

**DATE:** July 27, 2017

**SUBJECT:** Volunteer State Community College Master Plan Update

**ACTION RECOMMENDED:** Approval

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### **BACKGROUND INFORMATION**

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 and efficient use of facilities, or an 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 requires institutions to develop a new master plan every ten years.

### **MASTER PLAN SUMMARY**

Volunteer State is centered in Gallatin, with satellite campuses in Cookeville, Livingston, and Springfield. In Fall 2016, Volunteer State served over 9,500 students (headcount) and had a full-time equivalent (FTE) enrollment of over 5,800. The campus planning and design firm, TSW, used the THEC Space Model, campus input, and local and regional demographic data to develop the Master Plan. Over the next decade, the population in Volunteer State's eleven-county service area is expected to grow by 81,000 residents, a potential enrollment growth of 820 FTE, or 14 percent. The THEC Space Guidelines show needs in open labs, faculty offices, and administration offices—especially at the Cookeville Campus, where the Master Plan also found a need for more library and study space. The Master Plan recommends updating facilities in a manner to attract and retain students by retrofitting buildings to incorporate natural light and student-centered teaching and gathering spaces. Additionally, the Master Plan identifies the need for a major renovation to the Warf Building (which the Commission recommended—and the Governor and General Assembly approved—for funding in this fiscal year), the demolition of Gallatin's East Campus, the acquisition of private land adjacent to both Gallatin and Cookeville Campuses for security and future facilities, and a campus in Wilson County to meet projected enrollment growth.

### **RECOMMENDATION**

The 2017 Volunteer State Master Plan provides a comprehensive yet flexible plan to guide the College for the next decade. It has been thoroughly reviewed, and THEC staff recommend it for approval.

## EXECUTIVE SUMMARY

Volunteer State Community College, founded in 1971, has grown to be the second largest community college in Tennessee in terms of Fall 2016 full-time equivalent enrollment (5,852 students). Headcount enrollment was 9,504 students. The college offers more than 90 academic programs, including transfer degrees, two-year degrees, and technical certificates.

This Master Plan addresses all four state-owned Vol State campuses, shown on the map on the following page, but focuses primarily on the Main Campus in Gallatin, about 20 miles northeast of downtown Nashville.

The new Steinhauer-Rogan-Black (SRB) Humanities Building on the Gallatin Campus has provided modern, high-quality spaces for teaching, offices, and other spaces. This new facility means that no significant space deficits were identified on the Gallatin Campus. Classroom and lab utilization is low after 3:00 p.m. Station occupancy is above the THEC standard for classrooms but below the standard for labs.



The outdoor realm on the Gallatin Campus is a very well maintained and landscaped environment that students frequently take advantage of to study and recreate. Recent improvements have added circular mini plazas, landscaping, trees, and

updated signage that create a true collegiate feel. No significant concerns were identified with regard to site issues, vehicular/pedestrian conflicts, or stormwater. Athletic facilities are in good condition with the exception of the tennis courts.

## DEMOGRAPHIC CONTEXT

A detailed demographic and labor market analysis is provided on pages 20-34. Key findings are as follows:

- Projected population growth is concentrated in Nashville metro counties and Putnam County
- Participation rate is low in Wilson County, as shown on the map below, although population density is high in the same area
- Population growth could increase enrollment 14% over the next decade

- Areas of high educational need are in more rural portions of center of service area
- Many areas are beyond a half-hour drive of existing campuses

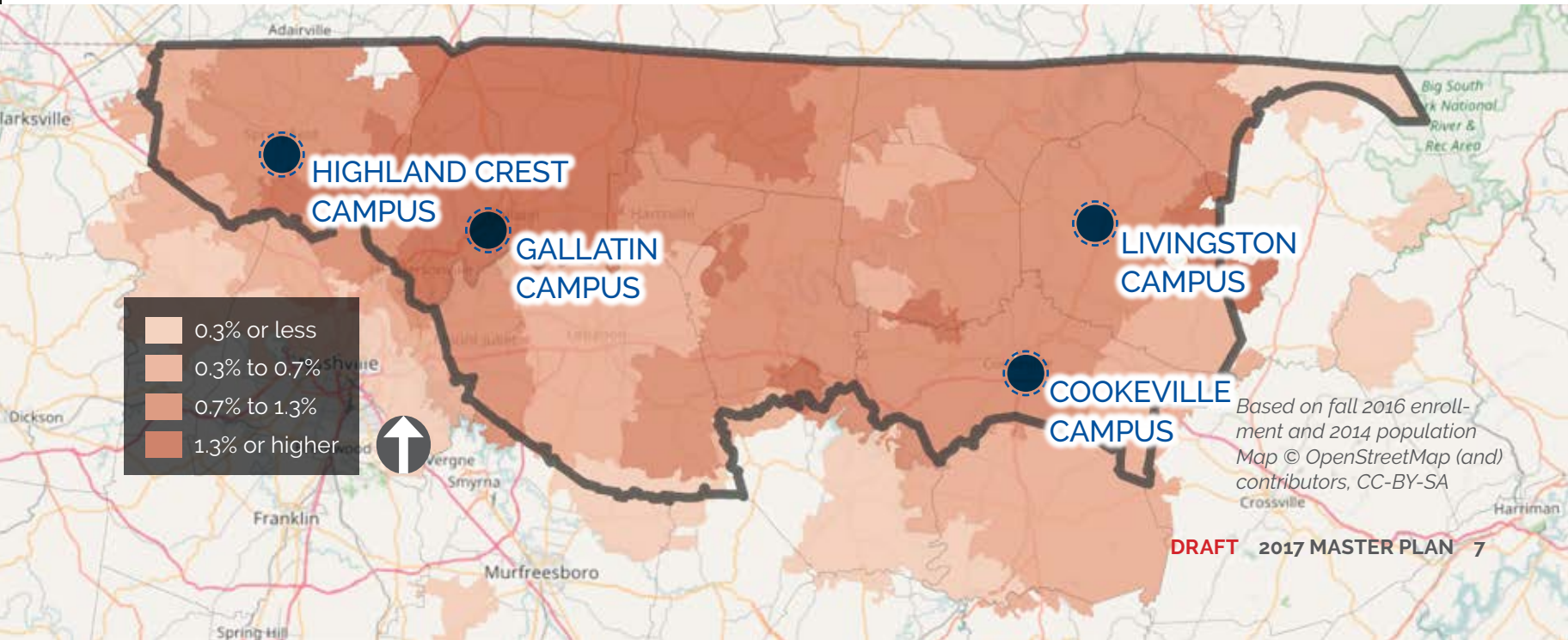
## NEW WILSON COUNTY CAMPUS

In order to meet the needs identified by the demographic study, this Master Plan recommends the creation of a new campus in Wilson County, either in leased or state-owned space. For more details, see page 88.

## PROPOSED WILSON CO. CAMPUS: ENROLLMENT BENCHMARK 2



## >> REGIONAL PARTICIPATION RATE



Based on fall 2016 enrollment and 2014 population Map © OpenStreetMap (and) contributors, CC-BY-SA

# GALLATIN CAMPUS MASTER PLAN OVERVIEW



- A** Warf Building Improvements
- B** Dining Hall Improvements
- C** Library Improvements
- D** Quadrangle Improvements
- E** Terraced Gardens & Bioswale
- F** Front Lawn Improvements
- G** New Parking & Road Realignment
- H** East Campus Demolition



The Gallatin Campus is a well-maintained, successful, and attractive campus with true collegiate amenities. Surveys show that students and faculty are happy with the campus. The following recommendations seek to build on existing successes to visually enhance the campus, make it more usable and modern, and better attract and retain students.

### **A. WARF BUILDING IMPROVEMENTS**

A 6,000 square foot addition should be constructed to provide space for the Mechatronics program. A major renovation of aging labs and the entire building is also necessary.

### **B. DINING HALL IMPROVEMENTS**

This aging and underutilized amenity should be updated with new furniture, finishes, and lighting.

### **C. LIBRARY IMPROVEMENTS**

Minor improvements such as group study rooms, new teaching spaces, and furniture and lighting upgrades will increase utilization and retention.

### **D. QUADRANGLE IMPROVEMENTS**

Simple landscaping and grading improvements, combined with the creation of pedestrian plazas, will transform the heart of campus.

### **E. TERRACED GARDENS AND BIOSWALE**

New lighting and plantings will improve safety and the feel of this area.

### **F. FRONT LAWN IMPROVEMENTS**

New entrance gateways and fencing will make all entrances consistent and establish a more collegiate feel.

### **G. PARKING EXPANSION & LOOP ROAD REALIGNMENT**

Additional parking will be needed as enrollment grows. Construction of the new lot will provide an opportunity to relocate the loop road to reduce the number of unsafe crosswalks.

### **H. EAST CAMPUS DEMOLITION**

These aging buildings have a variety of costly maintenance needs and a significant amount of underutilized

space. In the long term they should be demolished, with existing functions relocated to the main portion of campus.

### **FACILITIES IMPROVEMENTS**

A number of upgrades to building systems not covered by the major renovations and other projects above. These are detailed on page 86.

### **SUSTAINABILITY IMPROVEMENTS**

A number of items are recommended to further expand Vol State's extensive sustainability initiatives. These are detailed on page 87.