

**DATE:** January 26, 2018

**SUBJECT:** Master Plan Updates: Austin Peay State University

**ACTION RECOMMENDED:** Approval

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### **BACKGROUND INFORMATION**

Campus master plans are an essential element of higher education public policy. Master plans provide an opportunity for long-range planning that incorporates the institution's needs and ambitions, while also providing the public and state government a sense for how the institution might evolve over time. Whether the acquisition of strategic property, the need for and efficient use of facilities, or an analysis of how the campus footprint meshes with the surrounding community, master plans provide a method of anticipating and preparing for the future needs of the campus and the students it serves. THEC requires institutions to produce a master plan every ten years that addresses short-, mid-, and long-term needs of the campus with respect to building and land use, open space, vehicular circulation and parking, and land acquisition opportunities.

### **MASTER PLAN SUMMARY**

Austin Peay State University (APSU) is centered in Clarksville, with a satellite campus at Fort Campbell. In Fall 2016, APSU served nearly 10,500 students (headcount) and had a full-time equivalent (FTE) enrollment of approximately 8,500. In 2013, the campus planning design firm, Dober Lidsky Mathey (DLM), completed a Master Plan for APSU that identified 21 projects to increase APSU's capacity for academic and student services, and to improve existing infrastructure. The projects included two new academic buildings and a student success complex, new housing, and expanded and upgraded athletics and recreational facilities.

Since the completion of the 2013 Master Plan, APSU has gained new leadership, including President Alisa White; has approved a new Strategic Plan, with a goal to grow enrollment to 15,000 students; has acquired major land parcels, including the Jenkins & Wynne Ford and Honda car dealerships; and, with the appointment of a local governing board, has experienced a change in governance structure. APSU requested DLM to update the 2013 Master Plan to incorporate these changes.

In the updated master plan, the former car dealership land located south of College Street is planned to be used for mixed use development—a combination of retail, housing, and related university and city resources. The land north of College Street is planned to be used for parking, student housing, and mixed-use.

The updated master plan makes alterations to construction projects put forward in the 2013 plan. Although shown as new construction in the 2013 plan, in the updated plan, the Health Professions building is identified as the university's highest priority. The Student Success Center, formerly conceived as a new stand-alone building in the 2013 plan, is merged with the renovated and expanded library in the updated plan. Finally, the bookstore, recommended to be relocated south of College Street in the 2013 plan, is specifically recommended in the updated plan to be placed in space newly acquired on the Jenkins & Wynne land.

Although APSU has added several classrooms and lab/studios to their inventory since the 2013 campus plan, the campus is still at capacity for scheduled classrooms, laboratories, and studios. The situation will become worse should enrollment increase. A new academic building in the 2013 plan has, therefore, been further defined in the updated plan as a classroom building.

All other building, circulation, parking, and landscape projects highlighted in the 2013 plan remain untouched in the updated plan.

## **RECOMMENDATION**

The 2017 Austin Peay State University master plan update provides a comprehensive yet flexible plan to guide the facility for the next decade. It has been thoroughly reviewed, and THEC staff recommend it for approval.

# Section One

## EXECUTIVE SUMMARY

This campus plan is an update to the original campus plan that was prepared in 2013. It reflects the change in land ownership, the direction set by a new president and administration, and the development of a University Strategic Plan.



### 2015 – 2025 Vision Statement

APSU's vision is to create a collaborative, integrative learning community, instilling in students habits of critical inquiry as they gain knowledge, skills and values for life and work in a global society.

The Strategic Plan has been instrumental in guiding the discussions and direction of this revised campus plan. Input from the many APSU constituents who have participated in the planning process is reflected in the plan. The plan provides a framework for decision making that includes descriptions of context, land use, building use, topography, pedestrian and vehicular circulation and parking, landscape, campus design, development constraints and opportunities, and sequence.

Please refer to **Drawing 1.1: Concept Plan** on page 5. The Campus Plan described in this report is summarized here by brief descriptions of key proposed projects listed by location and not in any priority.

### Drawing 1.1 Site Number Key

- A. Construct a Health Professions Building on Eighth Street north of Maynard Mathematics and Computer Science building. The Health Professions building will consolidate the School of Nursing, the departments of Allied Health, Psychological Science and Counseling, the offices for Health and Human Performance, and Social Work. The building will also provide active learning classrooms and collaborative learning spaces.
- B. Upon completion and occupancy, the Health Professions Building will free-up space in four buildings: McCord, Sundquist Science, Clement, and Dunn—a total of 35,000 net assignable square feet. Adjacent academic departments will, if needed, expand into the vacant space that will be renovated to meet their needs.
- C. Expand and renovate the Woodward Library to reflect the changing nature of collegiate libraries and to be a more student-centered resource including various venues and formal and informal small group work areas and collaboration spaces. The Student Success Center can be combined with the expanded library.

The Student Success Center provides peer tutoring, community tutoring, the Writing Center for individual assistance with any paper for any class, and various workshops and structured learning assistance. This academic resource should be centrally located—integrated with the library would be ideal. Two other possible locations to consider, both also centrally located: the proposed general purpose academic classroom building and the vacated space in the Harvill Bookstore building.

- D. It is clear that APSU is at classroom capacity and as enrollment increases, the situation will only worsen. Construct a general purpose academic building with various classrooms, informal student collaboration spaces and support. Depending on the timing for this building, the Student Success Center might be incorporated in this academic building instead of the expanded library. Demolish Marks, an inappropriate support building in poor condition. Middle College, in Marks, could relocate to the new Academic Building or in space vacated by the departments moving into the Health Professions Building.
- E. Reserve a large site across College Street adjacent to the campus for a mixed-use development to be created as a possible public private partnership (P3). This significant site located at the edge of the Clarksville city center, adjacent to the campus, will create a connection between the two.

Public private partnerships are complex financial arrangements. The University should engage a P3 consultant to guide the planning process, but more importantly, to help the University to understand whether a partnership should be pursued, the type of development to encourage, and the best way to structure the financial arrangement. This should be done before the University begins vetting possible developers.

- F. The Harvill Bookstore building will become vacant when the bookstore relocates across College Street to the corner of College and 4th streets. There are a number of options for the reuse of this strategically located building: dining (the building was once the dining hall), post office, lounge, offices for dining services, the Honors program, or the Student Success Center. The building is right in the heart of the University—the focus of Student Life.

The choice of the reuse of Harvill should not be made precipitously, but only after a careful study of residential life and campus dining needs.

- G. If the University continues to grow its enrollment as it has in the recent past, an assessment of APSU's student housing and dining resource should be conducted to help the University make a rational plan for moving forward. This assessment is particularly important given the possibility of a P3 development across College Street.

Does APSU need additional beds? If so, how many and when will they be needed? Should some of these beds be on-campus or part of a possible P3 development across College Street, or one of several properties being developed nearby? Should these properties be purchased or leased? What proportion of the existing student housing stock should be renovated?

A critical evaluation of student dining and a careful review of the various venues presently in operation on campus should be part of this assessment. There are seven venues available on campus, including the cafeteria and food court in Morgan, Sundquist, Subway, Terrace, Starbucks, and the Foy Center. Only after a careful housing/dining study, can the University make a rational, data-driven choice and avoid an ad hoc decision. It is recommended that a focused housing and student life master plan be developed.

- H. Expand surface parking throughout the campus on existing lots through minor adjustments to the sites and through careful redesign and restriping to improve capacity. No longer cutting edge are pay-by-phone apps for metered parking on campus. Although it is not needed now, at some point in the future, when enrollment targets are met, the University will need to decide whether to pursue the creation of a parking structure. One of several existing parking lots could become the site of a structure that has the capacity of 250 to 500 cars. In the meantime, parking across College Street, and parking on select streets such as Marion and Drane will meet the needs.
- I. Pedestrian circulation improvements include transforming Browning Drive and portions of Henry street from vehicular to pedestrian use while emergency and service vehicles will still have access. Closing both to traffic will create a truly pedestrian zone in the core of the campus. Closing Henry Street creates an opportunity to fully incorporate the new Art and Design building, the Trahern building, and the associated green space with the campus core.
- J. Marion Street improvements include widening the pedestrian pathways, adding street trees, and landscaped beds. As a city street, any improvements will require approval from the city of Clarksville.
- K. Expand the Winfield Dunn Center to include a practice gymnasium. Complete the Baseball Park that has been recently planned and designed.
- L. Expand the Foy Fitness Center to provide additional venues for recreation and clubs.
- M. Develop traffic calming initiatives along College and Marion streets in coordination with the city of Clarksville.
- N. A critical question to consider as the campus expands southward is how will the University overcome the barrier of College Street in its current form? As the University grows in response to its Strategic Plan, College Street will not only be a major city street but a campus street as well. Four options of varying complexity have been created to address the challenge at the intersection of College Street and University Avenue.

The least complex approach would be to improve the existing pedestrian crossings at the intersection of College and University. Travel lanes for vehicular traffic would be narrowed to 10 feet in width to encourage slower travel speeds. Landscaped pedestrian refuges would provide a safe location to rest for individuals with mobility issues. Sidewalks and bicycle lanes will provide improved accommodations over the current design. Brick paving can be utilized to communicate the unique nature of the space.

Another options is an elevated Square Crosswalk that utilizes separated bridges to eliminate conflicts between pedestrians and vehicles. Bridges are accessed by towers containing stairwells and elevators for individuals with mobility issues. A related option is an elevated circular crosswalk which eliminates one tower. The remaining tower, located in the historic quad, doubles as a clock tower adding a focal point to the unique character of the space.

Drawing 1.1:  
CONCEPT PLAN



CONCEPT  
CAMPUS PLAN 2017

- A** New Health Professions Building
- B** Renovate Vacated Space for Academic Departments
- C** Renovate/Expand Woodward Library
- D** New General Academic Building
- E** Reserve Site for Mixed Use Development Possibly a Public/Private Partnership
- F** New Student Life Venue in renovated Harvill
- G** Student Housing/Dining Study should be launched
- H** Expand Surface Parking throughout Campus
- I** Make Browning Drive and a portion of Henry Street Pedestrian
- J** Marion Street Improvements, Landscaping
- K** Expand Winfield Dunn Center, construct Baseball Facility
- L** Expand Recreation at the Foy Fitness Center
- M** Campus Gateways and Street Calming
- N** Redesign the crossing at College & University to improve visibility and safety



Possible Mixed Use Development

