

THE UNIVERSITY OF MEMPHIS 2021 FACILITIES MASTER PLAN UPDATE

Prepared for The University of Memphis

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Future Vision

“The Facilities Master Plan is designed as a long-range tool that can adapt and flexibly respond to unexpected future changes.”

The **2021 Facilities Master Plan** represents a unifying vision for the University of Memphis (UofM) which aligns the institution’s academic mission, strategic plan, and physical development goals into a single document to help guide the future direction of the University.

The Facilities Master Plan is a collection of powerful ideas. These ideas establish a flexible framework for coordinating physical change across the institution. The plan embraces both campus and community, and is reflective of the goals and objectives of a multitude of University stakeholders. The Facilities Master Plan is designed as a long-range tool that can adapt and flexibly respond to unexpected future changes.

This plan serves as an update to the 2015 University of Memphis Facilities Master Plan. At the time the previous plan was completed, the UofM Lambuth Campus was not part of the University. This master planning effort encompasses all eight existing UofM campuses and sites. It places increased focus on providing realistic, yet visionary solutions to reach the University’s future goals by building upon key drivers and guiding principles outlined within this report.

Many of the concepts illustrated in the plan are multi-step initiatives that may require more than one project to achieve. They are designed to optimize institutional resources and adjacencies. The Facilities Master Plan Update outlines parameters to strategically manage and phase opportunities over short-term, mid-term, and long-term time horizons.

INSTITUTIONAL OVERVIEW

From its beginnings as a normal school in 1912, UofM has grown into an internationally respected academic institution that provides a wide range of opportunities for over 22,400 students annually. Today, UofM is one of Tennessee’s three comprehensive doctoral-extensive institutions of higher learning. It is the flagship institution of the Tennessee Board of Regents system. The Facilities Master Plan comes at an important point within UofM’s history and is built upon the Vision, Mission, and Values of the institution.

VISION

The University of Memphis will be recognized as one of America’s great metropolitan research universities, noted for its comprehensive, innovative academic programs and for capitalizing on its urban setting and region to address the challenges of our global society.

MISSION

The University of Memphis is a learner-centered metropolitan research university providing high quality educational experiences while pursuing new knowledge through research, artistic expression, and interdisciplinary and engaged scholarship.

HIGHEST PRIORITIES:

- Enhance Enrollment Growth
- Strengthen Admissions Standards
- Increase Graduation Rates
- Increase Research Funding
- Enhance Quality of Instruction

VALUES

The University of Memphis, as an engaged learning community celebrates:

The pursuit of excellence in teaching and research as the highest measures of successful achievement.

- Interdisciplinary collaboration, artistic expression, and research as vehicles for leveraging our resources, solving problems, and multiplying our accomplishments.
- The transfer and dissemination of knowledge with community stakeholders for the intellectual, economic, and social advancement of our community.
- Innovation and creativity in everything we do.
- Respect for diversity and individual worth.
- Integrity and transparency in all our actions.
- Responsible stewardship and conservation of resources.
- Stewardship of wisdom, knowledge, and information created by our predecessors.
- Leadership and involvement in the economic, social, and professional growth of Memphis, the state of Tennessee and the nation.



Photos from Historic Memphis

MASTER PLAN DRIVERS

The purpose of the Facilities Master Plan is to provide a long-range vision for UofM that embraces both campus and community. The intent of the study was to identify ways to better optimize resources and adjacencies across the institution. In order to provide a holistic view of future opportunities, the master planning effort considered all eight UofM locations:

CAMPUSES

CENTRAL CAMPUS, MEMPHIS

UofM Central Campus, east of downtown Memphis, serves as the epicenter of the institution with the largest student population (21,480 headcount) and concentration of facilities (5,185,351 gross square feet (GSF)).

PARK AVENUE CAMPUS, MEMPHIS

Once a military hospital, the campus is now focused on UofM's health sciences and athletics with a transformation in process (552,201 GSF).

LAMBUTH CAMPUS, JACKSON

The UofM Lambuth Campus is in a beautiful setting just west of downtown Jackson (428,732 GSF) with a growing student population (548 headcount).

SITES:

COLLIERVILLE CENTER, COLLIERVILLE

As UofM's newest location, the Collierville Center provides a variety of degree opportunities to the eastern Memphis region (27,000 GSF).

C.H. NASH MUSEUM AT CHUCALISSA,

MEMPHIS

This location is an American Indian archaeological site located near the Mississippi River that supports a museum and research activities (14,785 GSF).

DOWNTOWN LAW SCHOOL, MEMPHIS

From an academic perspective, the Cecil C. Humphreys School of Law is regarded as an extension of UofM's Central Campus. It is located in a single downtown facility (196,747 GSF).

MEEMAN BIOLOGICAL FIELD STATION, MILLINGTON

This facility lies near the Mississippi River to provide students and researchers with an outpost for study of this unique ecosystem (12,046 GSF).

MILLINGTON CENTER, MILLINGTON

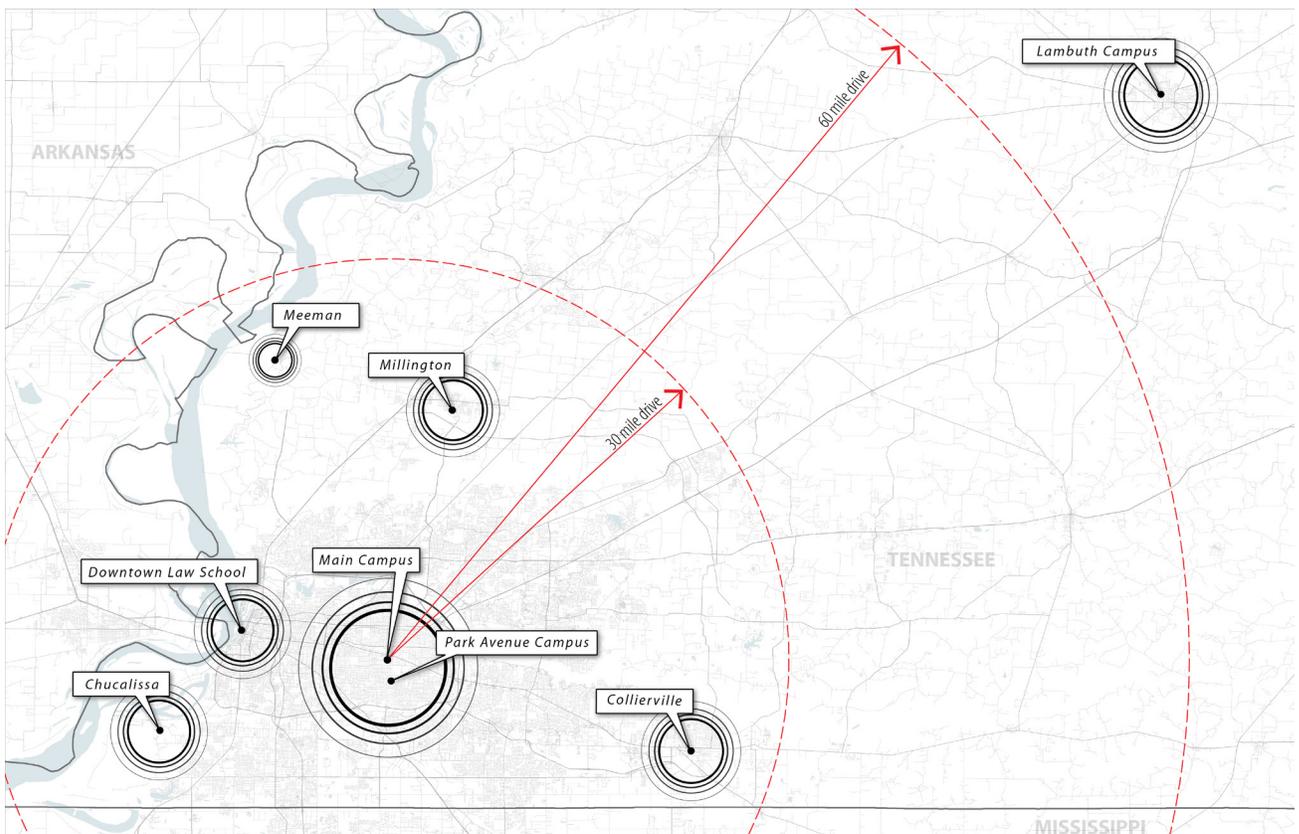
The Millington Center offers academic programs to the northern Memphis region in shared facilities with Southwest Tennessee Community College (222,515 GSF).

KEY PLANNING GOALS

UofM is planning for future growth. On the UofM Central Campus, student enrollment is expected to hit 25,500 within the 10-year future. The UofM Lambuth Campus also has considerable opportunity for growth within much of its existing space to allow for a projected future enrollment of 2,500 students. In total, a headcount of 28,000 is planned for UofM.

Key planning goals that guided development of the Facilities Master Plan Update included the following:

- Differentiate the University
- Create Campuses of Distinction (through programs, aesthetics, visual quality)
- Embrace Enrollment Growth and New Technologies (increase international student presence and grow online, hybrid courses)
- Increase Research (in sciences, engineering, public health and strengthen corporate partnerships)
- Focus on Student Success (improve support services, housing and recreation)
- Ensure Future Viability (strategically acquire appropriate land resources and make a commitment to efficiency and effectiveness)
- Improve the campus environment for student life by doubling current student housing



MASTER PLAN GUIDING PRINCIPLES

The Facilities Master Plan identifies opportunities for growth and improvement for UofM, while also emphasizing an integrated approach to future development. The plan strives to achieve a balance of vision and realism with the understanding that higher education evolves over time. In order to address the possibility of change, a series of master plan guiding principles have been established to serve as the fundamental guiding framework to advise all future planning decisions.

The guiding principles, shown here, focus on key areas identified during the master planning process to help drive academic success, campus enhancement, and community connectivity which will strengthen UofM. Throughout the process, the guiding principles influenced the direction of alternative concepts and drove evolution of the final Facilities Master Plan. The guiding principles served as the framework from which all specific campus systems recommendations were derived.

While the plan is forward-thinking, it is impossible to anticipate every situation that will arise over the long term. The guiding principles will help inform and guide future decisions. The specific issues most certainly will change, but the plan's guiding principles should remain constant.

ENCOURAGE OPPORTUNITIES FOR PHYSICAL DEVELOPMENT AND THE CREATION OF MEMORABLE SPACES WITHIN

THE CENTER OF CAMPUS.

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.

PROVIDE A FRAMEWORK IN WHICH THE UNIVERSITY CAN PARTICIPATE WITH ITS NEIGHBORS IN PLANNING AND IMPROVING THE ENVIRONMENT AROUND THE CAMPUS.

DEVELOP A FRAMEWORK OF ORGANIZED GROWTH AT THE UOFM PARK AVENUE CAMPUS.

ENHANCE THE UOFM LAMBUTH CAMPUS TO ENCOURAGE IT TO BECOME AN INTEGRAL PART OF THE UNIVERSITY AND THE COMMUNITY OF JACKSON.

CREATE ONE INTERCONNECTED UNIVERSITY.



Photos from UofM

MASTER PLANNING PROCESS

The Facilities Master Plan was completed over a 12-month period that consisted of five planning phases. It began in October of 2015 and consisted of the Discovery, Analysis, Idea Generation, Refinement and Documentation Phase. The process provided the opportunity to update the collective vision for the Facilities Master Plan Update, to refine goals, and to give them physical form in the campus plan.

I. DISCOVERY

The master planning team worked with UofM to identify goals, establish planning objectives, and collect and review information related to existing campus conditions through site visits and examining existing documentation.

II. ANALYSIS

Next, the team developed graphical and written analyses of campus systems and structures which identified critical issues and development opportunities. The team also developed a space needs analysis to quantify the needs for future development on campus based on enrollment projections and academic program growth.

III. IDEA GENERATION

Several alternative plans were generated for each campus during the third phase to test and explore realistic options for campus development based on the findings from the Analysis Phase.

IV. REFINEMENT

Based on input from campus and community constituents, the master planning team prepared a single draft Preliminary Master Plan for each campus, combining the best components of the plans from the Idea Generation Phase. This plan established an overall organizing strategy for each campus, and was refined into a final plan.

V. DOCUMENTATION

In the final phase, the master planning team summarized their findings and recommendations in a series of technical reports and created the final Facilities Master Plan Update Report.

A key aspect of the process was building consensus for the recommendations found within the Facilities Master Plan Update. This was accomplished through numerous meetings, interviews, and open house sessions. Meetings were held at both the UofM Central Campus and the UofM Lambuth Campus. Outreach sessions ranged from small group discussions to large 100 person open house sessions. Valuable input was collected at all the various gatherings held during the process and helped shape the direction and content of the Facilities Master Plan Update.

Thank you to all those individuals - leadership, faculty, staff, students, and community members - who provided valuable input throughout the master planning process.



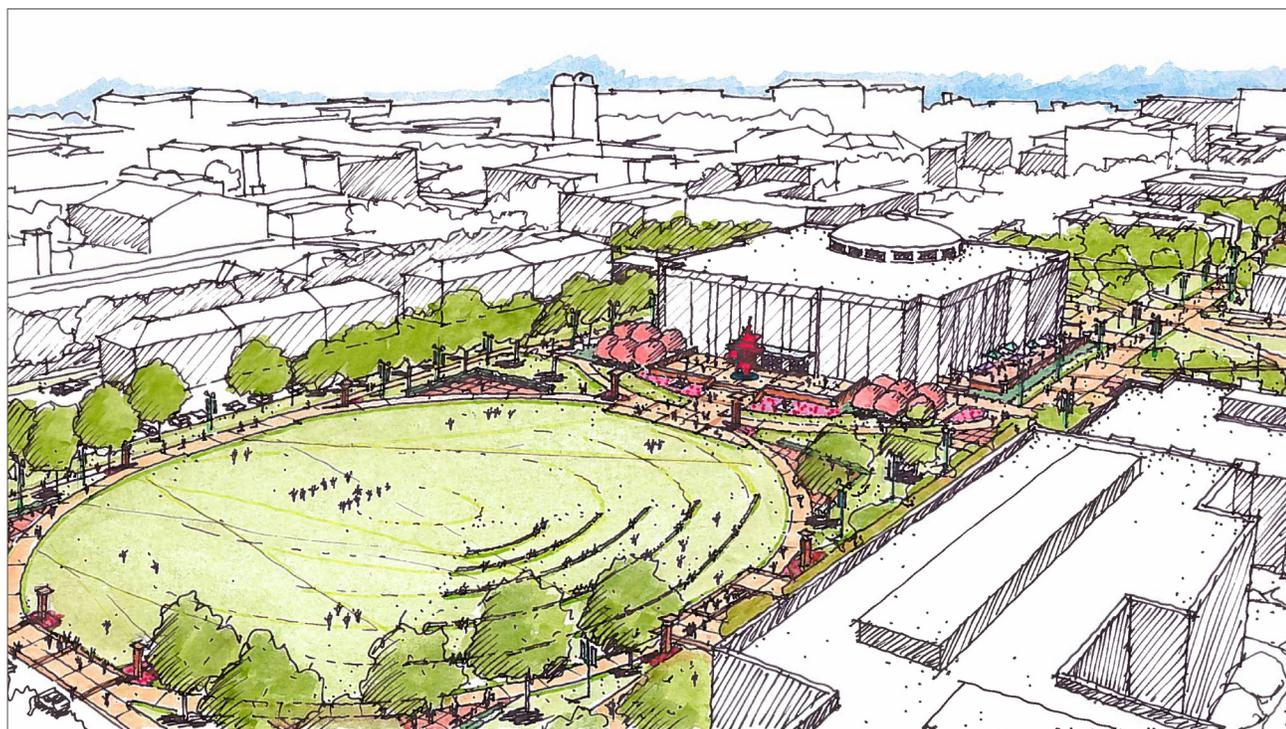
Photos from SmithGroup

CENTRAL CAMPUS

RECOMMENDATIONS

UofM Central Campus occupies 230-acres in east Memphis. It is projected to grow in the future to the campus population of 25,500 students. To accommodate this projected growth, the Master Plan recommends a variety of new facilities, shown on the following page, to address identified future space needs. In addition, a series of enhancements to existing campus systems - open space, pedestrian and vehicular circulation, and parking - are proposed to strengthen and improve the overall functionality and aesthetics of UofM Central Campus. An overarching goal of the Master Plan is to

better connect UofM Central Campus to the adjacent Memphis community. One way in which this can be accomplished is through a proposed campus expansion to the west. This will allow UofM to better engage the University District and Highland Avenue corridor with a prominent presence on this main regional thoroughfare. In addition, the Master Plan works to enhance aesthetics along all campus boundaries to project a more inviting image to the community and to visitors.



Proposed concept to enhance "The Ellipse," located directly east of Ned R. McWherter Library.

CAMPUS ORGANIZATION

A primary goal of the Master Plan is to maintain the compact, walkable nature of UofM Central Campus and find ways to strengthen the center. Current uses that do not directly support academic success should be relocated to the perimeter of campus to allow the center to be focused on student services, academics, and open space.

ACADEMIC FACILITIES

UofM has one of the oldest building stock within THEC universities. A study of facility condition and space utilization completed as part of this master planning effort revealed that a vast majority of students are utilizing facilities that are in need of significant deferred maintenance. Facilities are to be renovated and/or upgraded to improve the overall academic experience for students.

HOUSING & DINING

UofM has historically been a commuter campus, however this is gradually shifting towards a greater residential focus. In order to continue to attract top students, a variety of housing types and dining options will need to be provided. In addition, existing facilities will need to be enhanced. Students desire to live close to campus in a pedestrian-focused environment.

ATHLETICS & RECREATION

The focus of UofM's competition sports will continue to be on the UofM Park Avenue Campus, but intramural recreational opportunities are to be significantly improved on UofM Central Campus with the expansion of the South Campus

District through the addition of athletic fields and a new Student Recreation Center. This will help reinforce UofM's shift towards a residential campus.

OPEN SPACE

An extensive network of open space already exists, the key is to ensure that memorable campus spaces are preserved and that existing open spaces are well-utilized. Opportunities exist across campus to strengthen open spaces that parallel pedestrian circulation paths, as well as enliven areas with new programmatic experiences. One example, shown to the left, is re-development of The Ellipse to generate more student interest.

CAMPUS CIRCULATION

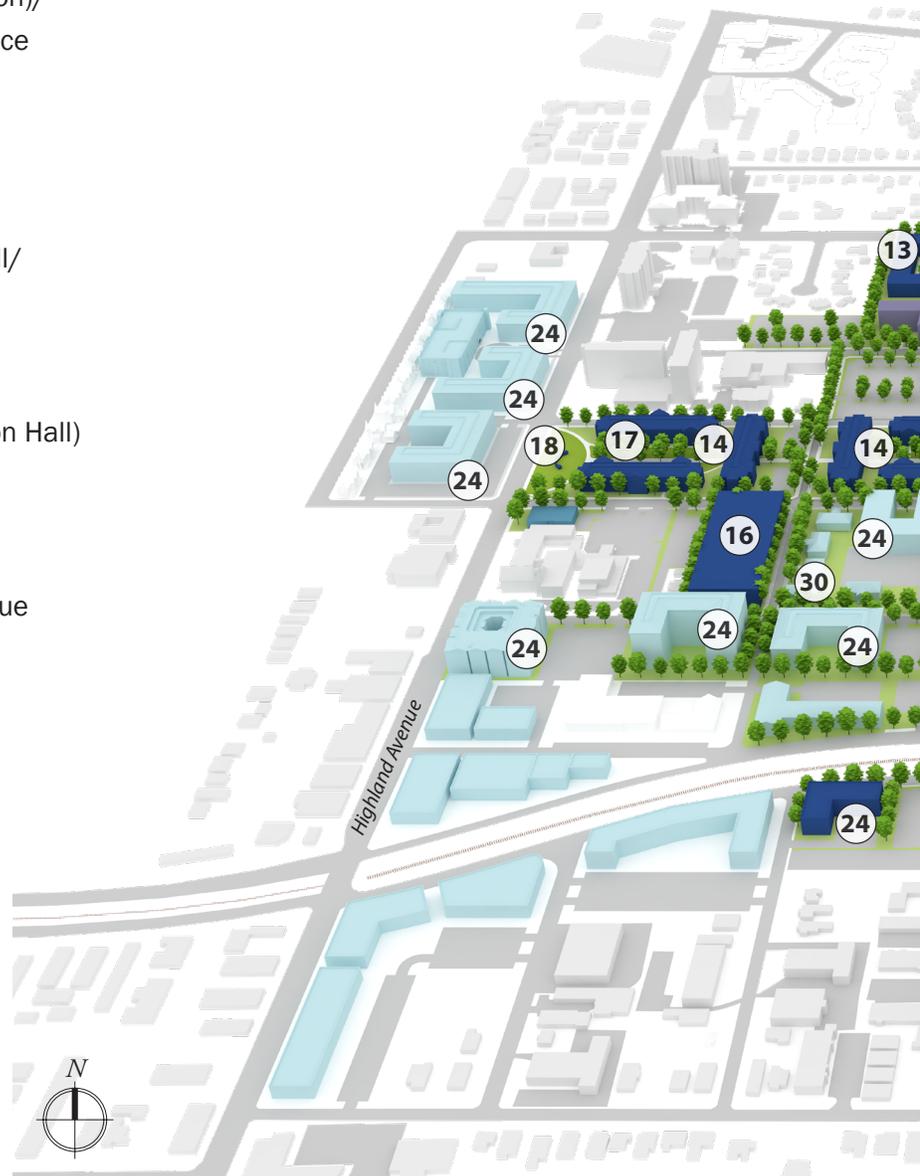
An opportunity exists to improve the east-west and north-south pedestrian corridors that serve as the main circulation arteries of campus. The Master Plan recommends keeping vehicular circulation at the campus perimeter, where possible, to reduce pedestrian-vehicular conflict points.

PARKING

Parking is near capacity on the UofM Central Campus with nearly all parking lots operating at full-utilization. A detailed parking study revealed that three new parking structures will be needed in the 10-year timeframe if all Master Plan initiatives come to fruition. Alternative parking management strategies may also be considered to reduce demand.

FUTURE VISION (NOT IN PRIORITY ORDER)

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. Astro turf Field
29. Research/Academic Conversion of Mynders Hall
30. Fraternities





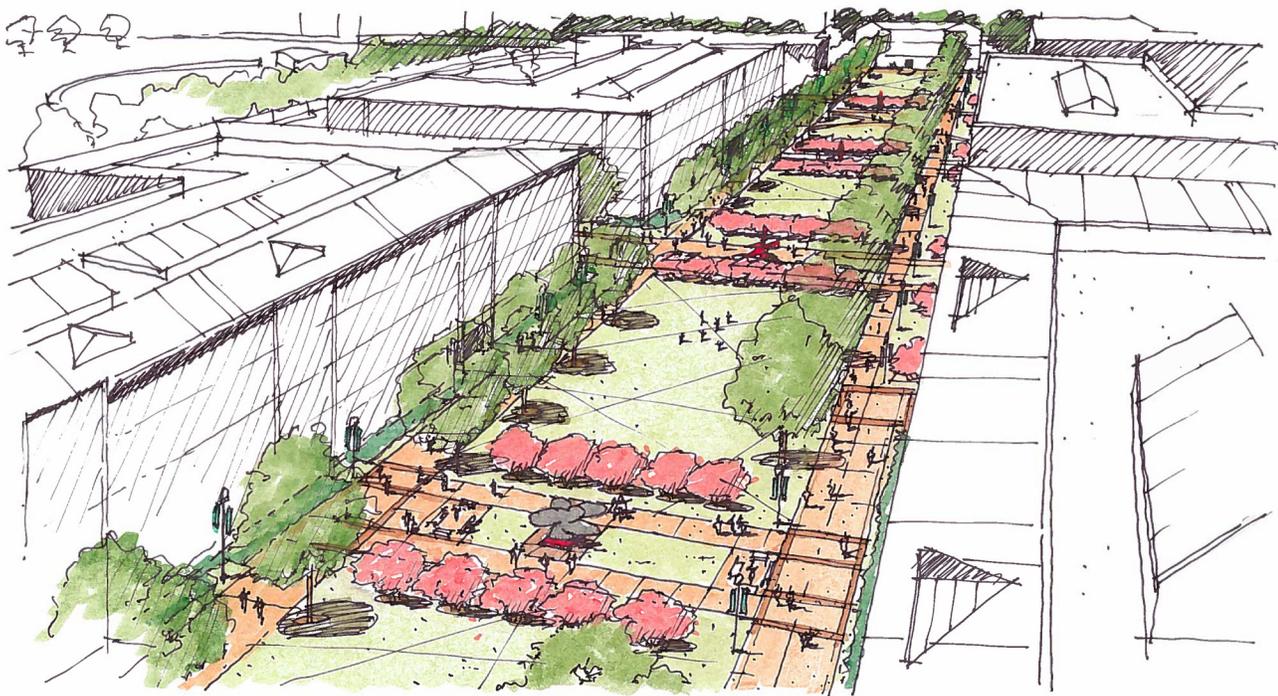
- | | |
|--|--|
|  Campus Green |  Renovated Building |
|  Athletic Field |  Private Development |
|  Memorable Open Space |  UofM Existing Building |
|  UofM Proposed Building | |

PARK AVENUE CAMPUS

RECOMMENDATIONS

The UofM Park Avenue Campus comprises 146-acres in east Memphis, near the southeastern corner of Park Avenue and Getwell Road. This property was acquired by UofM in 1967 after serving for over two decades as a veterans hospital. Remnants of the property's original function as Kennedy General Hospital remain on the site in the form of existing buildings, mature vegetation, and campus infrastructure. An incredible opportunity exists to transform this site into a lively campus environment with a focus on health sciences,

research, and athletics. The proposed Master Plan, shown on the following page, serves as a future vision for the full build-out of the campus. Many of the facilities that are shown as proposed do not yet have a specific use. Rather, the plan is intended to serve as a framework to help guide future decisions for its re-development. The recommendations continue to strengthen and reinforce existing uses on the campus which include academics, research, administrative space, residential, and athletics.



Proposed concept for development of a central east-west open space on the UofM Park Avenue Campus.

CAMPUS ORGANIZATION

The proposed plan for the UofM Park Avenue Campus strives to establish an organizing framework for future development that defines a central east-west quadrangle, shown in the graphic to the left, while also providing key connections to existing athletic facilities to the south. The plan also works to strengthen the relationship of the property to the community along both the Getwell Road and Park Avenue corridors with new development opportunities.

ACADEMIC FACILITIES

Many of the proposed facilities shown on this plan are not yet needed, nor defined. However, the goal for the UofM Park Avenue Campus is to focus on UofM's growing health science programs and research activities. This academic presence is already being established with the opening of the new Community Health Building and renovation of the former Defense Audit Building to the HSS Facility.

HOUSING & DINING

The UofM Park Avenue Campus currently supports residential uses with the Graduate and Student Family Housing complex. The Master Plan has proposed a flexible framework that will allow residential uses to be incorporated in the west and east portions of the campus if the need arises. A student center facility and dining options should be provided as the campus grows.

ATHLETICS & RECREATION

The UofM Park Avenue Campus will continue to

serve as the epicenter for UofM's competitive athletic programs. At present, golf, basketball, football, baseball, softball, track and field, and soccer all utilize space on the south side of this campus. Additional expansions are already planned to continue to improve available facilities

OPEN SPACE

As the campus grows and develops, it will be important to establish a robust open space network to link campus facilities to one another. It is the open space network that serves as the underlying campus fabric that pedestrian circulation corridors align and organize proposed facilities.

CAMPUS CIRCULATION

The Master Plan builds upon the historic vehicular circulation plan of the original campus. This allows for the preservation of many of the existing mature trees that line roadways. The center of campus is dedicated to pedestrians with strong, organizing east-west and north-south circulation corridors.

PARKING

Parking will need to be expanded to accommodate the future growth of the campus. In the current plan, all parking is shown as surface parking lots. If increased density is desired, parking structures may be needed in the future to address this level of growth. In general, all parking facilities are positioned at the rear of the buildings.

FUTURE VISION

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)





- Campus Green
 - Athletic Field
 - Memorable Open Space
 - UofM Proposed Building
- Detention Basin
 - UofM Existing Building

LAMBUTH CAMPUS

RECOMMENDATIONS

The UofM Lambuth Campus occupies nearly 48 acres in the southwest portion of the City of Jackson. The campus was acquired by UofM in the summer of 2011. Prior to that time, the institution was known as Lambuth University until dwindling financial resources forced closure earlier that same year. UofM has been working hard to revitalize the campus and expand its student population. The campus is expected to grow to 2,500 students in the future with a focus on health sciences.

Much of the anticipated growth for the campus can be accommodated within existing facilities, upon completion of necessary renovation efforts. However, select facilities will be needed as shown on the following page, to address identified space use targets and future academic goals. Limited land expansion is needed in order to meet future parking needs for the campus.

CAMPUS ORGANIZATION

The UofM Lambuth Campus is defined by a formal quadrangle surrounded by campus facilities. A mix of uses frame the quadrangle including academic space, administrative space, student housing, dining, and recreation. Womack Memorial Chapel is prominently situated in the center of the open space. Given the success of the existing campus organization, the Master Plan works to strengthen this building and open space relationship rather than reinvent it.

ACADEMIC FACILITIES

During the decline of Lambuth University, very few financial resources were invested in existing facilities. Therefore, numerous buildings across campus have significant deferred maintenance needs and serious accessibility issues. The Master Plan recommends addressing immediate health and safety issues first before undergoing

significant renovations to improve academic facilities.

Over the long-term, upgraded learning spaces are recommended across campus to support student success. Sprague, Spangler, and Hyde Halls are three important existing facilities targeted to support the academic enterprise, particularly programs in the health sciences such as nursing and physical therapy. Renovations will be needed to provide modern learning environments. A new Science Building is also proposed to address space needs for undergraduate health science pathways.

HOUSING & DINING

There are currently 190 beds on campus, All are located within the recently renovated Carney-Johnston Hall. The campus has capacity to accommodate increased student housing demand through the renovation of existing facilities, if needed. Three of the four buildings that are currently offline are residence halls. One new student residence hall is proposed as part of this plan to provide modernized facilities. If needed, dining options are also to be improved on campus. The existing Harris Hall may be updated if it will not be replaced for housing.

LIBRARY

The existing library will be renovated to become a hub for students to study. The program will include space dedicated to student support and academic success. The creation of a large assembly space within the existing basement could accommodate various campus programs and functions.

ATHLETICS & RECREATION

The UofM Lambuth Campus does not currently support any competitive athletic programs.

However, recreation facilities do exist on campus. Given the importance of these spaces as expressed by the Jackson community, the Master Plan recommends preservation of all sports fields with the exception of the soccer field in the Madison academic zone. The existing Student Recreation and Fitness Center will be renovated to also include air conditioning in the main and auxiliary gymnasiums. The renovated Student Recreation and Fitness Center will serve as an amenity to students as enrollment continues to grow.

OPEN SPACE

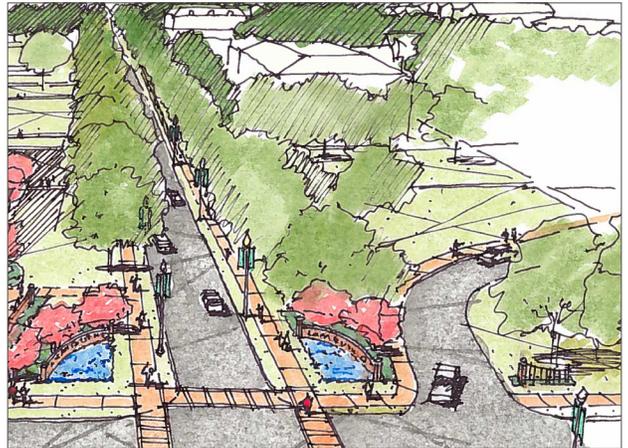
The central quadrangle is a beautiful, defining feature of the UofM Lambuth Campus. During the master planning process, campus and community constituents expressed a strong desire to restore and preserve the historic campus quadrangle. This space should continue to serve as the most memorable open space on campus. All other areas should be attractive in their appearance, but secondary in their role to the quadrangle.

CAMPUS CIRCULATION

The Master Plan proposes to strengthen, yet simplify the existing circulation patterns found across the campus. The center will remain pedestrian focused with vehicular circulation limited to the perimeter of campus. Two primary entries provide access from Lambuth Boulevard.

PARKING

Parking will need to be expanded as the campus grows. The Master Plan recommends continuing the existing approach of positioning surface parking lots along the roadways of King Street and Maple Street. Additional land will likely be needed to provide sufficient parking resources as the campus population increases.



EPWORTH HALL DEMOLITION/ADJACENT PROPERTY

Epworth Hall has been demolished and Oxley Hall Commons will be demolished. A total of 4.486 acres (195,413 square feet) will be donated to Madison County for a future high school. The creation of an approximately 600 student body high school will serve as a benefit to the University and will not constrain future growth at the UofM Lambuth Campus. The existing property is on the perimeter of campus and programmatically will enhance the relationship with the surrounding community. The high school will have a full sports program and will use some facilities at the University. A use agreement will be created allowing the high school to use the Student Recreation and Fitness Center, Library, and other facilities as determined. The use of University facilities will not negatively impact future campus growth. The donation of land will include deed restrictions; in the event that the high school is not developed the land will revert back to UofM. The UofM Lambuth Campus will benefit in the long term from dual enrollment and recruitment of students from the high school.

FUTURE VISION

- 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





- Campus Green
- Athletic Field
- Memorable Open Space
- UofM Proposed Building
- Madison High School (Future)
- UofM Existing Building

02 CAMPUS ANALYSIS

CENTRAL CAMPUS 28

- Campus Organization
- Existing Facilities
- Building Condition
- Space Needs Analysis - Base Year
- Open Space
- Circulation
- Parking

PARK AVENUE CAMPUS 44

- Campus Organization
- Open Space
- Circulation
- Parking

LAMBUTH CAMPUS 52

- Campus Organization
- Existing Facilities
- Space Needs Analysis - Base Year
- Open Space
- Circulation
- Parking

“The master planning team began by evaluating all UofM locations holistically to gain an understanding of their relationship to one another and their specific role within the institution.”

The University of Memphis (UofM) was founded in 1909 by the Tennessee Legislature and has grown over the decades into a thriving institution of higher education. As a result of its multi-decade growth, the University faces unique challenges and complexities not experienced by other younger institutions. As part of the master planning process, the planning team completed an extensive Analysis Phase to better understand the current challenges facing the UofM, as well as the opportunities that exist for the future.

In order to better comprehend its unique identity, the planning team began by evaluating all UofM locations holistically to gain an understanding of their relationship to one another and their specific role within the institution. The master planning team then evaluated each of the UofM’s three campuses: Main Campus, Park Avenue Campus, and Lambuth Campus from multiple vantage points—regional, neighborhood, and campus—to better identify the specific issues present at each scale.

The information that follows is an existing conditions analysis that combines information gained from technical assessments provided by the University and findings uncovered by the planning team with anecdotal information gathered during numerous meetings and open house sessions conducted as part of the master planning process.

CENTRAL CAMPUS

CAMPUS ORGANIZATION

UofM Central Campus occupies 230-acres in east Memphis, encompassing approximately 5.2 million gross square feet (GSF) of facilities. It is generally well organized with academic uses clustered near the campus core and balanced by administrative, student service, and residential space. Student services are distributed throughout campus to better serve the entire student population with the University Center strategically positioned within a 5-minute walk of most buildings.

The northern portion of campus, across Central Avenue, is primarily dedicated to parking with limited residential and support services such as the Holiday Inn. Athletic and recreation facilities anchor the southern end of campus with some academic and residential space located within the southeast corner.

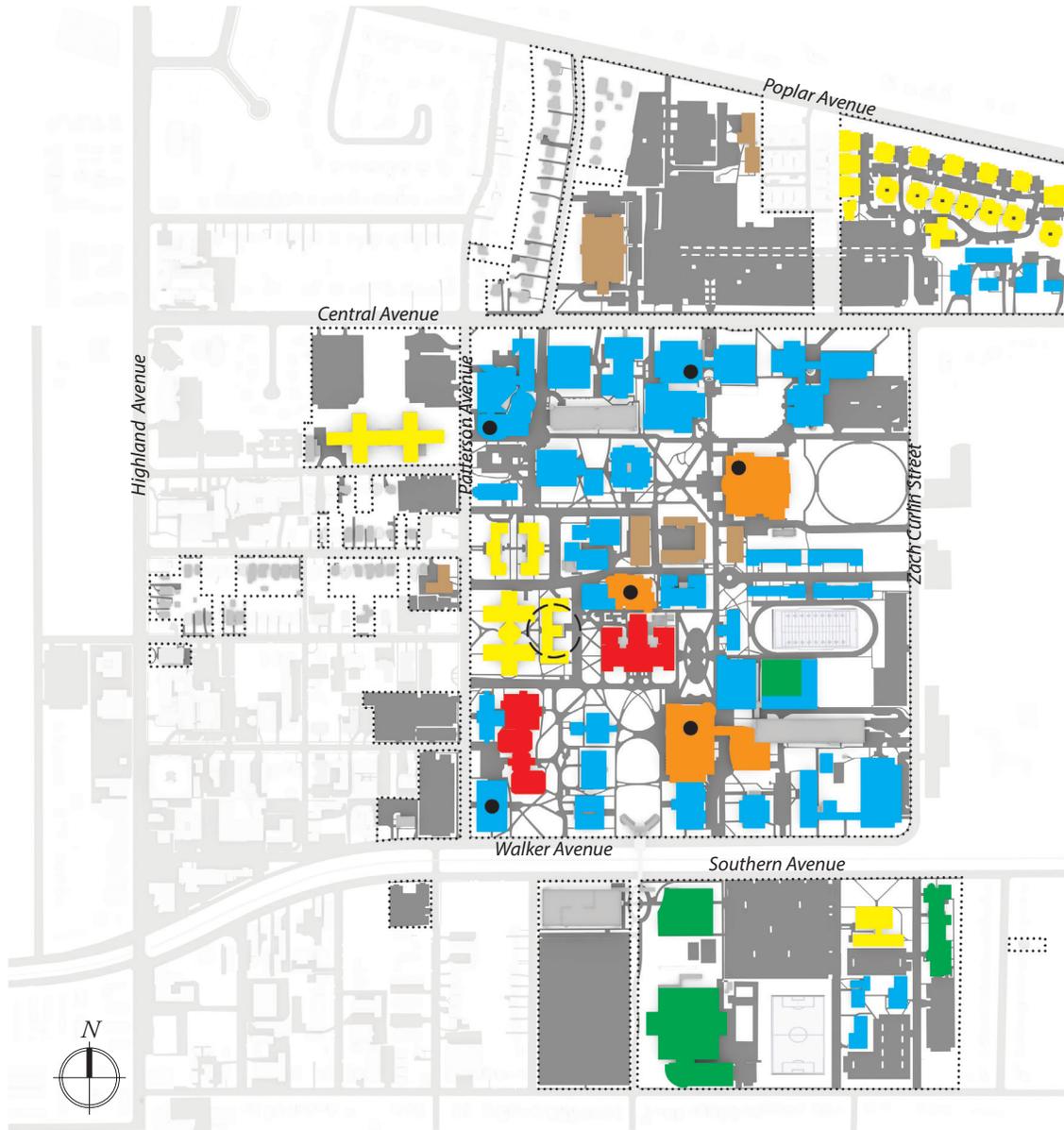
An opportunity exists to improve the utilization of land both north of Central Avenue and south of the railroad tracks to help strengthen the campus identity. The existing central placement of the Physical Plant in the Herzog Building should be re-evaluated to determine if a better use of the space for academics or student services may exist.

STUDENT HOUSING

Student housing is available on UofM Central and Park Avenue Campuses in eight communities comprising 2,492 beds, one-quarter of which are in private bedrooms. Previously, 36% of housing currently on the UofM Central Campus was traditional, 45% was semi-suite style and 19% was apartment style; however, with the recently completed Centennial Place in the northwest corner of campus. Centennial Place offers both student apartments and double occupancy rooms. The traditional rooms are in suites that consist of 10-12 rooms with shared restrooms facilities.

DINING

The majority of the UofM Central Campus population has access to dining within a 3-minute walk. The exception to this rule is the area south of the railroad tracks, which does not have easy access to dining facilities. A future Student Recreation Center may be located south of the railroad tracks. If this project does occur, this portion of campus should be considered for a future dining location to better distribute dining services to all areas of campus. The recently renovated Student Recreation & Fitness Center will help to attract students to this part of campus, further emphasizing the need for dining facilities.



- | | |
|--|--|
| ■ Administrative | ■ Academic |
| ■ Student Services | ■ Support |
| ■ Residential | ● Dining |
| ■ Athletic/Recreation | ○ Offline |

EXISTING FACILITIES

UofM provided a room-by-room facilities inventory documenting departmental assignment, space use classification, and assignable square feet (ASF). This is supported by the campus space planner's efforts to update the facilities inventory to reflect current conditions. The facilities inventory used to conduct the space analysis reflects the data provided by UofM. For space planning purposes, UofM Central and the Park Avenue Campuses were evaluated together.

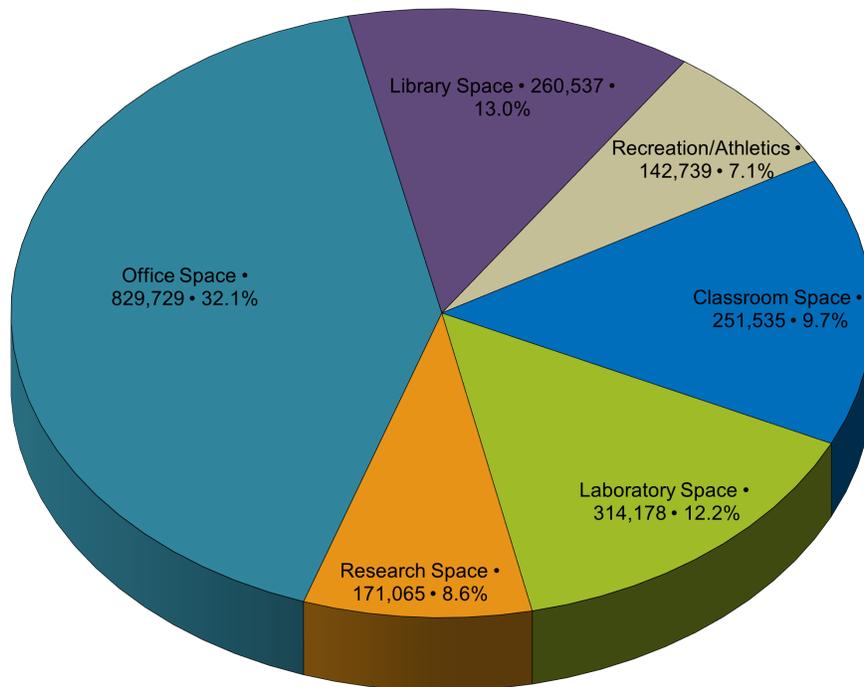
The UofM Central Campus has just over 2,580,000 ASF included in the space needs analysis. Excluded are spaces assigned to residence life (housing), dining services, and the campus school. The ASF represented on the pie chart for the UofM Central and Park Avenue Campuses is approximately 95 ASF per student (21,032 headcount students; fall 2019).

SPACE UTILIZATION

A utilization study is a valuable tool for understanding how the important resources of classrooms and teaching laboratories were used during a particular term; in this case, fall 2019. The utilization study is a good indicator of whether there are instructional spaces in which additional courses could be taught or if there are classrooms and teaching laboratories that are being stretched beyond reasonable

utilization expectations. The utilization study is not a replacement for a classroom or teaching laboratory mix (how many of what size rooms are needed) or a detailed program plan. The outcomes of the utilization study are indicative of the conditions: existing physical space, scheduling practices, and course offerings. While a reaction to high utilization may be to build new facilities to alleviate the "crunch", an institution should first consider whether changes in scheduling practices, course delivery methods, and section sizes are appropriate.

Existing Assignable Square Feet | Main Campus



The table above shows the ASF by space category for the UofM Central and Park Avenue Campuses.

BUILDING CONDITION

As part of the master planning process, a Facilities Condition Assessment was completed for all academic buildings on UofM Central Campus. The findings from this study were then overlaid with data relating to the age of existing buildings, as well as classroom and laboratory utilization rates. Together, this information reveals that campus buildings with the highest weekly student contact hours also represent many of the facilities with the greatest deferred maintenance needs. From a recruitment and retention perspective, this poses a significant concern for the University.

BUILDING AGE

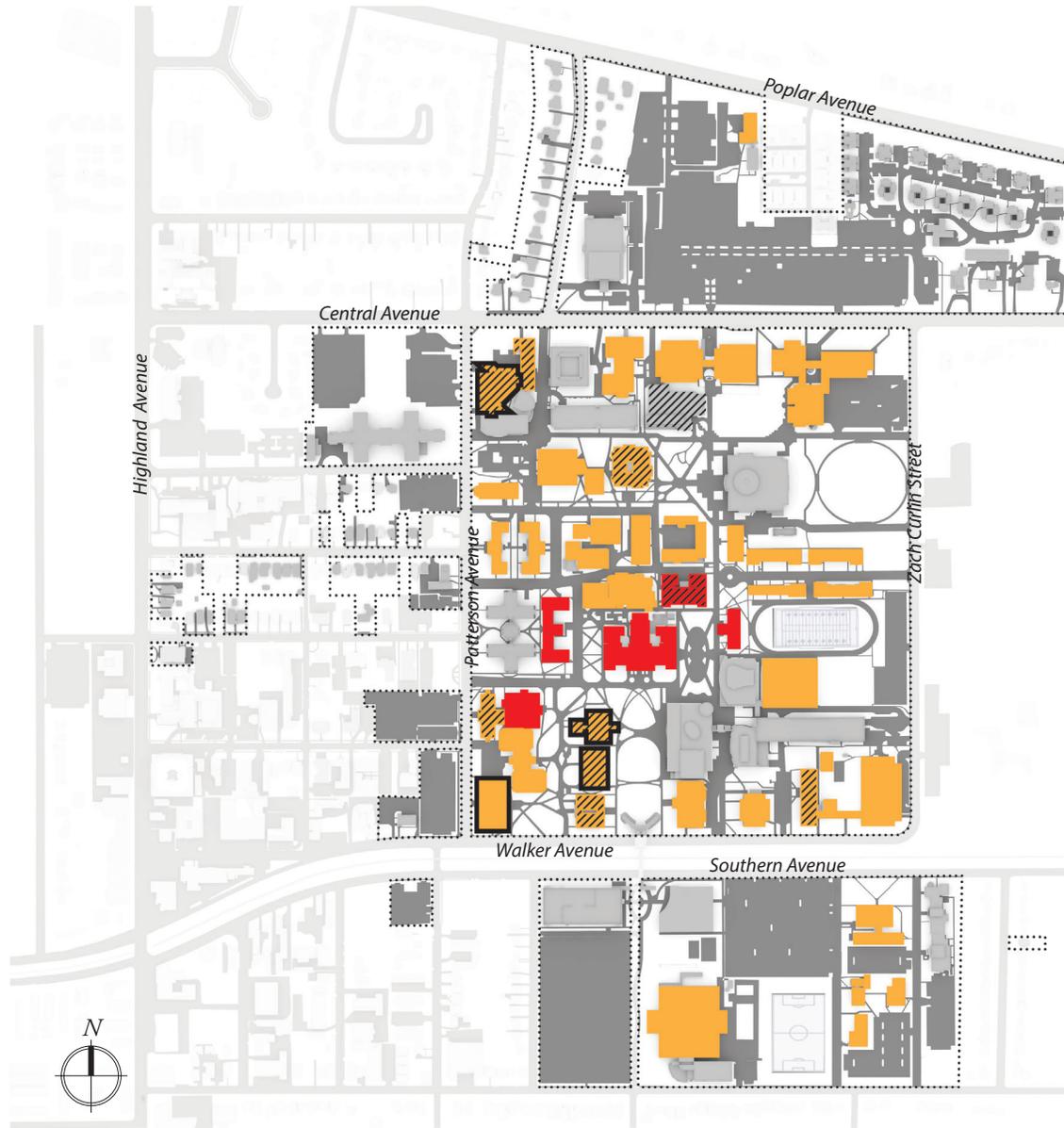
UofM was founded in 1909 and still retains buildings that were constructed in the decades immediately following its establishment. The diagram to the right highlights five campus buildings that have been designated “Heritage Buildings” for the purposes of this Master Plan. They are located near the center of campus and include the Administration Building (1912), Mynders Hall (1912), Scates Hall (1922), John Willard Brister Hall (1927), and Manning Hall (1930). After consideration, it was determined that all of these historic facilities should be preserved as part of the long-range plan. An analysis of building age also reveals that over 70% of UofM Central Campus buildings are over 40 years old. This represents the oldest building stock within the Tennessee Board of Regents system.

DEFERRED MAINTENANCE

The Facilities Condition Assessment evaluated buildings in six categories: (1) Exterior Image and Condition, (2) Entry Appearance, (3) Lobby Aesthetics and Function, (4) Interior Circulation, (5) Image of Functional Service Areas, and (6) Deferred Maintenance. The buildings hatched on the adjacent diagram represent the top ten campus buildings in need of deferred maintenance.

BUILDING UTILIZATION

The top four buildings with the highest weekly student contact hours are also identified on the diagram to the right with a bold outline. Three out of four of these facilities also represent buildings with significant deferred maintenance needs. In particular, Mitchell and Patterson Halls, in the southeast corner of campus, primarily support undergraduate classes and may serve as a new student’s first impressions of the campus.



-  40+ Years Old
-  Heritage Building
-  Greatest Deferred Maintenance Needs
-  High Student Utilization

SPACE NEEDS ANALYSIS - BASE YEAR

The space needs analysis was developed using the THEC space allocation guidelines for which there are metrics. The space needs analysis for the UofM Central Campus, includes the Cecil C. Humphreys School of Law and the UofM Park Avenue Campus facilities.

OVERALL FINDINGS

The UofM Central Campus currently has sufficient classroom space for the student enrollment. This should be viewed as an opportunity to evaluate whether classrooms with low utilization, poor condition, or located in buildings with significant deferred maintenance could be removed or repurposed to meet other space needs such as collaborative learning space for students or computational research space.

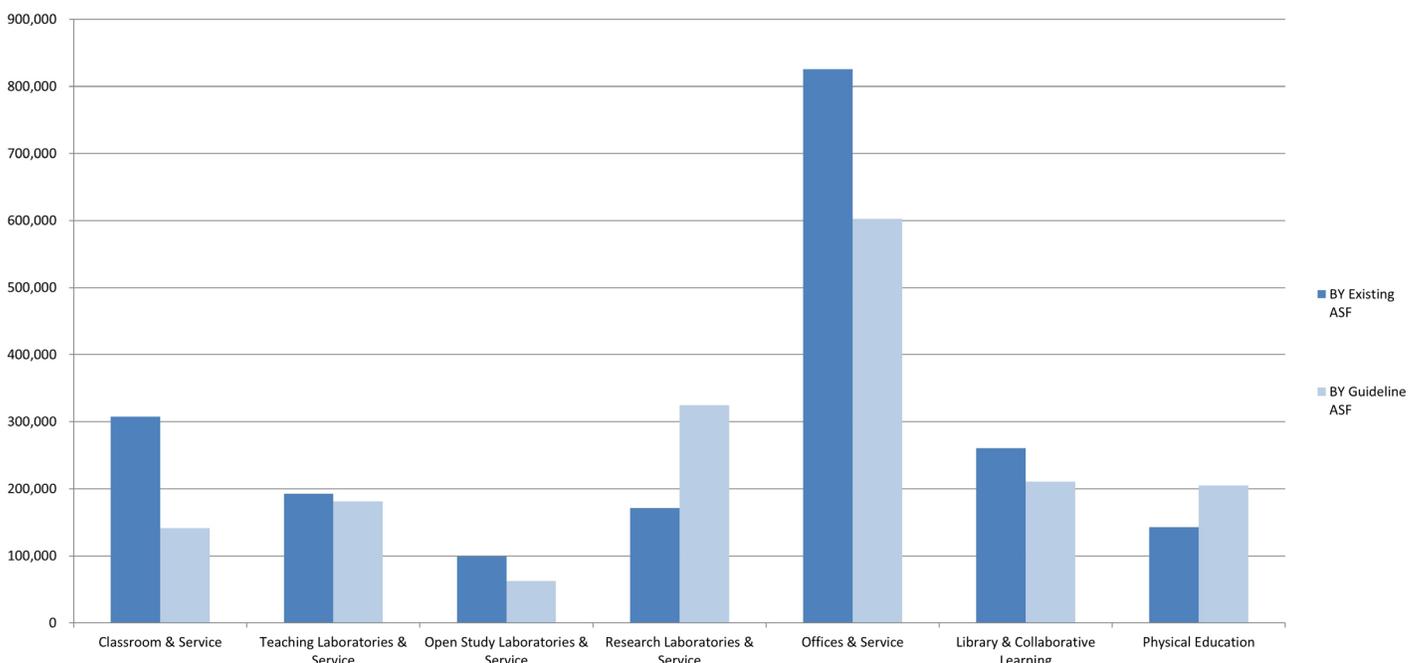
TEACHING LABORATORY SPACE

There is more teaching laboratory space than

justified by the THEC guidelines. One factor may be the categorization of existing space. During development of the utilization, a higher than typical number of spaces were discovered without any courses assigned (fall 2019 course data). Additionally, there were spaces in which the utilization fell below the THEC expectation (detail of these spaces is located within the Appendix). These factors are likely impacting the outcomes of the teaching laboratory space needs analysis.

OPEN LABORATORY SPACE

The existing open laboratory space is above that generated by the THEC guidelines. The existing open laboratory space is almost 7 ASF per student and the THEC guidelines allow for 5 ASF per student. Open laboratories are spaces that require specialized equipment, but do not have utilization expectations resulting from



Space Needs Analysis | UofM Central + Park Avenue Campuses

credit-bearing instruction or productivity related to research.

decreased in the past decade as consistent office furniture packages and smaller technology have become available.

RESEARCH SPACE

UofM has less research space currently than allocated by the THEC guidelines. The need is driven by research expenditures and the types of research activities. Research laboratories for an institution such as UofM should have expectations of documentable productivity such as research expenditures.

OFFICE SPACE

Office space at UofM is above the THEC space allocation guidelines. Several factors contribute to this finding. Open office space is often captured within the facilities inventory as a complete suite rather than suite circulation being broken out, which inflates the actual amount of office space. Additionally, office guidelines have

The charts above illustrate the type and amounts of space needed at the current student enrollment.

Current 21,032 Headcount Students			
Space Category	Existing ASF	Guideline ASF	Surplus/ (Deficit)
Academic Space			
Classroom & Service	307,470	141,454	166,016
Laboratories	462,737	568,212	(105,475)
<i>Teaching Laboratories & Service</i>	192,645	181,465	11,180
<i>Open Study Laboratories & Service</i>	99,027	62,270	36,757
<i>Research Laboratories & Service</i>	171,065	324,477	(153,412)
<i>Academic Space Total</i>	770,207	709,666	60,541
Academic Support Space			
Offices & Service	825,723	602,377	223,346
Library & Collaborative Learning	260,537	210,344	50,193
Physical Education	142,739	204,994	(62,255)
<i>Academic Support Space Total</i>	1,228,999	1,017,715	211,284
NON-RESIDENTIAL TOTAL	1,999,206	1,727,381	271,825

ASF = Assignable Square Feet

ASF = Assignable Square Feet

* Indicates THEC Guideline applied to determine current and future space needs

LIBRARY SPACE

The current library system on campus includes the Ned R. McWherter Library (which encompasses the library, interlibrary loan services, the learning commons, and preservation and special collections), the Communication Sciences Library, the Math Library, and the Music Library. The existing amount of library space is higher than at comparable institutions. The space surplus relates in part to the multiple library spaces, but is also impacted by the amount of traditional stack space and the high number of group study rooms in the Ned R. McWherter Library.

The THEC guidelines do not allocate space for study stations outside of the library metrics. Study space within academic buildings is an important factor to support contemporary pedagogy and its related outcome of student success. Where traditional guidelines based on the Association of College & Research Libraries (SCRL) standards (when such existed) are applied, the result often is not a reflection of contemporary practices.

The Ned R. McWherter Library is a traditional blend of stacks, technical services, and office space currently; although this has been transforming with the construction of learning commons space. The existing library has been more focused on research, but the transformation of resources to electronic media is beginning to impact the need for stack space (although it is important to note that the

library is a regional depository for 300 boxes of federal government publications for the State of Tennessee and this should be stored in climate controlled and protected space). As space shifts from stacks to electronic resources, the need for additional soft seating and quiet study areas for students could be addressed.

SUPPORT SERVICES SPACE

Enhanced academic support services are an increasing need on many campuses, and this includes UofM. The Writing Center is currently located in the English Department, math tutoring is provided by the Math Department, there is an Accounting laboratory near faculty, and some tutoring also occurs in housing. Continued transformation within the library to provide enhanced success services is an opportunity for UofM to provide more support to students. A need was expressed during on-campus meetings that space in which students could practice public speaking by recording themselves (several group study sized rooms outfitted with video and voice capture) would be of benefit in the library.

PHYSICAL EDUCATION SPACE

Physical Education space is determined by the THEC guidelines. The amount of existing recreation space at UofM is less than recommended in the guidelines.

OPEN SPACE

UofM Central Campus is situated approximately 5 miles east of downtown Memphis in a dense residential area known as the University District. As the institution has grown, it has successfully preserved open space within the core of campus, with beautiful spaces for the campus population to enjoy such as The Ellipse, Emerti Grove, Dunavant Plaza, Student Plaza, and the Alumni Mall. A strong central spine of open space runs north to south from Central Avenue to Southern Avenue, capturing dynamic views of the Lane Rawlins Clock Tower.

Presently, 47% of the UofM Central Campus is comprised of open space. This includes memorable open spaces, athletic and recreation fields, as well as unprogrammed campus green space. This percentage is respectable for an institution of its size, but not as generous as some of its peer institutions across the country. The perimeter areas of campus, such as Central and near Patterson Avenues, lack any significant open space areas. This presents an opportunity to extend green space to all reaches of the campus.

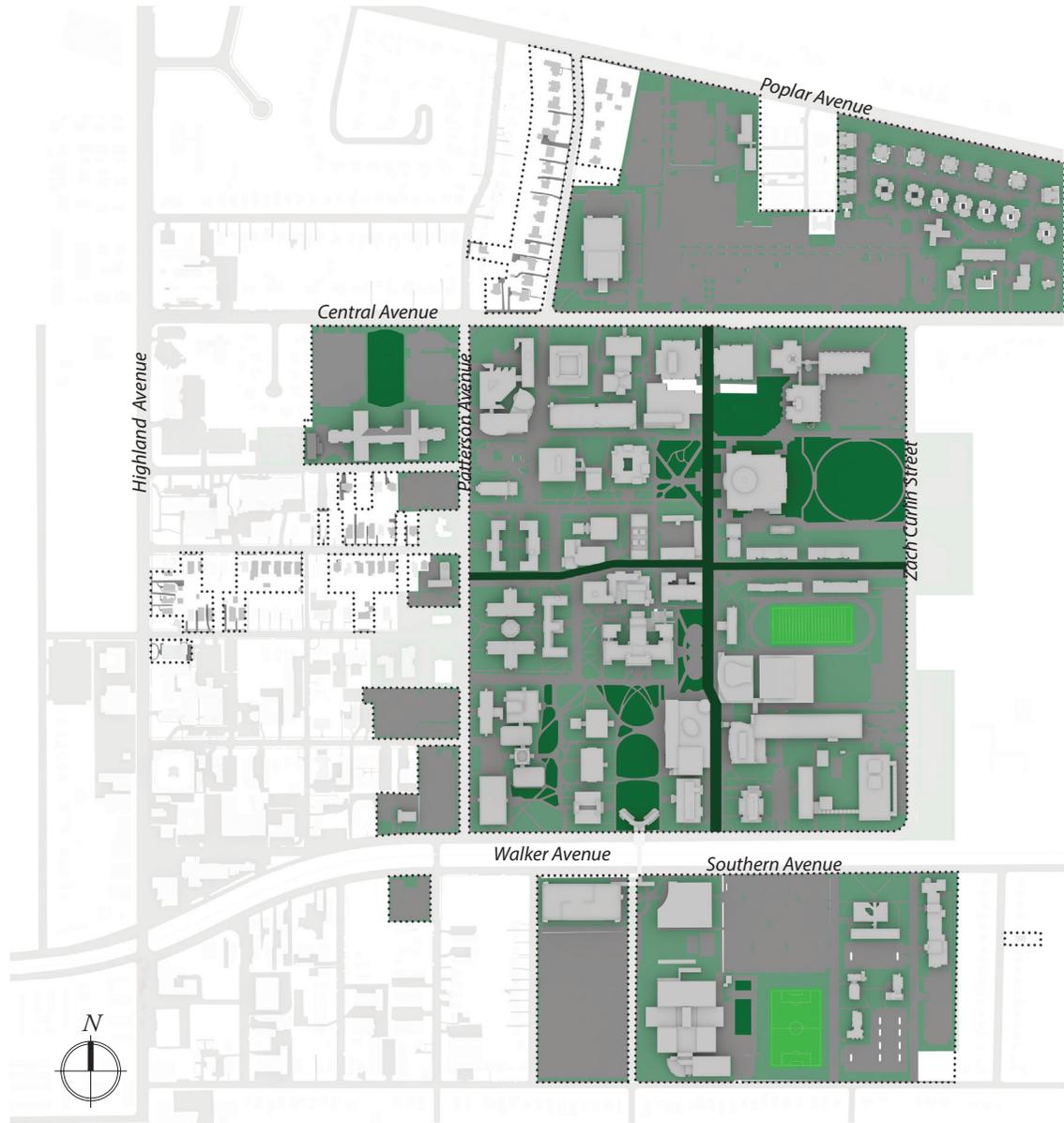
MEMORABLE OPEN SPACE

Mature canopy trees, decorative paving, lighting, and a variety of seating options define the memorable spaces found throughout campus, such as within the Student Plaza, Emerti Grove, and Alumni Mall. These features provide a sense of scale and enclosure for pedestrians. Their relationship to surrounding building heights is appropriate and comfortable. These types of

memorable open spaces should be replicated across campus as the University continues to expand. There is also an opportunity to strengthen the identity of some existing spaces such as The Ellipse. This space, adjacent to Ned R. McWherter Library, is significant in size; however, currently lacks a sense of activity found elsewhere on campus.

ATHLETIC & RECREATION SPACE

One long-term goal for UofM is to continue to increase the number of students living on campus. With this goal, it becomes essential to provide a variety of recreation options. The amount of formalized outdoor recreation space is currently lacking on campus. Only two fields exist, one near Roane Fieldhouse and the other near the Student Recreation and Fitness Center. As demonstrated by significant use, there appears to be a strong demand for increased recreation space easily accessible to the student population. The University should consider adding recreation fields as part of future development efforts.



-  Campus Green
-  Athletic Space
-  Memorable Open Space

CIRCULATION

An extensive network of mobility options are available to the UofM Central Campus population. The campus is remarkably compact with all facilities situated within a 10-minute walking distance of the center of campus. Some buildings are located across major roadways, creating several pedestrian and vehicular conflict points throughout campus. Another challenge is the presence of railroad tracks running east to west near Southern Avenue. Opportunities exist within each aspect of the campus circulation system to improve pedestrian and vehicular safety.

PEDESTRIAN

The railroad tracks presented a challenging obstacle facing pedestrians on campus. Students previously walked across the tracks, sometimes in the presence of an oncoming train. This was an ongoing safety concern that required additional attention. A recently completed Pedestrian Bridge has significantly improved circulation from UofM Central Campus to the area south of the railroad tracks. The Pedestrian Bridge creates a safer route for students while also linking the two formerly separate areas of campus.

VEHICULAR

Vehicles are able to circumnavigate campus through a series of perimeter roads. In addition, many are allowed access into the core of campus via several interior streets. This conveys the sense that the pedestrian is a secondary priority on campus. Consideration should be given to eliminating or reducing vehicular access into the campus core.

BICYCLE

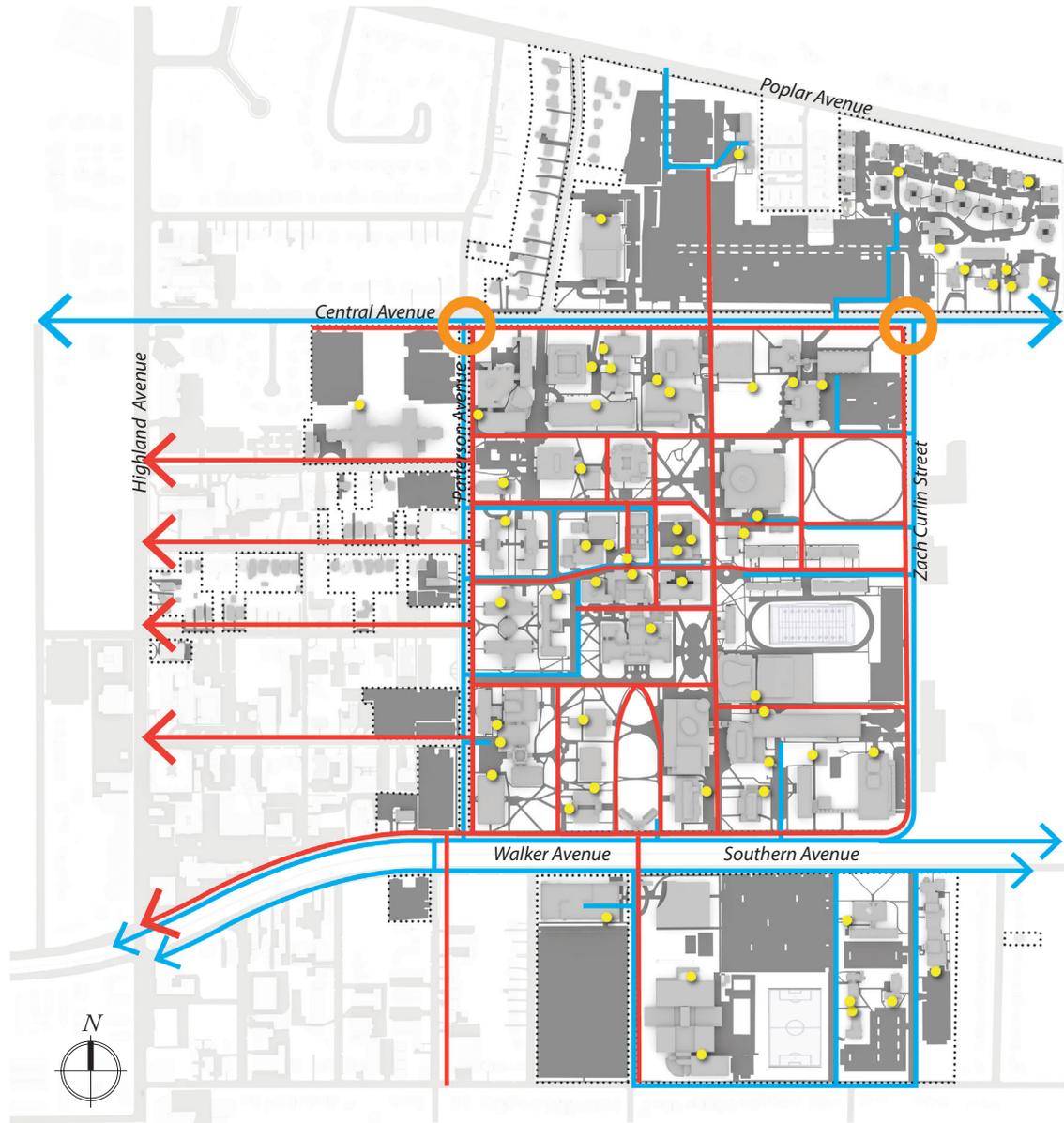
Bicycle use continues to increase in popularity on campus, but lacks robust infrastructure to support this growth. The Tiger Bike Share Program has helped accelerate this trend. Designated bicycle lanes and additional bicycle facilities such as racks, covered storage, and repair stations would greatly improve the experience for cyclists and likely generate even more riders, potentially reducing the demand for a vehicle on campus.

THE BLUE LINE

The Blue Line is UofM's free shuttle service. Four routes currently traverse UofM Central Campus, as well as provide access to the nearby UofM Park Avenue Campus. This service has only existed for a few years, but demonstrates great potential for future ridership growth and expanded service areas.

CAMPUS GATEWAYS

For most visitors, Central Avenue serves as the primary gateway to campus. However, an opportunity exists to strengthen the campus identity by elevating several other key entry points such as Highland Avenue with enhanced signage and landscaping.



-  Vehicular Circulation
-  Pedestrian Circulation
-  Service Entry
-  Primary Campus Gateway

PARKING

There are currently 9,098 parking spaces on UofM Central Campus. The parking system is managed through the use of parking permits. Parking permits are sold in several classes: General, Priority, Reserved, and Resident. Parking fees for the General permit are included in the Program Service Fee. Higher class permits can be purchased for priority or reserved spaces by faculty/staff, students, and departments to provide people with a parking spot in the location of their choosing. Visitor parking is available at meters or for a fee in two campus parking structures.

At present, the campus parking system functions near capacity with a surplus on the UofM Central Campus of only 12%. A surplus of greater than 10% is considered acceptable because it allows for some leniency within the parking system to manage the ebb and flow of parking demand. However, that level of demand is very close to reaching the capacity of the system and is usually a precursor for future parking problems if additional parking is not added or demand lowered. A parking surplus that is at or less than 10% is considered critical and will impact the efficiency of the parking system and the ability of patrons to find available parking.

SURFACE PARKING

The majority of available surface parking is located near the campus perimeter with two large parking lots positioned in the north and south areas of campus. Both parking areas require users to cross major circulation corridors: Central Avenue to the north and Walker Avenue/Southern Avenue to the south. With the addition of the Pedestrian Bridge potential vehicular and

pedestrian conflicts are minimized; however, can still arise if individuals do not use the Pedestrian Bridge and conflicts continue to arise for the surface lots to the north of Central Avenue.

Smaller surface lots are scattered throughout the center of campus. A study completed as part of the master planning process revealed that all of these smaller lots are currently over capacity. The only surplus surface parking that is available is in peripheral parking facilities with longer walking distances to most buildings. Several internal surface parking areas disrupt pedestrian circulation in the center of campus and should be considered for relocation to improve pedestrian safety.

STRUCTURED PARKING

Three parking structures currently exist on UofM Central Campus. One is located in the northwest corner of campus near Fogelman College of Business off of Patterson Avenue; the second is positioned near University Center, adjacent to Zach Curlin Street; and, the third is located south of Walker Avenue. The first parking structures (near Fogelman College of Business and adjacent to Zach Curlin Street) are well-positioned close to the center of campus and near popular campus facilities. The recently completed parking structure south of Walker Avenue, adjacent to surface parking, is accessed via the Pedestrian Bridge.



- Surface Parking
- Parking Structure

PARK AVENUE CAMPUS

CAMPUS ORGANIZATION

The UofM Park Avenue Campus comprises 146-acres in east Memphis near the southeastern corner of Park Avenue and Getwell Road. The campus contains approximately 552,200 GSF of existing facilities. This property was acquired by UofM in 1967 after serving for over two decades as a veterans hospital. Remnants of the property's original function as Kennedy General Hospital remain on the site in the form of existing buildings, mature vegetation, and campus infrastructure. At its peak, it was recognized as the largest military hospital in the Fourth Service Command, housing 1,750 beds.

Many of these existing facilities have now fallen into disrepair and disuse. The northern portion of the UofM Park Avenue Campus is significantly underutilized at the present time. Athletic facilities serving golf, track and field, football, baseball, softball, and soccer occupy the southern portion of the campus. Graduate and Student Family Housing resides to the east, while a scattering of new and old facilities intermingle in the northern area of the property. An incredible opportunity exists to transform this site into a lively campus environment with a focus on health sciences, research, and athletics.

STUDENT HOUSING

The UofM Park Avenue Campus currently supports Graduate and Student Family Housing. There are approximately 150 apartment units on the campus, 12 of which are presently dedicated for single undergraduates (this totals 24 beds). The residents are comprised of students' spouses, and students' children. UofM is considering a plan to use all of the UofM Park Avenue Campus housing for single students in the future as family students vacate their spaces. When this transition is complete, Park Avenue housing will be known as Park Avenue Apartments, rather than as Phase I and Phase II, according to communication from the University.

DINING

No dining facilities currently exist on the UofM Park Avenue Campus. As the campus grows and evolves to support a more robust student and staff population, dining options will need to be considered. Presently, a few fast food restaurant options exist outside of the campus perimeter along both Park Avenue and Getwell Road.



- Academic
- Residential
- Athletic
- Support

OPEN SPACE

The UofM Park Avenue Campus is located approximately 1 mile south of UofM Central Campus, also set within a dense residential area. The urban fabric is less intact in this region of the city than it is adjacent to UofM Central Campus. However, many natural amenities exist close to this campus, making it a very desirable location for the University.

Most notably is the 373-acre Audubon Park, positioned within walking distance of campus, directly east across Park Avenue. It includes an incredible variety of recreational features such as an 18-hole golf course, tennis courts, picnic and play areas, a fitness trail, and a botanic garden. Audubon Park serves as a significant asset to the campus.

The layout of the existing UofM Park Avenue Campus is rather organic in nature due to the combination of remaining Kennedy General Hospital buildings and new athletic and academic facilities. 80% of the site is currently comprised of open space. Much of this open space is unprogrammed and informal in nature.

MEMORABLE OPEN SPACE

One of the most prominent ecological features on the UofM Park Avenue Campus is the stately oak trees planted along the entire perimeter and interior roads of the campus. These trees were planted as part of a community-military effort to beautify the hospital grounds for the support, comfort and enjoyment of the returning wounded and other occupants of the hospital complex. Over 30 species of trees are still present on the site. Numerous park benches remain along the curve of Park Loop Road, but virtually no formalized, memorable open space exists for the enjoyment of students, faculty, and staff. An opportunity exists to establish a holistic future vision for the UofM Park Avenue Campus that balances the need for future building development with an appropriate conservation of open space.

ATHLETIC & RECREATION SPACE

The UofM Park Avenue Campus has developed over time as the focal point for UofM competitive sports. Golf, track and field, football, baseball, softball, and soccer all have nice, new facilities in the southern portion of the campus. Track and field, softball, baseball, and soccer also compete at this location. Future planning efforts should build upon this focus to strengthen athletic opportunities at this location.



-  Campus Green
-  Athletic Space
-  Memorable Open Space

CIRCULATION

The UofM Park Avenue Campus maintains visibility and frontage on Getwell Road and Park Avenue. While existing campus vehicular infrastructure is effective for accessing the site, existing pedestrian infrastructure would benefit from significant future investment. The campus size makes it extremely walkable with all facilities located within a 5-minute radius from the center.

PEDESTRIAN

Pedestrian infrastructure is severely limited on the UofM Park Avenue Campus. Much of this is due to the lack of formal planning that has taken place on the campus since its time as Kennedy General Hospital. An opportunity exists to better unite the entire campus through the establishment of a robust pedestrian infrastructure network.

VEHICULAR

Park Loop Road provides a way to circumnavigate campus that closely follows the existing road layout of Kennedy General Hospital. This circulation pattern works well and provides access to all site facilities, including the Graduate and Student Family Housing complex. Utilities follow the path of this roadway making it desirable to retain this approach in future development scenarios.

BICYCLE

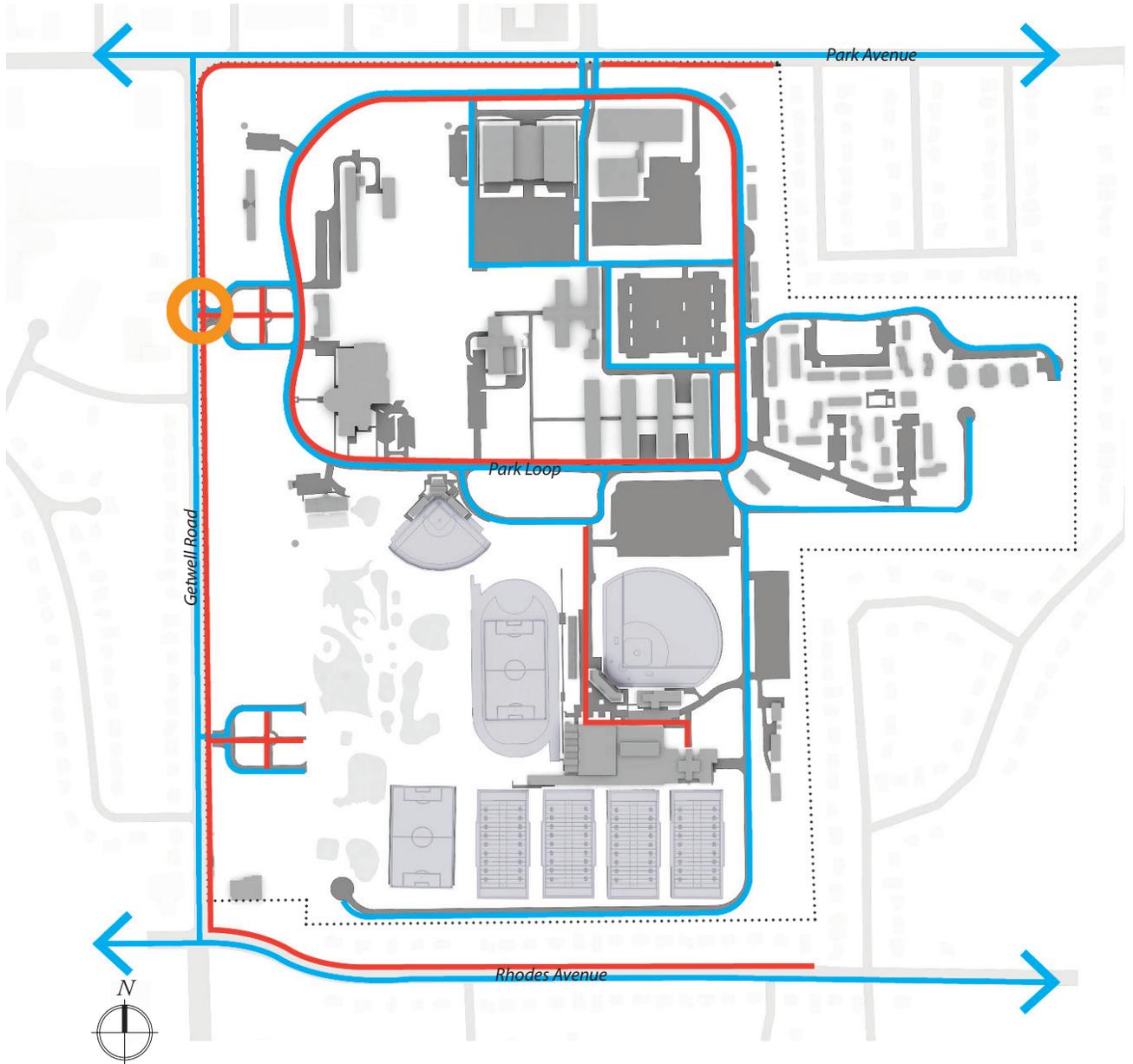
Bicycle use is virtually non-existent right now on this campus, although it would be advantageous to encourage implementation of infrastructure and facilities to promote use. UofM Central and the Park Avenue Campuses are an ideal distance to one another for bicycle use. However, very limited bicycle paths currently exists between the two. Discussions have occurred with the City of Memphis and future efforts have been outlined.

THE BLUE LINE

The Blue Line is UofM's free shuttle service. One route, the Gray Route, currently services the UofM Park Avenue Campus and provides access to UofM Central Campus. Users have complained that the service is not always reliable which makes movement between the two campuses a challenge. An opportunity exists to improve the reliability of the Blue Line through the use of new technologies to track the location of shuttles and spacing.

CAMPUS GATEWAYS

Only one campus entry presently exists on the UofM Park Avenue Campus. It is located along the northern Getwell Road frontage. This was also the primary entry to the hospital, is centered on Building #1, and also includes the Finch Plaza dedicated to basketball coach Larry Finch. UofM is currently constructing a second entry along Park Avenue.



-  Vehicular Circulation
-  Pedestrian Circulation
-  Primary Campus Gateway

PARKING

UofM Park Avenue Campus currently supports 1,060 existing parking spaces. All available spaces are located within surface parking lots. This campus is also managed through the use of parking permits. Two parking permit categories are utilized on this campus: General and Resident. The General permits are grouped within the large central land area of the campus, while the Resident permits are clustered around the Graduate and Student Family Housing.

At present, the UofM Park Avenue Campus parking system functions with a surplus of 14%. Given the underutilized nature of many of the existing buildings on this campus, this is not unexpected. However, the campus is slated to grow over the next decade with additional academic and athletic uses which will generate increased future parking demands.

A surplus of greater than 10% is considered acceptable because it allows for some leniency within the parking system to manage the ebb and flow of parking demand. However, that level of demand is close to reaching the capacity of the system and is usually a precursor for future parking problems if additional parking is not added or demand lowered. A parking surplus that is at or less than 10% is considered critical and will impact the efficiency of the parking system and the ability of patrons to find available parking.

SURFACE PARKING

All existing parking spaces on the UofM Park Avenue Campus are currently located in surface parking lots. Numerous small parking lots located directly adjacent to building entries dot the campus. The largest existing parking resources are positioned near athletic facilities on the south side of the property. A parking study completed as part of the master planning effort revealed that the parking lots closest to Getwell Road are the ones that experience the highest utilization. An opportunity exists to incentivize the use of available spaces on this campus as remote parking for the UofM Central Campus in the short-term future. The Blue Line currently runs between the two campuses which could be supplemented to allow this approach to function effectively.

STRUCTURED PARKING

No structured parking currently exists on the UofM Park Avenue Campus.



- Surface Parking
- Parking Structure

LAMBUTH CAMPUS

CAMPUS ORGANIZATION

The UofM Lambuth Campus occupies nearly 48 acres in the southwest portion of the City of Jackson. The campus was acquired by UofM in the summer of 2011. Prior to that time, the institution was known as Lambuth University until dwindling financial resources forced closure earlier that same year. UofM has been working hard to revitalize the campus and expand its student population.

The UofM Lambuth Campus is defined by a formal quadrangle surrounded by campus facilities. A mix of uses frame the quadrangle including academic space, administrative space, student housing, dining, and recreation. Womack Memorial Chapel is prominently situated in the center of the open space. Four buildings are presently offline due to poor facility condition: Harris, Sprague, Spangler, and Epworth Halls. Harris, Sprague, and Spangler Halls represent future opportunities for renovation or replacement to accommodate expanding campus needs.

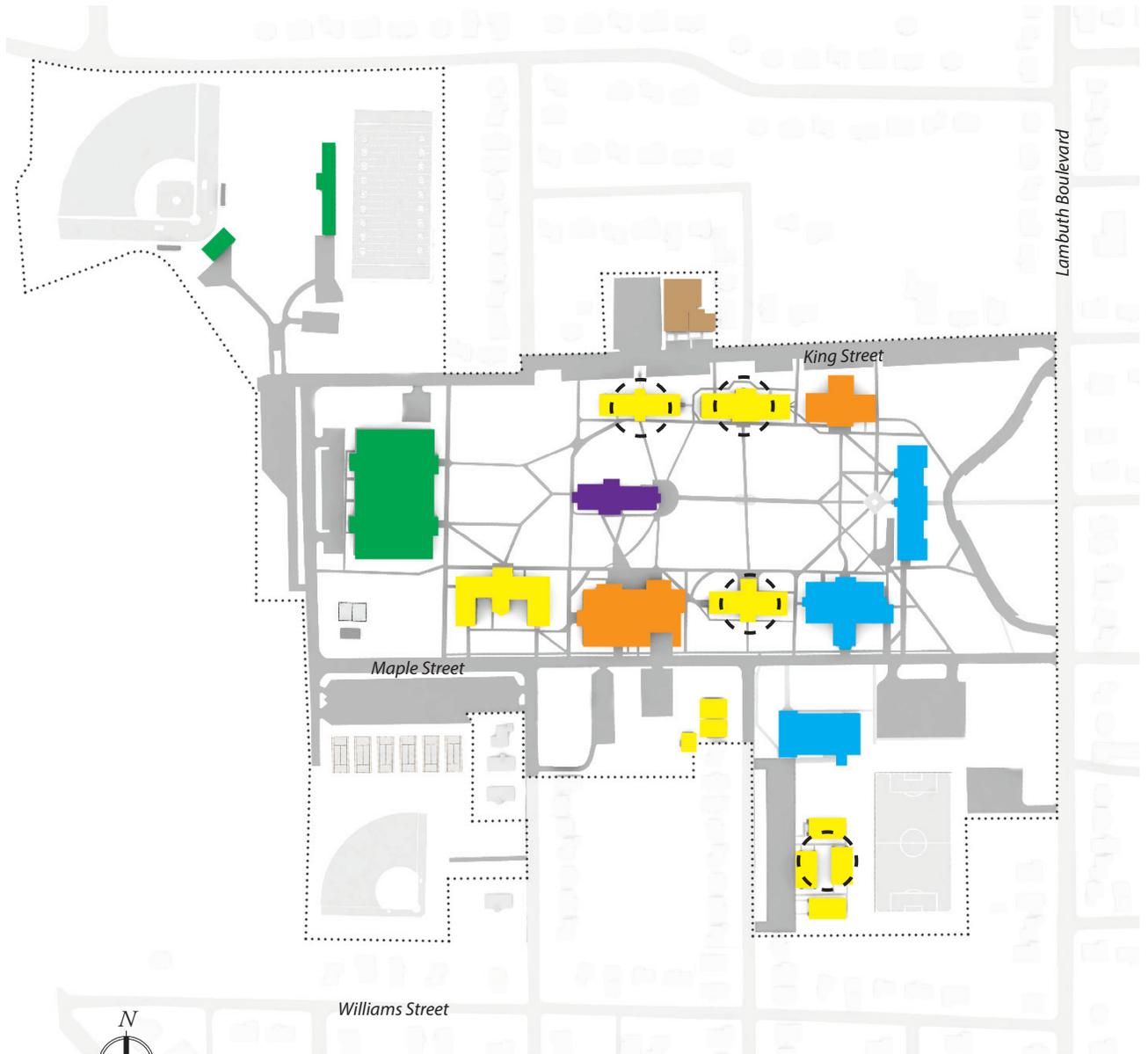
STUDENT HOUSING

There are currently 190 beds on the UofM Lambuth Campus, all located within the recently renovated Carney-Johnston Hall. Available unit types within the building include traditional (private or shared bedrooms with one or more communal bathrooms located outside of the unit) and semi-suite (private or shared bedrooms attached to a shared bathroom). Oxley Square Commons, providing two, three, and four bedroom apartment style housing, is under utilized and does not meet the University housing standards. In addition, units at Oxley Square Commons does not have kitchens; therefore, they cannot be easily adapted to apartments. The Master Plan recommends the removal of Oxley Square Commons.

Three of the four buildings that are currently offline are residence halls. The UofM Lambuth Campus has capacity to accommodate increased student housing demand through the renovation of existing facilities without the use of Oxley Square Commons.

DINING

One dining facility presently exists within Wilder Student Union. Current dining hours are somewhat limited and may pose a concern for prospective students as they contemplate living on campus. As the campus grows to support a larger student, faculty, and staff population, expanded dining options will need to be considered to support the demand.



- | | | | |
|---|----------------------|---|---------|
|  | Student Services |  | Chapel |
|  | Residential |  | Support |
|  | Athletic/ Recreation |  | Dining |
|  | Academic |  | Offline |

EXISTING FACILITIES

The UofM Lambuth Campus has just over 140,000 ASF of non-residential space. The ASF represented on the pie chart for the UofM Lambuth Campus supports 653 students (Fall 2019). This is significantly above the typical 70–90 ASF for similar campuses. The UofM Lambuth Campus has capacity for increased student enrollment if the facilities can be renovated to support the contemporary learning paradigm, as well as to address deferred maintenance issues and accessibility considerations.

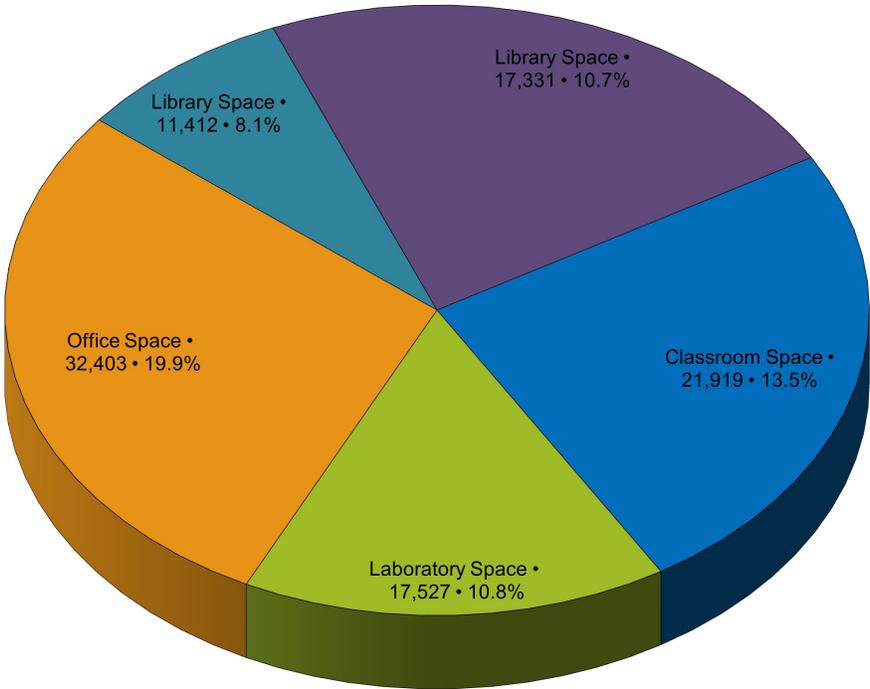
SPACE UTILIZATION

A utilization study is a valuable tool for understanding how the important resources of classrooms and teaching laboratories were used during a particular term; in this case, fall 2019. The utilization study is a good indicator of whether there are instructional spaces in which additional courses could be taught or if there are classrooms and teaching laboratories that are being stretched beyond reasonable utilization expectations. The utilization study is not a replacement for a classroom or teaching laboratory mix (how many of what size rooms are needed) or a detailed program plan. The outcomes of the utilization study are indicative of the conditions: existing physical space, scheduling practices, and course offerings.

Classroom utilization for UofM is directed by THEC guidelines, which require 30 weekly room hours at 60% student station occupancy. The UofM space planner has been working diligently to validate categorization of existing space

among other numerous activities for which she is responsible. Therefore, the facilities inventory has not yet been completely updated to reflect the current use of instructional space. As a result, the facilities data for utilization is not completely accurate and missing information (e.g., station counts). The primary issue of classrooms and teaching laboratories at the UofM Lambuth Campus was missing station counts and rooms in which there was not scheduled instruction fall of 2019 (resulting in no utilization). A detailed summary of utilization for those facilities in which accurate data does exist can be found in the Appendix of this report.

Existing Assignable Square Feet | Lambuth Campus



The table above shows the ASF by space category for the UofM Lambuth Campus.

SPACE NEEDS ANALYSIS - BASE YEAR

The space needs analysis was developed using the THEC space allocation guidelines for which there are metrics. The THEC guidelines do not encompass all the space types required for the space needs analysis; therefore, recommendations were made as needed.

OVERALL FINDINGS

There is sufficient capacity for additional students within classroom space at the UofM Lambuth Campus. The focus should be on converting less than optimal classroom space into quality environments. The surplus of classroom space does not mean that there are not needs above qualitative issues. The scheduling practices relative to the student population and programmatic offerings may not always align with the THEC utilization metrics, especially for a campus that does not have the student population to align with the existing amount of classroom space.

TEACHING LABORATORY SPACE

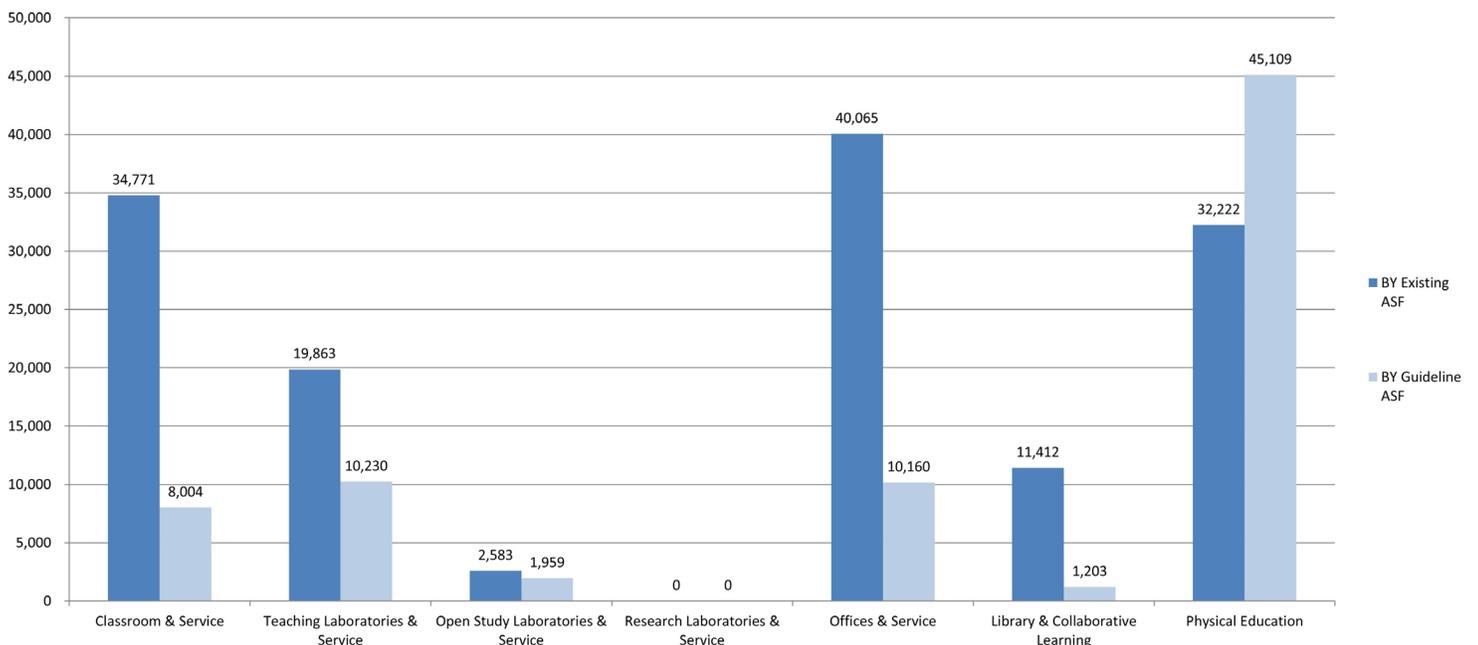
Teaching laboratory space is in surplus, which is also a reflection of the current student population being lower than the amount of space in this category. The quality of the existing laboratories does not support contemporary learning styles within the science laboratories in particular.

OPEN LABORATORY SPACE

Additional open laboratory space is needed to support student success efforts.

RESEARCH SPACE

There is not currently research space allocated at the UofM Lambuth Campus, and a modest amount has been included in the space needs analysis. This space is to support interdisciplinary research efforts on the campus as either a computationally focused center or a wet laboratory.



Base Year Space Needs Analysis | UofM Lambuth Campus

OFFICE SPACE

The surplus in office space results from two points: there are fewer faculty and staff than office space; and the existing spaces are larger in some cases than the guidelines.

LIBRARY SPACE

There is less need for traditional stacks and a great need for spaces found within a learning commons such as mediated study rooms, collaborative areas, casual seating, and flexible work areas.

PHYSICAL EDUCATION SPACE

The amount of physical education space is in balance at the UofM Lambuth Campus.

ASSEMBLY & EXHIBIT SPACE

Additional Assembly and Exhibit space is needed to be in alignment with comparably sized campuses.

STUDENT CENTER SPACE

The Student Recreation & Fitness Center requires additional space. The current Student Recreation & Fitness Center is functional, but not supportive of the population at its present level.

PHYSICAL PLANT SPACE

The Physical Plant space is lower than expected. The distance between Memphis and Jackson suggests that additional physical plant space at the UofM Lambuth Campus would be beneficial.

OTHER SPACE

The amount of “other department space” is in relative balance.

The charts above illustrate the type and amounts of space needed at the current student enrollment.

Space Category	Current 653 Headcount Students		
	Existing ASF	Guideline ASF	Surplus/ (Deficit)
Academic Space			
Classroom & Service	34,771	8,004	26,767
Laboratories	22,446	12,189	10,257
<i>Teaching Laboratories & Service</i>	<i>19,863</i>	<i>10,230</i>	<i>9,633</i>
<i>Open Study Laboratories & Service</i>	<i>2,583</i>	<i>1,959</i>	<i>624</i>
<i>Research Laboratories & Service</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Academic Space Total</i>	<i>57,217</i>	<i>20,193</i>	<i>37,024</i>
Academic Support Space			
Offices & Service	40,065	10,160	29,905
Library & Collaborative Learning	11,412	1,203	10,209
Physical Education	32,222	45,109	(12,887)
<i>Academic Support Space Total</i>	<i>83,699</i>	<i>56,472</i>	<i>27,227</i>
NON-RESIDENTIAL TOTAL	140,916	76,665	64,251

ASF = Assignable Square Feet

OPEN SPACE

The UofM Lambuth Campus is surrounded on three sides (north, east, and south) by single- and multi- family residential. The adjacent housing is a mix of owner-occupied residences and rental properties. The formal organization and park-like setting of the campus within this dense residential fabric makes it an important community amenity. Presently, 70% of the UofM Lambuth Campus is comprised of open space. This includes the formal quadrangle, athletic and recreation fields, as well as unprogrammed campus green space.

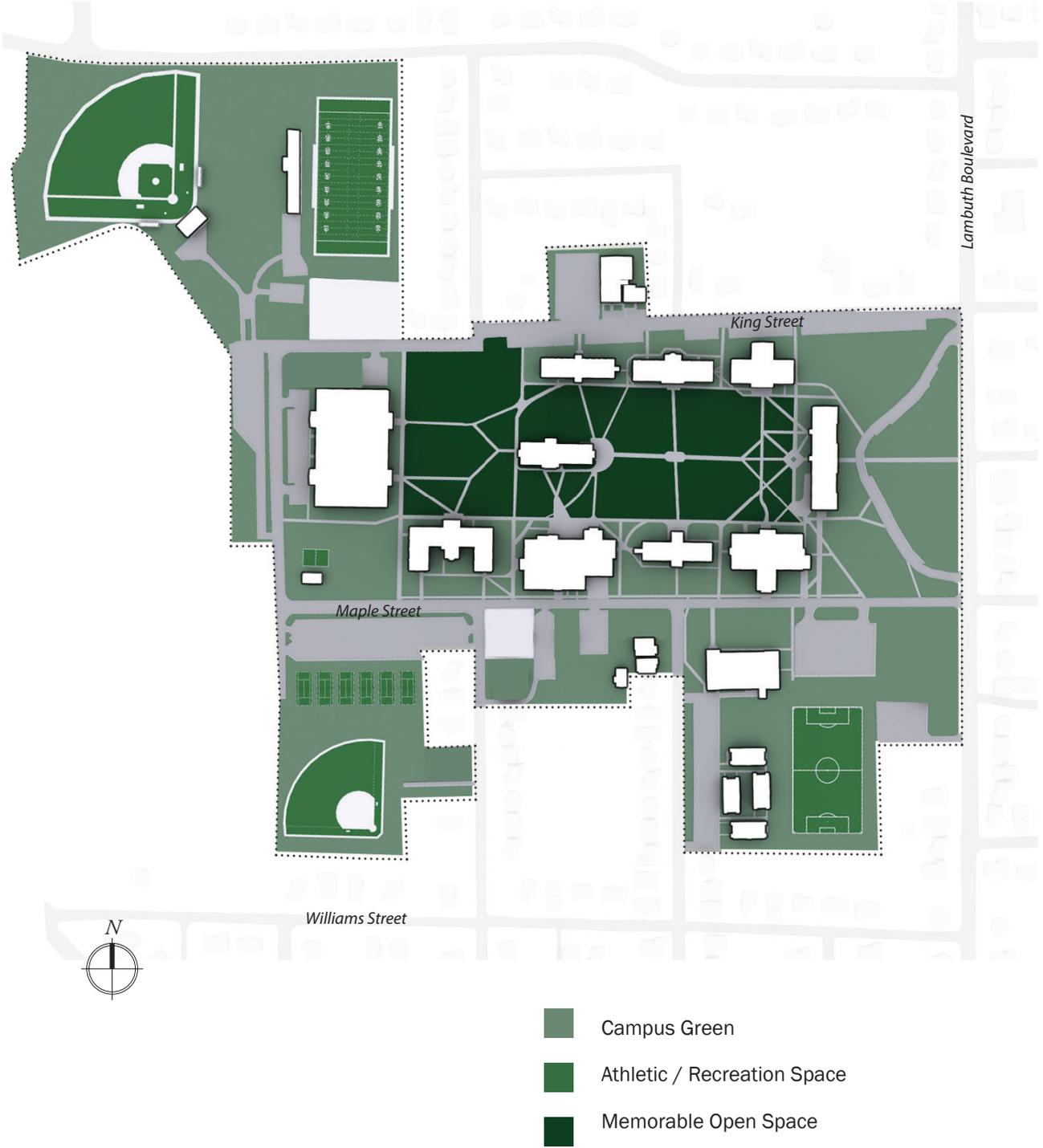
The proportion of open space to impervious surface is currently at a desirable balance. Future campus development should strive to maintain this ratio while also still meeting the need for increased space. The perimeter areas of campus, such as King Street and Maple Street, currently lack the memorable quality of the central quadrangle. An opportunity exists to strengthen these edges and the overall entry experience to match the quality visible once a person is within campus.

MEMORABLE OPEN SPACE

The central quadrangle is a beautiful, defining feature of the UofM Lambuth Campus. It is accented by a diversity of mature trees and shrubs that frame the existing buildings and convey a traditional collegiate quality to the entire campus. Seasonal ponding and accessibility concerns present some issues within the space, but can be easily improved with focused efforts. During the master planning process, campus and community constituents expressed a strong desire to restore and preserve the historic campus quadrangle. This space should continue to serve as the most memorable open space on campus. All other areas should be attractive in their appearance, but secondary in their role to the quadrangle.

ATHLETIC & RECREATION SPACE

The UofM Lambuth Campus currently does not support any competitive UofM athletic teams. The football, soccer, baseball, and softball fields, as well as tennis and sand volleyball courts that are present on campus are all remnants from its days as Lambuth University. However, these fields and courts are actively used both by UofM students and the community-at-large for recreational purposes. They remain an important part of the campus fabric that should be adequately maintained and preserved.



CIRCULATION

Visitors to UofM Lambuth Campus primarily access the site by one of two entry points located along Lambuth Boulevard. This presents unique challenges to campus circulation, as well as great opportunities for positively defining the entry experience. The circulation system generally functions well. However, relatively minor improvements can be made to each aspect of the network to enhance the overall user experience.

PEDESTRIAN

The campus size makes it extremely walkable with all facilities located within a 5-minute walking radius from the center. The pedestrian network is strong within the central quadrangle, but weakens as it moves outward to the campus perimeter with noticeable gaps in connectivity. This is an aspect that should be improved. It is also important for the campus to be accessible to all users. Many sidewalks are not ADA accessible, due to their narrow width or the presence of stairs to accommodate grade changes. This is a significant concern that was raised by multiple people during Master Plan input sessions.

VEHICULAR

Vehicles are restricted to three roadways that frame central campus: King Street, Maple Street, and Lambuth Boulevard. This is a very desirable approach to vehicular circulation by greatly limiting the number of potential pedestrian-vehicular conflict zones. This approach should be maintained as the campus grows and evolves.

BICYCLE

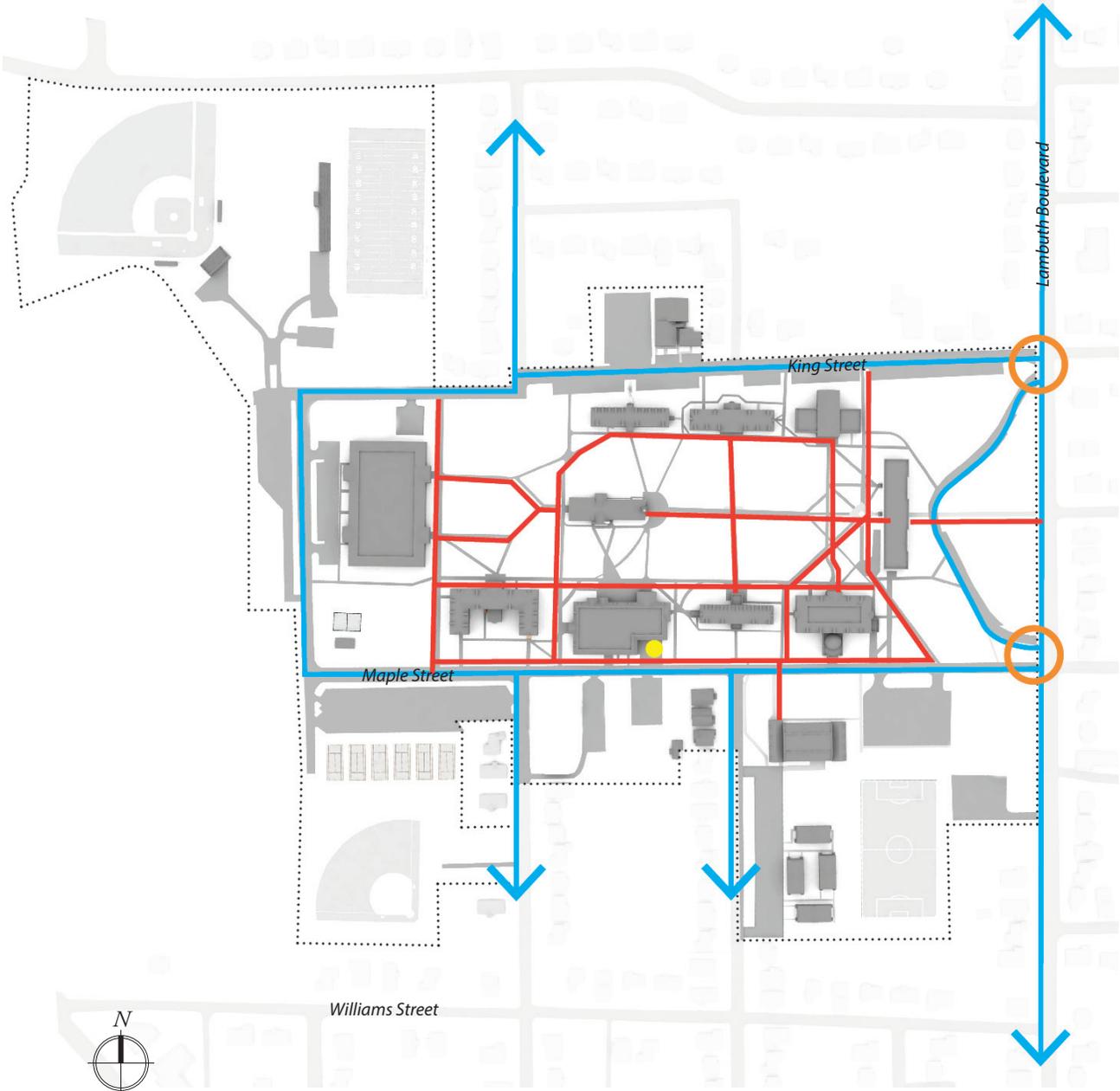
The UofM Lambuth Campus is a perfect size to encourage bicycle use. However, very few bicycle racks currently exist. This likely limits bicycle usage.

PUBLIC TRANSIT

No UofM supported shuttle service currently exists on the UofM Lambuth Campus. The compact nature of the campus reduces the need for a shuttle. Jackson Transit Authority does provide bus service to the campus with a route running along Lambuth Boulevard. This is a tremendous asset to the University.

CAMPUS GATEWAYS

As noted above, two entry points along Lambuth Boulevard provide primary access to the campus. New signage at each of these key intersections has dramatically improved the visibility and appearance of the campus within Jackson.



-  Vehicular Circulation
-  Pedestrian Circulation
-  Service Entry
-  Primary Gateway

PARKING

UofM has been working hard to revitalize the UofM Lambuth Campus and expand its student population. In fall 2019, the campus supported a population of just under 700 students. However, applications continue to increase. The UofM Lambuth Campus currently contains 388 parking spaces. All of these spaces are located within surface parking lots.

SURFACE PARKING

The majority of existing parking is located outside of the campus core along King Street and Maple Street. This is a desirable approach to parking to maintain a pedestrian focused central campus. Several of the existing parking lots are awkward

in their configuration with limited access points. In addition, perpendicular parking located along King Street does not present the most attractive entry experience for first-time campus visitors.

Given the limited parking that is currently available on the UofM Lambuth Campus, it is inevitable that additional parking will be needed as the campus population increases. The key will be to find opportunities to expand parking without negatively impacting Lambuth's beautiful central quadrangle. During the master planning process, campus and community constituents expressed a strong desire to preserve the historic campus quadrangle. Therefore, property acquisition may need to be considered to accommodate future growth.

STRUCTURED PARKING

No structured parking currently exists on the UofM Lambuth Campus.



■ Surface Parking

03 CAMPUS FRAMEWORK

CENTRAL CAMPUS 66

PARK AVENUE CAMPUS 68

LAMBUTH CAMPUS 70

“The Campus Framework Plans represent a diagrammatic view of development and preservation priorities that will serve as an important long-term reference to guide all future campus planning initiatives.”

The Campus Framework Plans demonstrate key design principles and planning opportunities specific to each University of Memphis (UofM) campus which emerged as part of the master planning process. Each plan highlights future development patterns, primary circulation systems, open space networks, and possible acquisition opportunities. Approximate buildable areas are identified on each Campus Framework Plan to help convey future campus density and showcase how buildings can help frame campus open spaces and define primary pedestrian corridors.

In contrast, the Illustrative Master Plan presented later in this report, presents an additional level of refinement and detail. It serves as a vision for future development at the UofM Lambuth Campus. It also provides detailed implementation suggestions for consideration by the University, whereas the Campus Framework Plans distills the overriding ideas and principles embedded within the Facilities Master Plan Update into generalized physical site initiatives.

It is understood that specific planning initiatives presented on the Illustrative Master Plan will likely change with time as priorities shift and funding models evolve. Therefore, the Campus Framework Plans represent a diagrammatic view of development and preservation priorities that will serve as an important long-term reference to guide all future campus planning initiatives. The Campus Framework Plans reveals patterns of development that are expected to remain viable recommendations for UofM, well into the future.

CENTRAL CAMPUS

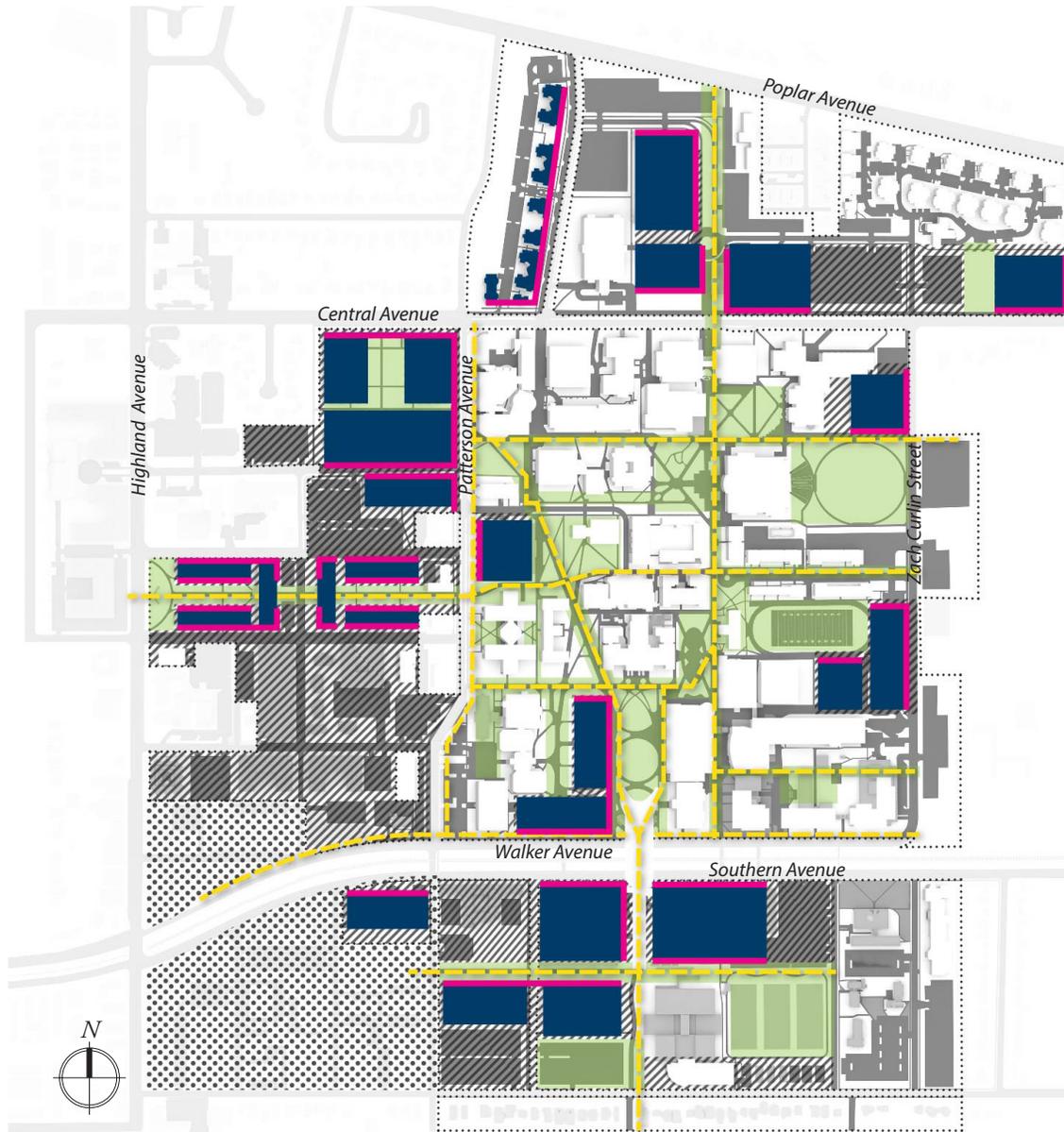
FRAMEWORK PLAN

A key planning objective for UofM Central Campus which emerged during the Idea Generation Phase of the master planning process was to better unite campus, both across Central Avenue to the north and Southern Avenue to the south, as well as west to the Highland Avenue corridor.

The emergence of this goal drove the placement of future building footprints and primary circulation corridors. The Campus Framework Plan, shown at right, conveys the anticipated limits of future campus development and key strategies to reinforce this overarching objective of greater campus unity. The following design principles will help guide future development decisions on UofM Central Campus:

DESIGN PRINCIPLES

- Use pedestrian circulation corridors and open spaces as organizing elements to better unite campus.
- Create memorable spaces (both inside and outside) that enhance campus life and encourage student success.
- Strengthen campus edges to project a positive public image and better connect with adjacent neighborhoods.
- Maintain density within the campus core and along primary university edges to project a sense of campus vibrancy.



-  Campus Development Zone
 -  Mixed-Use Development Zone
 -  Open Space
 -  Building Envelope
-  Building Face
 -  Major Pedestrian Route

PARK AVENUE CAMPUS

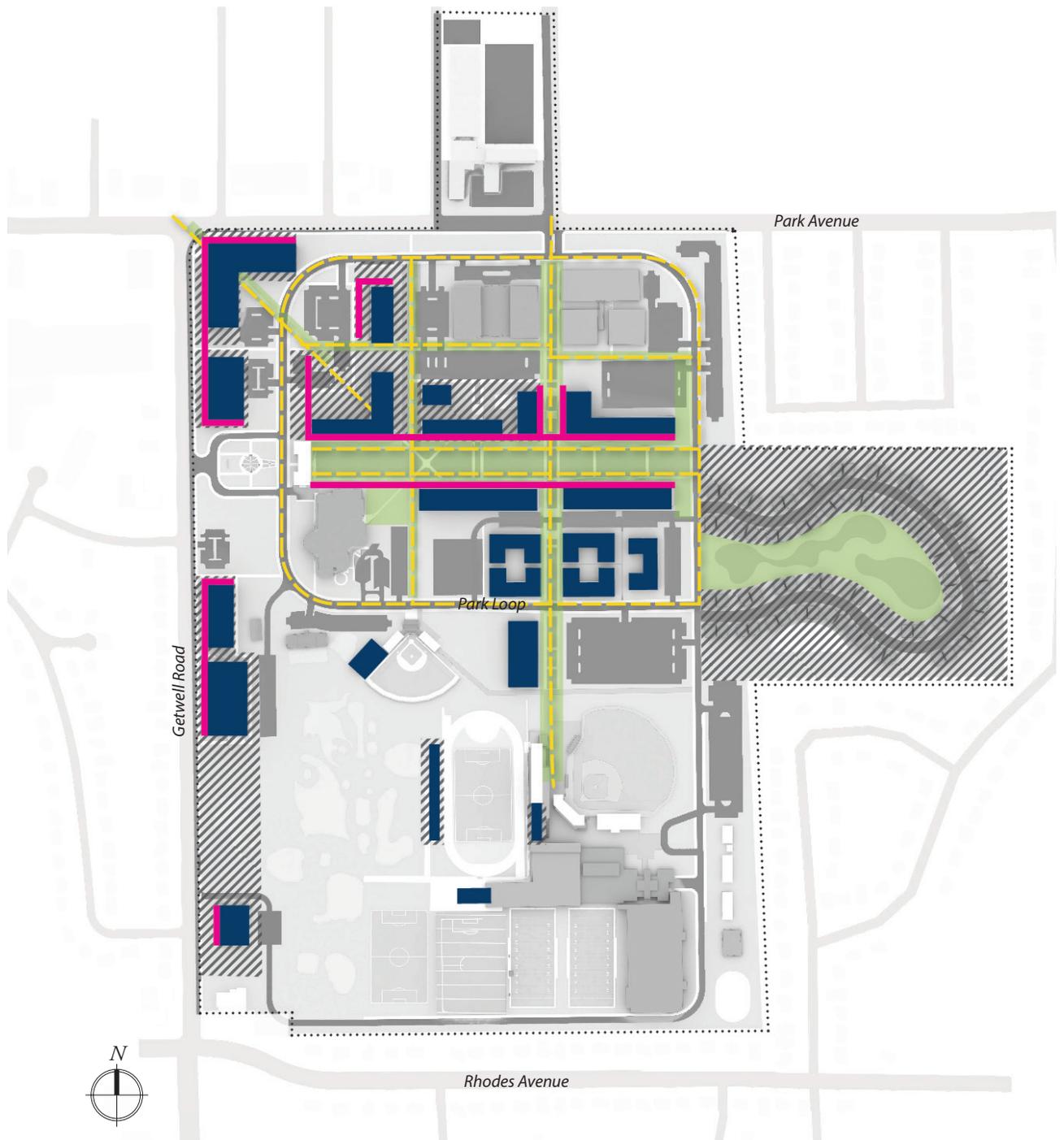
FRAMEWORK PLAN

The UofM Park Avenue Campus presents UofM with an incredible opportunity for future growth. As was noted in the Campus Analysis section, the existing campus lacks a coherent layout with many remnants from its days as Kennedy General Hospital. However, the existing athletic facilities on the southern portion of the site do present a key starting point for envisioning the future.

The Campus Framework Plan defines a future for the UofM Park Avenue Campus that focuses on density and connectivity - both across campus and with adjacent neighborhoods. The plan identifies areas for concentrated development, open space, and parking all while working to enliven the Getwell Road edge and center of campus. The following design principles will help guide future development decisions on the UofM Park Avenue Campus:

DESIGN PRINCIPLES

- Utilize campus development to help activate the Park Avenue and Getwell Road corridors.
- Position buildings to frame open space areas.
- Link academic uses and athletic uses through open space areas and circulation corridors.
- Position parking at the campus perimeter to encourage a pedestrian-oriented environment.
- Preserve heritage trees whenever possible.



-  Campus Development Zone
 -  Open Space
 -  Building Envelope
-  Building Face
 -  Major Pedestrian Route

LAMBUTH CAMPUS

FRAMEWORK PLAN

A strong development framework is already in place at the UofM Lambuth Campus which is beloved by students, faculty, staff, and the Jackson community. It is within this existing campus framework that the Master Plan seeks to promote future growth and development.

The Campus Framework Plan identifies possible locations for future building envelopes which reinforce the central campus quadrangle and strong edge conditions. The pedestrian network represents the most significant adjustment to the existing layout with an approach defined to simplify circulation patterns. The following design principles will help guide future development decisions on the UofM Lambuth Campus:

DESIGN PRINCIPLES

- Maintain the existing compact design and logical organization of campus through the strategic placement of proposed facilities near the central quadrangle.
- Preserve and promote the walkability of campus by positioning parking at the campus perimeter.
- Position future buildings close to the street frontage to define a strong campus edge.



-  Campus Development Zone
 -  Mixed-Use Development Zone
 -  Open Space
 -  Building Envelope
-  Building Face
 -  Major Pedestrian Route

04 CAMPUS DISTRICT RECOMMENDATIONS

CENTRAL CAMPUS 74

- Overall Master Plan
- Space Needs Analysis - Tart Year
- Campus Districts
 - North Academic District
 - The Ellipse
 - South Academic District
 - STEM Corridor
 - University Center Plaza
 - South District
 - West District
 - Art Plaza
 - Highland Avenue Corridor
 - Patterson Avenue
 - North District
 - Alumni Promenade

PARK AVENUE CAMPUS 122

- Overall Master Plan
- Academic Core
- Athletic District

LAMBUTH CAMPUS 142

- Overall Master Plan
- Space Needs Analysis - Target Year
- Overall Campus Plan
- Campus Gateway
- The Quadrangle

REGIONAL SITES 152

- Master Plan Recommendations

“The Campus Recommendations translate the guiding principles into an illustrative framework to aid UofM’s future decision making process.”

The intent of the Facilities Master Plan Update is to present a vision for the University of Memphis (UofM) that reinforces its goals and strategic objectives as it positions itself for the future. The Campus Recommendations translate the guiding principles into an illustrative framework to aid UofM’s future decision making process. It is intended to serve as a road map for the institution.

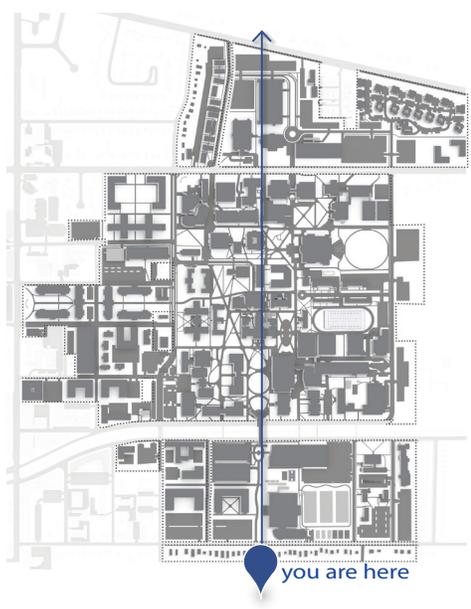
The illustrative Master Plan represents an ideal future vision for each of UofM’s three campuses: Central Campus, Park Avenue Campus, and Lambuth Campus. Developed concurrently, each of the plans translate the guiding principles, key analysis objectives, and campus systems recommendations, developed during the master planning process, into a composite graphic for each campus. The recommendations embody ideas related to campus enhancement, preservation, and transformation opportunities that will strengthen UofM’s campuses and regional sites.

Both short- and long-term opportunities for the continued growth and development of the University are represented within the plans. On a detailed level, the Facilities Master Plan Update proposes the placement of new features such as future buildings, roadways, pedestrian corridors, open spaces, and parking areas. However, the fundamental function of the Facilities Master Plan Update is to suggest a principle-driven framework for managing future opportunities.

CENTRAL CAMPUS

OVERALL MASTER PLAN





- Campus Green
- Athletic/Recreation Field
- Memorable Open Space
- UofM Proposed Building
- Renovated Building
- Private Development
- UofM Existing Building

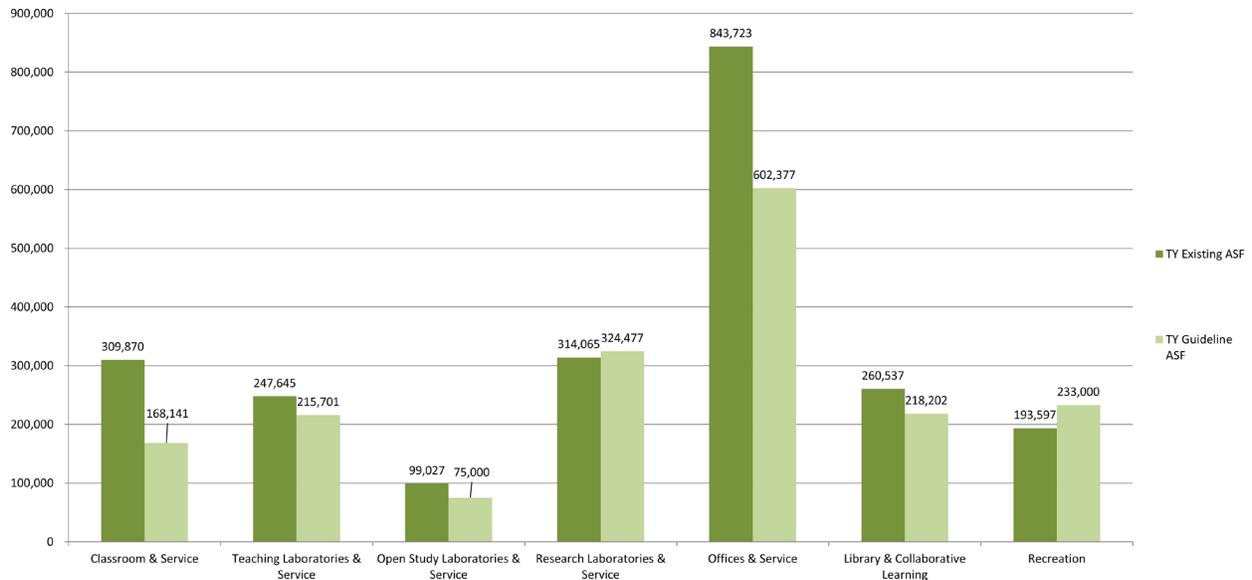
SPACE NEEDS ANALYSIS - FUTURE VISION

The space needs analysis is described in this section. The space needs analysis shows the types and amounts of space needed at the projected student enrollment, which is a figure determined by UofM.

The target enrollment for the UofM Central and Park Avenue Campuses is 25,500 students (headcount). A chart and table illustrating the target year space needs analysis is located within this section.

- The quantity of classroom space at the target year (projected enrollment) will be sufficient. However, this does not mean that there is not a need for classrooms. The existing classrooms are functional, but do not consistently represent contemporary instructional spaces. Future academic spaces should incorporate general use classrooms that embody the need for active learning instructional spaces, appropriate sight-lines and circulation (higher ASF per station), and other considerations (such as noted within the description of classroom guidelines within the Appendix). As there is not a need for additional classroom space, when new classrooms are constructed, existing classrooms of lesser quality (or in less than ideal geographical locations) should be evaluated for conversion to other uses in order to maintain a good balance of classroom space.
 - Teaching laboratories will remain in surplus at the projected student enrollment. The enrollment projections were applied equally across all of the colleges based on the available information from UofM. If colleges such as the Herff College of Engineering or the Loewenberg School of Nursing experience growth beyond the levels of the enrollment projections, the teaching laboratory guideline would be more in balance.
 - The surplus of open laboratory space is similar to the explanation for teaching laboratories.
- Overall, UofM has a sufficient amount of open laboratory space at the projected student enrollment.
- There is a substantial need for research laboratory space at the projected enrollment. UofM will need more space in which faculty and students can contribute to the research enterprise in support of the University's mission, as well as towards enhancement of academic programs.
 - The amount of office space is higher than the Tennessee Higher Education Commission (THEC) guidelines. The surplus results from reasons similar to those explained in the base year findings.
 - A need for library and collaborative learning space remains at the target enrollment. The deficit is not the result of space for books, but instead in response to the need for collaborative learning areas. Library space is likely to continue transitioning from a repository model into a learning commons mode (which is already underway in the Ned. R. McWherter Library with a recent renovation that is creating some of this type of space on the first floor) and this will change the types of space within the library, while not increasing the amount of space the building requires. The deficit is most appropriately met by interweaving collaborative learning space within academic buildings.
 - There continues to be a space deficit at the target enrollment for physical education. The

Target Year Space Needs Analysis | UofM Central + Park Avenue Campuses



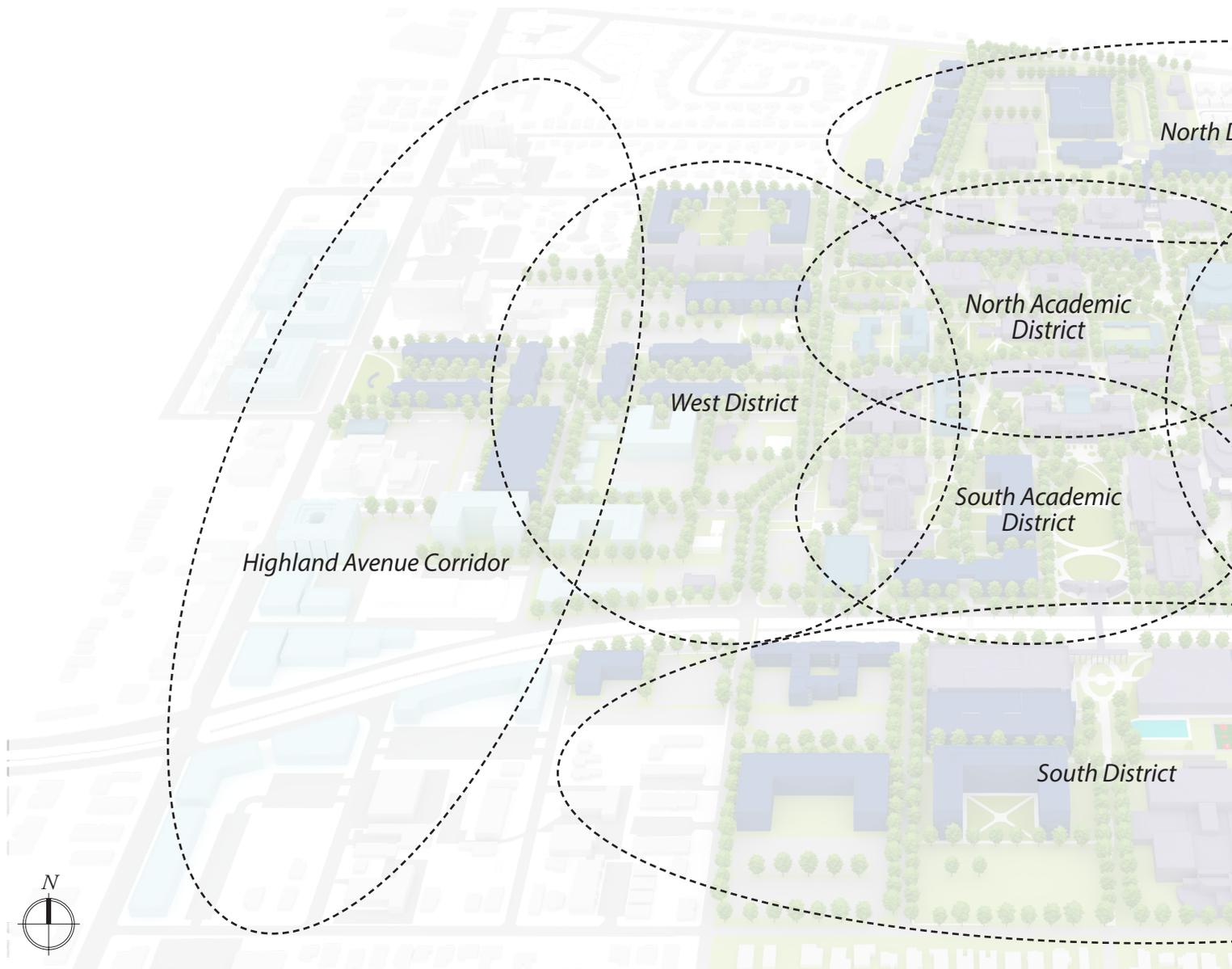
amount of recreation space is determined by the THEC guidelines. The guideline for athletics space is based on recommendations appropriate for UofM.

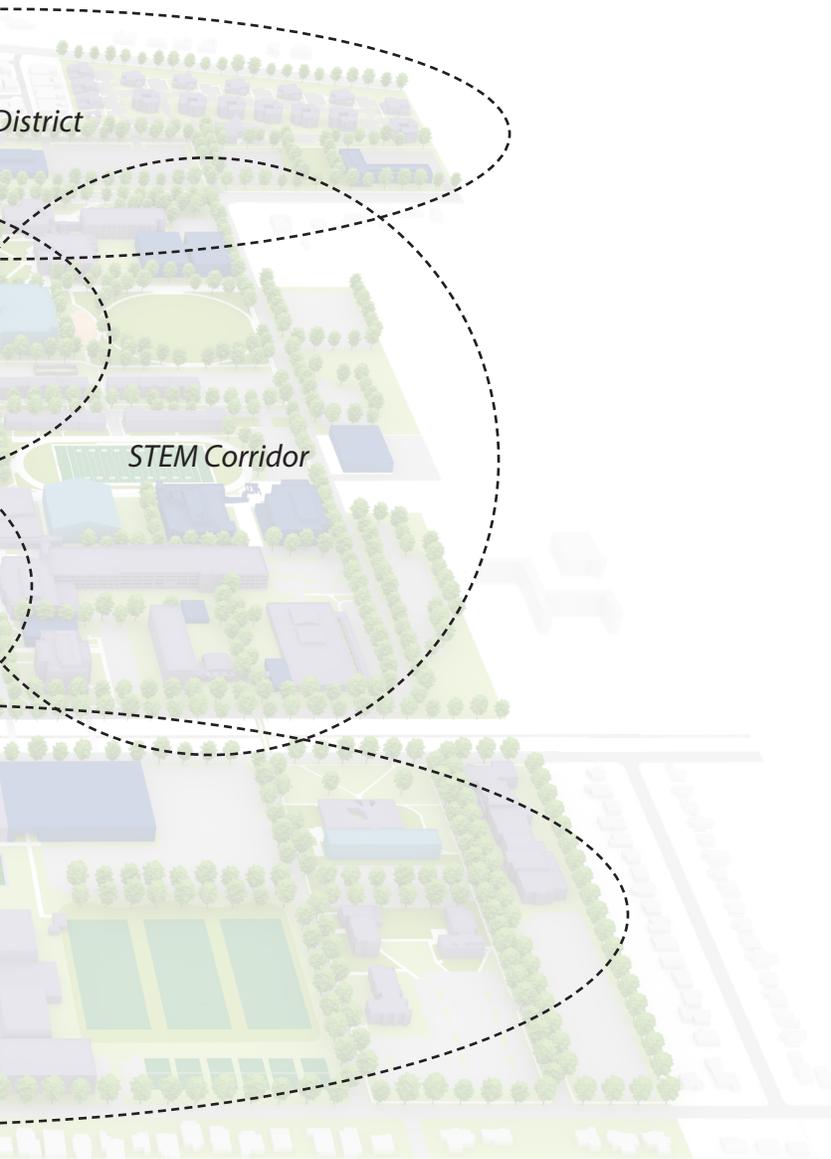
Space Needs Analysis | Main Campus + Park Avenue Campus

Space Category	Current 21,032 Headcount Students			Target Enrollment 25,500 Headcount Students		
	Existing ASF	Guideline ASF	Surplus / (Deficit)	Target Existing ASF	Target Guideline ASF	Surplus / (Deficit)
Academic Space						
Classroom & Service	307,470	141,454	166,016	309,870	168,141	141,729
Laboratories	462,737	568,212	(105,475)	660,737	615,178	45,559
Teaching Laboratories & Service	192,645	181,465	11,180	247,645	215,701	31,944
Open Study Laboratories & Service	99,027	62,270	36,757	99,027	75,000	24,027
Research Laboratories & Service	171,065	324,477	(153,412)	314,065	324,477	(10,412)
<i>Academic Space Total</i>	770,207	709,666	60,541	970,607	783,319	187,288
Academic Support Space						
Offices & Service	825,723	602,377	223,346	843,723	602,377	241,346
Library & Collaborative Learning	260,537	210,344	50,193	260,537	218,202	42,335
Physical Education	142,739	204,994	(62,255)	193,597	233,000	(39,403)
<i>Academic Support Space Total</i>	1,228,999	1,017,715	211,284	1,297,857	1,053,579	244,278
NON-RESIDENTIAL TOTAL	1,999,206	1,727,381	271,825	2,268,464	1,836,898	431,566

ASF = Assignable Square Feet

CAMPUS DISTRICTS





The Master Plan for UofM Central Campus is divided into seven districts for the purposes of outlining the proposed initiatives contained within the plan. These seven districts can each be further described by their unique mix of uses that include academic, residential, student services, mixed-use, and athletic/recreation.

-
-  Campus Green
 -  Athletic/Recreation Field
 -  Memorable Open Space
 -  UofM Proposed Building
 -  Renovated Building
 -  Private Development
 -  UofM Existing Building

NORTH ACADEMIC DISTRICT

The North Academic District encompasses the very center of UofM Central Campus with Emerti Grove and Dunavant Plaza as the key organizing open spaces within this area. It is situated along the primary north-south axis of campus, with spectacular views that terminate on the Lane Rawlins Clock Tower.

This area represents one of the most active zones on campus with east-west and north-south pedestrian corridors all intersecting at this point. The district is primarily defined as academic due to the numerous educational facilities located within this area and the commanding presence of the Ned R. McWherter Library presiding over Dunavant Plaza and The Ellipse.

01. RENOVATED BUILDINGS

While academic uses primarily define this district, there is one notable exception—Ray L. Herzog Building. This facility serves as the current home for Campus Planning and Facilities Operations. It is located directly east of the central Heating & Cooling Plant. Due to the use, the building generates considerable truck and golf cart traffic within this area of campus, creating the potential for numerous pedestrian and vehicular conflicts. By the nature of the work completed at this facility, it does not present the most appealing image of campus to students and first-time visitors.

The Master Plan recommends that a new location near the perimeter of campus be found for the current occupants of this building in order to transition this space from support services to a more compatible academic use. The Master Plan proposes renovating the Herzog Building for Fine Arts. Relocating Fine Arts to the center of campus creates a potential opportunity to display student work, events, and other programs that can facilitate a dialogue within the campus community. The alternative academic use of Herzog is more suitable for the prime campus location.

02. MCWHERTER LEARNING COMMONS

An opportunity exists to transform the ground floor of Ned R. McWherter Library into a 21st century “Learning Commons” which includes space for informal group learning, collaboration zones, flexible assembly space, and expanded amenities. The space needs analysis identified a deficit in library space in the target year which is primarily driven by the need for increased collaborative learning areas across campus. The transformation of this space helps to address this concern. Across the country, libraries are transitioning from a repository model to a learning commons model. This transformation is already underway with recent renovation of a portion of the first floor of Ned R. McWherter Library.



Existing

03. THE ELLIPSE

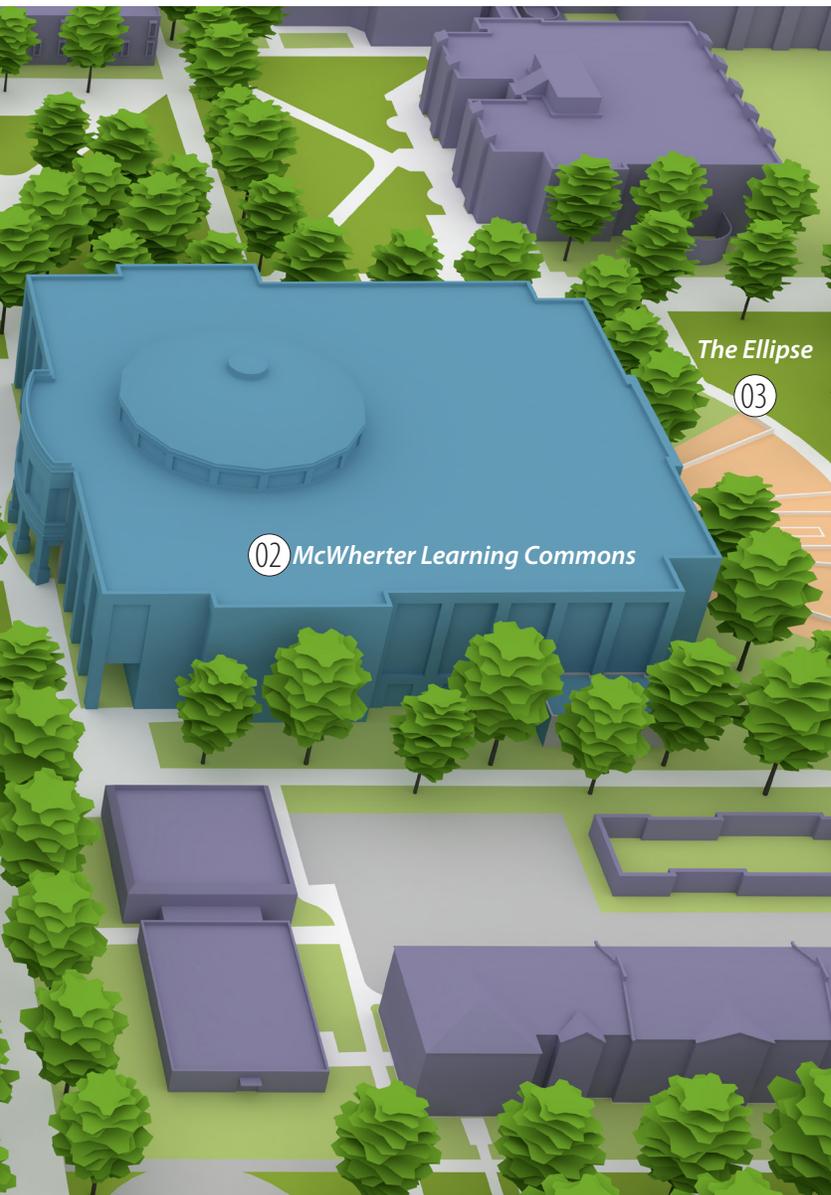
Recent updates proposed for The Ellipse will create greater connectivity and usable open space on the east side of Ned R. McWherter Library, adjacent to Zach Curlin Street. Given the urban nature of UofM Central Campus, it is key to preserve open space for student gathering and recreation. Once completed the Master Plan proposes a series of enhancements to enliven the space. One current challenge is the lack of access from the library. The addition of a doorway on the east side of the library will have a tremendous positive impact on use of the space.

04. DESOTO DRIVE RECONFIGURATION

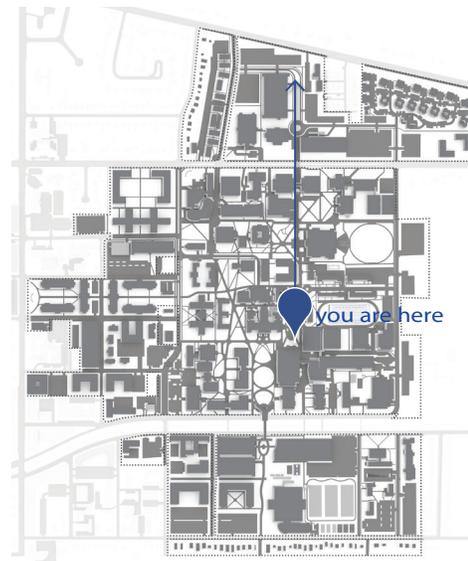
DeSoto Drive currently runs east from Patterson Avenue to provide access to the Heating & Cooling Plant. With the relocation of support spaces in Ray L. Herzog Building, there will be less of a need for vehicular access to this portion of campus. Therefore, the Master Plan recommends reducing the length of DeSoto Drive so that it stops just west of the plant. Shared pedestrian-vehicular paths will still be provided to allow access to the new Academic Building, but priority will be given to pedestrians. This change will greatly enhance the aesthetic appearance of this area and provide improved pedestrian safety. The building will also need investment in HVAC, elevators, etc. for deferred maintenance improvements.

NORTH ACADEMIC DISTRICT



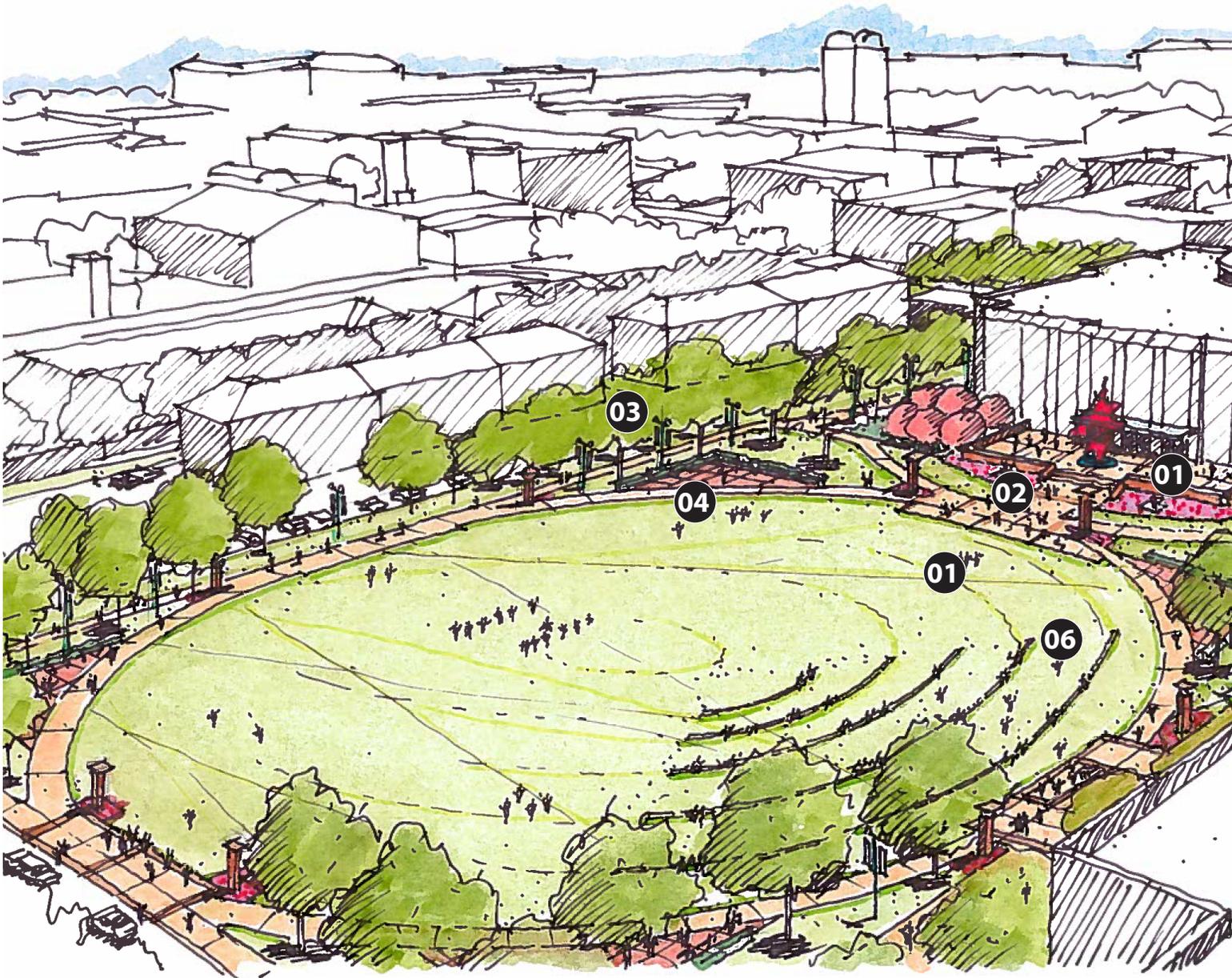


Proposed

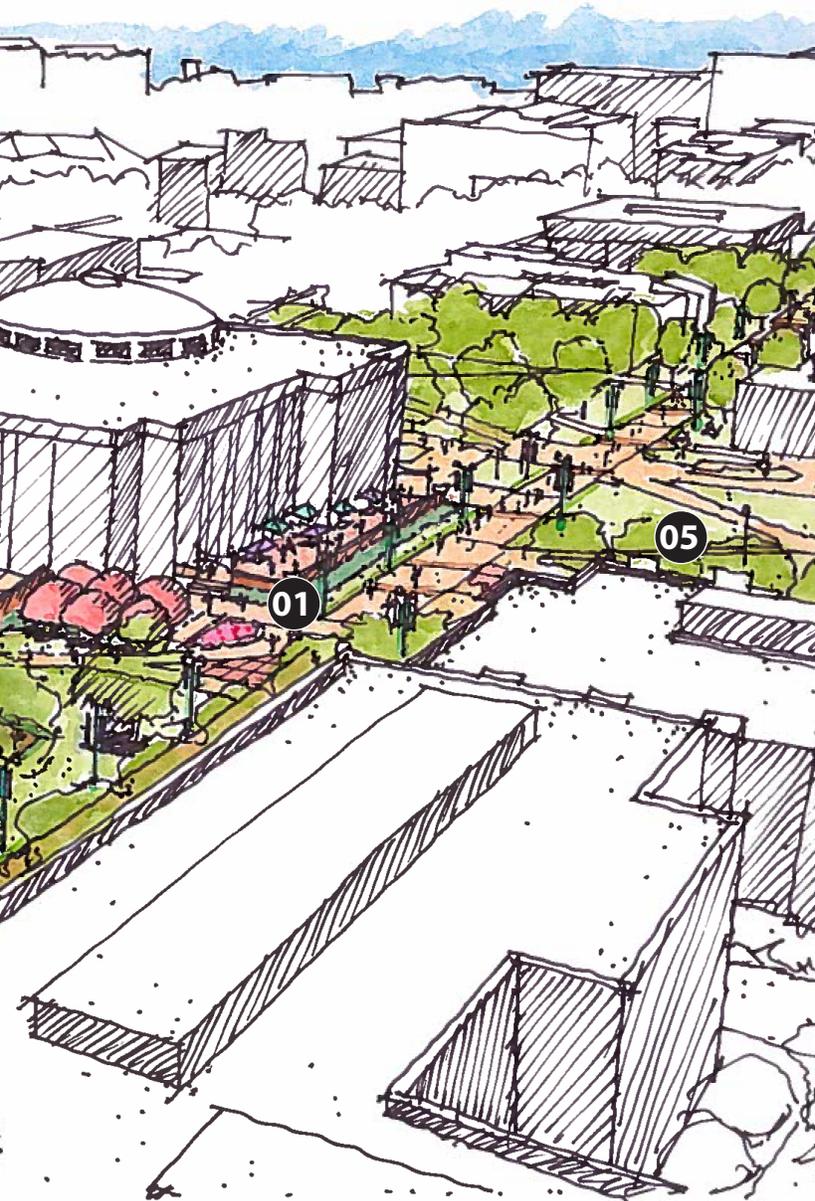


-  Campus Green
-  Athletic/Recreation Field
-  Memorable Open Space
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THE ELLIPSE



Proposed concept to enhance "The Ellipse," located directly east of Ned R. McWherter Library.



An opportunity exists to enliven The Ellipse through a series of site improvements and minor architectural modifications. This space represents one of the largest open areas on campus, yet it is currently underutilized due to a lack of access from the Ned R. McWherter Library and limited site amenities. The Ellipse has the potential to become one of the most memorable spaces on UofM Central Campus.

- 01 Library North Terrace
 - Seating in Shade
 - Canopy Tables
- 02 Library East Terrace
 - Add Doors + Canopy to Building
 - Grand Terrace
 - Artwork
- 03 Landscape Improvements
 - Shade Trees at Ellipse Perimeter
 - Turf Drainage and Health
- 04 Conversation Corners
 - Seating/Benches
 - Shade
 - Hedge at Back
- 05 Link To Museum
 - Special Paving
 - Similar Furnishings/Graphics
- 06 Terraced Seating Built into Sloping Northern side of The Ellipse

SOUTH ACADEMIC DISTRICT

The South Academic District is located just outside the center of campus, bordered by Walker Avenue to the south. The area contains a mix of academic, student service, and administrative uses. It is distinguished by two memorable open spaces the Student Plaza and Alumni Mall.

The Administration Building sits prominently within the center of this district on the north side of the Alumni Mall. This zone serves as one of the most active areas on campus with University Center as a primary destination on UofM Central Campus for students, faculty, staff, and visitors given the numerous food venues, conferencing spaces, and gathering areas found inside the facility.

01. PEDESTRIAN BRIDGE

UofM's Central Campus is bisected to the south by two parallel roadways, Walker Avenue and Southern Avenue, as well as by very active railroad tracks. Each day, numerous individuals must use at-grade railroad crossings to move between campus buildings, parking resources, and housing facilities. This presents a significant safety concern for the campus, community, and railroad owners.

In an effort to substantially improve pedestrian safety on campus, a new Pedestrian Bridge has been recently completed and will span from the Alumni Mall on the north to the new Student Recreation Center on the south, in alignment with Echles Street. It is designed in an aesthetically pleasing manner to provide direct connectivity for pedestrians. While several at-grade railroad crossings will remain along this edge, the majority of the campus population is anticipated to use this pedestrian bridge as both a faster and safer means to move across this area.

02. NEW ACADEMIC BUILDINGS

As part of the master planning process, a facilities condition assessment was completed for UofM Central Campus. The study revealed that three existing academic buildings within this area—Mitchell, Clement, and Ellington Halls all contain many of the greatest deferred maintenance needs on campus. In addition, a space utilization study identified that Mitchell and Clement support the highest weekly student contact hours. The poor condition of these three key academic facilities is a significant concern to UofM leadership. Each presents obstacles to student success and faculty recruiting and do not convey UofM's desired public image. The Master Plan proposes the removal of these three existing facilities to be replaced by two new Academic Buildings to better serve UofM students and faculty. Each structure has been planned in a manner that will allow for a phased implementation strategy. The buildings will also better define an open space quadrangle within this area to improve the overall campus image.



Existing

03. MYNDERS HALL

Mynders Hall, built in 1912, is designated as a Heritage Building on campus. Until recent closure, it served as a student residence hall. As part of a housing study completed in conjunction with the master planning process, it was determined that Mynders Hall should be preserved and retained for student housing. Given its small size of fewer than 200 beds, the facility is well suited for a specialized living-learning community or honors housing. Students appreciate its central location near classes. When open, it was one of the most popular residence halls on campus.

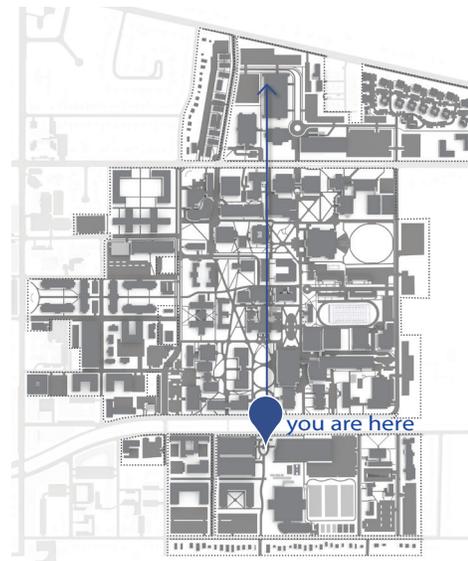
04. ADMINISTRATION BUILDING

The Administration Building was also constructed in 1912 and is designated as a Heritage Building. It remains the administrative heart of campus, containing numerous leadership offices. Over time, the building has undergone a series of changes that have left interior circulation confusing and portions of the building shuttered. An opportunity exists to restore this facility to better reflect its prominent place on campus. This can be accomplished through improvements to interior circulation and renovation of the existing auditorium space that is currently unusable. The centralized location and historic nature of this facility makes it an ideal candidate for investment. The building will also need investment in HVAC, elevators, etc. for deferred maintenance improvement.

SOUTH ACADEMIC DISTRICT



Proposed



-
-  Campus Green
 -  Athletic/Recreation Field
 -  Memorable Open Space
 -  UofM Proposed Building
 -  Renovated Building
 -  Private Development
 -  UofM Existing Building

STEM CORRIDOR

The STEM (Science-Technology-Engineering-Math) Corridor encompasses the area along Zach Curlin Street from Walker Avenue north to Central Avenue. The northeastern corner of UofM Central Campus is currently home to the Herff College of Engineering with the presence of three engineering facilities: Engineering Administration Building, Engineering Technology, and the Engineering Science Building, as well as a new facility that will provide space for STEM research and classrooms.

The street frontage along Zach Curlin currently lacks a bold, dynamic image for the campus. As part of the master planning process, an opportunity arose to strengthen this corridor by building upon the existing engineering facilities and the proposed science and technology related activities. The name, STEM Corridor, was suggested to create a stronger campus identity. The broader goal is to co-locate STEM related disciplines to encourage collaboration and cross-disciplinary research.

01. STEM CORRIDOR

The existing science facilities are primarily located within J.M. Smith Hall (est. 1966) and the Life Sciences Building (est. 1973). Both facilities are outdated in the classroom and laboratory environments that they offer to students and faculty. A long-term opportunity exists to build new state-of-the-art facilities and renovate existing facilities to better address the sciences on UofM Central Campus. A strategic goal of the University is to increase research in the areas of science and engineering. Modern facilities are needed in order to attract top faculty and students. The new STEM facilities would be located near Central Avenue at the northeastern corner of UofM Central Campus. Open space between buildings can be designed to create connections between the buildings and will help lend a sense of identity to this area of campus.

02. RESEARCH FACILITIES

A proposal currently exists for the development of two Research Facilities. The buildings are to be located directly east of Roane Fieldhouse. The facilities will be a key step to maintaining

and meeting the expanding needs of valuable programs in the laboratory sciences. The current facilities are inadequate to support the modern education and research activities of UofM students and faculty. The Research Facilities will primarily be focused on programs with similar technical needs such as biology and biomedical engineering. There is also a planned addition for the Life Sciences Building.

03. ROANE STUDENT SERVICES CENTER

Renovating Building for current use of athletics and academic.

04. STEM RESEARCH & CLASSROOM BUILDING/ CERI BUILDING

A new building is proposed in the northeast corner of campus. The facility will provide classrooms and laboratory spaces related to the STEM research program. The facility will provide additional classroom and laboratory space for engineering related programs, as well as provide a new home for The Center for Earthquake Research and Information (CERI). The building is to be sited in an



Existing

area of existing surface parking on UofM Central Campus. An addition/future phase is planned that will expand the building to the east fronting on Zach Curlin Street and include CERL.

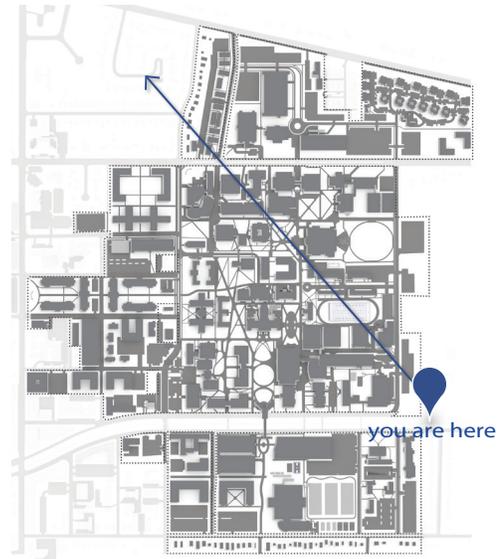
05. CAMPUS SCHOOL

The existing Campus School and Kindergarten will remain at the corner of Walker Avenue and Zach Curlin Street. There is a planned addition for the Campus School.

STEM CORRIDOR



Proposed



- Campus Green
- Athletic/Recreation Field
- Memorable Open Space
- UofM Proposed Building
- Renovated Building
- Private Development
- UofM Existing Building

UNIVERSITY CENTER PLAZA



Proposed concept to enliven the east-west pedestrian corridor adjacent to University Center, between the Rose Theatre and the Campus Bookstore.



University Center Plaza is located in a prominent spot near Starbucks and the Campus Bookstore. It also serves as the primary east-west pedestrian connection between Zach Curlin Parking Garage and University Center. Currently, this stretch of walkway is uninspiring with large expanses of concrete and limited seating. An opportunity exists to enliven this space, as shown in the adjacent rendering, to create a memorable area for students, faculty, staff, and visitors to gather. The addition of raised seatwalls, container plantings, and low maintenance vegetation can help to shape a significantly more inviting space on campus, while creating an identity that can be replicated elsewhere on the campus.

- 01 Screen Mechanical Units with Plantings or Green Walls
- 02 Raised Planters
 - Brick with Precast Concrete Cap
 - Shade Trees
- 03 Container Planters
 - Along Parking Garage
 - On Raised Planter Ledge
- 04 Seating
 - On Seat Wall
 - Tables in Shade with Canopy/Umbrella

SOUTH DISTRICT

The South District is defined to the north by the existing railroad tracks and Southern Avenue roadway. Spottswood Avenue defines the campus boundary to the south. This area has historically supported a lower land density than UofM Central Campus, with uses focused on recreation, athletics, student housing, and support facilities. A considerable quantity of campus parking resources are also within surface lots in this area.

The railroad tracks previously presented a challenge to unifying this district with UofM Central Campus. The railroad is very active, making it undesirable for pedestrians to move back and forth across the tracks. A recently constructed Pedestrian Bridge will help to alleviate the previous safety concerns and improve connectivity between UofM Central Campus, parking structure/planned addition, and the Student/Wellness Fitness Center. An opportunity exists to significantly increase density in the South District with the expansion of new land uses including student housing.

01. STUDENT HOUSING

The most desirable residence halls at UofM are those within walking distance of UofM Central Campus. With the addition of the new Pedestrian Bridge over the railroad tracks and a new Student Recreation Center, South District is positioned to become a very popular destination for student housing. Several private facilities have recently been constructed in this area. The district is particularly well suited to upper-division and graduate students. If the need for additional on-campus housing arises, the buildings shown on the next page presents an ideal location for future development. The addition of student housing in this area will help to further densify the South District.

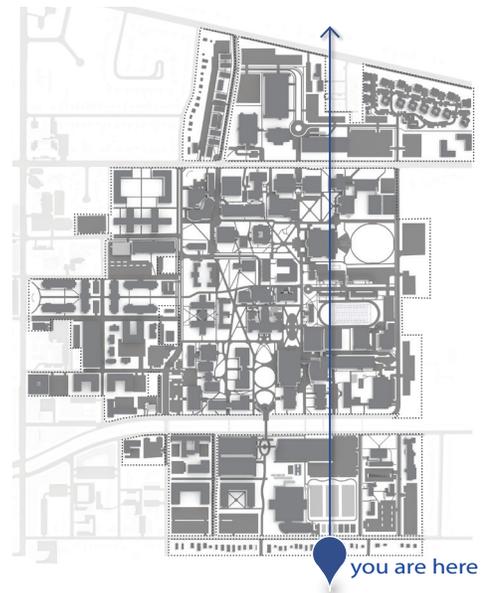
02. STUDENT WELLNESS & FITNESS CENTER EXPANSION

The existing Student Recreation and Fitness Center was constructed in 1971 near the southern boundary of campus, along Spottswood Avenue. This facility no longer meets the needs of today's students. Renovations to the existing fitness center and a proposed expansion will provide state-of-the art wellness facilities in a prominent location that can be easily accessed via the Pedestrian Bridge. The center is also in a convenient location given potential student housing opportunities to the west of Echles Street. New intramural fields and fitness course green space will also be part of the project. The new facility is an important feature as UofM transitions from a commuter campus to a more residential focused campus.

SOUTH DISTRICT



Proposed



-  Campus Green
-  Athletic/Recreation Field
-  Memorable Open Space
-  UofM Proposed Building
-  Renovated Building
-  Private Development
-  UofM Existing Building

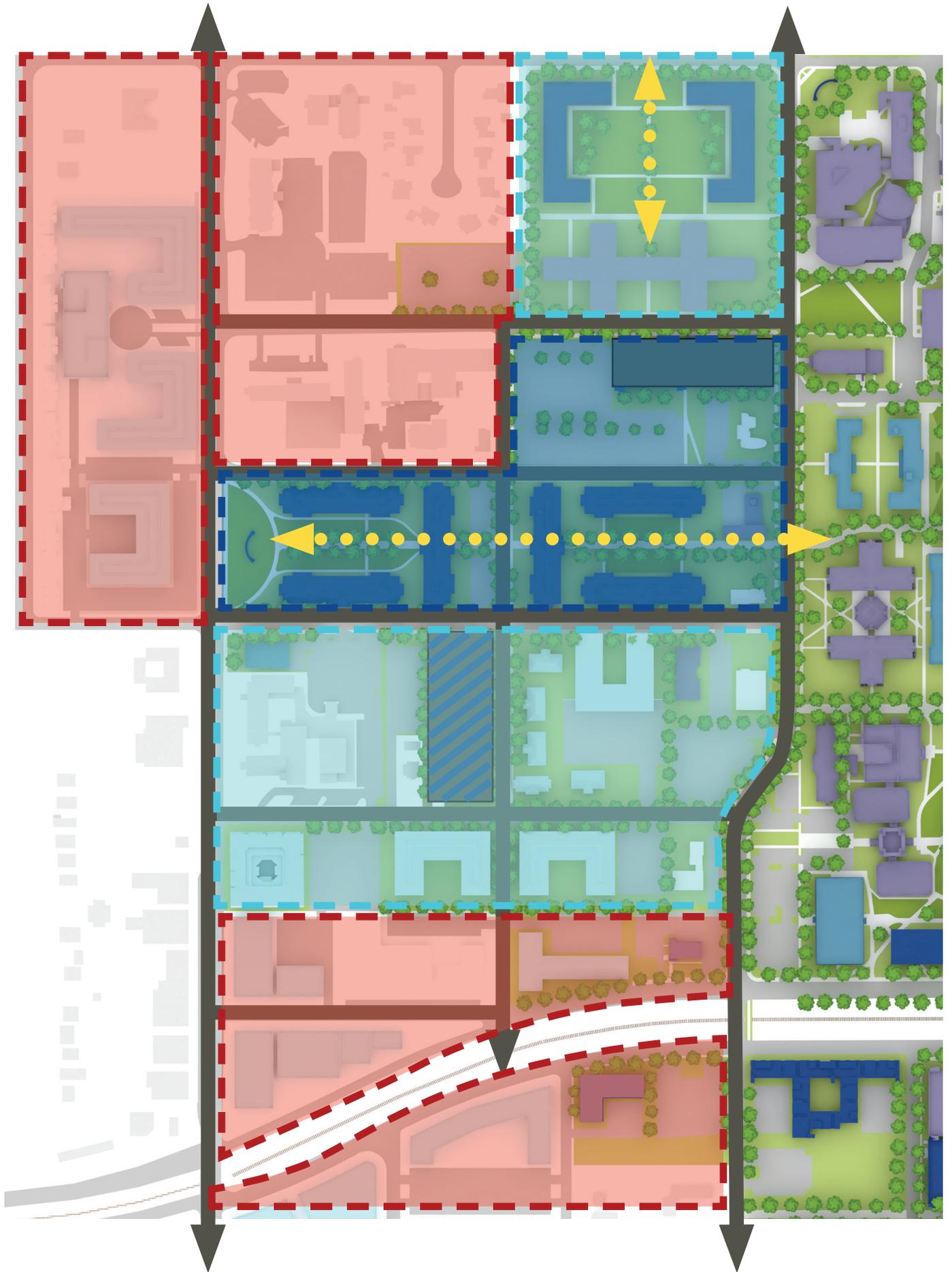
CENTRAL CAMPUS - WEST DISTRICT OVERLAY ZONE

The West District refers to the land located between Patterson Avenue and Highland Avenue. Through the master planning process, a variety of growth scenarios were tested for the expansion of UofM Central Campus. As a result, this area known as the West District, was identified as the ideal zone for campus growth to occur in the future. This approach was also strongly supported by University District representatives. The neighborhood is presently home to many students and Greek organizations.

Expansion to the west towards Highland Avenue will also allow for better connectivity between the campus and adjacent community. UofM already owns several properties within this zone and Highland Avenue serves as one of the key retail and dining destinations accessible to campus. However, it currently feels a long distance away due to the lack of good pedestrian connections from UofM Central Campus to Highland Avenue.

As part of the master planning process, potential zones/districts have been identified for future development. A series of input sessions were held with business owners and residents to better understand their future vision for this area. The primary goal expressed by meeting participants was a desire to activate Highland Avenue with mixed-uses such as retail, residential, and University affiliated services. The adjacent plan reflects areas designated for potential housing, academic, and retail/mixed-used. Opportunities for future retail/mixed-use development will serve as a buffer between the campus and adjacent neighborhoods and potentially better serve the needs of both communities.

-  Housing
-  Academic
-  Retail/Mixed-Use
-  Vehicular Circulation
-  Pedestrian Circulation
-  University Owned
-  Parking
-  Research at Parking Garage Ground Floor



WEST DISTRICT

01. CAMPUS ENTRY

Today, UofM has no visible presence along Highland Avenue. Yet, this roadway serves as one of the key entry points for visitors to campus. In order to improve overall campus image and the impression for first-time visitors, a new campus gateway is proposed at the intersection with Midland Avenue. It serves as an ideal location for future campus development such as administrative or support service offices. Green space should be provided to create a welcoming, attractive presence for the University from Highland Avenue. A new pedestrian connection from campus will connect through the open space to Highland Avenue, also helping to strengthen the relationship to the proposed mixed-use development along Highland Avenue. Six new academic buildings are also planned to the east of the campus entrance and referred to as Research Park. These buildings can be phased over time; however, the design configuration will help to define the open space and campus entrance.

02. HIGHLAND ROW

Highland Avenue will become much more active with the addition of Highland Row, a mixed-use urban infill private development project. While UofM does not have any direct relationship to the project, it has attracted many students to its retail and housing offerings. It is expected to drive renewed interest in Highland Avenue.

03. PARKING STRUCTURES

Two new parking structures are planned for the West District. The two parking structures are located at the corner of Norriswood Avenue and Patterson Avenue and on Brister Street. The structures would ideally be situated in close proximity to on- and off-campus student housing and have an activated ground floor. One potential option for the first floor is convenience retail and additional dining options to serve nearby students.

With the planned UofM Research Park, planned development parking needs will further increase. The new parking structures would better serve the University and surrounding area by alleviating the parking crunch that currently exists west of campus. The structures would ideally be situated in close proximity to on-campus and off-campus student housing. Potential options for the first floor include convenience retail and additional dining options to serve nearby students for the structure located on Norriswood. The first floor (or a portion of) could be finished for research use for the structure located on Brister Street. The Brister Street parking structure would accommodate between 400 to 600 cars.

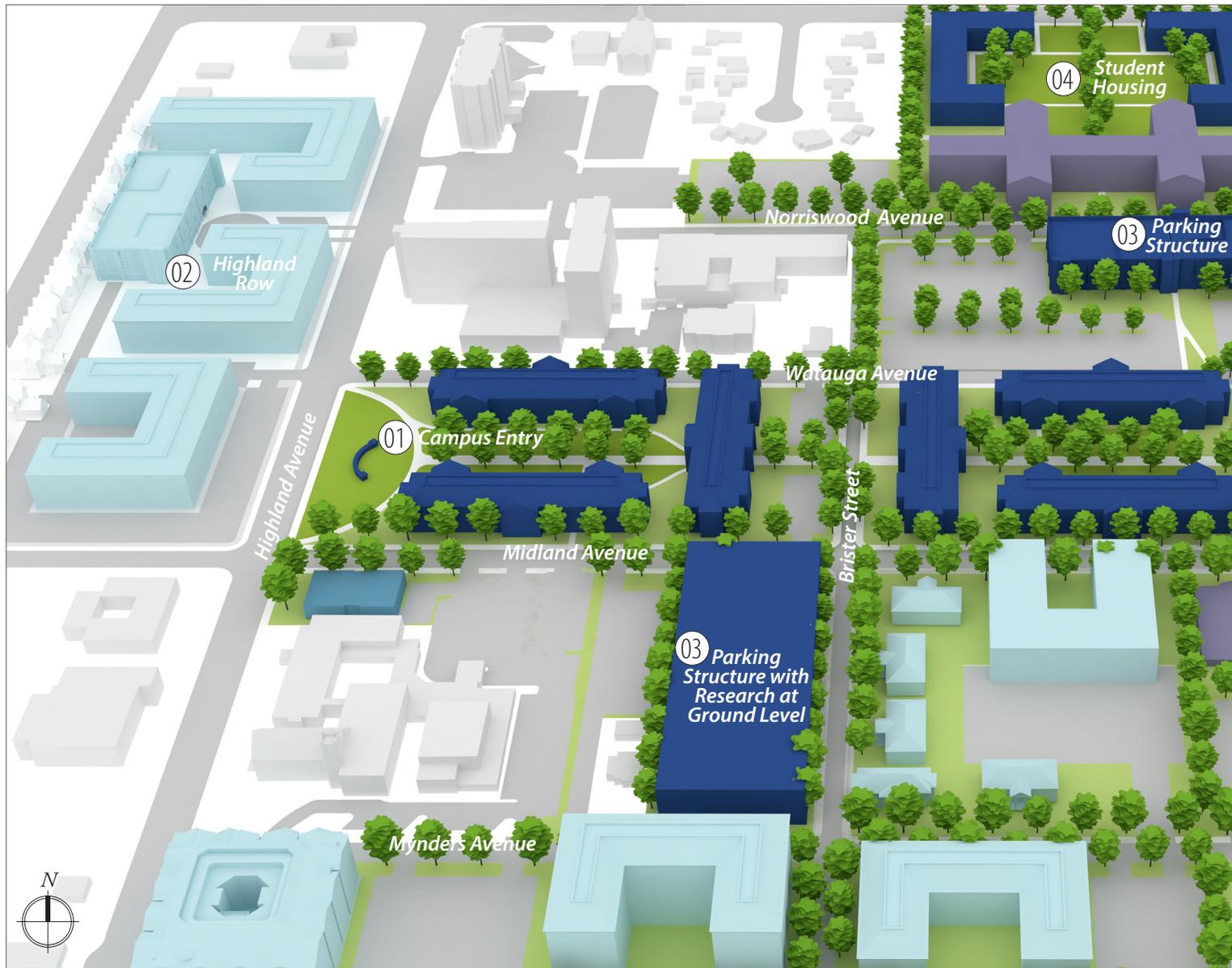


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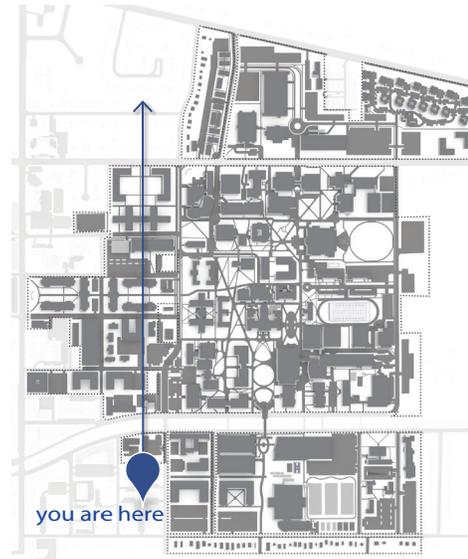
04. STUDENT HOUSING

One strategic goal of the University is to shift from a commuter campus to a more residential campus. As more students choose to live on campus, there will be a need for additional student housing. Centennial Place was recently completed and is located on Norriswood Avenue near Patterson street. Two additional student residence halls are planned on Central Avenue and would be constructed by a private developer rather than the University. Future student residence halls will be developed as a partnership between the University and a selected private developer if located on University-owned property. Open space surrounding residence halls can be designed to create space for student gatherings.

WEST DISTRICT

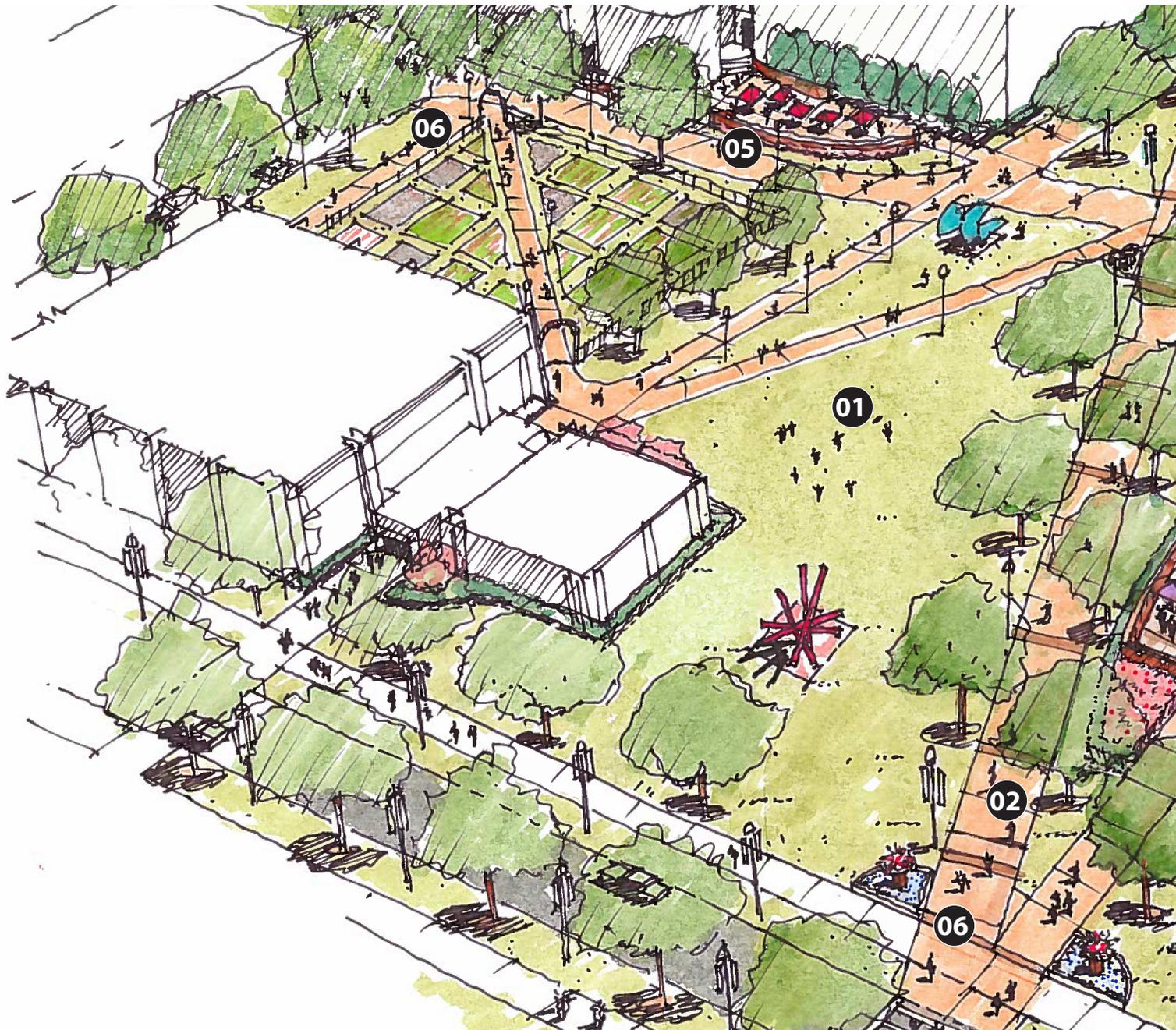


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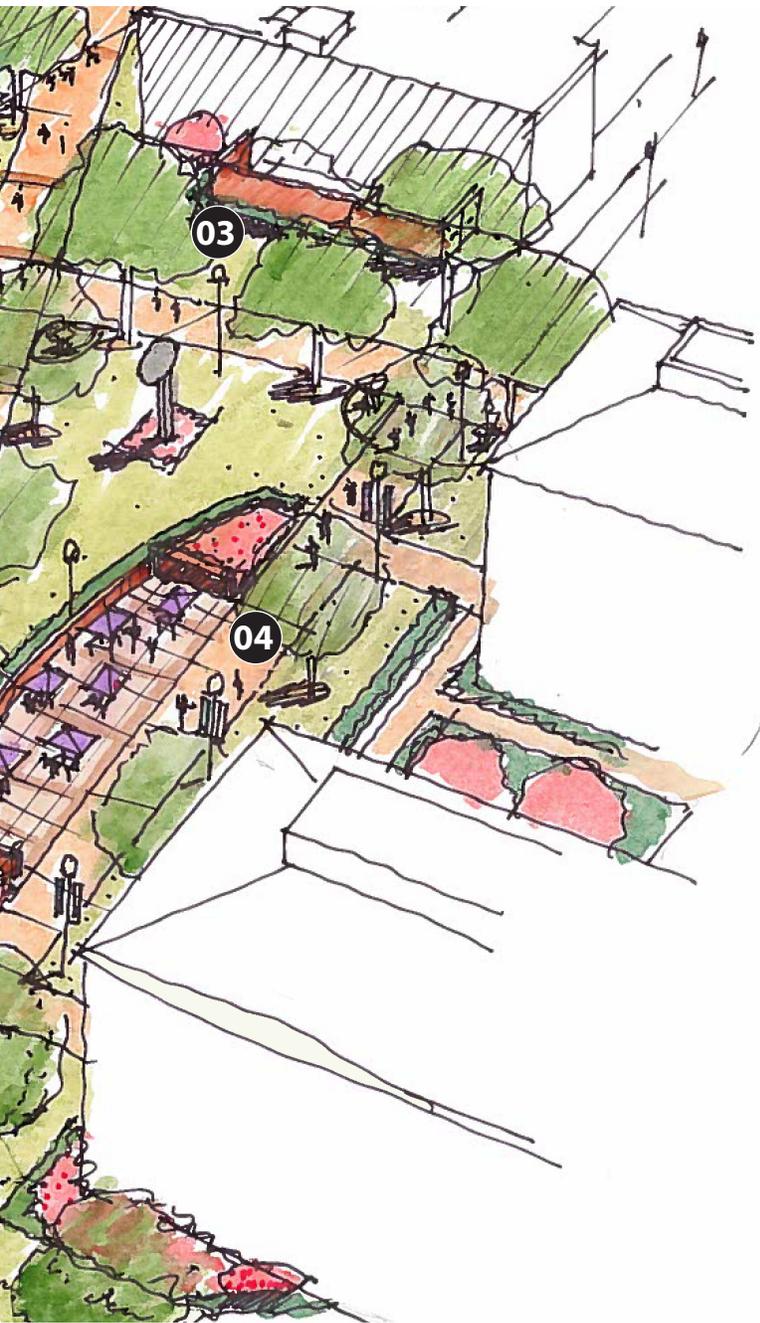


-  Campus Green
-  Athletic/Recreation Field
-  Memorable Open Space
-  UofM Proposed Building
-  Renovated Building
-  Private Development
-  UofM Existing Building

ART PLAZA



View of proposed concept for the Art Plaza which will provide an area of much needed open space on the west side of campus for students to gather.



The northwest portion of UofM's Central Campus currently lacks memorable open spaces, such as Dunavant Plaza and Alumni Mall, that define other areas of campus. Yet this corner of campus is where the majority of students live, as well as where central dining is located. An opportunity exists to transform a service zone near Meeman Journalism Building and Jones Hall into an active student focused plaza. The addition of dining terraces, open lawn, and artwork will help to enliven this portion of campus.

- 01 Open Lawn Area
 - Informal Recreation
 - Perimeter Seating
- 02 Promenade
 - Special Paving
 - Lighting with Banners
- 03 Screen Service Area at Mynders
- 04 Service Access
 - Multipurpose Shared Service Access Along Pedestrian Pathway to All Buildings
- 05 Student Terrace
 - Canopy Tables
 - Flexible Seating
 - Student Gathering
 - Small Performance Venue
- 06 Gateways to Plaza

ents to

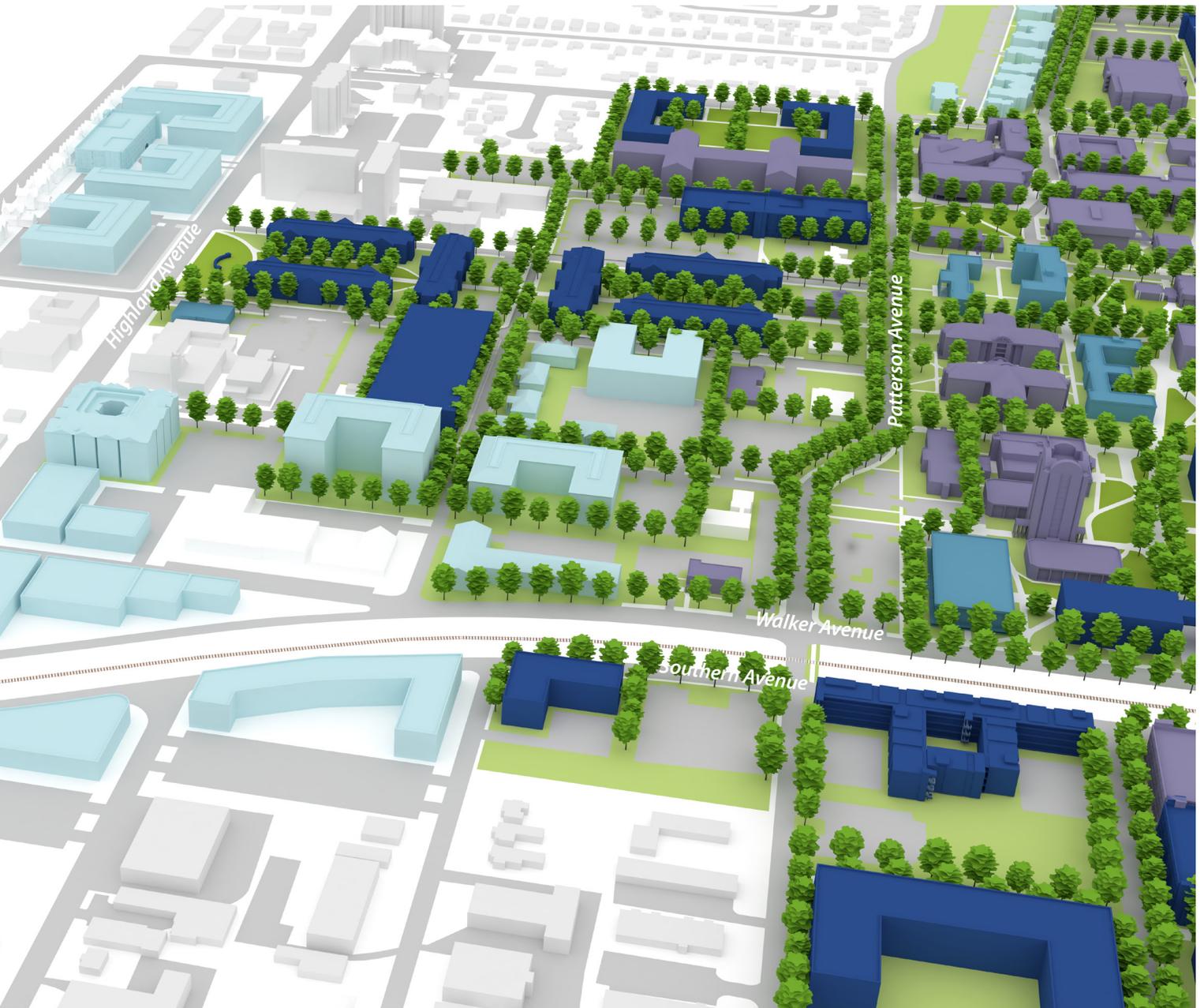
HIGHLAND AVENUE CORRIDOR

The neighborhood located adjacent to UofM, along the Highland Avenue corridor is typically referred to as the University District. The proposed rendering, shown at right, represents the future framework vision for future development along the Highland Avenue Corridor which embraces the street edge, encourages pedestrian activity, and provides a new welcoming gateway to UofM's Central Campus.



Existing





Proposed

PATTERSON AVENUE



View south along Patterson Avenue showcasing proposed streetscape enhancements and improved pedestrian crossings.



Patterson Avenue is currently a non-distinct roadway that separates UofM Central Campus from the West District. In order to help better integrate campus with community, a streetscape enhancement project is proposed for Patterson Avenue. This would dramatically improve the campus image, as well as work to stitch the two districts together through improved pedestrian crossings, wayfinding, lighting, and landscaping. Patterson Avenue also serves as a gateway for many visitors.

- 01 Lighting
 - Vehicular + Pedestrian
 - Banners
- 02 Remove/Relocate Overhead Utilities
- 03 Screen Parking
 - Ornamental Fence
 - Landscape Hedge
- 04 Crosswalk
 - Special Paving
- 05 Median
 - Canopy Trees
 - Curbed Edges
 - Low Maintenance Landscape
- 06 Bollards At Near Intersections
- 07 Seating

NORTH DISTRICT

The North District presents one of the greatest opportunities for future expansion and transformation of UofM's overall campus image. Both Poplar Avenue and Central Avenue serve as two of the busiest east-west roadways providing access from downtown Memphis to the eastern suburbs. Everyday, numerous motorists establish an impression of UofM's Central Campus by the views they take in along these two street networks.

Historically, the North District has supported very limited development with Holiday Inn and Carpenter Student Housing serving as the key anchors within this district. Much of the land area is currently devoted to surface parking and provides a significant quantity of parking for the campus. An opportunity exists to make better use of this area through campus expansion, while simultaneously improving the presence of UofM along both Central Avenue and Poplar Avenue.

01. ALUMNI CENTER

UofM's Alumni Center is currently located in the far southeastern corner of campus near South Hall. This existing location is neither prominent nor readily visible to visitors to campus. An ideal location for a new Alumni Center would be adjacent to the existing Holiday Inn, prominently positioned along Central Avenue. The building may serve as a multi-purpose facility with offices, meeting space, display areas, and possibly a small coffee shop. It would be well-positioned to utilize the larger conferencing space at the Holiday Inn.

02. PARKING STRUCTURE

A parking study completed as part of the master planning effort determined that an additional parking structure will be needed in the future

to accommodate campus expansion within the North District. With additional campus development taking the place of heavily utilized surface parking lots, these spaces will need to be replaced. The most effective approach to address campus parking for urban campuses such as UofM is to construct new parking structures. The facility is positioned in this particular location to serve guests of the Holiday Inn, visitors to the Alumni Center, and concert attendees to the Music Center, in addition to traditional student, faculty, and staff parking users on campus.

03. MUSIC CENTER

The Rudi E. Scheidt School of Music is one of UofM's renowned programs. However, the performance space available to students and faculty is currently inadequate when compared to other peer institutions. The new Music Center will allow for both practice and performance space. Its prominent location along Central Avenue will help to establish the North District as an arts corridor on the UofM campus with the existing presence of the Theatre Building and Art Museum south of Central Avenue. With a new street image along this road, it will transform the area into a key public gateway for the campus.

04. ENHANCED SURFACE PARKING

The current area of surface parking is a large expanse of asphalt that does not present the most appealing image of UofM's Central Campus to new students and motorists on Central Avenue and Poplar Avenue. By dividing the surface parking area into smaller groupings, it will help to improve the overall image of the North District. In addition, parking lot islands consisting of trees and planting can help to improve the visual impact of these lots creating a more welcoming



Existing

campus approach for visitors. Sustainable strategies can also be implemented that will help reduce storm water run-off.

05. STUDENT HOUSING

In order to satisfy the housing needs on campus, a new student housing development is planned north of Central Avenue and will consist of 4-story mid-rise buildings. This apartment housing type will add to the diversity of offerings on campus and is a unit-type that is in demand. 400 to 500 beds will be provided with parking provided behind the units and additional spaces provided along Deloach Street. An initial layout shows the relationship of the housing to the campus and surrounding neighborhood. This development would replace existing single-family residential

properties currently rented to faculty and staff by the University. An adequate amount of rental property is currently available west of campus for this need. Land acquisition is not required. With increased enrollment in graduate and international students, the proposed housing will supplement the current limited apartment inventory.

06. NEW ACADEMIC BUILDINGS

Two new academic buildings are also planned along Central Avenue at the east end of campus.

07. CONVERSION OF FOGELMAN EXECUTIVE CENTER (FEC) INTO THE UNIVERSITY MIDDLE SCHOOL

University of Memphis has goals to expand their primary and secondary educational mission. The initiative addresses a local need for access to quality middle school education, which in turn impacts overall literacy rates, drop-out rates, college attendance, employment, and crime statistics. These programs include the addition of University Middle to the University's educational compendium. The elementary school presently starts at first grade and is located in the existing school on the UofM Central Campus. At full enrollment University Middle will serve 240 children in grades 6 through 8 through a public middle school offered in partnership with Shelby County Schools. Total expansion costs are estimated at approximately \$10 million. A longer term goal is to add a high school to complete the educational opportunities available to students.

The University will actively recruit families from the surrounding community. Focus areas include the neighborhoods to the west and south of the UofM's Campus, as well as UofM students, faculty, and staff ranks. The percent of residents who live below the poverty level ranges from 22%-56, with a staggering youth poverty rate of 45% (Memphis Poverty Fact Sheet, 2017) in the target neighborhoods surround the UofM Park Avenue Campus.

Students enrolling at University Middle would have otherwise been enrolled at their locally zoned school. Those schools within this zone average a rating of .75 out of a scale of 4 for academic achievement, 1.5 out of 4 for student growth, a 16% rate of chronic absenteeism, and a 34% rate of out of school suspensions. UofM is invested in

improving the quality of education for local youth. University Middle will facilitate the University's goal at no additional cost to families.

The University has been searching for an appropriate location for the University Middle School for several years. Multiple locations have been discussed and investigated by the master plan team and university and it has been determined that the Fogelman Executive Center (FEC) is the optimal location for many reasons. Utilization of FEC has been declining for the past several years due to the overall nationwide reduction in conferences due to technology. More recently the COVID-19 pandemic has exacerbated these issues. Other considerations for the re-use of FEC for the middle school are:

- The FEC was originally designed for training and education and has a mix of classroom size spaces and large auditorium that would be conducive for middle school education.
- The facility contains a dining area and kitchen that could be used for the school
- There is an office suite located immediately adjacent to main entry that could be used for the school administration and for visitor observation and access control
- The FEC facility has been well maintained and is in good condition
- The building is fully sprinkled as required for educational occupancy
- The front entry has large covered canopy and drop off lane for easy drop-off and pick-up of students
- The location is on the edge of campus (Central Avenue at Innovation Drive) limiting traffic to the perimeter of campus for pick-up and drop-off of students
- The fourth floor has separate elevator and vestibule entry allowing for a mix of uses for the

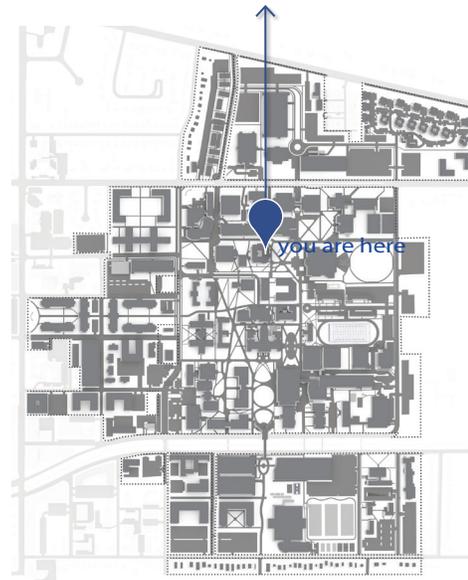
building and flexibility for expansion

- The size of the FEC is able to accommodate the 225 middle school students in project-based learning. The location and proximity allows university partnership approach to education with engagement of university programs.
- The on-campus location provides academic college engagement through unique elective course offerings, robust laboratory school research, and will continue practitioner training in an innovative educational setting.
- There is a low investment and start-up cost
- There is access to existing University wireless access and IT support
- The on-campus location promotes safety and security of students in an already patrolled area
- There is immediate proximity to safe, monitored parking for teachers and parents
- Upgrades needed to FEC are minimal, and are all inside the building therefore renovations will not cause disruption to campus operations

NORTH DISTRICT

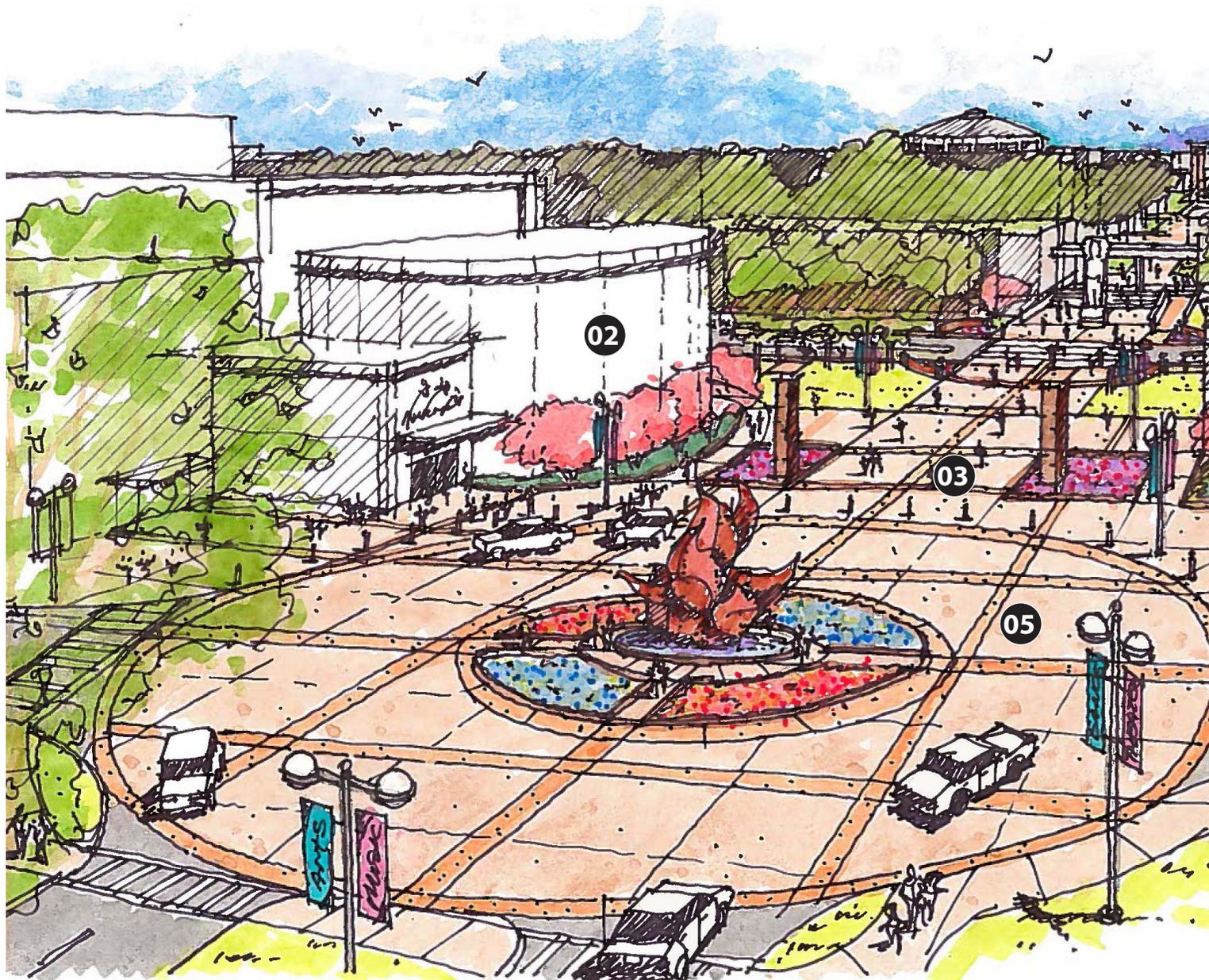


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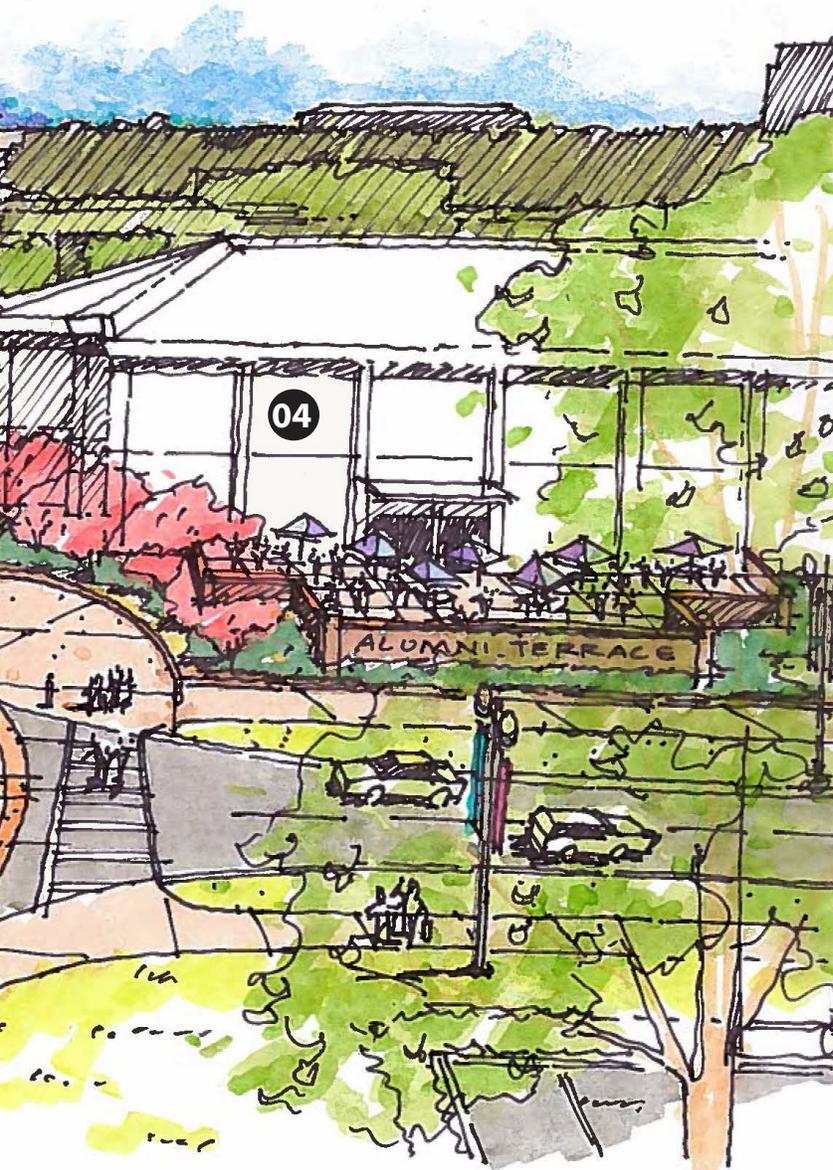


- Campus Green
- Athletic/Recreation Field
- Memorable Open Space
- UofM Proposed Building
- Renovated Building
- Private Development
- UofM Existing Building

ALUMNI PROMENADE



Proposed concept for a new outdoor space that takes advantage of the dramatic views to the Rawlins Clock Tower and provides space for special events.



The proposed Alumni Center and Music Center creates a dynamic space between them that has the opportunity to capture views south along the UofM Central Campus spine, terminating on the Rawlins Clock Tower. The addition of decorative paving, landscaping, and lighting has the potential to transform this area into a memorable pedestrian gateway to UofM Central Campus. The area is also designed for vehicular drop-offs. Exterior terrace spaces allow the buildings to extend outside and the plaza to be transformed for special events.

- 01 Tower
- 02 Music Center
 - Entry Celebration
- 03 Central Avenue Gateway
 - Pedestrian Friendly Crossing
- 04 Alumni Center
 - Monument/Gateway
 - Special Paving/Lighting
- 05 Auto Arrival Court
 - Dining/Events Terrace
 - Landscape/Gardens
 - Centerpiece Artwork

CONNECTING THE CAMPUSES

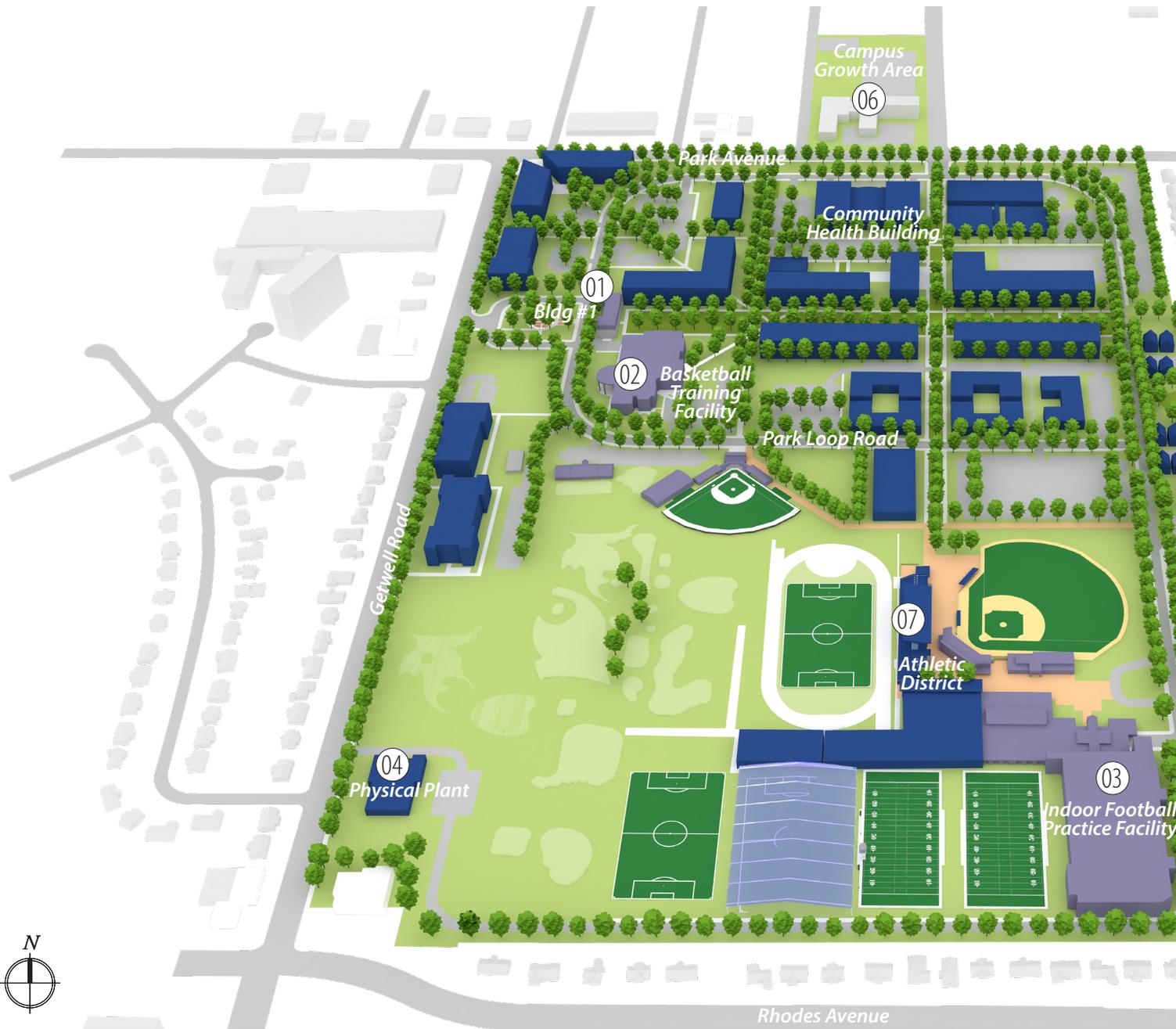
The UofM Central Campus is approximately a 5-minute car ride from the UofM Park Avenue Campus. Directly to the North of the UofM Park Avenue Campus is the Audobon Park Golf Course and Audobon Park. The park has existing trails and mature trees. There is an opportunity to connect the two campuses, creating a bicycle route along South Goodlett Street with connections to UofM Central Campus along Southern, Central, and Poplar Avenues depending on the final destination. The dedicated route could also be used by the community.





PARK AVENUE CAMPUS

OVERALL MASTER PLAN





Proposed



- Campus Green
- Athletic Field
- Memorable Open Space
- UofM Proposed Building
- Stormwater
- UofM Existing Building

OVERALL MASTER PLAN

The UofM Park Avenue Campus is located near the southeastern corner of Park Avenue and Getwell Road. This property was acquired by UofM in 1967 after serving for over two decades as a military hospital. An incredible opportunity exists to transform this site into a lively campus environment with a focus on health sciences, research, and athletics.

The proposed Master Plan, shown on the following page, provides a future vision for a full build-out of the campus. Many of the facilities that are shown as proposed do not yet have a specific use. The plan instead provides an organizing framework to define a central east-west open space and key connections to existing athletic facilities and the community. The recommendations strengthen and reinforce existing uses on the campus which includes academics, research, administrative space, residential, mixed-use, and athletics.

01. BUILDING #1

As part of the master planning process, a deferred maintenance assessment was completed to determine the viability of retaining existing facilities on campus. The majority of existing buildings on the UofM Park Avenue Campus were identified as having significant issues that would preclude them from re-purposing. Building #1 is an exception and the Master Plan recommends preserving this facility to pay tribute to the rich history of the campus. It would be best used for administrative purposes.

02. BASKETBALL TRAINING FACILITY

The Basketball Training Facility has recently been completed to accommodate men's basketball on this campus. The proposed facility is positioned prominently on the west side of campus with views to Getwell Road. This building will strengthen the consolidation of competitive athletics on the UofM Park Avenue Campus.

03. INDOOR FOOTBALL PRACTICE FACILITY

Another significant athletic expansion on the campus is the development of an Indoor Football Practice Facility in the southeastern corner. This proposal will be an extension to the existing building serving football. It is to be located directly adjacent to existing outdoor practice fields to allow for simultaneous practice activities to occur within this general area of campus.

04. PHYSICAL PLANT

As the UofM Park Avenue Campus grows, it will require its own expanded Physical Plant facilities to service the campus. A location in the far southwestern corner of the property is proposed for a new Physical Plant building, yard area, and maintenance vehicle parking. It is positioned to be relatively hidden from the primary activities of the site, yet easily accessible by Getwell Road and circulation to other areas within the campus.

05. HOUSING



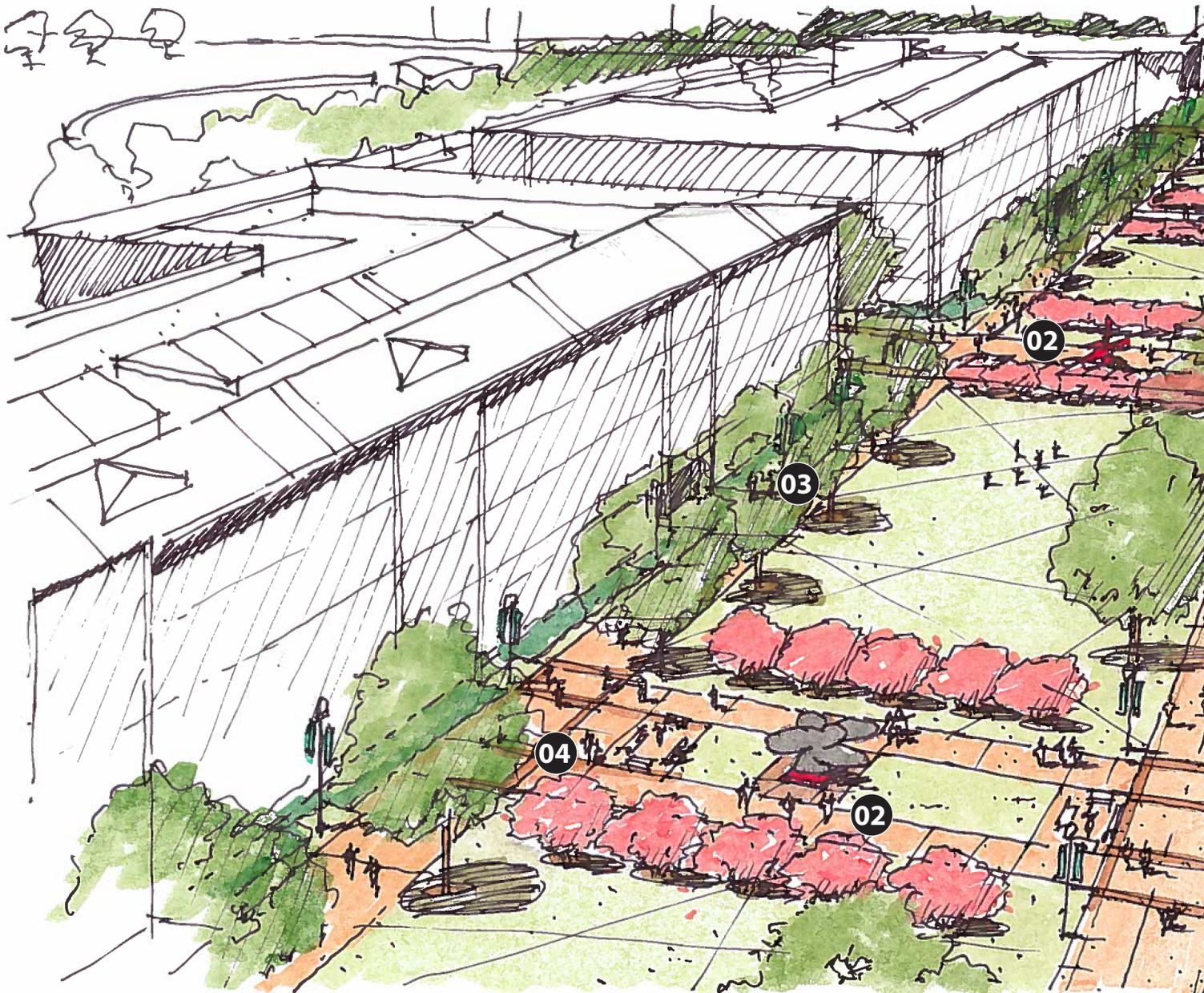
Existing

An alternative housing scenario was explored for the east area of campus. Houses will consist of 78 units consisting of two and four bedrooms. The layout is similar to the planned student housing that will be located on UofM Central Campus near DeLoach Street. Planting and sustainable strategies can be designed to create a walkable neighborhood for students. Parking will be included to accommodate residents.

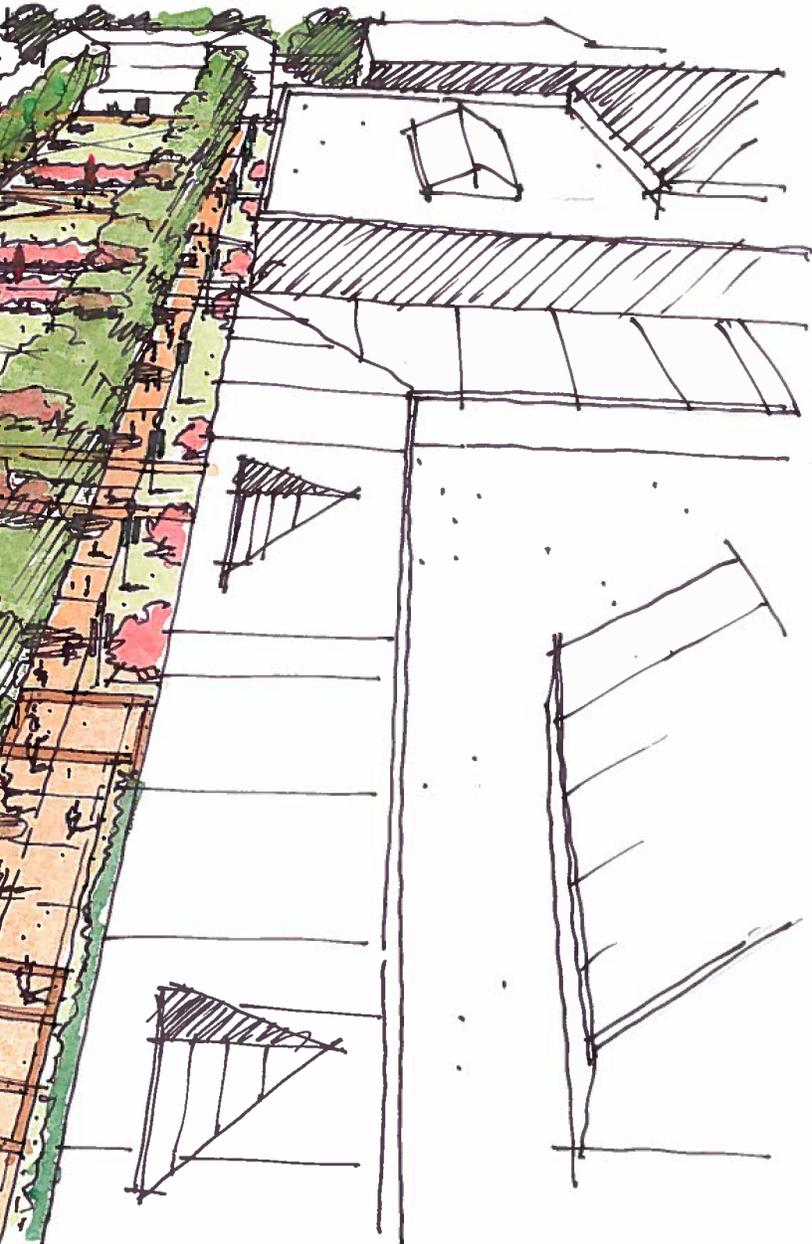
06. PROPERTY ACQUISITION

The 2015 UofM Park Avenue Campus Master Plan did not include a property acquisition. The University plans to acquire the adjacent Audobon Baptist Church property and three residential parcels to the north of Park Avenue to accommodate future growth. This parcel is important to the university as it is directly across from the primary entrance to campus and easily accessible to the community and University.

ACADEMIC CORE



Proposed concept for the development of a central east-west open space on the UofM Park Avenue Campus.



The UofM Park Avenue Campus framework establishes a strong east-west open space corridor to provide an organizing element by which to position future buildings around. The creation of a memorable central open space will help establish a stronger identity for the campus and provide space for students, faculty, staff, and community to gather. The academic core can be enlivened with a variety of seating areas, artwork, and accent lighting.

- 01 Pedestrian Corridor
- 02 Nodes
 - Art
 - Seating
- 03 Planting
 - Canopy Trees Along Corridor
 - Shrubs/Perennials/Ornamental
Grasses along base of buildings
- 04 Amenities
 - Seating and Lighting with Banners to Reinforce Pedestrian Corridor

ATHLETIC DISTRICT

SmithGroup was commissioned by the University of Memphis and Intercollegiate Athletics in 2020 to expand its efforts on the overall campus master plan to also update the 2011 Master Plan vision for Athletic Facilities with a goal of providing a comprehensive vision and “roadmap” for exploring future growth, improvements and expansion opportunities for all sports and on-campus venues serving student athletes. This complimentary study involved an exploration of existing facilities serving Memphis Athletics on the Main Campus as well as the Park Avenue Campus including an evaluation of indoor training and competition venues and outdoor fields currently serving Baseball, Football, Golf, Men’s and Women’s Soccer, Men’s and Women’s Track, Softball, Women’s Basketball and Volleyball. The athletics master plan also addressed new opportunities to improve connectivity across the Park Avenue campus to the north through strategic positioning of campus infrastructure including gateways, pedestrian walks, open green space, parking and new branding opportunities.

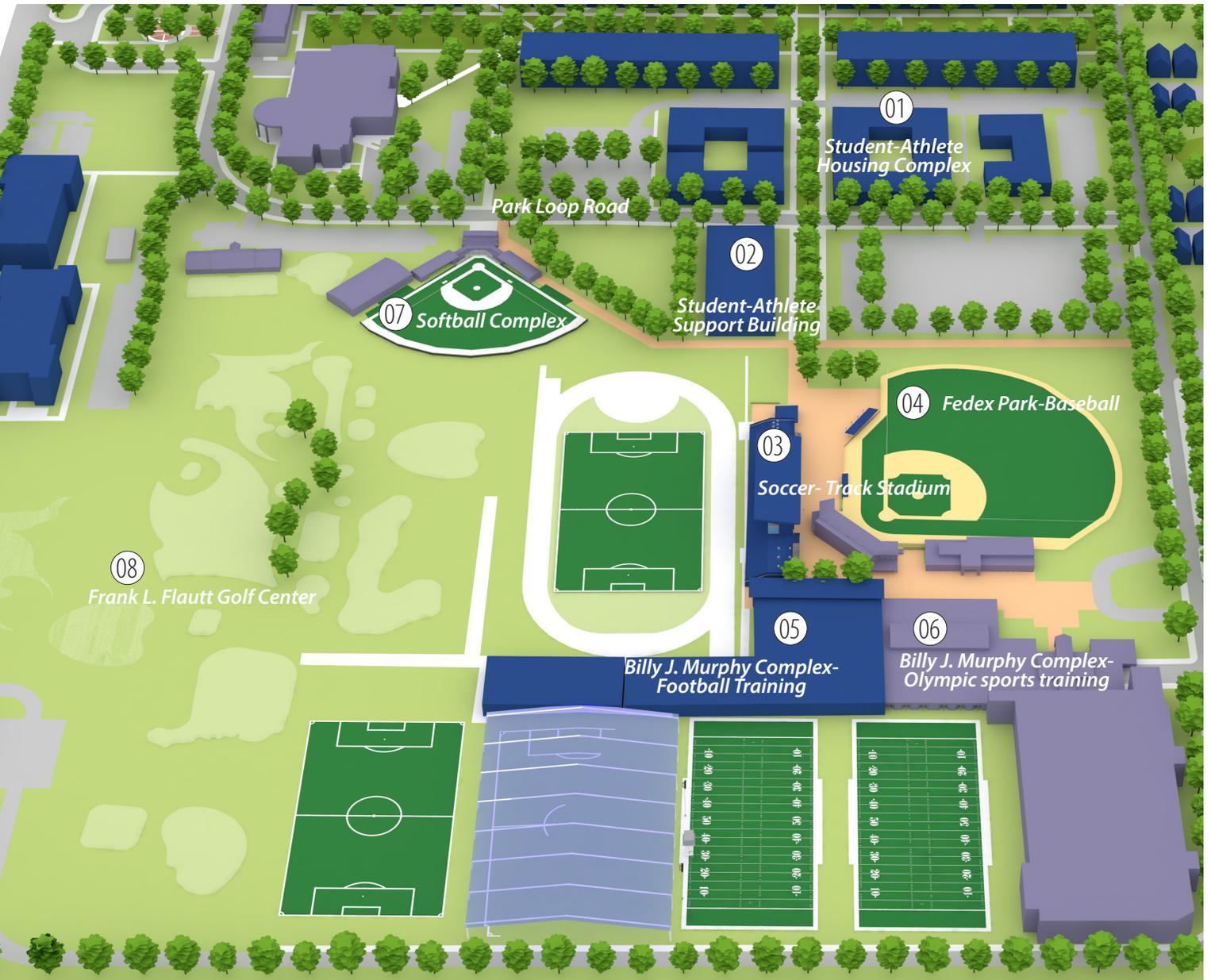
A key priority for the Athletic Master Plan was to identify opportunities to repurpose and upgrade existing facilities to maximize the impact of existing assets while also considering opportunities for new venues serving Memphis Athletics along with phased upgrades and improvements across all sports venues in support of enhanced training and recruitment opportunities that could be implemented as phased projects through over the next 5 -10 years. Through the study, the Athletic Master Plan also identified preferred sites for the construction of future athletic venues on the

Park Avenue Campus including future Student Athlete Housing, Student-Athlete Success Center, new Soccer-Track Stadium, a westside addition to the Billy J. Murphy Athletic Complex along with other prioritized venue improvements listed in this report.

The ability for the University of Memphis to have an updated and integrated plan for improvements across all athletic facilities focused on the recruitment and retention of student-athletes and coaches, that is also coordinated with the Athletic Department’s overall goals for success within each individual sport and the University’s overall academic mission will be a critical driver for future development of the Park Avenue Campus.

-  Campus Green
-  Athletic Field
-  Memorable Open Space
-  UofM Proposed Building
-  Stormwater
-  UofM Existing Building





Proposed

01. STUDENT-ATHLETE HOUSING COMPLEX

As part of a coordinated effort with SmithGroup’s Campus Planning team and University, the design team identified a preferred siting location for a future Student / Student-Athlete Housing development on Park Avenue Campus to be located along the north side of the athletics district and with direct access from the loop road and campus quad as part of future Athletic Village. A future student housing project is anticipated to encompass five (5) building units of four (4) floors each accommodating 135 apartments with 500+ private bedrooms and approximately 265 on-site parking spaces. Per NCAA rules, up to 49% (259 beds) of the occupancy of housing complex could potentially serve student-athletes living on the Park Avenue Campus. Additional amenities and program spaces expected to be integrated as part of the on-campus housing complex will be a small fitness center, social spaces, and study center.

The athletic master plan vision proposes a multi-story Student-Athlete Success Center, located south of the new student housing complex along the loop drive and prominently located within the new athletic green space – “The Lawn”. Encompassing a dining facility, academic support services and athletic administration offices, a new Student Athletic Success Center located at the center of the Athletic district will provide convenient access to a variety of support services throughout the day as student-athletes move between on-campus housing, practice and training. The Student Athlete Success Center also will serve as a new gateway building and central hub for athletes and coaches across all sports.

02. STUDENT-ATHLETE SUPPORT BUILDING

Student-Athlete support services at the University of Memphis are currently provided through a variety of resources located across campus in multiple venues. Included among these facilities is The Center for Athletic Academic Services (CAAS) which is located on the main campus in the Wilder Tower. While it is anticipated that some academic services and resources will continue to live on the main campus in coordination with campus-wide student services, the updated Athletic Facilities Master Plan proposes a future Student-Athletic Welcome Center and Student Athlete Success Center as part of a re-imagined Athletic Village on the Park Avenue Campus.



04. FEDEX PARK - BASEBALL

FedEx Park on the Park Avenue Campus currently serves as the primary competition and practice venue for the University of Memphis Tiger Baseball program. In addition to the grass playing field, the facility includes a permanent grandstand and on-site team facilities including locker rooms, players' lounge, indoor practice facility and training room. Recent improvements to FedEx Park in 2017/2018 included the construction of a new 1,600 square-foot addition to the existing on-site training facility to provide a team meeting room and additional coaches offices.

The athletic master plan vision for FedEx Park identified several selective enhancements as immediate needs for baseball focused on improving the playing surface games and the overall game-day experience for spectators. Priority projects for the field zone include new synthetic turf, upgrading of sports field lighting, new video/scoreboard, a new stadium sound system and reconfiguration of backstop netting for safety. Priority future upgrades to the stadium grandstand and indoor facility should include upgrading the ADA/wheelchair seating positions for improved accessibility and site lines along with upgrades to the Team Clubhouse to enlarge player locker room, expand the indoor training area and further activate the clubhouse with branded graphics to celebrate Tiger Baseball.

05. BILLY J. MURPHY COMPLEX - FOOTBALL TRAINING

The Billy J. Murphy Complex is the central hub for athletic activities on the Park Avenue Campus. Originally constructed in 1970 the Murphy Complex serves as the day-to-day home for Memphis Tigers Football operations while also providing program space as a training facility for sports programs located on

the Park Avenue Campus including baseball, softball, soccer, track & field, and golf. The Billy J. Murphy has undergone a series of recent renovation/expansion projects over the past ten years that have addresses much needed enhancements for player development and practice. Recent football expansion projects since 2018 have included the addition of Coaches Office Suite and a new Indoor Practice Facility which opened in summer 2020.

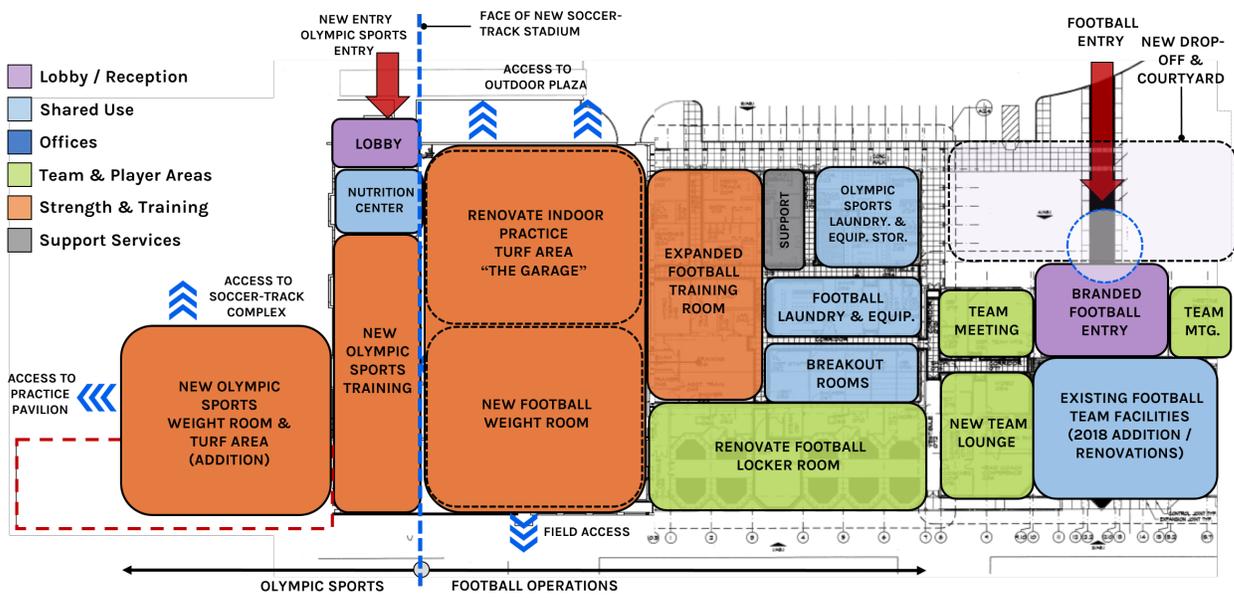
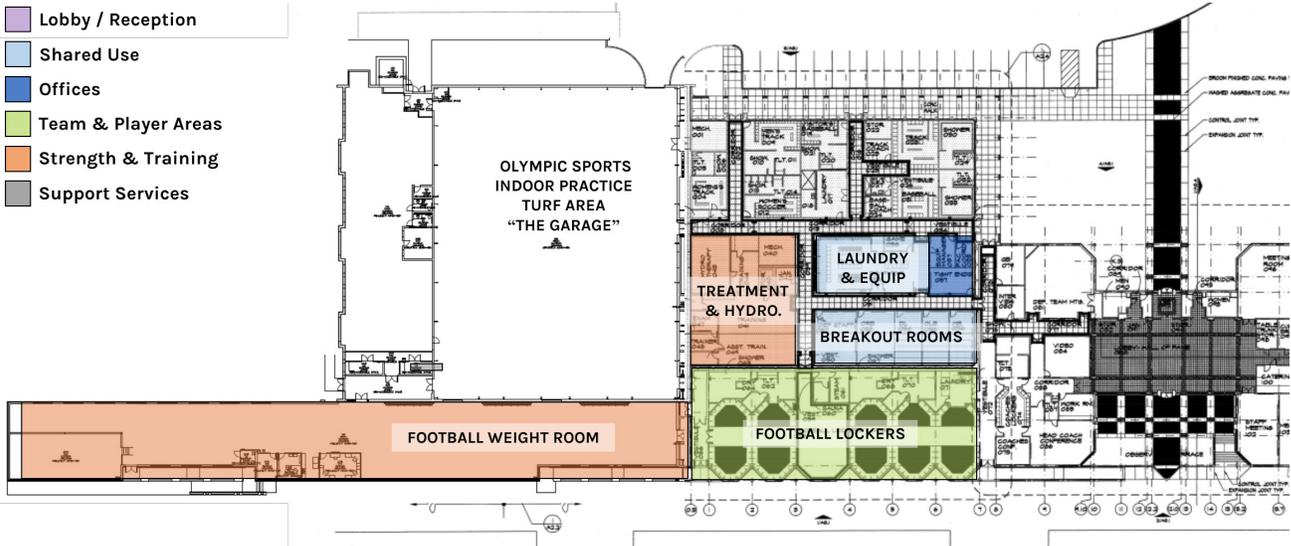
The athletic master plan vision for future improvements to the Murphy Complex is focused on upgrades to football player facilities supporting training and practice along with targeted improvements for practice and overall recruiting experience. Recommendations for phased improvements over the next 5 years include a renovation/expansion of the Football Player Locker Room/Team Lounge, reconfigured and upgraded Weight Room, renovation of "The Garage" as a multipurpose indoor training & practice space along with creation of a larger Team Meeting Room. Priority outdoor facility improvements recommended in the master plan include replacement of the outdoor synthetic turf field, new field lighting and addition of a support facility – pavilion - with restrooms, storage and meeting space. The vision for a Practice Pavilion is to provide a multiuse facility immediately accessible on the north end of the outdoor synthetic turf field with large meeting/event space, storage, and restrooms that could also be used for recruiting visits and special events.

Athletic administration and football coaches also identified a long-range goal of constructing an open-air roof structured roof cover over the outdoor synthetic practice field to provide protection from weather and shade the field for summer training camps and practice.

- 1 FOOTBALL ENTRY UPGRADES / BRANDING
- 2 FOOTBALL TRAINING RENOVATIONS
- 3 RENOVATE "GARAGE" SPACE
- 4 OLYMPIC SPORTS ENTRY & WEIGHT ADDITION
- 5 PRACTICE FIELD PAVILION & EVENT SPACE
- 6 TURF FIELD REPLACEMENT & COVER
- 7 MAINTENANCE BLDG.
- 8 NEW PARKING LOT



- Lobby / Reception
- Shared Use
- Offices
- Team & Player Areas
- Strength & Training
- Support Services



06. BILLY J. MURPHY COMPLEX - OLYMPIC SPORTS TRAINING

While several sports have created new on-site team facilities since 2010 that are physically connected to their respective competition / practice venues, the Billy J. Murphy Complex continues to provide shared indoor training and support spaces for multiple UofM sports including Men's and Women's Soccer, Men's and Women's Track & Field / Cross Country along with Baseball, Golf and Softball to a lesser extent. The Murphy Complex currently features an indoor turf room known as "The Garage" that is has been used primarily by University of Memphis Olympic sports programs as a direct result of construction of a new indoor football practice facility. The Garage includes 50 yards of indoor synthetic turf that is used by multiple teams for indoor training and winter practice. A shared weight room supporting UofM Olympic sports is located directly west of The Garage along with a nutrition space added in 2020.

The athletic master vision for improvements to the Murphy Complex Olympic Sports facility focuses on much-needed upgrades and expansion of shared player areas supporting indoor training and performance. Future improvement projects should include renovation of The Garage space with new indoor turf, sports lighting and finish upgrades to enhance flexibility for multi-sport athletic use and continued shared used by Football as a secondary turf area. The existing Olympic sports Weight Room should be replaced with a new dedicated Weight Room and Strength Training Center Addition of approximately 8,000 – 10,000 square feet on the west side Murphy offering direct access for the Soccer-Track Stadium complex. This space would include a larger weight room, expanded training room and additional indoor turf for

individual athletic training and analysis separate from The Garage. Additional program features of the Olympic Sports Addition will include a dedicated and branded entry experience allowing for direct and secure access for student-athletes from the exterior plaza.

07. SOFTBALL COMPLEX

Tiger Softball Complex on the Park Avenue Campus currently serves as the only competition and practice venue for the University of Memphis Softball program. Originally constructed in 2007, the venue features a natural grass outfield, a permanent 275-seat stadium grandstand, press box and on-site team clubhouse facility. The Clubhouse facility includes a team meeting room, training room, coaches' offices & locker room, indoor hitting / pitching area, laundry and storage facilities. The Softball Clubhouse facility underwent its most recent renovations in 2016.

The athletic master plan vision for the Tiger Softball Complex identified several selective improvement opportunities as priority needs for UofM Softball focused on enhancing the game day experience for spectators combined with continued improvements to player facilities for practice, training and recruitment. Priority upgrades for the stadium include the addition of a new video / scoreboard in left field, expanded home-team dugout, access to restrooms for visiting teams along with improved ADA access and wheelchair seating positions at the grandstand. Priorities for future renovations/ expansion opportunities in the Clubhouse facility include the addition of a Home Team Locker Room, additional space for onsite fitness equipment (cardio / fitness) access from the Indoor Practice Space, and expanded Training Room and new public Entry and Lobby.

08. FRANK L. FLAUTT GOLF CENTER

The Frank L. Flautt Golf Center on the Park Avenue Campus currently serves as the home for Tiger's Men's and Women's Golf. Originally constructed in 2009, the venue provides an on-campus home for training that includes a 7,200 square-foot clubhouse and practice center along with approximately five acres of outdoor practice grounds including a 420-yard driving range and five short distance practice greens. Program features of the enclosed golf center include team locker rooms, common lounge, kitchen, study area, coaches' offices and six heated hitting bays. One of the hitting bays is also equipped with video technology and cameras for swing analysis.

Future renovations prioritized with the athletic master plan vision include interior finish upgrades to the clubhouse including updates to the locker rooms, player lounge, building security systems and access control. Future updates should also include new brand integration on interior including entry signage, graphics and displays to highlight UofM Tiger Golf history and success.

09. ELMA ROANE FIELD HOUSE

The Elma Roane Field House venue serves as home for University of Memphis Women's Basketball. The facility is located near the center of the Main Campus south of to the historic Memorial Field and adjacent to Michael D. Rose Theater Lecture Hall. At the time of this master plan, Elma Roane Field House was going through a renovation that encompassed approximately \$3.5M of interior improvements focused on the existing competition gym and lobby in an effort to create a better experience for fans and spectators during games. Recent upgrades since 2018 have also included improvements to the on-site athletic training and strength & conditioning areas for the women's team.

While player facilities including lockers rooms, meeting spaces and lounge areas were upgraded on 2011, additional facility improvements remain a high priority for Elma Roane to address demand for additional practice court space and expanded/upgraded team facilities including an updated locker room, team lounge, nutrition area, meeting space and additional branding graphics. With the recent construction of the Laurie-Walton Family Basketball Center supporting Tiger Men's Basketball on the Park Avenue Campus additional space inequities between the two basketball programs with respect to Title IX compliance should be a priority for improvement projects over the next 1-3 years.

02. LARRY O. FINCH CENTER

Originally serving as the home of Men's Basketball since its construction in 2000,

the Larry O. Finch Center became the new permanent home of the Tigers Volleyball program for practice and training in 2020 following relocation of the men's program to the new Laurie-Walton Basketball Training Facility. With on-going renovation to the Elma Roane Field House facility expected through the 2020/2021 season, the Larry O. Finch Center is expected to also serve as a competition venue through at least 2020. The facility currently provides a two-court gym for practice, home team locker rooms, video room, player's lounge, training/taping room and offices space for coaches.

Future priority space needs and facility improvements identified by this master plan for the Larry O. Finch Center include renovations to the Gymnasium to replace wood court flooring across all practice and competition court areas, upgrades to lighting and sound systems, and need for new branding and experiential graphics throughout the facility to enhance the overall fan experience as an identifiable home for Memphis Volleyball. Additional priority projects include additional renovation/upgrades to home team area (locker room, team lounge, etc.), coaches office space and dining for an enhanced player development and recruiting experience. If the Larry O. Finch Center remains a permanent competition venue past the 2020 season, additional program space will need to be created in the adjacent Student Recreation and Fitness Center building for visiting teams to include space for visiting team lockers room, visiting coaches locker/meeting space and a changing room for officials as these areas currently are not supported by the Finch Center.



PARK AVENUE CAMPUS

ATHLETIC FACILITIES PHASING

01. HOUSING & STUDENT - ATHLETE SUPPORT PHASE

- STUDENT / STUDENT-ATHLETE HOUSING
- ACADEMIC SUPPORT
- DINING FACILITY
- ADMINISTRATIVE SUPPORT
- ATHLETIC GREEN SPACE - “ THE LAWN”
- WELCOME CENTER, HALL OF FAME & RETAIL

02. OUTDOOR FIELDS PHASE

- BASEBALL SYNTHETIC TURF
- FOOTBALL PRACTICE FIELD TURF REPLACEMENT
- SOFTBALL SYNTHETIC TURF
- RELOCATED TRACK THROWS AREA
- ADDITIONAL GOLF GREEN

03. OUTDOOR FIELDS PHASE

- ELMA ROANE VIDEO & SOUND UPGRADES
- BASEBALL VIDEO & SOUND REPLACEMENT
- SOFTBALL / SOCCER / TRACK / LAWN VIDEO
- VENUE LIGHTING UPGRADES
- ATHLETICS DISTRICT WIFI OLYMPIC





01

STUDENT-ATHLETE HOUSING & SUPPORT

02 03

FIELD PROJECTS

- BASEBALL
- SOFTBALL
- GOLF

02 03

OUTDOOR FIELD PROJECTS

- FOOTBALL
- TRACK THROWS

PARK AVENUE CAMPUS

ATHLETIC FACILITIES PHASING

04. OLYMPIC SPORTS STADIUMS & EXTERIOR PHASE

- SOCCER-TRACK STADIUM ADDITION
- PEDESTRIAN PLAZA EXTENSION
- EASTSIDE DROP OFF / CIRCLE DRIVE
- VENUE GATEWAYS & BRANDING
- OVERFLOW EVENT SEATING
- BASEBALL STADIUM & FENCING UPGRADES
- SOFTBALL STADIUM UPGRADES
- FOOTBALL FAÇADE, ENTRANCE & TEAM ROOM

05. OLYMPIC SPORTS TRAINING & INTERIOR PHASE

- VOLLEYBALL COURT, LOCKER, TRAINING & OFFICE RENOVATIONS
- WOMEN'S BASKETBALL COURT, LOCKER, TRAINING & OFFICE RENOVATIONS
- BASEBALL CLUBHOUSE & TRAINING RENOVATIONS
- GOLF CENTER UPGRADES

06. MURPHY COMPLEX EXPANSION PHASE

- OLYMPIC SPORT WEIGHT ROOM ADDITION
- FOOTBALL LOCKER & WEIGHT ROOM RENOVATION
- PRACTICE FIELD PAVILION ADDITION
- OUTDOOR FOOTBALL TURF FIELD COVER
- PERIMETER FENCE & RUNNING TRAIL





04 05

OLYMPIC SPORTS PROJECTS

06

MURPHY COMPLEX PROJECTS

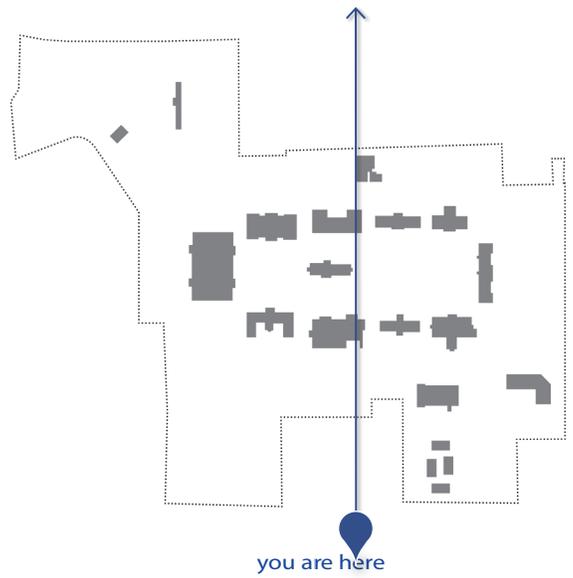
LAMBUTH CAMPUS

OVERALL CAMPUS PLAN





Proposed



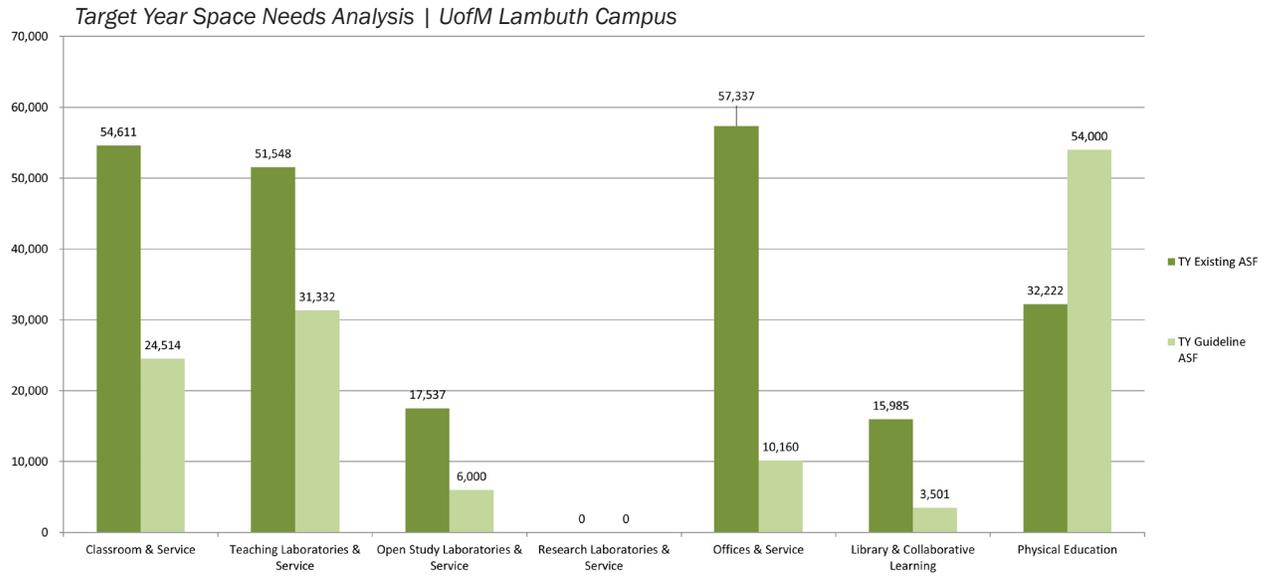
- Campus Green
- Athletic Field
- Memorable Open Space
- UofM Proposed Building
- UofM Existing Building
- Land Disposal

SPACE NEEDS ANALYSIS - TARGET YEAR

The space needs analysis for the target year is described in this section. The space needs analysis shows the types and amounts of space needed at the projected student enrollment, which is a figure determined by UofM.

The following chart and table illustrate the target year space needs analysis for the UofM Lambuth Campus. The projected enrollment for the UofM Lambuth Campus was determined by UofM to be 2,500 headcount students.

- There is sufficient classroom space at the UofM Lambuth Campus for 2,500 students. However, existing classroom space should be evaluated to determine how to enhance the condition of some spaces through new furnishings, appropriate ASF per station (changing the number of students in a room), and balancing the times/days of course offerings (Refer to the classroom use section of the Appendix). Additionally, consistent technologies appropriate for the programmatic offerings should be a focus moving forward. Distance delivery systems will continue to be important for courses run between the UofM Lambuth and Central Campuses.
- As enrollments increase, course scheduling will likely be spread throughout the day. The guidelines reflect this type of course scheduling at the target year.
- There is substantial capacity within the existing teaching laboratories for more students beyond even the projected 2,500 student headcount.
- Additional open laboratory space is needed in support of student success services (tutoring and testing areas) and for general access computer laboratories or work areas for students.
- Research laboratory space will be needed at the projected student enrollment level. The UofM Lambuth Campus does not currently have this type of space on the campus. The research laboratory need is primarily within the sciences disciplines in support of faculty research and capstone (student project) efforts.
- There will continue to be more office space than needed by the projected staffing levels.
- The learning commons and study space will reach relative balance at the projected enrollment level in terms of the amount of space. The library space will better serve students if converted into a learning commons model, which provides fewer stack areas and more collaboration areas enhanced by embedded technologies.
- The amount of physical education space was in deficit in 2015 during the previous master plan and is currently the case, which reflects a need for additional recreation space in support of the increased enrollments.
- The Physical Plant is in deficit at the target year. Additional space may allow the UofM Lambuth Campus to receive less direct support from the UofM Central Campus in Memphis.
- There is a need for additional space within the other department space category at the projected enrollment, which is correlative to the increase in students.



Space Needs Analysis | Lambuth Campus

Space Category	Current 653 Headcount Students			Target Enrollment 2,500 Headcount Students		
	Existing ASF	Guideline ASF	Surplus/ (Deficit)	Target Existing ASF	Target Guideline ASF	Surplus/ (Deficit)
Academic Space						
Classroom & Service	34,771	8,004	26,767	54,611	24,514	30,097
Laboratories	22,446	12,189	10,257	69,085	37,332	31,753
<i>Teaching Laboratories & Service</i>	<i>19,863</i>	<i>10,230</i>	<i>9,633</i>	<i>51,548</i>	<i>31,332</i>	<i>20,216</i>
<i>Open Study Laboratories & Service</i>	<i>2,583</i>	<i>1,959</i>	<i>624</i>	<i>17,537</i>	<i>6,000</i>	<i>11,537</i>
<i>Research Laboratories & Service</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Academic Space Total</i>	<i>57,217</i>	<i>20,193</i>	<i>37,024</i>	<i>123,696</i>	<i>61,846</i>	<i>61,850</i>
Academic Support Space						
Offices & Service	40,065	10,160	29,905	57,337	10,160	47,177
Library & Collaborative Learning	11,412	1,203	10,209	15,985	3,501	12,484
Physical Education	32,222	45,109	(12,887)	32,222	54,000	(21,778)
<i>Academic Support Space Total</i>	<i>83,699</i>	<i>56,472</i>	<i>27,227</i>	<i>105,544</i>	<i>67,661</i>	<i>37,883</i>
NON-RESIDENTIAL TOTAL	140,916	76,665	64,251	229,240	129,507	99,733

ASF = Assignable Square Feet

The UofM Lambuth Campus occupies nearly 48 acres in the southwest portion of the City of Jackson. The campus was acquired by UofM in the summer of 2011. Prior to that time, the institution was known as Lambuth University. The future goal is to return the UofM Lambuth Campus to a center of vibrancy within the City of Jackson by achieving a student population of 2,500.

Much of the anticipated growth for the campus can be accommodated within existing facilities. However, some facilities will need to be newly constructed, as shown on the following page, to address identified space needs targets and academic goals. The UofM Lambuth Campus is defined by a formal quadrangle surrounded by campus buildings. A mix of uses frame the quadrangle including academic space, administrative space, student housing, dining, and recreation.

Womack Memorial Chapel is prominently situated in the center of this open space area. Given how successful the existing campus organization functions, the Master Plan works to further strengthen existing building and open space relationships rather than reinvent it.

01. EPWORTH HALL REPLACEMENT

Epworth Hall is in a very poor condition and is currently unusable. Recent facility condition assessments have determined that it would be far too costly to renovate. Therefore, the Master Plan recommends the removal of Epworth Hall and also the under-utilized Oxley Hall Commons. The Master Plan recommends the donation of 4.486 acres of land (195,413 square feet) to Madison County for a future high school. The creation of an approximately 600 student body high school will serve as a benefit to the University and will not constrain future growth at the UofM Lambuth Campus. The existing property is on the perimeter of campus and programmatically will enhance the relationship with the surrounding community. The high school will have a full sports program and will use some facilities at the University. A use agreement will be created allowing the high school to use the recreation center, library, and other facilities as determined. The use of University facilities will not negatively impact future campus growth. The donation of land will include deed restrictions; in the event that the high school is not developed the land will revert back to UofM.

02. EXPANDED PARKING RESOURCES

The UofM Lambuth Campus currently contains approximately 388 parking spaces. In order to support a campus population of 2,600 that will include students, faculty and staff, approximately 700 additional parking spaces will be needed to meet future demand. In order to address the need, the Master Plan proposes acquisition of homes along W. King, Maple, and Burkett Streets to be replaced with surface parking lots directly adjacent to the core of campus.

03. SCIENCE BUILDING

In order to remain competitive and attract top talent to the UofM Lambuth Campus, a new Science Building is needed. Current laboratory spaces are significantly outdated with numerous maintenance concerns. Sprague, Spangler, and Hyde Halls have the potential to be repurposed for additional classrooms or space for the expanding health sciences program including nursing and physical therapy. A new Science Building will also help complete the northwest campus framework.



Existing

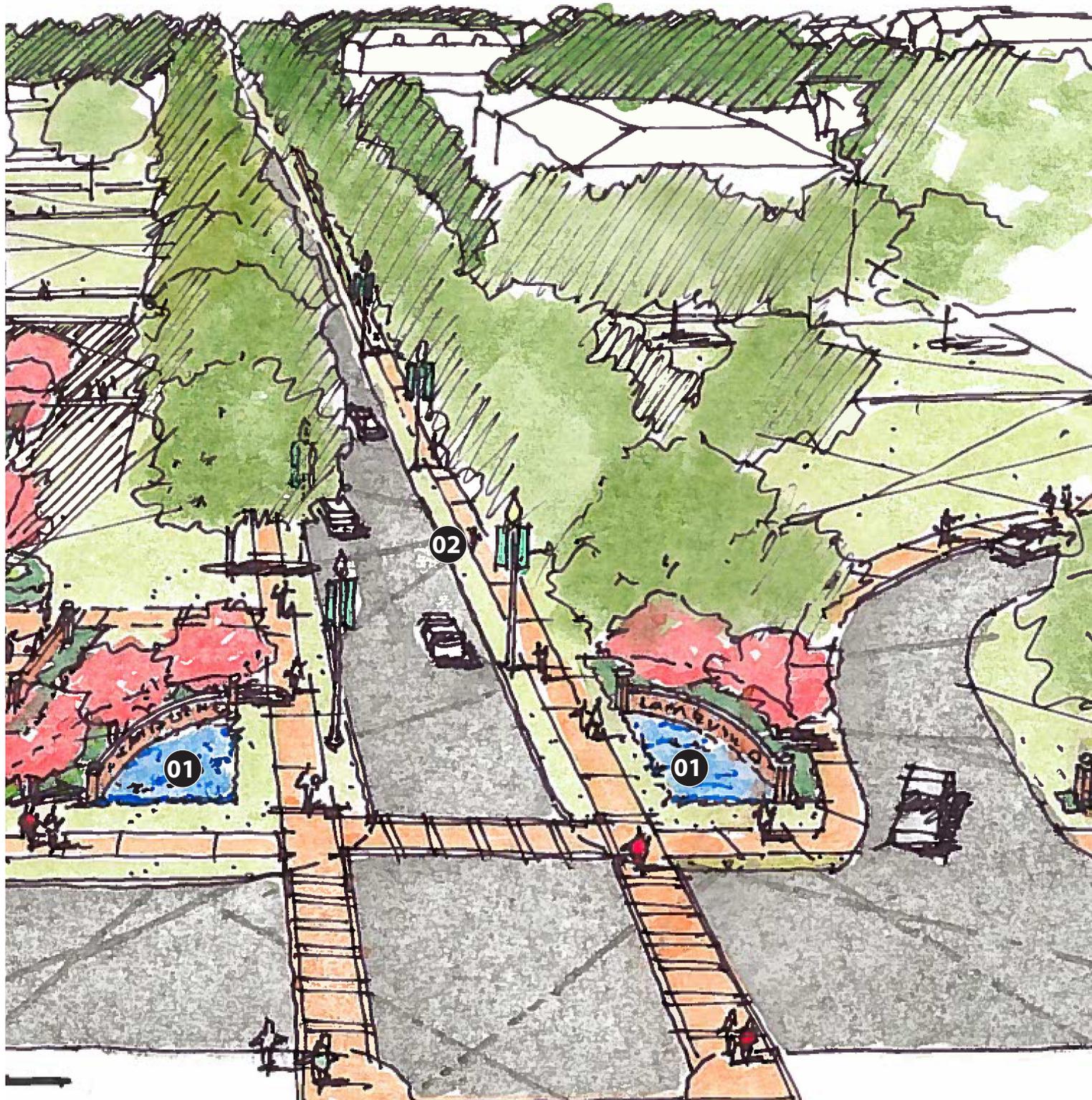
04. STUDENT HOUSING

There are currently 190 beds on campus, with all located within the recently renovated Carney-Johnston Residence Hall. The campus has capacity to accommodate increased student housing through the renovation of one of the existing facilities currently offline. One new student residence hall is proposed as part of this plan to provide modernized facilities. The remaining two offline residence halls would be too costly and undesirable to renovate for additional housing needs on campus.

05. ADA UPGRADES

Many existing buildings do not meet current Americans with Disabilities (ADA) standards. All outstanding issues should be addressed to ensure that all buildings are accessible to the entire campus population.

CAMPUS GATEWAY



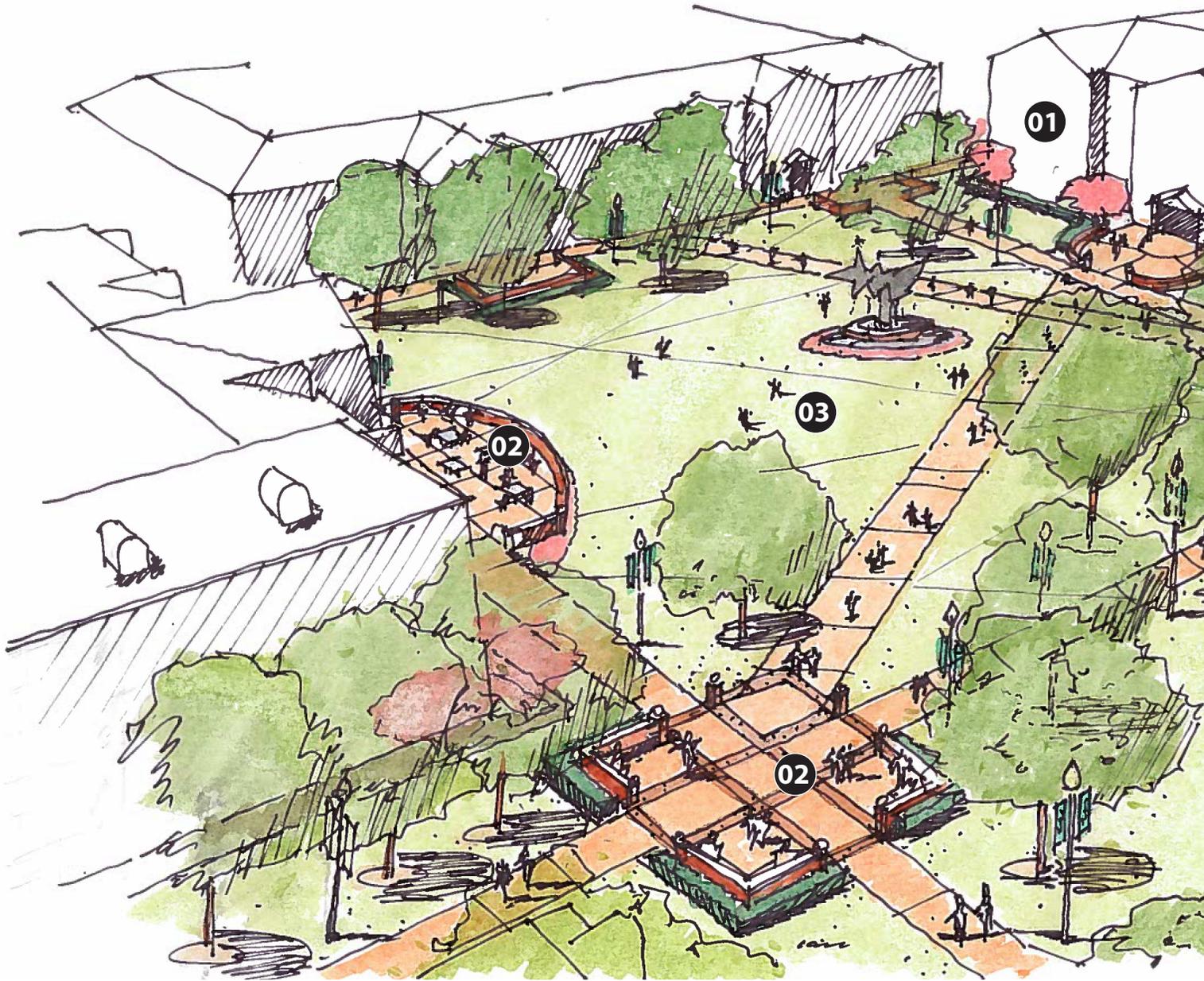
Proposed enhancement of the UofM Lambuth Campus entry along Lambuth Boulevard.



Lambuth Boulevard serves as the primary campus gateway into the UofM Lambuth Campus. Establishing a defined vocabulary and relationship between the building face and street in addition to improved signage, landscape, lighting, and banners will help to reinforce the UofM' presence in the City of Jackson.

- 01 Campus Entrance Upgrades
 - Gateway/Sign Walls with Plantings
- 02 Maple Street Enhancement
 - Sidewalks, Vegetated Buffers, Street Lights with Banners + Canopy Trees

THE QUADRANGLE



A view looking west into the UofM Lambuth Campus Quadrangle showing proposed improvements to help enliven the existing open space. Proposed improvements will also include a new fountain located near the flagpole.



The existing UofM Lambuth Campus Quadrangle is a very special place on campus. Students, faculty, staff, and community all spoke strongly of the desire to preserve the open space. However, the space has grown tired with little investment in recent years. The addition of expanded outdoor seating areas, new canopy trees, planting, fountain, artwork, and better pedestrian connections has the potential to dramatically elevate the overall image and use of the space.

01 Science Building

- Reinforces Quadrangle at Northern

02 Edge

Seating

- Off of buildings opening into the quadrangle

03

- At Pedestrian Walkway Nodes

Open Space

- Preserve Historic Trees
- Focal Point
- New Fountain

MASTER PLAN RECOMMENDATIONS

01. DOWNTOWN LAW SCHOOL, MEMPHIS

For the purposes of this master planning effort, UofM's Downtown Law School was considered as an extension of the UofM Central Campus for space planning purposes. As a recommendation of the previous master plan, The Cecil C. Humphreys School of Law moved Downtown into the former post office. The space was recently renovated and is expected to meet their long-term future needs at this point in time.

02. MILLINGTON CENTER, MILLINGTON

The Millington Center offers academic programs to the northern Memphis region in shared facilities with Southwest Tennessee Community College. The center occupies a former hospital near Naval Support Activity Mid-South. The portion of the existing building that has been renovated performs well for the University. However, significant square footage still exists in the 6-story tower that remains unusable. Due to this fact, two older buildings, separate from the main facility are currently being used to address growth. This is not an ideal situation. The Master Plan recommends exploring opportunities to renovate the existing hospital tower to better meet Millington Center's future needs.

03. C.H. NASH MUSEUM AT CHUCALISSA, MEMPHIS

This location is an American Indian archaeological site located near the Mississippi River that supports a museum and research activities. It serves as a wonderful bridge between UofM's academic programs and the public-at-large. The C.H. Nash Museum is a popular destination for school groups and local organizations. With additional investment,

it has the opportunity to significantly expand its programmatic offerings to the Memphis community. Out of all UofM's regional sites, this location requires the most attention over the 10-year future. The museum is generally in good condition, but could benefit from upgrades to enhance the quality of display and research space. Other outbuildings on the site are in various states of disrepair. The outdoor historical displays, the centerpiece of the facility, are not ADA accessible and greatly limit the number of visitors that can enjoy the facility in its current state.

04. COLLIERVILLE CENTER, COLLIERVILLE

As UofM's newest location, the Collierville Center provides a variety of degree opportunities to the eastern Memphis region. Given its location in a brand new, state-of-the-art facility, the Master Plan recommends no additional improvements to the site.

05. MEEMAN BIOLOGICAL FIELD STATION, MILLINGTON

This facility lies near the Mississippi River to provide students and researchers with an outpost for study of this unique ecosystem. The current facility technically encompasses two different sites: Meeman site (623 acres) and Brunswick site (367 acres). The Meeman site is the most active with a caretaker's house, laboratory space, and conference center containing dormitory rooms and a kitchen. The Field Station functions well in its current state. The Master Plan recommends continued care to ensure that it remains a valuable resource for University students and researchers.



05 PROPOSED CAMPUS

CENTRAL CAMPUS 156

- Campus Organization
- Acquisition & Demolition
- Proposed Buildings
- Open Space
- Circulation
- Parking

PARK AVENUE CAMPUS 166

- Campus Organization
- Acquisition & Demolition
- Proposed Buildings
- Open Space
- Circulation
- Parking

LAMBUTH CAMPUS 176

- Campus Organization
- Acquisition & Demolition
- Proposed Buildings
- Open Space
- Circulation
- Parking

“The goals and recommendations highlighted on the following pages for campus-wide systems provide a planning framework that is both visionary and realistic.”

As part of the University of Memphis (UofM) Facilities Master Plan Update, the overall campus systems were reviewed for possible upgrades and enhancements over the long-term future. In each case, a system was evaluated in its existing state to understand both its strengths and weaknesses. An overall campus systems approach addresses improvements to the University’s existing campus organization, facility condition, circulation network, open space, and parking. The recommendations outlined in the following chapter strive to improve the student experience on each of UofM’s existing campuses.

Strategic goals were established early in the master planning process with consensus from the UofM campus community. The goals and recommendations highlighted on the following pages for campus-wide systems provide a planning framework that is both visionary and realistic. The result is an actionable plan for implementation that aligns values outlined in the Guiding Principles to the physical vision for each campus to improve the overall image and enrich the physical environment for learning.

Within each system, opportunities are identified to improve the overall effectiveness and functionality of the particular system under consideration. Both short-term and long-term improvements are identified to help define a phased implementation approach. The master planning team considered all recommendations from a holistic viewpoint to ensure that proposals work to reinforce all future goals for the Facilities Master Plan Update.

CENTRAL CAMPUS

CAMPUS ORGANIZATION

UofM's current campus organization works well with academic uses clustered near the campus core and balanced by administrative, student service, and residential space. Student services are conveniently located within UofM Central Campus. The future development goals for the Master Plan work to reinforce this organization by proposing the location of compatible facilities adjacent to one another in keeping with the current building use patterns.

The proposed plan activates both the area north of Central Avenue, as well as the land south of Southern Avenue with new uses that take advantage of their surroundings. North District development aligns closely with existing academic uses and public amenities, while South District expansion builds upon the existing student recreation options within this zone of campus.

With the exception of the Heating & Cooling Plant, all support facilities are to be relocated from the center of campus to the perimeter. Land near Highland Avenue is intended to support higher densities and mixed-use approaches to development. Student housing is primarily positioned around the perimeter of campus to better transition to residential neighborhood uses.

STUDENT HOUSING

One strategic goal for the University is to move towards a larger residential student body. In preparation for this growth, additional areas of student housing are proposed as part of this plan. New residential units in the West, South, and North Districts help support this mission and provide a variety of residential types to attract upper division and graduate students to on-campus housing.

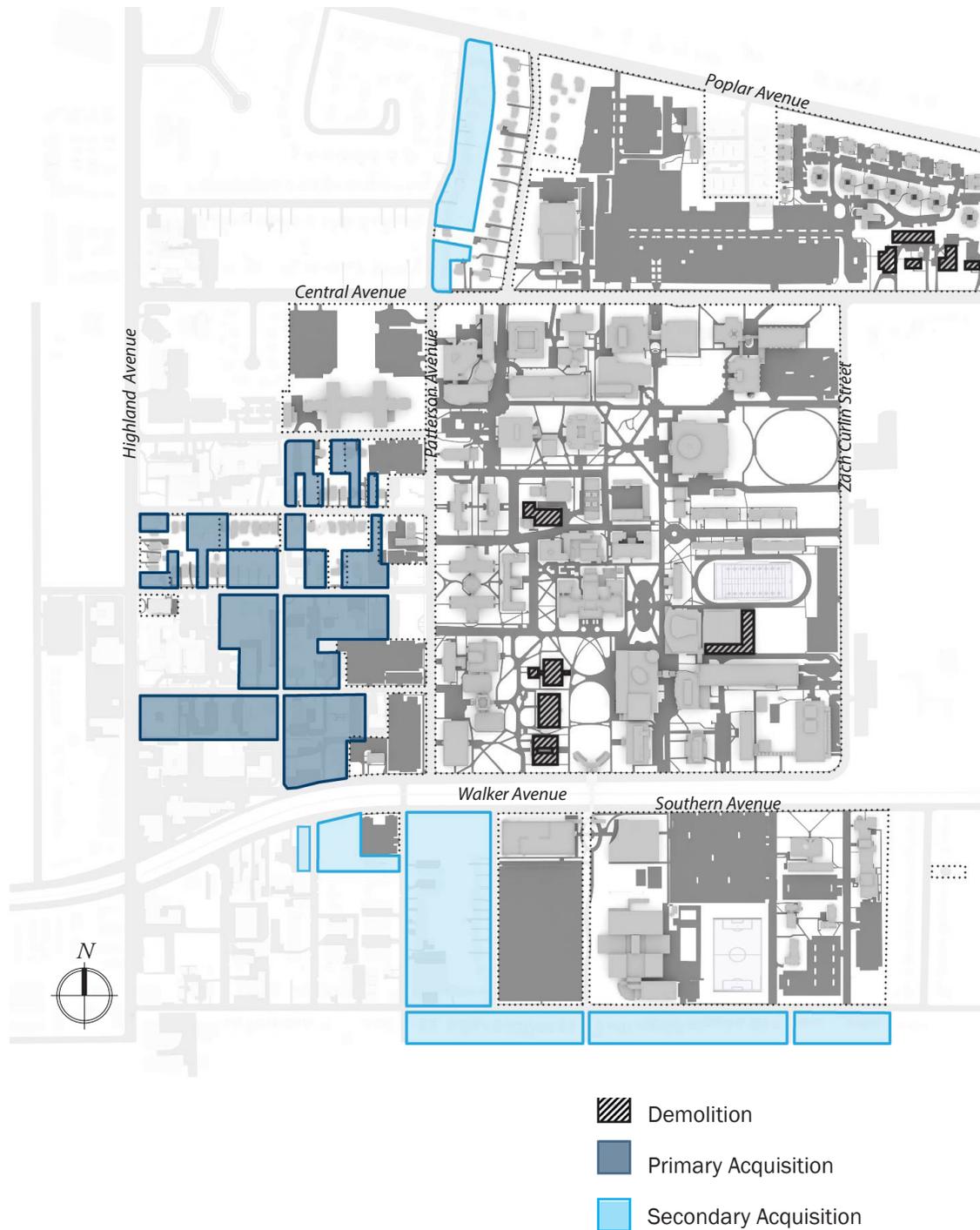
DINING

The Master Plan recommends locating some form of dining, whether it be full-service or convenience dining, within a 3-minute walk of the entire UofM Central Campus population. A dining study completed as part of the master planning effort suggests that all existing locations be maintained and upgraded, as well as the addition of two locations to better serve the expanding student populations in both the West and the South Districts.

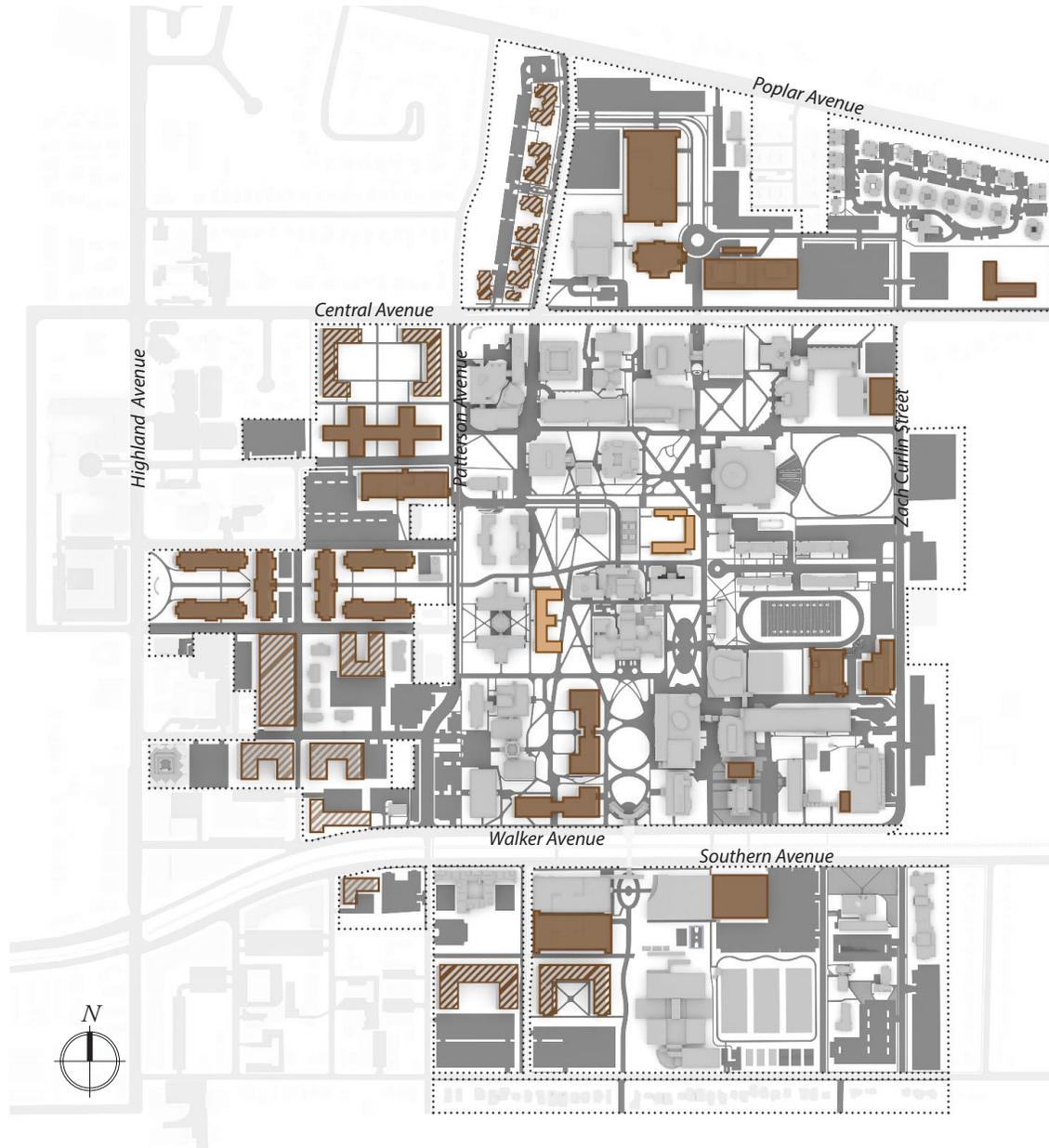


- | | |
|---|---|
| Mixed-Use | Athletic |
| Administrative | Academic |
| Student Services | Support |
| Residential | Dining |

ACQUISITION & DEMOLITION



PROPOSED BUILDINGS



- Proposed Building
- Proposed Building (Potential 3rd Party)
- Renovated Building

OPEN SPACE

The future open space strategy builds upon the existing campus open space framework and expands upon established landscape typologies. The Master Plan seeks to preserve and enhance the beautiful open space network and memorable spaces that have developed on UofM's Central Campus over many decades. A diverse variety of mature evergreen and deciduous trees dot the campus landscape, conveying a sense of place and history.

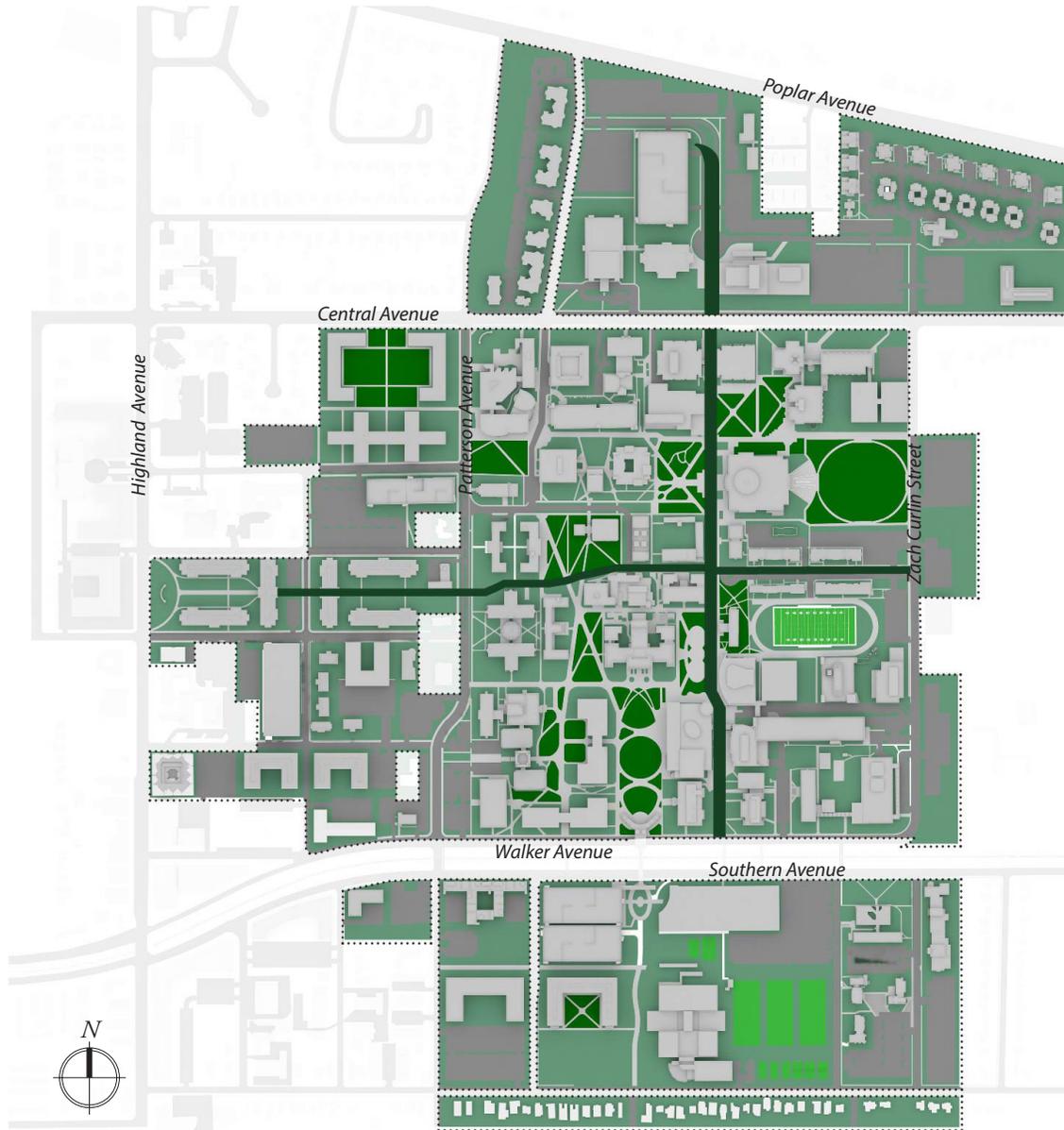
An opportunity exists to extend green space more fully throughout all areas of campus such as into the West and South Districts. These areas of campus have historically not had the same open space distribution as other areas of campus. The Master Plan recommends building upon the strong north-south and east-west pedestrian corridors to create a beautifully landscaped central promenade that unites the entire open space and pedestrian network together.

MEMORABLE OPEN SPACE

Memorable open spaces are critical to the overall open space network and to enhancing the student experience. The Master Plan identifies key points of pedestrian confluence where special plazas or landscape features would be best located. Areas near student housing, Highland Avenue, and the proposed Alumni Center are recommended as key locations for additional memorable open spaces. There is also an opportunity to strengthen the identity of some existing spaces such as The Ellipse. Through a subtle re-design of the space it has the potential to be much more heavily utilized by the campus population than it currently is today.

ATHLETIC & RECREATION SPACE

The current campus layout has limited space reserved for athletics and recreation. While most competitive athletics are located on the UofM Park Avenue Campus, UofM's Central Campus is the primary location for student recreation given the predominance of students living on or near this campus. Presently, only two fields exist, one near Roane Fieldhouse and the other near the Student Recreation and Fitness Center. The Master Plan recommends expanding recreation options on campus with the addition of 3 more fields, as well as a variety of informal recreation areas throughout campus.



-  Campus Green
-  Athletic Field
-  Memorable Open Space

CIRCULATION

A primary goal of the Master Plan is to establish a robust network of pedestrian and vehicular circulation options which provide choices for all campus users. Many mobility options are currently available on UofM Central Campus. The plan recommendations, shown here, work within the framework of the existing system to identify areas that can be improved through the expansion of service areas or elimination of conflict points.

PEDESTRIAN

UofM Central Campus is extremely walkable and proposed future development is designed to continue in this same pattern. However, there is an opportunity to better define pedestrian north-south and east-west walkways to improve safety and convenience for users. The recently completed Pedestrian Bridge over the railroad tracks serves as a dramatic improvement to pedestrian access and safety. Improved connections west to Highland Avenue would also be beneficial given the new development planned and currently occurring along this corridor.

VEHICULAR

Vehicles are able to circumnavigate campus through a series of perimeter roads. All existing primary circulation corridors are proposed to be retained. The Master Plan recommends eliminating some secondary service roadways that run into the center of campus. Elimination of these roads will greatly reduce the potential for pedestrian-vehicular conflict points.

BICYCLE

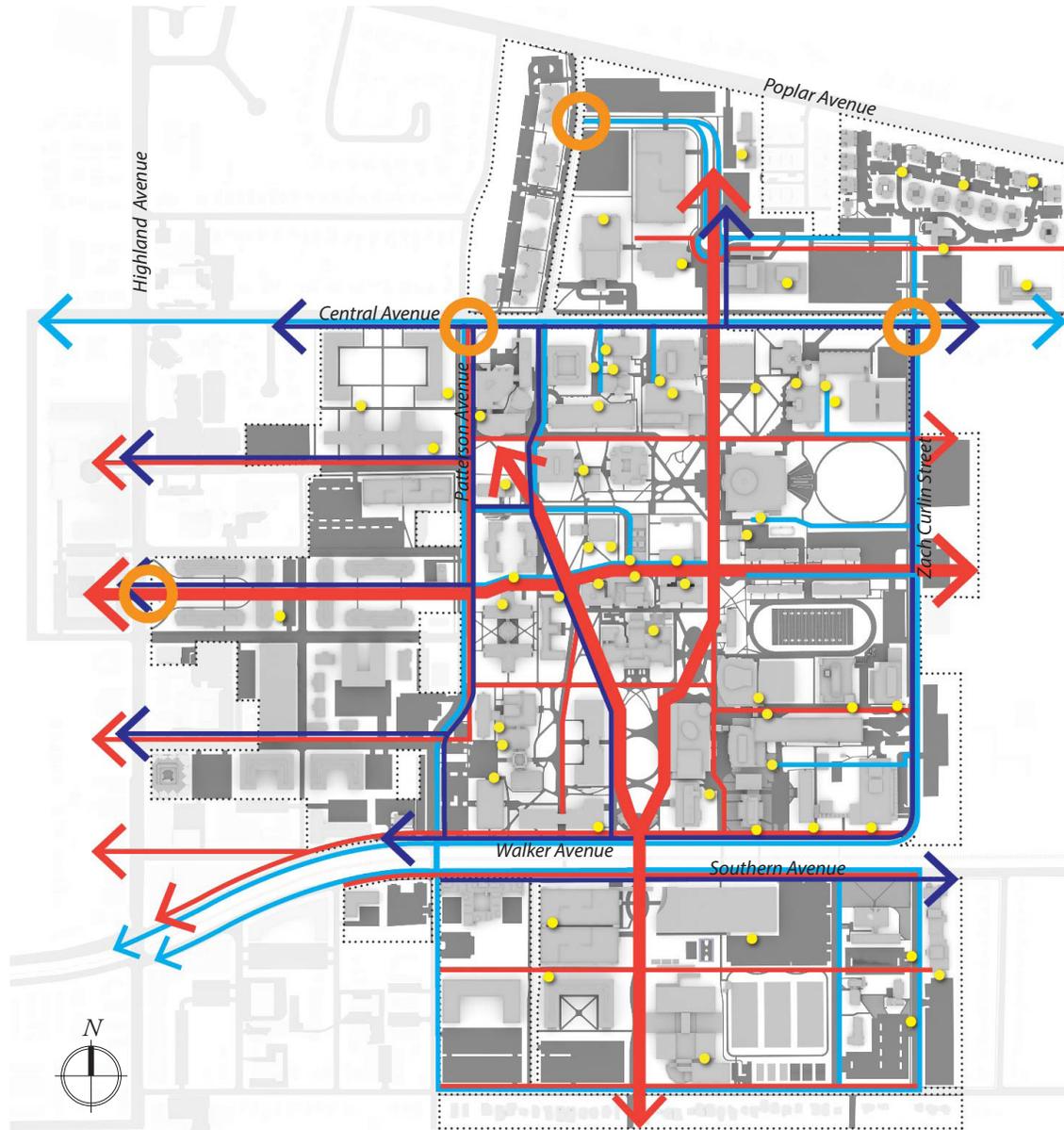
Bicycle use continues to increase in popularity on campus, but lacks robust infrastructure to support this growth. The Tiger Bike Share Program has helped accelerate this trend. A series of designated campus bicycle paths are proposed across campus to provide access to all corners of campus and to the larger regional bicycle network.

THE BLUE LINE

The Blue Line currently works effectively on campus with service around the campus perimeter, as well as access to and from the UofM Park Avenue Campus. The Master Plan recommends maintaining this system in the future.

CAMPUS GATEWAYS

The Master Plan recommends defining four entry points as key campus gateways. These include a new location on Highland Avenue, two existing entrances on Central Avenue, and one on Deloach Street to service the new parking structure. Each primary campus gateway should be enhanced with signage and landscaping.



- ↔ Vehicular Circulation
 ● Service Entry
- ↔ Pedestrian Circulation
 ○ Primary Gateway
- ↔ Bicycle Circulation

PARKING

At present, the campus parking system functions near capacity with a surplus on the UofM Central Campus of only 12%. As UofM's Central Campus continues to grow and expand, parking that is displaced will need to be replaced and additional resources will also be needed. During the 1- to 10-year future, parking difficulties begin to ease with the addition of the Recreation Center Parking Structure. The data shows that there continues to be an acceptable surplus of parking on both campuses. While the parking evaluation predicts improved conditions, parking near the center of UofM Central Campus continues to be over capacity.

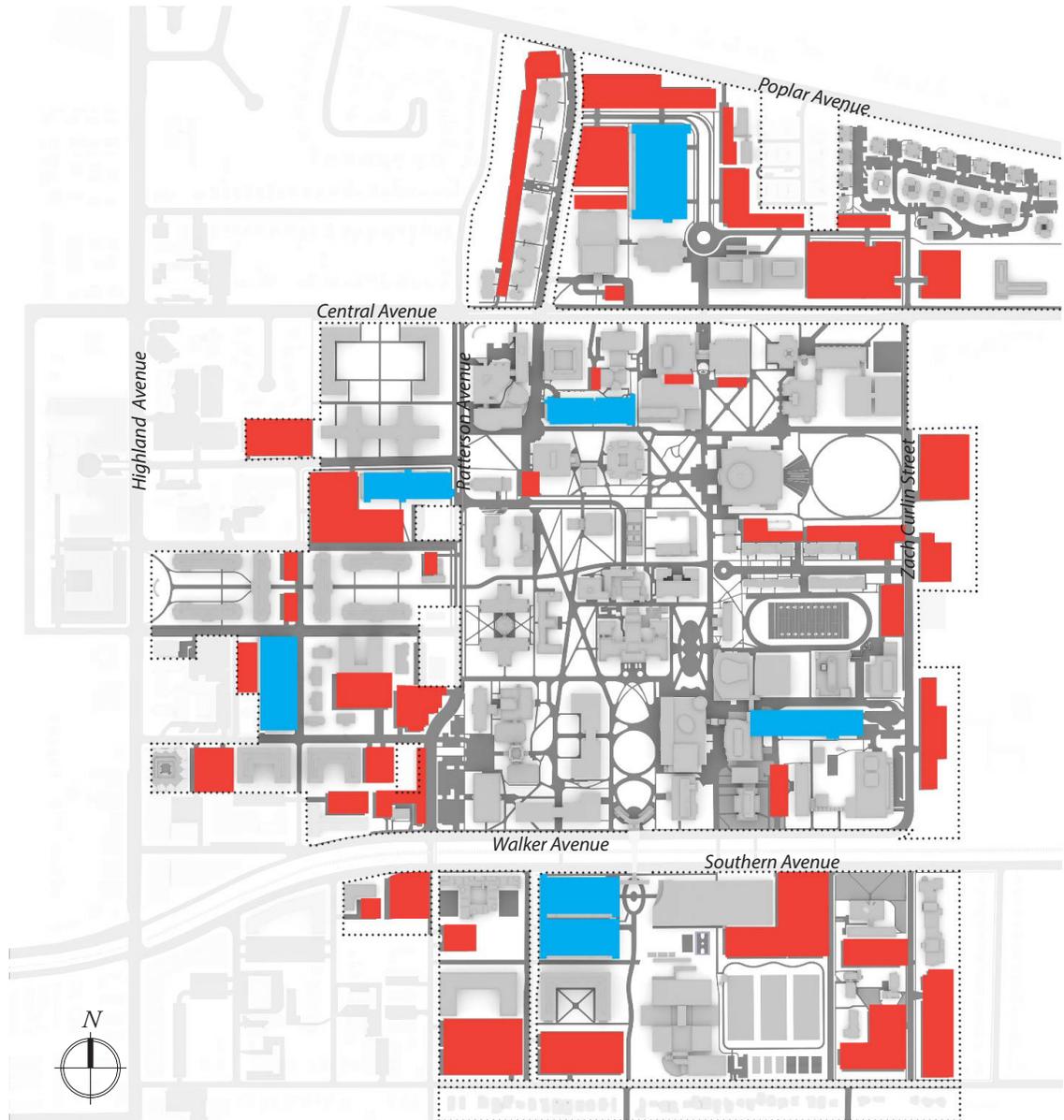
Beyond the 10-year mark, parking difficulties reach a peak. The data shows that there is an unacceptable demand for parking on the UofM Central Campus. In order to meet the project demand, two additional parking structures will be needed and a comprehensive range of alternative transportation options such as bicycle, shuttle, and carpooling should be encouraged.

SURFACE PARKING

UofM's Central Campus should work to eliminate the number of small parking lots located within or near the campus core. These parking areas create potential vehicular-pedestrian conflict points and detract from the overall walkability of campus. In addition, the excessively large surface parking lots located on the northern and southern areas of campus should be deconstructed over time into smaller more navigable parking systems.

STRUCTURED PARKING

Two parking structures currently exist on UofM Central Campus. The Master Plan recommends the addition of four parking structures to accommodate the long-term build-out of the campus. A parking study was completed as part of this master planning effort which revealed that future campus expansion and population growth will drive the need for additional structured parking. Additional development surrounding the community will further add to the parking demand. Each proposed deck targets a different area of campus: North District, West District, and South District. All are easily accessible from primary vehicular circulation routes and prevent vehicles from entering the campus core.



- Surface Parking
- Parking Structure

PARK AVENUE CAMPUS

CAMPUS ORGANIZATION

Many of the existing facilities on the UofM Park Avenue Campus date back to the property's earlier history as a military hospital. As such, many have now fallen into disrepair and warrant removal. The proposed campus organization shown in this adjacent diagram establishes a new vision for the campus, while respecting the historic layout and circulation of its past use.

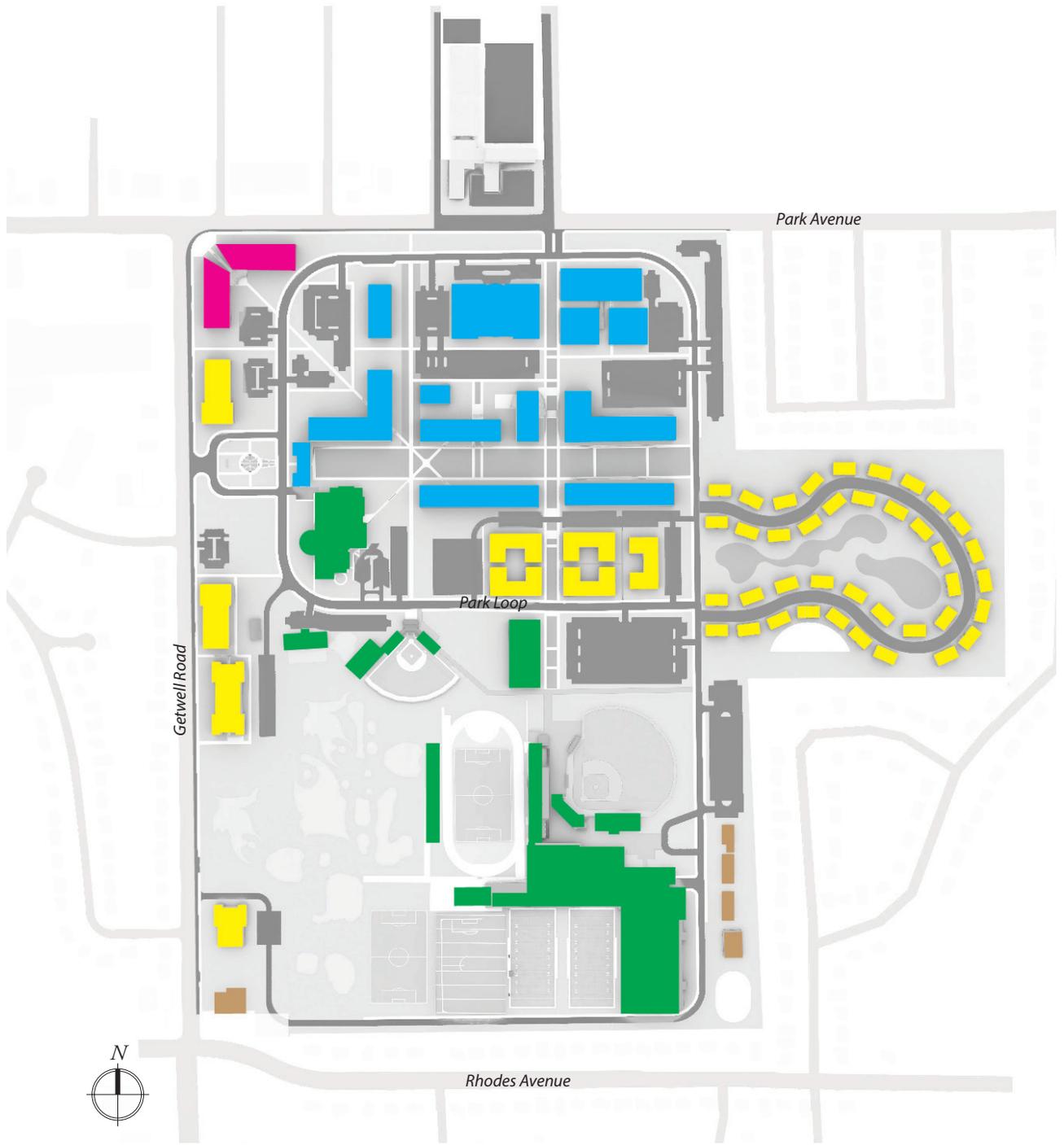
Athletic facilities serving golf, track and field, football, baseball, softball, and soccer occupy the southern portion of the campus. A new academic district is proposed for the northern portion of campus with a focus on the health sciences. Many of these buildings are currently unprogrammed and would also be compatible with administrative uses, partnership or business incubator space, or student housing. The proposed plan takes advantage of both the Getwell Road and Park Avenue street frontages.

STUDENT HOUSING

Housing on the UofM Park Avenue Campus is an area that was further explored, with an emphasis on family and graduate student housing. Housing on the UofM Park Avenue Campus serves as “last chance” housing for some students and also provides residence for those who potentially could not otherwise attend the University. However, it does not consistently perform financially and there is significant deferred maintenance, as well as above average vacancies. An in-depth additional evaluation of whether and how family housing supports institutional goals is merited in the future.

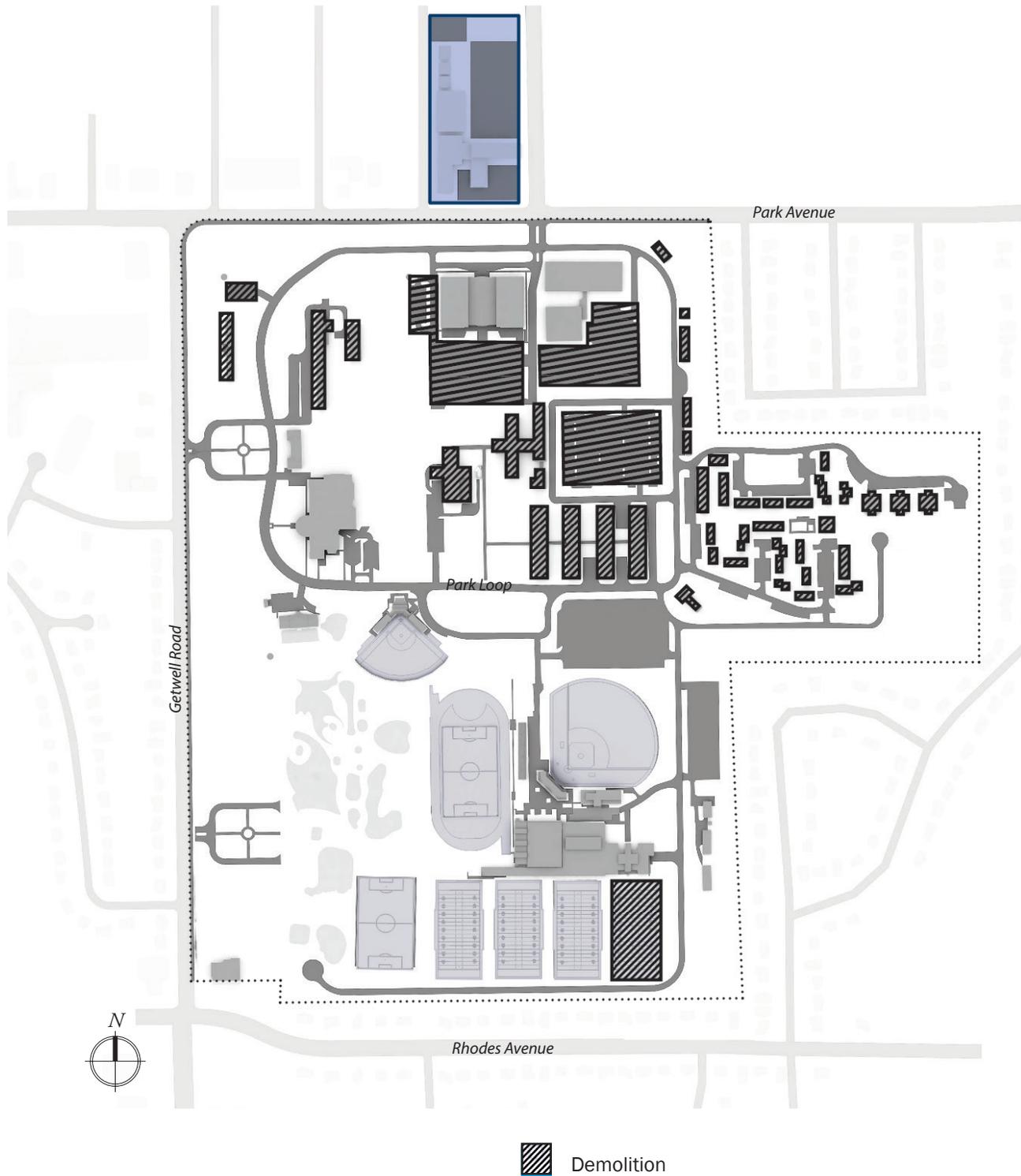
DINING

No dining facilities currently exist on the UofM Park Avenue Campus. As the campus grows and evolves to support a more robust student, faculty, and staff population, dining options will need to be re-considered. A central location within the academic core is an ideal place to position future dining to serve the majority of the UofM Park Avenue Campus population.



- | | |
|---|--|
| ■ Academic | ■ Support |
| ■ Residential | ■ Mixed-Use |
| ■ Athletic | |

ACQUISITION & DEMOLITION



PROPOSED BUILDINGS



 Proposed Building

OPEN SPACE

The Master Plan recommends establishing a well-defined open space network as part of the future vision for the UofM Park Avenue Campus. This can be done in incremental phases as new development projects come online. Open space areas are proposed to function as organizing elements linking future development in the northern area of campus with the established south athletic district.

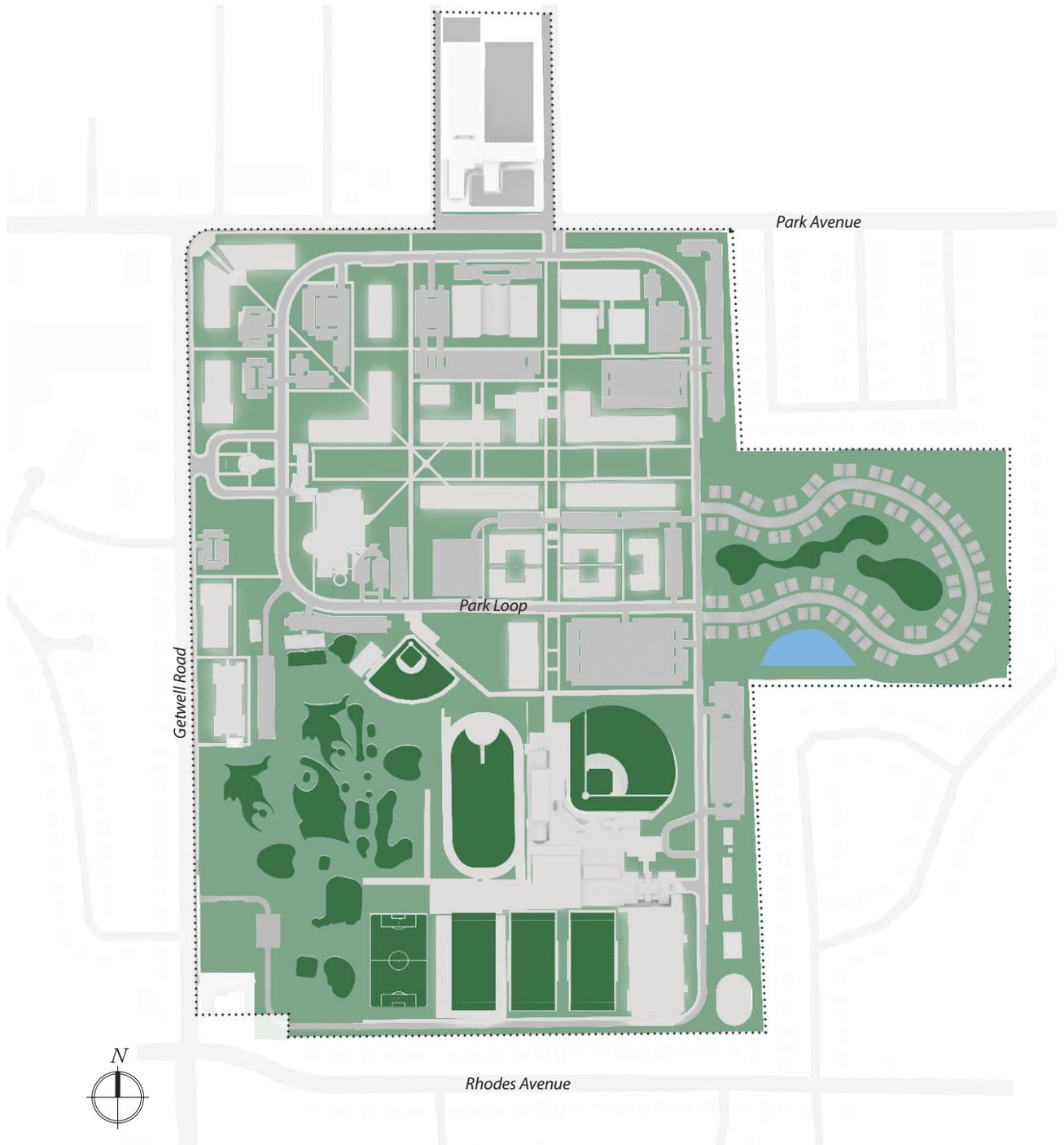
One of the most prominent ecological features on the UofM Park Avenue Campus is the stand of stately oak trees planted along the entire campus perimeter and interior roadways. The Master Plan recommends preserving these canopy trees by retaining the existing campus vehicular circulation network and ensuring proposed buildings are setback an appropriate distance from both Getwell Road and Park Avenue, as shown on the adjacent plan graphic.

MEMORABLE OPEN SPACE

The UofM Park Avenue Campus currently lacks any memorable open space that allows individuals to gather and enjoy nature. An opportunity exists to establish a central east-west green space to define the academic core, as well as a smaller quadrangle to the east that establishes a separate community of buildings which may be used for academic, and administrative needs or student housing, if the need arises. A linear north-south pedestrian promenade connects campus to both the adjacent community and to the south.

ATHLETIC & RECREATION SPACE

The UofM Park Avenue Campus is the focal point for UofM competitive sports. Golf, track and field, football, baseball, softball, and soccer all have nice, new facilities in the southern portion of the campus. Track and field, softball, baseball, and soccer also compete at this location. Future plans for the campus recognize the importance of athletics in the southern area of this campus and work to strengthen athletic opportunities in this location. The southern portion of campus has been dedicated to these athletic activities.



-  Campus Green
-  Athletic Field
-  Memorable Open Space
-  Detention Basin

CIRCULATION

The future framework for the UofM Park Avenue Campus builds upon the existing pedestrian and vehicular infrastructure currently found here by preserving large portions of Park Loop Road. However, an opportunity exists to establish a new comprehensive network of circulation that provides better access across all of campus and to the surrounding neighborhoods.

PEDESTRIAN

The Master Plan recommends establishing additional pedestrian circulation paths to allow a campus user to access all areas of the property on foot. The diagram to the right, shows how pedestrian circulation can be used to better unite the entire campus both internally and to the adjacent communities.

VEHICULAR

Park Loop Road provides a way to circumnavigate campus that closely follows the existing road layout of Kennedy General Hospital. This circulation pattern works well and provides access to all site facilities. The Master Plan recommends that it be preserved.

BICYCLE

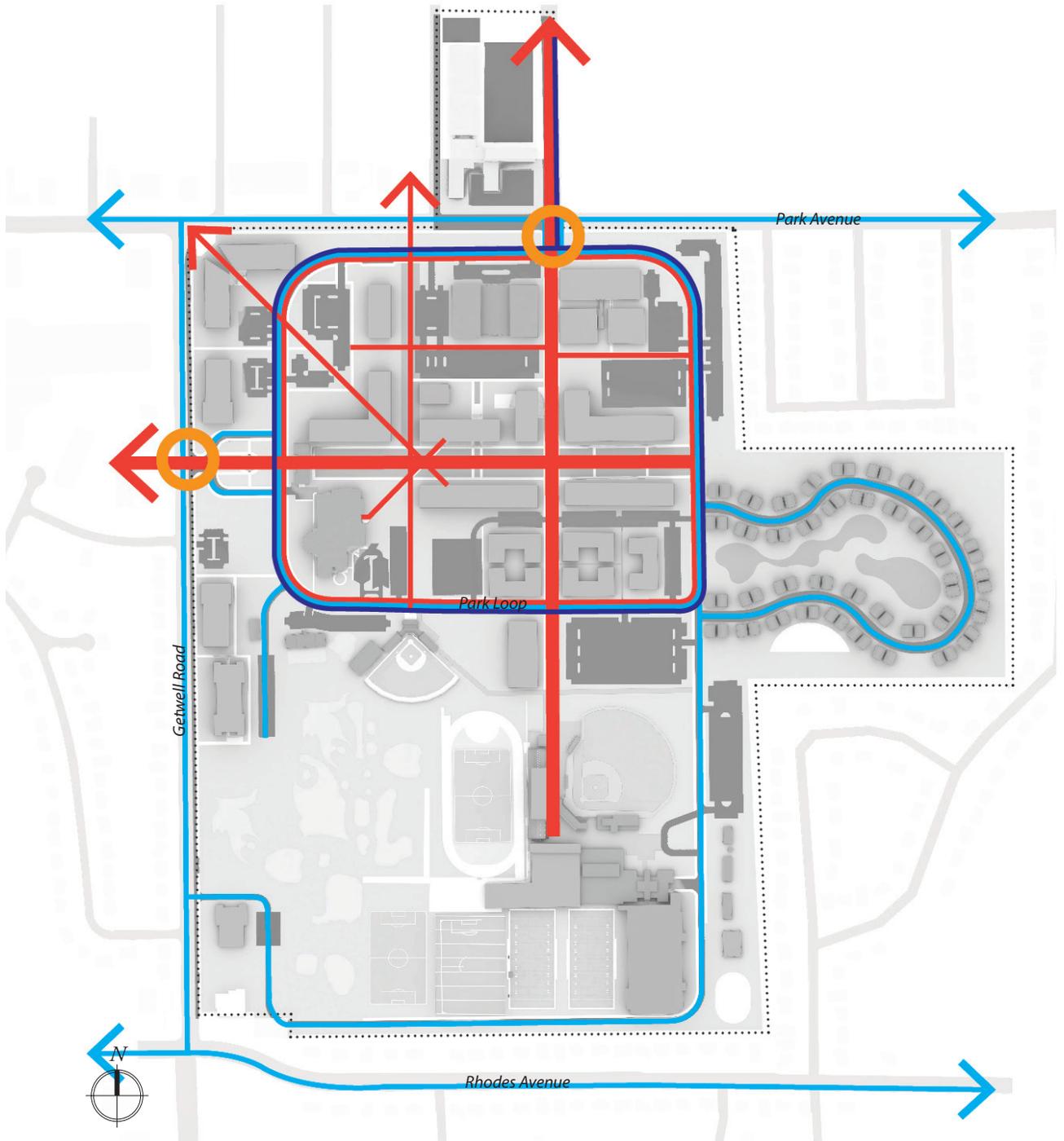
Bicycle use is virtually non-existent right now on this campus, although it is advantageous to encourage implementation of infrastructure and facilities to promote use. Defined bicycle paths are recommended along Park Loop Road with a connection to Park Avenue. A city sponsored bicycle system is proposed along Goodlett Road that provides connection north to UofM's Central Campus. Any internal campus efforts should be sure to align with larger city and regional proposed bicycle infrastructure.

THE BLUE LINE

The Blue Line benefits the UofM Park Avenue Campus by providing free shuttle service to and from UofM Central Campus. This service should continue to operate frequently to allow for easy access between the two campuses. An ideal service route on the UofM Park Avenue Campus for the Blue Line would be to follow Park Loop Road.

CAMPUS GATEWAYS

The Master Plan recommends establishing two primary campus gateways, one along Getwell Road and one on Park Avenue. Only one campus entry presently exists on the UofM Park Avenue Campus. It is located along the northern portion of Getwell Road. A third unused entry on Getwell Road can be used for facilities and service access.



-  Vehicular Circulation
-  Pedestrian Circulation
-  Bicycle Circulation
-  Primary Gateway

PARKING

At present, the UofM Park Avenue Campus parking system functions with a surplus of 14%. The campus currently supports 1,060 existing parking spaces. All available spaces are located within surface parking lots. Given the underutilized nature of many of the existing buildings on this campus, this is not unexpected. However, the campus is slated to grow over the next decade with additional academic and athletic uses which will generate increased future parking demands.

SURFACE PARKING

All existing parking spaces on the UofM Park Avenue Campus are currently located in surface parking lots. Numerous small parking lots located directly adjacent to building entries dot the campus. The long-term framework proposed as part of the Master Plan recommends grouping parking spaces together in larger surface lots located along the Park Loop Road and near the perimeter of campus buildings. This limits the amount of excess driving needed for individuals to find an available space.

The improvement projects proposed for the UofM Park Avenue Campus are conceptual in nature and have not yet been programmed. The specific uses may change as plans for the campus solidify. As such, parking resources may need to be increased in the future.

STRUCTURED PARKING

As the UofM Park Avenue Campus continues to expand, there may be a need for structured parking to accommodate increased population density. Specific parking lots on the southern side of Park Loop Road are appropriately sized to allow for a future parking garage, if the need arises.



 Surface Parking

LAMBUTH CAMPUS

CAMPUS ORGANIZATION

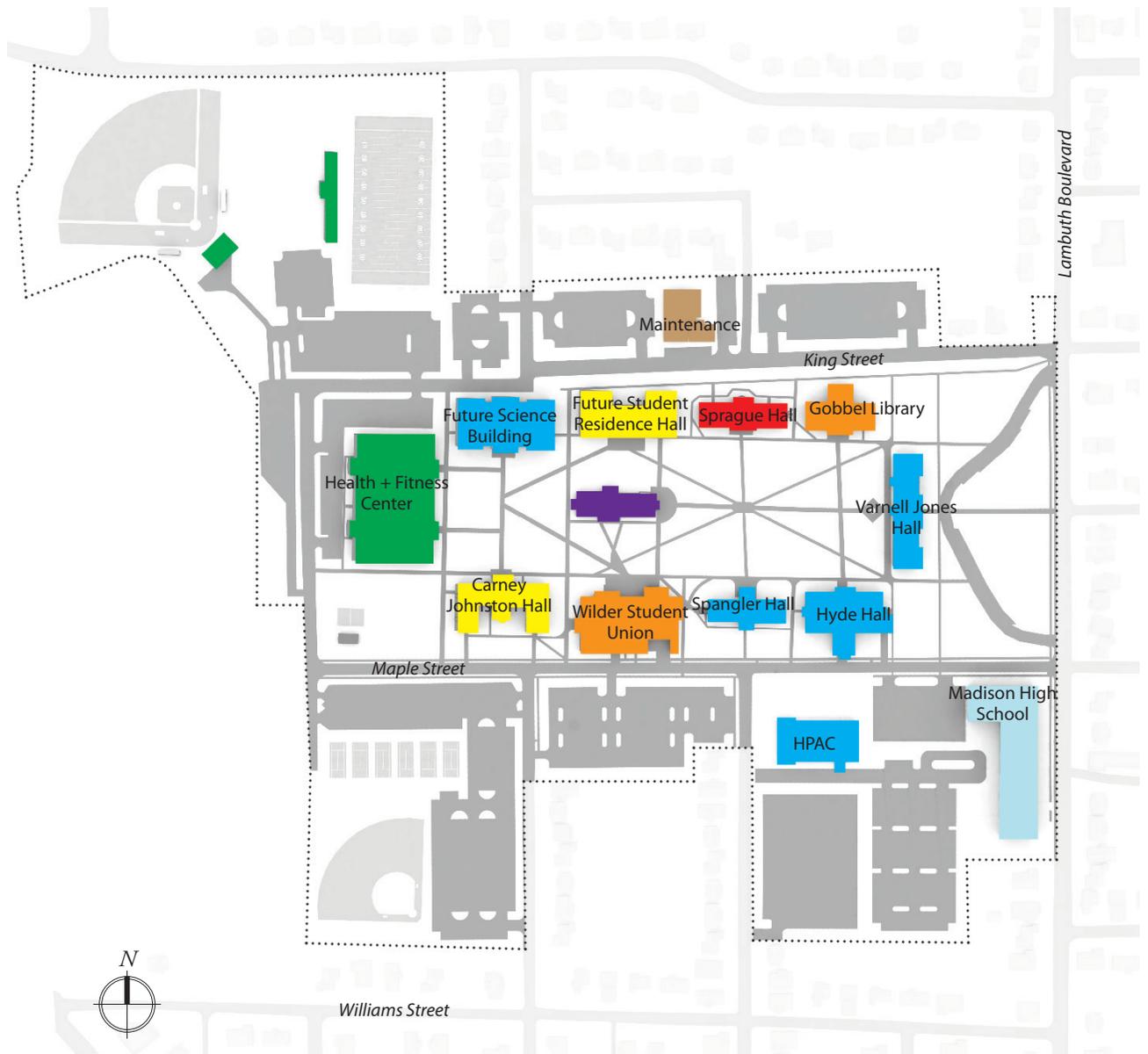
The existing UofM Lambuth Campus is well-organized with a central open space framed by academic, administrative, student service, recreation, and residential uses. Womack Memorial Chapel sits prominently in the center of the quadrangle. The Master Plan recommends preserving this existing campus framework and finding ways to improve it through the addition of new buildings and open space enhancements.

STUDENT HOUSING

Carney-Johnston Residence Hall was recently renovated to provide 190 beds on campus. As UofM Lambuth Campus grows, it is expected that additional student housing will be needed. Two out of the three buildings that are currently offline were previously used as residence halls. None of the shuttered halls will be cost effective to return to student housing. Instead, the Master Plan recommends constructing a new residence hall in place of Harris Hall to better serve future students. The remaining former residence halls would be well-suited for conversions to administrative or academic future uses. The presence of student housing on the north and south side of the quadrangle will help to drive activity across the entire UofM Lambuth Campus. The Master Plan recommends the removal of Oxley Square Commons. The UofM Lambuth Campus has capacity to accommodate increased student housing demand on campus without the use of Oxley Square Commons.

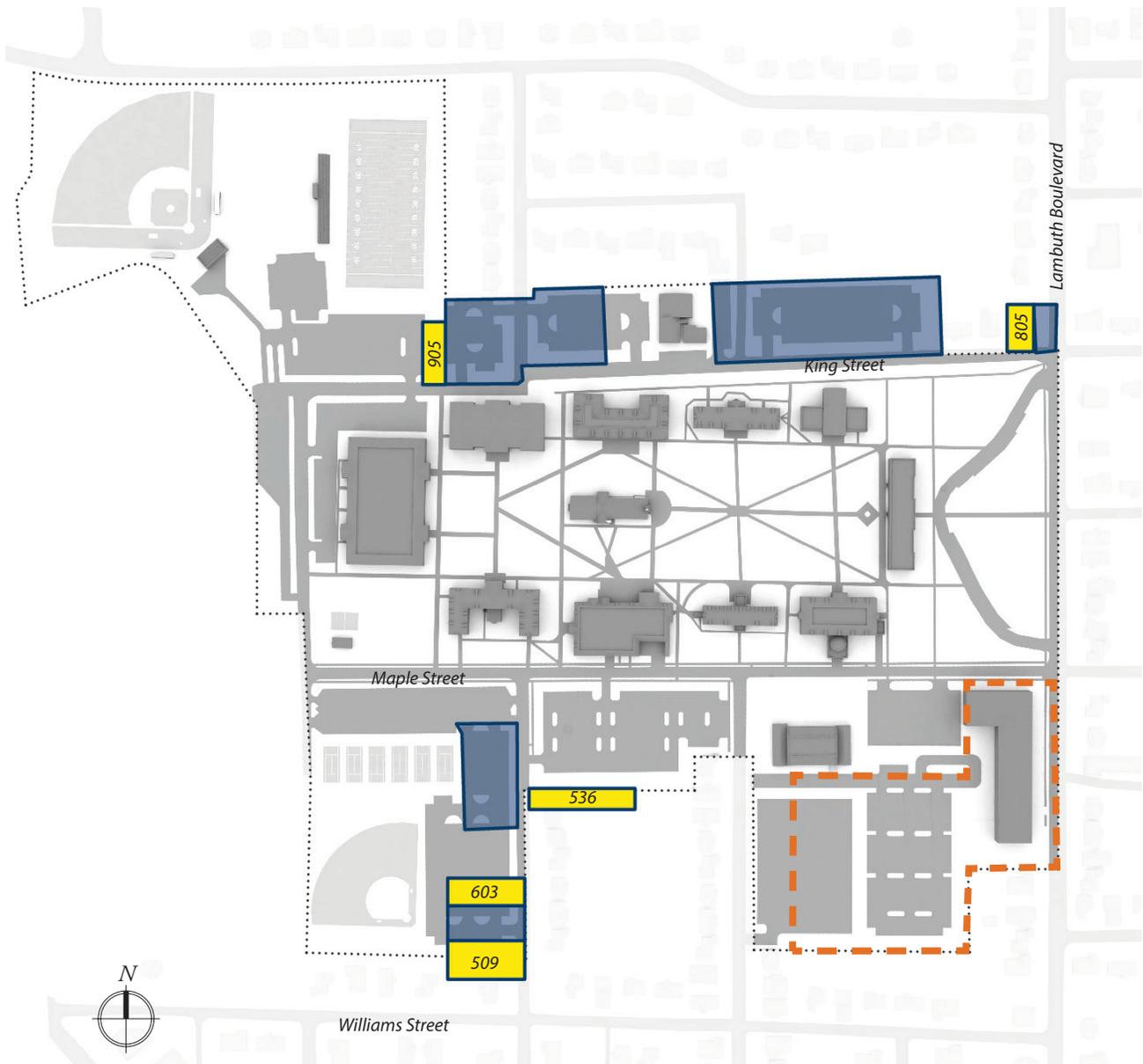
DINING

One dining facility presently exists within Wilder Student Union. The Master Plan recommends retaining this existing dining facility and considering possible upgrades to expand current dining hours and menu options. As the campus grows, there may be a future need to consider additional dining space or a grab-n-go dining location.



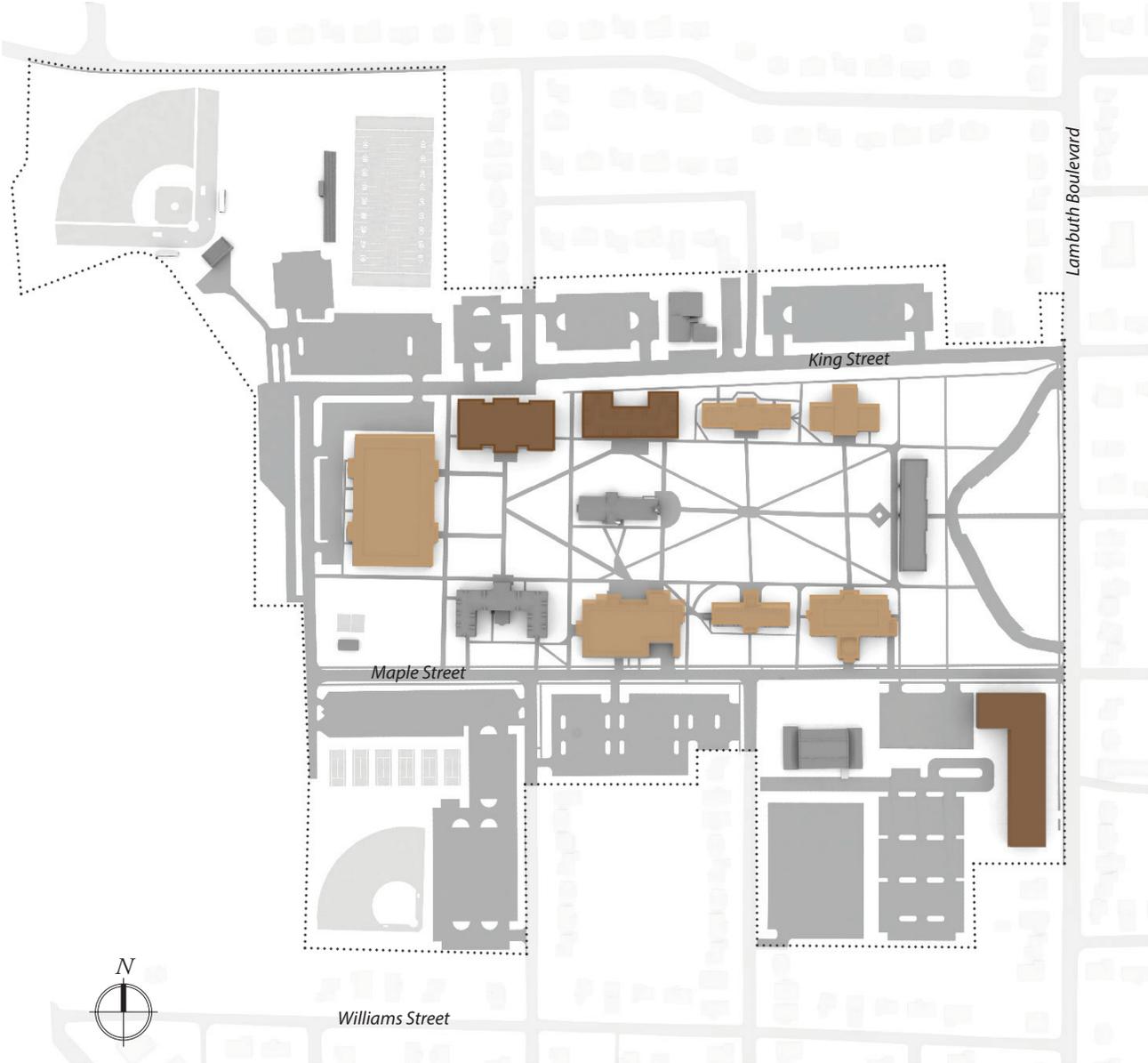
- Administrative
 - Student Services
 - Residential
 - Athletic
 - Academic
- Chapel
 - Support
 - Dining
 - Madison High School

ACQUISITION & DEMOLITION



- Land Disposal for Madison High School (4.486Acres/195,413 sf)
- Demolition
- Future Acquisition
- CRA Donation

PROPOSED BUILDINGS



- Proposed Buildings
- Renovated Buildings

OPEN SPACE

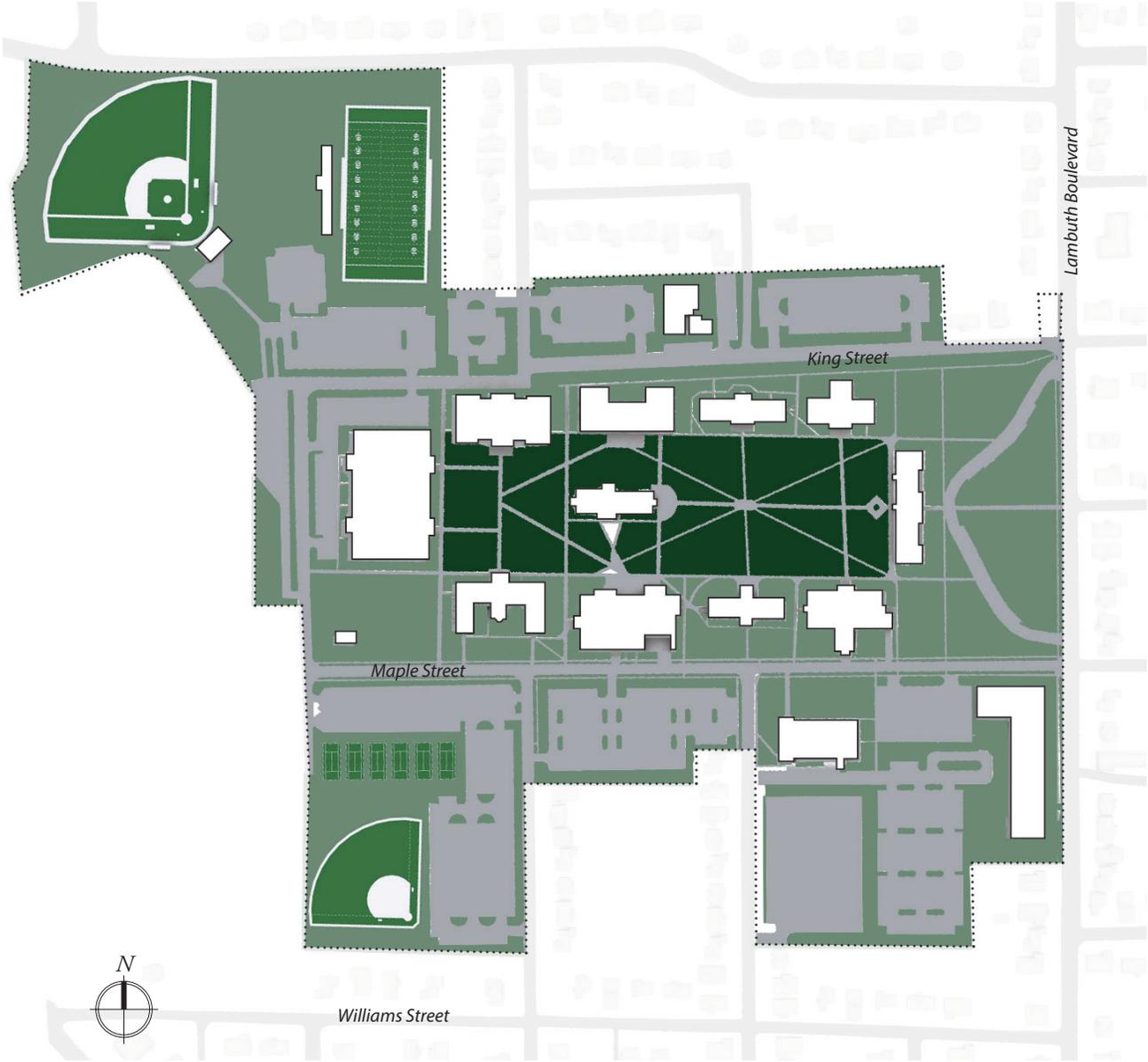
The formal organization and park-like setting of the UofM Lambuth Campus is a desirable feature and lends identity to the campus. The Master Plan recommends that all future development efforts strive to retain this aspect of the campus. The proportion of open space to impervious surface is currently at a desirable balance. The placement of future buildings should work to reinforce the central quadrangle, as well as better define the Lambuth Boulevard street frontage.

MEMORABLE OPEN SPACE

The central quadrangle is the defining feature of the campus. With such a dramatic open space, it is impossible to consider establishing a competing memorable open space area nearby. The quadrangle is accented by a diversity of mature trees and shrubs that frame the existing buildings and convey a traditional collegiate quality to the entire campus. Instead, efforts should focus on minor improvements to all campus open spaces to ensure the replacement of canopy trees and foundation landscaping, as well as the elimination of problem areas related to ponding and accessibility. The Master Plan recommends that this space continue to serve as the most memorable open space area on campus. All other areas should be attractive in their appearance, but secondary in their role to the quadrangle.

ATHLETIC & RECREATION SPACE

The UofM Lambuth Campus currently does not support any competitive UofM athletic teams. The football, soccer, baseball, and softball fields, as well as tennis and sand volleyball courts that are present on campus are all remnants from Lambuth University. However, these fields and courts are all actively used both by UofM students and the community-at-large for recreational purposes. They remain an important part of the campus fabric that should be adequately maintained and preserved.



- Campus Green
- Athletic Field
- Memorable Open Space

CIRCULATION

A primary goal of the Master Plan is to provide a comprehensive vehicular and pedestrian circulation network in and around campus in the future. The UofM Lambuth Campus is primarily accessed by one of two entry points along Lambuth Boulevard. There is no optimal solution to change this pattern. As a result, the majority of vehicular circulation uses three perimeter roadways to traverse campus. The proposed plan recommends enhancing these roadways and eliminating parking that directly abuts vehicular paths, resulting in potential conflict points. In general, campus circulation works well and should be maintained.

PEDESTRIAN

Future development should be located in close proximity to the center of campus to maintain the highly walkable nature of this property. Overall, the pedestrian network is strong within the central quadrangle, but weakens as it moves outward to the campus perimeter with noticeable gaps in connectivity. An opportunity exists to simplify the pedestrian circulation network by creating a series of key north-south and east-west corridors that are all designed to be ADA accessible.

VEHICULAR

Vehicles are restricted to three roadways that frame central campus: King Street, Maple Street, and Lambuth Boulevard. This is a very desirable approach to vehicular circulation by greatly limiting the number of potential pedestrian-vehicular conflict zones. This approach should be maintained as the campus grows and evolves.

BICYCLE

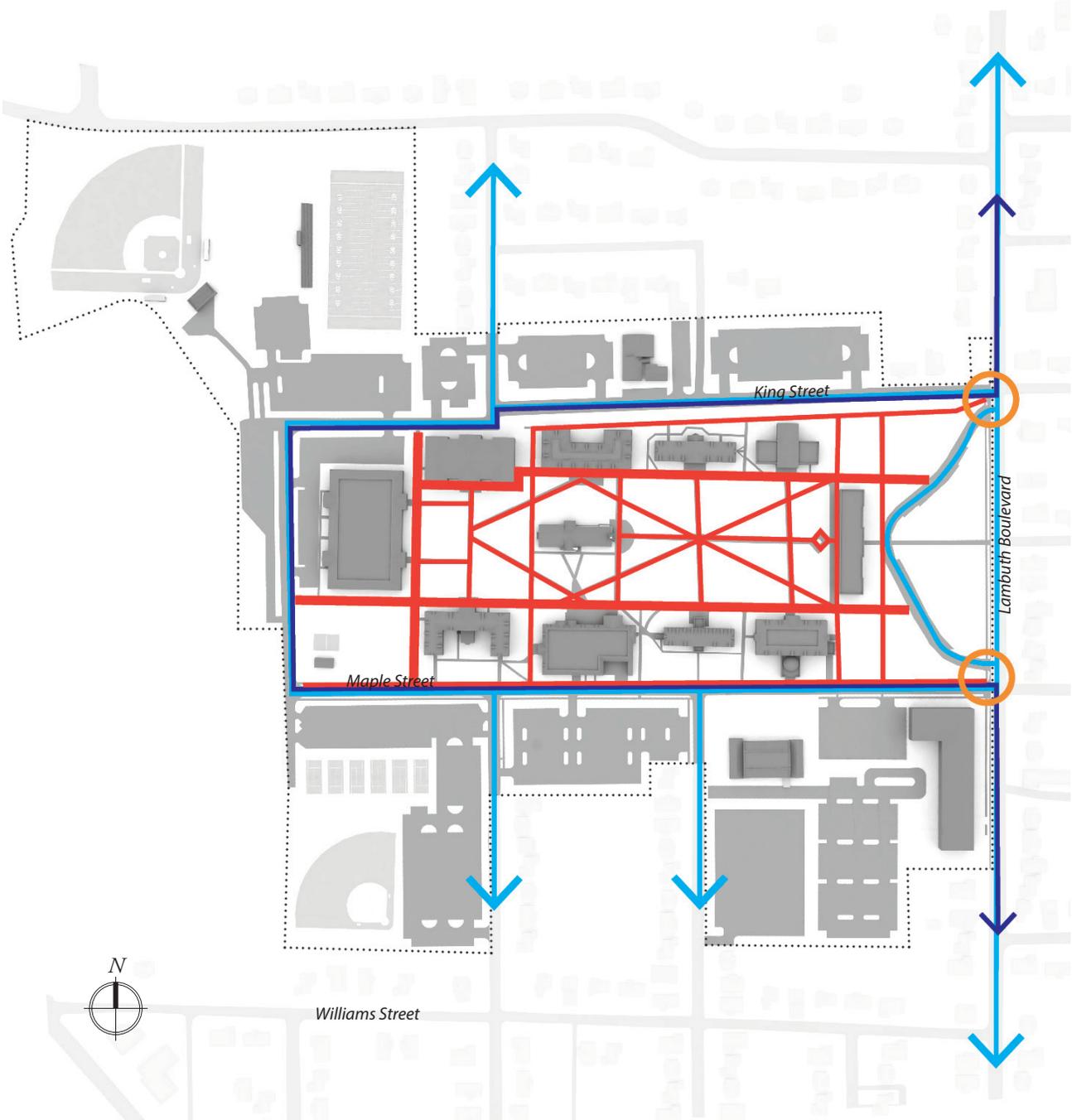
Bicycle usage should be encouraged on campus with the addition of bicycle lanes on the primary roadways and several key connections across the central quadrangle.

PUBLIC TRANSIT

No UofM supported shuttle service currently exists on the UofM Lambuth Campus. The compact nature of the campus reduces the need for a shuttle. Jackson Transit Authority does provide bus service to the campus with a route running along Lambuth Boulevard. This is a tremendous asset to the University that should be maintained, if possible.

CAMPUS GATEWAYS

As noted above, two entry points along Lambuth Boulevard provide primary access to the campus. Landscape and signage enhancements will alert visitors and project a positive campus image.



-  Vehicular Circulation
-  Pedestrian Circulation
-  Bicycle Circulation
-  Service Entry
-  Primary Gateway

PARKING

The future goal for the Master Plan is to return the UofM Lambuth Campus to a center of vibrancy within Jackson by achieving a student population of 2,500. It is predicted that the campus will attract a significant number of students that live in the Jackson metropolitan region and will commute to campus for classes. This scenario demands that appropriate parking be provided to meet the needs of this future student population. Growth is not expected to occur all at once, but rather gradually over a 10-year period. Parking expansion will be phased and constructed on an as-needed basis to accommodate campus growth.

SURFACE PARKING

The UofM Lambuth Campus currently contains 388 parking spaces. The majority of this parking is located outside of the campus core along W. King and Maple Streets. This is a desirable approach to parking to maintain a pedestrian focused central campus. In order to support a campus population of 2,600 that includes students, faculty and staff, approximately 700 additional parking spaces will be needed. To address the need for additional parking, the Master Plan proposes the acquisition of homes along W. King, Maple, and Burkett Streets to allow for additional surface parking.

During the master planning process, campus and community constituents expressed a strong desire to preserve the historic campus quadrangle. This approach leaves limited land available for parking expansion within existing campus boundaries. Therefore, additional adjacent land is needed to accommodate future campus growth. Acquisition of property along the campus perimeter will allow all parking to be located within a 5-minute walk of University facilities. By positioning parking close to campus, it reduces safety concerns and minimizes the long-term development impacts upon the adjacent residential areas. It is the goal of the Master Plan for the UofM Lambuth Campus to expand in a compact, walkable manner.

STRUCTURED PARKING

No structured parking currently exists on the UofM Lambuth Campus. An evaluation of future campus parking demands suggests that all parking needs can be accommodated on campus through surface parking. However, space is available on southwestern perimeter lots if the need arises for a parking structure.



■ Surface Parking

06 PHASING

MASTERPLAN PROJECT & SPACE LISTING 188

CENTRAL CAMPUS PHASING 190

Phase 1 | Under Construction

Phase 2 | In Progress (Design)

Phase 3 | Near-Term

Phase 4 | Mid-Term

Phase 5 | Long-Term

PARK AVENUE CAMPUS PHASING 200

Phase 1 | Under Construction

Phase 2 | In Progress (Design)

Phase 3 | Near-Term

Phase 4 | Mid-Term

Phase 5 | Long-Term

LAMBUTH CAMPUS PHASING 210

Phase 1 | Under Construction

Phase 2 | In Progress (Design)

Phase 3 | Near-Term

Phase 4 | Mid-Term

Phase 5 | Long-Term

CAPITAL OUTLAY REQUEST 220

“The Phasing Diagrams, shown on the following pages, recommend an order in which projects are to be completed on each campus to fully realize the master planning vision.”

The following section presents a framework to guide implementation of the University of Memphis (UofM) Facilities Master Plan Update. The Phasing Diagrams, shown on the following pages, recommend an order in which projects are to be completed on each campus to fully realize the master planning vision. Several projects are already underway as shown in the Phase I and II diagrams. Rather than define a specific period in time, the diagrams convey a prioritization for implementation, as funding becomes available.

Careful consideration has been taken to ensure that the phasing order makes strategic use of UofM resources and works to strengthen academic excellence at the institution. The master planning team collaborated with University leadership to develop a Phasing and Funding Matrix to accompany each diagram. This spreadsheet, included in the Appendix, outlines approximate implementation costs and potential funding sources. The Phasing and Funding Matrix can easily be adjusted by University leadership as priorities and funding evolve over time.

A final recommendation of the Facilities Master Plan Update is to establish an Implementation Team to help facilitate implementation of the initiatives outlined in this report. The team should be comprised of a diverse group of constituents. It may be beneficial for this group to serve as a continuation of the Strategic Working Committee, which provided critical input throughout the master planning process. It is recommended that the team meet regularly to maintain momentum and provide guidance on all future projects.

MASTERPLAN PROJECT & SPACE LIST

Project	Gross Square footage	Net Square footage	Classrooms (01.100)	Lab/Studio (01.200.10/15)	Open Lab (01.200.20/25)	Research (01.200.50/55)	Office (01.300.10/15/50/55)
Main Campus							
1 Recreation Expansion	78,000	45,000		15,000			
2 Biochemistry and Biology (2 bldgs)	140,000	80,000		30,000		40,000	10,000
3 Music Center	82,000	55,000	10,000	40,000			5,000
4 Alumni Center	105,000	58,000					
4 Art Gallery	25,000	18,000		8,000		2,000	
5 STEM Facility	65,000	42,000	7,100	4,250	600	42,628	28,948
6 New Classroom Building	114,000	70,000	30,000		10,000		30,000
Demolition Mitchell	(53,138)	(32,559)	(15,994)		(3,567)		(12,275)
Demolition Clement	(61,896)	(38,340)	(15,574)		(2,436)	(1,365)	(18,965)
7 Physical Plant	42,000	30,000					
9 New Classroom Building	52,000	24,000	8,000		8,000	8,000	
Demolition Ellington	(52,547)	(23,881)	(8,369)		(7,357)	(8,155)	
11 Life Sciences Addition	12,960	10,000				10,000	
12 Renovate Herzog for Academic	41,574	28,665		10,035	1,062		17,568
13 Residence Halls (800 beds)	260,000	200,000					
14 Research Park	120,000	78,000				78,000	
15 Parking Garage Expand South (300)	120,000	120,000					
16 Parking Garage West / Research	150,000	150,000				30,000	
19 Parking Garage Norriswood (800)	240,000	240,000					
19 Parking Garage Central (800)	240,000	240,000					
20 CFA entry expansion	7,000	5,000					
24 Student Housing (1400 beds)	420,000	294,000					
25 Physical Plant expansion	18,000	16,000					
26 Kindergarten	5,000	4,000	4,000				
27 Campus School Expansion	6,000	4,500	4,500				
29 Mynders Academic / Research	52,600	40,000				20,000	20,000
Demolish Art building	(21,663)	(16,582)		(10,035)	(1,062)	(4,504)	(981)
totals	2,206,890	1,740,803	23,663	97,250	5,240	216,605	79,295

Project	Gross Square footage	Net Square footage	Classrooms (01.100)	Lab/Studio (01.200.10/15)	Open Lab (01.200.20/25)	Research (01.200.50/55)	Office (01.300.10/15/50/55)
Park Ave							
1 Community Health Facility (existing no impact_)							
2 Basketball Practice Facility (existing)							
3 Athletic Welcome Center	25,000	18,000					
4 Softball Training Facility (existing)							
5 Future Housing Village (80 units)	120,000	78,000					
6 Academic/Research Building-A	173,100	112,515	45,006			56,258	11,252
7 Academic/Research Building-B	204,200	132,730	53,092			66,365	13,273
8 Academic/Research Building-C	57,600	37,440	14,976			18,720	3,744
9 Academic/Research Building-D	57,600	37,440	14,976			18,720	3,744
10							
11 Academic/Research Building-F	91,200	59,280	23,712			29,640	5,928
12							
13							
14							
15							
16 Academic/Research Building-I	148,100	96,265	38,506			48,133	9,627
17 Mixed-Use/Housing A	167,460	108,849					
18 Mixed-Use/Housing B	87,620	56,953					
19 Mixed-Use/Housing C	87,620	56,953					
20 Mixed-Use/Housing D	102,000	66,300					
21	102,000	66,300					
22 Physical Plant Operations	10,000	6,500					
24 Soccer Support Facility	8,000	5,200					
25 Indoor Football Practice Expansion (existing)							
26 Support Facility	6,000	3,900					
28 Student Venture (existing)							
Demolish(2,8,113,34,50,45,46,47,48, fire station)	(112,174)	(72,913)					
ADF							
Totals	1,335,326	869,712	190,268	0	0	237,835	47,567
Gross impact main and park campus	3,542,216	2,610,514	213,931	97,250	5,240	454,440	126,862

MAIN CAMPUS PHASING

PHASE 1 | UNDER CONSTRUCTION

01. Patterson Avenue Realignment
02. Renovation of Existing Student Recreation and Fitness Center; Intramural Fields/ Tennis Courts





00 proposed

00 Removal

MAIN CAMPUS PHASING

PHASE 2 | IN PROGRESS (DESIGN)

- 01. Music Center
- 02. Student Wellness and Fitness Center





00 proposed 00 Removal

MAIN CAMPUS PHASING

PHASE 3 | NEAR-TERM

01. DeLoach Street Housing Development
02. Highland Road Campus Entry
03. Highland Avenue Green
04. Research Park - Building A
05. Research Park - Building B
06. Research Park - Building C
07. Mixed Use/Research and Parking Structure and land transfer for DeLoach Street Housing Development
08. Patterson Avenue Streetscape
09. Mitchell Hall - Removal
10. Academic Building (Replacement for Mitchell Hall)
11. Ned R. McWherter Library (1st Floor Learning Commons)
12. Ellipse Open Space Improvements
13. STEM Research and Classroom Building (Phase I)
14. Astrotuf Field

** Research modernization for multiple campus buildings including Chemistry, Life sciences, Psychology and Manning



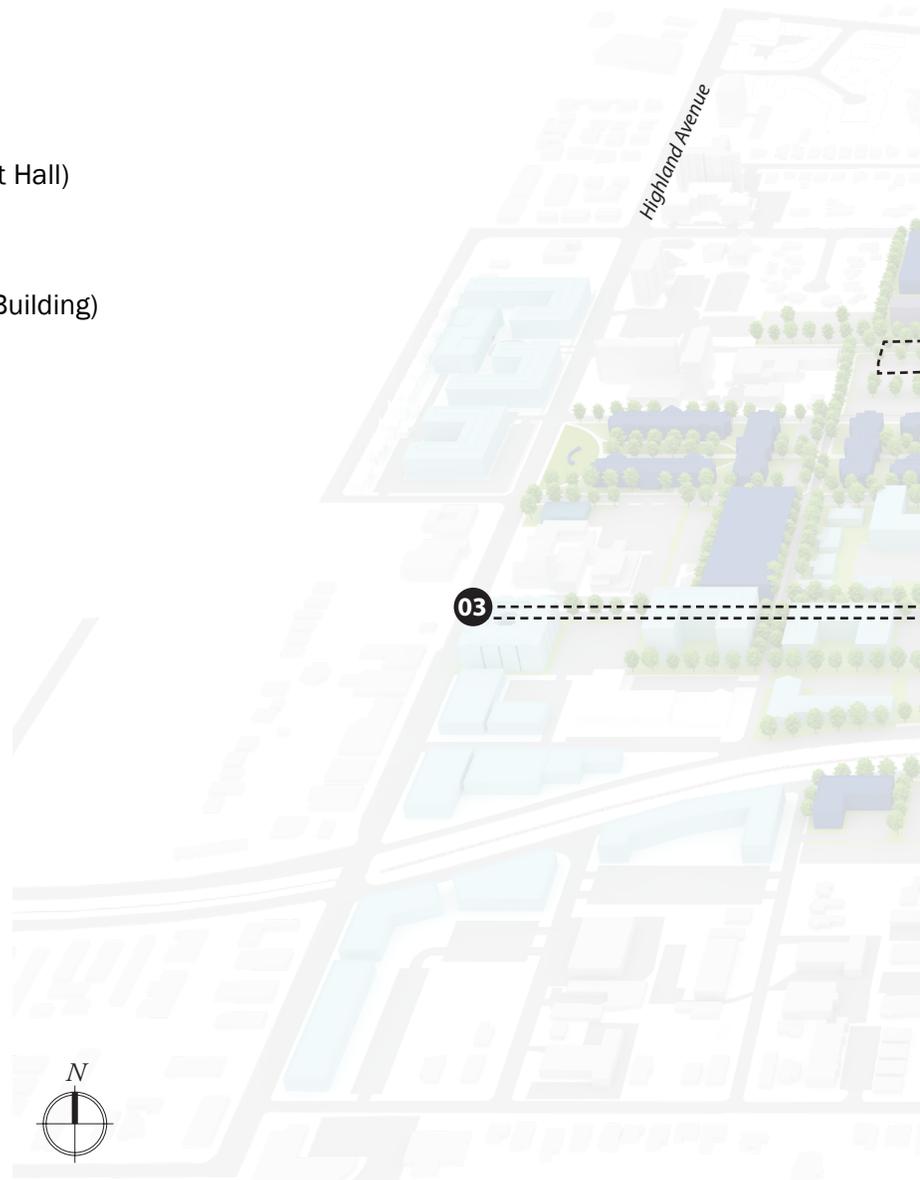


00 proposed 00 Removal

MAIN CAMPUS PHASING

PHASE 4 | MID-TERM

01. Alumni Center
02. Physical Plant
03. Mynders Avenue Streetscape
04. Clement Hall - Removal
05. Academic Building (Replacement for Clement Hall)
06. University Center Plaza Enhancements
07. Biochemistry and Biology Facilities (Phase I)
08. Fine Arts Renovation (Renovation of Herzog Building)
09. Plaza near Mynders Hall
10. Desoto Avenue Pedestrian Conversion
11. Alumni Avenue Pedestrian Conversion





00 proposed 00 Removal

MAIN CAMPUS PHASING

PHASE 5 | LONG-TERM

01. Patterson Street Campus Entry
02. Parking Structure (Near Central)
03. Student Residence Hall
04. Student Residence Hall
05. Central Avenue Quadrangle
06. Parking Structure (Near Patterson)
07. Watagua Avenue Pedestrian Conversion
08. Research Park - Building D
09. Research Park - Building E
10. Research Park - Building F
11. Mynders Hall Renovation
12. Ellington Hall Removal
13. Academic Building
14. New Student Housing (Private)
15. Student Wellness and Fitness Center Expansion
16. Life Sciences Addition
17. Kindergarten Annex
18. Campus School Addition
19. Biochemistry and Biology Facilities (Phase II)
20. STEM Research and Classroom Building (Phase II)
21. Academic Buildings





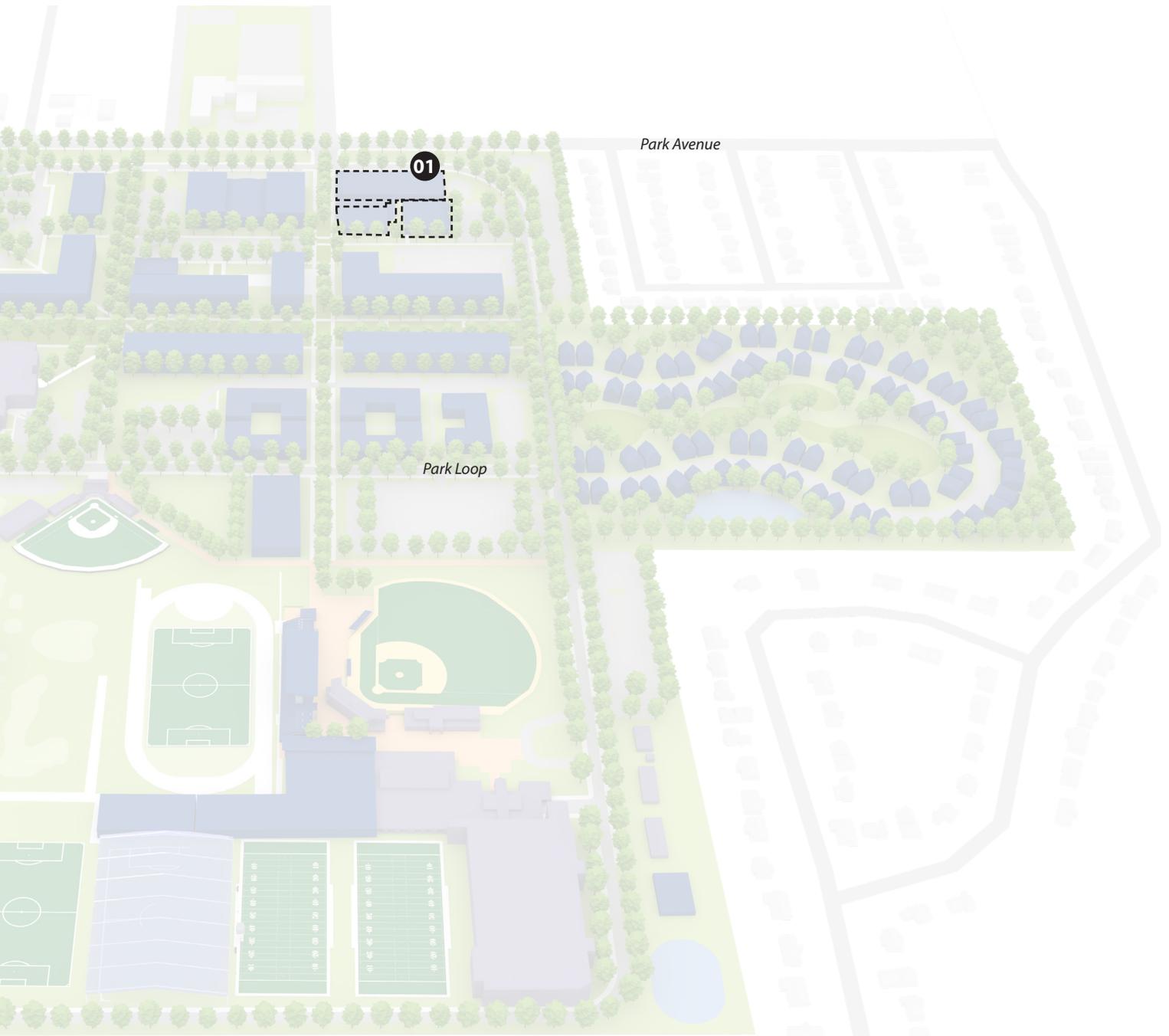
00 proposed 00 Removal

PARK AVENUE CAMPUS

PHASE 1 | UNDER CONSTRUCTION

01. Student Venture Hub





00 proposed

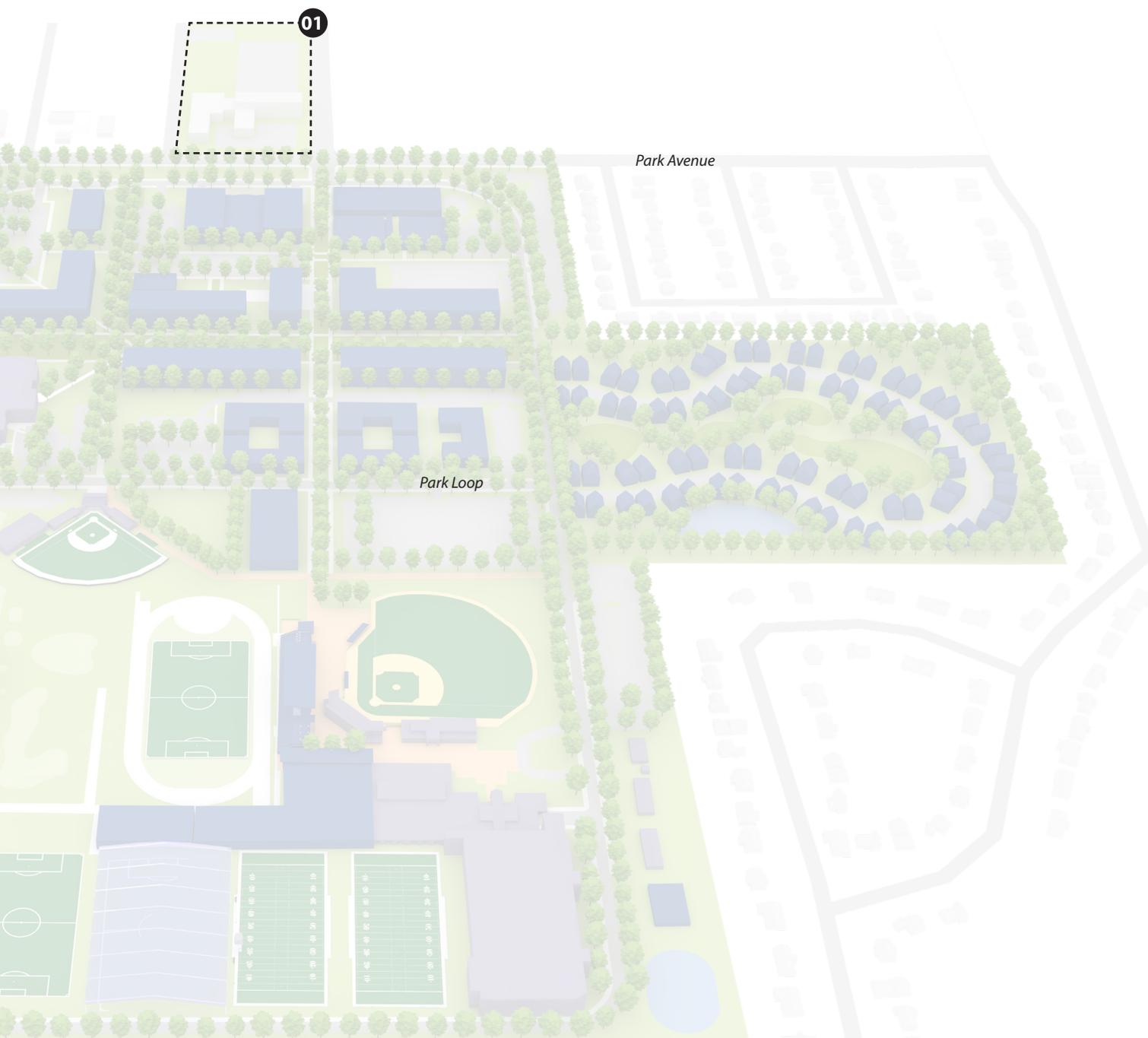
00 Removal

PARK AVENUE CAMPUS

PHASE 2 | IN PROGRESS (ACQUISITION)

- 01. Audobon Baptist Church Property Acquisition





00 proposed

00 Removal

PARK AVENUE CAMPUS

PHASE 3 | NEAR-TERM

01. Student Housing
02. Student Housing
03. Student Housing
04. Soccer Support Facility
05. Support Facility
06. Parking Expansion





00 proposed

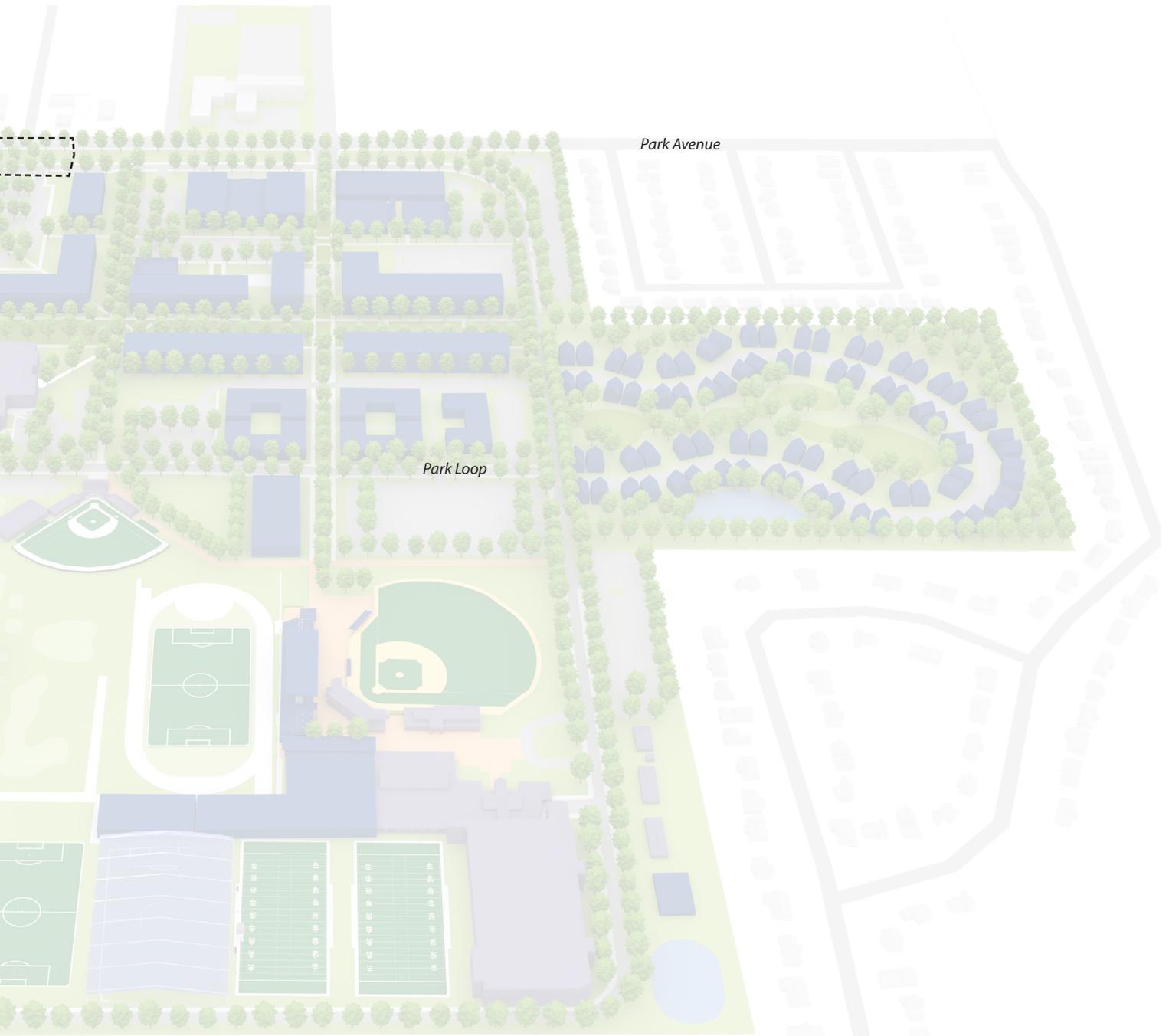
00 Removal

PARK AVENUE CAMPUS

PHASE 4 | MID-TERM

- 01. Mixed-Use
- 02. Mixed-Use
- 03. Physical Plant
- 04. Parking Expansion
- 05. Mixed-Use
- 06. Mixed-Use





00 proposed

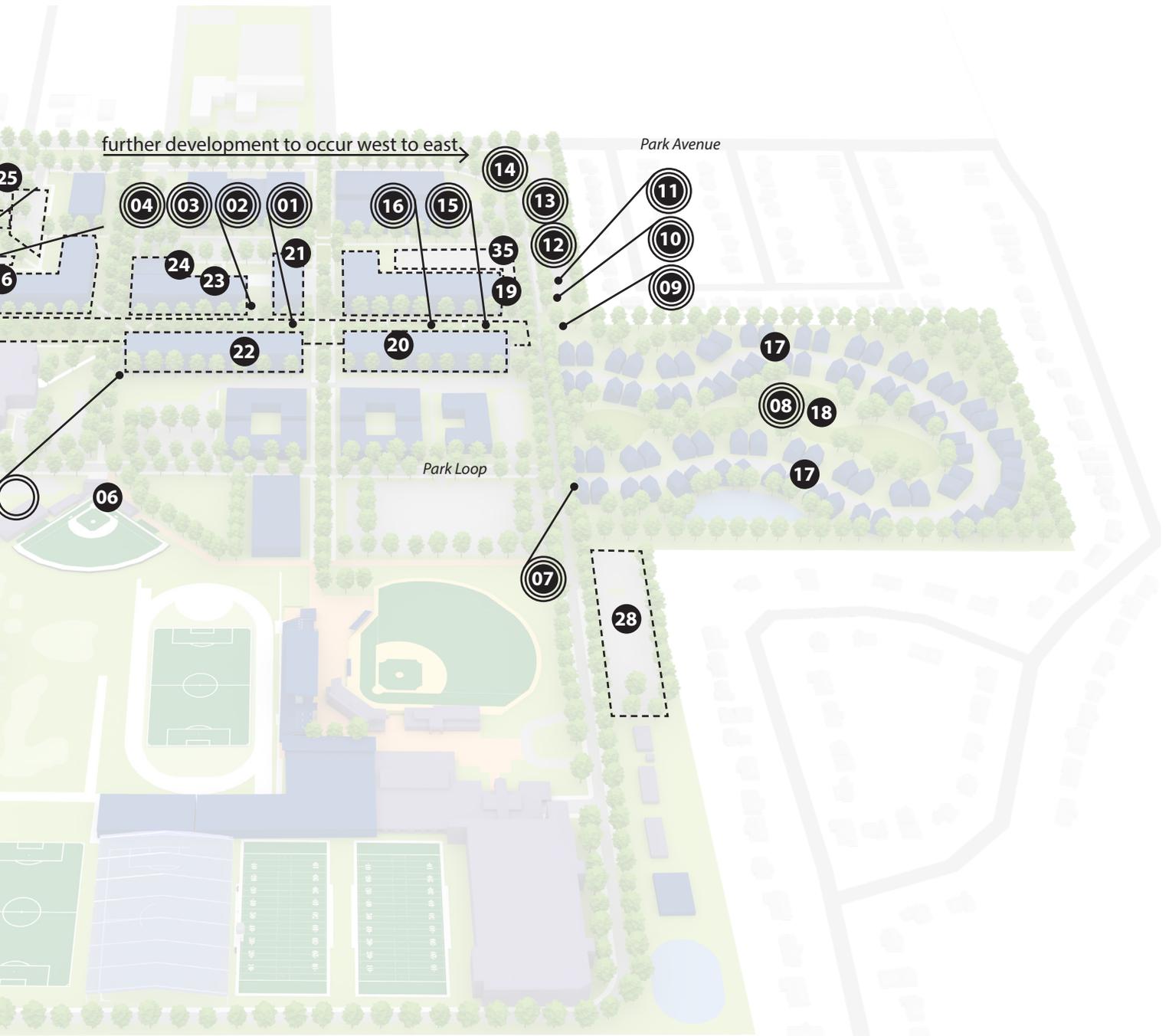
00 Removal

PARK AVENUE CAMPUS

PHASE 5 | LONG-TERM

01. Building #34 - Removal
02. Building #35 - Removal
03. Building #8 - Removal
04. Building #92 - Removal
05. Building #113 - Removal
06. Building #29 - Removal
07. Building #55 - Removal
08. Graduate & Family Housing - Removal
09. Building #54 - Removal
10. Building #104 - Removal
11. Building #53 - Removal
12. Building #52 - Removal
13. Building #51 - Removal
14. Building #50 - Removal
15. Building #92 - Removal
16. Building #43 - Removal
17. Future Housing with on-street parking
18. Landscape/Stormwater Amenity
19. Academic/Research Building
20. Academic/Research Building
21. Academic/Research Building
22. Academic/Research Building
23. Academic/Research Building
24. Temporary Classroom
25. Child Development Center
26. Academic/Research Building
27. Central Quadrangle
28. Parking Expansion





00 proposed 00 Removal

LAMBUTH CAMPUS PHASING

PHASE 1 | UNDER CONSTRUCTION

01. Campus Open Space Upgrades
(Lighting, Drainage, Irrigation, Planting,
and Fountain)





King Street

Maple Street

Lambuth Boulevard

01

00 proposed

00 Removal

LAMBUTH CAMPUS PHASING

PHASE 2 | IN PROGRESS (DESIGN)

01. Health & Fitness Center Renovation
02. Building Elevators (Library, Student Union, Hyde Hall)





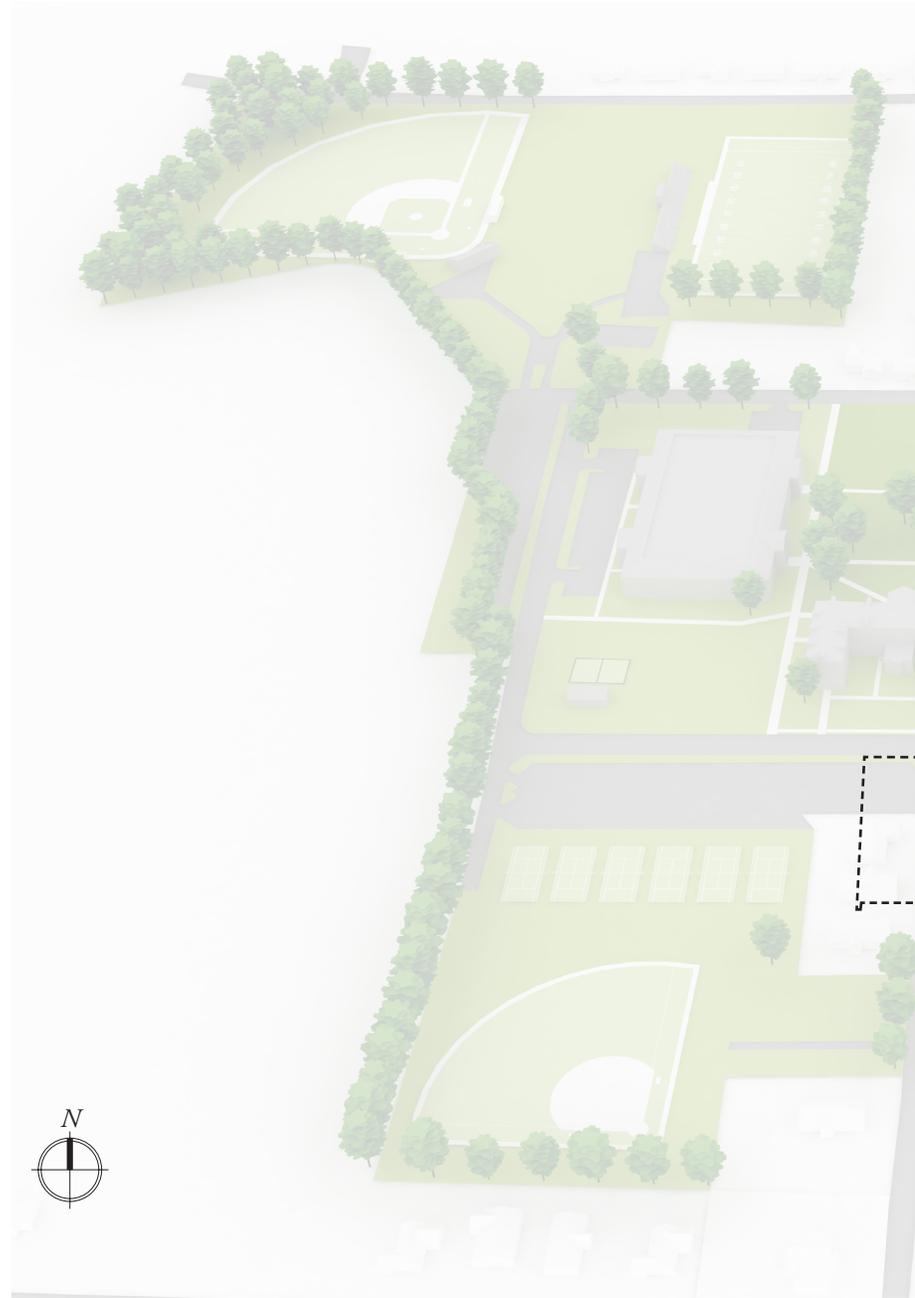
02 proposed

02 Removal

LAMBUTH CAMPUS PHASING

PHASE 3 | NEAR-TERM

01. Parking Expansion (Phase I)
02. Sprague Hall Renovation
03. Oxley Hall Commons - Removal





00 proposed

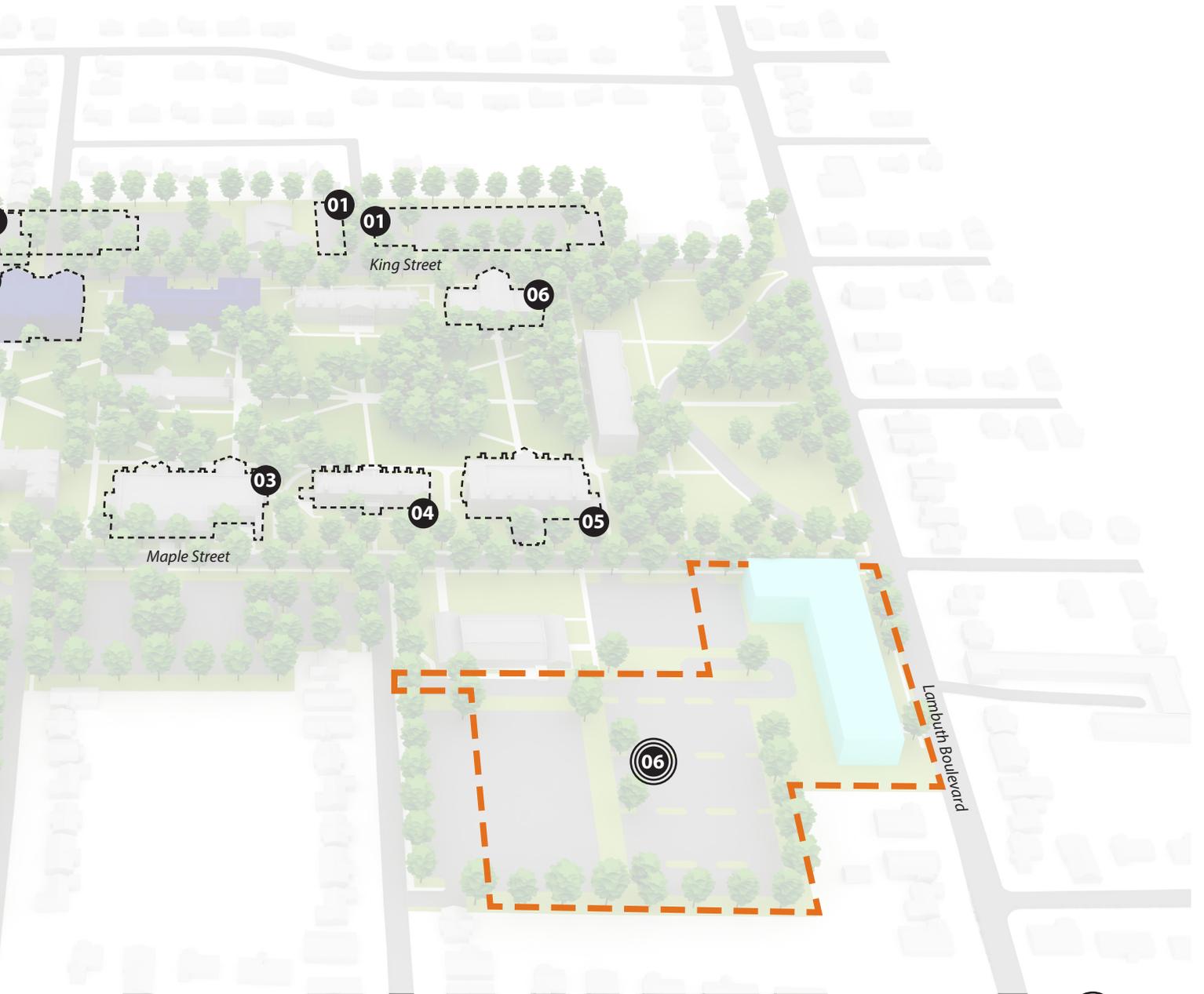
00 Removal

LAMBUTH CAMPUS PHASING

PHASE 4 | MID-TERM

01. Parking Expansion (Phase II)
02. Science Building
03. Wilder Student Union Renovation
04. Spangler Hall Renovation
05. Hyde Hall Renovation
06. Gobbel Hall Renovation
07. Hyde Hall Renovation
08. Epworth Hall Land Disposal for Madison High School (4.486 Acres/195,413 sf)





00 proposed

00 Removal

LAMBUTH CAMPUS PHASING

PHASE 5 | LONG-TERM

01. Harris Hall - Removal
02. Student Residence Hall
03. Madison High School and adjacent parking
04. Parking Expansion (Phase III)





00 proposed 00 Removal

CAPITAL OUTLAY REQUEST

FY 2022-23 thru 2026-27

FY	Priority	SPA	Project Name	Project Description**	Project Type	New Square Footage	Reno. Or Replaced SF	Project Cost	Committed External Funds	Percent Match*	State Funds Request
2022-23	1	U of M	College of Business and Economics Renovation	Renovate the Business and Economics Building for continued use by the Fogleman College of Business and Economics	Major Renovation	4,250	125,954	\$30,000,000	\$5,000,000	17%	\$25,000,000

A B C = B / A D = A - B

Out-Years

FY	Priority	Institution	Project Name	Project Description	Project Type	New Square Footage	Reno. Or Replaced Square Footage	Project Cost	Committed External Funds	Percent Match	State Funds Request
2023-24	2	U of M	Academic Building Replacement	This project will demolish Mitchell and Clement hall on the main campus and replace with one modern academic instructional facility per the master plan	Major Renovation	-	115,000	\$56,000,000	\$5,600,000	10%	\$50,400,000
										0%	\$0
2024-25	3	U of M	Research Modernization	This project will modernize space to support research in the Sciences, Psychology, and Physics. The improved labs and support space will promote excellence in research, post-baccalaureate training and undergraduate education. A vivarium will be created to meet accreditation standards.	Major Renovation	-	120,000	\$32,775,000	\$1,311,000	4%	\$31,464,000
										0%	\$0
2025-26	4	U of M	Research Park	This project will construct a campus research park for expanded research initiatives in multiple disciplines. The University is becoming a Carnegie One research institution and modern space is needed for research outreach and development that will focus on the needs of the community, region and the world.	New Construction	90,000		\$45,000,000	\$15,000,000	33%	\$30,000,000
										0%	\$0
2026-27	5	U of M	Interdisciplinary Science Research	expanded research in natural cell sciences such as biochemistry, cell and development biology, molecular biology and other laboratory intensive programs. A vivarium is included with all support and infrastructure needs for an accredited facility	New Construction	68,500		\$57,500,000	\$5,750,000	10%	\$51,750,000

Capital Maintenance Request: FY2022-23

Governing Board: **University of Memphis**
 2022-23 Maintenance Allocatio **\$21,467,000**

Fiscal Year	Priority*	Institution	Project	Project Cost	Project Description
2022-23	1	U of M	HVAC Component Replacements Multiple Building	\$ 4,293,000	Replace major HVAC components in multiple academic buildings including chillers, cooling towers, air handlers and pumps and other associated work.
2022-23	2	U of M	Multiple Building Repairs	\$ 4,000,000	Repair laboratories, bathrooms, stairs, corridor doors and hardware, remove asbestos flooring, replace lighting, update HVAC units, and all related work. Priority buildings include Psychology, Chemistry, Life Sciences and other older academic buildings as funding permits.
2022-23	3	U of M	Roof Replacement Brister, Chemistry, Wilder	\$ 3,000,000	Replace roofs on Old Brister Hall, Chemistry and Wilder Tower.
2022-23	4	U of M	Wilder Tower Repairs	\$ 2,674,000	Replace windows, exterior plaster soffits, selected HVAC components including air handlers, pumps, controls and all associated work.
2022-23	5	U of M	Lambuth Multiple Building Repairs	\$ 2,500,000	Replace roofs, chillers, elevators, and perform brick repairs and water proofing on priority academic buildings.
2022-23	6	U of M	Dunn, Field House HVAC Replacement	\$ 5,000,000	Replace HVAC systems in Dunn Hall, academic sections of the Field House and other buildings dependent upon costs.
Total Project Cost				\$ 21,467,000	

Capital Maintenance Out-Years: FY 2023-24 through 2026-27

Fiscal Year	Priority	Institution	Project	Project Cost	Project Description
2023-24	1	U of M	Campus-Wide Lighting Replacement	\$ 4,000,000	Replace interior and exterior lighting with high efficiency LED fixtures
2023-24	2	U of M	Multiple building Elevator and Fire alarms	\$ 3,000,000	elevators, emergency lighting, fire walls, exiting requirements and all associated work.
2023-24	3	U of M	Administration, Johnson, Scates HVAC Replacemer	\$ 5,000,000	Replace HVAC system in the Administration Building, Johnson Hall and Scates Hall.
2023-24	4	U of M	Selected Building Exterior Repairs and Reroofing	\$ 4,000,000	Repair brick and stonework, replace windows, and replace roofing.
2023-24	5	U of M	Life Sciences and Chemistry HVAC Replacement	\$ 6,000,000	Replace HVAC systems and components in Life Sciences and the Chemistry Building.
2024-25	1	U of M	Deferred Maintenance	\$ 22,000,000	Correct deferred maintenance items in E and G buildings.
2025-26	1	U of M	Deferred Maintenance	\$ 22,000,000	Correct deferred maintenance items in E and G buildings.
2026-27	1	U of M	Deferred Maintenance	\$ 22,000,000	Correct deferred maintenance items in E and G buildings.

Capital Disclosure: FY2022-23

						Funding Source					
SPA	Project	Project Description**	Project Cost	New Sq. Ft.	TSSBA	Gifts	Grants	Auxiliary	Gift-in-Place	Plant Funds	
1	U of M	Physical Plant Building	Construct a new Physical Plant facility on the Park Avenue Campus. The existing spaces are being demolished	\$ 1,000,000	8,000					\$ 1,000,000	
2	U of M	Parking Repaving and Expansion	Repair, repave and expand surface parking on the main campus.	\$ 750,000				\$ 750,000			
3	U of M	Jones, Research Park Roof Replacement	The project will replace the aged roofs on two buildings. Jones Hall Cafeteria is 31,002 square feet of existing TPO roofing that was installed in 1996 and UMRF Ventures is 10,344 square feet of TPO roof installed before the university acquired the property.	\$ 1,250,000				\$ 1,250,000			
4	U of M	Wilson Hospitality Improvements	Project will complete a performance improvement plan update for the Wilson School of Hospitality and Resort Management at the Holiday Inn on campus. The work includes a new roof, interior refurbishing and other related improvements.	\$ 4,000,000				\$ 4,000,000			
5	U of M	Clinical Support Restoration	Restore the second floor of the clinical support facility for Autism clinic. Scope includes interior finishes, ceilings, lighting, doors, hardware and all associated work.	\$ 1,300,000						\$ 1,300,000	
6	U of M	Graduate Student Housing	This project will construct Graduate Housing on the main campus. Sixteen rental houses will be demolished on Deloach for the project site. The new units will house approximately 120 beds.	\$ 11,500,000				\$ 11,500,000			

** Provide a duplicate of the Project Description from the DB70 sheet. Additional brief summary comments may be added for support justification.

