

AGNES SCOTT COLLEGE

COMPREHENSIVE CAMPUS MASTER PLAN

January 2020





TABLE OF CONTENTS

INTRODUCTION	4
MASTER PLAN DESIGN PRINCIPLES	16
MASTER PLAN	20
IMPLEMENTATION & PHASING	100
APPENDIX	112

INTRODUCTION



Fig 1 Dana Fine Arts Building

ABOUT AGNES SCOTT COLLEGE

Agnes Scott College (Agnes Scott) was founded in 1889 as Agnes Scott Seminary in Decatur, Georgia. Over the course of its one hundred thirty-year history, the women's college has purchased, renovated, demolished, and constructed facilities based on changing enrollments and national education trends. Despite this affinity for change, Agnes Scott has retained its iconic campus character through creative integration of the Gothic arch motif in historic and contemporary architecture, and attentive maintenance of its picturesque arboretum.

Enrollment has grown steadily since the 1990s, with Agnes Scott currently experiencing the largest student population in its history with 996 total undergraduates today. Since 2018, the college has also welcomed co-ed graduate students. Since the 1950s, the college has expanded south of its historic core, and currently occupies 91 acres. The 2019 Comprehensive Campus Master Plan (master plan) builds on the history of development at Agnes Scott College and continues the tradition of fostering a close-knit community that celebrates women's education.

Fig 1 CoMap Survey Results:
Where are your spaces of tradition?

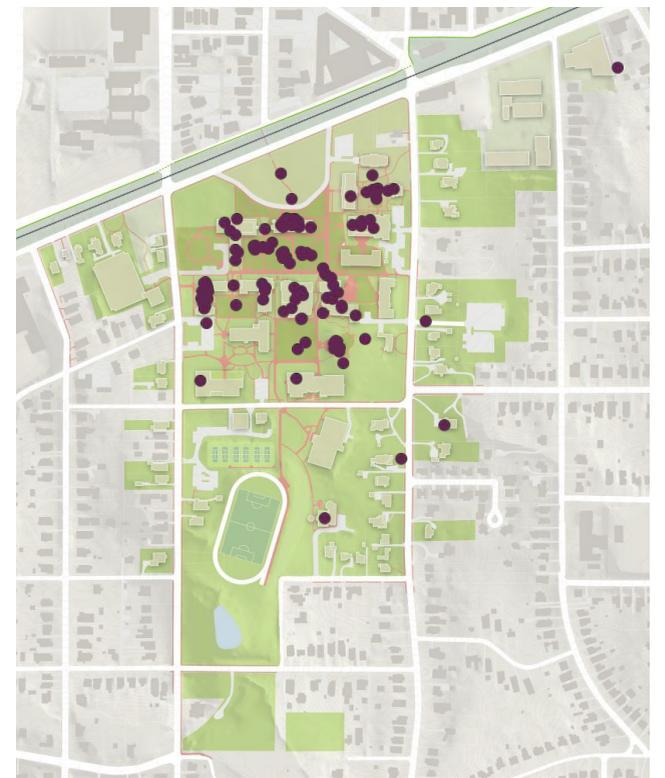


Fig 2 Evolution
of Campus
Morphology

Fig 3 Agnes Scott College Timeline

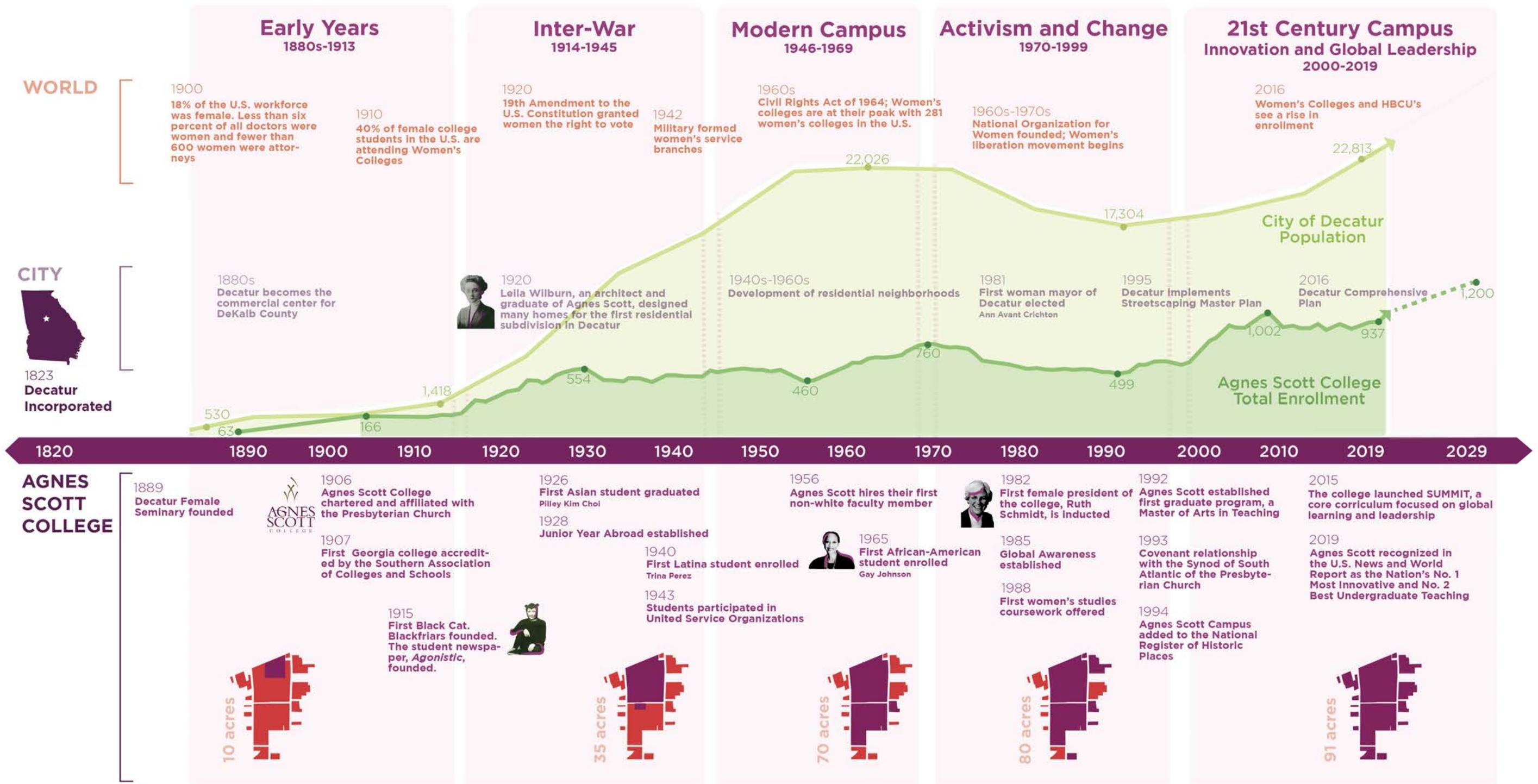


Fig 4 Master Plan Vision

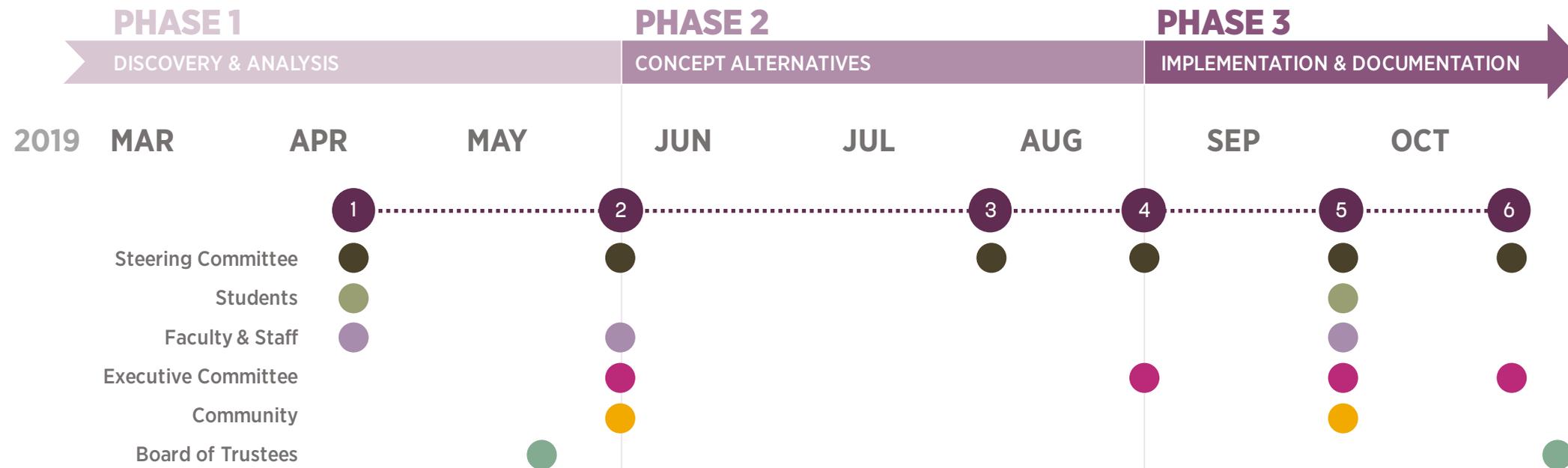
- EXISTING BUILDING
- RENOVATED BUILDING
- PROPOSED BUILDING



PROCESS

Schedule

Fig 5 Project Schedule



Phase 1: Discovery & Analysis

The first phase focused on assessing existing campus conditions and understanding Agnes Scott’s culture. The planning team conducted stakeholder interviews, released an online survey to the campus and alumnae communities, toured every campus building, analyzed existing physical campus conditions and developed a comprehensive space inventory. The space inventory was paired with the digitization of analog floor plans, which have now been linked to a site plan that the college can update as the campus changes. In addition, previous planning studies and enrollment trends were reviewed while campus life trends were explored. A space needs and utilization analysis was prepared, as was a facilities conditions assessment. The synthesis and analysis of these data sources revealed master plan drivers and helped to define both the program and broader problem set to be addressed in phase 2.

Phase 2: Concept Alternatives

Phase 2 built-upon the findings of Phase 1 to develop concept alternatives for the future of the Agnes Scott campus. The concepts considered the relationship between the campus and its surrounding residential context across South McDonough Street and South Candler Street, the connection across East Dougherty Street, and strategies to improve the quality of residential, academic, student life, and outdoor spaces. Proposed recommendations were developed, iterated upon, and vetted with the broader campus community with the goal of arriving at a preferred direction.

Phase 3: Implementation & Documentation

The third and final phase included developing the preferred plan in greater detail, preparing cost estimates and a phasing plan to realize the vision, and documenting the master plan recommendations. The phasing plan and cost estimates factor in sequencing and enabling projects aligned with programmatic needs, but is also flexible and can be adapted to changes in funding strategies or priorities.

Engagement

Each phase of the master planning process was guided by a Steering Committee comprised of faculty, staff, alumnae, and representation from the City of Decatur. The Steering Committee provided feedback and direction at key milestones, conveying the ideas and considerations of their respective departments. The consultant team also worked closely with the Executive Committee comprised of senior college leadership who served in an executive decision-making capacity. The Environment and Facilities Committee, and the Full Committee of the Board, were also engaged throughout the project.

Campus-wide engagement enriched the planning process through stakeholder interviews, open forums, and an online map-based survey that was distributed to both current campus and alumni communities. A master plan project website provided an additional avenue for the broader campus community to give feedback. Given the close relationship between Agnes Scott College, the City of Decatur, and DeKalb County, the planning team also connected with these groups to solicit feedback at key milestones. The engagement process resulted in a master plan that is responsive and tailored to Agnes Scott College’s needs and vision for the future.



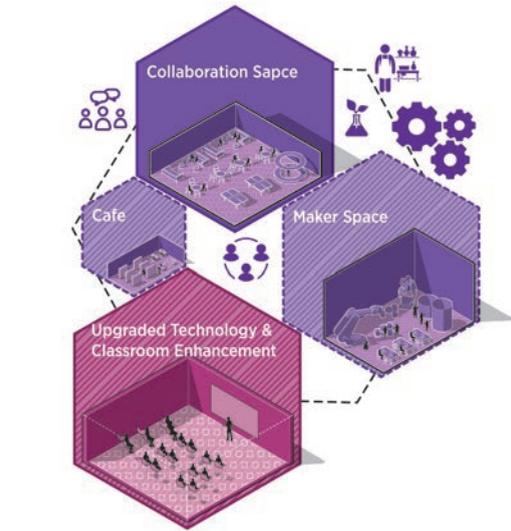
Fig 6 Steering Committee Interactive Session: Work Session 3



**MASTER PLAN
DESIGN PRINCIPLES**

Building on the Strategic Plan's objectives and priorities, the Comprehensive Campus Master Plan is guided by the following principles.

THE FUTURE OF THE AGNES SCOTT CAMPUS SHOULD...



1 Create spaces for interdisciplinary learning, research and outreach

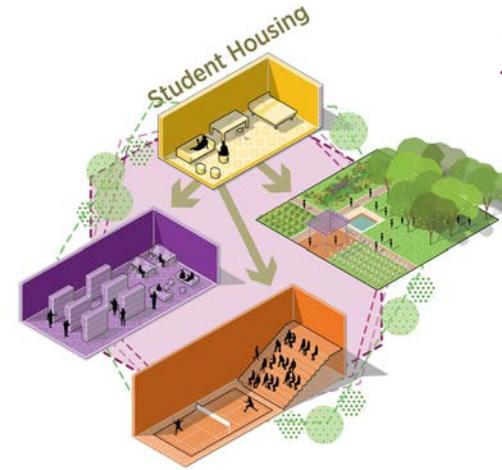


2 Support a holistic experience of mind, body and spirit



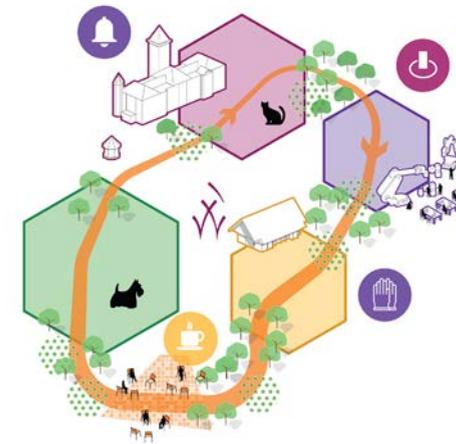
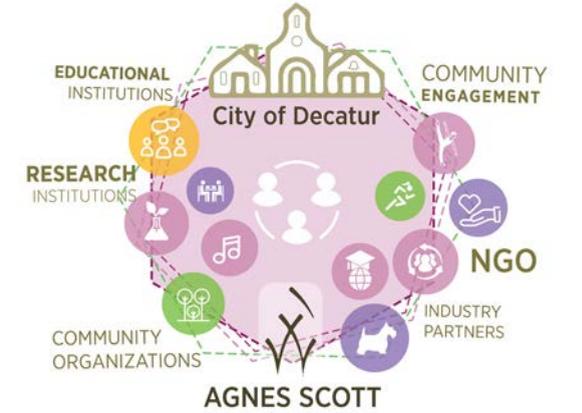
3 Promote connectivity, safety, and accessibility

4 Celebrate the landscape as social and environmental infrastructure



5 Reflect a modernized residential college environment

6 Foster collaboration with the local community, City of Decatur and global partners



7 Balance historic identity with contemporary needs



8 Embrace sustainability through every aspect of planning and design



MASTER PLAN

VISION

The Comprehensive Campus Master Plan envisions the Agnes Scott College campus over the next ten years, providing the physical environment that enables students to think deeply, live honorably, and engage the intellectual and social challenges of their times.

Fig 6 Existing Conditions



Fig 7 Proposed Conditions



Development Summary

The proposed plan is unique in that it balances new construction with renovation projects to be implemented over the next ten years. Priority projects include the construction of the new residence hall on South McDonough Street, renovation of Buttrick Hall and Winship Hall, and the construction of a new Creative Arts Facility. Renovations are proposed to meet sustainability, accessibility, and educational goals for the college, attending to deferred maintenance while introducing opportunities for twenty-first century living and learning environments. East Dougherty Street, now a one-way vehicular route, is to become an active pedestrian promenade through the introduction of a vibrant mix of uses.

These include a new Recreation and Wellness Center, a new Creative Arts Building to replace the existing Dance Center, a café/maker space to enliven the currently-vacant Steam Plant, and landscape improvements throughout. In total, the master plan introduces ~310,000 total gross square feet (gsf) of new construction, 283,000 gsf of renovation, and 124,000 gsf of demolition, resulting in a net increase of ~186,000 gsf.



Fig 8 Proposed Development Framework

- EXISTING BUILDING
- RENOVATED BUILDING
- PROPOSED BUILDING



Building Uses

The Master Plan concentrates the campus's academic identity north of East Dougherty Street, retains mixed-use buildings along the Front Loop and on Woodruff Quad (Main Quad), and adds to the network of residential and student life buildings by introducing new facilities south of East Dougherty Street.

Fig 9 Proposed Building Uses

- ACADEMIC
- ADMINISTRATIVE
- STUDENT LIFE
- STUDENT RESIDENTIAL
- FACULTY & STAFF RESIDENTIAL
- FACILITIES
- PARKING



Sustainability Framework

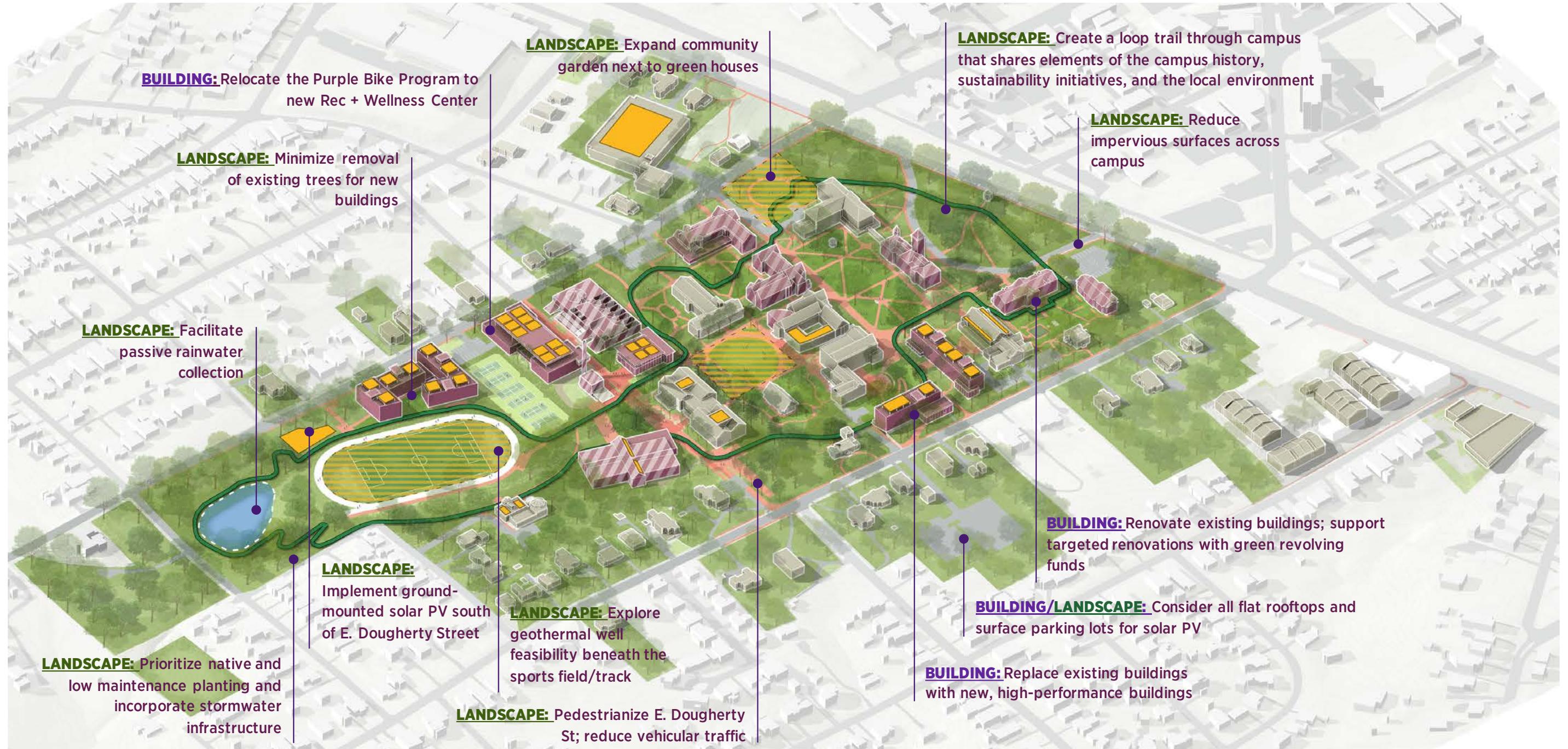
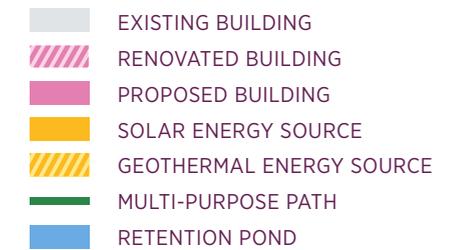
Every proposed intervention is considered within an overall sustainability framework that is responsive to the college's commitment to climate neutrality by 2037, as well as the commitment to energy efficiency, water conservation, use and waste reduction, efforts. Sustainable opportunities are identified through building and landscape projects that collectively address the college's overall goals as defined by a number of sustainability plans and designations, including:

- Tree Campus USA,
- Morton Arboretum Level 2,
- Bee Campus USA,
- Climate Action Plan and annual greenhouse gas inventories,
- Transportation Plan,

- Tree Care Plan 2019 with Tree Conditions Assessments,
- Water Plan,
- and additional reports by the Office of Sustainability.

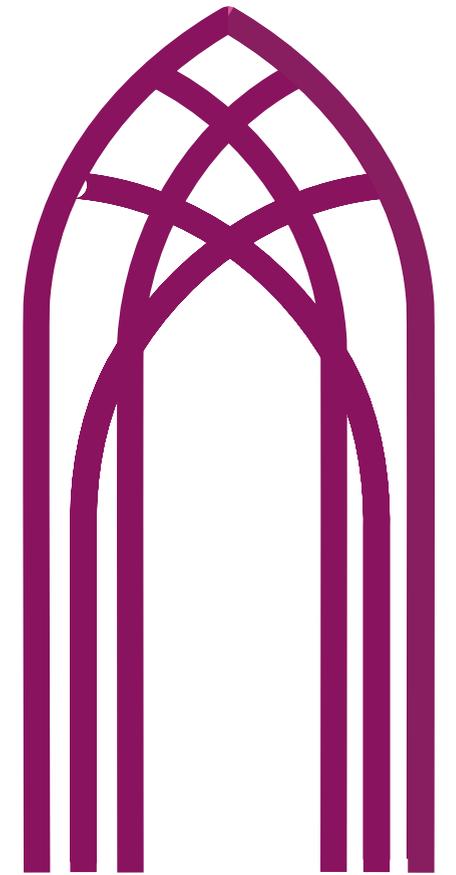
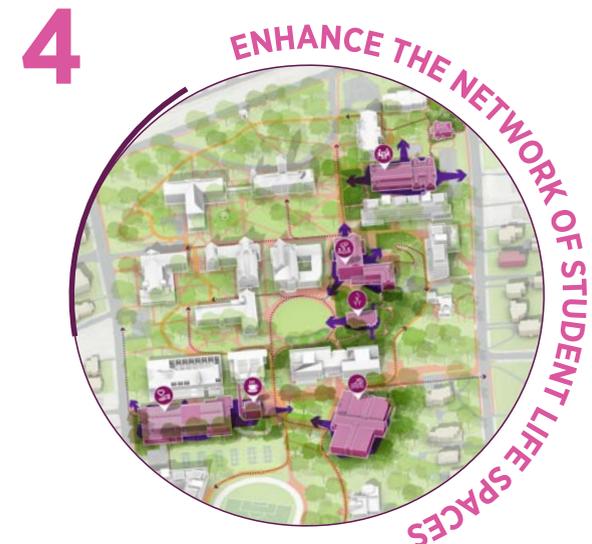
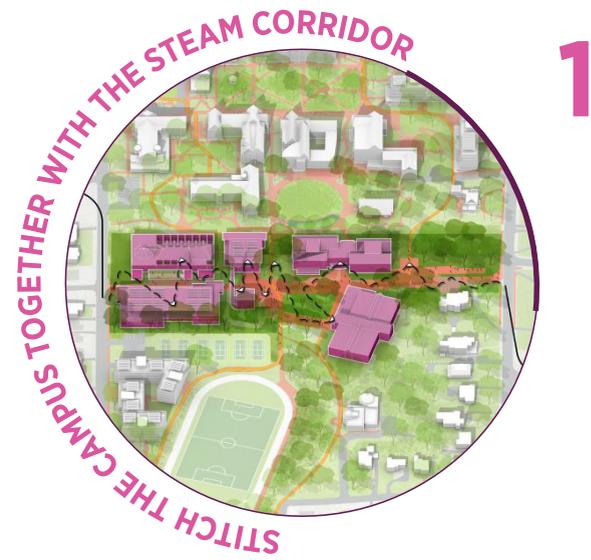
The master plan also sets forth opportunities for sustainable engagement with the campus and education of the college's efforts, and identifies where the green revolving fund can support such efforts. Please reference the Sustainability Guidelines at the close of the report for additional detail.

Fig 10 Sustainability Framework



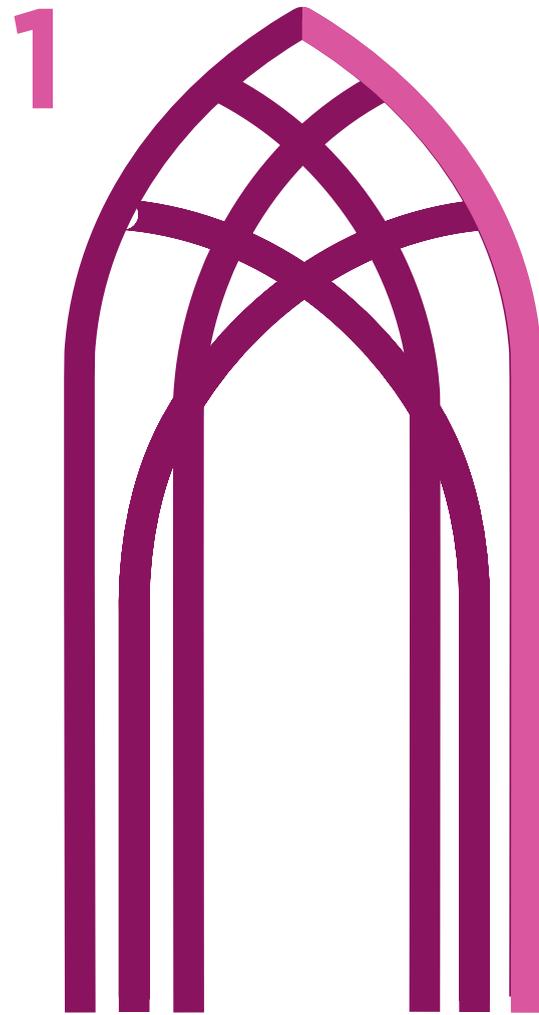
BIG IDEAS

The master plan is rooted in six “Big Ideas” that guide the future development on campus over the next ten years. These big ideas include: 1) Stitch the Campus Together, 2) Invest in the Academic and Research Core, 3) Create Residential Community Clusters, 4) Enhance the Network of Student Life Spaces, 5) Create Vibrant Open Spaces and Greater Connectivity, and 6) Build Partnerships. Each big idea emerged from an understanding of physical and programmatic needs for the campus and provides a physical response rooted in the overarching design principles.



BIG IDEA #1

**STITCH THE CAMPUS
TOGETHER WITH THE
STEAM CORRIDOR**



Context

East Dougherty Street is a one-way, single-lane vehicular route used by campus and local community members to connect from South Candler Street to South McDonough Street. It is a popular walking route for students traveling to or from the Decatur elementary, middle, and high schools, and is a drop-off point for community members who use the Woodruff Physical Activity Building (Woodruff).

Many campus buildings are serviced via East Dougherty Street, including the Dana Fine Arts

Building (Dana), Bullock Science Center (Bullock), the Dance Center (Dance), Steam Plant, and Woodruff, which contributes to the street's 'back-of-house' character. This is exacerbated by narrow and discontinuous sidewalks.

According to site observations, stakeholder interviews and CoMap Survey results, East Dougherty Street functions as a dividing line between the northern and southern halves of campus, wherein campus grounds north of East Dougherty Street is known as

the main, historic campus that is home to the majority of academics, campus life, and residential life, while few are familiar with campus assets to the south. The latter results in the perception that facilities such as Woodruff, Dance, and the Bradley Observatory/Delafield Planetarium are disconnected from the rest of the campus life.

Fig 13 Existing conditions of East Dougherty Street



Fig 11 CoMap Survey Results: Where do you gather or meet?

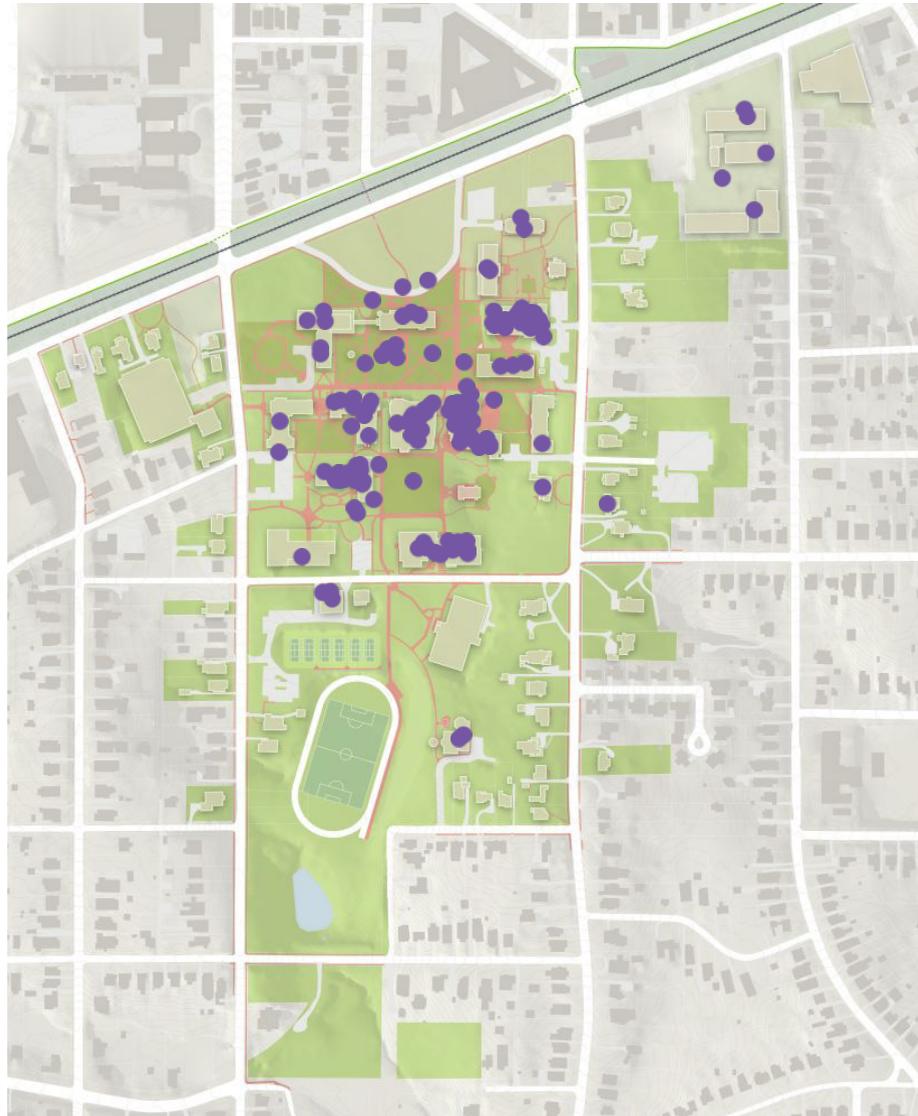


Fig 12 CoMap Survey Results: Where are your most welcoming spaces?

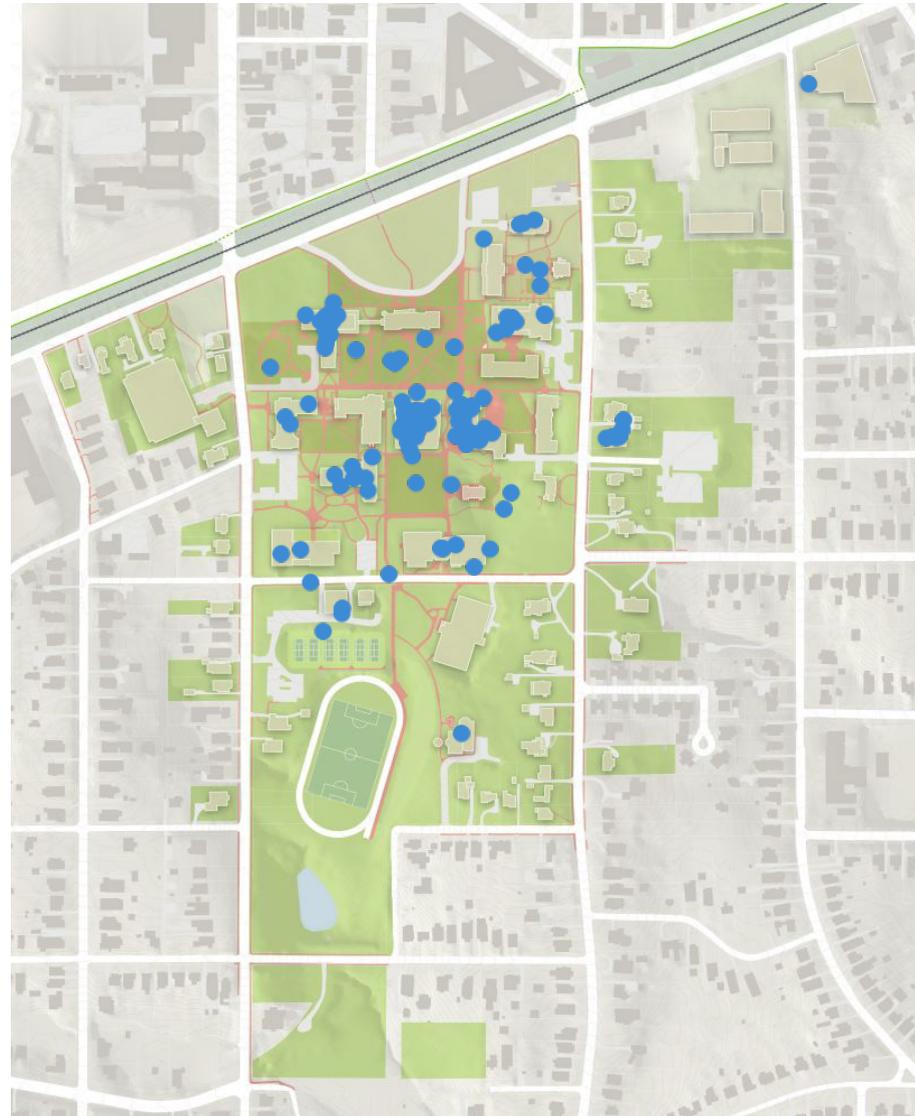


Fig 14 CoMap Survey Results: Where do you consider difficult to reach?



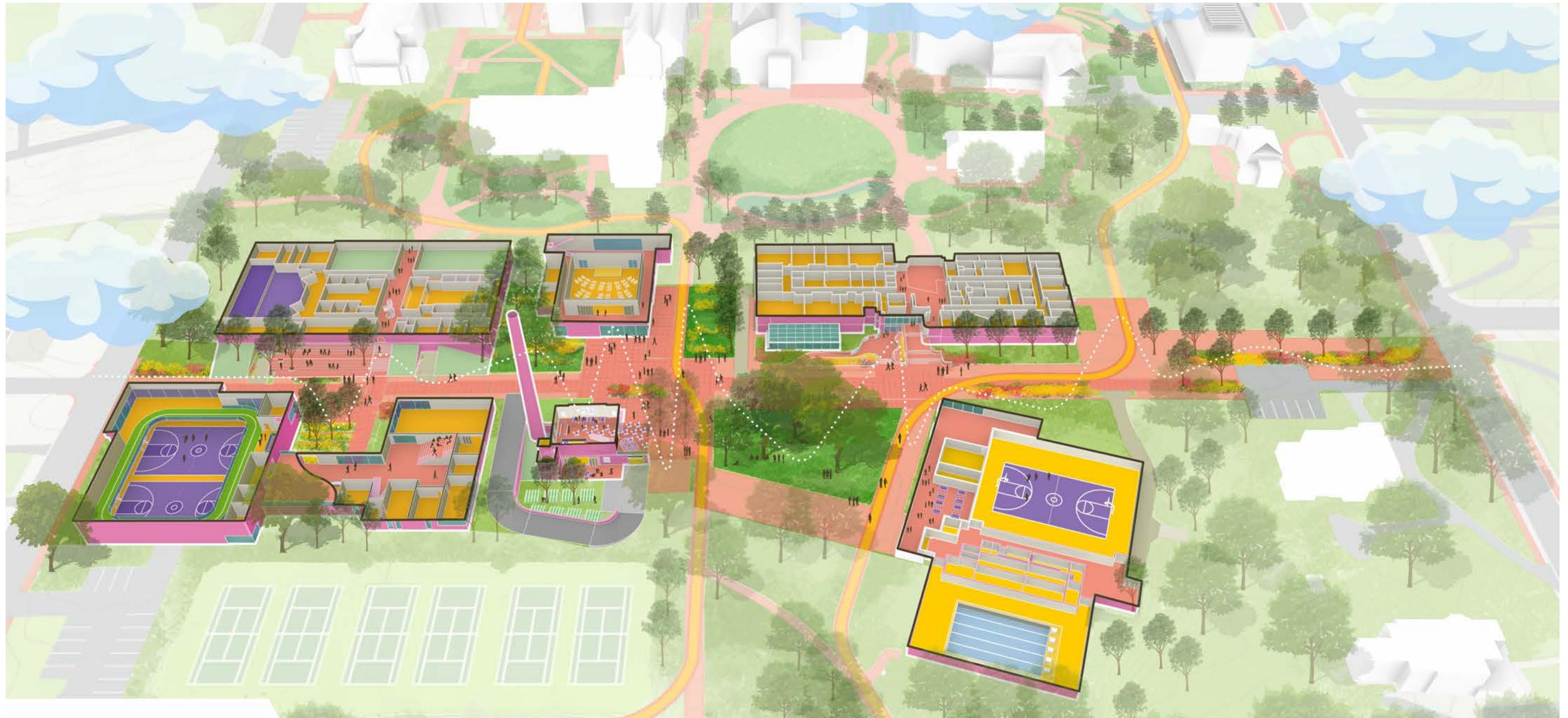
Key Recommendations

The master plan positions East Dougherty Street as the seam that stitches together the north and south halves of campus, providing a new center of gravity. In this context, the former vehicular street becomes a pedestrian- and bike-friendly promenade known as the "Steam Corridor," aptly named for both the presence of S.T.E.A.M (science, technology, engineering, arts, and mathematics) programs in Bullock, Dana, and the

new Creative Arts Facility as well as the historic Steam Plant, which gets renovated into a café, maker space, and social community zone at campus crossroads. The Steam Corridor will also be the new front-door for a Recreation and Wellness Center, on the current Dance Center site, while the southern façade of Dana will be renovated and opened-up from the Dalton Gallery exit to facilitate connections between the two buildings and to easily access the Steam Corridor.

Fig 15 (right) Proposed Conditions of East Dougherty Street: Exterior

Fig 16 (below) Proposed Conditions of East Dougherty Street: Interior



The promenade will be built at-grade, or flush with current sidewalks, to ensure a smooth and accessible transition between the north and south sides of campus. The promenade will be designed to support emergency and service vehicles, as well as a drop-off loop and accessible parking spaces for those visiting Woodruff from South Candler Street.

Activating the Steam Corridor is essential to its success. The combination of uses along the corridor, from current and proposed academic buildings, campus life buildings, and community functions, will draw activity to justify the final conversion from vehicular route to pedestrian landscape. It is recommended that the street vacation and conversion to a pedestrian promenade be the final step in implementation, allowing the corridor to support the staging and access needs of adjacent construction. All buildings along the Steam Corridor will gain new front-doors that welcome the campus community. Woodruff will be renovated and gain an addition to its current entrance, to create a beacon on the east-side of the Steam Corridor.

The Steam Plant, located at the center of the Steam Corridor, will be celebrated as a renovated historic structure that supports 21st century learning and offers an indoor-outdoor gathering space that blends between the interior café space and an outdoor plaza. The outdoor plaza is situated at the crossroads of campus, functioning as the epicenter of this new Steam Corridor. Immediately to the north of the Steam Plant lies a new Creative Arts Facility, which replaces a current parking lot and becomes home to the Dance department and a multi-purpose events space.

The Creative Arts Facility benefits from its adjacency to Dana, which is renovated to support existing fine arts and theater programs while also introducing a terraced landscape that emerges from the southern courtyard (currently enclosed) and connects to the Steam Corridor, providing an accessible route from the building to the Steam Corridor while also functioning as an outdoor social stair that students and faculty can utilize in-between class times. Finally, as the new western beacon on the corridor, a new Recreation and Wellness Center will provide needed recreation space for the community while enabling an expansion of the current Wellness Center (relocated from Hopkins).

The Steam Corridor benefits not just to the campus community, but the broader community as well, which will have continued access to Woodruff and a more intentional pedestrian connection between South Candler and South McDonough Streets. Additional benefits include access to shared or open resources like the Dalton Gallery on the first floor of Dana and potential access to event or flexible spaces in the new Creative Arts Facility, and Recreation and Wellness Center. The café in the renovated Steam Plant, too, will be open to the public.

Fig 17 (below) Existing Conditions of East Dougherty Street

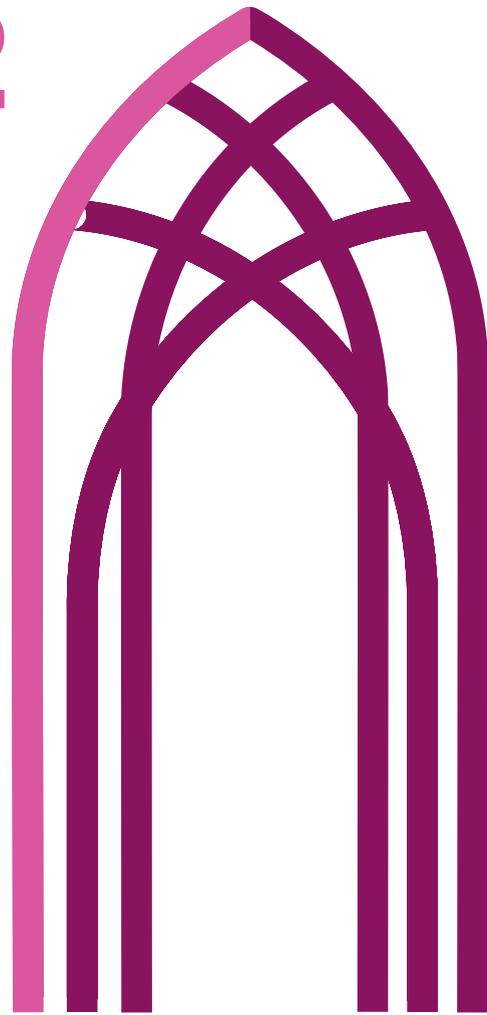
Fig 18 (right) Proposed Conditions of East Dougherty Street/ STEAM Corridor



BIG IDEA #2

INVEST IN THE ACADEMIC AND RESEARCH CORE

2



Context

Agnes Scott courses are taught in buildings that are beloved for their historic natures, but in need of modernization to support the SUMMIT curriculum and 21st century teaching and learning practices. More than seventy five percent of courses at Agnes Scott College have fewer than 20 students, and the student-to-faculty ratio is ten to one. Seminar-style teaching is critical to the collaborative and discussion-based coursework that students engage in, and the majority of classrooms are designed for small sections but can be overcrowded.

As student enrollment may grow to 1,200 students over the next five to ten years, which is in-line with

recent population trends, the college has a sufficient classroom supply to accommodate the corresponding need for additional scheduled instruction (Fig 21). This is true for both classrooms and teaching labs, which are currently scheduled for less hours per week than is industry standard (Fig. 19 and 20).

As it enters its fifth year in 2020, the SUMMIT program has grown to include additional courses that cross traditional department lines, resulting in a need for complementary interdisciplinary study space. The clustered resources centers and adjacent study zones in Campbell Hall have provided some of this space, but there is additional demand that has not yet been met.

UTILIZATION

- TARGET RANGE
- - - - AVERAGE

CAMPUS BUILDINGS

- BULLOCK
- BUTTRICK
- BRADLEY
- CAMPBELL
- DANA
- DANCE
- MCCAIN
- PRESSER
- WOODRUFF

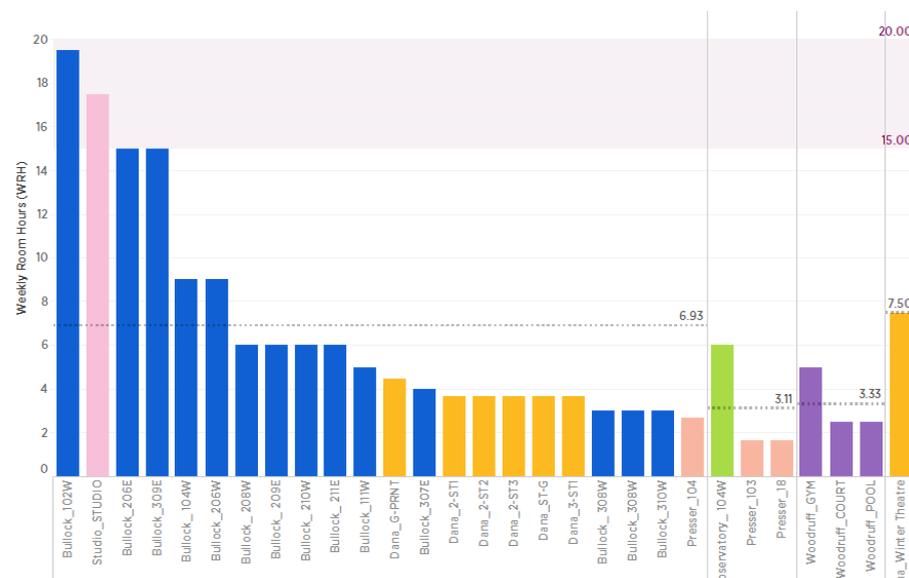
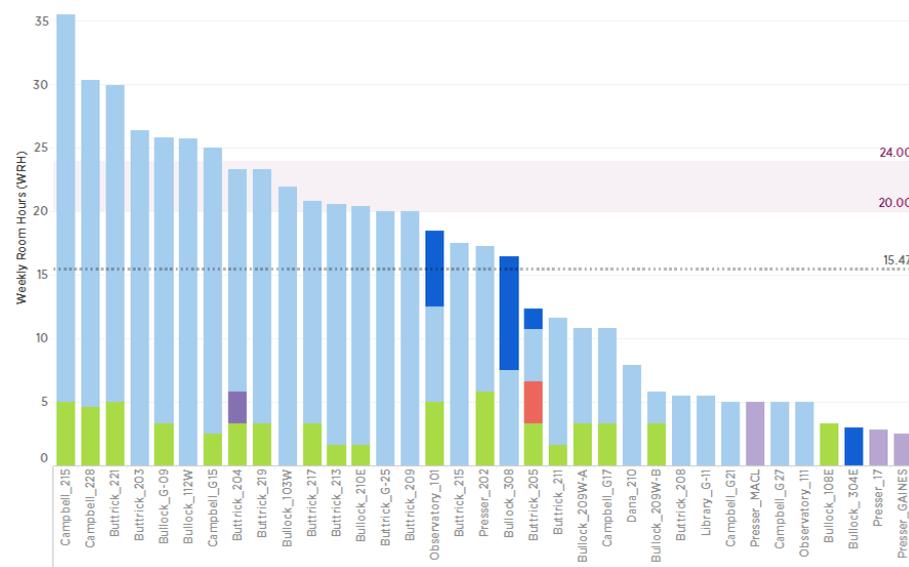


Fig 19 (above) Classroom Utilization by Building

Fig 20 (below) Teaching Lab Utilization by Building

Fig 21 (below) Classroom Right-Sizing Assessment by Room Range Based on existing instructional demand

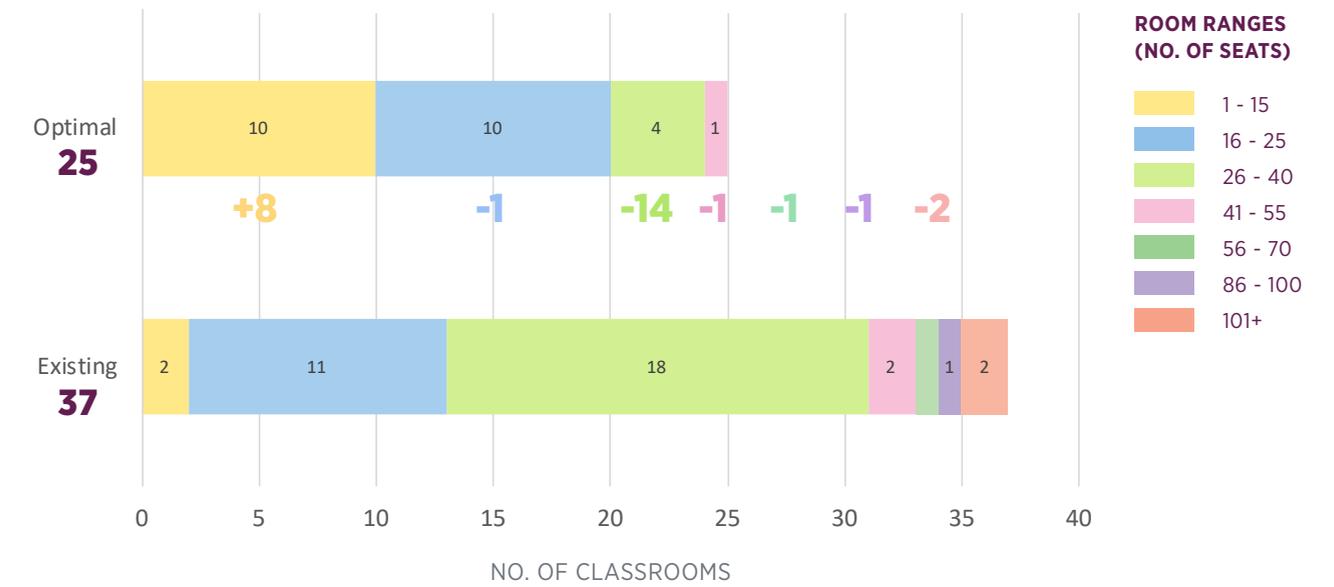


Fig 22 CoMap Survey Results: Where are your favorite and least favorite learning spaces?

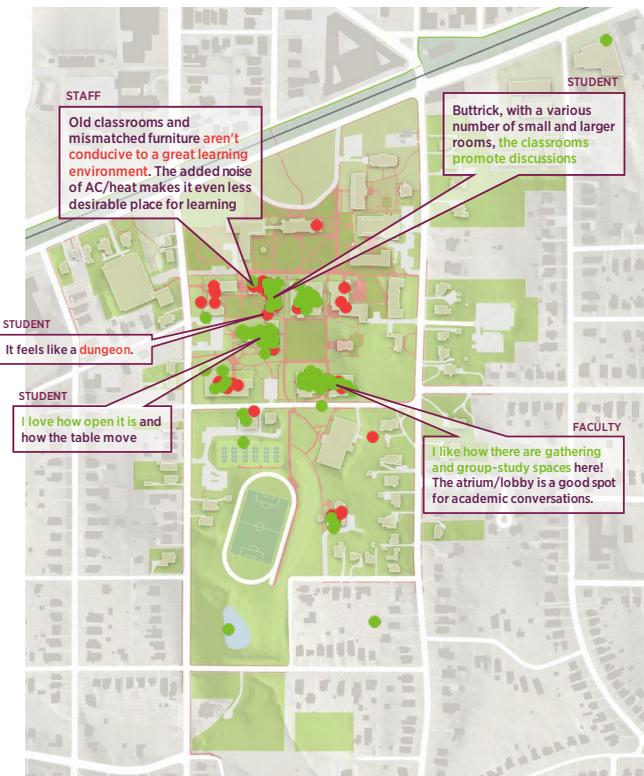


Fig 23 CoMap Survey Results: Where do you study in groups or individually?



Some departments, including both Theater and Dance Studies, are underserved in space today. Primary teaching facilities have significant deferred maintenance while performance spaces are limited due to accessibility constraints. Facility condition assessments of Dana, Presser, Dance, and Buttrick all confirmed a need for attention to these facilities. Although not an official major, film-making is a popular creative and academic outlet for many Scotties, suggesting a current space need. Moreover, the Agnes Scott campus is a popular setting for many movies filmed in Atlanta and there is no on-campus facility that is dedicated to supporting visiting film productions today.

The Creative Arts Master Plan (2010), led by architecture firm William Rawn Associates, which was developed in response to the 2009 - 2014 Strategic Plan, called for "transforming creative arts facilities to provide state of the art spaces for teaching, exhibition, and performance, and to expand opportunities for cross disciplinary collaboration." The resulting plan established an arts precinct on the west-side of campus, reinforced South McDonough Street as the main connector between campus and the City of Decatur, and proposed sustainable design goals for ultimate implementation. The 2019 master plan builds upon these ideas while integrating the arts needs within the overall academic vision for the campus.

Buttrick Hall, the primary classroom building, is home to both academic and administrative department offices of varying sizes and qualities. Some administrative departments on the main level of the building, including the Offices of Accounting and Business and Finance, are primarily not student-facing. The need for additional office space exists for both academic units as well as select administrative departments, including Graduate and Extended Programs and the Office of Internship & Career Development. These constraints may be exacerbated as student enrollment increases, as faculty and academic staff numbers will increase accordingly.

The college's Graduate and Extended Programs is run by staff who are running out of space to successfully manage the six academic programs while also serving as student advisors. Moreover, the graduate students, who are a mix of post-baccalaureate and masters' students in a co-ed program, do not have a dedicated space to work or socialize with one-another, which impacts their daily student experiences and sense of belonging.

Fig 24 2010 Creative Arts Master Plan Proposal



Fig 25 2010 Creative Arts Master Plan Landscape Proposal

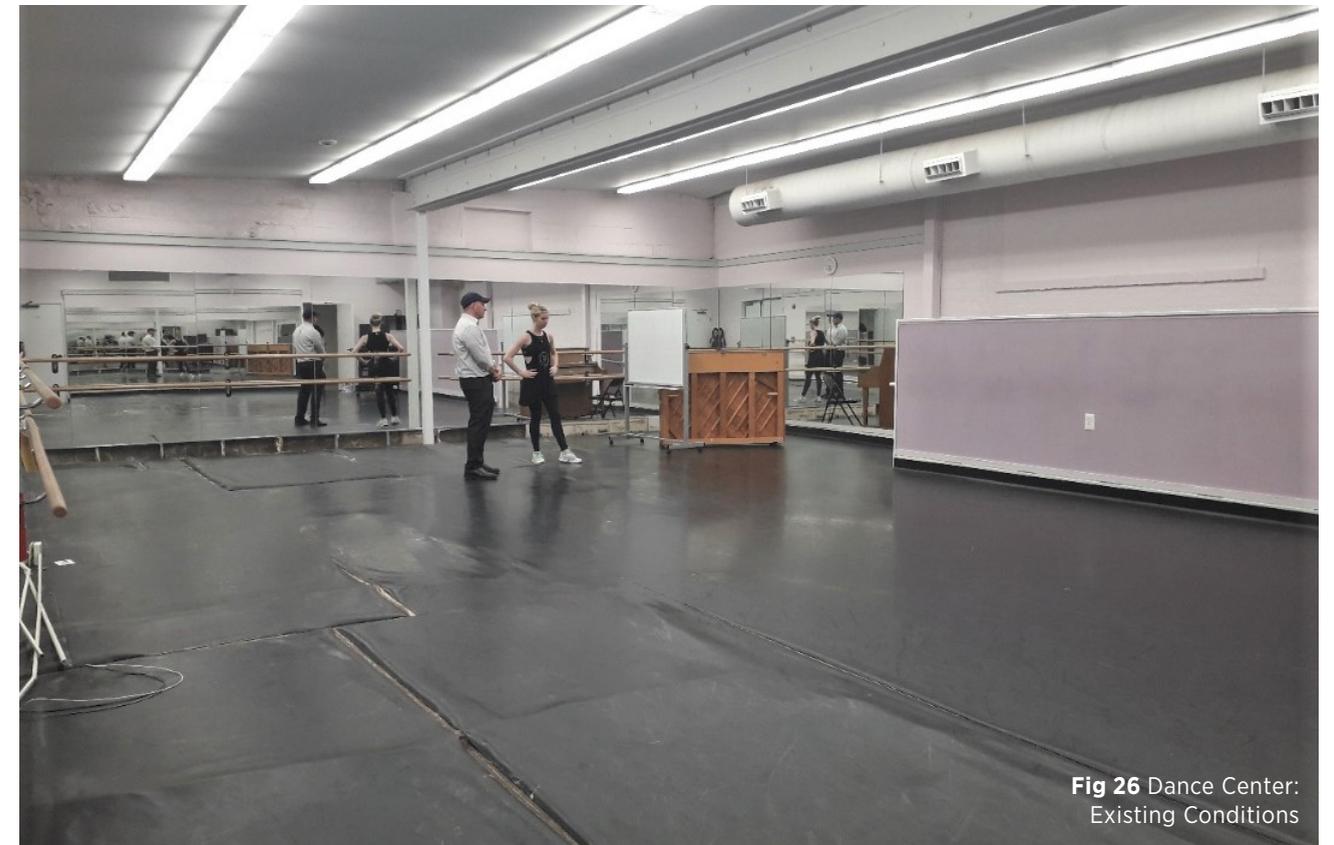


Fig 26 Dance Center: Existing Conditions



Fig 27 Buttrick Hall: Existing Conditions

Key Recommendations

Reinforce the Academic Core

The master plan supports the college's academic goals by fostering collaboration and active learning in the existing Academic Core. Through strategic renovations and the relocation of Dance to the Creative Arts Facility, all academic buildings retain their departmental identities while offering space to accommodate growing SUMMIT and graduate studies functions.

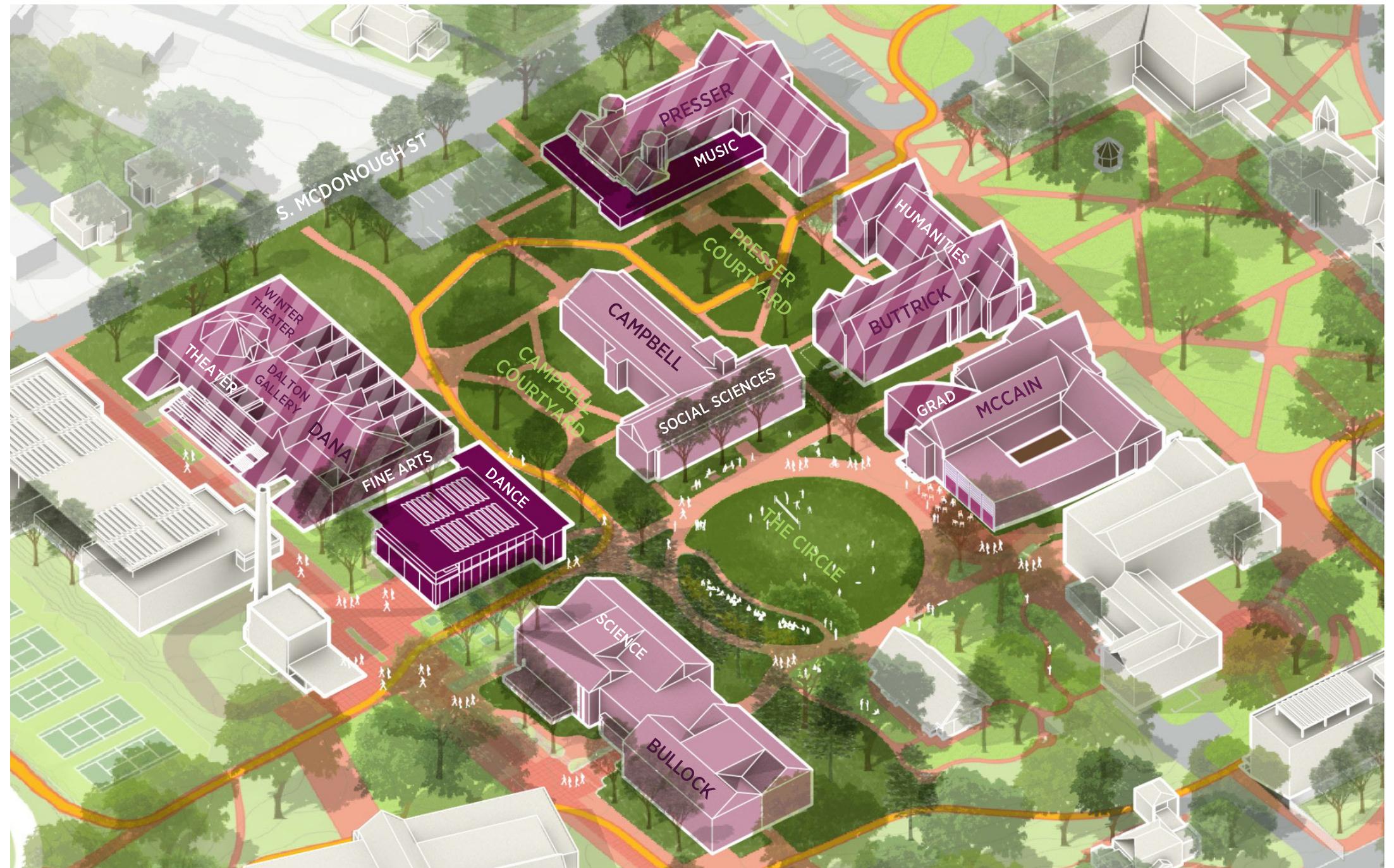


Fig 28 Academic Core Development Strategy

- EXISTING BUILDING
- EXISTING ACADEMIC BUILDING
- RENOVATED ACADEMIC BUILDING
- PROPOSED ACADEMIC BUILDING

Buttrick Hall Renovation

Every student at Agnes Scott College must pass through Buttrick Hall during their tenure on campus. The master plan proposes renovations to this historic building in order to address deferred maintenance, introduce open collaboration zones on the main level of the building, and right-size classrooms for active learning. The classrooms on level 2 are positioned as active learning rooms with new, movable furniture that can accommodate seminar discussions, group work, or traditional lectures.

Additional writing surfaces are distributed for use by students during class time, and room technology is introduced to support learning activities. Renovated rooms will comfortably accommodate 25 to 30 students, the desired section size, with 25 assignable square feet dedicated to each seat.

Renovating the main level of Buttrick will require the relocation of the Office of Business and Finance out of the building to create space for collaboration zones and additional academic offices. This will enable the reconfiguration of former administrative offices into student-facing academic offices. In addition, collaboration zones can be introduced near main entryways on the first level to provide opportunities for informal study, tutoring, and discussion to occur within Buttrick in-between classes.

Relocating the Office of Internship and Career Development out of Buttrick's garden level will also create space for additional academic offices, while the renovation is an opportunity to address accessibility limitations on that floor. The Office of Internship and Career Development will be relocated to Alston Student Center, where it can expand in a more visible location on-campus. The Office of Business and Finance, which includes Accounting, will be relocated to the first level of Hopkins Hall, co-located with HR in the same building. The Wellness Center, currently located on the first-level of Hopkins Hall, will be moved to the new Recreation and Wellness Center on the Steam Corridor.

PROGRAMS

- EXISTING INSTRUCTIONAL SPACE
- RENOVATED INSTRUCTIONAL SPACE
- OFFICE SPACE
- MULTIPURPOSE SPACE
- CIRCULATION SPACE



Fig 29 Existing Conditions: Level 2



Fig 30 Existing Conditions: Level 1

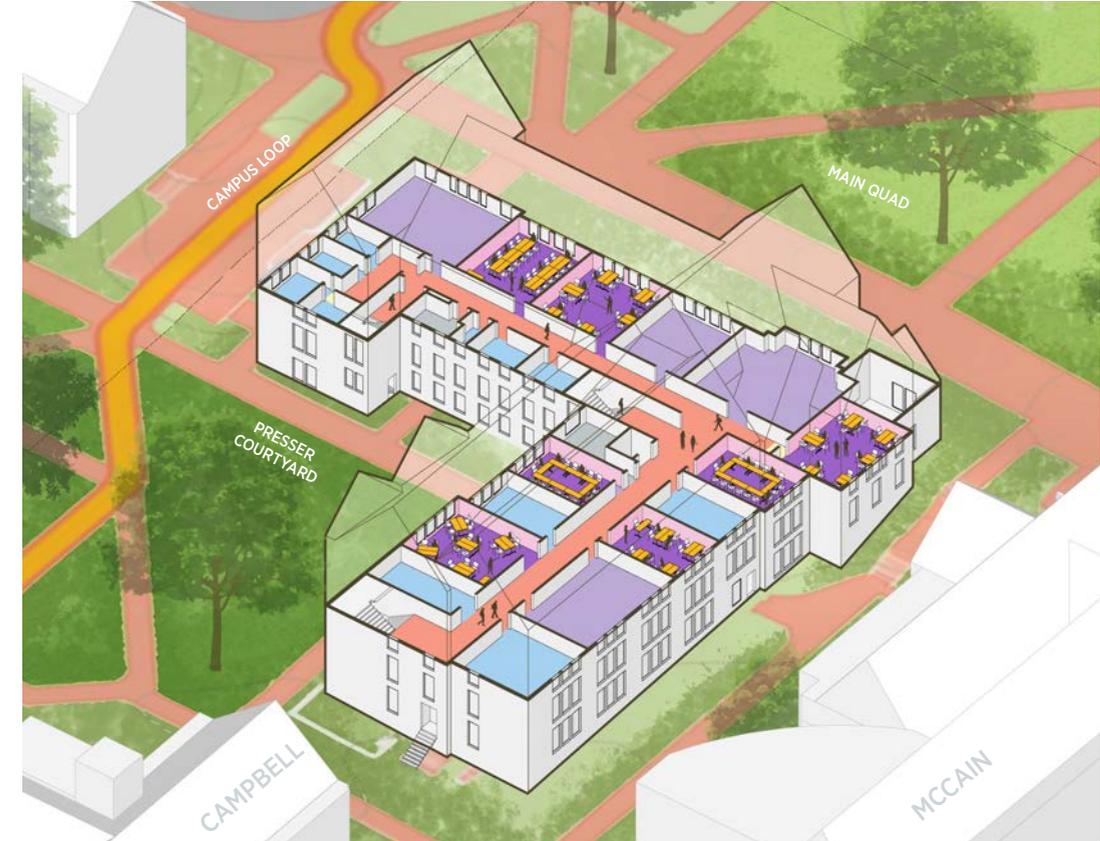


Fig 31 Proposed Renovation: Level 2



Fig 32 Proposed Renovation: Level 1

New Creative Arts Facility

The master plan proposes a new Creative Arts Facility to the east of Dana Fine Arts Building with primary entryways on both its north and south facades. The north façade will face Campbell Hall, so the building can be easily accessed within the academic core, while the south façade will be positioned on the Steam Corridor as the primary public-facing side.

The Creative Arts Facility will be a two-story building designed for flexible, studio-oriented space to support academic and events programming. The primary academic function will be the Dance Program, which will relocate from East Dougherty Street to allow for

the demolition of the existing Dance Center, while the flexible design will enable the building to be outfitted with appropriate technology to support a potential filmmaking program. The upper-level will be designed to support the Dance Program, including a sprung-floor studio, change rooms, and offices, while the ground-level will include a lobby and multi-purpose space to support internal or externally-facing events.

The multi-purpose space can be used for academic purposes during non-events hours. The Creative Arts Facility's adjacency to Dana will be mutually beneficial, fostering collaboration between the Theater, Dance

and Fine Arts departments and offering opportunities to centralize shared performing arts resources.

As a pivotal program on the Steam Corridor, the Creative Arts Facility will be integrated with the promenade via indoor-outdoor connections on both levels. On the upper level, a balcony will offer views of activity on the promenade below, while on the ground level, transparent walls and flexible entryways will encourage activity to move between the building and the Steam Corridor, activating the crossroads of campus.

PROGRAMS

- INSTRUCTIONAL SPACE
- PERFORMANCE OR EVENT SPACE
- MULTIPURPOSE SPACE
- CIRCULATION SPACE

Fig 33 Program Option 1: Departmental Practice

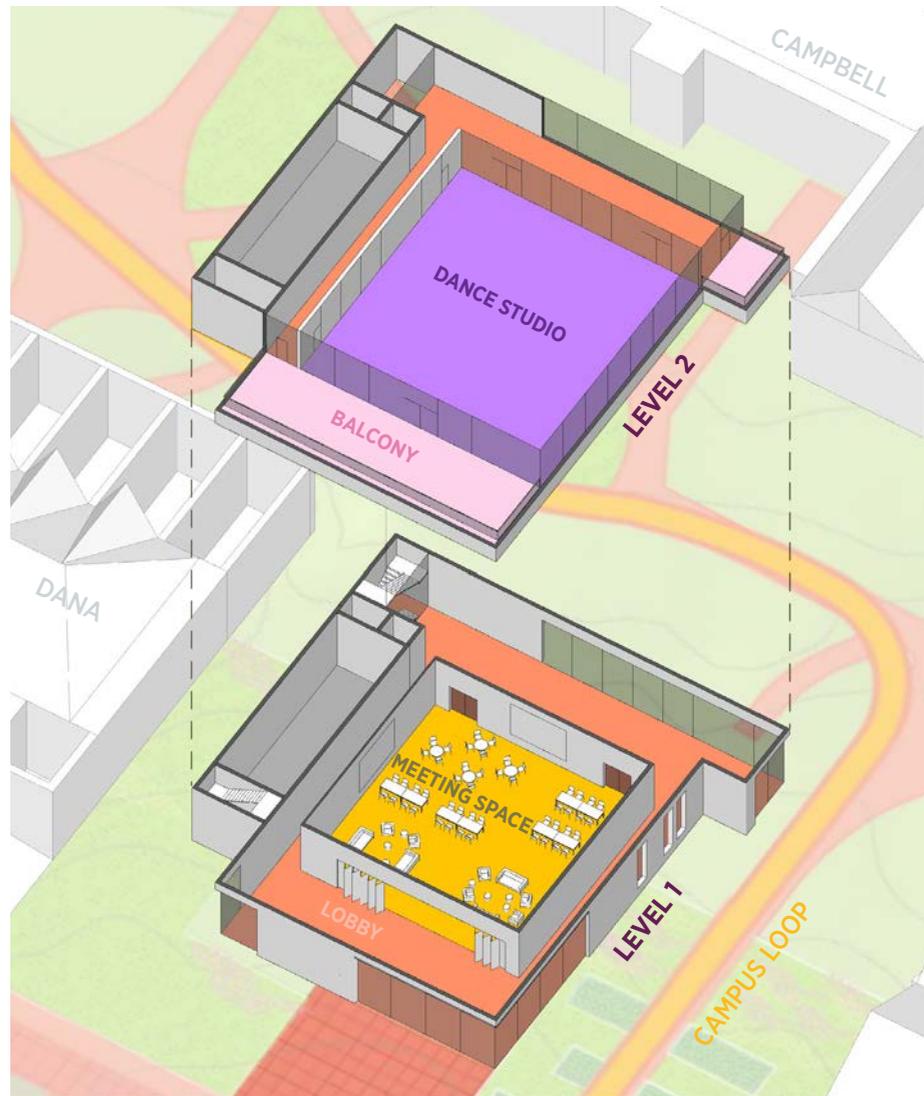


Fig 34 Program Option 2: Departmental Showcase

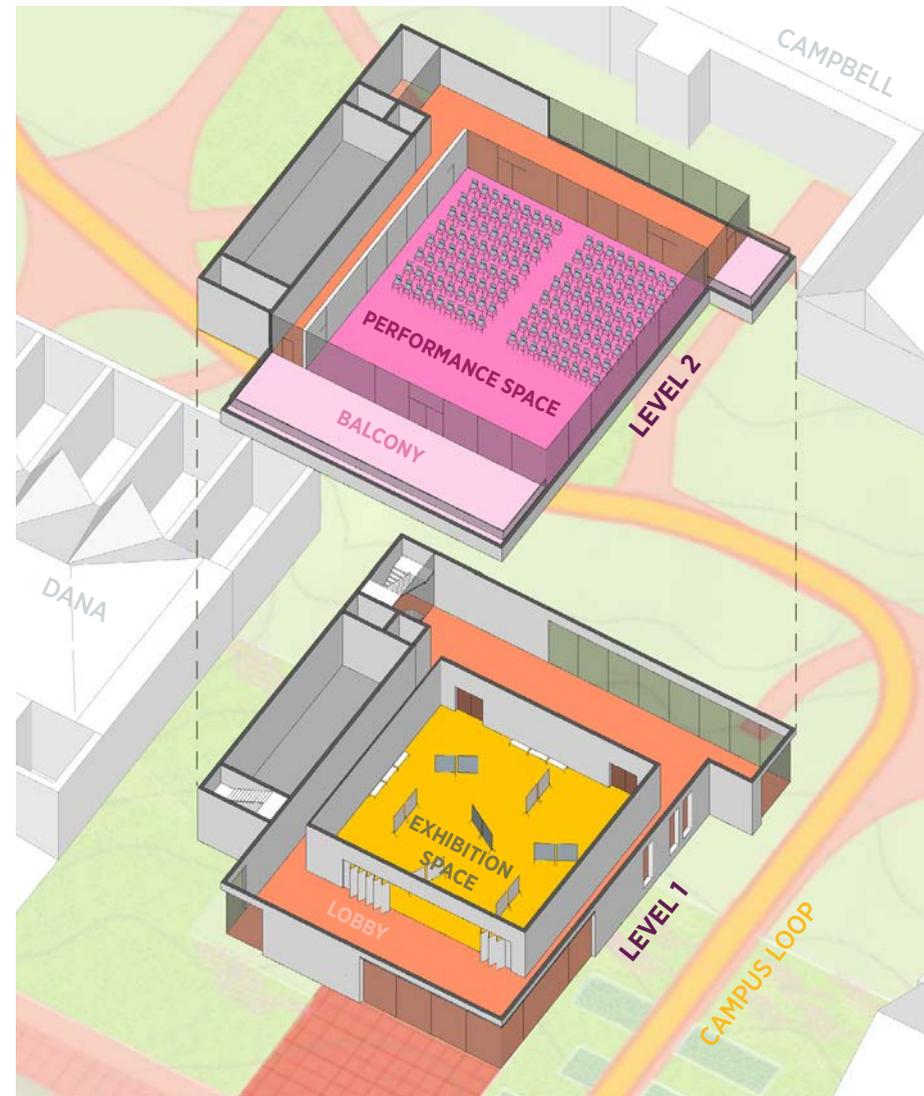
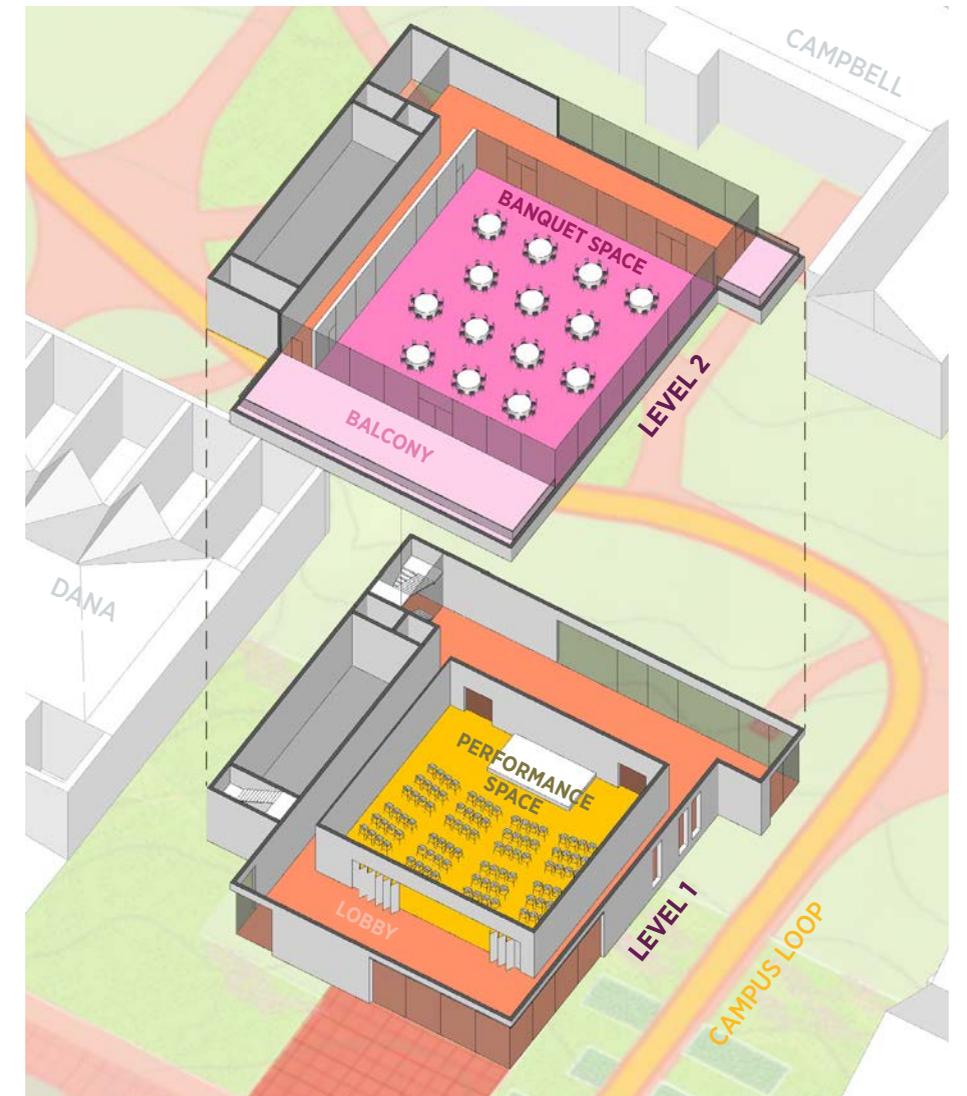


Fig 35 Program Option 3: Campus Showcase



Presser Hall Renovation

Presser Hall will be renovated to update instructional spaces and its beloved Gaines Auditorium, host to the Sophomore Ring Ceremony and a popular large events space on-campus in general.

The renovation and addition to Gaines Auditorium, first posed in the Creative Arts Master Plan from 2010, will introduce a new foyer and lobby space to the east of the auditorium and create expanded back-of-house and wing space towards the south of the building. Upgrading Presser Hall will serve the entire campus community as well as visitors for performances, while the building will continue to support teaching and learning for the Music Department.

Dana Fine Arts Building Renovation

Dana Fine Arts Building will continue to support Theater, Fine Arts, and the Dalton Gallery in the next ten years. Necessary improvements will be made to the Winter Theater, bringing it into the 21st century with upgraded technology and accessible seating, as well as additional support space. The southern façade of Dana will be renovated to introduce an accessible entrance from the Steam Corridor.

The accessible, southern entrance will lead to an accessible ramp that is integrated within a social stair, emerging from the existing courtyard. The southern entry will also provide a more visible entry into the Dalton Gallery, which is a shared campus and Decatur community resource. The proposed renovation preserves the historic northern façade and Modernist character of the Dana Fine Arts Building, originally designed by John Portman, celebrating the building's legacy and intention to support the fine and performing arts.

McCain Library Renovation

The renovated ground-level of McCain Library will introduce social and study space geared towards graduate studies students, providing them with a home-base in the academic core.

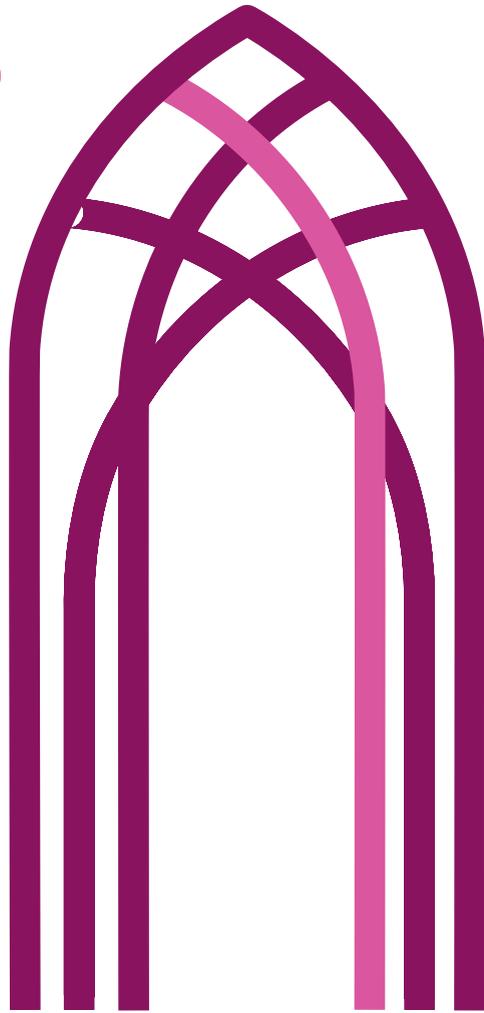
The south-western corner of McCain Library is currently occupied by book shelves, which will need to be relocated through a reduction in collection size or investment in compact shelving to establish sufficient space for graduate offices, lounges, and support space. The lower, southern façade of McCain will be renovated to allow for indoor-outdoor connectivity between the Science Quad (repositioned as "the Circle") and the library, activating the lounge space through increased circulation.



BIG IDEA #3

CREATE RESIDENTIAL COMMUNITY CLUSTERS

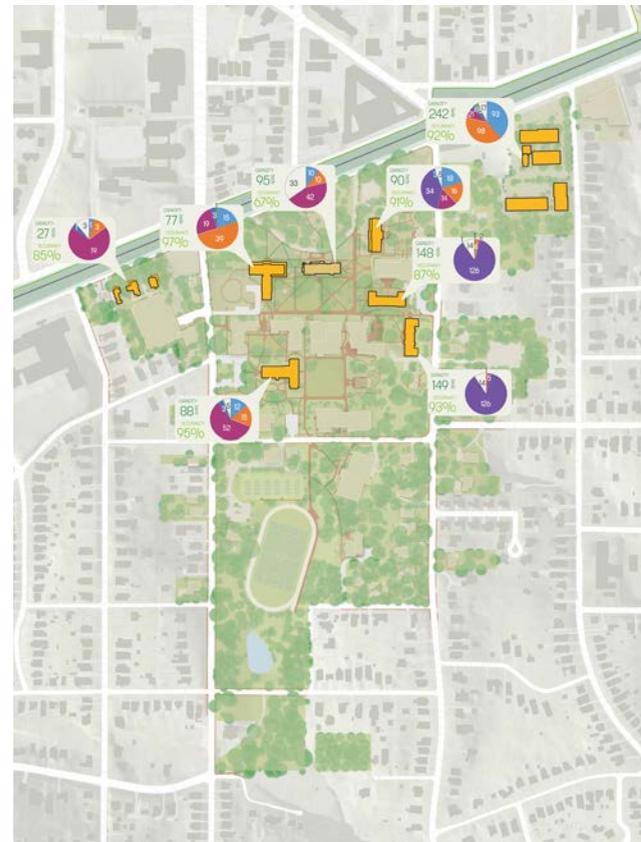
3



Context

The majority of Scotties live on-campus for all four years of their college tenure, and the residential environment is pivotal to the Agnes Scott College experience. To-date, the college provides an array of traditional, suite-style, and apartment-style units across main campus and the adjacent Avery Glen Apartments. There are many more traditional units than there are suite-style and apartment-style units. All residence halls offer shared, full kitchens, while common areas offer a range of furnishings. A number of residence halls have additional academic or administrative functions that are active during daytime hours. This includes Information Technology in Walters Hall, the Office of Residence Life in Winship Hall, the Offices of Admission and Financial Aid in Rebekah Hall, the Office of the President, Student Affairs, and Communications & Marketing in Main Hall, and a number of social science department offices alongside the Center for Sustainability in Campbell Hall.

Fig 36
Residential Typologies & Occupancies: Existing Conditions



Today, first-year students live in traditional units in first-year-only Walters and Winship Halls, with a small number in Inman Hall. A mix of second-year through fourth-year students live in residence halls across campus, Avery Glen, or opt to live in the Residential Village, where students can apply to live in themed homes with those who share academic or co-curricular interests.

The current occupancy level for Agnes Scott College is 82% overall, or 818 residential students, with a greater proportion of first-year and second-year students living on-campus and more students living off-campus in later years. Agnes Scott also has a small number of commuter students, who live off-campus all four years. The total number of beds could accommodate up to 92% of the student population today, and there is some desire to either increase the overall residential occupancy rate on-campus or to accommodate the same rate while increasing the total undergraduate student body over the next five to ten years.

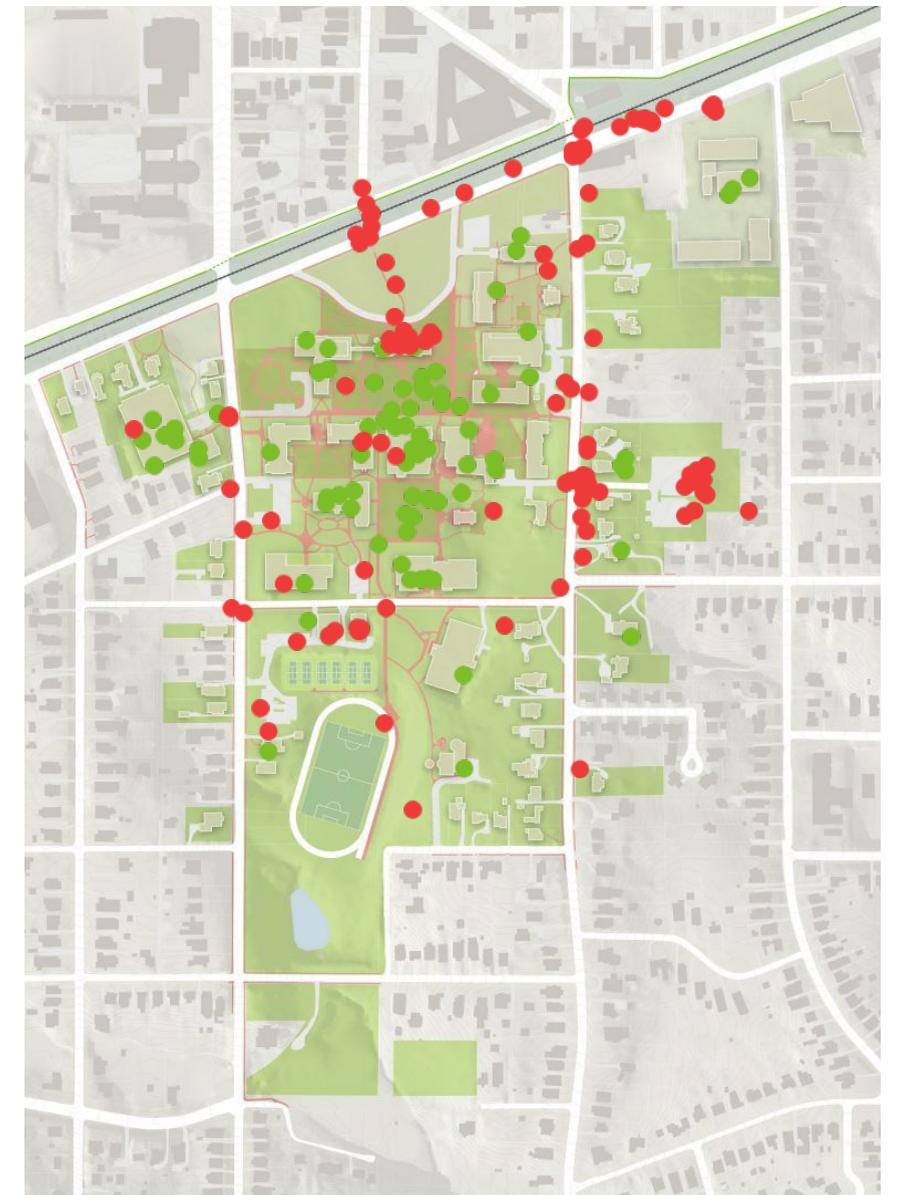
Fig 37
Residential Capacities & Occupancies: Existing Conditions



In recent years, the college has invested in upgrading aging residential facilities. These include Campbell Hall (renovated in 2014), Rebekah Hall (renovated in 2018), and Main Hall, which is currently under renovation. Based on the facility conditions assessments for the remaining buildings, Walters, Winship, and Inman Halls have significant deferred maintenance that will require near-term attention. Addressing this presents an opportunity to update the mix of residential typologies to align with student development, including increasing the proportion of semi-suite, suite, and apartment-style units to traditional units.

Based on CoMap Survey results, and from conversations with the community, students who live in Avery Glen Apartments feel distanced from main campus. To access Avery Glen from main campus, students are required to cross South Candler Street/ State Route 155 and along East College Avenue to access the main gateway to Avery Glen. These conditions, including the fact that the Avery Glen Apartments are also physically the furthest residence halls from the historic core, are inconsistent with the college's goals for a consistent and impactful residential experience.

Fig 38 CoMap Survey Results:
Where do you consider to be
safe or unsafe?



Key Recommendations

The master plan consolidates all student beds on main campus by densifying housing and replacing aging facilities. This enables both the relocation of students from Avery Glen as well as accommodating more resident students overall. In addition, the plan increases the range of room typologies offered and re-allocates where students live based on an alignment of student tenure and room type.

The master plan increases the total bed supply from 918 to 1,000 beds, which allows for student enrollment growth or an increased residential occupancy rate of the current population. The total bed increase is accomplished through redevelopment, renovation, and new construction. In light of existing facility conditions, Walters and Winship Halls will be redeveloped, while

Inman Hall will be renovated to address deferred maintenance. A new student residence hall will be introduced south of the Byers Tennis Courts along South McDonough Street to accommodate the relocation of students from Avery Glen as a near term priority.

Fig 39
Residential Development Framework

- EXISTING BUILDING
- EXISTING RESIDENTIAL BUILDING
- RENOVATED RESIDENTIAL BUILDING
- PROPOSED RESIDENTIAL BUILDING



Updating the residential stock on campus presents the opportunity to diversify residential typologies. This enables students to reside in room types that align with desired levels of independence. (Fig 41) The master plan positions first-year residents in traditional units close to the historic core of campus, in Rebekah Hall, Main Hall, and Inman Hall. Second-year students are well-suited for semi-suite-style living in the redeveloped Walters and Winship Halls, while third-year students gain slightly more independence

in suite-style units in Campbell Hall and part of the new South McDonough Residence Hall. Fourth-year students live in suite and apartment units in South McDonough Residence Hall, the farthest from the historic core but closest to the new Steam Corridor and new hub of student life. The Residential Village remains an option for second year through fourth-year students interested in theme housing. In general, student residential options shift further south as student tenure on-campus increases.

- BEDROOM
- SOCIAL/LOUNGE SPACE
- BATHROOM
- KITCHEN

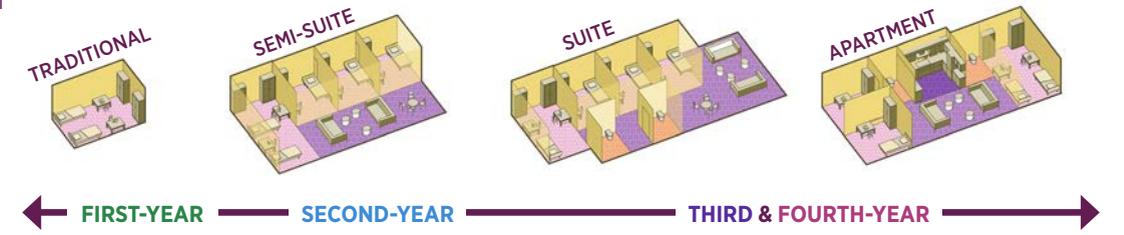


Fig 41
Residential Typologies

Fig 40
Residential Typology Framework



Main Hall Renovation

The Main Hall renovation, currently underway, will increase the building's total residential capacity from 95 to 98 beds in traditional units. Social space, common areas, as well as first-floor administrative spaces will be updated as well. Following the renovation, Main Hall will be well-positioned as a first-year residence hall alongside historic Rebekah and Inman Halls.

Inman Hall Renovation

Inman Hall will be renovated to address deferred maintenance and will continue to contribute to the historic character of the Front Loop. Ultimately, the residence hall's traditional units will be geared towards first-year students. During the Inman Hall renovation, added capacity from the South McDonough Residence Hall and redeveloped Winship Hall will serve as surge space for Inman residents.

South McDonough Residence Hall

The new South McDonough Residence Hall will provide ~300 beds on campus, including 150 beds of suite-style units and 150 beds of apartment-style units for third-year and fourth-year students. The facility will be designed to accommodate students currently living in Avery Glen, enabling the near-term conversion of Avery Glen to market-rate units, creating revenue generating opportunities and responding to the need for faculty and staff housing options.

The residence hall will be sited on part of the current South/Tennis Court Parking lot and require both the demolition of two houses 324 South McDonough and 354 South McDonough Street as well as the relocation of a Facilities shed. The residence hall building will be setback from South McDonough Street to respect the existing residential neighborhood in the historic McDonough-Adams-Kings Highway (MAK) district. Moreover, the building will remain in accordance with City of Decatur zoning regulations while not exceeding the height of the tallest buildings on the Agnes Scott campus. Due to the topography south of East Dougherty Street, the northern portion of the residence hall will be four-stories tall while the southern portion will be five-stories tall. Given its location, the South McDonough Residence Hall is a good candidate for public-private partnership (P3) development.

To support the heating and cooling needs of the residence hall, there is potential to locate geothermal wells beneath the Lawrence L. Gellerstedt Jr. and Mary Duckworth Gellerstedt '46 Track and Field (Gellerstedt Track and Field), immediately to the east of the facility. The introduction of geothermal wells at this site can be done in conjunction with the resurfacing of the track, which has been identified as a near-term need. The geothermal-generated energy may be sufficient to also support additional development along the new Steam Corridor.

Winship Hall Redevelopment

The redevelopment of Winship Hall will introduce 160 beds to semi-suite units for second-year students. In addition, active ground-floor functions will face the renovated Alston Courtyard, including shared student meeting spaces that showcases student collaboration while providing opportunity for activity to move between the building and the outdoor amphitheater. Information Technology and its data center will be relocated from Walters Hall to Winship Hall, accessible via a different entry from the primary residential entryway and still centrally-located on campus. The nearer-term South McDonough Residence Hall project will provide surge space as an interim location for Winship residents as the building is redeveloped.

Walters Hall Redevelopment

The redevelopment of Walters Hall is a longer-term project, given that residential development prior to Walters will fully satisfy the existing occupancy levels (818 students) on campus if not meeting the current supply (918 beds). Redeveloping Walters Hall can provide buffer within the residential stock and will offer 160 beds in semi-suite units for second-year students, alongside active ground-floor functions, to pair with Winship Hall. Prior to redevelopment, Walters Hall can function as swing-space for the Winship Hall redevelopment and Inman Hall renovation projects. If demolished before redevelopment, the Walters Hall site can be designed as a landscape that transitions between Main Quad, Evans Dining Hall, and the renovated Alston Courtyard.



Fig 42 Existing Conditions:
Alston Courtyard, Walters Hall,
and Winship Hall

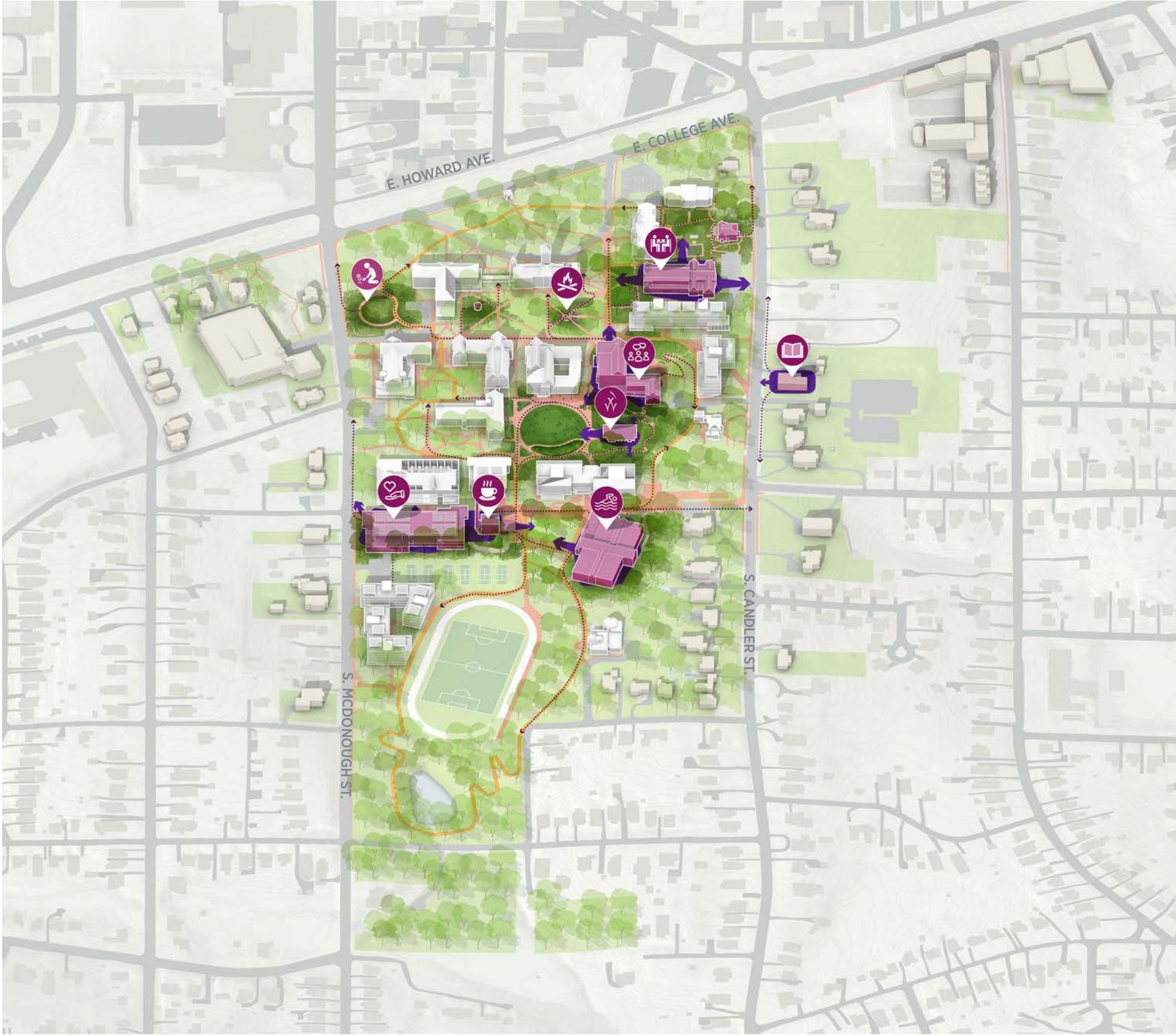
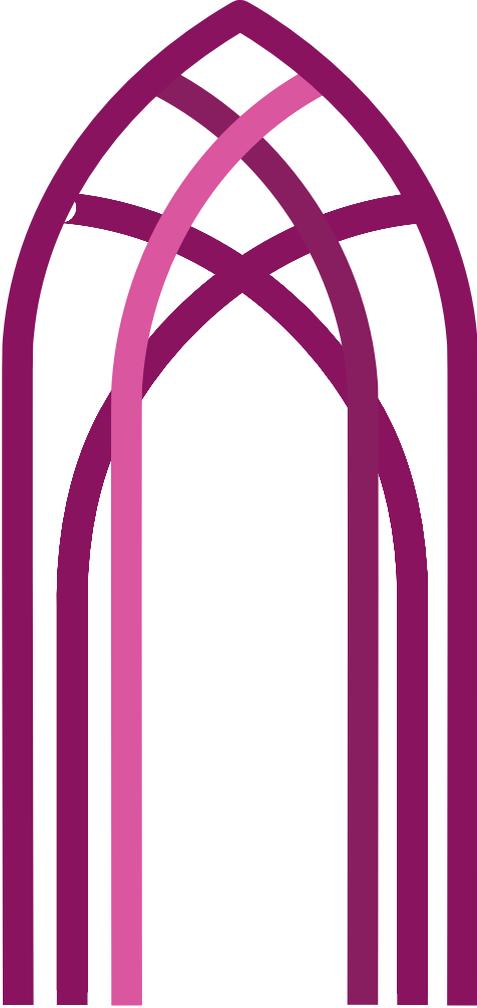


Fig 43 (below) Proposed
Conditions: Alston Courtyard,
Walters Hall, and Winship Hall

BIG IDEA #4

ENHANCE THE NETWORK OF STUDENT LIFE SPACES

4



Context

Today, Evans Dining Hall, Alston Campus Center, Charis Bookstore, and the Smith Chapel are the primary spaces dedicated to student life. Woodruff Physical Activity Building offers a shared pool but is otherwise oriented towards Athletics. Moreover, given that Woodruff and adjacent field and courts are all located south of East Dougherty Street, the facilities are perceived as being isolated from the primary student life zone of campus. A single shared fitness room in Alston and the SNAP Fitness Center above public safety are the only recreational spaces dedicated to students.

Based on national trends, and conversations with the campus community, uniting the Wellness Center and recreation facilities in one space would be preferred. Doing so would promote a holistic notion of wellness, one that encompasses physical and mental health resources.

Student life and academic life often overlap, with students spending much of their time in McCain Library, the study spaces in Campbell Hall, and common areas in Dana and Bullock to work on

personal or class projects with proximity to academic resources. Design-thinking and maker-based projects are particularly well-suited for blended student life/academic life spaces. There are opportunities to activate the campus's indoor and outdoor spaces by providing additional study and collaboration areas in academic life and student life buildings. These would form a network of informal student life zones throughout campus.

Fig 44 CoMap Survey Results:
Where are your recreational spaces?

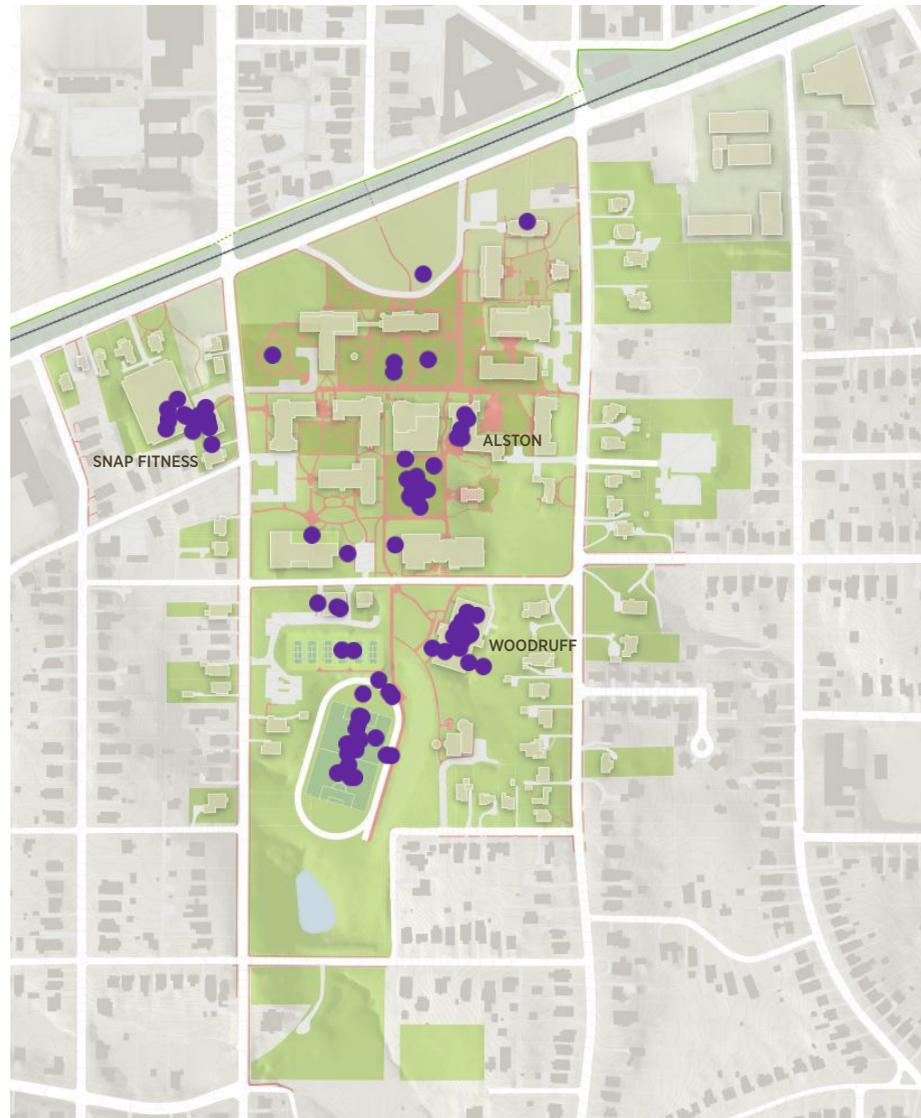


Fig 45 CoMap Survey Results:
Where do you spend your free time, and where do you eat?

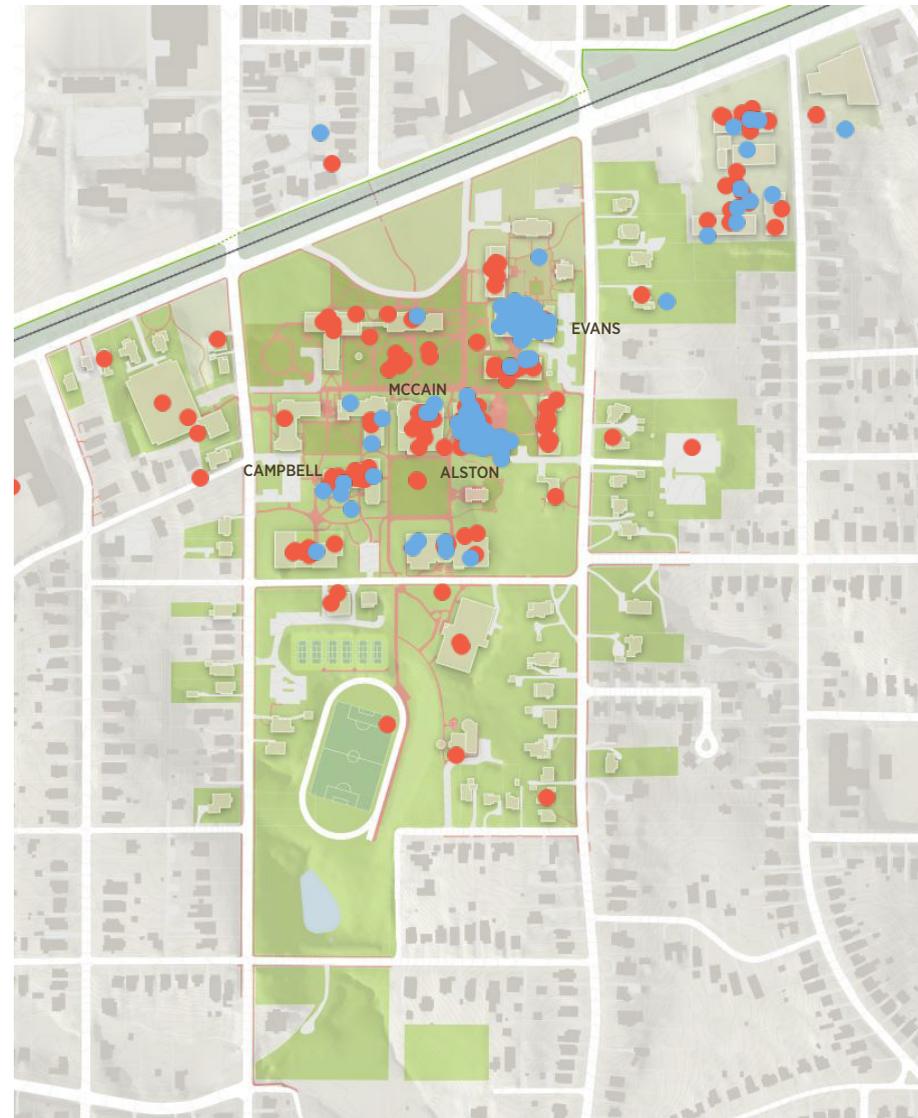


Fig 46 CoMap Survey Results:
Where do you test new ideas?



Key Recommendations

The master plan builds upon the existing network of student life spaces and extends student life activities further south. The proposed conditions will continue to acknowledge Main Quad as the formal “living room” of campus, retaining its historic and iconic lawns and Gazebo as part of the official gateway to campus. The Science Quad becomes The Circle, a field that functions as the campus “family room” to actively support recreation. Both are supported by the pedestrianization of East Dougherty Street, which becomes the Steam Corridor, a new heart of campus that draws activity south.

Alston, Evans, and the Chapel continue to serve as key anchors in the student life network. The Alston Courtyard, to the east of the campus center, is re-energized through the introduction of an outdoor amphitheater to encourage outdoor gathering. The Steam Plant and Woodruff are renovated, while the latter gains an addition to its north-west façade to activate its frontage on the Steam Corridor.

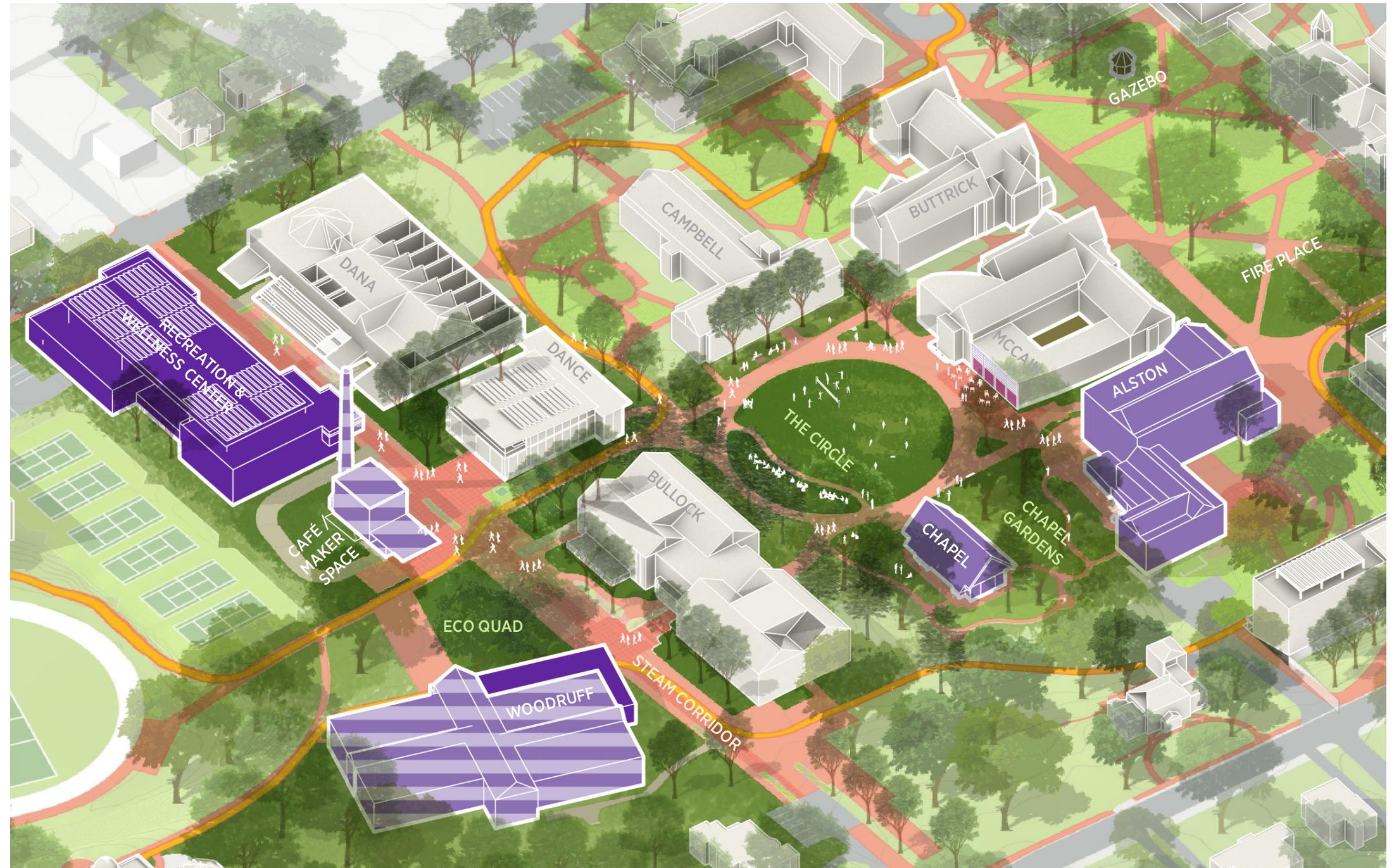


Fig 47 Student Life Development Strategy

- EXISTING BUILDING
- EXISTING STUDENT LIFE BUILDING
- RENOVATED STUDENT LIFE BUILDING
- PROPOSED STUDENT LIFE BUILDING

The Circle

The Science Quad will be regraded and reshaped into the Circle to support informal recreational activity and events. The Circle will also include a grassy berm to the south, as a viewing point for the field. Indoor-outdoor connections of adjacent buildings will enhance activity on the Circle, particularly through the addition of entryways on the south façade of McCain Library and the addition of seating and shade trees along Campbell's east façade. The new Creative Arts Facility will further activate the field by replacing the Central/ Science Center Parking Lot, while the geothermal wells will continue to exist beneath the field.

Fig 48 Existing Conditions: Science Quad



Fig 49 Proposed Conditions: The Circle



Steam Plant Renovation

The Steam Plant, now used primarily for athletics storage, is situated at the crossroads of campus. Renovated as a maker space and café, with an outdoor plaza that blends into the Steam Corridor, the Steam Plant becomes a beacon visible from the Circle and even the Main Quad, to draw activity south. The lower-level, which has a loading area that can be accessed from the Steam Corridor, will be renovated into a maker space that opens to the south onto an outdoor experimentation courtyard. Given the grade change, there is also opportunity to introduce terraced seating adjacent to the courtyard. The loading zone will support moving equipment and material out of the maker space, which will include an equipment zone as well as storage and office spaces. A small addition will be constructed to the south-west of the Steam Plant to accommodate a triple-height elevator and ADA restroom.

The street-level of the Steam Plant will be converted to a grab-and-go café that offers views to the lower-level maker space and is accessible from the Steam Corridor and open to both the campus and Decatur communities. The café will also open to a plaza the east, which can provide additional café seating as well as serve as demonstration space for the maker space on the lower-level. Above the café is an upper mezzanine level that can provide additional seating as well as lounge and games space, providing views to the lower level.



Fig 50 Existing Conditions:
Steam Plant Interior and Exterior

Fig 51
Steam Plant: Upper
Mezzanine Level



Fig 52
Steam Plant:
Street Level



Fig 53
Steam Plant:
Ground Level



Recreation and Wellness Center

The new Recreation and Wellness Center is introduced on the site of the current Dance Center building, anchoring the west-side of the Steam Corridor opposite Dana.

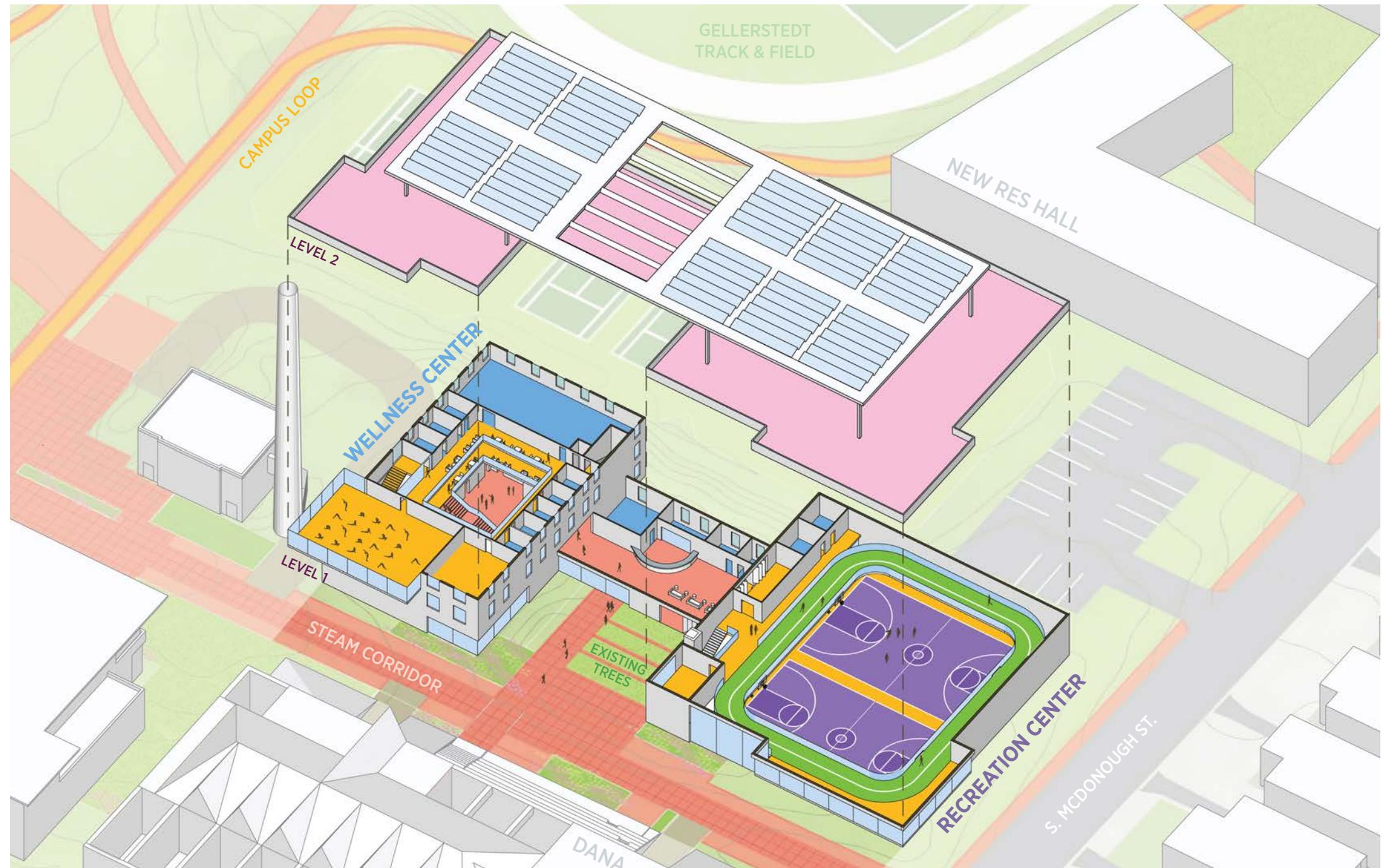
The new facility will be designed to preserve an existing stand of trees, and will co-locate the Wellness Center, which will relocate from the ground-level of Hopkins Hall, and recreation functions. Other relocations to the Recreation and Wellness Center include the Purple Bike Program, which is currently managed from McCain Library.

Additional program elements include a gym space, indoor running track, yoga or multi-purpose studios, lockers, office and support space, and merchandising space. A swimming pool was not included in the program, and will remain as a shared resource in Woodruff. In addition, the new facility may serve as support space for users of the resurfaced track and field and nearby tennis courts. When not in-use for recreation, the gym can be used as a large indoor events space.

The new Recreation and Wellness Center enables the Alston fitness room and potentially the SNAP Fitness Center to be repurposed, while the vacated Wellness Center space in Hopkins Hall can serve as surge space during implementation of the master plan, and can provide long term administrative office space. Given its location on the corner of the Steam Corridor and South McDonough Street, the Recreation and Wellness Center is a good candidate for both campus and community use and can serve as a revenue generator for the college. The building design should prioritize transparency and active edges along the Steam Corridor, and welcome visitors.

PROGRAMS

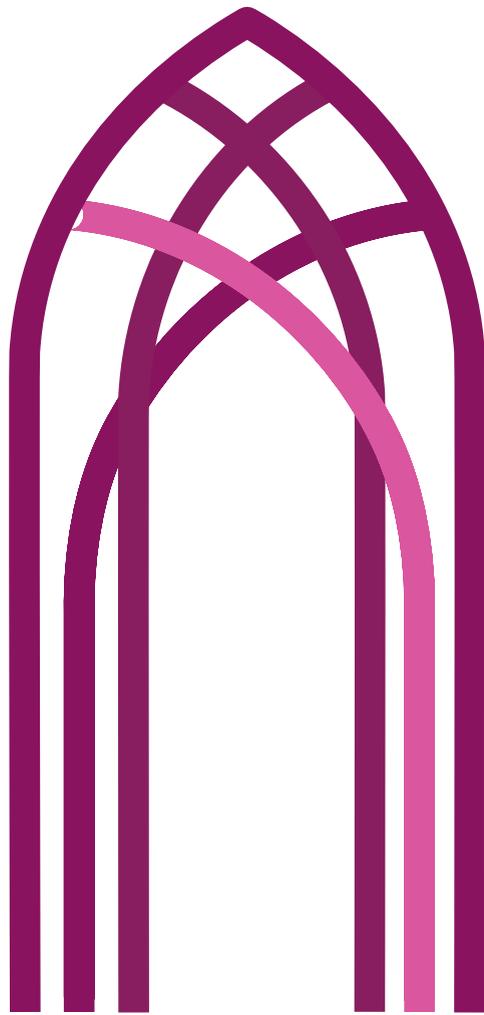
- RUNNING TRACK
- RECREATION SPACE
- OFFICE & SUPPORT SPACE
- MULTIPURPOSE SPACE
- CIRCULATION SPACE



BIG IDEA #5

CREATE VIBRANT OPEN SPACES & GREATER CONNECTIVITY

5



Context

Buildings and landscape spaces play an equal role in defining the unique character of the Agnes Scott College campus. Iconic spaces such as the drop-off Front Loop and Main Quad greet visitors to Agnes Scott with mature canopy trees and open lawns – an oasis of greenery at the edge of downtown Decatur. Vehicular use has been all but eliminated on the northern half of the campus, making the campus core pedestrian friendly. The material language of the campus landscape is simple and consistent, leading to the feeling of visual cohesiveness within much of the outdoor space.

Building upon these positive qualities and the relatively clear existing structure of courtyards and quads, opportunities exist to increase the variety of landscape spaces and functions they serve and provide more opportunities for students, faculty, and staff to make better use of these spaces in both active and passive ways. In addition, accessibility challenges created by the sloping topography need to be overcome, and connectivity between discreet open spaces on-campus improved.

Specific opportunities that were identified on an accessibility tour include the pathway connections between Presser and Campbell Courtyards, which is the primary route for graduating seniors and their families during Commencement, and the Alston Courtyard. Landscape typologies that require less resource-intensive maintenance practices and also highlight Agnes Scott College's unique physical and ecological characteristics, including the continental divide and ceremonial trees, would also make for both a richer and more sustainable environment on campus.

EXISTING LANDSCAPE TYPOLOGIES

- "FRONT YARD"
- WOODED AREA
- QUADS
- PLAZAS
- PORCHES
- ATHLETICS
- RETENTION POND
- COURTYARDS/GARDENS
- AGNES SCOTT PROPERTY BOUNDARY

ACCESSIBILITY FEATURES

- ADA ENTRANCE
- NON-ADA ENTRANCE
- NON-ADA PATHWAY

Fig 55 Existing Campus Landscape Typologies

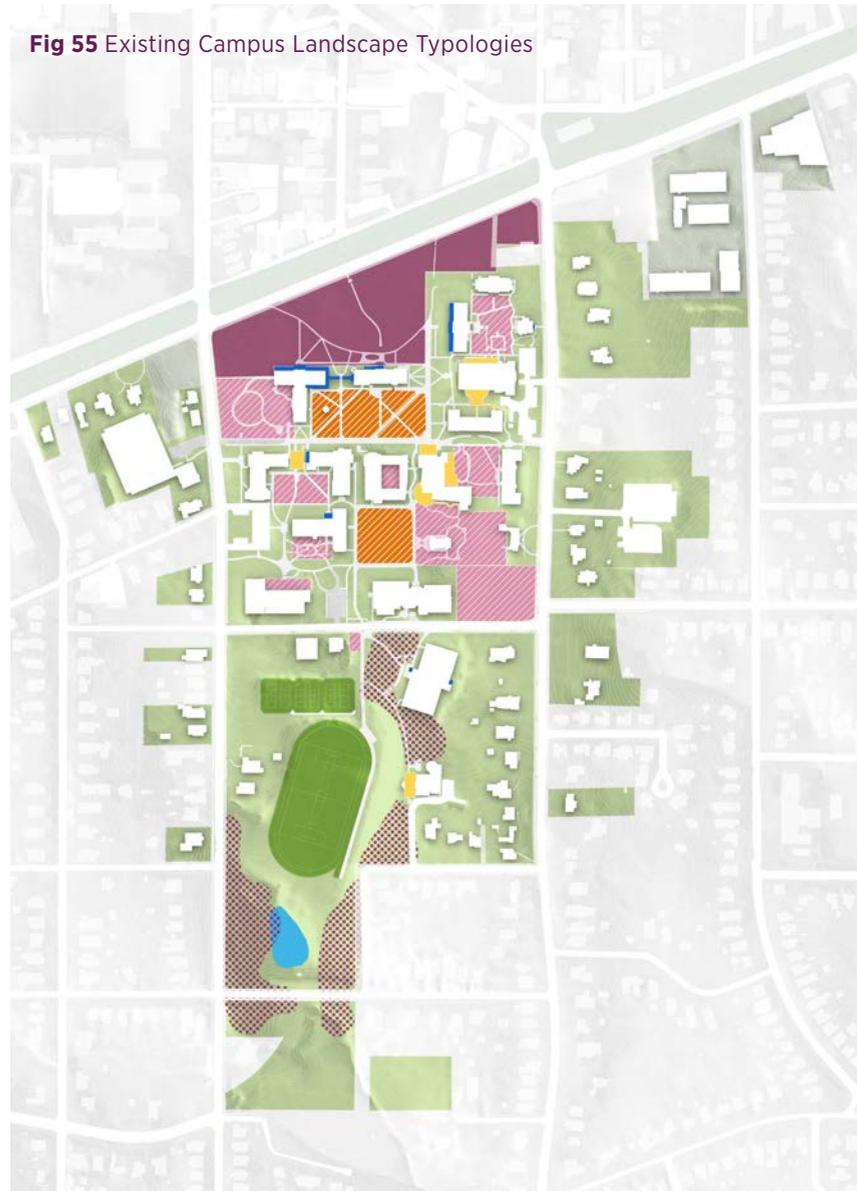


Fig 56 Existing Campus Tree Canopy Coverage

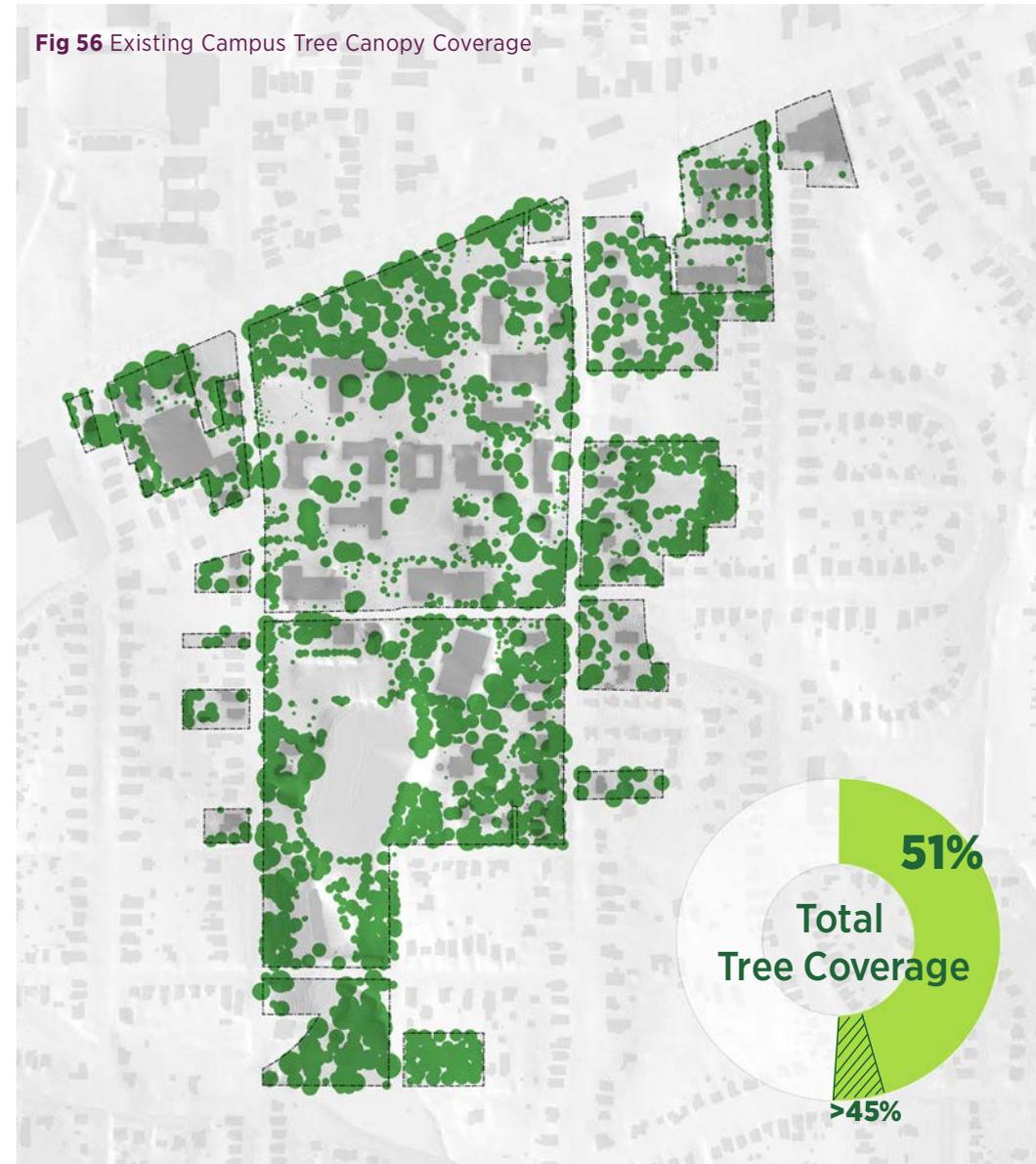


Fig 57 Existing ADA entrances and limitations

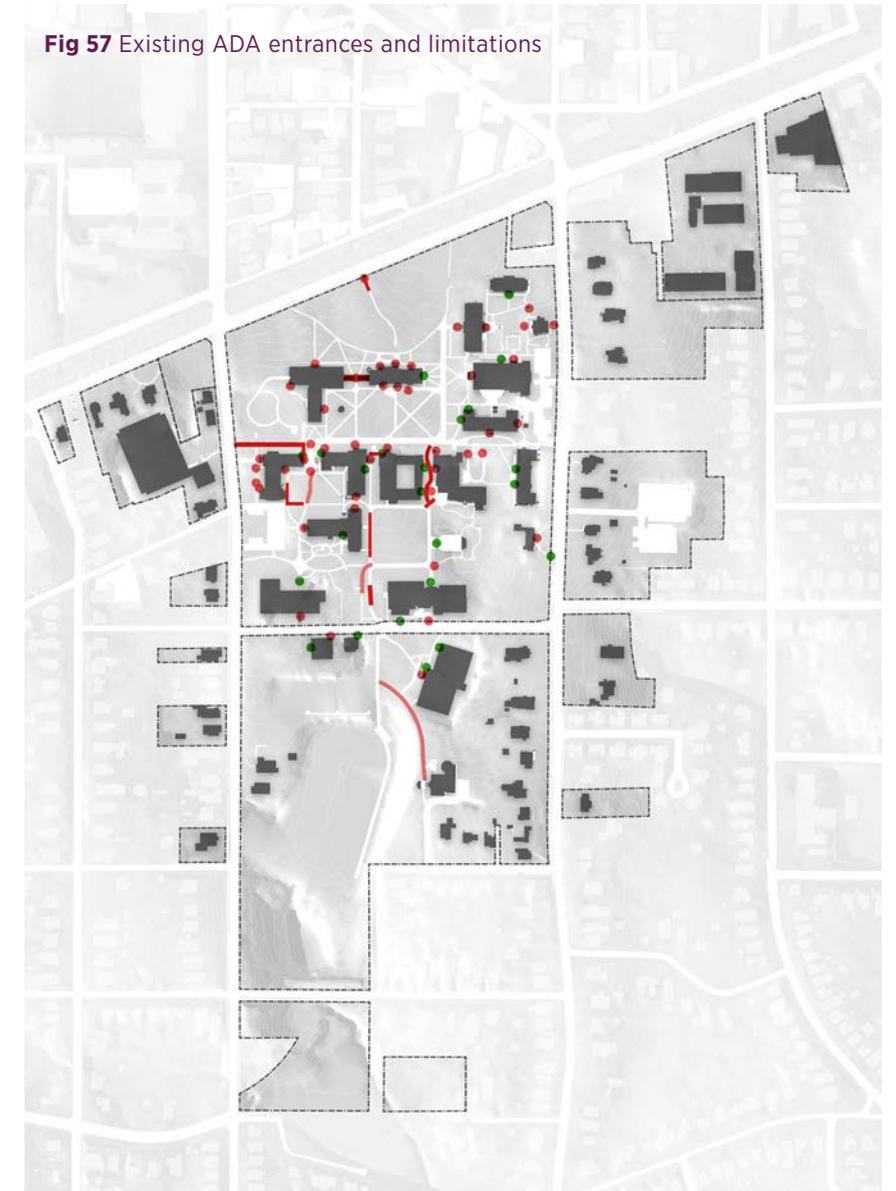


Fig 58 CoMap Survey Results:
Where do you reflect or relax?

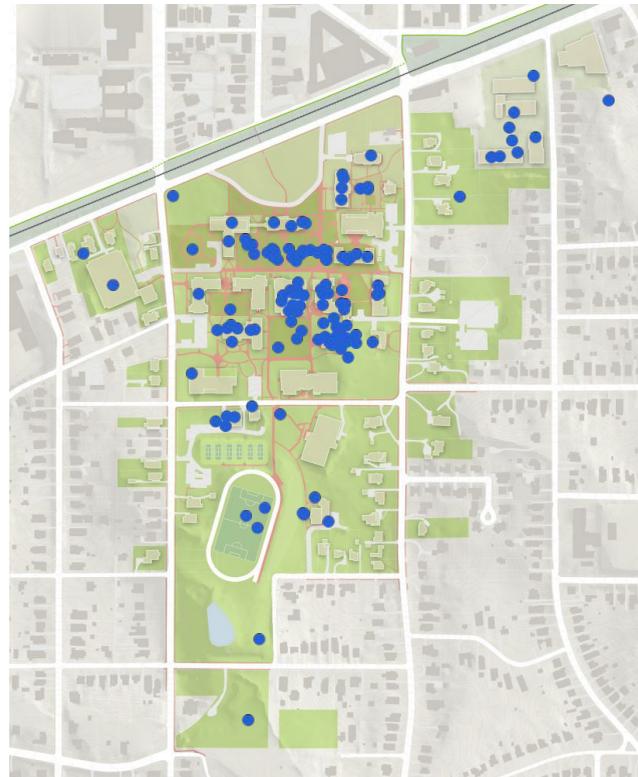


Fig 59 CoMap Survey Results:
Where do you consider to be the main campus entrance?”

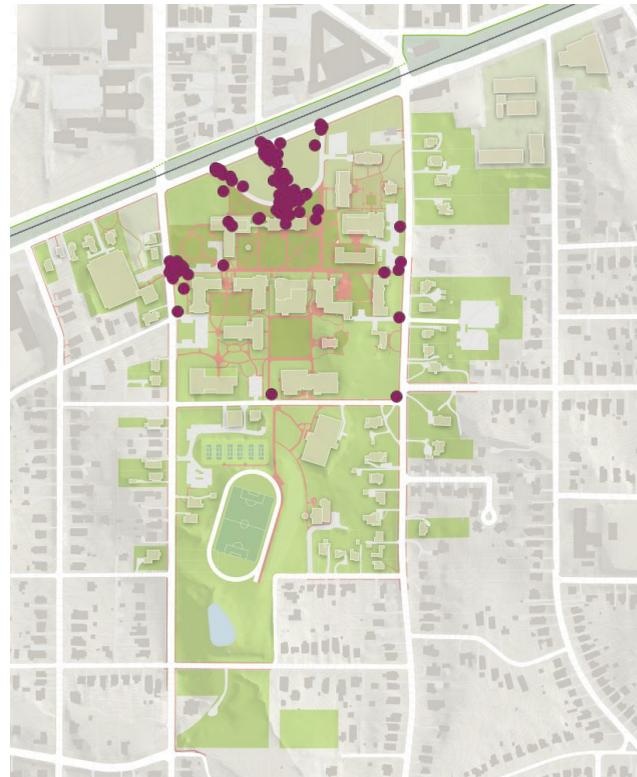


Fig 60 CoMap Survey Results:
Where are your favorite open spaces?

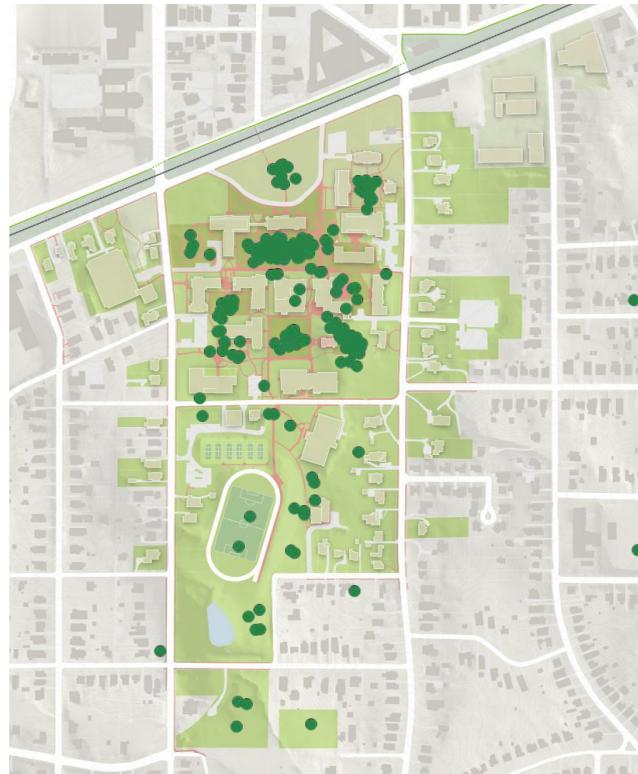
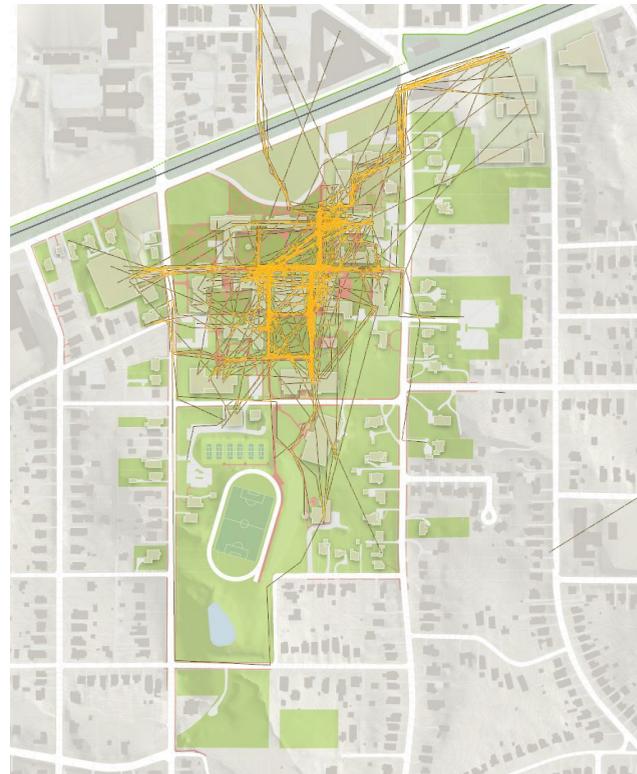


Fig 61 CoMap Survey Results:
How do you move to or through campus as a pedestrian?”



The primary circulation and mobility connections across campus are pedestrian-focused, given efforts to restrict vehicular routes and parking to the peripheries in the late 1980s and 1990s. East Dougherty Street remains the single vehicular bypass across campus, and is also a one-way city street. Bike racks are located in close proximity to the majority of buildings on-campus, while the City of Decatur has been expanding bike infrastructure along North McDonough Street and East College Avenue, with near-term plans to expand bike lanes down South McDonough Street in order to connect the Tolley Line bike trail with the Stone Mountain bike trail. While Agnes Scott can accommodate bikes on shared paths, dedicated bike paths through campus do not currently exist.

The majority of campus is within a 5-minute walk of the Main Quad, with the exception of Avery Glen Apartments and the Observatory, which encourages traveling by foot or personal mobility aid. Based on current parking permit rates, Agnes Scott has sufficient parking for its current student, faculty, and staff populations. In fact, existing parking will continue to accommodate additional growth to include a potential increase in enrollment to 1,200 students and related increases in faculty and staff levels. Moreover, parking permit rates have also reduced over the past three years for students, faculty, and staff, suggesting a rise in the use of alternate transportation methods.

The 2017 Comprehensive Transportation Plan reinforces the college’s dedication to reducing carbon emissions, including proposing additional bike racks through campus and issuing incentives for non-SOV (single occupancy vehicle) travel, among others. The college also benefits from ample transit opportunities in the City of Decatur.

Fig 62
Existing Campus Gateways



▲ PEDESTRIAN GATEWAY
▲ VEHICULAR GATEWAY

Key Recommendations

The open space framework recognizes Main Quad as the symbolic heart of the campus while recommending investments in other landscape spaces to allow for greater variety and utility. These include renovating the Alston courtyard, relocating the community garden to the Rebekah Garden as part of the Steam

Corridor transformation, ADA improvements to Presser Courtyard, and a re-thinking of the science quad. In addition, a campus loop trail is proposed to connect all of these spaces together in a unique and engaging way.

The primary mobility recommendations include pedestrianizing East Dougherty Street, connecting to the City's bike networks, and reducing on-campus surface parking.

Fig 63
Proposed Landscape Framework



Main Quad

As wonderful as Main Quad is today, the master plan proposes strategic investments to enhance its appearance and to further activate the space. The upcoming renovation of Main Hall presents an opportunity to re-assert the prominence of that building on the quad through both architecture and landscape.

Adjusting the alignment of some of the walkways would reinforce that idea and create a new social node at a crossroads that is well-suited for a fire pit. Finally, reducing the amount of lawn area by converting a portion of the western third of the quad to a more garden-like setting will reduce maintenance costs and create more variety of places to enjoy.

Rebekah Garden/Community Garden

Rebekah Garden, adjacent to a primary campus gateway from South McDonough Street, is an appropriate location for a community garden. Today, the community garden is located east of the Steam Plant, visible from East Dougherty Street. With the conversion of East Dougherty Street to the Steam Corridor, the community garden is relocated to

Rebekah Garden, where it will have additional space to expand in a highly visible location. Located atop the Rebekah Garden geothermal field, which was implemented when Rebekah Hall was renovated in 2018, the community garden strengthens the narrative of committed sustainability at Agnes Scott.



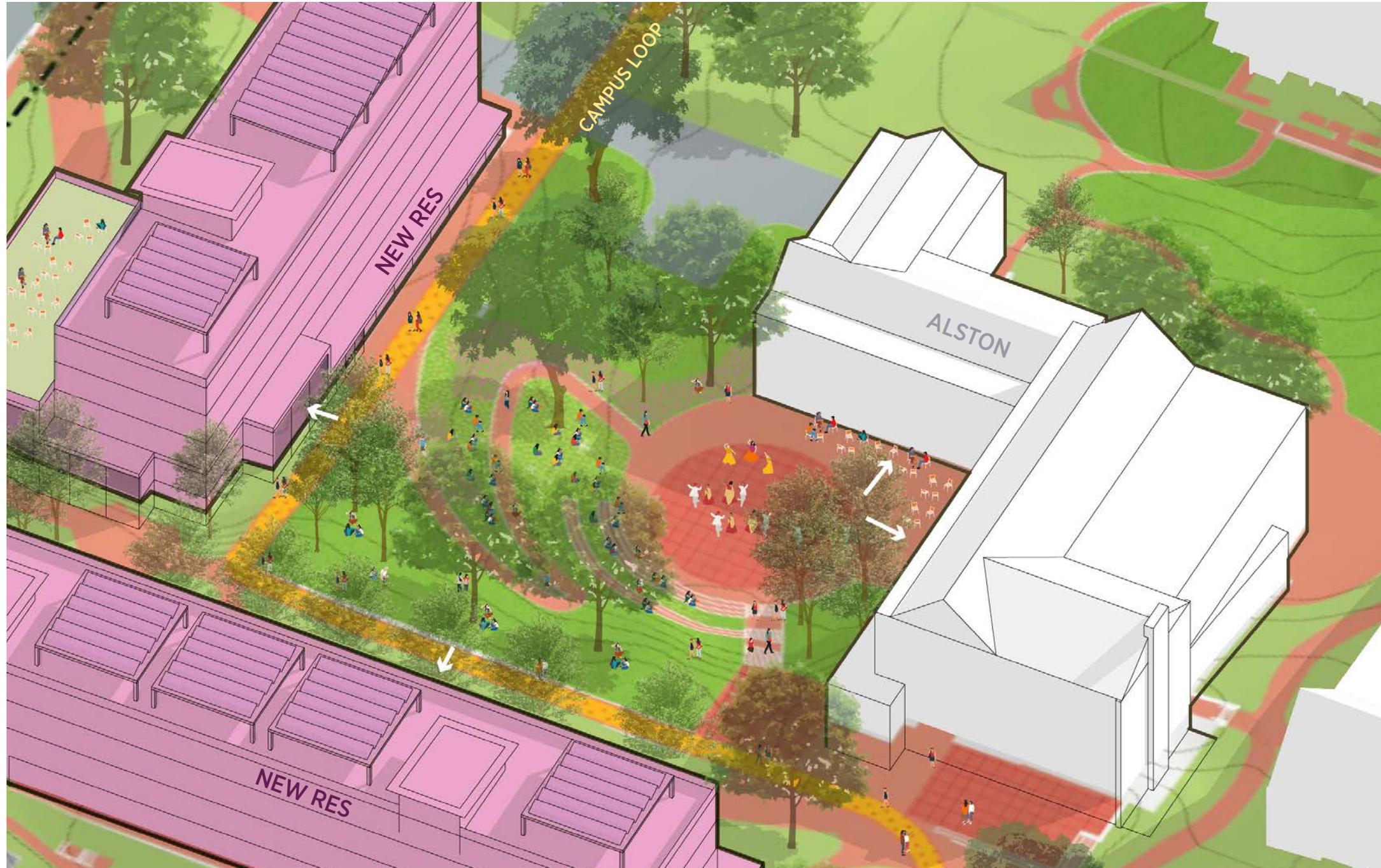
Fig 64
Proposed Main Quad and Rebekah Garden

- EXISTING BUILDING
- RENOVATED BUILDING
- PROPOSED BUILDING

Alston Courtyard

Combined with the proposed replacement of the first-year dorms, there is an enormous opportunity to improve the usefulness, accessibility, and visual quality of the Alston courtyard. The existing grotto is replaced by a more welcoming space for gathering that can also double as a performance space with amphitheater style seating on the adjacent slope.

An ADA accessible route between the buildings is then woven in between the seating areas. Active ground floor functions from the nearby redeveloped Walters and Winship further animate the space.



Dana-Presser Courtyard Updates

Commencement has historically been held outdoors on Presser Courtyard, requiring graduating seniors to walk from Dana, to a southern stairway entry into Presser Hall, passing through the building to emerge on the landing between Presser and Buttrick Halls. This landing serves as the stage upon which seniors receive their diplomas, after which students take stairs to Presser Courtyard. The master plan proposes renovations that regrade the pathways and update the paving materials, ensuring that the routes become ADA accessible. This proposal improves connections not only between Dana and Presser, but also between the Presser Lot and Courtyard.

Fig 65
Proposed Alston Courtyard

- EXISTING BUILDING
- RENOVATED BUILDING
- PROPOSED BUILDING

The Circle

Rather than having the Science Quad feel like a second Main Quad, the master plan proposes to reconfigure it in a way that gives it its own identity and makes it more active, more welcoming, and more responsive to the variety of surrounding uses. The form of a circle is proposed both for symbolic reasons but also because it allows people to move through the

space more efficiently while preserving a large open lawn area in the center for recreational use. The lawn is regraded slightly to reduce the cross-slope, with a berm added along the southern edge as informal spectator seating. Indoor-outdoor connections are also improved, particularly at the library.

Steam Corridor, Central Plaza, and Eco Quad

When East Dougherty Street is repaved to become the Steam Corridor, different materials will be used to designate the drop-off zone for Woodruff, ADA parking spaces, and the Central Plaza that extends between the Steam Plant, the Creative Arts Facility, and primary pathway to the Circle. The Steam Corridor will be designed to support storm water infiltration, with bioswales and rain gardens distributed along the route and an Eco Quad sited between the Steam Plant Plaza and Woodruff.



Fig 66
Proposed Alston Courtyard

- EXISTING BUILDING
- RENOVATED BUILDING
- PROPOSED BUILDING

Campus Loop Trail

Connecting all of these and other landscape spaces is a new loop trail, a combination of existing and proposed pathways that takes on the character of each zone of the campus, while integrating a signage and wayfinding strategy that ties the entire experience together into a cohesive whole. The campus loop trail will be open to the public and showcase unique elements of the college landscape, including the continental divide, the college's sustainable initiatives, and facts about the college arboretum. Some parts of the loop trail will accommodate bikes alongside pedestrians, in-particular the trail that connects between the City's bike networks

Fig 67 Existing Conditions: Retention Pond



Fig 68 Proposed Conditions: Campus Loop Trail as seen from the Retention Pond



Campus Parking

Given the sufficient supply of parking on-campus, select surface lots will be reduced or eliminated to support development goals. This includes the Central Parking (Science Center) Lot, which is replaced by the new Creative Arts Facility, and reductions to the Presser Lot, South Parking (Tennis Courts) Lot, and Walters Lot.

In total, 96 parking spaces are removed, however, the remaining inventory of 758 spaces satisfies the campus-wide parking need. The surface parking reductions will enable the expansion of Presser Hall, the construction of the South McDonough Residence Hall, and the Walters Hall redevelopment accordingly.

854 Existing Parking Count
758 Proposed Parking Count

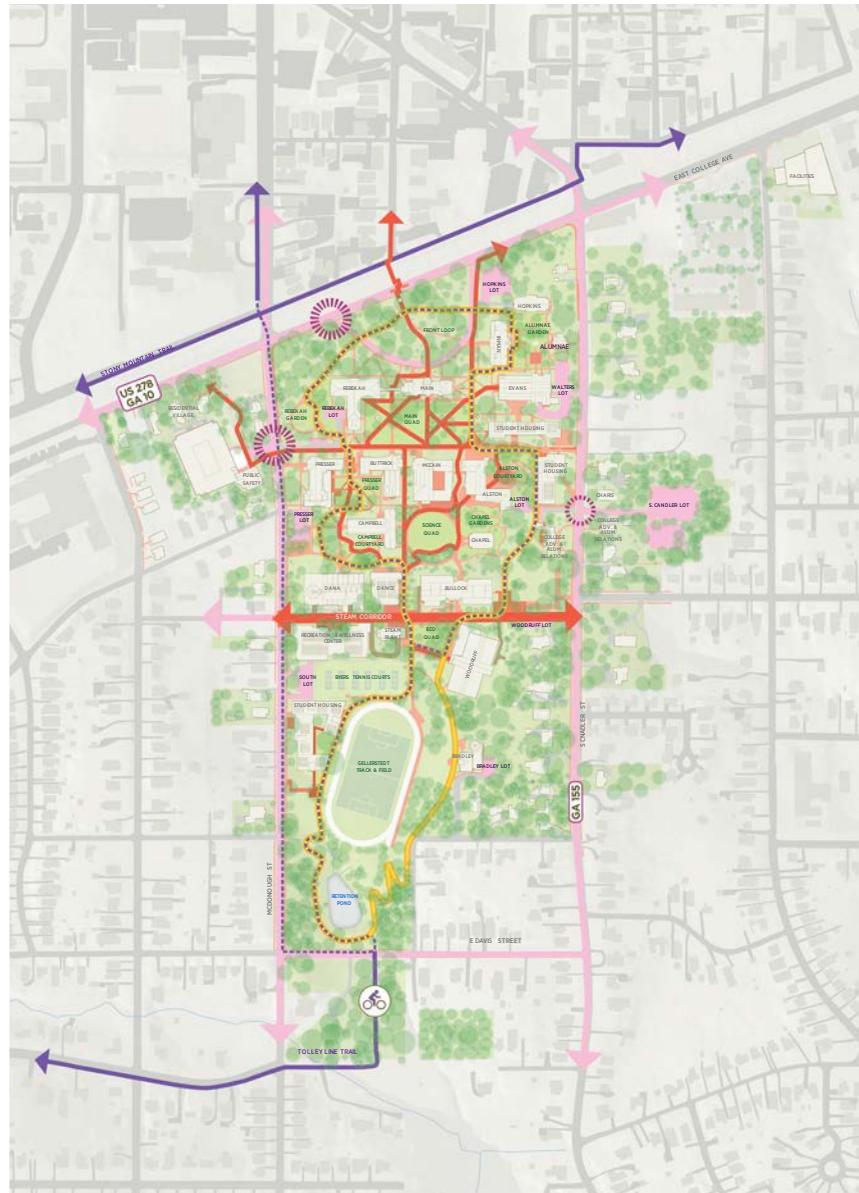


Fig 69 Proposed Mobility Framework

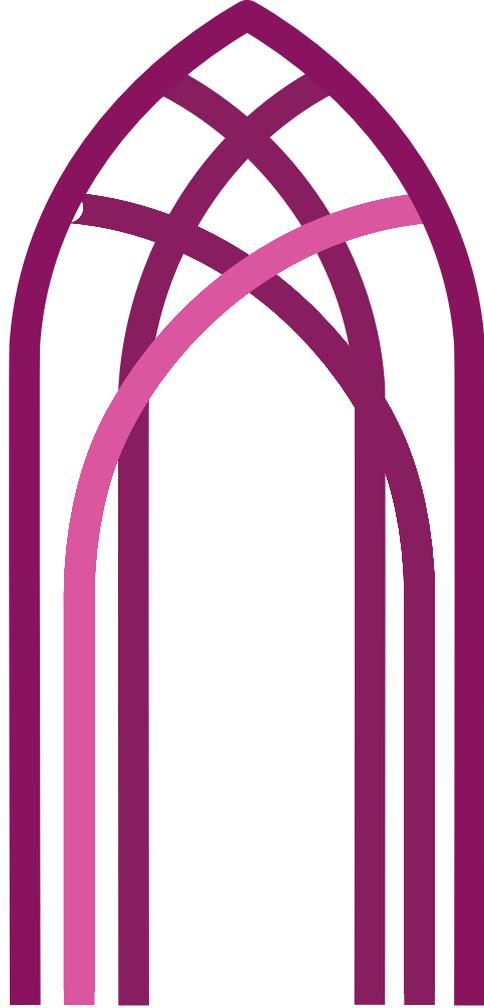
- CAMPUS LOOP TRAIL
- PRIMARY PEDESTRIAN ROUTE
- PRIMARY BIKE ROUTE
- - - SECONDARY BIKE ROUTE
- PRIMARY VEHICULAR ROUTE
- PARKING FACILITY
- ⊙ PRIMARY VEHICULAR GATEWAY



BIG IDEA #6

BUILD PARTNERSHIPS

6



Context

The college has existing, mutually-supportive relationships with the City of Decatur and DeKalb County. Many students work in the City while many college community members patronize commercial establishments. The City of Decatur has been investing in development along East College Avenue, as well as in bike infrastructure surrounding the campus.

The college, meanwhile, is considered to be an open campus that is widely used by the local community and broader filmmaking community.

Community members are welcome to attend events on campus, including in the Smith Chapel and Presser Hall. Many use the pool in Woodruff, and there has

been express desire for additional use of athletics facilities. Community members also frequent the Charis Bookstore and Dalton Gallery, in addition to using the campus for walking.

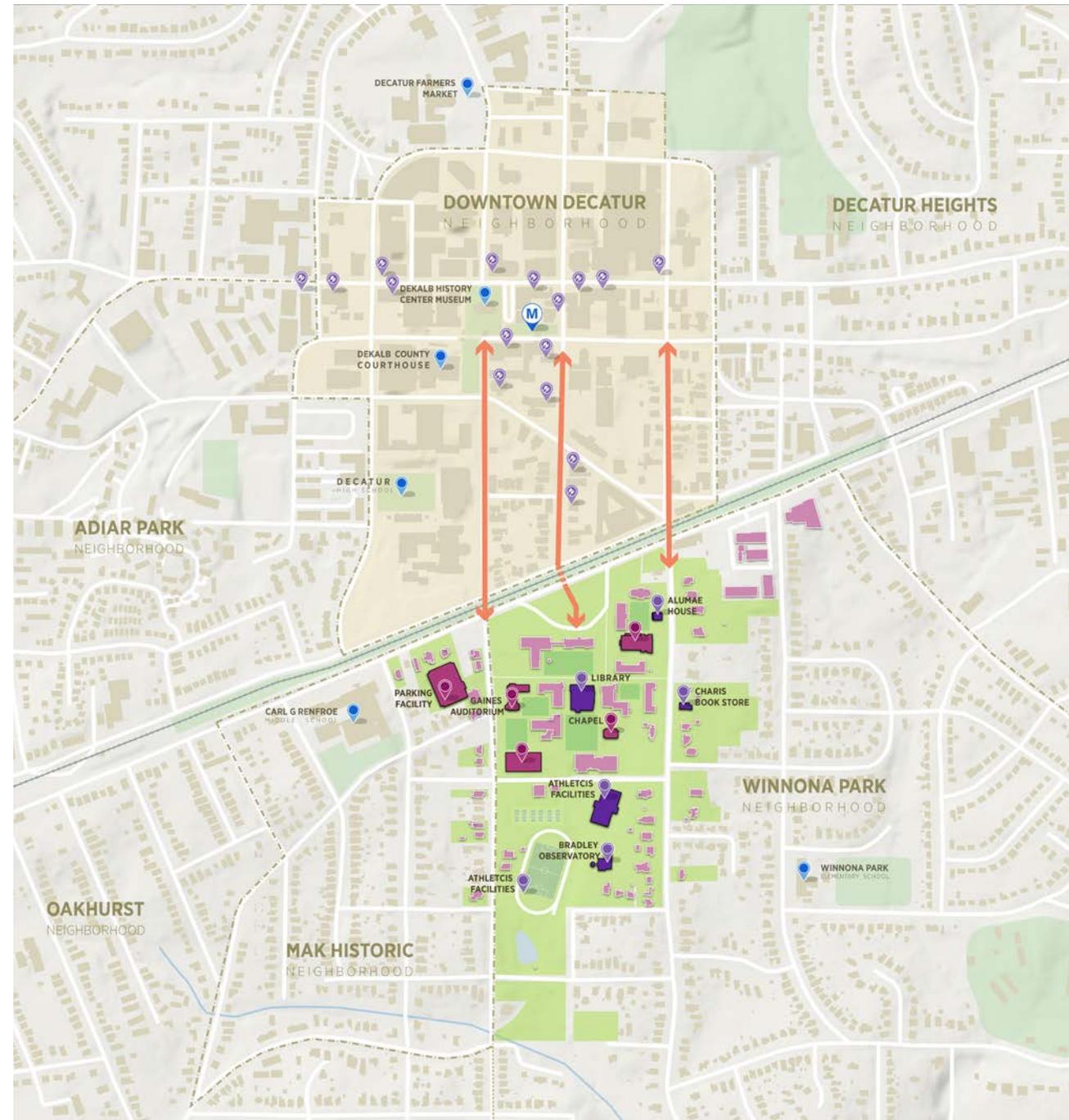
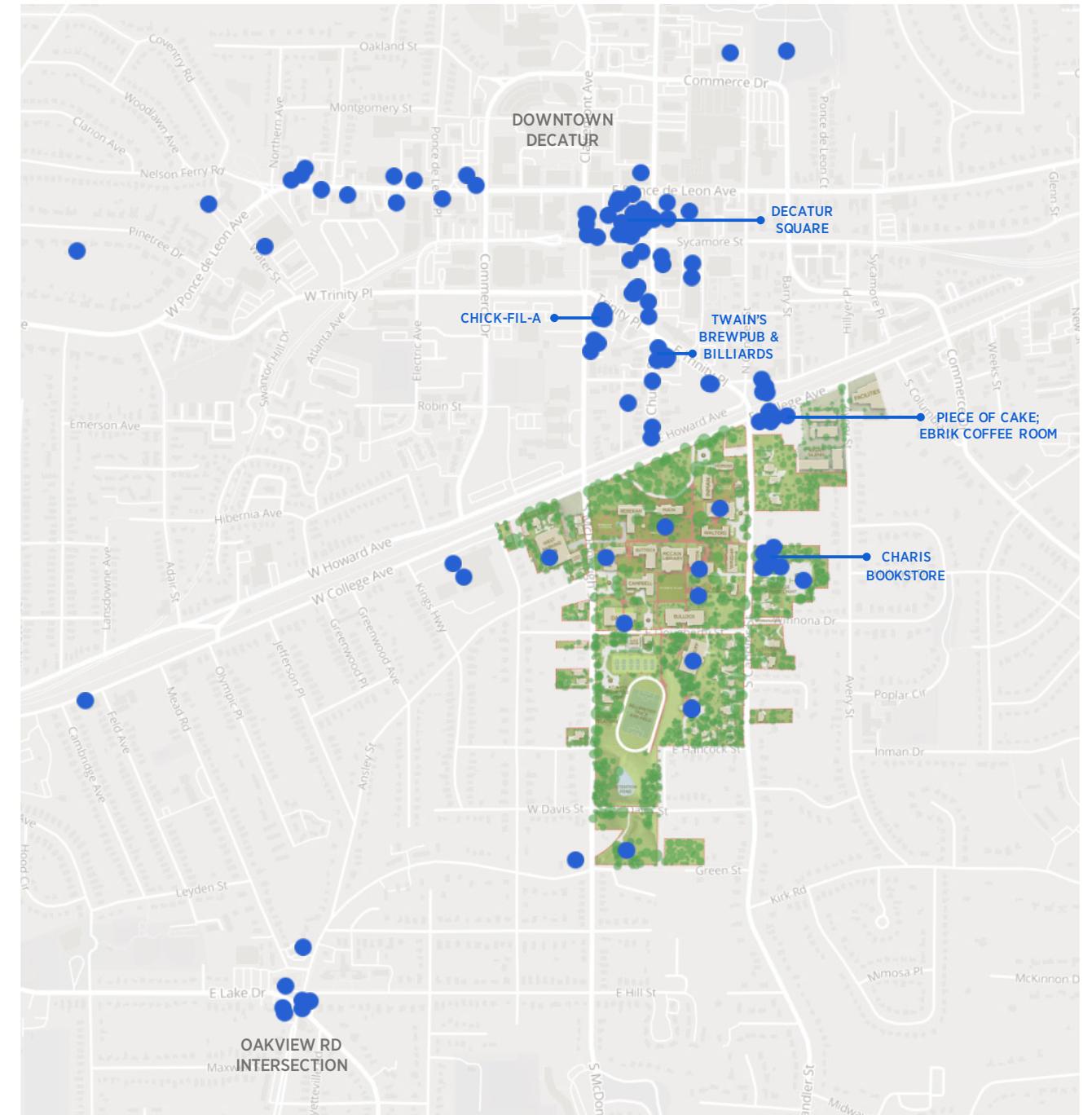


Fig 70 (left)
Existing Decatur Destinations

Fig 71 (right) CoMap Survey Results:
Where do you consider to be destinations in Decatur?



Key Recommendations

The master plan envisions continued, shared resources between the college and surrounding community. First, the Plan invests in existing event and community venues through renovations to the Winter Theater, Gaines Auditorium, and Woodruff. In addition, new community venues such as the multi-purpose gym in the Recreation and Wellness Center, first-floor of the Creative Arts Facility, Steam Plant café, and resurfaced track and field, will be introduced to the supply.

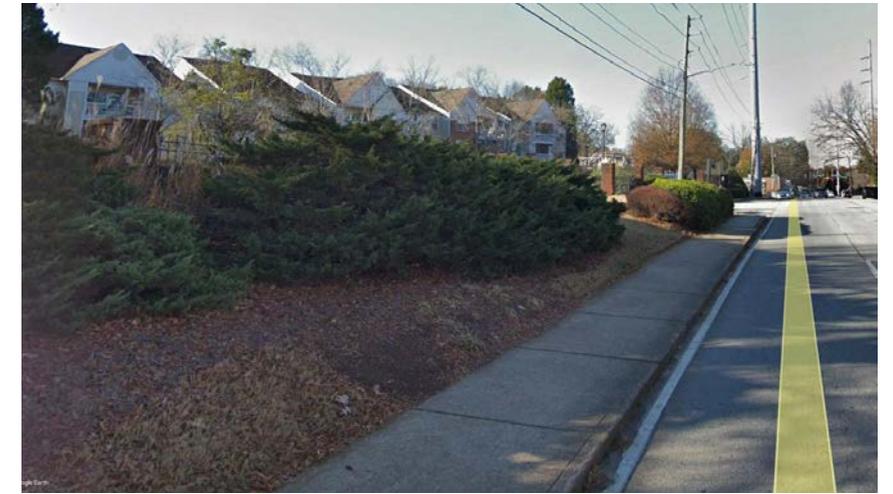
The master plan also identifies opportunities to enhance East College Avenue through potential

redevelopment of the former Ballykeel and Avery Glen sites. Potential future functions could include a mix of residential, commercial, retail, and parking uses. Avery Glen, in particular, is a good candidate for a mixed-use redevelopment that could include townhouses, condos, and apartments for faculty, staff, and the broader public, as well as ground-floor retail or commercial space. The master plan recommends that landscape improvements, such as wider sidewalks and additional street trees, be made in order to support an active ground floor.

Fig 73 Proposed Conditions: East College Avenue with mixed-use development



Fig 72 Existing Conditions: Avery Glen Apartments on East College Avenue





IMPLEMENTATION & PHASING

FRAMING

The master plan is designed for flexibility, with an implementation approach that can be easily adapted based on availability of funding or changing college priorities. In addition to supporting the college's academic, student life, and residential needs, the master plan includes a number of revenue-generating elements.

The master plan implementation approach supports the realization of current and future needs, both through the provision of new programs and through the strategic avoidance of significant deferred maintenance.

DEVELOPMENT SUMMARY

The proposed plan is unique in that it balances new construction with renovation projects to be implemented over the next ten years. In total, the master plan introduces ~310,000 total gross square feet (gsf) of new construction, 283,000 gsf of renovation, and 124,000 gsf of demolition, resulting in a net increase of ~186,000 gsf.

Fig 74 Master Plan Vision

- EXISTING BUILDING
- RENOVATED BUILDING
- PROPOSED BUILDING



PHASING AND COST ESTIMATES

The flexibility of the master plan is reinforced by minimizing projects requiring significant enabling or prerequisite projects. Projects can be implemented opportunistically as funding becomes available.

Cost estimates were generated for every project in the master plan in coordination with facility condition assessors Faithful+Gould. Estimates for building and landscape projects are rough order-of-magnitude (ROM) costs that account for hard costs, soft costs, and escalation rates. Hard and soft cost rates are determined by comparing against pre-existing projects of similar program type and region of construction, to ensure reasonable estimates.

Escalation is based on when a master plan project is assumed to be implemented. Adjusting the timeline will have an ultimate impact on the final, escalated project cost. Cost estimates are provided in a dynamic implementation matrix that can be updated in real time as the timeline adjusts. The Implementation Matrix can be found in a separate, supporting document and will be managed by the college. The master plan not only provides estimated project costs for major capital projects, but also tracks deferred maintenance avoidance, and ongoing maintenance expenditures that will be required.

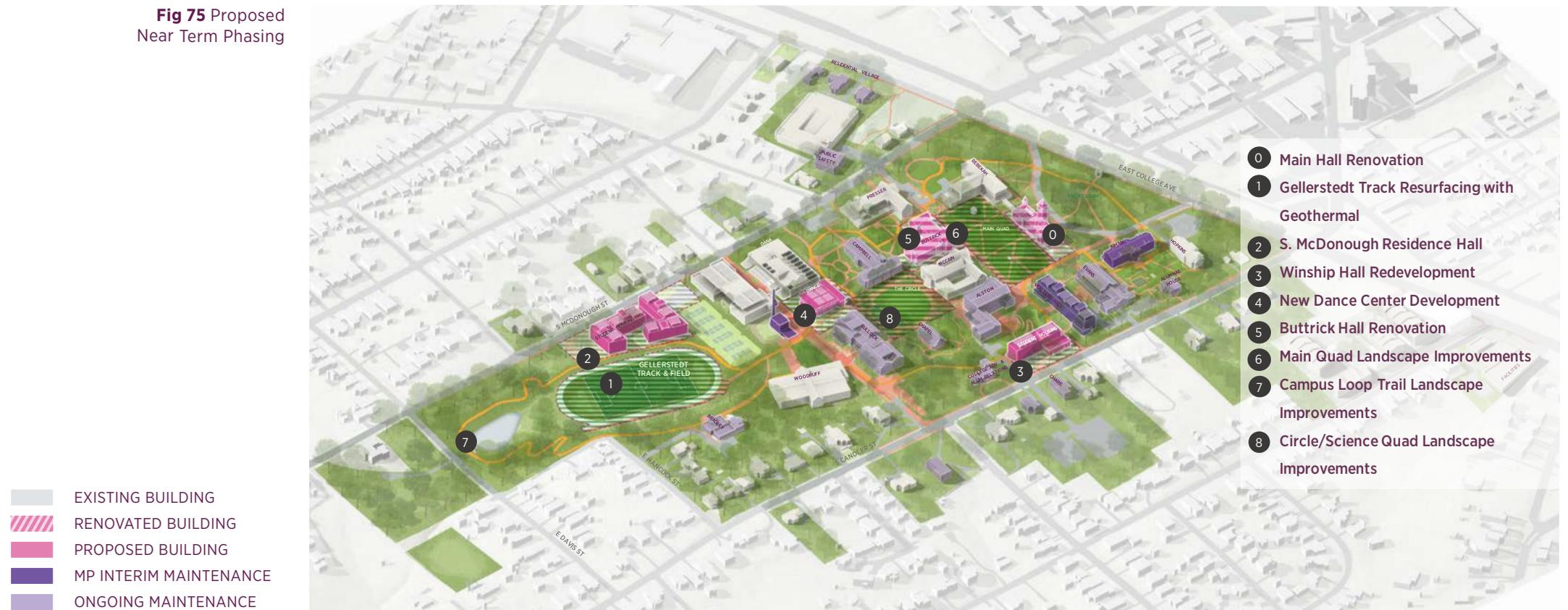
Deferred maintenance avoidance relates to the deferred maintenance back-log of expenditures associated with a facility that will no longer need to occur because the facility is identified for renovation or demolition. **Ongoing maintenance** reflects building needs associated with facilities that will not be addressed within the master plan, or will not be addressed until latter stages of the master plan that requires funds to support in the interim. Details regarding deferred maintenance can be found in a master spreadsheet, developed with Faithful+Gould, that is paired with the Implementation Matrix. The Master Plan reflects a diverse range of costs, project types, and potential funding sources.

Near Term (0-5 Years)

The Near Term phase targets renovation and new construction projects to meet academic and residential priorities. In addition, near term landscape projects are implemented as building projects are realized. The near term projects enable the avoidance of deferred maintenance that has been accrued in Buttrick Hall, the Dance Center, Winship Hall, 324 South McDonough Street, and 354 South McDonough Street.

The complete Near Term phase is estimated at \$134M in escalated project costs, while \$15M of deferred maintenance expenditures will be avoided, and \$7M will be spent as part of ongoing maintenance needs. \$1.9M of the \$7M can potentially come from the Green Revolving Fund, which is used to support sustainability-related projects and can become a self-sustaining fund assuming energy, water, and financial savings from the implemented project.

Fig 75 Proposed Near Term Phasing



Mid Term (5-10 Years)

Residential and academic projects continue to be implemented in the mid-term, as does a range of student life projects along the Steam Corridor. Mid-term projects avoid the deferred maintenance associated with Dana, Hopkins, Inman, Presser, Walters, and the Steam Plant through renovation and redevelopment.

The complete mid-term phase is estimated at \$127M in escalated project costs, while \$37M of deferred maintenance can be avoided, and an additional \$3.3M may be spent as part of ongoing maintenance needs. \$450K of the ongoing maintenance expenditures can potentially be supported through the Green Revolving Fund.

Fig 76 Proposed Mid Term Phasing



Long Term (10+ Years)

The Long Term phase, which exceeds the ten year timeframe of the Plan, includes residential, academic, student life, and sustainability projects that would avoid deferred maintenance associated with McCain and Woodruff. After ten years, it is recommended that the college conduct a facility condition assessment once more to track progress of the master plan and re-evaluate the deferred maintenance log. The long term phase is estimated at \$61M in escalated project costs, while \$3.6M of deferred maintenance will be avoided. No costs are associated with deferred maintenance at this time, as another round of facility condition assessments should occur to update the ten-year-old information from 2019.

Fig 77 Proposed Long Term Phasing



- EXISTING BUILDING
- RENOVATED BUILDING
- PROPOSED BUILDING
- MP INTERIM MAINTENANCE
- ONGOING MAINTENANCE

SUSTAINABILITY GUIDELINES

All projects will be implemented sustainably, with consideration of the college's Climate Action Plan, with a target of climate neutrality by 2037 and the college's policy that all new buildings achieve LEED Silver or higher certification. Other plans, such as the Tree Care Plan, Bee Campus Plan, Water Plan, and additional studies related to alternative energy sources will be updated regularly as part of the master plan implementation process. Further details are provided in Appendix 1.1, Campus Sustainability Guidelines, which provides a framework for implementing both building and landscape capital projects.

RESIDENTIAL PHASING

Residential projects are identified in the near, mid, and long term phases of the master plan. Renovation and redevelopment projects in particular, such as Main Hall, Inman Hall, Walters Hall, and Winship Hall, will all require swing space for student beds in the interim. A detailed phasing approach for residential projects is provided in Appendix 1.2, which tracks how first through fourth-year students will be impacted as each residential project is implemented.

The phasing approach relies upon the college's existing vacant beds, including those at Avery Glen, and the new South McDonough Residence Hall. This may result in a misalignment of students to room types in the interim. However, this approach also ensures that the college will not need to lease space off-campus in order to implement the residential projects.

THE 2019 COMPREHENSIVE CAMPUS MASTER PLAN

The 2019 comprehensive campus master plan is flexible, responsive, and celebratory of the Agnes Scott experience. The ten year time frame proposed will enable the college to address facility conditions, supplement its academic, residential, and campus life offerings, build-on relationships with the City of Decatur, and prepare for increased enrollment. This plan reflects recommendations that emerged through an engaged process with the campus, alumni, and City communities, resulting in Big Ideas that collectively will enable students to think deeply, live honorably, and engage the intellectual and social challenges of their times.



ACKNOWLEDGMENTS

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APPENDIX

1.1 SUSTAINABILITY GUIDELINES

The 2019 Comprehensive Campus Master Plan for Agnes Scott College fully integrates sustainability in its recommendations, which can be found in the final report. The following Sustainability Guidelines provide a framework for implementing the Master Plan, in support the College's Climate Action Plan and dedication to campus sustainability. The Guidelines can be used by College leadership, the Office of Sustainability, and the Office of Facilities to promote sustainable design and management practices for current and future buildings and landscapes.

BUILDINGS

Energy

Maximum energy savings can be obtained in both new construction and renovation of existing buildings through: passive design strategies to conserve energy through massing and siting, reducing energy loads through careful envelope and systems design, and generating energy to meet these reduced loads with renewable systems including geothermal and solar.

Passive Design Strategies

- Site buildings' long-facades facing north-south wherever possible to take advantage of passive solar radiation, including desired heat in winter and optimal shading in summer.
- Design new buildings with narrow floorplates to allow for maximum natural ventilation and access to daylight and views, reducing the need for artificial lighting. The recommended floor-area ratio range is 1.5 to 2.
- Low-rise buildings, up to four stories tall, have an advantage with rooftop solar.
- Reducing Energy Loads
- Prioritize repurposing of existing structures where possible for maximum efficiency and carbon reduction.
- New and renovated building projects should feature high performance building envelopes that prioritize long-term energy savings (support with the Green Revolving Fund when possible).
- New and renovated building projects should feature high performance building systems: mechanical, electrical, lighting, domestic water heating (support with the Green Revolving Fund when possible).
- All building projects should explore the feasibility of concentrating equipment with high energy demands in order to minimize plug loads and encourage energy-efficient user behavior.
- Utilize Building Automation Systems (BAS) to manage and fine-tune energy usage on campus.
- All building projects should incorporate a BAS to optimize performance and link data to a central campus BAS dashboard.
- All building projects should include individual metering of all utilities and metering relevant to LEED certification.

Renewable Energy Generation

- New buildings should be planned to receive solar photovoltaics (PV), considering structural loads, appropriate roof slopes, southern exposure, and conduits to electrical rooms for inverters and other equipment. Building renovation or re-roofing projects should include structural feasibility studies to determine capacity for solar PV (support with the Green Revolving Fund when possible).
- All capital improvement building and landscape projects should conduct feasibility studies to test the cost-effectiveness of introducing geothermal energy.

Building Certifications

- The College should continue to define appropriate certification goals for each capital improvement project.
- LEED Certification at Silver or higher, for resource savings and environmental stewardship.
- WELL Certification, for wellness of building occupants with a priority for the Steam Plant renovation, Recreation and Wellness Center, and possibly new residence halls.
- Living Building Net Zero Certification, for low-rise structures where geothermal and solar can supply all of the buildings' energy needs.

Energy Use Intensity (EUI) targets

- Every project should have an 'Energy Budget' for the amount of energy it may use in its operations. The measure of this 'Energy Budget' is projected Energy Use Intensity (pEUI), a target energy use per square foot of construction, based on its program type. We propose that Agnes Scott comply with pEUI targets based on best practice data from the AIA Architecture 2030 database for academic institutions in the same climate zone as the Atlanta region.

Water

Intentional building design and renovations can support the College's water savings goals as outlined in the 2012 Water Action Plan: Reducing Agnes Scott's Water Footprint.

Conservation and Reuse

- All new and building renovation projects should incorporate low-flow plumbing fixtures (support with the Green Revolving Fund when possible)
- All new and building renovation projects should include feasibility studies of condensate water reuse for irrigation and/or reuse within the building for toilet flushing.
- All new and building renovation projects should conduct feasibility studies of rainwater collection and/or reuse within the building for toilet flushing

Water Use Intensity (WUI) targets

- Each capital improvement project should have a projected Water Use Intensity (pWUI) value for target water use reduction:
- For building renovations, implement low-flow fixtures to reduce WUI rates by 30%.
- For new buildings, implement low-flow fixtures to achieve WUI rates that are 30% less than those of existing campus buildings with similar programs.

Materials

- Structure: Structural systems can be designed to minimize resource use and minimize carbon emissions. Considerations include using natural materials such as wood and stone, minimizing the cement in the concrete and elegant and minimal use of steel where possible.
- Exteriors: Window-wall ratio should be optimized for energy use in terms of solar shading, daylight, and high performance building envelope.
- Interiors: Interior building materials have a major impact on health and wellness of occupants. Building materials should be selected with consideration for environmental impact, health impact, and carbon emissions.

Education

Sustainable design is an opportunity to educate the college community about College resource use and encourage sustainable behavior.

- Use signage to explain a building's sustainability features, such as LEED certification, use of geothermal, solar, and other renewables, and water conservation.
- Ensure that the college's web site incorporates regularly updated information on sustainability goals and successes.

LANDSCAPES

Incorporate landscape design and management strategies that improve the resiliency of the campus setting by preserving precious natural resources and improving the overall ecology of the campus. Because Agnes Scott participates in the Bee Campus USA and Tree Campus USA programs, and the college tree canopy is designated as a Morton Arboretum – Level 2, all landscape practices should take the goals of these programs into account.

Energy

Landscape design is an opportunity to incorporate energy-efficient fixtures and celebrate the integration of renewable energy sources:

- All landscape improvement projects should include feasibility studies for geothermal wells, including beneath the Gellerstedt Field and any significant open spaces throughout campus.
- All landscape improvement projects should include feasibility studies for solar PV
- Incorporate solar PV panels in the landscape to shade outdoor spaces, such as atop trellis structures and walkways and in table-top installations for community use.
- All lighting fixtures should be non-mercury fixtures
- Encourage use of LEDS for energy efficiency; all new fixtures should be LEDs while current non-LED fixtures can be phased out as each nears the end of its life cycle
- For all new lighting fixtures, particularly those south of E. Dougherty Street, implement full cut-off lighting fixtures to reduce contributions to light pollution and disruption to night labs held at the Bradley Observatory and Planetarium.

Water

Landscape design and management practices can support the College's water savings goals as outlined in the 2012 Water Action Plan: Reducing Agnes Scott's Water Footprint.

- New plant material should be selected for low or no irrigation needs, drought tolerance, and should be native to the area.
- For existing plants that require irrigation, every effort should be made to irrigate from reclaimed water, including stormwater, recycled water from rainwater and condensate collection.
- Stormwater should be stored and treated through passive means, such as through rain gardens, bioswales and other passive strategies.
- Manage stormwater close to the source to minimize conveyance and the need for high volume practices.
- Utilize strategies to reduce the rate and volume of stormwater runoff and allow for better infiltration, such as incorporating permeable pavers in new or renovated hardscapes (walkways, plazas, etc.)
- Promote infiltration by maintain healthy soils, avoiding disturbances when soil is wet, and limiting compaction caused by foot traffic and equipment.

Thermal Comfort

- New outdoor spaces should be designed for thermal comfort, including shade trees, built shading devices, and high-albedo paving material for heat mitigation.
- Provide relief from heat during warmer months by careful placement of shade trees in areas of impervious surface accessible to the campus community.
- Arrange trees and shrubs to facilitate cooling breezes during warmer months and mitigate against cold winds during cooler months.
- Provide layers of vegetation in planted areas to reduce reflected heat from impervious surfaces. Plant groupings of low, mid, and high vegetation within planting areas.
- Promote access to areas surrounding natural and artificial water features, where real and perceived temperature will be cooler than surrounding areas.
- Integrate green roofs/walls on new and renovation projects where feasible to reduce impervious surfaces and absorb excess heat from reflective and impervious surfaces.
- Encourage the use of high-albedo materials, which reduces heat gain.

Materials

Plantings

- Plant material should be native or adapted species wherever possible to reduce maintenance and support local flora and fauna (pollinators). These decisions should be coordinate with the Bee Campus USA committee on campus.
- Leafy plants and trees with extensive canopies should be encouraged during design selections to reduce carbon in the atmosphere.
- Consider alternatives to grass turf, such as meadows, shrubs, and other lower maintenance landscape materials, in low activity areas to reduce irrigation needs and support wildlife habitats. Utilize zero-scaping where possible.
- Create corridors where possible to allow wildlife to move safely and extend the availability of resources needed for flora and fauna to thrive.
- New plant material should be grown and/or propagated locally to reduce carbon emissions associated with relocation to campus.

Hardscapes

- The campus landscape design should encourage wellness and fitness in the college community, while reducing carbon emissions
- New hardscapes such as pedestrian walkways, curbs, and plazas should reduce carbon emissions by prioritizing natural materials. This includes masonry, gravel stone, and wood chips in lieu of asphalt and concrete.
- Introduce bike infrastructure (bike racks, paths) throughout the landscape to encourage non-carbon emitting transit. Relocate the Purple Bike Program to the Recreation and Wellness Center to highlight the program and improve access.

Landscape Management

- Support ecological management practices through selection of plant material that require minimum fertilizer and pesticide use, little to no mowing, pruning, or thinning, and cover bare ground to minimize mulching needs.
- Reduce use of fertilizers, pesticides and herbicide-treated mulch products, particularly glyphosate-based herbicides and “weed and feed” products, to reduce contamination of surface water run-off and maintain nitrogen-rich soils. In the event of difficult-to-remove invasive plants or infestations, use targeted pesticides that break-down quickly.
- Remove invasive plant species to support College Arboretum health and resilience, as outlined in the college’s Tree Care Plan (2019).
- Encourage successional planting to ensure age diversity of tree canopy. Record and update changes to the tree inventory in coordination with the College Arborist and as outlined in the Tree Care Plan.
- Preserve and protect healthy soils. Amend soils where needed with compost and/or biological amendments to create conditions for plant health.

Education

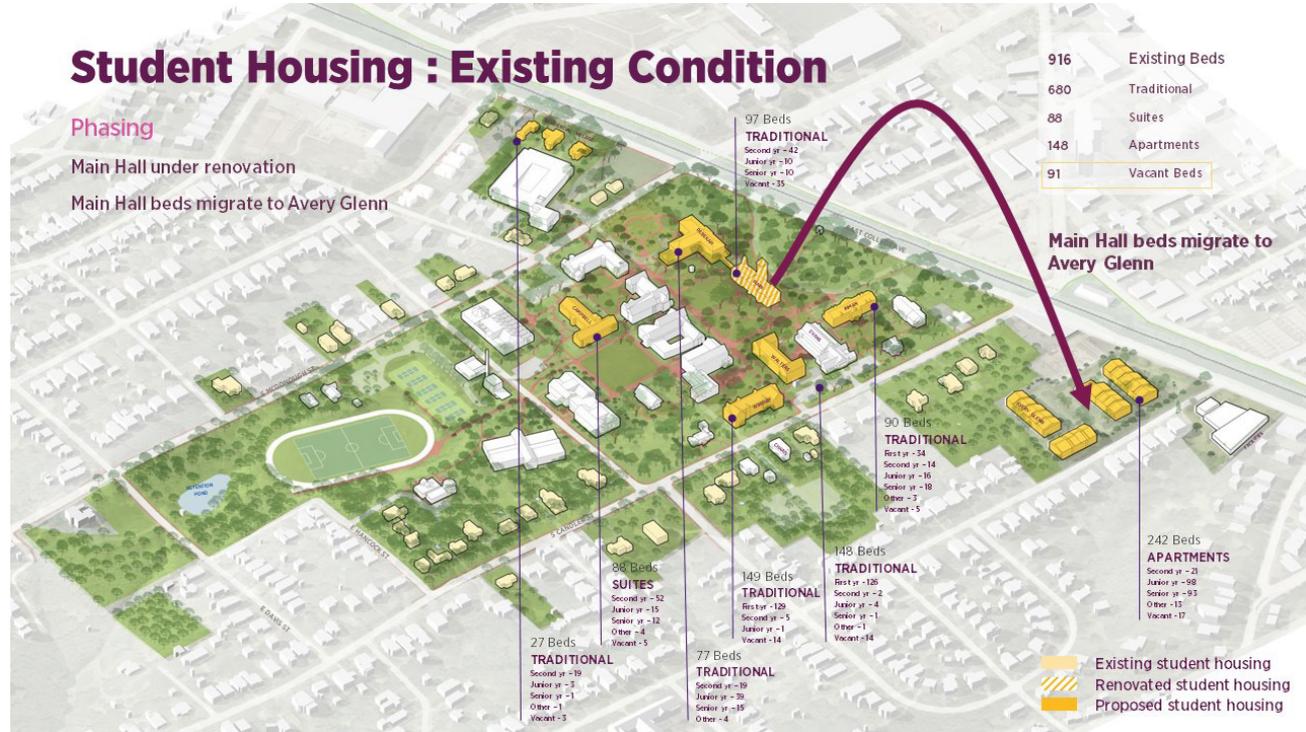
- Install plaques/educational elements to inform visitors of sustainable campus features, e.g. water conservation, energy usage, unique botanical diversity, etc.
- Develop an interpretive landscape trail, with bike route connecting campus to City, to include sustainability markers.
- Create an app or website that shares information about sustainable features on campus, including tree data, building technologies, climate characteristics, etc. See Bee Campus Plan and Tree Care Plan for more detailed education programming.

1.2 RESIDENTIAL PHASING

Student Housing : Existing Condition

Phasing

Main Hall under renovation
Main Hall beds migrate to Avery Glenn

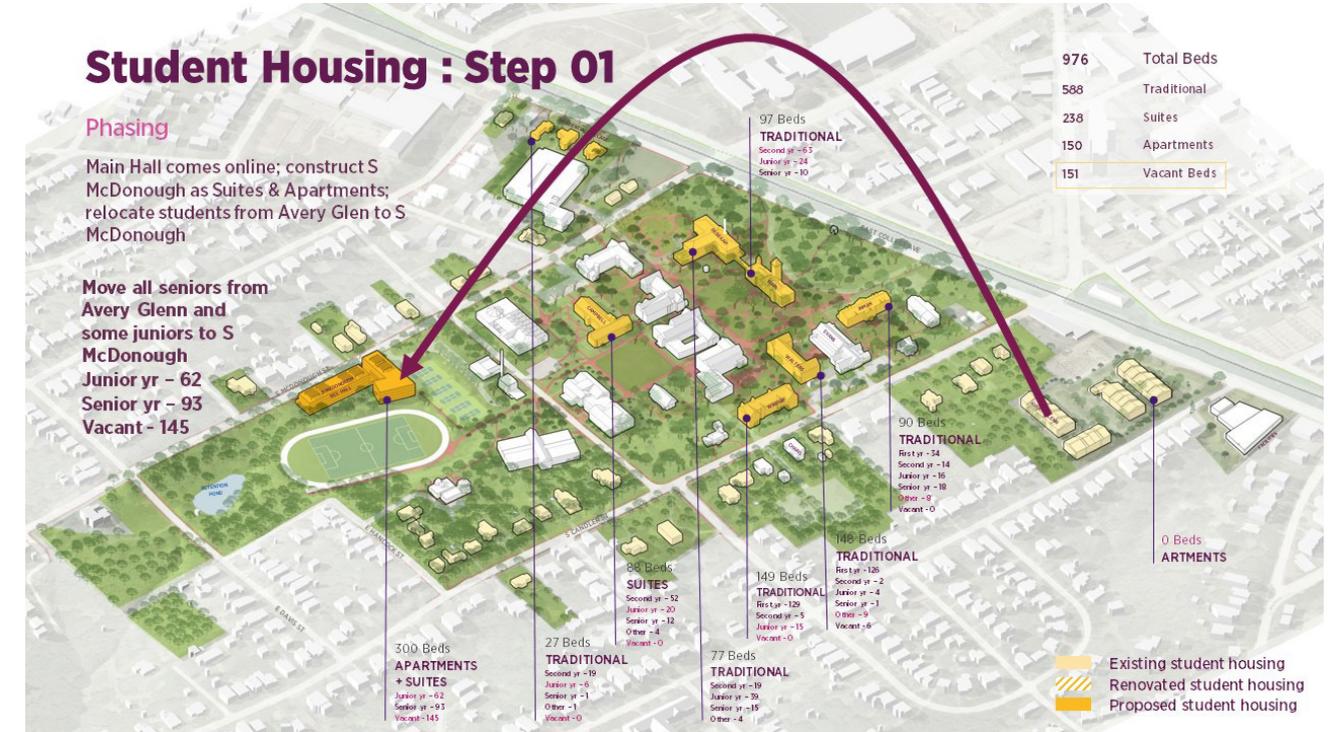


Student Housing : Step 01

Phasing

Main Hall comes online; construct S McDonough as Suites & Apartments; relocate students from Avery Glen to S McDonough

Move all seniors from Avery Glenn and some juniors to S McDonough
Junior yr - 62
Senior yr - 93
Vacant - 145



Student Housing : Existing Condition

Phasing

Main under renovation

Building	Room type				Occupancy by Year						Vacant Beds	Total Beds
	Traditional	Semi-Suites	Suite	Apartment	First yr	Second yr	Junior yr	Senior yr	Other			
Rebekah	77	0	0	0	0	19	39	15	4	0	0	77
Campbell	0	0	0	88	0	0	52	15	12	4	5	88
Residential Village	27	0	0	0	0	19	3	1	1	0	3	27
Main	95	0	0	0	0	42	10	10	0	0	33	95
Inman	90	0	0	0	34	14	16	18	3	0	5	90
Walters	148	0	0	0	126	2	4	1	1	1	14	148
Winship	149	0	0	0	129	5	1	0	0	0	14	149
Avery Glenn	94	0	0	148	0	21	98	93	13	17	242	94
TOTAL	680	0	88	148	289	174	186	150	26	26	91	916

Current Beds Occupied for Existing Conditions: 825 Beds
(Main Hall offline)

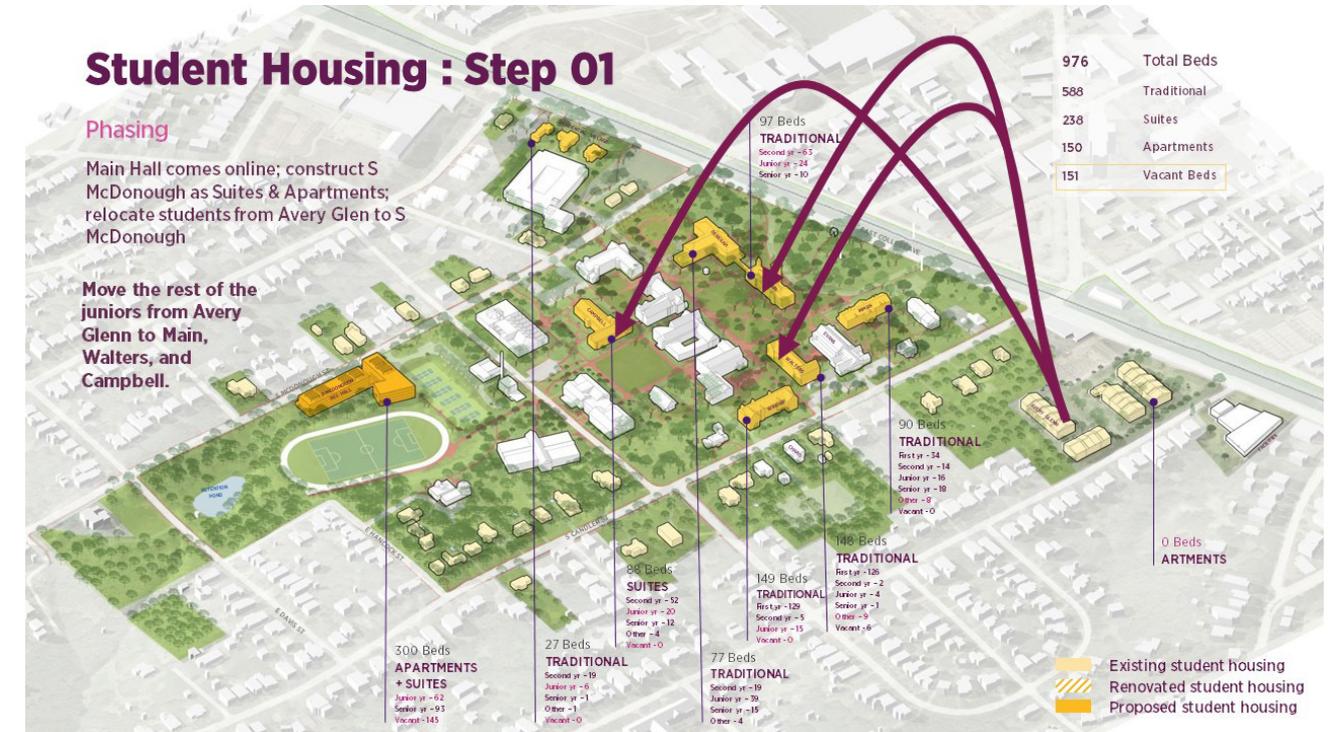
Buildings Offline

Student Housing : Step 01

Phasing

Main Hall comes online; construct S McDonough as Suites & Apartments; relocate students from Avery Glen to S McDonough

Move the rest of the juniors from Avery Glenn to Main, Walters, and Campbell.



RESIDENTIAL PHASING (CONT.)

Student Housing : Step 01

Phasing

Main Hall comes online; construct S McDonough as Suites & Apartments; relocate students from Avery Glen to S McDonough

Building	Room type				Occupancy by Year						Vacant Beds	Total Beds
	Traditional	Semi-Suites	Suites	Apartment	First yr	Second yr	Junior yr	Senior yr	Other			
Rebekah	77	0	0	0	0	19	39	15	4	0	0	77
Campbell	0	0	88	0	0	52	20	12	4	0	0	88
Residential Village	27	0	0	0	0	19	6	1	1	0	0	27
Main	97	0	0	0	0	63	24	10	0	0	0	97
Inman	90	0	0	0	34	14	16	18	8	0	0	90
Walters	148	0	0	0	126	2	4	1	9	6	0	148
Winship	149	0	0	0	129	5	15	0	0	0	0	149
Avery Glenn	0	0	0	0	0	0	0	0	0	0	0	0
S McDonough Residen	0	0	150	150	0	62	93	0	0	145	0	300
TOTAL	588	0	238	150	289	174	186	150	26	151	0	976

Student Housing : Step 02

Phasing

Relocate students from Winship to S McDonough and demolish Winship

Building	Room type				Occupancy by Year						Vacant Beds	Total Beds
	Traditional	Semi-Suites	Suites	Apartment	First yr	Second yr	Junior yr	Senior yr	Other			
Rebekah	77	0	0	0	0	19	39	15	4	0	0	77
Campbell	0	0	88	0	0	52	20	12	4	0	0	88
Residential Village	27	0	0	0	0	19	6	1	1	0	0	27
Main	97	0	0	0	0	63	24	10	0	0	0	97
Inman	90	0	0	0	34	14	16	18	8	0	0	90
Walters	148	0	0	0	126	2	10	1	9	6	0	148
Winship	0	0	0	0	0	0	0	0	0	0	0	0
Avery Glenn	0	0	0	0	0	0	0	0	0	0	0	0
S McDonough Residen	0	0	150	150	129	5	71	93	0	2	0	300
TOTAL	439	0	238	150	289	174	186	150	26	2	0	827

Buildings Offline
New Construction

Buildings Offline
New Construction

Student Housing : Step 02

Phasing

Relocate students from Winship to S McDonough and demolish Winship

Move Winship students (149) to S McDonough
First yr - 129
Second yr - 5
Junior yr - 71
Senior yr - 93
Vacant - 2

827 Total Beds
439 Traditional
238 Suites
150 Apartments
2 Vacant Beds

Existing student housing
Renovated student housing
Proposed student housing

Student Housing : Step 03

Phasing

Construct Winship replacement (with new home for IT); relocate students from Walters to S McDonough; relocate students from Inman to vacated Walters; renovate Inman

897 Total Beds
349 Traditional
160 Semi-Suites
238 Suites
150 Apartments
72 Vacant Beds

Existing student housing
Renovated student housing
Proposed student housing

RESIDENTIAL PHASING (CONT.)

Student Housing : Step 03

Phasing

Construct Winship replacement (with new home for IT); relocate students from Walters to S McDonough; relocate students from Inman to vacated Walters; renovate Inman

Building	Room type				Occupancy by Year					Vacant Beds	Total Beds
	Traditional	Semi-Suites	Suites	Apartment	First yr	Second yr	Junior yr	Senior yr	Other		
Rebekah	77	0	0	0	19	39	39	15	4	0	77
Campbell	0	0	88	0	0	52	20	12	4	0	88
Residential Village	27	0	0	0	0	18	6	1	1	0	27
Main	97	0	0	0	0	63	24	10	0	0	97
Inman	0	0	0	0	0	0	0	0	0	0	0
Walters	148	0	0	0	34	14	16	18	8	58	148
Winship	0	0	0	0	0	0	0	0	0	0	0
Avery Glenn	0	0	0	0	0	0	0	0	0	0	0
S McDonough Residen	0	0	150	150	126	2	66	94	9	3	300
Winship Replacement	0	160	0	0	129	5	15	0	0	11	160
TOTAL	349	160	238	150	289	174	186	150	26	72	839

Buildings Offline
New Construction

Student Housing : Step 04

Phasing

Relocate students back in renovated Inman; relocate students from Walters to S McDonough and demolish Walters

Building	Room type				Occupancy by Year					Vacant Beds	Total Beds	
	Traditional	Semi-Suites	Suites	Apartment	First yr	Second yr	Junior yr	Senior yr	Other			
Rebekah	77	0	0	0	0	0	19	39	15	4	0	77
Campbell	0	0	88	0	0	0	52	20	12	4	0	88
Residential Village	27	0	0	0	0	0	18	6	1	1	0	27
Main	97	0	0	0	0	0	63	24	10	0	0	97
Inman	90	0	0	0	0	34	14	16	18	8	0	90
Walters	0	0	0	0	0	0	0	0	0	0	0	0
Winship	0	0	0	0	0	0	0	0	0	0	0	0
Avery Glenn	0	0	0	0	0	0	0	0	0	0	0	0
S McDonough Residen	0	0	150	150	126	2	66	94	9	3	300	
Winship Replacement	0	160	0	0	129	5	15	0	0	11	160	
TOTAL	291	160	238	150	289	174	186	150	26	14	839	

Buildings Offline
New Construction

Student Housing : Step 04

Phasing

Relocate students back in renovated Inman; relocate students from Walters to S McDonough and demolish Walters



Student Housing : Step 05

Phasing

Reassign students based to appropriate typology



RESIDENTIAL PHASING (CONT.)

Student Housing : Step 05

Phasing

Reassign students based to appropriate typology

Building	Room type				Occupancy by Year					Vacant Beds	Total Beds	
	Traditional	Semi-Suites	Semi-Suites	Apartment	First yr	Second yr	Junior yr	Senior yr	Other			
Rebekah	77	0	0	0	77	0	0	0	0	0	0	77
Campbell	0	0	88	0	25	63	0	0	0	0	0	88
Residential Village	27	0	0	0	0	27	0	0	0	0	0	27
Main	97	0	0	0	97	0	0	0	0	0	0	97
Inman	90	0	0	0	90	0	0	0	0	0	0	90
Walters	0	0	0	0	0	0	0	0	0	0	0	0
Winship	0	0	0	0	0	0	0	0	0	0	0	0
Avery Glenn	0	0	0	0	0	0	0	0	0	0	0	0
S McDonough Residen	0	0	150	150	0	0	147	150	0	0	3	300
Winship Replacement	0	160	0	0	0	84	39	0	0	26	11	160
TOTAL	291	160	238	150	289	174	186	150	0	26	14	839

Buildings Offline
New Construction

Student Housing : Step 06

Phasing

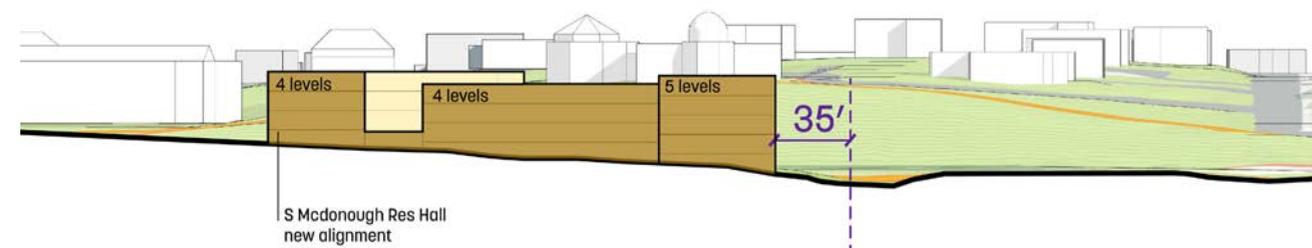
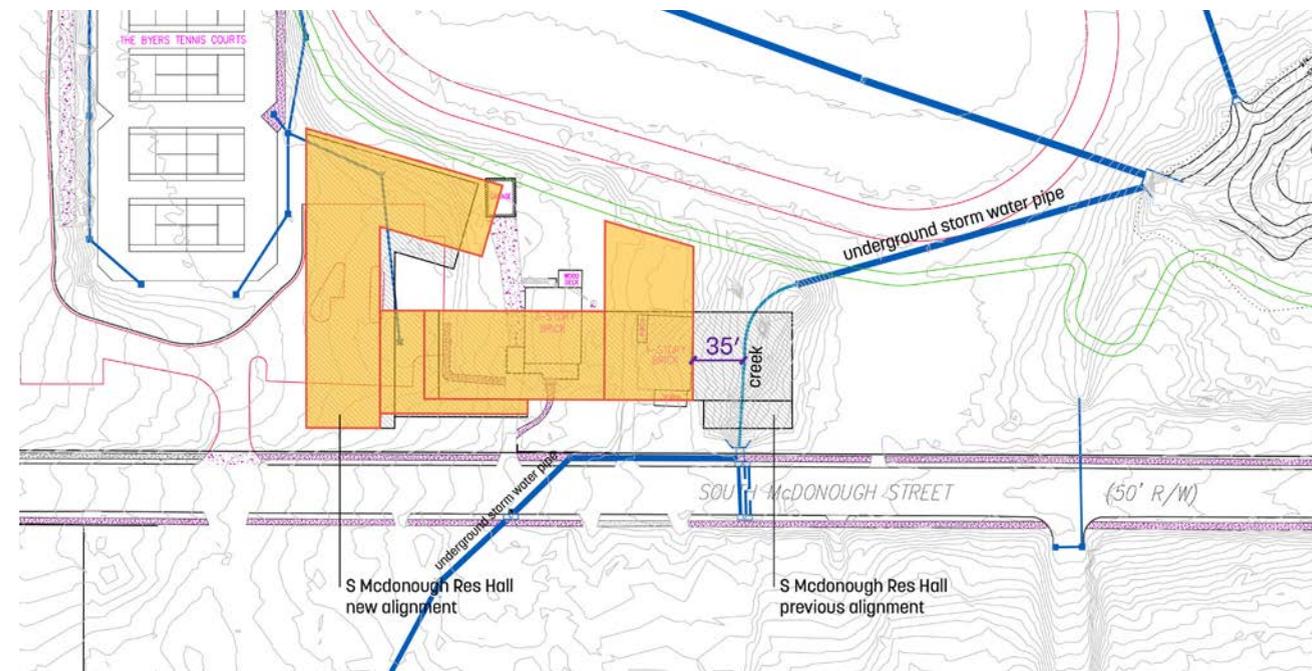
Future growth



1.3 DESIGN CONSIDERATIONS

South McDonough Street ditch considerations

The proposed residence hall on South McDonough Street is adjacent to a ditch that connects two underground stormwater drains. As part of the building design process, it is recommended that engineers and designers consider the impacts that the building may have on the ditch and its capacity to support campus stormwater drainage needs. An existing structure, which will be demolished, is currently located 35' away from the ditch. The proposed residence hall complies similarly.



Avery Glen Considerations

Any development at the Avery Glen site will need to consider proximity and relationship to adjacent City parcels and programs. Avery Glen poses great opportunity to meet residential, commercial, and retail needs for both the City and college communities, building off the success of similar programs along East College Avenue. Any future development should consider set-backs and building heights of the adjacent residential neighborhoods, potential options include:



POTENTIAL PROGRAMS

- RESIDENTIAL
- RETAIL
- COMMERCIAL

Pedestrian Tunnel Considerations along East College Ave.

The master plan investigated the possibility of replacing the existing pedestrian tunnel with an ADA-accessible ramp along the hillside. It was determined that the length-of-ramp required to meet compliance would be nearly the same length as the distance between the main pedestrian gateway and the South McDonough Street/East College Ave, or South Candler Street/East College Ave intersection.

Street-Dieting Considerations Along South Candler St.

The master plan investigated the possibility of implementing street-dieting measures along South Candler Street, reducing the three-lane road to two-lanes between East Dougherty Street and East College Avenue, to improve pedestrian-crossing conditions. It was determined that, due to the limited right-of-way dimensions, implementing such measures would have little to no-impact on improving the pedestrian condition of the adjacent sidewalks. In addition, South Candler Street is a state route that will continue to serve high volumes of traffic regardless of the reduction in lanes. The existing three-lanes also facilitate traffic flow at the East College Avenue and South Candler Street intersection, which may have been jeopardized by the reduction in lanes.

1.4 CAMPUS ENGAGEMENT

STAKEHOLDER INTERVIEWS

Finance & Administration
The Office of the President
Institutional Research
Academic Leadership
Student Life (Res Life, Diversity & Inclusion, Student Engagement)
Athletics, Recreation & Wellness
Alumni Relations & Advancement
Facilities & Grounds (incl. College Arborist)
Office of the Registrar
Transportation & Parking
Prospective Students (Admissions, Marketing)
The Library & Information Technology Services
Academic Support Services (Undergraduate and Graduate; incl. Accessibility Tour)
Public Safety (incl. Lighting Tour)

CAMPUS-WIDE ENGAGEMENT

April - May 2019: CoMap Survey for the campus and alumnae communities - Existing Conditions
8 April 2019: Meeting with students and faculty, Public Health course
8 April 2019: Student Focus Group - Existing Conditions
9 April 2019: Faculty Focus Group - Existing Conditions
23 May 2019: Staff Focus Group - Existing Conditions
9 September 2019: Faculty & Staff Open Forum - Draft Plan
11 September 2019: Student Forum - Draft Plan

COLLEGE LEADERSHIP ENGAGEMENT

9 May 2019: Presentation to the Environment & Facilities Committee - Process
14 October 2019: Presentation to the Environment & Facilities Committee - Draft Plan
17 - 18 October 2019: Presentations to the Board of Trustees - Draft Plan

CITY & COUNTY ENGAGEMENT

24 May 2019: Meeting with the City of Decatur - Process
24 May 2019: Meeting with representatives from Georgia Power - Existing Conditions
10 September 2019: Meeting with the City of Decatur - Draft Plan
10 September 2019: Meeting with DeKalb County - Draft Plan
9 December 2019: Open House with the Decatur Community - Draft Plan

**AGNES SCOTT COLLEGE
COMPREHENSIVE CAMPUS
MASTER PLAN**

