

# MORRIS BROWN COLLEGE



## LAND USE STRATEGIC PLAN

presented by

Urban Land Institute's Atlanta District Council  
Center for Leadership, Class of 2025, mTAP



May 14th, 2025  
Final Land Use Strategic Plan Presentation



# THE RESURGENCE: RESET AND READY

2024-2029

## MEET THE TEAM:

### Urban Land Institute's Atlanta District Council Center for Leadership, Class of 2025

### MORRIS BROWN COLLEGE mTAP

The Center for Leadership, a program of the Urban Land Institute's Atlanta District Council (ULI Atlanta), is pleased to partner with Morris Brown College to provide this Mini Technical Assistance Panel report. As part of its purpose, ULI Atlanta and the Center for Leadership provide advisory services in order to improve communities and promote responsible land use development.

Morris Brown College engaged the services of ULI Atlanta and the Center for Leadership Program to develop a comprehensive Land Use Strategic Plan designed to align with the College's mission and future growth goals. This strategic initiative will guide the Institution in optimizing its campus resources, improving infrastructure, and creating a sustainable environment for academic and community success.

This mTAP report strives to provide Analysis and Assessment of the existing campus through historical research, on-site evaluation, survey reports distributed to Morris Brown faculty, staff, students, and stakeholders, and interviews with the President and key personnel. Framework and Recommendations for thoughtful approaches to future growth, strategic partnerships, and recommendations for expanded infrastructure assessments are key components of the mTAP team's responsibilities to Morris Brown College through this report.

In addition to assessments and recommendations, the mTAP team provided Morris Brown College with a Strategic Land Use Plan. This Land Use Plan addressed the short-, mid-, and long-term needs for the campus, focusing on parking and circulation improvements, visioning for the future preservation and renovation of historic Fountain Hall, and re-development of Griffin Hightower Hall to service modern academic, administrative, and housing needs.



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# I. HISTORY OF MORRIS BROWN

**1881** Morris Brown College founded in the basement of Big Bethel African Methodist Episcopal Church at Auburn Avenue and Butler Street

**1882** Stone Hall (aka Fountain Hall) is completed by Atlanta University at Diamond Hill

**1885** The State of Georgia grants a charter to Morris Brown College, opening its doors to 107 students and 9 teachers in newly constructed Boulevard School at the corner of Boulevard and Houston Streets in east Atlanta

**1894** Morris Brown College opens a Theology Department, later named Turner Theology Seminary in 1900

**1912** Morris Brown College petitions the State of Georgia, and is granted approval, to amend its incorporated name to Morris Brown University

**1929** The Atlanta University Center (AUC) is established, comprising a consortium of Atlanta University, Spelman College, and Morehouse College

**1932** Amid Financial woes, Morris Brown strikes a deal with the AUC to relocate to Atlanta University's Diamond Hill Campus, where Morris Brown occupies Stone Hall, later renaming it to Fountain Hall

**1944** Morris Brown becomes a charter member of the United Negro College Fund

**1957** Morris Brown joins the Atlanta University Center consortium

**1974** Fountain Hall designated a National Historic Landmark

**2002** Morris Brown loses its accreditation

**2012** Morris Brown files for bankruptcy, resulting in the loss of all but 6 acres of property at the corner of MLK Jr. Drive and Walnut Street

**2020** Dr. Kevin James officially instated as President of Morris Brown College

**2021** Morris Brown College receives an award from the National Park Service Historically Black Colleges and Universities Grant Program to aid in the restoration of historic Fountain Hall

**2022** Morris Brown regains its accreditation

**2024** Morris Brown College, its Board of Trustees, and community stakeholders develop a five-year strategic plan, "The Resurgence: Reset and Ready 2024-2029"



Big Bethel A.M.E. Church ca. 1900 - The New York Public Library



Morris Brown College & Boulevard School ca. 1895 - Atlanta History Center



Fountain Hall - fountainhallatl.org



Gathering at Fountain Hall - fountainhallatl.org

## II. OBJECTIVES AND METHODOLOGY

### The Resurgence: Reset and Ready

Morris Brown College's Land Use Plan is designed to support its resurgence as an accredited and innovative institution. This plan focuses on infrastructure and space allocation tailored to the evolving needs of the student population, academic programs, and student services. Guided by the six strategic priorities outlined in "The Resurgence: Reset and Ready 2024-2029," the land use strategy will create a vibrant, sustainable, and student-centered campus environment.

#### OBJECTIVE 1. Supporting Financial Sustainability through Optimized Land Use

##### Methodology:

- Develop revenue-generating spaces such as student-focused retail, corporate-sponsored research centers, and conference/event facilities.
- Establish mixed-use developments that include student housing, commercial space, and incubators for entrepreneurial endeavors.
- Explore partnerships with local businesses for on-campus retail and food services to reduce operational costs while enhancing campus life.

#### OBJECTIVE 2. Elevating Academic Prominence through Modernized Learning Spaces

##### Methodology:

- Construct state-of-the-art classrooms and labs for experiential and project-based learning, ensuring alignment with Atlanta's workforce needs.
- Design specialized academic buildings to support high-demand programs such as STEM, business, performing arts, and social sciences.
- Implement smart classroom technology to facilitate hybrid and online learning.
- Expand research and innovation hubs in partnership with corporations and government entities.

#### OBJECTIVE 3. Enhancing Infrastructure and Operations for a 21st-Century Campus

##### Methodology:

- Upgrade and expand student residential facilities to accommodate anticipated enrollment growth (target of 800 students by 2029).
- Renovate and repurpose existing buildings to support student engagement, student services, and academic collaboration.
- Implement green and sustainable initiatives such as solar power, rainwater harvesting, and LEED-certified buildings to enhance environmental responsibility.
- Expand Wi-Fi and technology infrastructure to create a fully connected and digital-friendly campus.



#### OBJECTIVE 4. Enhancing Student Engagement through Vibrant Campus Life

##### Methodology:

- Design student centers with spaces for socialization, collaboration, and co-curricular engagement.
- Develop athletic and recreational facilities, including spaces for intramural sports and wellness programs.
- Expand student organization spaces to support diverse clubs, student government, and leadership development programs.
- Create dedicated spaces for student support services such as counseling, career development, and mentorship programs.

#### OBJECTIVE 5. Maximizing Strategic Partnerships and Stakeholder Engagement

##### Methodology:

- Allocate space for industry collaboration zones to facilitate internships, co-ops, and professional networking.
- Establish research and training facilities in collaboration with Atlanta-based industries to align academic programs with workforce needs.
- Develop spaces for community engagement initiatives such as tutoring programs, public lectures, and local business incubators.
- Provide dedicated facilities for alumni networking, donor engagement, and industry advisory board meetings.

#### OBJECTIVE 6. Achieving Institutional Effectiveness and Efficiency through Smart Planning

##### Methodology:

- Utilize data analytics to determine optimal space utilization for academic, residential, and extracurricular activities.
- Develop flexible and multipurpose buildings that can adapt to evolving student and programmatic needs.
- Ensure ADA-compliant and inclusive campus design to support diverse student populations, including veterans and international students.
- Implement a continuous assessment model to review and refine land use strategies in alignment with enrollment trends and institutional goals.

## II. OBJECTIVES AND METHODOLOGY

### OBJECTIVE 1.

#### Supporting Financial Sustainability through Optimized Land Use Methodology:

- Develop revenue-generating spaces such as student-focused retail, corporate-sponsored research centers, and conference/event facilities.
- Establish mixed-use developments that include student housing, commercial space, and incubators for entrepreneurial endeavors.
- Explore partnerships with local businesses for on-campus retail and food services to reduce operational costs while enhancing campus life.



#### Revenue-Generating Spaces:

The Land Use Strategic Plan prioritizes Academic and Student-focused programs that create learning and teaching opportunities. Allocating space for potential revenue-generating enterprises that also support academic learning, work experience, and future job opportunities for students is essential for Morris Brown’s continued success and future growth.

Space within the 6-acre campus must be prioritized to allow adequate partnerships with revenue-generating enterprises. The Land Use Strategic plan evaluates the current and proposed facilities to identify the highest and best uses for those spaces.

#### Potential Revenue-Generating Spaces Include:

- On-Campus Dining Facilities
- Bookstore
- Neighborhood and Student Focused Retail shops
- Conference and Event Space
- Esports Competition Venue
- Concert Hall

#### Mixed-Use Development:

Morris Brown has exceptional proximity to several Institutions of Higher Education, Mercedes-Benz Stadium, and many other Downtown Atlanta attractions.

The Land Use Strategic Plan identifies potential space for retail-focused shops that support the needs of the community and the College.

#### Potential Mixed-Use and Retail Opportunities Include:

- Co-Work Spaces
- Bodegas
- Barber/Salon Services
- Coffee Shops
- Small-Scale Eateries
- Local Retail (2,500-5,000sf)

#### Local Partnerships:

With such a rich history in the Vine City, Atlanta University Center, English Avenue, and Downtown neighborhoods, there is no doubt that the community is excited to see the rise of Morris Brown College.

Developing local partnerships will be key to maintaining a vibrant student experience, ensuring the success of Morris Brown for many years.

#### Potential Local Partnerships Include:

- Facilities for Dining and Catering
- Spaces for Local, Regional, and National Retailers
- Meeting space & programs for Neighborhood Associations

#### Spatial Allocation:

On-Campus Dining Facilities:	_____sf
Bookstore:	_____sf
Retail Shops (ea.):	_____sf
Conference and Event Space:	_____sf
Esports Competition Venue:	_____sf
Concert Hall:	_____sf
Co-Work:	_____sf
Bodega:	_____sf
Community Meeting Space:	_____sf

## II. OBJECTIVES AND METHODOLOGY

### OBJECTIVE 2.

#### Elevating Academic Prominence through Modernized Learning Spaces

##### Methodology:

- Construct state-of-the-art classrooms and labs for experiential and project-based learning, ensuring alignment with Atlanta’s workforce needs.
- Design specialized academic buildings to support high-demand programs such as STEM, business, performing arts, and social sciences.
- Implement smart classroom technology to facilitate hybrid and online learning.
- Expand research and innovation hubs in partnership with corporations and government entities.



#### State-of-the-Art Facilities:

A hallmark of success in Higher Education Institutions is their ability to provide their students, faculty, and staff with high-function spaces. Poorly design spaces inhibit creativity, stifle productivity and create an atmosphere of disinterest.

As part of the Land Use Strategic Plan, priority has been placed on supporting the growth and functionality of classroom, administrative, and support spaces. This focus will foster pride, encourage exploration and creativity, and foster collaboration among students, faculty, and staff

##### Potential improvements to Facilities include:

- Increased classroom space
- Improved faculty offices
- Support and relief spaces for students and staff
- Break-out spaces for collaborative learning

#### High-Demand Academic Programs:

With six (6) Bachelor Degree programs, four (4) Certificate Programs, and four (4) specialty Concentrations, attention to the needs of each student and faculty is crucial. Each degree and certificate program requires unique tools, support, and spatial needs.

The goal of the Land Use Strategic Plan is to prioritize current infrastructure and operations, evaluate required improvements, and strive for advancement of programs that have either been historically under-prioritized or those that generate the most revenue for the College.

##### Priority programs include:

- Hospitality Management
- Music
- Leadership Programs
- Certificate Programs

#### Technology:

In today’s world technology advances every day. The need to adapt to ever-changing conditions must be a priority for the future success and growth of Morris Brown College

Technological considerations are a driving force of the Land Use Strategic Plan. The plan considers the College’s technological needs and anticipates that hybrid learning will continue to advance.

##### Technological considerations include:

- Improved infrastructure
- Classrooms outfitted with the latest smart technology

#### Spatial Allocation:

Additional Classroom Space:	_____sf
Additional Faculty Offices:	_____sf
Improved/Renovated Classrooms:	_____sf
Improved/Renovated Offices:	_____sf
Support Spaces:	_____sf
Hospitality Program Facilities:	_____sf
Music Program Facilities:	_____sf
Leadership Program Facilities:	_____sf
Certificate Program Facilities:	_____sf
Other Degree and Certificate Program Facilities:	_____sf

## II. OBJECTIVES AND METHODOLOGY

### OBJECTIVE 3.

#### Enhancing Infrastructure and Operations for a 21-st Century Campus

##### Methodology:

- Upgrade and expand student residential facilities to accommodate anticipated enrollment growth (target of 800 students by 2029).
- Renovate and repurpose existing buildings to support student engagement, student services, and academic collaboration.
- Implement green and sustainable initiatives such as solar power, rainwater harvesting, and LEED-certified buildings to enhance environmental responsibility.
- Expand Wi-Fi and technology infrastructure to create a fully connected and digital-friendly campus



#### Student Residences:

With enrollment projected to double over the next 4 years from 400 to 800 students, it is critical to consider the potential on-campus housing needs. Housing creates revenue for the College, provides much need communal space for students, and offers the potential for deep pride and connectivity.

The challenges on the 6-acre campus require strategic considerations for housing opportunities. The renovation or potential reconstruction of Griffin Hightower Hall offers the most practical approach for on-campus housing.

Some challenges and considerations include:

- Preferred number of beds
- Parking requirements
- Structural integrity of the existing Griffin Hightower building
- Zoning requirements
- Additional revenue generating uses
- Context within the campus landscape fabric

#### Existing Facilities Renovations:

The Land Use Strategic plan must consider the existing facilities associated with the 6-acre campus. As part of the plan, the team has suggested potential partnerships and recommendations for facilities evaluation beyond the scope of this mTAP. To meet the expansion goals and create a thriving and supportive campus environment, consideration of the present infrastructure, parking availability, and core buildings is essential to the Land Use plan.

Priority facility renovation goals should provide:

- Housing opportunities
- Classroom Expansion
- Office/Administrative Expansion
- Collaboration and Common Spaces
- Service Areas
- Event Spaces

#### Sustainable Initiatives:

Sustainable development practices foster environmental responsibility, enhance resource management, and promote health and well-being. Colleges have the unique ability to lead by example, inspiring students and the community to prioritize sustainability. Sustainable practices can drive innovation, attract prospective students who value social responsibility, and reduce long-term operational costs.

Suggested Sustainable Initiatives:

- Prioritize walkability, transit, and alternative transportation
- Reduce carbon-emitting materials
- Use locally sourced labor and materials
- Provide vegetative cover to reduce urban heat islands
- Utilize dark sky compliant lighting
- Use high reflectivity roofing and surface materials
- Reduce stormwater run-off
- Increase water quality techniques

#### Spatial Allocation:

Student Housing - Number of Beds:	_____
Student Housing - Total Area:	_____sf
Target on-campus parking spaces:	_____
Classroom expansion:	_____sf
Office/Administrative expansion:	_____sf
Collaboration and common spaces:	_____sf
Service areas:	_____sf
Event Spaces:	_____sf

## II. OBJECTIVES AND METHODOLOGY

### OBJECTIVE 4.

#### Enhancing Student Engagement through Vibrant Campus Life Methodology:

- Design student centers with spaces for socialization, collaboration, and co-curricular engagement.
- Develop athletic and recreational facilities, including spaces for intramural sports and wellness programs.
- Expand student organization spaces to support diverse clubs, student government, and leadership development programs.
- Create dedicated spaces for student support services such as counseling, career development, and mentorship programs.



### Social Spaces:

A vibrant campus is a successful campus. The student center is the heart of any successful campus. By dedicating space for socialization and collaboration, students and faculty will naturally develop meaningful connections that may not happen in the structured environment of the classroom.

Inspiration and innovation occurs at the intersection of shared ideas. Supporting spaces that encourage social engagement is essential to Morris Brown's goal to provide vibrant campus life

#### Social and Collaborative Spaces Include:

- Greenspaces
- Dining Facilities
- Campus Store
- Retail Shops

### • Recreational Spaces:

People yearn for nature and providing spaces for relaxation, outdoor-classrooms, active and passive recreation should be integral to campus life.

The Land Use plan considers the existing natural assets and proposes thoughtful pedestrian connectivity through the use of interconnected greenspaces and outdoor gathering areas.

#### Recreational Opportunities Include:

- Reduced parking footprints
- Increased greenspace
- Multi-purpose outdoor spaces and sport courts

### Student Organizations:

Providing deep connections and establishing a sense of pride, Student Organizations require adequate space for operations, social gathering, and fellowship.

By allocating these spaces in the the Land Use plan, we have created opportunities for empowerment, leadership development, and functionality.

#### Student Organization spaces include:

- Dedicated meeting rooms
- Common areas for inter-organizational assembly
- Allocation of space for Fraternity plots

### Student Support Spaces:

The health and well-being of the student population ensures a thriving College community. By including physical, mental, and emotional health-focused spaces Morris Brown will be providing additional support to its student body beyond academics.

#### Potential Student Support Spaces Include:

- Mini-Clinic
- Counseling rooms
- Private Break-out spaces

### • Spatial Allocation:

On-Campus Dining Facilities:	_____sf
Campus Store:	_____sf
Retail Shops (ea.):	_____sf
Greenspace:	_____sf
Sport Courts:	_____sf
Student Org Meeting Rooms:	_____sf
Student Org Common Areas:	_____sf
Fraternity Plots:	_____sf
Mini-Clinic:	_____sf
Counseling Rooms:	_____sf

## II. OBJECTIVES AND METHODOLOGY

### OBJECTIVE 5.

#### Maximizing Strategic Partnerships and Stakeholder Engagement

##### Methodology:

- Allocate space for industry collaboration zones to facilitate internships, co-ops, and professional networking.
- Establish research and training facilities in collaboration with Atlanta-based industries to align academic programs with workforce needs.
- Develop spaces for community engagement initiatives such as tutoring programs, public lectures, and local business incubators.
- Provide dedicated facilities for alumni networking, donor engagement, and industry advisory board meetings.



#### Professional Collaboration:

Building relationships with local Corporations, Businesses and other Institutes of Higher Education offer students the opportunity to learn valuable skills, helps develop allied networks, and provides access to resources that may be limited within Morris Brown's course offerings.

##### Potential Professional Collaboration partners:

- Atlanta University Center Consortium
- Georgia State University
- Georgia Institute of Technology
- Atlanta area Hospitality Groups
- Georgia Film Academy

#### Industry Outreach:

Industry partners can offer enormous benefits by way of continuing education opportunities, internship programs, and future jobs. Establish relationships with allied Industries and Organizations who share common interests for the advancement of career opportunities for students.

##### Potential Industry Partners:

- Georgia Film Institute
- Georgia Psychological Association (GPA)
- Leadership Atlanta
- Atlanta Music Project
- Atlanta Federation of Musicians

#### Local Community Outreach:

Weaving the fabric of the local neighborhoods and community into the decision-making process for Morris Brown's Strategic Plan is a critical element to ensure long-term success. Local neighborhood partners offer unique insight into political, social, and civil issues at nuclear level. These entities often offer unprecedented access to local stakeholders and civic leaders.

Listening to the community, addressing needs and concerns, and establish trust must be a priority to ensure the success of Morris Brown's goals for growth.

##### Local Community Outreach Initiatives:

- Vine City Civic Association
- Atlanta University Center Neighborhood Association
- Castleberry Hill Neighborhood

#### The Morris Brown Community:

Former alumni are sure to be the most ardent proponents of the future growth goals of Morris Brown College. Steeped in pride and history, these dedicated family members deserve to be heard and supported. As the Land Use Strategic Plan develops, spaces for alumni support must be considered essential to help foster mentorship opportunities and support a feeling of homecoming.

#### Spatial Allocation:

Networking and Conference Space: \_\_\_\_\_sf  
 Workforce Training Space: \_\_\_\_\_sf  
 Community Gathering Space and Business Center: \_\_\_\_\_sf  
 Alumni-centered spaces: \_\_\_\_\_sf

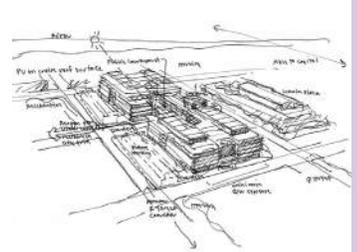
## II. OBJECTIVES AND METHODOLOGY

### OBJECTIVE 6.

#### Achieving Institutional Effectiveness and Efficiency Through Smart Planning

##### Methodology:

- Utilize data analytics to determine optimal space utilization for academic, residential, and extracurricular activities.
- Develop flexible and multipurpose buildings that can adapt to evolving student and programmatic needs.
- Ensure ADA-compliant and inclusive campus design to support diverse student populations, including veterans and international students.
- Implement a continuous assessment model to review and refine land use strategies in alignment with enrollment trends and institutional goals.



#### Data Analytics Commitment:

Morris Brown must commit to continued innovation practices through the use of analytical assessments of student, faculty, staff, building, and site performance.

If continued monitoring of critical functions is not implemented, the College faces the threat of stagnation and decline. The Land Use Strategic Plan will foster the implementation of state-of-the-art facilities, maintenance programs, and monitoring technology that will help in this endeavor.

#### Facility Flexibility:

With a limited amount of land area, multi-function spaces are essential to provide the programming needs for the College. The Land Use Strategic plan considers these factors through thoughtful planning and implementation strategies to ensure interconnected uses are planned for efficiently and functionally.

#### Inclusive Design:

Access to all is not just a priority, it is inherently baked into a successful development plan. A campus that cannot provide adequate facilities for every student, faculty, and staff member cannot thrive. Through practical and creative design, the Land Use Strategic Plan identifies the needs for inclusive design standards and implementation.

##### Inclusive Design initiatives:

- List here

#### Future Land Use Growth Strategies:

As the 2025 Land Use Strategic Plan becomes a reality, it is the hope that successful implementation will lead to excitement in the Morris Brown and neighboring communities, as well as garnering support from other nearby Institutes of Higher Education. With the transformation of the Campus, there will come expansion and growth opportunities.

Morris Brown must be committed to future land acquisitions if the intent is to grow enrollment beyond 2029. As the campus improves and thrives, fundraising efforts, strong partnerships, and neighborhood support will no doubt elevate Morris Brown's potential to grow.

### III. NEEDS ASSESSMENT AND PRIORITIZATION



### III. NEEDS ASSESSMENT AND PRIORITIZATION

#### DEGREE PROGRAMS

**B.A. in  
General Studies**

**B.A. in  
Psychology**

**B.S. in  
Organizational  
Management &  
Leadership**

**B.S. in  
Global Management &  
Applied Leadership**

**B.S. in  
Hospitality  
Management**

**B.S. in  
Music**

#### CONCENTRATIONS

**E-Sports  
Performance**

**Vocal  
Performance**

**Music  
Production**

**Church  
Music**

#### CERTIFICATE PROGRAMS

**Non-profit  
Management**

**Entrepreneurship**

**E-Sports Performance**

**Hospitality  
Management**

### III. NEEDS ASSESSMENT AND PRIORITIZATION

#### Current and Future Metrics

The chart below illustrates current Degree and Certificate programs and their respective current enrollment, faculty, and facilities. To prioritize space allocation, it's important to understand the target enrollment rates for the various course and field of study offerings. Also included in this chart is projected future enrollment, faculty growth, and anticipated spatial needs for future supporting facilities.

Degree or Certificate Program	Current Enrollment	Current Faculty	Current Facilities (sf)	Future Enrollment	Future Faculty	Future Facilities (sf)
General Studies						
Psychology						
Organizational Management & Leadership						
Global Management & Applied Leadership						
Hospitality Management						
Music						
Non-profit Management						
Entrepreneurship						
E-Sports Performance						
Hospitality Management						

The chart below illustrates current and targeted future Administrative, Support, and Part-Time staff. To prioritize space allocation, it's important to understand the target staffing rates that will support the College's day-to day functions.

Personnel	Current Total	Current Facilities (sf)	Future Total	Future Facilities (sf)
Administration				
Support Staff				
Hybrid Staff				
Fully Remote Staff				
Temporary or Seasonal Employees				
Part-Time Employees				

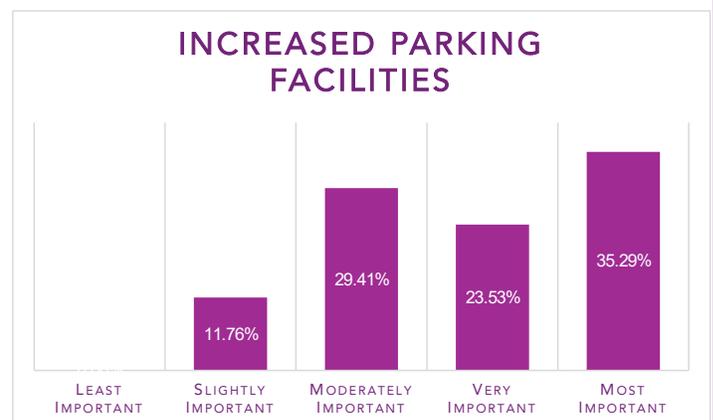
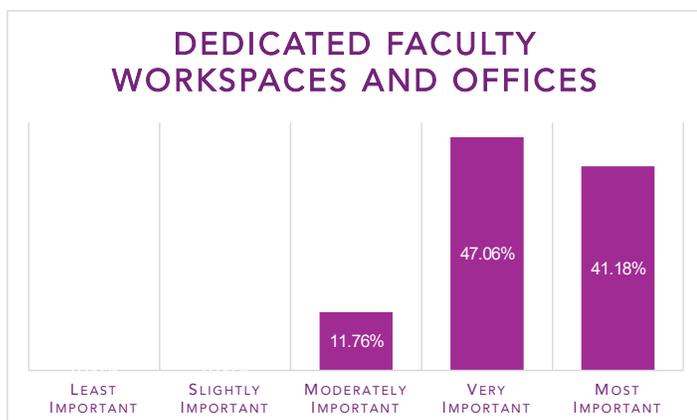
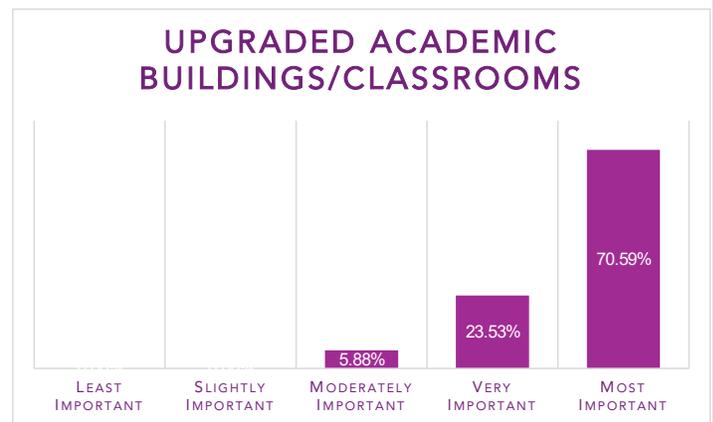
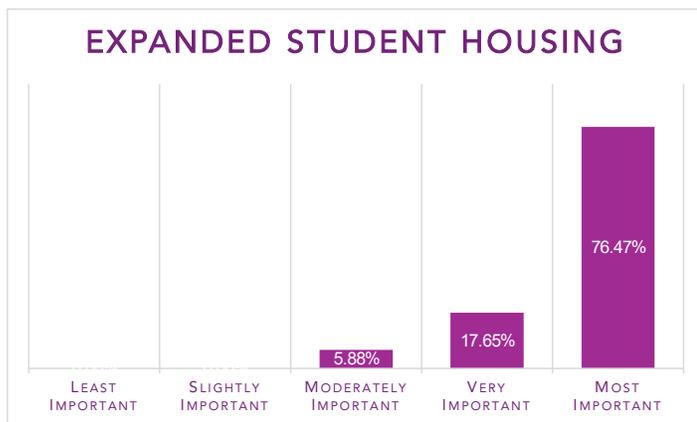
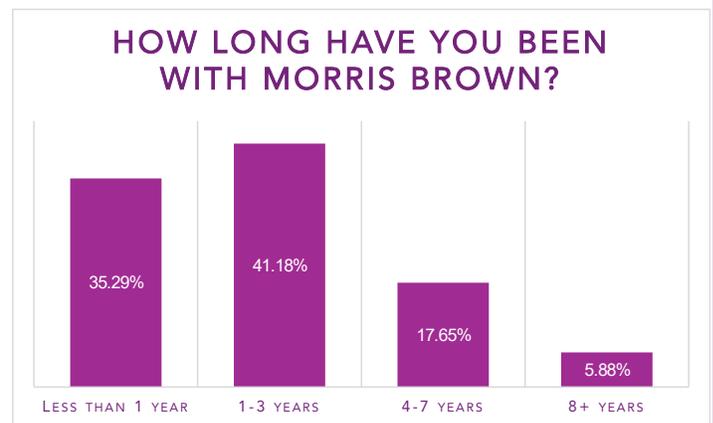
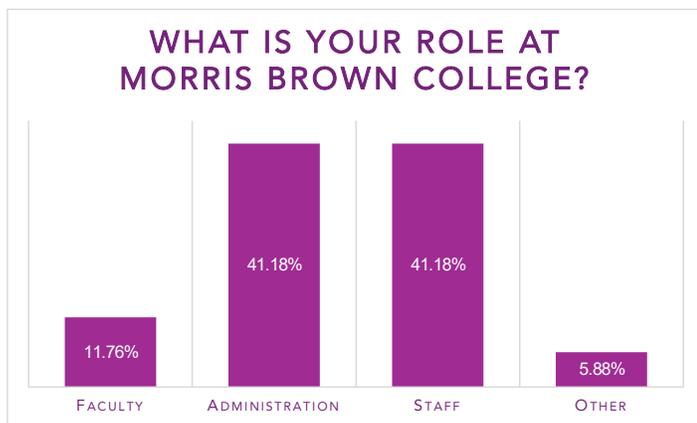
### III. NEEDS ASSESSMENT AND PRIORITIZATION

#### What does Morris Brown have to say?

Below are survey results from seventeen Staff members and thirty Students. The results indicate that Facility Improvements are important to the Morris Brown community. Survey questions focus on infrastructure upgrades, support spaces, and student housing. The survey data reflects that Staff and Student needs are different. Questions for each group were tailored to their different experiences and functions within the fabric of the College, however, there are some commonalities that begin to suggest a hierarchical approach to prioritizing future development and improvements.

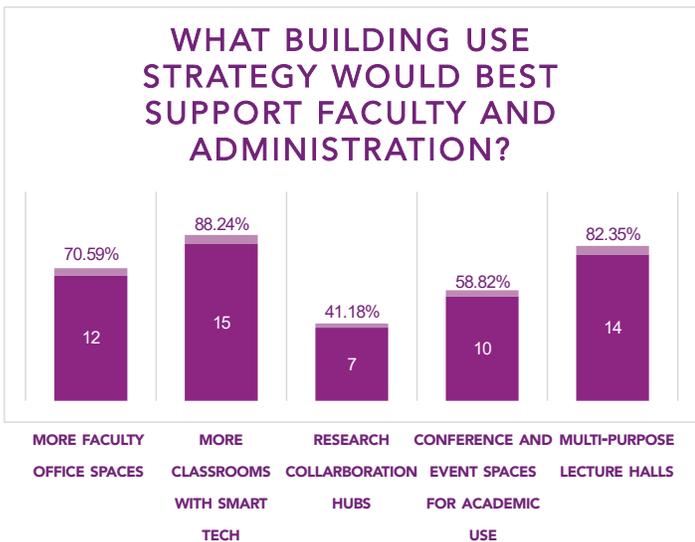
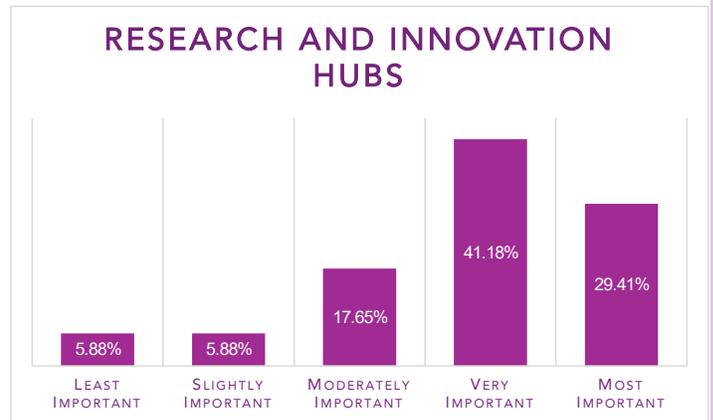
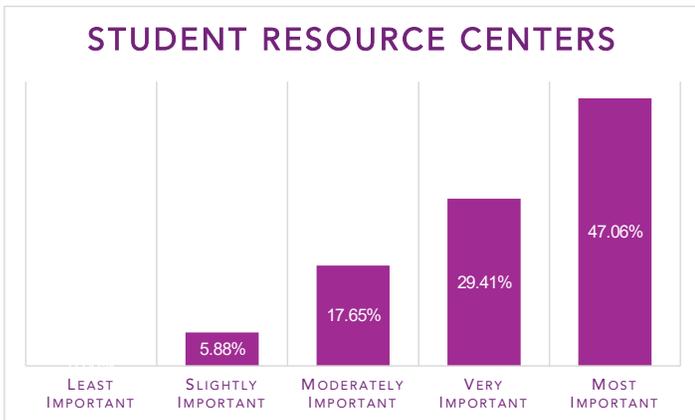
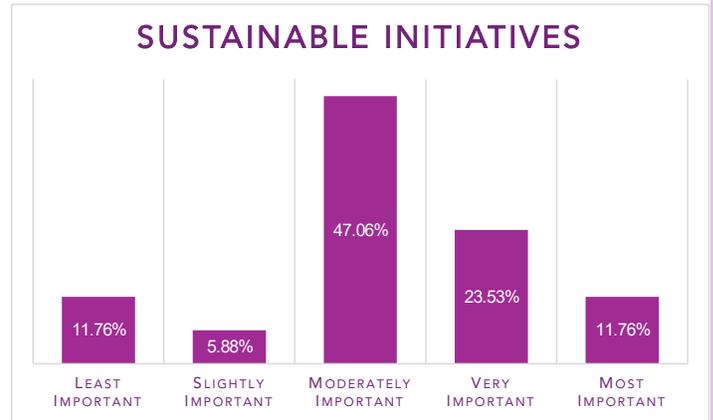
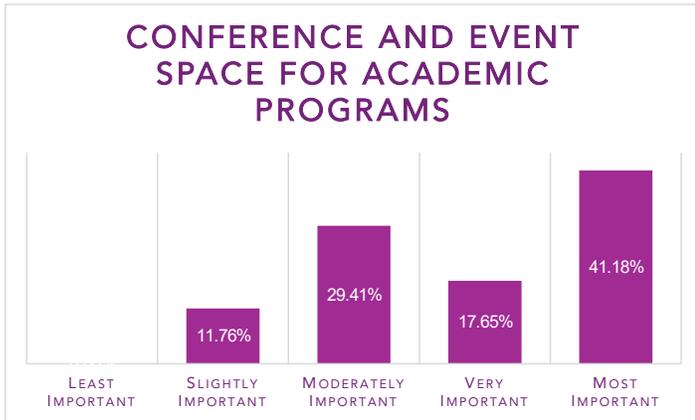
The data points to On-Campus Housing, On-Campus Dining Options, Parking Expansion, and Performing Arts & Music Spaces as the top four programmatic uses that are priority for Staff and Students.

#### STAFF SURVEY RESULTS:



### III. NEEDS ASSESSMENT AND PRIORITIZATION

#### STAFF SURVEY RESULTS (CONT'D):



#### Additional Staff Feedback:

“Students are becoming homeless or behind in rent. Providing some student housing linked to their financial aid can relieve some of this burden and allow students to concentrate on academics more.”

“Currently, I am serving students in an area where there is no privacy. Students want to be forthcoming and they look around the office and there are work study students and they decline to continue. I also offer virtual meetings, but if a student comes to the office and wants to speak at that moment, I don’t think I should turn them away. They should feel comfortable to share information. I understand we only have this one building, but we need to ensure that staff and other workers are strategically placed, as to optimize the student experience.”

“There is a significant need for student housing, as it is difficult for students to thrive academically while also bearing the burden of securing stable shelter.”

“Space for about 50 round tables that can seat up to 10. Set-up for auditorium style seating and staging with pipe and drape and top sound and audio-visual capabilities with drop screens set up wall mounted video screens.”

### III. NEEDS ASSESSMENT AND PRIORITIZATION

#### STUDENT SURVEY RESULTS:

Student respondents represent a variety of major areas of study and concentrations:

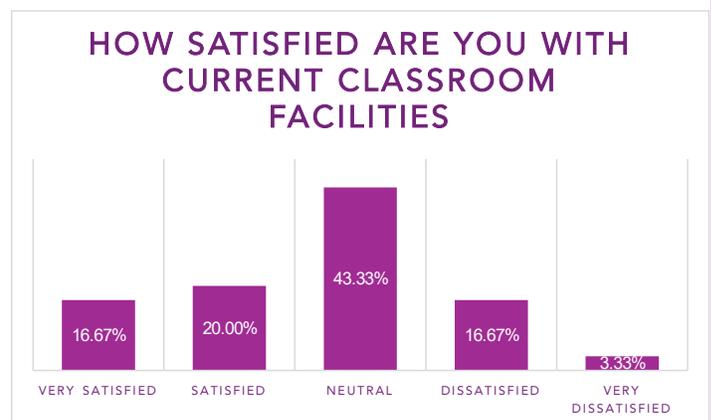
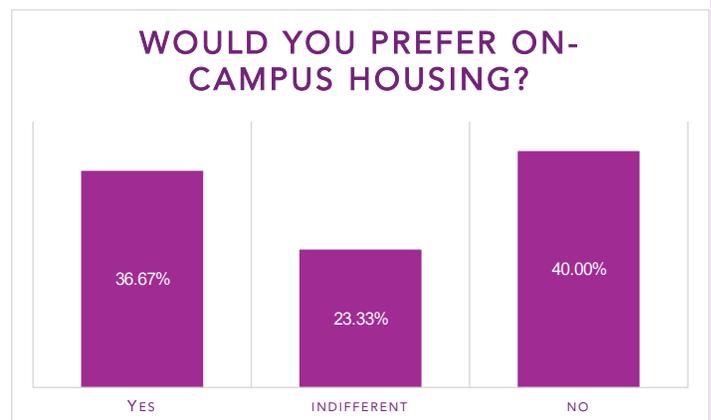
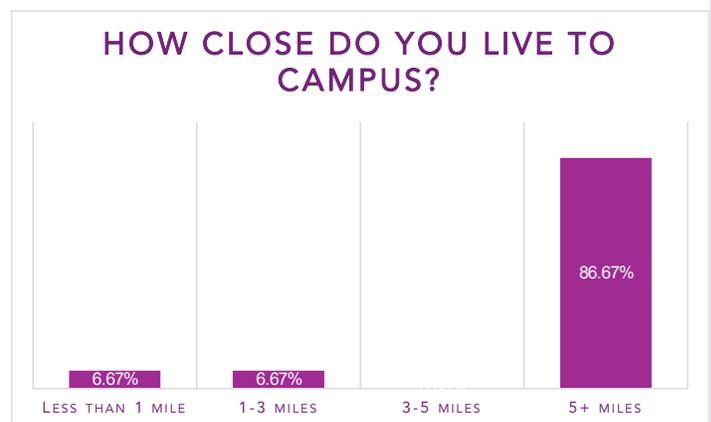
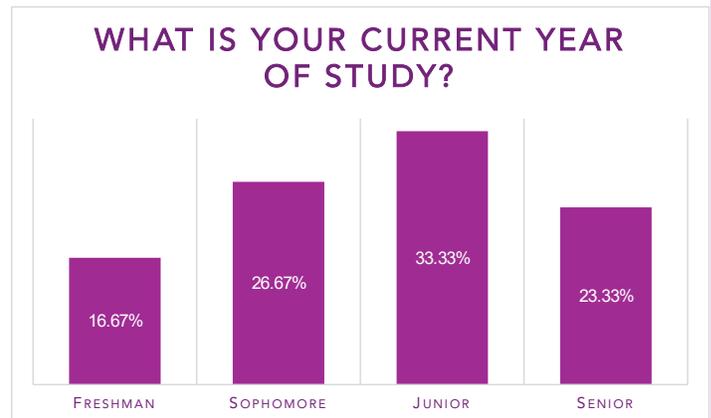
- General Studies
- Psychology
- Hospitality Management
- Music Production
- Organizational Management and Leadership
- Business
- Global Leadership Management

When asked what new student support services would benefit the student respondents most they provided the following feedback:

- Mentorship and guidance services
- Campus housing, food services, and job placement assistance for students of all ages
- Timely communication of information
- Campus mentorship (“Auntie/Mom”)
- Opportunity creation that is student-centered
- Student-centered clubs, events, and networking opportunities
- A more well-rounded “college experience”
- Events that highlight campus organizations and promote more student involvement and recognition
- Networking opportunities
- Prep for advanced degrees
- Teachers who care and support students
- Campus Housing
- Student-to-Student support organizations (Big Brother/BigSister; Tech One program)
- Bigger classrooms
- Upgraded desks
- On-campus school supply and merchandise shop
- 24-hour counseling center
- Tutoring services
- Practical skills training

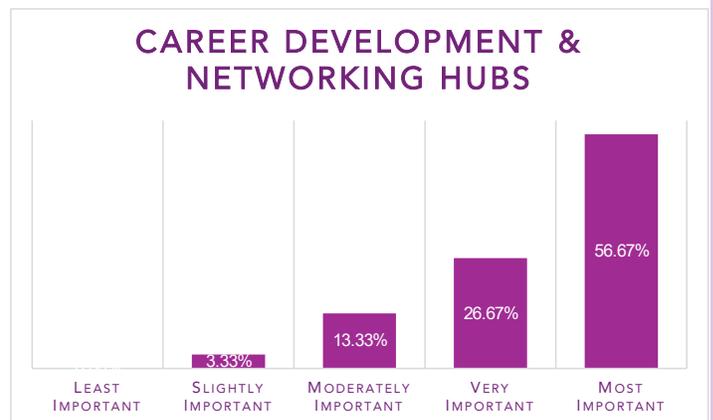
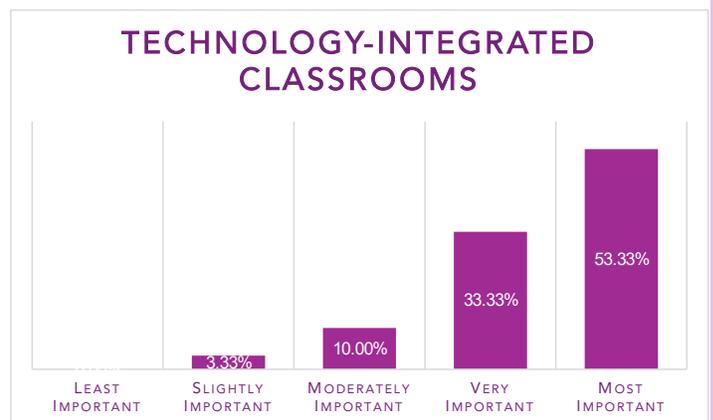
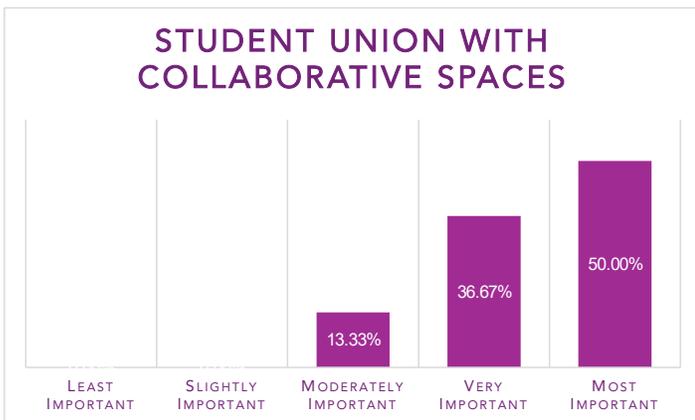
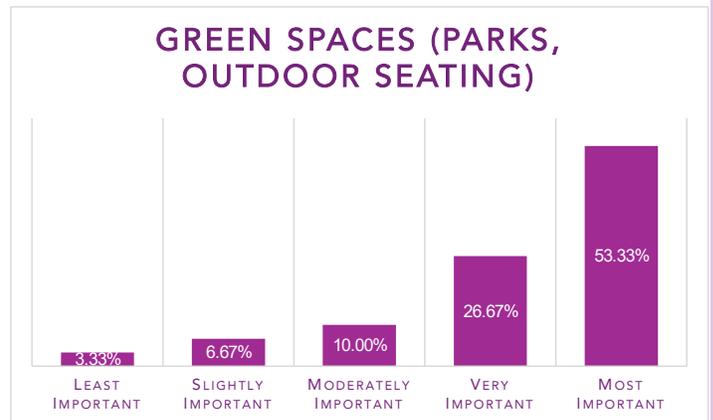
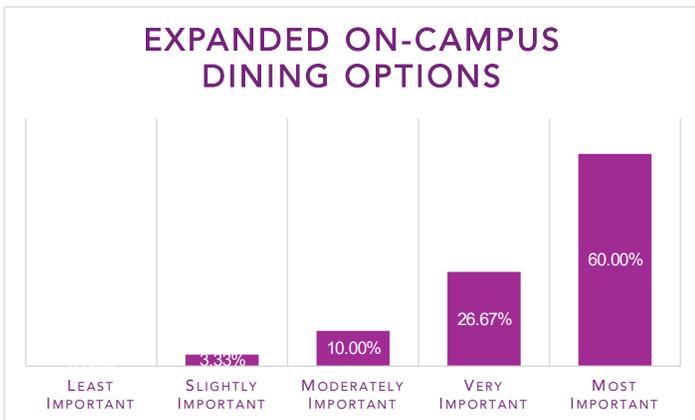
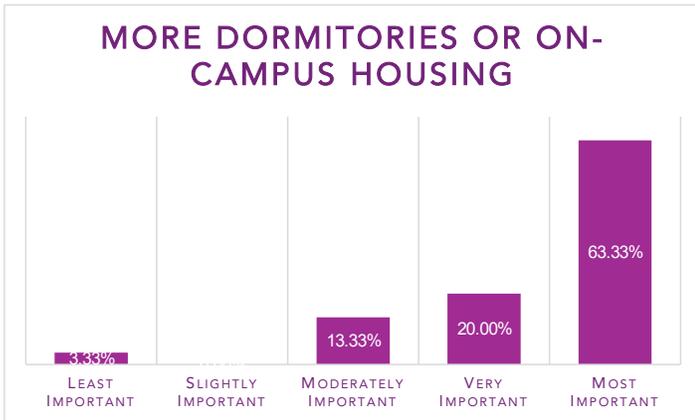
#### Additional Student Feedback:

“I believe the school should offer more scholarship opportunities through the institution and make them available year-round. Many students face financial challenges that don’t align with limited application windows, and having consistent access to scholarships would help relieve that stress. Year-round scholarships would also allow students to plan better financially, stay enrolled, and focus more on their academic success without constant worry of how they’re going to pay for school.”

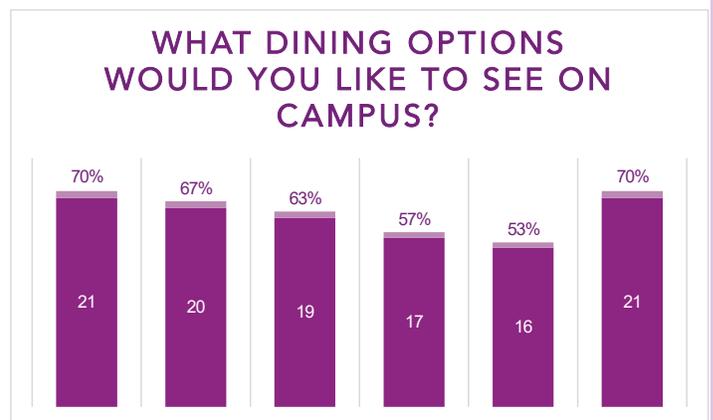
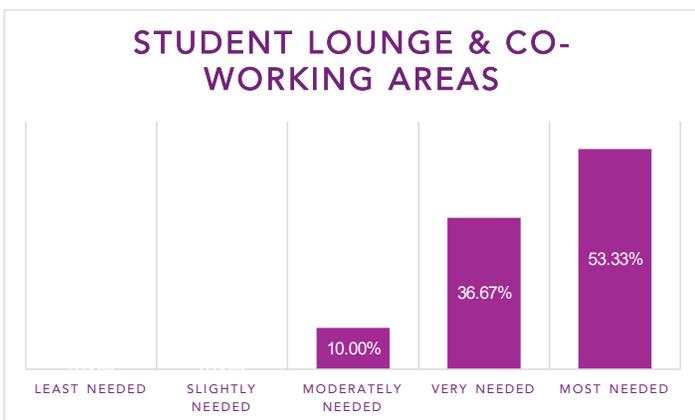
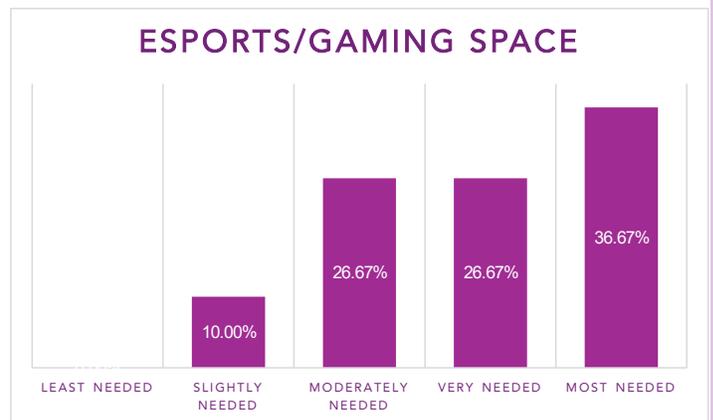
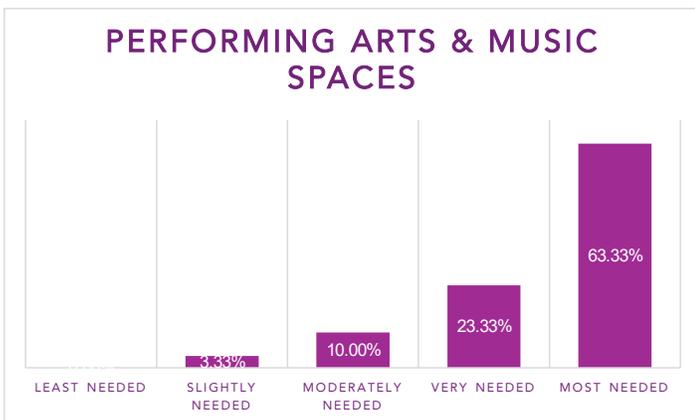
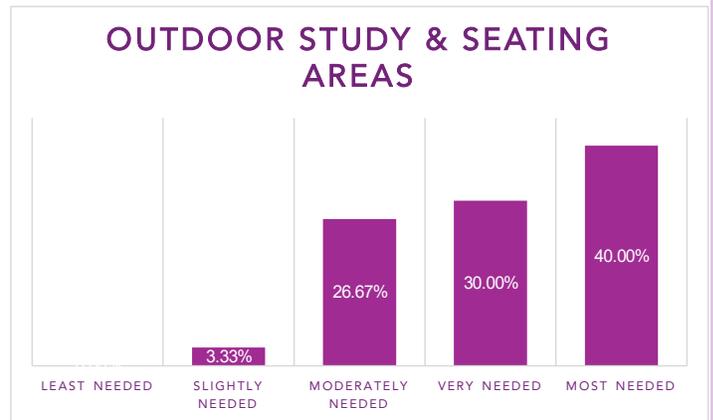
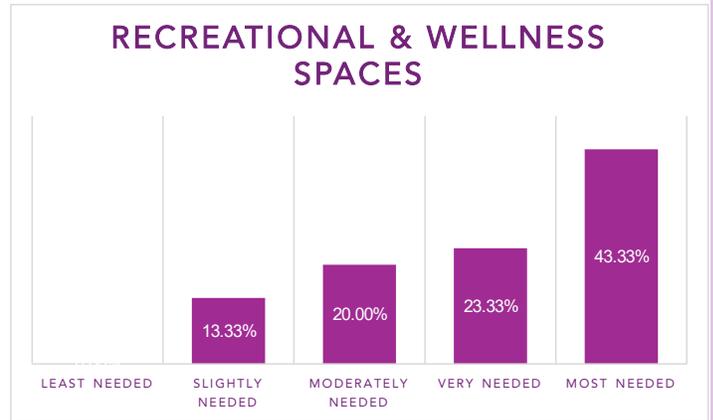
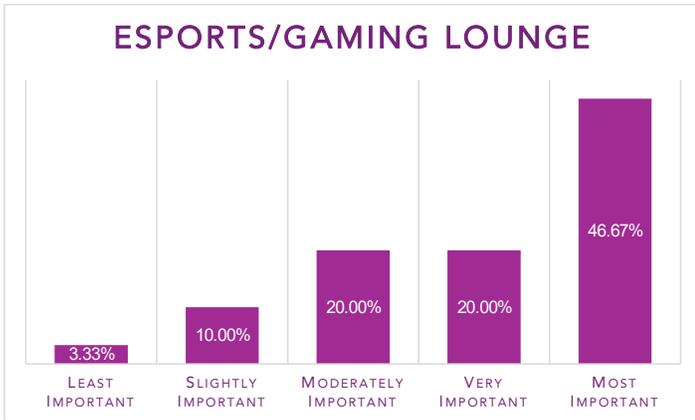


### III. NEEDS ASSESSMENT AND PRIORITIZATION

#### HOW IMPORTANT ARE THE FOLLOWING CAMPUS ADDITIONS:



### III. NEEDS ASSESSMENT AND PRIORITIZATION



FOOD HALL   CAFETERIA   FAST-CASUAL DINING   COFFEE SHOPS   LATE-NIGHT DINING   HEALTHY OPTIONS

# IV. EXISTING FACILITIES ANALYSIS

## A Campus in Context

The Morris Brown College campus is well-situated within the western urban core of downtown Atlanta. Several beloved Landmarks, Parks, Event Venues, and World-class Sports Arenas are within walking distance or quickly accessed by MARTA transit. This remarkable location offers an alternative to the 20th century vehicle-centric suburban college campus, ensuring Morris Brown’s 6-acre campus will be a highly sought-after destination for those seeking Academic prominence in one of the country’s fastest growing metropolitan areas.

Leveraging its proximity to other Institutes of Higher Education, as well as some of the City’s most notable destinations, Morris Brown is positioned well to meet its Strategic Plan goals.

- Mercedes-Benz Stadium: 1/3 mile
- Rodney Cook Sr. Park: 1/2 mile
- State Farm Arena: 3/4 mile
- Centennial Olympic Park: 1 mile
- Underground Atlanta: 1-1/4 mile
- Georgia Aquarium: 1-1/3 mile
- World of Coca-Cola: 1-1/2 mile

In addition to its impressive walkability, Morris Brown is within a short transit ride from many other Atlanta landmarks:

- Shirley Franklin Park (Westside Quarry)
- Grant Park
- Midtown, Atlanta
- Georgia State University

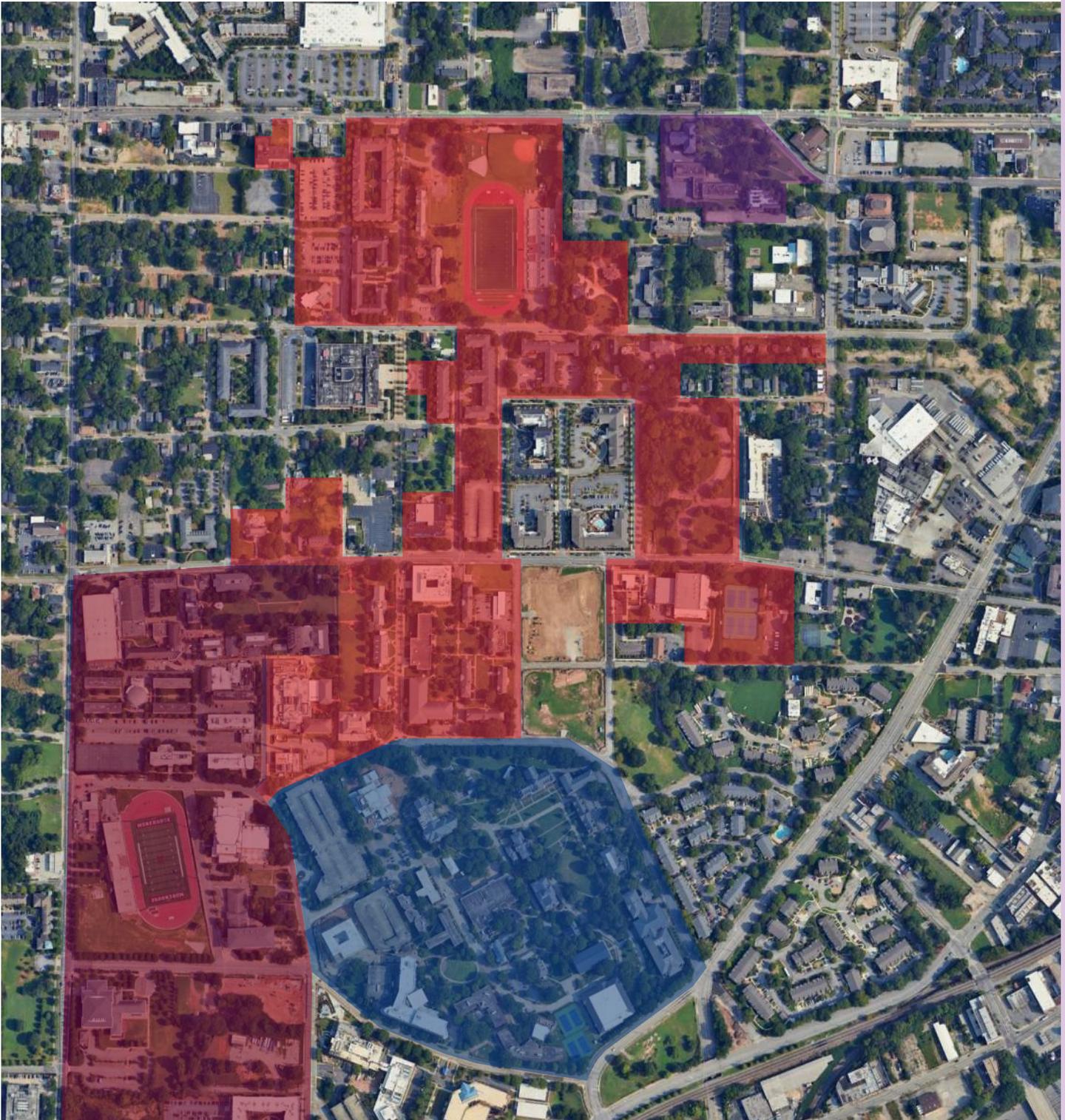


# IV. EXISTING FACILITIES ANALYSIS

## Atlanta University Center Consortium

The Atlanta University Center is home to four Historically Black Colleges and Universities. Morris Brown College sits at the northeast perimeter of the Consortium and serves as a gateway to the AUC from Downtown Atlanta. Its geographic position should be celebrated and carefully considered through the development of the Land Use Strategic Plan.

- MORRIS BROWN COLLEGE
- CLARK ATLANTA UNIVERSITY
- SPELMAN COLLEGE
- MOREHOUSE COLLEGE



# IV. EXISTING FACILITIES ANALYSIS

## Morris Brown College Campus

THE NUMBERS AT A GLANCE:

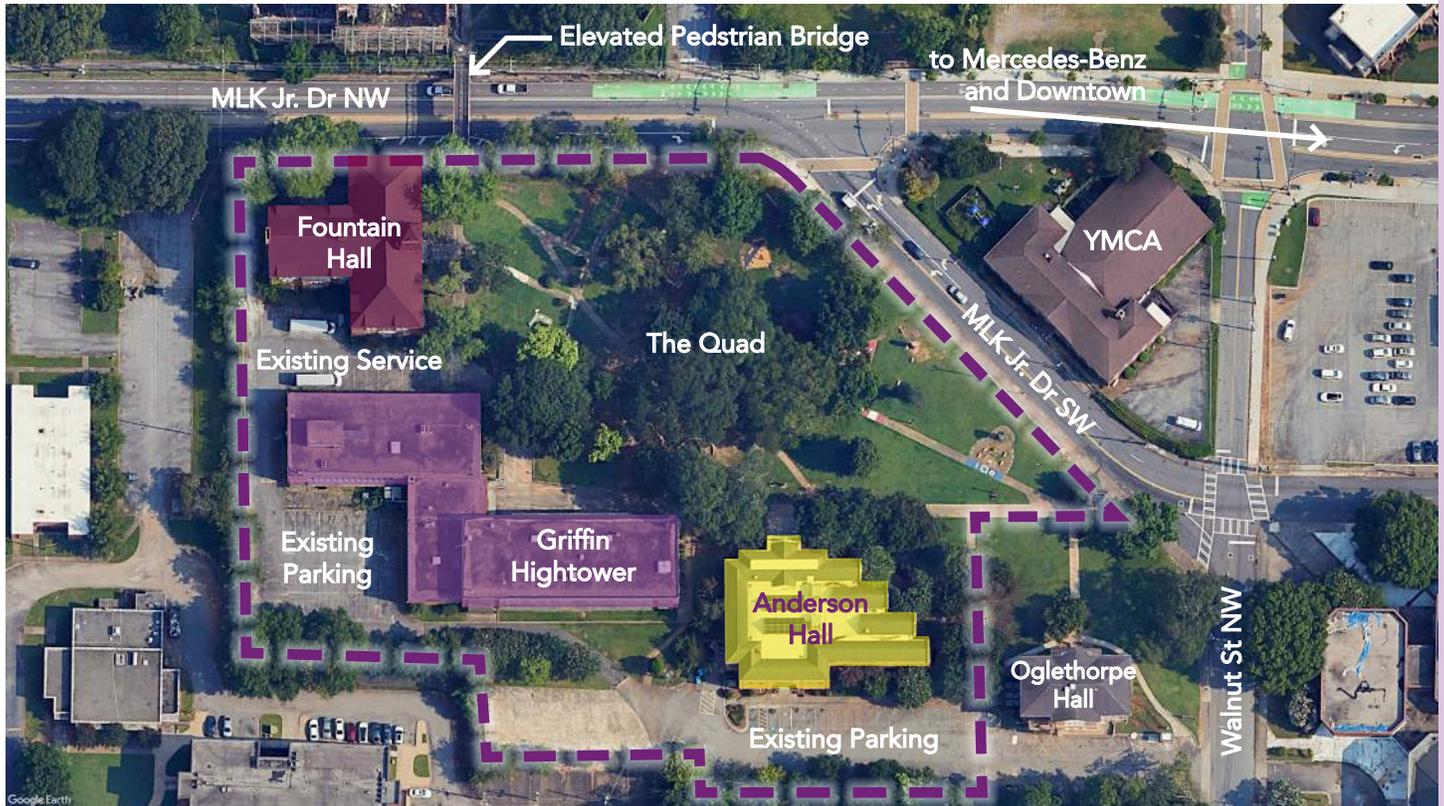
- 6.0** \_\_\_\_\_ Campus Acres
- 140** \_\_\_\_\_ Existing Surface Parking Spaces
- 5** \_\_\_\_\_ Existing Classrooms
- 419** \_\_\_\_\_ Current Enrollment

Facility	No. of Floors	Acres	Year	Building SF
Anderson Hall	3	1.00	1994	21,756
Griffin Hightower	3	0.69	1967	42,928
Fountain Hall	3	1.00	1882	39,592

Currently, all Morris Brown operations are conducted from Dr. Gloria Anderson Hall. Leaving 82,520 square feet of existing space, and six floors of building, currently underutilized.

**ZONING DATA:**

Land Lot District:	14
Zoning District:	O-I Office/Instit.
Special Interest District:	SPI-4 (SA12)
Overlay Districts:	Westside IZ Intown South Comm. Corridor
Incentive Zone:	CDIA
NPU:	T - Atlanta Univ. Ctr.
MAX Residential FAR:	3.20
MAX Non-Residential FAR:	3.00



Fountain Hall



Griffin Hightower Hall

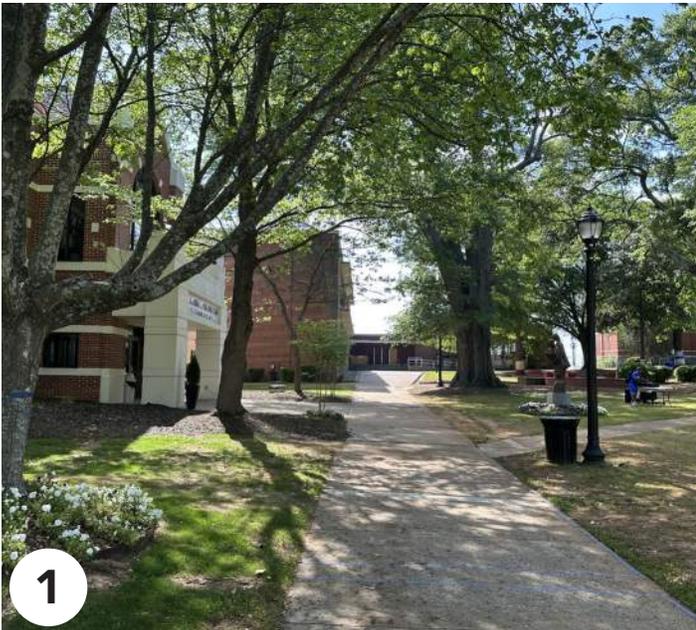


Dr. Gloria Anderson Hall

## IV. EXISTING FACILITIES ANALYSIS

### Photo Inventory - Site

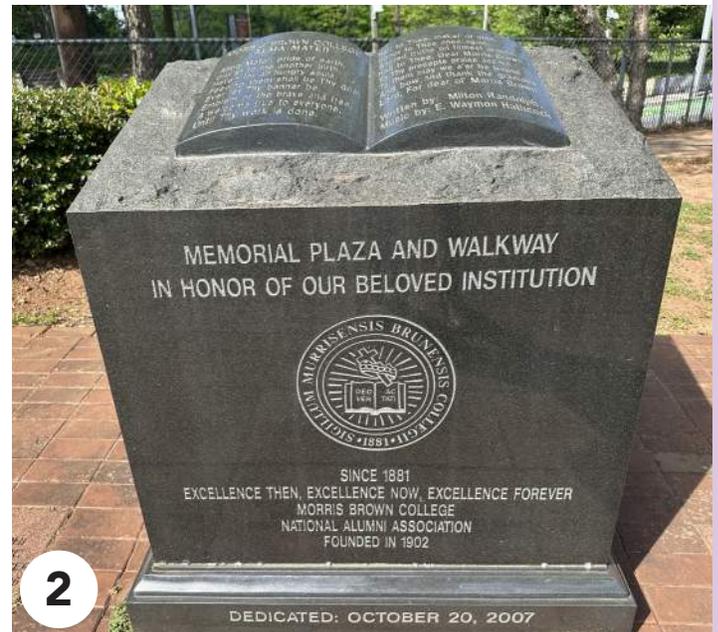
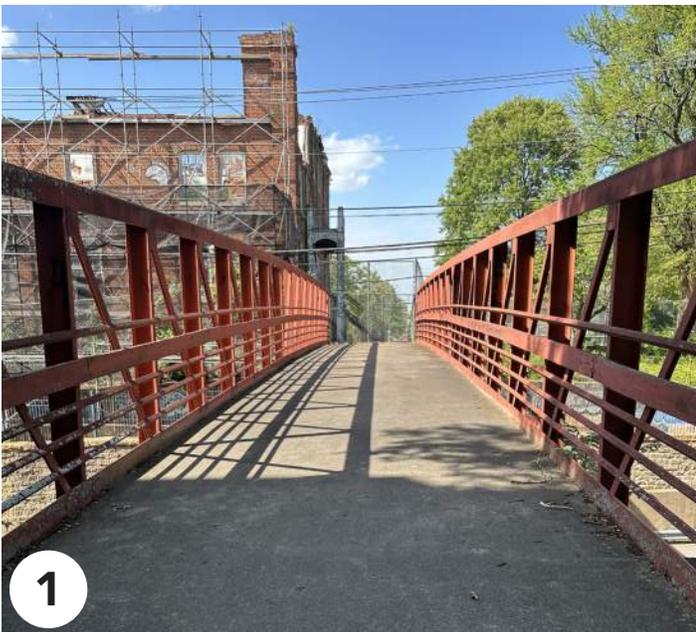
1. Primary approach from the east at Anderson Hall
2. View of the campus quad from Griffin Hightower and Fountain Hall
3. View of the campus quad from the pedestrian bridge at MLK Jr. Drive
4. View of the campus quad from Griffin Hightower East.



# IV. EXISTING FACILITIES ANALYSIS

## Photo Inventory - Site

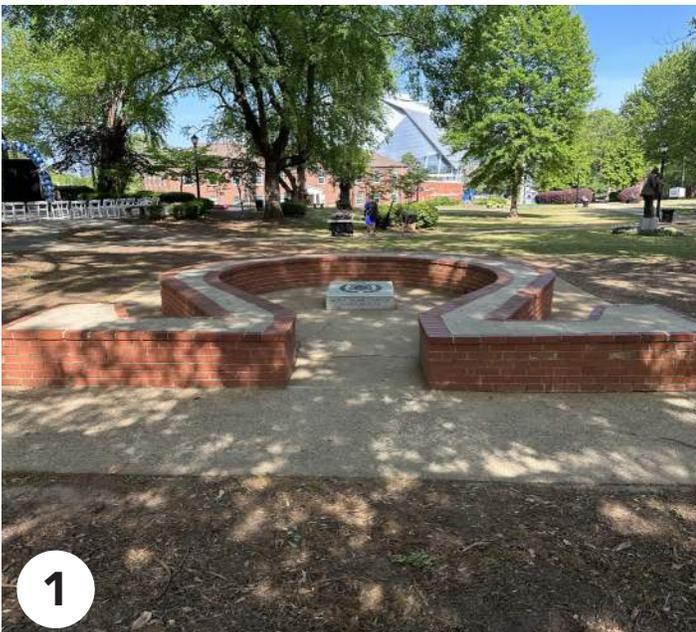
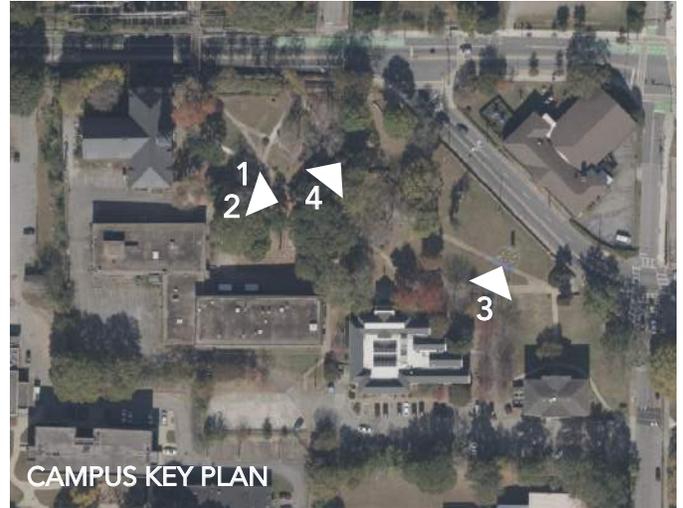
- 1. Pedestrian bridge over MLK Jr. Drive
- 2. Memorial Plaza and Walkway monument
- 3. Edmund Asa Ware memorial
- 4. Seating plaza



# IV. EXISTING FACILITIES ANALYSIS

## Photo Inventory - Site

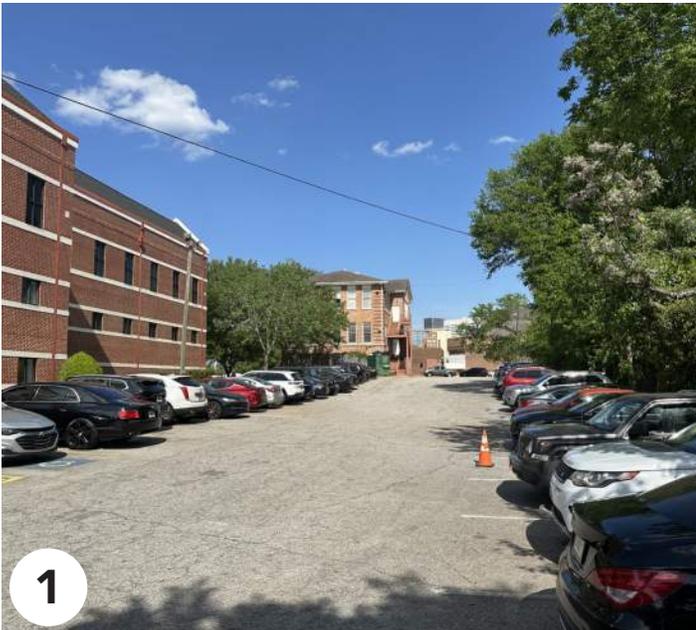
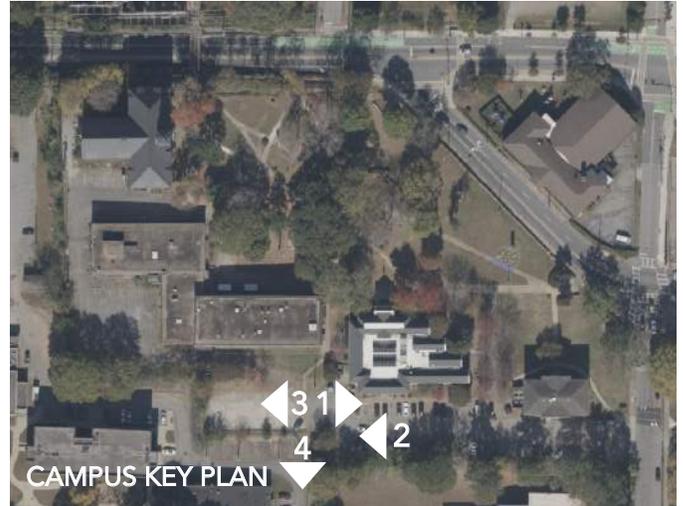
- 1. Omega Fraternity plot
- 2. Delta Sigma Theta Sorority plot
- 3. Fraternity plot
- 4. Event Plaza



## IV. EXISTING FACILITIES ANALYSIS

### Photo Inventory - Site

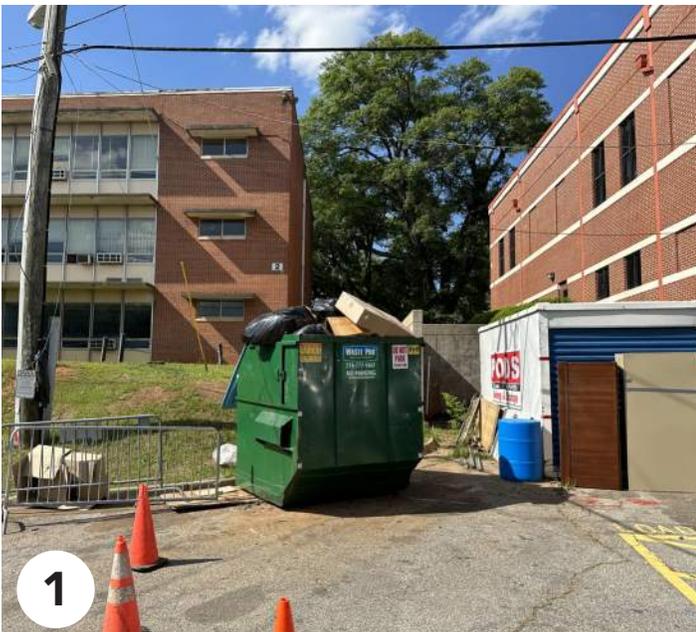
1. Existing parking lot south of Anderson Hall
2. Existing stormwater utility infrastructure in parking lot
3. Parking lot south of Griffin Hightower Hall
4. Paved walkway and drainage swale south of Campus



## IV. EXISTING FACILITIES ANALYSIS

### Photo Inventory - Site

1. Existing trash collection and storage
2. Trash and storage view from Campus quad between Anderson and Griffin Hightower Halls
3. Parking lot southwest of Griffin Hightower Hall
4. Paved slope along south property line

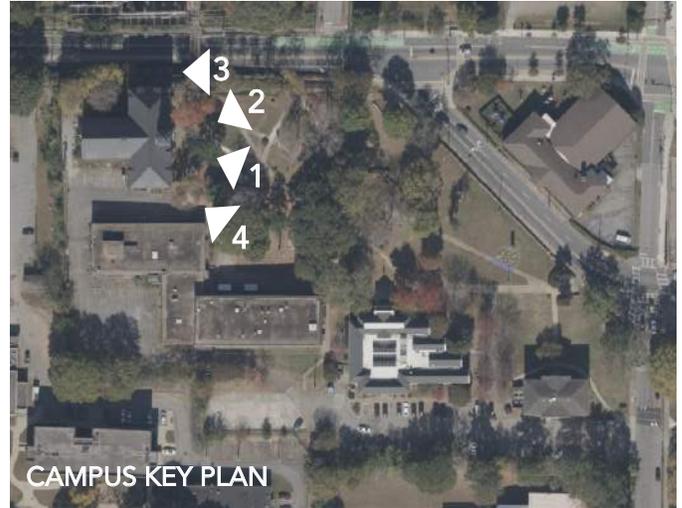


# IV. EXISTING FACILITIES ANALYSIS

## Photo Inventory - Fountain Hall

- 1. Fountain Hall and clock tower
- 2. Fountain Hall east facade
- 3. View west at pedestrian bridge (north of Fountain Hall)
- 4. Fountain Hall south facade

\*note: access to Fountain Hall is restricted due to unsafe conditions. Evaluation by licensed Engineers is recommended to understand the full scope of improvements required to implement the suggested renovations, expansions, and improvements presented herein.

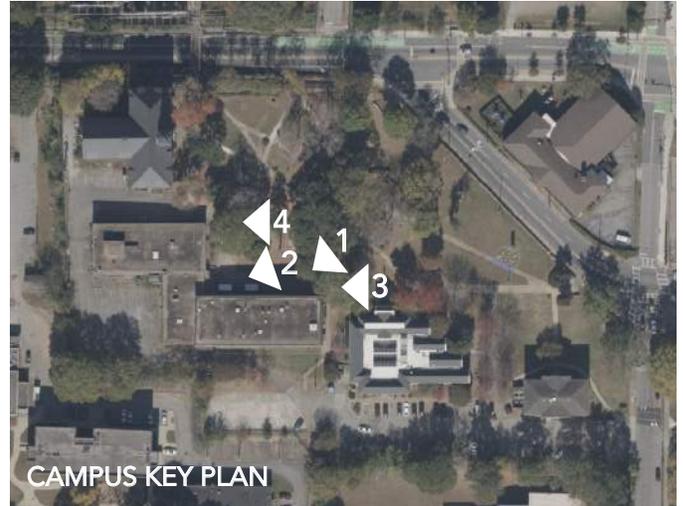


## IV. EXISTING FACILITIES ANALYSIS

### Photo Inventory - Griffin Hightower Hall

1. Southwest view of the east wing
2. Former auditorium and primary entrance
3. North facade of the east wing
4. East facade of the west wing

\*note: access to Griffin Hightower Hall is restricted due to unsafe conditions. Evaluation by licensed Engineers is recommended to understand the full scope of improvements required to implement the suggested renovations, expansions, and improvements presented herein.



## IV. EXISTING FACILITIES ANALYSIS

### Photo Inventory - Griffin Hightower Hall

1. North facade of east wing grating at basement level
2. Former auditorium access ramp at primary entrance
3. Former auditorium and primary entrance stairs
4. Stairwell on the east facade of the west wing down to the basement level

\*note: access to Griffin Hightower Hall is restricted due to unsafe conditions. Evaluation by licensed Engineers is recommended to understand the full scope of improvements required to implement the suggested renovations, expansions, and improvements presented herein.



## IV. EXISTING FACILITIES ANALYSIS

### Photo Inventory - Griffin Hightower Hall

1. North facade of the west wing
2. West facade of the west wing
3. South facade of the west wing
4. East facade of the west wing

\*note: access to Griffin Hightower Hall is restricted due to unsafe conditions. Evaluation by licensed Engineers is recommended to understand the full scope of improvements required to implement the suggested renovations, expansions, and improvements presented herein.



## IV. EXISTING FACILITIES ANALYSIS

### Photo Inventory - Griffin Hightower Hall

1. South facade of the east wing (view north)
2. South facade of the east wing (view east)
3. Grating at basement level (east facade of the east wing)
4. Northeast view of the former auditorium

\*note: access to Griffin Hightower Hall is restricted due to unsafe conditions. Evaluation by licensed Engineers is recommended to understand the full scope of improvements required to implement the suggested renovations, expansions, and improvements presented herein.

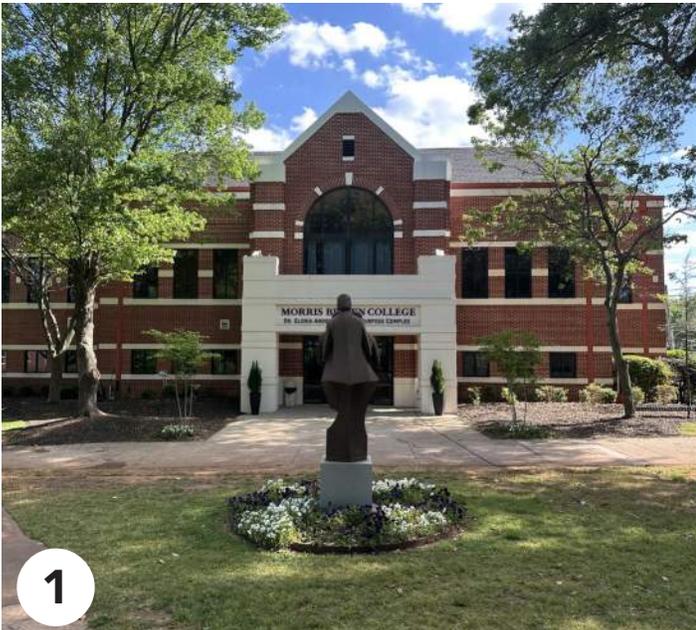


## IV. EXISTING FACILITIES ANALYSIS

### Photo Inventory - Dr. Gloria Anderson Hall

1. North facade and main entrance from the campus quad
2. North and west facade view from the campus quad
3. South facade and entrance from the existing parking lot
4. East facade from Oglethorpe Hall

\*note: Anderson Hall has undergone several interior renovations to support growing staff, student, and administrative needs. Anderson Hall has not been considered for further study as related to this Land Use Strategic Plan, as it meets current facility needs.



# V. FACILITIES PLAN PHASE ONE

## Phase One Implementation Strategies

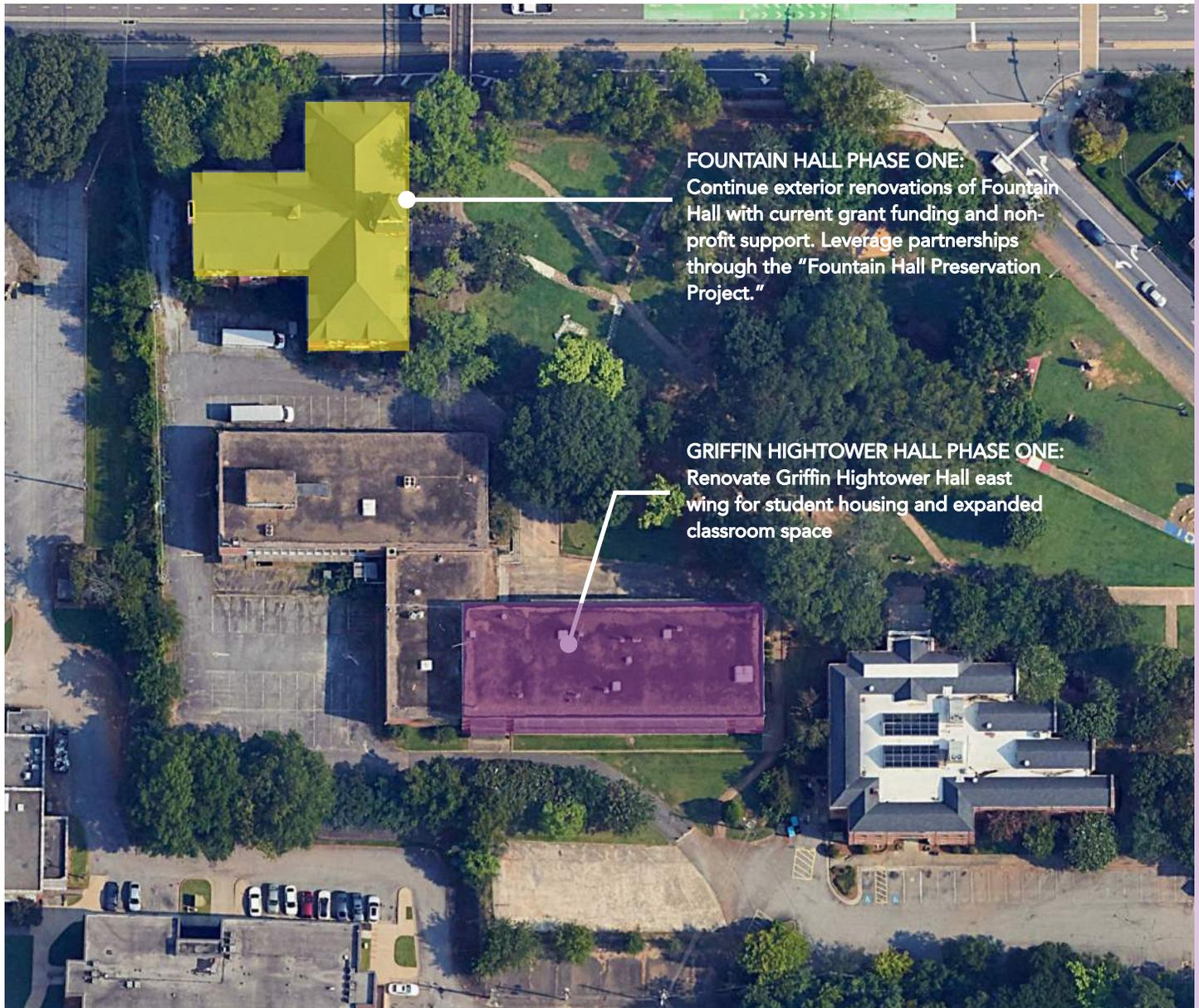
- Initiate fundraising and grant applications for sustainability and tech upgrades
- Continue exterior renovations of Fountain Hall with current grant funding and non-profit support
- Renovate Griffin Hightower Hall east wing for student housing and expanded classroom space
- Create Signa Hotel hospitality student partnership
- Enact maintenance practices for existing infrastructure
- Continue fundraising and capital campaigns to support Phase Two development and implementation

Tech Upgrades

Fountain Hall Project

Griffin Hightower Reno

Fund-Raising



**FOUNTAIN HALL PHASE ONE:**  
Continue exterior renovations of Fountain Hall with current grant funding and non-profit support. Leverage partnerships through the "Fountain Hall Preservation Project."

**GRIFFIN HIGHTOWER HALL PHASE ONE:**  
Renovate Griffin Hightower Hall east wing for student housing and expanded classroom space

## V. FACILITES PLAN PHASE ONE

### The Fountain Hall Story

Fountain Hall is a contributing historic building listed in the National Register of Historic Places as a member of the Atlanta University Center Historic District. It is the oldest surviving building associated with the original Atlanta University, one of the first Historically Black Colleges (HBCU's) in the American South.

A National Historic Landmark, Fountain Hall was built in 1882 and features an iconic clock tower that still stands over the city. It remains the most prominent building on the original campus of Atlanta University, which was founded in 1865 to educate newly emancipated African Americans. Originally named Stone Hall, the building was constructed on a hill between Gaines Hall and South Hall, housing faculty offices, classrooms and a chapel. In the early 1930s, the building was transferred to Morris Brown College and was renamed to honor former college president Bishop William A. Fountain.

From its construction in 1882 until 1929, Fountain (Stone) Hall primarily functioned as the administration building for Atlanta University, though it contained a chapel, library, recitation rooms, and laboratories during various times in its history. It served in a similar capacity for Morris Brown College for many years. Fountain (Stone) Hall has been a gathering place and focus of activity in the educational process of many of the mostly Black Americans attending Atlanta University and Morris Brown College since its construction. Because of the building's location, Fountain Hall can be seen from some distance and has long served as an impressive and identifying landmark for the historic Atlanta University Center.

### The Fountain Hall Development Project

As a recognized National Treasure, the property is eligible for historic preservation incentives, such as non-profit gifts and grants, federal and state Historic Tax Credits, New Markets Tax Credits, Opportunity Zone Financing, Local Property Abatement, various local government incentives, and other individual or philanthropic gifts and donations. These gifts and grants can be made on this Fountain Hall website and are managed through a fiduciary 501(C)(3) nonprofit sponsor, which is the Atlanta Branch of The Association for the Study of African American Life and History (ASALH).

A preservation and rehabilitation Development Agreement exists between the Morris Brown College Board of Trustees and college administration, and the Fountain Hall Development Group, L.L.C., a nationally recognized team of historic preservation experts. These experts have experience in structuring deals involving Historic Tax Credits and syndication financing, Preservation Architectural and Engineering Services, Cultural and Art History, Architectural History, Preservation Strategy and Leadership, Project Management and Construction, Real Estate Development and Real Estate Finance, and the Historic Preservation Stabilization Process.

"Rehabilitation" is defined by the National Park Service, a division of the U.S. Department of the Interior as "the process of returning a property to a state of utility through repair or alteration, which makes possible an efficient contemporary use, while preserving those portions and features of the property which are significant to its historic, architectural, and cultural values."

The project will adhere to the Secretary of the Interior Standards for the Treatment of Historic Properties and Rehabilitation which are common sense historic preservation principles in non-technical language. They promote historic preservation best practices that will help protect our nation's irreplaceable cultural resources. The Secretary of the Interior and its preservation federal agency, The National Park Service, is responsible for establishing standards for all programs under Departmental authority, and for advising other Federal agencies on the preservation of properties listed in or eligible for listing in the National Register of Historic Places.

The project will provide improvements to the exterior and interior spaces of the building, with a goal to restore the grandeur of the building to its original design from 1882.

### The Threat

Boarded up and unused since 2003, Fountain Hall has fallen victim to both vandalism and the intrusion of weather. Lack of upkeep has resulted in an increasingly compromised structure. Left unattended, the building could face a similar fate to its historic neighbors, Gaines Hall and Furber Cottage, both severely damaged by fire in recent years. And yet, many alumni, preservationists and individuals are committed to preserving this historic building.

source: "Fountain Hall Preservation Project" copyright 2022 Atlanta Branch of Association for the Study of African American Life and History with partners Morris Brown College, Friends of Fountain Hall, The Georgia Trust for Historic Preservation, National Park Service, Moody Nolan



Fountain Hall - courtesy Library of Congress, Prints and Photographs Division

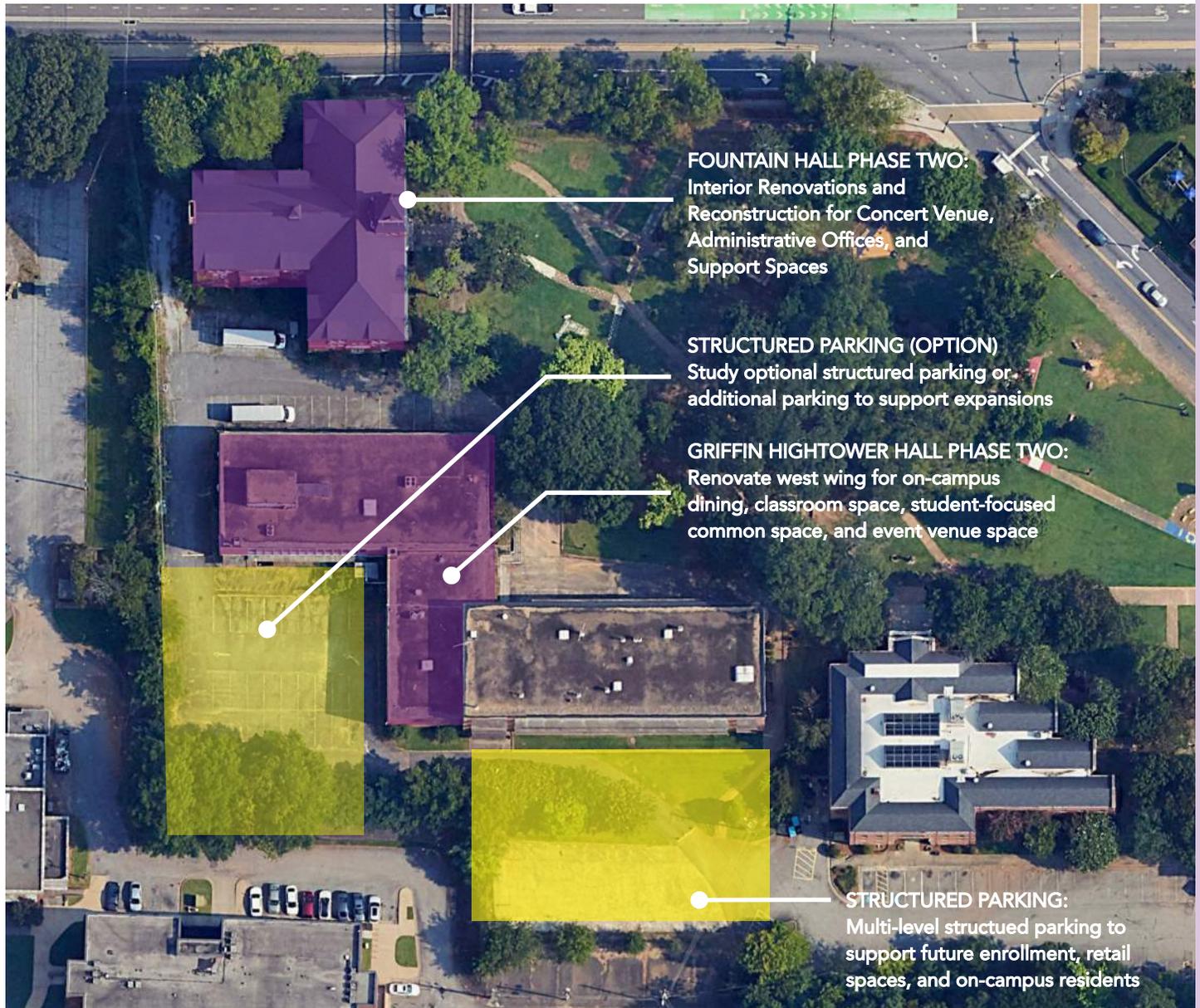
# VI. FACILITIES PLAN PHASE TWO

## Phase Two Implementation Strategies

- Renovate Griffin Hightower Hall west wing for on-campus dining, classroom space, student-focused common space, and additional conference and event space
- Construct a structured parking deck with commercial ground level revenue-generating spaces
- Initiate Fountain Hall interior renovations and reconstruction to support revenue-generating conference, event, and concert venue spaces
- Institute sustainability initiative, exterior improvements, and redevelopment of campus quad



Griffin Hightower Reno    Structured Parking    Fountain Hall Renovation    Sustainable Initiatives



**FOUNTAIN HALL PHASE TWO:**  
Interior Renovations and Reconstruction for Concert Venue, Administrative Offices, and Support Spaces

**STRUCTURED PARKING (OPTION)**  
Study optional structured parking or additional parking to support expansions

**GRIFFIN HIGHTOWER HALL PHASE TWO:**  
Renovate west wing for on-campus dining, classroom space, student-focused common space, and event venue space

**STRUCTURED PARKING:**  
Multi-level structured parking to support future enrollment, retail spaces, and on-campus residents

## VII. FACILITIES PLAN PHASE THREE

### Phase Three Implementation Strategies

- Complete full renovation of Fountain Hall for academic uses (classrooms, offices, student support)
- Open student-led businesses and workforce training hubs within Dr. Gloria Anderson Hall, Griffin Hightower Hall, and Fountain Hall
- Develop the Griffin Hightower Hall Auditorium into multi-use space for recreation and additional venue space
- Finalize sustainability initiatives and campus-wide connectivity upgrades

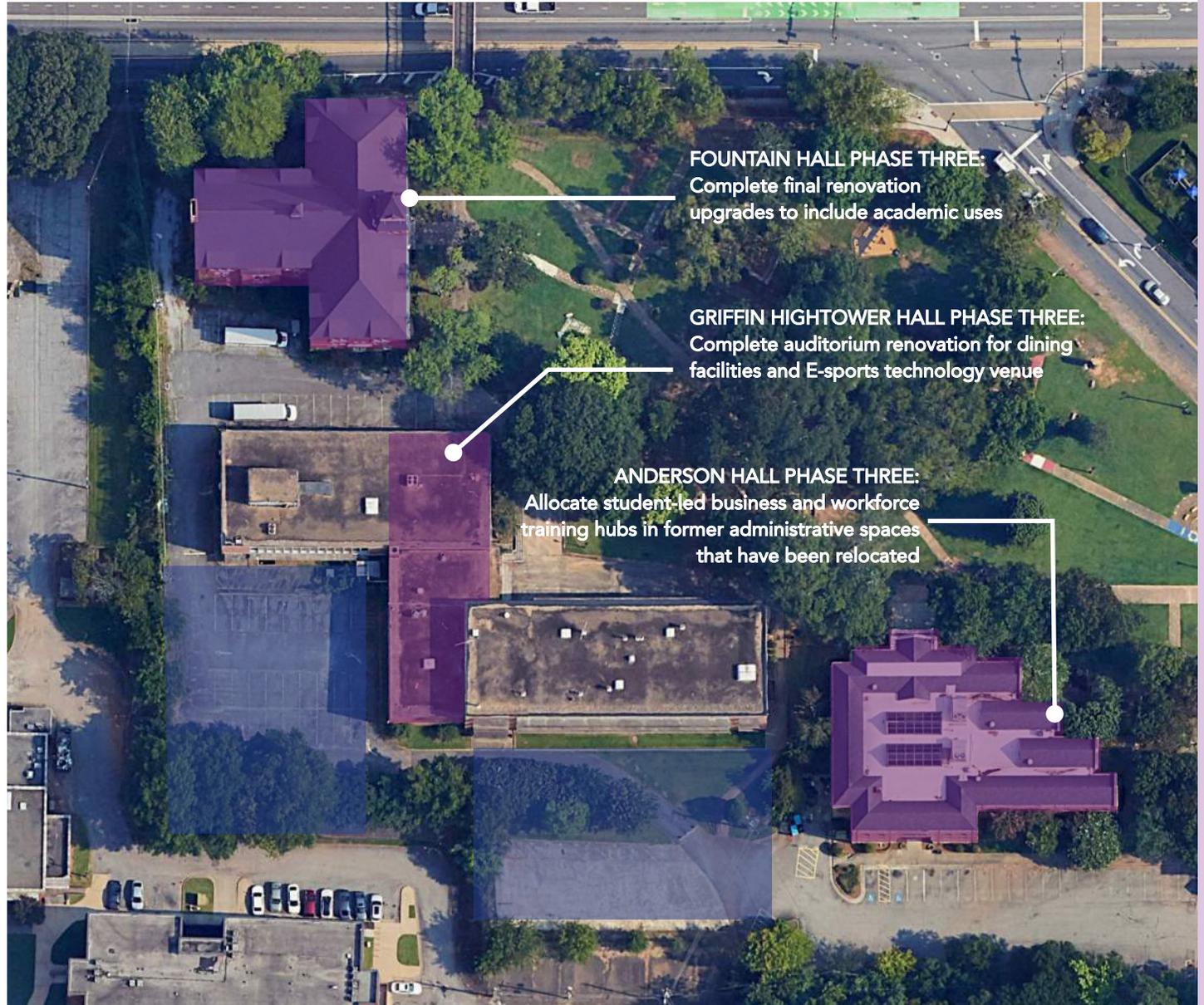


Fountain  
Hall

Anderson  
Hall  
Upgrades

Griffin  
Hightower  
Auditorium

Campus  
Upgrades



# VIII. SUMMARY RECOMMENDATIONS

## Prioritize Adaptive Reuse and Mixed-Use Development

- Renovate the east wing of Griffin Hightower Hall into a modern student dormitory for revenue-generating on-campus housing, supporting the projected enrollment increase.
- Renovate the west wing of Griffin Hightower Hall into on-campus dining, allowing food vendors to lease space. This will provide food availability to students and reduce the renovation costs as vendors will need to front the costs of their leased space.
- Create a student union hub and classrooms in Fountain Hall, integrating student organizations, classrooms, event venues, and collaborative spaces.



## Sustainable Campus Growth and Infrastructure Upgrades

- Expand student housing capacity by converting Griffin Hightower Hall into a 150-200 bed facility. Preserve historic Fountain Hall for academic and student support purposes.
- Invest in green initiatives, including solar panels, stormwater management, and energy-efficient renovations to lower long-term operational costs and improve sustainability.
- Seek out and apply for green initiative grants.
- Develop additional parking with structured parking decks that incorporate ground level activated commercial spaces for optimizing land use



## Enhance the Academic and Student Experience

- Expand classroom space in renovated buildings and incorporate smart classrooms with current technology to support hybrid learning options.
- Strengthen corporate sponsorships to develop research incubators and workforce training programs on and off campus.
- Improve campus digital connectivity with high-speed internet upgrades, encourage outdoor study spaces, and establish areas devoted to student, faculty, and staff wellness.



## Alternatives to Hotel partnership model: Short-term Housing and Hospitality Training

- In lieu of leasing land for a full-scale hotel, develop a smaller hospitality-focused boutique dormitory that can function as extended-stay lodging for visiting faculty, lecturers, conferences, and events. This model is revenue-generating, allows Morris Brown to maintain ownership of land, and supports the hospitality degree program.
- Integrate a hospitality training center with multi-use classrooms and operational facilities for real-world learning, aligning Morris Brown's hospitality program without fully ceding land control.

## Leverage Revenue-Generating Uses on Campus

- Establish retail and dining spaces on campus, including a potential food hall, where vendors lease space in a small footprint, generating maximized revenue streams within a small limited space.
- Partner with Signa Hotel for hospitality program benefits.
- Reconfigure Griffin Hightower Auditorium into a conference and event center that hosts corporate and community events, generating rental income while maintaining flexibility for multi-use academic and campus-focused activities.



## Hospitality Partners

Leverage relationships with Hospitality and Tourism Professional Organizations to entice Conferences and Association meetings. Potential Partnerships Include:

- Council on Hotel, Restaurant, and Institutional Education
- American Hotel and Lodging Association (AHLA)
- American Resort Development Association (ARDA)
- Destinations International
- International Hotel and Restaurant Association (IH&RA)
- International Society of Hotel Associations (ISHA)
- Professional Convention Management Association (PCMA)
- Resort Hotel Association (RHA)
- World Travel & Tourism Council (WTTC)

# VIII. SUMMARY RECOMMENDATIONS

## Explore Funding Partners and Grants

### Federal Grants:

- HUD Community Development Block Grant (CDBG) funds infrastructure and facility improvements for nonprofits serving low-income populations. Investigate local CDBG allocations with the City of Atlanta.
- Historic Preservation Tax Credits

### State and Local Grants:

- The Georgia Department of Community Affairs (DCA) State Small Business Credit Initiative offers funding that can be used for real estate development and improvements.
- Invest Atlanta Economic Development Grants provide funding to nonprofits for capital improvements supporting community impact

### Private and Corporate Foundations:

- The Robert W. Woodruff Foundation seeks to improve the quality of life in Georgia by investing in health, education, economic opportunity and the vitality of the community
- The Kresge Foundation Capital Challenge Grants support nonprofits in health, education, and human services with large-scale capital projects
- The Home Depot Foundation funds nonprofits focusing on housing and community improvements
- The Arthur M. Blank Foundation supports projects in Atlanta, particularly those that enhance community development

### Grassroots Campaigns and Private Partnerships:

- Alumni Donor Contributions
- Crowdfunding Platforms (ie. GiveCampus)
- P3 Development Opportunities
- Event Space rentals
- Interdenominational Theological Center (ITC) partnerships

Federal Grants

State Grants

Local Grants

Private Funding

Current Infrastructure and Facility condition assessments must be prioritized before full-scale redevelopment and renovation of any existing facility. Categorize evaluations and assessments based on facility systems - Roof, Building Envelope, Structural Integrity, HVAC, and Mechanical, Electrical & Plumbing systems. Each building must be evaluated by competent, licensed professionals.

For economy of scale, the approach to redevelopment and renovation should be prioritized by building. The scope of each project work should aim to:

1. Mitigate existing deficiencies
2. Deliver timely programmatic spaces that align with the 2024-2029 Strategic Plan.
3. Meet capital budget requirements.

## Facilities Plan Summary

Recommendations include a phased approach to the Land Use Strategic Plan implementation. The goals and objectives of Morris Brown are ambitious, yet attainable through methodical and practical strategies outlined in the preceding pages. Of primary importance is the creation of student-focused developments that enhance and elevate the academic experience. Through strategic partnerships, creative funding sources, and revenue-generating development, Morris Brown will be well positioned to achieve its 2024-2029 Strategic Plan vision.

Below is a three-phased approach that requires dedication, fortitude, and tenacity. The spirit that drove the Resurgence of Morris Brown College will no doubt prevail, ensuring the long-term future success of this great Institution.

### PHASE ONE

- Initiate fundraising and grant applications for sustainability and tech upgrades
- Continue exterior renovations of Fountain Hall with current grant funding and non-profit support
- Renovate Griffin Hightower Hall east wing for student housing and expanded classroom space
- Create Signa Hotel hospitality student partnership
- Continue fundraising campaigns to support phase two development and implementation
- Enact maintenance practices for existing infrastructure

### PHASE TWO

- Renovate Griffin Hightower west wing for on-campus dining, classroom space, student-focused common space, and additional conference & event space
- Construct a structured parking deck with commercial ground level revenue-generating spaces.
- Initiate Fountain Hall interior renovations and reconstruction to support revenue-generating conference, event, and concert venue spaces
- Institute sustainability initiatives, exterior improvements, and redevelopment of campus quad

### PHASE THREE

- Complete full renovation of Fountain Hall for academic uses (classrooms, offices, student support)
- Open student-led businesses and workforce training hubs within Anderson, Griffin Hightower, and Fountain Halls
- Develop the Griffin Hightower auditorium into multi-use spaces for recreation and additional venue space
- Finalize sustainability initiatives and campus-wide connectivity upgrades

**STAFF  
ENGAGEMENT  
SURVEYS**



# IX. APPENDIX A

## Morris Brown College Facilities, Amenities, and Improvements Consultant Survey-Staff

1 - What is your role at Morris Brown College?						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
Faculty	(1)	2	11.76%		2.41	
Administration	(2)	7	41.18%			
Staff	(3)	7	41.18%			
Other (add comment below)	(4)	1	5.88%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
17/17 (100%)	2.41	0.80				

• Was an employee currently contract work.

2 - How long have you been with Morris Brown?						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
Less than 1 year	(1)	6	35.29%		1.94	
1-3 years	(2)	7	41.18%			
4-7 years	(3)	3	17.65%			
8+ years	(4)	1	5.88%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
17/17 (100%)	1.94	0.90				

3 - How important are the following campus additions on a scale of 1 (least important) to 5 (most important)?						
Expanded student housing						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
1-Least important	(1)	0	0.00%		4.71	
2-Slightly important	(2)	0	0.00%			
3-Moderately important	(3)	1	5.88%			
4-Very important	(4)	3	17.65%			
5-Most important	(5)	13	76.47%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
17/17 (100%)	4.71	0.59				

3 - How important are the following campus additions on a scale of 1 (least important) to 5 (most important)?						
Upgraded academic buildings/classrooms						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
1-Least important	(1)	0	0.00%		4.65	
2-Slightly important	(2)	0	0.00%			
3-Moderately important	(3)	1	5.88%			
4-Very important	(4)	4	23.53%			
5-Most important	(5)	12	70.59%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
17/17 (100%)	4.65	0.61				

# IX. APPENDIX A

## Morris Brown College Facilities, Amenities, and Improvements Consultant Survey-Staff

3 - How important are the following campus additions on a scale of 1 (least important) to 5 (most important)?						
Dedicated faculty workspaces & offices						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
1-Least important	(1)	0	0.00%		4.29 	
2-Slightly important	(2)	0	0.00%			
3-Moderately important	(3)	2	11.76%			
4-Very important	(4)	8	47.06%			
5-Most important	(5)	7	41.18%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
17/17 (100%)	4.29	0.69				

3 - How important are the following campus additions on a scale of 1 (least important) to 5 (most important)?						
Increased parking facilities						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
1-Least important	(1)	0	0.00%		3.82 	
2-Slightly important	(2)	2	11.76%			
3-Moderately important	(3)	5	29.41%			
4-Very important	(4)	4	23.53%			
5-Most important	(5)	6	35.29%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
17/17 (100%)	3.82	1.07				

3 - How important are the following campus additions on a scale of 1 (least important) to 5 (most important)?						
Conference and event space for academic programs						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
1-Least important	(1)	0	0.00%		3.88 	
2-Slightly important	(2)	2	11.76%			
3-Moderately important	(3)	5	29.41%			
4-Very important	(4)	3	17.65%			
5-Most important	(5)	7	41.18%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
17/17 (100%)	3.88	1.11				

3 - How important are the following campus additions on a scale of 1 (least important) to 5 (most important)?						
Sustainable initiatives (solar panels, green infrastructure)						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
1-Least important	(1)	2	11.76%		3.18 	
2-Slightly important	(2)	1	5.88%			
3-Moderately important	(3)	8	47.06%			
4-Very important	(4)	4	23.53%			
5-Most important	(5)	2	11.76%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
17/17 (100%)	3.18	1.13				

# IX. APPENDIX A

## Morris Brown College Facilities, Amenities, and Improvements Consultant Survey-Staff

3 - How important are the following campus additions on a scale of 1 (least important) to 5 (most important)?						
Student resource centers (career services, tutoring)						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
1-Least important	(1)	0	0.00%		<div style="text-align: center;">4.18</div>	
2-Slightly important	(2)	1	5.88%			
3-Moderately important	(3)	3	17.65%			
4-Very important	(4)	5	29.41%			
5-Most important	(5)	8	47.06%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
17/17 (100%)	4.18	0.95				

3 - How important are the following campus additions on a scale of 1 (least important) to 5 (most important)?						
Research and innovation hubs						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
1-Least important	(1)	1	5.88%		<div style="text-align: center;">3.82</div>	
2-Slightly important	(2)	1	5.88%			
3-Moderately important	(3)	3	17.65%			
4-Very important	(4)	7	41.18%			
5-Most important	(5)	5	29.41%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
17/17 (100%)	3.82	1.13				

4 - What building use strategy would best support faculty and administration? (Select all that apply)						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
More faculty office spaces	(1)	12	70.59%			
More classrooms with smart technology	(2)	15	88.24%			
Research collaboration hubs	(3)	7	41.18%			
Conference/event spaces for academic use	(4)	10	58.82%			
Multi-purpose lecture halls	(5)	14	82.35%			
				0 25 50 75 100		
Response Rate	17/17 (100%)					

5 - Any other comments or feedback about this initiative?	
Response Rate	4/17 (23.53%)
<ul style="list-style-type: none"> <li>• Students are becoming homeless or behind in rent. Providing some student housing linked to their financial aid can relieve some of this burden and allow students to concentrate on academics more.</li> <li>• Currently, I am serving students in an area where there is no privacy. Student want to be forthcoming and they look around the office and there are work study students and they decline to continue. I also offer virtual meetings, but if a student comes to the office and wants to speak at that moment, I don't think I should turn them away. They should feel comfortable to share information. I understand we only have this one building, but we need to ensure that staff and other workers are strategically placed, as to optimized the student experience.</li> <li>• There is a significant need for student housing, as it is difficult for students to thrive academically while also bearing the burden of securing stable shelter.</li> <li>• Space for about 60 round tables that can seat up to 10. Set-up for auditorium style seating and staging with pipe and drape and top sound and audio-visual capabilities with drop screens set up or wall mounted video screens.</li> </ul>	

## **X. APPENDIX B**

# **STUDENT ENGAGEMENT SURVEYS**

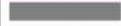


# X. APPENDIX B

## Morris Brown College Facilities, Amenities, and Improvements Consultant Survey-Students

1 - What is your current year?						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
Freshman	(1)	5	16.67%		 2.63	
Sophomore	(2)	8	26.67%			
Junior	(3)	10	33.33%			
Senior	(4)	7	23.33%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
30/469 (6.4%)	2.63	1.03				

2 - How close do you live to campus?						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
Less than 1 mile	(1)	2	6.67%		 3.67	
1-3 miles	(2)	2	6.67%			
3-5 miles	(3)	0	0.00%			
5+ miles	(4)	26	86.67%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
30/469 (6.4%)	3.67	0.88				

3 - Would you prefer on campus housing?						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
Yes	(1)	11	36.67%		 2.03	
Indifferent	(2)	7	23.33%			
No	(3)	12	40.00%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
30/469 (6.4%)	2.03	0.89				

# X. APPENDIX B

## Morris Brown College Facilities, Amenities, and Improvements Consultant Survey-Students

4 - What is your major or area of study?	
<b>Response Rate</b>	29/469 (6.18%)
<ul style="list-style-type: none"> <li>• General Studies</li> <li>• psychology</li> <li>• Hospitality management</li> <li>• psychology</li> <li>• Psychology</li> <li>• music production</li> <li>• Organizational Management and Leadership</li> <li>• psychology</li> <li>• Music production</li> <li>• business</li> <li>• Global Leadership Management</li> <li>• Music Production</li> <li>• music production</li> <li>• Psychology</li> <li>• Psychology</li> <li>• Organizational Management and Leadership</li> <li>• Psychology</li> <li>• GENERAL STUDIES</li> <li>• Organizational Management and Leadership</li> <li>• OML</li> <li>• Hospitality Management</li> <li>• Psychology</li> <li>• GENERAL STUDIES/PSYCHOLOGY</li> <li>• Business Management</li> <li>• psychology</li> <li>• Psychology</li> <li>• Hospitality Operations Business Management</li> <li>• Gen Studies</li> <li>• Organizational leadership and management</li> </ul>	

5 - How important are the following campus additions on a scale of 1 (least important) to 5 (most important)?						
More dormitories or on-campus housing						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
1-Least important	(1)	1	3.33%			
2-Slightly important	(2)	0	0.00%			
3-Moderately important	(3)	4	13.33%			
4-Very important	(4)	6	20.00%			
5-Most important	(5)	19	63.33%			
				0 25 50 75 100	Question	
<b>Response Rate</b>	<b>Mean</b>	<b>STD</b>				
30/469 (6.4%)	4.40	0.97				

5 - How important are the following campus additions on a scale of 1 (least important) to 5 (most important)?						
Expanded on-campus dining options						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
1-Least important	(1)	0	0.00%			
2-Slightly important	(2)	1	3.33%			
3-Moderately important	(3)	3	10.00%			
4-Very important	(4)	8	26.67%			
5-Most important	(5)	18	60.00%			
				0 25 50 75 100	Question	
<b>Response Rate</b>	<b>Mean</b>	<b>STD</b>				
30/469 (6.4%)	4.43	0.82				

# X. APPENDIX B

## Morris Brown College Facilities, Amenities, and Improvements Consultant Survey-Students

5 - How important are the following campus additions on a scale of 1 (least important) to 5(most important)?						
Student union with collaborative spaces						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
1-Least important	(1)	0	0.00%		<p>4.37</p>	
2-Slightly important	(2)	0	0.00%			
3-Moderately important	(3)	4	13.33%			
4-Very important	(4)	11	36.67%			
5-Most important	(5)	15	50.00%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
30/469 (6.4%)	4.37	0.72				

5 - How important are the following campus additions on a scale of 1 (least important) to 5(most important)?						
Conference & event spaces						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
1-Least important	(1)	0	0.00%		<p>4.23</p>	
2-Slightly important	(2)	2	6.67%			
3-Moderately important	(3)	4	13.33%			
4-Very important	(4)	9	30.00%			
5-Most important	(5)	15	50.00%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
30/469 (6.4%)	4.23	0.94				

5 - How important are the following campus additions on a scale of 1 (least important) to 5(most important)?						
Fitness and wellness facilities						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
1-Least important	(1)	0	0.00%		<p>4.20</p>	
2-Slightly important	(2)	3	10.00%			
3-Moderately important	(3)	3	10.00%			
4-Very important	(4)	9	30.00%			
5-Most important	(5)	15	50.00%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
30/469 (6.4%)	4.20	1.00				

5 - How important are the following campus additions on a scale of 1 (least important) to 5(most important)?						
Green spaces (parks, outdoor seating)						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
1-Least important	(1)	1	3.33%		<p>4.20</p>	
2-Slightly important	(2)	2	6.67%			
3-Moderately important	(3)	3	10.00%			
4-Very important	(4)	8	26.67%			
5-Most important	(5)	16	53.33%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
30/469 (6.4%)	4.20	1.10				

# X. APPENDIX B

## Morris Brown College Facilities, Amenities, and Improvements Consultant Survey-Students

5 - How important are the following campus additions on a scale of 1 (least important) to 5(most important)?						
More technology-integrated classrooms						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
1-Least important	(1)	0	0.00%		<p>4.37</p>	
2-Slightly important	(2)	1	3.33%			
3-Moderately important	(3)	3	10.00%			
4-Very important	(4)	10	33.33%			
5-Most important	(5)	16	53.33%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
30/469 (6.4%)	4.37	0.81				

5 - How important are the following campus additions on a scale of 1 (least important) to 5(most important)?						
Career development and networking hubs						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
1-Least important	(1)	0	0.00%		<p>4.37</p>	
2-Slightly important	(2)	1	3.33%			
3-Moderately important	(3)	4	13.33%			
4-Very important	(4)	8	26.67%			
5-Most important	(5)	17	56.67%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
30/469 (6.4%)	4.37	0.85				

5 - How important are the following campus additions on a scale of 1 (least important) to 5(most important)?						
Esports/gaming lounge						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
1-Least important	(1)	1	3.33%		<p>3.97</p>	
2-Slightly important	(2)	3	10.00%			
3-Moderately important	(3)	6	20.00%			
4-Very important	(4)	6	20.00%			
5-Most important	(5)	14	46.67%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
30/469 (6.4%)	3.97	1.19				

5 - How important are the following campus additions on a scale of 1 (least important) to 5(most important)?						
Parking expansion						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
1-Least important	(1)	0	0.00%		<p>4.53</p>	
2-Slightly important	(2)	0	0.00%			
3-Moderately important	(3)	4	13.33%			
4-Very important	(4)	6	20.00%			
5-Most important	(5)	20	66.67%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
30/469 (6.4%)	4.53	0.73				

# X. APPENDIX B

## Morris Brown College Facilities, Amenities, and Improvements Consultant Survey-Students

**6 - What types of dining options would you like to see on campus? (Select all that apply)**

Response Option	Weight	Frequency	Percent	Percent Responses	Means
Food hall with multiple vendors	(1)	21	70.00%		
A full-service cafeteria	(2)	20	66.67%		
Fast-casual dining (Chipotle/Panera-style)	(3)	19	63.33%		
Coffee shops	(4)	17	56.67%		
Late-night dining options	(5)	16	53.33%		
Healthy eating options	(6)	21	70.00%		
				0 25 50 75 100	
<b>Response Rate</b>	30/469 (6.4%)				

**7 - What student engagement spaces do you think are most needed? (1 = least needed, 5 = most needed)**

**Student lounge and co-working areas**

Response Option	Weight	Frequency	Percent	Percent Responses	Means
1-Least needed	(1)	0	0.00%		4.43
2-Slightly needed	(2)	0	0.00%		
3-Moderately needed	(3)	3	10.00%		
4-Very needed	(4)	11	36.67%		
5-Most needed	(5)	16	53.33%		
				0 25 50 75 100	Question
<b>Response Rate</b>	<b>Mean</b>	<b>STD</b>			
30/469 (6.4%)	4.43	0.68			

**7 - What student engagement spaces do you think are most needed? (1 = least needed, 5 = most needed)**

**Recreational and wellness spaces (gym, yoga, etc.)**

Response Option	Weight	Frequency	Percent	Percent Responses	Means
1-Least needed	(1)	0	0.00%		3.97
2-Slightly needed	(2)	4	13.33%		
3-Moderately needed	(3)	6	20.00%		
4-Very needed	(4)	7	23.33%		
5-Most needed	(5)	13	43.33%		
				0 25 50 75 100	Question
<b>Response Rate</b>	<b>Mean</b>	<b>STD</b>			
30/469 (6.4%)	3.97	1.10			

**7 - What student engagement spaces do you think are most needed? (1 = least needed, 5 = most needed)**

**Outdoor study/seating areas**

Response Option	Weight	Frequency	Percent	Percent Responses	Means
1-Least needed	(1)	0	0.00%		4.07
2-Slightly needed	(2)	1	3.33%		
3-Moderately needed	(3)	8	26.67%		
4-Very needed	(4)	9	30.00%		
5-Most needed	(5)	12	40.00%		
				0 25 50 75 100	Question
<b>Response Rate</b>	<b>Mean</b>	<b>STD</b>			
30/469 (6.4%)	4.07	0.91			

# X. APPENDIX B

## Morris Brown College Facilities, Amenities, and Improvements Consultant Survey-Students

7 - What student engagement spaces do you think are most needed? (1 = least needed, 5 = most needed)						
Esports/gaming space						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
1-Least needed	(1)	0	0.00%		3.90	
2-Slightly needed	(2)	3	10.00%			
3-Moderately needed	(3)	8	26.67%			
4-Very needed	(4)	8	26.67%			
5-Most needed	(5)	11	36.67%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
30/469 (6.4%)	3.90	1.03				

7 - What student engagement spaces do you think are most needed? (1 = least needed, 5 = most needed)						
Performing arts and music spaces						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
1-Least needed	(1)	0	0.00%		4.47	
2-Slightly needed	(2)	1	3.33%			
3-Moderately needed	(3)	3	10.00%			
4-Very needed	(4)	7	23.33%			
5-Most needed	(5)	19	63.33%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
30/469 (6.4%)	4.47	0.82				

8 - How satisfied are you with current classroom facilities?						
Response Option	Weight	Frequency	Percent	Percent Responses	Means	
Very Satisfied	(1)	5	16.67%		2.70	
Satisfied	(2)	6	20.00%			
Neutral	(3)	13	43.33%			
Dissatisfied	(4)	5	16.67%			
Very Dissatisfied	(5)	1	3.33%			
				0 25 50 75 100	Question	
Response Rate	Mean	STD				
30/469 (6.4%)	2.70	1.06				

# X. APPENDIX B

## Morris Brown College Facilities, Amenities, and Improvements Consultant Survey-Students

9 - What new student support services would benefit you most?	
<b>Response Rate</b>	30/469 (6.4%)
<ul style="list-style-type: none"> <li>• Mentorship and Guidance services</li> <li>• Campus Housing, Food Services, Job Recommendations, and not just for students that are under 25. Older students need access to the same things as well</li> <li>• n/a</li> <li>• N/A</li> <li>• Not exactly sure right now, other than getting information at the last minute, especially when it's stressed to be in attendance.</li> <li>• Campus Auntie/Mom</li> <li>• A new student support service that would benefit me most is one that focuses on creating more opportunities that truly cater to students, rather than just building an image of the school for the public. Too often, students leave campus or go to other schools to get the "college experience" that they feel is missing here. We need more student-centered initiatives like clubs, engaging events, and consistent networking opportunities. Additionally, we need more events that highlight our campus organizations and the students involved in them, giving them the recognition and support they deserve. These types of services would not only enhance student life but also build a stronger, more connected campus community.</li> <li>• I think everything you are doing is good</li> <li>• Networking</li> <li>• All the above</li> <li>• Preparing for master's and job development and opportunities.</li> <li>• n/a</li> <li>• N/A</li> <li>• na</li> <li>• Just for teachers to care about their jobs</li> <li>• N/A</li> <li>• n/a</li> <li>• im not sure at the moment</li> <li>• On or more near campus housing.</li> <li>• n/a</li> <li>• Student-to-student help: Big Brother Big Sister, each on the Tech One program.</li> <li>• bigger classrooms and better desk for the students. Maybe a school supply/ merch shop for the students on campus.</li> <li>• N/A</li> <li>• All of them, We need all of the services. We are patiently waiting ;) xoxo</li> <li>• N/a</li> <li>• N/A</li> <li>• A 24 he counseling center</li> <li>• N/A</li> <li>• N/A</li> <li>• AS A NON TRADITIONAL STUDENT, MORE TUTORS IN THE EVENING, AND GREATER EXPLANATION OF HOW TO DO THINGS I'VE NEVER DONE (POWERPOINT PRESENTATION, CANVA, EXCEL SPREADSHEET, ANNOTATED BIBLIOGRAPHY, ETC.)</li> </ul>	

10 - Any other comments or feedback about this initiative?	
<b>Response Rate</b>	11/469 (2.35%)
<ul style="list-style-type: none"> <li>• None</li> <li>• I believe the school should offer more scholarship opportunities directly through the institution and make them available year-round. Many students face financial challenges that don't align with limited application windows, and having consistent access to scholarships would help relieve that stress. Year-round scholarships would also allow students to plan better financially, stay enrolled, and focus more on their academic success without the constant worry of how they're going to pay for school.</li> <li>• No</li> <li>• N/A</li> <li>• NA</li> <li>• N/A</li> <li>• Nope</li> <li>• N/a</li> <li>• n/a</li> <li>• n/a</li> <li>• N/A</li> </ul>	