University of North Georgia Master Plan

Executive Summary

December, 2016
February 1, 2017

Dear Colleagues and Friends:

I am pleased to introduce and share the University of North Georgia’s Facilities Master Plan. This document is the result of many meetings and conversations with faculty, staff, students, and administrators, beginning in 2015.

This is the first Facilities Master Plan developed since the University’s consolidation in 2013 and will drive decisions regarding physical space across UNG’s campuses. The plan takes into consideration the significant enrollment growth that UNG is experiencing, as well as needs and opportunities identified in other planning processes. Most notably, these include UNG’s Strategic Plan, 2014-2019 and the Academic Master Plan for 2015-2020.

In keeping with those plans, the key objectives of the Facilities Master Plan are to:

- Optimize space utilization
- Strengthen the unique qualities that contribute to each campus’ identity and culture
- Improve pedestrian and vehicular circulation and safety

While this plan is a living document and subject to change, any deviation from it must be well researched and documented through proper processes. All personnel are expected to follow the established plan and/or thoroughly research and present any proposed changes through the appropriate administrative channels before taking any action not specifically outlined in the plan.

Sincerely,

Bonita C. Jacobs, Ph.D.
President
Conceptual Rendering of Pedestrian Tunnel Under West Main Street, Dahlonega
Executive Summary

Overview
Planing Goals
Planning Process
Master Plan Projects
Acknowledgments

OVERVIEW
The University of North Georgia (UNG) was formed in 2013, with the consolidation of North Georgia College and State University (NGCSU) and Gainesville State College (GSC). Founded as North Georgia Agricultural College in 1873 in Dahlonega, NGCSU was the second-oldest institution within the University System of Georgia and one of the six Senior Military Colleges in the United States, and carries the official designation as the Military College of Georgia. Gainesville State was founded in 1965 as a two-year college with the mission of providing accessible and quality higher education in Northeast Georgia. The college moved to its purpose-built campus in the Oakwood suburb of Gainesville in 1966 and in 2003 expanded to Watkinsville by establishing its Oconee Campus. In 2012, NGCSU and Gainesville State established a shared facility in Cumming, Georgia. Following consolidation, the University of North Georgia established a fifth campus in Blue Ridge. Opening in the fall semester of 2015, this campus falls outside of the scope of this Master Plan.

The mission statement of the combined institution is as follows:

The University of North Georgia, a regional multi-campus institution and premier senior military college, provides a culture of academic excellence in a student-focused environment that includes quality education, service, inquiry and creativity. This is accomplished through broad access to comprehensive academic and co-curricular programs that develop students into leaders for a diverse and global society. The University of North Georgia is a University System of Georgia leadership institution and is The Military College of Georgia.

In the year prior to consolidation NGCSU had a student headcount of 6,067 and GSC had 8,569 students, totaling 14,636 enrolled students across both institutions. Enrollment in the Fall of 2015 was 17,289 students across the five UNG campuses, a significant increase. Enrollment is anticipated to continue to grow over the next 10 years and is projected to reach 22,950 headcount students in 2025, a 33% increase.

This master plan is the first facilities master plan undertaken since consolidation and seeks to accommodate the significant growth anticipated at UNG and the changing mix of degree programs offered.

PLANNING GOALS
The master planning team toured the four primary campuses and met with a cross section of UNG faculty, staff and students. Based on these conversations and observations the following goals were formulated for the master plan:

Character
• Highlight unique identity of each campus in addition to what is common to all campuses
• Bring campuses together
• Promote better integration of civilian and cadet culture
• Create more multicultural experiences
Teaching and Learning
- Address lack of faculty offices
- Address need for reconfigurable/flexible teaching spaces
- Address need for modular labs
- Address need for larger classrooms to accommodate larger sections
- Renovate aging buildings to suit current program needs, particularly on the Dahlonega campus

Quality of Life
Dahlonega (D), Gainesville (G), Oconee (O)

Student Housing:
- Increase the housing inventory to more effectively implement the two-year live-on requirement (D)
- Focus on serving freshman and sophomore students with on-campus housing and allow the off-campus market to support older students (D)
- Provide on-campus housing to enhance the co-curricular engagement opportunities for students (G)

Campus Recreation:
- Provide adequately-sized spaces that meet the diverse programmatic preferences of students, faculty, and staff within a single indoor recreation facility (D)
- Provide robust outdoor recreation and intramural opportunities within close proximity to the academic core (D)
- Meet demand for indoor recreation spaces within one centralized facility (G)
- Support campus demand for outdoor recreation facilities (G)
- Provide high-impact indoor recreation opportunities [weight, fitness and group exercises] in order to maximize student engagement within the limited available land development potential (O)

Union and Foodservice:
- Provide adequately-sized union and foodservice spaces in order to serve as the “hub” of out-of-classroom casual interaction (D,G)
- Focus on providing union and foodservice spaces near the academic core (D,G)

Athletics:
- Support its student-athletes with strength and conditioning and athletic training spaces that will be appropriately-sized to accommodate multiple teams concurrently.
- Focus on providing practice and competitive venues on, or within close proximity to the campus in order to maximize student, faculty, staff, and community engagement (D)

Previous Planning Efforts
Prior to consolidation, separate masterplans for NGCSU and GSC were formulated, in 2009 and 2010 respectively. A Campus Historic Preservation Plan (CHPP) was part of the 2009 master plan for NGCSU. Both institutions were experiencing growth and multiple building projects were identified, some of which have been completed. These plans have been evaluated as part of this effort, and proposals still applicable to the consolidated institution have been taken into consideration.

2014-2019 Strategic Plan:
Following consolidation, UNG engaged in a year-long strategic planning effort encompassing all four campuses and involving UNG students, faculty, staff, alumni and community members. Four goals were identified in the Strategic Plan:
- Promote Academic Excellence and Innovation
- Enhance Leadership and the Development of the Whole Person
- Expand Engagement and Educational Opportunity
- Build Campus Identity and Institutional Unity

Academic Master Plan 2015-2020:
An Academic Master Plan followed the Strategic Plan and was formulated for the 2015 – 2020 time frame. The plan is intended to provide a framework for the development of each campus by establishing a distinct focus and mission.

Six common themes were identified in the Academic Plan:
- Provide quality teaching which engages students and incorporates high impact pedagogies
- Provide access to education to the students in UNG’s 30 county service area
- Commit to preparing UNG’s students to be leaders in a global society
- Recognize the importance of advising and career preparation/guidance
- Enhance facilities and infrastructure to support learning, scholarship and educational environments across all campuses.
- Provide comprehensive academic programs that support the university’s mission and strategic plan while continuing to maintain and strengthen existing academic programs.

Proposals for each of the four campuses were noted. This plan will seek to address the deficiencies in facility and space needs identified in the academic plan and facilitate the implementation of proposed new initiatives.
PLANNING PROCESS
The master planning process began over the summer of 2015 with campus visits and space verification. Data collected from the university was used to create a consolidated facilities inventory database and a Building Information Model (BIM) for each of the four campuses under consideration. Stakeholder interviews were conducted over the fall of 2015 and findings were presented to the Master Plan Committee, Executive Committee and President’s Cabinet at the end of the fall semester and in the spring of 2016. A master plan charrette was held in March 2016 with the Master Plan Committee to identify and evaluate alternatives, which were subsequently refined and reviewed by both the Master Plan Committee and President and Cabinet before incorporation into this document. The draft master plan will be presented for review at the end of the 2016 spring semester.

Existing Conditions and Future Needs
The UNG space inventory contains 80 buildings located across the Dahlonega, Gainesville, Oconee, and Cumming campuses. The Dahlonega campus has 58 buildings totaling 2,743,727 GSF. The Gainesville campus has 16 buildings totaling 598,417 GSF. The Oconee campus has 5 buildings totaling 61,608 GSF. The Cumming campus has a single building with 36,900 GSF of space. The total space on the four campus is 2,743,727 GSF.

The greatest diversity in building stock is seen on the Dahlonega campus, both in terms of age and use. The two oldest buildings in Dahlonega date from the late 1800s, and a significant number of buildings are older than fifty years and therefore eligible for nomination to the Georgia/National Historic Register. The Dahlonega buildings span the gamut of building and construction types, from wood-frame residential buildings to historic load-bearing masonry structures to contemporary steel and concrete-frame construction.

On the Gainesville campus a majority of the buildings were constructed in the late 1960s, and are approaching the fifty-year threshold to be considered eligible for register nomination.

The buildings on the Oconee campus mostly date from the 1990s, with the Faculty Center and Classroom Addition dating from 2009 and 2015, respectively. The Cumming Academic Building was completed in 2012. Given that the Gainesville, Oconee and Cumming campuses were originally intended to serve commuter students, the spaces are primarily for instructional and administrative use, with a relatively small proportion of space dedicated to student union or recreational use. With increasing enrollment there is now a significant shortfall in these spaces.

There is also a general need for additional faculty office space across all campuses. On both the Dahlonega and Gainesville campuses there is a need for larger classrooms to enable larger section sizes to be accommodated. With more baccalaureate degrees offered on the Gainesville campus there will be a need for additional instructional space. The Oconee campus has consistently shown the highest utilization rates within the university system since the adoption of the 2013 Space Utilization Initiative; although the completion of the new classroom and lab addition in the summer of 2016 will provide some relief, the need for additional instructional, lab and library space - as well as quality of life space for students - will remain.

Space Analysis
There are three prevalent dynamics at play in preparing a campus master plan for the University of North Georgia:

- The University’s recent history as a merger of two institutions.
- The University’s strong growth in enrollment over the past several years that is projected to continue throughout the period of plan implementation.
- The funding of higher education campus development in the University of System of Georgia has pivoted from the traditional needs-based approach to one that is far more sensitive to resources available.

These three facts drive many of the needs the plan seeks to meet and how the plan seeks to meet them. The first dynamic drives a need for many facilities originally conceived to support a 2-year institution. With the merger, UNG aims to evolve into 21st Century learning environments supporting 4-year degrees. The activities involved in offering such programs coordinated over multiple campus locations. The second dynamic drives a need for more facilities at each campus location. The third dynamic instills the discipline to ensure optimization of existing facilities to reduce the extent of new construction.

Existing Facilities
One of the most significant facts regarding UNG is that it is distributed over 5 campus locations: Cumming, Dahlonega, Gainesville, Oconee and Blue Ridge. Each campus is significantly different in building size and campus square footage, age of buildings and building complexity. Likewise, each campus has a different history and offers a distinctive program array. The high degree of variability suggested by these differences complicates the management of all campuses and ensuring that each campus location is meeting the unique needs of its users.
The UNG campus includes 80 named buildings totaling 2,743,727 Gross Square Feet (GSF).

This overall building area provides a total of 1,023,352 Net Assignable Square Feet (NASF), not including parking structures, that is available for assignment to UNG programs.

When compared to a national survey conducted by the Society for College and University Planners, UNG currently provides slightly more NASF / Full Time Equivalent (FTE) student than at the average of the peer, public institutions with enrollments ranging from 10,000 to 25,000 responding to the survey. This “extra” space is mainly in the Classroom and General categories and also reflects the inherent duplications and inefficiencies of a multi-location campus formed from the merger of two pre-existing institutions. As enrollments continue to increase, this “surplus” will decline and quickly result in a deficit until new space is added.

One of the key questions the planning has answered is how much, what types and where should space be added to the campus to most effectively support the education on UNG’s future students.

Future Space Needs
To support its strategic plan, UNG needs to provide:

- Contemporary learning environments in three specialized academic areas – STEM (Science, Technology Engineering and Math and especially in Dahlonega and Gainesville)
- Health Sciences (especially in Dahlonega and Cumming)
- Fine and Performing Arts (especially in Dahlonega to consolidate and build on the existing strength in the campus’s Theatre program)
- Also needed is support for growth-related needs across the University: Faculty and Staff offices; Student Life Facilities - Student Housing, Dining and Recreation-type spaces; and Parking

The plan calls for a new STEM center in Dahlonega which will support the growth of those disciplines as well as the growth of the Health Sciences and general academic needs in space vacated by the STEM departments. Also needed is additional space for the sciences at Gainesville to meet the needs of an evolving academic program and growing enrollments.

The University could expand its Fine Arts and Performing Arts facilities in the anticipated space available through potential acquisition of the Lanier Tech campus adjacent the Gainesville campus. This newly-acquired space can also support expansion of general-purpose space needs to meet the demands of a growing student body: classrooms, offices, and related collaboration and project spaces.

Parking facilities will be created as needed at each campus to meet the demands of enrollment growth while keeping the car “in its place” and not degrading the campus environment. These facilities will be scaled to take advantage of emerging transit and related “green” options.

Quality of Life Facilities and Future Needs
The quality-of-life facilities and services were analyzed within the context of other needs identified by the master planning team. As a result of the complexity and challenges associated with the recent consolidation of NGCSU and GSC, and their previously independent campus cultures, operating paradigms, and strategic objectives, UNG administrative leaders strived to better understand the role and need for new or improved quality-of-life services. Through the identification of quality-of-life services as a critical component to improving the on-campus experience, the assessment of housing, campus recreation, union, dining, and Athletics facilities and operations were done as part of the planning process. The assessment and analysis led to the following key findings:

- UNG’s student enrollment differs significantly for each campus
- UNG’s existing provision and vision for quality-of-life services differ significantly by campus
- UNG has experienced enrollment growth across all campuses, and this trend is expected to continue in future years
- UNG’s ability to meet preliminary demand for quality-of-life facilities varies by asset type and by campus
- UNG envisions that the delivery of Athletics facilities and support services will better meet student-athlete needs in future years
- The current delivery of Athletics support facilities is inconsistent with the Department’s future vision
- Co-location and convenience is critical for the delivery of Athletics support spaces

UNG should consider the following with regards to the Master Plan:
<table>
<thead>
<tr>
<th>DAHLONEGA</th>
<th>GAINESVILLE</th>
<th>OCONEE</th>
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</thead>
<tbody>
<tr>
<td><strong>HOUSING</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>+400-600 BEDS</td>
<td>+600-800 BEDS</td>
<td>NOT INCLUDED IN ANALYSIS</td>
</tr>
<tr>
<td><strong>RECREATION WEIGHT &amp; FITNESS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>+2,000-3,000 GSF</td>
<td>+6,000-8,000 GSF</td>
<td>+4,000-5,000 GSF</td>
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<tr>
<td><strong>RECREATION GROUP FITNESS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>+1,500-3,000 GSF</td>
<td>+3,000-4,000 GSF</td>
<td>+1,000-2,000 GSF</td>
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<tr>
<td><strong>RECREATION COURTSPACE &amp; TRACK</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NOT APPLICABLE</td>
<td>+1 COURT</td>
<td>NOT ACCOMMODATED ON OCONEE CAMPUS</td>
</tr>
<tr>
<td></td>
<td>+1 INDOOR TRACK (APPROX 11,000 GSF)</td>
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<tr>
<td><strong>RECREATION OUTDOOR</strong></td>
<td></td>
<td></td>
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<tr>
<td>+3-4 INTRAMURAL FIELDS</td>
<td>+1-2 INTRAMURAL FIELDS</td>
<td>NOT ACCOMMODATED ON OCONEE CAMPUS</td>
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<tr>
<td>+1-2 SOFTBALL FIELDS</td>
<td>+1 SOFTBALL FIELD</td>
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<tr>
<td>+1 BASKETBALL COURT</td>
<td>+1 BASKETBALL COURT</td>
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<td><strong>UNION NON-FOOD</strong></td>
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<tr>
<td>NOT INCLUDED IN ANALYSIS</td>
<td>+13,000-17,000 GSF</td>
<td>+4,000-8,000 GSF</td>
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<tr>
<td><strong>UNION DINING</strong></td>
<td></td>
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<tr>
<td>NOT INCLUDED IN ANALYSIS</td>
<td>2,500 - 3,500 GSF FOR KITCHEN SERVERY+60-80 SEATS (EXPANSION CAN OCCUR ~8,500 ENROLLMENT)</td>
<td>PROVIDE 35-50 SEATS TARGETED AROUND EXISTING OPERATION</td>
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<tr>
<td><strong>ADDITIONAL DINING</strong></td>
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<tr>
<td>NOT INCLUDED IN ANALYSIS</td>
<td>POTENTIALLY A SMALL CAFE ON LANIER TECH</td>
<td>NOT APPLICABLE</td>
</tr>
<tr>
<td><strong>ATHLETICS: STRENGTH &amp; CONDITIONING</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RENOVATE (FOR AESTHETICS EXISTING S&amp;C FACILITY / NO ADDITIONAL SF NEEDED)</td>
<td>NOT INCLUDED IN ANALYSIS</td>
<td>NOT INCLUDED IN ANALYSIS</td>
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<tr>
<td><strong>ATHLETICS: ATHLETIC TRAINING</strong></td>
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<tr>
<td>+300-600 GSF</td>
<td>NOT INCLUDED IN ANALYSIS</td>
<td>NOT INCLUDED IN ANALYSIS</td>
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<tr>
<td><strong>ATHLETICS: ACADEMIC SUPPORT</strong></td>
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<tr>
<td>+1,500-2,500 DEDICATED ACADEMIC SUPPORT</td>
<td>NOT INCLUDED IN ANALYSIS</td>
<td>NOT INCLUDED IN ANALYSIS</td>
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**Fig. 1** Future Recommendations for Quality of Life Improvements
**MASTER PLAN PROJECTS**

**Dahlonega Campus**

**Open Space and Circulation:**
The Drill Field lies at the symbolic heart of the Dahlonega campus. Considered hallowed ground, the field is not to be walked across or used as a short cut. The master plan seeks to enhance the perimeter of the Drill Field as the pedestrian circulation hub for the campus and proposes limiting vehicular access and eliminating most of the existing street parking spaces. Through landscape, hardscape and lighting improvements, Georgia Circle should be transformed into a more welcoming environment for pedestrians, while enhancements to the field itself will improve its quality, irrigation and safety for recreational use, as well as improve reviewing facilities for exercises conducted by the Corps of Cadets. Spokes of circulation are to extend from the field, connecting all areas of the campus. A new vehicular entry loop, with a new exit on to South Chestatee Street, will divert vehicular traffic from the Drill Field, while affording visitors a view of this iconic space upon arrival.

With the recent and proposed expansion of residential and academic facilities on the West Campus, the crossing at West Main Street has become an increasingly dangerous location for pedestrians. Improvements to the existing intersections at Sunset and Walker Drive are recommended, as well the installation of a mid-block crossing to the Dining Hall. Traffic calming measures such as speed tables are proposed at the crossings to minimize pedestrian/vehicular conflict. A new pedestrian route that connects the existing west campus parking deck with the new Convocation Center current is proposed. At the intersection of Sunset and West Main, the plan proposes an enlarged plaza to receive students waiting to cross the street, and the closure of Sunset east of Main to eliminate potential pedestrian and vehicular conflicts. This could be undertaken in partnership with the city as part of their Complete Streets improvements. In addition, the plan proposes a pedestrian underpass at West Main Street between Sunset and Vickery Drive. Accessed at grade via Barnes Alley on the Main Campus, the underpass would be linked to the pedestrian plaza at Sunset and Main via steps, as well as an elevator associated with the proposed Campus Safety Building. A new sidewalk along Vickery Drive, providing access from the proposed parking garage and to existing private housing facilities beyond, as well as sidewalk improvements to the southern portion of West Main Street, are also proposed. Presumably, all improvements to West Main to promote pedestrian safety would be undertaken through joint cooperation between the University and the City of Dahlonega.

Outdoor Recreation Space:
To address a shortage of outdoor recreation space additional recreation fields are proposed to be located on Radar Ridge. The University has developed a plan to build a baseball field and an intramural field, along with approximately 200 parking spaces. In the long term this area can be considered as a potential building site for future expansion or relocation of ancillary facilities from the main campus.

Parking:
Two new parking decks are proposed, a new structured parking deck adjacent to the Convocation Center with 500 spaces and another parking deck next to the new Science Building on the west campus containing 400-550 spaces. This will result in a net gain of 450-600 spaces (given the loss of some existing surface parking spaces for future buildings). The future decks should meet the anticipated parking demand for the target enrollment of 8,000 students in Dahlonega.

Building Projects:
The condition of Rogers Hall necessitates the construction of a new science building to accommodate teaching and research. Current demand suggests a minimum size of 56,000 GSF; however, aspirational goals for the program that would include Biology, Math and the Dean’s Office could require as much as 90-100,000 GSF. The University hopes to meet these aspirational goals through private fundraising. There are two site options to place the new D.B9 academic building - one on Sunset Drive and the other on South Chestatee Street. Other renovation projects proposed are upgrades to Nix Hall to address sound bleed issues and provide suitable space for music instruction and practice. Hoag Auditorium is to be renovated to be more suitable as a recital and performance venue. Dunlap Hall is to be renovated to provide classrooms that can accommodate larger section sizes and faculty offices. The existing natatorium space in Memorial Hall could be repurposed to provide additional recreation space. Alternately, the restoration of the pool at Memorial Hall would provide space for training for the Corps of Cadets, rehabilitative therapy for student athletes, and can serve as a point of community outreach. A renovation of the Choice Avenue church to be the university chapel is envisioned. This will help to address the shortcoming for UNG as it is the only senior military college lacking a stand-alone chapel. A potential new building is proposed to the south of the Military Leadership Center to house an expanded armory, an improved indoor shooting range and storage space for the National Guard.
BUILDING PROJECTS (D.B)

New Buildings

- D.B1 Convocation Center
- D.B2 Parking Deck (Convocation Center)
- D.B3 Student Housing
- D.B4 Military Leadership Center Expansion
- D.B5 Academic Building & Welcome Center
- D.B6 Academic Building
- D.B7 Student Housing
- D.B8 Public Safety
- D.B9 Academic Building
- D.B10 Parking Deck
- D.B11 Armory / Shooting Range / Storage

Existing Building Renovation

- D.B12 Rogers Hall
- D.B13 Nix Hall
- D.B14 Dunlap Hall
- D.B15 Hoag Auditorium
- D.B16 Memorial Hall
- D.B17 Lewis Hall
- D.B18 Dorms Hall
- D.B19 J. Sunset Drive
- D.B20 Choice Avenue Church

CAMPUS IMPROVEMENT PROJECTS (D.C)

- D.C1 Georgia Circle Promenade
- D.C2 Viewing Stand Improvements
- D.C3 Plaza
- D.C4 W. Main Street/Rogers Alley Tunnel
- D.C5 Victory Drive Pedestrian Connection
- D.C6 Mid-Block Crossing on W. Main Street
- D.C7 W. Main Street Roundabout
- D.C8 Lewis Plaza
- D.C9 Convocation Centre Plaza
- D.C10 Convention Drive
- D.C11 Georgia Circle - S. Chestatee Street Loop
- D.C12 Radar Ridge Recreation Fields

Pedestrian Circulation

- Pedestrian & Limited Vehicular Circulation

FIG. 2 UNG DAHLONEGA CAMPUS
Illustrative Plan

0 150 300 450 ft.
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- D.B16 Memorial Hall
- D.B17 Lewis Hall
- D.B18 Donovan Hall
- D.B19 27 Sunset Drive
- D.B20 Choice Avenue Church

CAMPUS IMPROVEMENT PROJECTS
- D.C1 Georgia Circle Promenade
- D.C2 Viewing Stand Improvements
- D.C3 Plaza
- D.C4 W. Main Street/Barnes Alley Tunnel
- D.C5 Vickery Drive Pedestrian Connection
- D.C6 Mid-Block Crossing on W. Main Street
- D.C7 W. Main Street Roundabout
- D.C8 Lewis Plaza
- D.C9 Convocation Center Plaza
- D.C10 Convocation Drive
- D.C11 Georgia Circle - S. Chestatee Street Loop
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- D.C7 W. Main Street Roundabout
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- D.C9 Convocation Center Plaza
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- D.C10 Convocation Drive
- D.C11 Georgia Circle - S. Chestatee Street Loop
- D.C12 Radar Ridge Recreation Fields

Pedestrian Circulation
- Pedestrian & Limited Vehicular Circulation
A new building for the Business School is proposed at South Chestatee Street, near the main entry to the campus. This will be flanked by an addition to the Military Leadership Center (MLC), providing a new gateway into the campus. The MLC expansion will house offices, classrooms and museum space. A new campus Welcome Center is also planned as part of the proposed new Business School building. This location will provide high accessibility and visibility from South Chestatee Street and campus gateway on Georgia Circle. The Office of Admissions is to be located in the Welcome Center. The plan proposes a new Public Safety building on West Main Street, in a location that is more central within the campus. An elevator in this building will provide an accessible route from west campus to the main campus via the new tunnel.

Housing:
A site capable of supporting up to 250 student beds has been identified on the site of the current Lewis Annex, which is in poor condition and currently houses only 96 beds. The removal of the Lewis Annex will also facilitate the strengthening of the pedestrian connection between the Walker Parking deck and residential precinct south of the Drill Field and the Convocation Center beyond. A second site, also capable of housing up to 250 beds has been identified between Liberty and Owen Hall; because of the site’s proximity to the existing military housing precinct, this hall would dedicated to the Corps of Cadets should an increase in Corps size warrant additional housing. Donovan and Lewis Halls are to be renovated.

Potential paving pattern for the Georgia Circle Promenade
**Gainesville Campus**

Open Space and Circulation:
The master plan proposes a new loop road around the perimeter of the Gainesville campus, from Mundy Mill Road to Landrum Education Drive. The intent is to shift vehicular traffic to the outer perimeter of the campus and to convert the inner loop to a pedestrian promenade, creating a walkable route around the campus core. This will eliminate pedestrian and vehicular conflicts as students traverse from the campus core to the Nesbitt Building where 40% of all course hours are currently taught, recreational and athletic facilities, and the recreational and athletic facilities in the P.E. Center. This will also enhance connectivity with the Lanier Tech campus, if it is to be absorbed by the University in the future. Additionally, existing pedestrian pathways linking campus periphery and core are to be strengthened and enhanced. The axis connecting the clock tower to the Student Center, which is a character defining element of the original campus layout, is to be extended to the pond with a small plaza that marks the campus entry. East of the student center, this axis is expanded to create a new lawn at the heart of the campus while providing a stronger connection to the Lanier Tech campus and potential student housing precinct.

Parking:
The intent is to remove surface parking from the core of the campus, to provide additional green space and future building sites. Two structured parking desks accommodating 800 spaces each are proposed at the eastern and western edges of the campus. Given their proximity to Mundy Mill Road and Thurman Tanner Parkway, these decks will provide additional parking capacity while reducing vehicular congestion on the internal roads within the campus.

Building Projects:
The potential acquisition of the Lanier Tech campus could have a significant impact on the space needs at Gainesville. It is anticipated that the entire 42 acre campus, containing seven buildings with 182,000 SF of space could be transferred to UNG once Lanier Tech’s new campus in Hall County is completed in 2018. The future acquisition could offer tremendous opportunities for UNG to expand its instructional and support space. Many of Lanier Tech’s existing lab and workshop spaces could also be retrofitted to suit UNG’s program needs.

A 20,000 SF addition to the library and a 3,000 SF office addition to the Strickland building are already in the planning stages. Projected enrollment increases will require an expansion of existing science facilities. If the Institute of Environment and Spatial Analysis can be relocated to the Lanier Tech campus, this may be achieved through renovations to the existing Science, Engineering, and Technology Building. Absent the acquisition of Lanier Tech, new science facilities could be located on the Academic Building Site (G.B4a - recommended in previous master plan).

An addition to the Performing Arts Building is proposed, given the significant growth of the program and the need for a performance venue.

Given the growth in enrollment, the student center needs to be expanded, as do the dining facilities within it. Two proposals were evaluated in the plan:

Option a: A larger 18,000 SF addition to the Student Center, to the northwest, was evaluated by UNG prior to the master plan. This will accommodate expansion of the bookstore and dining space. The larger expansion will result in the demolition of the Music Building. Since the Music Building has been classified as a historic resource eligible for National Register listing in the preservation analysis of this plan, its demolition should be reviewed by UNG and Board of Regents.

Option b: A smaller 6,000 SF addition to the northeast with additional space inside the building converted for dining use. This option is considered in light of the potential expansion of the campus, with the notion that the expanded dining facilities of the Student Center might overlook the proposed lawn linking the building to the Lanier Tech campus and proposed student housing precinct. The feasibility of this option should be evaluated due to the necessity of relocating existing utilities. The smaller addition could be built in conjunction with the renovation of the existing Music Building, which could serve as the bookstore or infirmary.
BUILDING PROJECTS (G.B)
New Buildings
- G.B1 - Student Center Expansion Option a
- G.B2a - Music Building Demolition & Future Building Site
- G.B3 - Science Building Addition
- G.B3A - Library Expansion
- G.B3B - Student Center Expansion Option b
- G.B4 - Music Building Demolition & Future Building Site
- G.B5 - Science Building Addition
- G.B6 - Student Center Addition
- G.B7 - Parking Deck/PE Center
- G.B8 - Parking Deck (Landrum Education Dr.)
- G.B9 - Performing Arts Building Expansion
- G.B10 - Student Housing

CAMPUS IMPROVEMENT PROJECTS (G.C)
- G.C1A - New Loop Road - Mundy Mill Rd. to Facilities Dr.
- G.C1B - New Loop Road - Facilities Dr. to Landrum Dr.
- G.C2 - Campus Drive Extension
- G.C3 - Mathis Dr. Promenade - Campus Dr. to Facilities Dr.
- G.C4 - Mathis Dr. Promenade - Facilities Dr. to Landrum Dr.
- G.C5 - Mathis Plaza
- G.C6 - Streetscape Enhancements
- G.C7 - Pathway Enhancements
- G.C8 - Wells Pond Plaza
- G.C9 - Recreation Fields
- G.C10 - Pedestrian Circulation
- G.C11 - Pedestrian & Limited Vehicle Circulation
- G.C12 - Future Building Site

FIG. 8 UNG GAINESVILLE CAMPUS
Illustrative Plan
FIG. 9 CONCEPTUAL RENDERING OF POTENTIAL MATHIS DRIVE PLAZA
A 28,500 SF addition to the Mills P.E. Center is proposed, to accommodate a new pool and additional recreation space. The existing natatorium space can then be repurposed to address a shortfall in group fitness space.

Housing:
The question of whether to develop housing on the Gainesville campus is not settled by this plan. Arguments in favor include the necessity of providing housing if any academic program is to become a "destination program" on campus, the importance of on-campus housing to recruiting international students, the desire for on-campus housing expressed by current students, and a dearth of student life facilities to keep students on campus between classes. Concerns include the debt required to finance housing, as well as other student life and campus safety improvements that would be required in support of a housing program.

In anticipation of the potential development of student housing on the campus, the plan has identified a site capable of accommodating up to 600 beds, as well as opportunities to expand recreational, athletic, and dining facilities in conjunction with the establishment of a residence life program.

FIG. 10 MATHIS DRIVE PROMENADE CONCEPT
**Oconee Campus**

At Oconee, the plan proposes creating a green quadrangle at the center of the campus by displacing surface parking. Future buildings are to be located on the edges of the quadrangle, enclosing and defining this space. This central green will be provided much-needed informal outdoor recreation space while helping to establish a sense of place for the campus. Given the scarcity of land, future buildings at Oconee should be at least two stories tall. Additional science labs and co-curricular spaces are needed to support any enrollment growth. The current library space is inadequate and relocating and expanding the library in the new academic building is recommended. This will allow the existing Student Resource Centre to be the renovated for student union and food service use.

Currently the Oconee campus is at its full capacity, hence any expansion of the campus will require additional land acquisition, preferably adjacent to the campus. The additional land can be used for parking and informal recreation space. The plan also supports the expansion of UNG’s presence in downtown Watkinsville through its partnership with the Oconee Cultural Arts Foundation (OCAF). A shuttle service to downtown Watkinsville should be explored as well.
FIG. 12 UNG OCONEE CAMPUS
Illustrative Plan
**Cumming Campus**
As of the publishing of this Master Plan, the second academic building at the Cumming Campus is already part of the capital planning process. This building will contain instructional and library space and is designed to accommodate the potential donor gift of a bible collection. The plan identifies the site for a third academic building in Cumming, to be constructed when needed to support enrollment growth. A plaza/gathering space is proposed at the front of the campus to create a unifying landscape element connecting the buildings. The plan shows an informal recreation area to the west. Seventy additional parking spaces are to be constructed on the eastern portion of the site. The plan envisions that UNG’s presence in downtown Cumming will continue in the medium term, with leased space in Cumming City Hall being used for the MBA program.
PRESERVATION
As part of this planning effort, a campus historic preservation plan (CHPP) was formulated for both the Dahlonega and Gainesville campuses. The plan identifies historic architectural resources on both campuses and their eligibility for nomination to the Georgia/National Register. All buildings 40 years or older were evaluated as part of this exercise. For the Dahlonega campus, the previous CHPP, completed in 2009, was used as the basis for the survey. On the Gainesville campus, many buildings are approaching the 50-year threshold, and this is the first preservation plan undertaken to evaluate these resources.

On the Dahlonega campus, seventeen buildings were identified as having historic significance in the 2009 CHPP. Three of these buildings (Sanford Hall, Woodward Infirmary and Sirmons Hall) have since been demolished. The current plan identifies six additional buildings (Hoag Student Center, Stewart Center, Military Leadership Center, Welcome Center, Choice Avenue Church and Continuing Education Building) that are older than 40 years and can be evaluated for register listing. However, all of these buildings, with the exception of the Choice Avenue Church, are considered not eligible for listing given that they have lost their historic character and integrity due to renovations and alterations over the years.

On the Gainesville campus, eight buildings that are older than 40 years were identified and evaluated for register listing. They are the Administration Building, Dunlap-Mathis, Student Center, Music Building, P.E. Center, Strickland Building, Hosch Library and the Plant Operations Building. All buildings with the exception of the Plant Operations Building are recommended as eligible for register listing.

The complete CHPP is included as an appendix to the master plan report.

SUSTAINABILITY
Sustainability is an important component of this planning effort and the plan promotes buildings and landscapes that reduce demand on infrastructure and resources. At the building scale the plan proposes the reuse and rehabilitation of existing facilities to the greatest extent possible. New construction is limited to programs and facilities that cannot be accommodated within the existing building stock. New construction and renovation of existing facilities should follow green building standards. The proposed new buildings are all located within the core of the respective campuses, creating a more compact and walkable environment.

At the scale of the campus, the plan seeks to enhance open space and walkability while reducing the dependence on the automobile. Where possible, surface parking has been reduced and green space has been restored. On the Dahlonega and Gainesville campuses, improvements to the inner circulation loops will create a more walkable and bike-friendly environment.

Through green strategies like efficient storm water management, central energy plants and utilizing renewable energy, UNG’s growth can be accommodated without significant additional consumption of natural resources or the burdening of existing infrastructure.
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