

- \*CS 3.11.3** The institution operates and maintains physical facilities, both on and off campus, that appropriately serve the needs of the institution's educational programs, support services, and other mission-related activities. **(Physical facilities)**

**Off-Site Review Team Comments**

The institution provided an extensive list of campus facilities in the Compliance Certification, along with a brief description of each. However, there was no way for the Off-Site Committee to get a visual perspective of those facilities. This necessitates that it be done by the On-Site Committee. There was a list of priority projects presented but there was no planning document or process referenced that was used to develop the list. There was no Facilities Master Plan or evidence that faculty and staff input have been used to establish priorities. (re: Comprehensive Standard 3.3.1). Demonstration of the use of a planning process to develop priorities is required in order to verify the facilities plan is tied to the education plan before compliance can be issued.

**University Response** (next page)

**University Response to CS 3.11.3<sup>1</sup>**

A Fall 2005 “Building Data Summary” noted that the University had total gross area square footage of 702,881; total net area square footage was 442,185 (“Building Data Summary”).<sup>2</sup> When square footage of facilities assigned to given functions is considered in Table 1, FMU substantially exceeds the average assignment for South Carolina Teaching Universities for the instructional, academic support, and student services functions. The data is taken from the South Carolina Commission on Higher Education Statistical Abstract (“Statistical Abstract”).

**Table 1. FMU Fall 2005: Assignable Area by Function Use Codes**

<b>FMU Fall 2005: Assignable Area by Function Use Codes</b>			
<b>Area Functions</b>	<b>Assignable Sq. Feet</b>	<b>% of Total</b>	<b>Average S.C. Teaching Universities</b>
Instruction	190,274	43.0%	29.2%
Research	246	0.0%	0.4%
Public Service	2,677	0.6%	1.0%
Academic Support	68,032	15.3%	8.3%
Student Services	83,633	18.9%	8.8%
Institutional Support	44,860	10.1%	5.4%
Plant Operations & Maintenance	15,617	3.5%	2.5%
Auxiliary Enterprises	35,831	8.1%	40.8%
Independent Operations	0	0.0%	2.6%
Hospitals	0	0.0%	0.0%
Unassigned	1,015	0.2%	0.5%
<b>Total Assignable Area</b>	<b>442,185</b>		

Note: In 2004, the Francis Marion Real Estate Foundation leased existing student housing facilities (Allston Housing Office Complex, Residence Halls and the Village Apartments) and land from the University. The FMU Real Estate Foundation constructed the Forest Villas Apartments. The result is that student housing facilities are not included in the S.C. Commission on Higher Education reports cited above.

In the remainder of this response a chronology of physical development at FMU will be provided in order to demonstrate that, from its inception, physical development at FMU has always been guided by a plan or purpose, be it the *Campus Development Plan* (see

<sup>1</sup> Pictures and descriptions of all buildings mentioned in this section are in CR 2.11.2 of this *Focus Report*

<sup>2</sup> <http://www.che.sc.gov/Finance/CHEMIS/Fall2005/Facilities/BldgDataSummary.pdf>  
 Accessed 18 September 2006.

TAB 1 of Response to CR 2.11.2), the *FMU Mission Statement*, growth of academic programs, or the current *FMU Strategic Plan*.

The buildings and landscapes which comprise the FMU campus are the result of a planning process begun by the State Board of Trustees, when they commissioned Gills and Wilkins, Architects and Planners, Florence, South Carolina to complete a *Campus Development Plan*<sup>3</sup> in 1970. The strong connection between the goals of the University and the development plans for the physical campus are highlighted by the fact that the major tenets of the University mission statement are included in the *Development Plan* (page 53).

In October 1999, a Future Studies Committee was created which consisted of a group from the FMU Board of Trustees. The Vice President for Student Affairs, the Associate Provost and Dean of Graduate Studies, and the Chair of the Council of Chairs and Deans attended the committee meetings. In November 1999, the President held a retreat which included vice presidents, faculty leadership, and the Chair of the Council of Chairs and Deans. The group began the development of a set of planning assumptions which would ultimately guide the formation of the *FMU Strategic Plan*. The Future Studies Committee, University administrators, and faculty leaders collaborated intensively to formulate a set of eleven planning assumptions. The minutes of these meetings are in the President’s office.

Currently, one of the eleven planning assumptions which guides the planning processes for FMU concerns the physical campus.<sup>4</sup> “Francis Marion University must commit the resources for maintenance of its physical facilities to preserve the beauty and to enhance the viability of the campus”. This assumption is directly related to the strategies associated with three University Objectives stated in the *FMU Strategic Plan* (see Table 2).

**Table 2. University Objectives which Influence Campus Development**

University Objective <sup>i</sup>	Strategy
VI. Maintain investments in information resources and educational support services	b. Continue adequate funding for and updating of the Media Center, Writing Center, and tutoring Center
VII. Increase student enrollment and retention	e. Provide a vibrant campus life through a variety of cultural and recreational events
XII. Develop the physical facilities, natural resources and infrastructure of the campus	a. Continue to plan and develop on-campus housing b. Continue to develop and enhance the campus in a manner that will increase student involvement in campus life

<sup>3</sup> *Campus Development Plan*, Tab 1 of Response to CR 2.11.2

<sup>4</sup> *Francis Marion University Strategic Plan*, Planning Assumptions for Francis Marion University. The strategic plan was adopted without dissent by the faculty and unanimously by the Board of Trustees.

University Objective <sup>i</sup>	Strategy
	c. Engage in renovation, construction and modification of campus facilities including Founders Hall and Cauthen Educational Media Center

Each spring semester, since 2003,<sup>5</sup> the Vice President for Business Affairs has come to a General Faculty meeting to discuss financial affairs and physical facilities.

The *Campus Development Plan* which was published in 1974 includes the following campus facilities which existed or were proposed to be completed by 1975: Wallace House (1924); J. Howard Stokes Administration and Classroom Building (1960); James A. Rogers Library (1971); Robert E. McNair Auditorium and Science Building (1972); Facilities Management/Campus Police Building (1972); Walter Douglas Smith University Center (1974) includes gymnasium and indoor pool. The years in the parentheses indicate the date of completion.

Another classroom building, out-of-doors physical education facilities, land development projects, a parking lot, and an expansion of the utilities plant were also proposed with projected costs totaling \$2,810,000 (*Campus Development Plan*, page 45). No specific completion dates were indicated for these areas; however the planners noted that because of “the growth of the student body and the resultant growth of the faculty. It may be necessary to revise the five-year time schedule to allow earlier construction of some buildings.” (page 56)

Founders Hall (1974) and the John K. Cauthen Educational Media Center (1977) provided needed classroom and faculty office space. These two buildings are connected by breezeways which include offices and classrooms. The media center provides comprehensive facilities for: multimedia classrooms; the production and presentation of audiovisual materials; the local government-access television channel; a collection of mass communication equipment for audio, video and still images; a planetarium; and a 201 seat auditorium equipped with state-of-the-art audio and video equipment. The auditorium and the planetarium are used by students who have classes in them and citizens who attend lectures, readings, and other programs in them. The technological units of the media center have been renovated as necessary to ensure that the services it provides are state of the art (see Objective VI, strategy b in Table 1). Founders Hall has undergone changes which have increased technology in the classrooms (see Objective VI, strategy b in Table 1) and made it a “healthier” and better-decorated building; however issues such as poor acoustics, few views of the outside, limited social areas for students and faculty necessitate a major renovation (see Objective XII, strategy c of the *FMU Strategic Plan* in Table 1). Funds to completely renovate Founders Hall have been requested from the State (Kispert).<sup>6</sup>

The Peter D. Hyman Fine Arts Center (1980) was built to provide: studios which are especially designed as workrooms for art and music students; classrooms for survey and

<sup>5</sup> Minutes, Faculty Meeting, April 22, 2003

<sup>6</sup> Kispert, John (Vice President for Business Affairs). “Faculty Presentation April 2007.” Power point. Slide 13. Also available online at: <http://images.acswebnetworks.com/2017/614/FacultyPresentationApril2007.ppt>.

advanced lecture courses in the Fine Arts; and offices for the faculty in Theater Arts, Visual Arts, and Art Education. The building was a major step in the process of developing majors in art and theater, respectively. In 1980, FMU initiated a minor in Theater and a cooperative arrangement with the University of South Carolina to award a major in Theater or Art. In 1990, FMU offered the first majors in Art or Theater.

The Fine Arts Center also houses: the Adele Kassab Recital Hall; the University Theatre; and an art gallery. The recital hall and theater are used for instructional purposes and as the base for student and professional performances which are open to the community. For most public performances, the two areas are filled to capacity. These performances are one way in which the University fulfills its goal of serving the region "in ways beyond formal education."<sup>7</sup>

The Observatory (1982) is a two-story, structure with a 12-foot rotating dome" which holds a permanently mounted 14-inch reflecting telescope, other telescopes, a small classroom-orientation area with a large screen TV for viewing images from an electronic eyepiece, and an observatory deck. The observatory is used by physics classes and the Community.

The Thomas C. Stanton Academic Computer Center (1988) provides computer classrooms for lecture and laboratory purposes. In order to enhance technology services on campus-- Objective V strategy b of the *FMU Strategic Plan*, the computer operation which has been located in the Stokes Administration Building is being relocated to the Academic Computer Center.

The Hugh K. Leatherman Sr. Science Facility (1994) was added to the McNair Science building which allowed for the upgrade of laboratory facilities and the addition of classrooms with state of the art audiovisual equipment. A greenhouse was built on the rooftop. The addition also created new faculty offices which allowed the Department of Mathematics faculty to be relocated from the Cauthen Educational Media Center to the science building. The offices in the media center became seminar rooms.

The Frank B. Lee Nursing Building (2006) is the most recently added building to serve an academic program. It houses classrooms, offices, a clinical care lab area, a computer lab, and an auditorium for the recently-created Department of Nursing program, which is the Pee Dee region's first free-standing baccalaureate nursing program. Citizens of the Pee Dee now have access to a baccalaureate program without the costs and problems associated with transportation and/or relocation to such programs in other geographic areas.

Clifford S. Cornell Field (i.e., baseball complex) and John Kassab Tennis Courts were completed in the first phase of campus development. Subsequently, other exterior athletic/recreational facilities have been added: a regulation soccer field; a regulation softball field; two natural grass intramural fields; an outdoor recreational field near the housing area; and an outdoor recreational pool. The development and maintenance of these areas is mandated by Objective VII strategy e, and Objective XII strategy b of the *FMU Strategic Plan* (see Table 1). These areas provide for athletic competition, with its ensuing benefits for the athletes, and recreation for students, faculty, staff, and the regional community.

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<sup>7</sup> Mission Statement, 2007-08 Francis Marion University Catalog

The Campus Development Plan did not provide for “consider[ing campus housing] at this time.” In 1980, however, ten apartments were constructed with additional buildings added in 1986, 1990 and 1991 as student demand dictated. In 1986 and 1992, respectively, two sets of dormitories were constructed. The Edward S. Ervin III Dining Hall (1986) built next to the dormitories serves students, faculty, and staff of the University as well as community groups. It includes a main dining area that will hold a total of 520 people and three rooms available for meeting space and/or catering events. The Allard A. Allston Housing Office Complex, which includes the offices of Housing and Residence Life as well as a Study Hall and the All Campus Tutoring Center, was constructed adjacent to one of the dormitories in 1992. Objective VI, strategy b and Objective XII, strategies a and c, and Objective VII, strategy e of the *FMU Strategic Plan*, as presented in Table 1, direct that residential units provide support for the educational and cultural aspects of college life as well as provide a living space.

Furthermore, it is expected that residential facilities which provide support for the educational and cultural aspects of college life will attract and retain students. In that vein, the FMU Real Estate Foundation, which leases housing facilities and land from the University, has constructed two apartment complexes (2004, 2007) to provide more opportunities for students to live on campus.

The Campus Grille (2006) which provides short-order food service has a lounge area, a small space for group use, and provides convenient access to the outdoor pool, sand volleyball court, and outdoor grilling also enhances the quality of student life. It is located so that it is equally accessible by commuter and residential students, thus, expanding student life offerings to commuter students. It also provides an additional social area and dining option after the dining hall closes for residential students.

The BB&T/Amelia Wallace Faculty/Alumni Cottage, The Cottage, (2003) is operated by the FMU Foundation as a faculty/alumni facility and guesthouse. Lunch is served daily at The Cottage for faculty, staff, and guests. The facility is also available to members of the community, for a fee, for social and business events.

Hanson Park (2005), named in memory of longtime faculty member and administrator Gary Hanson, is located between The Cottage and Wallace House and provides a quiet, garden-like atmosphere for faculty, staff, students, and visitors (Kispert).

In 2005, approximately 9.5 acres of land (property previously owned by the University) along with a 14,880 square foot facility known as the Pee Dee Education Research Center were donated to the University by the Pee Dee Educational Research Corporation, a consortium of local school districts, in exchange for a 99 year lease of the facility back to the Pee Dee Education Research Corporation (Routh).<sup>8</sup> The University provides a major service to the Pee Dee Educational Research Corporation by maintaining the building and grounds.

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<sup>8</sup> Routh, Carol. Memo to Jay Kispert regarding the Certificate of Acceptance of Interest in Real Property from the Pee Dee Educational Research Corporation. 19 August 2005. Available online at: <http://images.acswebnetworks.com/2017/614/RouthMemotoJKispert.pdf>.

In 2005, the FMU Foundation obtained 109.24 acres across from the University campus, west of S. C. Highway 327 (Board). This acquisition will be developed in accord with the *FMU Strategic Plan*, particularly current, or future, objectives and strategies as derived from planning assumptions concerning; academic focus, athletics, community relations, and physical campus.

Currently, FMU does not operate any off-campus facilities, but plans to begin construction of a Performing Arts Center in downtown Florence during 2008.<sup>9</sup> This endeavor is a partnership between Francis Marion University and the City of Florence. The building will be funded primarily by a substantial private gift from the Bruce and Lee Foundation (\$10 million over 5 years); downtown development funds of \$1 million; an award from the SC Legislature “\$4,000,000 in 2007 – 2008 toward construction” (Kispert, p. 1).<sup>10</sup> The balance of funds will need to be raised to fund construction (“Capital Reserve Request”).<sup>11</sup>

In closing, the faculty, administrators, and Board of Trustees members have collaborated with each other to produce and approve the *FMU Mission Statement* and the *FMU Strategic Plan*. Through retreats, the faculty governance structure, and routine administrative-faculty interactions (e.g. monthly meetings of the President, Provost, and Faculty Executive Committee) the goals of the University are monitored, achieved, and revised. See the Overview of the Governance Process at FMU on the following page.

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<sup>9</sup> Kispert, John (Vice President for Business Affairs). “Faculty Presentation April 2007.” Power point. Slide 32. Also available online at:

<http://images.acswebnetworks.com/2017/614/FacultyPresentationApril2007.ppt>.

<sup>10</sup> Kispert, John (Vice President for Business Affairs). “SACS CS 3.10.7 – Physical Facilities.” Memo to Lynn Hanson. 9 July 2007, p. 1 – 2. Available online at:

<http://images.acswebnetworks.com/2017/614/KispertSACSCS3107PhysicalFacilites.pdf>.

<sup>11</sup> Capital Reserve Request – Fiscal Year 2006-07.” Florence, SC: Francis Marion University 2006 – 2007. Available online at:

<http://images.acswebnetworks.com/2017/614/CapitalReserveRequestPACenter.pdf>.

### An Overview of the Governance Process at FMU: The Movement of a Proposal from Initiation to Implementation

