PLEASE CLICK ON THIS ICON WHEN YOU SEE IT IN THIS PRESENTATION FOR SPEAKER NOTES.









THE UNIVERSITY OF MEMPHS.

Dreamers. Thinkers. Doers.

WORKBOOK

FACILITIES MASTER PLAN UPDATE

IDEA GENERATION PHASE | 04.15.14













- 1 Introduction
- 2 Planning Drivers
- 3 Alternatives
- 4 Next Steps









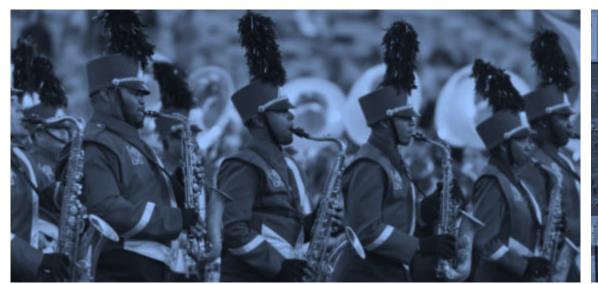
Chapters













Introduction

Your Master Planning Team

SMITHGROUPJJR





Lorna Allen

Site Designer





Urban Planner



PAULIEN & ASSOCIATES, INC.



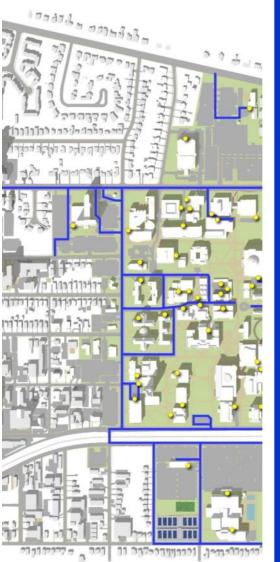


Master Planning Process

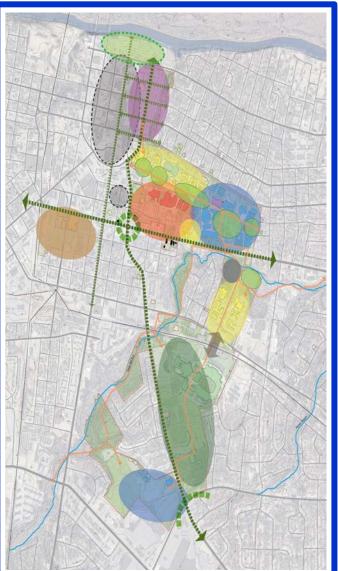


Task OneDiscovery & Goal Setting

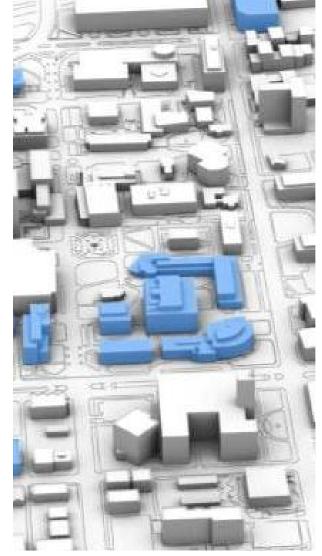
Introduction to Campus



Task Two Campus Analysis & Space Needs *Understanding your Campus*



Task Three
Idea Generation
Concept Alternatives



Task Four
Refinement
Preliminary Campus Master Plan



Task Five Documentation *Report & Final Presentation*

An Inclusive Approach

- President's Council
- Strategic Working Committee
- Lambuth Campus Advisory Committee
- Campus / Community Open Houses
- Student Open Forums
- Focus Group Meetings
 - Interviews by College
 - Administrative and Support
 - Athletics
 - Board of Visitors Working Group
 - Neighborhood Constituents
- Master Plan Website
 www.memphis.edu/masterplan

























University of Memphis - Today

By the Numbers...

• Locations: 8

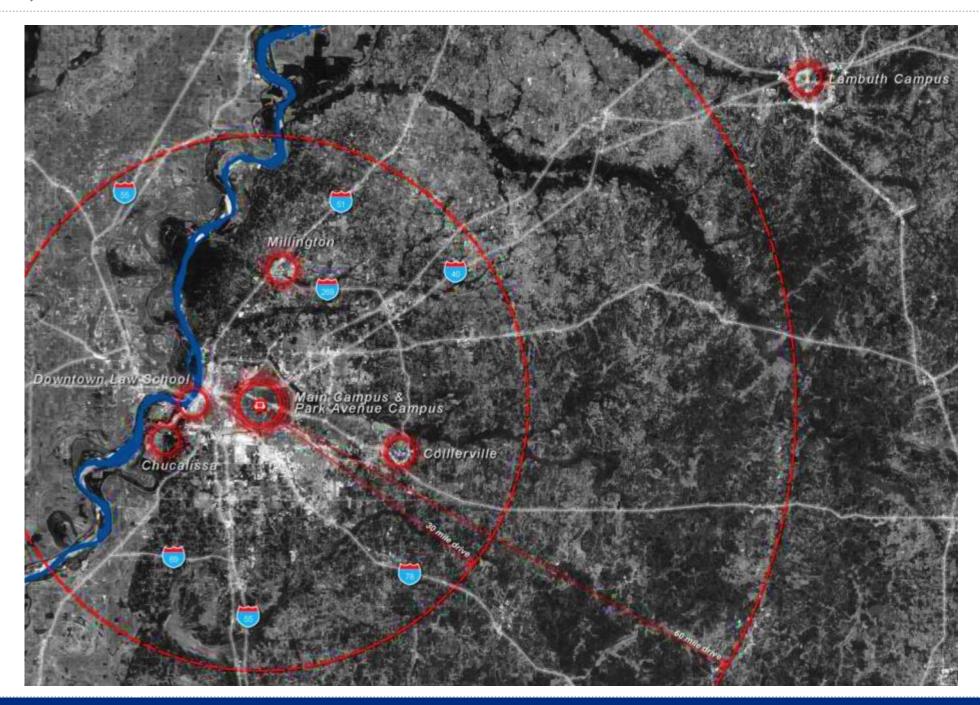
• Campuses: **3** - Main, Park Avenue, Lambuth

• Total Acreage: **1,607 acres**

• Total Facilities: **6.8m gross square feet**

Total Enrollment: 22,428

• Fall 2013 Sponsored Research: **\$60m**



Guiding Principles

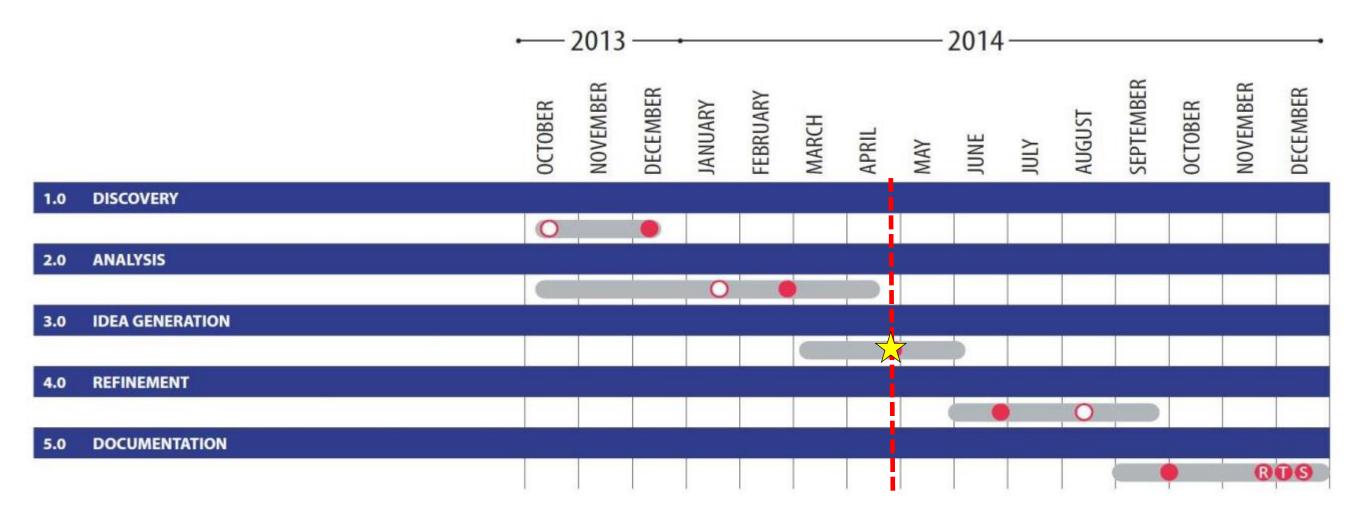
- Cultivate a mixed-function, interdisciplinary residential community of learning.
- Develop a master plan based upon the academic mission of the institution that promotes growth and retention of a diverse student body.
- Encourage opportunities for physical development and the creation of memorable spaces within the center of campus.
- Provide a framework in which the University can participate with its neighbors in planning and improving the environment around the campus.

Guiding Principles

- Develop a framework of organized growth at the Park Avenue Campus.
- Enhance the Lambuth Campus to encourage it to become an integral part of the University and the community of Jackson.
- Create one interconnected UNI-versity.



Master Plan Schedule



- Videoconference
- Campus Visit
- R Board of Regents Presentation
 - THEC Commission Presentation
 - S SBC Presentation















Planning Drivers

Strategic Decisions



Enrollment Projections

	Base Year (fall 2013)				Target Year (fall 2024)		
	Main Campus + Park Avenue Campus	Lambuth Campus	Fall 2013	Main Campus + Park Avenue Campus	Lambuth Campus	Projected Fall 2024	
College of Arts & Sciences	5,311	113	5,424	6,150	206	6,357	
Fogelman College of Business and Economics	3,254	77	3,331	3,754	141	3,895	
College of Communication and Fine Arts	1,711	22	1,733	1,978	40	2,018	
College of Education, Health and Human Sciences	2,732	125	2,857	3,132	228	3,360	
Herff College of Engineering	1,148	2	1,150	1,388	4	1,392	
Cecil C. Humphreys School of Law	360	0	360	380	0	380	
Loewenberg School of Nursing	1,865	95	1,960	2,278	173	2,452	
University College	1,638	75	1,713	1,971	137	2,108	
All Other (e.g., Academic Counseling Center; on-line)	3,861	39	3,900	5,968	71	6,040	
	21,880	548	22,428	27,000	1,000	28,000	



Space Needs

University of Memphis

Space Needs Analysis | Main Campus + Park Avenue Campus

	Current 21,480 Headcount Students			Target Enrollment 25,500 Headcount Students			
Space Category	Existing ASF	Guideline ASF	Surplus/ (Deficit)	Target Existing ASF	Target Guideline ASF	Surplus/ (Deficit)	
Academic Space							
Classroom & Service	251,535	221,723	29,812	251,535	252,341	(806)	
Laboratories	544,460	479,194	65,266	544,460	661,867	(117,407)	
Teaching Laboratories & Service	170,073	124,590	45,483	170,073	156,930	13,143	
Open Study Laboratories & Service	144,105	109,403	34,702	144,105	135,005	9,100	
Research Laboratories & Service	230,282	245,201	(14,919)	230,282	369,932	(139,650)	
Academic Space Total	795,995	700,917	95,078	795,995	914,208	(118,213)	
Academic Support Space							
Offices & Service	829,729	591,210	238,519	829,729	653,235	176,494	
Library	210,431	181,733	28,698	210,431	226,830	(16,399)	
Recreation / Athletics	240,342	393,840	(153,498)	240,342	486,000	(245,658)	
Recreation	103,653	131,280	(27,627)	103,653	162,000	(58,347)	
Athletics	136,689	262,560	(125,871)	136,689	324,000	(187,311)	
Assembly & Exhibit	68,035	79,403	(11,368)	68,035	92,064	(24,029)	
Student Center	101,300	131,280	(29,980)	101,300	162,000	(60,700)	
Physical Plant	126,104	98,304	27,800	126,104	110,013	16,091	
Other Dept. Space	211,778	207,860	3,918	211,778	216,000	(4,222)	
Academic Support Space Total	1,787,719	1,683,630	104,089	1,787,719	1,946,142	(158,423)	
NON-RESIDENTIAL TOTAL	2,583,714	2,384,547	199,167	2,583,714	2,860,350	(276,636)	

ASF = Assignable Square Feet

University of Memphis

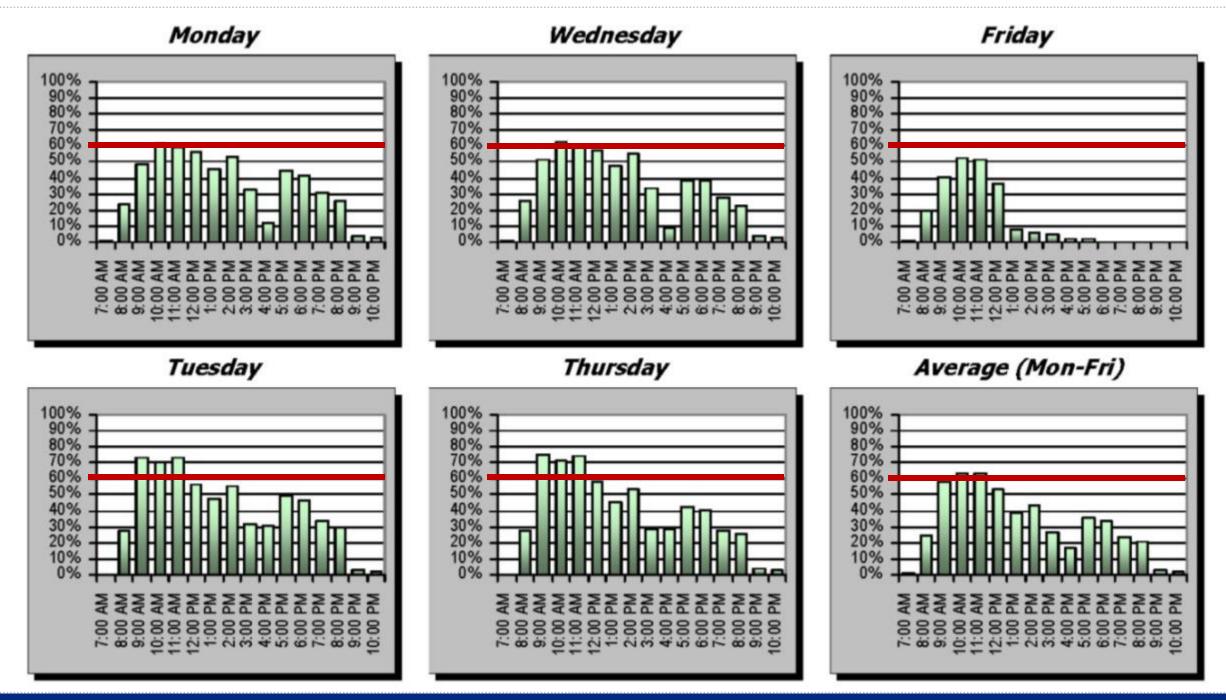
Space Needs Analysis | Lambuth Campus

	Current 548 Headcount Students			Target Enrollment 2,500 Headcount Students			
Space Category	Existing ASF	Guideline ASF	Surplus/ (Deficit)	Target Existing ASF	Target Guideline ASF	Surplus/ (Deficit)	
Academic Space							
Classroom & Service	21,919	8,546	13,373	21,919	20,000	1,919	
aboratories	17,527	7,722	9,805	17,527	18,125	(598)	
Teaching Laboratories & Service	17,527	4,200	13,327	17,527	10,000	7,527	
Open Study Laboratories & Service	0	2,700	(2,700)	0	4,375	(4,375)	
Research Laboratories & Service	0	822	(822)	0	3,750	(3,750)	
Academic Space Total	39,446	16,268	23,178	39,446	38,125	1,321	
Academic Support Space							
Offices & Service	32,403	10,850	21,553	32,403	28,125	4,278	
earning Commons & Study Space	17,331	19,425	(2,094)	17,331	17,500	(169)	
Recreation / Athletics	43,159	45,000	(1,841)	43,159	50,000	(6,841)	
ssembly & Exhibit	2,688	5,600	(2,912)	2,688	5,600	(2,912)	
tudent Center	2,800	4,320	(1,520)	2,800	12,500	(9,700)	
hysical Plant	3,179	5,559	(2,380)	3,179	4,668	(1,489)	
Other Dept. Space	1,143	822	321	1,143	3,750	(2,607)	
Academic Support Space Total	102,703	91,576	11,127	102,703	122,143	(19,440)	
vailable for Reuse	20,340	0	20,340	20,340	0	20,340	

ASF = Assignable Square Feet



Classroom Utilization — Main Campus & Park Avenue Campus





Building Utilization



- Buildings with highest weekly student contact hours:
 - Fogelman College of Bus & Econ Classroom Building (23,744 hours)
 - Mitchell Hall (17,006 hours)
 - Patterson Hall (16,576 hours)
 - Clement Hall (16,238 hours)
- Buildings with lowest weekly student contact hours:
 - Communication and Fine Arts Building (267 hours)
 - Hayden Hall (349 hours)
- Newest academic building has low utilization:
 - FedEx Institute of Technology (1,266 hours)





Building Age



- Heritage buildings located in core of campus:
 - Administration Building (1912)
 - Mynders Hall (1912)
 - Scates Hall (1922)
 - John Willard Brister Hall (1927)
 - Manning Hall (1930)
- Over 70% of existing facilities are over 40 years old
- Oldest building stock under Tennessee Board of Regents





Facility Assessment



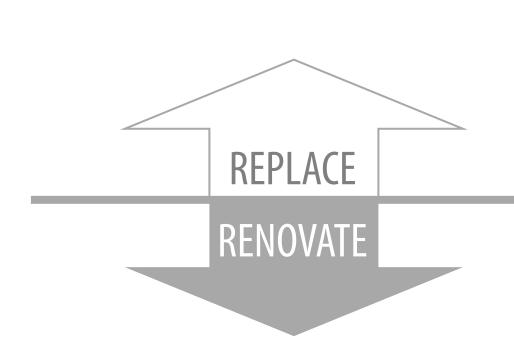
- Facilities were evaluated in six categories:
 - Exterior Image and Condition
 - Entry Appearance
 - Lobby Aesthetics and Function
 - Interior Circulation Areas
 - Image of Functional (Service) Areas
 - Deferred Maintenance
- Quality Assessment was reviewed from the viewpoint of a visitor or student
- Opportunities for targeted enhancements to improve the user's experience of campus
- Greatest Opportunity for Improvement

 Some Opportunity for Improvement



Renovate or Build New?

Summary: The majority of students are utilizing the oldest, poorest facilities on campus.



Consider:

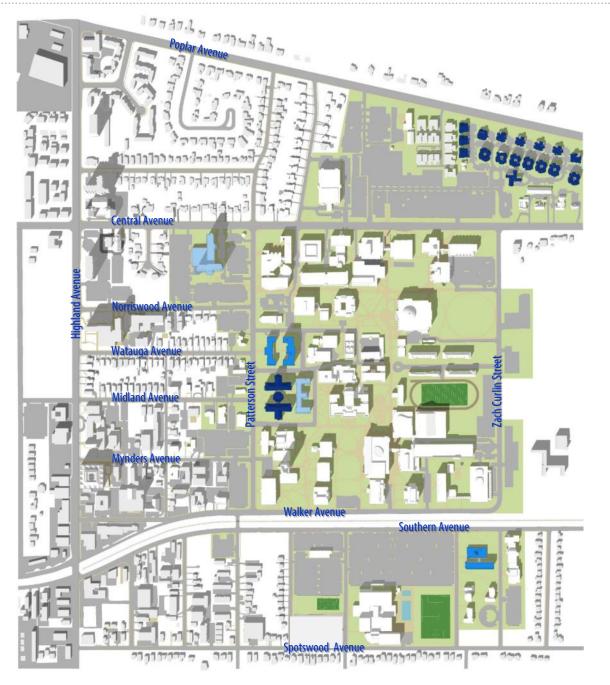
- Impact on people's perceptions of campus
- Ability to upgrade the student experience
- Site and facility conditions
- Phasing opportunities and challenges

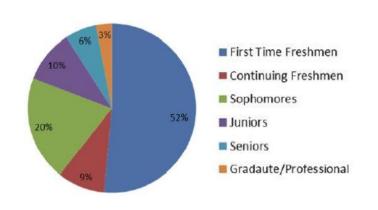
Consider:

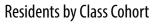
- Capital cost savings
- Ability to provide an outstanding student experience
- Potential for building and systems upgrades
- Surge space availability

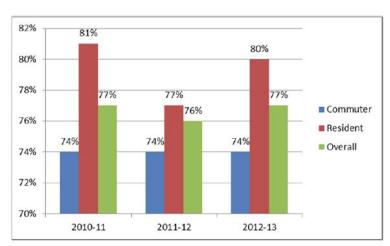


Housing Assessment









First Time Freshman Retention Rate by Residence

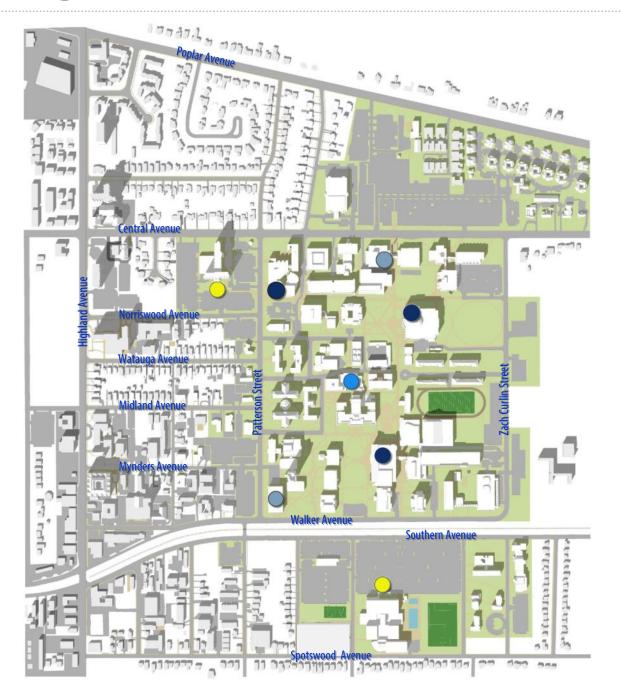
Institution	Enrollment	Housing Capacity	Percent Housed
University of Memphis	23,400	2,850	12%
Arkansas State University	13,877	3,036	22%
Middle Tennessee State University	21,744	3,454	16%
University of Houston	40,600	8,008	20%
University of Louisville	22,290	5,245	24%
University of South Florida	35,536	5,702	16%
University of Tennessee-Chattanooga	11,451	2,932	26%
University of Tennessee-Knoxville	27,769	7,520	27%

Peer Institution Housing Capacities as Reported by ACUHO-I





Dining Assessment



Transactions	10/2	2, Tues.	10/2	23, Wed.
Lunch (11am-2pm)	Meal	Peak 1/2 hour	Meal	Peak 1/2 hour
Grey Grill (Lambuth)	56	30	76	26
Subway (Art & Comm)	131	29	132	30
Cyber Café (FedEx)	250	71	259	66
Edgar Allen Joe	129	41	121	38
Einstein Bros. Bagel	251	65	293	72
Fred & Ethel's	125	47	119	29
Jones Hall Food Court	856	237	828	203
Roar Shack (Psychology)	89	32	52	29
Tiger Den	404	109	445	156
UC Dunkin Donuts	166	46	174	51
UC Tigers of Memphis	222	58	204	50
UC Food Court	1415	370	1384	341
Total	4038		4011	W

Lunch Transaction Data for Fall 2013

Dining Venue	Location	Deficient Number of Seats Currently	Deficient Total Net Square Feet Currently	
Grey Grill	Lambuth Campus	19	551	
Einstein Bros. Bagel	Library	19	551	
Jones Hall Food Court	Jones Hall	102	2,958	
Dunkin Donuts	University Center	25	725	
Union Food Court	University Center	133	3,857	

Future Demand Analysis

- Highly Desirable
- Moderately Desirable
- Needs Improvement
 - Dining Opportunity

Pedestrian Experience



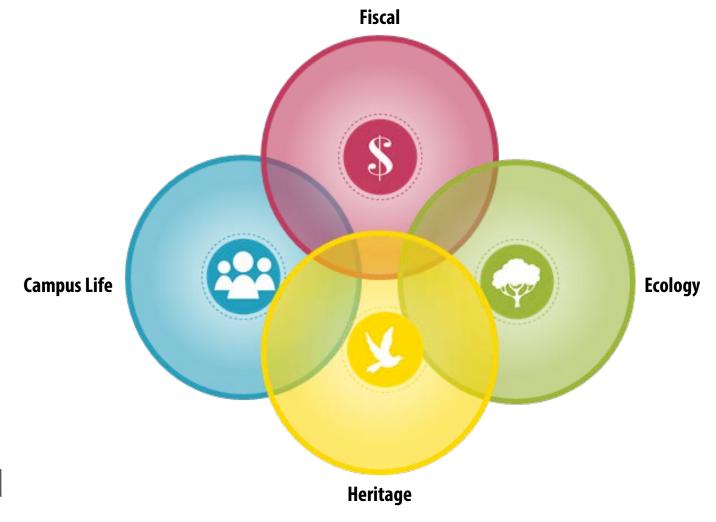
- Strong existing north-south pedestrian corridor
- Weaker east-west pedestrian connections
- Pedestrian network breaks down near Patterson Ave.
- Opportunity to strengthen east-west pedestrian malls to encourage better connections to neighborhood
- Identify primary pedestrian and service corridors

Pedestrian Circulation
Vehicular Circulation
Service Access

A Holistic Future Outlook

Design Drivers

- **Ecology** Encourage sustainable development initiatives on campus to promote ecological health
- Fiscal- Seek cost effective solutions to use the institution's financial resources wisely
- Campus Life Provide equitable access to campus services to enhance campus life
- Heritage Preserve cultural links between people and place to inspire a deeper connection to the institution











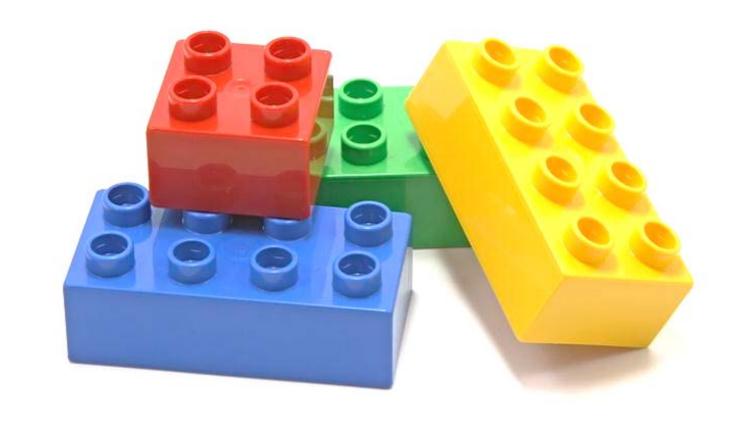




Alternatives

What is an Alternative?

- An opportunity for brainstorming. A time to ask "What if"?
- A tool to encourage campus discussion and debate.
- A collection of ideas some interchangeable.
- Represents a long-term view for campus.
- Depicts both discussed and new ideas.
- Won't happen all at once!



Main Campus



Land Use



2007 Existing Conditions

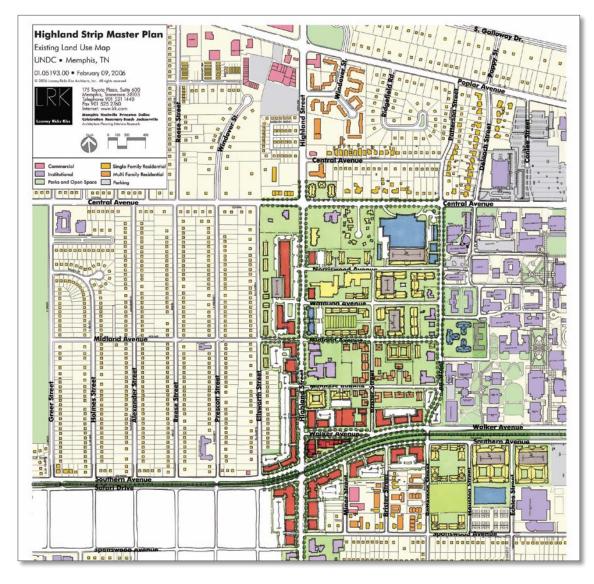


Proposed Land/ Building Use Academic/Research Recreation/Student Life Parking Private University-Related Service ספר פסים בלכו בונים במונים בינים ומומיין בינים ובו ובונים ובינים מלונים

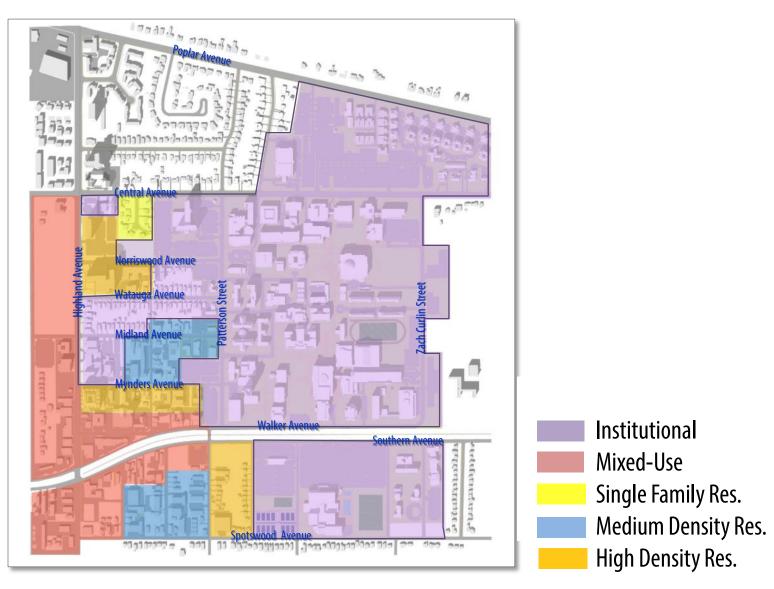
2007 Campus Master Plan



Land Use



Highland Strip Master Plan



Proposed Land Use



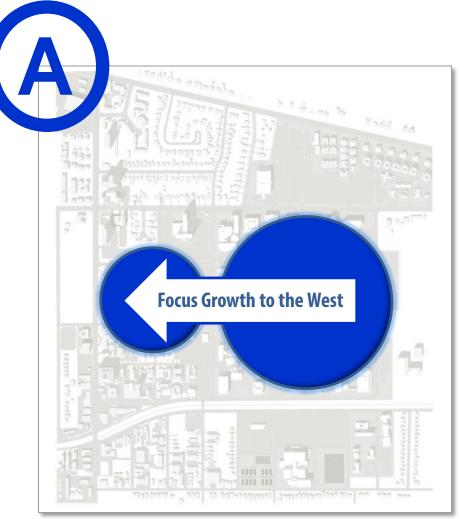
Main Campus Vision Plan



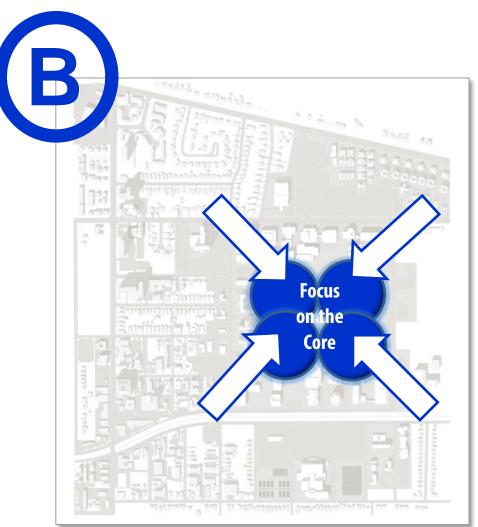


Proposed Framework for Growth

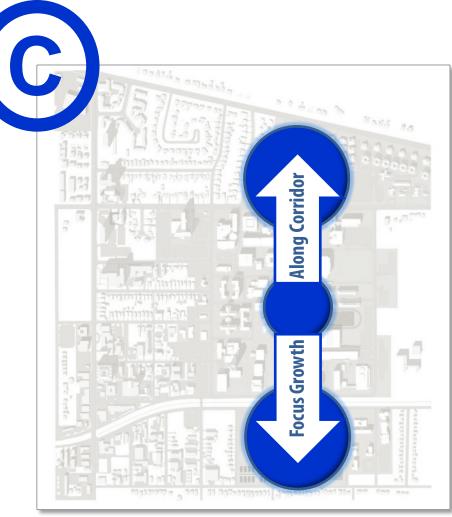
Three Big Ideas!



Go West



Optimize the Core

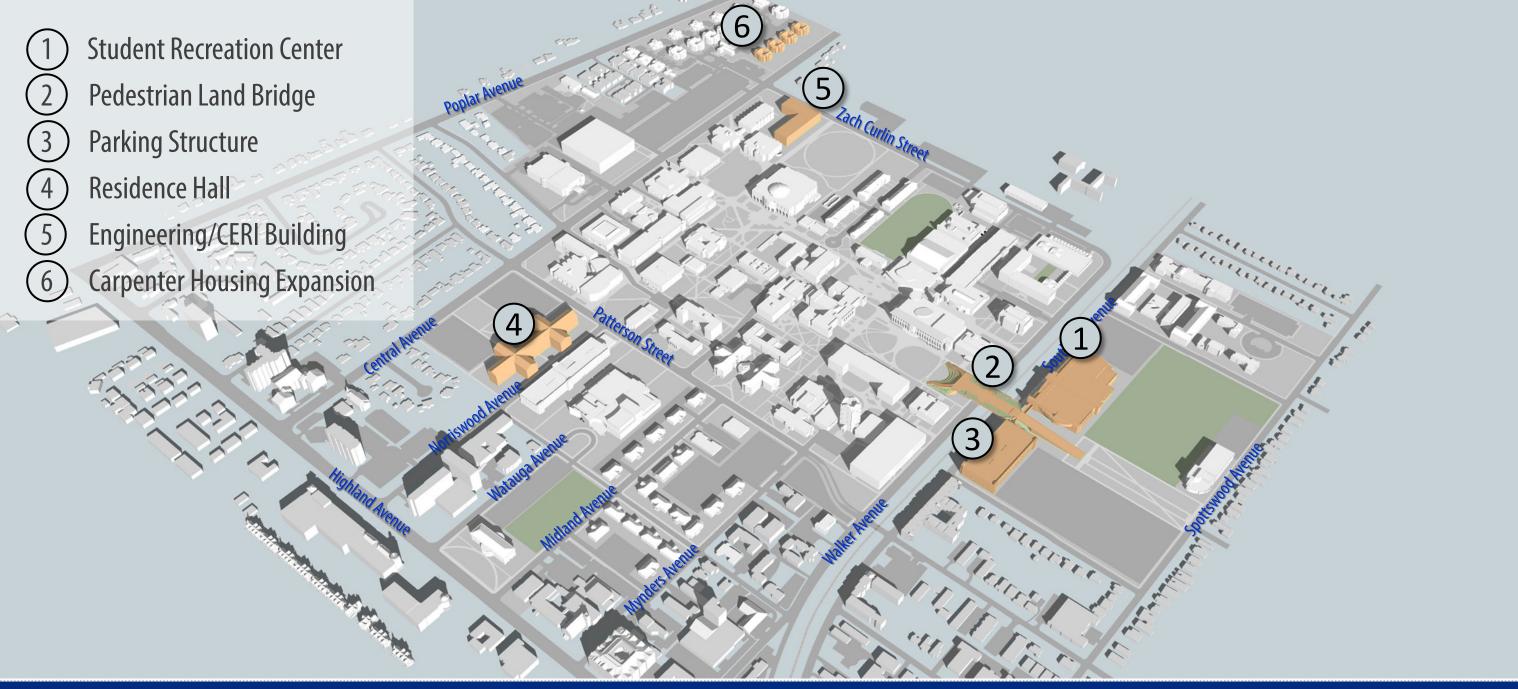


Activate the N-S Corridor

Existing Campus



Projects Common to All Alternatives



Proposed Major Renovations



21st Century Libraries / Learning Commons

GROUP BREAK-OUT SPACES









AMENITIES



COLLABORATION ZONES

ENGAGEMENT ELEMENTS





VERSATILE ASSEMBLY SPACE

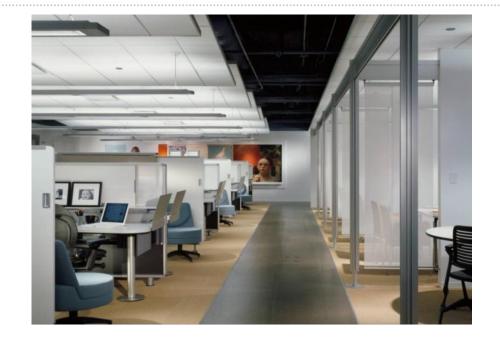
E-BOOK LEARNING

Workplace of the Future





College of Nursing Workplace Renovation







Field House Renovations - University of Toledo

Memorial Field House (ca.1933)

- Conversion to 21st century learning environment
- Includes classrooms, teaching labs, faculty offices, quiet study rooms, and a 250-seat auditorium
- First LEED Gold certified building on campus
- Renovation cost: \$21.5 million









Video Coverage:





Field House Renovations - Central Michigan University

Rose Arena (ca.1973)

- Transformation of a 1970s-era gymnasium into multi-use events complex
- Reduced seat count for better atmosphere, added suites and new building entry
- Used for varsity athletics, performing arts, and student activities
- Renovation cost: \$22.5 million

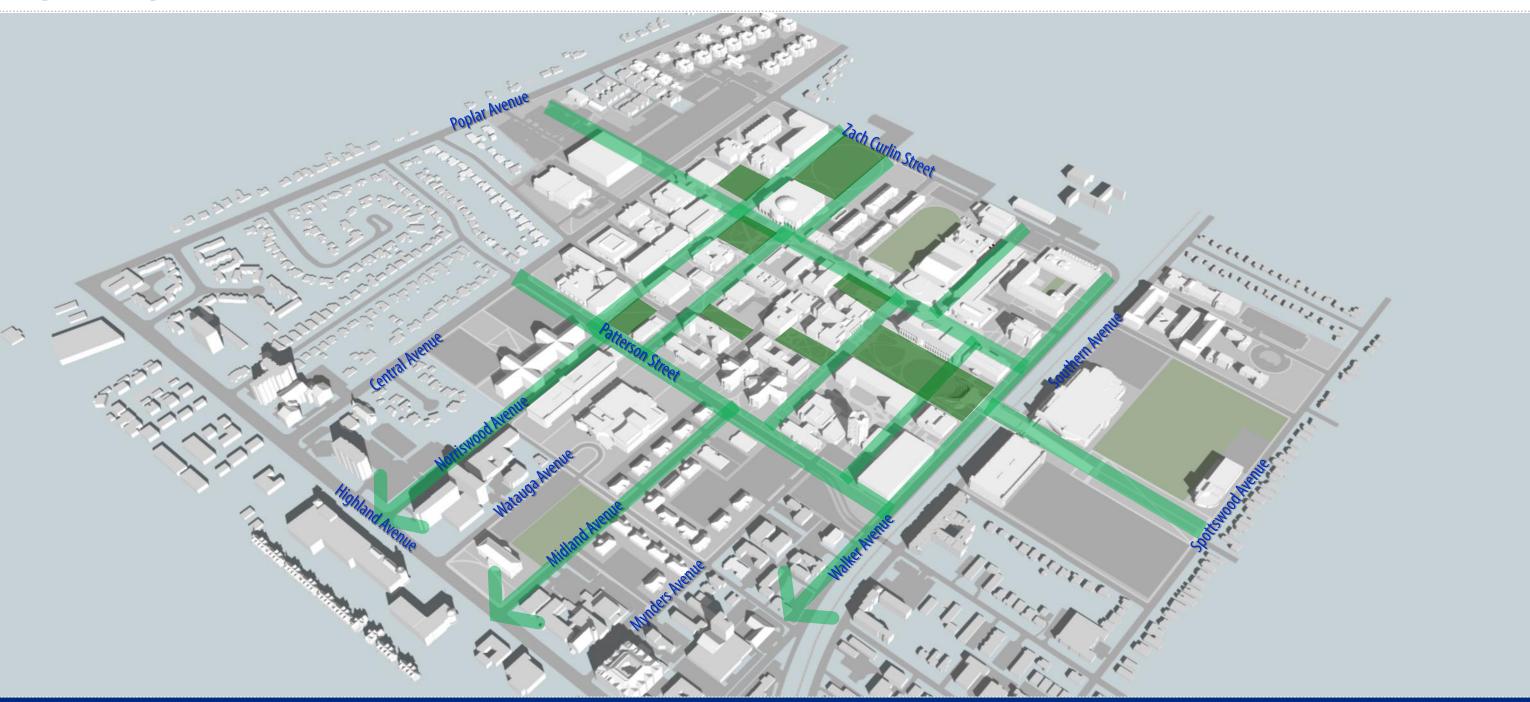






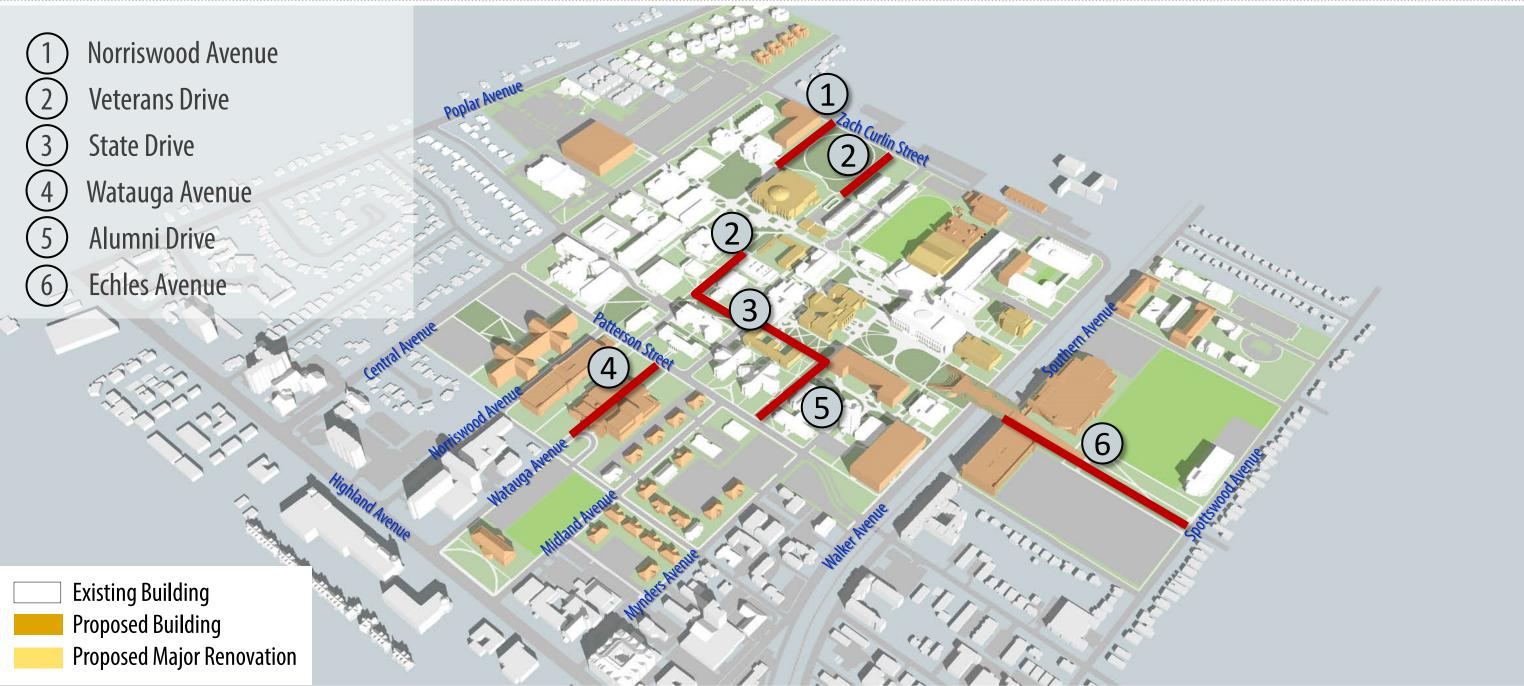


Open Space Framework





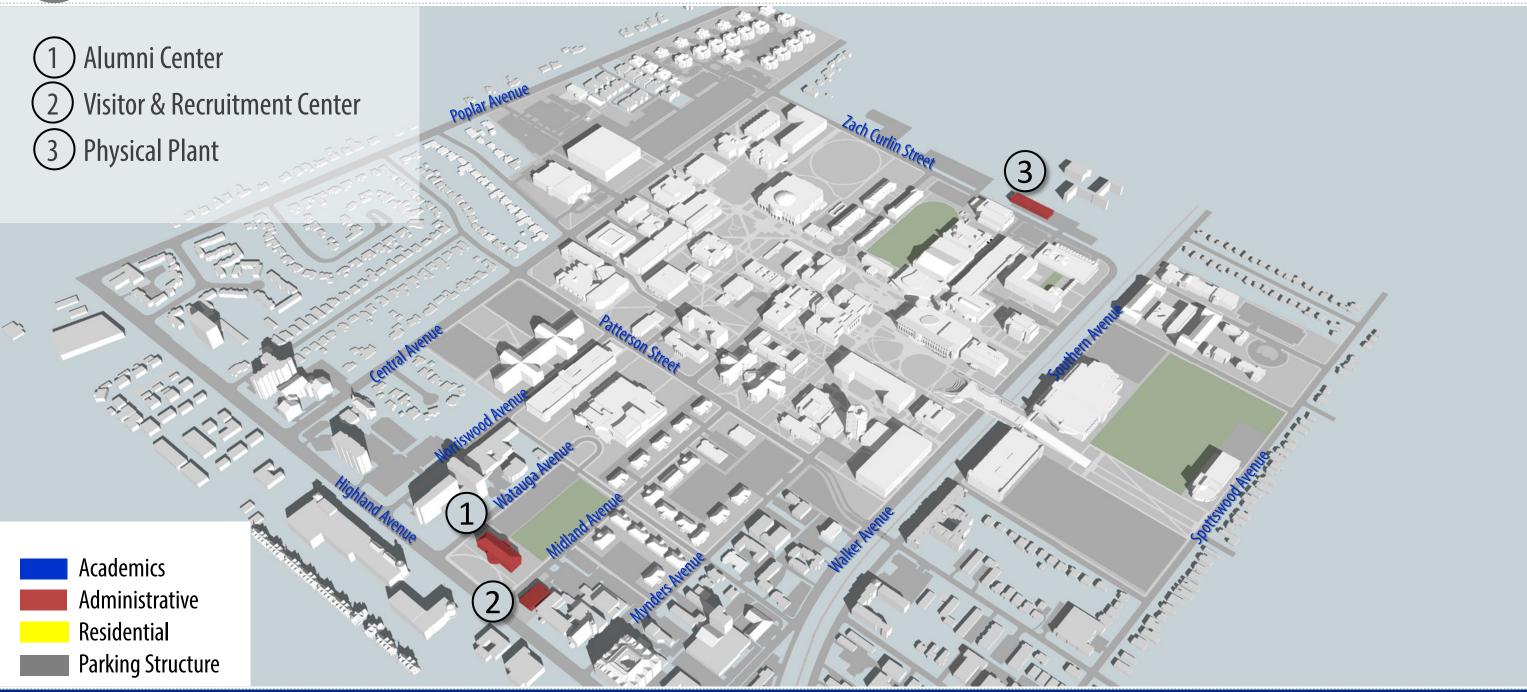
Road Closures



Academics



Administrative

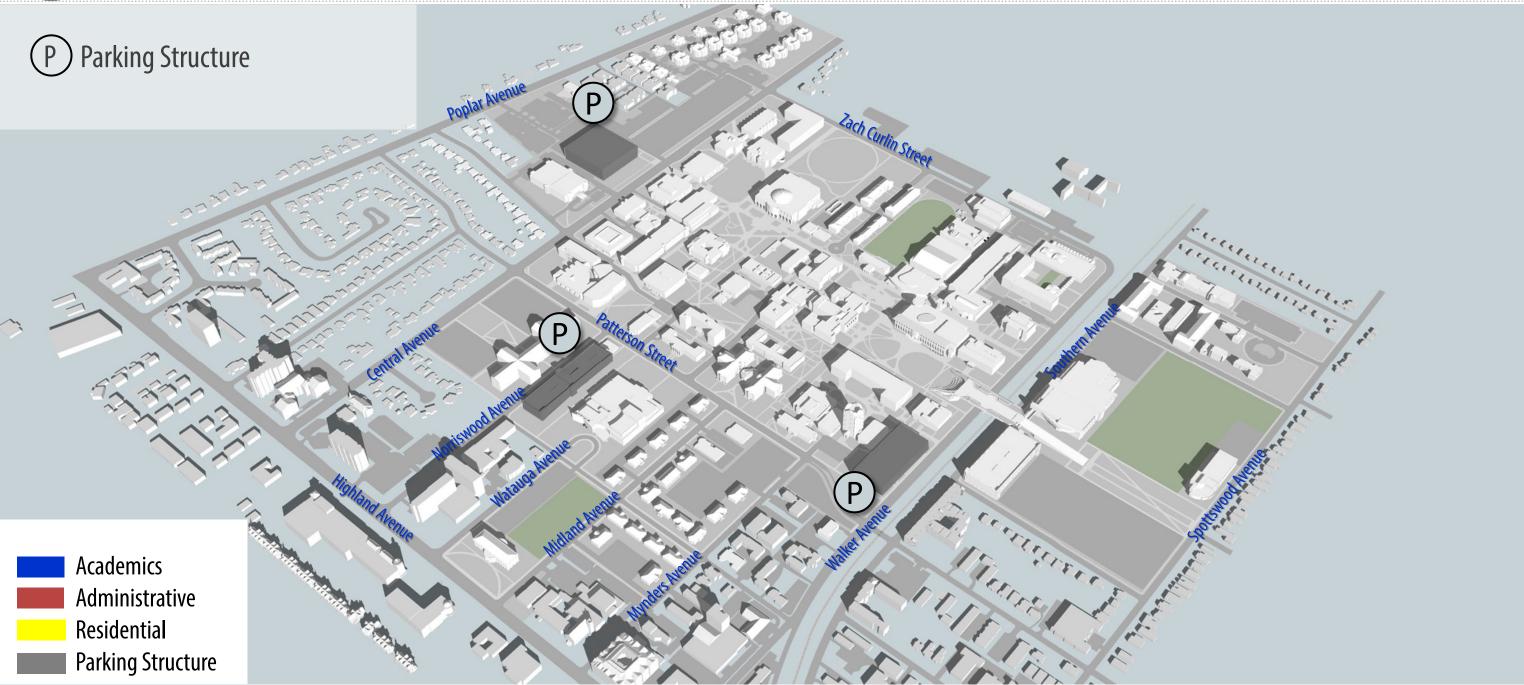




Residential



Parking



Outside the Box Thinking









Baylor University

Michigan State University







University of Houston



Indiana University



University of Michigan



(A) Go West



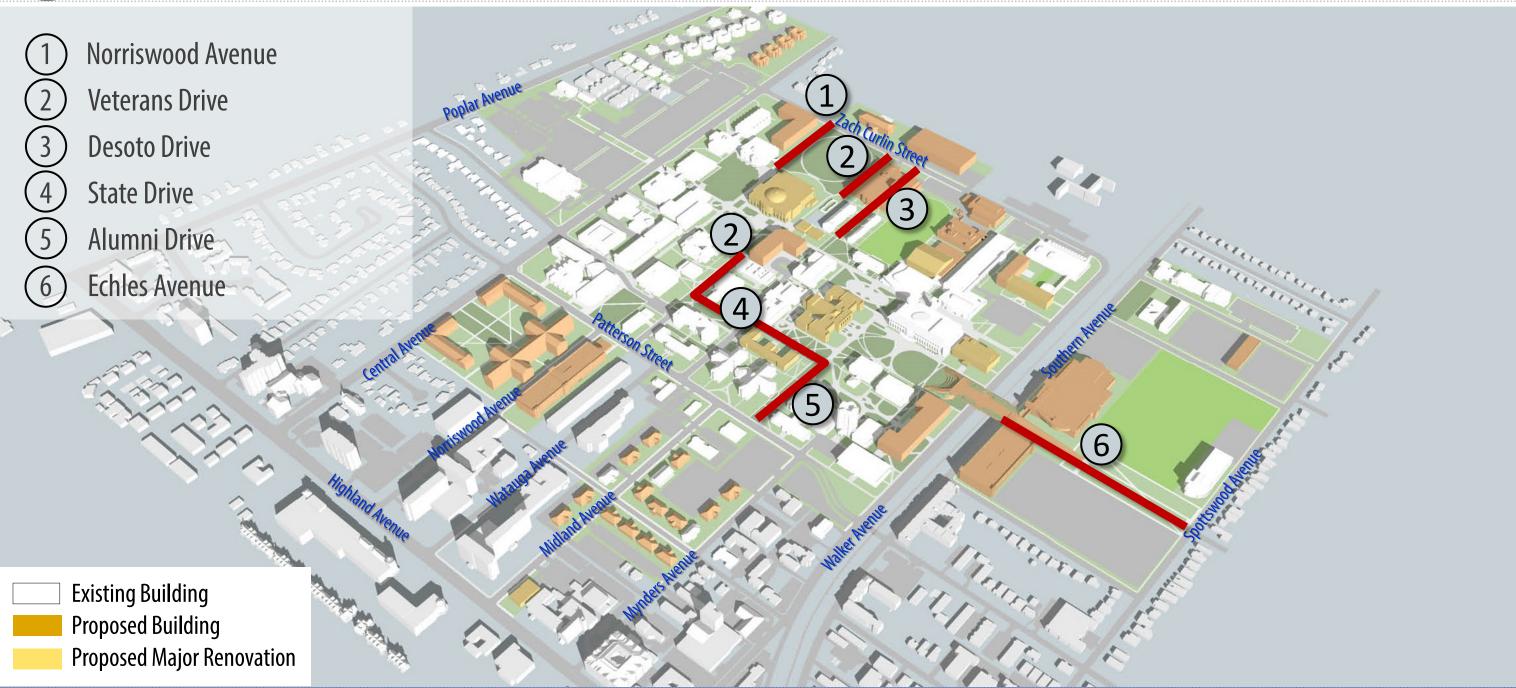
B Optimize the Core





Optimize the Core

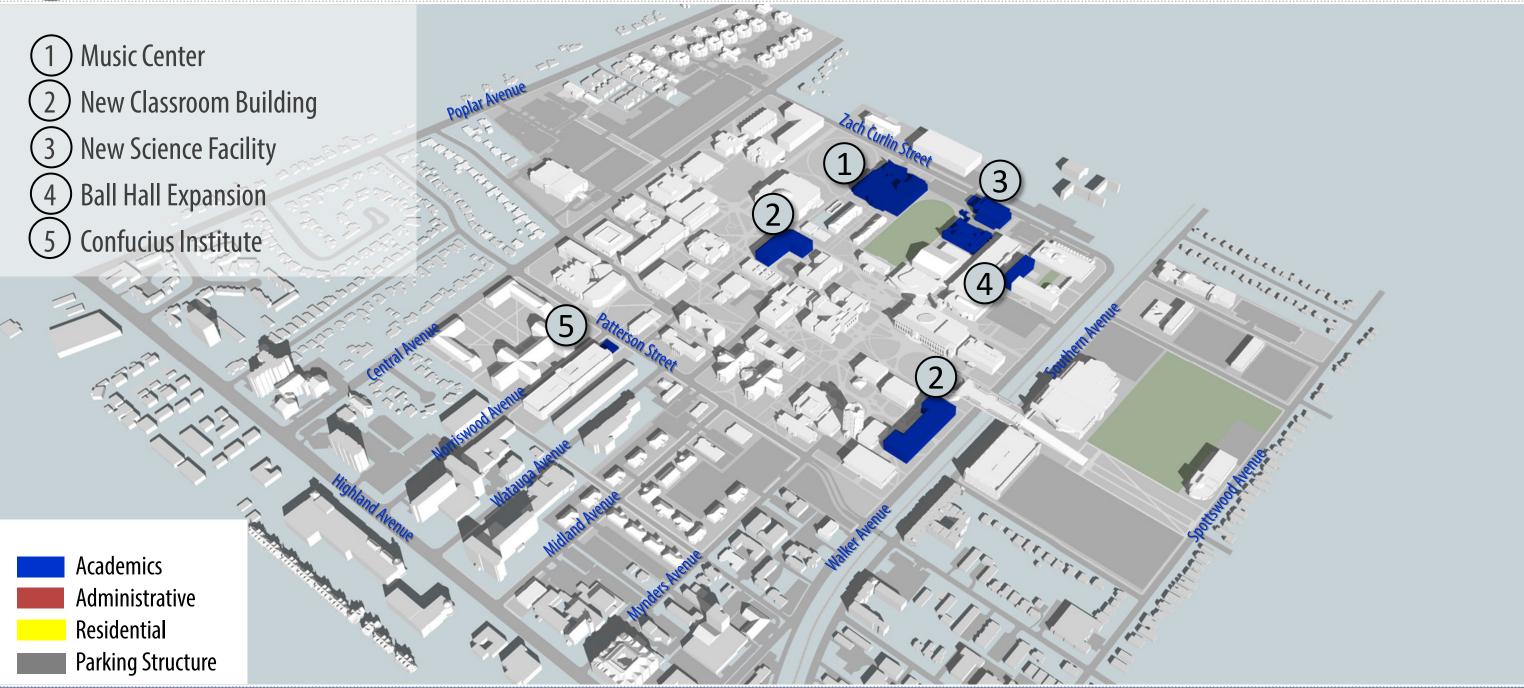
Road Closures





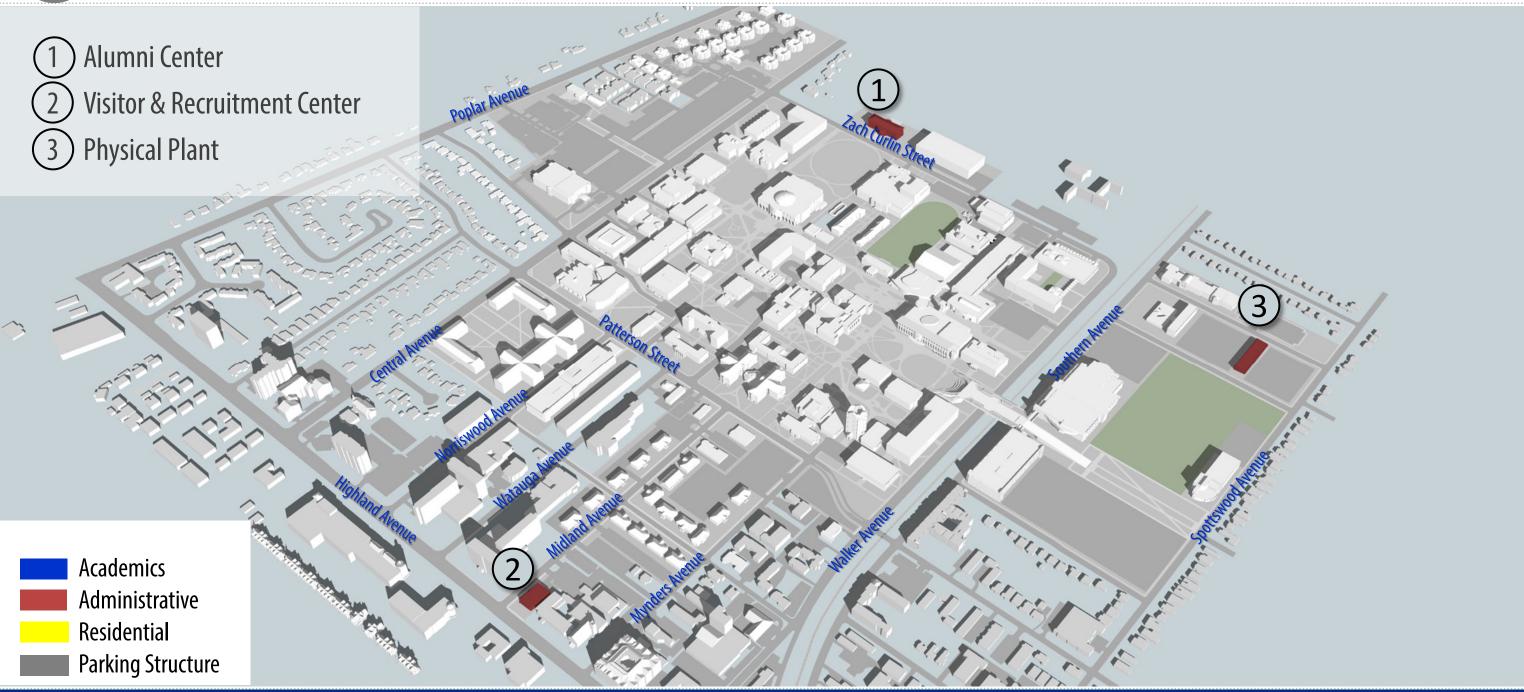
Optimize the Core

Academics



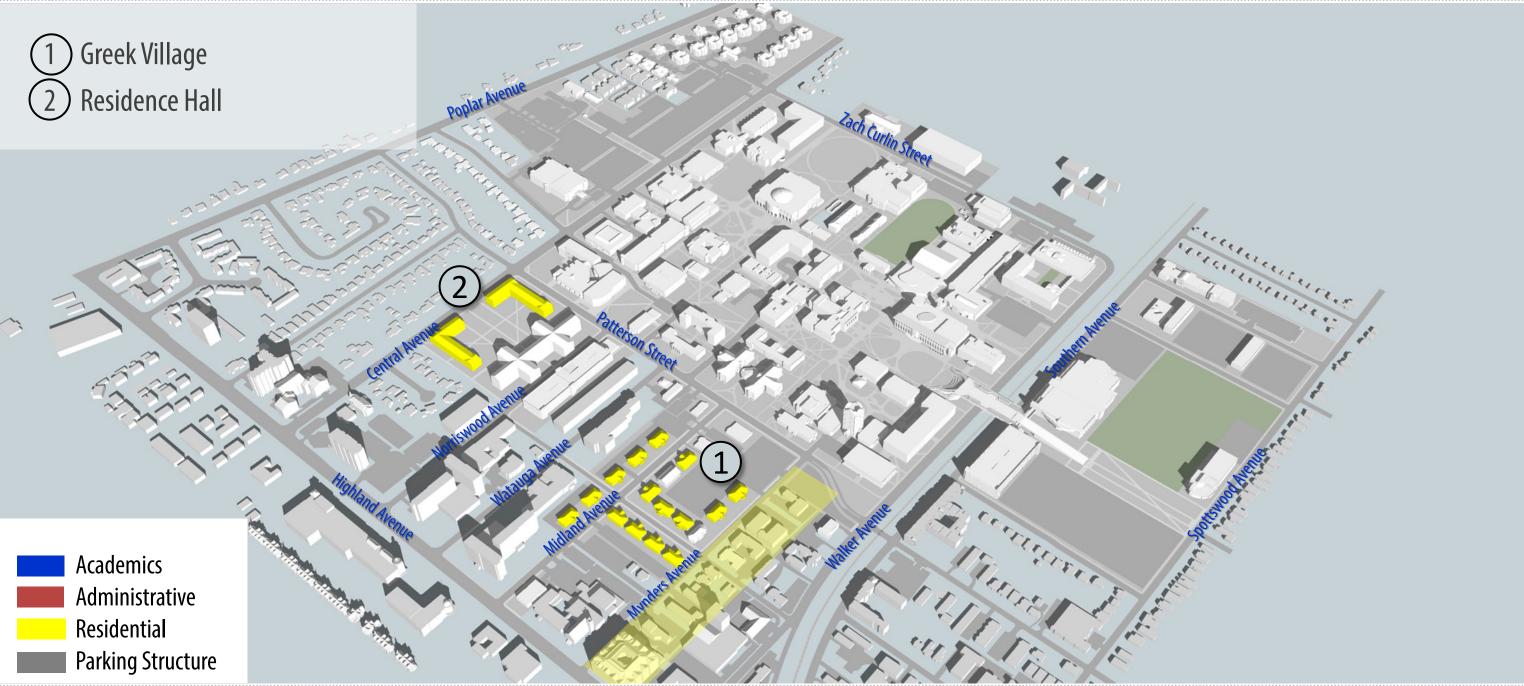
B Optimize the Core

Administrative



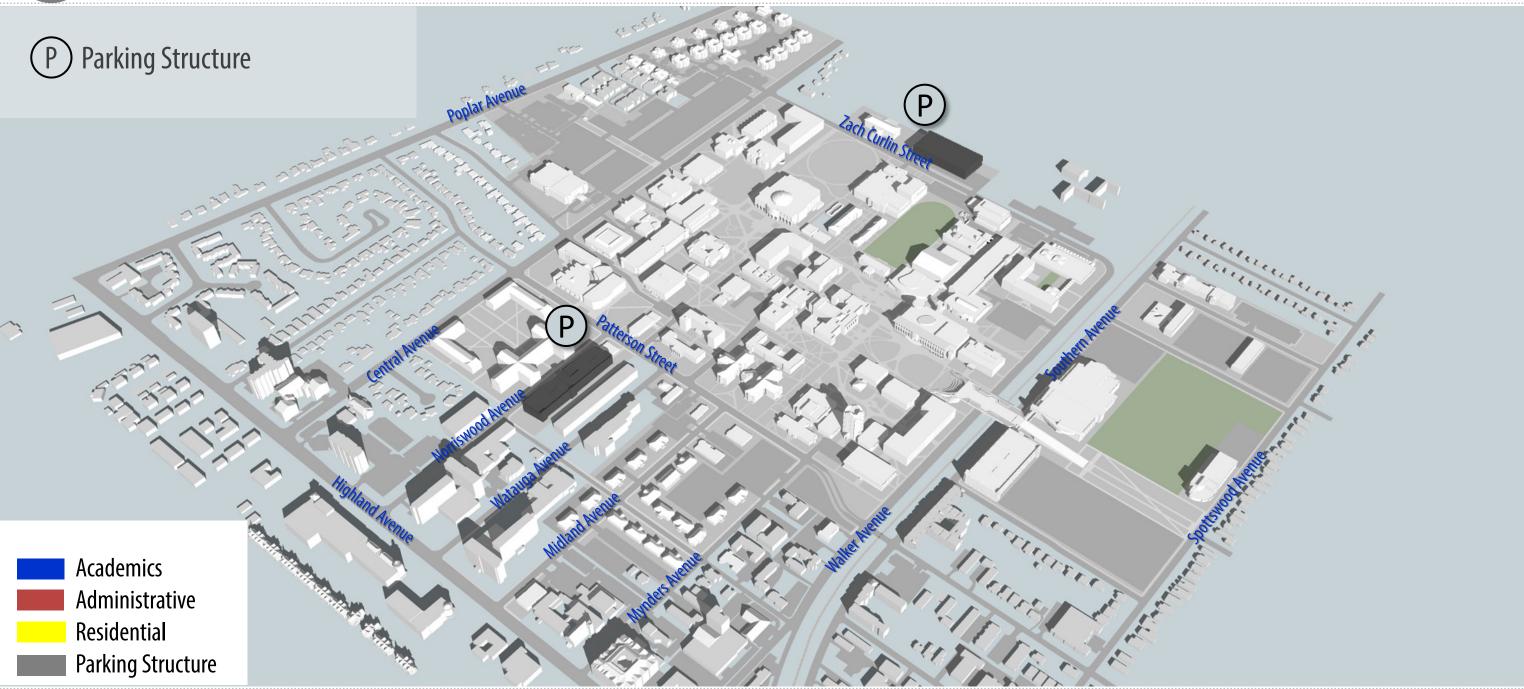


Residential



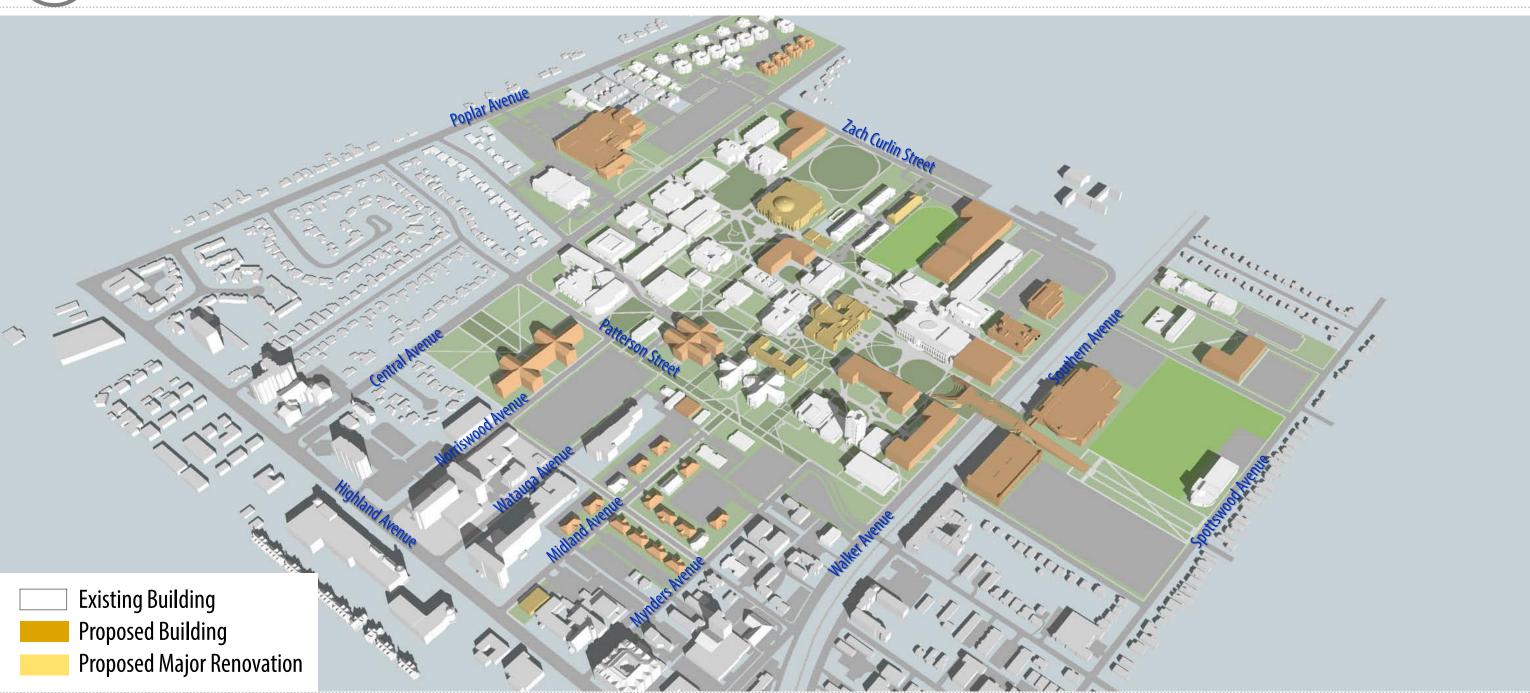


Parking

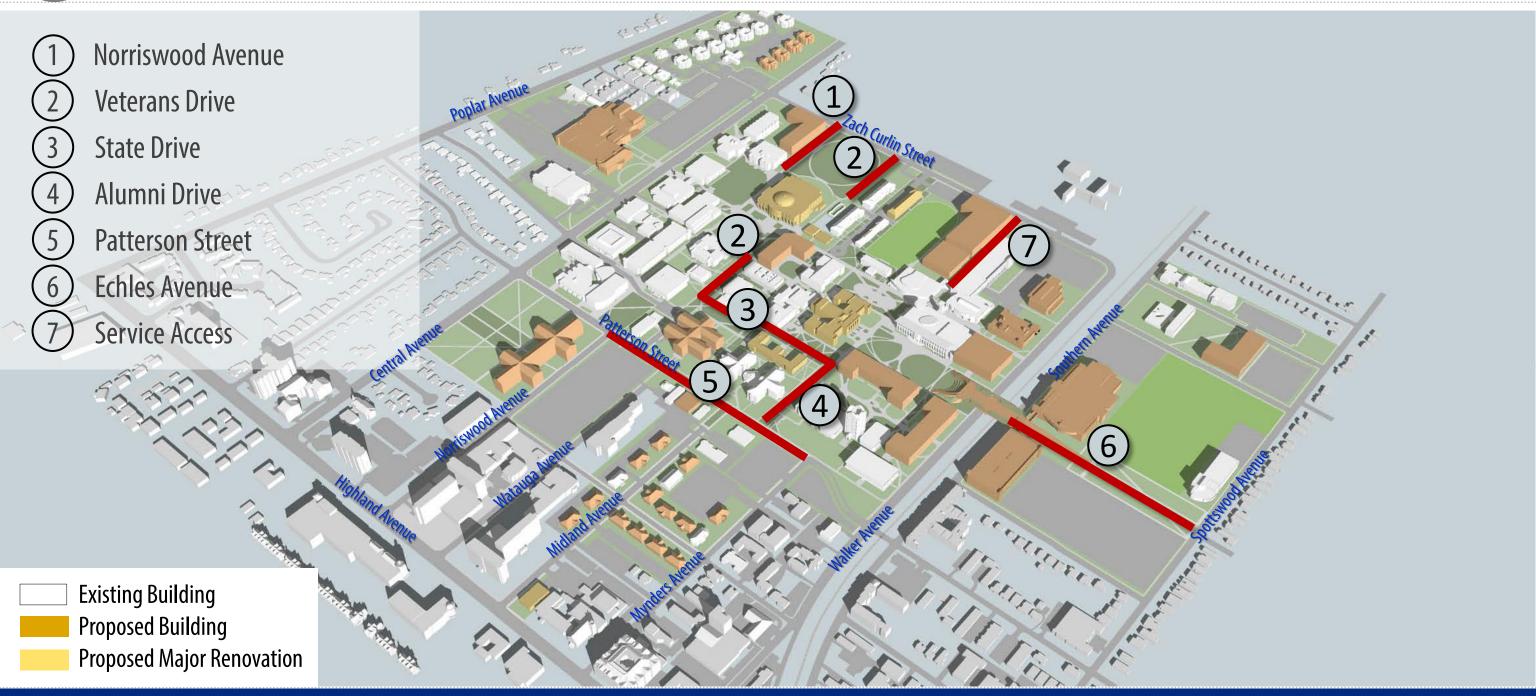


B Optimize the Core

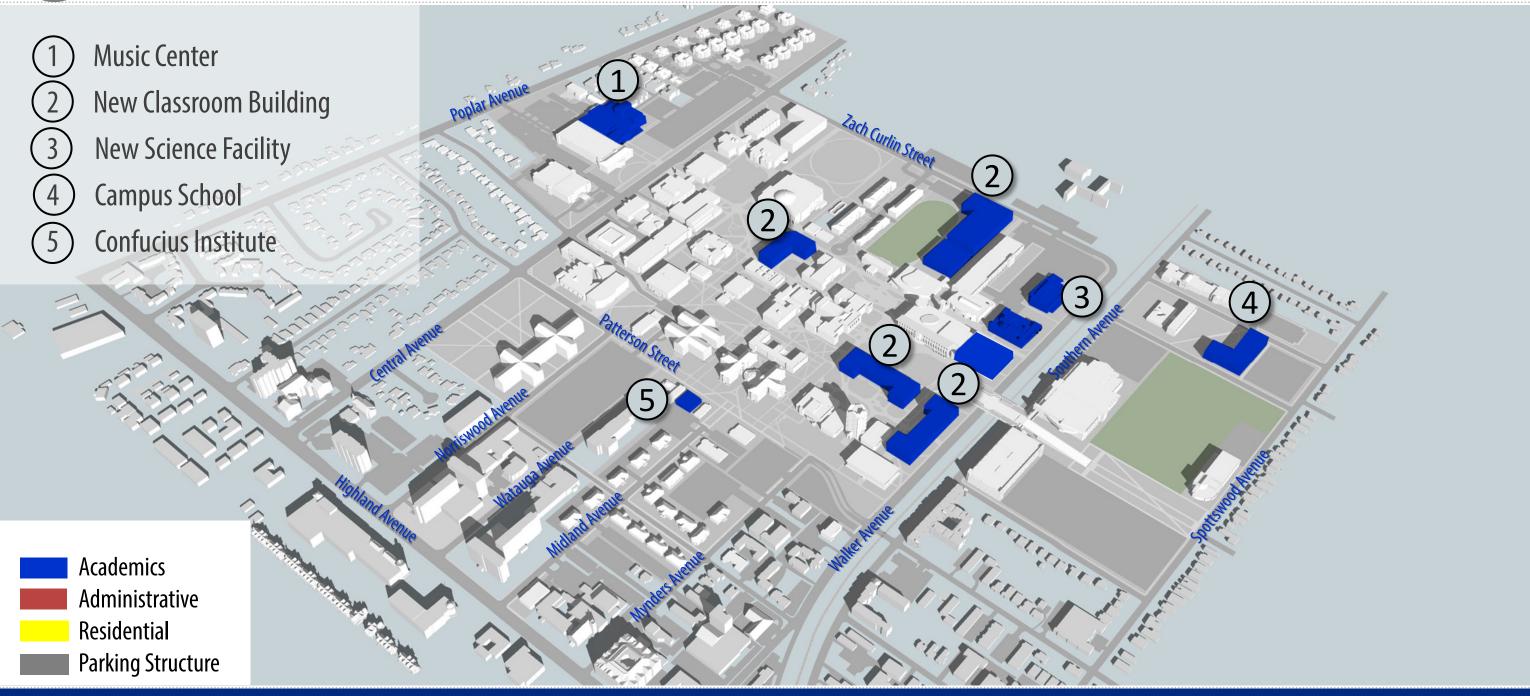




Road Closures



Academics



Administrative



Residential





Parking

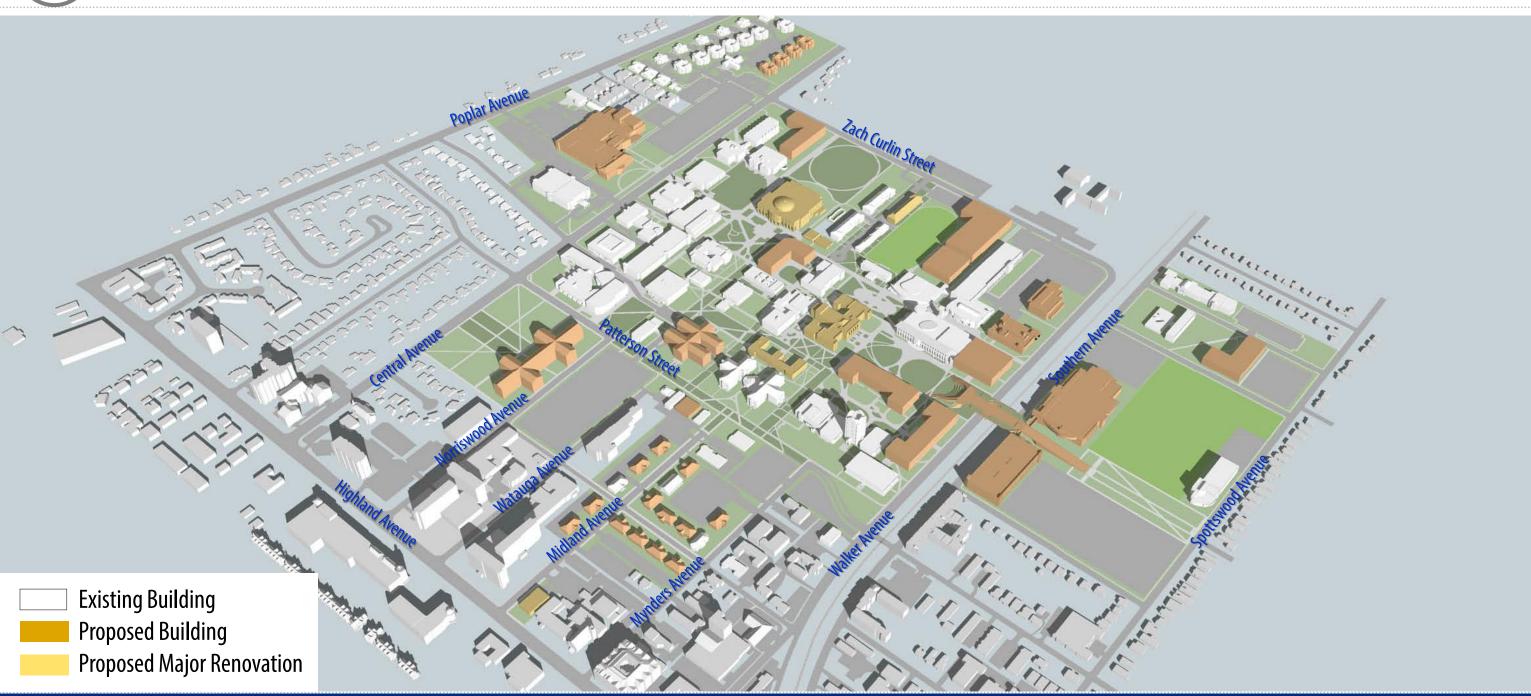


(A) Go West

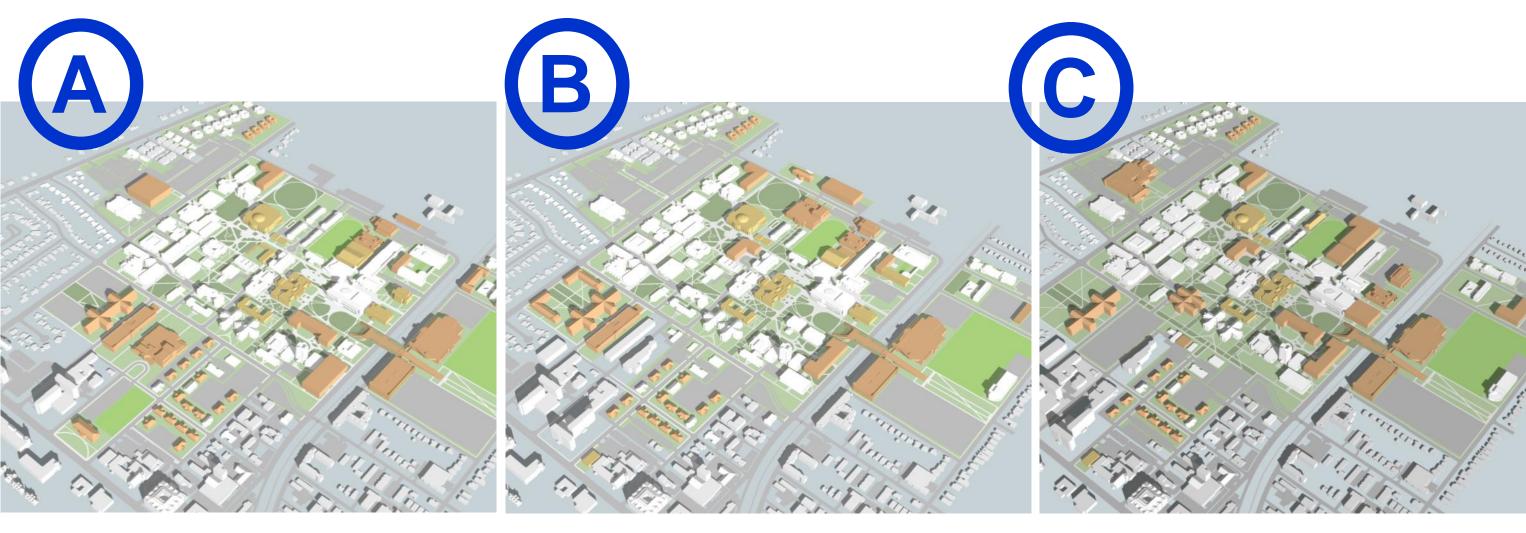


B Optimize the Core





Main Campus Alternatives



Go West

Optimize the Core

In general, which direction of growth do you like best?

Activate the N-S Corridor



It's your turn... What are your thoughts?

Main Campus:

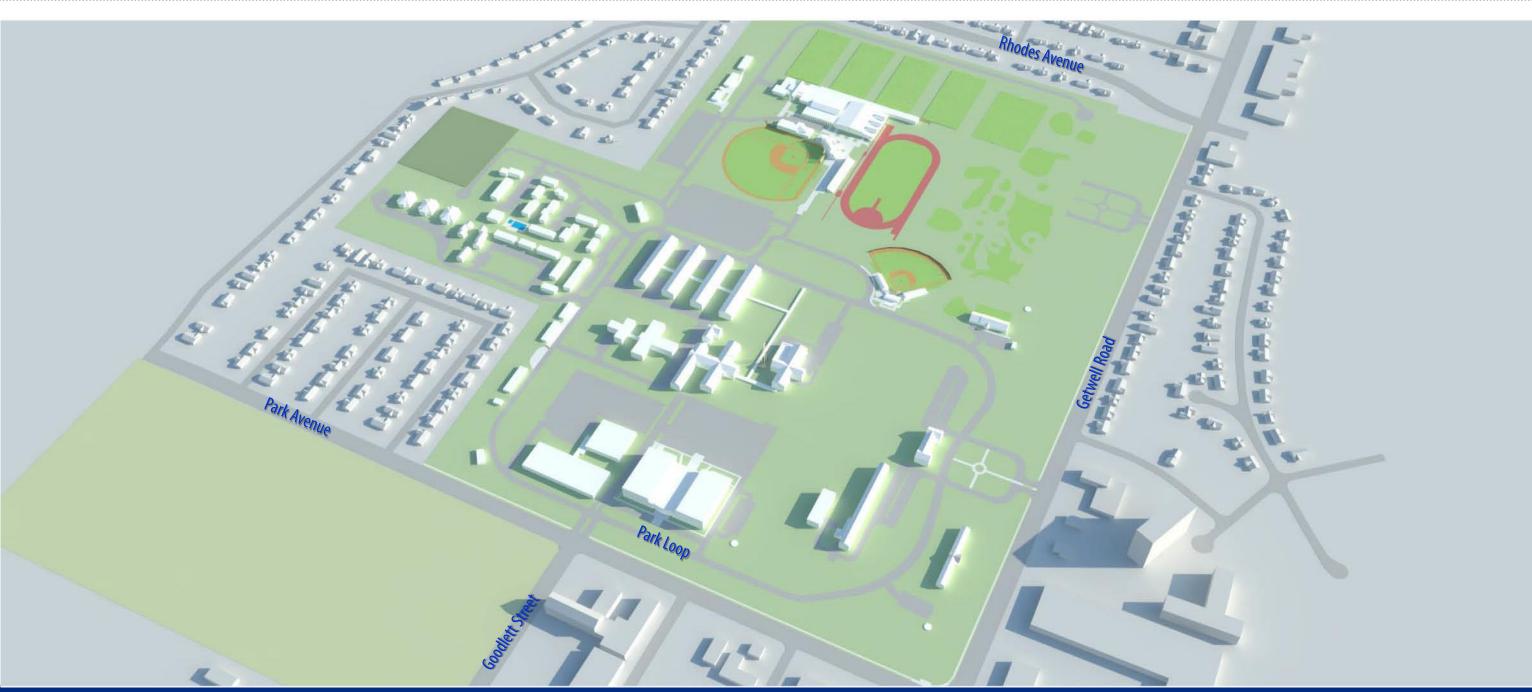
- What should be the future use of Mynders Hall?
- What is the best location for the proposed Music Center?
- What is the best location for the Alumni Center?
- If new student housing is needed, where would you like to see it located?
- Should the Fieldhouse be preserved? If so, should it remain for athletic use or be renovated for academics / student services?
- Should a portion of Patterson Avenue be closed?
- What is the ideal location for a new parking structure?



Park Avenue Campus



Existing Park Avenue Campus



A Rich History

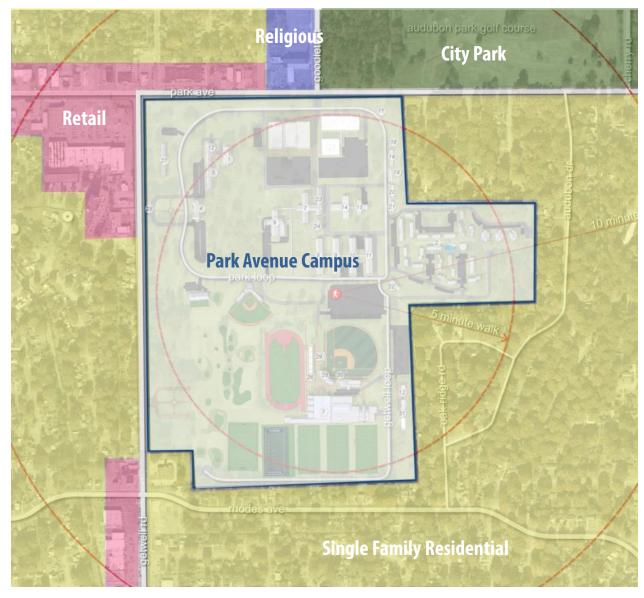




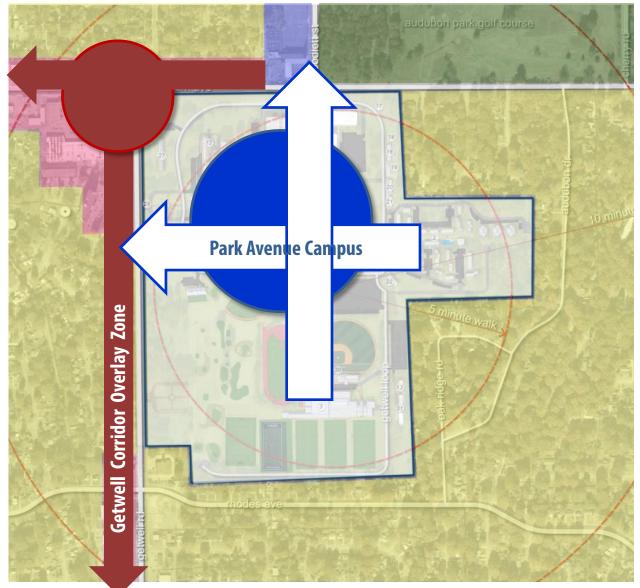


Veteran's Affairs Hospital - Circa 1940s

Land Use



Existing Conditions

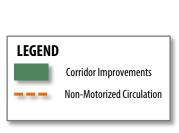


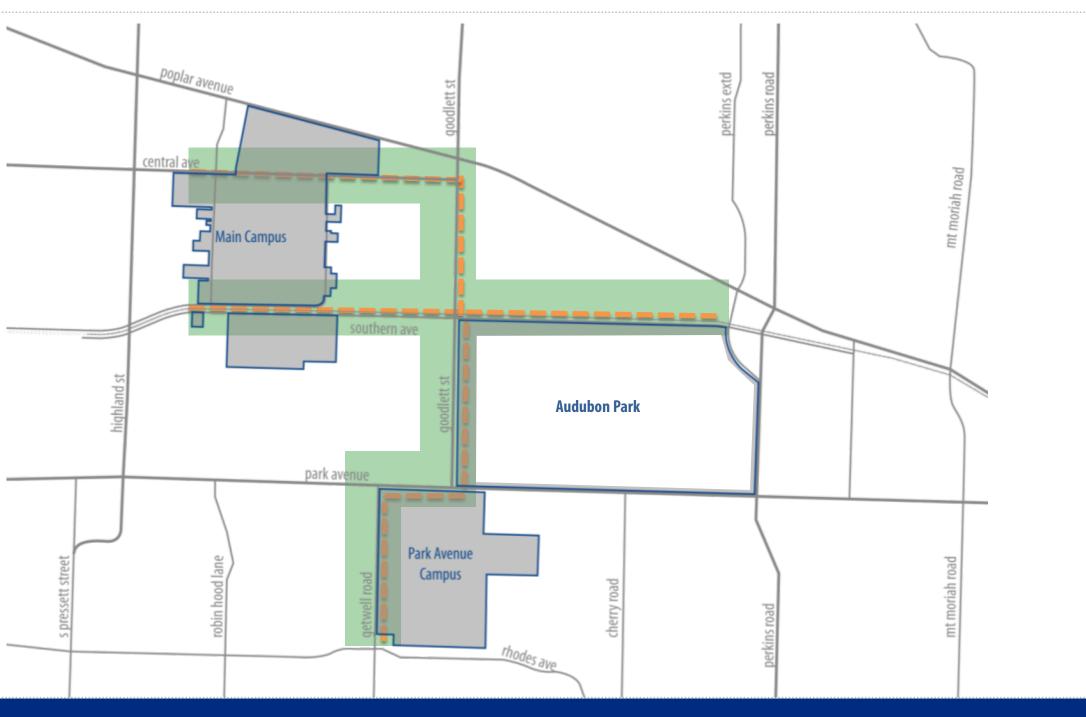
Proposed Framework

Development Opportunities

Inter-Campus Connectivity

 Opportunity to strengthen connection between campuses thru circulation and wayfinding initiatives







Development Opportunities

Bicycle Network

- Existing bike paths/lanes along Southern Ave.
- Opportunities to improve connections between Main, Audubon Park and Park Ave
- Opportunities to connect campuses to surrounding residential and commercial



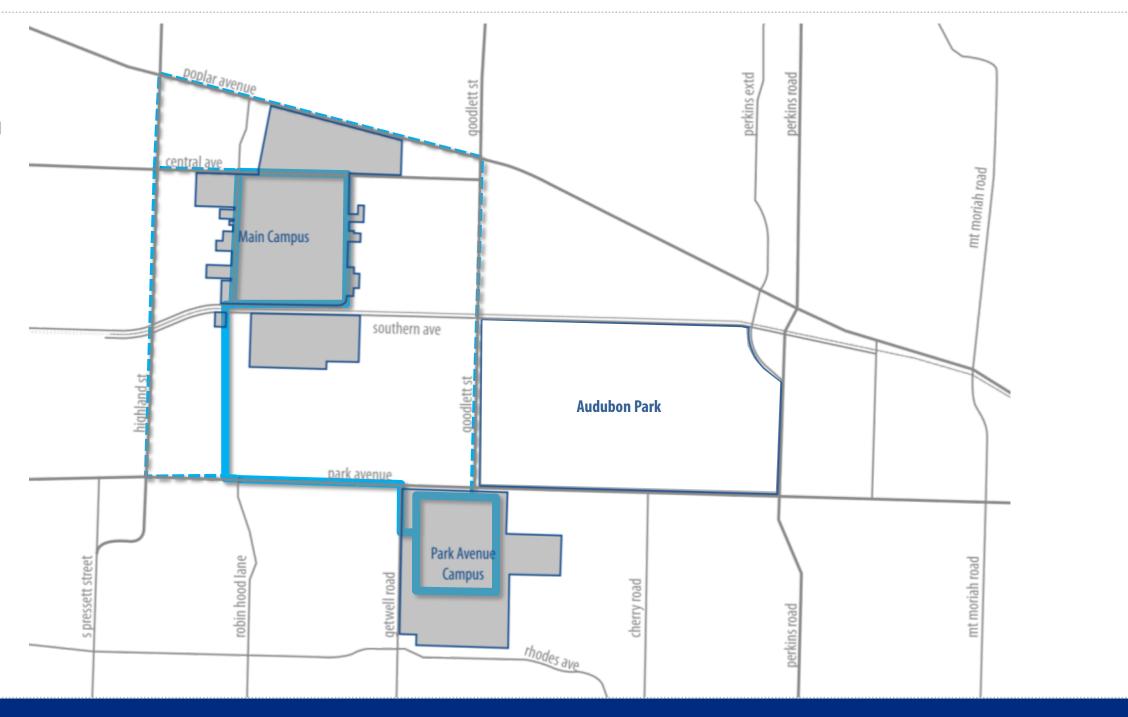


Development Opportunities

Blue Line Circulation

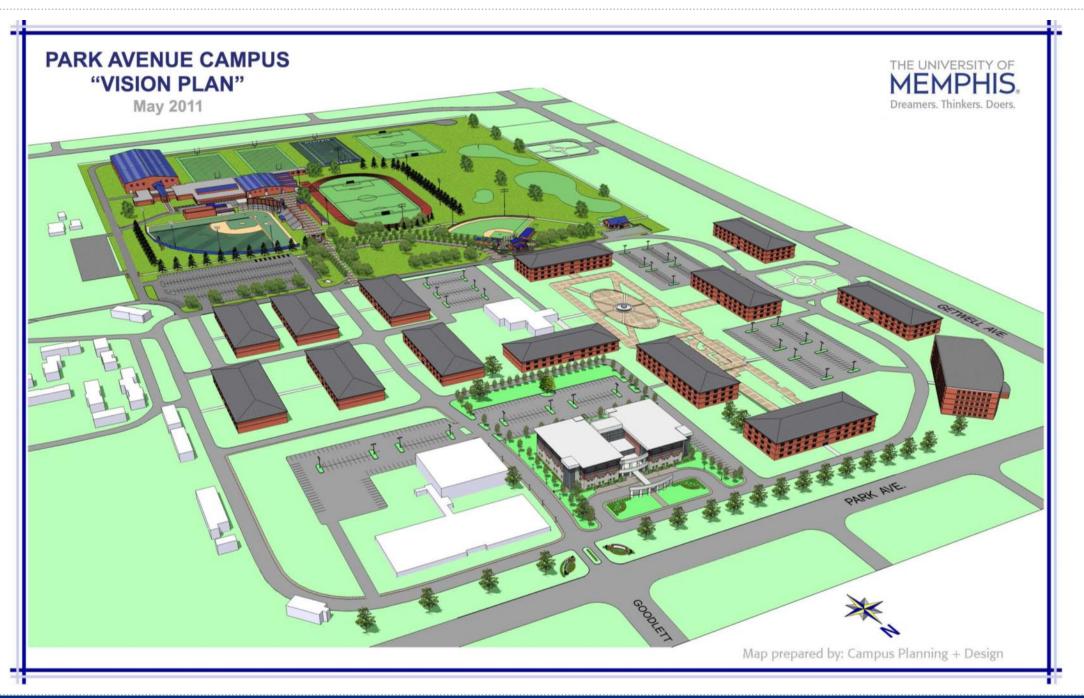
- Existing Blue Line connects Main and Park Avenue campuses
- Opportunities to add additional route to allow connection to Audubon Park
- Opportunities to connect campuses to surrounding residential and commercial





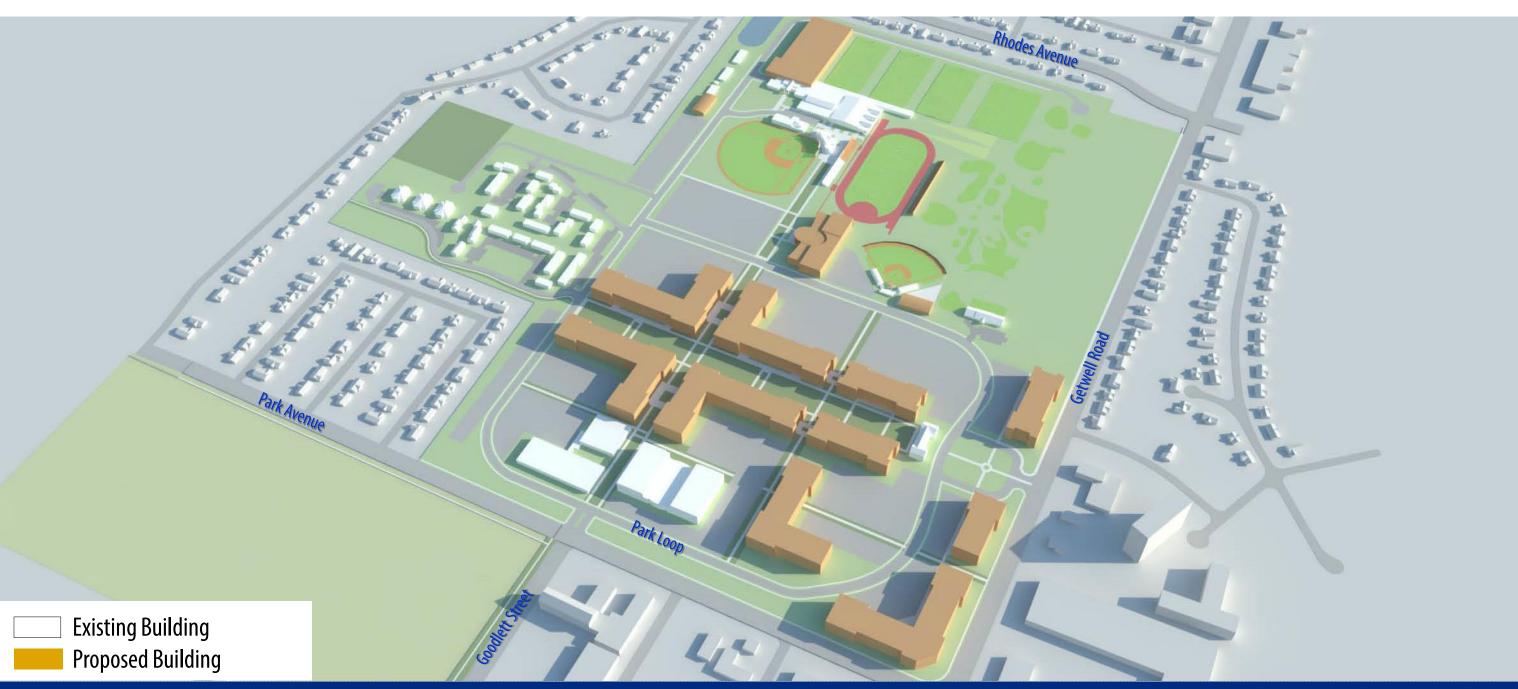


Park Avenue Campus Vision Plan





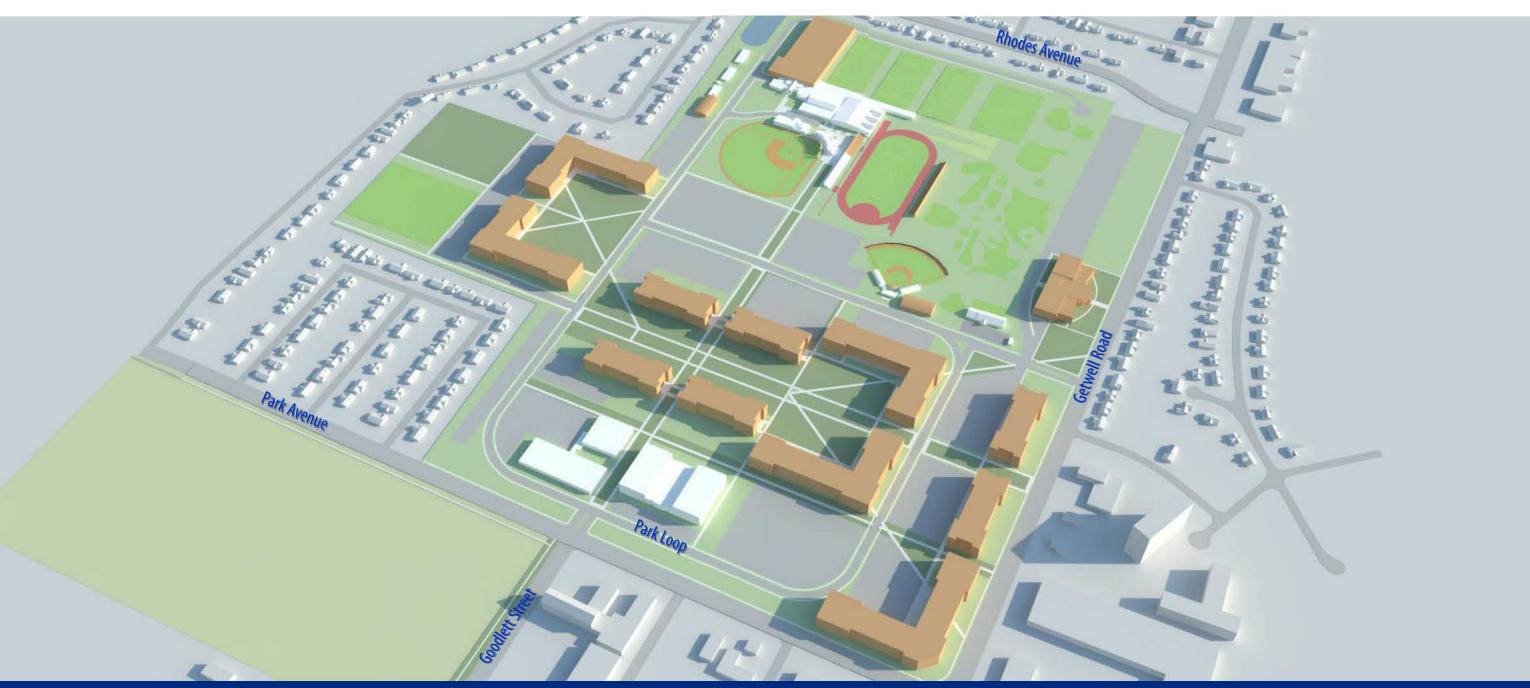






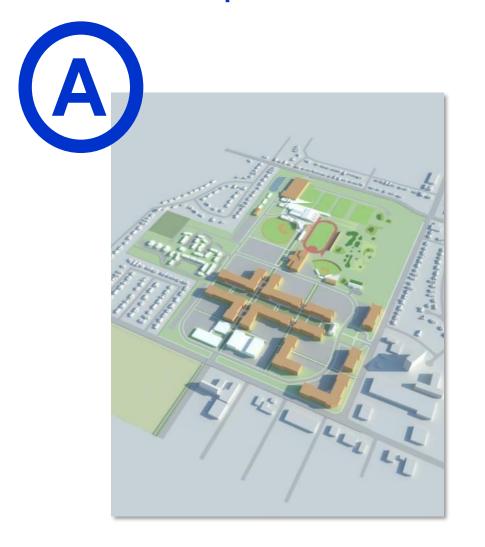






Park Avenue Campus Alternatives

Three Development Patterns:







It's your turn... What are your thoughts?

Park Avenue Campus:

- Which alternative provides the best future development framework for the campus?
- Should residential be provided on the Park Avenue Campus?
- Which location makes the most sense for the Basketball Training Facility?
- How close should development be to Getwell Road?





emedia



Lambuth Campus



Tambuth Campus — What Did We Hear?











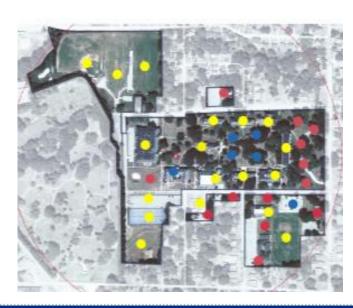


Lambuth Campus — What Did We Hear?

Lambuth Campus - Focus Group

Preserve

- Quad and front lawn
- Football property for future expansion
- Historic elements and architecture
- Trees, Lambuth tradition
- Public school, private feel



Enhance

- All buildings on Quad
- Athletic facilities for intramurals
- Parking near Varnell-Jones
- Signage
- Parking garage needed
- Sprague Hall
- Community spaces
- Campus security
- More facilities with weekend hours
- ADA accessibility in all buildings
- Services for area children
- Learning services, centrally locate

Transform

- **Epworth Hall**, Oxley Commons
- Softball (unused)
- Library into learning center
- Wilder Hall, Harrison Hall
- Remove vacant homes along campus edge
- Old fraternity houses
- More than 50% campus residents were student athletes
- Services to attract students
- Students commuting to campus
- Larger classrooms (75+ seat)
- Flexible large rooms
- Bike paths to connect to Jackson
- Drainage issues
- Lighting

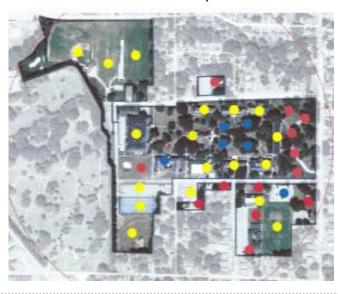


Lambuth Campus — What Did We Hear?

Lambuth Campus — Campus/Community Open House

Preserve

- Green space
- Varnell-Jones and Chapel
- Charm and appeal of campus
- Planetarium (fieldtrips from area children)
- Maintain exterior facades
- Intramurals on campus



Enhance

- Interiors of all buildings
- Partnerships with area clubs and schools for athletic fields
- Library, labs, technology and ADA
- Use campus for kids camps
- Harrison and Sprague
- Campus integration into community
- Developer's understanding of UM's vision for campus
- Carney basement
- Appeal to prospective students

Transform

- Need athletic building
- Increase classroom space
- Epworth Hall (salvageable?), possible neighborhood school
- Teacher prep
- Bigger classroom spaces
- Blighted areas near campus
- Abandoned fraternities
- Students leave on weekends for dining options
- Dining options, weekend hours
- Theatre back on campus
- Safety perception of campus
- Campus lighting



Lambuth Campus — Help is on its Way!

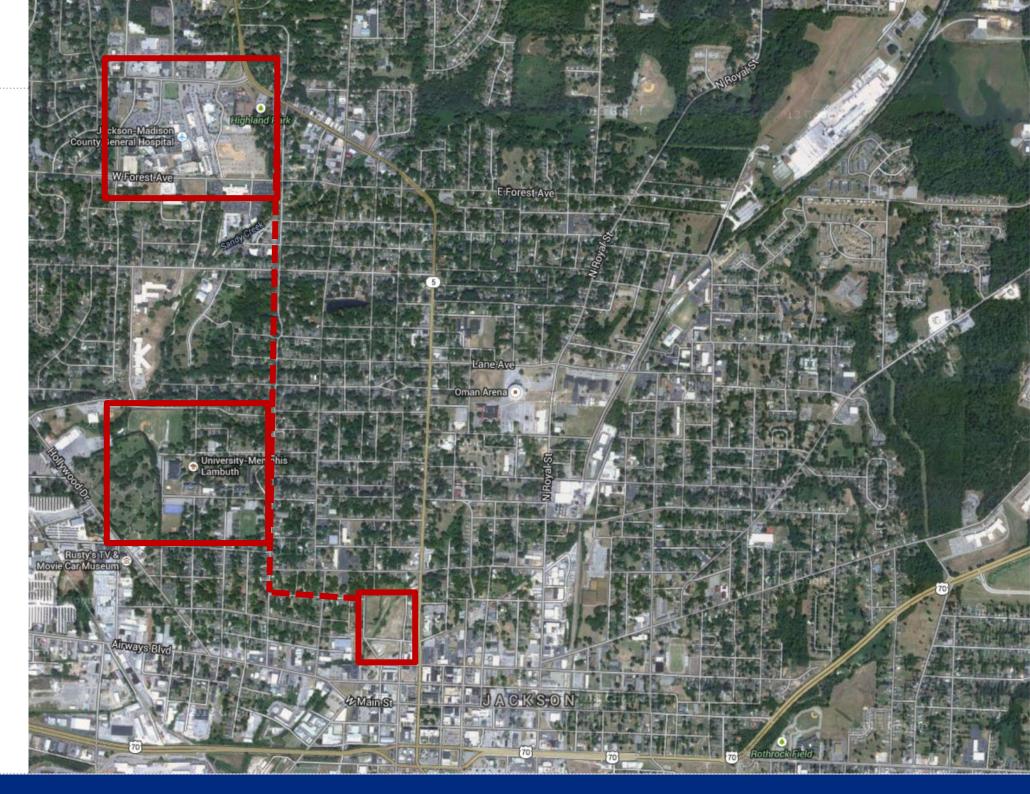
Priority Projects Under Way

- Recreation Center Improvements
- General Building Enclosure Repairs
- Elevators (Library, Student Union, and Hyde)
- HVAC Improvements (Varnell-Jones, Hyde, Library, and Student Union)
- Student Union Interior Upgrades
- Hyde Fume Hoods/Safety Improvements
- Storm Drainage System
- LED Campus Lighting Improvements
- Irrigation System
- Exterior Signs

TOTAL COST: \$14,800,000

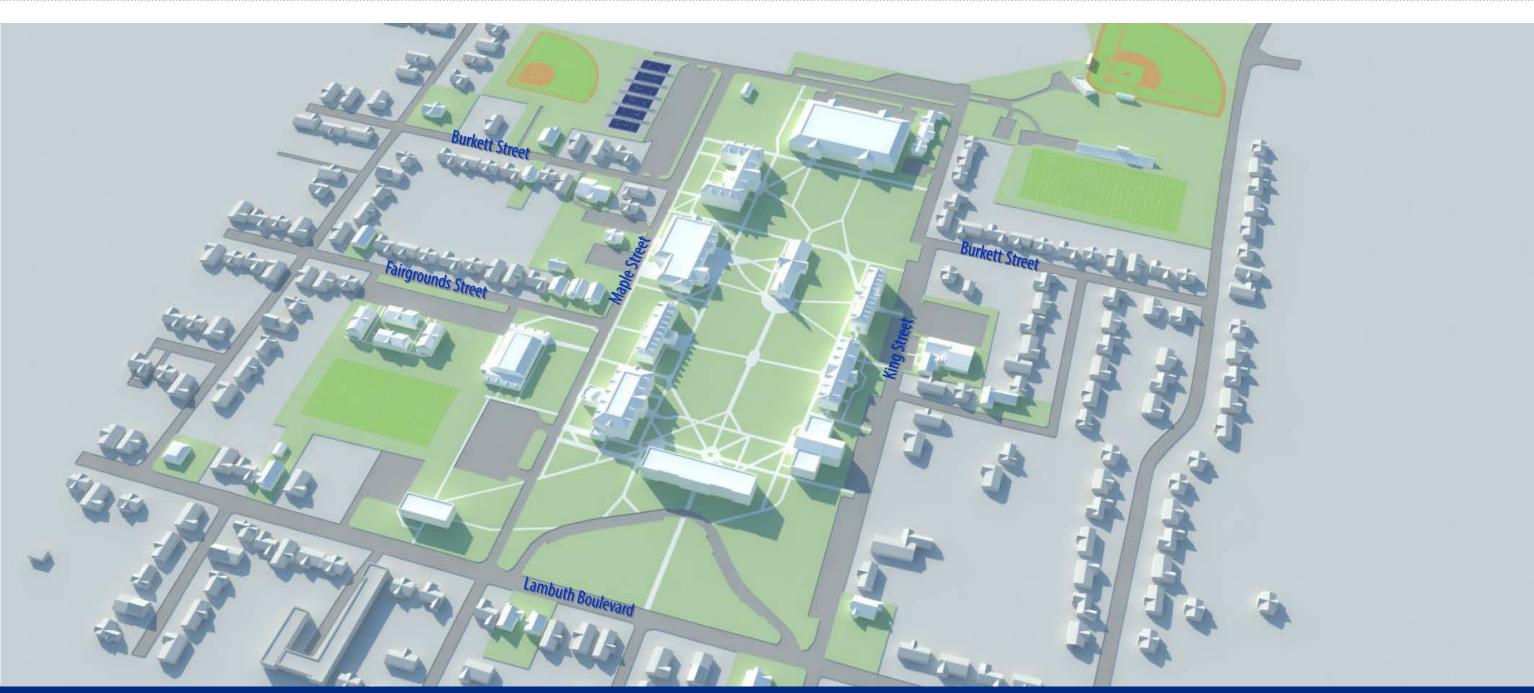


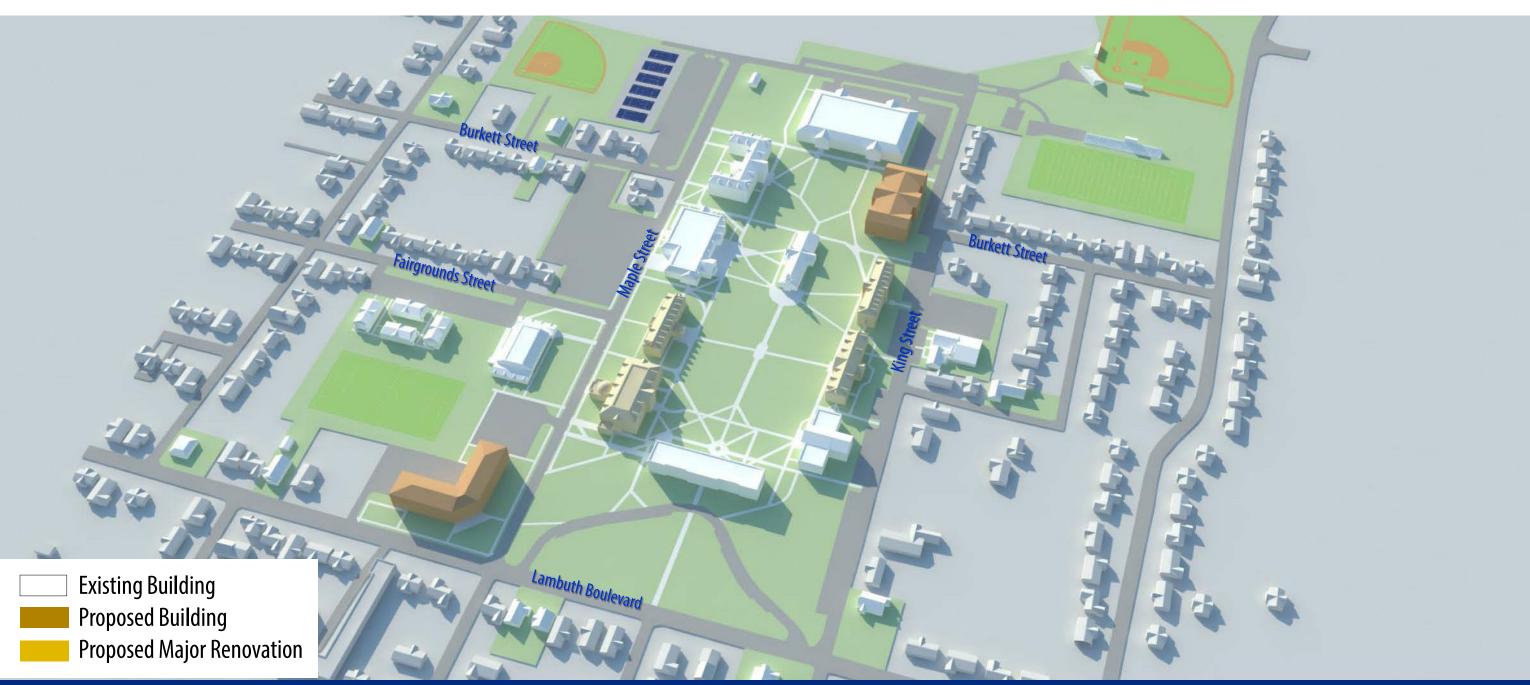
Geographic Relationships

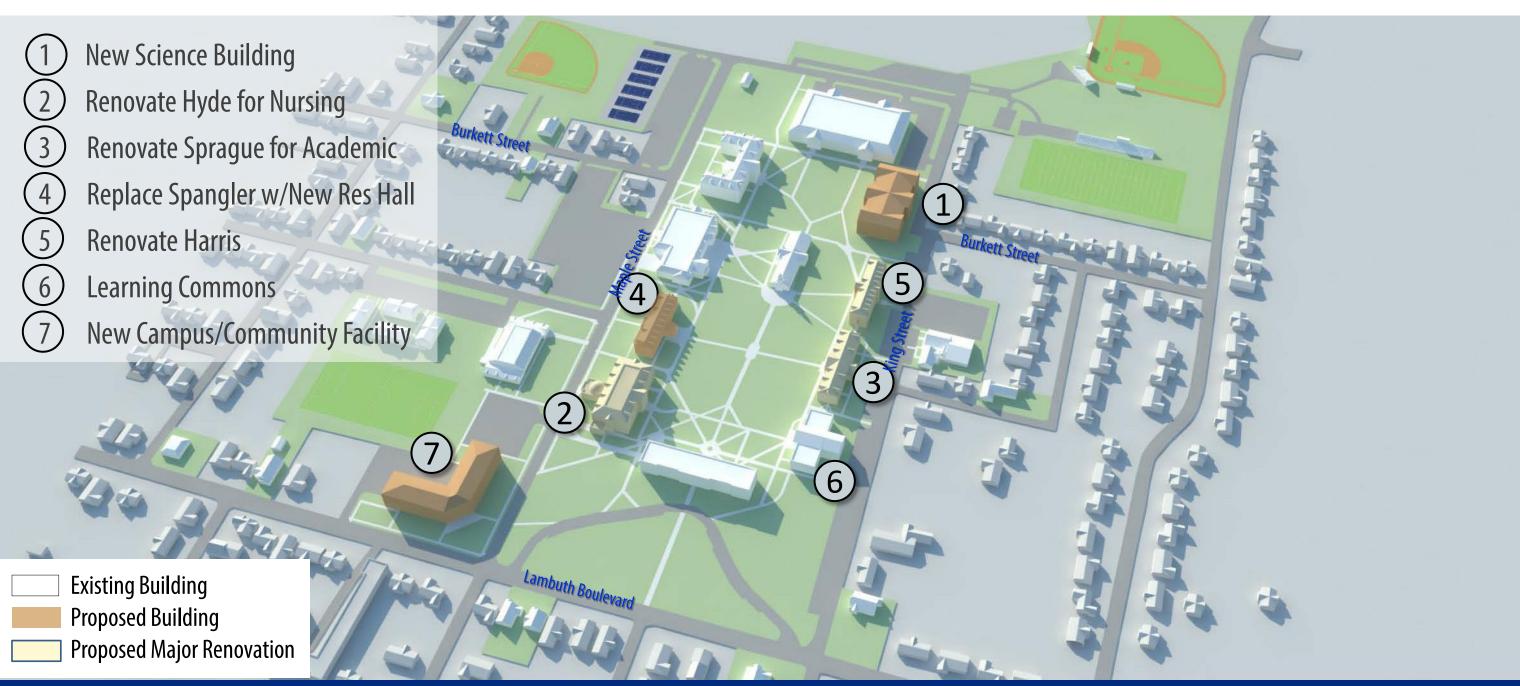


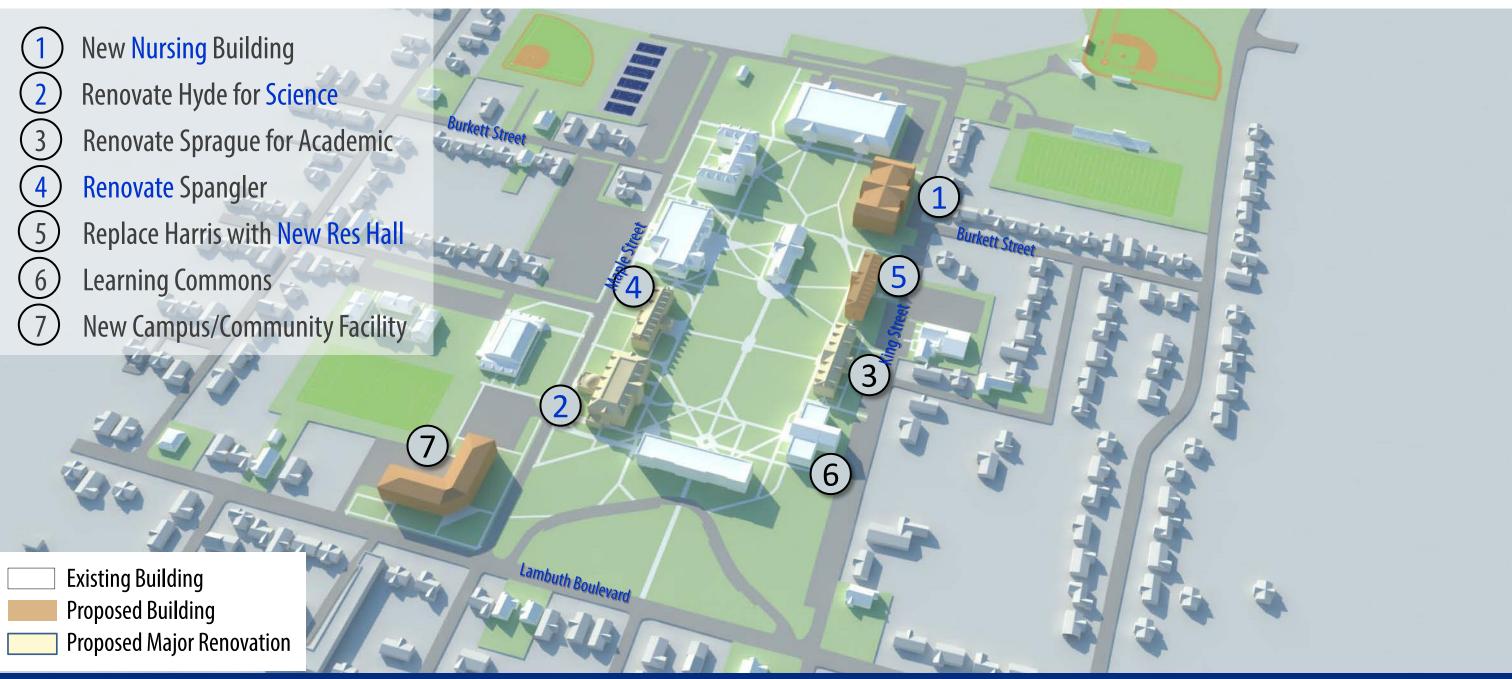


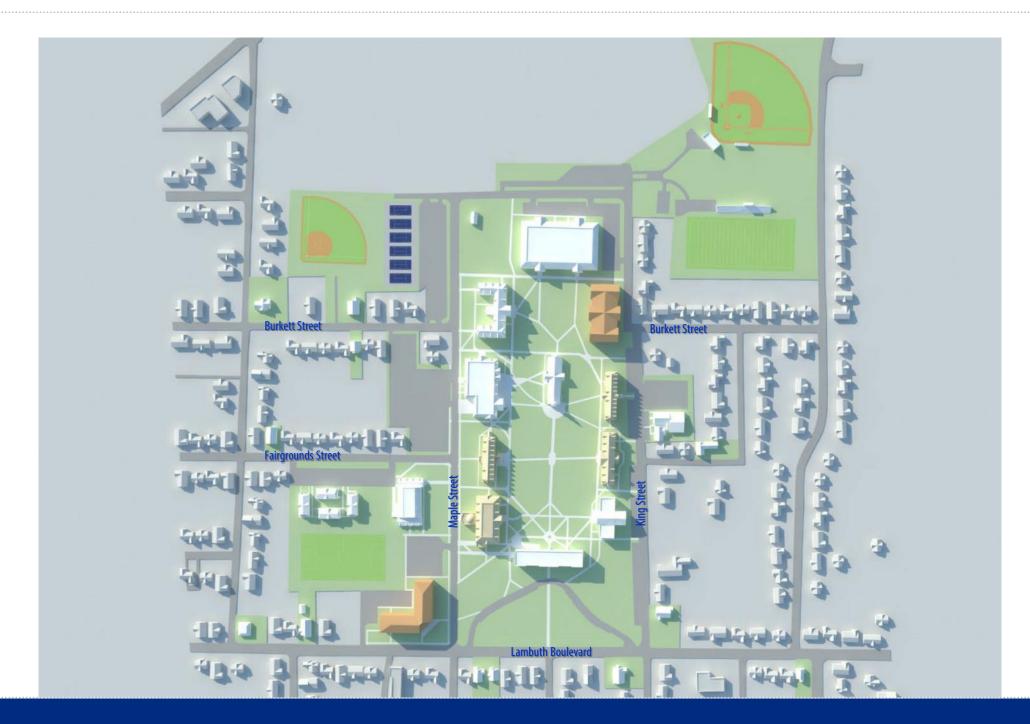
Existing Lambuth Campus













Proposed Major Renovation



Lambuth Central Open Space

- 1 Enhance The Open Spaces
- 2 Make ADA Accessible
- 3 Drainage System
- 4 Lighting
- 5 Irrigation

- Existing Building
 Proposed Building
- Proposed Major Renovation





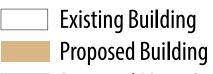
Lambuth Open Space Improvements





Lambuth Pedestrian Enhancements

- 1 Re-Align Some Walks
- 2 Widen Some Walks
- 3 Enhanced Lighting
- 4 New Walks to Connect All Facilities



Proposed Major Renovation





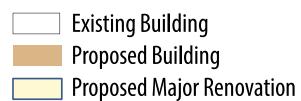
Lambuth Pedestrian Enhancements





Lambuth Campus Edges and Gateway Improvements

- 1 Edges Should Reinforce Image
- 2 Better Walkways on Edges
- 3 Enhance Gateways
- 4 New Campus Signage
- 5 Appropriate Parking Image

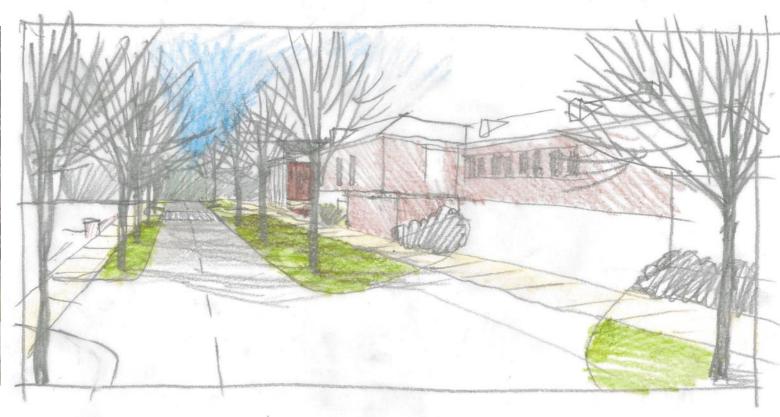






Lambuth Campus Improvements





It's your turn... What are your thoughts?

Lambuth Campus:

- Which alternative provides the best development solution for the campus?
- Where should residence halls be located on campus?
- Which location works best for Nursing? Science?
- How could campus be better connected to surrounding districts?
- How can the gateways and edges better define the campus?















Next Steps

Task 4 — Refinement Phase

Preliminary Master Plan



Data Informed Metrics

	Today	Target Year
Total Campus Population	17,436	20,287
Student Headcount	15,900	18,500
Undergraduate	13,992	16,280
Graduate	1,908	2,220
Graduate Percentage	12%	12%
Faculty	751	874
Staff	785	913
Campus Area	272 ac.	272 ac.
Total Building GSF	3,377,356 gsf	4,874,564 gsf
Campus FAR	0.29	0.41
Academic GSF	2,347,939 gsf	3,423,272 gsf
Academic NASF/Student	97 nasf	120 nasf
Academic NASF	1,547,917 nasf	2,220,000 nasf
Residential Units	3,500	4,625
Residential GSF	1,029,417 gsf	1,451,292 gsf
Residential Ratio	0.22	0.25
Total Parking Spaces	5,789	6,740
Parking Ratio	3.01	3.01

Task 4 — Refinement Phase

Design Guidelines

- Architectural Details
 - Aesthetics, Character, Form, Fenestration
- Urban Design Criteria
 - Campus Structure, Open Space
- Public Realm
 - Gateways, Pedestrian Realm, Streetscape, Parking
- Infrastructure
 - **Building Systems Integration**
- Materials
 - Architectural, Landscape

