

T e c h n i c a l M e m o r a n d u m

Date October 2008

Project Tennessee State University Campus Master Plan

Subject 4. Future Campus Requirements
4.2.4 Academic Support Facility Requirements

From Paulien & Associates, Inc

To Tennessee State University

1. SPACE NEEDS ANALYSIS BY COLLEGE OR MAJOR ADMINISTRATIVE UNIT

The Space Needs Analysis tables on the following pages illustrate the space needs by college or major administrative unit in a more detailed manner than the campuswide space needs analysis provides. The tables show Existing ASF compared to Guideline ASF for Fall 2006 as well as the Moderate Growth scenario and the Aggressive Growth scenario, illustrating the surplus/deficit in each space category under each scenario. ***The relationship between existing space and proposed guideline space for individual categories should be considered as rough comparisons.*** Reliability of the findings of any space needs study depends on several factors including the quality of the data, the appropriateness of the space standards used, and the validity of the projections. Further, this study only analyzed space needs and did not evaluate the quality of existing space nor the suitability of the space.

Those tables are provided at the end of this section in the following order.

- College of Arts & Sciences
- College of Business
- College of Education
- College of Engineering & Technology
- College of Health Sciences
- College of Public Service and Urban Affairs
- School of Agriculture & Consumer Science
- School of Graduate Studies
- School of Nursing
- Division of Academic Affairs
- Division of Research & Sponsored Programs
- Office of the President
- Athletics
- Division of Business & Finance
- Division of Student Affairs
- Division of Technology
- Division of University Relations & Development

Below is a synopsis of the work sessions held with the colleges, schools, and divisions. Please note that these statements are from the units themselves and don't necessarily reflect the findings of the consultants. Because some of the data supplied to the consultant was incomplete, the statements of the different units could not be statistically verified. For

instance not all laboratory use is reported back to the registrar; therefore, the usage could not be verified. Additionally, the facilities inventory may not reflect the space use code and occupancy of spaces due to a snapshot-in-time discrepancy or recent space reallocations.

Finally, if the requested needs fit within the space recommendations as generated by the guidelines, the need was accommodated in the unit's analysis; otherwise it was excluded.

College of Arts and Sciences

College of Arts and Sciences Dean

- College serves 2,500 majors and there is an opportunity for growth. Especially in Biology, Criminal Justice and Communications. Need a dedicated classroom building for general education courses and to house A&S departments.
- Growth will be in STEM areas to attract grant funds. New programs will help growth. Classrooms will need to be resized to accommodate growth.

African Studies

- A growing area. There is a need for student lounge/resource space.

Art

- Poor location and space due to safety and health issues. There has been an increase in freshman students taking Art courses. Faculty have no studios and work in labs. Need space with natural light. No space for senior projects. Teaching labs are small for the level of enrollments. Would like a Mac lab for design work.

Biology

- The department provided an internal analysis illustrating a lack of adequate lecture, teaching laboratory, research laboratory and office space to support its ongoing programs. Lab classes are often scheduled with little time for setup. All labs are overused.

Chemistry

- A handout was provided to the consultants indicating a need for more laboratory and office space.

Communications – Theatre

- Only concern is that classes are all over the campus. See growth in future to about 80 students per year.

Criminal Justice

- Planned to grow by 50%. Space is needed for full-time faculty and adjuncts. Currently have 40 graduate students but no offices. Need space for a forensic science laboratory and smart classrooms. CJ Chair is working on grants to build a Justice Center.

History/Geography/Political Science

- Growth proportional to enrollment – no major issues.

Interdisciplinary Studies

- 100 new majors in program each year. Have two offices to serve 300 total majors. Need reception area since students wait in the hallway. Need for additional advising offices for staff and a place for student to gather to complete homework and socialize.

Performing Arts - Music

- Need additional classroom space. Band room is too small for the number of musicians. There had been a 50% growth in music. There is no percussion studio or ensemble practice space. Rehearsal space is also needed.

Physics/Mathematics

- Running astronomy lab out of math's area. Need separate Astronomy Laboratory. Short on classroom space. Need lab space for physics research. Have two general physical labs but not adequate. Need student lab space. Most faculty members share an office when they should have private offices. Graduate students are in the hall and should be housed in common area. Also need computational laboratory for mathematics.

Social Work

- Masters program in Social Work starting in Fall 2008. Need space for four faculty and more storage space. Need additional classrooms space as well. Prefer a smart classroom. Would like lounge space. Could see 20% growth in program with new degree.

Sociology

- All faculty have office space. Enrollment growth in proportion with overall growth. Need space for 1 or 2 more adjuncts. Also looking at masters program. Faculty conduct research at computers. Storage space is needed as well a student lounge.

College of Business

- Overall, faculty and staff are pleased with space in Avon Williams, but no room for expansion.
- First and second years of study are in Holland Hall on main campus which contains general classrooms and labs. Upper division and MBA at Avon Williams.
- Lack of space at Avon Williams means little growth potential. If space issues are resolved, enrollment growth could slightly exceed university growth.
- New programs in International Business and Hospitality.
- Business Library needs more collaborative work areas.
- A trading room is being added to the third floor.
- Incubation Center located adjacent to Avon Williams with 22 businesses. No needs expressed at this time.

College of Education

- The Center for Urban Education is a new unit that will require one administrator, one co-administrator, a clerical person and two graduate assistants.
- Most of the research in the College of Education is performed in the field or schools and not in faculty offices.
- Faculty in neuro-psychology need lab space, especially for dissection.
- Ph.D. students in clinical psychology need clinic space with observation rooms, group and family therapy rooms.

- Additional offices are needed for faculty as enrollments increase. Currently, some faculty members are sharing offices.
- Unit needs a large meeting room for presentation of research, dissertation defense and faculty meetings. Space needs to have a capacity of 100.
- Curriculum library should be twice as large as it is.
- Less than 10% of classes are on-line with 20% hybrid. Do not see much change in the future.
- Human Performance department needs two laboratories for athletic training and exercise science.
- The need for physical education (human performance) space is showing a “surplus” of space due to the fact that many of the physical education, recreation, and athletic facilities are shared by all three entities. Therefore the need is really shown when all three of these areas are totaled.

College of Engineering

- Need one tech in each discipline. Currently have three and need three more.
- There are safety issues in the existing building, including structural, electrical and mechanical issues.
- Teaching laboratory space is adequate but would like more flexibility.
- There is not enough research space.

College of Health Sciences

- Big picture: eight programs on three campuses and in four buildings. They occupy some of the poorest space on campus.
- Growth in Health Sciences has been 10% a year since 2001 due to new programs and demand for jobs. Future programs include personal training and an Ed.D. option in health.
- Medical Laboratory Technology program is located off campus at another institution. The program is no longer jointly offered with the program at the other college. There is a need to bring this program back to the campus. Would need offices for two faculty and one support position. A 2,500 ASF lab would also be needed.
- Two programs at Avon Williams. Speech therapy is in renovated space but needs more room. Health Administration program has 300 majors. The Health Admin. Program could come back to the main campus.
- Planning a Masters and Ph.D. in Public Health. Will need a total of 14 new faculty positions. Currently have no offices for these positions.
- Physical Therapy and Occupational Therapy is in poor space. Programs are growing. Faculty want to expand research and open a clinic.
- Suspect that the surplus in office space is due to inaccurate coding.

School of Agriculture and Consumer Science

- No one was available to meet with the consultants.

School of Graduate Studies

- 20% of student population is graduate students or 1,950 at all sites with most being part-time.
- Enrollments have been steady for the last five years with the College of Education equaling half of the graduate student enrollments.
- The Graduate School is centralized and includes all programs for admissions, policies and procedures.
- Enrollment growth will be slow but steady over the planning period with Master of Social Work and Public Health programs boosting growth.
- A more central location is needed with a more professional environment. Currently, no private offices for staff.

School of Nursing

- Currently have 10 vacant faculty positions. Positioned to grow at a faster rate than the campus.
- Will begin a new Ph.D. program in the near future called Doctor of Nursing.
- Need classrooms to hold 100 students in nursing
- Current teaching labs do not meet needs. Can only accommodate about 20 students in bed labs. Labs are too small and not enough beds. Would like separate space for the four SIM units.
- Need a resource room for undergraduate and graduate students.
- Currently have one computer lab. Need two additional labs for scheduled instruction. Labs have no storage space, which needs to be corrected.
- Amount of space in student lounge is mostly small vending area. Would like more space in lounge for students to study and work together. There is no faculty lounge.
- In the administration area, need additional offices with conference room and workroom.
- At the Avon Williams Campus, there is an LPN to RN program. Nursing needs to expand office space. A conference room and computer lab is also needed. As enrollments grow, bed labs will need to expand. Very short on lab storage space.
- On both campuses, file storage is needed for student documents.
- Current basement location is not conducive to a learning environment for Nursing.

Agriculture Extension

- Most of extension services are in centers.
- Hiring five more faculty positions/campus specialists, four tech positions, and three admin/clerical positions. Rest of staff will be stable.
- There is a possible reorganization in the works. Most faculty support county agents in 20-25 counties through distance education in current space.

- A building wing for AG Extension is still a few years out. Most current space needs are for offices. Some personnel could move to Cheetum County Extension Center.
- In the long term, a facility is needed for teaching but budget is flat and focus is on new staff.

Avon Williams Campus

- Avon Williams Library needs more group study rooms, storage and workroom.
- About 2,500 students per day attend the campus. The campus is growing and is currently 2% higher in student enrollment than predictions. In ten years, could see 7,000 students.
- Traditional undergraduate population and mostly in business. Large non-traditional population during evening in professional programs.
- Facility not well used on Friday but would like to see more use.
- Working with hotels to offer more conferences. The third floor is free for breakfasts.

Division of Research and Sponsored Programs

- Research is in newer building on campus. Phase II includes a 17,000 square feet addition for animal facilities and should be completed over the next five years.
- Most aggressive areas for research include Engineering, Biological Sciences, and Agriculture.
- On average, 10% of faculty members receive 95% of funding.
- The core research labs support multiple disciplines.
- The analysis illustrates a “surplus” of space due to the fact that the faculty in the programs are shown under their home departments. Much of the need is generated in the home departments however the space is managed under the Division.

Athletics

- Design is underway for an indoor practice facility. Total size is 225' by 270' or 50,750 GSF. A total of 11,250 GSF is administration space with offices and meeting rooms.
- New sport could be Women's soccer and bowling and Men's/Women's Riflery.
- Each coach should have an office but lack of space prevents this.
- Renovated stadium is out more than five years. But a new fieldhouse is within five years. Fieldhouse should include Hall of Fame, History Room, and well equipped Alumni Room.
- The Gentry facility is a shared facility and is not conducive to Athletics. Not enough support space.
- Sports Medicine and Exercise Science want to expand but no room at this time.
- No existing office space reflects the fact that the inventory is not up-to-date.

- The need for athletic facilities is shown under athletic space. However, while there is a deficit of athletic space, the entire deficit is not athletics due to the fact that many of the physical education, recreation, and athletic facilities are shared by all three entities. Therefore the need is really shown when all three of these areas are totaled.

Division of Business and Finance

Budget and Travel

- Currently at three personnel and may grow to four. Budget office needs to be close to HR, Finance and Accounting offices.
- Financing and Accounting – Needs cashier area. Would like to stay where they are despite space needs and staff growth.
- Will convert conference room into offices as an alternative.
- No presence at Avon Williams Campus and do not foresee one.

Human Resources

- In 5-10 years they will need presence at Avon Williams.
- Currently housed off-campus in General Service Center. Will need conference room and training resource room, and a quiet space for clerical testing. Would like to be adjacent to payroll. Need one additional staff with a confidential office.

Facilities/Operations

- Operations building will need additional space, especially for equipment repair and personnel training.
- Hazmat and waste management (recycle) need more space to operate.
- Need facility for plan/design/construction function.
- Operations Building is in a key location. Could be moved further off campus next to purchasing and I.T. Current building could be used for Athletics.
- Space for vehicle maintenance is sufficient.
- Staff will need to grow by 10% over the master planning period.

Procurement and Purchasing

- Location is important since visitors come to campus to drop off proposals and bid openings. Need to be visible on the periphery of campus with own address. Space need includes conference room, offices and reception area.
- Current warehouse space is off campus and is not adequate. Need additional warehouse space that is located on the campus.

Bookstore

- Bookstore space on main campus is adequate. Space on the Avon Williams is tight as more space is needed in the receiving area.

Food Service

- Need new facility to accommodate growth of 12,000 students. . Main cafeteria needs storage space and food court would need to expand to accommodate commuter students. No large banquet rooms or meeting space on campus. Food service also needs a separate dock and adjacent cold and dry storage.

Division of Student Affairs

- The current student union is not a true student union. Houses administrative functions and Athletics. Would like a separate building for student services function that would include a one-stop center, campus center, student activities, and adequate student space.
- Critical space needs are evident in the student's area. Lack of convening or meeting space for student activities. There are 75-85 student groups and clubs that have no space to work or meet.
- The current student activities space does not work in terms of location and layout. Recreation is well placed but not large enough facilities. There needs to be an initiative to move Athletics out of the student union to create more space for real recreational needs.
- Auditorium space is adequate.
- There are no offices for student government.
- Career Center needs more training space and interview rooms as well as resource library.
- Counseling and Student health are in Washington Hall and space is fine.
- The need for recreation space is showing a "surplus" of space due to the fact that many of the physical education, recreation, and athletic facilities are shared by all three entities. Therefore the need is really shown when all three of these areas are totaled.

Division of Technology

- Computer equipment totals include 125 servers in server room, and 1,650 computers in labs with 10,500 ports across campus. Over 5,000 users are on-line and 1,700 wireless access points.
- Unit manages 130 technology classrooms
- There is no place to store computers when they are obsolete or a staging area when they are received. Network closets are poor to nonexistent in older buildings.
- Need a secure shop area and a training room for faculty and staff. Would like a faculty development center. Media Center is part of the Library and seems adequate.
- At the target enrollment level, staff would need to be doubled. Staff is not together and unit head would like more central location for staff that places them in the same building.

Division of University Relations & Development

- Goal is to demolish current general services building. Unit is moving to Hinkle.
- Public Relations staff will increase as University develops more substantial fundraising strategies.
- Printing is under this unit. Currently outsource many print jobs but want to bring it back to campus. Would need three times more staff and space for large printing presses to relocate on campus. Looking at two years out for this initiative.

- To conduct a campaign of \$100 million or more, the staff would need to double. Need annual fund director, marketing director, and photographer now.
- There needs to be development staff in each academic unit/college (9 units total). They would each need an office and be located in the units. Arts and Sciences would need two offices.
- A call center is being established and will be shared with Admissions.
- VP would like an alumni house or hall of fame with adequate parking for donors
- Current conference spaces is too small. Gentry Center is revenue generating and staff needs better offices.