

DATE: May 15, 2020

SUBJECT: Master Plan Update - University of Tennessee Health Science Center

ACTION RECOMMENDED: Approval

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

Over 3,000 students are enrolled at the four major University of Tennessee Health Science Center (UTHSC) locations – Memphis (main campus), Knoxville, Chattanooga, and Nashville, as well as numerous health care-related facilities across Tennessee. The enrollment of over 2,600 FTE is expected to remain stable with slight increases of 2% annually over the next decade to a target enrollment of 3,396 FTE. The previous 2015 Master Plan guided the development of significant projects, including the Translational Research Building, the Center for Healthcare Improvement and Patient Simulation, the Crow/Mooney/Nash/Nash Annex Transformation, the College of Dentistry Expansion, and the redevelopment of 11 acres of University property for housing. The primary focus of the new 2020 Master Plan Update is to optimize these changes on the Memphis campus for all six colleges (Dentistry, Graduate Health Sciences, Health Professions, Medicine, Nursing and Pharmacy), coordinate continuing changes in Memphis Medical District partnerships and land use, and improve student, faculty and staff recruitment, retention and wellness.

As a densely developed urban campus of over 40 acres, with limited ability to expand its footprint, the plan continues to focus on highest and best use of land and facilities, renewal of existing space, and flexible future development zones that consolidate programs and property through land swaps, facility sharing, and strategic acquisitions. The plan's space analysis found that 330,000 s.f. of approximately 1.4 million assignable square feet (ASF) is in critical condition and warrants substantial reconstruction or replacement. Further, the THEC Space Allocation Guidelines indicate a long-term space deficit of over 600,000 ASF following expected enrollment and research growth, as well as planned demolitions. The 10-year predicted space deficit includes nearly 300,000 ASF of academic space, 175,000 ASF of research space, and 88,000 ASF of administrative and student support space.

Proposed near-term projects (1-5 years) for the Memphis campus include 11 major renovations of over 580,000 gross s.f. to address significant modernization needs, parking expansions, Student-Alumni Center expansion for student services and maintenance facilities. Plans to improve Knoxville facilities focus on the consolidation of the Audiology and Speech Pathology (A&SP) Program in a permanent location in the UT Conference Center. Mid-term priorities (5-10 years) for the Memphis campus continue major renovations of over 430,000 gross s.f. of academic, research and clinical space, a new facility for the College of Medicine, and new parking structure. The focus of the long-term plan (10+ years) is on positioning sites to address space deficits and meet strategic goals for growing programs within the College of Dentistry, College of Pharmacy, Graduate Health Sciences and doctoral programs, a primary care clinic integrated with interdisciplinary and translational research programs, Good Manufacturing Process partnerships, and over 200,000 gross s.f. of renovations.

RECOMMENDATION

The 2020 Master Plan Update is a comprehensive 10-year plan, with analysis of space needs, enrollment, site considerations, facility conditions and renewal plans, design guidelines, land acquisition, infrastructure, student life/services, and implementation and capital plan. THEC staff recommends it for approval.