings as part of the proposed Health Sciences Quadrangle buildings recommended in the 2005 Master Plan.

**2010 CAMPUS MASTER PLAN**
The 2010 Master Plan projected enrollment of 14,000 students by 2020. This enrollment figure has already been exceeded. The 2010 plan indicated a total current and future space deficit of about 500,000 assignable square feet (ASF). The greatest deficits were projected in physical education, recreation, academics, research and open labs, physical plant, and library. A space deficit in residential life spaces was also projected. The 2010 Master Plan incorporates recommendations of the 2005 Master Plan such as the completion of the Health Sciences Quadrangle.
FIGURE 8. EXISTING MAIN CAMPUS PLAN
The plan envisioned improvements to existing circulation and parking strategies along with strengthening academic areas along Chancellor’s Walk. Other recommendations included:

- The outer loop to the core campus abutting the natural areas to the north and east.
- New hotel and convocation center near Trask Coliseum.
- New welcome and visitor center.
- Four proposed parking decks at various locations within Main Campus.

UNCW is currently constructing the remaining portion of the Health Sciences Quadrangle, a new Allied Health Building, as recommended by the 2005 and 2010 Master Plans.

Other Plans and Relevant Studies

OUTDOOR FIELDS AND FACILITIES ENHANCEMENT PLAN

UNCW is currently implementing recommendations of the Outdoor Fields Enhancement and Facilities Plan within the outdoor athletics area located on the south side of Riegel Road. The Plan recommends construction of multiple restroom facilities, a one-mile fitness walking path, and installation of synthetic turf for intramural fields. UNCW intends to construct a 20,100 square foot building for indoor baseball and softball practices. Construction of multiple restroom facilities and installation of synthetic turf has been completed.
FIGURE 9. ONGOING PROJECTS, STUDIES, & INITIATIVES

- New Allied Health Building
- Randall Library Vision 2020
- New Parking Lots 1A and 1B
- Ongoing Projects and Initiatives
- Recently Completed Projects
- Other Plans and Relevant Studies
GREENE TRACK RENOVATION AND IMPROVEMENTS

UNCW plans to resurface the Greene Athletic Track, currently used for intercollegiate track and field events. The resurfacing should be complete by Spring 2019.

PARKING STUDIES / MULTI-MODAL STUDY (2014-2020)

The 2014 Multi-modal Transportation Study identified conflicts and opportunities for cars, bicycles, pedestrians, skateboards, and transit throughout campus and suggested integrated solutions to improve mobility and address safety. Solutions included adding a campus street loop on the outskirts of the Main Campus core areas and starting a bike share program.

The University undertook a conceptual parking study and strategy to increase surface parking supply at the Main Campus in 2016. The study suggested six new surface parking lots in three phases with an overall increase of approximately 1,560 spaces. The UNCW Board of Trustees approved three new surface parking lots to increase the parking capacity. These lots include an addition to the existing surface lot north of Wagoner Hall (80 new spaces) and a new lot south of Wagoner Hall (156 additional spaces) to replace the existing parking lot located on the site of the new Allied Health Building. The third surface lot was approved at Hurst and Hamilton Drive with a total of 453 new parking spaces.
RANDALL LIBRARY VISION 2020

Randall Library currently serves about 15,000 students, 2,400 faculty and staff, and 410,000 residents of New Hanover, Brunswick, and Pender counties within the surrounding region. The Library generated about 490,000 in-person visits and 688,000 online visits in Fall of 2016. The 2017 Campus Master Plan student survey indicated that students spent most of their time in the library.

Across higher education campuses, there is an acknowledgment that the function of libraries is changing due to the impact of technology and emphasis on collaborative learning. The new 221,000 gross square foot James B. Hunt Jr. library, built in 2016, at NC State offers an example within the UNC system of meeting these spatial needs.

Randall Library Vision 2020 is Randall Library’s strategic initiative to create an updated and efficiently organized space to engage and meet the needs of students, faculty, staff, and the community. The Vision is focused on student success, supporting faculty, and advancing research by freeing up existing space for digital maker spaces, increasing group study and collaboration spaces, and improving health and safety. The Vision also acknowledges the library’s role as a multi-use campus facility.

HOUSING MASTER PLAN

UNCW’s existing on-campus housing currently consists of 4,064 revenue-generating beds and 81 staff beds, totaling 4,145 beds, across eight residence halls and four apartment complexes. A separate Housing Master Plan was completed by UNCW in 2017. The Housing Master Plan included a review of and recommendations for
improving residential life on the Main Campus to reshape the freshman residential experience and increase on-campus housing stock.

The plan recommends adding 1,800 student beds in multiple three- to six-story residential buildings across two phases. It is anticipated that new housing would replace the existing Village Apartments. The project will include approximately 800 new beds in Phase I of the Village by Fall 2020 and approximately 1,000 new beds in Phase II by Fall 2021.

UNCW is currently evaluating the best implementation model for this project, including self-development or public-private development. The Housing Master Plan recommendations were informed by a housing survey and are incorporated as part of the Campus Master Plan.

CAMPUS DINING ENHANCEMENT STUDY

A dining study was completed concurrently with the Campus Master Plan to determine current capacity and future need for food and dining locations on campus. The dining study indicated a need to provide dining in convenient locations in the vicinity of Chancellor’s Walk and right-sizing existing dining infrastructure. The Dining Enhancement Study recommendations are incorporated as part of the Campus Master Plan.

UNCW SUSTAINABILITY ACTION PLAN

The UNC Sustainability Policy (amended 2013) provided by the University of North Carolina General Administration (UNC-GA)* calls for achieving climate neutrality by 2050. The Policy provides short-term and long-term goals to develop and implement best practices.

* UNC General Administration (UNC-GA) is renamed the University of North Carolina System Office on January 24, 2018.
guidelines, and implementation plans to achieve the goals of this policy. The Policy calls for the integration of sustainability principles throughout the institution's activities from planning, design and construction, operations and maintenance, transportation, recycling and waste management, and purchasing. It calls for incorporating sustainability principles related to infrastructure, natural resources, site development, and community impact into comprehensive master plans.

To achieve the goal of climate neutrality, UNCW created an inventory of Greenhouse Gas (GHG) emissions and analysis of GHG reduction, campus sustainability benchmarking of peer and sister institutions, and a sustainability action plan for implementation.

In light of continued student enrollment growth and increase in building square footage on the Main Campus, the GHG emissions analysis indicates further potential to reduce emissions related to campus community commuting. The analysis recommends a variety of actions including energy efficiency measures, and solid waste management, recycling and composting, among others, to achieve GHG emissions reduction.

The Sustainability Action Plan (updated 2017) calls for the following actions relevant for the Campus Master Plan:

- Improve campus walkability and bike ability, including implementing facility and safety upgrades suggested in the 2014 Multi-modal Transportation Study.
- Transportation Demand Management (TDM) measures, including reviewing parking pricing and opportunities to incentivize alternative commuter choices and enhancing transit options such as expanding shuttle routes beyond a one mile radius. The TDM measures also called for starting a Bike Share program, which has been implemented.

- Draft a Green Building Policy to include in design and construction guidelines.
- Adopt a sustainable landscape policy that formalizes the University's commitment to implementing sustainable landscape practices for irrigation, vegetation selection, integrated pest management, and fertilizer use.
- Adopt a policy recognizing the high educational and ecosystem value of the Main Campus Forest and designating core areas (at least 120 acres) as an "outdoor learning laboratory" protected from future development. The Action Plan also calls for developing a designated trail system within the existing natural areas within the Main Campus for educational enhancements and developing signage, maps, and kiosks within the Bluethenthal Wildflower Preserve.
OTHER STUDIES REVIEWED BY THE MASTER PLAN TEAM

- Pre-Disaster Mitigation Inspections Report (PDM)
- Threat and Hazard Identification and Risk Analysis (THIRA)
- Emergency Operations Plan (EOP)
- Emergency Vehicles Access Zone Map
- Recycling Center Improvements / Schematic Design Report
**PROJECTS**

**Ongoing Projects and Initiatives**

**ALLIED HEALTH BUILDING**

UNCW is currently designing the new Allied Health Building.* The new building will house academic programs within the College of Health and Human Services (CHHS) including the Center for Healthy Living, support space for military-affiliated students, and related labs and classrooms that are critical to UNCW’s ability to produce more health care professionals and expand services to rural areas of the region. New parking lots 1A and 1B will replace parking lost to the construction of the AHHS Building. The new building will replace the existing temporary natural sciences facility and complete the Health Sciences Quadrangle as envisioned in the 2005 and 2010 Master Plans.

**ADMINISTRATIVE ANNEX**

A new, flex-space, pre-engineered metal building will provide approximately 30,000 gross square feet of space for offices and conference rooms behind the CIE building at North MacMillan Avenue (south of campus). The facility is scheduled to be completed by Summer 2018 and will free up space for new faculty and staff arriving Fall 2018.

* Allied Health Building was named Veterans Hall during a groundbreaking ceremony held on Thursday, January 18, 2018

▲ Rendering of the proposed Allied Health Building.

▲ McNeill Hall completed in 2015. A new Allied Health Building is planned to complete the Health Sciences Quadrangle.
MODULAR FACILITY
A new 10,000 gross square foot modular office space is planned behind the CIE building (next to the proposed Administrative Annex). The facility will replace existing natural sciences office space currently located at the proposed AHHS Building site and provide space for additional CHHS faculty and staff. The University anticipates moving faculty and staff into the space by the end of 2017.

HURST AND HAMILTON PARKING LOT
UNCW is currently constructing a new surface parking lot at Hurst and Hamilton Drives with approximately 453 parking spaces. The conceptual 2016 parking study recommended this location for surface parking to address the increased demand for parking on campus.

BELK AND GRAHAM-HEWLETT HALLS RENOVATION
UNCW will renovate Belk and Graham-Hewlett residence halls in the near future.

CAMPUS POLICE EXPANSION PLAN
A new, 1,800 gross square foot addition is proposed north of the existing campus police building to increase office and administrative space. A separate space programming study was prepared by UNCW to determine the space need for this building.

Recently Completed Projects

THE HUB - CAMPUS DINING SPACE
The Hub is a 10,000 gross square foot, two-story space located between Galloway and Graham-Hewlett residence halls. The space is designed to be a modern, smart space offering dining options as well as a dedicated meeting, lounge, and study area—particularly for freshmen. The top floor of the building serves as a quiet study space and offers additional seating for dining patrons. The facility will also have a lawn space where herbs and vegetables can be grown. The facility meets a long-time need for dining that is closer to residence halls and apartments to support healthy choices and lifestyles for students.
03 / EXISTING CONDITIONS

CAMPUS COMMUNITY ENGAGEMENT
BUILT ENVIRONMENT
LANDSCAPE & OPEN SPACE
CIRCULATION & PARKING
THE MYRTLE GROVE CAMPUS TODAY
STRENGTHS & WEAKNESSES
Over 2,500 students, faculty, and staff participated in the master plan campus community outreach and engagement process. Summary highlights of the engagement process are included in this section as well as throughout the existing conditions analysis chapter.

An online survey of the campus community (faculty, students, and staff) was undertaken at the beginning of the master planning process to understand and analyze uses of various campus facilities, outdoor spaces, and concerns related to parking and mobility. The survey included online campus maps where input and comments were received about favorite and least favorite facilities and outdoor spaces, and general areas of concern for circulation and parking.
The online survey received over 12,000 map responses and close to 300 place-based comments. Survey responses and comments were analyzed for the Campus Master Plan.

**Student Open Houses and Focus Group Sessions**

Student Open Houses were held in the early phase of the campus master planning process at various locations and within each academic division on the Main Campus. Student responses to questions highlighted outdoor and indoor places and facilities on campus that are most and least liked. Open Houses also included a brief questionnaire related to the importance of and satisfaction with various spaces on campus. The Open Houses provided input on where students spend most of their time on campus, their favorite and least favorite spaces (indoor and outdoor) on campus. Summary findings are highlighted in the adjoining charts.
A separate off-campus community online survey received over 300 responses.

- More than half (57%) of respondents visit the UNCW campus for academic forums, workshops, lectures, events, or lunch and learn.
- Other common reasons respondents visit the UNCW campus include professional development (16%); art shows, exhibitions, programs, or performances (12%); and athletic events (11%).
- Many respondents (26%) like the UNCW Main Campus outdoor assets because the campus core has beautiful trees, lawns, plants, and other landscape features. Some respondents (18%) like that the campus is surrounded by nature.
- The improvement to the Main Campus most desired by the off-campus community (50%) is adding visitor parking spaces. Many respondents (26%) would like to see improvements to wayfinding signage throughout the campus.
- A plurality of respondents (32%) felt that they would most like to see additional signage among other improvements to Campus Facilities.
- When asked for other thoughts on UNCW’s Main Campus, Campus Spaces, or Facilities, people most frequently commented about how beautiful the campus is, followed by comments about difficulty with finding parking and wayfinding.
Many survey respondents remarked on the natural beauty of the campus.

**REASON TO VISIT UNCW CAMPUS**

- 18% Academic Forums / Workshops / Lectures / Events / Lunch & Learns
- 16% Professional Development
- 12% Art Shows / Exhibitions / Programs / Performances
- 11% Athletic Events
- Other

**MAIN CAMPUS OUTDOOR ASSETS**

- 26% The Campus Core has Beautiful Trees, Lawns, Plants, and Other Landscape Features
- 18% The Campus is Surrounded by Nature
- 12% Streets and Pedestrian Paths are Well Lit
- 11% There are Lots of Outdoor Places to Sit
- Other

**FIGURE 11. OFF-CAMPUS SURVEY - ASSETS**
Main Campus Development
UNCW’s Main Campus evolved over four distinct phases.

• 1947 – Established as Wilmington College.
• 1957 – Granted community college status.
• 1960s – New Hanover County voters approve a bond issue to purchase 640 acres; construction of James, Alderman, and Hoggard halls on campus.
• 1963 – Achieved four year higher education institution status.
• 1969 – Construction of Randall Library.

• 1971 – Construction of first dormitory, later named Galloway Hall.
• 1976 – Construction of Friday Hall.
• 1977 – Trask Coliseum begins serving as the home for Seahawk Sports, public performances, and other activities.
• 1980 – Osprey Hall (Social and Behavioral Sciences Building) was added.
• 1987 – Randall Library is expanded and renovated.
• 1988 – Cameron Hall was added.
• 1989 – Construction of Wagoner Hall.

Phase III – Expansion: 1990 - 1999
• 1991 – Warwick Center opens to supplement Fisher University Union.
• 1996 – Construction of Dobo Hall.

Phase IV- Growth: 2000 –Current
• 2000 – Chancellor’s Walk becomes the primary pedestrian link across campus and is a symbol of growth.
• 2000 – Construction of Student Recreation Center. Building was expanded in 2013.
• 2005 – UNCW enrollment reaches 11,500 students, leading to rapid development of the campus.
• 2006 – Construction of new student residential complexes - Seahawk Village, Seahawk Landing, Seahawk Crossing, and Cornerstone Hall.
• 2006 – Construction of the Cultural Arts Building and CIS Building.
• 2015 – Construction of McNeill Hall (part of Health Sciences Quadrangle). Teaching Lab opened in 2016.

Myrtle Grove Campus
The Center for Marine Science (CMS) building was constructed in 2000. A new addition to the CMS building was completed in 2008. In 2011, a new 11,000 square foot Shellfish Research Hatchery was completed. MARBIONC building was added in 2013 to the Myrtle Grove Campus. In 2017, a new 1,000 square foot Wet Lab was built.
Campus Districts

The UNCW Campus is surrounded by a mix of low-density, single family neighborhoods to the east and north and a densely developed, mixed-use area along South College Road to the west and south. The Campus is within the Office and Institutional District 1 (O&I-1) zoning district, which allows for a maximum building height of 45 feet by right. Based on predominant building uses and natural areas, the Main Campus can be grouped into distinct use districts as shown in the adjoining map. The use districts highlight the following:

- **Academic Core**: Concentration of academic areas along Chancellor’s Walk. Presence of food and dining areas at two ends of Chancellor’s Walk (Fisher Student Center on the west end and Wagoner Hall on the east end). Randall Library is located on the northeast side of campus closer to Fisher Memorial Garden (east end of Chancellor’s Walk).

- **On-Campus Residential District**: Residential areas are located in two locations: at the east end of campus centered around Wagoner Hall, including Seahawk Crossing, Seahawk Landing, and Seahawk Village; and at the southeast side of campus, encompassing University Apartments, Galloway Hall, and Graham-Hewlett Halls close to the Student Recreation Center and outdoor recreational fields. Most residential buildings are between four and six stories.

- **Administrative District (Historic Campus Core)**: Administrative offices within the historic core of the campus closer to South College Road.

- **Support Services**: A separate administrative district (support services area) located on the southeast part of the campus provides offices for various support services.

- **Natural and Undeveloped Areas**: Presence of contiguous natural areas on the northeast and eastern parts of the campus closer to existing residential and administrative areas east of Walton Drive.

- **Athletic District**: Outdoor athletic fields, athletic track, and Trask Coliseum are located in the southwest section of the Main Campus.

- **Arts and Cultural Attractions**: Kenan Auditorium and the Cultural Arts Building are located on the north side of campus along Randall Drive.

The Main Campus has maintained its predominantly Georgian architectural character, with two-to-three-story academic, administration, and residential buildings in the campus core. The scale and placement of buildings form a sequence of open spaces and plazas along Chancellor’s Walk, the principal walkway across campus, creating a unique pedestrian experience for students, staff, faculty, and visitors.

Most of the University’s academic and administration buildings were built between the 1950s and 1970s and are in the historic campus. Residential buildings in the southern part of campus were completed in the 1980s. Based on review of the 2017-2023 six-year repairs and renovation priorities projects, non-general and general fund capital project improvement project lists, and building age, condition and space needs, candidate facilities for renewal, renovation, and potential replacement were identified.
Most of the buildings on campus built between the 1950s and 1970s are in the historic campus.
FIGURE 14. UNCW MAIN CAMPUS
Facilities and Indoor Spaces Survey Results

The adjoining figures provide results of the campus community online survey showing favorite and least favorite facilities and indoor spaces on the Main Campus. Many respondents agreed that their least favorite facilities include: Randall Library, Morton Hall, Dobo Hall, Bear Hall, Wagner Hall, DeLoach Hall, Bear Hall, Leutze Hall, and Cameron Hall. These facilities are included in the repairs and renovation priority projects by the University. Most favorite buildings include: Student Recreation Center, Fisher Student Center, Fisher University Union, Randall Library, and CIS Building.

▲ The size of the circles above represents the number of responses received.
EXISTING ATHLETIC & RECREATIONAL FIELDS
+/- 60 ACRES

CAMPUS BOUNDARY
MILLENNIAL CAMPUS
EXISTING RECREATIONAL FIELDS
POTENTIAL RECREATIONAL FIELDS
EXISTING ATHLETICS
EXISTING RECREATIONAL + ATHLETICS
CRITICAL NATURAL AREAS
LESS CRITICAL NATURAL AREAS

FIGURE 16. ATHLETIC & RECREATIONAL FIELDS
## Athletics and Campus Recreation

New recreational fields are needed to accommodate student enrollment growth and to meet National Intramural-Recreational Sports Association (NIRSA) standards. UNCW has a strong need for outdoor recreational fields. This need is approximately 30 acres. Previous campus master plans also highlighted this need. Accommodating the need for outdoor recreational fields requires a trade-off between expanding field space and the preservation of contiguous natural areas.

Implementation of the Outdoor Fields Enhancement and Facilities Plan has provided some flexibility in scheduling outdoor campus recreation and events with the addition of two synthetic fields and support facilities. The Student Recreation Center expansion completed in 2013 meets current and projected indoor recreation needs.

UNCW intends to strengthen and develop the intercollegiate athletic program. To meet the indoor athletic needs, UNCW is currently considering:

### FUTURE CAMPUS RECREATION NEEDS

<table>
<thead>
<tr>
<th>EXISTING</th>
<th>FUTURE NEEDS*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Riegel Road Area</strong></td>
<td></td>
</tr>
<tr>
<td>3 natural turf fields (lighted)</td>
<td>2 synthetic turf fields (lighted)</td>
</tr>
<tr>
<td>1 natural turf field (lighted)</td>
<td>1 natural turf field (lighted)</td>
</tr>
<tr>
<td><strong>Walton Drive Area</strong></td>
<td></td>
</tr>
<tr>
<td>4 tennis courts</td>
<td>8 tennis courts</td>
</tr>
<tr>
<td>1 natural turf field (poor condition)</td>
<td>1 natural turf field (condition needs to be addressed)</td>
</tr>
<tr>
<td>2 sand volleyball courts</td>
<td>4 sand volleyball courts</td>
</tr>
<tr>
<td>3 basketball courts</td>
<td>3 basketball courts</td>
</tr>
<tr>
<td>1 softball field (for informal play only)</td>
<td></td>
</tr>
<tr>
<td><strong>New Location</strong></td>
<td></td>
</tr>
<tr>
<td>3-4 multipurpose synthetic turf fields (3 minimum)</td>
<td></td>
</tr>
<tr>
<td>1 softball field</td>
<td></td>
</tr>
<tr>
<td>1 baseball field</td>
<td></td>
</tr>
<tr>
<td>Support building</td>
<td></td>
</tr>
</tbody>
</table>

* based on the input from Campus Recreation

The biggest constraint to adding indoor and outdoor athletic and recreation fields is a lack of dedicated funding for construction. UNCW is focused on increasing donor funding in this regard. Grouping outdoor fields together in fewer locations is considered as part of the Campus Master Plan to help reduce operating expenses.

### FUTURE ATHLETIC NEEDS

<table>
<thead>
<tr>
<th>EXISTING</th>
<th>FUTURE NEEDS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Trask Coliseum Renovations and West Addition</strong></td>
<td></td>
</tr>
<tr>
<td>A new addition on the south side of existing 5,200-seat, multi-purpose arena is planned to improve and enhance fans’ experiences and generate additional revenue.</td>
<td>5,200-seat multi-purpose arena</td>
</tr>
<tr>
<td><strong>Basketball Excellence Center</strong></td>
<td></td>
</tr>
<tr>
<td>A new, 20,000 gross square foot addition on the west side of existing Trask Coliseum is planned to house a new Basketball Excellence Center.</td>
<td></td>
</tr>
<tr>
<td><strong>Almkuist-Nixon Locker Room Addition</strong></td>
<td></td>
</tr>
<tr>
<td>An addition to the building is planned to increase locker room capacity.</td>
<td></td>
</tr>
</tbody>
</table>
FIGURE 17. EXISTING LANDSCAPE & OPEN SPACE
LANDSCAPE & OPEN SPACE

The Main Campus includes a variety of natural areas that serve as an invaluable resource to students, staff, faculty, alumni, and surrounding communities—including over 140 acres of forested area, the 14-acre Bluethenthal Wildflower Preserve, and other open spaces throughout campus. The natural areas provide outdoor learning opportunities and places for stroll and study. Natural areas in term of their importance were identified as part of the Campus Master Plan.

Existing pedestrian connections to trails within the natural areas and the Bluethenthal Wildflower Preserve could be enhanced to connect with academic and residential areas on campus. The Preserve is currently fenced with entrances on Price Drive near the Fisher University Union and near Belk Hall.

The Main Campus provides a variety of landscape spaces including lawns, plazas, and meandering walkways.

In 2008, the Campus Environmental Stewardship Committee prepared a study that highlighted the importance of these natural areas. The study also noted the need to keep the existing natural areas contiguous to reduce edge effects and enhance the health
Existing Conditions

of existing plant and animal habitats. During the master planning process, the campus community also stressed the importance of natural areas on campus. The UNCW Sustainability Action Plan also calls for recognizing the high education and ecosystem value of the Main Campus natural areas and designating core areas as an "outdoor learning laboratory."

Outdoor Spaces Survey Results

The adjoining figures provide results of the online campus community survey showing favorite and least favorite outdoor places on the Main Campus. The on-campus and off-campus community survey indicated most respondents like the campus for its beautiful trees, lawns, plants, and other landscape features and because it is surrounded by nature. The Fisher Memorial Garden, Bluethenthal Wildflower Preserve, and Heritage Garden (surrounded by James, Alderman, and Hoggard halls along Wagoner Drive) are the most favorite outdoor places on campus. Outdoor areas near University Apartments, Galloway Hall, and Graham-Hewlett Halls were the least favorite.

About 25% enjoy the campus core's beautiful trees, lawns, plants, and landscape
Stormwater Management

UNCW is located in the Bradley Creek watershed and part of the Burnt Mill Creek watershed. The University is located at the top of the Bradley Creek watershed and is probably the largest landholder within this watershed. The Bradley Creek drains directly to the Atlantic Intracoastal Waterway.

The Campus Master Plan aims to improve water quality and ecosystem health and to restore native buffers, floodplains, and habitat throughout the watershed. The Blue Line Stream runs east-west though the campus and provides opportunities for its ecological restoration and daylighting. Three existing jurisdictional wetlands are within the natural areas to the east.

The University needs a campus-wide stormwater management plan to address flooding. Opportunities for green infrastructure and integration of more natural areas to manage stormwater are also needed.
FIGURE 20. EXISTING PEDESTRIAN NETWORK
CIRCULATION & PARKING

Growth in enrollment and cultural and educational events has put pressure on pedestrian, bicycle, skateboard, and vehicular circulation and parking. The Campus Master Plan considers existing circulation and parking conditions, the recommendations of the 2005 and 2010 Campus Master Plans and the 2014 Multi-modal Transportation Study. The circulation and parking analysis also reviewed the latest multi-modal traffic data at key campus streets and intersections. A “smart space model” providing simulation of existing and future pedestrian, skateboard, bicycle, and vehicular flows to the Main Campus was developed for evaluation of existing conditions, alternative scenarios, and plan recommendations. The circulation and parking recommendations are consistent with the UNCW sustainability goal of becoming carbon neutral by 2050.

Existing Pedestrian Circulation

Main Campus retains a pedestrian feel and character, but it is under pressure from an increased number of cars, bicycles, and skateboards. Chancellor’s Walk serves as the primary pedestrian artery connecting the east and west parts of campus with academic areas. The number of pedestrians on Chancellor’s Walk equals the number of cars on most campus streets. There is a lack of clear structure or hierarchy on other campus streets and walkways.

- Pedestrians on campus fear conflicts with cyclists and skateboarders on Chancellor’s Walk and with drivers on Walton Drive, Price Drive, Racine Drive, and Riegel Road.
- Existing and future residential areas should be integrated into the pedestrian network with more visibility from Chancellor’s Walk. The pedestrian network could be expanded by enhancing or adding north-south pedestrian routes that connect with Chancellor’s Walk. New development along these routes would further encourage north-south pedestrian movement.
- Pedestrian trips on campus typically take about 10 minutes, but walks to more distant parts of campus can stretch to 30 minutes.
- Security is a concern due to poor visibility at Lot EE (end of Plyler Drive, south campus).
- The Main Campus includes the multi-use Cross-City Trail that runs along Wagoner Drive to the west, Riegel Road to the south, and along the eastern boundaries of the Campus. The Cross City Trail is part of a citywide trails and greenway system.
Existing Campus Street Network

Main Campus streets can be categorized into the following hierarchy by right of way (ROW) width and functional role in campus circulation. ROW dimensions vary widely. Streets are not currently designed to accommodate all modes of circulation.

- **Major Arterial Street:** South College Road.

- **Major Streets (40 to 55 Feet ROW):** Wagoner Drive, Randall Drive, Reynolds Drive, Cahill Drive (south), Walton Drive, Riegel Road, Hamilton Drive, Hurst Drive, and Racine Drive.

- **Minor Streets (25 to 40 Feet ROW):** Cahill Drive (north), Price Drive, Walton Drive / Seahawk Village Loop / Suites Service Loop that runs through student housing area, Plyler Drive, Kenan Hall Drive, Union Drive, Lionfish Drive, and Alumni Drive.

Existing Vehicular Circulation

For the Campus Master Plan, vehicular and pedestrian traffic was counted at major campus intersections to understand usage and levels of service.

- **Levels of Service and Peak Hours:** Randall Drive has the highest average daily traffic per day on campus. Intersections along South College Road and Cahill Drive are over traffic capacity and near capacity, respectively. Traffic on campus follows a cyclical pattern, with more incoming traffic in the morning and more outgoing traffic after class hours.

- **Vehicular / Pedestrian Conflict Areas:** The 2014 Multi-modal Transportation Study proposed crosswalks, pavement improvements, and traffic-calming signage in conflict zones identified by students, faculty, visitors, and surveys. South College Road is a major regional north-south thoroughfare, which highlights concerns for traffic and pedestrian safety. The intersection at South College Road and Randall Drive requires pedestrian safety improvements.

- **Lack of Efficient Multi-Modal Street Network on Campus:** Major campus streets are not connected with minor campus streets to create an efficient multi-modal street network. A more connected network of internal and external campus streets is needed to ease traffic flow and pedestrian and bicyclist movement. Through traffic across the Main Campus from the surrounding communities is a major concern.

- **Wayfinding:** Approximately 26% off-campus community survey respondents and approximately 10% of the total on-campus survey respondents indicated the need for wayfinding and signage throughout the campus. This percentage is higher amongst the staff (17%) and the faculty (15%).
Figur 22. Bicycle + Skateboarding Network
Existing Bicycle And Skateboarding Network

A review of the existing bike network and flow found:

- **Lack of Bicycle Network**: Existing shared or dedicated bike lanes do not provide a complete bicycle network. Connections are lacking to the Cross-City Trail that traverses the Main Campus.

- **Pressure on Chancellor's Walk**: The highest concentration and flow of pedestrians, bicyclists, and skateboarders can be found on Chancellor's Walk, setting up opportunities for increased conflicts between users. Increased bicyclist traffic indicates additional pressure for more supplementary facilities, like bike racks and storage space along Chancellor’s Walk. New alternatives to Chancellor's Walk or interventions to mitigate conflict areas should be considered, including alternative routes parallel to Chancellor's Walk.

- **Locations of Bicycle Racks and Bike Share Pads**: UNCW provides the Hawk Wheels Bike Share program for the campus community. The successful program is helping reduce the number of owned bikes on campus. Additional bicycle racks and storage facilities are needed to accommodate increased bicycles on campus. Locating bicycle racks and bike share pads away from Chancellor's Walk along Cahill Drive and Price Street would help reduce bikes on the Walk.

- **No Shared or Dedicated Skateboarding Lanes**: Shared lanes for skateboarders and bicyclists within the Main Campus do not exist, creating potential for increased conflicts.

- **Bike Safety**: There is pressure to enforce existing bike safety rules with the increased bicycle traffic on campus. Existing bicyclist journey times are relatively short (approximately 4 minutes) from one end of the campus to the other.
FIGURE 23. TRANSIT NETWORK
Existing Transit Network

Seahawk Shuttle service and Wave Transit connect the Main Campus with off-campus housing within one mile of campus. The Main Campus also has an on-campus express and loop shuttle service with stops throughout campus. UNCW offers a transit tracking service for the convenience of students and transit users. Adjoining maps show existing off-campus shuttle routes. The campus community surveys indicated a need for longer operating hours, late-night routes, and more frequent service for the on-campus and off-campus shuttle services. The University is considering these options.
FIGURE 24. EXISTING PARKING

- CAMPUS BOUNDARY
- PARKING DECK**
- VISITOR LOT
- STUDENT COMMUTER PARKING ZONE | 2,170 SPACES
- STUDENT RESIDENT PARKING ZONE | 3,569 SPACES
- FACULTY / STAFF GATED LOTS | 808 SPACES
- FACULTY / STAFF NON-GATED LOTS | 1,617 SPACES

* Parking totals shown as of August 2017.

** Parking deck spaces are included in the totals for student, faculty, and staff categories.
**Existing Parking**

The planning process included review and analysis of existing UNCW parking policies. Supply data and limited usage data for zones 1 and 2 (student commuter parking) were analyzed. Today, UNCW maintains a parking supply of approximately 8,164 parking spaces. These are divided among resident students (3,569 spaces), faculty/staff (2,425 spaces), and commuting students (2,170 spaces).

Usage data indicate that commuter student lots are 87% utilized and residential student lots are 79% utilized. Usage data on faculty and staff lots were not available. UNCW should conduct additional parking usage surveys to analyze parking use.

Limited observations as part of the planning process suggest that parking lots near the Student Recreation Center, Randall Library, and Fisher Student Union are most utilized. Lots are most utilized on Mondays and Tuesdays, with more than expected usage on Sundays.

The University prohibits freshmen who live within a mile of campus from driving cars on campus, but it requires on-campus parking spaces for freshmen who live on campus. UNCW should prohibit freshmen who live on campus from having cars to equalize the situation and reduce parking demand. Such a change would require gradual implementation in coordination with the admissions office.

Paid visitor parking is available throughout campus. Free visitor parking is provided in Lot M. Most visitors park at or near the building of their destination. Short-term visitor parking costs $2/hour. Long-term parking costs $5/day or $10/week. Departmental guests can obtain parking passes from the host department.
Parking availability for events is a frequent concern for the campus and off-campus communities. The University can use remote lots with shuttles to accommodate parking spillover and additional demand during special events.

The University is implementing Transportation Demand Management (TDM) measures that include a restriction on inter-zone parking during peak hours and a prohibition of parking for students living within a mile of campus. Students with off-campus jobs and internships require parking closer to their academic buildings to reduce travel time between campus and off-campus obligations.

42% of students drive between campus and a job off-campus.
Parking and Mobility Survey Results

The adjoining map highlights results of the online campus community survey showing locations where bicycle facility improvements and pedestrian improvements are needed and locations that are difficult to get around by car and for pedestrians on the Main Campus. Chancellor’s Walk is where respondents said most of the pedestrian and bicyclist improvements are needed. Many respondents highlighted congested city streets as a key area of dislike while commuting to and from campus. Randall Drive, Riegel Road, and Walton Drive were identified as streets that are difficult to navigate by car. About 48% of respondents drive alone to campus, and 42% drive between campus and a job off-campus.

AREAS OF DISLIKE FOR COMMUTE ABOUT CAMPUS

- Traffic leaving campus: 22%
- Congested city streets driving to campus: 18%
- Traffic entering campus: 17%
- Time spent looking for parking: 14%
- I do not dislike my commute: 14%
- Time spent traveling to and from my parked car: 14%
- Shuttle schedule: 4%
- Shuttle schedule: 2%
- Carpool: 5%
- Shuttle: 5%
- Bike: 10%
- Walk: 11%
- Live on campus: 17%
- Drive alone: 48%

28% of all Faculty Responses
30% of all Staff Responses
33% of all Administrator Responses
21% of all Student Responses
FIGURE 26. MYRTLE GROVE CAMPUS EXISTING CONDITIONS
THE MYRTLE GROVE CAMPUS TODAY

The Myrtle Grove Campus has four main buildings along with marine sciences research facilities and infrastructure. The major buildings on this campus include: Center for Marine Science, the Operations Facilities Building, Shellfish Research Hatchery, and MARBIONC (Marine Biotechnology in North Carolina) Building. The four buildings are part of the CREST Research Park as part of the Millennial Campus Financing Act.

UNCW Coastal and Marine Sciences Self-Study Spring 2017 highlights the need to improve or upgrade existing CMS core facilities and aquaculture facilities. A new 1,000 square foot Wet Lab was added to the campus in 2017. The self-study also outlines the need to have residential facilities for students and visiting faculty, especially for the summer programs.
## Strengths & Weaknesses

The adjoining chart highlights the top three strengths and weaknesses reported by students, staff, faculty, and administrators. Over 20% of students and staff reported that additional parking was their top concern. This was a greater concern for students and staff than it was for faculty and administrators. Over 15% percent of faculty and administrators saw the need for more clearly defined pedestrian, bicycle, and skateboarding zones as their top concern. Among staff, 19% identified this as their second concern.

### Opportunities and Constraints

The highlights of the “existing conditions” analysis in terms of opportunities and constraints are provided below.

#### Built Environment
- Lack of food and dining options within the proximity of Chancellor’s Walk academic core.
- Need for more student life and collaborative learning spaces within the library and other existing academic buildings.
• Greater need for outdoor athletic and recreational fields.
• Need for updating existing CMS core and aquaculture facilities within the Myrtle Grove Campus.

**Landscape and Open Space**
• Outdoor education opportunities to take advantage of natural areas and Bluethenthal Wildflower Preserve.
• Opportunities to increase programming of outdoor open spaces such as the Health Sciences Quadrangle and introducing new open space such as native gardens and outdoor quiet areas.
• Stormwater management strategies for daylighting the Blue Line Stream, and green, sustainable infrastructure improvements throughout the campus.

**Circulation and Parking**
• Opportunities to improve wayfinding and visitor parking.
• Pedestrian safety on South College Road and Randall Drive intersection is a major concern.
• Increased multi-modal traffic volume within the campus calls for a coordinated strategy and circulation improvements. Need for more clearly defined bicyclist and skateboarder zones to reduce pressure on Chancellor’s Walk.
• Need for additional Transportation Demand Management policies and annual review of their efficacy to gradually reduce parking demand.
RECREATIONAL FIELDS
Greater need for outdoor athletic and recreational fields.

CHANCELLOR’S WALK
High Pedestrian, Skateboarding, & Bicycle Traffic on Chancellor’s Walk

UNDER UTILIZED CAHILL AND PRICE DR.

FOOD & DINING OPTIONS
Lack of food and dining options within the proximity of Chancellor’s Walk.

STUDENT LIFE & COLLABORATIVE LEARNING SPACES
Opportunity Sites for New Academic Buildings with Student Life and Collaborative Learning Spaces.

STUDENT LIFE & COLLABORATIVE LEARNING SPACES
Need for more student life and collaborative learning spaces within the library and other existing academic buildings.

FIGURE 28. OPPORTUNITIES & CONSTRAINTS
FUTURE DEVELOPMENT SITES

BUILT ENVIRONMENT

LANDSCAPE & OPEN SPACE

CIRCULATION & PARKING

CAMPUS BOUNDARY

PECENTAGE OF RespondENTS

CONSTRANNT
INADEQUATE PARKING

20%

STUDENT AND FACULTY

CONSTRANNT
PEDESTRIAN, BIKE, &
SKATEBOARD SAFETY

15%

FACULTY AND ADMIN.
RESPONDENTS

OPPORTUNITY
CIRCULATION
IMPROVEMENTS

OPPORTUNITY
TRANSPORTATION
DEMAND
MANAGEMENT

OPPORTUNITY
GREEN
INFRASTRUCTURE
IMPROVEMENTS
INTRODUCTION

The Campus Master planning process included a comprehensive review of UNCW’s current space inventory and utilization. This involved looking at UNCW’s facilities, enrollment, course, and staffing data by space category, college/unit, and department, and included on-site verification. It also involved a detailed campus-wide "space needs" analysis.

The leadership in all UNCW academic divisions provided useful information on how current space serves them and where there are unmet needs. The analysis applied metrics approved by the University of North Carolina General Administration (UNC-GA) for use across the University of North Carolina system. For space categories not covered by UNC-GA, guidelines were recommended using experience from peer institutions.

The "space needs" analysis took into account ongoing projects, such as the Allied Health Building and Administrative Annex projects, which affect “space need” projections. The analysis was primarily quantitative and did not take into account space quality, sight lines, acoustics, or equipment in rooms.

<table>
<thead>
<tr>
<th>FACULTY / STAFF PROJECTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL HEADCOUNT</td>
</tr>
<tr>
<td>Staff</td>
</tr>
<tr>
<td>Faculty Only</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Detailed space needs, including needs by college and by department and classroom utilization by building, are provided in Appendix A – Space Needs Analysis. Recommendations for the space management system are provided in Appendix B – Space Management Recommendations and Related Documents. **Appendices are provided in separate documents.**

Faculty, staff, and student populations are expected to increase significantly by 2021.
## RESEARCH PROJECTIONS BY COLLEGE/UNIT

<table>
<thead>
<tr>
<th>COLLEGE / UNIT</th>
<th>BASE YEAR AWARD (FALL 2016)</th>
<th>TARGET YEAR AWARD (FALL 2021)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Affairs Provost</td>
<td>$51,706</td>
<td>$0</td>
</tr>
<tr>
<td>College of Arts and Sciences</td>
<td>$8,912,108</td>
<td>$24,000,000</td>
</tr>
<tr>
<td>College of Health and Human Services</td>
<td>$791,129</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>Cameron School of Business</td>
<td>$302,910</td>
<td>$0</td>
</tr>
<tr>
<td>Graduate School</td>
<td>$1,011,135</td>
<td>$0</td>
</tr>
<tr>
<td>Community Engagement</td>
<td>$268,155</td>
<td>$0</td>
</tr>
<tr>
<td>VC Business Affairs</td>
<td>$50,000</td>
<td>$0</td>
</tr>
<tr>
<td>VC Student Affairs</td>
<td>$457,738</td>
<td>$0</td>
</tr>
<tr>
<td>Watson College of Education</td>
<td>$1,065,592</td>
<td>$3,000,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$12,910,47</strong></td>
<td><strong>$30,000,000</strong></td>
</tr>
</tbody>
</table>

### $17m projected increase in research funding from Fall 2016 levels

## SUMMARIZES EACH COLLEGE’S HEADCOUNT

<table>
<thead>
<tr>
<th>ACADEMIC UNIT</th>
<th>FALL 2016</th>
<th>FALL 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>ON-CAMPUS (MAIN)</td>
<td>ONLINE ONLY</td>
</tr>
<tr>
<td>College of Arts and Sciences</td>
<td>8,928</td>
<td>808</td>
</tr>
<tr>
<td>College of Health and Human Services</td>
<td>1,673</td>
<td>634</td>
</tr>
<tr>
<td>Cameron School of Business</td>
<td>2,039</td>
<td>137</td>
</tr>
<tr>
<td>Watson College of Education</td>
<td>712</td>
<td>451</td>
</tr>
<tr>
<td>Other</td>
<td>358</td>
<td>0</td>
</tr>
<tr>
<td><strong>Sub-Total</strong></td>
<td><strong>13,710</strong></td>
<td><strong>2,030</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>15,740</strong></td>
<td><strong>20,000</strong></td>
</tr>
</tbody>
</table>
SPACE PLANNING ASSUMPTIONS

**UNCW**
- Current Faculty & Staff
- Projected Faculty & Staff (Calculated from Enrollment Growth)

**UNC-GA GUIDELINE**
- Classrooms
- Collaborative Study Spaces
- Teaching Lab
- Office Space
- Research Space
- Open Lab

**BEST PRACTICES**
- Myrtle Grove Campus

**CEFPI GUIDELINE**
- Indoor Recreation
- Physical Plant
- Student Center Space

---

**CEFPI**
COUNCIL OF EDUCATIONAL FACILITY PLANNERS INTERNATIONAL

**UNC-GA**
NORTH CAROLINA GENERAL ADMINISTRATIONS

* UNC General Administration (UNC-GA) is renamed the University of North Carolina System Office on January 24, 2018.
Planning Assumptions and Methodology

The baseline used for the “space needs” analysis was Fall 2016, and the target year of 2021 was set to coincide with the horizon year of the 2016–2021 Strategic Plan. In Fall 2016, UNCW had a total of 13,710 on-campus students and 2,394 staff and faculty members.

The University provided a projection of 16,133 headcount on-campus students enrolled for Fall 2021, a 17.7% increase over Fall 2016 (13,710 headcount students), and 3,867 headcount online students for Fall 2021, a 27% increase over Fall 2016 (2,030 online headcount students). The Plan also addresses the impact of the projected increase in sponsored research on campus facilities and spaces from $13 million in Fall 2016 to $30 million for Fall 2021. Maintaining current student to faculty ratios, the University projects 760 full time faculty members by Fall 2021.

The space analysis was based on facilities, enrollment, course, and staffing data from Fall 2016. Facilities data included room identification, square footage, space use, and departmental information on a room-by-room basis. Enrollment data consisted of Fall 2016 student headcounts. Course data contained course number and description, enrollment, start and stop times, and meeting locations. Staffing data contained headcounts by major employee category per department. The classroom utilization analysis by building included calculating enrollment of courses with total weekly student contact hours, room hours, and student station occupancy percentage.

ENROLLMENT PROJECTIONS DATA*

- UNCW provided a faculty count of 635 in 2016 and, based on the projected Main Campus enrollment growth and maintaining current student/faculty ratios, 760 faculty were projected at the 2021 target year.
- Research is based on the Strategic Plan target of $30,000,000, a substantial increase over the current research level of just under $13,000,000. The Associate Provost of Research and Dean, Graduate School has provided targets for each school and college.

*For the purposes of space planning, Institutional Research & Planning and Academic Affairs Resource Management used several years’ worth of Student Credit Hour (SCH) production data from each of the academic units to create a model for future projections. In particular, they calculated the specific SCH-to-Student Headcount ratio for both regular term instruction (RTI) and Distance Education (DE) at the undergraduate (UG) and graduate (GR) levels. By using the specific counts for the Fall 2016 cohort, they were able to approximate the official university headcount in the various categories. Once the proper ratio was established, data were modeled for the varying levels (UG RTI, UG DE, GR RTI, and GR DE) to calculate approximate headcounts through the next several years to achieve the various goals within the UNCW Strategic Plan, but most notably the 20,000 overall student headcount. This provided a rough estimate of just over 16,000 main campus students. The model was not designed to provide specific enrollment projections or goals for each of the academic units.

A conservative approach was used in these estimates, notably these estimates over-expand the potential for Distance Education to minimize the impact on space needs. The original model was designed only for space planning estimate purposes and would need to be examined year over year to compare to actual headcount, which has numerous factors not included in the original estimates. The model can be adjusted to increase the amount of RTI students. Since the time of this exercise, the Fall 2017 official headcount already outpaces the projections for FY18 by approximately 800 RTI students.
UNCW’s Main Campus has approximately 2,273,389 ASF. Of this total, 39% is in residence life, 1% is in outside organizations, and another 1% is inactive / conversion space. These categories were not included in this analysis. However, portions of the outside organization and inactive / conversion space could be used to offset any needs the campus may have, so it is shown below the total line (i.e. not included in the total). Not including these categories, 59% of the total ASF, or 1,340,874 ASF, was included in the study.

UNCW’s Myrtle Grove Campus has approximately 118,051 ASF. Of this total, 17% is in outside organizations, primarily the MARBIONC incubator program and...
some related State agency space. Again, this space was not analyzed as part of this study and is shown below the total line. Not including this category, 83% of the total ASF, or 97,461 ASF, was included in the study.

**CLASSROOM UTILIZATION**

In Fall 2016, UNCW’s 147 classrooms averaged 30 hours of scheduled use per week (WRH), with 70% student station occupancy (SSO). UNC-GA targets are 35 WRH and 65% SSO. Weekly ASF per station is 23 ASF, which is above the UNC-GA target of 18 ASF.

**LABORATORY UTILIZATION**

On the Main Campus, 84 rooms were classified as teaching laboratories. These laboratories averaged 20 WRH of scheduled use and 75% SSO, exactly matching the UNC-GA target. Myrtle Grove Campus had 2 teaching laboratories that averaged 3 WRH and 72% SSO.

<table>
<thead>
<tr>
<th>BUILDING NAME</th>
<th>BUILDING ID</th>
<th>NO. OF ROOMS</th>
<th>AVE. ROOM SIZE</th>
<th>AVE. ASF/STATION</th>
<th>AVE. STATION SIZE</th>
<th>WEEKLY SEAT HOURS</th>
<th>AVE. WEEKLY ROOM HOURS</th>
<th>HOUSE IN USE</th>
<th>STUDENT STATION OCC. %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bear Hall</td>
<td>BR</td>
<td>11</td>
<td>710</td>
<td>23</td>
<td>26</td>
<td>26.4</td>
<td>33</td>
<td>77%</td>
<td></td>
</tr>
<tr>
<td>Cameron Hall</td>
<td>CH</td>
<td>12</td>
<td>1,228</td>
<td>20</td>
<td>45</td>
<td>21.4</td>
<td>35</td>
<td>73%</td>
<td></td>
</tr>
<tr>
<td>CIS Building</td>
<td>CI</td>
<td>5</td>
<td>1,286</td>
<td>25</td>
<td>41</td>
<td>26.7</td>
<td>31</td>
<td>82%</td>
<td></td>
</tr>
<tr>
<td>Cultural Arts</td>
<td>CA</td>
<td>6</td>
<td>768</td>
<td>28</td>
<td>22</td>
<td>18.1</td>
<td>26</td>
<td>69%</td>
<td></td>
</tr>
<tr>
<td>Deloach Hall</td>
<td>DL</td>
<td>5</td>
<td>848</td>
<td>22</td>
<td>34</td>
<td>18.9</td>
<td>22</td>
<td>67%</td>
<td></td>
</tr>
<tr>
<td>Dobo Hall</td>
<td>DO</td>
<td>7</td>
<td>1,352</td>
<td>20</td>
<td>58</td>
<td>27.7</td>
<td>33</td>
<td>66%</td>
<td></td>
</tr>
<tr>
<td>Education Building</td>
<td>EB</td>
<td>11</td>
<td>689</td>
<td>29</td>
<td>15</td>
<td>17.1</td>
<td>25</td>
<td>59%</td>
<td></td>
</tr>
<tr>
<td>Friday Hall</td>
<td>FR</td>
<td>3</td>
<td>772</td>
<td>20</td>
<td>24</td>
<td>16.3</td>
<td>19</td>
<td>63%</td>
<td></td>
</tr>
<tr>
<td>Friday Hall Annex</td>
<td>FA</td>
<td>1</td>
<td>771</td>
<td>24</td>
<td>9</td>
<td>4.3</td>
<td>15</td>
<td>29%</td>
<td></td>
</tr>
<tr>
<td>Kenan Hall</td>
<td>KE</td>
<td>6</td>
<td>742</td>
<td>29</td>
<td>23</td>
<td>24.5</td>
<td>34</td>
<td>66%</td>
<td></td>
</tr>
<tr>
<td>King Hall</td>
<td>KI</td>
<td>5</td>
<td>995</td>
<td>29</td>
<td>21</td>
<td>14.4</td>
<td>23</td>
<td>66%</td>
<td></td>
</tr>
<tr>
<td>Leutze Hall</td>
<td>LH</td>
<td>17</td>
<td>788</td>
<td>23</td>
<td>23</td>
<td>24.2</td>
<td>37</td>
<td>56%</td>
<td></td>
</tr>
<tr>
<td>McNeill Hall</td>
<td>MC</td>
<td>10</td>
<td>1,362</td>
<td>22</td>
<td>28</td>
<td>15.4</td>
<td>27</td>
<td>79%</td>
<td></td>
</tr>
<tr>
<td>Morton Hall</td>
<td>MO</td>
<td>14</td>
<td>709</td>
<td>21</td>
<td>26</td>
<td>24.5</td>
<td>34</td>
<td>64%</td>
<td></td>
</tr>
<tr>
<td>Natural Science-</td>
<td>NS2</td>
<td>3</td>
<td>775</td>
<td>21</td>
<td>23</td>
<td>18.2</td>
<td>29</td>
<td>77%</td>
<td></td>
</tr>
<tr>
<td>Modular Unit 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Osprey Hall</td>
<td>OS</td>
<td>6</td>
<td>771</td>
<td>21</td>
<td>29</td>
<td>27.2</td>
<td>33</td>
<td>95%</td>
<td></td>
</tr>
<tr>
<td>Randall Library</td>
<td>RL</td>
<td>3</td>
<td>858</td>
<td>25</td>
<td>30</td>
<td>18.9</td>
<td>16</td>
<td>72%</td>
<td></td>
</tr>
<tr>
<td>Teaching Library</td>
<td>TL</td>
<td>18</td>
<td>997</td>
<td>26</td>
<td>29</td>
<td>21.2</td>
<td>28</td>
<td>66%</td>
<td></td>
</tr>
<tr>
<td>Trask Coliseum</td>
<td>TR</td>
<td>4</td>
<td>731</td>
<td>18</td>
<td>26</td>
<td>23.8</td>
<td>35</td>
<td>68%</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>147</strong></td>
<td><strong>916</strong></td>
<td><strong>23</strong></td>
<td><strong>29</strong></td>
<td><strong>21.8</strong></td>
<td><strong>30</strong></td>
<td><strong>70%</strong></td>
<td></td>
</tr>
</tbody>
</table>

*Weekly Room Hour (WRH): Defined as the number of hours a week a room is scheduled.*

*Student Station Occupancy (SSO): Defined as the percentage of seats filled when a room is occupied for scheduled use.*

*Assignable square feet (ASF) per station is the average quantity of space per student station.*
### SUMMARY

- The campus-wide classroom utilization of 30 weekly room hours (WRH) is below the UNC-GA target of 35 WRH.
- The campus-wide average of 70% student station occupancy (SSO) when a classroom is in use is above the UNC-GA target of 65%.
- The average size of a student station is 23 assignable square feet (ASF), which is greater than the UNC-GA guideline of 18 ASF/student station.
- The Cameron School of Business has the most intense classroom utilization, with classrooms in use 35 WRH at 73% SSO.
- The Watson College of Education has the lowest classroom utilization, with classrooms in use 25 WRH at 59% SSO.
- Campus-wide teaching laboratory utilization is 20 WRH at 75% SSO, matching UNC-GA targets.

### Teaching Lab Utilization Analysis by Building Summary - (Main Campus)

<table>
<thead>
<tr>
<th>Building Name</th>
<th>Building ID</th>
<th>No. of Rooms</th>
<th>Ave. Room Size</th>
<th>Ave. ASF/Station</th>
<th>Ave. Station Size</th>
<th>Weekly Seat Hours</th>
<th>Ave. Weekly Room Hours</th>
<th>House in Use</th>
<th>Student Station OCC. %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bear Hall</td>
<td>BR</td>
<td>5</td>
<td>901</td>
<td>29</td>
<td>29</td>
<td>18.1</td>
<td>26</td>
<td>70%</td>
<td></td>
</tr>
<tr>
<td>Cameron Hall</td>
<td>CH</td>
<td>2</td>
<td>848</td>
<td>22</td>
<td>22</td>
<td>22.7</td>
<td>27</td>
<td>84%</td>
<td></td>
</tr>
<tr>
<td>CIS Building</td>
<td>CI</td>
<td>5</td>
<td>1,147</td>
<td>37</td>
<td>37</td>
<td>18.6</td>
<td>23</td>
<td>71%</td>
<td></td>
</tr>
<tr>
<td>Cultural Arts Building</td>
<td>CA</td>
<td>14</td>
<td>1,153</td>
<td>52</td>
<td>52</td>
<td>6.6</td>
<td>16</td>
<td>67%</td>
<td></td>
</tr>
<tr>
<td>Deloach Hall</td>
<td>DL</td>
<td>8</td>
<td>865</td>
<td>34</td>
<td>34</td>
<td>10.1</td>
<td>15</td>
<td>65%</td>
<td></td>
</tr>
<tr>
<td>Dobo Hall</td>
<td>DO</td>
<td>13</td>
<td>1,195</td>
<td>54</td>
<td>54</td>
<td>29.4</td>
<td>33</td>
<td>85%</td>
<td></td>
</tr>
<tr>
<td>Education Building</td>
<td>EB</td>
<td>3</td>
<td>1,274</td>
<td>46</td>
<td>46</td>
<td>6.8</td>
<td>12</td>
<td>58%</td>
<td></td>
</tr>
<tr>
<td>Friday Hall</td>
<td>FR</td>
<td>9</td>
<td>808</td>
<td>35</td>
<td>35</td>
<td>13.4</td>
<td>15</td>
<td>86%</td>
<td></td>
</tr>
<tr>
<td>Kenan Hall</td>
<td>KE</td>
<td>2</td>
<td>922</td>
<td>50</td>
<td>50</td>
<td>18.8</td>
<td>21</td>
<td>83%</td>
<td></td>
</tr>
<tr>
<td>King Hall</td>
<td>KI</td>
<td>1</td>
<td>518</td>
<td>26</td>
<td>26</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Leutze Hall</td>
<td>LH</td>
<td>2</td>
<td>531</td>
<td>22</td>
<td>22</td>
<td>6.9</td>
<td>8</td>
<td>64%</td>
<td></td>
</tr>
<tr>
<td>Morton Hall</td>
<td>MO</td>
<td>3</td>
<td>461</td>
<td>40</td>
<td>40</td>
<td>20.8</td>
<td>16</td>
<td>89%</td>
<td></td>
</tr>
<tr>
<td>Osprey Hall</td>
<td>OS</td>
<td>11</td>
<td>880</td>
<td>31</td>
<td>31</td>
<td>17.6</td>
<td>22</td>
<td>74%</td>
<td></td>
</tr>
<tr>
<td>Teaching Library</td>
<td>TL</td>
<td>4</td>
<td>880</td>
<td>32</td>
<td>32</td>
<td>14.5</td>
<td>21</td>
<td>62%</td>
<td></td>
</tr>
<tr>
<td>Trask Coliseum</td>
<td>TR</td>
<td>2</td>
<td>921</td>
<td>30</td>
<td>30</td>
<td>17.5</td>
<td>13</td>
<td>64%</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>84</strong></td>
<td><strong>970</strong></td>
<td><strong>40</strong></td>
<td><strong>40</strong></td>
<td><strong>15.2</strong></td>
<td><strong>20</strong></td>
<td><strong>75%</strong></td>
<td></td>
</tr>
</tbody>
</table>

### Teaching Lab Utilization Analysis by Building Summary - (Myrtle Grove)

<table>
<thead>
<tr>
<th>Building Name</th>
<th>Building ID</th>
<th>No. of Rooms</th>
<th>Ave. Room Size</th>
<th>Ave. ASF/Station</th>
<th>Ave. Station Size</th>
<th>Weekly Seat Hours</th>
<th>Ave. Weekly Room Hours</th>
<th>House in Use</th>
<th>Student Station OCC. %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Center for Marine Science - Main Building</td>
<td>CMS</td>
<td>2</td>
<td>700</td>
<td>24</td>
<td>12</td>
<td>25</td>
<td>3</td>
<td>72%</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>2</strong></td>
<td><strong>700</strong></td>
<td><strong>24</strong></td>
<td><strong>12</strong></td>
<td><strong>25</strong></td>
<td><strong>3</strong></td>
<td><strong>72%</strong></td>
<td></td>
</tr>
</tbody>
</table>
Classroom Mix Analysis

Currently, a maximum of 126 out of 147 classrooms are in use during any half hour block. An additional 18 classrooms are programmed in the new Allied Health Building. While classroom utilization indicates a surplus, the study shows a shortage of small classrooms and an excess of large ones. Thus, courses are scheduled in rooms larger than required, reducing efficiency and resulting in SSO of 70% or less. Some of this surplus in large classrooms will be used by growth in course enrollment, course capacities, or additional course sections. The completion of the Allied Health Building indicates a surplus of 11 classrooms under this growth projection.

### CLASSROOM MIX 2016 NEED

<table>
<thead>
<tr>
<th>NO. OF STUDENT STATIONS</th>
<th>WEEKLY ROOM HOURS</th>
<th>REQUIRED ROOMS</th>
<th>2016 EXISTING</th>
<th>SURPLUS/DEFICIT</th>
<th>WITH AHHS</th>
<th>SURPLUS/DEFICIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to 20</td>
<td>1,203</td>
<td>35</td>
<td>26</td>
<td>-9</td>
<td>36</td>
<td>1</td>
</tr>
<tr>
<td>21 to 30</td>
<td>1,699</td>
<td>49</td>
<td>34</td>
<td>-15</td>
<td>34</td>
<td>-15</td>
</tr>
<tr>
<td>31 to 40</td>
<td>652</td>
<td>19</td>
<td>38</td>
<td>19</td>
<td>40</td>
<td>21</td>
</tr>
<tr>
<td>41 to 60</td>
<td>634</td>
<td>19</td>
<td>27</td>
<td>8</td>
<td>29</td>
<td>10</td>
</tr>
<tr>
<td>61 to 75</td>
<td>149</td>
<td>5</td>
<td>11</td>
<td>6</td>
<td>13</td>
<td>8</td>
</tr>
<tr>
<td>76 to 100</td>
<td>85</td>
<td>3</td>
<td>4</td>
<td>1</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>101 to 150</td>
<td>70</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>151 to 250</td>
<td>17</td>
<td>1</td>
<td>4</td>
<td>3</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>215 and Over</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4,512</strong></td>
<td><strong>134</strong></td>
<td><strong>147</strong></td>
<td><strong>13</strong></td>
<td><strong>165</strong></td>
<td><strong>31</strong></td>
</tr>
</tbody>
</table>

### CLASSROOM MIX 2021 NEED

<table>
<thead>
<tr>
<th>NO. OF STUDENT STATIONS</th>
<th>WEEKLY ROOM HOURS</th>
<th>REQUIRED ROOMS</th>
<th>EXISTING WITH AHHS</th>
<th>SURPLUS/DEFICIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to 20</td>
<td>1,420</td>
<td>41</td>
<td>36</td>
<td>-5</td>
</tr>
<tr>
<td>21 to 30</td>
<td>2,005</td>
<td>57</td>
<td>34</td>
<td>-23</td>
</tr>
<tr>
<td>31 to 40</td>
<td>770</td>
<td>22</td>
<td>40</td>
<td>18</td>
</tr>
<tr>
<td>41 to 60</td>
<td>749</td>
<td>21</td>
<td>29</td>
<td>8</td>
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<tr>
<td>61 to 75</td>
<td>176</td>
<td>5</td>
<td>13</td>
<td>8</td>
</tr>
<tr>
<td>76 to 100</td>
<td>101</td>
<td>3</td>
<td>6</td>
<td>3</td>
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<tr>
<td>101 to 150</td>
<td>83</td>
<td>3</td>
<td>2</td>
<td>-1</td>
</tr>
<tr>
<td>151 to 250</td>
<td>21</td>
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<td>4</td>
<td>3</td>
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<tr>
<td>251 and over</td>
<td>4</td>
<td>1</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>5,329</strong></td>
<td><strong>154</strong></td>
<td><strong>165</strong></td>
<td><strong>11</strong></td>
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</table>
**SPACE NEED ANALYSIS BY SPACE CATEGORY - MAIN CAMPUS**

<table>
<thead>
<tr>
<th>SPACE CATEGORY</th>
<th>EXISTING ASF</th>
<th>GUIDELINE ASF</th>
<th>SURPLUS (DEFICIT)*</th>
<th>% SURPLUS / (DEFICIT)</th>
<th>TOTAL NEED (GSF)* X 1.5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ON-CAMPUS STUDENT HEADCOUNT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>2016</td>
<td>13,710</td>
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<tr>
<td>2021</td>
<td>16,133</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>STAFF HEADCOUNT</strong></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>2016</td>
<td>2,847</td>
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<td></td>
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<td></td>
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<tr>
<td>2021</td>
<td>3,473</td>
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<td><strong>SPACE CATEGORY</strong></td>
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<tr>
<td>EXISTING ASF</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>GUIDELINE ASF</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>SURPLUS (DEFICIT)*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% SURPLUS / (DEFICIT)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL NEED (GSF)* X 1.5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACADEMIC SPACE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Classroom &amp; Service</td>
<td>142,450</td>
<td>121,815</td>
<td>20,635</td>
<td>14%</td>
<td>158,626</td>
</tr>
<tr>
<td>Teaching Lab &amp; Service</td>
<td>95,997</td>
<td>137,346</td>
<td>(41,349)</td>
<td>(43%)</td>
<td>120,250</td>
</tr>
<tr>
<td>Open Lab &amp; Service</td>
<td>34,233</td>
<td>121,338</td>
<td>(87,005)</td>
<td>(254%)</td>
<td>40,301</td>
</tr>
<tr>
<td>Research Lab &amp; Service</td>
<td>58,325</td>
<td>50,016</td>
<td>8,309</td>
<td>14%</td>
<td>12,464</td>
</tr>
<tr>
<td>Academic Offices &amp; Service</td>
<td>252,594</td>
<td>283,384</td>
<td>(30,790)</td>
<td>(12%)</td>
<td>288,560</td>
</tr>
<tr>
<td>Total</td>
<td>583,599</td>
<td>713,897</td>
<td>(130,298)</td>
<td>(22%)</td>
<td>675,371</td>
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<tr>
<td><strong>ACADEMIC SUPPORT SPACE</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Offices &amp; Service</td>
<td>131,558</td>
<td>125,105</td>
<td>6,453</td>
<td>5%</td>
<td>129,239</td>
</tr>
<tr>
<td>Library &amp; Collaborative Learning</td>
<td>104,923</td>
<td>175,536</td>
<td>(70,613)</td>
<td>(67%)</td>
<td>104,923</td>
</tr>
<tr>
<td>Assembly &amp; Exhibit</td>
<td>50,329</td>
<td>54,840</td>
<td>(4,511)</td>
<td>(9%)</td>
<td>50,329</td>
</tr>
<tr>
<td>Physical Plant</td>
<td>51,555</td>
<td>66,449</td>
<td>(14,894)</td>
<td>(29%)</td>
<td>51,555</td>
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<tr>
<td>Other Department Space</td>
<td>79,366</td>
<td>82,262</td>
<td>(2,896)</td>
<td>(4%)</td>
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<tr>
<td>Total</td>
<td>417,731</td>
<td>504,192</td>
<td>(86,461)</td>
<td>(21%)</td>
<td>418,406</td>
</tr>
<tr>
<td><strong>OTHER</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Recreation</td>
<td>102,460</td>
<td>93,050</td>
<td>9,410</td>
<td>9%</td>
<td>112,460</td>
</tr>
<tr>
<td>Athletics</td>
<td>96,287</td>
<td>116,353</td>
<td>(20,067)</td>
<td>(21%)</td>
<td>96,287</td>
</tr>
<tr>
<td>Student Life &amp; Dining</td>
<td>128,507</td>
<td>123,388</td>
<td>5,119</td>
<td>4%</td>
<td>134,516</td>
</tr>
<tr>
<td>Healthcare Facilities</td>
<td>12,920</td>
<td>13,710</td>
<td>(790)</td>
<td>(6%)</td>
<td>12,920</td>
</tr>
<tr>
<td>Total</td>
<td>339,544</td>
<td>346,683</td>
<td>(7,139)</td>
<td>(2%)</td>
<td>345,598</td>
</tr>
<tr>
<td><strong>CAMPUS TOTAL</strong></td>
<td>1,340,874</td>
<td>1,564,772</td>
<td>(223,898)</td>
<td>(17%)</td>
<td>1,488,670</td>
</tr>
<tr>
<td>Inactive / Conversion Space</td>
<td>21,131</td>
<td></td>
<td></td>
<td></td>
<td>21,131</td>
</tr>
<tr>
<td>Outside Organizations</td>
<td>7890</td>
<td></td>
<td></td>
<td></td>
<td>7890</td>
</tr>
<tr>
<td>Residence Life</td>
<td>892,889</td>
<td></td>
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<td></td>
<td>892,889</td>
</tr>
</tbody>
</table>

*ASF = Assignable Square Feet  
GSF = Gross Square Feet  
** GSF was a 1.5x Multiplier of ASF

The current and future space need is identified in assignable square feet. A conversion factor is applied to convert the assignable square feet space need into gross square feet needed to accommodate exterior walls and building circulation areas.
SPACE NEEDS

Campus-wide Space Needs

In Fall 2016, there is a space shortage of 223,898 ASF. A significant portion of that need (87,103 ASF) is in the open laboratory and service space category. There are also needs in the teaching laboratory and service, academic offices and service, library and collaborative learning space, athletics, and physical plant space categories. Modest surpluses of 14% are shown for the classroom, research laboratories, and service space categories.

In Fall 2021, there is a projected space shortage of 418,754 ASF. Modest to significant needs exist in all space categories with the exceptions of the classroom, administrative office, and service categories, where existing space is essentially in balance with the need. The need for open laboratory and service space remains the greatest and grows to more than 104,000 ASF. To support the goals for research at UNCW, space for research laboratories and service needs will need to increase by 74%, or 50,194 ASF.

MAIN CAMPUS SUMMARY

• There is an overall space deficit on the Main Campus of 223,898 ASF. This deficit increases to 418,754 ASF in 2021 with projected increases in enrollment and research. The projected deficit assumes currently planned new buildings will be in place.

• Following UNC-GA guidelines, there is a significant need for additional open laboratory space—87,103 ASF currently, increasing to 104,288 ASF in 2021. This equates to approximately 9 ASF per student. A typical guideline in this space category would be 5 ASF per student, which would reduce the 2021 space need by 63,924 ASF.

• UNC-GA open laboratory space need is determined by a formula that acknowledges differing use patterns in various colleges. For example, the formula assumes business students use open labs at a lower intensity than do music students (practice rooms). The largest projected open laboratory need in 2021 is in the College of Arts and Sciences (84,005 ASF). UNC-GA guidelines suggest a significant need (84,816 ASF) in library and collaborative learning space in 2021. Typical guidelines in this space category acknowledge a reduction in the size of print collections and a changing pedagogy requiring space for student collaboration. Observations of current space use indicate that there is a significant deficit in this type of space within the Library and within the academic spaces throughout the campus.

• An additional 50,194 ASF of research laboratory space on the Main Campus will be required to accommodate the increased research goals of the University.

• The College of Arts and Sciences will have the greatest need for additional space in 2021, with a projected deficit of 227,554 ASF (more than 50%).

• A new Allied Health Building, currently estimated to have 87,559 ASF, will eliminate the current deficit for the College of Health and Human Services and will provide the College with some room for growth beyond 2021.
### SPACE NEED ANALYSIS BY COLLEGE - MAIN CAMPUS

<table>
<thead>
<tr>
<th>COLLEGE / UNIT</th>
<th>EXISTING ASF</th>
<th>GUIDELINE ASF</th>
<th>SURPLUS (DEFICIT)*</th>
<th>% SURPLUS / (DEFICIT)</th>
<th>TOTAL NEED (GSF)* X 1.5</th>
<th>EXISTING ASF</th>
<th>GUIDELINE ASF</th>
<th>SURPLUS (DEFICIT)*</th>
<th>% SURPLUS / (DEFICIT)</th>
<th>TOTAL NEED (GSF)* X 1.5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ACADEMIC</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Academic Affairs Provost</td>
<td>169,860</td>
<td>234,278</td>
<td>(64,418)</td>
<td>(38%)</td>
<td>(96,627)</td>
<td>173,403</td>
<td>250,333</td>
<td>(76,930)</td>
<td>(44%)</td>
<td>(115,395)</td>
</tr>
<tr>
<td>Cameron School of Business</td>
<td>61,511</td>
<td>63,305</td>
<td>(1794)</td>
<td>(3%)</td>
<td>(2,991)</td>
<td>61,511</td>
<td>79,053</td>
<td>(17542)</td>
<td>(29%)</td>
<td>(26,313)</td>
</tr>
<tr>
<td>College of Arts and Sciences</td>
<td>403,977</td>
<td>524,645</td>
<td>(120,674)</td>
<td>(30%)</td>
<td>(180,861)</td>
<td>417,710</td>
<td>644,932</td>
<td>(227,222)</td>
<td>(54%)</td>
<td>(340,833)</td>
</tr>
<tr>
<td>College of Health &amp; Human Services</td>
<td>63,382</td>
<td>84,054</td>
<td>(20,672)</td>
<td>(33%)</td>
<td>(31,008)</td>
<td>134,366</td>
<td>117,904</td>
<td>16,462</td>
<td>12%</td>
<td>24,693</td>
</tr>
<tr>
<td>Graduate School &amp; Research</td>
<td>10,200</td>
<td>9130</td>
<td>1,070</td>
<td>10%</td>
<td>1,605</td>
<td>13,210</td>
<td>9,510</td>
<td>3,700</td>
<td>28%</td>
<td>5,550</td>
</tr>
<tr>
<td>Watson College of Education</td>
<td>58,390</td>
<td>60,146</td>
<td>(1,756)</td>
<td>(3%)</td>
<td>(2,634)</td>
<td>58,390</td>
<td>68,297</td>
<td>(9,907)</td>
<td>(17%)</td>
<td>(14,861)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>767,314</td>
<td>975,458</td>
<td>(208,144)</td>
<td>(27%)</td>
<td>(312,216)</td>
<td>858,590</td>
<td>1,170,029</td>
<td>(311,439)</td>
<td>(36%)</td>
<td>(467,159)</td>
</tr>
<tr>
<td><strong>ADMINISTRATIVE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advancement Services</td>
<td>7,336</td>
<td>7,800</td>
<td>(464)</td>
<td>(6%)</td>
<td>(696)</td>
<td>5,318</td>
<td>7,940</td>
<td>(2,622)</td>
<td>(49%)</td>
<td>(3,933)</td>
</tr>
<tr>
<td>Business Affairs</td>
<td>225,337</td>
<td>229,694</td>
<td>(4,357)</td>
<td>(2%)</td>
<td>(6,536)</td>
<td>225,405</td>
<td>270,825</td>
<td>(45,420)</td>
<td>(20%)</td>
<td>(68,330)</td>
</tr>
<tr>
<td>Chancellor</td>
<td>128,422</td>
<td>146,987</td>
<td>(18,565)</td>
<td>(14%)</td>
<td>(27,848)</td>
<td>127,943</td>
<td>169,500</td>
<td>(41,557)</td>
<td>(32%)</td>
<td>(62,336)</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>212,465</td>
<td>204,833</td>
<td>7,632</td>
<td>4%</td>
<td>11,448</td>
<td>218,519</td>
<td>236,235</td>
<td>(17716)</td>
<td>(8%)</td>
<td>(26,574)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>573,560</td>
<td>589,314</td>
<td>(15,754)</td>
<td>(3%)</td>
<td>(23,631)</td>
<td>577,185</td>
<td>684,500</td>
<td>(107,315)</td>
<td>(19%)</td>
<td>(160,973)</td>
</tr>
<tr>
<td><strong>Campus Total</strong></td>
<td>1,340,874</td>
<td>1,564,772</td>
<td>(223,898)</td>
<td>(17%)</td>
<td>(335,847)</td>
<td>1,435,775</td>
<td>1,854,529</td>
<td>(418,754)</td>
<td>(29%)</td>
<td>(628,131)</td>
</tr>
</tbody>
</table>

* ASF = Assignable Square Feet
* GSF = Gross Square Feet

The current and future space need is identified in assignable square feet. A conversion factor is applied to convert the assignable square feet space need into gross square feet needed to accommodate exterior walls and building circulation areas.
• The Academic Affairs Provost indicates a significant deficit in 2021, which is primarily in library space.

• There is currently a surplus of 20,635 ASF of classroom space on campus. Including the additional classrooms in the future Allied Health Building and accounting for projected enrollment increase, this surplus is reduced to 15,247 ASF in 2021. At the college level, there are projected surpluses in classroom space used by the College of Health & Human Services and the Watson College of Education, but there is a deficit in classroom space for the Cameron School of Business and the College of Arts and Sciences. Centralized scheduling can equalize the college differential and has the potential to increase the surplus further through enhanced utilization.

• The new Administrative Annex will allow 27,485 ASF of existing space to be converted to academic offices and instructional space when current occupants vacate the space, alleviating the current 30,790 ASF deficit.

**MYRTLE GROVE CAMPUS SUMMARY**

• At the Myrtle Grove Campus, the current research space surplus of 15,009 ASF becomes a deficit of 15,552 ASF in 2021 to accommodate the anticipated increase in research activity. There is a surplus in office space, which could be the result of personnel assigned to the Main Campus and generating a space need on that campus while also occupying space at Myrtle Grove.

The current and future space need is identified in assignable square feet. A conversion factor is applied to transform the assignable square feet space need into gross square feet required to accommodate exterior walls and building circulation areas.
Policies and procedures with respect to space management system implementation and best practices were reviewed as part of the Campus Master Plan “space needs” analysis, based on experience with similar institutions. A review of current space allocation process and guiding principles proposed by UNCW, including the process of establishing a Space Planning and Allocation Committee (SPAC) and an Executive Committee on Space (ECS), was conducted.

This review indicates a sound approach to implement these procedures so that it can be monitored over a multi-year period. Review and comments were provided for the existing office space guidelines and space planning guiding principles used by UNCW. A detailed review memorandum is provided in a separate Appendix B. Collecting and reporting additional data on the need for and use of space was recommended, along with procedures to engage, delegate and continually update the data.

Online and Distance Education

No space is generated for online courses unless a class is meeting on campus as the home group for synchronous distance learning. Space for Distance Education administration and production is incorporated into office and other department space.
### SPACE NEED ANALYSIS BY SPACE CATEGORY - MYRTLE GROVE CAMPUS

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Existing ASF</td>
<td>Guideline ASF</td>
</tr>
<tr>
<td><strong>STUDENT HEADCOUNT</strong></td>
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<tr>
<td><strong>STAFF HEADCOUNT</strong></td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>SPACE CATEGORY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACADEMIC SPACE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teaching Lab &amp; Service</td>
<td>1,400</td>
<td>690</td>
</tr>
<tr>
<td>Research Lab &amp; Service</td>
<td>44,120</td>
<td>29,111</td>
</tr>
<tr>
<td>Academic Offices &amp; Service</td>
<td>24,426</td>
<td>16,510</td>
</tr>
<tr>
<td>Total</td>
<td>69,946</td>
<td>46,311</td>
</tr>
<tr>
<td>ACADEMIC SUPPORT SPACE</td>
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<td></td>
</tr>
<tr>
<td>Assembly &amp; Exhibit</td>
<td>5,022</td>
<td>5,022</td>
</tr>
<tr>
<td>Physical Plant</td>
<td>8,662</td>
<td>5,469</td>
</tr>
<tr>
<td>Other Department Space</td>
<td>13,831</td>
<td>12,221</td>
</tr>
<tr>
<td>Total</td>
<td>27,515</td>
<td>22,712</td>
</tr>
<tr>
<td>Campus Total</td>
<td>97,461</td>
<td>69,023</td>
</tr>
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### SPACE NEED ANALYSIS BY COLLEGE - MYRTLE GROVE CAMPUS

<table>
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<th></th>
<th>2016</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Existing ASF</td>
<td>Guideline ASF</td>
</tr>
<tr>
<td><strong>STUDENT HEADCOUNT</strong></td>
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<td>124</td>
</tr>
<tr>
<td><strong>STAFF HEADCOUNT</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>ACADEMIC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Academic Affairs Provost</td>
<td>8,199</td>
<td>5,227</td>
</tr>
<tr>
<td>College of Arts and Sciences</td>
<td>71,797</td>
<td>56,559</td>
</tr>
<tr>
<td>Graduate School &amp; Research</td>
<td>14,445</td>
<td>4,536</td>
</tr>
<tr>
<td>Watson College of Education</td>
<td>2,042</td>
<td>1,831</td>
</tr>
<tr>
<td>Total</td>
<td>96,483</td>
<td>68,153</td>
</tr>
<tr>
<td>ADMINISTRATIVE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Affairs</td>
<td>978</td>
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<tr>
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<td>978</td>
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<tr>
<td>Campus Total</td>
<td>97,461</td>
<td>69,023</td>
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</table>

The current and future space need is identified in assignable square feet. A conversion factor is applied to convert the assignable square feet space need into gross square feet needed to accommodate exterior walls and building circulation areas.
05 / MASTER PLAN FRAMEWORK

PLANNING & DESIGN PRINCIPLES
DEVELOPMENT CAPACITY
MASTER PLAN FRAMEWORK
PLANNING & DESIGN PRINCIPLES

1. Accommodate growth while raising academic standards.
   This includes providing a development framework to accommodate growth while also focusing on existing and new spaces within various facilities to improve the academic and research program.

2. Provide state-of-the-art learning and research environments to support 21st century education and careers.
   Address the aspirations of the 2016-2021 Strategic Plan with facilities at every level that support interdisciplinary collaboration and 21st century research.

3. Retain existing campus character while making a commitment to sustainability.
   The Campus Master Plan shall help retain and enhance the character and feel of the campus and help achieve the UNCW Sustainability Action Plan recommendations.

4. Enhance coastal university qualities.
   The coastal university qualities embedded in the academic, research, and student life components of the University shall be enhanced by the Campus Master Plan.
Maintain and enhance outdoor learning environments as an integral part of UNCW’s noted environmental curriculum.

Existing natural areas and open spaces serve as an open laboratory for outdoor learning and programming about native ecosystems. The Campus Master Plan shall maintain and enhance these existing natural areas and open spaces.

Integrate student activities, recreation, athletics, and arts and culture on campus with academics and residential life.

Integrate student residential areas, indoor and outdoor athletics, and recreational areas with the academic, residential, and arts and cultural facilities through programs and improved pedestrian connections.

Improve pedestrian mobility on campus.

Accommodate enrollment growth while expanding and improving the Main Campus pedestrian environment.

Support and enhance partnerships with the greater Wilmington community.

More adult education and arts and culture events on campus provide opportunities to support and enhance such partnerships.
Based on the planning and design principles, potential new development sites were identified and evaluated for the ability to meet current and future space needs. The sites were also evaluated for their impact on the built and pedestrian environment and natural areas of the Main Campus.

Three potential building height scenarios (low, medium, and maximum height) were developed for the potential development sites to determine development capacity and impacts of density on the Main Campus.

Three approaches for accommodating space / program needs were developed and evaluated for their impact on the Main Campus and ability to meet space needs. The approaches also evaluated the ability to maintain existing natural areas on campus.

The three approaches highlighted:
- Options to strengthen existing spaces.
- Options to strategically expand and build new spaces.
- Options to integrate existing spaces with new built spaces.

The Master Plan Framework and Plan Recommendations combine these three approaches.
Four broad goals for development of the Main Campus form the Master Plan framework. They include:

1. **Strengthen the academic core along Chancellor’s Walk and provide collaborative learning and study spaces throughout campus.**
   
   Adding academic buildings at selected locations along Chancellor’s Walk will strengthen the existing academic core. New collaborative learning and study spaces should be added throughout the campus within existing and proposed academic buildings. Randall Library’s current and planned renovations will increase the number of collaborative learning spaces. Proposed new academic buildings should keep with the architectural character and height of existing buildings along Chancellor’s Walk.

2. **Expand the pedestrian campus with three major pedestrian walks and enhanced bike, pedestrian, skateboard, and vehicular circulation.**
   
   Three major pedestrian walks should be used as organizing elements for future development of the Main Campus:
   
   - Housing Village Walk – Housing Village Walk will connect a proposed student housing project (the Village) with Chancellor’s Walk.
   - Cultural Arts Boulevard – The Cultural Arts Boulevard will connect the Cultural Arts complex and proposed new academic buildings north of the campus with Chancellor’s Walk.
   - Historic Campus Walk — Historic Campus Walk will connect the historic core of the Main Campus and Hamilton Street with Chancellor’s Walk.

   These walks will expand the pedestrian realm of the Main Campus, supplementing Chancellor’s Walk and other pedestrian-friendly streets such as Riegel Road and Hamilton Road. Along the new walks, amenities could include pedestrian lighting, benches, and bike racks. The walks will also provide easy access to campus open spaces, gardens, and recreational areas. The pedestrian walks will provide visibility to other uses from Chancellor’s Walk.

   Comprehensive multi-modal improvements—including a dedicated and shared bicycle network, complete streets, new streets, and transit enhancements—will improve circulation on the Main Campus. Two new structured parking garages, along with adopting Transportation Demand Management measures, will reduce parking demand.
3. **Create additional open spaces.**
   Additional open spaces will support student life, outdoor education, and recreation. Additional entry points to the existing Bluethenthal Wildflower Preserve and the restoration of the Blue Line Stream with trails and stormwater management will protect critical natural areas and increase opportunities for outdoor education. The need to keep a large portion of natural areas contiguous was an important consideration.

4. **Develop new athletics, recreation, arts, and culture spaces.**
   Expanded athletics, recreation, arts, and cultural spaces in close proximity to on-campus housing will help meet current and future needs.
06 / MAJOR PLAN ELEMENTS
BUILDING PROGRAMS & SPACES
LANDSCAPE & OPEN SPACE
CIRCULATION & MOBILITY
MYRTLE GROVE CAMPUS
**FIGURE 32. ILLUSTRATIVE MASTER PLAN**
BUILDING PROGRAMS & SPACES

The Campus Master Plan recommendations accommodate current and projected campus-wide space needs identified in various space categories. The proposed building areas closely match the current and future space needs identified. The total proposed building area for academic and research facilities exceeds the projected need for space to provide flexibility to accommodate future changes in space needs and academic programs. The actual size of the building projects needs to be determined through a detailed programming exercise.

Arts and Culture

Kenan Auditorium Addition

A new addition of approximately 8,500 gross square feet to the existing Kenan Auditorium is proposed to meet the additional need for pre-function area.

Athletics and Recreation

Trask Addition

A new 7,100 gross square foot addition is proposed for Trask Coliseum.

Almkuist-Nixon Locker Rooms Addition

A 10,000 gross square foot addition is proposed to the existing Almkuist-Nixon building.

New Support Facilities for Outdoor Recreational Fields

Additional restroom and storage facilities are proposed near the outdoor recreational fields.

New Athletics Complex near Trask

A new athletics complex near Trask is proposed.

Outdoor Recreation Fields

New outdoor recreation fields adjacent to the proposed housing village and east of campus.
FIGURE 33. ACADEMIC, RESEARCH, AND COLLABORATIVE SPACES
Academic, Research, and Collaborative Spaces

New academic and research buildings totaling about 495,000 gross square feet would include shared collaborative learning spaces.

Cameron School of Business Addition
An approximately 44,000 gross square foot addition to Cameron Hall along Chancellor’s Walk.

Randall Library Addition
An approximately 48,000 gross square foot addition on the west side of Randall Library to meet the needs of the Library is proposed. The addition towards College Road brings foot traffic to the west side of the library. This new addition will facilitate future connections to potential future development on the west side of campus.

New STEM Building 1
An approximately 103,000 gross square foot STEM Building along Chancellor’s Walk.

New STEM Building 2
An approximately 53,000 gross square feet STEM Building along Chancellor’s Walk.

New Academic Building(s)
Future academic building(s) totaling approximately 246,000 gross square feet to meet remaining academic space needs.
## PROPOSED BUILDING PROGRAM AND SPACES

<table>
<thead>
<tr>
<th>BUILDING NEEDS</th>
<th>TOTAL</th>
<th>MASTER PLAN PROPOSED GSF</th>
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<tbody>
<tr>
<td><strong>TOTAL</strong></td>
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<tr>
<td>Academic &amp; Collaborative Spaces</td>
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<td>1. Cameron Hall Addition</td>
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<td>2. Randall Library Addition</td>
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<td>3. New STEM Building 1</td>
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<td>4. New STEM Building 2</td>
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<td>5. New Academic Building(s)</td>
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<td>7. Trask Addition</td>
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<td>8. Almkuist-Nixon Locker Rooms Addition</td>
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<td>Other Programs</td>
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<td>12. University Police Department Addition</td>
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<tr>
<td>* Physical Plant (distributed throughout the Campus)</td>
<td>48,000</td>
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</table>
Other Programs

University Police Department Addition
A new UPD addition building of approximately 1,800 gross square feet is proposed adjoining the existing police building within the southeast administration area of the Main Campus.

Physical Plant (distributed throughout the campus)
Physical plant spaces are proposed to be distributed throughout the campus.

On-Campus Housing
The Master Plan framework proposes an area on the south side of campus, close to the location of the existing Seahawk Village Apartments, Galloway Hall, and Graham-Hewlett Halls, to be used for new student housing.

Master Plan Framework recommendations as they relate to the Housing Project (or the Village). The Master Plan framework recommends the Village housing project incorporate the following principles:

1. **Enhance connections to the academic core.**
   Enhance existing pedestrian connections and visibility of the housing project area (the Village) with the existing academic core along Chancellor’s Walk through the proposed Housing Village Walk.

2. **Integrate open space and recreation.**
   Integrate open space within the proposed housing project, and connect it to recreational areas, the proposed Housing Village Walk, existing and proposed trails, and Bluethenthal Wildflower Preserve.

3. **Create ground level program spaces.**
   Include shared student life spaces on the ground level of proposed residential buildings to ensure transparency, increase activity, and highlight connectivity at critical locations.
FIGURE 34. FOOD AND DINING

- CAMPUS BOUNDARY
- EXISTING BUILDINGS
- ENHANCEMENT OF FOOD AND DINING EXISTING LOCATIONS
- PROPOSED FOOD AND DINING LOCATIONS
- 5 MINUTE WALKING RADIUS
Dining Enhancements

The Master Plan recommendations align closely with the findings and recommendations of the Dining Enhancement Study separately undertaken by UNCW. These recommendations include:

• Enhancement of existing food and dining locations such as Wagoner Hall, Fisher Student Center, and Warwick Center.

• Incorporation of new cafeteria and retail food locations within proposed buildings, including STEM Building 2, Future Academic Building/s near Cultural Arts Building, and the proposed Housing Village.

• The dining enhancements are projected to add approximately 670 new seats requiring a total of approximately 28,000 gross square feet of space.
FIGURE 35. PROPOSED LANDSCAPE FRAMEWORK
LANDSCAPE & OPEN SPACE

The adjoining map illustrates landscape and open space framework recommendations.

Proposed major pedestrian corridors would include lawns, plazas, sitting areas, public art, and meandering walkways to create outdoor places for stroll, study, and group activities. Outdoor sitting areas in front of proposed academic buildings are proposed along Chancellor’s Walk.

UNCW should explore the potential for additional landscaping and outdoor programming at the soon to be completed Health Sciences Quadrangle. New residential areas should include residential courtyards for play, study, and activities similar to courtyards at other on-campus residential facilities. Two new gardens are proposed within the campus along the proposed Housing Village Walk and along the Racine Drive gateway. These gardens would provide additional opportunities to add native plants and flowering species within the campus. The proposed gardens would include easy access from the proposed major pedestrian corridors.

Additional entrances to the Bluethenthal Wildflower Preserve are proposed along the north and east sides to better integrate the Preserve with the campus and surrounding pedestrian walkways. The Reserve provides opportunities for outdoor learning and quiet reflection.
FIGURE 36. PROPOSED STORMWATER MANAGEMENT
Stormwater Management

The adjoining illustration highlights low elevation areas within the Main Campus that are susceptible to flooding and provides a conceptual framework for stormwater management. Such a framework uses topography, natural areas, open spaces, and existing wetlands along with proposed major pedestrian walks and the Blue Line Stream as natural stormwater collection corridors. The proposed stormwater network offers additional opportunities to accommodate green infrastructure (rain gardens, bio-swales, and wetlands).

A man-made detention pond west of the Student Recreation Center is proposed to be converted into a natural wetland since it connects to the Blue Line Stream. A new pedestrian trail is proposed alongside an ecologically restored Blue Line Stream. Such a restoration could be implemented in stages to return the degraded ecosystem to a stable and healthy condition. The restoration would also help in stormwater management.
CIRCULATION & PARKING

Enhanced Pedestrian Circulation

Expanding the pedestrian zone on campus with major pedestrian walks creates a network of connected paths throughout the campus. Two major enhancements to the existing pedestrian core include the proposed Cultural Arts Boulevard to the north and a new Housing Village Walk to the south that connect with Chancellor’s Walk. A third pedestrian corridor is proposed to provide better pedestrian connection from Racine Drive and Randall Drive to Chancellor’s Walk. Additional Riegel Road and Hamilton Drive pedestrian improvements are recommended to complete the pedestrian network on the south side of campus. The proposed pedestrian walks (Cultural Arts Boulevard, Housing Village Walk, and Campus Core/Historic Walk) increase visibility, wayfinding, and security of pedestrians while providing increased access to proposed academic and residential buildings. They provide more room to accommodate bicyclists and skateboards and facilitate regular non-motorized trips (as opposed to driving within the campus).

The proposed pedestrian framework creates a more distributed network for better pedestrian flow. The proposed improvements also allow for increased visibility to pedestrians aligned with their destinations. The smart space model of existing and future pedestrian flows shows a significant reduction in the time it usually takes to walk to the parking lots.

College Road Pedestrian Safety Improvements

Additional pedestrian safety improvements to calm the vehicular traffic and increase the pedestrian crossing time are urgently needed at College Road and Randall Drive intersection in particular and at pedestrian crossings along the College Road including Hoggard Drive. UNCW has been in discussions with the City of Wilmington, New Hanover County, and NC DOT to coordinate, fund, and implement these improvements.

THE FOLLOWING PRINCIPLES GOVERN THE CAMPUS MASTER PLAN CIRCULATION & PARKING RECOMMENDATIONS.

- Respect the integrity of the campus core, including the proposed armatures.
- Minimize intra-campus driving.
- Increase access points to campus.
- Increase pedestrian and vehicular safety via traffic calming.
- Increase and improve bicycle facilities.
- Make all streets complete to accommodate all traffic modes.
Vehicular Circulation

**Two Vehicular Zones**

Two vehicular zones for existing vehicular flows—one route on the north side of campus (Randall Drive) and one on the south side (Riegel Road)—are proposed to provide additional access and exit points to and from campus and on each zone.

**Proposed Street Network Modifications**

Roads and parking can be organized so that vehicles do not penetrate the pedestrian-oriented heart of the campus. This would involve prohibiting vehicular traffic on Walton Drive, at Chancellor’s Walk, and on Price Drive. Vehicular traffic on campus can be reduced by restricting intra-campus driving. Continuing and reinforcing the existing “park once” policy will reduce trips from one part of campus to another.

The following street network modifications are recommended for the Main Campus. These improvements are highlighted in the adjoining map.

**New Streets**

- New street extending Plyler Drive (from Lot EE) to connect Suite Service Loop to increase connectivity and vehicular exit / access points of the administrative service area and residential areas east of Walton Drive.
- New street from Reynolds Drive to Walton Drive to reduce traffic at Reynolds Drive and Cahill Drive intersection and upgrading existing Walton Street right-of-way to accommodate traffic.

**New Street Extensions**

- Extend Cahill Drive to Randall Drive to improve connectivity of the northern side of campus.

**Additional Street Connection Improvements**

Potential additional access points to campus from South College Road are proposed for further evaluation and further coordination with the City of Wilmington. They include:

- Allow left turn onto and out of College Acres Drive to South College Road.
- Extend MacMillan Avenue to Fountain Drive (connect two streets with a regular intersection).
- Explore feasibility of extending Hurst Drive to Riegel Road. Evaluation of this proposed street within the smart space model show benefits to reduce vehicular traffic farther from the center of campus while reducing the driving time from South College Road to administrative area east of Walton Drive.
- Explore feasibility of connecting Hurst Drive with the K-Mart Lot.
- Explore feasibility of a new street connecting MacMillan Avenue to Riegel Road east of the Greene Track and Field Area.

**Roundabouts**

Roundabouts process vehicles more efficiently and at slower (safer) speeds. Proposed roundabout locations are identified in the adjoining map to improve safety and reduce congestion.
FIGURE 39. PROPOSED BICYCLE NETWORK
Proposed Complete Streets
All streets within the Main Campus are proposed to be complete streets to accommodate pedestrian, bicycles, and vehicular traffic. Complete streets are proposed to have dedicated or shared bike lanes. Priority shall be given to improve the existing right-of-way of major campus streets. These streets include Wagoner Drive, Randall Drive, Reynolds Drive, Cahill Drive (south), Walton Drive, Riegel Road, Hamilton Drive, Hurst Drive, MacMillan Avenue, and Racine Drive.

Bicycle Circulation
To enhance the existing bicycle network and to reduce the number of bicyclists along Chancellor’s Walk, two new protected two-way bicycle connections are proposed connecting Price Street to Randall Library to the south and Cahill Drive to Randall Library to the north. Additional bike racks are proposed along Cahill Drive and Price Street adjacent to the bike lanes.

Traffic-calming tools for bikes such as rumble strips and obstacles are recommended along Chancellor’s Walk to discourage bikes along the Walk. These improvements could divert approximately 30% of cyclists and skateboards to Cahill and Price Drives. The improvements could also reduce level of pedestrian / bicyclist / skateboarder interaction by approximately 46%.

Additional bicycle network improvements include a proposed dedicated bike lane through the natural area connecting Randall Drive to the Cross-City Trail at Mallard Street. This connection should preserve the existing natural area and follow the topography. This new connection will complete a trail loop along the periphery of the campus, linking the Cross-City Trail with other shared or dedicated bicycle lanes within the Main Campus.

Complete street improvements to incorporate shared bike lanes along Randall Drive, Walton Drive, Riegel Road, and Hamilton Drive are also proposed to complete the bicycle network.
Transportation Demand Management (TDM) strategies are recommended to maintain the integrity of the campus core and reduce long-term parking demand. These recommendations also reinforce UNCW’s Sustainability Action Plan goal to be carbon neutral by 2050. Increasing the availability of parking spots in all lots—for example, by providing dynamic information on available spaces in lots or by offering discounted parking at the lots least in demand—will reduce the amount of traffic due to people searching for a place to park and will redistribute parking demand more equally across campus. UNCW can further reduce car traffic by using a combination of restrictions, incentives, alternatives, and disincentives. The proposed parking and TDM Strategy include the following guiding principles:

- Respect the integrity of the campus core.
- Restrict intra-campus driving (park once).
- Redistribute parking demand.
- Reduce demand for private motor vehicle use.
- Delink parking from programming.
- Reserve land/locations to provide future parking (as needed).

A TDM Task Force and a campus transportation coordinator would help monitor and adjust strategies.

**Future Parking Needs**

Historically, parking needs have been estimated as a ratio of spaces to gross square feet (GSF) of building space. Increasingly, planners recognize that parking demand is also a function of density. Where there is more activity per GSF, there are more opportunities for
walking trips and less demand for driving and parking. For example, new lab space, new recreational space, or larger dining facilities may generate additional on-campus trips, but they do not necessarily generate additional driving trips. In fact, in the latter case, improved dining facilities could translate to fewer off-campus trips as students will more easily meet their needs on campus. The same could be true for improved athletic and recreational facilities. In short, new facilities do not necessarily generate new off-campus trips and some may even reduce off-campus trips. The University could even consider a policy to freeze or reduce parking supply along with growth plans.

**New Parking Lots and Garages**

While efforts should be made to reduce parking demand, UNCW should still reserve land for future parking demand as needed. Immediate locations where new parking decks could be added include at Randall Drive and Cahill Drive near the proposed academic buildings, at Hamilton and Hurst Drive, or a new garage at the visitor parking Lot M.

**Lots proposed to be removed**

- Lots S & T (future Allied Health Building).
- Lots R1 & R2 (future STEM buildings).
- Lot E (future quadrangle).

When housing needs are reassessed in 2021, the University should reassess parking needs. The University should also consider a “parking self-funding” policy, under which all costs associated with the construction, maintenance, and operation of parking lots would be paid for by parking fees.

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**POTENTIAL TDM STRATEGIES INCLUDE:**

**RESTRICTIONS**

- Disallowing freshmen from having cars on campus.
- Limiting parking in prime campus locations.
- Raising the minimum distance students must live from campus to receive a commuter permit.

**INCENTIVES**

- Create prime parking spots for carpoolers.
- Create prime parking spots for car sharing programs.
- Create a ride matching service.
- Provide discounted parking at park and ride lots (MacMillan Avenue and College Road).
- Create a guaranteed ride home program.
- Institute flexible work hours.

**ALTERNATIVES**

- Prioritize walking, biking, and skating access.
- Provide and enhance the campus shuttle service.
**FIGURE 40. MYRTLE GROVE CAMPUS PROPOSED**

- **CAMPUS BOUNDARY**
- **MILLENNIAL CAMPUS**
- **EXISTING BUILDINGS**
- **EXISTING VEGETATION**
- **JURISDICTIONAL WETLANDS**
- **PEDESTRIAN WALKWAYS**
- **FUTURE DEVELOPMENT SITES**

1. **MARBIONC BUILDING**
2. **CENTER FOR MARINE SCIENCE**
3. **OPERATIONS FACILITIES BUILDING**
4. **WET LABORATORY**
5. **SHELFLISH RESEARCH HATCHERY**
6. **FUTURE DEVELOPMENT SITES**

*Note: Additional future development opportunity sites are shown to accommodate potential need based on the recommendations of the UNCW Coastal and Marine Science Self Study, May 2017.*
MYRTLE GROVE CAMPUS

The UNCW CMS Self Study completed Spring 2017 outlines the need for on-campus housing at the Myrtle Grove Campus. On-campus housing is needed to support visiting scientists, international collaborators, and summer programs centered at CMS. The 2010 Campus Master Plan identified potential locations for accommodating on-campus housing. The 2017 Master Plan includes these sites within the Myrtle Grove Campus to accommodate on-campus housing if such a need is deemed financially feasible by UNCW.

The Space Needs Analysis (Section 4) shows a deficit of research laboratory space by 2021 (about 15,552 ASF). Such a need shall be accommodated within the Myrtle Grove Campus in the next five years either by re-allocating existing space in relation to the Main Campus or by adding to existing academic buildings. The analysis also shows a surplus in office space, which could be the result of personnel assigned to the Main Campus.
07 / NEXT STEPS
IMPLEMENTATION
FIGURE 41. PHASING - MAJOR PROJECTS
IMPLEMENTATION

Phasing

The Master Plan framework can be implemented in three phases according to the following governing principles. The three phases will allow the University to address facility and space-related issues, to address 2016-2021 Strategic Plan actions, and to increase the University’s research programs.

- Each phase will provide a framework to support the next phase with sufficient flexibility to accommodate changes or to fast-track projects and priorities.
- The proposed projects within each phase grouped related improvements in street and streetscape, parking, circulation, open space, landscape, and stormwater to assist with funding and implementation.
- Deferred maintenance projects (or capital improvement projects) are included for efficiency and resource utilization.

<table>
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<th>PROPOSED BUILDING PROGRAM AND SPACES</th>
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<tr>
<td><strong>BUILDING NEEDS</strong></td>
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<tr>
<td><strong>TOTAL</strong></td>
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<tr>
<td><strong>Academic and Collaborative Spaces</strong></td>
</tr>
<tr>
<td>1. Cameron Hall Addition</td>
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<tr>
<td>2. Randall Library Addition</td>
</tr>
<tr>
<td>3. New STEM Building 1</td>
</tr>
<tr>
<td>4. New STEM Building 2</td>
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<td>5. New Academic Building(s)</td>
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<tr>
<td><strong>Administrative and Academic Support Spaces</strong></td>
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<tr>
<td>* Other Department Space Need (distributed throughout the Campus)</td>
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<td>* Administrative Office and Services (distributed throughout the Campus)</td>
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<td><strong>Art and Culture</strong></td>
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<td>6. Kenan Auditorium Addition</td>
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<tr>
<td><strong>Athletics and Recreation</strong></td>
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<td>7. Trask Addition</td>
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<td>8. Almquist-Nixon Locker Rooms Addition</td>
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<td>9. New Support Facilities for Outdoor Recreation Fields</td>
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<tr>
<td>10. New Basketball Excellence Center</td>
</tr>
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<td>11. New Athletic Complex near Trask</td>
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<td><strong>Other Programs</strong></td>
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<tr>
<td>12. University Police Department Addition</td>
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<tr>
<td>* Physical Plant (distributed throughout the Campus)</td>
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ASF = Assignable Square Feet
GSF = Gross Square Feet
FIGURE 42. PHASE I

- ALLIED HEALTH BUILDING
- CHANCELLOR’S WALK IMPROVEMENTS
- NEW STEM BUILDING #1
- CAMERON HALL ADDITION
- RANDALL LIBRARY ADDITION
- KENAN AUDITORIUM ADDITION
- SURFACE PARKING (+80)
- SURFACE PARKING (+156)
- PARKING AT HURST & HAMILTON DR. (+453 / +120)
- PARKING LOT E IMPROVEMENTS
- UNIVERSITY POLICE DEPARTMENT ADDITION
- HOUSING VILLAGE BLDGS (LOCATION TBD)
- OUTDOOR FIELDS & FACILITIES ENHANCEMENT
- ALMKUIST-NIXON ADDITION
- MODULAR FACILITY & ADMIN. ANNEX
- TRASK ADDITION

CAMPUS BOUNDARY
MILLENNIAL CAMPUS
EXISTING BUILDINGS
PROPOSED BUILDINGS
TO BE DEMOLISHED/REPLACED

Note: Figure 42 illustrates the site plan for Phase I of the university campus improvements, highlighting various construction and enhancement projects.
PHASE I - IMMEDIATE TERM (1 TO 3 YEARS)

The adjoining illustrative plan shows projects to be implemented in the immediate term. These include ongoing projects and initiatives.

**Academic & Collaborative Spaces**
- Cameron Hall Addition
- Randall Library Addition
- New STEM Building #1
- Allied Health Building

**Administration**
- Administrative Annex
- Modular Facility
- University Police Department Addition

**Arts & Culture / Student Life Support**
- Kenan Auditorium Addition

**Athletic & Recreation**
- Outdoor Fields and Facilities Enhancements
- Trask Coliseum Addition
- Almkuist-Nixon Locker Room Addition

**Housing**
- Housing Village Buildings (Location TBD)

**Open Space / Stormwater Improvements**
- Chancellor’s Walk
- Blue Line Stream Improvements
- Cultural Arts Boulevard

**Circulation Network**
- Begin Implementation of Bike Network and Complete Streets
- Randall Drive Improvements

**Parking**
- Surface Parking at Hurst and Hamilton Drive
- Replacement Parking for Allied Health Building*
- Parking Lot E Improvements
- Continue Implementation of Transportation Demand Management Policies

* Allied Health Building was named Veterans Hall during a groundbreaking ceremony held on Thursday, January 18, 2018
FIGURE 43. PHASE II
PHASE II - INTERMEDIATE TERM (3 TO 6 YEARS)

The adjoining illustrative plan shows projects to be implemented in the intermediate term.

Academic & Collaborative Spaces
• New STEM Building #2

Athletic & Recreation
• Outdoor Recreation Fields
• Basketball Excellence Center

Housing
• Housing Village Buildings (Location TBD)

Open Space / Stormwater Improvements
• Housing Village Walk
• Blue Line Stream Improvements
• Garden at Housing Village Walk

Circulation Network
• Explore Feasibility of Hurst Drive Extension
• Implement Complete Streets

Parking
• Continue Implementation & Evaluation of Transportation Demand Management Policies
PHASE III - LONG TERM (6-10 YEARS)

The adjoining illustrative plan shows projects to be implemented in the long term. The illustrative plan shows two new potential parking deck locations. The need for parking decks should be evaluated as part of the evaluation of TDM strategies for the next 10 years.

Academic & Collaborative Spaces
- Arts & Culture / New Academic Building(s)

Athletic & Recreation
- Recreation Fields at Housing Village
- Athletic and Recreation Fields at Hurst Drive
- Athletic Complex near Trask

Open Space / Stormwater Improvements
- Cultural Arts Boulevard
- Racine Gateway
- Blue Line Stream Trail Improvements
- Garden behind Friday Hall

Circulation Network
- Walton Drive and Seahawk Landing Drive Extension
- Explore feasibility of connecting Hurst Drive with the K-Mart Lot.
- Explore feasibility of a new street connecting MacMillan Avenue to Riegel Road east of the Greene Track and Field Area.
- Complete Bike & Skateboard Networks
- Cahill Drive Extension

Parking
- Parking Deck at New Academic Building at Cultural Arts Zone
- Parking Deck at Hurst and Hamilton Drive or Lot M

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<tr>
<th>PARKING SUPPLY PER MASTER PLAN PHASES*</th>
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* Parking totals valid as of August 2017.
Figure 45. Future Development Sites

- Campus Boundary
- Millennial Campus
- Existing Buildings
- Proposed Buildings
- Future Development Opportunities
Future Development Opportunities

The Campus Master Plan highlights opportunities to evaluate additional existing parcels / sites within the main campus that may be considered for future development. These parcels are identified in the adjoining map and provide additional flexibility for UNCW to address academic, administration, residential and/or parking related needs in the future. These parcels include:

- Surface Parking lot next to Trask Coliseum.
- Area northwest of Randall Library (southeast of Kenan Auditorium).
- Hurst Drive Property (separate property west of College Road near Main Campus). The property includes 620 S. College (OLLI), 720. St. James and 737 St. James facilities, and an existing park and ride surface parking lot. The master planning team evaluated a proposal from the City of Wilmington to connect Hurst Drive / Hoggard Drive with Kerr Avenue through the Hurst Drive property. Further discussions are needed to evaluate the potential for such a connection and its impact on future development of the property.

Further Studies

UNCW will take the following steps to follow up on this Master Plan.

- Develop a detailed Stormwater Management Plan that follows the recommendations of the Master Plan Framework.
- Conduct a campus-wide utilities and Infrastructure study to determine current and future capacity and upgrade issues in accordance with the Master Plan Framework.
- Coordinate other ongoing plans, such as the Technology Plan, with Master Plan recommendations.
- Evaluate parking utilization and ongoing TDM strategies annually.
- Continue to discuss, coordinate, and implement projects with the City, County, and NCDOT. These include:
  - MacMillan Avenue re-alignment with Fountain Drive at South College Road intersection.
  - Improved pedestrian safety and traffic calming measures for the South College Road, including the Randall Drive and South College Road intersection.
  - Consideration of a left turn from College Acres Drive onto South College Road to ease vehicular flow.
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Sharon Boyd, Assoc. Vice Chancellor, Business Affairs
Dr. Ronald Costello, Assoc. Vice Chancellor, Distance Education
Elizabeth Grimes, Assoc. Vice Chancellor, Human Resources
Dr. Andy Mauk, Associate Provost, Institutional Research and Planning
Dr. Martin Posey, Director, Center for Marine Science
Dr. Kathy Browder, Assoc. Dean, College of Health and Human Services
Dr. Robert Burrus, Dean, Cameron School of Business
Dr. Van Dempsey, Dean, Watson College of Education
Dr. David Glew, Assoc. Dean, Cameron School of Business
Dr. Charles Hardy, Dean, College of Health and Human Services
Dr. Carol McNulty, Assoc. Dean, Watson College of Education
Dr. Paul Townend, Assoc. Vice Chancellor & Dean, Undergraduate Studies
Dr. Ron Vetter, Assoc. Provost of Research & Dean, Graduate School
Dr. Aswani Volety, Dean, College of Arts and Sciences
Dr. David Webster, Assoc. Dean, College of Arts and Sciences

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David M. Donaldson, Chief of Police

Student Government Association
Brian Dailey, Director, Auxiliary Services
Molly McKeown, Director of Web Communications, Office of University Relations
Andrea Weaver, Deputy Director, Office of University Relations

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Dr. David Webster, Assoc. Dean, College of Arts and Sciences
Woody Sutton, Space Planner, Institutional Research and Planning

MASTER PLAN TEAM
WRT | Planning, Urban Design, Architecture and Landscape Architecture
Maarten Pesch, Professional in Charge
Yogesh Saoji, Senior Urban Designer, Project Manager
Donna Zalecky, Senior Planner
Garlen Capita, Senior Urban Designer
Mary Morton, Planner
Misa Chen, Senior Landscape Architect
Dixi Wang, Urban Designer
Junran Yang, Urban Designer
Jingran Yu, Landscape Designer

Buro Happold | Circulation, Parking and Smart Space Model
Michael King, Principal
Becky Hayward, Senior Planner
Dr. Rachel Weinberger, Parking Consultant

Paulien & Associates | Space Needs
Dan Paulien, President
Steven Schonberger, Senior Associate