

**June 28, 2023, Board Housing Committee Meeting
Materials**

**Meeting of the Tennessee State University Board of Trustees
Special Committee on Housing Meeting
May 9, 2023
Tennessee State University – McWherter Administration Bldg.**

MINUTES

Committee Members Present: Trustees Van Pinnock (Chair), Obie McKenzie, and Andre Johnson

Other Board Members Present: Trustees Deborah Cole, Shawn Wimberly, and Bill Johnson

University Staff Present: President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Ginette Brown, Associate General Counsel; Ciara Petronzio, Assistant General Counsel; Dean Frank Stevenson, Assoc. Vice President of Student Affairs; Terrence Izzard, Assoc. Vice President of Enrollment Management; Dr. Robbie Melton, Graduate School Dean and Assoc. Vice President and Dr. Arlene Nicholas-Phillips, Liaison to the Board of Trustees.

I. CALL TO ORDER

Trustee Pinnock called the meeting to order at 1:32 p.m. on May 9, 2023. Trustee Pinnock moved to make certain findings on the record regarding the necessity for conducting the meeting electronically without a physical quorum present due to travel issues. He noted there is important action to be conducted by the Special Housing Committee, including receiving updates on the TSU Master Plan and updates on enrollment and related housing issues. Participation without the physical presence of a quorum by the Committee meeting is necessary to address these important items. Trustee Andre Johnson seconded, and the motion carried by roll call vote, with Trustees Pinnock and A. Johnson voting in favor.

II. ROLL CALL/DECLARATION OF A QUORUM

Board Secretary Pendleton called the roll at the Committee Chair's request. Trustees Pinnock, Johnson, and McKenzie were present. Secretary Pendleton announced the presence of a quorum.

Visiting Board members and University staff were acknowledged.

III. APPROVAL OF JANUARY 10, 2023, COMMITTEE MEETING MINUTES

Trustee Pinnock moved to recommend to the full Board the approval of the minutes from the January 10, 2023, Special Housing Committee meeting, as contained in the May 9, 2023, Committee materials. Trustee McKenzie seconded the motion, which carried unanimously by roll call vote.

IV. REPORT ON TSU MASTER PLAN/HOUSING MASTER PLAN

Dr. Curtis Johnson provided a report on the TSU Master Plan. This is an informational discussion item only so no vote was required.

Dr. Johnson gave an overview of the University Master Plan. Work is being done to bring the Master Plan in line with current enrollment trends, including housing, parking and safety considerations. Facility needs include: Food Science, Animal Science, and Engineering facilities, a Library upgrade and annex, laboratory building, general classroom building, alumni house, and College of Education and various Athletics facilities. The new plan will look at land and property acquisition, agriculture programs, Avon Williams updates, a migration plan, Elliott Hall updates, expanded childcare facilities, athletic facilities, parking lots, and Queen Washington renovation and repurposing. Phase 1 will include a building assessment of certain buildings. Then, it will be put into the TSU Master Plan and submitted to TBR for a possible revision of the Master Plan.

Trustee Pinnock asked to review information provided by Dr. Johnson to the Board by email regarding interviews. Dr. Johnson said that appointments were going to be made throughout summer. The timeline for the Master Plan is for it to be finished this fall. It will be about 4-6 months to confirm all data and review drafts. There has been a discussion to review parts and sections of the Master Plan on a rolling basis.

President Glover explained that there is only one Master Plan for the University. There are subsets of information within the Master Plan. Dr. Glover said that a timeline can be prepared to show what is going to be done and when.

Trustee Pinnock asked about the long-term timeframe for the Master Plan. Dr. Johnson said that they are contemplating requesting an amendment to the existing 2016 Master Plan. This would be done on June 17, 2023. This would shorten the timeline for the housing component of the plan.

Dr. Johnson shared background information on a building assessment and who the Institution is presently working with for the overall Master Plan and Housing plan.

Trustee Pinnock asked further questions about the approval process. Dr. Johnson explained that after there is an amendment to address the housing issue, the amendment goes to TBR and THEC for approval.

Chair Cole asked whether the 1,000 new beds sought in the plan would be on-campus, which Dr. Johnson said they would.

Secretary Pendleton explained that there is one opportunity being considered wherein a party builds and owns facilities but leases housing to students. The University could deem it to be a “preferred partner” for student housing, provided certain criteria are met. The land would be on House of God property. The House of God is also looking to do some renovations to their existing facilities. We would net about 1,500 beds through this arrangement.

Trustee McKenzie asked for clarification about whether the University is locked into requesting 1,000 beds on-campus, seeking other projects, or taking a combined approach. Dr. Johnson said that the University is locked into the request for 1,000 beds. The 1,000 beds would ultimately replace existing beds that would need to be demolished.

Secretary Pendleton said the plan is to go before the SBC in July to request a 1,000-bed residence hall.

Trustee McKenzie said that it is important to continue to seek other alternatives while working on the 1,000-bed residence hall.

President Glover explained that it would be a net 1,000-bed increase. VP Allen further explained that the plan is to never experience a net loss in beds. Beds would not be taken offline until new beds are available. The University is working on a stair-step approach to plan for bringing beds online and offline so that there is never a net loss of beds.

Dr. Johnson explained that there is a 5-year housing plan that corresponds with enrollment needs. There is a separate document that shows the housing needs for the next 5 years. Chair Cole indicated that the Board needs to have “the total picture,” and not just a summary.

The Housing Master Plan is about 6 weeks from completion. Data is being run and the team is working on submitting it to TBR. Chair Cole indicated that the Board needs to be aware of the Plan details.

Dr. Johnson said that using the TBR formula, TSU is up to a little over 9,000 beds total. The formula looks at enrollment, retention and the classification of students. There was a discussion regarding public-private partnership opportunities to meet housing needs.

VP Allen noted that there is space on campus for 1,000 beds and a plan to add beds before beds are taken offline to make sure that there is not a reduction in the number of beds available to students.

V. REPORT AND UPDATE ON TSU’S HOUSING PLAN

Dean Stevenson provided an update on TSU’s Housing Plan. The University was able to reduce hotel housing needs by 3 hotels. All students were housed in the spring. It was a smooth spring semester, he reported.

Housing applications were opened up earlier this year than in prior years. As of now, 3,881 returning students have applied for housing. Housing assignments will be made in June and July 2023. There are 725 first-time freshmen. The data is being monitored closely to make sure that there are no problems with respect to housing. The school has multi-year housing agreements with Jefferson Flats and House of God and Kappa House, which gives the University 3,924 beds to work with for fall 2023. The University is asking for 2 hotels for fall 2023 use, which would raise the number of available beds up to 4,361 for the fall semester. The hope is that the SBC will approve the request for additional hotel beds, but they are planning conservatively just in case the

request is not approved. Dean Stevenson believes that opening up the housing application earlier is a significant help in planning.

There was a discussion regarding enrollment numbers and available beds.

VP Allen reported that TSU is on the docket for the SBC for its hotel requests. The scheduled date is May 16, 2023. The University met with the SBC executive subcommittee. The SBC was happy that TSU opened up the process and submitted its materials sooner.

Dr. Glover stated that forms have been changed to make it clearer that housing is not guaranteed. There was a discussion about the number of students who will need housing, the need to dispel misconceptions regarding housing (i.e., that enrollment does not guarantee housing), and how upcoming orientations will result in increased enrollment.

Trustee A. Johnson asked how the school determines which students get housing. Dean Stevenson explained that the numbers he reported are for first-time freshmen, not returning students. There was further discussion regarding anticipated first-time freshmen, returning students, and the need to make sure that students have what they need to “cross the line” to graduation. Trustee A. Johnson expressed a desire to make sure that both first-time freshmen and returning students have access to housing. Committee members discussed the priority of housing for students.

VI. REPORT ON FALL 2023 ENROLLMENT AND HOUSING

Dean Stevenson reported that 11,467 students have been admitted to date. Of that, 2,092 new students have committed to TSU for the fall. The enrollment process is a 4-stage process. The students are ushered through the enrollment process with the Enrollment Services team. 725 students have completed a housing application. Enrollment is moving in lockstep with Housing to monitor available beds. The University’s scholarship drive started in September last year, but this year it started in March. They are moving steadily, monitoring beds, and waiting on decisions to be made before they can increase enrollment efforts. Ideally, they would like to have about 2,000 first-time freshmen this fall. The projection is that 1,000 of this number would be residential, 300 would be commuters, 150 would be online only students, and 550 adult learners (such as with the Amazon Choice programs).

There was a discussion on projections and historical data for enrollment. Dean Stevenson stated that the total of students that are projected to be granted enrollment (not housing) is 9,200 maximum. VP Allen noted that students must have their applications in to manage housing, which is a separate issue from enrollment. Trustee A. Johnson noted the need to manage housing and enrollment separately, but in coordination, such that the University can educate as many students as possible, irrespective of housing. Secretary Pendleton asked whether a waitlist has been opened yet. One has not been opened yet.

Dean Stevenson stated that last year, the students who went to the media were all on the waitlist. He wants to make sure that it is very clear to students that housing is not guaranteed, even for students on the waitlist. This was communicated via letter to students last year, but his office is doing more work to over-communicate this and change the mindset of students. The plans being

put in place are very intentional in terms of managing enrollment and housing. His office is not surprised by any numbers to date. It is in-line with what they projected. Last year was an abnormal year. A. Johnson asked that enrollment and data information be shared with the Committee so that they are updated.

VP Allen noted that a number of students had to be turned down last year because of a lack of housing. The school is managing the number of beds available.

Mr. Pinnock requested that a communications plan be presented to the Board to discuss how the school will communicate housing availability, what will be said, when it will be said, and to and by whom the information will be communicated.

Dr. Glover said that the University works on managing housing on a daily basis – night and day.

VII. REPORT ON SBC, TSSBA AND THEC ACTIVITIES

VP Allen reiterated that they have met with the SBC subcommittee and are on the SBC's agenda for the approval of 2 hotels. They are looking to be on the TBR agenda in July for the new residence hall.

VIII. HOUSING COMMITTEE MEMBER REPORTS

Trustee Pinnock asked Trustees McKenzie and A. Johnson to provide any reports. Trustee McKenzie provided a report on discussions regarding potential on and off campus housing opportunities. One such opportunity could lead to a \$4 million yield for scholarships from a lease proposal.

Trustee A. Johnson continues to talk to several property owners. He is trying to convince them to explore partnerships to help TSU with housing that could be mutually beneficial. He wants to have additional conversations before bringing them to the Housing Committee to see whether the projects are suitable for the University's needs.

IX. REPORT ON POSITION SEARCHES AFFECTING HOUSING AND FACILITIES

Trustee Pinnock requested a report on the University's searches for open positions. VP Allen provided the report. He informed the Committee that an Assistant Vice President for Customer Relations (Jessica Powell), Assistant Vice President for Compliance and Risk Management (Cynthia Howell), Assistant Vice President for Enrollment Management, and Assistant Vice President Housing and Residential Life have each been hired and/or offers have been extended. Chief Operating Officer interviews have taken place. The University has hired an Assistant Vice President of Facilities Design and Construction, Will Radford. He is a TSU graduate with a degree in Instructional Engineering. He has experience with P3 agreements. The Director of Internal Audits position is under consideration.

Chair Cole asked for a copy of the job descriptions for the positions discussed.

Secretary Pendleton reviewed the recruiting and hiring efforts for the Chief Operating Officer position. Zoom-based interviews were conducted for six people. Four people are going to be invited to on-campus interviews. The four candidates will be interviewed by Board members and members of the administration. President Glover will make the final hiring decision with input from those who meet with the candidates.

Trustee B. Johnson requested CVs for the four advancing candidates for the Chief Operating Officer positions.

X. DISCUSSION OF ACTION ITEMS MOVING FORWARD

Mr. Pinnock reviewed items to be done moving forward, as follows: provide job descriptions to the Board, provide the Master Plan (the Housing component) to the Board, develop a clear bed assignment process, create a communications plan to advise the Board of the plan with respect to housing, provide regular updates on enrollment numbers to the Board, and provide resumes for the four candidates advancing in the COO hiring process.

There was a discussion regarding how to provide enrollment and housing data to the Board.

XI. ADJOURNMENT

Trustee Pinnock asked if there was any additional business. Seeing none, he moved to adjourn the meeting, and the motion carried by roll call vote. The meeting was adjourned at 3:02 p.m.

UNIVERSITY MASTER PLAN UPDATE

DATE: June 15, 2023

I am pleased to provide you with a status report on the University Master Plan; Phase I includes the Housing Master Plan as a component. The purpose of this report is to provide an update on the progress made so far and the next steps in the approval process of the plan. The Master Plan will eventually cover all areas of the university.

Additional Housing and Community Collaboration: One of the key objectives of the University Master Plan is to work with the community to provide additional housing options for students (undergraduate and graduate) and to include non-traditional students (veterans and single parents). We have engaged in conversations and conducted in-depth discussions with local authorities and community stakeholders to explore potential partnerships and collaboration opportunities. These discussions have been enlightening and we have identified several viable options for creating additional housing options in proximity of the campus along with utilizing campus property. The next step is to finalize these partnerships and develop a detailed plan for implementation.

The committee has not failed to review the housing potential for the Downtown Avon Williams Instructional Site: As part of the Master Plan, we have outlined the inclusion of the downtown location becoming an academic and residential site. The initial feasibility studies are being conducted, as the results are promising. The next phase involves working closely with the various university planners and state entities to complete the needed assessments for this proposal.

Replacement and Upgrades of Older Housing Facilities: The Master Plan includes the replacement of older housing facilities located on the main campus as well as an upgrade to Rudolph and Hale Halls. A comprehensive assessment is being completed of the existing facilities and plans are underway for replacement and upgrades to be included in the Master Plan timeline. The design and planning phase is currently underway, and we anticipate presenting the proposal for approval in the overall Master Plan.

Ford and NRC Apartments: The Ford and NRC apartments that were constructed some forty years ago are nearing the end of this life cycle. We have recognized the need to develop a plan for their replacement. Currently, we are in the initial stages of evaluating alternatives and exploring funding options for the new housing facilities. This process involves engaging with various stakeholders, including the Board, to ensure that the replacement plan aligns with the

long-term goals of the university. We will provide more details in the Master Plan for the replacement of Ford and NRC apartments.

Athletic Component: The athletics component within the Master Plan envisions significant improvements and upgrades to existing facilities and additional facilities to meet the needs of the university. The following highlights have been identified:

Cumberland River Development, including on-campus Professional Baseball Stadium, Student and Faculty Housing, Research Facilities, Performing Arts, and Hotel Conference Center. The University continues to explore development opportunities along TSU'S Cumberland River Property. These facilities will enhance the student academic and athletic experience and further strengthen the university's reputation and ability to recruit top-notch students, including student athletes, faculty and staff.

Improved Softball Facility: The athletic Master plan will include upgrades to the existing softball facility to create a modernized space that meets the needs of our softball team and provides an enhanced spectator experience.

Hockey Arena: Recognizing the growing interest in ice hockey and the state of Tennessee having a professional hockey team; it will be only appropriate to provide this opportunity to students just as the market demand and enhance the programs to serve a growing sport.

Renovate and Upgrade Football Stadium: The university is working on a plan to renovate the existing Hale Stadium to include a new field, a field house, dressing rooms, coaches' offices, and replacement seating. This will enhance the game-day experience for both players and fans, creating a lively atmosphere that fosters school spirit.

Improve Intramural Facilities: Upgrades to the intramural facilities along with the addition of facilities needed to accommodate the students. This will ensure that students have access to high-quality recreational spaces, fostering a healthy and active campus community.

Upgraded Tennis and Indoor/Outdoor Track Facilities: It is important the university invests in programs that have been successful at the university. Track and tennis are just such programs. Investing in these programs to provide upgraded amenities and maintain a competitive environment for the athletes is important.

While significant progress has been made, it is important to note that the has plans to complete an academic and agriculture master plan as part of the overall Master Plan. The final document will eventually incorporate all aspects of the University Master Plan, including the Housing Master Plan, Academic Master Plan, Athletic Master Plan, and Agriculture Master Plan. The initial submission will include the University Master Plan and the Housing Master Plan, other components will be covered in a detailed plan after the approval of the initial plan. Once the initial document is complete, it will be presented to the Board of Trustees and then to TBR for their review and recommendations. Once each of these entities is satisfied, it will be presented to the next approving authority.

We remain committed to the development and successful implementation of the University Master Plan that addresses the needs of our students, faculty, and community stakeholders. The collaborative efforts between the university, Board of Trustees, and Tennessee Board of Regents

along with the contractors Woolpert and Moody-Noland will ensure the realization of our goals. We will continue to keep you updated and engaged with the planning and progress.

TSU Master Plan

The current Campus Master Plan, completed in 2016, is a well-developed document that continues to guide the university's planning. Having served as a guide for seven years, there is a need to update and modify some of the plans for various reasons. This update will consist of a new campus assessment, recently constructed facilities added, proposed facilities will be included, and needed modifications to the previous proposal refined. Some of the facilities being requested are due to the exorbitant cost to repair and update the existing facility and some are due to campus enrollment or program growth.

The updated Campus Master Plan will include the following proposed buildings to be constructed and several facilities being updated and realigned with the existing academic, students support, and athletic programs' growth and evolution.

New Facilities

Food Science Facility – Funding Approved

Animal Science Facility – Funding Approved

Engineering Facility – Funding Approved

Library Upgrades & Annex – Funding Approved

Laboratory Building – To be requested.

General Classroom Building – To be requested.

Alumni House – To be requested.

College of Education Building – To Be requested.

Athletic Facilities – Baseball, Upgraded Football Field, Facilities, Ice Hockey,
Softball Upgrades, Rowing Facility,

Other

Land/property acquisition

Agriculture Programs

Avon Williams Updates

Migration Plan

Elliott Hall Updates

Expanded Child Care Facility

Update space for programs/departments

Athletic Facilities

Parking Lots

Queen Washington Renovation

List of data and base information needed.

Narrative summary of Goals and Issues and master plan expectation

Map of existing campus illustrating updated assessment of conditions

Narrative summary of updated conditions and functionality assessment of
existing buildings

TSU MASTER PLAN UPDATE
MASTER PLAN APPROACH & SCHEDULE

Tasks & Schedule

Dates

Kickoff Meeting

March 2023

- o Team Introductions o Scope Review
- o Establish Goals & Objectives
- o Team Site Tour & Initial Reconnaissance with the Master Plan Committee
- o Review Project Schedule & Key Milestones

Data Collection & Updated Mapping

March-Early April

FCA - Campus Grounds Assessment

March

On-site Interviews & Assessment – 3-Days On-site + 30 Days

Late April or Early June

- o Campus Master Plan Committee
- o Points of Contact for:
 - Academic Buildings
 - Agriculture
 - Alumni Center
 - Athletics & Student Recreation Center
 - Campus Union - Child Care Facility
 - Food Sciences
 - Housing
 - Incubation Center
 - Laboratories
 - Library
 - Public Works & Engineering
 - Veterans Affairs o Grounds & Maintenance
- o Transportation & Logistics
- o Security & EMS
- o Other (Deans, Students?)
- o Assessment & Reconnaissance Deliverables:
 - 1) Data request List; 2) Assessment & Reconnaissance Report: Narrative Summary with Photos, & Map; Summary of Goals & SWOT; Interview Meeting Minutes; Updated Existing Conditions Mapping; Narrative of updated assessment, existing conditions, campus analysis
 - Master Plan Amendment Letter (PM) - Interactive web page for the plan update

Concept & Alternatives Development – 60-90 Days

Late June-July-August

- o Workshop Scenario Based or alternative sites - prefer an on-site planning

workshop/charrette with key stakeholders

- Day 1 – Review Assessment & Reconnaissance Report, Findings, Goals, Etc.
- Day 1 – Review FCA, Requirements Analysis, Future Project Verification
- Day 1 – Start three alternatives, breakout groups
- Day 2 – Complete alternatives in breakout groups, present and discuss
- Day 2 – Determine the Preferred Alternative (Combination of Alternatives)
- Day 3 – Review, Preparation, & Final Alternatives Presentation

- o Alternatives Refinement & Production
- o Alternatives Review Meeting (Virtual)
- o Concept Plan Update Deliverables:
 - 1) Full-scale graphics for three alternatives; 2) Reduced scale plans; 3) PowerPoint Presentation - Updated web page

Preliminary Campus Master Plan –60 Days

September-October

- o Existing Conditions, Goals, Requirements, Alternatives, Preferred Plan with Cost Estimates
- o Updates to the 2016 Plan, with markups (?)
- o Migration Plan Adjustments
- o Review meeting for agreement on final adjustments (Virtual)
- o Graphic Preliminary Campus Master Plans – Zoom-Ins:
 - Elliot Hall - New Health Sciences Building
 - Agricultural Campus & McMinnville Agricultural Site
 - Athletics - Avon Williams Campus
 - Cheatham County Facility - Queen Washington for Dental Hygiene
 - Humphries Hall as Joint Academic and Administration Building
 - Incubation Center - Moody Nolan Housing Plan
- o Preliminary Review Meeting with Campus Master Plan Committee (On-site)
- o Preliminary Campus Master Plan Deliverables:
 - 1) Overall Campus Master Plan Update; 2) Full-scale graphics; 3) PowerPoint Presentation of Preliminary Master Plan
 - Conceptual Opinion of Probably Construction Costs (Who?) - Updated web page

Final Campus Master Plan Update – 30-60-90 Days

November-December-January

- o Addendum of Updated Space/Building Needs (FCA/Architecture)
- o Housing Update Addendum (Architecture/Planning)
- o Athletics and Recreation Master Plan Addendum (Architecture/Planning)
- o Implementation Plan
- o Master Plan Update Addendum (Overall Campus Master Plan)
- o Final Opinion of Probably Construction Costs (Who?)
- o Review Meeting with Campus Master Plan Committee (Virtual) o PowerPoint Presentation to Chancellor of the TBR, THEC staff, SBC (On-site?)

o Revised Final based on comments from TSU, TBR and SBC

Project Meetings:

1. Kickoff Meeting (On-site)
2. Monthly Planning Team Progress Meetings (Virtual) = x 9
3. Stakeholder Interviews, Assessment & Reconnaissance (3-Days on-site)
4. Alternatives Planning Workshop (3-Days on-site)
5. Alternatives Review Meeting with Campus Master Plan Committee (Virtual)
6. Preliminary Campus Master Plan Markup Meeting (Virtual)
7. Preliminary Review Meeting with Campus Master Plan Committee (On-site)
8. Review Meeting with Campus Master Plan Committee (Virtual)
9. Final Campus Master Plan Presentation (On-Site or Virtual)

The university conducted a facility assessment for the 2016 Master Plan. The results of that plan are listed as part of the 2016 Master Plan, in which 68% of the university facilities scored a grade of C or less on a scale of A-F, with A being the best score possible. A new building condition assessment is currently being conducted in the Master Plan currently being conducted. The following buildings are included in the first phase of this plan.

Building Assessments

Elliott Hall

Agriculture Buildings (Carp, Ferrell-Westbrook, AIT, Humphreys)

Avon Williams Instructional Site

Cheatham County Facility

Incubation Center

A kickoff meeting has been conducted with university personnel and a timeline will be established with TBR, to review the deliverables, and to gather any additional background information.

TSU Campus Housing Master Plan

The university is experiencing an increased demand for student housing due to several factors. These include the high cost of residing in the city of Nashville, including the high cost of rental property, which has caused students who lived off-campus previously to return to campus due to a lack of affordability in the Nashville housing market. The property surrounding the university is being purchased by investors who no longer offer reasonable rates for their rental properties. The demand is also due to the increase in student enrollment. Tennessee State University has been a fixture in Nashville, TN since 1912. The university has not managed to keep the campus housing updated with the increased enrollment nor the expectations of students for their living and learning facilities. The university has identified Boyd Hall, Eppse Hall, Wilson Hall, and Watson Hall as facilities that have outlived their life expectancy by decades and should be replaced. Replacement is recommended due to the high cost of renovations and infrastructure repair/replacements and upgrades equaling or exceeding the cost of new construction. The university is currently completing a Campus Housing Master Plan, once completed the university

will have a comprehensive document to guide housing development for TSU. This update will consist of a campus housing facility assessment, proposed locations for housing and parking along with the housing types and beds needed. The plan will address the immediate as well as the long-term housing challenges and some possible solutions.

Project scope

The Campus Housing Master Plan will consist of a Housing and Demographic Goals and Priorities Follow-up, Bed and Parking Analysis, Residential Housing Phase Plan, and Renovation Analysis. The plan will identify buildings recommended to be demolished and several new residential facilities constructed and updated along with the university realigned with community partners in their capacity to provide supplemental housing through various types of partnerships to include P3s.

Housing Facilities

The university currently has 3,680 beds available of which 1,506(41%) need to be replaced.

A verbal commitment has been made by TBR and THEC to assist the university in fast-tracking 1,000 new beds for the university due to rapid growth.

In August of 2022, the university added 700 additional beds to the inventory, increasing the total bed count to 3,680 unfortunately, this did not meet the fall/spring 2023-2024 housing needs of the campus.

The Hale and Rudolph residential facilities need updating and renovation and upgrades. The Housing Master Plan will also make recommendations regarding these two facilities.

There are currently two (2) apartment complexes housing Ford Residence Center and New Residence Center. Combined these units have approximately 684 beds. These units are over 20 years old and are nearing the end of their life expectancy.

Physical Analysis and Existing Conditions

- The Housing Master Plan will include Renovation Analysis for Rudolph Residence and Hall Residence. Items will be listed in priority order for each of these facilities to extend the life expectancy and usage of the facilities.

Several sites have been identified where housing facilities can be constructed. Each of these sites will factor in amenities such as parking and auxiliary resources along with the recommended classification level of the individuals recommended for the facility (freshmen, upperclassmen, graduate, or non-traditional).

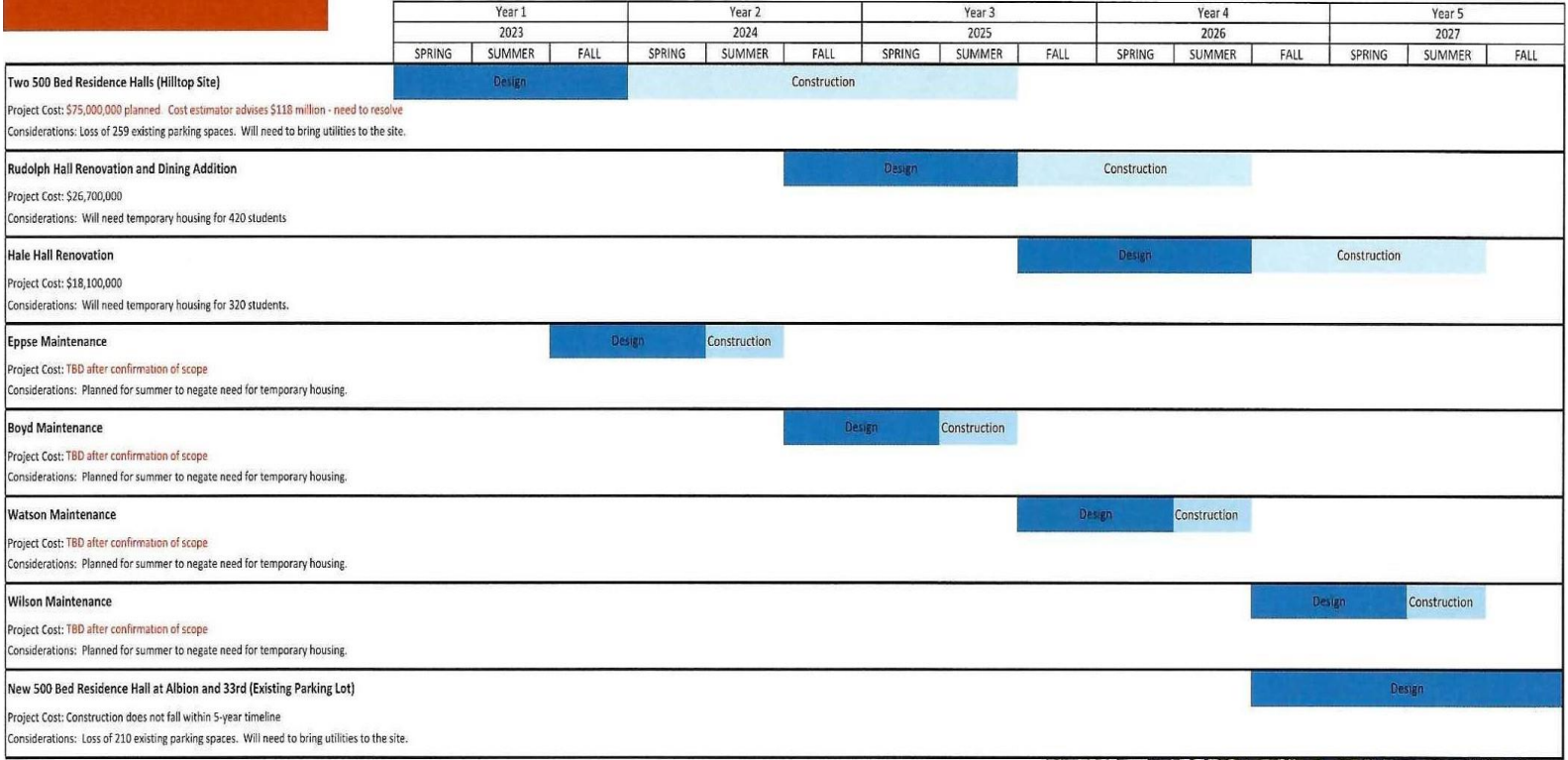
Process

- Develop a scope – Completed.

Existing Residence Hall Summary – Completed
Housing Trends – In Progress
Financial Analysis Overview – In progress
Potential Sites for New Construction – In Progress
Review Conceptual designs for new and renovations – In Progress
Revised phasing and rolling bed count – In Progress
Fall/Spring 2022-23 Enrollment Data – In Progress
Projected Fall 2023 Enrollment Data – In Progress
Estimate for Fall 2023 Off-site housing needs – In Progress
Five-year enrollment projections – In Progress

Once all data has been submitted to Moody-Nolan a six-week turnaround is needed to complete the analysis and finalize the report.

5 Year Residential Plan



Residence Hall	# of Beds	Yr Opened	Res Hall	Type	Condition	Room Rate
Boyd	364	1951	M	Traditional	Replace	\$1,391-\$3,929
Wilson	550	1964	F	Traditional	Replace	\$1,391-\$3,929
Watson	318	1966	M	Traditional	Replace	\$1,391-\$3,929
Hale	320	1967	C	Suites	Renovate	\$1,448-\$2,209
Eppse	274	1968	F	Dorm	Replace	\$1,391-\$3,929
Rudolph	420	1995	F	Suites	Renovate	\$1,448-\$2,209
Ford RC	450	1998	C	Apt	Renovate	\$3,476
New RC	284	2002	C	Apt	Renovate	\$3,476
New RH	700	2022	C	Apt	N/A	\$4,562
Total	3680					



BUILDINGS COST PROJECTIONS

	Construction Costs					Project Cost
	2020 cost	2024 cost	2025 cost	2026 cost	2027 cost	
		20.46%	25.28	30.29	35.5	10%
		1.2046	1.2528	1.3029	1.355	1.11
Eppse -						
Exterior wall masonry repair to prevent moisture infiltration	\$ 113,500	\$ 136,722				\$ 150,394
Exterior door replacement to prevent moisture infiltration	\$ 51,250	\$ 61,736				\$ 67,909
Interior door / hardware replacement to be ADA compliant	\$ 803,764	\$ 968,214				\$ 1,065,036
	\$ 968,514	\$ 1,166,673				\$ 1,283,341
Boyd-						
Exterior caulk joint replacement to prevent moisture infiltration	\$ 134,747		\$ 168,811			\$ 185,692
Exterior wall masonry repair to prevent moisture infiltration	\$ 731,116		\$ 915,942			\$ 1,007,536
Exterior wall precast concrete repairs (potential structural concerns)	\$ 1,164,841		\$ 1,459,313			\$ 1,605,244
Exterior door replacement to prevent moisture infiltration	\$ 51,250		\$ 64,206			\$ 70,627
Exterior awning repair to prevent moisture infiltration	\$ 25,523		\$ 31,975			\$ 35,173
Interior door / hardware replacement to be ADA compliant	\$ 1,034,673		\$ 1,296,238			\$ 1,425,862
	\$ 3,142,150		\$ 3,936,486			\$ 4,330,134
Watson -						
Exterior wall masonry repair to prevent moisture infiltration	\$ 653,277			\$ 851,155		\$ 936,270
Interior door / hardware replacement to be ADA compliant	\$ 924,515			\$ 1,204,551		\$ 1,325,006
HVAC controls replacment to provide comfortable indoor environment	\$ 636,722			\$ 829,585		\$ 912,544
	\$ 2,214,514			\$ 2,885,290		\$ 3,173,819
Wilson -						
Exterior wall masonry repair to prevent moisture infiltration	\$ 128,315				\$ 173,867	\$ 191,254
Interior door / hardware replacement to be ADA compliant	\$ 1,587,527				\$ 2,151,099	\$ 2,366,209
Install safety railing to protect worker on roof	\$ 9,225				\$ 12,500	\$ 13,750
Exterior door replacement to prevent moisture infiltration	\$ 51,250				\$ 69,444	\$ 76,388
HVAC controls replacment to provide comfortable indoor environment	\$ 854,822				\$ 1,158,284	\$ 1,274,112
	\$ 2,631,139				\$ 3,565,193	\$ 3,921,713

Campus Proposals:

Two 500 Bed Residence Halls

- Hilltop site
- 2 buildings at 500 bed each = 1,000 beds
- 5 to 6 stories
- Mixture of pod and semi-suite residence rooms, along with apartments
 - o Semi-Suite (bathrooms within the space) – 67%
 - o Pods (communal bathroom) – 30%
 - o Apartments – 3%
- Amenities:
 - o Lounges
 - o Game/recreation room
 - o Flexible Instruction Space (FIS)
 - o Salon
 - o Laundry
 - o Computer room
 - o Retail dining (quick serve) and the C-store can be included if the budget allows.
 - o Full-service cafeteria and dining hall are not included.
- Parking: Loss of 259 parking spaces. Propose replacement spaces, as well as additional spaces, in new surface parking lots near the site (approx. 721 spaces)

Rudolph Hall Renovation / Dining and Wellness Addition

- Existing beds = 420
- Proposed beds = 214
- Proposing a loss of 206 beds. Rudolph was intended to be single occupancy semi-suites. TSU has reported bedrooms are not large enough to support double occupancy. A recommendation is to revert back to single occupancy, as the building was intended to be occupied.
- Additions to the building:
 - o Dining – 2,700 SF (60 seats)
 - o Wellness – 1,000 SF
- New outdoor patio/dining space
- New entry hardscape, grading, retaining walls, and path to connect to Hale
- Exterior renovations, including the following:
 - o Repair masonry wall veneer to prevent moisture infiltration
 - o Roof replacement roof
 - o Exterior handrails replacement
 - o Concrete sidewalks replacement
- Mechanical, Electrical, and Plumbing renovations including:
 - o Air handler electrical panel repair
 - o Fan coil unit replacement
 - o Exhaust fan replacement
 - o Fire alarm repair or replacement
 - o Elevator repair or replacement (one elevator is inoperable)
- Interior finish renovations including:
 - o Vinyl floor tile repair or replacement

- o Wall cabinetry replacement
- o Restrooms replacement
- o Interior doors refinish or replacement

Hale Hall Renovation

- Existing beds = 320 beds
- Proposed beds = 290 beds
- Proposing a loss of 30 beds to provide space for modern amenities within the building, such as:
 - o Conference room
 - o Community Kitchen
 - o Game/recreation room
 - o Salon
 - o Laundry
 - o Communal lounge on each floor
- New vestibule and hardscape to provide a welcoming entrance.
- Exterior renovations, including:
 - o Roof replacement
 - o Brick repointing and sealant replacement to prevent moisture infiltration
 - o Poured in place concrete frame repair to cover rebar
 - o Replace exterior light fixtures with energy-efficient equivalent
 - o Window replacement
 - o Sidewalk replacement
 - o Grading for proper drainage
- Mechanical, Electrical, and Plumbing renovations including:
 - o Replacement of fan coil units and associated piping
 - o Switchgear replacement
 - o Chilled water pumps replacement
 - o Steam boiler and storage tank replacement
 - o Air handler replacement
 - o HVAC controls compressor replacement
 - o Fire pump replacement
 - o Electrical service and power distribution replacement
 - o Fire alarm and detection system replacement
- Interior finish renovations including:
 - o Interior doors replacement
 - o Vinyl floor tile replacement (asbestos abatement will be required)
 - o Window blinds replacement
 - o Interior lights (to be energy efficient) replacement
 - o Restrooms replacement
 - o Exit sign replacement
 - o Roof hatch ladder replacement
 - o Accessibility updates

Eppse Maintenance

- Add once the scope is decided.
- Renovation: Summer of 2024

- Offline: Fall 2030

Boyd Maintenance

- Add once the scope is decided.
- Renovation: Summer of 2025
- Offline: Fall 2031
- The masterplan shows the existing Boyd and Wilson sites as the combined new site

Watson Maintenance

- Add once the scope is decided.
- Renovation: summer of 2026
- Offline: Fall 2031
- The masterplan shows the existing Boyd and Wilson sites as a combined new site

Wilson Maintenance

- Add once the scope is decided.
- Renovation: summer of 2027
- Offline: Fall 2034

New 524 Bed Residence Hall at Albion and 33rd

- Currently existing parking lot. The adjacent electrical substation is scheduled to come offline in 2026
- 1 building at 524 beds
- 5 stories
- Mixture of pods and semi-suite residence rooms
 - o Semi-Suite (bathrooms within the space) – 57%
 - o Pods (communal bathroom) – 43%
- Amenities:
 - o Lounges
 - o Game/recreation room
 - o Flexible Instruction Space (FIS)
 - o Salon
 - o Laundry
 - o Computer room
 - o Retail dining (quick serve), C-store, full-service cafeteria and dining hall are not included, due to proximity to New 700 bed residence hall
- Parking: Loss of 210 parking spaces. Potential for 30 parking spaces to be replaced on-site.

Alumni Center

- Meeting spaces
- Office Spaces
- Training Rooms
- Historic Significance Areas

Athletic Facilities

- Baseball Stadium
- Hockey Arena

- Socker Fields
- Football Upgrades
- Baseball Upgrades
- Softball Upgrades
- Track/Field Upgrades
- Swimming Team Revival
- Mixed Use Facilities
- Downtown Campus Assessment

The primary objective of this report on the Master plan is to outline a roadmap for TSU's growth and development in the areas of housing, athletics, academics, and agriculture. It considers the current projects underway and envisions a future that aligns with TSU's mission, fosters innovation, and ensures a vibrant and sustainable campus community.

The updated Master Plan emphasizes the creation of a dynamic and inclusive residential environment that supports students' success and enhances campus life. To achieve this, the plan includes the following: a) Expansion of on-campus housing facilities to accommodate the growing and evolving student population, b) Modernization of existing residence halls to provide state-of-the-art amenities and foster a sense of community c) Development of additional student housing and working with the community to aid in meeting the housing needs of the campus community is extremely important to accommodate a diverse community.

Recognizing the integral role of athletics in the student experience and the university's overall brand, the Master plan includes strategic initiatives to elevate TSU's athletic programs. Key elements encompassed in this plan are enhanced athletic facilities, including stadiums, arenas, and training facilities to meet NCAA standards and provide a top-notch experience for student-athletes and fans. The commitment to invest in sports programs that align with TSU's strengths and aspirations, fostering a competitive environment while emphasizing student well-being and success. This along with collaborating with alumni and the community to enhance support for athletics through sponsorships, partnerships, and facility naming opportunities.

The updated Master Plan places significant emphasis on the academic landscape, aiming to create cutting-edge learning environments and foster innovation in teaching, research, and service. Renovation and expansion of academic facilities to accommodate evolving pedagogical needs, technological integrations, and the university drive to move from R2 (high research activity) to R1 (very high research activity). Some of the plans are the expansion of academic facilities to accommodate evolving pedagogical needs and teaching integration. It also includes the development of interdisciplinary spaces that promote collaboration and facilitate cross-departmental research initiatives. It is important to invest in state-of-the-art equipment, laboratories, and technology infrastructure to support cutting-edge research and experiential learning opportunities.

The university's College of Agriculture research and instructional facilities support the needed research and training for individuals in Tennessee and globally. Collaborations with various

partners and government agencies to create more sustainable agriculture programs in the development of food and animal science for the impact of agriculture and its impact on society.

This updated Tennessee State University Master Plan presents a forward-looking vision for TSU's development in the areas of housing, athletics, academics, and agriculture. By incorporating a contemporary and futuristic perspective, this plan builds upon the foundation of the previous plan and ensures that TSU remains at the forefront of higher education. We believe that the implementation of this Master Plan will further enhance the TSU experience for students, faculty, staff, alumni, and the state, fostering an environment of growth, innovation, and excellence.