

S A S A K I

NEWCOMB & BOYD



# CLAYTON STATE UNIVERSITY MASTER PLAN

## EXECUTIVE SUMMARY

NOVEMBER 2010



## TABLE OF CONTENTS

1. PLAN OVERVIEW	1
2. GOALS OF THE CAMPUS MASTER PLAN	3
3. OVERVIEW OF THE PLANNING PROCESS	5
4. EXISTING CAMPUS CONDITIONS	7
5. SPACE ANALYSIS	9
6. MASTER PLAN	11



- BUILDING KEY**
- 1. Science Building (Option 1)
  - 2. Science Building (Option 2) OR Academic
  - 3. Library
  - 4. Dining / Student Life
  - 5. Student Life
  - 6. Theater and Academic
  - 7. Facilities Expansion (Option 1)
  - 8. Clayton Place I & II Acquisition
  - 9. SAC Expansion
  - 10. Residential
  - 11. Academic
  - 12. Facilities Building (Option 2)
  - 13. Regal Forest Apartments Acquisition
  - 14. Future Academic
  - 15. Future Academic
  - 16. Future Academic
  - 17. Residential
  - 18. Residential
  - 19. Athletics / Convocation Center
  - 20. Trammell Property Acquisition
  - 21. Field Support Facility
- \* Structured Parking

- OPEN SPACE KEY**
- A. Reconfigured Academic Quad
  - B. Academic Green
  - C. Pine Grove
  - D. Athletics District
  - E. Intramural District
  - F. Residential Quad
  - G. Morrow Lake City Park



Existing Campus Buildings
  Proposed Campus Buildings

THE MASTER PLAN ENVISIONS GROWTH TO 9,100 FTE STUDENTS

## PLAN OVERVIEW

Located in the southern Atlanta metro region, Clayton State University (CSU) is a rapidly growing institution. The main campus in Morrow currently serves nearly 5,400 full-time equivalent (FTE) students, over 97% of which are undergraduates. CSU recently initiated graduate programs on its campus and now enrolls roughly 120 FTE masters students. Both of these populations are projected to grow in the coming years, reaching a target headcount of 11,000 students in 2020 (9,100 FTE).

As CSU plans for its future, it has considerable strengths upon which to build. Its academic strengths lie in its five schools and colleges, and in the commitment of its faculty, staff and students to promoting “excellence in teaching, research, and service.”<sup>1</sup> Physical strengths include its rolling landscape, beautiful ponds, and the “walkability” of its compact campus. More broadly, the campus’ sense of seclusion paired with the proximity to downtown Atlanta and major regional transportation networks differentiates CSU from other Georgia colleges.

The master plan strives to build upon each of these strengths by encouraging development to continue to grow in a compact manner, building off of the existing campus core. To that end, the plan promotes in-fill development as well as expansion to the north. 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 CSU while accommodating future opportunities.



CSU'S HYDROLOGICAL FEATURES DEFINE THE FEEL — AND FUTURE — OF THE CAMPUS

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<sup>1</sup> Clayton State University Mission Statement.



CHARACTER OF THE CAMPUS NEAR THE OUTDOOR AMPHITHEATER AND SPIVEY HALL



INFORMAL STUDENT STUDY SPACE ON THE CAMPUS



CHARACTER OF TODAY'S CORE CAMPUS

## 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:

### 1. Promote a distinctive image, identity and brand for the University

- We are a “\_\_\_\_\_” in an urban area; say who we are
- Make CSU a university of choice
- Use selective campus image (and unique environment) to attract students and actively distinguish CSU from other campuses
- Unify the CSU image across its campuses

### 2. Create an integrated and cohesive campus

- Diminish perception of spread out campus and support compactness
- Place parking on periphery and promote CSU as a walking campus
- Increase amount of passive and active recreation space
- Support resident students
- Provide compelling study, meeting and learning spaces to keep students on campus
- Maintain a feeling of safety
- Create sustainability guidelines

### 3. Create state-of-the-art academic and teaching spaces

- Bring teaching space up to common, modern standards
- Embody the findings of the Strategic Plan in the physical Master Plan
- Match current quality and quantity with program needs

### 4. Enhance the beauty of the campus

- Use landscape, rather than architecture, to unify and distinguish the campus
- Complement the informal campus aesthetic with formal landscape elements that provide visual interest
- Create a hierarchy of open spaces
- Minimize parking in view corridors

### 5. Reinforce the University’s relationship with the community

- Underscore pride of place in the community
- Support and further establish partnerships with emerging academic programs
- Create awareness about Morrow, Lake City and County initiatives that improve the community

### 6. Promote an inclusive master planning process that results in a “living” document

- Consider a broad array of campus opinions
- Create a long-range master plan which provides a useful and flexible road map for the future
- Create a plan that can be implemented



REVIEWING MASTER PLAN ALTERNATIVES WITH CSU STUDENTS



LISTENING TO STUDENT INPUT ON PROPOSED ALTERNATIVES



THE CSU MASTER PLAN COMMITTEE

## OVERVIEW OF THE PLANNING PROCESS

The Clayton State University Master Plan evolved through a series of meetings with the Master Plan Committee and representatives from the Board of Regents and campus groups. In January 2010, the planning team held conference calls with key administrators, faculty, and staff to elicit their goals for the future of the University. At the formal kick-off meeting with the Master Plan Committee in February 2010, the planning team met with the University leaders and campus stakeholders, including students and members of the Lake City and Morrow communities, to further discuss these goals. An on-campus “town hall” meeting in April 2010 allowed the Master Plan Committee and over 200 members of the campus community to test alternative scenarios for the University’s growth needs, using the space need analysis as a foundation. Feedback from these meetings, as well as a webinar in May 2010, provided direction for the draft master plan.

In addition to outreach to the CSU community, the master planning process included a forum in April with leaders and residents of Morrow, Lake City and Clayton County, and Trustees of the CSU Foundation. The intent of this meeting was to solicit public input on CSU’s future growth, and to ensure that the CSU master plan reflects and supports local and County plans for future development.

A final consideration for the master plan was CSU’s concurrent strategic planning process, which established a strategy to brand the University and reinforce its image within the greater Atlanta metro region.

The planning process concluded with the presentation of the master plan to the Master Plan Committee and a town hall meeting with campus groups in November 2010.



FACULTY AND STAFF AT THE APRIL TOWN HALL MEETING



## EXISTING CAMPUS CONDITIONS

Founded in 1969, Clayton State University is located in a rapidly growing area of the Atlanta metropolitan region. Its primary campus is in the city of Morrow, an area of Clayton County which features close proximity to Hartsfield Jackson International Airport and major interstates such as I-75. The environs immediately surrounding the campus are characterized by residential development to the north, east and south, and commercial development along Jonesboro Road to the west.

The CSU campus itself has a total of 17 buildings within 163 acres. In recent years the University also acquired a 12 acre parcel to the east, now known as the Clayton State East Campus, which includes one primary academic building and one housing building. Only the academic building is currently in use.

The current land use pattern at CSU concentrates academic and student life uses to the north and west of Swan Lake. The majority of the University's academic buildings lie within this cluster, including Clayton Hall, Arts and Sciences, and Business and Health Sciences. The central core also includes many of the student life facilities, including the Library, Student Center, and Baker University Center, all of which face onto a small central green.

The remaining CSU buildings are distributed throughout the campus. Directly to the west of Swan Lake is Spivey Hall, a venue renowned within the community for its performance space. Also located in this



CSU'S MAIN CAMPUS AND SATELLITE CENTERS SERVE THE SOUTHERN ATLANTA METRO AREA

area is the Continuing Education Building. Athletic facilities, including the Athletics and Fitness gymnasium, and the new Student Activities Center, are located on the west and southwest portions of the campus, respectively. CSU's Facilities Management building is tucked into its northeastern corner. Finally, the northwest quadrant of the campus features Laker Hall, a 450-bed residential facility which opened in 2009. A total of 2,456 parking spaces, all of which are in surface lots, serve the campus.

CSU has several memorable landscapes, including Swan Lake, the pond adjacent to the gymnasium, and the pine grove along the campus' western edge. The southwest portion of the campus houses the University's primary athletic and recreation fields include the competition soccer field and tennis courts. The remainder of the University's outdoor athletic space, including baseball and softball fields, is located about a mile north of campus at Morrow Lake City Park.

In addition to the primary campus buildings, the University owns Lucy Huie Hall, a former aviation training building located south of the Main Campus on Jonesboro Road. CSU also operates satellite campuses in Peachtree City (Fayette County), Henry County, and DeKalb County.



PRINTING STATION IN THE LIBRARY



STUDY SPACE IN THE SCHOOL OF BUSINESS

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	45,312	61,898	(16,586)
200	Labs	41,792	29,745	12,047
300	Offices	111,707	173,592	(61,885)
400	Library	26,934	59,911	(32,977)
500	Athletics / Physical Education	47,218	80,459	(33,241)
	Media	3,126	18,965	(15,839)
	Demonstration Space		based on program / market demand	
600	General Use *	23,589	78,620	(55,031)
	Lounge/Merchandising	26,427	4,143	22,284
	Campus Center **	32,676	122,882	(90,206)
700	Plant Operations	26,642	31,511	(4,869)
800	Health Services	1,176	3,828	(2,652)
900	Residences (Student and Faculty)	124,058	427,500	(303,442)

\* Includes recreation and meeting rooms

\*\* Includes assembly, exhibition and dining

## SPACE NEEDS ANALYSIS

Through the master planning process, the CSU administration set 11,000 HC students – including undergraduate and graduate – as the target enrollment for the space needs assessment. Carrying forward the current ratios, this would translate to roughly 9,500 HC (7,874 FTE) undergraduate students, 1,500 HC (1,218 FTE) graduate students, 570 HC faculty and 550 HC staff.

To meet this target enrollment, CSU will need additional space in all HEGIS categories. The most significant needs will be for student life, followed by office space and laboratories (depending upon targeted demolition and construction projects). There also will be needs for athletics and recreation space, library space and new classrooms.

By 11,000 HC there also will be a significant need for additional student housing. The University has set a target of housing between 15% and 20% of the undergraduate student population. This would result in a need for up to 1,800 beds, including the 450 currently accommodated on campus.

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

- 1 classroom and office building
- 1 laboratory and office building
- Library
- Student life space, including dining and campus bookstore
- Fine arts facilities, including a “black box” theater and traditional theater
- Athletic / Convocation Center
- Expansion of health services
- New residence halls (1,350 beds)
- New athletics varsity soccer field, softball field, baseball field and tennis courts
- New multi-purpose recreational fields
- Up to 3,750 new parking spaces (4,700 total)

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 by building on its core campus, by exploring ways to better connect and reuse CSU East, and by studying other abutting properties for future campus growth.

Though not addressed in the master plan, there also is a need to expand facilities at CSU’s satellite campuses. It is anticipated that space at the Fayette Campus will need to double in order to accommodate a student enrollment that is twice today’s levels. The Henry County Campus is anticipated to see enrollment grow to 500 students, depending on emerging educational needs, and would need to expand its facilities accordingly.



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Existing Campus Buildings      Proposed Campus Buildings

CLAYTON STATE UNIVERSITY MASTER PLAN

## MASTER PLAN

The master plan envisions the expansion of the Clayton State University campus, including a series of strategic acquisitions which enable the University to meet its core mission. Within this plan are opportunities for flexibility so that the University can be responsive to both mission and market demands and take advantage of opportunities for mixed uses within buildings.

The preferred plan accommodates the following:

- An enrollment of over 11,000 headcount students on the main campus through new academic, student life, residential, and parking facilities.
- Increased student residences, with the ability to house up to 20% of future students on campus.
- The potential acquisition of several key parcels of land: Clayton Place I and II to the west for additional housing; Rainwood Apartments to the north for campus expansion; and Regal Forest Apartments and the Trammell property to the east for campus open space and special programs.
- A strong landscape structure that builds on the campus' open space tradition, and integrates stormwater management into its aesthetic.

- New circulation patterns that increase visibility of campus gateways, maintain a walkable campus and provide additional connections to existing regional roadways. Design improvements would include enhanced plantings, signage and lighting systems.
- A parking plan that addresses parking needs of each campus district and that supports pedestrian-friendly practices.
- Campus-wide mechanical, electrical, and storm water improvements required for campus growth.

It was important to the University to study future space requirements, as it impacts University decisions such as land acquisition and building placement. Therefore, the full build out of the master plan allows for additional academic and mixed-use space to educate up to 14,000 students.



## Land Use

The master plan reinforces the existing land use pattern by promoting the construction of new academic and student life facilities to the north of the existing quadrangle, further strengthening the heart of the campus.

With the addition of academic and student life buildings and new open space to its north, the core is able to transform itself. The plan recommends the removal of the outdated Faculty Hall and the Lecture Hall to open up a more cohesive open space that extends to the north. A new library building in the northern quadrant allows student life functions to backfill into the existing library space.

The plan also proposes a number of new facilities that help shift the University's center of gravity to the west, namely by acquiring the Clayton Place Apartments for student housing and constructing additional residence halls in this area.

This effort would be complemented by the creation of intramural fields at the new primary campus entry on Jonesboro Road, as well as the conversion of the existing gymnasium to a future student life or academic building.

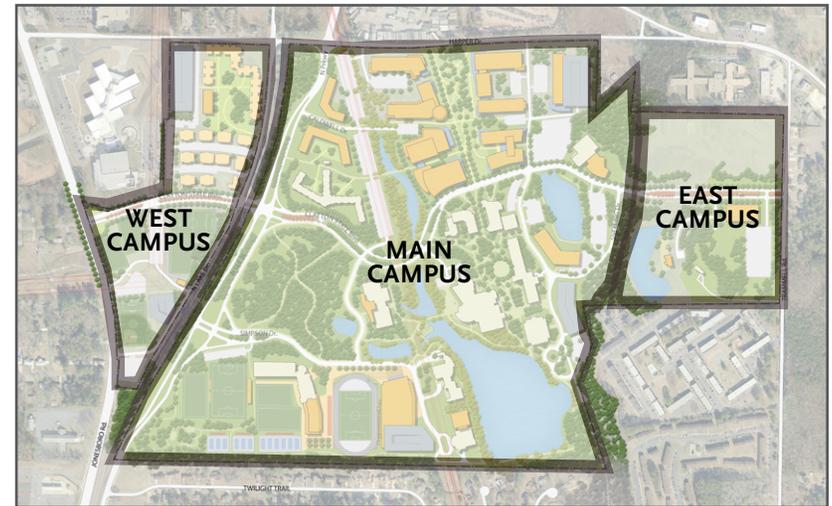
The plan recommends placing many of the "more public" functions of CSU on the southwestern portion of the campus, where access will not congest the core. This includes extending the athletics and recreation district adjacent to the Student Activities Center by creating new playing fields. Directly adjacent to the sports district

is a new fine arts district which builds upon the strengths of Spivey Hall and creates a black-box theater adjacent to the existing Continuing Education / Nursing building.

Finally, the eastern portion of the CSU campus is envisioned to host many of the support functions of the University, as well as provide open space resources for recreation, parking and future growth.

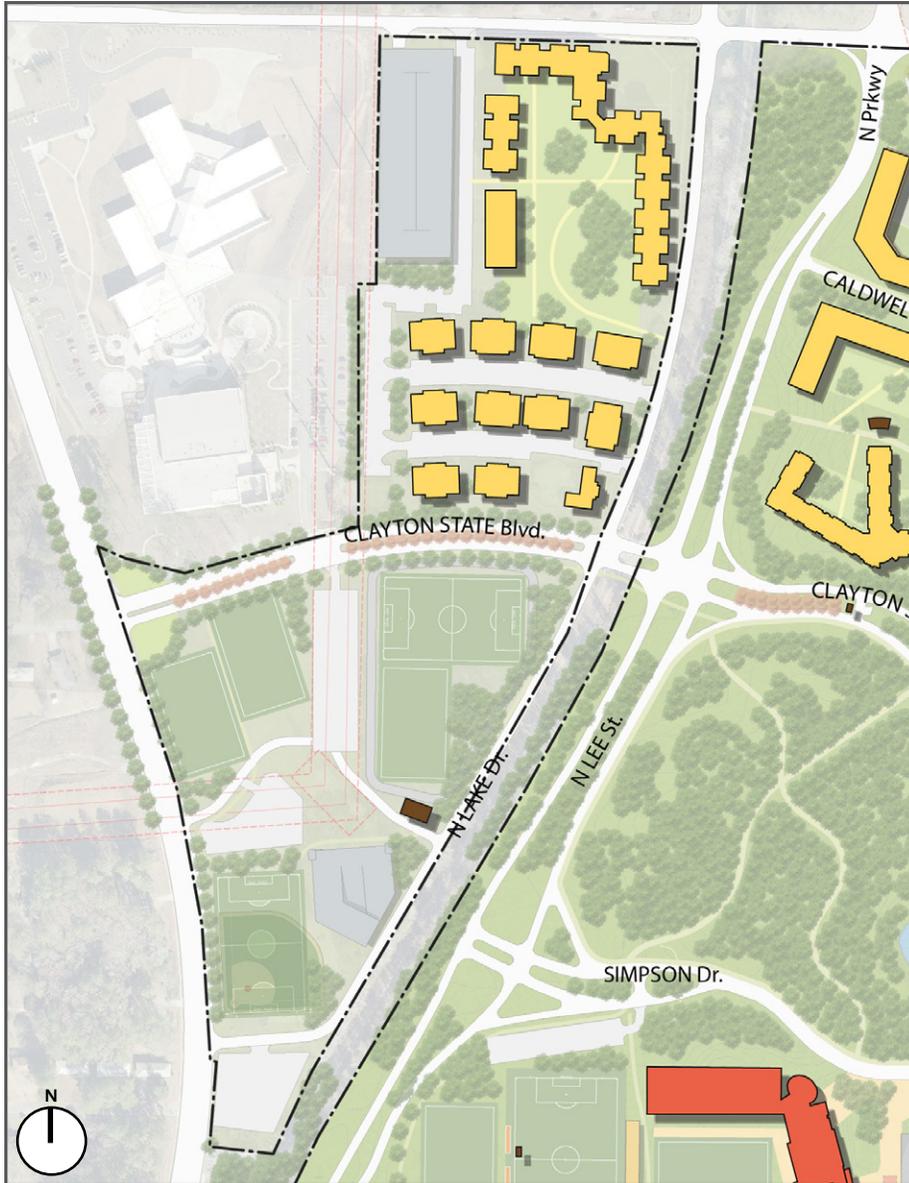
The following section provides detailed information for the three areas of the CSU campus:

- West Campus: area bounded by Harper Drive, Jonesboro Road and North Lake Drive
- Main Campus: existing campus core, plus Rainwood Apartments
- East Campus: area east of Snelling Drive, including the Trammell property, Regal Forest Apartments and the CSU East property



CAMPUS DISTRICTS INCLUDE THE WEST CAMPUS, MAIN CAMPUS AND EAST CAMPUS

# WEST CAMPUS



 Residential



IMPROVEMENTS WILL EXTEND THE CSU GATEWAY ACROSS THE RAILROAD TRACKS TO JONESBORO ROAD



FUTURE SITE OF RECREATION FIELDS AND TRACK

## West Campus

*The master plan brings new development to the West Campus — in the form of housing and recreational space — to accommodate University growth within walking distance to the Main Campus and to create a new gateway to the campus from Jonesboro Road.*

The intent of extending the CSU campus to the west is to 1) increase the University's visibility within the community, 2) take advantage of strategic land acquisition opportunities, and 3) dovetail with local and regional plans for future growth.

A key move put forth by the plan is to bring the western campus gateway to Jonesboro Road. While the physical connection already exists in the form of Clayton State Boulevard, redesigning the roadway and campus signage in this area will better announce the presence of CSU. The creation of a new intramural district — consisting of two soccer fields, three intramural fields and a track — likewise will bring a public face to the University while serving the needs of the CSU student body.

The acquisition of Clayton Place Apartments will allow CSU to greatly expand its on-campus housing options. The plan recommends retaining the suite-style residences (850 beds in total) and constructing a new residential building. To enhance the sense of community, it places much of the surface parking in a parking deck and creates a central green where residents can gather and relax.

In the long term, the development of the West Campus will benefit from the inception of a commuter rail line to Atlanta, which is planned to have a stop adjacent to the proposed intramural fields. Until that time, CSU may make use of the parking deck built by Clayton County to serve the commuter rail.

In the future, the University may be interested in further conversations about the Georgia Archives building.



CLAYTON PLACE APARTMENTS



VIEW OF IMPROVEMENTS FOR FUTURE RAIL STATION, INCLUDING PARKING DECK

# MAIN CAMPUS



- Academic
- Student Life
- University / Community
- Residential
- Support
- ✱ Building Options

## Main Campus

*The master plan strengthens the existing campus core by extending academic and student life buildings northward. A new residential district creates a 24-7 campus while accommodating CSU housing goals. To the southwest, an enhanced athletics district and fine arts district provide outreach to the greater Morrow communities.*

To build on assets that already exist in the core campus, as well as minimize the need to cross major roadways, the master plan promotes constructing the majority of future buildings on the Main Campus.

The acquisition of Rainwood Apartments — to the north of the existing campus boundaries, along Harper Drive — is critical to providing CSU with adequate land resources for expansion. It also allows the campus to increase its visibility within the Morrow and Lake City communities and provide a northern means of access.

With the boundaries of the campus expanded, the master plan envisions extending the existing academic core to the north along an “academic green.” A new library along Clayton State Boulevard anchors development on the western side. Just to the north, and connected by a glass atrium, a new dining and student life building enliven the area and bring new resources to the increasingly residential campus. Directly across from these buildings is one potential site for the proposed Science Building, or alternatively, for a classroom and office building. The remainder of the buildings stretching to the north provide flexibility for future academic growth up to 14,000 HC.

To complement these steps, the master plan envisions making several changes to the existing academic quad. This includes removal of the outdated Lecture Hall and Faculty Hall buildings in order to create a more coherent open space. It also envisions backfilling the existing library with student life space. Directly to the east, adjacent to a detention pond, is the alternative location for the Science Building.

The northwest portion of the Main Campus features a new student housing district. Here, the two new residence hall benefit from their proximity to Laker Hall, as well as to the Clayton Place Apartments in order to foster a vibrant community.

To the southwest, it is envisioned that the existing athletics district will be strengthened by the creation of a new Athletics / Convocation Center, an expansion to the Student Activities Center and the redesign of outdoor athletics and intramural play fields. The Convocation Center will replace the outdated gymnasium in the Athletics & Fitness (A & F) building, and allow the conversion of A & F to student life and/or large classroom space.

The master plan likewise envisions the creation of a fine arts district adjacent to Swan Lake. Building on the strengths of Spivey Hall, the plan recommends relocating Continuing Education and Nursing programs to alternate campus locations, and converting their existing building to a Fine Arts Center, complete with a black box theater addition.

Finally, it is envisioned that the physical plant may expand its current facility to better serve the CSU campus.



REMOVAL OF THE LECTURE HALL WILL HAVE A TRANSFORMATIVE IMPACT ON THE MAIN QUAD



A NEW RESIDENTIAL DISTRICT WILL BE ADJACENT TO LAKER HALL

# EAST CAMPUS



- Academic
- Support
- Building Options



VIEW OF EXISTING PEDESTRIAN PATHWAY CONNECTING MAIN AND EAST CAMPUSES



REGAL FOREST APARTMENTS

## East Campus

*The master plan envisions creating new open space resources, for both recreation and future development, throughout the consolidated East Campus.*

The master plan envisions that the East Campus will serve several functions for the CSU campus: 1) a secondary gateway to the campus, along an extended Clayton State Boulevard, 2) as an alternative site for a facilities building, 3) as an open space resource, and 4) as a resource for surface parking.

To accomplish these purposes, the master plan recommends that CSU acquire the Trammell property, which is located between the existing Main and East Campuses, to improve pedestrian and vehicular connectivity between the two campuses. With its rolling landscape and beautiful pond, the Trammell site also will provide a significant open space resource for the campus.

The acquisition of Regal Forest Apartments to the north will further expand the East Campus' land resources. Given the poor condition of the existing apartment buildings, it is recommended that they eventually be demolished and used as surface parking for the campus. In the long term, the Regal Forest property may serve as a site for a CSU academy.

Several buildings which formerly served the Atlanta Bible College are on the East Campus. The master plan recommends utilizing the academic building in the short and mid term, and demolishing it and the residential building when they have reached the end of their useful life. Given space constraints on the Main Campus, it may be advisable for physical plant to relocate their facility to this area.



THE MASTER PLAN WILL REMOVE EXISTING FACILITIES AT THE EAST CAMPUS, INCLUDING THIS FORMER RESIDENCE HALL



**OPEN SPACE KEY**

- 1. Clayton State Boulevard
- 2. Playfields
- 3. Pine Grove
- 4. Stormwater Framework
- 5. Academic Green
- 6. Green Buffer
- 7. Trails
- 8. Interconnected Open Space

CAMPUS OPEN SPACE NETWORK

## Open Space

The topography of the CSU campus defines the character of its open space. Two areas of higher ground — the pine grove and the academic green — are separated by lower valley areas composed of ponds and other stormwater management features. The two valleys transverse the campus in a north-south direction to the east and west of the academic green, respectively, and converge to the south of Swan Lake.

The master plan proposes to enhance this topographic condition by creating distinct landscape experiences. At the same time, it strives to create a coherent open space system which knits together the expanded Clayton State campus. The landscape strategy builds upon the natural assets such as the rolling landscape, lakes and existing groves of trees to create a unique sense of place within higher education campuses.

Within this overall campus strategy are several ideas that are keyed to the drawing on the left:

### 1. Clayton State Boulevard

Clayton State Boulevard traverses the campus from west to east. The proposed plan strengthens first impressions of the campus by reenvisioning the western gateway to CSU from Jonesboro Road. Entrance walls, iconic signage and new tree plantings will announce the presence of the institution to visitors to the campus as they arrive by car, bicycle and on foot. This new entrance landscape will also present an appealing front door to the surrounding neighbors on Jonesboro Road.

From Jonesboro Road Clayton State Boulevard will pass through the different vegetation zones of the campus. The plantings of the boulevard will be responsive to the differing landscape types the road passes through while still maintaining a coherent roadway experience. The boulevard plantings will also frame significant orientation points along the boulevard's route, such as the view southward toward Swan Lake or the view into the academic green.

Through the acquisition of the Trammell property, the master plan also extends Clayton State Boulevard to the east to Trammell Road. This provides a critical second means of egress while further defining the boulevard as the main spine of the campus. A new east campus gateway will announce the campus entrance on Trammell Road. In this location rows of canopy trees are envisioned to frame a central median planted with lower, flowering trees.

### 2. Play Fields

The master plan envisions that CSU will expand its current outdoor recreation resources by creating a new intramural district at the new western gateway to campus, off of Jonesboro Road. The three multipurpose recreation fields, a soccer field and a track will provide a visible connection between CSU and the Morrow community, while serving the increasing number of resident and non-resident students.

The existing outdoor varsity play fields in the southwest portion of the Main



CLAYTON STATE BOULEVARD

Campus likewise will be reconfigured to create two competition soccer fields, one track, 12 varsity tennis courts and three intramural fields. This will greatly expand the on-campus outdoor athletics facilities for varsity teams as well as student intramural leagues. In the long term, the plan allows flexibility to incorporate varsity softball and baseball fields as well.

### 3. Pine Grove

The master plan protects the existing grove of pine trees on the western side of the CSU campus as a signature upland landscape space. The high canopy of evergreen trees will shade enhanced pedestrian paths that link the residential areas of the campus with the academic green and the play fields.

### 4. Stormwater Framework

Water flows north-south through the CSU campus, most visibly through its detention ponds and Swan Lake. As such, the hydrology of the campus defines the landscape and building strategies.

The master plan envisions bringing new emphasis to the water which runs through the two campus valleys. These areas will feature plantings in vegetated swales that are suited to a wetter environment. The vegetation in the valley areas will contribute to the stormwater management of the site by slowing and detaining rainwater and by removing suspended particulates and some dissolved pollutants from the runoff. The detained water can continue to be used for irrigating the campus landscape.



PINE GROVE



CHARACTER OF EXISTING PATHS THROUGH THE PINE GROVE



EXISTING ACADEMIC GREEN



PLANTINGS ADJACENT TO SWAN LAKE

## 5. Academic Green

The academic green removes parking — and ultimately, redevelops a portion of Rainwood Apartments — to create a new, unified green heart of campus.

Its landscape will enhance the role of this environment as the open space heart of the teaching and research mission of Clayton State University.

The master plan envisions that this space will expand northward over time. In so doing, it will build on the tradition first established with the school's construction in the 1960s of framing the north-south ridge lines. The expansion of the academic green also will build upon the strengths of the core campus while retaining the core as a place (enhanced by the removal of the Lecture Hall and Faculty Hall).

In response to this growth strategy the landscape will be developed in two stages. First, the existing planting of the existing quadrangle will be repaired and enhanced to create a more cohesive and useful outdoor environment for the daily life of the community. Second, the landscape design for the academic green will be implemented as academic buildings are constructed to the north.

It is recommended that CSU create a comprehensive landscape design independent of individual building projects in order to provide a coherent vision around which all of the future academic facilities can be organized.

## 6. Green Buffer

The master plan recommends that CSU acquire land resources between the Main and East Campuses, most notably the Trammell property. The Trammell property today is largely undeveloped, with a central pond and rolling landscape. This property will serve as an oasis within the campus for reflection and passive recreation, and as an important connector to the academic building on CSU East. Stretching to the north and south of the Trammell property will be wooded areas which serve as buffers between CSU and its neighbors.

## 7. Trails

To improve recreational opportunities and connect the landscape resources of the campus, the master plan envisions creating a series of trails. These will include trails connecting Swan Lake and the pine grove, the athletics district and the new intramural fields. These trails will all link to the pathways which run through the heart of the campus. Ultimately, it is envisioned that CSU's trails will connect to the regional trail network and the nearby 200 acre Reynolds Nature Preserve.

## 8. Interconnected Open Spaces

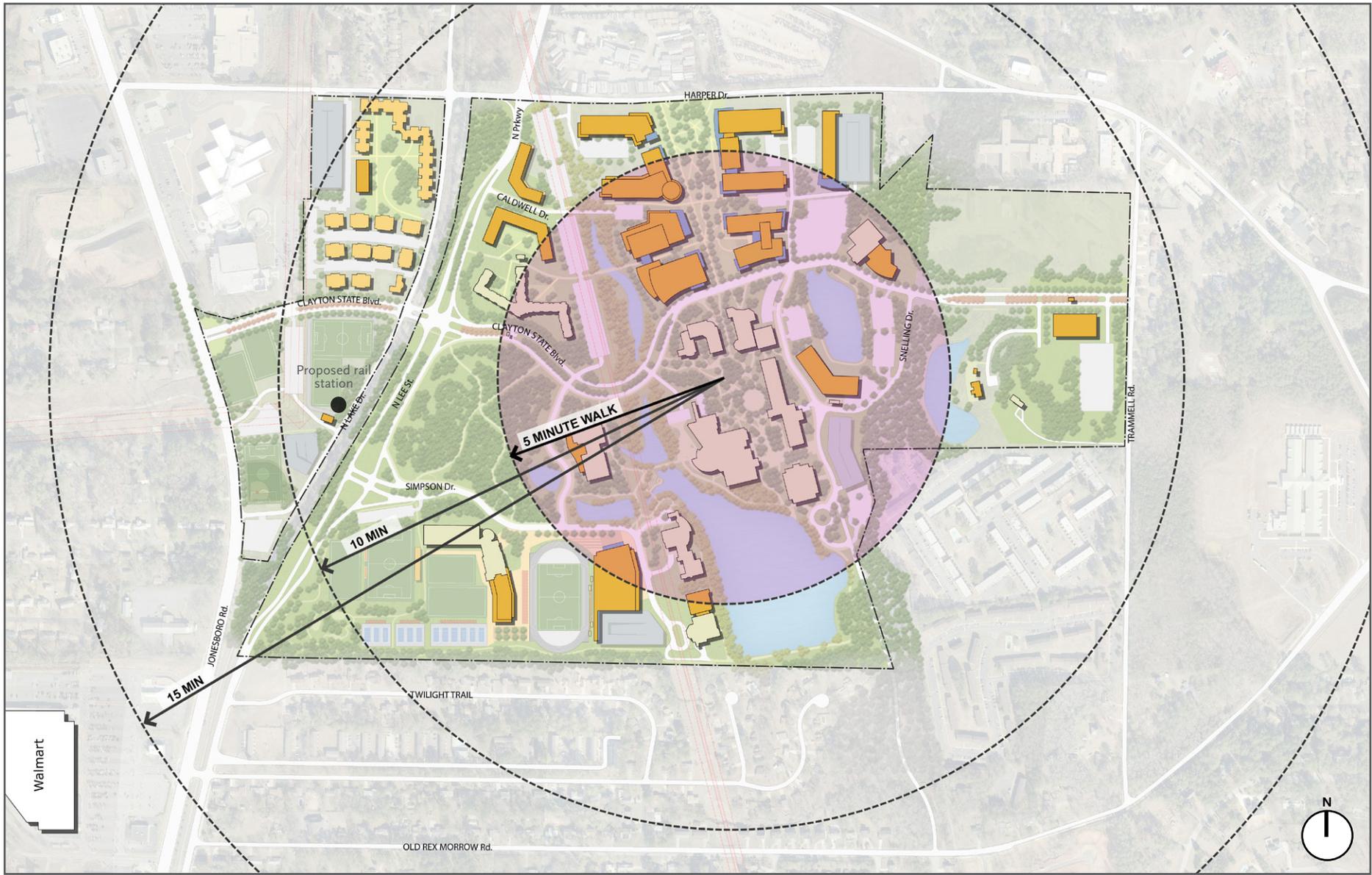
A series of small open spaces and plazas, largely oriented east-west around the proposed campus buildings, will provide spaces for students, faculty and staff to gather.

## Recommendations for Landscape Development

The existing landscape of the Clayton State campus is a model of planting fitted to the topography of the site — from the pine groves on the uplands to the lake side plantings around Swan Lake. To maintain and enhance this horticultural richness for future students, faculty, staff and visitors to the campus, three planting and maintenance strategies should be implemented.

1. Major new campus spaces, such as the academic green, should be designed and implemented as a single project, not as an aggregation of plantings associated with individual building projects. This will ensure a coherent landscape structure over time. The landscape design should have sufficient flexibility of design form to allow future individual buildings to be accommodated where they meet the edges of the new open space without compromise to the overall integrity of the ensemble of buildings and campus that is a hallmark of Clayton State.
2. Areas of the campus in need of remedial planting should be identified. In several locations on campus the landscapes associated with the design and construction of excellent new campus architecture have not integrated the new buildings into the overarching campus planting structure. These plantings have tended to be “about the building” rather than be plantings that mediate between the new building and the larger campus landscape structure.

3. Long term replanting of key campus spaces should be planned for. The vegetation structure of the Clayton State Campus can be maintained for future generations by incremental replanting strategies. This approach will rejuvenate the landscape gradually over time and thus avoid the catastrophic loss of major landscapes such as the pine grove.



PEDESTRIAN CIRCULATION

## Pedestrian Circulation

Improved pedestrian connections and “walkability” are a major goal of the master plan. By concentrating the majority of future development on the Main Campus, CSU is able to ensure that nearly all of the campus is accessible within a 20 minute walk. Acquiring adjacent properties likewise minimizes the need for road crossings to promote pedestrian convenience and safety.

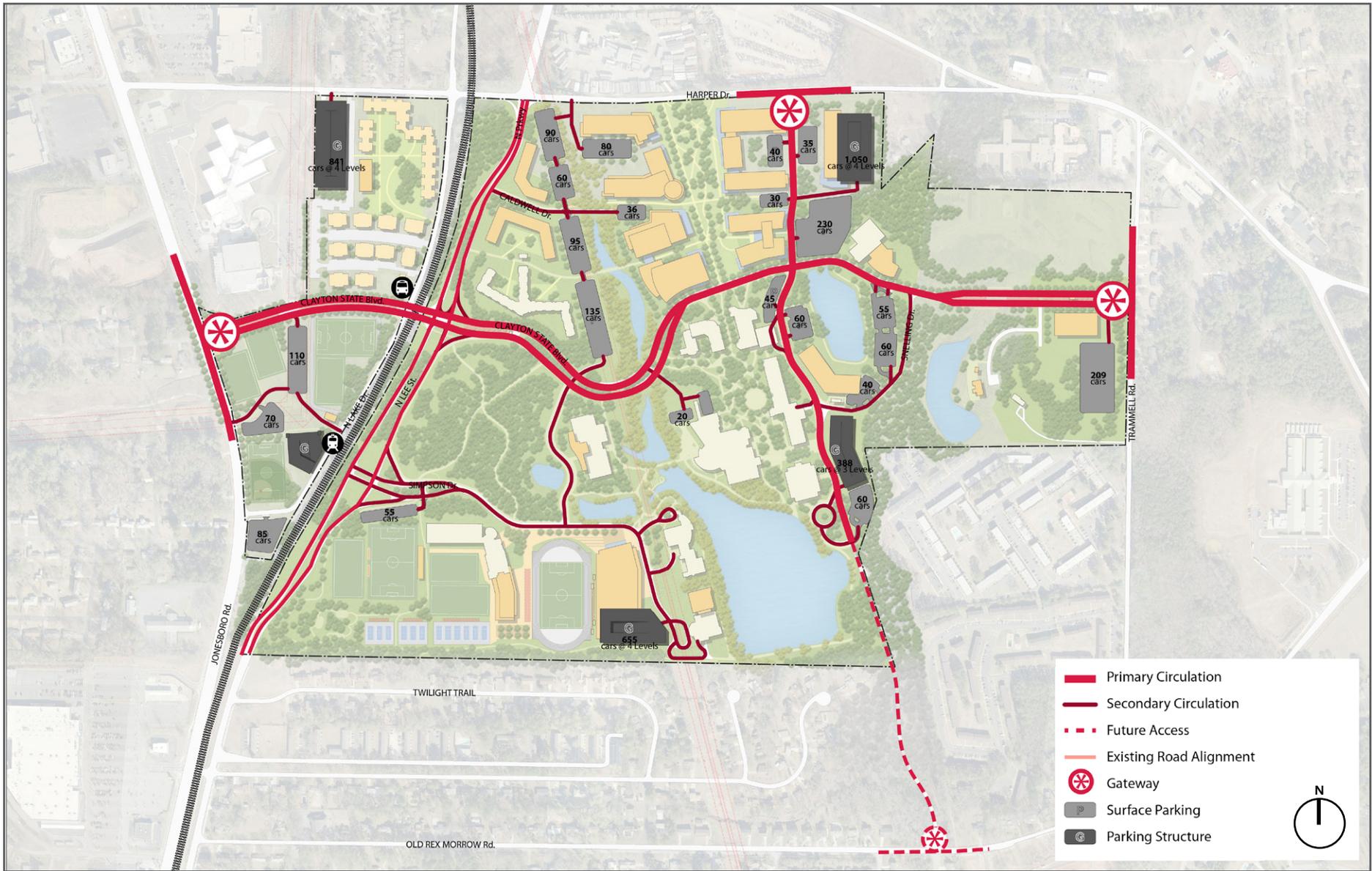
Concentrating development also ensures that regional assets, such as the existing and planned transit connections, and retailers such as Walmart along Jonesboro Road, are available within 10-15 minute walk circle. This will be especially significant once the planned commuter rail to Atlanta, which has a stop on North Lake Drive, comes on line.

Within the CSU campus itself, the plan recommends creating a series of new pedestrian paths and sidewalks to improve connectivity. A new configuration of pathways through the pine grove allows pedestrians to enjoy a “walk in the woods” while moving between the expanded housing and athletics districts. New pathways likewise serve to knit together the housing district with the new academic green by passing through the vegetated swales. Finally, all campus roadways, including the extension of Clayton State Boulevard, are envisioned to have improved sidewalks and pedestrian crossings at key intersections.

A final recommendation of the plan is to improve the pedestrian experience by developing a network of recreational trails across the campus. These would build off the existing trail around Swan Lake, and extend connections to other campus open spaces such as the athletics district, pine grove, intramural district and Trammell property. Ultimately, it is envisioned that these trails would connect to regional trail networks associated with the nearby Reynolds Nature Preserve. The goal in so doing is to improve recreational and fitness opportunities for the CSU community and the public.



EXISTING PEDESTRIAN PATHWAY



VEHICULAR CIRCULATION AND PARKING

## Vehicular Circulation

A key goal of the master plan is to enhance CSU's connections to its surrounding community, to create additional points of access and egress, and to improve connectivity throughout the campus.

### Gateways and Primary Roadways

To create a more gracious and visible entryway, the master plan reinforces Clayton State Boulevard as the primary campus roadway. With the acquisition of the Trammell property, the boulevard is extended from Jonesboro Road east to Trammell Road. New signage on its western and eastern sides will announce its role as a key gateway to the University, and it will continue to be the sole road adjacent to CSU which crosses the rail lines. (Another crossing occurs to the south at Jonesboro and Old Rex Morrow Road.)

In addition to Clayton State Boulevard, it is envisioned that CSU will create a new gateway on the northern side of campus, with access from Harper Drive. This roadway likewise will serve as a means of primary access for the eastern portion of the campus.

### Secondary Roadways

To underscore the primacy of Clayton State Boulevard, the master plan recommends realigning Caldwell Drive — currently, another key access point to campus — to serve the northwestern part of the Main Campus alone. Rather than act as a through road, Caldwell Drive now will serve primarily as an access road for the parking lots in this area.

To the south, Simpson Drive is envisioned to serve as a major point of access for

visitors to the athletics and fine arts district. This will ensure convenient access to the Convocation Center parking deck while minimizing traffic at the campus core.

To further minimize the impact of vehicles on the Main Campus, the plan recommends eliminating the western half of the current Wellness Drive, adjacent to the Athletics & Fitness Building.

The master plan recommends creating an emergency access road at the southeast corner of the Main Campus to further improve campus safety and accessibility. This would connect along a property easement to Old Rex Morrow Road.

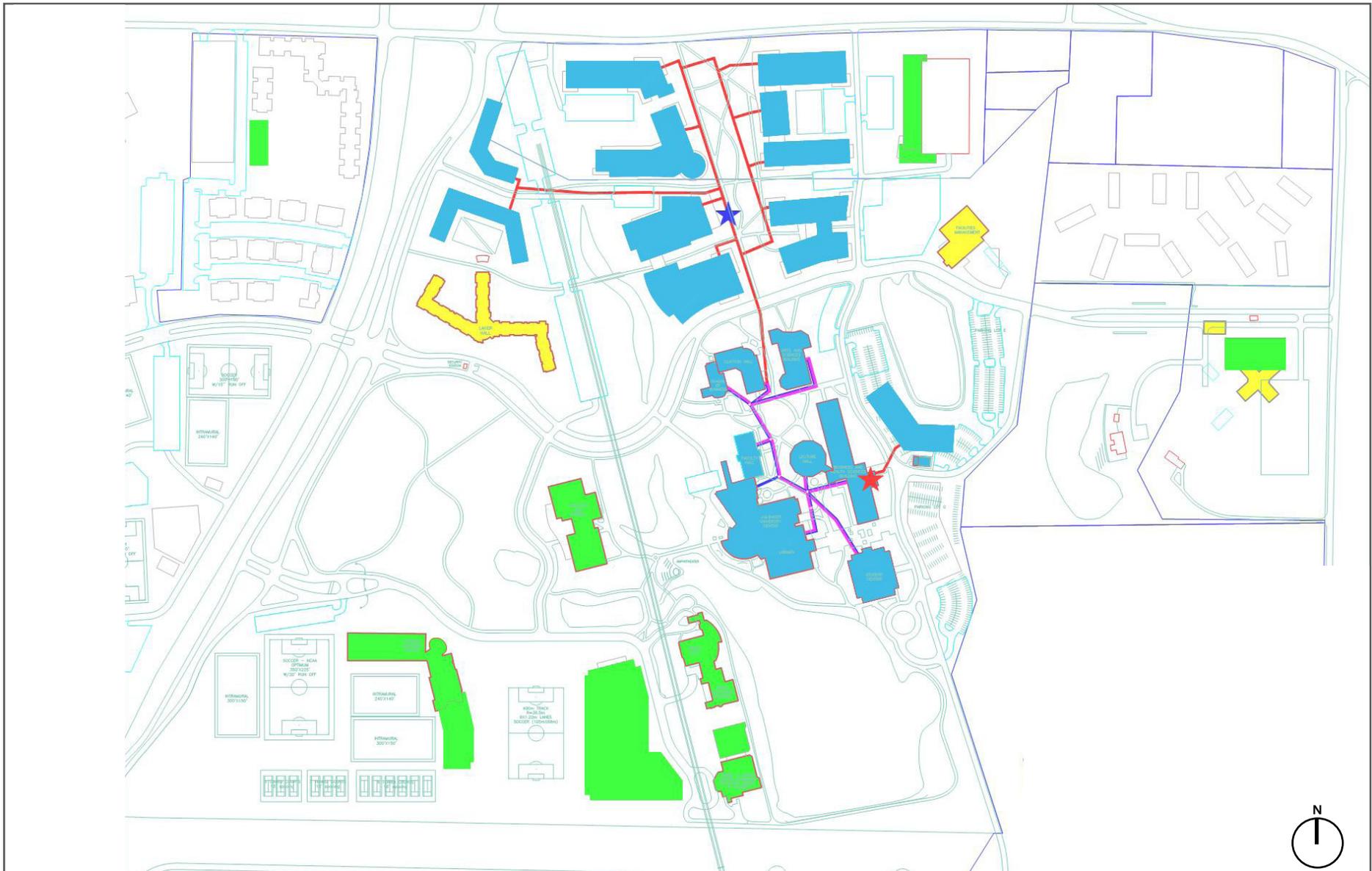
## Parking

The master plan estimates that CSU will need up to 4,700 total parking spaces by the time it reaches an enrollment of 11,000 HC. The plan accommodates this need through a combination of existing and proposed surface parking lots and four new parking decks. These include a deck south of the proposed Science building (390 spaces), a deck attached to the Convocation Center (655 spaces), a deck at Clayton Place Apartments (840 spaces) and a deck in the northeast corner of the Main Campus (1,050 spaces). These decks will accommodate roughly 2,930 spaces.

The remainder of campus parking needs — approximately 1,800 spaces — will be met through a series of surface parking lots. These will include new lots between the housing and northern academic district, and at the East Campus.



EXISTING PARKING ADJACENT TO LAKER HALL



PROPOSED HVAC INFRASTRUCTURE

- |   |  |  |  |  |   |
|---|--|--|--|--|---|
| <span style="display: inline-block; width: 20px; height: 10px; background-color: blue; border: 1px solid black;"></span> Building Served by Central Plant | <span style="display: inline-block; width: 20px; height: 10px; background-color: green; border: 1px solid black;"></span> Building Served by Dedicated Chiller | <span style="display: inline-block; width: 20px; height: 10px; background-color: yellow; border: 1px solid black;"></span> Building Served by DX Cooling | <span style="display: inline-block; width: 20px; border-bottom: 2px solid purple;"></span> Existing Hot and Chilled Water Piping | <span style="display: inline-block; width: 0; height: 0; border-left: 5px solid transparent; border-right: 5px solid transparent; border-bottom: 10px solid red;"></span> Existing Central Plant | <span style="display: inline-block; width: 0; height: 0; border-left: 5px solid transparent; border-right: 5px solid transparent; border-bottom: 10px solid blue;"></span> Future Central Plant |
|   |  |  | <span style="display: inline-block; width: 20px; border-bottom: 2px solid red;"></span> Future Hot and Chilled Water Piping      |  |   |

## Utilities

To underpin the master planning process, Newcomb & Boyd reviewed the heating, ventilation and air conditioning (HVAC), electrical and communications systems on campus. Engineers at Sasaki supplemented this with a review of water and sewer infrastructure.

As a result of this study, the infrastructure components reviewed were generally found to be in good to excellent condition and can be used as the foundation for growth to the new campus buildings. New utility infrastructure will be required due to the significant growth planned; however, the existing systems can remain and be a vital part of the ultimate integrated campus.

### HVAC

The existing central plant can be expanded to provide capacity for additional buildings planned for the central core campus area, and also allow removal of older dedicated chillers in that area. A new central plant for the planned northern expansion is recommended, which can efficiently provide heating and cooling for the new buildings and provide redundancy for the existing plant. Buildings remote from a central plant can be served with dedicated systems, where long piping lengths would not favor a central plant connection.

### Electrical

The existing electrical distribution system is well maintained, in good condition, and has adequate capacity for the renovations and additions planned in the existing central campus. A new Georgia Power Company service and a new medium voltage underground electrical distribution system is required for the additional growth north of the existing campus. Relatively small remote loads for housing and sports fields located east and west of the existing campus can each be served independently by their own Georgia Power Company Service.

### Communications

The information technology systems, instructional technology systems, and facility operational systems at the Clayton State University campus are all moving to an IP centric environment, and a robust network is therefore critical to the operation of the University. The future expansion plans will require communications infrastructure improvements that enhance the current network configuration to help ensure network survivability as the campus becomes more dependent on this network.

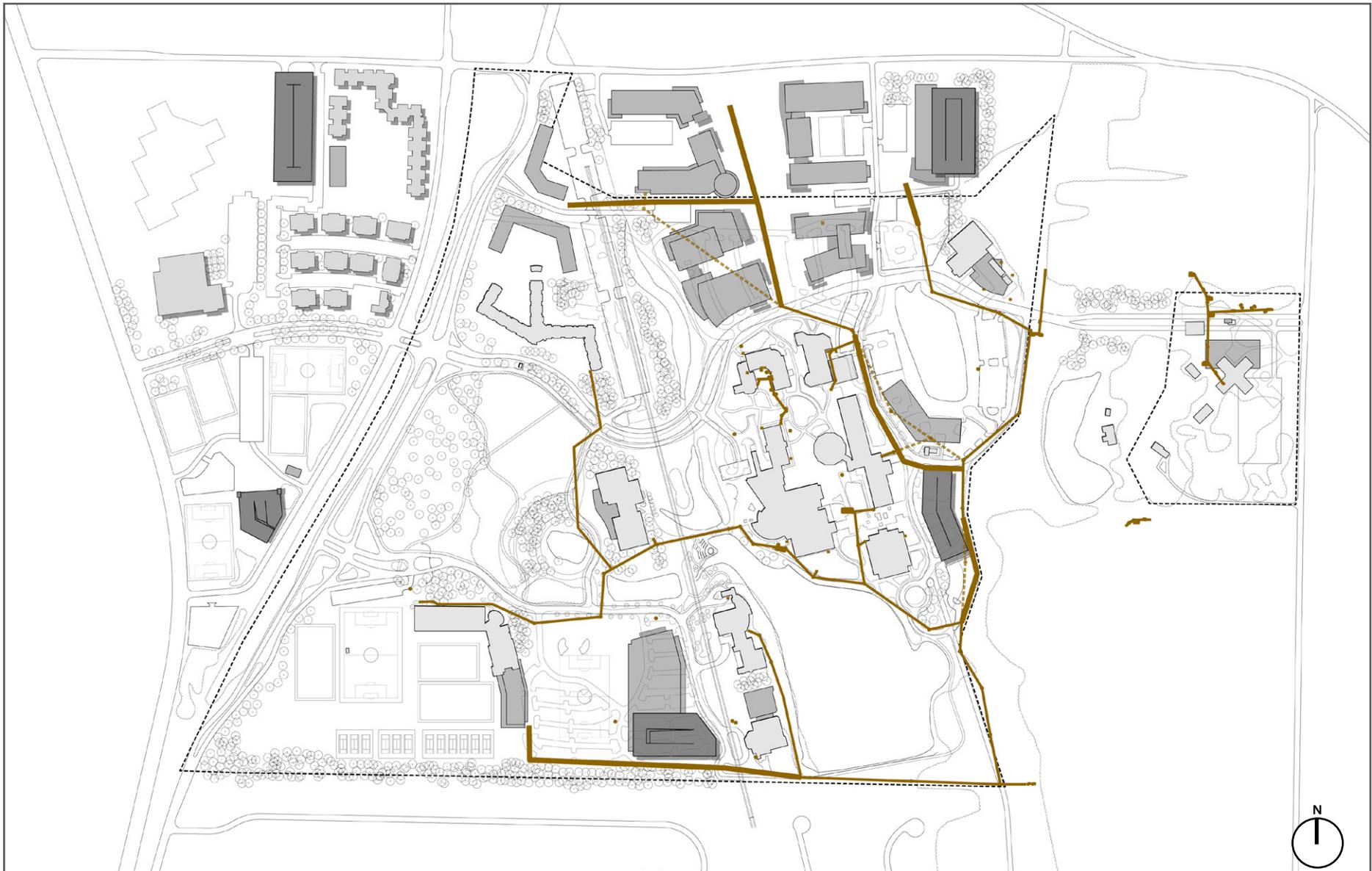
### Water

Clayton County Water Authority (CCWA) needs to be a significant participant in any network design modifications when the Master Plan is advanced. CCWA's jurisdiction includes providing water and sanitary sewer collection treatment and disposal, and it is the agency responsible for stormwater systems within the county. It is recommended and will likely be required that the future improvements to the systems be compatible with the CCWA's 2010 *Strategic Master Plan*.

Improvements and upgrades to the water distribution network on the campus will be necessary to allow the facilities expansion envisioned by the master plan. Close coordination will be necessary to determine the interface locations and sizes with the CCWA network.

- All lines within the campus network should be a minimum of 8 inches in diameter.
- New connections and primary “trunk” lines may be appropriately sized at 10 inches in diameter (potentially larger depending on the CCWA network and capacity).
- Additional “looping” and redundant supply network opportunities should be a priority.
  - » Connect to the east through the East Campus to CCWA at Trammell Road. This alignment should generally follow the proposed east/west roadway connection to Trammell Road.

- » Provide an additional loop feed from the East Campus connection running south, west of Swan Lake then turning westerly and connecting to the core campus loop.
- » Revise/relocate the connection to Harper Road through the Rainwood Apartments to be a primary north/south trunk service running within the north/south roadway west of the proposed parking structure, and extending south to connect to the core campus loop.
- » Provide a looped connection between the aforementioned north/south trunk connection, and the existing north/south line from the intersection of Campus Parkway and Harper Drive. This alignment would nearly coincide with the southerly property line of the Rainwood Apartments.
- » Connect the network south of Laker Hall to the network serving the Athletics and Fitness Building.
- » Add a loop connection from the Twilight Trail service line connecting to the east to the network serving the Harry S. Downs Center for Continuing Education.



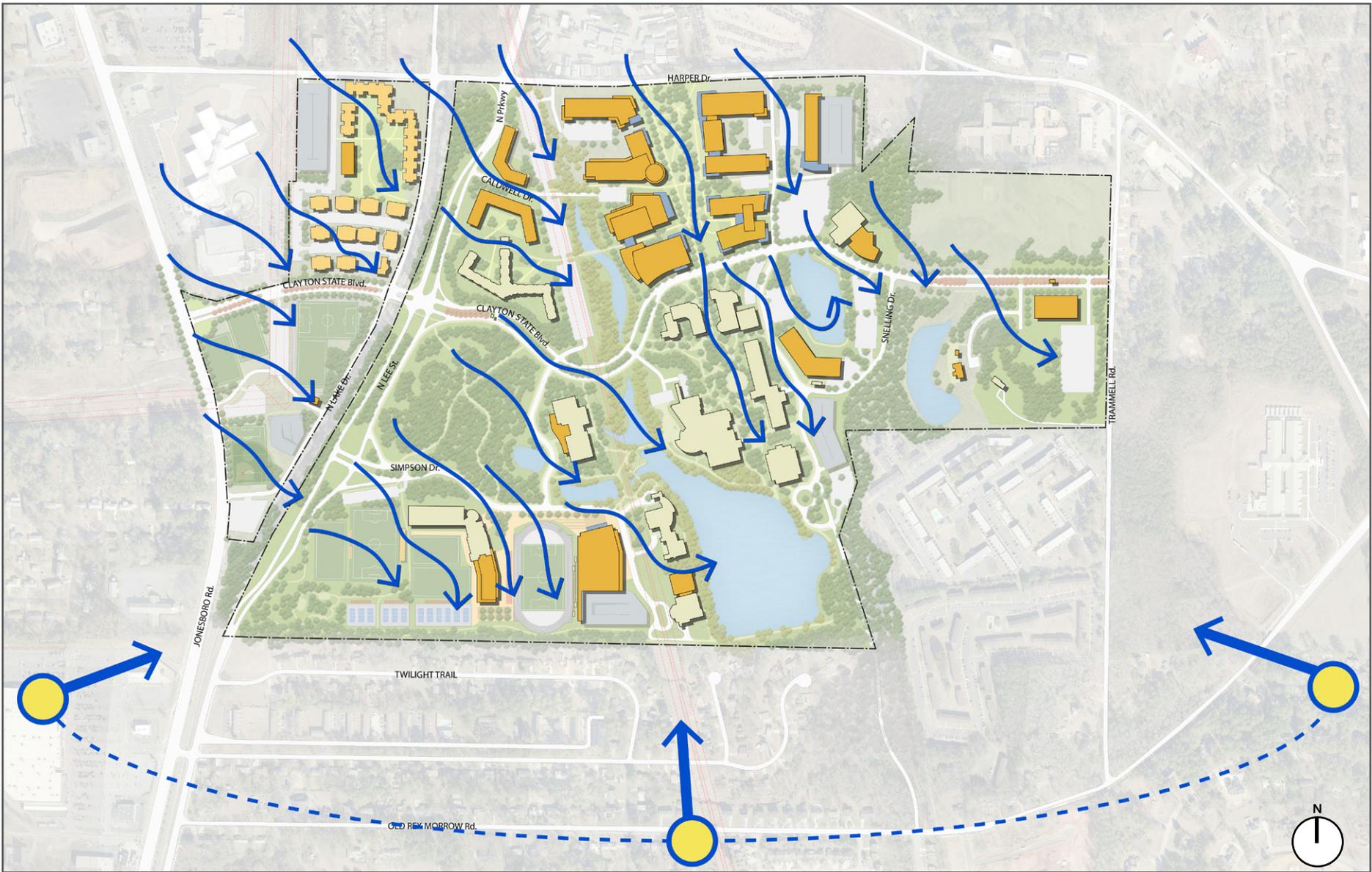
Existing Sewer Lines
  Future Sewer Lines
  Removed Sewer Lines

PROPOSED SEWER INFRASTRUCTURE

## Sewer

Close coordination will be necessary to determine the locations and sizes compatible with the standards and requirements of the CCWA network.

- All lines within the campus network should be a minimum of 6 inches in diameter.
  - New primary “trunk” lines should be 8 inches in diameter or potentially larger dependent on the contributing network and demands.
  - Additional inquiry is needed to determine if the CCWA has ownership and responsibility for the operations and maintenance for the portions of the network on the campus which serves adjacent properties. To that end are there any easements or rights of way that may have been granted to CCWA for those lines.
  - Additional coordination is needed with CCWA to determine if there are any capacity constraints beyond the campus limits that need to be considered with the master plan improvements (off-site improvements).
  - Certain lengths of the network will require relocation to allow the location of some of the Master Plan buildings.
    - » The line serving the westerly side of the Rainwood Apartments will need to be relocated and potentially increased in size to accommodate the proposed library and dining buildings.
- » The east side core campus line will need to be relocated and potentially increased in size to accommodate the building and garage sites east of the Business and Health Sciences Building.
- As part of the above referenced relocation for Rainwood Apartments service it is envisioned that new extensions to the campus network are envisioned.
  - » Extension to the west generally following the alignment of Caldwell Drive to serve the future residences west of the power lines.
  - » Extension to the west generally paralleling the southerly campus property line from the sewer at the Harry S. Downs Center for Continuing Education to the south of the southeast corner of the addition to the Student Activities Center. This line will also serve the Convocation Center.



THE MASTER PLAN INCORPORATES SUSTAINABLE DESIGN STRATEGIES, INCLUDING BUILDING ORIENTATIONS WHICH PROVIDE PROTECTION FROM WINTER WINDS AND OPTIMIZE SOLAR ACCESS

## Sustainability

### Buildings and Landscape

A concern for sustainability lies at the heart of the University and the master plan. On the building level, this includes promoting the efficient use of existing space, 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 the benefits of natural ventilation and shading while maximizing infrastructure runs. Also recommended are the use of white roofs on all new buildings to reflect, rather than absorb, the sun's heat.

Sustainable approaches to stormwater management also are encouraged, namely by planting vegetated stormwater swales, preserving the existing tree canopy and minimizing impervious surfaces. CSU is encouraged to continue to use ponds for irrigation, and it is recommended that the University explore opportunities to capture rainwater on roofs to provide an additional source for irrigation.

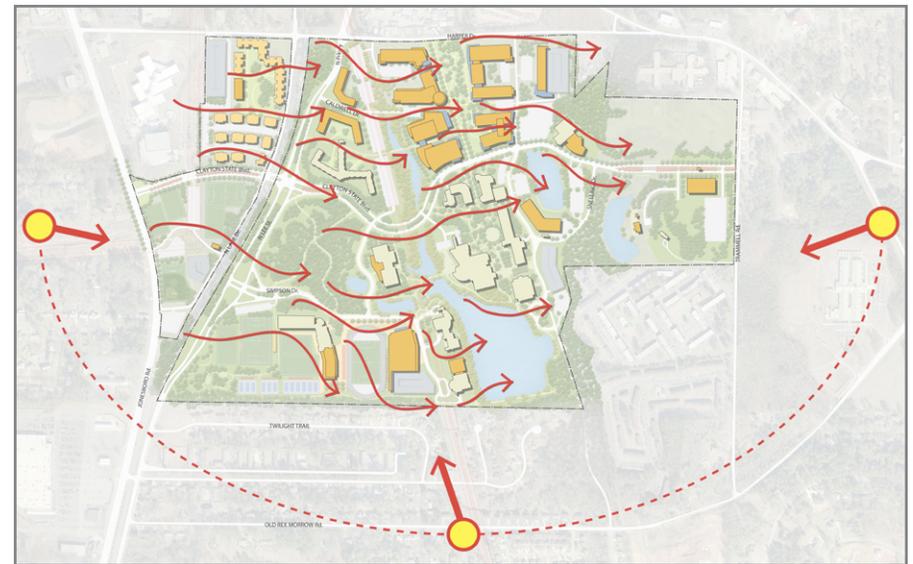
On a larger level, the master plan promotes sustainability by creating a walkable, compact campus which encourages students and faculty to walk rather than drive from place to place. This will have an ancillary benefit of strengthening the sense of community across the campus.

The master plan recommends that the University follow green building standards for all new construction on campus.

### Infrastructure

CSU has expressed a desire for sustainable design features to be incorporated into the future construction. Campus utility infrastructure considerations may include:

- Utility subdistricts to promote efficiency.
- Energy modeling and life cycle costing. Analyses can be performed during the selection of infrastructure equipment such as chillers, cooling towers, and boilers that minimize energy and water use. At the building design level, such modeling can assist with several energy-impacting issues, including building envelope selections, light fixture selections, and building orientation.
- Utility Metering. Utility metering at each building is imperative for tracking the success of energy improvements. At this time, there are no known buildings that have utilities of electricity, gas, water, chilled water, hot water individually metered at the building level. Installation of such metering is recommended.
- Commissioning. Both new construction commissioning and retro-commissioning of existing buildings is valuable for verifying that building systems function as required and intended.
- Alternative Energy. Improvements to alternative energy technologies such as solar energy, cogeneration, and photovoltaics are continuous. The economics of such considerations have not been favorable in many cases in the past; however, future improvements may change this perspective in the coming years. Future planning of central energy plants should consider all viable energy sources at the time of design.



BUILDING ORIENTATION ALLOWS SUMMER WINDS TO PASS THROUGH AND COOL THE CAMPUS

- Non-traditional HVAC systems. Systems and equipment such as geothermal and thermal energy storage should be identified and evaluated at the time of design. The ponds and lakes on the CSU campus may provide unique opportunities in this area.
- Georgia Sustainability Standard. The Energy Efficiency and Sustainable Construction Standards for State Buildings were passed in conjunction with Georgia Senate Bill 130 in May 2008 and enforced in July 2010. These standards promote design of high-performance buildings and energy conservation.



PHASE 1A



PHASE 1B



PHASE 2



PHASE 3

## Phasing

The implementation of the CSU Master Plan will take several years and will run concurrent with academic goals and enrollment growth. The following guide is put forward to help guide the phasing of its implementation:

### Phase 1a: Catalyst Projects

Phase 1a constructs a number of “catalyst projects” which will transform the CSU campus. These include the new Science Building (two site options), the new library and the new academic building. The latter two projects will frame the extension of the academic green and extend the campus core. They also will provide replacement space to allow CSU to demolish the Lecture Hall and Faculty Hall.

Phase 1a also sees the acquisition of two key parcels: Clayton Place and Regal Forest Apartments. At Clayton Place, CSU could eventually construct a new parking deck to meet parking needs and allow the creation of new green space and an additional residential building. The Regal Forest Apartments acquisition will serve as a land bank for future needs.

Other notable steps in Phase 1a include the reconfiguration of the athletic fields and the construction of a new parking deck east of the Student Center. The latter will replace the parking lost with the construction of the new library and academic building.

### Phase 1b

In Phase 1b, the focus is on enhancing student life resources on the campus. The master plan envisions backfilling the existing library space with student life uses. It also recommends constructing a new dining facility and student center on the north academic green, adjacent to the new library.

### Phase 2

Phase 2 of the preferred plan sees the development of the fine arts district with the relocation of Continuing Education and Nursing programs, and the construction of a black box theater as an addition to the existing building.

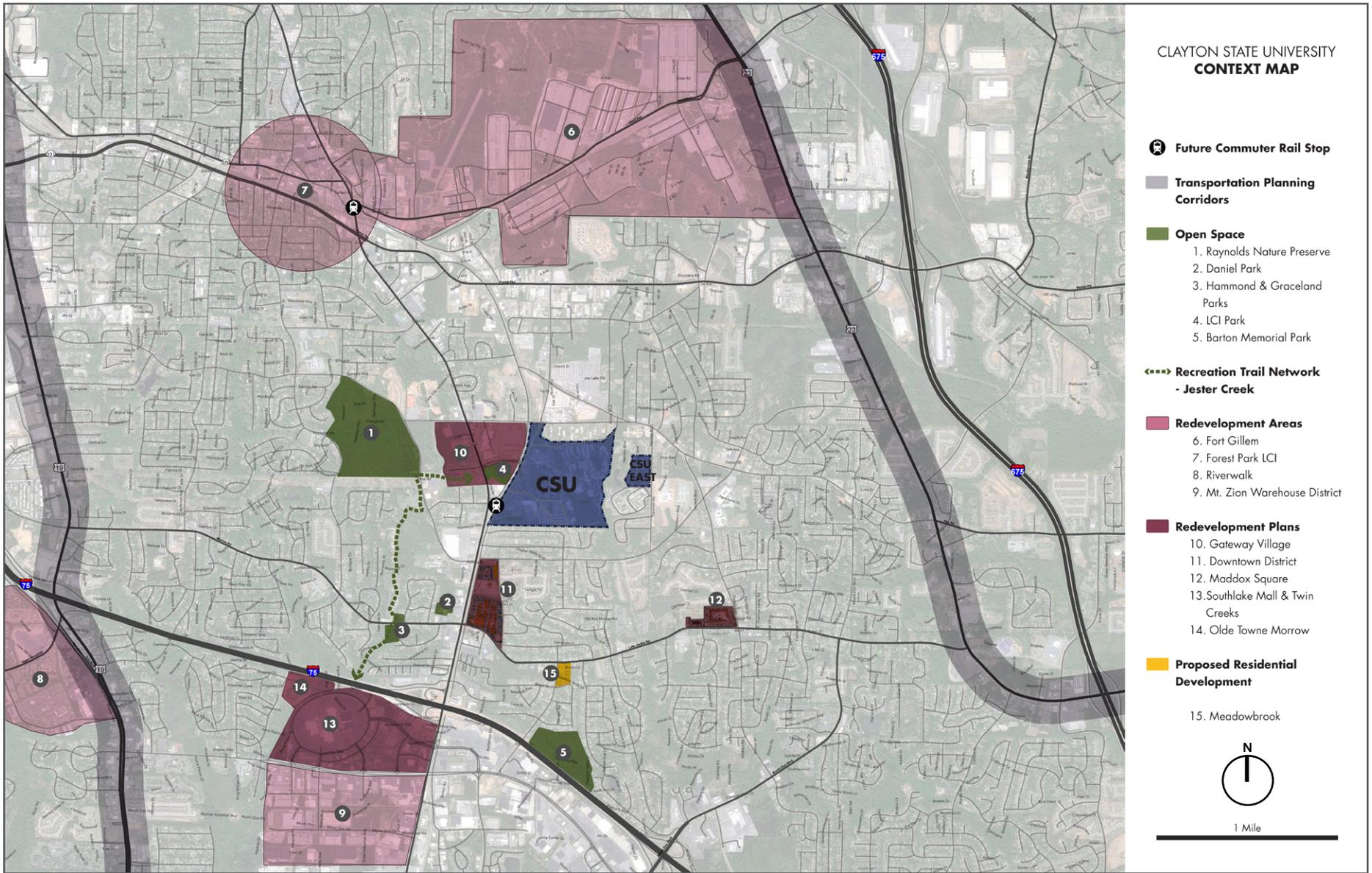
Other notable moves include the renovation of the Athletics & Fitness building, including an addition for student life space, the expansion of the Student Activities Center, and the construction of a new soccer field and track. Facilities support services are envisioned to either expand their current facility or move to the East Campus at this time.

Finally, a parking deck faced by academic uses comes on line in the northeastern portion of the campus to boost parking capacity and to serve as the subdistrict infrastructure plant.

### Phase 3

Phase 3 sees the complete build out of the CSU master plan through the acquisition of Rainwood Apartments and the Trammell property. A number of future academic facilities on the Rainwood site provide CSU with flexibility for future growth (and will accommodate up to 14,000 HC students).

In Phase 3, two new residence halls create a new housing district and meet the remainder of CSU’s housing needs. Finally, the Athletics / Convocation Center and its associated parking deck are anticipated to come on line at this time.



THE CLAYTON STATE UNIVERSITY MASTER PLAN CONNECTS TO THE REGION'S ASSETS AND PLANS FOR FUTURE DEVELOPMENT

## Connections to the Region

Through the master planning process, CSU has expressed an ongoing desire to understand how University initiatives fit into city and regional plans. This includes planned investments in transportation, large-scale developments, and future redevelopment areas. In a similar vein, the master plan has looked to regional plans to understand opportunities for the CSU campus to extend the open space resources of the region.

As the master plan is implemented, it is important to continue to keep a wider dialogue about how state, county and local efforts can work in concert with CSU to improve the physical environment.



- BUILDING KEY**
- 1. Science Building (Option 1)
  - 2. Science Building (Option 2) OR Academic
  - 3. Library
  - 4. Dining / Student Life
  - 5. Student Life
  - 6. Theater and Academic
  - 7. Facilities Expansion (Option 1)
  - 8. Clayton Place I & II Acquisition
  - 9. SAC Expansion
  - 10. Residential
  - 11. Academic
  - 12. Facilities Building (Option 2)
  - 13. Regal Forest Apartments Acquisition
  - 14. Future Academic
  - 15. Future Academic
  - 16. Future Academic
  - 17. Residential
  - 18. Residential
  - 19. Athletics / Convocation Center
  - 20. Trammell Property Acquisition
  - 21. Field Support Facility
  - \* Structured Parking

- OPEN SPACE KEY**
- A. Reconfigured Academic Quad
  - B. Academic Green
  - C. Pine Grove
  - D. Athletics District
  - E. Intramural District
  - F. Residential Quad
  - G. Morrow Lake City Park

Existing Campus Buildings      Proposed Campus Buildings

CLAYTON STATE UNIVERSITY MASTER PLAN

## ACKNOWLEDGEMENTS

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