

**DATE:** July 22, 2021

**SUBJECT:** Master Plan - University of Memphis

**ACTION RECOMMENDED:** Approval

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### **BACKGROUND INFORMATION**

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 can physically 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 produce a master plan every ten years that addresses short-, 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 previous 2015 Master Plan guided the development of projects that have had significant impact on the University's mission. Completed projects include the R. Brad Martin Student Wellness Center, the Pedestrian Land Bridge over the railroad, and the South Parking Garage on the main campus. The new Laurie-Walton Family Basketball Center and Billy J Murphy Complex Indoor Practice Facility were constructed on Park Avenue Campus. Projects in design or construction include the STEM Research and Classroom Building and the Scheidt Family Music Center on Main Campus as well as the Sprague Hall renovation on Lambuth Campus for the nursing program. The primary short-term goals of the 2015 master plan have been met with the completion of these projects. .

The new 2021 Master Plan includes land acquisition, facilities, and infrastructure to accommodate successful higher education learning and research at all 3 campuses and 6 sites. The guiding University priorities of student success, academic excellence, research and innovation, diversity and inclusion, external collaborations, visibility, and sustainability are reflected in the priority projects of the plan.

The university Strategic Plan provides a framework for steady enrollment growth from Tennessee, the region, and from increased visibility nationally and internationally. Enrollment of over 15,881 full time equivalent (FTE) (including 3,427 online) on the Main/Park Avenue and 6 sites is expected to grow to 18,250 FTE (including 4,250 online). The enrollment growth on the Memphis campus locations will be accomplished through growth in graduate and international students related to research, and undergraduate programs related to Health Sciences, STEM, Business and Economics and the Fine Arts. The Lambuth Campus is expected to grow from 523 FTE (653 headcount) to a target enrollment of 1,600 FTE (2,000 headcount). The growth at Lambuth will be primarily in Health Sciences and Nursing as programs are added and external relationships with Madison County healthcare providers strengthen.

Proposed near-term projects focus on modernization of classrooms and labs for core undergraduate curriculum, and further development of the Park Avenue campus. The Plan's analysis found that 70% of the buildings are over 40 years old, and buildings with the highest student contact hours also have the greatest deferred maintenance needs. On the main campus, top priority projects include the renovation of the Fogelman College of Business and Economics Building, renovation of Mynders Hall for academics and research, and replacement of Mitchell and Clement Halls with a modern classroom facility. On the Park Avenue campus, clinical support spaces and new student housing will serve a rapidly expanding College of Health Sciences. The athletic area on Park Campus will continue to be improved with a new soccer complex and a student support center.

THEC Space Allocation Guidelines indicate a significant current and future space deficit in research laboratories. Mid-term priorities (5-10 years) include modernizations and renovations in existing research facilities supporting faculty research grants, the development of a research park to facilitate knowledge and technology transfer, and an Interdisciplinary Science Research Building to expand the university's growing research initiatives.

The long-term plan (10+ years) recommends continued academic renovations , housing expansion and infrastructure upgrades on all campuses.

## **RECOMMENDATION**

The 2021 Master Plan Update is a comprehensive 10-year plan, with analysis of space needs, enrollment, site considerations, facility conditions and renewal plans, design guidelines, land acquisition, infrastructure, student life/services, and implementation and capital plan. THEC staff recommends it for approval.

# UNIVERSITY OF MEMPHIS - MAIN CAMPUS

## 2021 MASTER PLAN

01. Student Wellness + Fitness Center (Expansion)/  
Intramural Fields/Fitness Course Green Space
02. Biochemistry + Biology Facilities
03. Music Center
04. Alumni Center/Art Gallery
05. STEM Research + Classroom Building
06. Academic Building (Replacement for Mitchell/  
Clement Hall)
07. New Academic Building
08. Entry Drive/Campus Gateway
09. Academic Building (Replacement for Ellington Hall)
10. Renovated Patterson Hall
11. Life Sciences Addition
12. Fine Arts (Renovation for Herzog Building)
13. Student Residence Halls (Near Central Avenue  
Quad)
14. Research Park
15. Parking Structure (Near Southern Avenue)
16. Mixed Use/Research and Parking (Near  
Patterson Avenue)
17. Enhanced Pedestrian Corridor
18. Highland Road Campus Entry
19. Parking Structure (Near Central)
20. Lobby Expansion
21. Ellipse Plaza Development
22. Patterson Avenue Realignment
23. Reconfigured Parking
24. Future Housing Development
25. Physical Plant Expansion
26. Campus School Annex
27. Campus School Addition
28. Astroturf Field
29. Research/Academic Conversion of Mynders Hall
30. Fraternities



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|  Campus Green           |  Renovated Building     |
|  Athletic Field         |  Private Development    |
|  Memorable Open Space   |  UofM Existing Building |
|  UofM Proposed Building |  |



# UNIVERSITY OF MEMPHIS - PARK AVE CAMPUS

## 2021 MASTER PLAN

- 01. Community Health Facility (new/renovated)
- 02. Laurie-Walton Basketball Practice
- 03. New athletic Hall of Fame and Marketing Building
- 04. Softball Complex
- 05. Housing Village
- 06. Academic/Research Building
- 07. Academic/Research Building
- 08. Academic/Research Building
- 09. Academic/Research Building
- 10. Campus Housing
- 11. Academic/Research Building
- 12. Campus Expansion
- 13. Campus Housing
- 14. Campus Housing
- 15. Future Academic
- 16. Academic/Research Building
- 17. Mixed-Use/Housing
- 18. Mixed-Use/Housing
- 19. Mixed-Use/Housing
- 20. Mixed-Use/Housing
- 21. Future Student-Athlete Support
- 22. Physical Plant
- 23. Track + Field Stadium
- 24. Football-Soccer Practice Pavilion
- 25. Indoor Football Practic Facility Expansion
- 26. Support Facility
- 27. Goodlett Street Campus Entry
- 28. Student Venture / Multiple Use
- 29. Parking
- 30. Central Quadrangle
- 31. Fire Station (Lease)



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| <span style="display: inline-block; width: 15px; height: 10px; background-color: #90EE90; border: 1px solid black;"></span> Campus Green           | <span style="display: inline-block; width: 15px; height: 10px; background-color: #ADD8E6; border: 1px solid black;"></span> Detention Basin        |
| <span style="display: inline-block; width: 15px; height: 10px; background-color: #008000; border: 1px solid black;"></span> Athletic Field         | <span style="display: inline-block; width: 15px; height: 10px; background-color: #666666; border: 1px solid black;"></span> UofM Existing Building |
| <span style="display: inline-block; width: 15px; height: 10px; background-color: #90EE90; border: 1px solid black;"></span> Memorable Open Space   |  |
| <span style="display: inline-block; width: 15px; height: 10px; background-color: #000080; border: 1px solid black;"></span> UofM Proposed Building |  |



# UNIVERSITY OF MEMPHIS - LAMBUTH CAMPUS

## 2021 MASTER PLAN

01. Future Science/Medical Building
02. Renovation for Medical Program for Harris Hall
03. Land Disposal for Madison High School  
(Total: 4.486 Acres/195,413 sf)
04. Health + Fitness Center Renovation
05. Sprague Hall (nursing and health sciences)
06. Wilder Student Union  
(ballroom and classroom upgrades)
07. Gobbel Library Renovation (Resources)
08. Spangler Hall(renovate for academics, health sciences, and nursing)
09. Hyde Hall  
(renovate for health sciences and nursing)
10. Campus Open Space Upgrades  
(fountain, lighting, drainage, and irrigation)
11. Parking Expansion



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| <span style="display: inline-block; width: 15px; height: 10px; background-color: #90EE90; border: 1px solid black; margin-right: 5px;"></span> Campus Green           | <span style="display: inline-block; width: 15px; height: 10px; background-color: #ADD8E6; border: 1px solid black; margin-right: 5px;"></span> Madison High School (Future) |
| <span style="display: inline-block; width: 15px; height: 10px; background-color: #008000; border: 1px solid black; margin-right: 5px;"></span> Athletic Field         | <span style="display: inline-block; width: 15px; height: 10px; background-color: #483D8B; border: 1px solid black; margin-right: 5px;"></span> UofM Existing Building       |
| <span style="display: inline-block; width: 15px; height: 10px; background-color: #9ACD32; border: 1px solid black; margin-right: 5px;"></span> Memorable Open Space   |   |
| <span style="display: inline-block; width: 15px; height: 10px; background-color: #000080; border: 1px solid black; margin-right: 5px;"></span> UofM Proposed Building |   |