



NORTH GEORGIA COLLEGE & STATE UNIVERSITY MASTER PLAN

EXECUTIVE SUMMARY

JUNE 2009

TABLE OF CONTENTS

1. PLAN OVERVIEW	1
2. GOALS OF THE CAMPUS MASTER PLAN	3
3. EXISTING CAMPUS CONDITIONS	5
4. SPACE ANALYSIS	7
5. MASTER PLAN	9



THE MASTER PLAN ENVISIONS GROWTH TO 7,500 FTE STUDENTS

- Existing Campus Buildings
- Proposed Campus Buildings

PLAN OVERVIEW

Located in the foothills of the Appalachian Mountains, North Georgia College and State University (NGCSU) is the military college of Georgia and one of the oldest institutions in the University System of Georgia. The main campus in Dahlonega currently serves nearly 4,800 full-time or equivalent (FTE) students, over 90% of which are undergraduates. Roughly 600 NGCSU students – or 13% of the total undergraduate population – are enrolled in the Army Corps of Cadets.

As NGCSU plans for its future, it has considerable strengths to build upon. These include its historic building stock, its unique military heritage, and the “walkability” of its compact campus. More broadly, the campus’ views of the Appalachian foothills, its pastoral feel and its proximity to downtown Dahlonega differentiate NGCSU from other colleges and represent memorable assets.

The master plan strives to build upon each of these strengths by encouraging development to continue to grow in a compact manner, centered on the historic Drill Field. To that end, the plan promotes in-fill development on the Main Campus and the “West Campus.” It envisions a new network of pedestrian pathways and open spaces across the campus, as well as new centers for campus life. The result is a vision that respects the heritage of NGCSU while accommodating future opportunities.



A REFLECTION OF PRICE MEMORIAL HALL FROM THE HNS BUILDING



VIEW LOOKING ACROSS THE DRILL FIELD TO HOUSING TO THE SOUTH



VIEW LOOKING ACROSS THE DRILL FIELD TO ACADEMIC BUILDINGS TO THE NORTH

GOALS OF THE CAMPUS MASTER PLAN

Through consultation with the Master Plan Committee, as well as representatives of the broader campus community, the University laid out the following goals for the master plan:

Character

1. Support a compact campus
2. Maintain pastoral feel, including historic character
3. Improve first impressions of the campus
4. Reinforce culture of civilian and military life

Teaching and Learning

1. Create flexible academic space and larger classrooms
2. Improve condition of learning facilities

Campus Support

1. Create community-building spaces for students, faculty and staff
2. Consider remote parking and other policy solutions over time
3. Consider Radar Ridge as a long-term investment appropriate for housing, office/commercial and other uses

OVERVIEW OF THE PLANNING PROCESS

The North Georgia College and State University Master Plan evolved through a series of meetings with the University's Executive Committee, the Master Plan Committee, and representatives from the Board of Regents and campus groups, including interviews and meetings with faculty, staff, students and community members. The project commenced in September 2008, following which the planning team prioritized a housing study to create alternative options for future civilian and military student housing. Subsequent meetings in November 2008 and March 2009 allowed the Master Plan Committee and other interested parties to test alternative scenarios for the University's remaining growth needs, using the space need analysis as a foundation. The planning process concluded with the presentation of the draft master plan to the Master Plan Committee and campus groups in April 2009.



THE MASTER PLAN COMMITTEE TESTED VARIOUS SCENARIOS FOR FUTURE GROWTH



EXISTING CAMPUS DEVELOPMENT CLUSTERS ACADEMIC AND STUDENT LIFE USES TO THE NORTH AND RESIDENTIAL USES TO THE SOUTH

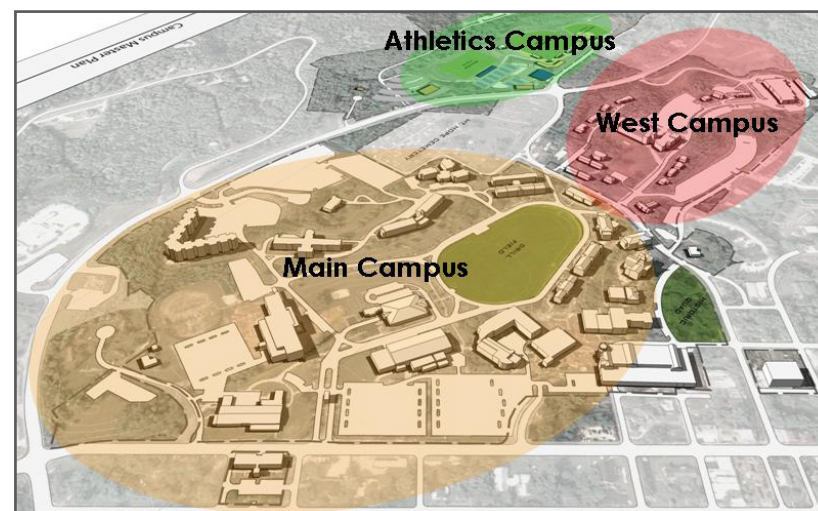
- Academic
- Student Life
- Athletics and Recreation
- Residential
- University / Community

EXISTING CAMPUS CONDITIONS

North Georgia College and State University has a total of 64 buildings within its 212 acre Dahlonega campus, including the Main Campus, the West Campus and the Athletics Campus. Of these, 35 buildings are historic (at least 40 years of age) and 17 are eligible for the National Historic Register. Price Memorial Hall and the Vickery House have earned the Register status.¹

The current land use pattern at NGCSU is most compact within the Main Campus, particularly around the Drill Field. The majority of the campus' academic facilities lie to the north of the Drill Field, while residential facilities lie to the south. Student life facilities, including the student center, Recreation Center, dining, gymnasium and library, are clustered on the middle and eastern portion of the Main Campus. Auxiliary services and faculty housing are clustered around the western periphery of the campus, while outdoor athletic facilities are clustered to the south on the Athletics Campus. In recent years, the University has opened several critical campus facilities, including the Library and Technology Center and the Recreation Center.

NGCSU has several historic landscapes, including the Drill Field, the College Circle in front of Price Memorial Hall and the grove of mature trees north of Gaillard Hall. When not in use by the Corps of Cadets, the Drill Field serves as the major recreational resource for the NGCSU campus. The remainder of the University's outdoor athletic space is housed on the Athletics Campus, located to the south of the Main Campus along the Morrison Moore Connector and next to Radar Ridge.²



THE MASTER PLAN CONSIDERED NORTH GEORGIA'S MAIN, WEST AND ATHLETICS CAMPUSES

¹ A complete assessment of NGCSU historic resources can be found in the Campus Historic Preservation Plan (CHPP) compiled by Lord, Aeck & Sargent as part of the master planning process.

² The construction of the Library and Technology Center necessitated the demolition of several outdoor recreation and athletics facilities, including the track, volleyball court, and basketball court.



VIEW OF YOUNG HALL, ONE NORTH GEORGIA'S MAJOR ACADEMIC BUILDINGS

Table 1. Projected Campus Space Needs

HEGIS CODE	HEGIS DESCRIPTION	EXISTING SPACE (ASF)	GUIDELINE SPACE NEEDS FOR PROJECTED ENROLLMENT (ASF)	SURPLUS (DEFICIT) FOR PROJECTED ENROLLMENT (ASF)
100	Classrooms	72,806	89,939	(17,133)
200	Labs	52,343	98,872	(46,529)
300	Offices	134,572	166,872	(32,300)
400	Library	51,555	64,253	(12,698)
500	Athletics / Physical Education	43,392	52,501	(9,109)
	Media	0	16,100	(16,100)
	Demonstration Space	13,762	13,885	123
600	General Use	66,622	102,579	(35,957)
	Lounge/Merchandising	12,000	6,192	5,808
	Campus Center	64,816	67,876	(3,060)
700	Plant Operations	28,341	33,953	(5,612)
800	Health Services	3,574	3,350	224
900	Residences (Student and Faculty)	245,171	509,187	(264,016)

SPACE NEEDS ANALYSIS

Through the master planning process, the NGCSU administration set 7,500 FTE students – including undergraduate and graduate – as the target enrollment for the space needs assessment. Carrying forward the current ratios, this would translate to roughly 8,250 HC students, 460 FTE faculty and 489 FTE staff.

To meet this target enrollment, NGCSU will need additional space in all HEGIS categories, with the exception of campus health services. The most significant needs will be for student life and athletics space, followed by laboratory space, office space and classroom space. There will be minor needs for additional library space – reflecting the fact that the new Library and Technology Center opened in the fall of 2008 – as well as physical plant space.

By 7,500 FTE there also will be a significant need for additional student housing. The College is currently addressing this need with the construction of 1,550 new beds, 950 of which will serve the Corps of Cadets and 600 of which will serve civilian students.

All told, the space needs analysis indicated the need for the following facilities:

- 2 classroom and office buildings
- 1 laboratory and office building
- 1 new dining hall
- Gymnasium addition
- 3 new military residence halls (900 beds)
- 2 new civilian residence halls (600 beds)
- Expansion of the Appalachian Nurse Practitioner Clinic and Woodward Infirmary
- Expansion of the Vickery House
- Convocation Center
- Arts Center
- New athletics fields house, varsity soccer field and varsity tennis courts
- New multi-purpose recreational fields
- Up to 4,300 new parking spaces

Consistent with the goals outlined by the Master Plan Committee, as well as discussions with faculty, students and staff, it was determined that the University would accommodate these facilities within its existing “core” campus – namely the Main Campus encircling the Drill Field, the West Campus anchored by the Health and Natural Sciences Building (HNS), and the Athletics Campus. There was also consensus that the Radar Ridge property could host limited development of faculty housing and potential commercial uses in the short-term, and that the majority of this land would be reserved for future use.



NEW BUILDINGS REINFORCE THE EXISTING PATTERN OF DEVELOPMENT AND MAINTAIN A WALKABLE CAMPUS

- Academic
- Student Life
- Athletics and Recreation
- Residential
- University / Community

MASTER PLAN

Land Use

The master plan reinforces the existing land use pattern by promoting the construction of new classroom facilities adjacent to core academic facilities north of the Drill Field and the expansion of military housing to the south of the Drill Field. The plan also proposes a number of new facilities that help shift the University's center of gravity to the west, namely by constructing new laboratory, classroom and civilian housing facilities adjacent to the Health and Natural Sciences building. Furthermore, a new dining hall, proposed for the Sanford Hall site, serves to knit together the West and Main Campuses and create a new focal point for the University.



VIEW OF PROPOSED NEW BUILDINGS (HIGHLIGHTED IN BLUE)



PROPOSED DEVELOPMENT ON THE MAIN CAMPUS

Main Campus

The master plan builds on the historic core of the Main Campus — centered on the Drill Field — to strengthen existing academic and residential districts, and to build better connections to the West Campus and downtown Dahlonega.

Classrooms and Offices

The master plan envisions the construction of two new classroom facilities on the Main Campus: 1) an addition to Young Hall, including large classrooms and office space and 2) a new academic building to the south of Dunlap Hall fronting on the Drill Field. In addition to providing much-needed large classrooms, the Young Hall addition will improve ADA accessibility between Barnes Alley and College Circle. It also will allow the University to renovate the historic portion building — which once served as the University library — and restore the building’s original entry, which currently is used as a classroom. The new classroom building south of Dunlap will provide additional classroom and office space in a location that is convenient to other academic facilities and to the library, and which has a strong connection to the Drill Field.

To meet faculty and staff office needs, the master plan recommends renovating Barnes Hall and considering opportunities to convert outdated classroom space in Dunlap Hall, Newton Oakes Center and Memorial Hall into offices.

Cadet Housing

Following increased commissioning mandates from the United State Army, the master plan envisions the construction of 900 beds within three residence halls to house an expanded Corps of Cadets. The three buildings will be located behind Gaillard and Sirmons Halls, adjacent to the Alumni House. The Alumni House itself will be retained and reused as support space and offices for military leadership.

Dining Hall

One of the most critical elements of the master plan is the proposed construction of a new Dining Hall on the Sanford Hall site. Doing so allows the College to 1) construct a larger, state-of-the-art facility, 2) realign the main gateway road leading from South Chestatee Street to the Drill Field and 3) create a new quadrangle between the Drill Field and the Library. Just as importantly, the site serves as a “hinge point” within walking distance of the Main Campus and proposed development to the West.

Recognizing that the Dining Hall will replace a historic facility and that it will be surrounded by other buildings and landscapes of historic significance, the proposed design is sensitive to its surrounding context. The two-storey building steps down to one-storey at its center to protect the view corridor between the West and Main Campuses while providing usable outdoor space for the campus community to overlook the Drill Field.

Arts Center

To augment space for the fine and performing arts at NGCSU, as well as to foster synergy between arts programs at the University and within Dahlonega, the master plan proposes constructing a new Arts Center on South Chestatee Street. The building program is still under consideration, but may include a 500-600 seat theater, gallery space, studios and classrooms. The location of the Arts Center on South Chestatee Street strengthens NGCSU’s physical presence along a key corridor to downtown Dahlonega. It also takes advantage of proximity to the Recreation Center parking deck — and potentially, the grade change on its own building site — to provide convenient access to structured parking.

Convocation Center

The master plan envisions constructing a new Convocation Center, a facility jointly owned and used by the University and the Army National Guard, on the southern portion of the Main Campus adjacent to the military housing. Like the Arts Center, the program for the Convocation Center is still under consideration, but may include a 3,000 – 5,000 seat arena, classrooms and offices. Its location adjacent to the Morrison Moore Connector allows convenience of access, while its proximity to the Cadet housing provides new training opportunities for the University. An adjacent parking deck serves University, National Guard and other users.

Athletics and Recreation

To address outstanding athletics and recreation needs on the Main Campus, the master plan proposes 1) an addition to Memorial Hall to create a new gymnasium and additional varsity training space and 2) a multi-purpose recreation field adjacent to the Library and Technology Center.



PROPOSED DEVELOPMENT ON THE WEST CAMPUS

West Campus

The master plan brings new development to the West Campus — in the form of academic, housing and community space — to accommodate University growth within walking distance of the Main Campus.

Laboratory Space

The master plan promotes the construction of new laboratory space to the north of the Health and Natural Sciences (HNS) building. This building will front a proposed parking deck and will act as a link between Rogers Hall and HNS, creating critical mass for science on the campus. This building also could contain a future Appalachian Nurse Practitioner community clinic. The construction of these laboratory / parking deck facilities will necessitate the demolition of existing faculty houses on Sunset Drive and the removal of 315 spaces of surface parking.

Civilian Residence Halls

To accommodate 600 additional civilian beds, the master plan envisions the construction of two residence halls to the west of the HNS building. The adjacent residence halls are oriented to the north to take advantage of spectacular views of the Appalachian foothills, and their configuration creates several courtyards and open spaces. The use of this site will require the demolition of the Auxiliary Services, Field Biology and Georgia National Guard offices. These functions will be relocated to other areas of the campus.

Woodward Infirmary

The master plan envisions an expansion of the Woodward Infirmary to provide additional space for student health services. This addition would extend from the rear of the building and would double the square footage of the existing building.

Appalachian Nurse Practitioner Clinic

The master plan envisions constructing new space for the Appalachian Nurse Practitioner Clinic (ANPC) adjacent to the West Campus' northern parking deck. This would allow the University to provide expanded facilities for the ANPC and reclaim its current space in the HNS building for academic use. The clinic's proximity to the parking deck would have the added benefit of providing patients convenient access to parking.

Vickery House

Following consultation with the staff of the Vickery House, the master plan has accommodated a modest teaching facility and the relocation of a historic log cabin. Both small structures would be adjacent to the main Vickery House, and will further the Appalachian Studies Center's mission of promoting public education and outreach regarding the Appalachian region's history and culture.

Athletics and Recreation

To address outstanding athletics and recreation needs on the West Campus, the master plan proposes a multipurpose recreational field in front of the HNS building.



PROPOSED DEVELOPMENT ON THE ATHLETICS CAMPUS

Athletics Campus

The master plan envisions the creation of several new indoor and outdoor athletic facilities for varsity teams and recreational use. The plan also follows the recommendation of the previous NGCSU Athletics Master Plan to create a new athletics field house, soccer field, tennis courts and reconfigured parking on the Athletics Campus. Finally, the master plan responds to stated needs on campus for additional recreation space by creating two new multi-purpose recreational fields: one adjacent to the HNS building and one between the Drill Field and the Library and Technology Center. The courts and fields located at Pine Valley will continue to augment the campus' athletic and recreational needs.

Radar Ridge

Through the course of the master planning process, the Master Plan Committee and other University leadership agreed that Radar Ridge should be reserved primarily for long-term use. However, the master plan envisions the construction of a new faculty housing "village" on the northern ridge of the property. These housing facilities could replace those lost through the demolition of existing houses on Walker and Sunset Drives.

While other program is speculative, it may be appropriate to locate commercial office space and the new University data center in this location as well, and the master plan identifies possible sites for such office accommodation.



THE NORTHERN PORTION OF RADAR RIDGE MAY BE DEVELOPED IN THE NEAR FUTURE, WITH THE REMAINDER RESERVED FOR FUTURE DEVELOPMENT



PROPOSED CAMPUS OPEN SPACE SYSTEM

Open Space

The master plan proposes to create a coherent open space system which knits together the Main, West and Athletics Campuses. As the iconic and historic open space for NGCSU, the Drill Field serves as the heart of this open space network. The master plan strives to maintain and preserve the character of this space, proposing only to improve and widen sidewalks and introduce canopy trees along the perimeter of the Drill Field Road. Trees should be planted in a manner which shades pedestrians and onlookers while protecting important view corridors.

Moving east, a triangular park, a recreational field, and a new quadrangle create needed green space between the Drill Field to the Library and Technology Center. After much discussion with the Master Plan Committee, faculty, staff, students and NGCSU Alumni Board members, it was decided that the triangular park area also will feature the memorial wall and flag pole. Placing the wall in this prominent location – both adjacent to the library and at the visual terminus of the new gateway road – will ensure that the school's military heritage will remain prominent. The adjacent green space also will provide adequate space for gatherings to memorialize alumni lost in battle. Future design of the space will be required to determine how best to preserve visual openness while encouraging a sense of privacy and solemnity around the wall.

The master plan creates greater connections from the West Campus across West Main Street to the Main Campus by creating a new quadrangle to the east of the HNS building which lies on axis to the Drill Field. The quadrangle features a recreation field which provides play space for the campus community and pedestrian paths which improve physical connection to Sunset Drive and West Main Street. This area also serves as a placeholder for potential future buildings. The topography of this area, which rises above the Main Campus, provides a visual connection between the two campuses. The proposed design of the new Dining Hall will step down in the center to preserve this view as well as afford physical connections to the Drill Field.

The proposed plan strengthens first impressions of the campus by improving outer edges and key entryways. Over time, parking along South Chestatee Street will be removed in favor of new campus buildings, the campus entry road from South Chestatee will be aligned, and a new gateway garden is envisioned on the corner of South Chestatee Street and the Morrison Moore Connector. This garden, which overlooks a primary intersection,

represents a key opportunity to create an arrival point to the campus through landscape design and/or University signage.

To fulfill the goal of maintaining an intimate feel on the NGCSU campus, the master plan envisions the preservation and/or creation of a series of small open spaces and plazas. It preserves the historic College Circle, with its “front lawn” leading up to Price Memorial Hall, as well as the grove of mature trees on the slope to the north of Gaillard Hall and the new Recreation Center plaza, using them as inspiration for new open space.

Other new spaces on the Main Campus include a new military housing quadrangle, a plaza linking the new Arts Center to Dunlap Hall and the Drill Field, a courtyard space between Dunlap and the proposed academic building, and a pedestrian promenade linking the Hoag Student Center to Rogers Hall. On the West Campus, the smaller open spaces include the courtyards around the new civilian housing and the conversion of an adjacent parking lot to a garden with views of the Appalachian Mountains.



PROPOSED PEDESTRIAN CIRCULATION

 Key Pedestrian Corridors

Pedestrian Circulation

Improved pedestrian connections and “walkability” are a major goal of the master plan. To achieve this goal, the plan recommends creating a series of new pedestrian paths and improved sidewalks, including new pathways that would create better access for mobility-impaired students and staff.

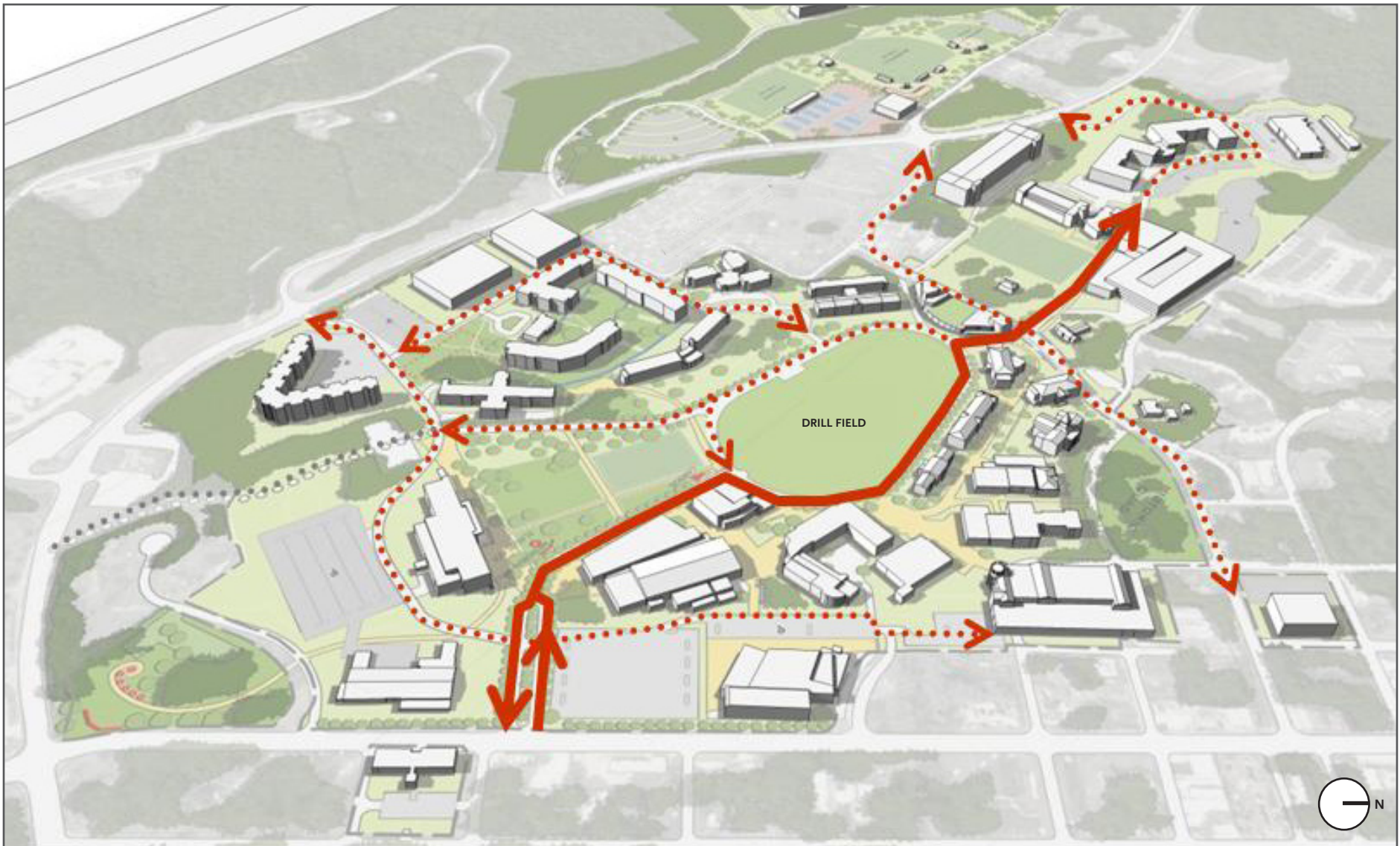
On the Main Campus, the master plan removes vehicular access (with the exception of handicapped parking and emergency vehicle access) from “Barnes Alley,” the road behind Barnes Hall. This area becomes a major pedestrian promenade linking Hoag Student Center west to Rogers Hall and across West Main Street to the West Campus. To further encourage pedestrian safety and enjoyment on the Main Campus, the master plan removes parking from the Drill Field Road in order to create wider sidewalks with street trees. Other improvements include new pedestrian pathways through the Library quadrangle, paths to the gateway garden at the corner of Morrison Moore and South Chestatee, and pedestrian connections from the Drill Field to the Arts Center through a new plaza. The master plan also explores the possibility of reworking the pedestrian pathways behind West Main Hall to improve ADA accessibility to the building.

On the West Campus, pedestrian circulation is aided by improvements to sidewalks along Sunset Drive as well as new pathways adjacent to the HNS quadrangle. Both will serve to connect the civilian housing to the Main Campus. To create a more seamless connection between the Main and West Campuses, the master plan also creates pedestrian circulation through the center of the new Dining Hall via a set of exterior stairs which lead from the Drill Field up to West Main Street. To improve connections to the Athletics Campus, the master plan promotes the creation of a pathway between the civilian housing and the Athletics Campus. The steep grade in this area will likely necessitate the use of stairs and / or ramps, or vertical circulation within the proposed parking garage to be located on Walker Drive.

To further enhance pedestrian connections on the west side of campus, it is recommended that the University work with the City of Dahlonega to increase the visibility of pedestrian crosswalks across West Main Street as well as to improve sidewalks along the street from the Morrison Moore Connector to downtown. This will improve the safety and convenience of pedestrian connections between downtown Dahlonega and the NGCSU campus, as well as to the Athletics Campus.



CONVERSION OF BARNES ALLEY TO A PEDESTRIAN PROMENADE WILL CREATE STRONGER CONNECTIONS BETWEEN THE MAIN AND WEST CAMPUSES



PROPOSED VEHICULAR CIRCULATION

- Primary Vehicular Access Road
- ⋯ Secondary Vehicular Access Road
- - - University-Considered Entrance

Vehicular Circulation

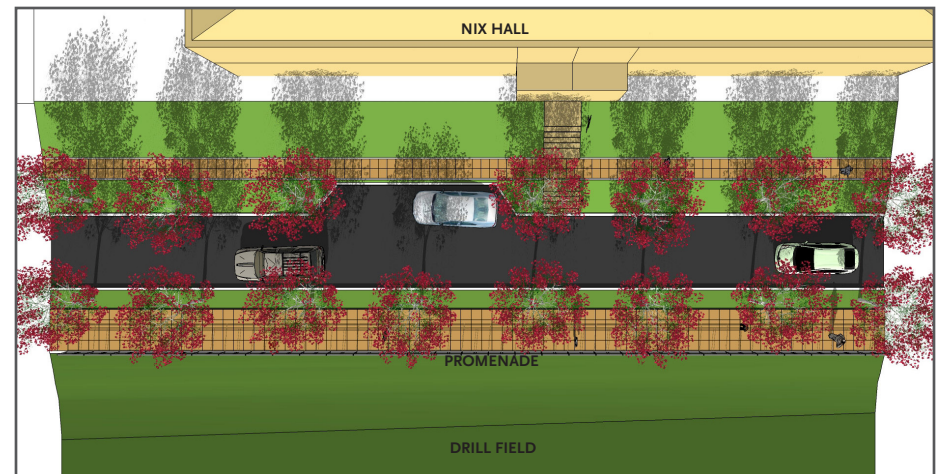
To create a more gracious entryway and to highlight the importance of the University's military heritage, the master plan realigns the current NGCSU gateway road from South Chestatee Street to create a more direct visual and physical connection with the Drill Field, the hallmark of the campus. The access road currently curves in a manner which blocks any view of the historic campus and highlights the service area of the Dining Hall. The removal of the current Dining Hall will open up new possibilities to realign the road and terminate it at the base of the Drill Field. The new roadway has the added benefit of allowing space for the expansion of Memorial Hall.

Moving into the campus from the gateway road, the Drill Field Road will remain a one-way access road moving in a counter-clockwise direction, and will serve as the major visual axis connecting the Main Campus to the West Campus. The master plan removes all parking from along the Drill Field to allow an expansion of the sidewalks and the planting of street trees. A 13 foot travel lane will provide adequate space for vehicular travel, including emergency vehicles, and a series of "bump outs" will provide space for students, faculty and visitors to drop off passengers. A sufficient amount of handicapped parking will be retained in this area.

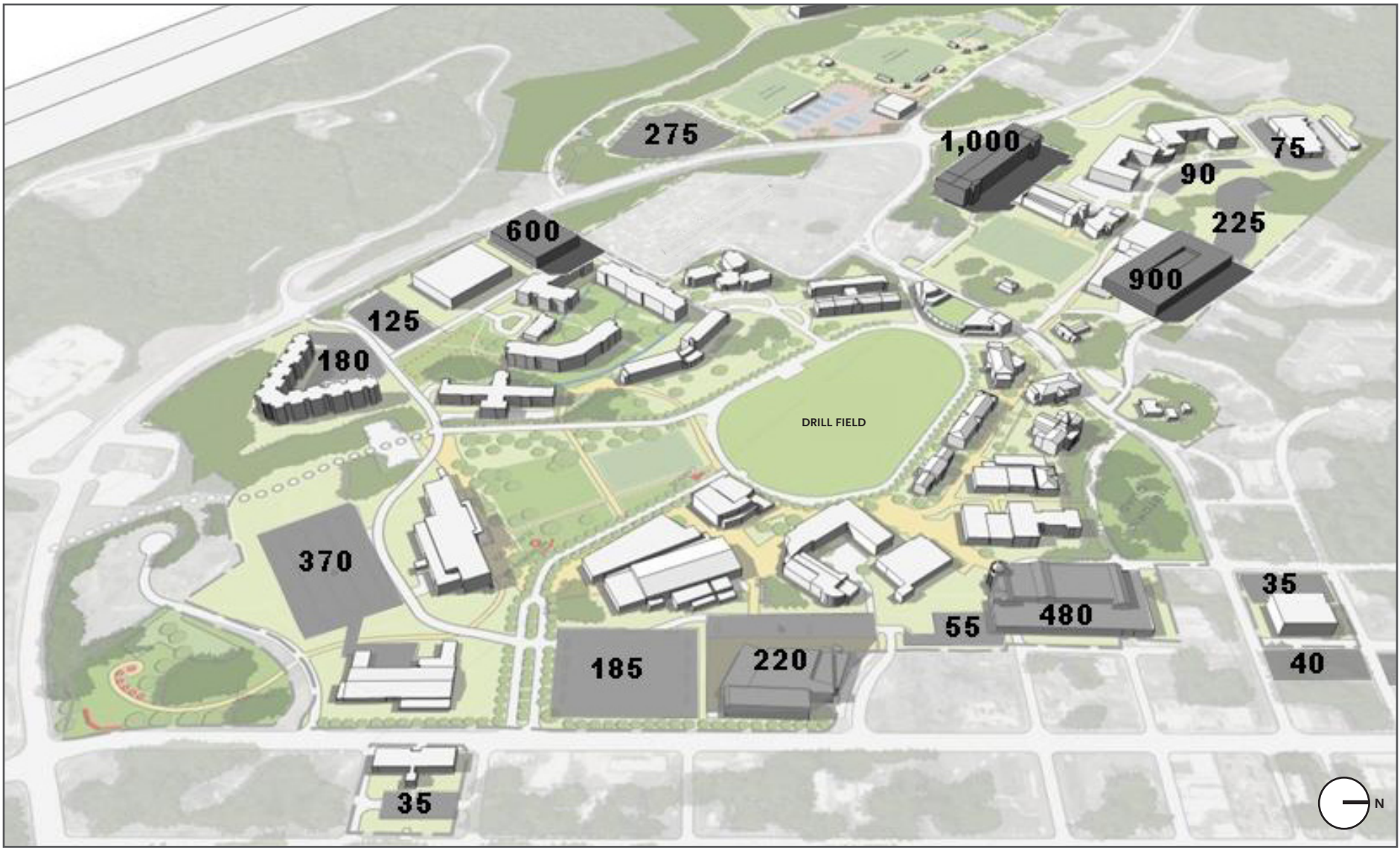
Other changes to vehicular circulation include the re-routing of 1) the road adjacent to the military housing quadrangle, to allow the construction of the Convocation Center and its associated parking deck and 2) slight realignment of the road leading to the Recreation Center parking deck from the south. In the long-term, the University is contemplating creating a new gateway road from the Morrison Moore Connector.



PROPOSED MODIFICATIONS TO THE DRILL FIELD ROAD INCLUDE WIDENING THE SIDEWALK, PLANTING SHADE TREES AND ELIMINATING ON-STREET PARKING



"BUMP OUTS" WILL PROVIDE PLACES FOR DRIVERS TO DROP OFF PASSENGERS



PROPOSED PARKING

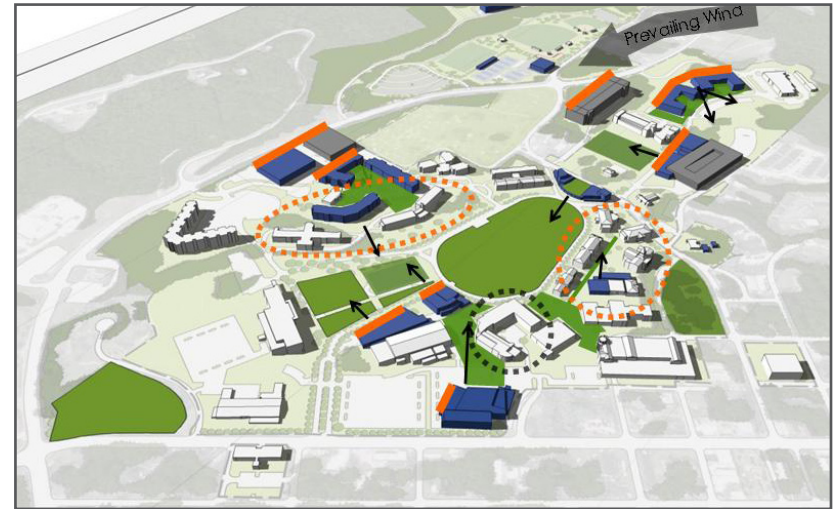
Parking

The master plan estimates that NGCSU will need up to 6,900 total parking spaces by the time it reaches an enrollment of 7,500 FTE. The plan accommodates this need through a combination of existing and proposed surface parking lots and three new parking decks. In order of anticipated construction, these include a deck south of the HNS building (1,000 spaces), adjacent to the Convocation Center (600 spaces), and north of the HNS building (900 spaces). It is expected that the first deck will come on line in 2010 to serve HNS and the proposed civilian housing.

In total, the master plan provides 5,300 parking spaces. For needs beyond this, it is recommended that the University consider remote parking and other policy solutions, such as limiting parking for freshman residents.

Sustainability

A concern for sustainability lies at the heart of the master plan. On the building level, this includes promoting the efficient use of existing space and historic structures, constructing new buildings on an east-west orientation to take advantage of prevailing winds and solar exposure, and placing buildings and open spaces in close proximity to reap benefits of natural ventilation, shading and stormwater management. On a larger level, the master plan promotes sustainability by creating a walkable, compact campus which encourages students and faculty to walk rather than drive from place to place. The master plan recommends that the University follow green building standards for all new construction on campus.



SUSTAINABLE STRATEGIES FOR BUILDINGS AND LANDSCAPES SHOULD GUIDE FUTURE DEVELOPMENT



THE MASTER PLAN ENVISIONS GROWTH TO 7,500 FTE STUDENTS

- | | | |
|---|---|--|
|  Existing Campus Buildings |  Radar Ridge Development |  Structured Parking |
|  Proposed Campus Buildings |  Pedestrian Paths |  Surface Parking |

ACKNOWLEDGMENTS

North Georgia College & State University

David Potter, *President*

Frank MacConnell, *Vice President of Business and Finance*

Jeffrey Davis, *Associate Vice President for Facilities*

Julio Canseco, *Director of Project Management*

John Clower, *Vice President for Student Affairs*

Andrew Leavitt, *Vice President for Institutional Advancement*

Linda Roberts-Betch, *Vice President for Academic Affairs*

Patricia Donat, *Associate Vice President for Academic Affairs*

Terry McLeod, *Associate Vice President for Academic Affairs*

Christopher Jespersen, *Dean, School of Arts and Sciences*

Michael Bodri, *Dean, School of Science and Health Professions*

Michael Roberts, *Dean, School of Education*

Max Burns, *Dean, Mike Cottrell School of Business*

Billy Wells, *Executive Assistant to the President*

Bryson Payne, *Chief Information Officer*

Colonel Tom Palmer, *Commandant of Cadets*

Irene Kokkala, *Executive Director, Center of Teaching and Learning Excellence*

Denise Young, *Executive Director, Office of Institutional Effectiveness*

Donna Gessell, *Executive Director, Office of Regional Engagement*

Elizabeth Combier, *Faculty Senate*

Jill Brady, *Registrar*

Randy Dunn, *Director of Athletics*

Mindy Henderson, *Director of Recreational Sports*

Shawn Tonner, *Director of Library Services*

Steve Gallant, *Director of Planning*

Todd Bermann, *Director, Plant Operations*

Mike Stapleton, *Chief, Public Safety*

Alice Sampson, *Director, Vickery House*

Bill Lewis, *City Manager, City of Dahlonega*

University System of Georgia — Board of Regents

Alan Travis, *Director of Planning*

Michael Miller, *Director of Planning*

Marty Nance, *Director of Real Estate*

Sasaki Associates

Linda Eastley, AICP, *Principal-in-Charge*

Richard F. Galehouse, AICP, AIA *Contributing Principal*

Manuel Ruiz-Sanchez, *Contributing Principal*

Elizabeth Sargent, AICP, LEED AP, *Project Manager and Planner*

Hernan Schlosman, *Project Designer*

Alexandra Toteva, *Designer*

Phillip Bruso, *Data Planner*

Lord, Aeck & Sargent

Susan Turner, *Principal*

Glen Bennett, *Historic Preservation Planner*

