

THEC Master Plan Guidelines

Each institution will develop its own campus master plan, which supports the implementation of the institution's strategic and academic plans and includes all relevant elements as outlined below. Periodically, but not less than every ten years, each institution shall retain a consultant with specific expertise in higher education master planning to develop a master plan that engages all relevant departments at the institution. Plans should address physical needs in the context of student retention and success, as well as statewide higher education goals and policies. All capital improvement requests will be reviewed for conformity with the master plan.

Every two years each institution will provide a progress report on the implementation of the master plan. THEC may request additional support, documentation or site visits to the institution.

The campus leadership and campus planning team should consider these guidelines at beginning of the planning cycle on matters of scope, process and desired outcome. The planning teams are encouraged to develop goals for the plan, specific to your campus, and appropriate for the long range academic and strategic plans of your campus. After the goals, objectives, detailed scope and deliverables are defined, they should be detailed in the RFQ or RFP. A very specific and detailed scope of work is the basis for prospective consultants to understand your campus, and prepares the full planning team to have a pathway for a successful outcome.

It is the intent of THEC to engage with the campus in their master planning process. The master plan is direct link and documentation between the institution's strategic plan, facilities planning and ultimate capital appropriation requests. The master plan is also the reference document for all State Building Commission action for the institution. THEC will, if requested, assist the institution in determining what components are appropriate for a new master plan or update. Each institution is encouraged to contact THEC Chief of Facilities Planning (Patti Miller 615-741-6289) when considering a master plan, master plan update or master plan amendment.

THEC recommends that the services of the master planning consultant be retained for the life of the master plan to assist with implementation, as well as prepare and endorse any updates or amendments.

Five-year contracts are the normal extent of the term of this type of contract, but renewal for an additional 5 years may be possible – the extension would probably require SBC approval. The Office of the State Architect (OSA) suggests the first 5 years may start at the presentation of the MP to the SBC with a request to the SBC to continue with this consultant for consulting services.

MASTER PLAN COMPONENTS

A full master plan may address all the following components, unless they are irrelevant (e.g. housing on a community college campus). The master plan should address all state-owned campuses. Leased campuses with more than 50 full-time equivalent students may be addressed in the master plan if desired or changes are anticipated. The master plan shall be consistent with the institution's current strategic plan and academic plan and show specifically how the master plan will implement their identified goals.

Executive Summary

The summary should include key objectives for the master plan and recommended solutions. The institution may want to consider formatting the Executive Summary that could be distributed separately as an information or promotion document.

Brief History and Campus Overview

Provide a summary of pertinent history, basic and distinctive objectives and other attributes that make the institution unique. Include a synopsis of the Academic Plan and Strategic Plan that will be addressed in the campus master plan.

Enrollment

Include on-ground FTE and total FTE enrollment for the last 10 years for each campus included in the master plan. Compare existing enrollment to projections from the previous master plan. Provide projections of enrollment by campus, consistent with the timeline of the plan, and as supported by demographics. Five-year or ten-year projections may be considered and will be useful in the development of the annual capital budget. Additional enrollment projections by college or school may be helpful as they relate to the development of future projects. Longer term projections may be provided if desirable.

Space Needs

Conduct a full inventory and analysis of E&G space as defined in the THEC Space Guidelines for each campus based on on-ground FTE enrollment and course data from the most recent fall semester. Both on-ground and online FTE students should be acknowledged in the master plan. Further analysis, such as space utilization studies or capacity analysis, may be appropriate to support specific objectives of the master plan. Recognized national standards or peer campus data may also be considered. Generate and compare alternatives to meeting identified future space needs, including new buildings, replacement buildings, additions, and repurposing of existing space. Migration plans should be provided where multiple buildings are involved in proposed solutions.

Facilities Condition

The campus facilities staff is encouraged to maintain a detailed facility assessment of all campus buildings consistent with the requirements of the PFIS (Physical Facilities Inventory Survey) data, and to regularly update the PFIS. An up-to-date PFIS and listing of known building condition issues will aid in developing a focused scope of work for the planning team. The planning consultant team may spot check certain buildings, or may be asked to provide

more detailed assessments of selected buildings either in the RFP/RFQ or a later scope addition. The final plan should include a listing of all campus buildings with the building name, ID, use, use code, age, SF, facilities condition and related data. Identify high level safety, code compliance, and ADA compliance issues, and identify areas for further detailed evaluation. Determine recommended actions to maintain and upgrade facilities programs as appropriate.

As a part of the condition survey, the institution may want to have the team evaluate specific room types for suitability, i.e. are the laboratories appropriate for the current teaching objectives. If they are not, what specific components need to be improved?

It may be helpful to also develop a program suitability rating for each building to supplement the facility condition rating. The development of a facility condition and program suitability matrix is useful in providing support documentation, and prioritizing renovation projects, program relocations, long range capital maintenance, and demolitions.

Site Considerations

Create site plans showing existing land use, pedestrian circulation, vehicular circulation, parking lots, hardscape areas, landscaping, drainage, topography, signage and other site features, including the nature and interrelationship of campus precincts to each other and the surrounding area. Provide existing parking counts and existing and future parking needs. If appropriate, generate and compare alternative improvements to site features that address deficiencies.

Design Guidelines

Each master plan should define the major campus design objectives for future development. The institution may wish to also develop building design guidelines to address architecture, landscape design, historic preservation, interiors, and furniture. The extent of these guidelines may vary by campus, either as broad guides, or more specific standards independent of the plan.

Land Acquisition

Show all state-owned land and identify needed land acquisition or disposal as justified by existing and proposed site plans. If appropriate, levels of priority for acquisition may be assigned to various parcels.

Infrastructure

Catalog the general condition and age of the following infrastructure systems and compare their current demand and current capacity with future demand: natural gas, electricity, domestic water, stormwater, sewer, data, steam, chilled water, and others if present. Provide a general layout of individual systems as appropriate. Identify needed improvements and expansions.

Student Services

The master plan should include considerations for one stop shops, counseling, financial aid, student organizations, book store and related items of student interest as appropriate to the institution. Student life may also include housing, dining and recreation as listed below.

Housing & Dining

Determine future qualitative and quantitative needs for housing and dining facilities, including student centers and related student service facilities. Generate and compare alternatives to meet future needs for capacity expansions and other improvements.

Security

Identify basic safety and security needs, primarily focused on site security, campus access and control as well as campus access to buildings, recreation / athletic fields and related public areas. This should be a team approach with campus security, IT leadership, facilities, and academic representation. Additional security considerations may be warranted, including access into buildings, security cameras, patrols, safe areas, emergency communications, and other security considerations. In the master plan it may be appropriate to address the security objectives and strategy to make overall campus security improvements, however the specificity of the plan may be outside the scope of a master plan.

Athletics & Recreation

In the context of current and future athletic objectives and needs, generate and compare alternatives for improvements to existing varsity athletic facilities, intramural facilities, and academic athletic facilities, as well as informal indoor and outdoor recreational facilities that meet institutional goals for student wellbeing. If there are joint uses of athletics, recreation and/or physical education functions, these should be identified and defined.

Implementation Table and Cost

Compile a list of all recommended projects, including the total cost of each project (construction cost, and soft costs) in current dollars. Include funding source(s), a general priority and implementation timeline. The list of projects will identify priorities for long range capital improvements consistent with the timeline of the plan. The full project scope of projects included in the implementation table should include consideration for enrollment growth, renewal, improvement, infrastructure, environmental impact, life safety, transportation, preservation, energy impact, and operating costs. The table will support the development of the annual capital budget, including a five year listing of anticipated outlay and maintenance projects.

Ongoing Capital Improvement Plans

In accordance with the master plan, each campus shall also maintain a five-year capital improvement plan, including capital outlay, capital maintenance, and major disclosed projects. Disclosed projects are funded through sources other than outlay or maintenance appropriations.

Other Potential Master Plan Considerations:

The following are items that should be considered for inclusion in a master plan process as they apply to each specific institution.

- Involvement or coordination with city and county officials
- Advising utility providers as they may be impacted by the MP objectives
- Community residents and interested organizations

Some of the following may be done as individual projects and coordinated with the campus master plan and included in the body of the plan, as an appendix, or as an independent study outside of the scope but integrated in the plan. If required as part of the plan, the scope will need to be clearly defined in the RFP or RFQ so that specific expertise may be retained as part of the planning consultant team.

- Facility programming
- Facility condition survey
- Sustainability objectives
- Campus graphics / traffic signage / building signage
- Detailed student services objectives
- Detailed studies for: student life – housing, food services, recreation, bookstore, etc.
- Data / communications evaluation and upgrade planning
- Detailed parking and traffic studies
- Detailed security plan
- Detailed infrastructure studies
- Stormwater objectives or stormwater master plan
- Campus guidelines

MASTER PLAN APPROVAL PROCESS

The master plan normally requires initial SBC approval to issue a RFP or RFQ for designer / consultant evaluation. When evaluations are complete the designer recommendation will need to be forwarded to the SBC for designer approval.

1. All relevant departments at the institution should review the complete draft master plan and provide any edits to the master planning consultant.
2. The final master plan should be presented to the President, Chancellor, Governing Board, staff and others as the institution deems appropriate.
3. The final master plan should be endorsed in writing by the institution's President or Chancellor, or Governing Board.
4. The final master plan will be reviewed by THEC staff and presented to the full THEC Commission as an action item for their approval.
5. The final master plan and review request will be forwarded to the State Architect by the institution's Governing Board for SBC review and action.

MASTER PLAN UPDATES

THEC recognizes that master planning is a continuous process that does not end with master plan approval. For this reason, a master plan update may be needed to address changing conditions. A master plan update shall have a limited scope, make no major changes to the concept of the master plan, and preferably be prepared by the team that developed the current master plan or a consultant with specific expertise in higher education master planning. The master plan update shall consist of a full standalone master plan update document that addresses all master plan components identified above as appropriate. It shall be endorsed by the institution's President, Chancellor, or Governing Board before submitting the final to the Commission for review and approval.

After THEC staff review and recommendation for approval, the master plan update may be accepted by the Executive Director and reported to the Commission as interim action. If deemed appropriate, the master plan update may be presented to the full THEC commission. The final master plan update and review request will be forwarded to the State Architect by the institution's Governing Board for SBC review and action. THEC approval of a master plan update restarts the clock on the ten-year master planning cycle.

MASTER PLAN AMENDMENTS

A master plan amendment addresses one element or a limited group of related elements. The amendment shall be developed and/or endorsed by a consultant with appropriate credentials and issued as an amendment to the master plan, relevant only to the defined elements. The amendment replaces or supplements only specific parts of the master plan. The original master plan continues as an amended master plan. Master plan amendments shall be approved prior to, or in conjunction with, proposed program plans which are inconsistent with the officially adopted master plan.

THEC staff will review the amendment for its consistency with the intent and concept of the original master plan. This does not impact the ten-year cycle.

After THEC staff review and recommendation for approval, the master plan amendment may be accepted and approved by the Executive Director. If deemed appropriate for an amendment of significant scope or impact, the Executive Director may present the amendment to the full THEC Commission for approval. SBC Policy requires SBC approval of amendments affecting real estate usage or land acquisition components of the plan. Following THEC Commission approval, the institution will forward the master plan amendment and any requests for property revisions to the Office of the State Architect for review and determination of required SBC approval process.