

USC Lancaster

Master Plan Update 2020



USC Lancaster

Master Plan Update 2020

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Executive Summary

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INTRODUCTION

In celebration of the 60th anniversary of impacting lives and the economy in Lancaster County and the region, University of South Carolina Lancaster (USCL) leaders embarked on a master plan update, building from the 2008 master plan. Since 2008, USCL constructed an iconic gateway sign on Highway 9, installed fencing, built Founders Hall, became a Palmetto Regional Campus with added academic programming, opened a satellite campus in Indian Land (the northern panhandle of Lancaster County), and elevated the collaborative four-year BSN program into one of the top nursing programs in the Carolinas.

The university has a renewed vision for greater impact in the future. The vision for the next decade bloomed from numerous stakeholder meetings, particularly in discussions with Indian Land business leaders. The vision speaks to the possibilities, dreams and capacities of the university.

Vision

Impacting the World from Home

The master plan recommendations provide a path for achieving this vision.



ACKNOWLEDGEMENTS

This master plan update was made possible by the generous support and participation of the Lancaster County Commission for Higher Education and the Educational Foundation of USC Lancaster. The commitment to USCL and their faith in the university's potential to influence the prosperity and quality of life of those who live and work in the community is laudable.

The Steering Committee provided invaluable insight and direction to the creation of the plan. Members of the Board of Visitors participated in stakeholder meetings. Students, faculty and staff were invaluable to shaping the recommendations.

Dr. Walter Collins and Buddy Faile were devoted shepherds to the process.

The master plan speaks to the love and hope for the university's worth and future as a true contributor to prosperity for the region.

We thank each person who gave so generously of their time, opinions and ideas.

MASTER PLAN STEERING COMMITTEE

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Acknowledgements

LANCASTER COUNTY COMMISSION FOR HIGHER EDUCATION

Mary Barry
Lisa Bridges
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EDUCATIONAL FOUNDATION OF USC LANCASTER

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MASTER PLANNING PROCESS

The master planning process, with a bit of COVID-19 recalibration, involved numerous stakeholder meetings, phone interviews, site analysis and review sessions. The vision for the university and the recommendations of the master plan grew from these meetings.

The BOUDREAUX team is very thankful for the input and the commitment of all who participated.

BOUDREAUX + Keck+Wood
Architecture & Planning *Landscape Architecture & Civil Engineering*

September 24, 2019

Site Analysis

Stakeholder Meetings

- Lindsay Pettus Greenway Board Members
- USCL Board of Visitors
- Students
- Master Plan Steering Committee
- Faculty and Staff
- Town-Gown Council

October 22, 2019

Stakeholder Meetings

- Chamber Leadership Group
- Students
- Indian Land business leaders
- Lancaster County Commission for Higher Education and Educational Foundation of USCL

October 2019

SCDOT telephone meetings

November 11, 2019

Call with Sam Worobec, RedVentures, Indian Land

November 21, 2019

Call with Paul Gagnier, SVP and General Counsel, CompuCom, Indian Land

February 6, 2020

Tour of Indian Land High School
Steering Committee review meeting

March 13, 2020

Review Meeting with Dean Collins and Buddy Faille

May 12, 2020

Master Plan Steering Committee Review

May 21, 2020

Lancaster County Commission for Higher Education Review

May 26, 2020

UofSC Facilities Planning, Design and Construction Review

June 11, 2020

Educational Foundation of USCL Review

July 9, 2020

UofSC Facilities Planning, Design and Construction Campus Visit

SUMMARY OF RECOMMENDATIONS

To achieve the vision, *Impacting the World from Home*, the USC Lancaster Master Plan Update focuses on five primary goals:

1. enhance the campus community
2. improve safety and accessibility
3. become a thriving university in a vibrant college town
4. build the Indian Land presence; and
5. expand the BSN programs and facilities

While the majority of strategies focus on physical improvements to the main campus, the recommendations also address framework strategies that will elevate the academic and community partnerships necessary to propel the university into the future, thereby increasing the value of USC Lancaster throughout Lancaster County and beyond.

The master plan update recommendations do not address all challenges. They do address the priority opportunities that can have the most immediate impact on campus safety, accessibility and beautification along with a recommended framework for Indian Land and for cultivating beneficial partnerships.



Input and Observations

Summary of Input
Survey Results
Existing Conditions

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SUMMARY OF INPUT

Stakeholders provided a wealth of ideas for the future of the campus. As diverse as the ideas were, they are categorized into the following Big Ideas, which became the foundation for the master plan goals, strategies and projects.

Big Ideas

- Become a college town not a town with a college
- More private sector housing for faculty, students and young professionals
- Provide more student services: athletics, health center, dining
- Dual Programs – start publicizing in middle school, promote within home school community
- Connectivity, Safety, Accessibility: Highway 9 connectivity and crosswalks, reroute Hubbard Drive truck traffic, brick columns and speed tables on Hubbard to signify “campus”
- Image, Identity, Beautification, Branding: Rose Garden, The Lawn, pond/trail, signage on Highways 521 and 9, promote USCL downtown and throughout the county... Lancaster: city *and* county
- Town-Gown: continue to build and leverage partnerships, host roundtable discussions

UNIQUE AND AUTHENTIC PROGRAMS TO SERVE LANCASTER COUNTY INDUSTRIES

Several unique academic program opportunities grew from the Big Ideas. The following opportunities are a small sampling of what is possible through leveraging partnerships, needs and resources. Many of these have strong incubator and entrepreneurial possibilities as well as public private partnership potential.

- Medical University of South Carolina (MUSC)/Lindsay Pettus Greenway (LPG)/Campus: wellness, connectivity, health, nursing
- Indian Land: international industries – focus on culture, protocol training, language, and corporate leadership
- Cultural Arts District
 - Downtown: Native America Studies, studios, visual arts
 - Indian Land: INSP, filming, movie production, TV
- Connectivity, Safety, Accessibility: Highway 9 bridge and crosswalks, reroute Hubbard Drive truck traffic, brick columns and speed tables on Hubbard to signify “campus”
- Image, Identity, Beautification, Branding: Rose Garden, The Lawn, pond/trail, signage on Highways 521 and 9, promote USCL downtown and throughout the county... Lancaster: city *and* county
- Town-Gown: continue to build and leverage partnerships, host roundtable discussions

SURVEY RESULTS

Through a brief survey, we gathered additional input on the initial recommendations in order to determine the priority projects. Respondents were asked to prioritize the Big Ideas and the top facility needs of the campus. The projects that are ranked to the right are explained in the Recommendations section of this report.

What are the top investments for USC Lancaster: (Ordered by Highest Rankings)

1. Organizing Starr Hall to Serve Students Better
2. Renovating and Expanding the USC Lancaster Facility at Indian Land HS
3. Bringing Food Vendors on Campus
4. Renovating Crawford Rose Garden to Increase Student / Faculty Usage
5. Branding Campus with New Gateway Signage, Banner, Landscaping, and Lighting
6. Developing The Meadow
7. Developing The Lawn
8. Pedestrian Crossing on Highway 9
9. Funding Lindsay Pettus Greenway Connector Over/Under Highway 9
10. Developing The Woodlands
11. Replacing and Improving the Boardwalk and Area to the YMCA
12. Building a Baseball Stadium

Survey Results

What are the top 2 physical improvements that would transform and enhance USC Lancaster Campus?

#1

Develop The Meadow along Highway 9 with Fencing, Landscaping, and Seating Options

#2

Starr Hall Renovations

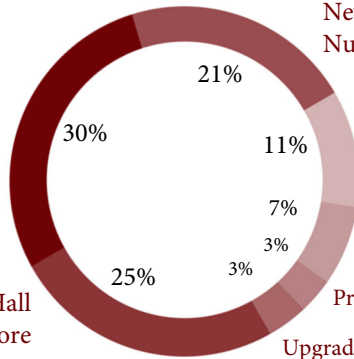
What are the top 3 facilities needed?

#1

Renovating Indian Land HS Campus for college bound students

#2

Renovating Starr Hall to include more student services



New Building for Nursing Program

#3

New Building for Student Services and Academic Support

Academic & faculty space programming plan

Programming for Hubbard Hall

Upgrade ADA accessibility

What should be USC Lancaster's Top Priorities?



Starr Hall Renovations

Creating Reasons for Students to Stay on Campus (food, coffee, student activities)



Improve Pedestrian Safety

Campus Signage & Branding

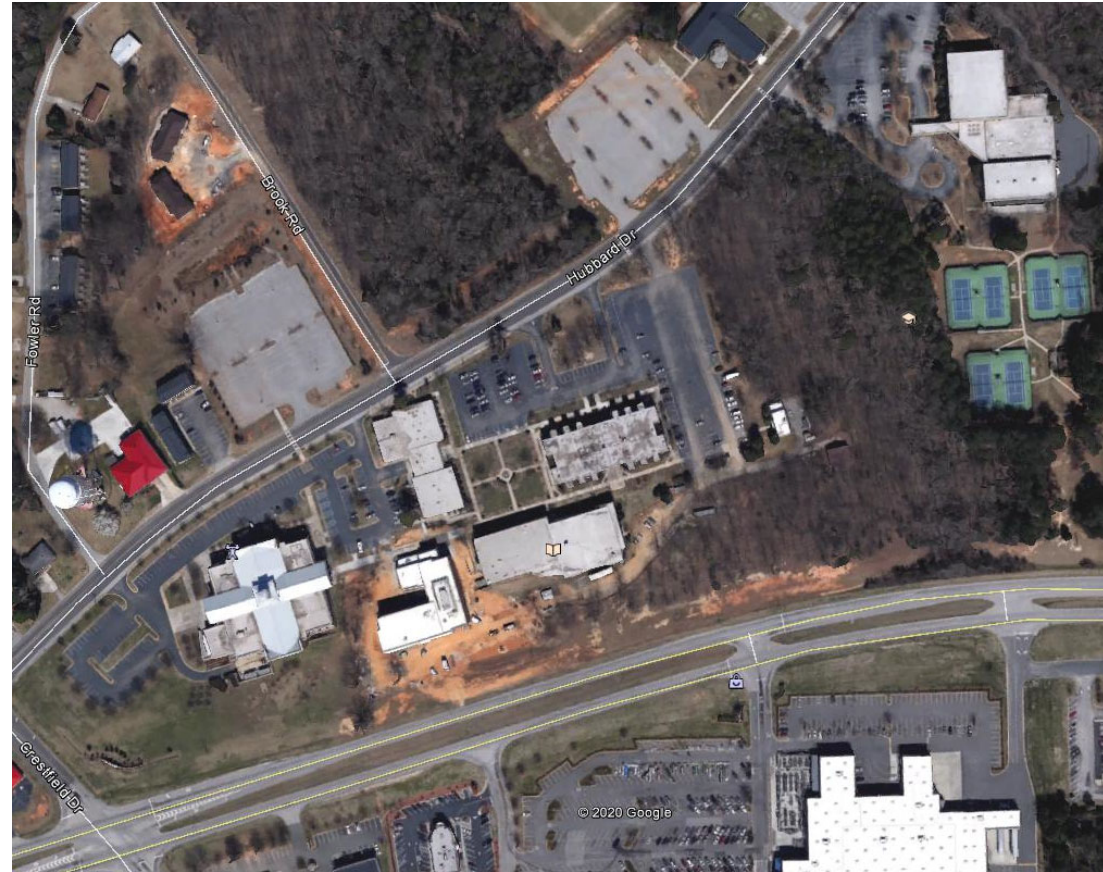
Indian Land Growth: Campus Academic Offerings



- Highway 521 Connector to Campus / Hubbard Drive
- Investing in the Nearby Wetlands, Trail Heads, ENO Forests, and Connection to Lindsay Pettus Greenway
- Crawford Rose Garden Renovation
- Faculty Offices and Support
- Enhancing Student Services & Programming
- Improving Campus Greenspace & Landscaping
- Recreation & Athletic Opportunities
- Traffic Calming on Hubbard Drive
- Indian Land Industry Partnerships

EXISTING CONDITIONS

Since the 2008 Master Plan, the physical campus has changed very little with the exception of the new campus gateway sign and fencing, Founders Hall and new parking. This master plan update focused primarily on improving the landscape, beautification, connectivity and pedestrian safety. Site analysis addressed these issues, which have campus life impacts as well as landscape impacts.

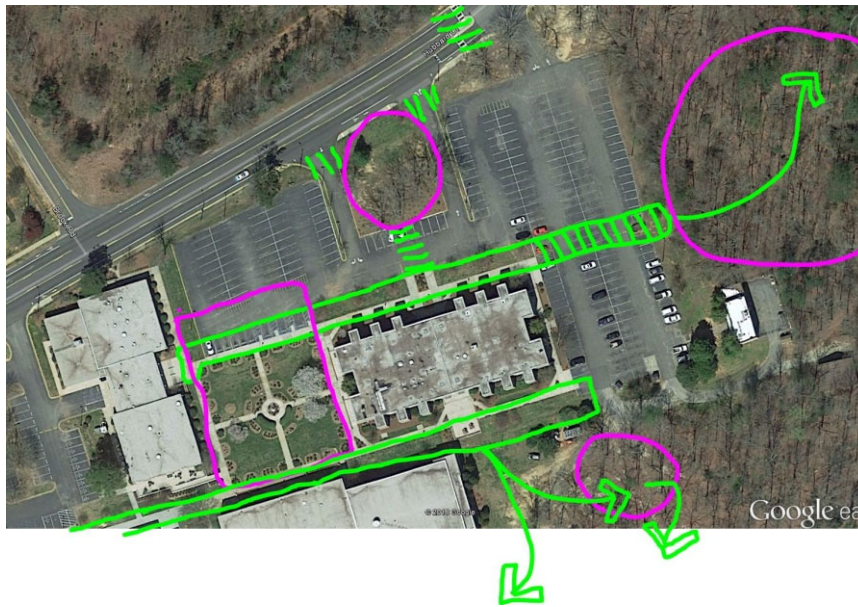


Current Map

Existing Conditions

By studying the campus through the lens of improving the landscape, beautification, connectivity and pedestrian safety, particularly taking a broad view of connecting to the larger Lancaster community, the master plan identified several limitations and challenges to elevating student life, enhancing the campus, and nurturing a vibrant college town environment.

The diagram below calls out initial site challenges that create a lack of cohesion in the landscape.



■ Lack of defined connectivity between buildings and parts of campus

■ Lack of placemaking within the landscape.

Limitations:

- Lack of private sector housing (faculty and students)
- Highway 9 crossings and character
- Lack of cafés, entertainment, college life staff
- The perception of missed opportunities for the city to engage more fully with students and faculty
- Lack of hotels or conference facilities in the city
- Campus accessibility
- Very few places for students to gather outside of class

Existing Conditions

Challenges

The goals and strategies address several challenges (noted below) as shared during meetings with students, faculty, staff and community leaders. These challenges represent strategic opportunities to build the campus community desired.

Students are crossing Highway 9 to get to Chick-Fil-A and Walmart for food and places to hang out in between classes. The majority cross midblock, not at the signaled intersections. Highway 9 not does have identified pedestrian crossings. This creates a dangerous pedestrian environment.



Existing Conditions

Challenges

One of the reasons for students crossing Highway 9 is a lack of food service and places for students to gather, hangout and study on campus. Students and faculty clearly identified campus food service as a priority, as well as more places to study and meet friends and to eat meals brought from home.

The school does provide limited food service, such as pizza or Chick-Fil-A brought in occasionally. However, students and faculty want a coffee shop and a cafe or restaurant that provides consistent meal and snack service. Providing places for students to gather and to share meals on campus will create a vibrant college atmosphere.



Existing Conditions

Challenges

The lack of food service and places to gather contributes to another challenge: a weak sense of a college campus environment. While a majority of students commute to campus, they still want the college experience with gathering places, a beautiful setting, opportunities and places for student activities and to study, places to connect and celebrate being Lancers.

Sixty years of academic impact is an amazing feat; but, some parts of the campus are showing their age. Beautification of the campus is a worthy investment in order to create places that represent the spirit of the university and provide places where people want to be. In order to continue to attract students and a top-notch faculty and staff and to promote a positive, innovative image, USCL needs to put its best face forward to the community, potential students and industry.



Existing Conditions

Challenges

The university lacks an identifiable sense of place and a significant presence within the city and throughout the county, particularly in Indian Land. In Indian Land, USCL is hidden within the Indian Land High School campus. There is little signage, or branding to signify a higher education presence. Yet, the contributions of the university are significant. Becoming a vibrant college town is a tremendous opportunity that will benefit the city and county as well as the university.



Highway 9 Signage at Walmart Entrance



Highway 521 in Indian Land



Intersection of Highway 521 & Hubbard Drive

Recommendations

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MASTER PLAN PRIORITIES

The master plan puts forth several priorities identified as projects and partnerships. While projects that improve the landscape or buildings are physical evidence of investments and progress, partnerships often provide the framework and the financial and community resources to support the projects. The following priorities establish a broad view of the journey for USCL over the next five to ten years and serve as vehicles for accomplishing the vision and the goals of the master plan.



Master Plan Priorities

PROJECTS*

1. Renovation of the Crawford Rose Garden design and construction
2. Lancer Walkway design and construction
3. Coordination of parking lot improvements (with Crawford Rose Garden and Lancer Walkway Design)
4. Programming and Design/Renovation of the USC Lancaster classrooms in Indian Land
5. Highway 9 pedestrian crossings at Crestfield, Walmart parking, Lindsay Pettus Greenway Connector
6. Design and construct The Meadow: fencing and landscaping along Highway 9, incorporating access to the pedestrian crossings and new pathways, native plants to enhance the detention pond, basic palette of significant trees and basic turf
7. Renovate Starr Hall: begin with feasibility study and programming
8. Renovate Hubbard Hall: begin with feasibility study and programming
9. Build a new accessible trail around The Woodlands, connecting the main campus with the Gregory Family YMCA.

**To be reviewed and guided by UofSC Facilities relative to scheduling, funding, and possible landscape design services.*

PARTNERSHIPS

As categorized in Framework Priorities

1. Host a meeting with the City of Lancaster to share master plans and determine ways to support and leverage both plans
2. Task the Town-Gown Group with developing a plan in partnership with the City and the Chamber Leadership Group to attract more students and faculty downtown and to address housing needs and opportunities for faculty and students as well as cultural and social opportunities
3. Work with the City of Lancaster, Lancaster County and SCDOT to plan and begin implementation of traffic calming projects on Hubbard Drive: columns, speed tables, removing/enforcing no thru truck traffic, 3-way stop at Hubbard and Hardin Streets, lower and enforce the speed limit to 20 mph within campus boundaries
4. Co-host with the City, the County, See Lancaster SC, and local businesses a USC Lancaster celebration in downtown
5. Convene an athletics and recreation advisory group to study and develop a plan for expanding campus sports and recreation
6. Invite the Indian Land industry leaders (those who participated in focus groups) to tour campus and meet with targeted faculty; agenda: internships, partnerships, new academic programs, and mentorships
7. Create the Indian Land Partnership with Indian Land industries and leaders
8. Begin Indian Land Internship Program
9. Create and implement at least two annual USC Lancaster events in Indian Land

FRAMEWORK PRIORITIES

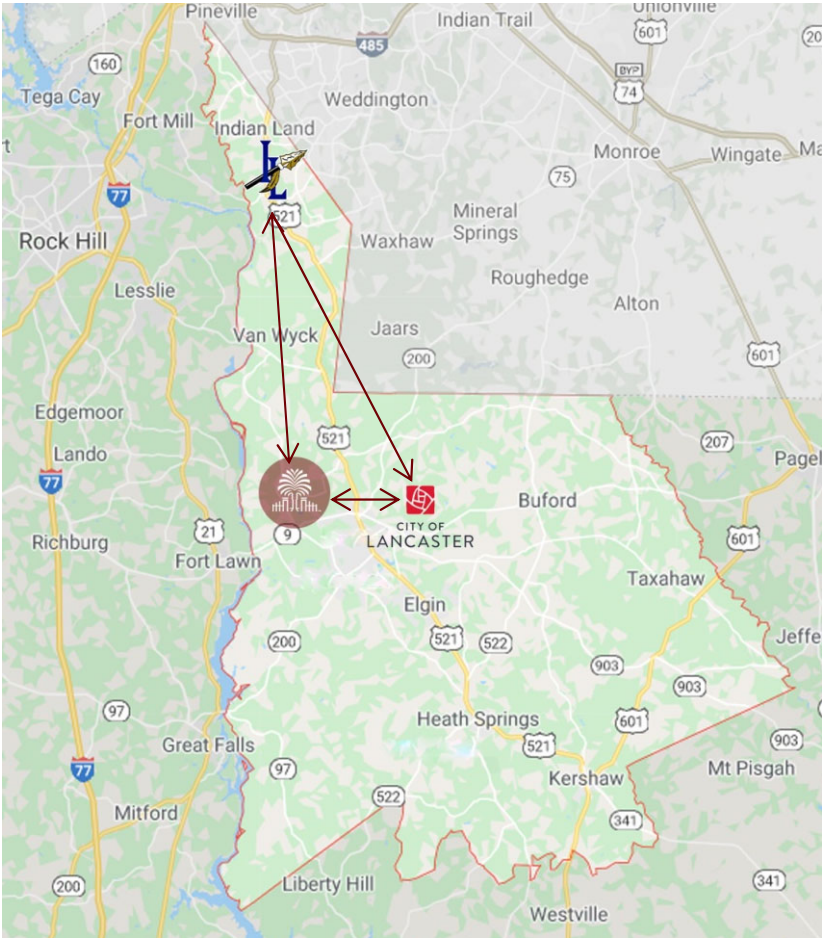
While many of the master plan recommendations address the built environment of the campus, the social, academic and cultural aspects of campus life are equally important to creating a vibrant college environment. The Framework Priorities define actions and partnerships the university should take and build in concert with capital projects.

The Framework Priorities will inform expanded student activities and services, Town-Gown programs, and partnerships with Indian Land leaders. These actions, programs and partnerships will ensure the successful implementation of the master plan recommendations.

Student Life and Services

Town-Gown | College Town

Indian Land



Student Life and Services

1. Convene an athletics and recreation advisory group to study and develop a plan for expanding campus sports and recreation
2. Work with the USC Office of Communications and Public Affairs and Palmetto College leadership to develop a cohesive USCL brand for all campuses (main, downtown, Indian Land) as well as a graphic for the USCL Lancers that can be integrated with the USCL academic brand
3. Unveil the new USCL and Lancers brand

Town-Gown | College Town

1. Host a meeting with the City of Lancaster to share master plans and determine ways to support and leverage both plans
2. Task the Town-Gown Group with developing a plan in partnership with the City and the Chamber Leadership Group to attract more students and faculty downtown and to address housing needs and opportunities for faculty and students
3. Work with the City of Lancaster, Lancaster County and SCDOT to plan and begin implementation of traffic calming projects on Hubbard Drive: columns, speed tables, removing/enforcing no thru truck traffic, 3-way stop at Hubbard and Hardin Streets, lower the speed limit to 20 mph
4. Co-host USC Lancaster celebration in downtown and Indian Land
5. Explore with the city expansion locations for the BSN Program

Indian Land

1. Invite the Indian Land industry leaders (those who participated in focus groups) to tour campus and meet with targeted faculty
2. Create the Indian Land Partnership with Indian Land industries and community leaders
3. Begin Indian Land Internship Program
4. Create and implement at least two annual USC Lancaster events in Indian Land
5. Based on the work of the Indian Land Partnership, implement new degree programs
6. In support of new degree programs on the Indian Land campus, update the facilities space programming

MASTER PLAN ILLUSTRATION

The master plan illustrates a vision of what can be based on the vision, goals and priorities. This illustration is a concept that presents the possibilities implemented over the next five to ten years.

The master plan identifies five areas of campus as unique, named places: districts. These districts can become part of the USC Lancaster campus brand – memorable, representative and much-needed third places where the campus community can gather. These areas, while part of the campus now, have the potential to become special places on campus and can enhance the beauty of the campus, instill a deeper sense of pride among students, create a stronger university campus environment, and present a more positive face to the public. The Crawford Rose Garden is the only current branded outdoor space. Identifying and branding other outdoor spaces will guide future campus improvements and create a more cohesive campus.

The recommended districts include the following and are described on the following pages. The recommendations for the districts are about taking what exists, improving them and giving them purpose. In addition, the districts provide a strategic framework for the university to continue to incorporate public art throughout the campus.

- **Crawford Rose Garden:** This rose garden is synonymous with USCL. Improvements to the garden will establish it as the central, iconic gathering place on campus.
- **Lancer Walkway:** Reimagine this sidewalk connecting Starr Hall to the entrance of the woods and walkway to the Gregory Family YMCA as the grand avenue of the campus. The walkway will be lined with banners and shade trees and connect to a welcoming trailhead into The Woodlands.
- **The Woodlands:** The wooded area between campus and the Gregory Family YMCA is a beautiful certified wildlife area and should be reimagined as an asset for the campus and the community. Improving the walking paths will make this a special place, not just a pass-through.
- **The Meadow:** This grassy area that borders Highway 9 should become the front lawn to the university, rather than the backside of buildings. Improving the landscape, incorporating fencing with new crosswalks and providing shaded seating areas will make this a beautiful public face of the campus.
- **The Lawn:** Already a nice greenspace, this area is the front door to the campus. With minimal improvements, such as a welcome sign and seating areas, this area can become a nice place for eating lunch, studying or even an outdoor classroom.



STRATEGIES & PROJECTS

The following pages provide specific strategies and projects for accomplishing each of the five goals. These strategies and projects offer a comprehensive checklist to guide capital projects, resources and investment planning over the next five to ten years.

GOALS

Enhance the Campus Community

Improve Safety & Accessibility

Become a Thriving University in a
Vibrant College Town

Build the Indian Land Presence

Expand BSN Program & Facilities

Enhance the Campus Community

College campuses are typically known for a few iconic places that are not only beautiful, but define the college's brand and identity. For instance, UofSC is known for the Horseshoe; Clemson is known for Bowman Field; Ole Miss is known for the Grove; UVA is known for The Lawn. These places represent the spirit and the history of the universities and serve as the most popular gathering places on these campuses.

STRATEGIES

- Create a more vibrant collegiate experience on campus for students
 - Provide food service on campus
 - Provide more student life activities such as athletics, gaming, music and space for student organizations
 - Conduct space utilization study to determine space deficit for faculty offices, student support services and academic support
 - Provide more places for gathering, sitting, hanging out
 - Create a task force to explore enhancing academic and student support services
- Beautification and Placemaking (needed for improved recruitment of faculty, students, and investors)
- Create a cohesive campus brand and image: campus, downtown, Indian Land
- Enhance the Highway 521 Presence
- Conduct Starr Hall and Hubbard Hall feasibility studies to determine expanded uses, strategic certification for innovative academic programs, and student and staff support.

Enhance Campus Community

Students, faculty and other stakeholders were asked to put their fingers on the one place that represents USC Lancaster. Students could not put their finger on one place that said, “This is USCL.” Rather, they pointed to more intangibles such as the family atmosphere, affordability, and small classes, all of which are wonderful assets of the school. Faculty and staff hold the Crawford Rose Garden and the natural, wooded areas as special places; yet, people do not typically gather in these places. Rarely would one say, “Let’s meet in the rose garden for lunch,” or sit on the boardwalk for a moment of quiet.

Where can USC Lancaster students sit on the grass in shade to study or visit? Where can students toss frisbees or take instagram selfies to post of their day on campus? John Norquist, former mayor of Milwaukee, had one question he would ask of his staff and potential developers as projects were proposed for the city, “Would you put it on a postcard?” This question, which today may be “Would you post it to USCL’s social media?”, is important for it encourages one to think of the lasting physical impact of buildings and landscapes.



Enhance Campus Community

If one googles hashtags for the Horseshoe, The Lawn, Bowman Field or the Grove, millions of photos will pop up on Serene. Is there a hashtag-worthy place at USC Lancaster?

Pride in one's campus is important. The quality of the education is the core of any university; but, the beautiful places on campus make us fall in love with the place and instill a lasting sense of pride in the school. In addition, when recruiting potential industry and businesses to Lancaster County or new employees and residents, USC Lancaster should be top of the list of places to not only drive past, but to get out, walk through and experience... maybe take a selfie or photos.

Enhancing the Campus Community is more than beautification. Enhancing the Campus Community is creating beautiful, cherished places (placemaking), creating a cohesive campus brand and image, and becoming a thriving university in a vibrant college town. USC Lancaster needs to focus on the internal (campus) and the external (the broader Lancaster County community). The recommended strategies are a collaborative approach to enhancing the beauty, image, use of and pride of the campus.



Enhance Campus Community

CRAWFORD ROSE GARDEN

The Crawford Rose Garden has been the iconic place in the center of campus for years. In celebration of the university's 60th anniversary, the administration and university leaders want to renovate and update the rose garden so that it can continue to be a place of beauty in the center of campus. The proposed design concept creates a central green area surrounded by outdoor rooms defined by shade trees, raised planters and brick seating and paved with commemorative bricks.

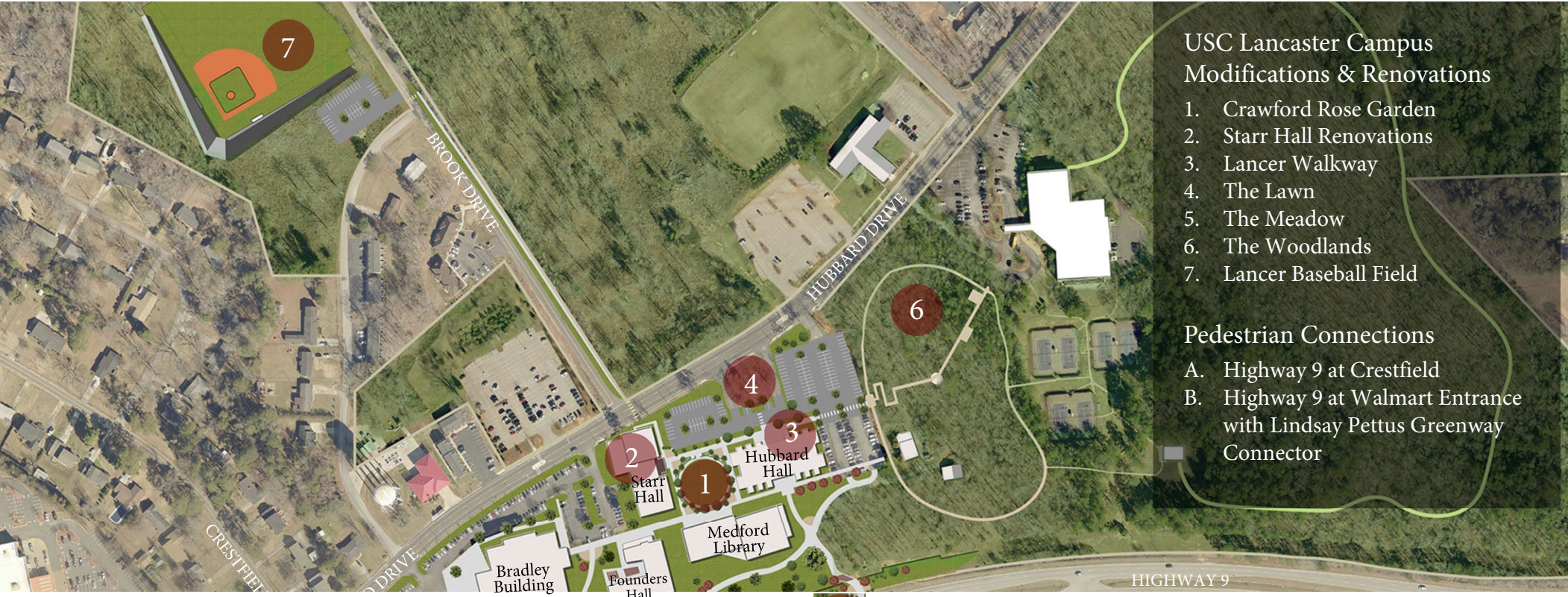
The central green space will provide a much-needed event space as well as space for students and faculty to enjoy the sun, toss Frisbees or visit with friends. The surrounding spaces are shaded nooks and seating areas where people can relax, study, enjoy lunch or the beautiful rose bushes and other plantings. The renovated Crawford Rose Garden will become a beautiful and welcoming front porch for visitors to campus and a beloved, iconic place for the Lancer community.

A list of recommended plants is provided at the end of the report.



Rose Garden Proposed Design Elements

- New rose bushes as the focal points in the raised planters
- Crawford Family dedication plaque
- Commemorative brick pavers
- Brick seating and planters
- Shade trees
- Accent trees
- Various shrubbery and plants that will complement the roses and provide four seasons of blooms, leaves and fragrances
- Signage to identify trees and plants
- Pedestrian lighting with banners (changeable)
- Clock tower visible in four directions
- Relocation of the sundial
- Electrical outlets throughout



**USC Lancaster Campus
Modifications & Renovations**

1. Crawford Rose Garden
2. Starr Hall Renovations
3. Lancer Walkway
4. The Lawn
5. The Meadow
6. The Woodlands
7. Lancer Baseball Field

Pedestrian Connections

- A. Highway 9 at Crestfield
- B. Highway 9 at Walmart Entrance with Lindsay Pettus Greenway Connector



Enhance Campus Community

STARR HALL RENOVATIONS

Starr Hall is the first place of contact for prospective students and visitors and is home to many student services such as admissions and records, the student center, and the bookstore. Starr Hall can be renovated to reflect a more welcoming entry and progressive presence on campus, particularly in concert with the renovated Rose Garden. Renovations may include upgrades to interior finishes and furniture, upgrades to mechanical systems and lighting, and adding on to the building in order to provide spaces such as a café, coffee shop or Provisions on Demand (POD), collaborative study areas, a welcoming lobby and gathering areas.

The images on the next page illustrate a design concept possibility for adding on to Starr Hall, creating a fresh and welcoming building. This renovation could provide space for the services and activities that students want to see on campus and will encourage students to spend more time on campus. The first step in a renovation is to conduct a feasibility study of Starr Hall in order to evaluate existing conditions and needs, program future use and spaces, produce a conceptual design and produce a construction cost estimate. Renovating Starr Hall can transform the campus experience and contribute to the beautification of the campus.



Enhance Campus Community

STARR HALL CONCEPT

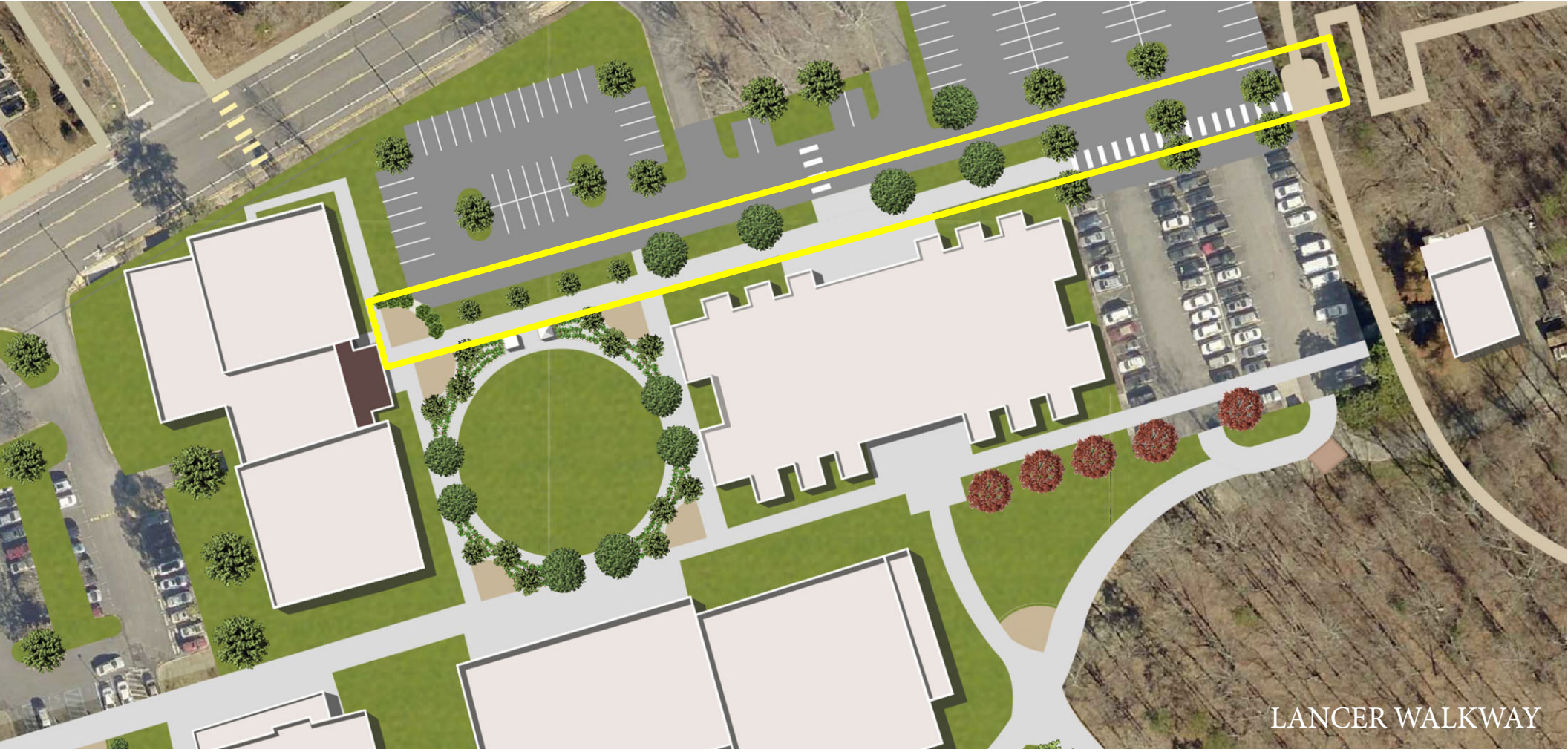


Enhance Campus Community

LANCER WALKWAY

The walkway from Starr Hall to the trailhead to the Gregory Family YMCA is the main thoroughfare that welcomes people to campus. This walkway can be improved to celebrate the Lancer spirit, creating a beautiful axis (walkway) between Starr Hall and the YMCA with additional trees, lighting and banners. The Lancer Walkway can improve pedestrian safety by extending crosswalks and landscaping through the parking lot to the trailhead. In addition, the trailhead should be open and welcoming, rather than blocked by shrubbery.





LANCER WALKWAY

Enhance Campus Community

THE LAWN

The center green space serves as the front door to the campus. As recommended in the 2008 master plan, this is good location for a university welcome sign. The sign should reflect a similar character of the Highway 9 gateway signage on a smaller scale to address pedestrians and slower traffic. Minimal landscaping improvements can be made in order to create a green space that welcomes people to use. These improvements could include additional shade and understory trees, benches, tables and chairs. The Lawn can become a nice place to study, enjoy lunch, meet with friends and an outdoor classroom. Additional improvements could include creating a prominent pedestrian crosswalk from the The Lawn to Hubbard Hall.



Enhance Campus Community

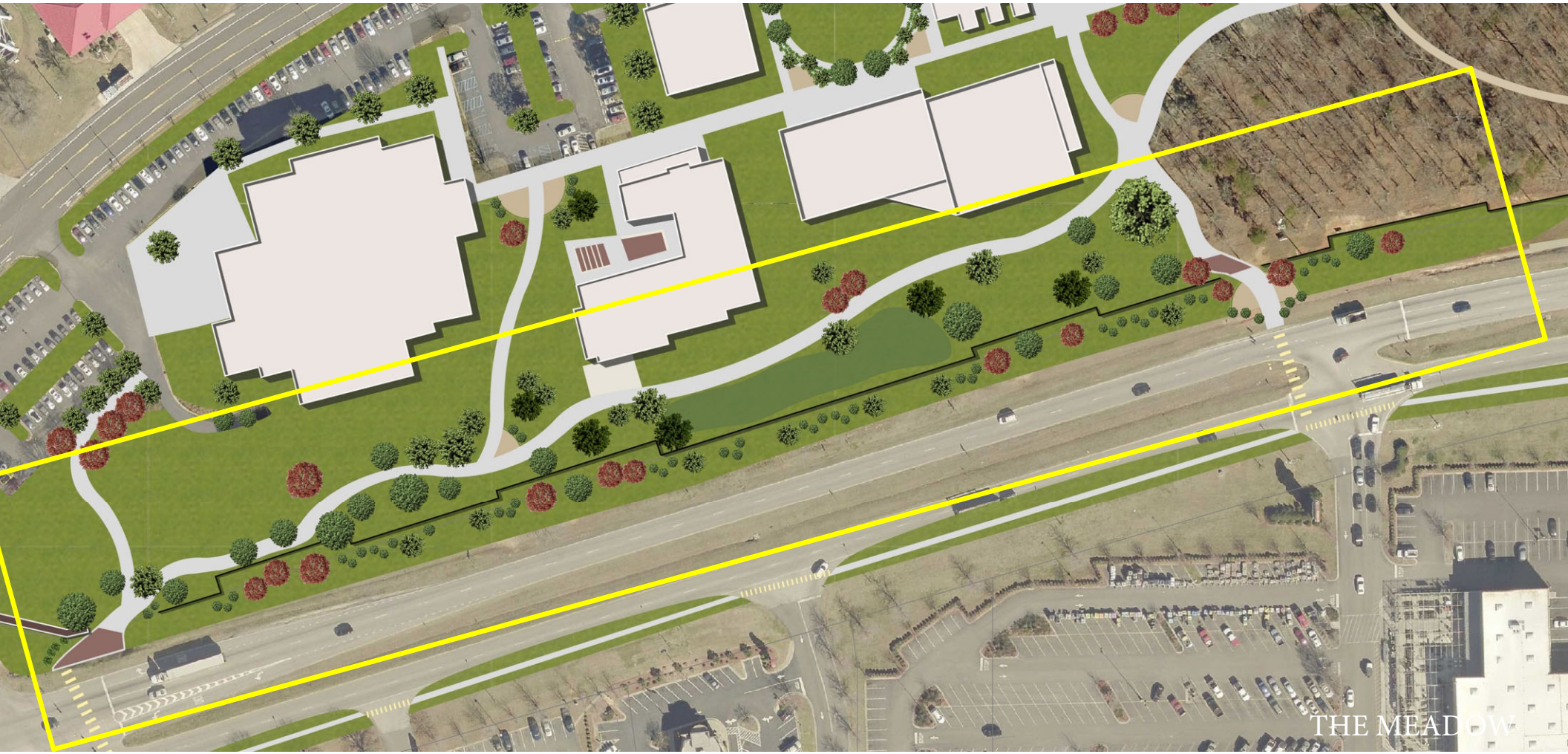
THE MEADOW

Hubbard Drive is the front door to campus, but Highway 9 is the public face of the campus. The area between Highway 9 and the campus buildings is a mixture of utility rights-of-way, a detention pond, service/fire access, a few trees and balding grass areas. Many voiced concerns that this area does not present the best face of a university. While the area serves many necessary functions, the land can become usable campus space if identified and designed as such: The Meadow.

The Meadow can become a passive green space with pathways that lead people to the two new pedestrian crossings. The first step is to secure the area with fencing and landscaping to guide students to the designated crosswalks. The fencing and landscaping (trees, shrubbery and flowering plants) should be designed to reflect a more organic, natural line along Highway 9, rather than a regimented straight fence line. This will soften the appearance and present a more dignified campus face to the public. The fence serves a necessary dual purpose of beautification (tree line and identity) and pedestrian safety (directing people to the signaled crosswalks).

As illustrated, provide connections to The Meadows pathway between Bradley Hall and Founders Hall and on the east side of Medford Library. Additional seating areas can be included outside of the art department studios and other places along the pathway, preferably under shade trees. An electronic campus sign can be incorporated into the fence and tree lines across from the Walmart entrance, at the signaled intersection.





THE MEADOW

Enhance Campus Community

THE WOODLANDS

The wooded area between Hubbard Hall the Gregory Family YMCA is a beautiful certified wildlife habitat, a wonderful and unique asset for a college campus. The existing boardwalk is not ADA accessible or very welcoming due to lack of signage and lighting. USCL has opened the trails of the campus to the Lancaster community, which contributes to community support for the university as well as to community health. This area should be recognized and promoted throughout campus and the community as The Woodlands (with the possibility of a donor name).

The priority recommendation for The Woodlands is to replace the existing boardwalk in order to make the pathway accessible and safe. Lighting, signage and various seating areas can be incorporated into the new boardwalk. Creating a lighted pathway around the area, as illustrated, would extend the campus's trail system, such as the Bundy Trail and its certified South Carolina Wildlife Habitat area, and provide many opportunities for identification and education of flora and fauna species in the habitat. In the future, this boardwalk can connect to the Lindsay Pettus Greenway. In addition, the trailhead should be open and welcoming, rather than blocked by shrubbery.

(Note: USCL removed the shrubbery in July – the first step toward master plan implementation!)





THE WOODLANDS

Enhance Campus Community

HIGHWAY 521 PRESENCE

The university has two opportunities to promote the campus on Highway 521: at the intersection of 521/Hubbard Drive and at the newly acquired property that now extends the campus to touch 521. The university hopes to create a new entrance to the campus on this new property. Until the need for a new entrance is justified, the university can install a monumental, digital sign to promote the university, events and programs. An electronic sign with landscaping could grab the attention of drivers and make a positive contribution to the 521 landscape. The recommendations address a possible new entrance as a long-term project (3+ years).



LANCER BASEBALL FIELD

Many expressed a desire for a new baseball stadium on campus as this would bring the games and the community to campus and help create more of a college atmosphere. Students and faculty stated that increasing varsity sports will enhance the college experience. The master plan illustrates a possible location for a new stadium and recommends a feasibility study as a long-term strategy (3+ years). Improvements to Brook Drive will be made in concert with construction of the new field.



Enhance Campus Community

CREATING A COHESIVE CAMPUS BRAND

Regardless of where you are – main campus, the Native American Studies Center in downtown or Indian Land – the USC Lancaster name and brand should be the same. Creating separate names for each location could diminish the identity of the collective university. The locations should be identified as part of the university, such as USC Lancaster Indian Land.

In addition to multiple classroom locations, USC Lancaster is a Palmetto College and is home to the USC Lancers athletics. Palmetto College employs the UofSC brand, while the Lancers are uniquely branded with blue and gold and the Lancer mascot. These add to the multi-faceted nature of the USC Lancaster brand and identity and, quite often, confusion.

USC Lancaster should work with the UofSC Office of Communications and Public Affairs and Palmetto College leadership to develop a cohesive USCL brand for all locations (Main Campus, Downtown, Indian Land) as well as a graphic for the USCL Lancers that can be integrated with the USCL academic brand. Multiple campus identities need to be coordinated in order to send a consistent USCL message throughout all locations, virtual and physical, particularly in order to be integrated into the beautification and placemaking recommendations.

The brand should be incorporated into all master plan recommendations as they are implemented such as banners along Lancer Walkway, Hubbard Drive, The Meadow, Indian Land and downtown. In addition, as the Rose Garden and The Lawn are renovated, wayfinding signage should be updated to reflect the brand.

As the Highway 9 pedestrian crossings and fencing and landscaping are constructed, the brand should figure prominently with banners and the electronic sign at the Walmart intersection: Home of USC Lancaster, the USC Lancaster Lancers and Palmetto College!



A Regional Palmetto College



Improve Safety & Accessibility

USC Lancaster is a jewel of a campus, yet an island surrounded by high-volume highways and roads: Highway 9, Highway 521 and Hubbard Drive. Improving pedestrian safety and accessibility on Highway 9 and Hubbard Drive can transform the college campus environment as well as impact campus beautification. Providing safe Highway 9 pedestrian crossings will improve and provide a much-desired connection to the Lindsay Pettus Greenway and to downtown Lancaster.

The recommended strategies have been discussed conceptually with and received initial support from the SC Department of Transportation (SCDOT). Implementation of these strategies will require planning, design and engineering in coordination with SCDOT as well as city and county.

STRATEGIES

- Highway 9 Pedestrian Crossings at the two signaled intersections: Crestwood and Walmart shopping center access with a future Lindsay Pettus Greenway Connector
- Connecting the Campus to downtown Lancaster
- Safe connections equals better connections to downtown retail and restaurants, the Native American Studies Center, and future campus facilities downtown
- Establish Hubbard Drive as a Campus street with pedestrian focus
 - Install signage (such as brick column) at campus boundary to signify entering college campus
 - Lower speed limit within campus boundaries – make posted speed a memorable number
 - Prohibit through truck traffic (signage and enforcement)
 - 3-way stop at Hubbard and Hardin Streets
- Upgrade all sidewalks, pathways, parking areas, access/egress points to be ADA compliant

Improve Safety & Accessibility

HIGHWAY 9 PEDESTRIAN CROSSINGS

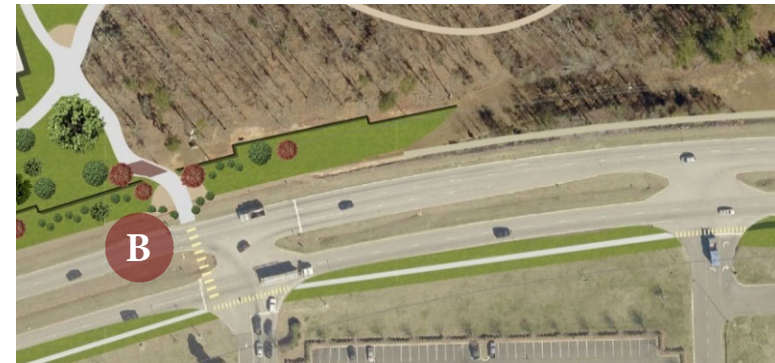
Construct pedestrian crossings at the following signaled intersections:

- A. Crestfield Drive
- B. Walmart entrance

These crossings should be done in concert with the expanded fencing and landscaping along Highway 9 that will serve the dual purposes beautification and directing pedestrians to the crossings. The Walmart crossing should serve as the at-grade crossing that connects campus to the Lindsay Pettus Greenway (LPG) and promoted as such. Sidewalks along the Walmart side of Highway 9 need to be included as part of the pedestrian crosswalks project. These sidewalks should extend to the LPG.

The community and campus would like a separated and direct connection from the LPG to the campus. Although the LPG does not extend yet to Highway 9, this section is being designed. Separating the LPG from the Highway 9 traffic will create an uninterrupted trail that is safe and accessible. A separated trail, whether a Highway 9 overpass or underpass, is a long-term project due to the design and coordination with SCDOT as well as the cost. In the meantime, an at-grade crossing will impact positively the use of the LPG, community health and wellness and Town-Gown opportunities. This crossing will expand the LPG to include the Bundy Trail and the recommended new trail through The Woodlands.

The master plan recommends a feasibility study in order to determine the design, location and cost of the structured connector (overpass or underpass) as a long-range strategy (3+ years). This can be an opportunity to build community support for the connector and to make the case for public funding. Until the study is complete, and potential projects constructed, the LPG can direct users to the signaled crosswalks to access campus.



Improve Safety & Accessibility

HUBBARD DRIVE: THE UNIVERSITY'S GATEWAY & ENTRANCE

Commercial traffic on Hubbard Drive creates an unsafe pedestrian environment for people crossing from campus and the Gregory Family YMCA to the parking lots, the soccer field, Carole Ray Dowling and the student apartments. To improve pedestrian safety as well as the university brand and image, the master plan recommends the following, all of which will require planning and coordination with the SCDOT, City, County and residential communities on Hubbard Drive. These measures will benefit campus and nearby residents.

NO THRU TRUCK TRAFFIC

Install no thru truck signs at the Highway 521, Crestfield Drive and University Drive intersections as well as along Hubbard Drive near the campus boundaries. This new traffic law will have to be enforced with local law enforcement in order to be effective.

SIGNAGE

Erect columns at the northern property line to signify crossing into a college campus. The design of the columns should reflect the design standards of the gateway sign on Highway 9 and can be lighted for nighttime prominence. In addition, the street can be striped with paint or inlaid bricks between the columns in order to create a threshold. The university may need to work with the residential neighborhood on the northwest side of Hubbard Drive, bounded by Hardin Drive, for an easement to erect the column at the neighborhood's property line.

Banners along Hubbard Drive: Take advantage of the light poles on the campus side of Hubbard Drive to display banners from the columns all the way to Crestfield Drive. The banners should be changed regularly to reflect campus activities and to welcome back students. The existing banners are too small to be effective in communicating to vehicular traffic. The new banners should promote both the USC brand as well as the USCL Lancers brand: academics and athletics.

As the planned off campus roundabout is designed and constructed at the intersection of Hubbard Drive and University Drive, consider incorporating USC Lancaster signage, especially wayfinding. Depending on the roundabout design, more monumental university signage could be incorporated into the center of the roundabout.



Improve Safety & Accessibility

HUBBARD DRIVE: THE UNIVERSITY'S GATEWAY & ENTRANCE

(continued)

TRAFFIC CALMING

To create a safe, pedestrian-focused environment, traffic needs to be encouraged to slow down and to be mindful of pedestrians (and cyclists). Traffic calming measures for Hubbard Drive include:

- install a 3-way stop at Hubbard Drive and Hardin Street,
- lower the speed limit to 20 mph in campus boundaries and enforce, and
- install speed tables between the new columns and Crestfield Drive.

These measures will decrease speed and deter drivers from using Hubbard Drive as a cut-through; therefore, Hubbard Drive will become a safe, accessible, pedestrian drive for the university.



Become a Thriving University in a Vibrant College Town

Students are passionate about USC Lancaster, and they are passionate about wanting more of a college atmosphere on campus and in town. Students want many things, but their ideas can be generalized into a few categories:

- Food Service
- Sports (varsity and intramural)
- Student Activities
- Places to gather on campus
- Student Services
- Housing

Likewise, faculty and staff would like more designated faculty/staff space with more amenities, food service and more support for classes (live and online).

Many of these ideas are Third Places. Ray Oldenburg, in his book *The Great Good Place* (1991), stated that our First Place is home. Second Place is where we work. Third Places are where we gather to be with people.

STRATEGIES

- Connecting the Campus to downtown Lancaster
- Promote affordable housing for faculty and students
- Continue the work of the Town-Gown Group
- Establish a “Welcome Back” event in downtown Lancaster
- Establish a Lancers Loyalty program (discounts, specials) for students and faculty with City businesses, particularly downtown
- Establish Events in Indian Land

Become a Thriving University in a Vibrant College Town

According to Oldenburg, Third Places:

- are public places on neutral ground where people can gather and interact... allow people to put aside their concerns and simply enjoy the company and conversation around them
- host the regular, voluntary, informal, and happily anticipated gatherings of individuals beyond the realms of home and work
- are central to local, functioning democracy, social equity and community vitality
- are essential to community and public life

As we become more reliant on our personal devices, Third Places are becoming more and more important to society as the places where we connect with people face to face. Thriving college campuses are filled with these places, whether library study areas, coffee shops, dining areas, picnic tables, courtyards with seating or welcoming lobbies, campuses need places that welcome and encourage students and faculty to connect.

USC Lancaster needs more Third Places. Students want to spend more time on campus, but have to leave for lunch or a cup of coffee. There are few shaded places to sit outside. Indoor space where students can gather and talk or study together is limited. Lack of food service or coffee leads many to cross Highway 9, which is dangerous.



Become a Thriving University in a Vibrant College Town

Students want more to do on campus after class and even in between class. Ideas they provided include:

- More co-ed sports (traditional and non-traditional): tennis (please repair the courts), archery, equestrian, bowling, softball, swimming
- marching band, jazz band and color guard
- E-Sports – This is viewed as a big growth opportunity for academics as well.
- More ping pong tables and movie nights
- More dedicated space for student organizations
- ENO hammock forest

They want to be valued as college students, as students on other campuses are, such as receiving free t-shirts at the beginning of school, downtown affinity shopping programs, school spirit events, access to Gamecock athletics, and more promotion and support for Lancer varsity teams.

They want and need more student services such as dining, a health center (great opportunity to leverage the nursing school), access to childcare, internship programs, and transit services.

They want more four-year degree programs on campus.



Become a Thriving University in a Vibrant College Town

Equal to creating a thriving university is making Lancaster a vibrant college town. Students and faculty as well as local business leaders want to be a college town. A vibrant college town provides third places, welcomes and celebrates the university community and builds bridges for mutual benefit and prosperity. Creating a Highway 9 crossing to the Lindsay Pettus Greenway and, therefore, downtown is a good start.

Students and faculty want more housing options. A vibrant college town has diverse housing options that keep students, faculty and staff in the community. While the university is not in the housing business, creating partnership and opportunities off-campus for accessible and affordable housing will help students feel they are going to college. This also will attract and retain faculty and staff – living in the community and contributing to the community.

A vibrant college town has strong Town-Gown relationships.



Become a Thriving University in a Vibrant College Town

USC Lancaster and the greater Lancaster community are committed to building strong Town-Gown relationships in order to enhance the university and to drive economic activity throughout Lancaster County. The Town-Gown Group (administered through campus) and the Chamber Leadership Group are committed to building strong and impactful alliances that are mutually and comprehensively beneficial.

A big part of becoming a more thriving university is based on the vibrancy of the city the university calls home. Students and faculty want more to do in downtown, and the Town-Gown Group wants Lancaster to become more of a college town. The intellectual community of a college town drives participatory dialogue, influences social and cultural centers, and create fun.

Downtown Lancaster has numerous opportunities to support and leverage college students, who want more things to do in downtown. Downtown, as well as Indian Land and other parts of the county, can do more to celebrate and promote USCL, particularly at the beginning of school, during athletic events and cultural programming. Downtown groups, businesses and organizations should engage more directly with the university through efforts such as merchant affinity programs, tapping into faculty for boards and committees, creating internship opportunities. Each August, host a big downtown celebration welcoming students and faculty to campus and to downtown. Work with local realtors to market quality affordable housing to students and faculty.

Leverage assets such as the Cultural Arts District, the BSN Program, MUSC, the Arras Foundation, See Lancaster SC, and the Lindsay Pettus Greenway with the university to nurture the possibilities of being a vibrant college town. Continuing to work together to become a vibrant college town can support the case for a much-needed hotel and conference center.

The university and the city and county are in this together.

This partnership created USC Lancaster.

This partnership will propel the university and its students toward its vision.

Build the Indian Land Presence

Enhancing the USCL presence in Indian Land requires more than a classroom building and signage. Perhaps the most important first step is to formalize partnerships in order to create a collective vision for the campus, building on productive conversations with key industry leaders during the master planning process. The following strategies address the inter-connected approach needed in order to build a sustained and impactful presence in Indian Land.

STRATEGIES

- Create an Indian Land Advisory Group
- Establish a Vision for Indian Land
- Build the Physical Presence
- Develop a Strategic Academic Presence
- Promote Indian Land Programs

Build Indian Land Presence

CREATE AN INDIAN LAND ADVISORY GROUP

Since the door has been opened by engaging industry leaders during the master plan process, create an Indian Land Advisory Group immediately to establish partnerships in order to confirm the vision and to establish efforts and programs to support the vision such as new degree offerings, building the internship program, developing continuing development programs and establishing mentorship programs. The leaders who participated in the focus groups are ready to build these relationships with USCL.



Build Indian Land Presence

ESTABLISH THE VISION FOR INDIAN LAND AND DEVELOP AN ACADEMIC & FACILITIES PLAN TO SUPPORT THIS VISION

With the Indian Land population growth, reflected in the construction of new, large K-12 schools, USCL is primed to become a significant community resource that can elevate the community as well as the well-being of residents and prosperity of businesses. Conversations with Indian Land industry leaders revealed several exciting possibilities and a desire to build partnerships that can serve both USCL and industry. The door has been opened and USCL has been invited to formalize partnerships and to establish a collective vision for the Indian Land campus.

What is the vision for Indian Land expansion in students, curricula offerings, facilities and campus amenities? Indian Land industry leaders want a seat at the USCL table. Based on their input, a possible vision that differentiates Indian Land from the main campus is an international and technology degree focus that prepares students to work in the international companies based in Indian Land and beyond.



Build Indian Land Presence

BUILD THE PHYSICAL PRESENCE

Perception is important. In order to be considered a college and to enhance the university's presence in Indian Land, the USCL Indian Land campus should reflect the qualities of the main campus. Moving into the former auto shop building at Indian Land High School is a good set-up; however, the college campus should be distinguished from the upper middle school campus, physically and by brand.

Similar to the recommendations for the main campus, the Indian Land campus should provide places for students and faculty to gather. Technology should be comprehensively integrated. Classroom furniture and fixtures should reflect the same standard as the main campus. Portables should serve as a temporary solution to classroom and laboratory needs.

Create a dedicated USCL entrance and parking area that does not conflict with the middle school parking or traffic patterns. As classes expand to include daytime offerings as well as additional evening classes and programming, creating a prominent higher education atmosphere will build the USC Lancaster brand in this part of the county and beyond.

The campus should anticipate growth in students and faculty, particularly as partnerships are forged with Indian Land industries and population continues to expand. Now is the time to plan for this growth, which can be accelerated through partnerships and a comprehensive and coordinated marketing effort.



Improving the image of USCL at Indian Land High School and throughout Indian Land is an impactful way to promote USCL to the future students as a pathway to *impact the world from home*.

Build Indian Land Presence

DEVELOP A STRATEGIC ACADEMIC AND CONTINUING EDUCATION PRESENCE

Conversations with a few industry leaders in Indian Land revealed a wealth of opportunities for USC Lancaster to amplify its presence and impact in Indian Land (and beyond). First, these industries are interested in participating in internship programs for USCL students. Secondly, several industries are growing and looking for new talent. Also, continuing education and lifelong learning are important for sustained workforce development. USC Lancaster has a golden opportunity to build long-term partnerships with these industries that will be mutually beneficial while providing unique curricula to support these industries and to prepare graduates to enter the workforce with future-focused jobs.

USC Lancaster was created to provide higher education and intellectual leadership to its service area. USCL has been valued as a partner and leader in providing an educated workforce for local industries. As the local economy has shifted from textiles and manufacturing toward community health and technology, USCL has relied on its institutionally incorporated flexibility to respond to workforce and community needs. Indian Land, with its influx of new industries with tremendous growth opportunities, provides fertile ground for targeting and expanding the higher education offerings of USCL.



Build Indian Land Presence

DEVELOP A STRATEGIC ACADEMIC AND CONTINUING EDUCATION PRESENCE

These unique opportunities for higher education and workforce development may include programs such as:

- International Leadership and Protocol
- Television, Movie and Media Production
- Sales, Operations and Customer Service
- Computer Programming and Coding
- Visual Arts, Digital Design and Graphics, Digital Marketing

Indian Land is home to several international corporations, all of which can benefit from a workforce trained in international leadership and protocols as well as foreign languages. No other university in the area provides this type of education. Customer service jobs are expanding. Training students to be expert customer service representatives can provide entry level jobs for those graduating with two-year degrees. Coding and computer programming jobs are in demand, and some companies are committed to expanding opportunities for women in these well-paying, growth positions. Indian Land is home to one of the most popular television networks and is ripe to tap into the media, graphics and Learn TV programs offered by USCL.

These are prime opportunities for partnerships. USCL is in a strategic and enviable position to take advantage of these by moving forward with formal partnerships for academic/degree programs, internship programs, and continuing education programming. Charting a path for degree programs that respond to the needs of local industries is essential to building the USCL presence in Indian Land.



Build Indian Land Presence

PROMOTE INDIAN LAND PROGRAMS THAT ENGAGE THE COMMUNITY

Indian Land industry leaders agreed that the best way to promote USCL in Indian Land is to be present. They offered several ideas such as:

- Take advantage of classroom space at INSP and RedVentures to teach classes and offer community programs
- Participate in the Indian Land Fall Festival and Christmas Parade: The baseball team, Lancer mascot, theater students and faculty could be there and interact with people. The art department could showcase artwork and media. The top nursing program in the state could promote community health and the profession.
- Engage USCL faculty and staff who live in Indian Land to become ambassadors for the university, particularly in local high schools and businesses.
- With the large home school community, could USCL become a resource for families?
- Promote USC Palmetto College (four-year online degree program + administrative structure) as the USCL brand, relying less on “Lancaster.”
- Change the perception of “Lancaster” (county, not just the city): We are Lancaster. We are one.
- Let the Lancer ride into Indian Land with a big announcement: USCL in Indian Land, new programs (for example, coding and international leadership and protocols).
- Install a USCL sign on Highway 521, distinguished from the Indian Land Middle School sign that promotes the Indian Land campus and programming, events and news of the entire university as well as the City of Lancaster. Be the constant and consistent community bridge in the county.
- Start a Women in Technology group at USCL to build relationships with CompuCom, RedVentures and other Indian Land industries. Invite women tech leaders at these companies to speak on campus (main and Indian Land) and to mentor.



Expand BSN Facilities & Programs

The Bachelor of Science in Nursing (BSN) degree program is recognized as one of the top nursing programs in the state and is expected to grow significantly over the next few years. The program, currently located in Hubbard Hall, needs additional classrooms, labs and faculty offices.

With the new partnership with MUSC, the leadership of the Arras Foundation and the City of Lancaster's recent master plan, the university as well as the Lancaster community has great hope in the expansion of the program. Community health and wellness are priorities for all partners. With a focus on connectivity (Lindsay Pettus Greenway, pedestrian and bike safety), opportunities for facilities investments and expansion on campus and in downtown, and renewed commitment to magnify economic development opportunities, the BSN program can serve as a strategic community builder and catalyst for elevating health and prosperity.

STRATEGIES

- Develop a facilities space program for an expanded Nursing Health Education facility
 - Working with university leadership and the BSN faculty and partners, create a long-term facilities space program to provide for the projected growth. This program will determine the total space and equipment needs, potential phasing, and order of magnitude construction costs.
- Explore facility expansion opportunities on campus and downtown
 - With the facilities space program in hand, explore sites for expansion as well as potential community investment partners.



MASTER PLAN IMPLEMENTATION

The master plan provides a five to ten year roadmap for bringing the vision for the campus to life, implemented through several phases. The following phases build on each other. As projects are completed, the university should revisit the master plan and update as necessary and as resources are available.



Master Plan Implementation

PHASE I

0 – 6 Months

- Adopt the master plan recommendations and rename areas of campus as recommended by the Master Plan Update
- Identify naming opportunities for master plan projects
- Develop a campus standard for site furnishings, seat walls, railings, planters and other elements to increase design cohesion on campus
- Remove shrubbery blocking the entrance to The Woodlands boardwalk and add wayfinding signage

PHASE II

6 – 18 Months

- Design and construct an electronic sign on Highway 9 at the Walmart intersection
- Design and construct welcome/directional signage at Indian Land campus on Highway 521
- Design and construct Lancer Walkway in concert with Crawford Rose Garden renovation design
- Open a POD or coffee shop in Starr Hall or Bradley Hall
- Repair the tennis courts
- Enhance the landscaping of The Lawn
- Design and construct storage shed for theater and construct dumpster screens
- Research and conduct feasibility study for campus dining
- Replace deteriorated pavement on sidewalks
- Programming and design/renovation of the USC Lancaster classrooms in Indian Land
- Redesign Crawford Rose Garden in concert with Lancer Walkway design
- Feasibility study / programming for Hubbard Hall & Starr Hall improvements

Master Plan Implementation

PHASE III

1 – 3 Years

- Renovate and construct the new Crawford Rose Garden in concert with Lancer Walkway construction
- Construct Highway 9 pedestrian crossings at Crestfield and the Walmart shopping center entrance, with a connector to the Lindsay Pettus Greenway
- Design and construct The Meadow: fencing and landscaping along Highway 9, incorporating access to the pedestrian crossings and new pathways, native plants to enhance the detention pond, basic palette of significant trees and basic turf; improve soil conditions of the retention area
- Design and construct welcome/directional signage at Highway 521 and Hubbard Drive in collaboration with the City of Lancaster and Lancaster County
- Design and construct welcome signage at the The Lawn along Hubbard Drive, centered on Hubbard Hall
- Replace the existing boardwalk with an ADA accessible boardwalk including lighting and signage (The Woodlands)
- Design and construct a lighted trail around the certified habitat area (The Woodlands)
- Renovate the picnic shelter and area adjacent to the tennis courts with ADA accessible pathways and lighting
- Update/upgrade signage and branding

PHASE IV

3+ Years

- Renovate Starr Hall: design and construction
- Renovate Hubbard Hall: design and construction
- Conduct feasibility study for the Lancer baseball stadium with focus on pedestrian & bicycle connections
- Survey the university property northwest of the Gregory Family YMCA along Hubbard Drive to Highway 521 for possible building sites (academics, athletics) and a new Highway 521 access road

RECOMMENDED PLANTINGS

The following plants should be considered as projects are designed, such as the Crawford Rose Garden and The Meadow. These plants thrive well in Lancaster County and will create a sustainable palette that will enhance the beauty of the campus.

Trees

Trident Maple	Pistache
Japanese Maple	Overcup Oak
American Hornbeam	Laurel Oak
Red Bud	Willow Oak
Fringe Tree	Shumard Oak
Japanese Cryptomeria	Live Oak
Ginkgo	Bald Cypress
Lusterleaf Holly	American Arborvitae
American Holly	Green Giant Arborvitae
Emily Bruner Holly	Allee Elm
Nellie R. Steven Holly	Chaste Tree
Natchez Crape Myrtle	Zelkova
Sioux Crape Myrtle	
Townhouse crape myrtle	
Flowering Crabapple	
Bracken's Brown Beauty' Magnolia	
Green Giant' Magnolia	
Little Gem Magnolia	
Saucer Magnolia	



Planting Recommendations

Shrubs

Glossy Abelia
 Aucuba
 Japanese Barberry
 Butterfly-bush
 Winter Gem Boxwood
 Bottlebrush
 Sasanqua Camellia
 Golden Mop Cypress
 Chindo Viburnum
 Hummingbird Summersweet
 Cleyera
 Blue Cascade Distylium
 Paperbush
 Winged Euonymus
 Golden Euonymus
 Euonymus
 Forsythia
 Dwarf Fothergilla
 Dwarf Gardenia
 Hydrangea
 Dwarf Burford Holly
 Carissa Holly
 Hoogendorn Holly
 Japanese Holly

Soft Touch Holly
 Inkberry Holly
 Stoke's Dwarf Yaupon Holly
 Dwarf Yaupon Holly
 Virginia Sweetspire
 Grey Owl Juniper
 Sunshine Ligustrum
 Loropetalum
 Star Magnolia
 Mahonia
 Wax Myrtle
 Flirt Nandina
 Harbor Belle Nandina
 Fragrant Tea Olive
 Curly Leaf Osmanthus
 Fortune's Tea Olive
 Otto Laurel
 Dwarf Encore Azalea
 Knout Out Rose
 Himalayan Sweet Box
 Vanhoutte Spirea
 Reeves Spirea
 Spirea
 Viburnum

Perennials

Goldsturm Black Eyed Susan
 Lantana
 Rosemary
 Lambs Ear
 Various Bulbs

Ground Covers

Cotoneaster
 Daylilies
 Aaron's Beard
 Blue Pacific Juniper
 Liriope
 Purple Pixie Loropetalum
 Black Mondo Grass
 Japanese Spurge
 Stonecrop
 Asiatic Jasmine
 Periwinkle

Grasses

Feather Reed Grass
 Adagio Miscanthus
 Maiden Grass
 Morning Light Fountain Grass
 Pink Muhly Grass
 White Cloud Muhly Grass
 Mondo Grass
 Dwarf Fountain Grass
 Karley Rose Fountain Grass
 Purple Fountain Grass
 Little Bluestem





USC Lancaster

Master Plan Update 2020