

**Agenda Item:** I.H.**DATE:** July 23, 2015**SUBJECT:** UTHSC Master Plan**ACTION RECOMMENDED:** Approval

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**Background**

Campus master plans are an essential element of higher education public policy. Master plans provide an opportunity for long range planning that incorporates the institution's needs and ambitions, while also providing the public and state government a sense for how the institution might evolve over time. Whether the acquisition of strategic property, the need for an efficient use of facilities or analysis of how the campus footprint meshes with the surrounding community, master plans provide a method of anticipating and preparing for the future needs of the campus and the students it serves. THEC encourages institutions to produce a master plan every five years that addresses near, mid and long-term needs of the campus with respect to building and land use, open space, vehicular circulation and parking, and land acquisition opportunities.

**Master Plan Summary**

The Memphis campus of the University of Tennessee Health Science Center (UTHSC) is an urban campus of 55 acres with limited ability to acquire additional property or expand its footprint. With a desire to enhance the institution's ability to meet the needs of students, faculty, researchers, clinical partners and patients, UTHSC hired Perkins+Will, an architecture and design firm, to develop a strategic master plan to more clearly define and articulate the institution's vision. In part this vision includes increasing full-time enrollment across its six colleges (Colleges of Dentistry, Graduate Health Sciences, Health Professions, Medicine, Nursing and Pharmacy) from 2,980 today to 3,379; increasing research expenditures from \$45 million to \$63 million; and establishing stronger relationships with the institution's five clinical partners, all over the next decade.

The key to this Master Plan, as with so many others, is an analysis of the current facilities' conditions. This analysis found that 38 percent (roughly 535,000 square feet) of UTHSC's square footage is in critical condition and in need of demolition or substantial renovation. An additional 41 percent requires significant upgrades. Further, using the THEC Space Allocation Guidelines in addition to other resources, the Master Plan found an overall space deficit of 900,000 gross square feet (GSF), including nearly 470,000 GSF of academic space, 66,000 GSF of research space, and 160,000 GSF of facility support space.

In the immediate future the Master Plan calls for the construction of four new academic buildings and the renovation of five academic buildings (several of these construction and renovation projects are already underway). The plan also

calls for improvements to green space and streetscape (along Madison and Union Avenues) in part to help make the campus more navigable and pedestrian-friendly for students and patients. Finally, the Master Plan encourages the development of residential apartments and recreational space in the southernmost portion of campus.

The UTHSC Campus Master Plan helps define a vision and integrate it into the Memphis campus. It has been thoroughly reviewed and THEC staff recommends it for approval.