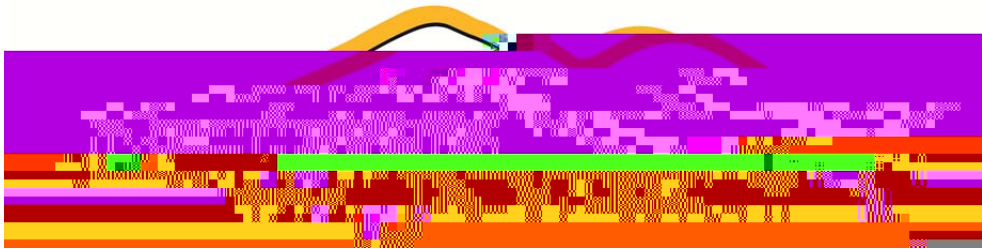


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1. EXECUTIVE SUMMARY	PG.1 2
2. INSTITUTIONAL CONTEXT	3
3. KSU VISION	PG.3

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## 1. EXECUTIVE SUMMARY

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Kennesaw State University's 2012 Master Plan for future development will shape the physical makeup of the campus in support of the campus mission and

facilities have been constructed in the past 10 years. Even with these additions, an additional 1,371,466 assignable square feet will still be needed to meet CEFP space standards for the target on-campus enrollment of 30,000.

The primary goal of the updated Master Plan is to accommodate the future growth in facilities while nurturing an exemplary living and learning environment. While the plan defines future projects and identifies specific sites for buildings, open space, and infrastructure, the primary purpose is to provide a framework for making informed decisions about growth and change on campus. Phasing opportunities exist if certain projects cannot be built at one time because of funding limitations.

A strategy of phased development based on space needs and the KSU capital plan is required to realize the Master Plan. The cost of the projects outlined 234 0 Td [( /C2\_0 1 Tf 0 Tc 1.362 0

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## 1. INSTITUTIONAL CONTEXT

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#### 4. GOALS

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The following major goals are included in the 2012-2017 Strategic Plan:

##### Goal 1

Promote excellence and innovation in education through teaching, supervising, and mentoring students; research, creative activity, and scholarship; and professional service.

##### Goal 2

Improve recruitment, retention, progression, and graduation rates (RRPG) in accord with the Complete College Georgia initiative, while continually increasing the quality, breadth, and relevance of academic and co-curricular programs.

##### Goal 3

Become more engaged and prominent in the local community, Georgia, the nation, and the world.

##### Goal 4

Enhance the collegiate experience, and foster a welcoming, diverse, and inclusive environment.

##### Goal 5

Expand resources and improve operational efficiency and effectiveness.

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#### 5. PLANNING GOALS

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Early in this planning process a major decision was made to develop the core campus character and capacity to serve 30,000 students. Of particular note, parking and other components are sized for the projected 30,000 core campus student population. Five thousand additional students may be accommodated with off-campus development and by utilizing technology and online learning. The build out of the core campus is the focus of this Master Plan, even though off-campus programs

Various partnerships, off campus opportunities, and satellite centers have been discussed during campus meetings. Ideas for off campus components are documented in this report, and it was determined that KSU should continue to strive to accommodate a significant off campus enrollment. Continuing technological developments should lead to additional off campus opportunities for

#### OFFCAMPUS OPPORTUNITIES:

For the purpose of this report, Town Point and Chastair Point are considered to be off of the core campus, but are a part of the main campus since they are relatively close to the core. A number of programs may be accommodated at Town Point, Chastair Point, KSU Center or future property that may be acquired. The following programs and functions have been considered for possible relocation off of the core campus as space becomes available.

- x Early Childhood Learning Center
- x Educational Technology and TRAC
- x Certain Labs or studios for the College of the Arts
- x Certain Athletic and Intramural facilities



THE FOLLOWING GOALS ARE ESSENTIAL TO THE SUMMER

### Image Goals

- x Build upon the character, massing and style of recent campus construction.
- x Reinforce edges, scale, and wayfinding along campus pedestrian corridors.
- x Strengthen the “invitational” character of the campus through enhanced landscape and signage and the views from Chastair and Frey Roads.
- x Preserve certain wooded areas of the campus including the Pink Lady Slipper area, the Arboretum, and the wooded area around Jolley Lodge.
- x Upgrade and renovate the library.

### Open Space Goals

- x Reserve the existing Arboretum for science and passive recreation programs.
- x Continue





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## 6. DEVELOPMENT ISSUES AND CONSTRAINTS CAMPUS CARRYING CAPACITY

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In general, Kennesaw State University operates with much less space per student compared with other universities. In fact, there are extreme space needs in all of the colleges and almost every unit of KSU. The planning team has not found a comparable university that provides such quality programs with so little space. KSU is already beyond its capacity compared to national standards for space per student although these challenges are overcome by the creativity and innovation that thrives at KSU. for

campus utility infrastructure expansion is also planned and has been requested as a part of the USG capital planning process to be funded by 2018.

KSUs unable to apply for certain research grants because there is almost no space available to perform these functions. Many opportunities could be realized with more space for research and special projects. \$4.4 million library renovation project has been

shows that KSU has less than 45 percent of the USG university average. It is important to note that KSU data is included in the comparison graphs and drags these averages down significantly by having the lowest number in each group.

## State University and USG University Average

The graphs on the following page illustrate how KSU's enrollment compares to the largest universities in the USG system, and how KSU's enrollment growth compares to the other state universities in the USG system.

In summary, to meet Master Plan goals and USG growth assumptions, KSU must have access to significantly more space than it currently has and increased funding for expansion.

To meet USG and national guidelines for its programs and enrollment, KSU should ideally expand its facilities by

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Kennesaw

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8. CHANGES AT KENNESAW STATE UNIVERSITY

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KSUs 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.

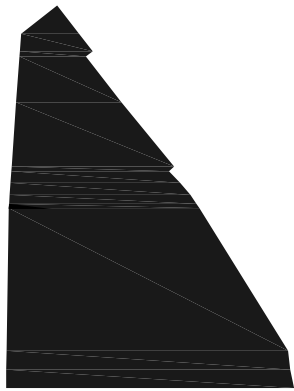
Concerns based on past attempts to meet space needs include:

- x Receiving funding for the needed academic, administrative, student life, and

KSU

KSU

Concerns office

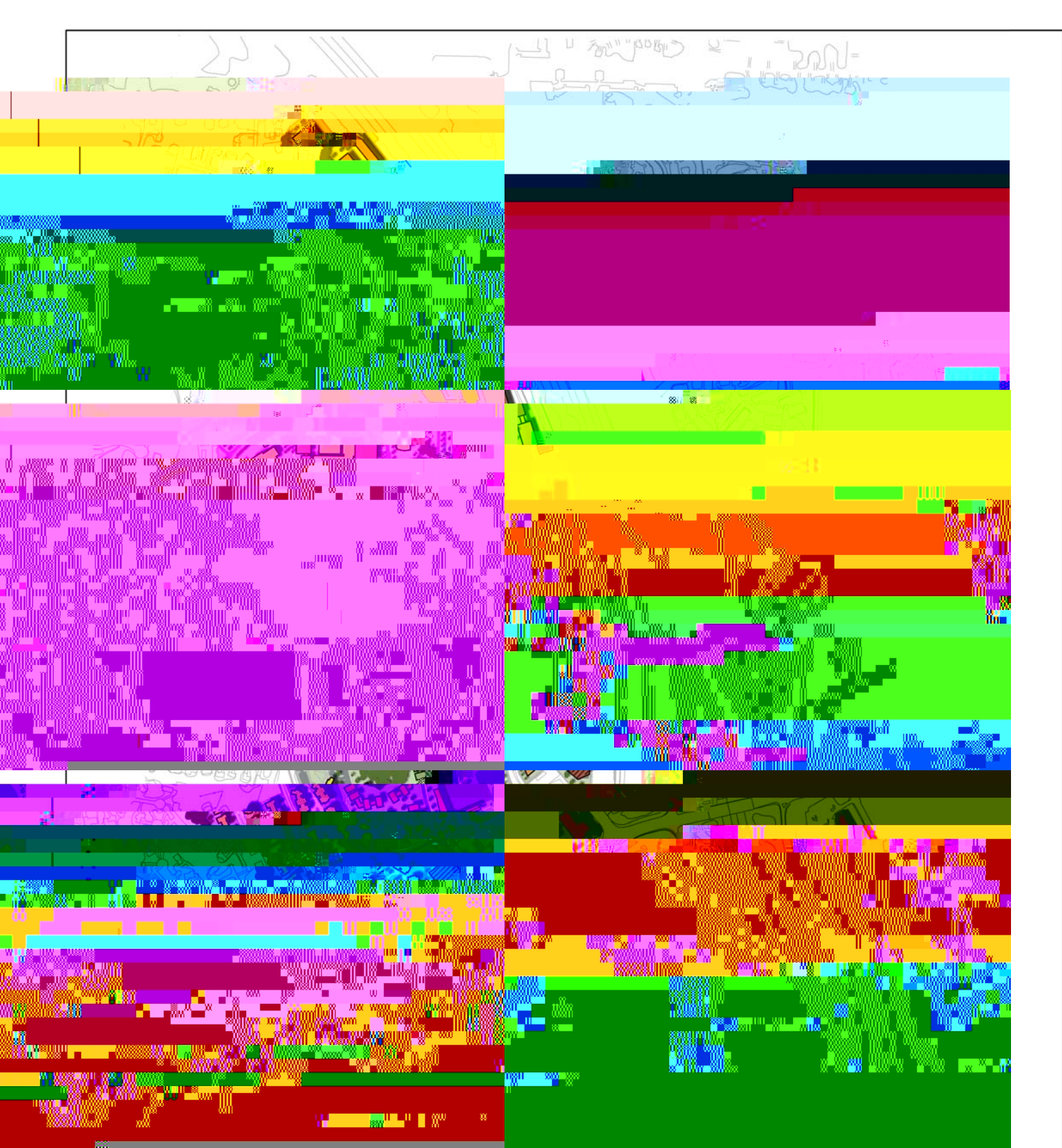


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## 9. THE MASTER PLAN

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The primary goal of the updated Master Plan is to plan for future facilities that will complement KSU's exemplary living and learning environment. While the plan defines future projects and identifies specific sites for buildings, open space, and infrastructure, the primary purpose is to provide a framework for making informed decisions about growth and change on campus. Phasing opportunities exist if certain projects cannot be built at one time.



Legend

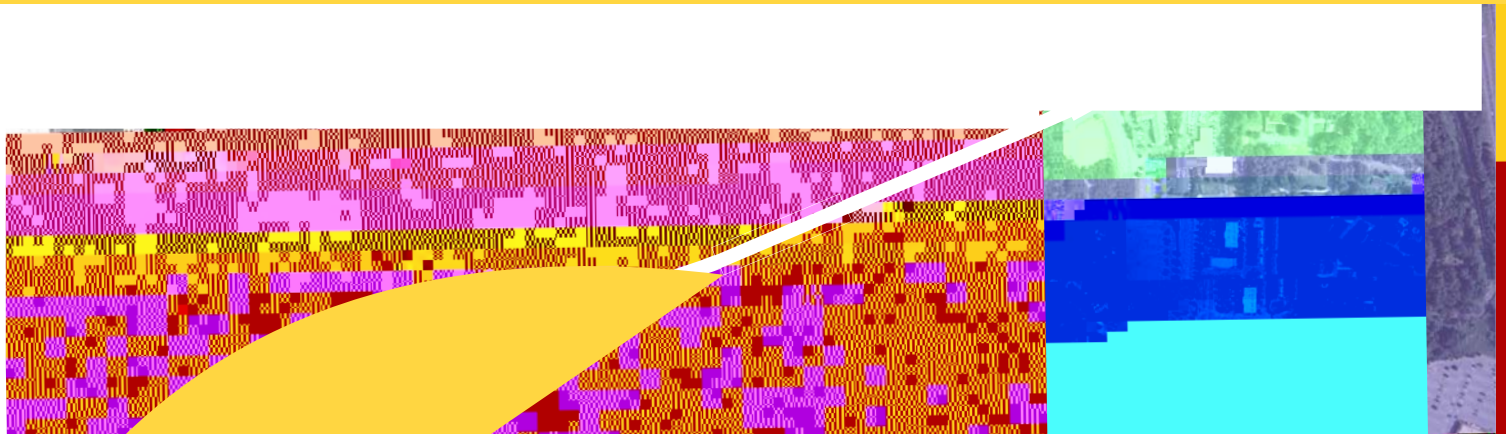
July 2012

Sites

UNIVERSITY OF ALABAMA  
Birmingham State University

www.alabamastatetravel.com

www.alabamastatetravel.com



Legend

Recommended Project Sites



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**10. 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 capital projects

Capital Projects:

As shown on the following diagrams, the following are planned capital project sites that will assist Kennesaw State University in increasing gross square footage to proper amounts. Cost estimates listed below are conservative and should be carefully evaluated during the planning process.

Opportunity Sites:

These sites are undesignated project sites that are available to build KSU programmatic space that has yet to be developed. The total square footage for Phase I and Phase II for these undesignated sites is 811,540 GSF with an estimated construction cost of \$300,000,000.

Phase I: 2005 – 2010

This phase has been essentially completed and is only noted so that the 2006 Master Plan is still relevant. Phase I has been considered a success and certain modifications are reflected in this report that are more up to date.

Phase II – Space Needs Summary – Capital Projects and Opportunity Sites

Phase II Capital Projects					
	Project	Floors	Floor Plate GSF	Total Building GSF	Total Project Budget
A	Art Museum	2	4,914	9,828	\$3,000,000
B	Education Classroom Facility	4	20,725	82,900	\$20,300,000
C	Academic Learning Center & Business Addition	5	40,028	200,140	\$64,000,000
E	Student Recreation & Activities Center	2	97,338	131,738	\$48,000,000
G	South Dining Hall	1.5	25,250	37,875	\$15,000,000
K	Early Learning Center (Town Point)	1	25,000	25,000	\$9,000,000
L	Student Center Expansion	6	41,615	249,690	\$88,000,000
M	Library Addition & c•# • d•# • !# • Ñ0H ĐĐ • "Ñ0H Đ # • i				

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Phase I Space Needs Summary – Student Housing and Campus Parking

Phase I Student Housing						
	Project	Floors	Floor Plate GSF	Total Building GSF	Bed Count	ESTIMATED COST (~56,541/BED)
F1	South Housing (Phase I)	3	61,719	185,157	451	\$25,500,000
F2	South Housing (Phase I)	6	22,225	66,675	340	\$19,100,000
J	North Housing (Phase I)	1	117,512	117,512	865 net	\$49,400,000
	TOTAL		201,456	369,344	1,656	\$94,000,000

KSU's first campus housing opened in 2002 with the 700 bed University Place. The bed count for KSU student housing reached 3,527 in Fall of 2012 when University Place II opened. The addition of the above housing facilities will bring the total bed count to 5,153. The approximate construction cost for this additional housing will be \$94,000,000.00.

Phase I Campus Parking
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Project is

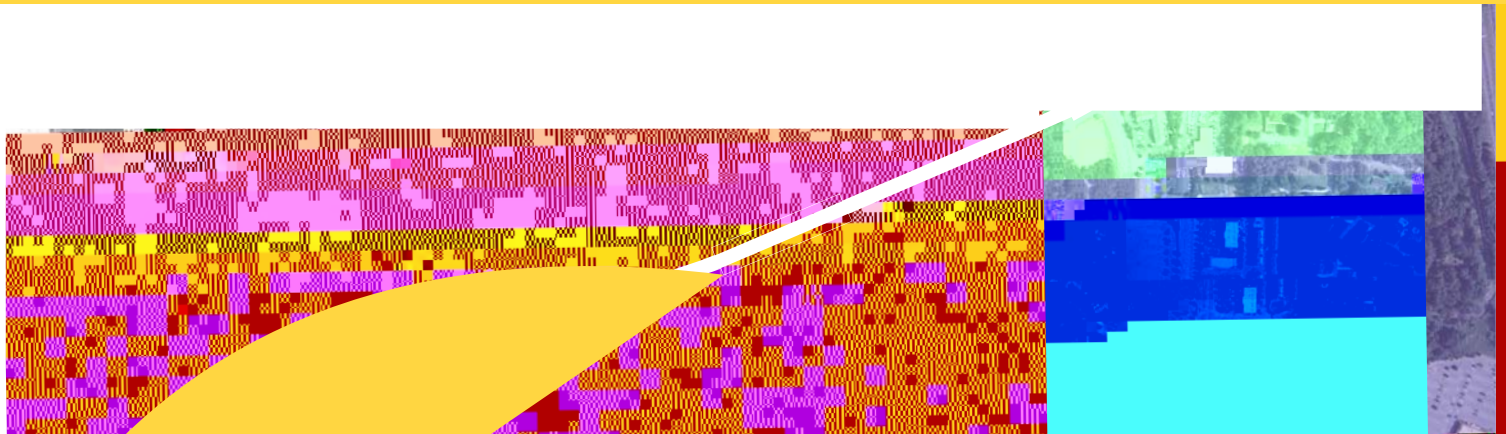












Legend

Recommended Project Sites



Exhibit A  
KSU 2012 MASTER PLAN COMMITTEES

STEERING COMMITTEE

Dr. Dan Papp – President – Kennesaw State University  
Dr. Ken Harmon – Provost & VP for Academic Affairs  
Dr. Randy Hinds – VP for Operations, Chief Information Officer & CBO  
Dr. Jerome Ratchford – VP for Student Success & Enrollment  
Mike Harders – VP for University Advancement



Exhibit A r K 2012 Master Plan Committees  
Continued

CAMPUS LIFE COMMITTEE

Joe

Exhibit A r K2012 Master Plan Committees  
Continued

LIBRARY COMMITTEE

Dr.

DATE	TIME	GROUP	LOCATION
May 15,2012	9:00 AM	Steering Committee (Cabinet) CampusMasterPlan presented for final approval. Implementation and migration plan presented.	KennesawHall Boardroom
November 28,2011	9:00AM	Facilities/A36.506 -3.124 Td (November)Tj /C2_0 1 Tf 4.293 0 Td <01SII	

Exhibit B r KSU MaStan Presentations

DATE	TIME	GROUP	LOCATION
Dec. 10,2009	3:00 PM	AcademicAffairs Committee	KennesawHall4427
Dec. 7, 2009	12:45 PM	OperationsCommittee	Chastain Pointe Suite 105
Nov. 19,2010	5:30 PM	NeighborhoodCommittee	Chastain Pointe Suite 105
Nov. 19,2009	2:00 PM	ParkingCommittee	Student Center Staff Lounge
Oct. 13, 2009	3:30 PM	Chris Ziegler (KSU) & Kristin Osterby (P r W)	Chastain Pointe Suite 105
Oct. 13, 2009	2:30 PM	Dr. ERuggKSU	Chastain Pointe Suite 105
Oct. 13, 2009	9:00 AM	Steering Committee (Cabinet) with Krisann Osterby(PerkinsWill)	KennesawHall Boardroom
Sept. 17,2009	3:30 PM	StudentGovernmentAssociation	Student Center Staff Lounge
Sept. 1, 2009	4:15 PM	Bob HeflinKSU Foundation	Town Point
Sept. 1,2009	3:00 PM	Dr. Lendley Black, KSU Provost	KennesawHall
Sept. 1,2009	2:00 PM	Dr. Ralph Rascati, KSU	University College
Sept. 1,2009	9:00AM	John Anderson (KSU), Kristin Osterby (P r W), and Alan Travis (BOR)	BOR Office
Aug. 13,2009	9:30 AM	College of Science/M Faculty/Staff	Science109
July 28, 2009	9:00 AM	SteeringCommittee	KennesawHall Boardroom
July 24, 2009	10:00 AM	Campus LifeCommittee	Chastain Pointe Suite 105
July 20, 2009	1:30 PM	Library Committee	Chastain Pointe Suite 105
July 20, 2009	10:00 AM	OperationsCommittee	Chastain Pointe Suite 105
July 9,2009	9:00	CommitteeAcademdroomui1659(Dr.)Tj 1 Tf (Alan)Tj /C2_0_1 Tf <fair03>Tj /TT0 1 Tf (E	Chastain Pointe Suite 105
July 9, 2009			