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Kennesaw State University's Master Plan for future development would not be a success without the help received from the students, the staff, and the faculty members that were involved with this effort. The Master Plan will shape the physical makeup of the campus for many years to come. President Dr. Betty L. Siegel was instrumental in leading the Master Plan Steering Committee in the direction that would most benefit the campus and its surrounding community. The Master Plan Working Committee and other campus committees listed in Appendix A played a vital role in informing the Planning Team of the most important campus needs. Their commitment to the project enabled the updated Physical Master Plan to meet KSU stakeholder expectations for the desired future image and physical development of the campus. The outside community, KSU Trustees, and Board of Regents Team were also involved with several planning meetings and provided valuable feedback. With the spirited commitment of all of those involved, the Master Plan will be able to fulfill its continuing mission in support of Kennesaw State University and the University System of Georgia.

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The Kennesaw State University (KSU) main campus, located in Cobb County, Georgia, consists of 201.83 acres of land adjacent to the Pinetree residential neighborhood off Chastain Road. The wooded character of both the residential community and the campus lends KSU a suburban campus charm. This contrasts dramatically with I-75 and Chastain Road, main traffic arteries in Cobb County that border the University on the eastern and southern edge. Located northwest of Atlanta, KSU benefits from its setting in a professionally oriented, rapidly developing suburb of one of the nation's fastest growing metropolitan areas.

KSU is among the largest and fastest growing universities in the state of Georgia. KSU first opened its doors in September of 1966 as a junior college with a total student body of 1,014. In 1976, the college received senior college status.

A large percentage of the students attending Kennesaw State University will continue to be the graduates of surrounding high schools and residents of the adjacent counties which make up the Northwest Crescent. In addition, KSU is committed to expanding its academic programs in order to accommodate the interests of national and international students, provide increased graduate opportunities at the Masters and Doctoral level, and build on its partnerships across the region and the globe. The accessible location, academic standards, and student life opportunities will continue to attract traditional and nontraditional students alike.

Five core values have reflected KSU's distinctive character during its brief 40-year history, and will continue to guide the University along a new path to an even greater future.

- € Scholarly Community of Learners
- € Interconnectedness of Learning
- € Engagement
- € Leadership
- € Internationalization

KSU's core values and strategic planning will be essential to serving future studential-20.6108 -1.2994 7





*Land Use*

- € Focus learning and living facility development to be mainly within the existing campus
- € Strengthen KSU College identities – cluster new facilities next to existing buildings to reinforce academic neighborhoods
- € Develop shared pedestrian/bikeway/service access “main streets” that connect these academic neighborhoods
- € Create a new, central academic neighborhood for University College
- € Cluster student services and student life facilities next to Kennesaw Hall and the Student Center
- € Cluster additional student housing adjacent to KSU Place and University Village
- € Extend academic facilities to KSU student housing neighborhoods
- € Cluster PE/Sports facilities adjacent to the Convocation Center, the Recreation Center, and the southern quadrant of the campus
- € Express a commitment to campus sustainability
- € Add density to the campus core
- € Utilize existing surface parking lots for new campus development sites
- € Structure expanded or replacement parking to conserve land
- € Utilize some existing one and two-story building sites for long-term campus redevelopment

*Image*

- € Build upon the character, massing, and style of recent campus construction
- € Limit new buildings to five or six-story massing
- € Reinforce edges, scale, and wayfinding along campus pedestrian corridors
- € Strengthen the “invitational” character of the campus
- € Maintain certain wooded areas of the campus
- € Maintain an inviting relationship with the community

*Open Space*

- € Reserve the Arboretum for science and passive recreation programs
- € Accommodate the team competition sport field requirements on-campus – such as softball, baseball and soccer
- € Accommodate individual sports off-campus – such as track, cross country, golf and tennis
- € Reserve open space for recreational sports
- € Strengthen the north/south walkway from University Village to the Campus Green to create a Campus Spine – extend this spine to Chastain Road.

- € Extend the Campus Mall between the Library and Student Center to Wilson and the Science/Mathematics Buildings – create inviting



Presently, there is a surplus of parking spaces, but as more buildings are constructed on existing surface lots, enrollment increases, and peak hour classes are increased, parking will become a major issue. Additional housing will also significantly impact parking demand, and the timing of the next phase of housing should coincide with the construction of additional parking. KSU should begin the process for funding future parking structures immediately since planning and execution requires a multi-year process. KSU should continue to work with Cobb County to improve traffic congestion in the general area.

Campus development may also be constrained by the utility infrastructure. There are eleven segments of sanitary sewer located off campus on Frey Lake Road that do not have adequate capacity to properly convey the existing sewage flows. The referenced sewer line is located in the downstream portion of the county system. The segments will need to be replaced by the county in the near future, and two additional county segments may also need to be replaced because they will be impacted by the replacement of the other segments. The sanitary sewer system in Frey Lake Road belongs to the Cobb County Water System, and KSU has already begun the process of working with the county to assure that the required upgrades are done in a timely manner. KSU has significant capacity and power issues for the campus computer server system. In addition, adding a fiber connection from the main campus to Town Point and Chastain Pointe to handle the growth is a high priority.

This rapid expansion is partly due to the explosive growth in the Atlanta metropolitan area and to the University's location in Cobb County.

KSU has been forced to develop innovative approaches to meet the rapid expansion. KSU is conducting classes seven days a week, evenings, and off-campus to accommodate its consistent core of nontraditional students, while at the same time meeting the needs of a growing number of traditional students. Although Kennesaw State University is a USG model of excellence for its quality of service in Georgia, the amount of space available to function properly has not stayed on par with peer institutions.

KSU serves a diverse population and provides access for college-bound traditional students as well as professionals seeking enrichment and graduate degrees. Nevertheless, USG Fall 2002 figures show that KSU has the lowest assignable square feet (42 asf) per student full-time equivalent of any USG university (137 average asf). Comparing KSU with selected national peers that have similar missions, programs, and enrollments paints a similar picture. Fall 2004 figures indicate KSU has less than one third the assignable square feet (42 asf) of its peer average (153 asf).

### **Select Peers and USG University Average**

Data Source: University System of Georgia Information Digest 2002-2003

ASF Excludes Campus Housing and Other Space as defined by USG

In summary, to meet *View 21* core values and implementation strategies, Master Plan goals, and USG growth assumptions, KSU must have access to significantly more space than it currently has developed or underway.

To meet USG and national guidelines for its programs and enrollment, KSU should ideally expand its facilities from 42 asf/FTE to 103 asf/FTE. This represents the addition of 919,000 asf to its existing physical plant of 700,762 asf, for its fall 2004 enrollment of approximately 18,000.

Table 1: Space Needs Analysis

SPACECATEGORY	Fall 2004	25,000 Students

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KSU is determined to serve the varied academic needs of the nontraditional student while fostering a traditional academic environment and enhancing graduate offerings. Without additional classroom, laboratory, and office space, it will be difficult to maintain the high academic standards KSU has attained or implement its vision.

Concerns based on past attempts to meet space needs include:

- € Receiving funding for the needed academic, administrative, student life, and parking facilities.
- € Starting and completing all master-planned facilities within a meaningful time frame while keeping pace with enrollment growth.

KSU has been fortunate to receive funding for planning, design and construction of significant new facilities since the 1998 Master Plan. With the new facilities coming on-line, some positive changes will occur:

- 1.

In addition to solving the specific issues of programs, the plan outlines the means of creating a campus that better serves the unique needs of the commuter student while providing a truly collegiate experience. One of the major objectives in accomplishing this goal is the development of a pedestrian-focused campus.

Another important concept achieved by the master plan is the strengthening of academic neighborhoods on the campus. These distinct neighborhoods not only define a physical building district on campus, but also relate to specific academic pursuits. They include:

- € College of the Arts
- € Coles College of Business
- € Wellstar College of Health and Human Services
- € College of Humanities and Social Sciences
- € College of Science and Mathematics
- € University College
- € Relocated Bagwell College of Education

This concept of academic neighborhoods enhances the sense of identity for each college and adds a sense of coherence to their physical environment.

Land acquisition was recommended for the College of Education, and the KSU is currently in the process of purchasing the Town Point Office building property. The 13.4 acre property encompasses a 95,000 GSF building which can efficiently house the needs of the College of Education provided that a new classroom building and parking deck are built. Town Point is located south of Chastain Road, directly off Town Point Drive and Big Shanty, approximately one block from campus.

The importance of enhancing KSU's invitational character in the community is realized in the Master Plan with the development of recognizable campus edges and entry points. Local materials and typical construction materials, such as the Kennesaw Stone, are used in campus entries that reflect the campus' friendly and familiar character. Improved signage along I-75 is recommended to make KSU more visible along this major interstate. Parking is redistributed in four additional parking garages located at the campus perimeter and directly adjacly cTJ19.04

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## 9. PHASING / IMPLEMENTATION PLAN

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The following section describes the phased development required to realize the Master Plan. The strategy was developed based on space needs and the KSU capital plan. The estimated cost of the projects outlined below (details are in Section 7), is approximately \$775,000,000. The estimates included in Section 7 are based on 2005 construction dollars and should be inflated for the year built. Funding sources for each project are identified in parenthesis. The anticipated year of funding is listed below to the left and is intentionally aggressive and optimistic due to KSU's extreme need. Other timelines and growth options are based on current funding trends (included in section 7E). The exact timing and sequence of projects should be based on the availability of funds.

### *Phase I: 2005 – 2009*

Phase one includes:

- 2005 The Multi-purpose Auditorium and new Social Science Building are currently under construction. The Town Point purchase is under consideration as of the writing of this document and will hopefully be in service as the College of Education and Child Development Center in the future.
- 2006 New Addition to Music & Social Sciences/Library/Wilson/ Renovation (USG Minor)  
Renovate Advancement Bldg for KSU Police Dept. (KSU)  
Ground Maintenance Zone – Underground Tank (KSU)
- 2007 Health Sciences Building (USG Major/Private Donation)  
Child Development Center (Private)  
Art Museum (Private)  
Welcome Center Parking Deck & Transit Center (Parking Fees)  
Town Point Parking Deck A (Parking Fees)  
University Village Housing – Phase 2 (KSU Foundation)  
Dining Hall
- 2008 Visitor Center Pavilion (KSU)  
Education Classroom Facility (USG Minor)  
Lab Addition to Science Building (USG Minor/ Non-state)  
Utility/Infrastructure Upgrade Project (USG Minor)
- 2009 Hitting and Pitching Building (KSU)  
Athletic Facilities (Private)

***Phase 2: 2010-2014***

Phase two includes:

- 2010 Student Center Addition (Student Fees/Auxiliary)  
PE/ Recreation Center Additions (Student Fees)  
PE/Renovation and Addition (USG Minor)  
Academic Learning & Advising Center (USG Major)  
Humanities Addition (USG Minor)
- 2011 General Classroom Building for Business and IT (USG Major)
- 2012 PE/Recreation Addition (Student Fees & Athletics)  
Chastain Pointe Administrative Office expansion (KSU)  
Classroom and Library Center (USG Major)  
Arts Classrooms (USG Major)  
Classroom/Support (USG Major)
- 2013 Science and Mathematics Addition (USG Major)
- 2014 Kennesaw Hall Student Services & Office Addition (USG Major)

***Phase 3: 2015 and Beyond***

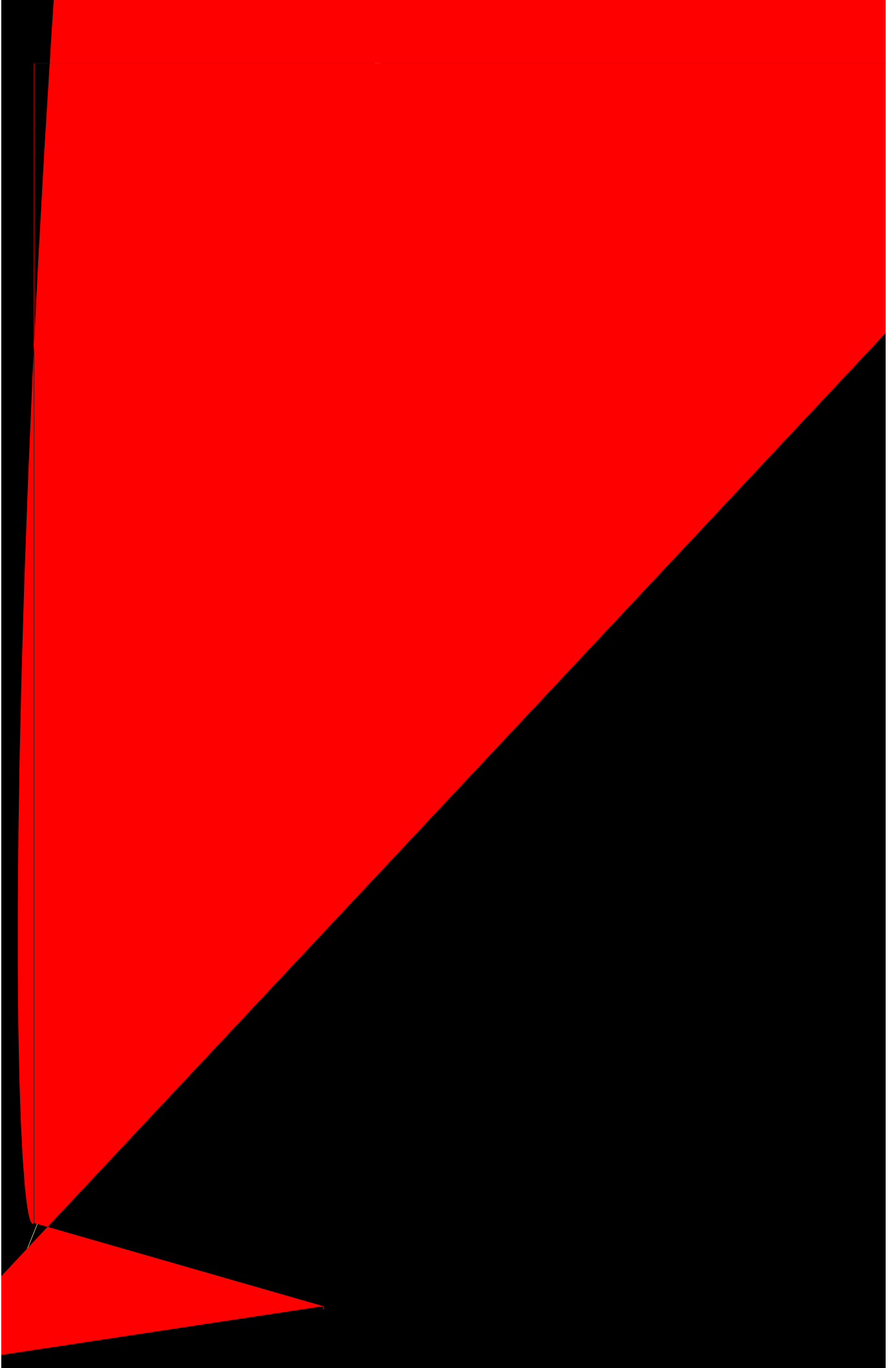
Phase three includes:

- 2015 Classroom and Support Building (USG Major).
- 2016 Performing Arts Addition (USG Major)  
Student Center Addition and Bell Tower (Auxiliary)  
Campus Services Renovation and Addition (KSU)  
University Village Deck (KSU Foundation/ Parking Fees)  
University Village Expansion & Below Grade Parking (KSU Foundation)  
Education Building (State Request/ Private donation)
- 2017 Science and Mathematics Addition (USG Major)  
Classroom, Support, and Sports Center (State Request/Athletics)  
University Place Expansion & Below Grade Parking (KSU Foundation)  
University Place Deck (KSU Foundation/ Parking Fees)
- 2018 Graduate Studies Center (State Request)  
Social Studies and Humanities Center (USG Major)  
Science and Mathematics Center (USG Major)

2019 Administrative Office and Transit Center (GDOT/ State Request)









KENNESAW STATE UNIVERSITY  
Campus Master Plan

University System of Georgia

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Kennesaw, Georgia

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