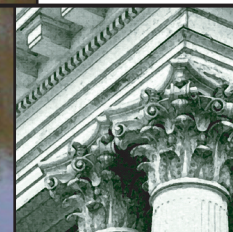




MASTER PLAN EXECUTIVE SUMMARY

GEORGIA COLLEGE & STATE UNIVERSITY



S A S A K I

Georgia College & State University Campus Master Plan

Prepared by

Sasaki Associates, Inc.

with

Lord, Aeck & Sargent

The Jaeger Company

Southern Research

June 2005

TABLE OF CONTENTS

Introduction 1

Space Needs Analysis 2

Master Plan Proposals 4

Main Square 4

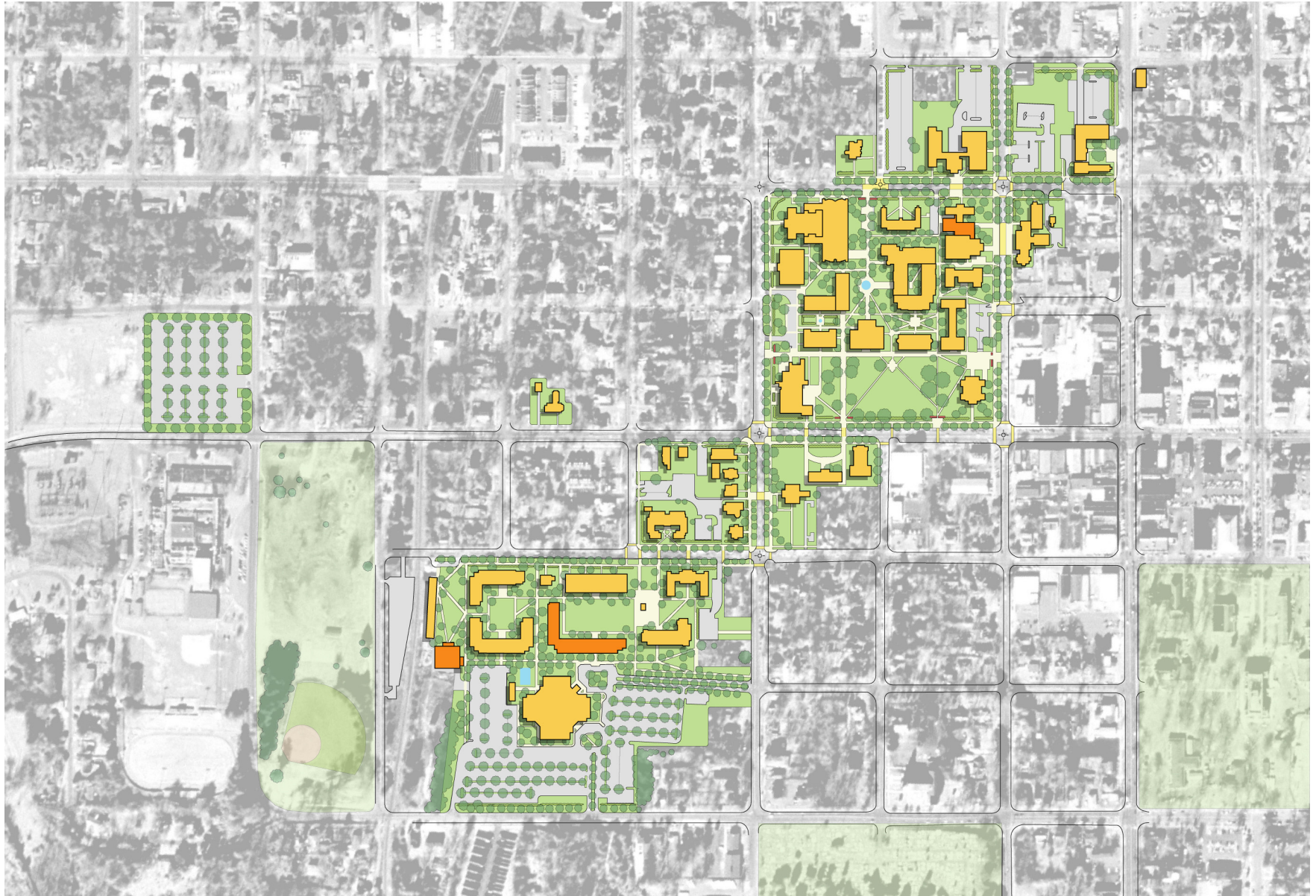
West Campus 12

Lake Laurel

Athletic and Recreation Facilities

Macon/Warner Robins

Additional Remote Sites 13



Illustrative Plan

1. INTRODUCTION

The physical master plan update for Georgia College and State University (GC&SU) revises the 2001 master plan in response to GC&SU's designation as Georgia's public liberal arts college, and acknowledges that by mission, it is a limited growth institution. The update focuses on the residential, undergraduate experience on the Milledgeville campus, while addressing GC&SU's role in providing graduate and professional programs in support of regional economic development objectives.

The plan update offers guidance on: 1) academic and support space needs; 2) parking requirements; 3) current and future student housing needs; 4) urban, architectural and landscape design; 5) signage and wayfinding; and 6) land acquisition. Guidance is provided for changes on the Main Campus, West Campus and Lake Laurel. Recommendations are also provided to improve the functional and design relationships between GC&SU and downtown Milledgeville. While the master plan update addresses GC&SU's land and facilities in Milledgeville, general recommendations are provided for existing and potential satellite facilities in Macon and Warner Robins.

The plan update focuses on the historic buildings and landscape of the campus. Funded through a J. Paul Getty Grant awarded to the University System of Georgia (USG), the GC&SU master plan update is intended to serve as a prototype for the development of a historic element in the USG Master Planning Template. The historic elements addressed in the plan update include: 1) a thorough history of the campus and town development; 2) an archaeological report; 3) building and landscape condition assessments; and 4) treatment strategies for the buildings and the historical/cultural landscape that define the unique character of the GC&SU campus. The urban, building, landscape, signage and wayfinding guidelines provided in the plan update are intended to assist GC&SU in making incremental implementation decisions in the context of the historic preservation and enhancement objectives set out in the plan.

The conclusions of the historic element indicate that immediate investment and stabilization are required on several significant buildings, including Ennis Hall, Terrell Hall and the former Baldwin County Courthouse. Unless the substandard conditions in these buildings are addressed in the very near future, renovation and reuse will be difficult and costly.

The plan update revises the assumptions and goals of the 2001 plan, including enrollment and housing targets. Key planning assumptions of the update include:

- a targeted enrollment increase to 5,800 students on the Milledgeville campus from the current headcount of 5,040;
- a targeted enrollment increase to 2,200 students in the off-campus centers at Warner Robins and Macon from the existing headcount of 614; and
- the entire freshman class will be housed on or directly adjacent to the main square.

2. SPACE NEEDS ANALYSIS

The increase from the current enrollment of 5,674 to 8,000 students will have a significant impact on the Main and West campuses as well as the off-campus centers. A summary of the associated impacts on campus facilities is as follows:

- Increased demand for faculty, staff and graduate student office space:
 - o Main Campus existing faculty: 424 (headcount)
 - o Main Campus projected faculty: 495 (headcount)
 - o Main Campus existing staff: 432 (headcount)
 - o Main Campus projected staff: 569 (headcount)
 - o Main Campus projected office space deficit: 22,689 asf
- The need for additional campus housing and, in particular, providing housing on the Main Campus for the entire freshman class:
 - o GC&SU current bed count: 2,257 (Main and West campuses)
 - o Town Center bed count: 1,510 (Fall 2003)
 - o Total required housing for 50% of headcount: 2,900 beds (643 bed deficit campus-wide)
 - o Projected freshman housing need in the Town Center: 2,010 (586 bed deficit)
- Increased demand for student union and dining space:
 - o Existing student union space: 17,671 asf
 - o Current need for student union space: 41,114 asf (deficit 25,846 asf)
 - o Projected need at 8,000 headcount: 47,761 asf (deficit 30,093 asf)
 - o Current food service space: 18,957 asf
 - o Current need for food service space: 29,600 asf
 - o Projected need for food service space at 8,000 headcount: 33,390 asf
- Need for additional science labs (17,000 asf)
- Increased demand for indoor recreation (2,500 asf)
- Increased demand for outdoor recreation fields and courts:
 - o 1 additional soccer field module
 - o 2 additional tennis courts (note: existing courts at Centennial will be displaced to make way for new housing)
- Increased demand for parking due to increases in student, faculty and staff population:
 - o Estimated shortfall at 8,000 headcount: 627 on the Main and West Campuses. Note this deficit includes removal of all on-street parking around the Main Square, which is recommended to improve pedestrian safety, and for aesthetic and historical objectives. (an estimated 440 spaces of on-street parking will be displaced).



Figure 1. New residences near Centennial Center

- Increased demand for off-campus space in Macon and Warner Robins or other center(s).

Academic and Support Space Needs

The enrollment increase and the need to provide additional space for existing programs will require additional space in several key areas as follows:

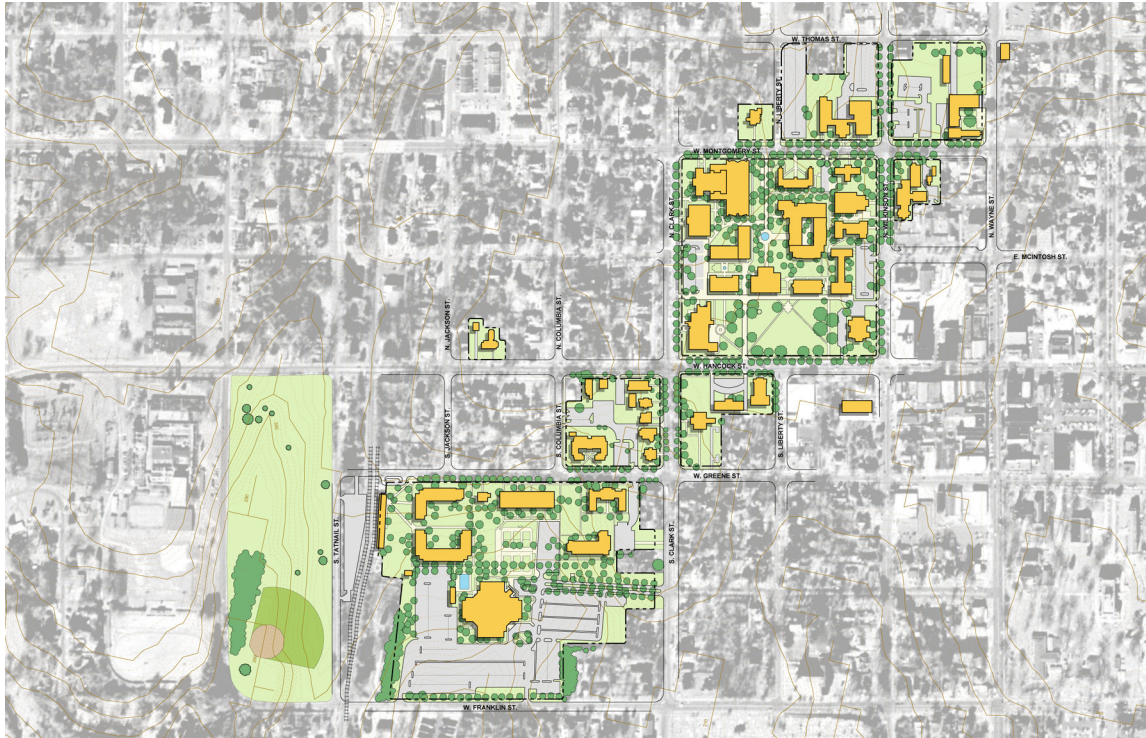


Figure 2. Plan of the Existing Main Square Campus

Space Need	Required ASF	Proposed Location(s)	Available ASF
Art	16,000	Ennis Hall	15,843
Audio Visual (Radio / TV)	11,500	Miller	TBD
Office Space (on-campus)	22,689	Beeson	17,400
		Terrell	20,700
		McIntosh	2,668
Dining	34,000	Centennial Campus	NA
Science Labs	17,000	Herty Hall Addition	17,000
Faculty Resource Center	tbd	Mayfair	5,947



Figure 3. Entrance to Front Campus Lawn



Figure 4. Old Baldwin County Courthouse



Figure 5. Fountain on Main Square

In addition to the needs noted above, GC&SU would like to provide better Performing Arts venues in support of existing programs.

Academic and Support Space Needs

GC&SU currently has adequate classroom space on the Main Campus to serve the projected enrollment increase. Existing classrooms, however, will need to be renovated and considered in the context of the following to meet the teaching and learning objectives of the institution:

- Many existing classrooms were constructed and equipped before mission change and, therefore, are larger than desirable or appropriate.
- Due to historic nature of many buildings, classrooms are not equipped to meet contemporary needs.
- Many rooms, especially those in the historic structures, cannot be modified easily. There are small group and individual instructional activities that rely on classroom space, but are not organized as credit courses.

3. MASTER PLAN PROPOSALS

A primary objective of the master plan update is to preserve and reuse existing structures, when possible, coupled with the goal of con-

centrating academic programs in the heart of the Main Square of the campus, with support units located on the periphery. To this end, the implementation strategy includes capital project requests that focus on the adaptive reuse of historic buildings; public-private initiatives to adapt downtown structures in historic Milledgeville; restoration of the historic landscape of the campus; and improving wayfinding, bicycle and pedestrian paths, and traffic calming around the historic campus.

The following principles are provided to guide future development in the Main Square:

1. Adaptive reuse of existing historic building resources on or adjacent to the Main Square will be given first priority in meeting new space needs.
2. Academic programs will be given first priority to space on the Main Square or in College-owned buildings directly adjacent to the Square.
3. Support and business functions that do not have a direct relationship to the President's Office, academic programs or student interface should be relocated out of the Main Square.
4. No additional major new buildings will be permitted on the Main Square beyond the proposed addition to Parks/HPER.

5. The quality of the walkways and landscape linkages will be enhanced and improved throughout the Square to provide a safe, pleasant pedestrian environment.
6. Physical linkages to academic buildings located outside, but adjacent to, the Main Square will be enhanced by improvements to crosswalks and streetscapes.
7. Parking in and around the Main Square will be allocated to visitors, faculty, staff and those with special needs; commuter and resident parking will be located in peripheral or remote parking areas.
8. On-street parking around the perimeter of the Main Square will be removed to improve the overall visual quality of the historic district and campus environment, to improve pedestrian safety, and to allow for street tree planting.

The proposals for GC&SU landholdings in Milledgeville are organized into three sections: 1) the Main Square; 2) the West Campus; and 3) Lake Laurel.

Main Square

The vision for the Main Square is to preserve and rehabilitate the unique historic assets of the campus, while ensuring that contemporary educational and student support objectives can be achieved. The master plan update pro-

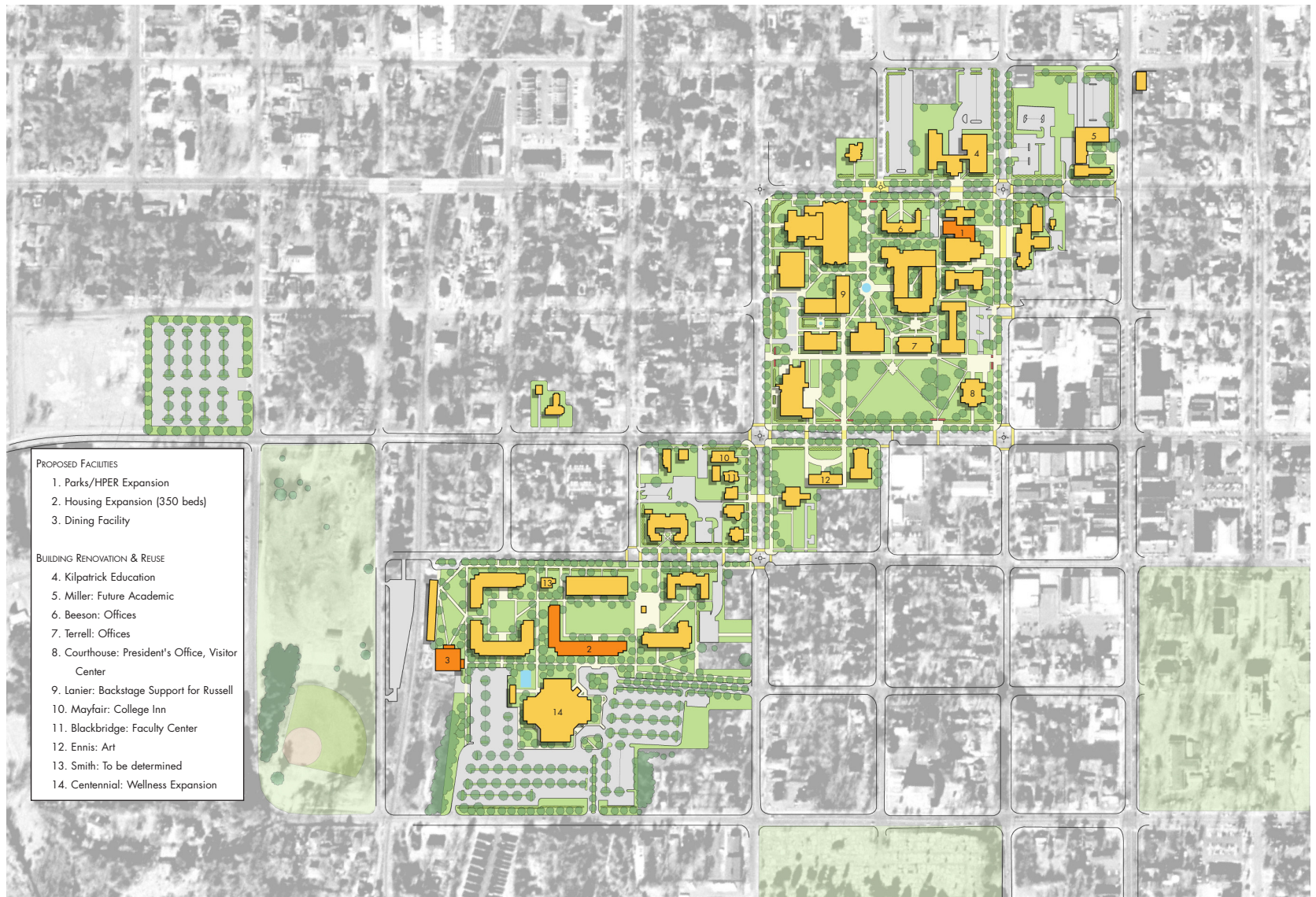


Figure 6. Master Plan for Georgia College & State University



Figure 7. Main Square Cupola and Pedestrian Network

vides a strategy for rehabilitating many of the historic buildings to serve current needs, while maintaining the character-defining features. The plan update also provides recommendations for rehabilitating the campus grounds and surrounding townscape such that the historic qualities of the context are maintained.

Land and Building Use

The proposed land use, building use, open space and circulation patterns in the plan update respond to the unique and special circumstances of the National and Milledgeville Historic Districts within which the campus is located. The proposals are intended to guide future development and improvements such that they are appropriate for the Districts, and



Figure 8. Formal Garden and Fountain

such that they encourage cooperation and collaboration to the benefit of the town and the College. At this writing, the College is exploring opportunities for locating the campus bookstore in downtown retail space.

Proposed Land Use Pattern

The proposed land use pattern for the Main Square reinforces the pattern established in the 2001 master plan. Academic and student amenity functions are concentrated in the Main Square, with support functions located to the north in the block bounded by W. Thomas Street, N. Wayne Street, W. Montgomery Street and N. Wilkinson Street. The Centennial area remains as the major residential district for the campus, including support facilities such as parking, wellness center and, potentially, a dining facility.

Modifications of Existing Densities

No major new facilities are proposed for the Main Square and surrounding context in the master plan update. Instead, the plan focuses on the reallocation and renovation of space in four important historic structures: Ennis Hall, Terrell Hall, Mayfair Hall and the old Baldwin County Courthouse. As previously noted, these facilities are in need of immediate investment and stabilization.

Recommended New Facilities and Space Reallocation

The following recommendations for new facilities and space reallocation on the Main Campus are based on the future space needs assessment:

Space Allocation

- Ennis Hall: in response to the inadequate facilities currently provided to the Department of Art, Ennis Hall will be renovated to accommodate studios, office and other required spaces. Art will vacate Mayfair, McIntosh and Blackbridge House on Clarke Street.
- Beeson Hall: Beeson Hall will be renovated to accommodate office space primarily for faculty in the College of Arts and Sciences.
- Terrell Hall: renovation of this former residence hall will provide in the range of 60 new offices and will help address the existing

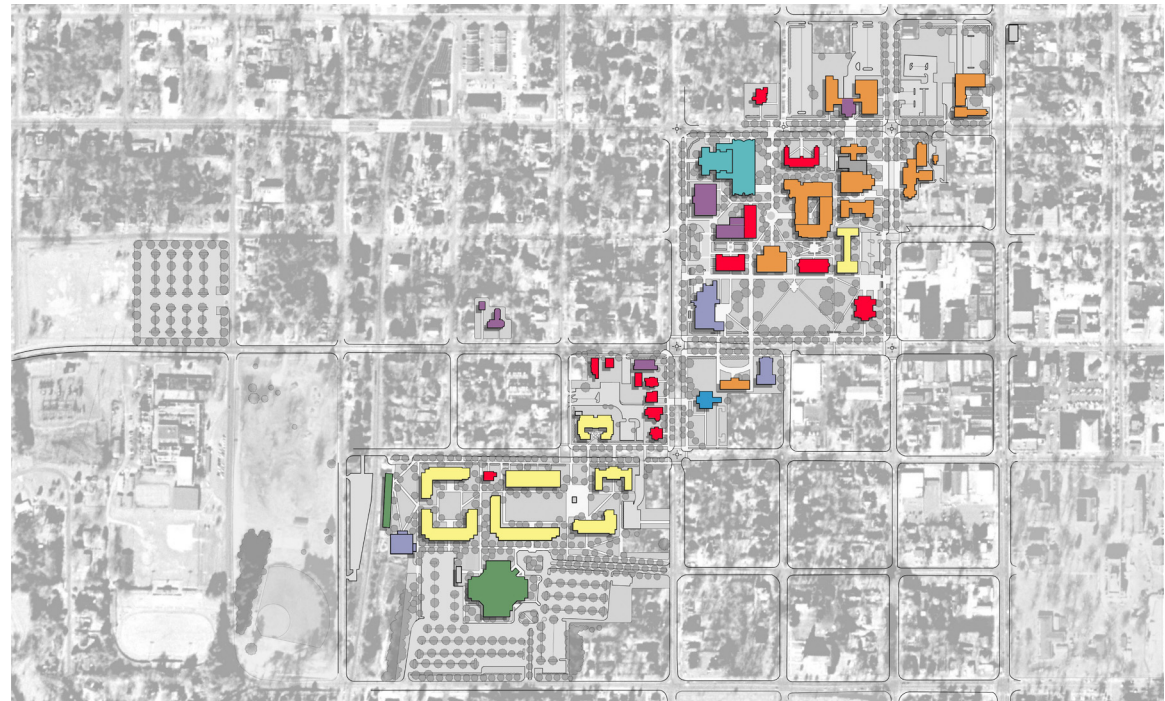


Figure 9. Building Use Plan

Academic	Administrative	Residential
Student Life	Support	
Athletic & Recreation	Library/Study	

- and projected shortfall in office space.
- Old Baldwin County Courthouse: the former Baldwin County Courthouse will be renovated to house administrative offices with significant external functions (President, University Advancement, University Communications, Enrollment Management, etc.) as well as a visitor center.
- Maxwell Student Center (MSU): spaces in the MSU have been reallocated following the opening of the Student Activities Center in the former Methodist Church. Student Activities will maintain use of the Donahoo Lounge and Old Capital Conference Room. Additional student organization spaces should also be accommodated, especially those

that could not be provided in the Student Activities Center. Focus also needs to be placed on providing additional space for direct student services such as counseling, tutorial, writing center, career services, etc.

- Centennial Center: space occupied by Kinesiology in the Centennial Center will be vacated upon completion of the Health Sciences building (Parks/HPER). This space, along with the unfinished space on the lower levels of the Centennial Center, should be considered for future fitness/wellness space needs and to address overcrowding in the Depot.
- Mayfair Hotel: with the reallocation of Art to Ennis Hall, it is recommended that the College consider converting the Mayfair building into a faculty resource center and accommodation for visiting scholars.
- Smith House: with the proposed consolidation of academic programs in the Main Square, Smith House will ultimately be available for other uses.

New Facilities

- Parks and the Health Science Center: a 12,000 gsf addition is proposed to link the existing Parks building to the Health Science Center. At this writing, the project is due for completion in the fall of 2006. The new facility has



Figure 10. Ennis Hall

been planned to accommodate a 15 percent increase in faculty and students.

- Herty Hall Expansion: to make up for an existing shortfall in lab space, it is proposed that six labs and six offices be added to Herty Hall. It is also proposed that the building include additional social space. Consideration will also need to be given to providing space to support a headcount of 5,800 on the Milledgeville Campus (8,000 College-wide). A total of 17,000 asf is the

estimated need to provide the six proposed labs and offices, and to provide space for the enrollment increase.

- Performing Arts Complex: the need for performance space is evidenced by the lack of rehearsal areas on the campus, the lack of set design and construction space, and the lack of backstage areas in facilities such as the Russell Auditorium and Peabody Auditorium. The master plan provides several possibilities:

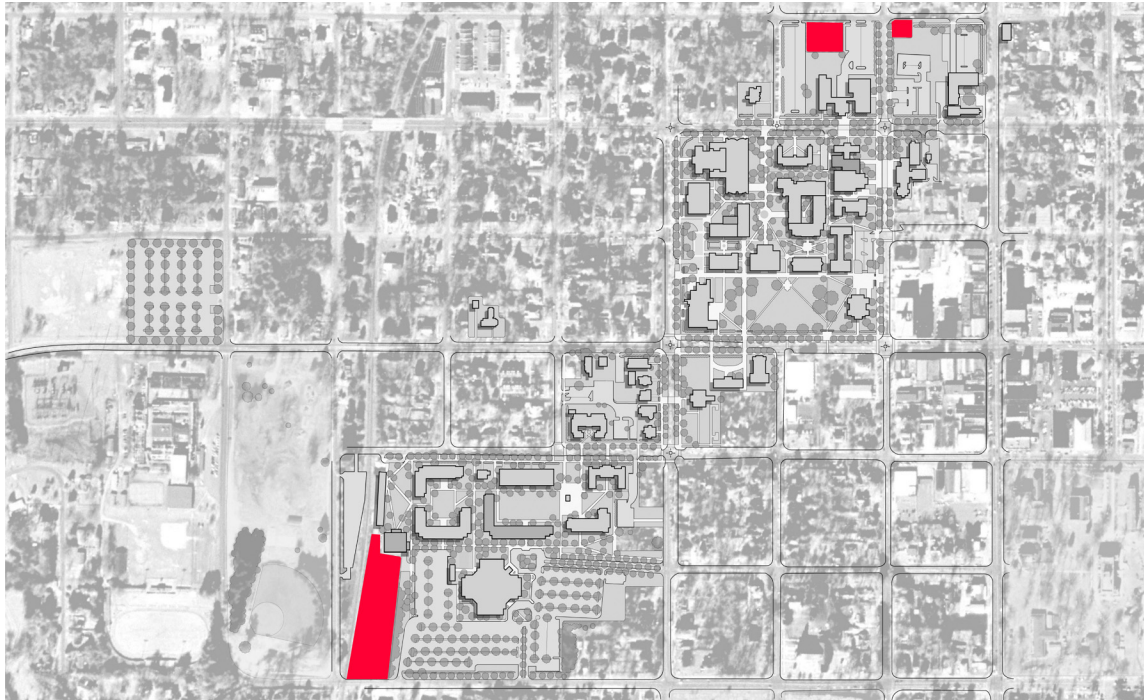


Figure 11. Recommended Land Acquisitions



Figure 12. Land south of Depot

- o A performing arts venue shared with the community that would be constructed in conjunction with the Oconee Greenway Project and a future convention center/hotel.
- o A small black-box theatre located downtown in former retail space and used both as a teaching theatre and for small productions that adapt well to the minimalist nature of that kind of space. Another facet of future planning is to

rehabilitate existing spaces in Porter Fine Arts Building to maximize utilization of that facility.

- o Renovation to Russell Auditorium to make it a more appropriate facility for performances. Renovation of the adjacent Lanier Hall should also be considered for back stage and set design space.
- New Dining Facility at Centennial Center: To address the existing shortfall in food service and fitness space, it is recommended that a new facility be constructed on the Centennial Campus. The proposed location is adjacent to and south of the Depot. The new facility will include dining space in the range of 20,000 gsf.
- Faculty Resource Center: a new faculty resource center is proposed to encourage more faculty interaction and interdisciplinary cooperation. A suggested location is Mayfair Hall, following the relocation of existing Art Department uses to Ennis Hall.

Renovation Projects

- Kilpatrick Hall: Future work on Kilpatrick Hall should address several deficiencies in the building, including wireless access and the need for technology classrooms. Future exterior renovation projects should focus on providing a design vocabulary more in keeping

with the historic nature of the Main Square. Proposed landscape and streetscape proposals are recommended to provide clear, safe pedestrian connections between the Main Square and Kilpatrick, the intent of which is to physically and visually integrate the building and School of Education into the Main Square. The removal of on-street parking surrounding the Main Square will help integrate Kilpatrick and Herty Hall into the Main Square.

Future Development Zones and Land Acquisition

In general, it is recommended that the GC&SU continue to purchase properties north of the Main Square on the blocks bounded by W. Thomas, N. Wayne, W. Montgomery, and N. Liberty. The intent is to purchase out-parcels to give the College full control of the entire block and, therefore, greater flexibility to provide additional parking or future development sites. GC&SU should also consider other properties that may come on the market that would serve known needs or provide a greater level of control and flexibility with regard to future land and facilities needs. The College is currently considering the purchase of the Forsman Property, a remote site, to accommodate the Physical Plant facilities, Continuing Education and other activities that do not require a central campus location.

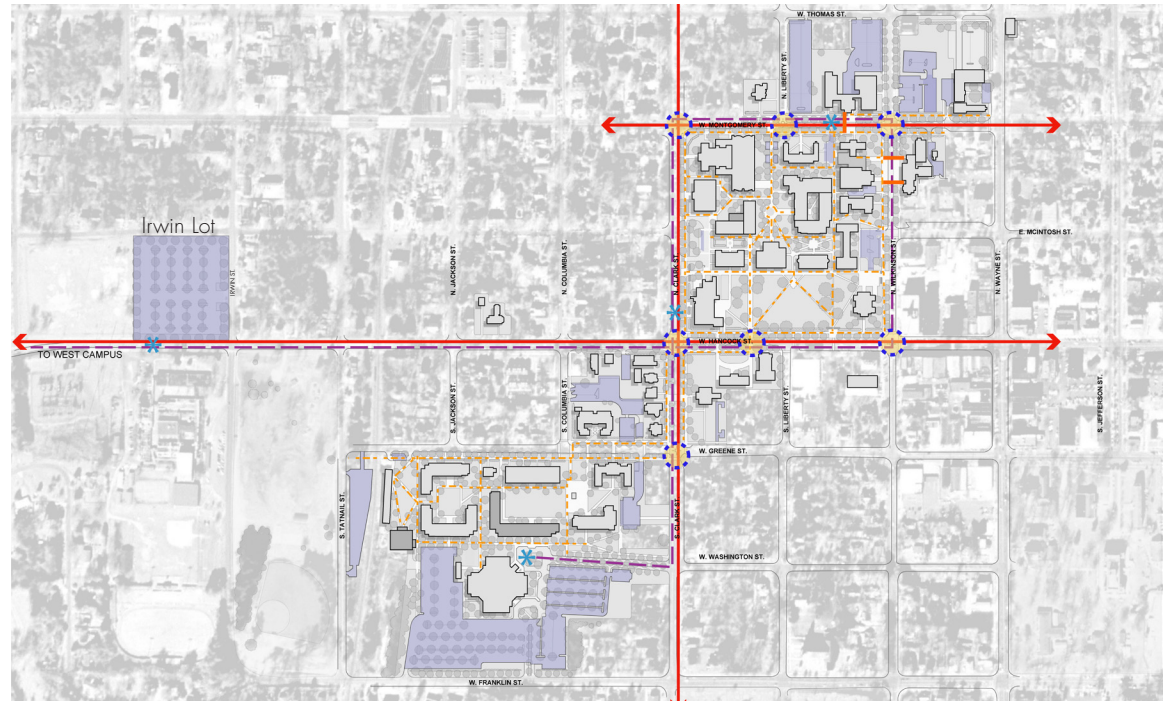


Figure 13. Circulation and Parking

Vehicular Circulation and Parking

The vehicular circulation patterns of the Main Campus are integral to the street and pedestrian grid of Milledgeville. The master plan update reinforces this pattern, while incorporating several features to improve pedestrian safety and vehicular movement. Specifically, traffic-calming and streetscape improvements are proposed along Montgomery, Hancock, Clarke and Greene Streets to reduce vehicular speeds and

provide for safer pedestrian crossing points at the following locations:

- All four intersections of the Main Square (W. Hancock at N. Wilkinson, W. Montgomery at N. Wilkinson, W. Hancock at N. Clarke, and W. Montgomery at N. Montgomery)
- W. Montgomery at N. Liberty
- W. Hancock at the Student Activities Center (former Methodist Church)
- W. Greene at Clarke



Figure 14. Pedestrian Environment along Front Lawn

Pedestrian safety could be improved at these locations in a number of ways, including raised crosswalks or speed tables, differentiation in pavement materials, removing parking to improve site lines, and/or the incorporation of flashing lights/signage denoting the crosswalk. As such improvements will require discussions with local and state authorities, it is recommended that GC&SU open discussions on this matter in the near future. Crosswalk improvements and street width reductions are also proposed on W. Montgomery and N. Wilkinson to physically and visually link Kilpatrick and Herty Science to the Main Square.

In addition to the above noted traffic calming features, the master plan update incorporates improvements proposed for Hancock Street by the City of Milledgeville and funded through a federal aid project.

Parking Management

The target enrollment increases are estimated to result in the need for an additional 625 spaces on the Milledgeville Campus, (downtown and West Campus combined – including the displacement of 440 on-street spaces). An increase in faculty and staff on the Main Square will result in the need for an additional 200 spaces. The master plan update includes a strategy for providing the parking required to serve the projected demand and to make the best use of currently underutilized parking resources such as the Irwin lot. It ensures that adequate parking is provided for faculty and staff in the Main Square area of the campus and provides for substantial increases in remote parking on the West Campus.

Proposed parking improvements include:

- **Visitor Parking:** visitor parking is required at several key points, including near the proposed visitor center in the Old Courthouse, near the library, and in the Centennial area. Visitor parking is proposed in the lot directly to the north of the Courthouse to serve the visitor center and the President's Office.

- **On-street Parking:** the master plan update includes recommendations to remove all on-street parking on the periphery of the Main Square and on all street frontage controlled by the College. The intent is to improve the quality of the historic district and campus environment and to improve pedestrian safety. Where parking is removed, it is recommended that the curbs be relocated in order to provide additional space for tree planting and streetscape improvements to reduce the street widths.
- **Remote Parking:** remote parking lots will be provided on the West Campus to serve the increased residential population on the Centennial and West Campuses. The campus shuttle will provide a link between the residential, athletic/recreational and parking facilities of the West Campus, and the academic and support facilities of the Main Campus.

West Campus

Recommended uses for the West Campus include residential, residential support, athletic, recreation and parking facilities. The following building and site projects are proposed:

- Renovations/additions to the West Campus Athletic Building to provide additional space and a design expression more compatible with the recently constructed residential buildings.
- Parking for 625 cars to address the demand associated with the targeted enrollment increase and to replace parking displaced or removed from the Main Square (on-campus and street parking) and Centennial areas of the campus.
- Residence Halls accommodating up to 300 beds of additional housing in response to the College's goal of housing 50 percent of students.
- Tennis Courts – up to six new courts to replace those displaced from Centennial Square.
- A Greek Village accommodating up to 15 chapter houses.

A site accommodation study for the West Campus is provided in the plan update illustrating potential locations for the proposed facilities. Initial studies of the site, based on limited topographic and site data, suggest the following:



Figure 1.5. Master Plan for West Campus of Georgia College & State University

- Existing Buildings
- Proposed Buildings

1. Future residence halls should be located to the north of the existing Bobcat Village in order to integrate future development into the existing community (see "1" above).
2. Tennis court expansion will be located directly to the west of the existing courts (see "2" above).
3. The Greek Village along with the remote parking for 625 cars will be located to the

west of the existing athletic and housing sites (see "3" above).

4. Future athletic expansion is planned to the west of the existing softball facilities provided that topographic conditions are suitable (see "4" above).

Circulation improvements include a new access road to the proposed Greek Village and remote parking facility.



Figure 16. Lake Laurel

Lake Laurel

It is proposed that the Outdoor Education Program and related facilities, including the Challenge Course, be relocated to Lake Laurel. Based on information provided by the Department of Kinesiology, the following reuse of existing facilities is suggested:

- Outdoor Education Center – to be located in the custodian's cottage and will include an administrative office, facilitator meeting room, small group meeting room and trip preparation areas.
- Land and water equipment management – will be located in the “Craft Shack” following

minor renovation to include shelving, electrical improvements and HVAC,

- Challenge Course Equipment Area – will be located in the “Red Cabin” following minor renovations to install shelving, electrical and HVAC.
- Academic Classes – will be located in Lake Laurel Lodge including storage space. Renovation will include a 25-student classroom and small group discussion area.

Athletic and Recreation Facilities

The current athletic facilities on the Centennial Campus are to remain, with the exception of the tennis courts, which will be relocated to the West Campus to make way for a new passive recreation lawn and housing facilities.

Recent construction on the West Campus has addressed many of the recreation and athletic needs of GC&SU. The West Campus, however, would benefit from a renovation and addition to the existing athletics building.

Macon/Warner Robins

To serve the target enrollment of 8,000 head-count and the associated focus on graduate programs, it is recommended that a new location with a strong identity and presence be identified in the Macon area. This is to provide programs

with more visibility and independence from the association they now have with Macon State College, where the current facilities are located. It should be noted that the School of Education has recently located a new facility in partnership with the Children's Museum in Macon.

The future use of Robins Air Force Base will also need to be considered relative to how much of the enrollment increase can be accommodated given the security and other restrictions of this US Government facility.

Additional Remote Site

At this writing, GC&SU is exploring the purchase of the Forsman Building, approximately two miles from the main campus. The property has ample parking and space to accommodate Continuing Education, the Physical Plant, and other ventures such as a center for entrepreneurship.



•
S A S A K I