



**THE PHYSICAL MASTER PLAN UPDATE
UPDATED: APRIL 2005**

Introduction

The *Physical Master Plan Update* for Dalton State College (DSC) revises the 1998 master plan in response to DSC's transition from a two-year to a four-year academic institution. It offers guidance on 1) target enrollments to support DSC's evolving academic mission; 2) academic and support space needs; 3) parking requirements; 4) future student housing needs; and 5) urban, architectural, and landscape design. The master planning process explored the options available to the College for accommodating the facilities program for a target enrollment of 5,000 students (4,250 FTE). Although this target enrollment does not represent a major increase in the overall student population, it does imply a significant change in student demographics. The primary focus for future enrollment in the next ten years will be to increase the ratio of full-time to part-time students as DSC enhances its four-year degree programs. Strategically, DSC has three principal needs in order to accommodate the projected target enrollment of 5,000 students:

1. Maximize utilization and efficiency of existing classroom and laboratory space. Based on existing student body demographics, classes are primarily offered only in the morning and evening hours. Scheduling more classes in the afternoon hours will both reduce the need for new buildings and alleviate parking shortages that typically occur only in the morning hours.
2. Improve the quality of life on campus to establish a sense of community. Additional student life and recreation facilities and a student housing component will make DSC feel more like a traditional college campus.
3. Examine opportunities for land acquisition that will allow for future expansion of the campus. The campus community has conveyed a strong desire to keep intramural and athletic playfields on campus, but the topography of the existing campus greatly limits the opportunity to do so. Beyond the next 10- to 15-year growth period, there will be few remaining building sites on campus, adding pressure on existing surface parking lots and athletic fields to accommodate future buildings.

Existing Conditions

The Dalton State College campus is located within the city of Dalton on a highly visible site stretching along Interstate 75 for over a quarter of a mile. Behind the College, Rocky Face Mountain provides a dramatic backdrop covered with natural vegetation. The mountain setting is the defining natural feature of DSC's attractive 141-acre campus. The steep slopes of Rocky Face Mountain consume approximately one-half of the campus acreage. Only the eastern half of the College's property is buildable, just over 70 acres. There are several plateaus on the side of Rocky Face Mountain, but only one of significant size (approximately 4.5 acres) is accessible via an abandoned logging road. Once inside the campus loop road, George Rice Drive, the land slopes more gently, creating several distinct areas on the campus that are separated by the topography. Mature pines and hardwoods provide shade and define informal gathering spaces in the core campus area. Two stream corridors run through the campus from high points on Rocky Face Mountain, bringing with them a diversity of vegetation and wildlife. Westcott Administrative Building faces onto a formal green space that opens out to College Drive and I-75 beyond. The four primary academic buildings and student center are informally arranged around Westcott, loosely defining a series of casual open spaces and a north-south pedestrian spine. Bandy Gymnasium is a short walk south from this cluster, but is visually separated from

the rest of the campus by topography and vegetation. George Rice Drive circles the main campus, including the athletic fields located just south of the gymnasium. The Technical Building is just north of this loop road, with vehicular access from College Drive. The new Continuing Education Center is further north, beyond the existing apartment complex that neighbors the campus. The entire length of the eastern edge of the campus fronts College Drive and Interstate 75. Rocky Face Mountain defines the western edge with a dramatic increase in slope. The northern edge of the campus is primarily defined by George Rice Drive and the apartment complex, with the Technical Education Building and the Continuing Education Building separated from the main campus both in terms of pedestrian and vehicular access and visibility. At the southern edge of the campus, outside George Rice Drive, a vegetative buffer separates the campus from commercial uses along College Drive.

Space Needs Analysis

One of the most challenging goals of transitioning from a two-year to a four-year academic environment will be attracting and retaining full-time students. Currently, the typical DSC student comes to class in the mornings and/or evenings, allowing many to be employed part- or full-time as they pursue degrees and certificates in their chosen fields of study. As a result, classrooms and laboratories are typically scheduled at or near capacity during the morning hours, and are relatively unused in the afternoons. This pattern of use skews the classroom utilization data, which are typically based on a daily scheduling period of 8:00 am to 5:00 pm. Since DSC operates at capacity only between the hours of 8:30 am and 1:00 pm, a short-term strategy to schedule more classes in the afternoon hours will reduce the morning peak demand for both academic instruction space as well as student parking. This strategy will, however, rely on a gradual shift in demographics from part-time to full-time students who can attend classes in the afternoon. While this has the potential effect of enhancing four-year programs, DSC's continued role in continuing education must also be accommodated. One way to preserve and reinforce DSC's community-based programs involves the relocation of some of its traditional technical and certificate programs. The proposed Whitfield County Career Academy could potentially accommodate some of these programs, freeing up space in the Technical Education Building. Over time, a continued increase in the number of full-time students will require the construction of new academic and student life facilities. This master plan accommodates the projected target enrollment of 5,000 HC and 4,250 FTE students. The program requirements for this target enrollment include an additional 576,450 GSF of academic and support space, as summarized in the table below:

Use	Existing Floor Area (asf)	Current Enrollment		Future Enrollment	
		Total Space Needs (asf)	Surplus/ (Deficit) (asf)	Total Space Needs (asf)	Surplus/ (Deficit) (asf)
Classroom Facilities	43,007	38,619	4,388	55,553	(12,546)
Laboratory Facilities	50,790	51,900	(1,110)	70,923	(20,133)
Office Facilities	44,288	44,790	(502)	64,710	(20,422)
Study Facilities	31,969	36,589	(4,620)	46,556	(14,587)
Special (athletics, etc.)	23,001	30,955	(7,954)	37,250	(14,249)
General Use Facilities	33,720	99,565	(65,845)	133,873	(100,153)
Support Facilities	22,283	15,121	7,162	39,193	(16,910)
Subtotal	249,058	317,538	(68,480)	448,059	(199,001)
Residential Facilities	0	0	0	375,000	(375,000)
Total	249,058	317,538	(68,480)	823,059	(574,001)

Summary of the Revised Physical Master Plan

In December, 2004, the Campus Master Plan Committee participated in a charrette exercise to develop some initial concepts to be tested in the master plan alternatives phase. The ideas generated from that workshop were then summarized into the three master plan alternatives. These alternatives were presented at a Cross Team meeting, where each alternative was evaluated through open discussion and debate. This consensus-building project led to the selection of a preferred master plan alternative. The preferred alternative is a hybrid of several of the master plan alternatives, derived from a set of principles that guided the decision-making process:

- The master plan will accommodate future space needs within the boundaries of current ownership. As opportunities for land acquisition become available, they will be evaluated on their ability to support the overall framework of the master plan.
- A new visual gateway will be created at the “front door” of the campus.
- The campus core, with the proposed bell tower at its center, will remain the focus for academic and administrative uses.
- Westcott Hall will be replaced within the time frame of the master plan.
- Future academic and administrative buildings will be sited to reinforce the existing campus core. Surface parking within the campus core may be displaced to accommodate future building sites.
- Pedestrian connections to the north and south will be reinforced, supporting the existing pedestrian spine that runs through the middle of the campus.
- The opportunity to provide student housing will be explored both adjacent to the existing athletic fields as well as on top of Rocky Face Mountain. The purchased apartment complex to the north will be evaluated for renovation or reuse as additional student housing.

- The athletic and intramural fields will remain on campus and will be reinforced as an integral part of student life at Dalton State College.

Land and Building Use Concepts

The land use concept for the growth of the College is to retain a compact academic core by locating academic expansion within the existing academic core, consolidating student commuter parking in a new parking structure, and introducing student housing. At the heart of the campus, a new landscaped quadrangle will be organized around the proposed bell tower, creating a dramatic gathering space for future students, faculty, and staff. This space will act as the campus hub, helping to establish a vibrant campus atmosphere that will attract and retain future students. This dramatic space will be framed to the west by a new academic building (155,000 gsf) that will also include student life space to complement the existing Pope Student Center. This new building would be the first new building to be implemented from the master plan, and would include a new bookstore/café and student lounge so that the second level of the Pope Student Center could be renovated to include a larger kitchen and server, enhancing its function as a central dining facility. The first level of the Pope Student Center would continue as a student assembly and meeting space, with additional computer labs and offices for student groups.

A general purpose academic building, approximately 100,000-110,000 GSF, is situated at the front entrance to the campus along College Drive, framing the eastern edge of the new campus quadrangle. This building will accommodate academic labs and classrooms as well as faculty offices. This location is slightly east of the existing Westcott Hall, which will be demolished. Expansions are proposed for both the library and the athletic facilities. An additional 22,000 GSF of indoor recreation space is accommodated in an expansion of Bandy Gymnasium to the south, where the outdoor handball courts are currently located. This addition would accommodate additional court space, weight rooms, and lockers. The existing library requires an additional 22,500 GSF of reading and service space, which is shown as an addition to the eastern side of the building. Due to the library's function within the greater Dalton community, this additional reading space will reinforce the library's use as a community facility. The second phase expansion of the new Continuing Education Building is shown as part of the master plan and will be built within a 10-year time frame as Continuing Education programs continue to grow. A future building site is also shown adjacent to Sequoya. A building in this location would provide additional academic space beyond the target enrollment of 5,000 students.

Finally, a 26,000 GSF general classroom building is planned for the Catoosa Center Campus in Fort Oglethorpe. This will alleviate the need for Dalton State College to continue to lease space, where extended learning programs are currently being offered. The land for this new building will be deeded to the College as a gift, but DSC will bear the responsibility of gathering funds for new construction. The following table summarizes all building projects to be achieved under the Campus Master Plan:

<i>Building Name</i>	<i>Status</i>	<i>Net Additional Square Feet</i>	<i>Priority</i>
B.J. Bandy Gymnasium	Addition/Renovation	22,000 GSF	0-5 years
Bell Tower	New construction	—	0-5 years
Continuing Education Building	Addition	26,500 GSF	0-5 years
Catoosa Center	New construction	26,000 GSF	0-5 years
Technical Education	Renovation/Reuse	35,900 GSF	0-5 years
Pope Student Center	Renovation	—	5-10 years
Westcott Administration Building	Demolition	—	5-10 years
New Academic Bldg. (Adjacent to College Dr.)	New construction	100,000 – 110,000 GSF	5-10 years
New Academic Bldg. (Adjacent to George Rice Dr.)	New construction	155,000 GSF	5-10 years
New Academic Bldg. (Adjacent to Sequoya Hall)	New construction	80,000 – 100,000 GSF	10-20 years
Roberts Library	Addition/Renovation	22,500 GSF	10-20 years

Student Housing

Planned student residences accommodate a minimum of 750 beds for approximately 15% of the projected student population. Buildings are sited adjacent to the existing athletic fields, which will serve as an amenity to this new on-campus housing or in the recently acquired Wood Valley property.

Parking

There is currently a perceived parking shortage on the DSC campus. This shortage is primarily due to the heavy scheduling of classes in the morning hours, with significantly fewer classes scheduled in the afternoon. As a result, the demand for student parking in the morning exceeds the supply, typically between 8:30 am and 11:30 am. Faculty arriving between these hours (especially during the first half of the week) often find that students have parked in reserved faculty spaces because there is no student parking available. The short-term additional demand for student parking is approximately 200 spaces. In the long-term, as the College continues to expand its four-year offerings, it is anticipated that class scheduling will respond more to traditional students who seek a full-time education environment and less to the commuting students who typically hold jobs in the afternoon hours. One primary structured parking facility is proposed as part of the master plan. This parking structure is located on the site of the existing

Upper Student Parking Lot. At two levels, this structure will provide an additional 400 parking spaces. Given the sloping topography of the existing lot, it may be possible to set the first level of this structure into the hill, allowing the upper level to meet grade at its southwest corner. This would mean that the structure could be built without an internal ramping system to reduce costs. The lower level would be accessed from George Rice Drive just east of the Lorberbaum Liberal Arts Building and the upper level from George Rice Drive behind the Pope Student Center. New surface parking is proposed opposite the Bandy Gymnasium lot to provide 110 additional parking spaces. The surface parking at the main entrance is reorganized to provide access to the faculty and library lots, as well as a drop off with visitors parking in front of the new Academic/Administrative Building. Parking behind the Pope Student Center and Sequoya Hall and are also reorganized to work with the future Academic Building. Finally, the Bandy Gymnasium lot is reorganized to increase the number of available spaces to 417.

Ancillary Space

Plant operations facilities and service areas, as well as parking related to these facilities, are anticipated to remain in their current location.