

UT SOUTHERN

CAMPUS MASTER PLAN





PLANNING TEAM
Hastings Architecture

CONSULTANT TEAM
Brailsford & Dunlavey
Ross/Fowler
Barge Civil Associates
I.C. Thomasson Associates

The University of Tennessee Southern

CAMPUS MASTER PLAN



Table of Contents

1	EXECUTIVE SUMMARY	10	4	FRAMEWORK	52
	History			Phased Development	
	Master Plan Guidelines			Concept Plan	
	Process & Engagement			Quad Characteristics	
				East Campus	
				Space Utilization	
2	CAMPUS OVERVIEW	20	5	PHASING & IMPLEMENTATION	96
	Regional & Local Context			Priority Projects	
	Facilities Conditions			Land Acquisition	
	Space Analysis			Parking Strategy	
				0-5 Year Development	
				5-10 Year Development	
				10+ Year Development	
				East Campus Development	
3	MASTER PLAN DRIVERS	42	6	APPENDIX	132
	Enrollment & Growth Projections				
	Space Utilization				
	City Integration				

Message from the Chancellor

It is with great enthusiasm that I share with you the University of Tennessee Southern's 10-year campus master plan. This ambitious plan is a direct reflection of our shared vision and commitment to creating an exceptional environment for our students and the broader community. Inspired by the priorities outlined in our 5-year strategic plan, this master plan will see the development of innovative academic buildings, vibrant residential areas, and state-of-the-art athletics facilities. These enhancements are designed to support every aspect of our students' lives, fostering their academic, physical, and social growth. Our mission, putting students first, drives us to create spaces where each individual feels a sense of mattering and belonging, and to establish UT Southern as a destination campus.

Our commitment to community engagement is also central to this master plan. We are creating spaces that will bring together students, faculty, staff, and community members for events, workshops, and outreach programs, strengthening our connections and enriching the educational experience. Synergy with Pulaski is paramount, as we work together to foster a supportive and vibrant community that enhances the educational experience and serves as a model for higher education in rural America.

Together, we are shaping a dynamic campus that will serve as a cornerstone of excellence for years to come. I am excited for the future we are building and grateful for the dedication and support of our entire UT Southern community.

Best,
Linda C. Martin
Chancellor, University of Tennessee Southern





The University of Tennessee Southern’s new 5-year strategic plan has shaped the vision for the university’s ambitious 10-year campus master plan. By focusing on targeted growth and expansion, the strategic plan guides the development of new buildings and the renovation of existing structures, all aimed at fostering student success and excellence. Emphasizing enhanced academic programs, robust student support services, and expanded research initiatives, the plan ensures new spaces are designed to equip students with essential resources and opportunities needed to thrive.

A key component of this strategic growth involves creating distinct areas within the campus that are dedicated to specific aspects of student success and community engagement. For example, new academic buildings will be designed with state-of-the-art facilities that encourage collaborative learning and innovative research, while residential areas will be developed to support a vibrant student life experience. Athletics facilities will also receive significant upgrades to support the physical wellbeing and competitive spirit of our students. These areas will be interconnected by green spaces and

modern infrastructure, creating a cohesive and welcoming campus environment. This investment will foster academic excellence and personal growth within a supportive educational community.

Additionally, the master plan underscores UT Southern’s commitment to community engagement by incorporating spaces that facilitate interaction between students, faculty, staff, and the wider community. New community centers, cultural hubs, and recreational facilities will host events, workshops, and outreach programs, strengthening university-community bonds. Special attention will be given to creating pathways that offer students access to diverse opportunities, enhancing their educational journey and post-graduate success. These initiatives will not only enhance the student experience but also contribute to the university’s reputation as a hub of excellence and community engagement. By aligning the 5-year strategic plan with the 10-year master plan, UT Southern ensures a comprehensive, forward-thinking approach to campus development, fostering a dynamic environment where students can excel academically, personally, and professionally.

UT SOUTHERN PILLARS

- I. Enhance Academic Excellence & Promote Innovation*
- II. Create Transformational Student Experiences & Foster Student Success*
- III. Establish Greater Connectedness & Facilitate Campus and Community Engagement*



1

EXECUTIVE SUMMARY

History

The University of Tennessee Southern, formerly known as Martin Methodist College, has a rich history that traces back to its founding in 1870 by Thomas Martin as a private Methodist institution. The college served the educational needs of the community in Pulaski, Tennessee, for over 150 years. In 2021, Martin Methodist College was acquired by the University of Tennessee System, marking a significant milestone in its history. This acquisition expanded educational opportunities and resources, transforming the institution into UT Southern, the first new campus in the UT System in over 50 years.

Since the acquisition, UT Southern has embraced its new identity while honoring its legacy as Martin Methodist College. The transition has brought increased funding, expanded academic programs, and enhanced facilities, aligning with the mission to provide a high-quality education in a supportive environment. This has strengthened UT Southern’s role in serving the educational needs of rural Tennessee, positioning it as a model for higher education in rural America. The integration into the UT System has also opened new pathways for students, fostering growth and development while maintaining the close-knit, community-focused atmosphere that has been the hallmark of the institution.



Images, L to R:
Grissom Gazebo
Revielle - 1869 Campus's most historic building
Martin College founding signage atop hillside



historic stone wall in central
campus hillside

Campus Context



Defining the Master Plan

The planning team for UT Southern engaged in a multidisciplinary approach, focusing on three, overarching phases in the master planning process. These included, site observation & campus assessment, planning framework & analysis, and planning development & implementation.

In addition to these key planning elements, the Tennessee Higher Education Commission (THEC) offers a range of guidelines specific to master planning. They include: an Executive Summary, History & Campus Overview, Enrollment, Space Needs, Facilities Conditions, Site Considerations, Student Services, Housing & Dining, Security, Athletics & Recreation, Design Guidelines, Infrastructure, Ongoing Capital Improvement Plans, Land Acquisitions, and Implementation & Cost.

Prior to beginning the master planning process with UT Southern, the University conducted a separate evaluation of the campus, analyzing existing buildings. This analysis resulted in a comprehensive assessment of building and campus systems, that was in-turn utilized by the master planning team in its efforts.

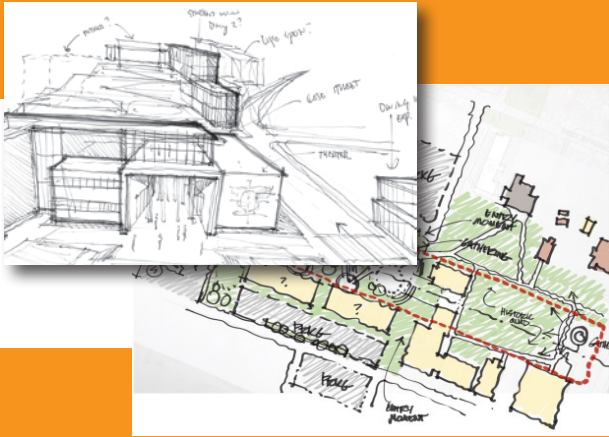
Using the THEC guidelines as a basis for planning, key stakeholders were engaged in the process, including university leadership, faculty, staff, students, and the local community. This was accomplished through workshops, focus groups, and surveys, and aided in establishing the key priorities for UT Southern. Alignment of the master plan with the University's mission, strategic plan, and academic priorities were also critical in developing strategies.

In evaluating the overall master plan, the existing campus layout, land use patterns, vehicular and pedestrian circulation, and open spaces were studied and discussed. Opportunities for expansion, redevelopment, and potential consolidation were identified for future campus development.

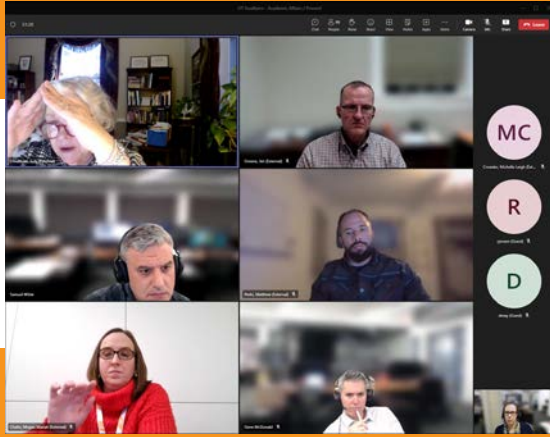
Tennessee Higher Education Commission (THEC) Guidelines

	Executive Summary		Site Considerations		Design Guidelines
	History & Campus Overview		Student Services		Infrastructure
	Enrollment		Housing & Dining		Ongoing Capital Improvement Plans
	Space Needs		Security		Land Acquisitions
	Facilities Conditions		Athletics & Recreation		Implementation Table & Cost

Preliminary Sketches



Staff Interviews



Design Charrettes



Process & Engagement

The Master Plan Guidelines were created through an extensive process that involved a wide range of stakeholders from both the university and the City of Pulaski.

The design team first engaged with a team that consisted of UT Southern staff as well as UT System to get a full understanding of the existing opportunities, constraints, history, and facility assessments. After a full assessment of space needs the design teams created a prioritization list followed by planning concepts that were presented in a series of several workshops to **students, faculty, staff, coaches, advisory board members, and city administrators** for feedback on concepts. The discussion items were incorporated into the final framework for the campus design.

Physical Model



Student Workshop



City of Pulaski Workshop



Coaches Workshop

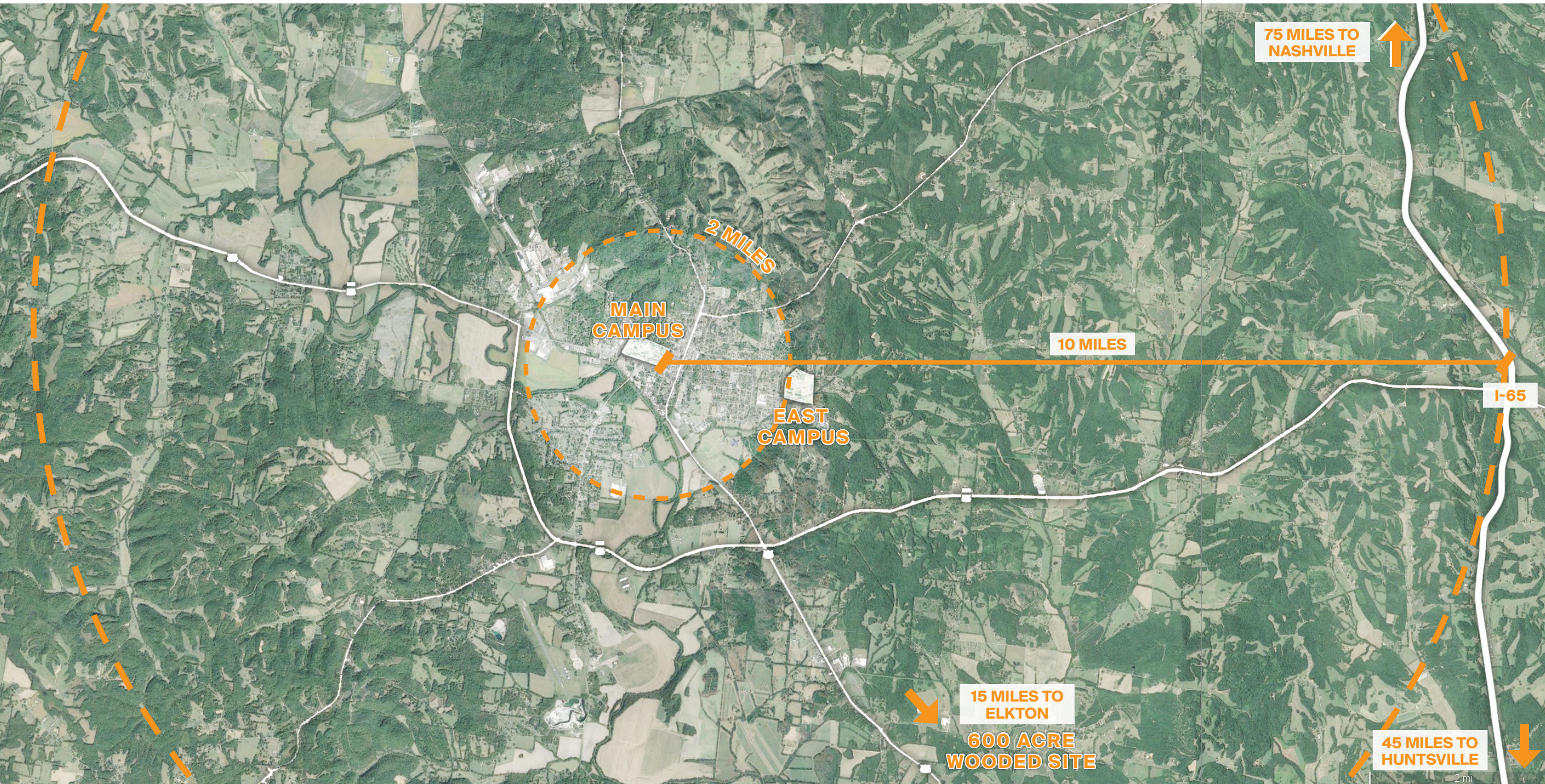




aspire to exceed expectations.

2

CAMPUS OVERVIEW



Regional Context

UT Southern is well positioned for the future. Located 10 miles off Interstate-65, its connection to the regional centers of Nashville and Huntsville and its integration in the small-town fabric of Pulaski are key elements that make UT Southern unique and uniquely positioned for growth. In an emerging corridor that features a hub for countering cyber-crime, the US healthcare capital, a national aerospace center and other technology related headquarters, it also addresses an underserved region in the UT System. Set in the rolling hills of Southern Middle Tennessee, the university is poised to fulfill its new mission and attract students from an ever-growing area. Main campus, East Campus athletics and the newly acquired 600-acre parcel near Elkton, are university assets with great potential.

UT Southern feels great responsibility to their community and strives to foster engagement and collaboration with all stakeholders to advance effectual change in the region and beyond.

'We remain dedicated to serving Southern Middle Tennessee and to educating students to meet the current and future workforce needs of the region and of our state.'



UT roadway branding precedents:



campus gateway



bannered street lights

Local Context

Expand to the west and connect to the east.

The connection to UT Southern's East Campus is an important component to the campus's overall master plan. College Street is the primary road connecting the two campuses and attention should be given to street improvements for all types of travelers.

Along the route to East Campus is Magazine Road Park—more than just a popular community space, it also serves as the home courts for our men's and women's tennis teams. The efforts that go into improving travel along College Street should be considered for Magazine Road as well.

The City of Pulaski already has planned street improvements to create a local trail system. Expanding on the planned bike lanes, sidewalks, and other shared road elements; the university should consider branding opportunities along the routes as well. Roadway pole banners, road and sidewalk paint, and other landscape works that could aid in identifying the road as the UT connector trail would help the two campuses feel more connected.



West College Street - downtown
2-4 lanes; sidewalks



East College Street - towards East Campus
2 lanes; modest shoulder



UT roadway branding precedents:



pavilion



cross country

600-Acre Wooded Site Acquisition

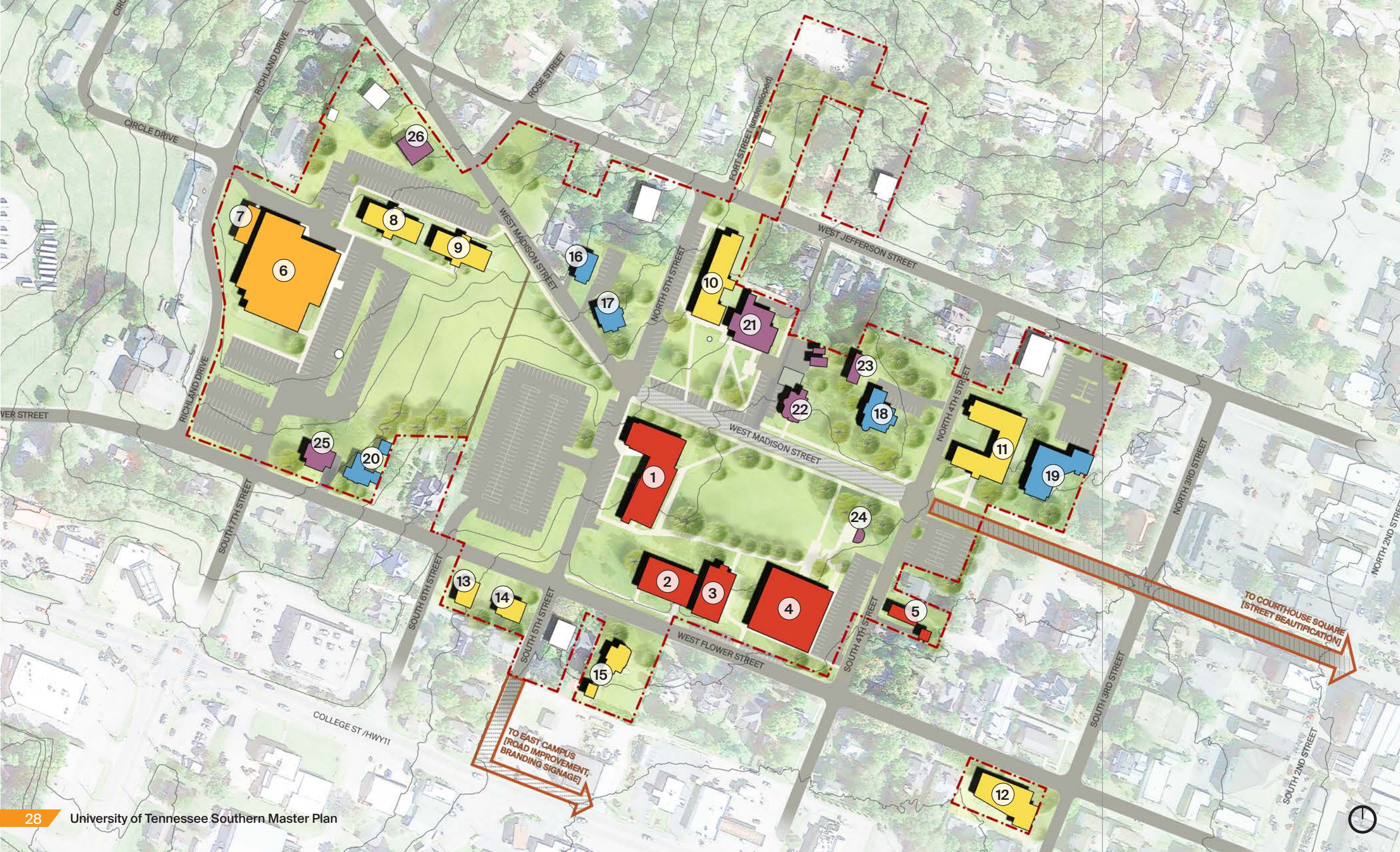
The campus' newly acquired mostly wooded, 600-acre parcel near Elkton, TN. It will offer faculty, staff, and student access to nature in an exciting way.

The UT Southern Master Plan envisions the transformation of our newly acquired 600-acre wooded parcel near Elkton, TN, into a vibrant hub of outdoor education and research that emphasizes sustainability and community engagement. This natural landscape will serve as an essential extension of our campus, offering faculty, staff, and students a unique opportunity to connect with nature in meaningful ways.

At the heart of this initiative is a multifunctional pavilion, approximately 2,000 square feet in size, designed to accommodate a variety of educational and social activities. The pavilion will feature meeting spaces for a minimum of 30 participants, alongside restrooms, storage areas, and a basic kitchen, ensuring it can support both classroom instruction and collaborative gatherings. An adjacent basic lab space will enable hands-on learning and experimentation, while a fire pit and camping area will foster community-building through outdoor activities.

Surrounding the pavilion, a network of hiking trails will invite exploration and recreation, encouraging physical activity and environmental appreciation. These trails will connect to a potential agricultural and natural resource research area, providing students and faculty with opportunities to engage in practical studies related to sustainable food production and ecological conservation. Additionally, a cross-country trail will promote fitness and wellness, catering to both competitive runners and casual hikers.

By integrating these amenities, UT Southern will create a dynamic environment where education, research, and recreation coexist, ultimately enriching the student experience and fostering a strong sense of community rooted in our natural surroundings. This master plan reflects the University's commitment to enhancing academic life while promoting stewardship of the land, encouraging all members of the UT Southern family to thrive in a setting that celebrates both learning and nature.



Existing Program

Academic buildings with classrooms and laboratories form the central quad where the historic gazebo is located. Buildings with a focus on student life are clustered on the north side of the academic area. Athletic buildings anchor the west end of campus and also are heavily utilized by the community. Residential living spaces anchor the southern perimeter and offices are interspersed with living spaces along the northern edge of campus.

Academic & Research

- 1 Martin Hall
- 2 Andrews Science
- 3 Gault Fine Arts
- 4 Johnston Center (Library & Classrooms)
- 5 Criminal Justice

Athletic

- 6 Curry Athletic Center
- 7 Coaches' Annex

Housing

- 8 Student Apartment A
- 9 Student Apartment B
- 10 Criswell Hall
- 11 Upperman Hall
- 12 Oakwood Student Apartments
- 13 Residential Housing 1
- 14 Residential Housing 2
- 15 Chancellor's House

Office

- 16 Campus Safety & Security
- 17 Turner Building
- 18 Reville
- 19 Colonial Hall (Admissions)
- 20 Maintenance Shop

Art, Culture & Student Life

- 21 Student Union (Dining)
- 22 Student Life Center
- 23 Art Studio
- 24 Grissom Gazebo
- 25 Student Resource Center
- 26 Student Health Clinic



Existing Utilities

Pulaski public utilities provide services for UT Southern's campus. The smaller scale of campus does not warrant the need for UT Southern to have its own systems distribution. Utilities in this region are below the national average.

The university might consider implementing sustainable solutions such as solar power if the benefits of the system can pay for its cost. Installing solutions that could serve multiple structures should also be considered.

Andrews Science Building and Gault Fine Arts Building both utilize geothermal energy. There is potential to expand on the established geothermal field for new structures on the academic quad.

- Geothermal Building
- Stormwater
- Overhead Power
- 2" Water Line
- 4" Water
- 6" Water Line
- 6" Sewer Line
- 8" Sewer Line
- 10" Sewer Line



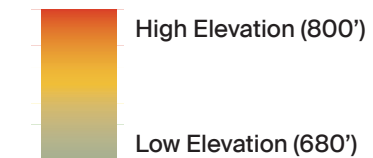


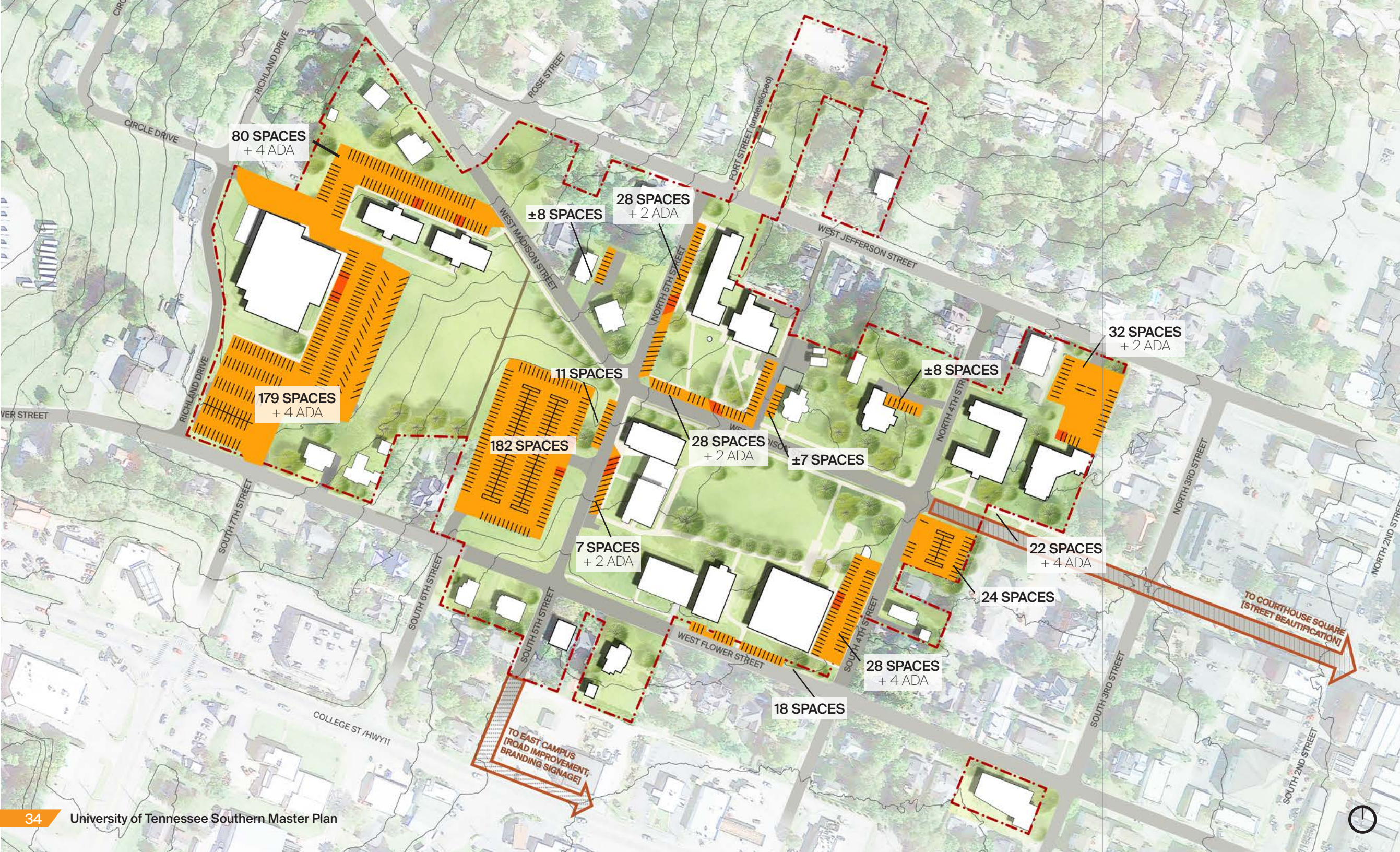
Topography

UT Southern's main campus is currently separated into two topographic zones at South 5th Street: the flat eastern portion that connects to downtown Pulaski and the western sloped hillside area that travels up along West Madison Street. The flatter eastern area is defined by academic buildings and offices while the western portion consists of primarily athletics and residential buildings. The goals outlined in the Master Plan will be to develop and utilize these topographic differences as strengths. These topographic differences should be developed and utilized to reflect the character and qualities that define UT Southern's Campus.

The flatter areas can be used for larger events, shared open spaces to adjacent buildings, outdoor classrooms or social gathering spaces. As you move up the sloped hillside towards Richland Drive it can become a series of activated spaces moving students through landscape sequences that offer unique views of UT's Southern's campus. Much like UT Knoxville's "Hill" these sloped spaces can become emblematic of the charm and tradition of this new campus experience.

The existing surface parking lots can be integrated into the new building footprints, hidden from view, allowing the natural landscape features to become more prominent.





Existing Parking

There are two major parking lots that serve the majority of residential students and students who commute to campus. Both lots are situated on the west side of the main campus- upper and lower portions of the main hill. Smaller lots and parking strips directly off the street are scattered throughout to serve faculty and staff and provide accessible access directly to the adjacent building they serve. Public street parking exists throughout and around the existing campus, providing additional spaces.

Existing parking ratio:
1046 Students

505 Student Parking Spaces
146 Faculty and Staff Parking Spaces

0.48 Spaces / Student

Increased pedestrian safety and continuous campus green spaces are goals of the university. Future parking will be concentrated on the perimeter edges of campus to allow for student circulation on the main axis of campus.

 Parking Areas
 ADA Areas



Existing East Campus

East Campus is located on the eastern side of downtown Pulaski and is 1.7 miles from main campus. This area is dedicated to sports. A large portion of the student body are athletes and spend much time on the fields and in the facilities.

The space utilization of the facilities on East Campus faces many of the same issues that the spaces on main campus face in that the current square footage is not well utilized. Reconfiguring the existing Practice Facility and creating more fitness and recreational spaces throughout both East and Main Campus would help alleviate the extensive programmatic demands placed on East Campus's Practice Facility and Main Campus's Curry Athletic Center.

- Athletic
- 1

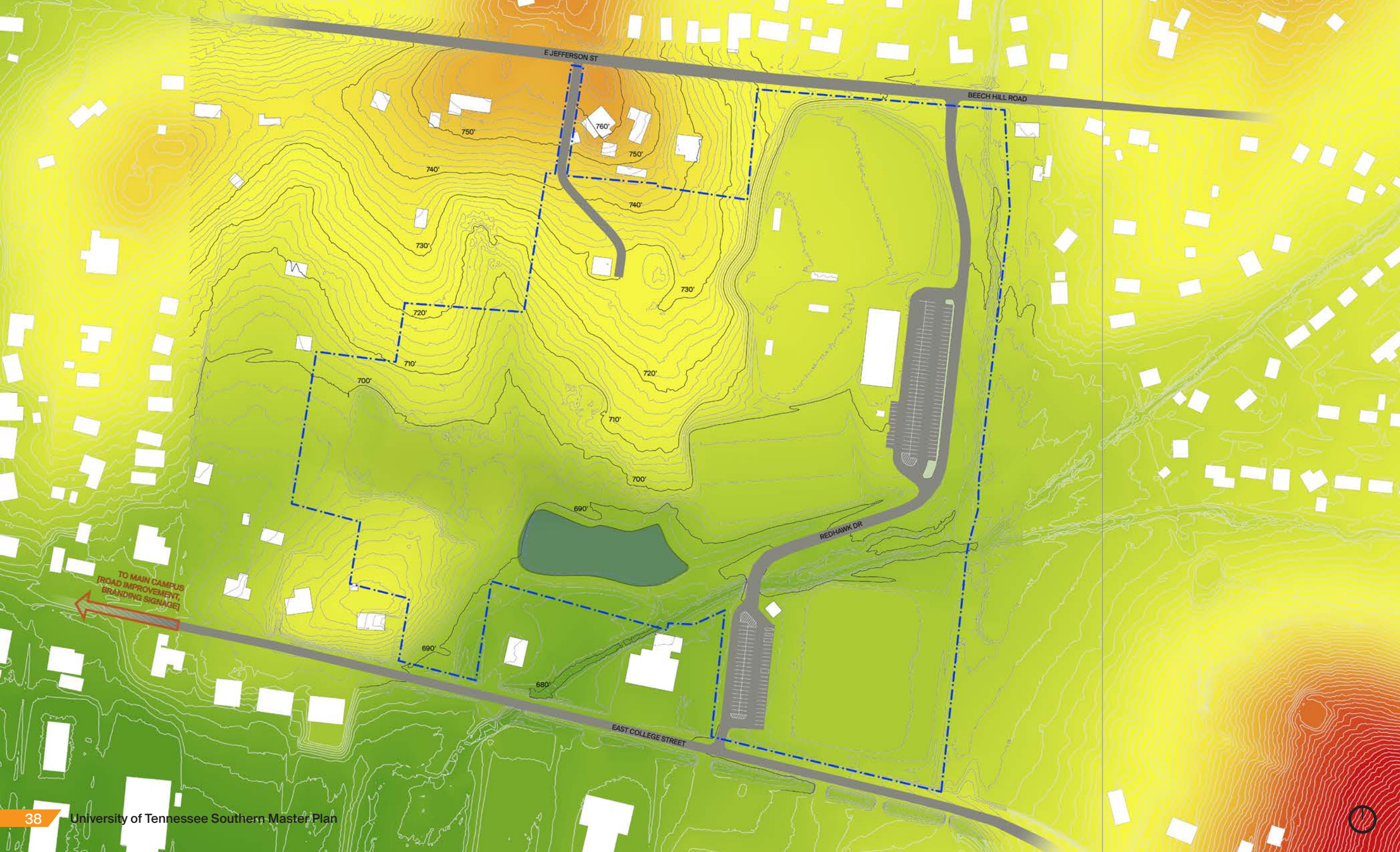
Indoor Practice Facility
- 2

Bleachers
- 3

Pressbox
- 4

Soccer Field Concession
- 5

Grounds Maintenance

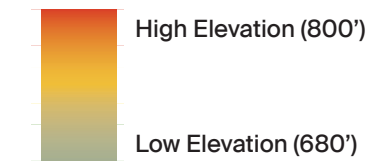


East Campus - Topography

Situated between East Jefferson Street to the north and East College Street, this smaller campus footprint utilizes the available flat areas for sports activities. The sports fields are positioned directly adjacent to hillsides that lend themselves to becoming natural landscape bleachers. While developing this area the natural features should be preserved as much as possible while still fostering the programs and activities for the University.

Consideration should be taken to examine how parking and pedestrian circulation can be integrated into landscape topography with minimal disruption while still meeting the demand.

Further action may include a feasibility study on incorporating public transportation and/or shuttle services to help mitigate overcrowding during busy events.





think big. be bold. inspire others.

3

MASTER PLAN DRIVERS

Introduction

In October 2023, Hastings Architects (“Hastings”) and Brailsford & Dunlavey, Inc. (“B&D”) were selected by The University of Tennessee - Southern (“UT Southern” or “University”) to develop a Campus Framework Plan (“Plan”) to help create a decision-making framework around the future of the UT Southern campus. The Plan is designed to support implementation activity in the context of uncertainty and, therefore, is grounded in principles and standards but flexible with respect to tactics.

It is also designed not to sit on a shelf, but to be used regularly by the decision-makers and the multiple parties that play a material role in the process of developing strategic assets, including University administrators, steering committees, working groups, donors, planners, architects, and project managers.

The Plan identifies and prioritizes preliminary initiatives related to capital projects or strategic investments that are required to support the University’s ascension to its targeted new reality. The Plan is ambitious but does not represent “wish list” thinking since it aligns carefully with the University’s mission, vision, values, and strategic planning objectives.

In response to UT Southern’s aspirations and challenges, the Project Team was tasked with helping the institution in developing a prioritization methodology for future campus investments in a manner that aligns to the strategic direction of the institution. The document outlines the process utilized to develop this prioritization tool and the underlying strategic drivers of UT Southern that determined the weighting given to a variety of potential campus initiatives to be considered.

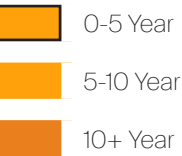


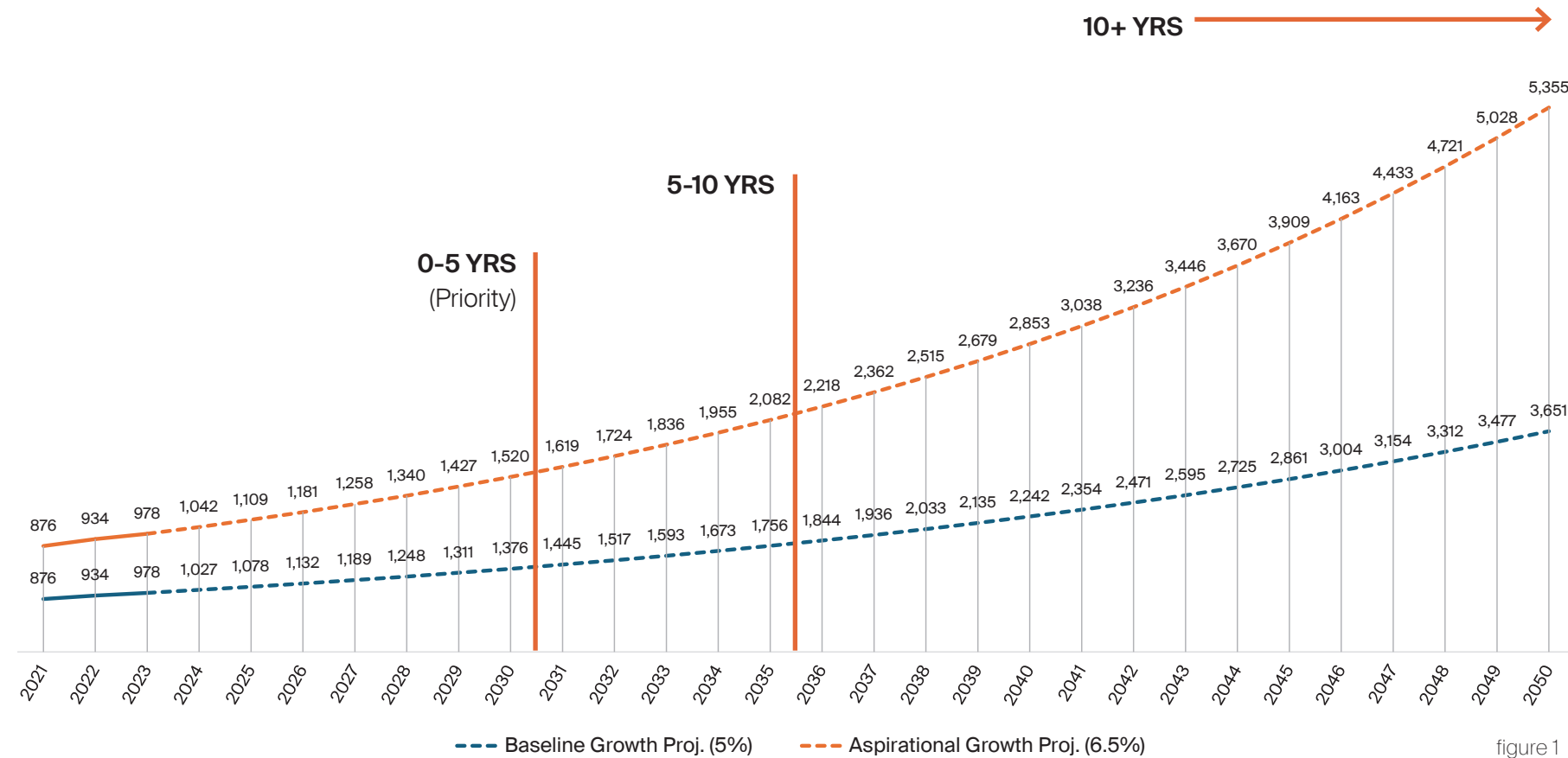
Current Enrollment & Projections

UT Southern is at a crucial point in its history. While pursuing any capital investments has the potential for transformative outcomes, realizing success will require intentional decision-making rooted in UT Southern’s unique context, permanent ideals, and targeted new reality. Increasing competition in the marketplace in combination with shifting demographics within Tennessee and the broader southern midwest will continue to pose immediate threats as UT Southern advances the implementation of its strategic initiatives.

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Baseline Growth	876	934	978	1027	1078	1132	1189	1248	1311	1376
Aspirational Growth	876	934	978	1042	1109	1181	1258	1340	1427	1520
	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Baseline Growth	1445	1517	1593	1673	1756	1844	1936	2033	2135	2242
Aspirational Growth	1619	1724	1836	1955	2082	2218	2362	2515	2679	2853
	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050
Baseline Growth	2354	2471	2595	2725	2861	3004	3154	3312	3477	3651
Aspirational Growth	3038	3236	3446	3670	3909	4163	4433	4721	5028	5355

During Workshop #3, the Project Team had a valuable discussion on the University’s total enrollment growth projections. The baseline percentage, which was confirmed by UT Southern, is a 5% year-over-year growth projection that would allow the University to achieve approximately 2,250 total students by fall 2040. A more aspirational target of 10% year-over-year growth was also put forth by UT Southern. University leadership thought this 10% representation was more in line with the University’s aspirational goals and vision. A breakdown of both total enrollment goals can be found in figure 1. The University should monitor enrollment trends moving forward to make sure that UT Southern is staying true to its targeted new reality.





The current infrastructure at the University can only sustain around 1,200 – 1,300 students. Even with the University achieving the more conservative Baseline Growth scenario, they will reach that goal within the next five years. It is crucial to the success of UT Southern that the following strategic initiatives are planned specifically to help with the University’s ascension to its targeted new reality.

Institutional Schematic

The Institutional Schematic is Brailsford & Dunlavey’s (B&D) tool to identify criteria required to better position the campus to achieve its targeted new reality. It is critical for the Project Team and stakeholders to come to a shared understanding on the future of the institution in order to establish criteria for success for all future initiatives driving UT Southern toward its targeted new reality.

Defining UT Southern’s mission, purpose, strategic goals, and targeted new reality are five interconnected Outcome Categories. Within the five categories are sixteen questions. The categories must be evaluated through an Institutional Schematic Work Session for their importance and current attainment levels. The Institutional Schematic Work Session was moderated by B&D on December 20, 2023. The purpose of this meeting was to:

- Facilitate stakeholder involvement in the planning process;
- Create criteria that allow for innovative solutions and streamlined decision making; and
- Ground the objectives in UT Southern’s ideals to ensure consistency and alignment with UT Southern’s existing Mission, Vision, and Purpose.

Through this Institutional Schematic Work Session, B&D is able to fully understand the values and objectives of the University regarding the desired UT Southern student and faculty/staff experience.

Stakeholders responded to a series of strategic drivers introduced during the meeting which elaborated on the University’s greatest aspirations for the institution. Stakeholder participants were posed a series of questions which described two potential future conditions along a scale. Stakeholders were asked to assign a numerical value which represents how UT Southern is currently performing, and the institution’s ideal scenario for that given outcome driver. This exercise provided the foundation upon which the potential value and impact of future initiatives was to be judged.

Gap Analysis

Scoring was discussed and finalized during Workshop #3 by the group of campus stakeholders. Following agreement on the scoring in each Outcome sub-category, a Gap Analysis was completed wherein a gap indicated the extent to which change is required to achieve mission alignment. Larger gaps indicate more “need” in a particular Strategic Objective.

Scores														
	Outcome Category	Questions	0	1	2	3	4	5	6	7	8	9	10	Gap
1	Educational Outcomes	Experiential Learning												4
2	Educational Outcomes	Graduation & Alumni Success Rate												3
3	Educational Outcomes	Approach to Collaboration and Interdisciplinary Innovation												2
4	Educational Outcomes	Extended Programs & Community Service												1
5	Educational Outcomes	Institutional Growth												2
6	Enrollment Management	Geographic Market / Service Area												1
7	Enrollment Management	Breadth and Depth of Academic Focus												1
8	Enrollment Management	Facilities and Grounds												4
9	Enrollment Management	Community Orientation												2
10	Campus Community	Social Environment												3
11	Campus Community	Residential Campus												1
12	Financial Performance	Revenue Generation												3
13	Financial Performance	Financial Accessibility												3
14	Financial Performance	Balance Sheet Management												1
15	Societal Responsibility	Sustainable Operations												2
16	Societal Responsibility	Stewardship												2

The Institutional Schematic Work Session discussion, results refinement and gap analysis was synthesized into a narrative Institutional Schematic Story and presented to stakeholders during confirmation sessions.

Institutional Schematic Story

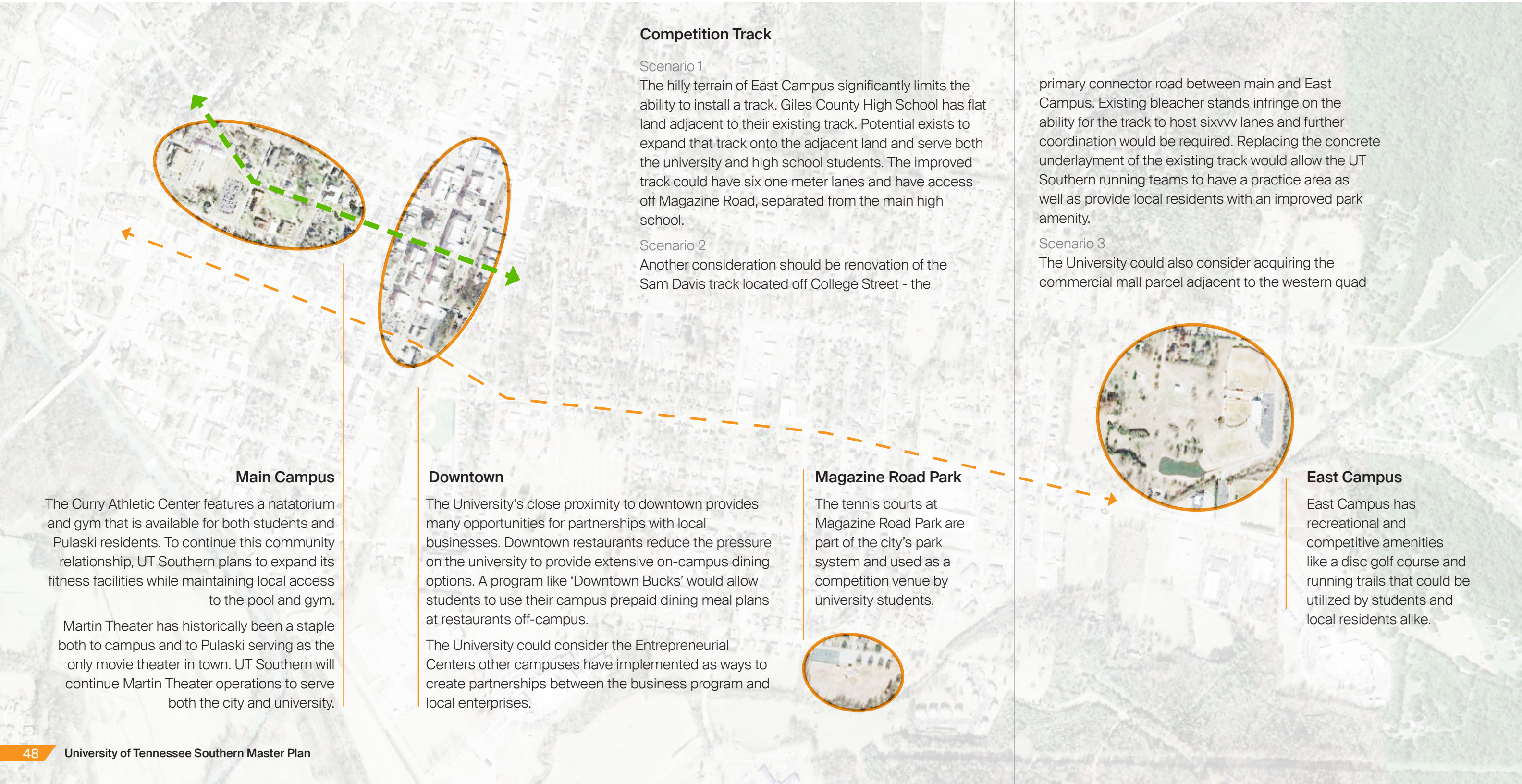
Another key outcome of this worksession is the Institutional Schematic Story which serves to clarify and record our understanding of UT Southern's needs and desires. The Institutional Schematic Story focuses on what/where the University needs to be (rather than on how far it might be from there currently). In other words, it synthesizes the Institutional Schematic Work Session discussion and articulates how a university's assets currently support the institutional mission and vision, and how the assets must evolve in order to fulfill that mission and vision. Chapters organize the Institutional Schematic Story in a way to provide specific criteria for the various assets or initiatives under consideration. Ultimately the various chapter headings deal with the key issues that allow for the customization of recommendations for different initiatives. The synthesis of the Institutional Schematic Work Session discussion, results refinement and gap analysis was organized into the five “chapters” that articulate the attributes that the plan must achieve.

- Enrollment Management
- Educational Outcomes
- Campus Community
- Financial Performance
- Societal Responsibility

Only once the criteria which define success are established could the Project Team turn attention to prioritization of Campus Initiatives.



The Schematic Story focuses on the university's goals and is organized into 5 chapters that summarize the actions needed to meet those goals.



Competition Track

Scenario 1
The hilly terrain of East Campus significantly limits the ability to install a track. Giles County High School has flat land adjacent to their existing track. Potential exists to expand that track onto the adjacent land and serve both the university and high school students. The improved track could have six one meter lanes and have access off Magazine Road, separated from the main high school.

Scenario 2
Another consideration should be renovation of the Sam Davis track located off College Street - the

primary connector road between main and East Campus. Existing bleacher stands infringe on the ability for the track to host sixvvv lanes and further coordination would be required. Replacing the concrete underlayment of the existing track would allow the UT Southern running teams to have a practice area as well as provide local residents with an improved park amenity.

Scenario 3
The University could also consider acquiring the commercial mall parcel adjacent to the western quad

Main Campus

The Curry Athletic Center features a natatorium and gym that is available for both students and Pulaski residents. To continue this community relationship, UT Southern plans to expand its fitness facilities while maintaining local access to the pool and gym.

Martin Theater has historically been a staple both to campus and to Pulaski serving as the only movie theater in town. UT Southern will continue Martin Theater operations to serve both the city and university.

Downtown

The University's close proximity to downtown provides many opportunities for partnerships with local businesses. Downtown restaurants reduce the pressure on the university to provide extensive on-campus dining options. A program like 'Downtown Bucks' would allow students to use their campus prepaid dining meal plans at restaurants off-campus.

The University could consider the Entrepreneurial Centers other campuses have implemented as ways to create partnerships between the business program and local enterprises.

Magazine Road Park

The tennis courts at Magazine Road Park are part of the city's park system and used as a competition venue by university students.

East Campus

East Campus has recreational and competitive amenities like a disc golf course and running trails that could be utilized by students and local residents alike.

PULASKI PARTNERSHIPS

Foster meaningful partnerships
The campus-city relationship is unique to UT Southern and there is a strong desire from both the University and city to maximize efforts to increase the integration and bond.



Streetscape

Coordinating similar street lights, plantings, benches, and other landscape elements would help strength the visual connection between the campus and downtown.

Bike Trails

The City of Pulaski has a grant and intentions of road improvements to College Street that would allow cyclists, pedestrians, and cars to share the roadway more comfortably.



establish ambitious benchmarks.

4

FRAMEWORK



Existing Campus Plan

- Existing structures on campus
- 1 Martin Hall
- 2 Andrews Science
- 3 Gault Fine Arts
- 4 Johnston Center
- 5 Criminal Justice
- 6 Curry Athletic Center
- 7 Coaches' Annex
- 8 Student Apartment A
- 9 Student Apartment B
- 10 Criswell Hall
- 11 Upperman Hall
- 12 Oakwood Student Apartments
- 13 Residential Housing 1
- 14 Residential Housing 2
- 15 Chancellor's House
- 16 Campus Safety and Security
- 17 Turner Building
- 18 Reveille
- 19 Colonial Hall
- 20 Maintenance Shop
- 21 Student Union
- 22 Student Life Center
- 23 Art Studio
- 24 Grissom Gazebo
- 25 Student Resource Center
- 26 Student Health Clinic
- 27 Future Office of Advancement & Alumni House



Proposed Demolition

 Existing structures proposed for demolition

- 1 Martin Hall Connector
- 5 Criminal Justice
- 7 Coaches' Annex
- 13 Residential Housing 1
- 14 Residential Housing 2
- 16 Campus Safety and Security
- 17 Turner Building
- 20 Maintenance Shop
- 22 Student Life Center
- 23 Art Studio
- 25 Student Resource Center
- 26 Student Health Clinic



Existing to Remain

- 1 Martin Hall
- 2 Andrews Science
- 3 Gault Fine Arts
- 4 Johnston Center
- 5 Curry Athletic Center
- 9 Student Apartment A
- 10 Student Apartment B
- 11 Criswell Hall
- 12 Upperman Hall
- 13 Oakwood Student Apartments
- 16 Chancellor's House
- 19 Reveille
- 20 Colonial Hall
- 22 Student Union
- 24 Grissom Gazebo
- 27 Future Office of Advancement & Alumni House



0-5 Year (Priority)

- Existing structures for renovation
- Growth required for 1,500 student enrollment

- Academic**
A1 & A5
- Housing**
H8 & H9
- Athletic**
T1
- Student Services / Alumni**
S1



5-10 Year

- Existing structures for renovation
- Growth required for 2,500 student enrollment

Academic
A2 - A4

Housing
H1 - H7

Administrative
D1

Maintenance
M1



10+ Years

 Growth required for 5,000 student enrollment

Administrative

D2

Student Services / Alumni

S1



Comprehensive Plan

Academic

A1 - A5

Housing

H1 - H9

Athletic

T1

Administrative

D1 - D2

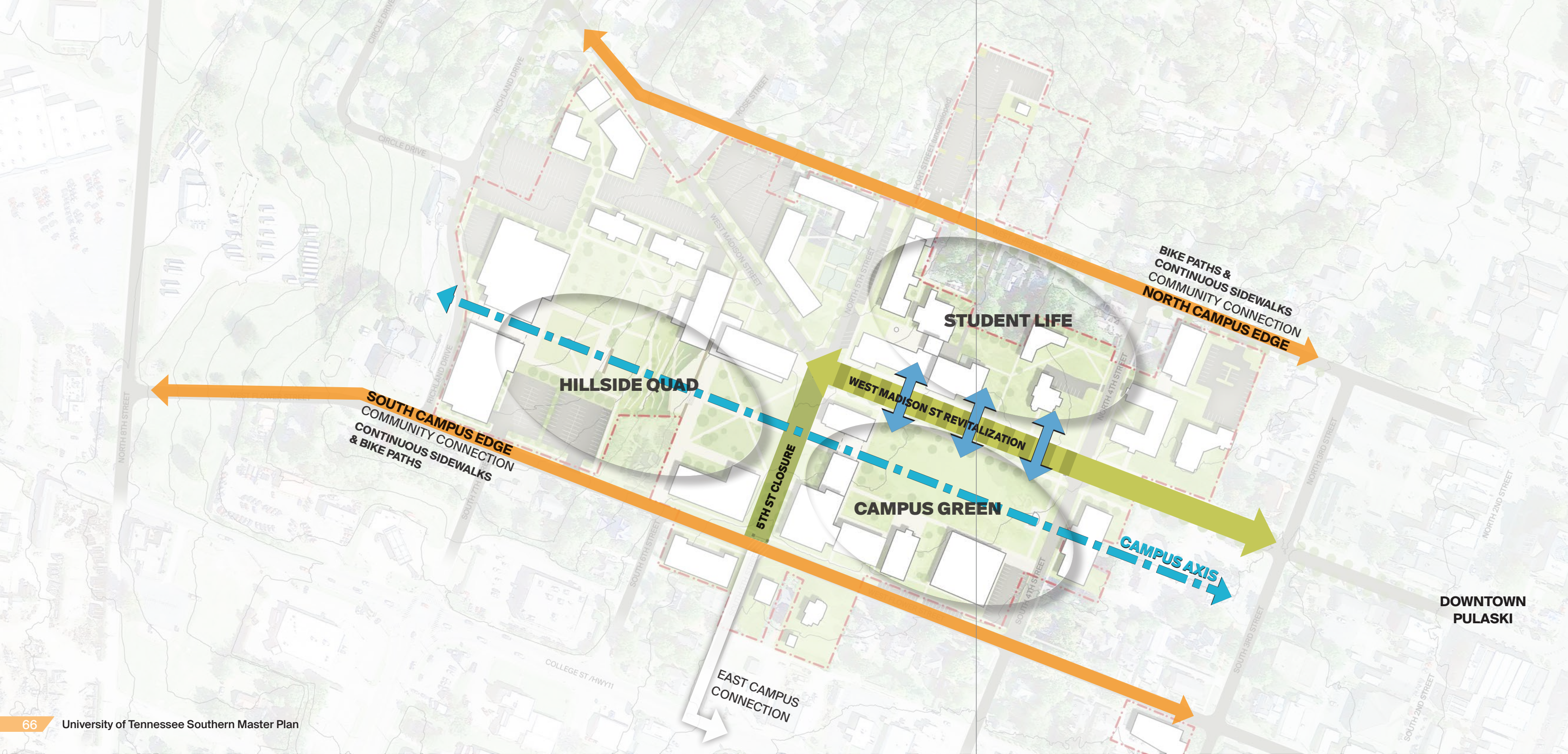
Student Services / Alumni

S1

Maintenance

M1

- 1 Martin Hall
- 2 Andrews Science
- 3 Gault Fine Arts
- 4 Johnston Center (Library & Classrooms)
- 6 Curry Athletic Center
- 8 Student Apartment A
- 9 Student Apartment B
- 10 Criswell Hall
- 11 Upperman Hall
- 12 Oakwood Student Apartments
- 18 Reville
- 19 Colonial Hall (Admissions & Student Services)
- 21 Student Union (Dining)

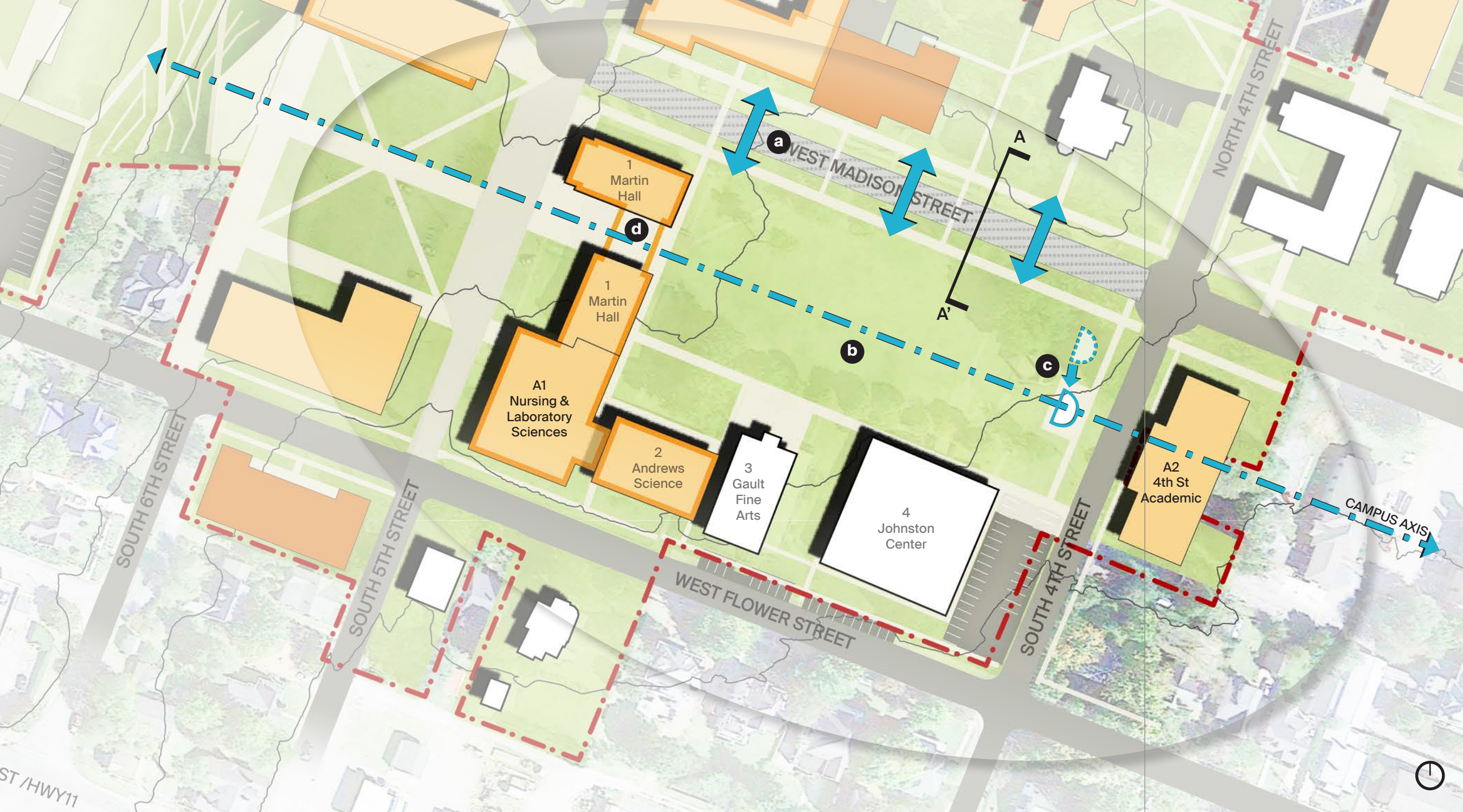


Campus Connectivity

The unique relationship the university has with the City of Pulaski is further celebrated in the guiding principles of the campus master plan and characteristics of each quad.

Connectivity is increased within the campus with the closure of 5th Street and the revitalization of West Madison Street. A central campus axis is established with the relocation of the historic gazebo to be in line with the revisions to Martin Hall and the lookout point atop the hill. This axis serves as a common element to connect all areas on campus.

The plan can be characterized as a change from 'town to topo' because the layout gradually transitions from a flat grid to a more organic system that negotiates increased topography.



Historic Campus Green

The heart of the historic campus originates in the Campus Green. The historic Campus Green hosts the academic core of campus, as well as the historic Grissom Gazebo, and has historically served as the main gathering area for students and the venue for graduation.

To emphasize and preserve the historic nature of this academic green and sync it with the future expansion of campus, the Grissom Gazebo's restoration and relocation along the central spine of campus circulation will create the start of the central route that connects most quads on campus. The historic Campus Green will remain more traditional in nature as it is the area that connects the campus to the city's formal grid; and it's simple, open green space will remain as its original use will be preserved.

- a** West Madison Street improvements to allow for connectivity between the Campus Green and Northern Quads (See Section A-A' on following page)
- b** Historic Green to remain and open quad for events [graduation]
- c** Gazebo restored and relocated to center on dominant campus axis
- d** Partial demolition of Martin Hall to open quad and establish continuous axis

EXISTING

2	Andrews Science	Academic
3	Gault Fine Arts	Academic
4	Johnston Center	Academic

0-5 YEAR

1	Martin Hall	Academic
A1	Nursing & Laboratory Sciences	Academic

5-10 YEAR

A2	4th St Academic	Academic
----	-----------------	----------

10+ YEAR

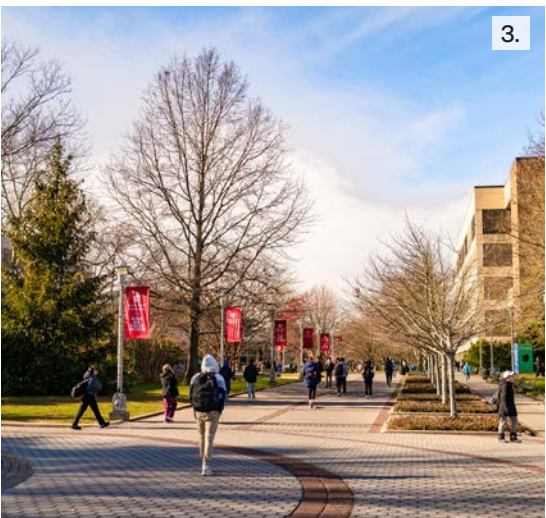
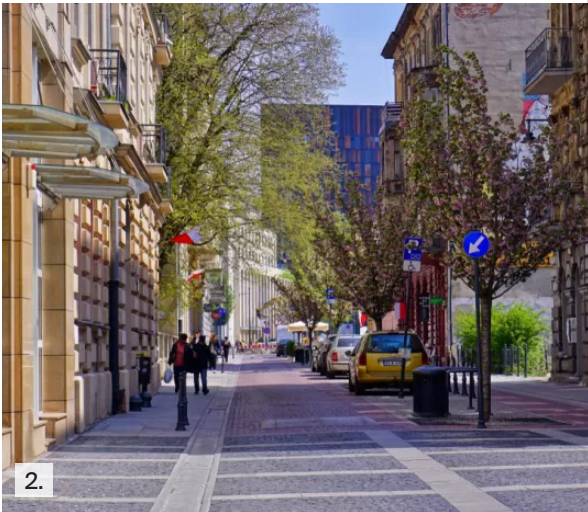
A11	4th St Academic, South	Academic
-----	------------------------	----------

West Madison Street Revitalization

Centrally located, West Madison Street connects the UT Southern Campus to downtown Pulaski approximately along the east to west axis. This corridor plays a significant role as a campus gateway adorned with entrance signage and important collegiate moments. As you approach west from Pulaski, visitors and guests are greeted by the historical Grissom Gazebo, surrounded by stately trees along the campus “Green”, and welcomed at the Student Life Center.

The transformation of West Madison Street into a pedestrian-only boulevard is a visionary project that reflects the city’s and UT Southern’s commitment to fostering a vibrant campus life and enhancing community engagement. By prioritizing pedestrian access, the university is creating a welcoming environment that encourages interaction and collaboration among students, faculty, and visitors.

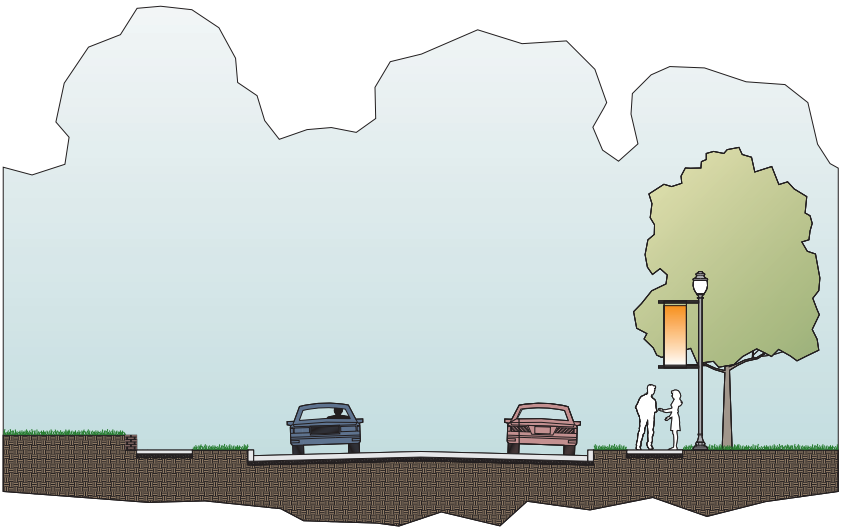
The proposed North Quad and Academic Quad will further enrich the campus landscape, offering new spaces for learning and leisure. This initiative not only supports the university’s future growth but also strengthens its ties with the Pulaski community, ensuring that the campus remains a cherished landmark while evolving to meet the needs of its users. The careful balance of growth and preservation exemplifies UT Southern's dedication to its heritage and its forward-looking approach to education and community building.



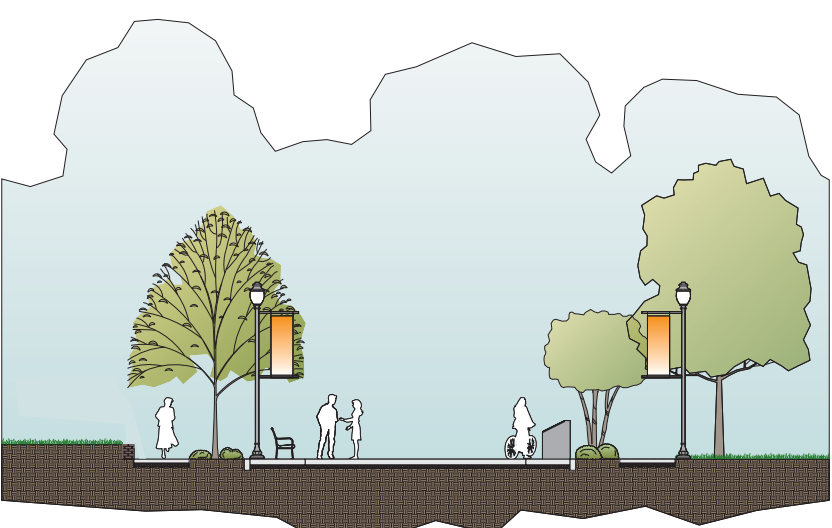
(Left) Precedent imagery:

- 1. UT Knoxville - Joe Johnson Walk
- 2. The Netherlands - Woonerf
- 3. Stony Brook University
- 4. Harding University

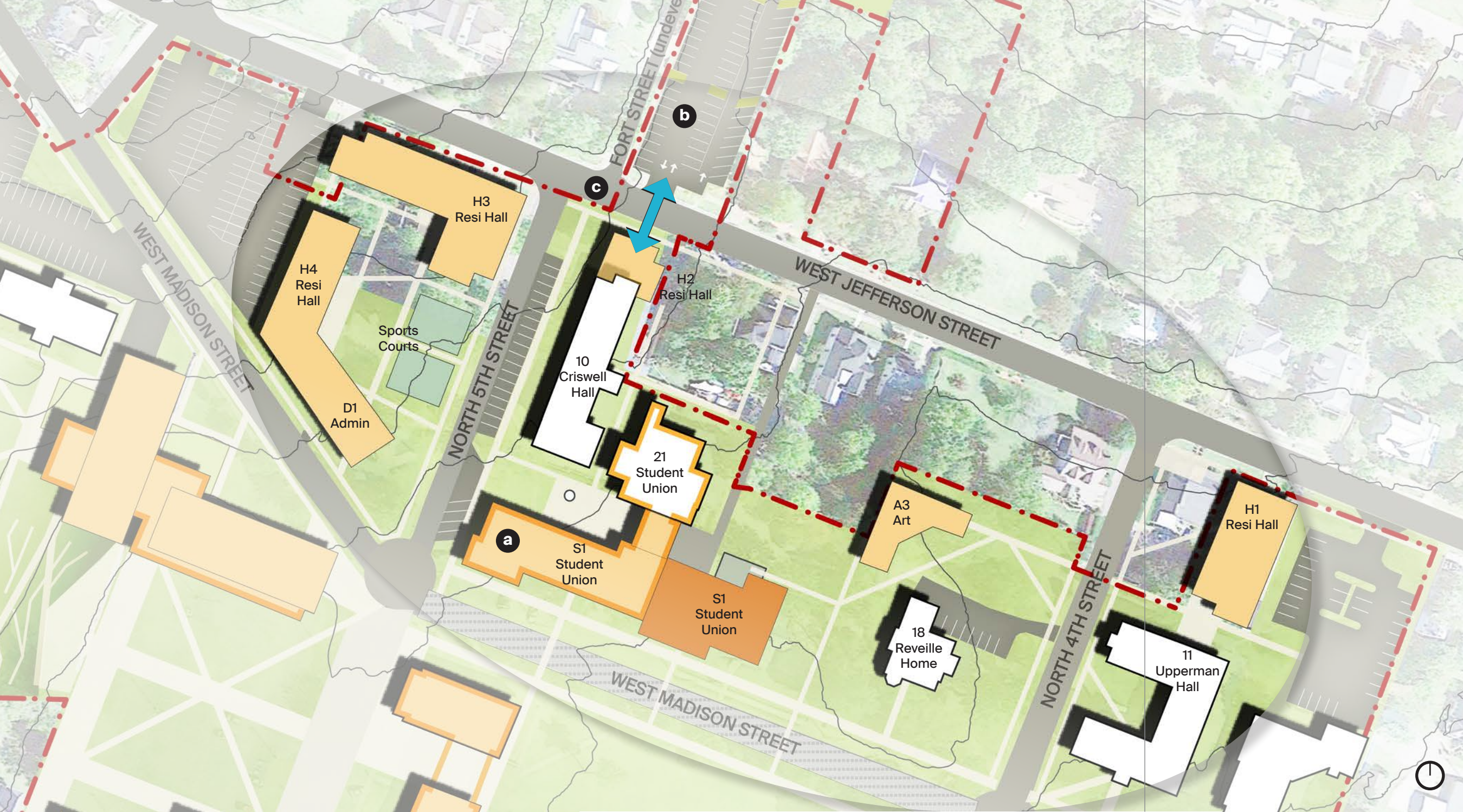
(Right) Before and after imagery of ‘West Madison Street’



Existing West Madison Street



Proposed West Madison Street



Student Life

The northern area of campus concentrates residential halls and buildings with student services. These residential quads offer student various types of outdoor programs: sports courts, fire pits, tables and covered areas for student meet ups. With close proximity to the Student Union, this area of campus is best suited for serving underclassmen to encourage early integration into campus activities and student life.

With the proposed closure of West Madison Street, vehicular traffic will be redirected to West Jefferson Street. It is therefore a high priority to ensure traffic calming measures are taken to provide a safe pedestrian crossing to the overflow parking lot north of West Jefferson Street.

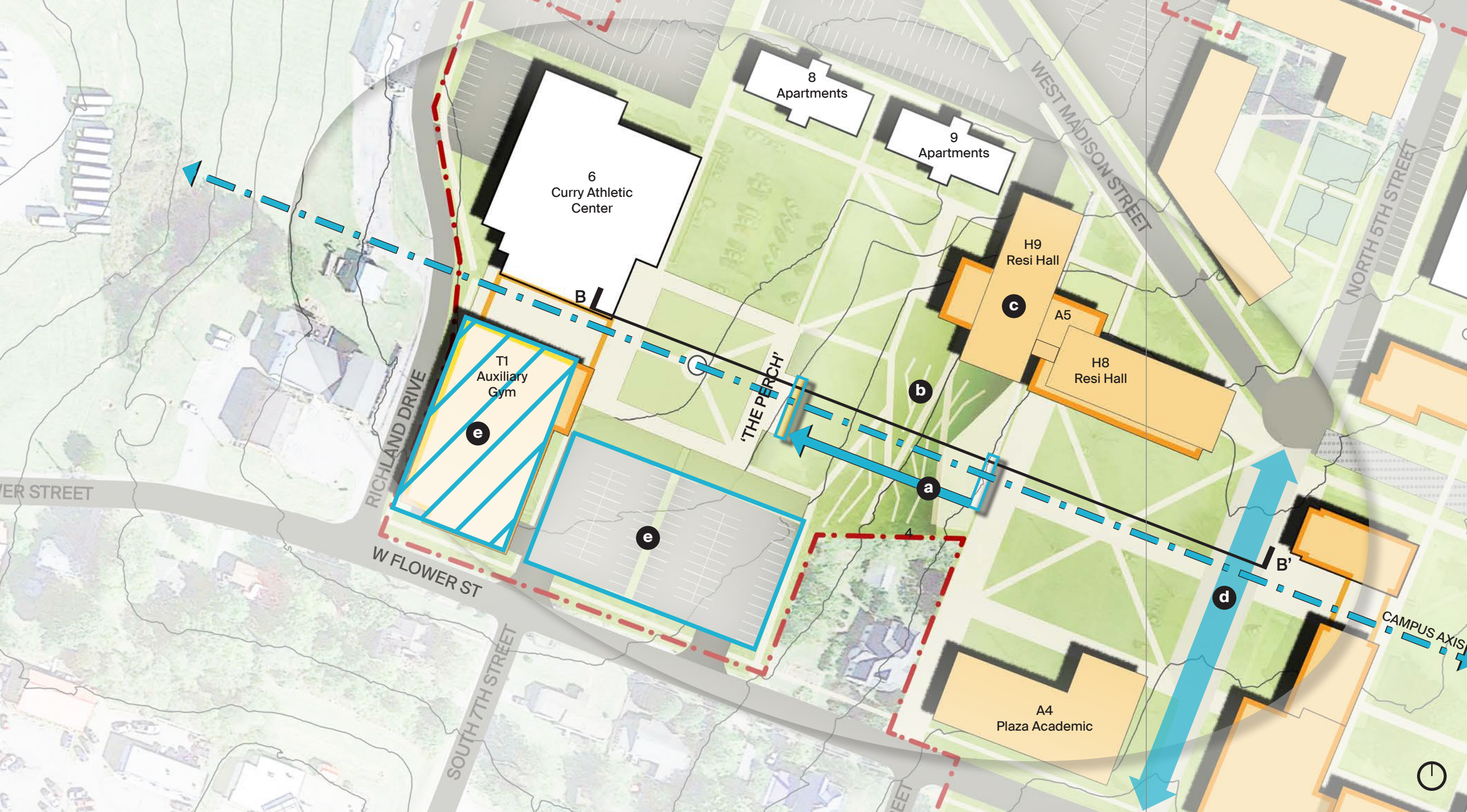
- a** Expand existing Student Center to establish a strong corner presence (Student Center to be expanded in Phase II) Existing facility repurposed for future needs.
- b** Maintenance building relocated to allow for surface parking
- c** West Jefferson Street receives street beautification and traffic calming measures

EXISTING		
10	Criswell Hall	Residential
11	Upperman Hall	Residential
18	Reveille Home	Administrative
21	Student Union	Student Services

0-5 YEAR		
S1	Student Union Addition	Student Services

5-10 YEAR		
A3	Art Studio	Academic
D1	Administrative 1	Administrative
H1	Residential Hall 3	Residential
H2	Residential Hall 4	Residential
H3	Residential Hall 5	Residential
H4	Residential Hall 6	Residential

10+ YEAR		
S1	Student Union 2nd Addition	Student Services



Hillside Quad

The Hillside Quad is the central quad of campus as well as the highest overlook point. The orthogonal street grid of the city begins to erode as the steep topography creates a more organic hardscape pattern to negotiate the grade. 'The Perch' becomes a destination scenic overlook where prefunction events occur to support the campus.

The flat plaza connecting the historic Campus Green spans between academic buildings, the historic stone wall and the closed 5th Street. This area has easy street access and becomes an ideal central gathering place along the campus axis.

- a** Historic stone wall to remain – select portion removed for program & amphitheater entry relocated to overlook of hilltop 'perch'
- b** Grade negotiated through the building and ramping and terraced amphitheater seating (See Section B-B' on following page)
- c** Hybrid Academic/Student Housing building straddles stone wall and aids in negotiating hillside
- d** Street closure allows a hardscape plaza to expand and become a large gathering space for student organizations, food trucks, etc.
- e** At grade and potential sub level parking under the new auxiliary gym

EXISTING

6	Curry Athletic Center	Athletic
8	Student Apartments A	Residential
9	Student Apartments B	Residential

0-5 YEAR

T1	Auxiliary Gym	Athletic
A5	Hillside Academic	Academic

5-10 YEAR

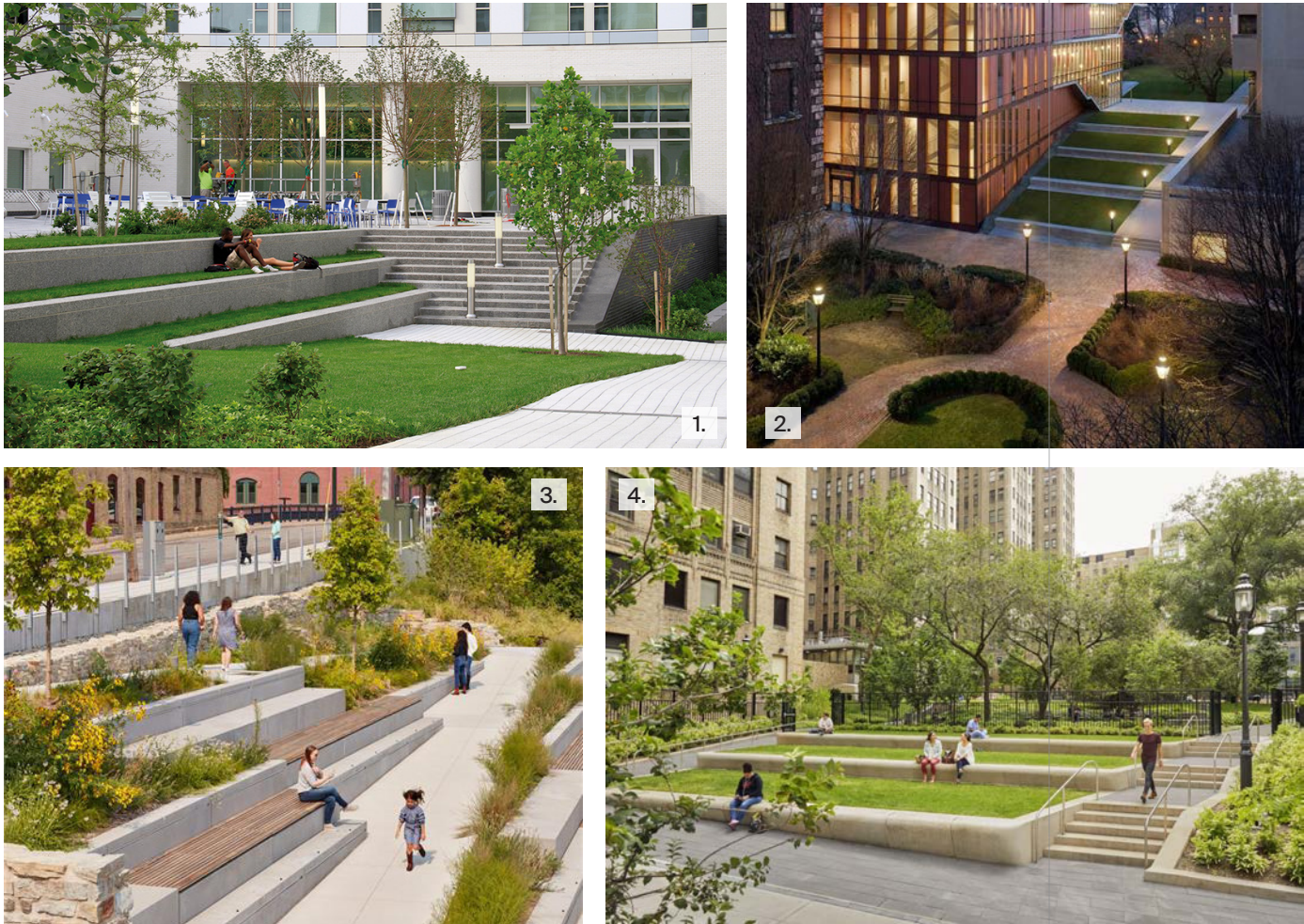
A4	Plaza Academic	Academic
H8	Hillside Residential Hall A	Residential
H9	Hillside Residential Hall B	Residential

Hillside Landscape

Currently bookended at the top west end of campus and adjacent to the Curry Athletic Center utilized by both the community and university, this area’s main feature is the almost 30’ feet of sloped elevational difference. The upper parking area overlooks the historic stone wall, Martin Hall, and additional large surface parking lot.

The vision for UT Southern’s campus transformation for the Hillside Quad is both ambitious and inspiring. By leveraging the natural topography, the university is poised to create a vibrant hub that not only serves as a functional space but also enhances the aesthetic appeal of the campus. The proposed “Perch” is a testament to the university’s dedication to fostering community and collaboration, offering panoramic views that symbolize the interconnectedness of the campus.

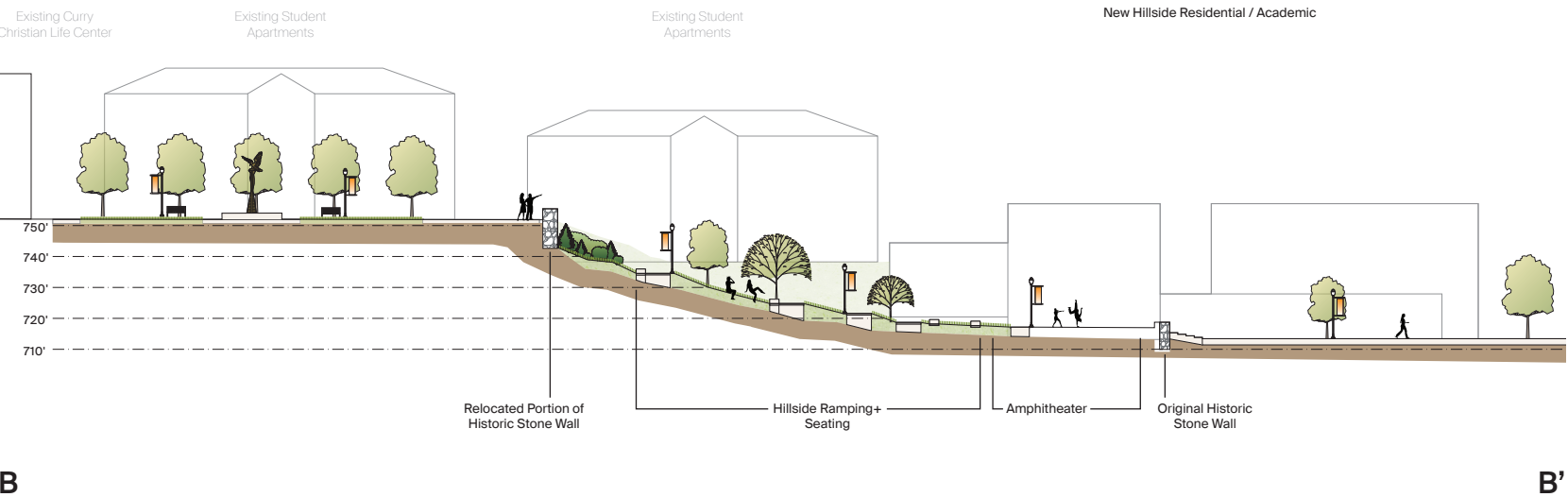
The terraced paths suggest a harmonious blend of architecture and landscape, inviting students and faculty to engage with their surroundings in a meaningful way. The transformation of the parking lot into a celebration lawn with an amphitheater is particularly noteworthy, as it promises to be a versatile venue for events that enrich campus life. Overall, UT Southern’s initiative reflects a forward-thinking approach to educational environments, where learning and communal experiences are seamlessly integrated.



(Left) Precedent imagery:

- 1. Temple University - Mitchell and Hilarie Morgan Hall
- 2. Barnard College - Diana Center
- 3. Minneapolis - Water Works Park
- 4. New York Presbyterian & Columbia University Medical Campus

(Right) Before and after imagery of ‘The Perch’





Existing East Campus

- 1 Indoor Practice Facility
- 2 Bleachers
- 3 Pressbox
- 4 Soccer Field Concession
- 5 Grounds Maintenance



Proposed East Campus

East Campus would benefit from removing the office programming in the current Indoor Practice Facility and relocating the coaches’ offices to a new building. There is a current drive off East Jefferson Street that serves the Grounds Maintenance and could also serve coaches since their offices need not be directly on the main parking lots.

Continuous field maintenance of natural grass should be planned for as well as replacement and maintenance of sound systems, scoreboards, and dugouts.

Relocating the existing free-standing baseball/softball bleachers to the hillside would allow the school to take advantage of the hillside terrain and be a unique topographical feature to East Campus.

The coaches have expressed a need for a ‘Performance Center’ where athletes could have sport-specific strength training equipment and fueling. Locating this building by the soccer practice field would be advantageous as it would have access directly off East College Street.

Much of the unused property is too topographically challenging to place any additional track or fields. Partnerships with the City of Pulaski would help build an athletic local community and help distribute costs. Improvements to the Sam Davis track would allow the running teams to have a base and maintenance of Magazine Road Park would strengthen the recreational programs for both UT Southern and Pulaski.

EXISTING	0-5 & 5-10 YEAR	10+ YEAR
2 Bleachers DEMO	1 Indoor Practice Facility	10 Performance Center
3 Pressbox DEMO	6 Coaches’ Offices	11 Running Trail Pavilion
4 Soccer Field Concession	7 Press, Concessions, Restrooms	
5 Grounds Maintenance	8 Ticketing & Storage	
	9 Hillside Bleachers	

Space Utilization

THEC Space Allocation:

The Tennessee Higher Education Commission’s (THEC) space needs assessment utilizes Fall 2022 institutional data as a baseline to highlight existing needs and surpluses of the campus program. The results of this assessment highlight significant needs in key areas on campus. These results are considered in conjunction with the University’s expectation for significant growth to develop a plan for the next 10 years and beyond.

Planned Space:

The urniversity’s enrollment growth has been categorized into 3 parts. The first 0-5 years are outlined as a priority and see significant change in targeted program categories. The next 5-10 years target a more aspirational growth and address campus growth holistically. Looking 10 years and beyond expects the campus to continue growing at a similar rate and puts significant focus on housing.

Program sequencing has been carefully considered so that all elements are elevated together to ensure healthy, stable growth.

[Individual buildings and square footages are depicted in quad diagrams in the Master Plan Framework.]

YEAR		FALL 2022		
STUDENTS		934		
THEC Program	EXISTING (E&G)	MODELED	DIFFERENCE	% CHANGE
I. CLASSROOMS	18,717	9,970	8,747	47%
II. LAB / STUDIO	3,958	7,557	(3,599)	-91%
III. OPEN LAB	223	3,945	(3,722)	-1669%
IV. RESEARCH	0	0	0	0%
V. OFFICE	29,641	29,900	(259)	-1%
VI. LIBRARY	10,844	10,224	620	6%

YEAR		FALL 2024	0-5 Year			5-10 Year			10+ Year		
STUDENTS		1046	1500			2500			5000		
UTS Program	EXISTING (GROSS)	SF/ STUDENT	NEEDED	PLANNED	% DIFF	NEEDED	PLANNED	% DIFF	NEEDED	PLANNED	% DIFF
ACADEMIC	75,583	75.26	108,389	173,903	38%	180,648	256,959	30%	361,296	465,739	22%
ADMIN	29,435	28.14	42,211	29,435	-43%	70,352	73,795	5%	140,704	108,715	-29%
STUDENT SERVICES	21,308	24	73,500	21,308	-245%	122,500	76,229	-61%	216,250	164,449	-31%
DINING*		50									
ATHLETIC	57,522	13.61	20,408	81,162	75%	34,013	88,056	61%	68,025	93,056	27%
HOUSING*	114,521	300	225,000	114,521	-96%	375,000	310,831	-21%	577,500	601,101	4%

*calculated at 50% capture rate

Space Utilization | 0-5 Year Priority Projects

Academic

Martin Hall

Martin Hall currently houses classroom and academic office space. It occupies a prime location in center campus. As such, its renovation is a key strategic change. The Master Plan calls for the reinvention of the center portion of the building as a portal, either open or glass enclosed, connecting lower and upper campus. The remainder of the building will be renovated for classroom, academic and administrative offices. The auditorium portion ('The Martin') will be retained and left intact or to be subdivided into two large classrooms spaces (one still functioning as a theater). In conjunction with this renovation, a lab connector addition will be added that joins Martin with Andrews Science. This connector will house nursing and laboratory sciences. Lab spaces should facilitate optimum class size, research areas for faculty and space for teaching assistants. The corner site allows for aligning floors and corridors while offering appropriate lab floor-to-floor dimensions. Accessible restrooms and stairs/elevator can be added to serve both renovated buildings as well as a centralized mechanical system.

Laboratories

The University is in need of reconfiguring their lab spaces in Andrews Science Building and Martin Hall to update equipment and

expand to meet the current teaching and research needs. Currently class sizes of 30 students are required to split into two labs sessions as the current laboratory facilities cannot accommodate the larger class sizes.

Hillside Academic / Residence

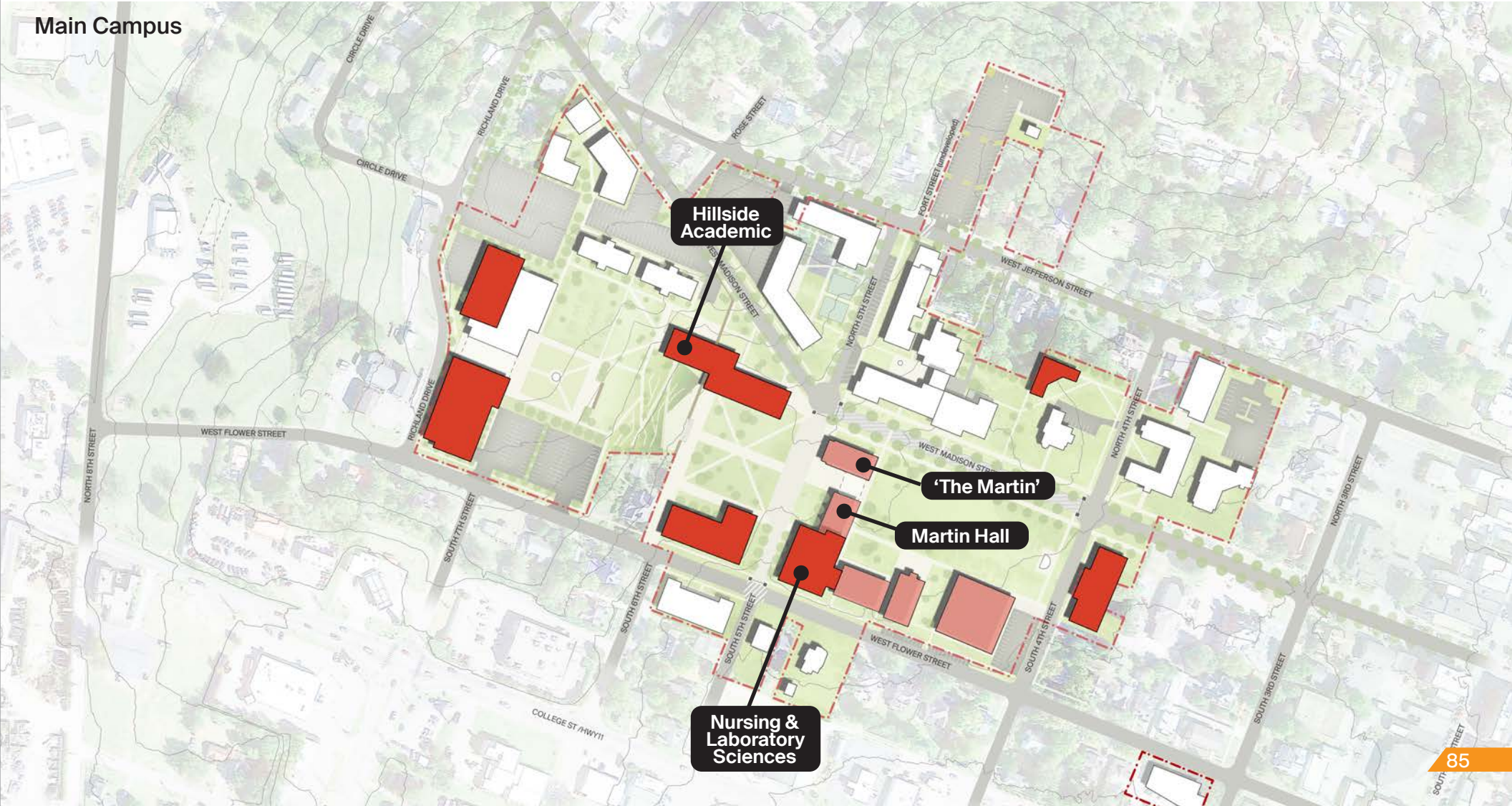
The Hillside building features a ground floor of academic classroom spaces that open to the plaza area. The ground level steps with the topography and provides ADA solutions for negotiating the hillside. The ground level will be constructed prior to the residential levels above it. The residential levels will be best suited for middle to upperclassmen as the housing is in an atypical setting away from living quads. The community formed in residential quads is helpful for underclassmen retention, but the central location the Hillside Residence offers upperclassmen easier access to academic and athletic facilities.

(left to right)

Concessions and poster previews at 'The Martin'

Laboratory in Andrews Science Building

Nursing simulation laboratory in Martin Hall



Space Utilization | 0-5 Year Priority Projects

Housing

The majority of required development to achieve the projected enrollment will be residential halls as there are currently only four residential buildings on main campus that are planned to remain. The university places a high value on the communities formed in residence halls and plans on selling the two houses.

All Residence Halls should offer programming that includes study areas, communal gathering spaces, and workout facilities. Each residence hall should allocate ~1,500 SF for a work out room in order to take pressure off the larger main athletic facilities. The open areas and quad spaces outside the residence halls should have outdoor gathering spaces with plenty of seating types and shade structures.

Campus Sitework

Hillside Quad & 5th Street Plaza

The grade at the central campus Hillside Quad is negotiated through programmatic interventions. A gradually ramping pathway that integrates into an amphitheater overlooking the plaza will encourage circulation through the landscape as well as provide outdoor gathering spaces.

Student Services & Administrative

Student Center

The new Student Center will be an extension of the existing Student Union. The Student Union will be renovated with an extension coming off the southern facade to connect a new Student Union. The Student Center will be a phased project - the extension and corner presence along West Madison Street and 5th Street will occur for the 0-5 year enrollment projects. As the student body grows, the Center will expand eastward.

The building should offer a mix of dining, lounge, and academic spaces. Flexible spaces should be prioritized in planning to accommodate the campus and students' changing needs with enrollment growth.

The 5th Street Plaza will be a flat area where student organizations and community groups can easily gather. Academic spaces and a residence hall are located on the plaza, allowing for interior programming to spill-out and utilize the outdoor area.

Road Closures

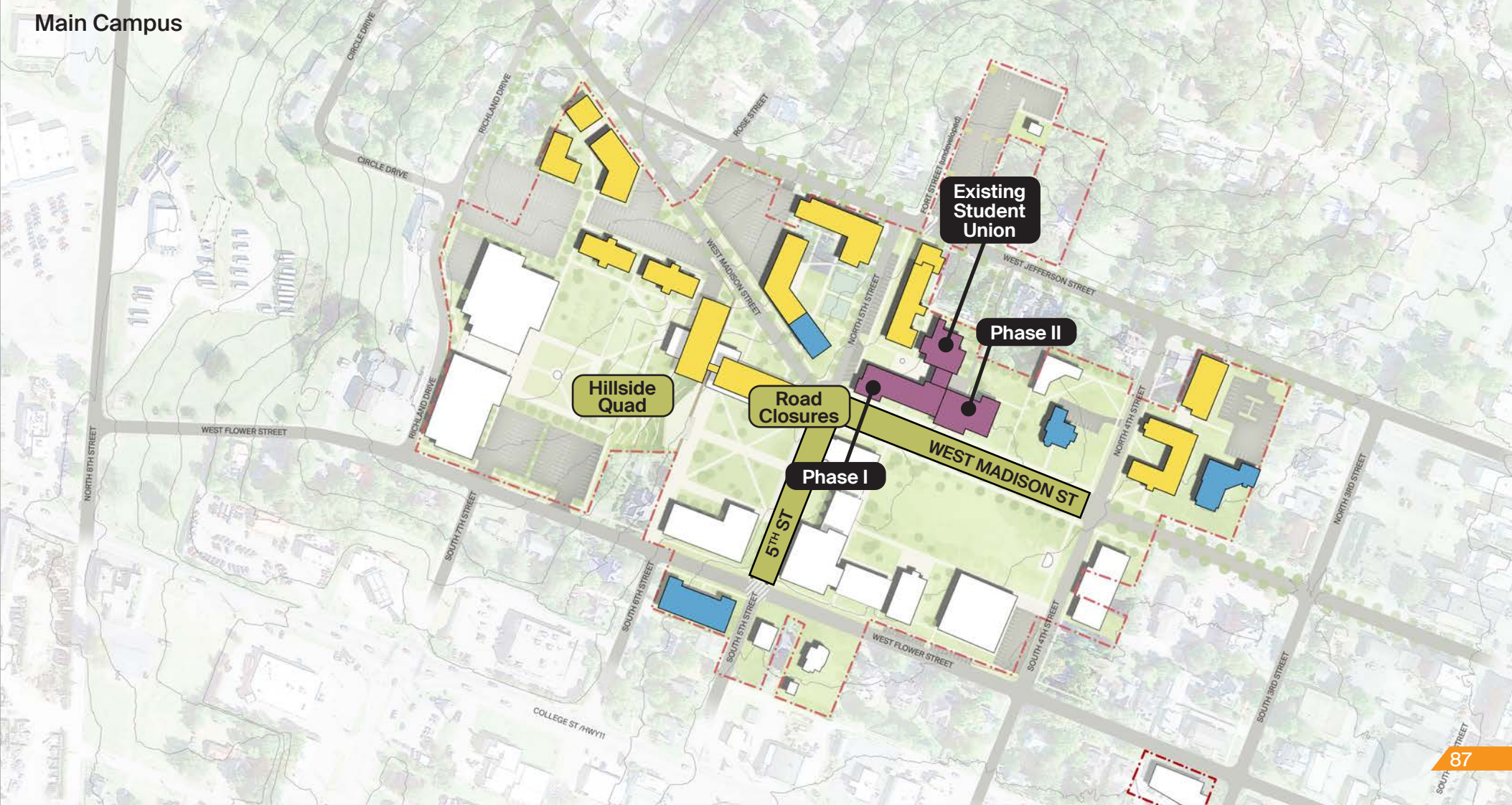
Closing 5th Street and West Madison Street is a potential collaboration with City of Pulaski that would enhance campus interconnectivity and pedestrian safety.

(left to right)

Main campus dining hall in the Student Center

Gathering space and kitchen in Criswell Residence Hall

Student Lounge in the Student Center



Space Utilization | 0-5 Year Priority Projects

Athletic

Auxiliary Gym & Curry Athletic Center Renovation

Given the importance of athletics on campus and the strain on current facilities, the new Auxiliary Gym will contain new basketball court, increased/updated seating, faculty offices, public restrooms, separate team locker/restrooms, concessions facilities, and storage. It will be built over structured parking to offset the displaced surface lot it replaces. The new building and the exiting Curry Center will be connected by a covered plaza, potentially glass enclosed that can serve as a prefunction and event space for the new gym and natatorium. It will also function like the Martin Hall portico to allow the visual and physical connection of the upper campus to the West Campus Expansion.

EAST CAMPUS IMPROVEMENTS

Existing Field House 1 Renovation & Expansion

Existing field house to be reworked to have optimized exercise area and player only restrooms and locker rooms. The Master Plan calls for a covered entry area for ticketing and shelter with a component for storage and/or ticketing/concessions.

Press Box, Bleachers and Dugouts

Along with the renovations to the existing Field House, the plan proposes a new two-story press box that includes concessions

stand, spectator restrooms and area for officials. The natural hillside will be claimed for bleacher seating for both baseball and softball.

Athletic Office & Classroom Building

Overlooking the fields, a new Athletic Classroom building will create a destination for student athletes as well as other students to utilize East Campus for classes, meetings and recreation. Coaches’ offices, restrooms and storage will also be part of the building program.

Field House 2

As a compliment to Field House 1 (performance training), the second building will be for team workouts and house locker rooms and restrooms adjacent to the soccer fields.

Performance Track

There is a desire to expand Track & Field offerings and have a competition rated track facility. The Master Plan highlights three potential scenarios:

- 1. Partnership with the city to renovate a shared facility
- 2. A partnership with the high school to have a shared facility
- 3. Consider future locations for a dedicated university facility

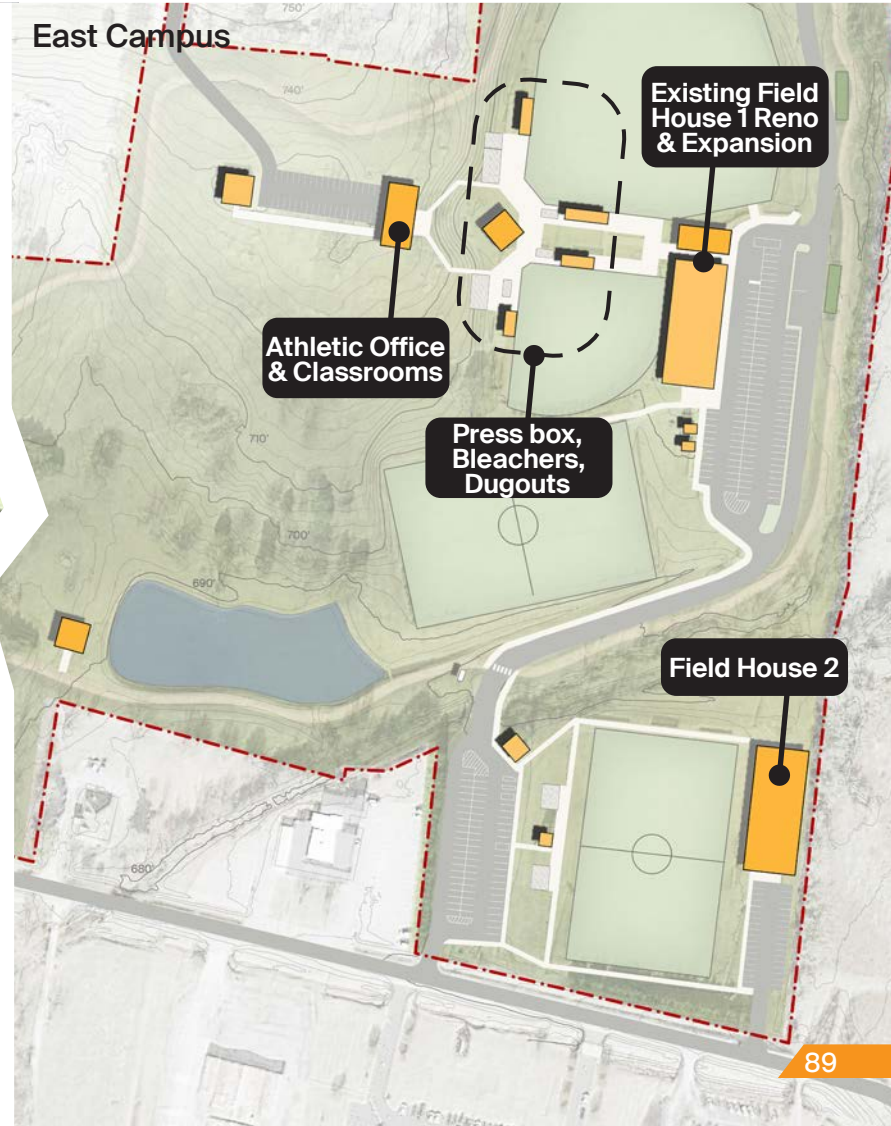
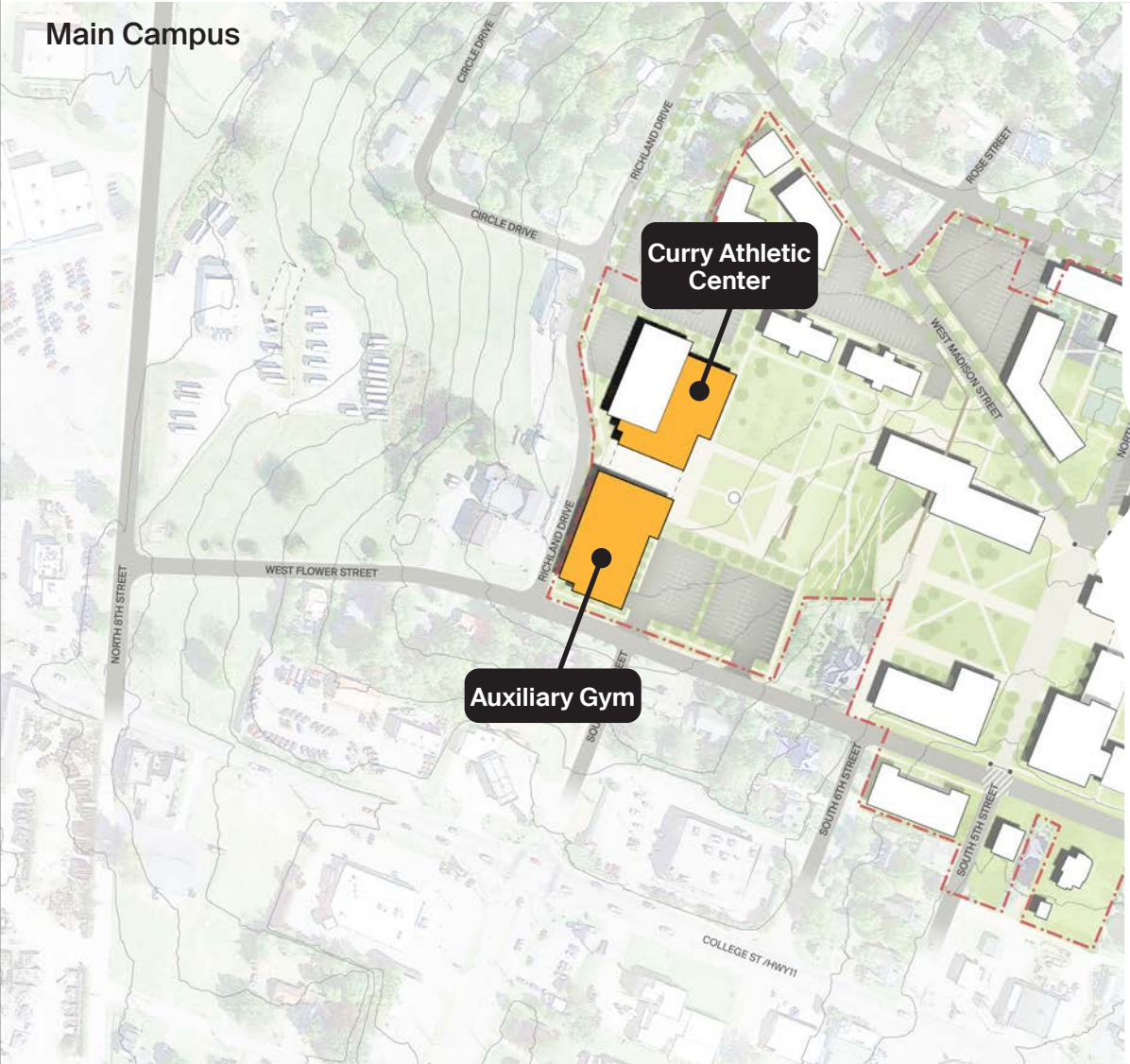
Given constraints on both main campus and east campus, the Master Plan does not identify a location for this facility.

(left to right)

Gymnasium with second floor track in Curry Athletic Center

Physical therapy and treatment room in main campus

Coaches’ offices and storage at East Campus





create unity through teamwork

5

PHASING & IMPLEMENTATION



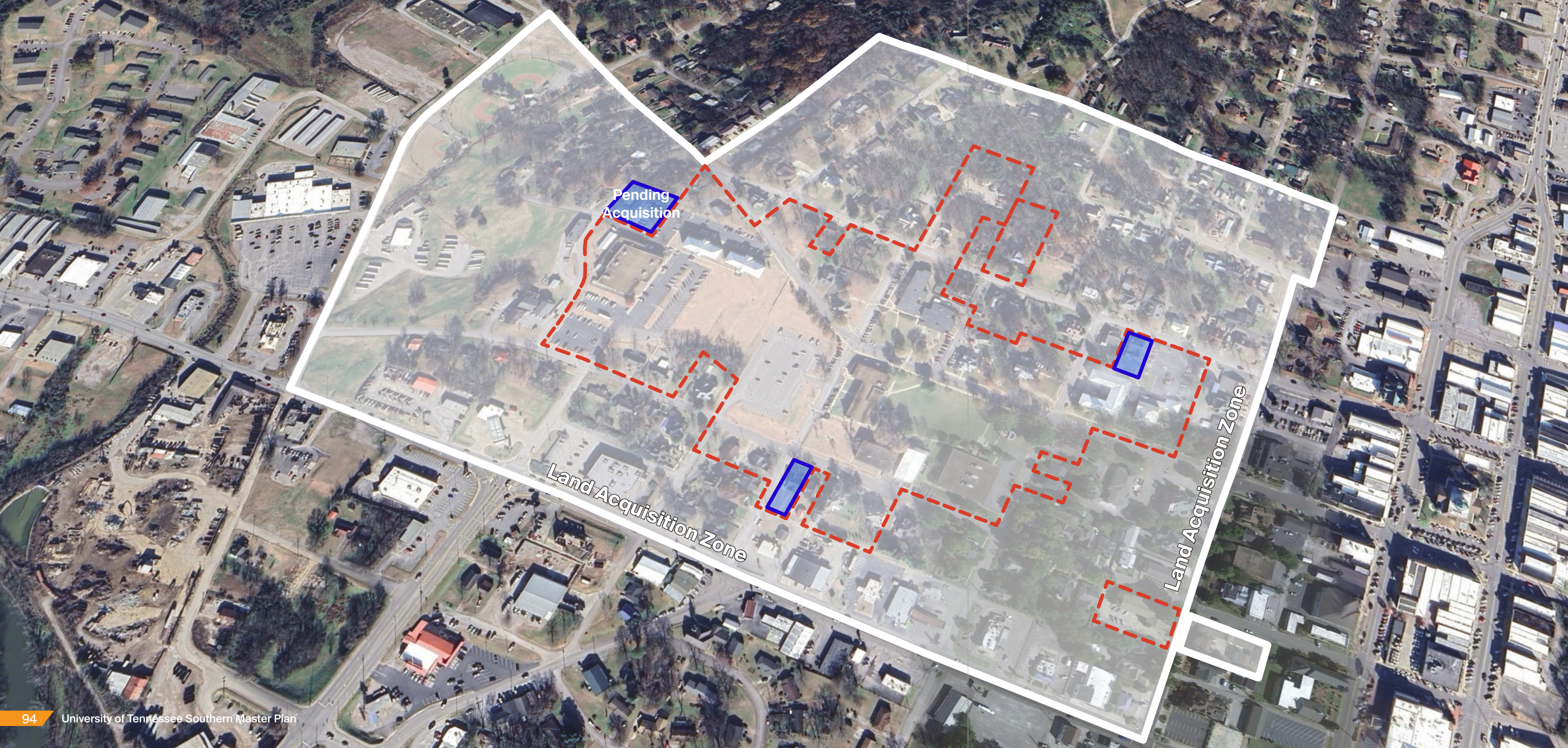
Priority Projects

The four highlighted priority projects are catalyst buildings needed to encourage enrollment growth. Focusing on additional academic and laboratory spaces to complete the Campus Green and expanding on the existing Student Union will be most important to meet teaching demands and student needs. These projects will aid in attracting and retaining students and set the stage for further campus development.

The priority projects are those required to meet 1,500 students, 5-10 year projects are those required to meet 2,500 students, and 10+ year projects meet 5,000 students.

- a** Martin-Andrews Nursing & Laboratory Sciences
- b** Hillside Academic & Residence
- c** Student Center
- d** Auxiliary Gym & Curry Renovation

- 0-5 Year (Priority Projects a-d)
- 5-10 Year
- 10+ Year



Main Campus - Land Acquisition Zone

UT Southern's campus is currently centralized around West Madison Street. In order to accommodate a larger student body adjacent properties will need to be acquired. As the projected growth is phased so can the land acquisition be prioritized.

A land acquisition strategy to create a campus boundary via strengthening the edges of campus will serve as a guiding principle. This strategy creates two edges with an axial approach that infills properties along West Madison Street. The campus layout is linear to organize the landscape and direct people through. Establishing West Jefferson and West Flower Streets as boundaries will aid in a clear organization.

- Foundation
- University



East Campus - Land Acquisition Zone

The East Campus received no changes to its property boundary.

- Foundation
- University



Elkton Parcel - Land Acquisition Zone

The 600-acre Elkton Parcel received no changes to its property boundary.

-  Foundation
-  University



Parking

The existing parking ratio on campus is 0.48 spaces per student. Parking below new buildings should be considered where applicable to help achieve a ratio closer to the existing ratio as parking areas increasingly become a premium when the campus expands.

Public street parking exists throughout and around the campus, providing additional spaces. Surrounding land serves as a candidate for additional parking if acquired.

Existing Parking	651 Spaces
Existing to Remain	151 Spaces
New	414 Spaces
	- 86 Spaces
	± 565 Total Spaces*

*Does not include street parking

Campus Utilities

Utility Distribution Systems provide domestic water, natural gas, telecommunications, steam, chilled water, electricity, and compressed air through an interconnected system that allows minimal impacts to building operations while providing a proactive approach to support the future needs of the UT Southern Campus. Implementation of utility corridors on campus will deliver grouped utility lines in a single accessible space which reduces or eliminates conflicts between service lines, trenching for future distribution lines and manholes. Additional benefits include diminished disruptions to vehicular traffic and surface activities when systems require repair or upgrades. A comprehensive plan will coordinate with Mechanical, Electrical, Plumbing and UT Southern personnel to provide a comprehensive public and private utility plan to accommodate the existing and future development needs of the UT Southern campus.

Stormwater mitigation measures will be explored with the preferred method of gravity conveyance through a network of underground pipes. Low impact and green-design methods will also be evaluated and utilized per Agency's Having Jurisdiction (AHJ's) requirements. Future campus expansion projects should incorporate integrated stormwater strategies to mitigate the effects of increased site imperviousness to existing drainage systems. Stormwater strategies can help reduce the rate and volume of runoff, as well as remove pollutants to protect receiving waters. To be successful, strategies should be designed into a project early in the conceptual phase.

Effective stormwater strategies can include:

- Bioretention Areas and Rain Gardens
- Pervious Pavements
- Green Roofs
- Water Re-use Cisterns
- Wetlands and Ponds

Final design should take into account project site characteristics including subterranean soil characteristics, groundwater table and rock depth. A long term maintenance strategy is also important to insure stormwater facilities continue to function as designed.

a UDS system is a proactive approach to utility operations as it has minimal impact to building operations

Permeable pavers in parking areas and bio-retention basins are effective methods to provide water quality and water quantity reduction. The bio-retention area(s) primarily provide water quality treatment by filtration through an engineered soil medium which is then infiltrated into the subsoil. Utilization of bio-retention area(s) provides reduction of stormwater runoff volume, reduces the peak discharge rate, lowers Total Suspended Solids (TSS), decreases pollutant loading, lessens stormwater runoff temperature, and diminishes heat island effects. Bio-retention area(s) also provide habitat creation, enhances site aesthetics and prompts groundwater recharge efforts. Permeable pavers will be utilized to treat rainwater that falls primarily upon the pavement surface. Permeable pavers provide stormwater runoff storage volume to reduce peak flows of the developed site below flows generated by existing conditions. Permeable pavement allows stormwater runoff to filter through voids in the pavement surface into an underlying stone reservoir where it is temporarily stored and infiltrated back into the subsoil. Benefits of permeable pavers include reduction of stormwater runoff volume, stormwater quality treatment, and stimulates groundwater recharge.

Rainwater harvesting and storage via an above ground retention pond or underground cistern can be used for irrigation, toilet flushing, dust control, soil compaction and fire protection.

Sanitary Sewer system(s) shall be separate from stormwater conveyance and designed as gravity systems unless topographic conditions won't allow. Pressurized sanitary networks are less desirable from a cost and maintenance standpoint and will only be implemented if necessary.

Domestic water will be provided by Pulaski Public Utilities which can supply a maximum service allowance of 4.8 Mgal/d per their flow data. Currently there are 2 (two) storage tanks for domestic water on-site and per Pulaski Public Utility personnel, a robust existing underground connection network to supply the existing and future domestic water needs of UT Southern's campus.

Geothermal is actively being used in the Andrews Science Building and Gault Fine Arts Building with potential to expand the geothermal field for proposed structures on the academic quad. Geothermal is a reliable, environmentally friendly, renewable, sustainable alternative to traditional heating and cooling methods.

Natural gas is provided and plentiful per Pulaski Public Utilities. The system is supplied by 2 (two) sources which provide redundancy and abundance.

Plumbing

Almost 40% of the existing buildings were built before 1970. Based on facility survey reports buildings show range of plumbing from good to recommend budget for replacement. Buildings with cast iron or galvanized piping more than 50 years are most likely in need of major repair or replacement. All new plumbing should meet UT design standards. Fixtures should be battery operated and low flow.

Consideration should be given to water re-use strategies such as storm water collection for re-use for irrigation or cooling tower make-up.

No indication of pressure issues with the existing utility has been discussed; therefore, the assumption is that all new facilities would utilize commercial fixates with flush valves. Older existing residential style construction will most likely need to use tank type toilets.

Fire Protection

Multiple existing buildings are currently un-sprinklered including residence halls. Code does not require existing systems to be upgraded. However, under existing codes any residence hall would require sprinklers. Sprinkering any currently un-sprinklered residence halls should be a priority as part of any upgrade of the existing residence halls. All new buildings shall have sprinkler protection designed in accordance with NFPA-13 and adopted state codes. A new sprinkler and fire alarm system is being installed in Upperman Residence Hall.

Proposed buildings in master plan are not of sufficient height to mandate the need for a central fire pump loop or a fire pump (most are 3 stories or less). Each building shall be evaluated based on available city pressure. Buildings 4 levels or taller or where the highest floor is 30 ft above fire department access, may need a fire pump to meet standpipe requirements. Consideration should be given for any group of taller buildings to share a fire pump system.

Telecommunications

The existing telecommunications campus infrastructure at UT Southern consists of various counts of voice grade copper cabling and single mode and multimode fiber optic cabling along with numerous hand holes, pedestals, and pull points throughout the campus. The network architecture supports a completely scalable model.

The existing fiber optic cabling campus infrastructure seems to be functioning properly and is of sufficient strand count to meet the current needs of the university.

Each of the proposed building locations already have network infrastructure routed to them or near the proposed location. For those that are physically new buildings, those structures will need to have a minimum of 2-4” conduits routed from the nearest communications handhole, typically <450 from the proposed building.

The existing fiber optic infrastructure is sufficient for the current needs of the university however it is recommended the fiber optic strand count increase to meet the future needs of having multiple networks operating concurrently on campus. It is also recommended that the university continue to install both single mode and multi-mode fiber optic cable to meet the diverse needs of the networks such as Building Automation, Fire Alarm, Safety & Security, and potentially a guest wireless network.

Shifting functions to VOIP could add to the load currently carried by the fiber optic network however the use of Single Mode fiber optic cable renders any concern about overloading, mute. Multiple networks are likely to be created to carry different network/solution traffic. Network segregation may be required to ensure cybersecurity concerns are considered especially on the primary network.

Mechanical Systems

The existing buildings are primarily stand-alone packaged HVAC equipment and are not connected to a common central system. Most of these systems are lower life expectancy type HVAC systems (15 years or less) consisting of split units, packaged units and PTAC units. Facility surveys by others show a wide range of HVAC unit conditions from poor to recently replaced in the past 5 years.

The university’s preference is not to utilize a central hot or chilled water system and would not be opposed to a system that could feed a localized group of buildings. The campus does have two buildings that are geothermal and a building using chilled water.

There are not any specific standards for UT Southern but the general University of TN standards call for systems that have long life expectancy of 30 years. Systems with this level of life expectancy are going to typically be water-based systems such as Chilled Water or Geothermal. However, these systems have the highest first cost.

The following table provides a high level of estimated cooling and heating needs and associated space requirements for a geothermal field or central plant mechanical space.

MASTER PLAN MECHANICAL ESTIMATES					
	CURRENT (SF)	PH1 ADDED (SF)	PH1 TOTAL (SF)	PH2 ADDED (SF)	PH2 TOTAL (SF)
BUILDING SF	306,124.00	588,405.00	894,529.00	611,780.00	1,506,309.00
APPROX. DIVERSIFIED TONS 400 SF/TON	765	1,471	2,236	1,529	3,766
APPROX. DIVERSIFIED TONS 500 SF/TON	612	1,177	1,789	1,224	3,013
APPROX HEATING LOAD MBH @ 30BTU/SF	9,184	17,652	26,836	18,353	45,189
GEOTHERMAL FIELD ESTIMATE					
APPROX. 500FT GEOTHERMAL BORES @ 200LF/TON	306	588	895	612	1,506
APPROX. SF GEOTHERMAL FIELD (HIGH EST.)	122,450	235,362	357,812	244,712	602,524
APPROX. SF GEOTHERMAL FIELD (LOW EST.)	97,960	188,290	286,249	195,770	482,019
OPEN GREEN AREA AND PARKING LOT PH2	293,227	293,227	293,227	293,227	293,227
ACRES OF LAND (HIGH EST.)	2.81	5.40	8.21	5.62	13.83
CENTRAL PLANT MECH. SPACE ESTIMATE					
CENTRAL CHW PLANT					10,000 SF
CENTRAL HW PLANT					8,500 SF
TOTAL					18,500 SF

water-based and geothermal systems are the primary mechanical systems to consider

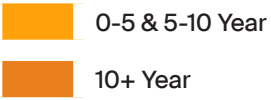
The proposed future master plan has about 50% of the required space for all the buildings should a geothermal system be chosen. This gives a strong chance of geothermal working for buildings adjacent to the larger open spaces but not for the entire campus. In the initial meetings, the campus mentioned they did not see the need for a central HVAC distribution system. At the current size of the campus and size of the campus buildings we agree that would not be a typical system for a campus this size. However, a university the size of Phase 2, a central system would be a typical option. Some, advantages of a central system include more localized maintenance to one location, keeping noisy chillers and other equipment away from the occupied buildings, ability to have lower interruptible gas utility rates, and better overall peak efficiency for larger water cooled chillers (0.56 kw/ton vs 1.2 kw/ton). Additionally, the land space for the central system option will be less than geothermal. Central system also allows options for heat recovery from the cooling system. Some cons of a central system is they can require a more technical maintenance staff as well as higher first costs, but we would expect geothermal to have an even

higher cost. In the near-term new construction projects and major upgrades systems should be considered that are longer service life equipment and systems that could be expandable to other buildings or a future campus central system. Since there is not enough available land for a complete geothermal system, geothermal should be considered only as life cycle cost effective for buildings adjacent to permanent open spaces.

The campus utilizes a central HVAC Controls / Energy Management System. Our understanding is the current system provider has had issues with responsiveness. As part of the long-term masterplan we would recommend all future projects utilize a BACnet based controls system to allow for future interoperability or different manufacturers. Other considerations would be to allow multiple manufacturers on the same campus to keep competitive bidding.

All new construction shall meet current University of Tennessee Design criteria and the State HPBr guidelines.

IMPLEMENTATION PLAN



Cost Estimating

The driver for the phasing and implementation of the master plan relies on elevating all programs concurrently so that development of all program types is always in alignment. The benchmarking budgets utilizes Q2 2024 dollars based on the Pulaski locale. The interspersed programming found throughout campus [ex: workout rooms and classroom spaces in the residence halls, classrooms within athletic facilities] aids in funding strategies. There are also many bespoke moments [‘The Perch’, amphitheater, hillside bleachers, trail pavilion] that are potential donor opportunities.

0-5 YEAR (PRIORITY)

defined as the infrastructure that will be required to support an enrollment of 1,500 students.

5-10 YEAR

defined as the infrastructure that will be required to support an enrollment of 2,500 students.

10+ YEAR

defined as the infrastructure that will be required to support an enrollment of 5,000 students.

EAST CAMPUS

The athletic facilities on East Campus will need additional infrastructure to support the growth on main campus and prioritization of those projects were given in consideration of those projected enrollment numbers.

0-5 YEAR [1,500 STUDENTS] - PRIORITY PROJECTS



	**Demo [GSF]	Reno [GSF]	New [GSF]	Unit [\$/SF]	*Construction Cost
--	--	--	---	--	--

Academic

A1	Martin-Andrews Science Hub	4,500	17,662	36,780	\$555 RENO \$780 NEW	**\$38,490,810
A2	Hillside Academic			22,180	\$656	\$14,550,080

Housing (~200-300 sf/bed | additional sf provided for community spaces)

10	Criswell Hall		20,533		\$325	\$6,673,225
H1	Hillside Resi. Hall A (80-120 Beds)			32,820	\$580	\$19,035,600
H2	Hillside Resi. Hall B (80-120 Beds)			33,450	\$580	\$19,401,000
H3	Residential Hall 3 (80-120 Beds)			21,570	\$580	\$12,510,600
H4	Residential Hall 4 (80-120 Beds)			33,000	\$580	\$19,140,000

Athletic

T1	Auxiliary Gym			23,610	\$630	\$14,874,300
----	---------------	--	--	--------	-------	--------------

Student Services / Alumni

S1	Student Union Addition			48,000	\$635	\$30,480,000
----	------------------------	--	--	--------	-------	--------------

*Cost estimates based on Q2 2024 dollars
**Demolition pricing not included in estimate

Academic						
5	Criminal Justice	2,550				
23	Art Studio	2,044				
A3	4th Street Academic			35,940	\$780	\$28,033,200
A4	Art Studio			7,700	\$780	\$6,006,000
A5	Plaza Academic			45,960	\$780	\$35,848,800
A6	Physiology Academic			23,610	\$780	\$18,415,800
A7	Curry Center 2 nd Floor Infill		15,000		\$355	\$5,325,000

11	Upperman Hall		37,901		\$325	\$12,317,825
12	Oakwood Student Apts	12,076				
13	Residential Housing-1	3,061				
14	Residential Housing-2	2,028				
H5	Residential Hall 5 (80-120 Beds)			45,630	\$580	\$26,465,400
H6	Residential Hall 6 (80-120 Beds)			40,360	\$580	\$23,408,800
H7	Residential Hall 7 (80-120 Beds)			32,820	\$580	\$19,035,600
H8	Residential Hall 8 (80-120 Beds)			33,450	\$580	\$19,401,000
H9	Residential Hall 9 (80-120 Beds)			20,175	\$580	\$11,701,500

T2	Curry Athletic Center		20,000		\$325	\$6,500,000
-----------	-----------------------	--	--------	--	-------	-------------

*Cost estimates based on Q2 2024 dollars
**Demolition pricing not included in estimate

Site						
1	Street Closures			28,290	\$30	\$848,700
2	Hillside amphitheater			21,750	\$275	\$5,981,250

17	Turner Building	5,020				
D1	Administrative 1			22,080	\$635	\$14,020,800

20	20	Maintenance Shop relocated	2,406		2,500	\$425	\$1,062,500
	1a	Auxiliary Gym LL Parking			25,880	\$225	\$5,823,000
	1b	Auxiliary Gym Surface Parking			37,200	\$35	\$1,302,000
	2	Flat Surface Parking			39,600	\$35	\$1,386,00
	3	Sloped Surface Parking			29,000	\$35	\$1,015,000
	4	Flat Surface Parking			36,600	\$35	\$1,281,000

25	Campus Safety & Security	2,833				
16	Student Resource Center	2,079				
26	UTS Clinic	2,023				
S2	Student Union		12,305		\$325	\$3,999,125
S3	Grissom Gazebo		500		\$325	\$162,500



	**Demo [GSF]	Reno [GSF]	New [GSF]	Unit [\$/SF]	*Construction Cost
--	--	--------------------------------------	-------------------------------------	--	--

Administrative

D3	Administrative 3			34,920	\$635	\$22,174,200
----	------------------	--	--	--------	-------	--------------

Student Services / Alumni

22	Student Life Center	4,400				
S1	Student Union 2 nd Addition			36,800	\$635	\$23,368,000

Misc

5	Flat Surface Parking			17,500	\$35	\$612,500
---	----------------------	--	--	--------	------	-----------

*Cost estimates based on Q2 2024 dollars
**Demolition pricing not included in estimate

0-5 & 5-10 YEAR [EAST CAMPUS]



	**Demo [GSF]	Reno [GSF]	New [GSF]	Unit [\$/SF]	*Construction Cost
--	---	---	--	---	---

Academic

A1	Athletic Classroom & Offices			6,000	\$655	\$5,895,000
--------------------------	------------------------------	--	--	-------	-------	-------------

Athletic

1	Indoor Practice Facility		15,500		\$325	\$5,037,500
2	Dugouts		4,000		\$325	\$1,300,000
T2	Athletic Classroom & Offices			3,000	\$655	\$1,965,000
3	Pressboxes	460				
T3	Pressbox			4,200	\$630	\$2,646,00

Site

X1	Hillside Bleachers			5,000	\$50	\$25,000
--------------------------	--------------------	--	--	-------	------	----------

Misc

1	Flat Surface Parking			17,500	\$35	\$612,500
	Charter Bus Parking		3,810		\$35	\$133,350

*Cost estimates based on Q2 2024 dollars
**Demolition pricing not included in estimate

10+ YEAR [EAST CAMPUS]



	**Demo [GSF]	Reno [GSF]	New [GSF]	Unit [\$/SF]	*Construction Cost
--	---	---	--	---	---

Academic

A2	Performance Facility Classrooms			3,000	\$780	\$2,340,000
--------------------------	---------------------------------	--	--	-------	-------	-------------

Athletic

H10	Performance Facility			12,500	\$630	\$7,875,000
H11	Running Trail Pavilion			1,500	\$630	\$945,000

*Cost estimates based on Q2 2024 dollars
**Demolition pricing not included in estimate

*Budget estimates based on 2024 dollars



6

APPENDIX

- Stakeholder Feedback
- Facility Conditions Assessment
- Estimate
- Schedule D
- Hastings Area Calculations
- THEC Workbook

Stakeholder Feedback

The Project Team developed a list of 24 potential Conceptual Initiatives (including current assets, new facilities, and operational components) which encompassed a wide variety of areas of improvement for campus. The list of initiatives is intentionally general as the Project Team is not defining individual projects at this point, rather identifying areas that the institution should focus on and advance into the planning phase. However, in the future UT Southern may utilize the Initiative Prioritization tool to test the relative value of specific projects under consideration.

Conceptual Initiatives	
1	Lab / Research Space Improvements
2	Library Improvements
3	General Classroom Space Improvements
4	Housing Improvements
5	Academic Support / Tutoring Improvements
6	Student Support Services Improvements
7	Campus Meeting / Conference Space
8	Recreation Center Improvements
9	Student Health & Wellness Improvements
10	Campus IT Infrastructure Upgrades
11	Dining Program Upgrades
12	Campus Gateways / Entry Sequence Improvements
13	Campus Grounds / Landscape Improvements
14	Welcome / Admissions Center
15	Indoor Athletic Space Improvements
16	Outdoor Recreation Fields Improvements
17	Student Center Modernization
18	Bookstore Improvements
19	Building Systems / Sustainability Improvements
20	Campus Edge Improvements
21	Campus Safety / Security Improvements
22	Campus Wayfinding Consistency & Branding
23	Central Plant / Utility Distribution Improvements
24	Campus Parking Improvements



Each Initiative was given an Asset Impact Score based on its ability to positively impact each of the sixteen questions posed during the work session. Each of the scores was weighted by the perceived gap identified for that Strategic Objective in the Gap Analysis. Each initiative then received a combined total score and rank by total potential impact. This initial ranking provided insight into the projects which may have the most potential impact across all Outcome Categories.

RANK	Conceptual Initiatives	TOTAL SCORE
1	Housing Improvements	55
1	Dining Program Upgrades	55
3	Recreation Center Improvements	54
4	Student Center Modernization	53
4	Lab / Research Space Improvements	53
6	General Classroom Space Improvements	51
7	Indoor Athletic Space Improvements	49
8	Campus Grounds / Landscape Improvements	41
8	Campus Edge Improvements	41
10	Welcome / Admissions Center	39
11	Academic Support / Tutoring Improvements	36
12	Library Improvements	34
12	Campus Meeting / Conference Space	34
14	Central Plant / Utility Distribution Improvements	33
14	Building Systems / Sustainability Improvements	33
14	Outdoor Recreation Fields Improvements	33
14	Student Health & Wellness Improvements	33
14	Student Support Services Improvements	33
19	Bookstore Improvements	29
19	Campus Gateways / Entry Sequence Improvements	29
21	Campus Parking Improvements	25
22	Campus Wayfinding Consistency & Branding	21
22	Campus IT Infrastructure Upgrades	21
24	Campus Safety / Security Improvements	16



Based upon preliminary scores developed by the Project Team, the following initiatives ranked highest, meaning these improvements they would be most impactful in advancing UT Southern to achieving the desired strategic objectives:

- Housing Improvements*
- Dining Program Upgrades*
- Recreation Center Improvements*
- Student Center Modernization*
- Nursing & Laboratory Science Building*
- General Classroom Space Improvements*
- Indoor Athletic Space Improvements*

The process, findings, and recommendations outlined in this document provide UT Southern with a framework to support sound decision-making that is grounded in the permanent ideals of the institution. The plan allows UT Southern to confidently chart the course for the coming decades.

