



dalton state college 2025 master plan

DALTON GA

MARCH 2011

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INTRODUCTION 



Dalton State College's iconic Bell Tower, completed in 2009.

Introduction

PURPOSE

Only a few years shy of the fiftieth anniversary of its founding, Dalton State College has grown dramatically in both physical character and institutional mission, since July 1963 when it was chartered as Dalton Junior College by the Board of Regents of the University System of Georgia. It has flourished into a successful four-year institution with an enrollment that continues to climb. From an original student body of 524 in fall 1967, enrollment grew to surpass 3,000 in fall 1994 and had doubled that again by spring of 2011 when this master plan was completed. Along with this growth in campus population, Dalton State has recently transitioned to a full, four year liberal arts institution, including introduction of an on-campus residential component, and acquisition of over 271 acres of land.

The new master plan envisions continuing growth and evolution for the College over the next ten to fifteen years, with expansion to 8,000 students and a 2,000 student, on-campus residential component, all within the College's core campus that is nestled against the foothills of the Blue Ridge Mountains, and with access off of Interstate-75. The Plan envisions new connections from the academic center of campus to expanded districts to the north and south. Building on Dalton State's striking natural setting, campus landscape is a critical element, and a unified pedestrian spine provides both a continuous, linear connection north to south, with opportunities for plazas and gathering spaces along it. Proposed expansion of the existing Student Center, Library and Gymnasium will enhance the student life program significantly as the College also adds two residential districts to the north and south of campus. The master plan also rationalizes circulation and parking by relocating George Rice Drive to exit north by the Brown Center in order to unite the core campus, and move vehicular traffic to the edges. Parking lots follow suit, with removal of internal lots and redistribution along the eastern, I-75 edge of campus. Finally, a new academic building adjacent to Sequoya Hall and new clearly identifiable visitor gateway within the Student Center expansion frame a dynamic central open quadrangle.



The Dalton State Library and plaza



Westcott Hall, newly renovated in 2009-2010.



North entrance to the Liberal Arts Building

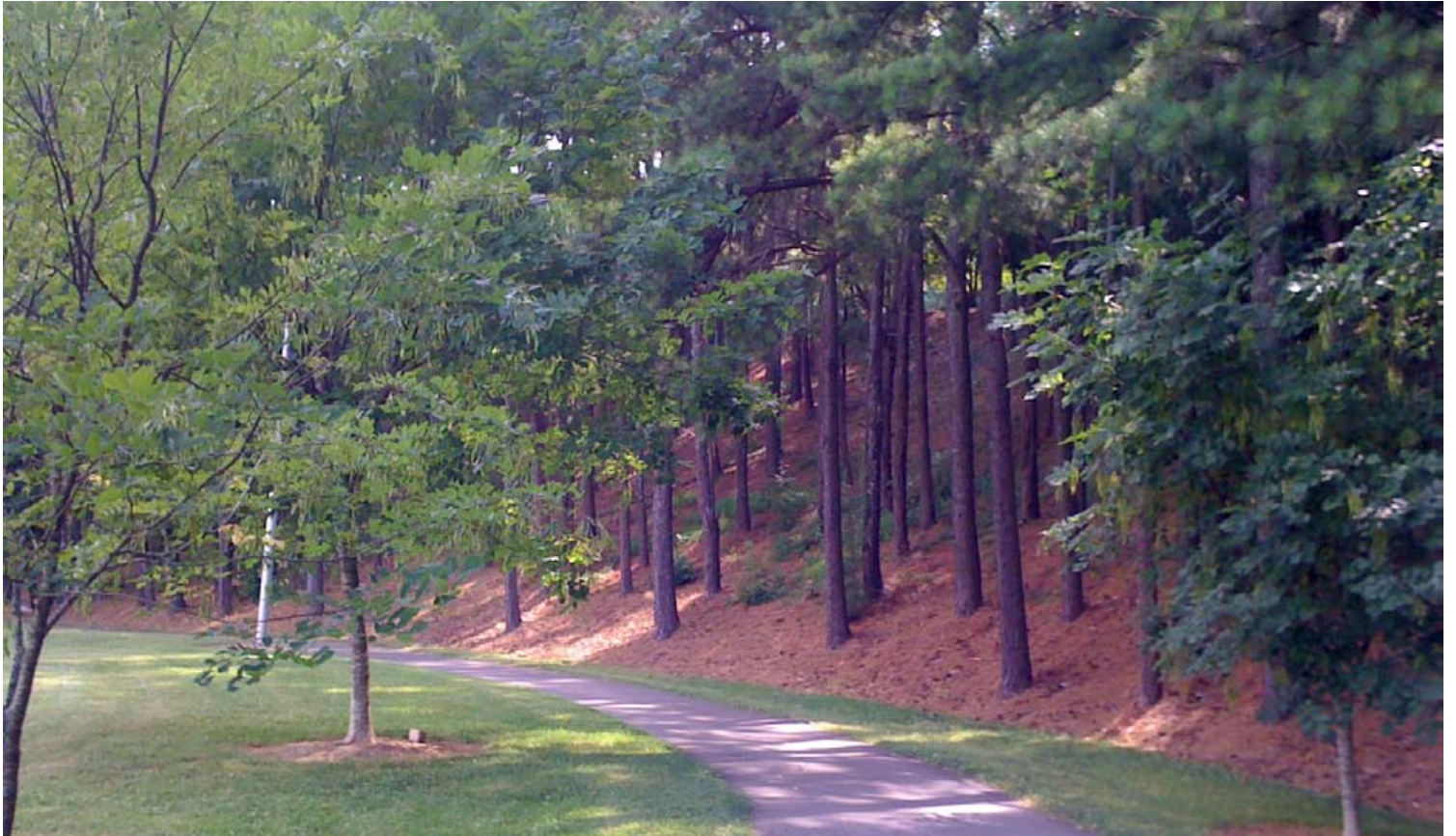
HISTORY

Physical development of the college and its facilities has also been similarly rapid, in efforts to keep pace with expanding enrollment and shifting institutional missions. When Dalton State opened its doors to students in September of 1967, four buildings composed the campus, forming the earliest demarcation of the heart of today's academic core. The first buildings included Westcott Hall, which served as administration and library; Sequoya Hall, serving general and science classroom needs; Pope Student Center for general purpose student services building, and the Facilities Plant building, located west of George Rice Drive from the core campus. Bandy Gymnasium followed the next year, opening in February 1968. In 1970, Gignilliat Memorial Hall, a general classroom building, was completed and the current Roberts Library came online in 1972. Major additions to the Pope Student Center, Westcott Hall, and the Facilities Plant building were completed between 1973 and 1975.

The creation of a Technical Education program at Dalton State in 1973 laid the groundwork for campus expansion to the north of the academic core, and a new Technical Building opened in 1979. With this move, the college brought technical certificate and associate degree programs to their pre-baccalaureate offerings. The next major campus expansion was not for another decade, when an expansion to Sequoya Hall was completed in 1989. Dalton State's most recent two buildings – the Liberal Arts Building and the James Brown E. Brown Center for Continuing Education – were constructed in 1999 and 2006, respectively. In between, addition to the Roberts Library was completed in 2002, to round out development on the core campus.

The most recent master planning effort commenced following a series of exciting steps at the College that positioned Dalton State for growth to 8,000 students and to transition to a true four-year institution with the academic and student life offerings to match it. 2009 was a paramount year for Dalton State-both on its core campus in Dalton, and beyond, marking many changes for the campus and its future direction. Construction was completed on the college's bell tower, which has become an iconic feature of the central quadrangle. Dalton State opened the Wood Valley residential housing, the first on-campus residential offerings for the school, marking a new direction and commitment to student-oriented, 24-7 campus environment. At the same time, Dr. John Schwenn was inaugurated as the College's fourth president. Dalton State also extended its outreach efforts by opening the Gilmer County Center partnership in Ellijay, Georgia, with over 200 students enrolled in the first spring semester. Similarly construction was begun on the Dalton State academic building at the Whitfield County Career Academy, which was completed for students in fall of 2010. With all these additions, the Division of Continuing Education, formerly housed in the Brown Center, was closed, leaving an empty academic building at the northern end of campus. This change opened up new space for classrooms and high quality, technology-enabled spaces for general teaching campus-wide, but it also created the need to think creatively and critically about how to connect the complete campus north-to-south.

VISION 



Natural landscape on the southern end of campus



Pedestrian paths connecting classroom buildings are human-scaled and comfortable



New technology-enabled classrooms at the Brown Center

Vision

CRITICAL ISSUES FOR DALTON STATE COLLEGE

This master plan was undertaken at an opportune moment in Dalton State's path. In the context of rapid enrollment growth, on-campus housing, an expanded student life mission, property acquisitions and new opportunities related to changing curriculum, the master plan was charged with a detailed, qualitative examination of Dalton State's existing academic spaces and student life vision. This study was meant to ensure that Dalton State's physical campus enables realization of the College's academic mission and philosophy. To that end, the key responsibilities of the 2025 master plan were to:

- Establish a room by room understanding of the College's existing academic and instruction space, including student life space and offices, and assess its quality and quantity related to space utilization and academic needs.
- Develop a clear circulation, access and parking management strategy that can support continuing growth and expansion.
- Create a student life vision for on-campus housing, recreation, athletics, and living/learning opportunities.
- Explore potential downtown or off-campus opportunities and partnerships.
- Ensure the plan is realistic, and undergirded by a feasible implementation strategy.

MISSION AND STRATEGIC PLAN

Since its founding, Dalton State College has been dedicated to supporting Northwest Georgia economic vitality through provision of an accessible, quality higher education for the local and regional population. As an institution of the University System of Georgia, Dalton State College offers bachelor's and associate's degrees and career certificate programs, as well as public service and continuing education activities. The College began offering its first bachelor's degrees in 1999, and changed its name to Dalton State College to reflect the baccalaureate mission at this time. Today, just ten years later, Dalton State College offers a range of baccalaureate degrees in Accounting, Biology, Chemistry, Criminal Justice, Early Childhood Education, English, History, Management, Management Information Systems, Marketing Systems, Mathematics, Operations Management, Social Work, and Technology Management.

The College's work and academic offerings have been historically linked to and strengthened by partnerships between the College and Northwest Georgia businesses and industries, governments, and schools. The City of Dalton's long-time role in the carpet and textile industry has also shaped the College's direction. In today's climate of economic change and continuing reinvention of city economies and downtowns revitalization, Dalton State College plays a critical role within the greater city economy and community. Through its collaborative efforts and involvement with partners such as the University System of Georgia's Archway Partnership, the College responds to the needs of all its constituents and offers educational programs and service to improve the quality of life in Northwest Georgia.

The following is a summary of Dalton State College's current mission statement and 2009-2012 *Strategic Plan: Seeking Excellence in Challenging Times*. The master plan aligns with the following priority themes to support as outlined in the strategic plan:

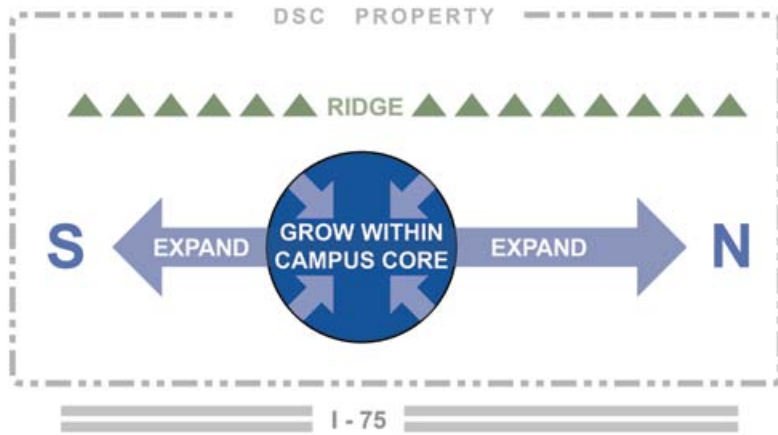
- Multiculturalism and diversity
- Rich, secure campus environment with varied student life experiences
- Community ties
- Student learning and academic support
- Excellence in undergraduate education and essential learning outcomes for the 21st century

MASTER PLANNING PROCESS

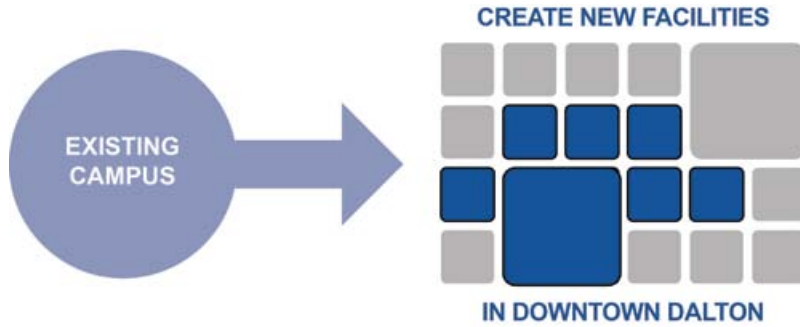
The 2025 master plan grew from a smaller master plan “refresh” effort undertaken by the College and Sasaki in the summer of 2009. A master plan committee provided guidance and oversight for the direction of the “refresh,” and this committee became the master plan committee for the 2025 plan. During this “refresh” process, stakeholder interviews were conducted with Dalton State faculty, staff, students, and Dalton State Foundation members. These interviews laid the foundation for the direction of the 2025 plan, revealing ways to create a campus master plan that meets Dalton’s needs for the 21st century. Conversations and site analysis revealed the challenges that face the campus, the choices that will need to be made about the physical campus, and the opportunities that exist for Dalton State to enhance or develop future academic programs that would impact the growth and trajectory of the physical campus. The interview conversations revealed a number of recurrent themes and priorities related to the physical campus and space needs, quality of instructional space, circulation issues and peak hour traffic at campus entrances, student life issues including housing and new on-campus housing, athletics, and the need to explore the College’s relationship to downtown Dalton.

The 2009 master plan “refresh” process revealed that a critical need for the College was a comprehensive, qualitative understanding of their existing building space. Hence, this master plan effort commenced with data collecting in June 2010 when a team of architects and space planners walked through every room in seven campus buildings to collect qualitative observations and technical data about the spaces in: Westcott Hall, Bandy Gymnasium, the Liberal Arts Building, Sequoia Hall, the Pope Student Center, Brown Center, and the Technical Building.

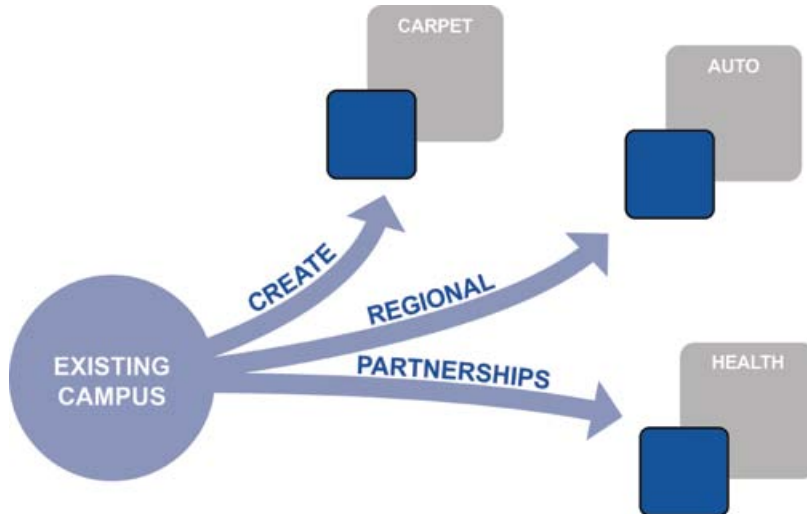
This data was analyzed over the summer and on September 16, 2010, an official “kick-off” meeting was held with over the master plan committee and with members of the City of Dalton community to initiate the master planning process. Meetings included discussions with Mayor David Pennington, County representatives, and staff from the Archway Partnership. A key function of the Archway Partnership is the linkage and process established to bring community stakeholders together in a routine and systematic basis to work for the betterment of their community. Topics covered with the master plan committee included a summary analysis of campus goals and challenges, existing campus social fabric, space needs, qualitative assessment of instructional, office, and student life spaces, and a preliminary discussion of connections to downtown Dalton. The space needs analysis was presented based on today’s needs and future growth projections resulting in target enrollments of 8,000 headcount.



Option 1: Grow the Core Campus



Option 2: Create a Downtown Presence



Option 3: Take a Regional Approach

The kick-off included a work-session with the committee, one-on-one and small group meetings with community stakeholders, and a community-wide open house in a downtown Dalton vacant storefront. A storefront in the Landmark Building was transformed into a master plan exhibition and meeting space and the evening open house was attended by over fifty members of the community who weighed conceptual options for the College's growth that considered alternatives for:

GROW THE CORE CAMPUS

Option 1 included the creation of a 4-year residential college at Dalton State's existing site, adjacent to I-75. It assumed the College will focus on bachelor and master's degree, rather than technical programs, in the long-term, and will enhance existing residential, student life, and athletics facilities to extend college's catchment area and support this vision. The existing campus property's capacity for future growth will be tested, and development will be contained within this zone. This strategy coordinates with the local comprehensive land use plan, which shows College expansion to the north along I-75. This option also considered potential partnerships with the nearby Trade Center to provide additional space for college use; however, acquisition of the Trade Center was explored and not recommended by the master plan.

CREATE A DOWNTOWN PRESENCE

Option 2 explored the opportunity to create a Dalton State College presence within Dalton's downtown. This option suggested that the College would maintain its existing campus along I-75, but would focus growth and expansion in the downtown as enrollment continued to increase over time. In the future, the College would actively locate academic programs downtown that support local business and industries, such as a business school, studio arts programs, or technical and continuing education programs. Dalton State College's presence would contribute to downtown revitalization and help make downtown Dalton feel more like a "college town" by introducing a bookstore, student housing, and other student related spaces. This option envisioned a separate athletics campus near downtown to allow for greater expansion of athletic and recreation programs, and relied on establishing better transportation alternatives between campus and downtown.

TAKE A REGIONAL APPROACH

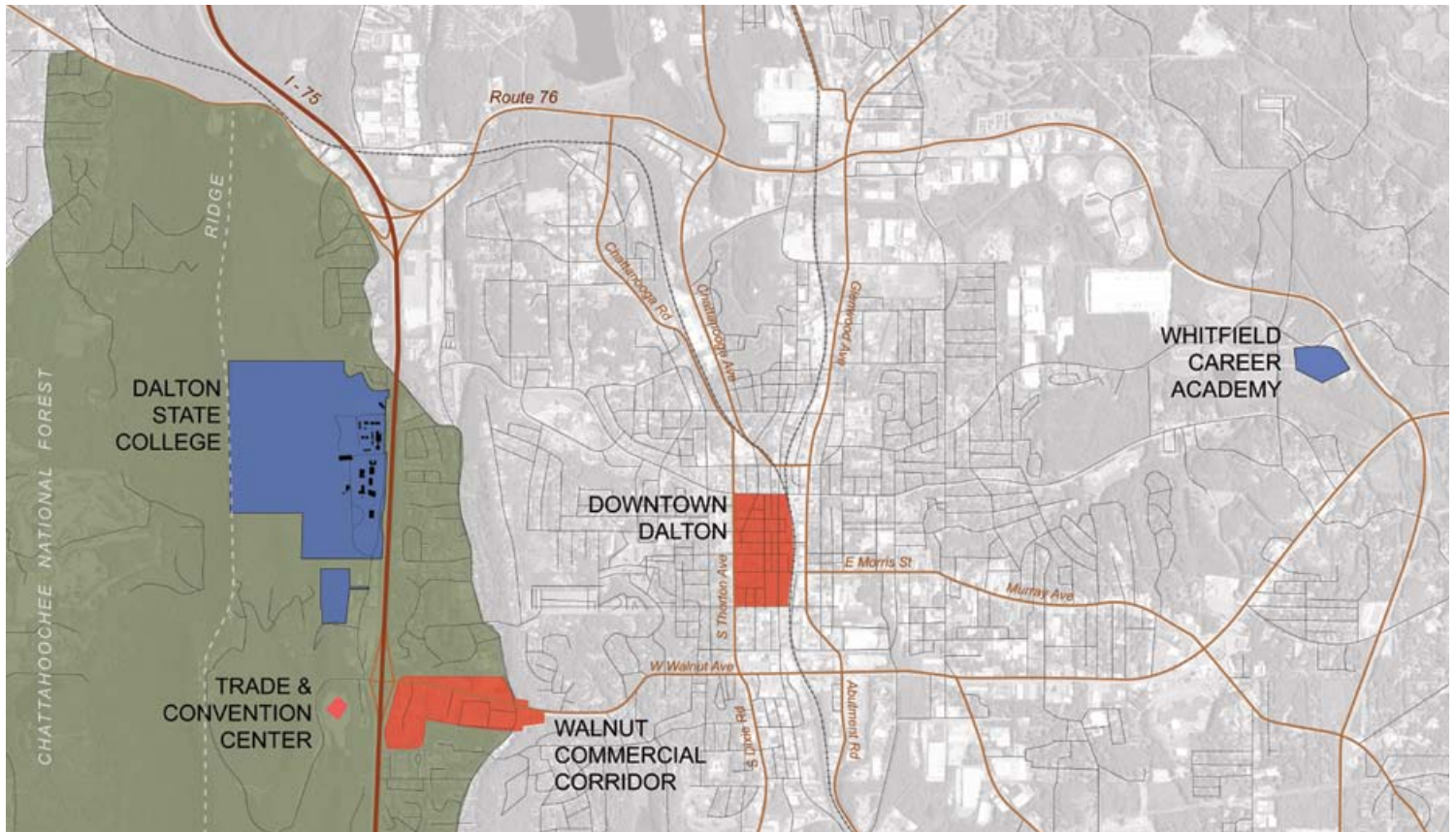
Option 3 proposed the College adopt a super-regional approach and become the hub for growth of industry in the region. It envisioned identification of critical industry partners in the region, such as the local carpet industry, new automotive plants in southern Tennessee, or healthcare and tailor academic programs to fit their needs. In this scenario, the College would continue to offer and expand technical programs as necessary, and would focus on drawing more students from Tennessee and Alabama rather than Atlanta. Option 3 moved the College toward a more dispersed model of growth rather than focusing on the core campus or downtown.

At the open house, community support was expressed largely for options 1 and 2, that explore growth on the campus or in partnership with the downtown. Combining these two options led the master plan toward a strategy that would continue to develop a critical mass in the College's current location on I-75, while allowing it to pursue appropriate partnership opportunities to establish a presence in Dalton over time.

On November 17, 2010, a second on-campus work session explored topics including a comprehensive transportation and parking analysis, the refined master plan program, the preferred strategy for growth on the core campus, and a framework for approaching downtown partnerships.

These findings were presented and discussed with the committee and with a panel of students. Based on feedback from the committee and students, the final plan was refined and developed over the subsequent months. After a series of online meetings, a final presentation of the plan was delivered to the full campus community in February 2011. A presentation was also shared with the City of Dalton community at the Freight Depot downtown.

EXISTING CONDITIONS 



The Dalton State College campus is located west of downtown Dalton, off of I-75.



Light-filled classrooms at the new Whitfield Career Academic, seven miles from campus

Existing Conditions

CAMPUS CONTEXT AND DOWNTOWN PLANNING EFFORTS

The Dalton campus is located on a 427 acre site, about ten minutes by car from downtown Dalton. Bounded by the steep slopes of a wooded ridge to the west and I-75 to the east, the built campus has developed as an attenuated form to the north and south of the core, extending about three-quarter miles, or a fifteen minute walk from end-to-end. The dramatic topography of the undeveloped ridge and the drainageways that run east-west through the campus provide an attractive natural setting for the campus. It benefits from having a walkable, compact core that enables a 10-minute class change schedule, and creates the opportunity for a highly pedestrianized campus.

The campus is surrounded by a mix of uses: suburban residential developments to the north and east across I-75, and strip retail development, primarily fast-food and hotels, along Walnut Street leading into Downtown Dalton. The Northwest Georgia Trade and Convention Center, positioned on the ridge just west of the intersection of Walnut Street and I-75, provides a significant bank of remote parking for the College.

While most campus facilities are currently concentrated at this location, a satellite classroom building in Whitfield County opened in the fall of 2010. This building is for both general classroom use by the College, and to create synergies with the adjacent Career Academy and encourage enrollment of more dual enrollment students. It include nine classrooms, one general lab, one computer lab and 11 faculty and staff offices.



The existing campus can be divided into three distinct districts: north campus, the core, and south campus.



The campus sits at the base of a dramatic wooded ridge.

CAMPUS FORM AND CHARACTER

The existing campus can be divided into three distinct districts: the North Campus, the Core, and the South Campus. The South Campus and the Core are contained by George Rice Drive, a loop road off of College Drive, and College Drive, a north-south frontage road parallel to I-75. The Core includes the majority of Dalton's academic facilities, which are arranged in a formal configuration with a bell tower at the center; knit together by a matrix of walks, lawns and trees, this is the most pedestrian neighborhood of the existing campus. The South Campus, which is separated from the Core by a wooded ravine, hosts Dalton's recreation facilities.

The North Campus, which is separated from the Core by George Rice Drive, has developed as independent parcels over time and so lacks the formal unity of the rest of campus to the south. Due to a combination of topography and the site design of these parcels, this district is difficult to traverse on foot, leaving users to the north, such as the Brown Center, feeling disconnected from the core. Pedestrian access to and through the north district is limited and discontinuous, with only a straight path on the sidewalk along College Drive and a new provisional path through Wood Valley. This lack of clear, walkable connection leads many users to drive from one adjacent parcel to the next and impacts the unity of the campus.



Roberts Library



Loberbaum Liberal Arts Building



Bandy Gym



Gignilliat Memorial Hall



Westcott Building



The Technical Education Building



BUILDING USE AND CONDITION

The majority of Dalton's academic and student life buildings are concentrated in the core, including the Roberts Library, Sequoya Hall, Gignilliat Memorial Hall, the Liberal Arts Building, the Pope Student Center, and the Westcott Building. The Technical Education Building is located north across George Rice Drive from the core. It houses a generous square footage of academic space, but the configuration of many of these rooms make them difficult to use for general teaching.

Wood Valley Apartments, a low-density residential development was acquired by the college following the 2005 master plan. The apartments site links the campus north to the Brown Education building, the College's most recently constructed academic space, located at the northernmost extent of the campus. The Bandy Gym, located south of the core, houses approximately 35,000 square feet of recreation space, including a swimming pool, gym, and weights and fitness equipment. Bandy Gym underwent a recent renovation, also following the last master plan, and is heavily used by the campus population. Ancillary support functions, such as the maintenance building and the parking deck, are located at the base of the ridge, outside of the loop road.



The main quad and Bell Tower, completed in 2009.



Pathway along the Westcott Building. The campus landscape is well-cared for and displays a rich variety of planting.



Many campus buildings have associated outdoor seating areas, such as this patio at Sequoia Hall.



Stairs and planted terraces mediate a grade transition between Westcott and the Library.



The South Campus Recreation Field. The wooded slope forms an attractive green backdrop.



Pathway between Bandy Gym and the Core. The woodlands add character to the campus and provide stormwater management benefits.

CAMPUS LANDSCAPE AND THE PEDESTRIAN ENVIRONMENT

Dalton's outdoor environment varies by district, with a more cohesive landscape in the Core and South Campus, and fewer provisions made for pedestrians in the North Campus. In the Core, the configuration of buildings, canopy trees, lawns, and paths creates a pleasant campus environment; many of the Core buildings have associated outdoor plaza and garden spaces, which offer opportunities for sitting outdoors between classes. South Campus is less developed and has a quieter character; the path leading from the Core passes through a wooded ravine and opens onto an attractive green bowl, composed of an open recreation field with a wooded hillside for a backdrop. The North Campus landscape around the Technical Education Building, the Brown Center, and the Apartments, is dominated by parking lots, roads, and woods. Walks in this area connect parking lots to buildings, with few areas designed for inhabiting and enjoying the landscape. The poor visibility and pedestrian connectivity between parcels combine to create a feeling of remoteness, though the core is only a five minute walk away.



Existing campus roadways, gateways and parking lots.

Existing Vehicular Circulation and Parking

- Roads
- Parking
- Primary Campus Entrance
- Campus Gateway Element

CAMPUS ARRIVAL AND VEHICULAR CIRCULATION

Visitors and members of the campus community currently arrive at Dalton on College Drive and choose from several vehicular campus entry points: the two main entrances onto George Rice Drive, a major entrance that serves the Brown Center and the Apartments, and several smaller driveways that serve parking lots along the eastern frontage of the campus. There is a large sign announcing the presence of the college between I-75 and College Drive, as well as a gateway element on the north side of the southern George Rice Drive entry, both of which are oriented to vehicular arrivals. Within the campus, vehicles move to and from parking lots along George Rice Drive. The northern segment of George Rice Drive, located in the geographic center of the campus, functions as an obstacle to pedestrians between campus districts. Pedestrians enter the campus from one of the many parking lots, often via the back entrances of college buildings.



The existing sign that announces the College's presence to drivers on I-75.



The existing southern gateway at George Rice Drive and College Drive.



Parallel parking along George Rice Drive.



The existing parking deck accommodates 390 cars.



George Rice Drive and associated parking lots act as an obstacle to pedestrians between the North Campus and the Core.



The unscreened gravel parking lot in South Campus interrupts this open recreation area.

PARKING

The existing distribution of small lots throughout the campus gives this necessary campus land use an unwelcome visual prominence on the Dalton State campus. There are currently 2,151 parking spaces on campus. Three-hundred ninety of these spaces are located in the parking deck, and an additional 300 spaces are leased at the Trade Center and served by a College shuttle. (Up to 1,000 spaces total are available for lease at the Trade Center.) The shuttle route from the Trade Center to campus takes less than 10 minutes. In the south district, parking lots front both George Rice and College Drives, ringing the pedestrian interior of the campus. Parallel parking lines both sides of the length of George Rice Drive. In the northern district, each building is served by its own parking lot.

CITY OF DALTON

Dalton State is located just three miles from downtown Dalton. The City of Dalton has a population of approximately 33,000 people (2009), and is the second largest city in northwest Georgia, after Rome. Dalton's growth and economic history is linked to its roots in the carpet industry. Dalton is often referred to as the "Carpet Capital of the World" and it is still home to many of the nation's floorcovering manufacturers. Despite this success, the downtown faces many of the same challenges that historic downtowns across the country, including vacancies, economic transitions, and a migration of people and energy from the downtown centers to the edges of cities.

Still, downtown Dalton has had a significant amount of recent reinvestment and public interest in the downtown core. The Hamilton Street commercial strip the architecture and streetscape are walkable and vibrant, with restaurants, bookstores, and small retail enlivening several key blocks. The new City Hall demonstrates the City's commitment to the downtown, anchoring the northern edge. Streetscape reinvestment in several east-west streets creates a comfortable pedestrian environment. Additional efforts by the Archway Partnership, Downtown Development Authority, and other organizations as well as discussions around potential projects such as a "Central Park" across the railroad tracks from downtown, a Crawford Street linear park, and a pedestrian bridge across the railroad have engendered additional enthusiasm for the downtown.



Downtown Dalton is fortunate to have well-maintained historic architecture



Streetscape improvements in downtown Dalton



Dalton's new City Hall

SPACE ANALYSIS 



A wide range of quality and type of instructional spaces exist at Dalton State

Facilities Needs

SPACE ANALYSIS APPROACH

The myriad, recent changes at Dalton State College left the College with the need to thoroughly assess its facilities for their ability to carry out the College's evolving mission and goals. With the transition from a two-year to a four-year college and accompanying addition of student housing on-campus, there was a new imperative that the campus's facilities and sense of place create the feeling of a true four-year liberal arts college, with appropriate student life amenities and high quality instructional facilities. In addition to changing needs in physical facilities, shifts in culture are also a part of the future. In recent memory, the College has scheduled the majority of its classes on Monday through Thursday, with Fridays and afternoons less utilized for courses. As the College moves toward development of a residential college, with students living on campus 24 hours a day and seven days a week, this strategy should also change to maximize the five day week, gain more efficient use of the existing facilities, and sustain vibrancy on the campus throughout the full week.

In order to fully understand Dalton State's future space needs, the master plan conducted both normative and qualitative analyses of the College's facilities. A quantitative space utilization analysis was conducted based on spring 2010 class schedules and a comprehensive space inventory of all of Dalton State's classrooms, laboratories, offices student life, and recreation spaces. The goal of this task was to understand the College's space needs, particularly for academic space, as it currently exists at an enrollment of approximately 6,000, and as it moves ahead and grows to 8,000 students.

The quantitative analysis identified scheduling challenges for the College and the impact on space needs over time that better utilizing afternoons and Fridays would have on long-term facility needs. It also explored the impacts of recent changes in use of two of the College's largest facilities: the Brown Center and the Technical Building. In 2009, just as enrollment surpassed 5,700 students, the Division of Continuing Education at Dalton State, formerly housed entirely in the Brown Center, closed. This change in offerings opened up a new, state of the art classroom building for general use across other departments. Similarly, some of the programs that originally had a home in the Technical Building have recently been phased out – such as the automotive program – leaving opportunity for repurposing of several large spaces within the building.

To complement the normative space analysis, the master plan team conducted a room-by-room walkthrough of all spaces on campus. A central concern of the master plan is the integration of building quality and suitability of space, particularly academic space, in relation to the quantitative space needs identified. Through the walkthroughs, a comprehensive database of each room was created that compiled characteristics and observations about each space in order to help understand and explain patterns that were observed in the quantitative analysis, and explain questions such as why some rooms are in high demand while others are poorly utilized, or how the College's student life spaces are performing.

The master plan team assessed each academic and student life building on campus to determine the appropriateness of space for current purposes or possibilities for future adaptation. The qualitative analysis considered factors including: 1) each classrooms' character, appearance, and suitability; 2) the size and proportions of academic rooms and their ability to support expressed teaching needs and class sizes or formal events; 3) opportunities for informal interaction and an enhanced sense of community in lounges, lobbies and programmed outdoor spaces; 4) opportunities for the renovation or creation of improved learning environments; and 5) the condition of existing interior finishes, furnishings and equipment; and ability of residential properties to complement the College's student life vision.

PROJECTED CAMPUS GROWTH

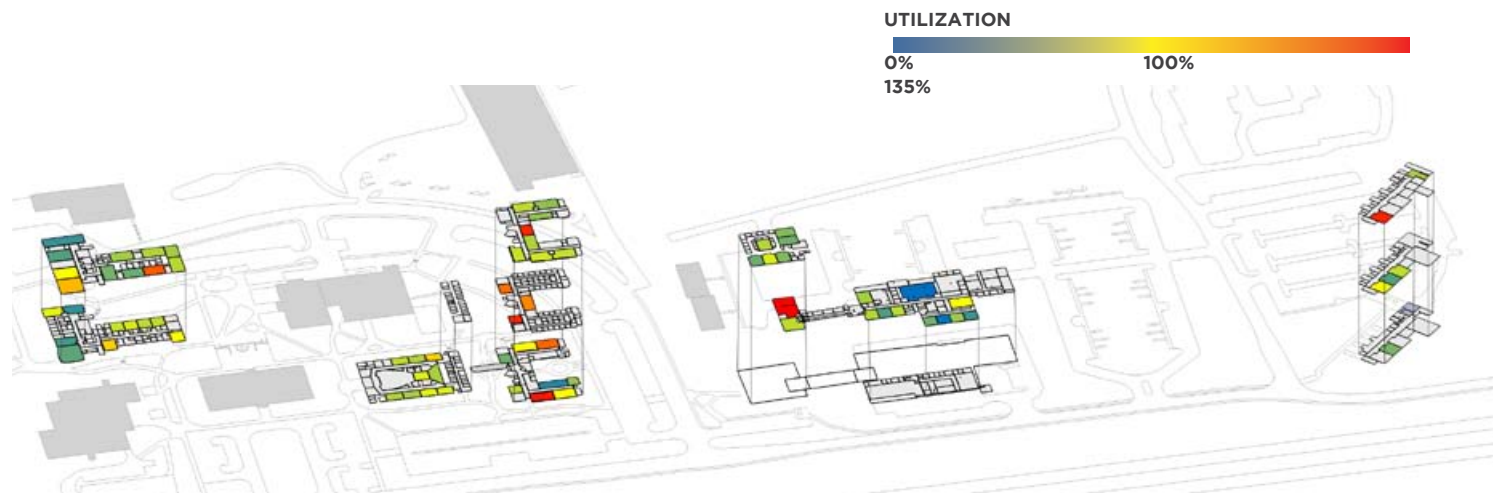
Enrollment at DSC has been steadily and significantly increasing, outpacing historic trends and previous master plan predictions over the past decade. Anticipating that near term future growth will also proceed at a healthy pace; the 2025 Plan has established a development program to accommodate growth from the spring 2011 enrollment of just shy of 6,000 to an overall target size of 8,000 students. The master plan also revealed additional capacity on campus for further growth if needed beyond this strategic target of 8,000,

In the future, the College has the opportunity to grow significantly over time, including new facilities that expand existing programs, or introduce new curriculum. Stakeholder discussions raised possibilities such as future addition of an arts or a business program, however no current plans are in place. As future academic directions are determined, the plan is flexible to accommodate new programs, either on the core campus or through potential community partnerships.



CLASSROOMS LABS

Distribution of lab space and classroom space campus-wide



UTILIZATION
0% 100%
135%

Analysis compared utilization rates across all instructional spaces on campus

MASTER PLAN PROGRAM

The space program assesses existing and future space requirements at DSC in order to improve utilization of existing facilities, allow for renovation of current, aging spaces, and to accommodate future increase in enrollment and campus population. This analysis, defined the week as Monday through Friday from 8 am – 5 pm, and also was built to independently assess the impact of improved scheduling on Fridays. The spring 2010 schedule was used, when enrollment was at 5,565 headcount, and classes were scheduled in five buildings: the Brown Center, Liberal Arts Building, Memorial Hall, Sequoya Hall, and the Technical Building. The qualitative assessment complemented this normative analysis.

ACADEMICS

In order to grow to 8,000 students on campus, both transition to a five-day week and additional academic space is needed. Dalton's most significant classroom needs stem from the need for additional mid-sized (40-60 seat) classrooms. Growth to 8,000 students also creates the need for net additional instructional lab space (approximately 20,000 GSF), as well as additional updates to existing labs, and small research lab space. These academic space needs will be accommodated in a new academic building adjacent to Sequoya. The qualitative walkthroughs of Dalton's space and room optimization analysis augmented the normative analysis, determining that additional right-sized classrooms and upgraded labs are key needs for the College moving ahead.

STUDENT LIFE

The space utilization found that the greatest needs exist in the student life categories, with deficits in the student center, library, and indoor recreation categories. This student life category is particularly critical to address as the College brings increasing numbers of students into on-campus housing and needs to ensure it has the amenities – such as dining, recreation, and gathering space – in place to create a vibrant, supportive living environment. A 50,000 GSF addition to the student center is proposed, as well as additional recreation space. In addition 35,000 GSF of study space is required in conjunction with the library, and 68,000 GSF of indoor recreation space with the gym. However, the athletics space program will be fully developed pending the recommendations of the Athletics Feasibility Study.

MASTER PLAN PROGRAM		
HEGIS CODE / EXISTING USE	EXISTING GSF	TOTAL GSF NEED AT 8,000 HC
100,200,300: ACADEMIC (CLASSROOMS, LAB, OFFICE)	201,592	232,117
400: LIBRARY	68,440	94,540
500: INDOOR RECREATION	35,386	145,471
600: GENERAL/STUDENT CENTER	94,954	236,314
700: PLANT OPERATIONS	19,512	35,322
800: HEALTH SERVICES	-	4,716



Location of excess equipment within gym lounge space confirms additional recreation space needs



Space analysis findings support need for additional state-of-the-art lab space

RESIDENTIAL STRATEGY

Currently two-hundred and forty four students are housed in the Wood Valley apartments. In the future, the College has a goal of housing 1,600 students total on campus, which amounts to twenty percent of the College's future population and creates the critical mass needed to develop a true, on-campus residential environment. In the near-term, the College is working toward achieving four hundred beds on campus. Although over half of that already exists at Wood Valley, these apartments are at a very low density and the buildings are nearing the end of their useful life. The site will ultimately be redeveloped, and future housing should be in a mix of suite and semi-suite styles, with some apartments, to more appropriately serve the needs of an undergraduate population.



Existing on-campus housing at Wood Valley apartments



Student lounge space in the Liberal Arts Building.

PARKING PROGRAM

Growth to 8,000 students will strain the existing parking supply of 2,151 spaces, even if the available Trade Center is continued to be leased and is more fully utilized. As the proportion of resident population increases, the parking need will also grow since residents have a higher parking space per capita need than commuters. However, resident spaces can successfully be located in a remote location, such as the Trade Center. In future years, additional alternatives for remote parking should be explored so that the successful strategy can be continued even if the Trade Center lot becomes unavailable for lease by the College.

PARKING PROGRAM	CURRENT CONDITIONS		LONG TERM PROJECTIONS	
	EXISTING POPULATION	CURRENT SPACES	PROJECTED POPULATION	PROJECTED SPACES
HEADCOUNT	5,565		8,000	
RESIDENT	244		1,600	947
COMMUTER	5,321	1,161	6,400	1,743
EMPLOYEE	510	280	732	526
VISITOR	97	187		139
HANDICAPPED PARKING	35	43		50
TOTAL		2,151		3,406

2018 MASTER PLAN 



The Master Plan envisions a well-connected, walkable campus for 8,000 students.

- Legend
- Existing Building
 - Proposed Building
 - Pedestrian Spine
 - Secondary Pedestrian Circulation
 - Road
 - Drivable Walk
 - Recreation Field/Court
 - Primary Plaza
 - Secondary Plaza

2025 Master Plan






MASTER PLAN VISION

The College envisions a critical series of years ahead, with plans focused on supporting growth to 8,000 students and a robust residential system that will create a true student life environment. The master plan process has demonstrated that there is capacity on the existing campus for 8,000 students, and the focus will be to create a true, residential four-year campus for the City of Dalton. The 2025 Master Plan locates all future facilities to accommodate growth of the student body to 8,000 students within the existing campus property.

At the heart of the master plan vision is the creation of a continuous pedestrian spine that unites Dalton's campus neighborhoods into one walkable, lively campus. Vehicular circulation and parking are consolidated at the campus perimeter and new buildings are infilled along the central pedestrian artery. The master plan builds upon the existing organization of uses, with new academic facilities along the east side of the pedestrian spine linking the Brown Center back to the core. This compact plan allows students to circulate throughout the campus within a 10-minute class change interval, promoting an efficient use of academic space, as well as concentrating activity where it can be seen and shared in by the campus community. Perhaps the most significant change in campus character will come from the two proposed residential neighborhoods, each housing 800 beds, one at each end of the campus. Enhanced student life facilities and landscape improvements throughout the campus will contribute to a sense of place and will serve the needs of these new 24-hour residents.



Proposed Vehicular Circulation and Parking

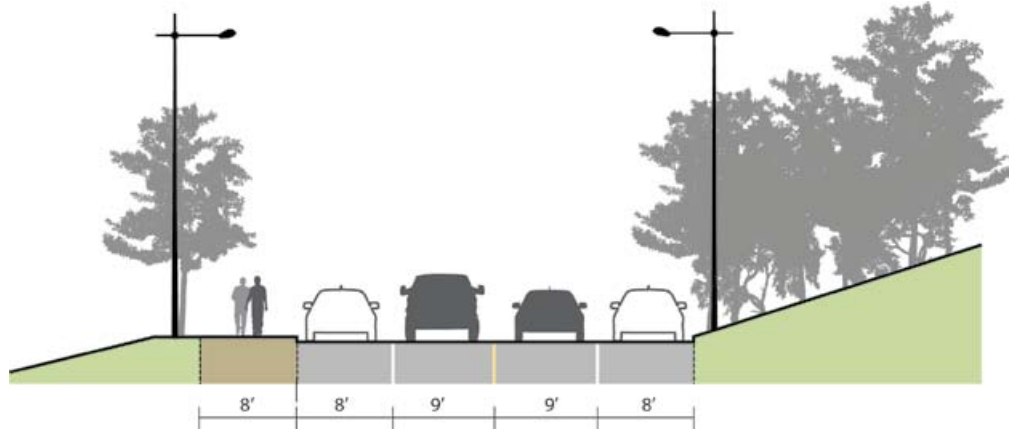
- Legend
-  Road
 -  Service and Emergency Vehicle Access
 -  Parking Lot Access
 -  Parking Lot
 -  Pedestrian Drop-Off

2025 MASTER PLAN

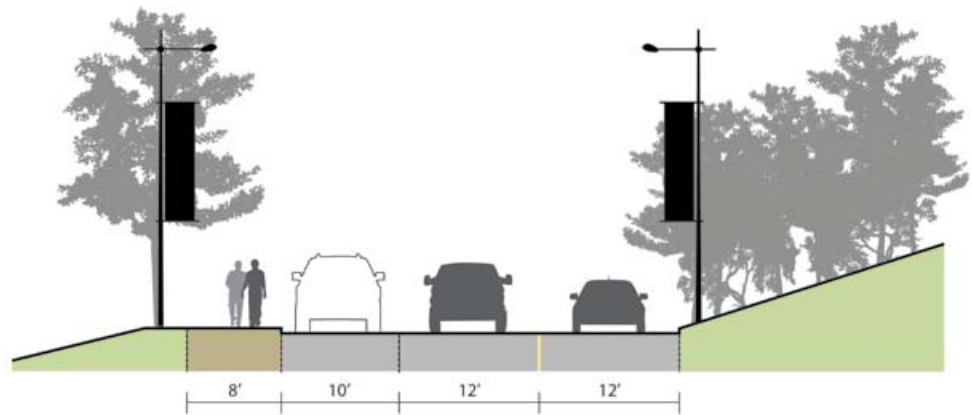
VEHICULAR CIRCULATION AND PARKING

George Rice Drive will be reconfigured to unite rather than divide the campus, with an extension added at the western edge of the North Neighborhood, connecting to the Brown Center's existing entry drive. The existing east-west section of George Rice Drive between the Technical Education Building and the Liberal Arts Building will be transformed into a pedestrian way that can accommodate service and emergency vehicles as necessary. This reconfiguration will enable pedestrians to walk from one end of campus to the other without crossing a vehicular street, as well as simplify vehicular circulation so that drivers no longer have to enter and exit the campus multiple times along College Drive to move between the Core and the North neighborhood. Vehicular drop-offs should be provided along George Rice Drive for each major building entrance along the street.

The Master Plan proposes to separate pedestrian and vehicular movement on campus where possible by strategically relocating parking spaces, including those parking lots inside George Rice Drive. The lots along College Drive will be reconfigured and expanded to accommodate as many spaces as possible, as this location along the highway is less desirable for other uses. It is recommended that parallel parking be removed from the west side of George Rice Drive and the 34 feet curb-to-curb be redistributed into two driving lanes and one parking lane of standard dimensions. In addition, it is recommended that the College utilize the remote Trade Center lot and shuttle system, with its reservoir on 1,000 spaces, to the fullest extent possible. If and when the total parking supply becomes insufficient, it is recommended that the College build a garage on the Brown Center lot or acquire off-site land for remote parking. These parking recommendations consolidate the parking supply into larger, collocated lots, reducing the need for drivers to circulate through multiple small lots in different areas in search of a space. The parking program table on page 41 of this document describes the required parking supply for a campus of 8,000 that has been accommodated by the master plan.

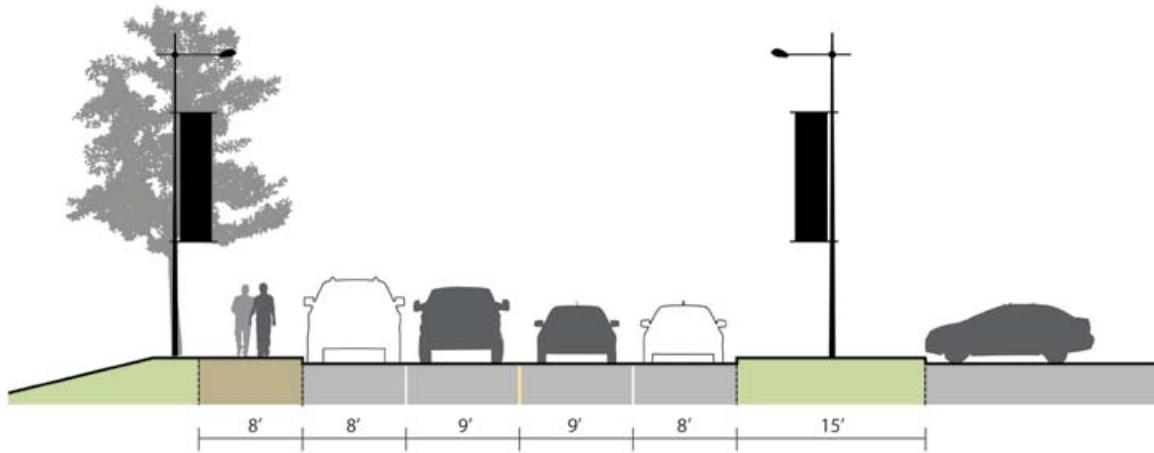


George Rice Drive: Existing Section near sequoia hall

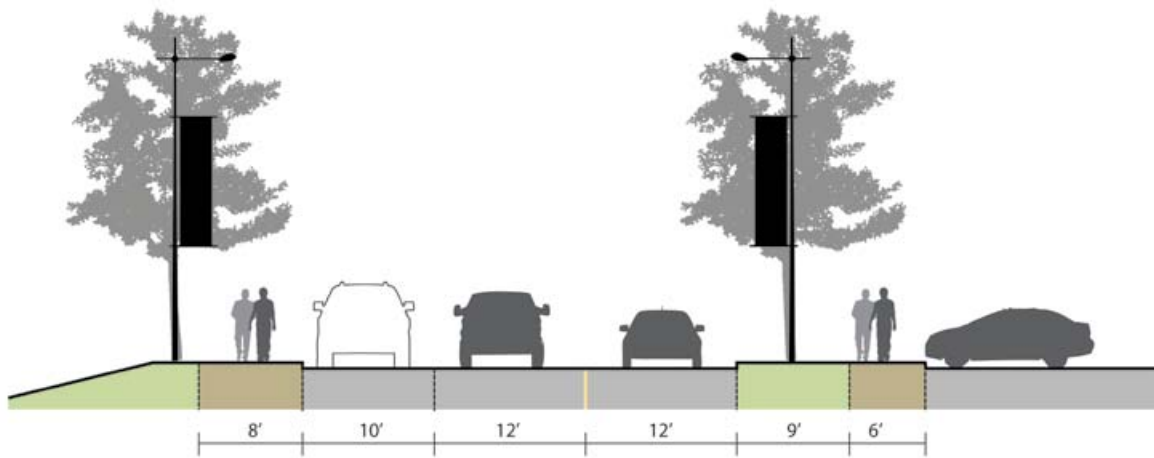


George Rice Drive: Proposed Section near sequoia hall

The Master Plan proposes to remove parallel parking from the west side of George Rice Drive and redistribute the curb-to-curb dimension into standard, safer lane widths. Campus banners may be added to vehicular light fixtures to create a consistent sense of college identity along the street.

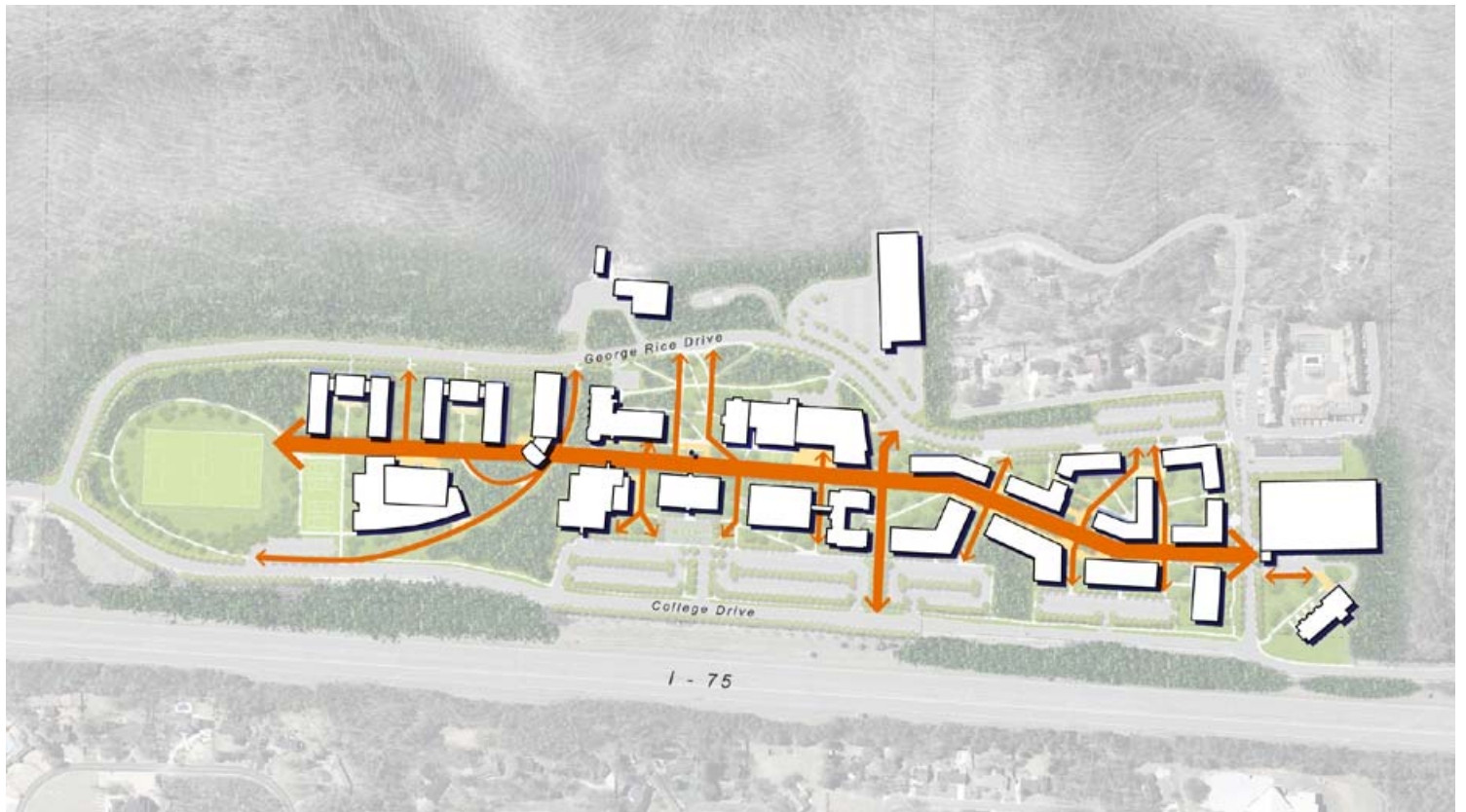


George Rice Drive: Existing Section near the parking deck.





George Rice Drive: Proposed Section near the parking deck.

The Master Plan proposes to add a sidewalk and plant street trees in the median between George Rice Drive and the parking deck lot in order to pedestrianize the street and screen the parking lot.



Proposed Primary Pedestrian Circulation

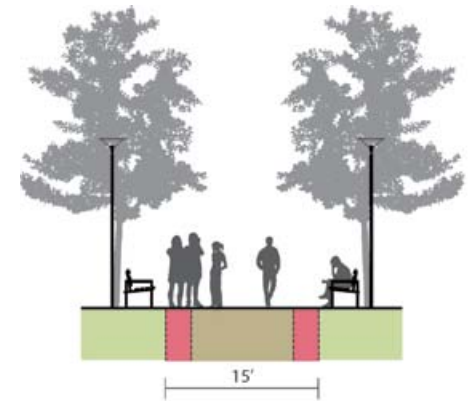
Legend

-  Pedestrian Spine
-  Secondary Pedestrian Circulation

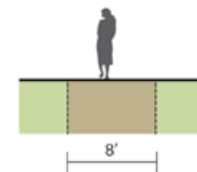
OPEN SPACE NETWORK

THE PEDESTRIAN SPINE

The proposed pedestrian spine should run the length of the campus, connecting the Brown Center in the north to the recreation fields in the South Park. The spine should be designed with the character of a pedestrian walkway, but must be wide enough and reinforced to accommodate service and emergency vehicles. Fifteen feet is the recommended dimension for the main pedestrian spine to accommodate these uses. Distinctive landscape elements, such as pedestrian scale light fixtures, special pavements, and benches, should be repeated along its length, to give the walkway a unique identity to aid in campus wayfinding. The walkway should be planted with an allée of canopy trees to shade pedestrians from the hot Georgia sun. The slope of the spine should be under five percent in order to maintain handicap accessibility along its length. Secondary pedestrian paths that radiate from the main spine will serve pedestrians and bikers, although are not accessible by vehicles. They are recommended to be eight feet in width to ensure a shared path among multiple users.



Proposed Pedestrian Spine



Proposed Secondary Pedestrian Circulation

CAMPUS ARRIVAL AND WAYFINDING

The master plan proposes to re-orient the arrival experience, so that first-time visitors to campus are led to immediately experience one of the College's main assets, the beautiful natural setting against the mountains. A key element of the campus arrival sequence and wayfinding recommendations for Dalton State is the proposed Welcome Center for campus visitors that will be located in the newly renovated Student Center. The arrival experience guides visitors along the lush, tree-lined George Rice Drive, to short-term visitor parking along the Drive that allows them to walk easily and directly across the academic core quadrangle and into the newly renovated Student Center, where a new visitor's center awaits.

Several important arrival thresholds greet visitors as they make their way to and within Dalton State's campus. The first indicator of the College's presence to drivers on I-75 is the large existing sign between College Drive and I-75; this sign should remain as it exists today, directed to George Rice Drive to experience. Once drivers have exited onto College Drive, the sign at the southern entrance onto George Rice Drive invites drivers onto the immediate campus. Here, the plan recommends that a second gateway element be added, so that this primary vehicular gateway frames both sides of George Rice Drive. A similar gateway element should be added at the new northern primary vehicular campus entrance, next to the Brown Center. Once drivers are on George Rice Drive, vehicular light poles with campus banners and street tree planting will signal that the visitor has arrived on campus. Parking lots should each be called out with clear signage oriented onto College Drive. Once visitors have parked in a lot or space along George Rice Drive, information kiosks and building signage in appropriate locations will aid in wayfinding within the pedestrian campus.



Proposed Open Space Network

Legend

-  Pedestrian Spine
-  Secondary Pedestrian Circulation
-  Plaza
-  Quadrangle
-  Recreation Field/Court
-  Street Trees
-  Wooded Area

PLAZAS, QUADS AND COURTYARDS

The majority of campus gathering spaces, such as paved plazas and intensively planted gardens, should be located in front of building entrances along the spine. Secondary open spaces, such as the residential quads and courtyards, should make use of architectural grade transitions and planting to create a threshold between the public realm of the primary corridor and the more private realm of the dormitories. Benches should be located on pavement next to building entrances to offer seating opportunities, as well as incorporated into grade transitions between the quads and the pedestrian spine, in the form of seat walls and seat steps. The landscape of the quads and courtyards should be terraced to be as flat as possible and planted with a simple palette of lawn and canopy shade trees, to accommodate passive recreation, such as sunbathing, studying and frisbee. Complex ornamental plantings should be avoided.

STREET TREES AND CAMPUS PLANTING

Tree planting cools paved surfaces, helps to create a pedestrian scaled environment, and aids in stormwater management. Street trees should be planted along both sides of the extension of George Rice Drive, as well as along the edges and interior islands of parking lots. Where possible, street trees should also be infilled along both sides of College Drive. Consideration should be given to incorporating planted swales into parking lot islands to aid in stormwater management.

The remaining landscape in the core should be a simple matrix of lawn and canopy trees. Tree species that are selected should be native to the area and appropriate to the climate, such as the canopy trees to provide natural shade from the Georgia sun. Small ornamental trees and shrubs should be used strategically to highlight building entrances and in defined garden areas, but should be kept out of the open landscape between buildings. In the southern area of campus, a landscape buffer along the eastern edge of the recreation field will help shield the area from highway noise, making this new open space appropriate for large outdoor gatherings. To form this buffer, a consistent row of street trees should be planted along College Drive in this zone. Naturalistic plantings can be layered in behind this row in order to augment the buffer. Evergreens provide a good sound buffer because they remain all year, and their canopy extends from the ground to the top of the tree. Strategic openings should be retained within the buffer to allow key sightlines into the field area at gateway locations.

CAMPUS NATURAL AREAS

The unique natural areas of the campus, such as the wooded ravines below the Technical Education Building and between the Core and South Neighborhood, should be preserved. Where pedestrian safety is a concern along certain campus walkways, understory plants may be selectively cleared to enhance sightlines. Consideration should be given to allowing areas of the campus not intended to be occupied by pedestrians to transition to a leaf litter or pine needle ground cover to reduce maintenance and aid in stormwater management.



The Core Neighborhood

Legend

- Existing Building
- Proposed Building
- Pedestrian Spine
- Secondary Pedestrian Circulation
- Road
- Drivable Walk
- Primary Plaza

CAMPUS NEIGHBORHOODS

The 2025 Master Plan reinforces and improves connections between the three campus neighborhoods - The Core, the North Neighborhood, and the South Neighborhood and Park - which are all united by the central pedestrian spine.

THE CORE

New development within the core builds upon the strong existing arrangement of buildings and open spaces, with a new academic building proposed west of Sequoya, and student life additions proposed to both the Library and Student Center.

New Academic Building

A new academic building is currently being designed for a site south of Sequoya Hall. The 70,000 square-foot building will include state of the art laboratory space to upgrade the available lab space on campus, as well as several larger classrooms. The master plan recommends that the building be designed to incorporate a public atrium that allows the pedestrian spine to pass through the building and transition in grade within it. This will serve not only to ensure connectivity of the pedestrian spine from north to south, but will also provide an architectural solution for the complex topography at this site, which cannot be accomplished through a landscape solution without stairs. Creative design within the building will allow for an elevator to make the grade change, which is the critical link to establish universal access across the campus.



Perspective view of the new academic building seen from the core by Lord.AECK.Sargent.

Type	Number	Seats	ASF/ Seat	ASF
Bio/Chem Shared Lab	1	40	75	3,000
Bio Lab	2	30	75	4,500
Additional labs from Sequoya	4	32	75	9,600
Undergrad research labs	6	25	75	11,250
Classroom – 40 seats	4	40	26	4,160
Classroom – 60 seats	2	60	26	3,120
Offices	28	1	115	3,220
Conference Room – 10-person	1	10	25	250
Conference Room – 20-person	1	20	30	600
Copier/Print Room	2	1	65	130
Student study space/ lounge	2	16	50	1,600
Total ASF				41,430
Total GSF (assumes .55 efficiency)				75,327

Student Center Expansion

One of the most compelling opportunities for transformation of the Dalton State College campus for its students is the proposed renovation and addition to the Pope Student Center. During the space analysis, the student life space type was demonstrated to be the space category with the greatest deficit: when the College reaches an enrollment of 8,000 students, this deficit will reach 142,200 GSF. The need for adequate quantity and quality of student life space will only becoming more critical as the College grows its on-campus population. As students begin to occupy the campus 24 hours a day and on weekends, new amenities will be required, including enhanced dining options and additional informal group spaces.

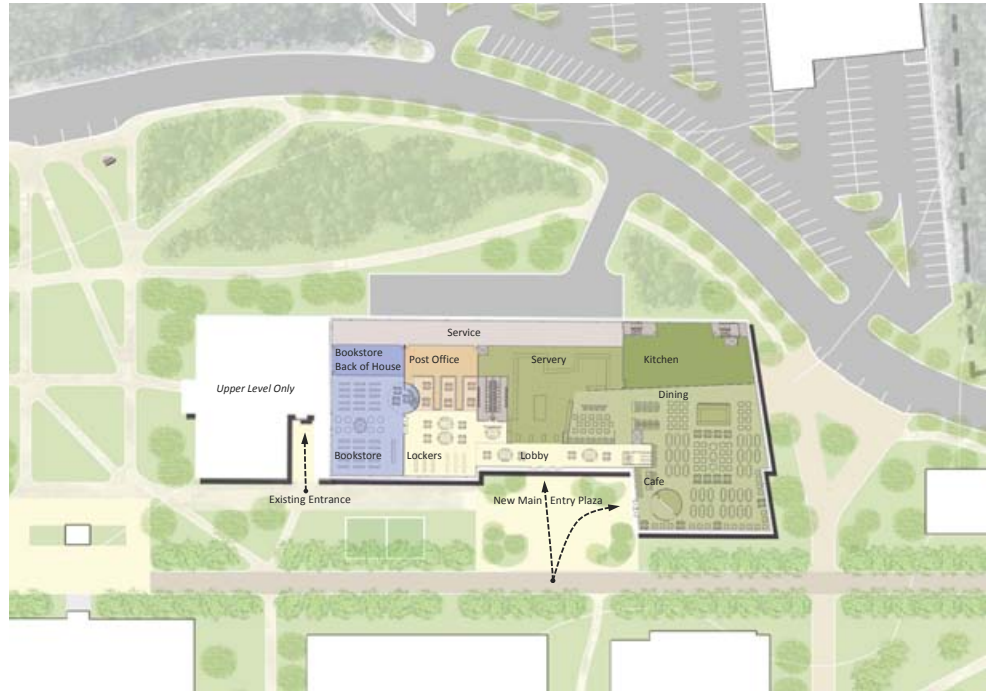
Additionally, the student life experience was described as a key priority within the 2009-2012 Strategic Plan, that identified improving “student learning and academic support” and creation of a “rich, secure campus environment with varied student life experiences” as two of the five overall College goals.

The proposed addition to the student center will go a long way to meet the College’s space needs and strategic vision for student life at Dalton State. It includes computer stations and expanded dining and lounge spaces, as well as a striking, flexible event space on the top floor that takes advantage of mountain views and includes a green roof.



The proposed renovation and expansion to the Student Center can be viewed and accessed from the pedestrian spine, with high levels of transparency and openness in the architecture.

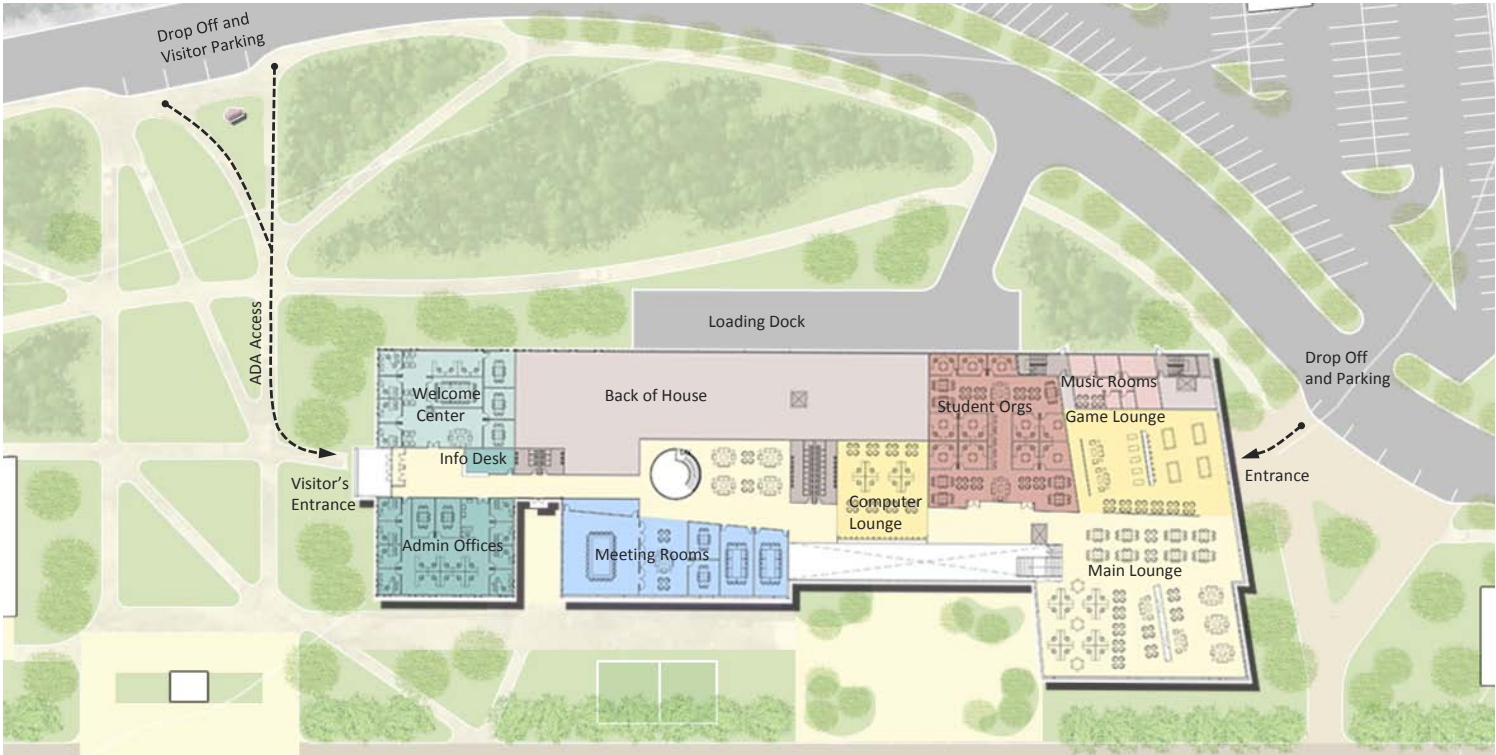
Total by Space Type	NSF
Lobby / Public	2,800
Dining – Main Dining, Café, and Vending	25,400
Event (300 person)	3,500
Meeting	3,000
Lounge and Entertainment	10,500
Bookstore (including back-of-house)	4,000
Miscellaneous (Post office, lockers, ATM)	2,350
Offices – Admin. and Student Services	3,500
Offices – Welcome Center	3,000
Offices – Student Organizations	4,000
Building Support	4,000
Total NSF	72,050
<i>Efficiency</i>	60%
Total GSF	120,083



Proposed Student Center, 1st Floor



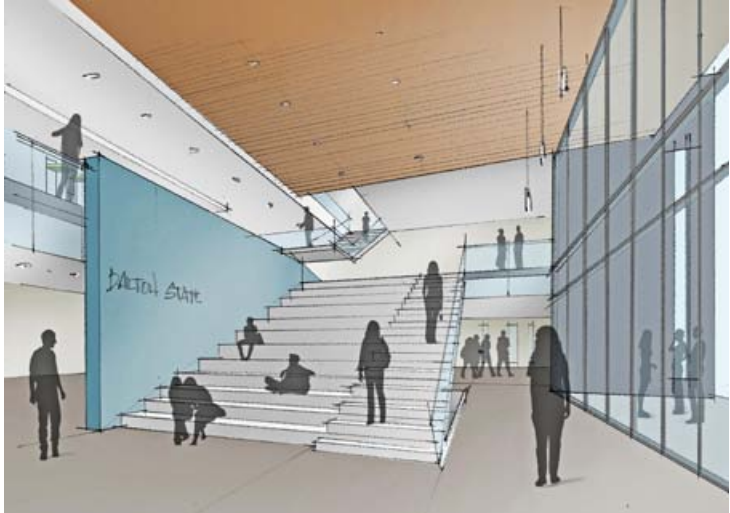
Proposed Student Center, 1st Floor Café



Proposed Student Center, 2nd Floor Plan



Proposed Student Center, 2nd Floor Lounge



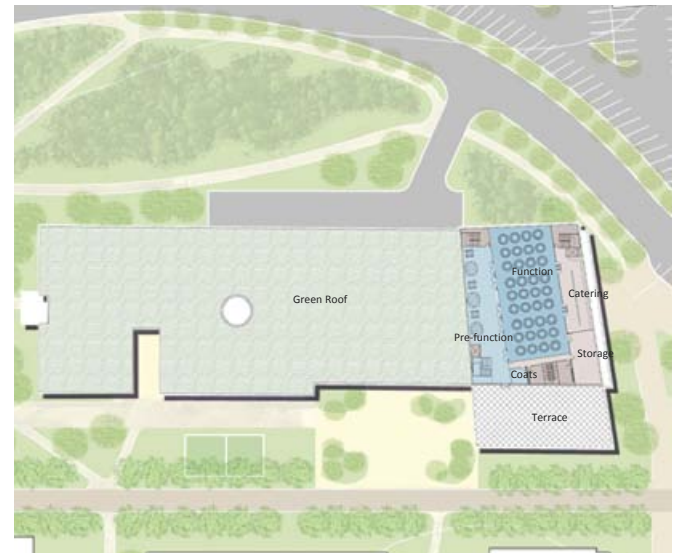
Proposed Student Center, 2nd Floor Lobby

The new third level events space will be highly transparent in materials, and serve as a visual beacon that can be viewed from the pedestrian spine and throughout campus. A relocated and expanded Welcome Center in the renovated southern end of the building will become a new campus ‘front door’ for visitors, that draws them through the new visitor arrival experience, into the core academic quad, and leaves them with a lasting first impression of the Dalton State campus inside the newly renovated building devoted to students.

The events space has room to host gatherings for up to 300 people, and accommodates the associated space such as coat room, storage, catering kitchen, and pre-function gathering space. A new terrace on the eastern side of the room overlooks the vibrant activity of the core campus and the newly landscaped pedestrian spine.



Proposed Student Center, 3rd Floor Terrace



Proposed Student Center, 3rd Floor Plan



Proposed Student Center, 3rd Floor Green Roof



Proposed Student Center, 3rd Floor Ballroom



The South Neighborhood and Park

Legend

- | | |
|----------------------------------|------------------------|
| Existing Building | Road |
| Proposed Building | Recreation Field/Court |
| Pedestrian Spine | Primary Plaza |
| Secondary Pedestrian Circulation | Secondary Plaza |

THE SOUTH NEIGHBORHOOD

In the south, two new residence halls, each housing 400 students, are located along the pedestrian spine, west of the Bandy Gym. Each residence hall will have a terraced courtyard oriented onto the pedestrian spine. Vehicular drop-offs and service entrances will be located off of George Rice Drive. Proposed additions to the Gym will enhance this residential neighborhood. Possible program uses for the addition include an expanded weights and fitness area, basketball / multipurpose courts and track, a multi-purpose room, expanded locker facilities, lounge space potentially with a cafe / juice bar, sports medicine space, equipment storage, and team sports facilities including dedicated lockers, fitness, training, offices.

A new plaza at the Gym's west entrance will offer opportunities for sitting and gathering off of the pedestrian spine. The space between the two residence halls should be designed as a walkway leading from a vehicular drop-off on George Rice Drive to the Gym's new entry plaza. South of the gym, the land should be terraced to accommodate 4 tennis courts at the same elevation as the ground floor of the existing gym.










THE SOUTH PARK

At the southern end of the campus, the existing large gravel parking lot and four tennis courts should be removed, and replaced with a new synthetic turf recreation field and smaller parking lot. The site is large enough to fit a full size NCAA soccer field, but could accommodate a number of recreational activities, including softball. Use of this open space is intended to support intramural sports; future intercollegiate sports will be housed at an off-campus site. An athletics study was undertaken simultaneous to this master plan to determine future intercollegiate athletics for the College to pursue. The wooded hillside should be preserved along the western edge of this space, and a naturalistic planting of canopy trees should be added around the perimeter walk to enclose the space and buffer it from College Drive.



The North Neighborhood

Legend

- | | |
|--|--|
|  Existing Building |  Road |
|  Proposed Building |  Drivable Walk |
|  Pedestrian Spine |  Recreation Field/Court |
|  Secondary Pedestrian Circulation |  Primary Plaza |
| |  Secondary Plaza |

THE NORTH NEIGHBORHOOD

In the north, a new residential neighborhood is located along the west side of the pedestrian spine. Like the southern residence halls, these new buildings are configured to define internal residential quadrangle spaces. Lining the east side of the spine, the Technical Building or replacement academic buildings, will form an integrated living/learning environment with the new residence halls. The north site will be terraced to accommodate the significant grade change between the George Rice Drive extension and College Drive, with the new residence halls sitting at the level of George Rice Drive, the pedestrian spine at an intermediate level, and the parking lots at the eastern edge at the lower elevation. The proposed academic buildings should step down from the level of the spine at their western face to the level of the parking lots at their eastern face.

DOWNTOWN STRATEGY

While the College grows its core campus, it will also look for opportunities and the right partnership opportunities that will allow Dalton State to remain an active partner in the revitalization of Downtown Dalton. A vibrant, active downtown will benefit the existing Dalton community, future generations, and play a role in the College's ability to attract great students. Future opportunities will be explored that are focused within the core retail district, and build on the existing energy within this area that is fed by Dalton's historic buildings, community retail, and recently designed streetscape, as well as support the College's academic mission and new program possibilities.

IMPLEMENTATION AND PHASING





Phase 1

- Legend
- Existing Building
 - Proposed Building
 - Pedestrian Spine
 - Secondary Pedestrian Circulation
 - Road
 - Drivable Walk
 - Recreation Field/Court
 - Primary Plaza
 - Secondary Plaza

Implementation

PHASING STRATEGY

PHASE 1

The first phase of growth focuses on strategic academic and student life improvements to the Core Area, as well as expansion of student housing on campus.

1. The first new building, a 75,000 GSF academic building with significant new lab space, will be located on the wooded slope between Sequoya Hall and the Gym. This building is currently in planning.
2. An addition will be made to the Pope Student Center to increase dining and student life space.
3. The existing Pope Student Center will be renovated; renovations will include the creation of a Welcome Center.
4. The parking lots west of the existing main quad will be removed and the quad will be extended west to a new vehicular drop-off along George Rice Drive. This move, in concert with the expansion of the student center, will significantly improve the visitor welcome experience.
5. Two new residential halls will be constructed on the site of the existing Gym parking lot, accomodating the near term goal of 400 beds.
6. The first segment of the pedestrian spine, reaching from the addition to the Student Center to the new residence halls, should be constructed in concert with each associated building project along it. The new academic building, which overlaps with the spine, should be designed to mediate the steep grade of its site; visitors entering the building on the north should be able to take an elevator or stairs within the building, and emerge back onto the spine at the higher elevation.



Phase 2

Legend

- | | |
|----------------------------------|------------------------|
| Existing Building | Road |
| Proposed Building | Drivable Walk |
| Pedestrian Spine | Recreation Field/Court |
| Secondary Pedestrian Circulation | Primary Plaza |
| | Secondary Plaza |

PHASE 2

The second phase further develops the Core, South Neighborhood and Park.

1. An addition will be made to the Library to allow for the expansion of the learning commons and computer study areas, and to increase lounge space.
2. A new terrace with 4 new tennis courts should be constructed south of the Gym addition. Below this terrace, a 45 car parking lot should be constructed to serve recreation and housing.
3. To the south, the large gravel parking lot should be removed and the open space should be converted to a large recreation field and lawn, buffered from College Drive by a naturalistic planting of trees. The pedestrian spine should be extended to meet a new recreation path that encircles the South Park open space. The slope of the path should be kept under 5% to ensure ADA accessibility.
4. The eastern parking lots between College Drive and core campus should be reconfigured and expanded; this project should include a new drop-off area east of Westcott.
5. Bandy Gym is expanded, with a 100,000 SF addition.

PHASE 3

The third phase develops the North Neighborhood, with two options to allow flexibility for the future of the Technical Building. Option A retains the Building, which limits the amount of new program that can be accommodated east of the pedestrian spine. Option B redevelops the site, allowing for the creation of an academic village in this neighborhood.

OPTION A

1. Construct a new residential district, with 1,360 beds on the Wood Valley site. Build the extension of the pedestrian spine north from the Student Center as part of this phase
2. Relocate George Rice Drive to encompass this new neighborhood.
3. Rebuild the former George Rice Drive connection between the Technical Building and Memorial Hall as a drivable walk for pedestrians and service and emergency access.
4. If needed for program expansion, build a new academic building south of the Technical Building.
5. Construct a 1,050 car parking garage on the Brown Center lot to accommodate new on-campus residential population and growth to 8,000 students.



Phase 3-Option A

OPTION B

1. Replace the Technical Building with a new, more efficient academic building.
2. Relocate George Rice Drive to encompass this new neighborhood.
3. Rebuild the former George Rice Drive connection between the Technical Building and Memorial Hall as a drivable walk for pedestrians and service and emergency access
4. Construct a new residential district, with 1,360 beds on the Wood Valley site. Build the extension of the pedestrian spine north from the Student Center as part of this phase
5. If needed for program expansion, build a series of new academic buildings east of the residence halls.
6. Construct a 1,050 car parking garage on the Brown Center lot to accommodate new on-campus residential population and growth to 8,000 students.



Phase 3-Option B

