1. Process Overview
2. Campus Master Plans
3. Realizing the Vision
4. Final Thoughts
Process Overview
Master Planning Process

Task One
Discovery & Goal Setting
Introduction to Campus

Task Two
Campus Analysis & Space Needs
Understanding your Campus

Task Three
Idea Generation
Concept Alternatives

Task Four
Refinement
Preliminary Campus Master Plan

Task Five
Documentation
Report & Final Presentation
It’s Been a Great Year!

- Videoconference
- Campus Visit
- Board of Regents Presentation
- THEC Commission Presentation
- SBC Presentation
Guided by Thoughtful Input

...Breaking it Down

7 Campus Visits
12 Executive Committee Meetings
8 Strategic Working Committee Meetings
9 Campus & Community Open Houses
36 Focus Group Meetings
39 Student Forums
48 Conference Calls
77 Building Assessment Tours
1 Master Plan Webpage
Purpose of the Plan

- 5-Year Update to Facilities Master Plan
- Encompasses all 8 U of M Locations
- Embraces Campus and Community
- Provides a Long-Range Vision
- Visionary yet Realistic
- Flexible Framework for Development
- Optimizes Resources and Adjacencies
- Inclusive and Consensus Based
Planning Objectives

Key Planning Themes

Responding to Change
- changes in higher education funding models
- changes in demographics (international, new growth)
- changes in pedagogies (online, hybrid, active learning)
- growth in research
- change = uncertainty, flexibility needed

Distributed Campus Model
- 28,000 headcount on 8 different campuses and sites

Transition from a Commuter to Residential Campus
- Increase options on Main Campus and Lambuth

University of Memphis Strengths:
- compact undergraduate campus
- signature programs (education, hotel management, sciences)

Key Planning Goals

1. Differentiate the University
2. Create Campuses of Distinction
   - through programs, aesthetics, visual quality
3. Enrollment Growth and New Technologies
   - increase international student presence
   - grow online, hybrid courses
4. Increase Research
   - in sciences, engineering, public health
   - build and strengthen corporate partnerships
5. Focus on Student Success
   - improve support services, housing, recreation
6. Ensure Future Viability
   - strategically acquire appropriate land resources
   - commitment to efficiency and effectiveness
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.
Main Campus
Key Planning Components

Main Campus

- Mynders Hall
- Parking
- Roane Fieldhouse
- Student Housing
- Facility Condition
- Pedestrian Circulation
- Music Center
- Open Space
Space Planning Metrics – Main Campus + Park Avenue Campus

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

- Heritage buildings located in core of campus:
  - Administration Building (1912)
  - Mynders Hall (1912)
  - Scates Hall (1922)
  - John Willard Brister Hall (1927)
  - Manning Hall (1930)

- Over 70% of existing facilities are over 40 years old

- Oldest building stock under Tennessee Board of Regents
Deferred Maintenance Assessment

- **Buildings with greatest deferred maintenance needs:**
  (in order of priority)
  1. Mitchell Hall (1963)
  2. Clement Hall (1966)
  3. Ellington Hall (1964)
  4. Dunn Hall (1971)
  6. Manning Hall (1930)
  7. Ball Hall (1964)
  8. Johnson Hall (1958)
  9. Fogelman Classroom Building (1971)
  10. Fogelman Admin Building (1971)
Building Utilization

- **Buildings with highest weekly student contact hours:**
  - Fogelman Classroom Building (23,744 hours)
  - Mitchell Hall (17,006 hours)
  - Patterson Hall (16,576 hours)
  - Clement Hall (16,238 hours)

- **Buildings with lowest weekly student contact hours:**
  - Communication and Fine Arts Building (267 hours)
  - Hayden Hall (349 hours)
  - McCord Hall (373 hours)
## Planning Metrics - Main Campus + Park Avenue Campus

<table>
<thead>
<tr>
<th></th>
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<th>Target Year</th>
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<td><strong>Total Enrollment</strong></td>
<td>21,480 HEADCOUNT</td>
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<td><strong>Total Square Footage</strong></td>
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<td>Main Campus</td>
<td>5,185,351 GSF</td>
<td>6,634,500 GSF</td>
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<td>Park Avenue Campus</td>
<td>552,201 GSF</td>
<td>2,573,574 GSF</td>
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<td>4,263,128 GSF</td>
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<td>379,965 GSF</td>
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<td><strong>Total On-Campus Housing Capacity</strong></td>
<td>2,492 BEDS</td>
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<td><strong>Total Parking</strong></td>
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<td>Main Campus</td>
<td>10,004 SPACES</td>
<td>11,105 SPACES</td>
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<td>(8,222 SURFACE / 1,782 STRUCTURED)</td>
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<td>Park Avenue Campus</td>
<td>916 SPACES (SURFACE)</td>
<td>2,455 SPACES (SURFACE)</td>
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<tr>
<td><strong>Total Open Space</strong></td>
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<tr>
<td>Main Campus</td>
<td>5,005,547 SF (47% OF CAMPUS)</td>
<td>7,741,863 SF (60% OF CAMPUS)</td>
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<td>(361,474 SF of which is Rec/Athletics)</td>
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<td>(591,460 SF of which is Rec/Athletics)</td>
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<td>Park Avenue Campus</td>
<td>5,074,068 SF (80% OF CAMPUS)</td>
<td>4,133,012 SF (65% OF CAMPUS)</td>
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<td>(980,764 SF of which is Rec/Athletics)</td>
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<td>(919,764 SF of which is Rec/Athletics)</td>
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(Maintains 12% Housed)  
(Maintains 2.4 to 1 Ratio)
Strategies Tested for Future Growth

Three Big Ideas!

A. Go West

B. Optimize the Core

C. Activate the N-S Corridor
Main Campus Alternatives

A. Go West

B. Optimize the Core

C. Activate the N-S Corridor
Main Campus – Overall (Existing)
Main Campus – Proposed Framework

Design Principles

• Use pedestrian circulation and open space as the 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.
Main Campus – Overall (Proposed)

Design Principles

• Use pedestrian circulation and open space as the 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.
Main Campus – South Academic Core (Existing)

- UM Existing Building
- Campus Green
- Athletic Field
- Memorable Open Space

Drawings and illustrations showing various buildings and open spaces, including Mynders Hall, Clement Hall, Administration Building, and University Center.
Main Campus – South Academic Core (Proposed)

- UM Existing Building
- UM Proposed Building
- Private Development
- Campus Green
- Athletic Field
- Memorable Open Space

Legend:
- Mynders Hall
- Administration Building
- University Center
- Pedestrian Bridge
Main Campus – North Academic Core (Proposed)

- UM Existing Building
- UM Proposed Building
- Private Development
- Campus Green
- Athletic Field
- Memorable Open Space

Map showing the North Academic Core with various buildings and areas highlighted.
Main Campus – The Ellipse

1. **Library North Terrace**
   - Seating in Shade
   - Canopy Tables

2. **Library East Terrace**
   - Add Doors & Canopy to Building
   - Grand Terrace
   - Artwork

3. **Landscape Improvements**
   - Shade Trees at Ellipse Perimeter
   - Turf Drainage and Health

4. **Conversation Corners**
   - Seating / Benches
   - Shade
   - Hedge at Back

5. **Link To Museum**
   - Special Paving
   - Similar Furnishings / Graphics

6. **Terraced Seating Built into Sloping Northern side of Ellipse**
Main Campus – STEM Corridor (Proposed)

- UM Existing Building
- UM Proposed Building
- Private Development
- Campus Green
- Athletic Field
- Memorable Open Space

- Eng. Technology
- Engineering / CERI
- Interdisciplinary Research Facility (Phase I & II)
- Science Quad
- Roane Student Services Center
- Walker Avenue
- Zach Curlin Street
- Memorable Open Space

THE UNIVERSITY OF MEMPHIS

FACILITIES MASTER PLAN UPDATE
Main Campus – University Center Plaza

1. Screen Mechanical

2. Raised Planters
   - Brick with Precast Concrete Cap
   - Shade Trees

3. Container Planters
   - Along Parking Garage
   - On Raised Planter ledge

4. Seating
   - On Seat Wall
   - Tables in Shade with Canopy/Umbrella
Main Campus – West District (Existing)

- UM Existing Building
- Campus Green
- Athletic Field
- Memorable Open Space
Main Campus – West District (Proposed)

- UM Existing Building
- UM Proposed Building
- Private Development
- Campus Green
- Athletic Field
- Memorable Open Space
Main Campus – Art Plaza

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
Main Campus – North District (Existing)

UM Existing Building
Campus Green
Athletic Field
Memorable Open Space
Main Campus – North District (Proposed)

- UM Existing Building
- UM Proposed Building
- Private Development
- Campus Green
- Athletic Field
- Memorable Open Space

**Map Details:**
- Holiday Inn
- Alumni Center
- Music Center
- Art Museum
- Theatre Building
- Music Building
- Central Avenue
- Poplar Avenue
- Campus Entry

**Key Areas:**
- Central Avenue
- Poplar Avenue
- Holiday Inn
- Alumni Center
- Music Center
- Art Museum
- Theatre Building
- Music Building

**Legend:**
- UM Existing Building
- UM Proposed Building
- Private Development
- Campus Green
- Athletic Field
- Memorable Open Space
Main Campus – North District (Proposed)

- UM Existing Building
- UM Proposed Building
- Private Development
- Campus Green
- Athletic Field
- Memorable Open Space

- Holiday Inn
- Alumni Center
- Art Museum
- Music Building
- Theatre Building
- Music Center
- Central Avenue
- Poplar Avenue
- Campus Entry
- Thelma Wilson Science Complex
- University of Memphis
- McWhorter Humanities Building
- William McWhorter Center for the Humanities
- David L. Farmer
- D. Paul Broyles Academic Center
- University Park Historic District
- University Park
- South Campus
- Business District
- South District
- Main Entrance
- Alumni Center
- University Park
- University of Memphis
- Thelma Wilson Science Complex
- David L. Farmer
- D. Paul Broyles Academic Center
- University Park Historic District
- University Park
- South Campus
- Business District
- South District
- Main Entrance
Main Campus – Poplar Entry

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
Main Campus - Highland Avenue Corridor (Existing)

- UM Existing Building
- Campus Green
- Athletic Field
- Memorable Open Space
Main Campus - Highland Avenue Corridor (Proposed)

- UM Existing Building
- UM Proposed Building
- Private Development
- Campus Green
- Athletic Field
- Memorable Open Space
Main Campus - Highland Avenue Corridor (Proposed)
Main Campus – Patterson Street

1. **Lighting**
   - Vehicular & Pedestrian
   - Banners

2. **Remove / Relocate Overhead Utilities**

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

4. **Crosswalk**
   - Special Paving

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

6. **Bollards At Near Intersections**

7. **Seating**
Main Campus – Overall (Proposed)

UM Existing Building
UM Proposed Building
Private Development
Campus Green
Athletic Field
Memorable Open Space
Main Campus – Buildings

- Existing Building
- Proposed Building Removal
- Proposed Building
- Proposed Building (3rd Party)
- Acquisition – Priority 1
- Acquisition – Priority 2
Main Campus – Open Space

Existing = 47%  Proposed = 60%

- Campus
- Athletic / Rec
- Memorable
Main Campus - Parking

Existing = 10,004 Spaces

Proposed = 11,105 Spaces

Surface Parking
Parking Structure
Main Campus - Circulation

- **Vehicular**
- **Pedestrian**
- **Bicycle**
- **Primary Gateway**
- **Service Location**
Linking the Campuses

**Bicycle Network**

- Existing bike paths/lanes along Southern Avenue
- Opportunity to improve connections between Main and Park Avenue Campus
- Opportunity to better connect campuses to surrounding residential/commercial areas
Key Planning Components

Park Avenue Campus

Building #1
Parking
Tree Preservation
Student Housing
Athletic Facilities
Basketball Training Center
Campus Entry
Open Space
Park Avenue Campus Alternatives

Three Development Patterns:
Design Principles

• Utilize campus development to help activate the Park Avenue and Getwell Road corridors.

• Link academics and athletics thru open space.

• Position parking at campus perimeter to encourage a pedestrian-oriented environment.

• Preserve heritage trees whenever possible.
Park Avenue Campus (Proposed)

Design Principles

• Utilize campus development to help activate the Park Avenue and Getwell Road corridors.

• Link academics and athletics thru open space.

• Position parking at campus perimeter to encourage a pedestrian-oriented environment.

• Preserve heritage trees whenever possible.
Park Avenue Campus (Existing)

- UM Existing Building
- Campus Green
- Athletic Field
- Memorable Open Space
Park Avenue Campus (Proposed)

- UM Existing Building
- UM Proposed Building
- Campus Green
- Athletic Field
- Memorable Open Space
- Detention Basin
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
Park Avenue Campus – Buildings

- **Existing Building**
- **Building Removal**
- **Proposed Building**

*Park Avenue Campus – Buildings Diagram*
Park Avenue Campus – Building Use

- **Existing**
  - Residential
  - Athletic
  - Academic/Research
  - Support

- **Proposed**
  - Residential
  - Athletic
  - Academic/Research
  - Support

Legend:
- Residential
- Athletic
- Academic/Research
- Support
Park Avenue Campus – Open Space

Existing = 80%

Proposed = 65%
Park Avenue Campus - Parking

Existing = 915 Spaces

Proposed = 2,454 Spaces
Park Avenue Campus - Circulation

**Existing**

- Vehicular
- Pedestrian
- Bicycle
- Primary Gateway

**Proposed**

- Vehicular
- Pedestrian
- Bicycle
- Primary Gateway
Key Planning Components

Lambuth Campus

- Wilder Student Union
- Parking
- Facility Condition
- Open Space
- Science Facilities
- Accessibility
- Epworth Hall
- Student Housing
Space Planning Metrics – Lambuth Campus

* Indicates THEC Guideline applied to determine current and future space needs
### Planning Metrics - Lambuth Campus

<table>
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<tr>
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<th>EXISTING CONDITION</th>
<th>TARGET YEAR</th>
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<tr>
<td>TOTAL ENROLLMENT</td>
<td>548 HEADCOUNT</td>
<td>2,500 HEADCOUNT</td>
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<td>TOTAL SQUARE FOOTAGE</td>
<td>428,732 GSF</td>
<td>501,507 GSF</td>
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<td>TOTAL SQUARE FOOTAGE (E &amp; G)</td>
<td>283,353 GSF</td>
<td>335,853 GSF</td>
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<td>TOTAL SQUARE FOOTAGE (RESEARCH)</td>
<td>0 GSF</td>
<td>6,187 GSF</td>
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<tr>
<td>TOTAL ON-CAMPUS HOUSING CAPACITY</td>
<td>190 BEDS</td>
<td>300 BEDS</td>
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<tr>
<td>TOTAL PARKING</td>
<td>388 SPACES (SURFACE)</td>
<td>1,024 SPACES (SURFACE)</td>
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<tr>
<td>TOTAL OPEN SPACE</td>
<td>1,654,647 SF (70% OF CAMPUS)</td>
<td>1,748,599 SF (68% OF CAMPUS)</td>
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<td>(306,000 SF of which is Rec/Athletics)</td>
<td>(306,000 SF of which is Rec/Athletics)</td>
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</table>

Notes: (12% Housed) (2.4 to 1 Ratio)
Lambuth Campus Alternatives

Two Development Strategies:

A

B
Lambuth Campus (Existing)

- UM Existing Building
- Campus Green
- Athletic Field
- Memorable Open Space
Lambuth Campus – Framework

**Design Principles**

- Maintain existing compact design and logical organization of campus through strategic placement of proposed facilities near central quad.

- Preserve and promote walkability of campus by positioning parking at the campus perimeter.

- Strengthen UM’s relationship to the Jackson community through shared planning initiatives.
Lambuth Campus (Proposed)

Design Principles

• Maintain existing compact design and logical organization of campus through strategic placement of proposed facilities near central quad.

• Preserve and promote walkability of campus by positioning parking at the campus perimeter.

• Strengthen UM’s relationship to the Jackson community through shared planning initiatives.
Lambuth Campus (Proposed)
Lambuth Campus – Entry to Campus

1. **Administration Building**
   - Activates Lambuth Boulevard
   - Open/Inviting Plaza Space

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

3. **Maple Street**
   - Sidewalks, Vegetated Buffers, Street Lights with Banners and Canopy Trees
Lambuth Campus – The Quad

1. Science Building
   – Reinforces Quad at Northern Edge

2. Seating
   – Off of buildings opening into the quad
   – At Pedestrian Walkway Nodes

3. Open Space
   – Preserve Historic Trees
   – Focal Point
Lambuth Campus – Building Use

- Administrative
- Student Service
- Residential
- Athletic / Rec
- Academic
- Chapel
- Support
- Dining
- Offline

Maple Street
Lambuth Boulevard

Existing
Proposed
Lambuth Campus – Open Space

Existing = 70%

Proposed = 68%
Lambuth Campus - Circulation

- **Vehicular**
- **Pedestrian**
- **Bicycle**
- **Primary Gateway**
- **Service Location**

**Existing**

**Proposed**
Lambuth Campus - Parking

Surface Parking

Existing = 388 Spaces

Proposed = 1,024 Spaces
Realizing the Vision
New Student Recreation Center
Enhancing the Student Experience at Main Campus.
Basketball Training Facility
Establishing the Framework at the Park Avenue Campus.
Elevator Modernization

Improving accessibility across the Lambuth Campus.
<table>
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<tr>
<th>Projects</th>
<th>Phasing &amp; Funding Matrix</th>
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<td><strong>Projects</strong></td>
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<td>Lambuth A</td>
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</table>
01. Central Avenue Streetscape Enhancements
02. Walker Avenue Streetscape Enhancements (Phase I)
03. Patterson Avenue Realignment
04. Richardson Towers - Removal
05. Student Residence Hall (Replacement for Richardson Towers)
06. Alumni Mall Improvements
Main Campus – Phase 2 | In Progress (Design)

01. Walker Avenue Streetscape Enhancements (Phase II)
02. Student Recreation Center
03. Biochemistry and Biology Facility - Phase I
04. Music Center
05. Parking Garage (Near Southern Avenue)
06. Zach Culin Surface Parking Lot Improvements
07. Highland Library (Community and Police Services)
01. Patterson Avenue Streetscape Improvements
02. Southern Avenue Streetscape Improvements (Phase I)
03. Pedestrian Land Bridge
04. Student Recreation & Fitness Center - Renovation
05. Mitchell Hall - Removal
06. Alumni Center
07. Engineering Research Facility / C.E.R.I.
08. Academic Building (Replacement for Mitchell Hall)
09. Administration Building (1st Floor and Auditorium)
10. Ned R. McWherter Library (1st Floor Learning Commons)
11. Ellipse Open Space Improvements
12. Recreation Fields
Main Campus – Phase 4 | Mid Term (5 - 10 Years)

01. Desoto Avenue Closure and Pedestrian Conversion
02. Alumni Avenue Closure and Pedestrian Conversion
03. Highland Road Campus Entry
04. Southern Avenue Streetscape Improvements (Phase II)
05. Mynders Avenue Streetscape Improvements
06. Alumni Center - Removal
07. Clement Hall - Removal
08. Elma Roone Fieldhouse (Academic Wing) - Removal
09. Academic Building (Replacement for Clement Hall)
10. Biochemistry and Biology Facility - Phase II
11. Plaza near Mynders Hall and Jones Dining
12. University Center Plaza Enhancements
01. Goodlett Street Campus Entry
02. Community Health Facility and Parking
03. Health & Sport Science Facility (Defense Audit Bldg)
01. Indoor Football Practice Facility Expansion
02. Basketball Training Facility and Parking
01. Soccer Support Facility
02. Softball Training Facility
03. Parking Expansion (Phase I)
04. Building #1 - Keep Tennessee Beautiful
01. Track & Field Stands
02. Physical Plant
03. Parking Expansion (Phase II)
01. Campus Open Space Upgrades (Lighting, Drainage, and Irrigation)
Lambuth Campus – Phase 2 | In Progress (Design)

01. Health & Fitness Center
02. Building Elevators (Library, Student Union, Hyde Hall)
Lambuth Campus – Phase 3 | Near Term (0 - 5 Years)

01. Rental Property (300 Maple Street) - Removal
02. Rental Property (308 Maple Street) - Removal
03. Rental Property (310 Maple Street) - Removal
04. Rental Property (312 Maple Street) - Removal
05. Rental Property (314 Maple Street) - Removal
06. Rental Property (337 Fairgrounds) - Removal
07. Rental Property (359 Fairgrounds) - Removal
08. Rental Property (540 Burkett) - Removal
09. Eppard Hall - Removal
10. Parking Expansion (Phase I)
11. Sprague Hall (Renovate for Academic and Administrative Uses)
Lambuth Campus – Phase 4 | Mid Term (5 - 10 Years)

01. Rental Property (907 West King Street) - Removal
02. Rental Property (909 West King Street) - Removal
03. Rental Property (910 West King Street) - Removal
04. Rental Property (913 West King Street) - Removal
05. Rental Property (914 West King Street) - Removal
06. Rental Property (918 West King Street) - Removal
07. Science Building
08. Parking Expansion (Phase II)
09. Wilder Student Union (Ballroom and Classroom Upgrades)
10. Gobbel Hall (Renovation)
11. Spangler Hall (Renovate for Academics)
12. Hyde Hall (Renovate for Nursing)
Lambuth Campus – Phase 5 | Long Term (10 Years and Beyond)

- 01. Harris Hall - Removal
- 02. Student Residence Hall
- 03. Administrative Building (Epworth Hall Replacement)
- 04. Parking Expansion (Phase III)