

DRAFT



THE UNIVERSITY OF  
**MEMPHIS**<sup>®</sup>  
Dreamers. Thinkers. Doers.

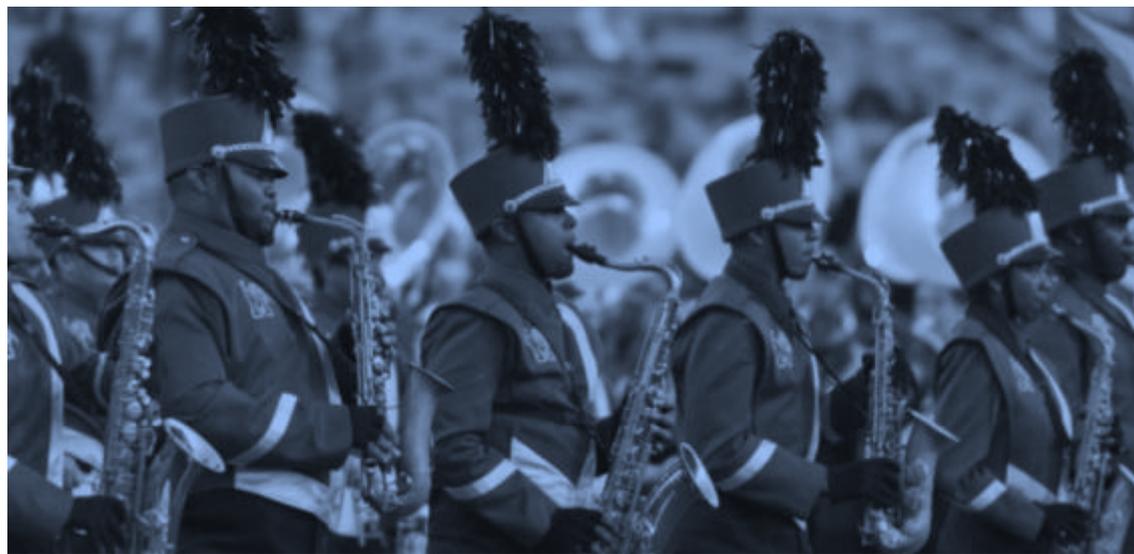
FACILITIES MASTER PLAN UPDATE  
FINAL REFINEMENT PHASE | 10.29.14



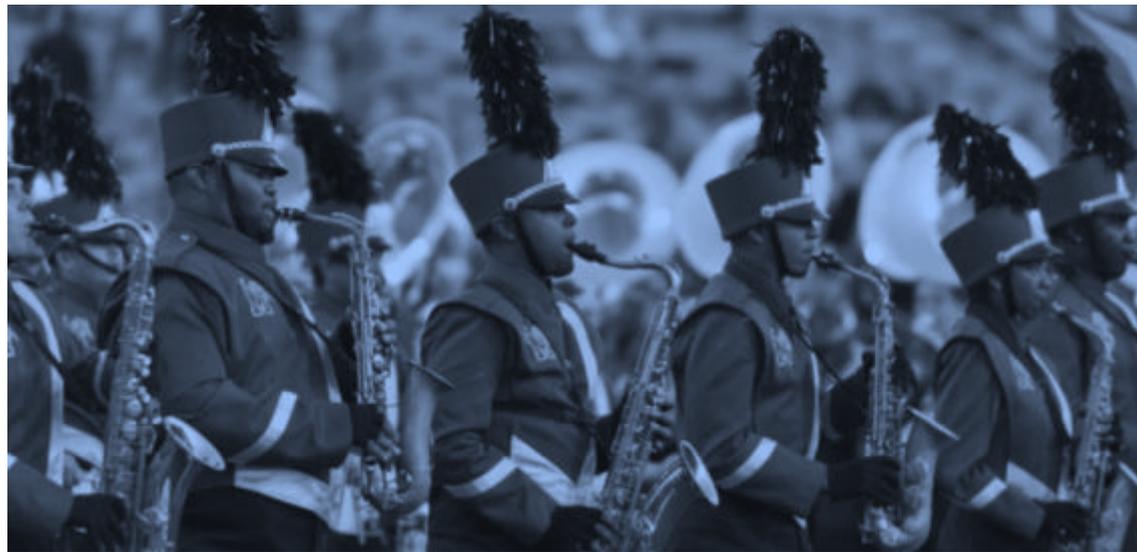
SMITHGROUPJJR



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

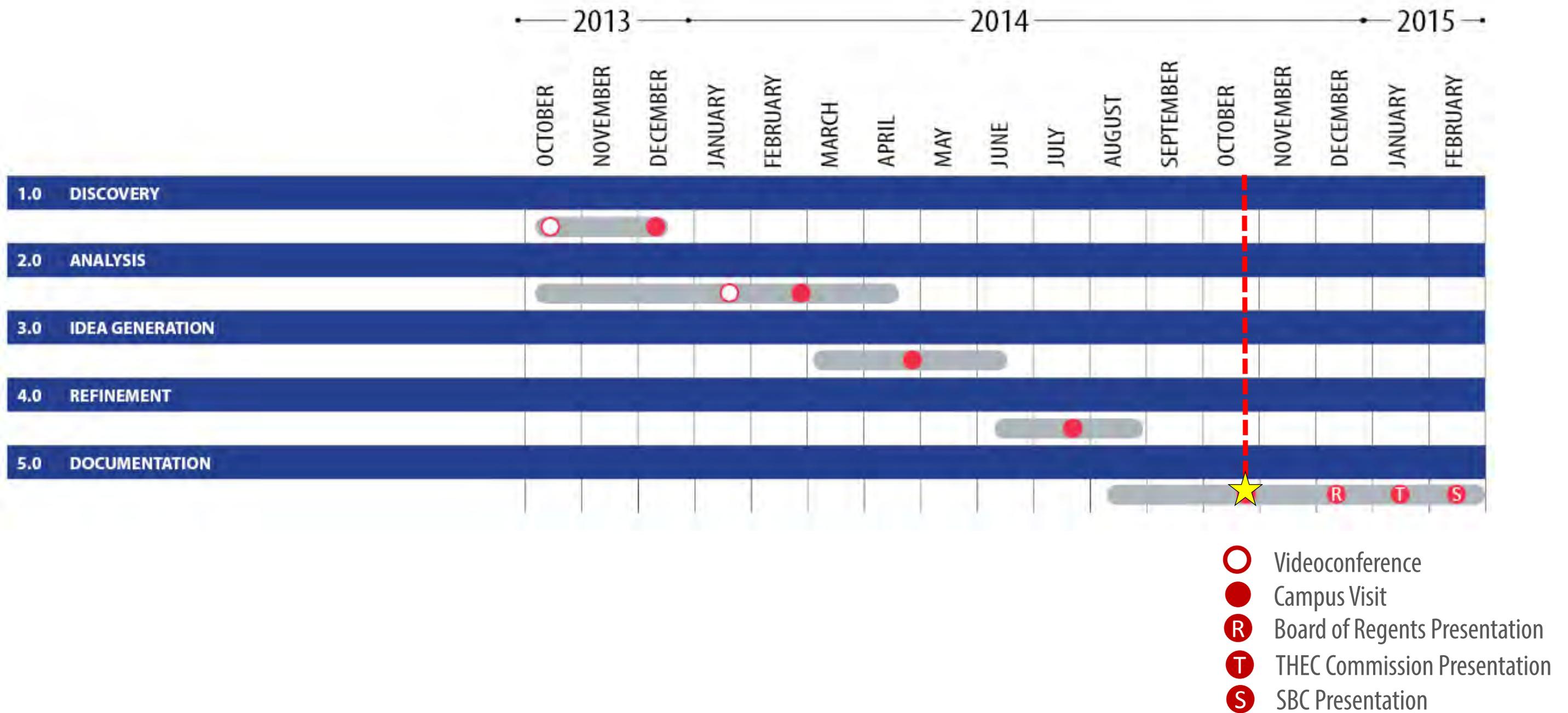


# Agenda



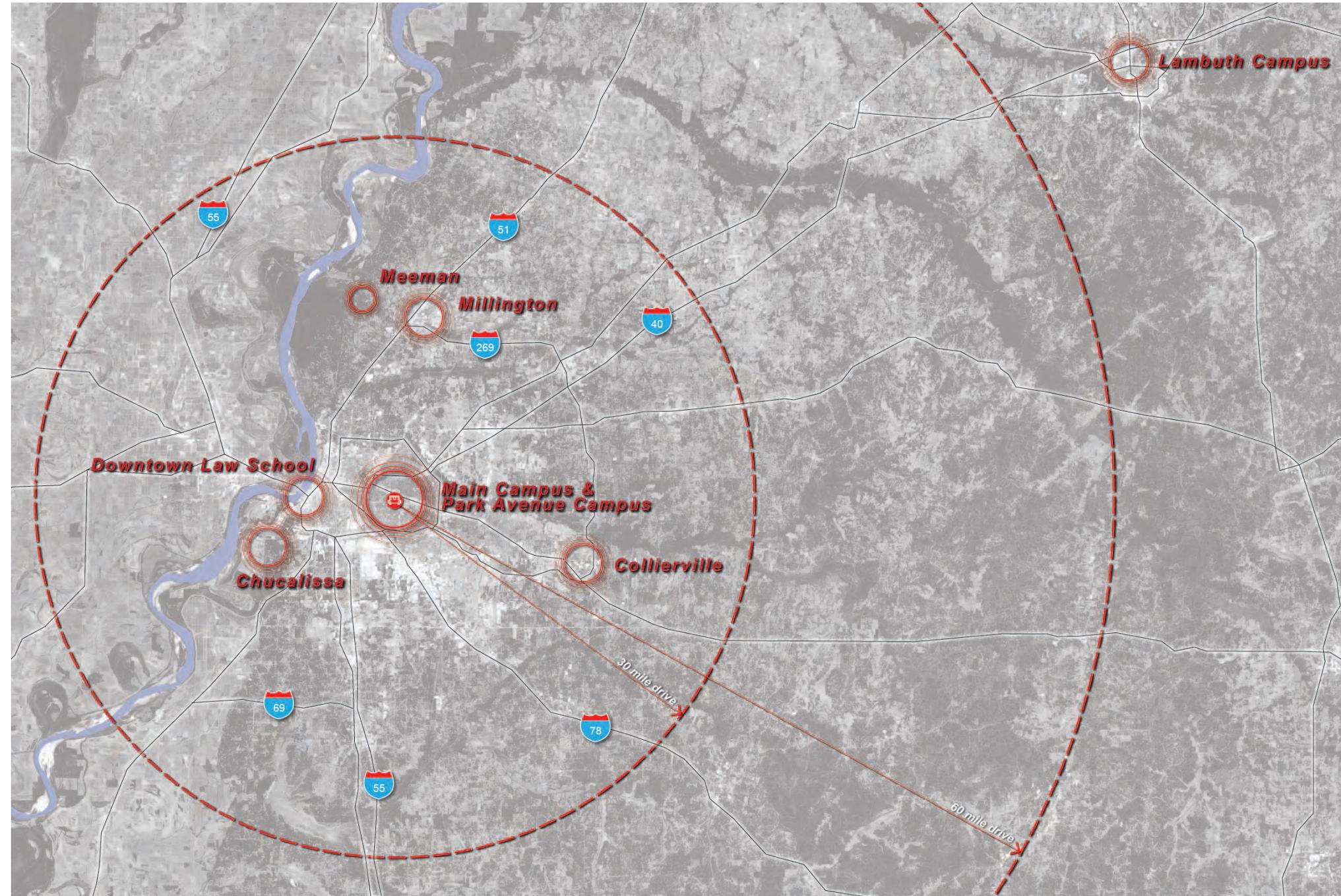
# Process Overview

# It's Been a Great Year!



# 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

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## 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

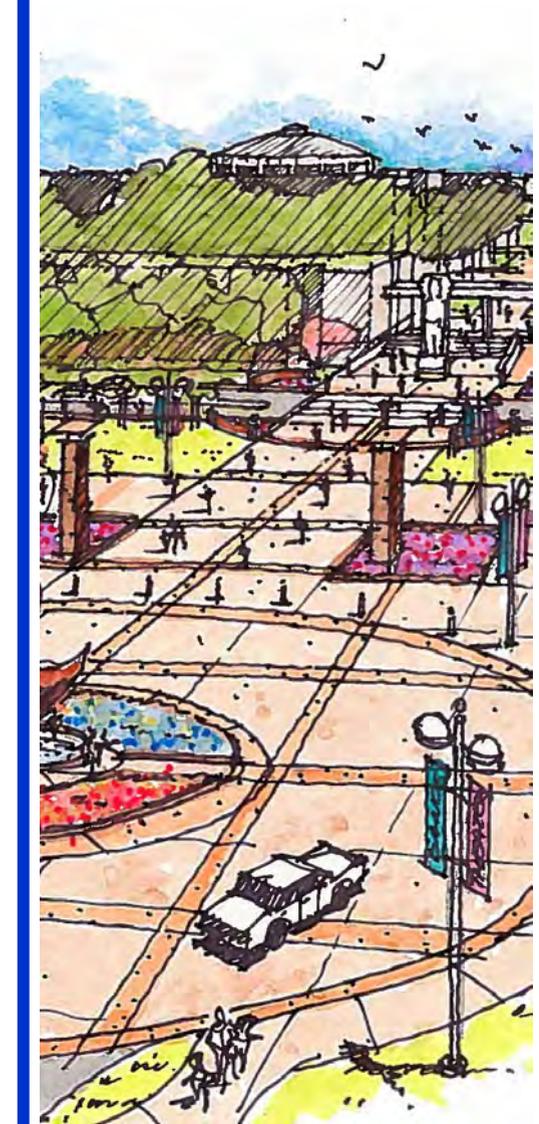
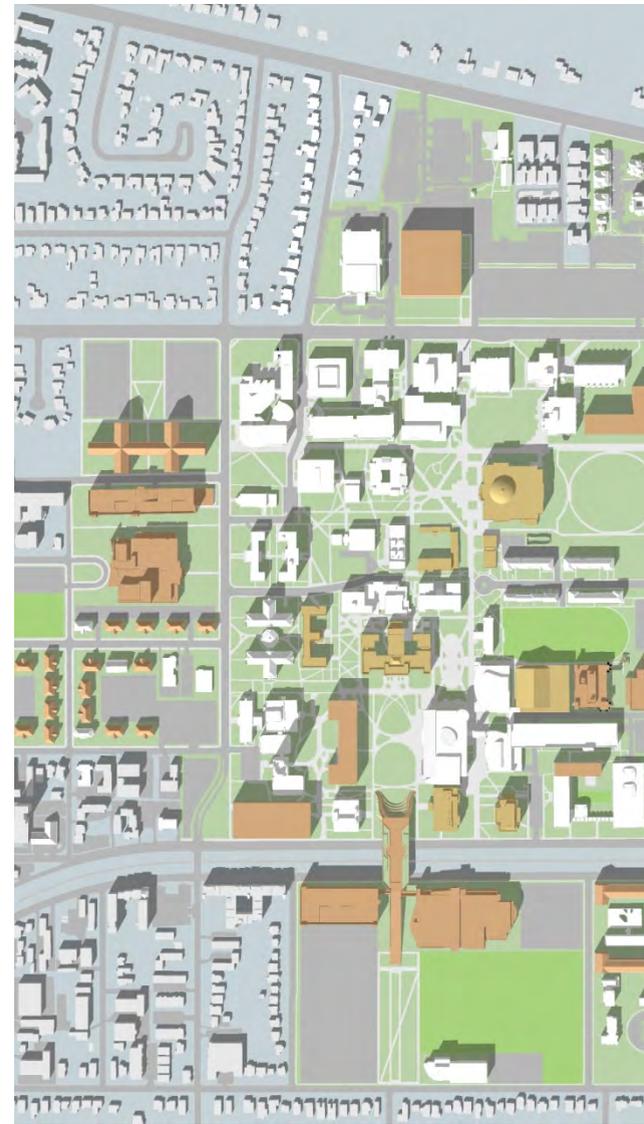
### University of Memphis Strengths:

- 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

# 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*

# Guided by Thoughtful Input

## ...Breaking it Down



7  
CAMPUS  
VISITS



9  
CAMPUS &  
COMMUNITY  
OPEN HOUSES



48  
CONFERENCE  
CALLS



12  
EXECUTIVE  
COMMITTEE  
MEETINGS



36  
FOCUS  
GROUP  
MEETINGS



77  
BUILDING  
ASSESSMENT  
TOURS



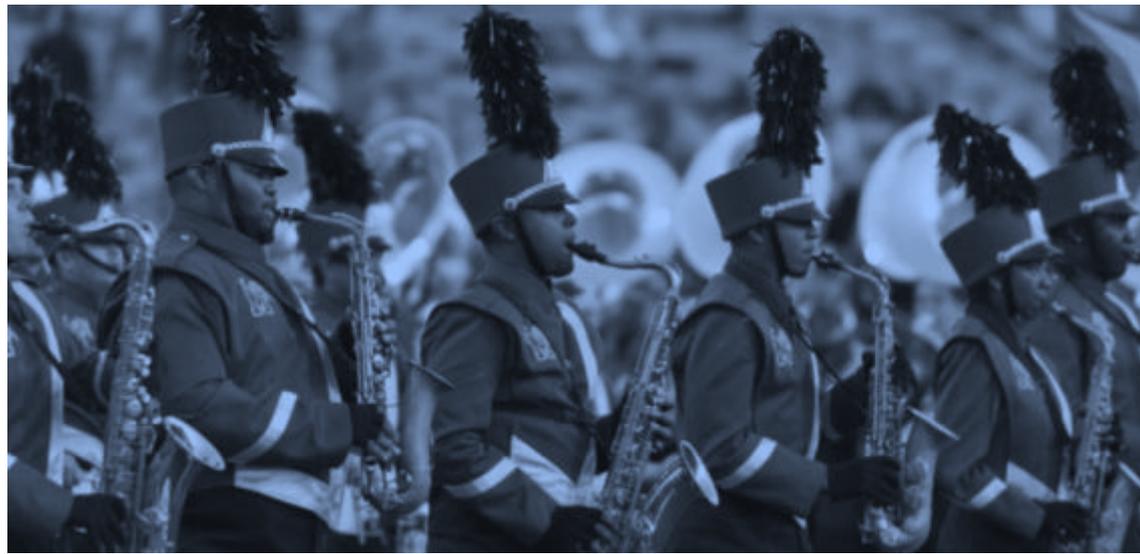
8  
STRATEGIC  
WORKING  
COMMITTEE  
MEETINGS



9  
STUDENT  
FORUMS



1  
MASTER  
PLAN  
WEBPAGE



# Campus Master Plans

# 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.*



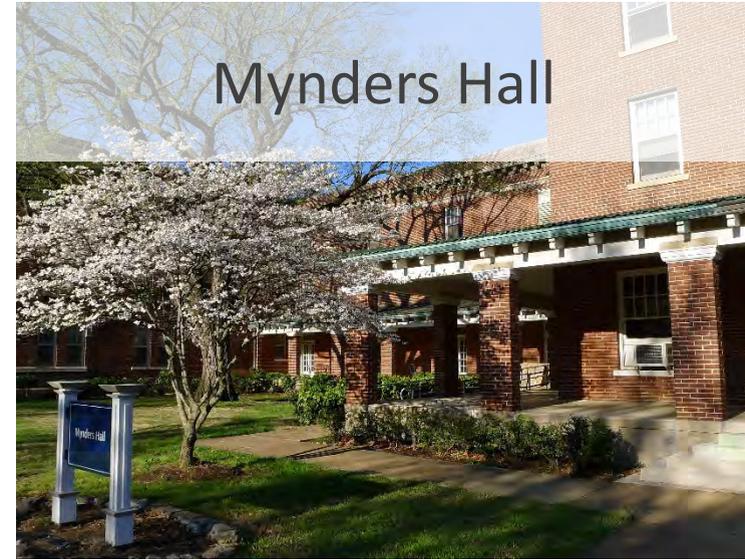
# Main Campus



# Key Planning Components

## Main Campus

Mynders Hall



Parking



Roane Fieldhouse



Student Housing



Facility Condition



Pedestrian Circulation



Music Center



Open Space



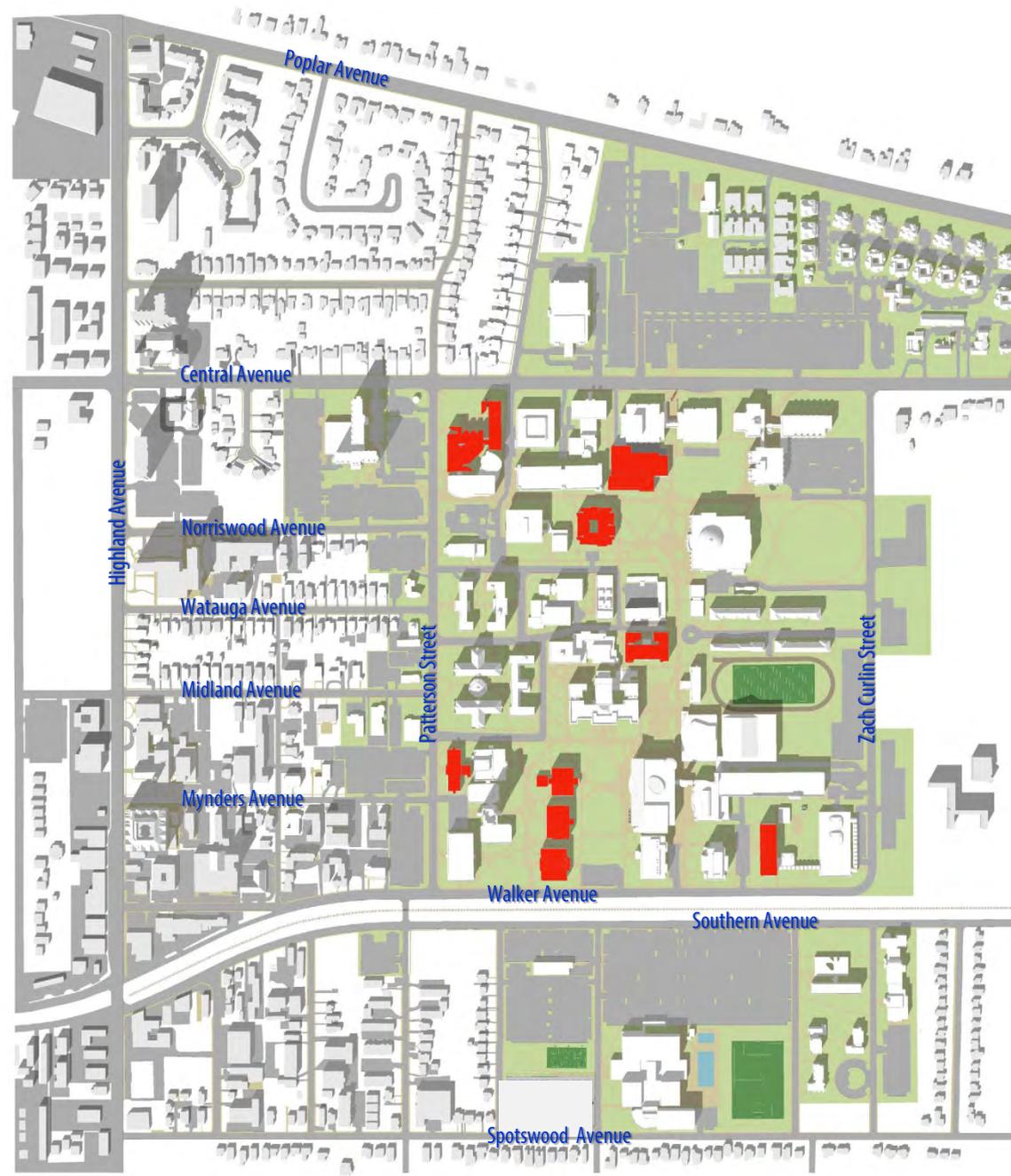
# Building Age



- 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

 Heritage Building  
 40+ Years Old

# Deferred Maintenance Assessment

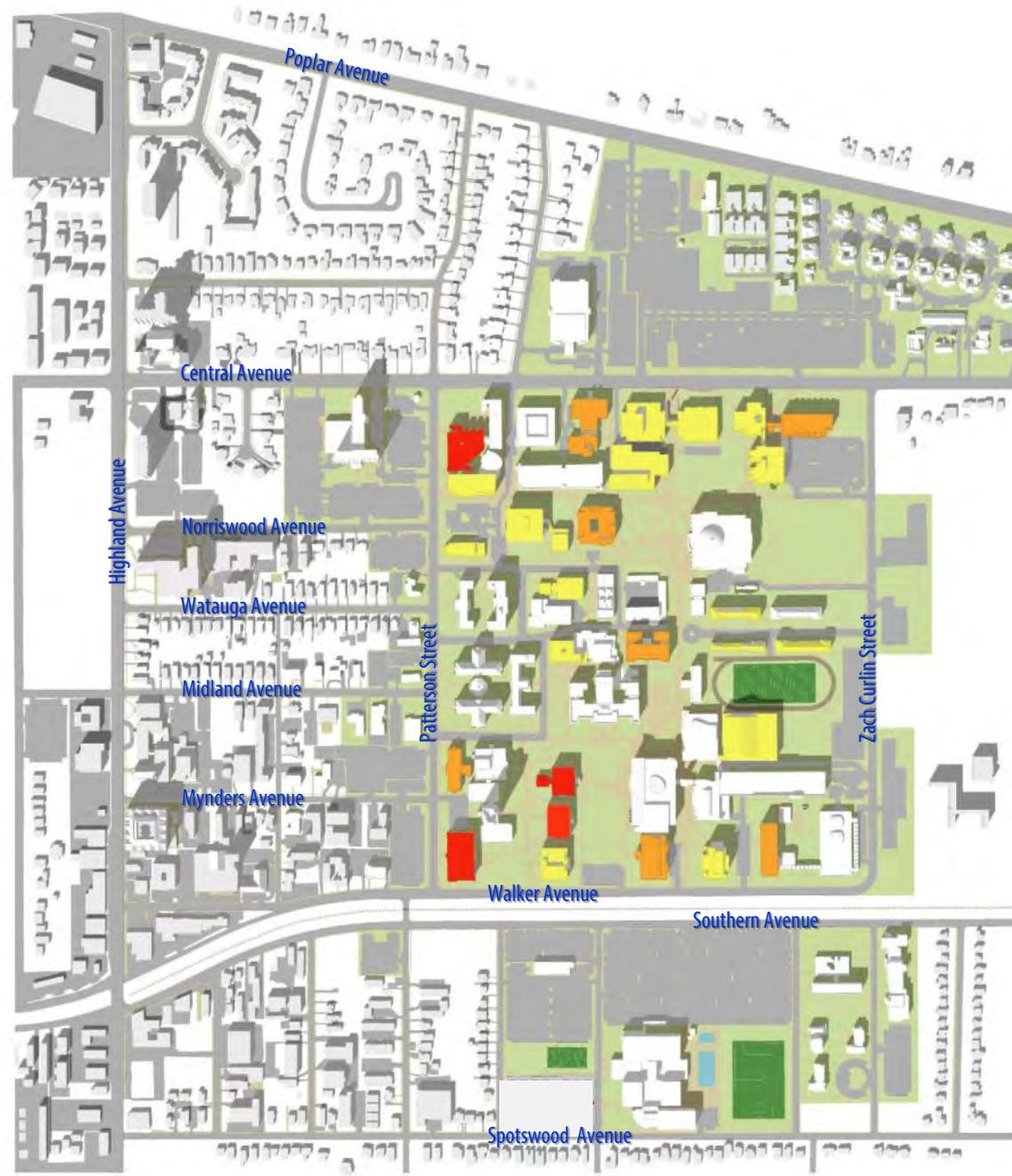


- Buildings with greatest deferred maintenance needs:  
(in order of priority)

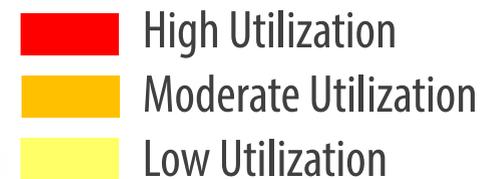
- 1 – Mitchell Hall (1963)
- 2 – Clement Hall (1966)
- 3 – Ellington Hall (1964)
- 4 – Dunn Hall (1971)
- 5 – Communications & Fine Arts Building (1981)
- 6 – Manning Hall (1930)
- 7 – Ball Hall (1964)
- 8 – Johnson Hall (1958)
- 9 – Fogelman Classroom Building (1971)
- 10 – Fogelman Admin Building (1971)

 Greatest Deferred Maintenance Needs

# Building Utilization

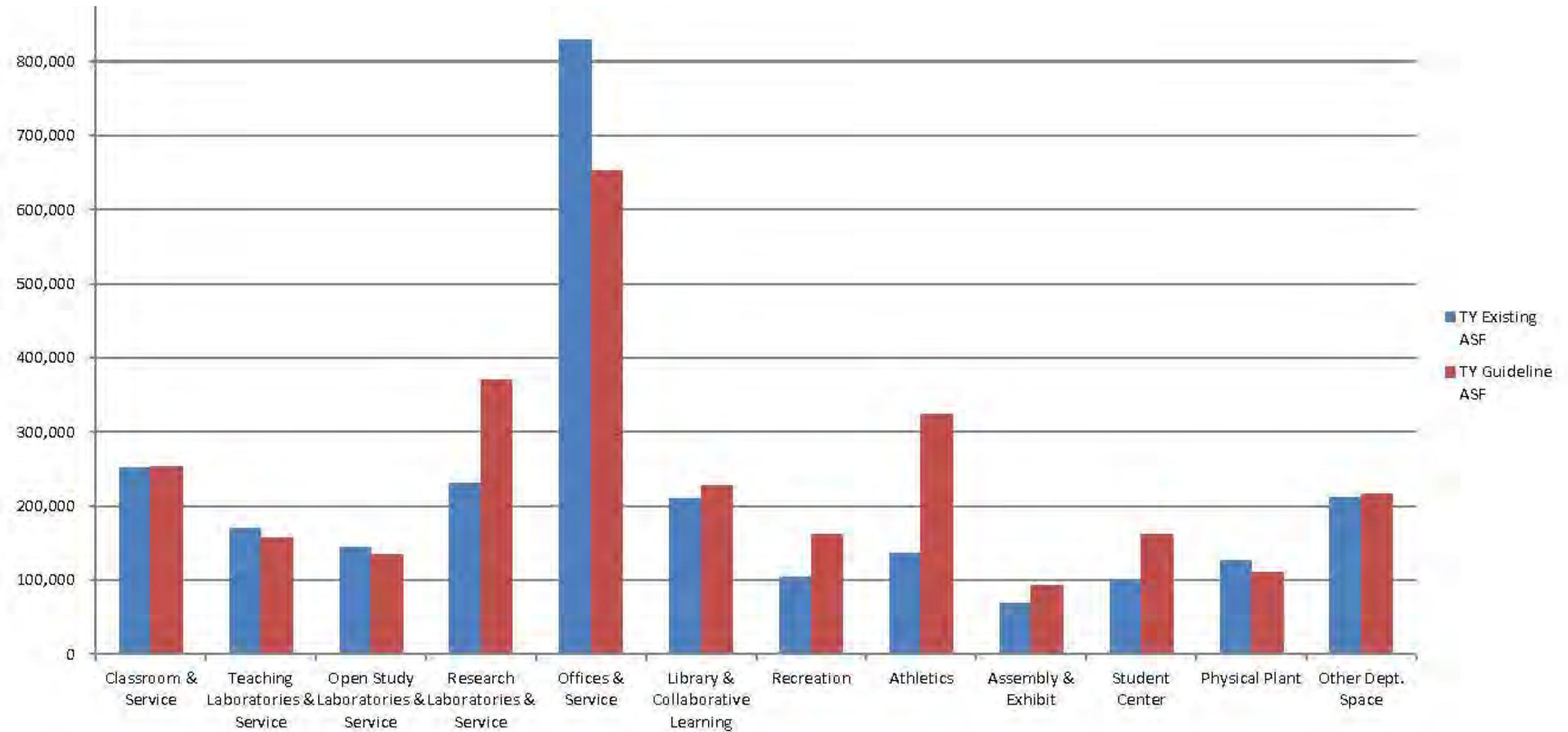


- Buildings with highest weekly student contact hours:
  - Fogelman Classroom Building (23,744 hours)
  - Mitchell Hall (17,006 hours)
  - Patterson Hall (16,576 hours)
  - Clement Hall (16,238 hours)
- Buildings with lowest weekly student contact hours:
  - Communication and Fine Arts Building (267 hours)
  - Hayden Hall (349 hours)
  - McCord Hall (373 hours)



# Planning Metrics

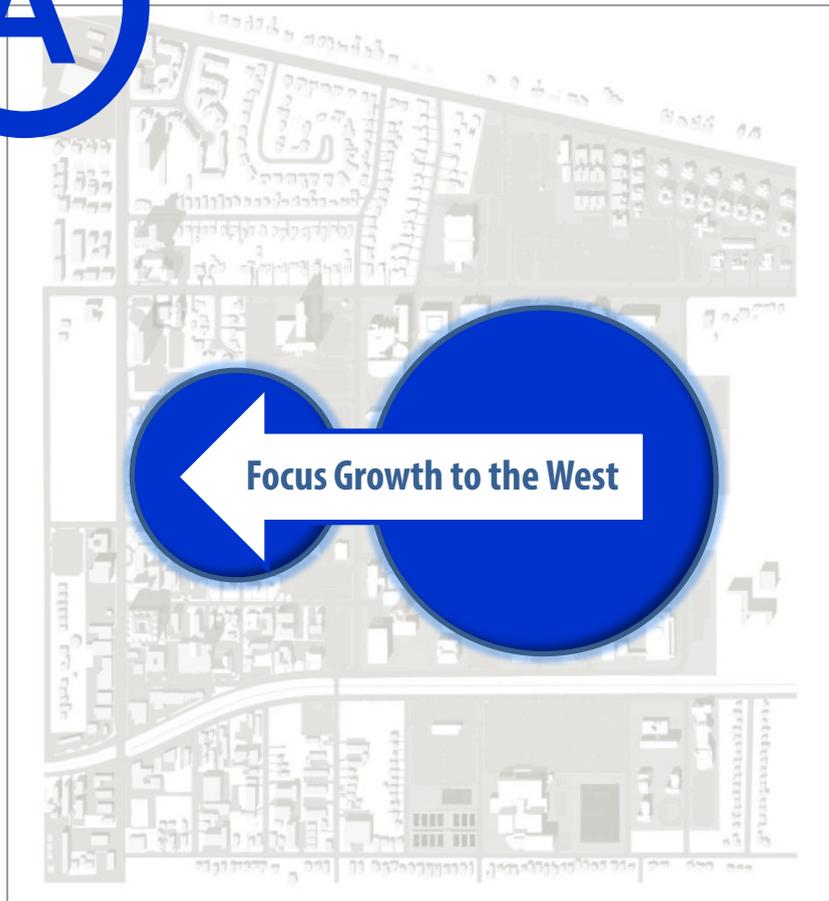
## Target Year Space Needs



# Strategies Tested for Future Growth

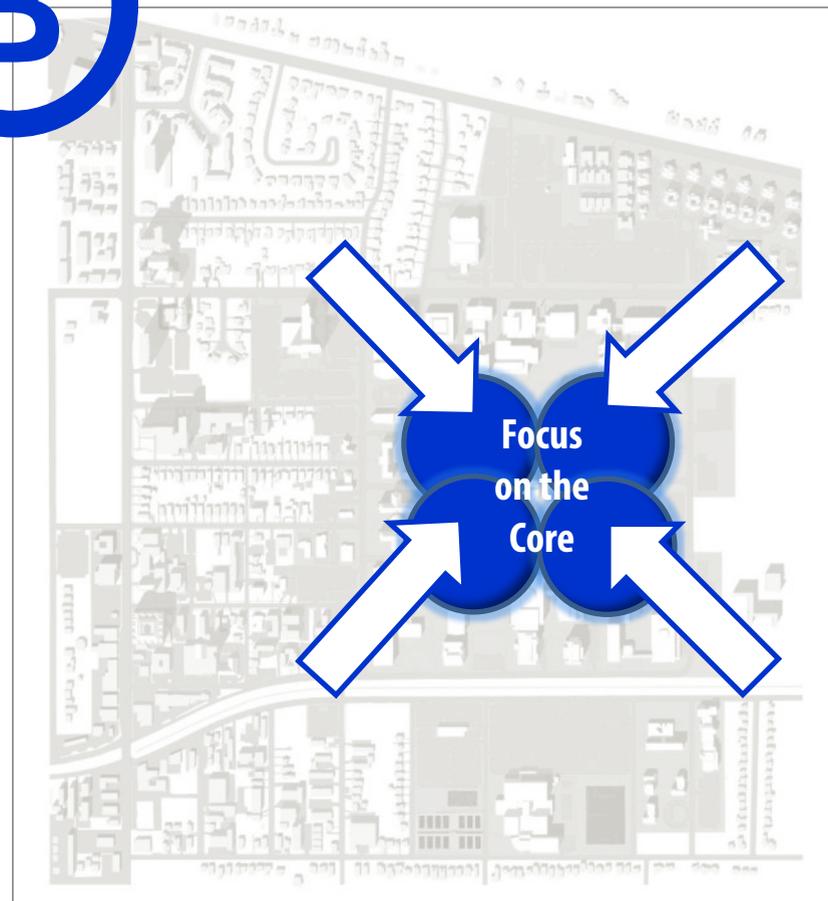
## Three Big Ideas!

**A**



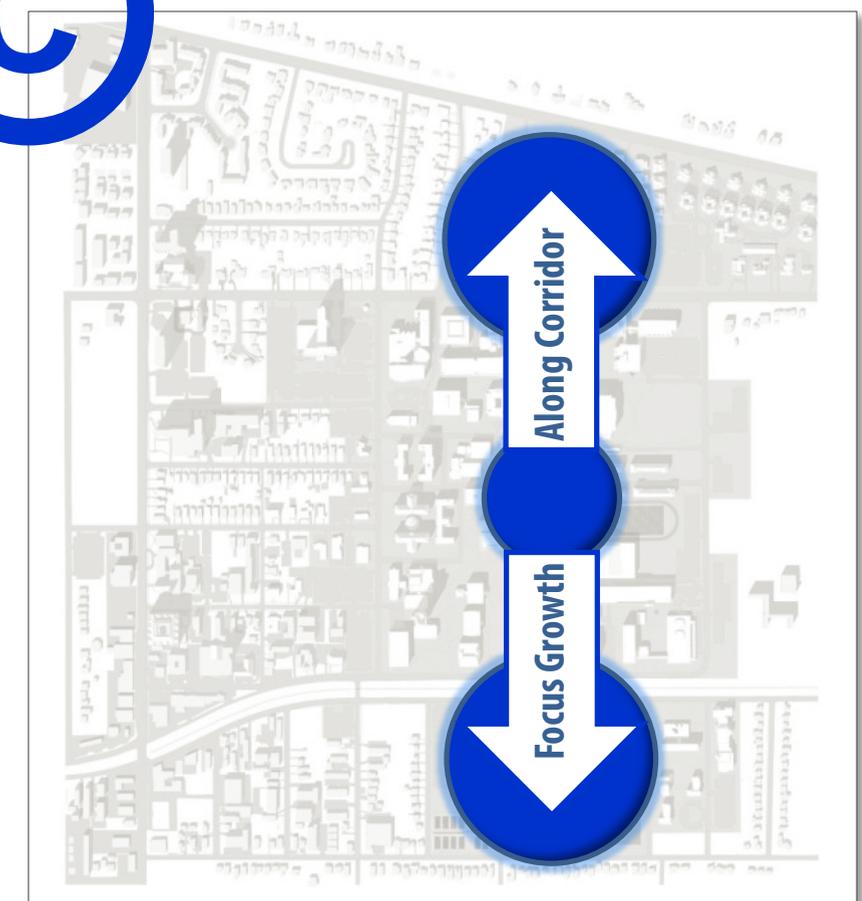
Go West

**B**



Optimize the Core

**C**



Activate the N-S Corridor

# Main Campus Alternatives

**A**



Go West

**B**



Optimize the Core

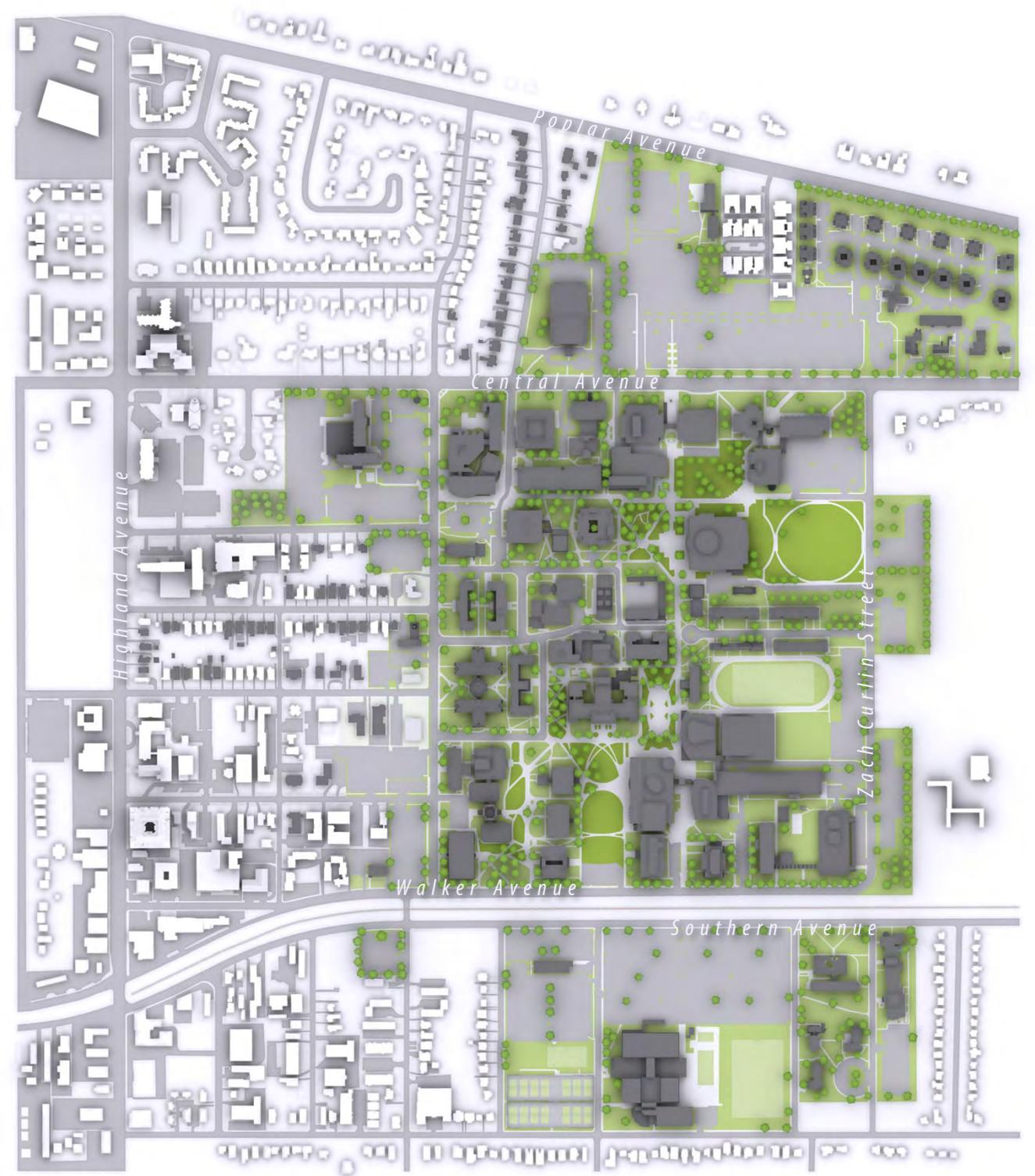
**C**



Activate the N-S Corridor

# Main Campus – Overall (Existing)

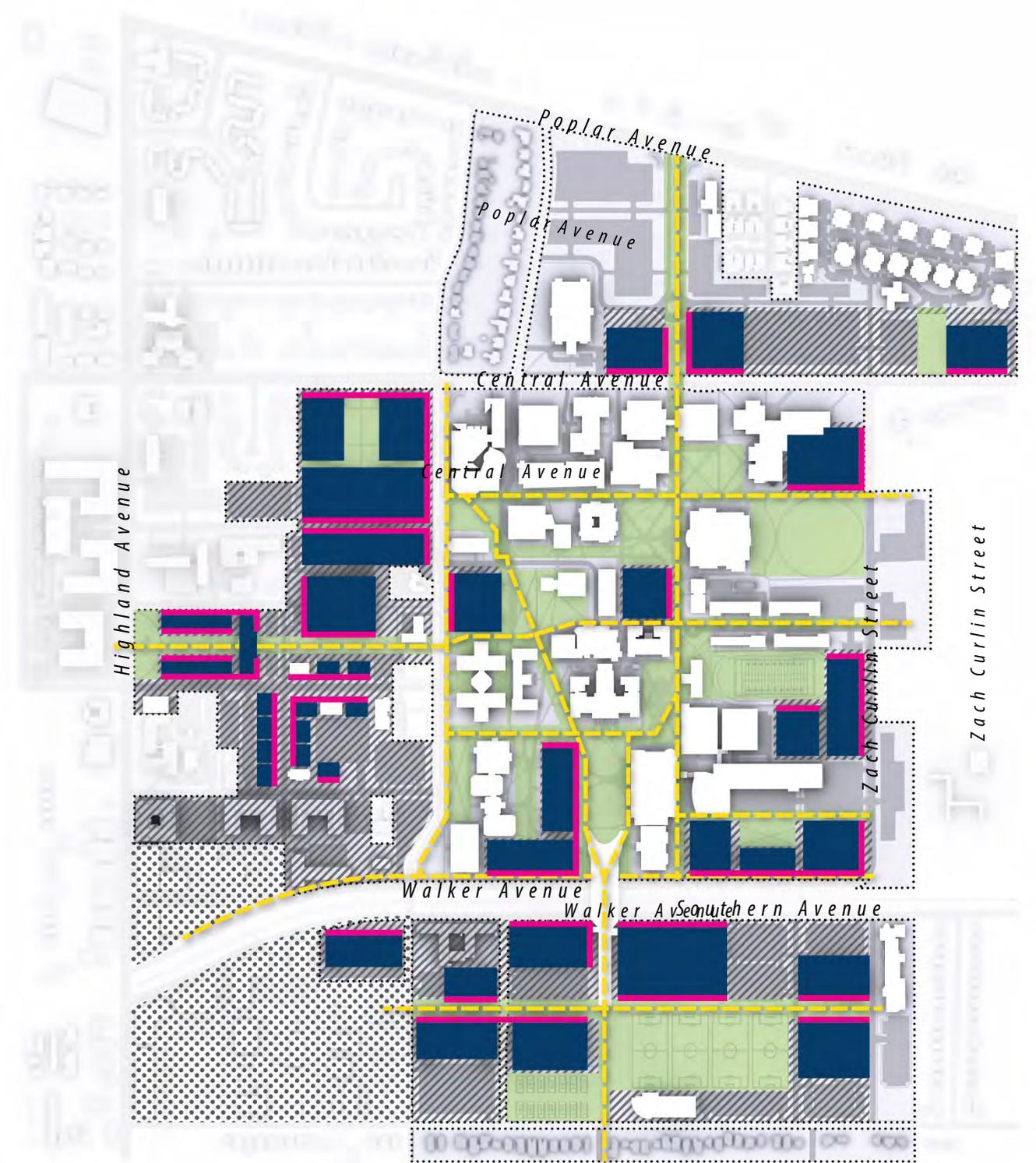
- UM Existing Building
- Campus Green
- Athletic Field
- Memorable Open Space



# 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.

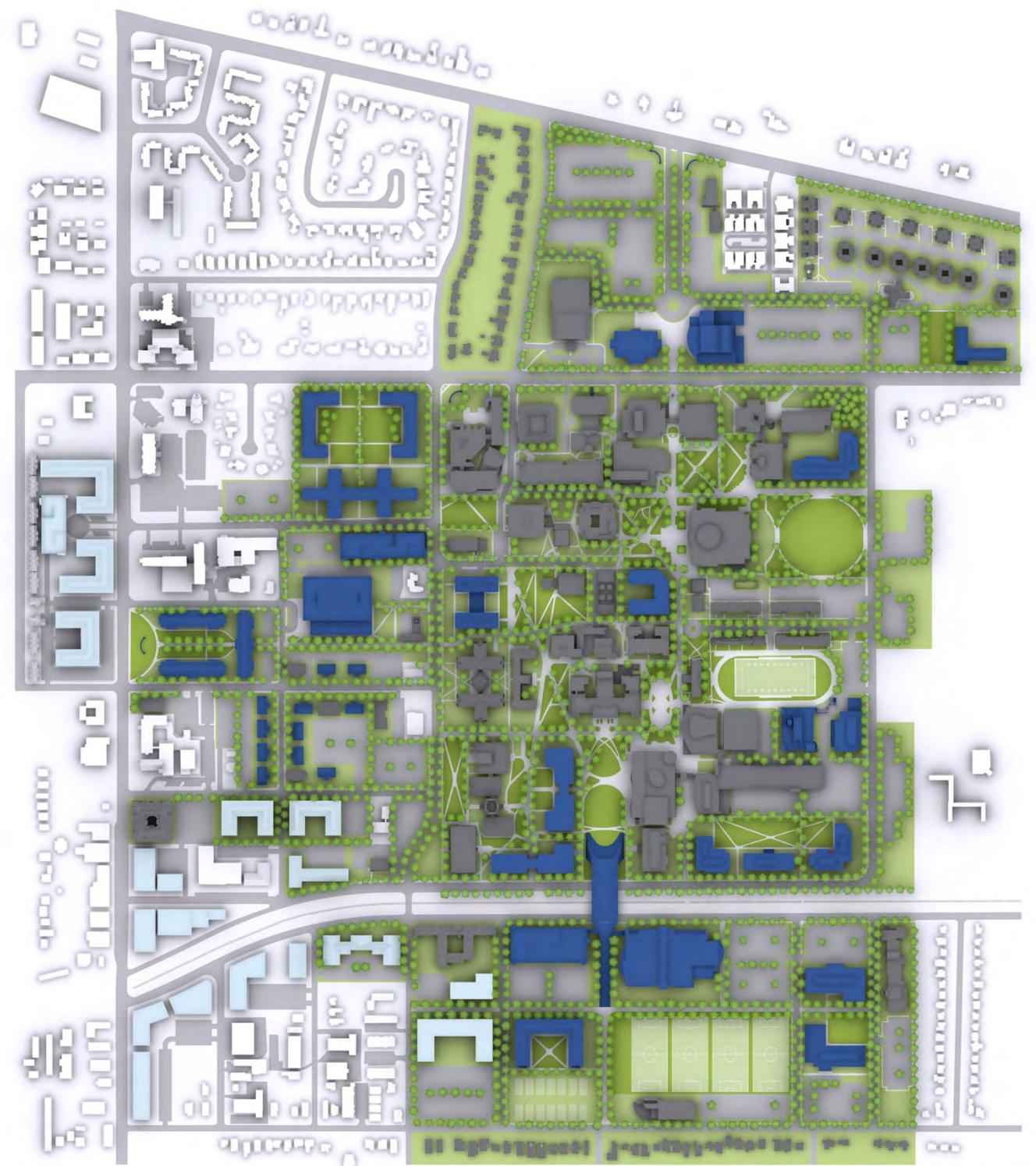


# Main Campus – Overall (Proposed)

## Design Principles

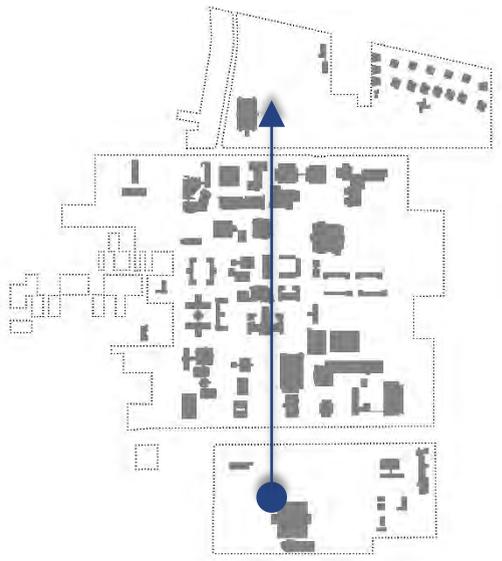
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- UM Proposed Building
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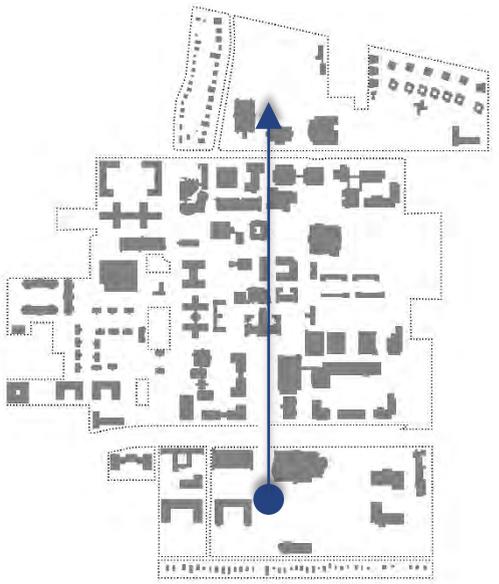
# Main Campus – South Academic Core (Existing)

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



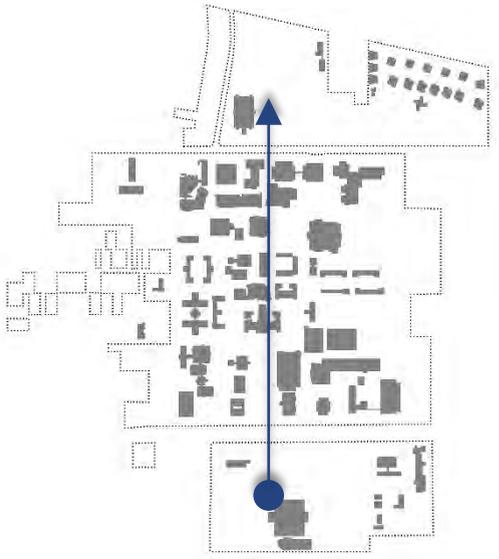
# Main Campus – South Academic Core (Proposed)

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



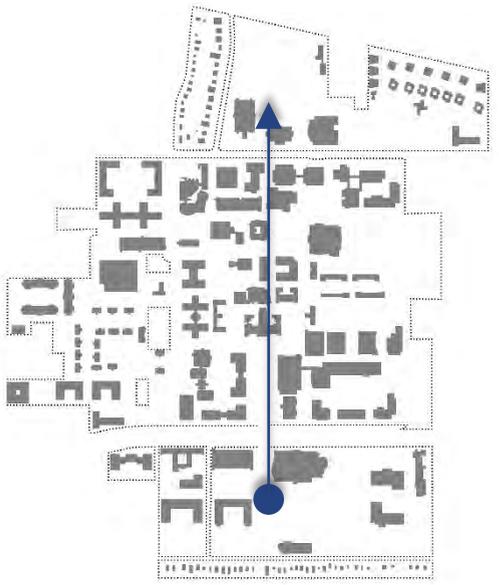
# Main Campus – North Academic Core (Existing)

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



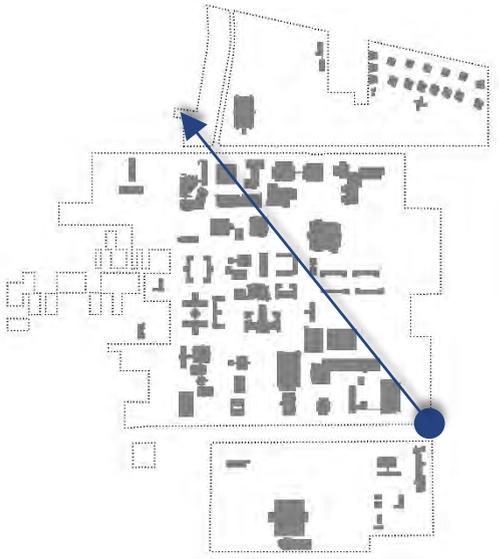
# Main Campus – North Academic Core (Proposed)

- UM Existing Building
- UM Proposed Building
- Private Development
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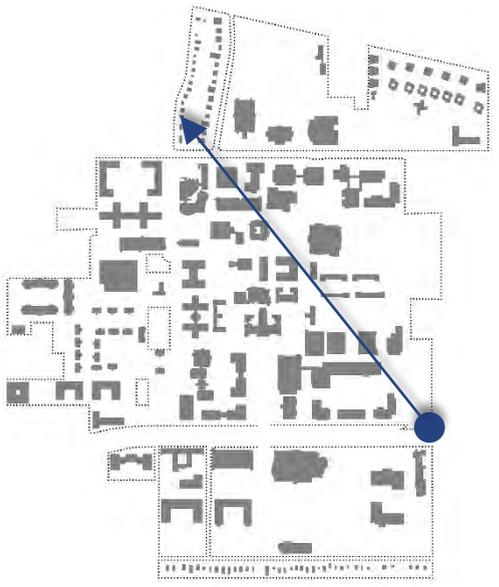
# Main Campus - STEM Corridor (Existing)

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



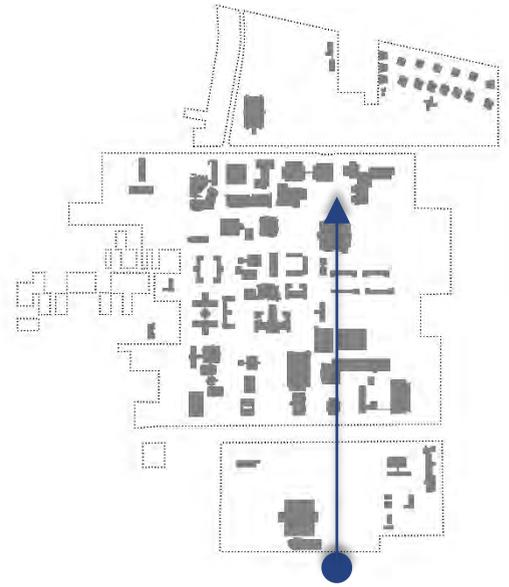
# Main Campus – STEM Corridor (Proposed)

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



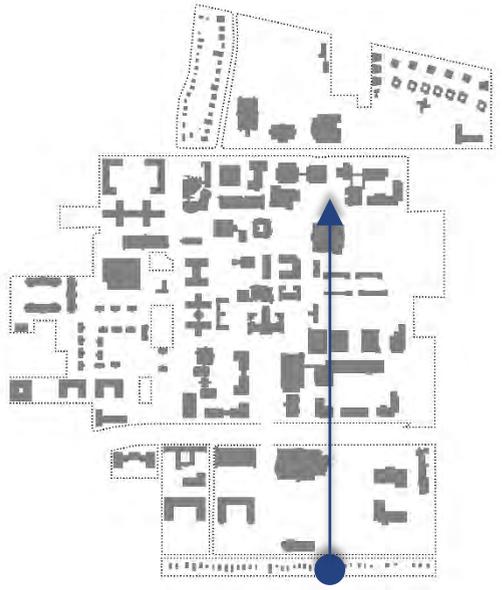
# Main Campus – Recreation District (Existing)

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



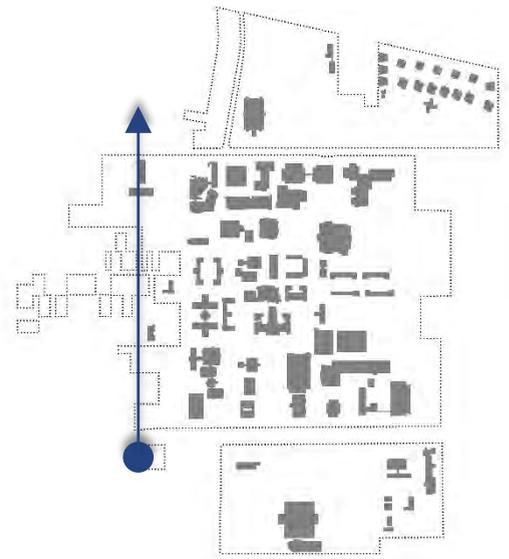
# Main Campus – Recreation District (Proposed)

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



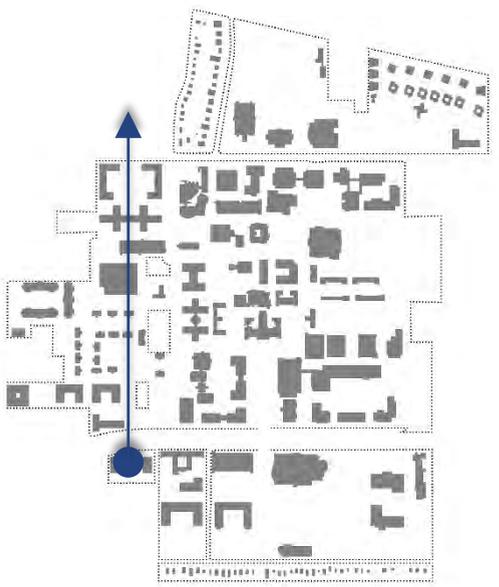
# Main Campus - Residential District (Existing)

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- Campus Green
- Athletic Field
- Memorable Open Space



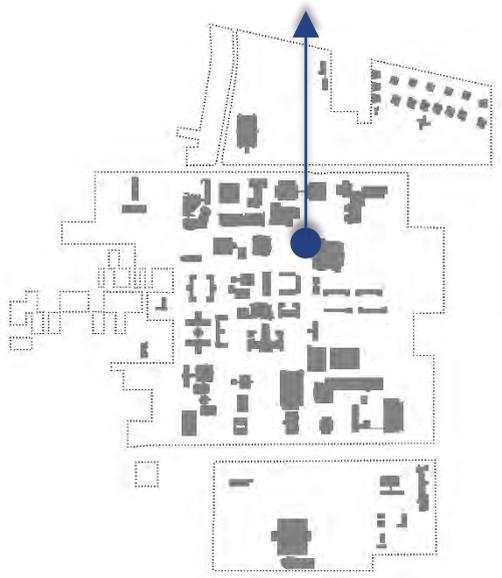
# Main Campus - Residential District (Proposed)

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- Athletic Field
- Memorable Open Space



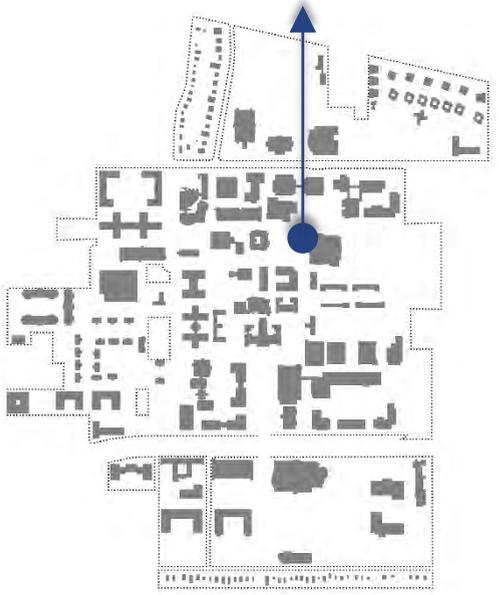
# Main Campus – Arts Corridor (Existing)

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



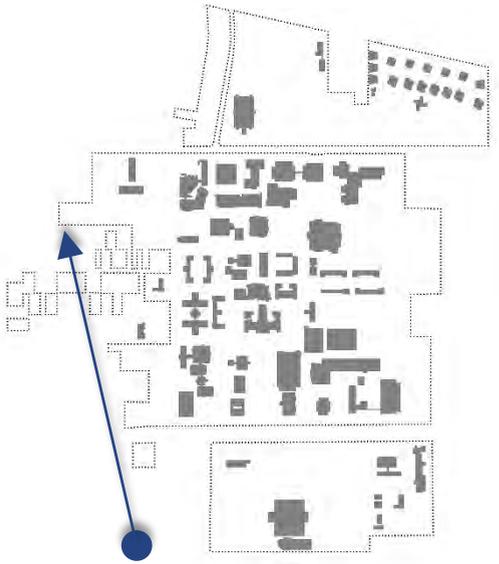
# Main Campus – Arts Corridor (Proposed)

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



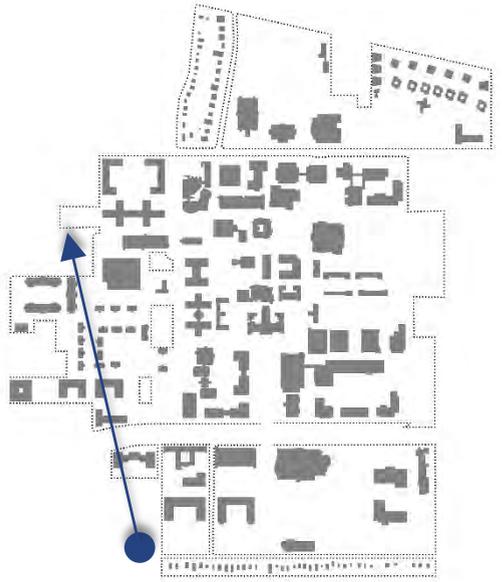
# Main Campus - Highland Avenue Corridor (Existing)

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



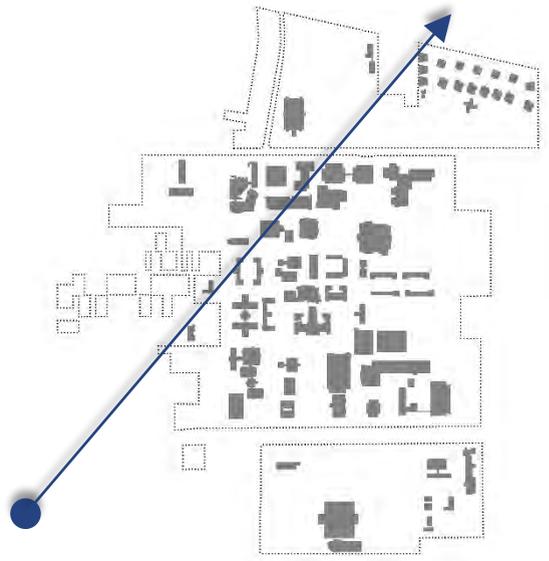
# Main Campus - Highland Avenue Corridor (Proposed)

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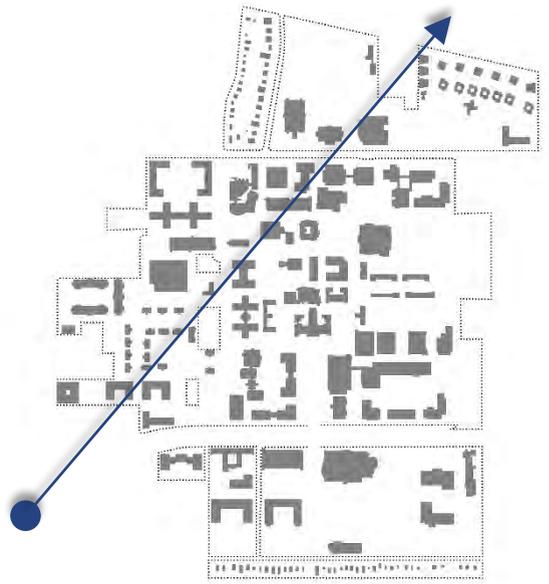
# Main Campus – Overall (Existing)

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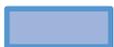


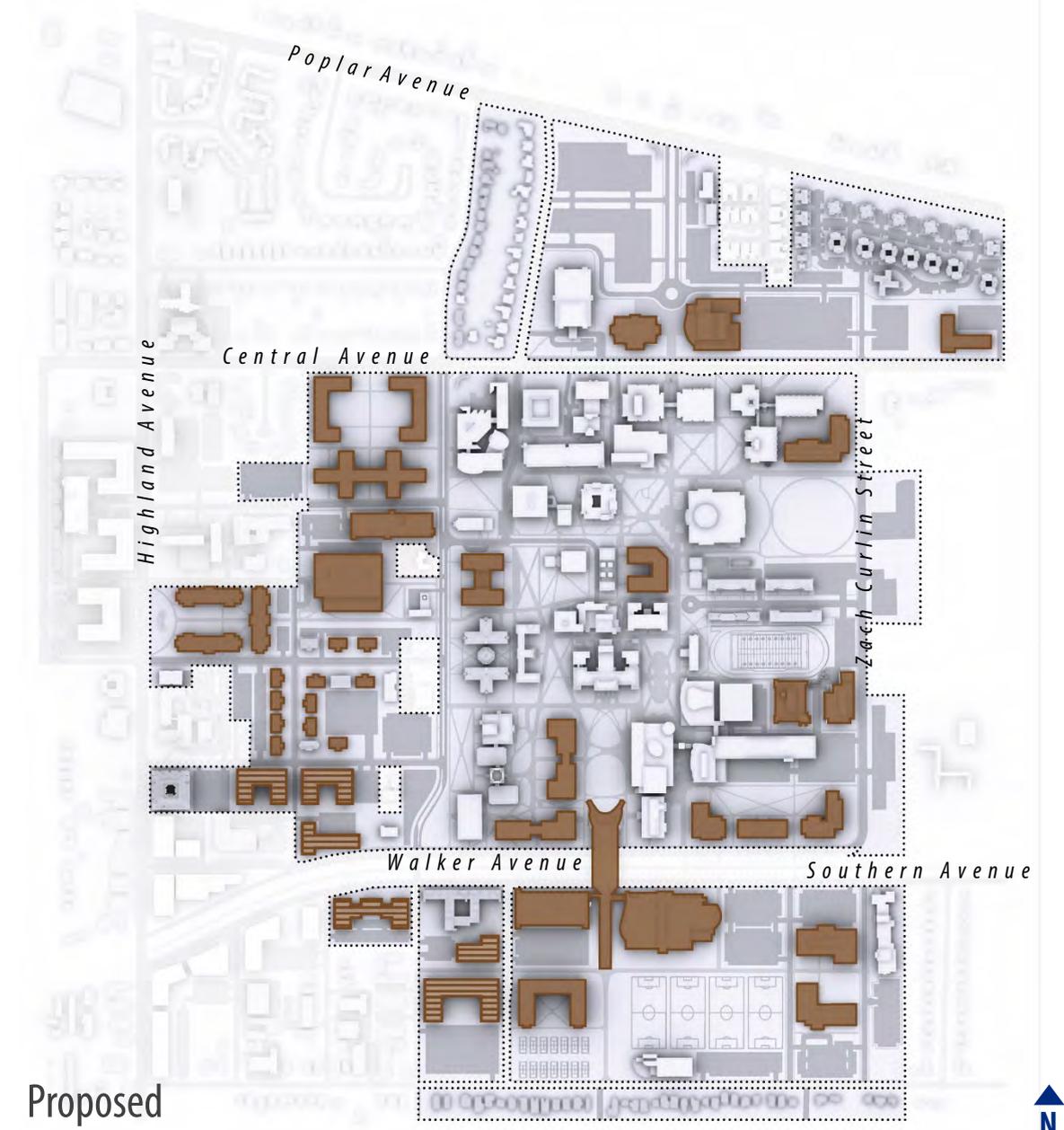
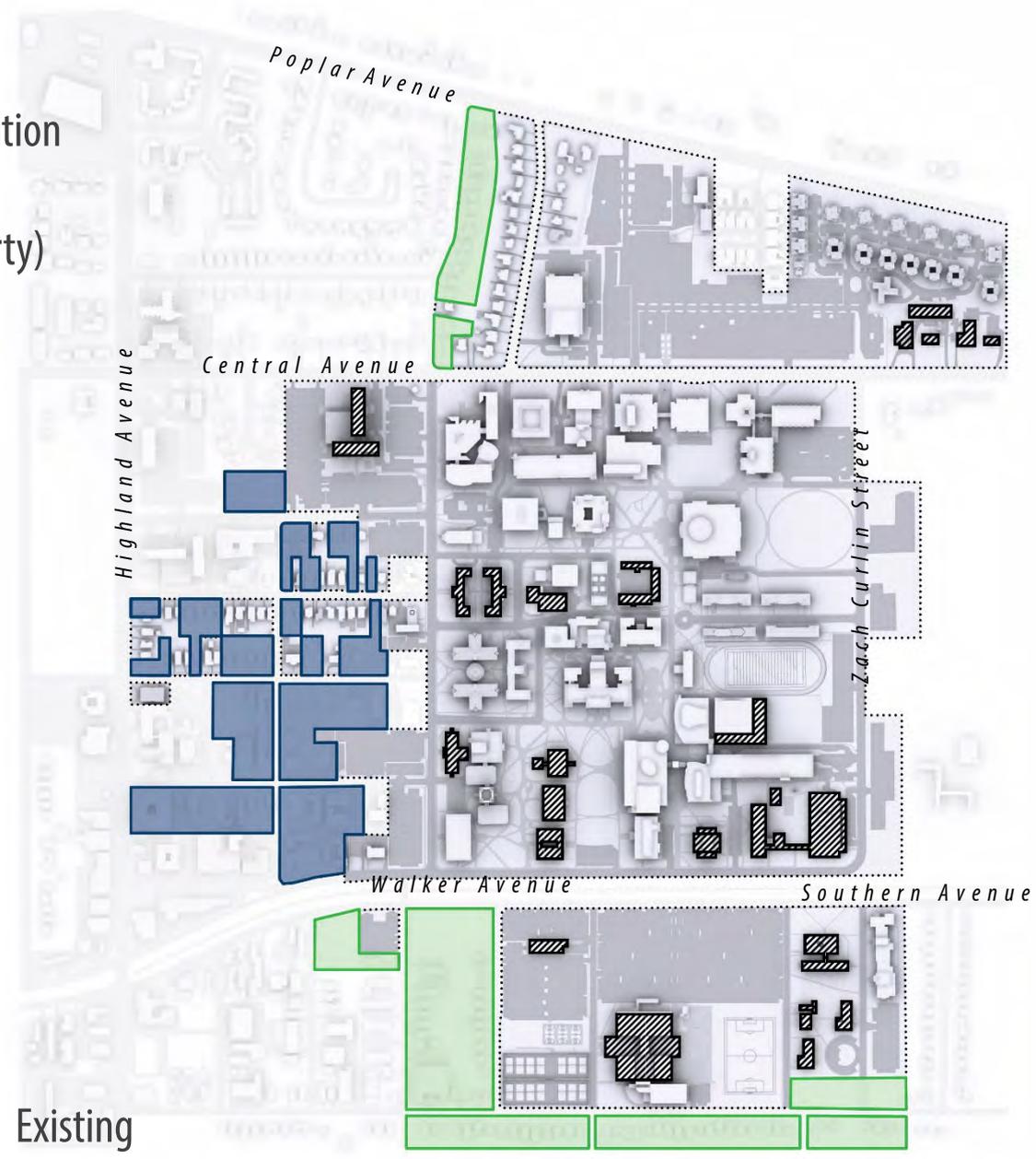
# Main Campus – Overall (Proposed)

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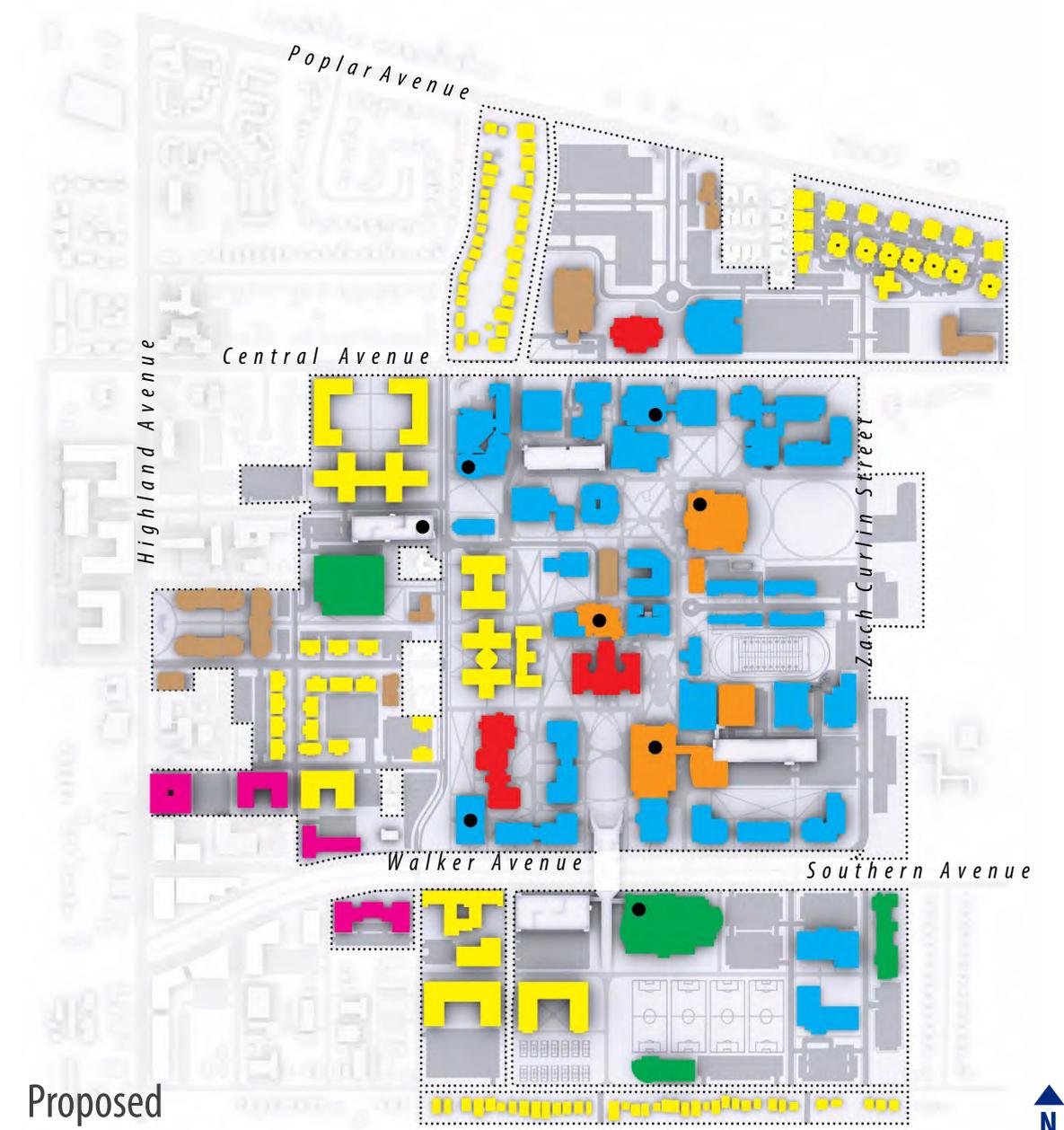
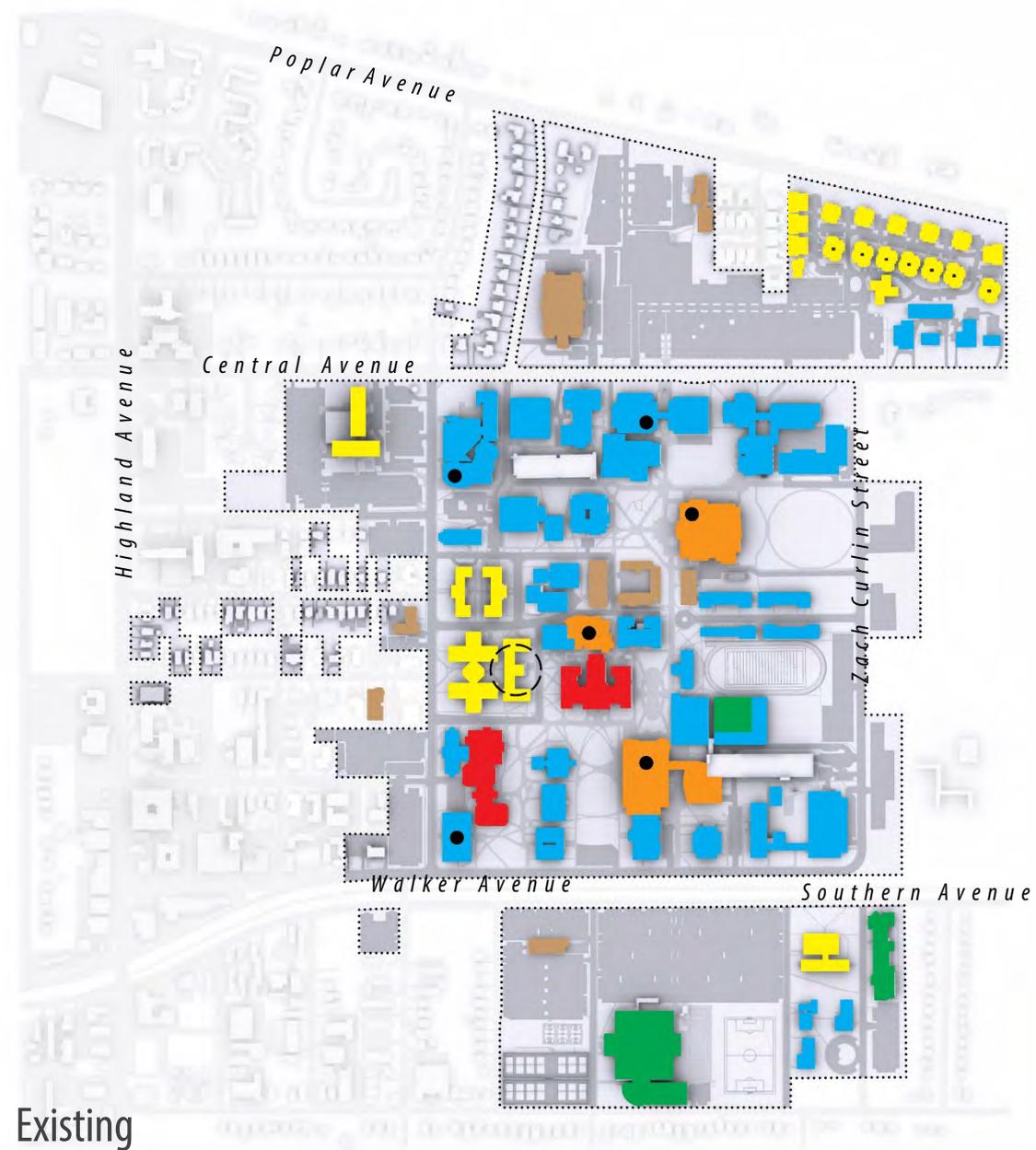
# Main Campus – Buildings

-  Existing Building
-  Proposed Building Demolition
-  Proposed Building
-  Proposed Building (3<sup>rd</sup> Party)
-  Acquisition – Priority 1
-  Acquisition – Priority 2



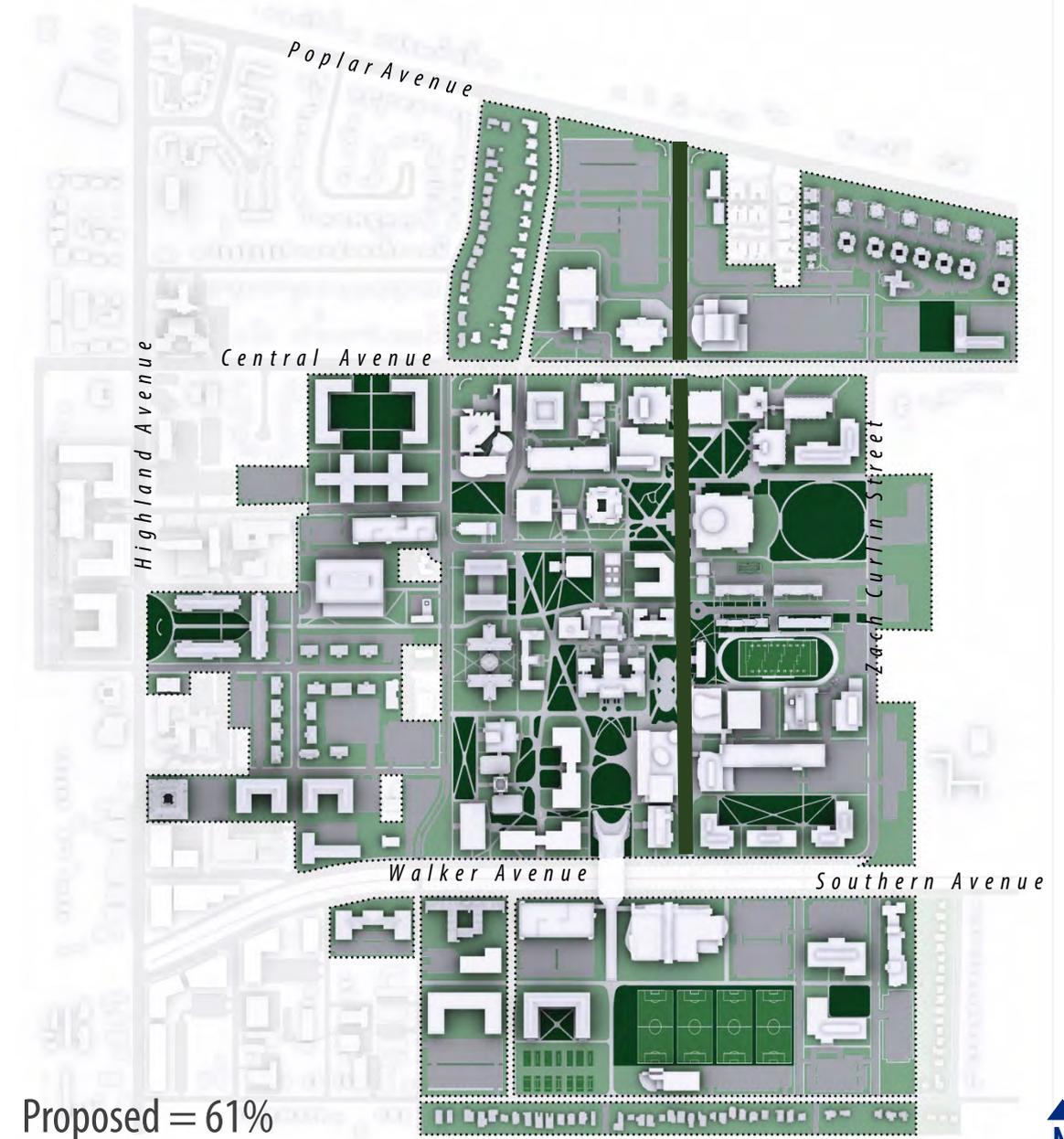
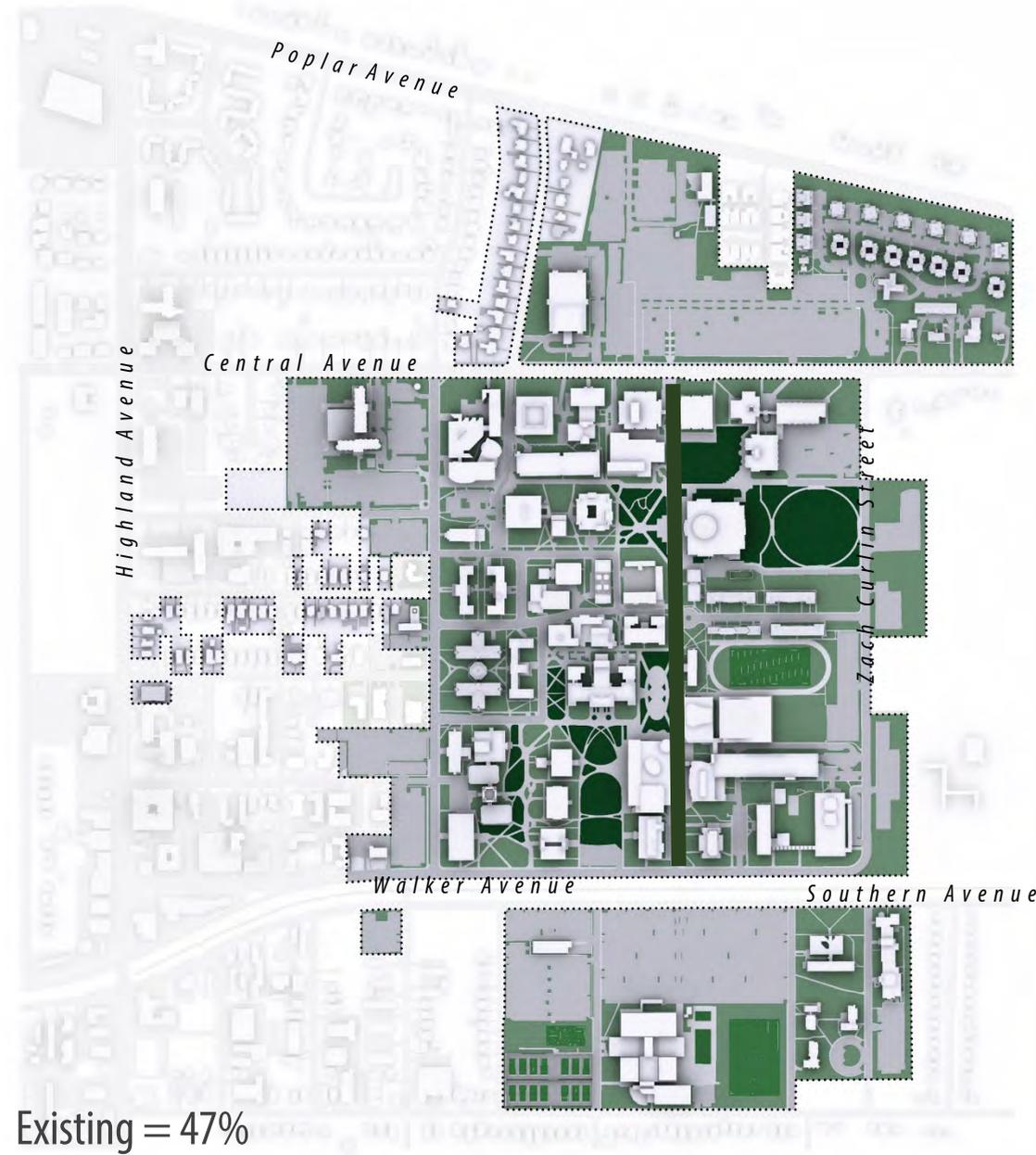
# Main Campus – Building Use

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



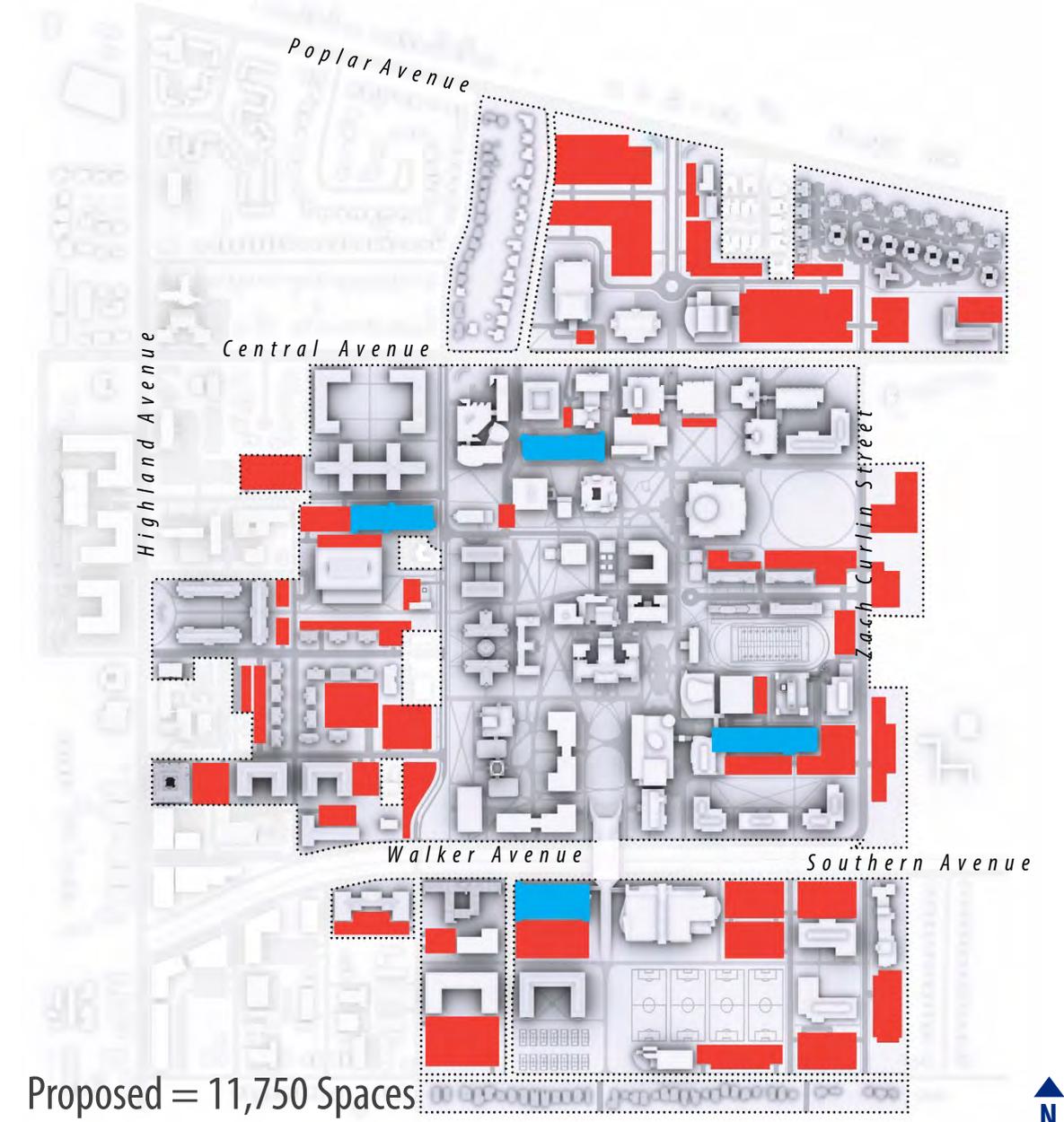
# Main Campus – Open Space

-  Campus
-  Athletic / Rec
-  Memorable



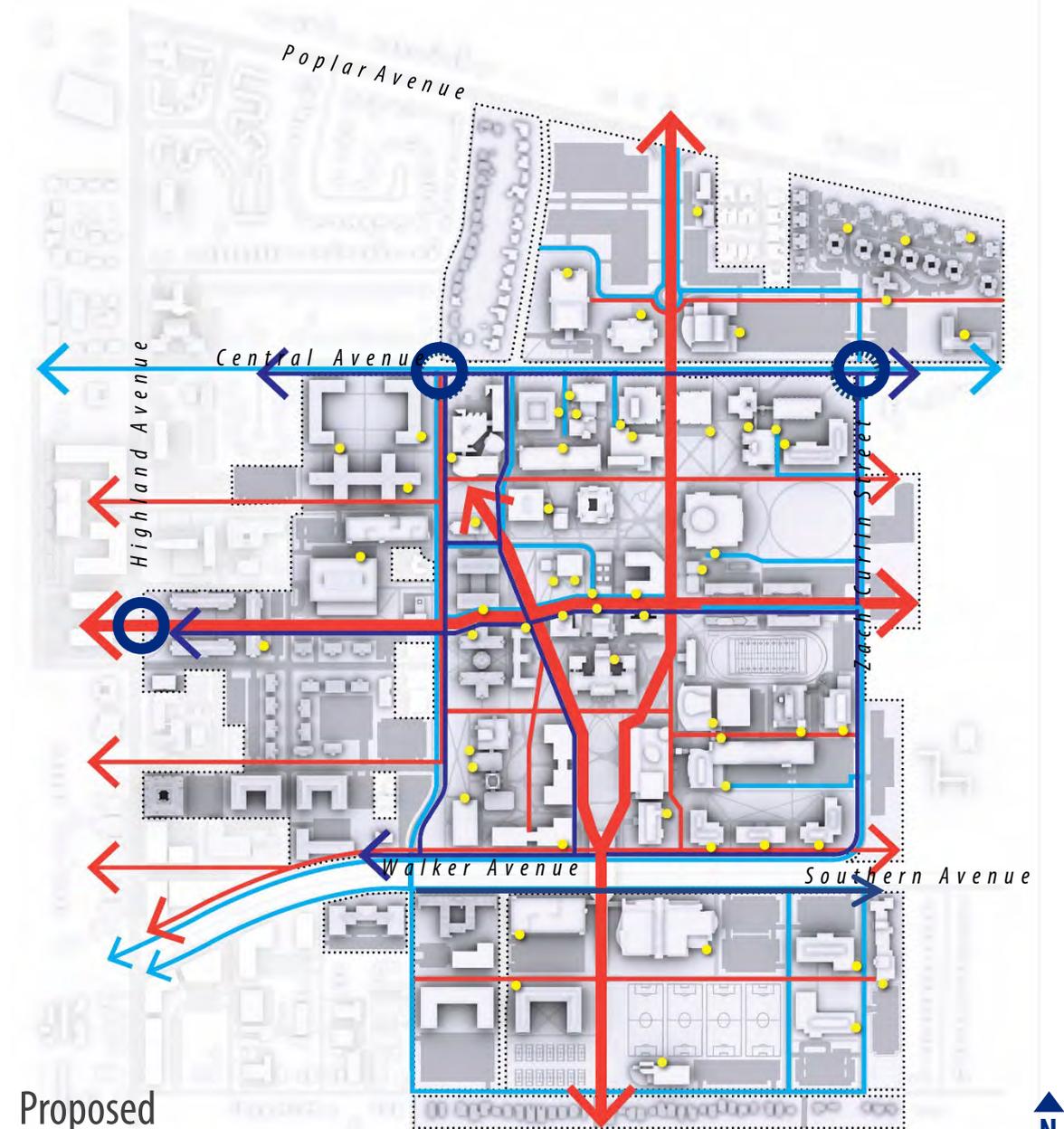
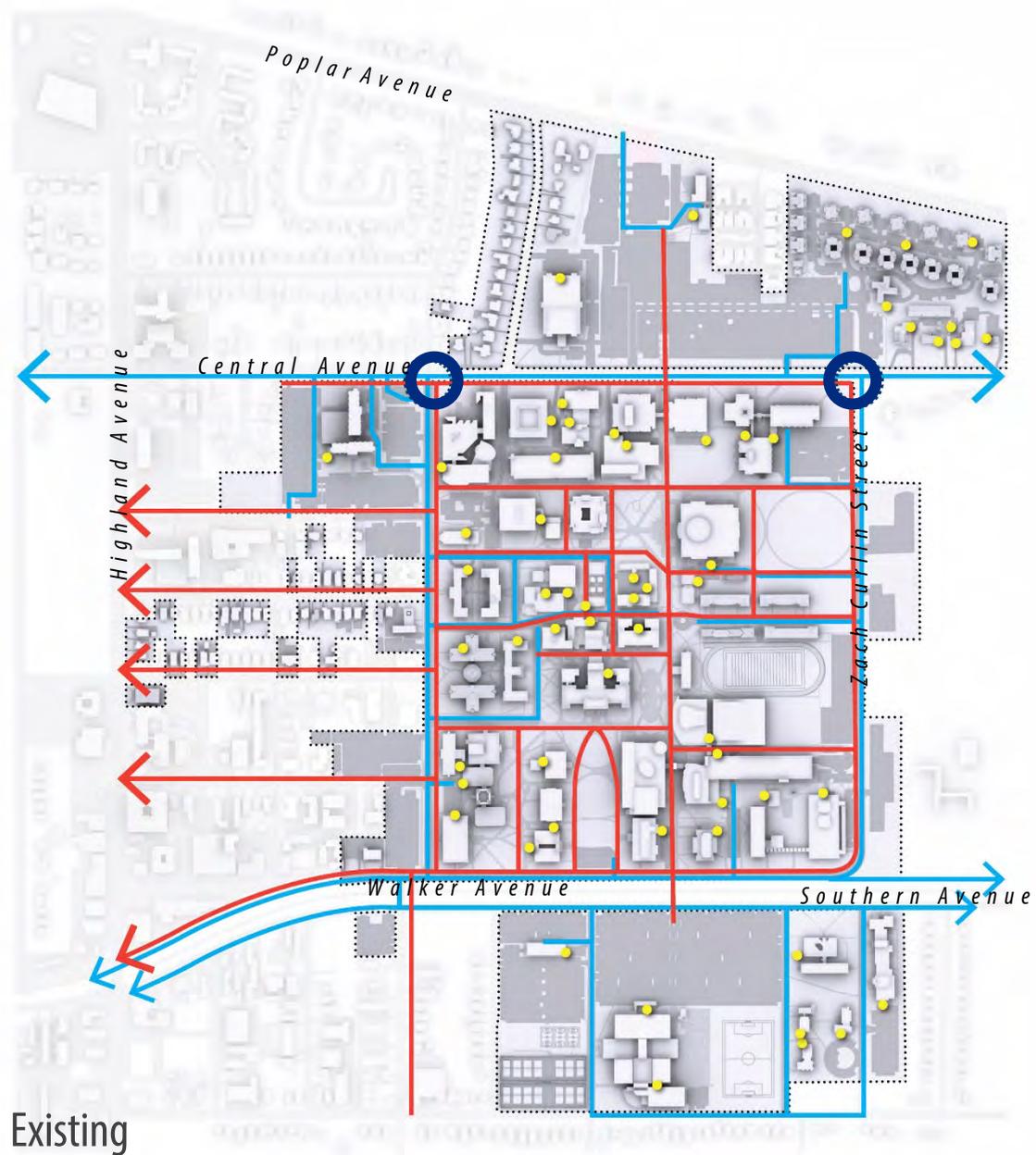
# Main Campus - Parking

- Surface Parking
- Parking Structure



# Main Campus - Circulation

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



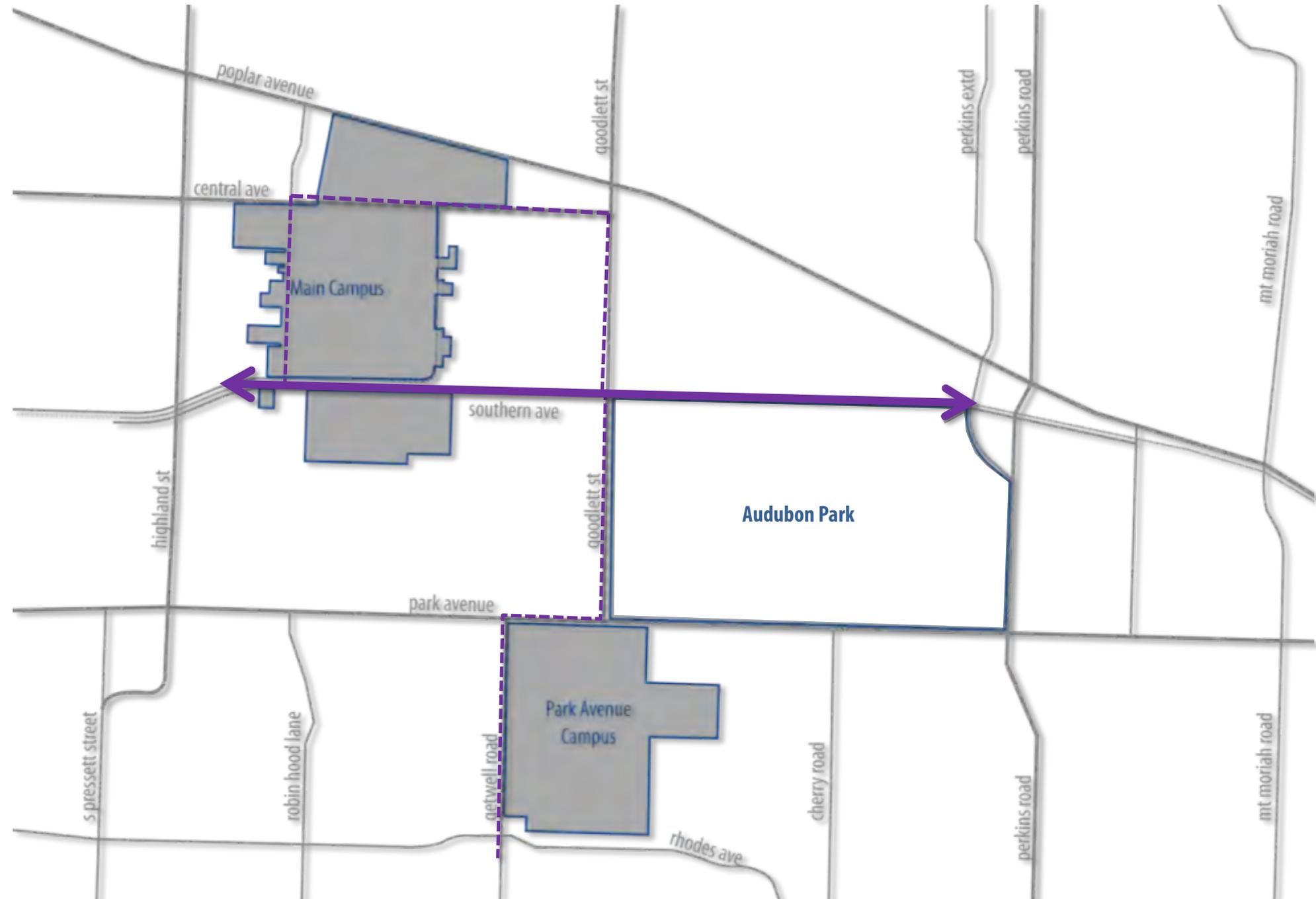
# Linking the Campuses

## 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

**LEGEND**

- Existing Bike Paths/Lanes
- Opportunity



# Park Avenue Campus



# Key Planning Components

## Park Avenue Campus

Building #1



Parking



Tree Preservation



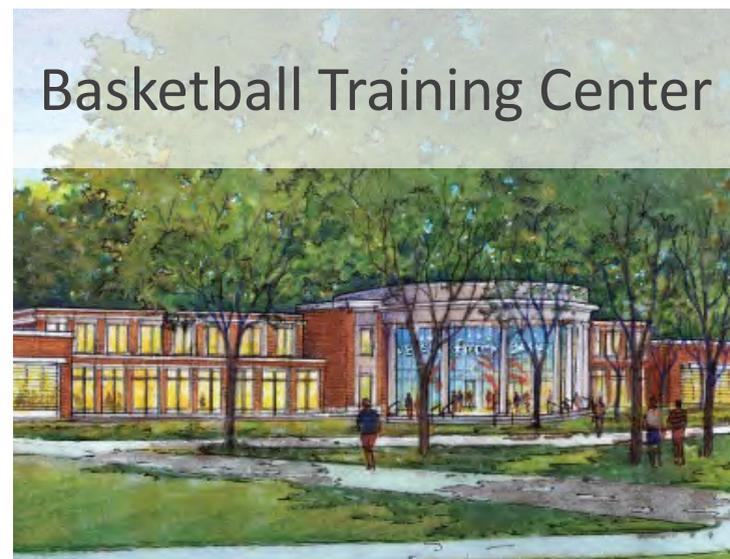
Student Housing



Athletic Facilities



Basketball Training Center



Campus Entry



Open Space



# Park Avenue Campus Alternatives

Three Development Patterns:

**A**



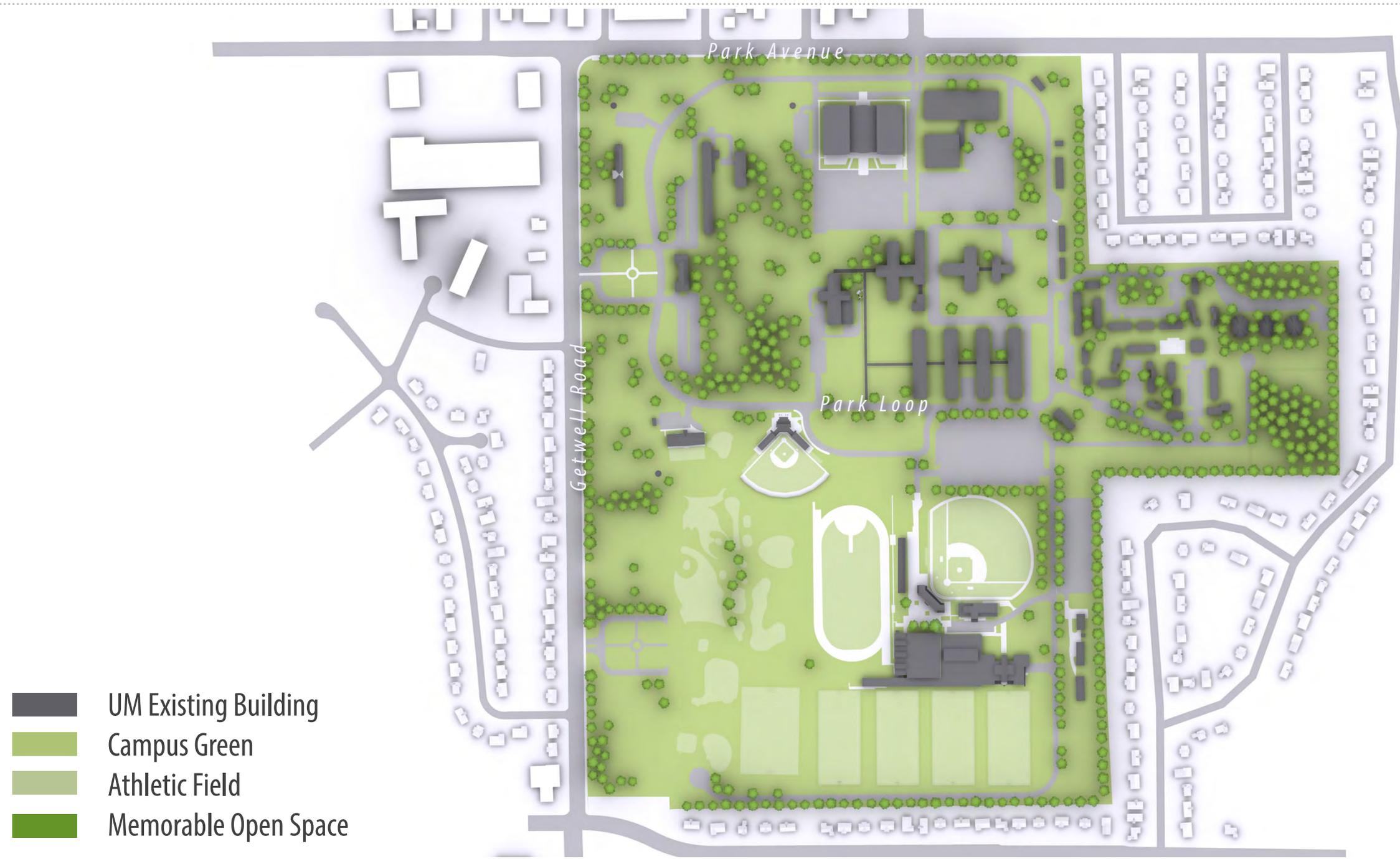
**B**



**C**



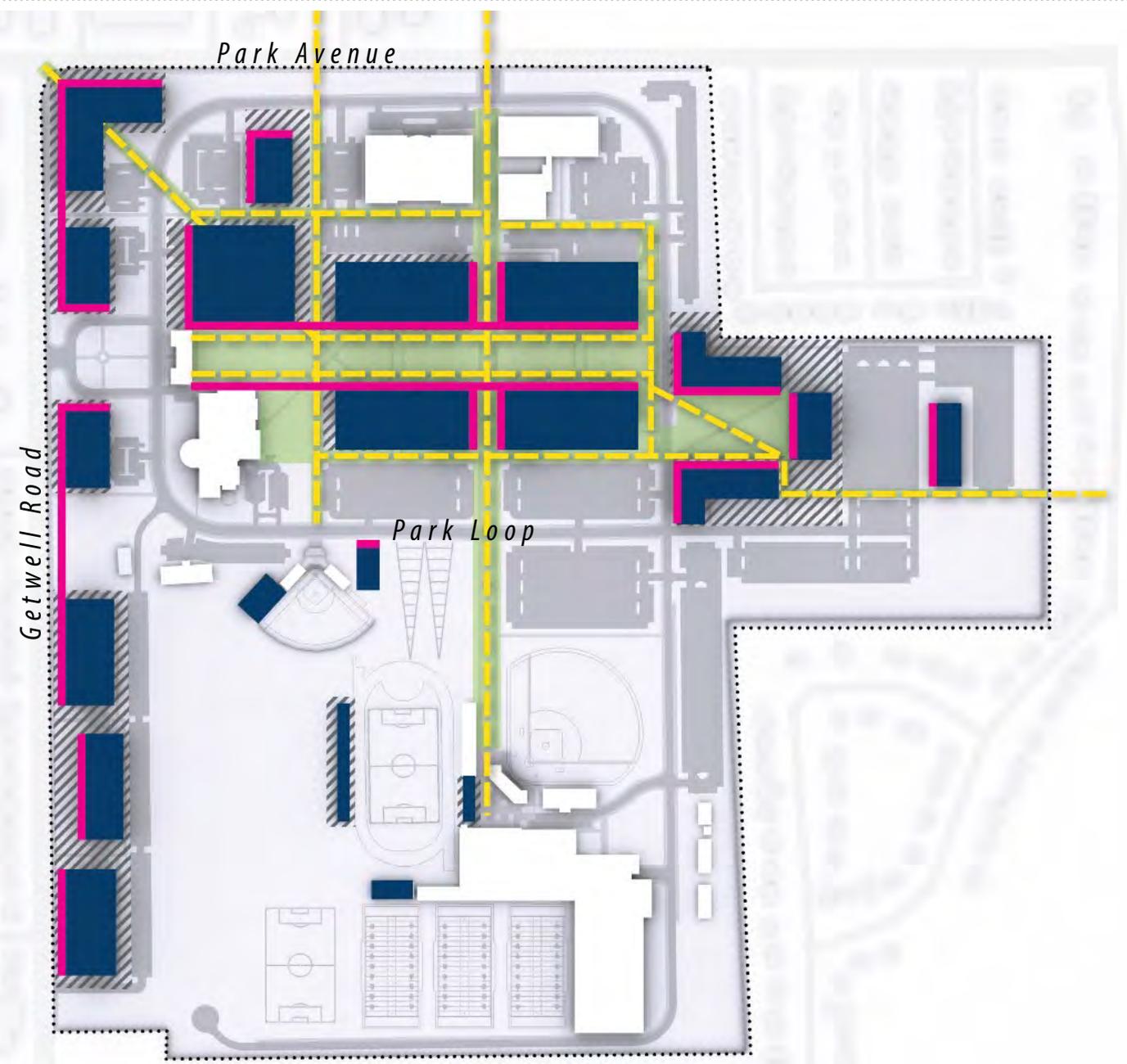
# Park Avenue Campus (Existing)



# Park Avenue Campus – Proposed Framework

## 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.

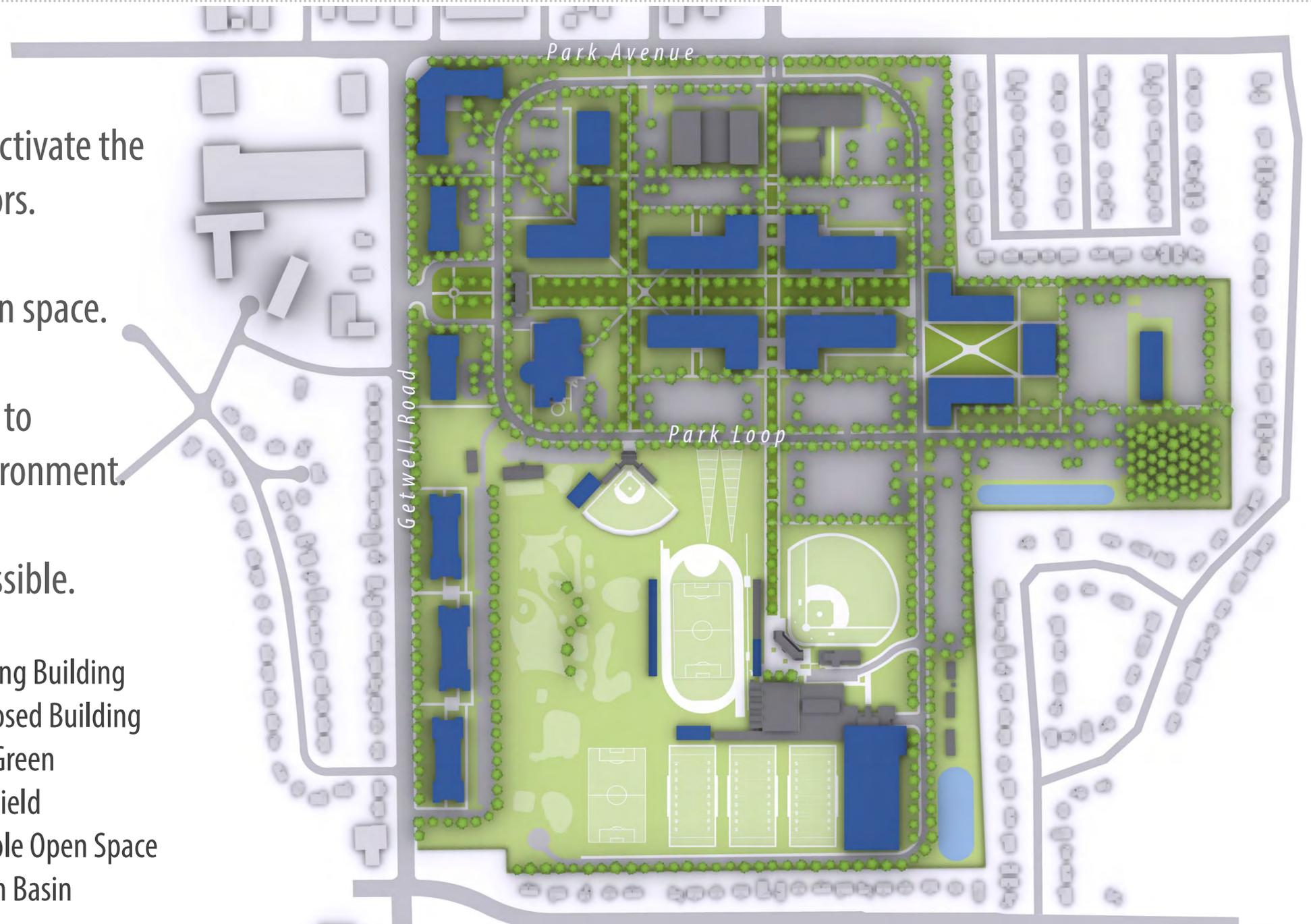


# Park Avenue Campus (Proposed)

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- UM Proposed Building
- Campus Green
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- Detention Basin



# Park Avenue Campus (Existing)

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# Park Avenue Campus (Proposed)

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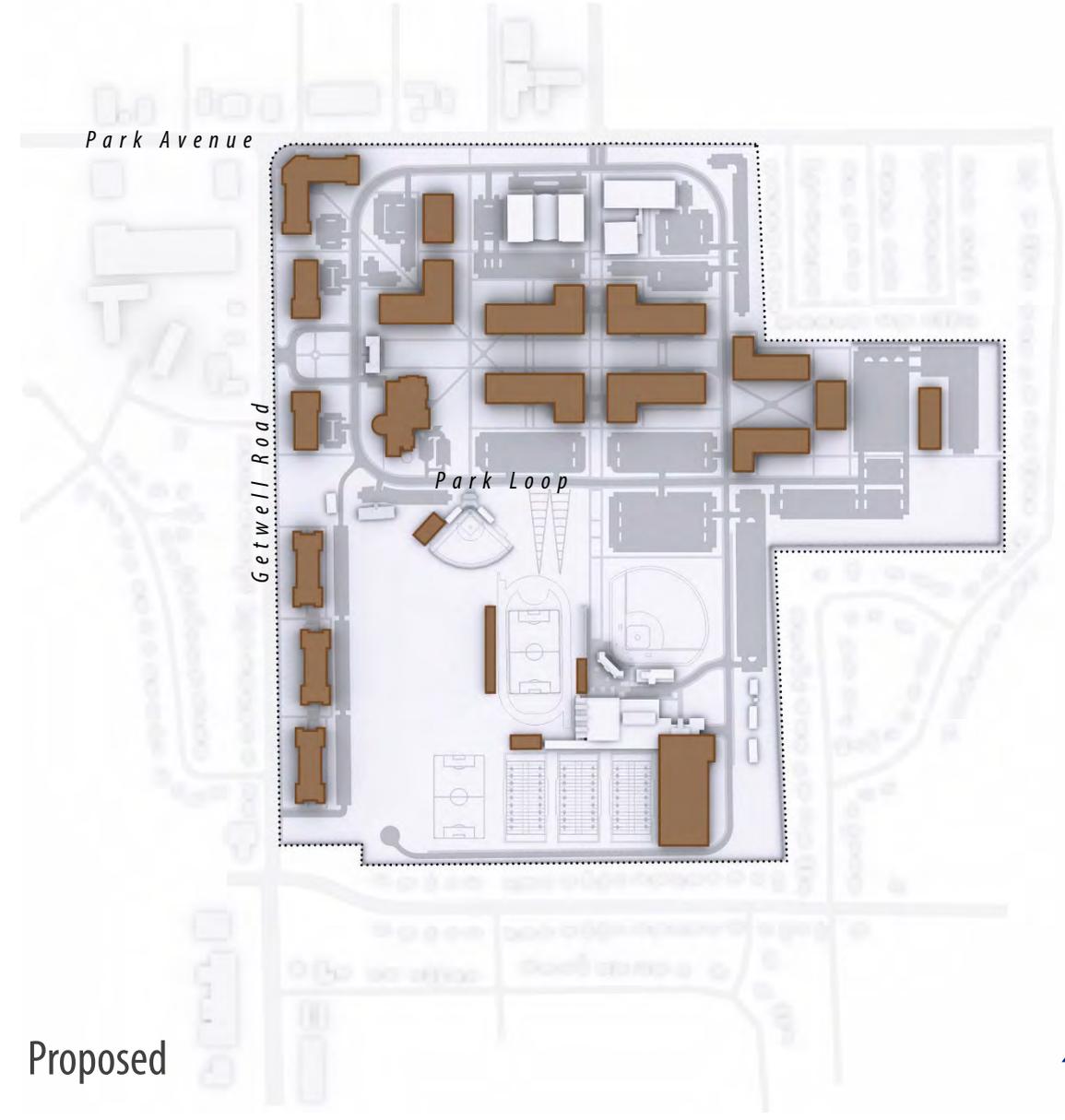


# Park Avenue Campus – Buildings

- Existing Building
- Building Demolition
- Proposed Building



Existing

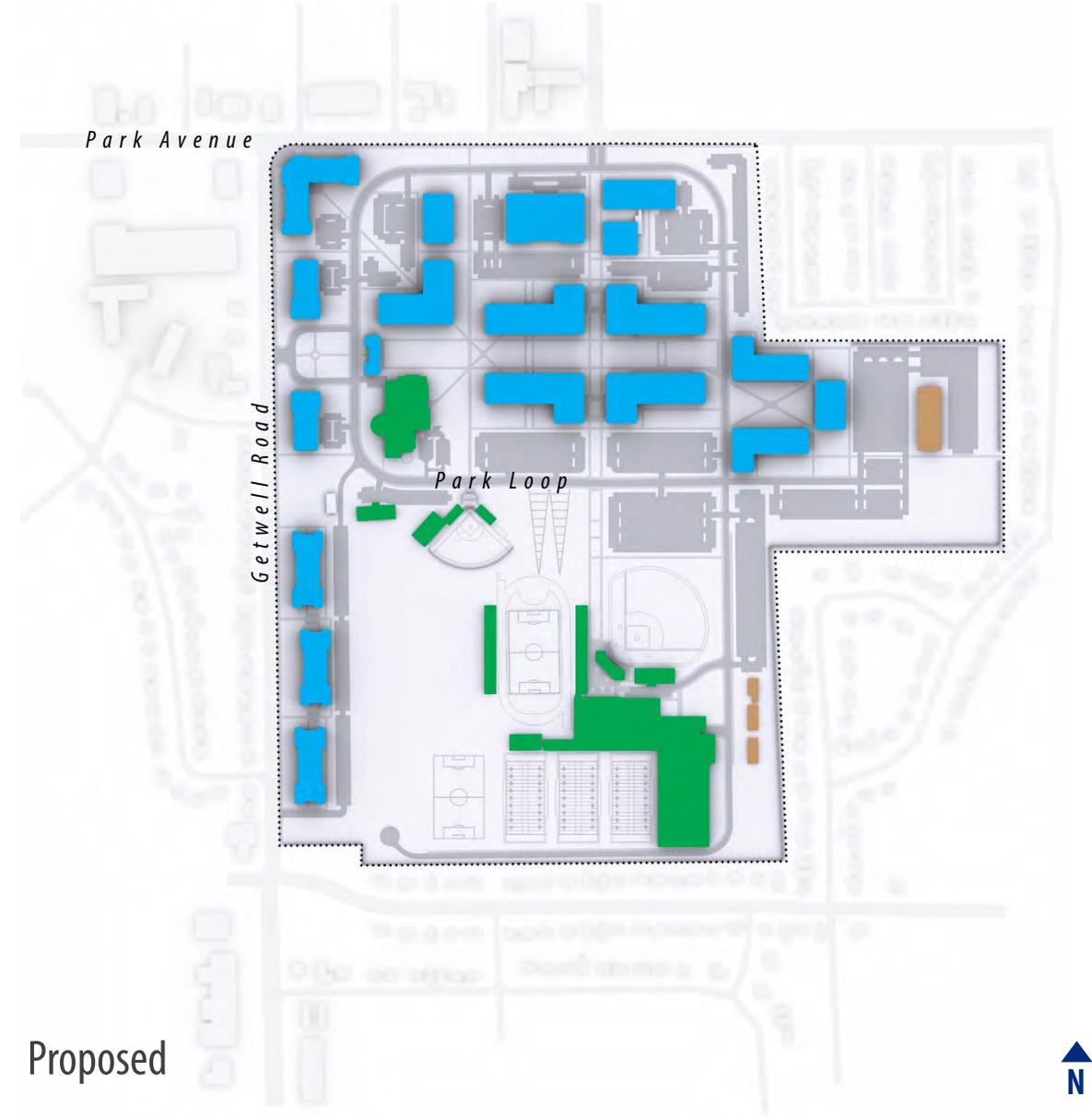


Proposed



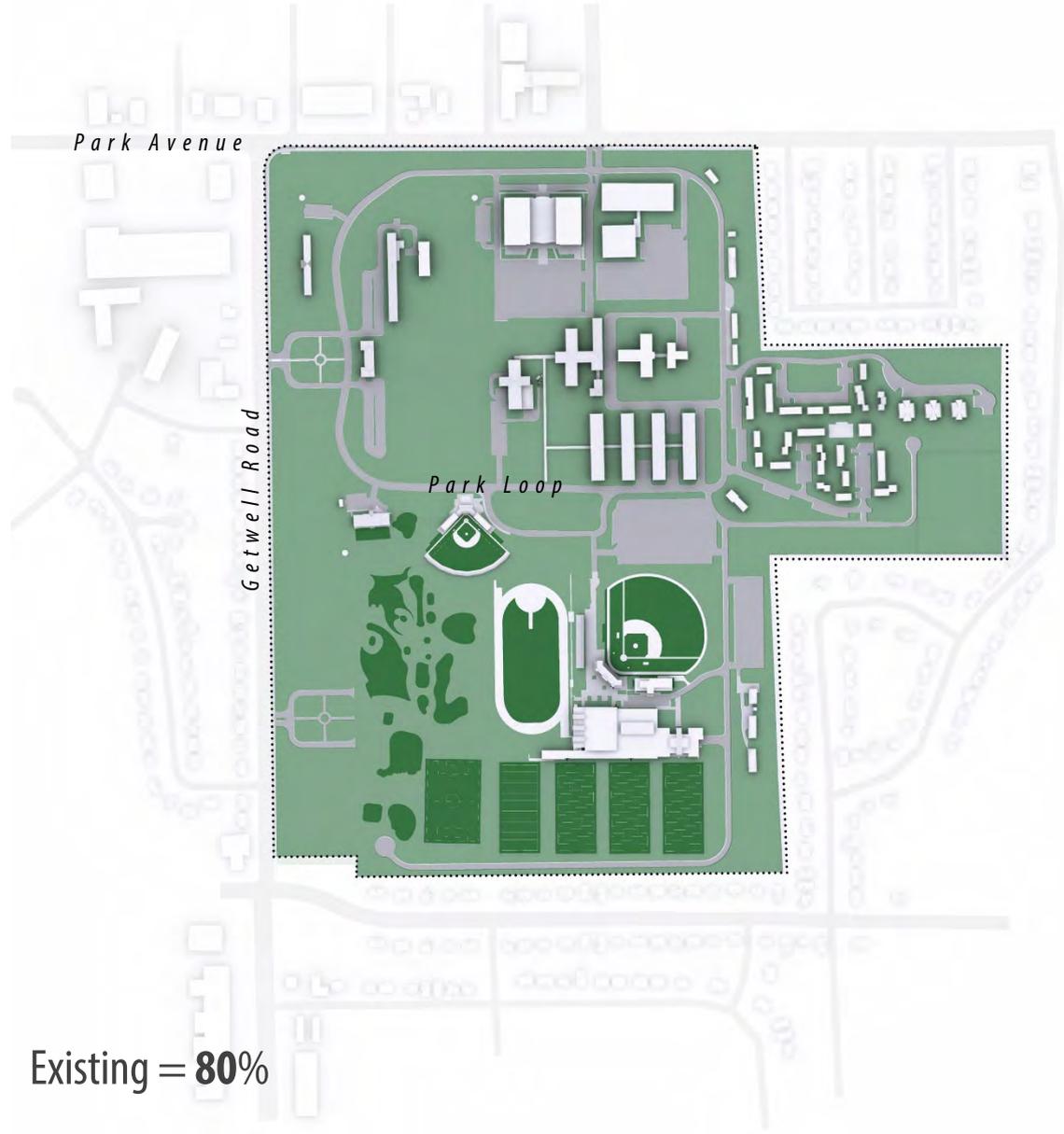
# Park Avenue Campus – Building Use

-  Residential
-  Athletic
-  Academic / Research
-  Support



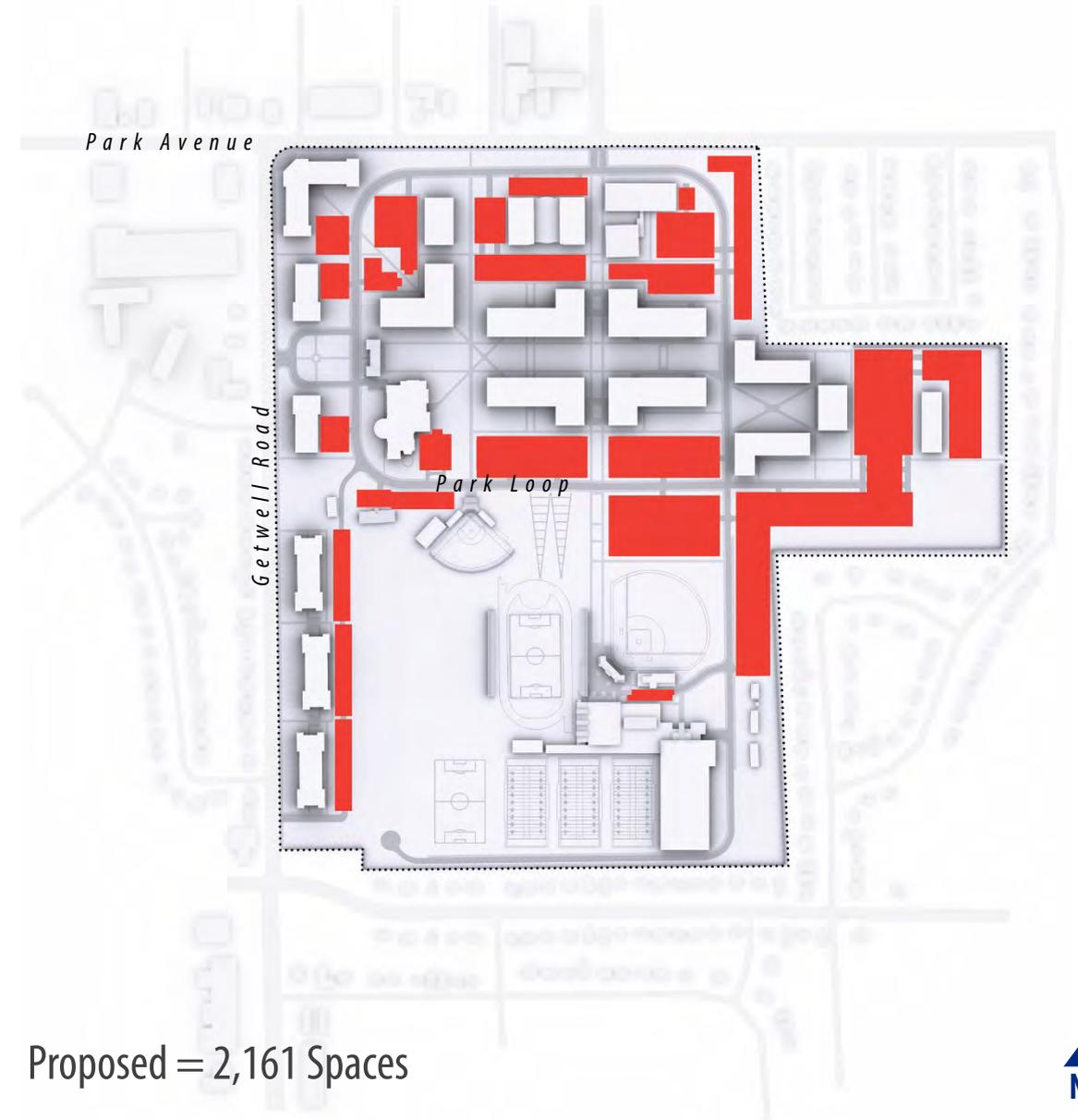
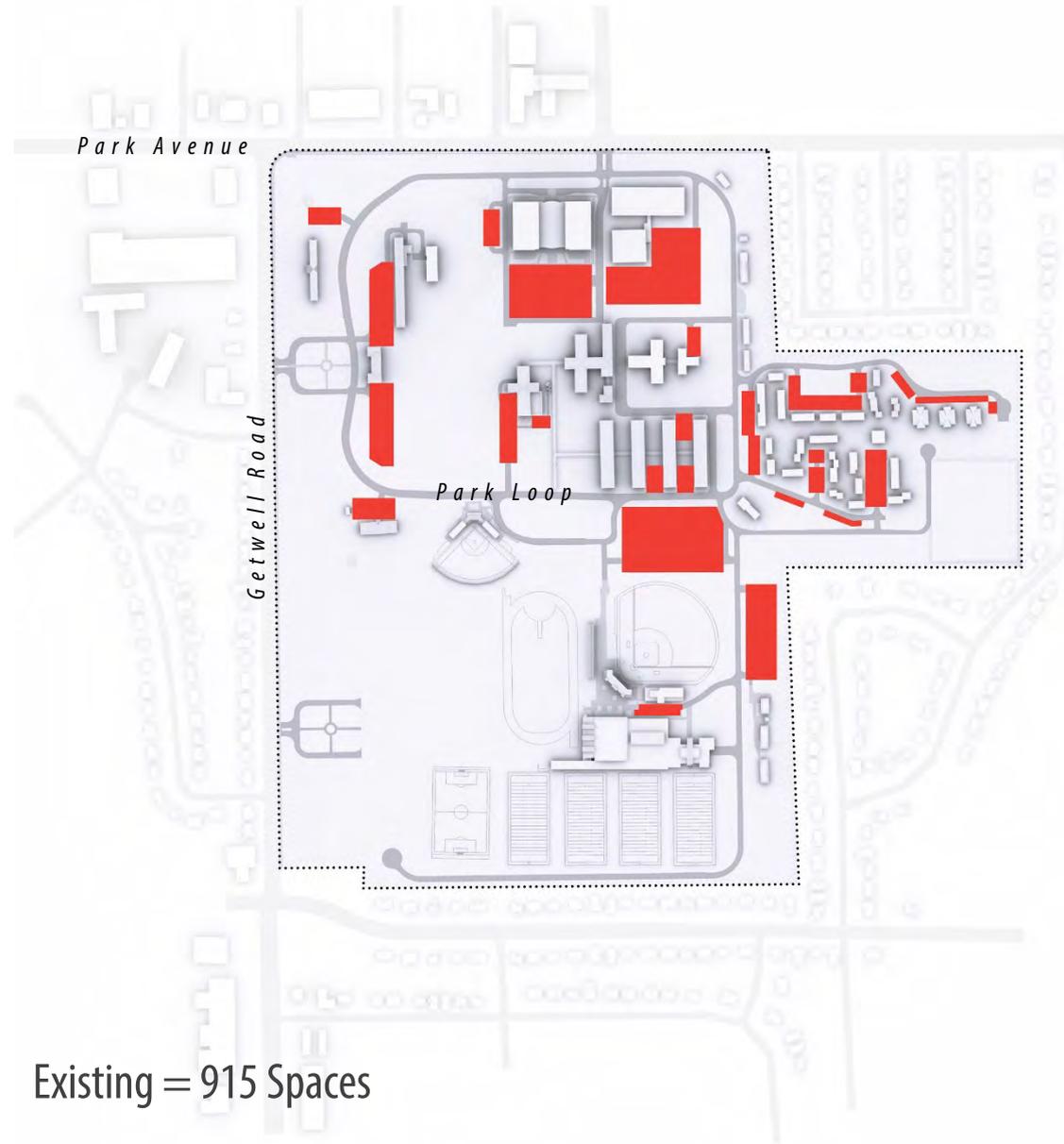
# Park Avenue Campus – Open Space

- Campus
- Athletic
- Memorable
- Detention Basin



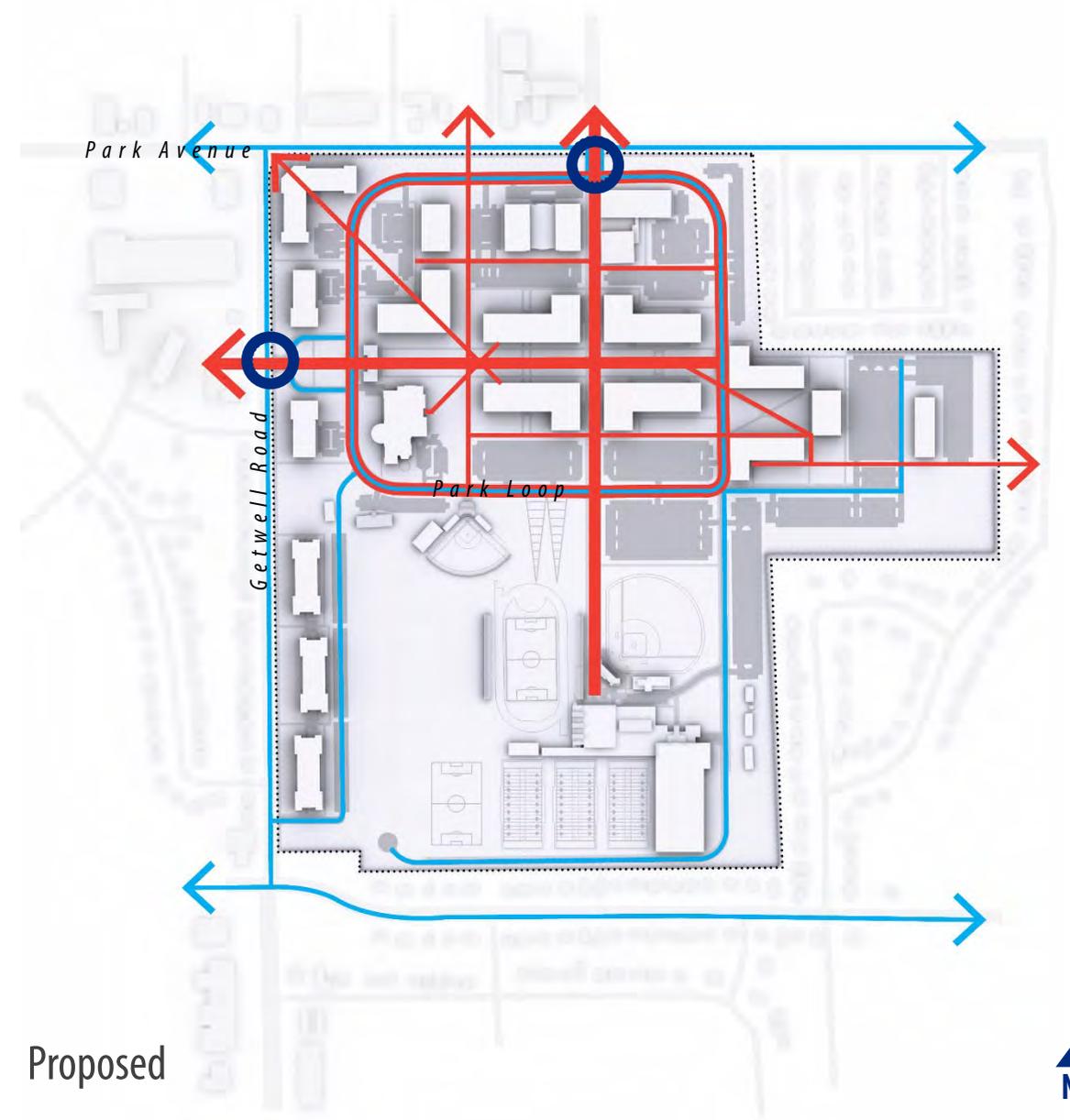
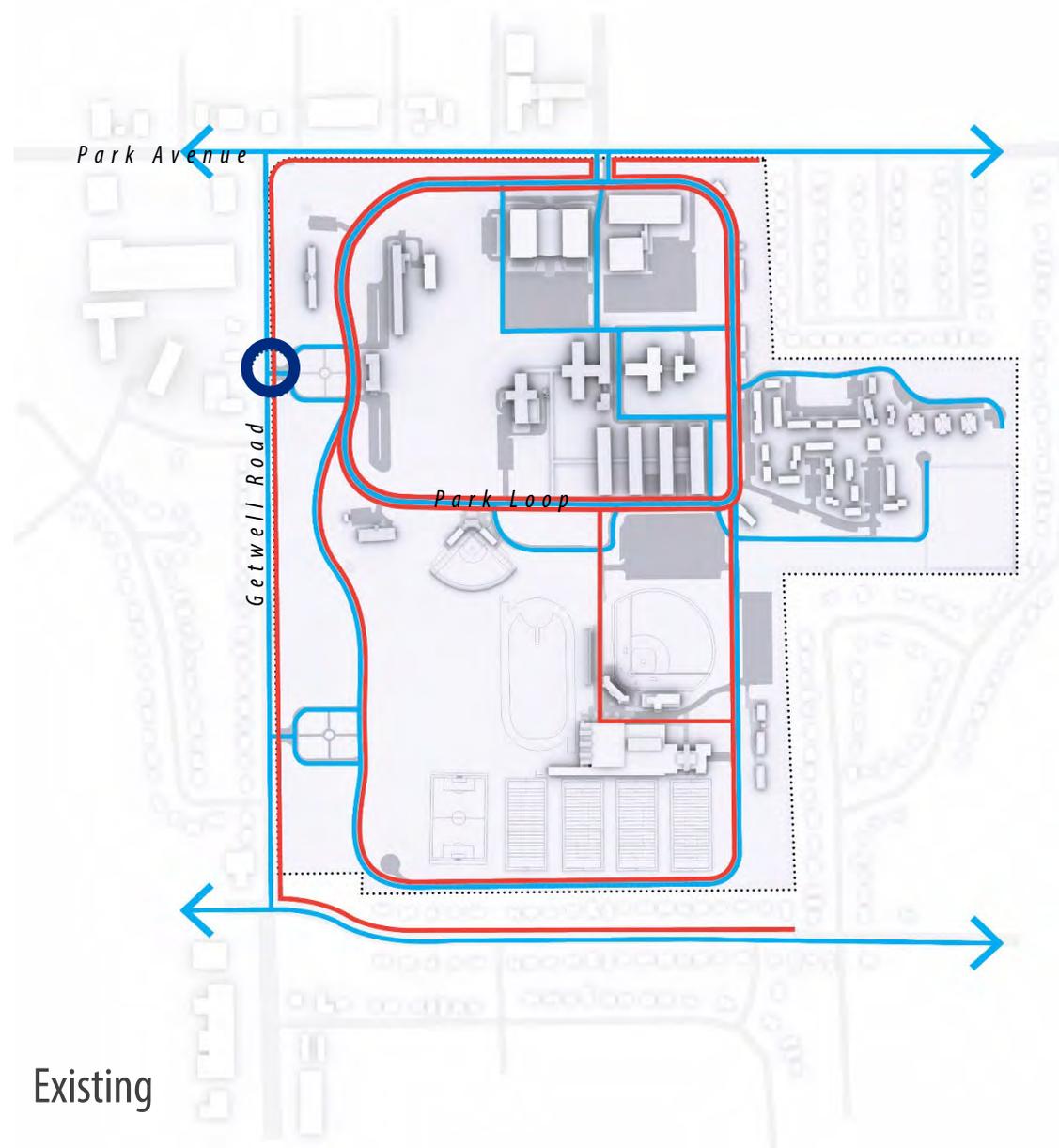
# Park Avenue Campus - Parking

 Surface Parking



# Park Avenue Campus - Circulation

-  Vehicular
-  Pedestrian
-  Primary Gateway



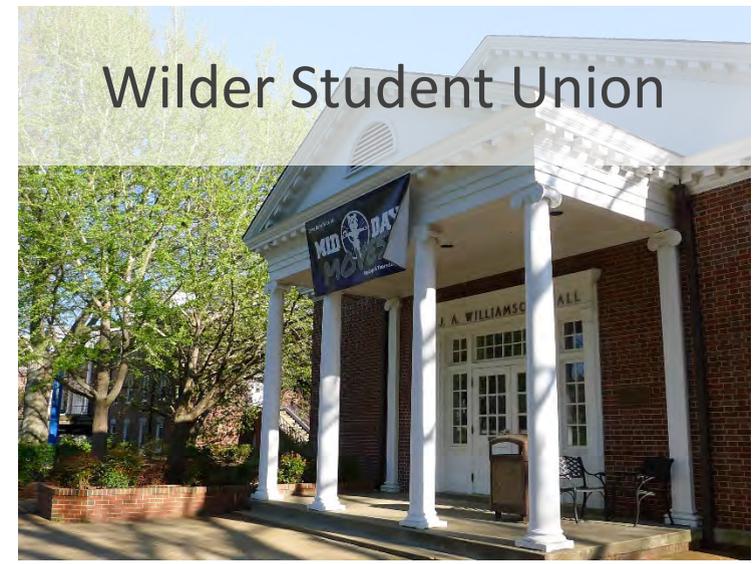
# Lambuth Campus



# Key Planning Components

## Lambuth Campus

Wilder Student Union



Parking



Facility Condition



Open Space



Science Facilities



Accessibility



Epworth Hall

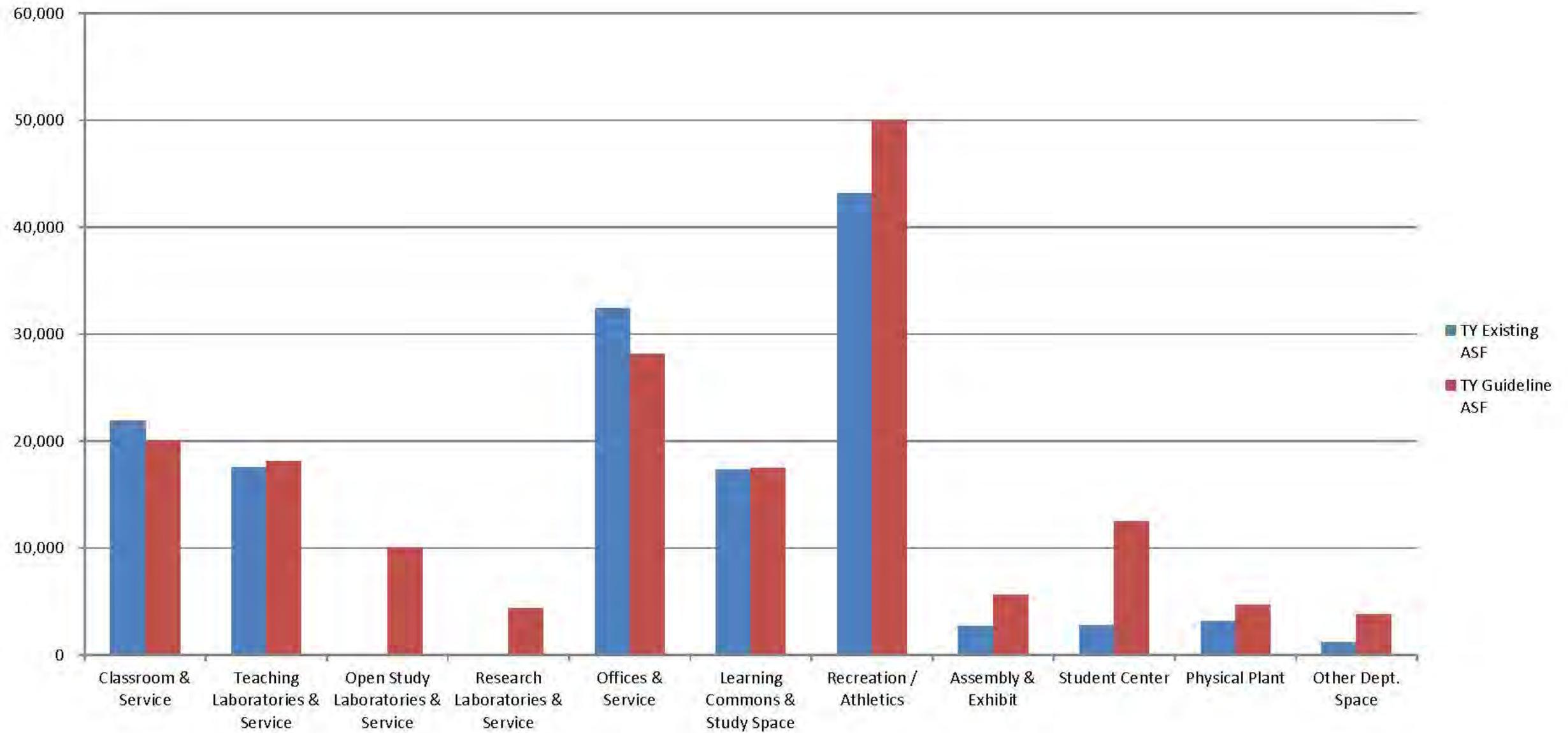


Student Housing



# Planning Metrics

## Target Year Space Needs



# Lambuth Campus Alternatives

Two Development Strategies:

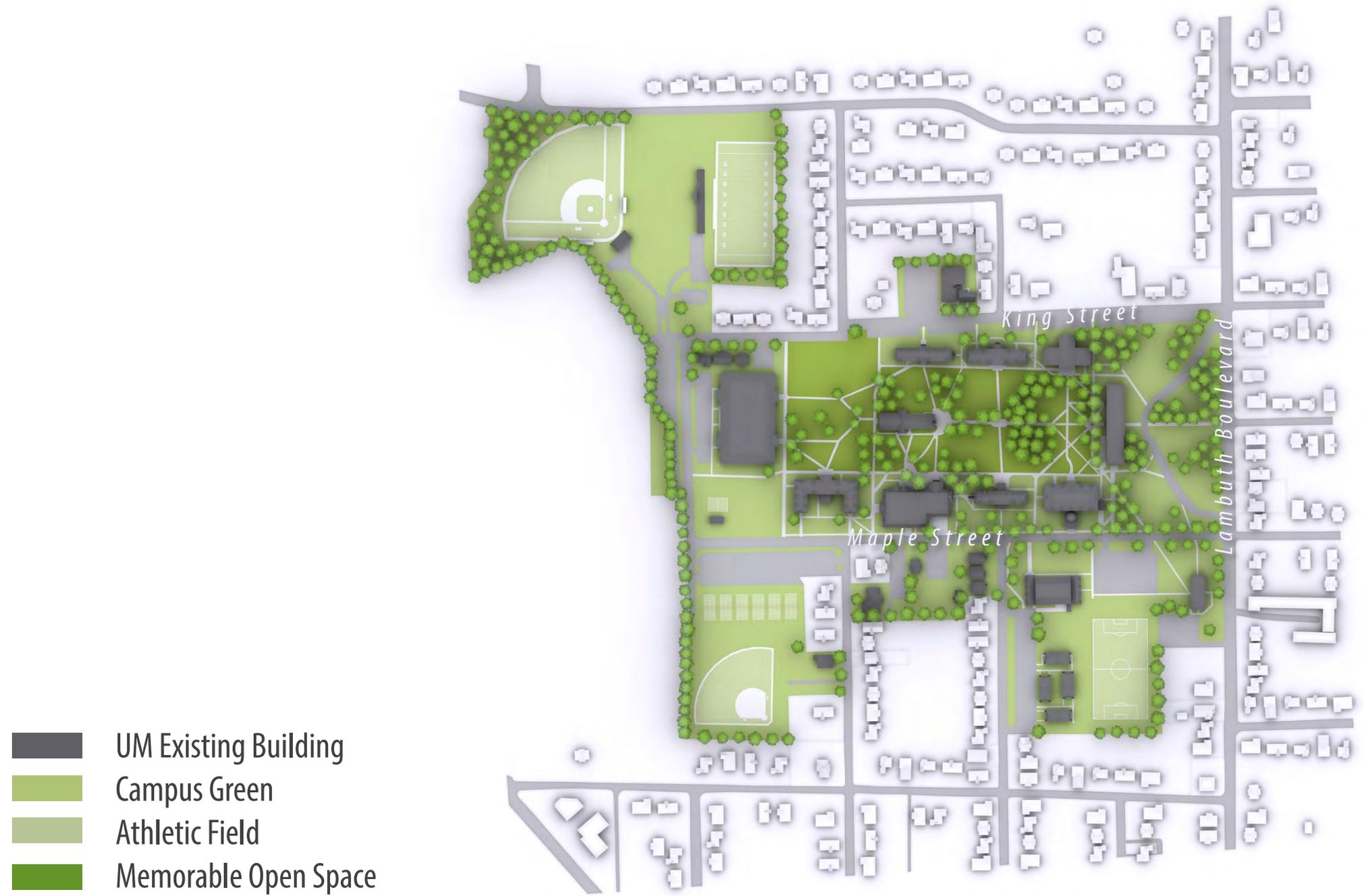
**A**



**B**



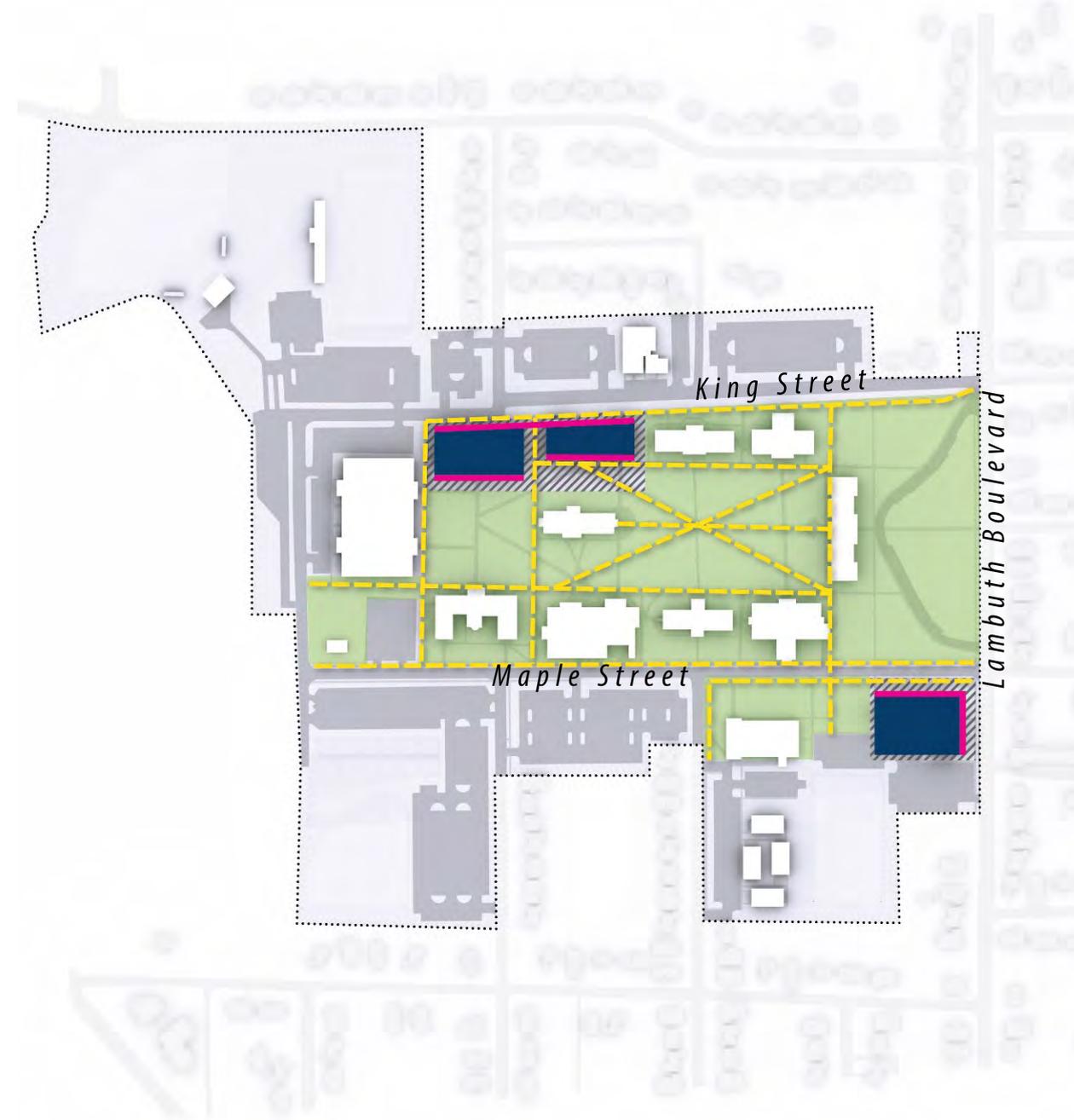
# Lambuth Campus (Existing)



# 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.

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



# Lambuth Campus (Existing)

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



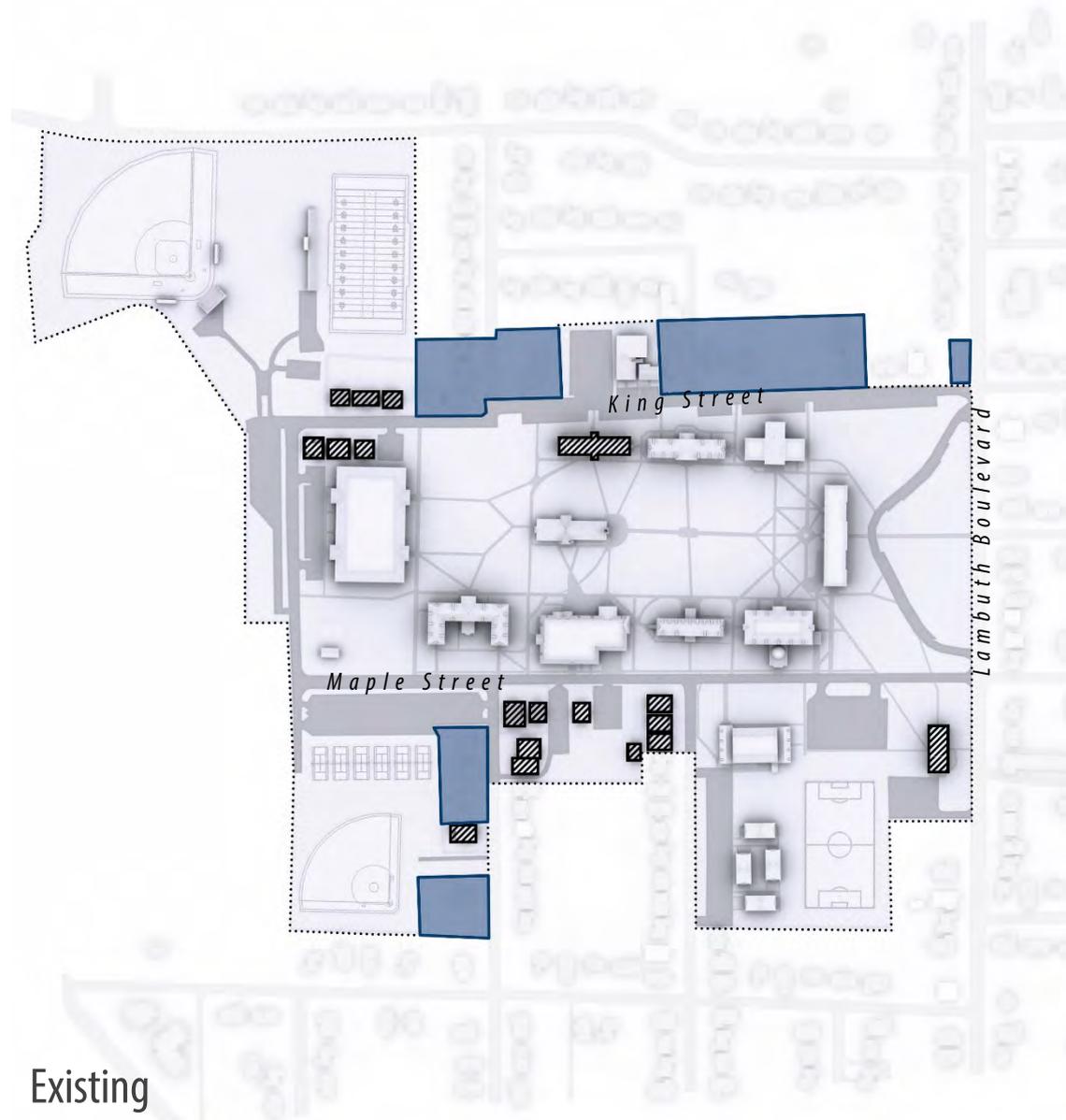
# Lambuth Campus (Proposed)

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

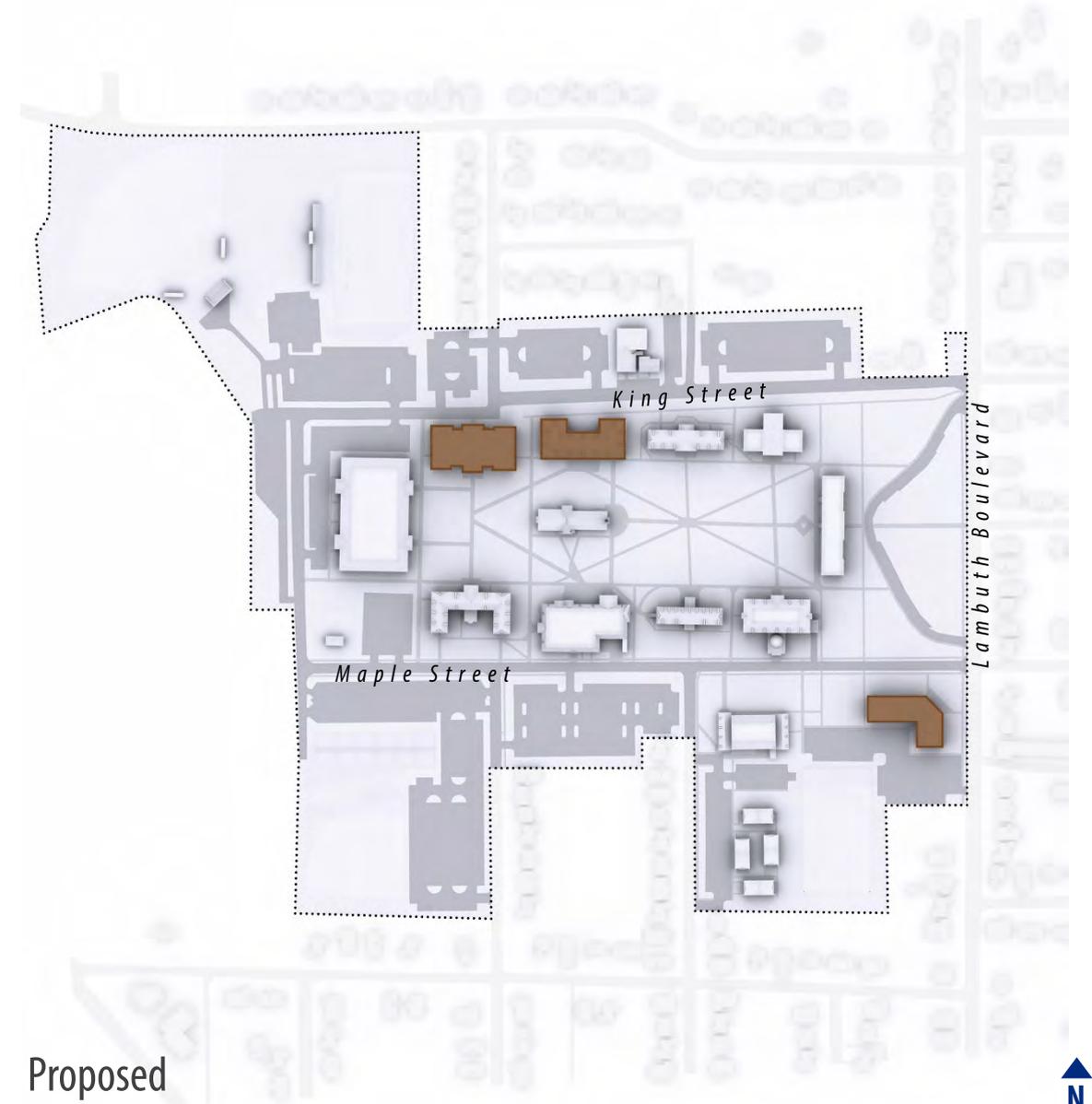


# Lambuth Campus – Buildings

- Existing Building
- Building Demolition
- Proposed Building
- Area of Acquisition



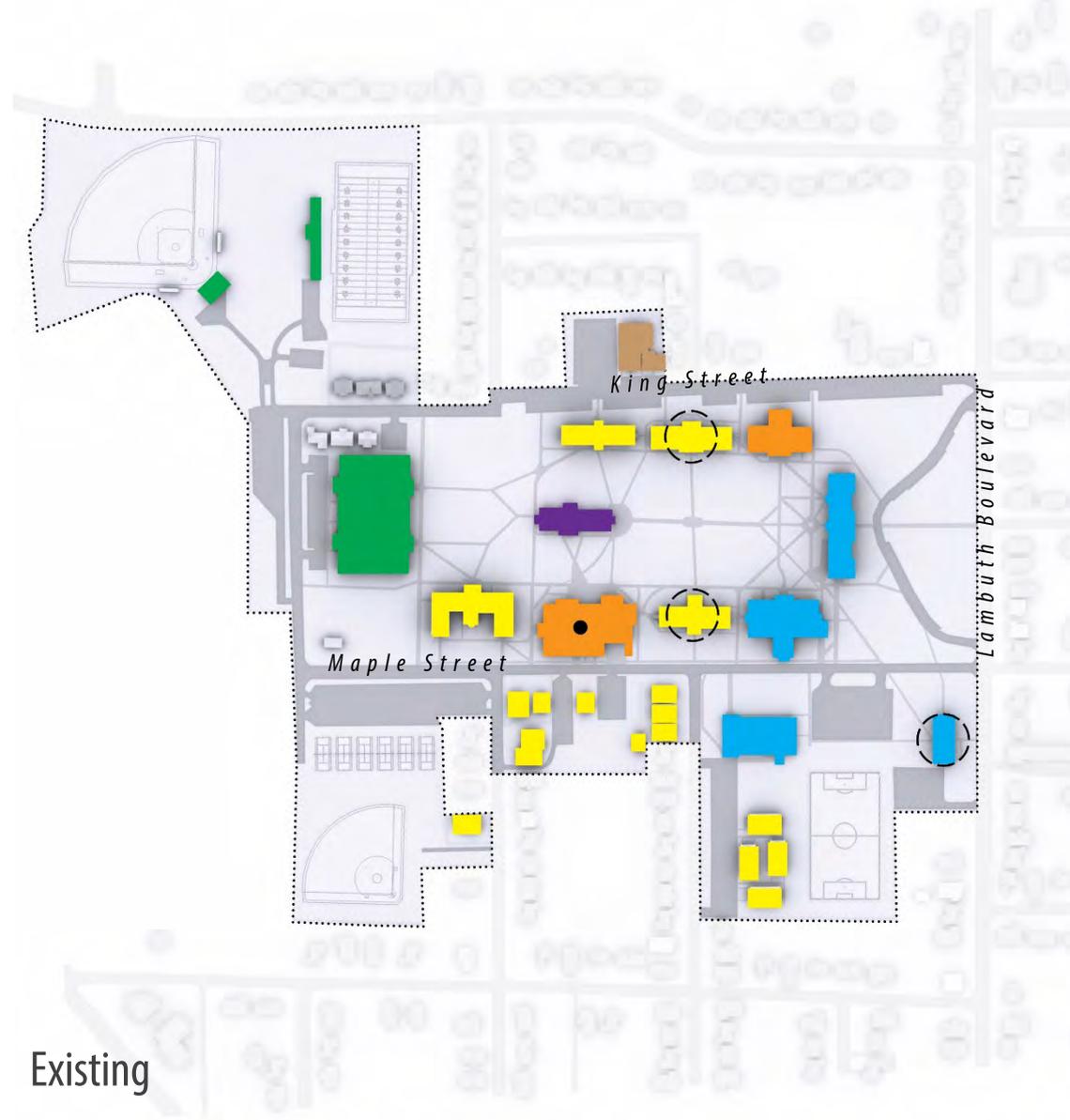
Existing



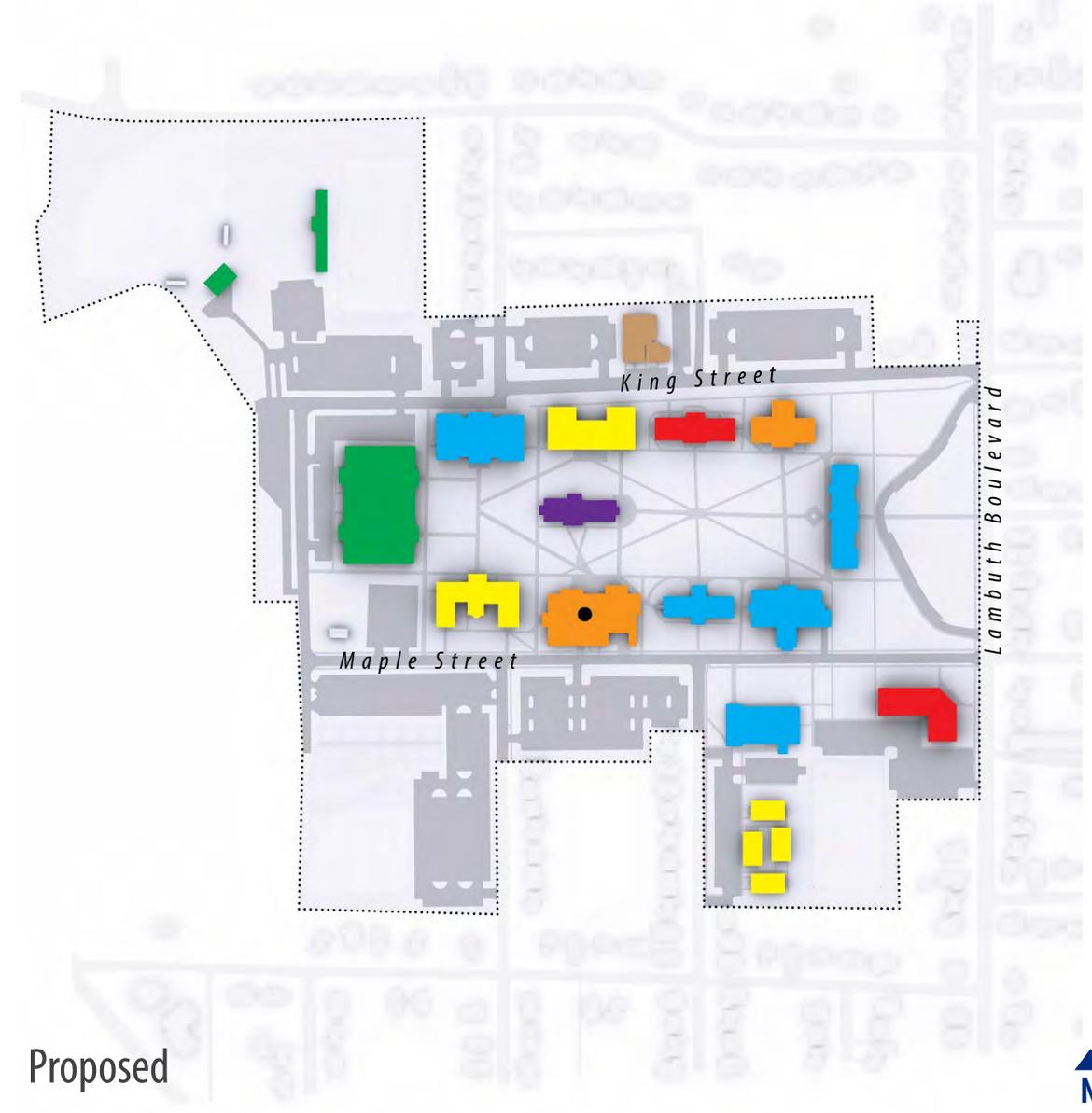
Proposed

# Lambuth Campus – Building Use

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



Existing

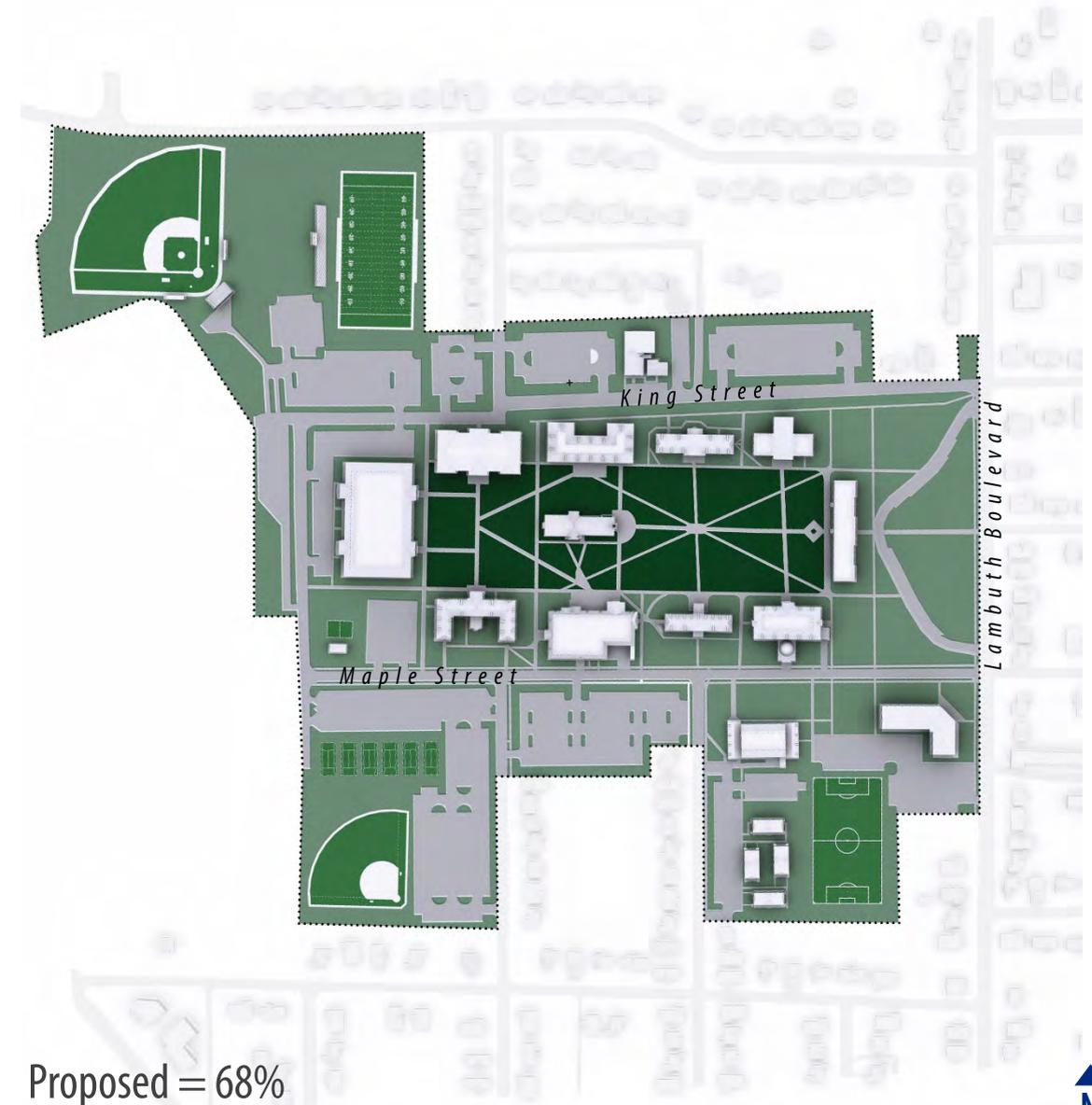
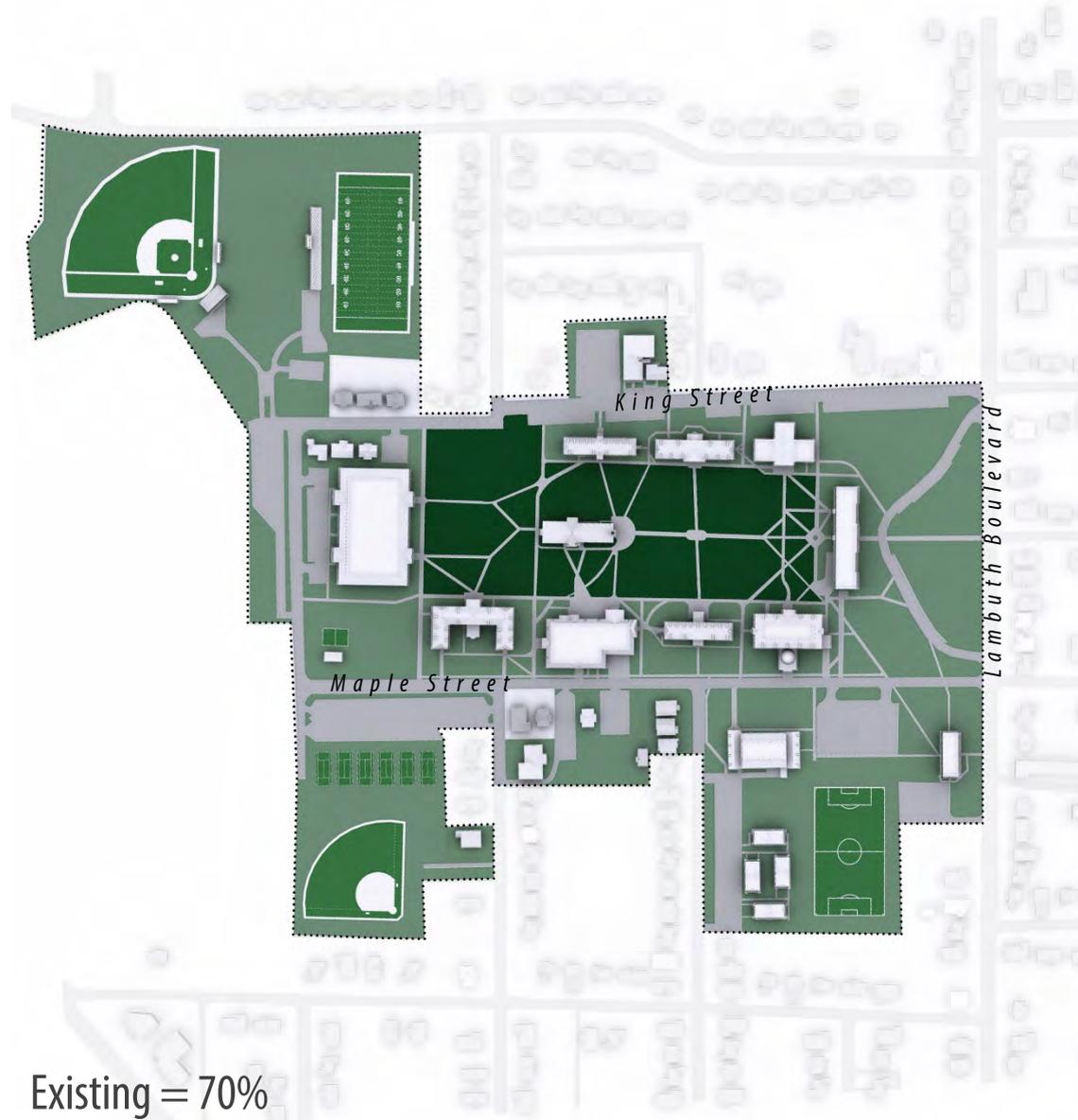


Proposed



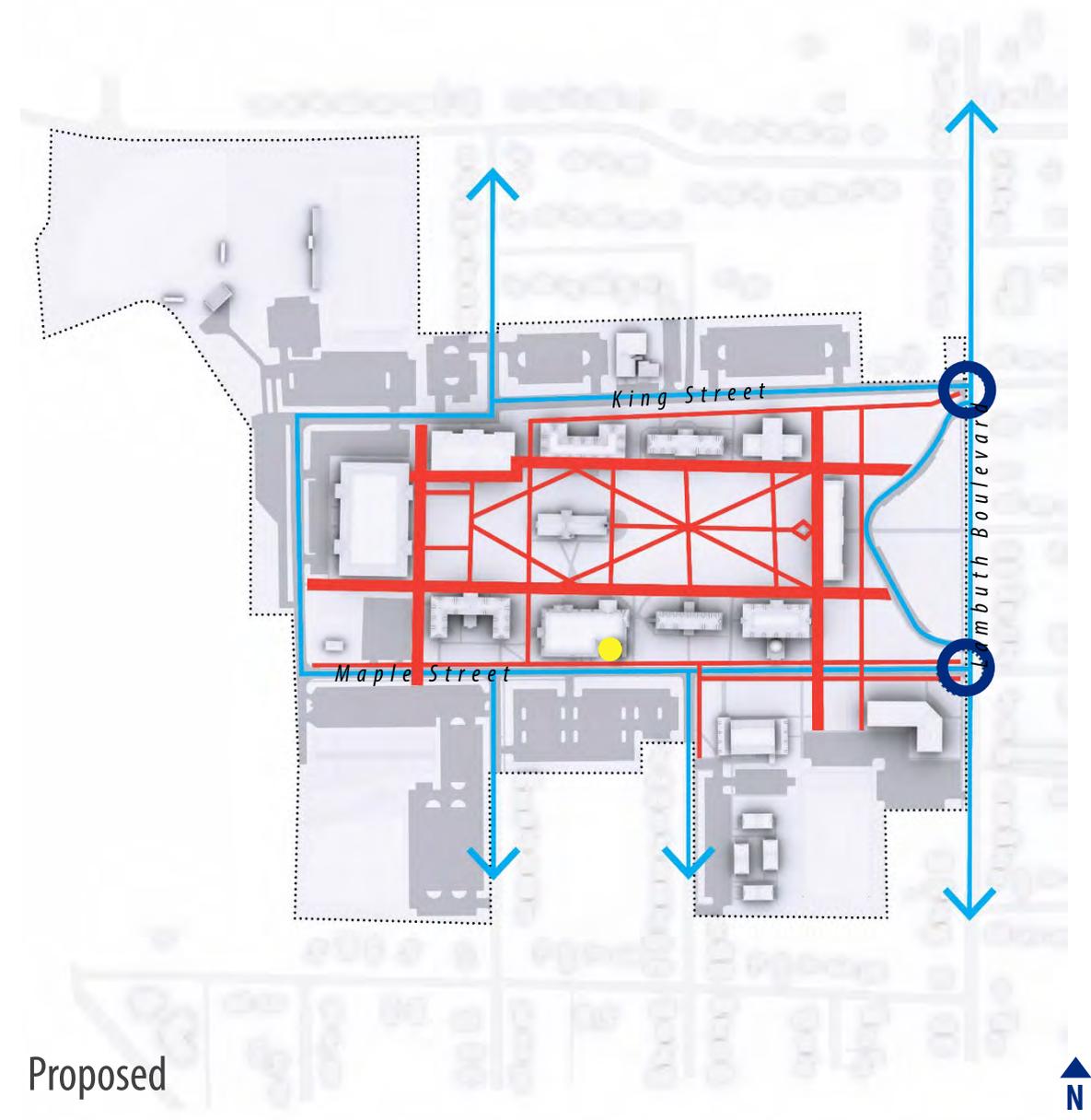
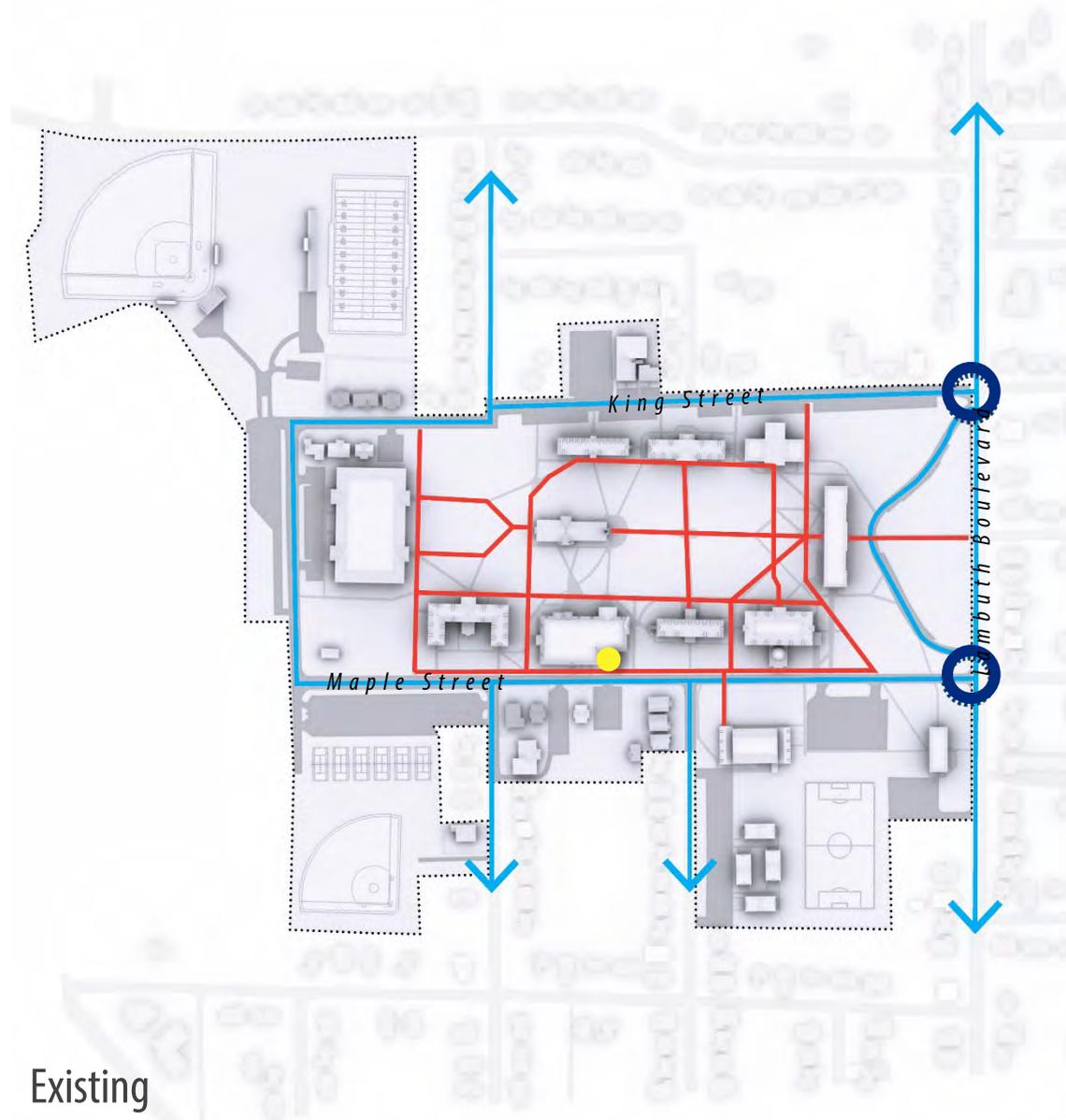
# Lambuth Campus – Open Space

- Campus
- Athletic
- Memorable



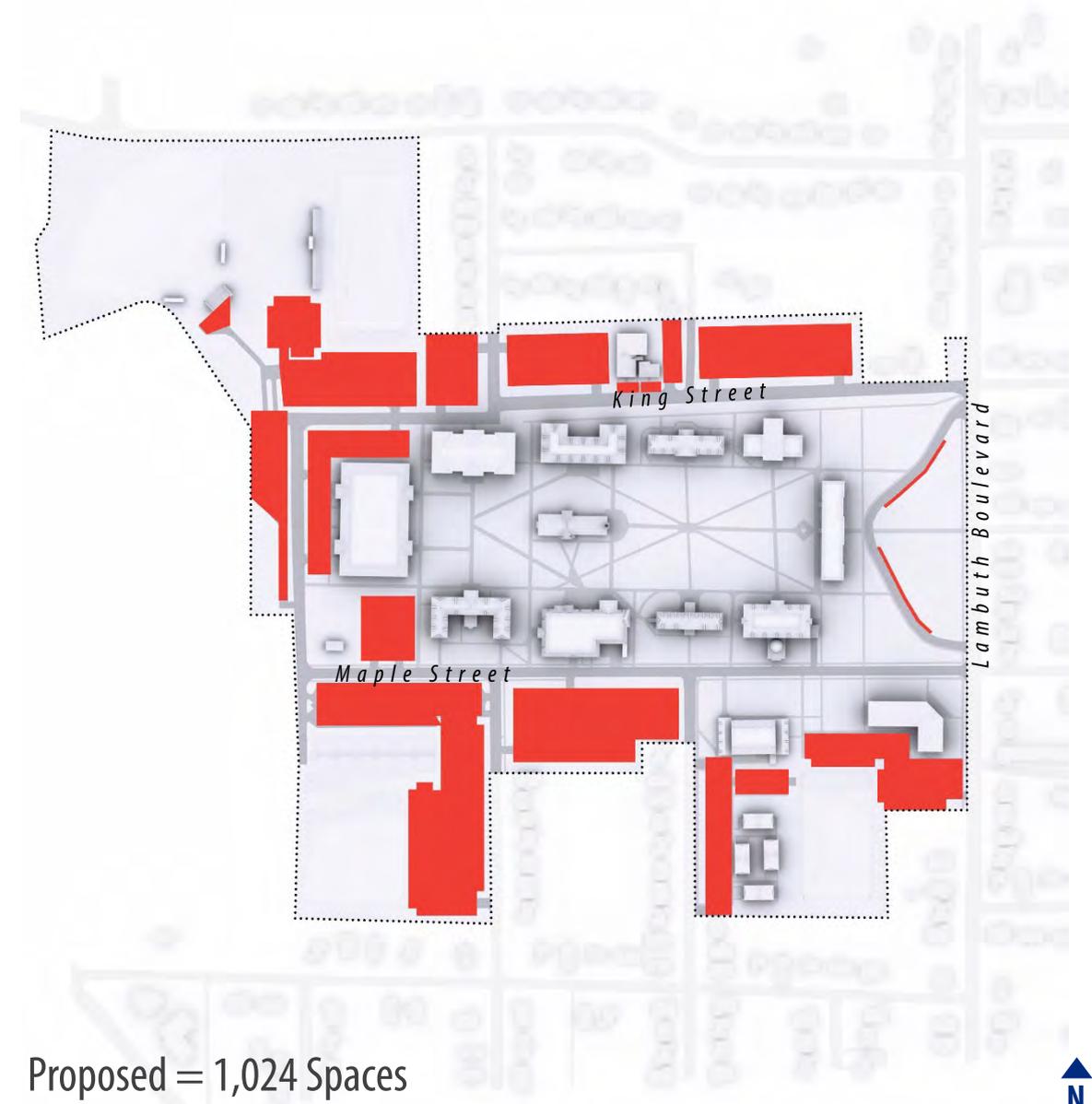
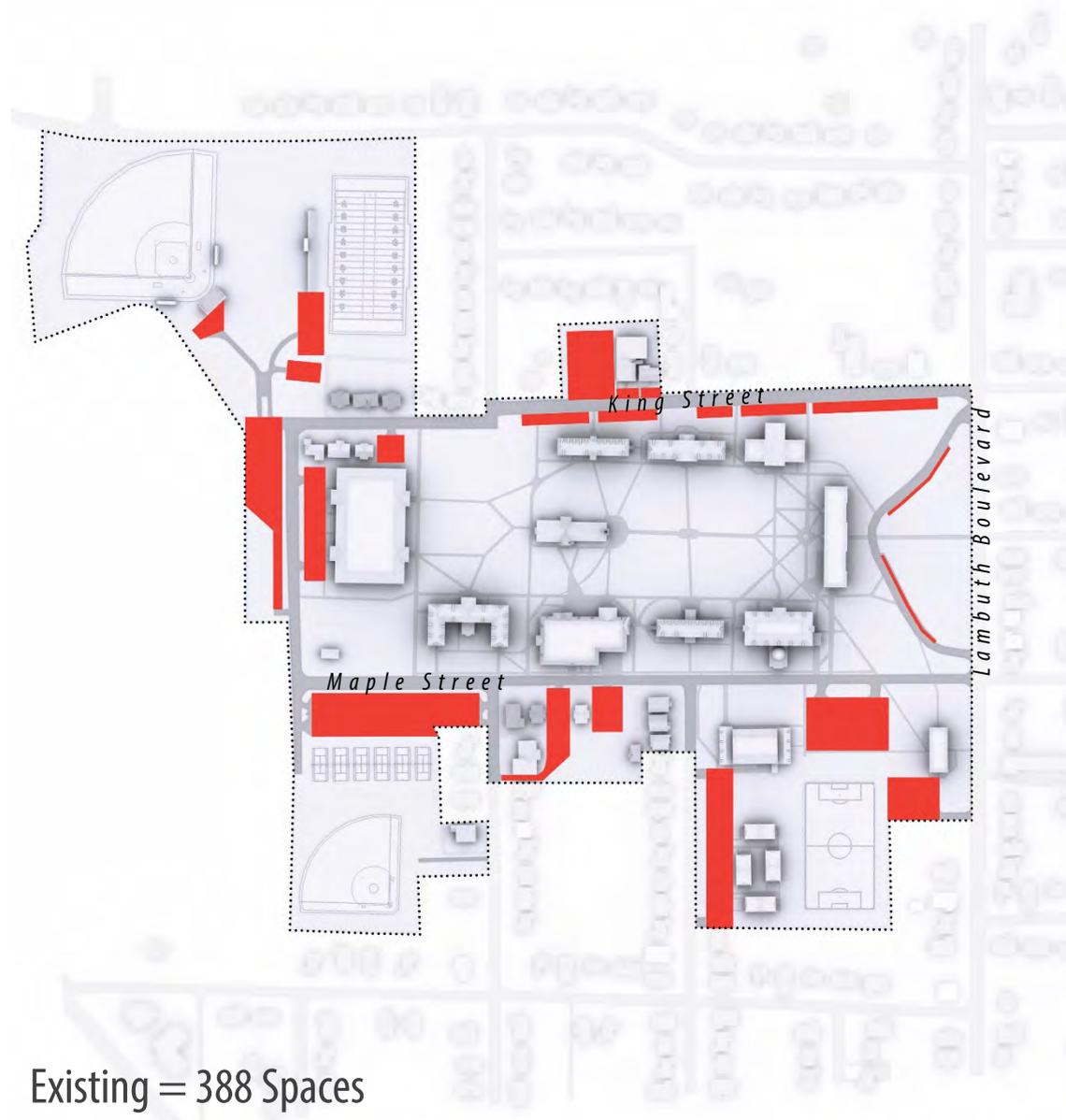
# Lambuth Campus - Circulation

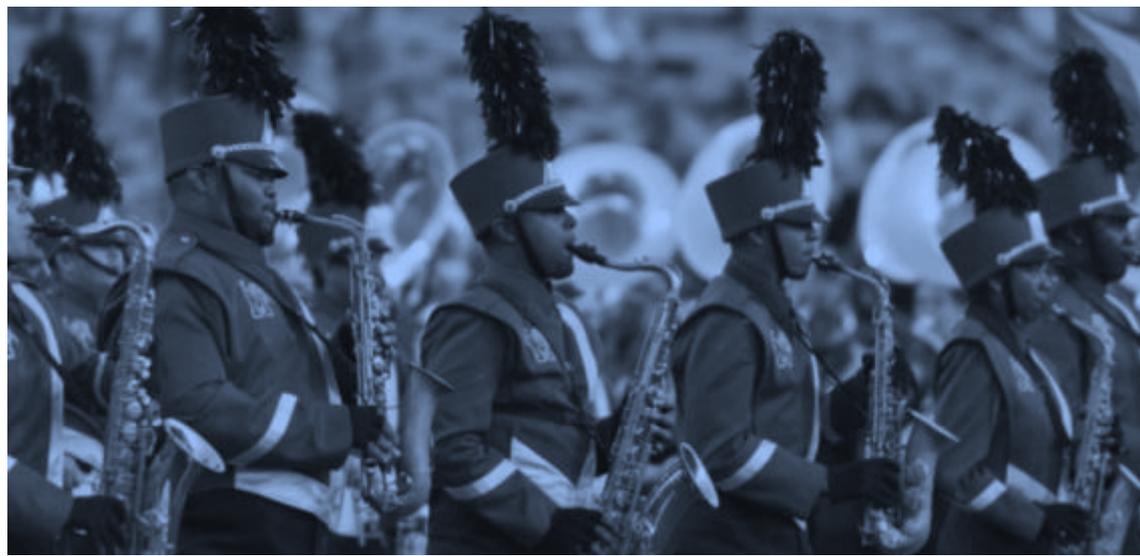
-  Vehicular
-  Pedestrian
-  Primary Gateway
-  Service Location



# Lambuth Campus - Parking

 Surface Parking





Realizing the Vision

Implementation is *Already Underway*...



*New Student Recreation Center*  
Enhancing the Student Experience at **Main Campus.**

Image Source: Hastings+Chivetta Architects

# *Basketball Training Facility* Establishing the Framework at the **Park Avenue Campus.**

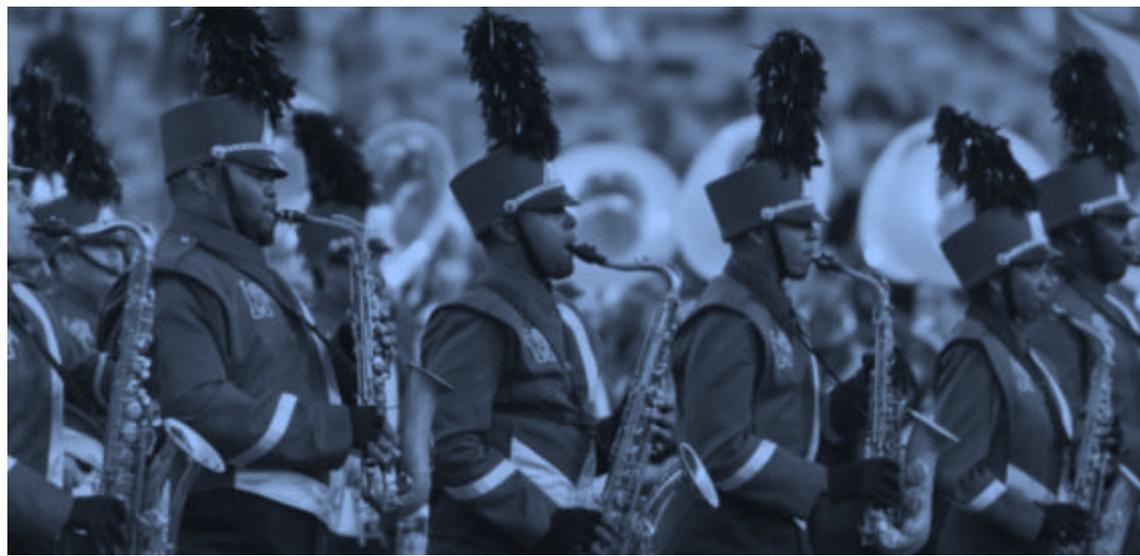




*Elevator Modernization*  
Improving accessibility across the **Lambuth Campus.**

# Phasing & Funding Matrix

Projects				Phasing					Estimated Project Cost		Capital Funding Sources					
Campus	Type	Phase	Project Description	Project Size*	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)	Unit Cost**	Estimated Total	University	State Appropriations	Auxiliary***	Private Donations	Grants / Other
Main	C	1	Central Avenue Streetscape Enhancements	1,960 LF							\$ 3,335,000.00	X				X
Main	C	1	Walker Avenue Streetscape Enhancements (Phase I)	500 LF							\$ 235,000.00					X
Main	C	1	Patterson Avenue Realignment	400 LF							\$ 2,400,000.00					X
Park Ave	C	1	Goodlett Street Campus Entry	1 LS							\$ 300,000.00	X				
Main	D	1	Richardson Towers	1,028 Beds							\$ -			X		
Main	NC	1	Student Residence Hall (replacement for Richardson Towers)	780 Beds							\$ 54,000,000.00			X		
Park Ave	NC	1	Community Health Facility	164,807 GSF							\$ 60,000,000.00	X	X			
Park Ave	P	1	Health & Sport Science Facility (Defense Audit Bldg)	69,112 GSF							\$ 1,350,000.00	X	X		X	
Main	S	1	Alumni Mall Improvements	85,000 SF							\$ -	X			X	
Lambuth	S	1	Campus Open Space Upgrades (lighting, drainage, and irrigation)	1 LS							\$ -	X			X	
Main	C	2	Walker Avenue Streetscape Enhancements (Phase II)	500 LF							\$ 235,000.00					X
Park Ave	E	2	Indoor Football Practice Facility Expansion	110,000 GSF							\$ 14,000,000.00			X	X	
Main	NC	2	Student Recreation Center	192,500 GSF							\$ 62,000,000.00					
Main	NC	2	Biochemistry and Biology Facility - Phase I	68,500 GSF							\$ 33,700,000.00	X	X			
Main	NC	2	Music Center	106,000 GSF							\$ 40,000,000.00	X	X		X	
Park Ave	NC	2	Basketball Practice Facility	56,680 SF							\$ 25,000,000.00			X	X	
Main	P	2	Parking Garage (near Southern Avenue)	500 Spaces						\$20,000.00	\$ 10,000,000.00			X		
Main	P	2	Zach Curlin Surface Parking Lot Improvements	375 Spaces						\$4,000.00	\$ 1,500,000.00			X		
Main	P	2	Highland Library (Community and Police Services)	7,500 GSF							\$ -	X				X
Lambuth	P	2	Health & Fitness Center	92,342 GSF						\$175.00	\$ 16,153,850.00			X		
Lambuth	P	2	Building Elevators (Library, Student Union, Hyde Hall)	1 LS							\$ -			X		
Main	C	3	Patterson Avenue Streetscape Improvements	2,000 LF						\$400.00	\$ 800,000.00	X				X
Main	C	3	Southern Avenue Streetscape Improvements (Phase I)	1,100 LF						\$400.00	\$ 440,000.00	X				X
Main	C	3	Pedestrian Land Bridge	600 LF						\$30,000.00	\$ 18,000,000.00			X		
Lambuth	D	3	Rental Property (300 Maple Street)	1,400 GSF						\$6.00	\$ 8,400.00	X				
Lambuth	D	3	Rental Property (308 Maple Street)	1,200 GSF						\$6.00	\$ 7,200.00	X				
Lambuth	D	3	Rental Property (310 Maple Street)	1,200 GSF						\$6.00	\$ 7,200.00	X				
Lambuth	D	3	Rental Property (312 Maple Street)	1,400 GSF						\$6.00	\$ 8,400.00	X				
Lambuth	D	3	Rental Property (314 Maple Street)	1,400 GSF						\$6.00	\$ 8,400.00	X				
Lambuth	D	3	Rental Property (337 Fairgrounds)	2,000 GSF						\$6.00	\$ 12,000.00	X				
Lambuth	D	3	Rental Property (339 Fairgrounds)	2,300 GSF						\$6.00	\$ 13,800.00	X				
Lambuth	D	3	Rental Property (540 Burkett)	7,900 GSF						\$6.00	\$ 47,400.00	X				
Lambuth	D	3	Epworth Hall	30,000 GSF						\$6.00	\$ 180,000.00	X				
Main	D	3	Student Recreation & Fitness Center	151,399 GSF						\$12.00	\$ 1,816,788.00			X		
Main	D	3	Mitchell Hall	53,138 GSF						\$12.00	\$ 637,656.00	X				
Main	NC	3	Alumni Center	30,000 GSF						\$350.00	\$ 10,500,000.00				X	
Main	NC	3	Engineering Research Facility / C.E.R.I.	117,000 GSF						\$425.00	\$ 49,725,000.00	X	X			
Main	NC	3	Academic Building (Replacement for Mitchell Hall)	79,250 GSF						\$350.00	\$ 27,737,500.00	X	X			
Park Ave	NC	3	Soccer Support Facility	6,000 GSF						\$300.00	\$ 1,800,000.00			X		
Park Ave	NC	3	Softball Training Facility	7,200 GSF						\$300.00	\$ 2,160,000.00			X		
Lambuth	P	3	Parking Expansion (Phase I)	165 Spaces						\$4,000.00	\$ 660,000.00			X		



Final Thoughts