THE UNIVERSITY OF MEMPHIS FACILITIES MASTER PLAN UPDATE
2015
Prepared for The State of Tennessee Board of Regents and The University of Memphis
<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Executive Summary</td>
<td></td>
</tr>
<tr>
<td>02</td>
<td>Campus Analysis</td>
<td></td>
</tr>
<tr>
<td>03</td>
<td>Campus Framework Plans</td>
<td></td>
</tr>
<tr>
<td>04</td>
<td>Campus Recommendations</td>
<td></td>
</tr>
<tr>
<td>05</td>
<td>Proposed Campus Systems</td>
<td></td>
</tr>
<tr>
<td>06</td>
<td>Phasing &amp; Implementation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Appendix</td>
<td></td>
</tr>
</tbody>
</table>

**Executive Summary**
- Institutional Overview
- Master Plan Drivers
- Master Plan Guiding Principles
- Master Planning Process
- Main Campus
- Park Avenue Campus
- Lambuth Campus

**Campus Analysis**
- Main Campus
- Park Avenue Campus
- Lambuth Campus

**Campus Framework Plans**
- Main Campus
- Park Avenue Campus
- Lambuth Campus

**Campus Recommendations**
- Main Campus
- Park Avenue Campus
- Lambuth Campus
- Regional Sites

**Proposed Campus Systems**
- Main Campus
- Park Avenue Campus
- Lambuth Campus

**Phasing & Implementation**
- Main Campus Phasing
- Park Avenue Campus Phasing
- Lambuth Campus Phasing

**Appendix**
- Design Guidelines
- Utilization And Space Needs
- Student Housing Assessment
- Dining Assessment
- Qualitative Facilities Assessment
- Facilities Assessment
- Parking Master Plan

**Sections**
- Appendix (Separate Document)
01 EXECUTIVE SUMMARY

6 Institutional Overview

8 Master Plan Drivers

10 Master Plan Guiding Principles

12 Master Planning Process

14 Main Campus
14 Recommendations
16 Future Vision

18 Park Avenue Campus
18 Recommendations
20 Future Vision

22 Lambuth Campus
22 Recommendations
24 Future Vision
The 2015 Facilities Master Plan Update represents a unifying vision for the University of Memphis (U of M) 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 Campus 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 Campus 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 2008 University of Memphis Facilities Master Plan. At the time the previous plan was completed, the Lambuth Campus was not part of the university. This planning effort encompasses all eight existing University of Memphis 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 Campus Master Plan outlines parameters to strategically manage and phase opportunities over short-term, mid-term, and long-term time horizons.

“The Campus Master Plan is designed as a long-range tool that can adapt and flexibly respond to unexpected future changes.”
From its beginnings as a normal school in 1912, the University of Memphis has grown into an internationally respected academic institution that provides a wide range of opportunities for over 22,400 students annually. Today, the University of Memphis 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 Campus Master Plan comes at an important point within U of M’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.
The purpose of the Facilities Master Plan Update is to provide a long-range vision for the University of Memphis 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 8 U of M locations:

**CAMPUSSES:**

**Main Campus, Memphis**
The Main 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 GSF).

**Park Avenue Campus, Memphis**
Once a military hospital, the campus is now focused on U of M’s health sciences and athletics with a transformation in process (552,201 GSF).

**Lambuth Campus, Jackson**
The 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 U of M’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 U of M’s Main 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:**
The University of Memphis is planning for future growth. On the Main Campus, student enrollment is expected to hit 25,500 within the 10-year future. The 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 the University of Memphis.

Key planning goals that guided development of the Campus Master Plan 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)
The Campus Master Plan identifies opportunities for growth and improvement for the University of Memphis, 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 U of M. Throughout the process, the guiding principles influenced the direction of alternative concepts and drove evolution of the final Campus Master Plan. The guiding principles served as the framework from which all specific campus systems recommendations were derived.

This plan represents a specific “point in time” view of the campus and vision for the future. 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.

**MASTER PLAN GUIDING PRINCIPLES**

- 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 Park Avenue Campus.
- Enhance the Lambuth Campus to encourage it to become an integral part of the University and the community of Jackson.
- Create one interconnected UNI-versity.
Photos from University of Memphis
The Campus Master Plan was completed over a 15-month period that consisted of five planning phases. It began in December 2013 with the Discovery Phase, which was followed by Analysis, Idea Generation, Refinement and finally, Documentation. The process provided the opportunity to develop a collective vision for the Campus Master Plan, to refine goals, and to give them physical form in the campus plan.

I. DISCOVERY
The master planning team worked with University of Memphis 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 Campus Master Plan Report.

A key aspect of the process was building consensus for the recommendations found within the Campus Master Plan. This was accomplished through numerous meetings, interviews, and open house sessions. Meetings were held at both the Main Campus and the 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 Campus Master Plan.

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

RECOMMENDATIONS

The University of Memphis Main Campus occupies 230-acres in east Memphis. It is projected to grow in the 10-year future to a campus population of 25,500 students. To accommodate this projected growth, the Campus 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 Main Campus.

An overarching goal of the Campus Master Plan is to better connect Main Campus to the adjacent Memphis community. One way in which this can be accomplished is thru a proposed campus expansion to the west. This will allow U of M to better engage the University District and Highland Avenue corridor with a prominent presence on this main regional thoroughfare. In addition, the Campus 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 Campus Master Plan is to maintain the compact, walkable nature of Main Campus and to 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**
The University of Memphis has the oldest building stock within the Tennessee Board of Regents system. 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**
The University of Memphis 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 U of M’s competition sports will continue to be on the Park Avenue Campus, but intramural recreational opportunities are to be significantly improved on Main 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 U of M’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 Campus 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 Main Campus with nearly all parking lots operating at full-utilization. A detailed parking study revealed that 3 new parking structures will be needed in the 10-year timeframe if all Campus Master Plan initiatives come to fruition. Alternative parking management strategies may also be considered to reduce demand.


**FUTURE VISION**

01. Student Residence Hall (replacement for Richardson Towers)
02. Student Recreation Center
03. Biochemistry and Biology Facilities
04. Music Center
05. Alumni Center
06. Engineering Research Facility / C.E.R.I.
07. Academic Building (Replacement for Mitchell/Clement Hall)
08. Physical Plant
09. Entry Drive
10. College of Education Building
11. Academic Building (Replacement for Ellington Hall)
12. Campus School
13. STEM Buildings
14. Academic Building (Replacement for Herzog Building)
15. Student Residence Halls (Near Central Avenue Quad)
16. Student Residence Hall (Near Live-Learn Hall)
17. Mixed-Use Buildings (Near Highland Avenue)
18. Parking Structure (Near Southern Avenue)
19. Parking Structure (Near Patterson Avenue)
20. Pedestrian Land Bridge
21. Conversion from Road to Pedestrian Corridor (Watagua, Desoto & Alumni Avenue)
22. Highland Road Campus Entry
23. Parking Structure (Near Central)
PARK AVENUE CAMPUS

RECOMMENDATIONS

The Park Avenue Campus comprises 146-acres in east Memphis near the southeastern corner of Park Avenue and Getwell Road. This property was acquired by the University of Memphis 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 Campus 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 Park Avenue Campus.
Campus Organization
The proposed plan for the Park Avenue Campus strives to establish an organizing framework for future development that defines a central east-west quad, 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 Park Avenue Campus is to focus on U of M’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 Park Avenue Campus currently supports residential uses with the Graduate and Student Family Housing complex. At the current time, it is uncertain if housing will continue to be supported on this campus. The Campus 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 Park Avenue Campus will continue to serve as the epicenter for U of M’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 Campus 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.
PARK AVENUE CAMPUS

FUTURE VISION

01. Community Health Facility
02. Basketball Practice Facility
03. Soccer Support Facility
04. Softball Training Facility
05. Physical Plant
06. Academic/Research Building - A
07. Academic/Research Building - B
08. Academic/Research Building - C
09. Academic/Research Building - D
10. Academic/Research Building - E
11. Academic/Research Building - F
12. Academic/Research Building - G
13. Academic/Research Building - H
15. Academic/Research Building - J
16. Academic/Research Building - K
17. Academic/Research Building - L
18. Academic/Research Building - M
19. Academic/Research Building - N
20. Academic/Research Building - O
21. Indoor Football Practice Facility Expansion
22. Track & Field Stands Expansion
23. Health & Sport Science Facility (Defense Audit Bldg) Renovation
24. Building #1 Renovation
25. Goodlett Street Campus Entry
26. Central Quadrangle
27. Parking Expansion
LAMBUTH CAMPUS

RECOMMENDATIONS

The Lambuth Campus occupies nearly 48 acres in the southwest portion of the City of Jackson. The campus was acquired by the University of Memphis 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. The University of Memphis has been working hard to revitalize the campus and to expand its student population. The campus is expected to grow to 2,500 students in the future.

Much of the anticipated growth for the campus can be accommodated within existing facilities, upon completion of necessary renovation efforts. However, some facilities will need to be newly constructed, as shown on the following page, to address identified space use targets and academic goals. Very limited land expansion is needed to meet the goals of the Campus Master Plan. The acquisition opportunities that are addressed are to meet future parking needs for the campus.

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

Academic Facilities
During the decline of Lambuth University, very little financial resources were invested in existing facilities. Therefore, numerous facilities across campus have deferred maintenance needs and serious accessibility issues. The 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 drive student success.

Housing & Dining
There are currently 190 beds on campus, all are located within the recently renovated Carney-Johnston Residence Hall. The campus has capacity to accommodate increased student housing demand through the renovation of existing facilities. 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. Dining options are also to be improved.

Athletics & Recreation
The Lambuth Campus does not currently support any competitive athletic programs. However, athletic facilities do exist on campus. Given the importance of these spaces as expressed by the Jackson community, the Campus Master Plan recommends preservation of all sports fields.

Open Space
The central quadrangle is a beautiful, defining feature of the 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 Campus 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 Campus 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.
LAMBUTH CAMPUS

FUTURE VISION

01. Science Building
02. Student Residence Hall
03. Administrative Building (Epworth Hall Replacement)
04. Health & Fitness Center Renovation
05. Sprague Hall (renovate for academic and administrative uses)
06. Wilder Student Union (ballroom and classroom upgrades)
07. Gobbel Hall Renovation
08. Spangler Hall (renovate for academics)
09. Hyde Hall (renovate for nursing)
10. Campus Open Space Upgrades (lighting, drainage, and irrigation)
11. Parking Expansion
02 CAMPUS ANALYSIS

28 Main Campus
30 Campus Organization
32 Existing Facilities
34 Building Condition
36 Space Needs Analysis - Base Year
40 Open Space
42 Circulation
44 Parking

46 Park Avenue Campus
48 Campus Organization
50 Open Space
52 Circulation
54 Parking

56 Lambuth Campus
58 Campus Organization
60 Existing Facilities
62 Space Needs Analysis - Base Year
64 Open Space
66 Circulation
68 Parking
The planning team began by evaluating all University of Memphis locations holistically to gain an understanding of their relationship to one another and their specific role within the institution.

The University of Memphis 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 University of Memphis, 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 University of Memphis 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 University of Memphis’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 presents a clear picture of the existing conditions present on each campus. This analysis 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.
The University of Memphis Main Campus occupies 230-acres in east Memphis encompassing approximately 5.2 million gross square feet 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 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 Main Campus and the Park Avenue Campus in eight communities comprising 2,492 beds, one-quarter of which are in private bedrooms. Approximately 36% of housing currently in use on Main Campus is traditional, 45% is semi-suite style and 19% is apartment style, but this will change in 2015 when a new residence hall opens in the northwest corner of campus.

**Dining**

The majority of the Main Campus population has access to dining within a 3-minute walk. The exception to this rule is the area south of the railroad which does not have dining this accessible. 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.
EXISTING FACILITIES

The University of Memphis provided a room-by-room facilities inventory documenting departmental assignment, space use classification, and assignable square feet (ASF). Based on outcomes of the utilization analysis, it would appear that the facilities inventory does not always reflect the actual space use. This is supported by the campus space planner’s efforts to update the facilities inventory to reflect current conditions. The facilities inventory used by Paulien & Associates to conduct the space analysis reflects the data provided by the University of Memphis. For space planning purposes, Main Campus and the Park Avenue Campus were evaluated together.

The Main 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 Main Campus and Park Avenue Campus is approximately 120 ASF per student (21,480 headcount students; fall 2013). This is above the range typically seen at institutions of comparable enrollments, residential population, athletic level, and research activities. The typical range for comparable institutions is between 100 and 115 ASF per student (excluding outside organizations, campus schools, residence life, and dining services).

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 2013. 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.

Classroom utilization for the University of Memphis is directed by THEC Guidelines, which require 30 weekly room hours at 60% student station occupancy. The University of Memphis space planner has been working diligently to validate categorization of existing space among other numerous activities for which she is responsible. The process of validating space is involved and time consuming, and is currently in-process at the University of Memphis. 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). A detailed summary of utilization for those facilities in which accurate data does exist can be found in the Appendix of this report.
The table above shows the ASF by space category for the Main Campus and Park Avenue Campus.
As part of the master planning process, a Facilities Condition Assessment was completed for all academic buildings on the University of Memphis Main 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
The University of Memphis 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 (5) 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 seventy percent (70%) of Main Campus buildings are over forty (40) years old. This represents the oldest building stock within the Tennessee Board of Regents system.

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 Hall and Patterson Hall, in the southeast corner of campus, primarily support undergraduate classes and may serve as a new student’s first impressions of the campus.
MAIN CAMPUS

SPACE NEEDS ANALYSIS - BASE YEAR

The space needs analysis was developed using the Tennessee Higher Education Commission (THEC) Space Allocation Guidelines for which there are metrics. The THEC guidelines do not encompass all the space types required for the master plan space needs analysis, and therefore recommendations were made by Paulien & Associates as needed based on consultant’s experience at institutions of a similar student enrollment, strategic goals, research levels, and contemporary space planning guidelines. The space needs analysis for the Main Campus, includes the Cecil C. Humphreys School of Law and the Park Avenue Campus facilities.

Overall Findings
The Main 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 guideline. 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 2013 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 guideline. The existing open laboratory space is almost seven (7) ASF per student and the THEC guidelines allow for five (5) ASF per student. Open laboratories are spaces that require specialized equipment, but do not have utilization expectations resulting from credit-bearing instruction or productivity related to research.

Research Space
The University of Memphis 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 the University of Memphis should have expectations of documentable productivity such as research expenditures.

Office Space
Office space at the University of Memphis is above the THEC space guideline. Paulien & Associates finds that 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 decreased in the past decade as consistent office furniture packages and smaller technology have become available.
The charts above illustrate the type and amounts of space needed at the current student enrollment.
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. Paulien & Associates finds that 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 the University of Memphis. The Writing Center is currently located in the English Department, math tutoring is provided by the Math Department, there is an Accounting lab near faculty, and some tutoring also occurs in housing. Continued transformation within the library to provide enhanced success services is an opportunity for the University of Memphis 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.

Recreation Space
Recreation (and Physical Education) space is determined by the THEC guidelines. The amount of existing recreation space at the University of Memphis is less than the guidelines.

Athletics Space
Athletics space is not determined within the THEC guidelines. The amount of existing space is less than Paulien & Associates finds at comparable institutions, and there is a need for more space.
Assembly & Exhibit Space
The existing Assembly & Exhibit Space is less than the guideline generates. There is a need for additional music and theatre performance spaces in support of the academic programs. This includes enhancement of existing and additional performance venues, increased shop space to accommodate contemporary equipment such as the 3D printer, and additional props, scenery, and costumes storage.

Student Center Space
The student center is a newly constructed building on the University of Memphis campus. The building includes all the typical components of a student center with the exception that the bookstore and a coffee shop are located in an adjacent building (V. Lane Rawlins Service Court Facility). The spaces are very well used by students and the University community. The total amount of space, however, assigned to student center at the University of Memphis is lower than comparable campuses resulting in a deficit of this type of space.

Physical Plant Space
There is a surplus of physical plant space as the result of space categorization of over 90,000 ASF as 730/735 (central storage). This amount of storage space is high in proportion to the total amount of physical plant space.

Other Space
The space category “other department space” is in relative balance at the University of Memphis. The space classified in this category includes all other ASF assigned to a department that has not been included in any other space classification. These areas include: study rooms; food facilities; meeting rooms; locker rooms (non-athletic and non-recreation); media production; clinic spaces; demonstration rooms; animal quarters; greenhouses; learning center space lounges; and central technology spaces.

Due to the diversity of these spaces and the different ways various campuses might classify these spaces, there is not a single guideline. The guideline is determined based on the types of existing space and the institution type. An allocation of ten (10) ASF per student was applied at the Main Campus. Residence life (housing) and dining services space needs were determined by others within the master planning effort.
The University of Memphis Main Campus is situated approximately five (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, forty-seven percent (47%) of the Main Campus is comprised of open space. This includes memorable open spaces, athletic and recreation fields, as well as un-programmed 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 Avenue and near Patterson Avenue 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 type 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 McWherter Library, is significant in size, but lacks the activity found elsewhere.

**Athletic and Recreation Space**

One long-term goal for the University of Memphis 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.
MAIN CAMPUS

CIRCULATION

An extensive network of mobility options are available to the University of Memphis Main 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 present the most significant danger facing pedestrians on campus. Each day, hundreds of individuals walk across the tracks, sometimes in the presence of an oncoming train. This is a major safety concern that requires additional attention.

Vehicular
Vehicles are able to circumnavigate campus thru 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 bike lanes and additional bike 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 car on campus.

The Blue Line
The Blue Line is U of M’s free shuttle service. Four routes currently traverse Main Campus, as well as provide access to the nearby 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 campus identity by elevating several other key entry points such as Highland Avenue with enhanced signage and landscaping.
MAIN CAMPUS

PARKING

There are currently 9,098 parking spaces on the University of Memphis Main 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 Main Campus of only 12 percent. A surplus of greater than 10 percent 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 percent 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 very large parking lots positioned on both the north and south sides 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. In each instance, there is the potential for pedestrian/vehicular conflicts to arise. The southern crossing is made even more complex by the presence of the existing railroad.

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
Two parking structures currently exist on Main Campus. One is located in the northwest corner of campus near Fogelman College of Business off Patterson Avenue and the second is positioned near University Center, adjacent to Zach Curlin Street. Both parking structures are well-positioned close to the center of campus and near popular campus facilities. Each structure requires either a special parking permit to gain access or payment by the hour to park.
The 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 existing gross square feet of facilities. This property was acquired by the University of Memphis 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 1750 beds.

Many of these existing facilities have now fallen into disrepair and disuse. The northern portion of the 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 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. The University of Memphis is considering a plan to use all of the 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 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.
PARK AVENUE CAMPUS

OPEN SPACE

The Park Avenue Campus is located approximately one (1) mile south of Main 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 Main 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 Park Avenue Campus is rather organic in nature due to the combination of remaining Kennedy General Hospital buildings and new athletic and academic facilities. Eighty percent (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 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 thirty 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 Park Avenue Campus that balances the need for future building development with an appropriate conservation of open space.

Athletic and Recreation Space
The Park Avenue Campus has developed over time as the focal point for University of Memphis 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.
CIRCULATION

The 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 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. Main Campus and the Park Avenue Campus are an ideal distance to one another for bicycle use. However, very limited bike 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 U of M’s free shuttle service. One route, the Gray Route, currently services the Park Avenue Campus and provides access to Main 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 Park Avenue Campus. It is located along the northern Getwell Road frontage. This was also the primary entry to the hospital and is centered on Building #1. The University of Memphis is currently constructing a second entry along Park Avenue. A third abandoned entry on the Getwell Road frontage remains and should be considered for removal to improve the campus image.
PARK AVENUE CAMPUS

PARKING

The University of Memphis 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 Park Avenue Campus parking system functions with a surplus of 14 percent. 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 percent 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 percent 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 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 process 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 Main 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 Park Avenue Campus.
LAMBUTH CAMPUS

CAMPUS ORGANIZATION

The University of Memphis Lambuth Campus occupies nearly 48 acres in the southwest portion of the City of Jackson. The campus was acquired by the University of Memphis 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. The University of Memphis has been working hard to revitalize the campus and expand its student population.

The Lambuth Campus is defined by a formal quadrangle surrounded by campus facilities. A mix of uses frame the quad 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 Hall, Sprague Hall, Spangler Hall, and Epworth Hall. These represent future opportunities for renovation or replacement to accommodate expanding campus needs.

Student Housing

There are currently 190 beds on the Lambuth Campus, all located within the recently renovated Carney-Johnston Residence 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 is also available, providing 2-, 3-, and 4-bedroom apartment style housing. The Lambuth Campus has capacity to accommodate increased student housing demand through the renovation of existing facilities. Three of the four buildings that are currently offline are residence halls. In addition, Oxley Square Commons suite-style residences are currently underutilized.

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 this demand.
LAMBUTH CAMPUS

EXISTING FACILITIES

The University of Memphis provided a room-by-room facilities inventory documenting departmental assignment, space use classification, and assignable square feet (ASF). Based on outcomes of the utilization analysis, it would appear that the facilities inventory does not always reflect the actual space use. This is supported by the campus space planner’s efforts to update the facilities inventory to reflect current conditions. The facilities inventory used by Paulien & Associates to conduct the space analysis reflects the data provided by the University of Memphis. For space planning purposes, Main Campus and the Park Avenue Campus were evaluated together.

The Lambuth Campus has just over 160,000 ASF of non-residential space. The ASF represented on the pie chart for the Lambuth Campus is approximately 297 ASF per student (584 headcount students; fall 2013). This is significantly above the typical 70 – 90 ASF for similar campuses. The 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 2013. 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 the University of Memphis is directed by THEC Guidelines, which require 30 weekly room hours at 60% student station occupancy. The University of Memphis 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 with classrooms and teaching laboratories at the Lambuth Campus was missing station counts and rooms in which there was not scheduled instruction last fall (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.
The table above shows the ASF by space category for the Lambuth Campus.
The space needs analysis was developed using the Tennessee Higher Education Commission (THEC) Space Allocation Guidelines for which there are metrics. The THEC guidelines do not encompass all the space types required for the master plan space needs analysis, and therefore recommendations were made by Paulien & Associates as needed.

**Overall Findings**
There is sufficient capacity for additional students within classroom space at the 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 doesn't 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 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.

**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.

**Recreation & Athletics Space**
The amount of recreation and athletics space is in balance overall at the Lambuth Campus.

**Assembly & Exhibit Space**
Additional Assembly & Exhibit space is needed to be in alignment with comparably sized campuses.

**Student Center Space**
Student Center requires additional space. The current student 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 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.
LAMBUTH CAMPUS

OPEN SPACE

The 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, seventy percent (70%) of the Lambuth Campus is comprised of open space. This includes the formal quadrangle, athletic and recreation fields, as well as un-programmed 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 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 and Recreation Space

The Lambuth Campus currently does not support any competitive University of Memphis 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 all actively used both by U of M 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.
LAMBUTH CAMPUS

CIRCULATION

Visitors to the University of Memphis 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 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 Lambuth Campus is a perfect size to encourage bicycle use. However, very few bike racks currently exist. This likely limits bicycle usage.

**Public Transit**
No University of Memphis supported shuttle service currently exists on the 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.
LAMBUTH CAMPUS

PARKING

The University of Memphis has been working hard to revitalize the Lambuth Campus and expand its student population. In fall 2013, the campus supported a population of just under 600 students. However, applications continue to rise with activity this year surpassing all past years since the University of Memphis began overseeing admissions. The 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 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 Lambuth Campus.
03 CAMPUS FRAMEWORK PLANS

72 Main Campus
72 Framework Plan

74 Park Avenue Campus
74 Framework Plan

76 Lambuth Campus
76 Framework Plan
“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 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 one potential vision for the future development of each University of Memphis campus. It also provides detailed implementation suggestions for consideration by the University, whereas the Campus Framework Plan 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 Plan reveals patterns of development that are expected to remain viable recommendations for the University of Memphis, well into the future.
A key planning objective for Main 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 Main 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.

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### FRAMEWORK PLAN

- **Campus Development Zone**
- **Mixed Use Development Zone**
- **Open Space**
- **Building Envelope**
- **Building Face**
- **Major Pedestrian Route**
PARK AVENUE CAMPUS

FRAMEWORK PLAN

The Park Avenue Campus presents the University of Memphis 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 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 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 thru open space areas and circulation corridors.
- Position parking at the campus perimeter to encourage a pedestrian-oriented environment.
- Preserve heritage trees whenever possible.
LAMBUTH CAMPUS

FRAMEWORK PLAN

A strong development framework is already in place at the 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 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.

- Strengthen U of M’s relationship to the Jackson community through shared planning initiatives.
# Chapter 04: Campus Recommendations

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>80</td>
<td>Main Campus</td>
</tr>
<tr>
<td>82</td>
<td>Campus Master Plan</td>
</tr>
<tr>
<td>84</td>
<td>Space Needs Analysis - Target Year</td>
</tr>
<tr>
<td>86</td>
<td>Campus Districts</td>
</tr>
<tr>
<td>88</td>
<td>North Academic District</td>
</tr>
<tr>
<td>92</td>
<td>The Ellipse</td>
</tr>
<tr>
<td>94</td>
<td>South Academic District</td>
</tr>
<tr>
<td>98</td>
<td>STEM Corridor</td>
</tr>
<tr>
<td>102</td>
<td>University Center Plaza</td>
</tr>
<tr>
<td>104</td>
<td>South District</td>
</tr>
<tr>
<td>108</td>
<td>West District</td>
</tr>
<tr>
<td>112</td>
<td>Art Plaza</td>
</tr>
<tr>
<td>114</td>
<td>Highland Avenue Corridor</td>
</tr>
<tr>
<td>116</td>
<td>Patterson Avenue</td>
</tr>
<tr>
<td>118</td>
<td>North District</td>
</tr>
<tr>
<td>122</td>
<td>Alumni Promenade</td>
</tr>
<tr>
<td>124</td>
<td>Park Avenue Campus</td>
</tr>
<tr>
<td>126</td>
<td>Overall Campus Plan</td>
</tr>
<tr>
<td>130</td>
<td>Academic Core</td>
</tr>
<tr>
<td>132</td>
<td>Lambuth Campus</td>
</tr>
<tr>
<td>134</td>
<td>Overall Campus Plan</td>
</tr>
<tr>
<td>136</td>
<td>Space Needs Analysis - Target Year</td>
</tr>
<tr>
<td>138</td>
<td>Overall Campus Plan</td>
</tr>
<tr>
<td>140</td>
<td>Campus Gateway</td>
</tr>
<tr>
<td>142</td>
<td>The Quad</td>
</tr>
<tr>
<td>144</td>
<td>Regional Sites</td>
</tr>
<tr>
<td>146</td>
<td>Master Plan Recommendations</td>
</tr>
</tbody>
</table>
The intent of the Campus Master Plan is to present a vision for the University of Memphis (U of M) 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 U of M’s future decision making process. It is intended to serve as a road map for the institution.

The illustrative Campus Master Plan represents an ideal future vision for each of U of M’s three campuses: Main 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 U of M’s campuses and regional sites.

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

CAMPUS MASTER PLAN
MAIN CAMPUS

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 the University of Memphis.

The target enrollment for the locations of the Main Campus and the Park Avenue site is 25,500 headcount students. 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 the University of Memphis. 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. The University of Memphis overall 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. The University of Memphis 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 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 for 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 Recreation and Athletics. The amount of recreation space is determined by the THEC guidelines.
The guideline for athletics space is based on recommendations appropriate for U of M.

- The student center will need additional space at the target enrollment. While the existing student center is a consolidated model (with the exception of some food service options located throughout campus) a secondary location may be advantageous to the University of Memphis in the future to address the space deficit at the target year.

- The amount of physical plant space is higher than the recommended guideline at the target year, but is in part the result of space on the Park Avenue Campus that is classified as physical plant and used for storage or is not in use.

- Other department space has a slight deficit at the target year, which is the result of increased student enrollment.
MAIN CAMPUS

CAMPUS DISTRICTS

- North Academic District
- South District
- West District
- Highland Avenue Corridor
- North District
- South Academic District

University of Memphis Master Plan
The Campus Master Plan for U of M’s Main 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.
MAIN CAMPUS

NORTH ACADEMIC DISTRICT

The North Academic District encompasses the very center of Main 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. New Academic Building
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 Campus 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. In the short-term, the building may be re-purposed into an educational facility, however its current configuration is not necessarily conducive to optimal classroom or laboratory utilization with narrow column spacing and a circuitous interior circulation. In the future, the Campus Master Plan envisions the removal of the Herzog Building to be replaced with a newly constructed Academic Building that takes greater architectural advantage of this prime campus location.

02. McWherter Learning Commons
An opportunity exists to transform the ground floor of 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 McWherter Library.

03. The Ellipse
The Ellipse is a rectilinear open space located on the east side of McWherter Library, adjacent to Zach Curlin Street. Given the urban nature of Main Campus, it is key to preserve open space for
student gathering and recreation. The Campus 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 would 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 and Herzog Building. With future removal of the Herzog Building, there will be less of a need for vehicular access to this portion of campus. Therefore, the Campus 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.
MAIN CAMPUS

NORTH ACADEMIC DISTRICT
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 McWherter Library and limited site amenities. The Ellipse has the potential to become one of the most memorable spaces on Main 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 Ellipse
MAIN CAMPUS

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: Student Plaza and Alumni Mall.

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

01. Pedestrian Bridge
U of M's Main 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 is proposed that will span from Alumni Mall on the north to the new Student Recreation Center on the south, in alignment with Echles Street. It will be 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 Main 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 U of M leadership. Each presents obstacles to student success and faculty recruiting, and do not convey U of M's desired public image. The Campus Master Plan proposes the removal of these three existing facilities to be replaced by two new Academic Buildings to better serve U of M 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 quad within this area to improve the overall campus image.

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.
MAIN CAMPUS

SOUTH ACADEMIC DISTRICT
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 Main 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 fourth building in the planning stages. In addition, an Interdisciplinary Research Facility is planned for land east of Roane Fieldhouse.

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 help give this area a stronger campus identity. The broader goal is to co-locate STEM related disciplines to encourage collaboration and cross-disciplinary research.

01. Science Quad
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 to better address the sciences on Main 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 land within the southeast corner of campus near Walker Avenue and Zach Curlin Street is ideal for the development of a multi-disciplinary Science Quad. The arrangement of proposed buildings around a central open space will help lend a sense of identity to this area of campus.

02. Interdisciplinary Research Facility (Phases I & II)
A proposal currently exists for the development of an Interdisciplinary Research Facility, divided into two phases. The building is to be located directly east of Roane Fieldhouse. The facility 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 U of M students and faculty. The Interdisciplinary Research Facility will bring together portions of several programs that have similar technical needs such as Biology, Chemistry, and Biomedical Engineering.

03. Roane Student Services Center
The building designated here as Roane Student Services Center is currently known as Roane Fieldhouse, home to the women’s basketball team.
Future locations are being considered to better meet their needs. In the event that athletics vacate the space, an opportunity exists to transform the facility into a student services hub given its central location near University Center. Services such as the Educational Support Program and Student Success Program are good candidates to occupy a renovated facility. The office addition should be removed during a renovation, given the challenges it would present to effectively re-purpose for use.

04. Engineering / CERI Building
A new building is proposed in the northeast corner of campus to supplement existing space available to the College of Engineering. The facility will provide additional classroom and lab 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 area of existing surface parking on Main Campus.
MAIN CAMPUS

STEM CORRIDOR
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.

01 Screen Mechanical Units with Plantings
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
MAIN CAMPUS

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 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 currently present a challenge to unifying this district with central campus. The railroad is very active, making it undesirable for pedestrians to move back and forth across the tracks. A new pedestrian bridge is proposed to help alleviate safety concerns and improve connectivity. An opportunity exists to significantly increase density in the South District with the addition of structured parking and new land uses.

01. Student Housing
The most desirable residence halls at U of M are those within walking distance of central campus. With a pedestrian bridge proposed 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 building shown on the next page presents an ideal location for future development.

02. Multimodal Facility
In order to allow for increased development in this area of campus, additional structured parking is needed to free up developable land while still maintaining the same quantity of parking on campus. A new Multimodal Facility is proposed in conjunction with the new Student Recreation Center. It is intended to provide space for MATA public transit and alternative transportation such as bicycle facilities on the ground floor. The structure will allow users access directly from the pedestrian bridge into the recreation facility.

03. Student Recreation Center
The existing Student Recreation & 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. A new Student Recreation Center is proposed closer to central campus, near Southern Avenue. The building will provide state-of-the-art wellness facilities in a prominent location across from University Center and adjacent to the new pedestrian bridge. Athletic fields will also be a part of the project. The new facility is an important feature as U of M transitions from a commuter campus to a more residential focused campus.

04. New Ball Hall
The College of Education is one of U of M’s premier academic programs, yet it is currently housed in an uninspiring 1960s facility, Ball Hall,
near the Zach Curlin Parking Garage. In order to elevate the program and keep it positioned close to the Campus School, a new facility is proposed directly south of Southern Avenue in place of South Hall. South Hall is currently one of the least desirable student residence halls on campus. It presents the opportunity for a better use for the site. The construction of a new building for Education, co-located with the Campus School, will greatly improve the image of the College.

05. New Campus School
The Campus School is currently in a corner of campus near Walker Avenue. Its location presents significant challenges to vehicular circulation. It is also within walking distance to the heart of campus. Both U of M students and the Campus School would benefit from re-location of it to the campus perimeter. Vehicular access would be improved and existing land could be better focused towards academic uses.
MAIN CAMPUS

SOUTH DISTRICT

- Student Housing
- Multimodal Facility
- Student Recreation Center
- Walker Avenue
- Pedestrian Bridge
- Spottswood Avenue
- Spottswood Avenue
- Science Quad
- Athletic Fields
- Echles Street
MAIN CAMPUS

WEST DISTRICT

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 Main 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 campus and community. U of M 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 central campus to Highland Avenue.

01. Greek Village
Given that this area is already home to many fraternities and sororities, it is desirable to maintain a strong Greek presence in the West District. In order to allow for increased future expansion opportunities for U of M, a consolidated Greek Village is proposed along a portion of both Midland Avenue and Brister Street. By grouping Greek houses together, it will provide a greater sense of community for the organizations and strengthen Greek life on campus, similar to neighborhoods found on other peer institutions.

02. Police Services
The former Highland Library has been acquired by U of M. The building is well suited for a future administrative or support service use. One possible future opportunity is the re-location of Police Services to this building. The building will provide improved office space for Police Services, as well as send a strong message about the importance of campus safety at U of M to both students and the community-at-large.

03. Campus Entry
Today, U of M 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.

04. Highland Row
Highland Avenue will become much more active with the addition of Highland Row, a mixed-use urban infill private development project. While U of M does not have any direct relationship to the project, it is anticipated to attract many students to its retail and housing offerings. It is expected to drive renewed interest in Highland Avenue.
05. Parking Structure / Dining
A Parking Study completed as part of the master planning effort revealed that an additional parking structure will be needed within the West District in the future in order to address long-term growth. The structure would ideally be situated in close proximity to on-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.

06. 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. Two possible locations for new residence halls are identified in the West District. One near Central Avenue and another to replace Smith and Rawls Halls. Both areas of housing are surrounded by open space for student gathering and recreation.
MAIN CAMPUS

WEST DISTRICT
MAIN CAMPUS

ART PLAZA

View of proposed concept for 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 U of M’s Main 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 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.

1. Open Lawn Area
   - Informal Recreation
   - Perimeter Seating

2. Promenade
   - Special Paving
   - Lighting with Banners

3. Screen Service Area at Mynders

4. Service Access
   - Multipurpose Shared Service Access
     Along Pedestrian Pathway to All Buildings

5. Student Terrace
   - Canopy Tables
   - Flexible Seating
   - Student Gathering
   - Small Performance Venue

6. Gateways to Plaza
The neighborhood located adjacent to the University of Memphis, along the Highland Avenue corridor is typically referred to as the University District. As part of the master planning process, 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 proposed rendering, shown at right, represents this vision through a framework for future development along the Highland Avenue Corridor which embraces the street edge, encourages pedestrian activity, and provides a new welcoming gateway to U of M’s Main Campus.
View south along Patterson Avenue showcasing proposed streetscape enhancements and improved pedestrian crossings.
Patterson Avenue is currently a non-distinct roadway that separates 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 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.

- **Lighting**
  - Vehicular & Pedestrian
  - Banners

- **Remove / Relocate Overhead Utilities**

- **Screen Parking**
  - Ornamental Fence
  - Landscape Hedge

- **Crosswalk**
  - Special Paving

- **Median**
  - Canopy Trees
  - Curbed Edges
  - Low Maintenance Landscape

- **Bollards At Near Intersections**

- **Seating**
MAIN CAMPUS

NORTH DISTRICT

The North District presents one of the greatest opportunities for future expansion and transformation of U of M’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 U of M’s Main 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 U of M along both Central Avenue and Poplar Avenue.

01. Alumni Center
U of M’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 process 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 U of M 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 U of M’s renowned programs. However, the performance space available to students and faculty is currently inadequate when compared to other peer institutions. As part of the Campus Master Plan, a new Music Center is proposed in close proximity to the existing Music Building. The new facility 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 U of M 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 U of M’s Main 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 and landscaping can help to improve the visual impact of these lots.

05. Physical Plant
One recommendation of the Campus Master Plan is to relocate the existing Physical Plant from the center of campus to a less prominent perimeter location. One option for relocation of the facility is to the grouping of buildings along Central Avenue, formerly occupied by the Center for Earthquake Research and Information that is slated to move to the new Engineering Building.
MAIN CAMPUS

NORTH DISTRICT
MA L N C A M P U S

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 create a dynamic space between them that has the opportunity to capture views south along the 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 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.

1. Tower
2. Music Center
   - Entry Celebration
3. Central Avenue Gateway
   - Pedestrian Friendly Crossing
4. Alumni Center
   - Monument / Gateway
   - Special Paving / Lighting
5. Auto Arrival Court
   - Dining / Events Terrace
   - Landscape / Gardens
   - Centerpiece Artwork
PARK AVENUE CAMPUS

OVERALL CAMPUS PLAN
- Campus Green
- Athletic Field
- Memorable Open Space
- UM Proposed Building
- Stormwater
- UM Existing Building
OVERALL CAMPUS PLAN

The Park Avenue Campus is located near the southeastern corner of Park Avenue and Getwell Road. This property was acquired by the University of Memphis 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. Student housing currently exists on the campus and may continue to be provided, if desired in the future.

The proposed Campus 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 include academics, research, administrative space, residential, and athletics.

01. Building #1
As part of the 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 Park Avenue Campus were identified as having significant issues that would preclude them from re-purposing. Building #1 is an exception and the Campus 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
A new Basketball Training Facility is currently under development for men’s basketball on this campus. The proposed facility is to be positioned prominently on the west side of campus with views to Getwell Road. This building will strengthen the consolidation of competitive athletics on the Park Avenue Campus.

03. Athletic Expansion
The Park Avenue Campus serves as the destination for many of U of M’s competitive athletic teams. The Campus Master Plan recommends continued expansion of athletic facilities on the southern portion of the property. As part of the future vision, new softball, soccer, track and field, and football facilities are proposed to enhance the existing athletic offerings on the campus.

04. 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.
05. Possible Future Parking Structure
Many of the buildings shown on the plan are not yet programmed. Depending on the future campus population, increased parking may be needed. The current plan shows all surface parking as the first step for development. If demand rises, a parking structure may be needed to allow for increased density. The general location shown on the following page suggests an ideal future spot, adjacent to Park Loop Road, if the need arises.

06. Physical Plant
As the Park Avenue Campus grows, it will require its own expanded Physical Plant facilities to service the campus. A location in the far eastern 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 the main roadway and pedestrian connections to all campus buildings.
PARK AVENUE CAMPUS

ACADEMIC CORE

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

1. Pedestrian Corridor
2. Nodes
   - Art
   - Seating
3. Vegetation
   - Canopy Trees Along Corridor
   - Shrubs/Grasses along base of buildings
4. Amenities
   - Seating and Lighting with Banners to Reinforce Pedestrian Corridor
LAMBUTH CAMPUS

OVERALL CAMPUS PLAN
LAMBUTH CAMPUS

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 the University of Memphis.

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

- There is sufficient classroom space at the 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 Lambuth and Main 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 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 imbedded technologies.

- The amount of recreation and athletics space will be in deficit at the target year, which reflects a need for additional recreation space in support of the increased enrollments.

- Assembly & Exhibit space will continue to be a need at the projected student enrollment.

- The student center is in deficit at the projected enrollment as the result of the additional students. More space will be needed for food service, student club offices and work areas, meeting rooms, and
activity areas for programming.

- The physical plant is in deficit at the planning year. Additional space may allow the Lambuth Campus to receive less direct support from the Main 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.
LAMBUTH CAMPUS

OVERALL CAMPUS PLAN

The Lambuth Campus occupies nearly 48 acres in the southwest portion of the City of Jackson. The campus was acquired by the University of Memphis in the summer of 2011. Prior to that time, the institution was known as Lambuth University. The future goal is to return the 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 Lambuth Campus is defined by a formal quadrangle surrounded by campus buildings. A mix of uses frame the quad 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 Campus 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 Campus Master Plan recommends the removal and replacement of Epworth Hall in its same general location. New building architecture has the opportunity to better frame the campus entry from Lambuth Boulevard and serve as a welcoming facility to new students, visitors, and the Jackson community. The building is expected to host a variety of uses such as office, some classroom, and conferencing space. If additional dining is needed, Epworth Hall is an ideal location.

02. Expanded Parking Resources
The 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 Campus 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 Lambuth Campus, a new Science Building is needed. Current laboratory spaces are significantly outdated with numerous maintenance concerns. Hyde Hall has the potential to be repurposed for additional classrooms or space for nursing to grow. A new Science Building will also help complete the northwest campus framework.
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 also 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.
Proposed enhancement of the Lambuth Campus entry along Lambuth Boulevard.
Lambuth Boulevard serves as the primary campus gateway into the Lambuth Campus. With the replacement of Epworth Hall, an opportunity exists to use a newly designed facility to enliven the Lambuth Boulevard street frontage and enhance the overall campus entry. In addition to using building architectural to establish a stronger presence along the street, improved signage, landscaping, lighting, and the addition of banners will help to reinforce U of M’s presence in the City of Jackson.

1. Epworth Hall Replacement
   - Activates Lambuth Boulevard
   - Open/Inviting Plaza Space

2. Campus Entrance Upgrades
   - Gateway/Sign Walls with Plantings

3. Maple Street Enhancement
   - Sidewalks, Vegetated Buffers, Street Lights with Banners and Canopy Trees
LAMBUTH CAMPUS

THE QUAD

A view looking west into the Lambuth Campus Quad showing proposed improvements to help enliven the existing open space.
The existing Lambuth Campus Quad 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, better pedestrian connections, and artwork has the potential to dramatically elevate the overall image and use of the space.

- **Science Building**
  - Reinforces Quad at Northern Edge

- **Seating**
  - Off of buildings opening into the quad
  - At Pedestrian Walkway Nodes

- **Open Space**
  - Preserve Historic Trees
  - Focal Point
REGIONAL SITES

MASTER PLAN RECOMMENDATIONS

01. Downtown Law School, Memphis
For the purposes of this master planning effort, U of M’s Downtown Law School was considered as an extension of the Main 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 Campus 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 U of M’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 U of M’s regional sites, this location requires the most attention over the ten-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 U of M’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 Campus 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, lab space, and conference center containing dormitory rooms and a kitchen. The Field Station functions well in its current state. The Campus Master Plan recommends continued care to ensure that it remains a valuable resource for University students and researchers.
05 PROPOSED CAMPUS SYSTEMS

150 Main Campus
152 Campus Organization
154 Acquisition & Demolition
155 Proposed Buildings
156 Open Space
158 Circulation
160 Parking

162 Park Avenue Campus
164 Campus Organization
166 Acquisition & Demolition
167 Proposed Buildings
168 Open Space
170 Circulation
172 Parking

174 Lambuth Campus
176 Campus Organization
178 Acquisition & Demolition
179 Proposed Buildings
180 Open Space
182 Circulation
184 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 (U of M) 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 U of M’s existing campuses.

Strategic goals were established early in the master planning process with consensus from the U of M 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 Campus Master Plan.
U of M’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 central campus. The future development goals for the Campus 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 both the West and South 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 Campus Master Plan recommends locating some form of dining, whether it be full-service or convenience dining, within a 3-minute walk of the entire Main 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 District and the South District.
PROPOSED BUILDINGS
The future open space strategy builds upon the existing campus open space framework and expands upon established landscape typologies. The Campus Master Plan seeks to preserve and enhance the beautiful open space network and memorable spaces that have developed on U of M’s Main 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 Campus 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 Campus 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 and Recreation Space
The current campus layout has limited space reserved for athletics and recreation. While most competitive athletics are located on the Park Avenue Campus, U of M’s Main 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 Campus 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.
MAIN CAMPUS

CIRCULATION

A primary goal of the Campus 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 Main 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
Main 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 new pedestrian bridge proposed over the railroad tracks will also serve as a dramatic improvement to pedestrian access and safety. Improved connections west to Highland Avenue would also be beneficial given all the new development planned along this corridor.

Vehicular
Vehicles are able to circumnavigate campus thru a series of perimeter roads. All existing primary circulation corridors are proposed to be retained. The Campus 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 bike paths are proposed across campus to provide access to all corners of campus and to the larger regional bike 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 Park Avenue Campus. The Campus Master Plan recommends maintaining this system in the future.

Campus Gateways
The Campus 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 to service the new parking structure. Each primary campus gateway should be enhanced with signage and landscaping.
MAIN CAMPUS

PARKING

At present, the campus parking system functions near capacity with a surplus on the Main Campus of only 12 percent. As U of M’s Main Campus continues to grow and expand, parking that is displaced will need to be replaced and additional resources will also be needed. During the one to ten year future, parking difficulties begin to ease with the addition of the Recreation Center Garage. 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 Main Campus continues to be over capacity.

Beyond the Ten Year mark, parking difficulties reach a peak. The data shows that there is an unacceptable demand for parking on the Main 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

U of M’s Main 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 Main Campus. The Campus Master Plan recommends the addition of three 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. 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 cars from entering the campus core.
PARK AVENUE CAMPUS

CAMPUS ORGANIZATION

Many of the existing facilities on the 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
Family and graduate student housing is an area that merits further exploration. It serves as “last chance” housing for some students and provides residence for those who potentially could not otherwise attend the University. It also likely increases the quality of life for some graduate and family students. 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 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 Park Avenue Campus population.
PARK AVENUE CAMPUS

OPEN SPACE

The Campus Master Plan recommends establishing a well-defined open space network as part of the new future vision for the Park Avenue Campus. This can be done in incremental phases as new development projects come online. Open space areas which serve as organizing elements for future development in the northern area of campus will help create a strong identity for the Park Avenue Campus, as well as help unify this new area of development with the established campus framework with the south Athletics District.

One of the most prominent ecological features on the Park Avenue Campus is the stand of stately oak trees planted along the entire campus perimeter and interior roadways. The Campus 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 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 and Recreation Space

The Park Avenue Campus is the focal point for University of Memphis 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.
PARK AVENUE CAMPUS

CIRCULATION

The future framework for the 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 Campus 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 Campus 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 bike system is proposed along Goodlett Road that provides connection north to U of M’s Main Campus. Any internal campus efforts should be sure to align with larger city and regional proposed bike infrastructure.

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

Campus Gateways
The Campus 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 Park Avenue Campus. It is located along the northern portion of Getwell Road. A third unused entry on Getwell Road should be removed to improve the overall campus image.
PARK AVENUE CAMPUS

PARKING

At present, the Park Avenue Campus parking system functions with a surplus of 14 percent. 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 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 Campus 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 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 Park Avenue Campus continues to expand, there may be a need for structured parking to accommodate increased population density. The larger surface parking lots located along the southern side of Park Loop Road are appropriately sized to allow for a future parking garage if the need arises.
LAMBUTH CAMPUS

CAMPUS ORGANIZATION

The existing 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 Campus 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 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 Campus Master Plan recommends constructing a new residence hall in place of Harris Hall to better serve future students. An opportunity also exists to better utilize Oxley Square Commons in the future, possibly for upper division student housing. The remaining former residence halls would be well-suited to conversions to administrative or academic future uses. The presence of student housing in three different areas of the property will help to drive activity across the entire Lambuth Campus.

Dining
One dining facility presently exists within Wilder Student Union. The Campus 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. One possible location would be in the new Epworth Hall along Lambuth Boulevard.
LAMBUTH CAMPUS

ACQUISITION & DEMOLITION
PROPOSED BUILDINGS
LAMBUTH CAMPUS

OPEN SPACE

The formal organization and park-like setting of the Lambuth Campus is a desirable feature and lends identity to the campus. The Campus 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 Campus 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 and Recreation Space
The Lambuth Campus currently does not support any competitive University of Memphis 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 U of M 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.
LAMBUTH CAMPUS

CIRCULATION

A primary goal of the Campus Master Plan is to provide a comprehensive vehicular and pedestrian circulation network in and around campus in the future. The 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 bike lanes on the primary roadways and several key connections across the central quadrangle.

**Public Transit**

No University of Memphis supported shuttle service currently exists on the 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.
LAMBUTH CAMPUS

PARKING

The future goal for the Campus Master Plan is to return the 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 ten-year period. Parking expansion will be phased and constructed on an as-needed basis to accommodate campus growth.

Surface Parking
The Lambuth Campus currently contains 388 parking spaces. The majority of this 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. 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 Campus Master Plan proposes the acquisition of homes along W. King Street, Maple Street, and Burkett Street 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 Campus Master Plan for the Lambuth Campus to expand in a compact, walkable manner.

Structured Parking
No structured parking currently exists on the 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.
Main Campus Phasing
Phase 1 | Under Construction
Phase 2 | In Progress (Design)
Phase 3 | Near Term (0 - 5 Years)
Phase 4 | Mid Term (5 - 10 Years)
Phase 5 | Long Term (10 Years and Beyond)

Park Avenue Campus Phasing
Phase 1 | Under Construction
Phase 2 | In Progress (Design)
Phase 3 | Near Term (0 - 5 Years)
Phase 4 | Mid Term (5 - 10 Years)
Phase 5 | Long Term (10 Years and Beyond)

Lambuth Campus Phasing
Phase 1 | Under Construction
Phase 2 | In Progress (Design)
Phase 3 | Near Term (0 - 5 Years)
Phase 4 | Mid Term (5 - 10 Years)
Phase 5 | Long Term (10 Years and Beyond)
The following section presents a framework to guide implementation of the University of Memphis 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 University of Memphis resources and works to strengthen academic excellence at the institution. The master planning team collaborated with University leadership to develop a Phasing & Funding Matrix to accompany each diagram. This spreadsheet, included in the Appendix, outlines approximate implementation costs and potential funding sources. The Phasing & 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.
MAIN CAMPUS PHASING

Phase 1 | Under Construction

01. Central Avenue Streetscape
02. Walker Avenue Streetscape (Phase I)
03. Patterson Avenue Realignment
04. Richardson Towers - Removal
05. Student Residence Hall
06. Alumni Mall Improvements
Removal proposed

Southern Avenue

Poplar Avenue

Central Avenue

Zach Curlin Street

Patterson Avenue

Walker Avenue

Southern Avenue
MAIN CAMPUS PHASING

Phase 2 | In Progress (Design)

01. Walker Avenue Streetscape (Phase II)
02. Student Recreation Center
03. Biochemistry Facility (Phase I)
04. Music Center
05. Parking Garage (Near Southern Avenue)
06. Zach Curlin Parking Lot Improvements
07. Community & Police Services (Highland Library)
Removal proposed

Southern Avenue

Poplar Avenue

Central Avenue

Walker Avenue

Zach Curlin Street

Patterson Avenue
MAIN CAMPUS PHASING

Phase 3 | Near Term (0 – 5 Years)

01. Patterson Avenue Streetscape
02. Southern Avenue Streetscape (Phase I)
03. Pedestrian Land Bridge
04. Student Recreation Center - Removal
05. Mitchell Hall - Removal
06. Engineering Research Facility / C.E.R.I.
07. Academic Building (Replacement for Mitchell Hall)
08. Administration Building (1st Floor and Auditorium Renovation)
09. Ned R. McWherter Library (1st Floor Learning Commons)
10. Ellipse Open Space Improvements
11. Recreation Fields
Removal proposed

Southern Avenue

Poplar Avenue

Central Avenue

Walker Avenue

Patterson Avenue

Zach Curlin Street
Phase 4 | Mid Term (5 – 10 Years)

01. Desoto Avenue Pedestrian Conversion
02. Alumni Avenue Pedestrian Conversion
03. Highland Road Campus Entry
04. Southern Avenue Streetscape (Phase II)
05. Mynders Avenue Streetscape
06. Alumni Center - Removal
07. Clement Hall - Removal
08. Elma Roane Fieldhouse (Academic Wing) - Removal
09. Academic Building (Replacement for Clement Hall)
10. Biochemistry Facility (Phase II)
11. Plaza near Mynders Hall
12. University Center Plaza Enhancements
13. Alumni Center
MAIN CAMPUS PHASING

Phase 5 | Long Term (10 Years and Beyond)

01. Patterson Street Campus Entry
02. Watagua Avenue Pedestrian Conversion
03. Art Building - Removal
04. Newport Hall - Removal
05. Billy Mac Jones Building - Removal
06. Life Sciences Building - Removal
07. Ball Hall - Removal
08. Ellington Hall - Removal
09. South Hall - Removal
10. Johnson Hall - Removal
11. Campus School - Removal
12. Nellie Angel Smith Hall - Removal
13. Rawls Hall - Removal
15. Physical Plant
16. College of Education Building
17. Academic Building
18. Campus School
19. STEM Buildings (Phase I)
20. STEM Buildings (Phase II)
21. STEM Buildings (Phase III)
22. Academic Building
23. Student Residence Hall
24. Student Residence Hall
25. Student Residence Hall
26. Mixed-Use Building A
27. Mixed-Use Building B
28. Mixed-Use Building C
29. Parking Structure (Near Patterson)
30. Mynders Hall Renovation
31. Central Avenue Quadrangle
32. Highland Avenue Green
33. STEM Quadrangle
34. Playground at Campus School
35. New Student Housing (Private)
36. Parking Structure (Near Central)
Removal proposed

Zach Curlin Street
Central Avenue
Southern Avenue
Walker Avenue
Patterson
Patterson
Central Avenue
Poplar Avenue

04 proposed
04 Removal
PARK AVENUE CAMPUS PHASING

Phase 1 | Under Construction

01. Goodlett Street Campus Entry
02. Community Health Facility and Parking
03. Health & Sport Science Facility (Defense Audit Building)
PARK AVENUE CAMPUS PHASING

Phase 2 | In Progress (Design)

01. Indoor Football Practice Facility
02. Basketball Training Facility and Parking
PARK AVENUE CAMPUS PHASING

Phase 3 | Near Term (0 – 5 Years)

01. Soccer Support Facility
02. Softball Training Facility
03. Parking Expansion (Phase I)
04. Building #1 Renovation
PARK AVENUE CAMPUS PHASING

Phase 4 | Mid Term (5 - 10 Years)

01. Track & Field Stands
02. Physical Plant
03. Parking Expansion (Phase II)
PARK AVENUE CAMPUS PHASING

Phase 5 | Long Term (10 Years and Beyond)

01. Building #2 - Removal
02. Building #8 - Removal
03. Building #29 - Removal
04. Building #47 - Removal
05. Building #92 - Removal
06. Building #113 - Removal
07. Building #44 - Removal
08. Building #48 - Removal
09. Building #34 - Removal
10. Building #35 - Removal
11. Building #43 - Removal
12. Building #45 - Removal
13. Building #46 - Removal
14. Building #50 - Removal
15. Building #51 - Removal
16. Building #52 - Removal
17. Building #53 - Removal
18. Building #54 - Removal
19. Building #55 - Removal
20. Building #104 - Removal
21. Graduate & Family Housing - Removal
22. Academic/Research Building - A
23. Academic/Research Building - B
24. Academic/Research Building - C
25. Academic/Research Building - D
26. Academic/Research Building - E
27. Academic/Research Building - F
28. Academic/Research Building - G
29. Academic/Research Building - H
30. Academic/Research Building - I
31. Academic/Research Building - J
32. Academic/Research Building - K
33. Academic/Research Building - L
34. Academic/Research Building - M
35. Academic/Research Building - N
36. Academic/Research Building - O
37. Parking Expansion (Phase III)
38. Central Quadrangle
further development to occur west to east
LAMBUTH CAMPUS PHASING

Phase 1 | Under Construction

01. Campus Open Space Upgrades
   (Lighting, Drainage, and Irrigation)
LAMBUTH CAMPUS PHASING

Phase 2 | In Progress (Design)

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

Phase 3 | Near Term (0 - 5 Years)

01. 300 Maple Street - Removal
02. 308 Maple Street - Removal
03. 310 Maple Street - Removal
04. 312 Maple Street - Removal
05. 314 Maple Street - Removal
06. 337 Fairgrounds - Removal
07. 339 Fairgrounds - Removal
08. 540 Burkett - Removal
09. Epworth Hall - Removal
10. Parking Expansion (Phase I)
11. Sprague Hall Renovation
Phase 4 | Mid Term (5 - 10 Years)

01. 907 West King Street - Removal
02. 909 West King Street - Removal
03. 910 West King Street - Removal
04. 913 West King Street - Removal
05. 914 West King Street - Removal
06. 918 West King Street - Removal
07. Science Building
08. Parking Expansion (Phase II)
09. Wilder Student Union Renovation
10. Gobbel Hall Renovation
11. Spangler Hall Renovation
12. Hyde Hall Renovation
LAMBUTH CAMPUS PHASING

Phase 5 | Long Term (10 Years and Beyond)

01. Harris Hall - Removal
02. Student Residence Hall
03. Multi-purpose Building (Epworth Hall Replacement)
04. Parking Expansion (Phase III)
Removal proposed
Lambuth Boulevard
King Street
Maple Street