Planning Context

The context in which this Master Plan was developed began with Georgia State University’s Strategic Plan, updated and approved in April, 2016 and transformational events that had occurred after the 2012 Master Plan update: Consolidation of Georgia State and Georgia Perimeter College; growth in enrollment real estate holdings on the downtown campus; and, acquisition of former Turner Field. Past and parallel planning studies were taken into consideration and a high level of stakeholder engagement helped mold the goals and ideas that are now part of the Master Plan. After a rigorous period of due diligence, options were tested, synthesized and refined, resulting, ultimately, in a final illustrative Master Plan.
STRATEGIC PLAN

In 2011, the University Senate adopted the 2-11-2016/21 Strategic Plan. A Strategic Plan Update was approved on April 5, 2016. The 2011 Plan did not anticipate the consolidation of Georgia State and Georgia Perimeter College, and the 2016 Plan does not address it either, as it was on-going when the April 2016 Plan was developed and approved.

The 2016 Strategic Plan maintains the original five goals from the 2011 Plan. Many of the initiatives, to achieve the goals, from the 2011 Plan have been completed with success. The initiatives identified below are those outstanding or on-going from the 2011 Plan, or were updated in 2016.

Goal One: Become a national model for undergraduate education by demonstrating that students from all backgrounds can achieve academic and career success at high rates.

- Initiative One: Increase the level of scholarship support for undergraduate students;

- Initiative Two: Reduce the time to earn a Georgia State undergraduate degree;

- Initiative Three: Establish new pathways that facilitate seamless college to career transitions;

- Initiative Four: Find the balance between technology and human interaction in instruction so that education and student success outcomes are greatly enhanced.
Goal Two: Significantly strengthen and grow the base of distinctive graduate and professional programs to assure development of the next generation of researchers and societal leaders.

- Initiative One: Expand support for doctoral programs. Grow and enhance graduate programs to the level where they are commensurate with top tier research universities;
- Initiative Two: Leverage GSU’s national reputation in professional degree programs for the development of societal leaders. Create innovative and flexible graduate and professional programs that respond to evolving market and society needs;
- Initiative Three: Become a national model for creating a pipeline into graduate school and professional programs to increase the diversity of strong leaders in academic and professional careers.

Goal Three: Become a leading public research university addressing the most challenging issues of the 21st Century.

- Initiative One: Enhance a research culture. Support a research culture that tackles large and complex problems;
- Initiative Two: Establish university-level research centers;
- Initiative Three: Create a Faculty Fellowship Program. Expand the Faculty Fellowship Program to include support for faculty to expand their research through a new discipline;
- Initiative Four: Enhance the supporting infrastructure for the conduct of research, not limited to laboratory and experimental sciences;
- Initiative Five: Enhance Georgia State’s contributions to the sciences, and health and medical research and education. Use team approaches to build upon partnerships with institutions in Atlanta and beyond to expand the magnitude and impact of our health-related research efforts.
**Goal Four:** Be a leader in understanding the complex challenges of cities and developing effective solutions.

- Initiative One: Form the Council for Progress of Cities (CPC; established 2011). Establish an institute that will be the nexus for research and degree programs focused on complex challenges of cities;

- Initiative Two: Highlight the arts and media;

- Initiative Three: Be a nationally recognized model for leadership

**Goal Five:** Achieve distinction in globalizing the university.

- Initiative One: Create an International Consortium of Universities for Critical Issues Challenging Cities. Build the Global Partnership for Better Cities to become a unique joint-venture of international universities providing perspectives from cities around the world;

- Initiative Two: Promote externally funded research on the challenges facing emerging nations. Enhance and promote research and scholarship on the challenges facing the global community;

- Initiative Three: Establish a Georgia State International Center.

- Initiative Four: Enhance the global competency of students, faculty and staff. Leverage Atlanta's global footprint to further the global perspective of students, faculty, and staff through experiential learning, research and community engagement.
A University’s Strategic Plan necessarily influences, to degrees, the development of a physical Master Plan. The physical Master Plan must support the University’s goals, vision and mission, to the greatest degree possible – and therefore must be understood and digested before pencil is put to paper.

In preparing the 2018 Master Plan, Cooper Robertson employed a time-tested process, with proven results of success, which includes three distinct, but interrelated phases of work:

• Engagement, Due Diligence & Discovery
• Options
• The Preferred (Illustrative) Plan.

The purpose of the Engagement, Due Diligence & Discovery phase of work was to learn as much as possible about Georgia State and its six campuses - culturally, programmatically and physically, including their history and the larger contexts in which they are situated – before proffering design solutions – beginning with the Strategic Plan and building from there.

In the process themes emerge and are synthesized into Guiding Principles which form the basis of the Options phase of work. Each campus’ physical setting was analyzed and from this Opportunities & Constraints were identified. In the Options phase of work, using the Guiding Principles as a compass and the Opportunities & Constraints as parameters, a variety of conceptual design ideas are tested.

In the final phase of work, development the Preferred Plan the best and most successful aspects of various design Options were blended into a single plan, as the preferred direction for the Master Plan. This is further developed in greater detail as The Preferred Plan.
PAST AND PRESENT PLANNING EFFORTS

The original Master Plan for the University was prepared by the Sizemore Group in 1999 and was updated by HOK in 2006 and again by Sasaki in 2012.

Each of these plans were reviewed thoroughly as part of the initial phase of work and vetted for their current applicability and usefulness. It warrants noting, however, that these plans addressed the downtown campus only and predate a number of events that make Georgia State University a very different institution and environment than it was in 2012: 1) Consolidation of Georgia State University with Georgia Perimeter College and its five campuses; 2) Recent expansion and growth of the main, downtown campus; and 3) Georgia State University’s acquisition of former Turner (Atlanta Braves baseball) Field, now home to the GSU Panther football program.

Additional planning studies include the 2017 Library Master Plan by Pfeiffer Partners Architects and a concept study for the expansion of Student Center East begun in late 2018 by Perkins & Will.