











The sign of a great university is a growing university, in size, impact, and stature. The University of Tennessee, Knoxville is an institution on the rise – growing in metrics across the board. The work in this master plan represents input from across campus about the infrastructure needs to support growing undergraduate and graduate student enrollment, engaged teaching and service, and transdisciplinary research and partnership. As we look to make and teach new discoveries, we are also exploring new ways to work, collaborate and innovate. I am excited about the possibilities for our campus set forth in this masterplan, and the way we will make life and lives better for decades to come.

Sincerely,

A handwritten signature in black ink that reads "Donde Plowman". The signature is fluid and cursive, with a long horizontal line extending from the end.

DONDE PLOWMAN



The University of Tennessee, Knoxville Master Plan provides a vision for the dynamic physical transformation of the institution's Knoxville- and Tullahoma-based campuses. The development of the Master Plan was informed by the University's three-fold mission and strategic vision. Its goals include providing high quality educational opportunities for learners at all stages; creating a more just and sustainable world through

research, scholarship, and creative work; and supporting local, state, and national communities through the University's land grant mission. Intended to guide investments in the University's built environment for the next decade, the Master Plan includes recommendations that are coordinated with requirements set by the Tennessee Higher Education Commission (THEC), which oversees higher education activities within the state.

## Key Planning Drivers



Improve gateways, edges, access, and first impression



Facility condition and program alignment



Create a safe and accessible pedestrian-friendly campus



Collaboration, study, and recreation space



Ensure a sustainable strategy for parking



Instructional space - labs, maker space, and classroom quality



Creater stronger campus connections



Additional housing and growth for Greek Life



Improve connections to the community, downtown, and the river



Campus research growth & Interdisciplinary research space

- 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


Through a 16-month, five-stage process of engagement with a large cross-section of stakeholders, five distinct planning principles emerged. These principles inform the vision for the physical campus and align with the University's commitment to support its students, faculty, staff, alumni and other stakeholders in the Tennessee community.



*Stakeholder engagement included campus community outreach, an online survey, precinct study workshops, and remote focus groups.*



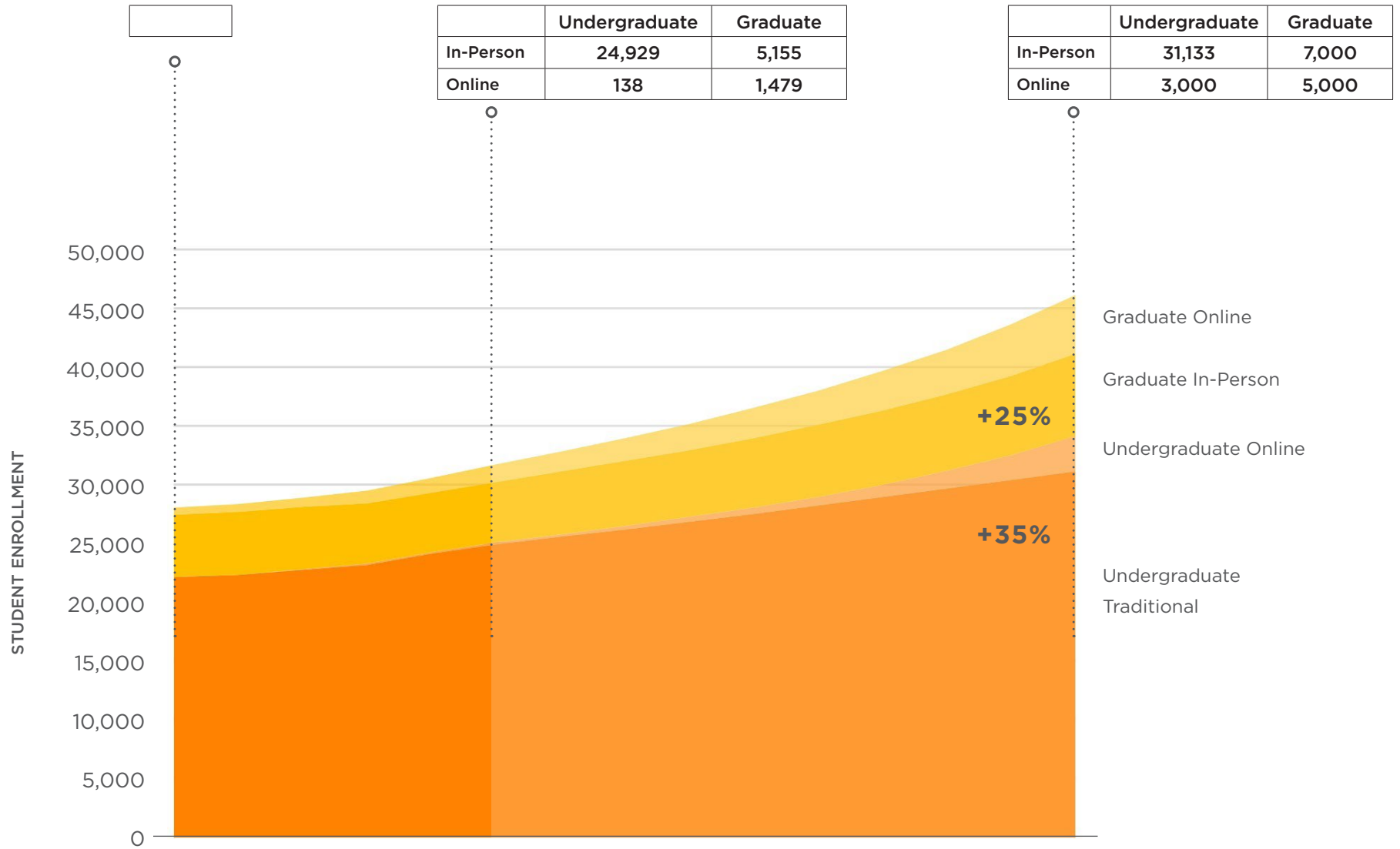


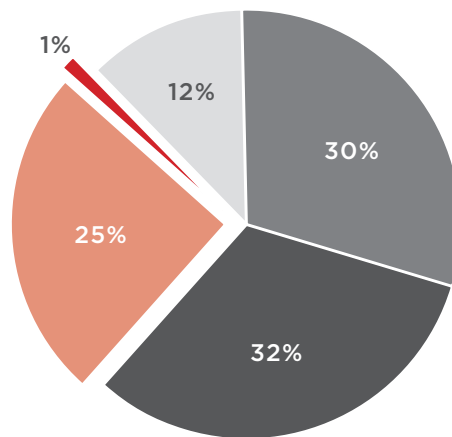


The University aims to enroll approximately 46,000 traditional and online students by 2030, an increase of 14,500 students from Fall 2021. Enrollment projections are based on enrollment trends from the past five years at the university, college, and department levels. While growth is anticipated in every college, the majority of growth is forecasted in the Haslam College of Business, the Herbert College of Agriculture, the College of Nursing, and the Tickle College of Engineering.



## TEN YEAR ENROLLMENT PROJECTIONS





- Good Condition
- Average Condition
- Poor Condition
- Planned Demolition
- No Assessment Available

The Space Needs Assessment utilizes Fall 2021 institutional data as a baseline to identify existing needs and surpluses. Understanding space needs helps UT Knoxville combine renewal of existing resources with new development to achieve the university's strategic vision. Key areas driving space needs include the expansion of research activity, growth in residential student population, campus-wide need for collaboration, study and recreation space, and STEM instructional labs and maker spaces.

## ACADEMIC, RESEARCH AND SUPPORT SPACE FINDINGS



Relative Balance



Percentage Need



Percentage Overage

	FALL 2021				FALL 2031			
ACADEMIC, RESEARCH, OFFICE								
I. CLASSROOMS	360,700	344,100	16,600	5%	427,700	434,700	(7,000)	-2%
II. LAB / STUDIO	289,600	237,600	52,000	18%	336,500	312,900	23,600	7%
III. OPEN LAB	95,500	146,100	(50,600)	-53%	123,200	179,100	(55,900)	-45%
IV. RESEARCH	598,500	646,800	(48,300)	-8%	654,300	980,700	(326,400)	-50%
V. OFFICE	1,408,000	1,062,490	345,510	25%	1,492,100	1,486,160	5,940	0%
VI. LIBRARY	350,700	281,400	69,300	20%	350,400	291,600	58,800	17%
VII. PHYSICAL ED	265,700	322,100	(56,400)	-21%	265,700	394,900	(129,200)	-49%
SUPPORT SPACE								
Assembly, Exhibit & Event Space	183,500	214,400	(30,900)	-17%	183,600	262,900	(79,300)	-43%
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	620,700	0	0%
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%
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	5,312,200	5,017,190	295,010	6%	5,598,900	6,246,460	(647,560)	-12%

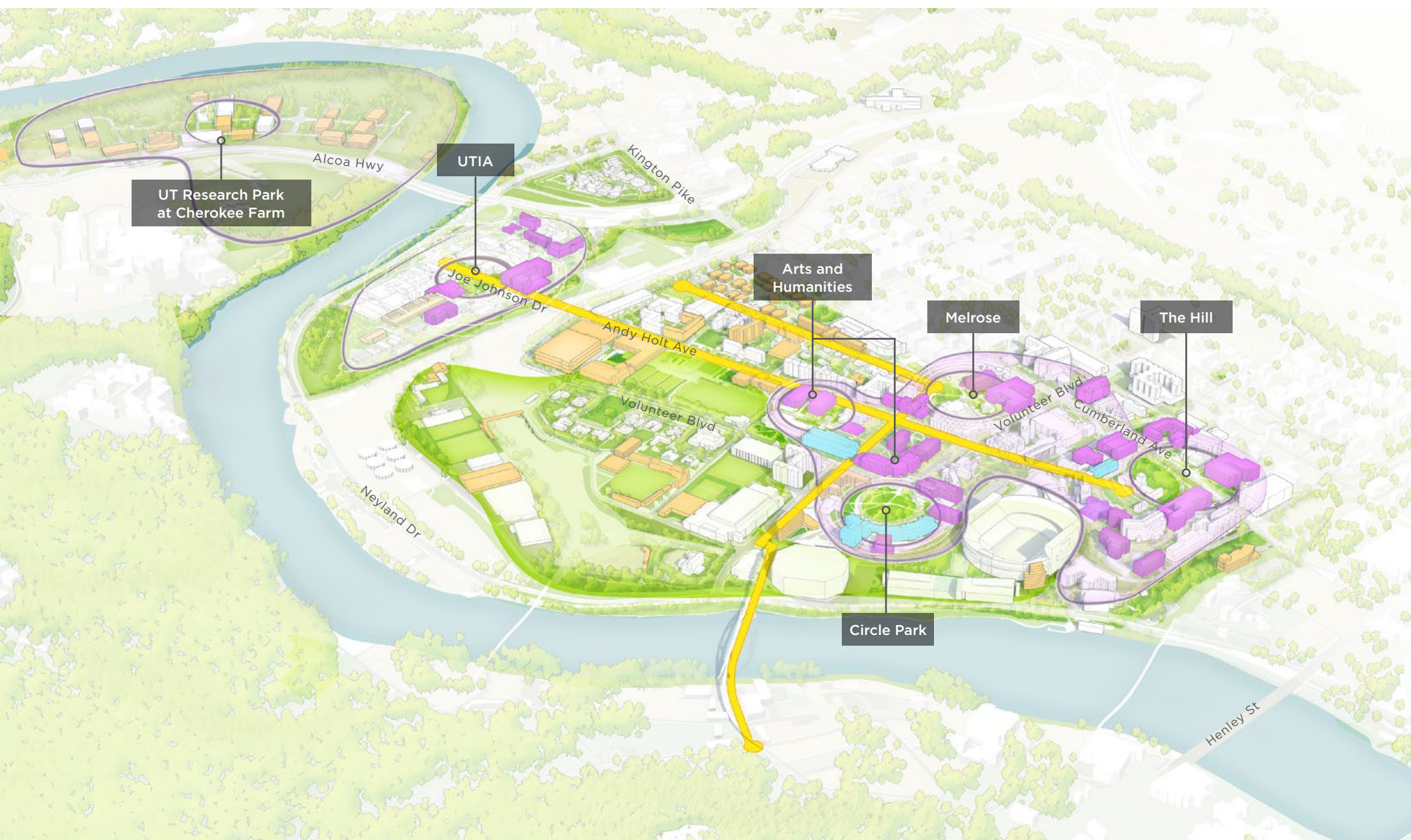




### Interdisciplinary Hubs

The new master plan creates interdisciplinary learning and research communities supported by shared facilities to drive innovation. Existing teaching and research hubs at The Hill, Circle Park and UTIA (University of Tennessee Institute of Agriculture) are renewed and strengthened with interdisciplinary buildings that replace aging facilities. The master plan envisions a new Melrose hub anchored by a replacement of Melrose Hall containing student success and academic classrooms with adjacencies to the Haslam College of Business expansion, library, alumni, and the International House . The Arts and Humanities hub leverages the existing Temple Hall and parking lot site and the site on Volunteer Boulevard opposite Circle Park for interdisciplinary classroom and humanities buildings with adjacencies to the theater, music, and the arts and architecture. On the UT Research Park at Cherokee Farm, a dynamic innovation hub will allow for new and strengthened university-industry partnerships focused on research and workforce development throughout Tennessee and globally.

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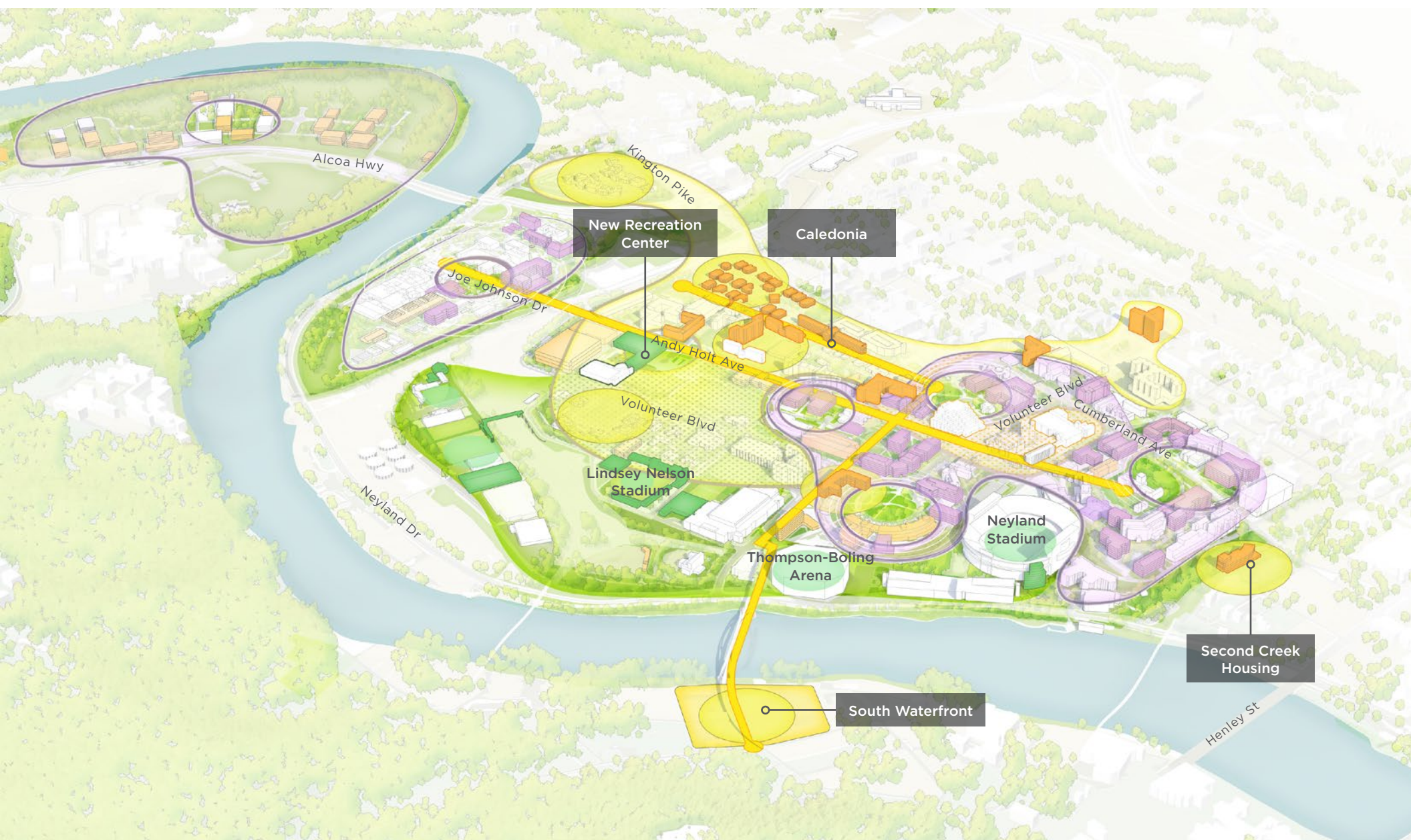


## Student Life Clusters

The plan also creates welcoming, vibrant, and mixed-use campus settings supporting student success and wellness. The master plan envisions distributing student life across campus to intersect and interact with interdisciplinary hubs and campus edges. The Terrace and Caledonia neighborhood is envisioned to expand affinity housing adjacent to Sorority Village while establishing a new campus edge proximate to Cumberland Avenue. The South Waterfront mixed-use housing neighborhood and planned pedestrian-bicycle bridge engage with and extend over the river contributing to the City's South Waterfront Redevelopment initiative. The redevelopment of Laurel Residence Hall and Second Creek Housing add additional beds adjacent to the Hill suitable for affinity housing with amenities to support student housing in the eastern areas of campus. Athletics and recreation wrap the south of campus with open space and connectivity improvements, renewal of Lindsey Nelson Stadium, a proposed fieldhouse, and an addition to the Recreation Center.

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*Joe Johnson Drive - Existing*

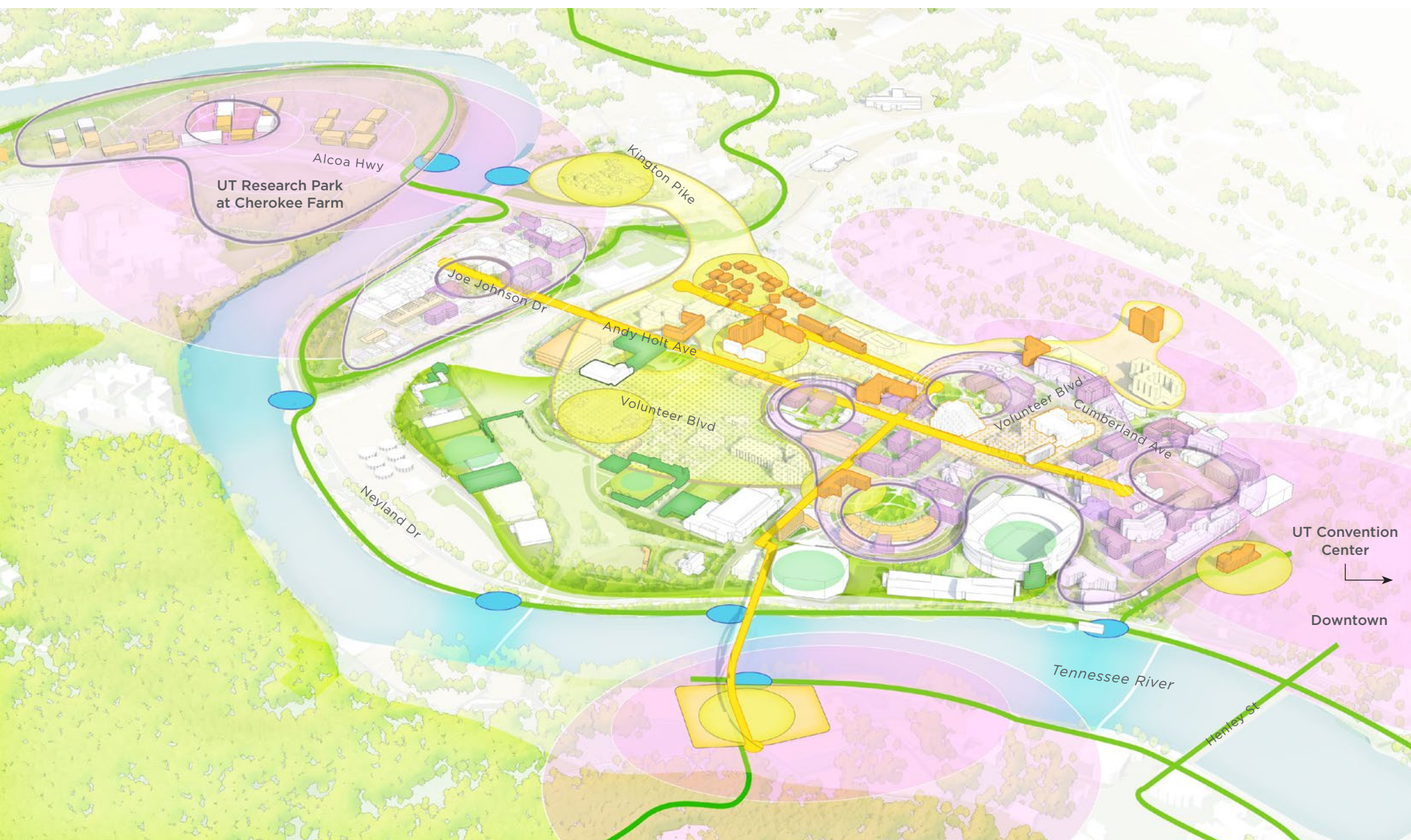


*Joe Johnson Drive - Proposed*

## Campus Connections

A cohesive network of landscapes and gateways strengthens connectivity between campus hubs, the river, and downtown in Knoxville. Streetscape improvements to Joe Johnson bridge and Caledonia Avenue establish consistent east-west corridors connecting UTIA to the Hill. A north-south corridor connects the proposed South Waterfront neighborhood with the Melrose interdisciplinary hub. The master plan enhances both the view of and access to the river and to greenways. The plan will improve campus gateways and connections that leverage the UT Research Park at Cherokee Farm, the UT Convention Center, and Downtown Knoxville as assets for increased partnerships.



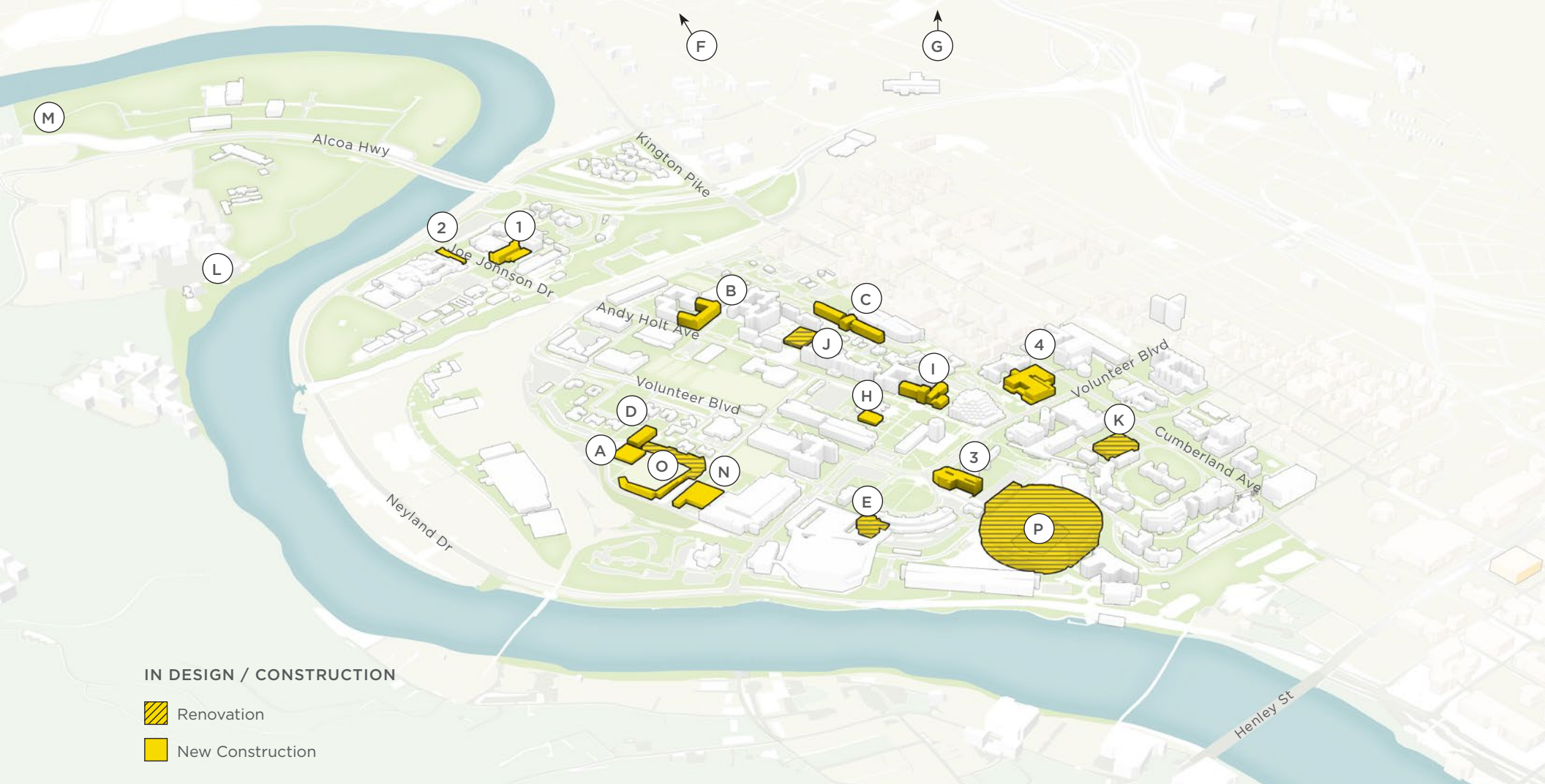






## Funded, In Design, or In Construction

Multiple projects are currently underway to address deferred maintenance, space deficits, and to position the university for future strategic opportunities. The Energy and Environmental Science Research building, the Veterinary Medical Center Teaching and Learning Center, and the Croley Nursing Building are major investments in academic and research facilities currently in construction, while the Haslam College of Business Building is in design. Strategic renovations within Walters, Presidential Court, and Andy Holt Tower address academic and administrative deferred maintenance. Residence halls four and five, and housing at Todd Helton Drive are underway to address immediate housing needs. Renovations to Neyland Stadium, and an addition to the Haslam Practice Fields improve the spectator experience and amenities for athletes.



#### State Funds

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

#### Potential Public-Private Partnerships

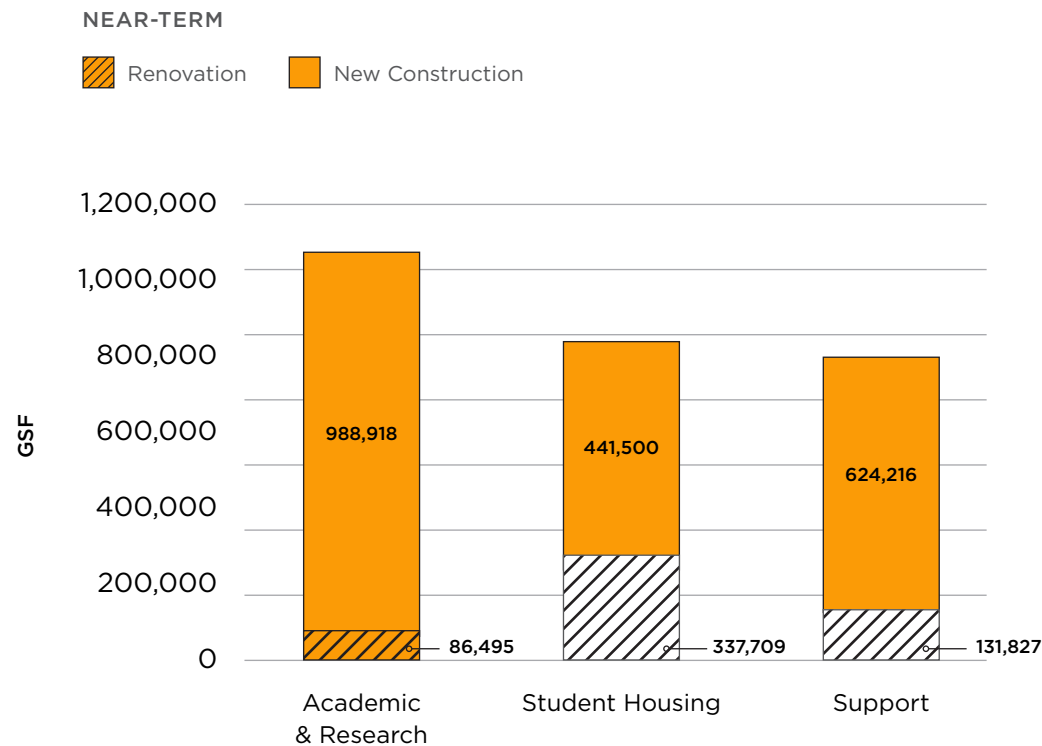
- A. Baseball - Indoor Practice field
- B. Residence Hall #4
- C. Residence Hall #5
- D. Todd Helton Drive Residence Hall

#### E & G Residual and Donor Funds

- E. Andy Holt Tower Interior Renovations
- F. Collections & 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

#### Athletics Auxiliary Funds

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



### Near-term (0-5 years)

Five interdisciplinary academic and research buildings renew aging facilities and address space deficiencies in the basic, behavioral, and health sciences, humanities, arts and architecture on the Hill and at interdisciplinary learning hubs. Immediate housing needs are addressed with construction of 5,000 beds and additional capacity for Greek and affinity housing along Caledonia Avenue. Athletics facility renewal and expansion competitively position UT Knoxville for the future and enhance the spectator experience. The proposed UT Drive Garage achieves 1,000 additional parking spaces.





#### State Funds

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

#### Housing Auxiliary Funds

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

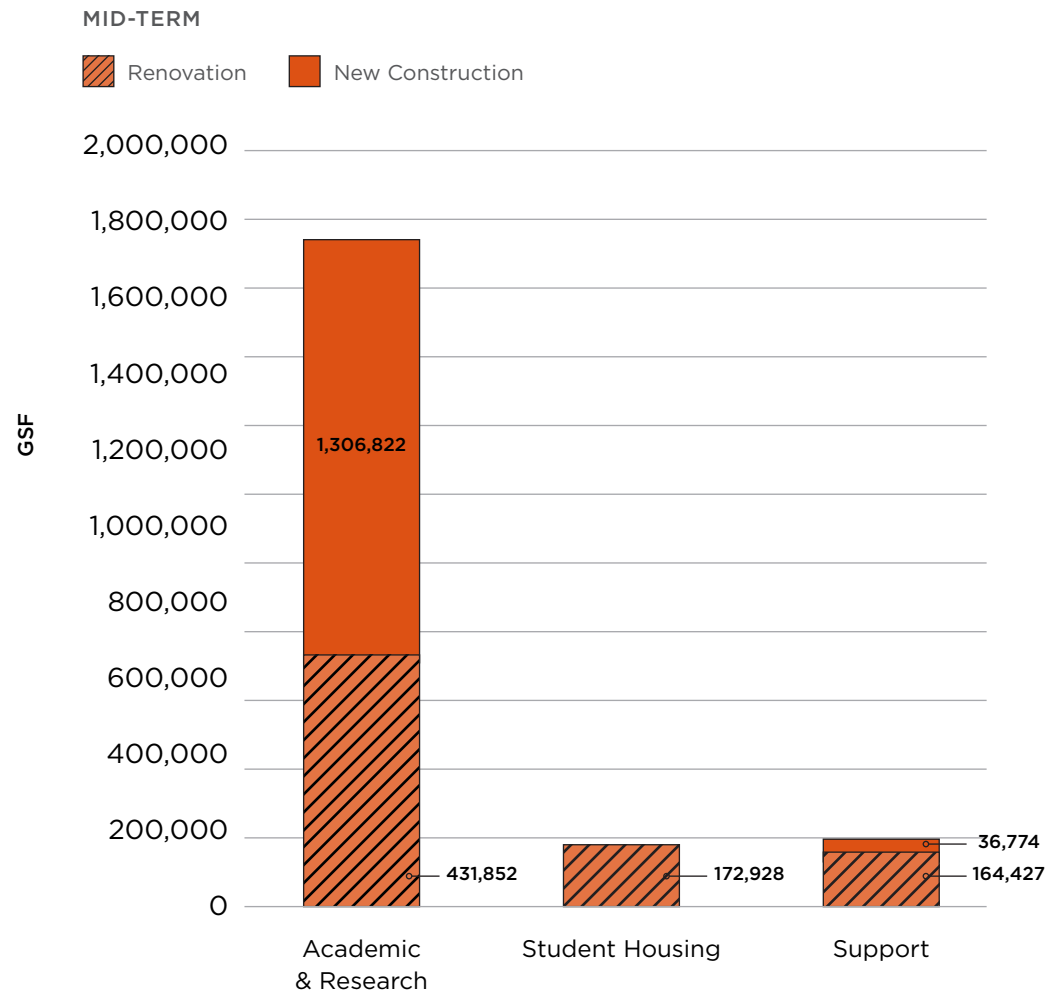
#### E & G Residual and Donor Funds

- Computing and Data Building
- Concord Property** - Collections and Storage; Facilities Services; Facility Services Surplus and Storage; Fleet Management; Public Safety Building

- Cultural and Recreation Center - Cherokee Farm
- Frieson Black Cultural Center Expansion
- Grounds Operations Support Building
- TRECS (Tennessee Recreation Center for Students) Expansion
- Sutherland Support Building
- UT Culinary Institute & Creamery Site Redevelopment
- UT Drive Garage
- UTSI Innovation Building #1
- Vet Med - Small Animal Hospital Renovation

#### Athletics Auxiliary Funds

- Goodfriend Tennis Center Renovation
- Indoor Track Practice Facility
- Neyland Stadium East Renovation
- Neyland Stadium Hotel and G10 Redevelopment
- Neyland Thompson Sports Center Renovation
- Sherri Parker Lee Softball Stadium Expansion
- Soccer Coaches' Office Building
- Thompson Boling Arena - River Club
- Wayne G Basler Boathouse Improvements and Addition



### Mid-term (5-10 years)

Existing academic and research buildings are identified for major renovation including Communications and Student Services, the Art and Architecture building, TRECS, Morgan Hall and the Main Academic Building at UTSI in Tullahoma. At the Agricultural campus, existing land and facilities are optimized with additions to Morgan Hall and Veterinary Medicine, a parking garage topped with greenhouses, and an interdisciplinary academic and research facility adjacent to the new Energy and Environmental Science Research Building serving as a gateway landmark from Joe Johnson Drive. On the Hill, demolition of aging facilities enables redevelopment; demolition of Walters enables construction of an interdisciplinary instructional building and demolition of the Hoskins library addition unlocks a redevelopment opportunity paired with renovation of the original Hoskins building. Demolition of HPER unlocks a redevelopment opportunity to extend active uses along the Andy Holt Avenue corridor and space to relocate the ROTC programs. A new research building at the UT Research Park at Cherokee Farm continues the build-out of the research park and supports industry-university partnerships.



#### State Funds

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

#### Housing Auxiliary Funds

- A. Clement Hall Redevelopment
- B. UTSI Dormitory Building Renovation

#### 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

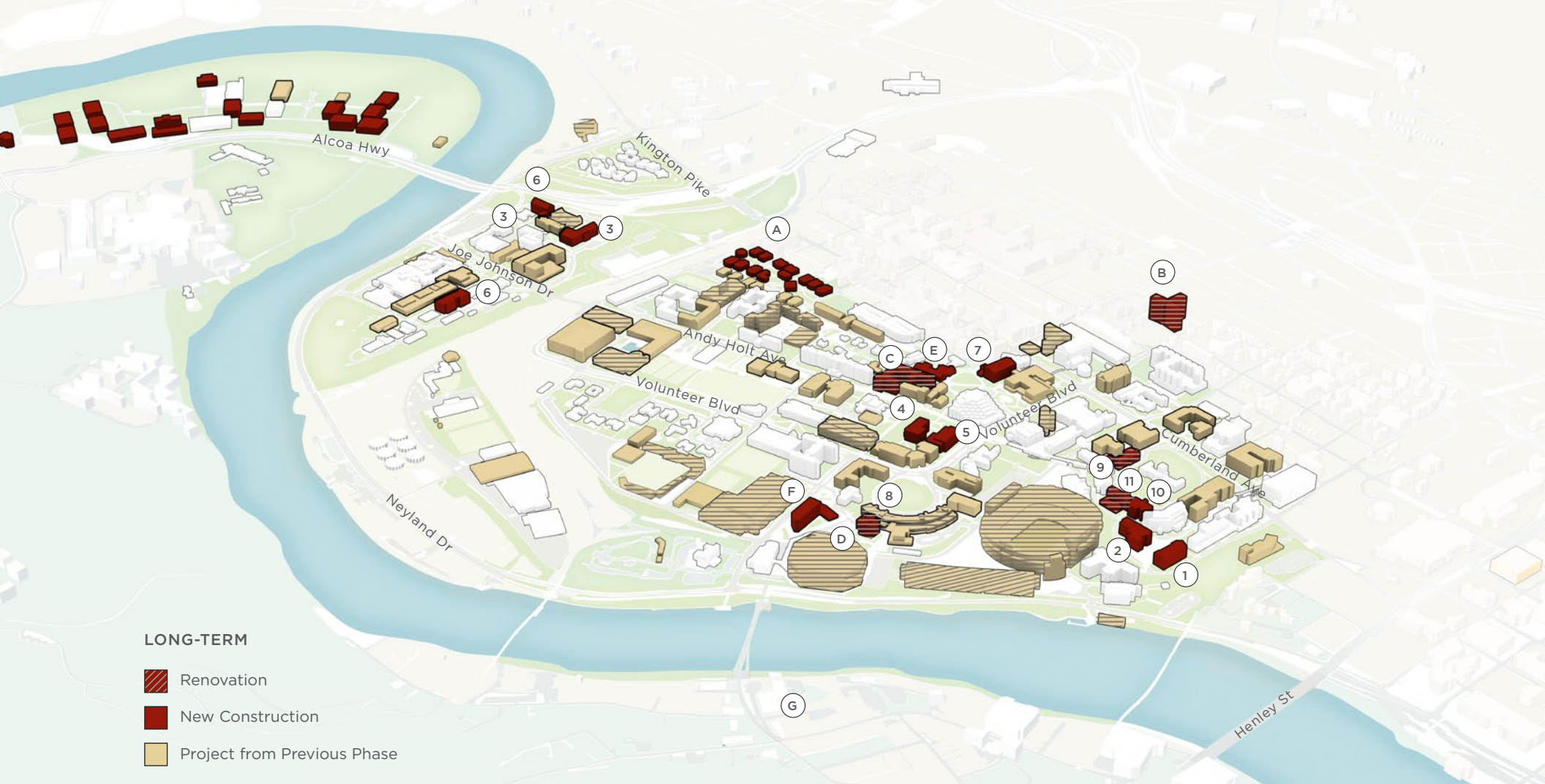
#### Athletics Auxiliary Funds

- K. Allan Jones Aquatic Center Renovations and Addition






### **Long-term (10+ years)**

Future opportunities for research and academic expansion are identified on the Hill, at UTIA and at the UT Research Park at Cherokee Farm. The Melrose interdisciplinary hub is identified for future academic expansion with the redevelopment of Massey and the International House. Following the construction of the pedestrian-bicycle bridge over the Tennessee River in partnership with the city of Knoxville, future development parcels adjacent to landing points are opportunities for a mix of uses that engage with the river. The McClung Tower and the Humanities and Social Sciences Building are located centrally, presenting a significant redevelopment opportunity for new academic buildings, in addition to the academic buildings noted in the near-term phase. Build-out of the Greek and affinity housing village south of Cumberland, as well as Laurel Hall north of Cumberland are future opportunities to continue to refine the northern edge of the Knoxville-based campus.



#### LONG-TERM

-  Renovation
-  New Construction
-  Project from Previous Phase

#### State Funds

1. Academic and Research Building (Ferris Site)
2. Academic and Research Bldg (Perkins Site)
3. Academic and Research Bldg (UTIA NE Site)
4. Academic Building (HSS Replacement)
5. Academic Building (McClung Tower Replacement)
6. Academic Building (UTIA McCord Site)
7. Academic Building Site & 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

#### Housing Auxiliary Funds

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

#### 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 Projects

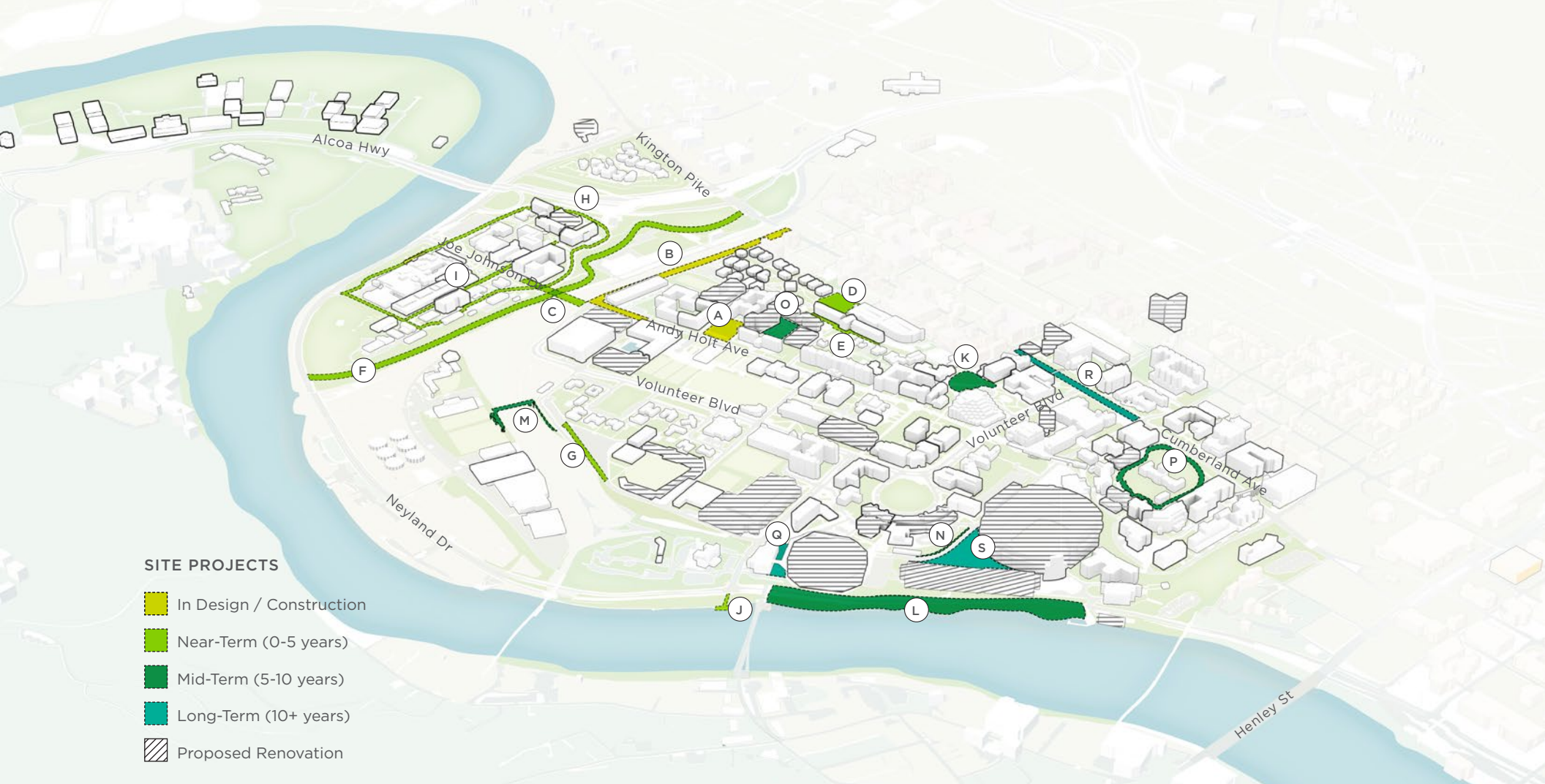


On the Agricultural campus a proposed loop road redefines vehicular circulation and transforms E.J Chapman Drive into a pedestrian corridor. Slope stabilization and greenway improvements at Third Creek improve natural edges, ecosystem services, and pedestrian connectivity. Pedestrian and bike improvements to Joe Johnson Drive improve connectivity and link north and south portions of the Agricultural Campus. Streetscape improvements in the campus core at Caledonia, Terrance, Lake, and Todd Helton Drive complement investment in building infrastructure and ensure a consistent pedestrian experience. A renovation of Presidential Courtyard coincides with the redevelopment of Carrick and Reese Halls. The proposed Vol Navy Boat Docks expand access to the Tennessee River at the terminus of Lake Loudon Boulevard.

Melrose Place is transformed into a green space defined by the Haslam College of Business, Library, the Melrose Student Success building, and the International House. Improvements to hardscape materials and pedestrian crossings at Circle Drive enhance the consistent historic Hill quality of the Hill. Streetscape enhancements at Phillip Fulmer Way improve the pedestrian experience between Thompson-Boling Arena and Neyland Stadium for events and game-day. Enhancements along Neyland Drive include new sidewalks, lighting, plantings screening the Neyland Parking Garage, and consistent signage to improve the University's presence at an important gateway to campus and the pedestrian experience. A pedestrian bridge from Todd Helton Drive to Stephenson Drive provides pedestrian connectivity to Athletics venues for athletes and spectators.

In partnership with the city of Knoxville, Cumberland Avenue is improved with consistent lighting, planting, hardscape, pedestrian crossing and signage elements to serve as a key gateway and interface with the community. Also, in partnership with the City, the proposed pedestrian-bicycle bridge landing plaza seamlessly incorporates existing buildings and topography with the proposed pedestrian bridge to the South Waterfront. A new plaza complementing improvements to Neyland Stadium will improve the stadium's southern entrance and opportunities for events.





#### In Design / Construction

- A. Regional Stormwater Park
- B. Volunteer Boulevard Streetscape

#### Near-Term (0-5 years)

- C. Joe Johnson Road Diet and Bridge Pedestrian
- D. Storm Water Mitigation Bank (Mt Castle Park)

- E. Streetscapes (Lake, Terrace, Caledonia)
- F. Third Creek Corridor (partnership with City of Knoxville)
- G. Todd Helton Dr. Improvements and Realignment
- H. UTIA Loop Road
- I. UTIA Pedestrian Spine
- J. Vol Navy Boat Docks

#### Mid-Term (5-10 years)

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

#### Long-Term (+10 years)

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



Implementation of the 10-year plan will realize 3.1M GSF of non-residential space supporting modern instruction, research growth, and maintain the quality of the Vol experience as the university continues to grow enrollment. In addition to new construction, the 10-year plan addresses deferred maintenance and improves alignment between programs and space through major renovation and demolition of 2.9M GSF. Investments in new construction and renovation will strengthen adjacencies between units such as the arts and humanities through interdisciplinary hubs. 1M GSF of housing is outlined to meet immediate needs while strengthening student life clusters. Physical investment outlined in the master plan both supports the transformational strategic vision and meets current campus space needs grounded in the stewardship of existing assets through renovation and incremental improvement.

of renewal through major renovation and demolition of existing campus space

of new non-residential space supports modern instruction and research growth, and the student experience

- Strengthened arts and humanities adjacencies

of housing to meet immediate needs





*Illustrative Aerial - Proposed 10-year Development*



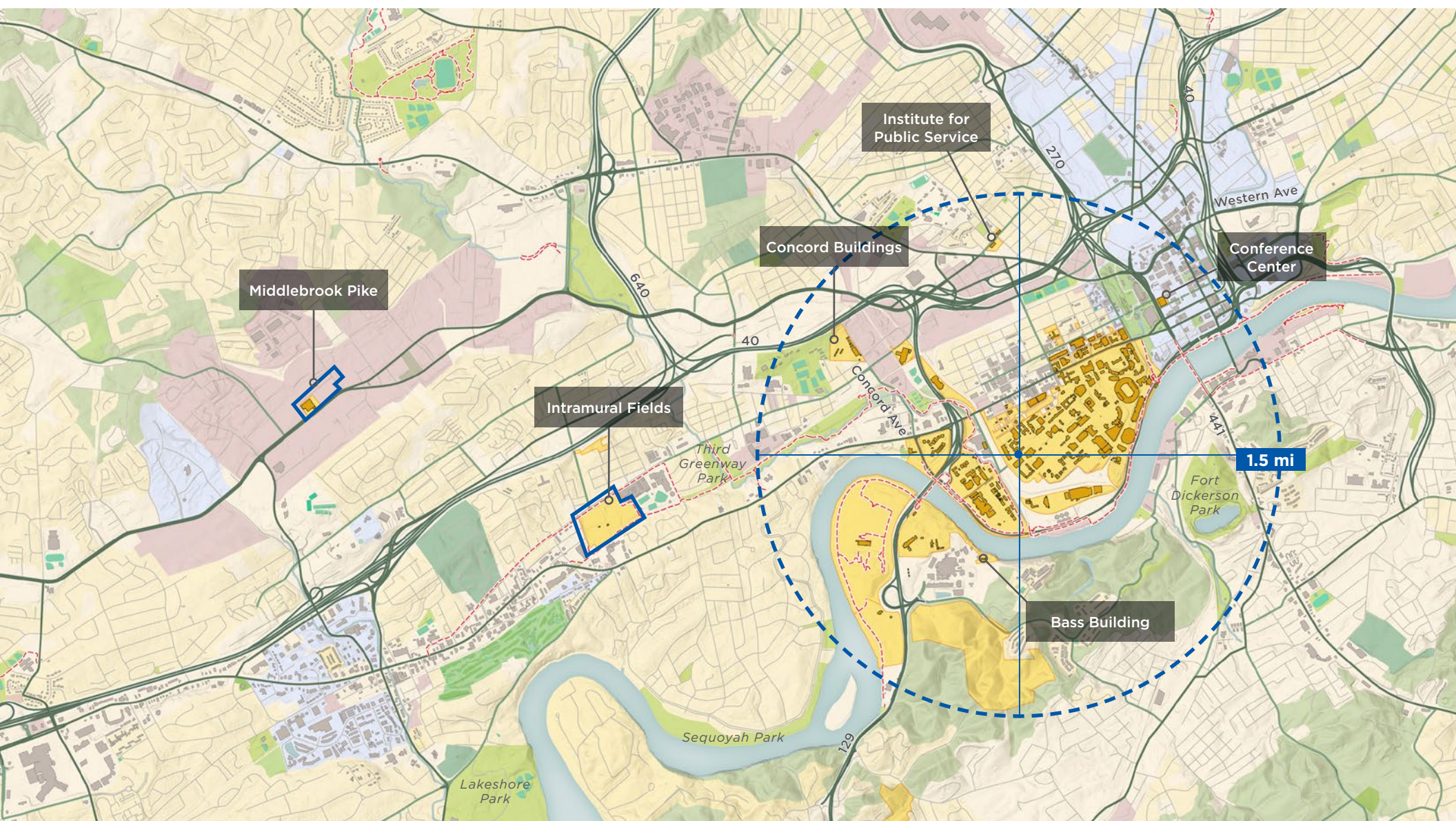


## Land Acquisition

The University is in a period of transformational growth, fueled by increasing student enrollment, robust academic programs, and research expansion. In Knoxville, the institution's campuses are bordered by the Tennessee River and its tributaries, bisected by train yards, and bounded to the north by the Cumberland Avenue corridor. Land for expansion is limited. Partnerships within greater Knoxville, particularly downtown, are an opportunity to support the campus' strategic goals and stewardship of land within the campus core.

## UT Knoxville

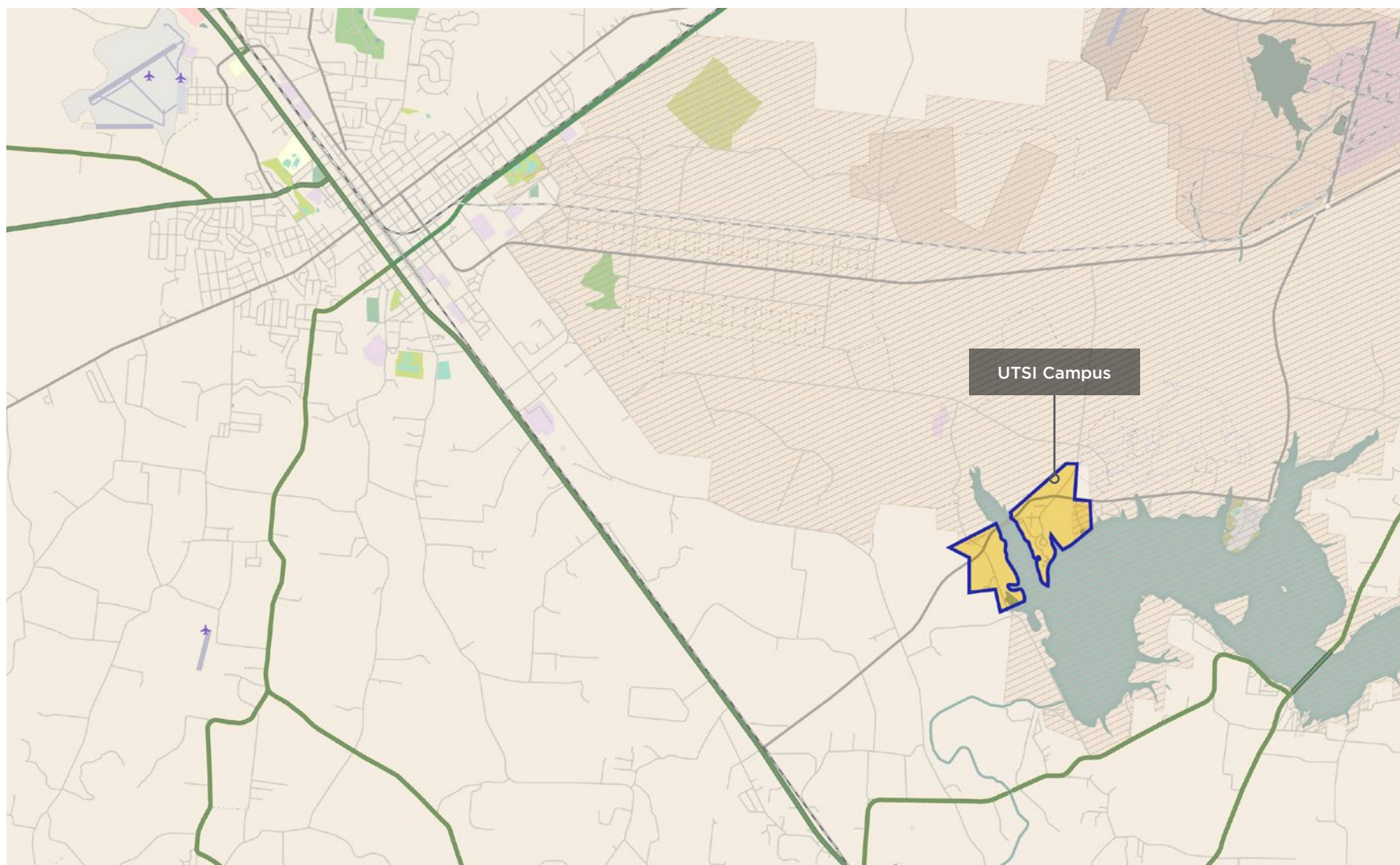
The master plan defines its Knoxville-based boundary by identifying a circular zone of influence with a radius of 1.5 miles centered on Andy Holt and UT Drives. This zone of influence captures the contiguous properties of the University, as well as the UT Research Park at Cherokee Farm and the adjacent UT Day Golf Practice Facility to the south and west, and the UT Conference Center to the east. This approach positions the University to consider the strategic acquisition of properties that support partnerships and collaborative initiatives aligned with its mission and strategic plan. While the Ft. Sanders neighborhood to the north and Maplehurst Park to the east of campus do fall within the proposed radius, the University does not intend to acquire historic houses in these districts.



## CAMPUS BOUNDARY

— Proposed 2023 Institutional Zone





#### UTSI BOUNDARY

— Proposed 2023 Institutional Zone



## UTSI

The UT Space Institute, located in Tullahoma, plays a strategic role in the University's research and graduate education mission. While geographically distinct from the institution's Knoxville- based campuses, the Space Institute offers unique growth opportunities. As such, the property owned by the University in this location was identified as one of several campuses that support the University's mission and strategic vision.

