



THE UNIVERSITY OF
MEMPHIS[®]
Dreamers. Thinkers. Doers.

FACILITIES MASTER PLAN UPDATE
ANALYSIS PRESENTATION | 02.11.14



- 1 Introduction
- 2 Planning Context
- 3 Campus Systems
- 4 Needs Assessment
- 5 Next Steps



Agenda

Introduction



Your Master Planning Team

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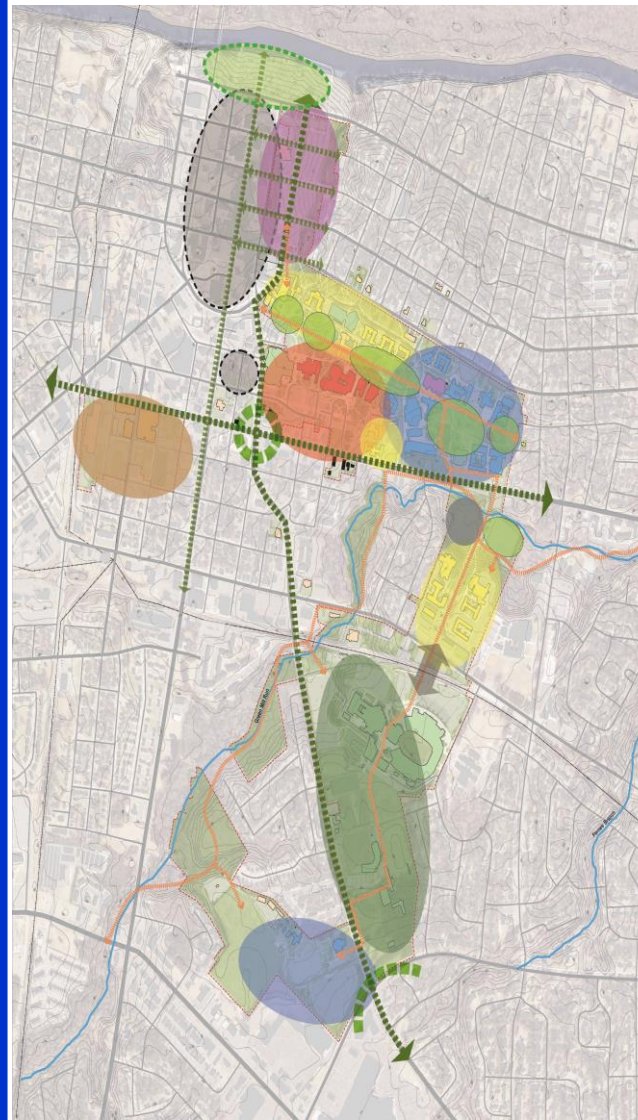
Master Planning Process



Task One
Discovery & Goal Setting
Introduction to Campus



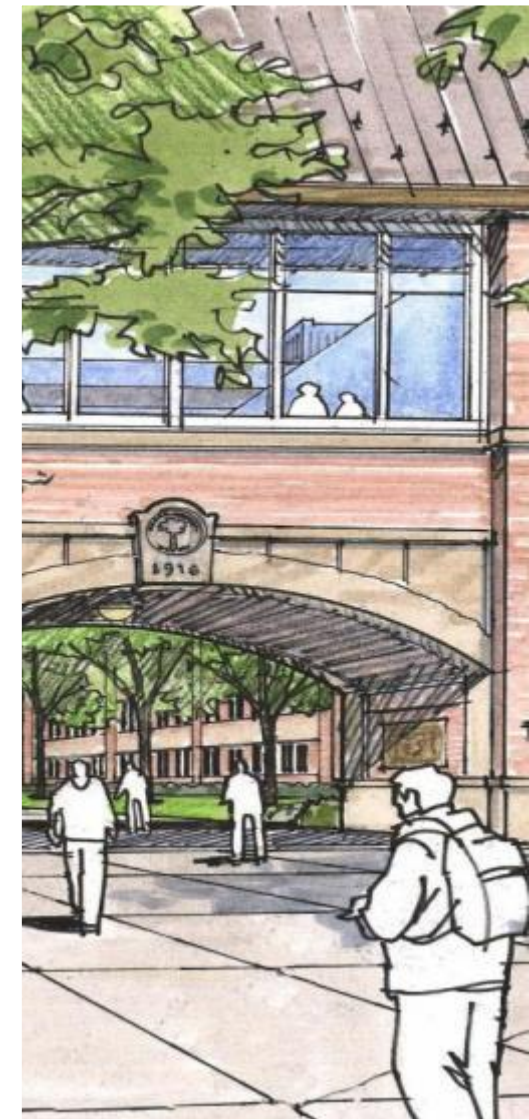
Task Two
Campus Analysis & Space Needs
Understanding your Campus



Task Three
Idea Generation
Concept Alternatives



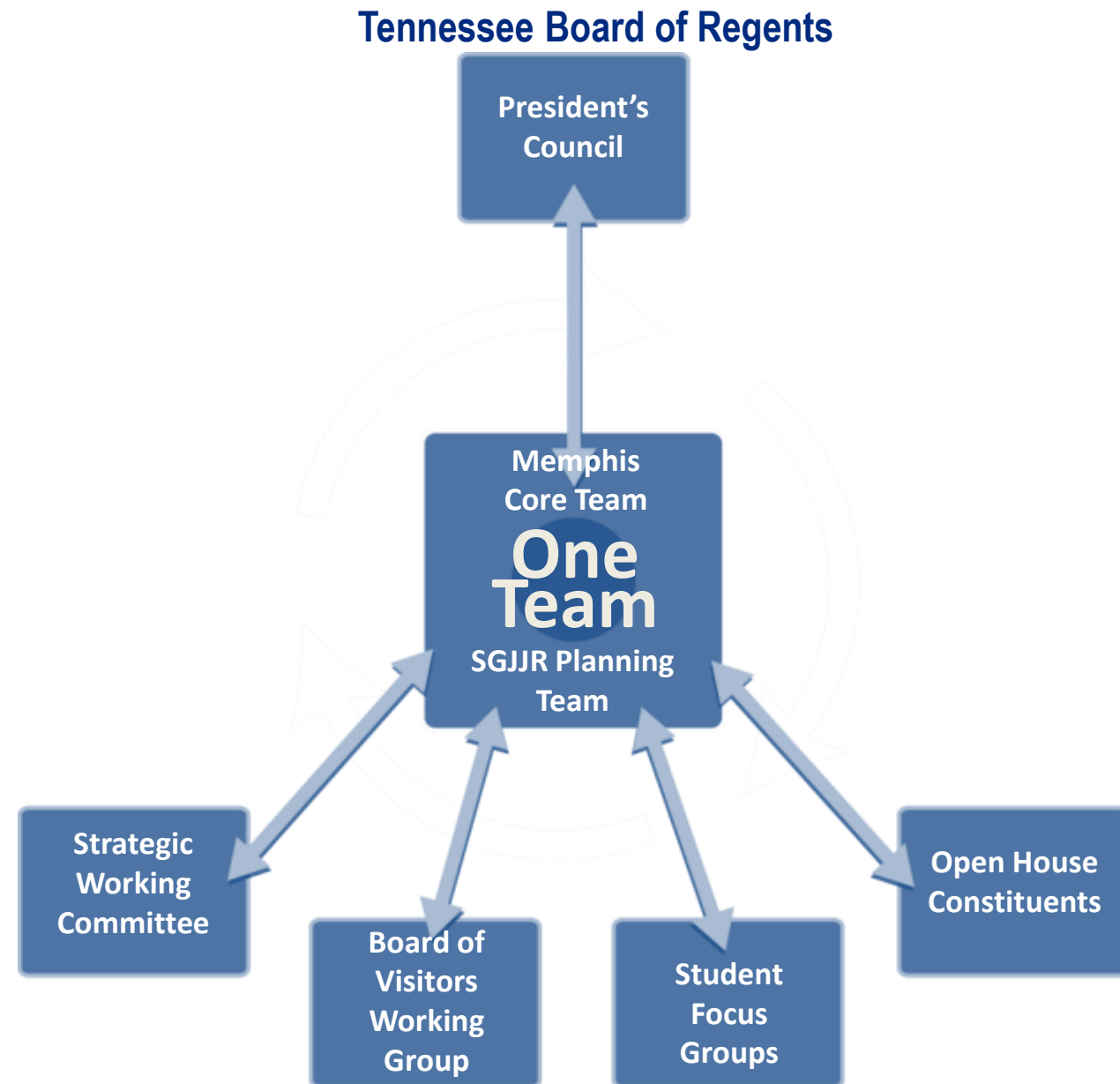
Task Four
Refinement
Preliminary Campus Master Plan



Task Five
Documentation
Report & Final Presentation

Master Planning Process

An Inclusive Approach



Who We've Met... So Far

- **President's Council**
- **Strategic Working Committee**
- **Campus & Community Open Houses**
- **Student Open Forums (at University Center)**
- **Interviews and Focus Groups**

Interviews by College, School:

- Cecil C. Humphreys School of Law
- College of Arts and Sciences
- College of Communications and Fine Arts
- College of Ed., Health and Human Services
- Fogelman College of Business and Economics
- Graduate School
- Herff College of Engineering
- Loewenberg School of Nursing
- School of Comm. Sciences and Disorders
- School of Public Health
- University College

Administrative and Support:

- Academic Affairs
- Advancement
- Admissions
- Athletics
- Business & Finance
- Campus Planning
- Dining Services / Aramark
- Information Technology
- Institutional Research
- International Programs
- Library Operations
- Parking & Transportation
- Physical Plant
- Police Services
- Public Relations
- Residence Life
- Space Planning
- Student Affairs

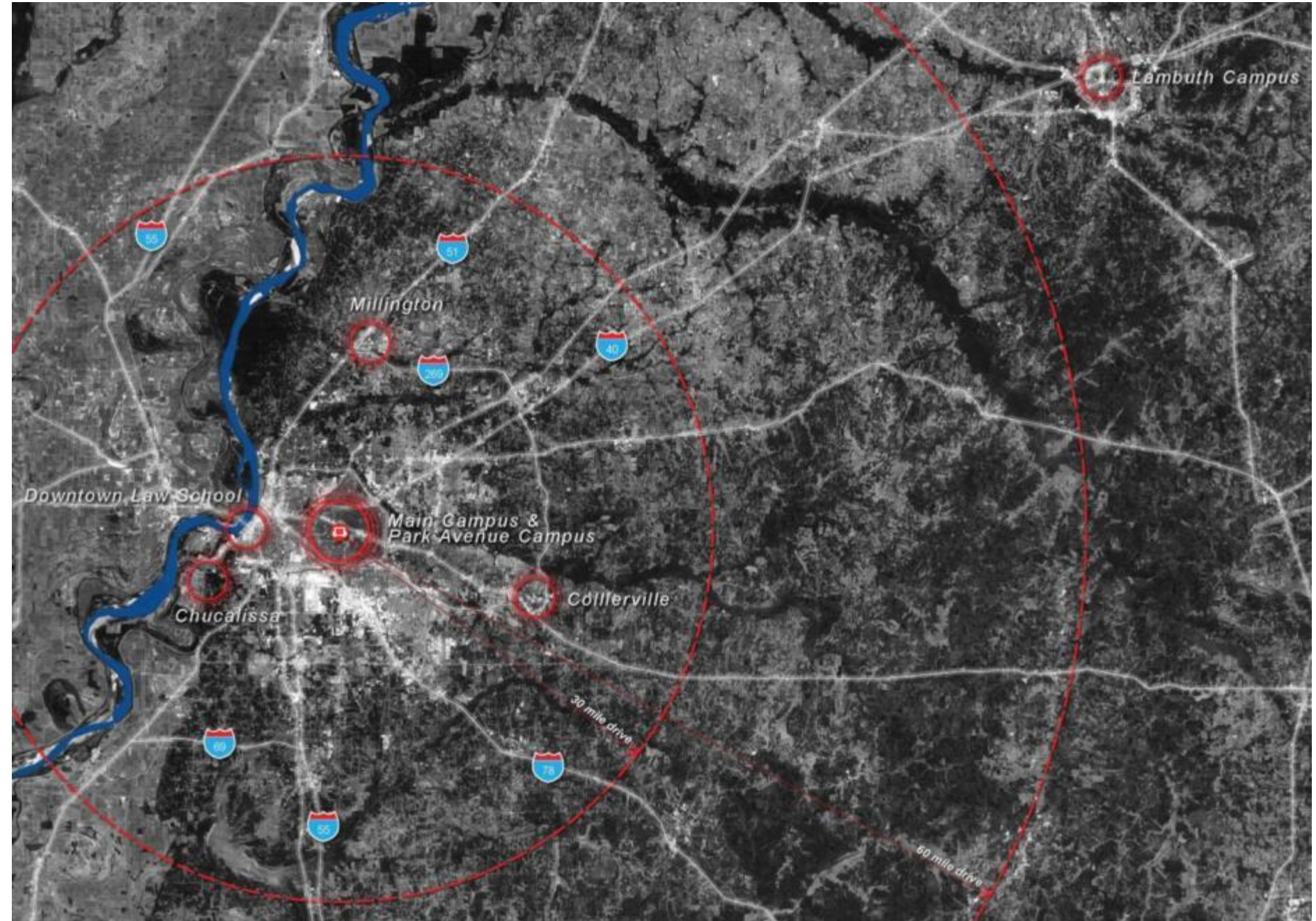


Planning Context

University of Memphis - Today

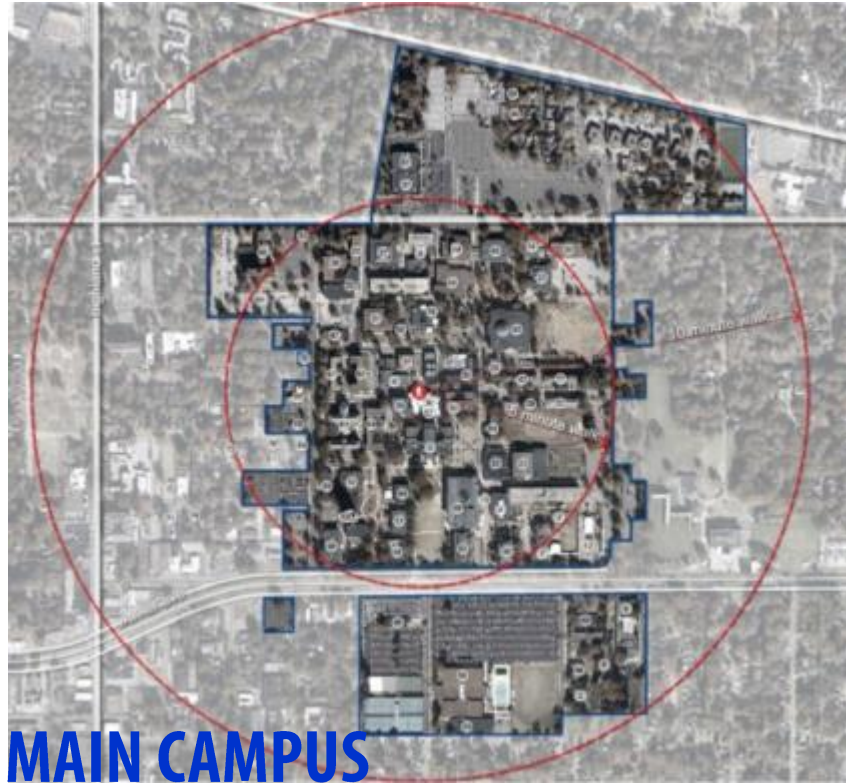
By the Numbers...

- Locations: **8**
- Campuses: **3** - Main, Park Avenue, Lambuth
- Total Acreage: **1,607 acres**
- Total Facilities: **6.8m gross square feet**
- Total Enrollment: **22,428**
- Fall 2013 Sponsored Research: **\$60m**



University of Memphis - Today

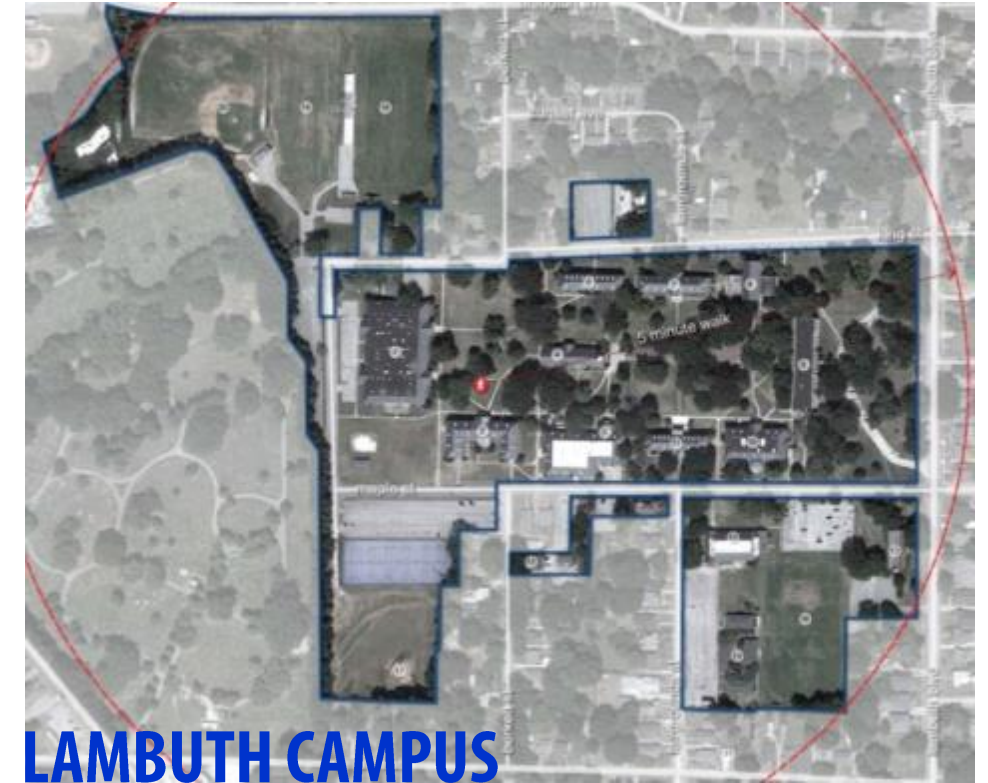
Campus Metrics



- ~20,000 Enrollment
- 230 Acres
- 151 Buildings
- 53% Impervious Area



- 146 Acres
- 62 Buildings
- 25% Impervious Area



- ~600 Enrollment
- 47.8 Acres
- 14 Buildings
- 34% Impervious Area

Guiding Principles

As Defined in the 2007 Master Plan

Cultivate a mixed-function, interdisciplinary residential community of learning.

Craft a plan that matches campus facilities to academic mission.

Develop a plan that provides growth opportunities within the Academic Core.

Provide a framework in which the University can participate with its neighbors in planning and improving the environment around the campus.

Guiding Principles

Suggestions for additional principles:

Develop a framework of organized growth at the Park Avenue campus.

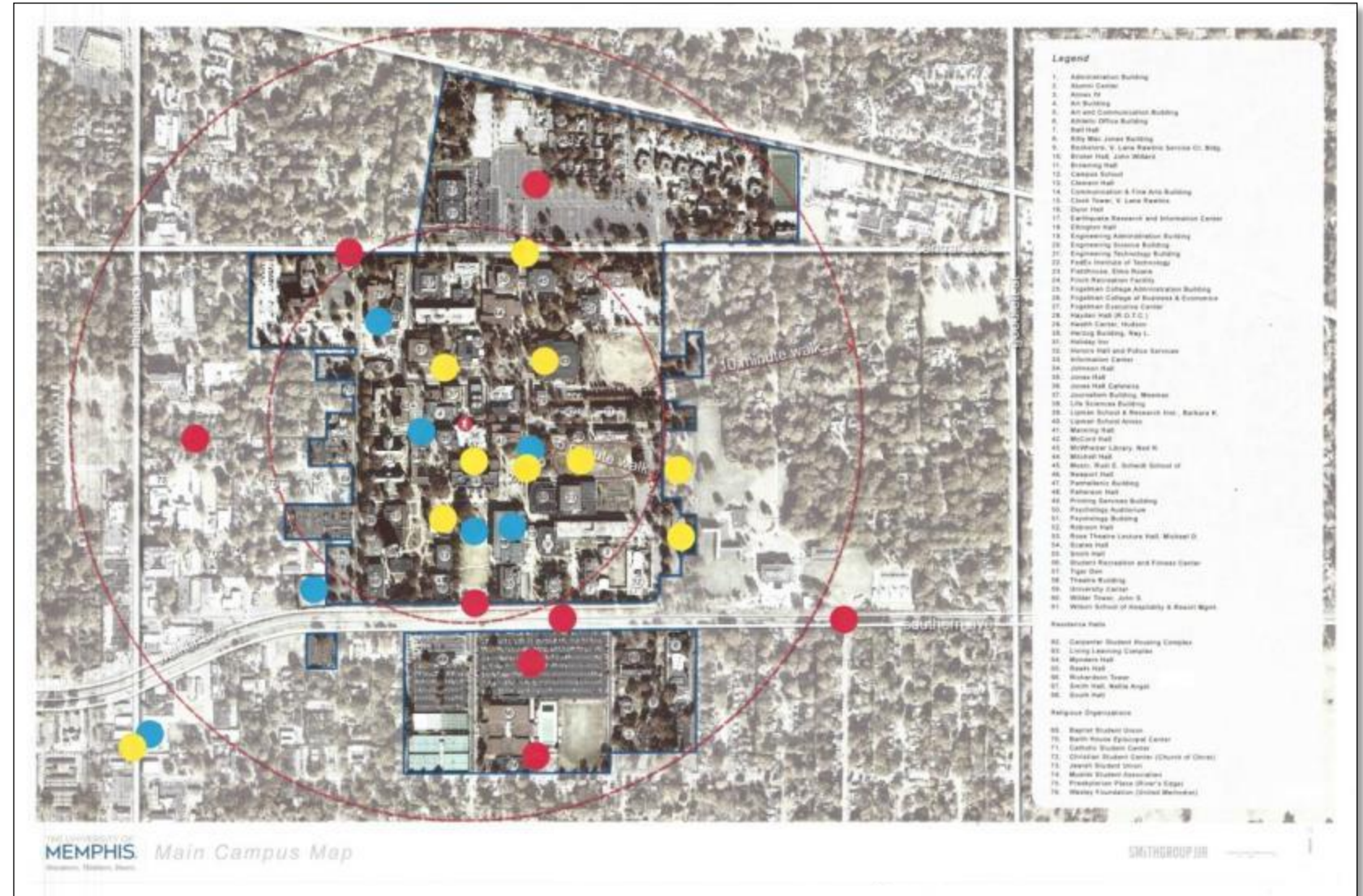
Enhance the Lambuth campus to become an integral part of the University and the Community of Jackson.

Create one interconnected Uni-versity.

Stakeholder Summary

Main Campus

- Create a sense of place, energy, and vitality on campus; enhance school spirit
- Desire to improve first-time visitor experience
- Upgrade student housing options
- Strengthen pedestrian connections across and between campuses
- Enhance academic and student life spaces
- New facilities have been a great success, more desired



Key



Preserve



Enhance



Transform

Stakeholder Summary

Park Avenue Campus

- 3-Principle Opportunities for Park Avenue Campus
 - Center for athletics and athletic support
 - Health sciences hub for entire University
 - Community engagement and outreach
- Debate over value of providing graduate-family housing
- Concern over existing quality of adjacent land uses
- Desire to create stronger connections to Main Campus
- Consider ways to use Audubon Park to improve ped/bike linkages between Park Avenue and Main Campus



Key



Preserve



Enhance

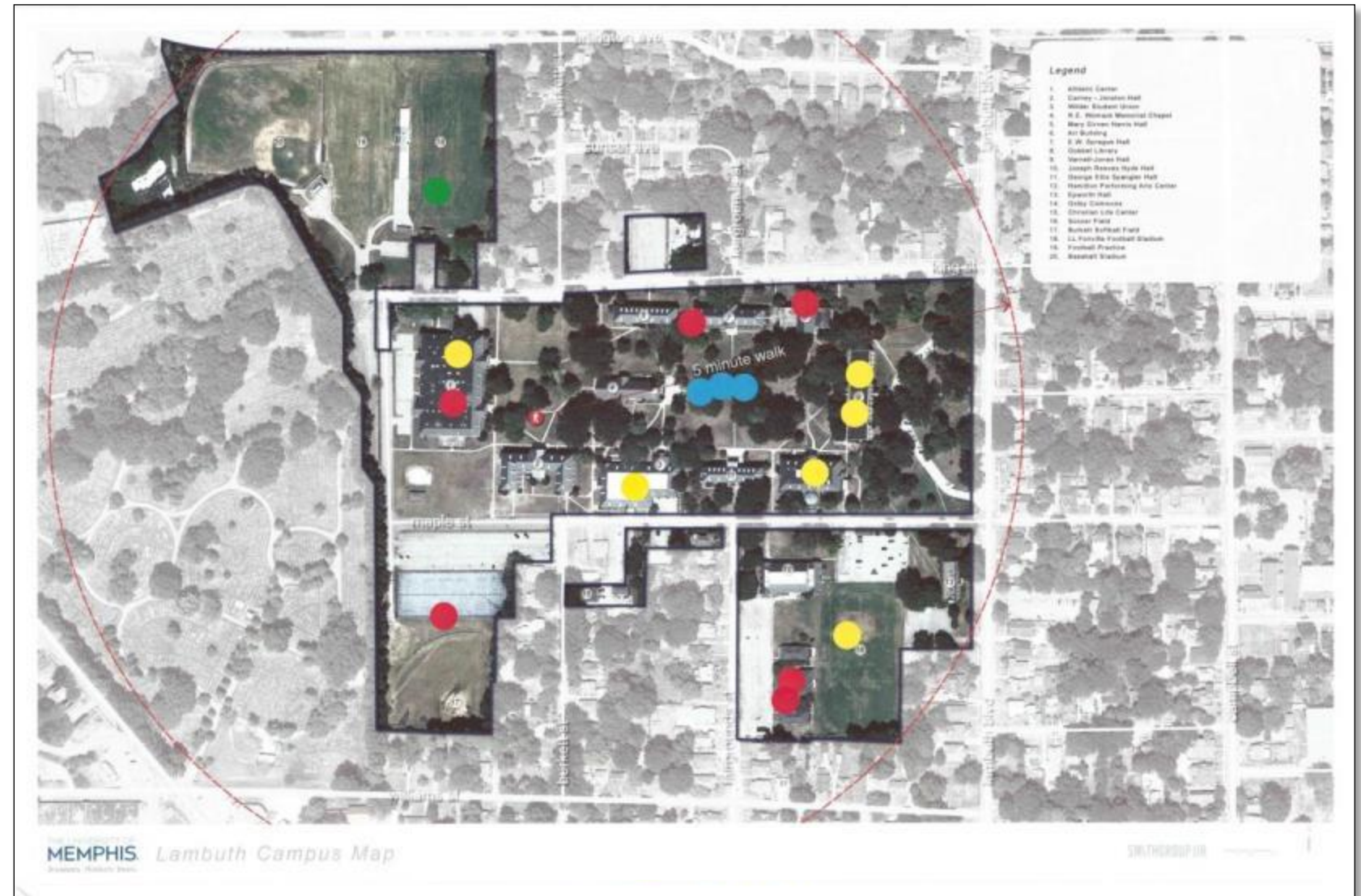


Transform

Stakeholder Summary

Lambuth Campus

- Beautiful campus open space should be preserved
- Signage enhancements needed on campus to promote connection to University of Memphis
- Renovate building interiors and student housing
- Potential for program growth (Nursing, Music Industry, Business, Biology)
- Need for additional classroom space
- Improve lighting and pedestrian connections throughout campus



Key



Preserve



Enhance



Transform



Campus Systems

Many Steps Have Already Been Taken...



Completed

- Projects completed since the 2007 UM Master Plan

In-Progress

- Projects that are currently under construction

Planned

- Projects that are on the books
- Currently in design development, raising capital, or allocated funding

Opportunity

- Projects that would enhance the university
- Consider as a possible future initiative
- Currently do not have funding

...Many More Opportunities Lie Ahead

Adjacent Land Use

Completed

- Individual property acquisitions west of campus

In-Progress

- Ⓐ Off-Campus Student Housing (Private Developer)

Planned

- Ⓑ Highland Road Campus Entry
- Ⓒ Highland Road Visitors Center (repurposed library)
- Ⓓ Fraternity Village Development

Opportunity

- Continued property acquisition west of campus to Highland Road
- Increased integration between campus and community

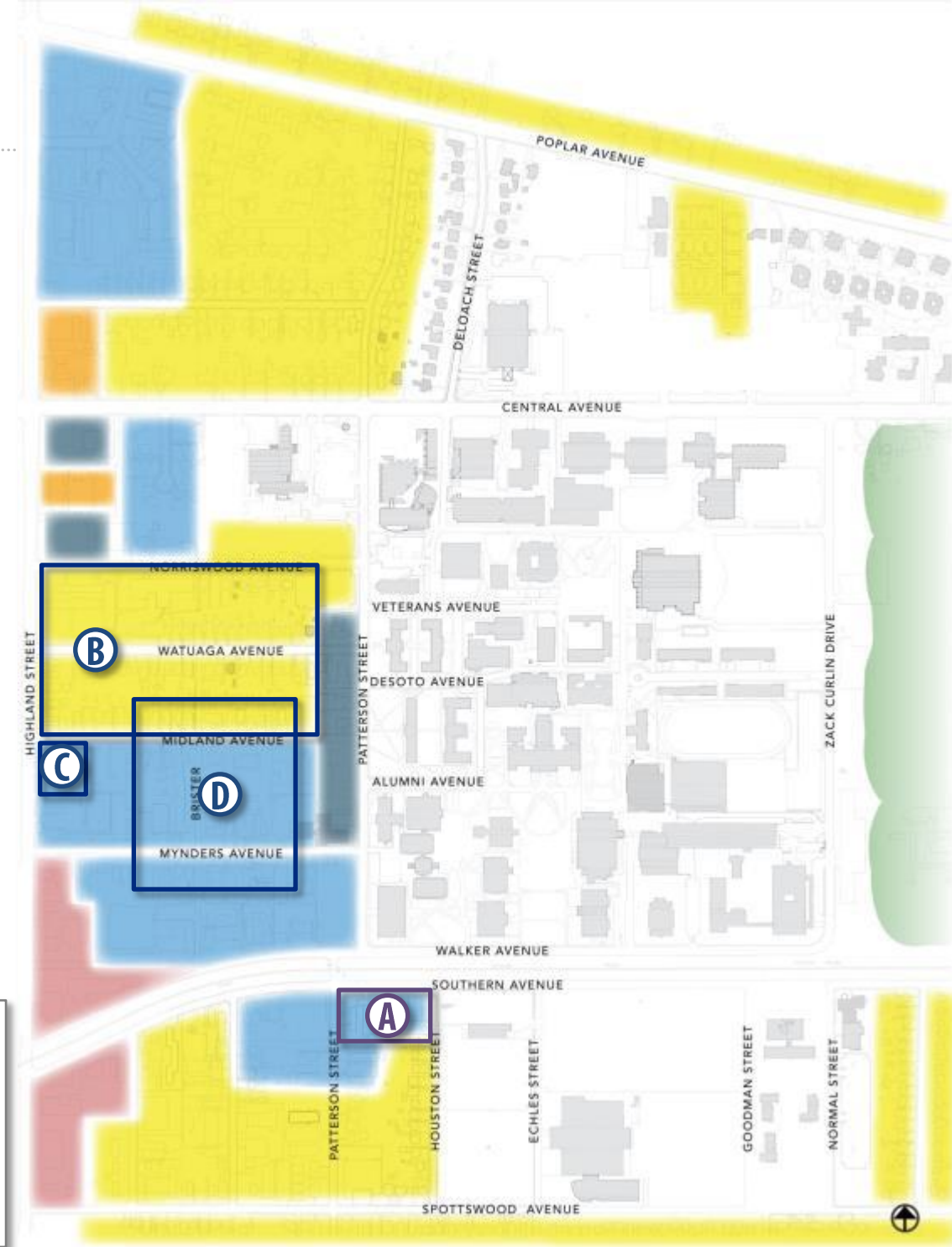
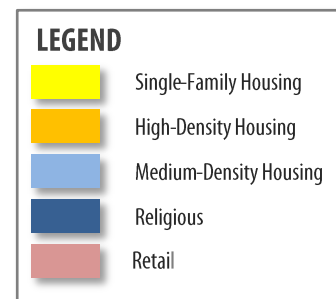


Diagram from the 2007 University of Memphis Master Plan

Campus Land Use

Completed

- (A) CREWS Venture Lab
- (B) Hardaway Hall of Fame
- (C) Living-Learning Residence Complex
- (D) Rose Theatre Renovation
- (E) University Center
- (F) Wilder Tower Renovation

In-Progress

- (G) Richardson Towers Demolition
- (H) New Student Housing



Rendering of New Student Housing along Patterson

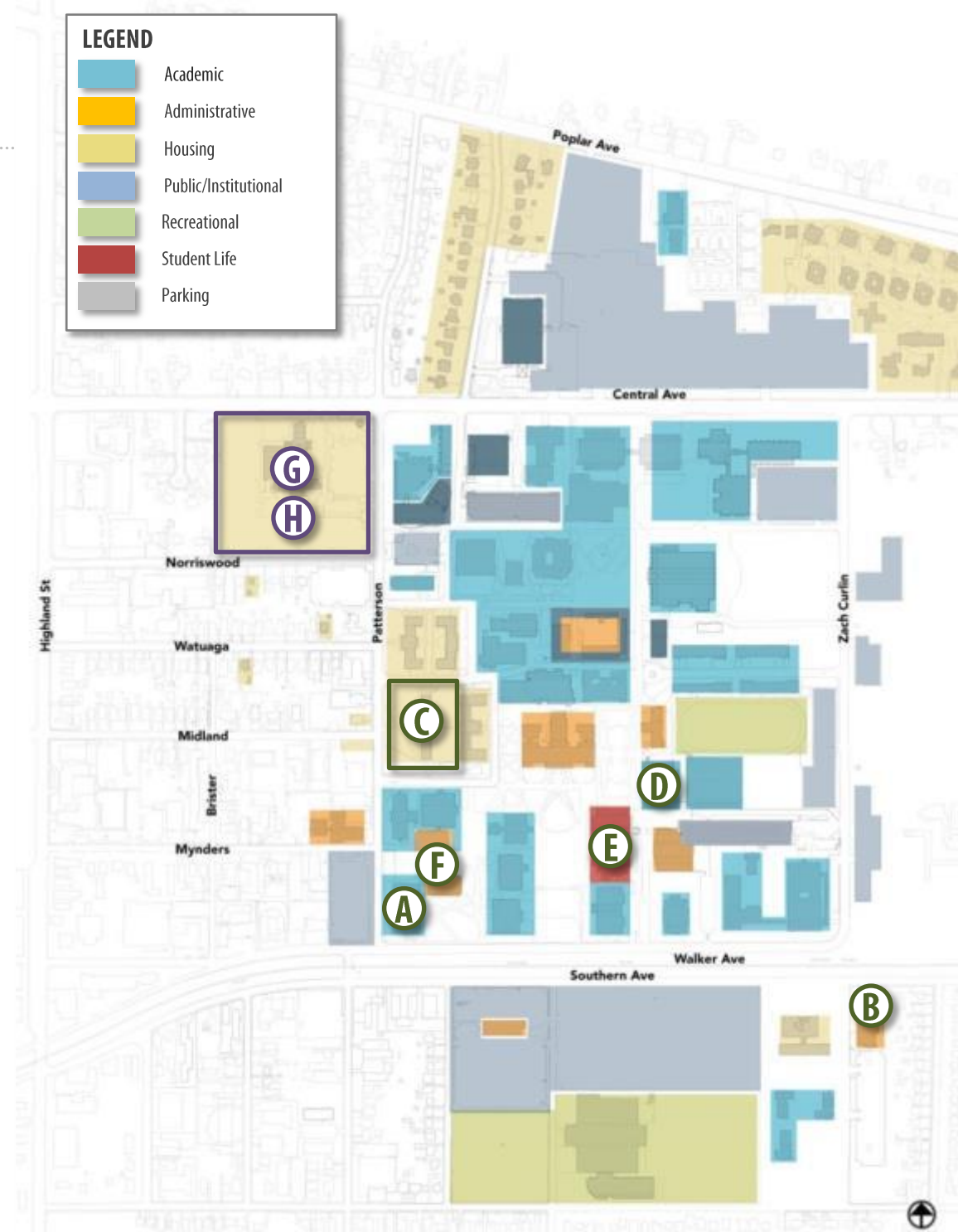


Diagram from the 2007 University of Memphis Master Plan

Land Use

Planned

- ① Music Center
- ② Science Research Facility
- ③ Student Recreation Center

Opportunity

- ④ Parking Structure near Student Recreation Center
- ⑤ Parking Structure near Music Center
- ⑥ Reuse of Fieldhouse site
 - Potential expansion of Engineering
 - Location of new Alumni Center
 - Relocation of Physical Plant to perimeter
 - Existing surface parking as development opportunities

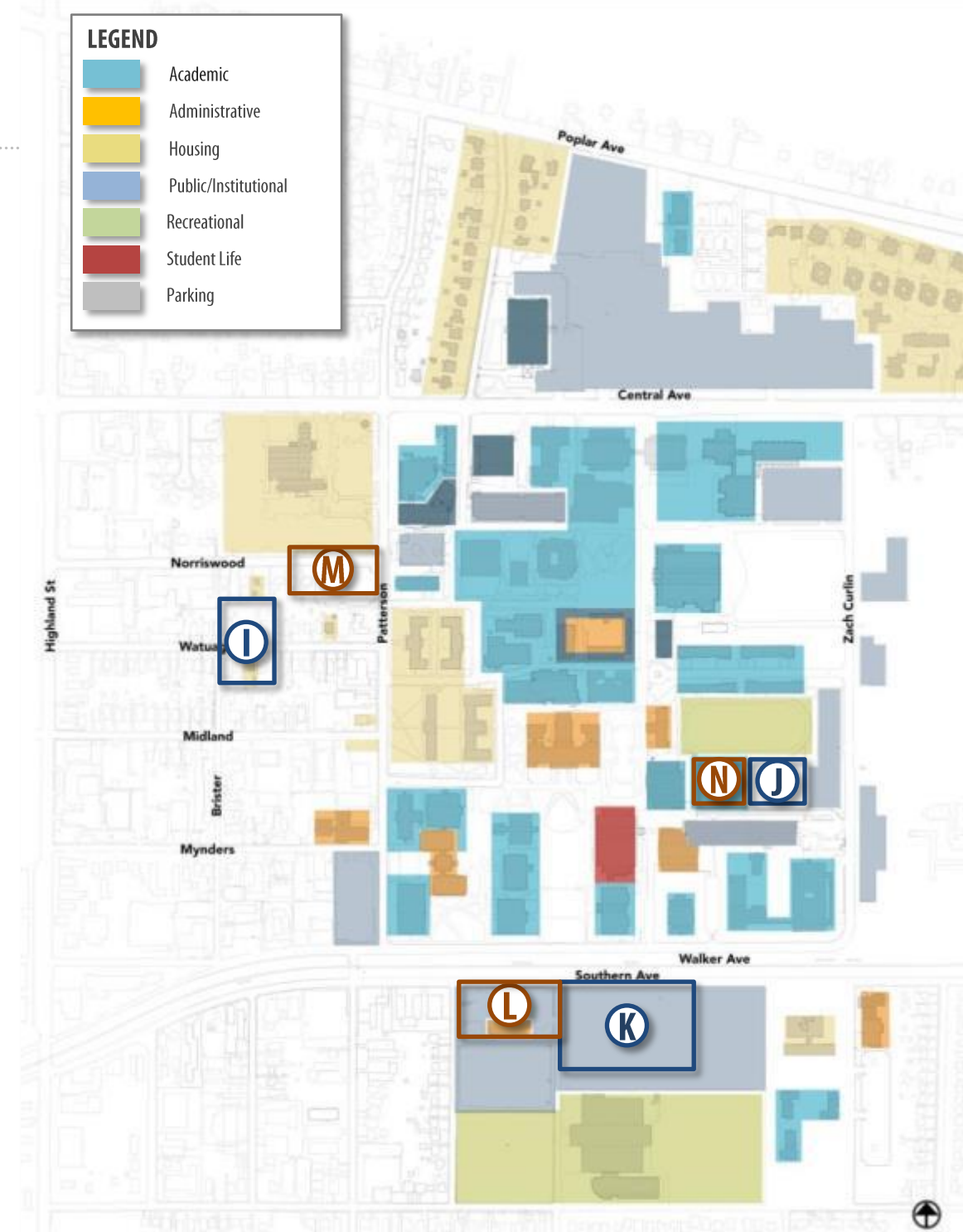


Diagram from the 2007 University of Memphis Master Plan

General Program Location

Completed

- Ⓐ Art & Communication Renovation / Transition
- Ⓑ Dunn Hall Renovation / Transition
- Ⓒ Jones Hall Renovation / Transition
- Ⓓ Panhellenic Building Renovation / Transition
- Ⓔ Roane Fieldhouse Renovation / Transition
- Ⓕ Robison Hall Renovation / Transition

Planned

- Ⓖ Billy Mac Jones Renovation / Transition
- Ⓗ Health Center Renovation / Transition
- Ⓖ Manning Hall Renovation / Transition
- Ⓙ Newport Hall Renovation / Transition

Opportunity

- Consolidated Student Success Center
- Space needs for program growth areas



Diagram from the 2007 University of Memphis Master Plan

Image / Identity

In-Progress

- Wayfinding (campus-wide)
- Ⓐ Central Avenue Beautification

Planned

- Ⓑ Walker Avenue Streetscape Improvements
- Ⓒ Southern Avenue Railroad Pedestrian Improvements

Opportunity

- Ⓓ Enhance campus image along Poplar Avenue
- Ⓔ Mynders Avenue Streetscape Improvements
- Ⓕ Enhance Zach Curlin Streetscape
- Improvements to First-Time Visitor experience



Rendering of Planned Central Avenue Safety Improvements

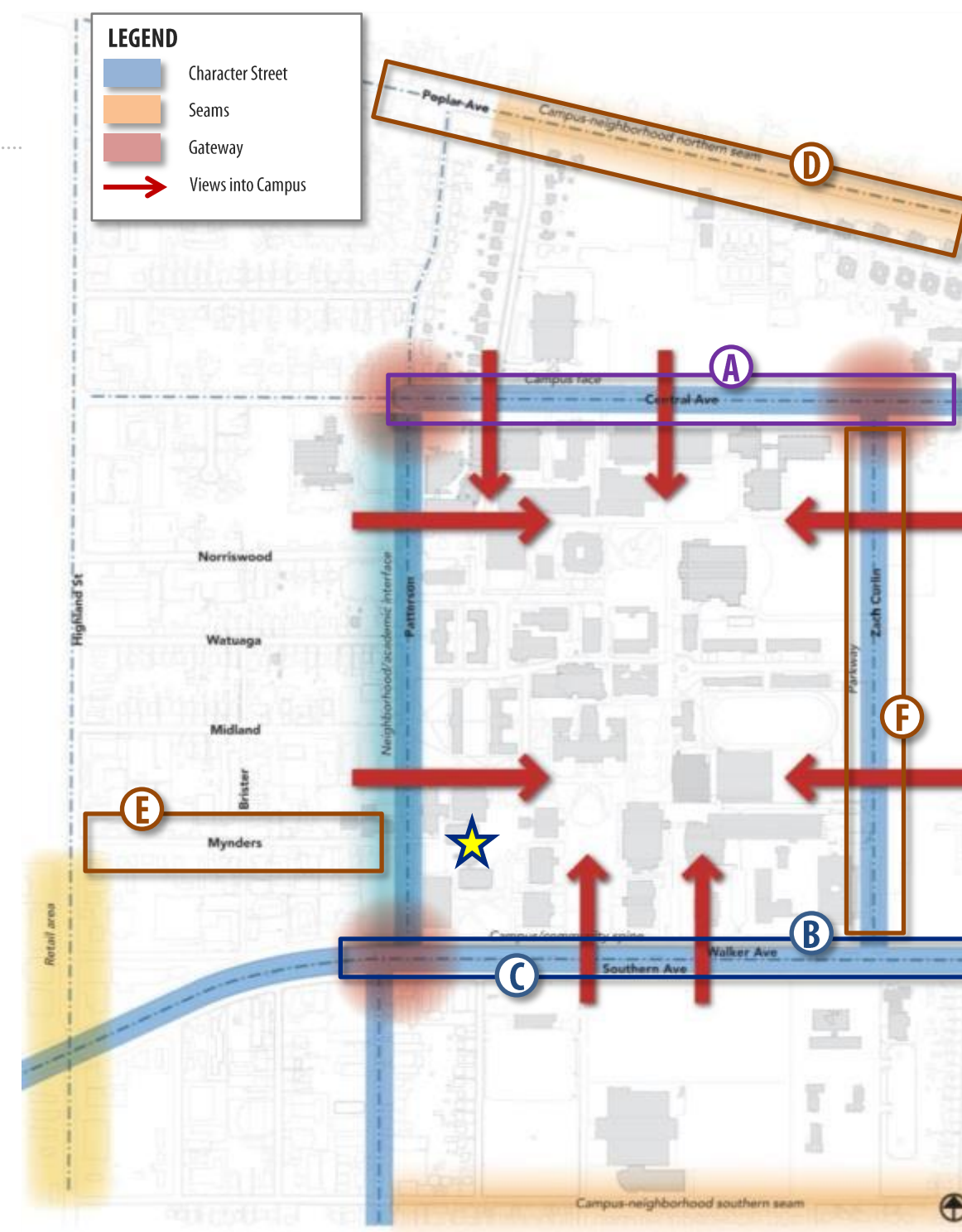


Diagram from the 2007 University of Memphis Master Plan

Public Realm

Completed

- Ⓐ Student Plaza
- Ⓑ Ramesses Sculpture
- Ⓒ Tom, Tiger Sculpture

Planned

- Ⓓ Dining Pavilion
- Ⓔ Alumni Mall Improvements
- Ⓕ Amphitheatre

Opportunity

- Ⓖ Enhance the Ellipse
 - Strengthen open space along primary N-S pedestrian corridor
 - Extend open spaces to the west to activate student housing
 - Create a hierarchy of memorable spaces throughout campus
 - Establish landmarks across Central and across Southern

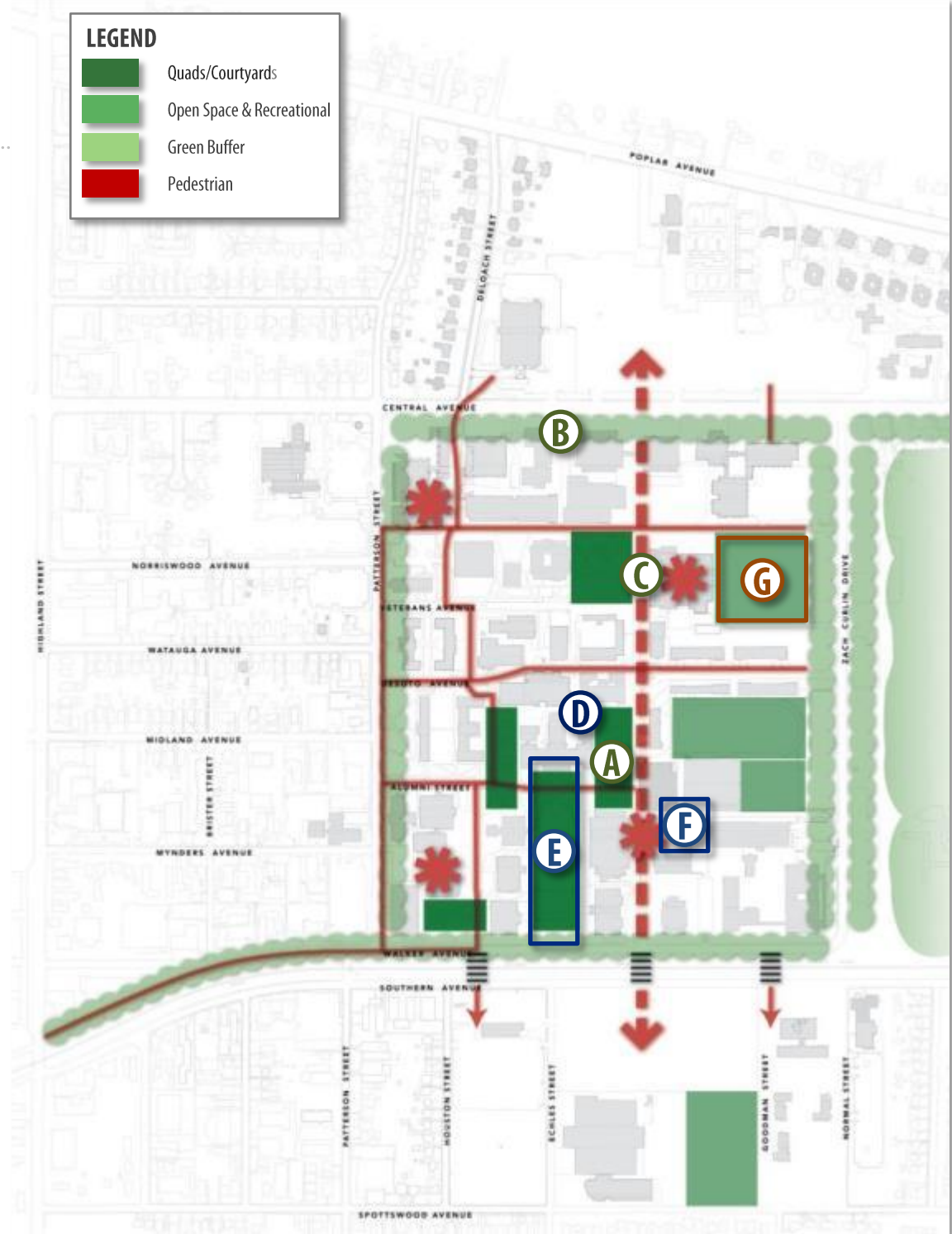


Diagram from the 2007 University of Memphis Master Plan

Opportunities for Place Making



Circulation / Parking

Completed

- (A) Zach Curlin Parking Structure
- (B) Central Parking Lot 44 Renovation
- (C) Existing surface lot resurfacing (campus-wide)
- (D) Patterson/Prescott lot

Planned

- (E) Railroad safety improvements
- (F) Zach Curlin Surface Parking Lot Expansion
- (G) Transit improvements (campus-wide)
- (H) Patterson Road re-alignment

Opportunity

- (I) Main campus gateway entry
- (J) Additional structured parking
- (K) Improved pedestrian railroad land bridge crossing
 - Strengthen pedestrian E-W connections across campus

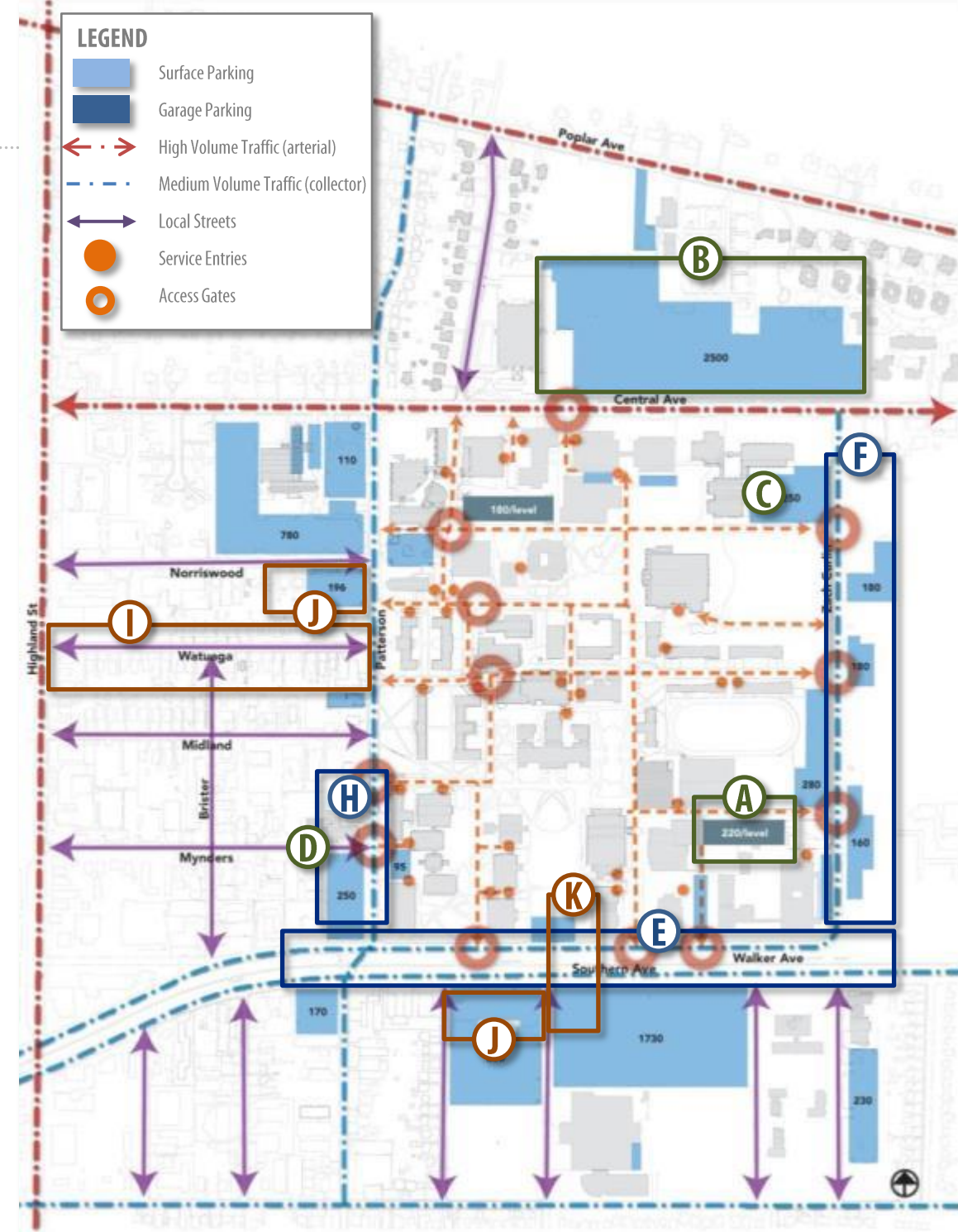


Diagram from the 2007 University of Memphis Master Plan

Parking

Main Campus – Population to Parking Spaces

University of Wisconsin – Milwaukee	13 to 1	University of North Carolina-Chapel Hill	2.7 to 1
Boston College	9.2 to 1	SUNY-Buffalo	2.6 to 1
Virginia Commonwealth University	8.9 to 1	University of Alabama-Birmingham	2.6 to 1
George Washington	7.3 to 1	Middle Tennessee State University	2.6 to 1
Portland State University	6.0 to 1	Cornell University	2.5 to 1
University of California – Berkeley	5.8 to 1	Bradley University	2.5 to 1
University of Pennsylvania –Philadelphia	5.7 to 1	Santa Clara University	2.4 to 1
Temple University	4.3 to 1	University of Virginia	2.4 to 1
Pennsylvania State University	4.2 to 1	University of South Florida	2.4 to 1
Carnegie Mellon University	4.2 to 1	University of Memphis	2.4 to 1*
University of Chicago	4.1 to 1	Miami University	2.3 to 1
Old Dominion University	3.6 to 1	Indiana University Bloomington	2.2 to 1
University of North Texas	3.4 to 1	University of Arkansas at Fayetteville	2.2 to 1
Western Kentucky University	3.3 to 1	Florida Atlantic University – Boca Raton	2.1 to 1
University of Iowa	3.2 to 1	Miami University	2.1 to 1
University of Vermont	3.2 to 1	Princeton University	2.1 to 1
University of Colorado-Boulder	3.0 to 1	Indiana Univ-Purdue Univ Indianapolis	2.1 to 1
University of Illinois-Chicago	3.0 to 1	University of Louisville	2.1 to 1
University of New Mexico	3.0 to 1	University of Louisiana at Monroe	2.1 to 1
Wayne State University	2.9 to 1	Oklahoma State University	1.9 to 1
National Average	2.8 to 1	Grand Valley State University	1.7 to 1
The University of Toledo	2.8 to 1	Valparaiso University	1.7 to 1
University of Cincinnati	2.8 to 1	Arkansas State University	1.3 to 1

**Based on 2013 Fall Enrollment*

- Campus Population: 24,100 (students, faculty, staff)
- Total Parking Spaces: 10,004
8,184 (surface parking)
1,820 (structured parking)



Zach Curlin Parking Garage

Expansion of Alternative Modes of Transportation



Campus Utilities

Completed

- Ⓐ Utility Upgrades in 2013

In-Progress

- Ⓑ Underground Steam Line Improvements

Opportunity

- Continued upgrades to system to ensure future development can be achieved

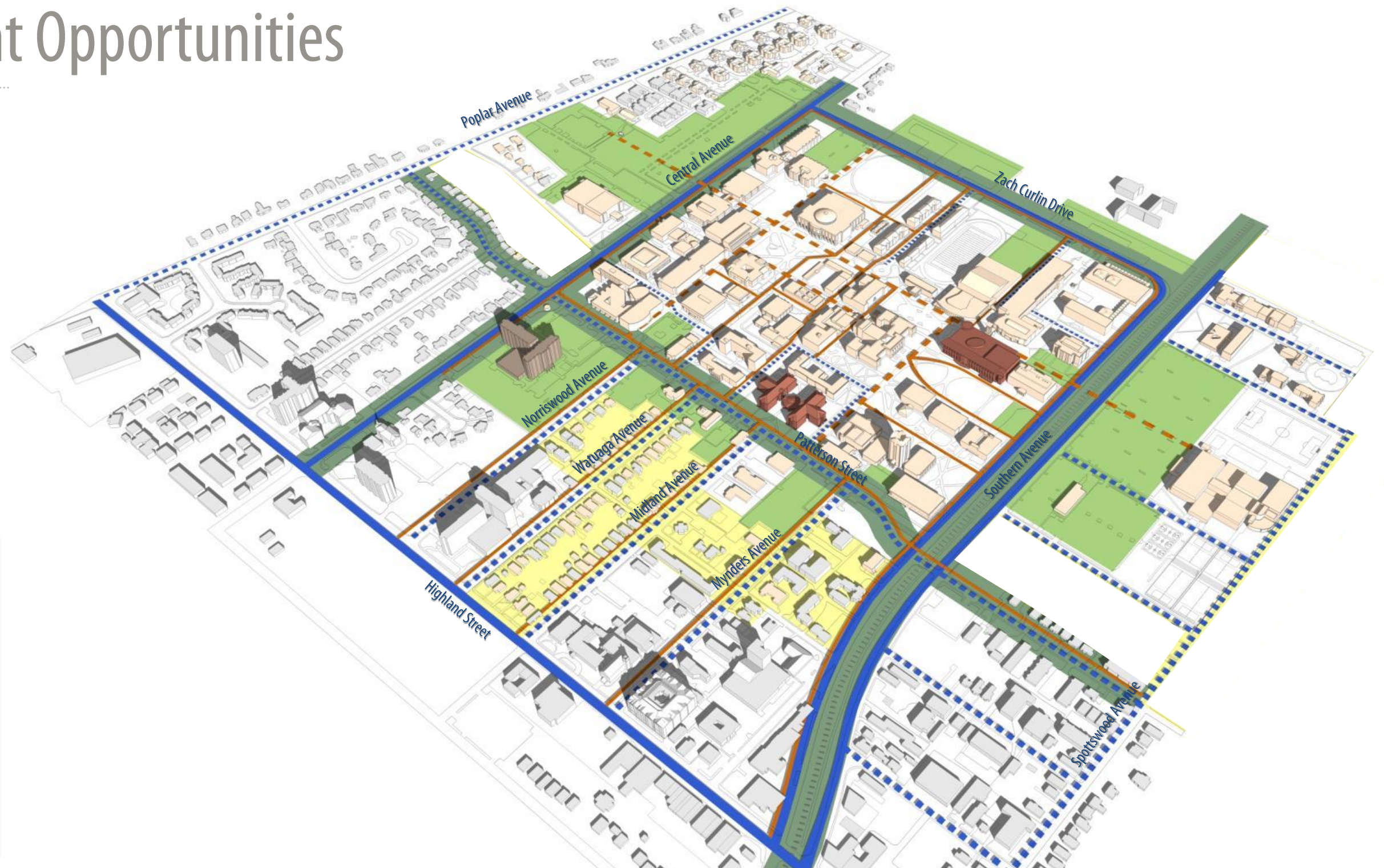
LEGEND

 Primary Utility Corridors



Development Opportunities

Main Campus



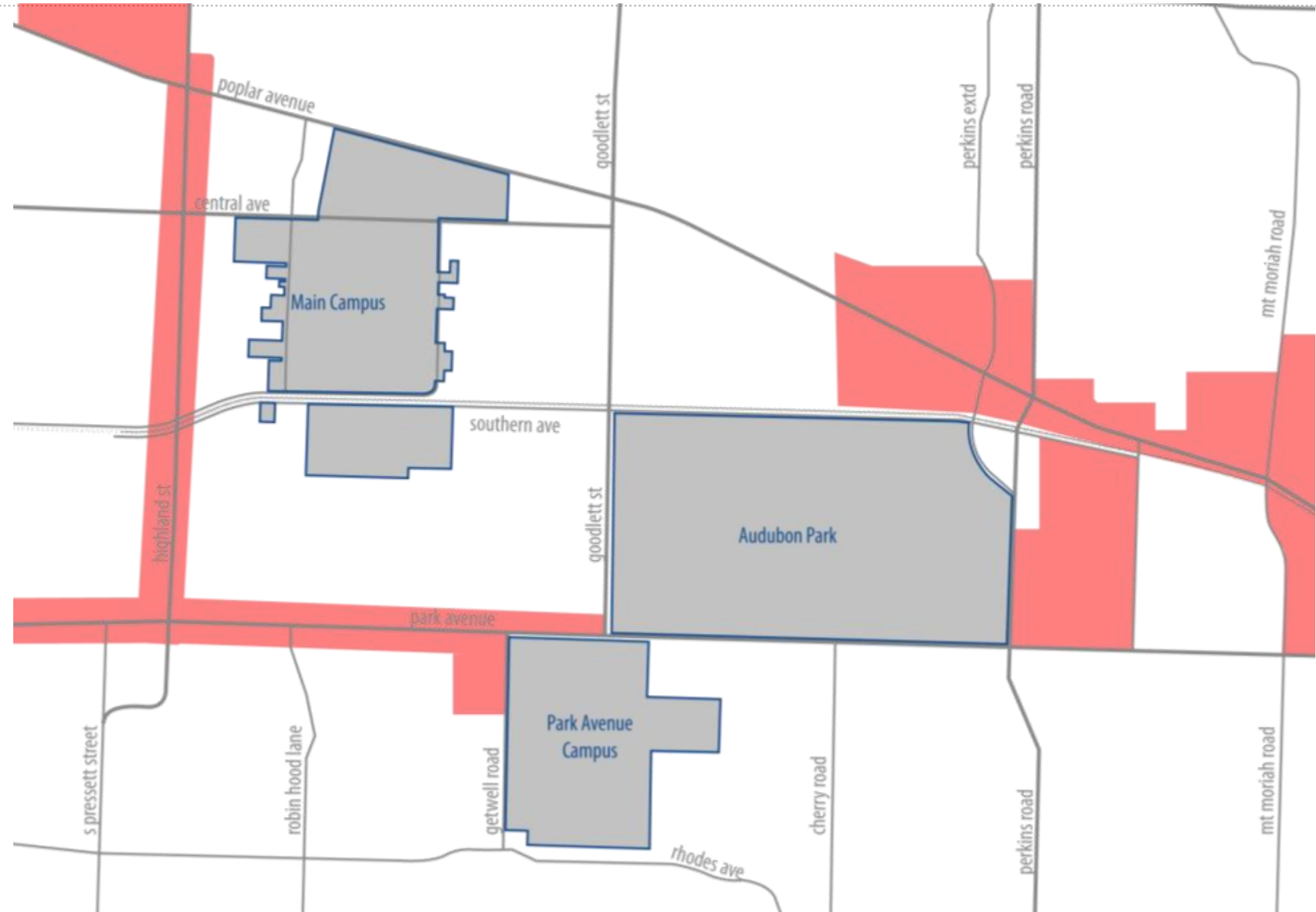
LEGEND

- Corridor Improvements
- Acquisition Opportunity
- Development Opportunity
- Campus Buildings
- New Campus Building
- Building to Be Demoed
- Pedestrian Circulation
- Vehicular r Circulation

Development Opportunities

Community Connectivity

- Consider both impact and future potential of nearby commercial corridors



Development Opportunities

Inter-Campus Connectivity

- Opportunity to strengthen connection between campuses thru circulation and wayfinding initiatives



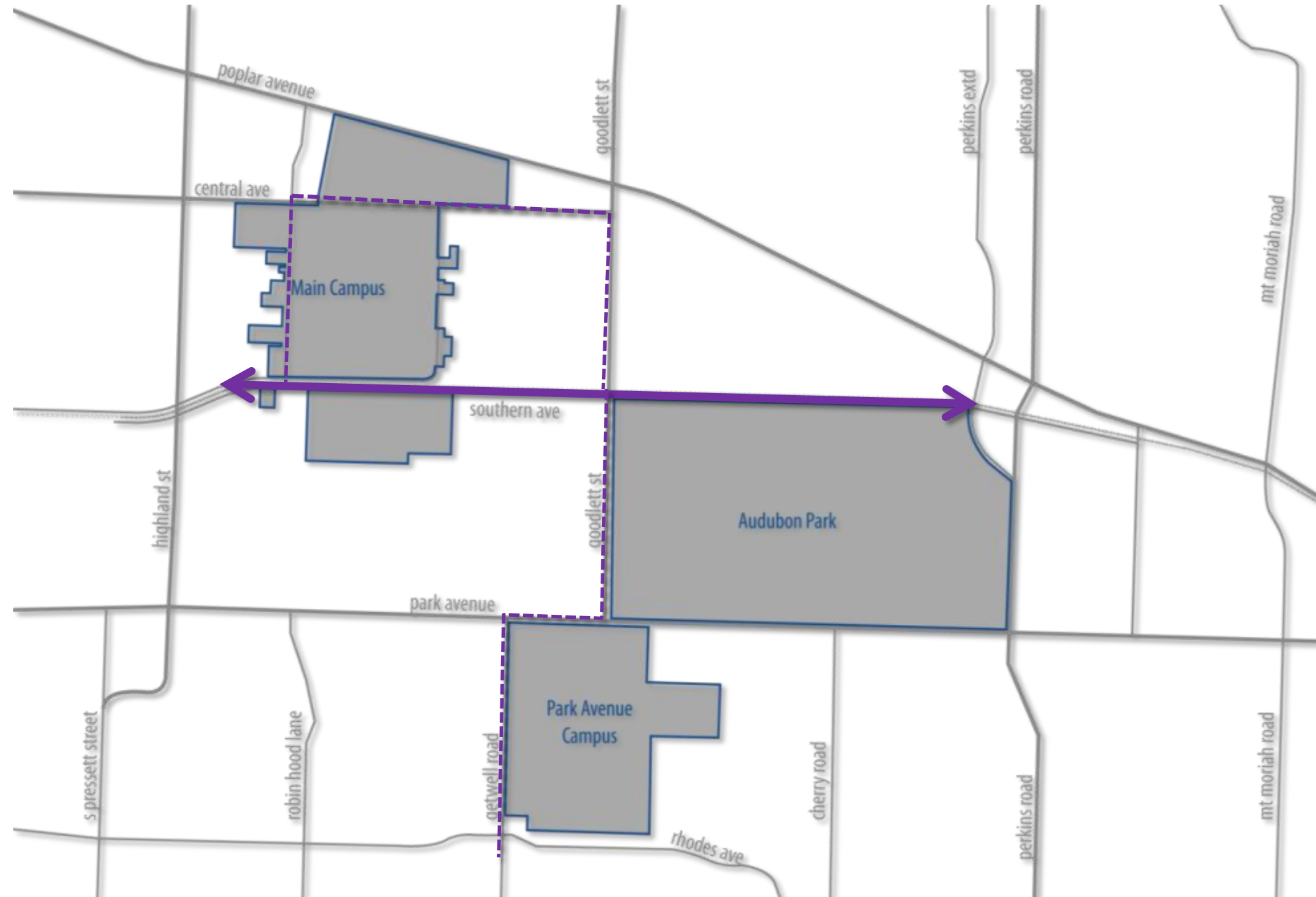
LEGEND

-  Corridor Improvements
-  Non-Motorized Circulation

Development Opportunities

Bicycle Network

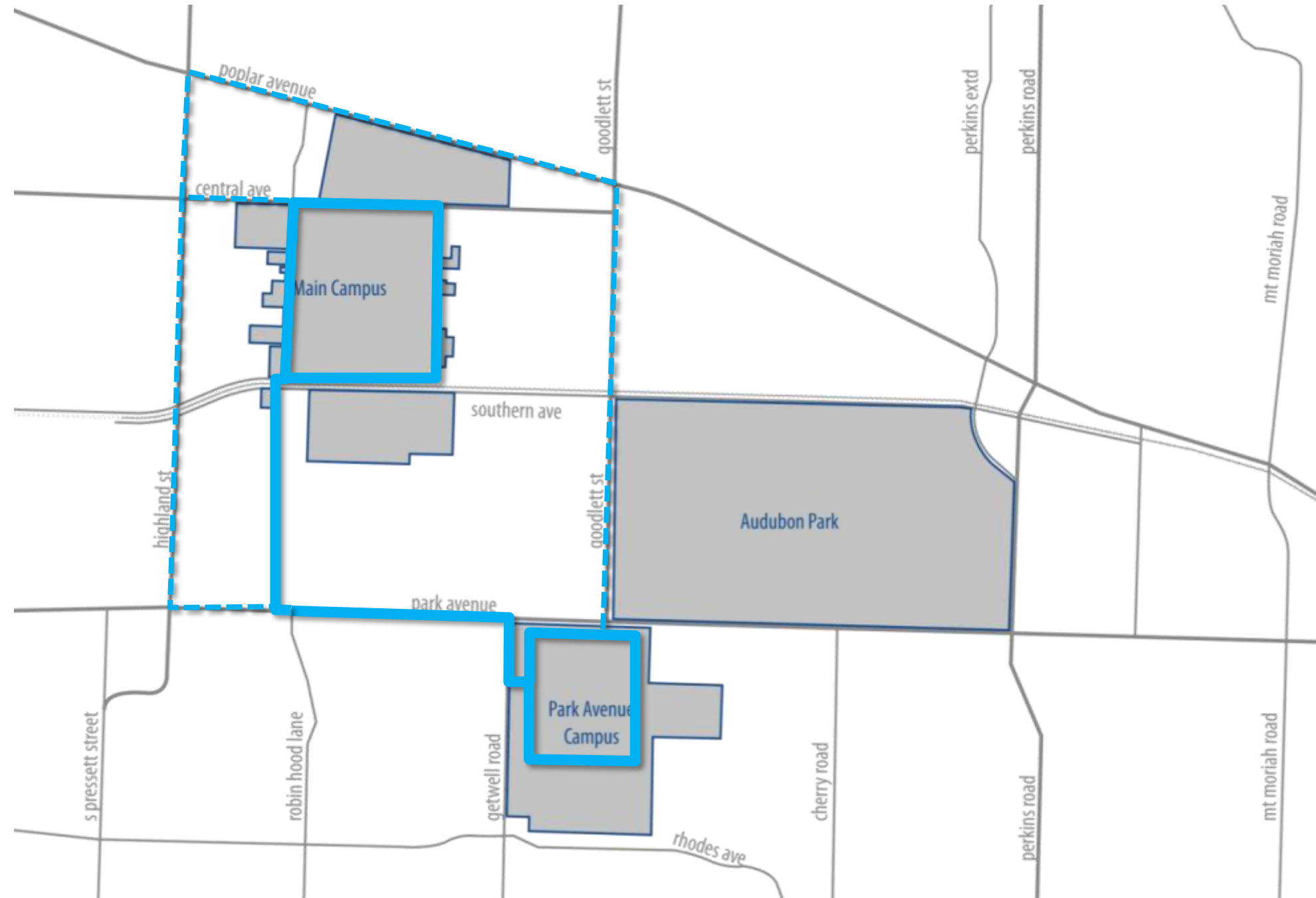
- Existing bike paths/lanes along Southern Ave.
- Opportunities to improve connections between Main, Audubon Park and Park Ave
- Opportunities to connect campuses to surrounding residential and commercial



Development Opportunities

Blue Line Circulation

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



Park Avenue Campus

Completed

- (A) Frank L. Flautt Golf Center
- (B) FedEx Field Park Renovation
- (C) Billy J. Murphy Athletic Complex Expansion
- (D) Billy J. Murphy Track Complex Renovation
- (E) Women's Softball Park

In-Progress

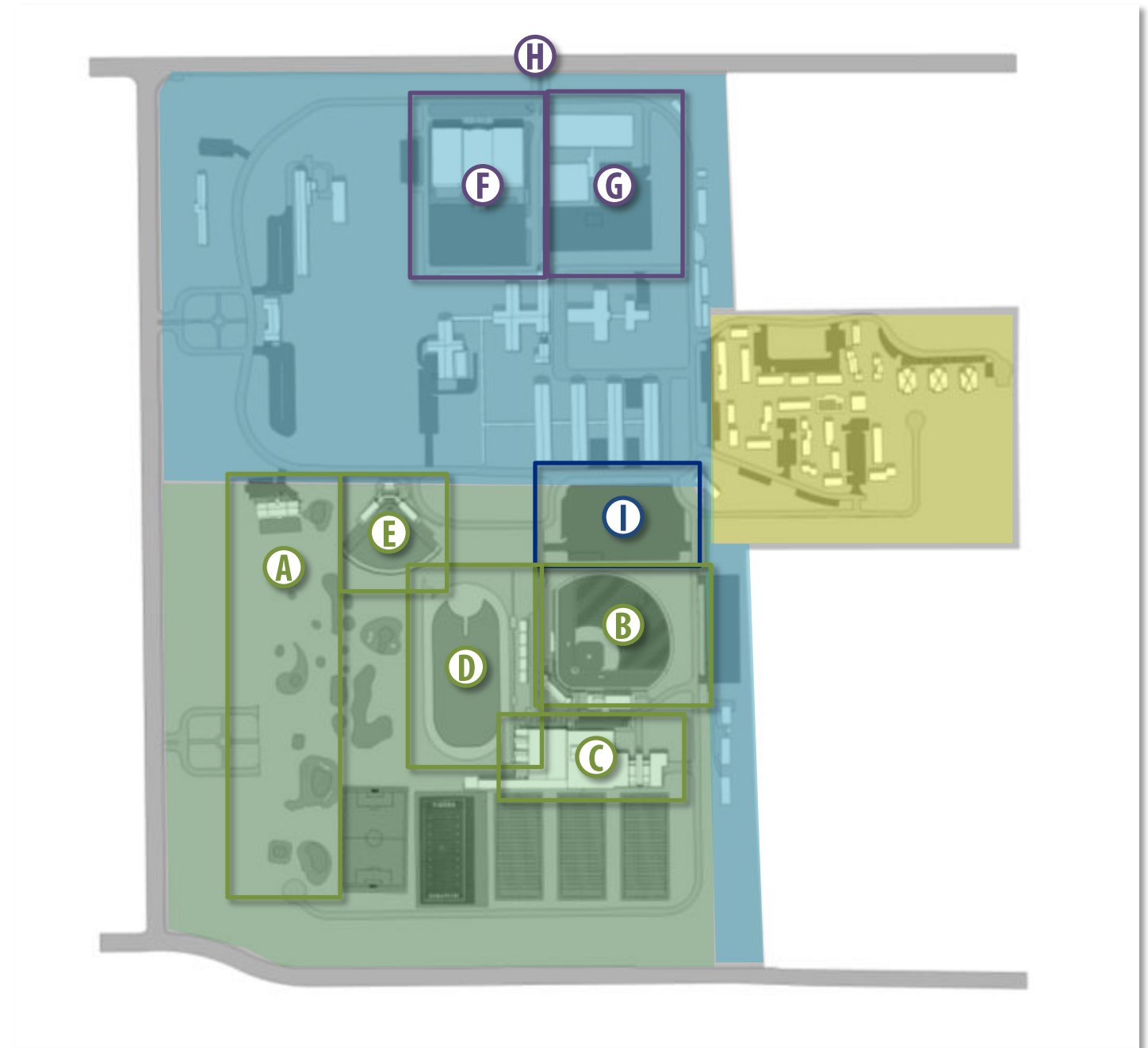
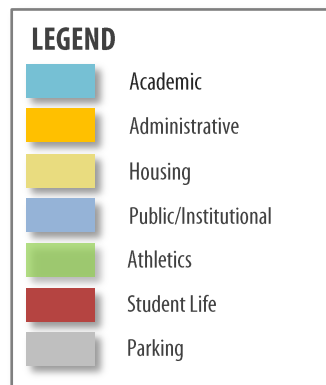
- (F) Community Health Building
- (G) Defense Audit Building Renovation / Transition
- (H) Goodlett Campus Entry

Planned

- (I) Basketball Practice Facility

Opportunity

- Many possibilities for northern portion of site
- Opportunity to rethink student housing

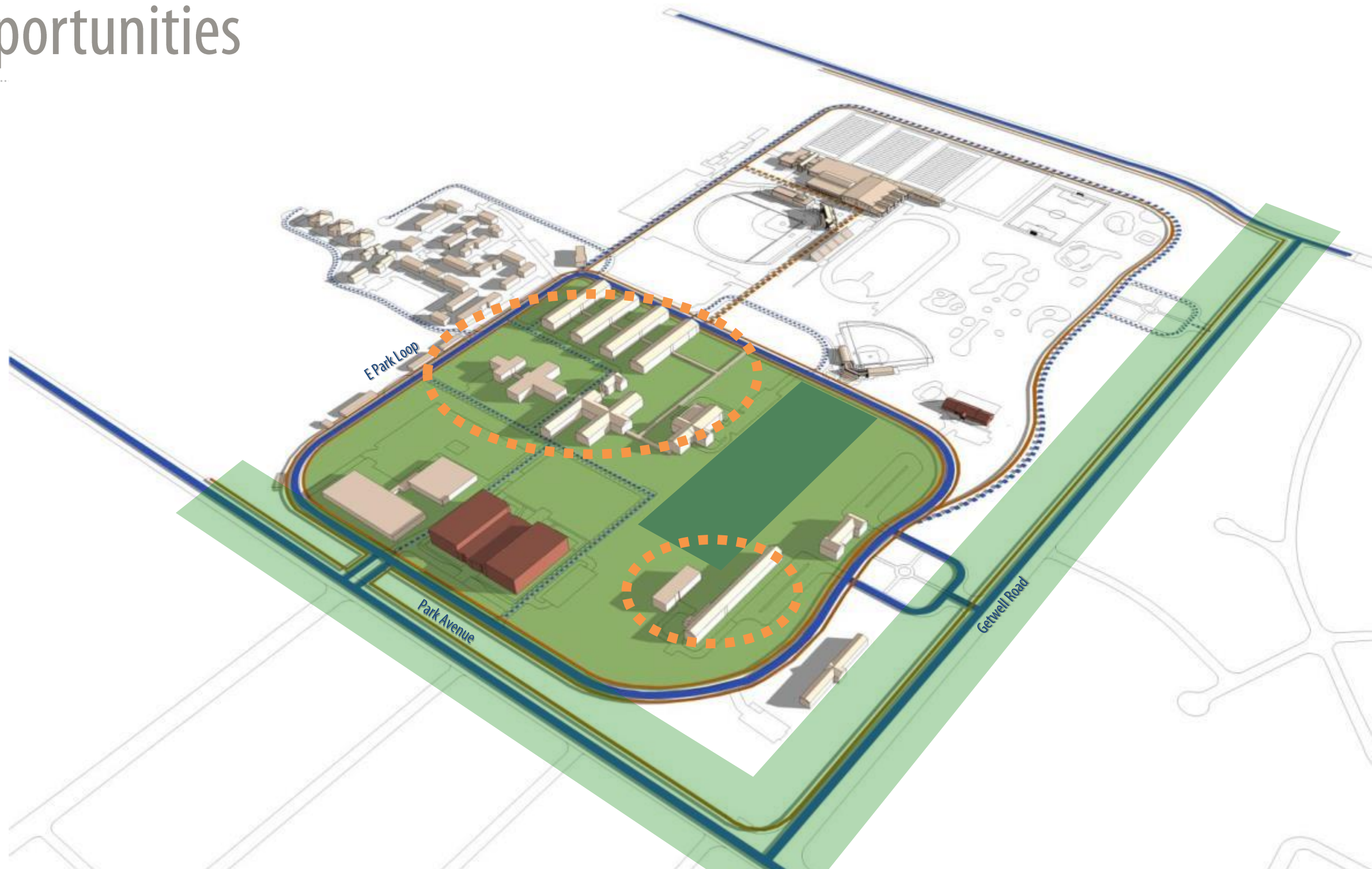
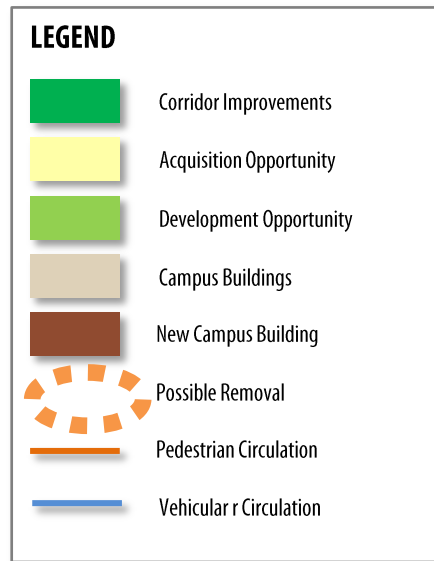


Preservation Opportunities?



Development Opportunities

Park Avenue Campus



Lambuth Campus

Completed

- (A) Carney-Johnston Hall Renovation
- (B) Wilder Student Union Renovation

In-Progress

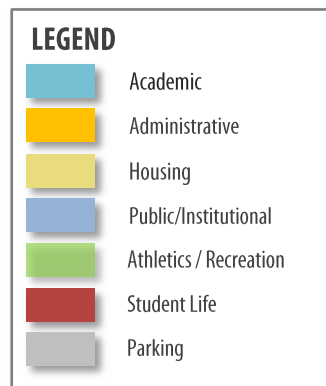
- (C) Varnell-Jones Hall Renovation

Planned

- (D) Recreation Center Renovation
- (E) Science Lab Upgrades
- (F) Building Code Upgrades (ADA)
- (G) Hyde Hall Renovation

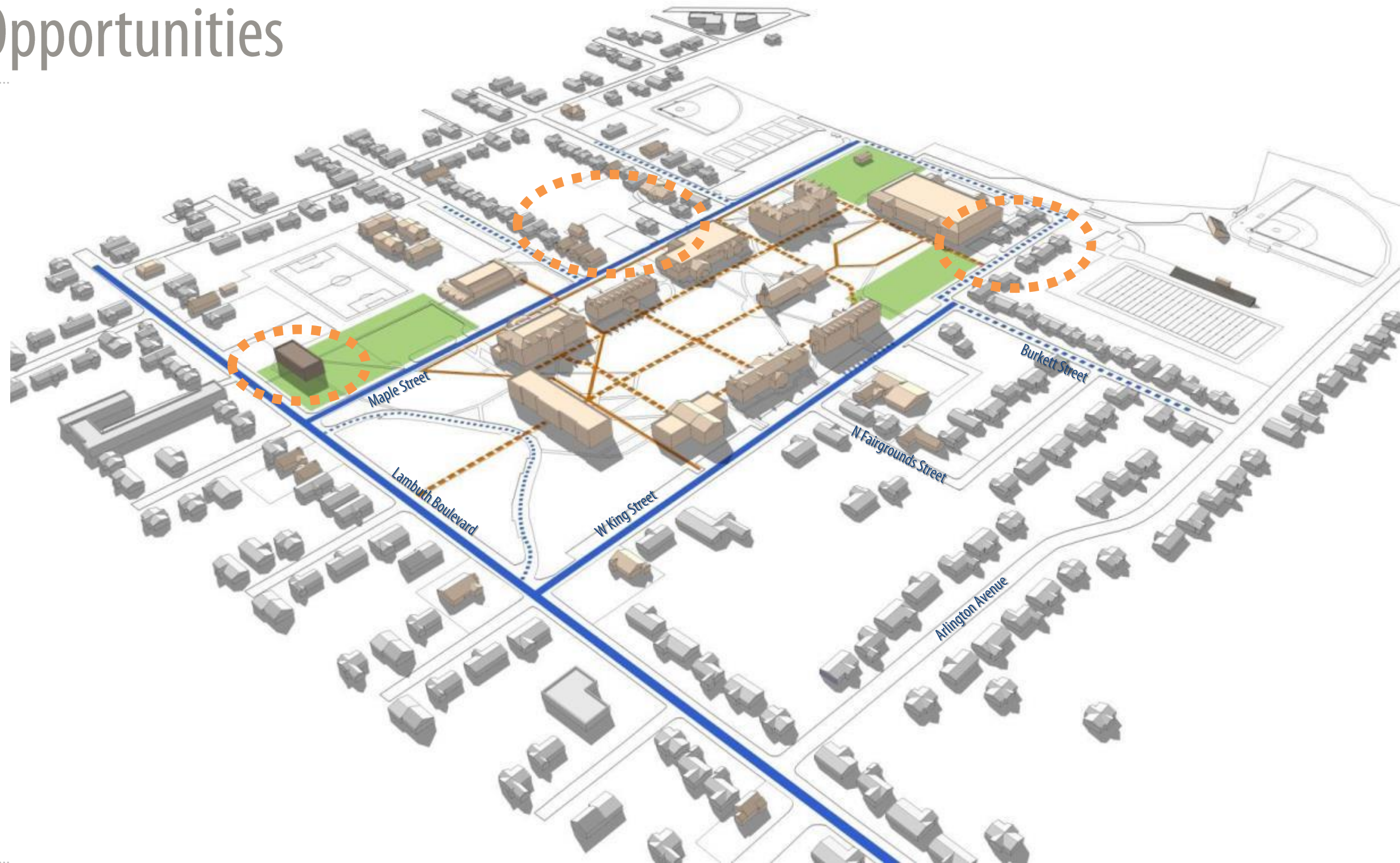
Opportunity

- Improvements needed to facilities across campus
- Lighting enhancements to improve safety
- Upgrades to the dining hall
- Preserve beautiful central open space



Development Opportunities

Lambuth Campus



LEGEND

- Corridor Improvements
- Acquisition Opportunity
- Development Opportunity
- Campus Buildings
- New Campus Building
- Possible Removal
- Pedestrian Circulation
- Vehicular r Circulation



Needs Assessment

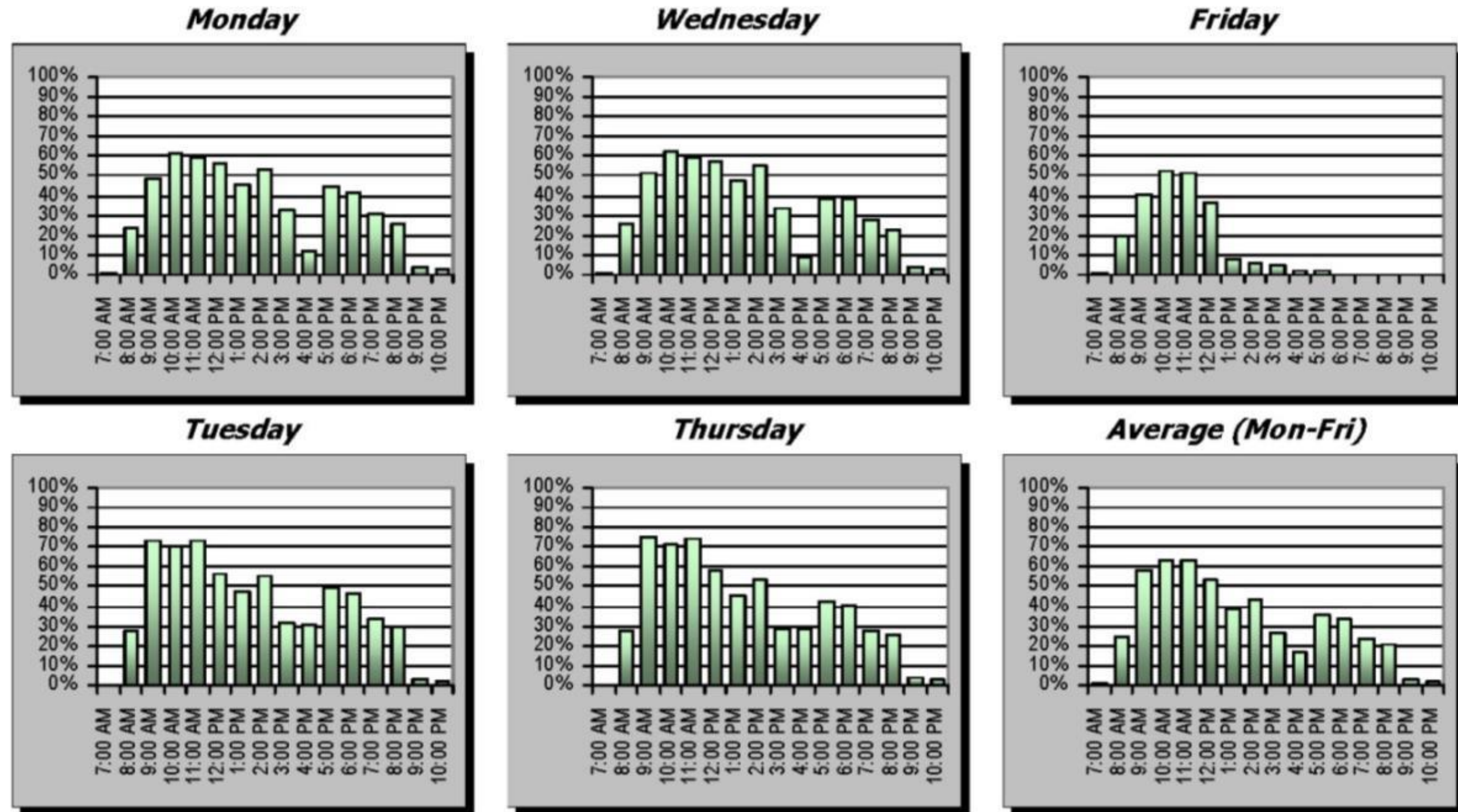
Space Needs Analysis

Terminology

- Base Year: fall 2013
- Target Year: ten year planning horizon
- ASF: assignable square feet (useable space excluding public corridors, mechanical/structural/electrical areas, public restrooms, and structural areas)
- GSF: gross square feet (ASF + all other types of space)
- Presentation of DRAFT findings
 - Order of Magnitude = Campus Master Plan
 - Space needs to ensure an appropriate roadmap for decision making
- Quantitative analysis – not qualitative
- Housing and Dining being studied by others



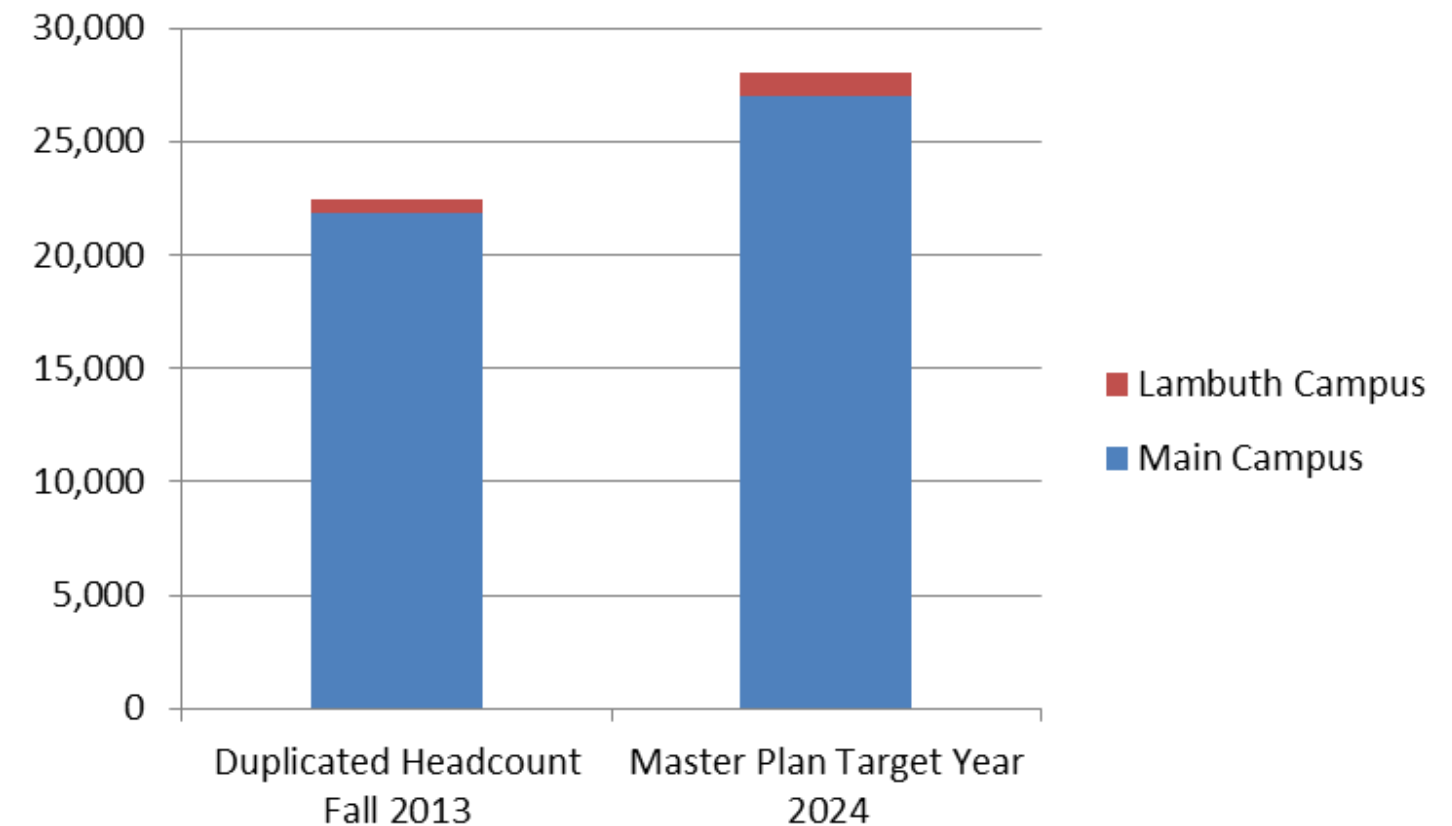
Classroom Use by Day & Time | Main Campus & Park Avenue Campus



Planning Metrics

Projections

- 25% total growth at Master Plan horizon (2014) for all of the University of Memphis
 - Around 22,000 headcount students currently to a target of 28,000 headcount
 - South Campus included in Main Campus
- Included in the 28,000 is an increase to 1,000 students on the Lambuth Campus
- On-line students excluded within on-campus figures, but included within 28,000
- Growth rates within Colleges per the Provost's *Integrated Enrollment Management Plan*
- Enrollment projections are based on information from the University (Provost's *Integrated Enrollment Management Plan*, OIR website, and data from OIR)
- Faculty growth in-line with student growth rate
- Research growth from \$60M to \$100M



Planning Metrics

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

Planning Metrics

THEC Space Planning Guidelines (2011)

- Classrooms: 30 WRH 60% student station occupancy and ASF based on room capacity and daytime use
- Teaching Labs: guideline per CIP Code
- Open Labs: 5 ASF/student
- Research Labs: \$ expenditures per CIP Code
- Offices: ASF per employee type + service
- Other Department Space: ASF per student
- Library: volumes, study stations, technical services
- Student Center: 8 ASF per student
- PE/Rec: 68,000 ASF + 11 ASF/student over 4,000 students
- Athletics: comparative metric
- Physical Plant: 4% of non-physical plant space

Draft Space Needs Analysis | Main Campus & Park Avenue Campus

Observations

- **THEC space guidelines show classrooms in balance at target year**
 - Nationally classroom guidelines are increasing to between 35 and 40 WRH (expectation of all hours versus daytime only)
 - ASF metric is face-forward and limited as to active learning space application
 - University continuing to validate the spaces coded as classrooms (may shift existing ASF and will modify utilization)
- **Teaching Laboratories in surplus, but as University is validating spaces coded as teaching laboratories this may change**
 - THEC guidelines for teaching laboratories in the sciences are traditional – a higher ASF needed to support lec/lab environments that are increasingly seen in use for undergraduate lower division lab spaces
- **Open Laboratory THEC guidelines are lower than support the need in this space type**
 - Outcomes include a decrease in general purpose computer labs, shift towards discipline specific labs for specialized software (short-term), and more tutoring/testing areas to support student retention of on-campus students as well as to serve on-line students – deficit should be higher
- **Additional research space needed currently and to meet target of \$100M**
 - Focus on interdisciplinary research areas with policies tied to productivity

Draft Space Needs Analysis | Main Campus & Park Avenue Campus

Observations

- Office space surplus common at most institutions – use of buildings constructed for other purposes, smaller ASF/office guidelines, historic building's structure
 - Adjuncts within shared offices or in hotel spaces
 - Conference rooms should be building versus department resources with centralized scheduling through web
 - Creation of spaces outside private offices for interaction
 - Maintaining staffing levels – out-sourcing or additional web-based resources will impact the need for offices
- Library space need is not collection space – space needed throughout campus for collaborative learning and community building as well as learning commons supporting interactive technologies, active learning extensions, and facilitation by library staff
- Recreation and Athletics space currently less than comparative institutions
- Assembly & Exhibit space need is in support of academic program – music/theatre performance spaces
- Student Center space is less than comparable institutions
- Physical Plant includes spaces at Park Avenue Campus that may actually be another type of space
- Other Department Space includes vivarium spaces, Campus School, health center, IT spaces, lounges, and study spaces outside the library – space category in balance overall, but shifts between space types needed

Housing Analysis

Commentary on Capacity/Revenue

- **Capacity/Revenue Current Issues**

1. Vacancies have increased
2. FT Undergraduate enrollment growth is unclear
3. Significant percent of students have option to live at home
4. Required policies may not be student friendly, especially to upper-division students
5. Soft market in the area provides an enticing option, especially to upper-division students



Housing Analysis

Commentary on Capacity/Revenue

- **Capacity/Revenue Observations**

1. Higher occupancy may be required to enhance revenue stream
2. Living Learning Communities seem to enhance the residential experience and return rate, but are best accommodated through renovated or replacement buildings



Housing Analysis

Commentary on Capacity/Revenue

- **Capacity/Revenue Looking Forward**

1. If higher occupancy and revenue is targeted, consider under-represented populations
2. Financial incentives for housing may have particular appeal to some local students
3. Expanding LLC opportunities designed for upper-division students is worth exploring
4. Further investigation recommended to determine if a third party collaboration could result in upper-division campus (affiliated) housing that allows for appropriate policies and enhances cash flow to the University



Housing Assessment

Commentary on Mission

- **UM Vision** (University of Memphis Strategic Plan: Defining Our Future)

Selected Values

The University celebrates:

1. Interdisciplinary collaboration
2. Artistic expression
3. Research
4. Creativity
5. Respect for diversity
6. Integrity
7. Responsible stewardship
8. Involvement in the local & world communities



Housing Assessment

Commentary on Mission

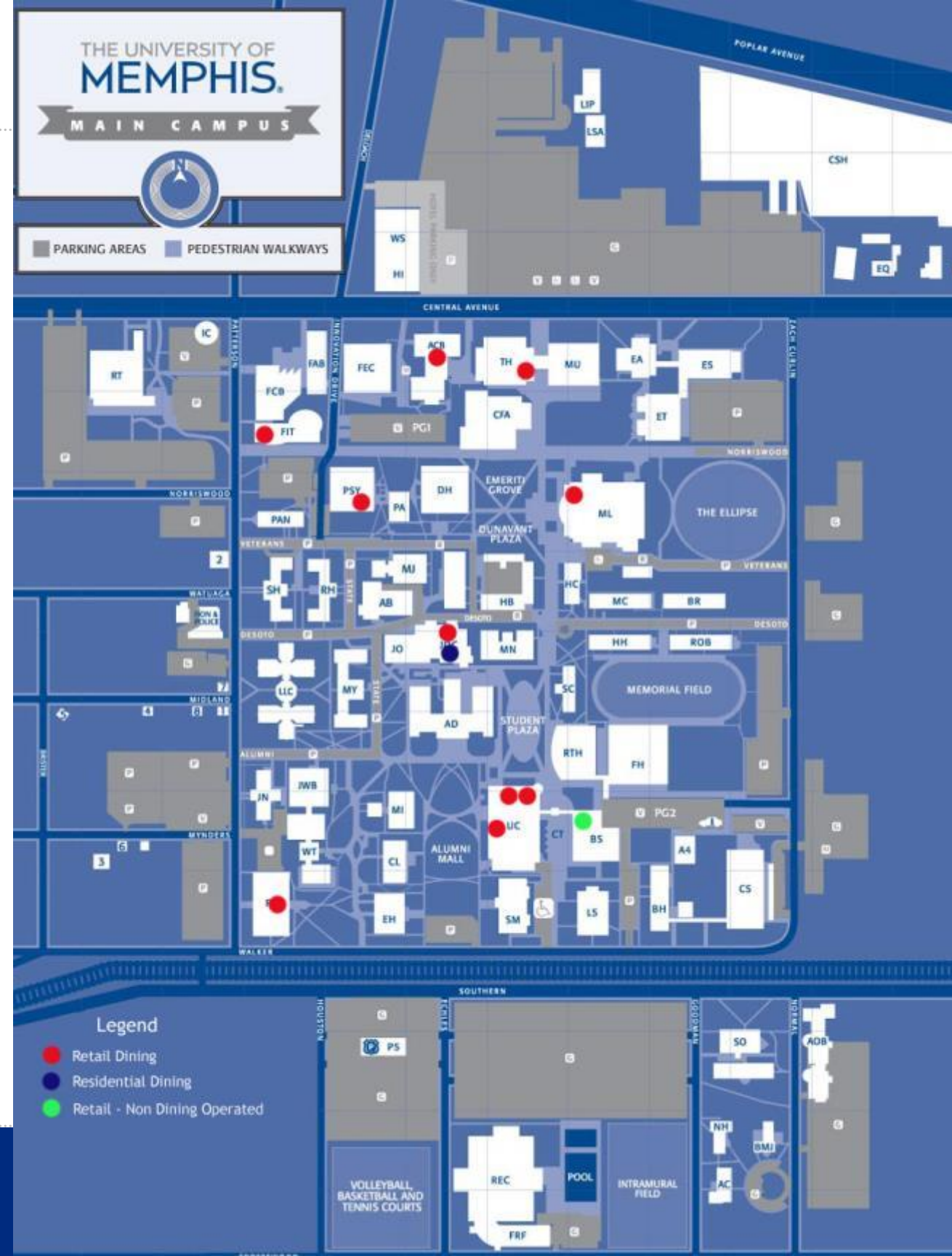
Highest Priorities (University of Memphis Strategic Plan: Defining Our Future)

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



Dining Assessment

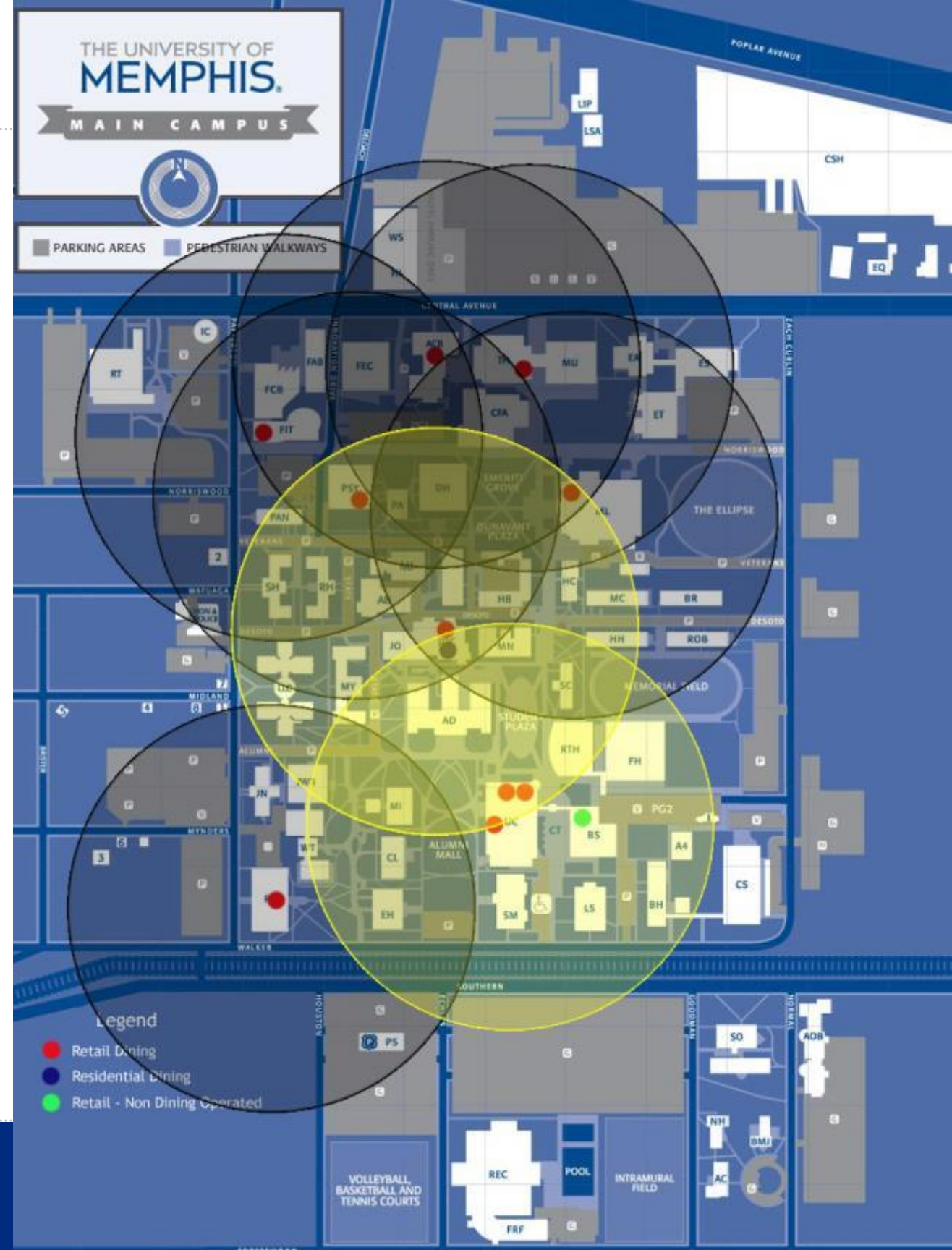
Venues



Dining Assessment

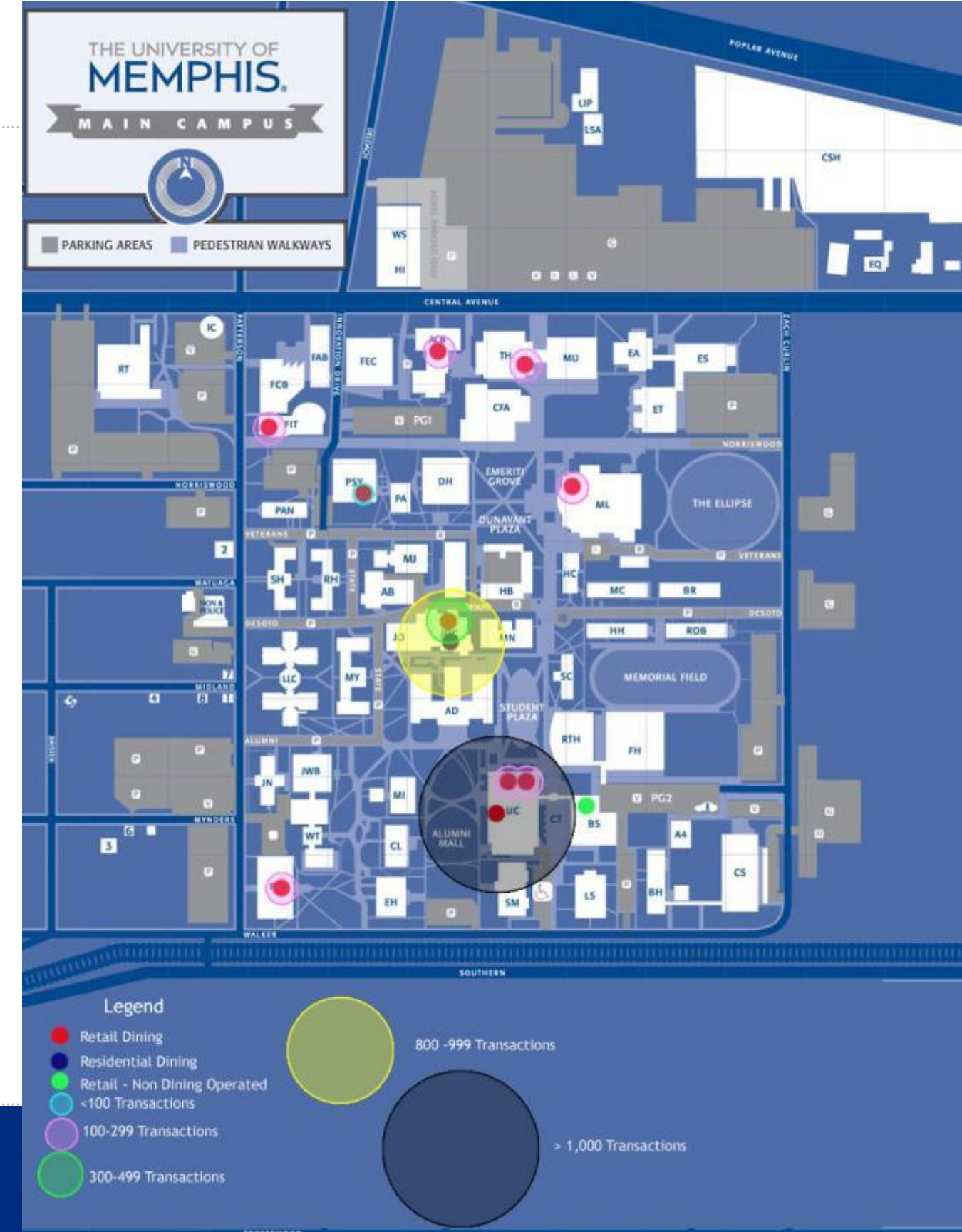
Distribution

3 Minute Walk



Dining Assessment

Transactions Lunch (11am-2pm)	10/22, Tues.		10/23, Wed.	
	Meal	Peak 1/2 hour	Meal	Peak 1/2 hour
Grey Grill (Lambuth)	56	30	76	26
Subway (Art & Comm)	131	29	132	30
Cyber Café (FedEx)	250	71	259	66
Edgar Allen Joe	129	41	121	38
Einstein Bros. Bagel	251	65	293	72
Fred & Ethel's	125	47	119	29
Jones Hall Food Court	856	237	828	203
Roar Shack (Psychology)	89	32	52	29
Tiger Den	404	109	445	156
UC Dunkin Donuts	166	46	174	51
UC Tigers of Memphis	222	58	204	50
UC Food Court	1415	370	1384	341
Total	4094		4087	



Dining Assessment

Population Composition	Main Campus	Lambuth Campus
Total # of Undergrads	14,195	192
Number of Meal Plan Residents	1,479	30
Number of Non-MP Residents	673	33
Number on Commuter Students	12,043	120
Number of FT Faculty & Staff	2,566	
Total Market Potential	16,761	183

Market Capture (½ Commuter Students on Campus)

Main Campus 37.6% Market Capture

Lambuth Campus ?% Market Capture

(Missing FT F/S)

Dining Assessment

Demand Analysis

ANALYSIS BASED ON CURRENT CONFIGURATION AND COUNTS																	
1			Meal Period		LUNCH (11 a.m. - 2 p.m.)												
Population Composition			Main Campus	Lambuth Campus	Grey Grill (Lambuth)	Subway (Art & Comm)	Cyber Café (FedEx)	Edgar Allen Joe (Patterson)	Einstein Bros. (Library)	Fred & Ethel (Theatre)	Jones Hall Food Court	Tiger Den (Jones)	Roar Shack (Psy- chology)	Dunkin Donuts (UC)	Tigers of Memphis (UC)	Union Food Court	Lunch Total
Demand Analysis																	
	Typical Peak Meal Customer Count				56	131	250	129	251	125	856	404	89	166	222	1,415	4,038
	Overall Distribution Rate				100.0%	3.2%	6.2%	3.2%	6.2%	3.1%	21.2%	10.0%	2.2%	4.1%	5.5%	35.0%	
2	% Participation at Peak Half Hour				54%	22%	28%	32%	26%	38%	28%	27%	36%	28%	26%	26%	27%
	Historical Peak Half Hour Customers				30	29	71	41	65	47	237	109	32	46	58	370	1105
3	Estimated Take-Out Factor				0%	30%	10%	30%	30%	60%	10%	0%	50%	50%	10%	10%	
	Estimated # of Dine-In Customers				30	20	64	29	46	19	213	109	16	23	52	333	924
4	Average Length of Stay at Peak Meal				30 Minutes	30 Minutes	30 Minutes	30 Minutes	30 Minutes	30 Minutes	30 Minutes	30 Minutes	30 Minutes	30 Minutes	30 Minutes	30 Minutes	
	# of Seating Turnovers at Peak Half Hour				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	# of Anticipated Occupied Seats				30	20	64	29	46	19	213	109	16	23	52	333	924
5	Total # of Seats Required (75% efficiency)				40	27	85	38	61	25	284	145	21	31	70	444	1232
	Seats w/o Takeout (sizing purposes only)				40	39	95	55	87	63	316	145	43	61	77	493	1473
Comparison to Existing																	
	Existing Seats (Indoor)				82	48	122	51	57	24	260	371	23	14	130	422	1,522
	Demand vs. Existing (Positive = Excess)																
	Seats				42	21	37	13	(4)	(1)	(24)	226	2	(17)	60	(22)	290

Dining Assessment

Demand Analysis

Variables: Take Out, Length of Stay, Seating Efficiency

ANALYSIS BASED ON CURRENT CONFIGURATION AND COUNTS																	
1			Meal Period		LUNCH (11 a.m. - 2 p.m.)												
Population Composition			Main Campus	Lambuth Campus	Grey Grill (Lambuth)	Subway (Art & Comm)	Cyber Café (FedEx)	Edgar Allen Joe (Patterson)	Einstein Bros. (Library)	Fred & Ethel (Theatre)	Jones Hall Food Court	Tiger Den (Jones)	Roar Shack (Psy-chology)	Dunkin Donuts (UC)	Tigers of Memphis (UC)	Union Food Court	Lunch Total
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	Estimated # of Dine-In Customers				30	20	64	29	46	19	213	109	16	23	52	333	924
4	Average Length of Stay at Peak Meal				30 Minutes	30 Minutes	30 Minutes	30 Minutes	30 Minutes	30 Minutes	30 Minutes	30 Minutes	30 Minutes	30 Minutes	30 Minutes	30 Minutes	
	# of Seating Turnovers at Peak Half Hour				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
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Where We Go

Verification of Assumptions

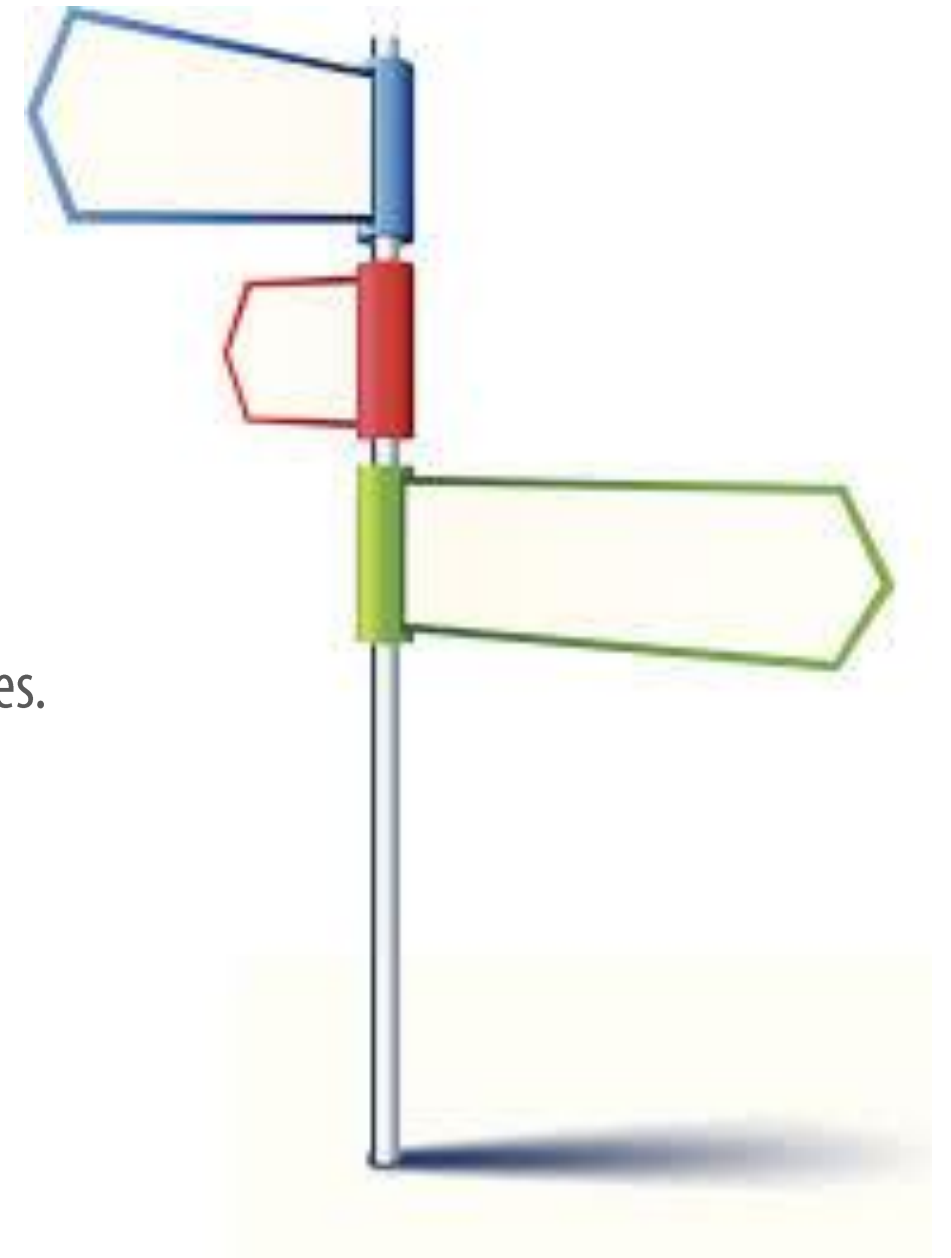
- Take Out Factor
- Lunch Length of Stay
- Seating Efficiency

Understand Dining Philosophy

- Maintain No Mandatory Meal Plan Requirement for Residents?
- Maintain \$300 Dining Dollars?
- Desire to Partner with Off Campus Restaurants for Dining Dollar Use? If so, which ones.

Verification of Target Projections

- Enrollment
- Housing



Facilities Condition Assessment

Quality of Facility Review

- Ranking of existing facilities with 25 conditions
- Assessment from the point of view of the User
- Superior – Satisfactory – Needs Improvement – Poor – Non-Existent
- 5 Categories, 25 Items (total 0-100):
 - **Exterior** – Material, Scale, Address, Composition, Lighting, Landscaping, Gathering Space
 - **Entry** – Transparency, Weather Protection, Seating, Signage
 - **Lobby** – Size, Orientation, Comfort
 - **Circulation** – Hallways, Stairs, Elevators, Way-finding
 - **Function** – Trash, Loading, Parking, Seating, Accessibility, Bike Racks, Sidewalks

				Exterior							Entry				Lobby		Circulation				Function									
				Median	Material/Detail	Human Scale	Address	Composition	Landscaping	Lighting	Gathering Space	Obviousness	Transparency	Weather Protection	Seating	Signage	Size	Directions	Comfort	Hallways	Stairs	Elevators	Way-finding	Trash	Loading	Parking	Bicycle Racks	Seating	Accessibility	Sidewalks
4=Superior 3=Satisfactory 2=Needs Improvement 1=Poor 0=Non-Existant		Target	Score																											
		Target	66.0	3.0	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	0	0	0	3	0	3	3
		Average	46.6	1.8	2.2	1.9	2.3	2.1	1.7	2.1	1.5	2.3	1.7	1.8	0.7	1.8	1.9	1.8	1.7	2.1	1.9	1.7	1.8	2	1.3	1.5	0.6	1.9	2.1	2.3
ES	ENGINEERING SCIENCE BUILDING		35	1.6	2	1.5	1.5	1.5	2	3	2	1.5	2	0	0	2	1.5	1.5	1.5	2	2	1.5	2				0		2	2
ET	ENGINEERING TECHNOLOGY BUILDING		28	1.3	2	1.5	1.5	1.5	2	2	1.5	1	1	1	0	1.5	0	0	0	2	1.5	2	2				0		2	2
FAB	THE FOGELMAN COLLEGE OF BUS & ECON ADMIN BLDG		27	1.2	2	2	1.5	1.5	2	2	1.5	1	1	0	1.5	0	0	0	1.5	1	1.5	2				0		2	2	2
FCB	THE FOGELMAN COLLEGE OF BUS & ECON CLASSROOM BLDG		40.5	1.8	2.5	2	2	2	2	2	1.5	1.5	1	3	0	1.5	3	2	1.5	3	2	2	2				0		2	2
FEC	FOGELMAN EXECUTIVE CENTER		56.5	2.5	2	2	3	3	2	2	2	4	3	3	3	3	3	2.5	2.5	2	3	2.5	2		2		0		3	2
FH	ELMA NEAL ROANE FIELDHOUSE		29	1.7	2	2	2	2	2	2	1.5	1.5	1	1.5	0	3	1.5	2	1.5										1.5	2
FIT	FEDEX INSTITUTE OF TECHNOLOGY		79	3.4	4	3	3	3	2.5	2	4	4	3.5	4	4	4	4	4	3	3.5	3	3.5	3				3.5	3.5	4	4



Facilities Condition Assessment

Main Campus User Experience

Top ranked buildings:

FedEx Institute of Technology
University Center
McWherter Library
Fogelman Executive Center

Bottom ranked buildings:

West Mynders Hall
Fogelman Administration
Engineering Technology
Meeman Journalism



Facilities Condition Assessment

Opportunities for Improvement

Best performance areas:

- Consistent building materials
- Major sidewalks
- Certain outdoor spaces and entrances

Poorest performance areas:

- Bicycle racks (near every building main entry)
- Gathering spaces & Seating outside entries
- Screening loading/trash areas
- Way-finding inside buildings
- Landscaping
- Elevators and stairs



MEP Systems Assessment

Assessment of campus buildings to determine:

- Relative Condition of Mechanical, Electrical, and Plumbing Systems
 - Results to be presented in a similar format to TBR's facility site survey tracking system
- Recommend priorities for replacement
 - Recommendations will be included in a building matrix for the campus
- Suggest MEP upgrades/capitol projects for upgrading and replacing existing systems
 - Results will be included in the building matrix and a narrative
- SSR has completed tours of:
 - Panhellenic Building
 - Fogelman College of B&E Admin
 - Fogelman College of B&E Classroom
 - FedEx institute of Technology
 - Innovation Garage Mechanical Plant

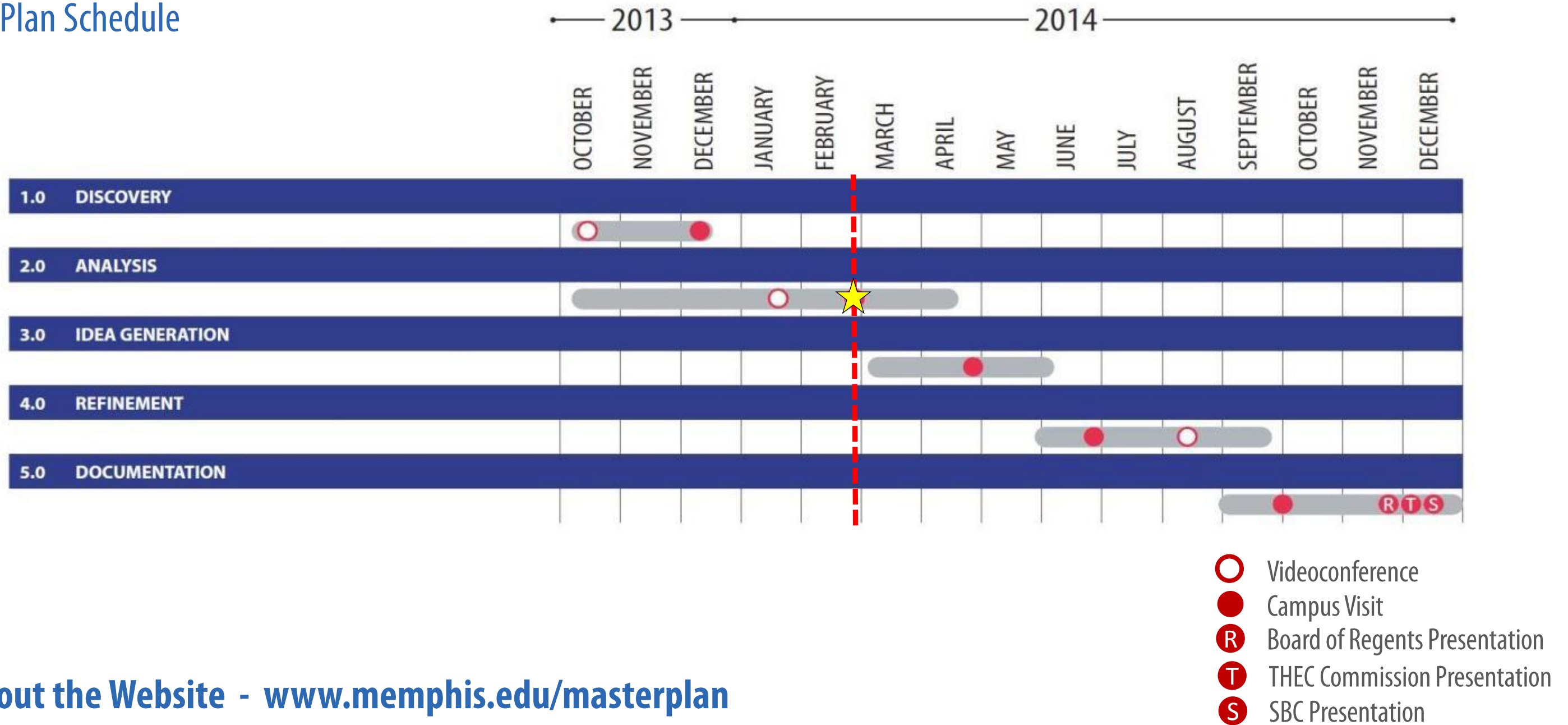




Next Steps

Next Steps

Master Plan Schedule



Check out the Website - www.memphis.edu/masterplan