



## TENNESSEE HIGHER EDUCATION COMMISSION

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### REGULAR CALENDAR ITEM: IV.

**MEETING DATE:** January 27, 2023  
**SUBJECT:** Tennessee Colleges of Applied Technology Master Plan  
**ITEM TYPE:** Action  
**ACTION RECOMMENDATION:** Approval

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### BACKGROUND

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.

The Tennessee Board of Regents' mission is "Student Success and Workforce Development," and the system's Tennessee Colleges of Applied Technology (TCATs) are a critical factor in that effort. In order to fulfill that mission, TCATs require appropriate facilities and proper equipment to meet student demand. TCATs supply Tennessee's welders, mechanics, nurses, truck drivers and more, jobs which form the backbone of the economy across many regions of the state. Modern facilities and equipment are crucial ingredients in helping the TCATs serve their workforce development mission.

### MASTER PLAN SUMMARY

A total of 30,338 students (12,551 FTE students) were enrolled in academic year 2020-21 at TCATs statewide, an increase of 12 percent since academic year 2012-13 when compared to the previous Master Plan (27,392 students or 11,246 FTE students). The previous Master Plan has largely been implemented, including the following major projects totaling more than \$100 million in investment. A draft of the comprehensive TCAT Statewide Master Plan is attached.

- Athens - additions
- Chattanooga - new building and addition
- Covington - new building and addition
- Crossville - two new buildings
- Crump - new building
- Dickson - new building and additions
- Hartsville - additions
- Hohenwald - new building and related renovations
- Jacksboro - new building
- Jackson - additions

- Livingston - new building
- McKenzie - additions
- Memphis - new building
- Morristown - new building
- Nashville - new building
- Newbern - new building
- Paris - addition
- Shelbyville - new temporary building
- Smyrna - new campus

## ENGAGEMENT AND INFORMATION GATHERING

The Master Plan Update included a walk-through of each campus to conduct an analysis, documentation of existing conditions, and a series of interviews and meetings, as shown below. Conversations with the Regional Advisory Boards provided context to supplement labor market data, and perceptions of the TCAT campus in the community.

- Comprehensive campus walk-through and space audit
- Needs and priorities discussion with each President
- One-on-one interviews with representative faculty
- Focus group with each Regional Advisory Board

## MASTER PLAN RECOMMENDATIONS

The updated 2022 Master Plan focuses on recommended investments for state-owned campuses with the poorest facility conditions and those with the need for the most space based on the THEC Space Guidelines. The plan also recommends investments on campuses that did not receive any major upgrades since the last Master Plan, or which have historically not seen investment. More than half of the square footage on state-owned TCAT campuses is more than 50 years old, in building types that are not designed to last beyond this timeframe, and do not accommodate modern equipment and contemporary technical education.

A number of campuses are recommended to be demolished and replaced, either on site or at a new location. In some cases, newer buildings can be preserved on these sites, but on others, all buildings will need to be replaced. These are as follows:

### Recommended Campus Replacements

- Covington (on same site, except retain health building)
- Harriman (on Roane State main campus)
- Knoxville (on same site)
- Lexington (on same site)
- McMinnville (on same site)
- Nashville Airport (on same site)
- Paris (new site - already in progress)
- Shelbyville (new site - already in progress)

## **Sites with Recommended New Buildings**

On the following campuses, new buildings are recommended. Multiple additions are also recommended in Hohenwald.

- Athens
- Chattanooga
- Clarksville
- Crossville
- Crump (an addition is also recommended)
- Dickson (two buildings)
- Hartsville (two buildings, an addition is also recommended)
- Jacksboro (two buildings)
- Jackson
- Livingston (two buildings)
- McKenzie
- Memphis (two buildings)
- Nashville (three buildings)
- Newbern (two additions are also recommended)
- Oneida
- Pulaski (two buildings, two additions are also recommended)
- Ripley

## **Recommended New Campuses**

- Bledsoe County, Crossville (TCAT Crossville)
- BlueOval City (TCAT Jackson - already in progress)
- Brownsville (TCAT Jackson - already in progress)
- Elizabethton (Boones Creek - already in progress, Carter County)
- Fentress County (TCAT Oneida/Huntsville)
- Knoxville (West Knoxville - Roane State, Union County)
- Polk County (TCAT Athens)
- Rhea County (TCAT Chattanooga)
- Union County (TCAT Knoxville)

## **Space Guidelines**

In coordination with THEC staff, the Master Plan Update also modifies the THEC Space Guidelines to accommodate contemporary needs for flexible industry training space and student commons space and removes the standard for food service space. A minimum space threshold was established based on base enrollments for each program.

## **Academic Programs**

Many programs are taught within the TCAT system, and nomenclature and curricula vary from campus to campus. For the purposes of this Plan, programs were grouped under 45 headings. Programs taught on the most state-owned campuses include the following:

- Administrative Office Technology (26 campuses)
- Automotive Technology (24 campuses)
- Computer Information Technology (26 campuses)
- HVAC (20 campuses)

- Licensed Practical Nursing (28 campuses)
- Machine Tool Technology (25 campuses)
- Welding Technology (28 campuses)

Each program was evaluated based on the job outlook by industry cluster and region to determine the potential demand for graduates of each program in each region. Conversations with local employers and TCAT instructors also informed the understanding of local job outlook.

The Master Plan Update also includes a list for each campus of potential new academic programs to be offered. Many of these are long-term goals based on workforce development potential, and flexible space is often recommended to accommodate future workforce needs.

## **RECOMMENDATION**

THEC staff recommends for approval the 2023 TCAT Master Plan, a comprehensive 10-year plan, with analysis of space needs, enrollment, site considerations, facility conditions and renewal plans, and capital plan priorities.