

# University of Tennessee, Knoxville Master Plan

Chancellor Donde Plowman

**The University of Tennessee, Knoxville  
is a university on the rise.**

**Research**  
**Athletics**  
**Alumni and donor support**  
**Enrollment**  
**Student success**  
**Academic recognition**  
**and more**

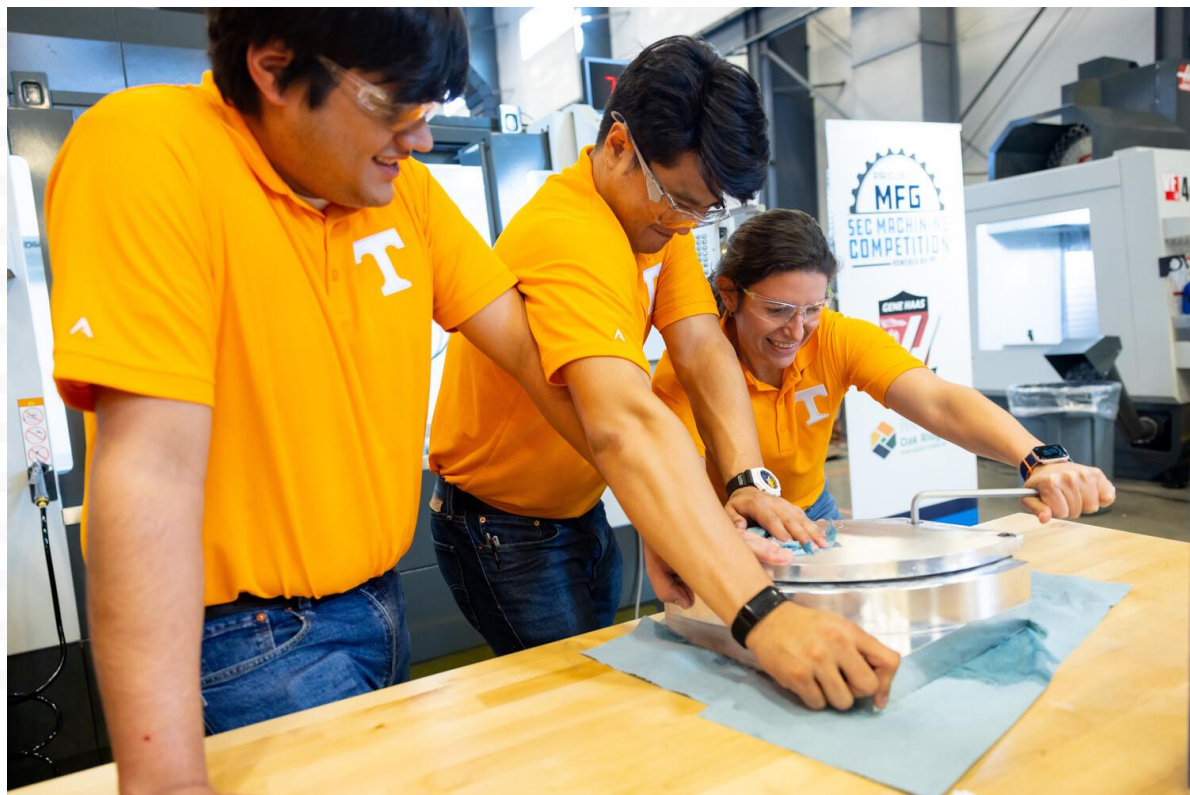


## Strategic Vision

1. Cultivating the Volunteer Experience
2. Conducting research that makes life and lives better
3. Ensuring a culture where Vol is a Verb
4. Making ourselves nimble and adaptable
5. Embodying the modern R1 land-grant university



**Why should UT grow?**



## Because it's good for **Tennessee.**

**70%**

Businesses said there is insufficient supply of trained workers in Tennessee.

**18%**

Growth rate of jobs requiring bachelor's degree—higher than any other education sector.

**3.4%**

Tennessee unemployment rate



Because it's good  
for **people.**

Those with a college degree are more likely to be employed, have improved health, give back through charitable donations, and send their children to college.

**\$3.7M**

Total lifetime earnings with a bachelor's degree, **\$1.5 million** more than high school diploma alone.



## Preparing for the future

The pipeline of high school graduates in Tennessee is shrinking—a product of both a change in demographics and behavior.

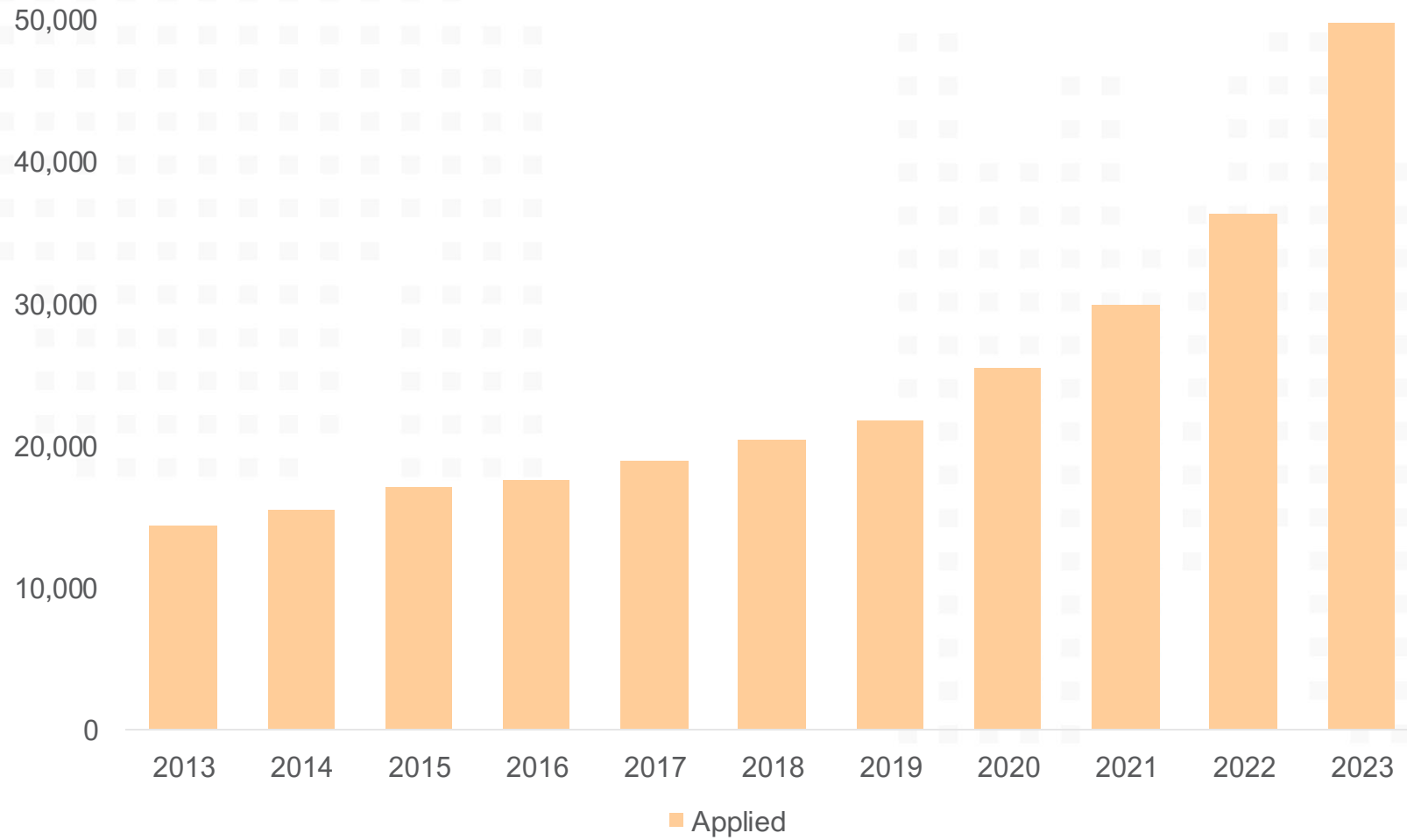
**-16%**

Projected decline in high school graduates between 2016 peak and 2030 low.

**53%**

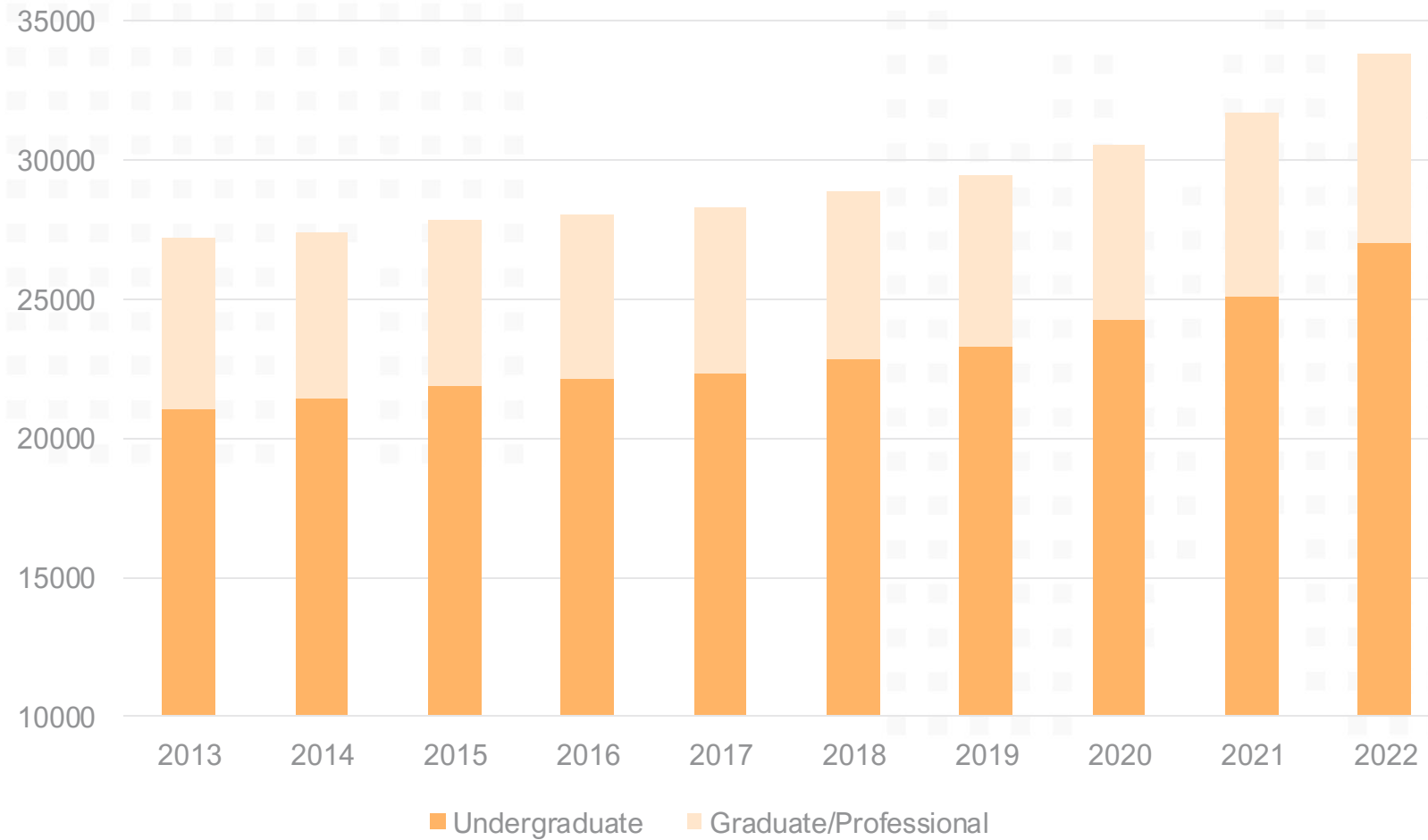
college-going rate in 2021, down from 64% in 2017.

# 10-year Application Growth





# 10-year Enrollment Growth







## Student Success

UT's innovative approach shows even large universities can create a personalized experience that keeps students engaged and on track to graduate.

**89%**

Retention  
Rate

**73%**

Graduation  
rate

**90%**

Positive career  
outcomes



## Master Plan + Growth

As the university has grown, so have the needs on our campus. The master plan has been designed to address the growth.

- Housing
- Classrooms
- Labs
- Partnership & collaboration space





## Housing

Housing plans span both an immediate need to catch up with existing growth and a goal of 11,000 beds by 2030.

- Roughly half of our housing inventory needs to be renovated or replaced.
- 5,000 new & replacement beds needed
  - Public-private partnerships
  - Master-leasing

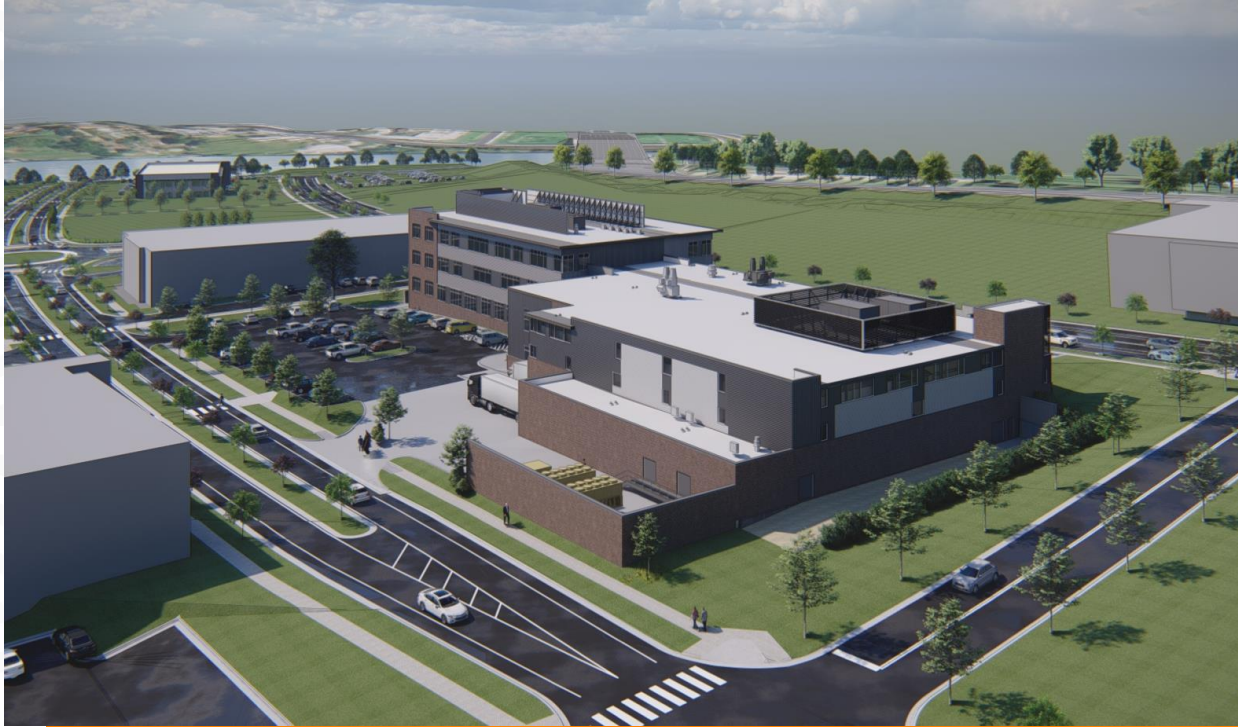


## Classrooms & Labs

We have needs to support both program growth and general education courses.

- Haslam Business Building
- Chemistry Building
- General education buildings for humanities and social sciences





## Research Partner and Collaboration Spaces

UT Knoxville is critical to growing and supporting Tennessee's innovation economy. We have partnerships with ORNL, Volkswagen, AT&T and more.

- Faculty collaboration space to support interdisciplinary work
- Innovation spaces and labs for faculty researchers and industry partners to work together



## On-going considerations

- Parking study
- Funding model





## Meeting Growth

The master plan is a major component of the university's response to the growth the UT is already experiencing. Other actions include:

- Faculty hiring
- Immediate housing plan
- Buildings already funded and underway: Croley Nursing, Haslam Business, Innovation South, Energy & Environmental Science, Vet Med





THE UNIVERSITY OF  
**TENNESSEE**  
KNOXVILLE



# Master Plan Board of Trustees Meeting

February 23-24, 2023

AYERS  
SAINT  
GROSS



# Master Plan Process

**5** stage process  
over 16 months

**6** cross-disciplinary  
design sessions

**30+** listening  
sessions

**6** open  
forums

**4000+** survey  
participants



## Observe and Analyze

### Workshops 1-3

- Campus tours and interviews
- Existing conditions assessment
- Define goals and objectives

## Envision

### Workshop 4

- Programmatic drivers
- Concept framework

## Generate

### Workshops 5-7

- Scenario planning for campus precincts and systems

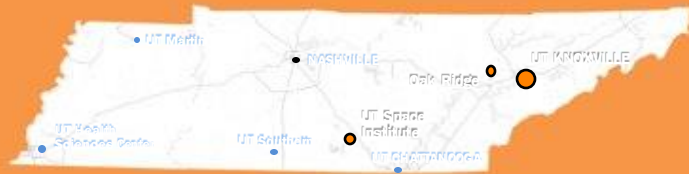
## Synthesize

### Workshop 8 – 10

- Synthesize preferred alternatives
- Develop implementation plan
- Campus open forum
- Final report

# What defines this master plan?

**A Commitment to serve all Tennesseans as a land grant University**



## Alignment with the Strategic Plan Goals

Cultivating the Volunteer Experience

Conducting Research that Makes Life & Lives Better

Ensuring a Culture Where VOL is a Verb

Making Ourselves Nimble & Adaptable

Embodying the Modern R1, Land-Grant University

## Physical Drivers



Improve gateways, edges, access, and first impression



Create a safe and accessible pedestrian-friendly campus



Ensure a sustainable strategy for parking



Create stronger campus connections



Improve connections to the community, downtown, and the river

# Space Drivers: Growth and Renewal

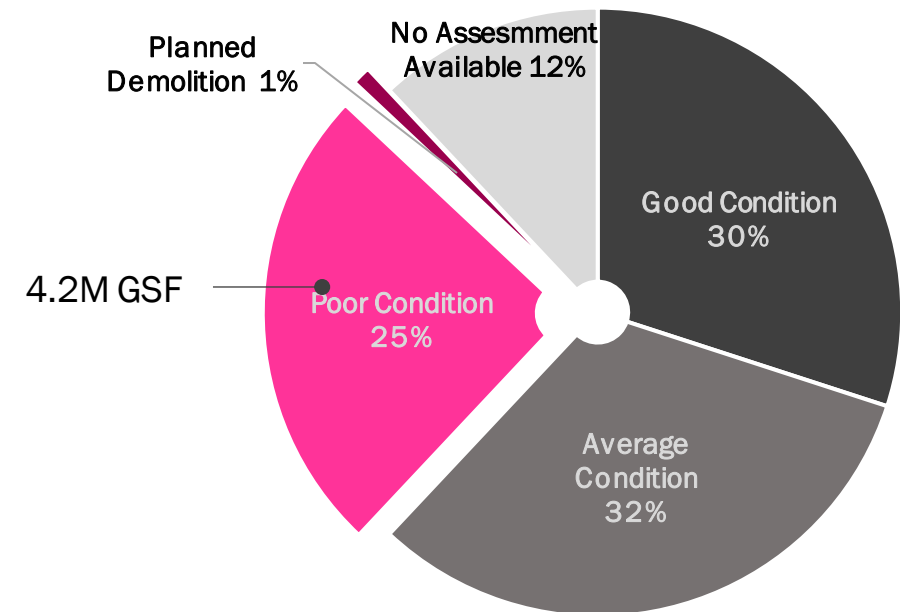
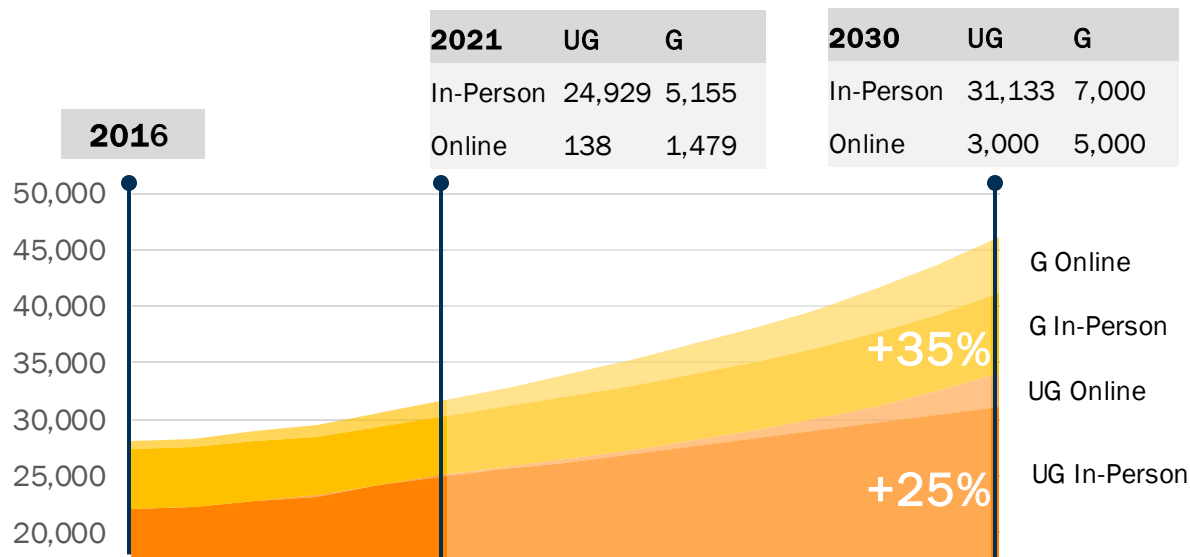
## Key programs driving growth

- Student housing demand
- Collaboration, study, and recreation space
- STEM instructional labs and maker spaces
- Haslam College of Business expansion
- Research

## Facility condition and program alignment

- Outdated facilities limit programs and impact student experience
- 265,000 GSF of demolition related to funded or in construction projects
- 4.2m GSF of space in poor condition

## Enrollments



# Space Findings

**Student Housing**  
5,000 beds  
(new and replacement)  
needed through 2030

NASF quantities are  
rounded individually to  
the nearest 100

Percentages represent  
the surplus/need as a  
percentage of the  
existing space

Legend
SURPLUS
IN BALANCE
NEED

Fall 2021  
(30,084 in-person enrollment)

Fall 2030  
(38,133 in-person enrollment)

Academic, Research, Office	Existing	Modeled	Difference	%	Existing + Planned Construction	Modeled	Difference	%	Equiv FICM
I - Classrooms	360,700	344,100	16,600	5%	427,700	434,700	(7,000)	-2%	1xx
II - Lab / Studio	289,600	237,600	52,000	18%	336,500	312,900	23,600	7%	210, 215
III - Open Lab	95,500	146,100	(50,600)	-53%	123,200	179,100	(55,900)	-45%	220, 225
IV - Research	598,500	646,800	(48,300)	-8%	654,300	980,700	(326,400)	-50%	250, 255
V - Office	1,434,000	1,062,490	371,500	26%	1,492,100	1,486,160	5,940	0%	3xx
VI - Library	350,700	281,400	69,300	20%	350,400	291,600	58,800	17%	4xx
VII - Phys Ed	265,700	322,100	(56,400)	-21%	265,700	394,900	(129,200)	-49%	520, 523, 525
Other Campus Space	Existing	Modeled	Difference	%	Existing + Planned Construction	Modeled	Difference	%	
Assembly, Exhibit & Event Space	183,500	214,400	(30,900)	-17%	183,600	262,900	(79,300)	-43%	
Student-Centered Space	93,000	131,800	(38,800)	-42%	117,300	161,500	(44,200)	-38%	
Dining Space	209,000	175,700	33,300	16%	210,200	215,400	(5,200)	-2%	
Intercollegiate Athletics	620,700	620,700	0	0%	620,700	820,000	(199,300)	-32%	
Student Health Care Facilities	14,800	15,900	(1,100)	-7%	14,800	19,300	(4,500)	-30%	
Other Academic Space	135,300	146,400	(11,100)	-8%	137,600	193,200	(55,600)	-40%	
Other Administrative Space	314,900	313,700	1,200	0%	314,900	359,000	(44,100)	-14%	
Vivaria + Greenhouse	140,100	160,000	(19,900)	-14%	140,100	250,000	(109,900)	-78%	
Clinic Space	30,000	30,000	0	0%	30,000	30,000	0	0%	
Veterinary Clinic	75,800	75,800	0	0%	75,800	75,800	0	0%	
Physical Plant	359,500	384,000	(24,500)	-7%	361,400	390,100	(28,700)	-8%	
Institution Total	5,571,200	5,308,990	262,200	4%	5,856,300	6,857,260	(1,000,960)	-17%	



Key strategies to  
support the volunteer  
experience

**Interdisciplinary  
Hubs**

**Student Life  
Clusters**

**Campus  
Connections**





# Interdisciplinary Hubs

UT Research Park  
at Cherokee Farm

UTIA

Alcoa Hwy

Arts and  
Humanities

Melrose

The Hill

Circle Park

*Create interdisciplinary learning  
and research communities  
supported by shared facilities that  
catalyze innovation.*



# Campus Hub

## UTIA- E J Chapman Drive



Existing



# Campus Hub

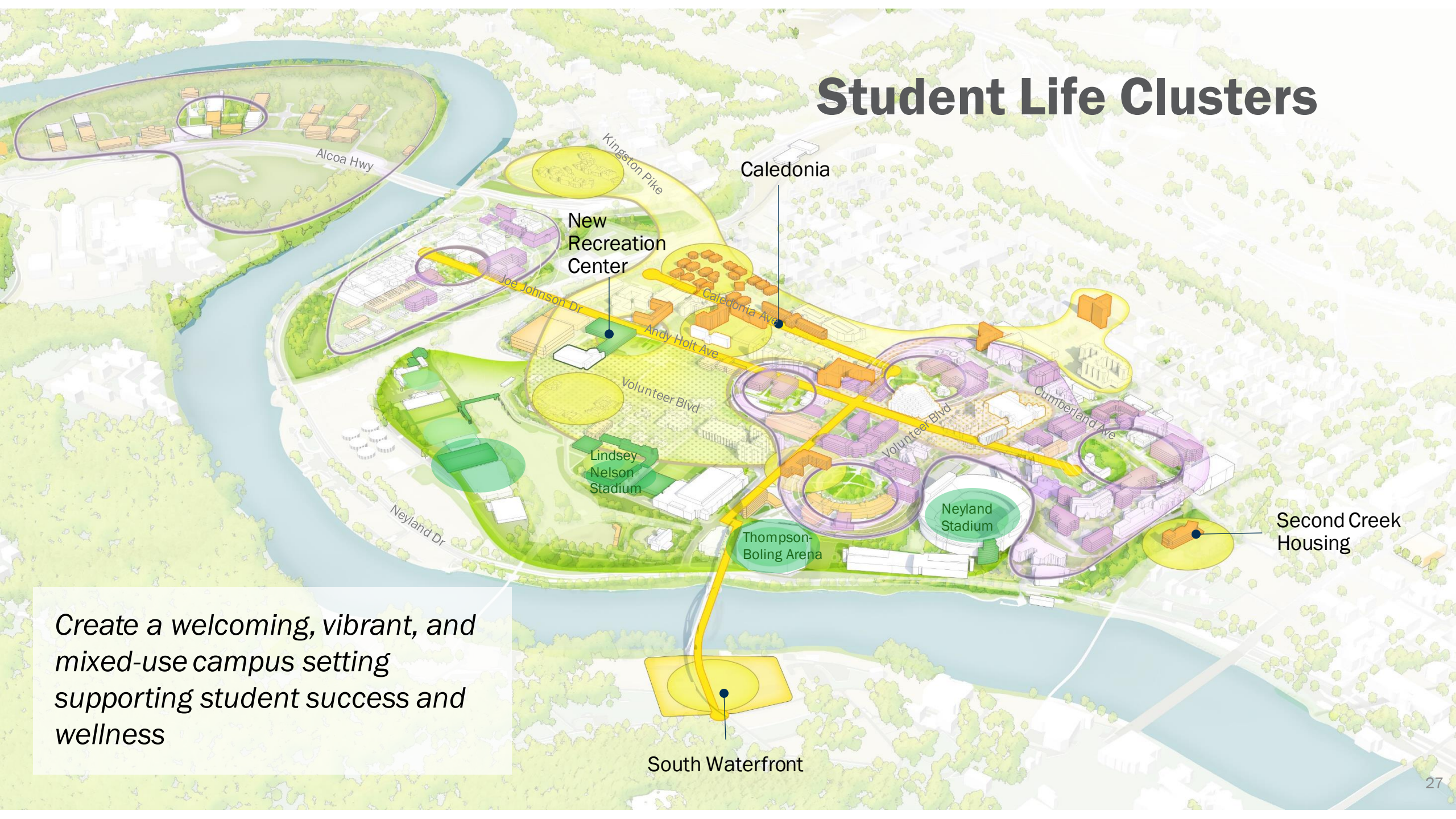
## UTIA - E J Chapman Drive



Proposed – 20' Pedestrian Walk



# Student Life Clusters



Create a welcoming, vibrant, and mixed-use campus setting supporting student success and wellness

South Waterfront



# Student Life Connections

## Caledonia Avenue



Existing



# Student Life Connections

## Caledonia Avenue



Ex. Concrete Wall (Clad  
w/ Brick)

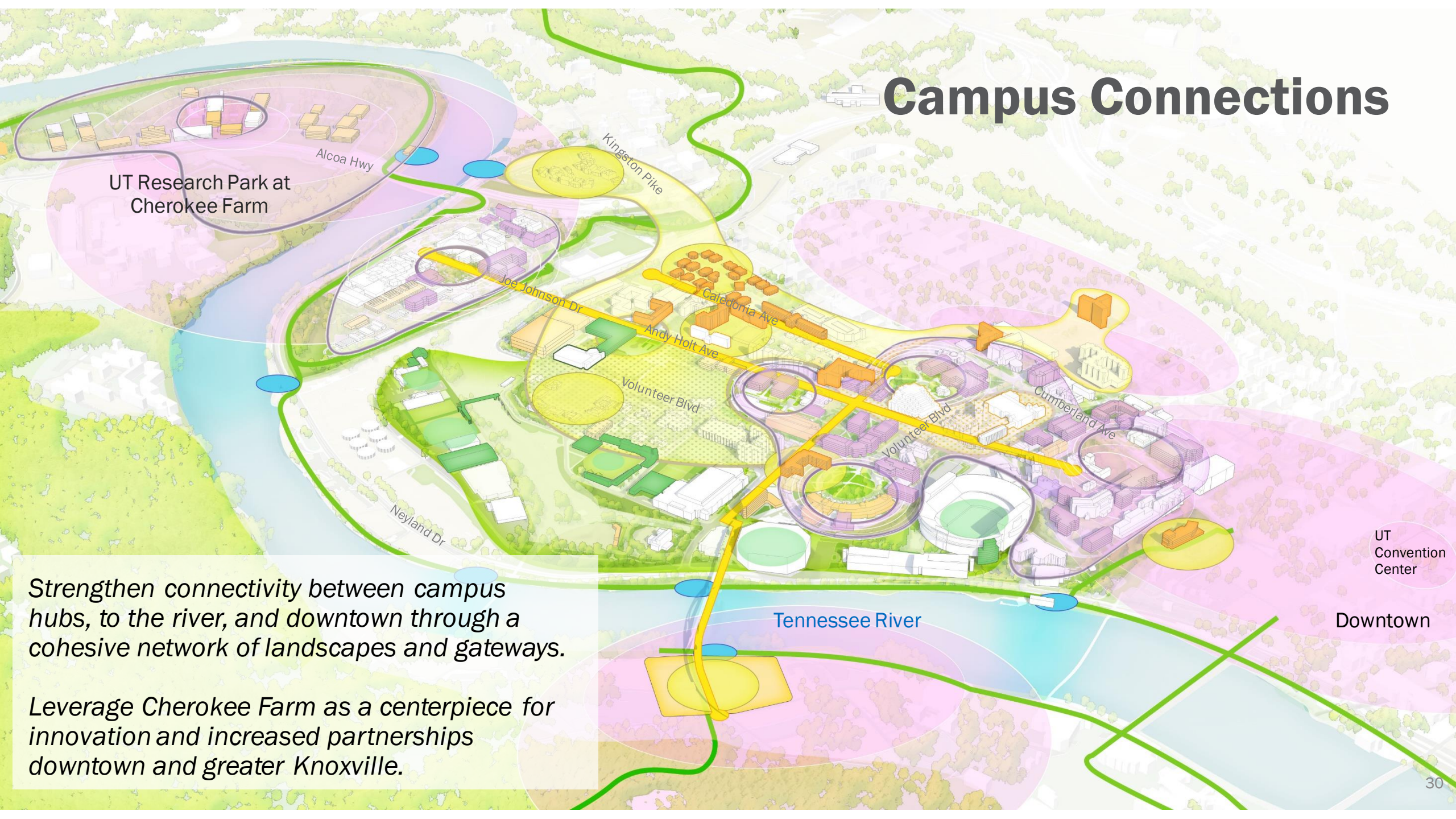
Ex. Edge of Road

Ex. Edge of Road

Proposed



# Campus Connections



*Strengthen connectivity between campus hubs, to the river, and downtown through a cohesive network of landscapes and gateways.*

*Leverage Cherokee Farm as a centerpiece for innovation and increased partnerships downtown and greater Knoxville.*



# Campus Connections

UTIA – Joe Johnson Drive



Existing



# Campus Connections

UTIA – Joe Johnson Drive



Proposed – Pedestrian and Bike Improvements



# Funded, In Design, or In Construction

## Building Projects – State Funds

- 1 Energy & Environmental Science Research Bldg
- 2 Veterinary Medical Center – Teaching and Learning Center
- 3 Croley Nursing Building
- 4 Haslam College of Business Building

## Building Projects – Potential Public-Private Partnership

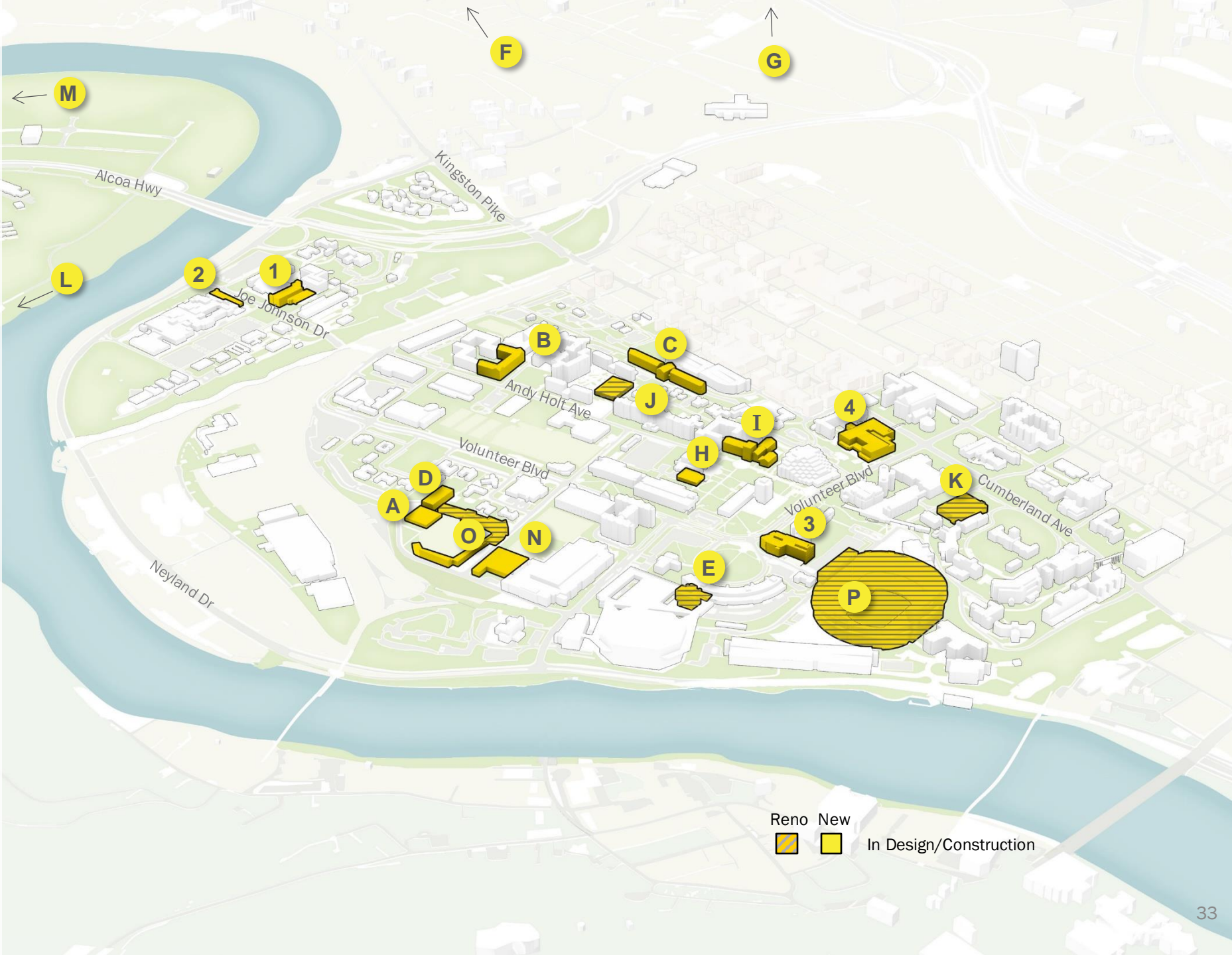
- A Baseball - Indoor Practice field
- B Residence Hall #4
- C Residence Hall #5
- D Todd Helton Drive Residence Hall

## Building Projects – E & G Residual and Donor Funds

- E Andy Holt Tower Interior Renovations
- F Collections and Storage at Middlebrook Pike
- G Concord Property - Academic Building Storage
- H Jenny Boyd Carousel Theatre New Building
- I Melrose Student Success
- J Presidential Court Building Renovation
- K Walters Academic Building Renovation
- L William M. Bass Building Expansion

## Building Projects – Athletics Auxiliary Funds

- M Golf Practice Facility - Weight Room
- N Haslam Field Expansion
- O Lindsey Nelson Stadium Renovations
- P Neyland South Stadium Renovations





# 0-5 years

## Near Term

### Building Projects - State Funds

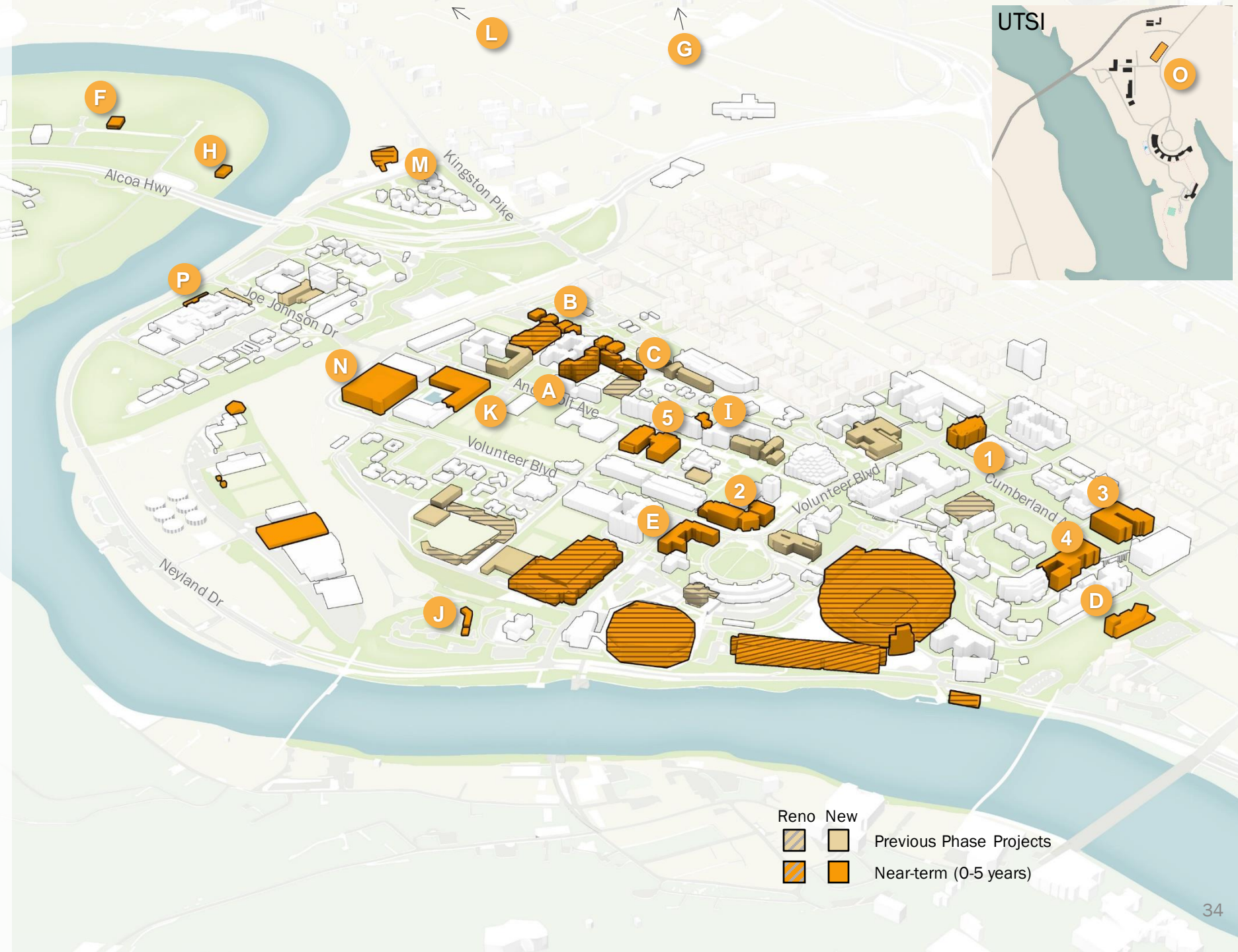
- 1 Chemistry Building (Panhellenic Site)
- 2 Interdisciplinary Classroom/Humanities Building
- 3 Interdisciplinary Health, Research & Clinic (Jessie Harris Site)
- 4 Interdisciplinary Research (Dabney-Buehler Site)
- 5 Interdisciplinary Academic Building (Temple Site)

### Building Projects - Housing Auxiliary Funds

- A Carrick Renovation or Replacement
- B Greek Housing Expansion
- C Reese Renovation or Replacement
- D Second Creek Student Housing (potential partnership with City of Knoxville)
- E Volunteer Blvd and Lake Loudoun Blvd Residence Hall

### Building Projects - E & G Residual and Donor Funds

- F Computing and Data Building
- G Concord Property
  - Facilities Services
  - Facility Services Surplus and Storage
  - Fleet Management
  - Public Safety Building
- H Cultural and Recreation Center - Cherokee Farm
- I Frieson Black Cultural Center Expansion
- J Grounds Operations Support Building
- K TRECS (Tennessee Recreation Center for Students) Expansion
- L Sutherland Support Building
- M UT Culinary Institute & Creamery Site Redevelopment
- N UT Drive Garage
- O UTSI Innovation Building #1
- P Veterinary Medical Center - Small Animal Hospital Renovation



Reno	New	
		Previous Phase Projects
		Near-term (0-5 years)



# 0-5 years

## Near Term

### Building Projects - Athletics Auxiliary Funds

- Q Goodfriend Tennis Center Renovation
- R Indoor Track Practice Facility
- S Neyland Stadium East Renovation
- T Neyland Stadium Hotel and G10 redevelopment
- U Neyland Thompspon Sports Center Renovation
- V Sherri Parker Lee Softball Stadium Expansion
- W Soccer Coaches' Office Building
- X Thompson-Boling Arena - River Club
- Y Wayne G Basler Boathouse Improvements and Addition



Reno New

Previous Phase Projects

Near-term (0-5 years)



# 5-10 years

## Mid Term

### Building Projects - State Funds

- 1 Academic Building (Circle Park Site)
- 2 Art & Architecture Building Renovation
- 3 College of Veterinary Medicine Research Space and Expansion
- 4 Communications and Student Services Building Renovation and Addition
- 5 Interdisciplinary Academic, Research Learning Commons Building (Racheff Site)
- 6 Interdisciplinary Instructional Building (Walters Site)
- 7 Morgan Hall Building Addition and Renovation
- 8 UTSI Main Academic Building Renovation
- 9 UTSI Research Lab Building
- 10 UTSI TALon Lab Building Addition

### Building Projects - Housing Auxiliary Funds

- A Clement Hall Redevelopment
- B UTSI Dormitory Building Renovation

### Building Projects - E & G Residual and Donor Funds

- C Hoskins Renovation and Addition
- D HPER / ROTC New Building
- E Research Building at UT Research Park at Cherokee Farm
- F Stokely Management Renovation for Interdisciplinary Research and Office
- G TRECS Renovation
- H UTIA Garden Education and Discovery Center
- I UTIA Parking Garage with Greenhouses
- J UTSI C-Star Building Renovation

### Building Projects - Athletics Auxiliary Funds

- K Allan Jones Aquatic Center Renovations and Addition





# 10+ years

## Long Term

### Building Projects - State Funds

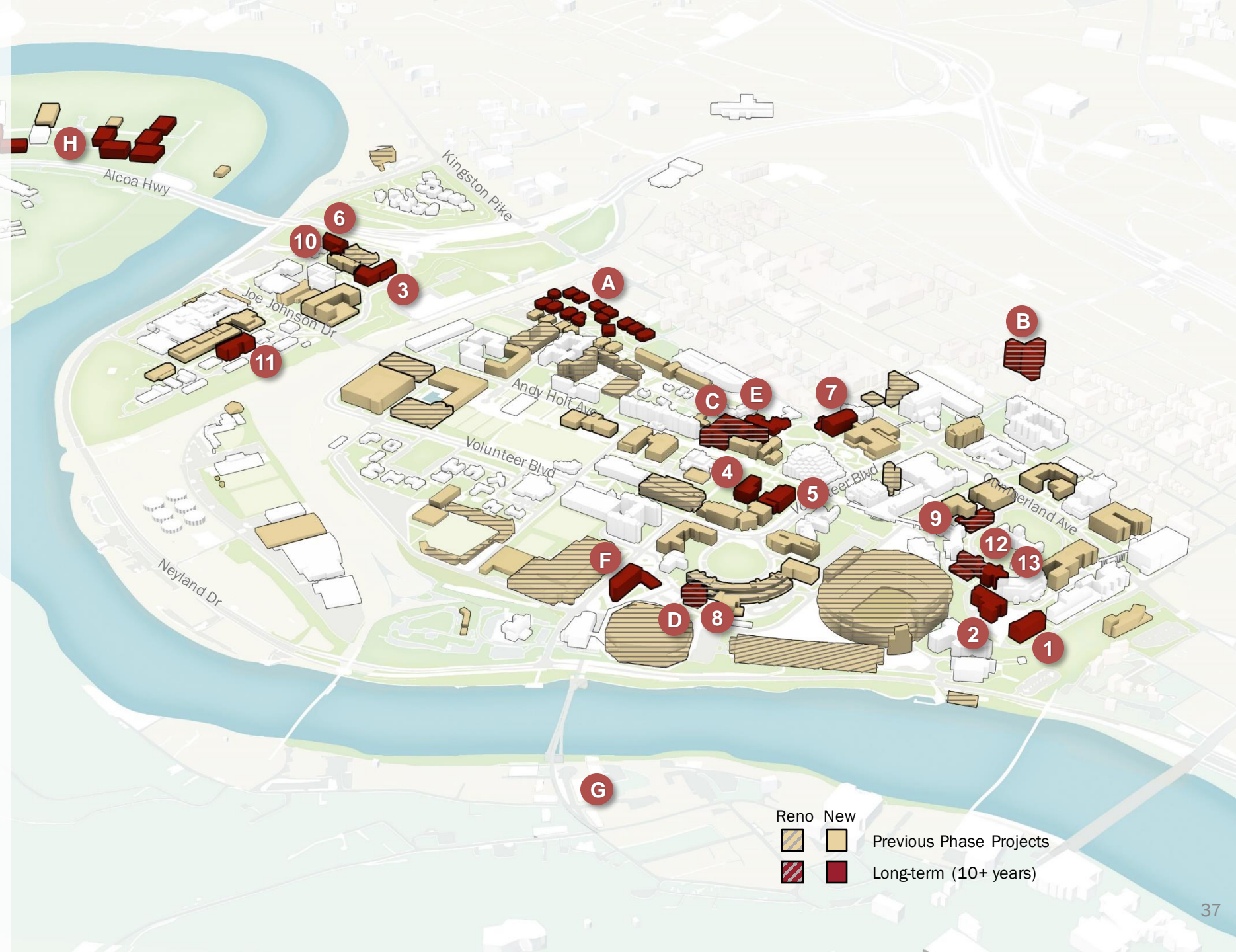
- 1 Academic and Research Building (Ferris Site)
- 2 Academic and Research Building (Perkins Site)
- 3 Academic and Research Building (UTIA NE Site)
- 4 Academic Building (HSS replacement)
- 5 Academic Building (McClung Tower Replacement)
- 6 Academic Building (UTIA McCord Site)
- 7 Academic Building Site and Garage (Massey Site)
- 8 Andy Holt Tower Building Renovation
- 9 Austin Peay Building Renovation
- 10 Crops Genetics Laboratory Renovation  
Food Safety Building Renovation
- 11 Interdisciplinary Research Building (UTIA South Site)
- 12 Nielsen Physics Renovation and Addition
- 13 Nursing Education Building Renovation and Expansion

### Building Projects - Housing Auxiliary Funds

- A Housing Village
- B Laurel Residence Hall Redevelopment
- C Hess Residence Hall Redevelopment

### Building Projects - E & G Residual and Donor Funds

- D Andy Holt Tower Garage Replacement
- E International House Redevelopment
- F Mixed Use Building Site - Pedestrian Bridge Landing
- G South Waterfront Partnerships
- H Research Buildings at UT Research Park at Cherokee Farm



Reno New  
  Previous Phase Projects  
  Long-term (10+ years)



# Site Projects

## Funded, In Design or In Construction

- A Regional Stormwater Park
- B Volunteer Boulevard Streetscape

## Near Term

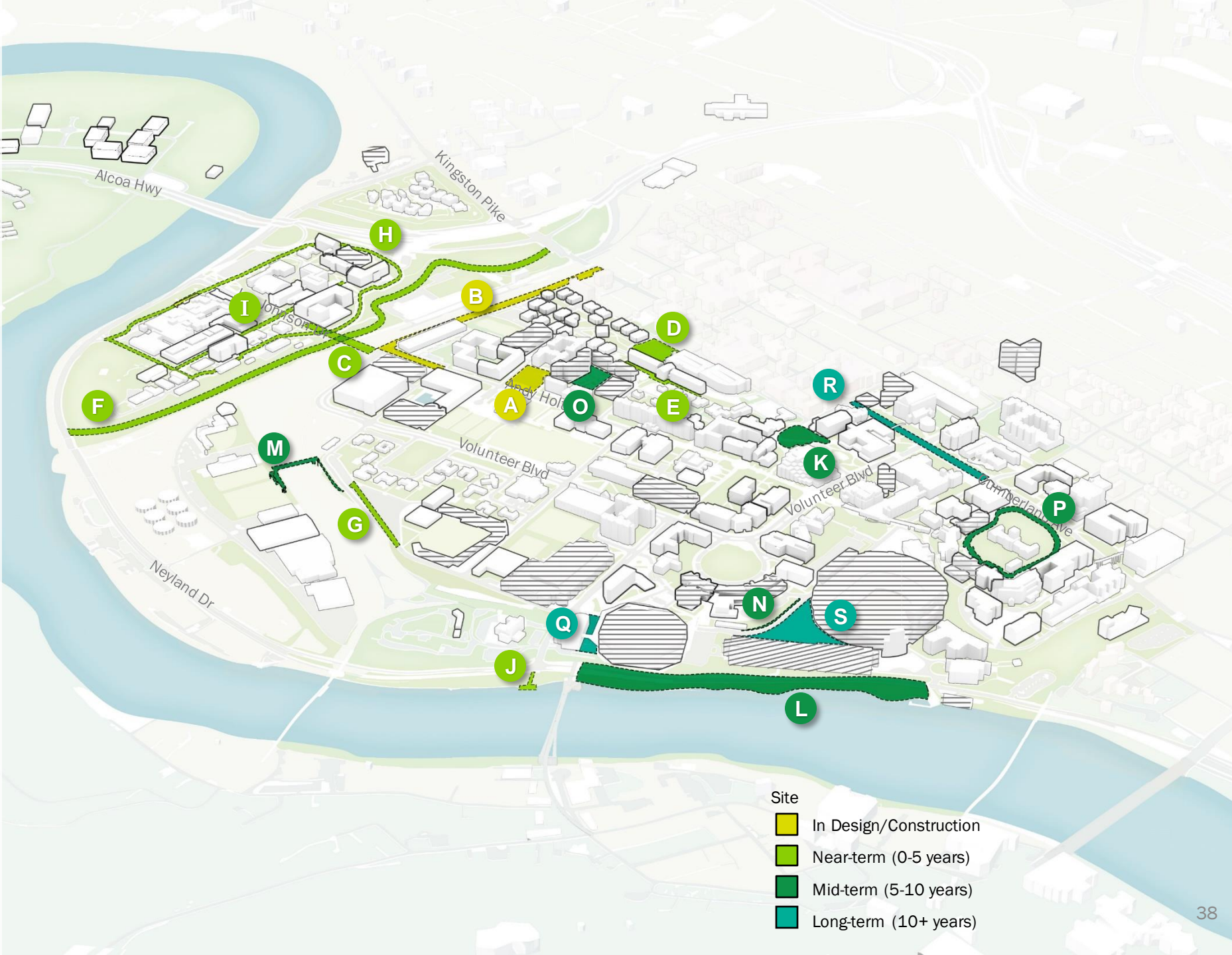
- C Joe Johnson Road Diet and Bridge Pedestrian Improvements
- D Storm Water Mitigation Bank (Mt Castle Park)
- E Streetscapes (Lake, Terrace, Caledonia)
- F Third Creek Corridor
- G Todd Helton Dr. Improvements and Realignment
- H UTIA Loop Road
- I UTIA Pedestrian Spine
- J Vol Navy Boat Docks - Lake Loudon Blvd and Neyland Drive

## Mid term

- K Melrose Place Improvements
- L Neyland Drive Improvements
- M Pedestrian Bridge - Stephenson Drive/Soccer Field
- N Phillip Fulmer Way Pedestrian improvements
- O Presidential Courtyard Renovation (Storm water mitigation bank)
- P The Hill Hardscape and Pedestrian Crossing Improvements

## Long Term

- Q City of Knoxville Pedestrian-Bicycle Bridge Landing Plaza
- R Cumberland Avenue Improvements
- S Neyland Stadium Plaza





An aerial rendering of a city development project. The image shows a river flowing through the center, with a bridge crossing it. On the left bank, there's a large green field, possibly a park or sports field. The right bank is densely packed with buildings, many of which are highlighted in yellow and blue, indicating new construction or renovation. The background shows a city skyline with a bridge and more buildings. The overall scene is a mix of urban development and natural green space.

## 10-year Outcomes

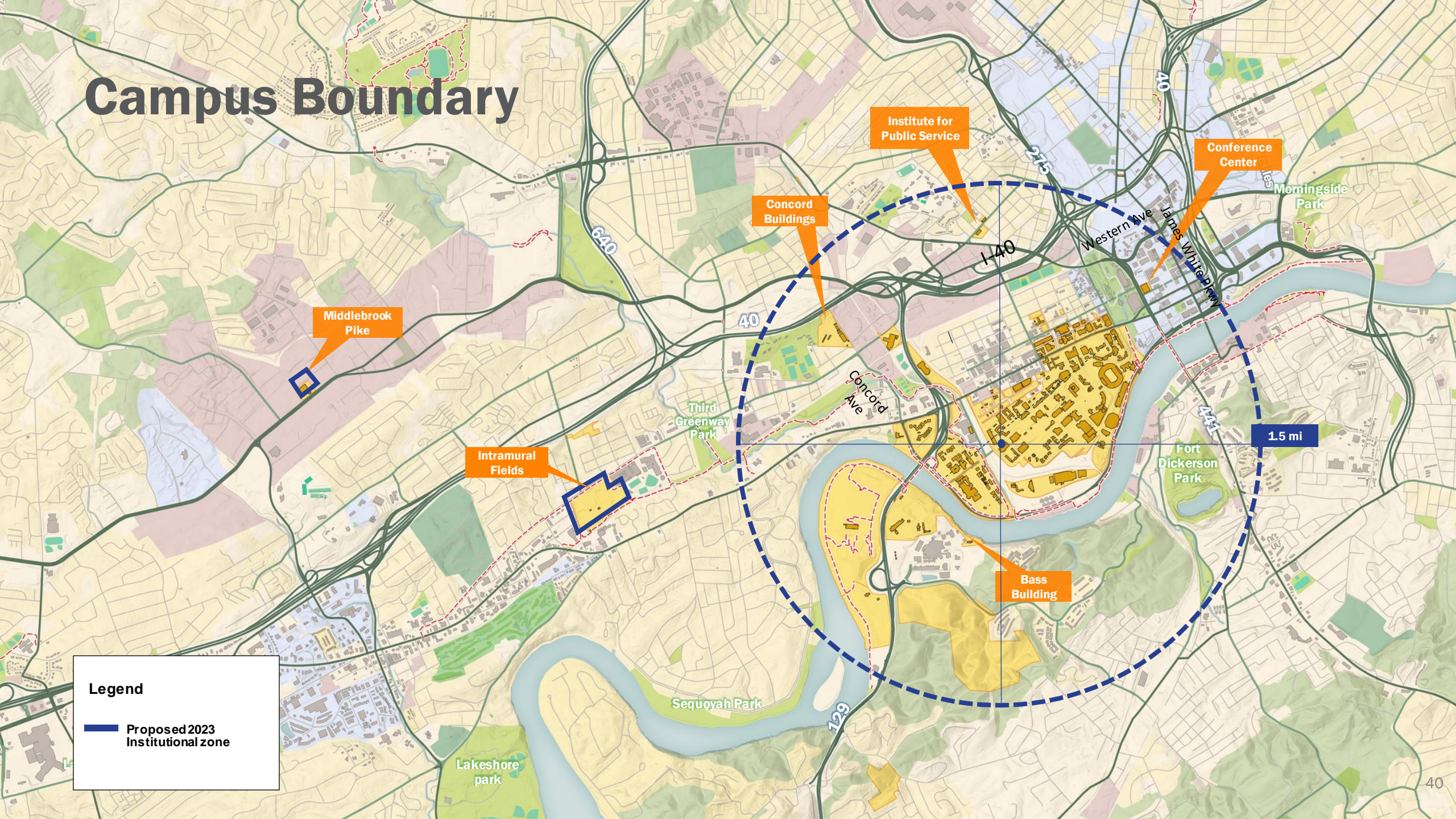
**2.9M GSF** of renewal through  
major renovation and demolition

**3.3M GSF** of non-residential  
space supports modern  
instruction, STEM and research  
growth, the student experience  
and strengthens arts and  
humanities adjacencies

**1M GSF** of housing to meet  
immediate needs



# Campus Boundary



## Legend

Proposed 2023  
Institutional zone



# UTSI Boundary

## Legend

 Proposed 2023  
Institutional zone

