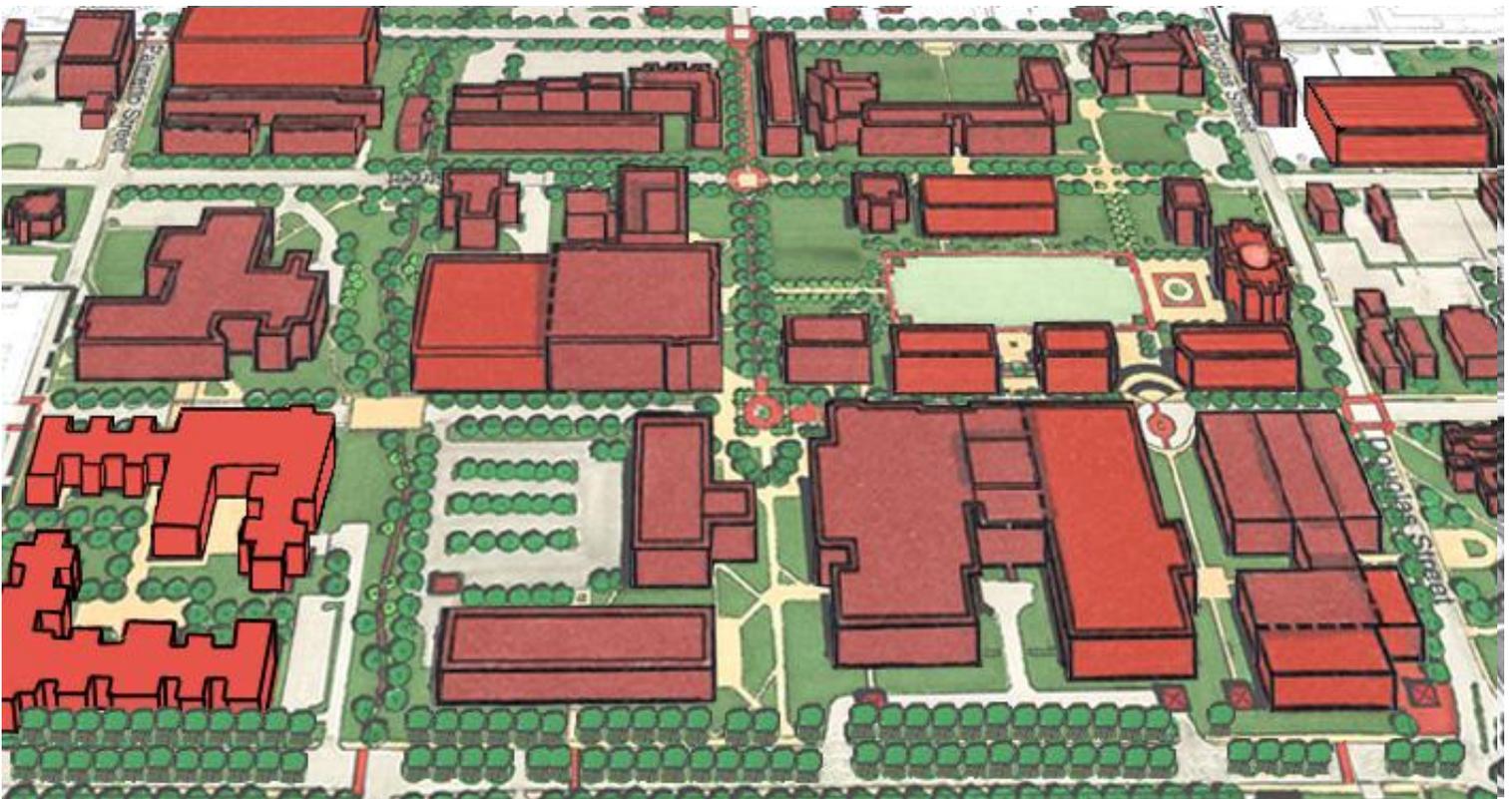


UNIVERSITY OF TENNESSEE
AT
CHATTANOOGA

CAMPUS MASTER PLAN
EXECUTIVE SUMMARY

SBC# 540/05-02-98



rm plan group

in association with

TWH Architects and Campbell & Associates

Executive Summary

PLANNING CONTENT

This is the first campus master plan since joining the University of Tennessee system in 1969. The campus is an amalgamation of schools that became known as the privately-owned University of Chattanooga. With buildings dating back as early as 1909, **nearly 16 percent (137,816 nsf)** of the 871,770 (nsf) total for academic buildings were **built prior to 1950**. Nearly 47 percent (405,900 nsf) were built prior to the UT merger. With the exception of Fletcher Hall, there has been virtually no major renovation of older buildings.

The location of the campus is within a highly urbanized area. Because UTC is surrounded by a combination of downtown Chattanooga, Fortwood historic district, Erlanger Medical Center, M. L. King neighborhood, three historic cemeteries and a regional highway, the campus has little area for expansion.

Despite building condition and land availability constraints, UTC continues to grow in enrollment. Full-Time Equivalent (FTE), the State's measure for determining space provisions, increased from **6,000 in 1990 to 7,019 in 1999**, an average annual change of nearly 2 percent.

In responding to the challenges of growth, UTC recognizes that the campus can not accommodate infinite enrollment increases. Instead of trying to be something for all, the University seeks to be the best at what it can serve. **A campus serving 12,500 Head Count and 10,000 Full-Time Equivalent** is envisioned in providing for long-term development.

DEVELOPMENT GOALS

The University has identified **seven major goals** for development of the campus. These goals are associated with providing the following:

- Preferred campus size
- Urban residential campus
- Visually attractive campus
- Green campus
- Well-connected campus
- Integrated campus and neighborhood
- Integrated campus and community

Goal No. 1. Preferred Campus Size. There are two parts to providing a preferred campus size: a) **balancing growth with available resources**; and, b) **creating pedestrian-scale activity centers**. The first part envisions modifying enrollment increases so that the convenience and intimacy of the existing campus can be maintained and enhanced. It is also envisioned that modifying enrollment increases would balance facilities expansion with the availability of land while maintaining the integrity of surrounding neighborhoods.

- Enrollment of **12,500 Head Count and 10,000 Full Time Equivalent**
- Consolidation of uses and enhancement of space through building expansion
- Land expansion through reuse and redevelopment

The second part of this goal envisions a campus that provides pedestrian scale activity centers.

- Centralization of academic functions
- Creation of a sense of place and identity associated with a campus heart
- Centralization of student sports and recreation

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Goal No. 2. Urban Residential Campus. This goal envisions enhancing the urban character of the campus by increasing the availability of student housing and encouraging the provision of nearby student-oriented services. The close proximity of housing and services is intended to minimize the impact of automobiles on campus. It also envisions an architectural context that is compatible with existing neighborhoods.

- Intensification of use and scale of on-campus housing
- Provision of residential villages
- Enhancement of building and street interface

Goal No. 3. Visually Attractive Campus. This goal envisions enhancing campus aesthetic quality.

- Unification of landscaping and streetscaping
- Provision of outdoor art as focal points
- Unification of architectural style

Goal No. 4. Green Campus. This goal envisions a campus with ample amounts of “green,” or open space for the passive and active enjoyment of the users and benefit of the environment.

- Provision of open space with Campus Mall
- Provision of a greenway connecting the campus with adjacent neighborhoods and the RiverPark
- Expansion of sports and recreational fields
- Landscaping of existing surface parking

Goal No. 5. Well-Connected Campus. This goal envisions a pedestrian-friendly campus with easily accessible activity centers.

- Establishment of an entries hierarchy
- Enhancement of vehicular and pedestrian circulation
- Inclusion of bicycle and transit alternatives
- Provision of parking structures as an alternative to surface parking
- Enhancement of wayfinding system

Goal No. 6. Integrated Campus and Neighborhood. This goal envisions a campus that is integrated with the diverse existing neighborhood context through compatibility of use, design, economic linkage and mobility enhancement.

- Enhancement of pedestrian connections between campus and neighborhood activity areas;
- Sharing facilities
- Supporting neighborhood commercial uses
- Enhancement of architectural context and style compatibility

Goal No. 7. Integrated Campus and Community. This goal envisions the University being an active participant in Chattanooga’s vision for the future.

- Being the “Community’s University” and partner in Chattanooga’s Growth Plan
- Being compatible with the community’s development standards

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DEVELOPMENT PHASING

Development of the campus is divided into two phases. Phase I is based on a HC of 10,600, an increase of 1,996 over the total in 1999, and an FTE of 7,300, an increase of 1,481 over the total in 1999. Phase II is based on a HC of 12,500, an increase of 1,900 over Phase I, and an FTE of 10,000, an increase of 1,500 over Phase I.

PROPOSED BUILDING EXPANSION FOR NON-RESIDENTIAL

There are 943,183 net square feet (nsf) exclusive of residential and parking structure uses existing as of January 2000. A total of 1,287,869 nsf are proposed for Phase I, an increase of 344,686 nsf over existing. A total of 1,528,069 nsf are proposed for Phase II, which is an additional 240,200 nsf over the Phase I increase.

Phase I Building Projects. Specific projects are summarized in the following.

Removal. Due to the prohibitive costs of renovation and the undesirability of continuing to use temporary structures, eight buildings totaling 21,131 nsf are proposed for removal.

- Metro Annex (10,501 nsf)
- 7 temporary buildings (10,630 nsf)

Additions. Six buildings totaling 179,184 nsf are proposed for additions.

- University Center (42,273 nsf) (funded / identified for space planning purposes only)
- Maclellan Gym (20,106 nsf) (funded / identified for space planning purposes only)
- Lupton Library (68,590 nsf)
- Fine Arts Center (28,030 nsf)
- Challenger Center (10,012 nsf)
- South Stadium (10,173 nsf)

Free-Standing. Three buildings totaling 217,765 nsf are proposed for free-standing (all new construction).

- Engineering, Math & Computer Sciences (102,765 nsf)
- Academic Building IV (35,000 nsf)
- Student Recreation/Wellness Center (80,000 nsf) (Student Fee Funding)

Parking Structures. In addition to the 396,949 nsf increase for proposed non-residential buildings, three parking structures for approximately 1,050 spaces are proposed.

- UC Foundation property location (150 spaces) (Student Fee Funding)
- Oak Street near Douglas Street location (400 spaces) (Student Fee Funding)
- McCallie Street at Palmetto Street location (500 spaces) (Student Fee Funding)

Major Renovations. Nine buildings are proposed for major renovations.

- Hunter Hall HVAC
- Grote Hall Phase I
- Cadek Hall Electrical/HVAC
- Frist Hall
- Siskin Memorial
- UTC Arena
- Hooper Hall
- Race Hall
- Guerry Hall

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Phase II Building Projects. Specific projects are summarized in the following.

Additions. One building totaling 19,200 nsf is proposed for addition.

- Lupton Library (19,200 nsf)

Free-Standing. Four buildings totaling 221,000 nsf are proposed for free-standing (all new construction).

- Lab Sciences Building (125,000 nsf)
- Academic Building I (30,000 nsf)
- Academic Building II (30,000 nsf)
- Academic Building III (36,000 nsf)

Parking Structures. In addition to the 240,200 nsf increase for proposed non-residential buildings, two parking structures for approximately 2,000 spaces are proposed.

- E. 3rd Street at Palmetto Street (1,000 spaces)
- UTC Arena site (1,000 spaces)

Major Renovations. Eight buildings are proposed for major renovations.

- Patten Chapel
- Danforth Chapel
- Brock Hall
- Bretske Hall
- Frist Hall
- Holt Hall
- Metropolitan Building
- Grote Hall Phase II

PROPOSED BUILDING EXPANSION FOR RESIDENTIAL

There are 1,587 beds existing as of January 2000. A total of 2,800 beds are proposed for Phase I, an increase of 1,213 over existing. A total of 3,300 beds are proposed for Phase II, which is an additional 500 beds over the Phase I increase. Phase I has a greater increase in beds compared to Phase II due, in part, to compensating for the **removal of the 140-bed North Stadium Dormitory** in Phase I.

Phase I Residential Projects. Specific projects are summarized in the following.

- UC Foundation property – west location (396 beds)
- Collins Street & E. 4th Street location (specialty housing with undetermined number of beds)

(All residential involves student fee funding.)

Phase II Residential Projects. Specific projects are summarized in the following.

- UC Foundation property-east location (undetermined number of beds)

(All residential involves student fee funding.)

PROPOSED SITE IMPROVEMENTS

In conjunction with campus development goals, several site improvements are proposed.

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Campus Entry Reorientation. The Campus Master Plan completes the reorientation of the campus entry that has been on-going since the seventies. While McCallie Avenue remains as the traditional access to the campus, East 5th Street, in conjunction with the Mabel/4th/Hwy. 58 regional access, becomes the primary entry. East 5th Street is envisioned as the main campus drive. Improvements for E. 5th Street include a divider median with streetscaping, new fronts on existing buildings and proposed buildings oriented toward 5th Street in creating a unified campus entry.

Academic Quadrangle and Campus Mall. Conversion of Chamberlain Field from football field to an open space mall and the provision of academic buildings framing the mall creates a physical and psychological center. The mixing of pedestrian-oriented uses is intended to create a major activity center.

Residential Campus Expansion South of McCallie Avenue. The University's master plan for properties south of McCallie Avenue is intended to expand on-campus housing for students. The recommendations involve a more intensely developed urban type of housing with outdoor recreational areas and parking structures. In linking the expansion area with the remainder of the campus, formal pedestrianways, greenway and transit connections are recommended. Traffic-calming improvements and two-way traffic are also recommended for McCallie Avenue to ensure student safety.

Sports and Recreation Complex. The reuse of Engel Stadium, a former professional baseball field, is intended to create a major activity center for sports and student recreation. The proposed Student Recreation/Wellness Center serves as a catalyst for attracting students to the complex. The complex also includes intermural fields and optional location for an NCAA-regulation track. Due to its remote location, a formal pedestrianway and transit service connection is recommended.

Campuswide Mobility Improvements. In maintaining the accessibility and convenience of the existing campus, an integrated system of vehicular, pedestrian, bicycle and transit improvements is recommended. It is intended that all modes be linked together. Large surface parking areas are recommended for replacement with parking structures strategically located at the corners of the campus. Transit service is recommended for linking parking with campus activity centers. The proposed greenway includes pedestrian and bicycle provisions.

PROPOSED LAND EXPANSION

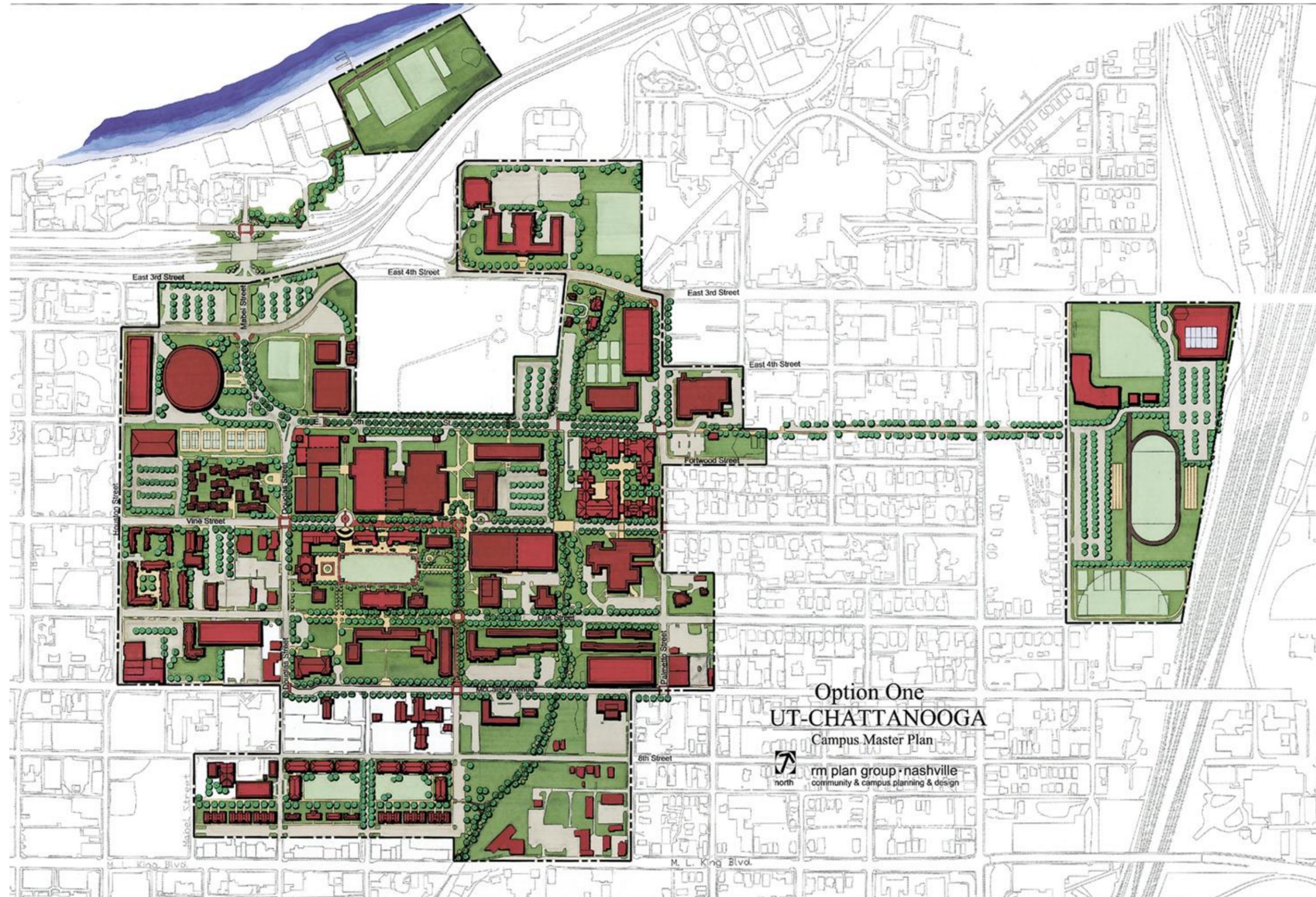
There are approximately 118 acres within the campus as of January 2000. Subject to availability, a total of 209 acres are proposed for the immediate campus. Another 200 acres are proposed off-campus in conjunction with reuse of the Volunteer Army Ammunition Plant in northeast Chattanooga. Properties proposed for acquisition include the following.

- Balance of privately-owned properties adjacent to the campus (13.2 acres)
- UC Foundation properties south of McCallie Avenue (11.0 acres)
- Balance of privately owned properties south of McCallie Avenue (26.8 acres maximum)
- Engle Stadium & Raoul property (26.8 acres)
- Chattanooga School for the Arts & Sciences (12.0 acres)
- Volunteer Army Site (200.0 acres)

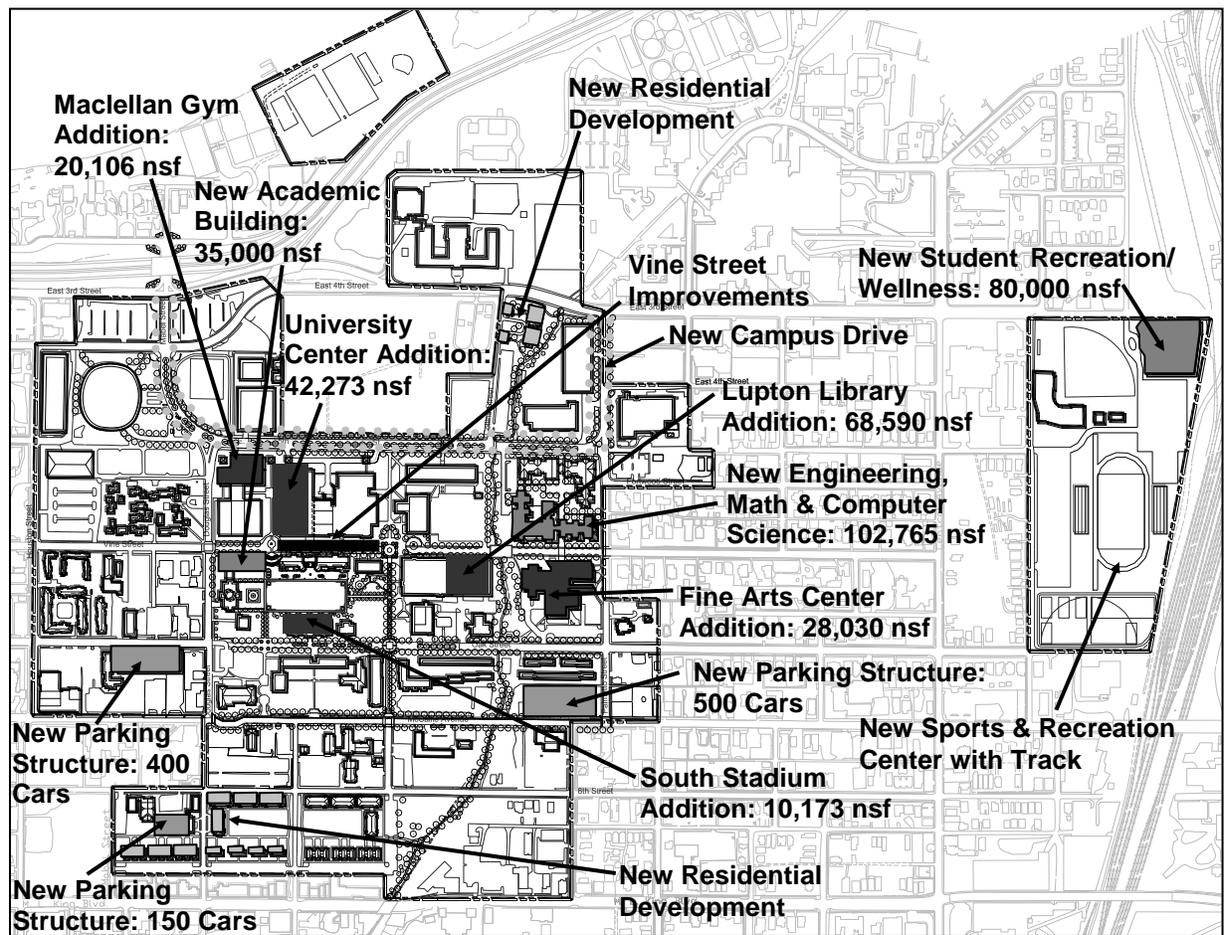
PROPOSED CAMPUS DEVELOPMENT PLAN

Proposed building, residential and site improvements are represented in the following Campus Development Plan. In addition, major improvements for each of Phases I and II are represented in drawings following the Campus Development Plan.

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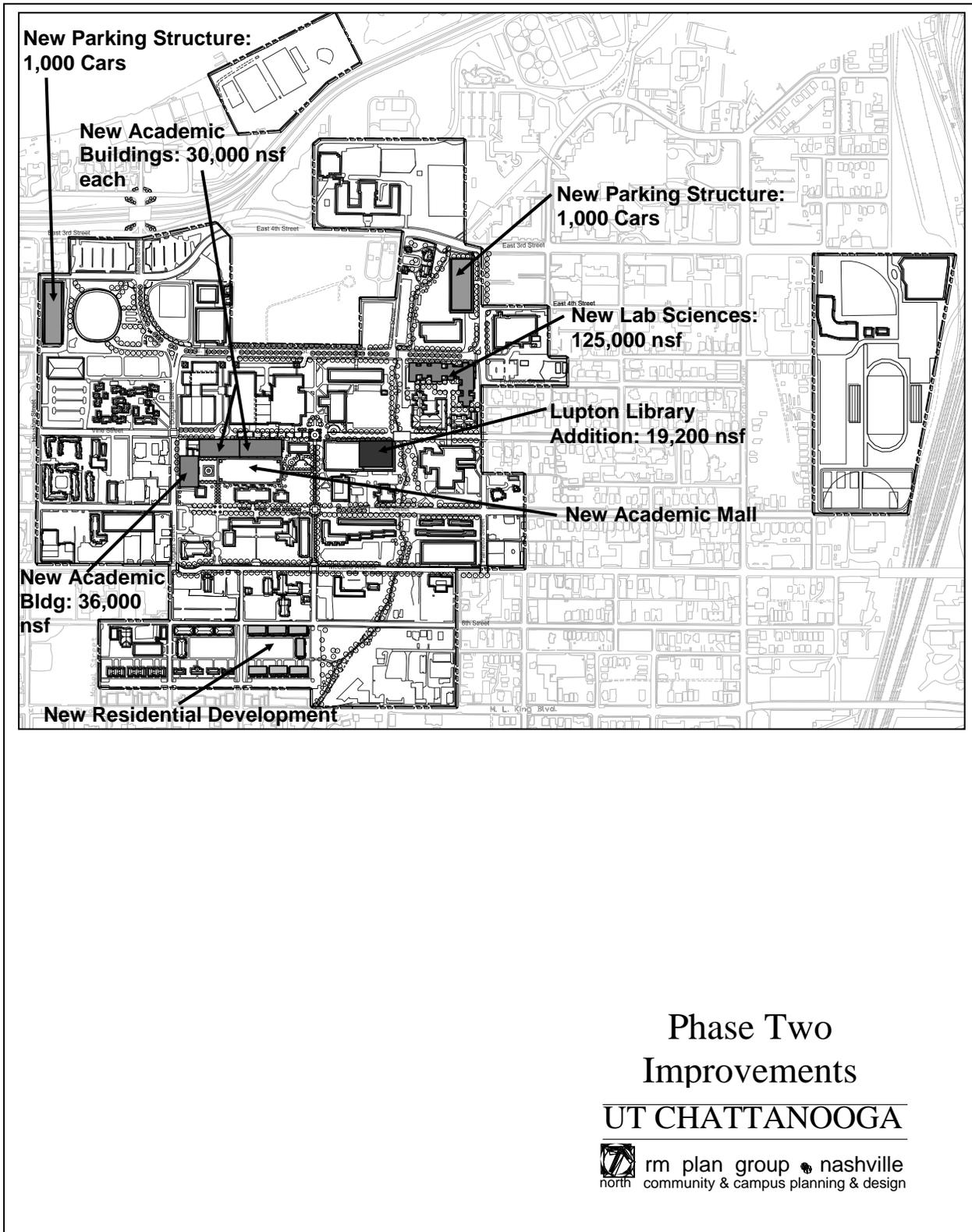


Phase One Improvements

UT CHATTANOOGA



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PROPOSED CAPITAL OUTLAY

Total capital outlay of \$240,700,000 is proposed for campus development cumulative for Phases I and II.

Phase I Capital Outlay. Capital outlay for Phase I is summarized in the following.

- Building (non-residential) = \$122,700,000
- Building (residential) = \$16,900,000
- Site & utilities = \$9,500,000
- Total = \$149,100,000

Phase II Capital Outlay. Capital outlay for Phase II is summarized in the following.

- Building (non-residential) = \$80,500,000
- Building (residential) = \$8,000,000
- Site & utilities = \$3,100,000
- Total = \$91,600,000

Total Capital Outlay. Total capital outlay for Phase I and Phase II is summarized in the following.

- Building (non-residential) = \$203,200,000
- Building (residential) = \$24,900,000
- Site & utilities = \$12,600,000
- Total = \$240,700,000

Capital improvements and funding sources associated with specific projects are summarized in the following table.

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CAPITAL IMPROVEMENTS, PHASES I & II UT Chattanooga (constant dollars based on year 2000)									
	Phase I			Phase II			Total		
	State	Other	Sub-Total	State	Other	Sub-Total	State	Other	Sub-Total
Building: Non-Residential									
Removal	300,000	0	300,000	0	0	0	300,000	0	300,000
Metro Annex	180,000	0	180,000	0	0	0	180,000	0	180,000
7 Temporary Buildings	120,000	0	120,000	0	0	0	120,000	0	120,000
Major Renovation	23,700,000	0	23,700,000	12,000,000	0	12,000,000	35,700,000	0	35,700,000
Hunter Hall HVAC	1,300,000	0	1,300,000	0	0	0	1,300,000	0	1,300,000
Grote Hall	10,000,000	0	10,000,000	0	0	0	10,000,000	0	10,000,000
Cadek Hall Electric/HVAC	1,100,000	0	1,100,000	0	0	0	1,100,000	0	1,100,000
Frist Hall	1,200,000	0	1,200,000	0	0	0	1,200,000	0	1,200,000
Sisken Memorial	1,300,000	0	1,300,000	0	0	0	1,300,000	0	1,300,000
UTC Arena	4,900,000	0	4,900,000	0	0	0	4,900,000	0	4,900,000
Race / Hopper Hall	2,700,000	0	2,700,000	0	0	0	2,700,000	0	2,700,000
Guerry HVAC	1,200,000	0	1,200,000	0	0	0	1,200,000	0	1,200,000
Miscellaneous	0	0	0	12,000,000	0	12,000,000	12,000,000	0	12,000,000
Addition	32,200,000	5,000,000	37,200,000	4,500,000	0	4,500,000	36,700,000	5,000,000	41,700,000
University Center	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)
MacIlelan Gym	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)
Lupton Library	20,800,000	0	20,800,000	4,500,000	0	4,500,000	25,300,000	0	25,300,000
Fine Arts Center	9,900,000	0	9,900,000	0	0	0	9,900,000	0	9,900,000
Challenger Center	1,500,000	0	1,500,000	0	0	0	1,500,000	0	1,500,000
South Stadium	0	5,000,000	5,000,000	0	0	0	0	5,000,000	5,000,000
Free-Standing	34,000,000	18,000,000	52,000,000	46,000,000	0	46,000,000	80,000,000	18,000,000	98,000,000
Engineering, Math & Computer Sciences	28,000,000	0	28,000,000	0	0	0	28,000,000	0	28,000,000
Student Recreation / Wellness Center	0	18,000,000	18,000,000	0	0	0	0	18,000,000	18,000,000
Lab Sciences	0	0	0	30,000,000	0	30,000,000	30,000,000	0	30,000,000
Academic Building I	0	0	0	5,000,000	0	5,000,000	5,000,000	0	5,000,000
Academic Building II	0	0	0	5,000,000	0	5,000,000	5,000,000	0	5,000,000
Academic Building III	0	0	0	6,000,000	0	6,000,000	6,000,000	0	6,000,000
Academic Building IV	6,000,000	0	6,000,000	0	0	0	6,000,000	0	6,000,000

(1) Funded but construction not started as of January 2000.

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CAPITAL IMPROVEMENTS, PHASES I & II (Cont.)									
UT Chattanooga									
(constant dollars based on year 2000)									
	Phase I			Phase II			Total		
	State	Other	Sub-Total	State	Other	Sub-Total	State	Other	Sub-Total
Parking Structure	0	9,500,000	9,500,000	0	18,000,000	18,000,000	0	27,500,000	27,500,000
UC Foundation Property	0	1,400,000	1,400,000	0	0	0	0	1,400,000	1,400,000
Oak Street near Douglas Street	0	3,600,000	3,600,000	0	0	0	0	3,600,000	3,600,000
McCallie Street at Palmetto Street	0	4,500,000	4,500,000	0	0	0	0	4,500,000	4,500,000
E. 3 rd Street at Palmetto Street	0	0	0	0	9,000,000	9,000,000	0	9,000,000	9,000,000
UTC Arena site	0	0	0	0	9,000,000	9,000,000	0	9,000,000	9,000,000
Sub-Total	90,200,000	32,500,000	122,700,000	62,500,000	18,000,000	80,500,000	152,700,000	50,500,000	203,200,000
Building: Residential									
Removal	0	400,000	400,000	0	0	0	0	400,000	400,000
North Stadium Dormitories	0	400,000	400,000	0	0	0	0	400,000	400,000
Free-Standing Village	0	12,300,000	12,300,000	0	8,000,000	8,000,000	0	20,300,000	20,300,000
UC Foundation Property-West	0	12,300,000	12,300,000	0	0	0	0	12,300,000	12,300,000
UC Foundation Property –East	0	0	0	0	8,000,000	8,000,000	0	8,000,000	8,000,000
Free-Standing Specialty Housing	0	4,200,000	4,200,000	0	0	0	0	4,200,000	4,200,000
Collins Street & E. 4 th Street	0	4,200,000	4,200,000	0	0	0	0	4,200,000	4,200,000
Sub-Total	0	16,900,000	16,900,000	0	8,000,000	8,000,000	0	24,900,000	24,900,000
Non-Building									
Site	5,600,000	3,000,000	8,600,000	1,400,000	1,100,000	2,500,000	7,000,000	4,100,000	11,100,000
Campus Entry Reorientation	0	1,100,000	1,100,000	0	0	0	0	1,100,000	1,100,000
Academic Quadrangle and Campus Mall	200,000	0	200,000	300,000	0	300,000	500,000	0	500,000
Residential Campus Expansion South of McCallie Ave.	0	1,200,000	1,200,000	0	800,000	800,000	0	2,000,000	2,000,000
Sports & Recreation Complex	5,000,000	0	5,000,000	0	0	0	5,000,000	0	5,000,000
Campuswide Mobility Improvements	400,000	700,000	1,100,000	1,100,000	300,000	1,400,000	1,500,000	1,000,000	2,500,000
Utilities	300,000	600,000	900,000	600,000	0	600,000	900,000	600,000	1,500,000
Sub-Total	5,900,000	3,600,000	9,500,000	2,000,000	1,100,000	3,100,000	7,900,000	4,700,000	12,600,000
TOTAL	96,100,000	53,000,000	149,100,000	64,500,000	27,100,000	91,600,000	160,600,000	80,100,000	240,700,000