



## TENNESSEE HIGHER EDUCATION COMMISSION

---

### REGULAR CALENDAR ITEM: III.

**MEETING DATE:** May 11, 2023

**SUBJECT:** University of Tennessee, Chattanooga Master Plan

**ITEM TYPE:** Action

**ACTION RECOMMENDATION:** Approval

---

### 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 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 purpose of the University of Tennessee, Chattanooga (UTC) Master Plan is to craft a future campus vision that aligns with the strategic direction of the University and creates a guide for physical development over time. The Master Plan establishes a basis for informed decision-making, while strengthening relationships across the campus and within the community and providing tools to track implementation.

Grounded in THEC requirements for master planning, the plan identifies short-, mid-, and long-term physical improvements needed to support student retention, student success, and statewide higher education goals and policies. Based on post-pandemic space analytics, and extensive stakeholder engagement, the Master Plan proposes targeted changes to facilities, open space, vehicular circulation and parking, utilities, land acquisition, and partnership opportunities. Recommendations include prioritized feedback from visioning workshops and focus groups, as well as professional assessment of existing facilities and campus infrastructure to provide a data-informed flexible framework that can adapt to unanticipated needs over the next decade.

The CMP furthers the University's long-standing institutional mission and its corresponding vision for the physical campus environment. It also supports its Carnegie Classification for Community Engagement.

The goals and objectives of the UTC Master Plan include the following:

- Provide equity in amenities and experience between north and south campus including dining, recreation, study, and gathering spaces.
- Complete north-south pedestrian connections to anchor and connect major student and academic programs, including Douglas and Palmetto Streets.

- Increase the number of beds on campus by 890 to align with current demand as well as projected enrollment increase to 12,760 full-time enrollment (FTE).
- Incorporate 180,037 ASF flexible and interdisciplinary lab space into new buildings and major renovations for both instruction and research.
- Address projected future space needs of 677,612 ASF within UTC's existing campus property with a focus on flexibility, optimization, infill, and density.

UTC has a strong regional presence, with on-ground enrollment for Fall 2022 of over 10,000 FTE students. Planned enrollment growth to 12,760 FTE over the ten-year life of the Master Plan is based on the past decade's pattern of enrollment as well as proposed new academic programs, including Business-Related Online Program, Cybersecurity, Health-Related Program Expansion, Integrated Studies Realignment, Master's Degree in Management, Social Sciences Online Program, STEM Online Program and Community Partner Program. Projections were first developed for each department, then combined to create the overall total by college, and for the entire institution. For those departments with a decrease in enrollment, projects were developed on a per-department basis, with consideration of flexible use of classrooms/labs, and offices and other academic facilities. Enrollment projections previously developed through the Office of the Provost were also incorporated into the CMP projections.

## **PRIORITY PROJECTS**

Priority projects build on the implementation of the 2012 Master Plan, including the following: Lupton Hall Renovation, Holt Hall Renovation, 540 McCallie (former State Office Building), Guerry Hall Renovation, and West Campus Housing. Projects that are funded and underway include: Health Sciences Building Phase 1, McKenzie Arena Addition, Renovation of the University Center, and New Residence Hall.

Proposed projects for the campus include the following:

- Innovation & Advanced Manufacturing Application Center (I&AMAC) Labs
- Fletcher Hall Addition and Partial Renovation
- Multi-Disciplinary Research Buildings
- Health Sciences Expansion
- Enterprise South Center Education/Incubator & Research Facility
- Multi-Purpose Parking Garage, Central Plant and STEM Outreach
- Dining Hall Facility Replacement
- South Campus Recreation Facility
- Former Crossroads Dining Space Repurposing
- Mapp Building Renovation
- Rowing Center and Boathouse
- Boling and Lockmiller Housing Replacement

As a compact urban campus, development sites are generally located around the campus perimeter on surface parking lots or former building sites. These locations enable UTC to operate efficiently, improve pedestrian safety and security, enhance campus branding, establish new campus gateways, and better connect with the City. In addition, strategic acquisition opportunities within and around campus further enhance the cohesiveness of the UTC boundary. Small parcels along McCallie Avenue can consolidate the University's identity, while larger parcels to the north provide strategic locations for partnership and program expansion, displaced parking, an enhanced campus connection to the Riverwalk and Scrappy Moore Field, and a cohesive campus identity. Parcels adjacent to the UTC Sports Complex allow future

growth of health science and clinical partnerships, Athletics and Recreation facility expansion, and recreation space that provides a buffer between the Sports Complex and the Fort Wood Historic District.

## **RECOMMENDATION**

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