



 THE UNIVERSITY OF TENNESSEE  
CHATTANOOGA

# UTC CAMPUS MASTER PLAN

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An aerial photograph of the Chattanooga University campus. The image shows a large, modern, multi-story brick building with a blue roof in the foreground. To the left is a large, circular, white building. In the background, there are several other campus buildings, including a tennis court with "CHATTANOOGA TENNIS" and "KING OF THE HILL" visible. The campus is surrounded by green trees and parking lots. The text "We are" is written in a white, cursive font, and "CHATTANOOGA'S UNIVERSITY" is written in a large, bold, white and yellow sans-serif font over the center of the image.

*We are*

**CHATTANOOGA'S  
UNIVERSITY**





## OUR JOURNEY TO EXCELLENCE

The University of Tennessee at Chattanooga, located in the heart of a city nationally recognized for its entrepreneurial culture and outdoor recreational activities, offers 47 baccalaureate degrees with 98 program concentrations; 19 certificate programs; 22 master's programs with 43 program concentrations; an education specialist program with three program concentrations; and six doctoral degrees with nine program concentrations.

UTC and the city have connected to build partnerships that enrich student learning and growth while meeting workforce development needs. UTC has been recognized with the Community Engagement Classification by the Carnegie Foundation for the Advancement of Teaching, a national designation exemplifying the extraordinary alliances faculty, staff and students continue to foster within the community and beyond.

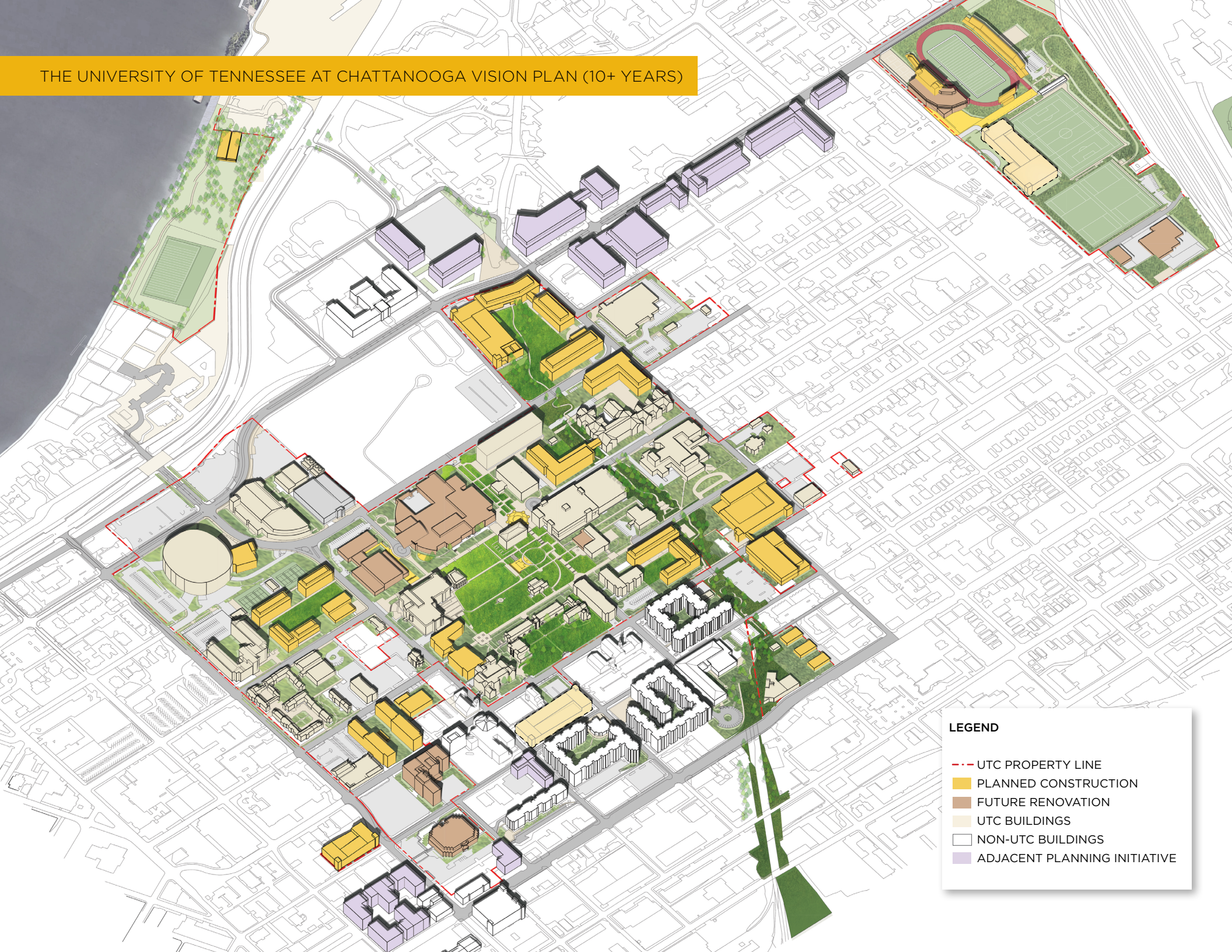
The University continues to evolve and adapt to the changing needs of businesses and students. New programs include the Bachelor of Applied Leadership, a fully online bachelor's degree program for students with previous college, military or work experience who want to complete their undergraduate degrees; the Bachelor of Applied Science in Mechatronics, which enables students to work hands-on with robots and prepare for opportunities in this rapidly expanding field; and the Bachelor of Applied Science in Information Technology in Cybersecurity, which will prepare students to assess the security needs of computer and network systems and recommend safeguard solutions. The programs are aligned with the needs of our community and state for educated professionals in these areas.

Students at UTC participate in innovative, diverse learning experiences inside and outside the classroom. These experiences include, internships in the region, capstone projects that have a lasting impact, life-changing study abroad programs, and cutting-edge research both on and off campus. Student life is vibrant, engaging and supplemented by a seemingly infinite number of off-campus adventures in the greater Chattanooga community.

**DR. STEVEN R. ANGLE, UTC CHANCELLOR**



THE UNIVERSITY OF TENNESSEE AT CHATTANOOGA VISION PLAN (10+ YEARS)



**LEGEND**

- - - UTC PROPERTY LINE
- PLANNED CONSTRUCTION
- FUTURE RENOVATION
- UTC BUILDINGS
- NON-UTC BUILDINGS
- ADJACENT PLANNING INITIATIVE



## INTRODUCTION

**The UTC Campus Master Plan Update is an ambitious, yet realistic, shared vision that will guide the physical development of UTC over the next decade and beyond.**

This Plan furthers the University's long-standing mission and documents the vision for the physical campus environment. It outlines decisions regarding the prioritization of needs, including the analysis and assessment that ground recommendations for the physical campus environment, which address land use, open space, infrastructure, and circulation.

The purpose of the Campus Master Plan Update is to:

- Craft a vision for the future that aligns with the strategic direction of the University.
- Create a guide for physical development over time.
- Establish a basis for informed decision-making going forward.
- Strengthen relationships across the campus and within the community.
- Provide a road map and tools for implementation.

Planning is an ongoing process, and a flexible framework must be in place that can respond to current and future needs. While the goals, principles, and values of the Master Plan may remain consistent over time, the physical implementation of these may need to evolve to meet any unanticipated changes. The Campus Master Plan Update is developed with the intent to be adaptable to the changing needs of the institution.

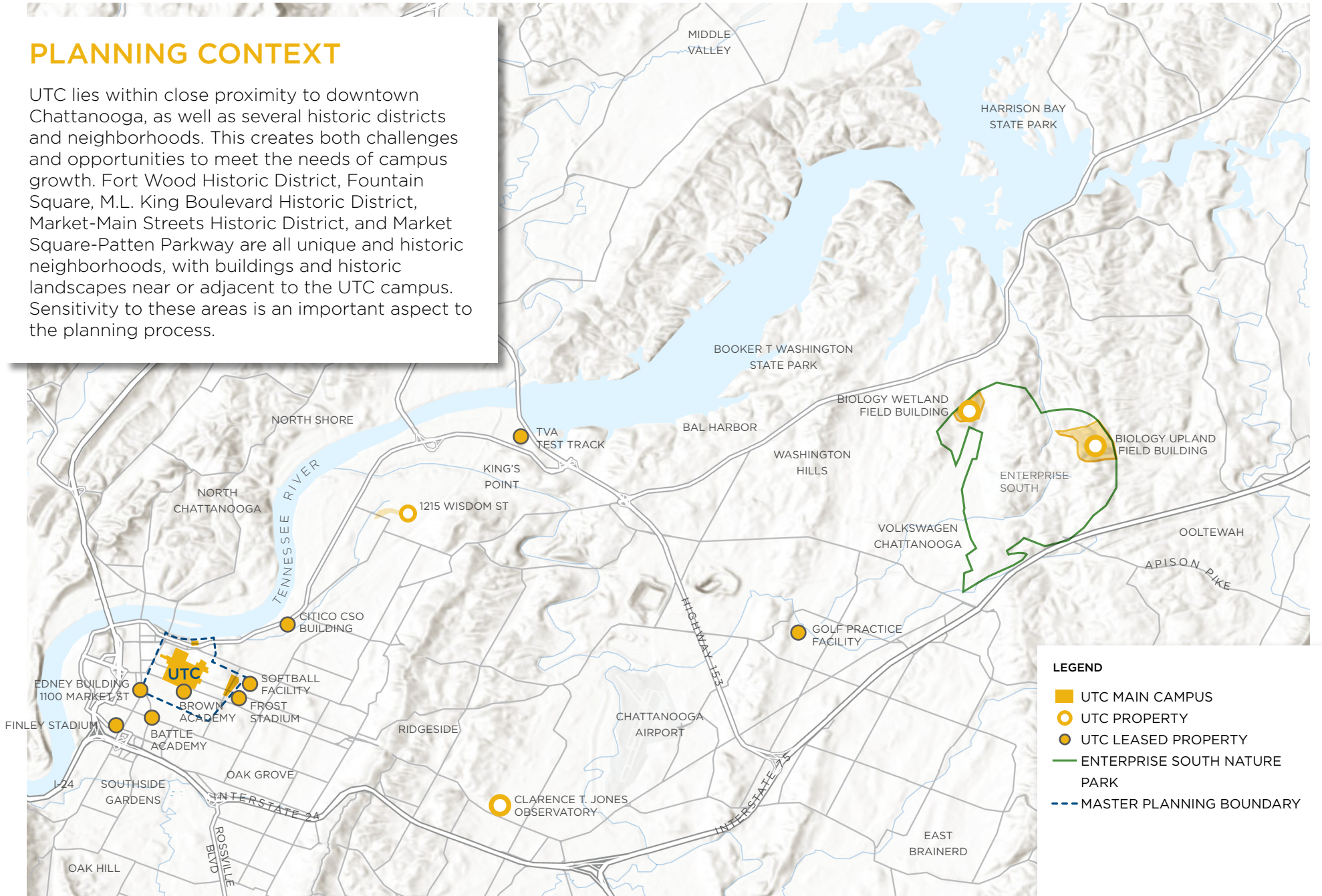
## ALIGNMENT WITH THE CITY OF CHATTANOOGA

### RELEVANT GOALS OF THE CITY OF CHATTANOOGA'S ONE CHATTANOOGA PLAN THAT SUPPORT THE UTC CAMPUS MASTER PLAN UPDATE:

- **Build a universal path to early learning** - expanding access to early learning programs for all families
- **Ensure affordable housing choices for all Chattanoogaans** - including the expansion of supportive housing resources available to end chronic homelessness
- **Improve local infrastructure + public transit** - composing long-term maintenance plans and investing in sustainable and resilient infrastructure
- **Build a competitive regional economy** - growing household incomes for all Chattanoogaans
- **Close the gaps in public health** - addressing racial + economic disparities in public health outcomes
- **Provide responsive and effective local government** - increasing opportunities for residents to engage with local government

## PLANNING CONTEXT

UTC lies within close proximity to downtown Chattanooga, as well as several historic districts and neighborhoods. This creates both challenges and opportunities to meet the needs of campus growth. Fort Wood Historic District, Fountain Square, M.L. King Boulevard Historic District, Market-Main Streets Historic District, and Market Square-Patten Parkway are all unique and historic neighborhoods, with buildings and historic landscapes near or adjacent to the UTC campus. Sensitivity to these areas is an important aspect to the planning process.



## REGIONAL CONTEXT & PRESENCE





## CAMPUS PLANNING PROCESS

A successful plan is only built with critical input from students, faculty, staff, administrators, and community members. Through an extensive engagement strategy, the planning team met with the campus and community throughout the planning process.

Workshops were held for input from the Campus Master Plan Update committees, campus community, and the regional community.

The primary goal of the workshops was to receive input, feedback, and direction to drive the planning process. Stakeholders included students, staff, faculty, administrators, partner organizations, and neighbors.



## PLANNING ALIGNMENT

The Campus Master Plan Update is the physical manifestation of the UTC Strategic Plan and the academic mission of the University.

Following the UTC Strategic Plan for 2021-2025, the Master Plan Update aligns with the objectives, strategies and tactics outlined in the Strategic Plan.



**Teaching and Learning:** UTC will transform the lives of our students and the futures of our region by increasing access to a distinctive model of education, grounded in the liberal arts and tied closely to workforce opportunities.



**Diversity and Inclusion:** UTC will respond to the needs of students and our region by modeling inclusive excellence through diverse representation and aligned benchmark indicators.



**Research and Innovation:** UTC will impact our community and enhance the educational experience of our students by sustaining the scholarly, creative and entrepreneurial activity of our faculty and students.



**Stewardship and Resources:** UTC will ensure the sustainability of our institution and the vitality of our students, faculty, staff and community by excelling in resource development and stewardship.

## UTC STRATEGIC PLAN

### VISION

We engage students, inspire change and enrich community

### MISSION

The University of Tennessee at Chattanooga is a driving force for achieving excellence by actively engaging students, faculty and staff, embracing diversity and inclusion, inspiring positive change and enriching and sustaining our community

### VALUES

- We believe that students are the reason our institution exists.
- We affirm the essential function of a liberal arts education.
- We commit to transformational engagement with our community.
- We nurture a culture of creativity, scholarship and innovation.
- We embrace diversity and inclusion.
- We pursue excellence in all that we do.
- We live with integrity and civility.



## CAMPUS MASTER PLAN UPDATE **GOALS AND OBJECTIVES**

Achieving the vision set forth in the Strategic Plan will require changes to the physical campus.

The UTC Campus Master Plan Update serves as a blueprint for rational building expansions and site improvements that preserve and renew existing facilities and reinforce the positive aspects of the campus. The following goals of the Campus Master Plan Update guided the development of the plan:

01

**Provide equity in amenities and experience throughout the campus** including dining, recreation, study and gathering

02

**Increase the number of beds on campus** to align with enrollment projections and demand

03

**Complete north-south pedestrian connections** to anchor and connect major student and academic programs

04

**Incorporate flexible and interdisciplinary space** into new buildings and major renovations for both instruction and research

05

**Address future space needs within UTC's existing campus property** with a focus on flexibility, optimization, infill and density

# MASTER PLAN COMPONENTS



## ENROLLMENT

Projections with a timeline of five to 10 years, supported by demographics and history for consideration in the development of the annual capital budget.



## FACILITIES CONDITION

High-level conditions and areas for further evaluation, including recommended actions to maintain and upgrade facilities programs.



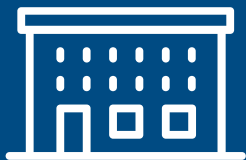
## LAND ACQUISITION

Full inventory of land by ownership and priority land acquisitions or disposal.



## INFRASTRUCTURE

General condition and age of existing infrastructure systems, including comparison between current demand and current capacity with future demand.



## HOUSING & DINING

Replacement and reconfiguration of existing housing and dining facilities, student centers and related student service facilities.



## SECURITY

Consideration for site security, campus access and access to buildings, recreation / athletic fields and related public areas.



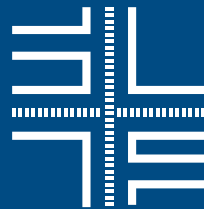
## ONGOING CAPITAL IMPROVEMENT PLANS

Near term five year plan including capital outlay, capital maintenance, and major disclosed projects.



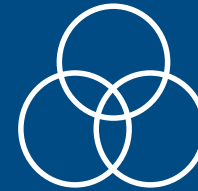
## SPACE NEEDS

E&G space inventory and analysis based on THEC Space Guidelines, plus alternative analysis based on national standards and best practices to determine future space needs.



## SITE CONSIDERATIONS

Site plans analyzing existing relationships between campus systems and features, including parking. Proposed improvements to address deficiencies.



## DESIGN GUIDELINES

Major campus design objectives articulate and address approaches to implementing outcomes through architecture, landscape design, and historic preservation.



## STUDENT SERVICES

Considerations for one-stop-shops to support student needs and related items of student interest, including housing, dining and recreation.



## ATHLETICS & RECREATION

Improvements to existing athletic, intramural and recreational facilities, as well as facilities for student wellbeing.



## IMPLEMENTATION & COST

Prioritization of all recommended projects per near/mid/long term phasing to support the development of the annual capital budget.



## MASTER PLAN GUIDELINES AND COMPONENTS

The Tennessee Higher Education Commission (THEC) coordinates and supports the efforts of higher education institutions throughout the State of Tennessee. THEC has established guidelines for master planning at the institution level. The guidelines outline each of the components that are required within the plan. Overall, Master Plans should address physical needs in the context of student retention and success, as well as statewide higher education goals and policies.

THEC Guidelines include Space Needs, Enrollment, Facilities Conditions, Site Considerations, Design Guidelines, Land Acquisition, Infrastructure, Student Services, Housing and Dining, Security, Athletics and Recreation, Implementation, and Capital Planning.

This Master Plan is consistent with UTC's current Strategic and Academic Plans, linking the master plan's identified goals in implementable physical form. In addition, the THEC Guidelines provide organization for the variety of important quantitative and qualitative data collected throughout the analysis, engagement, and concept development portions of the master planning process.

UTC leadership and the planning team integrated the guidelines and components throughout the master planning process. This report details each component according to THEC requirements.



## ENROLLMENT PROJECTIONS

This Master Plan Update projects an increase in institution-wide on-ground full-time equivalent (FTE) student enrollment of 28.5% between Fall 2021 and Fall 2031, which reflects an approximate average annual increase of 2.8%, or approximately 283 FTE/year. This growth is expected to be driven by increased enrollment in existing programs, especially those in the College of Engineering and Computer Science. These projections are in alignment with the previous (2012) Master Plan, which projected enrollment growth from 9,849 FTE students in Fall 2011 to an intermediate target of 11,194 and a long-term target of 12,916.

Enrollment projections were developed based on the past decade of enrollment and proposed new academic programs. Projections were developed for each department and combined to create the overall total by college and institution wide. For departments that experienced growth during the past decade, a linear trend was used to project forward. For those departments with a decrease in enrollment, a logarithmic trend line was used to moderate the decline. Enrollment projections previously developed through the Provost's office were also incorporated into the Master Plan projections.

The chart below shows institution-wide historic and projected enrollment. Fall 2021 FTE enrollment was 9,932 students and Fall 2031 on-ground projected enrollment is 12,760 FTE students.

### FALL SEMESTER FTE ENROLLMENT BY COLLEGE (ON-GROUND)

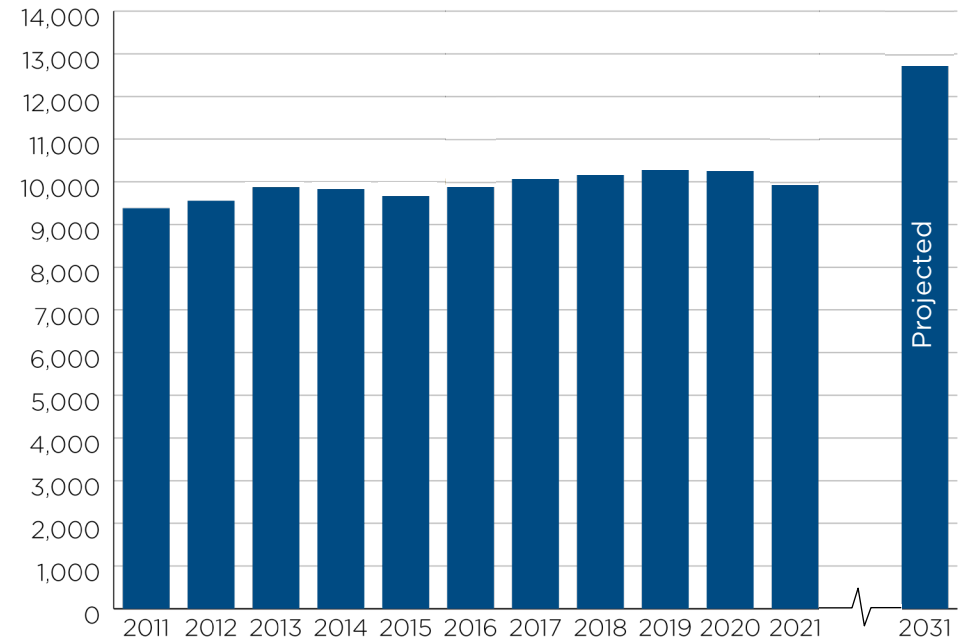
COLLEGE	2021 (Existing)	2031 (Projected)	Percent Difference
College of Arts & Sciences	3,692	4,406	19%
College of Engineering & Computer Science	1,375	2,270	65%
College of Health, Education & Professional Studies	2,861	3,405	20%
Rollins College of Business	2,005	2,654	32%
No college	0	25	n/a
<b>Total</b>	<b>9,932</b>	<b>12,760</b>	<b>28.5%</b>

Reference: Table 3, Page 10

### PROPOSED NEW ACADEMIC PROGRAMS

- Business-Related Online Program
- Cybersecurity
- Health-Related Program Expansion
- Integrated Master Program
- Integrated Studies Realignment
- Master's Degree in Management
- Social Sciences Online Program
- STEM Online Program
- Undisclosed Community Partner Future Program

### FALL SEMESTER FTE ENROLLMENT (ON-GROUND)



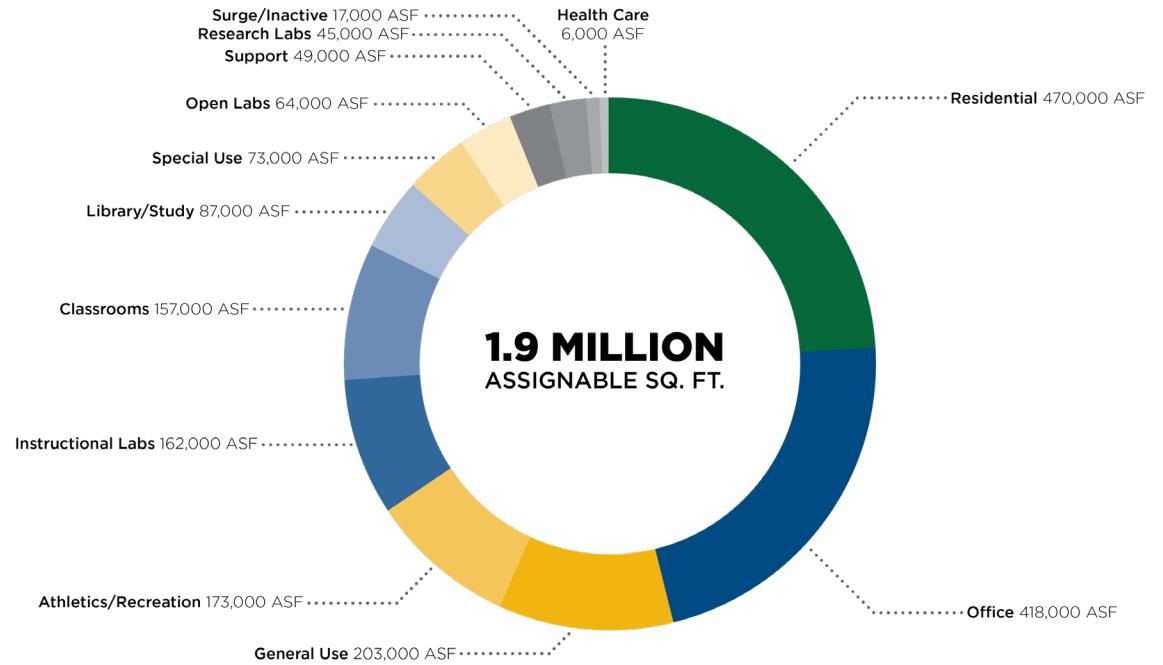


# SPACE NEEDS ASSESSMENT

## EXISTING SPACE

A comprehensive inventory of existing University space was collected and validated as part of the assessment process, including a verification of room use, seating capacity, and departmental assignment.

	Assignable Sq. Ft. (ASF)	ASF per FTE Student
Classrooms	157,090	15.8
Instructional Labs	162,247	16.3
Open Labs	63,552	6.4
Research Labs	45,017	4.5
Offices	418,034	42.1
Library	86,614	8.7
Special Use	73,248	17.4
Athletic/Recreation	172,573	7.4
General Use	203,132	20.5
Campus Support	48,836	4.9
Health Care	5,784	0.6
Residential	469,670	47.3
Surge/Inactive	16,941	1.7
<b>Total</b>	<b>1,922,738</b>	<b>194</b>



Reference: Table 6, Page 17

## Projected Space Needs - E&G Spaces

The table below shows the amount of existing space in each category, as well as the amount of space needed in each category according to the THEC Space Guidelines, both today and with future growth. Deficits (shown in red) indicate a need for additional space. Future (2031) needs assume that the following improvements have been constructed:

- Hunter Hall system upgrades
- McKenzie Arena Addition
- Health Sciences Building
- Innovation & Advanced Manufacturing Application Center (I-AMAC)
- 540 McCallie Avenue Building upgrades
- University Center Renovation

There is a need for additional teaching lab, research, and physical education space both today and in the future. These needs are addressed in the recommended plan. The amount of projected classroom and office space is greater than the current need, indicating that there may be potential to repurpose some of these spaces. Detailed space needs are shown in the appendix.

Space Category	Equiv FICM	Existing E & G Assignable Square Feet (ASF)	THEC Space Needs Model				Alternative Space Needs Model	
			Current ASF Need		Projected ASF Need		Projected ASF Need	
			THEC Model	Difference from Existing	THEC Model (1)	Difference from Existing	Alternative Model (1)	Difference from Existing
I -Classrooms	1xx	157,090	75,626	81,464	126,704	30,386	142,159	14,931
II-Lab/Studio	210, 215	162,247	246,917	(84,670)	318,569	(156,322)	202,415	(40,168)
III-Open Lab	220, 225	63,552	49,660	13,892	69,286	(5,734)	66,477	(2,925)
IV-Research	250, 255	45,017	59,537	(14,520)	63,258	(18,241)	184,886	(139,869)
V-Office (2)	3xx	378,696	241,291	137,405	286,645	92,051	364,953	13,743
VI-Library	4xx	86,614	83,014	3,600	96,876	(10,262)	104,827	(18,213)
Vii-Physical Education	520, 523, 525	75,905	177,252	(101,347)	208,085	(132,180)	135,175	(59,270)
<b>Totals</b>		<b>969,121</b>	<b>933,297</b>	<b>35,824</b>	<b>1,169,423</b>	<b>(200,302)</b>	<b>1,200,892</b>	<b>(231,771)</b>

(1) Includes 152,605 ASF from programmed space for the Fletcher Hall Addition, Health Sciences Building, I-AMAC and University Ctr. future projects.

(2) Existing office inventory excludes 39,338 ASF assigned to auxiliary operating units.

Reference: Table 7, Page 19



## Projected Space Needs - Alternative Space Model

This table summarizes current and future space needs based on an alternative space needs model used by the planning team, which produces a different perspective from the THEC Space Guidelines, particularly with regard to teaching lab, research lab, and physical education space. In addition to the THEC space planning guidelines, the alternative model blends various planning methodologies including adaptation of innovative space planning approaches developed at other universities, application of accepted conventional space formulas and guidelines that have been tested and formulas and criteria developed by the consultants for space types not addressed by conventional approaches.

The alternative model also estimates the need for additional types of space (shown in gray). Planning assumptions provide the direction for student enrollment, personnel changes, and potential new programs. Interviews with the Deans and Vice Chancellors were conducted to review results, verify data, discuss space use, and provide program related data used to refine the modeling process.

(1) Existing comparative space data includes upgrade projects for Hunter Hall and 540 McCallie Building; University Ctr. Renovation; the McKenzie Arena Addition; and the new the Health Sciences Building and Innovation & Advanced Manufacturing Application Ctr. Does not include 32,680 ASF classified as unusable space.

(2) Projected space needs include 221,967 ASF of programmed space for the Fletcher Hall Addition, Health Sciences Building, I-AMAC, University Center Renovation and 540 McCallie upgrade capital projects.

(3) Future residential space needs include the demolition of Boling Apartments, construction of the New Residence Hall and the provision of an additional 505 beds to meet future demand.

(A total of 890 beds to meet the future needs).

Space Type		Existing ASF	Current		Projected	
			Calculated ASF Need	Difference from Existing	Calculated ASF Need	Difference from Existing
100	Classrooms	157,090	87,575	69,515	142,159	14,931
210	Teaching Labs	162,247	159,456	2,791	202,415	(40,168)
220	Open Labs	63,552	57,610	5,942	66,477	(2,925)
250	Research Labs	45,017	144,672	(99,655)	184,886	(139,869)
300	Offices	418,034	313,185	104,849	364,953	53,081
400	Library Space	86,614	94,178	(7,564)	104,827	(18,213)
500	Special Use Facilities	73,248	96,125	(22,877)	116,195	(42,947)
520	Athletics Space	78,826	78,826	0	78,826	0
520	Student Recreation Space	93,656	93,656	0	135,175	(41,519)
600	Other General Use Space	150	0	150	150	0
610	Assembly Facilities	50,076	43,071	7,005	45,874	4,202
620	Exhibition Space	10,306	8,769	1,537	10,170	136
630	Food Facilities	59,452	59,452	0	75,698	(16,246)
650	Lounge Space	18,030	22,473	(4,443)	22,254	(4,224)
660	Merchandising Space	20,656	12,665	7,991	16,169	4,487
670	Recreation	5,164	5,164	0	9,664	(4,500)
680	Meeting Rooms	39,298	35,238	4,060	57,476	(18,178)
700	Support Facilities	48,836	84,935	(36,099)	112,347	(63,511)
800	Health Care Facilities	5,784	7,358	(1,574)	9,315	(3,531)
900	Residential Space	469,670	469,670	0	751,451	(281,781)
	Unused	16,941	0	16,941	0	16,941
<b>Totals - By Space Type</b>		1,922,647	1,874,078	48,569	2,506,481	(583,834)
<b>Total Surpluses</b>						93,778
<b>Total Deficits</b>						(677,612)
<b>Gross Square Feet (Deficit)</b>						(1,129,353)

Reference: Table 17, Page 27

## Space Needs by College - Alternative Space Model

This table presents current and future calculated space needs compared to existing space by major division and subdivision or college, based on the planning team's alternative space model.

For purposes of this plan, a separate space grouping called Campus-wide Space was identified to include spaces that are considered to be shared resources and are characterized by a broader availability to faculty, students, staff, or the public (classrooms, general assembly, exhibition, merchandising, and campus support facilities).

Projected needs show a net deficit of 583,834 ASF, or 29.9% more than existing. In the future projections, the College of Arts and Sciences and Engineering, and the College of Computer Science will have the largest space shortages. Among administrative units, the greatest future space shortage will be in the Enrollment Management and Student Affairs Divisions, due to an expansion of student housing to address planned enrollment growth.

Division/Subdivision or College	Existing Space -ASF	Current		Projected	
		Calculated ASF Need	Difference From Existing	Calculated ASF Need	Difference From Existing
<b>Chancellor</b>	<b>14,606</b>	<b>10,506</b>	<b>4,100</b>	<b>10,506</b>	<b>4,100</b>
<b>Provost and Senior Vice Chancellor for Academic Affairs</b>					
Academic Affairs	25,365	27,264	(1,899)	28,387	(3,022)
College of Arts and Sciences	266,196	289,902	(23,706)	347,443	(81,247)
College of Engineering and Computer Science	93,079	128,927	(35,848)	176,006	(82,927)
College of Health, Education and Professional Studies	109,437	130,163	(20,726)	156,066	(46,629)
Gary W. Rollins College of Business	37,808	48,383	(10,575)	82,940	(45,132)
UTC Library	111,671	113,316	(1,645)	125,668	(13,997)
<b>Provost and Senior Vice Chancellor for Academic Affairs Totals</b>	<b>643,556</b>	<b>737,954</b>	<b>(94,398)</b>	<b>916,509</b>	<b>(272,953)</b>
<b>Vice Chancellor and Director of Athletics</b>	<b>81,770</b>	<b>80,989</b>	<b>781</b>	<b>80,989</b>	<b>781</b>
<b>Vice Chancellor for Communications and Marketing</b>	<b>11,031</b>	<b>10,289</b>	<b>742</b>	<b>10,289</b>	<b>742</b>
<b>Vice Chancellor for Development and Alumni Affairs</b>	<b>11,276</b>	<b>3,129</b>	<b>8,147</b>	<b>3,129</b>	<b>8,147</b>
<b>Vice Chancellor for Diversity and Engagement</b>	<b>1,416</b>	<b>1,445</b>	<b>(29)</b>	<b>1,445</b>	<b>(29)</b>
<b>Vice Chancellor for Enrollment Management and Student Affairs</b>					
Chief Health Affairs Officer	12,319	12,239	80	14,496	(2,177)
Dean of Students	30,725	23,818	6,907	31,137	(412)
Enrollment	15,355	12,991	2,364	14,187	1,168
Enrollment Management and Student Affairs	5,422	6,256	(834)	7,199	(1,777)
Student Affairs	634,842	631,708	3,134	969,860	(335,018)
Student Success	14,941	12,945	1,996	14,015	926
<b>Vice Chancellor for Enrollment Mgmt. and Student Affairs Totals</b>	<b>713,604</b>	<b>699,957</b>	<b>13,647</b>	<b>1,050,893</b>	<b>(337,289)</b>
<b>Vice Chancellor for Finance and Administration</b>					
Auxiliary Services	32,243	30,002	2,241	42,687	(10,444)
Business Services	52,227	50,178	2,049	50,701	1,526
Emergency Services	6,923	4,555	2,368	4,555	2,368
Finance and Administration	4,280	2,418	1,862	2,418	1,862
Human Resources	2,616	2,486	130	2,486	130
Operations	18,378	6,134	12,244	6,134	12,244
<b>Vice Chancellor for Finance and Administration Totals</b>	<b>116,667</b>	<b>95,773</b>	<b>20,894</b>	<b>108,982</b>	<b>7,685</b>
<b>Vice Chancellor for Information Technology</b>	<b>17,658</b>	<b>10,144</b>	<b>7,514</b>	<b>10,144</b>	<b>7,514</b>
<b>Vice Chancellor for Research &amp; Dean of Graduate School</b>	<b>24,256</b>	<b>21,382</b>	<b>2,874</b>	<b>21,382</b>	<b>2,874</b>
<b>Campus-wide Space (1)</b>	<b>286,898</b>	<b>202,599</b>	<b>84,299</b>	<b>292,304</b>	<b>(5,406)</b>
<b>Totals - By Division</b>	<b>1,922,738</b>	<b>1,874,169</b>	<b>48,569</b>	<b>2,506,572</b>	<b>(583,834)</b>

(1) This divisional category includes campus-wide shared space: Classrooms, General Assembly, Exhibition Merchandising & Campus Support.



# STUDENT LIFE ASSESSMENT

As part of the Master Planning process, a planning and needs assessment was conducted for student life facilities that included four focus areas: student housing, dining, student centers, and student recreation and wellness facilities. The process included the review of existing facilities and operations, strategic visioning with the University's key stakeholders, student focus groups, needs assessment / programming, and facility concept development.

The following specific space needs were identified related to student life based on demand assessments and conversations with the University.

## **Student Housing**

- Approximately 890 additional beds needed by 2031

## **Campus Dining**

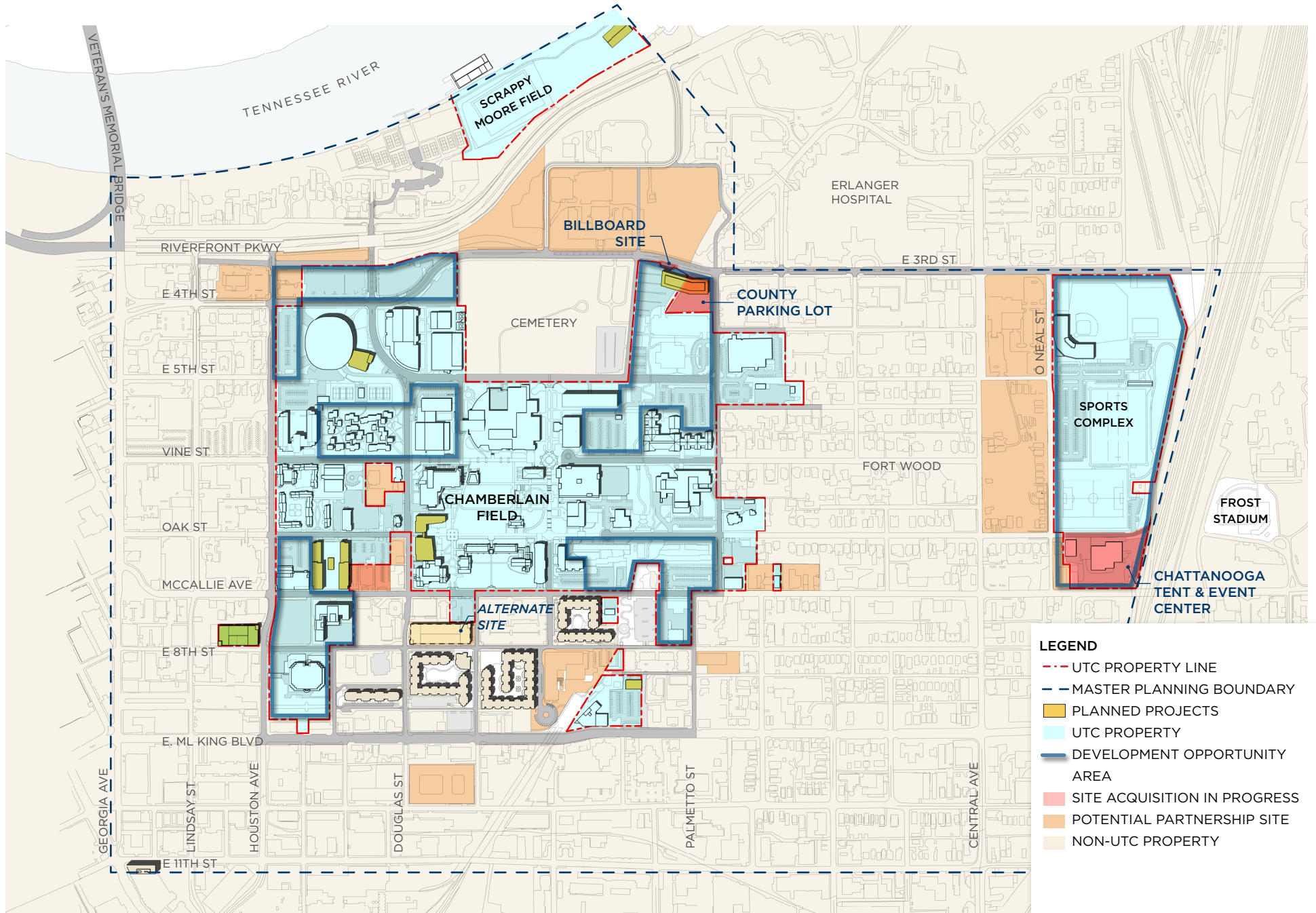
- Crossroads to be replaced with a new 450-seat community dining hall
- Additional 200 seats needed by 2031

## **University Center**

- Major space deficits in student lounges, study areas, and meetings rooms
- Additional 16,500 asf needed, including E-gaming

## **Campus Recreation**

- Additional 74,000 asf needed



## DEVELOPMENT OPPORTUNITY AREAS

# SPACE BLOCKS

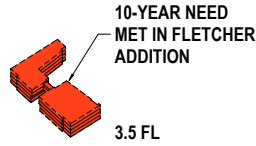
The following represents a total space need for 10-year projected enrollment, staffing and external research expenditures by division or College. Space blocks do not reflect proposed building massing. An assumption for a number of stories is shown based on typical floor plate widths for the proposed use.

The total student housing need includes the replacement of Boling Apartments and Lockmiller I & II.

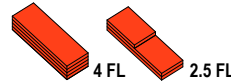
Total parking needs represent the full replacement of approximately 1,565 existing surface parking spaces on proposed development sites.

Additional assumptions include the following:

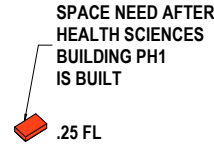
- A building grossing factor of 70% for Athletic and Recreation facilities
- A building grossing factor of 60% for all other facilities
- Assumption of 450 gross square feet per bed for student housing
- Assumption of 39 net square feet per seat for campus dining



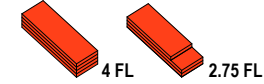
**ROLLINS COLLEGE OF BUSINESS**  
75,220 GSF



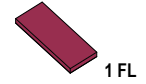
**COLLEGE OF ARTS & SCIENCES**  
137,078 GSF



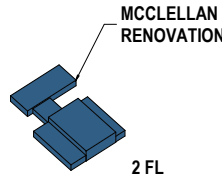
**COLLEGE OF HEALTH, EDUCATION & PROFESSIONAL STUDIES**  
3,548 GSF



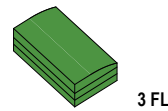
**COLLEGE OF ENGINEERING & COMPUTER SCIENCE**  
138,212 GSF



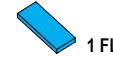
**STUDY SPACE**  
23,328 GSF



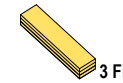
**ATHLETICS**  
84,671 GSF



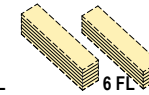
**RECREATION**  
105,714 GSF



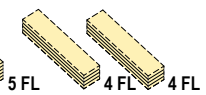
**STUDENT AFFAIRS WORKSPACE**  
12,817 GSF



**STUDENT HOUSING**  
109 BEDS  
49,050 GSF



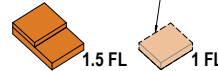
**BOLING REPLACEMENT**  
403 BEDS  
181,350



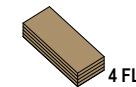
**LOCKMILLER REPLACEMENT**  
292 BEDS  
131,400 GSF



**GENERAL USE/ STUDENT LIFE**  
33,555 GSF



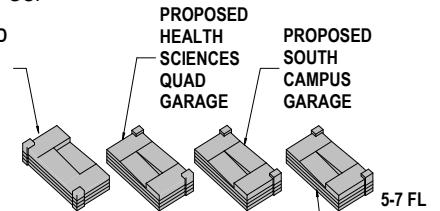
**FOOD/ DINING**  
450 SEATS  
34,250 GSF  
(INCLUDES CROSSROADS REPLACEMENT)



**CAMPUS & FACILITIES SUPPORT**  
105,070 GSF



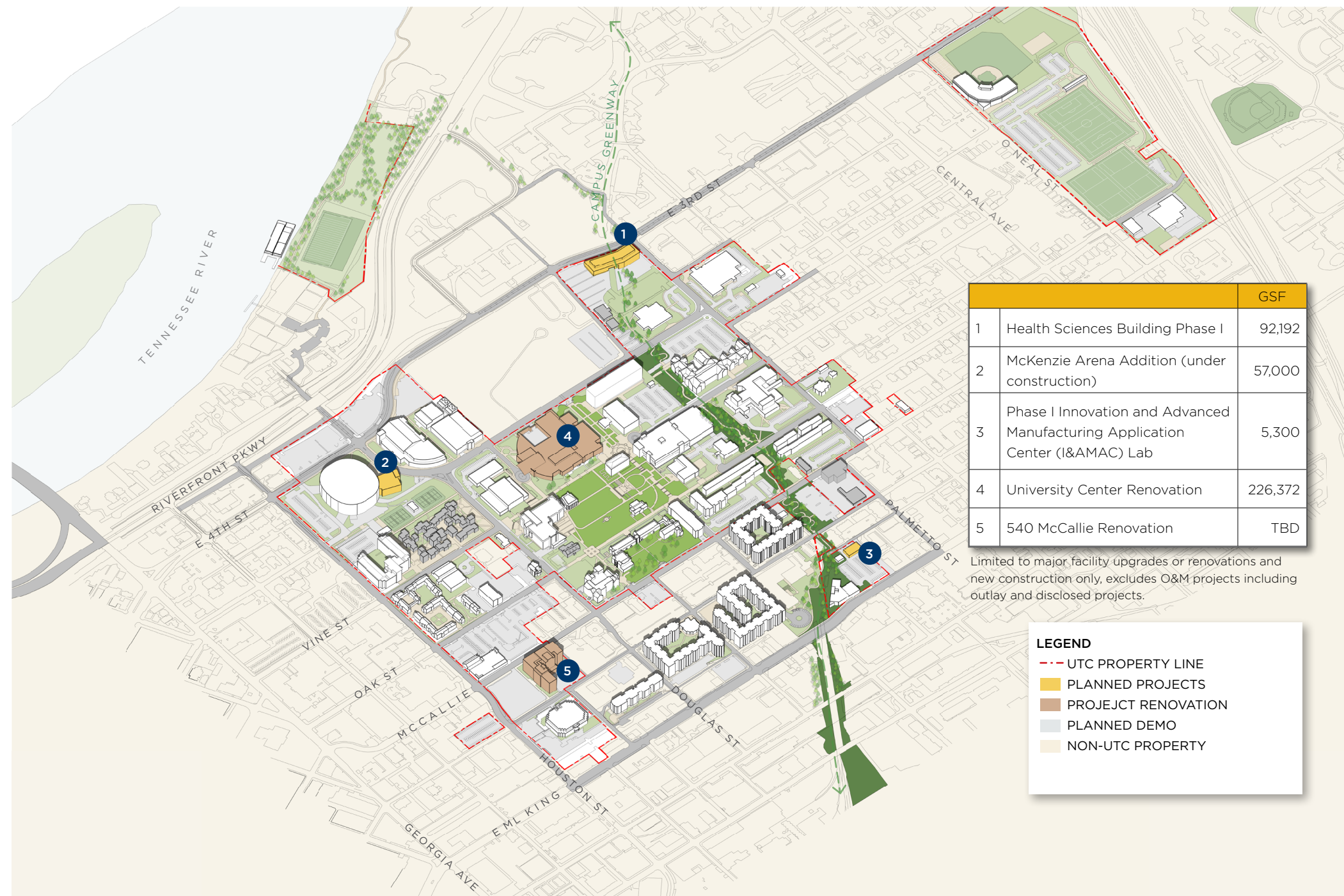
**CENTRAL UTILITY PLANT**



**POTENTIAL REPLACEMENT PARKING DEMAND**  
APPROX. 1,600 SPACES  
(1,565 SPACES REMOVED IN DEVELOPMENT AREAS)

**OPTIONAL GARAGE DEVELOPMENT AT ENGEL STADIUM**





		GSF
1	Health Sciences Building Phase I	92,192
2	McKenzie Arena Addition (under construction)	57,000
3	Phase I Innovation and Advanced Manufacturing Application Center (I&AMAC) Lab	5,300
4	University Center Renovation	226,372
5	540 McCallie Renovation	TBD

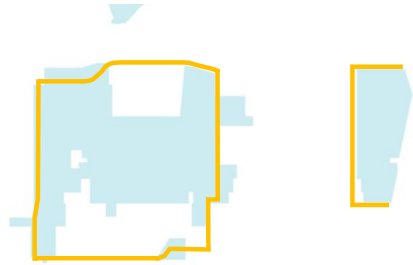
Limited to major facility upgrades or renovations and new construction only, excludes O&M projects including outlay and disclosed projects.

**LEGEND**

- - - UTC PROPERTY LINE
- PLANNED PROJECTS
- PROJECT RENOVATION
- PLANNED DEMO
- NON-UTC PROPERTY

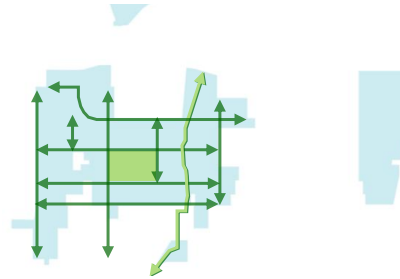
# MAJOR FUNDED CAPITAL IMPROVEMENT PROJECTS

# PLANNING THEMES AND FRAMEWORK



## DEFINE A CAMPUS BOUNDARY

Establish a strong UTC identity along Houston, Third, Palmetto, and ML King. Minimize disruption to Fort Wood Historic District.



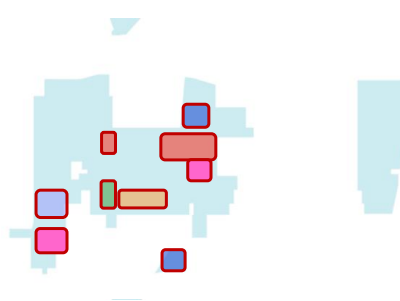
## EXPAND QUALITIES OF THE CAMPUS CORE

Enhance physical and visual connections to Chamberlain Field. Partner with the City and community to improve the planting, security, and multi-modal character of Houston, Douglas, the Greenway, Palmetto, McCallie, Oak, Vine and Alumni so they represent the campus brand.



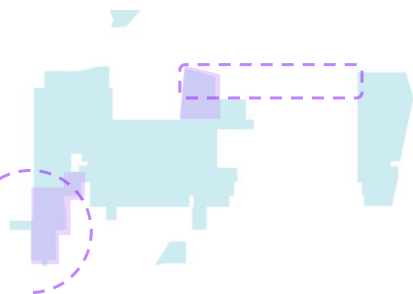
## UPGRADE FACILITY CONDITIONS

Renovate older facilities to meet post-pandemic expectations and program targets. Re-purpose under-performing facilities. Replace where there is no ROI for renewal.



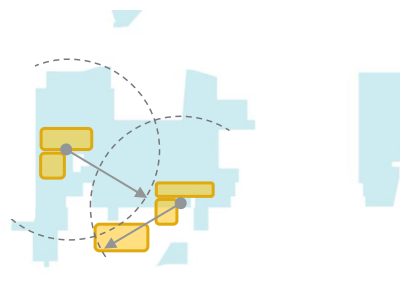
## SHOWCASE ACADEMIC CENTERS

Locate new facilities and renovate existing facilities within a 5-minute walk to optimize program adjacencies and sense of “home base.” Promote collaboration between centers.



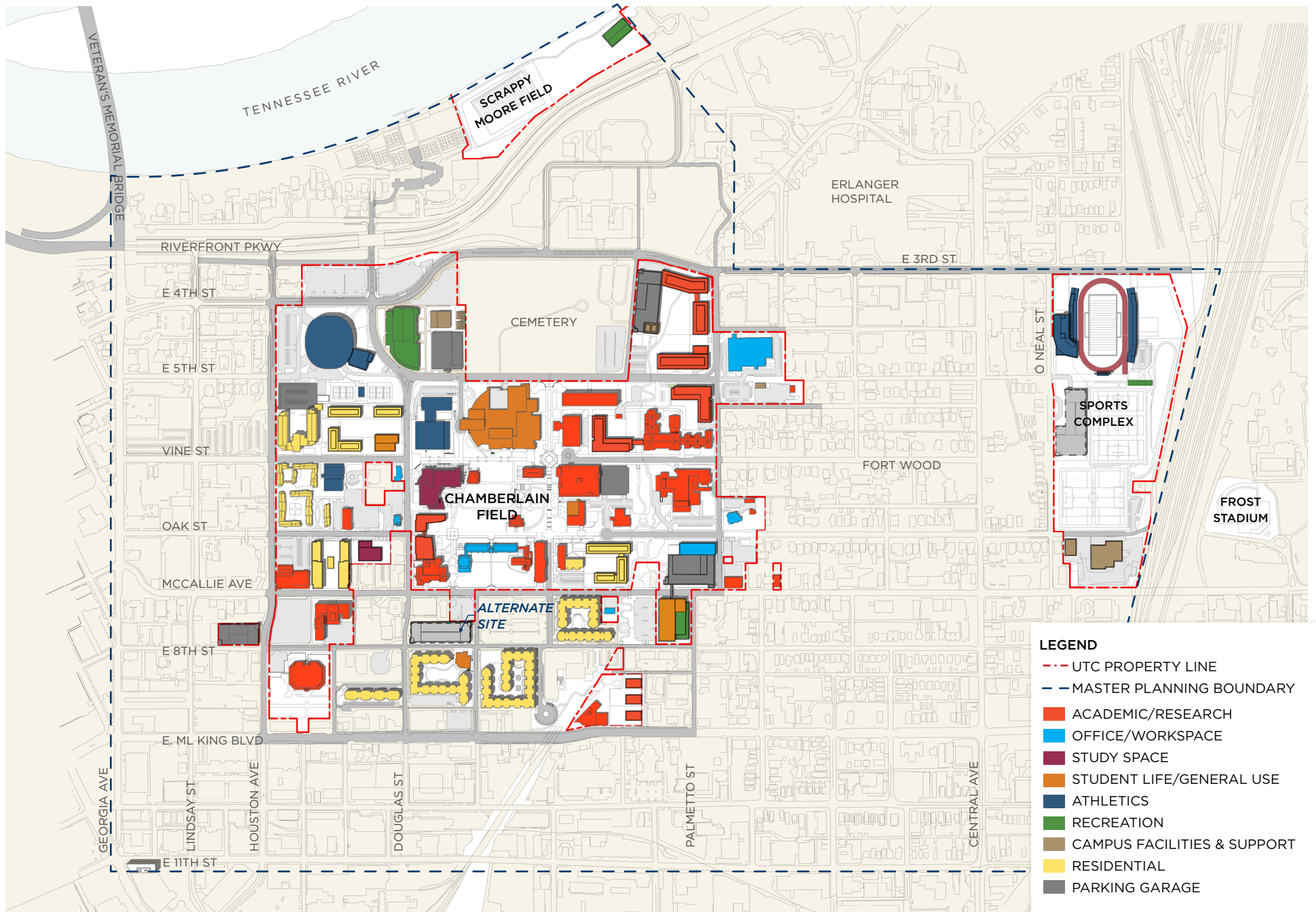
## INTEGRATE SPACE & FLEXIBILITY FOR PARTNERS

Leverage southwest parcels, the new Health Science District, and existing available space to invite partners to campus (Include pilot projects Downtown, at Enterprise South, in State Buildings, and in Fletcher Hall Addition.)



## ENHANCE RESIDENTIAL HUBS

Provide access to amenities within a 5-minute walk. Enhance pedestrian comfort, safety, and wayfinding.



## LAND AND BUILDING USE STRATEGIES



# FACILITY USE RECOMMENDATIONS

## ACADEMIC & RESEARCH FACILITIES

The academic core of campus is primarily located to the east of Chamberlain Field, roughly bounded by Mocs Alumni Drive, Campus Drive, Palmetto Street and Oak Street. This core area includes the majority of academic functions for engineering, the sciences, and the humanities. Academic facilities continue along the Oak Street pedestrian spine along the south edge of Chamberlain Field, extending to the southwest corner of campus, where the nursing, media, and design programs are centered. Due to the predominance of surface parking lots and strategic acquisition of formerly state-owned office buildings, the southwest corner of campus remains the most flexible area for development opportunities, but is also the farthest in distance from other academic programs and is separated from the academic core by non-UTC owned properties.

Building off prior design and planning studies, this Master Plan includes the development of a new Health Sciences Complex as a priority project, providing adjacencies to existing science and engineering programs as well as Erlanger Hospital and Children's Hospital. An interdisciplinary Arts and Sciences facility is proposed in the heart of the academic core, to the north of Lupton Hall and with the option of bridging over the University Greenway to connect to the EMCS building, while a future

Interdisciplinary Research Building to the north of EMCS would establish a much-needed campus corner and edge. Together with the Health Sciences Quad, these two development zones in the northeast of campus propose the highest concentration of new construction for future academic programs in this Master Plan.

Fletcher Hall, home to the Rollins College of Business, creates a strong campus anchor at the corner of McCallie Avenue and Douglas Street, since the other properties at that intersection are not owned by UTC. A new campus gateway should be established here, with an addition to the north side of Fletcher Hall that bridges over the Oak Street pedestrian corridor toward the UTC Library.

A series of phased, single-story modular lab buildings, referred to in the plan as the Innovation and Advanced Manufacturing Application Center Labs, are proposed adjacent to the existing Multi-Disciplinary Research Building and Energy Labs just north of ML King Boulevard, with the first phase currently in design.

## FACILITY USE RECOMMENDATIONS (CONT'D)

### ATHLETICS AND RECREATION

The following strategic initiatives were identified as they relate to the future of the athletics and recreational programs.

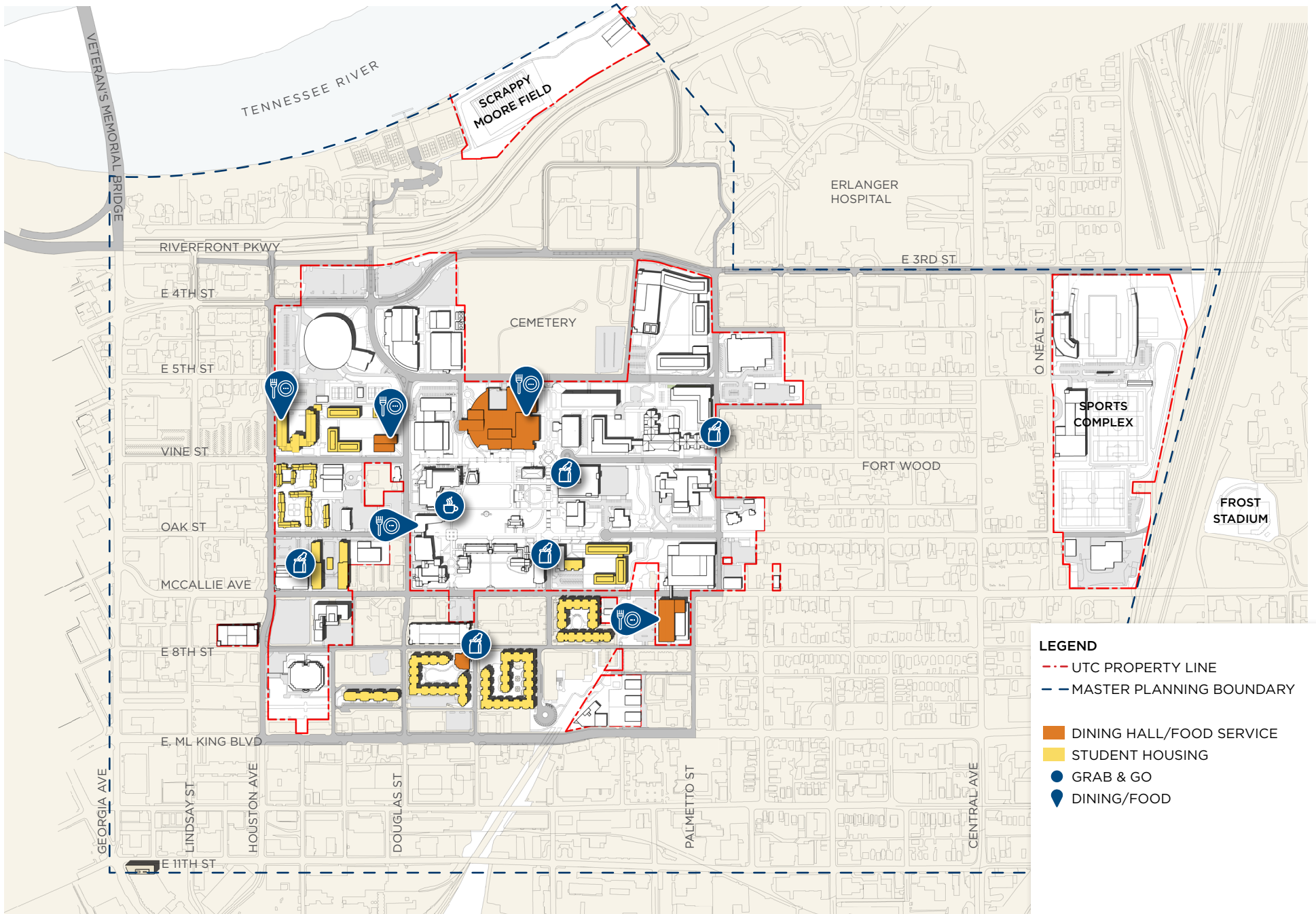
- The Aquatic and Recreation Center (ARC) is a strategic asset for the University but needs programmatic enhancements, including more indoor recreation space.
- Maclellan Gymnasium is in very poor condition and will require a comprehensive renovation including the natatorium and gymnasium.
- Some improvements are needed to the outdoor recreation fields.
- A historically appropriate renovation of the Engel Stadium should include a facade renovation and a potential multi-purpose soccer/football field and track with 10,000 seats to bring the football program back onto campus.
- Proximity to the riverfront presents an opportunity with respect to outdoor recreational opportunities, including a new Rowing Center.

### UNIVERSITY CENTER

The UC renovation proposal has been submitted to the State for approval, but would not include more student-oriented space since it focuses primarily on building infrastructure and additional administrative office space. Based on an analysis of the UC offerings, this Master Plan recommends that the following elements be added: lounges / study spaces (6,500 sq. ft.), meeting rooms with storage (5,500 sq. ft.), and an e-gaming suite (3,500 sq. ft.). These spaces could be implemented as an addition to the UC or in combination with other student life centers such as the proposed dining hall.







## HOUSING AND DINING LOCATIONS



## STUDENT HOUSING

The following strategic objectives were developed with respect to student housing:

- Housing is a strategic asset that aids in student recruitment and retention. More beds will be needed in the future to support enrollment growth.
- The first-year live-on requirement will remain in place.
- While various residential life programs, such as Residential Colleges, are being implemented, a second-year residency requirement is unlikely at this point and should not be factored in the demand calculations.
- Single-occupancy bedrooms are a very important feature of the University's residential life and will likely be replicated in the future.

Housing demand was calculated by applying historical capture rates by class to enrollment projections. Based on this approach, **UTC will need an additional 890 net new beds by 2031.** The following strategies have been identified to achieve this:

- If Boling Apartments (403 beds) are replaced with the new contemplated project (788 beds), 385 net new beds will be added and, therefore, only 505 more beds will be needed by 2031.
- Across three new buildings, a new housing complex on the current Boling Apartments site will add 505 beds. A new dining facility will also be constructed within this precinct.
- The Lockmiller Apartments will be demolished and replaced with new, higher density housing and amenities. This replacement is planned to be 1:1, at 292 replacement beds.

In addition, the off-campus market should be monitored for future growth, as it already offers purpose-built housing targeting students.

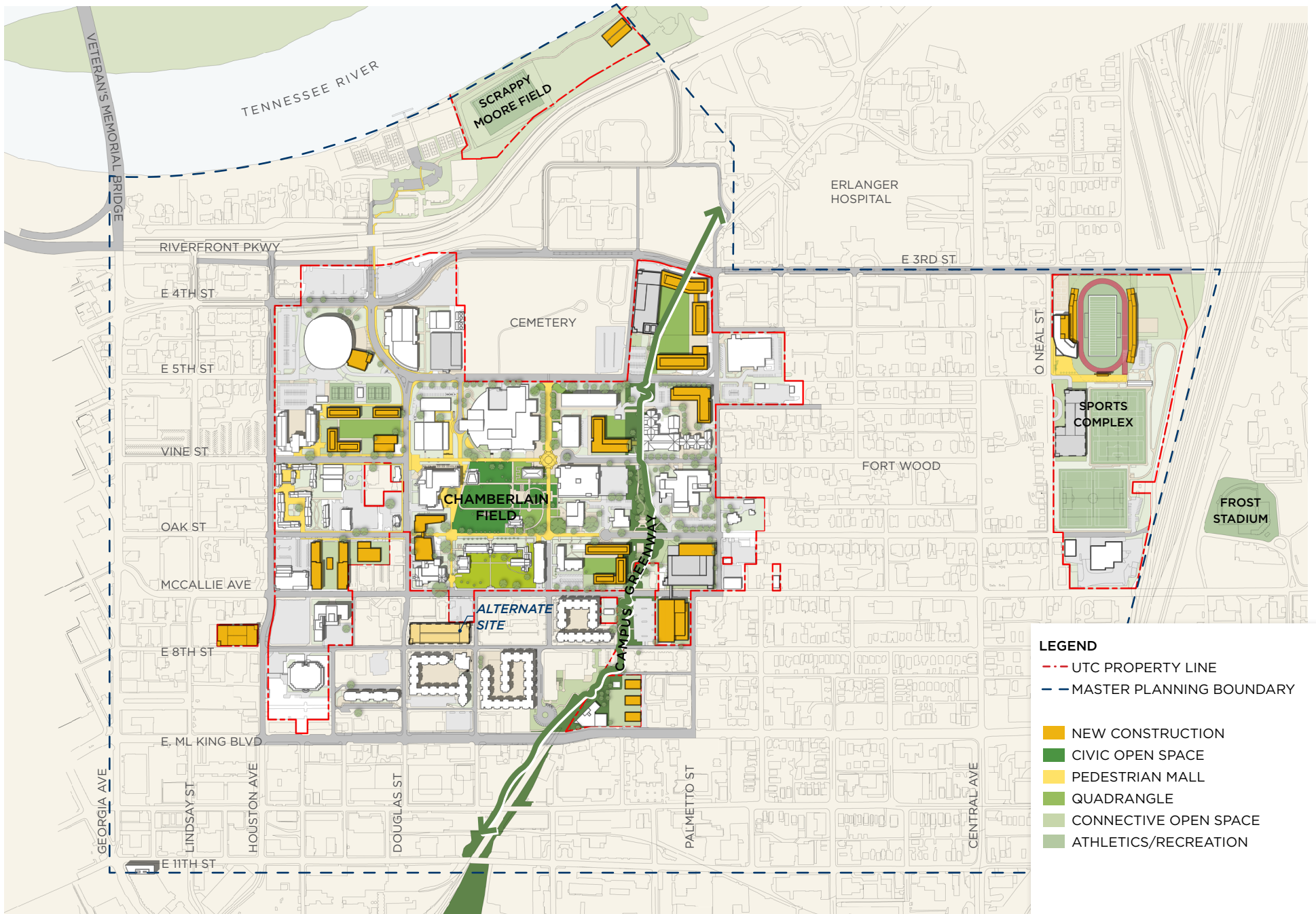
## DINING

A quantitative dining analysis was conducted based on meal swipes and credits card transactions at all dining venues during peak periods of the Fall 2021 semester. The transaction volume data was translated into demand for seating, and the peak demanded capacity was later reconciled with the existing supply. The demand was adjusted upward based upon the following factors:

- Anticipated return to pre-COVID meal plan sales (8%).
- Anticipated growth in meal plan sales due to a more desirable meal plan structure (10%).
- Projected enrollment growth by Fall 2031 (30%). Based on this quantitative analysis, UTC will need approximately 1,100 seats to satisfy peak demand.

The following locations should be considered to address demand:

- Current supply of 300 seats at the University Center (about 50% of UC seating capacity – estimated dedicated dining capacity).
- Current supply of 100 seats at West Campus (combination of Einstein's and Dippers capacities).
- Current Starbucks in Lupton Library (50 seats).
- A new community-style dining hall to replace Crossroads. This facility should be located along McCallie Avenue and have a seating capacity of 450, a catering kitchen, and additional student life spaces. This facility is paired with new Recreation program to serve residents on the southern portions of the campus.
- An expansion of dining at the current Boling Apartments site will add an additional 200 seats to accommodate enrollment growth and serve residents within the new housing complex.



## GATHERING SPACES, LEARNING LANDSCAPES, AND NODES



## OPEN SPACE AND PUBLIC REALM RECOMMENDATIONS

Open space knits together the campus and provides a sense of place. The UTC campus contains significant and successful open spaces that contribute to the University's memorable identity, including Chamberlain Field and the University Greenway.

Chamberlain Field will remain the most significant and formal open space on campus, with no planned buildings or structures. The University Greenway that runs through the heart of campus provides a transportation spine as well as a getaway from the City. The campus is also walking distance from the Tennessee River, which offers a greenway and other natural and recreational amenities along the riverfront.

Objectives that will guide improvements to create a positive physical space on campus, enhancing what is already available, include:

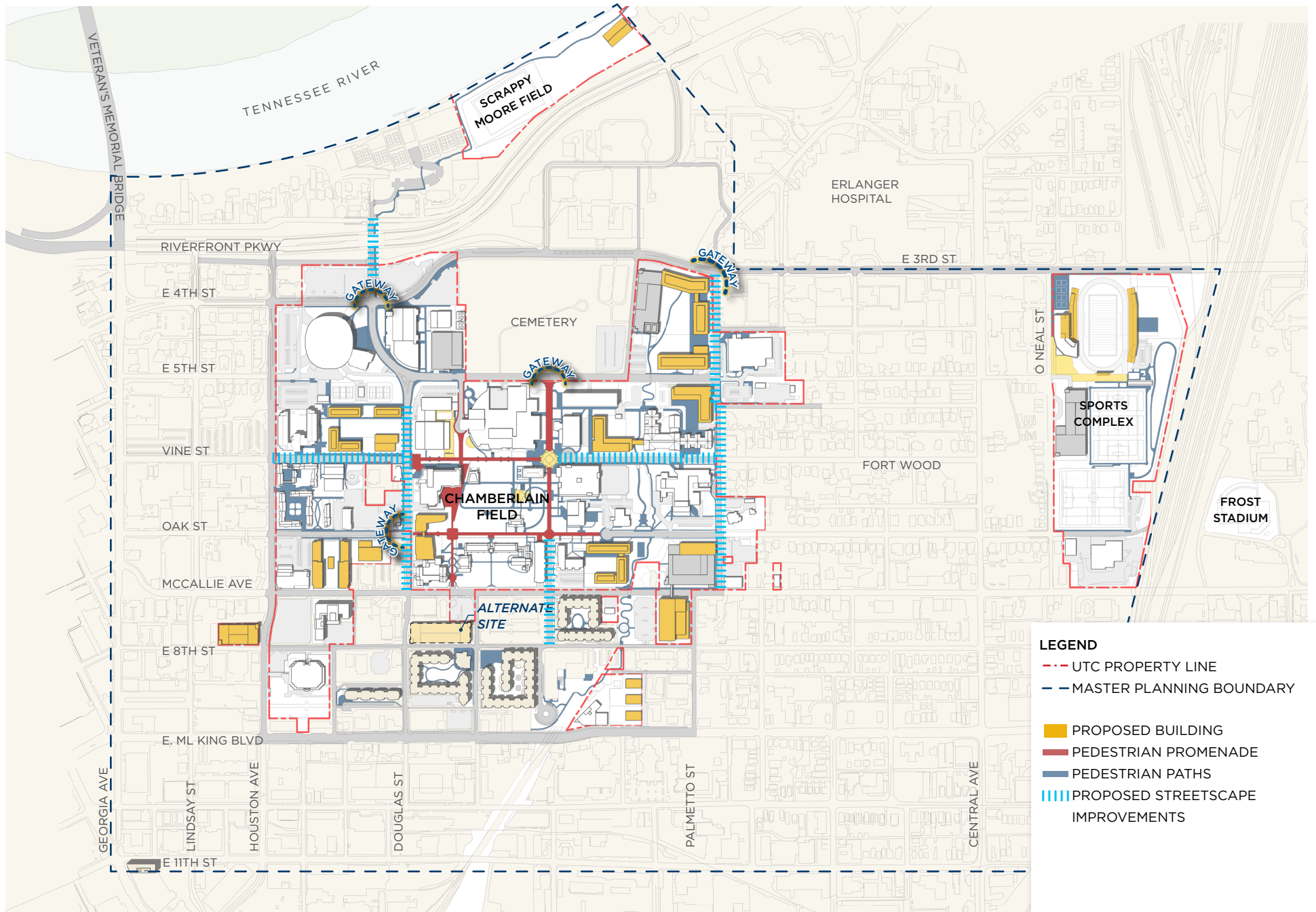
- Continue to promote pedestrian circulation for north-south connections
- Improve streetscapes to allow safer routes throughout campus
- Celebrate UTC culture and diversity
- Create new gathering spaces adjacent to future housing and academic buildings
- Promote accessibility for all

This plan proposes improvements and additional outdoor spaces of varied scale, character, and function to expand an open space framework for enhanced connectivity and activity. These new open spaces should be formed by carefully placing new surrounding buildings.

**Health Sciences Quad:** The new campus quad provides an anchor for outdoor gatherings, events, and programming within the Health Science district. Formed by three new buildings, the Health Sciences Quad replaces a surface parking lot to create a programmable and active open space to support students, faculty, and staff within the Health Sciences programs.

**Housing Quads and Courtyards:** Smaller open spaces between housing buildings provide intimate outdoor rooms. Campus courtyards are more garden-like, emphasizing landscape and intimate seating arrangements. The design of campus courtyards should continue to consider the scale of pedestrian promenades relative to primary campus corridors. Seating arrangements should focus on providing variety and shade. Plant selections should maintain continuity with adjacent plantings and consider opportunities to increase habitat and biodiversity.

**Pedestrian Corridors and Streetscapes:** New pedestrian corridors, purposefully planned to extend from north to south and east to west, stitch together future development with housing, quads, academic facilities, and the waterfront. In addition, along public streetscapes, UTC can partner with the City to enhance the pedestrian quality of streets such as Houston, Douglas, Palmetto, McCallie, and 3rd Street. Together, these pathways form a larger pedestrian circulation network and will contribute to the campus's overall experience.



## PEDESTRIAN CIRCULATION, STREETSCAPES, AND GATEWAYS



## CAMPUS CIRCULATION RECOMMENDATIONS

The desire to provide a pedestrian-friendly campus that encourages nonresident students, faculty, and campus employees to park and walk requires planning and placement of facilities that are well connected by safe, welcoming pedestrian facilities. In addition, minimizing conflict points between transportation modes improves the environment for both pedestrians and bicyclists.

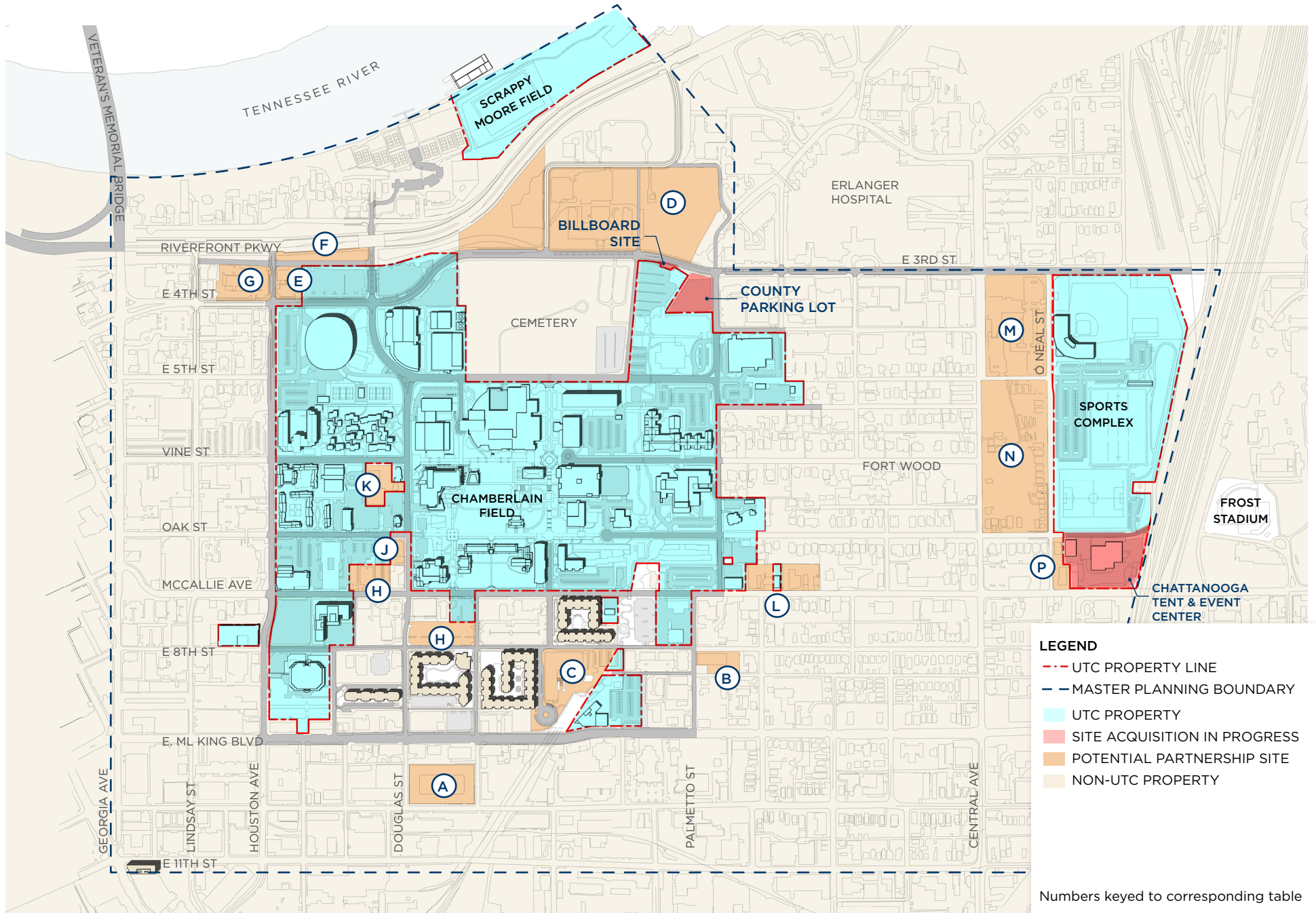
The campus setting in downtown Chattanooga on a hill provides some challenges due to the topography that can be addressed with careful planning. Parking is located throughout the campus, encouraging vehicular trips and increasing the number of conflict points.

However, opportunities have been created by the middle area of the campus being closed to vehicular traffic, the greenway provided on the eastern side of the campus, and the Mocs Express shuttle. The current pedestrian, bicycle, and vehicular circulation systems are proposed for enhancements in this Master Plan, which consolidates parking and builds on the existing pedestrian and bicycle network.

With a high number of students enrolled at UTC living off campus, many students drive to campus. They need convenient centralized parking locations that encourage parking and walking but do not necessarily provide parking at every building. This Master Plan assesses parking needs on campus along with the availability of pedestrian facilities, bicycle facilities, and shuttle services. The result is a framework that encourages parking and walking through a safe, connected pedestrian and bicycle network.

UTC has a robust pedestrian network of sidewalks and paths that provide key connections to academic buildings, housing, and other student services. This network should be enhanced to promote safety, comfort, access, and direct connections. UTC should investigate if additional east-west and north-south pedestrian priority connections can be created to expand the existing pedestrian priority zone.





## PLANNING BOUNDARY AND LAND ACQUISITION

## PLANNING BOUNDARY AND LAND ACQUISITION

The UTC campus is roughly six city blocks east-to-west and five city blocks north-to-south, bounded by Houston Avenue along the west, Palmetto Street to the east, Mocs Alumni Drive (formerly 5th Street) to the north, and McCallie Avenue to the south. Riverfront Parkway, accessible via 3rd and 4th Streets, is a primary point of access to campus. The Parkway creates an edge between UTC and the Tennessee River that limits pedestrian connectivity to the riverfront and Scrappy Moore Field.

Additional campus property includes the UTC Sports Complex, located east of campus past the Fort Wood neighborhood.

Land within the Master Planning Boundary shows additional potential future acquisition or development sites. The boundary also represents an area of influence where the University will continue to understand planning activities by neighbors and identify potential properties to acquire.

Potential partnerships or acquisitions of the following sites would provide opportunities to continue expanding academic programs, enhance campus edges and identity, provide strategic locations for new and replacement parking, and expand academic programs. In addition, due to the highly urban environment of the campus, land acquisition will help enhance campus edges and identity, provide strategic locations for new and replacement parking, and fill in gaps for continuity.

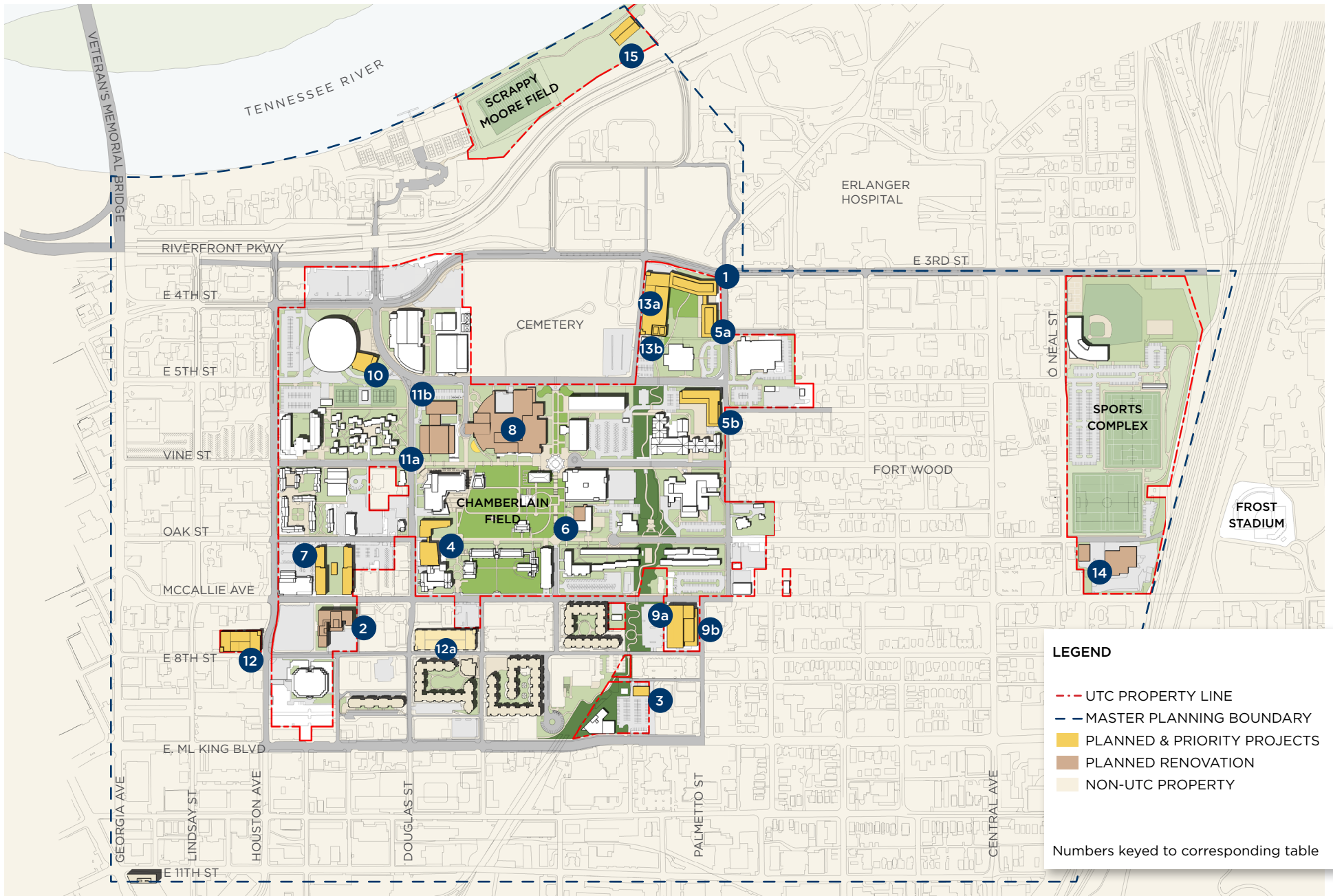
At the time of this report, the University is in the process of three property acquisitions located along the periphery of campus. They include a Hamilton County surface parking lot located at 975 East 3rd Street, a small parcel occupied by a billboard located at 888 E 3rd Street, and the Chattanooga Tent and Event Center located at 1112 Oak Street, which will

provide short-term facilities support needs and long-term opportunities to expand the Sports Complex. The first two site acquisitions have a critical role in accommodating the development of a new UTC Health Sciences Complex near Erlanger Hospital and the Children's Hospital.

The University has also identified the following locations as potential partnership sites or acquisitions:

A	Douglas Heights 930 Douglas St
B	Palmetto Place 910 E 8th St
C	Brown Academy 718 E 8th St
D	Chattanooga School of Arts and Sciences 865 E 3rd St
E	Blood Assurance Inc 705 E 4th St
F	Parcel north of Blood Assurance, available with the removal of E 3rd St by Tennessee Department of Transportation
G	University Towers 651 E 4th St
H	First Presbyterian Church of Chattanooga* 559 McCallie Ave and E 8th St/Douglas St
J	Christ Church Parish Inc Annex* 661 Douglas St
K	Tennessee Baptist Convention 540 Vine St
L	819, 821, 823, 829, 833, 837 McCallie Ave
M	UT Family Medicine, 1100 E 3rd St
N	The 500-600 block bounded by Central Ave, Oak St, E 5th St, and O Neal St
P	1021 and 1100 Oak St

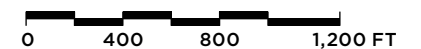
\* Acquisition or partnership may include land-swap



## THE SHORT-TERM PLAN | PRIORITY & POSITIONING PROJECTS (0-4 YEARS)



SCALE: 1 IN. = 800 FT.



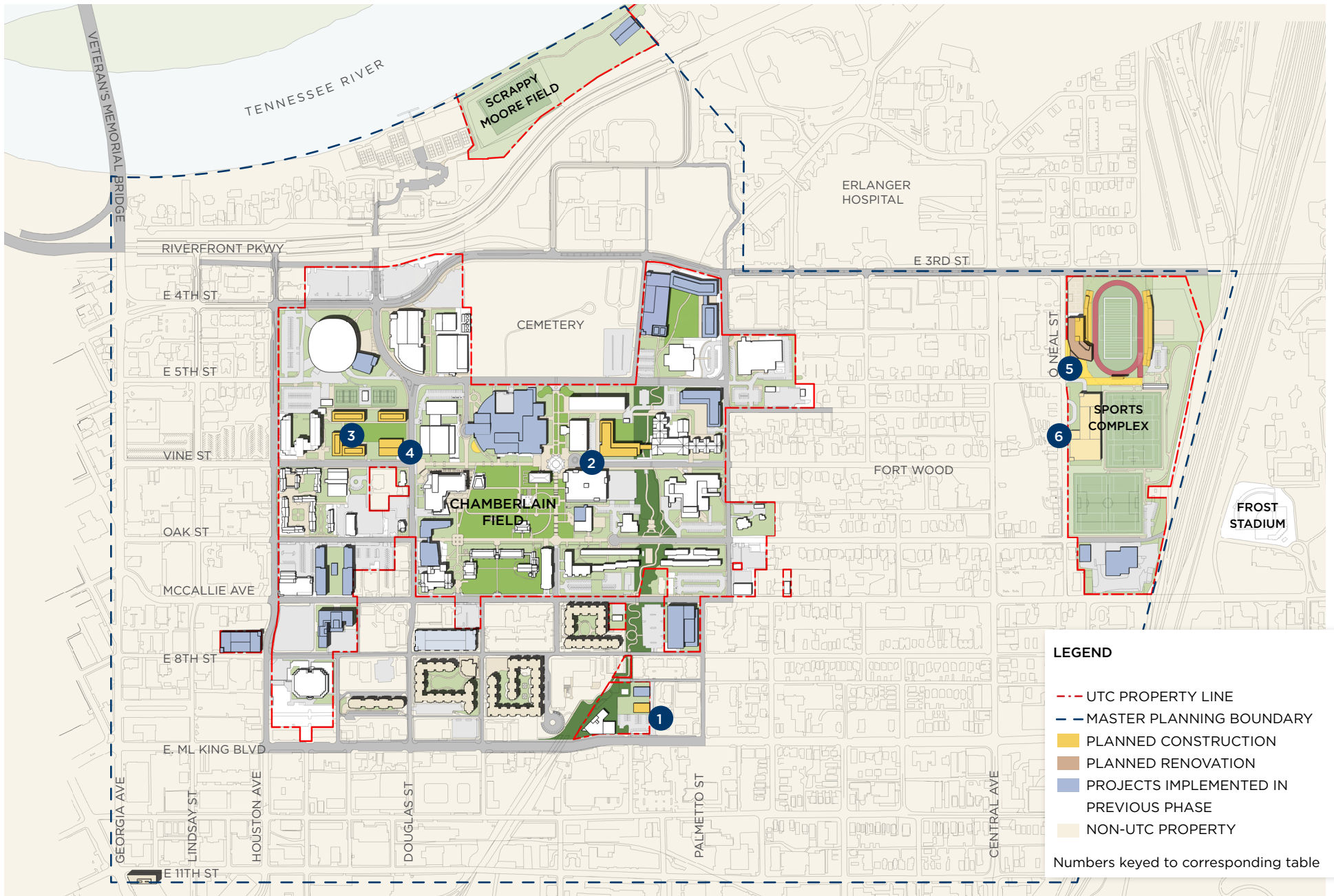


#	PROJECT TYPE	PROJECT RECOMMENDATIONS	Demo. GSF	Renov. GSF	New Const. GSF
<b>ACADEMIC/RESEARCH</b>					
1	Health Sciences Building Phase I	Site acquisition in progress	-	-	92,192
2	540 McCallie Renovation	Some floors currently undergoing renovation	-	173,979 <sup>1</sup>	-
3	Phase I Innovation and Advanced Manufacturing Application Center (I&AMAC)		-	-	5,058
4	Fletcher Hall Addition	Includes renovation of existing Fletcher Hall. Adds 32 parking spaces	-	17,000	81,688
5a	Health Sciences Building II /Multi-Disciplinary Research Building I		-	-	72,000
5b	Multi-Disciplinary Research Building II	Potential connection to existing EMCS Building	-	-	120,000
6	Crossroads Renovation	Academic and Student Programming	-	29,111 <sup>2</sup>	-
<b>HOUSING</b>					
7	New Residence Hall	Replaces Boling Apartment Beds (788) Auxiliary/TSSBA	-	-	227,852
<b>STUDENT SERVICES/STUDENT LIFE</b>					
8	University Center Renovation		-	226,372 <sup>1</sup>	-
9a	New Dining Facility	Includes seating for replacement of Crossroads and 5,000 GSF catering kitchen and support facilities.	-	-	47,250 (Dining)
<b>ATHLETICS</b>					
10	McKenzie Arena	Under Construction			37,500
11a	MacLellan Remodel (Gymnasium)	Feasibility study in progress	-	65,478	-
11b	MacLellan Remodel (Natatorium)			11,150 <sup>2</sup>	
<b>RECREATION</b>					
9b	Recreation Facility	Incorporated as part of Dining Facility project. Includes additional rec space			81,000 (Rec)
15	Rowing Center	Replacement of existing Rowing Center barges			15,272
<b>GENERAL USE/OTHER</b>					
12 12a	Multi-purpose Parking Garage at 8th/Houston Alternate: 8th/Douglas	600 spaces. Auxiliary/TSSBA	-	-	237,056
13a	Multi-Purpose Parking Structure (Health Sciences) and STEM Outreach	600 spaces, 24,000 GSF Multi-purpose/STEM Outreach	-	-	177,807
14	Expanded Facilities Space (Renovation of 1112 Oak St)	Acquisition of Chattanooga Tent & Event Center in progress	-	25,850	-
<b>OPEN SPACE IMPROVEMENTS</b>					
	Health Sciences Quad Phase 1	Coordinate with Campus Greenway Expansion			52,000
	Divine Nine Park	Located at UC and Vine St, currently under design			
<b>INFRASTRUCTURE</b>					
13b	Utility Plant				

<sup>1</sup> Includes GSF of entire existing building

<sup>2</sup> Sq. Ft. of space within existing building

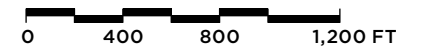
The list of projects above identify priorities for long-term capital improvements consistent with the timeline of this plan.



## THE MID-TERM PLAN | MEETING GROWTH NEEDS (5-9 YEARS)



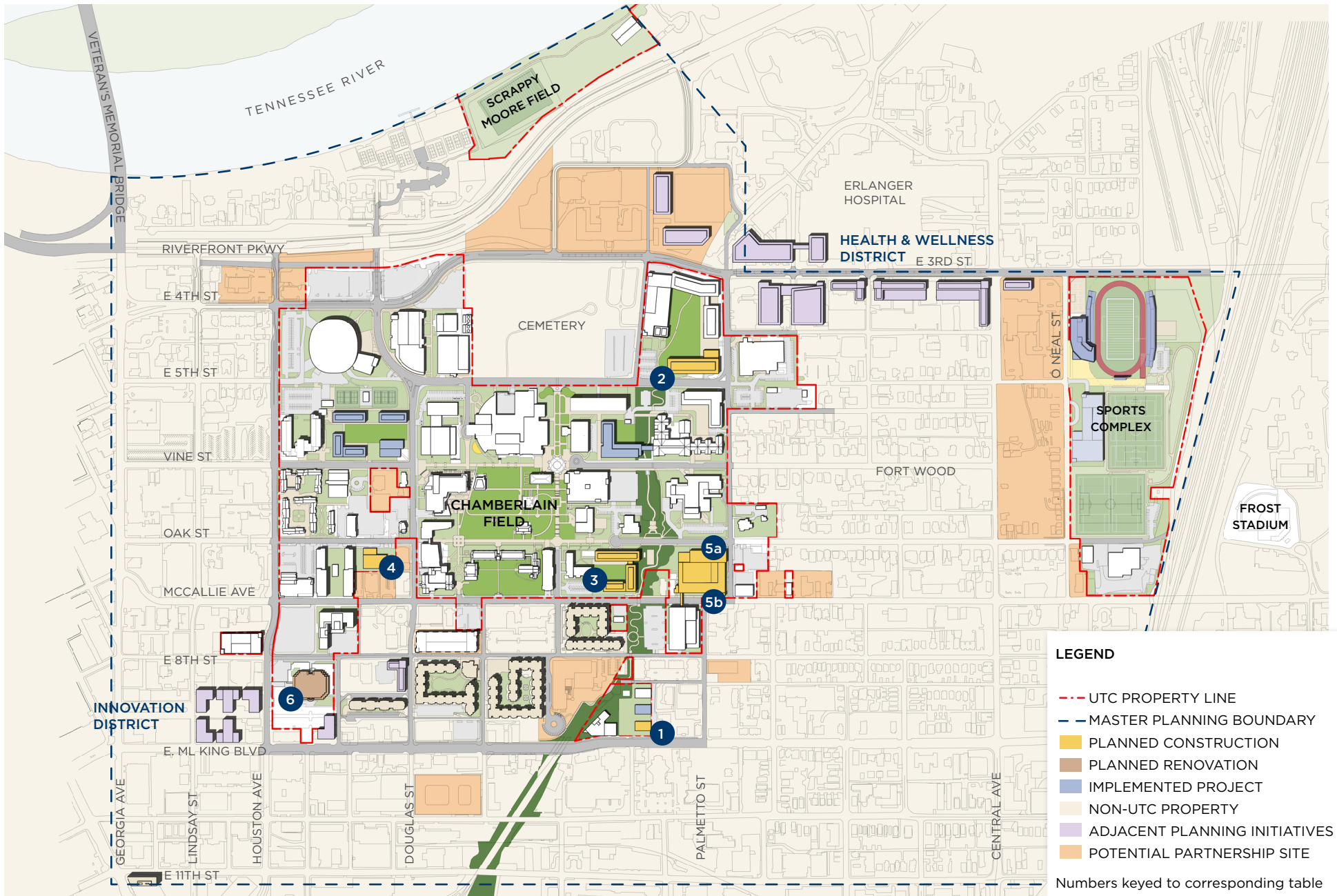
SCALE: 1 IN. = 800 FT.



#	PROJECT TYPE	PROJECT RECOMMENDATIONS	Demo. GSF	Renov. GSF	New Const. GSF
<b>ACADEMIC/RESEARCH</b>					
1	Phase II Innovation and Advanced Manufacturing Application Center (I&AMAC) Lab		-	-	5,300
2	Arts + Sciences Interdisciplinary Center		-	-	122,600
<b>HOUSING</b>					
3	Residence Halls (Boling Site Replacement)	Three buildings, total of 505 Beds.	-	-	230,400
<b>STUDENT SERVICES/STUDENT LIFE</b>					
4	Dining Expansion (Boling Site)	200 seats	-	-	12,000
<b>ATHLETICS</b>					
5	Engel Stadium Multi-purpose Soccer/Football Field and Track Development	Renovation/replacement of historic Engel Stadium. 10,000 seats	-		-
6	Optional Parking Structure at Engel Stadium with multi-purpose community space				296,800
<b>OPEN SPACE IMPROVEMENTS</b>					
	Arts & Sciences Quad				22,000
	Residence Hall Quad (Boling Site)				66,000
	Engel Stadium Plaza				40,000
<b>INFRASTRUCTURE</b>					
	None proposed in this phase				

The list of projects above identify priorities for long-term capital improvements consistent with the timeline of this plan.





# THE VISION PLAN | ACHIEVING STRATEGIC PLANNING (10+ YEARS)

#	PROJECT TYPE	PROJECT RECOMMENDATIONS	Demo. GSF	Renov. GSF	New Const. GSF
<b>ACADEMIC/RESEARCH</b>					
1	Phase III Innovation and Advanced Manufacturing Application Center (I&AMAC) Lab		-	-	5,300
2	Health Sciences Building Phase III / Medical School Partnership		-	-	120,500
<b>HOUSING</b>					
3	Lockmillier Replacement Housing + Amenities		-	-	131,400
<b>STUDENT SERVICES/STUDENT LIFE</b>					
4	Expanded Study Space		-	-	27,500
<b>GENERAL USE/OTHER</b>					
5a	Expanded Program Support Space	Academic & Student Affairs	-	-	28,000
5b	Parking Garage on McCallie/Palmetto	800 Spaces	-	-	268,800
<b>ADDITIONAL RENOVATIONS</b>					
6	Mapp Building / Conference Center (renovation/addition)		-	83,242	-
<b>OFF-CAMPUS</b>					
7	Jones Observatory Rehabilitation + Expansion		-	2,709	TBD
8	Enterprise South Center Education/Incubator & Research Facility		-	-	54,000
<b>OPEN SPACE IMPROVEMENTS</b>					
	Residence Hall Quad (Lockmillier Replacement Site)		-	-	
	Fine Arts Center Plaza and Drop-off				
<b>INFRASTRUCTURE</b>					
	None proposed in this phase				

The list of projects above identify priorities for long-term capital improvements consistent with the timeline of this plan.

# MASTER PLAN COMMITTEES

## EXECUTIVE LEADERSHIP TEAM

- **Dr. Steven Angle, Ph.D.**, Chancellor
- **Vicki Farnsworth**, Chief Information Officer and Interim Vice Chancellor for Finance and Administration
- **Dr. Jerold L. Hale**, Provost and Senior Vice Chancellor for Academic Affairs
- **Dr. Yancy Freeman**, Vice Chancellor for Enrollment Management and Student Affairs
- **Stacy Lightfoot**, Vice Chancellor for Diversity and Engagement
- **Dr. Joanne Romagni**, Vice Chancellor for Research and Dean of the Graduate School
- **Cassie Mathes**, Vice Chancellor of Communications and Marketing
- **David Steele**, Chief of Staff
- **Kim White**, Vice Chancellor for Development and Alumni Affairs
- **Mark Wharton**, Vice Chancellor and Director of Athletics

## STEERING COMMITTEE

- **Anthony McClellan**, Executive Director of Facilities Operations
- **Matt Matthews PhD**, Vice Provost and Professor
- **Tom Ellis**, Assistant Vice Chancellor for Operations
- **Abeer Mustafa**, Associate Vice Chancellor for Student Affairs
- **Dean Valerie Rutledge**, Dean, College of Health, Education & Professional Studies
- **Jennifer Boyd PhD**, Senior Associate Head; Guerry Professor
- **Dr. Jay Blackman**, Deputy AD - Internal Operations
- **Chelsie Ewing**, Director of Engineering and Planning Services

## UNIVERSITY OF TENNESSEE (UT SYSTEM)

- **Anthony Hopson**, Director, Real Property and Space Administration
- **Austin Oakes**, Assistant Vice President, Office of Capital Projects
- **Adam Foster**, Real Property Specialist



## FOCUS GROUPS

- Academic Leaders
- Athletics
- Chancellors Multicultural Advisory Council
- City and County Leadership
- Community Partners
- Deans Council
- Dining and Auxiliary Services
- Enrollment Management
- Faculty Senate
- Information Technology
- Landscape and Open Space
- Parking
- Public Safety
- Residence Life
- Staff
- Student Government
- Student Life Staff
- UTC Foundation
- Utilities and Infrastructure



**DLRGROUP**

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